OFFICE OF THE TOWN MANAGER

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Town of Shrewsbury

MASSACHUSETTS 01545-5398

To: Board of Selectmen
Finance Committee

From: Daniel J. Morgado

Date: January 29, 2016

Re: Fiscal Year 2017 Budget

Pursuant to Section 16 of the Town Manager's Act, attached is my recommended budget for Fiscal Year 2017 together with accompanying backup materials and analysis.

The recommendations contained herein are based on current information which will evolve over the next few months as we work our way towards the Annual Town Meeting that will begin on May 16, 2016.

In keeping with the Board's direction, the enclosed spending plan is balanced based upon my understanding of the current state of revenue and charges. There are several revenue and charge amounts listed herein that are still developing and estimates will mature during the months of February, March and April. I have included Governor Baker's local aid proposal made this past week and I will issue an update when the House Ways and Means Committee issues its report.

In April, I will have local receipts through the third quarter which allows for an opportunity to adjust the Fiscal Year 2017 Schedule A and the July 1, 2016 Free Cash estimates.

In keeping with my standing practice, I will adjust all energy, chemical, contractual services and Operating Support accounts during the months of March and April as information develops. Several of these accounts are subject to change as contracts are renewed, bid awards are made, expiring contracts renegotiated and/or scopes modified.

The approach I took in developing this spending proposal was to hold fast municipal departments and capital spending to the greatest extent advisable to free up revenue for the educational program. There are limited changes in staffing which I will outline during the budget hearings.

My current recommended operational budget is as follows:

	Page #	Fiscal Year 2016 Budget (May ATM)	Fiscal Year 2016 Budget (Current Revised)	Fiscal Year 2017 Request	Fiscal Year 2017 Recommendation	Difference FY 2016 to FY 2017 (May ATM)	Percent	Difference FY 2016 to FY 2017 (Current Revised)	Percent
PERSONNEL BOARD	1	$158,600	$78,762	$8,600	$8,600	($150,000)	-94.58%	($70,162)	-89.08%
SELECTMEN	3	$20,550	$20,550	$20,770	$20,770	$220	1.07%	$220	1.07%
TOWN MANAGER	7	$327,991	$328,862	$356,056	$356,056	$28,065	8.56%	$27,194	8.27%
FINANCE COMMITTEE	13	$281,460	$262,704	$281,460	$281,460	$0	0.00%	$18,756	7.14%
ACCOUNTANT	15	$219,770	$223,549	$225,519	$225,519	$5,749	2.62%	$1,970	0.88%
ASSESSORS	21	$321,388	$336,982	$310,183	$306,183	($15,205)	-4.73%	($30,799)	-9.14%
TREASURER-COLLECTOR	27	$381,794	$388,506	$391,652	$391,652	$9,858	2.58%	$3,146	0.81%
TOWN COUNSEL	35	$64,200	$64,200	$100,200	$100,200	$36,000	56.07%	$36,000	56.07%
MIS	-	$0	$0	$0	$0	$0		$0	
TOWN CLERK	37	$135,158	$137,302	$137,346	$137,346	$2,188	1.62%	$44	0.03%
ELECTION AND REGISTRATION	43	$119,924	$123,942	$136,516	$136,516	$16,592	13.84%	$12,574	10.15%
CONSERVATION COMMISSION	47	$1,900	$35,303	$1,900	$1,900	$0	0.00%	($33,403)	-94.62%
PLANNING & ECONOMIC DEVLP	49	$55,323	$55,323	$53,840	$53,840	($1,483)	-2.68%	($1,483)	-2.68%
PLANNING BOARD	57	$2,000	$2,000	$2,000	$2,000	$0	0.00%	$0	0.00%
BOARD OF APPEALS	61	$3,000	$3,000	$3,900	$3,900	$900	30.00%	$900	30.00%
PUBLIC BUILDINGS	63	$3,737,877	$4,332,776	$3,859,211	$3,837,211	$99,334	2.66%	($495,565)	-11.44%
POLICE DEPARTMENT	87	$4,656,911	$4,674,144	$4,714,549	$4,612,888	($44,023)	-0.95%	($61,256)	-1.31%
FIRE DEPARTMENT	97	$3,237,212	$3,240,196	$3,689,787	$3,348,370	$111,158	3.43%	$108,174	3.34%
BUILDING INSPECTOR	113	$291,923	$296,548	$288,558	$286,598	($5,325)	-1.82%	($9,950)	-3.36%
WEIGHTS & MEASURES	119	$5,000	$5,000	$5,600	$5,600	$600	12.00%	$600	12.00%
EMERGENCY MANAGEMENT	121	$2,180	$11,640	$2,580	$2,580	$400	18.35%	($9,060)	-77.84%
FORESTRY	123	$78,250	$78,250	$83,300	$78,250	$0	0.00%	$0	0.00%
PENSIONS	127	$4,922,794	$4,922,794	$5,125,289	$5,125,289	$202,495	4.11%	$202,495	4.11%
TOWN ENGINEER	131	$491,001	$520,843	$546,830	$497,660	$6,659	1.36%	($23,183)	-4.45%
HIGHWAYS	137	$2,148,592	$2,675,603	$2,345,359	$2,149,776	$1,184	0.06%	($525,827)	-19.65%
STREET LIGHTING	151	$180,918	$180,918	$180,035	$180,035	($883)	-0.49%	($883)	-0.49%
SEWER	155	$5,458,675	$5,460,742	$5,316,009	$5,400,162	($58,513)	-1.07%	($60,580)	-1.11%
WATER	167	$1,962,859	$2,002,145	$1,969,598	$1,992,134	$29,275	1.49%	($10,011)	-0.50%
CEMETERIES	179	$96,875	$98,014	$99,271	$99,271	$2,396	2.47%	$1,257	1.28%
HEALTH	183	$181,272	$182,421	$205,958	$205,958	$24,686	13.62%	$23,537	12.90%
COUNCIL ON AGING	191	$221,440	$228,441	$233,970	$233,970	$12,530	5.66%	$5,529	2.42%
VETERAN'S SERVICES	197	$285,720	$285,720	$285,720	$252,400	($33,320)	-11.66%	($33,320)	-11.66%
COMMISSION ON DISABILITIES	203	$500	$500	$500	$500	$0	0.00%	$0	0.00%
LIBRARY	205	$1,139,504	$1,183,742	$1,215,371	$1,179,186	$39,682	3.48%	($4,556)	-0.38%
PARKS AND RECREATION	221	$400,815	$402,913	$475,886	$425,014	$24,199	6.04%	$22,101	5.49%
SCHOOLS	-	$58,455,519	$58,455,519	$62,446,298	$59,112,145	$656,626	1.12%	$656,626	1.12%
INTEREST AND MATURING DEBT	233	$9,417,490	$9,417,490	$8,978,680	$8,978,680	($438,810)	-4.66%	($438,810)	-4.66%
Employee Assistance Program	229	$4,000	$4,000	$4,000	$4,000	$0	0.00%	$0	0.00%
Group Health and Life Insurance	239	$8,750,000	$8,900,000	$10,300,000	$10,300,000	$1,550,000	17.71%	$1,400,000	15.73%
Medicare	239	$880,000	$880,000	$975,000	$975,000	$95,000	10.80%	$95,000	10.80%
Unemployment Compensation	239	$150,000	$150,000	$125,000	$125,000	($25,000)	-16.67%	($25,000)	-16.67%
Radio Maintenance	239	$10,421	$10,421	$10,421	$10,421	$0	0.00%	$0	0.00%
Ambulance Services	239	$0	$0	$0	$0	$0		$0	
Gasoline and Oil	239	$400,000	$400,000	$325,000	$325,000	($75,000)	-18.75%	($75,000)	-18.75%
Printing/Postage/Stationary	239	$109,200	$109,200	$150,500	$150,500	$41,300	37.82%	$41,300	37.82%
Memorial Day	239	$5,500	$5,500	$5,500	$5,500	$0	0.00%	$0	0.00%
General Insurance	239	$900,000	$900,000	$960,000	$960,000	$60,000	6.67%	$60,000	6.67%
Bills of Prior Year	239	$0	$0	$0	$0	$0		$0	
MIS Support	239	$720,230	$720,230	$713,554	$713,554	($6,676)	-0.93%	($6,676)	-0.93%
Telephone System	239	$34,063	$34,063	$43,145	$43,145	$9,082	26.66%	$9,082	26.66%
UNCLASSIFIED		$11,963,414	$12,113,414	$13,612,120	$13,612,120	$1,648,706	13.78%	$1,498,706	12.37%
		$111,429,799	$112,830,758	$117,710,421	$113,641,739	$2,211,940	1.99%	$810,981	0.72%

	Fiscal Year 2016 Budget (May ATM)	Fiscal Year 2016 Budget (Current Revised)	Fiscal Year 2017 Request	Fiscal Year 2017 Recommendation	Difference FY 2016 to FY 2017 (May ATM)	Percent	Difference FY 2016 to FY 2017 (Current Revised)	Percent
General Government	$20,098,399	$21,308,005	$21,146,402	$20,305,184	$206,785	1.03%	($1,002,821)	-4.71%
Water & Sewer	$7,421,534	$7,462,887	$7,285,607	$7,392,296	($29,238)	-0.39%	($70,591)	-0.95%
Education	$58,455,519	$58,455,519	$62,446,298	$59,112,145	$656,626	1.12%	$656,626	1.12%
Fixed Costs	$25,454,347	$25,604,347	$26,832,114	$26,832,114	$1,377,767	5.41%	$1,227,767	4.80%
	$111,429,799	$112,830,758	$117,710,421	$113,641,739	$2,211,940	1.99%	$810,981	0.72%

Note: School Department request is the budget recommendation filed on January 20, 2016, with the School Committee.

I am unable, at this time, to provide to the School Department funding sufficient to meet their level service budget that would sustain the current program. To meet there requirements, I will need to identify additional revenue, reductions or a combination. This will be a clear priority over the next few months as the final spending plan is developed.

I am recommending the following warrant and capital budget recommendations:

ATM/STM RESERVE		$250,000
MEDICAL EXPENSES POLICE AND FIRE		$5,000
FY 2016 DEFICITS		$400,000
SOLID WASTE ENTERPRISE		$1,750,254
SALE OF LOTS		$18,000
CAPITAL BUDGET		
P	Replacement of marked cruiser	$38,000
P	Replacement of marked cruiser	$38,000
P	Replacement of unmarked cruiser	$32,000
P	Replacement of unmarked cruiser	$32,000
H	Replace Pickup (#2)	$42,000
PB	Renovate Second Floor - Municipal Office Building	$350,000
PB	Oak Middle School - Reseam/Repair Roof	$188,700
H	Repair Salt Shed Roof	$125,000
PKS	Replace Pickup (#82)	$50,770
PB	High School - Paint Interior Walls/Some Trim (Year 1 of 2)	$250,000
W	Replace Pickup w/Utility & Plow Setup (#73)	$55,000
W	Replace Dump Truck (#69)	$125,000
S	Replace Pickup w/Utility & Plow Setup (#73)	$55,000
TRANSFER TO OPEB TRUST - WATER		$107,468
TRANSFER TO OPEB TRUST - SEWER		$20,934
METER REPLACEMENT		$100,000
WMA PERMIT COMPLIANCE/MITIGATION ACTIVITES		$50,000
POOR FARM BROOK MITIGATION FUND		$5,000
WATER MAIN REPLACEMENT		$90,000
WATER SYSTEM IMPROVEMENTS		$574,759
SEWER I & I PROGRAM		$277,000
DESIGN OF REPAIRS - SEWER I & I PROGRAM (YEARS 4-5-6)		$150,000
TELEMETERY UPGRADE SEWER PUMP STATIONS		$300,000

SEWER PUMP STATION IMPROVEMENTS	$300,000
GENERAL SEWER REPAIRS	$450,000
COUNSELING AND EDUCATIONAL SERVICES	$75,000

Enclosed herein is the entire capital schedule submitted by all departments for the period of Fiscal Years 2017 to 2021 (Figure Ten) that I ask you to review carefully as there are a number of projects requested in Fiscal Year 2017 that I am not recommending for funding (see Figure Ten-A).

I will provide updates as soon as information is made known to me and I am available to meet at your convenience.

FISCAL YEAR 2017
BACKUP MATERIALS

FIGURE	TITLE	PURPOSE
One	Fiscal Projection One	Shows actual and projected revenue and charges for Fiscal Year 2016 and 2017. I have included the projection notes that I use in making my estimates for your review and comment.
Two	Projections of New Growth	Shows historical and projected new growth together with a historical summary of selected building permit activity.
Three	Schedule A Receipts	Historical summary of actual receipts for the Fiscal Years 2009 to 2015, the current year's estimate and the projected local receipts for Fiscal Year 2017.
Four	State Aid & Charges	Historical summary of State Aid & Charges for the Fiscal Years 2009 to 2016, and projected forward for Fiscal Year 2017 at levels proposed by Governor Baker.
Five	Tax Rate Recapitulations	Historical summary of Tax Recapitulations for the Fiscal Years 2009 to 2016.
Six	Debt Service Projection	Debt service projection for all issued permanent debt.
Seven	Debt Service Schedule	This is the entire debt service schedule for the Town shown with offsetting revenues.
Eight	Free Cash Estimate	Estimated Free Cash balance as of July 1, 2016.
Nine	Trial Recapitulation	Trial recapitulation to determine surplus or deficit based on the current revenue and charge estimate.
Ten	Capital Budget Summary	Summary of capital requests of all departments for the period of Fiscal Year 2017 to Fiscal Year 2021.
Ten-A	Capital Budget Recommendations	Summary the recommend Capital Budget for Fiscal Year 2017.

FIGURE	TITLE	PURPOSE
Eleven	Health Insurance Enrollment Trends	Summary of enrollment trends Fiscal Year 2004 to Fiscal Year 2016.
Twelve	Surplus Revenue Account	Summary of the various surplus revenue accounts Fiscal Year 1995 to Fiscal Year 2015.
Thirteen	Comparison of Average Single Family Tax Bills	Comparison of single family tax bills for selected communities Fiscal Year 2008 to Fiscal Year 2016.
Fourteen	Solid Waste Enterprise	Solid Waste Enterprise budget for FY 2017.
Fifteen	Sewer Surplus Account	Projection of the Sewer Surplus balance for July 1, 2016.
Sixteen	Summary of Water Revenue	Summary of Water Revenue for FY 2011 to FY 2017 and a projection for FY 2017.
Seventeen	Comparison of Authorized FTE Positions	Comparison of Authorized FTE Positions.
Eighteen	Out Year Projection	Out year projection for the period of FY 2016 to FY 2022.
Nineteen	Revolving and Special Revenue Accounts	Shows special revolving accounts for the period of FY 2010 to FY 2015.
Twenty	Net School Spending	Comparison of Net School Spending FY 2011 to FY 2016 (estimated).
Attachment	Fiscal Policies – FY 2017	The Fiscal Policies of the Board of Selectmen adopted November 10, 2015.

FIGURE ONE
FISCAL PROJECTION ONE
FISCAL YEAR 2017

Ref No.	REVENUE	FY 2016 ACTUAL	FY 2017 PROJECTED	DIFFERENCE
1	TAXATION	$67,548,981	$64,726,183	$1,504,812
2	NEW GROWTH		$500,000	
3	EXEMPTED TAX LEVY		$3,827,610	
4	STATE AID	$22,203,438	$22,422,969	$219,531
5	SBAB PAYMENT	$3,350,376	$3,350,376	$0
6	OVERESTIMATES	$0	$0	$0
7	SCHEDULE A RECEIPTS	$13,654,000	$13,481,000	($173,000)
8	SOLID WASTE ENTERPRISE	$870,500	$865,500	($5,000)
9	RETAINED EARNINGS - SOLID WASTE	$40,000	$40,000	$0
10	FREE CASH	$3,209,000	$3,000,000	($209,000)
	OTHER AVAILABLE FUNDS			
11	SALE OF CEMETERY LOTS	$18,000	$18,000	$0
12	SEWER SURPLUS	$6,846,603	$7,135,558	$288,955
13	SEWER I & I ACCOUNT	$300,000	$427,000	$127,000
14	LIGHT REVENUE	$592,200	$578,475	($13,725)
15	CATV REVENUE	$0	$0	$0
16	OTHER FUNDS (CHAPTER 90)	$1,479,320	$0	($1,479,320)
17	ACCOUNT TRANSFER	$575,583	$117,491	($458,092)
18	STABILIZATION	$0	$0	$0
19	TITLE V LOAN REPAYMENTS	$15,100	$15,100	$0
20	WATER SYSTEM IMPROVEMENTS	$1,308,000	$0	($1,308,000)
21	WATER CONVERSATION FUND	$145,000	$150,000	$5,000
22	CEMETERY TRUST/STAB FUNDS	$75,000	$0	($75,000)
24	SALE OF PROPERTY	$0	$0	$0
25	HIGHWAY IMPROVEMENTS	$0	$0	$0
26	BOND INTEREST RESERVE	$0	$8,900	$8,900
27	FREE CASH (REDUCE LEVY)	$500,000	$500,000	$0
28	MUNICIPAL LIGHT (REDUCE LEVY)	$237,569	$237,569	$0
29	CATV REVENUE (REDUCE LEVY)	$800,000	$800,000	$0
	TOTAL REVENUE	$123,768,670	$122,201,731	($1,566,939)
	CHARGES			
30	TAX TITLE	$0	$0	$0
31	COURT JUDGEMENTS	$0	$0	$0
32	OVERLAY DEFICITS	$4,799	$0	($4,799)
33	CHERRY SHEET OFFSETS	$51,267	$42,520	($8,747)
34	CMRPC	$9,238	$9,469	$231
35	STATE AND COUNTY CHARGES	$1,610,178	$1,453,118	($157,060)
36	OVERLAY	$638,530	$750,000	$111,470
	TOTAL CHARGES	$2,314,012	$2,255,107	($58,905)
	TOTAL AVAILABLE FOR TOWN MEETING APPROPRIATION	**$121,454,658**	**$119,946,624**	**($1,508,034)**
37	**ESTIMATED TAX RATE**	**$13.00**	**$13.19**	

PROJECTION NOTES
FY 2017

No.	Item		Computation	Notes	Information Source/Comment
1	Levy Limit		$63,147,496	Fy 16 levy limit	DOR Advisory
			$1,578,687	21/2% increase	
			$64,726,183.40		
			$64,726,183	**Fy 17 levy limit (SAY)**	
2	New Growth		**$500,000**	**Estimate Fy 17**	**Estimate as of 1/26/2016**
			$959,612	Fy 16 New Growth	Form filed by BOA with Fy 16 Tax Recap Sheet
			$687,615	Fy 15 New Growth	Form filed by BOA with Fy 15 Tax Recap Sheet
			$756,077	Fy 14 New Growth	Form filed by BOA with Fy 14 Tax Recap Sheet
			$605,739	Fy 13 New Growth	Form filed by BOA with Fy 13 Tax Recap Sheet
			$603,407	Fy 12 New Growth	Form filed by BOA with Fy 12 Tax Recap Sheet
			$515,637	Fy 11 New Growth	Form filed by BOA with Fy 11 Tax Recap Sheet
			$414,006	Fy 10 New Growth	Form filed by BOA with Fy 10 Tax Recap Sheet
			$525,143	Fy 09 New Growth	Form filed by BOA with Fy 09 Tax Recap Sheet
			$561,235	Fy 08 New Growth	Form filed by BOA with Fy 08 Tax Recap Sheet
			$997,304	Fy 07 New Growth	Form filed by BOA with Fy 07 Tax Recap Sheet
3	Exempted Tax Levy		$0	90% of Floral Street School Debt Service (Paid Off 2/1/2016)	
			($585,681)	SBAB Reimbursement - Floral Street (Last Payment)	
		($3,350,376)	($2,764,695)	SBAB Reimbursement - High School (Revised by MSBA July 2010)	
			$160,150	Open Space Bond	
			$125,475	HS School Land Bond	
			$3,742,000	New High School	See Figure Six
			$123,375	Open Space Bond #2	
			$464,780	Oak Middle School	
			$514,733	Fire Facilities Project	
			$1,650,000	Sherwood Middle School	
			$449,875	Land Acquisition - CenTech Park - North	
			$359,000	Library BAN Interest	
			($40,671)	Additional SBAB Reimbursement - Oak	
			($62,653)	Bond Premium for Sherwood Bond	
			($1,675)	Bond Premium for Land Acquisition - CenTech Park	
			($297,503)	Bond Premium on Library BAN	
			($8,900)	Bond Interest Reserve (See Item #25)	
			$3,827,610	**Total Exempted Debt Service**	
4	State Aid		**$22,422,969**	**Based on Governor Baker's budget proposal**	See Figure Four
5	SBAB		$585,681	Floral Street (Last Payment)	
			$2,764,695	High School	
			$3,350,376	**Total SBAB**	

PROJECTION NOTES
FY 2017

6	Overestimates	$0	**No Overestimated Projected**		
7	Schedule A	$13,481,000	**Projected Local Receipts**		See Figure Three
8	Solid Waste Enterprise	$865,500	**Estimate as of 1/27/2016**		See Figure Fourteen
9	Retained Earnings - Solid Waste	$40,000	**Balance as of 7/1/2015 - $80,836**		
10	Free Cash	$3,000,000	**7/1/15 Balance $5,092,731 (Adjusted to $4,883,731 via $209,000 transfer at 11/9/2015 STM)**		
11	Sale of Lots	$18,000	**Balance as of 1/15/2016 - $61,499**		
12	Sewer Surplus Working Balance as of 12/31/2015 $13,509,179	$7,135,558 Tax levy subsidy of the sewer operation is 0.0%		$5,400,162 $331,879 $55,000 $450,000 $300,000 $300,000 $20,934 $277,583 $7,135,558	Operating Budget Debt Service Capital Budget - Replace Pickup #61 Warrant Article General Sewer System Repairs Warrant Article - Telemetry Upgrades Warrant Article Pump Station Improvements Transfer to OPEB Trust - Year 2 Indirect Costs Total
13A	Sewer I & I Account	$427,000	**Balance as of 1/15/2016 - $1,438,788**	$277,000 $150,000 $427,000	Year 6 I & I Program Design for I&I Repairs Years 4-5-6
13B	Sewer Construction Balance as of 1/15/2016 Sewer Construction Acct $619,123	$0	**No projects planned for FY 2017**		
14	Light Revenue	$112,875 $465,600	Light Plant Upgrade (2001 - Rolfe Avenue Transformer) Light Plant Upgrade (2014 CenTech Substation)		
		$578,475	**Total Debt Service Budget FY 17**		See Figure Six
15	CATV Revenue	$0	**No Debt Service**		See Figure Six
16	Chapter 90	$0			

PROJECTION NOTES
FY 2017

		Amount	Account	To Be Used For
17	Account Transfers	$14,140.00	0192-10-571270 Replace Carpets-Modulars	Capital Budget
		$35,000.00	0192-10-571440 Design Dev Spring	Capital Budget
		$17,800.00	0192-10-582120 Int Paint Floral	Capital Budget
		$12,594.00	0192-10-571300 Sring St. Roofs	Capital Budget
		$37,957.26	0192-10-585540 Re-Seam School Roofs	Capital Budget
		$117,491.26	**Total Account Transfers**	
18	Stabilization	**$0**	**Balance as of 1/15/2016 - $592,846**	
19	Total V Loan Repayments	**$15,100**	**Balance as of 1/15/2016 - $132,846**	See Figure Six
			$4,830.00	Title V Loan #1
			$5,541.00	Title V Loan #2
			$4,729.00	Title V Loan #3
			$15,100.00	
20	Water System Improvements	**$0**	**Balance as of 1/15/2016 - $231,418**	
21	Water Conservation Fund	**$150,000**	**Balance as of 1/15/2016 - $174,277**	
			$100,000	Meter Replacement
			$50,000	WMA Compliance/Mitigation
			$150,000	
22	Cemetery Trust/Stabilization Funds	**$0**	**Balance as of 1/27/2016 - $44,293**	
23	Sale of Property	**$0**	**Balance as of 1/15/2016 - $26,505**	
24	Highway Improvements	**$0**	**Balance as of 1/15/2016 - $752,234**	
25	Bond Interest Reserve	**$8,900**	**Fy 17 Balance as of 1/15/2016 - $8,988**	Source: Library Project
		$0	Fy 16	FY 16 Recap Sheet
		$25,000	Fy 15	FY 15 Recap Sheet
		$60,000	Fy 14	FY 14 Recap Sheet
		$100,000	Fy 13	FY 13 Recap Sheet
		$0	Fy 12	FY 12 Recap Sheet
		$205,469	Fy 11	FY 11 Recap Sheet
		$500,000	Fy 10	FY 10 Recap Sheet
		$500,000	Fy 09	FY 09 Recap Sheet
		$500,000	Fy 08	FY 08 Recap Sheet
		$800,000	Fy 07	FY 07 Recap Sheet
26	Free Cash (Reduce Levy)	**$500,000**	**Fy 17 $0 is a Premium Pass Through)**	
		$500,000	Fy 16	FY 15 Recap Sheet; $0 was a bond premium
		$500,000	Fy 15	FY 15 Recap Sheet; $0 was a bond premium
		$500,000	Fy 14	FY 14 Recap Sheet; $5,938 was a bond premium
		$500,000	Fy 13	FY 13 Recap Sheet; $181,080 was a bond premium

PROJECTION NOTES
FY 2017

		$500,000	Fy 12	FY 12 Recap Sheet; $298,234 was a bond premium
		$500,000	Fy 11	FY 11 Recap Sheet; $62,793 was a bond premium
		$500,000	Fy 10	FY 10 Recap Sheet; $69,605 was a bond premium
		$500,000	Fy 09	FY 09 Recap Sheet; $76,152 was a bond premium
		$500,000	Fy 08	FY 08 Recap Sheet; $48,590 was a bond premium
		$500,000	Fy 07	FY 07 Recap Sheet; $87,944 was a bond premium
27	Municipal Light (PILOT)	**$237,569**	**Fy 17**	
		$237,569	Fy 16	FY 16 Recap Sheet
		$237,569	Fy 15	FY 15 Recap Sheet
		$237,569	Fy 14	FY 14 Recap Sheet
		$175,463	Fy 13	FY 13 Recap Sheet
		$150,384	Fy 12	FY 12 Recap Sheet
		$150,384	Fy 11	FY 11 Recap Sheet
		$150,384	Fy 10	FY 10 Recap Sheet
		$150,384	Fy 09	FY 09 Recap Sheet
		$189,358	Fy 08	FY 08 Recap Sheet
		$115,441	Fy 07	FY 07 Recap Sheet
28	CATV (PILOT)	**$800,000**	**Fy 17**	
		$800,000	Fy 16	FY 16 Recap Sheet
		$800,000	Fy 15	FY 15 Recap Sheet
		$792,811	Fy 14	FY 14 Recap Sheet
		$753,254	Fy 13 - Additional $30,000 from PEG	FY 13 Recap Sheet
		$723,720	Fy 12 - Additional $30,000 from PEG	FY 12 Recap Sheet
		$732,356	Fy 11	FY 11 Recap Sheet
		$626,307	Fy 10	FY 10 Recap Sheet
		$556,355	Fy 09	FY 09 Recap Sheet
		$492,491	Fy 08	FY 08 Recap Sheet
		$454,691	Fy 07	FY 07 Recap Sheet
29	Tax Title	**$0**		
30	Court Judgments	**$0**		
31	Overlay Deficits	**$0**		
32	Cherry Sheet Offsets	**$42,520**	**Fy 17 Based on Governor Baker's budget proposal**	
		$51,267	Fy 16	FY 16 Recap Sheet
		$73,860	Fy 15	FY 15 Recap Sheet
		$137,643	Fy 14	FY 14 Recap Sheet
		$148,573	Fy 13	FY 13 Recap Sheet
		$163,198	Fy 12	FY 12 Recap Sheet
		$164,782	Fy 11	FY 11 Recap Sheet
		$70,133	Fy 10	FY 10 Recap Sheet
		$81,742	Fy 09	FY 09 Recap Sheet
		$81,348	Fy 08	FY 08 Recap Sheet
		$73,331	Fy 07	FY 07 Recap Sheet

PROJECTION NOTES
FY 2017

33	CMRPC	**$9,469**	**Fy 17 - Actual**	
		$9,238	Fy 16	FY 16 Recap Sheet
		$9,013	Fy 15	FY 15 Recap Sheet
		$8,793	Fy 14	FY 14 Recap Sheet
		$8,579	Fy 13	FY 13 Recap Sheet
		$7,813	Fy 12	FY 12 Recap Sheet
		$7,623	Fy 11	FY 11 Recap Sheet
		$7,623	Fy 10	FY 10 Recap Sheet
		$7,437	Fy 09	FY 09 Recap Sheet
		$7,256	Fy 08	FY 08 Recap Sheet
		$7,079	Fy 07	FY 07 Recap Sheet
34	State & County Charges	**$1,453,118**	**Fy 17 Based on Governor Baker's budget proposal**	
		$1,610,178	Fy 16	FY 16 Recap Sheet
		$1,700,006	Fy 15	FY 15 Recap Sheet
		$1,807,169	Fy 14	FY 14 Recap Sheet
		$1,900,158	Fy 13	FY 13 Recap Sheet
		$1,983,115	Fy 12	FY 12 Recap Sheet
		$1,756,414	Fy 11	FY 11 Recap Sheet
		$1,816,393	Fy 10	FY 10 Recap Sheet
		$1,502,535	Fy 09	FY 09 Recap Sheet
		$1,150,859	Fy 08	FY 08 Recap Sheet
		$882,906	Fy 07	FY 07 Recap Sheet
35	Overlay	**$750,000**	**Fy 17 - Estimate**	Estimate
		$638,530	Fy 16	FY 16 Recap Sheet
		$513,182	Fy 15	FY 15 Recap Sheet
		$763,780	Fy 14	FY 14 Recap Sheet
		$525,318	Fy 13	FY 13 Recap Sheet
		$715,020	Fy 12	FY 12 Recap Sheet
		$598,458	Fy 11	FY 11 Recap Sheet
		$746,871	Fy 10	FY 10 Recap Sheet
		$583,630	Fy 09	FY 09 Recap Sheet
		$545,199	Fy 08	FY 08 Recap Sheet
		$484,866	Fy 07	FY 07 Recap Sheet
		$451,929	Fy 06	FY 06 Recap Sheet
36	Fy 17 Tax Rate	$500,000.00	projected new growth	
		$13.00	current year tax rate	
		$5,196,075,499.00	current value	
		$38,461,538.46	value new growth	
		$5,234,537,037.46	new value FY 17	
		$64,726,183.00	tax levy	
		$500,000.00	new growth	
		$3,827,610.00	exempted levy	
		$69,053,793.00	total levy	
		$13.19	**tax rate FY 17**	

FIGURE TWO
NEW GROWTH AND BUILDING PERMIT ANALYSIS
FISCAL YEAR 2010 TO 2017

Property Class	FY 2017 (Estimated)	FY 2016	FY 2015	FY 2014	FY 2013	FY 2012	FY 2011	FY 2010
Residential								
Single Family	$27,000,000	$42,492,700	$36,735,316	$24,492,800	$27,173,200	$26,435,200	$28,754,200	$13,707,015
Condominium	$3,000,000	$3,802,900	$7,328,400	$11,194,700	$5,906,000	$6,403,500	$3,918,900	$2,317,000
Two & Three Family	$1,500,000	$1,955,200	$182,500	$651,700	$1,000	$215,000	$660,300	$0
Multi-Family	$0	$800	$0	$3,796,900	$5,125,600	$10,540,100	$77,500	$350,600
Vacant Land	$1,000,000	$3,825,100	$1,056,422	$814,700	$4,465,605	$3,093,100	$5,106,200	$1,882,700
All Others	$0	$410,500	$7,200	$462,300	$0	$577,100	$261,025	$0
Total Residential	$32,500,000	$52,487,200	$45,309,838	$41,413,100	$42,671,405	$47,264,000	$38,778,125	$18,257,315
Open Space	$0	$0	$0	$0	$0	$0	$0	$0
Commercial	$2,000,000	$13,149,400	$1,561,400	$3,868,800	$5,518,289	$6,132,287	$8,595,290	$3,062,200
Chapter 61, 61A, 61B	$0	$0	$0	$0	$0	$0	$0	$5,773
Industrial	$500,000	$711,800	$752,300	$231,900	$4,182,800	$1,000	$0	$29,400
Personal Property	$3,000,000	$6,349,480	$8,273,630	$19,274,190	$2,149,542	$3,154,338	$2,639,975	$21,414,509
Total Valuation Growth	$38,000,000	$72,697,880	$55,897,168	$64,787,990	$54,522,036	$56,551,625	$50,013,390	$42,769,197
Tax Rate	$13.00	$13.20	$12.17	$11.67	$11.11	$10.67	$10.31	$9.68
New Growth	$494,000	$959,612	$680,269	$756,076	$605,740	$603,406	$515,638	$414,006
Say	**$500,000**							

Building Permits (Selected Areas)	2015	2014	2013	2012	2011	2010	2009	2008
One Family	51	43	80	47	49	58	50	25
Two Family	4	10	5	10	2	4	1	3
Apartment/Condos	0	0	5	2	6	6	10	0
Residential Alterations	324	311	398	354	227	251	207	228
Commercial	9	8	6	1	4	5	3	9
Commercial Alternations	67	56	57	83	87	75	41	47
Industrial	1	0	0	1	0	0	0	0
Industrial Alterations	0	0	0	1	0	0	0	0
Total	456	428	551	499	375	399	312	312

New Single-Family Homes 1990 to 2007					
1990	61	1996	221	2002	128
1991	125	1997	261	2003	96
1992	288	1998	269	2004	68
1993	256	1999	244	2005	53
1994	222	2000	178	2006	39
1995	157	2001	126	2007	34

Single Family Home Construction	
1990 to 1999	2,104
2000 to 2009	797
2010 to 2019	328

FIGURE THREE
SCHEDULE A (LOCAL) RECEIPTS
FISCAL YEAR 2009 TO 2017

ITEM	ESTIMATED FY 17	PROJECTED FY 16	ACTUAL FY 15	ACTUAL FY 14	ACTUAL FY 13	ACTUAL FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09
MOTOR VEHICLE EXCISE	$5,250,000	$5,250,000	$5,550,798	$5,224,258	$4,849,155	$4,507,317	$4,437,527	$4,295,450	$4,351,092
OTHER EXCISE	$90,000	$90,000	$99,684	$100,617	$77,181	$85,807	$82,970	$47,864	$51,900
MEALS TAX*	$400,000	$400,000	$409,192	$362,828	$353,033	$348,153	$336,491	$0	$0
PENALTIES AND INTEREST	$250,000	$250,000	$319,215	$296,834	$237,991	$245,132	$281,400	$218,805	$241,101
PAYMENT IN LIEU OF TAXES	$34,000	$32,000	$34,609	$34,008	$31,445	$32,487	$35,218	$34,001	$33,425
CHARGES FOR SERVICES - WATER	$3,700,000	$3,700,000	$3,733,040	$3,780,734	$3,535,767	$3,413,506	$3,642,144	$3,518,453	$3,409,443
CHARGES FOR SERVICES - ASH DISPOSAL	$1,450,000	$1,600,000	$1,896,814	$1,807,302	$1,371,468	$1,344,953	$1,245,334	$872,566	$812,552
FEES	$125,000	$125,000	$147,332	$132,652	$156,985	$157,296	$156,866	$116,107	$106,172
RENTALS	$6,000	$6,000	$6,202	$42,604	$21,711	$48,331	$19,084	$13,442	$12,640
DEPARTMENTAL REVENUE - SCHOOLS	$25,000	$25,000	$35,514	$96,563	$4,567	$26,214	$12,459	$16,575	$37,320
DEPARTMENTAL REVENUE - LIBRARIES	$0	$0	$0	$0	$0	$0	$0	$0	$0
DEPARTMENTAL REVENUE - CEMETERIES	$30,000	$30,000	$33,418	$31,269	$29,557	$23,097	$25,423	$29,994	$56,839
OTHER DEPARTMENTAL REVENUE	$340,000	$350,000	$369,334	$570,244	$458,798	$400,749	$325,025	$280,106	$255,566
LICENSE AND PERMITS	$840,000	$840,000	$782,013	$919,336	$763,338	$799,598	$758,100	$672,673	$597,761
SPECIAL ASSESSMENTS	$13,000	$13,000	$13,126	$16,407	$20,797	$32,687	$20,266	$27,440	$21,805
FINES AND FORFEITS	$150,000	$150,000	$158,728	$241,760	$137,127	$159,174	$148,638	$195,951	$245,537
INVESTMENT INCOME	$450,000	$450,000	$459,240	$401,647	$369,726	$491,844	$732,478	$929,436	$1,179,559
MISCELLANEOUS RECURRING	$0	$0	$0	$0	$0	$0	$0	$0	$31,291
MISCELLANEOUS NON-RECURRING	$50,000	$50,000	$189,859	$22,350	$127,775	$443,716	$459,072	$198,823	$151,712
MEDICAID REIMBURSEMENT	$200,000	$200,000	$260,871	$470,223	$310,423	$353,059	$333,627	$215,698	$222,924
SUPPLEMENTAL TAX PROGRAM	$50,000	$65,000	$69,822	$144,731	$167,441	$85,388	$89,521	$19,628	$16,603
REIMBURSEMENT E-RATE	$28,000	$28,000	$28,771	$68,835	$628	$6,152	$5,084	$41,864	$0
HOMELESS TRANSPORTATION	$0	$0	$0	$28,341	$100,252	$0	$0	$0	$0
* Meals tax adopted in February 2010	$13,481,000	$13,654,000	$14,597,582	$14,793,543	$13,125,165	$13,004,660	$13,146,727	$11,744,876	$11,835,242
ESTIMATE			$13,281,500	$12,232,271	$12,060,000	$12,088,959	$11,355,500	$10,939,000	$11,978,000
OVER(UNDER)			$1,316,082	$2,561,272	$1,065,165	$915,701	$1,791,227	$805,876	($142,758)
PERCENT OVER(UNDER)			9.9%	20.9%	8.8%	7.6%	15.8%	7.4%	-1.2%

FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2009 TO 2017

Line Item	Fiscal Year 2017 Based on Governor's Budget Proposal	Fiscal Year 2016 Actual	Fiscal Year 2015 Actual	Fiscal Year 2014 Actual	Fiscal Year 2013 Actual	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual
REVENUE									
A. EDUCATION									
Chapter 70	$19,315,358	$19,195,638	$19,045,813	$18,897,238	$18,748,463	$18,511,623	$18,412,775	$18,489,475	$18,866,811
School Transportation	$0	$0	$0	$0	$0	$0	$0	$0	$0
School Construction (Removed in FY 2006)	$0	$0	$0	$0	$0	$0	$0	$0	$0
Charter School Tuition Reimbursement	$62,994	$72,333	$125,925	$185,207	$263,968	$409,002	$439,559	$669,148	$539,381
Tuition State Wards	$0	$0	$0	$0	$0	$0	$0	$0	$0
Chater School Capital Facility Reimbursement	$0	$0	$0	$0	$0	$0	$0	$0	$0
School Lunch (Offset)	$0	$0	$27,289	$28,962	$30,010	$30,201	$27,459	$33,698	$31,073
School Choice Receiving Tuition	$0	$4,989	$0	$69,167	$79,568	$96,050	$100,000	$0	$0
Sub-Total	**$19,378,352**	**$19,272,960**	**$19,199,027**	**$19,180,574**	**$19,122,009**	**$19,046,876**	**$18,979,793**	**$19,192,321**	**$19,437,265**
B. GENERAL GOVERNMENT									
Unrestricted General Government Aid (2009)	$2,678,416	$2,567,992	$2,478,757	$2,411,871	$2,356,176	$2,185,815	$2,356,176	$2,454,350	$0
Lottery, Beano & Charity Games	$0	$0	$0	$0	$0	$0	$0	$0	$2,859,417
Additional Assistance	$0	$0	$0	$0	$0	$0	$0	$0	$269,738
Highway Fund	$0	$0	$0	$0	$0	$0	$0	$0	$0
Police Career Incentive	$0	$0	$0	$0	$0	$0	$15,400	$31,340	$157,078
Veteran's Benefits	$99,127	$99,127	$93,389	$70,805	$41,977	$38,498	$53,523	$33,353	$29,272
Exemptions (Vets,Blind,Surviving)	$95,423	$86,883	$87,239	$88,204	$88,386	$91,885	$94,439	$91,799	$67,515
Exemptions (Elderly)	$0	$0	$0	$0	$0	$0	$0	$0	$22,798
State Owned Land	$129,131	$130,198	$130,198	$145,774	$142,947	$142,901	$137,967	$112,672	$129,345
Public Libraries	$42,520	$46,278	$46,571	$39,514	$38,995	$36,947	$37,323	$36,435	$50,669
Sub-Total	**$3,044,617**	**$2,930,478**	**$2,836,154**	**$2,756,168**	**$2,668,481**	**$2,496,046**	**$2,694,828**	**$2,759,949**	**$3,585,832**
Total State Aid	**$22,422,969**	**$22,203,438**	**$22,035,181**	**$21,936,742**	**$21,790,490**	**$21,542,922**	**$21,674,621**	**$21,952,270**	**$23,023,097**
CHARGES									
County Tax	$0	$0	$0	$0	$0	$0	$0	$25,729	$49,947
Mosquito Control	$76,750	$66,332	$69,238	$67,979	$64,430	$60,128	$59,538	$60,013	$59,166
Mosquito Control (Underestimate)	$0	$0	$0	$0	$0	$0	$0	$0	$0
Air Pollution Districts	$11,501	$11,221	$11,061	$11,072	$10,543	$10,002	$9,802	$9,608	$9,434
RMV Non-Renewal Surcharge	$26,060	$26,060	$26,060	$26,540	$22,180	$22,400	$22,320	$21,520	$21,780
WRTA Assessment	$80,539	$78,234	$81,585	$81,159	$81,552	$97,053	$95,756	$74,028	$69,072
Special Education	$0	$0	$0	$0	$187	$4,904	$18,451	$17,305	$12,816
MBTA	$158,953	$159,786	$153,687	$152,105	$149,868	$114,259	$115,750	$139,262	$141,794
School Choice Tuition	$184,243	$211,728	$179,040	$147,441	$129,193	$117,984	$113,286	$106,835	$78,710

FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2009 TO 2017

Line Item	Fiscal Year 2017 Based on Governor's Budget Proposal	Fiscal Year 2016 Actual	Fiscal Year 2015 Actual	Fiscal Year 2014 Actual	Fiscal Year 2013 Actual	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual
Charter School Tuition	$915,072	$1,056,817	$1,179,335	$1,320,873	$1,442,205	$1,556,385	$1,321,511	$1,362,093	$1,059,816
Sub-Total	**$1,453,118**	**$1,610,178**	**$1,700,006**	**$1,807,169**	**$1,900,158**	**$1,983,115**	**$1,756,414**	**$1,816,393**	**$1,502,535**
Overestimate - Mosquito Control	$0	$0	$0	$0	$0	$0	$0	$0	$0
Overestimate - Special Education	$0	$0	$0	$0	$0	$0	$0	$0	$0
Overestimate - Regional Transit	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sub-Total	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Net Charges	**$1,453,118**	**$1,610,178**	**$1,700,006**	**$1,807,169**	**$1,900,158**	**$1,983,115**	**$1,756,414**	**$1,816,393**	**$1,502,535**
School Lunch Offset	$0	$0	$27,289	$28,962	$30,010	$30,201	$27,459	$33,698	$31,073
Library Offset	$42,520	$46,278	$46,571	$39,514	$38,995	$36,947	$37,323	$36,435	$50,669
School Choice Receiving Tuition	$0	$4,989	$0	$69,167	$79,568	$96,050	$100,000	$0	$0
Total Off-Sets	**$42,520**	**$51,267**	**$73,860**	**$137,643**	**$148,573**	**$163,198**	**$164,782**	**$70,133**	**$81,742**

Line Item	Fiscal Year 2017 Based on Governor's Budget Proposal	Fiscal Year 2016 Actual	Fiscal Year 2015 Actual	Fiscal Year 2014 Actual	Fiscal Year 2013 Actual	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual
"Education" Local Aid	**$19,378,352**	**$19,272,960**	**$19,199,027**	**$19,180,574**	**$19,122,009**	**$19,046,876**	**$18,979,793**	**$19,192,321**	**$19,437,265**
"General Government" Local Aid	**$3,044,617**	**$2,930,478**	**$2,836,154**	**$2,756,168**	**$2,668,481**	**$2,496,046**	**$2,694,828**	**$2,759,949**	**$3,585,832**
Less Charges and Offsets	**$1,495,638**	**$1,661,445**	**$1,773,866**	**$1,944,812**	**$2,048,731**	**$2,146,313**	**$1,921,196**	**$1,886,526**	**$1,584,277**
Net Total	**$20,927,331**	**$20,541,993**	**$20,261,315**	**$19,991,930**	**$19,741,759**	**$19,396,609**	**$19,753,425**	**$20,065,744**	**$21,438,820**
Change from Previous Year	**$385,338**	**$280,678**	**$269,385**	**$250,171**	**$345,150**	**($356,816)**	**($312,319)**	**($1,373,076)**	**$977,156**
"General Government" Less Charges	**$1,591,499**	**$1,320,300**	**$1,136,148**	**$948,999**	**$768,323**	**$512,931**	**$938,414**	**$943,556**	**$2,083,297**

Indicates 9C Reduction

FIGURE FIVE
TAX RATE RECAPITULATIONS
FISCAL YEAR 2009 TO 2016

	ACTUAL FY 16	ACTUAL FY 15	ACTUAL FY 14	ACTUAL FY 13	ACTUAL FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09
CHARGES								
APPROPRIATIONS	$121,454,658	$117,989,602	$109,611,071	$105,576,395	$101,508,248	$95,005,238	$94,830,381	$96,506,912
COURT JUDGMENTS	$0	$0	$0	$0	$0	$0	$0	$0
OVERLAY DEFICITS	$4,799	$0	$0	$0	$0	$0	$0	$0
CHERRY SHEET OFFSETS	$51,267	$73,860	$137,643	$148,573	$163,198	$164,782	$70,133	$81,742
CMRPC	$9,238	$9,013	$8,793	$8,579	$7,813	$7,623	$7,623	$7,437
STATE AND COUNTY CHARGES	$1,610,178	$1,700,006	$1,807,169	$1,900,158	$1,983,115	$1,756,414	$1,816,393	$1,502,535
OVERLAY	$638,530	$513,182	$763,800	$525,318	$714,829	$598,458	$758,894	$583,630
TOTAL TO BE RAISED	$123,768,670	$120,285,663	$112,328,476	$108,159,023	$104,377,203	$97,532,515	$97,483,424	$98,682,256
REVENUE								
STATE AID	$25,553,814	$25,385,557	$25,287,118	$25,140,866	$24,893,298	$25,163,474	$25,441,123	$26,849,796
OVERESTIMATES	$0	$0	$0	$0	$0	$0	$0	$0
SCHEDULE A RECEIPTS	$13,654,000	$13,281,500	$12,232,271	$12,060,000	$12,088,959	$11,355,500	$10,939,000	$11,978,000
SOLID WASTE ENTERPRISE	$870,500	$870,000	$885,000	$895,500	$885,000	$831,000	$804,000	$0
FREE CASH & RETAINED EARNINGS	$3,249,000	$3,390,003	$3,969,580	$3,151,495	$3,446,791	$1,631,069	$1,310,000	$2,999,999
OTHER AVAILABLE FUNDS								
SALE OF CEMETERY LOTS	$18,000	$18,000	$18,000	$18,000	$18,000	$18,000	$18,000	$19,000
SEWER SURPLUS/I&I FUND	$7,146,603	$6,922,726	$7,531,863	$5,974,283	$5,718,663	$4,200,777	$3,313,131	$2,834,092
LIGHT REVENUE	$592,200	$606,420	$130,750	$344,110	$350,570	$357,767	$457,640	$472,770
CATV REVENUE	$0	$0	$348,400	$365,300	$377,300	$394,500	$410,834	$453,750
STABILIZATION	$0	$0	$0	$0	$0	$0	$496,000	$0
OTHER FUNDS (CHAPTER 90)	$1,479,320	$980,722	$986,194	$989,144	$1,734,698	$0	$1,451,733	$723,655
BUDGET/FUND TRANSFERS	$575,583	$571,581	$407,923	$700,585	$315,708	$701,143	$1,136,417	$1,336,334
HOME FARM WELL INTEREST	$0	$0	$0	$0	$0	$0	$0	$0
TITLE V RESERVE	$15,100	$15,099	$15,101	$14,963	$15,128	$15,128	$15,128	$15,128
WATER SYSTEM IMPRVMNTS	$1,308,000	$1,353,524	$878,082	$1,102,358	$0	$32,000	$600,000	$0
WATER CONSERVATION FUND	$145,000	$30,000	$10,000	$25,000	$0	$100,000	$200,000	$200,000
CEMETERY TRUST FUNDS	$75,000	$0	$0	$0	$0	$0	$11,000	$30,000
SPECIAL FUNDS - COAL ASH	$0	$0	$0	$0	$0	$0	$0	$392,237
HIGHWAY IMPROVEMENTS	$0	$0	$0	$0	$0	$0	$0	$0
SURPLUS SBAB (FLORAL)	$0	$0	$0	$0	$0	$0	$0	$0
SALE OF PROPERTY	$0	$0	$0	$30,000	$0	$315,500	$0	$0
SEWER CONSTRUCTION	$0	$0	$0	$0	$150,000	$750,000	$0	$610,000
FREE CASH (REDUCE LEVY)	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000
MUNICIPAL LIGHT (REDUCE LEVY)	$237,569	$237,569	$237,569	$175,463	$150,384	$150,384	$150,384	$150,384

FIGURE FIVE
TAX RATE RECAPITULATIONS
FISCAL YEAR 2009 TO 2016

	ACTUAL FY 16	ACTUAL FY 15	ACTUAL FY 14	ACTUAL FY 13	ACTUAL FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09
CATV REVENUE (REDUCE LEVY)	$800,000	$800,000	$792,811	$753,254	$723,720	$732,356	$626,307	$556,355
BOND INTEREST RESERVE	$0	$25,000	$60,000	$100,000	$0	$205,469	$500,000	$500,000
TOTAL REVENUE	$56,219,689	$54,987,701	$54,290,662	$52,340,321	$51,368,219	$47,454,067	$48,380,697	$50,621,500
TOTAL LEVY	$67,548,981	$65,297,962	$58,037,814	$55,818,702	$53,008,984	$50,078,448	$49,102,727	$48,060,756
TAX RATE	$13.20	$13.20	$12.17	$11.67	$11.11	$10.67	$10.31	$9.68
Tax Levy as Percent of Total Spending	**54.58%**	**54.29%**	**51.67%**	**51.61%**	**50.79%**	**51.35%**	**50.37%**	**48.70%**
Net State Aid as Percent of Total Spending	**19.30%**	**19.63%**	**20.78%**	**21.35%**	**21.79%**	**23.83%**	**24.16%**	**25.60%**

FIGURE SIX
DEBT SERVICE PROJECTION
FISCAL YEAR 2017 TO 2035

FISCAL YEAR	1999 (2009) $3,000,000 OPEN SPACE LAND PURCHASE	1999 (2009) $2,400,000 HIGH SCHOOL LAND PURCHASE	2000 $86,947 TITLE V LOAN PROGRAM	2001 (2010) $58,900,000 SENIOR HIGH SCHOOL	2001 (2010) $2,000,000 OPEN SPACE LAND PURCHASE	2001 (2010) 2001 $1,760,000 LIGHT PLANT	2001 (2005) $286,611 CWMP	2004 $105,896 TITLE V LOAN PROGRAM	2004 (2013) $7,400,000 OAK MIDDLE SCHOOL
2017	$160,150	$125,475	$4,830	$3,742,000	$123,375	$112,875	$15,508	$5,541	$464,780
2018	$150,650	$122,025	$4,830	$3,585,250	$118,125	$107,625	$14,842	$5,541	$450,630
2019	$41,300	$113,575	$4,830	$3,433,875	$112,875		$14,120	$5,541	$436,580
2020					$107,625		$13,501	$5,541	$422,143
Balance				$9,367,625			$15,698	$16,881	$1,878,908
TOTAL	$352,100	$361,075	$14,490	$20,128,750	$462,000	$220,500	$73,669	$39,045	$3,653,041

FISCAL YEAR	2004 (2013) $1,250,000 NORTH SHORE SCHOOL ADDITION	2005 $94,573 TITLE V LOAN PROGRAM	2007 (2009) $168,653 CWMP	2008 $6,800,000 FIRE FACILITIES PROJECT	2008 $1,250,000 WATER SYSTEM UPGRADE	2011 $20,000,000 SHERWOOD MIDDLE SCHOOL	2011 $680,000 CREDIT UNION PURCHASE	2012 $681,000 WATER SYSTEM IMPROVEMENTS	2012 $6,100,000 LAND PURCHASE SOUTH STREET
2017	$88,075	$4,729	$10,807	$514,733	$133,438	$1,650,000	$85,550	$78,525	$449,875
2018	$87,225	$4,729	$10,807	$502,383	$129,375	$1,615,000	$83,100	$77,300	$437,675
2019	$81,400	$4,729	$10,808	$489,083		$1,580,000	$75,725	$75,900	$428,525
2020	$80,500	$4,729	$10,808	$476,353		$1,540,000	$73,125	$69,550	$422,425
Balance		$28,367	$10,808	$2,534,334		$14,980,000	$136,500	$200,850	$4,778,283
TOTAL	$337,200	$47,283	$54,038	$4,516,886	$262,813	$21,365,000	$454,000	$502,125	$6,516,783

FISCAL YEAR	2013 $956,875 SWR INTERCEPTOR PHASE I	2014 $635,000 SPRING STREET SCHOOL	2014 $6,000,000 LIGHT DEPT UPGRADE	2015 $4,146,710 SWR INTERCEPTOR PHASE II	TOTAL DEBT SERVICE	DEBT SERVICE FUNDED FROM WITHIN THE TAX LEVY	DEBT SERVICE FUNDED FROM OUTSIDE THE TAX LEVY***	DEBT SERVICE FUNDED FROM NON TAX REVENUE	TOTAL DEBT SERVICE
2017	$54,600	$78,250	$465,600	$250,964	$8,619,680	$251,875	$7,230,388	$1,137,417	$8,619,680
2018	$54,667	$76,300	$456,600	$251,261	$8,345,940	$246,625	$6,981,738	$1,117,577	$8,345,940
2019	$54,737	$73,700	$444,600	$251,565	$7,733,468	$230,825	$6,635,813	$866,830	$7,733,468
2020	$54,805	$72,400	$438,600	$251,874	$4,043,979	$226,025	$2,968,546	$849,408	$4,043,979
Balance	$719,607	$261,000	$5,267,700	$3,820,292	$44,016,853	$397,500	$33,539,150	$10,080,203	$44,016,853
TOTAL	$938,416	$561,650	$7,073,100	$4,825,956	$72,759,920	$1,352,850	$57,355,635	$14,051,435	$72,759,920

*** Not adjusted for SBAB Reimbursement

FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE

Issue No.	Date of Issue/Re-Issue	Purpose		Type of Payment	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
1	6/15/1999	Land Acquisition #1		Principal	$150,000	$145,000	$40,000									
	9/3/2009		$3,000,000	Interest	$10,150	$5,650	$1,300									
				Total	$160,150	$150,650	$41,300									
2	6/1/1999	Land Acquisition (HS)		Principal	$115,000	$115,000	$110,000									
	9/3/2009		$2,400,000	Interest	$10,475	$7,025	$3,575									
				Total	$125,475	$122,025	$113,575									
3	10/25/2000	Title V Loan Program #1		Principal	$4,830	$4,830	$4,830									
			$86,947	Interest	$0	$0	$0									
				Total	$4,830	$4,830	$4,830									
4	8/15/2001	High School		Principal	$2,940,000	$2,930,000	$2,925,000	$2,915,000	$2,905,000	$2,895,000						
	4/15/2010		$58,900,000	Interest	$802,000	$655,250	$508,875	$362,875	$217,375	$72,375						
				Total	$3,742,000	$3,585,250	$3,433,875	$3,277,875	$3,122,375	$2,967,375						
5	8/15/2001	Land Acquisition #2		Principal	$105,000	$105,000	$105,000	$105,000								
	4/15/2010		$2,000,000	Interest	$18,375	$13,125	$7,875	$2,625								
				Total	$123,375	$118,125	$112,875	$107,625								
6	8/15/2001	Light Upgrade		Principal	$105,000	$105,000										
	4/15/2010		$1,760,000	Interest	$7,875	$2,625										
				Total	$112,875	$107,625										
7	7/26/2001	Assabet River CWMP #1		Principal	$14,422	$14,040	$13,602	$13,242	$15,698							
	2/1/2005		$1,760,000	Interest	$1,086	$802	$518	$259	$0							
				Total	$15,508	$14,842	$14,120	$13,501	$15,698							
8	8/1/2004	Title V Loan Program #2		Principal	$5,541	$5,541	$5,541	$5,541	$5,541	$5,670	$5,670					
			$105,896	Interest	$0	$0	$0	$0	$0	$0	$0					
				Total	$5,541	$5,541	$5,541	$5,541	$5,541	$5,670	$5,670					
9	11/15/2004	Oak Middle School		Principal	$420,000	$410,000	$400,000	$390,000	$380,000	$370,000	$360,000	$350,000	$340,000			
	4/12/2013		$7,400,000	Interest	$44,780	$40,630	$36,580	$32,143	$27,235	$21,990	$16,245	$10,038	$3,400			
				Total	$464,780	$450,630	$436,580	$422,143	$407,235	$391,990	$376,245	$360,038	$343,400			
10	11/15/2004	North Shore School		Principal	$85,000	$85,000	$80,000	$80,000								
	4/12/2013		$1,250,000	Interest	$3,075	$2,225	$1,400	$500								
				Total	$88,075	$87,225	$81,400	$80,500								
11	10/24/2005	Title V Loan Program #3		Principal	$4,729	$4,729	$4,729	$4,728	$4,728	$4,728	$4,728	$4,728	$4,728	$4,728		
			$94,573	Interest	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0		
				Total	$4,729	$4,729	$4,729	$4,728	$4,728	$4,728	$4,728	$4,728	$4,728	$4,728		
12	12/18/2007	Assabet River CWMP #2		Principal	$10,807	$10,807	$10,808	$10,808	$10,808							
	12/10/2009		$168,653	Interest	$0	$0	$0	$0	$0							
				Total	$10,807	$10,807	$10,808	$10,808	$10,808							
13	2/15/2008	Fire Facilities Project		Principal	$380,000	$380,000	$380,000	$380,000	$375,000	$375,000	$375,000	$375,000	$370,000	$370,000		
			$6,800,000	Interest	$134,733	$122,383	$109,083	$96,353	$83,243	$69,930	$56,243	$42,368	$28,305	$14,245		
				Total	$514,733	$502,383	$489,083	$476,353	$458,243	$444,930	$431,243	$417,368	$398,305	$384,245		
14	2/15/2008	Water Tank - Masonic		Principal	$125,000	$125,000										
			$1,250,000	Interest	$8,438	$4,375										
				Total	$133,438	$129,375										

FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
15	7/14/2011	Sherwood Middle School	Principal	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
		$20,000,000	Interest	$650,000	$615,000	$580,000	$540,000	$490,000	$440,000	$390,000	$345,000	$305,000	$265,000	$225,000	$185,000
			Total	$1,650,000	$1,615,000	$1,580,000	$1,540,000	$1,490,000	$1,440,000	$1,390,000	$1,345,000	$1,305,000	$1,265,000	$1,225,000	$1,185,000
16	7/14/2011	Credit Union Land Purchase	Principal	$70,000	$70,000	$65,000	$65,000	$65,000	$65,000						
		$680,000	Interest	$15,550	$13,100	$10,725	$8,125	$4,875	$1,625						
			Total	$85,550	$83,100	$75,725	$73,125	$69,875	$66,625						
17	11/15/2012	Water System Improvements	Principal	$70,000	$70,000	$70,000	$65,000	$65,000	$65,000	$65,000					
		$681,000	Interest	$8,525	$7,300	$5,900	$4,550	$3,250	$1,950	$650					
			Total	$78,525	$77,300	$75,900	$69,550	$68,250	$66,950	$65,650					
18	11/15/2012	Land Acquisition - South St	Principal	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000
		$6,100,000	Interest	$144,875	$132,675	$123,525	$117,425	$111,325	$105,034	$98,172	$90,738	$82,731	$74,153	$65,194	$55,891
			Total	$449,875	$437,675	$428,525	$422,425	$416,325	$410,034	$403,172	$395,738	$387,731	$379,153	$370,194	$360,891
19	3/29/2013	Sewer Interceptor #1	Principal	$38,832	$39,676	$40,538	$41,418	$42,319	$43,238	$44,178	$45,138	$46,119	$47,122	$48,146	$49,192
		$956,875	Interest	$15,768	$14,991	$14,198	$13,387	$12,558	$11,712	$10,847	$9,964	$9,061	$8,139	$7,196	$6,233
			Total	$54,600	$54,667	$54,736	$54,805	$54,877	$54,950	$55,025	$55,102	$55,180	$55,261	$55,342	$55,425
20	1/23/2014	Spring Street School	Principal	$65,000	$65,000	$65,000	$65,000	$65,000	$60,000	$60,000	$60,000				
		$635,000	Interest	$13,250	$11,300	$8,700	$7,400	$6,100	$4,800	$3,300	$1,800				
			Total	$78,250	$76,300	$73,700	$72,400	$71,100	$64,800	$63,300	$61,800				
21	1/23/2014	Light Plant Upgrade - CenTech	Principal	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000
		$6,000,000	Interest	$165,600	$156,600	$144,600	$138,600	$132,600	$126,600	$119,100	$111,600	$102,600	$93,600	$83,400	$73,200
			Total	$465,600	$456,600	$444,600	$438,600	$432,600	$426,600	$419,100	$411,600	$402,600	$393,600	$383,400	$373,200
22	1/7/2015	Sewer Interceptor #2	Principal	$171,384	$175,109	$178,915	$182,803	$186,776	$190,835	$194,983	$199,221	$203,550	$207,974	$212,494	$217,113
		$4,146,710	Interest	$79,580	$76,152	$72,650	$69,071	$65,415	$61,680	$57,863	$53,963	$49,979	$45,908	$41,748	$37,499
			Total	$250,964	$251,261	$251,565	$251,874	$252,191	$252,515	$252,846	$253,184	$253,529	$253,882	$254,242	$254,612
Existing Debt Service															
		Total Principal	Principal	$6,485,545	$6,464,732	$6,103,963	$5,928,540	$5,725,870	$5,679,471	$2,714,559	$2,639,087	$2,569,397	$2,234,824	$1,865,640	$1,871,305
		Total Interest	Interest	$2,134,135	$1,881,208	$1,629,504	$1,393,313	$1,153,976	$917,696	$752,420	$665,471	$581,076	$501,045	$422,538	$357,823
		Total Payment	Total	$8,619,680	$8,345,940	$7,733,467	$7,321,853	$6,879,846	$6,597,167	$3,466,979	$3,304,558	$3,150,473	$2,735,869	$2,288,178	$2,229,128

FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Existing Debt Service by Funding Source															
		Tax Levy (Within Levy Limit)		$251,875	$246,625	$230,825	$226,025	$140,975	$131,425	$63,300	$61,800	$0	$0	$0	$0
		Tax Levy (Exempted)		$7,230,388	$6,981,738	$6,635,813	$6,246,421	$5,894,178	$5,654,329	$2,600,660	$2,518,144	$2,434,436	$2,028,398	$1,595,194	$1,545,891
		Light		$578,475	$564,225	$444,600	$438,600	$432,600	$426,600	$419,100	$411,600	$402,600	$393,600	$383,400	$373,200
		CATV		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
		Sewer		$331,879	$331,577	$331,229	$330,988	$333,574	$307,465	$307,871	$308,286	$308,709	$309,143	$309,584	$310,037
		Title V		$15,100	$15,100	$15,100	$10,269	$10,269	$10,398	$10,398	$4,728	$4,728	$4,728	$0	$0
		Water		$211,963	$206,675	$75,900	$69,550	$68,250	$66,950	$65,650	$0	$0	$0	$0	$0
		Total		$8,619,680	$8,345,940	$7,733,467	$7,321,853	$6,879,846	$6,597,167	$3,466,979	$3,304,558	$3,150,473	$2,735,869	$2,288,178	$2,229,128
		Tax Levy (Exempted)		$7,230,388	$6,981,738	$6,635,813	$6,246,421	$5,894,178	$5,654,329	$2,600,660	$2,518,144	$2,434,436	$2,028,398	$1,595,194	$1,545,891
		SBA Funding (Floral)		($585,681)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
		SBA Funding (HS)		($2,764,695)	($2,764,695)	($2,764,695)	($2,764,695)	($2,764,695)	($2,764,695)	($2,764,695)	$0	$0	$0	$0	$0
*Tax Rate Impact calculated on FY 2016 values		Bond Reserve Account		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
		Oak Middle MSBA		($40,671)	($40,671)	($40,671)	($40,671)	($40,671)	($40,671)	($40,671)	($40,671)	$0	$0	$0	$0
		Sherwood Middle Bond Premium		($62,653)	($59,280)	($55,906)	($52,051)	($47,231)	($42,412)	($37,592)	($33,255)	($29,399)	($25,543)	($21,688)	($17,832)
		CenTech North Bond Premium		($1,675)	($1,523)	($1,429)	($1,358)	($1,287)	($1,215)	($1,135)	($1,049)	($957)	($858)	($754)	($646)
		Net Tax Levy Exempted		$3,775,013	$4,115,569	$3,773,112	$3,387,646	$3,040,294	$2,805,336	($243,433)	$2,443,169	$2,404,080	$2,001,997	$1,572,752	$1,527,413
		Tax Rate Impact*	**$5.196 B**	$0.73	$0.79	$0.73	$0.65	$0.59	$0.54	($0.05)	$0.47	$0.46	$0.39	$0.30	$0.29
		Average Res Tax Bill (Outside Levy Limit)*	**$398,336**	$289.40	$315.50	$289.25	$259.70	$233.07	$215.06	($18.66)	$187.30	$184.30	$153.47	$120.57	$117.09

FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE

Issue No.	Date of Issue/Re-Issue	Purpose		Type of Payment	2029	2030	2031	2032	2033	2034	2035	Total
1	6/15/1999	Land Acquisition #1		Principal								$335,000
	9/3/2009		$3,000,000	Interest								$17,100
				Total								$352,100
2	6/1/1999	Land Acquisition (HS)		Principal								$340,000
	9/3/2009		$2,400,000	Interest								$21,075
				Total								$361,075
3	10/25/2000	Title V Loan Program #1		Principal								$14,490
			$86,947	Interest								$0
				Total								$14,490
4	8/15/2001	High School		Principal								$17,510,000
	4/15/2010		$58,900,000	Interest								$2,618,750
				Total								$20,128,750
5	8/15/2001	Land Acquisition #2		Principal								$420,000
	4/15/2010		$2,000,000	Interest								$42,000
				Total								$462,000
6	8/15/2001	Light Upgrade		Principal								$210,000
	4/15/2010		$1,760,000	Interest								$10,500
				Total								$220,500
7	7/26/2001	Assabet River CWMP #1		Principal								$71,004
	2/1/2005		$1,760,000	Interest								$2,665
				Total								$73,669
8	8/1/2004	Title V Loan Program #2		Principal								$39,045
			$105,896	Interest								$0
				Total								$39,045
9	11/15/2004	Oak Middle School		Principal								$3,420,000
	4/12/2013		$7,400,000	Interest								$233,041
				Total								$3,653,041
10	11/15/2004	North Shore School		Principal								$330,000
	4/12/2013		$1,250,000	Interest								$7,200
				Total								$337,200
11	10/24/2005	Title V Loan Program #3		Principal								$47,283
			$94,573	Interest								$0
				Total								$47,283
12	12/18/2007	Assabet River CWMP #2		Principal								$54,038
	12/10/2009		$168,653	Interest								$0
				Total								$54,038
13	2/15/2008	Fire Facilities Project		Principal								$3,760,000
			$6,800,000	Interest								$756,886
				Total								$4,516,886
14	2/15/2008	Water Tank - Masonic		Principal								$250,000
			$1,250,000	Interest								$12,813
				Total								$262,813

FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2029	2030	2031	2032	2033	2034	2035	Total
15	7/14/2011	Sherwood Middle School	Principal	$1,000,000	$1,000,000	$1,000,000	$1,000,000				$16,000,000
		$20,000,000	Interest	$145,000	$105,000	$63,750	$21,250				$5,365,000
			Total	$1,145,000	$1,105,000	$1,063,750	$1,021,250				$21,365,000
16	7/14/2011	Credit Union Land Purchase	Principal								$400,000
		$680,000	Interest								$54,000
			Total								$454,000
17	11/15/2012	Water System Improvements	Principal								$470,000
		$681,000	Interest								$32,125
			Total								$502,125
18	11/15/2012	Land Acquisition - South St	Principal	$305,000	$305,000	$305,000	$305,000	$305,000			$5,185,000
		$6,100,000	Interest	$46,284	$36,371	$26,192	$15,860	$5,338			$1,331,783
			Total	$351,284	$341,371	$331,192	$320,860	$310,338			$6,516,783
19	3/29/2013	Sewer Interceptor #1	Principal	$50,262	$51,354	$52,470	$53,611	$54,775			$788,388
		$956,875	Interest	$5,249	$4,244	$3,217	$2,168	$1,096			$150,028
			Total	$55,511	$55,598	$55,687	$55,779	$55,871			$938,416
20	1/23/2014	Spring Street School	Principal								$505,000
		$635,000	Interest								$56,650
			Total								$561,650
21	1/23/2014	Light Plant Upgrade - CenTech	Principal	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000		$5,400,000
		$6,000,000	Interest	$63,000	$52,800	$42,600	$32,400	$22,200	$12,000		$1,673,100
			Total	$363,000	$352,800	$342,600	$332,400	$322,200	$312,000		$7,073,100
22	1/7/2015	Sewer Interceptor #2	Principal	$221,831	$226,653	$231,579	$236,612	$241,754	$247,008	$252,377	$3,978,971
		$4,146,710	Interest	$33,156	$28,720	$24,187	$19,555	$14,823	$9,988	$5,048	$846,985
			Total	$254,987	$255,373	$255,766	$256,167	$256,577	$256,996	$257,425	$4,825,956
Existing Debt Service											
		Total Principal	Principal	$1,877,093	$1,883,007	$1,889,049	$1,895,223	$901,529	$547,008	$252,377	$59,528,219
		Total Interest	Interest	$292,689	$227,135	$159,946	$91,233	$43,457	$21,988	$5,048	$13,231,701
		Total Payment	Total	$2,169,782	$2,110,142	$2,048,995	$1,986,456	$944,986	$568,996	$257,425	$72,759,920

FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2029	2030	2031	2032	2033	2034	2035	Total
Existing Debt Service by Funding Source											
		Tax Levy (Within Levy Limit)		$0	$0	$0	$0	$0	$0	$0	$1,352,850
		Tax Levy (Exempted)		$1,496,284	$1,446,371	$1,394,942	$1,342,110	$310,338	$0	$0	$57,355,635
		Light		$363,000	$352,800	$342,600	$332,400	$322,200	$312,000	$0	$7,293,600
		CATV		$0	$0	$0	$0	$0	$0	$0	$0
		Sewer		$310,498	$310,971	$311,453	$311,946	$312,448	$256,996	$257,425	$5,892,079
		Title V		$0	$0	$0	$0	$0	$0	$0	$100,818
		Water		$0	$0	$0	$0	$0	$0	$0	$764,938
		Total		$2,169,782	$2,110,142	$2,048,995	$1,986,456	$944,986	$568,996	$257,425	$72,759,920
		Tax Levy (Exempted)		$1,496,284	$1,446,371	$1,394,942	$1,342,110	$310,338	$0	$0	$57,355,635
		SBA Funding (Floral)		$0	$0	$0	$0	$0	$0	$0	($585,681)
		SBA Funding (HS)		$0	$0	$0	$0	$0	$0	$0	($19,352,865)
*Tax Rate Impact calculated on FY 2016 values		Bond Reserve Account		$0	$0	$0	$0	$0	$0	$0	$0
		Oak Middle MSBA		$0	$0	$0	$0	$0	$0	$0	($325,368)
		Sherwood Middle Bond Premium		($13,977)	($10,121)	($6,145)	($2,048)	$0	$0	$0	($517,133)
		CenTech North Bond Premium		($535)	($421)	($303)	($183)	($62)	$0	$0	($15,390)
		Net Tax Levy Exempted		$1,481,772	$1,435,829	$1,388,494	$1,339,879	$310,276	$0	$0	$36,559,198
		Tax Rate Impact*	**$5.196 B**	$0.29	$0.28	$0.27	$0.26	$0.06	$0.00	$0.00	
		Average Res Tax Bill (Outside Levy Limit)*	**$398,336**	$113.59	$110.07	$106.44	$102.72	$23.79	$0.00	$0.00	

FIGURE EIGHT
FREE CASH
FISCAL YEAR 1995 TO 2016

FISCAL YEAR END	BALANCE AS OF 7/1	AMOUNT APPROPRIATED	FOLLOWING YEAR BALANCE	GAIN/(LOSS)
2016	$4,167,991 *			
2015	$5,092,731 **	$3,500,000	$4,167,991	($924,740)
2014	$5,580,257	$3,500,000	$5,092,731	($487,526)
2013	$5,062,332	$3,860,003	$5,580,257	$517,925
2012	$5,591,137	$4,157,713	$5,062,332	($528,805)
2011	$6,002,067	$3,567,495	$5,591,137	($410,930)
2010	$5,845,970	$3,896,791	$6,002,067	$156,097
2009	$4,778,074	$1,931,069	$5,845,970	$1,067,896
2008	$4,597,946	$1,810,000	$4,778,074	$180,128
2007	$4,850,038	$3,500,000	$4,597,946	($252,092)
2006	$4,185,519	$2,500,000	$4,850,038	$664,519
2005	$1,930,113	$1,750,000	$4,185,519	$2,255,406
2004	$2,837,137	$2,500,000	$1,930,113	($907,024)
2003	$3,616,392	$2,880,000	$2,837,137	($779,255)
2002	$6,858,300	$6,113,416	$3,616,392	($3,241,908)
2001	$4,087,506	$2,077,612	$6,858,300	$2,770,794
2000	$2,884,606	$1,416,000	$4,087,506	$1,202,900
1999	$5,588,576	$2,478,000	$2,884,606	($2,703,970)
1998	$4,611,834	$3,010,784	$5,588,576	$976,742
1997	$4,555,647	$3,418,656	$4,611,834	$56,187
1996	$2,996,394	$1,300,000	$4,555,647	$1,559,253
1995	$3,909,803	$3,294,500	$2,996,394	($913,409)

*The projected Free Cash balance for July 1, 2016, does meet the objective set by the Board of Selectmen on November 10, 2015 that seeks to maintain a Free Cash and Stabilization balance of no less than 4.0% of the total operating budget that is to be adopted at the May 2016 Annual Town Meeting. Stabilization balance as of 1/15/2016 was $592,846. 4% of proposed operating budget is $4,545,670. **Balance assumes no adjustment for water turnback or excess water receipts via Schedule A.**

** Balance was reduced via transfer to Water Improvements in the amount of $209,000

Indicates balance influenced by bond premium that was run through Free Cash in the amount of $2,385,000

FIGURE NINE
TRIAL RECAPITULATION - FISCAL YEAR 2017
Based on Projection Number One

REVENUE

TAXATION		$64,726,183
NEW GROWTH		$500,000
EXEMPTED TAX LEVY		$3,827,610
STATE AID		$22,422,969
SBAB PAYMENT		$3,350,376
OVERESTIMATES		$0
SCHEDULE A RECEIPTS		$13,481,000
SOLID WASTE ENTERPRISE		$865,500
RETAINED EARNINGS SOLID WASTE ENTERPRISE		$40,000
FREE CASH		$3,000,000
OTHER AVAILABLE FUNDS		
Sale of Cemetery Lots		$18,000
Sewer Surplus		$7,135,558
Sewer I&I Account		$427,000
Light Revenue		$578,475
CATV Revenue		$0
Chapter 90		$0
Title V Loan Repayments		$15,100
Water System Improvements		$0
Account Transfer		$117,491
Cemetery Trust/Stabilization		$0
Water Conservation Fund		$150,000
Bond Interest Reserve		$8,900
FREE CASH (REDUCE LEVY)		$500,000
MUNICIPAL LIGHT (REDUCE LEVY)		$237,569
CATV REVENUE (REDUCE LEVY)		$800,000
	Total Revenue	**$122,201,731**

$69,053,793	Taxation
$22,422,969	State Aid
$3,350,376	SBAB Payment
$13,481,000	Local Receipts
$905,500	Solid Waste Enterprise
$3,000,000	Free Cash
$8,450,524	Other Funds
$500,000	Free Cash (Levy)
$237,569	Light (Levy)
$800,000	CATV (Levy)
$122,201,731	

CHARGES

CHERRY SHEET OFFSETS		$42,520
CMRPC		$9,469
STATE AND COUNTY CHARGES		$1,453,118
OVERLAY		$750,000
OVERLAY DEFICIT		$0
ATM/STM RESERVE		$250,000
MEDICAL EXPENSES POLICE AND FIRE		$5,000
FY 2016 DEFICITS		$400,000
OPERATING BUDGET		$113,641,739
SOLID WASTE ENTERPRISE		$1,750,254
SALE OF LOTS		$18,000
CAPITAL BUDGET		
P	Replacement of marked cruiser	$38,000
P	Replacement of marked cruiser	$38,000
P	Replacement of unmarked cruiser	$32,000
P	Replacement of unmarked cruiser	$32,000
H	Replace Pickup (#2)	$42,000
PB	Renovate Second Floor - Municipal Office Building	$350,000
PB	Oak Middle School - Reseam/Repair Roof	$188,700
H	Repair Salt Shed Roof	$125,000
PKS	Replace Pickup (#82)	$50,770
PB	High School - Paint Interior Walls/Some Trim (Year 1 of 2)	$250,000
W	Replace Pickup w/Utility & Plow Setup (#73)	$55,000
W	Replace Dump Truck (#69)	$125,000
S	Replace Pickup w/Utility & Plow Setup (#73)	$55,000
TRANSFER TO OPEB TRUST - WATER		$107,468
TRANSFER TO OPEB TRUST - SEWER		$20,934
METER REPLACEMENT		$100,000
WMA PERMIT COMPLIANCE/MITIGATION ACTIVITES		$50,000
POOR FARM BROOK MITIGATION FUND		$5,000

$2,255,107	Charges

$5,863,153	General Government
$8,334,286	Public Safety
$5,125,289	Retirement
$10,319,038	Public Works
$692,828	Human Services
$1,604,200	Culture & Recreation
$59,112,145	School Department
$8,978,680	Debt and Interest
$13,612,120	Unclassified (Op Sprt)
$113,641,739	

Solid	Waste Enterprise
$1,164,154	Collection
$435,600	Disposal
$150,500	Expenses
$1,750,254	

Capital	Budget
$1,146,470	From Free Cash
$0	From Taxation
$180,000	From Taxation (Water)
$0	From Water System Improvements
$55,000	From Sewer Surplus
$0	From Article Transfers
$1,381,470	

FIGURE NINE
TRIAL RECAPITULATION - FISCAL YEAR 2017
Based on Projection Number One

WATER MAIN REPLACEMENT	$90,000
WATER SYSTEM IMPROVEMENTS	$574,759
SEWER I & I PROGRAM	$277,000
DESIGN OF REPAIRS - SEWER I & I PROGRAM (YEARS 4-5-6)	$150,000
TELEMETERY UPGRADE SEWER PUMP STATIONS	$300,000
SEWER PUMP STATION IMPROVEMENTS	$300,000
GENERAL SEWER REPAIRS	$450,000
COUNSELING AND EDUCATIONAL SERVICES	$75,000
Total Charges	$122,201,731
Surplus/(Deficit)	$0

Warrant	Articles
$330,000	From Taxation
$400,000	From Free Cash
$927,227	From Various Water Funding
$1,497,934	From Sewer Revenue
$18,000	Sale of Lots
$3,173,161	

$2,255,107	Charges
$113,641,739	Operating Budget
$1,750,254	Solid Waste Enterprise
$1,381,470	Capital Budget
$3,173,161	Warrant Articles
$122,201,731	

FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2017 TO 2012

Project	Project Value	Schedule of Project Cost by Years				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Engineering						
Widening & Improving Public Ways	$750,000	$150,000	$150,000	$150,000	$150,000	$150,000
NPDES Stormwater Compliance	$3,465,000	$700,000	$585,000	$710,000	$720,000	$750,000
DCR ODS required Dam Inspections	$6,000	$3,000	$3,000	$0	$0	$0
Department Total	**$4,221,000**	**$853,000**	**$738,000**	**$860,000**	**$870,000**	**$900,000**
Fire						
Pickup Truck	$53,000	$53,000	$0	$0	$0	$0
1998 Hovercraft Replacement	$45,000	$45,000	$0	$0	$0	$0
Engine-2 Replacement	$700,000	$0	$700,000	$0	$0	$0
SCBA Packs Replacement	$235,000	$0	$0	$235,000	$0	$0
Rescue-1 Replacement	$800,000	$0	$0	$0	$0	$800,000
Paint Rescue-1	$35,000	$35,000	$0	$0	$0	$0
Department Total	**$1,868,000**	**$133,000**	**$700,000**	**$235,000**	**$0**	**$800,000**
Highway						
Storm Drain Construction	$1,250,000	$250,000	$250,000	$250,000	$250,000	$250,000
Sidewalk Construction	$1,750,000	$350,000	$350,000	$350,000	$350,000	$350,000
Street Resurfacing Account	$2,500,000	$500,000	$500,000	$500,000	$500,000	$500,000
Dump Truck/Sander 6whl.Tr #13, #3, #10 and #7	$920,000	$230,000	$230,000	$0	$230,000	$230,000
3/4 Ton 4 Whl Drive P.U. (#2)	$42,000	$42,000	$0	$0	$0	$0
Street Sweeper (#36 and #34)	$410,000	$205,000	$0	$0	$205,000	$0
Front End Loader, 310cy (#18)	$185,000	$185,000	$0	$0	$0	$0
All Whl.Drive Dump/Sander w/plow 45,000 GVW (#5)	$250,000	$0	$0	$250,000	$0	$0
All Whl.Drive Dump truck w/plow 18,000GVW replace Tr#21 & #23	$140,000	$0	$0	$140,000	$0	$0
Catch Basin Cleaner (#11)	$250,000	$0	$250,000	$0	$0	$0
Tractor w/Boom mower (new)	$105,000	$0	$105,000	$0	$0	$0

FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2017 TO 2012

Project	Project Value	Schedule of Project Cost by Years				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Backhoe	$135,000	$0	$0	$0	$135,000	$0
Pave parking lots at Highway, Water, Sewer & Parks, 207 & 211 South St	$300,000	$300,000	$0	$0	$0	$0
Salt Shed	$500,000	$500,000	$0	$0	$0	$0
Chipper-replace 1992 Bandit	$60,000	$60,000	$0	$0	$0	$0
Snow blower attachment for Loaders	$145,000	$145,000	$0	$0	$0	$0
Sidewalk snowblower-replace bombadier	$150,000	$0	$0	$0	$150,000	$0
Salt shed roof repairs	$125,000	$125,000	$0	$0	$0	$0
Department Total	**$9,167,000**	**$2,842,000**	**$1,685,000**	**$1,490,000**	**$1,820,000**	**$1,330,000**
Library						
Replace Outreach Van	$35,000	$0	$35,000	$0	$0	$0
Department Total	**$35,000**	**$0**	**$35,000**	**$0**	**$0**	**$0**
Parks and Cemetery						
Parks Truck Replacement	$141,536	$50,770	$30,540	$0	$60,226	$0
Park Master Plan	$20,000	$20,000	$0	$0	$0	$0
Guard Rail Maple Ave/ Lake Street	$23,000	$23,000	$0	$0	$0	$0
Resurface Oak Track	$80,000	$80,000	$0	$0	$0	$0
Sports Lights Replacement	$150,000	$0	$150,000	$0	$0	$0
Mower Replacement	$61,344	$0	$61,344	$0	$0	$0
Lake Street Recreation Area	$450,000	$0	$450,000	$0	$0	$0
Municipal Drive Improvements	$415,000	$0	$0	$0	$415,000	$0
Sand Pro Replacement	$25,000	$0	$0	$0	$25,000	$0
Maple Ave Improvements	$400,000	$0	$0	$400,000	$0	$0
Cemetery Plan & Design	$100,000	$0	$0	$100,000	$0	$0
Department Total	**$1,865,880**	**$173,770**	**$691,884**	**$500,000**	**$500,226**	**$0**

FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2017 TO 2012

Project	Project Value	Schedule of Project Cost by Years FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Planning and ED						
Zoning Bylaw Rewrite and Recodification	$50,000	$30,000	$20,000	$0	$0	$0
Department Total	**$50,000**	**$30,000**	**$20,000**	**$0**	**$0**	**$0**
Police						
Replacement Marked Vehicles	$616,000	$76,000	$114,000	$156,000	$114,000	$156,000
Replacement Unmarked Vehicles	$129,000	$64,000	$32,000	$0	$33,000	$0
Department Total	**$745,000**	**$140,000**	**$146,000**	**$156,000**	**$147,000**	**$156,000**
Public Buildings						
Spring Street School -Pulverise and Repave main driveways, berms and sidewalks	$261,000	$261,000	$0	$0	$0	$0
Police Station-Additional Space	$11,330,000	$11,330,000	$0	$0	$0	$0
High School-paint interior walls and some trim	$500,000	$500,000	$0	$0	$0	$0
Town Hall-renovate 2nd floor	$273,666	$273,666	$0	$0	$0	$0
Oak Middle School-reseam and repair roof	$188,700	$188,700	$0	$0	$0	$0
Oak Middle School- paint interior walls and some trim	$120,000	$120,000	$0	$0	$0	$0
Town Hall-replace roof shingles	$50,000	$0	$50,000	$0	$0	$0
Coolidge-replace air handling units cafeteria and gym	$375,000	$0	$0	$375,000	$0	$0
High School-re-seam roof	$351,142	$0	$0	$0	$351,142	$0
Coolidge-pulverize and repave playground & side entrance	$112,551	$0	$0	$0	$112,551	$0
Paton - Kitchen Renovation	$375,000	$0	$0	$0	$0	$375,000
Department Total	**$13,937,059**	**$12,673,366**	**$50,000**	**$375,000**	**$463,693**	**$375,000**

FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2017 TO 2012

Project	Project Value	Schedule of Project Cost by Years				
		FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Sewer						
Inflow & Infiltration work	$6,125,000	$1,225,000	$1,225,000	$1,225,000	$1,225,000	$1,225,000
Hartford Turnpike Sewer Construction	$5,175,000	$350,000	$325,000	$4,500,000	$0	$0
Radio Telemetry Changeover	$900,000	$300,000	$300,000	$300,000	$0	$0
Equipment Replacement	$155,000	$55,000	$100,000	$0	$0	$0
Sewer Pump Station Evaluation	$1,500,000	$300,000	$300,000	$300,000	$300,000	$300,000
Department Total	**$13,855,000**	**$2,230,000**	**$2,250,000**	**$6,325,000**	**$1,525,000**	**$1,525,000**
Water						
Biological Filtration Plant Addition to Current Plant	$3,460,000	$500,000	$740,000	$740,000	$740,000	$740,000
Water Main Replacement	$4,300,000	$500,000	$700,000	$1,000,000	$1,200,000	$900,000
Equipment Replacement	$680,000	$180,000	$110,000	$110,000	$155,000	$125,000
Building Addition and Modifications	TBD					
Meter Replacement	$500,000	$100,000	$100,000	$100,000	$100,000	$100,000
Department Total	**$8,940,000**	**$1,280,000**	**$1,650,000**	**$1,950,000**	**$2,195,000**	**$1,865,000**
Overall Total	**$54,683,939**	**$20,355,136**	**$7,965,884**	**$11,891,000**	**$7,520,919**	**$6,951,000**

FIGURE TEN-A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2017

Department	Project	Amount	Cumulative Total	Funding Source	Tier	Comment
Police	Replace Marked Cruiser	$38,000	$38,000	Taxation	1	Include in Capital Budget Warrant Article
Police	Replace Marked Cruiser	$38,000	$76,000	Taxation	1	Include in Capital Budget Warrant Article
Police	Replace Unmarked Cruiser	$32,000	$108,000	Taxation	1	Include in Capital Budget Warrant Article
Police	Replace Unmarked Cruiser	$32,000	$140,000	Taxation	1	Include in Capital Budget Warrant Article
Highway	Replace 3/4 Ton 4 Whl Drive P.U. (#2)	$42,000	$182,000	Taxation	1	Include in Capital Budget Warrant Article
Public Bldgs	Town Hall - Renovate 2nd floor	$350,000	$532,000	Taxation	1	Include in Capital Budget Warrant Article
Public Bldgs	Oak Middle School-reseam and repair roof	$188,700	$720,700	Taxation	1	Include in Capital Budget Warrant Article
Highway	Salt shed roof repairs	$125,000	$845,700	Taxation	1	Include in Capital Budget Warrant Article
Parks & Cem	Parks Truck Replacement (#82)	$50,770	$896,470	Taxation	1	Include in Capital Budget Warrant Article
Public Bldgs	High School - Paint interior walls/some trim (Yr 1)	$250,000	$1,146,470	Taxation	2	Include in Capital Budget Warrant Article
Highway	Front End Loader (#18)	$185,000	$185,000	Taxation	2	Additional Spending Consideration
Fire	Replace Pickup Truck	$53,000	$238,000	Taxation	3	Additional Spending Consideration
Public Bldgs	Spring Street School - Repave	$261,000	$499,000	Taxation	3	Additional Spending Consideration
Public Bldgs	Oak Middle - Paint interior walls/some trim	$120,000	$120,000	Taxation	2	Not Recommended for Funding
Fire	Paint Rescue-1	$35,000	$155,000	Taxation	3	Not Recommended for Funding
Highway	Storm Drain Construction	$250,000	$405,000	Taxation	3	Not Recommended for Funding
Highway	Street Sweeper (#36)	$205,000	$610,000	Taxation	3	Not Recommended for Funding
Parks & Cem	Guard Rail Maple Ave/ Lake Street	$23,000	$633,000	Taxation	3	Not Recommended for Funding
Engineering	Widening & Improving Public Ways	$150,000	$783,000	Taxation	3	Not Recommended for Funding
Highway	Sidewalk Construction	$350,000	$1,133,000	Taxation	3	Not Recommended for Funding
Highway	Repaving 207 & 211 South St	$300,000	$1,433,000	Taxation	3	Not Recommended for Funding
Highway	Street Resurfacing Account	$500,000	$1,933,000	Taxation	3	Not Recommended for Funding
Highway	Replace Dump Truck/Sander (#10)	$230,000	$2,163,000	Taxation	3	Not Recommended for Funding
Highway	Replace 1992 Bandit Chipper	$60,000	$2,223,000	Taxation	3	Not Recommended for Funding
Highway	Snow blower attachment for Loaders	$145,000	$2,368,000	Taxation	3	Not Recommended for Funding
Fire	Replace 1998 Hovercraft Replacement	$45,000	$2,413,000	Taxation	3	Not Recommended for Funding
Parks & Cem	Park Master Plan	$20,000	$2,433,000	Taxation	4	Not Recommended for Funding
Parks & Cem	Resurface Oak Track	$80,000	$2,513,000	Taxation	4	Not Recommended for Funding
Engineering	NPDES Stormwater Compliance	$700,000	$3,213,000	Taxation	4	Not Recommended for Funding

FIGURE TEN-A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2017

Department	Project	Amount	Cumulative Total	Funding Source	Tier	Comment
Public Bldgs	Police Station-Additional Space	$11,330,000	$11,330,000	Bond	4	Not Recommended for Funding
Highway	Replace Salt Shed	$500,000	$500,000	Chapter 90	1	Fund Portion from Repair Funding
Planning	Zoning Bylaw Rewrite and Recodification	$30,000	$30,000	PB/Land Use Fees	1	Expended Without Appropriation
Sewer	Replace Pickup Truck w/Utility & Plow (#61)	$55,000	$55,000	Sewer Revenue	1	Include in Capital Budget Warrant Article
Sewer	Inflow & Infiltration Program	$277,000	$332,000	I & I Account	1	Separate Warrant Article
Sewer	Design I&I Years 4-5-6 Repairs	$150,000	$482,000	I & I Account	1	Separate Warrant Article
Sewer	General Repairs to Sewer System	$450,000	$932,000	Sewer Revenue	1	Separate Warrant Article
Sewer	Radio Telemetry Changeover	$300,000	$1,232,000	Sewer Revenue	1	Separate Warrant Article
Sewer	Sewer Pump Station Improvements	$300,000	$1,532,000	Sewer Revenue	1	Separate Warrant Article
Sewer	Hartford Turnpike Sewer Construction	$350,000	$1,882,000	Sewer Revenue	4	Not Recommended for Funding - Pending Report
Water	Water Main Replacement - South St (Portion)	$90,000	$90,000	Water Revenue	1	Separate Warrant Article
Water	Replace Pickup Truck w/Utility & Plow (#73)	$55,000	$145,000	Water Revenue	1	Include in Capital Budget Warrant Article
Water	Replace Dump Truck (#69)	$125,000	$270,000	Water Revenue	1	Include in Capital Budget Warrant Article
Water	Poor Farm Brook Wetlands	$5,000	$275,000	Water Revenue	1	Separate Warrant Article
Water	Meter Replacement	$100,000	$375,000	Water Conservation	1	Separate Warrant Article
Water	WMA Permit Compliance/Mitigation	$50,000	$425,000	Water Conservation	1	Separate Warrant Article
Water	Water Treatment - Biological Filtration	$13,000,000	$13,375,000	Bond	4	Not Recommended for Funding - Design Pending

FIGURE ELEVEN
HEALTH INSURANCE ENROLLMENT TRENDS
FISCAL YEAR 2004 TO 2016

Plan Totals		FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
H/P Select	Fam	9	5	0	0	0	0	0	0	0	0	0	0	0
H/P PPO	Fam			1	3	2	2	2	0	0	0	0	0	0
Tufts POS	Fam			0	1	0	0	0	0	0	0	0	0	0
Blue Cross EPO	Fam			13	9	12	10	9	0	0	0	0	0	0
Tufts EPO	Fam			3	4	5	4	4	0	0	0	0	0	0
H/P HMO (EPO)	Fam	60	54	56	49	44	34	25	0	0	0	0	0	0
Fallon (Select in FY 04)	Fam	188	234	242	254	266	121	82	0	0	0	0	0	0
Fallon - Direct	Fam	95	92	93	95	105	34	23	0	0	0	0	0	0
Blue Cross Rate Saver	Fam						0	1	3	4	4	4	3	3
Tufts Rate Saver	Fam						0	1	4	6	7	7	7	4
H/P HMO Rate Saver	Fam						3	9	32	27	34	40	25	20
Fallon Select Rate Saver	Fam						165	209	306	342	350	344	340	330
Fallon Direct Rate Saver	Fam						61	59	81	78	76	81	68	58
		352	385	408	415	434	434	424	426	457	471	476	443	415
Blue Cross Benchmark	Fam												2	2
Tufts Benchmark	Fam												0	0
HP Benchmark	Fam												2	2
Fallon Select Benchmark	Fam												16	32
Fallon Direct Benchmark	Fam												6	12
													26	48
H/P Select	Ind	10	12										0	0
H/P PPO	Ind			5	5	4	4	5	5	6	4	4	3	3
Tufts POS	Ind			0	0	0	0	0	0	0	0	0	0	0
Blue Cross EPO	Ind			9	11	13	9	6	0	0	0	0	0	0
Tufts EPO	Ind			2	2	4	3	3	0	0	0	0	0	0
H/P HMO (EPO)	Ind	90	72	65	61	57	56	53	0	0	0	0	0	0
Fallon (Select in FY 04)	Ind	146	180	180	192	190	102	86	0	0	0	0	0	0
Fallon - Direct	Ind	88	72	72	65	63	30	23	0	0	0	0	0	0
Blue Cross Rate Saver	Ind						0	1	2	2	1	4	3	3
Tufts Rate Saver	Ind						0	0	2	3	0	4	4	4
H/P HMO Rate Saver	Ind						1	3	53	53	47	48	52	48
Fallon Select Rate Saver	Ind						104	121	215	205	185	187	169	148
Fallon Direct Rate Saver	Ind						35	42	57	51	48	45	46	43
		334	336	333	336	331	344	343	334	320	285	292	277	249

FIGURE ELEVEN
HEALTH INSURANCE ENROLLMENT TRENDS
FISCAL YEAR 2004 TO 2016

Plan Totals		FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
Blue Cross Benchmark	Ind												4	6
Tufts Benchmark	Ind												0	1
HP Benchmark	Ind												5	5
Fallon Select Benchmark	Ind												20	45
Fallon Direct Benchmark	Ind												10	25
													39	82
Pilgrim Medicare	Sr	161	159	140	139	119	106	106	151	148	165	178	173	168
BC MEDEX III	Sr			6	6	5	5	5	5	3	6	10	14	20
Tufts MC	Sr			14	15	11	12	11	22	22	26	35	41	45
BC Man Blue	Sr			4	4	3	2	4	4	4	4	5	6	9
Fallon Senior	Sr	114	115	110	105	104	102	104	141	141	141	71	77	90
Medicare MHO Blue	Sr				3	2	0	1	0	0	0	0	0	0
Tufts Medicare Preferred	Sr					1	0	1	3	7	7	60	57	51
First Senority - Freedom	Sr					43	65	80	0	0	0	0	0	0
		275	274	274	272	288	292	312	326	325	349	359	368	383
Grand Total		**961**	**995**	**1015**	**1023**	**1053**	**1070**	**1079**	**1086**	**1102**	**1105**	**1127**	**1153**	**1177**

FIGURE TWELVE
SURPLUS REVENUE
FISCAL YEAR 1995 TO 2015

	RECEIPTS						CHARGES		
	UNEXPENDED APPROPRIATION BALANCES SCHOOL	TOWN	TOTAL	EXCESS LOCAL RECEIPTS	EXCESS STATE RECEIPTS	EXCESS REAL ESTATE	TAX LEVY REDUCTION	SPECIAL ARTICLE APPROPRIATIONS	FREE CASH JULY 1
1995	$0	$684,790	$684,790	$1,368,791	$212,716	$578,173	$770,000	$1,094,000	$3,909,803
1996	$14,501	$1,008,838	$1,023,339	$1,401,250	$264,215	($38,780)	$770,000	$2,524,500	$2,996,394
1997	$140,410	$678,033	$818,443	1,631,358*	$29,708	$305,627	$1,030,000	$270,000	$4,555,647
1998	$97,934	$574,473	$672,407	$2,204,849	$188,104	$237,102	$1,130,000	$2,288,656	$4,611,834
1999	$58,855	$588,350	$647,205	2,672,911**	$220,504	$618,813	$1,130,000	$1,880,784	$5,588,576
2000		$529,300	$529,300	$446,885	$255,716	($38,720)	$1,130,000	$1,348,000	$2,884,606
2001	$17,842	$727,089	$744,931	$1,144,419	$388,157	$87,125	$435,000	$981,000	$4,087,506
2002	$1	$934,185	$934,186	3,687,900***	$218,595		$500,000	$1,577,612	$6,858,300
2003	$10,000	$1,216,670	$1,226,670	$2,329,608			$728,416	$5,385,000	$3,616,392
2004	$0	$871,381	$2,101,529	$929,450			$500,000	$2,380,000	$2,837,137
2005	$0	$1,629,696	$1,629,696	$498,843			$500,000	$2,000,000	$1,930,113
2006	$0	$2,101,529	$2,101,529	$1,583,983			$500,000	$1,250,000	$4,185,519
2007	$349,032	$1,685,900	$2,034,932	$593,304	$222,844		$500,000	$2,000,000	$4,850,038
2008	$873	$1,484,340	$1,485,213	$2,115,902	$26,258		$500,000 Adjusted	$3,000,000 $400,000	$4,597,946 $4,197,946
2009	$200,004	$2,566,759	$2,766,763	($142,757)			$500,000	$1,310,000	$4,778,074
2010	$0	$2,054,486	$2,054,486	$805,876			$500,000 Adjusted	$1,431,069 $700,000	$5,845,970 $5,145,970
2011	$0	$1,574,490	$1,574,490	$1,791,227			$500,000 Adjusted	$3,396,791 $448,000	$6,002,067 $5,554,067
2012	$40	$1,862,884	$1,862,924	$915,701	$82,366		$500,000 Adjusted	$3,067,495 $24,000	$5,591,137 $5,567,137
2013	$0	$1,479,387	$1,479,387	$1,065,164			$500,000 Adjusted	$3,657,713 $266,000	$5,062,332 $4,796,332
2014	$0	$1,344,854	$1,344,854	$2,561,272			$500,000 Adjusted	$2,750,003 $610,000	$5,580,257 $4,970,257
2015	$0	$2,057,380	$2,057,380	$1,316,082			$500,000 Adjusted	$3,000,000 $209,000	$5,092,731 $4,883,731

* *Includes $600,000 from Treatment Plant Lawsuit*

** *Includes $1,688,000 in non-recurring ash revenue from Wheelabrator*

*** *Includes $ 2,384,822.59 In Bond Premiums/Accrued Interest*

FIGURE THIRTEEN
Comparison of Single Family Tax Bills
Fiscal Year 2008 to 2016
for Selected Communities

Rank	Community	Ave Residential Tax Bill (2008)	Ave Residential Tax Bill (2009)	Ave Residential Tax Bill (2010)	Ave Residential Tax Bill (2011)	Ave Residential Tax Bill (2012)	Ave Residential Tax Bill (2013)	Ave Residential Tax Bill (2014)	Ave Residential Tax Bill (2015)	Ave Residential Tax Bill (2016)	Change 20145 to 2016
1	Leicester	$2,633	$2,690	$2,726	$2,805	$2,905	$2,989	$3,072	$3,085	$3,171	$86.00
2	Fitchburg	$2,584	$2,630	$2,687	$2,820	$2,913	$2,981	$3,078	$3,222	$3,355	$133.00
3	Oxford	$2,714	$2,839	$2,909	$2,979	$3,071	$3,182	$3,313	N/A	$3,662	
4	Northbridge	$2,846	$3,072	$3,001	$3,173	$3,390	$3,234	$3,517	$3,565	$3,693	$128.00
5	Worcester	$3,112	$3,162	$3,129	$3,307	$3,363	$3,492	$3,643	$3,756	$3,871	$115.00
6	Millbury	$3,093	$3,124	$3,268	$3,320	$3,378	$3,495	$3,634	$3,847	$3,895	$48.00
7	Bellingham	$3,040	$3,184	$3,301	$3,473	$3,589	$3,710	$3,771	$3,772	$3,930 *	$158.00
8	Clinton	$2,947	$3,028	$3,098	$3,106	$3,274	$3,360	$3,500	$3,631	$3,944 *	$313.00
9	Auburn	$2,917	$3,016	$3,229	$3,422	$3,547	$3,653	$3,794	$3,935	$4,214 *	$279.00
10	Leominster	$3,104	$3,206	$3,296	$3,477	$3,640	$3,771	$3,961	$4,161	$4,391 *	$230.00
11	Norwood	$3,163	$3,268	$3,442	$3,662	$3,862	$4,034	$4,205	$4,376	$4,443	$67.00
12	Billerica	$3,873	$3,958	$4,077	$4,246	$4,366	$4,468	$4,566	$4,563	$4,683	$120.00
13	Milford	$3,915	$3,952	$4,215	$4,236	$4,323	$4,455	$4,489	$4,652	$4,737 *	$85.00
14	Holden	$3,809	$3,992	$4,102	$4,238	$4,401	$4,523	$4,692	$4,822	$4,801 *	($21.00)
15	Marlborough	N/A	N/A	N/A	$4,280	$4,476	$4,540	$4,655	$4,790	$4,820	$30.00
16	West Boylston	$4,066	$4,132	$4,192	$4,260	$4,349	$4,420	$4,451	$4,715	$4,885	$170.00
17	**Shrewsbury****	**$3,656**	**$3,824**	**$3,893**	**$3,955**	**$4,139**	**$4,322**	**$4,483**	**$5,030**	**$5,178**	**$148.00**
18	Sterling	$4,312	$4,494	$4,449	$4,417	$4,545	$4,635	$4,779	$4,966	$5,267	$301.00
19	Sutton	$3,889	$4,022	$4,197	$4,328	$4,607	$4,845	$5,129	$5,232	$5,424	$192.00
20	Hudson	$3,703	$3,888	$4,098	$4,210	$4,485	$4,700	$4,856	$5,080	$5,447 *	$367.00
21	Paxton	$4,156	$4,256	$4,911	$4,830	$4,948	$5,140	$5,202	$5,390	$5,565	$175.00
22	Danvers	$4,231	$4,391	$4,577	$4,688	$4,883	$5,085	$5,215	$5,350	$5,572 *	$222.00
23	Tewksbury	$3,850	$3,946	$4,034	$4,160	$4,712	$4,888	$5,066	$5,355	$5,615	$260.00
24	Grafton	$3,923	$4,016	$4,281	$4,491	$4,771	$5,053	$5,146	$5,620	$5,732	$112.00
25	Berlin	$4,999	$5,139	$5,127	$5,352	$5,583	$5,554	$5,742	$5,584	$5,775 *	$191.00
26	Franklin	$4,210	$4,298	$4,436	$4,676	$4,842	$4,990	$5,260	$5,657	$5,775	$118.00
27	Boylston	$4,810	$4,814	$4,992	$5,234	$5,710	$5,764	$5,848	$5,897	$5,925 *	$28.00
28	Foxborough	$4,424	$4,507	$4,633	$4,994	$5,174	$5,466	$5,583	$5,768	$6,021 *	$253.00
29	Mansfield	$4,823	$4,849	$4,992	$5,176	$5,164	$5,370	$5,628	$5,816	$6,053	$237.00
30	Framingham	$4,821	$4,735	$4,979	$5,197	$5,774	$5,783	$5,922	$5,952	$6,065	$113.00
31	Millis	$4,842	$5,098	$4,979	$5,221	$5,226	$5,540	$5,802	$6,027	$6,228 *	$201.00
32	Canton	$4,566	$4,894	$5,008	$5,344	$5,526	$5,729	$5,805	$6,066	$6,285	$219.00
33	Chelmsford	$5,105	$5,069	$5,267	$5,427	$5,653	$5,799	$6,119	$6,329	$6,540 *	$211.00
34	Ashland	$5,338	$5,493	$5,642	$5,800	$5,958	$6,125	$6,351	$6,555	$6,790	$235.00
35	Medway	$5,511	$5,733	$5,901	$5,992	$6,105	$6,336	$6,459	$6,610	$6,825 *	$215.00
36	Northborough	$5,556	$5,774	$5,992	$5,972	$6,114	$6,181	$6,225	$6,485	$6,850	$365.00
37	Natick	$4,829	$5,223	$5,282	$5,561	$6,015	$6,216	$6,459	$6,630	$6,868	$238.00
38	Upton	$4,800	$4,881	$5,040	$5,446	$5,630	$5,809	$6,016	$6,200	$6,891 *	$691.00
39	Walpole	$4,939	$5,159	$5,283	$5,538	$5,740	$6,231	$6,405	$6,693	$6,952	$259.00
40	Holliston	$6,015	$6,157	$6,434	$6,754	$6,916	$7,090	$7,220	$7,495	$7,819	$324.00
41	Norfolk	$5,894	$6,095	$6,161	$6,391	$6,927	$7,186	$7,368	$7,603	$7,946 *	$343.00
42	Westborough	$6,689	$6,784	$7,182	$7,446	$7,790	$7,972	$8,134	$8,045	$8,264	$219.00
43	Andover	$6,799	$7,054	$7,239	$7,480	$7,786	$7,967	$8,343	$8,648	$8,945 *	$297.00
44	Hopkinton	$7,338	$7,508	$7,687	$7,904	$8,082	$8,285	$8,539	$8,885	$8,953 *	$68.00
45	Southborough	$7,231	$7,879	$7,714	$7,942	$8,334	$8,573	$8,675	$8,929	$9,105 *	$176.00
46	Acton	$8,051	$8,388	$8,767	$9,049	$9,259	$9,650	$9,832	$10,128	$10,382	$254.00

* Indicates communities that classified their tax rate in FY 2016

FIGURE FOURTEEN
SOLID WASTE ENTERPRISE
FISCAL YEAR 2017

Item	Expended FY 2010	Expended FY 2011	Expended FY 2012	Expended FY 2013	Expended FY 2014	Expended FY 2015	Budget FY 2016	Expended to 12/31/2015	Budget FY 2017	
Collection	$1,099,000	$1,120,980	$1,148,202	$1,166,268	$1,189,593	$1,130,156	$1,146,950	$575,650	$1,164,154	6,600= tons @
Disposal	$448,328	$452,553	$472,943	$466,771	$478,224	$449,847	$422,000	$172,252	$435,600	$66.00/ton
PAYT Bags	$125,427	$117,644	$136,420	$141,682	$164,415	$115,950	$165,000	$165,406	$140,000	620K bags; 260k
Stickers	$158	$0	$393	$250	$582	$397	$500	$398	$500	sm/360k lg
Recycling Bins	$0	$7,929	$0	$0	$1,744	$3,487	$1,800	$1,744	$3,500	
Other	$195	$158	$297	$198	$236	$596	$500	$10	$500	
Recycling Materials	$0	$0	$3,914	$0	$0	$375	$500	$375	$500	$1,164,154
Code Red	$0	$0	$2,680	$0	$2,573	$5,359	$5,500	$5,359	$5,500	$435,600
Yard Waste Processing*	$12,000	$31,403	$0	$0	$0	$0	$0	$0	$0	$150,500
Total	$1,685,108	$1,730,667	$1,764,849	$1,775,169	$1,837,367	$1,706,167	$1,742,750	$921,194	$1,750,254	$1,750,254

* Some amount of reimbursement may be received from the ALB Program.

Revenue	Actual FY 2010	Actual FY 2011	Actual FY 2012	Actual FY 2013	Actual FY 2014	Actual FY 2015	Budget FY 2016	Received to 12/31/2015	Budget FY 2017
Receipts - PAYT Bags	$856,432	$855,900	$843,300	$847,050	$842,250	$831,600	$835,000	$435,150	$830,000
Receipts - Stickers	$27,000	$30,180	$31,380	$32,100	$31,900	$34,300	$32,500	$21,200	$32,500
Receipts - Other*	$10,808	$10,522	$2,853	$2,641	$4,297	$3,781	$3,000	$1,807	$3,000
Total	$894,240	$896,602	$877,533	$881,791	$878,447	$869,681	$870,500	$458,157	$865,500
Retained Earnings Used		$200,000	$50,000	$60,000	$60,000	$30,000	$40,000		$40,000

* FY 2010 includes $8,000 ALB
* FY 2011 includes $7,667 ALB

Tax Levy Impact $844,754 (Estimated)

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2015 to Date
Disposal Tons	10,944	10,687	7,137	6,370	6,386	6,525	6,307	6,393	6,428	3,267
Recycling Tons	2,838	3,056	3,569	3,218	3,251	3,222	3,058	3,103	3,086	1,464
Total	13,782	13,743	10,706	9,588	9,637	9,747	9,365	9,496	9,514	4,731

		FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
Tip Fee	$37.06	$67.73	$69.10	$69.20	$70.87	$72.48	$74.01	$74.81	$64.00	$66.00
		Split Year	$1.37	$0.10	$1.67	$1.61	$1.53	$0.80	($10.81)	$2.00
			2.02%	0.14%	2.41%	2.27%	2.11%	1.08%	-14.45%	3.13%

FIGURE FOURTEEN
SOLID WASTE ENTERPRISE
FISCAL YEAR 2017

		FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Collection		$1,089,341	$1,126,864	$1,141,373	$1,099,000	$1,120,980	$1,148,202	$1,166,268	$1,189,593	$1,130,156
Disposal		$434,118	$564,775	$484,999	$448,328	$452,553	$472,943	$466,771	$478,224	$449,847
Expenses		$0	$0	$151,572	$137,780	$157,134	$143,704	$142,130	$169,550	$126,164
	Total	$1,523,459	$1,691,639	$1,777,944	$1,685,108	$1,730,667	$1,764,849	$1,775,169	$1,837,367	$1,706,167
Revenue PAYT		$0.00	$0.00	$898,408	$894,240	$896,602	$877,533	$881,791	$878,447	$869,681
Tax Levy Cost		$1,523,459	$1,691,639	$879,536	$790,868	$834,065	$887,316	$893,378	$958,920	$836,486

Bags Costs		FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
	Small	$0.1280	$0.1336	$0.1336	$0.1400	$0.1456	$0.1500	$0.1580	
			$0.0056	$0.0000	$0.0064	$0.0056	$0.0044	$0.0080	
			4.38%	0.00%	4.79%	4.00%	3.02%	5.33%	Under Negotiation
	Large	$0.1920	$0.2263	$0.2263	$0.2376	$0.2425	$0.2500	$0.2580	
			$0.0343	$0.0000	$0.0113	$0.0049	$0.0075	$0.0080	
			17.86%	0.00%	4.99%	2.06%	3.09%	3.20%	

	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Disposal Tons	10,944	10,687	7,137	6,370	6,386	6,525	6,307	6,393	6,428
Recycling Tons	2,838	3,056	3,569	3,218	3,251	3,222	3,058	3,103	3,086
Total	13,782	13,743	10,706	9,588	9,637	9,747	9,365	9,496	9,514
Tip Fee	$37.06	$67.73	$69.10	$69.20	$70.87	$72.48	$74.01	$74.81	64
Avoided Disposal Tonnage			3,550	4,317	4,301	4,162	4,380	4,294	4,259
Value of Avoided Tonnage			$245,305.00	$298,736.40	$304,811.87	$301,661.76	$324,163.80	$321,234.14	$272,576.00
Cumulative				$544,041.40	$848,853.27	$1,150,515.03	$1,474,678.83	$1,795,912.97	$2,068,488.97

FIGURE FIFTEEN
SEWER SURPLUS ACCOUNT

Item	FY 2016 (To 12/31)	FY 2015 Actual	FY 2014 Actual	FY 2013 Actual	FY 2012 Actual	FY 2011 Actual	FY 2010 Actual
Sewer Rates	$3,680,516	$6,791,683	$6,713,153	$6,695,779	$6,298,260	$4,585,646	$3,932,025
Miscellaneous & E1 Pump	$29,226	$39,634	$44,198	$42,307	$36,138	$57,309	$55,766
Special Assessments	$46,384	$85,249	$79,521	$135,255	$137,059	$108,119	$140,574
Advanced Payments on Betterments	$33,158	$23,759	$15,835	$27,763	$24,052	$14,732	$35,324
Advanced Payments on Interest	$1,694	$724	$541	$888	$718	$442	$1,612
Unapportioned Betterments	$0	$0	$31,751	$97,951	$0	$0	$0
Unapportioned Interest	$0	$0	$450	$44	$0	$0	$0
Sewer Liens	$47,643	$423,961	$416,606	$361,091	$269,250	$188,386	$123,581
Sewer Betterments	$3,631	$76,615	$76,093	$64,405	$68,889	$71,999	$74,871
Sewer Betterments Committed Interest	$2,373	$36,878	$29,660	$29,955	$34,289	$38,921	$43,267
Total	$3,844,625	$7,478,504	$7,407,808	$7,455,437	$6,868,656	$5,065,553	$4,407,021
Unreserved Fund Balance on June 30	$16,511,157	$13,818,671	$13,202,694	$11,133,237	$9,464,689	$8,502,988	$6,583,441
Reserved by Town Meeting	$6,846,603	$5,922,726	$7,031,863	$5,974,283	$5,568,663	$4,700,777	$3,313,131
Fund Balance on July 1	$9,664,554	$7,895,945	$6,170,831	$5,158,954	$3,896,026	$3,802,211	$3,270,310
Revenue for Fiscal Year	$3,844,625	$7,478,504	$7,407,808	$7,455,437	$6,868,656	$5,065,553	$4,407,021
Budget Turn back/Closeouts/Other		$1,136,708	$240,032	$588,303	$368,555	$596,925	$825,657
	$13,509,179	$16,511,157	$13,818,671	$13,202,694	$11,133,237	$9,464,689	$8,502,988

December 31, 2015 Balance	$13,509,179		Appropriations	
	Revenue to 6/30		Operating Budget	$5,400,162
Sewer Rates	$3,100,000		Debt Service	$331,879
Miscellaneous & E1 Pump	$10,000		Capital Budget (Pickup)	$55,000
Special Assessments	$40,000		General Sewer Repairs	$450,000
Advanced Payments on Betterments	$15,121		Inflow & Infiltration Work	$277,000
Advanced Payments on Interest	$0		Design - I & I Years 4-5-6	$150,000
Unapportioned Betterments	$0		Radio Telemetry Upgrade	$300,000
Unapportioned Interest	$0		Sewer Pump Station Improvements	$300,000
Sewer Liens	$370,000		Transfer to OPEB Trust	$20,934
Sewer Betterments	$70,000		Indirect Costs	$277,583
Sewer Betterments Committed Interest	$30,000	$3,635,121	Less Transfer From I&I Account	($427,000)
Turn back (3 Yr Ave)	$754,615		Total	$7,135,558
Projected June 30, 2016 Balance	$17,898,915		Projected Sewer Surplus Balance on 7/1/2016	$10,763,357

FIGURE SIXTEEN
SUMMARY OF WATER REVENUE

Revenue Source	FY 2017 Projected	FY 2016 Estimated	FY 2015 Actual	FY 2014 Actual	FY 2013 Actual	FY 2012 Actual	FY 2011 Actual
Water Rates	$3,245,000	$3,245,000	$3,247,632	$3,219,038	$3,025,683	$2,965,611	$3,177,472
Backflow Inspection Fees	$30,000	$30,000	$49,750	$42,200	$26,330	$16,100	$1,571
Connection Fees/Charges	$250,000	$250,000	$201,767	$297,408	$296,011	$235,181	$303,143
Liens/Penalties & Interest	$175,000	$175,000	$233,891	$232,552	$187,743	$196,614	$159,958
Total New Revenue	$3,700,000	$3,700,000	$3,733,040	$3,791,198	$3,535,767	$3,413,506	$3,642,144

Balance Water Conservation (1/27/2016)	$174,277
Balance Water System Improvements (1/27/2016)	$231,418
Balance Warrant Articles (Includes Active Projects)*	$2,611,688
Total Available Reserves & Balances of Active Projects	$3,017,383

*Active Projects - Some Are Subject to Close-out at Town Meeting

571320 Water Mains Maple/Westview	$4,393	
571370 CB Rubber Track Excavator	$13,276	
571420 Test Manganese	$630	
571490 Rep/Rep Home Farm	$330,000	
571510 Prelim Des Wat/Sew	$75,000	
571530 WMA/WMP	$56,750	
571540 Oakland Ave	$250,000	
571550 Poor Farm Brook	$5,000	
571580 Des Svcs Wat Treat	$500,000	
580090 New Water Meters	$958,164	
580570 Oak S. Quinsig	$7,719	
580580 Lambert Well 3-1	$94,656	
582040 Water Supply Permitting	$163,538	
582050 Capital Efficiency Plan	$10,000	
582080 Main St/Circle/Gage	$55,416	
585360 Study Water Plant Upgrade	$70,000	
585820 Water Conservation	$13,181	
585890 Replace Pickup Truck	$3,965	$2,611,688

FIGURE SEVENTEEN
COMPARISON OF AUTHORIZED FTE POSITIONS
FISCAL YEAR 1998 TO FISCAL YEAR 2017 (PROPOSED)

DEPARTMENT	FTE Proposed FY 2017	FTE Authorized FY 2016	Difference FY 2017 to FY 2016	FTE Authorized FY 1998	Difference FY 2016 to FY 1998	Comment
Town Manager	4.00	4.00	0.00	4.00	0.00	ATM position has been reinstated
Accounting	3.00	3.00	0.00	3.00	0.00	
Board of Assessors	4.60	4.08	0.52	4.00	0.60	Use of Asst BI for listing/Reduction benefit eligible positions
Treasurer-Collector	6.00	6.00	0.00	8.00	(2.00)	Down (2) benefited positions
MIS	0.00	0.00	0.00	1.00	(1.00)	Consolidated with SELCO
Town Clerk	2.03	2.03	0.00	3.50	(1.47)	Down (1) benefited position
Election & Registration	0.98	0.98	0.00	0.50	0.48	
Public Buildings	22.52	21.52	1.00	28.00	(5.48)	Down multiple benefited positions/2 FTE's in FY 2015/1 FTE in FY 2017
Planning/Economic Development	1.48	2.00	(0.52)	0.00	1.48	Position moved from Engineering FY 2015/Funded partially by fees
Police	59.00	59.00	0.00	44.60	14.40	3 FTE's in FY 2015/Includes ACO
School Crossing Guards	0.00	0.00	0.00	2.30	(2.30)	Consolidated to School Department eliminated as benefited positions
Animal Control	0.00	0.00	0.00	1.00	(1.00)	
Fire	39.00	38.75	0.25	34.00	5.00	Deputy Chief in FY 2016 for (6) months/FF (9) months
Building Inspector	3.80	3.80	0.00	2.50	1.30	1 FTE (Via Fees) in FY 2015
Retirement	1.00	1.00	0.00	1.00	0.00	
Engineering	7.00	7.00	0.00	7.50	(0.50)	Three (3) positions funded via non-tax sources
Highway	12.50	13.00	(0.50)	14.50	(2.00)	Down (1) benefited position/ 1 FTE in FY 2015
Sewer	7.22	7.23	(0.01)	4.30	2.92	
Water	10.20	10.23	(0.03)	13.40	(3.20)	
Cemetery, Parks & Recreation	8.73	7.58	1.15	9.75	(1.02)	Down (2) benefited positions/entire cemetery operation is contacted
Board of Health	1.00	1.00	0.00	3.00	(2.00)	Down (2) benefited positions/fully contracted
Council on Aging	4.72	4.93	(0.21)	4.00	0.72	
Veteran's Services	0.00	0.00	0.00	0.00	0.00	
Library	19.38	19.10	0.28	20.00	(0.62)	Now more part time (not benefit eligible) than benefited positions
Total	218.16	216.23	1.93	213.85	4.31	
Less Police/Fire/Sewer & Water	102.74	101.02	1.72	117.55	(14.81)	-12.60%
Police	59.00	59.00	0.00	44.60	14.40	32.29%
Fire	39.00	38.75	0.25	34.00	4.75	14.71%
Sewer & Water	17.42	17.46	(0.04)	17.70	(0.28)	-1.58%
	218.16	216.23	1.93	213.85	2.38	2.02%

Indicates Newly Created Benefit Eligible Position

FIGURE EIGHTEEN
OUT YEAR PROJECTION
FISCAL YEAR 2016 TO 2021

	FY 2016 Actual	FY 2017 (Current) Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
REVENUE							
TAXATION	$67,548,981	$64,726,183	$66,856,838	$69,040,759	$71,279,277	$73,573,759	$75,925,603
NEW GROWTH		$500,000	$500,000	$500,000	$500,000	$500,000	$500,000
EXEMPTED TAX LEVY		$3,827,610	$4,115,569	$3,773,112	$3,387,646	$3,040,294	$2,805,336
STATE AID	$22,203,438	$22,422,969	$22,672,969	$22,922,969	$23,172,969	$23,422,969	$23,672,969
SBAB PAYMENT	$3,350,376	$3,350,376	$2,764,695	$2,764,695	$2,764,695	$2,764,695	$2,764,695
OVERESTIMATES	$0	$0	$0	$0	$0	$0	$0
SCHEDULE A RECEIPTS	$13,654,000	$13,481,000	$14,289,860	$15,147,252	$16,056,087	$17,019,452	$18,040,619
SOLID WASTE ENTERPRISE	$870,500	$865,500	$874,155	$882,897	$891,726	$900,643	$909,649
RETAINED EARNINGS	$40,000	$40,000	$25,000	$25,000	$25,000	$25,000	$25,000
FREE CASH	$3,209,000	$3,000,000	$2,750,000	$2,750,000	$2,750,000	$2,750,000	$2,750,000
OTHER AVAILABLE FUNDS							
Sale of Cemetery Lots	$18,000	$18,000	$18,000	$18,000	$18,000	$18,001	$18,001
Sewer Surplus	$6,846,603	$7,135,558	$6,135,206	$7,116,296	$6,503,228	$7,498,908	$7,672,007
Sewer Construction/I & I	$300,000	$427,000	$1,300,000	$500,000	$1,300,000	$500,000	$500,000
Light Revenue	$592,200	$578,475	$564,225	$444,600	$438,600	$432,600	$426,000
CATV Revenue	$0	$0	$0	$0	$0	$0	$0
Chapter 90	$1,479,320	$0	$1,400,000	$1,470,000	$1,543,500	$1,620,675	$1,701,709
Title V Loan Repayments	$15,100	$15,100	$15,100	$15,100	$10,269	$10,269	$10,398
Water System Improvements	$1,308,000	$0	$140,716	$285,301	$356,504	$435,012	$515,842
Water Conservation Fund	$145,000	$150,000	$20,000	$20,000	$20,000	$20,000	$20,000
Account Transfer	$575,583	$117,491	$500,000	$500,000	$500,000	$500,000	$500,000
Stablilization	$0	$0	$0	$0	$0	$0	$0
Cemetery Trust Funds	$75,000	$0	$0	$0	$0	$0	$0
Sale or Property	$0	$0	$0	$0	$0	$0	$0
FREE CASH (REDUCE LEVY)	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000
MUNICIPAL LIGHT (REDUCE LEVY)	$237,569	$237,569	$237,569	$237,569	$237,569	$237,569	$237,569
CATV REVENUE (REDUCE LEVY)	$800,000	$800,000	$800,000	$800,000	$800,000	$800,000	$800,000
BOND INTEREST RESERVE	$0	$8,900	$0	$0	$0	$0	$0
Total Revenue	**$123,768,670**	**$122,201,731**	**$126,479,902**	**$129,713,549**	**$133,055,069**	**$136,569,846**	**$140,295,397**
CHARGES							
CHERRY SHEET OFFSETS	$51,267	$42,520	$43,583	$44,673	$45,789	$46,934	$48,107
CMRPC	$9,238	$9,469	$9,706	$9,948	$10,197	$10,452	$10,713
STATE AND COUNTY CHARGES	$1,610,178	$1,453,118	$1,525,774	$1,602,063	$1,682,166	$1,766,274	$1,854,588
OVERLAY	$638,530	$750,000	$600,000	$600,000	$750,000	$600,000	$600,000
MEDICAL EXPENSES POLICE AND FIRE	$4,833	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
PRIOR YEAR DEFICITS DEFICITS	$869,500	$400,000	$400,000	$400,000	$400,000	$400,000	$400,000
OPERATING BUDGET							
General Government	$5,830,935	$5,863,153	$5,956,404	$6,204,789	$6,224,052	$6,401,320	$6,501,493
Public Safety	$8,271,476	$8,334,286	$8,714,520	$9,113,558	$9,531,951	$9,970,682	$10,430,783
Retirement	$4,922,794	$5,125,289	$6,125,289	$6,625,289	$7,625,289	$8,125,289	$9,125,289
Public Works	$10,338,920	$10,319,038	$10,508,595	$10,800,578	$11,100,969	$11,410,019	$11,727,985

FIGURE EIGHTEEN
OUT YEAR PROJECTION
FISCAL YEAR 2016 TO 2021

	FY 2016 Actual	FY 2017 (Current) Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected
Human Services	$688,932	$692,828	$748,667	$772,696	$797,750	$823,881	$851,147
Culture and Recreation	$1,540,319	$1,604,200	$1,665,314	$1,704,664	$1,744,951	$1,786,200	$1,828,432
Schools	$58,455,519	$59,112,145	$60,589,949	$62,104,697	$63,657,315	$65,248,748	$66,879,966
Interest & Maturing Debt	$9,417,490	$8,978,680	$8,345,940	$7,733,467	$7,321,853	$6,879,846	$6,597,167
Unclassified	$11,963,414	$13,612,120	$14,652,533	$15,787,418	$17,029,290	$18,355,317	$19,860,755
Total Operating Budget	$111,429,799	$113,641,739	$117,307,210	$120,847,157	$125,033,421	$129,001,301	$133,803,017
CAPITAL BUDGET							
Taxation	$635,000	$0	$0	$0	$0	$0	$0
Free Cash	$553,417	$1,146,470	$500,000	$500,000	$500,000	$500,000	$500,000
Sewer Revenue	$125,000	$55,000	$500,000	$500,000	$500,000	$500,000	$500,000
Water Revenue	$274,000	$180,000	$250,000	$250,000	$250,000	$250,000	$250,000
Account Transfer	$555,583	$0	$0	$0	$0	$0	$0
Stabilization	$0	$0	$0	$0	$0	$0	$0
Water System Improvements	$478,000	$0	$0	$0	$0	$0	$0
Total Capital Budget	$2,621,000	$1,381,470	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$1,250,000
SOLID WASTE ENTERPRISE	$1,742,750	$1,750,254	$1,794,010	$1,838,861	$1,884,832	$1,931,953	$1,980,252
CEMETERY IMPROVEMENTS	$93,000	$18,000	$18,000	$18,000	$18,000	$18,000	$18,000
BILLS OF PRIOR YEAR	$0	$0	$2,500	$2,500	$2,500	$2,500	$2,500
STORM DRAINS	$0	$0	$200,000	$0	$200,000	$0	$200,000
SIDEWALKS	$0	$0	$0	$200,000	$0	$200,000	$0
WATER MAIN/METER REPLACEMENT	$1,455,000	$190,000	$500,000	$500,000	$500,000	$500,000	$500,000
SEWER SYSTEM IMPROVEMENTS	$904,727	$1,477,000	$750,000	$750,000	$750,000	$750,000	$750,000
GENERAL WATER IMPROVEMENTS	$314,000	$629,759	$500,000	$500,000	$500,000	$500,000	$500,000
CHAPTER 90 FUNDING	$1,479,320	$0	$1,400,000	$1,470,000	$1,543,500	$1,620,675	$1,701,709
SHREWSBURY DEVELOPMENT CORPORATION	$0	$0	$0	$30,000	$0	$30,000	$0
COUNSELING AND EDUCATIONAL SERVICES	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000	$75,000
OPEB TRUST	$291,229	$128,402	$134,822	$141,563	$148,641	$156,073	$163,877
STABILIZATION	$174,500	$0	$0	$0	$0	$0	$0
ATM/STM RESERVE & OTHER	$4,799	$250,000	$300,000	$300,000	$300,000	$300,000	$300,000
Total Charges	**$123,768,670**	**$122,201,731**	**$126,815,605**	**$130,584,764**	**$135,099,046**	**$139,164,163**	**$144,162,763**
Surplus/(Deficit)	**$0**	**$0**	**($335,703)**	**($871,215)**	**($2,043,977)**	**($2,594,317)**	**($3,867,366)**

FIGURE NINETEEN
REVOLVING AND SPECIAL REVENUE ACCOUNTS

	Starting Balance	Revenue	Expenditures	Ending Balance	Encumberance
Parks & Recreation					
FY 2016 (To date)	$220,021.34	$131,723.04	$210,269.78	$141,474.60	$9,692.00
FY 2015	$238,836.43	$302,629.28	$321,444.37	$220,021.34	
FY 2014	$226,736.31	$314,569.86	$302,469.74	$238,836.43	
FY 2013	$238,616.93	$299,258.24	$311,138.86	$226,736.31	
FY 2012	$230,093.13	$357,792.87	$349,269.07	$238,616.93	
FY 2011	$276,359.88	$333,635.02	$379,901.77	$230,093.13	
FY 2010	$292,492.73	$351,723.06	$367,855.91	$276,359.88	
Donahue Rowing Center					
FY 2016 (To date)	$0.00	$79,895.00	$99,501.48	($19,606.48)	$13,601.64
FY 2015	$0.00	$80,397.50	$80,397.50	$0.00	
FY 2014	$0.00	$80,055.00	$80,055.00	$0.00	
FY 2013	$0.00	$79,098.66	$79,098.66	$0.00	
FY 2012	$4,186.27	$80,331.00	$84,517.27	$0.00	
FY 2011	$2,105.00	$81,606.66	$79,525.39	$4,186.27	
FY 2010	$7,220.00	$65,433.53	$70,548.53	$2,105.00	

Balance Closed to Trust - $44,599.13 on 6/30/15 - Reflected in the Expenditure Column
Balance Closed to Trust - $27,068.32 on 6/30/14 - Reflected in the Expenditure Column

COA Van					
FY 2016 (To date)	$97,747.30	$17,423.13	$10,696.89	$104,473.54	$8,423.97
FY 2015	$87,872.39	$29,210.75	$19,335.84	$97,747.30	
FY 2014	$83,549.92	$25,455.39	$21,132.92	$87,872.39	
FY 2013	$68,989.17	$25,980.00	$11,419.25	$83,549.92	
FY 2012	$60,272.75	$33,558.44	$24,842.02	$68,989.17	
FY 2011	$54,514.39	$23,567.95	$17,809.59	$60,272.75	
FY 2010	$47,233.61	$24,517.72	$17,236.94	$54,514.39	
Planning Board Technical Review (Funds Not Expended Are Returned to Applicant)					
FY 2016 (To date)	$36,581.85	$36,788.25	$21,638.99	$51,731.11	$46,733.11
FY 2015	$17,799.88	$119,880.02	$101,098.05	$36,581.85	
FY 2014	$19,172.05	$47,702.30	$49,074.47	$17,799.88	
FY 2013	$11,880.62	$27,486.64	$20,195.21	$19,172.05	
FY 2012	$6,463.25	$35,360.00	$29,942.63	$11,880.62	
FY 2011	$0.00	$20,880.00	$14,416.75	$6,463.25	
Conservation Commission Filing Fees					
FY 2016 (To date)	$2,122.51	$9,122.25	$12,160.43	($915.67)	
FY 2015	$9,006.69	$16,554.00	$23,438.18	$2,122.51	
FY 2014	$25,159.51	$9,814.47	$25,967.29	$9,006.69	
FY 2013	$42,159.77	$11,645.28	$28,645.54	$25,159.51	
FY 2012	$45,492.70	$5,910.22	$9,243.15	$42,159.77	
FY 2011	$45,447.87	$9,860.22	$9,815.39	$45,492.70	
FY 2010	$39,153.56	$15,449.46	$9,155.15	$45,447.87	
Planning Board Filing Fees					
FY 2016 (To date)	$172,520.33	$52,318.60	$55,443.56	$169,395.37	
FY 2015	$163,799.01	$107,752.75	$99,031.43	$172,520.33	
FY 2014	$195,920.08	$69,158.52	$101,279.59	$163,799.01	
FY 2013	$241,079.68	$56,318.40	$101,478.00	$195,920.08	
FY 2012	$248,426.69	$79,353.00	$86,700.01	$241,079.68	
FY 2011	$269,728.77	$55,031.05	$76,333.13	$248,426.69	
FY 2010	$188,267.15	$147,122.80	$65,661.18	$269,728.77	
Board of Appeals Filing Fees (All but $2,000 closed out to General Fund on 6/30)					
FY 2016 (To date)	$2,500.00	$39,800.00	$1,909.85	$40,390.15	
FY 2015	$2,000.00	$3,531.00	$3,031.00	$2,500.00	
FY 2014	$2,000.00	$3,584.90	$3,584.90	$2,000.00	
FY 2013	$2,100.00	$3,592.63	$3,692.63	$2,000.00	
FY 2012	$5,333.70	$1,414.34	$4,648.04	$2,100.00	
FY 2011	$2,000.00	$7,346.67	$4,012.97	$5,333.70	
FY 2010	$1,500.00	$3,951.32	$3,451.32	$2,000.00	

FIGURE TWENTY
NET SCHOOL SPENDING

AREA	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 (est)
Direct Expenditures by School Committee	$43,787,810	$43,350,605	$46,463,436	$48,562,877	$54,781,554	$56,192,858
Expenditures in Support (Excludes Debt Service)	$12,129,811	$13,083,095	$12,981,735	$13,538,629	$14,428,478	$14,836,797
Total	$55,917,621	$56,433,700	$59,445,171	$62,101,506	$69,210,032	$71,029,655
Less School Revenues	$0	$0	$0	$54,000	$30,335	$35,514
Less Charter School Reimbursement	$330,718	$85,807	$38,006	$38,663	$81,365	$0
Net School Spending	$55,586,903	$56,347,893	$59,407,165	$62,008,843	$69,098,332	$70,994,141
Required Net School Spending	$50,868,453	$52,203,863	$53,832,192	$55,450,975	$57,624,627	$59,853,850
Over (Under)	$4,718,450	$4,144,030	$5,574,973	$6,557,868	$11,473,705	$11,140,291

Board of Selectmen
Fiscal Policies
Fiscal Year 2017

1. In presenting the Fiscal Year 2017 proposed budget, the town manager is directed to file budget recommendations that reflect the Town's revenue stream in compliance with the Town's levy limit.

2. The Town's reserves are a major factor in the Town's bond rating. Sudden decline in reserve amounts could result in a decline in bond rating and potential increases in the costs of borrowing. Reserve funds are defined as the Stabilization Fund and Free Cash. Reserves are maintained to cover revenue shortfalls or to make possible capital projects without the need to borrow. Accordingly, the Board establishes the following Reserves/Stabilization Policy:

   a As the Board strives to reach a reserve balance goal of 6.5% of the Total Operating Budget, as of July 1, 2016, the Board of Selectmen will seek a combined Certified Free Cash and Stabilization Fund balance that will be no less than 4.0% of the Total Operating Budget adopted at the May 2016 Annual Town Meeting. The combined balance percentages have been in recent years as follows:

July 1	Free Cash (Adjusted)	Stabilization	Combined	Operating Budget (Previous May)	Percent
2015	$4,883,731	$416,487	$5,300,218	$111,429,799	4.8%
2014	$4,970,257	$358,744	$5,329,001	$109,312,699	4.9%
2013	$4,796,042	$350,544	$5,146,586	$101,372,766	5.1%
2012	$5,567,137	$348,025	$5,915,162	$97,747,737	6.1%
2011	$5,554,067	$157,136	$5,711,203	$91,890,924	6.2%
2010	$5,145,970	$153,089	$5,299,059	$89,953,965	5.9%
2009	$4,778,074	$142,653	$4,920,727	$87,444,351	5.6%

   b Withdrawals from the Stabilization Fund will only be used for purposes for which the Town can borrow as set forth in M.G.L. Ch. 44 s. 7 and s. 8 to avoid borrowing. The Board will not seek to draw the fund balance below $250,000.

   c The Town shall strive to make an annual appropriation to the stabilization fund. Even if a nominal amount, this annual appropriation will demonstrate the commitment to reserves and keep the account in focus.

   d Funds shall be allocated from Reserves only after an analysis and utilization plan has been prepared by the Town Manager and presented to the Board of Selectmen and Finance Committee. The analysis shall provide sufficient evidence to establish that the remaining balances are adequate to address potential downturns in revenue sources and provide a sufficient cash balance for emergencies and for budget stabilization purposes; and that conditions exist in future years that will allow for replenishment of reserve funds.

3. Properly managed debt is an effective way to finance significant infrastructure and capital projects. Responsible use of debt preserves our credit rating, enhances flexibility in current and future operating budgets, and provides us with long-term assets that maintain or improve our quality of life. To provide guidance and responsible use of debt, the Board of Selectmen has adopted debt management policies which are contained in Exhibit A attached.

4. The Board of Selectmen will seek to maintain a single tax rate and direct the town manager to make full use of the Town's levy capacity in FY 2017 and make recommendations to the Board of Selectmen and Finance Committee that reflects adherence to this objective.

5. The Board of Selectmen will continue to adjust water rates as necessary to maintain the water utility as self supporting plus maintaining sufficient reserves for future capital needs to minimize any future borrowing. The Board will also advise the Town Manager and Sewer Commission to do the same for the sewer system.

6. The Board of Selectmen will propose to use one time revenues for capital replacement, debt management or infrastructure improvement purposes (including but not limited to cash matches to leverage grant funds) and not to be used for operational purposes. Further, the Board desires to make use of one time revenue to enhance economic development opportunities whenever possible.

7. The Board of Selectmen directs the town manager to file with his initial budget recommendations in January of each year a five year fiscal forecast.

8. The Board of Selectmen directs the town manager to include in his budget recommendations funding sufficient to meet the pension system funding schedule in order to fully fund the pension system by the close of FY 2022.

9. The Board of Selectmen will endeavor to make contributions to the Other Post Retirement Benefits (OPEB) Trust established in May of 2011 as fiscal conditions allow with the intention of increasing funding substantially once the unfunded pension liability is eliminated.

Adopted this 10th day of November, 2015.

Board of Selectmen:

Moira E. Miller

Maurice M. DePalo

John I. Lebeaux

Henry J. Fitzgerald

James F. Kane

Exhibit A
Debt Management Policies

1. Long-term debt should be issued only for capital projects or assets that have a long useful life. It should be issued to pay for the cost of significant infrastructure and capital projects. Long-term debt should not be issued for recurring, small capital purchases with a useful life of less than five years.

2. Bonds will be paid back within a period not to exceed the expected useful life of the capital project or the period defined by state law; whichever is shorter.

3. The town will not use long-term debt to finance current operations.

4. Long-term borrowing will take place only for objects or purposes authorized by state law under M.G.L. Ch. 44, sec. 7 and 8, and will be confined to infrastructure and capital projects too expensive to be financed from current revenues. In general, the Town will attempt to finance purchases costing less than $1,000,000 with operating revenues.

5. Long-term debt should not be incurred without a clear identification of its financing sources. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources.

6. The Town should attempt rapid debt repayment schedules. This ensures cost savings to the community and seeks to avoid strapping future generations with large debt obligations. This policy recognizes that capital needs continue and that new debt will continue to be identified and issued.

7. Where possible, the town will use special assessment, revenues or other self-supporting revenues to fund general obligation bonds. (ex: light, cable, water)

8. To the extent practicable, user fees will be set to cover the capital costs of Enterprise type services or activities - whether purchased on a pay-as-you-go basis or through debt financing - to avoid imposing a burden on the property tax levy.

9. The town will maintain good communications with bond rating agencies about its financial condition. The town will follow a policy of full disclosure on every financial report and bond prospectus.

10. The town will retire bond anticipation debt within 6 months after completion of the project. Exception- Town may carry BAN(s) longer if market conditions are not favorable.

11. Refunding bonds should be issued only if the present value of debt service saving exceeds 3 percent of the debt service amount of the refunded bonds.

12. The Town will strive to limit annual increases in debt to a level that will not materially jeopardize the Town's Aa3 (Aa2 – Global Scale) credit rating.

13. Outstanding debt shall not exceed 3 percent of the Town of Shrewsbury Assessed value.

Budget Summary
Fiscal Year 2017

	Page #	Fiscal Year 2016 Budget (May ATM)	Fiscal Year 2016 Budget (Current Revised)	Fiscal Year 2017 Request	Fiscal Year 2017 Recommendation	Difference FY 2016 to FY 2017 (May ATM)	Percent	Difference FY 2016 to FY 2017 (Current Revised)	Percent
PERSONNEL BOARD	1	$158,600	$78,762	$8,600	$8,600	($150,000)	-94.58%	($70,162)	-89.08%
SELECTMEN	3	$20,550	$20,550	$20,770	$20,770	$220	1.07%	$220	1.07%
TOWN MANAGER	7	$327,991	$328,862	$356,056	$356,056	$28,065	8.56%	$27,194	8.27%
FINANCE COMMITTEE	13	$281,460	$262,704	$281,460	$281,460	$0	0.00%	$18,756	7.14%
ACCOUNTANT	15	$219,770	$223,549	$225,519	$225,519	$5,749	2.62%	$1,970	0.88%
ASSESSORS	21	$321,388	$336,982	$310,183	$306,183	($15,205)	-4.73%	($30,799)	-9.14%
TREASURER-COLLECTOR	29	$381,794	$388,506	$391,652	$391,652	$9,858	2.58%	$3,146	0.81%
TOWN COUNSEL	37	$64,200	$64,200	$100,200	$100,200	$36,000	56.07%	$36,000	56.07%
MIS	-	$0	$0	$0	$0	$0		$0	
TOWN CLERK	39	$135,158	$137,302	$137,346	$137,346	$2,188	1.62%	$44	0.03%
ELECTION AND REGISTRATION	45	$119,924	$123,942	$136,516	$136,516	$16,592	13.84%	$12,574	10.15%
CONSERVATION COMMISSION	49	$1,900	$35,303	$1,900	$1,900	$0	0.00%	($33,403)	-94.62%
PLANNING & ECONOMIC DEVLP	51	$55,323	$55,323	$53,840	$53,840	($1,483)	-2.68%	($1,483)	-2.68%
PLANNING BOARD	55	$2,000	$2,000	$2,000	$2,000	$0	0.00%	$0	0.00%
BOARD OF APPEALS	59	$3,000	$3,000	$3,900	$3,900	$900	30.00%	$900	30.00%
PUBLIC BUILDINGS	61	$3,737,877	$4,332,776	$3,859,211	$3,837,211	$99,334	2.66%	($495,565)	-11.44%
POLICE DEPARTMENT	89	$4,656,911	$4,674,144	$4,714,549	$4,612,888	($44,023)	-0.95%	($61,256)	-1.31%
FIRE DEPARTMENT	99	$3,237,212	$3,240,196	$3,689,787	$3,348,370	$111,158	3.43%	$108,174	3.34%
BUILDING INSPECTOR	111	$291,923	$296,548	$288,558	$286,598	($5,325)	-1.82%	($9,950)	-3.36%
WEIGHTS & MEASURES	117	$5,000	$5,000	$5,600	$5,600	$600	12.00%	$600	12.00%
EMERGENCY MANAGEMENT	119	$2,180	$11,640	$2,580	$2,580	$400	18.35%	($9,060)	-77.84%
FORESTRY	121	$78,250	$78,250	$83,300	$78,250	$0	0.00%	$0	0.00%
PENSIONS	125	$4,922,794	$4,922,794	$5,125,289	$5,125,289	$202,495	4.11%	$202,495	4.11%
TOWN ENGINEER	129	$491,001	$520,843	$546,830	$497,660	$6,659	1.36%	($23,183)	-4.45%
HIGHWAYS	135	$2,148,592	$2,675,603	$2,345,359	$2,149,776	$1,184	0.06%	($525,827)	-19.65%
STREET LIGHTING	149	$180,918	$180,918	$180,035	$180,035	($883)	-0.49%	($883)	-0.49%
SEWER	153	$5,458,675	$5,460,742	$5,316,009	$5,400,162	($58,513)	-1.07%	($60,580)	-1.11%
WATER	450	$1,962,859	$2,002,145	$1,969,598	$1,992,134	$29,275	1.49%	($10,011)	-0.50%
CEMETERIES	175	$96,875	$98,014	$99,271	$99,271	$2,396	2.47%	$1,257	1.28%
HEALTH	179	$181,272	$182,421	$205,958	$205,958	$24,686	13.62%	$23,537	12.90%
COUNCIL ON AGING	185	$221,440	$228,441	$233,970	$233,970	$12,530	5.66%	$5,529	2.42%
VETERAN'S SERVICES	191	$285,720	$285,720	$285,720	$252,400	($33,320)	-11.66%	($33,320)	-11.66%
COMMISSION ON DISABILITIES	193	$500	$500	$500	$500	$0	0.00%	$0	0.00%
LIBRARY	195	$1,139,504	$1,183,742	$1,215,371	$1,179,186	$39,682	3.48%	($4,556)	-0.38%
PARKS AND RECREATION	213	$400,815	$402,913	$475,886	$425,014	$24,199	6.04%	$22,101	5.49%
SCHOOLS	-	$58,455,519	$58,455,519	$62,446,298	$59,112,145	$656,626	1.12%	$656,626	1.12%
INTEREST AND MATURING DEBT	223	$9,417,490	$9,417,490	$8,978,680	$8,978,680	($438,810)	-4.66%	($438,810)	-4.66%
Employee Assistance Program	229	$4,000	$4,000	$4,000	$4,000	$0	0.00%	$0	0.00%
Group Health and Life Insurance	229	$8,750,000	$8,900,000	$10,300,000	$10,300,000	$1,550,000	17.71%	$1,400,000	15.73%
Medicare	229	$880,000	$880,000	$975,000	$975,000	$95,000	10.80%	$95,000	10.80%
Jnemployment Compensation Insurance	229	$150,000	$150,000	$125,000	$125,000	($25,000)	-16.67%	($25,000)	-16.67%
Radio Maintenance	229	$10,421	$10,421	$10,421	$10,421	$0	0.00%	$0	0.00%

Budget Summary
Fiscal Year 2017

	Page #	Fiscal Year 2016 Budget (May ATM)	Fiscal Year 2016 Budget (Current Revised)	Fiscal Year 2017 Request	Fiscal Year 2017 Recommendation	Difference FY 2016 to FY 2017 (May ATM)	Percent	Difference FY 2016 to FY 2017 (Current Revised)	Percent
Ambulance Services	229	$0	$0	$0	$0	$0		$0	
Gasoline and Oil	229	$400,000	$400,000	$325,000	$325,000	($75,000)	-18.75%	($75,000)	-18.75%
Printing/Postage/Stationary	229	$109,200	$109,200	$150,500	$150,500	$41,300	37.82%	$41,300	37.82%
Memorial Day	229	$5,500	$5,500	$5,500	$5,500	$0	0.00%	$0	0.00%
General Insurance	229	$900,000	$900,000	$960,000	$960,000	$60,000	6.67%	$60,000	6.67%
Bills of Prior Year	229	$0	$0	$0	$0	$0		$0	
MIS Support	229	$720,230	$720,230	$713,554	$713,554	($6,676)	-0.93%	($6,676)	-0.93%
Telephone System	229	$34,063	$34,063	$43,145	$43,145	$9,082	26.66%	$9,082	26.66%
UNCLASSIFIED		$11,963,414	$12,113,414	$13,612,120	$13,612,120	$1,648,706	13.78%	$1,498,706	12.37%
		$111,429,799	$112,830,758	$117,710,421	$113,641,739	$2,211,940	1.99%	$810,981	0.72%
General Government		$20,098,399	$21,308,005	$21,146,402	$20,305,184	$206,785	1.03%	($1,002,821)	-4.71%
Water & Sewer		$7,421,534	$7,462,887	$7,285,607	$7,392,296	($29,238)	-0.39%	($70,591)	-0.95%
Education		$58,455,519	$58,455,519	$62,446,298	$59,112,145	$656,626	1.12%	$656,626	1.12%
Fixed Costs		$25,454,347	$25,604,347	$26,832,114	$26,832,114	$1,377,767	5.41%	$1,227,767	4.80%
		$111,429,799	$112,830,758	$117,710,421	$113,641,739	$2,211,940	1.99%	$810,981	0.72%
Budget Less Education		$52,974,280	$54,375,239	$55,264,123	$54,529,594	$1,555,314	2.94%	$154,355	0.28%

	Fiscal Year 2016 Budget (May ATM)	Fiscal Year 2016 Budget (Current Revised)	Fiscal Year 2017 Request	Fiscal Year 2017 Recommendation	Difference FY 2016 to FY 2017 (May ATM)	Percent	Difference FY 2016 to FY 2017 (Current Revised)	Percent
General Government	$5,830,935	$6,393,761	$5,889,153	$5,863,153	$32,218	0.55%	($530,608)	-8.30%
Public Safety	$8,271,476	$8,305,778	$8,784,374	$8,334,286	$62,810	0.76%	$28,508	0.34%
Retirement	$4,922,794	$4,922,794	$5,125,289	$5,125,289	$202,495	4.11%	$202,495	4.11%
Public Works	$10,338,920	$10,938,265	$10,457,102	$10,319,038	($19,882)	-0.19%	($619,227)	-5.66%
Human Services	$688,932	$697,082	$726,148	$692,828	$3,896	0.57%	($4,254)	-0.61%
Culture and Recreation	$1,540,319	$1,586,655	$1,691,257	$1,604,200	$63,881	4.15%	$17,545	1.11%
Education	$58,455,519	$58,455,519	$62,446,298	$59,112,145	$656,626	1.12%	$656,626	1.12%
Debt and Interest	$9,417,490	$9,417,490	$8,978,680	$8,978,680	($438,810)	-4.66%	($438,810)	-4.66%
Unclassified	$11,963,414	$12,113,414	$13,612,120	$13,612,120	$1,648,706	13.78%	$1,498,706	12.37%
Total	$111,429,799	$112,830,758	$117,710,421	$113,641,739	$2,211,940	1.99%	$810,981	0.72%

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Personnel Board 0119

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510900	Professional Improvement	$0	$4,800	$3,500	$3,500	$0	$3,500	$3,500
520130	Professional Services	$0	$0	$0	$0	$0	$0	$0
540140	Books Periodicals Subs	$0	$0	$100	$100	$0	$100	$100
570180	Other - Not Classified	$0	$0	$0	$0	$0	$0	$0
Personnel Board OpEx		**$0**	**$4,800**	**$3,600**	**$3,600**	**$0**	**$3,600**	**$3,600**
510400	New Salary Schedules	$170	$0	$150,000	$70,162	$0	$0	$0
520250	Municipal Training Group	$0	$0	$0	$0	$0	$0	$0
520260	Class & Compensation Study P/	$0	$0	$5,000	$5,000	$0	$5,000	$5,000
520490	Classification Study-Foremen	$0	$0	$0	$0	$0	$0	$0
570000	Other Charges & Expend	$1,000	$0	$0	$0	$0	$0	$0
Personnel Board SepAp		**$1,170**	**$0**	**$155,000**	**$75,162**	**$0**	**$5,000**	**$5,000**
Personnel Board		**$1,170**	**$4,800**	**$158,600**	**$78,762**	**$0**	**$8,600**	**$8,600**

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Personnel Board

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540140	Books Periodicals Subs		$100	$100
Personnel Board OpEx			**$100**	**$100**
520260	Class & Compensation Study PAT		$5,000	$5,000
		To be held on account in the event an outside consultant is required.	$5,000	$5,000
Personnel Board SepAp			**$5,000**	**$5,000**
Personnel Board			**$5,100**	**$5,100**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Selectmen **0122**

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$8,750	$8,750	$8,750	$8,750	$4,375	$8,750	$8,750
Selectmen PEA		**$8,750**	**$8,750**	**$8,750**	**$8,750**	**$4,375**	**$8,750**	**$8,750**
510010	S & W - Full Time	$1,294	$1,290	$1,400	$1,400	$717	$1,400	$1,400
510140	Stipends	$0	$0	$0	$0	$0	$0	$0
Selectmen S&C		**$1,294**	**$1,290**	**$1,400**	**$1,400**	**$717**	**$1,400**	**$1,400**
520040	Utility - Telephone	$89	$68	$100	$100	$20	$100	$100
520080	R & M - Equipment	$0	$0	$0	$0	$0	$0	$0
520100	Advertising & Binding	$1,087	$844	$1,500	$1,500	$384	$1,250	$1,250
520200	Board of Dogs	$0	$0	$0	$0	$0	$0	$0
520220	Services-Not Classified	$491	$0	$0	$0	$1	$0	$0
540140	Books Periodicals Subs	$0	$0	$0	$0	$0	$0	$0
540150	Print Postage Stationary	$476	$0	$300	$300	$296	$300	$300
540220	Office Supplies	$1,004	$201	$600	$600	$306	$500	$500
570010	Car Allowance/Mileage	$1,680	$1,680	$1,700	$1,700	$840	$1,700	$1,700
570020	Dues & Memberships	$4,634	$4,696	$4,800	$4,800	$5,289	$5,370	$5,370
570030	Travel	$904	$1,260	$1,400	$1,400	$1,182	$1,400	$1,400
570180	Other - Not Classified	$0	$0	$0	$0	$0	$0	$0
Selectmen OpEx		**$10,364**	**$8,749**	**$10,400**	**$10,400**	**$8,317**	**$10,620**	**$10,620**
580010	Office Equipment	$0	$0	$0	$0	$0	$0	$0
Selectmen Equip		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
510140	Stipends	$0	$0	$0	$0	$0	$0	$0
520130	Professional Services	$0	$0	$0	$0	$0	$0	$0
570970	Stab/OPEB Fund	$0	$0	$0	$0	$0	$0	$0

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
Select SepAp	$0	$0	$0	$0	$0	$0	$0
Selectmen	$20,408	$18,789	$20,550	$20,550	$13,410	$20,770	$20,770

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Selectmen

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
510010	S & W - Full Time		$8,750	$8,750
		James F. Kane - Selectmen	$1,750	$1,750
Selectmen PEA		Henry J. Fitzgerald - Selectmen	$1,750	$1,750
		Moira Miller - Selectmen	$1,750	$1,750
		Maurice M. DePalo - Selectmen	$1,750	$1,750
		John Lebeaux - Selectmen	$1,750	$1,750
			$8,750	**$8,750**
510010	S & W - Full Time		$1,400	$1,400
		Board Meetings	$0	$0
Selectmen S&C			**$1,400**	**$1,400**
520040	Utility - Telephone		$100	$100
		Office Telephone for 12 months	$100	$100
Selectmen OpEx				
520100	Advertising & Binding		$1,250	$1,250
		Advertising for 12 Months	$1,250	$1,250
Selectmen OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540150	Print Postage Stationary		$300	$300
		Print Postage Stationary for 12 Months	$0	$0
Selectmen OpEx				
540220	Office Supplies		$500	$500
		BoS Office Supplies for 12 Months	$500	$500
Selectmen OpEx				
570010	Car Allowance/Mileage		$1,700	$1,700
		5 Selectmen - $350 per year	$1,700	$1,700
Selectmen OpEx				
570020	Dues & Memberships		$5,370	$5,370
		Primarily MMA Dues	$5,370	$5,370
Selectmen OpEx				
570030	Travel		$1,400	$1,400
		BoS In State Travel for 12 Months	$1,400	$1,400
Selectmen OpEx				
			$10,620	**$10,620**
			$0	**$0**
			$0	**$0**
Selectmen			**$20,770**	**$20,770**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Town Manager

0123

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$145,525	$145,525	$145,525	$145,525	$78,317	$150,000	$150,000
Manager PEA		**$145,525**	**$145,525**	**$145,525**	**$145,525**	**$78,317**	**$150,000**	**$150,000**
510010	S & W - Full Time	$38,066	$41,440	$42,595	$43,461	$23,343	$45,160	$45,160
510030	S & W - Temporary	$0	$0	$0	$0	$0	$0	$0
510080	Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510100	Longevity	$0	$0	$0	$0	$0	$0	$0
Manager S&C		**$38,066**	**$41,440**	**$42,595**	**$43,461**	**$23,343**	**$45,160**	**$45,160**
510010	S & W - Full Time	$123,449	$115,551	$126,271	$126,271	$56,820	$148,186	$148,186
510080	Sick Leave Plan II	$0	$0	$0	$0	$342	$0	$0
510090	Overtime	$3,701	$3,141	$4,000	$4,000	$0	$0	$0
510100	Longevity	$250	$250	$250	$250	$375	$375	$375
Manager Other		**$127,400**	**$118,941**	**$130,521**	**$130,521**	**$57,537**	**$148,561**	**$148,561**
520040	Utility - Telephone	$2,107	$2,245	$2,300	$2,300	$738	$2,300	$2,300
520080	R & M - Equipment	$0	$0	$0	$0	$0	$0	$0
520100	Advertising & Binding	$785	$976	$800	$800	$0	$800	$800
520130	Professional Services	$1,780	$0	$0	$0	$200	$0	$0
520220	Services-Not Classified	$153	$0	$0	$0	$0	$0	$0
540140	Books Periodicals Subs	$0	$0	$0	$0	$0	$0	$0
540150	Print Postage Stationary	$25	$89	$150	$150	$0	$150	$150
540200	Educational Supplies	$0	$0	$0	$0	$0	$0	$0
540220	Office Supplies	$343	$399	$700	$700	$209	$500	$500
570010	Car Allowance/Mileage	$1,344	$1,200	$2,000	$2,000	$600	$4,200	$4,200
570020	Dues & Memberships	$628	$595	$600	$600	$593	$1,185	$1,185

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
570030 Travel	$2,582	$3,526	$2,800	$2,805	$534	$3,200	$3,200
570040 Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0
570180 Other - Not Classified	$0	$0	$0	$0	$0	$0	$0
Manager OpEx	**$9,747**	**$9,031**	**$9,350**	**$9,355**	**$2,874**	**$12,335**	**$12,335**
Town Manager	**$320,738**	**$314,938**	**$327,991**	**$328,862**	**$162,070**	**$356,056**	**$356,056**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Town Manager

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Las, Kristen	DH-4							E			$1,708.19	52.20	$89,167.52	$89,167.52
Brady, Paula	PT 3							E	$30.15	37.50	$1,130.63	52.20	$59,018.63	$59,018.63
														$148,186.14
Mattero, Christine	A 3							E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
														$45,159.53
													FTE's	3.00

Longevity Payments

Name	Amount
Las, Kristen	$125
Brady, Paula	$250
	$375

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Town Manager

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$2,300	$2,300
		Cell phones (2) & office phone	$2,300	$2,300
Manager OpEx				
520100	Advertising & Binding		$800	$800
		General advertising	$800	$800
Manager OpEx				
540150	Print Postage Stationary		$150	$150
		General postage & stationary	$150	$150
Manager OpEx				
540220	Office Supplies		$500	$500
Manager OpEx				
570010	Car Allowance/Mileage		$4,200	$4,200
		Vehicle allowance TM $300/month increased for FY 2017 per contract	$3,600	$3,600
Manager OpEx		Kristen Las - Assistant Town Manager Car allowance $50.00 per month	$600	$600
570020	Dues & Memberships		$1,185	$1,185
		MMMA Dues (2)	$600	$600
Manager OpEx		APA/AICP Dues Kristen Las	$500	$500
		MAPD Dues - Kristen Las	$85	$85

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570030	Travel		$3,200	$3,200
		In state conferences & meetings (2) plus additional $400 added for Regional Planning Conf workshop Kristen Las	$3,200	$3,200
Manager OpEx			**$12,335**	**$12,335**
Town Manager			**$12,335**	**$12,335**

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Finance Committee 0131

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510020 S & W - Part Time	$0	$0	$500	$500	$0	$500	$500
510090 Overtime	$0	$0	$0	$0	$0	$0	$0
Finance Committee S&C	**$0**	**$0**	**$500**	**$500**	**$0**	**$500**	**$500**
520220 Services-Not Classified	$0	$0	$0	$0	$0	$0	$0
570020 Dues & Memberships	$333	$333	$335	$335	$333	$335	$335
570030 Travel	$0	$229	$125	$125	$0	$125	$125
570180 Other - Not Classified	$289	$398	$500	$500	$0	$500	$500
Finance Committee OpEx	**$622**	**$960**	**$960**	**$960**	**$333**	**$960**	**$960**
570200 Reserve Fund	$0	$0	$280,000	$261,244	$0	$280,000	$280,000
570205 A.T.M. 5/19/97	$0	$0	$0	$0	$0	$0	$0
Finance Committee SepAp	**$0**	**$0**	**$280,000**	**$261,244**	**$0**	**$280,000**	**$280,000**
Finance Committee	**$622**	**$960**	**$281,460**	**$262,704**	**$333**	**$281,460**	**$281,460**

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Finance Committee

	Line Item Description	Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570020	Dues & Memberships		$335	$335
Finance Committee OpEx				
570030	Travel		$125	$125
Finance Committee OpEx				
570180	Other - Not Classified		$500	$500
Finance Committee OpEx			**$960**	**$960**
570200	Reserve Fund		$280,000	$280,000
		Amounts Expended Last Five Fiscal Years: FY 2015 - $69,953; FY 2014 - $144,943; FY 2013 - $146,869; FY 2012 - $129,788; FY 2011 - $192,568	$280,000	$280,000
Finance Committee SepAp			**$280,000**	**$280,000**
Finance Committee			**$280,960**	**$280,960**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Accountant 0135

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$85,698	$87,419	$87,755	$89,510	$48,171	$89,168	$89,168
510080	Sick Leave Plan II	$1,642	$1,675	$0	$0	$1,708	$0	$0
510100	Longevity	$350	$350	$350	$350	$350	$400	$400
Accountant PEA		**$87,690**	**$89,444**	**$88,105**	**$89,860**	**$50,229**	**$89,568**	**$89,568**
510010	S & W - Full Time	$92,166	$99,105	$99,468	$101,492	$54,610	$101,105	$101,105
510080	Sick Leave Plan II	$1,766	$1,899	$0	$0	$1,937	$0	$0
510090	Overtime	$0	$0	$0	$0	$0	$0	$0
510100	Longevity	$450	$500	$500	$500	$500	$500	$500
Accountant S&C		**$94,381**	**$101,503**	**$99,968**	**$101,992**	**$57,047**	**$101,605**	**$101,605**
520040	Utility - Telephone	$578	$516	$612	$612	$216	$552	$552
520100	Advertising & Binding	$0	$0	$100	$100	$0	$100	$100
520120	Data Processing	$0	$0	$0	$0	$0	$0	$0
520130	Professional Services	$0	$350	$0	$0	$0	$0	$0
540150	Print Postage Stationary	$0	$0	$0	$0	$0	$0	$0
540220	Office Supplies	$147	$190	$625	$625	$68	$625	$625
570010	Car Allowance/Mileage	$382	$277	$350	$350	$59	$400	$400
570020	Dues & Memberships	$185	$185	$185	$185	$195	$185	$185
570030	Travel	$1,788	$1,803	$1,825	$1,825	$145	$2,485	$2,485
Accountant OpEx		**$3,080**	**$3,321**	**$3,697**	**$3,697**	**$683**	**$4,347**	**$4,347**
580500	Equipment Replacement	$0	$0	$0	$0	$0	$0	$0
Accountant Equip		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
520230	Town Audit	$26,000	$27,000	$28,000	$28,000	$0	$30,000	$30,000
Accountant SepAp		**$26,000**	**$27,000**	**$28,000**	**$28,000**	**$0**	**$30,000**	**$30,000**

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
Accountant	$211,151	$221,268	$219,770	$223,549	$107,959	$225,519	$225,519

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Town Accountant

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Mary Thompson	DH4							E		37.50	$1,708.19	52.20	$89,167.52	$89,167.52
Amy Li	PT-2							D	$28.58	37.50	$1,071.75	52.20	$55,945.35	$55,945.35
Bonnie Goodney	A-3							E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
														$101,104.88
													FTE's	3.00

Longevity Payments

Name	Amount
Mary Thompson	$400
Amy Li	$250
Bonnie Goodney	$250
	$900

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Accountant

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$552	$552
		Monthly Phone Charges	$240	$240
Accountant OpEx		THOMPSON MARY	$312	$312
520100	Advertising & Binding		$100	$100
		Advertising	$100	$100
Accountant OpEx				
540220	Office Supplies		$625	$625
		OFFICE SUPPLIES	$625	$625
Accountant OpEx				
570010	Car Allowance/Mileage		$400	$400
		Travel to Conferences and Training	$400	$400
Accountant OpEx				
570020	Dues & Memberships		$185	$185
		ANNUAL DUES - MMA&AA MET	$80	$80
Accountant OpEx		ANNUAL DUES - MMA&AA AL	$45	$45
		ANNUAL DUES - MGFOA MET	$60	$60
570030	Travel		$2,485	$2,485

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
		FALL CONFERENCE - Registration	$90	$90
Accountant OpEx		ANNUAL EDUCATION PROGRAM	$350	$350
		SUMMER CONFERENCE- Registration & Meals	$150	$150
		Various One-Day Seminars	$150	$150
		Hotel for Education Program	$360	$360
		NESGFOA Conference - NH	$885	$885
		NESGFOA - Registration	$500	$500
			$4,347	**$4,347**
			$0	**$0**
520230	Town Audit		$30,000	$30,000
		AUDIT	$30,000	$30,000
Accountant SepAp			**$30,000**	**$30,000**
Accountant			**$34,347**	**$34,347**

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Assessor **0141**

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$85,475	$87,419	$87,754	$89,509	$48,171	$89,168	$89,168
510020	S & W - Part Time	$3,000	$3,000	$3,000	$3,000	$1,500	$3,000	$3,000
510080	Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510100	Longevity	$125	$125	$125	$125	$125	$125	$125
Assessor PEA		**$88,600**	**$90,544**	**$90,879**	**$92,634**	**$49,796**	**$92,293**	**$92,293**
510010	S & W - Full Time	$88,342	$97,065	$117,702	$130,881	$58,783	$138,333	$138,333
510020	S & W - Part Time	$970	$0	$0	$0	$41	$0	$0
510080	Sick Leave Plan II	$747	$996	$0	$0	$609	$0	$0
510090	Overtime	$0	$195	$0	$0	$0	$0	$0
510100	Longevity	$300	$350	$350	$350	$350	$350	$350
Assessor S&C		**$90,360**	**$98,606**	**$118,052**	**$131,231**	**$59,783**	**$138,683**	**$138,683**
510010	S & W - Full Time	$10,856	$11,190	$11,617	$12,277	$6,008	$11,804	$11,804
510020	S & W - Part Time	$14,268	$19,333	$21,461	$21,461	$17,318	$22,304	$22,304
Assessor Other		**$25,124**	**$30,523**	**$33,078**	**$33,737**	**$23,326**	**$34,108**	**$34,108**
520040	Utility - Telephone	$913	$896	$1,044	$1,044	$392	$1,100	$1,100
520080	R & M - Equipment	$216	$528	$250	$250	$88	$250	$250
520100	Advertising & Binding	$0	$75	$120	$120	$0	$250	$250
520120	Data Processing	$0	$0	$165	$165	$0	$0	$0
520130	Professional Services	$10,409	$737	$15,000	$15,000	$120	$20,000	$15,000
540140	Books Periodicals Subs	$179	$105	$400	$400	$105	$400	$400
540150	Print Postage Stationary	$78	$365	$1,500	$1,500	$361	$1,000	$1,000
540220	Office Supplies	$772	$304	$900	$900	$47	$1,000	$1,000
570010	Car Allowance/Mileage	$4,962	$5,414	$6,300	$6,300	$2,790	$7,200	$7,200

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
570020 Dues & Memberships	$714	$489	$1,000	$1,000	$502	$1,000	$1,000
570030 Travel	$2,977	$2,326	$2,700	$2,700	$715	$3,100	$3,100
Assessor OpEx	**$21,219**	**$11,238**	**$29,379**	**$29,379**	**$5,119**	**$35,300**	**$30,300**
580010 Office Equipment	$0	$615	$0	$0	$0	$700	$700
Assessor Equip	**$0**	**$615**	**$0**	**$0**	**$0**	**$700**	**$700**
520240 RE/Pers Prop Discover	$65,459	$10,845	$50,000	$50,000	$19,500	$9,100	$10,100
Assessor SepAp	**$65,459**	**$10,845**	**$50,000**	**$50,000**	**$19,500**	**$9,100**	**$10,100**
Assessor	**$290,762**	**$242,372**	**$321,388**	**$336,982**	**$157,524**	**$310,183**	**$306,183**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Assessors

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Alicia Howe	Stipend													$1,500.00
Todd Brodeur	Stipend													$1,500.00
Christopher R. Reidy	DH-4							E		37.50	$1,708.19	52.20	$89,167.52	$89,167.52
Mary Lowell	PT-1							E	$27.09	37.50	$1,015.88	52.20	$53,028.68	$53,028.68
Helen Townsend	A-3							E	$23.07	22.50	$519.08	52.20	$27,095.72	$27,095.72
Helen Townsend	PT-2	D	$27.34	15.00	27.60	$410.10	$11,318.76	E	$28.57	15.00	$428.55	24.60	$10,542.33	$21,861.09
Coung Tran	A-2	B	$18.16	37.50	26.20	$681.00	$17,842.20	C	$18.98	37.50	$711.75	26.00	$18,505.50	$36,347.70
														$138,333.18
Louis Pepi	PT-3							E	$30.15	7.50	$226.13	52.20	$11,803.73	$11,803.73
Thomas Walsh	PT-2							E	$28.57	7.50	$214.28	52.20	$11,185.16	$11,185.16
Kathy Stanley	PT-2	D	$27.34	7.50	7.20	$205.05	$1,476.36	E	$28.57	7.50	$214.28	45.00	$9,642.38	$11,118.74
														$34,107.62
													FTE's	4.60

Mileage Allowances			
Christopher Reidy	$300	12	$3,600
Helen Townsend	$120	12	$1,440
Thomas Walsh	$60	12	$720
Lou Pepi	$60	12	$720
Kathy Stanley	$60	12	$720
Total Mileage			$7,200

Value of Step Increases								
Helen Townsend	D to E	$27.34	$28.57	1.23	15.00	$18.45	24.60	$453.87
Coung Tran	B to C	$18.16	$18.98	0.82	37.50	$30.75	26.00	$799.50
Kathy Stanley	D to E	$27.34	$28.57	1.23	7.50	$9.23	45.00	$415.13
								$1,668.50

Longevity Payments	
Name	Amount
Mary Lowell	$350
Christopher R. Reidy	$125
	$475

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Assessor

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$1,100	$1,100
		Local Telephone Service	$1,100	$1,100
Assessor OpEx				
520080	R & M - Equipment		$250	$250
		Office equip repair - phones - camera - laser	$250	$250
Assessor OpEx				
520100	Advertising & Binding		$250	$250
		Deeds and recording of liens.	$250	$250
Assessor OpEx				
520130	Professional Services		$20,000	$15,000
		Professional review + consulting for abatement hearing for ATB	$20,000	$15,000
Assessor OpEx				
540140	Books Periodicals Subs		$400	$400
		Professional ogranization subscriptions	$400	$400
Assessor OpEx				
540150	Print Postage Stationary		$1,000	$1,000
		Mailings for income and expense requests and for sales verification letters required by the DOR	$1,000	$1,000
Assessor OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540220	Office Supplies		$1,000	$1,000
		Office supplies	$1,000	$1,000
Assessor OpEx				
570010	Car Allowance/Mileage		$7,200	$7,200
		Vehicle Allowance Assesor $300 /month	$3,600	$3,600
Assessor OpEx		Vehicle Allowance Lister $60/month Walsh, Thomas	$720	$720
		Vehicle Allowance Lister $60/month Stanley, Kathleen	$720	$720
		Vehicle Allowance Lister $60/month Assistant Bldg Insp	$720	$720
		Vehicle Allowance Lister $120/month Townsend, Helen	$1,440	$1,440
570020	Dues & Memberships		$1,000	$1,000
		IAAO, MAAO, NRAA, MASS CHAPT IAAO, SPA, Appraisal Institute	$1,000	$1,000
Assessor OpEx				
570030	Travel		$3,100	$3,100
		Schools and meetings required	$3,100	$3,100
Assessor OpEx				
			$35,300	**$30,300**
580010	Office Equipment		$700	$700
Assessor Equip				
			$700	**$700**
520240	RE/Pers Prop Discover		$9,100	$10,100

Line Item Description	Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
	Personal Property Revaluation and Discovery	$9,100	$10,100
Assessor SepAp	Commerical Property Revaluation	$0	$0
	Residential Proerpty Revaluation	$0	$0
		$9,100	**$10,100**
Assessor		**$45,100**	**$41,100**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Treasurer & Collector 0145

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$85,705	$87,419	$87,754	$89,509	$48,171	$89,168	$89,168
510080	Sick Leave Plan II	$1,642	$1,675	$0	$0	$1,708	$0	$0
510100	Longevity	$200	$200	$200	$200	$200	$200	$200
510140	Stipends	$500	$500	$500	$500	$250	$500	$500
Treasurer PEA		**$88,047**	**$89,794**	**$88,454**	**$90,209**	**$50,329**	**$89,868**	**$89,868**
510010	S & W - Full Time	$189,886	$205,312	$213,173	$218,130	$116,615	$221,492	$221,492
510030	S & W - Temporary	$19,823	$4,616	$0	$0	$0	$0	$0
510080	Sick Leave Plan II	$448	$668	$0	$0	$712	$0	$0
510090	Overtime	$0	$458	$0	$0	$0	$0	$0
510100	Longevity	$600	$350	$350	$350	$350	$475	$475
Treasurer S&C		**$210,757**	**$211,404**	**$213,523**	**$218,480**	**$117,676**	**$221,967**	**$221,967**
520040	Utility - Telephone	$797	$611	$1,400	$1,400	$179	$1,400	$1,400
520080	R & M - Equipment	$0	$0	$0	$0	$0	$0	$0
520100	Advertising & Binding	$0	$0	$0	$0	$0	$0	$0
520120	Data Processing	$0	$0	$0	$0	$0	$0	$0
520130	Professional Services	$26,882	$29,845	$31,000	$31,000	$11,724	$31,000	$31,000
520140	Rental of Equipment	$0	$0	$0	$0	$0	$0	$0
520220	Services-Not Classified	$0	$0	$0	$0	$0	$0	$0
540140	Books Periodicals Subs	$125	$125	$300	$300	$125	$300	$300
540150	Print Postage Stationary	$5,456	$5,864	$5,900	$5,900	$3,091	$5,900	$5,900
540220	Office Supplies	$1,091	$860	$2,500	$2,500	$560	$2,500	$2,500
570010	Car Allowance/Mileage	$1,440	$1,440	$1,440	$1,440	$720	$1,440	$1,440
570020	Dues & Memberships	$420	$390	$577	$577	$390	$577	$577

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
570030 Travel	$613	$287	$700	$700	$488	$700	$700
570040 Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0
570180 Other - Not Classified	$0	$0	$0	$0	$0	$0	$0
570190 Bond Registration	$550	$0	$1,000	$1,000	$0	$1,000	$1,000
Treasurer OpEx	**$37,373**	**$39,422**	**$44,817**	**$44,817**	**$17,277**	**$44,817**	**$44,817**
580010 Office Equipment	$0	$0	$0	$0	$0	$0	$0
580020 Computer Equipment	$0	$0	$0	$0	$0	$0	$0
Treas & Coll Equip	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
570700 Clearing & Sale Tax Title	$21,135	$13,481	$35,000	$35,000	$2,592	$35,000	$35,000
Treasurer SepAp	**$21,135**	**$13,481**	**$35,000**	**$35,000**	**$2,592**	**$35,000**	**$35,000**
Treasurer & Collector	**$357,312**	**$354,101**	**$381,794**	**$388,506**	**$187,875**	**$391,652**	**$391,652**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Collector-Treasurer

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Carolyn Marcotte	DH-4							E		37.50	$1,708.19	52.20	$89,167.52	$89,167.52
Mary Grillo	PT-2							E	$28.57	37.50	$1,071.38	52.20	$55,925.78	$55,925.78
Christine Fowler	A-4							E	$24.33	37.50	$912.38	52.20	$47,625.98	$47,625.98
Lindsay Ames	A-2							E	$20.72	37.50	$777.00	52.20	$40,559.40	$40,559.40
Karen Berger	A-2	D	$19.83	37.50	51.00	$743.63	$37,924.88	E	$20.72	37.50	$777.00	1.20	$932.40	$38,857.28
Amanda Favreau	A-2	C	$18.98	37.50	9.20	$711.75	$6,548.10	D	$19.83	37.50	$743.63	43.00	$31,975.88	$38,523.98
														$221,492.40
													FTE's	6.00

Longevity Payments

Name	Amount		
Carolyn Marcotte	$200	Sal 01	$200
Mary Grillo	$350		
Lindsay Ames	$125	Sal 03	$475
	$675		$675

Value of Step Increases

Karen Berger	D to E	$19.83	$20.72	$0.89	37.50	$33.38	1.20	$40.05
Amanda Favreau	C to D	$18.98	$19.83	$0.85	37.50	$31.87	43.00	$1,370.63
								$1,410.68

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Treasurer & Collector

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$1,400	$1,400
		Telephone Reimb-Light Dept	$1,400	$1,400
Treasurer OpEx				
520130	Professional Services		$31,000	$31,000
		General Services	$19,000	$19,000
Treasurer OpEx		Lock box services	$12,000	$12,000
540140	Books Periodicals Subs		$300	$300
		VERIBANC Bank Rating Service	$300	$300
Treasurer OpEx				
540150	Print Postage Stationary		$5,900	$5,900
		Check stock; MICR Toner; YRLY Tax forms; Envelopes	$5,900	$5,900
Treasurer OpEx				
540220	Office Supplies		$2,500	$2,500
		General Office supplies	$2,500	$2,500
Treasurer OpEx				
570010	Car Allowance/Mileage		$1,440	$1,440
		Monthly stipend; Treas & Asst @ $60/mon	$1,440	$1,440
Treasurer OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570020	Dues & Memberships		$577	$577
		MCTA; WORC CTY ASSN; MGOFA	$577	$577
Treasurer OpEx				
570030	Travel		$700	$700
		meetings & conferences	$700	$700
Treasurer OpEx				
570190	Bond Registration		$1,000	$1,000
		Paying Agent fees to US Bank for issued Debt.	$1,000	$1,000
Treasurer OpEx				
			$44,817	**$44,817**
			$0	**$0**
570700	Clearing & Sale Tax Title		$35,000	$35,000
		Tax Takings; Legal; Land Court; Adv Costs	$35,000	$35,000
Treasurer SepAp				
			$35,000	**$35,000**
Treasurer & Collector			**$79,817**	**$79,817**

Treasurer's Annual Report on Investments (Comments as of June 30, 2015)

Fiscal Year 2015 ended much as it began, with market participants continuing to prognosticate as to when the Federal Reserve would finally move away from its zero interest rate policy. Once again, interest rates did not end the fiscal year materially higher or lower than the prior fiscal year. The 10-Year Treasury began the year at 2.57% on July 1, 2014 and closed out June 30, 2015 at 2.35%. More appropriate to the Town's intermediate-term portfolio, the 5-Year Treasury began the fiscal year at 1.66% and ended at 1.65%.

This is not to say there was not substantial movement in bond yields during the year. Global events and stock market volatility contributed to extreme swings in bond yields primarily during the months of October 2014 (Ebola fears), January 2015 (cold weather, negative GDP surprise and the ensuing stock market swoon) and March/April 2015 (Greece and China headlines and the resulting flight to quality). In the coming year (FY 2016), we fully expect global events to continue pressuring US bond yields even against a backdrop of a slowly improving domestic economy.

Fiscal Year 2013 has thus far marked the low point in US Government bond yields and rates continue to be under pressure from the same forces that have constrained the US economy since the Great Recession began in 2008 - slow economic growth (as measured by GDP figures), an improving but anemic jobs recovery, subdued inflation pressures and even milder inflation expectations. These factors have all worked to persuade the Federal Reserve to move glacially when it comes to normalizing interest rates back to historical levels. The 10-Year Treasury touched 1.39% in July 2012 while the 5-Year Treasury hit 0.54%. While market pundits have been forecasting higher rates for quite some time, market expectations currently favor the first or second quarter of Fiscal Year 2016 for the initial rate hike from the Federal Reserve. However, with overnight rates currently targeted at a range of 0% to 0.25%, it may take some time for interest rates to appear 'normal' anytime soon.

The economy showed encouraging signs of strength during the fiscal year through improving unemployment numbers, impressive but moderating earnings growth, record cash on corporate balance sheets and a corresponding amount of share repurchases by corporate America, a healthier real estate market and improving GDP figures. Even though these factors have worked to stabilize the downward trend to bond yields, it has not yet been sufficient enough remedy to spell the definitive end to low interest rates.

The Federal Reserve has implemented a number of financial stimulus programs since the financial crisis hit in 2008, in addition to keeping the discount rate at historically low levels. The historic appointment of Janet Yellen as the new Federal Reserve Chair, improving economic figures and a Federal Reserve dialogue towards a more restrictive money supply may portend marginally higher interest rates within the next Fiscal Year.

Consequently, while a number of market strategists believed higher interest rates to be just around the proverbial corner in Fiscal Year 2015, the bond markets were relatively stable throughout much of the fiscal year as the Operating Account posted a +0.98% return for the period. Comparatively, the Barclays Capital Aggregate Bond Index gained +1.86%; while the Barclays Capital US Government/Credit 1-3 Year Bond Index returned +0.93%, and the Barclays US Government/Credit 1-5 Year Bond Index returned +1.39. The Barclays Aggregate Bond Index and 1-5 Bond Index outperformed primarily due to their longer duration exposure than the Town's portfolio and their exposure to a broad array of lower credit quality and other sundry asset classes not permitted under Massachusetts General Law.

Against this backdrop of gradual improvement in the overall economy, we expect the Federal Reserve to continue their vigilance by working to stimulate the economy with low interest rates and verbal positive reinforcement of their accommodative stance. We expect the Fed to continue to wind down their programs of quantitative easing as the economic outlook continues to improve and financial conditions permit.

Interest rates have not yet begun to drift materially higher, and we believe they will most likely continue to only creep higher in line with improving economic data. As stated in prior commentaries, the likely scenario is one wherein interest rates stabilize near current levels as the effect of already increased interest rates work to subdue economic growth. Given the current economic situation, our expectations are for the Federal Reserve to slightly increase the target Federal Funds rate during Fiscal Year 2016 with an improving economic picture and increased inflation expectations as a rationale for higher rates in Fiscal Year 2017 and beyond.

Throughout the fiscal year, the portfolio was positioned in anticipation of a stable to slightly rising interest rate environment and an improving economy. We expect to continue with these prognostications for Fiscal Year 2016.

Total investment income for FY 2015 was $459,239.69 compared to $401,647.18 for Fiscal Year 2014. Considering the yield on a comparable municipal benchmark - the Massachusetts Municipal Depository Trust (MMDT) – did not move materially throughout the year, I am satisfied with our overall investment income for Fiscal Year 2015. As we have expected and experienced only slightly higher yields for the Town's funds for Fiscal Year 2016, I am confident in the stewardship and acumen demonstrated by our investment advisors.

The investment manager continues to monitor the Town's exposure to the publicly traded mortgage issuers, Fannie Mae (FNM/FNMA) and Freddie Mac (FMC/FHLMC). Since the effective nationalization of the firms in September 2008, the government has, in essence, usurped majority control of both housing finance entities in exchange for billions of dollars of capital contributions. The debt securities continue to carry the same ratings as US Treasury bonds from the major rating agencies, and the level of security is deemed to be at the highest level.

In summary, the Operating Fund, given the constraints of the Massachusetts Legal List, has performed well in respect to relative short-term benchmarks without compromise to quality, future opportunity, or equally as important - income. Given the bond markets' and money market funds' historically low interest rates, the portfolio has earned a competitive level of interest income while protecting the Town from the threat of market value losses resulting from higher interest rates.

Higher interest rates, while beneficial from an earnings perspective, can be quite damaging if achieved over a short period of time. The Operating Fund has been tactically allocated to mitigate the potential harm from rising rates, much more so than any of the aforementioned benchmarks. We expect the efforts of our portfolio construction and continual review to benefit the Town for years to come. The investment manager's active approach to portfolio management has defended our yield while protecting principal through diversification of credit and maturity. The Town should expect a continuance of excellent performance in the current fiscal year.

Carolyn J. Marcotte
Treasurer-Collector
01/19/16

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Town Counsel 0151

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510000 Personnel Services	$0	$0	$0	$0	$0	$0	$0
Counsel PEA	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
520130 Professional Services	$58,203	$71,055	$60,000	$60,000	$53,775	$96,000	$96,000
520220 Services-Not Classified	$0	$0	$900	$900	$0	$900	$900
570020 Dues & Memberships	$140	$0	$300	$300	$0	$300	$300
570180 Other - Not Classified	$141	$0	$3,000	$3,000	$0	$3,000	$3,000
Town Counsel OpEx	**$58,483**	**$71,055**	**$64,200**	**$64,200**	**$53,775**	**$100,200**	**$100,200**
Town Counsel	**$58,483**	**$71,055**	**$64,200**	**$64,200**	**$53,775**	**$100,200**	**$100,200**

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Town Counsel

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520130	Professional Services		$96,000	$96,000
		Based on expenditures for September to December, spend is $7,803 per month. Budget is $8,000 a month.	$96,000	$96,000
Town Counsel OpEx				
520220	Services-Not Classified		$900	$900
Town Counsel OpEx				
570020	Dues & Memberships		$300	$300
Town Counsel OpEx				
570180	Other - Not Classified		$3,000	$3,000
		Funds expenses incurred by other professionals and may include filing fees and other expenses	$3,000	$0
Town Counsel OpEx			**$100,200**	**$100,200**
Town Counsel			**$100,200**	**$100,200**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Town Clerk 0161

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$77,516	$79,127	$79,430	$81,018	$43,601	$80,709	$80,709
510080	Sick Leave Plan II	$1,486	$1,213	$0	$0	$309	$0	$0
510100	Longevity	$350	$350	$350	$350	$350	$400	$400
Town Clerk PEA		**$79,352**	**$80,690**	**$79,780**	**$81,368**	**$44,261**	**$81,109**	**$81,109**
510010	S & W - Full Time	$17,978	$17,653	$19,394	$19,394	$8,976	$19,575	$19,575
510020	S & W - Part Time	$26,345	$28,134	$27,824	$28,380	$15,398	$28,282	$28,282
510080	Sick Leave Plan II	$797	$531	$0	$0	$542	$0	$0
510090	Overtime	$984	$534	$1,000	$1,000	$43	$1,000	$1,000
510100	Longevity	$425	$125	$125	$125	$125	$125	$125
510110	Work Incentive Program	$0	$0	$0	$0	$0	$0	$0
Town Clerk S&C		**$46,530**	**$46,977**	**$48,343**	**$48,898**	**$25,083**	**$48,982**	**$48,982**
520040	Utility - Telephone	$443	$444	$800	$800	$100	$800	$800
520080	R & M - Equipment	$844	$105	$200	$200	$110	$110	$110
520100	Advertising & Binding	$82	$1,515	$1,000	$1,000	$378	$1,000	$1,000
520130	Professional Services	$0	$0	$0	$0	$0	$0	$0
540150	Print Postage Stationary	$867	$824	$1,450	$1,450	$400	$1,000	$1,000
540220	Office Supplies	$1,589	$1,531	$1,600	$1,600	$946	$1,600	$1,600
570010	Car Allowance/Mileage	$500	$500	$500	$500	$250	$500	$500
570020	Dues & Memberships	$445	$385	$385	$385	$370	$395	$395
570030	Travel	$931	$1,262	$1,000	$1,000	$220	$1,750	$1,750
570040	Insurance & Bonds	$100	$100	$100	$100	$0	$100	$100
Town Clerk OpEx		**$5,801**	**$6,667**	**$7,035**	**$7,035**	**$2,774**	**$7,255**	**$7,255**
580010	Office Equipment	$0	$0	$0	$0	$0	$0	$0

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
Equipment less Trade In	$0	$0	$0	$0	$0	$0	$0
Town Clerk	$131,683	$134,334	$135,158	$137,302	$72,118	$137,346	$137,346

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: TOWN CLERK/ELECTION & REGISTRATION

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Wright, Sandra	DH3							E			$1,546.15	52.20	$80,709.03	$80,709.03
Record, Joyce	PT-1							E	$27.09	20.00	$541.80	52.20	$28,281.96	$28,281.96
Thomas Sharon	A-2	D	$19.83	18.75	42.20	$371.81	$15,690.49	E	$20.72	18.75	$388.50	10.00	$3,885.00	$19,575.49
Thomas Sharon	A-2	D	$19.83	18.75	42.20	$371.81	$15,690.49	E	$20.72	18.75	$388.50	10.00	$3,885.00	$19,575.49
Thompson Kathleen	A-2	B	$18.16	18.00	39.60	$326.88	$12,944.45	C	$18.98	18.00	$341.64	12.60	$4,304.66	$17,249.11
														$84,682.05
													FTE's	3.01

Longevity Payments

Name	Amount
Wright, Sandra	$400
Record, Joyce	$125
	$525

Value of Step Increases

Thomas, Sharon	D to E	$19.83	$20.72	$0.89	37.50	$33.38	10.00	$333.75
Thompson Kathleen	B ro C	$18.00	$18.98	$0.98	18.00	$17.64	12.60	$222.26
								$556.01

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Town Clerk

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$800	$800
		Telephone	$800	$800
Town Clerk OpEx				
520080	R & M - Equipment		$110	$110
		R & M - time stamp annual contract	$110	$110
Town Clerk OpEx				
520100	Advertising & Binding		$1,000	$1,000
		Binding Town Records	$1,000	$1,000
Town Clerk OpEx				
540150	Print Postage Stationary		$1,000	$1,000
		Town maps - two sides Zoning maps & Bylaws	$0	$0
Town Clerk OpEx		Dog tags and Hooks	$500	$500
		Envelopes, Bonded paper for vital records Archieval paper for vital records	$500	$500
540220	Office Supplies		$1,600	$1,600
		Miscellaneous: manila envelopes, pendaflex folders	$400	$400
Town Clerk OpEx		Binders: Birth, Death, Marriage Records	$700	$700
		Plastic sleeves: Vital records	$500	$500

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570010	Car Allowance/Mileage		$500	$500
		State, County Meetings	$500	$500
Town Clerk OpEx				
570020	Dues & Memberships		$395	$395
		Worc. County Town Clerks Assoc.	$25	$25
Town Clerk OpEx			$150	$150
		Mass. Town Clerks Assoc.	$195	$195
		International Institute of Municipal Clerks	$25	$25
		N.E. Town Clerks Assoc.		
570030	Travel		$1,750	$1,750
		Mass. Town Clerk's Conferences Worcester County Meetings	$1,750	$1,750
Town Clerk OpEx				
570040	Insurance & Bonds		$100	$100
		Town Clerk Performance Bond	$100	$100
Town Clerk OpEx			**$7,255**	**$7,255**
			$0	**$0**
Town Clerk			**$7,255**	**$7,255**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Elections & Registrations 0162

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510020 S & W - Part Time	$2,100	$2,100	$2,501	$2,501	$1,050	$2,500	$2,500
Election PEA	**$2,100**	**$2,100**	**$2,501**	**$2,501**	**$1,050**	**$2,500**	**$2,500**
510010 S & W - Full Time	$20,110	$17,653	$19,394	$19,394	$8,976	$19,575	$19,575
510020 S & W - Part Time	$15,314	$17,288	$17,768	$17,768	$5,942	$17,249	$17,249
510030 S & W - Temporary	$42,739	$45,339	$28,862	$28,862	$3,085	$41,681	$41,681
510090 Overtime	$355	$0	$0	$0	$0	$0	$0
510100 Longevity	$0	$0	$0	$0	$0	$0	$0
Election S&C	**$78,517**	**$80,280**	**$66,023**	**$66,023**	**$18,003**	**$78,505**	**$78,505**
510030 S & W - Temporary	$18,048	$30,638	$12,900	$12,900	$0	$17,286	$17,286
510090 Overtime	$0	$0	$0	$0	$0	$0	$0
Election Other	**$18,048**	**$30,638**	**$12,900**	**$12,900**	**$0**	**$17,286**	**$17,286**
520080 R & M - Equipment	$0	$2,434	$2,750	$2,750	$2,200	$3,025	$3,025
520120 Data Processing	$0	$0	$0	$0	$0	$0	$0
520130 Professional Services	$22,590	$15,524	$14,300	$14,300	$0	$12,250	$12,250
540150 Print Postage Stationary	$20,878	$17,259	$20,250	$24,268	$9,606	$21,750	$21,750
540220 Office Supplies	$807	$1,342	$1,200	$1,200	$17	$1,200	$1,200
570180 Other - Not Classified	$72	$0	$0	$0	$0	$0	$0
Election OpEx	**$44,348**	**$36,559**	**$38,500**	**$42,518**	**$11,823**	**$38,225**	**$38,225**
580010 Office Equipment	$0	$0	$0	$0	$0	$0	$0
Equipment less Trade In	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Elections & Registrations	**$143,013**	**$149,577**	**$119,924**	**$123,942**	**$30,876**	**$136,516**	**$136,516**

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Elections & Registrations

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520080	R & M - Equipment		$3,025	$3,025
		Maintenance Contract -11 Accu-vote voting machines @275.00 per voting machine	$3,025	$3,025
Election OpEx				
520130	Professional Services		$12,250	$12,250
		Coding Accu-Vote voting machines - Annual Town Election	$2,750	$2,750
Election OpEx		Ballot Printing/Shipping - Annual Town Election	$7,000	$7,000
		Coding AutoMark Handicapped voting machines - Annual Town Election	$2,500	$2,500
		SAC - Hall rental fee for 2 elections @ 200.00/election	$0	$0
		Frohsinn Club - Hall rental for 2 elections @ 200.00/election	$0	$0
		Coding Automark Handicapped Voting Machines - Presidential Primary	$0	$0
		Coding Accu-Vote voting machines - State Primary	$0	$0
		Coding - Accu-Vote voting machines - State Election	$0	$0
		Coding - Automark Handicapped Voting Machines - State Election	$0	$0
540150	Print Postage Stationary		$21,750	$21,750

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
		Envelopes, mailings to Town Meeting Members	$250	$250
Election OpEx		Printing of Voter Confirmation Notices	$500	$500
		Census programming forms & postage	$10,500	$10,500
		Census forms & postage for 2nd mailing	$5,000	$5,000
		Postage for Voter Confirmation Notices - approximately 1,500	$1,500	$1,500
		Printing Street Listing	$4,000	$4,000
540220	Office Supplies		$1,200	$1,200
		Precinct Supplies - Tabulator tapes, Ballot marking pens, etc.	$350	$350
Election OpEx		Laser Printer Cartridge, Registrars Facsimile stamps, Miscellaneous	$350	$350
		Ink cartridges for AutoMark Voting Machines - State Primary, State Election, Annual Town Election	$500	$500
			$38,225	**$38,225**
			$0	**$0**
Elections & Registrations			**$38,225**	**$38,225**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Conservation Commission 0171

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510020 S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
Conservation S&C	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
520040 Utility - Telephone	$0	$0	$0	$0	$0	$0	$0
540140 Books Periodicals Subs	$0	$0	$350	$350	$0	$350	$350
540220 Office Supplies	$106	$189	$250	$250	$0	$250	$250
570010 Car Allowance/Mileage	$18	$29	$300	$300	$18	$300	$300
570020 Dues & Memberships	$660	$678	$800	$800	$690	$800	$800
570030 Travel	$4	$60	$200	$200	$0	$200	$200
570180 Other - Not Classified	$0	$1	$0	$0	$0	$0	$0
570930 Repair & Maint Cons Property	$0	$0	$0	$33,403	$1,465	$0	$0
Conservation OpEx	**$788**	**$956**	**$1,900**	**$35,303**	**$2,173**	**$1,900**	**$1,900**
520280 Trout Stocking	$0	$0	$0	$0	$0	$0	$0
Conservation SepAp	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Conservation Commission	**$788**	**$956**	**$1,900**	**$35,303**	**$2,173**	**$1,900**	**$1,900**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Plan/EcoDev **0174**

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010 S & W - Full Time	$0	$23,126	$51,604	$51,604	$4,930	$52,000	$52,000
510080 Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510100 Longevity	$0	$0	$0	$0	$0	$0	$0
Plan/EcoDev PEA	**$0**	**$23,126**	**$51,604**	**$51,604**	**$4,930**	**$52,000**	**$52,000**
510020 S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
Plan/EcoDev S&C	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
520040 Utility - Telephone	$0	$732	$864	$864	$196	$240	$240
520100 Advertising & Binding	$0	$574	$300	$300	$0	$300	$300
520130 Professional Services	$0	$0	$0	$0	$0	$0	$0
520150 R & M - Public Property	$0	$0	$0	$0	$0	$0	$0
520220 Services-Not Classified	$0	$0	$0	$0	$0	$0	$0
540140 Books Periodicals Subs	$0	$0	$100	$100	$0	$100	$100
540150 Print Postage Stationary	$0	$96	$100	$100	$0	$100	$100
540220 Office Supplies	$0	$237	$300	$300	$0	$300	$300
540230 Supplies - Not Classified	$0	$0	$0	$0	$0	$0	$0
570010 Car Allowance/Mileage	$0	$480	$720	$720	$120	$200	$200
570020 Dues & Memberships	$0	$500	$735	$735	$154	$200	$200
570030 Travel	$0	$440	$600	$600	$209	$400	$400
Plan/EcoDev OpEx	**$0**	**$3,058**	**$3,719**	**$3,719**	**$679**	**$1,840**	**$1,840**
Plan/EcoDev	**$0**	**$26,184**	**$55,323**	**$55,323**	**$5,609**	**$53,840**	**$53,840**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Planning/Economic Development

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Sarcione, Matthew	PT-6	Upgrade subject to review of the Personnel Board						A	$29.68	37.50	$1,113.00	52.20	$58,098.60	$58,098.60
Salary partially offset by fees														
													Offset By Fees	$6,098.60
													Tax Levy	$52,000.00
New Hire	PT-3	A	$25.28	37.50	26.10	$948.00	$24,742.80	B	$26.42	37.50	$990.75	26.10	$25,858.58	$50,601.38
Salary offset by fees														
													Offset By Fees	$50,601.38
							Funding Summary							
							From Tax Levy		$52,000.00				Tax Levy	$0.00
							From PB Fees		$56,699.98					
									$108,699.98				FTE's	2.00
							Value of Step Increase							
							New Hire	A to B	$25.28	$26.42	$1.14	37.50	26.10	$1,115.78
							RECOMMENDATION							
New Hire	PT-3	A	$25.28	18.00	26.10	$455.04	$11,876.54	B	$26.42	18.00	$475.56	26.10	$12,412.12	$24,288.66
Salary offset by fees							Funding Summary							
							From Tax Levy		$52,000.00				Offset By Fees	$24,288.66
							From PB Fees		$30,387.26					
									$82,387.26				Tax Levy	$0.00

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Plan/EcoDev

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$240	$240
		SELCO telephone for office	$240	$240
Plan/EcoDev OpEx				
520100	Advertising & Binding		$300	$300
		Advertising for various RFP's	$300	$300
Plan/EcoDev OpEx				
540140	Books Periodicals Subs		$100	$100
		Planning related publications for further education	$100	$100
Plan/EcoDev OpEx				
540150	Print Postage Stationary		$100	$100
		Monthly postage for various mailings	$100	$100
Plan/EcoDev OpEx				
540220	Office Supplies		$300	$300
		Various office supplies, pens, paper, calendars, etc.	$300	$300
Plan/EcoDev OpEx				
570010	Car Allowance/Mileage		$200	$200
		Mileage for town planner and assistant planner	$0	$0
Plan/EcoDev OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570020	Dues & Memberships		$200	$200
		Town Planner APA Dues	$0	$0
Plan/EcoDev OpEx				
570030	Travel		$400	$400
		Various conferences and workshops	$400	$400
Plan/EcoDev OpEx			**$1,840**	**$1,840**
Plan/EcoDev			**$1,840**	**$1,840**

Office of
PLANNING AND ECONOMIC
DEVELOMENT

TELEPHONE: (508) 841-8502
FAX: (508) 841-8497
klas@shrewsburyma.gov

TOWN OF SHREWSBURY

Richard D. Carney Municipal Office Building
100 Maple Avenue
Shrewsbury, Massachusetts 01545-5338

MEMORANDUM

TO: Daniel J. Morgado, Town Manager

FROM: Kristen D. Las, Assistant Town Manager/Economic Development

SUBJECT: Budget Request FY2017

DATE: January 20, 2016

The purpose of this memorandum is to outline projects and tasks that were undertaken by the Planning and Economic Development department in calendar year 2015 and to anticipate what work will be performed in calendar year 2016. This memo will also outline the budget requests for the Planning and Economic Development department for Fiscal Year 2017.

Description of Large-Scale Projects – Calendar Year 2015

- Various Zoning Amendments
  - Amended the Use Table to allow Drive Through Restaurants in Lakeway Overlay District
  - Updated Inclusionary Housing and Lakeway Overlay District Bylaws
  - Added Outdoor Display Areas as a category of project subject to Site Plan Approval
  - Altered Site Plan Approval Requirements for Sidewalk Placement and Plan Scale
  - Inclusion of Fine Craft and Media in definition of Farmers Markets
  - Clear-Cutting Bylaw
- Glavin Center
  - Reuse Committee staff work
  - Home Rule Petition to purchase 23 acres of land – Completed November 2015
- Centech Park North
  - Continuation of staffing of the Shrewsbury Development Corporation, marketing the property and meeting with perspective users
- Lakeway Business District
  - Continuation of attending monthly board meetings and providing guidance to the business group
- Master Plan Update
  - Continuation of staffing Master Plan Steering Committee
  - Assistance in Public Hearing Process with the Planning Board
  - Providing guidance to consultants to compete the Master Plan Update by Spring 2016

    - Continued outreach in support of the Master Plan with various Boards, Departments, Committees, and the public
- Central Massachusetts Regional Health Alliance - Regional Health District
    - Continued participation on the governing board
    - Participation at local and national events to represent the Alliance
    - Providing high level guidance to the Alliance on regionalization issues
- The Pointe at Hills Farm Comprehensive Permit
    - Reviewed and Commented on Project Eligibility Application
    - Applied for and received a Technical Assistance Grant from Massachusetts Housing Partnership in the amount of $15,000
    - Continued review of the project and coordination of peer review by outside consultants
- Landfill Solar Project
    - Review of the decommissioning report and general support regarding the project
- Population Projections
    - Provide yearly updates on the actual school children population based upon data provided by the School Committee
    - Aggregated population projections from three different sources to understand projected population growth by 2035
    - Reviewed population projections from CMRPC
- Board Staffing
    - Planning Board
        - The Planning Board saw about the same number of projects that requested permits from 2014 to 2015. However, the fees dropped slightly as the magnitude of the projects were not as great as in 2014.
            - Fees collected in 2013: $14,150
            - Fees collected in 2014: $47,715
            - Fees collected in 2015: $38,770
    - Zoning Board of Appeals
        - The Zoning Board saw a slight decrease in the number of projects that requested permits from 2014 to 2015 but an overall increase in fees.
            - Fees collected in 2014: $21,900 (78 hearings)
            - Fees collected in 2015: $47,300 (67 hearings)
                - More than half of these fees collected are for the Pointe at Stoney Hill Comprehensive Permit filing.
    - Trails Committee
    - Master Plan Steering Committee
    - Shrewsbury Development Corporation
- Various other tasks as directed by the Town Manager

<u>Description of Anticipated Large-Scale Projects – Calendar Year 2016</u>

- Continuation of majority of projects listed for 2015
- Complete, adopt and begin implementing Master Plan, including zoning rewrite

- Continuation of permitting guidebook development
- Prepare an Economic Development Fact Sheet about the Town
- Begin rezoning efforts for signs, two family dwellings, parking and special permits
- Ongoing review of Lakeway Commons project and construction oversight
- Continued work with the Glavin Center regarding re-use and home rule petitions
- Collaboration with UMass regarding the potential redevelopment of their property at 222 Maple Avenue
- Continued review of Stoney Hill Road/Route 20 Chapter 40B project
- Conduct yearly audit of Avalon affordable unit eligibility
- Other projects that may arise as the year progresses
- Green Street Land Acquisition from the Commonwealth of Massachusetts

Discussion of Planning and Economic Development Budget for Fiscal Year 2017

The Department of Planning and Economic Development was established by Town Meeting in May 2013, becoming effective, July 1, 2013. The first budget was prepared for the department for Fiscal Year 2015. In that budget, the Director requested and was granted a part time position for an Assistant Town Planner. A portion of the Director's salary was taken from the general Salary and Wages Full Time account with the remaining portion of the salary coming from the Planning Board fee account. The part time Assistant Town Planner was also funded from the Planning Board fee account. The Assistant Town Planner was hired and started at the beginning of September 2014 and was elevated to full time in June 2015.

As of July 2015, the Assistant Town Planner was staffing the Planning Board and in October 2015 the Zoning Board of Appeals. I was elevated to the position of Assistant Town Manager in October 2015 which resulted in a vacancy in the Planning and Economic Development Department. I still serve as the department head for the Department.

In my Fiscal Year 2017 budget request, I asked for the Assistant Town Planner, Matt Sarcione to be elevated to PT-6, Step A, Town Planner/Economic Development Coordinator and for a new person to be hired for the PT-3, Step A, Assistant Town Planner position, full time. You have recommended that the Assistant Town Planner be hired at 18 hours per week. This still leave the department 19.5 hours short of where they stood in June 2015.

You will note that the PT-6, A position and the PT-3, A position are collectively is less than what was approved in the FY15 budget of DH-4, D and PT-3, B, noting that part of each of these scenarios comes out of the Planning Board Fee account.

As shown in your budget projections, a portion of the Town Planner position will come out of the general Salary and Wages Full Time account, a portion will come out of Planning Board Fee account and the Assistant Town Planner's salary will continue to come out of Planning Board Fee account.

Summary

The Planning and Economic Development Department continues to engage in both day to day operations and high level projects for the Town of Shrewsbury. Based upon projections of work for Fiscal Year 2017 and beyond, I request that the Planning and Economic Development Department be staffed at 2.0 Full Time Equivalent (FTE) with shared administrative duties with the Engineering Department. However, I understand that you wish to fund this department at 1.5 FTE which is lower than at the Fiscal Year 2016 approved levels. I am happy to answer any questions or provide clarification before or during the Finance Committee Budget Hearing for which I am scheduled to attend on Saturday, February 13, 2016.

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Planning Board 0175

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510020 S & W - Part Time	$400	$500	$1,000	$1,000	$300	$1,000	$1,000
510080 Sick Leave Plan II	$1,439	$0	$0	$0	$0	$0	$0
Planning Board PEA	**$1,839**	**$500**	**$1,000**	**$1,000**	**$300**	**$1,000**	**$1,000**
510020 S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
Planning Board S&C	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
520040 Utility - Telephone	$0	$0	$0	$0	$0	$0	$0
520100 Advertising & Binding	$0	$265	$300	$300	$300	$300	$300
520130 Professional Services	$0	$0	$0	$0	$0	$0	$0
520220 Services-Not Classified	$0	$0	$0	$0	$0	$0	$0
540140 Books Periodicals Subs	$0	$0	$100	$100	$0	$100	$100
540150 Print Postage Stationary	$63	$0	$100	$100	$0	$100	$100
540220 Office Supplies	$0	$28	$100	$100	$0	$100	$100
570010 Car Allowance/Mileage	$34	$0	$50	$50	$0	$50	$50
570020 Dues & Memberships	$550	$0	$50	$50	$0	$50	$50
570030 Travel	$458	$150	$300	$300	$0	$300	$300
Planning Board OpEx	**$1,105**	**$442**	**$1,000**	**$1,000**	**$300**	**$1,000**	**$1,000**
571310 Economic Dev Assess Tool	$0	$0	$0	$0	$0	$0	$0
Planning Board SepAP	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Planning Board	**$2,944**	**$942**	**$2,000**	**$2,000**	**$600**	**$2,000**	**$2,000**

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Planning Board

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520100	Advertising & Binding		$300	$300
		T& G Advertising for Legal ads and RFP's, Binding	$300	$300
Planning Board OpEx				
540140	Books Periodicals Subs		$100	$100
		Books, Magazines, Newsletters, etc.	$100	$100
Planning Board OpEx				
540150	Print Postage Stationary		$100	$100
		Printing, Postage, Stationary	$100	$100
Planning Board OpEx				
540220	Office Supplies		$100	$100
		Planning Board Operating Expense (5W)	$100	$100
Planning Board OpEx				
570010	Car Allowance/Mileage		$50	$50
		Car Allowance/Mileage	$50	$50
Planning Board OpEx				
570020	Dues & Memberships		$50	$50
		Dues, Memberships for Board Members	$50	$50
Planning Board OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570030	Travel		$300	$300
		Meetings, Conferences, Travel for Board members	$300	$300
Planning Board OpEx			**$1,000**	**$1,000**
			$0	**$0**
Planning Board			**$1,000**	**$1,000**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Board of Appeals 0176

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510020 S & W - Part Time	$1,486	$1,447	$1,750	$1,750	$634	$1,750	$1,750
510090 Overtime	$0	$102	$0	$0	$121	$500	$500
Appeals Board S&C	**$1,486**	**$1,549**	**$1,750**	**$1,750**	**$755**	**$2,250**	**$2,250**
520130 Professional Services	$0	$0	$0	$0	$0	$0	$0
540150 Print Postage Stationary	$324	$331	$650	$650	$248	$650	$650
540220 Office Supplies	$10	$22	$250	$250	$0	$250	$250
570020 Dues & Memberships	$190	$0	$250	$250	$145	$250	$250
570030 Travel	$0	$0	$100	$100	$0	$500	$500
Appeals Board OpEx	**$524**	**$352**	**$1,250**	**$1,250**	**$393**	**$1,650**	**$1,650**
Board of Appeals	**$2,009**	**$1,901**	**$3,000**	**$3,000**	**$1,148**	**$3,900**	**$3,900**

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Public Buildings 0192

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010 S & W - Full Time	$94,277	$96,163	$96,531	$98,462	$52,989	$98,086	$98,086
510080 Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510100 Longevity	$350	$400	$400	$400	$400	$400	$400
Public Buildings PEA	**$94,627**	**$96,563**	**$96,931**	**$98,862**	**$53,389**	**$98,486**	**$98,486**
510010 S & W - Full Time	$42,486	$44,430	$44,429	$45,333	$24,517	$45,160	$45,160
510020 S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
510080 Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510090 Overtime	$0	$0	$0	$0	$0	$0	$0
510100 Longevity	$238	$238	$275	$275	$275	$275	$275
Public Buildings S&C	**$42,724**	**$44,667**	**$44,704**	**$45,608**	**$24,792**	**$45,435**	**$45,435**
510010 S & W - Full Time	$812,483	$790,304	$932,463	$936,041	$467,631	$983,730	$983,730
510020 S & W - Part Time	$26,830	$18,451	$19,943	$19,943	$9,356	$30,921	$30,921
510030 S & W - Temporary	$0	$6,601	$0	$0	$3,412	$0	$0
510080 Sick Leave Plan II	$3,612	$3,590	$0	$0	$3,293	$0	$0
510090 Overtime	$40,017	$50,300	$40,000	$40,000	$13,550	$40,000	$40,000
510100 Longevity	$3,650	$2,925	$3,075	$3,075	$2,500	$2,625	$2,625
510110 Work Incentive Program	$0	$150	$0	$0	$0	$0	$0
Public Buildings Other	**$886,591**	**$872,320**	**$995,482**	**$999,059**	**$499,741**	**$1,057,276**	**$1,057,276**
510020 S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
520010 Utility - Electricity	$708,284	$787,911	$775,000	$775,000	$316,649	$772,000	$772,000
520020 Utility - Natural Gas	$287,354	$287,135	$272,000	$272,000	$54,105	$295,000	$295,000
520030 Utility - Heating Oil	$0	$1,077	$0	$0	$0	$0	$0
520040 Utility - Telephone	$3,437	$3,126	$4,000	$4,000	$1,274	$4,000	$4,000

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
520060	Utility - Water	$38,618	$40,110	$37,000	$37,000	$27,355	$40,700	$40,700
520070	Utility - Sewer	$15,278	$15,896	$16,000	$16,000	$7,117	$16,000	$16,000
520080	R & M - Equipment	$5,316	$4,494	$7,500	$7,500	$5,853	$7,500	$7,500
520090	R & M - Building	$213,514	$500,008	$210,000	$219,620	$213,295	$215,000	$215,000
520100	Advertising & Binding	$328	$2,606	$800	$800	$0	$1,000	$1,000
520110	Hospital & Medical	$341	$308	$250	$250	$0	$250	$250
520120	Data Processing	$0	$0	$0	$0	$0	$0	$0
520130	Professional Services	$790,445	$822,868	$821,000	$821,000	$820,100	$828,000	$828,000
520140	Rental of Equipment	$0	$64	$2,000	$2,000	$0	$1,400	$1,400
520220	Services-Not Classified	$8,200	$4,075	$5,000	$5,000	$4,000	$5,000	$5,000
520530	Parker Rd -Beal West Rental	$32,031	$32,031	$32,031	$32,031	$32,760	$32,760	$32,760
540010	Automotive	$2,160	$6,853	$6,000	$6,000	$6,092	$7,000	$7,000
540030	Building	$86,811	$85,271	$96,000	$96,000	$87,036	$96,000	$96,000
540070	Asphalt & Bit Materials	$129	$0	$0	$0	$0	$0	$0
540100	Seed, Loam & Fertilizer	$2,465	$2,337	$1,000	$1,000	$617	$1,000	$1,000
540110	Public Safety	$0	$0	$0	$0	$0	$0	$0
540120	Clothing & Uniforms	$5,393	$6,562	$9,300	$9,300	$10,019	$9,375	$9,375
540150	Print Postage Stationary	$71	$282	$400	$400	$285	$400	$400
540190	Custodial Supplies	$5,449	$2,251	$10,000	$10,000	$6,914	$9,000	$9,000
540200	Educational Supplies	$0	$0	$0	$0	$0	$0	$0
540220	Office Supplies	$139	$178	$300	$300	$203	$300	$300
540230	Supplies - Not Classified	$0	$74	$200	$200	$44	$200	$200
540240	Small Tools & Misc Equip	$1,565	$8,792	$3,500	$3,500	$6,801	$4,000	$4,000
570010	Car Allowance/Mileage	$0	$0	$0	$0	$0	$0	$0
570020	Dues & Memberships	$260	$210	$325	$325	$275	$275	$275
570030	Travel	$654	$1,234	$1,000	$1,000	$710	$1,000	$1,000
570040	Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0
570080	Inspection Fees	$1,255	$1,580	$7,505	$7,505	$1,730	$8,705	$8,705
570180	Other - Not Classified	$293	$550	$200	$200	$676	$200	$200
Public Buildings OpEx		**$2,209,791**	**$2,617,883**	**$2,318,311**	**$2,327,931**	**$1,603,911**	**$2,356,065**	**$2,356,065**

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
580030	Passenger Cars	$0	$0	$0	$0	$0	$0	$0
580040	Trucks & Tractors	$0	$0	$0	$0	$0	$22,000	$0
580060	Radio Equipment	$0	$0	$0	$0	$0	$0	$0
580070	Electrical & Mechanical	$0	$0	$1,950	$1,950	$1,950	$7,150	$7,150
Public Buildings Equip		**$0**	**$0**	**$1,950**	**$1,950**	**$1,950**	**$29,150**	**$7,150**
571160	Municipal Off Site Storage	$0	$0	$0	$0	$0	$0	$0
571380	STM Art 6 Op & Maint Review	$0	$14,273	$0	$235,728	$187,000	$0	$0
572020	Police Modular Add Study	$0	$0	$0	$0	$0	$0	$0
585120	Major Building Repairs	$88,414	$82,241	$280,500	$623,640	$136,742	$272,800	$272,800
Public Buildings SepAp		**$88,414**	**$96,513**	**$280,500**	**$859,367**	**$323,742**	**$272,800**	**$272,800**
Public Buildings		**$3,322,147**	**$3,727,947**	**$3,737,877**	**$4,332,776**	**$2,574,698**	**$3,859,211**	**$3,837,211**

Employee Roster
Fiscal Year 2016
REQUESTED/RECOMMENDED

Department: Public Buildings

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Cox, Robert	DH 5							E	$1,879.04	37.5		52.2	$98,085.89	$98,085.89
												FTE	1.00	$98,085.89
Hemmendinger, Karin	A-3							E	$23.07	18.75	$432.56	52.2	$22,579.76	$22,579.76
Nancy Jones	A-3							E	$23.07	18.75	$432.56	52.2	$22,579.76	$22,579.76
												FTE	1.00	$45,159.53
Goodwin, Kenneth	PT 3	C	$ 27.61	40	34.6	$ 1,104.40	$ 38,212.24	D	$28.85	40.0	$1,154.00	17.6	$20,310.40	$58,522.64
			Step Increase from C to D is worth $872.96											
Cummins, Dennis	PT 3							E	$30.15	40.0	$1,206.00	52.2	$62,953.20	$62,953.20
Bullard, Leo	PT 3							E	$30.15	40.0	$1,206.00	52.2	$62,953.20	$62,953.20
			Note All PB Salaries are Adjusted to the Custodial Wage Schedule for FY 2017 (1.0%/1.0%)											
High School														
Rose, Arthur, Jr	PB W 3							B	$18.80	40.0	$752.00	26.2	$19,702.40	$19,702.40
Rose, Arthur, Jr	PB W 3	B	$ 18.99	40	10.8	$ 759.60	$ 8,203.68	C	$20.24	40.0	$809.60	15.2	$12,305.92	$20,509.60
			Step Increase from B to C is worth $760.00											$40,212.00
Whittemore, James	PB W 3							D	$20.44	40.0	$817.60	26.2	$21,421.12	$21,421.12
Whittemore, James	PB W 3							D	$20.64	40.0	$825.60	26.0	$21,465.60	$21,465.60
														$42,886.72
Oak Middle School														
Putelis, Al	PB W 7							D	$24.54	40.0	$981.60	26.2	$25,717.92	$25,717.92
Putelis, Al	PB W 7							D	$24.78	40.0	$991.20	26.0	$25,771.20	$25,771.20
														$51,489.12
Baldino, Kristi	PB W 3	B	$ 18.80	40	24.2	$ 752.00	$ 18,198.40	C	$20.04	40.0	$801.60	2.0	$1,603.20	$19,801.60
Baldino, Kristi	PB W 3							C	$20.24	40.0	$809.60	26.0	$21,049.60	$21,049.60
			Step Increase from B to C is worth $1,401.28											$40,851.20
Sherwood Middle School														
								C	$21.95	40.0	$878.00	26.2	$23,003.60	$23,003.60
Hakenson, Scott	PB W 5	C	$ 22.17	40	11.4	$ 886.80	$ 10,109.52	D	$22.62	40.0	$904.80	14.6	$13,210.08	$23,319.60
			Step Increase from C to D is worth $262.80											$46,323.20

Employee Roster
Fiscal Year 2016
REQUESTED/RECOMMENDED

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Ford, Joyce	PB W 2							D	$19.65	391.5			$7,692.98	$7,692.98
Ford, Joyce	PB W 2							D	$19.84	391.5			$7,767.36	$7,767.36
														$15,460.34
Coolidge School														
Anderson, Bruce	PB W 4							D	$21.39	40.0	$855.60	26.2	$22,416.72	$22,416.72
Anderson, Bruce	PB W 4							D	$21.61	40.0	$864.40	26.0	$22,474.40	$22,474.40
														$44,891.12
Paton School														
Holyoak, Mark	PB W 4							D	$21.39	40.0	$855.60	26.2	$22,416.72	$22,416.72
	PB W 4							D	$21.61	40.0	$864.40	26.0	$22,474.40	$22,474.40
														$44,891.12
Spring Street														
Maloney, Michael	PB W 4							D	$21.39	40.0	$855.60	26.2	$22,416.72	$22,416.72
	PB W 4							D	$21.61	40.0	$864.40	26.0	$22,474.40	$22,474.40
														$44,891.12
Floral Street														
Poe, David	PB W 5							D	$22.39	40.0	$895.60	26.2	$23,464.72	$23,464.72
	PB W 5							D	$22.62	40.0	$904.80	26.0	$23,524.80	$23,524.80
														$46,989.52
Straton, Patrick	PB W 2							D	$19.65	391.5			$7,692.98	$7,692.98
Straton, Patrick	PB W 2							D	$19.84	391.5			$7,767.36	$7,767.36
														$15,460.34
Beal School														
Milmore, John	PB W 4							D	$21.64	40.0	$865.60	26.2	$22,678.72	$22,678.72
	PB W 4							D	$21.86	40.0	$874.40	26.0	$22,734.40	$22,734.40
														$45,413.12
Municipal Office Building														
Esposito, Robert	PB W 4	B	$ 19.90	40	25.2	$ 796.00	$ 20,059.20	C	$21.23	40.0	$849.20	1.0	$849.20	$20,908.40
Esposito, Robert	PB W 4							C	$21.44	40.0	$857.60	26.0	$22,297.60	$22,297.60
			Step Increase from B to C is worth $1,447.84											$43,206.00

Employee Roster
Fiscal Year 2016
REQUESTED/RECOMMENDED

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Maintenance														
Fox, Paul	PB W 6							D	$23.94	40.0	$957.60	26.2	$25,089.12	$25,089.12
Fox, Paul	PB W 6							D	$24.17	40.0	$966.80	26.0	$25,136.80	$25,136.80
														$50,225.92
Marengo, Robert	PB W 8							D	$26.39	40.0	$1,055.60	26.2	$27,656.72	$27,656.72
Marengo, Robert	PB W 8							D	$26.65	40.0	$1,066.00	26.0	$27,716.00	$27,716.00
														$55,372.72
Bishop, Ernest	PB W 8							D	$26.39	40.0	$1,055.60	26.2	$27,656.72	$27,656.72
Bishop, Ernest	PB W 8							D	$26.65	40.0	$1,066.00	26.0	$27,716.00	$27,716.00
														$55,372.72
Marchand, Robert	PB W 8							D	$26.39	40.0	$1,055.60	26.2	$27,656.72	$27,656.72
Marchand, Robert	PB W 8							D	$26.65	40.0	$1,066.00	26.0	$27,716.00	$27,716.00
														$55,372.72
Building Maint Craftsman	PB W 6	**In Lieu of HVAC Technician (PW W 8)**						B	$21.39	40.0	$855.60	26.2	$22,416.72	$22,416.72
Building Maint Craftsman	PB W 6							C	$23.11	40.0	$924.40	26.0	$24,034.40	$24,034.40
			Step Increase from B to C is worth $1,548.46											$46,451.12
Library - New Position								C	$20.98	40.0	$839.20	26.2	$21,987.04	$21,987.04
Library - New Position								D	$21.61	40.0	$864.40	26.0	$22,474.40	$22,474.40
			Step Increase from C to D is worth $430.46											$44,461.44
				Total Step Value		$6,460.99		Total Departmental FTE's		22.52		FTE's	20.52	$1,014,650.59
													Full Time	$983,729.92
													Part Time	$30,920.67
														$1,014,650.59

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Public Buildings

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520010	Utility - Electricity		$772,000	$772,000
Public Buildings OpEx				
520020	Utility - Natural Gas		$295,000	$295,000
Public Buildings OpEx				
520040	Utility - Telephone		$4,000	$4,000
		Spent $ 3,125.86 in FY 15.	$4,000	$4,000
Public Buildings OpEx				
520060	Utility - Water		$40,700	$40,700
Public Buildings OpEx				
520070	Utility - Sewer		$16,000	$16,000
Public Buildings OpEx				
520080	R & M - Equipment		$7,500	$7,500
Public Buildings OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520090	R & M - Building		$215,000	$215,000
Public Buildings OpEx				
520100	Advertising & Binding		$1,000	$1,000
		This is an increase of $ 200.00 over FY 16.	$1,000	$1,000
Public Buildings OpEx				
520110	Hospital & Medical		$250	$250
		Same as FY 2016.	$250	$250
Public Buildings OpEx				
520130	Professional Services		$828,000	$828,000
Public Buildings OpEx				
520140	Rental of Equipment		$1,400	$1,400
		Rental of aerial lift	$1,400	$1,400
Public Buildings OpEx				
520220	Services-Not Classified		$5,000	$5,000
		Includes rental for Donahue Rowing Ctr for High School Rowing @ 4,000.00.	$5,000	$5,000
Public Buildings OpEx				
520530	Parker Rd -Beal West Rental		$32,760	$32,760
		Rent for FY 2016 was $ 32,760.	$32,760	$32,760
Public Buildings OpEx				
540010	Automotive		$7,000	$7,000
		Spent $ 5,621.38 as of 11/18/2015.	$7,000	$7,000
Public Buildings OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540030	Building		$96,000	$96,000
Public Buildings OpEx				
540100	Seed, Loam & Fertilizer		$1,000	$1,000
		Same as FY 16.	$1,000	$1,000
Public Buildings OpEx				
540120	Clothing & Uniforms		$9,375	$9,375

Line Item Description	Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
	Employee uniform allowance covers pants and shoes. Building Dept. buys tee shirts, collared shirts and outer sweat shirts and coats.	$3,000	$3,000
Public Buildings OpEx	ANDERSON BRUCE JUNIOR BUILDING CUSTODIAN II	$375	$375
	FOX PAUL BUILDING MAINTENANCE CRAFTSMAN	$375	$375
	MARENGO ROBERT MAINTENANCE CRAFTSMAN CARPENTE	$375	$375
	MILMORE JOHN JUNIOR BUILDING CUSTODIAN II	$375	$375
	POE DAVID SENIOR CUSTODIAN II	$375	$375
	PUTELIS ALLAN SENIOR BUILDING CUSTODIAN III	$375	$375
	HOLYOAK MARK SENIOR BUILDING CUSTODIAN I	$375	$375
	BALDINO KRISTI JUNIOR BUILDING CUSTODIAN II	$375	$375
	WHITTEMORE JAMES JUNIOR BUILDING CUSTODIAN II	$375	$375
	MALONEY MICHAEL	$375	$375
	BISHOP ERNEST MAINT. CRAFTSMAN / ELECTRICIAN	$375	$375
	STRATTEN PATRICK JUNIOR CUSTODIAN I / LUNCH DUTY	$188	$188
	FORD JOYCE JUNIOR CUSTODIAN I / LUNCH DUTY	$188	$188
	MAINTENANCE CRAFSTMAN VACANT	$375	$375
	HAKENSON SCOTT SENIOR CUSTODIAN II	$375	$375
	ESPOSITO ROBERT SENIOR BUILDING CUSTODIAN II	$375	$375
	ROSE ARTHUR JR JUNIOR BUILDING CUSTODIAN II	$375	$375
	MARCHAND ROBERT MAINT. CRAFTSMAN / PLUMBER	$375	$375
540150 Print Postage Stationary		$400	$400
	Same as FY 2016.	$400	$400
Public Buildings OpEx			

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540190	Custodial Supplies		$9,000	$9,000
Public Buildings OpEx				
540220	Office Supplies		$300	$300
Public Buildings OpEx				
540230	Supplies - Not Classified		$200	$200
Public Buildings OpEx				
540240	Small Tools & Misc Equip		$4,000	$4,000
		Hand tools, power tools, ladders, Etc.	$4,000	$4,000
Public Buildings OpEx				
570020	Dues & Memberships		$275	$275
		MFAA annual membership fees.	$275	$275
Public Buildings OpEx				
570030	Travel		$1,000	$1,000
		Training	$1,000	$1,000
Public Buildings OpEx				
570080	Inspection Fees		$8,705	$8,705
Public Buildings OpEx				
570180	Other - Not Classified		$200	$200
		Requesting the same as FY 16.	$200	$200
Public Buildings OpEx				
			$2,356,065	**$2,356,065**

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
580040	Trucks & Tractors		$22,000	$0
		New small van to replace Plumbers existing van.	$22,000	$0
Public Buildings Equip				
580070	Electrical & Mechanical		$7,150	$7,150
Public Buildings Equip			**$29,150**	**$7,150**
585120	Major Building Repairs		$272,800	$272,800
Public Buildings SepAp			**$272,800**	**$272,800**
Public Buildings			**$2,658,015**	**$2,636,015**

LISTING OF PUBLIC BUILDING EMPLOYEES BY LOCATION AND HOURS OF EMPLOYMENT

ADMINISTRATIVE / OFFICE

1. Robert Cox	Superintendent	Annual Salary	DH-5-E
2. Leo Bullard	Maintenance Supervisor	Full-time	PT-3 E
3. Ken Goodwin	Custodial Supervisor	Full-time	PT-3 C
4. K Hemmerdinger	Prin. Acct. Clerk	FT/split w/HY	A-3 E
5. Nancy Jones	Sr. Clerk Typist	FT/split w/HY	A-3 E

SHREWSBURY HIGH SCHOOL

6. Dennis Cummins	High School Plant Mgr	Full-time	PT-3 E	Day
7. James Whittemore	6:00 AM- 2:30 PM	Full-time	W-3-D Junior II	Day
8. Arthur Rose Jr.	10:30 PM - 7:00 PM	Full-time	W-3-B Junior II	Day

SHERWOOD MIDDLE SCHOOL

9. Scott Hakenson	6:30 AM-3:00 PM	Full-time	W-5 C Senior II	Day
10. Joyce Ford (15hrs)	10:30 AM-1:30 PM	Part-time (180 Days)	W-2-D Junior I	Day

OAK MIDDLE

11. Al Putelis	6:30 AM-3:00 PM	Full time	W-7-D Senior III	Day
12. Kristi Baldino	9:30 AM-6:00 PM	Full time	W-3 B Junior II	Day

BEAL SCHOOL

13. John Milmore	7:00 AM-3:30 PM	Full time	W-4-D Senior I	Day

COOLIDGE SCHOOL

14. Bruce Anderson	7:00 AM-3:30 PM	Full-time	W-4-D Senior I	Day

FLORAL STREET SCHOOL

15. David Poe	7:00 AM-3:30 PM	Full-time	W-5-D Senior II	Day
16. Patrick Stratton (15hrs)	11:00 AM- 2:00 PM	Part-time (180 days)	W-2-D Junior I	Day

PATON SCHOOL

17. Mark Holyoak	7:00 AM-3:00 PM	Full-time	W-4-D Senior I	Day

SPRING STREET

18. Michael Maloney	7:00 AM-3:30 PM	Full-time	W-4-D Senior I	Day

MUNICIPAL OFFICE BUILDING

19. Robert Esposito	7:00 AM-3:30 PM	Full-time	W-4-B Senior I	Day

LIBRARY

20. New Position	8:00 AM-4:30 PM	Full-time	W-4-B Senior I	Day

MAINTENANCE

21. Paul Fox	7:00 AM-3:30 PM	Full-time	W-6-D Maintenance Craftsman
22. Robert Marchand	7:00 AM-3:30 PM	Full-time	W-8-D Maint. Craftsman/Plumber
23. Bob Marengo	7:00 AM-3:30 PM	Full-time	W-8-D Maint.Craftsman/Carpenter
24. Ernest Bishop	7:00 AM-3:30 PM	Full-time	W-8-D Maint. Craftsman/Elec.
25. Vacant	7:00 AM-3:30 PM	Full-time	W-6 Maint.Craftsman/Custodian

CUSTODIAL SERVICES COMPARISON
Contractual Services vs. In-house Staffing
FY 2016

	9/25/2015
Shrewsbury High School	
10.5 Junior II custodians @ $ 43,785.36 ea.	459,746.28
Overhead @ 40%	183,898.51
Clothing Allowance	4,888.15
Total Custodial Labor	648,532.94
Cleaning Materials & Equipment	16,000.00
Total Material & Labor	664,532.94
Contractual Service Contract Amount for FY 16	237,769.00
Savings High School	**426,763.94**
Oak Middle School	
6.5 Junior II custodians @ $ 43,785.36 ea.	284,604.84
Overhead @ 40%	113,841.94
Clothing Allowance	3,051.55
Total Custodial Labor	401,498.33
Cleaning Materials & Equipment	11,200.00
Total Material & Labor	412,698.33
Contractual Service Contract Amount for FY 16	170,500.00
Savings Oak Middle School	**242,198.33**

Sherwood Middle School

4.5 Junior II custodians @ $ 43,785.36 ea.	197,034.12
Overhead @ 40%	78,813.65
Clothing Allowance	2,133.25
Total Custodial Labor	277,981.02
Cleaning Materials & Equipment	4,500.00
Total Material & Labor	282,481.02
Contractual Service Contract Amount for FY 16	72,500.00
Savings Sherwood Middle School	**209,981.02**

Floral Street School

3.5 Junior II custodians @ $ 43,785.36 ea.	153,248.76
Overhead @ 40%	61,299.50
Clothing Allowance	1,674.10
Total Custodial Labor	216,222.36
Cleaning Materials & Equipment	7,500.00
Total Material & Labor	223,722.36
Contractual Service Contract Amount for FY 16	65,550.00
Savings Floral Street School	**158,172.36**

Paton School

1 Junior II Custodian @ $43,785.36	43,785.36
Overhead @ 40%	17,514.14
Clothing Allowance	459.15
Total Custodial Labor	61,758.65
Cleaning Materials & Equipment	2,700.00
Total Material & Labor	64,458.65
Contractual Service Contract Amount for FY 16	29,000.00
Savings Paton School	**35,458.65**

Beal School

1 Junior II Custodian @ $ 43,785.36	43,785.36
Overhead @ 40%	17,514.14
Clothing Allowance	459.15
Total Custodial Labor	61,758.65
Cleaning Materials & Equipment	2,500.00
Total Material & Labor	64,258.65
Contractual Service Contract Amount for FY 16	22,600.00
Savings Beal School	**41,658.65**

Parker Road Preschool

1 Junior II Custodian 25 Hours Weekly 5 Hours per day	27,496.35
Overhead @ 40%	10,998.54
Clothing Allowance	296.65
Total Custodial Labor	38,791.54
Cleaning Materials & Equipment	1,800.00
Total Material & Labor	40,591.54
Contractual Service Contract Amount for FY 16	18,000.00
Savings Parker Road Preschool School	**22,591.54**

Spring Street School

1.25 Junior II Custodian @ $43,785.36 ea.	54,731.70
Overhead @ 40%	21,892.68
Clothing Allowance	755.80
Total Custodial Labor	77,380.18
Cleaning Materials & Equipment	2,700.00
Total Material & Labor	80,080.18
Contractual Service Contract Amount for FY 16	27,820.00
Savings Spring Street School	**52,260.18**

Police Station

1 Junior II Custodian 28 Hours Weekly, 4 Hours per day	30,795.91
Overhead @ 40%	12,318.36
Clothing Allowance	296.65
Total Custodial Labor	43,410.92
Cleaning Materials & Equipment	2,000.00
Total Material & Labor	45,410.92
Contractual Service Contract Amount for FY 16	20,500.00
Savings Police Station	**24,910.92**

Town Hall

1 Junior II Custodian @ $43,785.36	43,785.36
Overhead @ 40%	17,514.14
Clothing Allowance	459.15
Total Custodial Labor	61,758.65
Cleaning Materials & Equipment	2,000.00
Total Material & Labor	63,758.65
Contractual Service Contract Amount for FY 16	19,700.00
Savings Town Hall	**44,058.65**

Senior Center

1 Junior II Custodian 10 Hours Weekly	10,998.54
Overhead @ 5% (Employee would not receive any benefits)	549.93
Clothing Allowance	296.65
Total Custodial Labor	11,845.12
Cleaning Materials & Equipment	1,650.00
Total Material & Labor	13,495.12
Contractual Service Contract Amount for FY 16	10,000.00
Savings Senior Center	**3,495.12**

Temporary Library

1 Senior Custodian Days @ $43,358.57	43,358.57
1 Junior II Custodian Nights 15 Hours Weekly	15,553.20
Overhead @ 40% FT Senior Custodian only	17,343.43
Clothing Allowance	755.80
Total Custodial Labor	77,011.00
Cleaning Materials & Equipment	900.00
Total Material & Labor	77,911.00
Contractual Service Contract Amount for FY 16	43,524.00
Savings Library	**34,387.00**

Coolidge School

1.5 Junior II Custodian @ $ 43,785.36 ea.	65,678.04
Overhead @ 40%	26,271.22
Clothing Allowance	755.80
Total Custodial Labor	92,705.06
Cleaning Materials & Equipment	2,500.00
Total Material & Labor	95,205.06
Contractual Service Contract Amount for FY 16	30,500.00
Savings Coolidge School	**64,705.06**
Total Savings	**$ 1,360,641.43**

Break-down Electric, Natural Gas & Professional Services

12/28/2015

Electricity

Electric rates are based on SELCO's present rates with no anticipated winter increase
High School usage 2,024,800 Kw x .09987= $202,216.78
High School estimated demand charge $26,483.64
All other buildings usage 4,822,080 Kw x .11626= $ 560,615.02
Customer Charge all buildings: $1,965.60

Total Electricity Cost:	791,281.04
Payment to SELCO for energy upgrades at Coolidge School	30,300.00
minus $ 50,000.00 from the school building rental account for electricity	(50,000.00)
Estimated cost for electricity	771,581.04

Request for Electricity **say $ 772,000.00**

Natural Gas	Est. Rate	3 yr average use	Budget
Group I	1.0408	126,148	131,294.84
Group II	1.0408	123,251	128,279.64
Group III	1.0408	19,408	20,199.85
Est. New Library	1.0408	10,000	10,408.00
N-Star Customer Charges			4,500.00
Estimated cost for FY 2016			294,682.33

Request for Natural Gas **say $ 295,000.00**

Professional Services

Contract Cleaning

Beal	23,300.00	
HS	244,902.00	
Parker Road	18,500.00	
Floral	67,525.00	
Sherwood Middle	74,675.00	
Oak Middle	176,615.00	est
TH	20,200.00	
Police	21,000.00	
Senior center	10,300.00	
Spring Street	27,820.00	
Parker Road East	6,800.00	
Paton	29,500.00	
Coolidge	30,500.00	
Library	30,000.00	est .79 per ft.
Total	781,637.00	
Window Washing:	17,500.00	
Contingency: (additional cleaning)	10,000.00	
Contractual Cleaning Total	809,137.00	
HS Contract Lawn Mowing	14,000.00	

Contract is 11,860 for mowing, 2,140. for weeding and tree pruning

Integrated Pest Management Program	4,500.00
	827,637.00

Request for Utilities & Professional Services **say $ 828,000.00**

FY 2017 Public Buildings
585120 Major Building Repairs

	Dept. Req.	Mgr.
High School:		
Replace failed exterior glass	10,000.00	
Replace Auditorium Ltg with LED Fixtures	35,000.00	
Cut brush in detention basins and perimeter of property	25,000.00	
Paint metal trim on three main stairways	15,000.00	
Oak Middle:		
Refinish gym floor	3,200.00	
Replace selected window hardware	10,000.00	
HVAC control calibration and repair	10,000.00	
Paint main entrance & Gym entrnace corridors	6,500.00	
Sherwood Middle:		
Refinish Gym Floor	3,200.00	
Paton:		
Refinish gym floor	1,400.00	
Paint cafeteria walls and trim	5,500.00	
Beal:		
Refinish gym floor	1,400.00	
Coolidge:		
Replace main entrance doors	15,500.00	
Paint corridors and stairways	18,500.00	
Spring Street:		
Replace carpeting modular classroom corridor	9,500.00	
Floral St.:		
Refinish gym floor	3,100.00	
Replace built in walk-off matts at entrances	2,500.00	
Town Hall		
Replace exterior Door West Side Service Entrance	5,500.00	
Police Station		
Power Wash & Paint Exterior Trim	11,500.00	
Fire Headquarters		
Pavement and sidewalk repair	9,000.00	
All Buildings		
Flag Pole Repair		
High School, Oak, Paton, Spring, Floral, Town Hall, Coolidge	5,500.00	
Tree Trimming / Tree removal:		
All Buildings	12,000.00	
Asbestos Removal & Repair		
All buildings:	4,000.00	
Extraodinary Repairs Not Specified	50,000.00	
Total	**272,800.00**	-

FY 2017 Public Buildings
580040 Equipment Trucks & Tractors

	Dept. Req.	Mgr.
New small van to replace Plumbers van	22,000.00	
2 Backpack leaf blowers	950.00	
2 Back pack vacuum cleaners	800.00	
24" Walk-behind autoscrubber	3,300.00	
36" Walk-behind lawn mower	2,100.00	
Total	**29,150.00**	-

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Police **0210**

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$103,752	$105,827	$106,232	$108,357	$60,382	$107,943	$107,943
510040	Holiday	$2,385	$2,433	$2,433	$2,433	$1,241	$2,481	$2,481
510080	Sick Leave Plan II	$1,988	$2,027	$0	$0	$2,068	$0	$0
510100	Longevity	$350	$350	$350	$350	$350	$350	$350
Police PEA		**$108,474**	**$110,637**	**$109,014**	**$111,140**	**$64,041**	**$110,775**	**$110,775**
510010	S & W - Full Time	$243,222	$233,019	$247,050	$251,241	$125,181	$252,708	$252,708
510030	S & W - Temporary	$0	$0	$0	$0	$0	$0	$0
510080	Sick Leave Plan II	$1,559	$762	$0	$0	$777	$0	$0
510090	Overtime	$0	$0	$0	$0	$0	$0	$0
510100	Longevity	$1,350	$900	$1,025	$1,025	$1,025	$1,025	$1,025
510110	Work Incentive Program	$0	$0	$0	$0	$0	$0	$0
Police S&C		**$246,130**	**$234,681**	**$248,075**	**$252,266**	**$126,983**	**$253,733**	**$253,733**
510010	S & W - Full Time	$2,552,654	$2,691,483	$3,048,719	$3,048,719	$1,546,591	$3,042,241	$3,042,241
510020	S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
510040	Holiday	$98,093	$105,440	$115,000	$115,000	$53,600	$159,153	$108,000
510050	Vacation	$81,799	$70,043	$85,000	$85,000	$46,332	$85,000	$80,000
510060	Sick Leave	$114,796	$67,554	$60,000	$60,000	$47,515	$60,000	$65,000
510080	Sick Leave Plan II	$0	$482	$0	$0	$0	$0	$0
510090	Overtime	$2,048	$0	$0	$0	$0	$0	$0
510100	Longevity	$6,950	$6,400	$6,675	$6,675	$6,350	$6,875	$6,875
510110	Work Incentive Program	$5,600	$4,700	$0	$0	$2,100	$0	$0
510160	Extra Duty	$208,026	$199,181	$225,000	$225,000	$151,157	$230,000	$220,000
510180	Master Patrolmen Incentive	$6,800	$3,400	$3,400	$3,400	$3,400	$3,400	$3,400

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510190	Education Incentive	$340,059	$352,944	$402,793	$402,793	$190,971	$402,422	$352,913
510200	Night Shift Differential	$34,474	$37,478	$45,384	$45,384	$20,606	$46,000	$40,000
510610	Base Salary Adjustment	$0	$0	$0	$0	$0	$0	$0
Police Other		**$3,451,298**	**$3,539,105**	**$3,991,972**	**$3,991,972**	**$2,068,621**	**$4,035,091**	**$3,918,430**
520040	Utility - Telephone	$22,492	$21,569	$26,000	$26,000	$11,873	$26,000	$26,000
520080	R & M - Equipment	$39,457	$40,189	$45,000	$45,000	$38,538	$45,000	$45,000
520100	Advertising & Binding	$0	$0	$500	$500	$378	$500	$500
520110	Hospital & Medical	$540	$908	$1,500	$1,500	$0	$1,500	$1,500
520120	Data Processing	$990	$658	$1,500	$1,500	$466	$1,500	$1,500
520130	Professional Services	$2,200	$2,650	$4,000	$4,000	$800	$5,000	$5,000
520140	Rental of Equipment	$0	$0	$500	$500	$0	$500	$500
520170	Dog Disposal	$0	$0	$250	$250	$0	$250	$250
520200	Board of Dogs	$1,004	$1,364	$1,500	$1,500	$525	$1,500	$1,500
520220	Services-Not Classified	$252	$3,256	$2,500	$2,500	$677	$2,500	$2,500
540010	Automotive	$47,177	$43,217	$50,000	$50,000	$30,742	$50,000	$50,000
540110	Public Safety	$41,009	$22,499	$40,000	$47,542	$20,279	$40,000	$40,000
540120	Clothing & Uniforms	$56,633	$64,672	$70,000	$70,000	$43,458	$70,000	$70,000
540140	Books Periodicals Subs	$0	$500	$500	$500	$0	$500	$500
540150	Print Postage Stationary	$2,464	$1,382	$2,000	$2,000	$700	$2,000	$2,000
540170	Medical & Dental	$2,475	$3,102	$2,500	$2,500	$0	$2,500	$2,500
540190	Custodial Supplies	$7,460	$6,490	$5,000	$5,000	$4,804	$5,000	$5,000
540200	Educational Supplies	$406	$645	$500	$500	$205	$500	$500
540220	Office Supplies	$6,715	$11,718	$10,000	$10,000	$4,870	$10,000	$10,000
540230	Supplies - Not Classified	$25	$0	$1,000	$1,000	$0	$1,000	$1,000
540240	Small Tools & Misc Equip	$0	$0	$300	$300	$0	$300	$300
570010	Car Allowance/Mileage	$0	$0	$500	$500	$0	$500	$500
570020	Dues & Memberships	$2,612	$2,592	$2,400	$2,400	$2,605	$2,400	$2,400
570030	Travel	$1,325	$2,046	$1,500	$1,500	$1,448	$1,500	$1,500
570090	Damage Claims Reimbs	$300	$0	$1,000	$1,000	$0	$1,000	$1,000
570180	Other - Not Classified	$3,571	$3,176	$3,500	$3,500	$1,948	$3,500	$3,500

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
570760 Training	$8,800	$14,788	$10,000	$10,000	$2,982	$12,000	$12,000
Police OpEx	**$247,906**	**$247,421**	**$283,950**	**$291,492**	**$167,296**	**$286,950**	**$286,950**
580010 Office Equipment	$0	$630	$1,000	$1,000	$0	$1,000	$1,000
580020 Computer Equipment	$0	$0	$0	$0	$0	$0	$0
580060 Radio Equipment	$6,552	$3,121	$6,900	$6,900	$4,064	$7,000	$7,000
580070 Electrical & Mechanical	$1,219	$2,625	$6,000	$9,375	$3,975	$6,000	$21,000
581030 New Officer Equipment	$6,000	$12,880	$10,000	$10,000	$48	$14,000	$14,000
Police Equip	**$13,771**	**$19,256**	**$23,900**	**$27,275**	**$8,087**	**$28,000**	**$43,000**
Police	**$4,067,580**	**$4,151,100**	**$4,656,911**	**$4,674,144**	**$2,435,028**	**$4,714,549**	**$4,612,888**

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2017
REQUESTED/RECOMMENDED

	Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentiv	Master Ptl	Clothing & Cleaning	Total Base Wage
1	Hester	Chf	$107,943.11			$107,943.11	$2,481.48	$350.00	$26,985.83			$137,760.42
	Total 01		**$107,943.11**			**$107,943.11**	**$2,481.48**	**$350.00**	**$26,985.83**			**$137,760.42**
1	Paquette	A-4	$47,645.55			$47,645.55		$200.00				$47,845.55
2	Mitchell	A-2	$40,559.40			$40,559.40		$300.00				$40,859.40
3	Silvestris	A-2	$40,559.40		**Value of Step**	$40,559.40		$200.00				$40,759.40
4	Fahey	A-2	$40,559.40			$40,559.40		$125.00				$40,684.40
5	Ruby	A-2	$31,326.00	$4,412.85	**$190.65**	$35,738.85		$0.00				$35,738.85
6	Pease	ACO	$47,645.55			$47,645.55		$200.00				$47,845.55
	Total 02		**$248,295.30**			**$252,708.15**		**$1,025.00**				**$253,733.15**
1	Mroczek	Sr Disp	$51,365.89			$51,365.89	$2,016.96	$200.00			$500.00	$54,082.85
2	Fairbanks	Disp	$44,662.60		**Value of Steps**	$44,662.60	$2,016.96	$200.00			$500.00	$47,379.56
3	Kiely	Disp	$44,662.60			$44,662.60	$2,016.96				$500.00	$47,179.56
4	Salerno	Disp	$16,052.84	$27,892.72	$1,192.62	$43,945.56	$2,016.96				$500.00	$46,462.52
5	Vanbeekom	Disp	$5,644.38	$36,855.91	$1,579.06	$42,500.29	$2,016.96				$500.00	$45,017.25
6	Van Wagoner	Disp	$14,110.74	$28,010.58	$1,200.09	$42,121.32	$2,016.96				$500.00	$44,638.28
7	Rekemeyer	Disp	$24,301.83	$17,363.32	$743.92	$41,665.15	$2,016.96				$500.00	$44,182.11
8	Vacant	Disp	$39,128.49		**$4,715.69**	$39,128.49	$2,016.96				$500.00	$41,645.45
1	Anderson	Lt	$83,499.12		$1,250.00	$84,749.12	$4,399.34	$300.00	$16,701.60		$1,500.00	$107,650.06
2	McCarthy	Lt	$83,499.12		$1,250.00	$84,749.12	$4,399.34	$300.00	$20,877.00		$1,500.00	$111,825.46
3	Lonchiadis	Lt	$83,499.12		$1,250.00	$84,749.12	$4,399.34	$300.00	$20,877.00		$1,500.00	$111,825.46
1	Pratt	Sgt	$72,620.64		$1,250.00	$73,870.64	$3,825.47	$300.00	$14,522.67		$1,500.00	$94,018.78
2	Cappucci	Sgt	$72,620.64			$72,620.64	$3,825.47	$250.00	$14,522.67		$1,500.00	$92,718.78
3	O'Connor	Sgt	$72,620.64			$72,620.64	$3,825.47	$300.00	$14,522.67		$1,500.00	$92,768.78
4	Holmquist	Sgt	$72,620.64		$1,250.00	$73,870.64	$3,825.47	$125.00	$14,522.67		$1,500.00	$93,843.78
5	Perna	Sgt	$72,620.64		$1,250.00	$73,870.64	$3,825.47	$200.00	$14,522.67		$1,500.00	$93,918.78
6	Demers	Sgt	$72,620.64			$72,620.64	$3,825.47	$125.00	$18,153.33		$1,500.00	$96,224.44
7	New (Benoit Retirement	Sgt	$63,871.92			$63,871.92	$3,825.47				$1,500.00	$69,197.39
1	Wnek	Ptl	$57,523.56			$57,523.56	$3,030.61	$300.00	$14,381.49		$1,375.00	$76,610.66
2	Chartrand	Ptl	$57,523.56			$57,523.56	$3,030.61	$200.00	$11,505.19		$1,375.00	$73,634.36
3	Palmatier	Ptl	$57,523.56			$57,523.56	$3,030.61	$200.00			$1,375.00	$62,129.17
4	Warwick	Ptl	$57,523.56			$57,523.56	$3,030.61	$200.00	$5,752.60		$1,375.00	$67,881.77
5	Belanger	Ptl	$57,523.56			$57,523.56	$3,030.61	$250.00	$5,752.60		$1,375.00	$67,931.77
6	Scanlon	Ptl	$57,523.56			$57,523.56	$3,030.61	$350.00		$3,400.00	$1,375.00	$65,679.17
7	Napolitano	Ptl	$57,523.56			$57,523.56	$3,030.61	$200.00	$14,381.49		$1,375.00	$76,510.66
8	Pitro	Ptl	$57,523.56			$57,523.56	$3,030.61	$125.00	$11,505.19		$1,375.00	$73,559.36
9	Brown	Ptl	$57,523.56		$1,000.00	$58,523.56	$3,030.61	$250.00	$11,505.19		$1,375.00	$74,684.36
10	Hester	Ptl	$57,523.56			$57,523.56	$3,030.61	$300.00	$14,381.49		$1,375.00	$76,610.66
11	Thibodeau	Ptl	$57,523.56		$1,000.00	$58,523.56	$3,030.61	$125.00	$11,505.19		$1,375.00	$74,559.36
12	Faucher	Ptl	$57,523.56			$57,523.56	$3,030.61	$125.00	$10,000.00		$1,375.00	$72,054.17
13	Maynard	Ptl	$57,523.56			$57,523.56	$3,030.61	$200.00			$1,375.00	$62,129.17
14	Chysna	Ptl	$57,523.56			$57,523.56	$3,030.61	$200.00			$1,375.00	$62,129.17
15	Finacom	Ptl	$57,523.56		$1,000.00	$58,523.56	$3,030.61	$200.00	$11,505.19		$1,375.00	$74,634.36
16	Valliere	Ptl	$57,523.56			$57,523.56	$3,030.61	$200.00	$11,505.19		$1,375.00	$73,634.36
17	Capalbo	Ptl	$57,523.56			$57,523.56	$3,030.61	$300.00	$5,752.60		$1,375.00	$67,981.77

1/21/2016

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2017
REQUESTED/RECOMMENDED

	Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentiv	Master Ptl	Clothing & Cleaning	Total Base Wage
18	Mentzer	Ptl	$57,523.56			$57,523.56	$3,030.61	$300.00	$11,505.19		$1,375.00	$73,734.36
19	McGinnis	Ptl	$57,523.56		$1,000.00	$58,523.56	$3,030.61	$125.00			$1,375.00	$63,054.17
20	Cameron	Ptl	$57,523.56			$57,523.56	$3,030.61		$10,000.00		$1,375.00	$71,929.17
21	Charland	Ptl	$57,523.56			$57,523.56	$3,030.61		$5,752.60		$1,375.00	$67,681.77
22	Vacant (Alward)	Ptl	$57,523.56			$57,523.56	$3,030.61				$1,375.00	$61,929.17
23	Caola	Ptl	$57,523.56			$57,523.56	$3,030.61		$10,000.00		$1,375.00	$71,929.17
24	Cronin	Ptl	$57,523.56			$57,523.56	$3,030.61	$125.00	$9,000.00		$1,375.00	$71,054.17
25	Caviston	Ptl	$57,523.56			$57,523.56	$3,030.61				$1,375.00	$61,929.17
26	Vitols	Ptl	$57,523.56			$57,523.56	$3,030.61		$9,000.00		$1,375.00	$70,929.17
27	Sklut - Mark	Ptl	$57,523.56		Value of Steps	$57,523.56	$3,030.61		$9,000.00		$1,375.00	$70,929.17
28	Amato	Ptl	$57,523.56			$57,523.56	$3,030.61				$1,375.00	$61,929.17
29	Skut - Brian	Ptl	$4,037.61	$50,848.50	$2,195.16	$54,886.11	$3,030.61				$1,375.00	$59,291.72
30	Wester	Ptl	$10,094.03	$44,518.83	$1,821.90	$54,612.86	$3,030.61				$1,375.00	$59,018.47
31	Abbascin	Ptl	$10,094.03	$44,518.83	$1,821.90	$54,612.86	$3,030.61				$1,375.00	$59,018.47
32	McNiff	Ptl	$10,094.03	$44,518.83	$1,821.90	$54,612.86	$3,030.61				$1,375.00	$59,018.47
33	Vacant	Ptl	$50,605.92		$7,660.86	$50,605.92	$3,030.61				$1,375.00	$55,011.53
34	Vacant	Ptl	$50,605.92			$50,605.92	$3,030.61				$1,375.00	$55,011.53
	TOTAL 03		$2,736,213.71	$294,527.52	$11,500.00	$3,042,241.23	$159,152.73	$6,875.00	$352,913.48	$3,400.00	$65,750.00	$3,630,332.44
						Holiday Pay Adjustment	($51,152.73)			Additional sum in clothing and uniforms line item		
							$108,000.00			(540120) for Town Issued Items		
	TOTAL 01 - 02 - 03		$3,092,452.12	$294,527.52	$11,500.00	$3,402,892.49	$110,481.48	$8,250.00	$379,899.31	$3,400.00	$65,750.00	$4,021,826.01

Holiday Pay	
FY 2008	$104,685
FY 2009	$108,262
FY 2010	$105,886
FY 2011	$90,776
FY 2012	$99,092
FY 2013	$96,407
FY 2014	$98,093
FY 2015	$105,440

Overtime Accounts

		Expended 10	Expended 11	Expended 12	Expended 13	Expended 14	Expended 15	Budget 16	Expended to Date (1/20)	Requested 17	Recommended
Vacation		$68,513	$92,963	$101,435	$93,269	$81,799	$70,043	$85,000	$45,653	$85,000	$80,000
Sick Leave		$41,738	$67,670	$57,910	$64,100	$114,796	$67,554	$60,000	$45,782	$60,000	$65,000
Extra Duty											
Miscellaneous		$54,732	$59,831	$81,564	$101,425	$95,875	$67,869	$70,000	$57,035	$70,000	$70,000
Court Time		$32,115	$20,243	$28,054	$36,856	$43,315	$45,433	$40,000	$37,778	$40,000	$40,000
CTO		$27,607	$32,300	$25,298	$29,833	$17,173	$18,250	$35,000	$8,833	$35,000	$25,000
Investigations		$35,555	$40,967	$50,258	$52,159	$28,285	$28,618	$50,000	$28,126	$50,000	$45,000
Training		$15,487	$23,877	$34,181	$46,443	$23,378	$39,010	$30,000	$15,537	$35,000	$40,000
Total Extra Duty		$165,496	$177,218	$219,355	$266,716	$208,026	$199,180	$225,000	$147,309	$230,000	$220,000
Night Shift		$33,182	$33,152	$33,429	$34,920	$34,474	$37,478	$45,384	$19,797	$46,000	$40,000
		$308,929	$371,003	$412,129	$459,005	$439,095	$374,255	$415,384	$258,541	$421,000	$405,000

1/21/2016

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Police

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$26,000	$26,000
		Telephone	$26,000	$26,000
Police OpEx		CDMA Service (cell) and networ	$0	$0
520080	R & M - Equipment		$45,000	$45,000
Police OpEx				
520100	Advertising & Binding		$500	$500
Police OpEx				
520110	Hospital & Medical		$1,500	$1,500
Police OpEx				
520120	Data Processing		$1,500	$1,500
		Parking Ticket Processing	$1,500	$1,500
Police OpEx				
520130	Professional Services		$5,000	$5,000
		MEDICAL/PSYCH EXAM FOR NEW EMPLOYEES	$5,000	$5,000
Police OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520140	Rental of Equipment		$500	$500
Police OpEx				
520170	Dog Disposal		$250	$250
		DISPOSAL OF DOGS	$250	$250
Police OpEx				
520200	Board of Dogs		$1,500	$1,500
Police OpEx				
520220	Services-Not Classified		$2,500	$2,500
		Funding for K-9 Program	$0	$0
Police OpEx				
540010	Automotive		$50,000	$50,000
		VEHICLE MAINTENANCE AND REPAIR	$50,000	$50,000
Police OpEx				
540110	Public Safety		$40,000	$40,000
		Budget Adjustment	$0	$0
Police OpEx				
540120	Clothing & Uniforms		$70,000	$70,000
Police OpEx				
540140	Books Periodicals Subs		$500	$500
		MISCELLANEOUS	$500	$500
Police OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540150	Print Postage Stationary		$2,000	$2,000
Police OpEx				
540170	Medical & Dental		$2,500	$2,500
		Various Medical Expenses	$2,500	$2,500
Police OpEx				
540190	Custodial Supplies		$5,000	$5,000
Police OpEx				
540200	Educational Supplies		$500	$500
Police OpEx				
540220	Office Supplies		$10,000	$10,000
Police OpEx				
540230	Supplies - Not Classified		$1,000	$1,000
Police OpEx				
540240	Small Tools & Misc Equip		$300	$300
Police OpEx				
570010	Car Allowance/Mileage		$500	$500
Police OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570020	Dues & Memberships		$2,400	$2,400
Police OpEx				
570030	Travel		$1,500	$1,500
Police OpEx				
570090	Damage Claims Reimbs		$1,000	$1,000
Police OpEx				
570180	Other - Not Classified		$3,500	$3,500
Police OpEx				
570760	Training		$12,000	$12,000
		EMPLOYEE TRAINING	$12,000	$12,000
Police OpEx		SHOOTING DECISION MAKING TRAINING	$0	$0
			$286,950	**$286,950**
580010	Office Equipment		$1,000	$1,000
		Office Equipment as Needed	$1,000	$1,000
Police Equip				
580060	Radio Equipment		$7,000	$7,000
		REPLACEMENT PORTABLE RADIOS	$7,000	$7,000
Police Equip				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
580070	Electrical & Mechanical		$6,000	$21,000
		Replacement electrical equipment on cruisers	$6,000	$6,000
Police Equip		Allowance if necessary to fund (3) MDT replacements for new marked cruisers. Includes all installation costs including brackets.	$0	$15,000
581030	New Officer Equipment		$14,000	$14,000
		OUTFIT NEW POLICE OFFICERS	$14,000	$14,000
Police Equip				
			$28,000	**$43,000**
Police			**$314,950**	**$329,950**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Fire **0220**

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$103,752	$105,827	$106,232	$108,357	$60,382	$107,943	$107,943
510040	Holiday	$398	$405	$0	$0	$0	$0	$0
510080	Sick Leave Plan II	$1,988	$2,027	$0	$0	$2,068	$0	$0
510100	Longevity	$300	$300	$300	$300	$300	$300	$300
Fire PEA		**$106,437**	**$108,559**	**$106,532**	**$108,657**	**$62,750**	**$108,243**	**$108,243**
510010	S & W - Full Time	$43,289	$39,509	$42,959	$43,818	$24,170	$45,160	$45,160
510080	Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510090	Overtime	$0	$0	$0	$0	$0	$0	$0
510100	Longevity	$125	$0	$0	$0	$0	$0	$0
Fire S&C		**$43,414**	**$39,509**	**$42,959**	**$43,818**	**$24,170**	**$45,160**	**$45,160**
510010	S & W - Full Time	$2,113,971	$2,157,218	$2,254,756	$2,254,756	$1,231,074	$2,539,205	$2,302,154
510040	Holiday	$99,857	$106,700	$105,000	$105,000	$17,352	$131,187	$112,000
510050	Vacation	$109,497	$116,941	$120,000	$120,000	$75,423	$166,968	$120,000
510060	Sick Leave	$118,732	$97,440	$105,744	$105,744	$57,412	$67,884	$100,000
510080	Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510090	Overtime	$3,578	$23	$0	$0	$0	$0	$0
510100	Longevity	$6,450	$6,525	$6,350	$6,350	$6,350	$6,800	$6,800
510110	Work Incentive Program	$6,529	$5,227	$9,037	$9,037	$5,600	$9,037	$9,037
510160	Extra Duty	$130,319	$185,322	$125,000	$125,000	$92,600	$146,605	$150,000
510170	Call Men	$16,578	$7,984	$14,944	$14,944	$4,824	$16,620	$15,000
510190	Education Incentive	$32,805	$29,448	$37,925	$37,925	$0	$57,627	$57,627
510200	Night Shift Differential	$0	$0	$0	$0	$0	$0	$0
510210	Medical Training	$12,801	$13,755	$15,755	$15,755	$0	$17,160	$15,900

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510220	Compensatory Time	$8,770	$9,154	$20,000	$20,000	$5,826	$66,672	$20,000
510600	Other Salaries	$8,250	$9,000	$9,000	$9,000	$0	$9,600	$9,600
510610	Base Salary Adjustment	$0	$0	$0	$0	$0	$0	$0
510940	Training Stipend	$22,735	$22,837	$31,510	$31,510	$0	$34,320	$31,800
Fire Other		**$2,690,871**	**$2,767,573**	**$2,855,021**	**$2,855,021**	**$1,496,462**	**$3,269,684**	**$2,949,918**
520040	Utility - Telephone	$8,490	$9,722	$9,500	$9,500	$7,013	$10,600	$10,000
520080	R & M - Equipment	$35,702	$35,904	$36,000	$36,000	$26,705	$42,000	$36,000
520100	Advertising & Binding	$0	$341	$100	$100	$0	$100	$100
520110	Hospital & Medical	$0	$0	$1,000	$1,000	$0	$1,000	$1,000
520120	Data Processing	$5,161	$1,428	$6,000	$6,000	$0	$6,500	$6,000
520125	Insurance Deductable	$5	$1,000	$250	$250	$227	$250	$250
520130	Professional Services	$10,582	$17,793	$9,000	$9,000	$7,800	$12,000	$11,000
520220	Services-Not Classified	$1,862	$3,050	$5,000	$5,000	$1,517	$5,000	$5,000
540010	Automotive	$42,756	$40,740	$43,000	$43,000	$38,379	$47,000	$45,000
540030	Building	$3,126	$216	$1,500	$1,500	$520	$1,500	$1,500
540060	Salt & Chemicals	$0	$2,138	$500	$500	$888	$500	$500
540110	Public Safety	$9,172	$7,671	$7,500	$7,500	$6,753	$9,500	$8,000
540120	Clothing & Uniforms	$37,034	$47,603	$45,500	$45,500	$24,856	$49,500	$46,000
540140	Books Periodicals Subs	$448	$2,470	$2,500	$2,500	$21	$3,000	$3,000
540150	Print Postage Stationary	$1,506	$927	$1,200	$1,200	$945	$1,200	$1,200
540170	Medical & Dental	$0	$1,145	$2,500	$2,500	$2,962	$2,500	$2,500
540180	Textbooks	$915	$192	$1,000	$1,000	$120	$1,500	$1,500
540190	Custodial Supplies	$7,326	$3,545	$7,000	$7,000	$2,194	$7,750	$7,000
540220	Office Supplies	$2,700	$3,971	$3,000	$3,000	$4,579	$3,500	$3,000
540230	Supplies - Not Classified	$2,232	$1,113	$750	$750	$1,940	$750	$750
540240	Small Tools & Misc Equip	$6,949	$6,560	$10,000	$10,000	$2,716	$10,300	$10,000
570010	Car Allowance/Mileage	$3,360	$3,360	$4,000	$4,000	$1,960	$4,000	$4,000
570020	Dues & Memberships	$3,135	$3,888	$4,000	$4,000	$4,364	$4,850	$4,850
570030	Travel	$2,430	$867	$1,200	$1,200	$1,603	$1,200	$1,200
570040	Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
570080	Inspection Fees	$0	$0	$0	$0	$0	$0	$0
570180	Other - Not Classified	$3,937	$353	$700	$700	$0	$700	$700
Fire OpEx		**$188,830**	**$195,999**	**$202,700**	**$202,700**	**$138,061**	**$226,700**	**$210,050**
580010	Office Equipment	$0	$0	$0	$0	$0	$0	$0
580030	Passenger Cars	$0	$0	$0	$0	$0	$0	$0
580040	Trucks & Tractors	$0	$0	$0	$0	$0	$0	$0
580060	Radio Equipment	$0	$4,816	$5,000	$5,000	$4,850	$5,000	$5,000
580120	Equip - Not Classified	$29,962	$19,960	$25,000	$25,000	$0	$35,000	$30,000
Fire Equip		**$29,962**	**$24,776**	**$30,000**	**$30,000**	**$4,850**	**$40,000**	**$35,000**
Fire		**$3,059,513**	**$3,136,417**	**$3,237,212**	**$3,240,196**	**$1,726,294**	**$3,689,787**	**$3,348,370**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Fire Department

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
James Vunoa	DH 6							E			$2,067.88	52.20	$107,943.34	$107,943.34
Barbara Bartlett	A-3							E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
													FTE's	2.00

Longevity Payments

Name	Amount
James Vuona	$300

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2016
Account 220-03-510010 (S and W Full Time)
REQUESTED

	Employee	Title	Total Base	Value of Steps	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing ($750) Cleaning ($125)	Total Compensation
	New Position	Dep	$81,652.81									$81,652.81
1	Card	Capt	$69,740.24		$3,840.89	$450.00	$3,486.86	$1,020.00	$510.00		$875.00	$79,922.99
2	Roy	Capt	$69,740.24		$3,840.89	$125.00	$3,486.86	$1,020.00	$510.00	$600.00	$875.00	$80,197.99
3	Colby S.	Capt	$69,740.24		$3,840.89	$250.00	$6,973.71	$1,020.00	$510.00	$600.00	$875.00	$83,809.84
4	Lawler	Capt	$69,740.24		$3,840.89	$250.00	$8,717.14	$1,020.00	$510.00		$875.00	$84,953.27
	Lieutenant Stipends (New)		$20,880.00									$20,880.00
1	Ahern	Prvt	$58,953.64		$3,149.08			$840.00	$420.00		$875.00	$64,237.72
2	Bohdiewicz	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00		$875.00	$64,437.72
3	Bowles	Prvt	$58,953.64		$3,149.08	$250.00	$2,948.20	$840.00	$420.00		$875.00	$67,435.92
4	Colby - H	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00	$600.00	$875.00	$65,037.72
5	Fulginiti	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00		$875.00	$64,437.72
6	Garrity	Prvt	$58,953.64		$3,149.08	$300.00	$500.00	$840.00	$420.00		$875.00	$65,037.72
7	Gerber (C)	Prvt	$3,245.76									
	Gerber (D)	Prvt	$55,565.50	$2,335.03	$3,149.08			$840.00	$420.00		$875.00	$66,430.37
8	Green	Prvt	$58,953.64		$3,149.08	$125.00		$840.00	$420.00		$875.00	$64,362.72
9	Guarino	Prvt	$58,953.64		$3,149.08			$840.00	$420.00		$875.00	$64,237.72
10	Hodgerney	Prvt	$58,953.64		$3,149.08	$350.00	$240.00	$840.00	$420.00		$875.00	$64,827.72
11	Ljunggren	Prvt	$58,953.64		$3,149.08	$300.00	$360.00	$840.00	$420.00	$600.00	$875.00	$65,497.72
12	Lodowsky	Prvt	$58,953.64		$3,149.08	$125.00		$840.00	$420.00	$600.00	$875.00	$64,962.72
13	Ludovico	Prvt	$58,953.64		$3,149.08	$300.00	$500.00	$840.00	$420.00		$875.00	$65,037.72
14	McNiff	Prvt	$58,953.64		$3,149.08			$840.00	$420.00	$600.00	$875.00	$64,837.72
15	Miloz D	Prvt	$58,953.64		$3,149.08	$400.00	$420.00	$840.00	$420.00		$875.00	$65,057.72
16	Miloz J	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00	$600.00	$875.00	$65,087.72
17	Muntz	Prvt	$58,953.64		$3,149.08			$840.00	$420.00	$600.00	$875.00	$64,837.72
18	Palumbo	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00	$600.00	$875.00	$65,037.72
19	Parmenter	Prvt	$58,953.64		$3,149.08	$125.00		$840.00	$420.00		$875.00	$64,362.72
20	Pavone	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00		$875.00	$64,487.72
21	Pignataro	Prvt	$58,953.64		$3,149.08	$350.00	$500.00	$840.00	$420.00	$600.00	$875.00	$65,687.72
22	Quiron	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00		$875.00	$64,487.72
23	Rouke	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00		$875.00	$64,487.72
24	Ryzewski	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00		$875.00	$64,437.72
25	Scohfield	Prvt	$58,953.64		$3,149.08		$7,370.51	$840.00	$420.00	$600.00	$875.00	$72,208.23
26	Simpson	Prvt	$58,953.64		$3,149.08		$2,948.20	$840.00	$420.00	$600.00	$875.00	$67,785.92
27	Towner	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00	$600.00	$875.00	$65,037.72
28	Turner	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00		$875.00	$64,487.72

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2016
Account 220-03-510010 (S and W Full Time)
REQUESTED

	Employee	Title	Total Base	Value of Steps	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing ($750) Cleaning ($125)	Total Compensation
29	Vincequere	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00	$600.00	$875.00	$65,037.72
30	Warren	Prvt	$58,953.64		$3,149.08	$125.00		$840.00	$420.00	$600.00	$875.00	$64,962.72
31	Weigold - K	Prvt	$58,953.64		$3,149.08	$200.00	$2,948.20	$840.00	$420.00		$875.00	$67,385.92
32	Weigold-S	Prvt	$58,953.64		$3,149.08	$125.00	$2,948.20	$840.00	$420.00		$875.00	$67,310.92
33	Borowiec (B)	Prvt	$29,091.93		$3,148.94					$600.00		
	Borowiec (C)	Prvt	$26,074.27	$1,123.54				$840.00	$420.00		$875.00	$62,173.68
34	New Position	Prvt	$54,042.66		$2,975.97			$840.00	$420.00		$875.00	$59,153.63
35	New Position	Prvt	$54,042.66		$2,975.97			$840.00	$420.00		$875.00	$59,153.63
36	New Position	Prvt	$54,042.66		$2,975.97			$840.00	$420.00		$875.00	$59,153.63
37	New Position	Prvt	$54,042.66		$2,975.97							$57,018.63
	Total (37)		$2,539,204.71	$3,458.57	$131,186.94	$6,800.00	$44,347.88	$34,320.00	$17,160.00	$9,600.00	$35,000.00	$2,821,078.10
				Adjustment	$0.00							
					$131,186.94		$13,279.01	Vuona				
							$57,626.89					

Overtime Accounts

	Expended 10	Expended 11	Expended 12	Expended 13	Expended 14	Expended 15	Budgeted 16	Expended To Date (1/22)	Requested 17	TM Recommend
Vacation	$91,663.00	$156,169	$159,847	$124,437	$109,497	$116,941	$120,000	$74,028	$166,968	$120,000
Sick Leave	$75,991.00	$81,119	$127,765	$86,753	$118,732	$97,440	$105,744	$55,198	$67,597	$100,000
Extra Duty	$120,659.00	$117,399	$144,614	$132,914	$130,319	$185,322	$125,000	$88,531	$146,605	$150,000
CTO	$43,607.00	$22,668	$24,031	$10,350	$8,770	$9,154	$20,000	$5,826	$66,672	$20,000
Total	$331,920	$377,355	$456,257	$354,454	$367,318	$408,857	$370,744	$223,583	$447,842	$390,000

Holiday Pay

FY 07 - $81,882
FY 08 - $82,781
FY 09 - $92,825
FY 10 - $90,448
FY 11 - $88,635
FY 12 - $82,537
FY 13 - $94,648
FY 14 - $99,857
FY 15 - $106,700

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2016
Account 220-03-510010 (S and W Full Time)
RECOMMENDED

	Employee	Title	Total Base	Value of Steps	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing ($750) Cleaning ($125)	Total Compensation
	New Position	Dep	$81,652.81									$81,652.81
1	Card	Capt	$69,740.24		$3,840.89	$450.00	$3,486.86	$1,020.00	$510.00		$875.00	$79,922.99
2	Roy	Capt	$69,740.24		$3,840.89	$125.00	$3,486.86	$1,020.00	$510.00	$600.00	$875.00	$80,197.99
3	Colby S.	Capt	$69,740.24		$3,840.89	$250.00	$6,973.71	$1,020.00	$510.00	$600.00	$875.00	$83,809.84
4	Lawler	Capt	$69,740.24		$3,840.89	$250.00	$8,717.14	$1,020.00	$510.00		$875.00	$84,953.27
	~~Lieutenant Stipends (New)~~		~~$20,880.00~~									~~$20,880.00~~
1	Ahern	Prvt	$58,953.64		$3,149.08			$840.00	$420.00		$875.00	$64,237.72
2	Bohdiewicz	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00		$875.00	$64,437.72
3	Bowles	Prvt	$58,953.64		$3,149.08	$250.00	$2,948.20	$840.00	$420.00		$875.00	$67,435.92
4	Colby - H	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00	$600.00	$875.00	$65,037.72
5	Fulginiti	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00		$875.00	$64,437.72
6	Garrity	Prvt	$58,953.64		$3,149.08	$300.00	$500.00	$840.00	$420.00		$875.00	$65,037.72
7	Gerber (C)	Prvt	$3,245.76									
	Gerber (D)	Prvt	$55,565.50	$2,335.03	$3,149.08			$840.00	$420.00		$875.00	$66,430.37
8	Green	Prvt	$58,953.64		$3,149.08	$125.00		$840.00	$420.00		$875.00	$64,362.72
9	Guarino	Prvt	$58,953.64		$3,149.08			$840.00	$420.00		$875.00	$64,237.72
10	Hodgerney	Prvt	$58,953.64		$3,149.08	$350.00	$240.00	$840.00	$420.00		$875.00	$64,827.72
11	Ljunggren	Prvt	$58,953.64		$3,149.08	$300.00	$360.00	$840.00	$420.00	$600.00	$875.00	$65,497.72
12	Lodowsky	Prvt	$58,953.64		$3,149.08	$125.00		$840.00	$420.00	$600.00	$875.00	$64,962.72
13	Ludovico	Prvt	$58,953.64		$3,149.08	$300.00	$500.00	$840.00	$420.00		$875.00	$65,037.72
14	McNiff	Prvt	$58,953.64		$3,149.08			$840.00	$420.00	$600.00	$875.00	$64,837.72
15	Miloz D	Prvt	$58,953.64		$3,149.08	$400.00	$420.00	$840.00	$420.00		$875.00	$65,057.72
16	Miloz J	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00	$600.00	$875.00	$65,087.72
17	Muntz	Prvt	$58,953.64		$3,149.08			$840.00	$420.00	$600.00	$875.00	$64,837.72
18	Palumbo	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00	$600.00	$875.00	$65,037.72
19	Parmenter	Prvt	$58,953.64		$3,149.08	$125.00		$840.00	$420.00		$875.00	$64,362.72
20	Pavone	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00		$875.00	$64,487.72
21	Pignataro	Prvt	$58,953.64		$3,149.08	$350.00	$500.00	$840.00	$420.00	$600.00	$875.00	$65,687.72
22	Quiron	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00		$875.00	$64,487.72
23	Rouke	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00		$875.00	$64,487.72
24	Ryzewski	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00		$875.00	$64,437.72
25	Scohfield	Prvt	$58,953.64		$3,149.08		$7,370.51	$840.00	$420.00	$600.00	$875.00	$72,208.23
26	Simpson	Prvt	$58,953.64		$3,149.08		$2,948.20	$840.00	$420.00	$600.00	$875.00	$67,785.92
27	Towner	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00	$600.00	$875.00	$65,037.72
28	Turner	Prvt	$58,953.64		$3,149.08	$250.00		$840.00	$420.00		$875.00	$64,487.72

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2016
Account 220-03-510010 (S and W Full Time)
RECOMMENDED

	Employee	Title	Total Base	Value of Steps	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing ($750) Cleaning ($125)	Total Compensation
29	Vincequere	Prvt	$58,953.64		$3,149.08	$200.00		$840.00	$420.00	$600.00	$875.00	$65,037.72
30	Warren	Prvt	$58,953.64		$3,149.08	$125.00		$840.00	$420.00	$600.00	$875.00	$64,962.72
31	Weigold - K	Prvt	$58,953.64		$3,149.08	$200.00	$2,948.20	$840.00	$420.00		$875.00	$67,385.92
32	Weigold-S	Prvt	$58,953.64		$3,149.08	$125.00	$2,948.20	$840.00	$420.00		$875.00	$67,310.92
33	Borowiec (B)	Prvt	$29,091.93		$3,148.94					$600.00		
	Borowiec (C)	Prvt	$26,074.27	$1,123.54				$840.00	$420.00		~~$875.00~~	$62,173.68
~~34~~	~~New Position~~	~~Prvt~~	~~$54,042.66~~		~~$2,975.97~~			~~$840.00~~	~~$420.00~~		~~$875.00~~	~~$59,153.63~~
~~35~~	~~New Position~~	~~Prvt~~	~~$54,042.66~~		~~$2,975.97~~			~~$840.00~~	~~$420.00~~		~~$875.00~~	~~$59,153.63~~
~~36~~	~~New Position~~	~~Prvt~~	~~$54,042.66~~		~~$2,975.97~~			~~$840.00~~	~~$420.00~~		~~$875.00~~	~~$59,153.63~~
~~37~~	~~New Position~~	~~Prvt~~	~~$54,042.66~~		~~$2,975.97~~							~~$57,018.63~~
	Total (37)		$2,302,154.07	$3,458.57	$119,283.06	$6,800.00	$44,347.88	$31,800.00	$15,900.00	$9,600.00	$32,375.00	$2,565,718.58
				Adjustment	-$7,283.06							
					$112,000.00		$13,279.01	Vuona				
							$57,626.89					

Overtime Accounts

	Expended 10	Expended 11	Expended 12	Expended 13	Expended 14	Expended 15	Budgeted 16	Expended To Date (1/22)	Requested 17	TM Recommend
Vacation	$91,663.00	$156,169	$159,847	$124,437	$109,497	$116,941	$120,000	$74,028	$166,968	$120,000
Sick Leave	$75,991.00	$81,119	$127,765	$86,753	$118,732	$97,440	$105,744	$55,198	$67,597	$100,000
Extra Duty	$120,659.00	$117,399	$144,614	$132,914	$130,319	$185,322	$125,000	$88,531	$146,605	$150,000
CTO	$43,607.00	$22,668	$24,031	$10,350	$8,770	$9,154	$20,000	$5,826	$66,672	$20,000
Total	$331,920	$377,355	$456,257	$354,454	$367,318	$408,857	$370,744	$223,583	$447,842	$390,000

Holiday Pay

FY 07 - $81,882
FY 08 - $82,781
FY 09 - $92,825
FY 10 - $90,448
FY 11 - $88,635
FY 12 - $82,537
FY 13 - $94,648
FY 14 - $99,857
FY 15 - $106,700

FY17 PROJECTED BUDGET - EXPENSES

Acct	Description	FY16 PROPOSED BUDGET	FY16 Appropriated BUDGET	FY17 PROPOSED BUDGET	Increase Amt	% Increase	TM Recommended	Difference
520040	Utility - Telephone	$10,500.00	$9,500.00	$10,500.00	$1,000.00	11%		($10,500.00)
520080	R&M - Equipment	$40,000.00	$36,000.00	$42,000.00	$6,000.00	17%		($42,000.00)
520100	Advertising & Binding	$100.00	$100.00	$100.00	$0.00	0%		($100.00)
520110	Hospital & Medical	$1,000.00	$1,000.00	$1,000.00	$0.00	0%		($1,000.00)
520120	Data Processing	$6,500.00	$6,000.00	$6,500.00	$500.00	8%		($6,500.00)
520125	Insurance Deductible	$250.00	$250.00	$250.00	$0.00	0%		($250.00)
520130	Professional Services	$11,500.00	$9,000.00	$12,000.00	$3,000.00	33%		($12,000.00)
520220	Services - Not Classified	$5,500.00	$5,000.00	$5,000.00	$0.00	0%		($5,000.00)
540010	Automotive	$45,000.00	$43,000.00	$47,000.00	$4,000.00	9%		($47,000.00)
540030	Building	$1,500.00	$1,500.00	$1,500.00	$0.00	0%		($1,500.00)
540060	Salt & Chemicals	$500.00	$500.00	$500.00	$0.00	0%		($500.00)
540110	Public Safety	$8,200.00	$7,500.00	$9,500.00	$2,000.00	27%		($9,500.00)
540120	Clothing & Uniforms	$49,500.00	$45,000.00	$49,500.00	$4,500.00	10%		($49,500.00)
540140	Books / Periodicals	$3,000.00	$2,500.00	$3,000.00	$500.00	20%		($3,000.00)
540150	Print Postage	$1,200.00	$1,200.00	$1,200.00	$0.00	0%		($1,200.00)
540170	Medical & Dental	$2,500.00	$2,500.00	$2,500.00	$0.00	0%		($2,500.00)
540180	Textbooks	$1,500.00	$1,000.00	$1,500.00	$500.00	50%		($1,500.00)
540190	Custodial Supplies	$7,750.00	$7,000.00	$7,750.00	$750.00	11%		($7,750.00)
540220	Office Supplies	$3,500.00	$3,000.00	$3,500.00	$500.00	17%		($3,500.00)
540230	Supplies - Not Classified	$750.00	$750.00	$750.00	$0.00	0%		($750.00)
540240	Small Tools & Misc	$10,300.00	$10,000.00	$10,300.00	$300.00	3%		($10,300.00)
570010	Car Allowance / Mileage	$4,000.00	$4,000.00	$4,000.00	$0.00	0%		($4,000.00)
570020	Dues & Memberships****	$4,200.00	$4,000.00	$4,200.00	$200.00	5%		($4,200.00)
570030	In-State Travel (Mileage)	$1,200.00	$1,200.00	$1,200.00	$0.00	0%		($1,200.00)
570180	Other - Not Classified	$700.00	$700.00	$700.00	$0.00	0%		($700.00)
580060	Radio Equipment	$5,000.00	$5,000.00	$5,000.00	$0.00	0%		($5,000.00)
580120	Equip - Not Classif =Turnout gear & Purchase of Necessary NEW Equip	$35,000.00	$25,000.00	$35,000.00	$10,000.00	40%		($35,000.00)
	TOTALS		**$232,200.00**	**$265,950.00**	**$33,750.00**	**15%**	**$0.00**	**($265,950.00)**

FY17 PROJECTED BUDGET - EXPENSES

Acct	Description		% Increase
520040	Utility - Telephone	Computer system upgrade requires extra wireless charges involved - Cost Increases. FireHouse Fees, IAmResponding fees	11%
520080	R&M - Equipment	Increase due to increase in parts/labor & loss of equip grant funding, all trucks OOW	17%
520100	Advertising & Binding	Have to advertise all public meetings	0%
520110	Hospital & Medical	Hospital & Medical Expenses	0%
520120	Data Processing	Computer Updates, Computer HW Upgrades. Increased support cost of new software	8%
520125	Insurance Deductible	Hospital & medical expenses	0%
520130	Professional Services	Town EMS Medical Director Fees, med training, record keeping, Outside Training. Hiring of Professional Grant writer/Consultant, Nutritionist, Landscaping	33%
520220	Services - Not Classified	Misc Services; Safety Today - Gas meter parts & services	0%
540010	Automotive	Cost of Oil, trucks Out of Warranty, cost of parts increased, M-1 dept Pickup truck repairs & mair	9%
540030	Building	General maint of building	0%
540060	Salt & Chemicals	General increase in costs	0%
540110	Public Safety	Medical supplies, oxygen for first responder program, N95 Masks, BSI Equip, Narcan	27%
540120	Clothing & Uniforms	Contract requirement, addl equip needed, cleaning allowance, callmen equip, new Dress Uniforms for all new hires	10%
540140	Books / Periodicals	NFPA, Firehouse, Fire Chief, textbooks, NFPA Codes book - online costs	20%
540150	Print Postage	Stationary, envelopes, permits - General Increase	0%
540170	Medical & Dental	Physicals, deductibles	0%
540180	Textbooks	NFPA Required Classes, higher costs of books	50%
540190	Custodial Supplies	Zep; cleaning supplies for all 3 stations	11%
540220	Office Supplies	general office supplies (pens, paper, calendars)	17%
540230	Supplies - Not Classified	Batteries; Rags for the stations; Batteries; Home Depot Misc Purchases;	0%
540240	Small Tools & Misc	Continued upgrades for small tools, nozzles, old hand tools, loss of equip grant funding	3%
570010	Car Allowance / Mileage	Chief car allowance	0%
570020	Dues & Memberships	IAAI, Fire Chief, Dist 14 Dues, Dist 7, MIFDI dues, Class registrations	5%
570030	In-State Travel (Mileage)	New recruits to MFA	0%
570180	Other - Not Classified	Misc Expenses not falling under any other categories	0%
580060	Radio Equipment	To systematically replace old portable radios	0%
580120	Equip - Not Classif (Turnout gear)	Contractual Obligation, plus new call and F/T Personnel	100%
		Total % Increase	**15%**

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Fire

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$10,600	$10,000
Fire OpEx				
520080	R & M - Equipment		$42,000	$36,000
Fire OpEx				
520100	Advertising & Binding		$100	$100
		bid advertising etc	$100	$100
Fire OpEx				
520110	Hospital & Medical		$1,000	$1,000
		FIREFIGHTER new hire empl physicals	$1,000	$1,000
Fire OpEx				
520120	Data Processing		$6,500	$6,000
		Firepoint & Truck Maint SW, Increased Product Support Costs	$6,500	$6,500
Fire OpEx		paper and other supplies copie	$0	$0
		Budget Adjustment	$0	$(500)
520125	Insurance Deductable		$250	$250
		Hospital & Medical Expenses	$250	$250
Fire OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520130	Professional Services		$12,000	$11,000
		medical training, record keeping, Town EMS Med Dir Fees	$8,000	$9,000
Fire OpEx		rental on oxygen cylinders used in cascade system	$1,000	$1,000
		Professional Grant Writer/Consultant and Nutrition Consultant	$3,000	$3,000
		Budget Adjustment	$0	$(2,000)
520220	Services-Not Classified		$5,000	$5,000
		Misc services. Gas meters & parts.	$5,000	$5,000
Fire OpEx				
540010	Automotive		$47,000	$45,000
		Batteries, filters, parts for trucks.	$24,000	$24,000
Fire OpEx		Tires for trucks	$4,500	$4,500
		Replacement strobes & LED lighting for all trucks	$5,000	$5,000
		Unanticipated unnamed repairs, parts for trucks (all trucks out of warranty)	$6,000	$6,000
		Nuts,bolts, shop supplies Special tools for truck work	$7,500	$7,500
		Budget adjustment Town Manager	$0	$(2,000)
540030	Building		$1,500	$1,500
		General Materials	$1,500	$1,500
Fire OpEx				
540060	Salt & Chemicals		$500	$500
		Speedy dry in bulk	$250	$250
Fire OpEx		Ice melt for yards	$250	$250

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540110	Public Safety		$9,500	$8,000
		Medical supplies, N95 Masks, BSI Equip, Narcan & oxygen for first responder	$8,200	$8,200
Fire OpEx		Bulk oxygen purchases for first responder program	$1,300	$1,300
		Budget Adjustment	$0	$(1,500)
540120	Clothing & Uniforms		$49,500	$46,000
		Contract requirement	$27,000	$27,000
Fire OpEx		Cleaning allowance	$4,500	$4,500
		Additional Equipment Needed	$6,000	$6,000
		Callmen uniforms & equipment	$6,000	$6,000
		Required Dress Uniforms	$6,000	$6,000
		Budget Adjustment	$0	$(3,500)
540140	Books Periodicals Subs		$3,000	$3,000
		NFPA Journal, Firehouse, Fire Engineering, Fire Chief periodicals/mags, NFPA Codes book, textbooks	$2,000	$2,000
Fire OpEx		Latest textbooks, videos, lesson plans	$1,000	$1,000
		Budget Adjustment	$0	$0
540150	Print Postage Stationary		$1,200	$1,200
		printing permits, cards, envelopes, incident slips, stationery, photos, etc.	$1,200	$1,200
Fire OpEx				
540170	Medical & Dental		$2,500	$2,500
		Physicals, deductibles, misc medical charges	$2,500	$2,500
Fire OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540180	Textbooks		$1,500	$1,500
		Textbooks for NPFA required classes.	$1,500	$1,500
Fire OpEx				
540190	Custodial Supplies		$7,750	$7,000
		Cleaning and custodial supplies for all 3 bldgs	$7,750	$7,750
Fire OpEx		Budget Adjustment	$0	$(750)
540220	Office Supplies		$3,500	$3,000
		General Office Supplies	$3,500	$3,500
Fire OpEx		Budget Adjustment	$0	$(500)
540230	Supplies - Not Classified		$750	$750
Fire OpEx				
540240	Small Tools & Misc Equip		$10,300	$10,000
		Continued upgrades for small tools, nozzles, hoses for all stations	$6,500	$6,500
Fire OpEx		Special tool purchases for mechanic	$3,800	$3,800
		Budget Adjustment	$0	$(300)
570010	Car Allowance/Mileage		$4,000	$4,000
		FIRE CHIEF	$4,000	$4,000
Fire OpEx				
570020	Dues & Memberships		$4,850	$4,850

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
		NFPA, IAAI, Fire Chief, Dues for Monthly & Yearly Meetings	$600	$600
Fire OpEx		Fire Chief Assn Ma dues	$400	$400
		Essex County Fire Chief Assn	$900	$900
		Mass Fire District 14 Association dues	$2,400	$2,400
		Mass Fire District 7 Associate Member Dues	$550	$550
		Budget Adjustment	$0	$0
570030	Travel		$1,200	$1,200
		ACADEMY MILEAGE	$1,200	$1,200
Fire OpEx				
570180	Other - Not Classified		$700	$700
		Misc Expenses - Not Classified	$700	$700
Fire OpEx			**$226,700**	**$210,050**
580060	Radio Equipment		$5,000	$5,000
		Radios.	$5,000	$5,000
Fire Equip		HT1250 radio portables	$0	$0
580120	Equip - Not Classified		$35,000	$30,000
		Turnout Gear and Purchase of necessary NEW equipment - ff's & callmen $3K each set	$35,000	$35,000
Fire Equip		Budget Adjustment	$0	$(5,000)
			$40,000	**$35,000**
Fire			**$266,700**	**$245,050**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Building Inspector 0241

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$83,858	$87,419	$87,754	$89,509	$49,879	$89,168	$89,168
510080	Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510100	Longevity	$250	$250	$250	$250	$250	$300	$300
Building Inspector PEA		**$84,108**	**$87,669**	**$88,004**	**$89,759**	**$50,129**	**$89,468**	**$89,468**
510010	S & W - Full Time	$40,793	$42,435	$43,476	$44,350	$24,741	$45,160	$45,160
510030	S & W - Temporary	$0	$0	$0	$0	$0	$0	$0
510080	Sick Leave Plan II	$0	$758	$0	$0	$0	$0	$0
510090	Overtime	$17	$0	$0	$0	$0	$0	$0
510100	Longevity	$63	$63	$63	$63	$125	$100	$100
Building Inspector S&C		**$40,873**	**$43,255**	**$43,538**	**$44,413**	**$24,866**	**$45,260**	**$45,260**
510010	S & W - Full Time	$43,254	$93,752	$111,856	$113,852	$54,907	$103,141	$103,141
510020	S & W - Part Time	$12,053	$1,015	$0	$0	$0	$0	$0
510030	S & W - Temporary	$0	$0	$0	$0	$0	$0	$0
510080	Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510090	Overtime	$0	$0	$0	$0	$0	$0	$0
510100	Longevity	$0	$0	$125	$125	$0	$0	$0
Building Inspector Other		**$55,307**	**$94,766**	**$111,981**	**$113,977**	**$54,907**	**$103,141**	**$103,141**
520040	Utility - Telephone	$2,805	$3,009	$3,200	$3,200	$1,425	$2,800	$3,000
520130	Professional Services	$0	$436	$1,000	$1,000	$0	$1,000	$1,000
520220	Services-Not Classified	$0	$0	$0	$0	$0	$0	$0
540010	Automotive	$0	$59	$0	$0	$0	$0	$0
540140	Books Periodicals Subs	$0	$0	$1,500	$1,500	$0	$2,000	$2,000
540150	Print Postage Stationary	$301	$244	$650	$650	$645	$650	$650

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
540220 Office Supplies	$531	$349	$500	$500	$61	$500	$500
570010 Car Allowance/Mileage	$6,480	$8,893	$10,800	$10,800	$5,880	$12,240	$10,080
570020 Dues & Memberships	$431	$275	$450	$450	$235	$500	$500
570030 Travel	$239	$0	$300	$300	$0	$1,000	$1,000
570080 Inspection Fees	$105,602	$30,793	$30,000	$30,000	$10,672	$30,000	$30,000
Building Inspector OpEx	**$116,390**	**$44,058**	**$48,400**	**$48,400**	**$18,918**	**$50,690**	**$48,730**
580010 Office Equipment	$0	$0	$0	$0	$0	$0	$0
Building Inspector Equip	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Building Inspector	**$296,677**	**$269,749**	**$291,923**	**$296,548**	**$148,821**	**$288,558**	**$286,598**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Building Inspector/Board of Health

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Patricia Sheehan	DH 4							E			$1,708.19	52.20	$89,167.52	$89,167.52
Michele Bowers	A 3							E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
Kerry Stockwell	A 3							E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
														$90,319.05
													Building Inspector	$45,159.53
													Board of Health	$45,159.53
Christopher Lund	PT 3							E	$30.15	30.00	$904.50	52.20	$47,214.90	$47,214.90
Joseph Reilly	PT 2							E	$28.57	37.50	$1,071.38	52.20	$55,925.78	$55,925.78
														$103,140.68

Longevity Payments

Name	Amount			
Patricia Sheehan	$300		Building Inspector	$400.00
Michele Bauwens	$200	$200	Board of Health	$100.00
	$500			$500.00

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Building Inspector

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$2,800	$3,000
		Telephone/data - monthly bills cell phone Patty$24/Chris $24/Joe $52 office phone estimated $50/month ipads - Patty $40.00 and Chris $40.00 total = $230/month x 12 = $2760	$2,800	$3,000
Building Inspector OpEx				
520130	Professional Services		$1,000	$1,000
		professional services for engineering and consulting	$1,000	$1,000
Building Inspector OpEx				
540140	Books Periodicals Subs		$2,000	$2,000
		Purchase of Bldg. Code Books and related information. New edition of the building code will go into effect mid year 2016	$2,000	$2,000
Building Inspector OpEx				
540150	Print Postage Stationary		$650	$650
		Purchase of stationery, envelopes, etc. and the printing of permit applications	$650	$650
Building Inspector OpEx				
540220	Office Supplies		$500	$500
		Purchase of various office supplies suchas tapes, folders, labels, etc.	$500	$500
Building Inspector OpEx				
570010	Car Allowance/Mileage		$12,240	$10,080

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
		building inspector, assistant building inspector and plumbing inspector $340each/month	$12,240	$12,240
Building Inspector OpEx		3 x $340 = $1020 x 12 months = $12,240		
		avg 12 inspections/day x 5 days x 4 weeks = 240 x 3 miles = 720miles/month x .54 (IRS) = $388.80		
		Budget Adjustment	$0	$(2,160)
570020	Dues & Memberships		$500	$500
		Dues for ICC, Mass. Bldg. Inspt. Assoc., Dist. Mtgs. and NFPA	$500	$500
Building Inspector OpEx				
570030	Travel		$1,000	$1,000
		Registration fees for building inspector training to maintain state required certification	$1,000	$1,000
Building Inspector OpEx				
570080	Inspection Fees		$30,000	$30,000
		Payment to one part time head plumbing and gas inspector who is paid for each final inspection performed.	$30,000	$30,000
Building Inspector OpEx		$50.00 per hour is also paid to head inspector for project consulting work.		
			$50,690	**$48,730**
			$0	**$0**
Building Inspector			**$50,690**	**$48,730**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Weights & Measures 0244

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510140 Stipends	$3,000	$3,600	$4,200	$4,200	$2,100	$4,800	$4,800
Sealer PEA	**$3,000**	**$3,600**	**$4,200**	**$4,200**	**$2,100**	**$4,800**	**$4,800**
570030 Travel	$180	$145	$300	$300	$270	$300	$300
570180 Other - Not Classified	$289	$318	$500	$500	$376	$500	$500
Sealer OpEx	**$469**	**$463**	**$800**	**$800**	**$646**	**$800**	**$800**
Weights & Measures	**$3,469**	**$4,063**	**$5,000**	**$5,000**	**$2,746**	**$5,600**	**$5,600**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Emergency Mgmt Agency 0291

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510020 S & W - Part Time	$441	$0	$0	$0	$0	$1,700	$1,700
510030 S & W - Temporary	$0	$0	$0	$0	$0	$0	$0
Emergency Mgmt Agency PEA	**$441**	**$0**	**$0**	**$0**	**$0**	**$1,700**	**$1,700**
510090 Overtime	$0	$0	$0	$0	$0	$0	$0
Emergency Mgmt Other	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
520040 Utility - Telephone	$300	$1,040	$0	$0	$560	$400	$400
520220 Services-Not Classified	$0	$0	$1,700	$1,700	$0	$0	$0
570180 Other - Not Classified	$30	$0	$480	$480	$0	$480	$480
570980 Emergency Mgmt Fund	$0	$0	$0	$0	$0	$0	$0
Emergency Mgmt Agency OpEx	**$330**	**$1,040**	**$2,180**	**$2,180**	**$560**	**$880**	**$880**
580060 Radio Equipment	$0	$0	$0	$9,460	$0	$0	$0
Emergency Mgmt Agency Equip	**$0**	**$0**	**$0**	**$9,460**	**$0**	**$0**	**$0**
Emergency Mgmt Agency	**$771**	**$1,040**	**$2,180**	**$11,640**	**$560**	**$2,580**	**$2,580**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Forestry 0294

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510140	Stipends	$0	$500	$500	$500	$0	$500	$500
Forestry Other		**$0**	**$500**	**$500**	**$500**	**$0**	**$500**	**$500**
520080	R & M - Equipment	$0	$500	$500	$500	$0	$500	$500
520100	Advertising & Binding	$109	$115	$100	$100	$55	$100	$100
520150	R & M - Public Property	$0	$0	$0	$0	$0	$0	$0
520160	Removal Tree Trim, Rubbish	$59,782	$76,081	$75,000	$75,000	$66,154	$80,000	$75,000
540010	Automotive	$0	$0	$300	$300	$0	$300	$300
540100	Seed, Loam & Fertilizer	$0	$0	$500	$500	$0	$500	$500
540140	Books Periodicals Subs	$0	$0	$50	$50	$0	$50	$50
540240	Small Tools & Misc Equip	$104	$537	$750	$750	$651	$750	$750
570020	Dues & Memberships	$15	$15	$100	$100	$115	$150	$100
570030	Travel	$213	$218	$250	$250	$233	$250	$250
570180	Other - Not Classified	$200	$284	$200	$200	$0	$200	$200
Forestry OpEx		**$60,423**	**$77,750**	**$77,750**	**$77,750**	**$67,208**	**$82,800**	**$77,750**
Forestry		**$60,423**	**$78,250**	**$78,250**	**$78,250**	**$67,208**	**$83,300**	**$78,250**

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Forestry

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520080	R & M - Equipment		$500	$500
		Same as last year	$500	$500
Forestry OpEx				
520100	Advertising & Binding		$100	$100
		Same as last year	$100	$100
Forestry OpEx				
520160	Removal Tree Trim, Rubbish		$80,000	$75,000
Forestry OpEx				
540010	Automotive		$300	$300
		Same as last year	$300	$300
Forestry OpEx				
540100	Seed, Loam & Fertilizer		$500	$500
		Same as last year	$500	$500
Forestry OpEx				
540140	Books Periodicals Subs		$50	$50
		Same as last year	$50	$50
Forestry OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540240	Small Tools & Misc Equip		$750	$750
Forestry OpEx				
570020	Dues & Memberships		$150	$100
		Increase in dues	$150	$100
Forestry OpEx				
570030	Travel		$250	$250
		Same as last year	$250	$250
Forestry OpEx				
570180	Other - Not Classified		$200	$200
		Same as last year	$200	$200
Forestry OpEx				
			$82,800	**$77,750**
Forestry			**$82,800**	**$77,750**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Retirement 0311

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510350 Pensions & Annuities - Contrib	$4,270,034	$4,450,015	$4,922,794	$4,922,794	$4,922,794	$5,125,289	$5,125,289
Retirement SepAp	**$4,270,034**	**$4,450,015**	**$4,922,794**	**$4,922,794**	**$4,922,794**	**$5,125,289**	**$5,125,289**
Retirement	**$4,270,034**	**$4,450,015**	**$4,922,794**	**$4,922,794**	**$4,922,794**	**$5,125,289**	**$5,125,289**

PERAC

COMMONWEALTH OF MASSACHUSETTS | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

PHILIP Y. BROWN, ESQ., *Chairman* JOSEPH E. CONNARTON, *Executive Director*

Auditor SUZANNE M. BUMP | KATE FITZPATRICK | ELIZABETH FONTAINE | JOHN B. LANGAN | JAMES M. MACHADO | ROBERT B. McCARTHY

MEMORANDUM

TO: Shrewsbury Retirement Board

FROM: Joseph E. Connarton, Executive Director

RE: Appropriation for Fiscal Year 2017

DATE: November 16, 2015

Required Fiscal Year 2017 Appropriation: **$6,127,778**

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2017 which commences July 1, 2016.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2017 appropriation to be paid by each of the governmental units within your system. The allocation by governmental unit was determined by Sherman Actuarial Services as part of their January 1, 2014 actuarial valuation.

If your System has a valuation currently in progress, you may submit a revised funding schedule to PERAC upon its completion. The current schedule is/was due to be updated by Fiscal Year 2017.

If you have any questions, please contact PERAC's Actuary, Jim Lamenzo, at (617) 666-4446 Extension 921.

JEC/jrl
Attachments

cc: Town Manager
Town Meeting
c/o Town Clerk

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FIVE MIDDLESEX AVENUE, SUITE 304 | SOMERVILLE, MA 02145
PH 617 666 4446 | FAX 617 628 4002 | TTY 617 591 8917 | WWW.MASS.GOV/PERAC

Shrewsbury Retirement Board

Projected Appropriations

Fiscal Year 2017 - July 1, 2016 to June 30, 2017

Aggregate amount of appropriation: **$6,127,778**

Fiscal Year	Estimated Cost of Benefits	Funding Schedule (Excluding ERI)	ERI	Total Appropriation	Pension Fund Allocation	Pension Reserve Fund Allocation	Transfer From PRF to PF
FY 2017	$6,049,684	$6,127,778	$0	$6,127,778	$6,049,684	$78,094	$0
FY 2018	$6,316,869	$6,378,506	$0	$6,378,506	$6,316,869	$61,637	$0
FY 2019	$6,595,732	$6,639,616	$0	$6,639,616	$6,595,732	$43,884	$0
FY 2020	$6,886,783	$6,911,547	$0	$6,911,547	$6,886,783	$24,764	$0
FY 2021	$7,190,555	$7,194,749	$0	$7,194,749	$7,190,555	$4,194	$0

The Total Appropriation column shown above is in accordance with your current funding schedule and the scheduled payment date(s) in that schedule. Whenever payments are made after the scheduled date(s), the total appropriation should be revised to reflect interest at the rate assumed in the most recent actuarial valuation. Payments should be made before the end of the fiscal year.

For illustration, we have shown the amount to be transferred from the Pension Reserve Fund to the Pension Fund to meet the estimated Cost of Benefits for each year. If there are sufficient assets in the Pension Fund to meet the Cost of Benefits, this transfer is optional.

Breakouts

	Total	Housing	Light	Cable	Water	Sewer	Custodians	All Others	School Employees	School Lunch
(1) Participants										
(a) Actives	572	10	34	33	13	5	20	167	264	26
(b) Inactives	121	0	3	1	0	0	1	13	97	6
(c) Retirees and Beneficiaries	219	2	24	6	10	1	20	117	21	18
(d) Disabled Retirees	30	0	2	0	1	0	3	22	1	1
(e) Total	942	12	63	40	24	6	44	319	383	51
(2) Payroll of Active Participants	$23,896,051	$516,982	$2,440,204	$1,999,926	$700,569	$214,411	$982,197	$9,447,694	$7,106,707	$487,361
(3) Normal Cost										
(a) Total Normal Cost	2,782,953	42,466	343,382	196,327	68,373	21,017	107,818	1,211,912	742,587	49,069
(b) Expected Employee Contributions	2,047,005	38,984	208,806	183,561	58,692	17,603	84,044	815,275	599,805	40,235
(c) Administrative Expenses	120,000	1,831	14,807	8,466	2,948	906	4,649	52,257	32,020	2,116
(d) Net Employer Normal Cost (a) - (b) + (c)	855,948	5,313	149,383	21,232	12,629	4,320	28,423	448,894	174,802	10,950
(4) Actuarial Accrued Liability	114,519,810	1,949,071	17,818,370	5,197,826	3,779,983	663,283	6,839,093	62,177,064	13,678,845	2,416,274
(5) Assets*	82,514,065	1,336,908	14,859,617	3,789,314	2,592,768	454,959	4,691,075	43,749,450	9,382,601	1,657,372
(6) Unfunded Actuarial Accrued Liability (4) - (5)	32,005,745	612,163	2,958,753	1,408,512	1,187,215	208,324	2,148,018	18,427,614	4,296,244	758,902
(7) Amortizations*	4,476,901	85,628	413,865	197,020	166,065	29,140	300,461	2,577,619	600,950	106,154
(8) Total Required Employer Contributions (3d) + (7)	5,332,849	90,941	563,247	218,251	178,695	33,460	328,884	3,026,515	775,752	117,104
(9) Fiscal 2016 Cost	5,885,675	100,369	621,636	240,876	197,219	36,929	362,977	3,340,256	856,170	129,243
(10) Fiscal 2017 Cost	6,127,778	104,498	647,207	250,784	205,331	38,448	377,908	3,477,655	891,388	134,559
(11) Fiscal 2018 Cost	6,378,506	108,774	673,689	261,045	213,732	40,021	393,371	3,619,948	927,861	140,065
(12) Fiscal 2019 Cost	6,639,616	113,227	701,267	271,731	222,481	41,659	409,474	3,768,134	965,844	145,799
(13) Fiscal 2020 Cost	6,911,547	117,864	729,988	282,860	231,593	43,365	426,244	3,922,462	1,005,401	151,770
(14) Fiscal 2021 Cost	7,194,749	122,694	759,899	294,450	241,083	45,142	443,709	4,083,185	1,046,598	157,989
(15) Fiscal 2022 Cost	7,489,697	127,724	791,051	306,521	250,966	46,993	461,899	4,250,574	1,089,503	164,466
(16) Fiscal 2023 Cost	1,039,183	17,721	109,757	42,529	34,821	6,520	64,088	589,761	151,167	22,819
(17) Fiscal 2024 Cost	1,055,027	17,991	111,430	43,177	35,352	6,619	65,065	598,754	153,472	23,167
(18) Percentage of Total Cost	100.0%	1.7%	10.6%	4.1%	3.4%	0.6%	6.2%	56.8%	14.5%	2.2%
(19) Funded Ratio	72.05%	68.59%	83.39%	72.90%	68.59%	68.59%	68.59%	70.36%	68.59%	68.59%

* Allocation is based on the ratio of the Unfunded Actuarial Accrued Liability, adjusted for additional contributions.

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Engineer **0411**

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010 S & W - Full Time	$91,314	$99,064	$103,927	$106,006	$58,031	$107,943	$107,943
510080 Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510100 Longevity	$0	$0	$0	$0	$0	$0	$0
Engineer PEA	**$91,314**	**$99,064**	**$103,927**	**$106,006**	**$58,031**	**$107,943**	**$107,943**
510010 S & W - Full Time	$26,039	$26,560	$26,657	$27,200	$15,154	$45,160	$27,096
510020 S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
510090 Overtime	$0	$0	$0	$0	$0	$0	$0
510100 Longevity	$250	$300	$300	$300	$300	$300	$300
Engineer S&C	**$26,289**	**$26,860**	**$26,957**	**$27,500**	**$15,454**	**$45,460**	**$27,396**
510000 Personnel Services	$0	$0	$0	$0	$0	$0	$0
510010 S & W - Full Time	$266,225	$277,212	$339,322	$344,808	$181,346	$359,039	$341,526
510030 S & W - Temporary	$0	$0	$0	$0	$0	$0	$0
510080 Sick Leave Plan II	$4,818	$4,753	$0	$0	$5,087	$0	$0
510090 Overtime	$0	$0	$0	$0	$-96	$0	$0
510100 Longevity	$1,250	$1,300	$1,300	$1,300	$1,300	$1,300	$1,300
Engineer Other	**$272,293**	**$283,266**	**$340,622**	**$346,108**	**$187,636**	**$360,339**	**$342,826**
520010 Utility - Electricity	$0	$0	$0	$0	$0	$0	$0
520040 Utility - Telephone	$1,635	$1,038	$1,440	$1,440	$478	$1,440	$1,440
520080 R & M - Equipment	$393	$50	$4,500	$7,000	$2,855	$4,500	$4,500
520100 Advertising & Binding	$0	$2,167	$500	$500	$0	$500	$500
520110 Hospital & Medical	$0	$0	$0	$0	$0	$0	$0
520130 Professional Services	$0	$0	$0	$0	$3,900	$0	$0
520220 Services-Not Classified	$0	$75	$150	$150	$0	$150	$150

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
540010	Automotive	$1,179	$2,212	$3,500	$3,500	$545	$3,500	$3,500
540030	Building	$0	$0	$0	$0	$0	$0	$0
540120	Clothing & Uniforms	$0	$0	$0	$0	$0	$0	$0
540140	Books Periodicals Subs	$139	$0	$250	$250	$0	$250	$250
540150	Print Postage Stationary	$1,120	$1,576	$1,000	$1,000	$358	$1,000	$1,000
540170	Medical & Dental	$0	$0	$0	$0	$0	$0	$0
540220	Office Supplies	$968	$346	$1,500	$1,500	$546	$1,500	$1,500
540230	Supplies - Not Classified	$1,052	$348	$1,000	$1,000	$142	$1,000	$1,000
540240	Small Tools & Misc Equip	$0	$32	$350	$350	$0	$350	$350
570010	Car Allowance/Mileage	$2,420	$2,400	$3,000	$3,000	$1,400	$3,000	$3,000
570020	Dues & Memberships	$664	$260	$700	$700	$260	$700	$700
570030	Travel	$796	$400	$1,500	$1,500	$0	$1,500	$1,500
570040	Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0
570080	Inspection Fees	$87	$175	$105	$105	$105	$105	$105
Engineer OpEx		**$10,454**	**$11,078**	**$19,495**	**$21,995**	**$10,589**	**$19,495**	**$19,495**
580010	Office Equipment	$0	$0	$0	$2,500	$0	$2,500	$0
580070	Electrical & Mechanical	$0	$11,053	$0	$0	$0	$11,093	$0
Engineer Equip		**$0**	**$11,053**	**$0**	**$2,500**	**$0**	**$13,593**	**$0**
570750	Storm Water Management Study	$0	$0	$0	$16,734	$0	$0	$0
Engineering SepAp		**$0**	**$0**	**$0**	**$16,734**	**$0**	**$0**	**$0**
510000	Personnel Services	$0	$0	$0	$0	$0	$0	$0
Engineer Local$		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Engineer		**$400,350**	**$431,320**	**$491,001**	**$520,843**	**$271,711**	**$546,830**	**$497,660**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: ENGINEERING

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Howland, Jeff	DH-6										$2,067.88	52.20	$107,943.34	$107,943.34
Rebovich, Annette	A-3	Salary partial offset by fees						E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
													Offset By Planning Board Fees	$18,063.81
														$27,095.72
Castagna, Walter	PT-4							E	$31.80	40.00	$1,272.00	52.20	$66,398.40	$66,398.40
Stone, Brad*	PT-5							E	$33.55	40.00	$1,342.00	52.20	$70,052.40	$70,052.40
Thai, Vincent**	PT-5	B	$29.40	40.00	34.40	$1,176.00	$40,454.40	C	$30.73	40.00	$1,229.20	17.80	$21,879.76	$62,334.16
McCullen, Dan**	PT-7		Value of step increase			$946.96		E	$37.35	40.00	$1,494.00	52.20	$77,986.80	$77,986.80
Rahmati, Jonathan	PT-8							E	$39.40	40.00	$1,576.00	52.20	$82,267.20	$82,267.20
														$359,038.96
													Offset By Conservation Commission Fees	$17,513.10
													FTE's	8.00

* Salary partial offset by fees
** Funded by Water & Sewer Charges

Longevity Payments

Name	Amount	
Rebovich, Annette	$300	
Castagna, Walter	$350	
McCullen, Dan	$350	
Rahmati, Jonathan	$350	
Stone, Brad	$250	$1,300

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Engineer

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$1,440	$1,440
		Telephone	$1,440	$1,440
Engineer OpEx		Cell Phone service - Jeff Howland	$0	$0
520080	R & M - Equipment		$4,500	$4,500
		Cover costs to keep various engineering department equipment under repair and in good order	$0	$0
Engineer OpEx				
520100	Advertising & Binding		$500	$500
		Tax Map Books, Binding	$500	$500
Engineer OpEx				
520220	Services-Not Classified		$150	$150
Engineer OpEx				
540010	Automotive		$3,500	$3,500
		Automotive - tires, mufflers, shocks, air & oil, filters, anti-freeze, etc.	$3,500	$3,500
Engineer OpEx				
540140	Books Periodicals Subs		$250	$250
		Books, Magazines, Newsletters Civil Engineering Ref. Book	$250	$250
Engineer OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540150	Print Postage Stationary		$1,000	$1,000
		Postage and Printing of Contracts, business cards, letterhead, envelopes, etc., Toner Cartridges	$1,000	$1,000
Engineer OpEx				
540220	Office Supplies		$1,500	$1,500
		Office Supplies	$1,500	$1,500
Engineer OpEx				
540230	Supplies - Not Classified		$1,000	$1,000
		Surveying Supplies	$1,000	$1,000
Engineer OpEx				
540240	Small Tools & Misc Equip		$350	$350
		Small Tool Expenses & Miscellaneous equipment and supplies to maintain stormwater testing kits	$350	$350
Engineer OpEx				
570010	Car Allowance/Mileage		$3,000	$3,000
		Car Allowance - Town Engineer ($200/month)	$3,000	$3,000
Engineer OpEx		Mileage for GIS position for meetings, training etc.	$0	$0
570020	Dues & Memberships		$700	$700
		APWA - Town Engineer	$700	$700
Engineer OpEx		MALSCE - Surveyor American Public Works Assoc.	$0	$0
		URISA - for GIS position	$0	$0
		NSPS	$0	$0
		NSPS Registrations (2 @ $80.00)	$0	$0
		MALSCE	$0	$0

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570030	Travel		$1,500	$1,500
		Various conferences/seminars	$1,500	$1,500
Engineer OpEx				
570080	Inspection Fees		$105	$105
		Inspection Fee - 3 vehicles @ $35	$105	$105
Engineer OpEx			**$19,495**	**$19,495**
580010	Office Equipment		$2,500	$0
		Cabinet for storage of stormwater test kits that includes chemical reagents	$2,500	$0
Engineer Equip		Engineering Software	$0	$0
580070	Electrical & Mechanical		$11,093	$0
Engineer Equip			**$13,593**	**$0**
			$0	**$0**
Engineer			**$33,088**	**$19,495**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Highway 0421

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$85,705	$87,419	$87,754	$89,509	$49,879	$89,168	$89,168
510080	Sick Leave Plan II	$1,642	$1,675	$0	$0	$1,708	$0	$0
510100	Longevity	$450	$450	$450	$450	$450	$450	$450
Highway PEA		**$87,797**	**$89,544**	**$88,204**	**$89,959**	**$52,037**	**$89,618**	**$89,618**
510010	S & W - Full Time	$42,903	$44,431	$44,429	$45,333	$25,357	$45,160	$45,160
510020	S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
510080	Sick Leave Plan II	$1,627	$848	$0	$0	$1,557	$0	$0
510090	Overtime	$135	$187	$400	$400	$0	$400	$400
510100	Longevity	$238	$238	$275	$275	$275	$275	$275
Highway S&C		**$44,902**	**$45,703**	**$45,104**	**$46,008**	**$27,189**	**$45,835**	**$45,835**
510010	S & W - Full Time	$451,916	$504,501	$523,754	$524,928	$290,569	$711,954	$529,567
510030	S & W - Temporary	$46,723	$47,718	$33,855	$33,855	$12,996	$38,128	$22,932
510080	Sick Leave Plan II	$3,555	$2,118	$0	$0	$2,774	$0	$0
510090	Overtime	$190,416	$219,644	$140,000	$140,000	$44,242	$153,000	$155,000
510100	Longevity	$750	$825	$1,025	$1,025	$825	$1,125	$1,125
510110	Work Incentive Program	$0	$0	$0	$0	$0	$0	$0
510160	Extra Duty	$0	$0	$0	$0	$0	$0	$0
510610	Base Salary Adjustment	$0	$0	$0	$0	$0	$0	$0
Highway Other		**$693,360**	**$774,806**	**$698,634**	**$699,808**	**$351,406**	**$904,207**	**$708,624**
520010	Utility - Electricity	$16,065	$18,081	$21,000	$21,000	$9,568	$21,000	$21,000
520020	Utility - Natural Gas	$15,157	$17,169	$15,000	$15,000	$2,704	$15,000	$15,000
520040	Utility - Telephone	$4,640	$3,688	$7,000	$7,000	$1,633	$7,000	$7,000
520060	Utility - Water	$351	$353	$350	$350	$168	$400	$400

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
520070	Utility - Sewer	$153	$160	$250	$250	$60	$250	$250
520080	R & M - Equipment	$42,606	$36,138	$50,000	$50,000	$29,252	$50,000	$50,000
520090	R & M - Building	$28,319	$8,704	$20,000	$29,110	$18,383	$20,000	$20,000
520100	Advertising & Binding	$1,054	$1,350	$1,000	$1,000	$355	$1,000	$1,000
520110	Hospital & Medical	$0	$0	$500	$500	$0	$500	$500
520120	Data Processing	$0	$0	$0	$0	$0	$0	$0
520130	Professional Services	$38,861	$35,595	$35,000	$35,000	$19,171	$35,000	$35,000
520140	Rental of Equipment	$382,152	$416,537	$355,000	$358,999	$30,115	$355,000	$355,000
520180	Asphalt&Bit Contractors	$26,996	$37,134	$80,000	$85,078	$9,165	$80,000	$80,000
520220	Services-Not Classified	$0	$233	$0	$0	$0	$0	$0
540010	Automotive	$179,524	$188,420	$160,000	$162,218	$110,481	$175,000	$175,000
540030	Building	$14,668	$4,444	$10,000	$10,000	$9,664	$10,000	$10,000
540050	Sand, Stone & Gravel	$33,157	$25,662	$40,000	$40,000	$11,767	$40,000	$40,000
540060	Salt & Chemicals	$378,669	$340,912	$375,000	$375,000	$181,020	$375,000	$375,000
540070	Asphalt & Bit Materials	$25,403	$23,700	$30,000	$30,000	$25,211	$30,000	$30,000
540080	Pipe Fittings	$16,979	$4,853	$10,000	$10,000	$2,868	$10,000	$10,000
540100	Seed, Loam & Fertilizer	$0	$0	$500	$500	$1,946	$500	$500
540110	Public Safety	$7,364	$13,648	$15,000	$15,000	$15,517	$15,000	$15,000
540120	Clothing & Uniforms	$6,681	$7,762	$8,000	$8,000	$3,811	$8,000	$8,000
540140	Books Periodicals Subs	$0	$0	$200	$200	$0	$200	$200
540150	Print Postage Stationary	$71	$0	$200	$200	$7	$200	$200
540170	Medical & Dental	$1,024	$1,340	$1,500	$1,500	$675	$1,500	$1,500
540190	Custodial Supplies	$784	$1,284	$1,500	$1,500	$104	$1,500	$1,500
540220	Office Supplies	$337	$339	$500	$500	$67	$500	$500
540230	Supplies - Not Classified	$0	$50	$100	$100	$168	$100	$100
540240	Small Tools & Misc Equip	$3,459	$4,748	$7,500	$8,425	$7,179	$7,500	$7,500
570020	Dues & Memberships	$454	$458	$850	$850	$224	$850	$850
570030	Travel	$1,222	$581	$1,000	$1,000	$442	$1,000	$1,000
570040	Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0
570080	Inspection Fees	$1,953	$2,375	$3,200	$3,200	$1,445	$3,200	$3,200
570090	Damage Claims Reimbs	$381	$658	$2,500	$2,500	$0	$2,500	$2,500

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
570180	Other - Not Classified	$2,838	$3,394	$3,000	$3,000	$1,256	$3,000	$3,000
Highway OpEx		**$1,231,321**	**$1,199,769**	**$1,255,650**	**$1,276,981**	**$494,423**	**$1,270,700**	**$1,270,700**
571390	STM Art 6 Replace Dump Trucl	$0	$208,107	$0	$1,893	$756	$0	$0
580010	Office Equipment	$0	$0	$0	$0	$0	$0	$0
580030	Passenger Cars	$0	$0	$0	$0	$0	$0	$0
580040	Trucks & Tractors	$0	$0	$0	$0	$0	$0	$0
580060	Radio Equipment	$0	$0	$0	$0	$0	$0	$0
580070	Electrical & Mechanical	$0	$0	$61,000	$76,000	$77,000	$35,000	$35,000
580320	Heavy Equipment	$29,795	$0	$0	$0	$0	$0	$0
Highway Equip		**$29,795**	**$208,107**	**$61,000**	**$77,893**	**$77,756**	**$35,000**	**$35,000**
570000	Other Charges & Expend	$0	$0	$0	$0	$0	$0	$0
571400	STM Art 6 Highway Rep & Imp	$0	$0	$0	$484,955	$0	$0	$0
Highway SepAp		**$0**	**$0**	**$0**	**$484,955**	**$0**	**$0**	**$0**
Highway		**$2,087,175**	**$2,317,930**	**$2,148,592**	**$2,675,603**	**$1,002,811**	**$2,345,359**	**$2,149,776**

Employee Roster
Fiscal Year 2017
REQUESTED

Department: Highway

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Knipe, John	DH 4							E	$ 1,708.19			52.2	$ 89,167.52	$89,167.52
Hemmendinger, Karin	A-3							E	$ 23.07	18.75	$ 432.56	52.2	$ 22,579.76	$22,579.76
Nancy Jones	A-3							E	$ 23.07	18.75	$ 432.56	52.2	$ 22,579.76	$22,579.76
												FTE's	1.00	$45,159.53
Repekta, Nicholas	PT-3	D	$28.85	40.0	$ 1,154.00	5.8	$ 6,693.20	E	$30.15	40.0	$ 1,206.00	46.4	$ 55,958.40	$62,651.60
				Value of Step Increase $2,412.80										
Libbey, James	PT-2							E	$28.57	40.0	$ 1,142.80	52.2	$ 59,654.16	$59,654.16
Kimbal, Joel	W-7							D	$25.30	40.0	$ 1,012.00	26.2	$ 26,514.40	$26,514.40
								D	$25.55	40.0	$ 1,022.00	26.0	$ 26,572.00	$26,572.00
														$53,086.40
Baldinger, Keith	W-7							D	$25.30	40.0	$ 1,012.00	26.2	$ 26,514.40	$26,514.40
								D	$25.55	40.0	$ 1,022.00	26.0	$ 26,572.00	$26,572.00
														$53,086.40
Hayes, Edward	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Renaud, John	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Morin, Chad	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Bigwood, John	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Rupolo, Michael	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Beall, Timothy	W-6	B	$22.25	40.0	$ 890.00	10.2	$ 9,078.00	C	$23.16	40.0	$ 926.40	16.0	$ 14,822.40	$23,900.40

Employee Roster
Fiscal Year 2017
REQUESTED

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
				Value of Step Increase $1,547				C	$23.40	40.0	$ 936.00	26.0	$ 24,336.00	$24,336.00
														$48,236.40
New Position #1	W-6	A	$21.21	40	26.2	$ 848.40	$ 22,228.08	B	$22.47	40.0	$ 898.80	26.0	$ 23,368.80	$45,596.88
New Position #2	W-6	A	$21.21	40	26.2	$ 848.40	$ 22,228.08	B	$22.47	40.0	$ 898.80	26.0	$ 23,368.80	$45,596.88
New Position #3	W-6	A	$21.21	40	26.2	$ 848.40	$ 22,228.08	B	$22.47	40.0	$ 898.80	26.0	$ 23,368.80	$45,596.88
New Position #4	W-6	A	$21.21	40	26.2	$ 848.40	$ 22,228.08	B	$22.47	40.0	$ 898.80	26.0	$ 23,368.80	$45,596.88
			Value of Step Increases For New Positions $5,241.60											
									$ 5,241.60			FTE's	14.00	$711,954.48
Seasonal Employees														
Position #1	W-5	A	$22.25	176			$ 3,916.00	A	$22.47	336			$ 7,549.92	$11,465.92
Position #2	W-5	A	$22.25	176			$ 3,916.00	A	$22.47	336			$ 7,549.92	$11,465.92
Summer Laborer #1	M 7								$ 14.39	40.0	$ 575.60	13.20	$ 7,597.92	$7,597.92
Summer Laborer #2	M 7								$ 14.39	40.0	$ 575.60	13.20	$ 7,597.92	$7,597.92
Longevity							Total Departmental FTE's			17.00		FTE's	1.00	$38,127.68
Knipe, John	$450.00		$450.00											
Hemmendinger, Karin	$175.00													
Nancy Jones	$100.00		$275.00											
Repekta, Nicholas	$200.00													
Libbey, James	$300.00													
Hayes, Edward	$250.00													
Morin, Chad	$125.00													
Renaud, John	$125.00													
Rupolo, Michael	$125.00		$1,125											

Employee Roster
Fiscal Year 2017
RECOMMENDED

Department: Highway

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Knipe, John	DH 4							E	$ 1,708.19			52.2	$ 89,167.52	$89,167.52
Hemmendinger, Karin	A-3							E	$ 23.07	18.75	$ 432.56	52.2	$ 22,579.76	$22,579.76
Nancy Jones	A-3							E	$ 23.07	18.75	$ 432.56	52.2	$ 22,579.76	$22,579.76
												FTE's	1.00	$45,159.53
Repekta, Nicholas	PT-3	D	$28.85	40.0	$ 1,154.00	5.8	$ 6,693.20	E	$30.15	40.0	$ 1,206.00	46.4	$ 55,958.40	$62,651.60
				Value of Step Increase $2,412.80										
Libbey, James	PT-2							E	$28.57	40.0	$ 1,142.80	52.2	$ 59,654.16	$59,654.16
Kimbal, Joel	W-7							D	$25.30	40.0	$ 1,012.00	26.2	$ 26,514.40	$26,514.40
								D	$25.55	40.0	$ 1,022.00	26.0	$ 26,572.00	$26,572.00
														$53,086.40
Baldinger, Keith	W-7							D	$25.30	40.0	$ 1,012.00	26.2	$ 26,514.40	$26,514.40
								D	$25.55	40.0	$ 1,022.00	26.0	$ 26,572.00	$26,572.00
														$53,086.40
Hayes, Edward	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Renaud, John	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Morin, Chad	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Bigwood, John	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Rupolo, Michael	W-6							D	$24.10	40.0	$ 964.00	26.2	$ 25,256.80	$25,256.80
								D	$24.34	40.0	$ 973.60	26.0	$ 25,313.60	$25,313.60
														$50,570.40
Beall, Timothy	W-6	B	$22.25	40.0	$ 890.00	10.2	$ 9,078.00	C	$23.16	40.0	$ 926.40	16.0	$ 14,822.40	$23,900.40

Employee Roster
Fiscal Year 2017
RECOMMENDED

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
				Value of Step Increase $1,547				C	$23.40	40.0	$ 936.00	26.0	$ 24,336.00	$24,336.00
														$48,236.40
~~New Position #1~~	~~W-6~~	~~A~~	~~$21.21~~	~~40~~	~~26.2~~	~~$ 848.40~~	~~$ 22,228.08~~	~~B~~	~~$22.47~~	~~40.0~~	~~$ 898.80~~	~~26.0~~	~~$ 23,368.80~~	~~$45,596.88~~
~~New Position #2~~	~~W-6~~	~~A~~	~~$21.21~~	~~40~~	~~26.2~~	~~$ 848.40~~	~~$ 22,228.08~~	~~B~~	~~$22.47~~	~~40.0~~	~~$ 898.80~~	~~26.0~~	~~$ 23,368.80~~	~~$45,596.88~~
~~New Position #3~~	~~W-6~~	~~A~~	~~$21.21~~	~~40~~	~~26.2~~	~~$ 848.40~~	~~$ 22,228.08~~	~~B~~	~~$22.47~~	~~40.0~~	~~$ 898.80~~	~~26.0~~	~~$ 23,368.80~~	~~$45,596.88~~
~~New Position #4~~	~~W-6~~	~~A~~	~~$21.21~~	~~40~~	~~26.2~~	~~$ 848.40~~	~~$ 22,228.08~~	~~B~~	~~$22.47~~	~~40.0~~	~~$ 898.80~~	~~26.0~~	~~$ 23,368.80~~	~~$45,596.88~~
			~~Value of Step Increases For New Positions $5,241.60~~											
												FTE's	10.00	$529,566.96
Seasonal Employees														
Position #1	W-5	A	$22.25	176			$ 3,916.00	A	$22.47	336			$ 7,549.92	$11,465.92
Position #2	W-5	A	$22.25	176			$ 3,916.00	A	$22.47	336			$ 7,549.92	$11,465.92
~~Summer Laborer #1~~	~~M-7~~								~~$ 14.39~~	~~40.0~~	~~$ 575.60~~	~~13.20~~	~~$ 7,597.92~~	~~$7,597.92~~
~~Summer Laborer #2~~	~~M-7~~								~~$ 14.39~~	~~40.0~~	~~$ 575.60~~	~~13.20~~	~~$ 7,597.92~~	~~$7,597.92~~
Longevity							Total Departmental FTE's			12.50		FTE's	0.50	$22,931.84
Knipe, John	$450.00		$450.00											
Hemmendinger, Karin	$175.00													
Nancy Jones	$100.00		$275.00											
Repekta, Nicholas	$200.00													
Libbey, James	$300.00													
Hayes, Edward	$250.00													
Morin, Chad	$125.00													
Renaud, John	$125.00													
Rupolo, Michael	$125.00		$1,125											

Snow and Ice Control Expenditures
Fiscal Year 2007 to Present

Item	Expended FY 2007	Expended FY 2008	Expended FY 2009	Expended FY 2010	Expended FY 2011	Expended FY 2012	Expended FY 2013	Expended FY 2014	Expended FY 2015	Average Last (4) Yrs
Overtime	$110,233	$178,791	$142,752	$122,627	$137,802	$112,782	$157,231	$190,416	$219,644	$170,018
S & W Temporary				$33,030	$60,765	$34,211	$61,981	$46,723	$47,718	$47,658
Sub Total	$110,233	$178,791	$142,752	$155,657	$198,567	$146,993	$219,212	$237,139	$267,362	$217,677
Rental of Equipment	$82,428	$189,388	$200,755	$161,795	$279,865	$83,071	$238,440	$330,924	$380,955	$258,348
Winter Sand	$30,249	$20,184	$18,176	$31,452	$42,381	$8,521	$51,027	$32,306	$23,133	$28,747
Salt & Chemicals	$172,290	$324,362	$374,959	$366,584	$309,925	$145,929	$398,287	$378,669	$340,912	$315,949
Sub Total	$284,967	$533,934	$593,890	$559,831	$632,171	$237,521	$687,754	$741,899	$745,000	$603,044
Total	$395,200	$712,725	$736,642	$715,488	$830,738	$384,514	$906,966	$979,038	$1,012,362	$820,720

	Budget FY 2016	Expended To Date FY 2016	Request FY 2017	TM Recommend
Overtime**	$140,000	$44,242	$153,000	$155,000
S & W Temporary***	$33,855	$12,996	$38,128	$22,932
Sub Total	$173,855	$57,238	$191,128	$177,932
Rental of Equipment*	$358,999	$30,115	$355,000	$355,000
Winter Sand	$40,000	$11,767	$40,000	$40,000
Salt & Chemicals	$375,000	$181,020	$375,000	$375,000
Sub Total	$773,999	$222,902	$770,000	$770,000
Total	$947,854	$280,140	$961,128	$947,932

Budget	Spent	Balance	Percent Expended
$140,000	$44,242	$95,758	32%
$33,855	$12,996	$20,859	38%
$173,855	$57,238	$116,617	33%
$358,999	$30,115	$328,884	8%
$40,000	$11,767	$28,233	29%
$375,000	$181,020	$193,980	48%
$773,999	$222,902	$551,097	29%
$947,854	$280,140	$667,714	30%

* Not all rental of equipment is for snow and ice control. Other rental costs are catch basin cleaning, roadside mowing and other contractual work.
** Not all overtime is for Snow and Ice Control. Some funding will be required for the spring season
*** Not all temproary wages are paid out for Snow and Ice Control. Some funding will be required for the spring season
Note: Current balance in Automotive (540010) is $51,737 from original appropriation of $162,218

1/23/2016

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Highway

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520010	Utility - Electricity		$21,000	$21,000
		same as last year	$21,000	$21,000
Highway OpEx				
520020	Utility - Natural Gas		$15,000	$15,000
		same as last year	$15,000	$15,000
Highway OpEx				
520040	Utility - Telephone		$7,000	$7,000
		Same as last year	$7,000	$7,000
Highway OpEx				
520060	Utility - Water		$400	$400
		Due to rate increase	$400	$400
Highway OpEx				
520070	Utility - Sewer		$250	$250
		same as last year	$250	$250
Highway OpEx				
520080	R & M - Equipment		$50,000	$50,000

Highway OpEx

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520090	R & M - Building		$20,000	$20,000
		same as last year	$20,000	$20,000
Highway OpEx				
520100	Advertising & Binding		$1,000	$1,000
		same as last year	$1,000	$1,000
Highway OpEx				
520110	Hospital & Medical		$500	$500
		Same as last year	$500	$500
Highway OpEx				
520130	Professional Services		$35,000	$35,000
Highway OpEx				
520140	Rental of Equipment		$355,000	$355,000
Highway OpEx				
520180	Asphalt&Bit Contractors		$80,000	$80,000
		Same as last year	$80,000	$80,000
Highway OpEx				
540010	Automotive		$175,000	$175,000
Highway OpEx				
540030	Building		$10,000	$10,000
		same as last year	$10,000	$10,000
Highway OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540050	Sand, Stone & Gravel		$40,000	$40,000
Highway OpEx				
540060	Salt & Chemicals		$375,000	$375,000
		same as last year	$375,000	$375,000
Highway OpEx				
540070	Asphalt & Bit Materials		$30,000	$30,000
		Same as last year	$30,000	$30,000
Highway OpEx				
540080	Pipe Fittings		$10,000	$10,000
		same as last year	$10,000	$10,000
Highway OpEx				
540100	Seed, Loam & Fertilizer		$500	$500
		Same as last year	$500	$500
Highway OpEx				
540110	Public Safety		$15,000	$15,000
		same as last year	$15,000	$15,000
Highway OpEx				
540120	Clothing & Uniforms		$8,000	$8,000
		same as last year-Increase due to 4 new positions -clothing & boot allowance (includes clothing contractor increase)	$8,000	$8,000
Highway OpEx				
540140	Books Periodicals Subs		$200	$200
		Same as last year	$200	$200
Highway OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540150	Print Postage Stationary		$200	$200
		Same as last year	$200	$200
Highway OpEx				
540170	Medical & Dental		$1,500	$1,500
		same as last year	$1,500	$1,500
Highway OpEx				
540190	Custodial Supplies		$1,500	$1,500
		Same as last year	$1,500	$1,500
Highway OpEx				
540220	Office Supplies		$500	$500
		Same as last year	$500	$500
Highway OpEx				
540230	Supplies - Not Classified		$100	$100
		Same as last year	$100	$100
Highway OpEx				
540240	Small Tools & Misc Equip		$7,500	$7,500
		Same as last year	$7,500	$7,500
Highway OpEx				
570020	Dues & Memberships		$850	$850
		Same as last year	$850	$850
Highway OpEx				
570030	Travel		$1,000	$1,000
		Same as last year	$1,000	$1,000
Highway OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570080	Inspection Fees		$3,200	$3,200
		Same as last year	$3,200	$3,200
Highway OpEx				
570090	Damage Claims Reimbs		$2,500	$2,500
		unforeseen town property damages	$2,500	$2,500
Highway OpEx				
570180	Other - Not Classified		$3,000	$3,000
Highway OpEx			**$1,270,700**	**$1,270,700**
580070	Electrical & Mechanical		$35,000	$35,000
		Two power reversing 11'plows =$25,000 and one conveyor extention for combination body sander =$10,000	$35,000	$35,000
Highway Equip		Underbody scrapper	$0	$0
			$35,000	**$35,000**
			$0	**$0**
Highway			**$1,305,700**	**$1,305,700**

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Street Lighting 0424

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
520010 Utility - Electricity	$162,661	$154,054	$180,918	$180,918	$79,686	$180,035	$180,035
Street Lighting OpEx	**$162,661**	**$154,054**	**$180,918**	**$180,918**	**$79,686**	**$180,035**	**$180,035**
Street Lighting	**$162,661**	**$154,054**	**$180,918**	**$180,918**	**$79,686**	**$180,035**	**$180,035**

SELCO

SHREWSBURY ELECTRIC AND CABLE OPERATIONS

YOUR COMMUNITY PROVIDED ELECTRIC & CABLE SERVICES

Memo

To: Dan Morgado

From: Ralph Iaccarino

CC: Mike Hale, Paula Munro, Paula Brady, File

Date: December 10, 2015

Re: Street Light Budget FY 2017

The FY 2017 Street Light Budget is **$180,035** vs. FY 2016 of **$180,918**.

The FY 2017 Street Light Budget is 0.5% **Less** than the FY 2016 budget.

The FY 2017 per kWh cost is **$0.1146**, vs. FY 2016 of **$0.1154**.

The decrease in cost/kWh is due to an **increase** in kWh sales with a very slight increase in operating expenses.

SELCO continues with the LED street light replacement project that will eventually reduce the energy consumption required for street lighting. To offset this capital cost, SELCO will continue to use the existing consumption rates. Once the energy savings realized by the LED's equates to the capital cost of the LED fixtures, we will then use the LED actual kWhr consumption to calculate the street light budget.

5 year Street Light Budget Summary

FY YEAR	Budget	Cost/kWhr
2013	$167,974	$0.1077
2014	$163,007	$0.1043
2015	$162,226	$0.1038
2016	$180,918	$0.1154
2017	$180,035	$0.1146

Please see the attached worksheet for additional information.

Attachments: Street Lighting Budget FY 2017 VS. 2016

Street Lighting Budget Fiscal Year July 1st thru June 30th FY 2017

		FY2017	FY2016	Diff from prior yr
(1)	Losses – Write-Off Estimate (included in 1A)			
(1A)	Operating Expense Total (incl bad debt expense)			
	September YTD	$23,486,096	$23,438,916	
	October thru December Estimate	$7,828,699	$7,812,972	
(2)	Operating Expense Total	$31,314,795	$31,251,888	0.20%
(3)	In Lieu of Tax Payment	$237,569	$237,569	0.00%
(4)	Interest on Debt	$188,100	$189,320	-0.64%
(5)	Depreciation Expense	$1,642,299	$1,476,031	11.26%
	Total Expenses = (1) + (2) + (3) +(4) + (5)	$33,382,763	$33,154,808	0.69%
	KWH Sales thru September	218,413,421	215,541,895	1.33%
	Oct, Nov & Dec Estimate	72,804,477	71,847,298	
	Total kWhr Sales	291,217,898	287,389,193	1.33%
	Total Expenses	$33,382,763	$33,154,808	0.69%
	Total kWhr Sales	291,217,898	287,389,193	1.33%
	Cost Per kWhr = Total Expenses/Total kWhr Sales	$0.1146	$0.1154	-0.69%

(5) Corrected to Show 2015 Depreciation

0

Estimated Street Lighting Cost

Monthly Street Lighting kW				=	365.112
Additions kW (estimate 0 new 70W HPS)	0	x	0.082	=	0.0
Additions kW (estimate 0 new LED's)	10	x	0.100		1
Additions kW	0	x	0.150		0
Subtractions kW	0	x	0.210	=	0
Total Monthly Street Lighting kW				=	366.112
				=	
Annual Operating Hours				=	4291
	kw	x	**annual hours**	=	
Annual Streetlighting kWhr	366.112	x	4291	=	1,570,987
Annual Streetlighting Cost	**1,570,987**	**x**	**$0.1146**	**=**	**$180,035**
	Prior Year Annual Streetlighting Cost				$180,918
	% Diff from Prior Year Annual Streetlighting Cost				-0.49%

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Sewer **0440**

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$47,108	$48,081	$48,266	$49,231	$27,434	$49,043	$49,043
510100	Longevity	$0	$175	$175	$175	$175	$175	$175
Sewer PEA		**$47,108**	**$48,256**	**$48,441**	**$49,406**	**$27,609**	**$49,218**	**$49,218**
510010	S & W - Full Time	$21,825	$29,603	$53,256	$53,708	$34,380	$45,160	$54,534
510100	Longevity	$0	$125	$275	$275	$125	$275	$275
Sewer S&C		**$21,825**	**$29,728**	**$53,531**	**$53,983**	**$34,505**	**$45,435**	**$54,809**
510010	S & W - Full Time	$238,553	$226,364	$264,927	$265,577	$147,909	$269,150	$269,150
510030	S & W - Temporary	$3,195	$3,257	$5,011	$5,011	$3,508	$5,011	$5,011
510090	Overtime	$66,458	$65,901	$65,000	$65,000	$33,521	$68,000	$68,000
510100	Longevity	$825	$825	$1,225	$1,225	$1,050	$1,275	$1,275
510110	Work Incentive Program	$150	$50	$0	$0	$50	$0	$0
510610	Base Salary Adjustment	$0	$0	$0	$0	$0	$0	$0
Sewer Other		**$309,181**	**$296,398**	**$336,163**	**$336,813**	**$186,038**	**$343,436**	**$343,436**
520010	Utility - Electricity	$145,180	$156,666	$168,000	$168,000	$64,314	$170,000	$170,000
520020	Utility - Natural Gas	$1,888	$2,630	$4,000	$4,000	$1,160	$5,000	$5,000
520030	Utility - Heating Oil	$0	$0	$0	$0	$0	$0	$0
520040	Utility - Telephone	$2,614	$2,475	$5,500	$5,500	$799	$6,000	$6,000
520060	Utility - Water	$0	$0	$0	$0	$0	$0	$0
520070	Utility - Sewer	$0	$0	$0	$0	$0	$0	$0
520080	R & M - Equipment	$134,457	$173,226	$167,500	$167,500	$159,729	$170,000	$170,000
520090	R & M - Building	$885	$325	$2,500	$2,500	$0	$2,500	$2,500
520120	Data Processing	$0	$0	$0	$0	$0	$0	$0
520130	Professional Services	$602	$0	$500	$500	$0	$500	$500

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
520140	Rental of Equipment	$730	$0	$1,000	$1,000	$0	$1,000	$1,000
520150	R & M - Public Property	$0	$0	$1,000	$1,000	$0	$1,000	$1,000
520220	Services-Not Classified	$0	$6,081	$1,000	$1,000	$0	$1,000	$1,000
540010	Automotive	$11,135	$21,235	$12,000	$12,000	$13,250	$12,000	$12,000
540020	Oil & Fuel	$1,836	$925	$2,000	$2,000	$0	$2,000	$2,000
540030	Building	$0	$174	$1,000	$1,000	$0	$1,000	$1,000
540050	Sand, Stone & Gravel	$0	$0	$1,000	$1,000	$0	$1,000	$1,000
540060	Salt & Chemicals	$11,380	$15,083	$75,000	$75,000	$12,830	$75,000	$75,000
540070	Asphalt & Bit Materials	$0	$0	$500	$500	$0	$500	$500
540080	Pipe Fittings	$8,654	$3,544	$17,000	$17,000	$9,377	$17,500	$17,500
540100	Seed, Loam & Fertilizer	$0	$0	$500	$500	$0	$500	$500
540110	Public Safety	$0	$0	$500	$500	$0	$500	$500
540120	Clothing & Uniforms	$2,288	$3,433	$2,500	$2,500	$1,140	$2,500	$2,500
540140	Books Periodicals Subs	$0	$0	$500	$500	$0	$500	$500
540150	Print Postage Stationary	$0	$0	$500	$500	$0	$500	$500
540170	Medical & Dental	$217	$75	$500	$500	$0	$500	$500
540190	Custodial Supplies	$7,776	$8,259	$6,000	$6,000	$6,102	$6,000	$6,000
540220	Office Supplies	$0	$0	$500	$500	$1,000	$500	$500
540230	Supplies - Not Classified	$0	$0	$0	$0	$0	$0	$0
540240	Small Tools & Misc Equip	$11,011	$13,475	$8,000	$8,000	$9,945	$8,500	$8,500
540260	Public Works	$0	$0	$0	$0	$0	$0	$0
540330	Pump Parts & Maintenance	$4,041	$5,190	$22,000	$22,000	$9,660	$22,000	$22,000
570020	Dues & Memberships	$0	$0	$1,000	$1,000	$0	$1,000	$1,000
570030	Travel	$392	$755	$2,000	$2,000	$75	$2,000	$2,000
570040	Insurance & Bonds	$60	$0	$0	$0	$0	$0	$0
570080	Inspection Fees	$0	$0	$0	$0	$0	$0	$0
570090	Damage Claims Reimbs	$0	$306	$35,000	$35,000	$0	$35,000	$35,000
570180	Other - Not Classified	$299	$216	$0	$0	$192	$0	$0
Sewer OpEx		**$345,446**	**$414,073**	**$539,000**	**$539,000**	**$289,572**	**$546,000**	**$546,000**
580030	Passenger Cars	$0	$0	$0	$0	$0	$0	$0

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
580070 Electrical & Mechanical	$0	$0	$0	$0	$0	$0	$0
Sewer Equip	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
569910 Upper Blackstone District	$32,135	$85,063	$65,000	$65,000	$60,000	$70,000	$70,000
569920 Westboro Treatment Plant	$3,828,326	$3,654,423	$4,406,540	$4,406,540	$3,801,065	$4,251,921	$4,326,700
569950 Grafton Sewer Department	$0	$267	$10,000	$10,000	$0	$10,000	$10,000
585010 General Sewer Construction	$0	$0	$0	$0	$0	$0	$0
Sewer SepAp	**$3,860,461**	**$3,739,754**	**$4,481,540**	**$4,481,540**	**$3,861,065**	**$4,331,921**	**$4,406,700**
Sewer	**$4,584,021**	**$4,528,208**	**$5,458,675**	**$5,460,742**	**$4,398,790**	**$5,316,009**	**$5,400,162**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Sewer

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Robert Tozeski	DH-5							E		37.50	$1,879.04	26.10	$49,042.94	$49,042.94
Mary Budzinski	A-3							E	$23.07	18.75	$432.56	52.20	$22,579.76	$22,579.76
Sharon Horne	A-3							E	$23.07	18.75	$432.56	52.20	$22,579.76	$22,579.76
Dawn Varjabedian	A-2	D	$19.83	9.00	45.00	$178.47	$8,031.15	E	$20.72	9.00	$186.48	7.20	$1,342.66	$9,373.81
														$54,533.33
Paul Gallagher	PT-3							E	$30.15	40.00	$1,206.00	26.10	$31,476.60	$31,476.60
John Decillis	PT-4							E	$31.80	40.00	$1,272.00	26.10	$33,199.20	$33,199.20
David Giannino	W-6							D	$24.10	40.00	$964.00	26.20	$25,256.80	$25,256.80
David Giannino	W-6							D	$24.34	40.00	$973.60	26.00	$25,313.60	$25,313.60
Larry Leone	W-6							D	$24.45	40.00	$978.00	26.20	$25,623.60	$25,623.60
Larry Leone	W-6							D	$24.69	40.00	$987.60	26.00	$25,677.60	$25,677.60
Steven Olson	W-6							D	$24.45	40.00	$978.00	26.20	$25,623.60	$25,623.60
Steven Olson	W-6							D	$24.69	40.00	$987.60	26.00	$25,677.60	$25,677.60
John Lee	W-6							D	$24.45	40.00	$978.00	26.20	$25,623.60	$25,623.60
John Lee	W-6							D	$24.69	40.00	$987.60	26.00	$25,677.60	$25,677.60
														$269,149.80
Summer Laborer									$10.44	480.00				$5,011.20
													FTE's	7.22

Longevity Payments

Name	Amount	Apprtn	
Robert Tozeski	$350	$175	$175
Mary Budzinski	$250	$125	
Sharon Horne	$300	$150	$275
David Giannino	$450		
Larry Leone	$350		
Steven Olson	$125		
Paul Gallagher	$350	$175	
John Decillis	$350	$175	$1,275.00

	WWTP DEBT PROJECTIONS AS OF 2/5/2015	Estimate	Estimate	Estimate	Estimate	Estimate
		FY2015	FY2016	FY2017	FY2018	FY2019
2021	WWTF Assabet Collaborative = 17% for WTPB	$3,746	$3,608	$3,471	$3,321	$3,157
2020	WWTF 1.675Mill Clarifiers	$107,292	$97,695	$93,547	$89,225	$86,250
2026	WWTF Improvements 2.665 (wwtp = 714,600)	$0	$0	$0	$0	$0
2026	WWTF Impr 2.665 (wwtp = 714,600) REFUNDED 8/23/2013	$48,368	$47,178	$45,003	$44,013	$42,693
2021	WWTF WCMP = 68.3% FOR WTPB	$6,530	$6,530	$6,530	$6,530	$6,530
2031	WWTP $17,616,167 - WPAT @ 20Yr Borrow 2%	$1,068,654	$1,068,654	$1,068,654	$1,068,654	$1,068,654
2033	WWTP $29,358,537 - WPAT @ 20Yr Borrow - 0%	$1,504,620	$1,506,719	$1,508,828	$1,510,948	$1,513,076
2031	FY11 Perm Borrow 11.8 (wwtp = 2,365,353)	$184,724	$178,154	$173,876	$169,600	$164,880
2034	WWTP $750,000 - WPAT @ 20Yr Borrow - 2%	$57,213	$45,391	$45,444	$45,500	$45,556
	One Time Loan Origination	$4,125	$0	$0	$0	$0
	Administrative WPAT Charges	$64,486	$61,158	$57,795	$54,447	$50,967
	Total Capital Projects for W W T F	$3,049,758	$3,015,087	$3,003,148	$2,992,238	$2,981,763
			60% Share	$1,801,889.09		
			Current O& M Budget	$4,208,018.00		
			60% Share	$2,524,810.80		
			Total WWTP	$4,326,699.89		

Analysis of Flow - WWTP
December 2015

	Westborough			Shrewsbury			Hopkinton			Total		Shrewsbury Deviation to Total Change	Westborough Deviation to Total Change
	MGD	Change	% of Flow	MGD	Change	% of Flow	MGD	Change	% of Flow	MGD	Change	MGD	
FY 2010	2.370		34.55%	4.130		60.20%	0.360		5.25%	6.860			
FY 2011	2.020	-14.77%	34.53%	3.550	-14.04%	60.68%	0.280	-22.22%	4.79%	5.850	-14.72%	0.028	-0.001
FY 2012	2.162	7.03%	35.17%	3.730	5.07%	60.67%	0.256	-8.57%	4.16%	6.148	5.09%	-0.001	0.039
FY 2013	2.027	-6.24%	35.63%	3.438	-7.83%	60.43%	0.224	-12.50%	3.94%	5.689	-7.47%	-0.014	0.026
FY 2014	1.954	-3.60%	36.02%	3.236	-5.88%	59.65%	0.235	4.91%	4.33%	5.425	-4.64%	-0.042	0.021
FY 2015	2.011	2.92%	37.62%	3.086	-4.64%	57.74%	0.248	5.53%	4.64%	5.345	-1.47%	-0.102	0.086

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Sewer

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520010	Utility - Electricity		$170,000	$170,000
		Electrical costs for 37 pump stations plus rate increase rom the Light Department	$170,000	$170,000
Sewer OpEx				
520020	Utility - Natural Gas		$5,000	$5,000
		Eight pumping stations use natural gas.	$5,000	$5,000
Sewer OpEx				
520040	Utility - Telephone		$6,000	$6,000
		Town Hall and South St yard phone charges @ $250/month. Start of transition of a portion of the sewer stations over to the Town cable network for communications.More stations to be transferred this year	$6,000	$6,000
Sewer OpEx				
520080	R & M - Equipment		$170,000	$170,000
		Additional stations requiring more maintenance work.Pump repair work and replacements	$170,000	$170,000
Sewer OpEx		Add chemical feed equipment to (3) stations	$0	$0
520090	R & M - Building		$2,500	$2,500
Sewer OpEx				
520130	Professional Services		$500	$500
Sewer OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520140	Rental of Equipment		$1,000	$1,000
Sewer OpEx				
520150	R & M - Public Property		$1,000	$1,000
Sewer OpEx				
520220	Services-Not Classified		$1,000	$1,000
Sewer OpEx				
540010	Automotive		$12,000	$12,000
		Preventative maintenance program has been expanded for the vehicles	$12,000	$12,000
Sewer OpEx				
540020	Oil & Fuel		$2,000	$2,000
		Diesel fuel for the Maple & Rolfe Ave stations	$2,000	$2,000
Sewer OpEx				
540030	Building		$1,000	$1,000
Sewer OpEx				
540050	Sand, Stone & Gravel		$1,000	$1,000
Sewer OpEx				
540060	Salt & Chemicals		$75,000	$75,000
		Adding bioxide @ Rolfe Ave and Arrowwood Dr stations for for odor and corrosion control	$75,000	$75,000
Sewer OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540070	Asphalt & Bit Materials		$500	$500
Sewer OpEx				
540080	Pipe Fittings		$17,500	$17,500
		Piping and various parts used throughout the collection system	$17,500	$17,500
Sewer OpEx				
540100	Seed, Loam & Fertilizer		$500	$500
Sewer OpEx				
540110	Public Safety		$500	$500
Sewer OpEx				
540120	Clothing & Uniforms		$2,500	$2,500
		Three men @ $535 each -clothing allowance/Add $535 for 4th person. Various other weather and environmental gear throughout the year	$2,500	$2,500
Sewer OpEx				
540140	Books Periodicals Subs		$500	$500
		Training books and materials for wastewater certification exam	$500	$500
Sewer OpEx				
540150	Print Postage Stationary		$500	$500
Sewer OpEx				
540170	Medical & Dental		$500	$500
Sewer OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540190	Custodial Supplies		$6,000	$6,000
		Cleaning supplies for the stations and degreasers for the station wet wells	$6,000	$6,000
Sewer OpEx				
540220	Office Supplies		$500	$500
Sewer OpEx				
540240	Small Tools & Misc Equip		$8,500	$8,500
		Equipment for trucks and job sites	$8,500	$8,500
Sewer OpEx				
540330	Pump Parts & Maintenance		$22,000	$22,000
		Inventory of pump seals-bearings and other miscellaneous station parts	$22,000	$22,000
Sewer OpEx				
570020	Dues & Memberships		$1,000	$1,000
		Costs to cover wastewater licences for personnel	$1,000	$1,000
Sewer OpEx				
570030	Travel		$2,000	$2,000
		Wastewater meetings or seminars and classes	$2,000	$2,000
Sewer OpEx				
570090	Damage Claims Reimbs		$35,000	$35,000
		Damage claims from sewer backups. Larger amount due to no longer funded from the insurance account	$35,000	$35,000
Sewer OpEx				
			$546,000	**$546,000**
			$0	**$0**

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
569910	Upper Blackstone District		$70,000	$70,000
		Payment for Goddard Park -Ek court properties for Worcester and Upper Blackstone. Increases from the City of Worcester and increased usage at the new Table Talk facility on Bowditch Dr. Thls is esssentially a pass through account	$70,000	$70,000
Sewer SepAp				
569920	Westboro Treatment Plant		$4,251,921	$4,326,700
		60% of WWTP O&M Budget Estimate of $4,208,018 = $2,524,811	$4,251,921	$4,326,700
Sewer SepAp		60% of WWTP debt service of $2,878,516 = $1,727,110 60.2% of WWTP Debt Service of $2,013,442. Budget projection as of 4/13/2011	$0	$0
569950	Grafton Sewer Department		$10,000	$10,000
		Pass through sewer cost for the State Street bank facility located in Shrewsbury but serviced by the Grafton Sewer Department. We are reimbursed by State Street for their quarterly sewer expenses.	$10,000	$10,000
Sewer SepAp				
			$4,331,921	**$4,406,700**
Sewer			**$4,877,921**	**$4,952,700**

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Water **0450**

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$47,469	$48,081	$48,265	$49,231	$27,434	$49,043	$49,043
510080	Sick Leave Plan II	$1,806	$1,842	$0	$0	$1,879	$0	$0
510100	Longevity	$0	$175	$175	$175	$175	$175	$175
Water PEA		**$49,275**	**$50,099**	**$48,440**	**$49,406**	**$29,488**	**$49,218**	**$49,218**
510010	S & W - Full Time	$65,234	$66,512	$53,256	$54,612	$25,494	$45,160	$45,160
510020	S & W - Part Time	$0	$0	$0	$0	$0	$18,748	$9,374
510080	Sick Leave Plan II	$831	$848	$0	$0	$1,557	$0	$0
510090	Overtime	$103	$0	$0	$0	$0	$0	$0
510100	Longevity	$300	$425	$275	$275	$425	$275	$275
Water S&C		**$66,468**	**$67,785**	**$53,531**	**$54,887**	**$27,476**	**$64,182**	**$54,808**
510010	S & W - Full Time	$345,506	$332,072	$311,603	$313,490	$179,549	$316,657	$316,567
510020	S & W - Part Time	$0	$0	$0	$0	$349	$0	$0
510030	S & W - Temporary	$3,564	$3,257	$5,011	$5,011	$2,673	$5,011	$5,011
510080	Sick Leave Plan II	$927	$1,182	$0	$0	$2,174	$0	$0
510090	Overtime	$70,985	$90,987	$85,000	$85,000	$47,675	$88,000	$88,000
510100	Longevity	$1,950	$2,000	$2,050	$2,050	$2,225	$1,850	$1,850
510110	Work Incentive Program	$50	$100	$0	$0	$0	$0	$0
510610	Base Salary Adjustment	$0	$0	$0	$0	$0	$0	$0
Water Other		**$422,982**	**$429,599**	**$403,664**	**$405,551**	**$234,644**	**$411,518**	**$411,429**
520010	Utility - Electricity	$161,791	$146,864	$168,000	$168,000	$76,926	$170,000	$170,000
520020	Utility - Natural Gas	$16,786	$18,330	$15,000	$15,000	$4,434	$15,000	$15,000
520040	Utility - Telephone	$6,832	$7,809	$10,000	$10,000	$3,817	$10,000	$10,000
520080	R & M - Equipment	$83,687	$150,125	$95,000	$95,000	$84,774	$95,000	$95,000

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
520090	R & M - Building	$1,376	$0	$15,000	$15,000	$500	$15,000	$15,000
520100	Advertising & Binding	$2,461	$612	$3,000	$3,000	$1,224	$3,500	$3,500
520120	Data Processing	$0	$0	$0	$0	$0	$0	$0
520130	Professional Services	$37,639	$33,249	$85,000	$85,000	$19,600	$50,000	$85,000
520140	Rental of Equipment	$153	$2,152	$2,000	$2,000	$2,530	$2,000	$2,000
520150	R & M - Public Property	$3,670	$12,364	$50,000	$50,000	$21,917	$50,000	$50,000
520220	Services-Not Classified	$2,341	$6,758	$5,000	$5,000	$0	$5,000	$5,000
540010	Automotive	$31,840	$45,740	$42,500	$42,500	$25,827	$43,000	$43,000
540020	Oil & Fuel	$0	$0	$1,000	$1,000	$513	$1,000	$1,000
540030	Building	$0	$244	$10,000	$10,000	$0	$10,000	$10,000
540050	Sand, Stone & Gravel	$25,755	$11,130	$30,000	$30,000	$31,981	$32,000	$32,000
540070	Asphalt & Bit Materials	$12,627	$11,320	$50,000	$50,000	$6,677	$50,000	$50,000
540080	Pipe Fittings	$141,715	$83,694	$92,500	$92,500	$46,873	$93,000	$93,000
540090	Water Meter Parts	$45	$0	$7,500	$7,500	$518	$8,000	$8,000
540100	Seed, Loam & Fertilizer	$261	$396	$2,500	$2,500	$330	$2,500	$2,500
540110	Public Safety	$0	$0	$1,000	$1,000	$0	$1,000	$1,000
540120	Clothing & Uniforms	$6,921	$10,008	$6,000	$6,079	$5,810	$6,000	$6,000
540140	Books Periodicals Subs	$257	$88	$1,000	$1,000	$482	$1,000	$1,000
540150	Print Postage Stationary	$4,003	$3,346	$13,000	$13,000	$4,554	$13,000	$13,000
540170	Medical & Dental	$225	$375	$1,000	$1,000	$75	$1,000	$1,000
540190	Custodial Supplies	$1,869	$1,751	$5,000	$5,000	$1,041	$5,000	$5,000
540220	Office Supplies	$3,213	$2,730	$3,500	$3,500	$5,830	$4,000	$4,000
540240	Small Tools & Misc Equip	$22,230	$31,398	$22,000	$22,000	$22,568	$25,000	$25,000
540260	Public Works	$0	$0	$0	$0	$0	$0	$0
540330	Pump Parts & Maintenance	$0	$668	$6,000	$6,000	$0	$6,000	$6,000
570020	Dues & Memberships	$960	$578	$4,500	$4,500	$510	$4,500	$4,500
570030	Travel	$15,130	$12,177	$7,500	$7,500	$3,977	$7,500	$7,500
570040	Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0
570080	Inspection Fees	$0	$0	$350	$350	$0	$400	$400
570090	Damage Claims Reimbs	$209	$861	$1,000	$1,000	$0	$1,000	$1,000
570180	Other - Not Classified	$4,563	$2,739	$8,000	$8,000	$1,857	$8,000	$8,000

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
570560 DEP Water Assessment	$11,463	$11,341	$12,000	$12,000	$10,851	$12,000	$12,000
Water OpEx	**$600,021**	**$608,844**	**$775,850**	**$775,929**	**$385,995**	**$750,400**	**$785,400**
580040 Trucks & Tractors	$0	$0	$0	$0	$0	$0	$0
580070 Electrical & Mechanical	$0	$0	$0	$0	$0	$0	$0
580090 New Water Meters	$24,075	$0	$0	$0	$0	$0	$0
580120 Equip - Not Classified	$0	$0	$0	$35,000	$0	$0	$0
Water Equip	**$24,075**	**$0**	**$0**	**$35,000**	**$0**	**$0**	**$0**
510010 S & W - Full Time	$115,329	$116,792	$119,373	$119,373	$67,117	$121,279	$121,279
510080 Sick Leave Plan II	$1,268	$1,281	$0	$0	$1,321	$0	$0
510090 Overtime	$17,815	$20,982	$27,000	$27,000	$10,632	$28,000	$27,000
520010 Utility - Electricity	$0	$0	$0	$0	$12	$0	$0
520020 Utility - Natural Gas	$0	$0	$6,500	$6,500	$0	$7,000	$6,000
520040 Utility - Telephone	$0	$0	$0	$0	$0	$0	$0
520080 R & M - Equipment	$0	$0	$0	$0	$0	$0	$0
540060 Salt & Chemicals	$444,055	$495,357	$528,500	$528,500	$269,086	$538,000	$537,000
580240 Water Treatment Ops	$0	$0	$0	$0	$0	$0	$0
Water SepAp	**$578,467**	**$634,412**	**$681,373**	**$681,373**	**$348,168**	**$694,279**	**$691,279**
Water	**$1,741,287**	**$1,790,739**	**$1,962,859**	**$2,002,145**	**$1,025,771**	**$1,969,598**	**$1,992,134**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Water

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Robert Tozeski	DH-5							E		37.50	$1,879.04	26.10	$49,042.94	$49,042.94
Mary Budzinski	A-3							E	$23.07	18.75	$432.56	52.20	$22,579.76	$22,579.76
Sharon Horne	A-3							E	$23.07	18.75	$432.56	52.20	$22,579.76	$22,579.76
Dawn Varjabedian	A-2	D	$19.83	9.00	45.00	$178.47	$8,031.15	E	$20.72	9.00	$186.48	7.20	$1,342.66	$9,373.81
														$54,533.33
Paul Gallagher	PT-3							E	$30.15	40.00	$1,206.00	26.10	$31,476.60	$31,476.60
John Decillis	PT-4							E	$31.80	40.00	$1,272.00	26.10	$33,199.20	$33,199.20
Roger Hunter	W-4							E	$22.25	40.00	$890.00	26.20	$23,318.00	$23,318.00
Roger Hunter	W-4							E	$22.47	40.00	$898.80	26.00	$23,368.80	$23,368.80
Steven Ambach	W-6							D	$24.45	40.00	$978.00	26.20	$25,623.60	$25,623.60
Steven Ambach	W-6							D	$24.69	40.00	$987.60	26.00	$25,677.60	$25,677.60
Richard Nolli	W-6							D	$24.45	40.00	$978.00	26.20	$25,623.60	$25,623.60
Richard Nolli	W-6							D	$24.69	40.00	$987.60	26.00	$25,677.60	$25,677.60
Andrew Wall	W-6							D	$24.45	40.00	$978.00	26.20	$25,623.60	$25,623.60
Andrew Wall	W-6							D	$24.69	40.00	$987.60	26.00	$25,677.60	$25,677.60
Jay Wheeler	W-6							D	$24.45	40.00	$978.00	26.20	$25,623.60	$25,623.60
Jay Wheeler	W-6							D	$24.69	40.00	$987.60	26.00	$25,677.60	$25,677.60
														$316,567.40
Summer Laborer									$10.44	480.00				$5,011.20

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Stephen Johnson	PAT-18							E	$33.35	40.00	$1,334.00	26.20	$34,950.80	$34,950.80
Stephen Johnson	PAT-18							E	$33.68	40.00	$1,347.20	26.00	$35,027.20	$35,027.20
Richard Fox	W-6							D	$24.45	40.00	$978.00	26.20	$25,623.60	$25,623.60
Richard Fox	W-6							D	$24.69	40.00	$987.60	26.00	$25,677.60	$25,677.60
														$121,279.20
													FTE's	10.22

Longevity Payments

Name	Amount	Apprtn	Total
Robert Tozeski	$350	$175	$175
Mary Budzinski	$250	$125	
Sharon Horne	$300	$150	$450
Steven Ambach	$350		
Stephen Johnson	$350		
Richard Fox	$400		
Richard Nolli	$400		
Paul Gallagher	$350	$175	
John Decillis	$350	$175	$1,850

Detail Summary
Water Department Operations
Account 01-0450-09

Account Number	Account	Expended FY 2010	Expended FY 2011	Expended FY 2012	Expended FY 2013	Expended FY 2014	Expended FY 2015	Budget FY 2016	Request FY 2017	Recommend FY 2018
510010	S & W Full Time	$107,851	$108,666	$109,803	$111,417	$115,329	$116,792	$119,373	$121,279	$121,279
510080	Sick Leave Plan II	$1,195	$1,195	$1,219	$1,244	$1,268	$1,281	$0	$0	$0
510090	Overtime	$17,560	$20,654	$18,718	$18,162	$17,815	$20,982	$27,000	$28,000	$27,000
520010	Utility - Electric	$268,517	$286,330	$266,934	$271,443	$220,977	$324,746	$285,000	$290,000	$290,000
520020	Utility - Gas	$229	$44	$29	$17	$0	$0	$6,500	$7,000	$6,000
520040	R & M - Equipment	$2,055	$688	$0	$73	$0	$0	$0	$0	$0
520060	Salt & Chemicals	$144,151	$159,626	$138,364	$127,195	$166,635	$122,121	$160,000	$162,000	$162,000
520060	Plant Supplies	$2,426	$464	$3,519	$1,100	$1,314	$1,279	$5,000	$6,000	$5,000
520060	Lab Support	$7,795	$5,532	$3,830	$11,914	$13,261	$7,268	$8,500	$10,000	$10,000
520060	Contractual Services	$25,937	$22,207	$54,276	$22,073	$41,869	$39,943	$70,000	$70,000	$70,000
580240	Water Treatment Ops	$39	$39	$2,438	$1	$0	$0	$0	$0	$0
		$577,755	$605,445	$599,130	$564,639	$578,468	$634,412	$681,373	$694,279	$691,279
	Calciquest	$19,795	$28,565	$18,428	$13,669	$15,660	$20,943	$20,000	$22,000	$22,000
	Fluoride	$21,488	$13,664	$19,710	$13,644	$13,185	$12,671	$25,000	$25,000	$25,000
	Chlorine	$6,600	$11,471	$12,200	$9,200	$18,300	$20,100	$15,000	$15,000	$15,000
	KOH	$96,268	$105,926	$88,026	$90,682	$91,642	$68,407	$100,000	$100,000	$100,000
	Other	$0	$0	$0	$0	$27,848	$0	$0	$0	$0
	Total S&C	$144,151	$159,626	$138,364	$127,195	$166,635	$122,121	$160,000	$162,000	$162,000
	Total For 520060	$448,865	$474,198	$469,361	$433,726	$444,056	$495,357	$528,500	$538,000	$537,000

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Water

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520010	Utility - Electricity		$170,000	$170,000
		Amount to cover last years rate increase from the municipal light department	$170,000	$170,000
Water OpEx				
520020	Utility - Natural Gas		$15,000	$15,000
		Natural Gas for South Street Yard,W.M.St. and Oak St. Boosters.	$15,000	$15,000
Water OpEx				
520040	Utility - Telephone		$10,000	$10,000
		Charges for telphones and cable service for water and sewer system monitoring	$10,000	$10,000
Water OpEx				
520080	R & M - Equipment		$95,000	$95,000
		Contracted services involving electrical and mechanical work throughout the system.	$95,000	$95,000
Water OpEx				
520090	R & M - Building		$15,000	$15,000
		Work throughout the year maintaining various building structures	$15,000	$15,000
Water OpEx				
520100	Advertising & Binding		$3,500	$3,500
		Increase in advertising costs for classified bids in the T&G and other legal requirements for advertisements	$3,500	$3,500
Water OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520130	Professional Services		$50,000	$85,000
		Increased lab analysis required by DEP and other additional stream testing especially considering our new water management permit	$50,000	$50,000
Water OpEx		Water Conservation Program Expenses Program to focus on education, promotion	$0	$10,000
		Adding $25,000 for Engineering and Compliance issues with the Water Management Act	$0	$25,000
520140	Rental of Equipment		$2,000	$2,000
Water OpEx				
520150	R & M - Public Property		$50,000	$50,000
		Various maintenance projects around the stations and tanks .	$50,000	$50,000
Water OpEx				
520220	Services-Not Classified		$5,000	$5,000
Water OpEx				
540010	Automotive		$43,000	$43,000
		We are doing more preventative maintenance on the vehicles plus some larger repair items on our older equipment	$43,000	$43,000
Water OpEx				
540020	Oil & Fuel		$1,000	$1,000
		Fifty gallon oil drums and other lubricants for vehicle maintenance	$1,000	$1,000
Water OpEx				
540030	Building		$10,000	$10,000
		Various maintenance projects at pump station buildings and treatment plant	$10,000	$10,000
Water OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540050	Sand, Stone & Gravel		$32,000	$32,000
		Gravel for water repair work throughout Town. Some increases in the cost of materials.	$32,000	$32,000
Water OpEx				
540070	Asphalt & Bit Materials		$50,000	$50,000
		Increases in fuel costs reflecting in higher asphalt costs	$50,000	$50,000
Water OpEx				
540080	Pipe Fittings		$93,000	$93,000
		Expenditure for brass items,pipes and other related items. Significant cost increases in all brass items with no lead requirements in effect	$93,000	$93,000
Water OpEx				
540090	Water Meter Parts		$8,000	$8,000
		Costs for odd size meters we encounter in some larger installations	$8,000	$8,000
Water OpEx				
540100	Seed, Loam & Fertilizer		$2,500	$2,500
Water OpEx				
540110	Public Safety		$1,000	$1,000
		Miscellaneous items such as safety vests,cones etc.	$1,000	$1,000
Water OpEx				
540120	Clothing & Uniforms		$6,000	$6,000
		Clothing and boot cost of $535 per man (10 people) one w/uniform @ $500 plus boots @$150 =$6,000	$6,000	$6,000
Water OpEx				
540140	Books Periodicals Subs		$1,000	$1,000
		Books for training and other related purposes	$1,000	$1,000
Water OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540150	Print Postage Stationary		$13,000	$13,000
		Postage for bills -cost of printing of annual water quality reports.Various water customer notices	$13,000	$13,000
Water OpEx				
540170	Medical & Dental		$1,000	$1,000
		Medical supplies for South St yard and pump stations	$1,000	$1,000
Water OpEx				
540190	Custodial Supplies		$5,000	$5,000
		Floor waxes and miscellaneous cleaners	$5,000	$5,000
Water OpEx				
540220	Office Supplies		$4,000	$4,000
Water OpEx				
540240	Small Tools & Misc Equip		$25,000	$25,000
		Tools for the trucks - various small electrical and mechanical components	$25,000	$25,000
Water OpEx				
540330	Pump Parts & Maintenance		$6,000	$6,000
		Cost of replacement pump parts for well sources and booster stations	$6,000	$6,000
Water OpEx				
570020	Dues & Memberships		$4,500	$4,500
		Professional organization memberships including Mass Coalition for water resource stewardship	$4,500	$4,500
Water OpEx				
570030	Travel		$7,500	$7,500
		Cost of continuing education credits for certification license renewals. Classes for drinking water license testing	$7,500	$7,500
Water OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570080	Inspection Fees		$400	$400
		Increased inspection fees under the new state regulations	$400	$400
Water OpEx				
570090	Damage Claims Reimbs		$1,000	$1,000
		Damage claims throughout the year	$1,000	$1,000
Water OpEx				
570180	Other - Not Classified		$8,000	$8,000
Water OpEx				
570560	DEP Water Assessment		$12,000	$12,000
		State Dep Clean Water Drinking Act implementation costs of $8.50/ million gallons of water pumped	$12,000	$12,000
Water OpEx				
			$750,400	**$785,400**
			$0	**$0**
520020	Utility - Natural Gas		$7,000	$6,000
		Heating and generator run costs	$7,000	$6,000
Water SepAp				
540060	Salt & Chemicals		$538,000	$537,000
		Electrical costs based on average of 6000/kwh/daily = $290,000 plus 12 % overall rate increase from the Light Department	$290,000	$290,000
Water SepAp				
			$545,000	**$543,000**
Water			**$1,295,400**	**$1,328,400**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Cemetery 0491

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010 S & W - Full Time	$17,141	$17,383	$17,417	$17,766	$9,908	$17,851	$17,851
Cemetery PEA	**$17,141**	**$17,383**	**$17,417**	**$17,766**	**$9,908**	**$17,851**	**$17,851**
510010 S & W - Full Time	$8,314	$8,247	$8,479	$8,651	$8,650	$8,651	$8,651
510020 S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
Cemetery S&C	**$8,314**	**$8,247**	**$8,479**	**$8,651**	**$8,650**	**$8,651**	**$8,651**
510010 S & W - Full Time	$29,253	$30,856	$30,979	$31,597	$22,634	$30,769	$30,769
510030 S & W - Temporary	$0	$0	$0	$0	$0	$0	$0
510080 Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510090 Overtime	$1,940	$0	$2,000	$2,000	$226	$2,000	$2,000
510100 Longevity	$0	$0	$0	$0	$0	$0	$0
510110 Work Incentive Program	$0	$0	$0	$0	$0	$0	$0
510610 Base Salary Adjustment	$0	$0	$0	$0	$0	$0	$0
Cemetery Other	**$31,194**	**$30,856**	**$32,979**	**$33,597**	**$22,860**	**$32,769**	**$32,769**
520010 Utility - Electricity	$1,968	$1,798	$0	$0	$275	$0	$0
520020 Utility - Natural Gas	$1,151	$1,544	$0	$0	$345	$0	$0
520040 Utility - Telephone	$177	$136	$0	$0	$40	$0	$0
520060 Utility - Water	$214	$214	$0	$0	$178	$0	$0
520070 Utility - Sewer	$5	$5	$0	$0	$5	$0	$0
520080 R & M - Equipment	$262	$67	$0	$0	$715	$0	$0
520090 R & M - Building	$2,100	$5,833	$0	$0	$1,556	$0	$0
520100 Advertising & Binding	$170	$170	$0	$0	$218	$0	$0
520130 Professional Services	$2	$0	$0	$0	$0	$0	$0
520140 Rental of Equipment	$0	$0	$0	$0	$0	$0	$0

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
520150	R & M - Public Property	$1,973	$34	$0	$0	$980	$0	$0
520160	Removal Tree Trim, Rubbish	$0	$0	$0	$0	$3,000	$0	$0
520220	Services-Not Classified	$0	$5,210	$0	$0	$0	$0	$0
520810	Grounds Maintenance	$32,742	$29,245	$38,000	$38,000	$32,940	$40,000	$40,000
540010	Automotive	$0	$0	$0	$0	$0	$0	$0
540020	Oil & Fuel	$0	$0	$0	$0	$0	$0	$0
540030	Building	$0	$0	$0	$0	$0	$0	$0
540050	Sand, Stone & Gravel	$192	$0	$0	$0	$0	$0	$0
540070	Asphalt & Bit Materials	$0	$0	$0	$0	$0	$0	$0
540080	Pipe Fittings	$0	$0	$0	$0	$0	$0	$0
540100	Seed, Loam & Fertilizer	$0	$0	$0	$0	$0	$0	$0
540120	Clothing & Uniforms	$0	$0	$0	$0	$0	$0	$0
540140	Books Periodicals Subs	$49	$0	$0	$0	$0	$0	$0
540150	Print Postage Stationary	$0	$0	$0	$0	$0	$0	$0
540190	Custodial Supplies	$44	$0	$0	$0	$0	$0	$0
540220	Office Supplies	$473	$445	$0	$0	$390	$0	$0
540230	Supplies - Not Classified	$1,089	$977	$0	$0	$1,026	$0	$0
540240	Small Tools & Misc Equip	$0	$0	$0	$0	$320	$0	$0
570040	Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0
570080	Inspection Fees	$0	$0	$0	$0	$0	$0	$0
570180	Other - Not Classified	$105	$220	$0	$0	$359	$0	$0
Cemetery OpEx		**$42,715**	**$45,896**	**$38,000**	**$38,000**	**$42,347**	**$40,000**	**$40,000**
580030	Passenger Cars	$0	$0	$0	$0	$0	$0	$0
580120	Equip - Not Classified	$0	$0	$0	$0	$0	$0	$0
580250	Mowers	$0	$0	$0	$0	$0	$0	$0
Cemetery Equip		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cemetery		**$99,364**	**$102,382**	**$96,875**	**$98,014**	**$83,765**	**$99,271**	**$99,271**

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Cemetery

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520810	Grounds Maintenance		$40,000	$40,000
Cemetery OpEx				
			$40,000	**$40,000**
			$0	**$0**
Cemetery			**$40,000**	**$40,000**

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Health **0510**

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$0	$0	$0	$0	$0	$0	$0
510020	S & W - Part Time	$900	$600	$900	$900	$300	$900	$900
510100	Longevity	$0	$0	$0	$0	$0	$0	$0
Health PEA		**$900**	**$600**	**$900**	**$900**	**$300**	**$900**	**$900**
510010	S & W - Full Time	$40,885	$42,436	$43,476	$44,350	$24,764	$45,160	$45,160
510080	Sick Leave Plan II	$350	$0	$0	$0	$662	$0	$0
510090	Overtime	$87	$0	$300	$300	$0	$300	$300
510100	Longevity	$63	$63	$63	$63	$0	$100	$100
510110	Work Incentive Program	$0	$0	$0	$0	$0	$0	$0
Health S&C		**$41,384**	**$42,498**	**$43,839**	**$44,713**	**$25,426**	**$45,560**	**$45,560**
510010	S & W - Full Time	$0	$0	$0	$0	$0	$0	$0
510020	S & W - Part Time	$0	$0	$0	$0	$0	$0	$0
510080	Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510090	Overtime	$0	$0	$0	$0	$0	$0	$0
510100	Longevity	$0	$0	$0	$0	$0	$0	$0
Health Other		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
520040	Utility - Telephone	$310	$221	$600	$600	$70	$600	$600
520050	Utility - Refuse Disposal	$0	$0	$0	$0	$0	$0	$0
520080	R & M - Equipment	$50	$0	$100	$100	$0	$100	$100
520100	Advertising & Binding	$0	$0	$100	$100	$55	$100	$100
520130	Professional Services	$123,813	$126,225	$129,434	$129,709	$125,209	$154,398	$154,398
520160	Removal Tree Trim, Rubbish	$0	$0	$0	$0	$0	$0	$0
540140	Books Periodicals Subs	$0	$0	$0	$0	$0	$0	$0

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
540150	Print Postage Stationary	$429	$381	$1,000	$1,000	$311	$1,000	$1,000
540170	Medical & Dental	$1,372	$1,446	$2,000	$2,000	$1,149	$2,000	$2,000
540220	Office Supplies	$367	$127	$400	$400	$113	$400	$400
540240	Small Tools & Misc Equip	$45	$0	$500	$500	$0	$500	$500
570010	Car Allowance/Mileage	$0	$0	$2,000	$2,000	$0	$0	$0
570020	Dues & Memberships	$0	$0	$200	$200	$0	$200	$200
570030	Travel	$0	$0	$200	$200	$0	$200	$200
Health OpEx		**$126,386**	**$128,400**	**$136,534**	**$136,809**	**$126,907**	**$159,498**	**$159,498**
580010	Office Equipment	$0	$0	$0	$0	$0	$0	$0
Health Equip		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
520440	Landfill Maintenance	$0	$0	$0	$0	$0	$0	$0
570490	Waste Collection Program	$0	$0	$0	$0	$0	$0	$0
Health SepAp		**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Health		**$168,670**	**$171,498**	**$181,272**	**$182,421**	**$152,633**	**$205,958**	**$205,958**

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Building Inspector/Board of Health

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Patricia Sheehan	DH 4							E			$1,708.19	52.20	$89,167.52	$89,167.52
Michele Bowers	A 3							E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
Kerry Stockwell	A 3							E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
														$90,319.05
													Building Inspector	$45,159.53
													Board of Health	$45,159.53
Christopher Lund	PT 3							E	$30.15	30.00	$904.50	52.20	$47,214.90	$47,214.90
Joseph Reilly	PT 2							E	$28.57	37.50	$1,071.38	52.20	$55,925.78	$55,925.78
														$103,140.68

Longevity Payments

Name	Amount			
Patricia Sheehan	$300		Building Inspector	$400.00
Michele Bauwens	$200	$200	Board of Health	$100.00
	$500			$500.00

Office of the
TOWN MANAGER

TELEPHONE: (508) 841-8508
FAX: (508) 842-0587
dmorgado@shrewsburyma.gov

TOWN OF SHREWSBURY

Richard D. Carney Municipal Office Building
100 Maple Avenue
Shrewsbury, Massachusetts 01545-5398

January 5, 2016

To: Board of Health

From: Daniel J. Morgado

Re: Intermunicipal Agreement (IMA) – City of Worcester

Our current IMA (attached) with the City of Worcester will expire on June 30, 2016 (this marks 5 years of the regional effort).

I have been in conversation with Mrs. Clark on the matter of an extension to this agreement.

Attached is a draft of the successor agreement that I am seeking your approval of which extends the IMA to June 30, 2019.

The attached draft reflects the collective experience of this endeavor between the City and the Town, as well as the other municipalities in the alliance, and you will note changes within the body of the agreement and within the scope of work. The major changes from the current IMA are:

- Three year extension to June 30, 2019.

- Updates of several of the contract provisions, including the indemnification/liability clause, reflecting the current contract form being used by other municipalities in the alliance.

- The contract sum reflects an annual 2% increase for FY 2017, FY 2018 and FY 2019. In addition a fourth office day is being added ($11,000), a mileage charge ($2,915) is added along with the Title V ($30,000) work.

  The consensus is that one additional office day is needed to keep up with the work load of the Board of Health particularly when adding in limited Animal Inspector duties. The 4th day will allow for a more timely response to public inquiries and complaints.

  Also, my current model of using an outside Title V consultant is not working as seamlessly as I would like to see and I wish to bring that service back in-house. Previously, the City felt it did not have the capacity to handle our Title V work. This has now changed with addiotnal staff being added with Title V expertise.

- The Scope of Services (Attachment A) have been updated. Please note that the City has agreed to continue to handle a portion of the Animal Inspector's duties in regard to quarantines, without additional payment, at least through November of 2016.

- IMA meeting parameters have been added as Attachment B.

I request that you review the attached and advise if you concur with this new agreement.

I am available to meet with you on this matter at your convenience.

Cc Jeff Howland
Kristen Las
Patricia Sheehan
Kerry Stockwell

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Health

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$600	$600
		Telephone service plus cell ph	$600	$600
Health OpEx				
520080	R & M - Equipment		$100	$100
		To repair office equipment	$100	$100
Health OpEx				
520100	Advertising & Binding		$100	$100
		To publish notice of regualtor	$100	$100
Health OpEx				
520130	Professional Services		$154,398	$154,398
		Landfill engineering consultant	$2,500	$2,500
Health OpEx		Regionialized health director	$148,398	$148,398
		Beaver Management, Mercury and Special Waste Disposal	$3,000	$3,000
		Title V Consulting - Now part of Worcester contract	$0	$0
		Constable Services	$500	$500
540150	Print Postage Stationary		$1,000	$1,000
		To print notice of program changes.	$1,000	$1,000
Health OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540170	Medical & Dental		$2,000	$2,000
		Supplies and syringes for clinics, cost to dispose of used syringes	$2,000	$2,000
Health OpEx				
540220	Office Supplies		$400	$400
		General Office Supplies	$400	$400
Health OpEx				
540240	Small Tools & Misc Equip		$500	$500
		To purchase supplies for the stream sampling program and lake monitoring, environmental monitoring	$500	$500
Health OpEx				
570020	Dues & Memberships		$200	$200
		Memberships in MHOA, MEHA, and MAHB	$200	$200
Health OpEx				
570030	Travel		$200	$200
		For professional meetings, trainings, and conferences.	$200	$200
Health OpEx				
			$159,498	**$159,498**
			$0	**$0**
			$0	**$0**
Health			**$159,498**	**$159,498**

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Council on Aging 0541

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$77,575	$76,988	$79,430	$81,018	$45,148	$80,709	$80,709
510080	Sick Leave Plan II	$1,486	$0	$0	$0	$1,546	$0	$0
510100	Longevity	$250	$250	$300	$300	$300	$300	$300
Council on Aging PEA		**$79,311**	**$77,238**	**$79,730**	**$81,318**	**$46,994**	**$81,009**	**$81,009**
510010	S & W - Full Time	$39,086	$40,751	$39,929	$43,735	$24,121	$45,160	$45,160
510020	S & W - Part Time	$0	$17,118	$18,336	$18,336	$9,852	$19,469	$19,469
510030	S & W - Temporary	$0	$8,724	$0	$0	$0	$0	$0
510080	Sick Leave Plan II	$598	$610	$0	$0	$662	$0	$0
510100	Longevity	$250	$250	$250	$250	$250	$300	$300
Council on Aging S&C		**$39,934**	**$67,452**	**$58,515**	**$62,321**	**$34,885**	**$64,928**	**$64,928**
510020	S & W - Part Time	$55,764	$57,138	$60,195	$61,802	$32,230	$59,003	$59,003
Council on Aging Other		**$55,764**	**$57,138**	**$60,195**	**$61,802**	**$32,230**	**$59,003**	**$59,003**
520040	Utility - Telephone	$2,435	$2,292	$2,600	$2,600	$2,776	$2,600	$2,600
520080	R & M - Equipment	$115	$140	$0	$0	$0	$0	$0
520100	Advertising & Binding	$0	$268	$400	$400	$0	$400	$400
520110	Hospital & Medical	$300	$750	$600	$600	$375	$600	$600
520220	Services-Not Classified	$0	$0	$0	$0	$0	$0	$0
540010	Automotive	$0	$0	$0	$0	$0	$0	$0
540140	Books Periodicals Subs	$1,058	$991	$3,200	$3,200	$1,885	$3,200	$3,200
540150	Print Postage Stationary	$0	$0	$7,200	$7,200	$3,043	$12,000	$12,000
540220	Office Supplies	$1,554	$1,981	$2,000	$2,000	$1,125	$2,000	$2,000
570010	Car Allowance/Mileage	$5,804	$6,088	$5,000	$5,000	$2,332	$5,000	$5,000
570020	Dues & Memberships	$202	$113	$1,500	$1,500	$1,054	$2,230	$2,230

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
570030 Travel	$700	$1,253	$500	$500	$1,513	$1,000	$1,000
Council on Aging OpEx	**$12,168**	**$13,876**	**$23,000**	**$23,000**	**$14,103**	**$29,030**	**$29,030**
Council on Aging	**$187,178**	**$215,704**	**$221,440**	**$228,441**	**$128,212**	**$233,970**	**$233,970**

Note: WRTA reimbursement for COA transportation was $74,080.42 in FY 2015

Employee Roster
Fiscal Year 2017
REQUESTED/RECOMMENDED

Department: Council on Aging

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Sharon Yager	DH-3							E		37.50	$1,546.15	52.20	$80,709.03	$80,709.03
Cynthia Willis	A-3							E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
Walter Rice	A-2							E	$20.72	18.00	$372.96	52.20	$19,468.51	$19,468.51
												FTE's	2.48	$64,628.04
Van Drivers:														
Babin, Patricia	M-3			8.50				3rd year	$12.66	8.00	$101.28	52.20		$5,286.82
Dumas, Robert	M-5			17.00				4th year	$16.84	16.00	$269.44	52.20		$14,064.77
Fluery, Donald	M-3			17.00				3rd year	$12.66	16.00	$202.56	52.20		$10,573.63
Horne, Robert	M-3			17.00				3rd year	$12.66	16.00	$202.56	52.20		$10,573.63
Koziara, Philip	M-3			17.00				3rd year	$12.66	16.00	$202.56	52.20		$10,573.63
Person, Mary Jane	M-3			8.50				3rd year	$12.66	8.00	$101.28	52.20		$5,286.82
Vickstrom, Russell	M-3			*				3rd year	$12.66					
Van Driver Fill-In Only:		*Total Van Hours Per Week:*		**85.00**										
Messier, Donna	M-5			**										
Meals on Wheels:		*Typically do 1 paid route/wk:*												
Buckley, Alan	M-3			2.00				3rd year	$12.66	2.00	$25.32	52.20		$1,321.70
Gale, Ellen "Terry"	M-3			2.00				3rd year	$12.66	2.00	$25.32	52.20		$1,321.70
MOW Driver Fill-In Only:														
Latino, Shirley	M-3			**										
									Total FTE's	**4.72**		FTE's	2.24	$59,002.70

Longevity Payments

Name	Amount
Sharon Yager	$300
Cynthia Willis	$300
Total Longevity:	$600

Formula Grant Employees

Stacey Lavely	A-2							C	$18.98	18.00	$341.64	52.20	$17,833.61	$13,104.00
Donna Messier	A-1							C	$17.05	18.00	$306.90	52.20	$16,020.18	$13,105.00
Miranda Watson	A-1							C	$17.05	18.00	$306.90	52.20	$16,020.18	$13,106.00

*Typically only drives COA98
** Left blank as they do not drive on a weekly basis

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Council on Aging

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$2,600	$2,600
		TELEPHONE	$2,600	$2,600
Council on Aging OpEx				
520100	Advertising & Binding		$400	$400
		ADVERTISING AND BINDING	$400	$400
Council on Aging OpEx				
520110	Hospital & Medical		$600	$600
		Hospital & Medical	$600	$600
Council on Aging OpEx				
540140	Books Periodicals Subs		$3,200	$3,200
		Books, Periodicals and Subscriptions	$3,200	$3,200
Council on Aging OpEx				
540150	Print Postage Stationary		$12,000	$12,000
		This is to cover the printing of the newsletter	$12,000	$12,000
Council on Aging OpEx				
540220	Office Supplies		$2,000	$2,000
		Office Supplies	$2,000	$2,000
Council on Aging OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
570010	Car Allowance/Mileage		$5,000	$5,000
		Car Allowance & Mileage	$5,000	$5,000
Council on Aging OpEx				
570020	Dues & Memberships		$2,230	$2,230
		Accredidation fee, dues and memberships	$2,230	$2,230
Council on Aging OpEx				
570030	Travel		$1,000	$1,000
		In State Travel	$1,000	$1,000
Council on Aging OpEx				
			$29,030	**$29,030**
Council on Aging			**$29,030**	**$29,030**

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Veterans Benefits 0543

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010 S & W - Full Time	$0	$0	$0	$0	$0	$0	$0
Veterans Benefits PEA	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
510010 S & W - Full Time	$0	$0	$0	$0	$0	$0	$0
Veterans Benefits S&C	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
520040 Utility - Telephone	$89	$68	$200	$200	$20	$200	$200
520080 R & M - Equipment	$0	$0	$0	$0	$0	$0	$0
520570 Regional Veterans Assessment	$44,174	$22,995	$40,260	$40,260	$17,750	$40,260	$42,000
540140 Books Periodicals Subs	$0	$0	$0	$0	$0	$0	$0
540220 Office Supplies	$0	$0	$200	$200	$0	$200	$200
570010 Car Allowance/Mileage	$0	$0	$0	$0	$0	$0	$0
570020 Dues & Memberships	$0	$0	$0	$0	$0	$0	$0
570030 Travel	$0	$0	$0	$0	$0	$0	$0
570080 Inspection Fees	$0	$0	$0	$0	$0	$0	$0
570130 Veterans Benefits	$128,157	$132,379	$245,060	$245,060	$65,372	$245,060	$210,000
Veterans Benefits OpEx	**$172,420**	**$155,442**	**$285,720**	**$285,720**	**$83,142**	**$285,720**	**$252,400**
Veterans Benefits	**$172,420**	**$155,442**	**$285,720**	**$285,720**	**$83,142**	**$285,720**	**$252,400**

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Veterans Benefits

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520040	Utility - Telephone		$200	$200
Veterans Benefits OpEx				
520570	Regional Veterans Assessment		$40,260	$42,000
		Assessment FY 2017 (Subject to Change) Paid Quarterly	$40,260	$42,000
Veterans Benefits OpEx		Adj	$0	$0
540220	Office Supplies		$200	$200
Veterans Benefits OpEx				
570130	Veterans Benefits		$245,060	$210,000
		Veterans benefits paid per statute. - Subject to change depending on clients.	$235,055	$199,995
Veterans Benefits OpEx		Payment to Veterans living at Veterans Inc. for 15 Veterans @ $467/month - 100% Reimbursement	$7,005	$7,005
		Payment to Veterans Inc. for 15 Veterans @ $200/month - 100% Reimbursement	$3,000	$3,000
			$285,720	**$252,400**
Veterans Benefits			**$285,720**	**$252,400**

Town of Shrewsbury Veterans' Services

2015 Key Points

Chapter 115 Veterans' Benefits

- An average of Shrewsbury 20 residents were paid Chapter 115 Veterans' benefits per month in 2015, with a high of 24 in March and a low of 17 in October.
- Thirty-four unique Shrewsbury residents received Chapter 115 benefits for some period of time in 2015; 18 of whom were transitional (residing at Veterans, Inc.), 13 were elderly, and 3 were short-term unemployed.
- Ten Chapter 115 recipients have been on the program for 12-months or more, two of which are residing at Veterans, Inc.
- The average total monthly cost of Chapter 115 benefits in 2015 was $10,875.53. The average monthly payment per person is $550.66.
- The total cost of Chapter 115 benefits in CY2015 was $130,506.41. The total cost of benefits in CY2014 was $130,679.72.
- Chapter 115 benefits result in approximately 25% of our low-income elderly residents' income, with approximately 70% coming from Social Security, an 5% coming from other various sources, such as retirement pay, pensions, wages, and so-forth.
- Veterans, Inc. is currently involved in renovations and is expected to fully reopen in the spring. This may result in a higher number of transitional participants.
- The following amounts were distributed to Shrewsbury residents receiving Chapter 115 during CY2015.

ORDINARY BENEFITS	FUEL	DOCTOR	MEDS	HOSPITAL	DENTAL	MISC	TOTAL
$98,260.39	$14,747.04	$47.00	$363.96	$50.00	$69.00	$16,968.92	$130,506.31

  - Ordinary benefits include a shelter allowance and an allowance for necessities, such as groceries and utilities (excluding fuel).
  - MISC consists mostly of medical insurance premiums reimbursement, including Medicare Part B, prescription drug coverage, and private carrier health insurance. MISC items also include emergency home repairs, the prevention of evictions, reimbursement for prescribed medical supplies, and other various items.

Department of Veterans' Affairs

- Assistance accessing benefits through the Department of Veterans' Affairs is the most requested service through the Veterans' Services office.
- There are 313 Shrewsbury residents receiving benefits through the Department of Veterans' Affairs.
    - 246 are receiving compensation for existing illnesses/injuries that began during service.
    - 7 are receiving a non-service connected, low-income pension.
    - 35 are receiving survivors' benefits (due to the loss of a spouse from a service-related illness or injury).
    - 25 are receiving non-service connected, low-income survivors' benefits.
- Shrewsbury residents are receiving a total of $336,249 per month in tax-free cash benefits from the Department of Veterans' Affairs, or $4,034,988 annually.
- As of January 20, 2016, there are 55 VA claims pending through this office.

Outreach

- Qualified enrollment in the right programs deters the need for public assistance benefits later in life. This can include applications for benefits through the Department of Veterans' Affairs, enrollment in college or a trade school, mental health treatment, senior support services, or other services as determined on an individual basis. The key factor is ensuring that residents are aware of our existence, that we are accessible, and that we have access to the correct information.
- Our website, www.centralmassvets.org, provides information on various benefits available to Veterans and family members. Nearly 5,000 people used this website in 2015, viewing approximately 16,000 pages of information.
- In 2015 we stepped into the world of Social Media with Facebook. While this is still growing, we are currently being followed by 123 people, including various Veterans' organizations. This has led to several instances of best practices and contacts from other organizations with similar goals.
- For our seniors who may not be online, we ensure that we receive mentions in the local paper relatively frequently. The Community Advocate has been a great resource for us.
- Visits continue to local Veteran-heavy organizations throughout the area. The Shrewsbury Senior Center's dull men's club, Shrewsbury Crossings, and Southgate receive regular visits.
- In February we will be reviving Westborough Television's Veterans Corner, which we will use to promote positive messages in the community. Copies of this show will be available for distribution in other towns and will be available online.
- Various District-wide events were held in 2015, most notably a Veterans' Day Luncheon in Westborough that was primarily attended by seniors, and a Holiday Party in Northborough, that was primarily attended by young families. Each event had more than 100 attendees, and included residents of each town in our district.

Town of Shrewsbury FY16

Month	Clients	Perm	Trans	Benefits Paid	Town Expenses	Benefits Appropriated	Remaining	Target Max	(Over)/Under	Ave. Per Client
July	20	11	9	$ 10,541.98		$ 245,060.00	$ 234,518.02	$ 20,421.67	$ 9,879.69	$ 527.10
August	21	12	9	$ 11,611.12			$ 222,906.90	$ 21,319.82	$ 9,708.70	$ 552.91
September	19	11	8	$ 9,872.89			$ 213,034.01	$ 22,290.69	$ 12,417.80	$ 519.63
October	17	11	6	$ 8,516.98			$ 204,517.03	$ 23,670.45	$ 15,153.47	$ 501.00
November	17	12	5	$ 8,414.48			$ 196,102.55	$ 25,564.63	$ 17,150.15	$ 494.97
December	17	12	5	$ 8,156.23			$ 187,946.32	$ 28,014.65	$ 19,858.42	$ 479.78
January	15	11	4	$ 5,618.98			$ 182,327.34	$ 31,324.39	$ 25,705.41	$ 374.60
February										
March										
April										
May										
June										
Total				$ 62,732.66	$ -	$ 245,060.00			$ 109,873.63	$ 492.85

2015 ANNUAL REPORT DATA

TOWN: SHREWSBURY

MONTH

	OB	FUEL	DOCTOR	MEDS	HOSPITAL	DENTAL	MISC	TOTAL
JANUARY	$9,424.03	$1,647.42	$0.00	$0.00	$0.00	$0.00	$1,924.32	$12,995.77
FEBRUARY	$9,567.88	$1,228.92	$0.00	$18.91	$0.00	$0.00	$782.90	$11,598.41
MARCH	$10,558.03	$1,507.92	$0.00	$128.00	$0.00	$0.00	$2,316.14	$14,510.09
APRIL	$8,274.78	$1,368.42	$0.00	$0.00	$0.00	$0.00	$821.69	$10,464.89
MAY	$9,608.78	$1,368.42	$0.00	$72.00	$0.00	$0.00	$1,488.69	$12,537.89
JUNE	$8,129.37	$1,089.42	$47.00	$0.00	$0.00	$0.00	$716.79	$9,982.58
JULY	$7,800.37	$1,089.42	$0.00	$24.00	$0.00	$0.00	$961.19	$9,874.98
AUGUST	$7,800.37	$1,089.42	$0.00	$77.14	$50.00	$69.00	$1,811.19	$10,897.12
SEPTEMBER	$7,800.37	$1,089.42	$0.00	$21.91	$0.00	$0.00	$961.19	$9,872.89
OCTOBER	$6,466.37	$1,089.42	$0.00	$0.00	$0.00	$0.00	$961.19	$8,516.98
NOVEMBER	$6,748.82	$1,089.42	$0.00	$0.00	$0.00	$0.00	$1,910.44	$9,748.48
DECEMBER	$6,081.82	$1,089.42	$0.00	$24.00	$0.00	$0.00	$2,313.19	$9,508.23
TOTAL	$96,260.39	$14,747.04	$47.00	$363.96	$50.00	$69.00	$16,968.92	$130,596.31

CLIENT	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
[redacted]	$399.00	$399.00	$399.00	$399.00	$399.00	$399.00	$399.00	$399.00	$399.00	$399.00	$399.00	$399.00	$4,788.00
[redacted]	$667.00	$667.00	$667.00	[redacted]									$2,001.00
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$338.00	$338.00	$338.00	$338.00	$338.00	$338.00	$2,028.00
[redacted]	$356.00	$356.00	$356.00	$356.00	$356.00	$356.00	$356.00	$356.00	$356.00	$356.00	$356.00	$356.00	$4,272.00
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$667.00	$667.00	$667.00	[redacted]			$2,001.00
[redacted]	$667.00	$667.00	$667.00	$667.00	$667.00	[redacted]							$3,335.00
[redacted]	$510.00	$510.00	$510.00	$510.00	$510.00	$510.00	$510.00	$510.00	$510.00	$510.00	$510.00	$510.00	$6,120.00
[redacted]	$571.32	$282.25	$282.25	[redacted]							$564.60	$282.25	$1,982.67
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$1,334.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	[redacted]	$5,336.00
[redacted]	$647.02	$647.02	$647.02	$647.02	$647.02	$647.02	$647.02	$1,497.02	$647.02	$647.02	$647.02	$647.02	$8,814.24
[redacted]	$317.00	$317.00	$317.00	$317.00	$317.00	$317.00	$317.00	$317.00	$317.00	$317.00	$317.00	$317.00	$3,804.00
[redacted]	$200.00	$595.75	$667.00	$667.00	$667.00	$667.00	[redacted]						$3,463.75
[redacted]	$100.60	$100.60	$100.60	[redacted]									$301.80
[redacted]	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	[redacted]						$4,002.00
[redacted]	$385.44	$385.44	$385.44	$385.44	$385.44	$385.44	$385.44	$385.44	$385.44	$385.44	$385.44	$385.44	$4,625.28
[redacted]	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	[redacted]			$6,003.00
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$667.00	[redacted]					$667.00
[redacted]	$800.17	[redacted]	$1,600.34	$521.17	$521.17	$521.17	$660.67	$856.81	$660.67	$660.67	$660.67	$660.67	$8,124.18
[redacted]	[redacted]	$18.91	$254.18	[redacted]		$47.00	[redacted]						$318.09
[redacted]	$712.98	-$9.84	[redacted]										$703.14
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$1,352.00	$1,352.00
[redacted]	$104.90	$104.90	$232.90	$104.90	$178.90	$104.90	$128.90	$104.90	$128.81	$104.90	$104.90	$128.90	$1,528.71
[redacted]	$1,196.31	$1,196.31	$1,196.31	$1,196.31	$1,196.31	[redacted]							$5,981.55
[redacted]	[redacted]	[redacted]	$1,334.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	[redacted]		$6,003.00
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$4,002.00
[redacted]	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$8,004.00
[redacted]	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	[redacted]				$1,334.00	$667.00	$6,003.00
[redacted]	$692.05	$692.05	$692.05	$692.05	$692.05	$692.05	$692.05	$692.05	$692.05	$692.05	$692.05	$692.05	$8,304.60
[redacted]	$667.00	$667.00	$667.00	[redacted]									$2,001.00
[redacted]	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$667.00	$8,004.00
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$667.00	$667.00	[redacted]						$1,334.00
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$667.00	$667.00	$667.00	$667.00	$667.00	$3,335.00
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$104.90	$104.90	$104.90	$104.90	$104.90	$104.90	$629.40
[redacted]	$667.00	$667.00	$200.00	[redacted]									$1,534.00
TOTAL	$12,995.77	$11,598.41	$14,510.09	$10,464.89	$12,537.89	$9,982.58	$9,874.98	$10,897.12	$9,872.89	$8,516.98	$9,748.48	$9,508.23	$130,596.31

Total Count	23	23	24	16	20	19	19	19	19	17	18	18
Perm	13	13	14	10	10	10	11	11	11	11	12	13
Trans	10	10	10	6	10	9	8	8	8	6	6	5

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Commission on Disabilities 0549

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
520000 Purchase of Services	$0	$0	$500	$500	$0	$500	$500
540000 Supplies	$0	$0	$0	$0	$0	$0	$0
570000 Other Charges & Expend	$0	$0	$0	$0	$0	$0	$0
570010 Car Allowance/Mileage	$0	$0	$0	$0	$0	$0	$0
570030 Travel	$0	$0	$0	$0	$0	$0	$0
Disability OpEx	**$0**	**$0**	**$500**	**$500**	**$0**	**$500**	**$500**
Commission on Disabilities	**$0**	**$0**	**$500**	**$500**	**$0**	**$500**	**$500**

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Library **0610**

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010 S & W - Full Time	$94,489	$96,163	$96,530	$98,262	$54,868	$98,086	$98,086
510080 Sick Leave Plan II	$903	$1,105	$0	$0	$1,127	$0	$0
510100 Longevity	$125	$125	$200	$200	$200	$200	$200
Library PEA	**$95,517**	**$97,393**	**$96,730**	**$98,462**	**$56,195**	**$98,286**	**$98,286**
510010 S & W - Full Time	$513,013	$538,681	$552,095	$552,095	$300,158	$561,502	$561,502
510020 S & W - Part Time	$211,261	$211,512	$210,284	$220,994	$130,223	$248,430	$231,740
510030 S & W - Temporary	$262	$102	$0	$0	$291	$0	$0
510080 Sick Leave Plan II	$3,806	$2,853	$0	$0	$1,925	$0	$0
510090 Overtime	$0	$0	$0	$0	$0	$0	$0
510100 Longevity	$2,338	$1,850	$1,925	$1,925	$1,275	$1,475	$1,475
510240 Standby Pay	$0	$0	$0	$0	$0	$0	$0
Library S&C	**$730,680**	**$754,997**	**$764,304**	**$775,014**	**$433,872**	**$811,407**	**$794,718**
510010 S & W - Full Time	$294	$1,289	$0	$0	$1,300	$0	$0
510020 S & W - Part Time	$658	$0	$0	$0	$0	$0	$0
510030 S & W - Temporary	$24,795	$18,406	$28,000	$28,000	$10,139	$34,896	$28,000
510080 Sick Leave Plan II	$0	$0	$0	$0	$0	$0	$0
510090 Overtime	$0	$0	$0	$0	$0	$0	$0
510100 Longevity	$0	$0	$0	$0	$200	$0	$0
510110 Work Incentive Program	$0	$0	$0	$0	$0	$0	$0
Library Other	**$25,747**	**$19,694**	**$28,000**	**$28,000**	**$11,639**	**$34,896**	**$28,000**
520010 Utility - Electricity	$0	$0	$0	$0	$0	$0	$0
520040 Utility - Telephone	$4,758	$3,944	$6,000	$6,000	$2,739	$6,000	$6,000
520060 Utility - Water	$0	$0	$0	$0	$0	$0	$0

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
520070	Utility - Sewer	$0	$0	$0	$0	$0	$0	$0
520080	R & M - Equipment	$6,911	$10,428	$10,970	$10,970	$2,971	$13,982	$13,982
520090	R & M - Building	$0	$0	$0	$0	$0	$0	$0
520100	Advertising & Binding	$501	$303	$500	$500	$341	$500	$500
520130	Professional Services	$41,812	$41,033	$42,000	$42,000	$40,571	$48,000	$45,000
520140	Rental of Equipment	$302	$0	$500	$500	$74	$500	$500
520220	Services-Not Classified	$245	$45	$0	$0	$0	$0	$0
540010	Automotive	$162	$287	$500	$500	$315	$500	$500
540030	Building	$0	$0	$0	$0	$17	$0	$0
540120	Clothing & Uniforms	$0	$0	$0	$0	$0	$0	$0
540140	Books Periodicals Subs	$143,488	$155,710	$144,000	$174,340	$107,397	$151,000	$144,000
540150	Print Postage Stationary	$14,001	$16,782	$18,000	$18,692	$9,778	$19,500	$19,000
540190	Custodial Supplies	$3,208	$2,096	$5,000	$5,000	$406	$5,000	$5,000
540200	Educational Supplies	$991	$1,062	$1,200	$1,200	$758	$1,500	$1,200
540220	Office Supplies	$3,054	$3,189	$3,000	$3,599	$4,193	$3,500	$3,500
540230	Supplies - Not Classified	$1,090	$1,365	$0	$0	$0	$0	$0
540270	Library Supplies	$11,763	$12,813	$13,000	$13,000	$6,181	$13,500	$13,000
570010	Car Allowance/Mileage	$461	$316	$2,000	$2,000	$226	$2,000	$2,000
570020	Dues & Memberships	$1,158	$985	$1,600	$1,600	$558	$1,800	$1,800
570030	Travel	$230	$217	$0	$0	$67	$0	$0
570040	Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0
570180	Other - Not Classified	$768	$598	$2,200	$2,200	$0	$2,500	$2,200
Library OpEx		**$234,903**	**$251,173**	**$250,470**	**$282,100**	**$176,592**	**$269,782**	**$258,182**
580010	Office Equipment	$0	$0	$0	$0	$0	$0	$0
580020	Computer Equipment	$3,274	$8,942	$0	$166	$166	$1,000	$0
580070	Electrical & Mechanical	$0	$0	$0	$0	$0	$0	$0
580120	Equip - Not Classified	$0	$0	$0	$0	$0	$0	$0
Library Equip		**$3,274**	**$8,942**	**$0**	**$166**	**$166**	**$1,000**	**$0**
Library		**$1,090,121**	**$1,132,200**	**$1,139,504**	**$1,183,742**	**$678,464**	**$1,215,371**	**$1,179,186**

Employee Roster
Fiscal Year 2017
REQUESTED

Department:	LIBRARY													
		For Employees Still In Steps												
Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Dolan, Ellen	DH-5	E							$50.11	37.50	$1,879.04	52.20	$98,085.89	$98,085.89
01061002-510010														
Alger, Deb	A-3	E						E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
Barbour, Dan	PT-1	E						E	$27.09	37.50	$1,015.88	52.20	$53,028.68	$53,028.68
Evans, Walker	PT-1	C	$24.80	37.50	21.20	$930.00	$19,716.00	D	$25.92	37.50	$972.00	31.00	$30,132.00	$49,848.00
Haglund, Pat	PT-2	E						E	$28.57	37.50	$1,071.38	52.20	$55,925.78	$55,925.78
Martin, Sharon	PT-2	E						E	$28.57	37.50	$1,071.38	52.20	$55,925.78	$55,925.78
Mayo, Deb	A-3	E						E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
Rathnam, Haripriya	PT-5	C	$30.73	37.50	31.20	$1,152.23	$35,949.58	D	$32.11	37.50	$1,204.07	21.00	$25,285.47	$61,235.05
Starkin, Roxanne	PT-1	D	$25.92	37.50	3.20	$971.98	$3,110.34	E	$27.09	37.50	$1,015.88	49.00	$49,777.88	$52,888.21
Therrien, Rita	A-3	B	$20.21	37.50	2.80	$757.98	$2,122.34	C	$21.12	37.50	$792.00	49.40	$39,124.80	$41,247.14
Wentworth, Melissa	PT-2							B	$25.04	37.50	$939.01	52.20	$49,016.32	$49,016.32
Zeller, Michael	PT-1	D	$25.92	37.50	22.00	$971.98	$21,383.56	E	$27.09	37.50	$1,015.88	30.20	$30,679.43	$52,062.99
														$561,496.98
01061002-510020														
Barry, Mark	A-3	C	$21.12	19.00	38.40	$401.28	$15,409.15	D	$22.07	19.00	$419.33	13.80	$5,786.75	$21,195.91
Chen, Shiwen	A-3	C	$21.12	19.00	21.40	$401.28	$8,587.39	D	$22.07	19.00	$419.33	30.80	$12,915.36	$21,502.76
Collins, Noel	A-3	D	$22.07	19.00	43.20	$419.33	$18,115.06	E	$23.07	19.00	$438.33	9.00	$3,944.97	$22,060.03
Fallon, Judy	A-2							E	$20.72	4.00	$82.88	52.20	$4,326.34	$4,326.34
Ganesh, Anjana	A-3	A	$19.34	15.00	9.40	$290.10	$2,726.94	B	$20.21	15.00	$303.15	42.80	$12,974.82	$15,701.76
Gangarajo, Vijaya	A-2	C						C	18.98	4.00	$75.92	52.20	$3,963.02	$3,963.02
Karas, Diana	A-2	A	$17.38	8.00	7.20	$139.04	$1,001.09	B	18.16	8.00	$145.28	45.00	$6,537.60	$7,538.69
Mckeon, Caitlin	A-3	C	$21.12	15.00	21.20	$316.80	$6,716.16	D	$22.07	15.00	$331.05	31.00	$10,262.55	$16,978.71
Mustard, Sharma	A-3							E	$23.07	19.00	$438.33	52.20	$22,880.83	$22,880.83
Ryan, Mary Clare	A-3	C	$21.12	19.00	48.20	$401.28	$19,341.70	D	$22.07	19.00	$419.33	4.00	$1,677.32	$21,019.02
Singh, Rashmi	A-3	A	$19.34	19.00	2.80	$367.46	$1,028.89	B	$20.21	19.00	$383.99	49.40	$18,969.11	$19,997.99
Tylock, Cindy	A-3	C	$21.12	19.00	28.40	$401.28	$11,396.35	D	$22.07	19.00	$419.33	23.80	$9,980.05	$21,376.41
Vuppala, Neetha	A-2	C	$18.98	7.50	50.80	$142.35	$7,231.38	D	$19.83	7.50	$148.73	1.40	$208.22	$7,439.60
Xue, Yingdan	A-3	E						E	$23.07	16.00	$369.12	52.20	$19,268.06	$19,268.06
														$225,249.11
SUBTOTAL PT	***NEW REQUESTS***													
Children's Assistant ADDITIONAL HOURS	A-3	C	$21.12	6.00	28.40	$126.72	$3,598.85	D	$22.07	6.00	$132.42	23.80	$3,151.60	$6,750.44
IT Assistant ADDITIONAL HOURS	A-3	C	$21.12	6.00	38.40	$126.72	$4,866.05	D	$22.07	6.00	$132.42	13.80	$1,827.40	$6,693.44
Seasonal Circ Aide	A-2							C	$18.98	19.00	$360.62	9.00	$3,245.58	$3,245.58
Seasonal Circ Aide	A-2							C	$18.98	19.00	$360.62	9.00	$3,245.58	$3,245.58
Seasonal Circ Aide	A-2							C	$18.98	19.00	$360.62	9.00	$3,245.58	$3,245.58
SUBTOTAL NEW PT														$23,180.63
TOTAL PT/NEW PT														$248,429.74

Employee Roster
Fiscal Year 2017
REQUESTED

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
01061003-510030	Pages	9							$9.55	70.00	$668.50	52.20	$34,895.70	$34,895.70
												Totals Salaries		$942,908.31
													plus longevity	$1,675.00
														$944,583.31
Longevity														
Name	Amount													
FULL TIME														
Dolan, Ellen	$200													
Alger, Deb	$250													
Barbour, Dan	$125													
Haglund, Pat	$250													
Martin, Sharon	$200													
Mayo, Deb	$350													
Rathnam, Haripriya	$200													
PART TIME														
Mustard, Sharma	$100													
TOTAL	**$1,675.00**													

Employee Roster
Fiscal Year 2017
RECCOMMENDED

Department:	LIBRARY													
Name	**Grade**	**Step**	**Hourly Rate**	**Hours**	**Wks**	**Weekly Rate**	**Sub-Total**	**Step**	**Hourly Rate**	**Hours**	**Weekly Rate**	**Wks**	**Sub-Total**	**Total**
Dolan, Ellen	DH-5	E							$50.11	37.50	$1,879.04	52.20	$98,085.89	$98,085.89
												FTE	1.00	
01061002-510010														
Alger, Deb	A-3	E						E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
Barbour, Dan	PT-1	E						E	$27.09	37.50	$1,015.88	52.20	$53,028.68	$53,028.68
Evans, Walker	PT-1	C	$24.80	37.50	21.20	$930.00	$19,716.00	D	$25.92	37.50	$972.00	31.00	$30,132.00	$49,848.00
Haglund, Pat	PT-2	E						E	$28.57	37.50	$1,071.38	52.20	$55,925.78	$55,925.78
Martin, Sharon	PT-2	E						E	$28.57	37.50	$1,071.38	52.20	$55,925.78	$55,925.78
Mayo, Deb	A-3	E						E	$23.07	37.50	$865.13	52.20	$45,159.53	$45,159.53
Rathnam, Haripriya	PT-5	C	$30.73	37.50	31.20	$1,152.23	$35,949.58	D	$32.11	37.50	$1,204.07	21.00	$25,285.47	$61,235.05
Starkin, Roxanne	PT-1	D	$25.92	37.50	3.20	$971.98	$3,110.34	E	$27.09	37.50	$1,015.88	49.00	$49,777.88	$52,888.21
Therrien, Rita	A-3	B	$20.21	37.50	2.80	$757.98	$2,122.34	C	$21.12	37.50	$792.00	49.40	$39,124.80	$41,247.14
Wentworth, Melissa	PT-2							B	$25.04	37.50	$939.01	52.20	$49,016.32	$49,016.32
Zeller, Michael	PT-1	D	$25.92	37.50	22.00	$971.98	$21,383.56	E	$27.09	37.50	$1,015.88	30.20	$30,679.43	$52,062.99
			Value of Steps in 02-510010			$7,549.42						FTE	11.00	$561,496.98
01061002-510020														
Barry, Mark	A-3	C	$21.12	19.00	38.40	$401.28	$15,409.15	D	$22.07	19.00	$419.33	13.80	$5,786.75	$21,195.91
Chen, Shiwen	A-3	C	$21.12	19.00	21.40	$401.28	$8,587.39	D	$22.07	19.00	$419.33	30.80	$12,915.36	$21,502.76
Collins, Noel	A-3	D	$22.07	19.00	43.20	$419.33	$18,115.06	E	$23.07	19.00	$438.33	9.00	$3,944.97	$22,060.03
Fallon, Judy	A-2							E	$20.72	4.00	$82.88	52.20	$4,326.34	$4,326.34
Ganesh, Anjana	A-3	A	$19.34	15.00	9.40	$290.10	$2,726.94	B	$20.21	15.00	$303.15	42.80	$12,974.82	$15,701.76
Gangarajo, Vijaya	A-2	C						C	18.98	4.00	$75.92	52.20	$3,963.02	$3,963.02
Karas, Diana	A-2	A	$17.38	8.00	7.20	$139.04	$1,001.09	B	18.16	8.00	$145.28	45.00	$6,537.60	$7,538.69
Mckeon, Caitlin	A-3	C	$21.12	15.00	21.20	$316.80	$6,716.16	D	$22.07	15.00	$331.05	31.00	$10,262.55	$16,978.71
Mustard, Sharma	A-3							E	$23.07	19.00	$438.33	52.20	$22,880.83	$22,880.83
Ryan, Mary Clare	A-3	C	$21.12	19.00	48.20	$401.28	$19,341.70	D	$22.07	19.00	$419.33	4.00	$1,677.32	$21,019.02
Singh, Rashmi	A-3	A	$19.34	19.00	2.80	$367.46	$1,028.89	B	$20.21	19.00	$383.99	49.40	$18,969.11	$19,997.99
Tylock, Cindy	A-3	C	$21.12	19.00	28.40	$401.28	$11,396.35	D	$22.07	19.00	$419.33	23.80	$9,980.05	$21,376.41
Vuppala, Neetha	A-2	C	$18.98	7.50	50.80	$142.35	$7,231.38	D	$19.83	7.50	$148.73	1.40	$208.22	$7,439.60
Xue, Yingdan	A-3	E						E	$23.07	16.00	$369.12	52.20	$19,268.06	$19,268.06
			Value of Steps in 02-510020			$3,584.42						FTE	5.40	$225,249.11
SUBTOTAL PT	***NEW REQUESTS***													
~~Children's Assistant-ADDITIONAL HOURS~~	~~A-3~~	~~C~~	~~$21.12~~	~~6.00~~	~~28.40~~	~~$126.72~~	~~$3,598.85~~	~~D~~	~~$22.07~~	~~6.00~~	~~$132.42~~	~~23.80~~	~~$3,151.60~~	~~$6,750.44~~
~~IT Assistant-ADDITIONAL HOURS~~	~~A-3~~	~~C~~	~~$21.12~~	~~6.00~~	~~38.40~~	~~$126.72~~	~~$4,866.05~~	~~D~~	~~$22.07~~	~~6.00~~	~~$132.42~~	~~13.80~~	~~$1,827.40~~	~~$6,693.44~~
Seasonal Circ Aide	A-2							C	$18.98	19.00	$360.62	9.00	$3,245.58	$3,245.58
Seasonal Circ Aide	A-2							C	$18.98	19.00	$360.62	9.00	$3,245.58	$3,245.58
~~Seasonal Circ Aide~~	~~A-2~~							~~C~~	~~$18.98~~	~~19.00~~	~~$360.62~~	~~9.00~~	~~$3,245.58~~	~~$3,245.58~~
SUBTOTAL NEW PT												FTE	0.17	$6,491.16
TOTAL PT/NEW PT														$231,740.27

Employee Roster
Fiscal Year 2017
RECCOMMENDED

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
01061003-510030	Pages	9										FTE	1.53	$28,000.00
												Totals Salaries		$919,323.14
												Total FTE		19.11
													plus longevity	$1,675.00
														$921,017.25
Longevity														
Name	Amount													
FULL TIME														
Dolan, Ellen	$200													
Alger, Deb	$250													
Barbour, Dan	$125													
Haglund, Pat	$250													
Martin, Sharon	$200													
Mayo, Deb	$350													
Rathnam, Haripriya	$200													
PART TIME														
Mustard, Sharma	$100													
TOTAL	**$1,675.00**													

Gmail by Google

Daniel Morgado <dmorgado@shrewsburyma.gov>

FY2017 Library Budget Request

1 message

Ellen Dolan <edolan@shrewsburyma.gov> Wed, Dec 16, 2015 at 10:57 AM
To: "dmorgado@SELCO" <dmorgado@shrewsburyma.gov>
Cc: Laurie Hogan <lhogan@townisp.com>

MEMO

Date: 12-16-2015

To: Daniel J. Morgado, Town Manager

From: Ellen M. Dolan, Library Director

RE: FY2017 Library Operating Budget Request

I am submitting the FY2017 Budget Request on behalf of the Board of Library Trustees of the Shrewsbury Public Library.

The Library Budget Request, submitted via the MUNIS system, meets the following objectives of the Board of Library Trustees

- Realizes the most essential goals of the Library's Strategic Plan of Service 2012-2016 and FY2017 Action Plan Update
- Maintains the service schedule of 59 hours per week (and 63 weekly hours from October through May), by providing temporary support staff during summer months and increased weekly Library Page hours.
- Seeks to expand the Library Technology Assistant A-3 position from 19 to 25 hours per week, to address increasing IT maintenance and development needs.
- Seeks to expand the Children's Library Assistant A-3 position from 19 to 25 hours per week, to address increasing demands for early literacy programs and general youth services.
- Meets the Materials Expenditure, Hours Open and Municipal Appropriation Requirements of the State Aid to Public Libraries/Certification Program. State Certification provides the following benefits:
  - Library State Aid (estimated to be approximately $46,000 in FY2017)
  - Continued borrowing and Inter-library Loan privileges for Shrewsbury residents at other libraries of the Commonwealth.
  - Continued eligibility for federal and state grant programs.
  - Continued eligibility for disbursements of the $7.9 million grant from the Massachusetts Public Library Construction Program.

Thank you for your consideration of this FY2017 Library Budget Request

Attachment: Internal Budget Spreadsheet, Strategic Plan of Service FY2012 -2016 and FY17 Action Plan

--
Ellen M. Dolan, Director
Shrewsbury Public Library
214 Lake Street
Shrewsbury, MA 01545
508-841-8537
edolan@shrewsburyma.gov

FISCAL YEAR 2017
BUDGET GOALS
Shrewsbury Public Library

Approved by Board OF Library Trustees 9-22-2015

OPERATIONAL GOALS FOR FY2017

State certification and related benefits

- Maintain materials expenditures at certification levels
- Maintain hours at certification levels
- Launch planning process, with goal of developing FY2017 through FY2021 Strategic Plan
    - Create community advisory council to guide selection of appropriate roles
    - Incorporate goals of Town of Shrewsbury Master plan, where appropriate

Technology

- Implement RFID technologies, assisting patrons and staff to maximize benefits
- Implement improvements to website to improve usability

Collections

- Expand non print collection
    - expand online content
    - Continued participation in State eBook Program
    - Request additional $10,000 for e-book or other online purchasing
- Restore Materials Budget to FY2013 levels

Services and Programs

- Seek alternate funding for community reading project in 2017(goal 5.4 and 6.2)
- Sustain current level of cultural, educational and entertainment programs for children, teens and adults
- Continue to seek alternate funding for English Conversation Circles, Job Seeker's Network , and some teen, child and adult general programming

Personnel

- Convert Day Service contract to Public Buildings Department custodial position, to provide level of experience and expertise needed for new building systems
- Begin transitioning some part-time positions to full time positions
    - Expand Technology Aid /Administrative Assistant A-2 position, to 25 hours per week (currently at 19 hours per week)–
    - Expand Children's Assistant/ Administrative Assistant A-2 to 25 hours per week (currently at 19 hours per week)–

Facilities

- Implement opening of new building in manner that minimizes negative impacts and maximizes benefits for both public and staff
    - Assure adequate training for key staff on new building and technology systems
    - Provide adequate information and direct assistance to users in first year

Shrewsbury Public Library, Shrewsbury MA Ellen Dolan, Library Director edolan@shrewsburyma.gov	FY2017ACTION PLAN Approved November 24, 2015

Objectives (if included in current Long-Range Plan)	Actions	Time frame	By Whom (optional)	Progress Notes
Goal (from Long-Range Plan 2012-2016) **STRATEGIC INITIATIVE 1: Provide Resources To Stimulate The Imagination.**				
1.4 Expand downloadable eBook collection	• Expand eBook, E-audio book content • Contribute to Mass EBook collections	During FY17	Assistant Director and Electronic Resources Librarian and Reference Librarian	
1.6 Conduct reader's advisory and other training for staff	• Select and train 4 members of the children's and circulation services departments on basics of e-book downloads	During FY2017	Assistant Library Director and Reference Librarian	
1.8 Explore Community partnerships to expand and broaden library programming	• Identify two outside organizations that offer potential programming partnerships • Plan 2 programs with these other organizations	During FY2107	Assistant Library Director and Library Management Team	
Goal (from Long-Range Plan 2012-2016) **STRATEGIC INITIATIVE 2: Provide a Welcoming Environment, in physical and virtual spaces**				
New Goal: Assist patrons in adjusting to newly renovated and expanded building at Main Street	• Schedule multiple open house events to provide tours and introduce public to facility • Recruit volunteer greeters for new building • Work with Library Staff to launch services in new space in a way that welcomes patrons and helps them orient to the new space. • Create fun event to help patrons get familiar with the new library, i.e. photo treasure hunt of new spaces	During FY17	Library Director in concert with management and departmental staff	
2.7 Implement website changes to improve	• Continue to assess and improve library section of town's new website • Determine if continued use of town website provides ability to create website needed for library services	During FY17	Reference Library and Electronic Resources Librarian , Under	

usability and accessibility	• If decision is made to move to separate website, investigate options available through town platform or alternate services.		direction of Assistant Director	
Goal (from Long-Range Plan 2012-2016) **STRATEGIC INITIATIVE 3: Create Young Readers: Early Literacy**				
3.3 Restore welcome packets program for new babies and their families	• Identify ways to inform new parents of service • Work with Friends to develop funding plan • Work with staff and volunteers to create and maintain collection of new baby packets.	During FY2017	Children's department	
3.4 Continue school visits and develop strong ties to educators of young children (birth through age 5	• Conduct 6 visits to area preschools	During FY2017	Children's Department	
3.11 Continue story hour and book talk programs to distribute via local public access and in downloadable format	• Tape5 story hours sessions • Distribute on Shrewsbury Media Connection stations • Distribute via library website	During FY2017	Children's Department	
New Goal	• Research and evaluate integration of more early literacy technologies; i.e. Launch Pad	During FY2017	Children's department and Electronics Resources Librarian	
Goal (from Long-Range Plan 2012-2016) **STRATEGIC INITIATIVE 4: Provide Services to Help Users Understand How to Find, Evaluate and Use: Information: Encourage Information Literacy**				
4.1 Produce additional tutorials on use of library's digital content and services, for audiences of all ages	• Investigate software and applications available • Identify four topics suitable to this medium • Create and distribute four tutorials	By end of FY2017	Adult Services Department	

4.4 Conduct technology and traditional skills based programs in the "Learning Lab"	• Plan 4 technology based programs to implement at new library • Plan 4 hands-on traditional skills based programs to implement at new library	During FY2017	Adult Services Department	
Goal (from Long-Range Plan 2012-2016) **STRATEGIC INITIATIVE 5: Provide Services to Satisfy Curiosity and Encourage Lifelong Learning.**				
5.2 Use collection development policy to respond to demand for popular materials and formats	• Develop FY2017 Annual Collection Development Policy Guidelines and communicate to all acquisitions staff	At start of FY17	Director and Library Management Team	
5.4 Develop programs and services that encourage discovery and learning for all ages.	• Apply for Big Read or other community wide reading program in 2017	During FY2017	Big Read - Library Director and Community reading project team (staff and volunteers)	
New objective- Sustain current level of cultural, educational and entertainment programs for children, teens and adults	• Seek adequate funding from municipal and Friends of the Library to sustain programming • Provide adequate staffing levels to plan and implement programs • Conduct wide range of programs for all ages	During FY2017	Library Director and Programming staff	
Goal (from Long-Range Plan 2012-2016) **STRATEGIC INITIATIVE 6: Provide Services to Celebrate Diversity and Develop Cultural Awareness.**				
6.4 Co-sponsor program with other cultural or ethnic organizations	• Conduct 4 multi-cultural programs per year, partnering with outside groups and associations	During FY2107	Assistant Library Director and Programming staff	
New Goals				
Implement employee evaluation and goal setting system	• Work with management team to implement new model • Implement in all departments by end of fiscal year	During FY2017	Library Director and management team	
Conduct new planning process, to develop Long Range plan to start in FY18	• Review planning process model options • Seek funding from Library Trust Funds • Convene planning committee of town representatives, staff, trustees • Begin planning process once moved to new building	During FY17	Library Director and Board of Library Trustees	

Library FY2017 Budget Request, with TM Recommendation

			FY16 Budget	FY2017 Request	change	percentage change	TM Recommendation	change	percentage change	Notes
PERSONNEL										
	01061001 510010	Director	$96,731.00	$98,085.89			$98,085.89			
	01601002 510010	Full Time,	$552,095.00	$561,497.11			$561,497.11			
	01601002 510020	Part Time	$203,995.00	$225,249.11			$225,249.11			
	01601002 510100	Longevity	$1,975.00	$1,675.00			$1,675.00			Includes all employees
	01601002 510020	Seasonal circ aides	$6,238.00	$9,736.74			$6,491.16			provides two summer aides at 19 hours for 9 weeks.
	01061003 510030	Library Pages	$28,000.00	$34,895.70			$28,000.00			Provides 57.4 Hours page hours per week. High was 110 hours per week
	01601002 510020	Part Time Children's Library Assistant	$0.00	$6,750.00			$0.00			Request increase to hours of Library Assistant A-3--Children's Assistant from 19 hrs to 25 hrs per week (not funded)-
	01601002 510020	Part time Technology Assistant	$0.00	$6,693.44			$0.00			Request increase hours of Library Assistant A-3--Technology Aide from 19 hrs to 25 hrs per week (Not funded)
		Total Salaries	**$889,034.00**	**$944,582.99**	**$55,548.99**	**6.25%**	**$920,998.27**	**$31,964.27**	**3.60%**	
SERVICES/ CONTRACTUAL										
	1061004 520040	Telephone	$6,000.00	$6,000.00			$6,000.00			Includes Centrex services, one traditional line and reimbursement for Director's cell.
	01061004 520080	Repair & Maintenance-Equipment (computer hardware and software)	$10,970.00	$13,982.00			$13,982.00			Cost increases due to increased number of public computers and technology equipment. Includes • $4,057 for service contract and software maintenance on 3 self-check units, • $1,200 for general software upgrades (antivirus, public station security software, etc.), • $1,500 for online program registration, meeting room and museum pass booking systems, • $2,325 for Envisionware software for public PC management and mobile print services, • $2,900 for DeepFreeze for public computers and • $2,000 reserved for computer hardware maintenance.
	01061004 520100	Advertising & Binding	$500.00	$500.00	$0.00		$500.00			
	01061004 520130	Professional & Technical Services - Library	$42,000.00	$48,000.00			$45,000.00			Annual CWMARS membership ($44,000) & CatExpress and other bibliographic services($1,000) Total CWMARS =$45,000 . Not funded was $3,000 for child, teen & adult program funds .
	1061004 520140	Rental of Equipment	$500.00	$500.00	$0.00		$500.00			
		Total Contractual	**$59,970.00**	**$68,982.00**	**$9,012.00**	**15.03%**	**$65,982.00**	**$6,012.00**	**10.03%**	

Library FY2017 Budget Request, with TM Recommendation

			FY16 Budget	FY2017 Request	change	percentage change	TM Recommendation	change	percentage change	Notes
SUPPLIES & MATERIALS										
	01061004 540010	Automotive	$500.00	$500.00	$0.00	0.00%	$500.00			
	01061004 540140	Library Materials	$144,000.00	$151,000.00	$7,000.00	4.86%	$144,000.00			No additional funds to expand eBook collection and cover new mandatory eBook assessment of $4,400–, $9,266 below MER. High was $151,000 in FY2013
	01061004 540150	Print Postage & Stationery	$18,000.00	$19,500.00	$1,500.00	8.33%	$19,000.00			
	01061004 540190	Custodial Supplies	$5,000.00	$5,000.00	$0.00	0.00%	$5,000.00			
	01061004 540200	Educational Supplies	$1,200.00	$1,500.00	$300.00	25.00%	$1,200.00			
	01061004 540220	Office Supplies	$3,000.00	$3,500.00	$500.00	16.67%	$3,500.00			
	01061004 540270	Library Supplies	$13,000.00	$13,500.00	$500.00	3.85%	$13,000.00			
		Total Supplies & Materials	**$184,700.00**	**$194,500.00**	**$9,800.00**	**5.31%**	**$186,200.00**	**$1,500.00**	**0.81%**	
OTHER - NOT CLASSIFIED										
	01061004 570010	Mileage	$2,000.00	$2,000.00	$0.00	0.00%	$2,000.00			
	01061004 570020	Dues & Memberships	$1,600.00	$1,800.00	$200.00	12.50%	$1,800.00			
	01061004 57180	Meetings, Workshops & Volunteer Recognition	$2,200.00	$2,500.00	$300.00	13.64%	$2,200.00			
		Total Other	**$5,800.00**	**$6,300.00**	**$500.00**	**8.62%**	**$6,000.00**	**$200.00**	**3.45%**	
EQUIPMENT-NOT CLASSIFIED										
	01061008 580020	Computer upgrades & replacements	$0.00	$1,000.00	$1,000.00		$0.00			
	01061008 580020	Color printer, with built in scanner, for public use		$0.00	$0.00		$0.00			
	01061008 580120	Incidental furniture for temp site	$0.00	$0.00	$0.00		$0.00			
		Total Equipment	**$0.00**	**$1,000.00**	**$1,000.00**		**$0.00**	**$0.00**	**0%**	
		GRAND TOTAL	**$1,139,504.00**	**$1,215,364.99**	**$75,860.99**	**6.66%**	**$1,179,180.27**	**$39,676.27**	**3.48%**	**Increase of $39,467 or 3.5 %**
										MAR=$1,150,797
										TM Recomm= $1,178,971
										MER on Recommendation =$153, 266

Budget Review Notes --Jan 2016

SHORT TERM

Need to restore Library Materials Funding

- High was in FY08 - at $154,000, currently at $144,000
- $10,000 or 6% decrease
- despite e-loans more than doubling over prior year – 1.23% growth (loaned 28,210 items in 2014 and 62,858 items in 2015)
- This year we have reallocated $67,000 of that $144,000 to online content
    - taken from print resources budget-
    - last year was $45,000- year before was $39,000-
    - but can't siphon any more from print collection
- over $30,000 in trust funds and grant money used to supplement services last year
    - dropped that from prior year- when we spent $32,000
- Next year we have a mandatory $4,359 charge on our CWMARS annual fee- for e book purchases.
- Keeping our doors open is our most basic service—after that it's the collections we provide.

SHORT TERM AND LONG TERM

Need to address growing IT maintenance and planning needs

- Currently have 26 computers in temp library, will more than triple in new library
- Increased dependence on web services and complex tech systems.
- Public demands for support and training are growing, Electronics Resources Librarian is spending more time serving patrons- very limited time for IT maintenance- and harder to attract person with requisite skills, Can no longer assist with basic IT maintenance and development.
- PT IT specialist works 19 hours per week- want to increase to 25 hours, but ultimate goal is FT position.
    - $21.12 (A-3) hourly rate and PT position with no benefits leaves us struggling to get skills & experience we need.

Need to address growing demand for children's/ early literary services

- Past high was 3 full time, professional children's librarians and 3 part-time employees
- Currently have 2 full time and 2 part-time – one at 19 hours and another at 8 hours p/wk
- We offer 4 or 5 programs per week: Wiggle words (2 and up), Babies, books and Bubbles (birth-24 months and parent/grandparent, Book Beats (ages 2-5)
    - A variety of other programs
        - Read to a dog
        - School Vacation and holiday events/activities
        - After school Lego club
        - Read to a Dog program
        - And much more
- Demand is not being met – just instituted Token system
- Primary role and Strategic Plan Goal not being met- to serve pre-literacy needs of all Shrewsbury children

- *Create Young Readers: Early Literacy: Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.*

LONG TERM

Need to address succession planning and staff development

Having a workforce of predominantly PT workers has created a break in the staff development and succession process.

- We have been able to attract some exceptional people
  - But we will not keep them
- This has a very negative impact on staff development and succession planning.
  - Have two or three people I would like to see move into management positions (We do have more upcoming retirements to plan for) but I expect I will be losing these young employees who need to find FT employment , before such retirements occur.
- Affects internal hiring decisions- sometimes rank potential stability over skills
- Increases training demands
- If we were really dedicated to excellence and long term planning we would be looking to convert a four or five PT positions to FT status.
- Very difficult to sustain needed cultural change

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Parks & Recreation 0650

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510010	S & W - Full Time	$68,564	$70,036	$70,337	$71,744	$39,972	$71,317	$71,317
510020	S & W - Part Time	$550	$600	$600	$600	$300	$600	$600
510080	Sick Leave Plan II	$328	$670	$0	$0	$854	$0	$0
510100	Longevity	$200	$200	$200	$200	$200	$250	$250
Parks & Recreation PEA		**$69,643**	**$71,506**	**$71,137**	**$72,544**	**$41,326**	**$72,167**	**$72,167**
510010	S & W - Full Time	$3,326	$3,626	$3,561	$3,634	$3,460	$3,461	$3,461
510090	Overtime	$0	$0	$0	$0	$0	$0	$0
510100	Longevity	$300	$300	$300	$300	$300	$300	$300
Parks & Recreation S&C		**$3,626**	**$3,926**	**$3,861**	**$3,934**	**$3,760**	**$3,761**	**$3,761**
510010	S & W - Full Time	$107,072	$110,074	$117,166	$117,784	$61,781	$167,842	$124,154
510030	S & W - Temporary	$28,791	$34,951	$29,356	$29,356	$20,405	$32,809	$32,809
510080	Sick Leave Plan II	$1,109	$2,081	$0	$0	$1,742	$0	$0
510090	Overtime	$6,310	$5,129	$5,000	$5,000	$2,000	$5,000	$5,000
510100	Longevity	$650	$650	$650	$650	$200	$200	$200
510110	Work Incentive Program	$0	$0	$0	$0	$0	$0	$0
510610	Base Salary Adjustment	$0	$0	$0	$0	$0	$0	$0
Parks & Recreation Other		**$143,933**	**$152,885**	**$152,172**	**$152,790**	**$86,128**	**$205,851**	**$162,163**
520010	Utility - Electricity	$3,645	$3,483	$4,000	$4,000	$2,403	$4,000	$4,000
520020	Utility - Natural Gas	$0	$0	$0	$0	$0	$0	$0
520030	Utility - Heating Oil	$0	$0	$0	$0	$0	$0	$0
520040	Utility - Telephone	$2,227	$1,823	$2,700	$2,700	$852	$2,700	$2,700
520060	Utility - Water	$582	$463	$600	$600	$287	$600	$600
520070	Utility - Sewer	$98	$70	$200	$200	$58	$150	$150

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
520080	R & M - Equipment	$10,441	$7,542	$7,000	$7,000	$10,621	$9,000	$8,000
520090	R & M - Building	$845	$5,348	$3,700	$3,700	$43	$3,700	$3,700
520100	Advertising & Binding	$545	$910	$600	$600	$379	$600	$600
520130	Professional Services	$22,785	$23,701	$38,000	$38,000	$24,531	$38,000	$38,000
520140	Rental of Equipment	$172	$103	$625	$625	$0	$625	$625
520150	R & M - Public Property	$5,029	$4,743	$7,000	$7,000	$11,716	$7,000	$7,000
520160	Removal Tree Trim, Rubbish	$13,475	$18,570	$15,000	$15,000	$15,000	$19,500	$15,000
520220	Services-Not Classified	$0	$136	$500	$500	$90	$500	$500
540010	Automotive	$1,017	$9,681	$5,500	$5,500	$4	$5,500	$5,500
540030	Building	$0	$0	$200	$200	$0	$0	$0
540050	Sand, Stone & Gravel	$0	$485	$1,000	$1,000	$1,594	$1,200	$1,000
540070	Asphalt & Bit Materials	$0	$0	$500	$500	$0	$0	$0
540080	Pipe Fittings	$0	$0	$0	$0	$0	$0	$0
540100	Seed, Loam & Fertilizer	$0	$0	$0	$0	$0	$0	$0
540120	Clothing & Uniforms	$1,370	$1,962	$1,440	$1,440	$570	$2,030	$2,030
540140	Books Periodicals Subs	$0	$0	$0	$0	$0	$1,485	$0
540150	Print Postage Stationary	$0	$0	$0	$0	$0	$0	$0
540170	Medical & Dental	$75	$222	$200	$200	$137	$200	$200
540190	Custodial Supplies	$1,628	$1,841	$2,000	$2,000	$1,713	$2,000	$2,000
540220	Office Supplies	$381	$463	$800	$800	$217	$800	$800
540230	Supplies - Not Classified	$3,590	$5,365	$4,000	$4,000	$702	$4,000	$4,000
540240	Small Tools & Misc Equip	$350	$797	$1,485	$1,485	$634	$1,485	$1,485
570010	Car Allowance/Mileage	$3,120	$3,120	$3,120	$3,120	$1,820	$3,120	$3,120
570020	Dues & Memberships	$524	$480	$485	$485	$470	$485	$485
570030	Travel	$290	$340	$500	$500	$270	$500	$500
570040	Insurance & Bonds	$0	$0	$0	$0	$0	$0	$0
570080	Inspection Fees	$470	$515	$570	$570	$0	$570	$570
570180	Other - Not Classified	$220	$592	$620	$620	$140	$770	$770
Parks & Recreation OpEx		**$72,878**	**$92,754**	**$102,345**	**$102,345**	**$74,250**	**$110,520**	**$103,335**
580040	Trucks & Tractors	$0	$0	$0	$0	$0	$0	$0

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
580070	Electrical & Mechanical	$450	$810	$1,000	$1,000	$0	$1,000	$1,000
580120	Equip - Not Classified	$0	$0	$0	$0	$0	$1,788	$1,788
580140	Playground Equipment	$1,784	$6,699	$18,000	$18,000	$4,511	$18,000	$18,000
580150	Tennis Nets	$0	$0	$0	$0	$0	$0	$0
580160	Leaf Blowers	$0	$0	$0	$0	$0	$0	$0
580170	Leaf Vacuum	$0	$0	$0	$0	$0	$0	$0
580180	Brush Saw	$0	$0	$0	$0	$0	$0	$0
580190	Irrigation Remote	$0	$0	$0	$0	$0	$0	$0
580440	Turf Aerifier	$0	$0	$0	$0	$0	$0	$0
580520	ATM 09 Art 11 Replace Mower	$0	$0	$0	$0	$0	$0	$0
580530	Trailer	$0	$0	$0	$0	$0	$0	$0
580560	Athletic Field Marker	$0	$0	$0	$0	$0	$0	$0
Parks & Recreation Equip		**$2,234**	**$7,509**	**$19,000**	**$19,000**	**$4,511**	**$20,788**	**$20,788**
510090	Overtime	$836	$490	$3,800	$3,800	$1,658	$3,300	$3,300
520130	Professional Services	$330	$9,695	$11,000	$11,000	$3,500	$11,000	$11,000
520450	Custodial Cafe and Police Serv	$420	$215	$500	$500	$430	$500	$500
571170	High School Fields	$16,615	$23,380	$28,000	$28,000	$14,995	$28,000	$28,000
571180	Other School Playfields	$2,502	$3,291	$4,000	$4,000	$4,553	$5,000	$5,000
580220	Fencing	$4,037	$4,293	$5,000	$5,000	$4,348	$15,000	$15,000
Parks & Recreation SepAp		**$24,740**	**$41,364**	**$52,300**	**$52,300**	**$29,485**	**$62,800**	**$62,800**
Parks & Recreation		**$317,053**	**$369,943**	**$400,815**	**$402,913**	**$239,459**	**$475,886**	**$425,014**

Employee Roster
Fiscal Year 2017
REQUESTED

Department: **Parks & Cemetery Departments**

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
CEMETERY														
Angela Snell	DH-4							E		37.50	$1,708.19	10.45	$17,850.59	$17,850.59
Jean Giles	A-3							E	$23.07	37.50	$865.13	10.00	$8,651.25	$8,651.25
Kevin Esposito	PT-3	D	$28.85	40.00	13.60	$1,154.00	$15,694.40	E	$30.15	40.00	$1,206.00	12.50	$15,075.00	$30,769.40
											Cemetery	FTE	0.89	$57,271.24
PARKS														
Angela Snell	DH4							E		37.50	$1,708.19	41.75	$71,316.93	$71,316.93
Park & Cemetery Commissioners (3)														$600.00
Jean Giles	A-3							E	$23.07	37.50	$865.13	4.00	$3,460.50	$3,460.50
Kevin Esposito	PT-3	D	$28.85	40.00	13.60	$1,154.00	$15,694.40	E	$30.15	40.00	$1,206.00	12.50	$15,075.00	$30,769.40
Ryan Pontbriand	W5	C	$22.25	40.00	26.20	$890.00	$23,318.00	D	$23.40	40.00	$936.00	18.00	$16,848.00	$40,166.00
Ryan Pontbriand	W5	C	$22.47	40.00	8.00	$898.80	$7,190.40							$7,190.40
														$47,356.40
Robert Redden*	W5	B	$21.21	40.00	26.20	$848.40	$22,228.08	B	$22.47	40.00	$898.80	20.20	$18,155.76	$40,383.84
Robert Redden*	W5	B	$21.42	40.00	5.80	$856.80	$4,969.44							$4,969.44
*Seeking 52.2 weeks in Parks, no transfer to Highway.														$45,353.28
Acting Foreman														$675.20
New Postion	W5	A	$20.43	40.00	26.20	$817.20	$21,410.64	B	$21.42	40.00	$856.80	26.00	$22,276.80	$43,687.44
														$167,841.72
SEASONAL (3)	M6								$14.39	2280.00			$32,809.20	$32,809.20
											Parks	FTE	5.47	$492,892.31

Employee Roster
Fiscal Year 2017
REQUESTED

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
REVOLVING														
Gary Grindle	PT-2	E							$28.57	40.00	$1,142.80	52.20	$59,654.16	$59,654.16
Jean Giles	PT-3	E							$23.07	37.50	$865.13	38.20	$33,047.78	$33,047.78
Seasonal (1)	M6								$14.39	760.00			$10,936.40	$10,936.40
											Revolving	FTE	2.36	$103,638.34

Longevity Payments

Name	Amount	DOH	DEPT
Angela Snell	$ 250.00	9/4/2001	Parks
Gary Grindle	$ 200.00	4/1/2002	Parks
Jean Giles	$ 300.00	9/27/1993	Parks
	$ 750.00		

Total FTE's	8.73

Employee Roster
Fiscal Year 2017
RECOMMENDED

Department: **Parks & Cemetery Departments**

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
CEMETERY														
Angela Snell	DH-4							E		37.50	$1,708.19	10.45	$17,850.59	$17,850.59
Jean Giles	A-3							E	$23.07	37.50	$865.13	10.00	$8,651.25	$8,651.25
Kevin Esposito	PT-3	D	$28.85	40.00	13.60	$1,154.00	$15,694.40	E	$30.15	40.00	$1,206.00	12.50	$15,075.00	$30,769.40
			Value of Step $650.00											
											Cemetery	FTE	0.89	$57,271.24
PARKS														
Angela Snell	DH4							E		37.50	$1,708.19	41.75	$71,316.93	$71,316.93
Park & Cemetery Commissioners (3)														$600.00
Jean Giles	A-3							E	$23.07	37.50	$865.13	4.00	$3,460.50	$3,460.50
Kevin Esposito	PT-3	D	$28.85	40.00	13.60	$1,154.00	$15,694.40	E	$30.15	40.00	$1,206.00	12.50	$15,075.00	$30,769.40
			Value of Step $650.00											
Ryan Pontbriand	W5	C	$22.25	40.00	26.20	$890.00	$23,318.00	D	$23.40	40.00	$936.00	18.00	$16,848.00	$40,166.00
Ryan Pontbriand	W5	C	$22.47	40.00	8.00	$898.80	$7,190.40							$7,190.40
			Value of Step $738.20											$47,356.40
							$70.40		$667.80	738.20				
Robert Redden*	W5	B	$21.21	40.00	26.20	$848.40	$22,228.08	B	$22.47	40.00	$898.80	20.20	$18,155.76	$40,383.84
Robert Redden*	W5	B	$21.42	40.00	5.80	$856.80	$4,969.44							$4,969.44
*Seeking 52.2 weeks in Parks, no transfer to Highway			Value of Step $895.42											$45,353.28
Acting Foreman														$675.20
~~New Postion~~	~~W5~~	~~A~~	~~$20.43~~	~~40.00~~	~~26.20~~	~~$817.20~~	~~$21,410.64~~	~~B~~	~~$21.42~~	~~40.00~~	~~$856.80~~	~~26.00~~	~~$22,276.80~~	~~$43,687.44~~
														$124,154.28
SEASONAL (3)	M6								$14.39	2280.00			$32,809.20	$32,809.20
											Parks	FTE	4.47	$449,204.87

Employee Roster
Fiscal Year 2017
RECOMMENDED

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
REVOLVING														
Gary Grindle	PT-2	E							$28.57	40.00	$1,142.80	52.20	$59,654.16	$59,654.16
Jean Giles	PT-3	E							$23.07	37.50	$865.13	38.20	$33,047.78	$33,047.78
Seasonal (1)	M6								$14.39	760.00			$10,936.40	$10,936.40
											Revolving	FTE	2.36	$103,638.34

Longevity Payments

Name	Amount	DOH	DEPT
Angela Snell	$ 250.00	9/4/2001	Parks
Gary Grindle	$ 200.00	4/1/2002	Parks
Jean Giles	$ 300.00	9/27/1993	Parks
	$ 750.00		

Total FTE's	7.73

Selected Operating Expenses and Equipment Detail
Fiscal Year 2017

Parks & Recreation

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520010	Utility - Electricity		$4,000	$4,000
Parks & Recreation OpEx				
520040	Utility - Telephone		$2,700	$2,700
Parks & Recreation OpEx				
520060	Utility - Water		$600	$600
Parks & Recreation OpEx				
520070	Utility - Sewer		$150	$150
Parks & Recreation OpEx				
520080	R & M - Equipment		$9,000	$8,000
Parks & Recreation OpEx				
520090	R & M - Building		$3,700	$3,700
		Misc R & M	$3,700	$3,700
Parks & Recreation OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
520100	Advertising & Binding		$600	$600
Parks & Recreation OpEx				
520130	Professional Services		$38,000	$38,000
		Funding for contractors for mowing and leaf clean up at various locations.	$38,000	$38,000
Parks & Recreation OpEx				
520140	Rental of Equipment		$625	$625
Parks & Recreation OpEx				
520150	R & M - Public Property		$7,000	$7,000
Parks & Recreation OpEx				
520160	Removal Tree Trim, Rubbish		$19,500	$15,000
Parks & Recreation OpEx				
520220	Services-Not Classified		$500	$500
		Misc services for parks	$500	$500
Parks & Recreation OpEx				
540010	Automotive		$5,500	$5,500
Parks & Recreation OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540050	Sand, Stone & Gravel		$1,200	$1,000
Parks & Recreation OpEx				
540120	Clothing & Uniforms		$2,030	$2,030
		Clothing and boot reimbursement for foreman	$225	$225
Parks & Recreation OpEx		Clothing allowance -Per union contract	$1,605	$1,605
		Uniforms for seasonal employees	$200	$200
540140	Books Periodicals Subs		$1,485	$0
Parks & Recreation OpEx				
540170	Medical & Dental		$200	$200
Parks & Recreation OpEx				
540190	Custodial Supplies		$2,000	$2,000
Parks & Recreation OpEx				
540220	Office Supplies		$800	$800
Parks & Recreation OpEx				
540230	Supplies - Not Classified		$4,000	$4,000
Parks & Recreation OpEx				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
540240	Small Tools & Misc Equip		$1,485	$1,485
Parks & Recreation OpEx				
570010	Car Allowance/Mileage		$3,120	$3,120
		Car Allowance	$3,120	$3,120
Parks & Recreation OpEx				
570020	Dues & Memberships		$485	$485
Parks & Recreation OpEx				
570030	Travel		$500	$500
Parks & Recreation OpEx				
570080	Inspection Fees		$570	$570
		Inspection fees for trucks	$570	$570
Parks & Recreation OpEx				
570180	Other - Not Classified		$770	$770
		License renewals	$770	$770
Parks & Recreation OpEx				
			$110,520	**$103,335**
580070	Electrical & Mechanical		$1,000	$1,000
		Routine replacement of mowers/trimmers.	$1,000	$1,000
Parks & Recreation Equip				

Line Item Description		Explanation	DEPARTMENT REQUEST 2017	MANAGER RECOMMEND 2017
580120	Equip - Not Classified		$1,788	$1,788
Parks & Recreation Equip				
580140	Playground Equipment		$18,000	$18,000
Parks & Recreation Equip			**$20,788**	**$20,788**
520130	Professional Services		$11,000	$11,000
Parks & Recreation SepAp				
520450	Custodial Cafe and Police Serv		$500	$500
		Hire police details.	$500	$500
Parks & Recreation SepAp				
571170	High School Fields		$28,000	$28,000
		Maintenance of High School fields	$28,000	$28,000
Parks & Recreation SepAp				
571180	Other School Playfields		$5,000	$5,000
		School fields :Irrigation, maintenance	$5,000	$5,000
Parks & Recreation SepAp				
580220	Fencing		$15,000	$15,000
Parks & Recreation SepAp			**$59,500**	**$59,500**
Parks & Recreation			**$190,808**	**$183,623**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Long Term Debt Principal 0710

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
590010	Elementary School	$465,000	$460,000	$450,000	$450,000	$0	$0	$0
590020	CATV	$335,000	$0	$0	$0	$0	$0	$0
590030	Water	$71,000	$70,000	$70,000	$70,000	$70,000	$70,000	$70,000
590050	Light	$0	$0	$0	$0	$0	$0	$0
590090	Open Space Land Acq	$155,000	$155,000	$150,000	$150,000	$0	$150,000	$150,000
590100	High School Land Acq	$120,000	$120,000	$120,000	$120,000	$0	$115,000	$115,000
590110	Senior Center	$0	$0	$0	$0	$0	$0	$0
590120	Title V Loan	$15,101	$15,099	$15,100	$15,100	$10,270	$15,100	$15,100
590130	Assabet River Consortium	$22,737	$25,882	$25,553	$25,553	$25,552	$25,229	$25,229
590140	New High School Construction	$3,040,000	$2,995,000	$2,960,000	$2,960,000	$2,960,000	$2,940,000	$2,940,000
590160	Open Space Land Acq (2)	$110,000	$110,000	$105,000	$105,000	$105,000	$105,000	$105,000
590170	Light Dept Upgrade	$110,000	$110,000	$105,000	$105,000	$105,000	$105,000	$105,000
590190	Oak Street Middle Renovation	$430,000	$440,000	$435,000	$435,000	$435,000	$420,000	$420,000
590200	Parker Road Pre School	$95,000	$95,000	$85,000	$85,000	$85,000	$85,000	$85,000
590220	Fire Facilities Project	$380,000	$380,000	$380,000	$380,000	$0	$380,000	$380,000
590230	Water Systems Improvements	$125,000	$125,000	$125,000	$125,000	$0	$125,000	$125,000
590240	Sherwood Middle School	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
590250	Land Acq - Credit Union	$70,000	$70,000	$70,000	$70,000	$70,000	$70,000	$70,000
590260	Land Acq - South St (Allen)	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000	$305,000
590270	Sewer Interceptor	$38,707	$39,548	$40,407	$40,407	$42,834	$38,832	$38,832
590280	Spring St School	$0	$65,000	$65,000	$65,000	$65,000	$65,000	$65,000
590290	Centech Substation	$0	$300,000	$300,000	$300,000	$300,000	$300,000	$300,000
590300	Sewer Intercept Ph 2&3	$0	$0	$190,546	$190,546	$190,546	$171,384	$171,384
Long Term Debt Principal SepAp		**$6,887,545**	**$6,880,529**	**$6,996,606**	**$6,996,606**	**$5,769,203**	**$6,485,545**	**$6,485,545**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Long Term Debt Interest 0751

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
590010	Elementary School	$55,481	$38,625	$21,376	$21,376	$10,688	$0	$0
590020	CATV	$13,400	$0	$0	$0	$0	$0	$0
590030	Water	$11,860	$10,625	$9,575	$9,575	$5,050	$8,525	$8,525
590050	Light	$0	$0	$0	$0	$0	$0	$0
590090	Open Space Land Acq	$25,113	$18,913	$14,650	$14,650	$7,325	$10,150	$10,150
590100	High School Land Acq	$22,175	$17,375	$14,075	$14,075	$7,038	$10,475	$10,475
590110	Senior Center	$0	$0	$0	$0	$0	$0	$0
590130	Assabet River Consortium	$1,888	$1,652	$1,369	$1,369	$1,368	$1,086	$1,086
590140	New High School Construction	$1,159,300	$1,053,800	$934,700	$934,700	$496,950	$802,000	$802,000
590160	Open Space Land Acq (2)	$31,250	$27,400	$23,100	$23,100	$12,600	$18,375	$18,375
590170	Light Dept Upgrade	$20,750	$16,900	$12,600	$12,600	$7,350	$7,875	$7,875
590190	Oak Street Middle Renovation	$78,040	$58,661	$49,055	$49,055	$25,615	$44,780	$44,780
590200	Parker Road Pre School	$9,763	$6,034	$3,925	$3,925	$2,175	$3,075	$3,075
590220	Fire Facilities Project	$170,833	$159,433	$147,083	$147,083	$73,541	$134,733	$134,733
590230	Water Systems Improvements	$20,313	$16,563	$12,500	$12,500	$6,250	$8,438	$8,438
590240	Sherwood Middle School	$748,533	$710,000	$680,000	$680,000	$680,000	$650,000	$650,000
590250	Land Acq - Credit Union	$21,850	$19,750	$17,650	$17,650	$17,650	$15,550	$15,550
590260	Land Acq - South St (Allen)	$181,475	$169,275	$157,075	$157,075	$81,588	$144,875	$144,875
590270	Sewer Interceptor	$17,649	$18,363	$17,573	$17,573	$16,873	$15,768	$15,768
590280	Spring St School	$3,867	$16,769	$15,200	$15,200	$15,200	$13,250	$13,250
590290	Centech Substation	$0	$179,520	$174,600	$174,600	$174,600	$165,600	$165,600
590300	Sewer Intercept Ph 2&3	$0	$4,727	$84,778	$84,778	$84,573	$79,580	$79,580
Long Term Debt Interest SepAp		**$2,593,539**	**$2,544,384**	**$2,390,884**	**$2,390,884**	**$1,726,434**	**$2,134,135**	**$2,134,135**
Long Term Debt Interest		**$2,593,539**	**$2,544,384**	**$2,390,884**	**$2,390,884**	**$1,726,434**	**$2,134,135**	**$2,134,135**

TOWN OF SHREWSBURY
Fiscal Year 2017
Operating Budget

Short Term Debt Interest 0752

	ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
590080 Anticipation Interest	$23,185	$0	$30,000	$30,000	$30,000	$359,000	$359,000
Short Term Debt Interest SepAp	**$23,185**	**$0**	**$30,000**	**$30,000**	**$30,000**	**$359,000**	**$359,000**
Short Term Debt Interest	**$23,185**	**$0**	**$30,000**	**$30,000**	**$30,000**	**$359,000**	**$359,000**

FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE

Issue No.	Date of Issue/Re-Issue	Purpose		Type of Payment	2017	2018	2019	2020	2021
1	6/15/1999	Land Acquisition #1		Principal	$150,000	$145,000	$40,000		
	9/3/2009		$3,000,000	Interest	$10,150	$5,650	$1,300		
				Total	$160,150	$150,650	$41,300		
2	6/1/1999	Land Acquisition (HS)		Principal	$115,000	$115,000	$110,000		
	9/3/2009		$2,400,000	Interest	$10,475	$7,025	$3,575		
				Total	$125,475	$122,025	$113,575		
3	10/25/2000	Title V Loan Program #1		Principal	$4,830	$4,830	$4,830		
			$86,947	Interest	$0	$0	$0		
				Total	$4,830	$4,830	$4,830		
4	8/15/2001	High School		Principal	$2,940,000	$2,930,000	$2,925,000	$2,915,000	$2,905,000
	4/15/2010		$58,900,000	Interest	$802,000	$655,250	$508,875	$362,875	$217,375
				Total	$3,742,000	$3,585,250	$3,433,875	$3,277,875	$3,122,375
5	8/15/2001	Land Acquisition #2		Principal	$105,000	$105,000	$105,000	$105,000	
	4/15/2010		$2,000,000	Interest	$18,375	$13,125	$7,875	$2,625	
				Total	$123,375	$118,125	$112,875	$107,625	
6	8/15/2001	Light Upgrade		Principal	$105,000	$105,000			
	4/15/2010		$1,760,000	Interest	$7,875	$2,625			
				Total	$112,875	$107,625			
7	7/26/2001	Assabet River CWMP #1		Principal	$14,422	$14,040	$13,602	$13,242	$15,698
	2/1/2005		$1,760,000	Interest	$1,086	$802	$518	$259	$0
				Total	$15,508	$14,842	$14,120	$13,501	$15,698
8	8/1/2004	Title V Loan Program #2		Principal	$5,541	$5,541	$5,541	$5,541	$5,541
			$105,896	Interest	$0	$0	$0	$0	$0
				Total	$5,541	$5,541	$5,541	$5,541	$5,541
9	11/15/2004	Oak Middle School		Principal	$420,000	$410,000	$400,000	$390,000	$380,000
	4/12/2013		$7,400,000	Interest	$44,780	$40,630	$36,580	$32,143	$27,235
				Total	$464,780	$450,630	$436,580	$422,143	$407,235
10	11/15/2004	North Shore School		Principal	$85,000	$85,000	$80,000	$80,000	
	4/12/2013		$1,250,000	Interest	$3,075	$2,225	$1,400	$500	
				Total	$88,075	$87,225	$81,400	$80,500	
11	10/24/2005	Title V Loan Program #3		Principal	$4,729	$4,729	$4,729	$4,728	$4,728
			$94,573	Interest	$0	$0	$0	$0	$0
				Total	$4,729	$4,729	$4,729	$4,728	$4,728
12	12/18/2007	Assabet River CWMP #2		Principal	$10,807	$10,807	$10,808	$10,808	$10,808
	12/10/2009		$168,653	Interest	$0	$0	$0	$0	$0
				Total	$10,807	$10,807	$10,808	$10,808	$10,808
13	2/15/2008	Fire Facilities Project		Principal	$380,000	$380,000	$380,000	$380,000	$375,000
			$6,800,000	Interest	$134,733	$122,383	$109,083	$96,353	$83,243
				Total	$514,733	$502,383	$489,083	$476,353	$458,243
14	2/15/2008	Water Tank - Masonic		Principal	$125,000	$125,000			
			$1,250,000	Interest	$8,438	$4,375			
				Total	$133,438	$129,375			
15	7/14/2011	Sherwood Middle School		Principal	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
			$20,000,000	Interest	$650,000	$615,000	$580,000	$540,000	$490,000
				Total	$1,650,000	$1,615,000	$1,580,000	$1,540,000	$1,490,000
16	7/14/2011	Credit Union Land Purchase		Principal	$70,000	$70,000	$65,000	$65,000	$65,000
			$680,000	Interest	$15,550	$13,100	$10,725	$8,125	$4,875
				Total	$85,550	$83,100	$75,725	$73,125	$69,875
17	11/15/2012	Water System Improvements		Principal	$70,000	$70,000	$70,000	$65,000	$65,000
			$681,000	Interest	$8,525	$7,300	$5,900	$4,550	$3,250
				Total	$78,525	$77,300	$75,900	$69,550	$68,250
18	11/15/2012	Land Acquisition - South St		Principal	$305,000	$305,000	$305,000	$305,000	$305,000
			$6,100,000	Interest	$144,875	$132,675	$123,525	$117,425	$111,325
				Total	$449,875	$437,675	$428,525	$422,425	$416,325
19	3/29/2013	Sewer Interceptor #1		Principal	$38,832	$39,676	$40,538	$41,418	$42,319
			$956,875	Interest	$15,768	$14,991	$14,198	$13,387	$12,558
				Total	$54,600	$54,667	$54,736	$54,805	$54,877

FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE

Issue No.	Date of Issue/Re-issue	Purpose		Type of Payment	2017	2018	2019	2020	2021
20	1/23/2014	Spring Street School		Principal	$65,000	$65,000	$65,000	$65,000	$65,000
			$635,000	Interest	$13,250	$11,300	$8,700	$7,400	$6,100
				Total	$78,250	$76,300	$73,700	$72,400	$71,100
21	1/23/2014	Light Plant Upgrade - CenTech		Principal	$300,000	$300,000	$300,000	$300,000	$300,000
			$6,000,000	Interest	$165,600	$156,600	$144,600	$138,600	$132,600
				Total	$465,600	$456,600	$444,600	$438,600	$432,600
22	1/7/2015	Sewer Interceptor #2		Principal	$171,384	$175,109	$178,915	$182,803	$186,776
			$4,146,710	Interest	$79,580	$76,152	$72,650	$69,071	$65,415
				Total	$250,964	$251,261	$251,565	$251,874	$252,191
Existing Debt Service									
		Total Principal		Principal	$6,485,545	$6,464,732	$6,103,963	$5,928,540	$5,725,870
		Total Interest		Interest	$2,134,135	$1,881,208	$1,629,504	$1,393,313	$1,153,976
		Total Payment		Total	$8,619,680	$8,345,940	$7,733,467	$7,321,853	$6,879,846
Existing Debt Service by Funding Source									
		Tax Levy (Within Levy Limit)			$251,875	$246,625	$230,825	$226,025	$140,975
		Tax Levy (Exempted)			$7,230,388	$6,981,738	$6,635,813	$6,246,421	$5,894,178
		Light			$578,475	$564,225	$444,600	$438,600	$432,600
		CATV			$0	$0	$0	$0	$0
		Sewer			$331,879	$331,577	$331,229	$330,988	$333,574
		Title V			$15,100	$15,100	$15,100	$10,269	$10,269
		Water			$211,963	$206,675	$75,900	$69,550	$68,250
			Total		$8,619,680	$8,345,940	$7,733,467	$7,321,853	$6,879,846
		Tax Levy (Exempted)			$7,230,388	$6,981,738	$6,635,813	$6,246,421	$5,894,178
		SBA Funding (Floral)			($585,681)	$0	$0	$0	$0
		SBA Funding (HS)			($2,764,695)	($2,764,695)	($2,764,695)	($2,764,695)	($2,764,695)
*Tax Rate Impact calculated on FY 2016 values		Bond Reserve Account			$0	$0	$0	$0	$0
		Oak Middle MSBA			($40,671)	($40,671)	($40,671)	($40,671)	($40,671)
		Sherwood Middle Bond Premium			($62,653)	($59,280)	($55,906)	($52,051)	($47,231)
		CenTech North Bond Premium			($1,675)	($1,523)	($1,429)	($1,358)	($1,287)
		Net Tax Levy Exempted			$3,775,013	$4,115,569	$3,773,112	$3,387,646	$3,040,294
		Tax Rate Impact*		**$5.196 B**	$0.73	$0.79	$0.73	$0.65	$0.59
		Average Res Tax Bill (Outside Levy Limit)*		**$398,336**	$289.40	$315.50	$289.25	$259.70	$233.07

Town of Shrewsbury, Massachusetts

$18,000,000 Unlimited Tax General Obligation Bond Anticipation Notes

FirstSouthwest

Sale Date:	7/16/2015
Dated Date:	7/30/2015
Delivery Date:	7/30/2015
Due Date:	7/29/2016
Days Per Year:	360
Day Count:	359
Bank Qualified:	No
Rating:	MIG-1

Bidder	Principal	Coupon Rate	Premium	Interest	Net Interest	NIC	Prorata Premium	Prorata Interest	Award	Reoffering Yield
Eastern Bank	$18,000,000	2.00%	$297,503.30	$359,000.00	$61,496.70	0.3426%	$297,503.30	$359,000.00	$18,000,000	
TD Securities	$6,000,000	2.00%	$98,580.00	$119,666.67	$21,086.67	0.3524%				
Jefferies LLC	$18,000,000	1.50%	$200,705.00	$269,250.00	$68,545.00	0.3819%				
TD Securities	$6,000,000	2.00%	$96,180.00	$119,666.67	$23,486.67	0.3925%				
TD Securities	$6,000,000	2.00%	$94,980.00	$119,666.67	$24,686.67	0.4126%				
J.P. Morgan Securities LLC	$18,000,000	2.00%	$283,860.00	$359,000.00	$75,140.00	0.4186%				
Century Bank	$5,000,000	0.60%	$7,500.00	$29,916.67	$22,416.67	0.4496%				
Award Totals							$297,503.30	$359,000.00	$18,000,000	

Weighted Average Net Interest Cost: 0.3426%

Operating Support

0159

		ACTUAL 2014	ACTUAL 2015	ORIGINAL BUDGET 2016	REVISED BUDGET 2016	EXPENDED TO DATE 2016	DEPARTMENT REQUEST 2017	TOWN MANAGER RECOMMEND 2017
510310	Employee Assist Program	$3,980	$3,980	$4,000	$4,000	$3,980	$4,000	$4,000
510320	FICA Employer Match	$0	$0	$0	$0	$0	$0	$0
510330	Grp Health & Life Ins	$7,907,677	$8,110,976	$8,750,000	$8,900,000	$4,590,595	$10,300,000	$10,300,000
510340	Medicare Employer Match	$760,503	$849,275	$880,000	$880,000	$452,395	$975,000	$975,000
510360	Pensions & Annuities - NonCon	$0	$0	$0	$0	$0	$0	$0
510380	Unemployment Compensation	$50,447	$16,121	$150,000	$150,000	$34,628	$125,000	$125,000
510390	Worker's Compensation	$0	$0	$0	$0	$0	$0	$0
520080	R & M - Equipment	$10,421	$10,421	$10,421	$10,421	$7,816	$10,421	$10,421
520620	Ambulance Services	$0	$0	$0	$0	$0	$0	$0
540020	Oil & Fuel	$461,958	$379,965	$400,000	$400,000	$168,363	$325,000	$325,000
540150	Print Postage Stationary	$100,615	$88,247	$109,200	$109,200	$60,421	$150,500	$150,500
570100	WAREP Payment	$0	$0	$0	$0	$0	$0	$0
570220	Memorial Day	$3,215	$4,063	$5,500	$5,500	$0	$5,500	$5,500
570230	General Insurance	$784,575	$846,113	$900,000	$900,000	$865,695	$960,000	$960,000
570290	Bills of Prior Years	$5,360	$0	$0	$0	$0	$0	$0
572010	Out of State Travel Exp	$0	$0	$0	$0	$0	$0	$0
572030	MIS Support	$635,000	$655,443	$720,230	$720,230	$368,230	$713,554	$713,554
580370	Telecom & Network Equipment	$11,818	$58,618	$34,063	$34,063	$29,665	$43,145	$43,145
Operating Support SepAp		**$10,735,567**	**$11,023,222**	**$11,963,414**	**$12,113,414**	**$6,581,786**	**$13,612,120**	**$13,612,120**
Operating Support		**$10,735,567**	**$11,023,222**	**$11,963,414**	**$12,113,414**	**$6,581,786**	**$13,612,120**	**$13,612,120**

Summary Sheet
FY 2017 Health and Life Insurance Budget

Item	Amount	Comment/Explanation
Annual Premium Active/Ret	$8,299,080.96	Based on 1/22/2016 Census (FY 2016 Rates)
Annual Premium Senior Plans	$861,084.36	Based on 1/22/2016 Census (FY 2016 Rates)
Additional Employees (35 Plans - 5 Family; 20 Ind; 10 Senior)	$195,102.60	Note: FY 2015 to FY 2016 change was (+3) family; (+17) individual and (+8) senior plans (total of +28 plans).
Increase on Active Plans	$1,161,871.33	Assume 14% (July 1 Renewal)
Increase on Retiree Plans	$43,054.22	Assume 10% (January 1 Renewal)
Life Insurance	$49,964.16	
Total Projected Expenses	**$10,610,157.63**	
Reduction for Food Service Employees, Extended Day, Full Day and Pre-School Being Funded Via Revolving Account	**$325,000.00**	
Adjusted	**$10,285,157.63**	
Say	**$10,300,000.00**	Based on Projected Rates - Subject to Change

FY 2017
Health and Life Insurance Budget
(Based on Census as of 1/22/2016 With FY 2016 Rates)

School Plans					Municipal Plans					
Health Plan	Type	Town Pays	No. of Plans	Amount	Health Plan	Type	Town Pays		Amount	Total Amount
H/P PPO	Fam	$2,518.00	0	$0.00	H/P PPO	Fam	$2,518.00	0	$0.00	$0.00
	Ind	$1,134.00	2	$27,216.00		Ind	$1,134.00	1	$13,608.00	$40,824.00
			2	$27,216.00				1	$13,608.00	$40,824.00
Blue Options	Fam	$1,356.60	3	$48,837.60	Blue Options	Fam	$1,356.60	0	$0.00	$48,837.60
Rate Saver	Ind	$505.80	3	$18,208.80	Rate Saver	Ind	$505.80	0	$0.00	$18,208.80
			6	$67,046.40				0	$0.00	$67,046.40
Tufts Navigator	Fam	$1,252.80	4	$60,134.40	Tufts Navigator	Fam	$1,252.80	0	$0.00	$60,134.40
Rate Saver	Ind	$478.20	4	$22,953.60	Rate Saver	Ind	$478.20	0	$0.00	$22,953.60
			8	$83,088.00				0	$0.00	$83,088.00
HPHC Rate	Fam	$1,150.80	15	$207,144.00	HPHC Rate	Fam	$1,150.80	5	$69,048.00	$276,192.00
Saver	Ind	$441.60	40	$211,968.00	Saver	Ind	$441.60	8	$42,393.60	$254,361.60
			55	$419,112.00				13	$111,441.60	$530,553.60
Fallon Select	Fam	$1,177.61	247	$3,490,436.04	Fallon Select	Fam	$1,177.61	83	$1,172,899.56	$4,663,335.60
Rate Saver	Ind	$436.87	108	$566,183.52	Rate Saver	Ind	$436.87	40	$209,697.60	$775,881.12
			355	$4,056,619.56				123	$1,382,597.16	$5,439,216.72
Fallon Direct	Fam	$1,171.22	49	$688,677.36	Fallon Direct	Fam	$1,171.22	9	$126,491.76	$815,169.12
Rate Saver	Ind	$436.05	31	$162,210.60	Rate Saver	Ind	$436.05	12	$62,791.20	$225,001.80
			80	$850,887.96				21	$189,282.96	$1,040,170.92

FY 2017
Health and Life Insurance Budget
(Based on Census as of 1/22/2016 With FY 2016 Rates)

School Plans

Health Plan	Type	Town Pays	No. of Plans	Amount
Blue Options	Fam	$1,308.60	2	$31,406.40
Benchmark	Ind	$488.40	6	$35,164.80
			8	$66,571.20
Tufts Navigator	Fam	$1,209.00	0	$0.00
Benchmark	Ind	$461.40	1	$5,536.80
			1	$5,536.80
HPHC Rate	Fam	$1,110.60	2	$26,654.40
Benchmark	Ind	$425.40	5	$25,524.00
			7	$52,178.40
Fallon Select	Fam	$1,161.43	26	$362,366.16
Benchmark	Ind	$431.43	37	$191,554.92
			63	$553,921.08
Fallon Direct	Fam	$1,154.40	12	$166,233.60
Benchmark	Ind	$429.00	18	$92,664.00
			30	$258,897.60
HP Medicare Enhanced		$171.00	114	$233,928.00
BC Medex II		$180.00	14	$30,240.00
Tufts Medicare Prime Plus Suplmt PDP		$160.50	32	$61,632.00
BC/BS Managed Blue		$187.92	5	$11,275.20

Municipal Plans

Health Plan	Type	Town Pays		Amount	Total Amount
Blue Options	Fam	$1,308.60	0	$0.00	$31,406.40
Rate Saver	Ind	$488.40	0	$0.00	$35,164.80
			0	$0.00	$66,571.20
Tufts Navigator	Fam	$1,209.00	0	$0.00	$0.00
Rate Saver	Ind	$461.40	0	$0.00	$5,536.80
			0	$0.00	$5,536.80
HPHC Rate	Fam	$1,110.60	0	$0.00	$26,654.40
Saver	Ind	$425.40	0	$0.00	$25,524.00
			0	$0.00	$52,178.40
Fallon Select	Fam	$1,161.43	6	$83,622.96	$445,989.12
Rate Saver	Ind	$431.43	8	$41,417.28	$232,972.20
			14	$125,040.24	$678,961.32
Fallon Direct	Fam	$1,154.40	0	$0.00	$166,233.60
Rate Saver	Ind	$429.00	7	$36,036.00	$128,700.00
			7	$36,036.00	$294,933.60
HP Medicare Enhanced		$171.00	54	$110,808.00	$344,736.00
BC Medex II		$180.00	6	$12,960.00	$43,200.00
Tufts Medicare Prime Plus Suplmt PDP		$160.50	13	$25,038.00	$86,670.00
BC/BS Managed Blue		$187.92	4	$9,020.16	$20,295.36

TOWN OF SHREWSBURY
WEST SUBURBAN HEALTH GROUP ACTIVE PLANS 2016-2017

JUNE PAYROLL CHANGES FOR JULY 1, 2015 OPEN ENROLLMENT

% PAID TOWN/EMP	PLAN TYPE	TOTAL MONTHLY		TOWN MONTHLY	TOWN 26 P/R BI-WEEKLY*	TOWN 21 P/R BI-WEEKLY**	TOWN WEEKLY*		EMPLOYEE MONTHLY	EMP. 26 P/R BI-WEEKLY*	EMP. 21P/R BI-WEEKLY**	EMPLOYEE WEEKLY*		COBRA
						INDEMNITY PLANS								
						Harvard Pilgrim PPO								
50/50	FAMILY	*$5,036.00*		$2,518.00	$1,162.15	$1,438.86	$581.08		$2,518.00	$1,162.15	$1,438.86	$581.08		$5,136.72
50/50	FAMILY (SS)	*$5,036.00*		$2,518.00	$1,162.15	$1,438.86	$581.08		$2,518.00	$1,162.15	$1,438.86	$581.08		
50/50	INDIVIDUAL	*$2,268.00*		$1,134.00	$523.38	$648.00	$261.69		$1,134.00	$523.38	$648.00	$261.69		$2,313.36
50/50	INDIVIDUAL (SS)	*$2,268.00*		$1,134.00	$523.38	$648.00	$261.69		$1,134.00	$523.38	$648.00	$261.69		
						RATE SAVER HMO PLANS								
						BLUE OPTIONS RATE SAVER EPO								
60/40	FAMILY	*$2,261.00*		$1,356.60	$626.12	$775.20	$313.06		$904.40	$417.42	$516.80	$208.71		$2,306.22
50/50	FAMILY (SS)	*$2,261.00*		$1,130.50	$521.77	$646.00	$260.88		$1,130.50	$521.77	$646.00	$260.88		
60/40	INDIVIDUAL	*$843.00*		$505.80	$233.45	$289.03	$116.72		$337.20	$155.63	$192.69	$77.82		$859.86
50/50	INDIVIDUAL (SS)	*$843.00*		$421.50	$194.54	$240.86	$97.27		$421.50	$194.54	$240.86	$97.27		
						TUFTS NAVIGATOR RATE SAVER EPO								
60/40	FAMILY	*$2,088.00*		$1,252.80	$578.22	$715.89	$289.11		$835.20	$385.48	$477.26	$192.74		$2,129.76
50/50	FAMILY (SS)	*$2,088.00*		$1,044.00	$481.85	$596.57	$240.92		$1,044.00	$481.85	$596.57	$240.92		
60/40	INDIVIDUAL	*$797.00*		$478.20	$220.71	$273.26	$110.35		$318.80	$147.14	$182.17	$73.57		$812.94
50/50	INDIVIDUAL (SS)	*$797.00*		$398.50	$183.92	$227.71	$91.96		$398.50	$183.92	$227.71	$91.96		
						HPHC RATE SAVER EPO								
60/40	FAMILY	*$1,918.00*		$1,150.80	$531.14	$657.60	$265.57		$767.20	$354.09	$438.40	$177.05		$1,956.36
50/50	FAMILY (SS)	*$1,918.00*		$959.00	$442.62	$548.00	$221.31		$959.00	$442.62	$548.00	$221.31		
60/40	INDIVIDUAL	*$736.00*		$441.60	$203.82	$252.34	$101.91		$294.40	$135.88	$168.23	$67.94		$750.72
50/50	INDIVIDUAL (SS)	*$736.00*		$368.00	$169.85	$210.29	$84.92		$368.00	$169.85	$210.29	$84.92		
						FALLON SELECT RATE SAVER EPO								
71.5/28.5	FAMILY	*$1,647.00*		$1,177.61	$543.51	$672.92	$271.76		$469.40	$216.64	$268.23	$108.32		$1,679.94
50/50	FAMILY (SS)	*$1,647.00*		$823.50	$380.08	$470.57	$190.04		$823.50	$380.08	$470.57	$190.04		
71.5/28.5	INDIVIDUAL	*$611.00*		$436.87	$201.63	$249.64	$100.82		$174.14	$80.37	$99.51	$40.19		$623.22
50/50	INDIVIDUAL (SS)	*$611.00*		$305.50	$141.00	$174.57	$70.50		$305.50	$141.00	$174.57	$70.50		
						FALLON DIRECT RATE SAVER EPO								
76.5/23.5	FAMILY	*$1,531.00*		$1,171.22	$540.56	$669.27	$270.28		$359.79	$166.05	$205.59	$83.03		$1,561.62
50/50	FAMILY (SS)	*$1,531.00*		$765.50	$353.31	$437.43	$176.65		$765.50	$353.31	$437.43	$176.65		
76.5/23.5	INDIVIDUAL	*$570.00*		$436.05	$201.25	$249.17	$100.63		$133.95	$61.82	$76.54	$30.91		$581.40
50/50	INDIVIDUAL (SS)	*$570.00*		$285.00	$131.54	$162.86	$65.77		$285.00	$131.54	$162.86	$65.77		

(SS) REPRESENTS SURVIVING SPOUSE

**** PLEASE NOTE BI-WEEKLY & WEEKLY DEDUCTIONS ARE BASED ON 26 & 52 WEEK PAYROLLS RESPECTIVELY.***

*****SCHOOL EMPLOYEES PAID ON 21 BI-WEEKLY P/R (5 BI-WEEKLY SUMMER DEDUCTIONS ARE INCLUDED IN THE RATES)***

TURN OVER FOR ADDITIONAL RATES

FY 2017
Health and Life Insurance Budget
(Based on Census as of 1/22/2016 With FY 2016 Rates)

School Plans

Health Plan	Type	Town Pays	No. of Plans	Amount
Fallon Senior		$227.85	60	$164,052.00
Tufts Medicare Preferred		$196.25	26	$61,230.00
			251	$562,357.20
Total Active			615	$6,441,075.00
Total Retired			251	$562,357.20
			866	$7,003,432.20
Life Insurance		$4.24	700	$35,616.00

Municipal Plans

Health Plan	Type	Town Pays		Amount	Total Amount
Fallon Senior		$227.85	30	$82,026.00	$246,078.00
Tufts Medicare Preferred		$196.25	25	$58,875.00	$120,105.00
			132	$298,727.16	$861,084.36
					$9,160,165.32
Total Active			179	$1,858,005.96	$8,299,080.96
Total Retired			132	$298,727.16	$861,084.36
			311	$2,156,733.12	$9,160,165.32
		Total Plans	**1,177**		
		$4.24	282	$14,348.16	

TOWN OF SHREWSBURY
WEST SUBURBAN HEALTH GROUP ACTIVE PLANS 2015-2016

JUNE PAYROLL CHANGES FOR JULY 1, 2015 OPEN ENROLLMENT

% PAID TOWN/EMP	PLAN TYPE	TOTAL MONTHLY		TOWN MONTHLY	TOWN 26 P/R BI-WEEKLY*	TOWN 21 P/R BI-WEEKLY**	TOWN WEEKLY*		EMPLOYEE MONTHLY	EMP. 26 P/R BI-WEEKLY*	EMP. 21P/R BI-WEEKLY**	EMPLOYEE WEEKLY*		COBRA
BENCHMARK HMO PLANS														
BLUE CROSS NETWORK BLUE BENCHMARK														
60/40	FAMILY	*$2,181.00*		$1,308.60	$603.97	$747.77	$301.98		$872.40	$402.65	$498.51	$201.32		$2,224.62
50/50	FAMILY (SS)	*$2,181.00*		$1,090.50	$503.31	$623.14	$251.65		$1,090.50	$503.31	$623.14	$251.65		
60/40	INDIVIDUAL	*$814.00*		$488.40	$225.42	$279.09	$112.71		$325.60	$150.28	$186.06	$75.14		$830.28
50/50	INDIVIDUAL (SS)	*$814.00*		$407.00	$187.85	$232.57	$93.92		$407.00	$187.85	$232.57	$93.92		
TUFTS BENCHMARK														
60/40	FAMILY	*$2,015.00*		$1,209.00	$558.00	$690.86	$279.00		$806.00	$372.00	$460.57	$186.00		$2,055.30
50/50	FAMILY (SS)	*$2,015.00*		$1,007.50	$465.00	$575.71	$232.50		$1,007.50	$465.00	$575.71	$232.50		
60/40	INDIVIDUAL	*$769.00*		$461.40	$212.95	$263.66	$106.48		$307.60	$141.97	$175.77	$70.98		$784.38
50/50	INDIVIDUAL (SS)	*$769.00*		$384.50	$177.46	$219.71	$88.73		$384.50	$177.46	$219.71	$88.73		
HPHC BENCHMARK														
60/40	FAMILY	*$1,851.00*		$1,110.60	$512.58	$634.63	$256.29		$740.40	$341.72	$423.09	$170.86		$1,888.02
50/50	FAMILY (SS)	*$1,851.00*		$925.50	$427.15	$528.86	$213.58		$925.50	$427.15	$528.86	$213.58		
60/40	INDIVIDUAL	*$709.00*		$425.40	$196.34	$243.09	$98.17		$283.60	$130.89	$162.06	$65.45		$723.18
50/50	INDIVIDUAL (SS)	*$709.00*		$354.50	$163.62	$202.57	$81.81		$354.50	$163.62	$202.57	$81.81		
FALLON SELECT BENCHMARK														
73/27	FAMILY	*$1,591.00*		$1,161.43	$536.04	$663.67	$268.02		$429.57	$198.26	$245.47	$99.13		$1,622.82
50/50	FAMILY (SS)	*$1,591.00*		$795.50	$367.15	$454.57	$183.58		$795.50	$367.15	$454.57	$183.58		
73/27	INDIVIDUAL	*$591.00*		$431.43	$199.12	$246.53	$99.56		$159.57	$73.65	$91.18	$36.82		$602.82
50/50	INDIVIDUAL (SS)	*$591.00*		$295.50	$136.38	$168.86	$68.19		$295.50	$136.38	$168.86	$68.19		
FALLON DIRECT BENCHMARK														
78/22	FAMILY	*$1,480.00*		$1,154.40	$532.80	$659.66	$266.40		$325.60	$150.28	$186.06	$75.14		$1,509.60
50/50	FAMILY (SS)	*$1,480.00*		$740.00	$341.54	$422.86	$170.77		$740.00	$341.54	$422.86	$170.77		
78/22	INDIVIDUAL	*$550.00*		$429.00	$198.00	$245.14	$99.00		$121.00	$55.85	$69.14	$27.92		$561.00
50/50	INDIVIDUAL (SS)	*$550.00*		$275.00	$126.92	$157.14	$63.46		$275.00	$126.92	$157.14	$63.46		

(SS) REPRESENTS SURVIVING SPOUSE

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*****SCHOOL EMPLOYEES PAID ON 21 BI-WEEKLY P/R (5 BI-WEEKLY SUMMER DEDUCTIONS ARE INCLUDED IN THE RATES)***

TURN OVER FOR ADDITIONAL RATES

Town of Shrewsbury
West Suburban Health Group Senior Plans
Rates as of January 1, 2016

% Paid Town/Retiree		Total Monthly	Town Monthly	Retiree Monthly
Medicare Supplement Plans				
Freedom Of Choice				
Harvard Pilgrim - Medicare Enhance With First Health Part D				
50/50	**Subscriber**	$342.00	$171.00	***$171.00***
50/50	Surviving Spouse	$342.00	$171.00	***$171.00***
BC/BS - Medex II With Blue Medicare Rx				
50/50	**Subscriber**	$360.00	$180.00	***$180.00***
50/50	Surviving Spouse	$360.00	$180.00	***$180.00***
Tufts - Medicare Prime Supplement With PDP Plus				
50/50	**Subscriber**	$321.00	$160.50	***$160.50***
50/50	Surviving Spouse	$321.00	$160.50	***$160.50***
HMO Medi-Wrap Plans				
BC/BS - Managed Blue For Seniors				
60/40	**Subscriber**	$313.20	$187.92	***$125.28***
50/50	Surviving Spouse	$313.20	$156.60	***$156.60***
Medicare Advantage HMO Plans				
Fallon - Senior Plan				
73.5/26.5	**Subscriber**	$310.00	$227.85	***$82.15***
50/50	Surviving Spouse	$310.00	$155.00	***$155.00***
Tufts - Medicare Preferred HMO				
73.5/26.5	**Subscriber**	$267.00	$196.25	***$70.76***
50/50	Surviving Spouse	$267.00	$133.50	***$133.50***

Medicare Budget
FY 2017

Fiscal Year	Expended	Increase	Percent
1997	$169,330		
1998	$191,029	$21,699	12.81%
1999	$238,445	$47,416	24.82%
2000	$269,747	$31,302	13.13%
2001	$325,524	$55,777	20.68%
2002	$363,278	$37,754	11.60%
2003	$407,410	$44,132	12.15%
2004	$454,086	$46,676	11.46%
2005	$512,640	$58,554	12.89%
2006	$534,477	$21,837	4.26%
2007	$545,000	$10,523	1.97%
2008	$608,243	$63,243	11.60%
2009	$645,367	$37,124	6.10%
2010	$648,207	$2,840	0.44%
2011	$686,791	$38,584	5.95%
2012	$704,841	$18,050	2.63%
2013	$727,786	$22,945	3.26%
2014	$760,503	$32,717	4.50%
2015	$849,275	$88,772	11.67%
Projection			
2016	$908,724	$203,883	7.00%
2017	$972,335	$63,611	7.00%
SAY	**$975,000**		

6.47% 3 Year Average

FY 2016 Budget - $880,000

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
First Half of FY	$267,042	$275,943	$285,849	$301,026	$332,091	$344,628
		3.33%	3.59%	5.31%	10.32%	3.78%
Second Half of FY	$419,749	$428,898	$441,937	$459,477	$517,184	
		2.18%	3.04%	3.97%	12.56%	
Total	$686,791	$704,841	$727,786	$760,503	$849,275	
		2.63%	3.26%	4.50%	11.67%	

Cal 2011	Cal 2012	Cal 2013	Cal 2014	Cal 2015
$695,692	$714,747	$742,963	$791,568	$861,812
	2.74%	3.95%	6.54%	8.87%

Oil and Fuel Budget
FY 2017

Fiscal Year	Unleaded	Diesel	Total
2007	79,071	22,074	101,145
2008	86,099	27,106	113,205
2009	76,053	24,391	100,444
2010	65,596	18,776	84,372
2011	77,904	28,394	106,298
2012	76,960	18,940	95,900
2013	80,215	25,642	105,857
2014	69,264	25,423	94,687
2015	81,714	30,054	111,768

	Gallons	Price	Extended	Comment
Unleaded	45,000	$2.2500	$101,250.00	Current price is $1.41 (7/1 to 12/31)
Unleaded	45,000	$2.5000	$112,500.00	Subject to Bid (1/1 to 6/30)
Diesel	40,000	$2.5000	$100,000.00	Current price is $1.33
Bulk Lubricants			$8,000.00	
JOC Subscription			$865.00	
			$322,615.00	
		SAY	**$325,000**	

Fiscal Year 2017
General Insurance Budget

	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Budget	FY 2016 Actual (to Date)	Balance	FY 2017 Budget
B/M	$13,926	$13,878	$0	$0	Incl	N/A	Incl	N/A	N/A
Property	$105,372	$109,309	$150,211	$146,471	$163,311	$170,000	$174,851	($4,851)	$200,000
Umbrella	$17,917	$11,379	$12,122	$12,271	$13,155	$13,500	$14,764	($1,264)	$15,000
G/L & Law Enforcement	$59,607	$60,392	$62,757	$67,418	$73,938	$80,000	$78,672	$1,328	$82,500
Auto	$77,730	$87,398	$93,805	$90,485	$98,547	$100,000	$101,465	($1,465)	$110,000
School Board	$8,377	$8,874	$9,146	$8,464	$8,475	$9,000	$12,609	($3,609)	$14,000
P O Liability	$20,702	$22,293	$22,979	$21,264	$21,669	$25,000	$22,918	$2,082	$25,000
Boat	$6,975	$8,495	$8,736	$8,873	$8,873	$9,000	$9,317	($317)	$10,000
Police & Fire AD&D*	$43,033	$84,594	$63,405	$76,294	$62,089	$85,000	$58,776	$26,224	$85,000
.Bonds	$1,512	$1,512	$1,512	$1,270	$1,654	$1,500	$100	$1,400	$1,700
Physician Liability	$0	$0	$0	$0	$0	$0	$0	$0	$0
Shrewsbury Development	$1,958	$0	$0	$0	$0	$0	$0	$0	$0
New Coverages/Misc Charges	$1,000	$0	$0	$0	$0	$22,000	$8,042	$13,958	$20,000
Deductibles/Out of Pocket	$0	$0	$4,070	$0	$15,000	$5,000	$0	$5,000	$5,000
Terrorism Insurance	$1,137	$0	$0	$0	$0	$0	$0	$0	$0
* Includes Deductibles When Applicable									
Sub-Total	$359,246	$408,124	$428,743	$432,810	$466,711	$520,000	$481,514	$38,486	$568,200
Worker's Compensation	$243,415	$267,163	$309,296	$341,616	$385,764	$400,000	$384,181	$15,819	$415,000
MEGA Assessment for FY 2013			$18,372	$20,643	$23,395	$0	$0	$0	$0
Sub-Total	$602,661	$675,287	$756,411	$795,069	$875,870	$920,000	$865,695	$54,305	$983,200
Light/CATV Offset	($27,550)	($24,132)	($33,895)	($10,493)	($23,641)	($20,000)	$0	($20,000)	($25,000)
Light/CATV Offset (Assessment for FY 2014)			$0	$0	($6,115)	$0	$0	$0	$0
Total	$575,111	$651,155	$722,516	$784,576	$846,114	$900,000	$865,695	$34,305	$958,200
								Say	$960,000

1/25/2016

Print, Postage Stationary
FY 2017

Item	FY 2011 Expended	FY 2012 Expended	FY 2013 Expended	FY 2014 Expended	FY 2015 Expended	FY 2016 Budget	FY 2017 Budget
Postage & Fed Ex	$74,834	$75,997	$63,579	$66,237	$70,859	$77,000	$77,000
Printing (General)	$6,011	$7,163	$4,970	$13,220	$6,280	$7,000	$7,000
Printing (Tax & Water/Sewer Bills)							$35,000
Time Stamp, Copier & Fax	$1,612	$1,387	$19,620	$11,765	$5,477	$12,500	$7,500
Copy Paper & Office Supplies/Other Supplies	$8,089	$8,044	$6,358	$4,819	$4,841	$8,000	$8,000
New Postage Meter							$12,000
Postage Meter Rental, Service & Supplies	$3,563	$3,117	$4,287	$4,574	$790	$4,700	$4,000
	$94,109	$95,708	$98,814	$100,615	$88,247	$109,200	$150,500
						Less New Items	$103,500

IT Support
Budget Explanation
FY 2017

Ongoing Support, Repair, Operation & Maintenance **Budget $585,000.**

For the ongoing support, repair, operation and maintenance of the existing MIS/IT infrastructure including service agreements and consumables. To be paid in monthly installments.

New Initiatives **Budget $32,500.**

$32,500 for backup and disaster recovery system for the data center.

New Equipment **Budget $85,000**

Replace/repair desktop hardware and peripherals. Included in this number is the licensing for each device's software. To be paid upon invoicing by SELCO.

Prior Year Deficits **Budget $11,054**

Each July there is a review of past fiscal year's incurred expenses and a "make up" fee is assessed by SELCO -

Total Budget FY 2016 - $713,554

Normal Operations	S & W, Benefits, Longevity, Etc (2.5 FTE)	$ 310,000.00	This number reflects the cost for providing direct staff support for
Total	Misc Operating Expenses		all Town systems, hardware, and software. For roughly the cost of
$310,000.00			2 FTE the Town has access to all SELCO staff for services and
			support. A minimum of 2.5 FTE will be dedicated to all Town requests at all times.
R&M	Munis, Vision, Hawkeye, Microsoft,	$ 275,000.00	The repairs and maintenance line (R&M) is for the service contracts
Total	VMWare, CBS - Bloom, ImageView,		required in supporting the Town. This includes licenseing costs,
$275,000.00	Google		software maintenance, service contracts, and unscheduled
			repairs. This also includes the printing costs for managed print.
Data Processing	Bill Printing and Mailing Service	$ -	This item is for outsourced services, currently bill printing.
Total			This service is employed to reduce workload on internal staff and
$0.00			increasing service to the citizen. Now part of postage and printing.
Equipment Upgrades	Hardware upgrades, replacements, new.	$ 85,000.00	This is the bare minimum required to keep existing hardware and
Total			services functional. As per priority, one half of this item will be
$85,000.00			dedicated to the Shrewsbury PD to purchase new mobile data
			terminals.
New Initiatives	Software upgrades, replacements, new	$ 32,500.00	For backup and disaster recovery system in conjunction with SELCO
Total			
$32,500.00			
Balance Due		$ 11,054.00	Balance Due from prior fiscal year
Total			
$11,054.00			
Overal Total			
$713,554.00			
	Total of above that is standard reoccuring	$ 310,000.00	Cost will be broken down by a factor of four and billed quarterly
	Total that is "as occurs"	$ 392,500.00	Cost will be added to the above each quarter
	Total that is "as needed"	$ 11,054.00	Costs will be added to each quarter only if they are actually used
	Average quarterly run rate	**$ 178,388.50**	Average quarterly charge back

NOTES: 1) Within the R&M line is $180,000 for MUNIS (approx 70% of the overal budget).
2) Out of the MUNIS cost, the Utility Billing module is @ $4,500.
3) Staffing costs have gone from prior years due to internal changes.
4) Google Apps will eventually replace our email provider. We need to add Google Apps licenses, and then migrate from our existing email to Google. Current cost is @ 10/user/month; Google is $50/user/year.

Telecom & Network Equipment
Budget Explanation
FY 2017

Item		Cost
Parker Core (was SAN Switch - 1st of 5 Payments)		$12,900
General repairs & replacement		$5,000
Phone system controls upgrade (3rd of 5 payments)		$17,245
Phone system general repairs & replacement		$8,000
	Total	**$43,145**

SELCO & TOWN OF SHREWSBURY IT
YEAR IN REVIEW

General IT Updates - It has been very busy year for the SELCO IT services. We have continued our extensive work in upgrading all technology systems for the Town. We have two main objectives. First, is to deliver cost effective highly functional technology. Secondly, we empower Town departments and staff to be highly efficient in using their business systems.

Over the past year, we have improved our Public safety systems to the best condition they have been in SELCO IT was formed. We have provided new tools for staff members to better manage their departmental data, and trained staff on our new web platform to communicate with the general public. Moreover, we have assisted the Assessor's department in hiring additional staff whose main focus is on on data reporting and management. Allowing the Assessor's office to completely own the billing process from end to end, as well as their extensive data.

We have upgraded our virtualized server environment, improved speed and functionality. We have upgraded our main resource management system (MUNIS) to it's most current available version, and we are correcting many data and work-flow issues that have plagued the Town for several years.

IT Service Tickets - For 2015, the town made 2638 calls for service from the SELCO IT staff. This is an increase of roughly 19% over the prior year. Of these tickets, roughly 72% were closed within the week.

Highlighted projects - We have several key projects that were completed in 2015 that deserve particular attention. The general description follows.

> **MUNIS System** - For years, the Town followed a methodology of only upgrading MUNIS when forced to by the vendor. This meant that we were often several versions out of date, and in some cases we could not take advantage of current features. This year we have successfully upgraded to the most current version of MUNIS.
>
> **Website** - The Town Website had not been refreshed in several years. This year we have successfully migrated to a new and modern platform that allows for far more flexibility in how we provide information to the public. We have already received recognition from the public, other towns and the Commonwealth for our innovative design.
>
> **Security Audit/Data Integrity** - Data security has become a priority for any organization using technology. We have completed an audit of our data integrity and security

policies. Systemically we fared very well, and our policies have been updated to reflect the lessons learned from the audit.

GOOGLE Apps - We have replaced out Microsoft Email system with Google Apps. This not only is more cost effective than Microsoft Exchange, it brings with it several other cloud based tools, such as Google Docs and Google sheets.

Converged Infrastructure - As Shrewsbury was a pioneer in the arena of server virtualization for Municipalities, we have strived to keep this platform current. Leveraging technology very similar to thumb drives, we have implemented what is known as converged infrastructure. For relativity; an aged server and storage system that took up the space of roughly a refrigerator has been replaced by a single device that is the thickness of a cable TV box. This dramatically reduces power consumption and cooling resources while providing tremendous gains in capacity and capability.

Departmental Training - The technology gap continues to exist within the Town. However, this year we have been very successful in reaching out to departments and individuals and providing one-on-one training. This has been a major factor for success in deploying the above mentioned projects.

Our Road Ahead

SELCO IT continues to make incremental improvements every year for the Town. The state of our technological environment is excellent; far better than it has been in a decade. We are deploying replacement hardware at a reasonable rate to maintain our performance edge, and we are providing very effective service for all departments.

Our commitment continues to be cost conscious IT; fully effective systems and departments empowered to use their own technology.

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