



Town of Billerica

Proposed Operating Budget Fiscal Year 2021



Peggy Hannon Rizza Complex Reconstruction Project

John Curran, Town Manager
Ed Giroux, Chair of the Board of Selectmen
Dave Gagliardi, Chair of the Finance Committee



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Town of Billerica



Operating Budget Fiscal Year 2021
Capital Improvement Program Fiscal Year 2021

Town Manager

John Curran

Board of Selectmen (As of 3/1/2020)

Chairman, Ed Giroux

Vice Chairman, Andrew Deslaurier

Secretary, Kim Conway

Michael Rosa

Dan Burns

Finance Committee (As of 3/1/2020)

Chairman, David Gagliardi

Vice Chairman, Doug Meagher

Secretary, Mary McBride

Cheri Gargalianos

Tony Ventresca

Douglas Fogerty

Rino Moriconi

John Kleschinsky

Patrick Logue

Donald Damon

John Mulloy

Phil Newfell

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Michele Giglio Curra

Barbara Phillips

Mary Leach

Kayla Creamer

Megan MacDonald

Distinguished Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Town of Billerica
Massachusetts**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Billerica, Massachusetts, for its Annual Budget for the fiscal year beginning on July 1, 2019. In order to receive this award a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.



Barbara Phillips
Photography

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TOWN HALL

HOWE
HIGH SCHOOL

Section 1: Introduction

Town Manager's Budget Message



MEMORANDUM

TO: All Department Heads, Boards, Committees and Commissions

FROM: John C. Curran, Town Manager *JCC*

DATE: December 17, 2019

SUBJECT: Fiscal Year 2021 Budget Process and Timeline

As provided in the Billerica Town Charter adopted March 3, 1979 and revised in 2017 in Section 3-3(8) the Town Manager shall prepare and submit a proposed budget to the Finance Committee, the budget process is being defined below to give you notice as to what the process is and the timeline and obligations that it requires. I have also attached a timeline table to this memo for your use.

Specifically, Section 3-3(8) states, “He (Town Manager) shall prepare and submit in the manner provided in Article 5, a proposed annual operation budget and a proposed capital outlay program.”

Article I, Section 6 of the Billerica General By-Laws requires the budget to be submitted to the Finance Committee at least 60 days prior to Town Meeting. Town Meeting will be called on May 5, 2020. Therefore, the budget must be submitted to Finance Committee by March 6, 2019. Accordingly, the budget will be ratified by the Board of Selectmen at the last regular meeting before this date – March 3rd. The department head budget requests are due by Tuesday, December 31, 2019.

Budget Process

The Fiscal Year 2021 budget format will remain the same as it was last year. Please do not make changes to the Excel spreadsheets. The expended year to date column will be left blank and will be filled in later by the Accounting Department.

According to the Department of Revenue (DOR), “preliminary revenue collections for November totaled \$2.093 billion, which is \$237 million or 12.7% more than the actual collections in November 2018 and \$148 million or 7.6% above the monthly benchmark. “On a fiscal year-to-date basis, we continue to see steady, moderate growth... The year-to-date figures show a moderate gain over benchmark as we approach the mid-way mark in fiscal 2020.”¹

There is no reason to anticipate anything other than a positive outlook for the next fiscal year. All town tax collections and receipts are strong and the five year average of new growth is strongest it has been in twenty years at \$2.9 million. This is 35% higher than any year the average growth in the last 20 years.

The only caution to express is that these revenues are needed to sustain the significant level of debt service the Town is incurring over the next several years.

Four Collective Bargaining Agreements (CBAs), are expiring on June 30th 2020, SEIU Department Heads, IUPE Clerks, IAFF Firefighters and IAFF Fire Alarm Operators. NEPBA Superior and Officers Union and Dispatchers remain unsettled as of June 30th of 2019. IUPE and BMEA are settled. Accordingly, six unions will in negotiations this January. As always, do not include any numbers in personnel budgets for unsettled contracts. All of these union contracts will be major contributors to the budget this year.

The other potential major contributor to the budget this year could be the “Shawsheen Assessment”, which is not yet known. The Town’s retirement contribution is expected to increase approximately \$800,000 and Health Care is projected to increase by a similar amount.

The focus of this year’s budget process will be to hold the line on operating budget increases to 2% per the FY2020 goals of the Board of Selectmen. This budget may include the addition of a Facilities Manager position, the elimination of a Building maintenance position and the addition of a DPW Highway position.

Therefore, all Department Heads are asked to submit a level-funded expense account unless otherwise instructed by this office and only include any contractual increases in your personnel budget.

Personnel

- All salaries should be calculated on 52.2 weeks.
- Do not attempt to upgrade any employees in your budget submission.
- Do not add hours to part-time employees.
- Employees should receive step raises.

Expenditures

- Level fund electric and natural gas bills.

¹ Massachusetts Department of Revenue Press Release dated December 4, 2019.

Capital

- One-time expenses up to \$10,000 should be included in the Supplies and Expenses line item (5400).
- One-time expenses above \$10,000 should be included in a separate Capital Budget.

Five-Year Capital Budget

- Please prepare a Five-Year Capital Budget, as well as a long-term Capital Plan.
- It is okay for this budget to be a wish list.

Fiscal Year 2021 Financial Outlook

An analysis of the health of Town Revenue Resources and anticipated significant cost drivers in the future.

The Town remains very strong financially. It is currently rated Aa2 by Moody's and a AA+ by S&P –

“The Aa2 rating reflects the town's sizeable tax base with above average wealth and income levels, healthy financial position and manageable pension liability. The rating also incorporates a substantial increase in the debt burden which, taking into account the current issuance, is elevated for the rating category. – Moody's

The town's strong fiscal management bolsters the stable financial position and helps mitigate the increased debt burden.” As noted by Moody's, The Town issued a significant note within the last two years for \$90 million for its' new high school however the Town's strong financial management enabled it to receive an elevated rating in spite of its' outstanding debt of \$159.6 million.

Revenue

The Town has an excess levy capacity of \$18.6 million. This puts the Town in an excellent position for revenue resources in the foreseeable future. The significance of this may be better recognized by comparing this to the value of an equity loan. Homeowner's often seek a preapproved line of credit to do repairs or finance another family endeavor. It is often used in emergency cases.

Similarly, Towns with excess capacity have a line of credit to tap into if additional revenues are needed. For example, funding debt on a large building project might exceed the revenue provided by proposition two and a half. In this case a town can tap into excess revenue capacity for this purpose. Towns that do not have excess capacity do not have revenue for these purposes. Their only recourse is to seek a proposition two and a half override.

Additionally, the Town has been experiencing record new growth over the past nine years. The five year average new growth is the highest it has been – \$2.7 Million. Seventy Two percent of all costs are funded through the tax levy. The levy has grown \$7.7 million in the past two years. It is the most dependable and predictable source of revenue.

In addition the Town Receives local aid (state monies) and local receipts (town fees, building, excise, etc.). Local Aid is stable but it does not grow significantly. The state has not increased

this funding significantly since 2013. Historically the state reduces local aid in a down economy. Consequently, Billerica uses the same number every year and for forecasting purposes. The Town currently receives approximately \$26 million in local aid.

The Town also receives local receipts that fund the general fund in the amount of \$12.7 million and another \$4.8 million and \$5.5 million that fund the water and sewer enterprise funds respectively. Local receipts on average have increased 5.5% over the past five years. Water rates are slated to increase 3% a year to fund a \$50 million capital improvement plan and wastewater rates are recommended for 6 to 7 percent increases to fund the Town's \$240 Comprehensive Wastewater Management Plan which includes expanding the sewer collection system for the last 15% of the Town.

The future outlook for revenue expectations is very positive. Omni Logistics leased 115,822 sq. ft. of high-bay warehouse space at 90 Salem Road in Billerica, MA, located in Billerica Commerce Center. Zoll Medical recently leased 65,000 SF at 31 High Street in North Billerica, MA. Markforged, the leading provider of metal and carbon fiber 3D printers, opened a new manufacturing facility in Billerica, Massachusetts. The 25,000 square-foot space will enable the company to more than double its production capacity, support increased demand for Markforged 3D printers, and create new jobs.

All of these projects and several others that are in the permit pipeline ensure that Billerica's revenue base for the future will remain strong and continue to grow.

Costs and Investments

Costs

The strong revenue picture positions the Town well to handle many of the projected costs and investments ahead for the Town. The operating costs have several big drivers. Pension costs are on payment schedule to be fully vested by 2035. Each year the projected increase for pension costs is 6% out to 2024 and then the increase will dissipate out to 2035.

The OPEB liability for the Town was as high as \$272 million. It is currently at \$215 million due primarily to two policies enacted by the Town. The first stops the practice of 90% health care coverage for retirees hired after July 1, 2016. The second was an annual appropriation starting at \$1 million scheduled to increase by 15% every year. This policy was adopted at the same time the meals tax was adopted by the Town. In the 2021 budget the Town has appropriated \$1,520,875. The meals tax revenue is over \$500,000 annually.

The Health Insurance budget has increased 2.64% from last year. According to the Massachusetts Division of Insurance, the average GIC health plan will increase by 3.3% next year. The Town continues to remain competitive

Town labor contracts have settled for 2.3% for this fiscal year and 2.1% for the two following fiscal years. The Police unions and Paramedic Union are the only unsettled contracts.

Investments

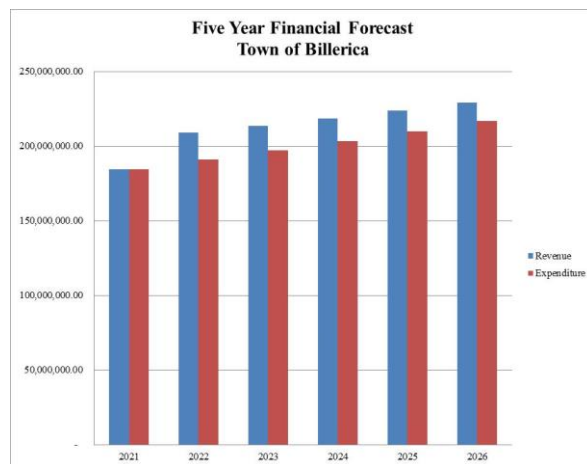
Long Term Investments include the continued commitment to the new Billerica Memorial High School. The Town has issued \$90 million in debt and will issue an additional \$10 million when the project is complete. The Town has also issued debt for the ongoing sewer expansion program. All of these debt costs are being controlled by the implementation of a Debt Stabilization Fund and Policy. This involves the Town putting away funds over time to pay \$52 million in debt service over 20 years. This will help to reduce the impact these projects have on the tax rate.

The Town is engaged in a design study of the Engine 3 station house to see what would be needed to rehabilitate the facility. This is a \$10 million cost. The Town is also designing a reconstruction of the premier park and recreation space – the Peggy Hannon Rizza Complex. It will include two turf fields. This is an \$8 million project. The Town is also designing a rehabilitation of the Historic Howe School. This is a \$6 million investment. Both of these projects will be seeking Community Preservation Committee Funding as part of the funding source. Additionally the Town is studying the potential for a new Public works facility – this is a potential \$30 million project.

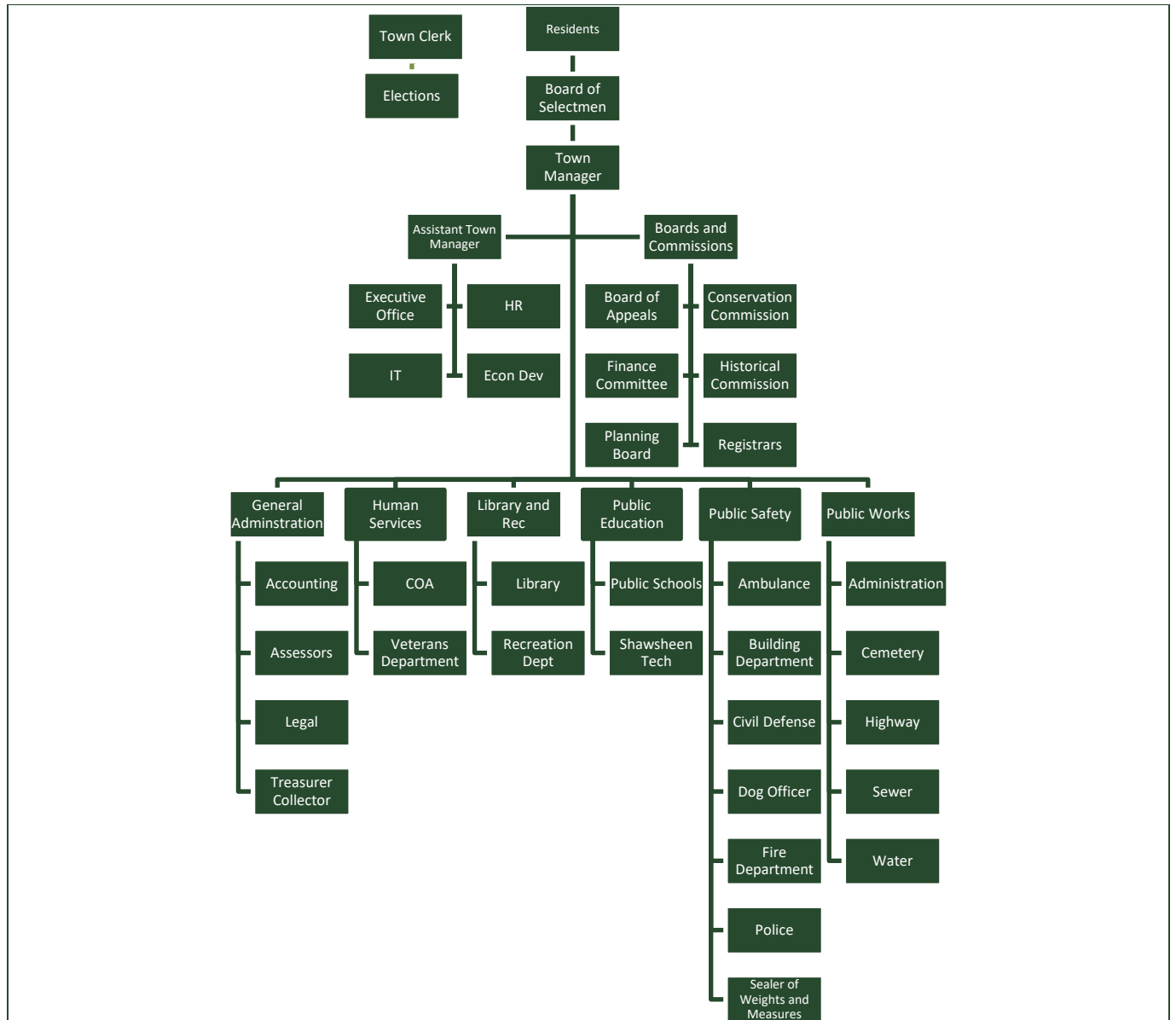
The Town increased the commitment to Capital Road work by \$1 million through an action of Town Meeting. This will increase the total appropriation for roadwork to \$1.5 million. The Town also appropriates an additional \$500 million for capital infrastructure projects around Town. Additionally the Town receives approximately \$1.2 million in Chapter 90 funds from the state for roadway improvements.

Five Year Forecast

Factoring all of these anticipated revenues and expenditures shows the Town in an excellent position to continue investing in infrastructure and controlling costs. More detail of this analysis can be seen on page 51 of this report.



Organizational Chart



A Citizens Guide to the Budget

Municipal budgets can be scary, confusing, and dense. Billerica's annual budget is no exception. In past years the full budget document has totaled over 300+ pages. This budget will include a glossary of acronyms, definitions of commonly used terms, timelines, financial policies, and procedures to help educate the public on the future of the Town. Please take a few moments to learn about the process and important dates that we must abide by.

The Budget Process

The Town of Billerica's current government structure was formulated in 1979. On the first Saturday in April the citizens of Billerica participate in the Town election.

During the Town election they have the opportunity to vote for the **Board of Selectmen**. The Board consists of five members, and is responsible for the leadership and coordination of Town affairs. Members are elected for terms of three years. The Selectmen appoint the **Town Manager** to be the Chief Administrator of the Town.

The Town Manager prepares the Capital and Operating Budget based on a judgment of the needs of the Town after consultation with department heads and the Finance Committee.

The budget is eventually presented to the Board of Selectmen and Finance Committee who then makes recommendations for the Town Meeting Members. At Town Meeting the budget will be debated and voted on. After successful passage the budget will take effect at the start of the fiscal year, July 1.

Budget Calendar FY21 (Approval 2020 Spring Town Meeting)

July

Fiscal Year begins

August / September

Budget Update / CIP Goals for Fall Town Meeting

October

Fall Town Meeting (First Tuesday in October)

November

Free Cash Certification

December

Notify department heads, boards and committee about the budget directives for ensuing fiscal year

January

Department head respondent deadline

February / March

School Superintendent must provide TM with ratified School Budget

BOS must ratify prior to Fincom Deadline

60 days prior to Town Meeting the TM will file a summary budget with FinCom

May

Spring Town Meeting (First Tuesday in May)

Community Profile

Name: Town of Billerica

Settled: 1652

Incorporated: 1655

Total Area: 26.4 square miles

County: Middlesex

Est. Population: 41,888

Form of Government:
Town Manager, Board of
Selectmen, Representative
Town Meeting

Town Manager: John C.
Curran

School Structure: K-12

FY2020 Average Tax Bill:
\$5,271.34

**FY2020 Average Single
Family Home Value:**
405,800

Town Hall Address: 365
Boston Road

The Town of Billerica is a medium sized suburban community located in Middlesex County. It is located 20 miles north-west of Boston along Route 3. Billerica is home to 41,888 residents many whom take advantage of the Billerica Public School system that runs K-12.

The Town of Billerica has a proud history. It was settled in 1652 and incorporated in 1655. The Town is made up of several neighborhoods that stretch the 26.4 square miles of land area. Each neighborhood has their own distinct characteristics that distinguish them from one another. Nutting Lake, North Billerica, Pinehurst, The Pines and Garden City are among the most popular areas to live.

The public school system consists of five elementary schools, two middle schools, and one high school. The Town is also proud to announce that the new high school has opened its doors for learning and the athletic fields will be completed by the fall.

Billerica is also home to a large amount of commercial space. The Town is split in half by route 3, borders route 95, 495, and is not far from route 93. This makes the town an ideal partner for many commercial industries. Billerica has a state of the art technology park that includes business like EMD Serono and Parexel. Both of these companies are on the cutting edge of medical research including cures for cancer. Billerica also has many restaurants and places to shop.

The Town is in a strong position financially and has a Aa2 rating from Moody's and a AA+ from Standard and Poor's. The Town also has 16 million dollars of excess levy capacity. This has given the town flexibility to deliver high quality services to its residents while not taxing the full available amount.

The Town of Billerica is currently an exciting place to be. Future development, a new high school, and many other exciting opportunities are on the horizon.

Town Hall Update

Town Hall has been going through a facelift over the course of the past few years.

Last year under the direction of Bob Sallese the main floor was transformed. Old rugs, dim lighting, and chipped paint were replaced with a welcoming entrance to the building. Historical photos line the wall, notification boards are updated regularly with events around Town, and the building shines with pride.



This project was also done at an extremely low cost. Due to Bob's previous experience, ability of being able to manage the project, and do some work in house the total project cost was \$80,899.81 This was significantly lower then what was previously projected. The next project Bob was tasked with was the ground floor.

The ground floor like the 1st floor was damp, dark, and uninviting. Chipped floors and mint green walls gave people a different message then the Town was trying to convey.

Previous Boards of Selectmen had requested that the Town Manager increase efficiency in the Permitting Departments. This request helped create Permit Alley. Permit Alley is now a one stop shop for Building, Conservation, and Board of Health.



The clerical staff are all pooled together. This way offices are never closed and questions can be fielded by multiple clerks. The Department Heads and Inspectors have also been pooled together. To get this project off the ground the ground floor needed a total renovation.

The former Board of Health Office was turned into what is now Permit Alley. The tile was pulled up and exposed concrete that was later finished. New paint and lights were installed to brighten the area up as well. A new directory and office signs have been installed and pictures of construction projects will soon line the wall. This project is still on going and should be finished in the next few months. The next project will be the auditorium and the 2nd floor.

In the budget we have created a new Facilities Director position. That position will now oversee similar projects throughout Town Buildings.

Town of Billerica

**Didn't Find What You
Were Looking For?
Check out these other
resources below!**

Town Hall

365 Boston Road

Billerica, MA 01821

(978) 671 - 0942

Website:

WWW.TOWN.BILLERICA.MA.US

Facebook

[WWW.FACEBOOK.COM/
BILLERICATOWNHALL/](http://WWW.FACEBOOK.COM/BILLERICATOWNHALL/)

Twitter:

[TWITTER.COM/
TOWNOFBILLERICA](https://twitter.com/TOWNOFBILLERICA)

Nextdoor:

[HTTPS://NEXTDOOR.COM/
AGENCY-DETAIL/MA/
BILLERICA/TOWN-OF-BILLERICA/](https://nextdoor.com/agency-detail/MA/AGENCY-DETAIL/MA/BILLERICA/TOWN-OF-BILLERICA/)

Public Schools:

<https://www.billerica12.com/>

Billerica Public Library:

<https://billericalibrary.org/>

Community Information Brochure

**As the Chair of the
Board of Selectmen one
of the boards goals has
been to improve
communication
and transparency to
residents. I hope with
this brochure residents
will be able to navigate
Town Hall and find their
answers
just a little easier!**

**- Ed Giroux
Chair, Board of
Selectmen**



FAQ

Who do I call about a pothole? - Highway Dept
(978) 671 -1313x1

My Trash/Recycling was missed!

(978) 671 -1313x2

My Water bill is incorrect!

(978) 671 - 1313x4

Brown or No Water!

(978) 671 - 1313x6

24 Hour Line - (978) 671 -0957

Where do I find a birth/death/marriage certificate? Town Clerk -
(978) 671 -0923

I need a building permit!
(978) 671 -0959

LIBRARY & COUNCIL ON AGING

It would be impossible to fit everything that these two departments do in one paragraph! At the **Billerica**

Library you can request curbside pickup, reserve a museum pass, download an ebook, rent out cake pans, borrow a karaoke kit, they offer technology help, and of course books!

At the **Council on Aging** they offer transportation resources, a fitness center, elderly care & assistance, and many activities throughout the day!

Billerica Library - (978) 671 -0948
Council on Aging - (978) 671 - 0916

TOWN MANAGERS OFFICE

The Town Managers Office is the hub of all Town Operations. If you are confused and can't figure out what office to call, have a new idea, or need an issue resolved this is the place to go!

You can reach us in many different ways including Email, & Phone. To reach us via FB, Twitter, or Nextdoor - check out the back of the brochure

Phone - (978) 671 -0942

John Curran, Town Manager
JCurran@Town.Billerica.MA.US

Cathy O'Dea, Assistant Town Manager
CODea@Town.Billerica.MA.US

Clancy Main, Management Analyst
CMain@Town.Billerica.MA.US

TAX EXEMPTION

Are you legally blind, a Veteran, elderly, or recently widowed? You may qualify for a tax exemption with the Town of Billerica. Not only that the Town of Billerica also has a senior and veteran work off program up to \$1,000! To find out more about these programs reach out to the Assessors Office.

Email: Assessors@town.billerica.ma.us

Phone - (978) 671 - 0971

SIGN UP FOR EMERGENCY ALERTS

The Town of Billerica is always thinking for you! We do our best to not inconvenience your everyday life with road closures and water shut offs. The Town wants to make sure you are aware of these things and regularly sends out CODE RED emergency alerts. Along with emergency alerts we also send out NEWS FLASHES via email and text message about upcoming events in Town you may be interested in.

To sign up for CODE RED -
<https://public.coderedweb.com/CNE/en-US/90E562CAZ714>

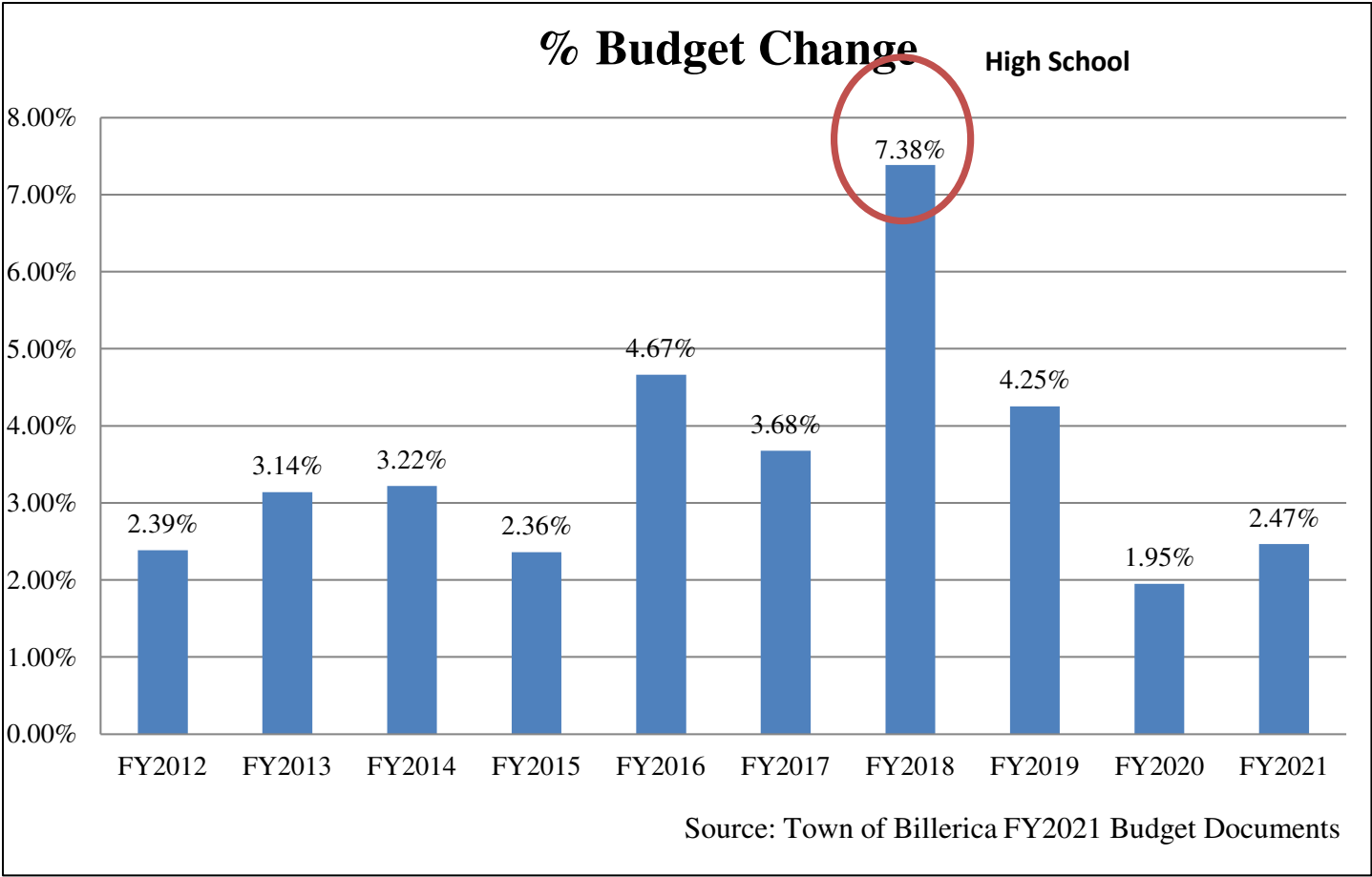
To Sign up for NEWS FLASHES -
<https://www.town.billerica.ma.us/list.aspx>

Section 2: Budget Overview

Fiscal Year 2021 Budget Summary

Fiscal Year 2021 Budget Summary

Department	FY2019 BUDGET	FY2020 BUDGET	FY2021 BUDGET	FY2021 Amended BUDGET	\$ INC/DEC	% INC/DEC
General Government	\$ 5,647,312	\$ 5,740,587	\$ 7,014,233	\$ 7,014,233	\$ 1,273,646	22.19%
Public Safety	20,366,156	20,027,341	20,504,452	20,504,452	477,111	2.38%
Public Works	8,147,893	8,456,287	8,901,713	8,901,713	445,426	5.27%
Library and Recreation	2,080,090	2,154,823	2,175,438	2,175,438	20,615	0.96%
Human Services	925,295	946,537	908,747	908,747	(37,790)	-3.99%
Total Town Departments	37,166,746	37,325,575	39,504,583	39,504,583	2,179,008	5.84%
Billerica Public Education	63,310,708	65,258,421	67,353,216	67,353,216	2,094,795	3.21%
Shawsheen Technical	10,917,388	10,256,850	9,807,569	9,807,569	(449,281)	-4.38%
Total Education	\$ 74,228,096	\$ 75,515,271	\$ 77,160,785	\$ 77,160,785	\$ 1,645,514	2.18%
Town/School Shared Costs	41,586,787	42,667,863	43,352,870	43,352,870	685,007	1.61%
TOTAL	\$ 152,981,629	\$ 155,508,709	\$ 160,018,238	\$ 160,018,238	\$ 4,509,529	2.90%
Water Enterprise Fund Budget	\$ 6,418,896	\$ 6,514,231	\$ 6,566,188	\$ 6,566,188	\$ 51,957	0.80%
Wastewater Enterprise Fund Budget	\$ 8,316,190	\$ 8,738,789	\$ 8,388,219	\$ 8,388,219	(350,570)	-4.01%
Total Budgets	\$ 167,716,714	\$ 170,761,728	\$ 174,972,645	\$ 174,972,645	\$ 4,210,916	2.47%



Financial Recap FY21

TOWN OF BILLERICA FINANCIAL RECAP FISCAL YEAR 2021 SPRING					Page 1
	FINAL BUDGET FY17	FINAL BUDGET FY18	FINAL BUDGET FY19	FINAL BUDGET FY20	FINAL BUDGET FY21
<i>USES OF FUNDING (AMOUNTS TO BE RAISED):</i>					
APPROPRIATIONS:					
GENERAL FUND BUDGET (Includes all TM R&A)	126,059,929.00	135,428,993.00	141,425,590.00	143,587,193.00	147,235,842.00
Water Enterprise Budget	6,033,655.51	5,986,507.83	6,188,893.61	6,514,230.50	6,566,187.62
Water Enterprise Capital Budget					
Wastewater Enterprise Budget	7,696,146.04	8,459,132.00	8,327,388.00	8,738,789.00	8,388,219.00
Transfers					
NON BUDGET RAISE AND APPROPRIATE	6,358,000.00	7,889,248.00	9,175,739.87	10,492,449.52	
CPA Budget Article		700,000.00	900,000.00	900,000.00	900,000.00
TOTAL APPROPRIATIONS	146,147,730.55	158,463,880.83	166,017,611.48	170,232,662.02	163,090,248.62
OTHER LOCAL EXPENDITURES / DEFICITS:					
TAX TITLE PURPOSES	25,000.00	25,000.00	50,000.00	50,000.00	50,000.00
CHARTER SCHOOL ASSESSMENT					
SCHOOL CHOICE					
COUNTY RETIREMENT	9,826,635.00	10,788,311.00	11,556,039.00	11,921,516.00	12,782,396.00
DEBT & INTEREST	167,000.00				
FINAL JUDGMENTS	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
OVERLAY DEFICITS					
CHERRY SHEET OFFSETS	45,930.00	47,593.00	50,131.00	52,318.00	52,318.00
REVENUE DEFICIT					
SNOW / ICE DEFICIT	376,878.00	903,739.00	939,585.00	533,093.23	600,000.00
PROJECTED SNOW / ICE REIMBURSEMENT					
OVERLAY RESERVE	3,190,508.64	2,796,504.85	3,125,621.55	2,711,458.00	2,711,458.00
OTHER - MEDICARE/UNEMPLOYMENT					
OTHER - UNFORESEEN CHARGES/ASSESSMENTS					
TOTAL OTHER LOCAL EXPENDITURES	13,691,951.64	14,621,147.85	15,781,376.55	15,328,385.23	16,256,172.00
STATE AND COUNTY CHARGES	5,591,126.00	5,258,306.00	5,219,905.00	5,015,964.00	5,015,964.00
TOTAL USES OF FUNDING	165,430,808.19	178,343,334.68	187,018,893.03	190,577,011.25	184,362,384.62

	FINAL BUDGET FY17	FINAL BUDGET FY18	FINAL BUDGET FY19	FINAL BUDGET FY20	FINAL BUDGET FY21
<i>SOURCES OF FUNDING:</i>					
AMEND PY NEW GROWTH	321,328.00	28,203.00	279,327.00		
PROPERTY TAXES 2 1/2 LEVY LIMIT	120,397,154.00	126,107,679.00	132,428,590.00	138,304,396.00	145,069,641.00
NEW GROWTH	2,606,525.00	2,811,618.00	2,502,528.00	3,226,961.00	750,000.00
AMEND PY NEW GROWTH					
TOTAL PROPERTY TAXES	123,003,679.00	128,919,297.00	134,931,118.00	141,531,357.00	145,819,641.00
ADD CPA					
ADD DEBT EXCLUSION	1,742,363.00	6,412,498.00	6,655,532.23	6,013,156.50	5,614,093.98
DOR ROUNDING					
LESS EXCESS LEVY CAPACITY	-9,972,702.00	-12,693,601.00	-16,559,324.45	-17,915,532.53	-18,689,523.53
WATER LEVY	1,758,655.51	1,586,507.83	1,388,893.61	1,676,427.50	1,766,187.62
SEWER LEVY	3,921,146.04	4,259,132.00	3,327,388.00	3,208,486.00	2,888,219.00
GENERAL FUND LEVY	109,093,538.45	116,792,554.17	120,311,044.17	124,744,067.47	128,089,804.83
TOTAL PROPERTY TAXES - ADJUSTED	114,773,340.00	122,638,194.00	125,027,325.78	129,628,980.97	132,744,211.45

<i>SOURCES OF FUNDING (cont):</i>					
STATE ESTIMATED REVENUES:					
CHAPTER 70 - SCHOOL AID	18,904,494.00	19,055,514.00	19,202,874.00	19,348,854.00	19,348,854.00
CHARTER TUITION ASSESSMENT REIMBURSEMENT	190,893.00	142,880.00	131,271.00	109,710.00	109,710.00
SCHOOL LUNCH - OFFSET					
LOTTERY	5,598,864.00	5,817,220.00	6,020,823.00	6,183,385.00	6,183,385.00
VETERANS' BENEFITS	386,332.00	333,206.00	302,335.00	305,950.00	305,950.00
EXEMPTIONS - VETS, BLIND & SURVIVING SPOUSE	233,585.00	247,065.00	237,951.00	248,042.00	248,042.00
STATE OWNED LAND	101,246.00	101,149.00	126,590.00	140,493.00	140,493.00
PUBLIC LIBRARIES - OFFSET	45,930.00	47,593.00	50,131.00	52,318.00	52,318.00
TOTAL STATE ESTIMATED REVENUES	25,461,344.00	25,744,627.00	26,071,975.00	26,388,752.00	26,388,752.00

LOCAL ESTIMATED REVENUES:					
MOTOR VEHICLE EXCISE	5,800,000.00	5,900,000.00	6,300,000.00	6,500,000.00	6,500,000.00
OTHER EXCISES (HOTEL/MOTEL)	925,000.00	1,500,000.00	1,500,000.00	1,500,000.00	1,500,000.00
PENALTIES & INTEREST	350,000.00	350,000.00	350,000.00	350,000.00	350,000.00
P.I.L.O.T.	38,000.00	38,000.00	40,000.00	50,000.00	50,000.00
CHARGES FOR SERVICES - WATER					
CHARGES FOR SERVICES - SEWER					
FEES (Includes Ambulance Receipts)	2,000,000.00	2,050,000.00	2,500,000.00	2,500,000.00	2,500,000.00
DEPARTMENTAL REVENUE-LIBRARY	9,000.00	9,000.00	9,000.00	7,000.00	7,000.00
DEPARTMENTAL REVENUE-CEMETERY	125,000.00	110,000.00	110,000.00	110,000.00	110,000.00
OTHER DEPARTMENTAL REVENUE	250,000.00	250,000.00	250,000.00	250,000.00	250,000.00
LICENSES & PERMITS	660,000.00	675,000.00	675,000.00	1,000,000.00	1,000,000.00
FINES & FORFEITS	125,000.00	125,000.00	125,000.00	125,000.00	125,000.00
INTEREST EARNINGS	200,000.00	200,000.00	225,000.00	225,000.00	225,000.00
MISC. STATE AND OTHER REVENUE	150,000.00	150,000.00	125,000.00	125,000.00	125,000.00
NON RECURRING REVENUE	25,000.00				
TOTAL LOCAL ESTIMATED REVENUES	10,657,000.00	11,357,000.00	12,209,000.00	12,742,000.00	12,742,000.00

	FINAL BUDGET FY17	FINAL BUDGET FY18	FINAL BUDGET FY19	FINAL BUDGET FY20	FINAL BUDGET FY21
ENTERPRISE REVENUE					
CHARGES FOR SERVICES - WATER	4,275,000.00	4,400,000.00	4,800,000.00	4,800,000.00	4,800,000.00
CHARGES FOR SERVICES - WATER BACKFLOW AND CROSS CONNECTION FEES					
CHARGES FOR SERVICES - NEW REVENUE					
CHARGES FOR SERVICES - SEWER	3,775,000.00	4,200,000.00	5,000,000.00	5,500,000.00	5,500,000.00
TOTAL ENTERPRISE REVENUES	8,050,000.00	8,600,000.00	9,800,000.00	10,300,000.00	10,300,000.00
OTHER AVAILABLE FUNDS:					
CPA REVENUE		700,000.00	900,000.00	900,000.00	900,000.00
CPA Appropriation			1,605,141.00		
WASTE WATER PLANT EXPANSION FUND	375,000.00				
WASTE WATER INFLOW / INFIL. FUND	140,000.00		100,000.00	237,000.00	
WATER CONSERVATION FUND				531,000.00	
WATER CONSERVATION FUND May				110,000.00	
PREVIOUS WARRANT ARTICLES					
SALE OF LOTS & GRAVES TRUST				195,000.00	
DEBT STABILIZATION APPROPRIATION		1,400,000.00	1,625,000.00	950,000.00	1,160,000.00
DEBT STABILIZATION APPROPRIATION					
FREE CASH	3,981,914.00	5,719,000.00	3,874,904.00	7,482,052.00	
FREE CASH May Public Safety Contracts			1,500,000.00		
FREE CASH May			387,453.00	5,000.00	
WATER ENTERPRISE RETAINED EARNINGS	782,000.00	200,000.00	1,098,917.00		
WASTEWATER ENTERPRISE RETAINED EARNINGS	1,079,086.00	50,000.00	1,074,872.00	500,000.00	
OVERLAY SURPLUS		1,704,623.00	573,264.87	389,429.39	
OVERLAY SURPLUS School Contract			800,000.00		
RINK REVOLVING FUND	131,125.00	129,890.00	128,656.00	127,422.00	127,422.00
Reauthorization of Old Articles DPW Trucks			242,384.00		
LAND FUND					
PEG Access Fund				90,374.72	
MISC. REVENUE FUNDS					
BUDGET TRANSFERS		100,000.00			
CHAPTER 90 - HIGHWAY					
TOTAL OTHER AVAILABLE FUNDS	6,489,125.00	10,003,513.00	13,910,591.87	11,517,278.11	2,187,422.00
TOTAL SOURCES OF FUNDING	165,430,809.00	178,343,334.00	187,018,892.65	190,577,011.08	184,362,385.45
<i>PROJECTED SURPLUS (DEFICIT)</i>	<i>0.81</i>	<i>(0.68)</i>	<i>(0.38)</i>	<i>(0.17)</i>	<i>0.83</i>

Budget Detail

Town of Billerica Budget Detail FY2020 Page 1													
	BUDGETED FY2017	EXPENDED FY2017	BUDGETED FY2018	EXPENDED FY2018	BUDGETED FY2019	EXPENDED FY2019	BUDGETED FY2020	DEPT REQ FY2021	TOWN MGR FY2021	FIN COM FY2021	Budget Change	% Change	
122 - Board of Selectmen													
5110 Personnel	74,438	74,438	74,438	72,978	76,225	76,224	80,637	66,976	66,976	66,976	(13,661)	-16.94%	
5190 Contractual Obligations	4,000	4,000	4,000	3,898	4,000	3,742	4,000	500	500	500	(3,500)	-87.50%	
5400 Supplies & Expenses	8,000	8,000	8,000	5,937	5,000	4,545	8,000	4,500	4,500	4,500	(3,500)	-43.75%	
5200 Contract Services/Leases	1,500	900	1,500	1,400	1,500	1,460	1,500	1,500	1,500	1,500	-	0.00%	
7044 Assessments and Dues	23,545	18,569	23,545	23,545	26,545	26,202	23,545	28,942	28,942	28,942	5,397	22.92%	
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	111,483	105,907	111,483	107,758	113,270	112,173	117,682	102,418	102,418	102,418	(15,264)	-12.97%	
123 - Town Manager													
5110 Personnel	509,293	511,626	520,830	533,830	562,733	562,733	614,394	660,697	660,447	660,447	46,054	7.50%	
5120 Permanent Part Time	52,410	51,754	53,306	53,306	55,047	55,047	57,038	70,514	70,514	70,514	13,476	23.63%	
5130 Overtime	-	-	-	-	5,000	-	-	10,000	10,000	10,000	10,000	-	-
5190 Contractual Obligations	\$30,903	\$26,783	\$11,370	\$11,370	\$8,260	\$5,143	\$8,260	\$16,470	\$16,470	\$16,470	\$8,210	99.39%	
5400 Supplies & Expenses	28,400	24,968	28,400	28,243	36,400	20,521	28,400	28,400	28,400	28,400	-	0.00%	
5200 Contract Services/Leases	28,000	8,174	28,000	-	23,000	20,033	25,000	25,000	25,000	25,000	-	0.00%	
7037 Comm. Plan/Proj./Tech. Asst.	5,000	3,158	5,000	2,649	5,000	-	5,000	10,000	10,000	10,000	5,000	100.00%	
7050 Pensions	475	475	475	475	475	475	475	-	-	-	(475)	-100.00%	
7051 Emp. Medical Exams	85,000	85,000	85,000	84,107	135,000	118,391	85,000	85,000	85,000	85,000	-	0.00%	
7053 Prof. Training/Development	15,500	5,059	74,438	9,423	15,500	14,685	15,500	15,500	15,500	15,500	-	0.00%	
7061 Pr. Town Rep./TM Handouts	15,000	13,268	4,000	-	15,000	2,125	10,000	6,000	6,000	6,000	(4,000)	-40.00%	
7064 Contract Retro	-	-	8,000	15,000	-	-	-	-	-	-	-	0.00%	
7094 Assessment Center	-	-	1,500	15,227	14,000	8,794	-	-	-	-	-	0.00%	
7095 Substance Abuse Program	-	-	23,545	20,000	20,000	20,000	20,000	20,000	20,000	20,000	-	0.00%	
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	769,981	730,265	843,864	773,630	895,415	827,472	869,066	947,581	947,331	947,331	78,265	9.01%	
125 - Systems Admin.													
5110 Personnel	88,432	88,432	98,061	97,999	104,346	103,945	111,507	114,111	114,111	114,111	2,604	2.34%	
5190 Contractual Obligations	-	-	783	783	783	783	783	783	783	783	-	0.00%	
5400 Supplies & Expenses	10,000	8,130	10,000	9,993	10,000	10,000	25,000	10,000	10,000	10,000	(15,000)	-60.00%	
5200 Contract Services/Leases	398,584	389,218	400,004	385,728	392,754	390,761	461,300	478,600	478,600	478,600	17,300	3.75%	
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	497,016	485,780	508,848	494,503	507,883	505,489	598,590	603,494	603,494	603,494	4,904	0.82%	
129 - Cable Advisory Committee													
5120 Permanent Part Time	-	-	-	-	-	-	-	-	-	-	-	-	
5400 Supplies & Expenses	-	-	-	5,000	5,000	-	5,000	-	-	-	(5,000)	-100.00%	
TOTAL	-	-	-	5,000	5,000	-	5,000	-	-	-	(5,000)	100.00%	
131 - Finance Committee													
5120 Permanent Part Time	1,000	-	1,000	834	1,000	1,000	1,000	2,000	2,000	2,000	1,000	100.00%	
5400 Supplies & Expenses	-	-	-	-	-	-	-	-	-	-	-	-	
5200 Contract Services/Leases	1,600	1,082	1,600	1,197	1,600	870	1,600	1,600	1,600	1,600	-	0.00%	
7063 Reserve Fund	84,520	-	84,520	-	60,566	-	84,520	84,520	84,520	84,520	-	0.00%	
TOTAL	87,120	1,082	87,120	2,031	63,166	1,870	87,120	88,120	88,120	88,120	1,000	1.15%	
135 - Town Accountant													
5110 Personnel	217,679	217,679	217,679	225,912	231,316	230,892	238,516	243,262	243,262	243,262	4,746	1.99%	
5190 Contractual Obligations	8,464	8,405	8,464	8,464	9,264	9,264	11,710	12,493	12,493	12,493	783	6.69%	
5400 Supplies & Expenses	1,500	1,454	1,500	1,497	1,500	1,489	1,500	1,500	1,500	1,500	-	0.00%	
5200 Contract Services/Leases	500	489	500	500	500	463	500	500	500	500	-	0.00%	
7062 Town Audit	58,000	58,000	58,000	58,000	60,000	60,000	60,000	60,000	60,000	60,000	-	0.00%	
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	286,143	286,026	286,143	294,373	302,580	302,108	312,226	317,755	317,755	317,755	5,529	1.77%	
141 - Assessor													
5110 Personnel	391,085	384,535	434,933	410,180	452,386	452,386	477,376	493,346	493,346	493,346	15,970	3.35%	
5120 Permanent Part Time	3,000	3,000	3,000	2,970	3,000	3,000	3,000	3,000	3,000	3,000	-	0.00%	
5190 Contractual Obligations	10,624	10,624	11,453	11,453	16,453	12,330	16,453	17,253	17,253	17,253	800	4.86%	
5400 Supplies & Expenses	3,250	2,949	3,250	2,810	3,250	3,175	3,250	3,250	3,250	3,250	-	0.00%	
5200 Contract Services/Leases	35,750	30,026	35,750	30,222	35,750	29,715	39,500	39,500	39,500	39,500	-	0.00%	
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	443,709	431,134	488,386	457,635	510,839	500,606	539,579	556,349	556,349	556,349	16,770	3.11%	
145 - Treasurer/Collector													
5110 Personnel	474,931	471,306	498,552	480,295	506,688	489,365	515,742	534,007	534,007	534,007	18,265	3.54%	
5120 Permanent Part Time	20,409	20,409	20,409	20,409	20,409	20,409	20,409	20,409	20,409	20,409	-	0.00%	
5130 Overtime	-	-	-	-	-	-	-	-	-	-	-	-	
5190 Contractual Obligations	13,047	10,947	14,697	14,697	15,411	15,411	15,911	15,911	15,911	15,911	-	0.00%	
5400 Supplies & Expenses	54,152	52,854	54,152	48,539	54,152	44,419	54,152	67,008	67,008	67,008	12,856	23.74%	
5200 Contract Services/Leases	92,554	77,551	92,554	91,062	92,554	82,225	92,554	92,554	92,554	92,554	-	0.00%	
5235 Tax Revenue Collection	50,000	74,741	75,000	67,316	50,000	50,000	50,000	50,000	50,000	50,000	-	0.00%	
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	705,093	707,808	755,364	722,318	739,214	701,829	748,768	779,889	779,889	779,889	31,121	4.16%	
161 - Town Clerk													
5110 Personnel	258,526	254,261	269,223	255,343	267,103	261,671	272,249	281,778	281,778	281,778	9,529	3.50%	
5190 Contractual Obligations	11,627	11,627	12,168	9,800	12,000	11,000	12,000	12,000	12,000	12,000	-	0.00%	
5400 Supplies & Expenses	1,385	1,369	1,385	1,385	1,400	650	1,400	2,025	2,025	2,025	625	44.64%	
5200 Contract Services/Leases	1,675	628	1,725	483	1,495	1,328	1,495	1,325	1,325	1,325	(170)	-11.37%	
5800 Capital Outlay	-	-	-	-	-	-	-	800	800	800	-	-	
TOTAL	273,213	267,885	284,501	267,011	281,998	274,649	287,144	297,928	297,928	297,928	10,784	3.76%	
162 - Election Department													
5120 Permanent Part Time	57,418	65,692	42,780	42,195	61,994	53,248	39,826	63,186	63,186	63,186	23,360	58.65%	
5400 Supplies & Expenses	3,630	1,750	1,315	1,200	3,695	2,295	2,610	4,210	4,210	4,210	1,600	61.30%	
5200 Contract Services/Leases	53,196	49,554	29,084	27,343	53,540	49,277	48,458	68,862	68,862	68,862	20,404	42.11%	
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	114,244	116,996	73,179	70,738	119,229	104,820	90,894	136,258	136,258	136,258	45,364	49.91%	
163 - Board of Registrars													
5110 Personnel	37,288	31,863	37,288	33,967	40,938	40,740	46,207	86,653	46,330	46,330	123	0.27%	
5120 Permanent Part Time	3,020	1,510	3,020	3,020	3,205	3,204	3,205	3,205	3,205	3,205	-	0.00%	
5130 Overtime	-	-	-	-	-	-	-	-	2,000	2,000	2,000	0.00%	
5190 Contractual Obligations	600	600	600	600	1,000	583	1,000	2,000	1,000	1,000	-	0.00%	
5400 Supplies & Expenses	9,225	6,086	9,225	1,545	9,225	4,741	10,825	9,625	9,625	9,625	(1,200)	-11.09%	
5200 Contract Services/Leases	2,775	-	2,850	2,811	2,850	2,618	2,850	3,300	3,300	3,300	450	15.79%	
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	52,907	40,059	52,982	41,943	57,218	51,886	64,087	104,782	65,460	65,460	1,373	2.14%	
171 - Conservation Commission													
5110 Personnel	184,520	184,520	194,511	185,432	190,618	177,008	194,150	194,142	194,142	194,142	(9)	0.00%	
5120 Permanent Part Time	-	-	-	-	-	-	-	-	-	-	-	-	
5130 Overtime	2,803	2,415	2,803	2,496	1,567	1,567	2,644	2,892	2,892	2,892	248	9.38%	
5190 Contractual Obligations	12,647	10,848	14,297	14,297	13,330	4,574	14,866	14,866	14,866	14,866	-	0.00%	
5400 Supplies & Expenses	900	845	1,000	801	1,000	985	4,500	4,500	4,500				

192 - Town Hall

	BUDGETED FY2017	EXPENDED FY2017	BUDGETED FY2018	EXPENDED FY2018	BUDGETED FY2019	EXPENDED FY2019	BUDGETED FY2020	DEPT REQ FY2021	TOWN MGR FY2021	FIN COM FY2021	Budget Change	% Change
5110 Personnel	-	-	-	-	-	-	37,791	56,471	56,471	56,471	18,680	49.43%
5190 Contractual Obligations	-	-	-	-	-	-	-	-	-	-	-	0.00%
5200 Contract Services/Leases	-	-	-	-	-	-	20,000	40,000	40,000	40,000	20,000	100.00%
5400 Postage	120,000	120,000	120,000	119,968	143,000	141,706	120,000	145,000	145,000	145,000	25,000	20.83%
5400 Custodial Supplies	4,000	2,807	4,000	3,718	4,000	3,801	4,000	4,000	4,000	4,000	-	0.00%
5400 Supplies & Expenses	25,000	25,000	25,000	24,685	25,000	24,702	25,000	25,000	25,000	25,000	-	0.00%
7059 Cleaning Services	-	-	-	-	-	-	-	-	-	-	-	0.00%
5256 Utilities	159,500	159,500	159,500	158,958	159,500	159,500	159,500	40,000	40,000	40,000	(119,500)	-74.92%
7058 Building Maintenance	161,000	161,000	161,000	155,466	159,000	155,366	186,000	155,100	155,100	155,100	(30,900)	-16.61%
7055 Telephone	90,000	88,220	90,000	88,905	92,000	91,512	90,000	90,000	90,000	90,000	-	0.00%
7065 Abandoned Buildings	5,500	4,586	5,500	741	3,500	176	30,000	3,500	3,500	3,500	(26,500)	-88.33%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	565,000	561,113	565,000	552,441	586,000	576,763	672,291	559,071	559,071	559,071	(113,220)	-16.84%

691 - Historical Commission

5400 Supplies & Expenses	50	50	50	50	50	50	50	50	50	50	-	0.00%
5200 Contract Services/Leases	250	250	250	250	250	250	250	250	250	250	-	0.00%
TOTAL	300	300	300	300	300	300	300	300	300	300	-	0.00%

910 - Town Systemwide

7080 Town Retirements	75,000	175,000	155,000	155,000	175,000	175,000	125,000	190,000	190,000	190,000	65,000	52.00%
xxxx Town Settlements	-	-	-	-	11,000	-	-	-	-	-	-	-
7088 Town Electric	-	-	-	-	-	-	-	1,246,640	1,246,640	1,246,640	1,246,640	0.00%
7095 Streetlights	227,500	227,500	227,500	209,346	227,500	227,500	227,500	165,000	165,000	165,000	(62,500)	-27.47%
7096 Legal	195,000	259,033	235,000	228,366	315,000	310,308	245,000	245,000	245,000	245,000	-	0.00%
7097 Town Fuel	-	-	-	-	307,000	306,719	305,000	315,000	315,000	315,000	10,000	3.28%
TOTAL	497,500	661,533	617,500	592,712	1,035,500	1,019,527	902,500	2,161,640	2,161,640	2,161,640	1,259,140	139.52%

TOTAL GENERAL GOVERNMENT	4,823,002	4,842,773	5,091,895	4,801,625	5,647,312	5,361,204	5,740,587	7,053,805	7,014,233	7,014,233	1,273,646	22.19%

210 - Police Department

5110 Personnel	5,044,597	4,972,360	5,182,010	5,083,380	5,976,786	5,692,192	5,514,677	5,528,219	5,528,219	5,528,219	13,542	0.25%
5120 Permanent Part Time	-	-	-	-	5,000	1,355	5,000	5,000	5,000	5,000	-	-
5130 Overtime	660,000	686,031	660,000	660,000	676,500	662,019	720,000	745,000	745,000	745,000	25,000	3.47%
5190 Contractual Obligations	1,559,957	1,559,957	1,564,696	1,503,629	1,630,265	1,543,841	1,608,486	1,650,014	1,650,014	1,650,014	41,528	2.58%
5400 Supplies & Expenses	428,750	387,207	403,750	412,336	284,350	277,375	287,350	298,350	298,350	298,350	11,000	3.83%
5256 Utilities	-	-	-	-	-	-	-	-	-	-	-	-
5200 Contract Services/Leases	158,600	151,837	158,600	148,009	170,100	170,179	174,100	204,100	204,100	204,100	30,000	17.23%
5800 Capital Outlay	158,000	152,089	197,500	110,026	176,300	176,300	185,600	165,600	165,600	165,600	(20,000)	-10.78%
TOTAL	8,009,904	7,909,481	8,166,556	7,917,380	8,919,301	8,523,261	8,495,213	8,596,283	8,596,283	8,596,283	101,070	1.19%

220 - Fire Department

5110 Personnel	5,469,817	5,406,524	5,581,765	5,495,586	6,324,627	6,258,373	6,244,076	6,399,497	6,399,497	6,399,497	155,421	2.49%
5120 Permanent Part Time	41,111	39,546	41,111	41,111	46,865	43,165	44,857	49,589	49,589	49,589	4,732	10.55%
5130 Overtime	655,000	715,000	655,000	655,000	655,000	643,889	740,000	778,217	778,217	778,217	38,217	5.16%
5190 Contractual Obligations	1,028,827	1,028,827	1,032,932	1,032,932	1,034,811	1,034,811	1,105,654	1,137,661	1,137,661	1,137,661	32,007	2.89%
5400 Supplies & Expenses	395,300	377,071	414,785	403,144	316,045	316,045	312,310	322,635	322,635	322,635	10,325	3.31%
5200 Contract Services/Leases	146,553	143,390	148,748	147,796	183,140	155,470	160,881	161,031	161,031	161,031	150	0.09%
5256 Utilities	84,500	84,500	84,500	85,297	84,500	79,476	84,500	44,000	44,000	44,000	(40,500)	-47.93%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	7,821,108	7,794,858	7,958,841	7,860,866	8,644,988	8,531,229	8,692,278	8,892,630	8,892,630	8,892,630	200,352	2.30%

231 - Ambulance

5110 Personnel	937,610	909,686	977,807	977,807	1,022,485	1,018,559	1,021,253	1,049,979	1,049,979	1,049,979	28,727	2.81%
5120 Permanent Part Time	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.00%
5130 Overtime	187,500	197,956	195,000	195,000	207,000	207,000	222,000	237,000	237,000	237,000	15,000	6.76%
5190 Contractual Obligations	137,354	134,583	141,380	141,380	191,045	191,045	173,901	186,096	186,096	186,096	12,195	7.01%
5400 Supplies & Expenses	111,400	106,132	111,400	108,958	111,400	106,555	112,200	118,200	118,200	118,200	6,000	5.35%
5200 Contract Services/Leases	108,000	102,066	112,000	109,572	112,000	111,487	112,000	113,800	113,800	113,800	1,800	1.61%
5800 Capital Outlay	12,000	10,390	-	-	-	-	-	-	-	-	-	-
TOTAL	1,508,864	1,475,812	1,552,587	1,547,717	1,658,929	1,649,646	1,656,353	1,720,076	1,720,076	1,720,076	63,723	3.85%

241 - Building Department

5110 Personnel	347,483	347,483	519,612	519,612	537,585	537,585	562,012	624,051	624,051	624,051	62,038	11.04%
5120 Permanent Part Time	108,429	108,429	-	-	-	-	-	-	-	-	-	0.00%
5130 Overtime	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-	0.00%
5190 Contractual Obligations	36,383	36,383	36,508	35,003	45,440	45,440	47,340	46,140	46,140	46,140	(1,200)	-2.53%
5400 Supplies & Expenses	6,600	5,808	6,600	6,239	6,600	3,705	6,600	11,800	11,800	11,800	5,200	78.79%
5200 Contract Services/Leases	4,375	2,807	4,375	2,805	14,375	4,601	14,375	14,375	14,375	14,375	-	0.00%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	513,270	510,910	577,095	573,659	614,000	601,331	640,327	706,366	706,366	706,366	66,039	10.31%

244 - Sealer Weights and Measures

5120 Permanent Part Time	-	-	-	-	-	-	-	-	-	-	-	-
5400 Supplies & Expenses	-	-	-	-	-	-	-	-	-	-	-	-
5200 Contract Services/Leases	11,000	11,000	11,000	11,000	13,000	12,500	11,000	12,500	12,500	12,500	1,500	13.64%
TOTAL	11,000	11,000	11,000	11,000	13,000	12,500	11,000	12,500	12,500	12,500	1,500	13.64%

291 - Emergency Management

5110 Personnel	11,562	11,562	11,562	11,562	12,581	12,581	12,581	13,231	13,231	13,231	650	5.16%
5400 Supplies & Expenses	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	-	0.00%
5190 Contractual Obligations	5,400	5,400	5,400	5,256	5,400	4,327	5,400	5,400	5,400	5,400	-	0.00%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	24,962	24,962	24,962	24,818	25,981	24,908	25,981	26,631	26,631	26,631	650	2.50%

292 - Animal Control

5110 Personnel	52,839	52,800	54,912	53,856	61,040	59,617	67,499	63,626	63,626	63,626	(3,873)	-5.74%
5120 Permanent Part Time	22,687	22,687	22,688	21,775	21,522	21,522	22,393	28,981	28,981	28,981	6,588	29.42%
5130 Overtime	12,000	12,000	12,000	11,389	14,000	7,940	14,000	14,000	14,000	14,000	-	0.00%
5190 Contractual Obligations	2,700	2,300	2,600	2,100	700	500	2,350	2,550	2,550	2,550	200	8.51%
5400 Supplies & Expenses	5,500	4,127	5,500	5,481	5,500	5,142	6,500	6,500	6,500	6,500	-	0.00%
5200 Contract Services/Leases	5,000	4,347	5,000	5,000	5,000	4,534	6,500	6,500	6,500	6,500	-	0.00%
5256 Utilities	7,000	6,418	7,000	6,580	7,000	5,478	7,000	5,500	5,500	5,500	(1,500)	-21.43%
5800 Capital Outlay	-	-	-	-	-	-	-	38,825	-	-	-	-
TOTAL	107,727	104,679	109,700	106,181	114,762	104,733	126,242	166,482	127,657	127,657	1,415	1.12%

510 - Board of Health

5110 Personnel	269,452	269,256	280,206	279,675	285,944	265,561	292,673	291,689	291,689	291,689	(984)	-0.34%
5120 Permanent Part Time	35,748	35,748	37,193	37,050	38,263	37,791	37,936	70,145	70,145	70,145	32,209	84.90%
5130 Overtime	3,500	4,388	3,500	3,500	3,500	3,500	3,500	4,500	4,500	4,500	1,000	28.57%
5190 Contractual Obligations	26,734	21,884	30,628	30,629	35,566	35,566	33,916	30,616	30,616	30,616	(3,300)	-9.73%
5400 Supplies & Expenses	2,895	2,735	2,895	2,342	2,895	2,415	2,895	2,895	2,895	2,895	-	0.00%
5200 Contract Services/Leases	9,026	6,342	9,026	7,207	9,026	8,826	9,026	22,464	22,464	22,464	13,438	148.88%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	347,355	340,353	363,448	360,403	375,195	353,659	379,947	422,309	422,309	422,309	42,362	11.15%

TOTAL PUBLIC SAFETY	18

	BUDGETED FY2017	EXPENDED FY2017	BUDGETED FY2018	EXPENDED FY2018	BUDGETED FY2019	EXPENDED FY2019	BUDGETED FY2020	DEPT REQ FY2021	TOWN MGR FY2021	FIN COM FY2021	Budget Change	% Change
410 - Engineering											-	
5110 Personnel	499,528	439,398	519,847	519,847	557,457	557,457	597,734	616,072	616,072	616,072	18,338	3.07%
5130 Overtime	20,000	12,841	20,000	7,904	21,400	18,714	21,400	29,000	29,000	29,000	7,600	35.51%
5190 Contractual Obligations	12,550	12,550	12,850	12,200	15,500	13,274	14,100	14,825	14,825	14,825	725	5.14%
5400 Supplies & Expenses	7,000	3,905	8,000	6,404	8,000	7,984	8,000	8,000	8,000	8,000	-	0.00%
5200 Contract Services/Leases	28,450	25,965	130,928	58,330	130,928	73,712	99,228	120,266	120,266	120,266	21,038	21.20%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	567,528	494,659	691,625	604,685	733,285	671,141	740,462	788,163	788,163	788,163	47,701	6.44%
421 - Public Works Administration											-	
5110 Personnel	748,293	737,146	772,667	769,397	639,642	639,642	673,255	675,517	675,517	675,517	2,262	0.34%
5120 Permanent Part Time	160,198	135,099	161,000	91,096	195,000	184,106	262,080	262,080	262,080	262,080	-	0.00%
5130 Overtime	-	-	4,400	4,385	-	-	-	-	-	-	-	
5190 Contractual Obligations	26,626	26,626	30,252	30,252	32,028	30,928	32,354	33,137	33,137	33,137	783	2.42%
5400 Supplies & Expenses	27,400	21,424	24,700	23,310	5,560	5,557	3,000	3,000	3,000	3,000	-	0.00%
5200 Contract Services/Leases	20,775	20,618	21,775	19,120	14,290	8,737	16,850	17,325	17,325	17,325	475	2.82%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	983,292	940,913	1,014,794	937,560	886,520	868,970	987,539	991,059	991,059	991,059	3,520	0.36%
422 - Highway Department											-	
5110 Personnel	885,685	863,918	900,134	873,968	976,063	873,508	990,282	1,056,711	1,056,711	1,056,711	66,429	6.71%
5130 Overtime Regular	66,100	49,173	66,100	48,568	70,727	48,688	70,727	76,681	76,681	76,681	5,954	8.42%
5150 Temporary/Seasonal	-	-	-	-	-	-	-	-	-	-	-	
5190 Contractual Obligations	27,950	21,490	28,250	19,498	28,250	26,018	28,550	30,150	30,150	30,150	1,600	5.60%
5400 Supplies & Expenses	534,326	353,127	552,326	426,541	413,100	399,282	413,100	453,100	453,100	453,100	40,000	9.68%
5200 Contract Services/Leases	322,293	278,165	322,293	300,923	322,293	304,944	322,293	322,293	322,293	322,293	-	0.00%
5256 Utilities	29,250	29,250	29,250	19,120	29,250	24,517	29,250	13,100	13,100	13,100	(16,150)	-55.21%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	1,865,604	1,595,122	1,898,353	1,688,618	1,839,683	1,676,957	1,854,202	1,952,035	1,952,035	1,952,035	97,833	5.28%
423 - Snow and Ice											-	
5131 Snow Overtime	70,000	170,322	70,000	193,826	70,000	170,534	70,000	70,000	70,000	70,000	-	0.00%
5278 Snow and Sand Expenses	350,000	1,153,416	350,000	1,165,758	350,000	782,558	350,000	350,000	350,000	350,000	-	0.00%
TOTAL	420,000	1,323,738	420,000	1,359,584	420,000	953,092	420,000	420,000	420,000	420,000	-	0.00%
433 - Solid Waste											-	
5285 Solid Waste	2,924,848	2,842,908	2,892,440	2,693,147	2,979,589	2,920,436	3,086,921	3,359,776	3,359,776	3,359,776	272,856	8.84%
TOTAL	2,924,848	2,842,908	2,892,440	2,693,147	2,979,589	2,920,436	3,086,921	3,359,776	3,359,776	3,359,776	272,856	8.84%
650 - Parks/Trees											-	
5110 Personnel				-	480,372	474,339	495,728	487,993	487,993	487,993	(7,735)	
5120 Permanent Part Time				-	-	-	-	-	-	-	-	
5130 Overtime				-	97,370	93,047	97,370	110,155	110,155	110,155	12,785	
5190 Contractual Obligations				-	17,124	12,114	17,124	17,124	17,124	17,124	-	
5400 Supplies & Expenses				-	94,025	93,843	67,925	67,925	67,925	67,925	-	
7093 Mosquito Control				-	15,000	11,814	15,000	15,000	15,000	15,000	-	
5200 Contract Services/Leases				-	67,830	67,686	125,830	140,830	140,830	140,830	15,000	
5256 Utilities				-	7,500	3,000	7,500	2,500	2,500	2,500	(5,000)	
5800 Capital Outlay				-	100,000	85,796	120,000	120,000	120,000	120,000	-	
TOTAL			-	-	879,221	841,639	946,477	961,527	961,527	961,527	15,050	
491 - Cemetery											-	
5110 Personnel				-	284,459	248,433	295,550	294,957	294,957	294,957	(593)	
5120 Permanent Part Time				-	-	-	-	-	-	-	-	
5130 Overtime				-	55,640	30,002	55,640	58,200	58,200	58,200	2,560	
5190 Contractual Obligations				-	10,296	10,296	10,296	10,296	10,296	10,296	-	
5400 Supplies & Expenses				-	36,500	17,570	36,500	45,000	43,000	43,000	6,500	
7093 Mosquito Control				-	-	-	-	-	-	-	-	
5200 Contract Services/Leases				-	20,450	8,691	20,450	20,450	20,450	20,450	-	
5256 Utilities				-	2,250	2,250	2,250	2,250	2,250	2,250	-	
5800 Capital Outlay				-	-	-	-	-	-	-	-	
5800 Perpetual Care				-	-	-	-	-	-	-	-	
TOTAL			-	-	409,595	317,242	420,686	431,153	429,153	429,153	8,467	
491 - Cemetery Parks/Trees											-	
5110 Personnel	465,851	462,404	499,094	489,705			-	-	-	-	-	0.00%
5120 Permanent Part Time	-	-	-	-			-	-	-	-	-	0.00%
5130 Overtime	91,000	89,316	91,000	91,000			-	-	-	-	-	0.00%
5190 Contractual Obligations	16,974	16,974	17,274	14,367			-	-	-	-	-	0.00%
5400 Supplies & Expenses	73,050	72,915	73,050	73,020			-	-	-	-	-	0.00%
7093 Mosquito Control	15,000	11,760	15,000	10,140			-	-	-	-	-	0.00%
5200 Contract Services/Leases	65,630	64,340	65,630	61,870			-	-	-	-	-	0.00%
5256 Utilities	14,070	14,070	14,070	10,898			-	-	-	-	-	0.00%
5800 Capital Outlay	-	-	100,000	99,050			-	-	-	-	-	0.00%
5800 Perpetual Care	-	-	-	-			-	-	-	-	-	
TOTAL	741,575	731,779	875,118	850,050	-	-	-	-	-	-	-	0.00%
TOTAL PUBLIC WORKS	7,502,847	7,929,118	7,792,330	8,133,644	8,147,893	8,249,477	8,456,287	8,903,713	8,901,713	8,901,713	445,427	5.27%
300 - Billerica Public Schools											-	
5166 Professional Salaries	48,070,259	48,070,259	49,850,259	49,850,259	51,584,651	51,584,651	53,532,364	55,250,753	55,250,753	55,250,753	1,718,389	3.21%
5170 Clerical Salaries											-	
5180 Other Salaries											-	
5466 Supplies & Expenses	1,798,617	1,798,617	1,797,817	1,797,817	1,755,573	1,755,573	1,755,573	1,811,927	1,811,927	1,811,927	56,354	3.21%
5266 Contract Services/Leases	8,146,040	8,146,040	8,146,040	8,146,040	8,308,961	8,308,961	8,308,961	8,575,678	8,575,678	8,575,678	266,718	3.21%
5267 Utilities	1,351,592	1,351,592	1,351,592	1,351,592	1,378,624	1,378,624	1,378,624	1,422,878	1,422,878	1,422,878	44,254	3.21%
5866 Capital Outlay	277,352	277,352	277,352	277,352	282,899	282,899	282,899	291,980	291,980	291,980	9,081	3.21%
TOTAL	59,643,860	59,643,860	61,423,060	61,423,060	63,310,708	63,310,708	65,258,421	67,353,216	67,353,216	67,353,216	2,094,795	3.21%
310 - Shawsheen Technical School											-	
5300 Operating Costs	10,122,691	10,122,691	10,579,268	10,579,268	10,917,388	10,917,388	10,256,850	9,807,569	9,807,569	9,807,569	(449,281)	-4.38%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	10,122,691	10,122,691	10,579,268	10,579,268	10,917,388	10,917,388	10,256,850	9,807,569	9,807,569	9,807,569	(449,281)	-4.38%
TOTAL PUBLIC EDUCATION	69,766,551	69,766,551	72,002,328	72,002,328	74,228,096	74,228,096	75,515,271	77,160,785	77,160,785	77,160,785	1,645,514	2.18%

	BUDGETED FY2017	EXPENDED FY2017	BUDGETED FY2018	EXPENDED FY2018	BUDGETED FY2019	EXPENDED FY2019	BUDGETED FY2020	DEPT REQ FY2021	TOWN MGR FY2021	FIN COM FY2021	Budget Change	% Change
610 - Public Library											-	
5110 Personnel	659,032	659,032	723,460	753,461	798,305	785,772	815,649	867,421	867,421	867,421	51,772	6.35%
5120 Permanent Part Time	439,388	439,388	364,422	360,578	389,708	374,410	405,859	405,812	405,812	405,812	(47)	-0.01%
5190 Contractual Obligations	30,369	30,369	29,437	29,437	30,481	30,481	29,203	26,363	26,363	26,363	(2,840)	-9.72%
5400 Supplies & Expenses	203,350	203,230	210,350	210,350	214,057	214,053	214,551	224,835	224,835	224,835	10,284	4.79%
5200 Contract Services/Leases	72,712	71,265	74,031	73,362	80,567	80,567	80,961	82,684	82,684	82,684	1,723	2.13%
7059 Cleaning Service	18,528	18,528	20,100	20,099	20,100	20,100	21,900	27,300	27,300	27,300	5,400	24.66%
5256 Utilities	76,800	76,800	76,800	76,800	76,800	76,800	76,800	25,000	25,000	25,000	(51,800)	-67.45%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	1,500,179	1,498,612	1,498,601	1,524,087	1,610,018	1,582,183	1,644,923	1,659,415	1,659,415	1,659,415	14,492	0.88%
630 - Recreation Department											-	
5110 Personnel	204,277	204,277	212,383	212,383	257,642	252,300	273,207	339,275	339,275	339,275	66,068	24.18%
5120 Permanent Part Time	114,016	123,743	116,218	116,218	103,441	95,018	107,641	57,700	57,700	57,700	(49,941)	-46.40%
5190 Contractual Obligations	9,727	14,046	9,627	9,627	7,300	7,300	8,432	6,332	6,332	6,332	(2,100)	-24.91%
5400 Supplies & Expenses	14,080	14,046	14,080	13,114	15,950	8,063	14,080	12,680	12,680	12,680	(1,400)	-9.94%
5200 Contract Services/Leases	49,500	49,500	49,500	47,798	51,540	51,106	60,340	58,836	58,836	58,836	(1,504)	-2.49%
5256 Utilities	10,000	10,000	10,000	14,899	10,000	10,000	10,000	3,000	3,000	3,000	(7,000)	-70.00%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	401,601	415,612	411,808	414,039	445,872	423,787	473,700	477,823	477,823	477,823	4,123	0.87%
91070 - Civic Events/Organizations											-	
7067 VFW-P, DAV, VFW-S	600	600	600	600	600	600	600	600	600	600	-	0.00%
7068 Memorial Day/Homcoming	9,000	8,802	9,000	8,392	9,000	8,985	9,000	11,000	11,000	11,000	2,000	22.22%
7097 Family First Night	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	0.00%
7098 350th Celebration	-	-	-	-	-	-	-	-	-	-	-	
7076 Middlesex Canal	1,500	1,296	1,500	19	1,500	-	1,500	1,500	1,500	1,500	-	0.00%
7077 Beautification	1,000	1,000	1,000	1,000	3,000	2,591	15,000	15,000	15,000	15,000	-	0.00%
7084 Scholarship Account	6,100	6,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	-	0.00%
TOTAL	23,200	22,798	22,200	20,111	24,200	22,276	36,200	38,200	38,200	38,200	2,000	5.52%
TOTAL LIBRARY & RECREATION	1,924,980	1,937,022	1,932,609	1,958,237	2,080,090	2,028,246	2,154,823	2,175,438	2,175,438	2,175,438	20,615	0.96%
543 - Veterans Services											-	
5110 Personnel	126,086	126,087	131,062	130,678	133,804	117,049	137,592	131,046	131,046	131,046	(6,546)	-4.76%
5190 Contractual Obligations	9,034	8,434	9,334	8,934	9,334	4,534	9,534	5,434	5,434	5,434	(4,100)	-43.00%
5400 Supplies & Expenses	4,710	2,766	4,710	3,177	4,710	3,885	4,710	5,210	5,210	5,210	500	10.62%
5200 Contract Services/Leases	1,285	1,285	1,385	473	1,385	1,012	1,385	1,785	1,785	1,785	400	28.88%
5280 Veterans Benefits	560,000	409,629	560,000	360,033	430,000	320,608	430,000	400,000	400,000	400,000	(30,000)	-6.98%
TOTAL	701,115	548,201	706,491	503,295	579,233	447,088	583,221	543,475	543,475	543,475	(39,746)	-6.81%
541 - Council on Aging											-	
5110 Personnel	200,061	195,182	201,058	201,058	216,310	198,168	217,357	232,402	232,402	232,402	15,045	6.92%
5120 Permanent Part Time	17,017	17,017	17,017	17,017	18,727	18,727	22,734	22,484	22,484	22,484	(250)	-1.10%
5190 Contractual Obligations	3,192	3,192	4,081	4,081	6,600	5,639	6,600	9,450	9,450	9,450	2,850	43.18%
5400 Supplies & Expenses	37,270	36,677	37,270	37,274	37,270	37,239	42,270	42,270	42,270	42,270	-	0.00%
5200 Contract Services/Leases	34,465	34,445	34,465	34,502	34,465	34,447	41,665	41,665	41,665	41,665	-	0.00%
5256 Utilities	32,690	32,690	32,690	35,861	32,690	29,043	32,690	17,000	17,000	17,000	(15,690)	-48.00%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	324,695	319,202	326,581	329,793	346,062	323,263	363,316	365,272	365,272	365,272	1,956	0.54%
561 - Commission on Disabilities											-	
5400 Supplies & Expenses	-	-	-	-	-	-	-	-	-	-	-	
5200 Contract Services/Leases	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	-	-	-	-	-	-	-	-	-	-	-	
563 - Housing Partnership											-	
5150 Temporary/Seasonal	-	-	-	-	-	-	-	-	-	-	-	
5400 Supplies & Expenses	-	-	-	-	-	-	-	-	-	-	-	
TOTAL	-	-	-	-	-	-	-	-	-	-	-	
TOTAL HUMAN SERVICES	1,025,810	867,403	1,033,072	833,088	925,295	770,351	946,537	908,747	908,747	908,747	(37,790)	-3.99%
710 - Capital											-	
7150 Equipment	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	-	0.00%
7140 Contracts	500,000	500,000	500,000	500,000	500,000	500,000	1,500,000	1,500,000	1,500,000	1,500,000	-	0.00%
TOTAL	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	0.00%
710 - Debt and Interest											-	
7150 Debt Principal - Town	526,539	511,539	453,846	453,846	170,000	170,000	165,000	320,000	320,000	320,000	155,000	93.94%
7140 Debt Principal - School	650,000	650,000	650,000	650,000	500,000	500,000	490,000	480,000	480,000	480,000	(10,000)	-2.04%
7550 Debt Interest - Town	70,863	70,765	53,764	53,764	43,150	42,950	57,975	68,050	68,050	68,050	10,075	17.38%
7160 Debt Interest - School	196,644	187,223	166,900	168,900	140,351	140,350	124,250	106,775	106,775	106,775	(17,475)	-14.06%
7580 New Debt - Town Interest	-	-	-	-	-	-	-	-	-	-	-	
7130 Temporary Borrowing - Town	245,000	198,282	412,000	307,375	420,000	420,000	398,875	350,000	350,000	350,000	(48,875)	-12.25%
7150 Temporary Borrowing - Debt Exclusion	-	-	-	-	-	-	201,125	90,000	90,000	90,000	(111,125)	-55.25%
7170 High School Exclusion - Principal	-	-	2,400,000	2,400,000	1,800,000	1,800,000	2,000,000	1,785,000	1,785,000	1,785,000	(215,000)	-10.75%
7170 High School Exclusion - Interest	-	-	2,454,182	2,454,182	3,339,219	3,339,219	3,326,469	3,266,331	3,266,331	3,266,331	(60,138)	-1.81%
75XP Parker Debt Exclusion - Principal	1,420,000	1,420,000	1,250,000	1,250,000	1,250,000	1,250,000	320,000	320,000	320,000	320,000	-	0.00%
75XI Parker Debt Exclusion - Interest	322,363	322,362	265,563	265,562	215,563	215,563	165,563	152,763	152,763	152,763	(12,800)	-7.73%
75XO Debt Stabilization Appropriation	735,000	735,000	60,434	0	766,198	766,198	641,323	91,101	91,101	91,101	(550,222)	
TOTAL	4,166,409	4,095,171	8,166,690	8,003,629	8,644,481	8,644,280	7,890,580	7,030,020	7,030,020	7,030,020	(860,560)	-10.91%
91070 - Town/School Shared Costs											-	
7010 Bldg/Auto/Liab Insurance	1,020,000	1,020,000	1,020,000	912,727	1,020,000	859,795	1,120,000	1,176,000	1,176,000	1,176,000	56,000	5.00%
7012 Health Insurance	14,526,640	14,526,640	15,526,640	15,526,640	16,237,027	16,237,027	16,314,027	16,744,339	16,744,339	16,744,339	430,312	2.64%
7020 Workers' Compensation	866,000	865,417	866,000	843,995	746,000	691,363	866,000	866,000	866,000	866,000	-	0.00%
7030 Unemployment Comp.	100,000	57,408	100,000	56,454	80,000	61,483	100,000	100,000	100,000	100,000	-	0.00%
7042 Medicare	993,500	993,500	1,133,240	1,110,675	1,153,240	1,149,675	1,133,240	1,133,240	1,133,240	1,133,240	-	0.00%
7052 County Retirement Assessment	9,826,635	9,826,635	10,788,311	10,788,311	11,556,039	11,555,145	11,921,516	12,782,396	12,782,396	12,782,396	860,880	7.22%
7052 OPEB Trust Contribution	-	-	1,000,000	1,000,000	1,150,000	1,150,000	1,322,500	1,520,875	1,520,875	1,520,875	198,375	
TOTAL	27,332,775	27,289,599	30,434,191	30,238,802	31,942,306	31,704,488	32,777,283	34,322,850	34,322,850	34,322,850	1,545,567	4.72%
TOTAL TOWN & SCHOOL SHARED COSTS	32,499,184	32,384,770	39,600,881	39,242,431	41,586,787	41,348,768	42,667,863	43,352,870	43,352,870	43,352,870	685,007	1.61%
SUMMARY											-	
General Government	4,823,002	4,842,773	5,091,895	4,801,625	5,647,312	5,361,204	5,740,587	7,053,805	7,014,233	7,014,233	1,273,646	22.19%
Public Safety	18,344,190	18,172,055	18,764,189	18,402,024	20,366,156	19,801,267	20,027,341	20,543,277	20,504,452	20,504,452	477,111	2.38%
Public Works	7,502,847	7,929,118	7,792,330	8,133,644	8,147,893	8,249,477	8,456,287	8,903,713	8,901,713	8,901,713	445,426	5.27%
Public Education	69,766,551	69,766,551	72,002,328	72,002,328	74,228,096	74,228,096	75,515,271	77,160,7				

Financial Recap FY21

TOWN OF BILLERICA FINANCIAL RECAP FISCAL YEAR 2021 SPRING Summary Table

Uses of Funding

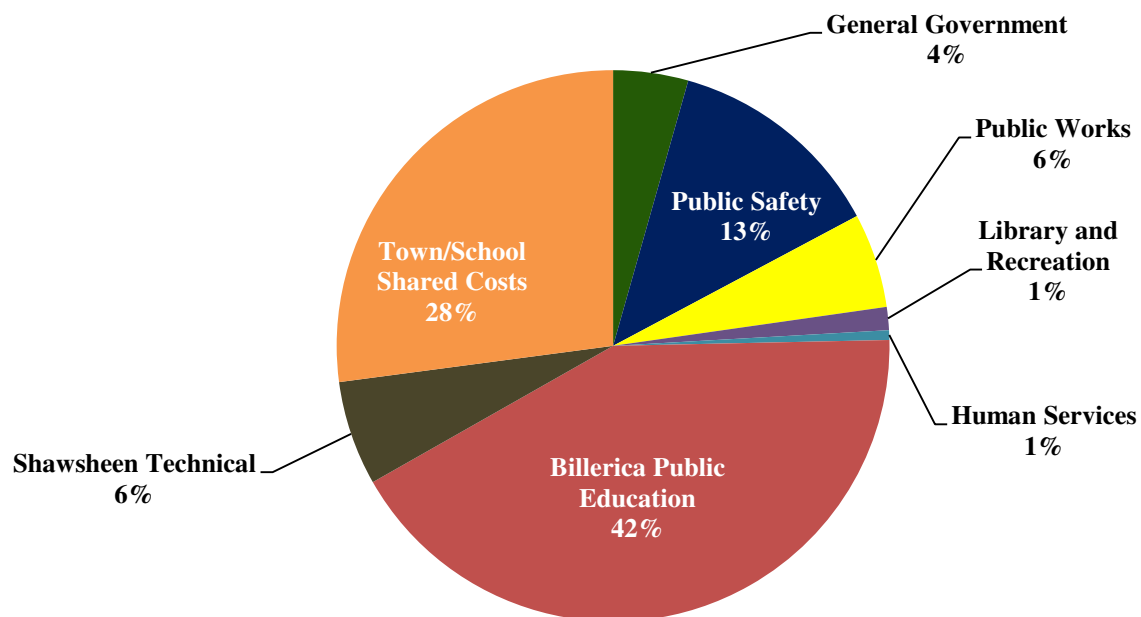
FY2021 Budget	160,018,238.00
Water Enterprise Budget	\$ 6,566,188.00
Wastewater Enterprise Budget	8,388,219.00
Snow and Ice Deficit Projection	600,000.00
Overlay Appropriation	2,711,458.00
State and County Assessments	5,015,964.00
CPA Appropriation	900,000.00
Other Funded Items	102,318.00
Final Judgements	60,000.00
Total FY2021 Uses of Funding	\$ 184,362,385.00

Sources of Funding

Total Property Taxes	\$ 132,744,211.00
Local Aid	26,388,752.00
Local Receipts	12,742,000.00
Water Enterprise Receipts	4,800,000.00
Wastewater Enterprise Receipts	5,500,000.00
CPA Revenue	900,000.00
Miscellaneous Funds	1,160,000.00
Rink Revolving Fund	127,422.00
Total FY2021 Sources of Funding	\$ 184,362,385.00
Difference	\$ -

Allocation of Resources FY21

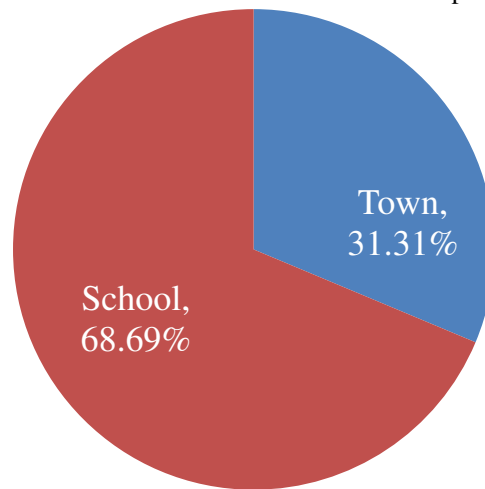
FY2021 Allocation of Resources



Source: FY2021 Billerica Budget Documents

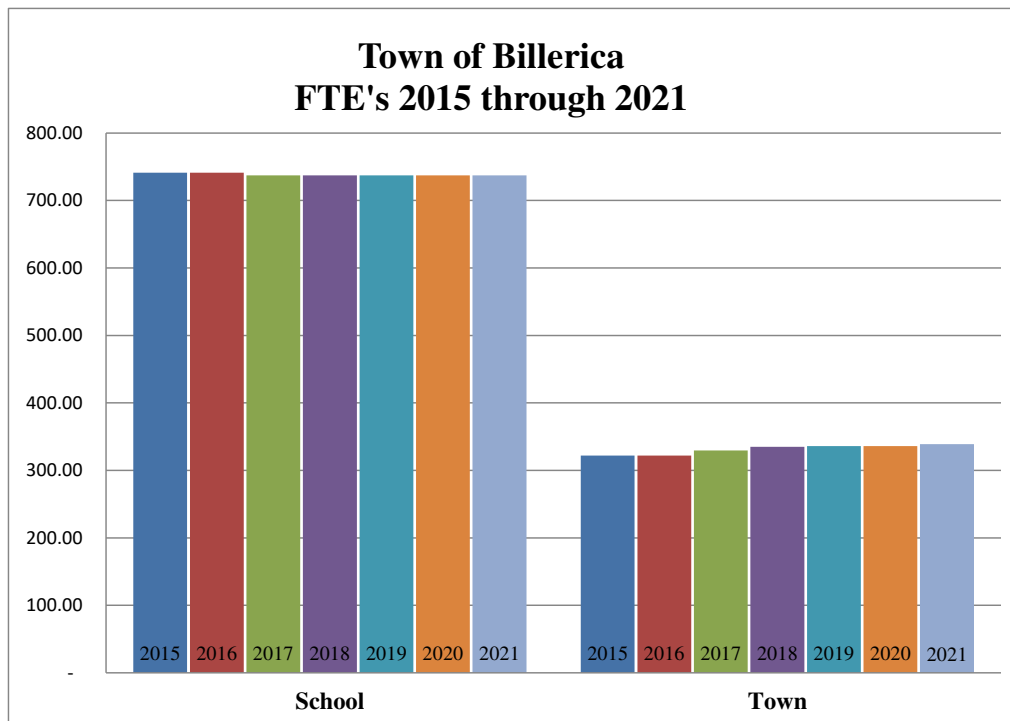
FTE Analysis

FY2021 Total
Full Time
Employees:

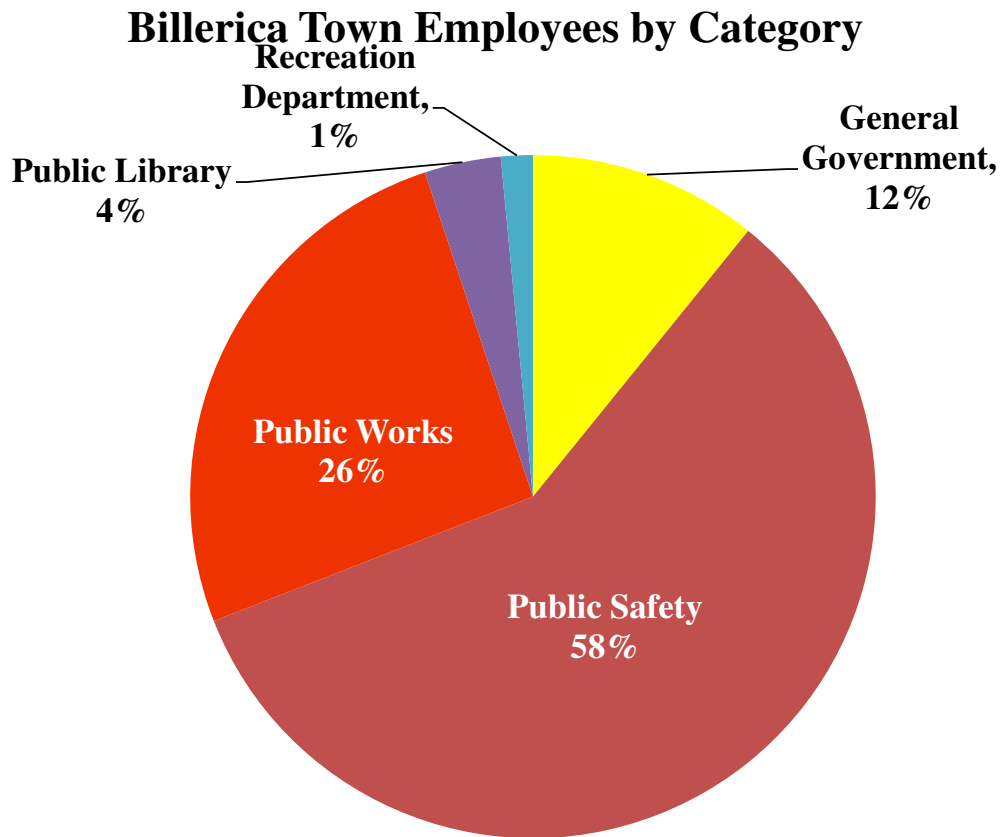


- 1 Increased part time to FTE for Program Coordinator (Recreation)
- 1 Mental Health Worker Board of Health
- 1 HMEQ - Highway

Source: FY2021 Billerica Budget Documents



FTE Analysis



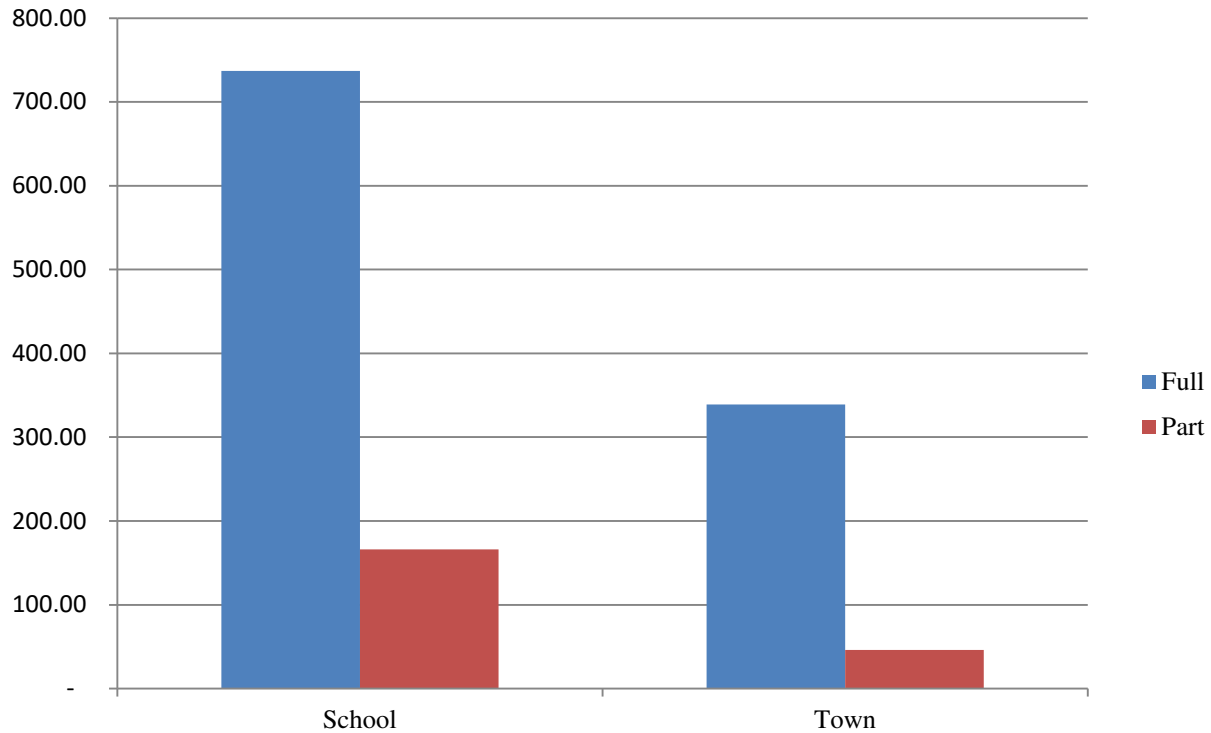
Source: FY2021 Billerica Budget Documents

**Billerica Town Employees by Category
Fiscal Year 2021**

	FTEs	Percentage
General Government	36	11%
Public Safety	194	57%
Public Works	86	25%
Public Library	12	4%
Recreation Department	5	1%
Human Services	6	2%
Total	339	100%

FTE Analysis

**Town of Billerica
Number of Full and Part Time Employees
Town vs. School**



Source: FY2021 Billerica Budget Documents

**Town of Billerica
Number of Employees**

	School	Town	Total
Full	737.00	339.00	1,076.00
Part	166.00	46.00	212.00
Total	903.00	385.00	1,288.00

FTE Analysis

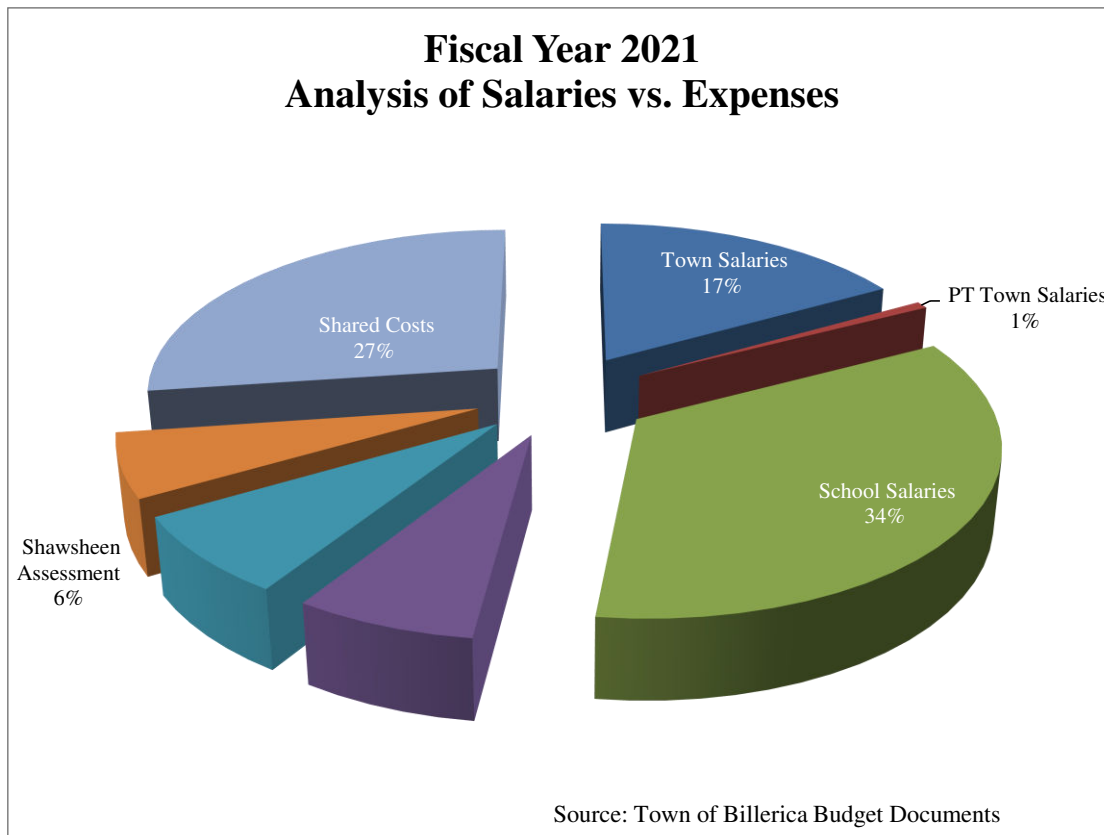
Town of Billerica Number of FTEs

	School	Town	Total
2015	741.00	322.00	1,063.00
2016	741.00	322.00	1,063.00
2017	737.00	329.50	1,066.50
2018	737.00	335.00	1,072.00
2019	737.00	336.00	1,073.00
2020	737.00	336.00	1,073.00
2021	737.00	339.00	1,076.00

FY21 Budget Summary By Cost Center

FISCAL YEAR 2021 BUDGET SUMMARY BY COST CENTER						
	FY2019 BUDGET	FY2020 BUDGET	FY2021 BUDGET	\$ INC/DEC	% INC/DEC	% Budget
Personnel						
5110 Personnel	21,186,527	20,994,063	21,490,163	496,100	2.36%	13.43%
5120 Permanent Part Time	978,181	1,047,978	1,079,105	31,127	2.97%	0.67%
5132 Flushing Program	-	-	-	-	0.00%	0.00%
5150 Temporary/Seasonal	-	-	-	-	0.00%	0.00%
5130 Overtime	1,824,548	1,964,125	2,080,960	116,835	5.95%	1.30%
5131 Snow Overtime	70,000	70,000	70,000	-	0.00%	0.04%
5190 Contractual Obligations	3,186,775	3,224,557	3,302,865	78,308	2.43%	2.06%
xxxx Contract Settlements	11,000	-	-	-	0.00%	0.00%
5166 School Salaries	51,584,651	53,532,364	55,250,753	1,718,389	3.21%	34.53%
Total Salaries	78,841,682	80,833,087	83,273,846	2,440,759	3.02%	52.04%
Expenses						
5200 Contract Services/Leases	1,839,062	1,956,271	2,128,295	172,024	8.79%	1.33%
5400 Supplies & Expenses	1,869,886	1,835,930	1,938,968	103,038	5.61%	1.21%
5256 Utilities	409,490	409,490	152,350	(257,140)	-62.80%	0.10%
**** Other Expenses	997,320	988,620	1,019,542	30,922	3.13%	0.64%
7098 350th Celebration	-	-	-	-	0.00%	0.00%
5800 Capital Outlay	276,300	305,600	286,400	(19,200)	-6.28%	0.18%
5278 Snow and Sand Expenses	350,000	350,000	350,000	-	0.00%	0.22%
5280 Veterans Benefits	430,000	430,000	400,000	(30,000)	-6.98%	0.25%
5285 Solid Waste	2,979,589	3,086,921	3,359,776	272,855	8.84%	2.10%
7088 Town Electric	-	-	1,246,640	1,246,640	0.00%	0.78%
7095 Streetlights	247,500	247,500	185,000	(62,500)	-25.25%	0.12%
7096 Legal	315,000	245,000	245,000	-	0.00%	0.15%
Total Town Expenses	9,714,147	9,855,332	11,311,971	1,456,639	14.78%	7.07%
School Expenses						
5266 School Contract Services/Leases	8,308,961	8,308,961	8,575,678	266,717	3.21%	5.36%
5267 School Utilities	1,378,624	1,378,624	1,422,878	44,254	3.21%	0.89%
5466 School Supplies & Expenses	1,755,573	1,755,573	1,811,927	56,354	3.21%	1.13%
5866 School Capital Outlay	282,899	282,899	291,980	9,081	3.21%	0.18%
5300 Shawsheen Assessment	10,917,388	10,256,850	9,807,569	(449,281)	-4.38%	6.13%
Total School Expenses	22,643,445	21,982,907	21,910,032	(72,875)	-0.33%	13.69%
Shared Costs						
7010 Bldg/Auto/Liab Insurance	1,020,000	1,120,000	1,176,000	56,000	5.00%	0.73%
7012 Health Insurance	16,237,027	16,314,027	16,744,339	430,312	2.64%	10.46%
7051 Emp. Medical Exams	135,000	85,000	85,000	-	0.00%	0.05%
7052 County Retirement Assessment/OPEB	12,706,039	13,244,016	14,303,271	1,059,255	8.00%	8.94%
7063 Reserve Fund	60,566	84,520	84,520	-	0.00%	0.05%
7042 Medicare	1,153,240	1,133,240	1,133,240	-	0.00%	0.71%
7020 Workers' Compensation	746,000	866,000	866,000	-	0.00%	0.54%
7030 Unemployment Comp.	80,000	100,000	100,000	-	0.00%	0.06%
7130 Temporary Borrowing - Town	420,000	398,875	350,000	(48,875)	-12.25%	0.22%
7140 Debt Principal/ST	1,000,000	1,990,000	1,980,000	(10,000)	-0.50%	1.24%
7150 Debt Principal - Town	670,000	866,125	910,000	43,875	5.07%	0.57%
7160 Debt Interest - School	140,351	124,250	106,775	(17,475)	-14.06%	0.07%
7170 New Debt - School Interest	5,139,219	5,326,469	5,051,331	(275,138)	100.00%	3.16%
7180 New Debt - Town Principal	-	-	-	-	0.00%	0.00%
7550 Debt Interest - Town	43,150	57,975	68,050	10,075	17.38%	0.04%
7570 New Debt - School Principal	-	-	-	-	0.00%	0.00%
7580 New Debt - Town Interest	-	-	-	-	0.00%	0.00%
75XP Parker Debt Exclusion Principal	1,250,000	320,000	320,000	-	0.00%	0.20%
75XI Parker Debt Exclusion Interest	215,563	165,563	152,763	(12,800)	-7.73%	0.10%
75XO Debt Stabilization Appropriation	766,198	641,323	91,101	(550,222)	-85.79%	0.06%
Total Shared Costs	41,782,353	42,837,383	43,522,390	685,007	1.60%	27.20%
Total Budget	\$ 152,981,628	\$ 155,508,709	\$ 160,018,239	\$ 4,509,530	2.90%	

Analysis of Salaries vs. Expenses



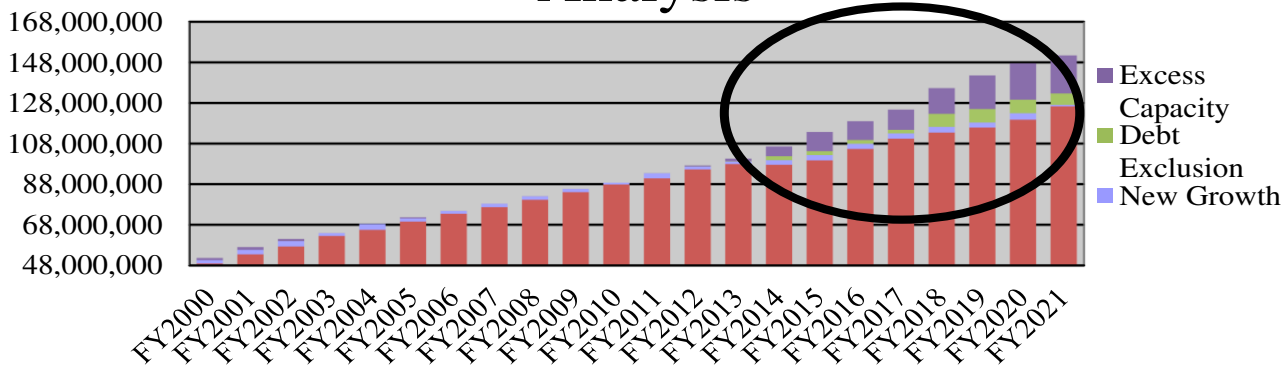
**Town of Billerica
Fiscal Year 2021**

Analysis of Salaries vs. Expenses

Town Salaries	\$	26,943,988	16.84%
PT Town Salaries		1,079,105	0.67%
School Salaries		55,250,753	34.53%
Total Salaries		83,273,846	52.04%
Town Expenses		11,311,971	7.07%
School Expenses		12,102,463	7.56%
Shawsheen Assessment		9,807,569	6.13%
Shared Costs		43,522,390	27.20%
Total Expenses		76,744,393	47.96%
Total Budget	\$	160,018,239	100.00%

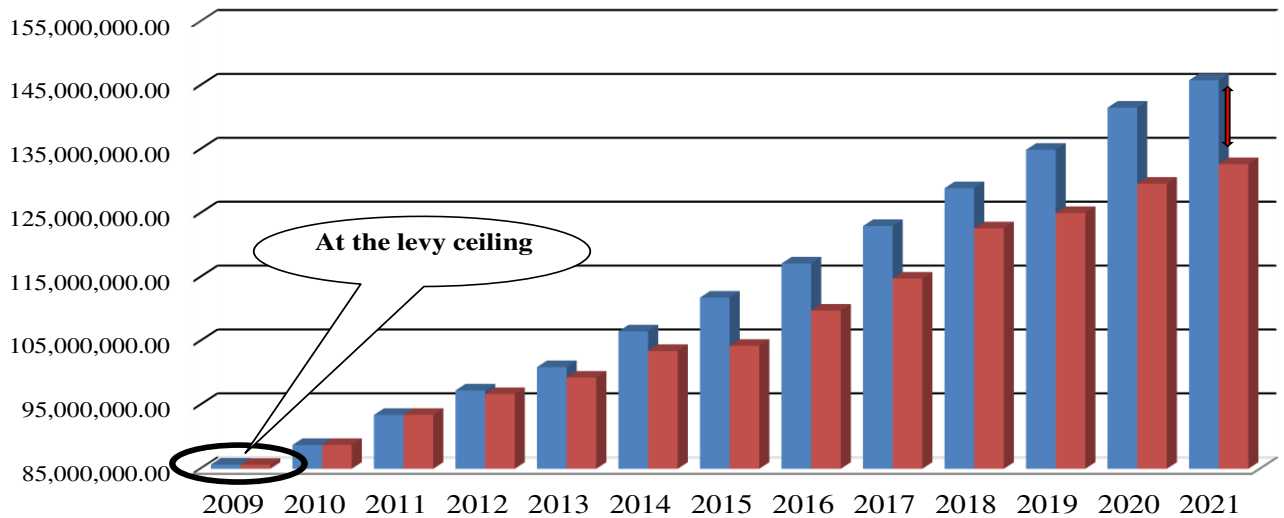
Levy Analysis

Town of Billerica Historic Levy Analysis



Source: Town of Billerica Budget Documents

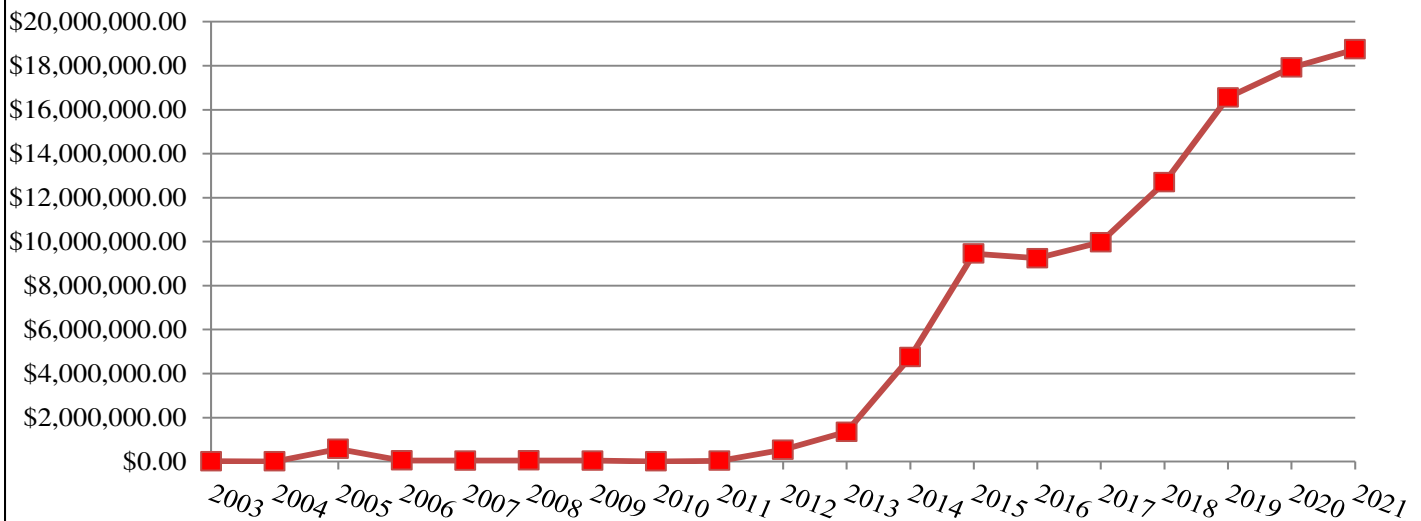
Billerica FY2021 Budget Analysis Excess levy Capacity



■ Levy Capacity ■ Actual Amount Levied **Source:** Town of Billerica Budget Documents

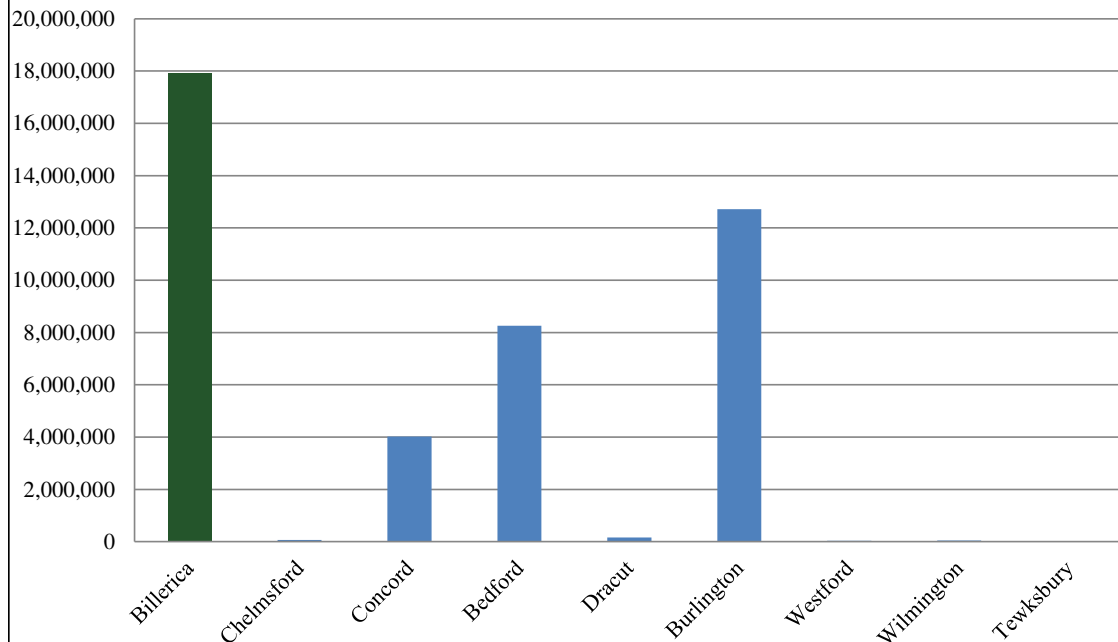
Levy Analysis

Billerica FY2021 Budget Analysis Excess Levy Capacity



Source: Town of Billerica Budget Documents

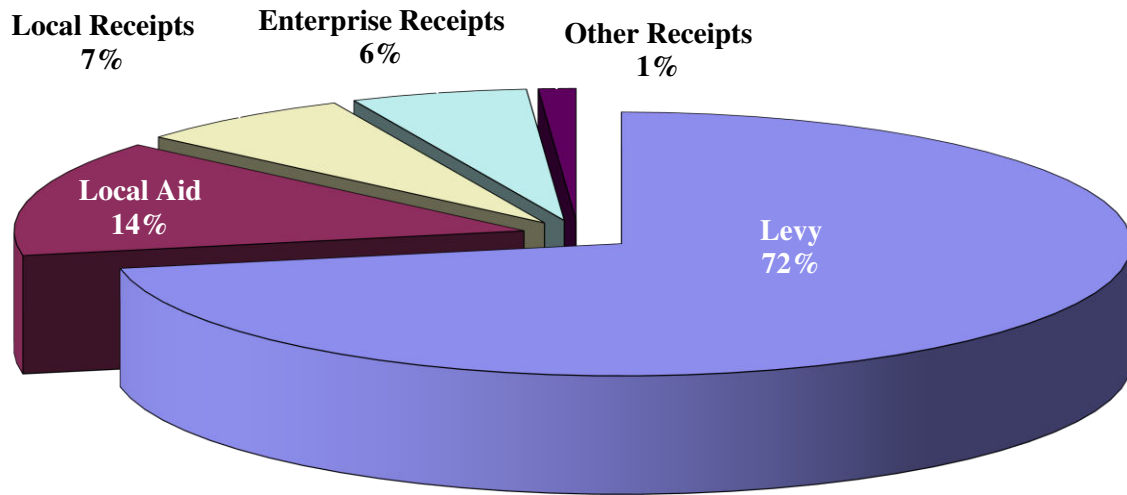
FY2020 Excess Levy Comparison by Community



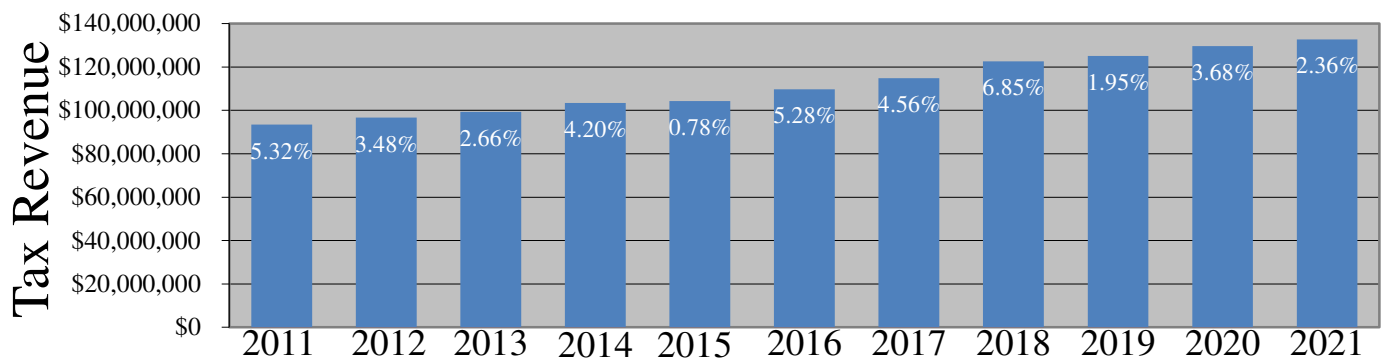
Source: Massachusetts Department of

Revenue Sources and Trends

Billerica FY2021 Budget Analysis Revenue Breakdown

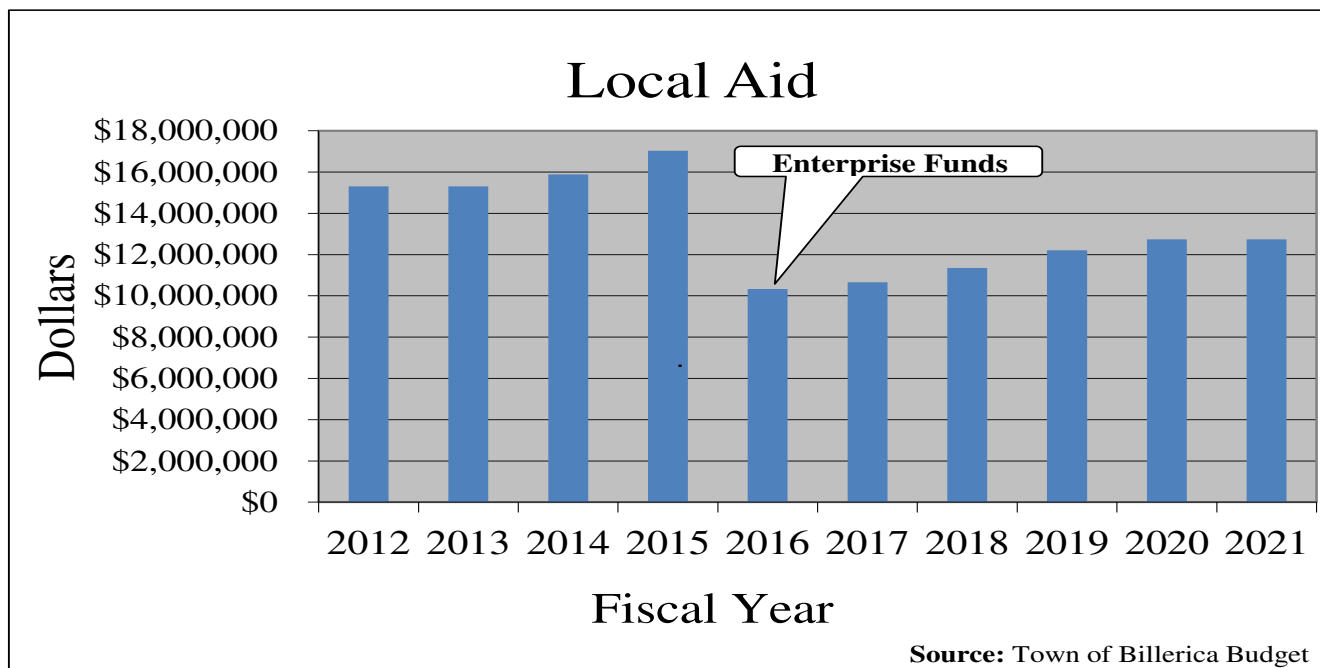
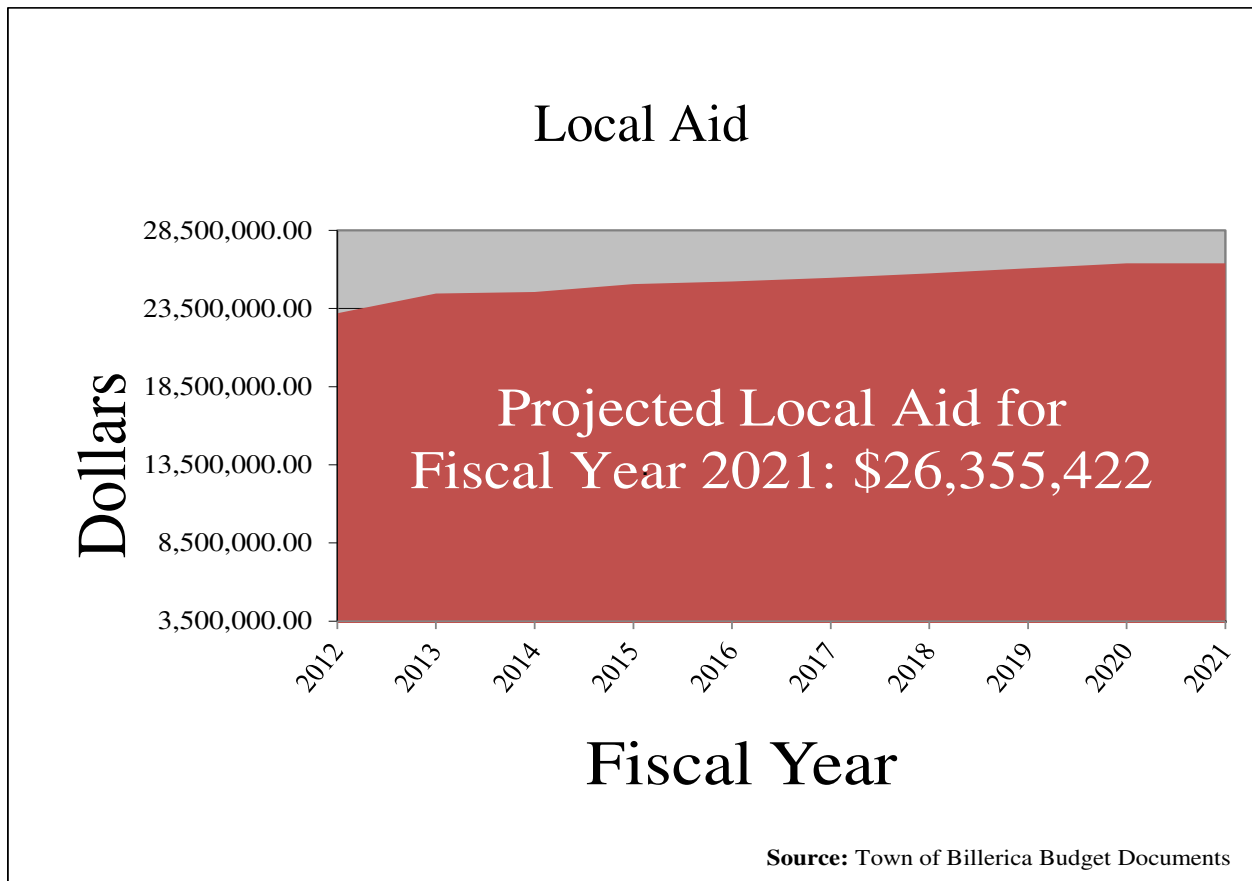


Source: Town of Billerica Budget Documents

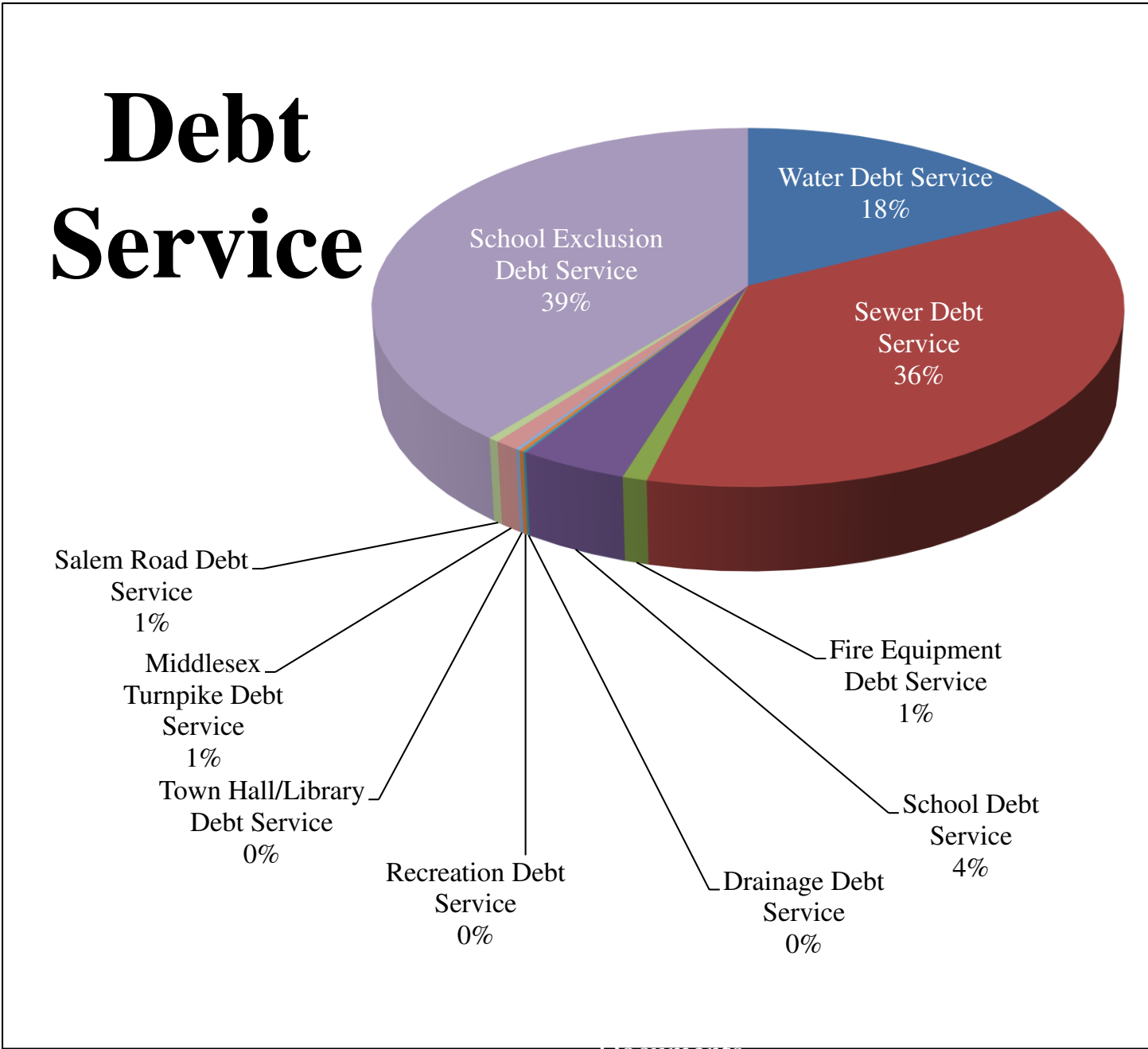


Total Projected FY2021 Tax Revenues: \$132,689,945

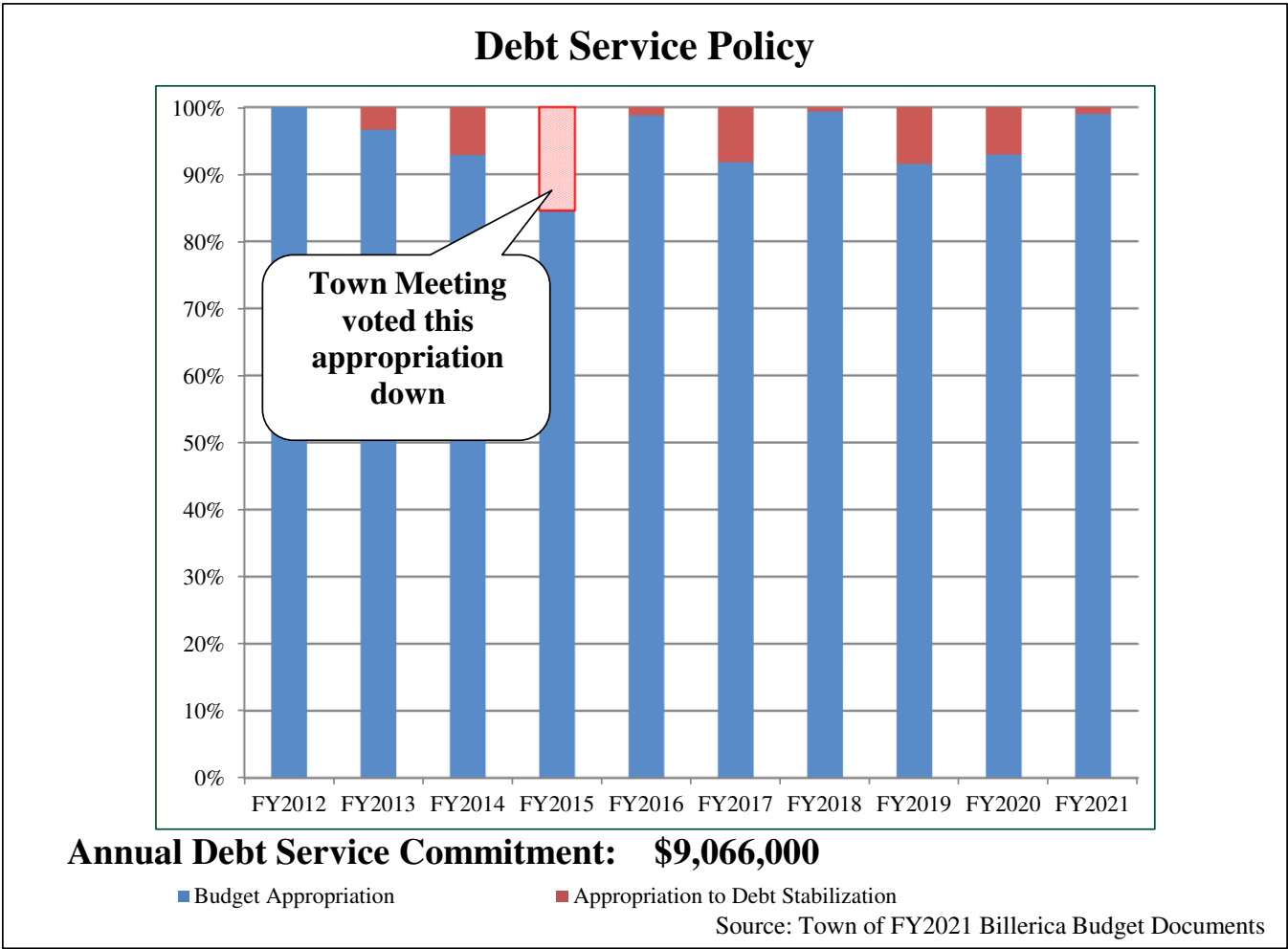
Revenue Sources and Trends



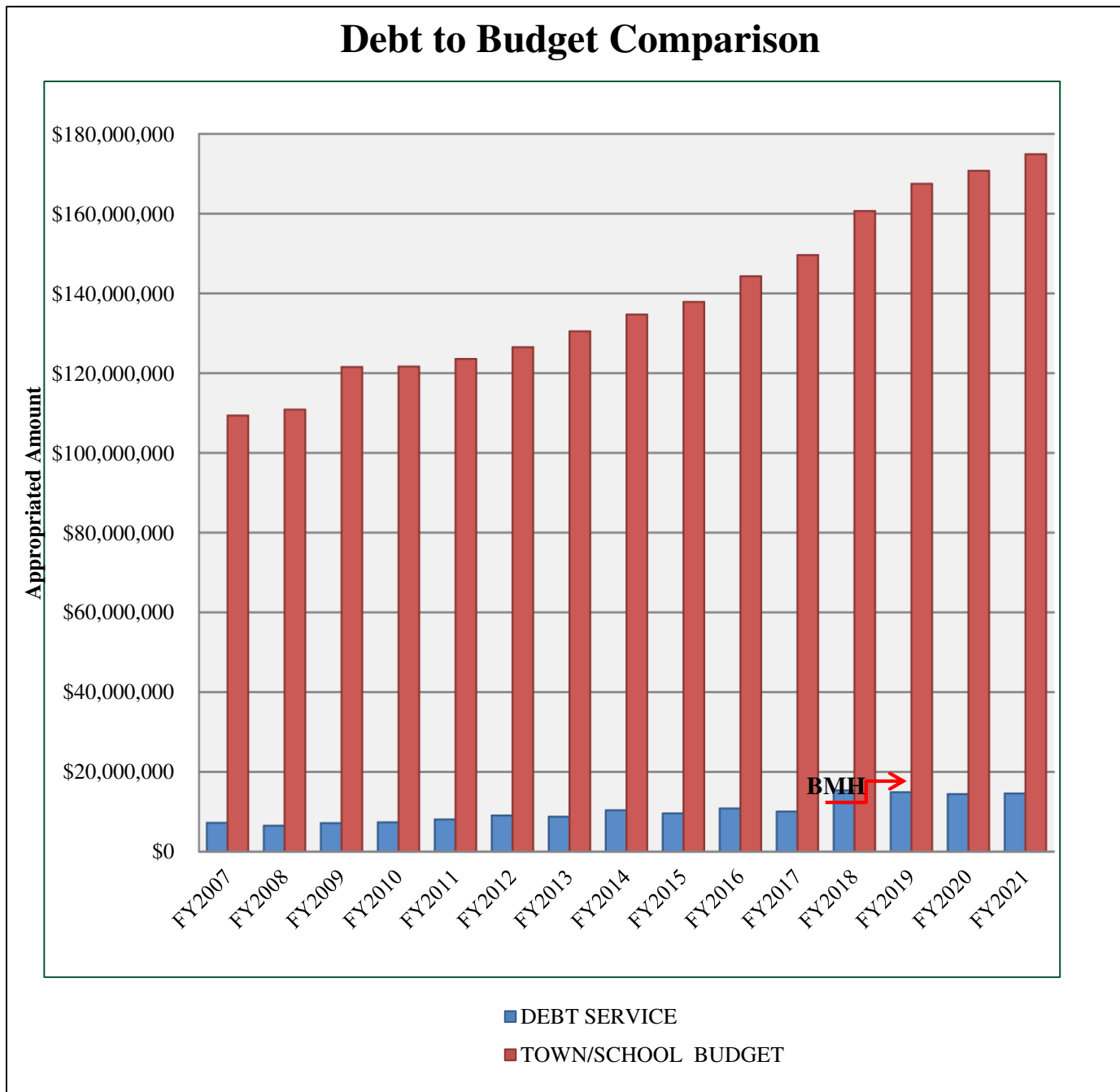
Debt Service



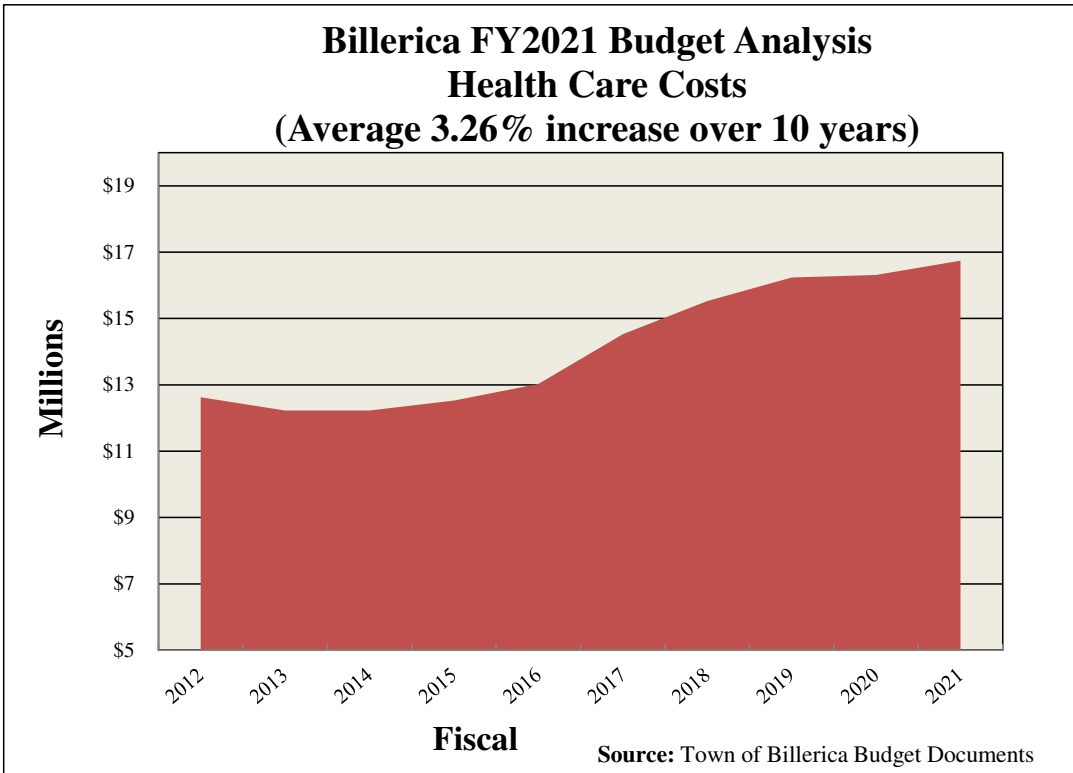
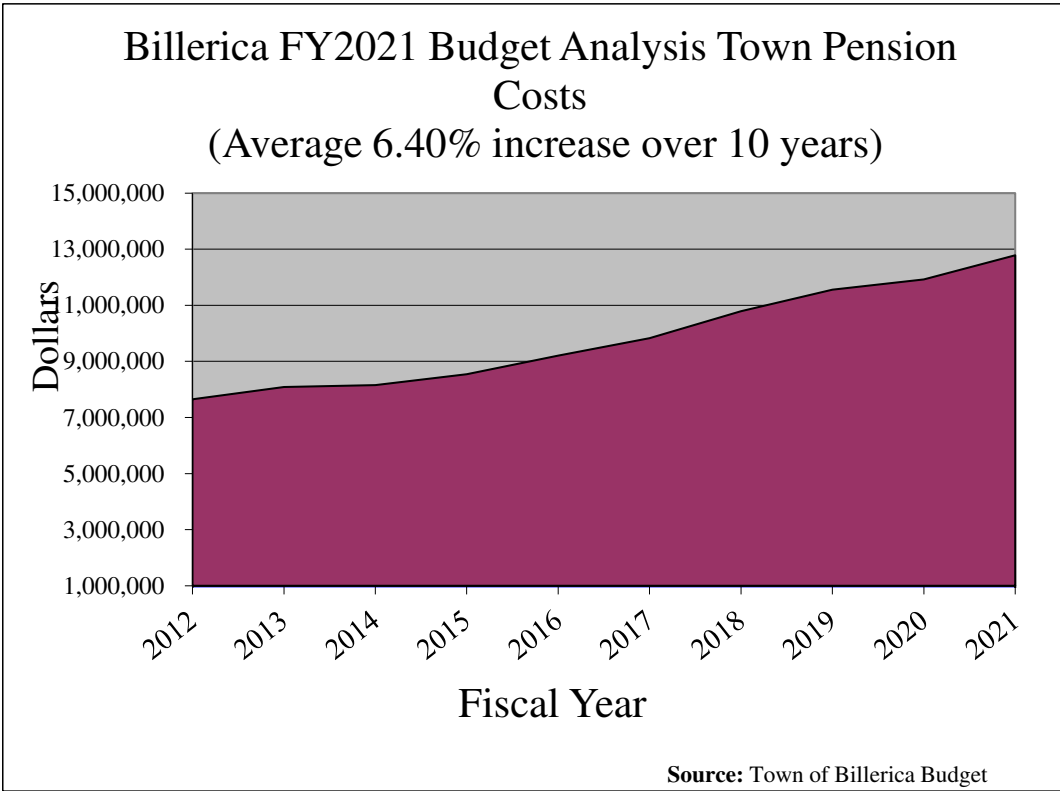
Debt Service



Debt Service

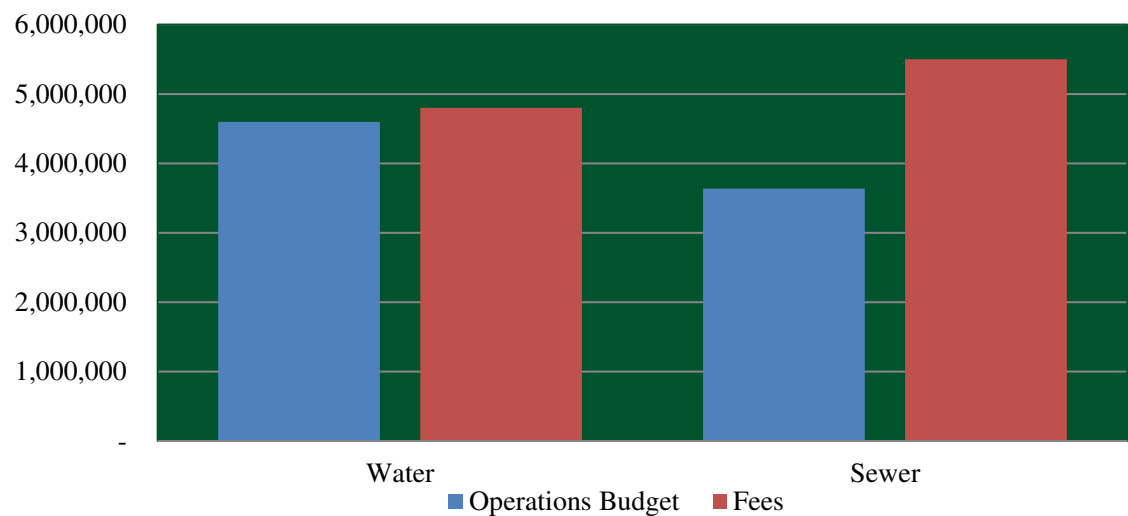


Pension / Health Care



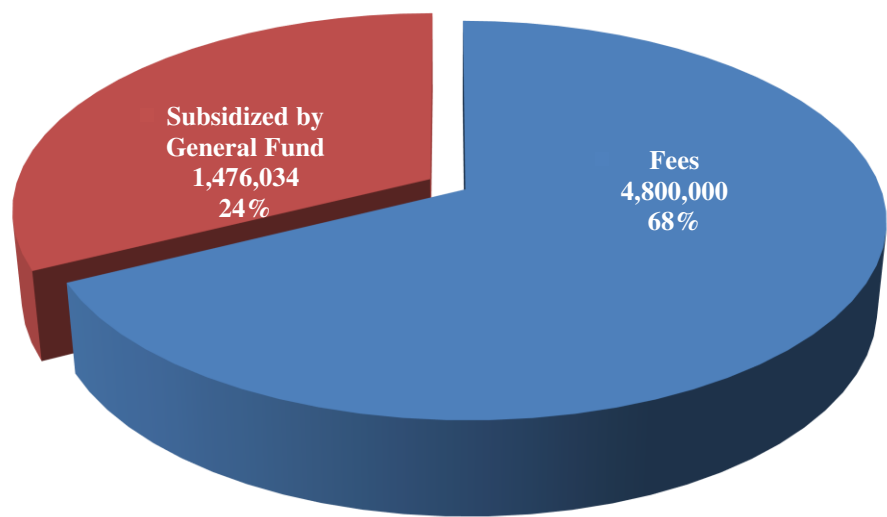
Enterprise Accounts

Enterprise Operations Costs vs. Fees Collected



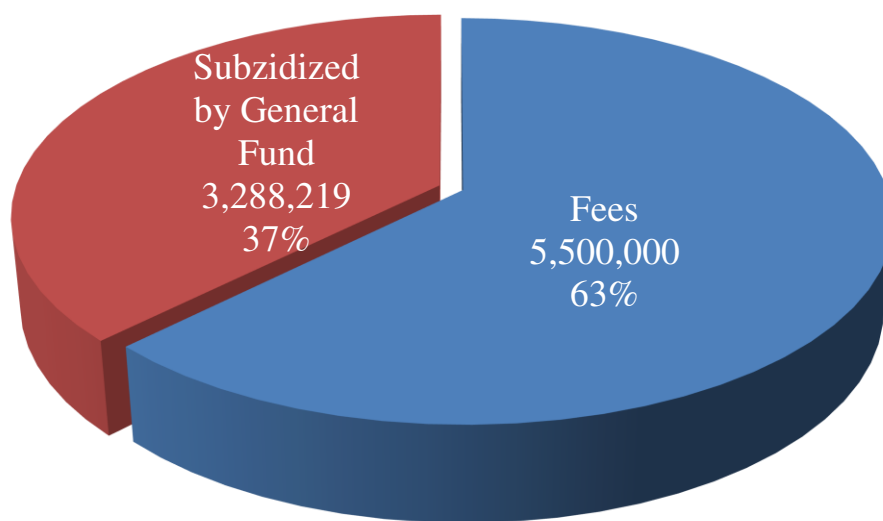
Source: Town of Billerica Budget

Sewer Enterprise Revenues



Enterprise Accounts

Water Enterprise Revenues



Town of Billerica Water and Sewer Budget Analysis Fiscal Year 2021

	Water	Sewer
Operations Budget	4,067,486	3,236,847
Utilities	530,000	400,000
Debt Service	2,498,702	5,151,372
Total Costs	7,096,188	8,788,219
Fees	4,800,000	5,500,000
Subsidized by General Fund	2,296,188	3,288,219
Total Revenues	7,096,188	8,788,219

Five Year Forecast

TOWN OF BILLERICA FIVE YEAR FINANCIAL FORECAST

	Proposed BUDGET FY21	PROJECTED BUDGET FY22	PROJECTED BUDGET FY23	PROJECTED BUDGET FY24	PROJECTED BUDGET FY25	PROJECTED BUDGET FY26
USES OF FUNDING (AMOUNTS TO BE RAISED):						
APPROPRIATIONS:						
GENERAL FUND BUDGET (Includes all TM R&A)	147,235,842.00	151,284,827.66	155,445,160.42	159,719,902.33	164,112,199.64	168,625,285.13
WATER ENTERPRISE	6,566,187.62	6,697,511.37	6,831,461.60	6,968,090.83	7,107,452.65	7,249,601.70
WASTE WATER ENTERPRISE	8,388,219.00	9,455,983.38	9,645,103.05	9,838,005.11	10,034,765.21	10,235,460.51
CPA APPROPRIATION	900,000.00	900,000.00	900,000.00	900,000.00	900,000.00	900,000.00
TOTAL APPROPRIATIONS	163,090,248.62	168,338,322.41	172,821,725.06	177,425,998.27	182,154,417.50	187,010,347.35
OTHER LOCAL EXPENDITURES / DEFICITS:						
TAX TITLE PURPOSES	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
COUNTY RETIREMENT	12,782,396.00	14,175,677.16	15,720,825.97	17,434,396.01	19,334,745.17	21,442,232.39
FINAL JUDGMENTS	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
CHERRY SHEET OFFSETS	52,318.00	52,318.00	52,318.00	52,318.00	52,318.00	52,318.00
SNOW / ICE DEFICIT	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00
OVERLAY RESERVE	2,711,458.00	2,711,458.00	2,711,458.00	2,711,458.00	2,711,458.00	2,711,458.00
TOTAL OTHER LOCAL EXPENDITURES	16,256,172.00	17,649,453.16	19,194,601.97	20,908,172.01	22,808,521.17	24,916,008.39
STATE AND COUNTY CHARGES	5,015,964.00	5,041,043.82	5,066,249.04	5,091,580.28	5,117,038.19	5,142,623.38
TOTAL USES OF FUNDING	184,362,384.62	191,028,819.39	197,082,576.08	203,425,750.56	210,079,976.86	217,068,979.12
SOURCES OF FUNDING:						
PROPERTY TAXES 2 1/2 LEVY LIMIT	145,069,641.00	149,465,132.03	153,970,510.33	158,588,523.08	163,321,986.16	168,173,785.81
NEW GROWTH	750,000.00	750,000.00	750,000.00	750,000.00	750,000.00	750,000.00
AMEND FY2012 NEW GROWTH						
TOTAL PROPERTY TAXES	145,819,641.00	150,215,132.03	154,720,510.33	159,338,523.08	164,071,986.16	168,923,785.81
ADD DEBT EXCLUSION TEMPORARY	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00	90,000.00
ADD DEBT EXCLUSION HS PRINCIPAL	1,785,000.00	1,785,000.00	1,785,000.00	1,785,000.00	1,785,000.00	1,785,000.00
ADD DEBT EXCLUSION HS INTEREST	3,266,331.25	3,258,581.25	3,250,831.25	3,243,081.25	3,235,331.25	3,227,581.25
ADD DEBT EXCLUSION PARKER PRINCIPAL	320,000.00	320,000.00	320,000.00	320,000.00	320,000.00	320,000.00
ADD DEBT EXCLUSION PARKER INTEREST	152,762.50	152,762.50	136,762.50	123,962.50	107,962.50	101,562.50
ADD DEBT EXCLUSION HS PRINCIPAL						
ADD DEBT EXCLUSION HS INTEREST						
LESS EXCESS LEVY CAPACITY	-18,689,523.53					
TOTAL PROPERTY TAXES - ADJUSTED	132,744,211.22	155,821,475.78	160,303,104.08	164,900,566.83	169,610,279.91	174,447,929.56

TOWN OF BILLERICA FIVE YEAR FINANCIAL FORECAST

5,614,093.75	PROJECTED BUDGET FY20	PROJECTED BUDGET FY21	PROJECTED BUDGET FY22	PROJECTED BUDGET FY23	PROJECTED BUDGET FY24	PROJECTED BUDGET FY25
SOURCES OF FUNDING (cont):						
STATE ESTIMATED REVENUES:						
CHAPTER 70 - SCHOOL AID	19,348,854.00	19,348,854.00	19,348,854.00	19,348,854.00	19,348,854.00	19,348,854.00
CHARTER TUITION ASSESSMENT REIMBURSEMENT	109,710.00	109,710.00	109,710.00	109,710.00	109,710.00	109,710.00
LOTTERY	6,183,385.00	6,183,385.00	6,183,385.00	6,183,385.00	6,183,385.00	6,183,385.00
VETERANS' BENEFITS	305,950.00	305,950.00	305,950.00	305,950.00	305,950.00	305,950.00
EXEMPTIONS - VETS, BLIND & SURVIVING SPOUSE	248,042.00	248,042.00	248,042.00	248,042.00	248,042.00	248,042.00
ELDERLY EXEMPTIONS	0.00	0.00	0.00	0.00	0.00	0.00
STATE OWNED LAND	140,493.00	140,493.00	140,493.00	140,493.00	140,493.00	140,493.00
PUBLIC LIBRARIES - OFFSET	52,318.00	52,318.00	52,318.00	52,318.00	52,318.00	52,318.00
TOTAL STATE ESTIMATED REVENUES	26,388,752.00	26,388,752.00	26,388,752.00	26,388,752.00	26,388,752.00	26,388,752.00
LOCAL ESTIMATED REVENUES:						
MOTOR VEHICLE EXCISE	6,500,000.00	6,565,000.00	6,630,650.00	6,696,956.50	6,763,926.07	6,831,565.33
OTHER EXCISES (HOTEL/MOTEL)	1,500,000.00	1,515,000.00	1,530,150.00	1,545,451.50	1,560,906.02	1,576,515.08
PENALTIES & INTEREST	350,000.00	353,500.00	357,035.00	360,605.35	364,211.40	367,853.52
P.I.L.O.T.	50,000.00	50,500.00	51,005.00	51,515.05	52,030.20	52,550.50
FEES	2,500,000.00	2,525,000.00	2,550,250.00	2,575,752.50	2,601,510.03	2,627,525.13
DEPARTMENTAL REVENUE-LIBRARY	7,000.00	7,070.00	7,140.70	7,212.11	7,284.23	7,357.07
DEPARTMENTAL REVENUE-CEMETERY	110,000.00	111,100.00	112,211.00	113,333.11	114,466.44	115,611.11
OTHER DEPARTMENTAL REVENUE	250,000.00	252,500.00	255,025.00	257,575.25	260,151.00	262,752.51
LICENSES & PERMITS	1,000,000.00	1,010,000.00	1,020,100.00	1,030,301.00	1,040,604.01	1,051,010.05
FINES & FORFEITS	125,000.00	126,250.00	127,512.50	128,787.63	130,075.50	131,376.26
INTEREST EARNINGS	225,000.00	227,250.00	229,522.50	231,817.73	234,135.90	236,477.26
MISC. STATE AND OTHER REVENUE	125,000.00	126,250.00	127,512.50	128,787.63	130,075.50	131,376.26
NON RECURRING REVENUE						
TOTAL LOCAL ESTIMATED REVENUES	12,742,000.00	12,869,420.00	12,998,114.20	13,128,095.34	13,259,376.30	13,391,970.06
ENTERPRISE REVENUE						
CHARGES FOR SERVICES - WATER	4,800,000.00	4,944,000.00	5,092,320.00	5,245,089.60	5,402,442.29	5,564,515.56
CHARGES FOR SERVICES - SEWER	5,500,000.00	5,610,000.00	5,722,200.00	5,836,644.00	5,953,376.88	6,072,444.42
TOTAL ENTERPRISE REVENUE	10,300,000.00	10,554,000.00	10,814,520.00	11,081,733.60	11,355,819.17	11,636,959.97
OTHER AVAILABLE FUNDS:						
CPA REVENUE	900,000.00	1,000,000.00	1,000,000.00	1,100,000.00	1,100,000.00	1,100,000.00
DEBT STABILIZATION	1,160,000.00	1,125,000.00	1,100,000.00	1,060,000.00	1,035,000.00	1,010,000.00
WATER ENTERPRISE RETAINED EARNINGS		500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
WASTEWATER ENTERPRISE RETAINED EARNINGS		389,429.39	389,429.39	389,429.39	389,429.39	389,429.39
RINK REVOLVING FUND	127,422.00	127,422.00	127,422.00	127,422.00	127,422.00	127,422.00
MISC. REVENUE FUNDS	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
TOTAL OTHER AVAILABLE FUNDS	2,187,422.00	3,581,280.78	3,166,851.39	3,226,851.39	3,201,851.39	3,176,851.39
TOTAL SOURCES OF FUNDING	184,362,385.22	209,214,928.56	213,671,341.67	218,725,999.17	223,816,078.76	229,042,462.99
PROJECTED SURPLUS (DEFICIT)	0.60	18,186,109.16	16,588,765.59	15,300,248.61	13,736,101.91	11,973,483.87

Budget Changes

FY2021 Budget Changes Summary

Major or Notable Budget Changes

Department	Reason	Change
123 - Town Manager	Increases due to contractual obligations and addition of Facilities Manager	\$ 78,265
162 - Elections Department	This department increased from two to three elections in FY2021.	45,364
175 - Planning Board	Zoning Audit and Salary Changes	17,886
192 - Town Hall	Full appropriation for Valley Collaborative, custodial changes, postage, abandoned buildings and transfer of electricity bills.	(113,220)
910 - Town Systemwide	All Electric Bills Moved to this Department including Water and Sewer	1,259,140
220 - Fire Department	COLA of 2.30%	200,352
241 - Building Department	Board of Appeals Employee and tablets for department inspectors	66,039
510 - Board of Health	Part Time Mental Health Employee (Social Worker/Case Worker)	42,362
422 - Highway Department	An HMEO was added for road side brush clearing, Money for potholes and snow equipment repair	97,833
630 - Recreation Department	Full Time Program Coordinator	4,123
433 - Solid Waste	Fuel Costs and Recycling Program	272,856

Total Town Major Changes	\$ 1,892,735

Minor/Contractual Changes

Department	Change
Town Minor/Contractual Changes	\$ 286,273

Total Town Changes	\$ 2,179,008

Education Changes

Education	\$ 2,094,795
Shawsheen	(449,281)

Total Education Changes	\$ 1,645,514

Town/School Shared Cost Changes

	Change
Liability Insurance	56,000
Health Care	\$ 430,312
Debt	(860,560)
Medicare	-
Retirement	860,880
OPEB	198,375

Total Town/School Shared Cost Changes	\$ 685,007

Total Budget Changes	\$ 4,509,529

Budget Changes

Town Manager' Budget

This Budget includes a \$5,000 increase for initiation costs for the Middlesex 3 Transportation Management Association (TMA). This will fund the expansion of a shuttle service for business and residential commuters from Alewife to Middlesex Turnpike. This is an integral component of Economic Development goals for the Town. This increase was offset by reductions in unfunded pensions and printing cost savings for Town Meeting.

Additionally, this budget includes the elimination of a Building Maintenance Craftsmen Position and the inclusion of a Facilities Director Position. This change will increase this budget by \$24,349.00. The Remaining \$54,000 increase was as a result of COLA adjustments for the staff in this department which brings the total change for this department to \$78,265.

Elections Department

There will be three elections in this fiscal year; a Massachusetts Primary, Presidential and the Town Election. This will increase this budget by \$45,364.

Planning Board

This budget was increased by \$30,000 to pay for a Zoning Audit. This is one of the Town Managers goals established by the Board of Selectmen. The salary line item decreased due to the position being replaced. This resulted in an overall net increase in this budget of \$17,886.00.

Board of Appeals

This budget has been eliminated and the position was changed to a Head Administrative Clerk and moved into the Building Department. This was part of the Permit Alley reorganization project precipitated by the goals of the Board of Selectmen.

Town Hall

The appropriation for this budget has changed due to several factors. The three laborers positions were replaced with one full time laborers position and one part time laborers position. This was done to better meet the facilities needs within town buildings and recognizing the difficulty of finding qualified part time custodial staff. This resulted in an \$18,680 increase to the personnel line item. The Valley Collaborative line item was increased by \$20,000 because it was funded in last year's budget for half the year. This is the cost to pay the Valley Collaborative Students for working the Town Hall Mail Room. Postage was also increased by \$25,000 due historic spending trends on postage. The abandoned buildings line item was decreased by \$26,500 to reflect that the Vining, the Ditson and the Howe will no longer be in this category. The utilities in this department were decreased by (\$150,400) reflecting the

transfer of all electrical accounts to the Town Systemwide Department. This amounted to a total change in this department of (\$113,220).

Town Systemwide

	Department	Town Mgr.	Fin Com
Town Hall	\$119,000.00	\$119,000.00	\$119,000.00
Streetlights	60,000.00	60,000.00	60,000.00
Fire Depart	40,500.00	40,500.00	40,500.00
Animal Control	1,500.00	1,500.00	1,500.00
Highway	16,150.00	16,150.00	16,150.00
Cemetery	-	-	-
C.O.A.	15,690.00	15,690.00	15,690.00
Library	51,800.00	51,800.00	51,800.00
Recreation	7,000.00	7,000.00	7,000.00
Parks	5,000.00	5,000.00	5,000.00
Water Enterprise	530,000.00	530,000.00	530,000.00
Sewer Enterprise	400,000.00	400,000.00	400,000.00
	\$ 1,246,640	\$ 1,246,640	\$ 1,246,640

Table 1

The department line item is increased by \$1,259,140 in total. The majority of this increase is caused by moving all electrical utilities into this centralized account. The total impact of this reclassification is \$1,246,640. The detail is itemized in table one. This is done because all of our electric bills are being paid through solar credits the town receives as result of using clean energy sources. It is easier to audit and process these bills if they are centralized. Each of these departments was decreased by these amounts. In addition the retirement line was increased \$65,000 by to reflect post-employment

payouts for retiring employees. The Streetlight account was decreased by (\$62,500) to reflect early savings in the purchase of streetlights and the fuel line item was increased by \$10,000 to projected future costs.

Fire Department

The Fire Department Budget increased by \$200,352 primarily due to a Cost of Living Adjustment (COLA) for the IAFF Union Settlement. This was a 2.30% increase.

Building Department

This department increased by \$66,039. The biggest contributor to this increase was moving the Board of Appeals position into this office - this accounted for \$52, 831.69. The Building Commissioner added \$5,200 for tablet technology for the department and the inspectors. The remainder is accounted for through COLAs.

Board of Health

This department has added a part time Community Health Coordinator in the amount of \$27,295.81. This position is being added to address the growing need for assistance in the area of mental health across town departments. Council on Aging, Public Safety and Veterans are just a few of the departments being affected. This position will help direct people to needed services should mental health issues arise. The remaining increase is due to COLAs for a total increase to this department of \$42,362.

Highway Department

One HMEO was added to help maintain roadsides throughout town. This involves clearing brush with a cutting machine along roadways throughout Town. Currently this is done by the Parks and Trees Department when time allows. This appropriation is \$52,326.36. An additional \$40,000 was added to fix potholes and repair snow equipment.

Solid Waste

This budget increased by \$272,856. The increase was due to an increase in the contractual fuel index, increased recycling costs and code red costs have been added to this budget.

Recreation Department

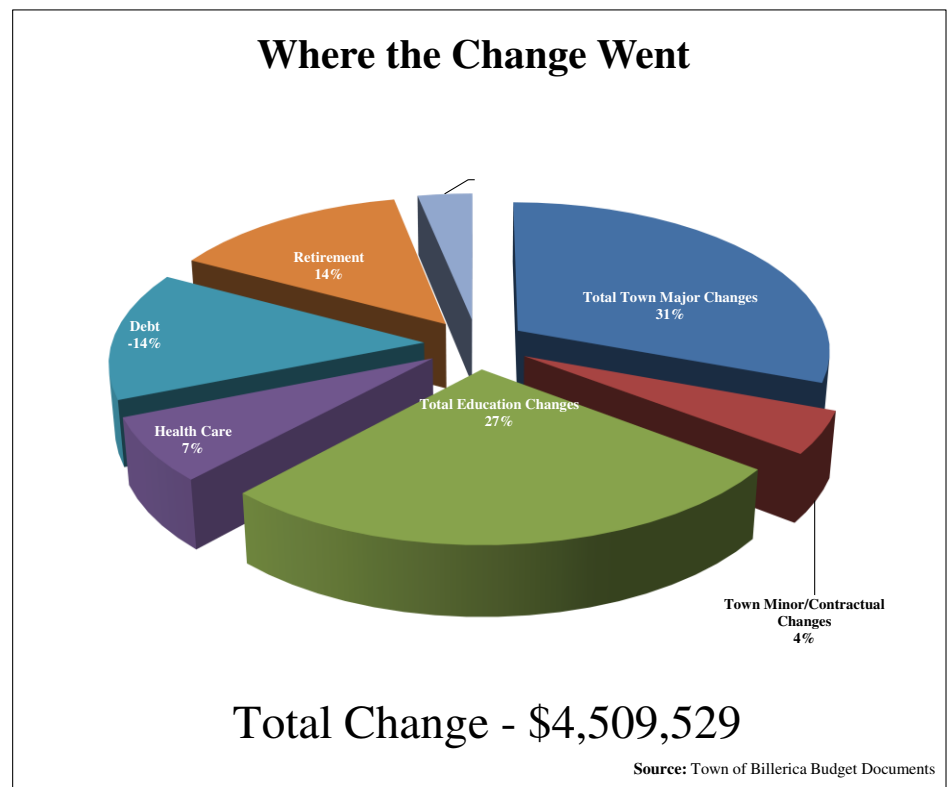
The Program Coordinator was moved from part time to full time to reflect the increased programming and receipts from those programs. This had an \$18,335 impact on the budget. Overall, this budget went up by \$4,123 due to reduction in utilities and other line items.

Education Changes

The School Budget increased by 3.21% largely due to contractual obligations. The Shawsheen assessment decreased due to decreased enrollment. The total education budget increased by \$1,645,514.

Town School Shared Costs

Liability Insurance was increased by \$56,000 primarily because of the addition of the new high school. Health Care Costs went up by \$430,312. This amount reflects recommendations from Blue Cross Blue Shield and claims history of the Town. Debt Service appears to go down by \$860,560. However this is deceiving since Enterprise Debt increased by \$659,509 and short term borrowing went down by over \$150,000. The Pension fund contribution went up according to the payment schedule, \$860,880.00 and the OPEB contribution went up per the policy contribution of 15% or \$198,375.00.



Section 3:

General Administration

Accounting

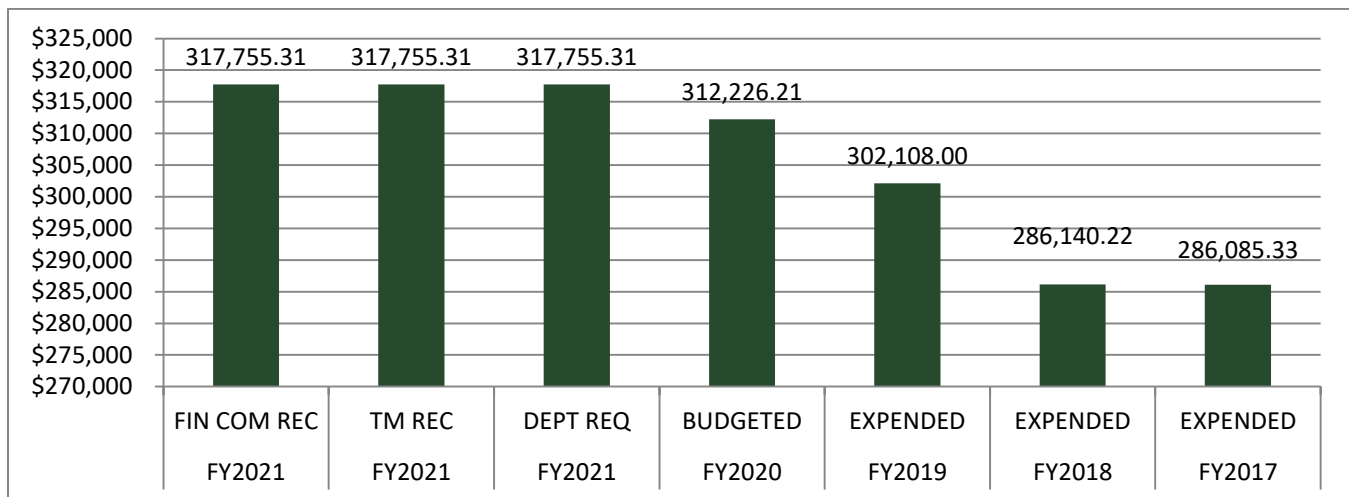
Department Explanation

The Town's Accounting Department ensures that all financial transactions and activities are carried out in accordance with Federal, State, and Local laws. The Accounting Department helps maintain the Town's credit rating and provides the Town Manager's office with financial management assistance. Accounting also facilitates the annual audit of the Town's finances.

Budget Narrative

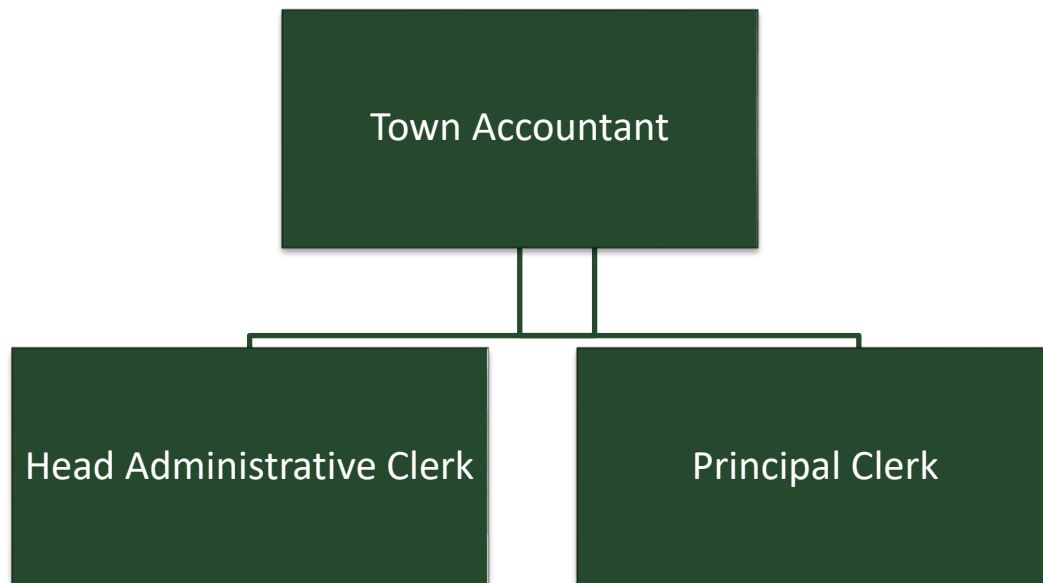
The Accounting Department budget will remain constant over the last fiscal year. The only changes will be contractual increases. The differences due to these changes are \$5,529.09 which represents a 1.77% increase over last fiscal year.

Total Budget



Accounting

Organizational Chart



Position	FY 2019 Actual	FY2020 Actual	FY2021 Budgeted
Town Accountant	1.0	1.0	1.0
Head Administrative Clerk	1.0	1.0	1.0
Principal Clerk	1.0	1.0	1.0

ACCOUNTING

Personnel Services

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
Full Time	\$ 217,679	\$ 217,679	\$ 226,079	\$ 225,912	\$ 231,316	\$ 230,892	\$ 238,516	\$ 243,262	\$ 243,262	\$ 243,262
Part Time/Seasonal										
Overtime	\$ 8,464	\$ 8,405	\$ 8,464	\$ 8,464	\$ 9,264	\$ 9,264	\$ 11,710	\$ 12,493	\$ 12,493	\$ 12,493
Contractual Obligations										
Total	\$ 226,143	\$ 226,143	\$ 234,543	\$ 226,143	\$ 240,580	\$ 240,156	\$ 250,226	\$ 255,755	\$ 255,755	\$ 255,755

Expenses

Supplies and Expenses	\$ 1,500	\$ 1,454	\$ 1,500	\$ 1,497	\$ 1,500	\$ 1,489	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Contract Services/Leases	\$ 500	\$ 489	\$ 500	\$ 500	\$ 500	\$ 463	\$ 500	\$ 500	\$ 500	\$ 500
Town Audit	\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Capital Outlay										
Total Expenses	\$ 60,000	\$ 59,942	\$ 60,000	\$ 59,997	\$ 62,000	\$ 61,952	\$ 62,000	\$ 62,000	\$ 62,000	\$ 62,000

TOTAL BUDGET

%Change

Dept Req FY2020 FY2021 Tm Rec FY2021 Fin Com Rec. FY2021
Difference \$ 5,529.09
% 1.77%

Position	FTE	FTE	FTE	FTE
Town Accountant	1	1	1	1
Head Administrative Clerk	1	1	1	1
Principal Clerk	1	1	1	1
Total Staffing	3	3	3	3

Accounting

ACCOUNTING DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Virginia Picardi	Head Administrative Clerk	7	4/1/2001	\$ 65,404.23	\$ 1,000.00	\$ 3,900.00	\$ 70,304.23
Jill Folta	Principal Clerk	7	12/18/2000	\$ 53,361.72	\$ 1,000.00	\$ 3,200.00	\$ 57,561.72
Paul Watson	Town Accountant	9	9/11/2000	\$ 124,496.36	\$ -	\$ 3,393.00	\$ 127,889.36
DEPARTMENT TOTAL				\$ 243,262.31	\$ 2,000	\$ 10,493	\$ 255,755.31

Total Full time	\$ 243,262.31
Total Contract	\$ 12,493.00
Total	\$ 255,755.31

ACCOUNTING DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Virginia Picardi	Head Administrative Clerk	7	4/1/2001	\$ 65,404.23	\$ 1,000.00	\$ 3,900.00	\$ 70,304.23
Jill Folta	Principal Clerk	7	12/18/2000	\$ 53,361.72	\$ 1,000.00	\$ 3,200.00	\$ 57,561.72
Paul Watson	Town Accountant	9	9/11/2000	\$ 124,496.36	\$ -	\$ 3,393.00	\$ 127,889.36
DEPARTMENT TOTAL				\$ 243,262.31	\$ 2,000.00	\$ 10,493.00	\$ 255,755.31

Total Full time	\$ 243,262.31
Total Contract	\$ 12,493.00
Total	\$ 255,755.31

ACCOUNTING DEPARTMENT SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Picardi, Virginia	Head Administrative Clerk	7	4/1/2001	\$ 62,192.36	\$ 1,000.00	\$ 3,900.00	\$ 67,092.36
Folta, Jill	Principal Clerk	7	12/18/2000	\$ 50,741.24	\$ 1,000.00	\$ 3,200.00	\$ 54,941.24
Watson, Paul	Town Accountant	9	9/11/2000	\$ 118,382.60	\$ -	\$ 2,610.00	\$ 120,992.60
CBA Non Union Spring 2019				\$ 4,000.00			\$ 4,000.00
CBA IUPE Spring 2019				\$ 3,200.00			\$ 3,200.00
DEPARTMENT TOTAL				\$ 238,516.21	\$ 2,000.00	\$ 9,710.00	\$ 243,026.21

Total Full time	\$ 238,516.21
Total Contract	\$ 11,710.00
Total	\$ 250,226.21

DESCRIPTION/DETAIL

ACCOUNTING

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN COM REC
\$ 1,500	\$ 1,454	\$ 1,500	\$ 1,497	\$ 1,500	\$ 1,489	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500

Department Town Mgr. Fin Com

Supplies and Expenses

Provides for general office supplies including storage of records.

General Office Supply Allocation

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN COM REC
\$ 500	\$ 489	\$ 500	\$ 500	\$ 500	\$ 463	\$ 500	\$ 500	\$ 500	\$ 500
Total Supplies & Expenses									

Department Town Mgr. Fin Com

Contract Services/Leases

Provides for professional development of staff, dues in professional associations, staff training (including MUNIS), and MAAA annual school and conferences.

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN COM REC
\$ 58,000	\$ 58,000	\$ 58,000	\$ 58,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Total Contract Services/Leases									

Town Audit

Provides for annual audit.

Department	Town Mgr.	Fin Com
\$ 60,000	\$ 60,000	\$ 60,000
\$ 60,000	\$ 60,000	\$ 60,000
\$ 60,000	\$ 60,000	\$ 60,000

Assessors

Department Explanation

The Town of Billerica's Assessing Department is responsible for the annual valuation of all real and personal property for taxation purposes as overseen by the Board of Assessors. The Board and staff are tasked with annual reporting to and approval by the Bureau of Local Assessment with the Division of Local Services of the MA Department of Revenue. This process also includes administration of applications for abatement and for appeals to the MA Appellate Tax Board.

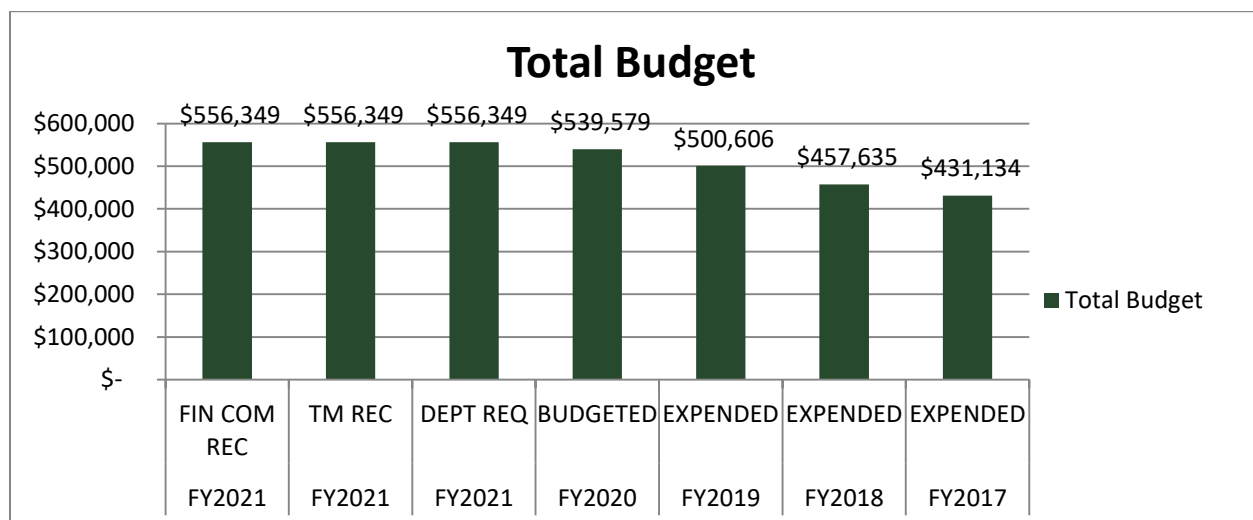
The Assessing Department is also responsible for the administration of motor vehicle excise tax bill abatements and exemptions.

The Assessing Department is also responsible for the administration of statutory tax exemptions for qualifying seniors, disabled veterans, blind persons and financial qualification for the Senior Work Tax Relief Program.

In addition, the Assessing Department is a source of public information regarding a wide variety of properties and parcels within the Town, and its records are commonly used by appraisers, attorneys, realtors and the general public.

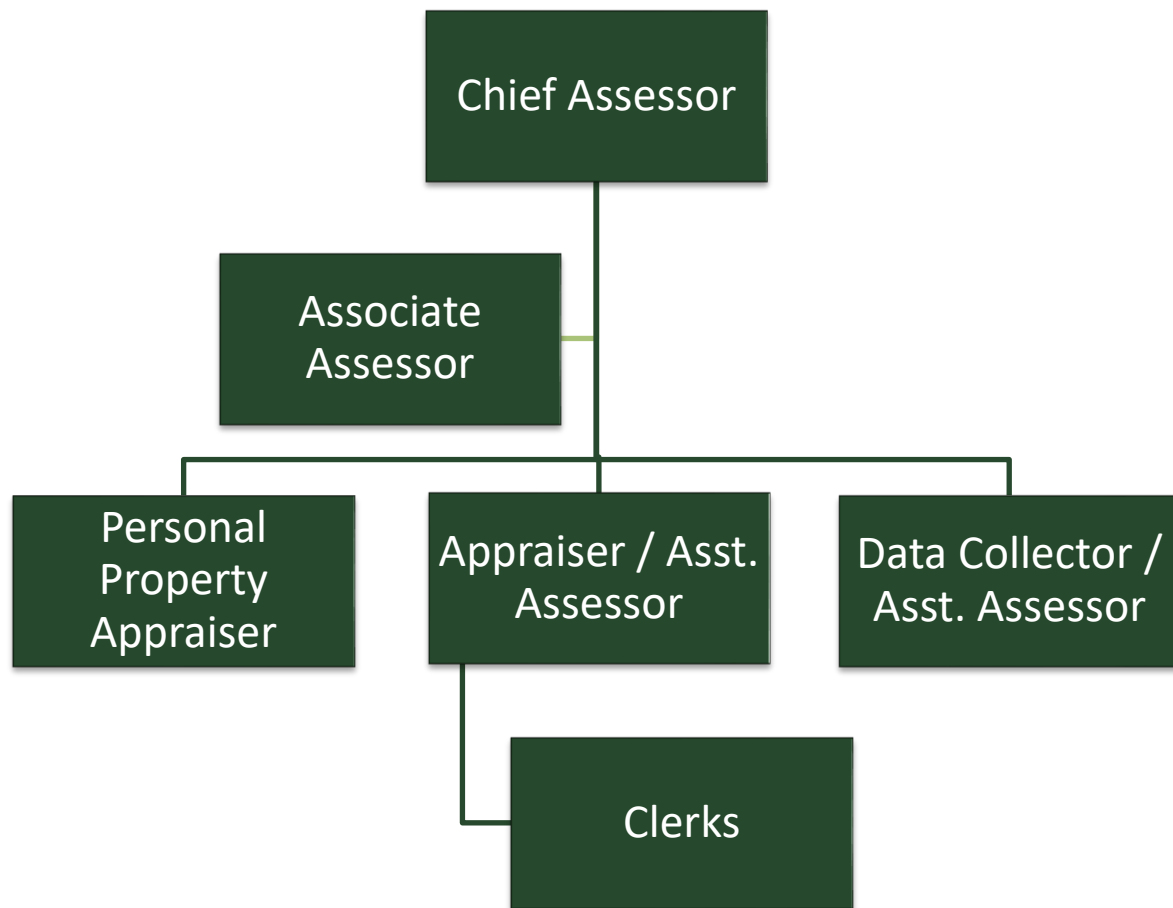
Budget Narrative

The Assessing Department will see a small increase in their budget of 3.11% this year due to contractual obligations and step increases.



Assessors

Organizational Chart



Position	FY 2019 Actual	FY2020 Actual	FY2021 Budgeted
Chief Assessor	1	1	1
Associate Assessor	2	2	2
Appraiser / Asst. Assessor	1	1	1
Data Collector / Asst. Assessor	1	1	1
Principal Clerk	2	2	2
Senior Clerk	1	1	1
Personal Property Appraiser	1	1	1

Assessors

Programs and Services

The Board of Assessors Office is responsible for the valuation of all real and personal property along with the administration of motor vehicle excise tax and public information used by appraisers, realtors, attorneys, and the general public.

Statistics

Residential	FY16	FY17	FY18	FY19	FY2020
Levy Percentage	55.60%	54.63%	54.71%	56.39%	57.18%
Valuation	\$4,315,444,301	\$4,449,517,736	\$4,727,807,694	\$5,230,220,910	\$5,705,759,937
Tax Rate	\$14.14	\$14.09	\$14.19	\$13.48	\$12.99

Commercial	FY16	FY17	FY18	FY19	FY2020
Levy Percentage	9.65%	10.39%	10.29%	10.12%	9.80%
Valuation	\$318,810,014	\$356,639,136	\$375,058,155	\$402,801,185	\$423,410,183
Tax Rate	\$33.22	\$33.44	\$33.65	\$31.41	\$30.03

Industrial	FY16	FY17	FY18	FY19	FY2020
Levy Percentage	26.18%	26.56%	27.44%	26.58%	25.48%
Valuation	\$865,117,927	\$911,747,709	\$1,000,180,902	\$1,058,199,642	\$1,100,110,535
Tax Rate	\$33.22	\$33.44	\$33.65	\$31.41	\$30.03

Personal Property	FY16	FY17	FY18	FY19	FY2020
Levy Percentage	8.58%	8.42%	7.56%	6.91%	7.52%
Valuation	\$283,367,000	\$289,018,500	\$275,596,100	\$274,877,800	\$324,911,200
Tax Rate	\$33.22	\$33.44	\$33.65	\$31.41	\$30.03

ASSESSOR

Personnel Services

Full Time
Part Time/Seasonal
Overtime
Contractual Obligations

Total

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 391,085	\$ 384,535	\$ 434,933	\$ 410,180	\$ 452,386	\$ 452,386	\$ 477,376	\$ 493,346	\$ 493,346	\$ 493,346	\$ 493,346
\$ 3,000	\$ 3,000	\$ 3,000	\$ 2,970	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
\$ 10,624	\$ 10,624	\$ 11,453	\$ 11,453	\$ 16,453	\$ 12,330	\$ 16,453	\$ 17,253	\$ 17,253	\$ 17,253	\$ 17,253
\$ 404,709	\$ 398,159	\$ 449,386	\$ 424,603	\$ 471,839	\$ 467,716	\$ 496,829	\$ 513,599	\$ 513,599	\$ 513,599	\$ 513,599

Expenses

Supplies and Expenses
Contract Services/Leases
Utilities
Capital Outlay

Total Expenses

TOTAL BUDGET

\$ 3,250	\$ 2,949	\$ 3,250	\$ 2,810	\$ 3,250	\$ 3,175	\$ 3,250	\$ 3,250	\$ 3,250	\$ 3,250	\$ 3,250
\$ 35,750	\$ 30,026	\$ 35,750	\$ 30,222	\$ 35,750	\$ 29,715	\$ 39,500	\$ 39,500	\$ 39,500	\$ 39,500	\$ 39,500
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 39,000	\$ 32,975	\$ 39,000	\$ 33,032	\$ 39,000	\$ 32,890	\$ 42,750	\$ 42,750	\$ 42,750	\$ 42,750	\$ 42,750
\$ 443,709	\$ 431,134	\$ 488,386	\$ 457,635	\$ 510,839	\$ 500,606	\$ 539,579	\$ 556,349	\$ 556,349	\$ 556,349	\$ 556,349

Budget Change
3.11% *

	FY2020	Dep. Req FY2021	TM Rec. FY2021	Fin Com Rec. FY2021
Position	FTE	FTE	FTE	FTE
Principal Clerk	2	2	2	2
Senior Clerk	1	1	1	1
Appraiser/Asst. Assessor	1	1	1	1
Chief Assessor	1	1	1	1
Personal Property Appraiser	1	1	1	1
Data Collector/Asst. Assessor	1	1	1	1
Total Staffing	7	7	7	7

	FY2020	Dep. Req FY2021	TM Rec. FY2021	Fin Com Rec. FY2021
Position	PTE	PTE	PTE	PTE
Associate Assessor	2	2	2	2

Assessors

ASSESSORS DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	BPAA CONTR.OBLIG.	LONGEVITY	TOTAL SALARY BENEFIT
Richard Scanlon	Assessor	9	8/9/1993	124,496.36	-	-	3,393.00	\$ 127,889.36
Maureen Ray	Principal Clerk	3/4	8/28/2017	46,320.21	1,000.00	-	2,700.00	\$ 50,020.21
Kellie Schiavo	Senior Clerk	2/3	7/3/2018	43,612.66	1,000.00	-	-	\$ 44,612.66
Liesl Catanzaro	Principal Clerk	5/6	12/12/2017	50,439.99	1,000.00	-	1,200.00	\$ 52,639.99
Ken DerBoghossian	Appraiser / Asst. Assessor	5	9/19/2005	80,342.14	500.00	250.00	2,100.00	\$ 83,192.14
Chad Theriault	Personal Property Appr.	7/8	10/17/2011	85,811.94	500.00	250.00	783.00	\$ 87,344.94
Cyndi Sorensen	Data Collector / Asst. Assr	9	10/2/2006	62,323.02	500.00	250.00	1,827.00	\$ 64,900.02
Matos, Kathy	Associate Assessor			1,500.00	-	-	-	\$ 1,500.00
Speidel John B	Associate Assessor			1,500.00	-	-	-	\$ 1,500.00
DEPARTMENT TOTAL:				\$ 496,346.31	\$ 4,500.00	\$ 750.00	\$ 12,003.00	\$ 513,599.31

Total Full Time	\$ 493,346.31
Total Part Time	\$ 3,000.00
Total Contract	\$ 17,253.00
Total	\$ 513,599.31

ASSESSORS DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	BPAA CONTR.OBLIG.	LONGEVITY	TOTAL SALARY BENEFIT
Richard Scanlon	Assessor	9	8/9/1993	\$ 124,496.36			\$ 3,393.00	\$ 127,889.36
Maureen Ray	Principal Clerk	3/4	8/28/2017	\$ 46,320.21	\$ 1,000.00		\$ 2,700.00	\$ 50,020.21
Kellie Schiavo	Senior Clerk	2/3	7/3/2018	\$ 43,612.66	\$ 1,000.00		\$ -	\$ 44,612.66
Liesl Catanzaro	Principal Clerk	5/6	12/12/2017	\$ 50,439.99	\$ 1,000.00		\$ 1,200.00	\$ 52,639.99
Ken DerBoghossian	Appraiser / Asst. Assessor	5	9/19/2005	\$ 80,342.14	\$ 500.00	\$ 250.00	\$ 2,100.00	\$ 83,192.14
Chad Theriault	Personal Property Appr.	7/8	10/17/2011	\$ 85,811.94	\$ 500.00	\$ 250.00	\$ 783.00	\$ 87,344.94
Cyndi Sorensen	Data Collector / Asst. Assr	9	10/2/2006	\$ 62,323.02	\$ 500.00	\$ 250.00	\$ 1,827.00	\$ 64,900.02
Matos, Kathy	Associate Assessor	min	12/7/2010	\$ 1,500.00				\$ 1,500.00
Speidel John B	Associate Assessor	min	7/1/2014	\$ 1,500.00				\$ 1,500.00
DEPARTMENT TOTAL				\$ 496,346.31	\$ 4,500.00	\$ 750.00	\$ 12,003.00	\$ 513,599.31

Total Full Time	\$ 493,346.31
Total Part Time	\$ 3,000.00
Total Contract	\$ 17,253.00
Total	\$ 513,599.31

ASSESSORS DEPARTMENT SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	BPAA CONTR.OBLIG.	LONGEVITY	TOTAL SALARY BENEFIT
Richard Scanlon	Principal Assessor	9	8/9/1993	\$ 118,382.60	\$ -	\$ -	\$ 3,393.00	\$ 121,775.60
Maureen Ray	Principal Clerk	1	7/1/2018	\$ 40,722.16	\$ 1,000.00	\$ -	\$ 1,900.00	\$ 43,622.16
Kellie Schiavo	Senior Clerk	1/2	8/28/2017	\$ 39,875.95	\$ 1,000.00	\$ -	\$ -	\$ 40,875.95
Liesl Catanzaro	Principal Clerk	2/3	10/28/2013	\$ 46,118.28	\$ 1,000.00	\$ -	\$ 1,200.00	\$ 48,318.28
Ken DerBoghossian	Appraiser/Asst. Assessor	5	9/19/2005	\$ 78,153.83	\$ 500.00	\$ 250.00	\$ 2,100.00	\$ 81,003.83
Chad Theriault	Personal Property Appr.	6/7	10/17/2011	\$ 78,471.51	\$ 500.00	\$ 250.00	\$ 783.00	\$ 80,004.51
Cyndi Sorensen	Data Collector/Asst. Assr.	7/8	10/2/2006	\$ 58,263.48	\$ 500.00	\$ 250.00	\$ 1,827.00	\$ 60,840.48
CBA SEIU Spring 2019				\$ 2,188.00				\$ 2,188.00
CBA IUPE Spring 2019				\$ 8,100.00				\$ 8,100.00
CBA Non Union Spring 2019				\$ 7,100.00				\$ 7,100.00
Matos, Kathy	Associate Assessor			\$ 1,500.00	\$ -	\$ -	\$ -	\$ 1,500.00
Speidel John B	Associate Assessor			\$ 1,500.00	\$ -	\$ -	\$ -	\$ 1,500.00
DEPARTMENT TOTAL				\$ 480,375.83	\$ 4,500.00	\$ 750.00	\$ 11,203.00	\$ 496,828.83

Total Full Time	\$ 477,375.83
Total Part Time	\$ 3,000.00
Total Contract	\$ 16,453.00
Total	\$ 496,828.83

DESCRIPTION/DETAIL

ASSESSORS

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2020	FY2020	FY2020
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REG	TM REG	FIN COM REG
\$ 3,250	\$ 2,717	\$ 3,250	\$ 2,949	\$ 3,250	\$ 2,810	\$ 3,250	\$ 3,250	\$ 3,250	\$ 3,250

Supplies and Expenses

5410 Publications & Books

NE RE Journal Subscription
Coles Information Services - PP
Appraisal Institute Valuation Insight & Perspectives
Appraisal Journal
NADA Blue Books
general office supply allocation

\$ 150	\$ 150	\$ 400	\$ 400	\$ 75	\$ 75	\$ 75	\$ 75	\$ 600	\$ 600

Department Town Mgr. Fin Com.

5512 Recording of Deeds

Copies of Deeds & Plans from North Middlesex Registry of Deeds

\$ 275	\$ 275								

5526 Car Allowance

Mileage allowance for Assessors to use their own vehicles for field work on the Town's behalf

\$ 1,600	\$ 1,600								

Total Supplies & Expenses

\$ 3,250	\$ 3,250								

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2020	FY2020	FY2020
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REG	TM REG	FIN COM REG
\$ 35,750	\$ 30,439	\$ 35,750	\$ 30,026	\$ 35,750	\$ 30,222	\$ 35,750	\$ 39,500	\$ 39,500	\$ 39,500

Department Town Mgr. Fin Com.

Contract Services/Leases

5200 Mapping

Annual Update of Assessors Maps & Abutters List Software
Blue-Line Printing of Assessors Maps

\$ 400	\$ 400								

5212 Forms

State Forms for abatements, exemptions, Forms of List for Personal Property, Patriot PRCs & I & E Forms

\$ 400	\$ 400								

5216 Bdg of Deeds/Cont Books

Binding of Tax Commitment Books

\$ 200	\$ 200								

5220 Professional

Appraisals & Consulting in Defense of Values at the Appellate Tax Board
Patriot Software Licensing Fee & Assessors Website Support & Maintenance
DocuSign Software Fee to Allow On Line Filings of I & Es and PP FOLs

\$ 15,000	\$ 15,000								
\$ 16,300	\$ 16,300								
\$ 3,900	\$ 3,900								

5224 Fees & Memberships

Middlesex County Assessors Assoc.
Mass Assoc of Assessing Officers
Northeast Reg Assoc of Assessing Officers
Intl Assoc of Assessing Officers
Mass Chapter of IAAO
Misc Conferences/Seminars/Meetings/Workshops - MAAO/IAAO

\$ 100	\$ 100								
\$ 400	\$ 400								
\$ 50	\$ 50								
\$ 500	\$ 500								
\$ 50	\$ 50								
\$ 2,000	\$ 2,000								

Total Contract Services

\$ 39,500	\$ 39,500								

Board of Selectmen

The Billerica Board of Selectmen is the executive board of Town Government they are also responsible for the leadership and coordination of Town affairs. The Board has appointing power of the Town Manager, multiple different boards, and sets the long term policy of Town. The Board is also the licensing authority and the road commissioners for the Town of Billerica.

Budget Narrative

The Billerica Board of Selectmen budget will be reduced by \$15,264. This decrease is due to the retirement of Sue Aker the current Confidential Executive Secretary.

Programs and Services



The Billerica Board of Selectmen provides many services to the residents of Billerica. They are open and accessible members of the community willing to help serve the needs of community. The Board is the licensing authority and makes sure all rules and regulations are followed. Most importantly they set the policy for the direction of the Town.

Take a look at the pictures throughout the budget book of the Board of Selectmen hard at work!



Board of Selectmen

Recent Accomplishments



The Board of Selectmen has accomplished many of their goals that they had set in the previous year. They have protected the taxpayers, expanded our economic development efforts, became a green community, accepted multiple streets at Town Meeting, acquired a lower aggregate energy rate, continued to deliver on the expansion of sewer, protected conservation areas, and increased sidewalk mileage. This is only a small sample of some of the large scale items that they have done. What can't be quantified is the personal phone calls, emails, and conversations they have day in and out to make Billerica a great community to live in!



The Board of Selectmen will also see the retirement of their Executive Secretary Sue Aker. Sue has worked for the Town of Billerica for 20 plus years. Sue will miss the residents, the Board, and most of all the licensing process! If you see Sue wish her luck in her retirement.

Board of Selectmen

Apply For a Board of Committee



**APPLICATION FOR TOWN BOARDS,
COMMITTEES, AND COMMISSIONS
BILLERICA, MA**

"GOOD GOVERNMENT STARTS WITH YOU"

If you are interested in serving on an appointed Town committee, please fill out this form and mail to:

**Board of Selectmen
Billerica Town Hall
365 Boston Road
Billerica, MA 01821**

Filling out this form in no way assures appointment. All vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Applying for (please check one):

☐ **Regular Member Only**

☐ **Alternate Member Only**

☐ **Will Accept Either**

Name: _____ Home Phone: _____ Business Phone: _____

Address: _____ Email Address: _____

Amount of Time Available: _____

Interest in What Town Committees: _____

Present Business Affiliation and Work: _____

Business Experience: _____

Education or Special Training: _____

Date Appointed/Elected

Town Offices Held

Term Expired

Reason for Applying: _____

Board of Selectmen

BOARD OF SELECTMEN

Personnel Services

Full Time	\$ 63,135	\$ 63,135	\$ 63,135	\$ 72,978	\$ 63,122	\$ 63,122	\$ 67,535	\$ 53,873	\$ 53,873	\$ 53,873
Part Time/Seasonal	\$ 11,302	\$ 11,303	\$ 11,302		\$ 13,102	\$ 13,102	\$ 13,102	\$ 13,102	\$ 13,102	\$ 13,102
Overtime										
Contractual Obligations	\$ 4,000	\$ 4,000	\$ 4,000	\$ 3,898	\$ 4,000	\$ 3,742	\$ 4,000	\$ 500	\$ 500	\$ 500
Total	\$ 78,438	\$ 78,438	\$ 78,438	\$ 76,876	\$ 80,225	\$ 79,966	\$ 84,637	\$ 67,476	\$ 67,476	\$ 67,476

Expenses

Supplies and Expenses	\$ 8,000	\$ 8,000	\$ 8,000	\$ 5,937	\$ 5,000	\$ 4,545	\$ 8,000	\$ 4,500	\$ 4,500	\$ 4,500
Contract Services/Leases	\$ 1,500	\$ 900	\$ 1,500	\$ 1,400	\$ 1,500	\$ 1,460	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Assessments & Dues	\$ 23,545	\$ 18,569	\$ 23,545	\$ 23,545	\$ 26,545	\$ 26,202	\$ 23,545	\$ 28,942	\$ 28,942	\$ 28,942
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 33,045	\$ 27,469	\$ 33,045	\$ 30,882	\$ 33,045	\$ 32,208	\$ 33,045	\$ 34,942	\$ 34,942	\$ 34,942
TOTAL BUDGET	\$ 111,483	\$ 105,907	\$ 111,483	\$ 107,758	\$ 113,270	\$ 112,174	\$ 117,682	\$ 102,418	\$ 102,418	\$ 102,418

Dep. Req. TM Rec. Fin Com Rec.
FY2020 FY2021 FY2021 FY2021
Difference PY \$ (15,264.01)
% -12.97%

Position	FTE	FTE	FTE	FTE
Conf. Exec. Assist	1	1	1	1
Total Staffing	1	1	1	1

Board of Selectmen

BOARD OF SELECTMEN SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Susan Aker	Conf. Exec. Assist	9	9/1/1997	\$ 53,873.31	\$ 500.00	\$ -	\$ 54,373.31
Andrew Deslaurier	Chairman		4/5/2009	\$ 2,000.00	\$ -	\$ -	\$ 2,000.00
Ed Giroux	Vice Chairman		4/5/2017	\$ 1,800.00	\$ -	\$ -	\$ 1,800.00
Kim Conway	Secretary		4/5/2014	\$ -	\$ -	\$ -	\$ -
Dan Burns	Selectman		4/5/2014	\$ 1,800.00	\$ -	\$ -	\$ 1,800.00
Mike Rosa	Selectman		4/5/2017	\$ 1,800.00	\$ -	\$ -	\$ 1,800.00
				\$ -	\$ -	\$ -	\$ -
Susan Aker	Recording Clerk			\$ 5,702.40	\$ -	\$ -	\$ 5,702.40
Persons, Sundry	TM Tellers						
DEPARTMENT TOTAL				\$ 66,975.71	\$ 500.00	\$ -	\$ 67,475.71

Total Full Time	\$ 53,873.31
Total Part Time	\$ 13,102.40
Total Contract	\$ 500.00
Total	\$ 67,475.71

BOARD OF SELECTMEN SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Susan Aker	Conf. Exec. Assist	9	9/1/1997	\$ 53,873.31	\$ 500.00		\$ 54,373.31
Andrew Deslaurier	Chairman		4/5/2009	\$ 2,000.00			\$ 2,000.00
Ed Giroux	Vice Chairman		4/5/2017	\$ 1,800.00			\$ 1,800.00
Kim Conway	Secretary		4/5/2014	\$ -			\$ -
Dan Burns	Selectman		4/5/2014	\$ 1,800.00			\$ 1,800.00
Mike Rosa	Selectman		4/5/2017	\$ 1,800.00			\$ 1,800.00
							\$ -
Sue Aker	Recording Clerk			\$ 5,702.40			\$ 5,702.40
Persons, Sundry							\$ -
DEPARTMENT TOTAL				\$ 66,975.71	\$ 500.00	\$ -	\$ 67,475.71

0

Total Full Time	\$ 53,873.31
Total Part Time	\$ 13,102.40
Total Contract	\$ 500.00
Total	\$ 67,475.71

BOARD OF SELECTMEN SALARY INFORMATION FY2020 TOWN RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Susan Aker	Conf. Exec. Assist	9	9/1/1997	\$65,634.71	\$ 500.00	\$ 3,500.00	\$ 69,634.71
Andrew Deslaurier	Chairman		4/5/2009	\$ 2,000.00	\$ -	\$ -	\$ 2,000.00
Ed Giroux	Vice Chairman		4/5/2017	\$ 1,800.00	\$ -	\$ -	\$ 1,800.00
Kim Conway	Secretary		4/5/2014	\$ -	\$ -	\$ -	\$ -
Dan Burns	Selectman		4/5/2019	\$ 1,800.00	\$ -	\$ -	\$ 1,800.00
Mike Rosa	Selectman		4/5/2017	\$ 1,800.00	\$ -	\$ -	\$ 1,800.00
					0	\$ -	\$ -
Susan Aker	Recording Clerk			\$ 5,702.40	0	\$ -	\$ 5,702.40
CBA Non Union Spring 2019				\$ 1,900.00			\$ 1,900.00
DEPARTMENT TOTAL				\$80,637.11	\$ 500.00	\$ 3,500.00	\$ 84,637.11

Total Full Time	\$ 67,534.71
Total Part Time	\$ 13,102.40
Total Contract	\$ 4,000.00
Total	\$ 84,637.11

Board of Selectmen

DESCRIPTION/DETAIL

BOARD OF SELECTMEN

FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN COM REC
\$ 1,000	\$ -	\$ 1,000	\$ 1,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 5,937	\$ 8,000	\$ 4,545	\$ 8,000	\$ 4,500	\$ 4,500

Department Town Mgr. Fin Com

Supplies and Expenses

Sundry items (binders, paper, tapes for recorder, pens, etc.)

Town Meeting & BOS various items

Travel In-State

Travel In-State

Total Supplies & Expenses

FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN COM REC
\$ 8,360	\$ 7,244	\$ 8,360	\$ 7,389	\$ 1,500	\$ 900	\$ 1,500	\$ 1,400	\$ 1,500	\$ 1,460	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500

Department Town Mgr. Fin Com

Contract Services/Leases

Police details at Town Meeting

TM Details
\$ 1,500 \$ 1,500 \$ 1,500
\$ - \$ - \$ -
Total Contract Services/Leases 1,500 1,500 1,500

FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN COM REC
\$ 11,026	\$ 11,026	\$ 11,301	\$ 11,301	\$ 23,545	\$ 18,569	\$ 23,545	\$ 23,545	\$ 23,545	\$ 26,202	\$ 23,545	\$ 28,942	\$ 28,942	\$ 28,942

Department Town Mgr. Fin Com

Assessment & Dues

NMCOG Assessment

Middlesex 3

Mass Municipal Association

Other Associations

Total /NMCOG Assessment
\$ 12,786 \$ 12,786 \$ 12,786
\$ 5,000 \$ 5,000 \$ 5,000
\$ 8,156 \$ 8,156 \$ 8,156
\$ 3,000 \$ 3,000 \$ 3,000
\$ 28,942 \$ 28,942 \$ 28,942

Cable

Budget Narrative

The Cable budget will revert back to its past years level of \$0. The Town of Billerica settled both Verizon and Comcast cable contracts with the help of Attorneys Bill August and Bill Solomon. The Town negotiated a HD Cable Channel, relocation cost to the Howe School, and almost \$800,000 in PEG Capital over the course of 10 years. This was an excellent contract for the Town and BATV.

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
<u>CABLE ADVISORY COMMITTEE</u>										
<i>Personnel Services</i>										
Full Time										
Part Time/Seasonal										
Overtime										
Contractual Obligations										
Total								\$ -	\$ -	\$ -
<i>Expenses</i>										
Supplies and Expenses					\$ 500	\$ -	\$ 500	\$ -	\$ -	\$ -
Contract Services/Leases					\$ 4,500	\$ -	\$ 4,500	\$ -	\$ -	\$ -
Utilities										
Capital Outlay										
Total Expenses					\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -	\$ -
TOTAL BUDGET					\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -	\$ -



Conservation Commission

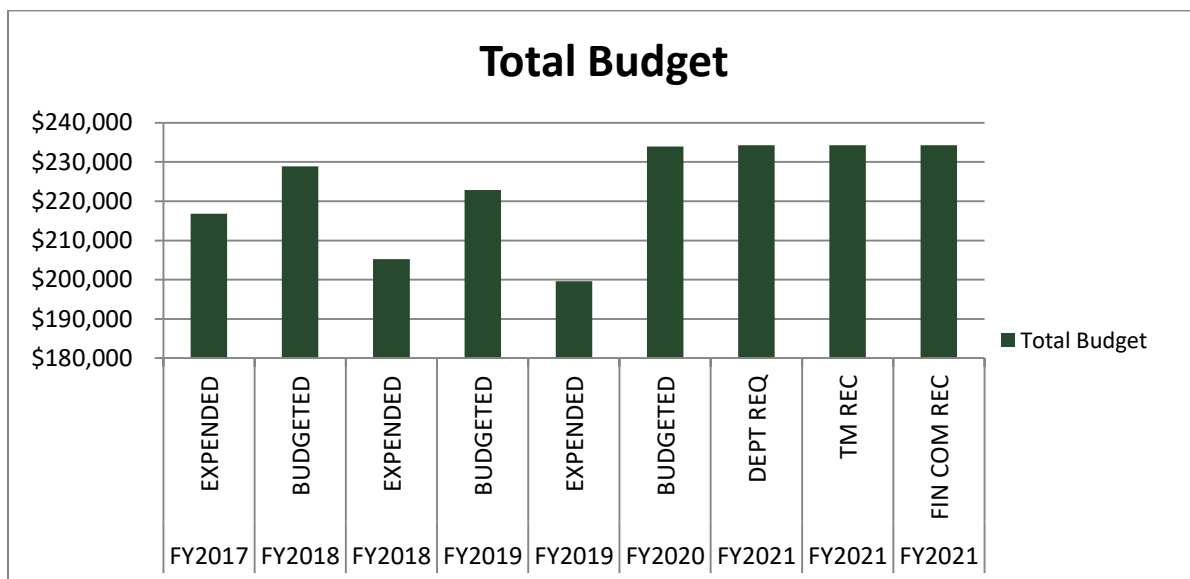
Department Explanation

The Conservation Department coordinates the efforts of the Conservation Commission whose key purposes is to administer the Massachusetts Wetlands Protection Act, M.G.L. Ch. 131, s. 40, including the Massachusetts Stormwater Policy when applicable, and the Town of Billerica Wetlands Protection Bylaw and to protect and acquire land for preservation and conservation/ recreation purposes. Department staff works closely with the Commission, serving as a liaison between the Commission and the community including residents, landowners, businesses, engineers, consultants, and land use professionals, as well as various government agencies and departments.

Budget Narrative

The Conservation Budget will be going up only \$339 in FY21. The overtime rate for the recording secretary will be increased due to the cost of living adjustment in the contract.

During the FY20 budget cycle the Conservation Department was moved into its new home in Permit Ally. Permit Ally is now a one stop shop for Conservation, Building, and Board of Health. The clerical staff moved together in one area to increase efficiency. As well as the inspectors and the Department Heads.



Programs and Services

The Conservation Department is the primary point of contact for the public with questions pertaining to wetlands and the wetlands permitting process, which is required by state and local wetlands laws and regulations whenever certain activities are proposed within jurisdictional wetland resource areas. The Conservation Department is instrumental in streamlining the permitting process. Working closely with other

Conservation Commission

permitting departments to avoid repeat processes or work for applicants. Programs of the department not only include protection of Billerica's wetland resources but land management and land acquisition. Conservation staff provides oversight, monitoring and management of approximately 1,200 acres of land under the control of the Billerica Conservation Commission (i.e., town-owned conservation lands and conservation restrictions and easements).



Typical day-to-day activities of Department staff include: technical review of wetland applications pursuant to the state and local wetland laws and subsequent technical guidance to the Commission; issuance of wetland permits; building application and occupancy permit reviews and related site inspections; coordination with various Town bodies/departments including the Engineering Division, Department of Public Works and Board of Health on matters pertaining to drainage/stormwater and other town infrastructure projects; coordination with various local and state agencies such as the MA Department of Environmental Protection, Division of Fisheries and Wildlife, National Park Service, MA Department of Transportation, etc.; numerous public inquiries concerning tree safety near or within wetlands; enforcement-related site inspections concerning unauthorized activities within and/or adjacent to local and state jurisdictional wetland resource areas; overall wetland permit compliance oversight through pre-construction meetings and periodic inspections during construction activities and post-construction inspections to ensure sites are

properly stabilized and adequate measures are implemented for short and long-term protection of nearby wetlands and waterways. The Conservation Department also conducts outreach and education regarding the towns' natural resources and offers many maps, trail guides, and brochures.

The department oversees the funds needed to manage the Town's Beaver Management Program. The department works closely with the Board of Health, who is authorized by the state to issue emergency beaver permits whenever human health, safety or property is threatened. To address serious public concerns associated with beaver-related flooding and to protect the Town's roadways and infrastructure, the Town hired Beaver Solutions, LLC in the year 2000 to develop and implement a town-wide Municipal Beaver Management Program. Currently, a total of fifty-five (55) beaver problem/conflict sites are successfully managed by this Program. This is achieved by utilizing innovative water control devices, which are



Conservation Commission

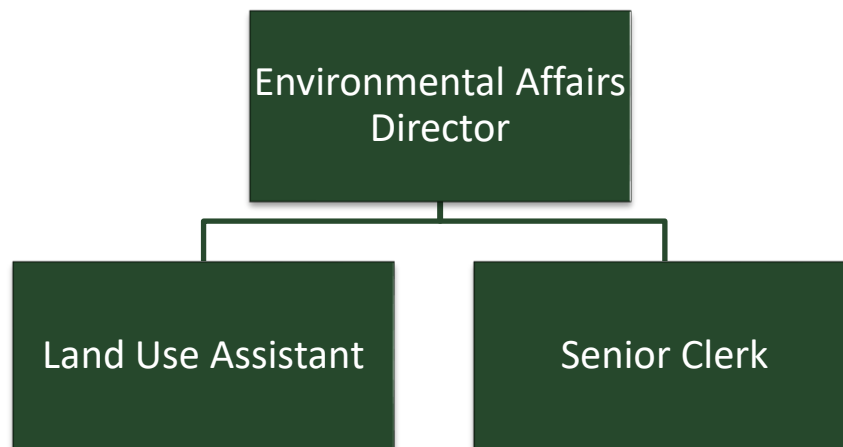
specially designed road Culvert Protective Fences or Flexible Pond Leveler pipes installed through beaver dams and designed to prevent detection from beavers. Forty-three (43) of these problem/conflict sites have been successfully managed non-lethally. The remaining twelve (12) “No Tolerance Zones” (critical and highly sensitive zones - ex. commuter rail line and older developed sections of Town such as Nuttings Lake area) are managed with beaver trapping and dam breaching.



If you see Isabel the Town's Conservation Director (middle) on a site inspection or in Town Hall make sure you say congratulations! Isabel recently received an award from the US EPA – New England for prevention/remediation of contaminated land, air, or water. Thanks Isabel for everything you do for the Town!

Conservation Commission

Organizational Chart



Position	FY 2019 Actual	FY2020 Actual	FY2021 Budgeted
Environmental Affairs Director	1.0	1.0	1.0
Land Use Assistant	1.0	1.0	1.0
Senior Clerk	1.0	1.0	1.0

Conservation Commission

CONSERVATION COMMISSION

Personnel Services

Full Time
Part Time/Seasonal
Overtime
Contractual Obligations

Total

Expenses

Supplies and Expenses
Contract Services/Leases
Beaver Dam Control
Capital Outlay

Total Expenses

TOTAL BUDGET

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
Full Time	\$ 184,520	\$ 184,520	\$ 194,511	\$ 185,432	\$ 190,618	\$ 177,008	\$ 194,150	\$ 194,142	\$ 194,142	\$ 194,142
Part Time/Seasonal	\$ -	\$ 2,415	\$ -	\$ 2,496	\$ -	\$ 1,567	\$ -	\$ 2,892	\$ -	\$ -
Overtime	\$ 2,803	\$ 10,848	\$ 2,803	\$ 2,496	\$ 1,567	\$ 1,567	\$ 2,644	\$ 2,892	\$ 2,892	\$ 2,892
Contractual Obligations	\$ 12,647	\$ 14,297	\$ 14,297	\$ 14,297	\$ 13,330	\$ 4,574	\$ 14,866	\$ 14,866	\$ 14,866	\$ 14,866
Total	\$ 199,970	\$ 199,970	\$ 211,611	\$ 202,225	\$ 205,515	\$ 183,149	\$ 211,660	\$ 211,900	\$ 211,900	\$ 211,900
Supplies and Expenses	\$ 900	\$ 845	\$ 1,000	\$ 801	\$ 1,000	\$ 985	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Contract Services/Leases	\$ 1,300	\$ 1,167	\$ 1,300	\$ 803	\$ 1,300	\$ 923	\$ 2,800	\$ 2,900	\$ 2,900	\$ 2,900
Beaver Dam Control	\$ 15,000	\$ 14,834	\$ 15,000	\$ 1,415	\$ 15,000	\$ 14,513	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 17,200	\$ 16,845	\$ 17,300	\$ 3,019	\$ 17,300	\$ 16,421	\$ 22,300	\$ 22,400	\$ 22,400	\$ 22,400
TOTAL BUDGET	\$ 217,170	\$ 216,815	\$ 228,911	\$ 205,244	\$ 222,815	\$ 199,570	\$ 233,960	\$ 234,300	\$ 234,300	\$ 234,300

Dep. Req. TM Rec. Fin Com Rec.

Difference P.Y \$ 339

% P.Y 0.15%

Position	FY2020 FTE	FY2021 FTE	FY2021 FTE	FY2021 FTE
Dir. Environmental Affairs	1	1	1	1
Senior Clerk	1	1	1	1
Conservation/Land Use Assist	1	1	1	1
Total Staffing	3	3	3	3

Conservation Commission

CONSERVATION COMMISSION SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	MILEAGE	TOTAL SALARY BENEFIT
Isabel Tourkantonis	Environmental Director	5	12/2/2013	90,112.34	500.00	1,650.00	5,808.00	\$ 98,070.34
Michael DeVito	Land Use Assistant	2/3	8/27/2018	57,900.90	500.00	-	5,808.00	\$ 64,208.90
Elizabeth Ellis	Senior Clerk	4/5	1/30/2017	46,128.52	600.00	-	-	\$ 46,728.52
Overtime for meetings	Senior Clerk	0	1/0/1900	2,892.00	-	-	-	\$ 2,892.00
DEPARTMENT TOTAL				\$ 197,033.75	\$ 1,600.00	\$ 1,650.00	\$ 11,616.00	\$ 211,899.75

Total Full time \$194,141.75
 Total Part time \$0.00
 Total Overtime \$2,892.00
 Total Contract \$14,866.00
 Total **\$211,899.75**

CONSERVATION COMMISSION SALARY INFORMATION 2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	MILEAGE	TOTAL SALARY BENEFIT
		Hire Date =	1/17/2012					
Isabel Tourkantonis	Environmental Director	5	12/2/2013	\$ 90,112.34	\$ 500.00	\$ 1,650.00	\$ 5,808.00	\$ 98,070.34
Michael DeVito	Land Use Assistant	2/3	8/27/2018	\$ 57,900.90	\$ 500.00		\$ 5,808.00	\$ 64,208.90
Elizabeth Ellis	Senior Clerk	4/5	1/30/2017	\$ 46,128.52	\$ 600.00			\$ 46,728.52
Overtime for meetings	Senior Clerk			\$ 2,892.00				\$ 2,892.00
DEPARTMENT TOTAL				\$ 197,033.75	\$ 1,600.00	\$ 1,650.00	\$ 11,616.00	\$ 211,899.75

Total Full time \$194,141.75
 Total Part time \$0.00
 Total Overtime \$2,892.00
 Total Contract \$14,866.00
 Total **\$211,899.75**

CONSERVATION COMMISSION SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	MILEAGE	TOTAL SALARY BENEFIT
Isabel Tourkantonis	Environmental Affairs Dir	5	41610	90,112.34	500.00	1,650.00	5,808.00	\$ 98,070.34
Michael DeVito	Land Use Assistant	5	43339	54,156.72	500.00	-	5,808.00	\$ 60,464.72
Elizabeth Ellis	Senior Clerk	3/4	1/30/2017	42,176.29	600.00	-	-	\$ 42,776.29
Overtime for meetings	Senior Clerk	0	0	2,644.00	-	-	-	\$ 2,644.00
CBA SEIU Spring 2019				5,805.00				\$ 5,805.00
CBA IUPE Spring 2019				1,900.00				\$ 1,900.00
								\$ -
DEPARTMENT TOTAL				\$ 196,794.34	\$ 1,600.00	\$ 1,650.00	\$ 11,616.00	\$ 211,660.34

Total Full time \$194,150.34
 Total Part time \$0.00
 Total Overtime \$2,644.00
 Total Contract \$14,866.00
 Total **\$211,660.34**

Conservation Commission

DESCRIPTION/DETAIL

CONSERVATION COMMISSION

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
	\$ 900.00	\$ 844.55	\$ 1,000.00	\$ 801.00	\$ 1,000.00	\$ 985.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00
Supplies and Expe	See also description narrative (attached)									
I. Publications										
Books										
Total = \$100.00										
II. Office Supplies										
Total = \$1000.00										
Signage and Education										
Total Supplies and Expenses - \$1100.00										

Total Supplies and Expenses - \$1100.00

Total \$ 4,500.00 \$ 4,500.00 \$ 4,500.00

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
	\$ 1,300.00	\$ 1,167.19	\$ 1,300.00	\$ 803.00	\$ 1,300.00	\$ 923.00	\$ 2,800.00	\$ 2,900.00	\$ 2,900.00	\$ 2,900.00
Contract Services/Leases										
Memberships:	Society of Wetlands Scientist (2), Membership for NEMA									
Licenses:	Professional Wetland Scientist Certification									
SUASCO and OARS Fees for water chestnut management										
Millage:										
Clothing	2 people at \$450 per SEIU Contract									
Sick Leave Incentive:										
Total Contract Services/Leases										

Memberships: Society of Wetlands Scientist (2), Membership for NEMA

Licenses: Professional Wetland Scientist Certification

SUASCO and OARS Fees for water chestnut management

Millage:

Clothing 2 people at \$450 per SEIU Contract

Sick Leave Incentive:

Total Contract Services/Leases

\$ 2,900.00 \$ 2,900.00 \$ 2,900.00

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
	\$ 15,000.00	\$ 14,833.75	\$ 15,000.00	\$ 1,415.00	\$ 15,000.00	\$ 14,513.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Beaver Control										
Total Beaver Control										

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
	\$ 15,000.00	\$ 14,833.75	\$ 15,000.00	\$ 1,415.00	\$ 15,000.00	\$ 14,513.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Department										
Town Mgr.										
Fin Com										

Elections

Department Explanation

This account is used to budget for the next fiscal year's elections. In FY21 the Town will hold a local, statewide primary, and a Presidential Election. Any cost that is related to an election is placed in this budget.

Elections in FY21 will take place on the below dates:

State Primary – September 1, 2020

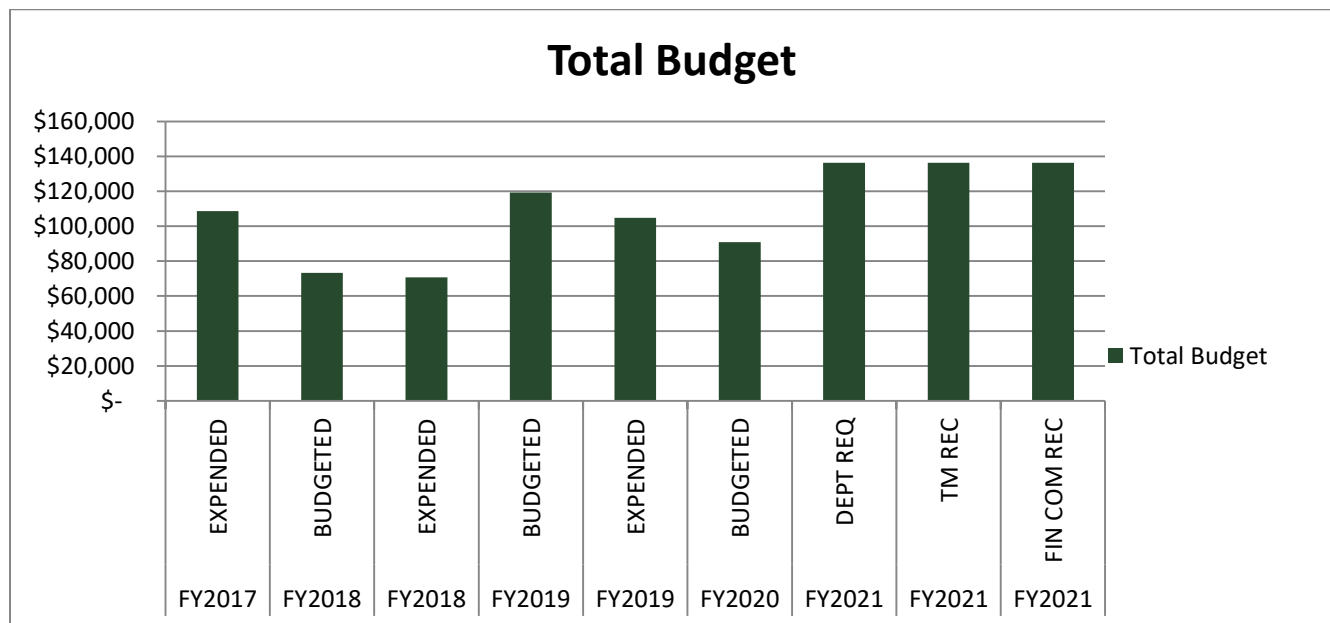
Presidential Election November 3, 2020

Town Election April 10, 2021

Budget Narrative

The Elections account will be up this year due to the increased number of elections. The increase is expected to be \$45,364. This includes increased election workers, custodians, and police details.

A large part of the budget comes from contractor upkeep, maintenance, and preparation for the elections. Coding the machines and upkeep is needed to hold an accurate election. The budget also includes supplies, and food for the poll workers.



Elections

ELECTIONS

Personnel Services

[illegible]

Total

\$ 57,418	\$ 57,418	\$ 42,780	\$ 42,195	\$ 61,994	\$ 53,248	\$ 39,826	\$ 63,186	\$ 63,186	\$ 63,186

Expenses

Supplies and Expenses
Contract Services/Leases[illegible]

Capital Outlay

\$ 56,826	\$ 51,304	\$ 30,399	\$ 28,543	\$ 57,235	\$ 51,572	\$ 51,068	\$ 73,072	\$ 73,072	\$ 73,072

TOTAL BUDGET

\$ 114,244	\$ 108,722	\$ 73,179	\$ 70,738	\$ 119,229	\$ 104,820	\$ 90,894	\$ 136,258	\$ 136,258	\$ 136,258

Difference	\$	45,364.00
%		49.91%

Elections

ELECTIONS DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	Number	Hourly Rate Calendar 2018	Hourly Rate Calendar 2020	BASE SALARY	TOTAL SALARY BENEFIT
			0	0		
3 Elections	Wardens - (11)	11	\$14.06	\$14.79	7,809.12	7,809.12
3 Elections	Clerks - (11)	11	\$14.06	\$14.79	7,809.12	7,809.12
3 Elections	Deputy Wardens - (11)	11	\$11.67	\$13.50	7,128.00	7,128.00
3 Elections	Deputy Clerks - (11)	11	\$11.67	\$13.50	7,128.00	7,128.00
3 Elections	Inspectors -(22)	22	\$11.67	\$13.50	14,256.00	14,256.00
3 Elections	Deputy Inspectors (22)	22	\$11.67	\$13.50	14,256.00	14,256.00
3 Elections	Clerks (Town Hall)	3	Per Contract- \$	\$0.00	-	4,800.00
1 Early Voting	Wardenss - (11)	25	\$11.67	\$14.79	31,059.00	31,059.00
Clerks	Clerks - (11)	4	\$14.06	\$27.26	4,089.00	4,089.00
0		0	\$0.00	\$0.00	-	-
Grant Reimbursement						(35,148.00)
DEPARTMENT TOTAL					\$ 93,534.24	\$ 63,186.24

FY21 has 3 Elections |
 State Primary -September 1, 2020
 Presidential November 3,2020
 Town Election - April 10, 2021
 Early Voting - Prior to Presidential
 Number of Elections: 3

ELECTIONS DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT RECOMMENEDATION

NAME	POSITION	Number	Hourly Rate Calendar 2018	Hourly Rate Calendar 2020	BASE SALARY	TOTAL SALARY BENEFIT
3 Elections	Wardens - (11)	11	14.06	14.79	\$ 7,809.12	\$ 7,809.12
3 Elections	Clerks - (11)	11	14.06	14.79	\$ 7,809.12	\$ 7,809.12
3 Elections	Deputy Wardens - (11)	11	11.67	13.50	\$ 7,128.00	\$ 7,128.00
3 Elections	Deputy Clerks - (11)	11	11.67	13.50	\$ 7,128.00	\$ 7,128.00
3 Elections	Inspectors -(22)	22	11.67	13.50	\$ 14,256.00	\$ 14,256.00
3 Elections	Deputy Inspectors (22)	22	11.67	13.50	\$ 14,256.00	\$ 14,256.00
3 Elections	Clerks (Town Hall)	3	Per Contract- \$1,600 per Election		\$ -	\$ 4,800.00
1 Early Voting	Wardenss - (11)	25	11.67	14.79	\$ 31,059.00	\$ 31,059.00
Clerks	Clerks - (11)	4	14.06	27.26	\$ 4,089.00	\$ 4,089.00
Grant Reimbursement						\$ (35,148.00)
DEPARTMENT TOTAL					\$ 93,534.24	\$ 63,186.24

FY21 has 3 Elections |
 State Primary -September 1, 2020
 Presidential November 3,2020
 Town Election - April 10, 2021
 Early Voting - Prior to Presidential
 Number of Elections: 3

Elections

ELECTIONS DEPARTMENT SALARY INFORMATION FY2020 TOWN BUDGETED

NAME	POSITION	Number	Hourly Rate Calendar 2018	Hourly Rate Calendar 2019	BASE SALARY	TOTAL SALARY BENEFT
2 Elections	Wardens - (11)	11	14.06	14.06	\$ 4,949.12	\$ 4,949.12
2 Elections	Clerks - (11)	11	14.06	14.06	\$ 4,949.12	\$ 4,949.12
2 Elections	Deputy Wardens - (11)	11	11.67	12.75	\$ 4,488.00	\$ 4,488.00
2 Elections	Deputy Clerks - (11)	11	11.67	12.75	\$ 4,488.00	\$ 4,488.00
2 Elections	Inspectors -(22)	22	11.67	12.75	\$ 8,976.00	\$ 8,976.00
2 Elections	Deputy Inspectors (22)	22	11.67	12.75	\$ 8,976.00	\$ 8,976.00
2 Elections	Clerks (Town Hall)	0	Per Contract-	1/0/1900	\$3,000.00	\$ 3,000.00
						\$ -
1 Early Voting	Wardenss - (11)	11	11.67	14.06	\$12,759	\$ 12,759.45
1 Early Voting	Clerkss - (11)	11	14.06	14.06	\$ 12,759.45	\$ 12,759.45
Early Voting Personne	Clerks -Town Clerks Office	2	0	31.75	\$ 762.00	\$ 762.00
Grant Reimbursement						\$ (26,280.90)
DEPARTMENT TOTAL					\$ 65,345.14	\$ 39,826.24

FY20 has 2 Elections
 State (Presidential)Primary - March 3, 2020
 Town Election - April 4, 2020
 Early Voting - Prior to State Primary

Elections

DESCRIPTION/DETAIL

ELECTIONS

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 3,630.00	\$ 1,750.47	\$ 1,315.00	\$ 1,200.00	\$ 3,695.00	\$ 2,295.00	\$ 2,610.00	\$ 4,210.00	\$ 4,210.00	\$ 4,210.00

Supplies and Expenses

							Department	Town Mgr.	Fin Com
Food for Election Workers									
Each Precinct is allocated \$40.00 per election.									
11 Precincts x \$40.00 x 3 Election			3	11	\$ 40.00		\$ 1,320.00	\$ 1,320.00	\$ 1,320.00
Town Hall x \$40.00 x 3 Election			3	2	\$ 40.00		\$ 240.00	\$ 240.00	\$ 240.00
Supplies for conducting Elections:									
Ballot Marking Pens, light bulbs, paper rolls & inkers for									
vote scanners, toner cartridges for printer, secrecy sleeves, red pencils for polls									
laminating sleeves, alphabetical index tabs, batteries for Accuvote Units (@\$35.00),									
Auto Mark									
ink cartridges,			3		\$ 850.00		\$ 2,550.00	\$ 2,550.00	\$ 2,550.00
Advertisements					\$ 100.00		\$ 100.00	\$ 100.00	\$ 100.00
						\$ -			\$ -
							\$ 4,210.00	\$ 4,210.00	\$ 4,210.00

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 53,196.00	\$ 49,553.83	\$ 29,084.00	\$ 27,343.00	\$ 53,540.00	\$ 49,277.00	\$ 48,458.00	\$68,862.00	\$ 68,862.00	\$ 68,862.00

Contract Services/Leases

							Department	Town Mgr.	Fin Com
Fiscal Year 2021 has 3 Elections									
Town Election - April 10, 2021									
State Primary - September 1, 2020									
Presidential Election - November 3, 2020									
Police Detail for Elections									
6 Officers x 16 hrs. x \$55/hr. x 3 Elections = \$					15,840.00				
5 Officers x 10hrs. X \$55/hr. x3 Elections = \$					8,250				
2 Officers x 4 hrs. x \$75/hr. x 3 Election				\$ 1,800.00	\$25,890.00				
Custodians for Elections									
6 Custodians x 17 hrs. x \$37/hr. x3 Election =				11,322	\$11,322		\$ 37,212.00	\$ 37,212.00	\$ 37,212.00
Professional Services									
Town Election - April 10, 2021									
Accuvote Coding including chips for individual scanners,									
ballots, ballot printing, absentee ballots, instructions, Gems									
upload,					\$ 9,000.00		\$ 9,000.00	\$ 9,000.00	\$ 9,000.00
Computer program for Touch Screen Marking Machines					\$ 5,000.00		\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
State Primary - September 1, 2020									
Accuvote Coding and GEMs Upload					\$3,500.00		\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
Aaccuvote Rental (2) machines@1,500.00					\$ 3,000.00		\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Presidential Election - November 3, 2020									
Accuvote Coding and GEMs Upload					\$ 3,500.00		\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
AccuVote - rental of 2 machines					\$ 3,000.00		\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Maintenance Contract									
12 Accuvote Machines x \$275/machine					\$ 3,300.00		\$ 3,300.00	\$ 3,300.00	\$ 3,300.00
6 Touch Screen Marking Machines x \$225/machine					\$ 1,350.00		\$ 1,350.00	\$ 1,350.00	\$ 1,350.00
Total Contract Services							\$68,862.00	\$68,862.00	\$68,862.00

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2021 TM REC	FY2021 FIN COM REC
\$ -	\$ -					\$ -	\$ -

Capital Outlay

						Department	Town Mgr.	Fin Com
\$ -	\$ -					\$ -	\$ -	\$ -

This is to advise the Town Manager and the Finance Committee that the voting machines will need to be replaced within the next five years. I anticipate that following the 2020 Federal Census, Billerica's population will have increased sufficiently to warrant another Precinct. Our present machines were purchased in 1993 at a cost of \$7,500 each. We currently have 12 machines (1 each for the eleven Precincts and 1 spare). Using a conservative cost of \$7,500 per machine, and total of 13 machines, we are looking at a projected cost of \$97,000.00.

Finance Committee

Department Explanation

The Finance Committee is a volunteer board which according to the General By-Laws shall consist of eleven (11) members and two (2) associate members, to be appointed by the Town Moderator for terms of three (3) years each so arranged that as nearly an equal number of such terms as is possible shall expire each year. Each member shall be a registered voter of the Town, and shall not be a Town Officer. The Town Accountant serves in an advisory capacity but does not have voting rights.

The Committee serves as a fiscal advisory body to Town Meeting, considers the overall financial needs of the Town, and works with the Town Manager to formulate the budget.

Budget Narrative

The Finance Committee budget stays consistent with past years. The committee continues to budget for printing of the budget and association fees. It also employs a part time recording secretary to produce the meeting minutes in a timely fashion.

Programs and Services

The Committee's main job is to examine financial matters that will affect the Town. They have the ability to recommend articles to Town Meeting and approve / disapprove unforeseen expenditures by the Town. Their guidance is sought throughout the budget process to create a document that reflects the values of Billerica.

The Finance Committee also has many advisory duties throughout Town. Members also hold positions in other committees in their capacity as FinCom members. Some of these include the Housing Partnership Committee, Town Manager Screen Committee, Street Acceptance Committee, Master Plan, CPC, and a spot on the Collective Bargaining negotiation team.



Budget Detail

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Finance Committee

FINANCE COMMITTEE SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	TOTAL SALARY BENEFIT
	Recording Clerk			\$ 2,000.00	\$ 2,000.00
DEPARTMENT TOTAL				\$ 2,000.00	\$ 2,000.00

FINANCE COMMITTEE SALARY INFORMATION 2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	TOTAL SALARY BENEFIT
	Recording Clerk			\$ 2,000.00	\$ 2,000.00
DEPARTMENT TOTAL				\$ 2,000.00	\$ 2,000.00

FINANCE COMMITTEE SALARY INFORMATION FY2020 DEPARTMENT RECOMMENDED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	TOTAL SALARY BENEFIT
	Recording Clerk			\$ 1,000.00	\$ 1,000.00
DEPARTMENT TOTAL				\$ 1,000.00	\$ 1,000.00

Finance Committee

DESCRIPTION/DETAIL

FINANCE COMMITTEE

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN COM REC
						\$ -	\$ -	\$ -	\$ -

Department Town Mgr. Fin Com

Supplies and Expenses

Legal Notices
Meetings/Hearings

\$ -
\$ - \$ - \$ -

Contract Services/Leases

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN COM REC
\$ 1,600	\$ 1,082	\$ 1,600	\$ 1,197	\$ 1,600	\$ 870	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600

Department Town Mgr. Fin Com

Printing
350 Copies of Budget/Warrant Recommendation \$ 1,600 \$ 1,600 \$ 1,600
Fees & Memberships
Association of Finance \$ 326
Committee MMA Applicat \$ 1,194

Total Contract Services/Leases \$ 1,600 \$ 1,600 \$ 1,600

Reserve Fund

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN COM REC
\$ 84,520		\$ 84,520		\$ 60,566		\$ 84,520	\$ 84,520	\$ 84,520	\$ 84,520

Department Town Mgr. Fin Com

Total Reserve Fund \$ 84,520 \$ 84,520 \$ 84,520
\$ 84,520 \$ 84,520 \$ 84,520

Historical Commission

Committee Explanation

The Historical Commission is a volunteer board that shall consist of no less than three (3) or more than seven (7) members appointed by the Board of Selectmen for terms of three (3) years each so arranged that as nearly an equal number of such terms as is possible shall expire each year.

It shall be the duty of the Historical Commission to plan for community-wide historic preservation, and to preserve categorized historically significant properties, structures and landmarks.

Budget Narrative

The budget for the Historical Commission will remain the same.



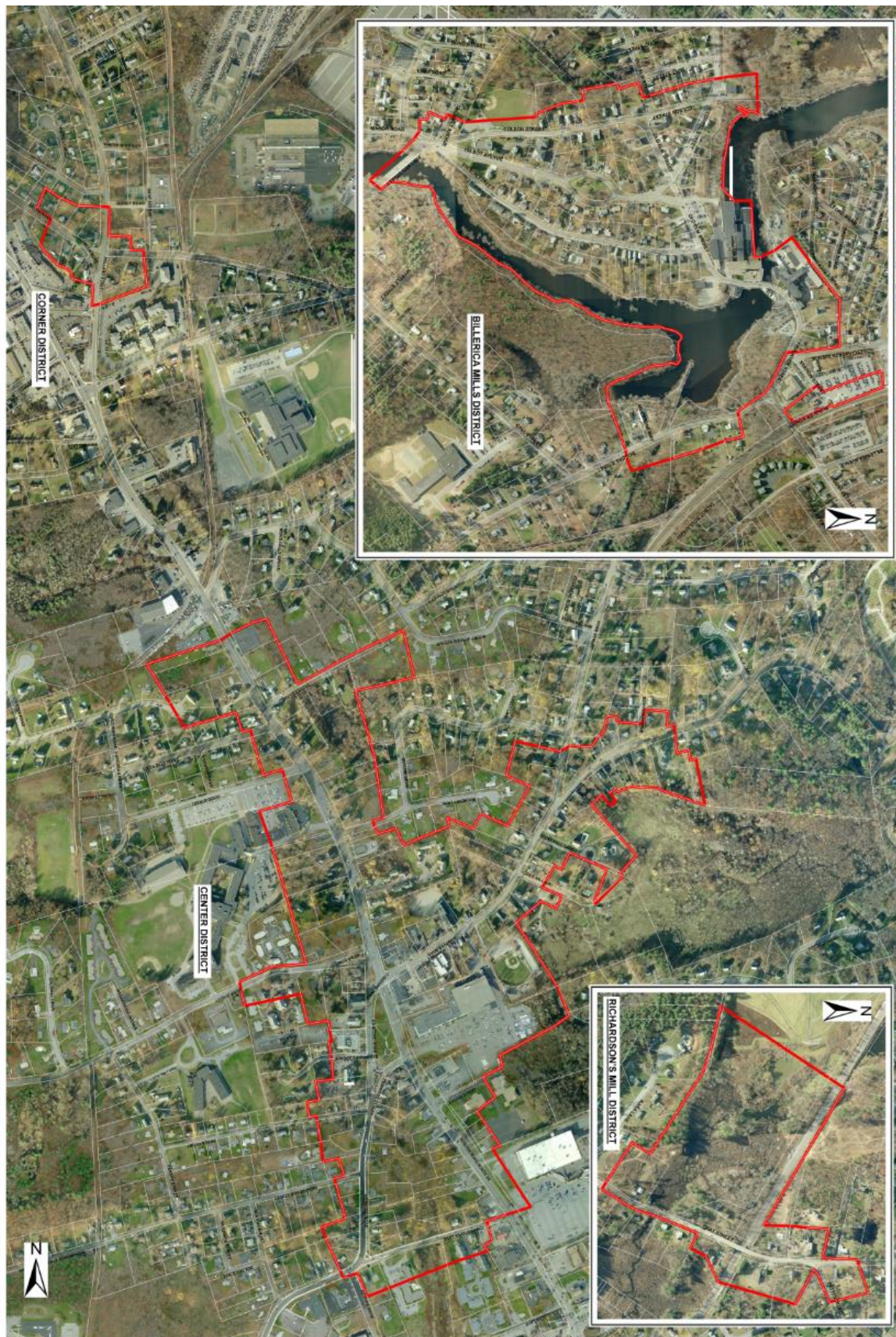
Historical Commission



HISTORIC DISTRICTS

SCALE 1 inch = 200 feet

0 150 300 600 900 1,200 Feet



Historical Commission

Budget Detail

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
HISTORICAL COMMISSION										
<i>Personnel Services</i>										
Full Time										
Part Time/Seasonal										
Overtime										
Contractual Obligations										
Total								\$ -	\$ -	\$ -
<i>Expenses</i>										
Supplies and Expenses	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
Contract Services/Leases	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Utilities										
Capital Outlay										
Total Expenses	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
TOTAL BUDGET	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300

DESCRIPTION/DETAIL

HISTORICAL COMMISSION

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 50		\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50

	Department	Town Mgr.	Fin Com
	\$ 50	\$ 50	\$ 50
Total	\$ 50	\$ 50	\$ 50

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 250		\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250

	Department	Town Mgr.	Fin Com
	\$ 250	\$ 250	\$ 250
Total	\$ 250	\$ 250	\$ 250

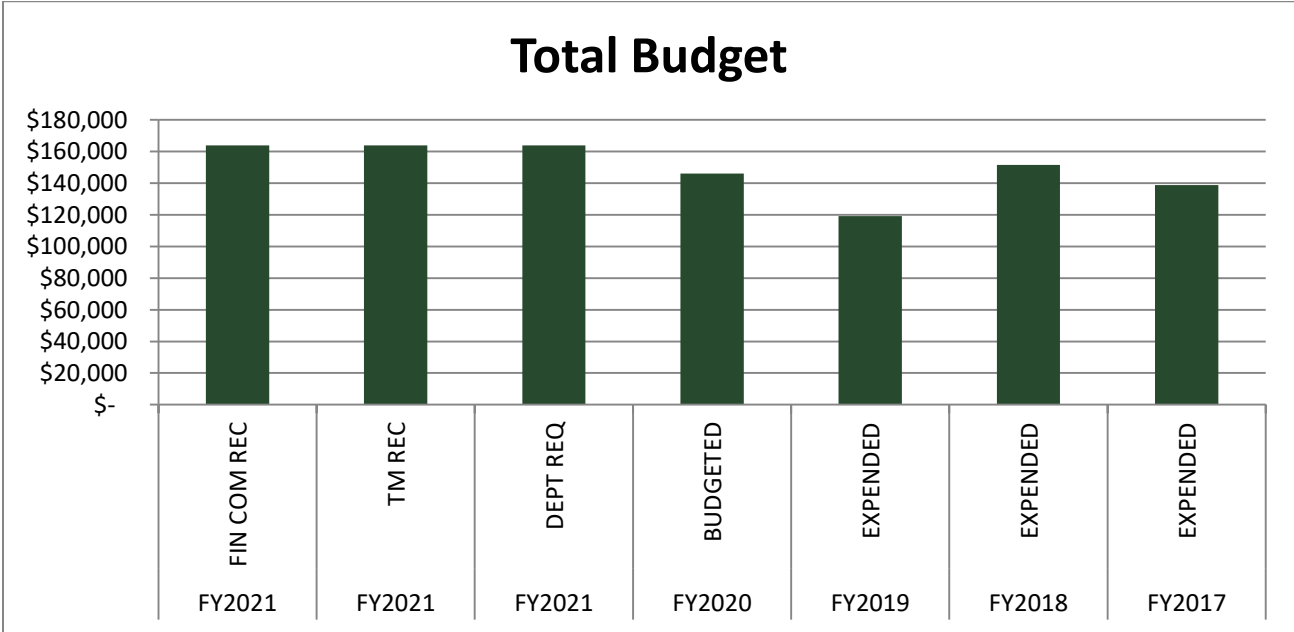
Planning Board

Department Explanation

The Town of Billerica’s Planning Department is responsible for the review and permitting of new construction and/or alterations to any non-residential structures over 5,000 square feet subdivisions, and manages long range land use planning.

Budget Narrative

The Town of Billerica’s Planning Department budget this year will increase \$17,886. This increase is due to an additional \$30,000 line item for a zoning study. The increase was offset by new employees that will come in at a lower step than their predecessor.



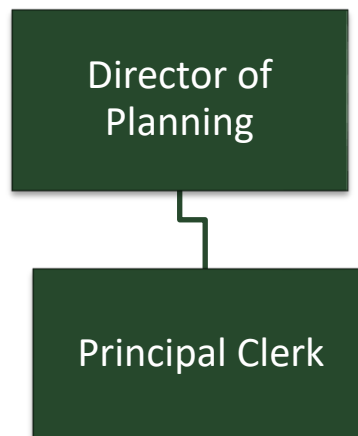
Planning Board

Programs and Services

The Planning Department provides multiple different services and programs. The Planning Director and the Board review all applications and manage the rules and regulations of the process. The Department will also do compliance inspections for special permits and subdivisions. The Planning Board will take action on the items below:

Approval Not Required Determinations	Special Permits Rezoning
Preliminary Subdivision Plans	Site Plan Special Permits
B-2 Plans (Minor Subdivisions)	Definitive Subdivision Plans
Wireless Communications Special Permits	Zoning By-Law Rezoning Petitions

Organizational Chart



Position	FY 2019 Actual	FY2020 Actual	FY2021 Budgeted
Director of Planning	1.0	1.0	1.0
Principal Clerk	1.0	1.0	1.0

Planning Board

PLANNING BOARD

Personnel Services

Full Time	\$ 132,729	\$ 132,729	\$ 126,902	\$ 126,902	\$ 134,424	\$ 117,452	\$ 138,719	\$ 127,605	\$ 127,605	\$ 127,605
Part Time/Seasonal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	\$ 3,315	\$ -	\$ 3,315	\$ 386	\$ 3,315	\$ 3,315	\$ 3,315	\$ 3,315	\$ 3,315	\$ 3,315
Contractual Obligations	\$ 1,543	\$ 1,543	\$ 21,543	\$ 21,203	\$ 1,000	\$ -	\$ 1,000	\$ -	\$ -	\$ -
Total	\$ 137,587	\$ 137,587	\$ 151,760	\$ 148,491	\$ 138,739	\$ 117,452	\$ 143,034	\$ 130,920	\$ 130,920	\$ 130,920

Expenses

Supplies and Expenses	\$ 1,500	\$ 299	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,003	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Contract Services/Leases	\$ 1,500	\$ 780	\$ 1,500	\$ 1,500	\$ 1,500	\$ 688	\$ 1,500	\$ 31,500	\$ 31,500	\$ 31,500
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 3,000	\$ 1,079	\$ 3,000	\$ 3,000	\$ 3,000	\$ 1,691	\$ 3,000	\$ 33,000	\$ 33,000	\$ 33,000

TOTAL BUDGET

	\$ 140,587	\$ 138,667	\$ 154,760	\$ 151,491	\$ 141,739	\$ 119,143	\$ 146,034	\$ 163,920	\$ 163,920	\$ 163,920

FY2020 Dep. Req. TM Rec. Fin. Com Rec.
 FY2021 FY2021 FY2021 FY2021
 P.Y Difference \$ 17,886.65
 % 12.25%

Position	FTE	FTE	FTE	FTE
Director of Planning	1	1	1	1
Principal Clerk	1	1	1	1
Total Staffing	2	2	2	2

Planning Board

PLANNING BOARD SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
TBD	Planner	3/4	5/1/2020	\$ 85,394.38	\$ -	\$ -	\$ 85,394.38
Kerri Rufo	Principal Clerk	1/2	6/25/2019	\$ 42,211.10	\$ -	\$ -	\$ 42,211.10
							\$ -
DEPARTMENT TOTAL				\$ 127,605.48	\$ -	\$ -	\$ 127,605.48

Total Full time	\$	127,605.48
Total Part time	\$	-
Overtime	\$	3,315.00
Total Contract	\$	-
Total	\$	130,920.48

PLANNING BOARD SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE BUY OUT	LONGEVITY	TOTAL SALARY BENEFIT
TBD	Planner	3/4	5/1/2020	\$ 85,394.38			\$ 85,394.38
Kerri Rufo	Principal Clerk	1/2	6/25/2019	\$ 42,211.10			\$ 42,211.10
DEPARTMENT TOTAL				\$ 127,605.48	\$ -	\$ -	\$ 127,605.48

Total Full time	\$	127,605.48
Total Part time	\$	-
Overtime	\$	3,315.00
Total Contract	\$	-
Total	\$	130,920.48

PLANNING BOARD SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Chris Reilly	Director of Planning	5	9/14/2015	\$90,112.11	\$ -	\$ -	\$90,112.11
Mary Ann Schaffer	Principal Clerk	4/5	12/19/2016	\$46,083.72	\$1,000.00	\$0.00	\$47,083.72
SEIU CBA Spring 2019				\$ 2,523.00			\$2,523.00
DEPARTMENT TOTAL				\$138,718.83	\$1,000.00	\$0.00	\$139,718.83

Total Full time	\$	138,718.83
Total Part time	\$	-
Overtime	\$	3,315.00
Total Contract	\$	1,000.00
Total	\$	143,033.83

Planning Board

DESCRIPTION/DETAIL

PLANNING BOARD

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FINCOM REC
\$ 1,500	\$ 299	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,003	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500

Supplies and Expenses

	Department	Town Mgr.	Fin Com
PLANNING PERIODICALS, ZONING AND SUBDIVISION STATUTES, BY LAWS OF OTHER COMMUNITIES ETC.	\$ 500	\$ 600	\$ 600.00
PHOTOGRAPHIC PAPER TO PRINT IMAGES FOR HEARINGS, MEETINGS, ETC. DURING PRESENTATIONS	\$ 50	\$ 200.00	\$ 200.00
FOR LEGAL NOTICES ASSOCIATED WITH AMENDMENTS TO THE RULES AND REGULATIONS AND ZONING BY LAWS	\$ 50	\$ 100.00	\$ 100.00
	\$ 310	\$ 600.00	\$ 600.00
<i>Total Supplies & Expenses</i>	\$ 1,500.00	\$ 1,500.00	\$ 1,500

Contract Services/Leases

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FINCOM REC
	\$ 1,500	\$ 780	\$ 1,500	\$ 1,500	\$ 1,500	\$ 688	\$ 1,500	\$ 31,500	\$ 31,500	\$ 31,500
5214 PRINTING										
PRINTING OF THE SUBDIVISION RULES AND REGULATIONS								\$ 100	\$ 200.00	\$ 200.00
5262 MAPS										
ZONING MAP UPDATE TWICE A YEAR AND ASSESSORS MAP PURCHASE								\$ 210	\$ 200.00	\$ 200.00
5225 MEMBERSHIP'S/FEE										
MEMBERSHIP DUES FOR MASS. FED OF PLANNING BOARDS AND MASS ASSOC. OF PLANNING DIRECTORS AND PLANNING CONFERENCE FEES.								\$ 200	\$ 800.00	\$ 800.00
5370 IN STATE TRAVEL										
MILEAGE FOR SITE VISITS, INSPECTIONS RECORDING AND TITLE WORK AT MANDRO Zoning Study (Task 3.1.5 of Town Managers Goals)								\$ 200	\$ 300.00	\$ 300.00
								\$ -	\$ 30,000.00	\$ 30,000.00
								\$ 31,500.00	\$ 31,500.00	\$ 31,500.00

Department Town Mgr. Fin Com

Registrar

Department Explanation

The Registrars Department oversees the census process for the Town of Billerica. This includes the mailing to all residents, upkeep of records, registering residents to vote, and creation of the resident listing book.

Budget Narrative

This budget will see a slight increase due to census cost, steps in salary, and additional overtime cost. It includes supplies mandated by the state for the census, salaries, and applications for dog licenses. It will also include the cost to bind the resident list, repairs to any equipment, and voter list upkeep.

Statistics

Registered Voters

Precinct	FY15	FY16	FY17	FY18	FY19
Precinct 1	2557	2546	2923	2979	2848
Precinct 2	2400	2419	2695	2702	2664
Precinct 3	2300	2340	2612	2000	2582
Precinct 4	1949	1976	2221	2221	2290
Precinct 5	2517	2505	2726	2702	2669
Precinct 6	1929	1981	2199	2236	2367
Precinct 7	2193	2238	2589	2563	2508
Precinct 8	2505	2554	2795	2780	2736
Precinct 9	2275	2308	2557	2531	2545
Precinct 10	2335	2385	2606	2575	2564
Precinct 11	2162	2203	2483	2490	2486
Total	25112	25455	28406	28385	28259



REGISTRARS

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 37,288	\$ 31,863	\$ 37,288	\$ 33,967	\$ 40,938	\$ 40,740	\$ 46,207	\$ 86,653	\$ 46,330	\$ 46,330
Part Time/Seasonal	\$ 3,020	\$ 1,510	\$ 3,020	\$ 3,020	\$ 3,205	\$ 3,204	\$ 3,205	\$ 3,205	\$ 3,205	\$ 3,205
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000
Contractual Obligations	\$ 600	\$ 600	\$ 600	\$ 600	\$ 1,000	\$ 583	\$ 1,000	\$ 2,000	\$ 1,000	\$ 1,000
Total	\$ 40,907	\$ 40,907	\$ 40,907	\$ 37,587	\$ 45,143	\$ 44,527	\$ 50,412	\$ 91,857	\$ 52,535	\$ 52,535

Expenses

Supplies and Expenses	\$ 9,225	\$ 6,086	\$ 9,225	\$ 1,545	\$ 9,225	\$ 4,741	\$ 10,825	\$ 9,625	\$ 9,625	\$ 9,625
Contract Services/Leases	\$ 2,775	\$ -	\$ 2,850	\$ 2,811	\$ 2,850	\$ 2,618	\$ 2,850	\$ 3,300	\$ 3,300	\$ 3,300
Utilities										
Capital Outlay										
Total Expenses	\$ 12,000	\$ 6,086	\$ 12,075	\$ 4,356	\$ 12,075	\$ 7,359	\$ 13,675	\$ 12,925	\$ 12,925	\$ 12,925

TOTAL BUDGET

	\$ 52,907	\$ 46,993	\$ 52,982	\$ 41,943	\$ 57,218	\$ 51,886	\$ 64,087	\$ 104,782	\$ 65,460	\$ 65,460

	FY2020	Dep. Req. FY2021	TM Rec. FY2021	Fin. Com Rec. FY2021	Difference %	\$
Position	FTE	FTE	FTE	FTE		
Senior Clerk	1	1	1	1	1,373	
Senior Clerk	0	0	0	0	2.14%	
Total Staffing	1	1	1	1		

REGISTRARS DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
TBD	Senior Clerk	1	07/01/20	-	-	-	-
Lori A. Blake	Senior Clerk	3/4	12/04/17	44,621.74	1,000.00	-	45,621.74
Shirley Schult	Town Clk-BD. Mem.	0		1,708.16	-	-	1,708.16
Bd. of Registrars	Members -3	0		3,204.93	-	-	3,204.93
Overtime/PT	Overtime/PT	0		2,000.00	-	-	2,000.00
							\$ -
DEPARTMENT TOTAL				\$ 51,534.83	\$ 1,000.00	\$ -	\$ 52,534.83

Total Full Time \$ 46,329.90
 Total Part Time \$ 3,204.93
 Total Overtime \$ 2,000.00
 Contract Oblig. \$ 1,000.00
 Total Contract \$ 52,534.83

REGISTRARS DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
TBD	Senior Clerk	1	7/1/2020	40,322.66	1,000.00		41,322.66
Lori A. Blake	Senior Clerk	3/4	12/4/2017	44,621.74	1,000.00		45,621.74
Shirley Schult	Town Clk-BD. Mem.			1,708.16			1,708.16
Bd. of Registrars	Members -3			3,204.93			3,204.93
Overtime/PT	Overtime/PT						
							\$ -
DEPARTMENT TOTAL				\$ 89,857.49	\$ 2,000.00	\$ -	\$ 91,857.49

Total Full Time \$ 86,652.56
 Total Part Time \$ 3,204.93
 Total Overtime \$ -
 Contract Oblig. \$ 2,000.00
 Total Contract \$ 91,857.49

REGISTRARS DEPARTMENT SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Vacant	Senior Clerk	0	Vacant	-	-	-	\$ -
Lori A. Blake	Senior Clerk	2/3	12/4/2017	40,798.72	1,000.00	-	\$ 41,798.72
Shirley Schult	Town Clk-BD. Mem.	0		1,708.16	-	-	\$ 1,708.16
Bd. of Registrars	Members -3	0		3,204.93	-	-	\$ 3,204.93
Overtime	Overtime	0		-	-	-	\$ -
CBA Non Union Spring 2019				1,600.00			\$ 1,600.00
CBA IUPE Spring 2019				2,100.00			\$ 2,100.00
DEPARTMENT TOTAL				\$ 49,411.81	\$ 1,000.00	\$ -	\$ 50,411.81

Total Full Time \$ 46,206.88
 Total Part Time \$ 3,204.93
 Total Overtime \$ -
 Contract Oblig. \$ 1,000.00
 Total Contract \$ 50,411.81

DESCRIPTION/DETAIL

REGISTRARS

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN COM REC	FIN COM REC
\$ 8,925.00	\$ 8,826.99	\$ 9,225.00	\$ 6,086.00	\$ 9,225.00	\$ 1,945.00	\$ 9,225.00	\$ 4,741.00	\$ 10,825.00	\$ 9,625.00	\$ 9,625.00	\$ 9,625.00

Supplies and Expenses

Office Supplies such as pens, pencils, calendar pads, envelopes, legal pads, typewriter ribbons, computer supplies, envelopes, legal pads, typewriter ribbons, computer supplies,

\$ 700.00

Department Town Mgr. Fin Com
\$ 700.00 \$ 700.00 \$ 700.00

Office Supplies such as pens, pencils, calendar pads, envelopes, legal pads, typewriter ribbons, computer supp. Printing Notices
File Cabinet 6 Drawer-double + Freight
Total Census Cost
30% of Census costs to be paid by School Dept.
70% of Census costs to be paid by Town

Census Cost
\$ 8,000.00
\$ 3,000.00
\$ 400.00
\$ 1,350.00
\$ 12,750.00

\$ 8,925.00 \$8,925.00 \$8,925.00

Total Supplies & Expenses

\$ 9,625.00 \$ 9,625.00 \$ 9,625.00

Contract Services/Leases

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN COM REC	FIN COM REC
\$ 2,600.00	\$ -	\$ 2,775.00	\$ -	\$ 2,850.00	\$ 2,811.00	\$ 2,850.00	\$ 2,618.00	\$ 2,850.00	\$ 3,300.00	\$ 3,300.00	\$ 3,300.00

Printing -Resident Listing Books (Mandated by State Law)
Bookbinding - Permanent binding of Street List (Mandated by State Law)
Advertising - MGL, Chap. 51, Sect. 6 - 31 Voter Registration Session-1 Election
Repairs to equipment - computer, Flat/Scanners and/or printer

FY2020
\$ 2,500.00
\$ 125.00
\$ 100.00

\$ 2,750.00 \$ 2,750.00 \$ 2,750.00
\$ 150.00 \$ 150.00 \$ 150.00
\$ 150.00 \$ 150.00 \$ -

Printing Voter Registration Forms & File Cards-Voter Maintenance
TOTAL

\$ 250.00 \$ 250.00 \$ 250.00
\$ 3,300.00 \$ 3,300.00 \$ 3,300.00

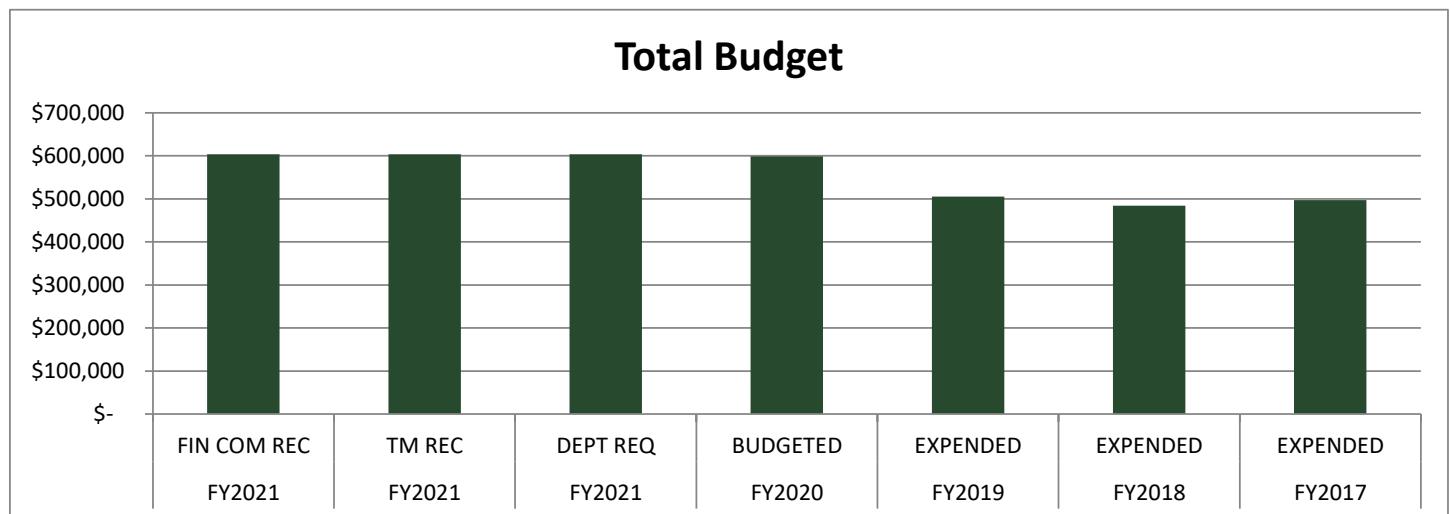
Systems Administration

Department Explanation

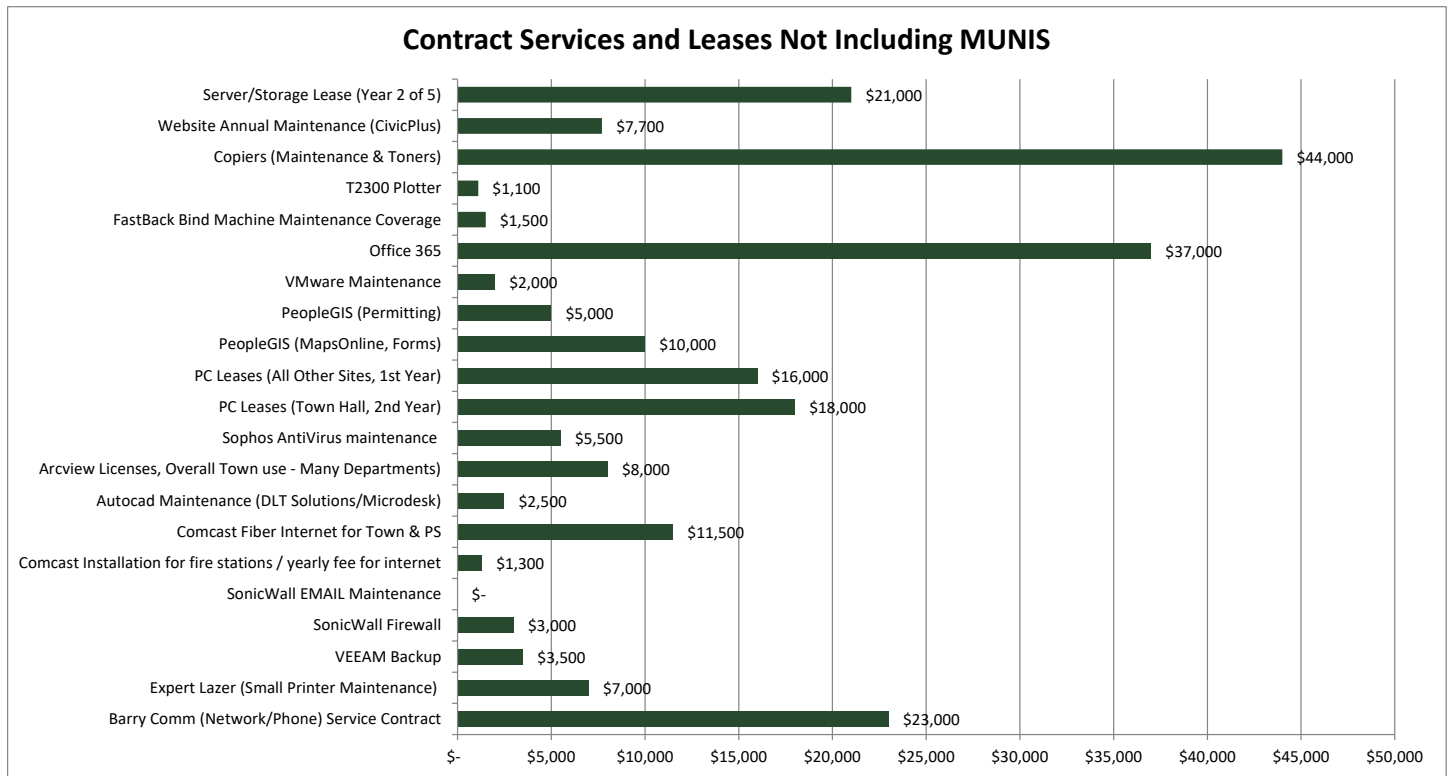
Systems Administration has become an increasingly important part of municipal government. Knowledge of networks, hardware, operating systems, and software programs has become a necessary part of running a municipality. Systems Administration also facilitates any upgrades to our technological capabilities and provides IT support.

Budget Narrative

The Systems Administration budget will only increase a small amount this year. The budget will rise \$4,903.73 during this fiscal year. This increase is due to licensing and other vendor maintenance charges.

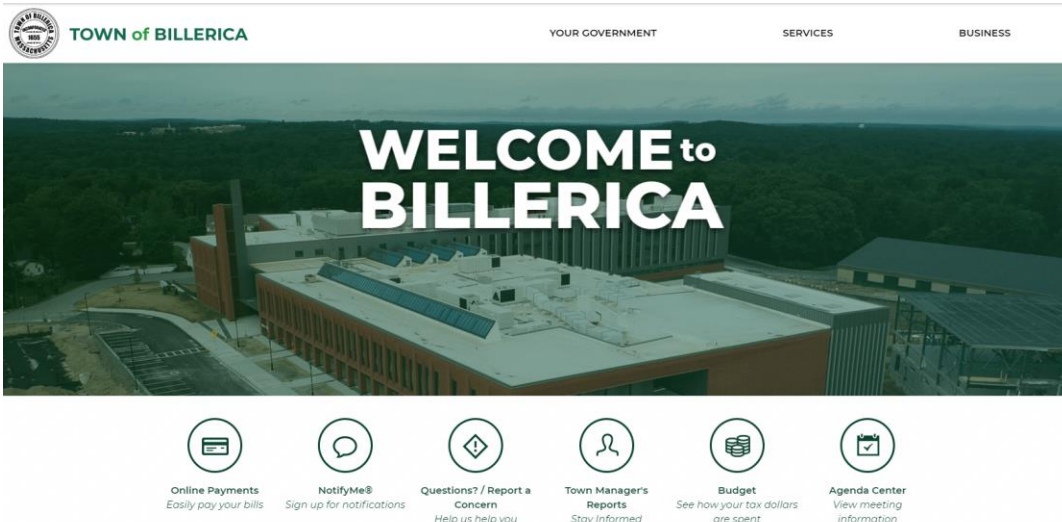


Systems Administration



Programs and Services

Systems Administration provides IT support throughout Town Hall and Town buildings. This department also is the holder and liaison of many licenses for software programs throughout the Town. This includes MUNIS, our accounting and tax software; People GIS which the engineers, assessors, and the building department use for our interactive maps and permitting process; and Civic Plus, the company that helped build the current Billerica website. The department also performs routine maintenance on our networks, computers, and servers to keep the Town free of intruders.



**Check out the New
Town of Billerica
Website!**

Town of Billerica

FY2017	BUDGETED	FY2018	BUDGETED	FY2019	BUDGETED	FY2020	BUDGETED	FY2021	DEPT REQ	FY2021	TM REC	FY2021	FIN COM REC.
FY2017	EXPENDED	FY2018	EXPENDED	FY2019	EXPENDED	FY2020	EXPENDED	FY2021	DEPT REQ	FY2021	TM REC	FY2021	FIN COM REC.

[illegible]

\$	88,432	\$	88,432	\$	98,844	\$	88,432	\$	105,129	\$	104,728	\$	112,290	\$	114,894	\$	114,894	\$	114,894

\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 10,000	\$ 8,130	\$ 10,000	\$ 9,993	\$ 10,000	\$ 10,000	\$ 25,000	\$ 10,000
\$ 398,584	\$ 389,218	\$ 400,004	\$ 385,728	\$ 392,754	\$ 390,761	\$ 461,300	\$ 478,600

\$ 408,584	\$ 408,584	\$ 410,004	\$ 395,721	\$ 402,754	\$ 400,761	\$ 486,300	\$ 488,600	\$ 488,600	\$ 488,600

TOTAL BUDGET	\$ 497,016	\$ 497,016	\$ 508,848	\$ 484,153	\$ 507,883	\$ 505,489	\$ 598,590	\$ 603,494	\$ 603,494	\$ 603,494

Position	FY2020		FY2021		FY2022		Difference PY \$
	FTE	% PY	FTE	% PY	FTE	% PY	
MIS Director	1		1		1		4,903.73
Total Staffing	1		1		1		

Systems Administration

SYSTEMS ADMINISTRATION DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Chris Bartlett	MIS Director	9	2/20/2012	\$ 114,110.67	\$ -	\$ 783.00	\$ 114,893.67
							\$ -
							\$ -
							\$ -
DEPARTMENT TOTAL				\$ 114,110.67	\$ -	\$ 783.00	\$ 114,893.67

Total Full Time:	\$ 114,110.67
Total Contract:	\$ 783.00
Total	\$ 114,893.67

SYSTEMS ADMINISTRATION DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Chris Bartlett	MIS Director	9	2/20/2012	\$ 114,110.67		\$ 783.00	\$ 114,893.67
							\$ -
							\$ -
							\$ -
DEPARTMENT TOTAL				\$ 114,110.67	\$ -	\$ 783.00	\$ 114,893.67

Total Full Time:	\$ 114,110.67
Total Contract:	\$ 783.00
Total	\$ 114,893.67

SYSTEMS ADMINISTRATION DEPARTMENT SALARY INFORMATION FY2020 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Chris Bartlett	MIS Director	9	2/20/2012	\$ 108,506.94	\$ -	\$ 783.00	\$ 109,289.94
CBA Non-Union Spring 2019				\$ 3,000.00			\$ 3,000.00
							\$ -
							\$ -
DEPARTMENT TOTAL				\$ 111,506.94	\$ -	\$ 783.00	\$ 112,289.94

Total Full Time:	\$ 111,506.94
Total Contract:	\$ 783.00
Total	\$ 112,289.94

Systems Administration

DESCRIPTION/DETAIL

SYSTEMS ADMIN

FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REG	TM REG	FIN COM REG
\$ 22,000	\$ 5,092	\$ 20,000	\$ 8,827	\$ 10,000	\$ 8,130	\$ 10,000	\$ 9,993	\$ 10,000	\$ 10,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000

Supplies and Expenses

Licenses - Software
Office / Computer Supplies for System Admin and other departments

FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REG	TM REG	FIN COM REG
\$ 413,900	\$ 395,864	\$ 389,084	\$ 386,129	\$ 398,584	\$ 389,218	\$ 400,004	\$ 385,728	\$ 392,754	\$ 390,761	\$ 461,300	\$ 478,600	\$ 478,600	\$ 478,600

Contract Services/Leases

Barry Comm (Network/Phone) Service Contract
Expert Lazer (Small Printer Maintenance)
VEEAM Backup
SonicWall Firewall
SecureMail EMAIL Maintenance
Munns Maintenance Support ASP software
Comcast Installation for fire stations / yearly fee for internet
Comcast Fiber Internet for Town & PS
Autocad Maintenance (DLT Solutions/Microdesk)
Arcview Licenses, Overall Town use - Many Departments)
Sophos AntiVirus maintenance
PC Leases (Town Hall, 2nd Year)
PC Leases (All Other Sites, 1st Year)
PeopleGIS (MapsOnline, Forms)
PeopleGIS (Permitting)
VMware Maintenance
Office 365
FastBack Bird Machine Maintenance Coverage
12300 Pictor
Copiers (Maintenance & Toner)
Website Annual Maintenance (ChicPlus)
Server/Storage Lease (Year 2 of 5)

Total Contract Services/Leases

Department	Town Mgr.	Fin Cam
	23,000	23,000
	7,000	7,000
	3,500	3,500
	3,000	3,000
	3,000	3,000
	250,000	250,000
	1,300	1,300
	11,500	11,500
	2,500	2,500
	8,000	8,000
	5,500	5,500
	18,000	18,000
	16,000	16,000
	10,000	10,000
	5,000	5,000
	2,000	2,000
	37,000	37,000
	1,500	1,500
	1,100	1,100
	44,000	44,000
	7,700	7,700
	21,000	21,000
Change	478,600	478,600

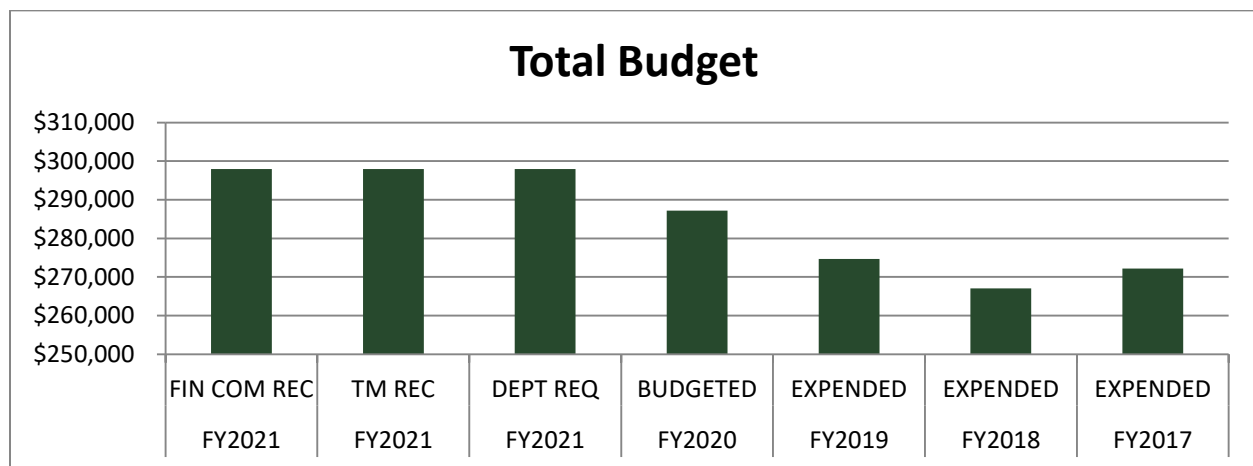
Town Clerk

Department Explanation

The Town Clerk's Office is the holder of all vital records, keeper of the Town seal, registrar of voters, facilitates elections, and posts notices for public meetings. The Town Clerk is an elected position that serves the residents for a three-year term.

Budget Narrative

The Town Clerk budget will see an increase of 3.76% this year. The additional \$10,783.97 is driven by step increases and cost of living adjustments through the contracts.



Programs and Services

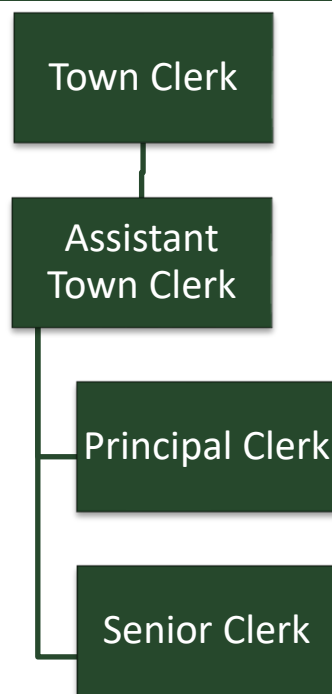
The Town Clerk provides service to the residents in multiple ways. All vital records including birth, marriage, and death certificates can be purchased in the Clerk's office. You must also register your dog with the Town Clerk. The Town Clerk is also the Public Access Officer and the Burial Agent for the Town.

Whenever you vote in an election located in Billerica this was orchestrated by the Clerk's office. If you want to register to vote you must also do that with the Town Clerk. The Clerk's Office also posts all public meetings and municipal bids. If you need to find an agenda or minutes from a past meeting this is the place to look!



Town Clerk

Organizational Chart



Position	FY 2019 Actual	FY2020 Actual	FY2021 Budgeted
Town Clerk	1.0	1.0	1.0
Assistant Town Clerk	1.0	1.0	1.0
Principal Clerk	1.0	1.0	1.0
Senior Clerk	1.0	1.0	1.0

TOWN CLERK

Personnel Services

Full Time	\$ 258,526	\$ 254,261	\$ 269,223	\$ 255,343	\$ 267,103	\$ 261,671	\$ 272,249	\$ 281,778	\$ 281,778	\$ 281,778
Part Time/Seasonal										
Overtime	\$ 11,627	\$ 11,627	\$ 12,168	\$ 9,800	\$ 12,000	\$ 11,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Contractual Obligations										
Total	\$ 270,153	\$ 270,153	\$ 281,391	\$ 265,143	\$ 279,103	\$ 272,671	\$ 284,249	\$ 293,778	\$ 293,778	\$ 293,778

Expenses

Supplies and Expenses	\$ 1,385	\$ 1,369	\$ 1,385	\$ 1,385	\$ 1,400	\$ 650	\$ 1,400	\$ 2,025	\$ 2,025	\$ 2,025
Contract Services/Leases	\$ 1,675	\$ 628	\$ 1,725	\$ 483	\$ 1,495	\$ 1,328	\$ 1,495	\$ 1,325	\$ 1,325	\$ 1,325
Utilities										
Capital Outlay			\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800	\$ 800	\$ 800
Total Expenses	\$ 3,060	\$ 1,997	\$ 3,110	\$ 1,868	\$ 2,895	\$ 1,978	\$ 2,895	\$ 4,150	\$ 4,150	\$ 4,150

TOTAL BUDGET

	\$ 273,213	\$ 272,150	\$ 284,501	\$ 267,011	\$ 281,998	\$ 274,649	\$ 287,144	\$ 297,928	\$ 297,928	\$ 297,928

DEPT REQ TM REC FIN COM REC
FY2020 FY2021 FY2021

Difference \$ 10,783.97
% 3.76%

Position	FTE	FTE	FTE	FTE
Senior Clerk	1	1	1	1
Principal Clerk	1	1	1	1
Asst Town Clerk	1	1	1	1
Town Clerk	1	1	1	1
Total Staffing	4	4	4	4

Town Clerk

TOWN CLERK SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE		TOTAL SALARY
					INCENTIVE	LONGEVITY	BENEFIT
Kim Smith	Senior Clerk	2/3	7/23/2018	\$ 43,516.26	\$ 1,000	\$ -	\$ 44,516.26
Stephanie Odell	Principal Clerk	7	7/21/2008	\$ 53,361.72	\$ 1,000	\$ 1,900	\$ 56,261.72
Margaret Ryan	Asst Town Clerk	9	1/29/1979	\$ 70,789.48	\$ 500	\$ 3,800	\$ 75,089.48
Shirley Shult	Town Clerk*	9	12/19/1972	\$ 114,110.67	\$ -	\$ 3,800	\$ 117,910.67
							\$ -
DEPARTMENT TOTAL				\$ 281,778.15	\$ 2,500.00	\$ 9,500.00	\$ 293,778.15

*Employed with Town 12/19/1972
Town Clerk since 2/1/1991

Total Full time	\$ 281,778.15
Total Contract	\$ 12,000.00
Total	\$ 293,778.15

TOWN CLERK SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE		TOTAL SALARY
					INCENTIVE	LONGEVITY	BENEFIT
Kim Smith	Senior Clerk	2/3	7/23/2018	\$ 43,516.26	\$ 1,000		\$ 44,516.26
Stephanie Odell	Principal Clerk	7	7/21/2008	\$ 53,361.72	\$ 1,000	\$ 1,900	\$ 56,261.72
Margaret Ryan	Asst Town Clerk	9	1/29/1979	\$ 70,789.48	\$ 500	\$ 3,800	\$ 75,089.48
Shirley Shult	Town Clerk*	9	12/19/1972	\$ 114,110.67		\$ 3,800	\$ 117,910.67
DEPARTMENT TOTAL				\$ 281,778.15	\$ 2,500.00	\$ 9,500.00	\$ 293,778.15

*Town Clerk since 2/1/1991
Town Clerk since 2/1/1991

Total Full time	\$ 281,778.15
Total Contract	\$ 12,000.00
Total	\$ 293,778.15

TOWN CLERK SALARY INFORMATION FY2020 PERSONNEL

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE		TOTAL SALARY
					INCENTIVE	LONGEVITY	BENEFIT
Kimberly Smith	Senior Clerk	1/2	1/30/2017	\$ 39,787.82	\$ 1,000	\$ -	\$ 40,787.82
Stephanie Odell	Principal Clerk	7	7/21/2008	\$ 50,741.24	\$ 1,000	\$ 1,900	\$ 53,641.24
Ryan, Margaret	Asst Town Clerk	7	1/29/1979	\$ 67,313.16	\$ 500	\$ 3,800	\$ 71,613.16
Schult, Shirley	Town Clerk*		12/19/1972	\$ 108,506.94	\$ -	\$ 3,800	\$ 112,306.94
CBA Non-Union Spring 2019				\$ 1,900.00			\$ 1,900.00
CBA IUPE Spring 2019				\$ 4,000.00			\$ 4,000.00
DEPARTMENT TOTAL				\$ 272,249.17	\$ 2,500.00	\$ 9,500.00	\$ 284,249.17

*Employed with Town 12/19/1972
Town Clerk since 2/1/1991

Total Full time	\$ 272,249.17
Total Contract	\$ 12,000.00
Total	\$ 284,249.17

Town Manager

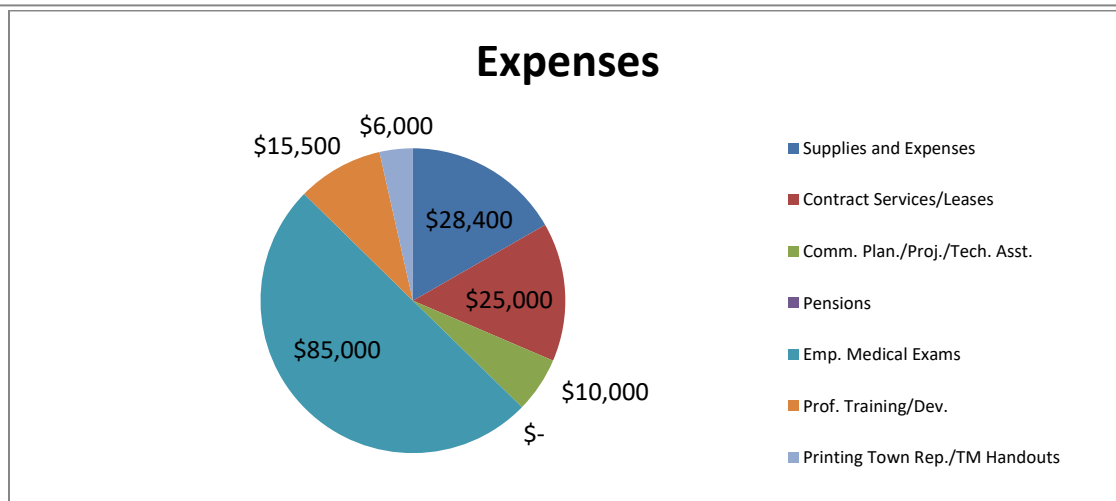
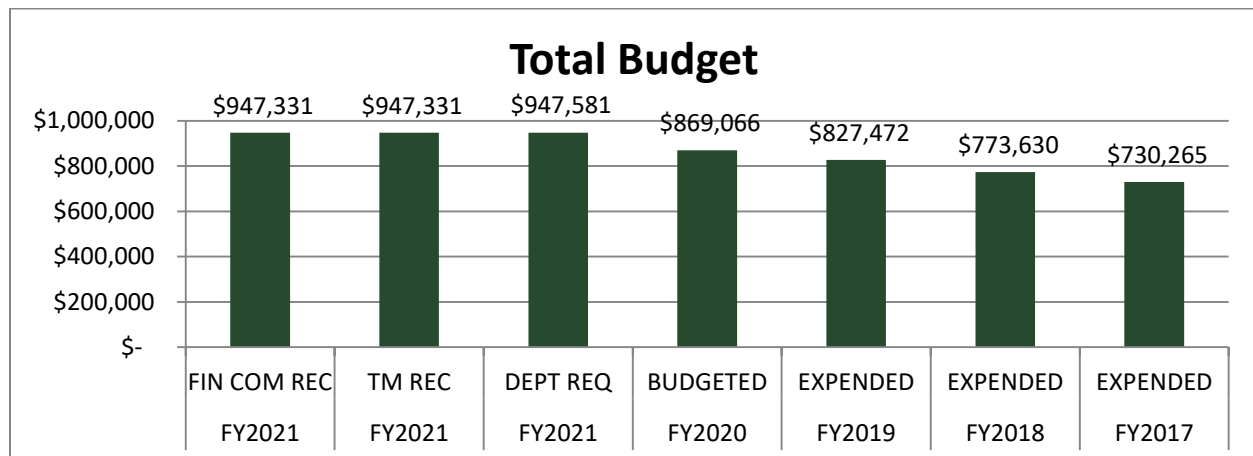
Department Explanation

The Billerica Town Manager is the senior appointed office of the town and is responsible for the effective operation of the Town's administration. The Town Manager directs the administration of departments, provides high quality customer service, advises various boards and commissions, and recommends actions related to the needs of the town.

The Town Manager is responsible for the effective administration of Town services. Within the Manager's budget it houses his direct staff, but also includes a Building Maintenance employee, the Substance Abuse Director, and the Economic Development Director. The Town Manager's direct staff includes the Assistant Town Manager, a Management Analyst, and two Clerks who help carry out the day to day operations and long range plans of the Selectmen.

Budget Narrative

This year the Town Manager's budget will increase 9.01%. These increases are due to contractual obligations as well as the creation of a Facilities Director position and the CPC clerk being partially funded out of the Town Manager's budget.



Town Manager

Programs and Services

Town Managers Office

- Provide constituent services to the community
- Plan and produce a long term vision for Billerica
- Communicate initiatives to the residents of Billerica
- Carry out the directives of the Board of Selectmen and Town Meeting
- Oversee multi-departmental projects
- Administer the day to day functions of the Town

Economic Development Coordinator

- Liaison to the business and commercial community
- Foster relationships that will bring new partners to Town of Billerica
- Present possible zoning changes that will lead to new economic development
- Work with the residents to secure business that will fit the nature of the Town.

Substance Abuse Coordinator

- BOO Program – Billerica Opiate Outreach: The Substance Abuse Coordinator in conjunction with the Police Department will follow up with anybody revived with Narcan to offer them services to aid them in their recovery.
- BARP – Billerica Adolescent Recovery Program: This program helps give anybody under the age of 20 who is struggling with addiction a second chance. Including recovery services and education to help them secure a job.
- Sticker Shock Program – Work with local liquor stores to place stickers on alcoholic beverages to educate buyers on the repercussion of buying alcohol for minors.
- Narcan Trainings once a month at Town Hall

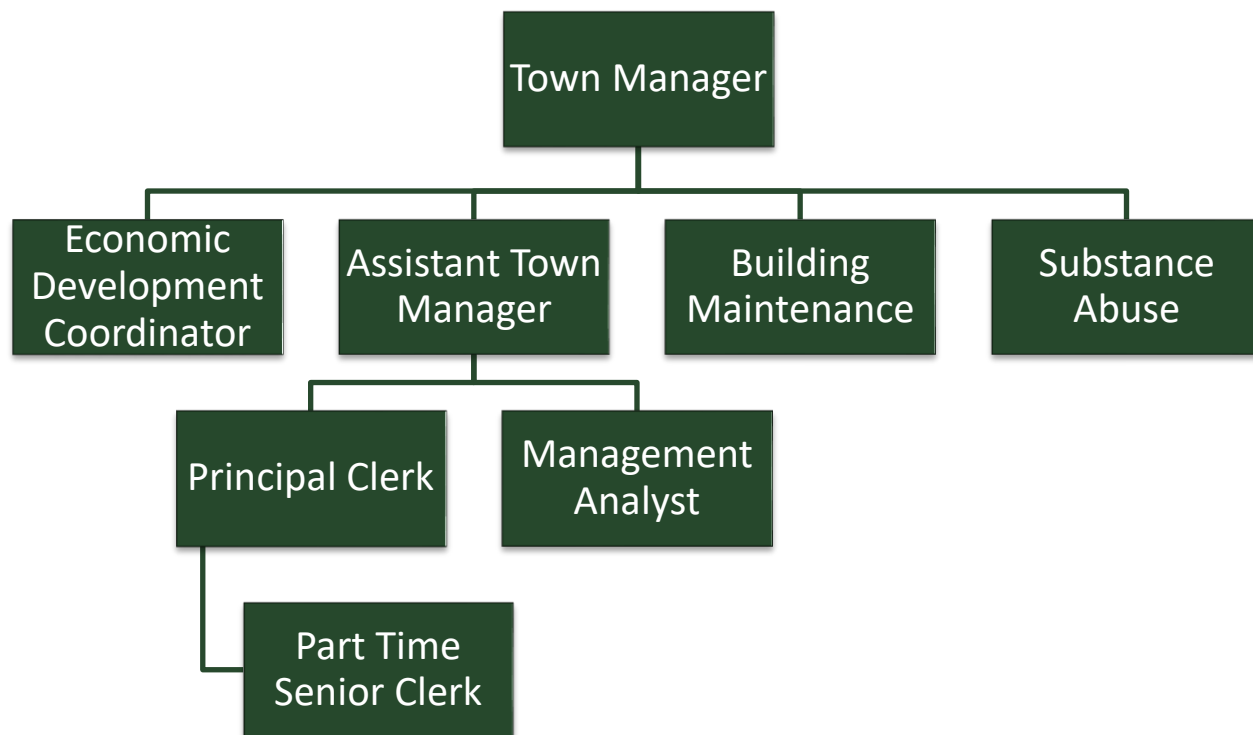


Building Maintenance

- Provide preventive maintenance to Town Hall
- Keep Town Hall in excellent condition for the residents of Billerica
- Set up and break down for all events in Town Hall.

Town Manager

Organizational Chart



Town Manager

FY 2020 Update

The Town Managers Office has been hard at work during the current fiscal year. This office is in the design process of three construction projects, retrofitting LED streetlights, settling multiple collective bargaining agreements, creating the

budget, and renovations on the ground floor and 1st floor. Take a look at the pictures and descriptions below.

Howe School

The Town is currently working with Left Field, PRA Archtietchs, and BATV to make the Old Howe School the new cable access television studio. This project will include

completely renovating the Howe and building an addition onto the back for accessibility. This project will include an event space that can be used for Town functions and as a performance space for BATV. The project will go in front CPC and Town Meeting in the fall for funding.

Engine 3 Fire Station

The Town is working with Winter Street Archtietchs to raze and rebuild the current Pinehurst Fire Station. The current station is outdate and lacks the space to be able to fit the new equipment that is needed. This station will also be on the current site and

include a mechanics bay. This project will be starting in the early fall as the Town moves the firefighters into their temporay quarters across the street at the Old Ditson.

More information on the other projects can be found throughout the budget book.



TOWN MANAGER	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC

Personnel Services										
Full Time	\$ 509,293	\$ 511,626	\$ 520,830	\$ 533,830	\$ 562,733	\$ 562,733	\$ 614,394	\$ 660,697	\$ 660,447	\$ 660,447
Part Time/Seasonal	\$ 52,410	\$ 51,754	\$ 53,306	\$ 53,306	\$ 55,047	\$ 55,047	\$ 57,038	\$ 70,514	\$ 70,514	\$ 70,514
Overtime					\$ 5,000			\$ 10,000	\$ 10,000	\$ 10,000
Contractual Obligations	\$ 30,903	\$ 26,783	\$ 11,370	\$ 11,370	\$ 8,260	\$ 5,143	\$ 8,260	\$ 16,470	\$ 16,470	\$ 16,470

Total	\$ 592,606	\$ 590,163	\$ 585,507	\$ 598,506	\$ 631,040	\$ 622,923	\$ 679,691	\$ 757,681	\$ 757,431	\$ 757,431

Expenses										
Supplies and Expenses	\$ 28,400	\$ 24,968	\$ 28,400	\$ 28,243	\$ 36,400	\$ 20,521	\$ 28,400	\$ 28,400	\$ 28,400	\$ 28,400
Contract Services/Leases	\$ 28,000	\$ 8,174	\$ 28,000	\$ -	\$ 23,000	\$ 20,033	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Comm. Plan./Proj./Tech. Asst.	\$ 5,000	\$ 3,158	\$ 5,000	\$ 2,649	\$ 5,000	\$ -	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000
Pensions	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ -	\$ 475	\$ -	\$ -	\$ -
Emp. Medical Exams	\$ 85,000	\$ 85,000	\$ 85,000	\$ 84,107	\$ 135,000	\$ 118,391	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Prof. Training/Dev.	\$ 15,500	\$ 5,059	\$ 15,500	\$ 9,423	\$ 15,500	\$ 14,685	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500
Printing Town Rep./TM Handouts	\$ 15,000	\$ 13,268	\$ 15,000	\$ -	\$ 15,000	\$ 2,125	\$ 10,000	\$ 6,000	\$ 6,000	\$ 6,000
Contract Retro	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Assessment Center	\$ -	\$ -	\$ 16,000	\$ 15,227	\$ 14,000	\$ 8,794	\$ -	\$ -	\$ -	\$ -
Substance Abuse Program	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Total Expenses	\$ 177,375	\$ 140,102	\$ 228,375	\$ 175,124	\$ 264,375	\$ 204,549	\$ 189,375	\$ 189,900	\$ 189,900	\$ 189,900

TOTAL BUDGET	\$ 769,981	\$ 730,265	\$ 813,882	\$ 773,630	\$ 895,415	\$ 827,472	\$ 869,066	\$ 947,581	\$ 947,331	\$ 947,331

FTE	Dep Req		TM. Rec.		Fin Com Rec.		Difference PY	
	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021	%	
Position	FTE	FTE	FTE	FTE	FTE			
Town Manager	1	1	1	1	1			
Assistant Town Manager	1	1	1	1	1			
Confidential Secretary	1	1	1	1	1			
Principal Clerk	1	0	0	0	0			
Economic Development Director	1	1	1	1	1			
Bldg Maintenance	1	1	1	1	1			
Management Analyst	0	1	1	1	1			
Total Staffing	6	6	6	6	6			

PTE	Dep Req		TM. Rec.		Fin Com Rec.	
	FY2020	FY2021	FY2021	FY2021	FY2021	FY2021
Position	PTE	PTE	PTE	PTE	PTE	PTE
Part Time Senior Clerk	0.5	0.5	0.5	0.5	0.5	0.5
Substance Abuse Coordinator	0.5	0.5	0.5	0.5	0.5	0.5
Total Staffing	1	1	1	1	1	1

Town Manager

TOWN MANAGER DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	CLOTHING/CAR ALLOWANCE	RETIREMENT LONGEVITY	TOTAL SALARY BENEFIT
John Curran	Town Manager	0	1/4/2010	\$ 194,204	\$ -	\$ 7,000	\$ 4,000	\$ 205,204.00
Cathy O'Dea	Asst Town Manager	9	8/2/2010	\$ 114,111	\$ -	\$ -	\$ 1,827	\$ 115,937.67
Susan Michelini	Confidential Secretary	9	11/27/2000	\$ 70,789	\$ -	\$ -	\$ 3,393	\$ 74,182.48
Clancy Main	Management Analyst	4/5	5/1/2017	\$ 94,509				\$ 94,508.64
Kristina Bernard	P/T Senior Clerk	10	8/29/2012	\$ 27,387	250			\$ 27,636.88
Mike Higgins	Substance Abuse Coordinator	1	9/6/2014	\$ 33,643				\$ 33,643.17
Rob Anderson	Community Development Director	8/9	5/4/2015	\$ 110,506				\$ 110,505.76
Katie Mahoney	Principal Clerk	6/7	9/10/2018	\$ 9,484				\$ 9,483.61
TBD	Facilities Director	1/2	9/19/2016	\$ 76,329	\$ -	\$ -	\$ -	\$ 76,328.60
Overtime				\$ 10,000				\$ 10,000.00
DEPARTMENT TOTAL				\$ 740,960.82	\$ 250.00	\$ 7,000.00	\$ 9,220.00	\$ 757,430.82

Town Manager Salary includes \$7,000 Car Allowance

Total Full time	\$ 660,447.16
Total Part Time	\$ 70,513.66
Overtime	\$ 10,000.00
Total Contract	\$ 16,470.00
Total	\$ 757,430.82

TOWN MANAGER DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	CLOTHING/CAR ALLOWANCE	RETIREMENT LONGEVITY	TOTAL SALARY BENEFIT
John Curran	Town Manager		1/4/2010	\$ 194,204		\$ 7,000.00	\$ 4,000.00	\$ 205,204.00
Cathy O'Dea	Asst Town Manager	9	8/2/2010	\$ 114,111			\$ 1,827.00	\$ 115,937.67
Susan Michelini	Confidential Secretary	9	11/27/2000	\$ 70,789			\$ 3,393.00	\$ 74,182.48
Clancy Main	Management Analyst	4/5	5/1/2017	\$ 94,509				\$ 94,508.64
Kristina Bernard	P/T Senior Clerk	10	8/29/2012	\$ 27,387	\$ 250.00			\$ 27,636.88
Mike Higgins	Substance Abuse Coordinator	1	9/6/2014	\$ 33,643				\$ 33,643.17
Rob Anderson	Community Development Director	8/9	5/4/2015	\$ 110,506				\$ 110,505.76
Katie Mahoney	Principal Clerk	6/7	9/10/2018	\$ 9,484				\$ 9,483.61
TBD	Facilities Director	1/2	9/19/2016	\$ 76,329				\$ 76,328.60
Overtime				\$ 10,000				\$ 10,000.00
DEPARTMENT TOTAL				\$ 740,960.82	\$ 250.00	\$ 7,000.00	\$ 9,220.00	\$ 757,430.82

Town Manager Salary includes \$7,000 Car Allowance

Total Full time	\$ 660,697.16
Total Part Time	\$ 70,513.66
Overtime	\$ 10,000.00
Total Contract	\$ 16,470.00
Total	\$ 757,680.82

Town Manager

TOWN MANAGER DEPARTMENT SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	CLOTHING/CAR ALLOWANCE	RETIREMENT LONGEVITY*	TOTAL SALARY BENEFIT
John Curran	Town Manager		1/4/2010	\$ 181,296		\$ 4,000.00		\$ 185,296.00
Cathleen O'Dea	Assistant Town Manager	9	8/2/2010	\$ 108,507				\$ 108,506.94
Susan Michelini	Confidential Secretary	9	11/27/2000	\$ 67,313			\$ 2,610.00	\$ 69,923.16
Clancy Main	Management Analyst	3/4	5/1/2017	\$ 86,423				\$ 86,423.13
Kristina Bernard	P/T Senior Clerk	8/9	8/29/2012	\$ 25,047	\$ 250.00			\$ 25,296.78
Mike Higgins	Substance Abuse Coordinator		9/6/2014	\$ 31,991				\$ 31,991.03
Rob Anderson	Community Development Director		5/4/2015	\$ 97,175				\$ 97,175.14
CBA Non Union Spring 2019				\$ 16,700				\$ 16,700.00
Bob Saltese	Bldg Maintenance Craftsman	4/5	7/24/2016	\$ 51,979	\$ 600.00	\$ 800.00		\$ 53,379.13
BMEA CBA Fall 2019				\$ 5,000				\$ -
DEPARTMENT TOTAL				\$ 671,431.31	\$ 850.00	\$ 4,800.00	\$ 2,610.00	\$ 674,691.31

Town Manager Salary includes \$4,000 Car Allowance

Total Full time	\$ 614,393.50
Total Part Time	\$ 57,037.81
Overtime	
Total Contract	\$ 8,260.00
Total	\$ 679,691.31

Town Manager

DESCRIPTION/DETAIL

TOWN MANAGER

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 28,400	\$ 32,388	\$ 28,400	\$ 24,968	\$ 28,400	\$ 28,243	\$ 36,400	\$ 20,521	\$ 28,400	\$ 28,400	\$ 28,400	\$ 28,400

Supplies and Expenses

Department Town Mgr. Fin Com

\$ 28,400 \$ 28,400 \$ 28,400
\$ - \$ - \$ -
\$ 28,400 \$ 28,400 \$ 28,400

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 23,000	\$ 1,400	\$ 28,000	\$ 8,174	\$ 28,000	\$ -	\$ 23,000	\$ 20,033	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000

Contract Services/Leases

Performance Management Program/Technical and Professional Assistance

Department Town Mgr. Fin Com

\$ 25,000 \$ 25,000 \$ 25,000
\$ - \$ - \$ -
\$ - \$ - \$ -
\$ 25,000 \$ 25,000 \$ 25,000

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 5,000	\$ 5,000	\$ 5,000	\$ 3,158	\$ 5,000	\$ 2,649	\$ 5,000		\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000

Community Planning/Projects/Technical Asst.

Community Project Technical Assistance

Middlesex 3 TMA Billerica/Alewife Shuttle

Total Community Planning/Projects/Technical Asst.

Department Town Mgr. Fin Com

\$ 5,000 \$ 5,000 \$ 5,000
\$ 5,000 \$ 5,000 \$ 5,000
\$ 10,000 \$ 10,000 \$ 10,000

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ 475	\$ -	\$ 475	\$ -	\$ -	\$ -

Pensions

This funds benefits to Widows of certain former employees

Total Connell/Strunk/Husson Pensions

Department Town Mgr. Fin Com

\$ - \$ - \$ -

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 85,000	\$ 69,906	\$ 85,000	\$ 85,000	\$ 85,000	\$ 84,107	\$ 135,000	\$ 118,391	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000

Employee Medical Exams

This funds pre-employment exams for new employees and medical reviews/exams for injured employees.

This account is utilized for Public Safety :ie Police and Fire Workers Compensation (111F Claims)

Total Employee Medical Exams

Department Town Mgr. Fin Com

\$ 85,000 \$ 85,000 \$ 85,000
\$ 85,000 \$ 85,000 \$ 85,000

Town Manager

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 22,500	\$ 2,506	\$ 15,500	\$ 5,059	\$ 15,500	\$ 9,423	\$ 15,500	\$ 14,685	\$ 15,500	\$ 15,500	\$ 15,500	\$ 15,500

Professional Training/Development

This funds Training and Development for Town employees.

Department	Town Mgr.	Fin Com
\$ 15,500	\$ 15,500	\$ 15,500
\$ 15,500	\$ 15,500	\$ 15,500

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 15,000	\$ 11,606	\$ 15,000	\$ 13,268	\$ 15,000	\$ -	\$ 15,000	\$ 2,125	\$ 10,000	\$ 6,000	\$ 6,000	\$ 6,000

Printing Town Report and Town Meeting Book

This Account funds the printing of the Annual Report and the Booklet and Handouts for Town Meeting.

Department	Town Mgr.	Fin Com
\$ 6,000	\$ 6,000	\$ 6,000
\$ 6,000	\$ 6,000	\$ 6,000

Total Printing Town Report and Town Meeting Book

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ -				\$ 15,000	\$ 15,000	\$ -		\$ -	\$ -	\$ -	\$ -

Contract Retro

SEIU Union FY2017

Department	Town Mgr.	Fin Com
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -

Total Uniform

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ -		\$ -		\$ 16,000	\$ 15,227	\$ 14,000	\$ 8,794	\$ -	\$ -	\$ -	\$ -

Assessment Center

Department	Town Mgr.	Fin Com
\$ -	\$ -	\$ -

Total Assessment Center

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ -								\$ -	\$ -	\$ -	\$ -

Capital Outlay

Department	Town Mgr.	Fin Com
\$ -	\$ -	\$ -

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ -				\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00

Substance Abuse Prevention Program

Committee
BARP

Department	Town Mgr.	Fin Com
\$ 15,000	\$ 15,000	\$ 15,000
\$ 5,000	\$ 5,000	\$ 5,000
\$ 20,000	\$ 20,000	\$ 20,000

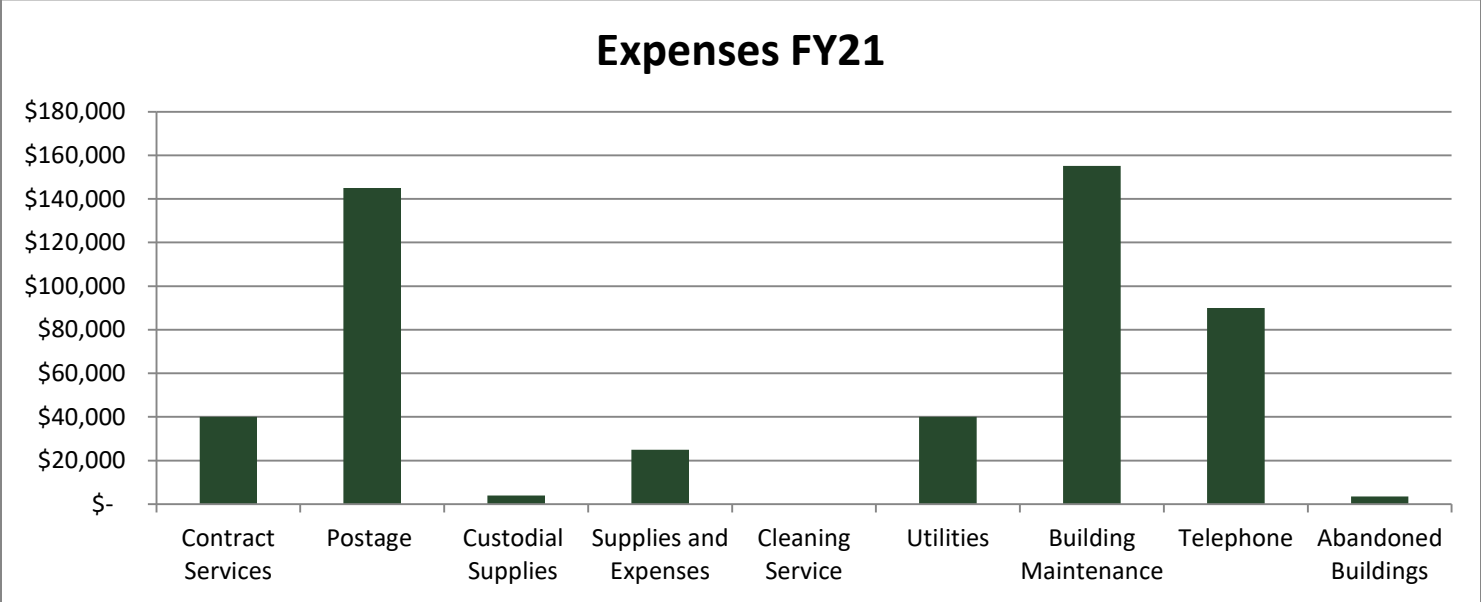
Town Hall

Budget Explanation

This budget consists of items that keep Town Hall in good working condition.

Budget Narrative

The Town Hall budget this year will decrease \$93,220. This change is due to the fact that electric will be deducted out of the utilities account and placed in their own line item. Other changes have also taken place in this account including lowering the abandoned buildings account and increasing the postage account.



Town Hall



Town Hall During Construction in 1988



TOWN HALL

Personnel Services

Full Time
Part Time/Seasonal
Overtime
Contractual Obligations

Total

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
								\$ 43,082	\$ 43,082	\$ 43,082
							\$ 37,791	\$ 13,389	\$ 13,389	\$ 13,389
								\$ -	\$ -	
Total							\$ 37,791	\$ 56,471	\$ 56,471	\$ 56,471

Expenses

Contract Services

Postage
Custodial Supplies
Supplies and Expenses
Cleaning Service
Utilities
Building Maintenance
Telephone
Abandoned Buildings
Capital Outlay

Total Expenses

TOTAL BUDGET

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 40,000	\$ 40,000	\$ 40,000
	\$ 120,000	\$ 120,000	\$ 120,000	\$ 119,968	\$ 143,000	\$ 141,706	\$ 120,000	\$ 145,000	\$ 145,000	\$ 145,000
	\$ 4,000	\$ 2,807	\$ 4,000	\$ 3,718	\$ 4,000	\$ 3,801	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
	\$ 25,000	\$ 25,000	\$ 25,000	\$ 24,685	\$ 25,000	\$ 24,702	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 159,500	\$ 159,500	\$ 159,500	\$ 158,958	\$ 159,500	\$ 159,500	\$ 159,500	\$ 40,000	\$ 40,000	\$ 40,000
	\$ 161,000	\$ 161,000	\$ 161,000	\$ 155,466	\$ 159,000	\$ 155,366	\$ 186,000	\$ 155,100	\$ 155,100	\$ 155,100
	\$ 90,000	\$ 88,220	\$ 90,000	\$ 88,905	\$ 92,000	\$ 91,512	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
	\$ 5,500	\$ 4,586	\$ 5,500	\$ 741	\$ 3,500	\$ 176	\$ 30,000	\$ 3,500	\$ 3,500	\$ 3,500
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 565,000	\$ 561,113	\$ 565,000	\$ 552,441	\$ 586,000	\$ 576,763	\$ 634,500	\$ 502,600	\$ 502,600	\$ 502,600
TOTAL BUDGET	\$ 565,000	\$ 561,113	\$ 565,000	\$ 552,441	\$ 586,000	\$ 576,763	\$ 672,291	\$ 559,071	\$ 559,071	\$ 559,071

Difference \$ (113,220)
26,280.28 Before Adjustment for Electricity
(113,219.72) After Adjustment for Electricity
Percentage -16.84%

Position	TM Rec. FY2020	TM Rec. FY2021	TM Rec. FY2021	Fin Com Rec. FY2021
	FTE	FTE	FTE	FTE
	1	1	1	1
Total Staffing	1	1	1	1
Position	TM Rec. FY2020	TM Rec. FY2021	TM Rec. FY2021	Fin Com Rec. FY2021
	PTE	PTE	PTE	PTE
	1	1	1	1

Town of Billerica

Fiscal Year 2021

Fiscal Year 2021

125

Town System Wide

Budget Explanation

This budget consists of items that are used by multiple Town Departments. This section now includes Town Electricity. This expense was previously split between departments. This budget now includes town electricity.

Budget Detail

	FY17 BUDGETED	FY17 EXPENDED	FY18 BUDGETED	FY18 EXPENDED	FY19 BUDGETED	FY19 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ.	FY2021 TM REC	FY2021 FIN COM REC
TOWN SYSTEMWIDE ACCOUNTS										
7080 TOWN RETIREMENTS	\$ 75,000	\$ 175,000	\$ 155,000	\$ 155,000	\$ 175,000	\$ 175,000	\$ 125,000	\$ 190,000	\$ 190,000	\$ 190,000
7036 UNION SETTLEMENT										
7095 STREETLIGHTS	\$ 227,500	\$ 227,500	\$ 227,500	\$ 227,500	\$ 227,500	\$ 227,500	\$ 227,500	\$ 165,000	\$ 165,000	\$ 165,000
7096 LEGAL	\$ 195,000	\$ 259,033	\$ 235,000	\$ 228,366	\$ 315,000	\$ 310,308	\$ 245,000	\$ 245,000	\$ 245,000	\$ 245,000
7097 TOWN FUEL			\$ 385,426	\$ 235,761	\$ 307,000	\$ 306,719	\$ 305,000	\$ 315,000	\$ 315,000	\$ 315,000
7098 TOWN ELECTRICITY								\$ 1,246,640	\$ 1,246,640	\$ 1,246,640
TOTAL BUDGET	\$ 497,500	\$ 661,533	\$ 1,002,926	\$ 846,627	\$ 1,024,500	\$ 1,019,527	\$ 902,500	\$ 2,161,640	\$ 2,161,640	\$ 2,161,640

Difference PY \$ 1,259,140.00
% 139.52%

This budget also includes the cost for the streetlights throughout Town. During Fall Town Meeting \$1,000,000 was appropriated to retrofit all the current streetlights to LED.

The Town has been moving through the process since the Fall with Tanko Lighting. We have acquired our streetlights from National Grid, procured the fixtures, and as of publishing are out to bid for our maintenance contract.

The Town expects the project to be less than the original amount due to the multiple grants that we have been awarded. When this budget is presented you will start to notice crews changing out the old streetlights around Town!



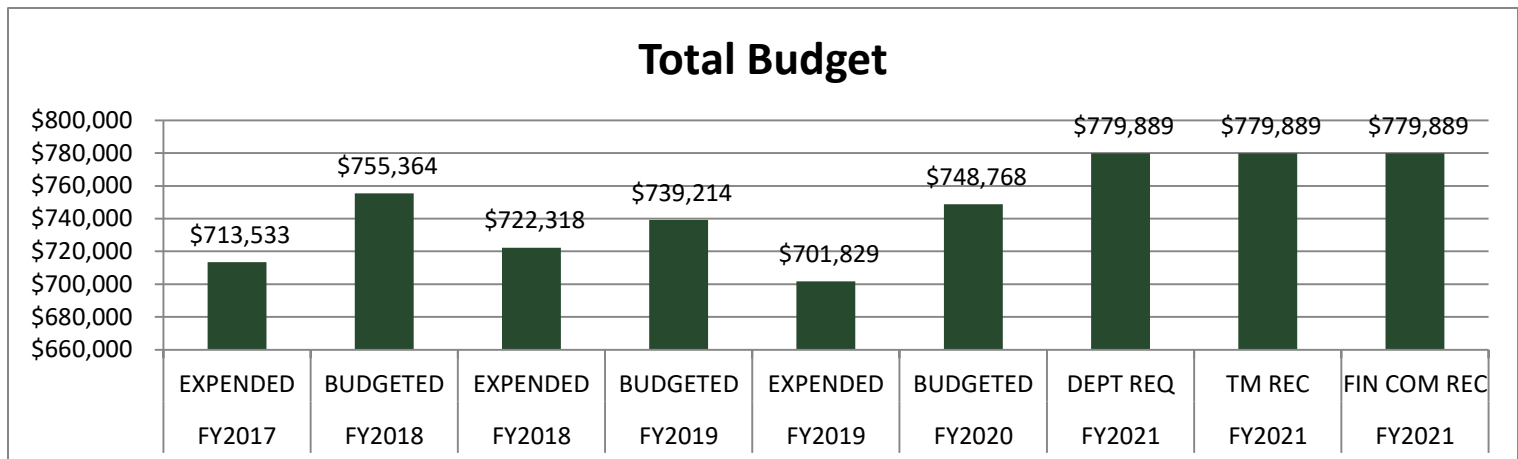
Treasurer / Collector

Department Explanation

The Treasurer/Collector is responsible for the timely billing and collection of all of the Town's revenues as well as being the source of disbursing all of the payments by the Town and the Middlesex Retirement System. The Treasurer functions as the disbursing agent for the Town, issuing over 75,000 paychecks, direct deposit vouchers and vendor checks annually.

Budget Narrative

The Treasurer / Collector budget will be going up \$31,120.60 this year. The increase is made up of contractual obligations and additional money for postage.



Programs and Services

The Collector of Taxes issues and receipts more than 200,000 tax, utility and departmental bills annually. This Department is also responsible for adherence to Federal Statutes and Massachusetts General Laws regarding these obligations due to the Town.

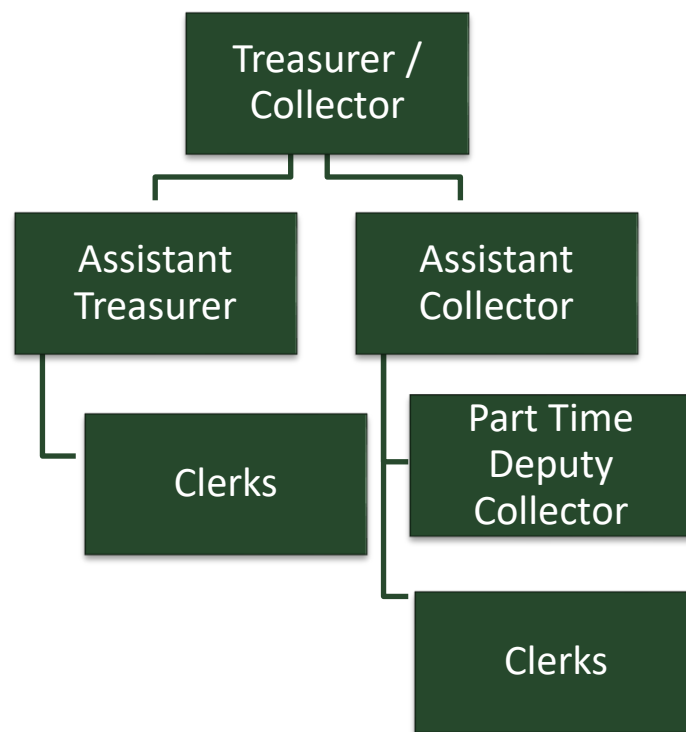
The Treasurer/Collector's Office will meet its statutory duties of maximizing Town revenues and paying the Town's obligation while providing the highest level of customer service possible, while safeguarding all public assets. This office has continued to offer additional office hours to accommodate tax and rate payers, as well as employees of the Town. For the convenience of individuals making payment to the Town, online options for the payment of tax and utility bills as well as Town services have been added to the methods in which payments can be made to the Town. Currently 40% of our payments come from tax services, 10% online, 20% from a lockbox, and 30% from the counter.

Treasurer / Collector

The consolidation of this Department provides a distinct opportunity to achieve operational efficiencies through cross training of personnel. Furthermore, the shared resources, both financial and technical, shall provide additional operational efficiencies.

This Department is also responsible for the administration, withholding and disbursement of all payroll liabilities in compliance with Federal and State laws and local contracts. The Treasurer is responsible for the coordination and issuance of short-term and long-term debt obligations required to fund the Town's capital improvement program. As well as the 455 members who are part of our retirement system.

Organizational Chart



Position	FY2020 Actual	FY2021 Budgeted
Treasurer/Collector	1	1
Assistant Treasurer	1	1
Assistant Collector	1	1
Administrative Head Clerk	1	1
Senior Clerk	1	1
Principal Clerk	2	2

Treasurer / Collector

TREASURER/COLLECTOR

Personal Services

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REC	FY2021 TM REC	FY2021 FIN COM REC
Full Time	\$ 474,931	\$ 471,306	\$ 498,562	\$ 480,295	\$ 506,688	\$ 489,365	\$ 515,742	\$ 534,007	\$ 534,007	\$ 534,007
Part Time/Seasonal	\$ 20,409	\$ 20,409	\$ 20,409	\$ 20,409	\$ 20,409	\$ 20,409	\$ 20,409	\$ 20,409	\$ 20,409	\$ 20,409
Overtime										
Contractual Obligations	\$ 13,047	\$ 10,947	\$ 14,697	\$ 14,697	\$ 15,411	\$ 15,411	\$ 15,911	\$ 15,911	\$ 15,911	\$ 15,911
Total	\$ 508,387	\$ 508,387	\$ 533,658	\$ 515,401	\$ 542,508	\$ 525,185	\$ 552,062	\$ 570,327	\$ 570,327	\$ 570,327

Expenses

Supplies and Expenses	\$ 54,152	\$ 52,854	\$ 54,152	\$ 48,539	\$ 54,152	\$ 44,419	\$ 54,152	\$ 67,008	\$ 67,008	\$ 67,008
Contract Services/Leases	\$ 92,554	\$ 77,551	\$ 92,554	\$ 91,062	\$ 92,554	\$ 82,225	\$ 92,554	\$ 92,554	\$ 92,554	\$ 92,554
Tax Revenue Collection	\$ 50,000	\$ 74,741	\$ 75,000	\$ 67,316	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Capital Outlay	\$ -	\$ -						\$ -	\$ -	\$ -
Total Expenses	\$ 196,706	\$ 205,146	\$ 221,706	\$ 206,917	\$ 196,706	\$ 176,644	\$ 196,706	\$ 209,562	\$ 209,562	\$ 209,562

TOTAL BUDGET

	\$ 705,093	\$ 713,533	\$ 755,364	\$ 722,318	\$ 739,214	\$ 701,829	\$ 748,768	\$ 779,889	\$ 779,889	\$ 779,889

Difference PY \$ 31,120.60
% PY 4.16%

Position	FY2020 FTE	Dep. Req FY2021 FTE	TM Rec. FY2021 FTE	Fin Com Rec FY2021
Treasurer/Collector	1	1	1	1
Assistant Treasurer	1	1	1	1
Assistant Collector	1	1	1	1
Administrative Head Clerk	1	1	1	1
Head Clerk	0	0	0	0
Principal Clerk	3	3	3	3
Senior Clerk	1	1	1	1
Water meter reader/repair	0	0	0	0
Deputy Collector				
Total Staffing	8	8	8	8

Position	FY2020 PTE	Dep. Req FY2021 PTE	TM Rec. FY2021 PTE	Fin Com Rec FY2021
Deputy Collector	1.5	1.5	1.5	1.5

Treasurer / Collector

TREASURER/COLLECTOR DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	Clothing/ Licenses	LONGEVITY	TOTAL SALARY BENEFIT
Clark, John	Treasurer/Collector	9	1/8/2007	\$ 114,110.67	\$ -	\$ -	\$ 1,827.00	\$ 115,937.67
Russo, Elaine	Assistant Collector	5	9/22/2008	\$ 80,342.14	\$ 500.00	\$ -	\$ 2,100.00	\$ 82,942.14
McKenna, Carole	Administrative Head Clerk	7	8/28/1965	\$ 66,777.72	\$ 600.00	\$ -	\$ 4,434.00	\$ 71,811.72
Mary Ann Schafer	Principal Clerk	5/6	3/12/2018	\$ 51,460.63	\$ 600.00	\$ -	\$ -	\$ 52,060.63
Kimberly Sandeffer	Principal Clerk	1/2	3/12/2018	\$ 44,747.57	\$ 600.00	\$ -	\$ -	\$ 45,347.57
Theresa Bourgeois	Principal Clerk	7	4/17/2007	\$ 54,482.32	\$ 600.00	\$ -	\$ 1,900.00	\$ 56,982.32
TBD	Senior Clerk	1/2	2/1/2019	\$ 41,743.50	\$ 600.00	\$ -	\$ -	\$ 42,343.50
Joseph D'Angelo	Assistant Treasurer	5	12/1/2014	\$ 80,342.14	\$ 500.00	\$ -	\$ 1,650.00	\$ 82,492.14
				\$ -	\$ -	\$ -	\$ -	\$ -
				\$ -	\$ -	\$ -	\$ -	\$ -
Gass, Edward	Deputy Collector		12/3/2000	\$ 10,204.68	\$ -	\$ -	\$ -	\$ 10,204.68
Krouchune, Russell	Deputy Collector		9/1/2006	\$ 5,102.34	\$ -	\$ -	\$ -	\$ 5,102.34
Mount, James	Deputy Collector		9/1/2006	\$ 5,102.34	\$ -	\$ -	\$ -	\$ 5,102.34
				\$ -	\$ -	\$ -	\$ -	\$ -
				\$ -	\$ -	\$ -	\$ -	\$ -
				\$ -	\$ -	\$ -	\$ -	\$ -
DEPARTMENT TOTAL				\$ 554,416.05	\$ 4,000	\$ -	\$ 11,911	\$ 570,327.05

Total Full Time	\$ 534,006.69
Total Part Time	\$ 20,409
Overtime	\$ -
Total Contract	\$ 15,911
Total Salaries	\$ 570,327.05

TREASURER/COLLECTOR DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	Clothing/ Licenses	LONGEVITY	TOTAL SALARY BENEFIT
Clark, John	Treasurer/Collector	9	1/8/2007	\$ 114,110.67			\$ 1,827.00	\$ 115,937.67
Russo, Elaine	Assistant Collector	5	9/22/2008	\$ 80,342.14	\$ 500.00		\$ 2,100.00	\$ 82,942.14
McKenna, Carole	Administrative Head Clerk	7	8/28/1965	\$ 66,777.72	\$ 600.00		\$ 4,434.00	\$ 71,811.72
Mary Ann Schafer	Principal Clerk	5/6	3/12/2018	\$ 51,460.63	\$ 600.00		\$ -	\$ 52,060.63
Kimberly Sandeffer	Principal Clerk	1/2	3/12/2018	\$ 44,747.57	\$ 600.00		\$ -	\$ 45,347.57
Theresa Bourgeois	Principal Clerk	7	4/17/2007	\$ 54,482.32	\$ 600.00		\$ 1,900.00	\$ 56,982.32
TBD	Senior Clerk	1/2	2/1/2019	\$ 41,743.50	\$ 600.00		\$ -	\$ 42,343.50
Joseph D'Angelo	Assistant Treasurer	5	12/1/2014	\$ 80,342.14	\$ 500.00		\$ 1,650.00	\$ 82,492.14
								\$ -
								\$ -
Gass, Edward	Deputy Collector		12/3/2000	\$ 10,204.68				\$ 10,204.68
Krouchune, Russell	Deputy Collector		9/1/2006	\$ 5,102.34				\$ 5,102.34
Mount, James	Deputy Collector		9/1/2006	\$ 5,102.34				\$ 5,102.34
								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
DEPARTMENT TOTAL				\$ 554,416.05	\$ 4,000	\$ -	\$ 11,911	\$ 570,327.05

Total Full Time	\$ 534,006.69
Total Part Time	\$ 20,409
Overtime	\$ -
Total Contract	\$ 15,911
Total Salaries	\$ 570,327.05

Treasurer / Collector

TREASURER/COLLECTOR DEPARTMENT SALARY INFORMATION FY2020 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	Clothing/ Licenses	LONGEVITY	TOTAL SALARY BENEFIT
Clark, John	Treasurer/Collector	9	1/8/2007	\$ 108,506.94	\$ -	\$ -	\$ 1,827.00	110,333.94
Russo, Elaine	Assistant Collector	5	9/22/2008	\$ 78,153.83	\$ 500.00	\$ -	\$ 2,100.00	80,753.83
McKenna, Carole	Administrative Head Clerk	7	8/28/1965	\$ 62,192.36	\$ 600.00	\$ -	\$ 4,434.00	67,226.36
Paolucci, Valerie	Principal Clerk	1/2	3/12/2018	\$ 40,599.23	\$ 600.00	\$ -	\$ -	41,199.23
Olivia Canario	Principal Clerk	2/3	3/12/2018	\$ 42,223.50	\$ 600.00	\$ -	\$ -	42,823.50
Theresa Bourgeois	Principal Clerk	7	4/17/2007	\$ 50,741.24	\$ 600.00	\$ -	\$ 1,900.00	53,241.24
TBD	Senior Clerk	1/2	2/1/2019	\$ 38,994.66	\$ 600.00	\$ -	\$ -	39,594.66
Joseph D'Angelo	Assistant Treasurer	5-Jan	12/1/2014	\$ 78,153.83	\$ 500.00	\$ -	\$ 1,650.00	80,303.83
CBA IUPE Spring 2019				\$ 8,700.00				8,700.00
CBA SEIU Spring 2019				\$ 4,376.00				4,376.00
CBA Non Union Spring 2019				\$ 3,100.00	\$ -	\$ -	\$ -	3,100.00
				\$ -	\$ -	\$ -	\$ -	-
Gass, Edward	Deputy Collector		12/3/2000	\$ 10,204.68	\$ -	\$ -	\$ -	10,204.68
Krouchune, Russell	Deputy Collector		9/1/2006	\$ 5,102.34	\$ -	\$ -	\$ -	5,102.34
Mount, James	Deputy Collector		9/1/2006	\$ 5,102.34	\$ -	\$ -	\$ -	5,102.34
								-
								-
								-
								-
								-
DEPARTMENT TOTAL				536,150.95	4,000.00	-	11,911.00	552,061.95
							Total Full Time	515,741.59
							Total Part Time	20,409.36
							Overtime	-
							Total Contract	15,911.00
							Total Salaries	\$ 552,061.95

Treasurer / Collector

DESCRIPTION/DETAIL

TREASURER/COLLECTOR

Supplies and Expenses

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 54,152	\$ 52,854	\$ 54,152	\$ 48,539	\$ 54,152	\$ 44,419	\$ 54,152	\$ 67,008	\$ 67,008	\$ 67,008

	Department	Town Mgr.	Fin Com
Checks			
20,000.00			
Office Supplies, W. B. Mason	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Other printed supplies	\$ 750.00	\$ 750.00	\$ 750.00
US overnight	\$ 100.00	\$ 100.00	\$ 100.00
Collectors	\$ 150.00	\$ 150.00	\$ 150.00
	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -
Bill Processing - Supplies & Expense			
Ribbons for printers high speed dot matrix 1 box per quarter at \$88.54	\$ 300.00	\$ 300.00	\$ 300.00

Expensed Tax & Water/Sewer Billing supplies for FY2021									
	Amount	Cost per Bill							
Water Bills	45,000	\$0.1075	\$4,838	1/1/2020 Water Bills		\$ 4,837.50			
Water Demand Bills	5,000	\$0.1075	\$538	1/1/2020 Water Demand Bills		\$ 537.50			
Water Envelopes	55,000	\$0.1075	\$5,913	1/1/2020 Water Envelopes		\$ 5,912.50			
Water Return Envelopes	45,000	\$0.1075	\$4,838	1/1/2020 Water Return Envelopes		\$ 4,837.50			
		\$0.1075		1/1/2020 15K inserts tx bills (i.c.)		\$ 905.00			
Tax Bills	65,000	\$0.1075	\$6,988	1/1/2020 Tax Bills		\$ 6,987.50			
Tax Demand Bills	5,000	\$0.1075	\$538	1/1/2020 Tax Demand Bills		\$ 537.50			
Tax Envelopes	75,000	\$0.1075	\$8,063	1/1/2020 Tax Envelopes		\$ 8,062.50			
Tax Return Envelopes	60,000	\$0.1075	\$6,450	1/1/2020 Tax Return Envelopes		\$ 6,450.00			
		\$0.1075		1/1/2020 post cards (wtr bill)		\$ 688.00			
Excise Tax Bills	60,000	\$0.1075	\$6,450	1/1/2020 Excise Tax Bills		\$ 6,450.00			
Excise Tax Demand Bills	25,000	\$0.1075	\$2,688	1/1/2020 Excise Tax Demand Bills		\$ 2,687.50			
Excise Tax Envelopes	65,000	\$0.1075	\$6,988	1/1/2020 Excise Tax Envelopes		\$ 6,987.50			
ExciseTax Return Envelope	60,000	\$0.1075	\$6,450	1/1/2020 ExciseTax Return Envelopes		\$ 6,450.00			
Total	565,000		\$60,737.50	1/1/2020 13K inserts wtr bills (i.c.)		\$ 877.00			
						\$ 63,207.50	\$ 63,207.50	\$ 63,207.50	\$ 63,207.50

Total Supplies & Expenses \$ 67,007.50 \$ 67,007.50 \$ 67,007.50

Contract Services/Leases

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 92,554	\$ 77,551	\$ 92,554	\$ 91,062	\$ 92,554	\$ 82,225	\$ 92,554	\$ 92,554	\$ 92,554	\$ 92,554

	Department	Town Mgr.	Fin Com
Memberships	\$ 600.00	\$ 600.00	\$ 600.00
Local Travel/Meetings/Conferences	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
BookBinding/Pager & Other Misc	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Maintenance on equipment	\$ 315.00	\$ 315.00	\$ 315.00
Bonding	\$ 1,938.00	\$ 1,938.00	\$ 1,938.00
Banking Services	\$ 60,000.00	\$ 60,000.00	\$ 60,000.00
Checks & envelopes	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
PO Box rental	\$ 961.00	\$ 961.00	\$ 961.00
Rental/Maintenance on PitneyBowes Postage Meter	\$ 2,040.00	\$ 2,040.00	\$ 2,040.00
Document management	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Tyler Tech	\$ 700.00	\$ 700.00	\$ 700.00

Bill Processing - Contract Services

Pitney Bowes lease (1/2 cost with school)	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Pitney Bowes mail machine maintenance	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00

Total Contract Services \$ 92,554.00 \$ 92,554.00 \$ 92,554.00

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 50,000	\$ 74,741	\$ 50,000	\$ 67,316	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

	Department	Town Mgr.	Fin Com
Publication of Taxes	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Legal Services for Foreclosure	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
Recording costs	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Total	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00

Section 4: Human Services

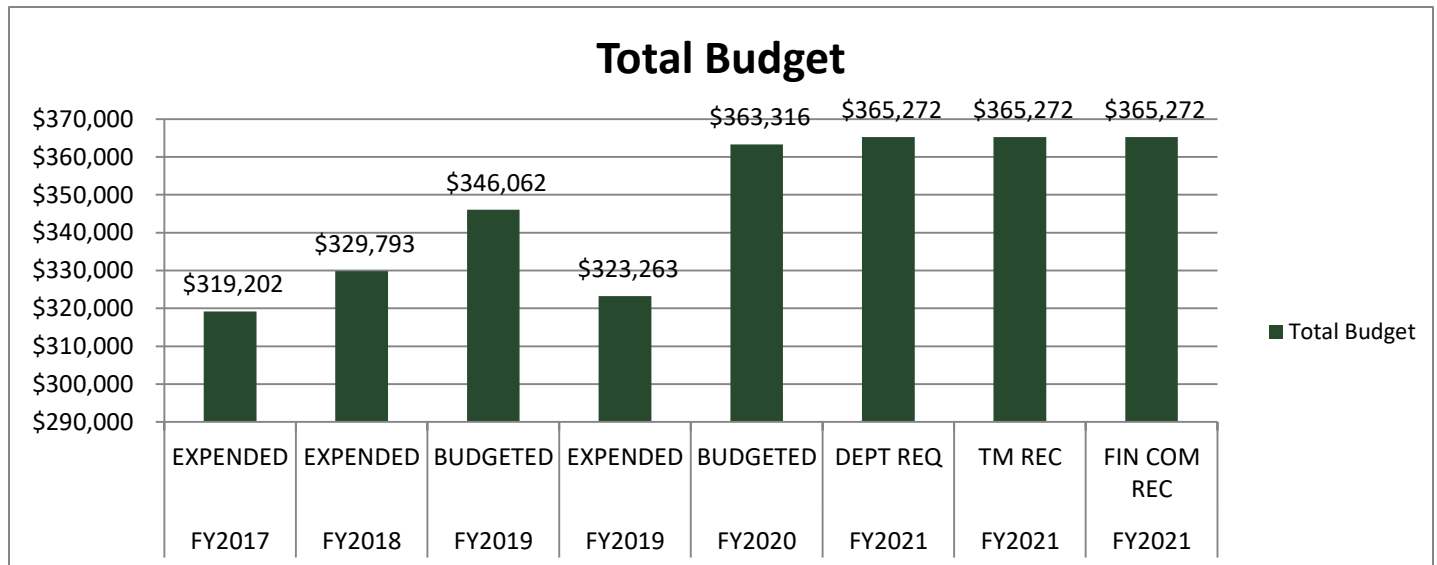
Council on Aging

Mission Statement

The focus of the Billerica Council on Aging (BCOA) included the solidification and growth of core programs, the building of many new partnerships that help us advance aging in place, the addition of programming to meet the needs of the younger seniors and those with dementia and an aggressive collaboration among departments to increase efficiencies and effectiveness in helping local seniors remain fully engaged and connected and preserve their dignity, health and independence. Built into our plans and programs is an overarching goal to change the image of the BCOA away from “a place for old people” to an active, caring and positive environment.

Budget Narrative

The Council on Aging budget this year will go up 0.54%. This increase is mostly due to contractual step obligations and upgrades in the contract.



Programs and Services & Accomplishments

BILLERICA COUNCIL ON AGING (BCOA)

We believe that older residents of Billerica should be encouraged at every step to thrive

OVERVIEW

Located in the center of town at 25 Concord Road since 2004, our mission remains one of supporting active, whole, fulfilled lives for the older adults that look to us for help in enriching each day. It takes them time to get beyond the stigma of a ‘place for old people’ that is associated

Council on Aging

with the BCOA but once they enter our front door they are truly grateful for our caring support. We deliver with excellence an environment that encourages social connections and engagement, offers solutions to a range of human services requests and referrals and activities, and offers programs and events that provide a sense of involvement, contribution, and achievement.

KEY IMPACT AREAS

SOCIAL ISOLATION: A natural killer for seniors, social isolation is now a public health concern. Research has shown that the health risks of prolonged isolation are equivalent to smoking fifteen cigarettes a day. At the BCOA we take a multi-pronged approach to this topic. We look for signs of a sense of loss on site, aggressive behaviors, dropping out of the congregate meal program, and increased propensity to falls, slowed movement, neglected personal care and weight loss which are all referred to Outreach for investigation and support.



Our Transportation Services bring many members to the Senior Center to engage, meet people, establish friendships, and participate in health and wellness regimes or gain skills such as becoming computer savvy or able to skype with family members. Hosted van trips act as friend-builders and LunchArounds as connectors.

The opportunity to volunteer to gain purpose and become part of a whole is another way we address the epidemic. Today some 51% of the operations capacity is provided by men and women who want to give back in a positive, fulfilling manner and find the BCOA a good match for their needs.



As a community-based organization we forge stronger ties with the clinical world as we are no longer two worlds but a huge care circle where we need to co-manage care and leverage each other's tool-kit. The goal is to establish a stronger relationship with Emerson Hospital and Lowell General Hospital as we have done with Lahey to expand our clinical connections in addressing this epidemic.

RESPONSIVE TRANSPORTATION SERVICES: A strong enabler of connectivity and engagement; three vans, four part-time drivers and a part-time Transportation Coordinator delivered 7,561 non-medical rides in FY2019. We also delivered 936 medical rides through volunteer drivers, who are carefully chosen for their caring nature, safe driving record and deep interest in helping seniors to preserve their well-being.

CASE MANAGEMENT: Our Outreach department accesses a wide range of support techniques, experience and community resources to help some 500 requests per year. Many cases require multiple meetings and have moved from taking a few hours to taking weeks of help.

Council on Aging

Supporting the homeless in acquiring needed services requires three to four months of ongoing support per client. Today the staff is acting as a buffer and / or conciliator for complex relationships between adult children and their parents. Having to manage current BCOA clients who are demonstrating early signs of dementia at the Senior Center or family phone calls seeking advice on prudent steps to take when they see a decline in memory and other mental abilities among older loved ones has necessitated additional training for the Outreach staff.

HEALTH AND WELLNESS APPROACH: Our well-rounded fitness training program includes five key elements; Aerobic Fitness, Strength Training, Core Exercise, Balance Training, Flexibility and Stretching. Our Fitness Room that has added Latitude™ Lateral Stability Trainer equipment that helps people of all fitness levels build the right muscles and gain the confidence to stay active. Since falls are a leading cause of fatal and non-fatal injuries for older adults these programs are vital to the health of our population.

SHINE PROGRAM: SHINE (Serving Health Information Needs of Everyone) is a state health insurance assistance program that provides free health insurance information, counseling and assistance to Massachusetts residents with Medicare and their caregivers. Shine Councilors helped 166 BCOA patrons with some 789 hours of assistance in FY2019.



NUTRITIONAL SECURITY: Seniors who struggle with food insecurity are more likely to experience depression and other health problems. In addition, decreased mobility, fixed incomes, and rising health care costs can make maintaining access to sufficient amounts of nutritious food challenging. We address this need area through a weekly breakfast that acts as a Connector and Friendship Builder, monthly Bandstand Dances that do the same, Meals on Wheels delivery for 80+ homebound members working with Elder Services of Merrimack Valley (ESMV), special dining events such as Martin Luther King Day, Chinese New Year, St Patrick's Day, Mothers' & Fathers' Day and ethnic meals.

Our Lahey Fresh Fruits and Vegetables program, in partnership with Lahey Hospital and Medical Center, lasts for twenty weeks and supports some sixty-five patrons. The Greater Boston Food Bank's Commodity Supplemental Food Program (CSFP), a monthly food distribution for individuals 60 years or older with incomes less than 130% of the Federal Poverty line, runs year round and supports two to three dozen local seniors. The Billerica Public School's monthly

Council on Aging

Marshall School Food Market Program, which is for free for all Billerica residents to participate, also helps our seniors meet their nutritional needs. Finally, our LunchAround program brings homebound seniors together with active members for a fun-filled dining experience eight to ten times per year for 40+ participants each time.

RESPIRE COMPANION PROGRAM: Launched in 2001 to reduce caregiver stress, this program is local, personalized and delivers non-medical support, to families in town needing that extra level of support for an older loved one. Our program is also cheaper than the market by at least 15%. Trained, carefully screened Respite Companions may do some light cooking, take our client out for shopping, a meal or entertainment, share books, exercises, games together so that the client can live as full a life as possible and family members can retain peace of mind.

DEMENTIA FRIENDLY BILLERICA: The BCOA Director continues to co-chair this movement which was started in March 2017. We continue to make strides with our Memory Cafés, Purple Tables network, trainings for various business and community sectors and awareness building efforts and ability to bring on new sponsors and supporters. By 2025, the number of people in Massachusetts age 65 and older with Alzheimer's disease is estimated to reach 150,000—a 25 percent increase from the 120,000 age 65 and older affected in 2015.

PARTNERSHIPS: As we continue to offer our members new opportunities to grow, give back and engage fully with life we must turn to community leaders in business and other sectors to help us acquire the resources, the assets and the tools to address their evolving needs. Our goal is to keep adding relationships to those currently in place to include Dementia Friendly Leadership, Lions Club of Billerica, The Sunshine Gals, Annual Health Fair, Public Library for our Memory Café and Lobby Library, Police, Fire and EMS and Opioids, that are core to our community intelligence, solutions and support. We are pleased with the support from Cabot Corporation, Stoneham and Enterprise Banks, FLIR, O'Connor Hardware, Lifecare of Merrimack Valley, and Marshall's Autobody.



AARP TAX Program: We are proud of our relationship with AARP Volunteers who work with us from February to April each year. This year AARP completed close to 400 returns which saved these individuals about \$33,000 in preparation fees and got them \$529,000 in refunds! We provide space, staffing and supplies to manage appointments make this a successful program.

Senior and Veteran's Property Tax Work-Off Program: The Town of Billerica offers seniors the opportunity to apply for this program to receive a \$1,000 property tax relief benefit by helping municipal departments and schools. Seniors have the opportunity to volunteer 75 hours of service to receive the benefit and married couples may work together to complete 75 hours. The \$1,000 benefit is then applied to property taxes when the hours are completed. The program ran from July 1, 2018 through February 28, 2019. The BCOA's Wellness department manages the

Council on Aging

program in conjunction with the Town Assessor handling all logistics and operations. For FY2019 100 seniors and 13 veterans were deployed to help departments with 8,726 hours of capacity.

OUR REALITIES

Despite visible progress as a regional leader in Aging Services, we continue to face numerous challenges. First and foremost is our inability to attract the right level of skill and professionalism when staff vacancies occur because our pay scales have failed to reflect today's job content and responsibility load. Our physical building has surpassed its limit for the volume of activity and events we need to host, to meet demand. In addition, the current layout fails to offer much needed privacy and confidentiality in functions such as case management and administration that includes HR matters and processing. We are very encouraged by the Town Manager's consciousness of the issues and appetite for positive solutions in these areas.

Our Boards (both Friends of BCOA and BCOA Board) need serious activating to get more involved in the transformation of the organization to a leader in Aging. A new strategic plan developed by the BCOA Board has outlined a set of priorities that is expected to ignite action for progress. The fundraising machinery of the BCOA, the 501(C3) Friends of the BCOA has been stagnant for a while. Many members of this Board who have worked hard in the



past to help grow the programmatic matrix of the Center have run out of steam and enthusiasm for heavy lifting in fundraising. Many are getting ready to leave the Board. Several positions will be become open which provide the opportunity for new members with a greater commitment to visioning and raising funds to fuel the BCOA's long-term health and wellness and significant impact in the town.

Volunteers continue to provide some 51% of our capacity. While we are truly grateful for this support there are challenges managing this workforce. Some of our reception area staff for example lack the vim and vigor we need to project a very helpful place. Many have part-time jobs or are off on vacation during our peak periods of activity. When the Town's Tax Work Off program ends each year we are left with serious capacity gaps in some departments.

Our budget is consistently less than 1% of the Town's annual budget. Since the Friends of the BCOA Board is less than optimized in fundraising the Director has found herself more engaged in fundraising to secure financing for added programmatic content. The Town's budget covers

Council on Aging

58.5% of operating costs. More striking, during the period of FY2013 to FY2019, Town funding increased \$31.9K or 15.2% while funding from other sources increased \$82.1K or 51.7%.

The demographic trends in town require serious attention as between 2010 and 2035 the school age cohort (19 years and under) will see a 15 % decrease while the senior segment (60 years and older) will experience an 85% increase (Donahue Institute/ University of Massachusetts, Boston)! During this same period the 80-84 years old segment will grow by 117% while the 85+ will increase by 138%. This staggering explosion requires today's planning and thinking to meet need.

We must also accommodate the interests of boomers. The image of the BCOA today as a place for old people pushes away younger seniors who wish to affiliate with a very active lifestyle. Their needs are very different, instead of Bingo for example, they wish to gather and connect through programs like a Living Well Talk Series. High-impact exercise classes like Zumba are a must. We also need to attract boomers who are still working and cannot be at the Center 8.30 a.m. to 4:00 p.m.



SUMMARY

The BCOA plays a vital role in helping older adults in town retain their independence, dignity and overall wellbeing. We also are crucial to the peace of mind of many adult children and family members suddenly confronted with the taxing tenure of being a caregiver and are relieved to be able to turn to us for advice on a way forward.

While our building, our Boards and budgets are in need of revision and reframing to effectively respond to current needs and community requests we are proud of our many community partnerships, grateful for the support from multiple town departments and fully appreciate the Town Manager's desire to enable us to be the best we can be.

A handwritten signature in black ink that reads "Jean Patel Bushnell".

Jean Patel Bushnell, Director
Billerica Council on Aging

Take Another LOOK



at the
BILLERICA COUNCIL ON AGING

A POSITIVE ENVIRONMENT – Fostered by trained, caring staff and volunteers.

OUR FOCUS – Support and facilitate healthy and active aging through wellness approaches and social supports.

TODAY'S BCOA – A social hub with a wide variety of programs and activities.

The BCOA – *area leader* in Aging Services

- Reiki, Cardio Boost, Yoga, Blood Pressure, Podiatrist
- Caregiver Support
- Memory Café
- Living with Loss
- Walking Club
- Fitness Hub
- Transportation options (medical, non-medical)
- Nutritional Programs (Onsite meals, Meals on Wheels, education)
- Intergenerational Programming
- Active Aging Programming
- Evidence-Based Health Programs
- Men's Group
- Fun Activities (Quilting, knitting, crocheting, card-making, genealogy)
- Exciting trips, speakers and workshops

- Games (Bridge, Bingo, Chess, Cribbage, Pool, Dominoes, Mahjongg, Bowling, Rummikub, Scrabble)
- Educational classes (foreign languages, computer, Microsoft suite)
- Book Club & other programs with Billerica Library
- Respite Companion Care Program
- Safety (to prevent falls and frauds)
- Outreach to the homebound
- Encore Programming (for 60-70 year-olds)
- Community and business partnerships
- Volunteer recruitment, training and recognition
- Referrals to vetted community services and supports
- Tax Work-Off Program
- Tax Preparation Assistance

NO COST FOR MEMBERSHIP!

Open to residents of Billerica and nearby towns aged 60 years and older.

OUR DEPARTMENTS

Health and Wellness Programs
(led by Bonnie Courtemanche, Health & Community Program Coordinator)

Life Quality Activities and Volunteer Management
(led by Jamie Doherty, Volunteer & Activity Coordinator)

Nutritional Programs
(led by Melissa Paolicelli, Nutritional Program Assistant)

Outreach and Community Transportation
(led by Jeanne Teehan, Outreach Supervisor)

Systems and Administration
(led by Pat Zapert, Operations)

Director: Jean Patel Bushnell
jbushnell@town.billerica.ma.us

Phone: (978) 671-0916

Fax: (978) 671-1347

25 Concord Road

Billerica, MA 01821

Twitter: BillericaCOA

Facebook: Billerica Council on Aging

www.town.billerica.ma.us

www.nextdoor.com

Research shows that older adults who participate in senior center programs can learn to manage and delay the onset of chronic disease and experience measurable improvements in their physical, social, spiritual, emotional, mental, and economic well-being. – NCOA

Council on Aging

COUNCIL ON AGING

Personnel Services

Full Time	\$ 200,061	\$ 195,182	\$ 201,058	\$ 201,058	\$ 216,310	\$ 198,168	\$ 217,357	\$ 232,402	\$ 232,402	\$ 232,402
Part Time/Seasonal	\$ 17,017	\$ 17,017	\$ 17,017	\$ 17,017	\$ 18,727	\$ 18,727	\$ 22,734	\$ 22,484	\$ 22,484	\$ 22,484
Overtime	\$ 3,192	\$ 3,192	\$ 4,081	\$ 4,081	\$ 6,600	\$ 5,639	\$ 6,600	\$ 9,450	\$ 9,450	\$ 9,450
Contractual Obligations										
Total	\$ 220,270	\$ 215,391	\$ 222,156	\$ 222,156	\$ 241,637	\$ 222,534	\$ 246,691	\$ 264,337	\$ 264,337	\$ 264,337

Expenses

Supplies and Expenses	\$ 37,270	\$ 36,677	\$ 37,270	\$ 37,274	\$ 37,270	\$ 37,239	\$ 42,270	\$ 42,270	\$ 42,270	\$ 42,270
Contract Services/Leases	\$ 34,465	\$ 34,445	\$ 34,465	\$ 34,502	\$ 34,465	\$ 34,447	\$ 41,665	\$ 41,665	\$ 41,665	\$ 41,665
Utilities	\$ 32,690	\$ 32,690	\$ 32,690	\$ 35,861	\$ 32,690	\$ 29,043	\$ 32,690	\$ 17,000	\$ 17,000	\$ 17,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 104,425	\$ 103,812	\$ 104,425	\$ 107,637	\$ 104,425	\$ 100,729	\$ 116,625	\$ 100,935	\$ 100,935	\$ 100,935

TOT TOTAL BUDGET

	\$ 324,695	\$ 319,202	\$ 326,581	\$ 329,793	\$ 346,062	\$ 323,263	\$ 363,316	\$ 365,272	\$ 365,272	\$ 365,272

Position	FY2020		FY2021		FY2021		FY2021		FY2021		Difference PY	% PY	0.54%
	FTE		FTE		FTE		FTE		FTE				
COA Director	1		1		1		1		1				
Senior Clerk	1		1		1		1		1				
C/A Program Coordinator	1		1		1		1		1				
C/A Senior Supervisor	1		1		1		1		1				
2-Sat Opening Activity Asst. (COA)													
Total Staffing	4.00		4.00		4.00		4.00		4.00				

* Grant or fee funded by LRTA

Position	FY2020		FY2021		FY2021		FY2021		FY2021		Difference PY	% PY	1.955.23
	PTE		PTE		PTE		PTE		PTE				
Senior Aide	0		0		0		0		0				
2-Sat Opening Activity Asst. (COA)	0.26		0.26		0.26		0.26		0.26				
Health & Comm Program Coord*	1		1		1		1		1				
2-COA Program Assistant*	0.5		0		0		0		0				
2-Outreach Associate**	1		1.06		1.06		1.06		1.06				
2-Program Associates*	1.12		1.23		1.23		1.23		1.23				
1-Activity Assistant (COA)*	0.43		0		0		0		0				
1-Volunteer Services Coord. *	0		0.8		0.8		0.8		0.8				
4-Van Drivers *	1.75		1.75		1.75		1.75		1.75				
Transportation Coordinator (COA)*	0.8		0.8		0.8		0.8		0.8				
	\$ 6.86		\$ 6.90		\$ 6.90		\$ 6.90		\$ 6.90				

* Grant or fee funded by LRTA

** One position Grant funded and one Town funded

Council on Aging

COUNCIL ON AGING SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Jean Bushnell	COA Director	5	4/6/16	\$ 80,342.14	\$ 500.00	\$ 1,650.00	\$ 82,492.14
Patricia Zapert	Head Clerk	4/5	4/23/12	\$ 52,434.92	\$ 1,000.00	\$ 1,200.00	\$ 54,634.92
Jeanne Teehan	C/A Program Coordinator, FT	6/7	1/14/13	\$ 57,317.04	\$ 1,000.00	\$ 1,900.00	\$ 60,217.04
Melissa Paolicelli	C/A Senior Supervisor, FT	1/2	6/3/19	\$ 42,308.07	\$ 1,000.00	\$ 1,200.00	\$ 44,508.07
Karen Cusack-Bouvier	Outreach Associate	2/3	6/13/16	\$ 17,481.39	\$ -	\$ -	\$ 17,481.39
Carol Wood	Activity Assistant (COA), PT	4/5	11/4/13	\$ 1,704.67	\$ -	\$ -	\$ 1,704.67
Louise Boyce	Activity Assistant (COA), PT	4/5	11/4/13	\$ 1,704.67	\$ -	\$ -	\$ 1,704.67
TBD	Activity Assistant (COA), PT	1/2	1/0/00	\$ 1,593.59	\$ -	\$ -	\$ 1,593.59
Carolyn Savio	Health & Comm. Prog. Coord., FT	4/5	1/21/20	RESPIRE	\$ -	\$ -	\$ -
Rifat Ahmed	Program Associate, PT	1/2	10/15/19	GRANT	\$ -	\$ -	\$ -
Pamela Gillespie	Outreach Associate, PT	6/7	11/4/13	GRANT	\$ -	\$ -	\$ -
Donna Robinson	Volunteer Svcs Coord., PT	1/2	7/29/19	GRANT	\$ -	\$ -	\$ -
Mary Caprio	Program Associate, PT	1/2	9/3/19	GRANT	\$ -	\$ -	\$ -
John Pellegrino	Transportation Coord.(COA), PT	2/3	2/1/17	TRANSP. GRANT	\$ -	\$ -	\$ -
William Collins	Van Driver, PT	-	12/28/16	TRANSP. GRANT	\$ -	\$ -	\$ -
David Gagliardi	Van Driver, PT	-	5/15/17	TRANSP. GRANT	\$ -	\$ -	\$ -
Keith Weston	Van Driver, PT	-	6/23/19	TRANSP. GRANT	\$ -	\$ -	\$ -
Warren Wingard	Van Driver, PT	-	8/25/14	TRANSP. GRANT	\$ -	\$ -	\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
DEPARTMENT TOTAL				254,886.50	3,500.00	5,950.00	264,336.50

Total Full time \$ 232,402.17
Total Part time \$ 22,484.33
Total Contract \$ 9,450.00
Total \$ 264,336.50

COUNCIL ON AGING SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Jean Bushnell	COA Director	5	4/6/2016	\$ 80,342.14	\$ 500.00	\$ 1,650.00	\$ 82,492.14
Patricia Zapert	Head Clerk	4/5	4/23/2012	\$ 52,434.92	\$ 1,000.00	\$ 1,200.00	\$ 54,634.92
Jeanne Teehan	C/A Program Coordinator, FT	6/7	1/14/2013	\$ 57,317.04	\$ 1,000.00	\$ 1,900.00	\$ 60,217.04
Melissa Paolicelli	C/A Senior Supervisor, FT	1/2	6/3/2019	\$ 42,308.07	\$ 1,000.00	\$ 1,200.00	\$ 44,508.07
Karen Cusack-Bouvier	Outreach Associate	2/3	6/13/2016	\$ 17,481.39			\$ 17,481.39
Carol Wood	Activity Assistant (COA), PT	4/5	11/4/2013	\$ 1,704.67			\$ 1,704.67
Louise Boyce	Activity Assistant (COA), PT	4/5	11/4/2013	\$ 1,704.67			\$ 1,704.67
TBD	Activity Assistant (COA), PT	1/2		\$ 1,593.59			\$ 1,593.59
Carolyn Savio	Health & Comm. Prog. Coord., FT	4/5	1/21/2020	RESPIRE			\$ -
Rifat Ahmed	Program Associate, PT	1/2	10/15/2019	GRANT			\$ -
Pamela Gillespie	Outreach Associate, PT	6/7	11/4/2013	GRANT			\$ -
Donna Robinson	Volunteer Svcs Coord., PT	1/2	7/29/2019	GRANT			\$ -
Mary Caprio	Program Associate, PT	1/2	9/3/2019	GRANT			\$ -
John Pellegrino	Transportation Coord.(COA), PT	2/3	2/1/2017	TRANSP. GRANT			\$ -
William Collins	Van Driver, PT	0	12/28/2016	TRANSP. GRANT			\$ -
David Gagliardi	Van Driver, PT	0	5/15/2017	TRANSP. GRANT			\$ -
Keith Weston	Van Driver, PT	0	6/23/2019	TRANSP. GRANT			\$ -
Warren Wingard	Van Driver, PT	0	8/25/2014	TRANSP. GRANT			\$ -
							\$ -
							\$ -
DEPARTMENT TOTAL				254,886.50	3,500.00	5,950.00	264,336.50

Total Full time \$ 232,402.17
Total Part time \$ 22,484.33
Total Contract \$ 9,450.00
Total \$ 264,336.50

Council on Aging

COUNCIL ON AGING SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Jean Patel Bushnell	COA Director, FT	5	4/6/2016	\$ 78,153.83	\$ 500.00	\$ -	\$ 78,653.83
Patricia Zapert	Senior Clerk, FT	7	4/23/2012	\$ 48,514.95	\$ 1,000.00	\$ 1,200.00	\$ 50,714.95
Jeanne Teehan	C/A Program Coordinator, FT	7	7/16/2007	\$ 52,778.28	\$ 1,000.00	\$ 1,900.00	\$ 55,678.28
Vacant	C/A Senior Supervisor, FT	1	1/0/1900	\$ 32,322.35	\$ 1,000.00	\$ -	\$ 33,322.35
Karen Cusack-Bouvier	Outreach Associate, PT	1	6/13/2016	\$ 16,622.92	\$ -	\$ -	\$ 16,622.92
Carol Wood	Activity Assistant (COA), PT	3/4	11/4/2013	\$ 1,557.99	\$ -	\$ -	\$ 1,557.99
Louise Boyce	Activity Assistant (COA), PT	3/4	11/4/2013	\$ 1,557.99	\$ -	\$ -	\$ 1,557.99
Mary Caprio	Activity Assistant (COA), PT	1/2	12/3/2018	\$ 2,994.98	0	0	\$ 2,994.98
Bonnie Courtemanche	Health & Comm. Prog. Coord., FT	6/7	3/16/2015	RESPITE	0	0.00	\$ -
Rifat Ahmed	COA Program Assistant, PT	1/2	9/9/2018	RESPITE	\$ -	\$ -	\$ -
Pamela Gillespie	Outreach Associate, PT	6/7	5/28/2013	GRANT	\$ -	\$ -	\$ -
Janice Jablonski	Program Associate, PT	1/2	10/2/2008	GRANT	\$ -	\$ -	\$ -
Donna Robinson	Activity Assistant (COA), PT	1/2	9/24/2018	GRANT	\$ -	\$ -	\$ -
Melissa Paolicelli	Program Associate, PT	2/3	7/26/2011	GRANT	\$ -	\$ -	\$ -
John Pellegrino	Transportation Coord.(COA), PT	0	6/2/2014	TRANSP. GRANT	\$ -	\$ -	\$ -
William Collins	Van Driver, PT	0	12/28/2016	TRANSP. GRANT	\$ -	\$ -	\$ -
David Gagliardi	Van Driver, PT	0	5/15/2017	TRANSP. GRANT	\$ -	\$ -	\$ -
Charles McCoy	Van Driver, PT	0	11/14/2016	TRANSP. GRANT	\$ -	\$ -	\$ -
Warren Wingard	Van Driver, PT	0	8/25/2014	TRANSP. GRANT	\$ -	\$ -	\$ -
SEIU CBA Spring 2019				\$ 2,188.00	\$ -	\$ -	\$ 2,188.00
IUPE CBA Spring 2019				\$ 2,900.00	\$ -	\$ -	\$ 2,900.00
Non Union CBA Spring 2019				\$ 500.00	\$ -	\$ -	\$ 500.00
DEPARTMENT TOTAL				\$ 240,091	\$ 3,500	\$ 3,100	\$ 246,691.27

Total Full time \$ 217,357.41
 Total Part time \$ 22,733.86
 Total Contract \$ 6,600.00
 Total \$ 246,691.27

Council on Aging

COUNCIL ON AGING

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN COM REC	FIN COM REC
\$ 37,270	\$ 36,677	\$ 37,270	\$ 37,274	\$ 37,270	\$ 37,239	\$ 42,270	\$ 42,270	\$ 42,270	\$ 42,270

Supplies and Expenses

OFFICE SUPPLIES: WB Mason (\$6,110), Printing (\$500), Miscellaneous (\$330)
 MILEAGE: Outreach Home Visits Meetings, Conferences (\$1,200)
 BUILDING SUPPLIES: Durkin (\$5,600), Cornsant (\$420), Donahue Bros (\$4,500), O'Connor Hdw. (\$500), Water (\$700), Bain Pest (\$1,200), Standard Elec. (\$300), Chelmsford Lock (\$220), Misc. (\$50)
 KITCHEN MAINTENANCE: Action King / CHS (\$1,600), United Rest. Supply (\$430), CS Ventilation (\$500), Marcelline (\$500)
 DUES: MCOA (\$1,900)
 BUILDING MAINTENANCE: United Elevator (\$2,500), Ocean Glass (\$1,000), In & Out Auto Doors (\$1,000), ENE Systems (\$1,000), LE Morgan Roofing (\$1 Up \$5000 Building Maint.
 Carpet Cleaning (\$600), Lindmark Plumbing (\$1,200), Irrigation System (\$250), Miscellaneous (\$310), Bldg Contingency (\$5,500)

Total Supplies & Expenses

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN COM REC	FIN COM REC
\$ 34,465	\$ 34,445	\$ 34,465	\$ 34,502	\$ 34,465	\$ 34,447	\$ 41,665	\$ 41,665	\$ 41,665	\$ 41,665

Department	Town Mgr.	Fin Com
	6,940	6,940
	1,200	1,200
	13,940	13,940
	3,030	3,030
	1,900	1,900
	15,260	15,260
	-	-
	42,270	42,270

Contract Services/Leases

5200 MAINTENANCE: Custodian (\$24,024), Snow Removal (\$500)
 5200 BUILDING SECURITY: American Alarm (\$800), ASG Security (\$600), Life Support Systems - AED (\$400)
 5200 EQUIPMENT MAINTENANCE: Precision Fitness (\$681), Kin Repair (\$300)
 5200 PROFESSIONAL LICENSES / CONTRACTS: Stamford Univ. Chronic Disease Training License (\$260), My Senior Center - Xerus Solutions, (\$600), Reiki (\$3,600), Tai Chi (\$1,700), Cardio-Boost (\$1,000)
 5200 Consultant for Licensed Social Worker

Total Contract Services and Leases

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN COM REC	FIN COM REC
\$ 32,690	\$ 32,690	\$ 32,690	\$ 35,861	\$ 32,690	\$ 29,043	\$ 32,690	\$ 17,000	\$ 17,000	\$ 17,000

Department	Town Mgr.	Fin Com
	24,524	21,905
	1,800	1,600
	981	1,100
	7,160	9,860
	7,200	7,200
	41,665	41,665

Utilities

Gas Nationalgrid Supplier,
 Nationalgrid Supplier,
 Gas US Solar LLC, Direct Energy

Total Utilities

Department	Town Mgr.	Fin Com
	17,000	17,000

FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN COM REC	FIN COM REC
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Department	Town Mgr.	Fin Com

Capital Outlay

In Capital Plan

Building Alarm System Upgrade \$ 3,000
 External Alarm / Cameras for Property \$ 12,000
 Art Room \$ 10,000
 Misc. Floor Replacement \$ 7,500

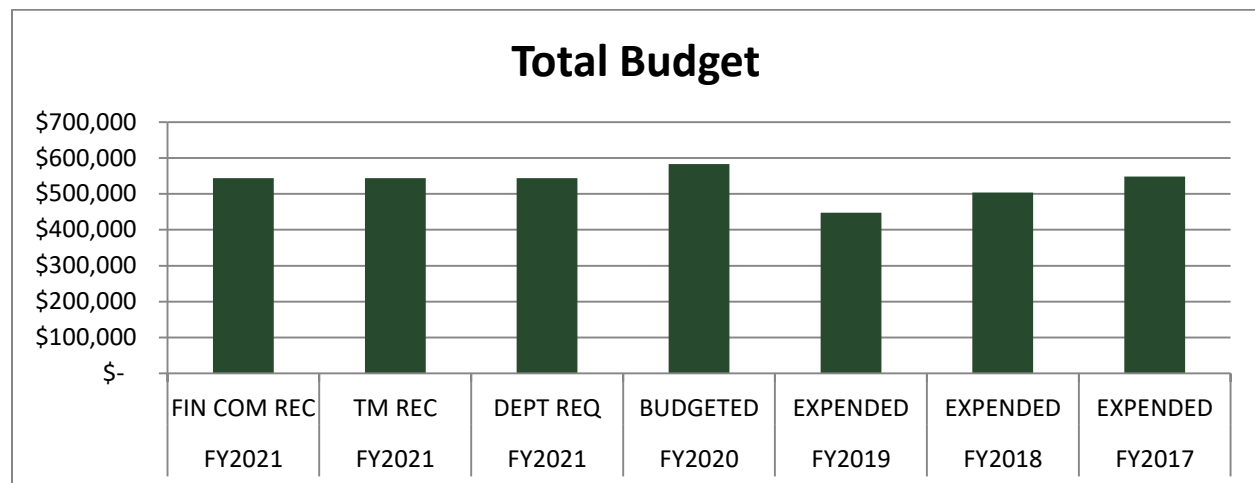
Veterans Department

Mission Statement

The Department of Veteran Services at the Town of Billerica places the rights to veteran's benefits and ample accessibility to resources at the forefront of our vision. We will achieve this by ensuring that the honor and respect earned for each and every veteran is recognized. The Director of Veteran Services will implement actions to be accessible to the Town of Billerica's Veterans in a multitude of facets to include in person outreach regiments. With forward thinking and strong interdepartmental relationships, The Department of Veterans Services will be a one stop shop for all Veteran's needs and their families.

Budget Narrative

This year the budget will decrease \$39,746. This mainly will come from a decrease in the veterans benefits line.



Sadly, last year the Town of Billerica lost their longtime Veterans Director Ken Buffum. During Ken's forty plus years with the Town he helped countless veterans and families in need. Ken will be missed by many in the community and in Town Hall.

Veterans Department

Programs and Services

Chapter 115

The Veterans Services Department has been analyzing each of the 46 cases in regards to medical insurance coverages to include, Mass Health, Medicare, Medi Gap Insurance and Prescription Drug Plans to ensure that the Veteran is receiving the optimum level of care and coverages that is permitted while running drug analysis to ensure the drug plans are cost effective. On numerous occasions we have encountered cases that did not have any drug coverage at all costing the Town of Billerica the full price for medications. After meeting with the cases individually along with our Department Insurance Broker from Tom Connolly Insurance we have successfully signed those cases up for drug plans that drastically reduce the monthly costs of prescriptions which are covered as a part of the Chapter 115 State Veterans Benefits. An example of the most prominent case for drug coverage savings is a case that did not have any drug coverages and billed the Town \$1,900 every month for medications. With the successful enrollment into the Mass health system and drug coverage plan the monthly drug costs have been reduced to \$389 per month including the drug coverage premium. Chapter 115 also covers the medical insurance premiums, dental work, eye glasses and hearing aids and includes co- payments of any sort. 90% of our Chapter 115 cases have been moved to a new Medi Gap Insurance plan that eliminates any and all copayments that the Town of Billerica would be responsible for.

This plan has a premium of \$220 each month and is billed directly to the Veterans Services Office.

With this change, the amount of bills processed by the department and the accounting department has reduced from 10 – 12 bills per day to 10 – 12 bills per week. This also alleviates the Veterans of the burden of bringing the receipts and invoices into the office multiple times per month and waiting for reimbursement. The new Medi Gap coverage also saves the town from the high probability of multiple doctor copayments each month ranging from \$50 - \$100 each visit. A lower probability risk but still ever present copayment for hospitalization averages \$1,238 if the patient stays over 12 hours in the hospital. This copayment would be the Town's responsibility and is alleviated of that risk with the new Medi Gap plan. Analyzing the cases benefits in its entirety include the signing up for the Mass Health system and Medicare Programs



*Please welcome our new Veterans Director Joseph Ruggiero!
Take a look at all his accomplishments during his short tenure
so far!*

Veterans Department

that they may be entitled to. Given our caseload's average age population being qualified this is a major cost reducing effort. Upon the completion of this transition we expect to be more efficient in time allocation and more consistent in budgetary spending. Accurate savings reports are expected to be complete at the end of 2020.

Veterans Administration

Using the Vectra Spec Veterans Administration computer claim application system the licensed VSO upon completion of training can assist with applying for VA disability claims and other pensions and benefits such as death benefits and survivor's pensions.

Billerica's VA Claims

Total Claims Completed – 47

Claims in Progress - 26

VA Disability Ratings allow for Veterans to receive a monthly lifetime stipend and other medical benefits such as primary healthcare providers and all other medical coverages. This is to include hearing aids, glasses and dental work. This is extremely helpful to the Town of Billerica by first a boost in residential income that is guaranteed and substantial. More directly relation to Veterans Benefits, we look to complete these disability applications for our Chapter 115 cases where



applicable to relieve the Town of Billerica of as much expenditures as possible. The increase of income lowers the regular benefit amount paid by our Town as well as replaces many of the medical costs that would be of the Town's responsibility. Hearing aides, eye glasses and dental work are the most prominent example of this benefit which the average cost is \$3000 for both ears and averages \$400 for eye glasses. This bill would be satisfied by the Town of Billerica if the case does not have any VA coverage or knowledge.

Total Cost to Town - \$400 Annually

Total Annual Income to Town Veterans - \$305,314.83

Veterans Department

Events

Veterans Day

The 2019 Billerica Veterans Day Breakfast was a success hosting 105 people total at the Billerica Lodge of Elks. This event brought great pride to the Town of Billerica as well as a presence of Local, Regional and State Officials to collectively support our Veterans. With the new Billerica based catering services and the presence of the Senior Center Band and Shawsheen Tech Music Department this event is sure to grow and be a staple addition to the heritage of our Town.



Wreaths Across America

The 2nd Annual Billerica Wreaths Across America Day brings an educational and highly respectable town collaboration of honoring our communities deceased Veterans. At the War monuments around our Town of Billerica and at the Fox Hill Cemetery Wreaths are to be sponsored and laid on each of our Veteran's Graves. The Wreaths Across America Committee raises funds each year in the goals of sponsoring all 2400 wreaths to cover each and every

Veteran's grave at Fox Hill Cemetery. Wreaths Across America Day is a nationally recognized day as over 1600 cemeteries in all 50 states will join in the same efforts with a ceremony to start the day. Our ceremony is December 14 2019 at 1130 AM at the Library. After the Ceremony a group of volunteers will place the wreaths on the Veterans graves.

Vet to Vet Café

The Vet to Vet Café is a monthly open session held at the large conference room in the Senior Center 1 day a month for 2 hours. Coffee is provided and the time is open to all Veterans and families to come and collaborate with each other and ask questions of the VSO in reference to benefits. The group has a base attendance and new faces have attended each month so far. Plans of community services for Veterans are discussed and small talk about the service members' time and experiences create a comfortable environment for our Veterans Services Department to conduct outreach and get a sense of the thoughts of the community. The Vet to Vet Café will continue in 2020 to be scheduled for the last Tuesday of each month from 9 – 11 AM.

Veterans Department

Memorial Day

Memorial Day 2020 will be the department's first event with the new leadership. The same level of energy and effort will be embodied in the Memorial Day celebrations as the Veterans Day Breakfast.

Outreach Strategies

The Veterans Services Department values the community aspect of Billerica. This value comes with a sense of pride for the office of which our Veteran's experience and the ability to physically be present in the community. While being physically out in the community our department will be looking to emplace lasting memories for those we meet. A trial using the Veterans Supply Budget was used to provide small items to make a big impact on the relationship with the public. Challenge coins are a historical and ever present receivable item that embodies appreciation and pride. After purchasing a few challenge coins that resemble the war era of the Veteran I began to present them upon meeting a Veteran who was deployed to each conflict. The reactions of the Veterans were clear that our office not only is a place for administration but a covenant to preserve honor and respect. These items costing \$5.00 each are an extremely cost effective way of making this statement. Basic office updates such as new wall hangings represents pride in our Veterans experience in the office. The new items purchased are strategic to ensure all branches of the military are recognizable and related while in the office. One room of our two room office has been updated. The main office room will be updated in the beginning months of 2020.

Upon request by the Board of Selectman the department has created and designed a new Billerica Welcome Home Certificate. Each new Veteran that we encounter will have a Welcome Home Certificate signed by the entire Board of Selectman and either physically presented to the Veteran or mailed to the home address.

The 2020 Veterans News Letter was launched January 1 2020 and is a monthly newsletter that raises awareness to News, Events and key information on benefits with a benefits special section each month. This will be available in print and email medium to reach as many of our Veterans as possible. The Billerica Town Website has a Veterans Sign up form that has been in place since July 2019 and has collected 127 names and emails of town Veterans that will receive the Newsletter.

The Billerica Veterans Services Twitter page has launched. The newsletter will be available via this page within the first few issues. The intention of this page is to publicize information only. Communication from this page will not be possible as all the privacy settings have been customized and reviewed by the department head and a member of the Town Managers office to ensure the security of this page and its functions.

Veterans Department

Statistics

	FY16	FY17	FY18	FY19	FY20
Active Cases	50	49	34	34	46
Emergency Fuel Assistance Applications	70	55	56	NA	102
Cases over 65	NA	NA	NA	NA	43
Widowed Cases	NA	NA	NA	NA	20
Widower Cases	NA	NA	NA	NA	3

FY 2020 Goals

GOAL 1

Update and streamline current service application processes.

Objective – Install Vectra Spec Computer VA Claims System.

Completed

Objective – Transition current faxing document process to the available computerized upload system for both VA Claims and Chapter 115 Benefits.

Completed

Objective – Create a computerized records keeping system and transfer all current cases and required recent cases to the computerized records system.

Complete

GOAL 2

Establish relationships with relative departments to establish cohesive plans for the future.

Objective – Meet all department heads in person and ask for their ideas on the collaboration between their respective departments and the Veteran Services Office.

Completed

Veterans Department

Objective – Visit all other departments’ facilities and staff for introductions and site tours.

Completed

GOAL 3

Establish a regiment with the Senior Center for weekly VSO time in the senior center for outreach.

Objective – Establish relationship with COA and Director of Senior Center.

Completed

Objective – Create a plan for timelines and space for VSO to advertise visiting hours at the Senior Center.

Completed

Objective – Begin Senior Center visiting hours by September 2019.

Completed

GOAL 4

Establish Proactive Outreach Plan to Billerica High School Senior who are leaving for the Military after graduation.

Objective – Establish school board relationships.

Completed

Objective – Create an avenue to gather information on the Seniors who are signed up for the Military with the Guidance Department.

Completed

Objective – Create a plan to talk to these seniors.

Completed

Objective – Launch first engagement with the seniors before the first graduating class of the new high school graduates. (May 2020)

In Progress

GOAL 5

Veterans Department

Update office to be more suitable for community engagement.

Objective – Update aesthetics.

Completed

Objective – Rearrange furniture for more seating and usable space.

Completed

Objective – Sort and either upload or shred all eligible documents in filing cabinets.

Completed

Objective – Remove most of the filing cabinets.

Completed

Objective – Set up a community computer in the office for Veteran use.

In Progress

Objective - Set up a TV with Sports or News Channels on.

In Progress

GOAL 6

Create an Inventory of all Veterans supplies and organize.

Objective – Create Inventory excel sheet for items we plan to keep.

Completed

Objective – Find a donation center for all items we plan to discard or remove.

Completed

Objective – Sort all files in storage room for either uploading or shredding.

Completed

Objective – Revisit all supply vendors and make priority list based on price, availability and reliability.

Completed

Objective – Have storage room inventory completed by Oct 2019.

Veterans Department

Completed

GOAL 7

Create a Veterans Day Event.

Objective – Schedule Veterans Breakfast for Veterans Day.

Completed

Objective – Build upon this plan in the coming years and be ready for Veterans Day 2020.

In Progress

GOAL 8

Create an event for the Vietnam Veterans Park.

Objective – Get the input of the community for idea and approval of ideas.

In Progress

Objective – Create a fund for this event to fundraise in efforts to Veterans.

In Progress

Objective – Schedule the 1st Annual Event by Oct 2020.

In Progress

GOAL 9

Retrieve and reach all Billerica Veterans who sought out surrounding towns for services.

Objective – Visit all surrounding town VSO Offices to let them know they can send the Billerica Veterans to the Billerica Office.

Completed

Objective – Use Vectra Spec System to track VA claims completed by VSO Office.

Completed

Veterans Department

VETERANS

Personnel Services

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
Full Time										
Part Time/Seasonal										
Overtime										
Contractual Obligations										
Total	\$ 135,120	\$ 134,521	\$ 140,396	\$ 139,612	\$ 143,138	\$ 121,583	\$ 147,126	\$ 136,480	\$ 136,480	\$ 136,480

Expenses

Supplies and Expenses	\$ 4,710	\$ 2,766	\$ 4,710	\$ 3,177	\$ 4,710	\$ 3,885	\$ 4,710	\$ 5,210	\$ 5,210	\$ 5,210
Contract Services/Leases	\$ 1,285	\$ 1,285	\$ 1,385	\$ 473	\$ 1,385	\$ 1,012	\$ 1,385	\$ 1,785	\$ 1,785	\$ 1,785
Utilities										
Capital Outlay										
Veterans Benefits	\$ 560,000	\$ 409,629	\$ 560,000	\$ 360,033	\$ 430,000	\$ 320,608	\$ 430,000	\$ 400,000	\$ 400,000	\$ 400,000
Total Expenses	\$ 565,995	\$ 413,680	\$ 566,095	\$ 363,683	\$ 436,095	\$ 325,505	\$ 436,095	\$ 406,995	\$ 406,995	\$ 406,995

TOTAL BUDGET

	\$ 701,115	\$ 548,201	\$ 706,491	\$ 503,295	\$ 579,233	\$ 447,088	\$ 583,221	\$ 543,475	\$ 543,475	\$ 543,475

Dep. Req. TM. Rec. Fin Com. Rec.
FY2020 FY2021 FY2021 FY2021

Difference PY \$ (39,746.20)

% PY -6.81%

Position	FTE	FTE	FTE	FTE
Director	1	1	1	1
Head Clerk	1	1	1	1
Total Staffing	2	2	2	2

Veterans Department

VETERANS DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Joe Ruggiero	Director	2/3	6/13/2019	\$72,521.61	\$500.00	\$0.00	\$73,021.61
Marie O' Rourke	Head Clerk	7	8/24/1981	\$58,524.61	\$600.00	\$4,334.00	\$63,458.61
DEPARTMENT TOTAL				\$ 131,046.21	\$ 1,100.00	\$ 4,334.00	\$ 136,480.21

Total Full time \$ 131,046.21
Total Contract \$ 5,434.00
Total \$ 136,480.21

VETERANS DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Joe Ruggiero	Director	2/3	6/13/2019	\$72,521.61	\$500.00		\$73,021.61
Marie O' Rourke	Head Clerk	7	8/24/1981	\$58,524.61	\$600.00	\$4,334.00	\$63,458.61
DEPARTMENT TOTAL				\$ 131,046.21	\$ 1,100.00	\$ 4,334.00	\$ 136,480.21

Total Full time \$ 131,046.21
Total Contract \$ 5,434.00
Total \$ 136,480.21

VETERANS DEPARTMENT SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Buffum, Kenneth	Director	7th	2-May-78	\$78,153.83	\$500.00	\$4,100.00	\$ 82,753.83
O'Rourke, Marie	Administrative Asst.	10th	8/24/1981	\$55,650.59	\$600.00	\$4,334.00	\$ 60,584.59
CBA SEIU Spring 2019				\$2,188.00			\$ 2,188.00
CBA IUPE Spring 2019				\$1,600.00			\$ 1,600.00
							\$0.00
DEPARTMENT TOTAL				\$137,592.42	\$1,100.00	\$8,434.00	\$ 147,126.42

Total Full time \$ 137,592.42
Total Contract \$ 9,534.00
Total \$ 147,126.42

Veterans Department

DESCRIPTION DETAIL

VETERANS

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REC	TM REC	FIN COM REC
\$ 4,710	\$ 4,710	\$ 4,710	\$ 2,766	\$ 4,710	\$ 3,177	\$ 4,710	\$ 3,885	\$ 4,710	\$ 5,210	\$ 5,210	\$ 5,210	\$ 5,210

Supplies and Expenses

5 sets of 4x6 Flags, consisting of 5 American, 5 State and 5 POW/MIA flags - \$600.00												
3 12/18 flags for center & talbot oval												
2 15/12 flags Talbot Oval												
Flags to be used to decorate Veterans' Graves on Memorial Day and Veterans' Day. The State will reimburse the Town 75% of the cost of the Flags												
office supply allocation												
Total Supplies and Expenses:												
	\$ 3,000	\$ 3,000		\$ 800	\$ 800							
	\$ 5,210	\$ 5,210		\$ 5,210	\$ 5,210							

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REC	TM REC	FIN COM REC
\$ 560,000	\$ 516,454	\$ 560,000	\$ 409,629	\$ 560,000	\$ 360,033	\$ 430,000	\$ 320,608	\$ 430,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000

5280 Veterans' Benefits

This is the projected amount of benefits for veterans/widows.

This department is reimbursed by the Commonwealth at the rate of 75% for benefits extended on behalf of qualified Veterans/widows and dependents.												
	\$ 400,000	\$ 400,000		\$ 400,000	\$ 400,000							

Veterans' Benefits

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REC	TM REC	FIN COM REC
\$ 1,285	\$ 1,277	\$ 1,285	\$ 1,285	\$ 1,385	\$ 473	\$ 1,385	\$ 1,012	\$ 1,385	\$ 1,785	\$ 1,785	\$ 1,785	\$ 1,785

Contract Services/Leases

Northeastern Veterans' Service Officers Association Membership fee \$100.00												
Massachusetts Veterans' Services Agents Association Membership fee \$100.00 per year												
Vetrespec												
Director travels approximately 3,000 miles per year. Verification of residency, special investigations, Appeals at State office, DCS office, Veterans hospitals, local hospitals, monthly meetings, Executive and Advisory Board meetings.												
meetings with the Commissioner of Veterans' Services and other State meetings.												
	\$ 400	\$ 400		\$ 1,385	\$ 1,385							
	\$ 1,785	\$ 1,785		\$ 1,785	\$ 1,785							

Department Town Mgr. Town Mgr.

Section 5:

Library and Recreation

Library

Department Explanation

Billerica's first public library was established in 1772. The Billerica Public Library opened in its current location in 2000.

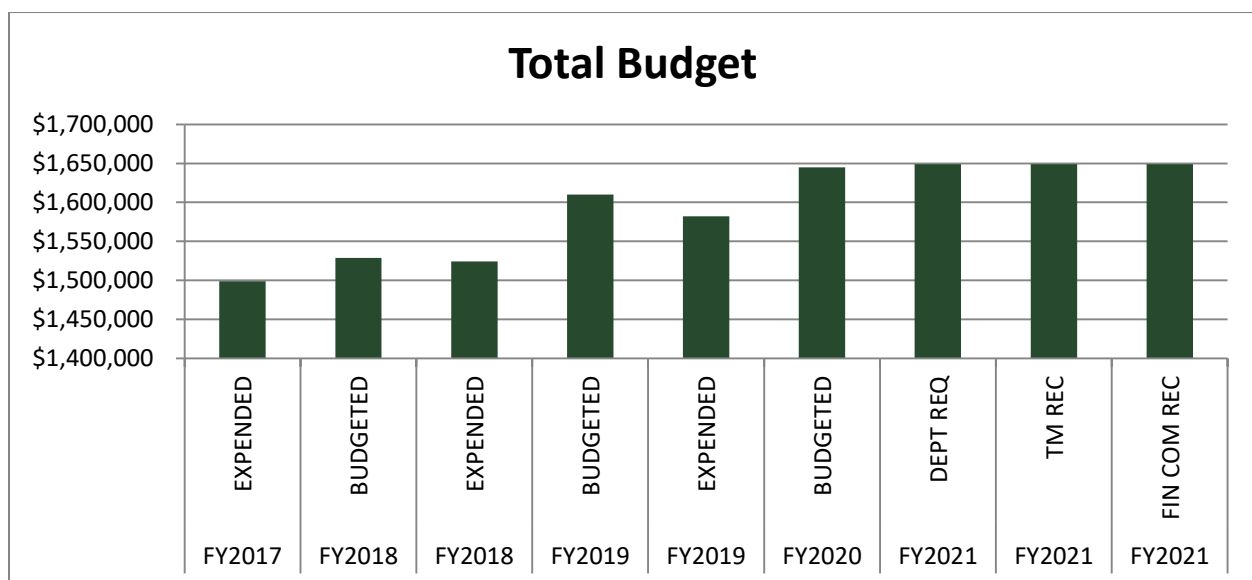
Once upon a time, a public library was a collection of books. But it was really never only that. The mission of a public library is to allow whole community access to knowledge, information, literature and cultural participation. Every single day the Billerica Public Library aims to provide something necessary or enriching – for free—for **You** and every community member. We aim to do this even for those who don't enter our door, just in case one day they do. The Billerica Public Library is all about **You**!



The roles of the library are to provide current, high-demand, high interest materials for leisure reading of all age groups; to encourage and foster an interest in reading by children; to serve as a support center for both formal and informal learning pursuits, and to do so in a cost-effective manner.

Budget Narrative

The library budget will be going up only \$14,491 this year. This is mainly due to step increases and contractual obligations.



Library

Programs and Services

The library strives to provide responsive service to its residents, thru free access to diverse materials, information and programs. The library is an integral community contributor as it continues to partner with town agencies, cultural groups and service providers. Among the many partnerships this year, a few examples were partnering with the COA by hosting Memory Cafes, the schools by providing elementary school nights for children and their parents and outreach visits to various assisted living facilities and senior housing.

Tear this page out and apply for a library card below!

Billerica Public Library Patron Registration

NAME

First: _____ Middle: _____

Last: _____ Suffix: _____

Preferred Name on file (nickname, etc.): _____

ADDRESS

Street: _____ Apt #: _____

City: _____ State: _____ Zip: _____

CONTACT

Contact Phone: _____

E-mail Address: _____

Would you like to receive e-mail notifications? Yes ☐ No ☐

If yes, please select any of the following notifications:

Overdue/Billing Notice ☐

Hold Pickup Notice ☐

LOG ON

Your default log on is your **library card number**. Your default PIN is the **last 4 digits** of your card number.

Alternate Log-on ID, if desired (20 characters max, letters and numbers only): _____

PIN can be changed by logging into your account.

Signature: _____

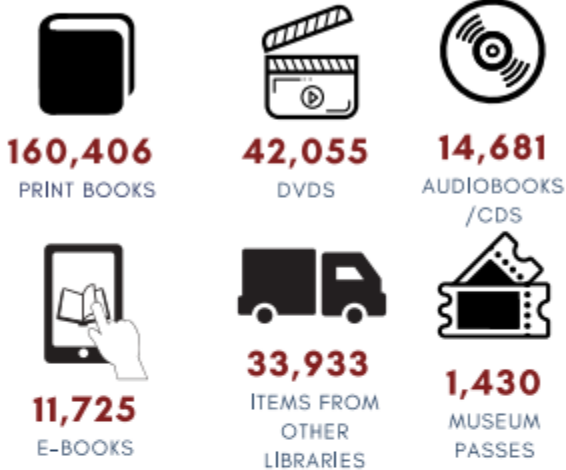
Parent/Guardian Signature (if under grade 9): _____

Your signature indicates compliance with all of the policies of the Billerica Public Library. Copies of these policies are available upon request.

CHECK US OUT

In FY2019, patrons did just that!

PATRONS BORROWED



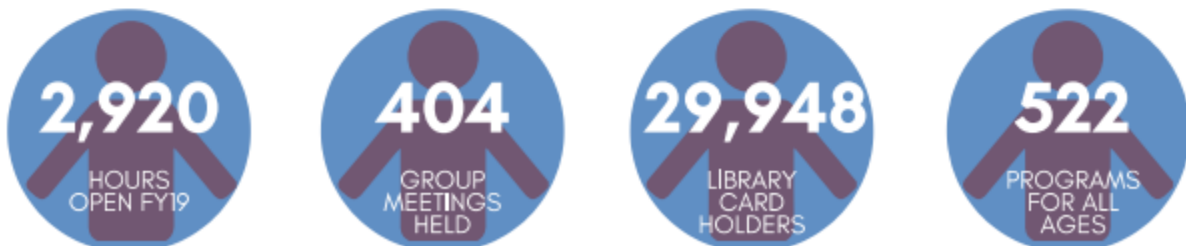
PATRON ATTENDANCE



SERVICES PATRONS USED



A PLACE FOR THE COMMUNITY



BILLERICA
PUBLIC LIBRARY

WWW.BILLERICALLIBRARY.ORG
15 Concord Rd | 978-671-0949

PUBLIC LIBRARY*Personnel Services*

Full Time
Part Time/Seasonal
Overtime
Contractual Obligations

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 659,032	\$ 659,032	\$ 753,461	\$ 753,461	\$ 798,305	\$ 785,772	\$ 815,649	\$ 867,421	\$ 867,421	\$ 867,421	\$ 867,421
\$ 439,388	\$ 439,388	\$ 364,422	\$ 360,578	\$ 389,708	\$ 374,410	\$ 405,859	\$ 405,812	\$ 405,812	\$ 405,812	\$ 405,812
\$ 30,369	\$ 30,369	\$ 29,437	\$ 29,437	\$ 30,481	\$ 30,481	\$ 29,203	\$ 26,363	\$ 26,363	\$ 26,363	\$ 26,363
\$ 1,128,789	\$ 1,128,789	\$ 1,147,320	\$ 1,143,476	\$ 1,218,494	\$ 1,190,663	\$ 1,250,711	\$ 1,299,596	\$ 1,299,596	\$ 1,299,596	\$ 1,299,596

Expenses

Supplies and Expenses
Contract Services/Leases
Cleaning Service
Utilities
Capital Outlay

\$ 203,350	\$ 203,230	\$ 210,350	\$ 210,350	\$ 214,057	\$ 214,053	\$ 214,551	\$ 224,835	\$ 224,835	\$ 224,835	\$ 224,835
\$ 72,712	\$ 71,265	\$ 74,031	\$ 73,362	\$ 80,567	\$ 80,567	\$ 80,961	\$ 82,684	\$ 82,684	\$ 82,684	\$ 82,684
\$ 18,528	\$ 18,528	\$ 20,100	\$ 20,099	\$ 20,100	\$ 20,100	\$ 21,900	\$ 27,300	\$ 27,300	\$ 27,300	\$ 27,300
\$ 76,800	\$ 76,800	\$ 76,800	\$ 76,800	\$ 76,800	\$ 76,800	\$ 76,800	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 371,390	\$ 369,823	\$ 381,281	\$ 380,611	\$ 391,524	\$ 391,520	\$ 394,212	\$ 359,819	\$ 359,819	\$ 359,819	\$ 359,819

TOTAL BUDGET

\$ 1,500,179	\$ 1,498,612	\$ 1,528,601	\$ 1,524,087	\$ 1,610,018	\$ 1,582,183	\$ 1,644,923	\$ 1,659,415	\$ 1,659,415	\$ 1,659,415	\$ 1,659,415

	Dept. Req. FY2020	TM Rec. FY2021	Fin Com Rec. FY2021
Director	1	1	1
Asst. Director	1	1	1
Librarian I	3	3	3
Librarian II	2	2	2
Librarian III	2	2	2
Librarian Associate	0	0	0
Library Asst III	2	2	2
Building Mtrce Craftsman	1	1	1
Total Staffing	12	12	12

13%
Needed from Friends \$ 212,296.76
\$ 28,845.76

4.03%
\$ 14,491.99
0.88%

	Dept. Req. FY2020	TM Rec. FY2021	Fin Com Rec. FY2021
Librarian II	0.6667	0.6667	0.6667
Librarian II	0.5067	0.5067	0.5067
Librarian II	0.6667	0.6667	0.6667
Librarian II	0.8000	0.8000	0.8000
Library Asst. III	0.9867	0.9867	0.9867
Library Asst. III	0.5333	0.5333	0.5333
Library Asst. III	0.5333	0.5333	0.5333
Library Asst. III	0.5333	0.5333	0.5333
Library Asst. III	0.5333	0.5333	0.5333
Library Asst. III	0.6267	0.6267	0.6267
Librarian III			
Librarian III			
Total Staffing	6.39	6.39	6.39

LIBRARY DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
FULL-TIME							
Jan Hagman	Lib. Director	5	11/3/1986	102,939.82	\$ -	\$ 4,100.00	107,040
Joseph St. Germain	Asst. Lib. Director	2/3	12/30/2018	83,172.12	\$ -	\$ -	83,172
Lisa Gadbois	Lib. I	9	4/17/1998	84,671.33	\$ -	\$ 3,393.00	88,064
Sharon Lomison	Lib. I	9	10/27/2014	84,671.33	\$ -	\$ -	84,671
Abhar Nauqti	Lib. I	9	8/13/2012	84,671.33	\$ -	\$ -	84,671
Cindi Haggerty	Lib II	4/5	1/13/2017	55,861.72	\$ -	\$ -	55,862
Elizabeth Meier	Lib II	2/3	2/19/2019	51,479.03	\$ -	\$ -	51,479
Michelle Paquin	Lib. II	9	10/7/1996	66,662.83	\$ -	\$ 3,393.00	70,056
Diane Fowler	Lib III	9	4/3/2000	61,404.17	\$ -	\$ 3,393.00	64,797
Laura Persson	Lib II	1/2	4/15/2019	45,339.18	\$ -	\$ -	45,339
Matthew Pustizzi	Lib Asst III	9	3/24/2008	44,394.57	\$ -	\$ 1,827.00	46,222
Rebecca Zahora	Lib Asst III	5/6	1/5/2016	38,752.74	\$ -	\$ -	38,753
Kevin Rudy	Bldg Craftsman	9	11/7/2011	63,400.72	\$ -	\$ 783.00	64,184
PART-TIME							
Henry Barker	Lib Asst III	2/3	4/22/2019	27,261.66	\$ -	\$ -	27,262
Lisa Botte	Lib I	7/8	1/14/2019	56,359.71	\$ -	\$ 2,409.03	58,769
Margeda Bou-Nassif	Lib Asst III	9	9/6/2005	40,251.08	\$ -	\$ 1,662.57	41,914
Dorothy Burlamachi	Lib Asst III	7/8	5/27/2016	10,995.33	\$ -	\$ -	10,995
Marion DePierro	Lib. II	9	9/20/2000	7,110.70	\$ -	\$ -	7,111
Marion DePierro	Lib Asst III	2/3	8/28/2018	11,658.39	\$ -	\$ -	11,658
Ellen Dobi	Lib II	9	1/7/2013	35,553.51	\$ -	\$ -	35,554
Shannon Hagel	Lib Asst III	9	5/3/2011	23,677.10	\$ -	\$ 968.31	24,645
Kathleen Meagher	Lib III	9	9/16/1996	38,479.95	\$ -	\$ 2,137.59	40,618
Julia Wade	Lib Asst III	2/3	4/22/2019	18,653.42	\$ -	\$ -	18,653
Sandra Woodbury	Lib II	9	7/5/2005	58,663.29	\$ -	\$ 2,296.80	60,960
Shelvers (65 hrs.)	\$ -	-	1/0/1900	45,805.50	\$ -	\$ -	45,806
Substitute and Casual - Weeks	\$ -	-	1/0/1900	31,342.50	\$ -	\$ -	31,343
\$ -	\$ -	-	1/0/1900	-	\$ -	\$ -	0
\$ -	\$ -	-	1/0/1900	-	\$ -	\$ -	0
\$ -	\$ -	-	1/0/1900	-	\$ -	\$ -	0
DEPARTMENT TOTAL							
				\$ 1,273,233.02	\$ -	\$ 26,363.30	\$1,299,596

\$ (85,246.86)

\$ (500.00)	Total Full time	867,420.88
	Total Part Time	405,812.13
	Total Contract	26,363.30
	Total	\$ 1,299,596.32

LIBRARY DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
<i>FULL-TIME</i>							
Jan Hagman	Lib. Director	5	11/3/1986	\$ 102,939.82		\$ 4,100.00	107,040
Joseph St. Germain	Asst. Lib. Director	2/3	12/30/2018	\$ 83,172.12		\$ -	83,172
Lisa Gadbois	Lib. I	9	4/17/1998	\$ 84,671.33	0.00	\$ 3,393.00	88,064
Sharon Lomison	Lib. I	9	10/27/2014	\$ 84,671.33	0.00	\$ -	84,671
Abhar Nauqti	Lib. I	9	8/13/2012	\$ 84,671.33	0.00	\$ -	84,671
Cindi Haggerty	Lib II	4/5	1/13/2017	\$ 55,861.72	0.00	-	55,862
Elizabeth Meier	Lib II	2/3	2/19/2019	\$ 51,479.03			51,479
Michelle Paquin	Lib. II	9	10/7/1996	\$ 66,662.83	0.00	\$ 3,393.00	70,056
Diane Fowler	Lib III	9	4/3/2000	\$ 61,404.17	0.00	\$ 3,393.00	64,797
Laura Persson	Lib II	1/2	4/15/2019	\$ 45,339.18	0.00		45,339
Matthew Pustizzi	Lib Asst III	9	3/24/2008	\$ 44,394.57	0.00	\$ 1,827.00	46,222
Rebecca Zahora	Lib Asst III	5/6	1/5/2016	\$ 38,752.74		\$ -	38,753
Kevin Rudy	Bldg Craftsman	9	11/7/2011	\$ 63,400.72	0.00	\$ 783.00	64,184
<i>PART-TIME</i>							
Henry Barker	Lib Asst III	2/3	4/22/2019	\$ 27,261.66	0.00		27,262
Lisa Botte	Lib I	7/8	1/14/2019	\$ 56,359.71	0.00	\$ 2,409.03	58,769
Marged Bou-Nassif	Lib Asst III	9	9/6/2005	\$ 40,251.08	0.00	\$ 1,662.57	41,914
Dorothy Burlamachi	Lib Asst III	7/8	5/27/2016	\$ 10,995.33	0.00		10,995
Marion DePierro	Lib. II	9	9/20/2000	\$ 7,110.70	0.00		7,111
Marion DePierro	Lib Asst III	2/3	8/28/2018	\$ 11,658.39			11,658
Ellen Dobi	Lib II	9	1/7/2013	\$ 35,553.51	0.00	\$ -	35,554
Shannon Hagel	Lib Asst III	9	5/3/2011	\$ 23,677.10	0.00	\$ 968.31	24,645
Kathleen Meagher	Lib III	9	9/16/1996	\$ 38,479.95	0.00	\$ 2,137.59	40,618
Julia Wade	Lib Asst III	2/3	4/22/2019	\$ 18,653.42			18,653
Sandra Woodbury	Lib II	9	7/5/2005	\$ 58,663.29	0.00	\$ 2,296.80	60,960
Shelvers (65 hrs.)				45,806		\$ -	45,806
Substitute and Casual - Weekend, Sick & Vac. Coverage				31,343		\$ -	31,343
						\$ -	
						\$ -	
DEPARTMENT TOTAL				\$ 1,273,233.02	0.00	26,363.30	\$1,299,596

Total Full time	867,420.88
Total Part Time	405,812.13
Total Contract	26,363.30
Total	\$ 1,299,596.32

LIBRARY DEPARTMENT SALARY INFORMATION FY2020 BUDGET

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
FULL-TIME							
Hagman, Janet	Director	5	11/3/1986	100,136	0.00	4,100.00	104,236
St. Germain, Joseph	Asst. Director	1/2	9/14/2000	76,334	0.00		76,334
Gadbois, Lisa	Librarian I	9	4/17/1998	80,513	0.00	3,393.00	83,906
Lomison, Sharon	Librarian I	9	10/24/2014	80,513	0.00	0.00	80,513
Naugti, Abhar	Librarian I	9	8/13/2012	80,513	0.00	0.00	80,513
Paquin, Michelle	Librarian II	9	10/7/1996	63,389	0.00	3,393.00	66,782
TBD	Librarian III	1/2	3/1/2019	47,045	0.00	-	47,045
Fowler, Diane	Librarian III	9	4/3/2000	58,389	0.00	3,393.00	61,782
Watson, Jan	Librarian III	9	3/6/2000	58,389	0.00	3,393.00	61,782
Pustizzi, Matthew	Library Asst. III	9	3/24/2008	42,214	0.00	1,827.00	44,041
Zahora, Rebecca	Library Asst. III	4/5	1/5/2016	35,444	0.00	0.00	35,444
Rudy, Kevin	Building Mtnce Crafts	9	11/9/2011	60,294	0.00	783.00	61,077
PART-TIME							
Botte, Lisa (26.5 hrs.)	Librarian I	6/7	7/1/1993	51,539	0.00	2,409.03	53,948
Bou-Nassif, Margeda (34 hrs.)	Library Asst. III	9	9/6/2005	38,274	0.00	1,662.57	39,937
Buck, Rhonda (20 hrs.)	Library Asst. III	1/2	9/12/2018	17,012	0.00		17,012
Burlamachi, Dorothy (10 hrs)	Library Asst. III	6/7	5/27/2016	10,056			10,056
DePierro, Marion (12.5 hrs)	Library Asst. III	1/2	8/28/2018	10,664			10,664
Dobi, Ellen (20 hrs.)	Librarian II	9	1/7/2012	33,808	0.00	0.00	33,808
Hagel, Shannon (20 hrs.)	Library Asst. III	9	5/3/2011	22,514	0.00	414.99	22,929
Haggerty, Cindi (25 hrs.)	Librarian II	3/4	1/13/2017	34,058	0.00	0.00	34,058
Meagher, Kathleen (23.5 hrs.)	Librarian III	9	9/16/1996	36,590	0.00	2,137.59	38,728
Persson, Laura (30 hrs.)	Librarian II	3/4	7/11/2016	27,782	0.00	0.00	27,782
Woodbury, Sandra (33 hrs)	Librarian II	9	7/5/2005	55,782	0.00	2,296.80	58,079
Shelvers (65 hrs.)	\$ -	0	1/0/1900	37,000	0.00	0.00	37,000
Substitute and Casual - Week	0	0	0	30,779	0	0	30,779
SEIU CBA Spring 2019				6,475	0	0	6,475
Non Union CBA Spring 2019				26,000	0	0	26,000
DEPARTMENT TOTAL				\$ 1,221,508.34	\$ -	\$ 29,202.98	\$1,250,711

\$ (500.00)	Total Full time	815,649.00
	Total Part Time	405,859.34
	Total Contract	29,202.98
	Total	\$ 1,250,711.32

Library

DESCRIPTION/DETAIL

PUBLIC LIBRARY

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 201,000	\$ 201,000	\$ 203,350	\$ 203,230	\$ 210,350	\$ 210,350	\$ 214,057	\$ 214,053	\$ 214,551	\$ 224,835	\$ 224,835	\$ 224,835

Department Town Mgr. Fin Com

Supplies and Expenses

<i>Computer equipment & accessories</i>	Maintaining and replacing 70 public and staff computers on a rotating basis, plus numerous printers and other accessories									Prior Year	
		\$ 10,404	\$ 10,404	\$ 10,404	\$ 10,404						
<i>Total from Book and Publications</i>		\$ 180,177	\$ 183,451	\$ 183,451	\$ 183,451						
<i>Operating Materials</i>	Barcode labels; security cases; book jacket covers; video boxes; fibre attaching tape; book tape; pressure sensitive spine labels; microfiche reader/printer cartridges; plastic library cards; printer cartridges, local history supplies	\$ 12,240	\$ 12,500	\$ 12,500	\$ 12,500						
<i>Custodial Supplies</i>	Provision for toilet paper, paper towels, hand soap, cleaning products, ice melt	\$ 8,160	\$ 8,160	\$ 8,160	\$ 8,160						
<i>Electrical Supplies</i>	Provision for light bulbs and other electrical supplies	\$ 2,040	\$ 2,040	\$ 2,040	\$ 2,040						
<i>Plumbing Supplies</i>	Provision for plumbing supplies for 6 bathrooms and two kitchen facilities	\$ 1,530	\$ 1,530	\$ 1,530	\$ 1,530						
	Water Purifier	\$ 6,750	\$ 6,750	\$ 6,750	\$ 6,750						
	Total Supplies & Expenses	\$ 214,551	\$ 224,835	\$ 224,835	\$ 224,835						

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 63,995	\$ 63,276	\$ 72,712	\$ 71,265	\$ 74,031	\$ 73,362	\$ 80,567	\$ 80,567	\$ 80,961	\$ 82,684	\$ 82,684	\$ 82,684

Department Town Mgr. Fin Com

Contract Services/Leases

	Annual membership and shared maintenance costs for central site and peripheral equipment, as well as, central site staffing as a participant in the Merrimack Valley Library Consortium	\$62,327	\$62,327	\$62,327							
	Provision for 9 Trustees' Membership in the Mass. Library Trustees Assoc., Membership for the Director in the American Library Assoc. Membership for the Director and Asst. Director in the Mass. and New England Library Association	\$ 755	\$ 755	\$ 755							
	HVAC service contract	\$ 5,000	\$ 5,000	\$ 5,000							
	Automatic door maintenance/Contract	\$ 2,300	\$ 2,300	\$ 2,300							
	Provision for the advertising of job postings and bid announcements	\$ 100	\$ 100	\$ 100							
	Provision for irrigation system turn on and winterizing	\$ 350	\$ 350	\$ 350							
	Copy machine maintenance	\$ 1,700	\$ 1,700	\$ 1,700							
	Provision for maintenance and repair of various mechanical, plumbing and electrical systems and numerous pieces of audiovisual and electronic equipment.	\$ 9,000	\$ 9,000	\$ 9,000							
	Central station connection for burglar alarm	\$ 408	\$ 408	\$ 408							
	Allowance for use of personal vehicle to attend meetings around the state.	\$ 744	\$ 744	\$ 744							
	Total Contract Services	\$ 82,684	\$ 82,684	\$ 82,684							

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 18,528	\$ 18,480	\$ 18,528	\$ 18,528	\$ 20,100	\$ 20,099	\$ 20,100	\$ 20,100	\$ 21,900	\$ 27,300	\$ 27,300	\$ 27,300

Total Cleaning Service

Department Town Mgr. Fin Com

	Professional Cleaning Service for after hours cleaning										
	Total Cleaning Service	\$27,300	\$27,300	\$27,300							
		\$ 27,300	\$ 27,300	\$ 27,300							

FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 76,800	\$ 76,682	\$ 76,800	\$ 76,800	\$ 76,800	\$ 76,800	\$ 76,800	\$ 76,800	\$ 76,800	\$ 25,000	\$ 25,000	\$ 25,000

Department Town Mgr. Fin Com

Utilities

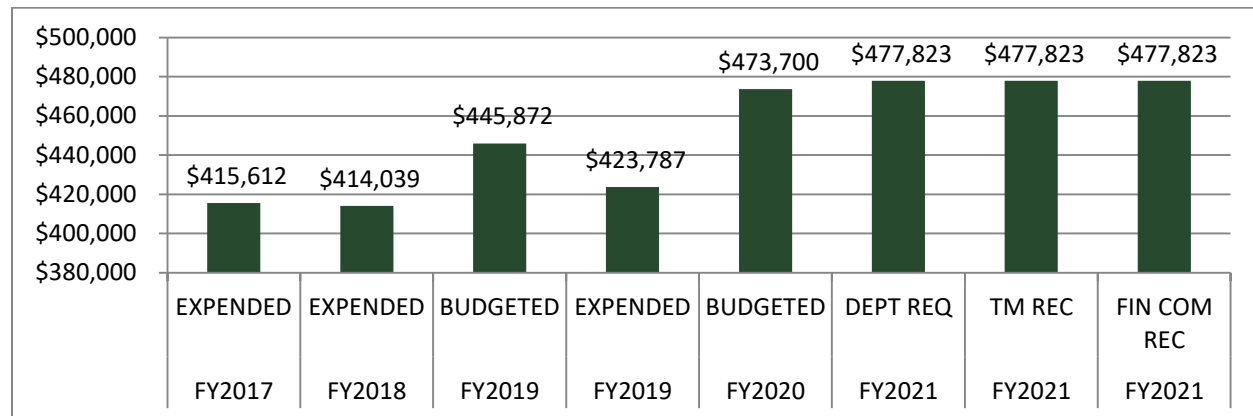
	Provision for gas heat - 35,000 sq ft. building										
	Provision for electricity - \$59,000.										
	Provision for dedicated telephone in elevator per ADA regulations										
	Total Utilities	\$ 25,000	\$ 25,000	\$ 25,000							

Mission Statement

The primary goal of the Recreation Department is to offer high quality affordable recreational programs, services, trips and special events to the citizens of Billerica. Our recreational, educational and cultural programming reflects the interest and diversity of our community. We are committed to improving parks and recreation facilities to ensure a safe and pleasant experience for visitors.

Budget Narrative

The Recreation Department will see an increase in the budget of \$4,123.78. This increase is partly due to the Program Coordinator position going from part time to full time. Also the new assistant recreation director will start at a lower step than the predecessor.



Programs and Services

The Recreation Department has continued evolving into a one-stop shop for all of the resident's leisure and recreational needs. We have continuously taken on the challenge of increasing the programs we offer anyone from Pre-K through Seniors. Whether you're 1 or 100, we have something for you! Our department has also paid particular attention to improving how we are marketing ourselves both online and in various other formats. With the recent addition of our new website and registration software system, we are also now able to accept payment by credit card. We believe this has made accessing our services a much more convenient process for our participants.

In addition to programming, the Recreation Department also offers various other services including discount ticket sales to theatre, sports events, and local business, as well as offering trips and tours both near and far. This year we have been exceptionally excited to increase the number and quality of special events being offered to the town!

Recreation

FY 2020 Accomplishments

- Continued evolving upon and adding new special events. This year we added new games and entertainment options to our annual Family First Night celebration, as well as made tweaks to our Halloween Haunting. Additionally, we created two brand new, and free to the public events, with our Easter Carnival (over 600 pre-enrolled) and Summer Kick Off – a free family fun day for our residents to enjoy (1,000+ attendees)! We are already hard at work to continue growing this programs to be even bigger and better next year.
- For the second year in a row, we have seen a steady increase in the number of participants enrolling in our programs. In the last two years alone, we have seen nearly a 45% increase in activity. We are very proud to be able to offer residents the services they need to recreate locally.
- Construction of the Dog Park has been completed, and the Dog Park is open for business! A huge thank you goes out to Mark Reid and all the members of the Dog Park Committee for their relentless drive and support in getting this done.
- Was awarded a CPC Grant for the creation of a Disc Golf Course. We have successfully completed the install of 9 holes at Vietnam Veteran's Park, and look forward to continuing the install process of the remaining 9 holes.



Recreation

BILLERICA RECREATION DEPARTMENT
 248 BOSTON ROAD * BILLERICA, MA 01821
 978-671-0921 * FAX 978-671-0927 * www.town.billerica.ma.us
 Email: billericarecreation@town.billerica.ma.us
REGISTRATION FORM

Household Contact Information	Adult/Parent/Guardian: First and Last Name			
	Address			
	Town		State	Zip Code
	Home Phone	Work Phone	Cell Phone	E-mail
	Secondary Adult/Parent/Guardian: First and Last Name			
	Address			
	Town		State	Zip Code
	Home Phone	Work Phone	Cell Phone	E-mail

Emergency Contact: In case we can not reach you at the numbers listed above, please call:

Name _____ Phone Number _____

Program Participant Name*	Sex	Date of Birth	School	Grade	Program Name	Session #	Fee
<i>*If participant is a child under age 18, please indicated current school and grade along with birthdate.</i>						Total	

Special instructions, allergies and/or information that an instructor needs to be aware of: _____

This is to certify that the above registered individual has my permission to participate in the program indicated above being conducted by the Billerica Recreation Department or its agents. I hold harmless any member of the Recreation Department or its agents from any and all injuries that might be sustained by the participant during the program. Further, this verifies that the participant is up to date with his/her immunizations and is able to participate in all activities. In the event of injury, I grant permission to provide/acquire medical care or assistance. By registering for a program, I give Billerica Recreation permission to take and publish photos of me or my dependent participating in these programs. Pictures and names may be used for promotion of programs offered by the Billerica Recreation Department. (If you do not wish to be photographed, a written statement must be received with this registration.)

Signature of Adult/Parent/Guardian _____ Date _____

Date _____ Fee Paid _____ Check _____ Cash _____ Balance _____ RCVD by _____

Recreation

RECREATION

Personnel Services

5110 Full Time	\$ 204,277	\$ 204,277	\$ 212,383	\$ 212,383	\$ 257,642	\$ 252,300	\$ 273,207	\$ 339,275	\$ 339,275	\$ 339,275
5120 Part Time/Permanent	\$ 45,016	\$ 114,016	\$ 47,218	\$ 116,218	\$ 50,741	\$ 95,018	\$ 49,941	\$ -	\$ -	\$ -
5150 Part Time /Seasonal	\$ 69,000	\$ 9,727	\$ 69,000		\$ 52,700		\$ 57,700	\$ 57,700	\$ 57,700	\$ 57,700
Overtime	\$ 9,727	\$ -								
5190 Contractual Obligations		\$ 14,046	\$ 9,627	\$ 9,627	\$ 7,300	\$ 7,300	\$ 8,432	\$ 6,332	\$ 6,332	\$ 6,332

Total	\$ 328,021	\$ 342,066	\$ 338,228	\$ 338,228	\$ 368,382	\$ 354,618	\$ 389,280	\$ 403,307	\$ 403,307	\$ 403,307

Expenses

Supplies and Expenses	\$ 14,080	\$ 14,046	\$ 14,080	\$ 13,114	\$ 15,950	\$ 8,063	\$ 14,080	\$ 12,680	\$ 12,680	\$ 12,680
Contract Services/Leases	\$ 49,500	\$ 49,500	\$ 49,500	\$ 47,798	\$ 51,540	\$ 51,106	\$ 60,340	\$ 58,836	\$ 58,836	\$ 58,836
Warrant Articles										
Utilities	\$ 10,000	\$ 10,000	\$ 10,000	\$ 14,899	\$ 10,000	\$ 10,000	\$ 10,000	\$ 3,000	\$ 3,000	\$ 3,000
Capital Outlay								\$ -	\$ -	\$ -

Total Expenses	\$ 73,580	\$ 73,546	\$ 73,580	\$ 75,811	\$ 77,490	\$ 69,169	\$ 84,420	\$ 74,516	\$ 74,516	\$ 74,516

TOTAL BUDGET	\$ 401,601	\$ 415,612	\$ 411,808	\$ 414,039	\$ 445,872	\$ 423,787	\$ 473,700	\$ 477,823	\$ 477,823	\$ 477,823

Dep. Rec. TM Rec. Fin Com Rec.
FY2020 FY2021 FY2021 FY2021

Difference PY \$ 4,123.78
% 0.87%

Position	FTE	FTE	FTE	FTE
Director, Recreation	1	1	1	1
Assistant Director	1	1	1	1
Program Coordinator	0	1	1	1
Senior Clerk	1	1	1	1
Playground Coordinator	1	1	1	1
Total Staffing	4.0	5.0	5.0	5.0

Recreation

DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Clothing	Meals	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Full Time									
David Grubb	Rec Director	5	8/7/2017	\$ 92,635.25			\$ 500.00	\$ -	\$ 93,135.25
Stacey Lecuire	Asst Rec Dir.	3/4	11/25/2019	\$ 75,304.76			\$ 500.00		\$ 75,804.76
Lori Boucher	Principal Clerk	7	9/25/2000	\$ 53,361.72			\$ 1,000.00	\$ 2,700.00	\$ 57,061.72
Tony Amato	Maintenance Man	2/3	7/16/2018	\$ 49,697.85	\$ 800.00	\$ 332.00	\$ -	\$ -	\$ 50,829.85
Brian Leary	Program Coordinator	2/3	8/2/2018	\$ 68,275.77	\$ -	\$ -	\$ 500.00	\$ -	\$ 68,775.77
Part Time - Seasonal									
	Lifeguards	-	1/0/1900	\$ 41,000.00					\$ -
	Neighborhood Parks	-	1/0/1900	\$ 16,700.00					\$ 16,700.00
									\$ -
									\$ -
									\$ -
DEPARTMENT TOTAL				\$ 396,975.36	\$ 800.00	\$ 332.00	\$ 2,500.00	\$ 2,700.00	\$ 403,307.36

Total Full Time \$ 339,275.36
Total Part Time \$ -
Total Seasonal \$ 57,700.00
Total Contract \$ 6,332.00
Total \$ 403,307.36

DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Clothing	Meals	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Full Time									
David Grubb	Rec Director	5	8/7/2017	\$ 92,635.25			\$ 500.00		\$ 93,135.25
Stacey Lecuire	Asst Rec Dir.	3/4	11/25/2019	\$ 75,304.76			\$ 500.00		\$ 75,804.76
Lori Boucher	Principal Clerk	7	9/25/2000	\$ 53,361.72			\$ 1,000.00	\$ 2,700.00	\$ 57,061.72
Tony Amato	Maintenance Man	2/3	7/16/2018	\$ 49,697.85	\$ 800.00	\$ 332.00			\$ 50,829.85
Brian Leary	Program Coordinator	2/3	8/2/2018	\$ 68,275.77			\$ 500.00		\$ 68,775.77
Part Time - Seasonal									
	Lifeguards			\$ 41,000.00					\$ -
	Neighborhood Parks			\$ 16,700.00					\$ 16,700.00
									\$ -
DEPARTMENT TOTAL				\$ 396,975.36	\$ 800.00	\$ 332.00	\$ 2,500.00	\$ 2,700.00	\$ 403,307.36

Total Full Time \$ 339,275.36
Total Part Time \$ -
Total Seasonal \$ 57,700.00
Total Contract \$ 6,332.00
Total \$ 403,307.36

DEPARTMENT SALARY INFORMATION FY2020 BUDGET

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Clothing	Meals	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Full Time									
David Grubb	Director, Recreation	5	8/7/2017	90,112.11			500.00	-	\$ 90,612.11
Cheryl Donna Hansen	Assistant Director	5	10/16/2006	78,153.83			500.00	2,100.00	\$ 80,753.83
Lori Boucher	Senior Clerk	7	36794	48,514.95			1,000.00	2,700.00	\$ 52,214.95
Tony Amato	Maintenance Man	1/2	7/16/2018	45,661.99	800.00	332.00	-	-	\$ 46,793.99
				-			-	-	\$ -
Part Time									
Brian Leary	Program Coordinator	1/2	7/31/2018	49,940.69			500.00	-	\$ 50,440.69
				-			-	-	\$ -
Part Time - Seasonal									
				\$ -			-	-	\$ -
	Lifeguards			\$ 41,000.00			-	-	\$ 41,000.00
	Neighborhood Parks			\$ 16,700.00			-	-	\$ 16,700.00
IUPE CBA Spring 2019				\$ 7,864.00					\$ 7,864.00
SEIU CBA Spring 2019				\$ 1,400.00					\$ 1,400.00
BMEA CBA Fall 2019				\$ 1,500					\$ 1,500.00
				\$ -					
DEPARTMENT TOTAL				\$ 380,847.58	\$ 800.00	\$ 332.00	\$ 2,500.00	\$ 4,800.00	\$ 389,279.58

Total Full Time \$ 273,206.89
Total Part Time \$ 49,940.69
Total PT-Seasonal \$ 57,700.00
Total Contract \$ 8,432.00
Total \$ 389,279.58

Recreation

DESCRIPTION/DETAIL

RECREATION

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TIM REC	FINCOM REC	
	\$ 14,080	\$ 14,046	\$ 14,080	\$ 13,114	\$ 15,950	\$ 8,063	\$ 14,080	\$ 12,680	\$ 12,680	\$ 12,680	

Department Town Mgr. Fin Com

Supplies and Expenses

Legal Notices
Postage
Meals

Uniform & Equipment

Placement of legal notices in Newspaper/Online
We utilize House Of Correction Community Work Program throughout the year for various maintenance/light construction projects. In return, we provide breakfast and lunch meals each day.
To purchase clothing and equipment required for field visits and programs
Materials needed to run programs and events, including basic playground safety items.
Travel on recreation business. Attendance at conference and workshops.

Recreation Materials

Travel-In-state
Professional Development
Office Supplies

	\$ 500	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
	\$ 50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
	\$ 8,130	\$ 8,130	\$ 8,130	\$ 8,130	\$ 8,130	\$ 8,130	\$ 8,130	\$ 8,130	\$ 8,130	\$ 8,130	\$ 8,130
	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500

Total Supplies & Expenses

\$ 12,680 \$ 12,680 \$ 12,680

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TIM REC	FINCOM REC	
	\$ 49,500	\$ 49,500	\$ 49,500	\$ 47,798	\$ 51,540	\$ 51,106	\$ 60,340	\$ 58,836	\$ 58,836	\$ 58,836	

Department Town Mgr. Fin Com

Contract Services

Recreation brochure, program flyers and/or special event flyers printed.

Solitude - Micozzi Beach Algae/Water Treatment
Nashoba Analytical - Micozzi Beach Water Testing
MyRec Registration Software Annual Contract
Playground Inspections
Warren Security - Facility Alarm
Porta-a-Potty Rentals
Membership in professional organizations (NHPA,MPPA)
Rental and purchase of equipment and repair of recreational equipment and sites. (examples: playground equipment and fencing, splash pad repair, etc)
ADA Services

Total Contract Services

	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400	\$ 7,400
	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800
	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200
	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	\$ 936	\$ 936	\$ 936	\$ 936	\$ 936	\$ 936	\$ 936	\$ 936	\$ 936	\$ 936	\$ 936
	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
	\$ 58,836	\$ 58,836	\$ 58,836	\$ 58,836	\$ 58,836	\$ 58,836	\$ 58,836	\$ 58,836	\$ 58,836	\$ 58,836	\$ 58,836

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TIM REC	FINCOM REC	
	\$ 10,000	\$ 10,000	\$ 10,000	\$ 14,899	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 3,000	\$ 3,000	\$ 3,000

Department Town Mgr. Fin Com

Utilities

gas and telephone service

Total Utilities

	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000

Town Civic Events

Budget Explanation

This account is used to pay for civic events held throughout the year. This account includes money for the New Year's Eve party hosted by the Recreation Department and the Memorial Day Parade hosted by the Veterans Department.

It also includes money for the scholarship foundation, the Middlesex Canal Association, The Artscape Banners, and the Beautification Committee.

Budget Narrative

This budget will remain the same as last year.



Billerica Board of Selectmen at the annual Memorial Day Parade

Town Civic Events

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ.	FY2021 TM REC	FY2021 FIN COM REC
Town Civic Events/Organizations										
7067 VFW-P, DAV, VFW-S	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
7068 MEMORIAL DAY/HOMECOMING	\$ 9,000	\$ 8,802	\$ 9,000	\$ 8,392	\$ 9,000	\$ 8,985	\$ 9,000	\$ 11,000	\$ 11,000	\$ 11,000
7097FAMILY NEW YEARS EVE	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
7076 MIDDLESEX CANAL	\$ 1,500	\$ 1,296	\$ 1,500	\$ 19	\$ 1,500	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
7077 BEAUTIFICATION	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 3,000	\$ 2,591	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
7084 SCHOLARSHIP FOUNDATION	\$ 6,100	\$ 6,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100
TOTAL BUDGET	\$ 23,200	\$ 22,798	\$ 22,200	\$ 20,111	\$ 24,200	\$ 22,276	\$ 36,200	\$ 38,200	\$ 38,200	\$ 38,200

* Fireworks increased by \$2,000



Section 6: Public Education

Public Education



PUBLIC EDUCATION

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
<i>Personnel Services</i>										
Personnel	\$ 48,070,259	\$ 48,070,259	\$ 49,850,259	\$ 49,850,259	\$ 51,584,651	\$ 51,584,651	\$ 53,532,364	\$ 55,250,753	\$ 55,250,753	\$ 55,250,753
Overtime										
Total Personnel	\$ 48,070,259	\$ 48,070,259	\$ 49,850,259	\$ 49,850,259	\$ 51,584,651	\$ 51,584,651	\$ 53,532,364	\$ 55,250,753	\$ 55,250,753	\$ 55,250,753
<i>Expenses</i>										
Supplies and Expenses	\$ 1,798,617	\$ 1,798,617	\$ 1,797,817	\$ 1,797,817	\$ 1,755,573	\$ 1,755,573	\$ 1,755,573	\$ 1,811,927	\$ 1,811,927	\$ 1,811,927
Contract Services/Leases	\$ 8,146,040	\$ 8,146,040	\$ 8,146,040	\$ 8,146,040	\$ 8,308,961	\$ 8,308,961	\$ 8,308,961	\$ 8,575,678	\$ 8,575,678	\$ 8,575,678
Utilities	\$ 1,351,592	\$ 1,351,592	\$ 1,351,592	\$ 1,351,592	\$ 1,378,624	\$ 1,378,624	\$ 1,378,624	\$ 1,422,878	\$ 1,422,878	\$ 1,422,878
Capital Outlay	\$ 277,352	\$ 277,352	\$ 277,352	\$ 277,352	\$ 282,899	\$ 282,899	\$ 282,899	\$ 291,980	\$ 291,980	\$ 291,980
Total Expenses	\$ 11,573,601	\$ 11,573,601	\$ 11,572,801	\$ 11,572,801	\$ 11,726,057	\$ 11,726,057	\$ 11,726,057	\$ 12,102,463	\$ 12,102,463	\$ 12,102,463
TOTAL BUDGET	\$ 59,643,860	\$ 59,643,860	\$ 61,423,060	\$ 61,423,060	\$ 63,310,708	\$ 63,310,708	\$ 65,258,421	\$ 67,353,216	\$ 67,353,216	\$ 67,353,216

Difference \$ 2,094,795.31

Percentage 3.21%



Shawsheen Tech



SHAWSHEEN TECHNICAL HIGH SCHOOL

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
<i>Personnel Services</i>										
Personnel	\$ -									
Overtime	\$ -									
Total Personnel	\$ -							\$ -	\$ -	
<i>Expenses</i>										
Supplies and Expenses	\$ -									
Contract Services/Leases	\$ -									
Utilities	\$ -									
Operating Costs	\$ 10,122,691	\$ 10,122,691	\$ 10,579,268	\$ 10,579,268	\$ 10,917,388	\$ 10,917,388	\$ 10,256,850	\$ 9,807,569	\$ 9,807,569	\$ 9,807,569
Capital Outlay	\$ -							\$ -	\$ -	\$ -
Total Expenses	\$ 10,122,691	\$ 10,122,691	\$ 10,579,268	\$ 10,579,268	\$ 10,917,388	\$ 10,917,388	\$ 10,256,850	\$ 9,807,569	\$ 9,807,569	\$ 9,807,569
TOTAL BUDGET	\$ 10,122,691	\$ 10,122,691	\$ 10,579,268	\$ 10,579,268	\$ 10,917,388	\$ 10,917,388	\$ 10,256,850	\$ 9,807,569	\$ 9,807,569	\$ 9,807,569



Section 7: Public Safety



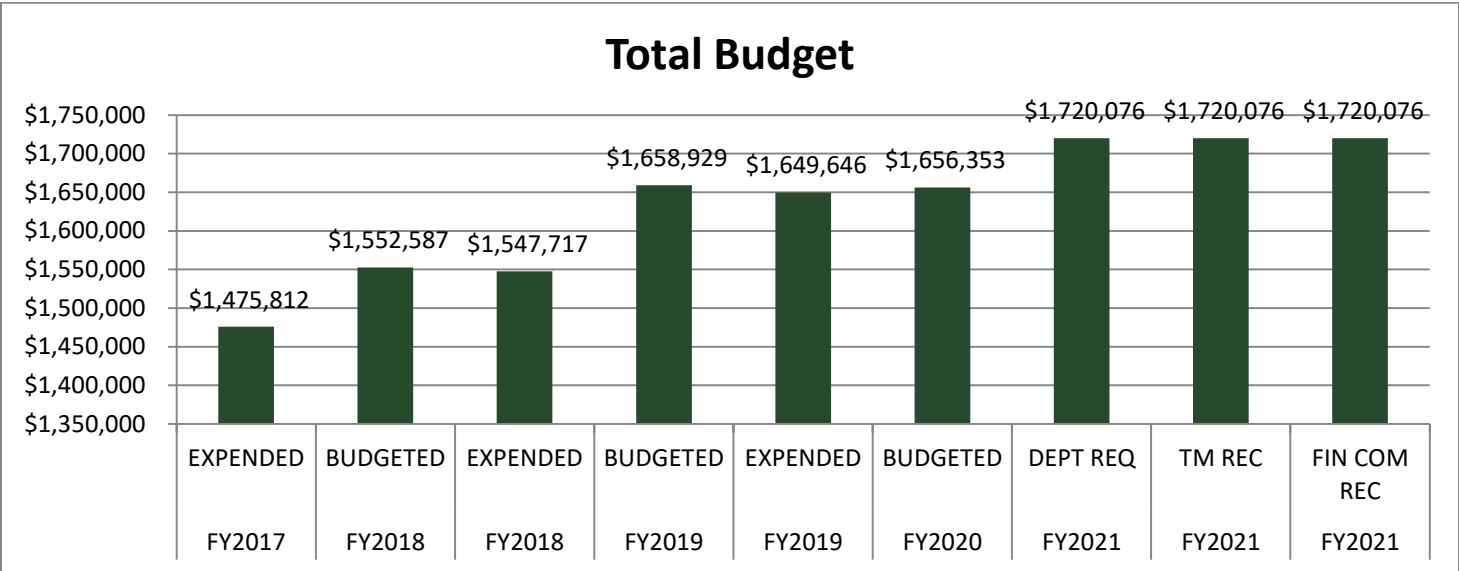
Ambulance

Department Explanation

The Town of Billerica Emergency Medical Services is currently staffed with 16 full time paramedics. The Department provides Advanced Life Support to the Town 24 hours a day, 7 days a week.

Budget Narrative

In FY21 Ambulance budget will see an increase this year of \$63,722. This increase is mostly due to an additional paramedic that will be placed on staff halfway through the year. Currently the Supervisor works on the truck full time. This new paramedic will allow the Supervisor to focus on administrative duties.



Programs and Services

The Ambulance department can provide Advanced Life Support to Billerica residents 24 hours a day, 365 days a year. The Department outsources their billing to a private vendor and has an incredible relationship with Lahey Clinic. The Department is dedicated to continuing education and professional development.

The Town of Billerica Emergency Medical Services (EMS) is currently staffed with 16 Full Time and 4 Per Diem Paramedics. The service provides Advanced Life Support to the Town 24 hours a day, 7 days a week.

Current hours of operation and Vehicles:

- 1.) Vehicle 1: Twenty-four (24) hours per day.
 - a. P15 is a 2014 GMC/ Osage Type III Ambulance with 160,648 miles.
 - b. Vehicle delivered and put into service June 2014.

Ambulance

- 2.) Vehicle 2: Twenty-Four (24) hours per day.
 - a. P150 is a 2018 Dodge 5500/ Osage III Ambulance with 49,808 miles
 - b. Vehicle delivered and put into service June 2018.
- 3.) Vehicle 3: Mechanical Spare
 - a. P150 is a 2012 Chevy/ Osage Type III Ambulance with 157,307 miles.
 - b. Vehicle delivered and placed in service January 2013.
- 4.) Vehicle 4: P1500 is a 2008 Ford/Horton Type III Ambulance with 138,650 miles.
(This vehicle is an emergency mechanical spare.)

During the fiscal year July 1, 2018 to June 30, 2019, the service received 3733 calls for medical assistance, transporting 2769 people to area hospitals and trauma centers under emergency conditions.

Billing for the ambulance service continues to be provided by a private vendor, New England Medical Billing.

The service continues its relationship with Lahey Clinic which provides Medical Control for the service.

We are now running 2 full time ambulances. (24 hours Day, 7 Days/Week.)

We also continue to work with other agencies and School Department regarding opioid problem and active shooter situations.

E.M.S. personnel continue to interact with Town and other Public Safety and Health Organizations to provide the best possible service to the Town of Billerica.

Ambulance Billing Collections were \$ 2,080,511. For FY19.



Statistics

	FY15	FY16	FY17	FY18	FY19
Medical Assistance Calls	3,255	3,472	3,826	3886	3733
Transports	2,378	2,506	2,698	1824	2769
Collections	\$1,809,231	\$1,861,915		\$2,270,006	\$2,080,511

AMBULANCE

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 937,610	\$ 909,686	\$ 977,807	\$ 977,807	\$ 1,022,485	\$ 1,018,559	\$ 1,021,253	\$ 1,049,979	\$ 1,049,979	\$ 1,049,979
Part Time/Seasonal	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Overtime	\$ 187,500	\$ 197,956	\$ 196,000	\$ 195,000	\$ 207,000	\$ 207,000	\$ 222,000	\$ 237,000	\$ 237,000	\$ 237,000
Contractual Obligations	\$ 137,354	\$ 134,583	\$ 141,380	\$ 141,380	\$ 191,045	\$ 191,045	\$ 173,901	\$ 186,096	\$ 186,096	\$ 186,096

Total \$ 1,277,464 \$ 1,257,224 \$ 1,329,187 \$ 1,329,187 \$ 1,435,529 \$ 1,431,604 \$ 1,432,153 \$ 1,488,076 \$ 1,488,076 \$ 1,488,076

Expenses

Supplies and Expenses	\$ 111,400	\$ 106,132	\$ 111,400	\$ 108,958	\$ 111,400	\$ 106,555	\$ 112,200	\$ 118,200	\$ 118,200	\$ 118,200
Contract Services/Leases	\$ 108,000	\$ 102,066	\$ 112,000	\$ 109,572	\$ 112,000	\$ 111,487	\$ 112,000	\$ 113,800	\$ 113,800	\$ 113,800
Utilities	\$ 12,000	\$ 10,390	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Total Expenses \$ 231,400 \$ 218,588 \$ 223,400 \$ 218,530 \$ 223,400 \$ 218,042 \$ 224,200 \$ 232,000 \$ 232,000 \$ 232,000

TOTAL BUDGET \$ 1,508,864 \$ 1,475,812 \$ 1,552,587 \$ 1,547,717 \$ 1,658,929 \$ 1,649,646 \$ 1,656,353 \$ 1,720,076 \$ 1,720,076 \$ 1,720,076

	FY2020	Dep. Req. FY2021	TM. Rec. FY2021	Fin Com Rec. FY2021	
Position	FTE	FTE	FTE	FTE	
EMT-Supervisor	1	1	1	1	
EMT-P	15	16	16	16	
PER DIEM					
Total Staffing	16	17	17	17	\$ 63,722.27

3.85%

AMBULANCE DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SPECIALTY PAY	SICK BONUS EDUC PAY	SHIFT DIFF	HOLIDAY PAY	TOTAL SALARY BENEFIT
Devlin, Joseph	EMT-P/Supervisor	8	10/28/1993	\$ 82,218.13	\$ 626.40	\$ 1,845.00	\$ 3,357.24	\$ 5,650.20	\$ 93,696.97
Branchaud, Robert	EMT-P	3/4	1/20/2016	\$ 62,525.45	\$ 626.40	\$ 1,845.00	\$ 2,553.13	\$ 4,339.01	\$ 71,888.99
Dilorio, Katrina	EMT-P	2/3	2/19/2019	\$ 60,044.45	\$ 626.40	\$ 3,250.00	\$ 2,451.81	\$ 4,154.87	\$ 70,527.53
Farley, Tyler	EMT-P	1/2	10/14/2019	\$ 58,153.42	\$ 626.40	\$ 3,678.31	\$ 2,378.99	\$ 4,076.49	\$ 68,913.61
McSweeney, Brian	EMT-P	1/2	8/18/2019	\$ 58,637.62	\$ 626.40	\$ 5,381.63	\$ 2,395.01	\$ 4,107.24	\$ 71,147.90
Mueller, Timothy	EMT-P	3	2/18/2017	\$ 61,907.63	\$ 626.40	\$ 3,080.00	\$ 2,527.90	\$ 4,316.19	\$ 72,458.12
Nichols, Catherine	EMT-P	3	2/17/2017	\$ 61,907.63	\$ 2,192.40	\$ 3,250.00	\$ 2,527.90	\$ 4,316.19	\$ 74,194.12
Noel, Michael	EMT-P	4	3/13/2013	\$ 63,297.72	\$ 626.40	\$ 3,250.00	\$ 2,584.65	\$ 4,407.48	\$ 74,166.25
Nuttoli, Enrico	EMT-P	6	11/26/2004	\$ 65,855.00	\$ 626.40	\$ 4,000.00	\$ 2,689.08	\$ 4,575.46	\$ 77,745.94
O'Brien, Robert	EMT-P	6	11/23/2004	\$ 65,855.00	\$ 3,758.40	\$ 3,250.00	\$ 2,689.08	\$ 4,575.46	\$ 80,127.94
Powers, Scott	EMT-P	4	6/27/2013	\$ 63,297.72	\$ 3,758.40	\$ 6,525.00	\$ 2,584.65	\$ 4,407.48	\$ 80,573.25
Shircliff, Leigh	EMT-P	3/4	1/3/2016	\$ 62,605.34	\$ 626.40	\$ 1,000.00	\$ 2,556.39	\$ 4,346.62	\$ 71,134.75
Silvia, Shaun	EMT-P	3/4	10/3/2015	\$ 62,951.53	\$ 626.40	\$ 3,250.00	\$ 2,570.52	\$ 4,392.27	\$ 73,790.72
Thompson, Nickolas	EMT-P	3	7/2/2017	\$ 61,907.63	\$ 626.40	\$ 2,250.00	\$ 2,527.43	\$ 4,316.19	\$ 71,627.65
Voutselas, Christopher	EMT-P	4	12/9/2011	\$ 63,297.72	\$ 626.40	\$ 525.00	\$ 2,584.65	\$ 4,407.48	\$ 71,441.25
Youden, Thomas	EMT-P	5	10/11/2009	\$ 64,563.57	\$ 626.40	\$ 1,000.00	\$ 2,636.34	\$ 4,490.63	\$ 73,316.94
Replacement	EMT-P	3	7/1/2019	\$ 30,953.82	\$ 313.20	\$ 4,666.67	\$ 1,203.78	\$ 2,186.30	\$ 39,323.77
DEPARTMENT TOTAL				\$ 1,049,979.40	\$ 18,165.60	\$ 52,046.61	\$ 42,818.55	\$ 73,065.56	\$ 1,236,075.72

Total Full time	\$ 1,049,979.40
Total Part time	\$ 15,000.00
Overtime	\$ 237,000.00
Total Contract	\$ 186,096.32
Total	\$ 1,488,075.72

AMBULANCE DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SPECIALTY Pay	SICK BONUS EDUC PAY	SHIFT DIFF	Retirement HOLIDAY PAY	TOTAL SALARY BENEFIT
Devlin, Joseph	EMT-P/Supervisor	8	10/28/1993	\$ 82,218.13	\$ 626.40	\$ 1,845.00	\$ 3,357.24	\$ 5,650.20	\$ 93,696.97
Branchaud, Robert	EMT-P	3/4	1/20/2016	\$ 62,525.45	\$ 626.40	\$ 1,845.00	\$ 2,553.13	\$ 4,339.01	\$ 71,888.99
Dilorio, Katrina	EMT-P	2/3	2/19/2019	\$ 60,044.45	\$ 626.40	\$ 3,250.00	\$ 2,451.81	\$ 4,154.87	\$ 70,527.53
Farley, Tyler	EMT-P	1/2	10/14/2019	\$ 58,153.42	\$ 626.40	\$ 3,678.31	\$ 2,378.99	\$ 4,076.49	\$ 68,913.61
McSweeney, Brian	EMT-P	1/2	8/18/2019	\$ 58,637.62	\$ 626.40	\$ 5,381.63	\$ 2,395.01	\$ 4,107.24	\$ 71,147.90
Mueller, Timothy	EMT-P	3	2/18/2017	\$ 61,907.63	\$ 626.40	\$ 3,080.00	\$ 2,527.90	\$ 4,316.19	\$ 72,458.12
Nichols, Catherine	EMT-P	3	2/17/2017	\$ 61,907.63	\$ 2,192.40	\$ 3,250.00	\$ 2,527.90	\$ 4,316.19	\$ 74,194.12
Noel, Michael	EMT-P	4	3/13/2013	\$ 63,297.72	\$ 626.40	\$ 3,250.00	\$ 2,584.65	\$ 4,407.48	\$ 74,166.25
Nuttoli, Enrico	EMT-P	6	11/26/2004	\$ 65,855.00	\$ 626.40	\$ 4,000.00	\$ 2,689.08	\$ 4,575.46	\$ 77,745.94
O'Brien, Robert	EMT-P	6	11/23/2004	\$ 65,855.00	\$ 3,758.40	\$ 3,250.00	\$ 2,689.08	\$ 4,575.46	\$ 80,127.94
Powers, Scott	EMT-P	4	6/27/2013	\$ 63,297.72	\$ 3,758.40	\$ 6,525.00	\$ 2,584.65	\$ 4,407.48	\$ 80,573.25
Shircliff, Leigh	EMT-P	3/4	1/3/2016	\$ 62,605.34	\$ 626.40	\$ 1,000.00	\$ 2,556.39	\$ 4,346.62	\$ 71,134.75
Silvia, Shaun	EMT-P	3/4	10/3/2015	\$ 62,951.53	\$ 626.40	\$ 3,250.00	\$ 2,570.52	\$ 4,392.27	\$ 73,790.72
Thompson, Nickolas	EMT-P	3	7/2/2017	\$ 61,907.63	\$ 626.40	\$ 2,250.00	\$ 2,527.43	\$ 4,316.19	\$ 71,627.65
Voutselas, Christopher	EMT-P	4	12/9/2011	\$ 63,297.72	\$ 626.40	\$ 525.00	\$ 2,584.65	\$ 4,407.48	\$ 71,441.25
Youden, Thomas	EMT-P	5	10/11/2009	\$ 64,563.57	\$ 626.40	\$ 1,000.00	\$ 2,636.34	\$ 4,490.63	\$ 73,316.94
Replacement	EMT-P	3	7/1/2019	\$ 30,953.82	\$ 313.20	\$ 4,666.67	\$ 1,203.78	\$ 2,186.30	\$ 39,323.77
DEPARTMENT TOTAL				\$ 1,049,979.40	\$ 18,165.60	\$ 52,046.61	\$ 42,818.55	\$ 73,065.56	\$ 1,236,075.72

Total Full time	\$ 1,049,979.40
Total Part time	\$ 15,000.00
Overtime	\$ 237,000.00
Total Contract	\$ 186,096.32
Total	\$ 1,488,075.72

Ambulance

AMBULANCE DEPARTMENT SALARY INFORMATION FY2020 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SPECIALTY PAY	SICK BONUS EDUC PAY	SHIFT DIFF	HOLIDAY PAY	TOTAL SALARY BENEFIT
Devlin, Joseph	EMT-P/Supervisor	8	10/28/1993	\$ 82,218.13	\$ 626.40	\$ 1,845.00	\$ 3,357.24	\$ 5,650.20	\$ 93,696.97
Belanger, Jason	EMT-P	3	1/3/2016	\$ 61,907.63	\$ 626.40	\$ 525.00	\$ 2,527.90	\$ 4,316.19	\$ 69,903.12
Branchaud, Robert	EMT-P	3	1/20/2016	\$ 61,907.63	\$ 626.40	\$ 1,845.00	\$ 2,527.90	\$ 4,316.19	\$ 71,223.12
Mueller, Timothy	EMT-P	3	2/18/2017	\$ 61,907.63	\$ 626.40	\$ 3,080.00	\$ 2,527.90	\$ 4,316.19	\$ 72,458.12
Nichols, Catherine	EMT-P	3	2/17/2017	\$ 61,907.63	\$ 2,192.40	\$ 3,250.00	\$ 2,527.90	\$ 4,316.19	\$ 74,194.12
Noel, Michael	EMT-P	4	3/13/2013	\$ 63,297.72	\$ 626.40	\$ 2,775.00	\$ 2,584.65	\$ 4,407.48	\$ 73,691.25
Nuttoli, Enrico	EMT-P	5/6	11/26/2004	\$ 65,335.46	\$ 626.40	\$ 3,525.00	\$ 2,667.87	\$ 4,547.18	\$ 76,701.91
O'Brien, Robert	EMT-P	5/6	11/23/2004	\$ 65,360.20	\$ 3,758.40	\$ 3,250.00	\$ 2,668.07	\$ 4,547.18	\$ 79,583.85
Powers, Scott	EMT-P	4	6/27/2013	\$ 63,297.72	\$ 3,758.40	\$ 7,000.00	\$ 2,584.65	\$ 4,407.48	\$ 81,048.25
Shircliff, Leigh	EMT-P	3	1/3/2016	\$ 61,907.63	\$ 626.40	\$ 1,000.00	\$ 2,527.90	\$ 4,316.19	\$ 70,378.12
Silvia, Shaun	EMT-P	3	10/3/2015	\$ 61,907.63	\$ 626.40	\$ 3,250.00	\$ 2,527.90	\$ 4,316.19	\$ 72,628.12
Thompson, Nickolas	EMT-P	2/3	7/2/2017	\$ 61,907.63	\$ 626.40	\$ 1,000.00	\$ 2,527.43	\$ 4,316.19	\$ 70,377.65
Trudel, Rebecca	EMT-P	3	6/26/2016	\$ 61,907.63	\$ 626.40	\$ 5,025.00	\$ 2,527.90	\$ 4,316.19	\$ 74,403.12
Voutselas, Christopher	EMT-P	4	12/9/2011	\$ 63,297.72	\$ 626.40	\$ 525.00	\$ 2,584.65	\$ 4,407.48	\$ 71,441.25
Youden, Thomas	EMT-P	4/5	10/11/2009	\$ 64,224.07	\$ 626.40	\$ 525.00	\$ 2,621.89	\$ 4,476.77	\$ 72,474.13
Replacement	EMT-P	2	7/1/2019	\$ 58,960.42	\$ 626.40	\$ 4,833.33	\$ 2,407.55	\$ 4,122.61	\$ 70,950.31
Retirement Buyout									\$ -
DEPARTMENT TOTAL				\$ 1,021,252.51	\$ 17,852.40	\$ 43,253.33	\$ 41,699.30	\$ 71,095.90	\$ 1,195,153.44
									Total Full time
									\$ 1,021,252.51
									Total Part time
									\$ 15,000
									Overtime
									\$ 222,000
									Total Contract
									\$ 173,900.93
									Total
									\$ 1,432,153.44

Ambulance

DESROPTION DETAIL

AMBULANCE

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REC	TMRG	FINCOM REC
\$ 106,550	\$ 101,238	\$ 111,400	\$ 106,132	\$ 111,400	\$ 108,958	\$ 111,400	\$ 106,555	\$ 112,200	\$ 118,200	\$ 118,200	\$ 118,200	\$ 118,200

Supplies and Expenses

23120-5422

Includes throw away gowns per OSHA regulations, rubber gloves, disinfectant, laundry detergent, extra strength hand cleaner, mops, , shovels, and other miscellaneous items as required.

23120-5426

Includes cost various supplies and oxygen, cost for mandated medications; training equipment, including simulators and mannikins to aid in maintaining skill proficiency.
EZIO drill needles and EKG leads

23120-5429

Vehicle repair and maintenance for two frontline ambulances and one back-up.

23120-5440

Purchase of vehicle safety equipment and personal protective gear.

23120-5444

Uniforms @ \$950/man for 16 Medics and per diems plus \$800 start-up or replacement costs.

23120-54

General office supply allocation

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REC	TMRG	FINCOM REC
\$ 107,300	\$ 100,953	\$ 108,000	\$ 102,066	\$ 112,000	\$ 109,572	\$ 112,000	\$ 111,487	\$ 112,000	\$ 113,800	\$ 113,800	\$ 113,800	\$ 113,800

Contract Services/Leases

23130-5214

New England Medical Billing

23130-5224

Cost of Medical Control Physician's fee (\$12,000), professional development (1,500) and fees for ambulance certification (1,000) and licensing re-burmesement (1,500)

23130-5230

Cost for replacement or repair of washer or dryer, maintenance of garage doors, garage area, EMT quarters, and day room; miscellaneous repairs to electrical equipment.

23130-5236

Maintenance fee for electronic reporting system \$5000
CyberCom contract \$900
Radio equipment not available thru contract \$900
Life pack 12 malntience agreement \$5000

Department Town Mgr. Fin Com

\$ 80,000.00	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00
\$ 16,000.00	\$ 16,000.00	\$ 16,000.00	\$ 16,000.00
\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
\$ 14,300.00	\$ 14,300.00	\$ 14,300.00	\$ 14,300.00
\$ 113,800	\$ 113,800	\$ 113,800	\$ 113,800

Board of Health

Department Explanation

The Billerica Board is responsible for protection of the public health, welfare, safety, and environment in the Town of Billerica. The Board of Health enforces Massachusetts General Law and State Sanitary Codes as it pertains to restaurants, retail food, tobacco, public and semi-public swimming pools, sun tanning establishments, health clubs, ice rinks, stables, hotels / motels, housing and nuisance complaints, and on-site sewage disposal systems

Budget Narrative

The Billerica Board of Health's budget this year will increase \$42,362. Most of this increase is due to an added position. The Town would like to include a Community Services Coordinator in this year's budget. This position would be the Town's point person for any mental health issues in the community. The chart below shows the calls that were taken by the Billerica Police Department for mental health issues. As you can see the medical mental health calls are rising every year. The Town of Chelmsford has a similar position in their community and it has been very well received.

Also, during the FY20 budget cycle the Board of Health was moved into its new home in Permit Ally. Permit Ally is now a one stop shop for Conservation, Building, and Board of Health. The clerical staff moved together in one area to increase efficiency. As well as the inspectors and department heads.

	2013	2014	2015	2016	2017	2018	2019	Totals
MEDICAL MENTAL HEALTH	68	93	88	81	113	115	130	912
MEDICAL SUICIDE/THREAT	13							176
MEDICAL SUICIDE	3	3	2	4	4	1		17
MEDICAL SUICIDE ATTEMPT/THREAT	40	55	56	58	100	76	57	443
PRISONER ATTEMPTED SUICIDE	1	3	2					12
PRISONER MENTAL HEALTH	2		1		3	2	2	12
	127	154	149	143	220	194	189	1,572

Board of Health

Programs and Services

The Billerica Board of Health is responsible for inspections of public and semi-public swimming pools, sun tanning establishments, health clubs, and ice rinks for compliance with safety, sanitary and structural regulation. The Board also oversees enforcement and regulation of State Sanitary Codes that protect the health and ensure the safety of residents, workers, and visitors of Billerica. The Health Agents investigate nuisance complaints, arbitrates conflicts between neighbors or landlord and tenants which involve public health issues. The Health Agents also research complaints of illegal dumping, noise, litter, odor and unsafe living conditions

Their enforcement powers also include Title 5 Septic System Regulations. The Health Department oversees installation of new septic systems, and reviews and approves upgrades and modifications of existing systems. The Health Department is also responsible for licensure of Septic Haulers, Disposal Works Installers, and Title 5 Inspectors.

On staff is also a public health nurse who conducts Flu / Pneumonia Clinics, Lead Screenings, monthly Well Child Clinics, and participates in the annual Health Fair.

The Public Health Nurse also acts as a valuable resource for information on numerous health issues such as Lyme disease, Rabies, West Nile Virus, and Eastern Equine Encephalitis.



Take a minute to read a welcome message from our new Board of Health Director!

Hi I'm Kristel Bennett the new Board of Health Director. I am replacing Rich Berbue after many years in Billerica. I previously worked at the Town of Watertown for 13 years as the Chief Environmental Health Officer. While I was there I did everything that fell under the health department, managing the environmental health programs, supervised animal control, and trained inspectors on food inspections as well as how to deal with hoarding issues. I also am a Registered Environmental Health Specialist / Registered Sanitarian, and Certified Professional in Food Safety. In my spare time I earned a Master's Degree in Public Administration from Suffolk University while having three children. I look forward to working with all the residents of Billerica on any and all Board of Health Matters!

Board of Health

Statistics

	FY15	FY16	FY17	FY18	FY19
Building Permit Reviews	1687	1819	1586	1614	1836
Complaints Investigations	225	205	207	206	175
Food Service Permits	205	218	215	196	198
Food Service Inspections	669	691	639	649	625
Septic System Permit – New Construction	8	5	13	8	5
Septic System Permit – Repair / Upgrade	28	24	20	26	25

Town of Billerica

[illegible]

Full Time	\$ 269,452	\$ 269,256	\$ 280,206	\$ 279,675	\$ 286,944	\$ 265,561	\$ 292,673	\$ 291,689	\$ 291,689	\$ 291,689
Part Time/Seasonal	\$ 35,748	\$ 35,748	\$ 37,193	\$ 37,050	\$ 38,263	\$ 37,791	\$ 37,936	\$ 70,145	\$ 70,145	\$ 70,145
Overtime	\$ 3,500	\$ 4,388	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 4,500	\$ 4,500	\$ 4,500
Contractual Obligations	\$ 26,734	\$ 21,884	\$ 30,628	\$ 30,629	\$ 35,566	\$ 35,566	\$ 33,916	\$ 30,616	\$ 30,616	\$ 30,616

\$ 335,434	\$ 331,276	\$ 351,527	\$ 350,854	\$ 363,274	\$ 342,418	\$ 368,026	\$ 396,950	\$ 396,950	\$ 396,950

[illegible]

\$	11,921	\$	9,077	\$	11,921	\$	9,549	\$	11,921	\$	11,241	\$	11,921	\$	25,359	\$	25,359	\$	25,359

[illegible]

	Dep. Req.	TM. Rec.	Fin Com Rec.
Position	FY2020	FY2021	FY2021
Position	PTE	PTE	PTE
Community Services Coordinator	0	0.5	0.5
Public Health Nurse P/T	0.5	0.5	0.5
Total Staffing	0.5	1	1

Board of Health

BOARD OF HEALTH DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	FT BASE SALARY	PT BASE SALARY	CAR ALLOWANCE	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Kristel Bennett	Director of BOH	3/4	11/18/2019	\$ 96,559.20	\$ -	\$ 5,808.00	\$ 500.00	\$ -	\$ 102,867.20
Phavy Pheng	Health Agent	5	7/8/2002	\$ 74,804.11	\$ -	\$ 5,808.00	\$ 500.00	\$ 2,800.00	\$ 83,912.11
Joanne White	Prin/Rec Clerk	7	8/14/2002	\$ 53,361.72	\$ -	\$ -	\$ 1,000.00	\$ 2,700.00	\$ 57,061.72
Shelagh Collins	Health Agent	1/2	2/11/2019	\$ 66,963.94	\$ -	\$ 5,808.00	\$ 500.00	\$ -	\$ 73,271.94
Christine West	P. H. Nurse I	7	5/12/2003	\$ -	\$ 42,849.14	\$ 3,432.00	\$ 267.00	\$ 1,493.33	\$ 48,041.47
TBD	Community Services Coordinator	3	7/1/2020		\$ 27,295.81	\$ -	\$ -	\$ -	\$ 27,295.81
									\$ -
DEPARTMENT TOTAL				\$ 291,688.97	\$ 70,144.95	\$ 20,856.00	\$ 2,767.00	\$ 6,993.33	\$ 392,450.25

Total Full Time	\$ 291,688.97
Total Part Time	\$ 70,144.95
Total Overtime	\$ 4,500.00
Total Contract	\$ 30,616.33
Total Salaries	\$ 396,950.25

BOARD OF HEALTH DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	FT BASE SALARY	PT BASE SALARY	CAR ALLOWANCE	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Kristel Bennett	Director of BOH	3/4	11/18/2019	\$ 96,559.20		\$ 5,808.00	\$ 500		\$ 102,867.20
Phavy Pheng	Health Agent	5	7/8/2002	\$ 74,804.11		\$ 5,808.00	\$ 500	\$ 2,800	\$ 83,912.11
Joanne White	Prin/Rec Clerk	7	8/14/2002	\$ 53,361.72			\$ 1,000	\$ 2,700	\$ 57,061.72
Shelagh Collins	Health Agent	1/2	2/11/2019	\$ 66,963.94		\$ 5,808.00	\$ 500		\$ 73,271.94
Christine West	P. H. Nurse I	7	5/12/2003		\$ 42,849.14	\$ 3,432.00	\$ 267	\$ 1,493	\$ 48,041.47
TBD	Community Services Coordinator	3	7/1/2020		\$ 27,295.81				\$ 27,295.81
									\$ -
DEPARTMENT TOTAL				\$ 291,688.97	\$ 70,144.95	\$ 20,856.00	\$ 2,767.00	\$ 6,993.33	\$ 392,450.25

Total Full Time	\$ 291,688.97
Total Part Time	\$ 70,144.95
Total Overtime	\$ 4,500.00
Total Contract	\$ 30,616.33
Total Salaries	\$ 396,950.25

BOARD OF HEALTH DEPARTMENT SALARY INFORMATION FY2020 BUDGET

NAME	POSITION	STEP	ANN. DATE	FT BASE SALARY	PT BASE SALARY	CAR ALLOWANCE	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Richard Berube	Director	5	7/17/1995	\$ 106,466.01	\$ -	\$ 5,808.00	\$ 500	\$ 3,300	\$ 116,074.01
Phavy Pheng	Health Agent	5	7/8/2002	\$ 67,533.83	\$ -	\$ 5,808.00	\$ 500	\$ 2,800	\$ 76,641.83
Joanne White	Prin/Rec Clerk	7	8/14/2002	\$ 50,741.24	\$ -	\$ -	\$ 1,000	\$ 2,700	\$ 54,441.24
Shelagh Collins	Health Agent	1/2	2/11/2019	\$ 58,172.80	\$ -	\$ 5,808.00	\$ 500	\$ -	\$ 64,480.80
Christine West	P. H. Nurse I	7	5/12/2003	\$ -	\$ 37,936.34	\$ 3,432.00	\$ 267	\$ 1,493	\$ 43,128.67
CBA SEIU Spring 2019				\$ 8,259.00					\$ 8,259.00
CBA IUPE Spring 2019				\$ 1,500.00					\$ 1,500.00
DEPARTMENT TOTAL				\$ 292,672.88	\$ 37,936.34	\$ 20,856.00	\$ 2,767.00	\$ 10,293.33	\$ 364,525.55

Total Full Time	\$ 292,672.88
Total Part Time	\$ 37,936.34
Total Overtime	\$ 3,500.00
Total Contract	\$ 33,916.33
Total Salaries	\$ 368,025.55

Building Department

Department Explanation

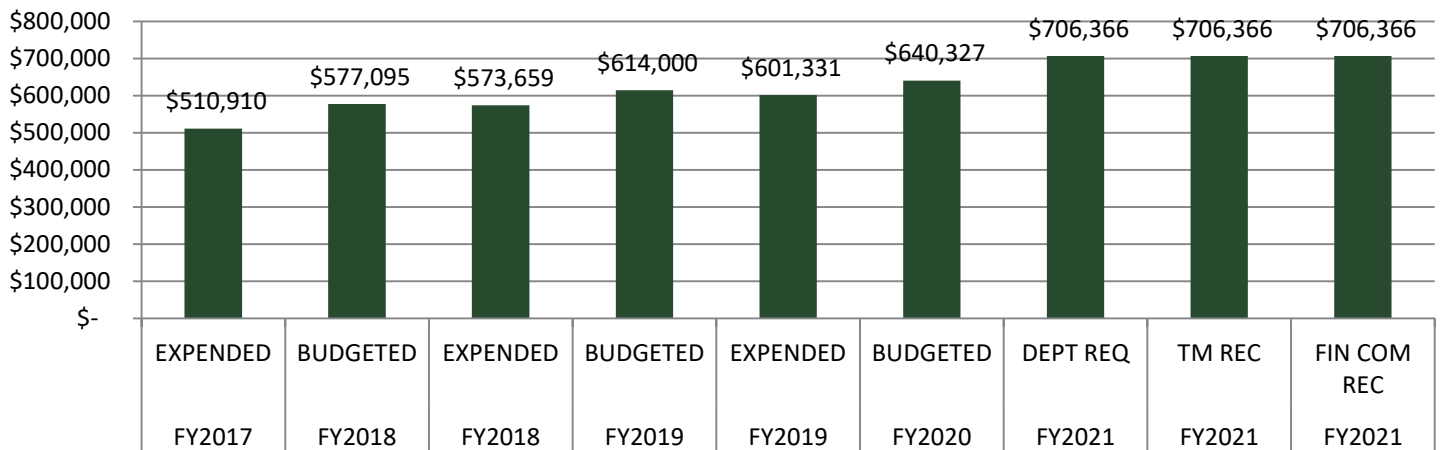
The Building Department is responsible for the review, inspection and permitting of new construction and/or alterations to any structures within the Town.

In addition, the Building Department is charged with the enforcement of Town Zoning By-Laws as set forth in the Zoning By-Laws.

Budget Narrative

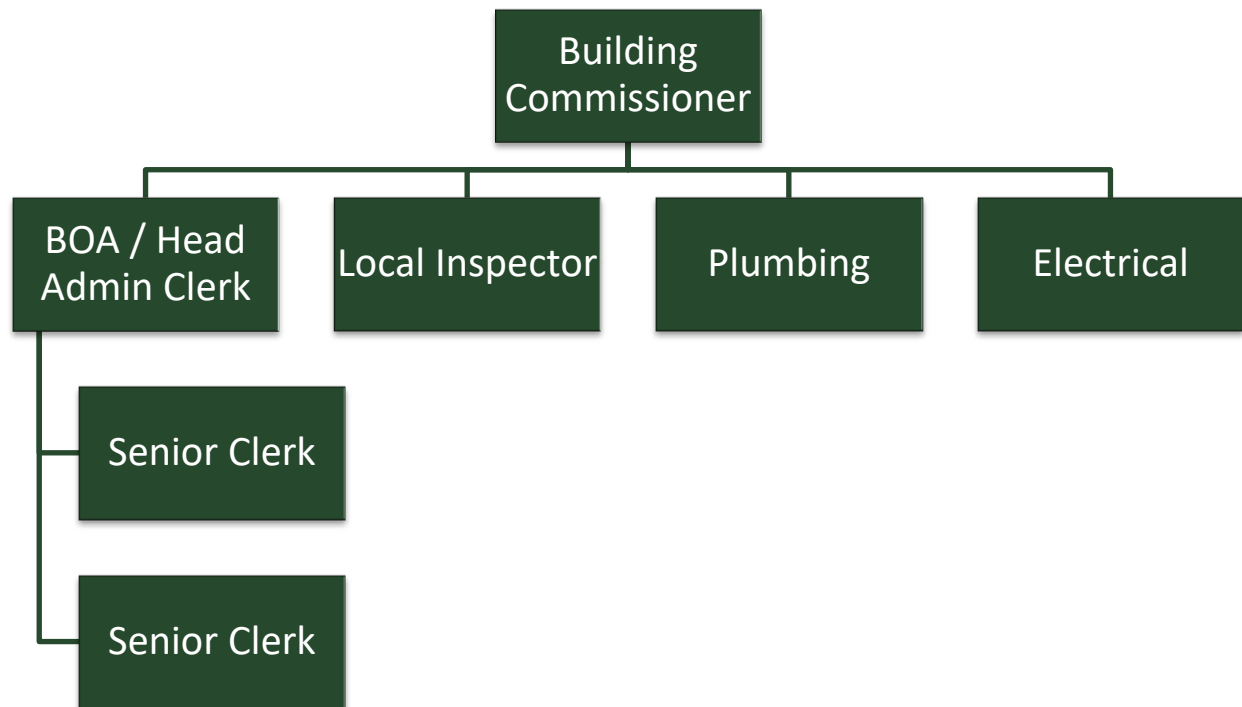
During the FY20 budget cycle the building department was moved into its new home in Permit Ally. Permit Ally is now a one stop shop for Conservation, Building, and Board of Health. The clerical staff moved together in one area to increase efficiency. No new positions were added, but the Board of Appeals Clerk is now included in the Building Department Budget. This position also serves as the Head Administrative Clerk of Permit Ally.

Total Budget



Building Department

Organizational Chart



Building Department

Statistics

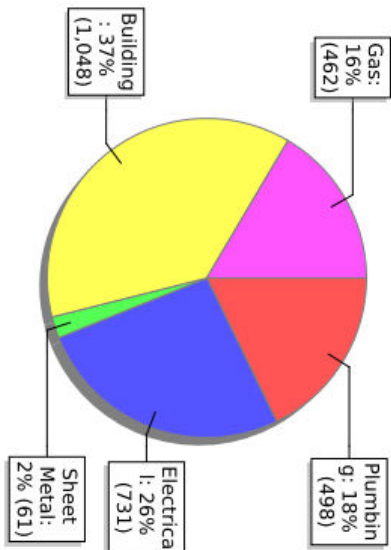


Billerica, MA Massachusetts Permits Summary (by Application Date)

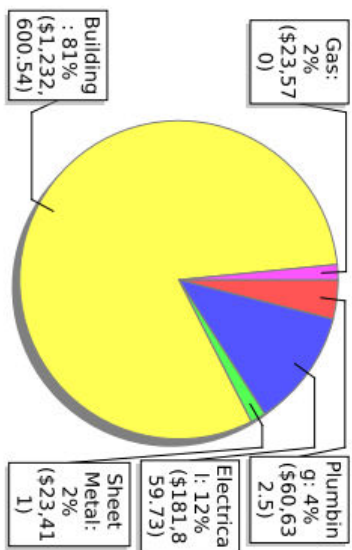
Date Range: 07/01/2019 - 02/21/2020

	# of Permits	Cost of Projects	Base Fees	CO Fees	Amend.	Insp. Fees	Other Fees	Total Fees
Plumbing	498	\$36,654,140	\$60,632	\$0	\$0	\$0	\$0	\$60,632
Electrical	731	\$43,264,851	\$181,860	\$0	\$0	\$0	\$0	\$181,860
Sheet Metal	61	\$2,232,829	\$23,411	\$0	\$0	\$0	\$0	\$23,411
Building	1,048	\$140,697,195	\$1,232,301	\$300	\$0	\$0	\$251	\$1,232,601
Gas	462	\$1,462,722	\$23,570	\$0	\$0	\$0	\$0	\$23,570
Totals	2,800	\$224,611,737	\$1,521,772	\$300	\$0	\$0	\$251	\$1,522,072

Number of Permits



Fees



Report Date: February 21, 2020

powered by PeopleForms

Building Department

BUILDING

Personnel Services

Full Time	\$ 347,483	\$ 347,483	\$ 519,612	\$ 519,612	\$ 537,585	\$ 537,585	\$ 562,012	\$ 624,051	\$ 624,051	\$ 624,051
Part Time/Seasonal	\$ 108,429	\$ 108,429	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Overtime	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Contractual Obligations	\$ 36,383	\$ 36,383	\$ 36,508	\$ 35,003	\$ 45,440	\$ 45,440	\$ 47,340	\$ 46,140	\$ 46,140	\$ 46,140

Total	\$ 502,295	\$ 502,295	\$ 566,120	\$ 564,615	\$ 593,025	\$ 593,025	\$ 619,352	\$ 680,191	\$ 680,191	\$ 680,191

Expenses

Supplies and Expenses	\$ 6,600	\$ 5,808	\$ 6,600	\$ 6,239	\$ 6,600	\$ 3,705	\$ 6,600	\$ 11,800	\$ 11,800	\$ 11,800
Contract Services/Leases	\$ 4,375	\$ 2,807	\$ 4,375	\$ 2,805	\$ 14,375	\$ 4,601	\$ 14,375	\$ 14,375	\$ 14,375	\$ 14,375
Warrant Articles										
Utilities										
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Total Expenses	\$ 10,975	\$ 8,615	\$ 10,975	\$ 9,044	\$ 20,975	\$ 8,306	\$ 20,975	\$ 26,175	\$ 26,175	\$ 26,175

TOTAL BUDGET	\$ 513,270	\$ 510,910	\$ 577,095	\$ 573,659	\$ 614,000	\$ 601,331	\$ 640,327	\$ 706,366	\$ 706,366	\$ 706,366

Dep. Req. TM. Rec. Fin Com Rec.
FY2020 FY2021 FY2021 FY2021

Difference PY \$ 66,038.49
% 10.31%

Position	FTE	FTE	FTE	FTE
Inspector of Buildings	1	1	1	1
Inspector of Wires	1	1	1	1
Plumbing and Gas Inspector	1	1	1	1
Local Inspector	2	2	2	2
Head Administrative Clerk	0	1	1	1
Senior Clerk	2	2	2	2
Total Staffing	7	8	8	8

Building Department

ACCOUNTING DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	Mileage	TOTAL SALARY BENEFIT
Mark LaLumiere	Inspector of Buildings	5	21-Sep-10	102,939.82	500.00	2,100.00	5,808.00	\$ 111,347.82
Daniel Vitale	Inspector of Wires	5	7-Nov-05	92,635.25	500.00	2,800.00	5,808.00	\$ 101,743.25
Edward Sullivan	Plumbing & Gas Inspector	5	17-Sep-12	92,635.25	500.00	-	5,808.00	\$ 98,943.25
David A. Lenzie	Local Inspector	5	31-Oct-94	106,530.54	500.00	3,300.00	5,808.00	\$ 116,138.54
Chris Guerrieo	Local Inspector	3/4	30-May-17	85,134.46	500.00	-	5,808.00	\$ 91,442.46
Olivia Canario	Head Administrative Clerk	0	30-May-17	52,331.69	500.00	-	-	\$ 52,831.69
Stephanie Vitale	Senior Clerk	7	1-Jul-95	51,020.46	1,000.00	3,900.00	-	\$ 55,920.46
TBD	Senior Clerk	1/2	15-Mar-20	40,823.13	1,000.00	-	-	\$ 41,823.13
DEPARTMENT TOTAL				\$ 624,050.61	\$ 5,000.00	\$ 12,100.00	\$ 29,040.00	\$ 670,190.61

Total Full Time	\$ 624,050.61
Total Part Time	\$ -
Total Overtime	\$ 10,000.00
Total Contract	\$ 46,140.00
Total	\$ 680,190.61

ACCOUNTING DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	Mileage	TOTAL SALARY BENEFIT
Mark LaLumiere	Inspector of Buildings	5	9/21/2010	\$ 102,939.82	\$ 500.00	\$ 2,100.00	\$ 5,808.00	\$ 111,347.82
Daniel Vitale	Inspector of Wires	5	11/7/2005	\$ 92,635.25	\$ 500.00	\$ 2,800.00	\$ 5,808.00	\$ 101,743.25
Edward Sullivan	Plumbing & Gas Inspector	5	9/17/2012	\$ 92,635.25	\$ 500.00		\$ 5,808.00	\$ 98,943.25
David A. Lenzie	Local Inspector	5	10/31/1994	\$ 106,530.54	\$ 500.00	\$ 3,300.00	\$ 5,808.00	\$ 116,138.54
Chris Guerrieo	Local Inspector	3/4	5/30/2017	\$ 85,134.46	\$ 500.00		\$ 5,808.00	\$ 91,442.46
Olivia Canario	Head Administrative Clerk	1/2	3/12/2018	\$ 52,331.69	\$ 500.00			\$ 52,831.69
Stephanie Vitale	Senior Clerk	7	7/1/1995	\$ 51,020.46	\$ 1,000.00	\$ 3,900.00		\$ 55,920.46
TBD	Senior Clerk	1/2	3/15/2020	\$ 40,823.13	\$ 1,000.00			\$ 41,823.13
DEPARTMENT TOTAL				\$ 624,050.61	\$ 5,000.00	\$ 12,100.00	\$ 29,040.00	\$ 670,190.61

Total Full Time	\$ 624,050.61
Total Part Time	\$ -
Total Overtime	\$ 10,000.00
Total Contract	\$ 46,140.00
Total	\$ 680,190.61

ACCOUNTING DEPARTMENT SALARY INFORMATION FY2020 BUDGET

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	Mileage	TOTAL SALARY BENEFIT
Mark LaLumiere	Inspector of Buildings	5	21-Sep-10	\$ 100,136.01	\$ 500.00	\$ 1,650.00	5,808.00	\$ 108,094.01
Daniel Vitale	Inspector of Wires	5	7-Nov-05	\$ 90,112.11	\$ 500.00	\$ 2,100.00	5,808.00	\$ 98,520.11
Edward Sullivan	Plumbing & Gas Inspector	4/5	17-Sep-12	\$ 89,200.57	\$ 500.00	\$ 1,650.00	5,808.00	\$ 97,158.57
David A. Lenzie	Local Inspector	5	31-Oct-94	\$ 90,112.11	\$ 500.00	\$ 3,300.00	5,808.00	\$ 99,720.11
Christopher Guerrieo	Local Inspector	2/3	30-May-17	\$ 79,630.41	\$ 500.00	-	5,808.00	\$ 85,938.41
Stephanie Vitale	Senior Clerk	7	1-Jul-95	\$ 48,514.95	\$ 1,000.00	\$ 3,200.00	-	\$ 52,714.95
Denise Salemmme	Senior Clerk	7	28-Nov-05	\$ 48,514.95	\$ 1,000.00	\$ 1,900.00	-	\$ 51,414.95
IUPE CBA Spring 2019				\$ 2,800.00				\$ 2,800.00
SEIU CBA Spring 2019				\$ 12,991.00				\$ 12,991.00
DEPARTMENT TOTAL				\$ 562,012.12	\$ 4,500.00	\$ 13,800.00	\$ 29,040.00	\$ 609,352.12

Total Full Time	\$ 562,012.12
Total Part Time	
Total Overtime	\$ 10,000.00
Total Contract	\$ 47,340.00
Total	\$ 619,352.12

Building Department

DESCRIPTION DETAIL

BUILDING DEPARTMENT

FY2017	FY2017	FY2018	FY2018	FY2018	FY2018	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REQ	FN.COM REQ
\$ 6,600	\$ 5,808	\$ 6,600	\$ 6,239	\$ 6,600	\$ 3,705	\$ 6,600	\$ 11,800	\$ 11,800	\$ 11,800

Supplies and Expenses

Publications/Books Updated building, plumbing & electrical code books, monthly publications CD rom discs, Mass. General Law updates, Zoning law publications

Office Supplies General Office Supply Allocation

Hardware General hardware and specialized tools & equipment

Protective Clothing To purchase protective clothing and equipment.

Tablets To purchase tablets for inspectors, utilize existing capabilities of People GIS (permitting software) 5 tablets total protective cases, wireless keyboards

Tablets Service Monthly wireless service for tablets \$45 per tablet per month, \$225 per month @ 12 months

Total Supplies & Expenses

FY2017	FY2017	FY2018	FY2018	FY2018	FY2018	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REQ	FN.COM REQ
\$ 4,375	\$ 2,807	\$ 4,375	\$ 2,805	\$ 14,375	\$ 4,601	\$ 14,375	\$ 14,375	\$ 14,375	\$ 14,375

Department	Town Mgr.	Fin Com
\$ 1,500	\$ 1,500	\$ 1,500
\$ 2,600	\$ 2,600	\$ 2,600
\$ 750	\$ 750	\$ 750
\$ 1,750	\$ 1,750	\$ 1,750
\$ 2,500	\$ 2,500	\$ 2,500
\$ 2,700	\$ 2,700	\$ 2,700
\$ 11,800	\$ 11,800	\$ 11,800

Contract Services

Forms All forms for department, Building, Plumbing & Gas, Electrical permit applications, inspection sheets, occupancy application, stop work orders, maps, business cards & gas tags

Fees & Memberships Building, Plumbing & Gas and Electrical inspectors Meeting dues, membership fees, license renewals.

Rental/Lease Ongoing Conversion -- files scanned and electronically hosted on the web

Car Allowance

\$ 29,040.00	\$ 14,375	\$ 14,375	\$ 14,375
Total Contract Services			

Emergency Management

Department Explanation

The Billerica Emergency Management Department is comprised of 1 full-time Director and 32 volunteers. Our volunteers are members of the Billerica Auxiliary Police Department and the Billerica Citizens Emergency Response Team.

The Billerica Emergency Management Department is the Town agency responsible for coordinating federal, state, local, voluntary, and private resources during emergencies and disasters. Our department provides leadership to: develop plans for effective response to all hazards, disasters, or threats; train emergency personnel to protect the public, provide information to the citizens, and assist individuals, families, and businesses to mitigate against, prepare for, and respond to and recover from emergencies, both natural and manmade.

Billerica EMA has worked on and completed over the last two years a complete and functional Mass Care Sheltering Plan which can meet the sheltering needs for Billerica residents. However, during a large scale regional event or prolonged emergency response situations we realized that our local shelter resources could become overburdened. To enhance the overall mass care sheltering capabilities I have also written a Regional Sheltering Plan which I entered into with the Towns of Wilmington and Tewksbury. By using a regional approach we can increase our response by sharing resources and manpower. We have also incorporated a Regional Medical Needs Sheltering Plan which would open a shelter at the Tewksbury State Hospital for individuals with needs greater than a general population shelter can provide.

Budget Narrative and Update

The Emergency Management Services budget will increase slightly due to a step increase.

EMERGENCY CALL OUTS: 223 hours

Emergency call outs consist of emergency pumping of residential and municipal properties, emergency generator dispatch for residents, emergency lighting unit dispatch, assisting in missing person searches, security details, assorted traffic details, and personnel standing by in snow and flood emergencies. They are also responsible for opening and manning shelters during disasters. All duties requested by either the Billerica Police or Billerica Fire Departments.

WEEKLY PATROL: 1,663 hours

Patrol of all municipal property, schools, parks, playgrounds, cemeteries, DPW, water treatment plants, pumping stations, power plants, beaches, and library. Foot patrols are also mandated for elderly housing units and senior centers.

TOWN EVENTS: 640 hours

OUT OF TOWN (MUTUAL AID FOR TRAFFIC): 102 hours (*Mutual Aid at request of OOT Police Chief*)

Emergency Management

TRAINING: 710 hours

This mandatory training is done monthly and reflects the training required for a special police officer. These hours do not reflect the initial NERPI training of 45 weeks.

TOTAL MAN-HOURS EXPENDED 2019: 3,338 hours

These hours do not reflect the man-hours required for maintenance and repair of emergency management equipment.



Emergency Management

EMERGENCY MANAGEMENT SERVICES

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2020 DEPT REC	FY2021 TM REC	FY2021 FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 11,562	\$ 11,562	\$ 11,562	\$ 11,562	\$ 12,581	\$ 12,581	\$ 12,581	\$ 13,231	\$ 13,231	\$ 13,231
Part Time/Seasonal										
Overtime										
Contractual Obligations										

Total	\$ 11,562	\$ 11,562	\$ 11,562	\$ 11,562	\$ 12,581	\$ 12,581	\$ 12,581	\$ 13,231	\$ 13,231	\$ 13,231

Expenses

Supplies and Expenses	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Contract Services/Leases	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,256	\$ 5,400	\$ 4,327	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400
Utilities										
Capital Outlay										

Total Expenses	\$ 13,400	\$ 13,400	\$ 13,400	\$ 13,256	\$ 13,400	\$ 12,327	\$ 13,400	\$ 13,400	\$ 13,400	\$ 13,400

TOTAL BUDGET	\$ 24,962	\$ 24,962	\$ 24,962	\$ 24,818	\$ 25,981	\$ 24,908	\$ 25,981	\$ 26,631	\$ 26,631	\$ 26,631

	FY2020 PTE	FY2021 PTE	FY2021 PTE	FY2021 PTE	FY2021 PTE	Difference PY %	\$
Director	1	1	1	1	1	650	
Total Staffing	1	1	1	1	1	2.50%	

Emergency Management

EMERGENCY MANAGEMENT DEPARTMENT SALARY INFORMATION FY2020 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	LONGEVITY	TOTAL SALARY BENEFIT	FIN COM RECOMM.
William Laurendeau	Director			13,231.19			13,231.19
DEPARTMENT TOTAL				\$ 13,231.19	\$ -	\$ -	\$ 13,231.19

EMERGENCY MANAGEMENT DEPARTMENT SALARY INFORMATION FY2020 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	LONGEVITY	TOTAL SALARY BENEFIT
William Laurendeau	Director			13,231.19		13,231.19
DEPARTMENT TOTAL				\$ 13,231.19	\$ -	\$ 13,231.19

EMERGENCY MANAGEMENT DEPARTMENT SALARY INFORMATION FY2019 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	LONGEVITY	TOTAL SALARY BENEFIT	FIN COM RECOMM.
William Laurendeau	Director			\$ 12,581.44			\$ 12,581.44
DEPARTMENT TOTAL				\$ 12,581.44	\$ -	\$ -	\$ 12,581.44

Emergency Management

CIVIL DEFENSE		DESCRIPTION/DETAIL																Department	Town Mgr.	Fin Com
FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REC	FY2021 TIN REC	FY2021 FINCOM REC									
\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000								
Supplies and Expenses																				
General Repairs and maintenance of rolling equipment																				
Vehicles consist of 4 Aux. Police Cruisers, 2 Lighting Plant, 2 Support Trucks																				
Training aids/publications for EMA members																				
Total Supplies & Expenses													\$ 8,000	\$ 8,000	\$ 8,000					
FY2016 BUDGETED	FY2016 EXPENDED	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REC	FY2021 TIN REC	FY2021 FINCOM REC									
\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,256	\$ 5,400	\$ 4,327	\$ 5,400	\$ 5,400	\$ 5,400	\$ 5,400									
Contract Services/Leases																				
Maint. Agreement on Billerica Emergency Radio System Repeater																				
Comcast bill for EMA connection at 65 Alexander Road																				
													\$5,400	\$5,400	\$5,400					

Animal Control



Department Explanation

The Animal Control Division goal is to provide safety to both animals and people in the Town of Billerica. Our goal is achieved through educating the public, enforcing state and local laws and resolving issues in a timely manner while promoting the care and well-being of all. This division also services Tewksbury.

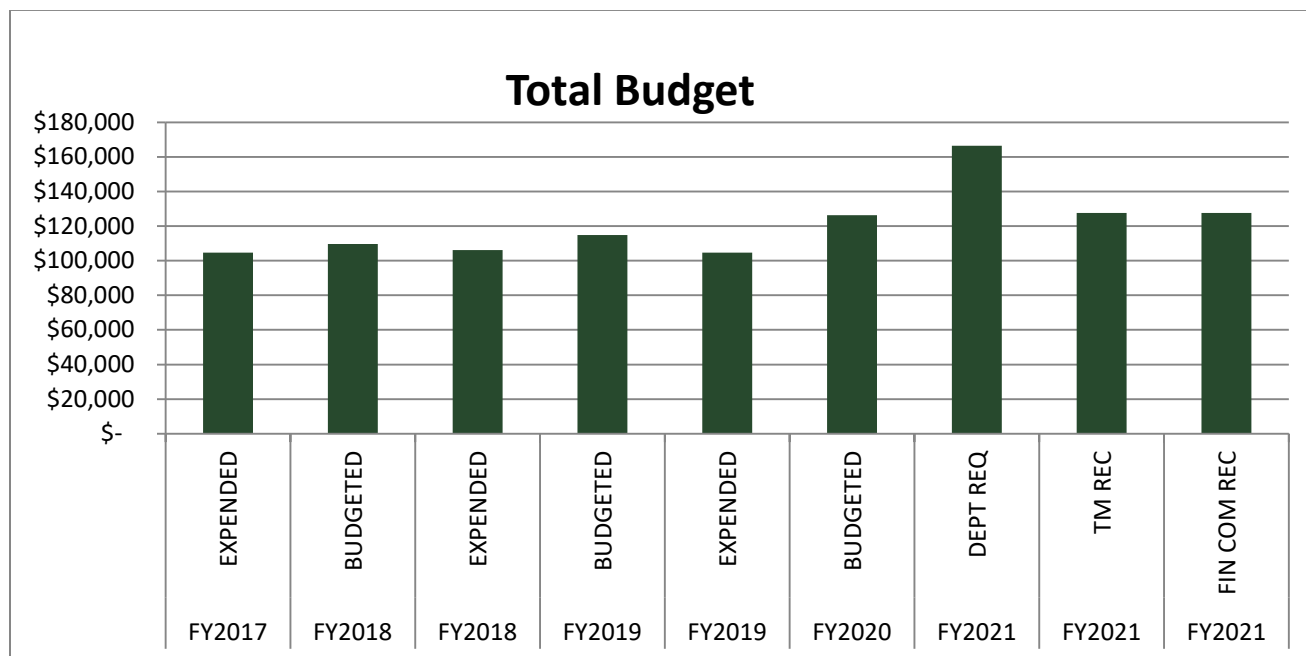
The Town employs two full-time Animal Control Officers (ACO), Christine Gualtieri and Ashley Chmiel and one part-time official, Casey Smith. Beginning on July 1, 2014, Animal Control began officially reporting to the Police Chief. In the past, this function fell under the Town Manager's Office.

To reach Animal Control by telephone please call 978-671-0909. For emergencies please call 978-667-1212.



Budget Narrative

The Animal Control Department saw a small increase in their budget this year due to step increases. One Animal Control Officer is also funded by Tewksbury. This salary is not realized in the budget number.



ANIMAL CONTROL OFFICER

Personnel Services

Full Time	\$ 52,839	\$ 52,800	\$ 54,912	\$ 53,856	\$ 61,040	\$ 59,617	\$ 67,499	\$ 63,626	\$ 63,626	\$ 63,626
Part Time/Seasonal	\$ 22,687	\$ 22,687	\$ 22,688	\$ 21,775	\$ 21,522	\$ 21,522	\$ 22,393	\$ 28,981	\$ 28,981	\$ 28,981
Overtime	\$ 12,000	\$ 12,000	\$ 12,000	\$ 11,389	\$ 14,000	\$ 7,940	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Contractual Obligations	\$ 2,700	\$ 2,300	\$ 2,600	\$ 2,100	\$ 700	\$ 500	\$ 2,350	\$ 2,550	\$ 2,550	\$ 2,550
Total	\$ 90,227	\$ 89,787	\$ 92,200	\$ 89,120	\$ 97,262	\$ 89,579	\$ 106,242	\$ 109,157	\$ 109,157	\$ 109,157

Expenses

Supplies and Expenses	\$ 5,500	\$ 4,127	\$ 5,500	\$ 5,481	\$ 5,500	\$ 5,142	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
Contract Services/Leases	\$ 5,000	\$ 4,347	\$ 5,000	\$ 5,000	\$ 5,000	\$ 4,534	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
Utilities	\$ 7,000	\$ 6,418	\$ 7,000	\$ 6,580	\$ 7,000	\$ 5,478	\$ 7,000	\$ 5,500	\$ 5,500	\$ 5,500
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 38,825	\$ -	\$ -
Total Expenses	\$ 17,500	\$ 14,892	\$ 17,500	\$ 17,061	\$ 17,500	\$ 15,154	\$ 20,000	\$ 57,325	\$ 18,500	\$ 18,500
TOTAL BUDGET	\$ 107,727	\$ 104,679	\$ 109,700	\$ 106,181	\$ 114,762	\$ 104,733	\$ 126,242	\$ 166,482	\$ 127,657	\$ 127,657

Dep. Req. TM. Rec. Fin Com Rec.
 FY2020 FY2021 FY2021 FY2021

Difference PY \$ 1,415
 % PY 1.12%

Position	FTE	FTE	FTE	FTE
Animal Control Officer	1	2	2	2
A/C Part Time	0.5	0.5	0.5	0.5
Total Staffing	1.5	2.5	2.5	2.5

Animal Control

ANIMAL CONTROL DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Gualtieri, Christine	Animal Control Officer	5	10/14/2013	63,626.45	400.00	1,650.00	\$ 65,676.45
Chmiel, Ashley	Asst. Animal Cont Off	3/4	9/20/2017	-	500.00	-	\$ 500.00
Smith, Casey	P/T Asst. Animal Control	3/4	9/13/2017	28,980.73	-	-	\$ 28,980.73
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
DEPARTMENT TOTAL				\$ 92,607.18	\$ 900.00	\$ 1,650.00	\$ 95,157.18

Total Full Time	\$	63,626.45
Total Part Time	\$	28,980.73
Total Contract	\$	2,550.00
Overtime	\$	14,000.00
Total	\$	109,157.18

ANIMAL CONTROL DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Gualtieri, Christine	Animal Control Officer	5	10/14/2013	\$ 63,626.45	\$ 400.00	\$ 1,650.00	\$ 65,676.45
Chmiel, Ashley	Asst. Animal Cont Off	3/4	9/20/2017	\$ -	\$ 500.00		\$ 500.00
Smith, Casey	P/T Asst. Animal Control	3/4	9/13/2017	\$ 28,980.73			\$ 28,980.73
DEPARTMENT TOTAL				\$ 92,607.18	\$ 900.00	\$ 1,650.00	\$ 95,157.18

Total Full Time	\$	63,626.45
Total Part Time	\$	28,980.73
Total Contract	\$	2,550.00
Overtime	\$	14,000.00
Total	\$	109,157.18

Animal Control

ANIMAL CONTROL DEPARTMENT SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Gualtieri, Christine	Animal Control Officer	5	10/14/2013	61,893.43	-	1,650.00	\$ 63,543.43
Chmiel, Ashley	Asst. Animal Cont Off	2/3	9/20/2017	-	300.00	-	\$ 300.00
Smith, Casey	P/T Asst. Animal Control	2/3	9/13/2017	22,392.81	400.00	-	\$ 22,792.81
CBA SEIU Spring 2019				5,606.00			\$ 5,606.00
DEPARTMENT TOTAL				\$ 89,892.24	\$ 700.00	\$ 1,650.00	\$ 92,242.24

Total Full Time	\$	67,499.43
Total Part Time	\$	22,392.81
Total Contract	\$	2,350.00
Overtime	\$	14,000.00
Total	\$	92,242.24

DOG OFFICER

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FN COM REC
	\$ 5,500	\$ 4,127	\$ 5,500	\$ 5,481	\$ 5,500	\$ 5,142	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500

Department Town Mgr. Fin Com

Supplies and Expenses

Food, equipment, Uniforms										
Building Supplies										
Vehicle repairs										
Total Supplies & Expenses										
	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FN COM REC
	\$ 5,000	\$ 4,347	\$ 5,000	\$ 5,000	\$ 5,000	\$ 4,534	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500

Department Town Mgr. Fin Com

Contract Services/Leases

Forms										
Professional										
Disposal of Dead Animals										
MSPCC Angel										
Fees & Membership										
Mass Animal Control Association										
Total Contract Services										
	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500

TOTAL \$ 6,500 \$ 6,500 \$ 6,500

Utilities

Dog Pound										
Heat/Fuel										
	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500

TOTAL \$ 5,500 \$ 5,500 \$ 5,500

Capital Outlay

	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FN COM REC
Replacement of vehicle								\$ 38,825.00	\$ -	\$ -
	\$ 38,825.00	\$ 38,825.00	\$ 38,825.00	\$ 38,825.00	\$ 38,825.00	\$ 38,825.00	\$ 38,825.00	\$ 38,825.00	\$ -	\$ -

Department Town Mgr. Fin Com



Fire Department

Department Explanation

The Fire Department provides a range of services designed to protect lives and property from the adverse effects of disasters, fires, sudden medical emergencies or exposure to dangerous conditions.

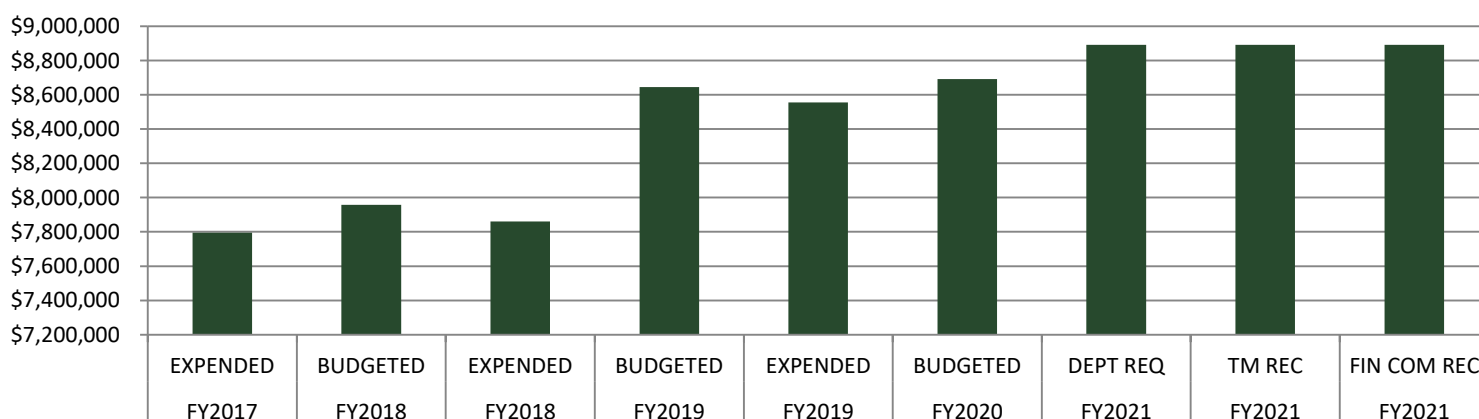
The Department also continues to provide residents with the best possible fire protection, fire prevention education, and inspectional services possible.

The Billerica Fire Department is made up of a Fire Prevention Bureau, an Operations Division, and a Special Operations Division. These three divisions carry out the services that are expected by the residents of Billerica.

Budget Narrative

In FY21 The Fire Department will see a 2.3% increase. This increase is in line with the cost of living adjustment given in the newly settled contract.

Total Budget



Programs and Services

Under the Fire Prevention Bureau the department has services that touch people of all ages throughout the community. One of the programs that have seen success is the S.A.F.E. Program. This program is aimed towards seniors and children and educates them about fire safety. The Department also works with residents and business on inspections, fire alarm activations, and prevention of fires. The Special Operations division deals with Technical rescues, water rescues, and HazMat issues. The Department also has multiple specialty positions including grant writer, S.A.F.E. coordinator, FF Mechanics, and many more.

The Operations Division is the part of a Fire Department residents would be most familiar with. This Division is split into an engine company and a ladder company.

Fire Department

Engine Company

The Engine Company is the basic unit of a Fire Department. It provides the primary firefighting agent – water – and the personnel to use it at the fireground. The objectives of an Engine Company include rescuing victims, protecting exposures, confining the fire, extinguishing the fire, and overhauling the fireground. All but the last of these objectives are carried out in an atmosphere of flame and smoke. Therefore, it is essential that fire fighters understand the nature of fire and the factors that affect its spread, including building construction, type of occupancy, and types of fuel available to the fire.

Ladder Company

Ladder companies are sometimes called “truck” companies. Ladder Company operations include planning, personnel, equipment, and training that are coordinated in an efficient manner. The ladder company provides access to, and exits for, all parts of a fire building. Ladder company crews also are responsible for removing heat, smoke and gases to allow greater visibility and permit engine company crews to move rapidly and safely within a fire building or exposed buildings. These examples do not by any means include all the duties of a ladder company, but they do illustrate two important points about ladder company work.



Recent Accomplishments & Stats

The Billerica Fire Department is pleased to submit an update for the annual budget book. Our primary objective is to keep Billerica a safe and well prepared community. Through continuous and current training in mitigation of fire and medical emergencies, hazardous conditions and rescues we are able to uphold and enhance our commitment to protect our residents and their property. We have been able to continue our efforts in prevention of fires and emergencies through our inspectional services as well as the S.A.F.E. (Student Awareness of Fire Education) and Senior S.A.F.E. (Senior Awareness of Fire Education) Programs. We have expanded our working relationships with the police, paramedics, and teachers to train middle school children in CPR.

The Billerica Fire Department responded to 6361 incidents during the fiscal year 2019.

The responses break down as follows:

Response Type:	# of Responses
Animal Control	11
Assist Public	70
Bomb Threat	2
Box Alarm	256
Box Service	131

Brush Fire	31
Building Fire	37
Burning Complaint	74
Burn Permits Issued	975
Carbon Monoxide	114
Code Enforcement	4

Fire Department

Dumpster Fire	1
Electrical Problem	13
Elevator Emergency	12
Fire Alarm Activation	295
Fire Drill - Other	4
Fire Drill - School	37
Gas Leak	3
Hazardous Materials	13
House Lockout	43
Hydrant Inspection / Shoveling	32
Investigations	174
Medical Emergency Call	3267

Total Runs:	6361

Mutual Aid (Given or Received)	48
Odor of Gas	110
Public Relations	10
Rescue	6
Residential Alarm	107
Special Incident	11
Vehicle Accident	203
Vehicle Fire	23
Vehicle Lockout	151
Water Problem	37
Wires Arcing	56

TRAINING ACTIVITY DURING FISCAL YEAR 2019

During the year Billerica Firefighters received new or continuous training on the following topics:

Fire/Rescue Training

- Pump operations and Hydraulics review
- Mass Fire Academy – Recruit training
- Operation of master stream appliances
- Aerial operations
- Foam equipment & large diameter hose
- Brush fire equipment
- Tank Truck and Portable Pumps
- Ice/Water Rescue
- Ice Rescue Technician
- Ice Diving Operations
- Boat refresher
- Vehicle Stabilization & Extrication
- Compressor SCBA filling review
- Portable Hydraulic Jaws
- Introduction to Transitional Fire Attack
- Rehabilitation for the Fire Service
- Fire Services Air Management

- Elevator Rescue
- EONE New Apparatus training
- Harris Portable Radio training
- Passport Accountability training
- Ground Ladder review

Medical Training

- NCCR curriculum
- CPR & Narcan Refresher
- Statewide Treatment Protocols review

Driver Training

- Driver Training Course & Review
- Emergency Lighting Awareness
- Safe Fire Service Traffic Control Practices

Fire Department

Officer and Administrative Training

- Incident Command System 100,200,700
- Fire Officer I
- Fire Officer II
- Fire Officer III
- Fire Prevention Officer – Basic
- Fire Prevention Officer I
- Crowd Manager training
- IAFC Officer Development Program
- Ice Rescue Instructor
- Conflict of Interest Annual training
- OSHA 30
- Quarterly Captains Meetings
- Active Attack Integrated Response Instructor

Hazardous Materials Training

- HAZMAT Technician Operations Level
- Above the line/Below the line
- Class B Firefighting Foam
- Operation of radiological monitoring equipment (Lantheus)
- Radiological hazards review (Lantheus)
- Chemical Suicide Response
- HAZMAT Decon

Building Tours

- Tewksbury LNG Plant
- Verizon, Sullivan Rd
- School Fire & ALICE drills
- Alpine Village
- New Billerica Memorial High School

The Training Division would like to thank all Billerica Town Departments, the School Department and the Billerica Emergency Management for their continued assistance. We would also like to thank and acknowledge Lantheus Medical Imaging, the Gutierrez Company and Holland Used Auto Parts for the use of their equipment and facilities in many of our training sessions.

GOALS

- Continue information gathering for the preplanning program for pre-incident and hazard awareness.
- Continue to utilize the towns PeopleGIS software to centralize preplanning information.
- Expand collaboration with the Mass. Firefighting Academy to host additional training programs.
- Continue to seek grant money for training and equipment.
- Continue working with local industry on emergency training drills.
- Continue work with School and Police Departments on ALICE and Active Shooter Response programs.
- Implement new incident reporting software.
-

MAINTENANCE OF EQUIPMENT

The following equipment was inspected, calibrated, tested, repaired or replaced as part of the ongoing maintenance and testing program:

- Independent testing, certification and repair of all SCBA equipment
- Independent testing and repair of all ground ladders

Fire Department

- Independent testing, certification and repair of aerial ladder
- Independent certification and testing of the Cascade and Compressor System
- Maintain and repair all radio equipment
- Replace out of date radio equipment
- Independent Pump testing ,certification and repair of all pumping apparatus
- Testing, inspection and repair of all hose
- Replacement of damaged hose
- Maintain thermal imaging cameras
- Maintain and repair department boats and motors
- Calibration and repair of all gas meters and radiation detection equipment
- Maintain and repair gas powered saws and fans
- Maintain all computer and related equipment
- Replacement or repair of protective clothing per NFPA 1851 standard
- Inspection and records of protective clothing per NFPA 1851 standard

GRANTS RECEIVED

The following equipment and training was received through grants and/or donation to the Town:

- SAFE Grant (\$5,454.00)
- Senior SAFE Grant (\$2,800.00)
- Sylvia Cabral donation (\$145,991.90)

The Billerica Fire Department, with the utmost gratitude, posthumously recognizes Mrs. Sylvia J. Cabral for her wonderful bequest with which to acquire lifesaving thermal imaging equipment. Her concern and gift will undoubtedly increase safety for the citizens and firefighters of Billerica.

FIRE PREVENTION BUREAU

PLANS REVIEW

Building plans and Projects	1832
Planning Board Projects	9
Zoning Board Projects	124
Fire Protection/Detection Testing Reports Reviewed	169

PERMITS ISSUED

Open Air Burning	975	Fire Alarm Systems	288
Tank Transport Vehicle (two year permit)	33	Fire Works	1
Aboveground/Underground tanks (new)	51	Hot Work/Welding	92
Building Radio Amplifier	5	Propane (Install & Storage)	122
Blasting	2	Oil Burner	92
Cannon and Mortar	0	Certificate of Occupancy-Residential	60
Carbon Monoxide Alarm Systems (comm.)	2	Certificate of Occupancy-Commercial	44
Carbon Monoxide Alarm Systems (res.)	166	Sprinkler System	147
Certificate of Compliance	681	Fire Suppression Systems	3
		Tank Removals	25

Fire Department

Haz-Mat Fire Code Permits	161	Black Powder	4
Industrial Ovens	16		

Total Permits Issued 2,878

RECORDS REQUEST

Public Records Requests and Insurance Notices	127
Continuing Education/Training Classes	132

INSPECTIONS/RE-INSPECTIONS

Annual/Quarterly	59	Fireworks/First Light Sweep	3
Aboveground/Underground Tanks	31	Hot Work 'Fixed Location'	21
Flammable/Combustible Storage	148	Fire Alarm Systems	136
Fire Drills	45	Sprinkler Systems-Rough	3
Alcohol/Life Safety	33	Sprinkler Systems-Final	37
Certificate of Compliance-Smoke Detector	788	Suppression Systems	3
Certificate of Compliance-CO Detector	788	Building Radio Amplifier	3
Black Powders	1	Carbon Monoxide Alarm Systems	27
Ovens and Furnaces	9	Certificate of Occupancy-Commercial	72
Oil Burners	13	Certificate of Occupancy-Residential	15
Propane	31	Tank Transport Trucks	33
Tank Removal	3		

Total Inspections 2,302

INVESTIGATIONS

Fire Cause and Origin	39
Code Enforcement	44
Code Enforcement-Violations	1

Fees Collected \$57,537.00

S.A.F.E (STUDENT AWARENESS of FIRE EDUCATION)

The following are the activities and accomplishments of the Student S.A.F.E. (Student Awareness of Fire Education) program for 2019.

Public School Activities – S.A.F.E. Coordinator Lt Larkin visited nearly every classroom from K-2nd Grades in the Billerica Public Schools to teach key fire safety behaviors from age appropriate lesson plans developed by the Massachusetts Public Fire & Safety Education Task Force. Topics included: understanding and practicing stop, drop & roll, matches and lighter safety, understanding smoke alarms, firefighter's as community helpers, home escape plans, 911, firefighter in gear and basic kitchen safety.

Firefighters also participated in several field days to reinforce behaviors taught in the classroom. The activities involved having students practice: Stop, Drop and Roll, crawling low below smoke and working as a team to stay safe.

The S.A.F.E. program continued its' CPR/AED program for all 6th grade students in town. In conjunction with the Billerica PD and town paramedics, Firefighters went into the middle schools and taught CPR/AED to the students during their health periods. The goal of the program is to certify almost 400 students a year through the American Heart Association.



Outside of the public school system the S.A.F.E. program reached approximately 1,000 additional children through preschool visits, girls/boy scouts, station tours and the Billerica Recreation Dept. camps. S.A.F.E. also taught fire safety to about 500 children in the District 6 S.A.F.E. house during Yankee Doodle weekend.

Middlesex Sheriff Department Youth Public Safety Camp - In conjunction with the Police Department and the Town Paramedics we hosted one Community Day for the Billerica campers. The campers were given tours of the fire station, police station, Paramedic Unit and participated in other firefighting related activities.

Fire Prevention Week- We hosted our annual Fire Department Open House during Fire Prevention Week. Attendance was up from the previous year. Firefighters distributed safety flyers, activity books and more. It's also an opportunity for firefighters to discuss fire prevention topics and answer questions from the public. It's an important part of our community risk-reduction mission.

S.A.F.E. program was in attendance at nearly 50 events ranging from fire safety instruction to students and Billerica community events which included some of the following:

- Billerica High Career Day
- Billerica Health and Wellness Fair
- Senior Cook-out w/ COA
- Public Fire & Life Safety Educators Conference
- Billerica Recreation Department summer camps

Billerica S.A.F.E. program also helped with holiday Public Service Announcements for BATV.

SENIOR S.A.F.E. (SENIOR AWARENESS of FIRE EDUCATION)



- Smoke alarm testing
- Carbon monoxide alarm testing

Senior SAFE coordinator Captain Bill Paskiewicz in conjunction with the Billerica Council on Aging and the American Red Cross followed guidelines from the Department of Fire Services Curriculum Guide Book, NFPA 'Remember When' program and the 'Come Grow Old with Me' conference material to deliver safety talks to elderly residents. They were able to reach and educate a segment of the population that is considered 'at risk'.

Senior SAFE partners hosted 'Town Hall' style meetings with the elderly residents at different locations where discussions were about fire and life safety behaviors, such as:

- Smoking dangers
- Cooking safety and burns
- Electrical hazards
- Home heating hazards
- Candle safety
- Trip hazards
- Oxygen safety

During home visits elderly residents were taught safety in their homes. Also during visits, alarms were tested and checked for expiration dates and replaced if necessary. Homes were also checked to be sure that house numbers were properly visible for incident response. During emergency response, department personnel identify needs and communicate with the Council on Aging liaison to ensure that seniors are offered all available services, including free smoke detectors.

The program was able to reach over 500 seniors and performed 26 home visits. Installation of 46 smoke detectors, 34 carbon monoxide detectors and 23 house numbers was accomplished. This was possible with units donated by the American Red Cross and through donations from Lantheus Medical Imaging and O'Connor Hardware.

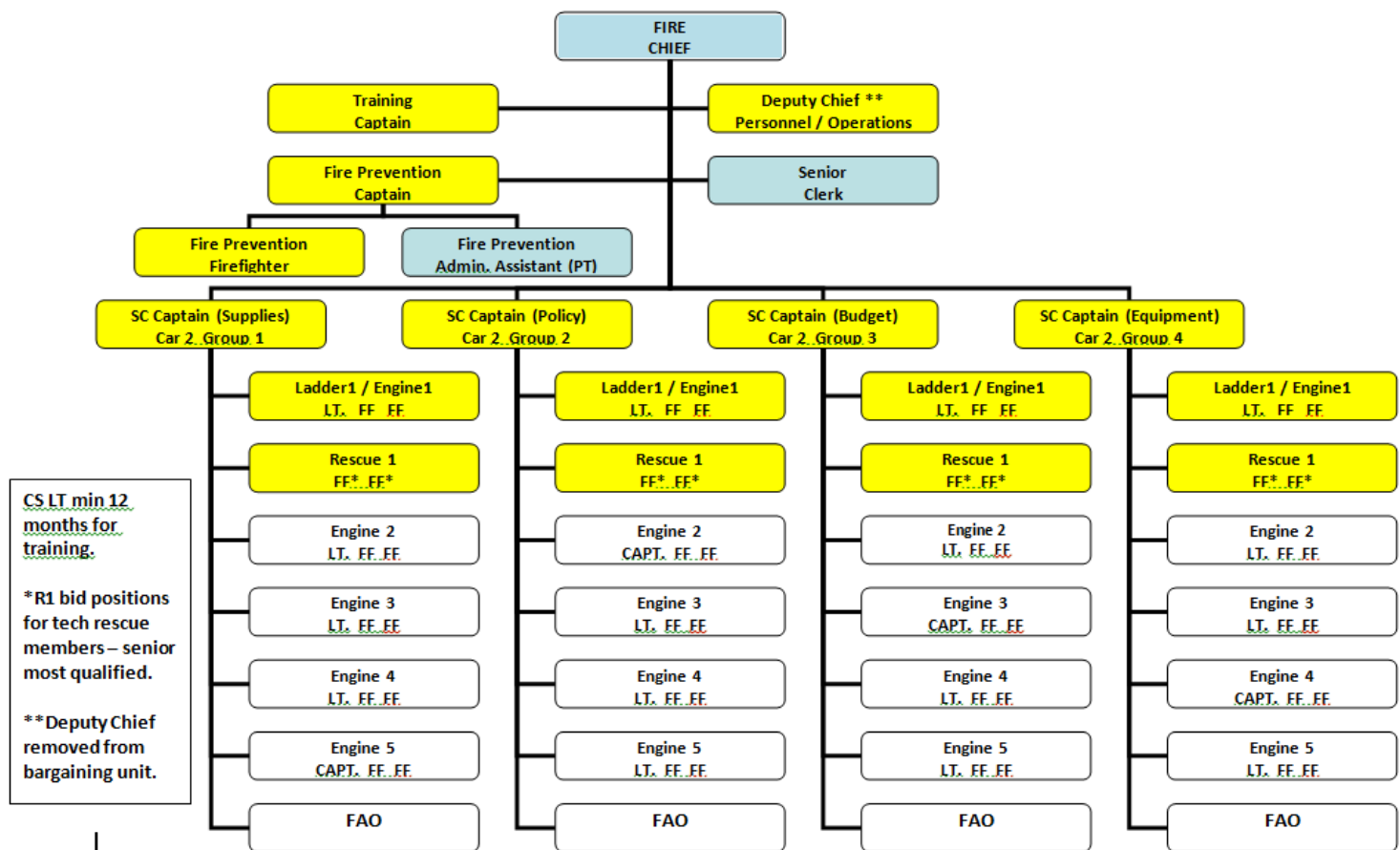
The Billerica Fire Department would like to thank all other Town Departments and Town Officials for their help and cooperation throughout the year.

Fire Department

BILLERICA FIRE DEPARTMENT

ORGANIZATION CHART

Billerica Fire Department
Proposed Organization Chart



FIRE DEPARTMENT

Personnel Services

Full Time	\$ 5,469,817	\$ 5,406,524	\$ 5,581,765	\$ 5,495,586	\$ 6,324,627	\$ 6,258,373	\$ 6,244,076	\$ 6,399,497	\$ 6,399,497	\$ 6,399,497
Part Time/Seasonal	\$ 41,111	\$ 39,546	\$ 41,111	\$ 41,111	\$ 46,865	\$ 43,165	\$ 44,857	\$ 49,589	\$ 49,589	\$ 49,589
Overtime	\$ 655,000	\$ 715,000	\$ 655,000	\$ 655,000	\$ 655,000	\$ 643,889	\$ 740,000	\$ 778,217	\$ 778,217	\$ 778,217
Contractual Obligations	\$ 1,028,827	\$ 1,028,827	\$ 1,032,932	\$ 1,032,932	\$ 1,034,811	\$ 1,034,811	\$ 1,105,654	\$ 1,137,661	\$ 1,137,661	\$ 1,137,661
Total	\$ 7,194,755	\$ 7,189,897	\$ 7,310,808	\$ 7,224,629	\$ 8,061,303	\$ 7,980,238	\$ 8,134,587	\$ 8,364,964	\$ 8,364,964	\$ 8,364,964

Expenses

Supplies and Expenses	\$ 395,300	\$ 377,071	\$ 414,785	\$ 403,144	\$ 316,045	\$ 316,045	\$ 312,310	\$ 322,635	\$ 322,635	\$ 322,635
Contract Services/Leases	\$ 146,533	\$ 143,390	\$ 148,748	\$ 147,796	\$ 183,140	\$ 179,424	\$ 160,881	\$ 161,031	\$ 161,031	\$ 161,031
Utilities	\$ 84,500	\$ 84,500	\$ 84,500	\$ 85,297	\$ 84,500	\$ 79,476	\$ 84,500	\$ 44,000	\$ 44,000	\$ 44,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 626,333	\$ 604,961	\$ 648,033	\$ 636,237	\$ 583,685	\$ 574,945	\$ 557,691	\$ 527,666	\$ 527,666	\$ 527,666

TOTAL BUDGET

	\$ 7,821,108	\$ 7,794,858	\$ 7,958,841	\$ 7,860,866	\$ 8,644,988	\$ 8,555,183	\$ 8,692,278	\$ 8,892,630	\$ 8,892,630	\$ 8,892,630

FIRE DEPARTMENT

Position	FY2020		FY2021		FY2021		FY2021		FY2021		Difference PY	%
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE		
Fire Chief	1	1	1	1	1	1	1	1	1	1		
Deputy Chiefs	2	2	2	2	2	2	2	2	2	2		
Captains	8	9	9	9	9	9	9	9	9	9		
Lieutenants	13	16	16	16	16	16	16	16	16	16		
Firefighters	53	49	49	49	49	49	49	49	49	49		
Fire Alarm Operators	4	4	4	4	4	4	4	4	4	4		
Administrative Head Clerk	1	1	1	1	1	1	1	1	1	1		
Total Staffing	82	82	82	82	82	82	82	82	82	82		

Position	FY2020		FY2021		FY2021		FY2021		FY2021	
	PTE	PTE	PTE	PTE	PTE	PTE	PTE	PTE	PTE	PTE
Fire Alarm Operators	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Administrative Head Clerk	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total Staffing	1	1	1	1	1	1	1	1	1	1

\$ 240,852.00 Difference PY \$ 200,352
2.77% % 2.30%

Fire Department

FIRE DEPARTMENT
SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	RETIREMENT INCENTIVE	SICK BONUS	EDUC PAY	SHIFT DIFF	SPEC PAY	HOLIDAY PAY	LONGEVITY	TOTAL SALARY BENEFIT
Robert Cole	Fire Chief	25 Yr.	1/23/1995	162,023.68	0	-	-		-	-	-	162,023.68
Thomas Ferraro	Deputy Chief	25 Yr.	5/5/1985	138,944.25	0	-					-	138,944.25
Stephen Kennedy	Deputy Chief	20 Yr.	4/8/2001	111,268.64	0	400.00	6,700.00	-	2,693.00	6,394.75		127,456.39
John Martell	Captain (SC)	25 Yr.	5/12/1985	101,788.40	0	400.00	5,500.00	4,746.78	-	5,849.91	-	118,285.09
Erik Szymanski	Captain	20 Yr.	11/26/1998	99,111.63	0	250.00	6,700.00	4,621.95	1,500.00	5,696.07	-	117,879.66
Steven Jenkins	Captain (SC)	25 Yr.	5/18/1987	105,147.42	0	500.00	6,700.00	4,903.43	500.00	6,042.96	-	123,793.80
Daniel LeClerc	Captain (SC)	25 Yr.	7/18/1993	105,147.42	0	500.00	5,500.00	4,903.43	500.00	6,042.96	-	122,593.80
William Paskiewicz	Captain	25 Yr.	7/18/1993	102,084.98	0	400.00	5,500.00	4,760.61	1,500.00	5,866.95	-	120,112.55
Joseph Bradley	Captain	20 Yr.	6/15/1997	99,111.63	0	250.00	5,500.00	4,621.95	1,500.00	5,696.07	-	116,679.66
Matthew Battcock	Captain (SC)	20 Yr.	11/27/1998	98,823.64	0	500.00	5,500.00	4,608.52	500.00	5,679.52	-	115,611.68
Joseph Bukoiemski	Captain	25 Yr.	7/25/1998	102,084.98	0	500.00	5,500.00	4,760.61	1,500.00	5,866.95	-	120,212.55
Mark Fredrickson	Lieutenant	25 Yr.	9/6/1987	102,084.98	0	400.00	1,740.00	4,760.61	500.00	5,866.95	-	115,352.55
Thomas Joyce	Lieutenant	25 Yr.	5/12/1985	89,100.04	0	-	5,500.00	4,155.08	500.00	5,120.69	-	104,375.81
James Miner	Lieutenant	25 Yr.	7/18/1993	89,100.04	0	500.00	6,700.00	4,155.08	500.00	5,120.69	-	106,075.81
Paul Wood	Lieutenant	25 Yr.	5/22/1988	89,100.04	0	250.00	6,700.00	4,155.08	500.00	5,120.69	-	105,825.81
David Forziati	Lieutenant	20 Yr.	6/14/1997	86,504.89	0	400.00	1,440.00	4,034.05	1,500.00	4,971.55	-	98,850.49
Robert McIntyre	Lieutenant	20 Yr.	1/2/1998	86,504.89	0	250.00	5,500.00	4,034.05	-	4,971.55	-	101,260.49
David Mahoney	Lieutenant	20 Yr.	4/4/2001	84,068.04	0	-	1,680.00	3,920.41	500.00	4,831.50	-	94,999.95
Joseph Brangwynne	Lieutenant	10 Yr.	5/28/2010	81,946.94	0	400.00	6,700.00	3,821.50	500.00	4,709.59	-	98,078.03
Jason Smith	Lieutenant	15 Yr. **	2/5/2006	84,068.04	0	250.00	5,500.00	3,920.41	500.00	4,831.50	-	99,069.95
William King	Lieutenant	15 Yr.	3/5/1999	84,068.04	0	250.00	5,500.00	3,920.41	500.00	4,831.50	-	99,069.95
David Feyler	Lieutenant	25 Yr. **	10/1/2012	89,100.04	0	400.00	5,500.00	4,155.08	500.00	5,120.69	-	104,775.81
Jeff Strunk	Lieutenant	20 Yr. **	5/27/2010	83,741.42	0	250.00	6,700.00	3,905.18	500.00	4,812.73	-	99,909.33
Thomas Larkin	Lieutenant	20 Yr.	4/5/2001	84,684.26	0	400.00	5,500.00	-	1,000.00	4,866.91	-	96,451.17
Robert Tedford	Firefighter	25 Yr.	7/18/1993	76,647.95	0	-	5,500.00	3,574.39	-	4,405.05	-	90,127.40
Thomas Maloney	Firefighter	25 Yr.	7/18/1993	76,647.95	0	400.00	5,500.00	3,574.39	15,035.00	4,405.05	-	105,562.40
Phillip Tammaro	Lieutenant	25 Yr.	7/18/1993	89,100.04	0	500.00	5,500.00	4,155.08	-	5,120.69	-	104,375.81
Lawrence Bavis	Firefighter	25 Yr.	7/18/1993	76,647.95	0	-	2,220.00	3,574.39	-	4,405.05	-	86,847.40
John McLaughlin	Firefighter	25 Yr.	7/25/1993	76,647.95	0	250.00	5,500.00	3,574.39	500.00	4,405.05	-	90,877.40
James Harries	Firefighter	25 Yr.	10/31/1994	76,647.95	0	-	8,000.00	3,574.39	500.00	4,405.05	-	93,127.40
John Spinosa	Firefighter	25 Yr.	10/28/1995	75,920.91	0	400.00	2,220.00	3,540.48	11,888.14	4,363.27	-	98,332.79
Matthew Famolare	Firefighter	25 Yr.	10/29/1995	74,415.49	0	-	5,500.00	3,470.28	500.00	4,276.75	-	88,162.52
Joshua Gillis	Firefighter	20 Yr.	6/13/1997	72,742.15	0	-	-	3,392.24	-	4,180.58	-	80,314.98
Shawn Cantrell	Firefighter (RT)	20 Yr.	1/3/1998	76,647.97	0	400.00	3,660.00	3,574.39	500.00	4,405.06	-	89,187.42
Erik Ciampa	Firefighter	20 Yr.	11/28/1998	74,415.49	0	400.00	5,500.00	3,470.28	500.00	4,276.75	-	88,562.52
Paul Dinsmore	Firefighter	20 Yr.	11/29/1998	74,415.49	0	400.00	5,500.00	3,470.28	500.00	4,276.75	-	88,562.52
Marc Annese	Firefighter	20 Yr.	6/25/2000	71,937.97	0	-	2,100.00	3,354.74	-	4,134.37	-	81,527.08
Gary daSilva	Firefighter	20 Yr.	4/3/2001	72,681.37	0	-	5,500.00	3,389.41	500.00	4,177.09	-	86,247.87
Justin Bates	Firefighter	20 Yr.	4/7/2001	70,316.46	0	500.00	2,580.00	-	4,886.00	4,041.18	-	82,323.64
Mark Goodwin	Firefighter (RT)	15 Yr.	9/23/2001	74,256.96	0	500.00	1,140.00	3,462.89	500.00	4,267.64	-	84,127.48
Joseph Duggan	Firefighter	20 Yr. **	12/19/2004	75,568.10	0	400.00	2,700.00	3,524.03	1,000.00	4,342.99	-	87,535.13
Joseph Keane	Firefighter	15 Yr.	2/26/2005	72,094.43	0	400.00	5,500.00	3,362.04	500.00	4,143.36	-	85,999.83
Shawn O'Connor	Firefighter	15 Yr.	2/27/2005	69,791.32	0	400.00	-	3,254.64	500.00	4,011.00	-	77,956.95
Charles McDevitt	Firefighter	15 Yr. **	11/14/2006	75,568.10	0	-	1,440.00	3,524.03	1,500.00	4,342.99	-	86,375.13
Daniel Barilla	Firefighter (RT)	10 Yr.	4/22/2007	72,195.49	0	400.00	5,500.00	3,366.75	500.00	4,149.17	-	86,111.41
John Conway	Firefighter (RT)	10 Yr.	9/7/2007	72,195.49	0	500.00	2,760.00	3,366.75	500.00	4,149.17	-	83,471.41
Keith McDonald	Firefighter	10 Yr.	9/8/2007	70,092.78	0	250.00	2,400.00	3,268.69	-	4,028.32	-	80,039.79
Kevin O'Brien	Firefighter	10 Yr.	9/9/2007	67,853.61	0	-	-	3,164.27	-	3,899.63	-	74,917.52
Richard Gutierrez	Firefighter (RT)	10 Yr.	7/5/2008	72,195.49	0	250.00	2,400.00	3,366.75	500.00	4,149.17	-	82,861.41
Andrew Avant	Firefighter	10 Yr.	7/6/2008	70,092.78	0	250.00	5,500.00	3,268.69	500.00	4,028.32	-	83,639.79
Michael Iannelli	Lieutenant	10 Yr.	5/29/2010	81,946.94	0	500.00	5,500.00	3,821.50	500.00	4,709.59	-	96,978.03
David Reinold	Firefighter	10 Yr.	5/30/2010	67,853.61	0	250.00	-	3,164.27	-	3,899.63	-	74,942.52
Charles Rivanis	Firefighter	10 Yr. **	7/10/2011	71,178.44	0	400.00	1,320.00	3,319.32	500.00	4,090.71	-	80,808.47
Robert Fitzmaurice	Firefighter	5 Yr.	9/4/2011	66,101.05	0	250.00	3,240.00	3,082.54	500.00	3,798.91	-	76,972.51
Michael Ricci	Firefighter (RT)	5 Yr.	9/5/2011	70,330.69	0	-	1,680.00	3,279.79	500.00	4,041.99	-	79,832.48
Stephen Morrison	Lieutenant	5 Yr.	1/8/2012	80,135.65	0	500.00	6,700.00	3,737.03	500.00	4,605.50	-	96,178.18
Stephen Burgoyne	Lieutenant	5 Yr.	7/13/2013	80,135.65	0	400.00	6,700.00	3,737.03	500.00	4,605.50	-	96,078.18
Christopher Roberts	Firefighter (RT)	5 Yr.	7/14/2013	70,330.69	0	-	5,500.00	3,279.79	500.00	4,041.99	-	83,652.48
Josephe Venezia	Firefighter (RT)	5 Yr.	7/15/2013	70,330.69	0	500.00	2,520.00	3,279.79	500.00	4,041.99	-	81,172.48
William Conners	Firefighter	20 Yr. **	11/29/2013	72,038.23	0	-	-	3,359.42	500.00	4,140.13	-	80,037.78
James Elder	Firefighter	5 Yr.	11/30/2013	68,282.39	0	400.00	5,500.00	3,184.27	500.00	3,924.28	-	81,790.93
David Marks	Firefighter	5 Yr.	12/1/2013	68,282.39	0	400.00	3,240.00	3,184.27	500.00	3,924.28	-	79,530.93
Jon Reinecker	Firefighter	5 Yr.	12/2/2013	68,282.39	0	400.00	5,500.00	3,184.27	500.00	3,924.28	-	81,790.93
David Evans	Firefighter	5 Yr.	9/2/2014	68,282.39	0	-	1,320.00	3,184.27	500.00	3,924.28	-	77,210.93
Brett Fredrickson	Firefighter	5 Yr.	11/6/2015	67,923.26	0	500.00	5,500.00	3,167.52	500.00	3,903.64	-	81,494.41
Frank Rao	Firefighter	5 Yr.	11/7/2015	67,923.26	0	-	6,700.00	3,167.52	500.00	3,903.64	-	82,194.41
Luke Riberio	Firefighter	5 Yr.	11/8/2015	67,923.26	0	400.00	5,500.00	3,167.52	500.00	3,903.64	-	81,394.41
James Sullivan	Firefighter	10 Yr. **	12/14/2015	70,092.78	0	500.00	-	3,268.69	-	4,028.32	-	77,889.79
Ryan Arensbach	Firefighter	St. 4	5/23/2017	64,962.31	0	500.00	5,500.00	3,029.44	-	3,733.47	-	77,725.21
Timothy Copson	Firefighter	St. 4	5/22/2017	64,962.31	0	250.00	600.00	3,029.44	-	3,733.47	-	72,575.21
Sean O'Neill	Firefighter	St. 3	1/2/2018	63,416.58	0	250.00	5,500.00	2,957.36	-	3,644.63	-	75,768.57
Joseph Ferri	Firefighter	St. 3	1/3/2018	63,416.58	0	500.00	5,500.00	2,957.36	-	3,644.63	-	76,018.57
Kenneth Murnane	Firefighter	St. 3	1/4/2018	63,416.58	0	500.00	600.00	2,957.36	-	3,644.63	-	71,118.57
John Corbett	Firefighter	St. 2	9/5/2018	61,756.19	0	500.00	2,160.00	2,879.93	-	3,549.21	-	70,845.33
Steven Pena	Firefighter	St. 1	11/10/2019	59,003.09	0	500.00	600.00	2,751.54	-	3,390.98	-	66,245.61
Andrew Pierce	Firefighter	St.1	11/11/2019	58,960.07	0	500.00	600.00	2,749.53	-	3,388.51	-	66,198.12
Patrick Gallagher	Firefighter	St.1	3/2/2020	58,271.83	0	500.00	600.00	2,717.44	-	3,348.96	-	65,438.23
Maureen Dunton	Head Administrator	Step 10	3/2/1981	65,404.23	0	-	-	-	-	-	4,434.00	69,838.23
Ellen O'Connor	PT Secretary	Step 7	11/17/2014	24,508.20	0	-	-	-	-	-	-	24,508.20
Marykathryn Hazel	Dispatcher	Step 7	12/8/2001	52,801.81	0	500.00	-	2,195.00	-	2,385.00	2,800.00	60,681.81
John Pellegrino	Dispatcher	Step 7	1/4/2002	52,801.81	0	-	-	2,195.00	-	2,385.00	2,800.00	60,181.81
Diane Deloge	Dispatcher	Step 7	5/12/2002	52,801.81	0	100.00	-	-	1,000.00	2,385.00	2,800.00	59,086.81
Christina Winitzer	Dispatcher	Step 7	6/12/2013	52,801.81	0	-	-	1,675.00	-	2,385.00	1,083.00	57,944.81
William Egan	PT Dispatcher	Step 7	4/17/2011	25,080.86	0	300.00	-	1,100.00	-	2,385.00	1,083.00	29,948.86
	0				0		0	0	-	-	0	-
SUPER HOLIDAY	0	0	0	0	0		0	0	-	46,920.00	0	46,920.00
DETAIL COMP.	0	0	0	0	0		0	0	38,290.00	-	0	38,290.00
OUT OF GRADE	0	0	0	0	0	0	0	0	32,600.00	-	0	32,600.00
												-
DEPARTMENT TOTAL				\$ 6,449,085.81	0.00	\$ 24,125.00	\$ 299,960.00	\$266,246.12	\$ 138,892.14	\$ 393,437.95	\$ 15,000.00	\$ 7,586,747.02

Total Full time \$ 6,

Fire Department

FIRE DEPARTMENT
SALARY INFORMATION FY2021 DEPARTMENT REQUEST

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	RETIREMENT INCENTIVE	SICK BONUS	EDUC PAY	SHIFT DIFF	SPEC PAY	HOLIDAY PAY	LONGEVITY	TOTAL SALARY BENEFIT
Robert Cole	Fire Chief	25 Yr.	1/23/1995	\$ 162,023.68	0.00							\$ 162,023.68
Thomas Ferraro	Deputy Chief	25 Yr.	5/5/1985	\$ 138,944.25	0.00							\$ 138,944.25
Stephen Kennedy	Deputy Chief	20 Yr.	4/8/2001	\$ 111,268.64	0.00	\$ 400.00	\$ 6,700.00	\$ -	\$ 2,693.00	\$ 6,394.75		\$ 127,456.39
John Martell	Captain (SC)	25 Yr.	5/12/1985	\$ 101,788.40	0.00	\$ 400.00	\$ 5,500.00	\$ 4,746.78	\$ -	\$ 5,849.91		\$ 118,285.09
Erik Szymanski	Captain	20 Yr.	11/26/1998	\$ 99,111.63	0.00	\$ 250.00	\$ 6,700.00	\$ 4,621.95	\$ 1,500.00	\$ 5,696.07		\$ 117,879.66
Steven Jenkins	Captain (SC)	25 Yr.	5/18/1987	\$ 105,147.42	0.00	\$ 500.00	\$ 6,700.00	\$ 4,903.43	\$ 500.00	\$ 6,042.96		\$ 123,793.80
Daniel LeClerc	Captain (SC)	25 Yr.	7/18/1993	\$ 105,147.42	0.00	\$ 500.00	\$ 5,500.00	\$ 4,903.43	\$ 500.00	\$ 6,042.96		\$ 122,593.80
William Paskiewicz	Captain	25 Yr.	7/18/1993	\$ 102,084.98	0.00	\$ 400.00	\$ 5,500.00	\$ 4,760.61	\$ 1,500.00	\$ 5,866.95		\$ 120,112.55
Joseph Bradley	Captain	20 Yr.	6/15/1997	\$ 99,111.63	0.00	\$ 250.00	\$ 5,500.00	\$ 4,621.95	\$ 1,500.00	\$ 5,696.07		\$ 116,679.66
Matthew Battcock	Captain (SC)	20 Yr.	11/27/1998	\$ 98,823.64	0.00	\$ 500.00	\$ 5,500.00	\$ 4,608.52	\$ 500.00	\$ 5,679.52		\$ 115,611.68
Joseph Bukoilemski	Captain	25 Yr.	7/25/1998	\$ 102,084.98	0.00	\$ 500.00	\$ 5,500.00	\$ 4,760.61	\$ 1,500.00	\$ 5,866.95		\$ 120,212.55
Mark Fredrickson	Lieutenant	25 Yr.	9/6/1987	\$ 102,084.98	0.00	\$ 400.00	\$ 1,740.00	\$ 4,760.61	\$ 500.00	\$ 5,866.95		\$ 115,352.55
Thomas Joyce	Lieutenant	25 Yr.	5/12/1985	\$ 89,100.04	0.00	\$ -	\$ 5,500.00	\$ 4,155.08	\$ 500.00	\$ 5,120.69		\$ 104,375.81
James Miner	Lieutenant	25 Yr.	7/18/1993	\$ 89,100.04	0.00	\$ 500.00	\$ 6,700.00	\$ 4,155.08	\$ 500.00	\$ 5,120.69		\$ 106,075.81
Paul Wood	Lieutenant	25 Yr.	5/22/1988	\$ 89,100.04	0.00	\$ 250.00	\$ 6,700.00	\$ 4,155.08	\$ 500.00	\$ 5,120.69		\$ 105,825.81
David Forziati	Lieutenant	20 Yr.	6/14/1997	\$ 86,504.89	0.00	\$ 400.00	\$ 1,440.00	\$ 4,034.05	\$ 1,500.00	\$ 4,971.55		\$ 98,850.49
Robert McIntyre	Lieutenant	20 Yr.	1/2/1998	\$ 86,504.89	0.00	\$ 250.00	\$ 5,500.00	\$ 4,034.05	\$ -	\$ 4,971.55		\$ 101,260.49
David Mahoney	Lieutenant	20 Yr.	4/4/2001	\$ 84,068.04	0.00	\$ -	\$ 1,680.00	\$ 3,920.41	\$ 500.00	\$ 4,831.50		\$ 94,999.95
Joseph Brangwynne	Lieutenant	10 Yr.	5/28/2010	\$ 81,946.94	0.00	\$ 400.00	\$ 6,700.00	\$ 3,821.50	\$ 500.00	\$ 4,709.59		\$ 98,078.03
Jason Smith	Lieutenant	15 Yr. **	2/5/2006	\$ 84,068.04	0.00	\$ 250.00	\$ 5,500.00	\$ 3,920.41	\$ 500.00	\$ 4,831.50		\$ 99,069.95
William King	Lieutenant	15 Yr.	3/5/1999	\$ 84,068.04	0.00	\$ 250.00	\$ 5,500.00	\$ 3,920.41	\$ 500.00	\$ 4,831.50		\$ 99,069.95
David Feyler	Lieutenant	25 Yr. **	10/1/2012	\$ 89,100.04	0.00	\$ 400.00	\$ 5,500.00	\$ 4,155.08	\$ 500.00	\$ 5,120.69		\$ 104,775.81
Jeff Strunk	Lieutenant	20 Yr. **	5/27/2010	\$ 83,741.42	0.00	\$ 250.00	\$ 6,700.00	\$ 3,905.18	\$ 500.00	\$ 4,812.73		\$ 99,909.33
Thomas Larkin	Lieutenant	20 Yr.	4/5/2001	\$ 84,684.26	0.00	\$ 400.00	\$ 5,500.00	\$ -	\$ 1,000.00	\$ 4,866.91		\$ 96,451.17
Michael Iannelli	Lieutenant	10 Yr.	5/29/2010	\$ 81,946.94	0.00	\$ 500.00	\$ 5,500.00	\$ 3,821.50	\$ 500.00	\$ 4,709.59		\$ 96,978.03
Stephen Burgoyne	Lieutenant	5 Yr.	7/13/2013	\$ 80,135.65	0.00	\$ 400.00	\$ 6,700.00	\$ 3,737.03	\$ 500.00	\$ 4,605.50		\$ 96,078.18
Stephen Morrison	Lieutenant	5 Yr.	1/8/2012	\$ 80,135.65	0.00	\$ 500.00	\$ 6,700.00	\$ 3,737.03	\$ 500.00	\$ 4,605.50		\$ 96,178.18
Phillip Tammaro	Lieutenant	25 Yr.	7/18/1993	\$ 89,100.04	0.00	\$ 500.00	\$ 5,500.00	\$ 4,155.08	\$ -	\$ 5,120.69		\$ 104,375.81
Robert Tedford	Firefighter	25 Yr.	7/18/1993	\$ 76,647.95	0.00	\$ -	\$ 5,500.00	\$ 3,574.39	\$ -	\$ 4,405.05		\$ 90,127.40
Thomas Maloney	Firefighter	25 Yr.	7/18/1993	\$ 76,647.95	0.00	\$ 400.00	\$ 5,500.00	\$ 3,574.39	\$ 15,035.00	\$ 4,405.05		\$ 105,562.40
Lawrence Bavis	Firefighter	25 Yr.	7/18/1993	\$ 76,647.95	0.00	\$ -	\$ 2,220.00	\$ 3,574.39	\$ -	\$ 4,405.05		\$ 86,847.40
John McLaughlin	Firefighter	25 Yr.	7/25/1993	\$ 76,647.95	0.00	\$ 250.00	\$ 5,500.00	\$ 3,574.39	\$ 500.00	\$ 4,405.05		\$ 90,877.40
James Harries	Firefighter	25 Yr.	10/31/1994	\$ 76,647.95	0.00	\$ -	\$ 8,000.00	\$ 3,574.39	\$ 500.00	\$ 4,405.05		\$ 93,127.40
John Spinoso	Firefighter	25 Yr.	10/28/1995	\$ 75,920.91	0.00	\$ 400.00	\$ 2,220.00	\$ 3,540.48	\$ 11,888.14	\$ 4,363.27		\$ 98,332.79
Matthew Famolare	Firefighter	25 Yr.	10/29/1995	\$ 74,415.49	0.00	\$ -	\$ 5,500.00	\$ 3,470.28	\$ 500.00	\$ 4,276.75		\$ 88,162.52
Joshua Gillis	Firefighter	20 Yr.	6/13/1997	\$ 72,742.15	0.00	\$ -	\$ -	\$ 3,392.24	\$ -	\$ 4,180.58		\$ 80,314.98
Shawn Cantrell	Firefighter (RT)	20 Yr.	1/3/1998	\$ 76,647.97	0.00	\$ 400.00	\$ 3,660.00	\$ 3,574.39	\$ 500.00	\$ 4,405.06		\$ 89,187.42
Erik Ciampa	Firefighter	20 Yr.	11/28/1998	\$ 74,415.49	0.00	\$ 400.00	\$ 5,500.00	\$ 3,470.28	\$ 500.00	\$ 4,276.75		\$ 88,562.52
Paul Dinsmore	Firefighter	20 Yr.	11/29/1998	\$ 74,415.49	0.00	\$ 400.00	\$ 5,500.00	\$ 3,470.28	\$ 500.00	\$ 4,276.75		\$ 88,562.52
Marc Annese	Firefighter	20 Yr.	6/25/2000	\$ 71,937.97	0.00	\$ -	\$ 2,100.00	\$ 3,354.74	\$ -	\$ 4,134.37		\$ 81,527.08
Gary daSilva	Firefighter	20 Yr.	4/3/2001	\$ 72,681.37	0.00	\$ -	\$ 5,500.00	\$ 3,389.41	\$ 500.00	\$ 4,177.09		\$ 86,247.87
Justin Bates	Firefighter	20 Yr.	4/7/2001	\$ 70,316.46	0.00	\$ 500.00	\$ 2,580.00	\$ -	\$ 4,886.00	\$ 4,041.18		\$ 82,323.64
Mark Goodwin	Firefighter (RT)	15 Yr.	9/23/2001	\$ 74,256.96	0.00	\$ 500.00	\$ 1,140.00	\$ 3,462.89	\$ 500.00	\$ 4,267.64		\$ 84,127.48
Joseph Duggan	Firefighter	20 Yr. **	12/19/2004	\$ 75,568.10	0.00	\$ 400.00	\$ 2,700.00	\$ 3,524.03	\$ 1,000.00	\$ 4,342.99		\$ 87,535.13
Joseph Keane	Firefighter	15 Yr.	2/26/2005	\$ 72,094.43	0.00	\$ 400.00	\$ 5,500.00	\$ 3,362.04	\$ 500.00	\$ 4,143.36		\$ 85,999.83
Shawn O'Connor	Firefighter	15 Yr.	2/27/2005	\$ 69,791.32	0.00	\$ 400.00	\$ -	\$ 3,254.64	\$ 500.00	\$ 4,011.00		\$ 77,956.95
Charles McDevitt	Firefighter	15 Yr. **	11/14/2006	\$ 75,568.10	0.00	\$ -	\$ 1,440.00	\$ 3,524.03	\$ 1,500.00	\$ 4,342.99		\$ 86,375.13
Daniel Barilla	Firefighter (RT)	10 Yr.	4/22/2007	\$ 72,195.49	0.00	\$ 400.00	\$ 5,500.00	\$ 3,366.75	\$ 500.00	\$ 4,149.17		\$ 86,111.41
John Conway	Firefighter (RT)	10 Yr.	9/7/2007	\$ 72,195.49	0.00	\$ 500.00	\$ 2,760.00	\$ 3,366.75	\$ 500.00	\$ 4,149.17		\$ 83,471.41
Keith McDonald	Firefighter	10 Yr.	9/8/2007	\$ 70,092.78	0.00	\$ 250.00	\$ 2,400.00	\$ 3,268.69	\$ -	\$ 4,028.32		\$ 80,039.79
Kevin O'Brien	Firefighter	10 Yr.	9/9/2007	\$ 67,853.61	0.00	\$ -	\$ -	\$ 3,164.27	\$ -	\$ 3,899.63		\$ 74,917.52
Richard Gutierrez	Firefighter (RT)	10 Yr.	7/5/2008	\$ 72,195.49	0.00	\$ 250.00	\$ 2,400.00	\$ 3,366.75	\$ 500.00	\$ 4,149.17		\$ 82,861.41
Andrew Avant	Firefighter	10 Yr.	7/6/2008	\$ 70,092.78	0.00	\$ 250.00	\$ 5,500.00	\$ 3,268.69	\$ 500.00	\$ 4,028.32		\$ 83,639.79
David Reinold	Firefighter	10 Yr.	5/30/2010	\$ 67,853.61	0.00	\$ 25.00	\$ -	\$ 3,164.27	\$ -	\$ 3,899.63		\$ 74,942.52
Charles Rivanis	Firefighter	10 Yr. **	7/10/2011	\$ 71,178.44	0.00	\$ 400.00	\$ 1,320.00	\$ 3,319.32	\$ 500.00	\$ 4,090.71		\$ 80,808.47
Robert Fitzmaurice	Firefighter	5 Yr.	9/4/2011	\$ 66,101.05	0.00	\$ 250.00	\$ 3,240.00	\$ 3,082.54	\$ 500.00	\$ 3,798.91		\$ 76,972.51
Michael Ricci	Firefighter (RT)	5 Yr.	9/5/2011	\$ 70,330.69	0.00	\$ -	\$ 1,680.00	\$ 3,279.79	\$ 500.00	\$ 4,041.99		\$ 79,832.48
Christopher Roberts	Firefighter (RT)	5 Yr.	7/14/2013	\$ 70,330.69	0.00	\$ -	\$ 5,500.00	\$ 3,279.79	\$ 500.00	\$ 4,041.99		\$ 83,652.48
Joseph Venezia	Firefighter (RT)	5 Yr.	7/15/2013	\$ 70,330.69	0.00	\$ 500.00	\$ 2,520.00	\$ 3,279.79	\$ 500.00	\$ 4,041.99		\$ 81,172.48
William Conners	Firefighter	20 Yr. **	11/29/2013	\$ 72,038.23	0.00	\$ -	\$ -	\$ 3,359.42	\$ 500.00	\$ 4,140.13		\$ 80,037.78
James Elder	Firefighter	5 Yr.	11/30/2013	\$ 68,282.39	0.00	\$ 400.00	\$ 5,500.00	\$ 3,184.27	\$ 500.00	\$ 3,924.28		\$ 81,790.93
David Marks	Firefighter	5 Yr.	12/1/2013	\$ 68,282.39	0.00	\$ 400.00	\$ 3,240.00	\$ 3,184.27	\$ 500.00	\$ 3,924.28		\$ 79,530.93
Jon Reinecker	Firefighter	5 Yr.	12/2/2013	\$ 68,282.39	0.00	\$ 400.00	\$ 5,500.00	\$ 3,184.27	\$ 500.00	\$ 3,924.28		\$ 81,790.93
David Evans	Firefighter	5 Yr.	9/2/2014	\$ 68,282.39	0.00	\$ -	\$ 1,320.00	\$ 3,184.27	\$ 500.00	\$ 3,924.28		\$ 77,210.93
Brett Fredrickson	Firefighter	5 Yr.	11/6/2015	\$ 67,923.26	0.00	\$ 500.00	\$ 5,500.00	\$ 3,167.52	\$ 500.00	\$ 3,903.64		\$ 81,494.41
Frank Rao	Firefighter	5 Yr.	11/7/2015	\$ 67,923.26	0.00	\$ -	\$ 6,700.00	\$ 3,167.52	\$ 500.00	\$ 3,903.64		\$ 82,194.41
Luke Riberio	Firefighter	5 Yr.	11/8/2015	\$ 67,923.26	0.00	\$ 400.00	\$ 5,500.00	\$ 3,167.52	\$ 500.00	\$ 3,903.64		\$ 81,394.41
James Sullivan	Firefighter	10 Yr. **	12/14/2015	\$ 70,092.78	0.00	\$ 500.00	\$ -	\$ 3,268.69	\$ -	\$ 4,028.32		\$ 77,889.79
Ryan Arensbach	Firefighter	St. 4	5/23/2017	\$ 64,962.31	0.00	\$ 500.00	\$ 5,500.00	\$ 3,029.44	\$ -	\$ 3,733.47		\$ 77,725.21
Timothy Copson	Firefighter	St. 4	5/22/2017	\$ 64,962.31	0.00	\$ 250.00	\$ 600.00	\$ 3,029.44	\$ -	\$ 3,733.47		\$ 72,575.21
Sean O'Neill	Firefighter	St. 3	1/2/2018	\$ 63,416.58	0.00	\$ 250.00	\$ 5,500.00	\$ 2,957.36	\$ -	\$ 3,644.63		\$ 75,768.57
Joseph Ferri	Firefighter	St. 3	1/3/2018	\$ 63,416.58	0.00	\$ 500.00	\$ 5,500.00	\$ 2,957.36	\$ -	\$ 3,644.63		\$ 76,018.57
Kenneth Murnane	Firefighter	St. 3	1/4/2018	\$ 63,416.58	0.00	\$ 500.00	\$ 600.00	\$ 2,957.36	\$ -	\$ 3,644.63		\$ 71,118.57
John Corbett	Firefighter	St. 2	9/5/2018	\$ 61,756.19	0.00	\$ 500.00	\$ 2,160.00	\$ 2,879.93	\$ -	\$ 3,549.21		\$ 70,845.33
Steven Pena	Firefighter	St. 1	11/10/2019	\$ 59,003.09	0.00	\$ 500.00	\$ 600.00	\$ 2,751.54	\$ -	\$ 3,390.98		\$ 66,245.61
Andrew Pierce	Firefighter	St.1	11/11/2019	\$ 58,960.07	0.00	\$ 500.00	\$ 600.00	\$ 2,749.53	\$ -	\$ 3,388.51		\$ 66,198.12
Patrick Gallagher	Firefighter	St.1	3/2/2020	\$ 58,271.83	0.00	\$ 500.00	\$ 600.00	\$ 2,717.44	\$ -	\$ 3,348.96		\$ 65,438.23
Maureen Dunton	Head Administrator	Step 10	3/2/1981	\$ 65,404.23	0.00						\$ 4,434.00	\$ 69,838.23
Ellen O'Connor	PT Secretary	Step 7	11/17/2014	\$ 24,508.20	0.00						\$ -	\$ 24,508.20
Marykathryn Hazel	Dispatcher	Step 7	12/8/2001	\$ 52,801.81	0.00	\$ 500.00		\$ 2,195.00		\$ 2,385.00	\$ 2,800.00	\$ 60,681.81
John Pellegrino	Dispatcher	Step 7	1/4/2002	\$ 52,801.81	0.00	\$ -		\$ 2,195.00	\$ -	\$ 2,385.00	\$ 2,800.00	\$ 60,181.81
Diane Deloge	Dispatcher	Step 7	5/12/2002	\$ 52,801.81	0.00	\$ 100.00		\$ -	\$ 1,000.00	\$ 2,385.00	\$ 2,800.00	\$ 59,086.81
Christina Winitzer	Dispatcher	Step 7	6/12/2013	\$ 52,801.81	0.00	\$ -		\$ 1,675.00	\$ -	\$ 2,385.00	\$ 1,083.00	\$ 57,944.81
William Egan												

Fire Department

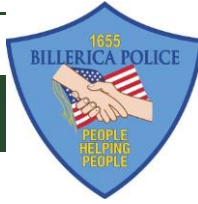
FIRE DEPARTMENT
SALARY INFORMATION FY2020 BUDGET

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	RETIREMENT INCENTIVE	SICK BONUS	EDUC PAY	SHIFT DIFF	SPEC PAY	HOLIDAY PAY	LONGEVITY	TOTAL SALARY BENEFIT
Robert Cole	Fire Chief	25 Yr.	1/23/1995	155,792.00	0							\$ 155,792.00
Thomas Ferraro	Deputy Chief	30 Yr.	5/5/1985	111,007.69	0	400.00	5,000.00	-	2,693.00	6,400.00		\$ 125,500.69
Stephen Kennedy	Deputy Chief	15 Yr.	4/8/2001	105,203.63	0	275.00	6,000.00	-	2,693.00	6,075.00		\$ 120,246.63
John Martell	Captain	30 Yr.	5/12/1985	96,789.79	0	400.00	5,000.00	4,575.00	-	5,575.00		\$ 112,339.79
Erik Szymanski	Captain	20 Yr.	11/26/1998	94,244.47	0	400.00	6,000.00	4,675.00	1,500.00	5,775.00		\$ 112,594.47
Steven Jenkins	Captain	30 Yr.	5/18/1987	99,983.85	0	400.00	6,000.00	4,675.00	500.00	5,775.00		\$ 117,333.85
Daniel LeClerc	Captain	25 Yr.	7/18/1993	99,983.85	0	500.00	5,000.00	4,675.00	500.00	5,775.00		\$ 116,433.85
William Paskiewicz	Captain	25 Yr.	7/18/1993	99,983.85	0	400.00	5,000.00	4,400.00	1,500.00	5,450.00		\$ 116,733.85
Joseph Bradley	Captain	20 Yr.	6/15/1997	94,244.47	0	275.00	5,000.00	4,400.00	1,500.00	5,450.00		\$ 110,869.47
Matthew Battcock	Captain	20 Yr.	11/27/1998	91,233.76	0	-	5,000.00	4,275.00	500.00	5,275.00		\$ 106,283.76
Joseph Bukolemski	Captain	25 Yr.	7/25/1998	97,071.80	0	500.00	5,000.00	4,550.00	1,500.00	5,600.00		\$ 114,221.80
Mark Fredrickson	Captain	30 Yr.	9/6/1987	97,071.80	0	275.00	1,740.00	4,550.00	500.00	5,600.00		\$ 109,736.80
Thomas Joyce	Lieutenant	30 Yr.	5/12/1985	84,724.53	0	-	5,000.00	4,000.00	500.00	4,900.00		\$ 99,124.53
James Miner	Lieutenant	25 Yr.	7/18/1993	84,724.53	0	500.00	6,000.00	4,000.00	500.00	4,900.00		\$ 100,624.53
Paul Wood	Lieutenant	30 Yr.	5/22/1988	84,724.53	0	275.00	6,000.00	4,000.00	500.00	4,900.00		\$ 100,399.53
David Forziati	Lieutenant	20 Yr.	6/14/1997	82,256.82	0	400.00	1,440.00	4,210.00	1,500.00	4,750.00		\$ 94,556.82
Robert McIntyre	Lieutenant	20 Yr.	1/2/1998	82,256.82	0	275.00	5,000.00	3,850.00	-	4,750.00		\$ 96,131.82
David Mahoney	Lieutenant	15 Yr.	4/4/2001	79,939.64	0	275.00	1,680.00	3,750.00	500.00	4,625.00		\$ 90,769.64
Joseph Brangwynne	Lieutenant	10 Yr.	5/28/2010	76,371.93	0	400.00	6,000.00	3,600.00	500.00	4,400.00		\$ 91,271.93
Jason Smith	Lieutenant	15 Yr. **	2/5/2006	79,939.64	0	400.00	5,000.00	3,750.00	500.00	4,625.00		\$ 94,214.64
William King	Lieutenant	15 Yr.	3/5/1999	79,939.64	0	400.00	5,000.00	3,750.00	500.00	4,625.00		\$ 94,214.64
David Feyler	Lieutenant	25 Yr. **	10/1/2012	84,724.53	0	-	5,000.00	4,000.00	500.00	4,900.00		\$ 99,124.53
Jeff Strunk	Lieutenant	20 Yr. **	5/27/2010	79,629.06	0	-	6,000.00	3,668.00	500.00	4,475.00		\$ 94,272.06
Thomas Larkin	Lieutenant	15 Yr.	4/5/2001	79,939.64	0	500.00	5,000.00	3,750.00	1,000.00	4,625.00		\$ 94,814.64
Robert Tedford	Firefighter	25 Yr.	7/18/1993	84,724.53	0	275.00	5,000.00	4,000.00	-	4,900.00		\$ 98,899.53
Thomas Maloney	Firefighter	25 Yr.	7/18/1993	72,883.94	0	500.00	5,000.00	3,425.00	13,340.00	4,200.00		\$ 99,348.94
Phillip Tammaro	Firefighter	25 Yr.	7/18/1993	84,724.53	0	-	5,000.00	4,000.00	-	4,900.00		\$ 98,624.53
Lawrence Bavis	Firefighter	25 Yr.	7/18/1993	84,724.53	0	275.00	2,220.00	4,000.00	-	4,900.00		\$ 96,119.53
John McLaughlin	Firefighter	25 Yr.	7/25/1993	84,724.53	0	400.00	5,000.00	4,000.00	500.00	4,900.00		\$ 99,524.53
James Harries	Firefighter	25 Yr.	10/31/1994	74,358.48	0	275.00	7,000.00	3,525.00	500.00	4,350.00		\$ 90,008.48
John Spinoso	Firefighter	20 Yr.	10/28/1995	70,761.10	0	400.00	2,220.00	3,325.00	6,460.00	4,100.00		\$ 87,266.10
Matthew Famolare	Firefighter	20 Yr.	10/29/1995	74,012.84	0	400.00	5,000.00	3,475.00	500.00	4,300.00		\$ 87,687.84
Joshua Gillis	Firefighter	20 Yr.	6/13/1997	72,883.95	0	-	-	3,425.00	-	4,225.00		\$ 80,533.95
Shawn Cantrell	Firefighter	20 Yr.	1/3/1998	72,883.95	0	-	3,660.00	3,425.00	500.00	4,225.00		\$ 84,693.95
Paul Dunton	Firefighter	20 Yr.	1/4/1998	72,883.95	0	-	6,000.00	3,425.00	-	4,225.00		\$ 86,533.95
Erik Ciampa	Firefighter	20 Yr.	11/28/1998	72,883.95	0	400.00	5,000.00	3,425.00	500.00	4,225.00		\$ 86,433.95
Paul Dinsmore	Firefighter	20 Yr.	11/29/1998	72,883.95	0	500.00	5,000.00	3,425.00	500.00	4,225.00		\$ 86,533.95
Marc Annese	Firefighter	20 Yr.	6/25/2000	68,354.65	0	275.00	2,100.00	3,300.00	-	4,100.00		\$ 78,129.65
Gary daSilva	Firefighter	15 Yr.	4/3/2001	68,554.03	0	400.00	5,000.00	3,225.00	500.00	3,975.00		\$ 81,654.03
Justin Bates	Firefighter	15 Yr.	4/7/2001	66,364.02	0	500.00	2,580.00	3,150.00	4,886.00	3,850.00		\$ 81,330.02
Mark Goodwin	Firefighter	15 Yr.	9/23/2001	68,554.03	0	500.00	1,140.00	3,225.00	500.00	3,975.00		\$ 77,894.03
Joseph Duggan	Firefighter	20 Yr. **	12/19/2004	71,599.50	0	275.00	2,700.00	3,350.00	1,000.00	4,100.00		\$ 83,024.50
Joseph Keane	Firefighter	15 Yr.	2/26/2005	67,314.29	0	275.00	5,000.00	3,225.00	500.00	4,000.00		\$ 80,314.29
Shawn O'Connor	Firefighter	15 Yr.	2/27/2005	65,163.89	0	500.00	-	3,125.00	500.00	3,850.00		\$ 73,138.89
Charles McDewitt	Firefighter	15 Yr. **	11/14/2006	70,311.42	0	400.00	1,440.00	3,275.00	1,500.00	4,025.00		\$ 80,951.42
Patrick Corbett	Firefighter	10 Yr.	4/4/2007	66,650.67	0	500.00	2,520.00	3,150.00	-	3,875.00		\$ 76,695.67
Daniel Barilla	Firefighter	10 Yr.	4/22/2007	66,650.67	0	275.00	5,000.00	3,150.00	500.00	3,875.00		\$ 79,450.67
John Conway	Firefighter	10 Yr.	9/7/2007	66,650.67	0	-	2,760.00	3,150.00	500.00	3,875.00		\$ 76,935.67
Keith McDonald	Firefighter	10 Yr.	9/8/2007	66,650.67	0	275.00	2,400.00	3,150.00	-	3,875.00		\$ 76,350.67
Kevin O'Brien	Firefighter	10 Yr.	9/9/2007	64,521.46	0	-	-	3,050.00	-	3,750.00		\$ 71,321.46
Richard Gutierrez	Firefighter	10 Yr.	7/5/2008	66,650.67	0	400.00	2,400.00	3,150.00	-	3,875.00		\$ 76,475.67
Andrew Avant	Firefighter	10 Yr.	7/6/2008	66,650.67	0	400.00	5,000.00	3,150.00	500.00	3,875.00		\$ 79,575.67
Michael Iannelli	Firefighter	10 Yr.	5/29/2010	65,100.67	0	400.00	5,000.00	3,050.00	500.00	3,775.00		\$ 77,825.67
David Reinold	Firefighter	10 Yr.	5/30/2010	63,020.98	0	400.00	-	2,950.00	-	3,675.00		\$ 70,045.98
Charles Rivanis	Firefighter	10 Yr. **	7/10/2011	67,683.02	0	400.00	1,320.00	3,175.00	500.00	3,925.00		\$ 77,003.02
Robert Fitzmaurice	Firefighter	5 Yr.	9/4/2011	62,854.97	0	275.00	3,240.00	2,950.00	500.00	3,650.00		\$ 73,469.97
Michael Ricci	Firefighter	5 Yr.	9/5/2011	64,929.18	0	275.00	1,680.00	3,050.00	500.00	3,775.00		\$ 74,209.18
Stephen Morrison	Firefighter	5 Yr.	1/8/2012	64,929.18	0	500.00	6,000.00	3,050.00	500.00	3,775.00		\$ 78,754.18
Stephen Burgoyne	Firefighter	5 Yr.	7/13/2013	64,929.18	0	400.00	6,000.00	3,050.00	500.00	3,775.00		\$ 78,654.18
Christopher Roberts	Firefighter	5 Yr.	7/14/2013	64,929.18	0	500.00	5,000.00	3,050.00	500.00	3,775.00		\$ 77,754.18
Josephe Venezia	Firefighter	5 Yr.	7/15/2013	64,929.18	0	-	1,800.00	3,050.00	500.00	3,775.00		\$ 74,054.18
William Conners	Firefighter	10 Yr. **	11/29/2013	64,521.46	0	400.00	-	3,050.00	500.00	3,750.00		\$ 72,221.46
James Elder	Firefighter	5 Yr.	11/30/2013	64,929.18	0	-	5,000.00	3,050.00	-	3,775.00		\$ 76,754.18
David Marks	Firefighter	5 Yr.	12/1/2013	64,929.18	0	-	3,240.00	3,050.00	500.00	3,775.00		\$ 75,494.18
Jon Reinecker	Firefighter	5 Yr.	12/2/2013	64,929.18	0	400.00	5,000.00	2,950.00	500.00	3,650.00		\$ 77,429.18
David Evans	Firefighter	5 Yr.	9/2/2014	64,758.44	0	-	1,320.00	3,050.00	500.00	3,750.00		\$ 73,378.44
Brett Fredrickson	Firefighter	St. 4	11/6/2015	63,091.01	0	500.00	3,840.00	2,975.00	500.00	3,650.00		\$ 74,556.01
Frank Rao	Firefighter	St. 4	11/7/2015	63,091.01	0	400.00	6,000.00	2,975.00	500.00	3,650.00		\$ 76,616.01
Luke Riberio	Firefighter	St. 4	11/8/2015	63,091.01	0	400.00	6,000.00	2,975.00	-	3,650.00		\$ 76,116.01
James Sullivan	Firefighter	10 Yr. **	12/14/2015	66,650.67	0	500.00	-	3,200.00	-	3,850.00		\$ 74,200.67
Michael Sargent	Firefighter	10 Yr. **	12/19/2016	66,650.67	0	400.00	6,000.00	3,150.00	500.00	3,850.00		\$ 80,550.67
Ryan Arensbach	Firefighter	St. 3	5/23/2017	59,396.35	0	400.00	2,880.00	2,850.00	-	3,500.00		\$ 69,026.35
Timothy Copson	Firefighter	St. 3	5/22/2017	59,396.35	0	500.00	600.00	2,850.00	-	3,500.00		\$ 66,846.35
Sean O'Neill	Firefighter	St. 2	1/2/2018	57,983.01	0	500.00	3,660.00	2,750.00	-	3,375.00		\$ 68,268.01
Joseph Ferri	Firefighter	St. 2	1/3/2018	57,983.01	0	500.00	2,160.00	2,750.00	-	3,375.00		\$ 66,768.01
Kenneth Murnane	Firefighter	St. 2	1/4/2018	57,983.01	0	500.00	600.00	2,750.00	-	3,375.00		\$ 65,208.01
John Corbett	Firefighter	St. 1	9/5/2018	56,473.69	0	400.00	2,160.00	2,700.00	-	3,300.00		\$ 65,033.69
Maureen Dunton	Head Administrator	Step 10	3/2/1981	62,192.36	0	600.00	-	-	-		4,334.00	\$ 67,126.36
Ellen O'Connor	PT Secretary	Step 4	11/17/2014	21,007.74	0		-	-	-		-	\$ 21,007.74
Marykathryn Hazel	Dispatcher	Step 7	12/8/2001	50,208.83	0	-	-	2,184.00	-	2,360.00	2,800.00	\$ 57,552.83
John Pellegrino	Dispatcher	Step 7	1/4/2002	50,208.83	0	-	-	2,184.00	-	2,360.00	2,800.00	\$ 57,552.83
Diane Deloge	Dispatcher	Step 7	5/12/2002	50,208.83	0	300.00	-	-	1,000.00	2,360.00	2,800.00	\$ 56,668.83
Christina Winitzer	Dispatcher	Step 5	6/12/2013	48,836.08	0	500.00	-	1,664.00	-	2,275.00	1,083.00	\$ 54,358.08
William Egan	PT Dispatcher	Step 7	4/17/2011	23,849.19	0	400.00	-	1,092.00	-	2,350.00	1,083.00	\$ 28,774.19
FF CBA Spring 2019				\$ 162,000.00								
Fire Alarm CBA Spring 2019				\$ 6,400.00								
IUPE CBA Spring 2019				\$ 3,000.00								
Non Union CBA Spring 2019				\$ 4,100.00								
					0	0	0	0				\$ -
SUPER HOLIDAY				0	0	0	0	0		45,500.00		\$ 45,500.00
DETAIL COMP.				0	0	0	0	0	36,750.00	-		\$ 36,750.00
OUT OF GRADE									30,500.0			

FIRE DEPARTMENT	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
	\$ 134,253	\$ 133,770	\$ 146,553	\$ 143,390	\$ 148,748	\$ 147,796	\$ 183,140	\$ 179,424	\$ 160,881	\$ 161,031	\$ 161,031	\$ 161,031

FIRE DEPARTMENT	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
	\$ 84,500	\$ 66,992	\$ 84,500	\$ 84,500	\$ 84,500	\$ 85,297	\$ 84,500	\$ 79,476	\$ 84,500	\$ 44,000	\$ 44,000	\$ 44,000

Police



Department Explanation

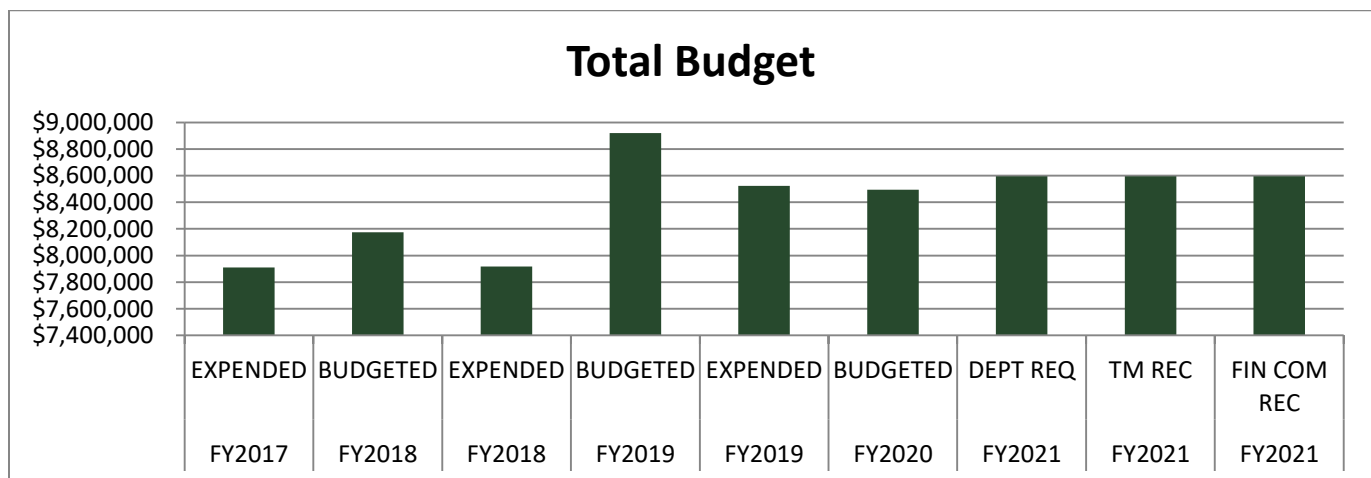
The Billerica Police Department is committed to the Community Policing Concept. To this end, the members of this department are dedicated to working harmoniously with other Town agencies and with the citizens of the Town of Billerica to create a safe and secure community environment and to help maintain the maximum quality of life to all residents herein, irrespective of race, creed, or cultural, social or political orientation.

Every member of the Billerica Police Department will be expected to act with respect, sensitivity, personal discipline and reliability while following the department's mission. Each officer is expected to understand his or her responsibility to the Police Department, other Town agencies and to its citizens and will act with the highest degree of integrity and professionalism. The Department is broken down into multiple divisions including Administration, Animal Control, Criminal, Communications, EMS, Honor Guard, K9, Patrol, Records, and Traffic.



Budget Narrative

The Police Department budget will increase this year by only \$101,070. This is due to step increases. The Police have currently not settled their contract.



Police

Programs and Services

The Police department provides a number of services and programs under each of their divisions. An exhaustive and exact list could never be created for the Police Department due to their constant innovation. The Department's motto is "people helping people" so their list of services is ever growing dependent on the needs of Billerica. Some of the services they provide include the instillation of child safety seats, CodeRED for public information, domestic violence support, Enhanced 911, elder checks, fingerprinting, firearms licensing, substance abuse programs, and updates on social media. This is just a small sample of what the Police Department does in the Town of Billerica.

Statistics

	FY15	FY16	FY17	FY18	FY19
Calls for Service	30,079	34,397	35,069	34,571	37,585
Arrests	346	320	312	297	290
Traffic Citations	4,164	6,095	5,652	5,202	6,141
911 Calls Received	7,136	7,308	8,157	6,720	6,609

Recent Accomplishments

The Billerica Police Department has continued to serve the Town of Billerica with traditional police services as well as providing a wide array of other services. The Police Department continued to address quality of life issues such as speeding motorists in residential areas, property crimes, including vandalism and burglaries, thefts from vehicles, graffiti and noise complaints, as well as putting a focus on pedestrian issues. The Police Department has continued its partnership with the town of Tewksbury providing Animal Control services with a part time ACO in addition to two full time employees and a full service animal shelter facility, this function has expanded quality and level of service to town residents.

We have had continued success with our Community Policing Programs, including a School Resource Officer at Shawsheen Valley as well as the Valley Collaborative as an addition to the program. PAL (Police Athletic League) continues to work with the Recreation Department. We have stepped up Handicap Parking enforcement at the request of the Town of Billerica Handicapped Commission. In partnership with the Billerica School Department, all the public safety agencies in town have continued implementation of enhanced lockdown program in our schools. We have continued to reach out to the community using Social Media such as Twitter and Next Door.

Police

Traffic safety has continued to be an area of great concern to residents and is a quality of life issue. In response, we have continued to provide specialized enforcement in key areas throughout the Town. In cooperation with The Governors Highway Safety Bureau we have participated in the Nationwide Click It or Ticket campaign and You Drink You Drive You Lose programs again this year. The Department has continued to provide National Highway Safety Traffic Administration certified child car seat installations. Along with the Billerica Board of Selectmen and DPW we have reduced speed limits in some thickly settled neighborhoods in response to resident demands. We are committed to focusing enforcement efforts on pedestrian issues including crosswalk enforcement and speed enforcement in various neighborhoods throughout town.

We have worked hard to maintain the quality and level of service that our residents have come to expect. We will continue to explore ways to maintain quality service and provide value to the residents that we proudly serve.



PERSONNEL SERVICES

Full Time
Part Time/Seasonal
Overtime
Contractual Obligations

Total

EXPENSES

Supplies and Expenses
Contract Services/Leases
Utilities
Capital Outlay

Total Expenses

TOTAL BUDGET

POLICE DEPARTMENT

Position	FY2020 FTE	Dep. Reg. FY2021 FTE	TM. Rec. FY2021 FTE	Fin Com Rec. FY2021 FTE
Chief of Police	1	1	1	1
Deputy Chiefs	1	1	1	1
Captains	0	0	0	0
Lieutenants	8	8	8	8
Sergeants	10	10	10	10
Patrolmen	48	48	48	48
Bldg. Maint Craftsman	1	1	1	1
Clerks/Tech	4	4	4	4
Civilian Dispatchers	10	10	10	10
Total Staffing	83	83	83	83

One Civilian Dispatcher is grant funded.
Two Patrolmen are Grant funded.

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REG	FY2021 TM REC	FY2021 FIN COM REC

\$ 5,044,597	\$ 4,972,360	\$ 5,191,010	\$ 5,083,380	\$ 5,976,786	\$ 5,692,192	\$ 5,514,677	\$ 5,528,219	\$ 5,528,219	\$ 5,528,219
\$ 660,000	\$ 666,031	\$ 660,000	\$ 660,000	\$ 5,000	\$ 1,355	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
\$ 1,559,957	\$ 1,559,957	\$ 1,564,696	\$ 1,503,623	\$ 1,630,265	\$ 1,545,841	\$ 1,608,466	\$ 1,650,014	\$ 1,650,014	\$ 1,650,014
\$ 7,264,554	\$ 7,218,348	\$ 7,415,706	\$ 7,247,009	\$ 8,268,551	\$ 7,899,407	\$ 7,848,163	\$ 7,928,233	\$ 7,928,233	\$ 7,928,233

\$ 428,750	\$ 387,207	\$ 403,750	\$ 412,336	\$ 284,350	\$ 277,375	\$ 287,350	\$ 298,350	\$ 298,350	\$ 298,350
\$ 158,600	\$ 151,837	\$ 158,600	\$ 148,003	\$ 170,100	\$ 170,179	\$ 174,100	\$ 204,100	\$ 204,100	\$ 204,100
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
\$ 158,000	\$ 152,089	\$ 197,500	\$ 110,026	\$ 176,300	\$ 176,300	\$ 185,600	\$ 165,600	\$ 165,600	\$ 165,600
\$ 745,350	\$ 691,133	\$ 759,850	\$ 670,371	\$ 630,750	\$ 623,854	\$ 647,050	\$ 668,050	\$ 668,050	\$ 668,050

\$ 8,009,904	\$ 7,909,481	\$ 8,175,556	\$ 7,917,380	\$ 8,919,301	\$ 8,523,261	\$ 8,495,213	\$ 8,596,233	\$ 8,596,233	\$ 8,596,233

Difference PY \$ 101,070
% 1.19%

POLICE DEPARTMENT
SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

	NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Sick/EMT/Desk BONUS	EDUC PAY	SHIFT DIFF	SPEC PAY	HOLIDAY PAY	LONGEVITY RETIREMENT	TOTAL SALARY BENEFIT
1	Rosa, Daniel	Chief	St. #9	6/5/1988	177,396.48	-	54,273.02	-	-	-	3,513.58	\$ 235,183
2	Frost, Roy	Asst. Chief	St.#8	11/1/1997	93,903.34	1,500.00	26,997.21	1,079.89	14,085.50	8,057.82	-	\$ 145,624
3	Balboni, Ronald	Lt./ Div Com	St.#10	3/13/1988	98,657.19	1,500.00	33,148.82	2,651.92	11,838.86	8,555.49	-	\$ 156,352
4	Opland, Troy	Lt./Cmdr	St.#10	6/5/1988	98,657.19	2,900.00	33,148.82	2,651.92	11,838.86	8,555.49	-	\$ 157,752
5	O'Mahony, Edward V.	Lieutenant	St.#8-#9	1/22/1995	96,250.92	-	24,062.73	5,775.06	-	7,214.58	-	\$ 133,303
6	Roche, Gerald B.	Lieutenant/Insp.	St.#10	4/2/1987	98,657.19	1,500.00	10,178.92	1,017.90	3,132.00	6,734.97	-	\$ 121,221
7	Katz, Gregory	Lt./Tech Serv	St.#8	7/16/1995	96,160.98	1,500.00	24,823.24	992.93	3,132.00	7,425.54	-	\$ 134,035
8	Coffey, Sean	Lieutenant/FTS	St.#8	3/1/1997	93,903.34	-	23,745.83	-	1,080.00	7,045.92	-	\$ 125,775
9	Conway, Martin E	Lieutenant	St. #10	3/13/1988	98,657.19	1,500.00	29,597.16	7,892.58	-	7,670.95	-	\$ 145,318
10	Elmore, Steven	Sergeant	St.#10	3/26/1987	85,258.36	2,150.00	26,517.11	-	3,132.00	6,903.87	-	\$ 123,961
11	Gualtieri, Mark	Sergeant/RRT	St.-#9	3/13/1994	83,178.89	1,400.00	21,577.72	2,589.33	3,132.00	6,500.48	-	\$ 118,378
12	Beloin, Robert	Sgt./Proc	St.#8	8/11/1996	81,150.13	2,900.00	21,070.53	1,685.64	3,132.00	6,354.75	-	\$ 116,293
13	Zarro, John	Sergeant/Rcrds	St.#8	1/8/1995	83,178.89	2,900.00	20,794.72	2,495.36	-	6,275.49	-	\$ 115,644
14	Mirasolo, Francis	Sgt./Insp.	St-#9	3/25/1994	83,178.89	2,900.00	21,577.72	5,178.65	3,132.00	6,500.49	-	\$ 122,468
15	West, William G.	Sergeant	St.-#9	10/28/1993	83,178.89	2,900.00	21,064.72	-	1,080.00	6,275.49	-	\$ 114,499
16	Grogan, Craig	Lt./Tng. Off.	St.-#10	7/1/1988	98,657.19	-	30,536.76	7,125.24	3,132.00	7,904.97	-	\$ 147,356
17	Harring, John	Sergeant	St.#8	9/4/1996	93,903.34	2,800.00	23,745.83	-	1,080.00	7,045.92	-	\$ 128,575
18	Magnan, Glen	Sergeant	St.#7	6/10/2002	79,170.86	1,400.00	19,792.72	2,375.13	-	5,987.57	-	\$ 108,726
19	Conners, Tara	Sergeant/SRO	St.#7	9/1/1999	81,150.13	-	21,070.53	1,264.20	3,132.00	6,354.75	-	\$ 112,972
20	Tsoukalas, Mark	Sgt./K-9	St.#8	6/21/1999	81,150.13	1,400.00	16,856.43	5,899.75	3,132.00	6,112.56	-	\$ 114,551
21	Landry, Nathan	Sergeant	St. #5	1/14/2013	73,871.16	1,400.00	7,387.12	5,909.69	-	4,545.47	-	\$ 93,113
22	Smith, Joseph	Ptl./Car Seat Tech	St.#8-#9	7/11/1994	70,651.52	2,400.00	18,445.88	1,770.81	3,132.00	5,600.55	-	\$ 102,001
23	Davidson, Robert	Patrolman	St.#8	1/9/1996	69,760.20	-	-	5,580.82	3,132.00	4,294.42	-	\$ 82,767
24	West, Brian V.	Patrolman/SRO	St.#8-#9	12/2/1994	70,651.52	-	18,445.88	1,106.75	3,132.00	5,600.55	-	\$ 98,937
25	O'Leary, Daniel	Ptl./Insp.	St.#8	3/2/1997	68,928.31	-	17,232.08	-	-	5,251.76	-	\$ 91,412
26	DeVito, Andrew	Ptl./Insp.	St.#8	7/27/1997	68,928.31	-	14,412.06	2,161.81	3,132.00	5,269.70	-	\$ 93,904
27	Glavin, Michelle	Patrolman	St.#8	7/28/1997	68,928.31	-	18,015.08	2,594.18	3,132.00	5,476.77	-	\$ 98,146
28	Bailey, Mark	Patrolman	St.#7-#8	6/5/2000	68,928.31	-	6,892.83	-	-	4,657.54	30,042.22	\$ 110,521
29	Cogswell, Stephen	Patrolman	St.#7	6/4/2001	67,382.40	1,400.00	16,845.60	4,042.94	-	5,130.98	-	\$ 94,802
30	Brady, Paul	Ptl./Taser	St.#7	6/4/2001	67,382.40	-	14,102.88	2,115.43	3,132.00	5,153.74	-	\$ 91,886
31	Henckler, Michael	Patrolman	St.#7	6/4/2001	67,382.40	1,500.00	13,476.48	5,390.59	-	4,937.74	-	\$ 92,687
32	McKenna, Timothy	Ptl./CJIS Admin/Insp.	St.#7	1/12/2003	67,247.13	1,000.00	-	2,111.37	3,132.00	4,344.78	-	\$ 77,835
33	Avant, Richard	Patrolman /Car Seat Tech	St.#7	2/19/2002	67,247.13	1,500.00	14,075.83	844.55	3,132.00	5,153.74	-	\$ 91,953
34	Eidens, Dwayne	Patrolman	St.#6	8/1/2005	67,121.45	-	17,563.36	2,529.12	3,132.00	5,346.15	-	\$ 95,692
35	Nieves, Pedro	Patrolman	St.#6-#7	4/4/2005	67,247.13	-	-	-	-	4,164.78	-	\$ 71,412
36	Osgood, Ionna	Ptl./COA Liason	St.#6-#7	4/4/2005	67,247.13	-	14,075.83	1,055.69	3,132.00	5,153.74	-	\$ 90,664
37	Peterson, Edward	Patrolman/Insp	St.#6	4/10/2006	65,990.29	750.00	-	2,073.67	3,132.00	4,266.23	-	\$ 76,212
38	Rayne, Francis	Patrolman	St.#6	4/10/2006	65,990.29	1,400.00	6,599.03	1,979.71	-	4,464.85	-	\$ 80,434
39	Fontana, Anthony	Patrolman	St #5	8/23/2010	10,577.80	-	1,665.87	333.17	528.00	662.83	29,606.99	\$ 43,375
40	Pelouquin, Scott	Patrolman	St. #8	2/1/1998	68,928.31	-	13,785.66	4,135.70	-	5,053.68	-	\$ 91,903
41	Heffernan, Robert	Patrolman /Insp.	St #7/8	4/9/2001	67,640.05	1,000.00	14,154.41	-	3,132.00	5,173.06	-	\$ 91,100
42	Taylor, Ian	Patrolman /Insp.	St.#7	5/12/2003	67,247.13	-	-	2,111.37	3,132.00	4,344.78	-	\$ 76,835
43	Slaney, John	Patrolman	St. #8	5/19/1997	68,928.31	-	13,785.66	4,135.70	-	5,053.68	-	\$ 91,903
44	Philbrook, Christopher	Patrolman	St. #5	9/16/2013	62,745.60	-	-	5,019.65	-	3,906.06	-	\$ 71,671
45	O'Brien, Patrick	Patrolman	St.-#5	3/10/2014	62,745.60	-	-	1,882.37	-	3,906.06	-	\$ 68,534
46	Heffernan, Sarah	Patrolman	St.-#5	3/10/2014	62,745.60	-	6,274.56	1,882.37	-	3,906.06	-	\$ 74,809
47	Magliozzi, Rocco	Patrolman	St.-#5	3/10/2014	62,745.60	-	6,587.76	1,976.33	3,132.00	4,086.06	-	\$ 78,528
48	Koles, Ryan	Patrolman/FTO	St. #5	4/17/2012	62,745.60	-	6,539.16	1,961.75	2,646.00	4,086.06	-	\$ 77,979
49	Simmons, Robert	Patrolman	St. #5	5/21/2012	62,745.60	-	6,274.56	1,882.37	-	3,906.06	-	\$ 74,809
50	Trischitta, Brian	Patrolman	St. #4-#5	9/8/2014	62,745.60	-	9,411.84	1,882.37	-	3,906.06	-	\$ 77,946
51	Ynostroza, Gilbert	Patrolman	St. #4-#5	9/8/2014	62,745.60	-	6,539.16	1,961.75	2,646.00	3,996.06	-	\$ 77,889
52	Bandouveres, Cory	Patrolman	St # 4/5	9/9/2015	62,141.32	1,000.00	6,478.73	1,943.62	2,646.00	3,965.85	-	\$ 78,176
53	Mendez, Raphael	Patrolman	St. #5	9/4/2012	62,745.60	-	4,904.37	1,882.37	2,646.00	3,906.06	-	\$ 76,084
54	Agcaoili, John	Patrolman	St # 4	9/12/2016	59,591.24	-	5,959.12	1,787.74	-	3,724.79	-	\$ 71,063
55	Huff, Thomas	Patrolman	St # 4	9/12/2016	59,591.24	-	-	4,767.30	-	3,724.79	-	\$ 68,083
56	Allen, Alexander	Patrolman	St # 3/4	10/30/2017	58,859.31	2,400.00	5,885.93	4,708.74	-	3,692.50	-	\$ 75,546
57	Dougherty, Sean	Patrolman	St # 3/4	10/30/2017	58,859.31	1,000.00	5,885.93	4,708.74	-	3,692.50	-	\$ 74,146
58	O'Loughlin, Phil	Patrolman	St # 6	1/16/2008	65,606.96	-	6,560.70	5,248.56	-	4,070.52	-	\$ 81,487
59	Riberio, Leo	Patrolman	St # 3/4	10/30/2017	58,859.31	-	-	4,708.74	-	3,692.50	-	\$ 67,261
60	Guanci, Justin	Patrolman	2/3	3/4/2019	55,895.01	-	5,589.50	1,676.85	-	3,492.13	-	\$ 66,653
61	Dixon, Nena	Patrolman	2/3	5/20/2019	55,439.68	-	-	1,663.19	-	3,481.79	-	\$ 60,585
62	Giampa, Anthony	Patrolman	1/2	1/6/2020	54,107.88	-	-	1,623.24	-	3,391.79	-	\$ 59,123
63	Micalizzi, Gregory	Patrolman	1/2	1/6/2020	54,107.88	-	-	1,623.24	-	3,391.79	-	\$ 59,123
64	John Thatcher	Patrolman	1/2	1/6/2020	54,107.88	-	-	1,623.24	-	3,391.79	-	\$ 59,123
65	Ware, Paul	Patrolman	1/2	1/6/2020	54,107.88	-	-	1,623.24	-	3,391.79	-	\$ 59,123
66	DeVito, Christopher	Patrolman	St # 1	7/1/2020	53,104.39	-	5,310.44	1,593.13	-	-	-	\$ 60,008
	Replacement	Patrolman	St # 1	7/1/2020	53,104.39	-	5,310.44	1,593.13	-	-	-	\$ 60,008
67	Replacement/SRO	Patrolman	0	1/0/1900	Funded by Grant	-	-	-	-	-	-	
68	Replacement/SRO	Patrolman	0	1/0/1900	Funded by Grant	-	-	-	-	-	-	
69	Manzi, John	Bldg Maint.Cr.II	St.#6-#7	11/16/2015	60,135.63	-	-	-	-	-	-	\$ 60,136
70	Ouano, Beverly	Head Clerk	St.#10	10/19/1998	58,524.61	1,000.00	-	-	-	-	3,200.00	\$ 62,725
71	Higgins, Nancy	Head Clerk	St.#10	12/6/1993	58,524.61	1,000.00	-	-	-	-	3,900.00	\$ 63,425
72	Patriquin, Elizabeth	Head Clerk	St.#10	3/4/1996	58,524.61	-	-	-	-	-	3,900.00	\$ 62,425
73	Paolucci, Valerie	Principal Clerk	St # 3/4	3/12/2018	46,180.41	-	-	-	-	-	-	\$ 46,180
74	Hancock, Donald	Civilian Dispatcher	St.#7	7/7/2000	50,208.57	600.00	-	2,088.00	626.40	2,608.44	26,002.68	\$ 82,134
75	Matthew Leung	Civilian Dispatcher	St.#7	10/1/2007	50,208.57	-	-	2,610.00	2,192.40	2,608.44	1,800.00	\$ 59,419
76	Smith, Robin	Civilian Dispatcher	St. #5-#6	1/5/2015	48,745.93	300.00	-	-	626.40	2,541.20	-	\$ 52,214
77	Lamarre, Maureen	Civilian Dispatcher	St. #5-#6	4/27/2015	48,745.93	-	-	-	2,192.40	2,541.20	-	\$ 53,480
78	Cangiamila, John	Civilian Dispatcher	St. #3	10/30/2017	43,655.58	-	-	2,610.00	626.40	2,313.02	-	\$ 49,205
79	Schultz, Cynthia	Civilian Dispatcher	St. #3	10/30/2017	43,655.58	-	-	-	626.40	2,313.02	-	\$ 46,595
80	Ferraro, Joesph	Civilian Dispatcher	St. #3	1/22/2018	43,268.46	-	-	2,610.00	626.40	2,274.30	-	\$ 48,779
81	Eldridge, Kristyna	Civilian Dispatcher	St # 3	3/11/2019	42,520.03	-	-	2,088.00	626.40	2,254.94	-	\$ 47,489
82	O'Leary, Brooke	Civilian Dispatcher	St # 3	7/28/2019	42,520.03	300.00	-	2,088.00	626.40	2,254.94	-	\$ 47,789
83	Casey, Shane	Civilian Dispatcher	Funded by	1/6/2020	6,000.00	-	-	-	-	-	-	\$ 6,000
84	Williams, Shernelle	Per Diem Dispatcher	St. #4	9/19/2017	5,000.00	-	-	-	-	-	-	\$ 5,000
	0	0	0	1/0/1900	0	-	-	-	-	-	-	\$ -
DEPARTMENT TOTAL					\$ 5,528,219.17	\$ 51,100.00	\$ 839,054.28	\$ 177,976.59	\$ 132,920.82	\$ 346,997.19	\$ 101,965.47	\$ 7,178,233.52

Total Full time	\$ 5,528,219.17
PT/Seasonal	\$ 5,000.00
Overtime	\$ 745,000.00
Total Contract	\$ 1,650,014.00
Total Salary	\$ 7,928,233.00

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Sick/EMT/Desk OIC BONUS	EDUC PAY	SHIFT DIFF	SPEC PAY	HOLIDAY PAY	LONGEVITY RETIREMENT	TOTAL SALARY BENEFIT
Rosa, Daniel	Chief	St. #9	06/05/88	177,396.48	-	54,273.02	-	-	-	3,513.58	235,183.08
Frost, Roy	Asst. Chief	St.#8	11/01/97	93,903.34	1,500.00	26,997.21	1,079.89	14,085.50	8,057.82	-	145,623.76
Balboni, Ronald	Lt./ Div Com	St.#10	03/13/88	98,657.19	1,500.00	33,148.82	2,651.92	11,838.86	8,555.49	-	156,352.28
Opland, Troy	Lt./Cmdr	St.#10	06/05/88	98,657.19	2,900.00	33,148.82	2,651.92	11,838.86	8,555.49	-	157,752.28
O'Mahony, Edward	Lieutenant	St.#8-#9	01/22/95	96,250.92	-	24,062.73	5,775.06	-	7,214.58	-	133,303.29
Roche, Gerald B.	Lieutenant/Insp.	St.#10	04/02/87	98,657.19	1,500.00	10,178.92	1,017.90	3,132.00	6,734.97	-	121,220.98
Katz, Gregory	Lt./Tech Serv	St.#8	07/16/95	96,160.98	1,500.00	24,823.24	992.93	3,132.00	7,425.54	-	134,034.69
Coffey, Sean	Lieutenant/FTS	St.#8	03/01/97	93,903.34	-	23,745.83	-	1,080.00	7,045.92	-	125,775.09
Conway, Martin E	Lieutenant	St. #10	03/13/88	98,657.19	1,500.00	29,597.16	7,892.58	-	7,670.95	-	145,317.88
Grogan, Craig	Lt./Tng. Off.	St.#10	07/01/88	98,657.19	-	30,536.76	7,125.24	3,132.00	7,904.97	-	147,356.17
Elmore, Steven	Sergeant	St.#10	03/26/87	85,258.36	2,150.00	26,517.11	-	3,132.00	6,903.87	-	123,961.34
Gualtieri, Mark	Sergeant/RRT	St.#9	03/13/94	83,178.89	1,400.00	21,577.72	2,589.33	3,132.00	6,500.48	-	118,378.41
Beloin, Robert	Sgt./Proc	St.#8	08/11/96	81,150.13	2,900.00	21,070.53	1,685.64	3,132.00	6,354.75	-	116,293.06
Zarro, John	Sergeant/Rcrds	St.#8	01/08/95	83,178.89	2,900.00	20,794.72	2,495.36	-	6,275.49	-	115,644.46
Mirasolo, Francis	Sgt./Insp.	St-#9	03/25/94	83,178.89	2,900.00	21,577.72	5,178.65	3,132.00	6,500.49	-	122,467.75
West, William G.	Sergeant	St.-#9	10/28/93	83,178.89	2,900.00	21,064.72	-	1,080.00	6,275.49	-	114,499.10
Harring, John	Sergeant	St.#8	09/04/96	93,903.34	2,800.00	23,745.83	-	1,080.00	7,045.92	-	128,575.09
Magnan, Glen	Sergeant	St.#7	06/10/02	79,170.86	1,400.00	19,792.72	2,375.13	-	5,987.57	-	108,726.27
Connors, Tara	Sergeant/SRO	St.#7	09/01/99	81,150.13	-	21,070.53	1,264.20	3,132.00	6,354.75	-	112,971.62
Tsoukalas, Mark	Sgt./K-9	St.#8	06/21/99	81,150.13	1,400.00	16,856.43	5,899.75	3,132.00	6,112.56	-	114,550.87
Landry, Nathan	Sergeant	St. #5	01/14/13	73,871.16	1,400.00	7,387.12	5,909.69	-	4,545.47	-	93,113.44
Smith, Joseph	Ptl./Car Seat Tech	St.#8-#9	07/11/94	70,651.52	2,400.00	18,445.88	1,770.81	3,132.00	5,600.55	-	102,000.76
Davidson, Robert	Patrolman	St.#8	01/09/96	69,760.20	-	-	5,580.82	3,132.00	4,294.42	-	82,767.44
West, Brian V.	Patrolman/SRO	St.#8-#9	12/02/94	70,651.52	-	18,445.88	1,106.75	3,132.00	5,600.55	-	98,936.70
O'Leary, Daniel	Ptl./Insp.	St.#8	03/02/97	68,928.31	-	17,232.08	-	-	5,251.76	-	91,412.15
DeVito, Andrew	Ptl./Insp.	St.#8	07/27/97	68,928.31	-	14,412.06	2,161.81	3,132.00	5,269.70	-	93,903.88
Glavin, Michelle	Patrolman	St.#8	07/28/97	68,928.31	-	18,015.08	2,594.18	3,132.00	5,476.77	-	98,146.34
Bailey, Mark	Patrolman	St.#7-#8	06/05/00	68,928.31	-	6,892.83	-	-	4,657.54	30,042.22	110,520.90
Cogswell, Stephen	Patrolman	St.#7	06/04/01	67,382.40	1,400.00	16,845.60	4,042.94	-	5,130.98	-	94,801.92
Brady, Paul	Ptl./Taser	St.#7	06/04/01	67,382.40							

One Civilian Dispatcher is grant funded.

Total Full time	\$	5,528,219.17
PT/Seasonal	\$	5,000.00
Overtime	\$	745,000.00
Total Contract	\$	1,650,014.00
Total Salary	\$	7,928,233.00

POLICE DEPARTMENT SALARY INFORMATION FY2020 BUDGETED													
	NAME	POSITION	STEP	ANN. DATE	BASE SALARY	LAST YEAR STEP	Sick/EMT/Desk BONUS	EDUC PAY	SHIFT DIFF	SPEC PAY	HOLIDAY PAY	LONGEVITY RETIREMENT	TOTAL SALARY BENEFIT
1	Rosa, Daniel	Chief	St. #9	06/05/88	168,684.92	-	-	51,659.55	-	-	-	3,513.58	223,858.05
2	Frost, Roy	Asst. Chief	St.#8	11/01/97	93,903.34	-	1,500.00	26,997.21	1,079.89	14,085.50	8,057.82	-	145,623.76
3	Balboni, Ronald	Lt./ Div Com	St.#10	03/13/88	98,657.19	-	1,500.00	33,148.82	2,651.92	11,838.86	8,555.49	-	156,352.28
4	Opland, Troy	Lt./Cmdr	St.#10	06/05/88	98,657.19	-	2,900.00	33,148.82	2,651.92	11,838.86	8,555.49	-	157,752.28
5	OMahony, Edwa	Lieutenant	St.#8-#9	01/22/95	94,946.71	-	-	23,736.68	5,696.80	-	7,088.06	-	131,468.25
6	Roche, Gerald B	Lieutenant/Ir	St.#10	04/02/87	98,657.19	-	1,500.00	10,178.92	1,017.90	3,132.00	6,734.97	-	121,220.98
7	Katz, Gregory	Lt./Tech Ser	St.#8	07/16/95	93,903.34	-	1,500.00	24,258.83	970.35	3,132.00	7,270.92	-	131,035.44
8	Coffey, Sean	Lieutenant/F	St.#8	03/01/97	93,903.34	-	-	23,745.83	-	1,080.00	7,045.92	-	125,775.09
9	Conway, Martin	Lieutenant	St. #10	03/13/88	98,657.19	-	1,500.00	29,597.16	7,892.58	-	7,670.95	-	145,317.88
10	Elmore, Steven	Sergeant	St.#10	03/26/87	85,258.36	-	1,400.00	25,577.51	2,557.75	-	6,669.85	-	121,463.47
11	Gualtieri, Mark	Sergeant/RF	St.#9	03/13/94	83,178.89	-	2,900.00	21,577.72	2,589.33	3,132.00	6,500.48	-	119,878.41
12	Beloin, Robert	Sgt./Proc	St.#8	08/11/96	81,150.13	-	2,900.00	21,070.53	1,685.64	3,132.00	6,354.75	-	116,293.06
13	Zarro, John	Sergeant/Rc	St.#8	01/08/95	82,129.53	-	2,900.00	20,532.38	2,463.89	-	6,178.34	-	114,204.14
14	Mirasolo, Franci	Sgt./Insp.	St.#9	03/25/94	83,178.89	-	1,400.00	21,577.72	5,178.65	3,132.00	6,500.49	-	120,967.75
15	West, William C	Sergeant	St.-#9	10/28/93	83,178.89	-	2,900.00	21,064.72	-	1,080.00	6,275.49	-	114,499.10
16	Grogan, Craig	Lt./Tng. Off.	St.-#10	07/01/88	98,657.19	-	1,500.00	30,536.76	7,125.24	3,132.00	7,904.97	-	148,856.17
17	Harring, John	Sergeant	St.#8	09/04/96	81,150.13	-	2,800.00	20,557.53	5,756.11	1,080.00	6,129.77	-	117,473.55
18	Magnan, Glen	Sergeant	St.#7	06/10/02	79,170.86	-	1,400.00	19,792.72	6,333.67	-	5,987.57	-	112,684.82
19	Conners, Tara	Sergeant/SF	St.#7	9/1/99	80,846.80	-	-	20,994.70	1,259.22	3,132.00	6,342.90	-	112,575.62
20	Nestor, Richard	Ptl./Insp.	St.#10	03/13/88	72,417.81	-	1,500.00	-	2,266.49	3,132.00	4,641.94	-	83,958.24
21	Smith, Joseph	Ptl./Car Sea	St.#8-#9	07/11/94	70,618.51	-	2,400.00	18,437.63	2,212.52	3,132.00	5,590.24	-	102,390.89
22	Richter, Kenneth	Patrolman	St.#8	12/05/95	68,928.31	-	1,000.00	13,785.66	2,067.85	-	5,053.68	-	90,835.50
23	Davidson, Rober	Patrolman	St.#8	01/09/96	68,928.31	-	-	-	5,514.26	-	4,261.40	-	78,703.97
24	West, Brian V.	Patrolman/S	St.#8-#9	12/02/94	69,925.26	-	-	18,264.32	1,095.96	3,132.00	5,538.67	-	97,956.21
25	O'Leary, Daniel	Ptl./Insp.	St.#8	03/02/97	68,928.31	-	750.00	17,232.08	-	-	5,251.76	-	92,162.15
26	DeVito, Andrew	Ptl./Insp.	St.#8	07/27/97	68,928.31	-	-	14,412.06	2,161.81	3,132.00	5,269.70	-	93,903.88
27	Glavin, Michelle	Patrolman	St.#8	07/28/97	68,928.31	-	-	18,015.08	2,594.18	3,132.00	5,476.77	-	98,146.34
28	Tsoukalas, Mark	Ptl./K-9	St.#8	06/21/99	68,928.31	-	-	14,412.06	2,161.81	3,132.00	5,269.70	-	93,903.88
29	Bailey, Mark	Patrolman	St.#7-#8	06/05/00	67,382.40	-	-	6,738.24	-	-	4,551.26	-	78,671.90
30	Cogswell, Steph	Patrolman	St.#7	06/04/01	67,247.13	-	1,400.00	16,811.78	4,034.83	-	5,130.98	-	94,624.72
31	Brady, Paul	Ptl./Taser	St.#7	06/04/01	67,247.13	-	-	14,075.83	2,111.37	3,132.00	5,153.74	-	91,720.07
32	Henckler, Micha	Patrolman	St.#7	06/04/01	67,247.13	-	1,500.00	13,449.43	5,379.77	-	4,937.74	-	92,514.07
33	McKenna, Timot	Ptl./CJIS Ad	St.#7	01/12/03	67,247.13	-	1,000.00	-	2,111.37	3,132.00	4,344.78	-	77,835.29
34	Avant, Richard	Patrolman /C	St.#7	02/19/02	67,247.13	-	750.00	14,075.83	844.55	3,132.00	5,153.74	-	91,203.25
35	Eidens, Dwayne	Patrolman	St.#6	08/01/05	65,606.96	-	1,000.00	16,401.74	2,361.85	3,132.00	5,013.15	-	93,515.70
36	Nieves, Pedro	Patrolman	St.#6-#7	04/04/05	66,021.72	-	-	-	-	-	4,086.23	-	70,107.95
37	Osgood, Ivonne	Ptl./COA Lia	St.#6-#7	04/04/05	66,021.72	-	-	13,830.74	1,036.93	3,132.00	5,059.48	-	89,080.87
38	Peterson, Edwar	Patrolman/Ir	St.#6	04/10/06	65,606.96	-	750.00	-	-	3,132.00	4,250.52	-	73,739.48
39	Rayne, Francis	Patrolman	St.#6	04/10/06	65,606.96	-	1,400.00	6,560.70	1,968.21	-	4,447.57	-	79,983.44
40	Fontana, Anthon	Patrolman	St.#5	08/23/10	62,745.60	-	-	9,881.64	1,976.33	3,132.00	4,653.97	-	82,389.54
41	Peloquin, Scott	Patrolman	St.-#8	02/01/98	68,928.31	-	-	13,785.66	2,067.85	-	5,053.68	-	89,835.50
42	Heffernan, Rober	Patrolman /I	St.#7	04/09/01	67,247.13	-	750.00	14,075.83	-	3,132.00	5,153.74	-	90,358.70
43	Taylor, Ian	Patrolman /I	St.#7	05/12/03	67,247.13	-	-	-	2,111.37	3,132.00	4,344.78	-	76,835.29
44	Slaney, John	Patrolman	St.#8	05/19/97	68,928.31	-	-	13,785.66	2,067.85	3,132.00	5,053.68	-	92,967.50
45	Philbrook, Chris	Patrolman	St.#5	09/16/13	62,745.60	-	-	-	1,882.37	-	3,906.06	-	68,534.03
46	O'Brien, Patrick	Patrolman	St.-#5	03/10/14	62,745.60	-	750.00	-	1,882.37	2,106.00	3,906.06	-	71,390.03
47	Heffernan, Sarah	Patrolman	St.-#5	03/10/14	62,745.60	-	-	6,274.56	1,882.37	-	3,906.06	-	74,808.59
48	Magliozzi, Rocc	Patrolman	St.-#5	03/10/14	62,745.60	-	-	6,587.76	1,976.33	3,132.00	4,086.06	-	78,527.75
49	Rymill, Aldred	Patrolman	St.-#5	02/03/14	62,745.60	-	-	-	5,019.65	-	3,906.06	-	71,671.31
50	Koles, Ryan	Patrolman/F	St.#5	04/17/12	62,745.60	-	-	6,485.16	1,945.55	2,106.00	3,996.06	-	77,278.37
51	Simmons, Robe	Patrolman	St.#5	05/21/12	62,745.60	-	1,000.00	6,587.76	988.16	3,132.00	4,086.06	-	78,539.58
52	Trischitta, Brian	Patrolman	St.#4-#5	09/08/14	62,201.75	-	750.00	9,330.26	1,866.05	-	3,875.85	-	78,023.91
53	Ynostroza, Gilbe	Patrolman	St.#4-#5	09/08/14	62,201.75	-	750.00	6,220.17	1,866.05	-	3,965.85	-	75,003.82
54	Landry, Nathan	Sergeant	St.#5	01/14/13	73,871.16	-	2,400.00	7,387.12	5,909.69	-	4,545.47	-	94,113.44
55	Norman, Jarrad	Patrolman	St.#5	03/11/13	62,745.60	-	-	6,274.56	3,764.74	-	3,906.06	-	76,690.96
56	Bandouveres, C	Patrolman	St.-#4	09/09/15	59,591.24	-	-	5,959.12	3,575.47	2,106.00	3,724.79	-	74,956.62
57	Mendez, Raphael	Patrolman	St.#5	09/04/12	62,745.60	-	1,000.00	-	3,764.74	-	3,906.06	-	71,416.40
58	Agcaolli, John	Patrolman	St.#3-#4	09/12/16	59,160.69	-	-	5,916.07	4,732.86	-	3,703.26	-	73,512.88
59	Huff, Thomas	Patrolman	St.#3-#4	09/12/16	59,160.69	-	750.00	-	4,732.86	-	3,703.26	-	68,346.81
60	Allen, Alexander	Patrolman	St.#2-#3	10/30/17	56,640.09	-	2,400.00	5,664.01	4,531.21	-	3,564.58	-	72,799.89
61	Dougherty, Sear	Patrolman	St.#2-#3	10/30/17	56,640.09	-	1,000.00	5,664.01	4,531.21	-	3,564.58	-	71,399.89
62	O'Loughlin, Phil	Patrolman	St.#6	01/16/08	65,606.96	-	750.00	6,560.70	5,248.56	-	4,070.52	-	82,236.74
63	Riberio, Leo	Patrolman	St.#2-#3	10/30/17	56,640.09	-	1,000.00	-	4,531.21	-	3,564.58	-	65,735.88
64	Replacement	Patrolman	St.#1-#2	05/06/19	53,829.13	-	-	5,382.91	1,614.87	-	3,197.19	-	64,024.10
65	Replacement	Patrolman	St.#1-#2	05/06/19	53,829.13	-	-	5,382.91	1,614.87	-	3,197.19	-	64,024.10
	Replacement	Patrolman	St.#1-#2	05/06/19	54,864.48	-	-	5,486.45	1,645.93	-	3,197.19	-	65,194.05
	Replacement/SF	Patrolman	0	01/00/00	Funded by Grant	-	-	-	-	-	-	-	-
	Replacement/SF	Patrolman	0	01/00/00	Funded by Grant	-	-	-	-	-	-	-	-
	Manzi, John	Bldg.Maint.C	St.#6-#7	11/16/15	54,995.70	-	-	-	-	-	-	-	54,995.70
	Uano, Beverly	Head Clerk	St.#10	10/19/98	55,650.59	-	1,000.00	-	-	-	-	3,200.00	59,850.59
	Higgins, Nancy	Head Clerk	St.#10	12/06/93	55,650.59	-	1,000.00	-	-	-	-	3,900.00	60,550.59
	Patriquin, Elizab	Head Clerk	St.#10	03/04/96	55,650.59	-	-	-	-	-	-	3,200.00	58,850.59
	O'Connor, Diane	Principal Cle	St.#10	09/03/03	50,741.24	-	-	-	-	-	-	2,700.00	53,441.24
	Hancock, Donal	Civilian Disp	St.#7	07/07/00	50,208.57	-	600.00	-	2,088.00	626.40	2,608.44	3,000.00	59,131.41
	Leung, Matthew	Civilian Disp	St.#7	10/01/07	50,208.57	-	400.00	-	2,610.00	2,192.40	2,608.44	1,800.00	59,819.41
	Smith, Robin	Civilian Disp	St.#5-#6	01/05/15	48,038.99	-	400.00	-	-	626.40	2,497.69	-	51,563.08
	Lamarre, Mauree	Civilian Disp	St.#5-#6	04/27/15	47,603.95	-	-	-	-	2,192.40	2,486.81	-	52,283.16
	Cangiamila, Joh	Civilian Disp	St.#3	10/30/17	42,520.03	-	-	-	2,088.00	626.40	2,254.94	-	47,489.37
	Schultz, Cynthia	Civilian Disp	St.#3	10/30/17	42,520.03	-	400.00	-	-	626.40	2,254.94	-	45,801.37
	Ferraro, Joesph	Civilian Disp	St.#3	1/22/2018	42,520.03	-	300.00	-	2,610.00	626.40	2,254.94	-	48,311.37
	Face, Zachary	Civilian Disp	St.#3	11/26/18	42,520.03	-	301.25	-	2,088.00	626.40	2,254.94	-	47,790.62
	Replacement	Civilian Disp	St.#3	07/01/19	42,520.03	-	-	-	2,610.00	626.40	2,254.94	-	48,011.37
	Replacement	Civilian Disp	unded by Gra	1/0/1900	5,000.00	-	-	-	-	-	-	-	5,000.00
	Accomando, Rol	Per Diem Di	St.#4	9/19/2017	5,000.00	-	-	-	-	-	-	-	5,000.00
	IUPE CBA Spring 2019				6,100.00								
	Non Union CBA Spring 2019				6,300.00								6,300.00
													-
	DEPARTMENT TOTAL				\$ 5,514,676.98	\$ -	\$ 61,651.25	\$ 848,949.61	\$ 188,659.15	\$ 134,3			

POLICE DEPARTMENT

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 428,750	\$ 387,207	\$ 403,750	\$ 412,336	\$ 284,350	\$ 277,375	\$ 287,350	\$ 298,350	\$ 298,350	\$ 298,350

		Change from FY2019	Department	Town Mgr.	Fin Com
Supplies and Expenses 5400	Estimated cost of pursuing department accreditation, including attendance at seminars and meetings, etc. and minor office supplies as needed.		\$ 1,500	\$ 1,500	\$ 1,500
	Community Services - Traffic Safety Programs: School bus safety program materials, booklets, videos; seat belt and child seat educational materials; safety equipment, signs, cones, tape, and miscellaneous supplies. Maintenance and supplies for speed monitoring equipment.		\$ 3,000	\$ 3,000	\$ 3,000
	C.S. - Crime Prevention/Elder Services: RAD and other public awareness and informational programs; RAD protective gear; Crime Prevention Displays, videos, specialized RAD crime prevention training. File of Life and Senior ID card supplies		\$ 1,000	\$ 1,000	\$ 1,000
	C.S. - Training Officer: Purchase of various training aids and props; inert OC Trainers, baton training, and related supplies; K-9 training materials and supplies.		\$ 7,500	\$ 7,500	\$ 7,500
	C.S. - PAL/Other Youth and School Safety Activities; materials and supplies Watch Program and bicycle program, and repairs and replacements as needed.		\$ 2,000	\$ 2,000	\$ 2,000
	Firearms/Armorer/Tactical Training Programs: Firearms purchases, participation active shooter training; ammunition for dept. Academy Training; targets, range supplies, safety equipment; armorer's supplies and instructor training. TASER replacements and supplies. Additional Training		\$ 30,500	\$ 30,500	\$ 30,500
	NEMLEC/RRT/SWAT Program: Specialized ammunition and training gear, uniforms and communication equipment, including radios, pagers and various other supplies.		\$ 5,500	\$ 5,500	\$ 5,500
	Building Maintenance and Equipment: Custodial and janitorial supplies, building repair, plumbing and electrical supplies: locks, keys, hardware, tools, lockup area supplies and equipment, Elevator inspection and repairs		\$ 17,000	\$ 17,000	\$ 17,000
	Technical Services Equipment/Supplies/Repairs: Including complete in-house computer system and CDMA/LTE Laptop mobile system; cost of LP gas for Block House; Laptop battery replacement: purchase , cartridges, computer system back up tapes, 911 communications, video and audio recording tapes, replace PC's, UPS batteries and equipment and various other computer system supplies.		\$ 22,000	\$ 22,000	\$ 22,000
	Cost of food for prisoners.		\$ 250	\$ 250	\$ 250
	Fleet Maintenance/Repair: Vehicle inspections, tires, batteries, engine oil, collision deductibles , car washes, and various other vehicle supplies and repairs.		\$ 77,500	\$ 77,500	\$ 77,500
	Office Supplies/Equipment/Printing: Postage fees and lease of photo copier for Records Department ; breathalyzer maintenance; Chiefs office expenses and supplies.		\$ 9,000	\$ 9,000	\$ 9,000
	Uniforms: Estimated cost for 68 officers and 10 dispatchers, including emergency replacement and cleaning allowance per contractual agreement.		\$ 103,000	\$ 103,000	\$ 103,000
Supplies and Expenses (Continued)					
	Criminal Bureau/Photography Supplies; Fingerprint Supplies; various other crime scene investigation related materials.		\$ 6,000	\$ 6,000	\$ 6,000
	Cell Carrier Expenses: For maintenance of CDMA mobile laptop computer system.		\$ 9,600	\$ 9,600	\$ 9,600
	general office supply allocation		\$ 3,000	\$ 3,000	\$ 3,000
			\$ -	\$ -	\$ -
			\$ 298,350	\$ 298,350	\$ 298,350

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 158,600	\$ 151,837	\$ 158,600	\$ 148,009	\$ 170,100	\$ 170,179	\$ 174,100	\$ 204,100	\$ 204,100	\$ 204,100

		Change from FY2018	Department	Town Mgr.	Fin Com
Contract Services/Leases 5200	Professional Training: Firearms Instructor, Community Policing and Management Training, Computer Training for Officers and Dispatchers, various seminars and updates; Recruit and In-Service Academy training, Training travel expenses.		\$ 46,000	\$ 46,000	\$ 46,000
	Estimated cost of various printed forms including: miscellaneous personnel forms, specialized computer supplies,		\$ 1,000	\$ 1,000	\$ 1,000
	Estimated cost of medical consultations, polygraphs and testing services as needed, fees for investigative services and Certification consulting fees. Estimated cost for advertising various Capital Outlay items, On Site Academy wellness program, etc.		\$ 26,000	\$ 26,000	\$ 26,000
			\$ 150	\$ 150	\$ 150
	Estimated cost of various memberships including: MA, N.E.and International Chiefs of Police Assn. NTOA, SRO, Firearm Instructor's Assn., American Society of Law Enforcement, Crime Prevention Officer's Assn., National Pal Assn.		\$ 5,000	\$ 5,000	\$ 5,000
	Contract Cleaning Service for Building.		\$ 3,500	\$ 3,500	\$ 3,500
	Cost for Code Red Community Notification System and maintenance.		\$ 10,800	\$ 10,800	\$ 10,800
	Equipment Maintenance Contracts: Including In-House Computer System through ARMS, Recording equipment through Acom, Communications Equipment through Motorola/Cybercom, Portable Radios, console, mobile sets, repeater system, Identix System, AED units, hand held , Baracuda/Sonicwall security services and warranty,		\$ 80,000	\$ 80,000	\$ 80,000
	BAPERN-NEMLEC Regional Communication System Microwave Link, yearly assessment. Satellite repeater land line expenses.		\$ 8,650	\$ 8,650	\$ 8,650
	Estimated cost of CJIS system and maintenance contract through CHSB and user fee. Maintance and user fee for Link to SP Fingerprint Section. Estimated cost for in-house telephone system maintenance.		\$ 2,000	\$ 2,000	\$ 2,000
			\$ 1,000	\$ 1,000	\$ 1,000
	Lease program for Public Safety Servers		\$ 20,000	\$ 20,000	\$ 20,000
	Total Contract Services		\$ -	\$ 204,100	\$ 204,100

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
						\$ -	\$ -	\$ -	\$ -

		Department	Town Mgr.	Fin Com
Utilities				
Capital Outlay 5800				
	Cost for purchase of 3 Replacement Police Cruisers, Brand not yet determined(@ 52,000.), per specifications, fully equipped. \$156,000	\$ 156,000	\$ 156,000	\$ 156,000
	Lifepack AED's (4)	\$ 9,600	\$ 9,600	\$ 9,600

FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
\$ 158,000	\$ 152,089	\$ 197,500	\$ 110,026	\$ 176,300	\$ 176,300	\$ 185,600	\$ 165,600	\$ 165,600	\$ 165,600

Sealer of Weights and Measure

Department Explanation

The Sealer of Weights and Measures is responsible for enforcing the accuracy requirements and other standards relating to weighing and measuring devices used in the sale of food, fuels and other products.

	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
SEALER OF WEIGHTS												
<i>Personnel Services</i>												
Full Time									\$ -	\$ -	\$ -	\$ -
Part Time/Seasonal												
Overtime												
Contractual Obligations												
Total									\$ -	\$ -	\$ -	\$ -
<i>Expenses</i>												
Supplies and Expenses	\$ -	\$ -			\$ -	\$ -			\$ -	\$ -	\$ -	\$ -
Contract Services/Leases	\$ 10,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 13,000	\$ 12,500	\$ 11,000	\$ 12,500	\$ 12,500	\$ 12,500
Utilities												
Capital Outlay												
Total Expenses	\$ 10,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 13,000	\$ 12,500	\$ 11,000	\$ 12,500	\$ 12,500	\$ 12,500
TOTAL BUDGET	\$ 10,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$ 13,000	\$ 12,500	\$ 11,000	\$ 12,500	\$ 12,500	\$ 12,500

	FY2020	FY2021
Position	FTE	FTE
Weights & Measurer Insp		
Total Staffing	0	0

Section 8: Public Work

Administration

Department Explanation

The Public Works Administration Office manages all divisions of the Department of Public Works, and is directly responsible recycling / trash collection, street opening permits, occupancy permits, and the Department of Public Works social media accounts. The Department is made up of the Director of Public Works, an Operations Supervisor, a Recycling Coordinator, Billing Coordinator, and Clerical staff.

Budget Narrative

The Administration Division budget this year will see an increase of \$3,519. This increase is due to contractual obligations.

Programs and Services

The Public Works Administration Office manages all divisions of the Department of Public Works, and is directly responsible for the following items:

Recycling and Trash Collection:

The Town's Residential Recycling and Trash Collection is under the authority of Public Works Administration. Collection is five days a week, Monday through Friday, except during holiday weeks. The administration works closely with Waste Management to ensure that residents trash and recycling is picked up in a timely manner.

Street Opening Permits:

The Public Works Administration Office administers the Street Opening Permit process, including issuing permits and inspection of construction relating to Street Opening Permits, requiring inspection of all work done on Town roads by developers, contractors and homeowners, ensuring proper materials and methods are used in all work.

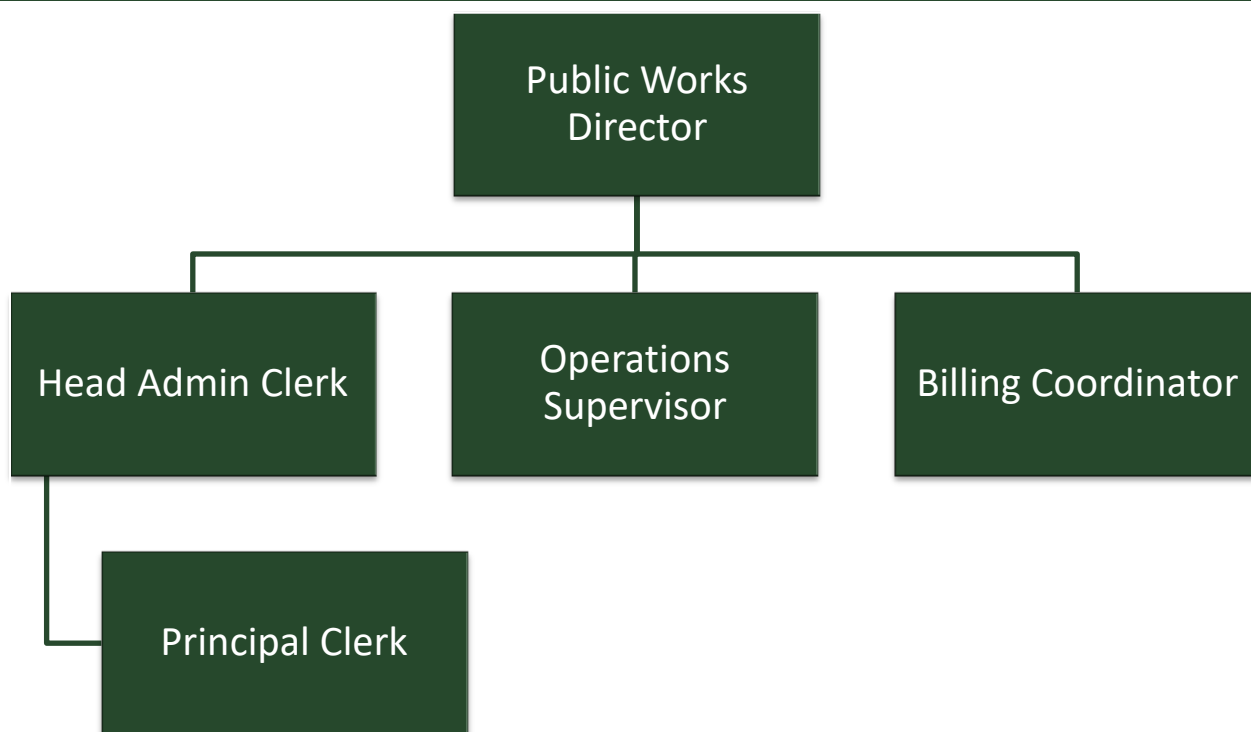
Occupancy Permits:

The Administration division will verify to ensure that all aspects of the project are in order, all requirements have been met, and billing is up to date.



Administration

Organizational Chart



Administration

DPW ADMINISTRATION

Personnel Services

Full Time	\$ 748,293	\$ 737,146	\$ 772,667	\$ 769,397	\$ 639,642	\$ 639,642	\$ 673,255	\$ 675,517	\$ 675,517	\$ 675,517
Part Time/Seasonal	\$ 160,198	\$ 135,099	\$ 161,000	\$ 91,096	\$ 195,000	\$ 184,106	\$ 262,080	\$ 262,080	\$ 262,080	\$ 262,080
Overtime	\$ -	\$ -	\$ 4,400	\$ 4,385	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Obligations	\$ 26,626	\$ 26,626	\$ 30,252	\$ 30,252	\$ 32,028	\$ 30,928	\$ 32,354	\$ 33,137	\$ 33,137	\$ 33,137

Total	\$ 935,117	\$ 898,871	\$ 968,319	\$ 895,130	\$ 866,670	\$ 854,676	\$ 967,689	\$ 970,734	\$ 970,734	\$ 970,734

Expenses

Supplies and Expenses	\$ 27,400	\$ 21,424	\$ 24,700	\$ 23,310	\$ 5,560	\$ 5,557	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Contract Services/Leases	\$ 20,775	\$ 20,618	\$ 21,775	\$ 19,120	\$ 14,290	\$ 8,737	\$ 16,850	\$ 17,325	\$ 17,325	\$ 17,325
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Total Expenses	\$ 48,175	\$ 42,042	\$ 46,475	\$ 42,430	\$ 19,850	\$ 14,294	\$ 19,850	\$ 20,325	\$ 20,325	\$ 20,325

TOTAL BUDGET	\$ 983,292	\$ 940,913	\$ 1,014,794	\$ 937,560	\$ 886,520	\$ 868,970	\$ 987,539	\$ 991,059	\$ 991,059	\$ 991,059

Difference PY \$ 3,519.72
% PY 0.36%

Position	FTE	Dep. Req. FY2020	Dep. Req. FY2021	TM. Rec. FY2021	Fin Com Rec. FY2021
Director	1	1	1	1	1
Operations Supervisor	1	1	1	1	1
Head Admin Clerk	1	1	1	1	1
Principal Clerk	5	5	5	5	5
Senior Clerk	0	0	0	0	0
Recycle/Solid Waste Coord	0	0	0	0	0
Meier Readers	1	1	1	1	1
Billing Coordinator	1	1	1	1	1
Part Time/Seasonal	9	9	9	9	9
Total Staffing	9	9	9	9	9

Position	FTE	Dep. Req. FY2020	Dep. Req. FY2021	TM. Rec. FY2021	Fin Com Rec. FY2021
Part Time/Seasonal	9	9	9	9	9
Total Staffing	9	9	9	9	9

Administration

DPW ADMINISTRATION DEPARTMENT SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING/ LICENSES	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Alkhatib, Abdul	DPW Director	9	10/24/2005	140,891.24	-	-	2,610.00	\$ 143,501.24
Robertson, Stephen *	Operations Supervisor	7	6/14/1999	92,635.25	-	500.00	2,800.00	\$ 95,935.25
Grant, Brenda	Head Admin Clerk	10	6/26/1989	65,404.23	-	1,000.00	4,434.00	\$ 70,838.23
Crandall, Patricia	Principal Clerk	10	1/22/2006	53,361.72	-	1,000.00	1,900.00	\$ 56,261.72
McKenna, Mary Fiona	Principal Clerk	10	5/28/1996	53,361.72	-	1,000.00	3,200.00	\$ 57,561.72
McCoy, Donna	Principal Clerk	10	9/3/1997	53,361.72	-	1,000.00	3,200.00	\$ 57,561.72
Rafferty, Mary Ann	Principal Clerk	10	1/16/2001	53,361.72	-	1,000.00	2,700.00	\$ 57,061.72
McDonough, Jennifer	Head Clerk	10	12/4/2006	58,524.61	-	1,000.00	1,900.00	\$ 61,424.61
Dunn, Judy	Billing Coordinator	7	8/11/1997	104,614.58	-	500.00	3,393.00	\$ 108,507.58
								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
	Seasonal Employees			262,080.00	-	-	-	\$ 262,080.00
DEPARTMENT TOTAL				\$ 937,596.81	\$ -	\$ 7,000.00	\$ 26,137.00	\$ 970,733.81

6 Part time 20 hours per week X 36 Weeks	\$ 60,480.00		
3 Part time 40 hours per week X 48 weeks	\$ 80,640.00	Total Full Time	\$ 675,516.81
4 Part time 40 hours per week X 26 Weeks	\$ 58,240.00	Total Seasonal	\$ 262,080.00
2 Part time 40 hours per week X 16 Weeks	\$ 17,920.00	Total Overtime	
2 Part time 40 hours per week X 8 Weeks	\$ 8,960.00	Total Contract	\$ 33,137.00
4 Part time 40 hours per week X 16 Weeks	\$ 35,840.00	Total	\$ 970,733.81
	<u>\$ 262,080.00</u>		

Administration

DPW ADMINISTRATION DEPARTMENT SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING License incen	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Alkhatib, Abdul	DPW Director	9	10/24/2005	\$140,891.24	\$ -	\$ -	\$ 2,610.00	\$ 143,501.24
Robertson, Stephen *	Operations Supervisor	7	6/14/1999	\$ 92,635.25	\$ -	\$ 500.00	\$ 2,800.00	\$ 95,935.25
Grant, Brenda	Head Admin Clerk	10	6/26/1989	\$ 65,404.23	\$ -	\$ 1,000.00	\$ 4,434.00	\$ 70,838.23
Crandall, Patricia	Principal Clerk	10	1/22/2006	\$ 53,361.72	\$ -	\$ 1,000.00	\$ 1,900.00	\$ 56,261.72
McKenna, Mary Fiona	Principal Clerk	10	5/28/1996	\$ 53,361.72	\$ -	\$ 1,000.00	\$ 3,200.00	\$ 57,561.72
McCoy, Donna	Principal Clerk	10	9/3/1997	\$ 53,361.72	\$ -	\$ 1,000.00	\$ 3,200.00	\$ 57,561.72
Rafferty, Mary Ann	Principal Clerk	10	1/16/2001	\$ 53,361.72	\$ -	\$ 1,000.00	\$ 2,700.00	\$ 57,061.72
McDonough, Jennifer	Head Clerk	10	12/4/2006	\$ 58,524.61	\$ -	\$ 1,000.00	\$ 1,900.00	\$ 61,424.61
Dunn, Judy	Billing Coordinator	7	8/11/1997	\$ 104,614.58	\$ -	\$ 500.00	\$ 3,393.00	\$ 108,507.58
								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
								\$ -
	Seasonal Employees			\$ 262,080.00				\$ 262,080.00
DEPARTMENT TOTAL				\$ 937,596.81	\$ -	\$ 7,000.00	\$ 26,137.00	\$ 970,733.81

* Paid out of grade per prior administrative action.

Total Full Time	\$ 675,516.81
Total Part Time/Seasonal	\$ 262,080.00
Total Overtime	
Total Contract	\$ 33,137.00
Total	\$ 970,733.81

6 Part time 20 hours per week X 36 Weeks	\$ 60,480.00
3 Part time 40 hours per week X 48 weeks	\$ 80,640.00
4 Part time 40 hours per week X 26 Weeks	\$ 58,240.00
2 Part time 40 hours per week X 16 Weeks	\$ 17,920.00
2 Part time 40 hours per week X 8 Weeks	\$ 8,960.00
4 Part time 40 hours per week X 16 Weeks	\$ 35,840.00
	<u>\$ 262,080.00</u>

Administration

DPW ADMINISTRATION DEPARTMENT SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Alkhatib, Abdul	DPW Director	9	10/24/2005	\$133,972.38	\$ -	\$ -	\$ 1,827.00	\$ 135,799.38
Robertson, Stephen	Operations Supervisor	7	6/14/1999	\$100,136.01	\$ -	\$ 500.00	\$ 2,800.00	\$ 103,436.01
Grant, Brenda	Head Admin Clerk	10	6/26/1989	\$ 62,192.36	\$ -	\$ 1,000.00	\$ 4,434.00	\$ 67,626.36
Crandall, Patricia	Principal Clerk	10	1/22/2006	\$ 50,741.24	\$ -	\$ 1,000.00	\$ 1,900.00	\$ 53,641.24
McKenna, Mary Fiona	Principal Clerk	10	5/28/1996	\$ 50,741.24	\$ -	\$ 1,000.00	\$ 3,200.00	\$ 54,941.24
McCoy, Donna	Principal Clerk	10	9/3/1997	\$ 50,741.24	\$ -	\$ 1,000.00	\$ 3,200.00	\$ 54,941.24
Rafferty, Mary Ann	Principal Clerk	10	1/16/2001	\$ 50,741.24	\$ -	\$ 1,000.00	\$ 2,700.00	\$ 54,441.24
Sullivan, Jennifer	Principal Clerk	10	12/4/2006	\$ 55,650.59	\$ -	\$ 1,000.00	\$ 1,900.00	\$ 58,550.59
Dunn, Judy	Billing Coordinator	7	8/11/1997	\$ 100,135.78	\$ -	\$ 500.00	\$ 3,393.00	\$ 104,028.78
SEIU CBA Spring 2019				\$ 2,803.00				\$ 2,803.00
IUPE CBA Spring 2019				\$ 9,000.00				\$ 9,000.00
Non Union CBA Spring 2019				\$ 6,400.00				\$ 6,400.00
								\$ -
								\$ -
								\$ -
	Seasonal Employees			\$ 262,080.00				\$ 262,080.00
DEPARTMENT TOTAL				\$ 935,335.09	\$ -	\$ 7,000.00	\$ 25,354.00	\$ 967,689.09

6 Part time 20 hours per week X 36 Weeks	\$ 41,328.00
3 Part time 40 hours per week X 48 weeks	\$ 66,124.80
4 Part time 40 hours per week X 26 Weeks	\$ 35,817.60
2 Part time 40 hours per week X 16 Weeks	\$ 14,694.40
2 Part time 40 hours per week X 8 Weeks	\$ 7,347.20
4 Part time 40 hours per week X 16 Weeks	\$ 29,388.80
	\$ 194,700.80

Total Full Time	\$ 673,255.09
Total Seasonal	\$ 262,080.00
Total Overtime	
Total Contract	\$ 32,354.00
Total	\$ 967,689.09

Town of Billerica

Fiscal Year 2021

[illegible]

Cemetery

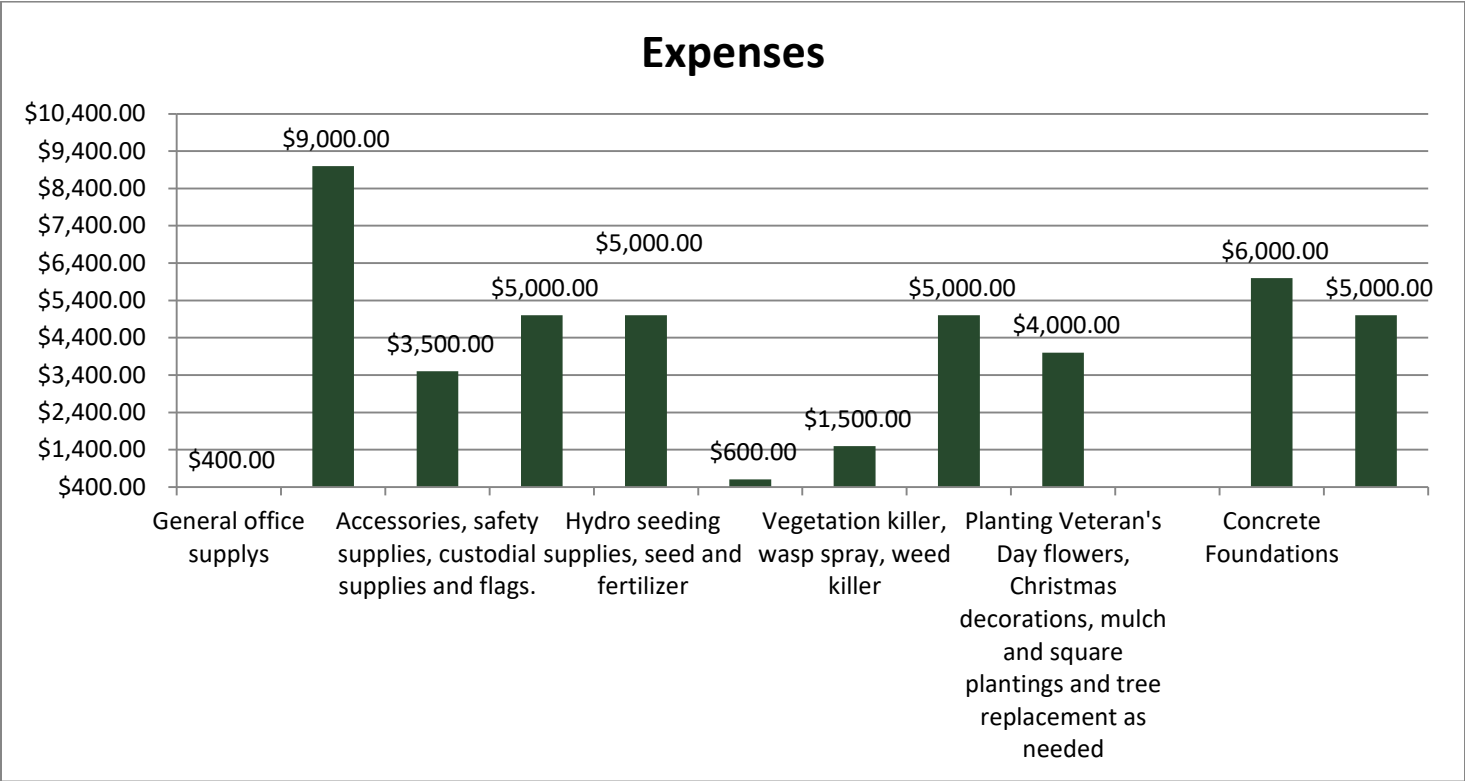
Department Explanation

The Cemetery Department is responsible for the operation, maintenance, and expansion of the town's cemeteries. The six cemeteries under town jurisdiction are Fox Hill, North, South, Jacob Hill, Old North, and the Rogers Family Tomb.

In FY19 the cemetery and parks and tree's department was split into two separate departments to allow for higher quality services and specialization.

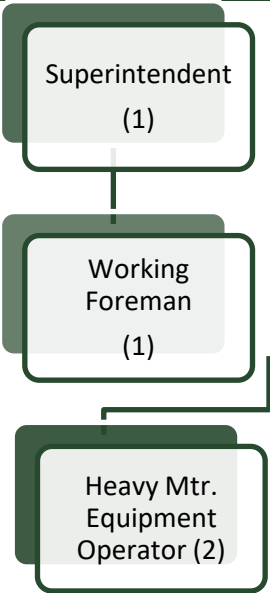
Budget Narrative

The Cemetery Department budget consists of a Superintendent, a Working Foreman, and two Heavy Equipment Operators. They will continue to budget for office supplies and landscaping materials as needed. The budget will decrease slightly this year.



Cemetery

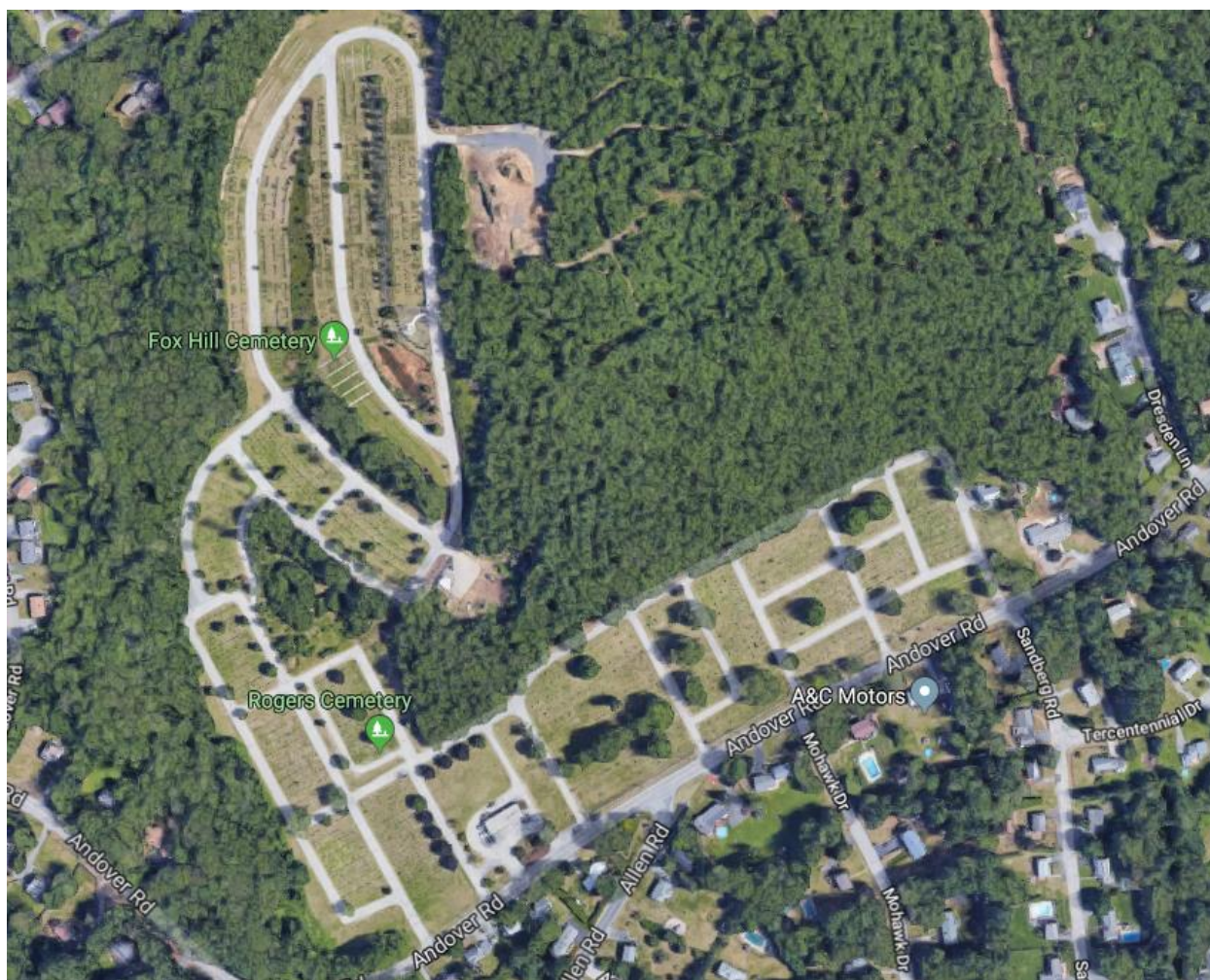
Organizational Chart



Cemetery

Statistics

	FY15	FY16	FY17	FY18	FY19
Burials	193	156	185	155	136
Revenue Generated	\$236,160	\$255,419	\$217,132	\$249,050	\$202,700



Overview of Fox Hill Cemetery

CEMETERY

Personnel Services

Full Time
Part Time/Seasonal
Overtime
Contractual Obligations
Perpetual Care Interest Trans.
Total

	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
			\$ 284,459	\$ 248,433	\$ 295,550	\$ 294,957	\$ 294,957	\$ 294,957
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ 55,640	\$ 30,002	\$ 55,640	\$ 58,200	\$ 58,200	\$ 58,200
			\$ 10,296	\$ 10,296	\$ 10,296	\$ 10,296	\$ 10,296	\$ 10,296
								\$ -
			\$ 350,395	\$ 288,731	\$ 361,486	\$ 363,453	\$ 363,453	\$ 363,453

Expenses

Supplies and Expenses
Mosquito Control
Contract Services/Leases
Utilities
Capital Outlay

			\$ 36,500	\$ 17,570	\$ 36,500	\$ 45,000	\$ 43,000	\$ 43,000
			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ 20,450	\$ 8,691	\$ 20,450	\$ 20,450	\$ 20,450	\$ 20,450
			\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250
								\$ -

Total Expenses

			\$ 59,200	\$ 28,511	\$ 59,200	\$ 67,700	\$ 65,700	\$ 65,700

TOTAL BUDGET

			\$ 409,595	\$ 317,242	\$ 420,686	\$ 431,153	\$ 429,153	\$ 429,153

Position	FY2020 FTE	Dep. Req. FY2021 FTE	TM Rec FY2021 FTE	Fin Com Rec FY2021 FTE	Difference PY	% PY
Superintendent	1	1	1	1		
Working Foremen	1	1	1	1		
Heavy Mtr. Equip. Oper.	1	1	1	1		
Heavy Mtr. Equip. Oper.	1	1	1	1		
Seasonal*	0	0	0	0		
TOTAL STAFF	4	4	4	4		2.01%

Cemetery

CEMETERY DIVISION SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/HOIST	WATER CERT.	SICK LEAVE INCENTIVE	MEALS	PESTICIDE	LONGEVITY	TOTAL SALARY BENEFIT
												\$ -
Crotty, Everett	Superintendent	7	5/24/1982	\$ 102,939.82	\$ -	\$ -	\$ -	\$ 500.00	\$ -	\$ -	\$ 4,100.00	\$ 107,539.82
McLaughlin, Stephen	Working Foreman	7	1/25/2001	\$ 76,503.41	\$ 800.00	\$ -	\$ -	\$ 600.00	\$ 332.00	\$ 150.00	\$ -	\$ 78,385.41
Jillson, Ian	Heavy Mtr. Equip. Oper.	3	7/16/2017	\$ 54,833.70	\$ 800.00	\$ 50.00	\$ -	\$ 600.00	\$ 332.00	\$ 150.00	\$ -	\$ 56,765.70
Ducey, Stephen	Heavy Mtr. Equip. Oper.	6/7	11/13/2000	\$ 60,680.44	\$ 800.00	\$ -	\$ -	\$ 600.00	\$ 332.00	\$ 150.00	\$ -	\$ 62,562.44
DEPARTMENT TOTAL				\$ 294,957.37	\$ 2,400.00	\$ 50.00	\$ -	\$ 2,300.00	\$ 996.00	\$ 450.00	\$ 4,100	\$ 305,253.37

OT increased \$2,560.00 1.046% increase

Total Full Time \$ 294,957.00
Total Seasonal \$ -
Total Overtime \$ 58,200.00
Total Contract \$ 10,296.00
Total \$ 363,453.00

CEMETERY DIVISION SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/HOIST	WATER CERT.	SICK LEAVE INCENTIVE	MEALS	PESTICIDE	LONGEVITY	TOTAL SALARY BENEFIT
												\$ -
Crotty, Everett	Superintendent	7	5/24/1982	\$ 102,939.82	\$ -	\$ -	\$ -	\$ 500.00	\$ -	\$ -	\$ 4,100	\$ 107,539.82
McLaughlin, Stephen	Working Foreman	7	1/25/2001	\$ 76,503.41	\$ 800.00	\$ -	\$ -	\$ 600.00	\$ 332.00	\$ 150.00	\$ -	\$ 78,385.41
Jillson, Ian	Heavy Mtr. Equip. Oper.	3	7/16/2017	\$ 54,833.70	\$ 800.00	50.00	\$ -	\$ 600.00	\$ 332.00	\$ 150.00	\$ -	\$ 56,765.70
Ducey, Stephen	Heavy Mtr. Equip. Oper.	6/7	11/13/2000	\$ 60,680.44	\$ 800.00	\$ -	\$ -	\$ 600.00	\$ 332.00	\$ 150.00	\$ -	\$ 62,562.44
												\$ -
DEPARTMENT TOTAL				\$ 294,957.37	\$ 2,400.00	\$ 50.00	\$ -	\$ 2,300.00	\$ 996.00	\$ 450.00	\$ 4,100	\$ 305,253.37

OT increased \$2,560.00 1.046% increase

Total Full Time \$ 294,957.00
Total Seasonal \$ -
Total Overtime \$ 58,200.00
Total Contract \$ 10,296.00
Total \$ 363,453.00

CEMETERY DIVISION SALARY INFORMATION FY2020 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/HOIST	WATER CERT.	SICK LEAVE INCENTIVE	MEALS	PESTICIDE	ONGEVIT	TOTAL SALARY BENEFIT
												\$ -
Crotty, Everett	Superintendent	7	5/24/1982	\$100,136.01	\$ -	\$ -	\$ -	\$ 500.00	\$ -	\$ -	\$ 4,100	\$ 104,736.01
McLaughlin, Stephen	Working Foreman	9	8/12/1986	\$ 73,102.04	\$ 800.00	\$ -	\$ -	\$ 600.00	\$ 332.00	\$ 150.00	\$ -	\$ 74,984.04
Jillson, Ian	Heavy Mtr. Equip. Oper.	6	11/13/2000	\$ 57,254.28	\$ 800.00	50.00	\$ -	\$ 600.00	\$ 332.00	\$ 150.00	\$ -	\$ 59,186.28
VACANT	Heavy Mtr. Equip. Oper.	4	3/13/2008	\$ 57,254.28	\$ 800.00	\$ -	\$ -	\$ 600.00	\$ 332.00	\$ 150.00	\$ -	\$ 59,136.28
SEIU CBA Spring 2019				\$ 2,803.00								\$ 2,803.00
BMEA CBA Fall 2019				\$ 5,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000.00
												\$ -
DEPARTMENT TOTAL				\$295,549.61	\$ 2,400.00	\$ 50.00	\$ -	\$ 2,300.00	\$ 996.00	\$ 450.00	\$ 4,100	\$ 305,845.61

* Seasonal/Part-time for 40 hrs. per week for 47 weeks

** Seasonal part-time for 20 hrs. per week for 36 weeks

Total Full Time \$ 295,550.00
Total Seasonal \$ -
Total Overtime \$ 55,640.00
Total Contract \$ 10,296.00
Total \$ 361,486.00

Engineering

Department Explanation

The Department of Public Works Engineering Division manages the efforts related to the design development and construction of the town's various infrastructure improvement projects.

Typical infrastructure improvement projects relate to water, sewer, and drainage maintenance, improvements, or extensions. The Engineering Division administers the Town's Roadway Management Program, which involves the programming of annual roadway and sidewalk maintenance town-wide.

Budget Narrative

The Engineering Department will see an increase of \$47,701. Most of this increase is due to on call consulting services.

Programs and Services

Managing Project Conception to Completion

The Engineering Division manages many projects from conception to completion including initial concepts and estimates, survey, design, environmental permitting, bid document development, bid review and award, abutter notification, and construction supervision. The construction supervision aspect of these projects includes overseeing the contractor for conformance to plans and specifications, quantifying work performed for payment, and interacting with area residents to answer any questions and concerns.

Administering Consultants and Contractors

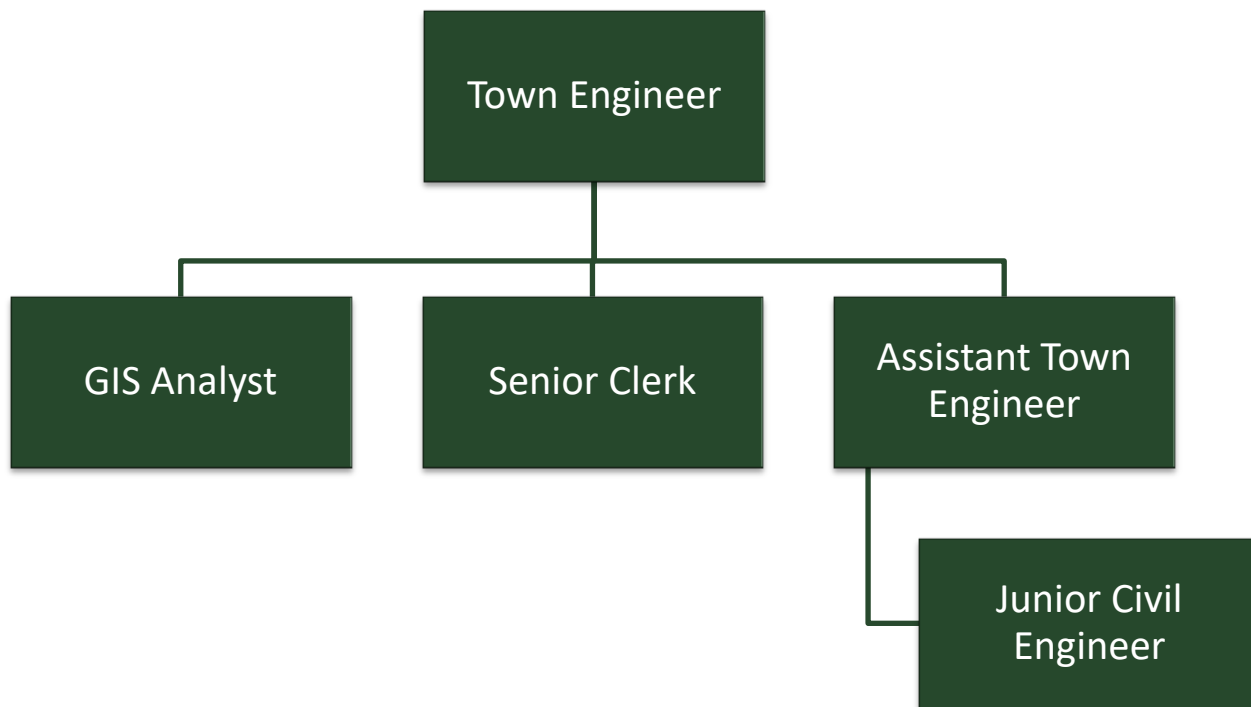
Additionally, the Town hires engineering consultants for certain larger capital projects. The Engineering Division works closely with consultants from project conception to completion, providing input, review, and assistance throughout the project's development.

The Engineering Division provides assistance and inspections to various Private Contractors, when those projects will connect to Town infrastructure.



Engineering

Organizational Chart



Recent Accomplishments

The Engineering Department has been busy over the course of the past year. The Massworks Project on Boston Road has been completed, multiple roads have been accepted at Town Meeting, Conceptual Design for Lexington and Glad Valley, and the other half of Boston Road has been designed. Also The following projects were in design development during this time period: Yankee Doodle Bike Path, Sewer Contract 37 (Needs Area 4), Sewer Contract 38 (Needs Area 6), Boston Road Improvements (River Street to Floyd Street), Phase II of the Frost Street Stormwater Improvements, and Lexington Road Glad Valley Drive Intersection Improvements.

The following projects were under construction: Boston Road Improvements (Cumming Street to Tower Farm Road), Allen Road Reconstruction, Whipple Road and



ENGINEERING DIVISION

Personnel Services

Full Time	\$ 499,528	\$ 439,398	\$ 519,847	\$ 519,847	\$ 557,457	\$ 557,457	\$ 597,734	\$ 616,072	\$ 616,072	\$ 616,072
Part Time/Seasonal										\$ -
Overtime	\$ 20,000	\$ 12,841	\$ 20,000	\$ 7,904	\$ 21,400	\$ 18,714	\$ 21,400	\$ 29,000	\$ 29,000	\$ 29,000
Contractual Obligations	\$ 12,550	\$ 12,550	\$ 12,850	\$ 12,200	\$ 15,500	\$ 13,274	\$ 14,100	\$ 14,825	\$ 14,825	\$ 14,825

Total	\$ 532,078	\$ 464,789	\$ 552,697	\$ 539,951	\$ 594,357	\$ 589,445	\$ 633,234	\$ 659,897	\$ 659,897	\$ 659,897

Expenses

Supplies and Expenses	\$ 7,000	\$ 3,905	\$ 8,000	\$ 6,404	\$ 8,000	\$ 7,984	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Contract Services/Leases	\$ 28,450	\$ 25,965	\$ 130,928	\$ 58,330	\$ 130,928	\$ 73,712	\$ 99,228	\$ 120,266	\$ 120,266	\$ 120,266
Utilities										\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Total Expenses	\$ 35,450	\$ 29,870	\$ 138,928	\$ 64,734	\$ 138,928	\$ 81,696	\$ 107,228	\$ 128,266	\$ 128,266	\$ 128,266

TOTAL BUDGET	\$ 567,528	\$ 494,659	\$ 691,625	\$ 604,685	\$ 733,285	\$ 671,141	\$ 740,462	\$ 788,163	\$ 788,163	\$ 788,163

Position	FY2020		FY2021		FY2021		FY2021		FY2021		Difference PY	% PY
	FTE		FTE		FTE		FTE		FTE			
Town Engineer	1		1		1		1		1			
Assistant Town Engineer	1		1		1		1		1			
Jr. Civil Engineer	4		4		4		4		4			
GIS Analyst	1		1		1		1		1			
Total Staffing	7		7		7		7		7		47,701.22	6.44%

Engineering

ENGINEERING DIVISION SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	SICK LEAVE INCENTIVE	LICENSE & INCENTIVES	LONGEVITY	TOTAL SALARY BENEFIT
Conway, Kelley	Town Engineer	5	1/30/2006	\$ 112,334.84	\$ -	\$ 500.00	\$ -	\$ 2,800.00	\$ 115,634.84
Doyle, Derek	Jr. Civil Engineer	5	11/5/2007	\$ 74,104.50	\$ 800.00	\$ 600.00	\$ 1,275.00	\$ -	\$ 76,779.50
Fernandes, Antonio	Jr. Civil Engineer	5/6	8/4/2005	\$ 76,157.28	\$ 800.00	\$ 600.00	\$ -	\$ -	\$ 77,557.28
Noguera, Pablo	Jr. Civil Engineer	9	11/21/1983	\$ 80,999.50	\$ 800.00	\$ 600.00	\$ -	\$ -	\$ 82,399.50
Grant, Kyle	GIS Analyst	5	11/18/2013	\$ 97,590.13	\$ -	\$ -	\$ -	\$ -	\$ 97,590.13
Chew, Heather	Assistant Town Engineer	5	10/30/2013	\$ 102,939.82	\$ -	\$ 500.00	\$ -	\$ 1,650.00	\$ 105,089.82
Guiliano, Joe	Jr. Civil Engineer	4	6/26/2017	\$ 71,946.12	\$ 800.00	\$ 600.00	\$ 2,500.00	\$ -	\$ 75,846.12
DEPARTMENT TOTAL				\$ 616,072.18	\$ 3,200.00	\$ 3,400.00	\$ 3,775.00	\$ 4,450.00	\$ 630,897.18

Total Full Time \$ 616,072.18
Total Overtime \$ 29,000.00
Total Contract \$ 14,825.00
Total \$ 659,897.18

ENGINEERING DIVISION SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	SICK LEAVE INCENTIVE	LICENSE & INCENTIVES	LONGEVITY	TOTAL SALARY BENEFIT
Conway, Kelley	Town Engineer	5	1/30/2006	\$ 112,334.84		\$ 500.00		\$ 2,800.00	\$ 115,634.84
Doyle, Derek	Jr. Civil Engineer	5	11/5/2007	\$ 74,104.50	\$ 800.00	\$ 600.00	\$ 1,275.00		\$ 76,779.50
Fernandes, Antonio	Jr. Civil Engineer	5/6	8/4/2005	\$ 76,157.28	\$ 800.00	\$ 600.00			\$ 77,557.28
Noguera, Pablo	Jr. Civil Engineer	9	11/21/1983	\$ 80,999.50	\$ 800.00	\$ 600.00			\$ 82,399.50
Grant, Kyle	GIS Analyst	5	11/18/2013	\$ 97,590.13					\$ 97,590.13
Chew, Heather	Assistant Town Engineer	5	10/30/2013	\$ 102,939.82		\$ 500.00		\$ 1,650.00	\$ 105,089.82
Guiliano, Joe	Jr. Civil Engineer	4	6/26/2017	\$ 71,946.12	\$ 800.00	\$ 600.00	\$ 2,500.00		\$ 75,846.12
DEPARTMENT TOTAL				\$ 616,072.18	\$ 3,200.00	\$ 3,400.00	\$ 3,775.00	\$ 4,450.00	\$ 630,897.18

Total Full Time \$ 616,072.18
Total Overtime \$ 29,000.00
Total Contract \$ 14,825.00
Total \$ 659,897.18

ENGINEERING DIVISION SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	SICK LEAVE INCENTIVE	LICENSE & INCENTIVES	LONGEVITY	TOTAL SALARY BENEFIT
Conway, Kelley	Town Engineer	7	1/30/2006	\$ 109,275.14	\$ -	\$ 500.00	\$ -	\$ 2,100.00	\$ 111,875.14
Doyle, Derek	Jr. Civil Engineer	4/5	11/5/2007	\$ 70,809.79	\$ 800.00	\$ 600.00	\$ 1,250.00	\$ -	\$ 73,459.79
Fernandes, Antonio	Jr. Civil Engineer	5	8/4/2005	\$ 70,809.79	\$ 800.00	\$ 600.00	\$ -	\$ -	\$ 72,209.79
Noguera, Pablo	Jr. Civil Engineer	9	11/21/1983	\$ 77,398.23	\$ 800.00	\$ 600.00	\$ -	\$ -	\$ 78,798.23
Grant, Kyle	GIS Analyst	4	11/18/2013	\$ 89,240.60	\$ -	\$ -	\$ -	\$ -	\$ 89,240.60
Chew, Heather	Assistant Town Engineer	1	10/30/2013	\$ 95,334.04	\$ -	\$ 500.00	\$ -	\$ 1,650.00	\$ 97,484.04
Guiliano, Joe	Jr. Civil Engineer	4	6/26/2017	\$ 68,747.37	\$ 800.00	\$ 600.00	\$ 2,500.00	\$ -	\$ 72,647.37
SEIU CBA Spring 2019				\$ 5,719.00					\$ 5,719.00
Non Union CBA Spring 2019				\$ 2,400.00					\$ 2,400.00
BMEA CBA Fall 2019				\$ 8,000.00					\$ 8,000.00
DEPARTMENT TOTAL				\$ 597,733.96	\$ 3,200.00	\$ 3,400.00	\$ 3,750.00	\$ 3,750.00	\$ 611,833.96

Total Full Time \$ 597,733.96
Total Overtime \$ 21,400.00
Total Contract \$ 14,100.00
Total \$ 633,233.96

ENGINEERING DIVISION

DESCRIPTION/DETAIL

Supplies and Expenses

This account covers miscellaneous office supplies and field equipment, note pads, pencils, fieldbooks, toner, paper & ink for the large-scale copier & plotter, FedEx mailings and newspaper ad costs are also included under this item.

FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN OMV REC
\$ 7,000	\$ 6,908	\$ 7,000	\$ 4,980	\$ 7,000	\$ 3,905	\$ 8,000	\$ 6,404	\$ 8,000	\$ 7,984	\$ 8,000	\$ 8,000	\$ 8,000

FY 20	Department	Town Mgr.	Fin Com
\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000

Contract Services/Leases

FY2015	FY2015	FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN OMV REC
\$ 22,750	\$ 19,591	\$ 22,750	\$ 18,159	\$ 28,450	\$ 25,985	\$ 130,928	\$ 58,330	\$ 130,928	\$ 73,712	\$ 99,228	\$ 120,266	\$ 120,266

FY 20	Department	Town Mgr.	Fin Com
\$ 9,550	\$ 4,750	\$ 4,750	\$ 4,750
\$ 3,000	\$ 4,800	\$ 4,800	\$ 4,800

Minimum contractual items for licenses, training or seminars and memberships under BMFA contract,	\$ 9,550	\$ 4,750	\$ 4,750	\$ 4,750
NIMCOG services related to Stormwater Collaborative	\$ 3,000	\$ 4,800	\$ 4,800	\$ 4,800
Vehicle maintenance not covered under Highway Division				
NIMCOG Pictometry 2020 Aerial Flyover & Digital Imagery (year 1 of 3)	\$ 4,478	\$ 4,816	\$ 4,816	\$ 4,816
Misc consultant services	\$ 81,300	\$ 75,000	\$ 75,000	\$ 75,000
Stormwater PY3		\$ 30,000	\$ 30,000	\$ 30,000
Or call	\$ 900	\$ 900	\$ 900	\$ 900
Clothing Allowance SEIU				
Total Contract Services	\$ 99,228.00	\$ 120,266	\$ 120,266	\$ 120,266

Highway

Department Explanation

The Highway Division is responsible for maintenance of the town's roads and drainage systems throughout the year, including winter snow and ice removal. The Highway Division also responds to other emergency and non-emergency situations as needed.

Budget Narrative

The Highway Department will see an increase of \$97,833. Most of this increase is due to contractual obligations after settling the BMEA contract. \$10,000 was also added to the budget for an increased demand in pothole fill.

Programs and Services



Road Maintenance

The maintenance of the roadways includes:

Patching of failing areas of pavement

Filling of potholes

Replacing damaged pavement and berms

Grading of gravel roads

Crack-sealing roads to extend pavement life

Patching of trenches from water breaks and town drainage work

Sweeping sand and debris from roadways

Repair of guard rails

Responding to resident concerns over various situations

Highway

Maintaining Drainage Systems

Our maintenance of the drainage systems includes:

Rebuilding of deteriorating catch basins

Placing new catch basins

Installing new drainage pipe at problem areas throughout the town

Cleaning of existing catch basins

Flushing out various problem drainage systems

Public Safety

Another important aspect of work performed by the Highway Division is the maintenance of town signs, roadway striping, and street signal lights. This includes:

- Replacing damaged or missing signs
- Installing new signs
- Repainting of crosswalks, stop lines, and road centerlines
- Maintaining and repairing town signal lights

These items are extremely important in order to maintain a high level of public safety. The Highway Division also administers the town's waste-oil recycling and hazardous material disposal programs.

Motor Equipment Repair

The Motor Equipment Repair section of the Highway Division maintains the Department of Public Works' fleet of vehicles, performing maintenance and repair of town cars, trucks, plows, sanders, and heavy equipment.



HIGHWAY											
Personnel Services											
	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC	
Full Time	\$ 885,685	\$ 863,918	\$ 900,134	\$ 873,968	\$ 976,063	\$ 873,508	\$ 990,282	\$ 1,056,711	\$ 1,056,711	\$ 1,056,711	
Part Time/Seasonal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Overtime	\$ 66,100	\$ 49,173	\$ 66,100	\$ 48,568	\$ 70,727	\$ 48,688	\$ 70,727	\$ 76,681	\$ 76,681	\$ 76,681	
Contractual Obligations	\$ 27,950	\$ 21,490	\$ 28,250	\$ 19,498	\$ 28,250	\$ 26,018	\$ 28,550	\$ 30,150	\$ 30,150	\$ 30,150	
Snow Overtime	\$ 70,000	\$ 170,322	\$ 70,000	\$ 193,826	\$ 70,000	\$ 170,534	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	
Total	\$ 1,049,735	\$ 1,104,902	\$ 1,064,484	\$ 1,135,860	\$ 1,145,040	\$ 1,118,748	\$ 1,159,559	\$ 1,233,542	\$ 1,233,542	\$ 1,233,542	
Expenses											
Supplies and Expenses	\$ 534,326	\$ 353,127	\$ 552,326	\$ 426,541	\$ 413,100	\$ 399,282	\$ 413,100	\$ 453,100	\$ 453,100	\$ 453,100	
Contract Services/Leases	\$ 322,293	\$ 278,165	\$ 322,293	\$ 300,923	\$ 322,293	\$ 304,944	\$ 322,293	\$ 322,293	\$ 322,293	\$ 322,293	
Utilities	\$ 29,250	\$ 29,250	\$ 29,250	\$ 19,120	\$ 29,250	\$ 24,517	\$ 29,250	\$ 13,100	\$ 13,100	\$ 13,100	
Capital Outlay											
Snow & Sand	\$ 350,000	\$ 1,153,416	\$ 350,000	\$ 1,165,758	\$ 350,000	\$ 782,558	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	
Total Expenses	\$ 1,235,869	\$ 1,813,958	\$ 1,253,869	\$ 1,912,342	\$ 1,114,643	\$ 1,511,301	\$ 1,114,643	\$ 1,138,493	\$ 1,138,493	\$ 1,138,493	
TOTAL BUDGET	\$ 2,285,604	\$ 2,918,861	\$ 2,318,353	\$ 3,048,202	\$ 2,259,683	\$ 2,630,049	\$ 2,274,202	\$ 2,372,035	\$ 2,372,035	\$ 2,372,035	
Position	FY2020 FTE	Dep. Req. FY2021 FTE	TM. Rec. FY2021 FTE	Fin Com Rec. FY2021 FTE							
Supintendent	1	1	1	1							
Working Foreman	3	3	3	3							
SMEO	1	1	1	1							
MER	2	2	2	2							
HMEO	8	9	9	9							
MEO	0	0	0	0							
Seasonal/Part Time	0	0	0	0							
MM	1	1	1	1							
Total Staffing	16	17	17	17							

103,678.71

Difference PY

97,833.27

4.56%

% PY

4.30%

HIGHWAY DIVISION
SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	SICK LEAVE INCENTIVE	TOOL INCENTIVE	MEALS	LONGEVITY	TOTAL SALARY BENEFIT
Ed Tierney	Superintendent	4/5	6/27/2000	\$ 102,939.82	\$ -	\$ 500.00	\$ -	\$ 200.00	\$ 3,100.00	\$ 106,739.82
	Heavy Mechanical Equipment Operator(HMEO)									
Diorio, Mark Allen	Mechanical Equipment Repairman (MER)	6	9/12/2000	\$ 59,918.26	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 61,518.26
	Equipment Repairman (MER)									
Collins, Matthew	HMEO	4	11/3/2011	\$ 59,850.22	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 61,700.22
Baker, Frederick	HMEO	4/5	10/9/2008	\$ 58,173.07	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 59,773.07
Hynes, Robert	Working Foreman	6	2/11/1999	\$ 73,532.69	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 75,132.69
	Special Mechanical Equipment Operator (SMEO)									
Calra, Benjamin	(SMEO)	5	1/14/2008	\$ 65,412.28	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 67,012.28
CASEY, Matthew	HMEO	1/2	9/24/2018	\$ 52,739.40	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 54,339.40
OLoughlin, Wayne	Working Foreman	9	11/10/1986	\$ 76,503.41	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 78,103.41
O'Connell, Christopher	HMEO	4	1/12/2012	\$ 56,478.71	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 58,078.71
Etter, Christopher	HMEO	1/2	7/8/2019	\$ 52,693.12	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 54,293.12
Chesnut, Craig	Working Foreman	4	7/19/2012	\$ 67,952.56	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 69,802.56
Wing, Matthew	MER	4	9/19/2013	\$ 59,850.22	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 61,700.22
Pierce, Derek	HMEO	6	11/8/2001	\$ 59,918.26	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 61,518.26
Michilini, James	Maintenance Man (	2/3	5/25/2017	\$ 49,111.17	\$ 800.00	\$ 600.00		\$ 200.00		\$ 50,711.17
Morris, John	HMEO	5	9/6/1988	\$ 58,580.95	\$ 800.00	\$ 600.00		\$ 200.00		\$ 60,180.95
Tannamio, Jonathan	HMEO	1/2	9/12/2019	\$ 52,330.62	\$ 800.00	\$ 600.00		\$ 200.00		\$ 53,930.62
Vacant	HMEO	1/2	7/1/2020	\$ 50,726.36	\$ 800.00	\$ 600.00		\$ 200.00		\$ 52,326.36
				\$ -						\$ -
DEPARTMENT TOTAL				\$ 1,056,711.12	\$ 12,800.00	\$ 10,100.00	\$ 750.00	\$ 3,400.00	\$ 3,100.00	\$ 1,086,861.12

On Call Increased \$50 per week X 52 weeks =

OT increased \$3,354.00 1.046%

\$2,600.00

\$3,354.00

Total Full Time

Total Seasonal/Temp

Total Overtime

Total Contract

Total Snow Overtime

Total

\$ 1,056,711.12

\$ -

\$ 76,681.00

\$ 30,150.00

\$ 70,000.00

\$ 1,233,542.12

HIGHWAY DIVISION SALARY INFORMATION FY2021 DEPARTMENT REQUESTED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	SICK LEAVE INCENTIVE	TOOL INCENTIVE	MEALS	LONGEVITY	TOTAL SALARY BENEFIT
Ed Tierney	Superintendent	4/5	6/27/2000	\$ 102,939.82	\$ -	\$ 500.00	\$ -	\$ 200.00	\$ 3,100.00	\$ 106,739.82
Dionio, Mark, Allen	Heavy Mechanical Equipment Operator(HMEO)	6	9/12/2000	\$ 59,918.26	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 61,518.26
Collins, Matthew	Mechanical Equipment Repairman (MER)	4	11/3/2011	\$ 59,850.22	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 61,700.22
Baker, Frederick	HMEO	4/5	10/9/2008	\$ 58,173.07	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 59,773.07
Hynes, Robert	Working Foreman	6	2/1/1999	\$ 73,532.69	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 75,132.69
Caira, Benjamin	Special Mechanical Equipment Operator (SMEO)	5	1/14/2008	\$ 65,412.28	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 67,012.28
CASEY, Matthew	HMEO	1/2	9/24/2018	\$ 52,739.40	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 54,339.40
OLoughlin, Wayne	Working Foreman	9	11/10/1986	\$ 76,503.41	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 78,103.41
O'Connell, Christopher	HMEO	4	1/12/2012	\$ 56,478.71	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 58,078.71
Etter, Christopher	HMEO	1/2	7/8/2019	\$ 52,693.12	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 54,293.12
Chesnut, Craig	Working Foreman	4	7/19/2012	\$ 67,952.56	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 69,802.56
Wing, Matthew	MER	4	9/19/2013	\$ 59,850.22	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 61,700.22
Pierce, Derek	HMEO	6	11/8/2001	\$ 59,918.26	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 61,518.26
Mitchlin, James	Maintenance Man (MM)	2/3	5/25/2017	\$ 49,111.17	\$ 800.00	\$ 600.00		\$ 200.00		\$ 50,711.17
Morris, John	HMEO	5	9/6/1988	\$ 58,580.95	\$ 800.00	\$ 600.00		\$ 200.00		\$ 60,180.95
Tannaro, Jonathan	HMEO	1/2	9/12/2019	\$ 52,330.62	\$ 800.00	\$ 600.00		\$ 200.00		\$ 53,930.62
Vacant	HMEO	1/2	7/1/2020	\$ 50,726.36	\$ 800.00	\$ 600.00		\$ 200.00		\$ 52,326.36
				\$ -						\$ -
DEPARTMENT TOTAL				\$ 1,056,711.12	\$ 12,800.00	\$ 10,100.00	\$ 750.00	\$ 3,400.00	\$ 3,100.00	\$ 1,086,861.12

On Call increased \$50 per week X 52 weeks = **\$2,600.00**
OT increased \$3,354.00 1.046% **\$3,354.00**
 Total Full Time \$ 1,056,711.12
 Total Seasonal/Temp \$ -
 Total Overtime \$ 76,681.00
 Total Contract \$ 30,150.00
 Total Snow Overtime \$ 70,000.00
 Total \$ 1,233,542.12

Fiscal Year 2021

Total Full Time	\$	990,281.85
Total Seasonal/Temp		
Total Overtime	\$	70,727.00
Total Contract	\$	28,550.00
Total Snow Overtime	\$	70,000.00
Total	\$	1,159,558.85

Highway

DESCRIPTION/DETAIL

HIGHWAY

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 519,577	\$ 413,336	\$ 534,326	\$ 353,127	\$ 552,326	\$ 426,541	\$ 413,100	\$ 399,282	\$ 413,100	\$ 453,100	\$453,100	\$ 453,100

Supplies and Expenses

	FY20	Department	Town Mgr.	Fin Com
Mechanics Section for the cost to maintain and repair the town/s vehicle fleet, including parts, equipment, oil, grease and lube and other associated equipment and materials.	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000
The cost of bituminous concrete for patching. Increase \$10,000	\$ 120,000	\$ 130,000	\$ 130,000	\$ 130,000
The Highway Division costs of materials and equipment for maintenance and repair of town roads, drainage systems, sidewalks and berms, including stone and gravel for road and drainage work, drainage structures and pipe, loam, miscellaneous hand tools, and other miscellaneous equipment and supplies.	\$ 110,600	\$ 110,600	\$ 110,600	\$ 110,600
Emergency maintenance of unaccepted roads	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
House of Correction Inmate Services meals	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Snow Removal Parts and Supplies	\$ 15,000	\$ 45,000	\$ 45,000	\$ 45,000
	\$ 413,100	\$ 453,100	\$ 453,100	\$ 453,100

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 291,843	\$ 211,584	\$ 322,293	\$ 278,165	\$ 322,293	\$ 300,923	\$ 322,293	\$ 304,944	\$ 322,293	\$ 322,293	\$322,293	\$ 322,293

Contract Services/Leases

	FY20	Department	Town Mgr.	Fin Com
The "Contract Services/Leases" budget covers costs associated with work done by outside vendors to complete work as required to properly maintain and repair Town owned property/equipment, with approximate cost breakdown as follows:				
Mechanic Section for repair and maintenance of vehicles, equipment and garage	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Catch Basin cleaning contract	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Police Detail costs	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000
Highway Division services, including line stripe, signal repairs, guard rail stockpile testing and removal, street sweepings testing and removal, bridge inspections, training seminars, conferences and memberships	\$ 121,843	\$ 121,843	\$ 121,843	\$ 121,843
Thermo lines striping	\$ -	\$ -	\$ -	\$ -
Clothing Allowance per SEIU	\$ 450	\$ 450	\$ 450	\$ 450
	\$ 322,293	\$ 322,293	\$ 322,293	\$ 322,293

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 29,250	\$ 29,216	\$ 29,250	\$ 29,250	\$ 29,250	\$ 19,120	\$ 29,250	\$ 24,517	\$ 29,250	\$ 13,100	\$ 13,100	\$ 13,100

Utilities

	FY20	Department	Town Mgr.	Fin Com
The "Utilities" budget covers utility costs associated with the operation of the Highway Office, Garage, and Storage Buildings and also includes the costs associated with recycling of waste oil.	\$ 29,250	\$ 13,100	\$ 13,100	\$ 13,100
	\$ 29,250	\$ 13,100	\$ 13,100	\$ 13,100

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 350,000	\$ 696,232	\$ 350,000	\$ 1,153,416	\$ 350,000	\$ 1,165,758	\$ 350,000	\$ 782,558	\$ 350,000	\$ 350,000	\$350,000	\$ 350,000

Snow and Ice Operations:

	FY20	Department	Town Mgr.	Fin Com
the "Snow and Ice Operations" budget covers the costs associated with snow and ice removal over the winter months, including the cost of snow plow contractors, and snow/ice melting chemicals (salt, magnesium chloride and sand).	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000

Parks and Trees

Department Explanation

The Parks and Tree's Department is a newly formed division under the Public Works Department. This department was created out of the need for better care and maintenance of playing fields throughout the Town. This Department was previously combined with the Cemetery Division. Competing priorities constantly caused the parks and fields to be poorly maintained. If a burial was scheduled that took precedent over all other functions. This will be the first year of the split.

The Parks and Tree's Department will care for almost 200 acres of fields and all trees on public property.

Budget Narrative

In FY21 the Parks Department will see a \$15,050 increase. This increase is mainly due to the overtime line being bumped up.

FY19 / 20 Accomplishments

- Refurbished 6 Baseball Diamonds
- Maintained/Groomed over 70 acres of grounds
- Responded to approx. 100 tree calls
- Brushcut over 150 miles of roadside brush.
- Assisted other departments on water breaks and plowing, etc.



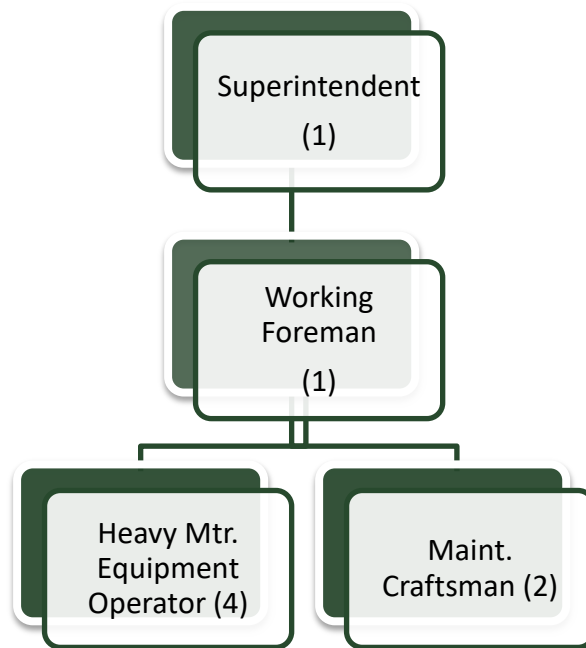
Parks and Trees



The Town is currently working with Left Field and Warner Larson to redesign the Peggy Hannon Rizza Complex. This project will include two turf fields and two full sized softball fields. As well as multiple recreation and leisure areas. The Town is excited for the future of this complex. The project will go in front CPC and Town Meeting in the fall for funding.

Parks and Trees

Organizational Chart



Parks and Trees

PARKS & TREES

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2020 DEPT REC	FY2021 TM REC	FY2021 FIN COM REC
<i>Personnel Services</i>										
Full Time					\$ 480,372	\$ 474,339	\$ 486,728	\$ 487,993	\$ 487,993	\$ 487,993
Part Time/Seasonal					-		-		-	
Overtime					\$ 97,370	\$ 93,047	\$ 97,370	\$ 110,155	\$ 110,155	\$ 110,155
Contractual Obligations					\$ 17,124	\$ 12,114	\$ 17,124	\$ 17,124	\$ 17,124	\$ 17,124
Perpetual Care Interest Trans.										
Total					\$ 594,866	\$ 579,500	\$ 610,222	\$ 615,272	\$ 615,272	\$ 615,272

Expenses

Supplies and Expenses					\$ 94,025	\$ 93,843	\$ 67,925	\$ 67,925	\$ 67,925	\$ 67,925
Mosquito Control					\$ 15,000	\$ 11,814	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Contract Services/Leases					\$ 67,830	\$ 67,686	\$ 125,830	\$ 140,830	\$ 140,830	\$ 140,830
Utilities					\$ 7,500	\$ 3,000	\$ 7,500	\$ 2,500	\$ 2,500	\$ 2,500
Capital Outlay					\$ 100,000	\$ 85,796	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
Total Expenses					\$ 284,355	\$ 262,139	\$ 336,255	\$ 346,255	\$ 346,255	\$ 346,255
TOTAL BUDGET	\$ -	\$ -			\$ 879,221	\$ 841,639	\$ 946,477	\$ 961,527	\$ 961,527	\$ 961,527

Position	FY2020 FTE	Dep. Req. FY2021 FTE	TM/Rec FY2021 FTE	Fin Com Rec FY2021 FTE	Difference PY \$	% PY
Superintendent	1	1	1	1		
Working Foremen	1	1	1	1		
Heavy Mtr. Equip. Oper.	4	4	4	4		
Maintenance Craftsman	2	2	2	2		
TOTAL STAFF	8	8	8	8		1.59%

[illegible]

TABLE 1

Continued

[illegible]

Total	\$ 615,272.00

Parks and Trees

PARKS & TREES
SALARY INFORMATION FY2020 BUDGETED

[illegible]

Total Full Time	\$ 495,728.00		
Total Seasonal		Budget Amendment:	\$ -
Total Overtime	\$ 97,370.00		
Total Contract	\$ 17,124.00		
Total	\$ 610,222.00		

Parks and Trees

PARKS & TREES

Supplies and Expenses

	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
			\$ 94,025	\$ 93,843	\$ 67,925	\$ 67,925	\$ 67,925	\$ 67,925
					FY2020	Department	Town Mgr.	Fin Com
general office supply allocation					\$ 725	\$ 725	\$ 725	\$ 725
Landscaping and playing field materials					\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Equipment repairs, parts, fence repairs and building repairs.					\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Accessories, safety supplies, custodial supplies, time clock					\$ 5,500.00	\$ 5,500.00	\$ 5,500	\$ 5,500
Hydro seeding supplies, seed and fertilizer					\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
Subscriptions to trade magazines, association dues and memberships.					\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Vegetation killer, wasp spray, weed killer					\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Replace worn or broken tools					\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500
Planting Veteran's Day flowers, Christmas decorations, mulch and square plantings and tree replacement as needed					\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Annual Maintenance of Irrigation systems					\$ -	\$ -	\$ -	\$ -
Bark Mulch for Town Common & Veteran Squares					\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Inmate Services					\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Office Trailer					\$ -	\$ -	\$ -	\$ -
Total Supplies and Expenses					\$ 67,925	\$ 67,925.00	\$ 67,925.00	\$ 67,925.00

Mosquito Control

	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
			\$ 15,000	\$ 11,814	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
					FY2020	Department	Town Mgr.	Fin Com
To Purchase Larvicide Briquettes to treat Catch Basins					\$ 15,000	\$ 15,000.00	\$ 15,000	\$ 15,000
Ariel Spraying, Board of Health								
Total Mosquito Control					\$ 15,000	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00

Contract Services

	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
			\$ 67,830	\$ 67,686	\$ 125,830	\$ 140,830	\$ 140,830	\$ 140,830
					FY20	Department	Town Mgr.	Fin Com
Police Details					\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Outside Services - Irrigation / Deep Tine Areation, Hydroseeding -					\$ 55,000.00	\$ 55,000.00	\$ 55,000.00	\$ 55,000.00
Uniforms -					\$ 4,880.00	\$ 4,880.00	\$ 4,880.00	\$ 4,880.00
Maintenance contracts-					\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00
Crane Rental					\$ 30,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
Consulting Services					\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
Clothing Allowance per SEIU					\$ 450.00	\$ 450.00	\$ 450.00	\$ 450.00
Legal Ads for Tree postings					\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Brush disposal					\$ -	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Total Contract Services					\$ 125,830.00	\$ 140,830.00	\$ 140,830.00	\$ 140,830.00

Utilities

	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
			\$ 7,500	\$ 3,000	\$ 7,500	\$ 2,500	\$ 2,500	\$ 2,500
					FY20	Department	Town Mgr.	Fin Com
Electricity for Cemetery Garage, Office & Outside Lights					\$ -	\$ -	\$ -	\$ -
Fuel/ Heat for Cemetery Garge & Office					\$ -	\$ -	\$ -	\$ -
Electricity for Alexander Road and Office Trailer					\$ -	\$ -	\$ -	\$ -
Fuel/Heat for Alexander Road and Office Trailer					\$ 4,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
					\$ -	\$ -	\$ -	\$ -
					\$ 4,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00

Capital Outlay

	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
			\$ 100,000	\$ 85,796	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
						Department	Town Mgr.	Fin Com
Quantity			Lease Purchase					
1			16' enclosed cap mower			120,000.00	120,000.00	120,000.00
1			16' enclosed cap mower					
\$			80,000					

Solid Waste

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT. REQ.	FY2021 TM REC	FY2021 FIN COM REC
SOLID WASTE										
5285 SOLID WASTE	\$ 2,924,848	\$ 2,842,908	\$ 2,892,440	\$ 2,693,147	\$ 2,979,589	\$ 2,920,436	\$ 3,086,921	\$ 3,359,776	\$ 3,359,776	\$ 3,359,776
TOTAL BUDGET	\$ 2,924,848	\$ 2,842,908	\$ 2,892,440	\$ 2,693,147	\$ 2,979,589	\$ 2,920,436	\$ 3,086,921	\$ 3,359,776	\$ 3,359,776	\$ 3,359,776

8.84%

Waste Management (FY-21) base collection contract as negotiated, includes collection, fuel adjustment and recycling program	\$ 2,161,150.24
Recycling contamination processing and disposal	\$ -
Wheelabrator (FY 21) trash disposal as negotiated	\$ 84,376.00
Code Red costs	\$ 1,093,500.00
Printings, roll off dumpsters at Highway, Cemetery and events, Fluorescent bulbs, white good and CRT disposal, illegal dumping, outreach, etc.	\$ 7,500.00
Total	\$ 3,359,776.24

RECYCLE/RECICLE
THANK YOU FOR RECYCLING THESE:
GRACIAS POR RECICLAR ESTOS:

Cans
Latas



Food and Beverage Cans
empty and rinse
vacíe y enjuague

Glass
Vidrio



Bottles and Jars
empty and rinse
vacíe y enjuague

Plastic Containers
Contenedores de Plástico



Kitchen, Laundry, Bath
empty and replace cap
vacíe y reemplaze la tapa

Paper & Cardboard
Papel y Cartón



Mixed Paper, Newspaper, Magazines, Cardboard
emptied and flattened
vacíe y aplaste

NO!


Do Not Bag Recyclables
No Garbage
No coloque artículos reciclables dentro de bolsas.


No Plastic Bags or Plastic Wrap
No tire bolsas plásticas o envoltura plástica


No Food or Liquid
No tire comida, ni líquidos


No Clothing or Linens
No tire ropa, ni sábanas


No Tangles (no hoses, wires, chains, or electronics)
No tire objetos que se puedan enredar

NO PLASTIC BAGS IN THE RECYCLING CART



DO NOT BAG Recyclables

Collecting recyclables in a bag? Empty the contents into the cart.

 **Return plastic bags to retailers.**

Section 9: Debt / Shared Cost

Debt

DEBT SERVICE

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEBT REQ	FY2021 TM REC	FY2021 FINCOM REC
7130 TOWN - SHORT TERM	\$ 245,000.00	\$ 198,282.00	\$ 412,000.00	\$ 307,375.00	\$ 420,000.00	\$ 420,000.00	\$ 398,875.00	\$ 350,000.00	\$ 350,000.00	\$ 350,000.00
7140 SCHOOL - SHORT TERM										
7150 TOWN - PRINCIPAL	\$ 526,559.00	\$ 511,539.00	\$ 453,846.00	\$ 453,846.00	\$ 170,000.00	\$ 170,000.00	\$ 165,000.00	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00
7160 SCHOOL - PRINCIPAL	\$ 650,000.00	\$ 650,000.00	\$ 650,000.00	\$ 650,000.00	\$ 500,000.00	\$ 500,000.00	\$ 490,000.00	\$ 480,000.00	\$ 480,000.00	\$ 480,000.00
7550 TOWN - INTEREST LONG TERM	\$ 70,883.00	\$ 70,765.00	\$ 53,753.94	\$ 53,754.00	\$ 42,950.00	\$ 42,950.00	\$ 57,975.00	\$ 68,050.00	\$ 68,050.00	\$ 68,050.00
7560 SCHOOL - INTEREST LONG TERM	\$ 196,644.00	\$ 187,223.00	\$ 166,900.00	\$ 166,900.00	\$ 140,350.67	\$ 140,350.00	\$ 124,250.00	\$ 106,775.04	\$ 106,775.04	\$ 106,775.04
7180 TOWN - PRINCIPAL (NEW)										
7190 SCHOOL - PRINCIPAL (NEW)										
7580 TOWN - INTEREST LONG TERM (NEW)										
7590 SCHOOL - INTEREST LONG TERM (NEW)										
7130 EXEMPT DEBT TEMPORARY INTEREST			\$ 2,400,000.00	\$ 2,400,000.00	\$ 1,800,000.00	\$ 1,800,000.00	\$ 201,125.00	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00
7170 HIGH SCHOOL EXEMPT PRINCIPAL			\$ 2,454,182.37	\$ 2,454,182.00	\$ 3,339,219.00	\$ 3,339,219.00	\$ 3,326,469.00	\$ 3,286,331.25	\$ 3,286,331.25	\$ 3,286,331.25
7180 HIGH SCHOOL EXEMPT INTEREST	\$ 1,420,000.00	\$ 1,420,000.00	\$ 1,250,000.00	\$ 1,250,000.00	\$ 1,250,000.00	\$ 1,250,000.00	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00
PARKER SCHOOL EXEMPT PRINCIPAL	\$ 322,363.00	\$ 322,362.00	\$ 265,562.50	\$ 265,562.00	\$ 215,562.50	\$ 215,562.50	\$ 165,562.50	\$ 152,782.50	\$ 152,782.50	\$ 152,782.50
PARKER SCHOOL EXEMPT INTEREST	\$ 735,000.00	\$ 735,000.00	\$ 60,434.29	\$ 60,434.00	\$ 766,198.10	\$ 766,198.00	\$ 641,323.41	\$ 91,101.12	\$ 91,101.12	\$ 91,101.12
DEBT STABILIZATION APPROPRIATION										
TOTAL	\$ 4,166,409.00	\$ 4,095,171.00	\$ 8,166,689.10	\$ 8,064,063.00	\$ 8,644,480.27	\$ 8,644,279.50	\$ 7,890,579.91	\$ 7,030,019.90	\$ 7,030,019.90	\$ 7,030,019.90

General Fund Debt less Exclusions:

\$ 1,688,046.00

\$ 1,736,509.94

Amount Committed to Annual De \$	9,066,289									
FY2012 Appropriation:	9,066,289									
Debt Stabilization Appropriation:	0									
FY2012 Debt Service Commitment:	9,066,289									
FY2013 Appropriation:	8,341,701									
Debt Stabilization Appropriation:	724,588									
FY2013 Debt Service Commitment:	9,066,289									
FY2014 Appropriation:	8,153,971									
Debt Stabilization Appropriation:	912,318									
FY2014 Debt Service Commitment:	9,066,289									
FY2015 Appropriation:	7,424,616									
Debt Stabilization Appropriation:	1,641,673									
FY2015 Debt Service Commitment:	9,066,289									
FY2016 Appropriation:	8,953,492									
Debt Stabilization Appropriation:	112,797									
FY2016 Debt Service Commitment:	9,066,289									
FY2017 Appropriation:	8,320,993									
Debt Stabilization Appropriation:	745,296									
FY2017 Debt Service Commitment:	9,066,289									
FY2018 Appropriation:	9,005,566									
Debt Stabilization Appropriation:	60,434									
FY2018 Debt Service Commitment:	9,066,000									
FY2019 Appropriation:	8,299,802									
Debt Stabilization Appropriation:	726,198									
FY2019 Debt Service Commitment:	9,066,000									
FY2020 Appropriation:	8,424,677									
Debt Stabilization Appropriation:	641,323									
FY2020 Debt Service Commitment:	9,066,000									
FY2021 Appropriation:	8,974,899									
Debt Stabilization Appropriation:	91,101									
FY2021 Debt Service Commitment:	9,066,000									

Total Debt Service: \$ 15,375,310.58 \$ 14,904,583.40 \$ 14,437,633.09 \$ 14,586,992.64

total gen prin	\$ 1,103,846.00	\$ 670,000.00	\$ 655,000.00	\$ 800,000.00
total gen int	220,663.94	183,500.67	182,225.00	174,825.04
total gen short	412,000.00	420,000.00	398,875.00	350,000.00
Total LT:	\$ 1,736,509.94	\$ 1,273,500.67	\$ 1,236,100.00	\$ 1,324,825.04
Total Principal	\$ 6,736,603.00	\$ 6,157,148.04	\$ 6,443,535.02	\$ 6,938,194.53
Total Interest	1,586,089.52	1,452,653.86	1,314,254.57	1,616,714.36
Total Short Term	682,873.19	690,000.00	666,987.00	420,000.00
Total Debt	\$ 9,005,565.71	\$ 8,299,801.90	\$ 8,424,676.59	\$ 8,974,898.89

	FY 2018	FY 2019	FY 2020	FY 2021
sewer prin	\$ 4,012,006.00	\$ 3,889,322.04	\$ 4,010,034.16	\$ 4,023,455.05
sewer int	1,088,636.58	1,065,717.19	969,673.92	1,092,917.25
sewer short	245,673.19	245,000.00	178,483.00	35,000.00
	\$ 5,346,315.77	\$ 5,180,039.23	\$ 5,158,407.08	\$ 5,151,372.30
water prin	\$ 1,620,751.00	\$ 1,617,826.00	\$ 1,778,500.86	\$ 2,114,729.48
water int	276,789.00	203,436.00	162,155.65	348,972.07
water short	25,000.00	25,000.00	89,519.00	35,000.00
	\$ 1,922,540.00	\$ 1,846,262.00	\$ 2,030,175.51	\$ 2,498,701.55

TOWN / SCHOOL SHARED ACCOUNTS

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ.	FY2021 TM REC.	FY2021 FINCOM REC.
7010 TOWN BLDG. INSURANCE	\$ 1,020,000	\$ 1,020,000	\$ 1,020,000	\$ 912,727	\$ 1,020,000	\$ 859,795	\$ 1,120,000	\$ 1,176,000	\$ 1,176,000	\$ 1,176,000
7011 SCHOOL BLDG INSURANCE										
7012 TOWN HEALTH INSURANCE	\$ 14,526,640	\$ 14,526,640	\$ 15,526,640	\$ 15,526,640	\$ 16,237,027	\$ 16,237,027	\$ 16,314,027	\$ 16,744,339	\$ 16,744,339	\$ 16,744,339
7013 SCHOOL HEALTH INSURANCE										
7020 TOWN WORKERS COMP	\$ 866,000	\$ 865,417	\$ 866,000	\$ 843,995	\$ 746,000	\$ 691,363	\$ 866,000	\$ 866,000	\$ 866,000	\$ 866,000
7021 SCHOOL WORKERS COMP										
7030 TOWN UNEMPLOYED COMP	\$ 100,000	\$ 57,408	\$ 100,000	\$ 56,454	\$ 80,000	\$ 61,483	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
7031 SCHOOL UNEMPLOYED COMP										
7042 TOWN MEDICARE	\$ 993,500	\$ 993,500	\$ 1,133,240	\$ 1,110,675	\$ 1,153,240	\$ 1,149,675	\$ 1,133,240	\$ 1,133,240	\$ 1,133,240	\$ 1,133,240
7043 SCHOOL MEDICARE										
7052 COUNTY RETIREMENT ASSESSMENT	\$ 9,826,635	\$ 9,826,635	\$ 10,788,311	\$ 10,788,311	\$ 11,556,039	\$ 11,555,145	\$ 11,921,516	\$ 12,782,396	\$ 12,782,396	\$ 12,782,396
7052 OPEB TRUST CONTRIBUTION	\$ -		\$ 1,000,000	\$ 1,000,000	\$ 1,150,000	\$ 1,150,000	\$ 1,322,500	\$ 1,520,875	\$ 1,520,875	\$ 1,520,875
TOTAL BUDGET	\$ 27,332,775	\$ 27,289,599	\$ 30,434,191	\$ 30,238,802	\$ 31,942,306	\$ 31,704,488	\$ 32,777,283	\$ 34,322,850	\$ 34,322,850	\$ 34,322,850

Section 10: Water Enterprise Budget

Water

Department Explanation / History

Billerica Water Works

Billerica Water Works was established by an act of the Massachusetts Legislature in 1897. Construction of the original works began in 1898 and continued for several years. The water works was first activated in January of 1899. Water was originally from wells located in the area of the present Public Works Yard, where the original pumping station building remains.

Treatment Plant

The first Water Treatment Plant (WTP) was built in 1955. As originally built it had a capacity of 3.5 million gallons per day (MGD) and was intended to be expanded to 7 MGD at a later time. In 1967 the plant was expanded to its intended maximum capacity. As growth in town continued the plant's capacity was again increased in 1976, this time to 14 MGD.

On May 18, 2006, the old Water Treatment Plant on Boston Road was taken off line and the new Water Treatment Plant, located off Treble Cove Road, continued servicing the town. The new Water Treatment Plant uses the same processes and has the same capacity as the old plant. The old plant was eventually demolished.

Budget Narrative

The Water Department budget will see a small increase of \$51,957. Most of this increase is due to debt service and offset with a decrease to expenses.

Programs and Services

Protecting Water Safety

The function of this program is to see that connections between the drinking water system and any other liquid or gas do not pose a threat to the safety of the drinking water. There are two conditions under which cross connections are a problem:

The first is when the pressure in the main drops and contaminants are siphoned back into the mains. This can happen when there is a main break or a large fire demand in the area.

The second is when the pressure in a building's plumbing system exceeds the pressure in the main. This can be caused by pressure-type



Water

boilers or any process connected to the plumbing that heats liquids or gases.

Reduced Pressure Zone Valve

Billerica Water Works has regulations requiring that all commercial buildings have a reduced pressure zone (RPZ) valve after the water meter. While our efforts are directed at commercial properties, homeowners should be aware that they may have cross connections in their plumbing. The most common cross connections are probably a garden hose with a sprayer attached or a hose placed in a swimming pool.

Program Operations

The Head Tester is responsible for surveying all commercial buildings for cross connections. When these are found and cannot be physically separated, a special check valve must be installed. Normally an RPZ valve will be used. The exceptions are the valves on the fire lines, which are double checks. The RPZ valves are tested twice a year and the double checks once a year.

Maintenance of Service Lines

Our staff repairs or replaces the portion of the service lines between the main and the property line as needed. These are similar to water main repairs. Many of these are not emergencies but are scheduled. When an old galvanized-iron service line corrodes, the inside opening becomes smaller and restricts the flow. Replacing these lines restores capacity. This is usually done after the homeowner has changed the service line on his or her property to type-K copper.

As other utilities mark out the location of their buried lines when we are digging, we must locate our lines for them. We are not a member of the Dig Safe System, and must be contacted separately by anyone planning to excavate. We also mark out our lines at the planning stage of projects such as sewer-collection-system extensions.

Main Breaks

Our system averages about 40 main breaks per year. Most of these occur in the winter. Sometimes the pipe is found to have a rock under the pipe or passing through an old sewer trench that has settled. The majority of breaks are unexplained. When a main fails we must isolate (shut-off) the area and call Dig Safe to locate underground utilities.

FY19 Accomplishments

During the 2019 Fiscal Year a total of 1,846,000,000 gallons of water were pumped from the Water Treatment Plant (WTP) to the Town's distribution system. This fiscal year's highest daily pumping occurred on July 1, 2018 with 8.56 million gallons produced. The average day volume this year was 5.23 (million gallons). Monthly pumping data for the fiscal year is listed below.

Water

Month Pumping Totals

<u>Month</u>	<u>Pumped MG</u>	<u>Month</u>	<u>Pumped MG</u>	<u>Month</u>	<u>Pumped MG</u>
July 18	228.500	Nov. 18	114.825	Mar. 19	148.613
Aug. 18	197.404	Dec. 18	119.163	Apr. 19	147.011
Sept. 18	172.106	Jan. 19	120.185	May 19	168.801
Oct. 18	130.204	Feb. 19	106.330	Jun. 19	193.464

In March raw water pump two was replaced. This is the last of the original three raw water pumps to be replaced. The new pump has spider bearings along its shaft and this is expected to extend the life of this pump. The original driver (motor) was retained and reused.

Before sun rise on August 17, 2018 there was a lighting strike at the WTP. Initially the only sign of this strike was a blinding flash on the north side of the main building. This strike caused extensive damage to the several systems which disabled the WTP for a number of hours. We not only lost numerous SCADA input devices and four PLCs cards but also several timers, controllers, and interlocks at the high voltage switch gear. Eventually we were able to bring the WTP back on line by overriding some of the controls and manually compensating for the missing data collection. As we worked through the obvious failed equipment we continued to find other damage behind this for a few weeks following the incident. The last of the damage control equipment was replaced in January of 2019. This damage was covered by the Town's insurance in the amount of one hundred twenty three thousand dollars.

Ozone

During this year we began planning the replacement of the Ozone production system at the WTP. The current equipment was put on line in 1996 at the old Boston Rd. WTP. When this plant was built the ozone equipment was moved and reinstalled here at the Treble Cove Rd. WTP.

The new system will be located in a new building next to the pretreatment. The raw water flow will be diverted into this building where the ozone will be injected into the flow. Shortly downstream sample lines will be provided to allow the staff to monitor the chemical application efficiency.

The chiller outside the laboratory has been damaged several times due to snow and ice avalanching off the roof during the winter. This will be remedied by moving the unit across the driveway and away from the roof.

Also in this project the emergency eye wash and shower stations will be supplied with tempered water to bring the system up to current code.

Water

Water Ban

Because we did not exceed our per capita allowance last summer and there was no shortage of rain this spring; in May we began this growing season with the required minimum water restriction which allows for outdoor water use every day but not between the hours of 9 AM to 5 PM. This restriction remained through the summer.

Water main installations

Baldwin Rd.

During May one thousand eight hundred twenty feet of the old ten inch main installed in Baldwin Rd was removed from Little John Dr. to Biscayne Dive. This section of pipe had failed often and was replaced with new twelve inch class 52 ductile iron pipe. The old pipe on Baldwin Rd. was installed in 1956 before all the side streets in this neighborhood were developed so the side streets had been installed with tapping sleeves and gates. The replacement was installed using tees with three gates at each of the side streets. This will provide superior control over the flow in this area.

Fieldstone Lane

The developer completed the upper end of Fieldstone Lane beyond the culvert by installing three thousand feet of ten inch ductile iron main over the winter.

The following were replaced during the construction of sewer under Contract 36

Kinder Place

In December one hundred forty nine feet of six inch ductile iron water main was installed from Tomahawk Dr. to a terminal hydrant.

Strand St

In December one hundred thirty six feet of six inch ductile iron water main was installed from Tomahawk Dr. to a terminal hydrant.

Lilly St

In January two hundred fifty seven feet of six inch ductile iron water main was installed from Tomahawk Dr. to a terminal hydrant this replaced the existing main.

Pink St

In January two hundred seventeen feet of six inch ductile iron water main was installed from Tomahawk Dr. to a terminal hydrant.

Water

Richards St.

In March one thousand six hundred fifty of eight inch ductile iron water main were installed replacing the discontinuous six inch existing pipe resulting in the and looping of the new main at the end of Ironwood to Salem Rd.

Crestwood Ln.

In April five hundred eighty two feet of eight ductile iron water main was installed from Ironwood St. to Sumac St.; the old six inch main was removed at this time.

Easement

In February seven hundred fifty feet of eight inch ductile iron pipe was installed on the easement between Sumac St. and dead end of Tomahawk Dr. This will complete the loop from Tomahawk Dr. through Crestwood Ln. and Richards to Salem Rd.

Ironwood St.

The main on Ironwood Street has had numerous failures over the years so the old pipe was removed and disposed of. One thousand six hundred ninety feet of new eight inch class 52 ductile iron pipe was installed in its place from Pond St. to Crestwood Ln. Valves were added on both sides of the high pressure gas main where it crosses this street.

Gail Ann Rd.

In June seven hundred twenty six feet of ten inch main was installed from the end of Marlyn Rd. to a terminal hydrant at the intersection of Woodbury and Gail Ann Rd. The purpose of the two new hydrants is to supply a water source that the Fire Department is able to pump from without having to draw through the lift station on Salem Rd.

Race and Vine Streets

In June seven hundred five feet of ft. of eight inch class 52 ductile iron pipe was installed from Pond St. down Race and Vine Streets to Broadleaf St. near Salem Rd.

Gate valve installation

On Moosewood St. our staff installed a valve at the boundary of the high pressured gas easement as it crossed the street. The sewer contractor installed valves on both sides of the high pressure gas easement where it crosses Richards St. As he was installing the new water main.

Hydrant installations

Water

There were five new hydrant added to the system this year as a result of developments. Contractors replaced eleven hydrants in the process of various infrastructure projects. Our staff replaced twenty three older hydrants.

The plans for the reconstruction of the TPK required the contractor to remove and relocate nine hydrants moving them back to accommodate the widening of the turnpike. These nine hydrants were very old so we supplied the contractor with nine new hydrants from our stock to prevent the reuse of very old units.

Main Break Repairs

Our staff repaired forty nine water main breaks during the year. There was much work done on the service line, curb valves, and boxes as a result of the continuing meter change out program.

Backflow Control

During calendar year 2019 we completed the twenty- ninth year of our Backflow Prevention Program. The Billerica Cross Connection Program received official approval on August 31, 1989. By the mid 1990's the Water Division completed the task of surveying all existing facilities. We are happy to report for the period starting July 1, 2018 and ending June 30, 2019 our database revealed thirty one properties being surveyed or resurveyed for cross connections. By fiscal years end 540 double check valve assemblies, 1,128 reduced pressure zone backflow devices, and forty vacuum units were recorded as in place to protect the public water supply for a total of 1,708 testable devices. A combined total of 1,708 backflow prevention device tests were preformed.

Backflow Control Program Annual Notice

The Town of Billerica accepted the responsibility to fully implement a cross connection control program in the month of August 1998. Billerica's cross control program requires:

- The Town to survey all industrial, commercial, institutional and municipal properties for cross connections.
- Where a cross connection cannot be eliminated it must be protected by a properly installed backflow control device.
- A reduced pressure zone or double check valve backflow device installed to protect a cross connection must be approved. Design data sheets and plans are submitted to the cross connection office for approval by a certified surveyor.
- Following approval, installation and initial testing the backflow device will need routine testing. All low hazard or seasonal backflow devices are scheduled annually. All high

Water

hazard devices are scheduled semi-annually. Testing must be completed by the Town of Billerica or its designee.

- Residential high and low hazard devices, devices installed on fire systems, irrigation or other equipment are included in the regulations and must meet the requirements of the Town's cross connection program. A cross connection survey is not required for a private residence.
- The office of the Massachusetts Department of Environmental Protection strongly promotes consumer education. To meet the education goal the Town includes backflow information in our annual Consumer Confidence Report, provides informational pamphlets, supplies copies of backflow regulations and offers personalized help for completing data sheet and plan approvals.

Additional information about our program is available at the office of Cross Connection Control located at the Water Treatment Plant at 270 Treble Cove Rd., North Billerica, MA 01862-2803.

Water Department
SALARY INFORMATION FY2021 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDU/ HOST	SEWER CERT	WATER CERT	SHIFT DIFF.	SICK LEAVE INCENTIVE	MEALS	LOQUENTY	TOTAL SALARY BENEFIT
MCGOVERN, John	Superintendent	7	9/8/1981	\$ 102,939.82	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400.00	\$ 1,000.00	\$ 4,100.00	\$ 107,439.82
Richard Raworth	Chemist	8	7/1/2014	\$ 78,981.75	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 400.00	\$ 1,000.00	\$ -	\$ 81,381.75
MCAUGHLIN, Ed	Supervisor	4	11/8/1990	\$ 87,933.33	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 400.00	\$ 1,080.00	\$ -	\$ 90,217.33
Cusco, Dave	Head Taster	9	9/6/1988	\$ 64,054.32	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 1,080.00	\$ -	\$ 66,534.32
BOULE, Robert	Head Taster	7/8	2/20/1986	\$ 73,025.65	\$ 800.00	\$ -	\$ -	\$ 300.00	\$ -	\$ 600.00	\$ 1,000.00	\$ -	\$ 75,725.65
MCINEL, David	Fitter Operator	5	11/0/2008	\$ 61,564.63	\$ 800.00	\$ -	\$ -	\$ 450.00	\$ 2,080.00	\$ 600.00	\$ 1,000.00	\$ -	\$ 66,494.63
Russo, John	SCADA Operator	4/5	5/1/2008	\$ 73,168.71	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 1,000.00	\$ -	\$ 75,968.71
GOULD, Alan	Fitter Operator	6	1/30/2003	\$ 63,411.57	\$ 800.00	\$ -	\$ -	\$ 50.00	\$ 2,340.00	\$ 200.00	\$ 1,000.00	\$ -	\$ 67,801.57
GARABEDIAN, Gareid	Assistant Supertnt.	9	4/15/1985	\$ 88,929.40	\$ 800.00	\$ -	\$ -	\$ 90,929.40	\$ -	\$ 200.00	\$ 1,000.00	\$ -	\$ 90,929.40
MCNEBBY, John	Fitter Operator	8	1/9/1995	\$ 65,973.39	\$ 800.00	\$ 150.00	\$ 225.00	\$ 350.00	\$ 988.00	\$ 400.00	\$ 1,000.00	\$ -	\$ 69,886.39
KALMES, Patrick	Fitter Operator	4	3/24/2014	\$ 59,771.48	\$ 800.00	\$ -	\$ -	\$ -	\$ 3,682.00	\$ 600.00	\$ 1,000.00	\$ -	\$ 65,863.48
DONOVAN, James	Fitter Operator	5	1/22/2008	\$ 61,564.63	\$ 800.00	\$ -	\$ -	\$ -	\$ 416.00	\$ 500.00	\$ 1,000.00	\$ -	\$ 64,280.63
Croty, Briani	Fitter Operator	4	4/14/2015	\$ 59,771.48	\$ 800.00	\$ -	\$ -	\$ 200.00	\$ -	\$ 500.00	\$ 1,000.00	\$ -	\$ 62,271.48
Haines Jr, Michael	Water FMO	3/4	1/3/2017	\$ 55,720.32	\$ 800.00	\$ 50.00	\$ -	\$ -	\$ -	\$ 600.00	\$ 1,000.00	\$ -	\$ 58,320.32
Donovan, Dan	Build Maint. Chris	4	8/22/2013	\$ 55,810.76	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 1,080.00	\$ -	\$ 58,340.76
ZECHEMR, Chris	Working Foreman	6	5/27/1989	\$ 73,532.69	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 1,080.00	\$ -	\$ 75,172.69
DAVENH, Alan	W.M.A.M.M.	9	10/22/1988	\$ 61,242.83	\$ 800.00	\$ 150.00	\$ -	\$ -	\$ -	\$ 600.00	\$ 1,080.00	\$ -	\$ 63,872.83
LEWIS, Robert	MCO Specialist	9	11/8/1983	\$ 76,503.41	\$ 800.00	\$ -	\$ -	\$ -	\$ 1,444.00	\$ 200.00	\$ 1,000.00	\$ -	\$ 79,647.41
SENNETT, Walter	Build Maint. Crstis	9	1/15/1989	\$ 61,242.83	\$ 800.00	\$ -	\$ -	\$ -	\$ 416.00	\$ -	\$ 1,000.00	\$ -	\$ 63,458.83
LUCIANO, Joseph	MM	3/4	2/18/2016	\$ 50,320.38	\$ 800.00	\$ -	\$ -	\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ 51,320.38
CAPODILUPPO, Carolyn	Lab Tech	9	9/21/1986	\$ 82,931.22	\$ 800.00	\$ -	\$ -	\$ 400.00	\$ -	\$ -	\$ 200.00	\$ -	\$ 84,331.22
Vacant	Water Reader/Repair												\$ -
Gould, Riley	Water Reader/Repair	3/4	10/20/2016	\$ 55,504.25	\$ 800.00					\$ 600.00	\$ 1,000.00		\$ 57,904.25
Manetta, William	Water Reader/Repair	4	11/19/2012	\$ 55,972.72	\$ 800.00					\$ 600.00	\$ 1,000.00		\$ 58,372.72
													\$ -
													\$ -
													\$ -
													\$ -
DEPARTMENT TOTAL				\$ 1,569,831.57	\$ 17,600.00	\$ 350.00	\$ 225.00	\$ 1,950.00	\$ 11,076.00	\$ 10,000.00	\$ 20,600.00	\$ 4,100.00	\$ 1,635,792.57

On call increased \$50 X 2 on call X 52 weeks = \$5,200	split between flushing and OT	Flushing OT	\$	169,698.50	\$	10,248.50
		Total Overtime	\$	318,701.00	\$	21,701.00
Flushing OT increased \$7,348.50 1.046%		Total Contract:	\$	65,901.00		
OT increased \$13,900.00		Total	\$	2,124,132.07		

Water Department SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANNUAL DATE	BASE SALARY	CLOTHING	CDU/ HOST	SEWER CERT	WATER CERT	DIFF. SHIFT	SICK LEAVE INCENTIVE	MEALS	BUYBACK	LONGEVITY	TOTAL SALARY BENEFIT
MCGOVERN, John	Superintendent	7	9/8/1981	\$ 100,136.01	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400.00	\$ -	\$ -	\$ 4,100.00	\$ 104,636.01
Richard Hawthorth	Chemist	4	7/1/2014	\$ 75,431.98	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 77,731.98
TBD	Chemist	0	1/0/1900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MCLAUGHLIN, Ed	Supervisor	8	11/8/1990	\$ 82,937.03	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 400.00	\$ 980.00	\$ -	\$ -	\$ 85,117.03
Crusco, Dave	HMEC	9	9/6/1988	\$ 60,758.70	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 980.00	\$ -	\$ -	\$ 63,138.70
BOULE, Robert	Head Tester	7	2/20/1996	\$ 69,289.34	\$ 800.00	\$ -	\$ -	\$ 300.00	\$ -	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 71,889.34
MCINEL, David	Filter Operator	4/5	11/02/08	\$ 58,827.45	\$ 800.00	\$ -	\$ -	\$ 450.00	\$ 2,080.00	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 63,657.45
Russo, John	SCADA Operator	4/5	5/1/2008	\$ 67,782.65	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 70,082.65
GOULD, Alan	Filter Operator	5/6	1/30/2003	\$ 60,592.27	\$ 800.00	\$ -	\$ -	\$ 50.00	\$ 2,340.00	\$ 200.00	\$ 900.00	\$ -	\$ -	\$ 64,882.27
GARABEDIAN, Gerard	Assistant Superint.	9	4/15/1985	\$ 84,975.57	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 200.00	\$ 900.00	\$ -	\$ -	\$ 86,875.57
MCNEIRY, John	Filter Operator	7	1/9/1995	\$ 62,400.84	\$ 800.00	\$ 150.00	\$ 225.00	\$ 350.00	\$ 988.00	\$ 400.00	\$ 900.00	\$ -	\$ -	\$ 66,213.84
KALMES, Patrick	Filter Operator	3	3/24/2014	\$ 57,114.03	\$ 800.00	\$ -	\$ -	\$ -	\$ 3,692.00	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 63,106.03
DONOVAN, James	Filter Operator	4/5	1/22/2008	\$ 58,827.45	\$ 800.00	\$ -	\$ -	\$ -	\$ 416.00	\$ 500.00	\$ 900.00	\$ -	\$ -	\$ 61,443.45
Croly, Brian	Filter Operator	3/4	4/14/2015	\$ 55,807.43	\$ 800.00	\$ -	\$ -	\$ 200.00	\$ -	\$ 500.00	\$ 900.00	\$ -	\$ -	\$ 59,207.43
Haines Jr, Michael	Water HMEC	1/2	1/3/2017	\$ 52,781.89	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 55,081.89
HOEGER, Kenneth	Water Maint. Craftsman	4	2/3/2011	\$ 53,050.10	\$ 800.00	\$ 50.00	\$ -	\$ -	\$ -	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 55,480.10
ZECHNER, Chris	Working Foreman	6	5/27/1999	\$ 70,283.40	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 72,563.40
DAVEY, Alan	W.M.M.	8	10/22/1988	\$ 58,519.96	\$ 800.00	\$ 150.00	\$ -	\$ -	\$ 1,144.00	\$ 200.00	\$ 900.00	\$ -	\$ -	\$ 60,969.96
LEWIS, Robert	M&O Specialist	8	11/8/1983	\$ 73,102.04	\$ 800.00	\$ -	\$ -	\$ -	\$ 416.00	\$ -	\$ 900.00	\$ -	\$ -	\$ 76,146.04
SENNETT, Walter	Build Maint. Chris	2/3	1/5/1989	\$ 58,519.96	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 900.00	\$ -	\$ -	\$ 60,635.96
LUCIANO, Joseph	MM	2/3	2/18/2016	\$ 47,558.34	\$ 800.00	\$ -	\$ -	\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,558.34
CARODILLO, Carolyn	Lab Tech - PT	9	9/2/1988	\$ 59,453.05	\$ 800.00	\$ -	\$ -	\$ 400.00	\$ -	\$ -	\$ 100.00	\$ -	\$ -	\$ 60,753.05
Vacant	Water Reader/Repair	0-1/2	1/0/1900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Gould, William	Water Reader/Repair	2/3	10/20/2016	\$ 51,926.36	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 54,226.36
Manetta, William	Water Reader/Repair	4	11/19/2012	\$ 53,484.15	\$ 800.00	\$ -	\$ -	\$ -	\$ -	\$ 600.00	\$ 900.00	\$ -	\$ -	\$ 55,784.15
CBA BMEC Fall 2019				\$ 35,000.00										\$ 35,000.00
SEU CBA Spring 2019				\$ 2,803.00										\$ 2,803.00
DEPARTMENT TOTAL				\$ 1,511,292.99	\$ 17,600.00	\$ 350.00	\$ 225.00	\$ 1,950.00	\$ 11,076.00	\$ 10,000.00	\$ 18,340.00	\$ -	\$ 4,100.00	\$ 1,574,893.99

Total Full Time: \$ 1,451,819.94
 Total Part Time: \$ 59,433.05
 Seasonal
 Flushing OT: \$ 159,450.00
 Total Overtime: \$ 297,000.00
 Total Contract: \$ 63,641.00
 Total: \$ 2,031,343.99

ACCOUNTING DIVISION

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 983,109	\$ 922,296	\$ 1,008,570	\$ 960,527	\$ 1,032,206	\$ 984,211	\$ 1,141,806	\$ 1,141,806	\$ 1,131,506	\$ 1,126,249	\$ 1,126,249	\$ 1,126,249

These calculations are estimated quantities, based on chemical consumption over the last five years.

Supplies and Expenses

Chemicals: Process Chemicals

Alum - 429.3 tons x \$380 / dry ton=

Aqueous Ammonia - 37,740 lbs. of solution x 0.26/ lb=

Caustic Soda (Sodium Hydroxide) - 757,540 lbs. x \$0.1827/lb. =

Sodium Hypochlorite - 50,338 gals = 503,380 lbs of liquid x \$0.0700 / lb.=

Hydrofluorosilic Acid - 74,663 lbs x \$0.33 / lb.=

Granular Activated Carbon - 214,400 lbs x \$1.80 / lb.=.

Liquid Oxygen - 138,332 ccf x \$0.44 / ccf

Conservation Handouts

Ammonia Scrubbers - (base) hydrated zeolite \$147/cf x 8cf=

Phosphoric acid impregnated coal (catalyst) \$153.20 x 22cf=

Catalyst for the ozone distruct units 360 lbs x \$17.29 / lb.=

Laboratory reagents and monitoring equipment

Treatment works materials for maintnace & general repair (hardware and cleaning)

Synthetic lubricant for flocculators (1 drum=50gals)

Eight inch stainless steel pipe (40ft lengths) for ozone system

Replacement Flouride pump

Replacement of ozone gas valves (roto torque valves)

Distribution system materials for maintenance and repair -

Fuel for the two standby generators - fuel for maintenance operation of generator only

Electric and wiring materials

General office supply

Truck supplies

Hydrants

Hydrant installation supplies- blocking, wedges, gland kits

Road Repair Supplies

Purchase of 14,500 (0.43 ea) conservation bill stuffers for one billing cycle

Water Main Pipe 8" DI pipe

Valves for Water Mains

pneumatic band saw (blades)

Building foundation 2 of 3 drain pump \$2,315 \$112 Shipping

Second Sewer Injection pump \$5558

Replacement Water Softner for Chemical Feed Water

Replacement of 6" Backflow Device for Protected Water Line

Replacement of 12" Check Valve Highlift Pump incl. \$400 shipping

Replacement of two Scada Workstations

Replacement of three HVAC actuators at \$280ea.

Replace one of three Raw Water VFD units.

Replacement of the 1999 LeRoi Air Compressor for outside water

Repacement of the trailer used to move the trench boxes

Impeller for the Backwash Return Pump

Motorized dolly to be used with the Emergency Pumps

Replacement of Rapid Mixer Gear Box

Residual Building Sump pump

Backwash Water Return Pump (spare)

Water Meters - 5/8", 3/4", and 1" (transferred from Administration)

Manual auto reader for the Badger Meters (transferred from Administration)

One of four valve assembly on the high lift pumps at WTP

DR 3900-Spectrophotometer testing for NDPS Permit

Sludge Sampling Device - Replacement

Replace 5 Filter turbidity analyzers (\$5,000 each)

Total Supplies & Expenses

		Increase/ (Decrease)		Department	Town Mgr.	Fin Com
FY2020			FY2021			
\$ 145,709	\$ 40,493.00	\$186,202	\$ 186,202	\$	\$	\$ 186,202
\$ 9,774	\$ (1,241.00)	\$8,533	\$ 8,533	\$	\$	\$ 8,533
\$ 157,675	\$ 14,236.00	\$171,911	\$ 171,911	\$	\$	\$ 171,911
\$ 50,338	\$ (7,346.00)	\$42,992	\$ 42,992	\$	\$	\$ 42,992
\$ 21,503	\$ (4,119.00)	\$17,384	\$ 17,384	\$	\$	\$ 17,384
\$ 249,000		\$249,000	\$ 249,000	\$	\$	\$ 249,000
\$ 54,205	\$ 6,783.00	\$60,988	\$ 60,988	\$	\$	\$ 60,988
\$ 5,000		\$5,000	\$ 5,000	\$	\$	\$ 5,000
\$ 1,550		\$1,550	\$ 1,550	\$	\$	\$ 1,550
\$ 3,400		\$3,400	\$ 3,400	\$	\$	\$ 3,400
\$ 6,350		\$6,350	\$ 6,350	\$	\$	\$ 6,350
\$ 28,700	\$ 6,000.00	\$34,700	\$ 34,700	\$	\$	\$ 34,700
\$ 76,000	\$ 10,000.00	\$86,000	\$ 86,000	\$	\$	\$ 86,000
\$ 2,500		\$2,500	\$ 2,500	\$	\$	\$ 2,500
\$ 5,000		\$5,000	\$ 5,000	\$	\$	\$ 5,000
\$ 2,600		\$2,600	\$ 2,600	\$	\$	\$ 2,600
\$ 3,900		\$3,900	\$ 3,900	\$	\$	\$ 3,900
\$ -	\$ 10,000.00	\$10,000	\$ 10,000	\$	\$	\$ 10,000
\$ 73,000		\$73,000	\$ 73,000	\$	\$	\$ 73,000
\$ 3,100	\$ 1,500.00	\$4,600	\$ 4,600	\$	\$	\$ 4,600
\$ 17,000		\$17,000	\$ 17,000	\$	\$	\$ 17,000
\$ 5,000	\$ 500.00	\$5,500	\$ 5,500	\$	\$	\$ 5,500
\$ 4,500		\$4,500	\$ 4,500	\$	\$	\$ 4,500
\$ 6,600		\$6,600	\$ 6,600	\$	\$	\$ 6,600
\$ 5,000		\$5,000	\$ 5,000	\$	\$	\$ 5,000
\$ 49,000		\$49,000	\$ 49,000	\$	\$	\$ 49,000
\$ 6,235		\$6,235	\$ 6,235	\$	\$	\$ 6,235
\$ 58,400		\$58,400	\$ 58,400	\$	\$	\$ 58,400
\$ 3,500		\$3,500	\$ 3,500	\$	\$	\$ 3,500
\$ 1,500	\$ (1,213.00)	\$287	\$ 287	\$	\$	\$ 287
\$ 2,427	\$ (4,450.00)	-\$2,023	\$ (2,023)	\$	\$	\$ (2,023)
\$ -	\$ (8,000.00)	-\$8,000	\$ (8,000)	\$	\$	\$ (8,000)
\$ -	\$ (3,900.00)	-\$3,900	\$ (3,900)	\$	\$	\$ (3,900)
\$ -	\$ (17,700.00)	-\$17,700	\$ (17,700)	\$	\$	\$ (17,700)
\$ -		\$0	\$ -	\$	\$	\$ -
\$ -		\$0	\$ -	\$	\$	\$ -
\$ 840	\$ (25,000.00)	-\$24,160	\$ (24,160)	\$	\$	\$ (24,160)
\$ -	\$ (25,000.00)	-\$25,000	\$ (25,000)	\$	\$	\$ (25,000)
\$ 25,000	\$ (13,000.00)	\$12,000	\$ 12,000	\$	\$	\$ 12,000
\$ -	\$ (3,200.00)	-\$3,200	\$ (3,200)	\$	\$	\$ (3,200)
\$ -	\$ (3,000.00)	-\$3,000	\$ (3,000)	\$	\$	\$ (3,000)
\$ -	\$ (7,000.00)	-\$7,000	\$ (7,000)	\$	\$	\$ (7,000)
\$ -		\$0	\$ -	\$	\$	\$ -
\$ 1,600	\$ (20,000.00)	-\$18,400	\$ (18,400)	\$	\$	\$ (18,400)
\$ 20,000	\$ 1,000.00	\$21,000	\$ 21,000	\$	\$	\$ 21,000
\$ 17,000	\$ 400.00	\$17,400	\$ 17,400	\$	\$	\$ 17,400
\$ 8,600	\$ 11,000.00	\$19,600	\$ 19,600	\$	\$	\$ 19,600
\$ -	\$ 5,000.00	\$5,000	\$ 5,000	\$	\$	\$ 5,000
\$ -	\$ 7,000.00	\$7,000	\$ 7,000	\$	\$	\$ 7,000
\$ -	\$ 25,000.00	\$25,000	\$ 25,000	\$	\$	\$ 25,000
\$ 1,131,506.00	\$ (5,257.00)	\$1,126,249	\$ 1,126,249.00	\$	\$ 1,126,249.00	\$ 1,126,249.00

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 402,655	\$ 349,982	\$ 462,555	\$ 426,860	\$ 528,305	\$ 496,620	\$ 535,905	\$ 535,905	\$ 644,205	\$ 670,105	\$ 670,105	\$ 670,105

Contract Services/Leases

Annual Consumer Confidences Report

Water Restriction Notification (postcards, newspaper, signs)

Leak detection to meet a requirement of our river withdrawal permit

State water assessment fee

Repairs and maintenance of control system equipment

Repair of plant machinery and equipment

Laboratory services for current testing

Laboratory service for new regulations (E.Coli and Cryptosporidium)

Rental of uniforms and B & M (PanAm) easements:

Training and memberships Increase \$2,700 for 3 Meter Readers (trans from Admin)

Police details

Maintenance Contract for SCADA control program

WTP maintenance contracts for high voltage system

WTP Maintenance contract for the compressor that supplies pneumatic system

Repair of paving damage from water main breaks

WTP annual service contract for the Simplex Fire Control System a

Professional Engineering Services for unexpected water treatment problems

Maintenance Agreement for Variable Frequency Drives (VFD)

Vactor Truck - Used to excavate at hydrants near gas lines and buried cable

Welding Services- Ozone System and Miscellaneous

Annual Water Rate Study

Mobile connection fee for two laptops used by the Distribution Crew in field 2 x \$40/mont x 12

Backflow control device testing by a contractor

Inspection of the 7.5 MG and 1MG standpipes

Clothing Allowance per SEIU for John McGovern

Maintenance of pneumatic and hydraulic valve treatment and raw water main

Repair of surveillance cameras

Laboratory Equipment Calabration and Repair

Plumbing Services

Meter Readers maintenance (\$1,150 for 4 auto readers,include \$180 for batteries)

Invensys- Water Meter Software Support

Holding power poles by utility while hydrants are changed out

		Increase/ (Decrease)		Department	Town Mgr.	Fin Com
FY 2020			FY 2021			
\$ 4,000	\$ 3,000	\$ 7,000	\$ 7,000	\$	\$ 7,000	\$ 7,000
\$ 7,000		\$ 7,000	\$ 7,000	\$	\$ 7,000	\$ 7,000
\$ 15,000		\$ 15,000	\$ 15,000	\$	\$ 15,000	\$ 15,000
\$ 15,000	\$ 2,000	\$ 17,000	\$ 17,000	\$	\$ 17,000	\$ 17,000
\$ 25,000		\$ 25,000	\$ 25,000	\$	\$ 25,000	\$ 25,000
\$ 35,000		\$ 35,000	\$ 35,000	\$	\$ 35,000	\$ 35,000
\$ 24,800		\$ 24,800	\$ 24,800	\$	\$ 24,800	\$ 24,800
\$ 16,000		\$ 16,000	\$ 16,000	\$	\$ 16,000	\$ 16,000
\$ 10,760		\$ 10,760	\$ 10,760	\$	\$ 10,760	\$ 10,760
\$ 11,900		\$ 11,900	\$ 11,900	\$	\$ 11,900	\$ 11,900
\$ 65,000		\$ 65,000	\$ 65,000	\$	\$ 65,000	\$ 65,000
\$ 8,400		\$ 8,400	\$ 8,400	\$	\$ 8,400	\$ 8,400
\$ 40,995		\$ 40,995	\$ 40,995	\$	\$ 40,995	\$ 40,995
\$ 1,260		\$ 1,260	\$ 1,260	\$	\$ 1,260	\$ 1,260
\$ 81,280		\$ 81,280	\$ 81,280	\$	\$ 81,280	\$ 81,280
\$ 14,500		\$ 14,500	\$ 14,500	\$	\$ 14,500	\$ 14,500
\$ 35,000		\$ 35,000	\$ 35,000	\$	\$ 35,000	\$ 35,000
\$ 13,500		\$ 13,500	\$ 13,500	\$	\$ 13,500	\$ 13,500
\$ 90,000	\$ 25,000	\$ 115,000	\$ 115,000	\$	\$ 115,000	\$ 115,000
\$ 5,000		\$ 5,000	\$ 5,000	\$	\$ 5,000	\$ 5,000
\$ 7,500		\$ 7,500	\$ 7,500	\$	\$ 7,500	\$ 7,500
\$ 960		\$ 960	\$ 960	\$	\$ 960	\$ 960
\$ 60,000		\$ 60,000	\$ 60,000	\$	\$ 60,000	\$ 60,000
\$ 4,100	\$ (4,100)	\$ -	\$ -	\$	\$ -	\$ -
\$ 450		\$ 450	\$ 450	\$	\$ 450	\$ 450
\$ 20,000	\$ 5,000	\$ 25,000	\$ 25,000	\$	\$ 25,000	\$ 25,000
\$ 1,900		\$ 1,900	\$ 1,900	\$	\$ 1,900	\$ 1,900
\$ 1,500		\$ 1,500	\$ 1,500	\$	\$ 1,500	\$ 1,500
\$ 15,000		\$ 15,000	\$ 15,000	\$	\$ 15,000	\$ 15,000
\$ 1,900		\$ 1,900	\$ 1,900	\$	\$ 1,900	\$ 1,900
\$ 1,500		\$ 1,500	\$ 1,500	\$	\$ 1,500	\$ 1,500
\$ 10,000	\$ (5,000)	\$ 5,000	\$ 5,000	\$	\$ 5,000	\$ 5,000
\$ 644,205	\$ 25,900	\$ 670,105	\$ 670,105	\$	\$ 670,105	\$ 670,105

ACCOUNTING DIVISION

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 593,000	\$ 592,450	\$ 593,000	\$ 593,000	\$ 593,000	\$ 593,000	\$ 593,000	\$ 576,950	\$ 594,000	\$ 64,000	\$ 64,000	\$ 64,000

Utilities

ELECTRICITY

Water Treatment Plant

This funds the power supplied to the WTP on Treble Cove Road and includes both the production and deliver charge for the power. (Combined with the item directly below this request is a reduction.)

		Increase/ Decrease		Department	Town Mgr.	Fin Com
FY 2020			FY 2021			
\$ 422,000	\$0.00	\$ -	\$ -	\$	\$ -	\$ -

Constellation New Energy

Included in above

\$ -	\$ -	\$ -	\$ -	\$	\$ -	\$ -

Water Intake Works

This account funds the delivery of power to the Intake Sturcture at 250 Boston Road.

\$ 100,000	\$ -	\$ -	\$ -	\$	\$ -	\$ -

Constellation New Energy Intake

This funds the cost of manufacturing the power that is supplied to the Water Intake.

\$ -	\$ -	\$ -	\$ -	\$	\$ -	\$ -

Garage @ the WTP 270 Treble Cove Road

This funds power to the garage.

\$ 3,000	\$ -	\$ -	\$ -	\$	\$ -	\$ -

7.5 MG Standpipe

Section 11: Wastewater Enterprise Budget

Wastewater

Department Explanation

The Wastewater Division has responsibility for the operation and maintenance of the wastewater collection system, 27 pump stations, and the Wastewater Treatment Plant.

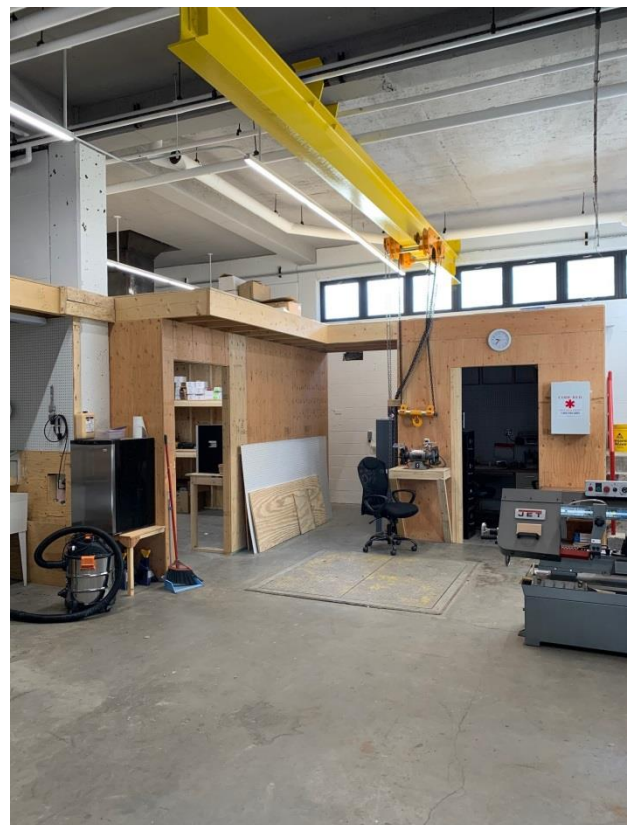
Budget Narrative

The Wastewater Enterprise budget in FY21 will be going down \$343,541 this year. This decrease is mainly due to a reduction in the utilities line item. Electricity was moved to the Town System Wide line item this year.

Programs, Services, and Updates

Water Resource Recovery Facility Changes

Fiscal Year 2019 was a challenging year for this Division. The WRRF had a major fire in our machine shop. This shop contained thirty years' worth of parts and tools that are used on a daily basis for the facility. If you can imagine losing everything you need to repair/maintain a multi-million dollar treatment plant, then you can feel our pain! The rebuilding of this shop took seven months, and we managed to repurchase all our tools and



Wastewater

spare parts via the Town's insurance policy. Fortunately, no one was injured and the WRRF was able to operate without any loss of treatment efficiency.

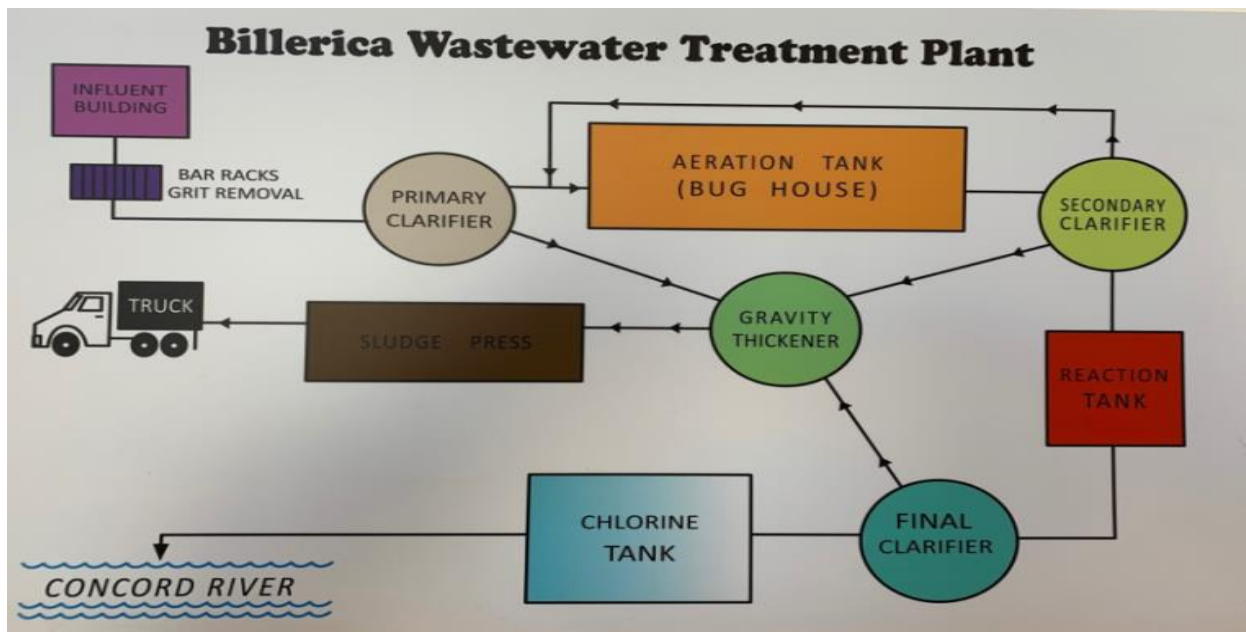
We are still in the process of rebranding the treatment plant to Water Resource Recovery Facility and as part of that we are fading out the words of wastewater and sewer unless it relates to the collection system.

This fiscal year we have hired three new employees, which now brings us up to 7 new employees over the last two years. I mention this because the loss of experienced personnel is a major problem for WRRFs nationwide. We now have 10 employees out of 17, who have 5 or less years of experience in this industry. The hiring of new employees is great, but with it comes lots of training. We still have some of our seasoned employees here that can transfer over plant knowledge, but each year we see many changes in how we operate and adapt to new rules and regulations that the DEP and EPA install in our permits.

Please visit our Facebook Page! Search Billerica Water Resource Recovery Facility, we try to show the public how we treat and clean the used water in the Town of Billerica.

Plant Overview

The Town of Billerica operates a 5.5 million gallon per day (MGD) Water Resource Recovery Facility (WRRF) on Letchworth Avenue in North Billerica. Wastewater from commercial, residential, and industrial locations in the Town is treated at the plant and discharged to the Concord River. The quality of the discharge is monitored daily to assure it meets criteria set out in the National Pollution Discharge Elimination System (NPDES) permit issued to the plant by the State of Massachusetts Department of Environmental Protection and the United States Environmental Protection Agency.



Wastewater

Preliminary treatment removes grit and rags from the incoming wastewater which then goes to primary clarifiers to allow heavier materials to settle out. This is followed by secondary treatment in which the wastewater is aerated and mixed with diffused air to allow bacteria to remove a large percentage of the organic material which then settles out in secondary clarifiers. The liquid stream is treated with various chemicals causing any remaining solids to flocculate and settle. This step removes phosphorus and aluminum. The wastewater is disinfected using sodium hypochlorite to inactivate any bacteria. Finally sodium bisulfite is added to remove any residual chlorine. The water is then discharged into the Concord River.

Below is a flow diagram of how water and solids pass thru the WRRF.

Residuals Management

Solids produced as part of the treatment process are pumped from primary, secondary and tertiary clarifiers to gravity thickeners to further separate liquids from solids; they are then dewatered by our Fournier Rotary Presses (2). This process increases the solids content from less than 1% to an average of 24%. These dewatered solids are trucked to a licensed landfill by a private contractor. In this fiscal year we produced a total of 7000 dry tons of dewatered solids, an average of 140 ton/week.

In fiscal year 2019 the WRRF treated 1.536 BILLION gallons of wastewater with an average daily flow of 4.21 million gallons per day.

Interesting fact, we treat over 19 million gallons of drinking water waste every year.

Collection System Overview

The wastewater collection system, composed of 200 miles of sewer ranging from 8 inch to 42 inch gravity lines and force mains, some low pressure systems and 22 pumping stations, provides service to approximately 85% of the Town. Division staff is responsible for the 24-hour operation of these stations and the cleaning, inspecting and repair of the sewer lines. During this fiscal year we issued 159 sewer connection permits.

Blockages are an unfortunate occurrence in the collection system and can cause sewage to back up in both public and private sewer lines and overflow into homes, onto streets or into the water bodies in town. Buildup of grease and rags buildup in the sewer line is often the cause of these blockages. The increased use of non-woven products such as baby wipes, cleaning wipes and other such products and their disposal in toilets continues to be a major and costly problem in the collection system causing blockages and equipment failure. We as a department have gone to great lengths to educate the public about how bad these products are for the collection and treatment systems. We do classroom education in all elementary schools in Town and flyers have been included in bills. Our goals are to educate everyone to understand that just because it says it's "flushable" doesn't mean you should flush it!

Wastewater

Laboratory Services

In the laboratory at the Wastewater Treatment Plant, the Laboratory Technician and operations staff perform an average of fourteen tests per day, seven days a week on at least six separate samples-over 30,000 tests per year. Samples that require more complex analysis are collected and sent to contract labs on a weekly, quarterly and annual basis. Some of these test results are used to monitor and adjust the physical, chemical and biological processes in the plant while others must be reported to the Environmental Protection Agency and the Massachusetts Department of Environmental Protection as required in our NPDES permit. The plant consistently meets permit requirements.

We also run weekly tests on the drinking water treatment plant, as they discharge their waste to us for treatment.

Industrial Pretreatment

The Industrial Pretreatment Program performs monitoring, inspection and sampling of 23 industries to limit discharge of harmful chemicals into the sewer system. This program issues permits to all industries and has the ability to issue warnings and fines to those industries not meeting the provisions of their permit. These industries produced 475,000 gallon per day of flow.

All industries are inspected annually and their discharges sampled and tested to ensure compliance with their permits. The names of any industries with cited permit violations are posted in the Lowell Sun as required by law. Each industry also samples and submits results to the Pretreatment Coordinator twice a year. This program is a requirement of MA DEP and the US Environmental Protection Agency and we report to these agencies annually.

Major Accomplishments

The Water Resource Recovery Facility now falls under OSHA guide lines and as part of this we have had to change some of the things we do in the treatment plant. We knew in advance this change was coming and were well prepared for it. We asked for a voluntary OSHA inspection and came thru with flying colors! The inspector wrote in his report that “as a Safety Inspector with over 33 years’ worth of experience inspecting both drinking water and wastewater plants, the Billerica WRRF was the cleanest and most organized facility he has ever inspected” Obviously we were very pleased with his report!

We continue to do a combination of jetting and inspection of collection system lines though out the Town, as we search for inflow and infiltration (i&i) issues. We have started in the Pinehurst section of Town and will continue to inspect and clean until we have completed the 200 miles of collection system pipes in Town.

Our Public Education Program has been in operation since 1994, and each year we see over 100 elementary classes in Town. This program teaches our children the importance of not only water, but water usage, conservation, and treatment. We not only see elementary schools, but we also have included the Billerica High School in our education program and this will be our 4th year working with them.

Wastewater

This year Operators Nick Evans and April Munro have started teaching classrooms and have been involved in giving tours to both high schools and colleges in the area.



The Billerica Water Resource Recovery Facility is constantly praised state wide for it Public Education Program and has many other communities reaching out to see how we do it.

Wastewater Enterprise Budget

Personnel Services

	FY2017 BUDGETED	FY2017 EXPENDED	FY2018 BUDGETED	FY2018 EXPENDED	FY2019 BUDGETED	FY2019 EXPENDED	FY2020 BUDGETED	FY2021 DEPT REQ	FY2021 TM REC	FY2021 FIN COM REC
Full Time	\$ 1,023,582	\$ 948,445	\$ 1,089,859	\$ 1,014,733	\$ 1,092,329	\$ 935,196	\$ 1,127,658	\$ 1,145,682	\$ 1,145,682	\$ 1,145,682
Part Time/Seasonal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	\$ 95,000	\$ 107,221	\$ 95,000	\$ 95,000	\$ 123,992	\$ 119,622	\$ 135,000	\$ 160,000	\$ 160,000	\$ 160,000
Contractual Obligations	\$ 49,205	\$ 64,129	\$ 70,480	\$ 53,225	\$ 52,180	\$ 26,954	\$ 51,280	\$ 64,700	\$ 64,700	\$ 64,700
Total	\$ 1,173,787	\$ 1,119,795	\$ 1,255,339	\$ 1,163,018	\$ 1,268,501	\$ 1,081,772	\$ 1,313,938	\$ 1,370,382	\$ 1,370,382	\$ 1,370,382

Expenses

Supplies and Expenses	\$ 566,600	\$ 551,155	\$ 580,200	\$ 535,043	\$ 611,200	\$ 517,773	\$ 764,200	\$ 806,200	\$ 764,200	\$ 764,200
Contract Services/Leases	\$ 828,950	\$ 904,052	\$ 828,950	\$ 777,925	\$ 888,450	\$ 712,216	\$ 1,004,250	\$ 1,060,265	\$ 1,004,265	\$ 1,004,265
Utilities	\$ 414,500	\$ 414,500	\$ 415,000	\$ 413,408	\$ 415,000	\$ 402,156	\$ 415,000	\$ 15,000	\$ 15,000	\$ 15,000
Capital Outlay										
Reserve	\$ 83,000		\$ 83,000		\$ 83,000		\$ 83,000	\$ 83,000	\$ 83,000	\$ 83,000

Total Expenses

	\$ 1,893,050	\$ 1,869,707	\$ 1,907,150	\$ 1,726,376	\$ 1,967,650	\$ 1,632,145	\$ 2,266,450	\$ 1,964,465	\$ 1,886,465	\$ 1,886,465

Debt Service

Short - Term Interest
Long - Term Principal
Long - Term Interest
Total Debt Service

Short - Term Interest	\$ 150,000	\$ 69,513	\$ 245,873	\$ 144,308	\$ 215,000	\$ 211,759	\$ 178,483	\$ 35,000	\$ 35,000	\$ 35,000
Long - Term Principal	\$ 3,539,778	\$ 3,532,670	\$ 4,012,006	\$ 4,011,090	\$ 3,869,322	\$ 3,869,322	\$ 4,010,034	\$ 4,023,465	\$ 4,023,465	\$ 4,023,465
Long - Term Interest	\$ 930,031	\$ 936,674	\$ 1,088,637	\$ 1,085,909	\$ 995,717	\$ 992,937	\$ 969,874	\$ 1,092,917	\$ 1,092,917	\$ 1,092,917
Total Debt Service	\$ 4,619,809	\$ 4,538,857	\$ 5,346,516	\$ 5,241,307	\$ 5,080,039	\$ 5,074,018	\$ 5,158,401	\$ 5,151,372	\$ 5,151,372	\$ 5,151,372

TOTAL BUDGET

	\$ 7,686,646	\$ 7,528,360	\$ 8,509,004	\$ 8,130,701	\$ 8,316,190	\$ 7,787,935	\$ 8,738,769	\$ 8,486,219	\$ 8,398,219	\$ 8,398,219

\$ 127,458.70 Difference less debt service \$ (343,541.30)
3.56% % -9.60%

Position	FY2020 FTE	Dep. Req FY2021 FTE	TM. Rec FY2021 FTE	Fin Com Rec FY2021 FTE
Superintendent	1	1	1	1
Grade V Operator	0	0	0	0
Supervisor	2	2	2	2
IPP Technician	1	1	1	1
Tra Plant Oper	6	6	6	6
O&M Technician	2	2	2	2
Sewer Plant Repairman	1	1	1	1
SSMC	0	0	0	0
Maintenance Man	0	1	0	1
HMLEO	3	3	3	3
Swr. Equipment Repairman	0	0	0	0
Seasonal Part-time	0	0	0	0
Total Staffing	17	17	17	17

[illegible]

Total Seasonal	\$	-
Total Overtime	\$	160,000.00
Total Contract	\$	64,700.00
Total	\$	1,370,381.82

[illegible]

Total Full Time	\$ 1,145,681.82
Total Seasonal	\$ -
Total Overtime	\$ 160,000.00
Total Contract	\$ 64,700.00
Total	\$ 1,370,381.82

Wastewater

WASTEWATER DIVISION SALARY INFORMATION FY2020 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/HOIST	SEWER CERT.	WATER CERT.	SHIFT DIFF.	SICK LEAVE INCENTIVE	MEALS	RET. BUY BACK	TOTAL SALARY BENEFIT
Jeffrey Kalmes	Superintendent	5	10/14/1986	100,136.01	-	-	-	-	-	500.00	-	4,100.00	\$ 104,736.01
Michael McCaughey	Collection Super	5	3/10/2008	77,742.12	800.00	-	150.00	-	-	600.00	150.00	-	\$ 79,442.12
Banda, David/Sheeh	Treatment Plant C	1/2	2/11/2018	52,072.81	800.00	-	-	-	-	600.00	150.00	-	\$ 53,622.81
Cupic, Dragan	Treatment Plant C	1/2	12/3/2018	52,464.24	800.00	-	-	-	-	600.00	150.00	-	\$ 54,014.24
Frost, Donald	Treatment O&M T	9	9/6/1982	80,313.85	800.00	250.00	450.00	750.00	-	600.00	150.00	-	\$ 83,313.85
Garabedian, David	Supervisor	9	5/26/1988	84,975.34	800.00	100.00	300.00	600.00	-	500.00	150.00	-	\$ 87,425.34
April Munro	Trt Plnt Oper	2/3	7/17/2017	55,344.65	800.00	-	-	-	-	-	150.00	-	\$ 56,294.65
Sirmopoulos, Chris	Trt Plnt Oper	5/6	5/12/2005	59,070.60	800.00	-	100.00	-	-	400.00	150.00	-	\$ 60,520.60
Richards, Kenneth	Trt Plnt Oper	5	1/2/2008	58,827.18	800.00	-	25.00	-	-	500.00	150.00	-	\$ 60,302.18
Powderly, Robert	Swr Plnt Reprmn	8	1/28/1993	63,039.91	800.00	100.00	150.00	-	-	300.00	150.00	-	\$ 64,539.91
Diaz, Martin	Collection O&M	5	9/2/2008	73,477.22	800.00	150.00	225.00	-	-	400.00	150.00	-	\$ 75,202.22
Evans, Nicholas	Trt Plnt Oper	3	1/11/2016	55,450.26	800.00	-	-	-	-	600.00	150.00	-	\$ 57,000.26
Rafeal Vega	Collection Reprmn	2/3	10/26/2017	54,798.96	800.00	100.00	-	-	-	600.00	150.00	-	\$ 56,448.96
William Powderly	Collection Repair	2/3	11/27/2017	54,595.43	800.00	-	-	-	-	600.00	150.00	-	\$ 56,145.43
Bruce Morriseau	ITT Tech	3	7/6/2015	68,336.79	800.00	-	-	-	-	400.00	150.00	-	\$ 69,686.79
McCusker, John	Swr Eqpt. Repai	3/4	11/3/2014	56,646.79	800.00	250.00	-	-	-	500.00	-	-	\$ 58,196.79
Spencer, Jeffrey	HMEO	1/2	9/6/2018	50,062.94	800.00	-	-	-	-	-	-	-	\$ 50,862.94
Vacant/Spencer	MM	0	7/1/2018	-	-	-	-	-	-	-	-	-	\$ -
On Call				-	-	-	-	-	20,880.00	-	-	-	\$ 20,880.00
BMEA CBA Fall 2019				27,500.00									\$ 27,500.00
SEIU CBA Spring 2019				2,803.00									\$ 2,803.00
													\$ -
													\$ -
													\$ -

DEPARTMENT TOTAL \$ 1,127,658.12 \$ 12,800.00 \$ 950.00 \$ 1,400.00 \$ 1,350.00 \$ 20,880.00 \$ 7,700.00 \$ 2,100.00 \$ 4,100.00 \$ 1,178,938.12

Total Full Time \$ 1,127,658.12
Total Seasonal \$ -
Total Overtime \$ 135,000.00
Total Contract \$ 51,280.00
Total \$ 1,313,938.12

		FY20				
Publications	Misc. technical publications	increase \$1,000	\$ 2,000.00	\$ 3,000.00	\$ 2,000.00	\$ 2,000.00
Office Supplies	Daily operation of the facility and offices		\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Lab Supplies	Lab supplies for regulatory and process sampling and testing		\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
Custodial	Cleaning and janitorial supplies		\$ 8,500.00	\$ 8,500.00	\$ 8,500.00	\$ 8,500.00
Building Supp.	Equipment at plant, pumping stations, collection system		\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
Emergency	Stocking existing first aid cabinets at various locations	increase \$ 1,000	\$ 2,000.00	\$ 3,000.00	\$ 2,000.00	\$ 2,000.00
Welding	Misc. welding supplies for division	increase \$ 3,000	\$ 200.00	\$ 3,200.00	\$ 200.00	\$ 200.00
Vehicle	Supplies for the Jet Truck, Repair Truck, TV truck		\$ 5,500.00	\$ 5,500.00	\$ 5,500.00	\$ 5,500.00
Hardware	Upkeep and repairs of plant, pumping stations		\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00
Chemicals	Chemicals		\$ 616,000.00	\$ 644,000.00	\$ 616,000.00	\$ 616,000.00

	fy18 Req	fy 19 Req	fy 20 Req	FY21Increase	Increase
Alum	\$70,000	\$74,000	\$90,000	\$94,000	\$ 4,000.00
Bioxide/VX456	\$180,000	\$180,000	\$205,000	\$213,000	\$ 8,000.00
Polymer	\$60,000	\$60,000	\$72,000	\$74,000	\$ 2,000.00
Caustic Soda	\$110,000	\$113,000	\$170,000	\$178,000	\$ 8,000.00
Sodium Hypochlorite	\$19,000	\$18,000	\$19,000	\$21,000	\$ 2,000.00
Sodium Bisulfite	\$10,000	\$11,000	\$13,000	\$15,000	\$ 2,000.00
Sodium Aluminate	\$36,000	\$35,000	\$41,000	\$43,000	\$ 2,000.00
Magnetite	\$5,000	\$4,000	\$6,000	\$6,000	\$ -
Total chemicals	\$490,000	\$495,000	\$616,000	\$644,000	\$ 28,000.00

Tools	Machine shop tools, Jet/Vacuum and TV truck, assorted hand tools		\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Electrical	Small electrical parts, replacement of inefficient light bulbs	increase \$2,000	\$ 500.00	\$ 2,500.00	\$ 500.00	\$ 500.00
Plumbing	Plumbing supplies for the Treatment Plant and pumping stations		\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Safety	Safety equipment and PPE-boots, gloves, rai ngear, reflective vests, etc.; fire extinguisher maintenance	increase \$2,000	\$ 6,000.00	\$ 8,000.00	\$ 6,000.00	\$ 6,000.00
Rental	Uniform rental	increase \$5,000	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00
Training	Required to maintain operator licenses		\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00
Diesel Fuel	Emergency generators at plant and pump stations; trucks, loaders, screener.		\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Oil and Grease	Preventative maintenance on equipment and at pumping stations		\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FN COM REC
\$ 823,500	\$ 739,698	\$ 828,950	\$ 904,052	\$ 828,950	\$ 777,925	\$ 858,450	\$ 712,216	\$ 1,004,250	\$ 1,060,265	\$ 1,004,265	\$ 1,004,265

		FY20	Department	Town Mgr.	Fin Com
Professional	On call professional services	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00	\$ 100,000.00
Industrial Sampling					
Memberships	Wastewater and water license renewals and exam fees/ Professional Development	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Rentals	Specialty equipment for emergencies				
Emergency Sewer Repair	Sewer breaks & blockages, 2-4/year, includes Police Detail	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Equipment Repair	Maintenance, repair and replacement	\$ 185,000.00	\$ 228,000.00	\$ 185,000.00	\$ 185,000.00
Grit and Screenings	Grit and Screenings disposal; pump station wet well cleaning	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00
Solids hauling	Sludge hauling	\$ 640,815.00	\$ 653,815.00	\$ 640,815.00	\$ 640,815.00
	Clothing allowance reimbursement per SEIU	\$ 450.00	\$ 450.00	\$ 450.00	\$ 450.00

FY2016	FY2016	FY2017	FY2017	FY2018	FY2018	FY2019	FY2019	FY2020	FY2021	FY2021	FY2021	FY2021
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FN COM REC	FN COM REC
\$ 414.500	\$ 383.257	\$ 414.500	\$ 414.500	\$ 415.000	\$ 413.408	\$ 415.000	\$ 402.156	\$ 415.000	\$ 15.000	\$ 15.000	\$ 15.000	\$ 15.000

		FY20	Department	Town Mgr.	Fin Com
Electricity	For plant and pump stations	\$ 400,000.00	\$ -	\$ -	\$ -
Fuel/Heat	For plant and pump stations	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00	\$ 12,000.00
Telephone	Plant telephone; pump station alarms	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00

Section 12

Debt Schedules

Actual Debt Service as of December 31, 2019
Summary

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	Total
General Fund - Town Debt																					
Net Outstanding Principal Long-Term	170,000	165,000	320,000	280,000	190,000	190,000	180,000	170,000	155,000	155,000	55,000	55,000	-	-	-	-	-	-	-	-	2,065,000
Net Outstanding Interest Long-Term	43,150	59,597	88,050	53,575	43,400	33,900	27,650	21,650	14,525	8,775	3,300	1,100	-	-	-	-	-	-	-	-	378,672
	213,150	224,597	388,050	313,575	233,400	223,900	207,650	191,650	169,525	163,775	58,300	56,100	-	-	-	-	-	-	-	-	2,443,672
General Fund - School Debt																					
Net Outstanding Principal Long-Term	500,000	490,000	480,000	475,000	475,000	410,000	405,000	190,000	185,000	165,000	145,000	145,000	145,000	35,000	35,000	-	-	-	-	-	4,300,000
Net Outstanding Interest Long-Term	140,350	124,250	106,775	89,331	72,294	57,756	47,300	38,763	31,963	25,313	19,263	13,675	8,088	2,275	1,138	-	-	-	-	-	778,531
	640,350	614,250	586,775	564,331	547,294	467,756	452,300	228,763	216,963	210,313	164,263	158,675	153,088	37,275	36,138	-	-	-	-	-	5,078,531
Enterprise Fund - Sewer Debt																					
Net Outstanding Principal Long-Term	3,869,322	3,876,159	4,023,455	4,036,222	4,044,470	3,483,206	3,407,444	3,182,194	3,207,465	3,148,270	2,894,618	2,776,525	2,803,998	2,112,903	2,125,074	2,077,615	2,095,539	1,020,941	1,039,652	160,000	55,530,072
Net Outstanding Interest Long-Term	1,065,717	1,176,201	1,092,917	977,509	862,676	760,696	676,228	595,793	516,186	437,616	363,348	309,806	253,619	203,186	165,818	128,176	91,898	55,262	33,443	11,250	9,713,794
	4,935,039	5,052,361	5,116,372	5,013,731	4,907,146	4,243,902	4,083,672	3,777,987	3,723,651	3,585,886	3,262,966	3,086,331	3,057,616	2,316,090	2,290,893	2,205,791	2,187,437	1,076,203	1,073,095	171,250	65,243,866
Enterprise Fund - Water Debt																					
Net Outstanding Principal Long-Term	1,617,826	1,642,626	2,114,729	2,145,783	2,086,874	2,092,853	956,466	725,000	730,000	720,000	255,000	105,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	80,000
Net Outstanding Interest Long-Term	203,436	296,284	348,972	282,831	223,461	185,894	152,853	120,338	87,963	55,613	34,413	27,213	23,413	20,437	18,100	15,763	13,213	10,663	8,219	5,775	3,300
	1,821,263	1,938,910	2,463,702	2,428,614	2,310,335	2,278,747	1,109,319	845,338	817,963	775,613	289,413	132,213	108,413	105,437	103,100	100,763	98,213	95,663	93,219	90,775	83,300
Short-Term Debt																					
General Fund	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000	245,000
Sewer Fund	150,000	150,000	35,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Water Fund	25,000	25,000	35,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	420,000	420,000	315,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000
Totals																					
Net Outstanding Principal Long-Term	6,157,148	6,173,785	6,938,185	6,917,005	6,796,343	6,176,060	4,948,910	4,267,194	4,277,465	4,208,270	3,349,618	3,081,525	3,093,998	2,232,903	2,245,074	2,162,615	2,180,539	1,105,941	1,124,652	245,000	61,975,072
Net Outstanding Interest Long-Term	1,452,654	1,656,332	1,616,714	1,403,246	1,201,831	1,038,246	904,031	776,543	650,636	527,316	425,223	351,794	285,119	225,889	185,056	143,938	105,111	65,924	41,662	17,025	10,874,297
Short-Term Interest	420,000	420,000	315,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	420,000	-
	8,029,802	8,250,117	8,869,899	8,740,251	8,418,174	7,634,306	6,272,941	5,463,737	5,348,101	5,155,586	4,194,841	3,853,319	3,739,116	2,878,802	2,850,130	2,726,554	2,705,650	1,591,865	1,586,314	682,025	72,849,369
Target Debt Amount																					
	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000	9,066,000
Debt Stabilization Transfer																					
	1,036,188	815,883	196,101	325,749	647,826	1,431,694	2,793,059	3,602,263	3,717,899	3,910,414	4,871,059	5,212,681	5,326,884	6,187,198	6,215,870	6,339,446	6,360,350	7,474,135	7,479,686	8,383,975	
General Fund - Exempted Debt																					
Net Outstanding Principal Long-Term	3,050,000	2,320,000	2,105,000	2,185,000	2,270,000	2,360,000	2,455,000	2,555,000	2,715,000	2,820,000	2,895,000	3,010,000	3,085,000	3,210,000	3,280,000	3,000,000	3,085,000	3,185,000	3,280,000	3,385,000	6,115,000
Net Outstanding Interest Long-Term	3,554,781	3,481,660	3,419,094	3,313,844	3,207,794	3,094,294	2,985,894	2,871,944	2,747,394	2,619,144	2,486,419	2,396,819	2,304,969	2,199,606	2,062,756	1,963,506	1,869,950	1,770,075	1,667,144	1,561,125	1,430,375
	6,604,781	5,801,660	5,524,094	5,498,844	5,477,794	5,454,294	5,440,894	5,426,944	5,462,394	5,439,144	5,421,419	5,406,819	5,389,969	5,389,606	5,352,756	4,963,506	4,954,950	4,955,075	4,947,144	4,946,125	7,545,375

The debt schedules in this Section are the most current and up to date schedules.

Actual Debt Service as of December 31, 2019
General Fund - Town Debt

Date of Issue	Purpose / Date of Vote	Issued	Type of Payment	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	Total
15-May-11	Recreation - Tennis Courts Oct-08 / Art # 21 / \$258,000	\$ 258,000	Principal Interest	25,000 2,250	25,000 1,500	25,000 750	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	75,000 4,500
15-May-11	Building Remodeling - Town Hall May-08 / Art # 20 / \$1,000,000	\$ 250,000	Principal Interest	25,000 2,250	25,000 1,500	25,000 750	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	75,000 4,500
2-May-13	Surface Drain May-01 / Art # 10 / \$200,000	\$ 84,000	Principal Interest	10,000 1,200	5,000 800	10,000 500	10,000 200	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	35,000 2,700
2-May-13	Surface Drain May-00 / Art # 11 / \$100,000	\$ 44,000	Principal Interest	5,000 700	5,000 500	5,000 300	5,000 100	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	20,000 1,600
2-May-13	Building Remodeling - Fire Headquarters May-00 / Art # 11 / \$120,000	\$ 50,000	Principal Interest	5,000 500	5,000 300	5,000 100	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	15,000 900
2-May-13	Fire Trucks - Ladder Truck May-11 / Art # 27 / \$1,500,000	\$ 1,500,000	Principal Interest	100,000 36,250	100,000 32,250	100,000 28,250	100,000 23,250	100,000 19,250	100,000 14,250	100,000 12,250	100,000 10,000	100,000 6,000	100,000 3,000	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	1,000,000 184,750
26-Sep-19	Engineering - Middlesex Turnpike	\$ 115,000	Principal Interest	0	0	60,000 4,250	55,000 1,375	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	115,000 8,803
27-Sep-19	Land Acquisition - Middlesex Turnpike	\$ 420,000	Principal Interest	0	0	45,000 19,075	45,000 16,825	45,000 14,575	45,000 12,325	40,000 10,200	40,000 8,200	40,000 6,200	40,000 4,200	40,000 2,400	40,000 800	0	0	0	0	0	0	0	0	420,000 105,966
28-Sep-19	Traffic Signal - Salem Street	\$ 135,000	Principal Interest	0	0	25,000 6,125	25,000 4,875	25,000 3,625	25,000 2,375	20,000 1,250	15,000 375	0	0	0	0	0	0	0	0	0	0	0	0	135,000 22,356
29-Sep-19	Sidewalk - Salem Street	\$ 175,000	Principal Interest	0	0	20,000 7,950	20,000 6,950	20,000 5,950	20,000 4,950	20,000 3,950	15,000 3,075	15,000 2,325	15,000 1,575	15,000 900	15,000 300	0	0	0	0	0	0	0	0	175,000 42,596
Net Outstanding Principal Long-Term				170,000	165,000	320,000	280,000	190,000	190,000	180,000	170,000	155,000	155,000	55,000	55,000	0	0	0	0	0	0	0	0	2,065,000
Net Outstanding Interest Long-Term				43,150	59,597	68,050	53,575	43,400	33,900	27,650	21,650	14,525	8,775	3,300	1,100	0	0	0	0	0	0	0	0	378,672
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,443,672

Actual Debt Service as of December 31, 2019
General Fund - School Debt

Date of Issue	Purpose / Date of Vote	Issued	Type of Payment	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	Total	
15-May-11	Building Remodeling - Schools May-08 / Art # 24 / \$1,553,000	\$ 1,453,000 GOB	Principal Interest	75,000 33,175	75,000 30,925	75,000 28,675	70,000 26,425	70,000 24,238	70,000 21,963	70,000 19,513	70,000 16,975	70,000 14,350	70,000 11,550	70,000 8,750	70,000 5,863	70,000 2,975	0	0	0	0	0	0	0	0	925,000 245,375
15-May-11	Building Remodeling - Schools May-09 / Art # 15 / \$871,628	\$ 871,000 GOB	Principal Interest	45,000 19,825	45,000 18,475	45,000 17,125	45,000 15,775	45,000 14,369	45,000 12,906	45,000 11,331	40,000 9,700	40,000 8,200	40,000 6,600	40,000 5,000	40,000 3,350	40,000 1,700	0	0	0	0	0	0	0	0	555,000 144,356
2-May-13	Building Remodeling (Rink) - Schools Oct-11 / Art # 16 / \$750,000 Auth	\$ 750,000 GOB	Principal Interest	40,000 19,300	40,000 17,700	40,000 16,100	40,000 14,100	40,000 12,500	35,000 10,500	35,000 9,800	35,000 9,013	35,000 7,613	35,000 6,563	35,000 5,513	35,000 4,463	35,000 3,413	35,000 2,275	35,000 1,138	0	0	0	0	0	0	550,000 139,988
2-May-13	Dilson School May-98 / Art # 1 / \$18,000,000	\$ 2,160,000 GOB - Refunded	Principal Interest	215,000 47,463	215,000 38,863	215,000 30,263	215,000 21,663	215,000 13,063	215,000 6,613	210,000 2,231	0	0	0	0	0	0	0	0	0	0	0	0	0	1,500,000 160,156	
2-May-13	Rink - School - Refunded 12/02 Oct-00 / Art # 39 / \$500,000 Auth	\$ 234,000 GOB - Refunded	Principal Interest	25,000 2,200	25,000 2,900	20,000 2,000	20,000 1,200	20,000 400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	110,000 8,700
6-Dec-16	Dilson School May-98 / Art # 1 / \$18,000,000	\$ 210,000 GOB - Refunded	Principal Interest	45,000 5,525	45,000 4,175	40,000 2,900	40,000 1,750	40,000 600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	210,000 14,950
6-Dec-16	School Building Remodling Oct-05 / Art # 15 / \$1,000,000	\$ 465,000 GOB - Refunded	Principal Interest	55,000 12,863	45,000 11,213	45,000 9,713	45,000 8,419	45,000 7,125	45,000 5,775	45,000 4,425	45,000 3,075	40,000 1,800	40,000 600	0	0	0	0	0	0	0	0	0	0	0	450,000 65,006
Net Outstanding Principal Long-Term				500,000	490,000	480,000	475,000	475,000	410,000	405,000	190,000	185,000	185,000	145,000	145,000	145,000	35,000	35,000	0	0	0	0	0	0	4,300,000
Net Outstanding Interest Long-Term				140,350	124,250	106,775	89,331	72,294	57,756	47,300	38,763	31,963	25,313	19,263	13,675	8,088	2,275	1,138	0	0	0	0	0	0	778,531
				640,350	614,250	586,775	564,331	547,294	467,756	452,300	228,763	216,963	210,313	164,263	158,675	153,088	37,275	36,138	-	-	-	-	-	-	5,078,531

Debt Schedules

Actual Debt Service as of December 31, 2019

General Fund - Exempted Debt

Date of Issue	Purpose / Date of Vote	Issued	Payment	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	Total
2-May-13	Pelker School Construction Oct-09 / Aft #3 / \$33,607,436 Auth	\$ 13,285,000	Principal	1,250,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000	6,115,000
			Interest	215,563	165,563	152,763	136,763	123,963	107,963	94,363	81,563	70,313	59,063	47,813	36,563	24,375	12,188	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,430,375
12-May-17	Hign School Construction Feb-2016 / Aft #1 / \$175,997,289 Auth	\$ 85,310,000	Principal	1,800,000	2,000,000	1,630,000	1,710,000	1,795,000	1,885,000	1,980,000	2,080,000	2,185,000	2,290,000	2,405,000	2,480,000	2,555,000	2,680,000	2,760,000	2,845,000	2,930,000	3,030,000	3,125,000	3,230,000	3,355,000	3,490,000	3,630,000	3,775,000	3,925,000	4,085,000	4,245,000	4,415,000	4,595,000	82,910,000
			Interest	3,339,219	3,249,219	3,149,219	3,067,219	2,982,219	2,892,469	2,798,219	2,699,219	2,595,219	2,485,969	2,371,469	2,299,319	2,224,919	2,097,169	2,016,769	1,933,969	1,845,063	1,749,838	1,651,363	1,549,800	1,420,600	1,286,400	1,146,800	1,001,600	850,600	693,600	530,200	360,400	183,800	56,472,363
26-Sep-19	Hign School Construction Feb-2016 / Aft #1 / \$175,997,289 Auth	\$ 3,090,000	Principal	-	66,879	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	150,000	150,000	-	-	-	-	-	-	-	3,090,000
			Interest	-	66,879	117,113	109,363	101,613	93,863	86,113	78,363	70,613	62,863	55,888	49,688	43,488	38,063	33,800	29,538	24,888	20,238	15,781	11,325	6,750	2,290	-	-	-	-	-	-	-	1,118,473
Net Outstanding Principal Long-Term				3,050,000	2,320,000	2,105,000	2,185,000	2,270,000	2,360,000	2,455,000	2,555,000	2,715,000	2,820,000	2,935,000	3,010,000	3,085,000	3,210,000	3,290,000	3,000,000	3,085,000	3,185,000	3,280,000	3,385,000	3,505,000	3,640,000	3,630,000	3,775,000	3,925,000	4,085,000	4,245,000	4,415,000	4,595,000	92,115,000
Net Outstanding Interest Long-Term				3,554,781	3,481,660	3,419,094	3,313,844	3,207,794	3,094,294	2,985,994	2,871,944	2,747,394	2,619,144	2,485,419	2,396,819	2,304,969	2,159,606	2,062,756	1,963,506	1,869,950	1,770,075	1,667,144	1,561,125	1,427,250	1,288,650	1,146,800	1,001,600	850,600	693,600	530,200	360,400	183,800	59,021,210
				6,604,781	5,801,660	5,524,094	5,498,844	5,477,794	5,454,294	5,440,994	5,426,944	5,462,394	5,439,144	5,421,419	5,406,819	5,389,969	5,369,606	5,352,756	4,963,506	4,954,950	4,955,075	4,947,144	4,946,125	4,932,250	4,928,650	4,776,800	4,776,600	4,775,600	4,778,600	4,775,200	4,775,400	4,778,800	151,136,210

Actual Debt Service as of December 31, 2019
Sewer Enterprise Fund

Issue	Purpose / Date of Vote	Issued	Payment	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	Total	
9-Aug-05	Sewer Bonds - Contracts May-97 & May-99 / \$9,500,000	\$ 5,235,000	Principal GDB - Re-funded Interest	465,000 27,008	460,000 8,970	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	925,000 35,978	
1-Feb-03	Sewer - Contract 32 River Pines May-00 / Art #11 / \$7,500,000	\$ 1,857,000	Principal GDB - Re-funded Interest	185,000 32,300	180,000 25,000	180,000 17,800	180,000 10,600	175,000 3,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	900,000 89,200	
1-Nov-09	Sewer Bonds - Contract 36 May-06 / Art #24 / \$6,500,000	\$ 6,000,000	Principal GDB Interest	300,000 132,150	300,000 63,638	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	600,000 195,788	
1-Nov-09	Sewer Bonds - Tertiary Treatment May-07 / Art #32 / \$9,000,000	\$ 620,000	Principal GDB Interest	35,000 11,875	35,000 5,653	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	70,000 17,528	
15-May-11	Sewer - Brown and Rodgers Pump May-08 / Art #21 / \$3,000,000	\$ 3,000,000	Principal GDB Interest	150,000 70,125	150,000 65,625	150,000 61,125	150,000 56,625	150,000 51,988	150,000 47,063	150,000 41,813	150,000 36,375	150,000 30,750	150,000 24,750	150,000 18,750	150,000 12,563	150,000 6,375	-	-	-	-	-	-	-	-	-	1,950,000 523,875	
6-Jun-12	Sewer Bonds - Tertiary Treatment May-07 / Art #32 / \$9,000,000	\$ 8,909,952	Principal CW-07-21 Interest	439,056 127,827	447,209 118,733	456,941 109,456	466,154 99,991	475,553 90,335	485,142 80,484	494,924 70,434	504,903 60,180	515,083 49,720	525,468 39,048	536,063 28,161	546,872 17,054	557,898 5,722	-	-	-	-	-	-	-	-	-	6,451,965 897,146	
2-May-13	Sewer - Contract 32 River Pines May-00 / Art #11 / \$7,500,000	\$ 1,639,000	Principal GDB - Re-funded Interest	160,000 28,600	160,000 22,200	160,000 15,800	160,000 9,400	155,000 3,100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	795,000 79,100	
2-May-13	Sewer - Contract 32B River Pines II May-02 / Art #9 / \$5,500,000	\$ 2,834,000	Principal GDB - Re-funded Interest	280,000 45,413	275,000 38,838	275,000 30,588	270,000 22,413	265,000 14,388	255,000 7,863	250,000 2,656	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,870,000 162,156	
2-May-13	Wastewater Treatment Oct-08 / Art #24 / \$3,289,000	\$ 700,000	Principal GDB Interest	35,000 18,200	35,000 16,800	35,000 15,400	35,000 13,650	35,000 12,250	35,000 10,500	35,000 9,800	35,000 9,013	35,000 7,613	35,000 6,563	35,000 5,513	35,000 4,463	35,000 3,413	35,000 2,275	35,000 1,138	-	-	-	-	-	-	-	525,000 136,588	
2-May-13	Sewer Bonds - Contract 34B Oct-11 / Art #22 / \$9,000,000	\$ 357,000	Principal GDB Interest	20,000 9,000	20,000 8,200	20,000 7,400	20,000 6,400	20,000 5,600	20,000 4,600	15,000 4,200	15,000 3,863	15,000 3,263	15,000 2,813	15,000 2,363	15,000 1,913	15,000 1,463	15,000 975	15,000 488	-	-	-	-	-	-	-	255,000 62,558	
2-May-13	Sewer Bonds - Pump Stations Oct-10 / Art #22 / \$3,700,000	\$ 355,000	Principal GDB Interest	20,000 9,000	20,000 8,200	20,000 7,400	20,000 6,400	20,000 5,600	20,000 4,600	15,000 4,200	15,000 3,863	15,000 3,263	15,000 2,813	15,000 2,363	15,000 1,913	15,000 1,463	15,000 975	15,000 488	-	-	-	-	-	-	-	255,000 62,558	
1-Jul-15	Sewer Bonds - Pump Stations Oct-10 / Art #22 / \$3,700,000	\$ 1,422,038	Principal TW-10-24 Reamer Interest	74,844 25,758	74,844 24,243	74,844 22,728	74,844 21,213	74,844 19,697	74,844 18,182	74,844 16,667	74,844 15,152	74,844 13,637	74,844 12,121	74,844 10,606	74,844 9,091	74,844 7,576	74,844 6,061	74,844 4,549	74,844 3,030	74,844 1,515	-	-	-	-	-	1,272,350 231,826	
1-Jul-15	Sewer Treatment Plant Oct-11 / Art #22 / \$7,500,000	\$ 6,892,829	Principal CW-12-18A Interest	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	344,641 -	5,858,905 -	
1-Jul-15	Sewer Bond - Contract 34B Oct-11 / Art #22 / \$9,000,000	\$ 9,000,000	Principal CW-12-08 Interest	450,000 153,000	450,000 144,000	450,000 135,000	450,000 126,000	450,000 117,000	450,000 108,000	450,000 99,000	450,000 90,000	450,000 81,000	450,000 72,000	450,000 63,000	450,000 54,000	450,000 45,000	450,000 36,000	450,000 27,000	450,000 18,000	450,000 9,000	-	-	-	-	-	7,650,000 1,177,000	
1-Jul-15	Sewer - Pump Stations May-12 / Art #20 / \$5,586,000	\$ 4,486,535	Principal CW-12-18 Interest	223,427 75,965	223,427 71,497	223,427 67,028	223,427 62,560	223,427 58,091	223,427 53,622	223,427 49,154	223,427 44,685	223,427 40,217	223,427 35,748	223,427 31,280	223,427 26,811	223,427 22,343	223,427 17,874	223,427 13,406	223,427 8,937	223,427 4,469	-	-	-	-	-	3,798,255 683,686	
9-Dec-16	Sewer Design - Area 2 & 8 Oct-13 / Art #24 / \$900,000	\$ 882,000	Principal GDB Interest	90,000 22,125	90,000 19,425	90,000 16,725	90,000 14,138	90,000 11,550	85,000 8,925	85,000 6,375	85,000 3,825	85,000 1,275	85,000 -	85,000 -	85,000 -	85,000 -	85,000 -	85,000 -	85,000 -	85,000 -	85,000 -	85,000 -	85,000 -	85,000 -	85,000 -	790,000 104,363	
15-Jul-17	Sewer - Pump Stations May-12 / Art #20 / \$5,586,000	\$ 160,182	Principal CW-12-18B Interest	6,620 3,074	6,764 2,942	6,911 2,806	7,061 2,668	7,215 2,527	7,372 2,383	7,532 2,255	7,686 2,085	7,863 1,931	8,034 1,773	8,208 1,613	8,387 1,449	8,569 1,281	8,755 1,109	8,946 934	9,140 755	9,339 573	9,542 386	9,749 195	-	-	-	153,703 32,718	
15-Jul-17	Sewer Bonds - Critical Needs Oct-13 / Art #30 / \$4,966,600	\$ 4,566,100	Principal CW-14-20 Interest	188,800 87,866	192,904 83,890	197,096 80,032	201,380 76,090	205,757 72,063	210,228 67,948	214,797 63,743	219,466 59,447	224,236 55,058	229,109 50,573	234,088 46,991	239,176 41,509	244,374 36,526	249,685 31,638	255,112 26,644	260,656 21,542	266,321 16,329	272,109 11,003	278,023 5,560	-	-	-	4,383,317 933,053	
15-Jul-17	Sewer Bonds - Area 2 & 8 May-14 / Art #20 / \$14,000,000	\$ 9,724,962	Principal CW-14-21 Interest	401,934 186,632	410,670 178,593	419,595 170,379	428,714 161,988	438,032 153,413	447,552 144,653	457,739 135,702	467,217 126,556	477,371 117,212	487,746 107,664	498,347 97,909	509,178 87,942	520,244 77,759	531,551 67,354	543,104 56,723	554,907 45,861	566,967 34,763	579,290 23,423	591,880 11,838	-	-	-	9,331,578 1,986,363	
26-Sep-19	Sewer - Design GDB	\$ 325,000	Principal Interest	-	-	85,000 14,125	80,000 10,000	80,000 6,000	80,000 2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	325,000 41,108	
26-Sep-19	Sewer - Design GDB	\$ 705,000	Principal Interest	-	-	235,000 29,375	235,000 17,625	233,000 5,875	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	705,000 72,360	
26-Sep-19	Sewer - GDB	\$ 760,000	Principal Interest	-	-	40,000 29,138	40,000 27,138	40,000 25,138	40,000 23,138	40,000 21,138	40,000 19,138	40,000 17,138	40,000 15,138	40,000 13,338	40,000 11,738	40,000 10,138	40,000 8,738	35,000 7,700	35,000 6,738	35,000 5,688	35,000 4,638	35,000 3,631	35,000 2,625	35,000 1,575	35,000 525	760,000 270,828	
26-Sep-19	Sewer - GDB	\$ 835,000	Principal Interest	-	-	45,000 32,025	45,000 29,775	45,000 27,525	45,000 25,275	45,000 23,025	45,000 20,775	45,000 18,525	45,000 16,275	45,000 14,350	45,000 12,750	45,000 11,150	40,000 9,750	40,000 8,650	40,000 7,550	40,000 6,350	40,000 5,150	40,000 4,000	40,000 2,850	40,000 1,650	35,000 525	835,000 296,250	
26-Sep-19	Sewer - GDB - Re-funded	\$ 2,515,000	-	-	67,135	255,000 115,075	260,000 102,200	260,000 89,200	260,000 76,200	260,000 63,200	260,000 50,200	265,000 37,075	265,000 23,825	265,000 11,900	165,000 3,500	-	-	-	-	-	-	-	-	-	-	-	2,515,000 699,310
26-Sep-19	Sewer - GDB - Re-funded	\$ 215,000	-	-	5,694	20,000 9,800	20,000 8,800	20,000 7,800	20,000 6,800	20,000 5,800	20,000 4,800	25,000 3,675	25,000 2,425	25,000 1,300	20,000 400	-	-	-	-	-	-	-	-	-	-	-	215,000 57,294
Net Outstanding Principal Long-Term				3,869,322	3,876,159	4,023,455	4,036,222	4,044,470	3,483,206	3,407,744	3,182,194	3,207,465	3,148,270	2,884,618	2,776,525	2,803,998	2,112,903	2,123,074	2,077,615	2,095,539	1,020,941	1,039,652	160,000	155,000	140,000	55,530,072	
Net Outstanding Interest Long-Term				1,065,717	1,176,201	1,092,917	977,509	862,676	760,696	676,228	595,793	516,186	437,616	368,348	309,806	253,619	203,186	165,818	128,176	91,688	55,262	33,443	11,250	6,525	2,100	9,713,794	
Total Debt Service				4,935,039	5,052,361	5,116,372	5,013,731	4,907,10																			

Debt Schedules

Actual Debt Service as of December 31, 2019

Water Enterprise Fund

Date of Issue	Purpose / Date of Vote	Type of Payment	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	Total
26-Oct-06	Water Treatment Facility Oct-98 / Art # 9 / \$25,000,000 S.May-01 / Art #14 \$7,000,000	Principal Interest	166,124 20,212	171,518 16,203	172,258 12,133	177,447 7,947	181,717 4,017	185,679 0	185,913 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	1,240,656 60,512
16-Dec-07	Water Treatment Facility Oct-98 / Art # 9 / \$25,000,000 S.May-01 / Art #14 \$7,000,000	Principal Interest	20,552 0	20,552 0	20,552 0	20,552 0	20,553 0	20,553 0	20,553 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	143,867 0
1-Nov-03	Water Treatment Facility Oct-98 / Art # 9 / \$25,000,000 S.May-01 / Art #14 \$7,000,000	Principal Interest	78,875 7,434	82,258 5,533	85,388 3,573	88,468 1,575	85,866 0	88,674 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	509,529 18,114
1-Nov-03	Water Treatment Facility Oct-98 / Art # 9 / \$25,000,000 S.May-01 / Art #14 \$7,000,000	Principal Interest	411,948 38,468	423,553 28,632	433,924 18,576	449,090 8,337	455,542 0	459,099 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	2,633,155 94,013
1-Feb-07	Water Treatment Facility Oct-98 / Art # 9 / \$25,000,000 S.May-01 / Art #14 \$7,000,000	Principal Interest	326,660 30,348	335,023 22,579	342,424 14,652	354,666 6,572	358,989 0	359,993 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	2,077,755 74,151
1-Nov-03	Water Treatment Facility Oct-98 / Art # 9 / \$25,000,000 S.May-01 / Art #14 \$7,000,000	Principal Interest	193,669 18,087	199,721 13,459	205,184 8,720	210,561 3,920	214,207 0	213,855 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	1,237,196 44,186
2-May-13	Water Treatment Facility Oct-98 / Art #9 / \$25,000,000	Principal Interest	65,000 9,100	65,000 6,500	65,000 3,900	65,000 1,300	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	260,000 20,800
2-May-13	Water Treatment May-01 / Art #14 / \$7,000,000	Principal Interest	25,000 4,250	25,000 3,656	25,000 2,906	25,000 2,156	25,000 1,406	25,000 781	25,000 266	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	175,000 15,422
2-May-13	Water Bonds - Distribution May-01 / Art # 10 / \$240,000 A.M.H	Principal Interest	10,000 1,400	10,000 1,000	10,000 600	10,000 200	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	40,000 3,200
9-Dec-16	Water Treatment Facility Jun-02 / Art #1 / \$3,387,135	Principal Interest	110,000 28,988	105,000 25,763	105,000 22,613	105,000 19,594	105,000 16,575	105,000 13,425	100,000 10,350	100,000 7,350	100,000 4,350	95,000 1,425	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	1,030,000 150,431
15-Mar-08	Water - Tower Farm Tank May-06 / Art #23 / \$1,542,000	Principal Interest	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
9-Dec-16	Water Bonds - Distribution May-06 / Art #24 / \$2,500,000	Principal Interest	110,000 28,988	105,000 25,763	105,000 22,613	105,000 19,594	105,000 16,575	105,000 13,425	100,000 10,350	100,000 7,350	100,000 4,350	95,000 1,425	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	1,030,000 150,431
1-Nov-09	Water Bonds - Distribution May-06 / Art #24 / \$2,500,000	Principal Interest	25,000 11,362	25,000 5,478	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	50,000 16,840
1-Nov-09	Water - Consent Decree May-06 / Art #23 / \$1,542,000	Principal Interest	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
15-May-11	Water - Crosby Hill Tank Oct-08 / Art #20 / \$685,000	Principal Interest	65,000 3,900	65,000 1,950	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	130,000 5,850
26-Sep-19	Water Mains -	Principal Interest	1,997	3,488	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	90,000 30,403
26-Sep-19	Water Mains -	Principal Interest	17,634	45,000	45,000	45,000	45,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	35,000 760,000
26-Sep-19	Water Mains -	Principal Interest	18,325	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	525 294,075
26-Sep-19	Water Meters -	Principal Interest	35,267	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	145,000	-	-	-	-	-	-	-	-	-	-	-	1,305,000 316,567
26-Sep-19	Water Meters -	Principal Interest	60,253	275,000	275,000	275,000	275,000	275,000	270,000	270,000	270,000	270,000	-	-	-	-	-	-	-	-	-	-	-	-	2,180,000 494,253
26-Sep-19	Water Mains -	Principal Interest	5,694	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	25,000	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	215,000 57,294
Net Outstanding Principal Long-Term			1,617,826	1,642,626	2,114,729	2,145,783	2,086,874	2,092,853	956,466	725,000	730,000	720,000	255,000	105,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	80,000	70,000
Net Outstanding Interest Long-Term			203,436	296,784	348,972	282,831	223,461	185,894	152,853	120,338	87,963	55,613	34,413	27,213	23,413	20,437	18,100	15,763	13,213	10,663	8,219	5,775	3,300	1,050	2,134,858
Short-Term Interest			1,821,263	1,398,910	2,463,702	2,428,614	2,310,335	2,278,747	1,109,319	845,338	817,963	775,613	289,413	132,213	108,413	105,437	103,100	100,763	98,213	95,663	93,219	90,775	83,300	71,050	18,007,008
Total Debt Service																									

Section 13:

Town Manager Goals

Town Managers Goals

Every year around September the Town Manager and his office sit down with groups of department heads to brainstorm their goals for the upcoming fiscal year. Below is the goal setting process used by the Town.

Effective leadership is achieved by recognizing that goals are high level statements that cannot be quantified. They must be meaningful, accepted and realistic. Goals are achieved over a period of time and do not have completion dates. An example of a goal is to “Improve Town Infrastructure”

Objectives are tools used to achieve the goal. They are specific, measurable, attainable and time bound. It may require many objectives to reach a desired goal. They will have varying timelines. An example of an objective is to “*Develop Water Distribution Improvement and Replacement Plan*”.

Tasks are a means to an end. They are the assignments necessary to achieve the objectives. It is a specific piece of work that must be completed to meet an objective. Examples of tasks necessary to meet the objective used above are; Superintendent to *Develop an RFP to design a Water Distribution Improvement Plan by a certain date*, Superintendent to *recommend contract award to an engineering firm by a certain date*.

Accordingly, the BOS/ Town Manager will focus their efforts on establishing goals which represent the purpose to be achieved by town government. Objectives to meet those goals will be established by the Town Manager and the tasks necessary to meet those objectives will be carried out by boards, committees and department heads as assigned.

Most years the Town staff is able to check most goals off the list. A few goals that have lagged from prior years, like permit ally, are currently under construction at this moment. The five goals that would like to continue their improvement are Improve Efficiency of Organization, Maximize Fiscal Efficiencies and Fiscal Strength, Pro Active Economic and Community Development, Improve Communication and Customer Service, and Improve Infrastructure. I hope as you read through the budget narratives you will notice multiple objectives that have already been already started on!

FY2020 Town Manager Goals

Goal 1: Improve Efficiency of Organization

OBJECTIVES & ACTION STEPS	START DATE	BACKGROUND	PARTY RESPONSIBLE	BUDGET	COMMENTS	Schedule	STATUS
OBJECTIVE 1.1: Combine Building/ZBA/Conservation and accompanying Clerical Support.							
TASK 1.1.1 - Capital Improvements to ground floor	07/01/2018	Design completed last year.	TM/Building Commissioner	\$ 75,000.00	Quotes being solicited as of September 2018. Masonry cut/done in November. Clerical Pool area complete. Filing project underway. Scheduled move of Clerical July 2019.	Work Schedule to be complete June 30, 2019.	Progressing
TASK 1.1.2 - Move Conservation Department to Ground Floor	01/01/2019	Looking to bring Departments to same area.	TM/Building Commissioner	n/a	Moved temporarily to Art Room in August 2019. Moved to new office March 2020.	Reorg to be done before June 30, 2019.	Completed
TASK 1.1.3 - Reorganize building and Conservation clerical staff	07/01/2017	Efficiencies of staffing/cross training.	TM/Building Commissioner	n/a	Office area completed, filing being done. Move of staff done August 2019	Reorg to be done before June 30, 2019.	Completed
TASK 1.1.4 - Retrofit Old Conservation Office for Planning and Economic Development	01/01/2019	Conservation will move downstairs.	TM/Building Commissioner	n/a	This reorg cannot take place until capital work is complete.	Reorg to be done before June 30, 2019.	Not Started
TASK 1.1.5 - Retrofit Entrances for Permitting and ADA needs	03/01/2019		TM/Building Commissioner	n/a	This reorg cannot take place until capital work is complete.	Reorg to be done before June 30, 2019.	Completed
TASK 1.1.6 - Create conference room in old Art Gallery	08/01/2019	New storage room already created for Voting Machines. Need to find a home for historical artifacts	TM/Bob Salese	n/a	Should be completed by June 30, 2020.	Dec-19	Progressing
TASK 1.1.7 - Rehabilitate old Planning Office for Conservation and BOH and Building.	09/01/2019	This area currently contains building inspectors and BOH. Conservation will be added to this space when clerical staff moves.	TM/Bob Salese	n/a	Completed December 2019.	Dec-19	Completed
TASK 1.1.8 - Rehabilitate old Planning Office Hallway, Lighting, Roofing and painting.	10/01/2019	Last piece of renovation downstairs	TM/Bob Salese	n/a	Completed December 2019.	Dec-19	Completed
OBJECTIVE 1.2: OBJECTIVE 1.2: Start Department Efficiency and Effectiveness Program.							
TASK 1.2.1 -							
TASK 1.2.2 - Implement Fire Department Organization	07/01/2019	Reorganization Plan has been negotiated between Management and Labor and will commence this Fiscal Year.	TM/Fire Chief	\$375,000	This is a dependent on union cooperation. There is a critical vote of the union body on 9/21/2018. Reorganization approved implementation is scheduled for July 1, 2019. All but one captain position is filled pending the result of a labor action.	Reorg to start in July of 2019.	Completed
TASK 1.2.3 - Purchase new reporting software for Fire Department CAD system	07/01/2019	The current system was purchased in 2002.	TM/Fire Chief	\$ 25,000.00	This is a goal of the Fire Department.	Capital Funds	Not Started
TASK 1.2.4 - Master Box Radio Conversion - 1st phase	01/01/2019	Establishing Radio Tower Infrastructure	TM/Fire Chief	\$ 150,000.00	This is a goal of the Fire Department.	Fall TM Warrant	Not Started
TASK 1.2.5 - Mission Statement Fire Department	01/01/2019	Bring in Facilitator to help with process.	TM/Fire Chief	\$ 2,500.00	This is one of the assessment recommendations.	This fiscal Year.	Not Started
TASK 1.2.6 - Install Vetra Spec Computer VA claims system in Veterans Office	07/01/2019	Previously all Veterans claims were processed on paper through U.S. Mail.	Veterans Agent	n/a	The new system instantly uploads request to the JFK Building in Boston for VA Disability and Compensation claims	This fiscal Year.	Completed
TASK 1.2.7 - Implement VISIMAS system for Chapter 115 claims in Veterans Department	07/01/2019	Currently all V115 claims were processed via facsimile.	Veterans Agent	n/a	Train staff to upload claims electronically	This fiscal Year.	Completed
TASK 1.2.8 - Streamline filing Veterans Filing System	08/01/2019	Abundance of dated files are taking up valuable space. Files need to be purged based on current retention guidelines established by the state.	Veterans Agent	n/a	Create a computerized record system for VA Claims and 115 Claims	This fiscal Year.	Completed
OBJECTIVE 1.3: OBJECTIVE 1.3: Complete centralization of all grounds maintenance.							
TASK 1.3.1 - Integrate all town facilities into Maintenance Schedules for the purpose of implementing fees in FY2021	07/01/2018	David Grubb, John Magliozzi and Mike Haines are working collaboratively to accomplish this goal.	TM/Parks and Recreation	n/a	Met with user groups. Expected to be operational in September of 2020.	1/1/2019	Progressing
TASK 1.3.2 - Implement training for staff	07/01/2018	Full rollout on January 1, 2019	TM/Parks	n/a	Two year process	1/1/2019	Progressing
TASK 1.3.3 - Purchase bobcat and new mower	07/01/2018	Capital Purchases	TM/Parks	\$ 100,000.00	Two year process	1/1/2019	Completed
TASK 1.3.4 - Hire full time position in recreation to maintain playgrounds and trash pick up.					Two year process	1/1/2019	Completed
TASK 1.3.5 - Retrofit Alexander Road Building	07/01/2018	This retrofit is approximately 50% complete.	TM/Parks	\$ 70,000.00	Two year process	1/1/2019	Completed
TASK 1.3.6 - Implement budget amendment to phase in new parks department.	07/01/2017		TM/Town Meeting			10/19/2019	Completed
OBJECTIVE 1.4: OBJECTIVE 1.4: Implement Adult Use Marijuana Law.							
TASK 1.4.1 - Select one or two dispensaries to be located in Billerica	07/01/2019	Work Product and Work Session done on July 9, 2018. This process has been ongoing. It has involved the Police, BOH and TM Office. New district is same as medical marijuana district.	TM/Clancy Main	n/a	Moratorium expires 1/1/2019. Community Cares Collective Selected.	1/1/2019	Completed
TASK 1.4.2 - Negotiate Host agreement and or development agreement.	07/01/2019	This process has been ongoing. It has involved the Police, BOH and TM Office. New district is same as medical marijuana district.	TM/Police Chief	n/a	Completed significant Host Agreement with 9% revenue in total. August 2019	1/1/2019	Completed
TASK 1.4.3 - Complete local licensing	07/01/2019	This process has been ongoing. It has involved the Police, BOH and TM Office. New district is same as medical marijuana district.	TM/Police Chief	n/a	Expected to be completed in Spring of 2020.	1/1/2019	Processing
TASK 1.4.4 - Explore possibility of auctioning Plate and Parcel 48-38-1 on Republic Road for Adult Marijuana Use.	07/01/2019		TM/Police Chief	n/a	Suspended for time being	1/1/2019	Suspended
OBJECTIVE 1.5: Information Technology Initiatives							
TASK 1.4.1 - Update Servers	07/01/2019	Department Goals	TM/IT Director	n/a	Money appropriated in Spring TM of 2019. Lease Program for 26,000 up four year.	6/30/2019	Near Completion
TASK 1.4.2 - Help Desk Ticket System	07/01/2019	Department Goals	TM/IT Director	n/a	Engaged Driveteck to talk about system assessment.	6/30/2019	Ongoing
TASK 1.4.3 - Software update	07/01/2019	Department Goals	TM/IT Director	n/a		6/30/2019	Not Started
TASK 1.4.4 - Roll Out New PCs Town Hall	07/01/2019	Department Goals	TM/IT Director	n/a		6/30/2019	Not Started
TASK 1.4.5 - Systems Assessment	07/01/2019	Department Goals	TM/IT Director	n/a	Engaged Driveteck to talk about system assessment.	6/30/2019	Not Started
TASK 1.4.6 -							
OBJECTIVE 1.6: Vining Reuse Discussion							
TASK 1.6.6 - Move Recreation into Vining	07/01/2019		TM/Recreation		Suspended/ building inhabitable	1/1/2019	Suspended
TASK 1.6.7 - Move Food Pantry to Vining	07/01/2019		TM		Suspended/ building inhabitable	1/1/2019	Suspended
TASK 1.6.8 - Explore COA Adult Day Care	07/01/2019		TM/COA Director		Suspended/ building inhabitable	1/1/2019	Suspended
TASK 1.6.9 - Incorporate Vining into Budget	07/01/2019		TM		Suspended/ building inhabitable	1/1/2019	Suspended

Goal 2: Maximize Fiscal Efficiencies and Fiscal Strength

OBJECTIVES & ACTION STEPS	START DATE	BACKGROUND	PARTY RESPONSIBLE	BUDGET	COMMENTS	Schedule	STATUS
OBJECTIVE 2.1: Establish new budget format with goals and vision.							
TASK 2.1.1 - Implement recommendations from GFOA	07/01/2019		Town Manager/Mngmnt Analyst	n/a	FY2020 Budget Book submitted to GFOA for Award	May 2019	Completed
OBJECTIVE 2.2: Control Budget Costs.							
TASK 2.2.1 - Town Side Budget growth strive to restrict to 2.0%.	07/01/2019					5/2/2019	Completed
TASK 2.2.2 - Apply for Green Communities Grant	07/01/2019	Use Funds to subsidize the conversion and purchase of new LED Streetlight Program	Town Manager/Mngmnt Analyst	\$ 250,000.00	Town Received Communities grant in the amount of \$250,000. It is bein used to purchase LED streetlights.	8/1/2019	Completed
TASK 2.2.3 - Apply for MAPC Grant	07/01/2019	Use Funds to subsidize the conversion and purchase of new LED Streetlight Program	Town Manager/Mngmnt Analyst	\$ 179,000.00	Town Received MAPC grant in the amount of \$179,000. It is bein used to purchase LED streetlights.	9/1/2019	Completed
OBJECTIVE 2.3: Continue to grow debt stabilization funds.							
TASK 2.3.1 - Continue to grow debt stabilization funds.	07/01/2019	This is necessary to determine what revenue is coming in and how to reallocate these resources.	Town Manager	\$ 1,800,000.00	\$500,000 from Wastewater R.E. and \$1.3 million from Free Cash.	October 2019	Completed
TASK 2.3.2 - Appropriate levied funds to debt stabilization according to policy.	05/02/2019	If necessary.	Town Manager	TBD	\$441,323 will be appropriated to Debt Stabilization	5/2/2019	Completed
TASK 2.3.3 -							
OBJECTIVE 2.4: Re-evaluate Debt Capacity and Policy based on Capital Planning Needs.							
TASK 3.4.1 - Internal Analysis of debt versus Capital Needs	07/01/2018	The Town has worked under the same debt policy for a number of years that has funded school and utility investments. It is time to reevaluate for other future needs (Schools, DFW, Fire and COA.	TW/Department Heads	n/a		6/30/2019	Not Started
TASK 3.4.2 - Workshop Discussion with BOS	01/01/2019	Collaborate with decision makers	TW/BOS	n/a		01/01/2019	Not Started
TASK 3.4.3 - Decide next steps on Policy.	03/01/2019	Codify	Town Manager/BOS	n/a		03/01/2019	Not Started

Goal 3: Pro-Active Economic and Community Development

OBJECTIVES & ACTION STEPS	START DATE	BACKGROUND	PARTY RESPONSIBLE	BUDGET	COMMENTS	Schedule	STATUS
OBJECTIVE 3.1: Improve Permit Process.							
TASK 3.1.1 - Maintain the monthly permitting update meetings.	07/01/2018		TM/Economic Director	n/a			Progressing
TASK 3.1.2 - Review Stormwater permitting process and make recommendations to BOS	07/01/2018		Town Manager/PB Director	n/a	BOH, Engineering, Building and Town Manager reviewed process and decided more engineering and consultant involvement was needed but no policy changes recommended.	11/1/2019	Completed
TASK 3.1.3 - Review Peer Review Processes and make recommendations	07/01/2018		Town Manager/PB Director	n/a			Not Started
TASK 3.1.4 - Request funding to Perform Zoning Audit	10/01/2018		Town Manager/PB Director	\$ 50,000.00	In 2021 Budget	May-20	Progressing
TASK 3.1.5 - Perform Zoning Audit	11/30/2018					Complete in 2020	
TASK 3.1.6 - Revise Dimensional Zoning to improve streamline permitting.	11/30/2018					Complete November 2020	
TASK 3.1.7 -							
OBJECTIVE 3.3: Develop Public Nuisance Property Strategy.							
TASK 3.3.1 - Establish new policy/bylaw to address public nuisance properties.	07/01/2017	This is necessary to determine what revenue is coming in and how to reallocate these resources.	TM/Building/BOH	n/a		07/01/2018	
TASK 3.3.2 - Begin process with three identified properties in Pinehurst.	07/01/2017		TM/Building/BOH				
TASK 3.3.3 - Establish Code Enforcement officer in Building department in FY2020 Budget	07/01/2017		Town Manager/Building				
OBJECTIVE 3.4: Improve Public Relations/Image							
TASK 3.3.1 - Introduce Hanging Flowers to Street Lamps in Center.	07/01/2018	Done	TM/Parks	n/a			Done
TASK 3.3.2 - Introduce Artscape Banner Project in Center.	09/15/2018	Done	TM/School Supt.				Done
TASK 3.3.3 - Introduce trash pick-up and landscape maintenance program along linear park in center.	07/01/2018	Done	TM/Recreation				Done
TASK 3.3.4 - Ribbon cutting for Linear Park in Center.	09/15/2018	Done	Town Manager				Done
OBJECTIVE 3.4: Develop a Housing Strategy							
TASK 3.4.1 -							
TASK 3.4.2 - Appropriate Funds for a study of Comprehensive Housing Strategy.	07/01/2018	CPC funding is the most likely source for this appropriation.	TM/HTC/CPC	\$ 20,000.00	Using DLTA grant to update Housing Plan. April 2020.	6/30/2019	Not Started
TASK 3.4.3 - Identify Housing needs and constituencies (Seniors, workforce, affordable, downsized, etc.).	07/01/2018	This objective is driven by a desire to assess senior housing needs and develop strategy to make more housing available to this constituency. Other constituencies include workforce housing and affordable housing.	TM/HTC		Creating Facilities needs Study Committee. Spring 2020.	6/30/2019	Not Started
TASK 3.4.4 - Investigate first time loan give-back program for affordable housing.	07/01/2018	It appears that affordable buyers cannot qualify due to lack of down payment funding.	TM/HTC			6/30/2019	Not Started
OBJECTIVE 3.5: Expand opportunities for amenities and Live, Work, Play Development							
TASK 3.4.1 - Explore Redevelopment of the Shoppes of Billerica (Mall)	07/01/2018		TM/Economic Dev Dir.			6/30/2019	Not Started
TASK 3.4.2 -							
TASK 3.4.4 -							
OBJECTIVE 3.6: Open Space Initiatives							
TASK 3.4.1 -							
TASK 3.4.2 - Continuation of acquisition of open space land donations.	07/01/2018		TM/Cons Com Dir			07/01/2018	Not Started
TASK 3.4.3 - Establish Carter Ave as Conservation Area for public use	07/01/2018		TM/Cons Com Dir			07/01/2018	Done
TASK 3.4.4 - Explore Boat Launch at Carter Ave with Wildlife and Fisheries	12/31/2018		TM/Cons Com Dir			12/31/2018	Suspended
OBJECTIVE 3.7: Become Bioregional Community Platinum Status							
TASK 3.7.1 - Work with BOH to achieve status	07/01/2018		TM/Economic Dev Dir.			06/30/2019	Started

Goal 4: Improve Communication and Customer Service

OBJECTIVES & ACTION STEPS	START DATE	BACKGROUND	PARTY RESPONSIBLE	BUDGET	COMMENTS	Schedule	STATUS
OBJECTIVE 4.1: Improve Communication with Constituents							
TASK 4.1.1 - Continue Neighborhood Meetings.	07/01/2018		TM/Building Commissioner		June 10, 11, 12 and 13th of 2019	6/30/2019	Progressing
TASK 4.1.2 - Increase facebook likes to 5,000	07/01/2018		Town Manager/Mgmt Anlyst	n/a	Currently 5,855 followers and 5,494 likes	3/1/2020	Completed
TASK 4.1.3 - Explore other Social Media Venuew	07/01/2018		Town Manager/Mgmt Anlyst	n/a	Started Instagram Page in August 2019 - 1:151 followers.	3/1/2020	Completed
TASK 4.1.4 - Establish Veteran's Office Hours with Veteran's Director on the last Tuesday of each month.	09/24/2019		Vetererans Director	n/a	This will increase accesibility to Veteran Services to Veterans that attend the Senior Center.	9/24/2019	Completed
TASK 4.1.5 - Establish Proactive Outreach plan to Billerica High School Seniors that are enlisting in the Military.	09/08/2019	The plan is to establish a connection with the first graduating class of the new BHHS military enlistees.	Vetererans Director	n/a	Additionally, matching up new military members with Senior Veterans.	5/30/2020	Started
TASK 4.1.6 - Establish Veterans Day Event	11/11/2019	Move Veteran's Day Breakfast to the actual day. Incorporate wreath laying ceremony.	Vetererans Director	n/a		11/11/2019	Started
TASK 4.1.7 - Seek out veteran's from Billerica that have sought services in other communities.	08/01/2019	Three veterans have already been identified.	Vetererans Director	n/a	Goal is to increase 115 claims by 10 at the end of the year.	6/30/2020	Started
OBJECTIVE 4.2: Improve Communication with Town Meeting Representatives							
TASK 4.2.1 - Meet with new Town meeting Members.	07/01/2018	Efficiencies of staffing/cross traing.	Town Manager	TBD			Not Started
OBJECTIVE 4.3: Codify Diversity Goals by 2020							
TASK 4.3.1 - Explore Diversity through Workshop	07/01/2018		TM	n/a			

Goal 5: Improve Infrastructure

OBJECTIVES & ACTION STEPS	START DATE	BACKGROUND	PARTY RESPONSIBLE	BUDGET	COMMENTS	Schedule	STATUS
OBJECTIVE 5.1: Complete Allen Road Project. (Phase I and II)							
TASK 5.1.1 - Complete Phase I.	07/01/2016	(Phase I) This project has been ongoing since the 1990s. Construction started in October of 2016. The scope of the project included installation of dry sewer, water line and reclaiming and rebuilding Allen Road from Webb Brook Road to Boston Road. This also included the installation of sidewalks and retaining walls.	TM/DPW Engineering	\$ 6,688,616.00	Work that remains is the finish coat of pavement. Sewer will become active when Sewer Needs Area 4 is complete. Needs Area 4 is currently in design.	Work Schedule to be complete October 31, 2018.	Completed
TASK 5.1.2 - Complete Water and Drainage Work (Phase II).	04/01/2018	(Phase II) Redesign intersection of Boston and Allen Road, add traffic signal, installation of sidewalks. New water main and drainage infrastructure.	TM/DPW Engineering	\$ 2,534,270.00	Completed	Completion date for phase II is April 2020. Binder, water and drainage work will be completed this fiscal year.	Completed
TASK 5.1.3 - Relocate poles (Phase II)	04/01/2018	Phase II	TM/DPW Engineering	n/a	To be completed this year	Completion date for phase II is April 2020. Binder, water and drainage work will be completed this fiscal year.	Completed
TASK 5.1.4 - Install traffic signal (Phase II)	07/01/2019	Phase II	TM/DPW Engineering		TBD FY2020	April 2020	Completed
TASK 5.1.5 - Install sidewalks and reconfigure intersection (Phase II)	07/01/2019	Phase II	TM/DPW Engineering		TBD FY2020	April 2020	Completed
TASK 5.1.6 - Finish Coat of Paving. (Phase II)	07/01/2019	Phase II	TM/DPW Engineering			April 2020	Completed
OBJECTIVE 5.3: Begin Middlesex Turnpike Project							
TASK 5.3.1 - Begin Construction.	08/01/2017	The project includes the length of the Middlesex Turnpike from Pearl Road to the Bedford Town Line and into Bedford. It includes widening the road from two lanes to four lanes. It also includes significant intersection work at Lexington Road and Boston Road and Manning Road and Boston Road. It also includes sidewalk work on wetland mitigation.	TM/DPW Engineering	\$ 34,475,000.00	This year tree clearing and grubbing and easterly road widening is expected to be completed as well as environmental mitigation.	This is a five year project.	06/30/2023
TASK 5.3.2 - Work on widening the easterly side of the roadway.	Spring 2018	See above	TM/DPW Engineering	See above.	See above.	Completion expected this fiscal year	06/30/2019
TASK 5.3.3 - Complete environmental work on Town-owned Cabot Land and Republic Road parcel.	Spring 2018	See above	TM/DPW Engineering	See above.	See above.	Completion expected this fiscal year	06/30/2019
TASK 5.3.4 - Work on the center roadway.	04/01/2020	See above	TM/DPW Engineering	See above.	See above.	Work Scheduled for future	09/01/2020
TASK 5.3.5 - Work on widening the westerly roadway.	07/01/2020	See above	TM/DPW Engineering	See above.	See above.	Work Scheduled for future	07/30/2021
TASK 5.3.6 - Work on center islands and sidewalks	09/01/2022	See above	TM/DPW Engineering	See above.	See above.	Work Scheduled for future	12/31/2022
OBJECTIVE 5.4: Complete Needs Area 2 and 8 (Contract 35)							
TASK 5.4.1 - Finish Coat on Robert and Celtic Finish Coat.	07/01/2018		TM/DPW Engineering	\$ 9,000,000.00		Completion expected this summer.	Completed
TASK 5.4.2 - Finish Punch List	07/01/2018		TM/DPW Engineering	See Above		Completion expected this summer.	Completed
OBJECTIVE 5.5: Progress on Design Phases of various Initiatives.							
TASK 5.5.1 - Boston Road North - submit 25% Design to Mass DOT	07/01/2018	The project scope includes Boston Road from outside the Town Center to Floyd Street. It includes installing sidewalks, reclaiming road, new pavement, new traffic signals, decorative street lighting and significant streetscape work. It also may include water and sewer work as well.	TM/DPW Engineering	\$ 356,000.00	This will be presented to the BOS in the August 2018 meeting.	September 2018	Completed
TASK 5.5.2 - Yankee Doodle Bike Path - submit 75% Design.	07/01/2018	The Town is applying for \$375,000 through the CPC to get to 75%.	TM/DPW Engineering	\$ 375,000.00	This includes a public hearing process in order to submit the 75% design.	Fall of 2019	Completed
TASK 5.5.3 - Lexington Road/Glad Valley Intersection Improvements	07/01/2018	Money appropriated by TM for this project in Fall of 2017.	TM/DPW Engineering	\$ 200,000.00	The Town will achieve 25% design on this project within the fiscal year. The town residents will be requested at fall Town meeting as well as construction funding (\$350,000). Under review for 2019.	Fall of 2019	Progressing
TASK 5.5.4 - Whipple Road/Andover Road Intersection Improvements	07/01/2018	Money appropriated by TM for this project in Fall of 2017.	TM/DPW Engineering	\$ 410,000.00		December of 2019	Progressing
TASK 5.5.5 - Sewer Needs Area 4 and 6 Design	07/01/2017	Money appropriated by TM for this project in Fall of 2017.	TM/DPW Engineering	\$ 2,100,000.00	Design expected to be completed by December of 2018. Construct Bond Authorization to be requested in the Fall of 2019.	December of 2019	Progressing
TASK 5.5.6 - Engine 3 - Assessment Study	01/01/2019	Assessing current site versus alternative site based on current conditions	TM/Fire Chief		Reconstruction on current site to commence Fall 2020.		Completed
TASK 5.5.7 - Engine 2 - Floor Assessment Study (Engineering)	01/01/2019	Assessing current site with emphasis on floor for mechanics bay.	TM/Fire Chief				

OBJECTIVE 5.6: Begin Sewer Needs Area Three.							
TASK 5.6.1 - Begin Construction.	09/01/2018	Sewer needs Area 3 is many of the collector streets off of Pond Street. It is 4.25 miles of sewer and 2.7 miles of water main and 1 mile of sidewalk and it includes a sewer pump station. It will serve 262 properties. It required 11 easements.	TM/DPW Engineering	\$ 14,000,000.00	This is a 2-year project expected to be completed in 2020	Fall of 2020	Progressing
OBJECTIVE 5.5: Update Roadway Management Plan and include Sidewalk Master Plan							
TASK 5.5.1 - Appropriate Money to conduct study	07/01/2018	Update current Roadway Management Plan. Develop a sidewalk plan that prioritizes installation and maintenance of sidewalks throughout town that considers priority on the basis of school access, commuter transit access and public safety and walkability.	TM/DPW Engineering	\$ 25,000.00	Capital funding source.	11/1/2018	Completed
TASK 5.5.2 - Conduct Study	11/01/2018	See above.	TM/DPW Engineering	See above.	Contract through BETA	Fall 2019	Progressing
OBJECTIVE 5.5: Qualify as Complete Streets Program							
TASK 5.5.1 - Meet specifications through submittal process							Completed
TASK 5.5.2 - Submit a project to be funded	01/01/2019	Apply for grant through program.	TM/DPW Engineering	\$ 378,000.00	Glad Valley/Campbell	6/30/2019	Completed
OBJECTIVE 5.5: Substantial Completion of new high school							
TASK 5.5.1 - Open Preschool wing	07/01/2018		TM/Recreation Director	n/a			Completed
TASK 5.5.2 - Substantial Completion of new high school phase 1	07/01/2017		TM/Recreation Director			Sep-20	Completed
OBJECTIVE 5.5: Various Town Hall Projects							
TASK 5.5.1 - Renovate Buck Auditorium Ceiling	07/01/2018	This is necessary to determine what revenue is coming in and how to reallocate these resources.	TM/Recreation Director	n/a			
TASK 5.5.2 - Town Manager's Office	07/01/2017		TM/Recreation Director				
TASK 5.5.3 - Second Floor Hallway	07/01/2017		Town Manager				
TASK 5.5.4 - Room 210 Floor	07/01/2017		TM/Town Meeting	\$ 7,000.00			
OBJECTIVE 5.5: CPC Funding Initiatives							
TASK 5.5.1 - Howe School 100% Design Funding	10/02/2019	CPC Appropriation	TM/BOS	\$ 420,000.00	CPC Funding Approved by TM	10/02/2019	Complete
TASK 5.5.2 - Procurement Howe Design RFP	12/01/2018		TM				Complete
TASK 5.5.3 - Design Howe Shell	07/01/2017		Town Manager		Bidding for OPM. Will bid for design summer 2019	6/30/2019	Complete
TASK 5.5.4 - PHR Design Funding	10/02/2019		Town Manager/Recreation	\$ 433,000.00	CPC Funding Approved by TM	10/02/2019	Complete
TASK 5.5.5 - PHR DESIGN Procurement	12/01/2018		Town Manager/Recreation		Bidding for OPM. Will bid for design summer 2019	6/30/2019	Complete
TASK 5.5.6 - Design PHR	12/01/2018		Town Manager/Recreation		Bidding for OPM. Will bid for design summer 2019	6/30/2019	Complete
TASK 5.5.7 - Yankee Doodle Bike Path - submit 75% Design.			TM	\$ 367,000.00		6/30/2019	Complete
TASK 5.5.8 - Design Services for Fire Station							
OBJECTIVE 5.6: Street Acceptance							
TASK 5.6.1 - Accept 14 streets	10/02/2019	Town Meeting Action	TM/BOS	\$ 420,000.00	Accepted 17 streets at Fall TM	10/02/2019	Completed
OBJECTIVE 5.7: DPW Study							
TASK 5.5.7.1 - Continue with Weston and Sampson Study	10/02/2019		TM/BOS			06/30/2019	Progressing

Section 14: Capital

Capital Plan Narrative

Revenue Capacity

The Town has a Revenue Capacity of approximately \$203 Million annually. The Town projects a revenue need of \$184.3 Million. This results in an excess levy

FY2021 Revenue Summary			
	FY2020	FY2021	
Tax Levy	\$ 129,628,980.97	\$ 132,744,211.45	72%
Local Aid	26,388,752.00	26,388,752.00	14%
Local Receipts	12,742,000.00	12,742,000.00	7%
Enterprise Receipts	10,300,000.00	10,300,000.00	6%
Other Revenue Resources	11,517,278.11	2,187,422.00	1%
Total Projected Revenue	\$ 190,577,011.08	\$ 184,362,385.45	100%

Table 1

capacity of approximately \$18.7 million – \$2.1 million greater than two years ago. 72% of the town's revenue capacity is generated by the tax levy and 14% from local receipts. 14% of the town revenue comes from state aid. The total FY2021 annual budget including Enterprise Budgets is approximately \$175 Million. Annual Debt Service is \$14.6 Million. This represents just above 8% of the annual budget – DOR Guidelines recommend 10 % or lower.

Debt Stabilization Policy

The Town of Billerica maintains a levy commitment every year of \$9.066 Million dollars. In the years that the town debt service requirement is below this commitment the difference is appropriated to a

History of Debt Stabilization							
Date	Source	Article	Appropriation	Date	Source	Article	Appropriation
10/4/2011	Free Cash	23	1,373,593	10/4/2016	WW RE	13	1,068,144
6/30/2012	Interest		10,339	5/1/2017	Overlay Surplus	20	1,200,623
10/2/2012	Levy	12	724,588	6/30/2017	Interest		481,609
10/2/2012	Free Cash	23	1,289,321	11/21/2017	W/D	12	(1,400,000)
6/30/2013	Interest		80,692	11/21/2017	Free Cash	23	1,800,000
10/1/2013	Levy	16	908,817	11/21/2017	Levy	11	60,434
10/1/2013	Free Cash	31	753,836	5/30/2018	Overlay Surplus	17	55,265
6/30/2014	Interest		72,634	6/30/2018	Interest		(223,456)
10/7/2014	Free Cash	20	1,102,100	7/31/2018	Interest		112,101
10/7/2014	Overlay Surplus	18	2,720,172	7/31/2018	Interest		171,392
6/30/2015	Interest		175,327	10/2/2018	Levy	3	766,198
10/6/2015	Free Cash	13	1,800,000	10/2/2018	W/D		(1,625,000)
6/30/2016	Interest		311,248	10/2/2018	Free Cash		1,300,000
10/4/2016	Levy	12	735,000	10/2/2018	WWRE		500,000
10/4/2016	Free Cash	13	731,856	10/2/2018	Interest		821,024
				Total			\$ 17,877,857
Date		Article	Appropriation	Date		Article	Appropriation
5/1/2018	Levy	3	91,101	10/2/2018	W/D	4	(950,000)
10/2/2018	Free Cash	30	1,300,000	10/2/2018	WWRE	30	500,000
				2018-2019 Appropriations			\$ 941,101
				Balance after Fall 2019			\$ 18,818,958

Table 2

debt stabilization fund. In the years that the debt service spikes over that commitment the town will appropriate the difference from the stabilization fund. The Town has not had the need to use the stabilization up to this point for general debt. The Town will appropriate \$1.16 million from the Debt Stabilization fund to fulfill the policy on excluded debt – which is to ensure that the tax impact on the median household does not exceed \$200 annually for the High School and the Parker School. The Graph and Table 3 below project when the Town will need to use stabilization funds and how much it will need to fund the Town's long term capital needs. The Town needs approximately \$19.6 Million to fund the long term capital plan for the two debt excluded schools to limit the impact to \$200 annually on the median household. The Town will have approximately \$19 million in the debt stabilization fund by the fall of 2019 (see Table 2).

Capital Plan Narrative

An additional \$37 million will be needed to maintain a \$9 million impact on the levy of all general debt. This can be attained by appropriating \$1.8 million from free cash annually (see Table 3). At this rate the town will easily meet the goal of \$37 Million within the next 20 years through free cash appropriations and levy appropriations dictated by this policy.

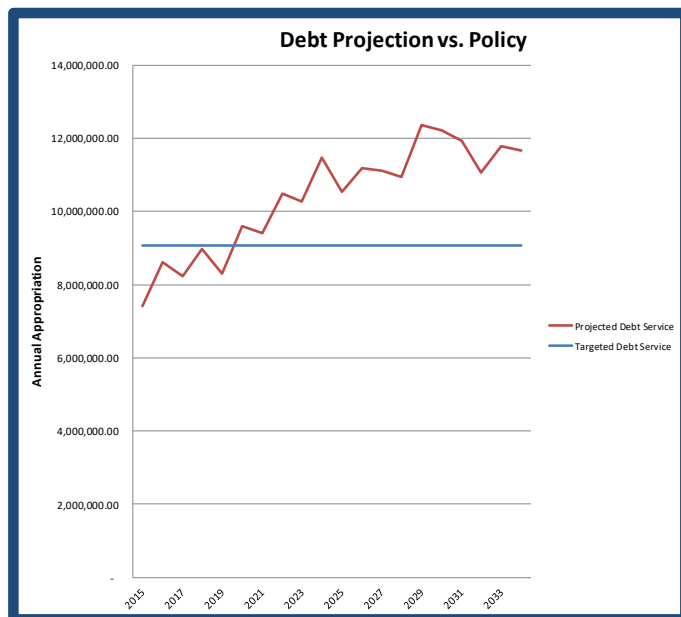
Town of Billerica Debt Stabilization Fund Schedule

Fiscal Year	Beginning Balance	Interest	Appropriations		Draw Down		Ending Balance
			Levy	Free Cash	Wastewater	HS Debt Exclusion	
2016	9,094,440	173,191	0	1,800,000	0		11,067,631
2017	11,447,593	161,273	823,277	3,000,000	0		15,432,143
2018	15,423,143		60,434	1,800,000	0	-1,400,000	15,883,577
2019	15,883,577	112,101	766,198	1,800,000	0	-1,625,000	16,936,876
2020	18,283,776	347,392	641,324	1,800,000	0	-950,000	20,122,492
2021	20,122,492	402,450	0	1,800,000	-331,363	-1,160,000	20,833,579
2022	20,833,579	416,672	0	1,800,000	-1,754,875	-1,125,000	20,170,376
2023	20,170,376	403,408	0	1,800,000	-1,544,813	-1,100,000	19,728,970
2024	19,728,970	394,579	0	1,800,000	-2,968,897	-1,060,000	17,894,653
2025	17,894,653	357,893	0	1,800,000	-1,828,705	-1,035,000	17,188,841
2026	17,188,841	343,777	0	1,800,000	-2,478,504	-1,010,000	15,844,113
2027	15,844,113	316,882	0	1,800,000	-2,410,508	-1,035,000	14,515,487
2028	14,515,487	290,310	0	1,800,000	-2,255,383	-1,000,000	13,350,414
2029	13,350,414	267,008	0	1,800,000	-3,672,347	-975,000	10,770,075
2030	10,770,075	215,401	0	1,800,000	-3,524,796	-940,000	8,320,680
2031	8,320,680	166,414	0	1,800,000	-3,234,484	-910,000	6,142,610
2032	6,142,610	122,852	0	1,800,000	-2,375,560	-875,000	4,814,902
2033	4,814,902	96,298	0	1,800,000	-3,083,544	-850,000	2,777,656
2034	2,777,656	55,553	0	2,000,000	-2,959,345	-435,000	1,438,865
2035	1,438,865	28,777	0	1,900,000	-2,938,431	-415,000	14,211
2036	14,211	284	0	1,800,000		-400,000	1,414,495
2037	1,414,495	28,290	0	1,800,000		-375,000	2,867,785
2038	2,867,785	57,356	0	1,800,000		-360,000	4,365,140
2039	4,365,140	87,303	0	1,800,000	0	-335,000	5,917,443
2040	5,917,443	118,349	0	1,800,000	0	-315,000	7,520,792
Totals		4,963,812	2,291,233	56,147,593	-37,361,555	-19,685,000	

Table 3

The Town Debt Stabilization Policy has two objectives. One is maintaining the general fund debt at \$9 Million by using this fund. The second is using debt stabilization to buffer the impact of debt exclusions. It is projected that \$19 Million will be needed to contain the impact of two debt exclusion on the median single family tax bill to \$200 annually. The total debt stabilization need over 20 years is \$56 Million (see Table 3).

Capital Plan Narrative



The Capital Plan

The Town has Short Term Capital Plan and a Long Term Capital Plan. The Short Term Plan is funded through budget appropriations and one-time free cash appropriations. Each year \$1.5 million or more is appropriated for Short Term Capital. Long Term Capital needs are handled through debt service as outlined in the Debt Service Policy. New School projects are handled through debt exclusions and have no impact on the operating budget.

There are four components to the Capital Plan; the Short Term Plan, the Long Term Plan, the school plan and the Roadway Management Plan. The Short Term, School and Roadway Management Plans are attached and provide much greater detail. The High School is the biggest capital need in the School Plan. It is expected that the existing debt exclusions will be replaced by other debt exclusions several years into the future to address a significant middle school project. Roadway projects are funded through local appropriation, chapter 90 funds and state grant monies. The Long Term Plan is also attached however there are two significant separate reports that are part of the Long Term Plan – the Comprehensive Wastewater Management Plan (CWMP) and the Water Capital Improvement Plan (CIP). Summaries of these reports are also attached as supporting documentation. The CWMP is projected to cost \$260 Million over 25 years. These costs are included in the Long Term capital Plan. The Water Department CIP has \$10 Million of Capital needs in the foreseeable future and is funded annually through 3% annual water fee increases as illustrated in the attached Water CIP. A description of these two significant capital resources is provided below for context.

Sewer Capacity and Wastewater Management Infrastructure

The Town is in the process of completing an aggressive sewer expansion program. The Town's public sewer system covers 85% of the community, up from 70% in 2004. The wastewater collection system is comprised of 190 miles of sewer ranging from 8 inch to 45 inch gravity lines and force mains. The Town operates a Grade 7 Wastewater Treatment Plant with design capacity of 5.5 million gallons per day (MGD). The plant treated 1,24 Billion gallons of wastewater in 2016 and the average daily flow at the plant was approximately 3.4 MGD, a significant increase (>2 MGD) from 2002 levels. There are twenty-five (25) pumping stations located throughout town.

Capital Plan Narrative

The Town has been fairly aggressive in expanding the sewer system in order to serve the entire community. The following sewer contracts have been completed or recently initiated:

- Contract 34B – 5.53 miles of sewer and 1.5 miles of water infrastructure. 285 homes to be serviced was completed in the fall of 2016.
- Salem Road Infrastructure – 2,600’ sewer, 2,800’ water and 1,000’ drain. Sidewalk and signal. Completion date of June 2017.
- Rangeway Road (Aspen Apartments) – Private sewer extension. 18 properties to be serviced. Was completed in November 2016 with final paving in 2017.

Sewer contract 36 for \$14 million has been designed for the Route 129/Andover Road area and was funded for construction in Spring 2017. The Town spends \$20-25 million every two years on sewer expansion projects. The completion date is anticipated to be 2035 after spending an additional \$140 million. The Town actively uses an Enterprise Fund to plan for the expansion of the sewer system. Several other areas to be addressed include the High School area and Middlesex Corporate Park. While the treatment plant is fully built out, Waterline Industries just completed a \$4 million contract for Phase 2 renovations at the plant, which included the rehabilitation of primary clarifiers and aeration tanks, the installation of a second Fournier Press and replacement of a sludge conveyor, primary sludge pumps and supporting electrical equipment and piping.

Public Water Supply Infrastructure

The Concord River is the sole source of drinking water for the Town of Billerica, with public water available to the entire Town. The first Water Treatment Plant was built in 1955 with a capacity of 3.5 million gallons per day (MGD) with expansion capacity up to 7 MGD. By 1967 the plant was expanded to its intended maximum capacity. With more extensive growth in Billerica, the plant’s capacity was increased to 14 MGD in 1976. Due to problems with the existing water treatment plant, the Town broke ground in 2003 on a new \$25 million water treatment plant located off Treble Cove Road, with a capacity of 14 million gallons per day (gpd). The new water treatment plant was in response to numerous problems with deferred maintenance. The new plant did not increase the amount of water withdrawn from the Concord River; however it was designed to improve the quality of the drinking water.

The Town has MassDEP approval to withdraw 5.34 million gpd on an annual average. The town’s annual water consumption in FY 15 was approximately 1.784 billion gallons, with an average of 4.89 gallons of water used per day. The highest daily pumping occurred on 7/27/2016 when 9.53 million gallons were produced. The water treatment plant has benefited from assistance from National Grid through the installation of 57 Variable Frequency Drives (VFD) through ICS Corporation at a cost of \$95,000 by National Grid. The installation of these VFDs has resulted in an annual electricity savings of \$45,000 per year. Major water projects in the community have included the following:

Capital Plan Narrative

The following Streets had new water main installation under Contract 35:

- Agawam Circle Allen Road to cul-de-sac 330 lf 6 inch DIP
- Allen Road Agawam Circle to Allen Road Ext. 448 lf 8 inch DIP
- Alton Street Baldwin Road to cul-de-sac 420 lf 8 inch DIP
- Boynton Lane Andover Road to dead end 440 lf 8 inch DIP
- Marlyn Road Pond Street to cul-de-sac 1731 lf 10 inch DIP
- Pondover Road Andover Road to Pond Street 1952 lf 8 inch DIP
- Rosa Circle Pondover Road to cul-de-sac 202 lf 8 inch DIP
- Sandberg Road Andover Road to Tercentennial Drive 297 lf 10 inch DIP
- Sandberg Road Tercentennial Drive to Arakelian Drive 664 lf 8 inch DIP
- Tercentennial Drive Sandberg Road to Kenrick Ave 1051 lf 10 inch DIP

Capital Plan

Town of Billerica - Long Term Capital Plan FY21 to FY25										
Department	Project	Funding Source	TM Action	FY20	FY21	FY22	FY23	FY24	FY25	
DPW- Administration	Design New DPW Facility	Bond				1,600,000				
	Construct New Highway Facility	Bond						30,000,000		
DPW - Cemetery, Parks and Trees Division	Cemetery Expansion	Bond								
	Fox Hill Cemetery Nich Wall	Sale of Lots and Graves								
DPW - Wastewater	Facility Improvements Co Mag	Bond	Art 32, ATM 2007							
	Pump Station CIP Phase 3 Improvements Design		Fall 2018 TM, Art. 14 TBD							
	Sewer System Expansion Needs Area and Salem Road Downstream									
	Sewer Improvements Design	Bond	TBD	10,150,000						
	Sewer System Expansion Needs Area 3 (36) Construction	Bond	Art. 23, ATM, 2017							
	Sewer System Expansion Needs Area 4 and 6 Design (Contract 37,38)	Bond	TBD							
	Sewer System Expansion Needs Area 4 and 6 (Contract 37,38)	Bond	TBD							
	WWTF CIP Phase 3 Improvements	Bond	TBD		7,239,000					
	Sewer System Expansion Needs Area 7 Design (Contract 39)	Bond	TBD	1,250,000						
	Sewer System Expansion Needs Area 9 Design (Contract 40)	Bond	TBD		1,250,000					
	Sewer System Expansion Needs Area 7 (Contract 39)	Bond	TBD			12,100,000				
	Sewer System Expansion Needs Area 9 (Contract 40)	Bond	TBD				12,550,000			
	Concord River Interceptor Improvements	Bond	TBD							
	Pump Station CIP Phase 4	Grant	TBD		1,311,800					
DPW - Engineering - Highway	Roadway Management	Chapter 90/Budget	TBD	2,500,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	
	Sidewalk Construction & Rehab	Chapter 90/Budget	TBD							
	MTP Concord to Manning	Chapter 90/Budget	TBD				1,600,000			
	Bikepath Design and Takings	Budget	TBD				1,000,000			
	Allen Road Improvements	Bond Authorization	Art. 19, ATM, 2014							
	Roger Street Roadway and Sidewalk Improvements	Chapter 90/Budget	N/A							
	Drainage Improvements, Frost Street	Free Cash	Article 18, FTM 2018							
DPW - Highway	Car/Truck Wash	Bond	TBD							
DPW - Engineering - Sewer	Allen Road Water Improvement and Dry Sewer	Bond	Article 19, STM 2014							
DPW - Water	Water Main Program	Free Cash	TBD							
	Water main Replacement Allen Rd	Bond	Article 26, ATM 2017							
	Frost Street Drainage and Water main Replacement	Bond/Fees	TBD							
	WTP Residuals Processing Facility		TBD							
	WTP Ozone Improvements Design	Fall 2018 TM, Art. 14 TBD								
	WTP Ozone Improvements	Bond	TBD	9,086,750						
	Water Meter replacement - Town Wide	Bond/Fees	Article 25, ATM 2017							
Police	Upgrade Police Radio System	Bonding	TBD							
Fire Department	Fire Pumper - Engine 2	Bonding	TBD							
	Fire Pumper - Engine 3	Bonding	TBD		750000					
	Fire Pumper - Engine 5	Bonding	TBD					650,000		
	Brush Truck		TBD							
	Pinehurst Station		TBD				300,000	10,000,000		
Recreation	Micozzi Beach Facility Design	Bond	TBD							
	Peggy Hannon-Rizza Recreation Complex Phase Two	Bond	TBD							
	Hajjar School Softball Field (school)	Bond	TBD							
	Peggy Hannon-Rizza Recreation Complex Phase Three	Bond	TBD							
	Peggy Hannon-Rizza Recreation Complex Phase Four Design	Appropriation	CPA Fund							
	Environmental Center	Bond	TBD							
	Kohlrausch Park Facility, preschool structure, restroom and storage facility	Reserves	TBD							
	Yankee Doodle Bike Path 75% Design	Appropriation	CPA Fund							
	Recreation Facility Roof Replacement	Reserves	TBD							
	Recreation Facility Window Replacement	Reserves	TBD							
	Marshall Middle School Sports Complex Lights for Softball and Baseball Fields	Bond	TBD							
	Design and Build 2 Niegborhood Parks	Reserves	TBD							
Town Hall	Replace Roof	Bond	TBD							
Council on Aging	Generator for Entire Building	Reserves	TBD							
	Rubber and Copper Roof Replacement	Reserves	TBD							
Library	Exterior Maintenance/Coupala	Reserves	TBD							
	Roof Replacement			135,000						
Town Manager	Town Center Traffic Roadway Improvements	Reserves	TBD							
	Howe School	Appropriation	CPA Fund		6,000,000					
	PHR Reconstruction		CPA/General Bond Auth.		8,000,000					
	Codification of Town Bylaws and Policies	Reserves	TBD							
Total Town				\$23,121,750	\$27,550,800	\$16,700,000	\$18,450,000	\$43,650,000	\$3,000,000	
Water and Sewer Funded				\$20,486,750	\$9,800,800	\$12,100,000	\$12,550,000	\$0	\$0	
Town less W&S				\$2,635,000	\$17,750,000	\$4,600,000	\$5,900,000	\$43,650,000	\$3,000,000	
	Total Town Departments			23,121,750	27,550,800	16,700,000	18,450,000	43,650,000	3,000,000	

Capital Plan

Town of Billerica - Five Year Capital Plan FY20 to FY24

Department	Project	Funding Source	FY21	FY22	FY23	FY24	FY25
	John Deere Side Shift Backhoe Loader	Budget/Free Cash					
DPW - Parks and Trees	Landscaping Equipment	Budget/Free Cash	60,000	60,000	60,000	60,000	60,000
	F250 Pick up with Plow, replacement for C1	Budget/Free Cash	38,000				
	F250 Pick up with Plow, replacement	Budget/Free Cash					
	F250 Pick up with Plow, replacement	Budget/Free Cash					
	F150 with a plow to replace	Budget/Free Cash					
	F150 with a plow to replace	Budget/Free Cash					
	Agent Orange Memorial	Budget/Free Cash					
	Locke Baseball Field Access Project	Budget					
	Dutile Field Project	Budget	150,000				
	Kennedy Field Project	Budget		150,000			
	Hajjar School Softball Field (school)	Budget			150000		
	PHR Complex	Budget				150000	
DPW - Wastewater	Replacement Vehicle	Art. 20, STM 2012					
	Sewer Inflow Infiltration Removal Program	I/I Funds	100,000	100,000	100,000	100,000	100,000
DPW - Engineering	Drainage improvement on River Street	Budget					
	Survey, Plan Acceptance and Repair of unaccepted Ways	Free Cash	200,000	200,000	200,000	200,000	200,000
	Traffic Study for Sppeed Limits						
	Repair of Sewer Manhole	I/I Funds	50,000				
DPW - Water	Water Rebate Program for homeowners funded through the Water Conservation Fund	Water Conservation Fund					
	Water Rebate Program for homeowners funded through the Water Conservation Fund	Water Conservation Fund	50,000				
	Hydrants and Valves	Budget	250,000	200,000	200,000	200,000	200,000
	Purchase and intallation of Gate Valves	Water Conservation Fund					
	Compact FWD Van	Budget					
	Replace W-20 Dump Truck 2002	Budget					
	ReplaceBackhoe W-40	Budget	120,000				
	Bobcat for Water Distribution	Budget					
DPW - Highway	Street sweeper						
	Front End Loader Replacement	Budget/Free Cash					
	Back up Generator	Budget/Free Cash					
	Asphalt Roller	Budget/Free Cash					
	F250 Pick up with Plow, replacement for H-2	Budget/Free Cash					
	F250 Pick up with Plow, replacement for H-3	Budget/Free Cash					
	5 Ton Dump Truck W/sander & Plow, Replacement	Budget/Free Cash					
	5 Ton Dump Truck W/sander & Plow, Replacement for H38	Budget/Free Cash					
	Backhoe, replacement	Budget/Free Cash	150,000				
	5 Ton Dump Truck W/sander & Plow	Budget/Free Cash					
	F250 with Plow	Budget/Free Cash	70,000				
Police	Computer Server Replacement	Lease					
	Portable Radios and Communications	Art. 28, STM 2010					
	Portable Radios and Communications	Budget		225,000			
	Police Radio System-Upgrade to Digital, Replace Repeaters and Recievers/Strategic						
	Public Safety Technology Plan	Budget/Warrant Article	235,000.00		450,000.00		
	Replace K-9 Vehicle	Budget					
	A/C System Repairs and duct maintenance	Budget					
	Replace Department Motorcycles	Budget/Free Cash	40,000				
	Upgrade Camera System	Budget					
	Technology Upgrade with licenses, Door access and security system	Budget					
	Upgrade Mobile Computer System	911 Grant	10,000	10,000	10,000	10,000	10,000
	1st Floor Renovations Floor and Ceiling, etc	Budget					
	Lobby and Front Entrance Renovations	Budget					
	ExteriorDoors and Entrance Ways	Budget					
	Expand capacity to townwide fiber network	Budget		35,000			
	Replace Ambulance	Art. XX, Free Cash, FTM 2016					
	Ambulance Bay Lower Floor Clearance	Budget					
	Alexander Road Building Repairs	Budget					
	Add fiber security connectionsVVP, Kolraush, Town Center , etc. - Expansion of Fiber Network						
	Upgrade Security camera in cell block	Budget	50,000				
	Replacement of Cell Door locks	Budget					
	Crosswalk Safety Systems	Budget	30,000				
	Acquire four Radar Sign Boards	Budget	30,000				
	Air Conditioning Ventilation Cleaning	Budget					
	Communication Center/Combined Dispatch	Budget					
	Replacement of Department Firearms	Budget/Free Cash	55,000				
	Awning replacements		35,000				
	Physiometrics Life Pack and Lucas Device						
	UST Removal and Replace	Free Cash					
Fire Department	One Ton 4WD Pick Up W/Plow Service 2	Budget					
	One Ton 4WD Pick Up W/Plow Service 1	Budget					
	Replace 1996 Crown Victoria	Budget					
	Replace 2012 Ford Taurus/w Explorer	Budget					60,000
	Replace 2011 Ford Taurus/w Explorer	Budget			60,000		
	Replace 2009 Ford Taurus w/ Explorer	Budget		60,000			
	Replace 2002 Ford Explorer	Budget					
	New Reporting Software	Budget	10,992	11,468			
	Zetron Dispatch and Fire Station Alert System	Budget		195000			
	Radio Master Alarm Boxes	Budget		250000			
Technology	Desk Top Computer upgrade	Budget					
	Upgrade Phone System and Network						
	Infrastructure	Budget					
	E-Mail Server Upgrades	Budget					
	Printer and other non computer upgrades	Budget					
Recreation	Micozzi Beach Paddle Boats	Budget					
	Vining School	Budget					
	Manning Park Splash Pad Upgrades	Budget					
	New Signage for Rec Facilities	Budget					
	Fence Repairs	Budget					
	Disc Golf Course	CPA Funds					
	ADA Compliance Updates	Budget					
	Security	Budget					
	15 Passenger ADA Compliant Bus	Budget					
	Paving Parking Lots	Budget	50,000				
	Nutting Lake Assessment	Budget					
Town Hall	Point Exterior (four Phases)/Windows	Free Cash					
	Town Hall Renovations	Budget					
	Town Hall Site Work	Budget					
	Voting Machines	Budget		100,000			
	Copier Replacement Townhall Wide	Reserves					
Building Department	Hand held inspection inspection computers, Computer and screen for customer service counter	Budget					
		Budget					
Council on Aging	Replace Carpeting 1st and 2nd Floors	Budget					
	Workspace redesign to increase privacy for case management			40,000			
	Building Alarm and Cameras	Budget	15,000				
	Art Room and Floor Replacement	Budget	17,500				
	Replacement of First Floor Windows - West Side of Building and NE Corner.						
		Budget					
Library	Computer Replacement (10)	Budget					
	bn	Budget					
	HVAC Upgrade	Budget	65,000				
	Grinder Pump	Budget					
	Parking Lot Lights	Budget		20,000			
	Concord Road, Main Entrance and Staff Stairway and Lighting						
	Boiler Repair						
	Elevator						
	Elevator technology upgrade	Budget	4,000				
Inspectional Services	Vehicle for inspectors						
Projected Total Town Expense			1,885,492	1,656,468	1,230,000	720,000	630,000
Funded through FY2019 Budget			\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Funded through FY2018 Certified Free Cash Estimate			\$769,000	\$105,000	\$0	\$0	\$0
Projected Outstanding Requests			616,492	1,051,468	730,000	220,000	130,000

Capital Plan

Billerica Sewer Needs Collection Systems Priority and Cost analysis

Need Area	Total Sewer Pipe (Feet)	Total Cost for Needs Area (2015 \$)	Cost per LF	Parcels in Area	Cost per Parcel	Environmental Need	Environmental Need High	Environmental Need Medium	Environmental Need Low	% of Parcels (13,368 Total)	% Complete (82.9% to date)	% Residential	% Com / Ind / Mun
2&8	29,200	\$ 10,869,950	\$372.26	285	\$ 38,140.18	High	\$10,869,950			2.1%	85.1%	98	2
3	30,200	\$ 13,913,900	\$460.73	247	\$ 56,331.58	High	\$13,913,900			1.9%	86.9%	87	13
4	21,200	\$ 9,728,550	\$458.89	223	\$ 43,625.78	High	\$ 9,728,550			1.7%	88.6%	97	3
5	Installed with Bertha & Poe										88.6%		
6	23,800	\$ 10,948,600	\$460.03	148	\$ 73,977.03	High	\$10,948,600			1.1%	89.7%	90	10
7	26,900	\$ 12,104,950	\$450.00	167	\$ 72,484.73	High	\$12,104,950			1.3%	90.9%	70	30
8	Included with Need Area 2										90.9%		
9	27,300	\$ 12,548,250	\$459.64	262	\$ 47,894.08	High	\$12,548,250			2.0%	92.9%	69	31
10	28,700	\$ 13,049,400	\$454.68	176	\$ 74,144.32	High	\$13,049,400			1.3%	94.2%	89	11
11	10,000	\$ 4,251,000	\$425.10	76	\$ 55,934.21	Medium		\$ 4,251,000		0.6%	94.8%	89	11
12	21,900	\$ 9,932,650	\$453.55	240	\$ 41,386.04	Medium		\$ 9,932,650		1.8%	96.6%	89	11
13	9,800	\$ 4,397,250	\$448.70	62	\$ 70,923.39	Medium		\$ 4,397,250		0.5%	97.1%	72	28
14	5,900	\$ 2,675,400	\$453.46	48	\$ 55,737.50	Medium		\$ 2,675,400		0.4%	97.4%	96	4
15	3,500	\$ 1,551,550	\$443.30	32	\$ 48,485.94	Medium		\$ 1,551,550		0.2%	97.7%	82	18
16	17,200	\$ 7,511,400	\$436.71	147	\$ 51,097.96	Medium		\$ 7,511,400		1.1%	98.8%	84	16
17	2,900	\$ 1,305,850	\$450.29	21	\$ 62,183.33	Medium		\$ 1,305,850		0.2%	98.9%	91	9
18	Installed with Contract 34A - East Billerica										98.9%		
19	2,200	\$ 763,100	\$346.86	21	\$ 36,338.10	Low			\$ 763,100	0.2%	99.1%	93	7
20	3,100	\$ 1,001,000	\$322.90	20	\$ 50,050.00	Low			\$ 1,001,000	0.2%	99.2%	80	20
21	2,800	\$ 1,264,900	\$451.75	19	\$ 66,573.68	Low			\$ 1,264,900	0.1%	99.4%	27	73
22	9,300	\$ 4,213,300	\$453.04	43	\$ 97,983.72	Low			\$ 4,213,300	0.3%	99.7%	80	20
23	6,400	\$ 2,902,900	\$453.58	35	\$ 82,940.00	Low			\$ 2,902,900	0.3%	100.0%	45	55
24	700	\$ 313,950	\$448.50	4	\$ 78,487.50	Low			\$ 313,950	0.0%	100.0%	0	100
25	4,300	\$ 1,915,550	\$445.48	8	\$ 239,443.75	Low			\$ 1,915,550	0.1%	100%	100	0
TOTA	287,300	\$127,163,400		2284			\$83,163,600	\$ 31,625,100	\$12,374,700				

Capital Plan



Table 4-18: Summary of Final Recommended Plan

Recommendation	Priority	Estimated Project Cost (\$2009)	Description
Sewer Modeling	1	\$200,000	Purchase and populate dynamic sewer modeling software
Pump Station Improvement Program	1	\$12,068,800	Upgrade, bypass, and/or replace existing pump stations
Infiltration/Inflow	1	\$300,000 ⁽¹⁾ \$100,000/year ⁽²⁾	Conduct I/I Analysis and Continue I/I Evaluation and Rehabilitation Program
Upgrade Letchworth Avenue WWTF	1	\$24,630,000	Plant improvements to address existing and future flows and loads, and upgrade facilities
Shawsheen River Interceptor Sewer Monitoring	1	\$0	Monitor sewer sections for debris buildup and clean as required
Septage Management Plan	1	\$0 ⁽³⁾	Establish for areas where on-site systems to remain and for Needs Areas until sewer becomes available
Replace Richardson Street PS Upstream Sewer	2	\$2,250,000	Replace existing sewer in easement upstream of Richardson St. PS
Downstream System Improvements	3	\$14,947,200	Improvements needed for connecting Needs Areas to existing system
Concord River Interceptor Sewer Improvements	3	\$6,600,000	Improvements to the Concord River Interceptor for future conditions
Sewer System Expansion	4	\$192,600,000	Expansion of sewer system to Needs Areas

(1) I/I Analysis

(2) I/I Evaluation and Rehabilitation Program

(3) To be funded by homeowners and with loans from the DEP Community Septic Betterment Loan Program

Finally, Priority 4 is sewer system expansion to serve the Needs Areas. Sewer system modeling and improvements to existing systems need to be completed prior to extending sewers. If there is a desire to extend sewers to a Needs Area and no improvements to downstream systems are required based on the modeling, the extension could proceed as long as there is no impact on pumping stations, and the additional flow can be accepted at the WWTF.

Table 4-12 summarizes the Final Recommended Plan and includes the description of work planned, priority, proposed year for implementation and associated costs. The Final Recommended Plan for sewer system expansion is shown in Table 4-13. Needs Area 18 was completed in 2008 as Sewer Contract 34A. The expansion is scheduled to start in year 2 with Contract 34B and continue through the planning period as shown in Table 4-13 and Figure 4-1. This schedule coordinates with the 1999 Sewer Master Plan,

Capital Plan



availability of funding and attempts to not only coordinate sewer construction with other work on-going in Town, but efforts at minimizing construction related impacts to the Town.

Once the CWMP is completed and all appropriate regulatory, federal, state and local agencies have approved the final recommended plan, construction contracts can be finalized and the work started.

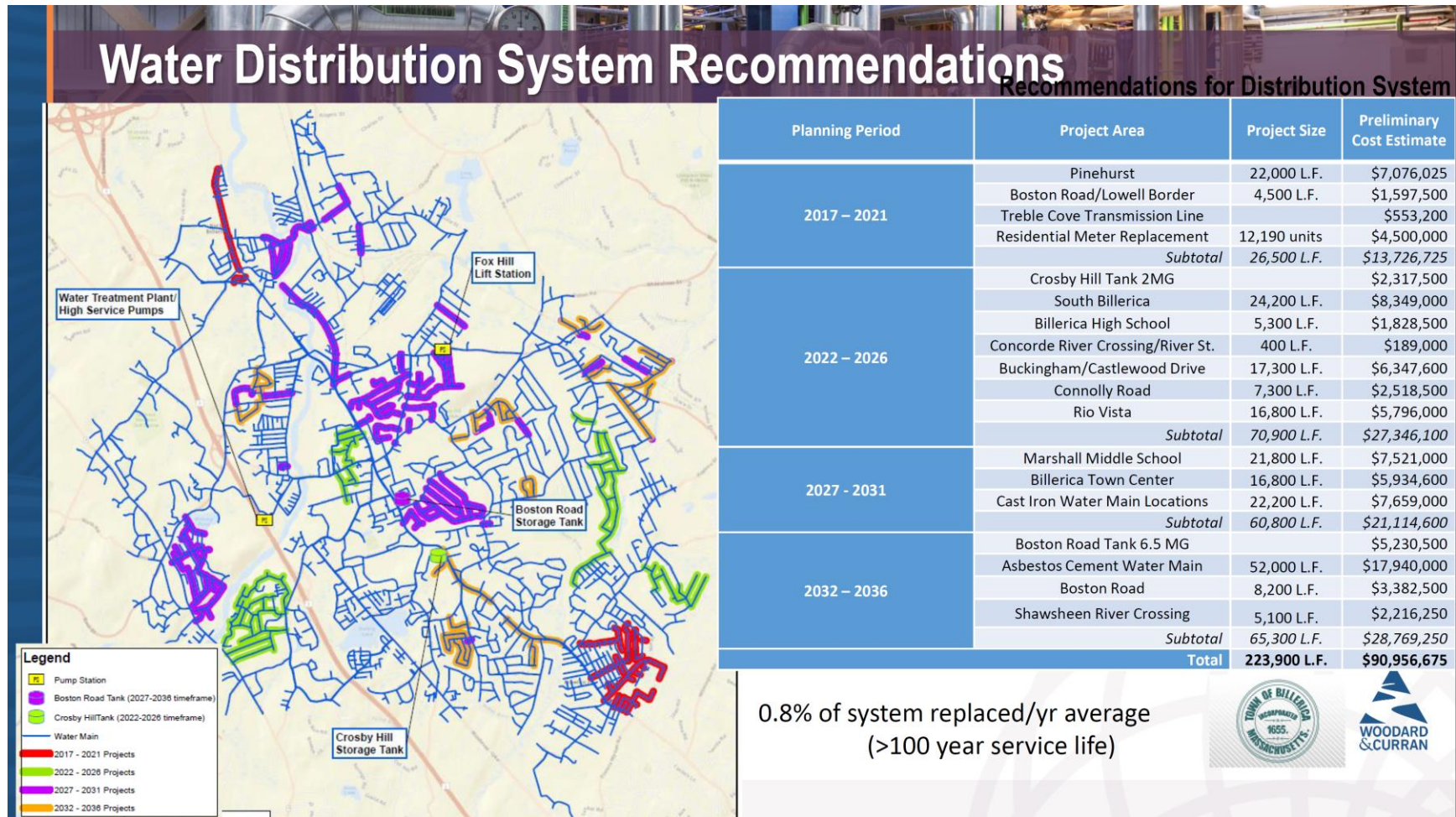
Capital Plan



Table 4-19: Final Recommended Plan Implementation Cost

Item	Description	Year												
		1	2	3	4	5	6	7	8	9	10	13	16	Total
1	Sewer Modeling	\$200,000												\$200,000
2	I/I Analysis	\$300,000												\$300,000
3	I/I Investigation & Rehab. Program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$300,000	\$300,000	\$500,000	\$2,000,000
	Pump Station Improvement Program													
4	Phase 1	\$5,514,100												\$5,514,100
5	Phase 2			\$3,999,000										\$3,999,000
6	Phase 3					\$1,243,900								\$1,243,900
7	Phase 4										\$1,311,800			\$1,311,800
8	Richardson St. Upstream Sewer		\$2,250,000											\$2,250,000
9	WWTF Improvements		\$7,510,000	\$7,015,000		\$3,752,000		\$4,995,000		\$1,358,000				\$24,630,000
10	Downstream Sewer Improvements				\$5,491,200						\$9,456,000			\$14,947,200
11	Concord River Interceptor Improvements				\$975,000						\$5,625,000			\$6,600,000
	Subtotal	\$6,114,100	\$9,860,000	\$11,114,000	\$6,566,200	\$5,095,900	\$100,000	\$5,095,000	\$100,000	\$1,458,000	\$16,692,800	\$300,000	\$500,000	\$62,996,000
12	Sewer System Expansion			\$9,000,000	\$8,900,000	\$8,900,000	\$10,150,000	\$10,150,000	\$8,150,000	\$8,150,000	\$35,400,000	\$54,600,000	\$39,200,000	\$192,600,000
	Total	\$6,114,100	\$9,860,000	\$20,114,000	\$15,466,200	\$13,995,900	\$10,250,000	\$15,245,000	\$8,250,000	\$9,608,000	\$52,092,800	\$54,900,000	\$39,700,000	\$255,596,000
	Cumulative Total	\$6,114,100	\$15,974,100	\$36,088,100	\$51,554,300	\$65,550,200	\$75,800,200	\$91,045,200	\$99,295,200	\$108,903,200	\$160,996,000	\$215,896,000	\$255,596,000	
	(1) Program to be developed by I/I Analysis and supported with funds from the Town's developer I/I mitigation fund													

Capital Plan



Capital Plan

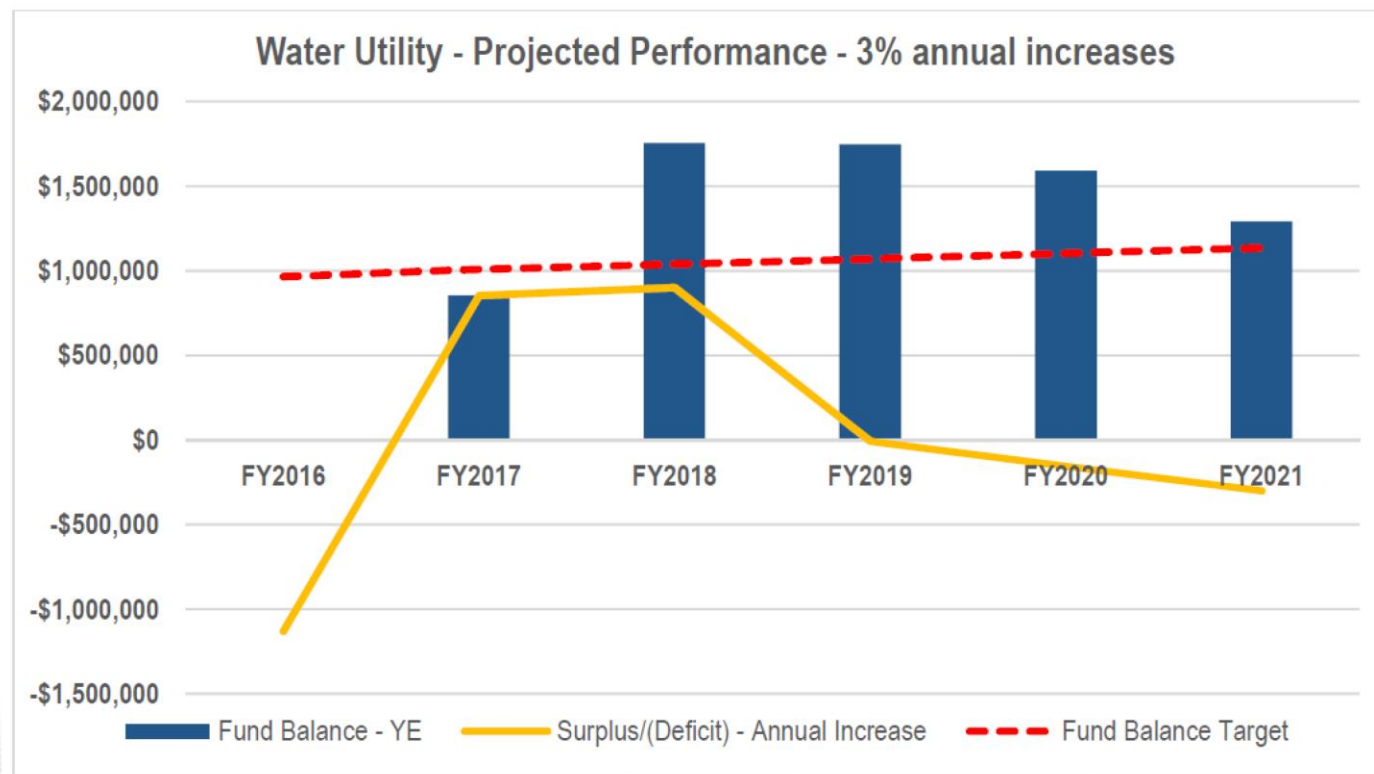
20-Year Capital Improvement Plan – Summary



Project	Preliminary Cost Estimate				Subtotal
	Years 2017-2021	Years 2022-2026	Years 2027-2031	Years 2032-2036	
Raw Water PS Elec Building HVAC Eval	\$5,000				\$5,000
Raw Water Transmission Main Assessment	\$75,000				\$75,000
Raw Water Pump Replacement	\$250,000				\$250,000
Raw Water Supply Redundancy		\$5,448,000			\$5,448,000
WTP Process Optimization	\$100,000				\$100,000
Chemical Storage Tanks	\$272,000				\$272,000
Filtered Water Chemical Injection	\$480,000				\$480,000
Ozone System Relocation and Replacement	\$8,353,000				\$8,353,000
Equipment Replacement		\$5,167,500	\$5,167,500	\$837,000	\$11,172,000
Finished Water Pump VFD Replacement	\$405,000				\$405,000
Power Quality Study	\$13,000				\$13,000
Active Harmonic Replacement System	\$120,000				\$120,000
NETA Equipment Testing	\$110,500				\$110,500
Lighting Upgrades	\$247,500				\$247,500
Electrical Safety Program	\$97,500				\$97,500
PLC Hardware Upgrade		\$150,000			\$150,000
SCADA Server/Thin Client Architecture		\$275,000			\$275,000
HMI Software Upgrade	\$125,000				\$125,000
Automated Reporting Software Upgrade	\$80,000				\$80,000
SCADA Disaster Recovery Process & Training	\$115,000				\$115,000
Structural Recommendations	\$991,000				\$991,000
Internal structural inspection of concrete tanks	\$25,000				\$25,000
HVAC Air Balance Study	\$4,800				\$4,800
HVAC Improvements to perimeter offices	\$120,000				\$120,000
HVAC Humidity Control	\$100,000				\$100,000
HVAC VAV System	\$100,000				\$100,000
WTP SUBTOTAL	\$12,189,300	\$11,040,500	\$5,167,500	\$837,000	\$29,234,300
Residential Meter Replacement	\$4,500,000				\$4,500,000
Crosby Hill Tank Replacement		\$2,317,500			\$2,317,500
Boston Road Tank Replacement				\$5,230,500	\$5,230,500
Pipe Replacement	\$9,226,725	\$25,028,600	\$21,114,600	\$23,538,750	\$78,908,675
Total	\$25,916,025	\$38,386,600	\$26,282,100	\$29,606,250	\$120,190,975

Capital Plan

Water Fund Balance – 3% Annual Increases



Capital Plan

Town of Billerica, DPW Engineering Division Roadway Management Program Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
2020					
DESIGN PROJECTS					
Chapter 90	BOSTON RD NORTH RECONSTRUCTION FINAL DESIGN	BOSTON RD	RIVER ST	FLOYD ST	\$625,000.00
Other	YANKEE DOODLE BIKE PATH EASEMENTS	TOWN WIDE			\$2,500,000.00
Sewer	SEWER CONTRACT 39/40 (NEEDS AREA 7 & 9) DESIGN	NEEDS AREA 7 & 9			\$2,500,000.00
Other	STORMWATER MANAGEMENT	TOWN WIDE			\$60,000.00
I/I	INFLOW/INFILTRATION REHABILITATION CONTRACT 3	CLEANING & CCTV	CONCORD & SHAWSHEEN INTERCEPTORS		\$40,000.00
CONSTRUCTION PROJECTS					
Chapter 90	ROADWAY MANAGEMENT	TOWN WIDE			\$1,000,000.00
		BOSTON RD SIDEWALK	ALPINE ST	LOWELL ST	\$30,000.00
					Subtotal: \$1,030,000.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00
Chapter 90	TOWN-WIDE PATCHING	TOWN WIDE			\$50,000.00
Sewer/Ch 90	TOWN-WIDE STRUCTURE REPAIRS	STRUCTURE REPAIRS	TOWN WIDE		\$50,000.00
Sewer	SEWER CONTRACT 37/38 (NEEDS AREA 4 & 6) CONSTRUCTION YR 1	NEEDS AREA 4 & 6			\$21,000,000.00
	CALL ST PAVING & SIDEWALK				
		CALL ST-01	POLLARD ST	MYRTLE ST	\$85,058.00
		CALL ST-02	MYRTLE ST	SCHOOL DRWAY	\$211,645.00
		CALL ST-03	SCHOOL DRWAY	ROGERS ST	\$70,857.00
					Subtotal: \$367,560.00
	POLLARD ST SIDEWALK	POLLARD ST-01	TREBLE COVE RD	FORDWAY AVE	\$98,920.00

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Capital Plan

Town of Billerica, DPW Engineering Division Roadway Management Program Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
		POLLARD ST-02	FORDWAY AVE	CALL ST	\$36,426.00
					Subtotal: \$135,346.00
I/I	INFLOW/INFILTRATION REHABILITATION CONTRACT 3	CLEANING & CCTV	CONCORD & SHAWSEEN INTERCEPTORS		\$250,000.00
Private	RANGEWAY RD PAVING - HAWTHORNE	RANGEWAY RD	NASHUA RD	STERLING RD	\$250,000.00
State TIP	MIDDLESEX TURNPIKE CONSTRUCTION YR 3	MIDDLESEX TPK	PEARL RD	TOWN LINE	\$35,000,000.00
State TIP	BOSTON RD IMPROVEMENTS AT ALLEN RD YR 3	BOSTON RD	TREMLET RD	SHAWSEEN RIVER	\$2,600,000.00
					Total: \$66,507,906.00

Capital Plan

Town of Billerica, DPW Engineering Division Roadway Management Program Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
2021					
DESIGN PROJECTS					
Other	STORMWATER MANAGEMENT	TOWN WIDE			\$60,000.00
CONSTRUCTION PROJECTS					
Chapter 90	ROADWAY MANAGEMENT	TOWN WIDE			\$1,000,000.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00
Chapter 90	TOWN-WIDE PATCHING	TOWN WIDE			\$50,000.00
Sewer/Ch 90	TOWN-WIDE STRUCTURE REPAIRS	STRUCTURE REPAIRS	TOWN WIDE		\$50,000.00
	TREBLE COVE RD SIDEWALK TO VVP CONSTRUCTION	TREBLE COVE RD-13	VVP	REPUBLIC RD	\$149,013.00
Sewer	SEWER CONTRACT 37/38 (NEEDS AREA 4 & 6) CONSTRUCTION YR 2	NEEDS AREA 4 & 6			\$21,000,000.00
State TIP	MIDDLESEX TURNPIKE CONSTRUCTION YR 4	MIDDLESEX TPK	PEARL RD	TOWN LINE	\$35,000,000.00
	MANNING RD SIDEWALK EXT/PAVING	MANNING RD	MIDDLESEX TPK	LEXINGTON RD	\$150,000.00
Total:					\$153,724,774.00

Capital Plan

Town of Billerica, DPW Engineering Division Roadway Management Program Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
2022					
DESIGN PROJECTS					
Other	STORMWATER MANAGEMENT	TOWN WIDE			\$60,000.00
CONSTRUCTION PROJECTS					
Chapter 90	ROADWAY MANAGEMENT	TOWN WIDE			\$1,000,000.00
		MIDDLESEX TPK-01	CONCORD RD	STEARNS LN	\$237,475.00
		MIDDLESEX TPK-02	STEARNS LN	FRENCH ST	\$192,019.00
		MIDDLESEX TPK-03	FRENCH ST	HATTIE LN	\$155,493.00
		MIDDLESEX TPK-04	HATTIE LN	DOLAN RD	\$106,527.00
		MIDDLESEX TPK-05	DOLAN RD	FRANCIS RD	\$63,494.00
		MIDDLESEX TPK-06	FRANCIS RD	CANTERBURY ST	\$55,364.00
		MIDDLESEX TPK-07	CANTERBURY ST	FRIENDSHIP ST	\$68,195.00
		MIDDLESEX TPK-08	FRIENDSHIP ST	STEWART ST	\$84,855.00
		MIDDLESEX TPK-09	STEWART ST	PERREAULT AVE	\$57,912.00
		MIDDLESEX TPK-10	PERREAULT AVE	LAKE ST	\$106,724.00
		MIDDLESEX TPK-11	LAKE ST	MARSHALL ST	\$382,556.00
		MIDDLESEX TPK-12	MARSHALL ST	HOWARD AVE	\$114,176.00
		MIDDLESEX TPK-13	HOWARD AVE	PEARL RD	\$104,619.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00
Chapter 90	TOWN-WIDE PATCHING	TOWN WIDE			\$50,000.00
Sewer/Ch 90	TOWN-WIDE STRUCTURE REPAIRS	STRUCTURE REPAIRS	TOWN WIDE		\$50,000.00
State TIP	MIDDLESEX TURNPIKE CONSTRUCTION YR 5	MIDDLESEX TPK	PEARL RD	TOWN LINE	\$35,000,000.00
State TIP	BOSTON RD NORTH CONSTRUCTION	BOSTON RD	RIVER ST	FLOYD ST	\$10,390,825.00
Total:					\$96,215,761.00

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Capital Plan

Town of Billerica, DPW Engineering Division Roadway Management Program Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
2023					
DESIGN PROJECTS					
Other	STORMWATER MANAGEMENT	TOWN WIDE			\$60,000.00
CONSTRUCTION PROJECTS					
Chapter 90	ROADWAY MANAGEMENT	TOWN WIDE			\$1,000,000.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00
Chapter 90	TOWN-WIDE PATCHING	TOWN WIDE			\$50,000.00
Sewer/Ch 90	TOWN-WIDE STRUCTURE REPAIRS	STRUCTURE REPAIRS	TOWN WIDE		\$50,000.00
State TIP	MIDDLESEX TURNPIKE CONSTRUCTION YR 6	MIDDLESEX TPK	PEARL RD	TOWN LINE	\$35,000,000.00
State TIP	LEXINGTON RD/GLAD VALLEY INTERSECTION CONSTRUCTION	LEXINGTON RD-01	GLAD VALLEY DR	BOSTON RD	\$1,423,312.00
Board of Appeals					\$150,000.00
					Subtotal: \$1,573,312.00
State TIP	YANKEE DOODLE BIKE PATH CONSTRUCTION	TOWN WIDE			\$10,102,215.00
	HOC SEWER PLANT DEMOLITION	OLD HOC SEWER PLANT			\$150,000.00
					Total: \$48,035,527.00

Capital Plan

Town of Billerica, DPW Engineering Division Roadway Management Program Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
2024					
DESIGN PROJECTS					
Other	STORMWATER MANAGEMENT	TOWN WIDE			\$60,000.00
CONSTRUCTION PROJECTS					
Chapter 90	ROADWAY MANAGEMENT	TOWN WIDE			\$1,000,000.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00
Chapter 90	TOWN-WIDE PATCHING	TOWN WIDE			\$50,000.00
Sewer/Ch 90	TOWN-WIDE STRUCTURE REPAIRS	STRUCTURE REPAIRS	TOWN WIDE		\$50,000.00
	ANDOVER RD SIDEWALK	ANDOVER RD-04	POND ST	BOYNTON LN	\$76,330.00
		ANDOVER RD-05	BOYNTON LN	LALIA LN	\$91,118.00
		ANDOVER RD-06	LALIA LN	PONDOVER RD	\$43,149.00
		ANDOVER RD-07	PONDOVER RD	ALLEN RD EXT	\$69,925.00
		ANDOVER RD-08	ALLEN RD EXT	ALLEN RD	\$100,245.00
				Subtotal:	\$380,767.00
	WHIPPLE RD SIDEWALK	WHIPPLE RD-02	ANDOVER RD	BRITTANY LN	\$125,992.00
	NASHUA RD SIDEWALK	NASHUA RD-06	SIMONDS FARM RD	CINNAMON DR	\$48,857.00
		NASHUA RD-07	CINNAMON DR	HEMLOCK LN	\$53,047.00
				Subtotal:	\$101,904.00
	CAMPBELL RD SIDEWALK TO PHR	CAMPBELL RD-01	CONCORD RD	DEAD END	\$102,547.00
	ED HAYES WAY SIDEWALK TO PHR	ED HAYES WAY	DEAD END	GLAD VALLEY DR	\$18,343.00
	TREBLE COVE RD SIDEWALK TO VVP CONSTRUCTION	TREBLE COVE RD-04	NASHUA RD	JUNIPER ST	\$33,978.00
		TREBLE COVE RD-05	JUNIPER ST	BRANDON ST	\$34,844.00
		TREBLE COVE RD-06	BRANDON ST	RIO VISTA ST	\$29,677.00
		TREBLE COVE RD-07	RIO VISTA ST	DRIVEWAY	\$95,374.00

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Capital Plan

Town of Billerica, DPW Engineering Division Roadway Management Program Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
		TREBLE COVE RD-08	DRIVEWAY	PEQUOT ST	\$44,940.00
		TREBLE COVE RD-09	PEQUOT ST	GOLDENROD LN	\$84,512.00
		TREBLE COVE RD-10	GOLDENROD RD	UNKNOWN	\$90,043.00
		TREBLE COVE RD-11	UNKNOWN	GOLDENROD LN	\$36,671.00
		TREBLE COVE RD-12	GOLDENROD LN	UNKNOWN	\$32,847.00
					Subtotal: \$482,886.00
	OLD ELM / TALBOT SIDEWALK	LOWELL ST-01	OLD ELM ST	COLSON ST	\$115,069.00
		OLD ELM ST-07	COLSON ST	TALBOT AVE	\$19,959.00
		OLD ELM ST-08	TALBOT AVE	TALBOT AVE	\$12,757.00
		OLD ELM ST-09	TALBOT AVE	WILSON ST	\$32,088.00
		OLD ELM ST-10	WILSON ST	FAULKNER ST	\$105,116.00
		TALBOT AVE-02	CIRCLE	CIRCLE	\$177,266.00
		TALBOT AVE-03	CIRCLE	OLD ELM ST	\$120,754.00
					Subtotal: \$583,009.00
					Total: \$3,005,448.00

Capital Plan

Billerica Public School District
Billerica, Massachusetts

Capital Improvement Cost Estimate Summary

All Schools
15 August 2012

Page 1 of 1

Rank: 1=Immediate Concern 2=Requires Attention in Short Term 3=Will require ongoing maintenance but can wait												
Evaluation Criteria	Memorial HS	Hallenborg Ice Rink	Marshall MS	Locke MS	Ditson ES	Dutile ES	Hajjar ES	Kennedy ES	Vining ES	TOTAL	RANK	YEAR TO BE COMPLETED
1. Health, Safety & Welfare	\$50,902,028	\$480,069	\$6,675,839	\$3,640,754	\$94,070	\$555,345	\$3,035,437	\$2,239,720	\$1,534,628	\$69,157,890	x	xxxx
2. Code Compliance (not indicated previously)	\$14,760	\$18,450	\$103,800	\$48,092	\$0	\$340,532	\$96,420	\$29,520	\$29,520	\$681,094	x	xxxx
3. Functional Use of Building (address space use issues- educational impact)	\$12,068,858	\$2,462,718	\$955,544	\$2,109,278	\$474,981	\$2,485,845	\$2,714,009	\$2,384,250	\$5,481,852	\$31,137,335	x	xxxx
						*		*	*			
4. Handicap Accessibility	\$7,038,635	\$768,053	\$3,487,580	\$2,781,610	\$22,459	\$1,407,420	\$1,152,035	\$613,518	\$571,987	\$17,843,297	x	xxxx
5. Maintenance-Extending the Life of the Building	\$10,242,694	\$1,076,685	\$12,392,704	\$10,737,492	\$916,956	\$5,021,100	\$3,754,816	\$5,336,012	\$3,322,047	\$52,800,506	x	xxxx
6. Energy Efficiency-Energy and Water Saving	\$22,906,157	\$1,018,358	\$3,290,355	\$1,226,925	\$196,247	\$1,810,611	\$4,198,243	\$2,754,210	\$1,357,201	\$38,758,307	x	xxxx
7. Hazardous Materials	\$2,100,000	\$130,000	\$2,100,000	\$1,100,000	\$0	\$750,000	\$925,000	\$995,000	\$835,000	\$8,935,000	x	xxxx
TOTAL	\$105,273,132	\$5,954,333	\$29,005,822	\$21,644,151	\$1,704,713	\$12,370,853	\$15,875,960	\$14,352,230	\$13,132,235	\$219,313,429		
RANK	x	x	x	x	x	x	x	x	x			
YEAR TO BE COMPLETED	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx			
Overview Commentary:												
Note:												
1. The numbers noted are based on a number of assumptions, particularly Hazardous Materials abatement. When a renovation project with a specific scope of work is planned, testing of those materials planned to be touched should be conducted, and a more detailed estimate should be performed prior to targeting a budget for that project.												
2. Estimates shown above are intended to be "Project Costs", and include GC OH & P, Soft Costs and Contingencies												
3. * indicates the cost of replacing existing modulars is included												

DORE AND WHITTIER ARCHITECTS, INC.

Capital Plan

PRELIMINARY Estimated Project Costs Summary										10/12/2012			
Comprehensive Facilities Assessment & Master Plan Study													
Billerica, Massachusetts													
The following is a summary of Estimated Project Costs developed for the Billerica Public Schools Comprehensive Facilities Assessment & Master Plan Study. The options developed are conceptual in nature and therefore the estimated project costs are intended to provide a preliminary order of magnitude view at the potential project costs. Project costs consist of estimated site and building construction costs, design and construction contingencies, phasing, soft costs to cover the values of the design team, owner's project manager, investigative services, etc and fixtures, furniture and technology costs. The project costs presented are in current 2012 dollars and may need to be adjusted for inflation depending on future construction timeframes.													
Options:		Grades	Scope	Pop.	Estimated Costs	Comments							
Option 1: Repair													
Billerica High School		9 thru 12	CIP Only	1400	\$ 105,273,000	includes PK							
Locke Middle School		6 thru 8	CIP Only	621	\$ 21,644,000								
Marshall Middle School		6 thru 8	CIP Only	729	\$ 29,006,000								
Ditson Elementary School		K thru 5	CIP Only	655	\$ 1,705,000								
Dutile Elementary School		K thru 5	CIP Only	262	\$ 12,371,000								
Hajjar Elementary School		K thru 5	CIP Only	479	\$ 15,876,000								
Kennedy Elementary School		K thru 5	CIP Only	409	\$ 14,352,000								
Parker Elementary School		K thru 5	No Work	500	\$ -								
Vining Elementary School		K thru 5	CIP Only	195	\$ 13,132,000								
				5250									
Hallenborg Hockey Rink					\$ 5,954,000								
Option 2: Redistrict							Option 2A: Redistrict II						
Billerica High School		9 thru 12	Renovations	1400	\$ 169,260,000	includes PK	Billerica High School		9 thru 12	New	1400	\$ 132,031,000	includes PK
Locke Middle School		6 thru 8	CIP Only	594	\$ 21,644,000		Locke Middle School		6 thru 8	Add/Renov	594	\$ 54,999,000	
Marshall Middle School		6 thru 8	CIP/Renov	756	\$ 30,369,000		Marshall Middle School		6 thru 8	Add/Renov	756	\$ 62,228,000	
Ditson Elementary School		K thru 5	CIP Only	612	\$ 1,705,000		Ditson Elementary School		K thru 5	CIP Only	612	\$ 1,705,000	
Dutile Elementary School		K thru 5	Renovations	262	\$ 16,486,000		Dutile Elementary School		K thru 5	Renovations	262	\$ 16,486,000	
Hajjar Elementary School		K thru 5	Add/Renov	631	\$ 35,828,000		Hajjar Elementary School		K thru 5	Add/Renov	631	\$ 35,828,000	
Kennedy Elementary School		K thru 5	Renovations	300	\$ 20,625,000		Kennedy Elementary School		K thru 5	Renovations	300	\$ 20,625,000	
Parker Elementary School		K thru 5	No Work	500	\$ -		Parker Elementary School		K thru 5	No Work	500	\$ -	
Vining Elementary School		K thru 5	Renovations	195	\$ 14,329,000		Vining Elementary School		K thru 5	Add/Renov	195	\$ 20,349,000	
				5250							5250		
Hallenborg Hockey Rink					\$ 5,954,000		Hallenborg Hockey Rink					\$ 5,954,000	

Capital Plan

Option 3: Reduce										Option 3: Reduce									
Billerica High School		9 thru 12	Renovations	1400	\$	169,260,000	includes PK			Billerica High School		9 thru 12	New	1400	\$	132,031,000	includes PK		
Locke Middle School		6 thru 8	CIP	594	\$	21,644,000				Locke Middle School		6 thru 8	CIP	594	\$	21,644,000			
Marshall Middle School		6 thru 8	CIP/Renov	756	\$	30,369,000				Marshall Middle School		6 thru 8	CIP/Renov	756	\$	30,369,000			
Ditson Elementary School		K thru 5	CIP Only	612	\$	1,705,000				Ditson Elementary School		K thru 5	CIP Only	612	\$	1,705,000			
Dutile Elementary School		K thru 5	Renovations	262	\$	16,486,000				Dutile Elementary School		K thru 5	Renovations	262	\$	16,486,000			
Hajjar Elementary School		K thru 5	Add/Renov	631	\$	35,828,000				Hajjar Elementary School		K thru 5	Add/Renov	631	\$	35,828,000			
Kennedy Elementary School		K thru 5	Add/Renov	495	\$	38,362,000				Kennedy Elementary School		K thru 5	Add/Renov	495	\$	38,362,000			
Parker Elementary School		K thru 5	No Work	500	\$	-				Parker Elementary School		K thru 5	No Work	500	\$	-			
Vining Elementary School		K thru 5	Closed	0	\$	-				Vining Elementary School		K thru 5	Closed	0	\$	-			
				5250										5250					
Hallenborg Hockey Rink					\$	5,954,000				Hallenborg Hockey Rink					\$	5,954,000			
Option 4: Reconfigure										Option 4: Reconfigure									
Billerica High School		8-9/10-12	Add/Renov	1850	\$	178,087,000	includes PK			Billerica High School		8-9/10-12	New	1850	\$	160,740,000	includes PK		
Locke Middle School		5 thru 7	CIP	579	\$	21,644,000				Locke Middle School		5 thru 7	CIP	579	\$	21,644,000			
Marshall Middle School		5 thru 7	CIP/Renov	737	\$	30,369,000				Marshall Middle School		5 thru 7	CIP/Renov	737	\$	30,369,000			
Ditson Elementary School		K thru 4	CIP	590	\$	1,705,000				Ditson Elementary School		K thru 4	CIP	590	\$	1,705,000			
Dutile Elementary School		K thru 4	Renovations	262	\$	16,486,000				Dutile Elementary School		K thru 4	Renovations	262	\$	16,486,000			
Hajjar Elementary School		K thru 4	Renovations	433	\$	26,257,000				Hajjar Elementary School		K thru 4	Renovations	433	\$	26,257,000			
Kennedy Elementary School		K thru 4	Add/Renov	300	\$	20,625,000				Kennedy Elementary School		K thru 4	Add/Renov	300	\$	20,625,000			
Parker Elementary School		K thru 4	No Work	500	\$	-				Parker Elementary School		K thru 4	No Work	500	\$	-			
Vining Elementary School		K thru 4	Closed	0	\$	-				Vining Elementary School		K thru 4	Closed	0	\$	-			
				5251										5251					
Hallenborg Hockey Rink					\$	5,954,000				Hallenborg Hockey Rink					\$	5,954,000			
Option 5: Relocate (New HS built on Locke MS site)										Option 5: Relocate (New HS built on Locke MS site)									
Billerica High School		8-9/10-12	New	1850	\$	161,347,000	Locke MS site			Billerica High School		8-9/10-12	New	1850	\$	161,347,000	Locke MS site		
Locke Middle School		5 thru 7	Add/Renov	594	\$	79,634,000	Renov exist HS			Locke Middle School		5 thru 7	New	594	\$	48,187,000	New at Vining		
Marshall Middle School		5 thru 7	CIP/Renov	722	\$	30,369,000				Marshall Middle School		5 thru 7	CIP/Renov	722	\$	30,369,000			
Ditson Elementary School		K thru 4	CIP	590	\$	1,705,000				Ditson Elementary School		K thru 4	CIP	590	\$	1,705,000			
Dutile Elementary School		K thru 4	Renovations	262	\$	16,486,000				Dutile Elementary School		K thru 4	Renovations	262	\$	16,486,000			
Hajjar Elementary School		K thru 4	Renovations	433	\$	26,257,000				Hajjar Elementary School		K thru 4	Renovations	433	\$	26,257,000			
Kennedy Elementary School		K thru 4	Renovations	300	\$	20,625,000				Kennedy Elementary School		K thru 4	Renovations	300	\$	20,625,000			
Parker Elementary School		K thru 4	No Work	500	\$	-				Parker Elementary School		K thru 4	No Work	500	\$	-			
Vining Elementary School		K thru 4	Closed	0	\$	-				Vining Elementary School		K thru 4	Closed	0	\$	-			
				5251										5251					
Hallenborg Hockey Rink					\$	5,954,000				Hallenborg Hockey Rink					\$	5,954,000			

Section 15: Glossary

Glossary

Abatement: A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.

Accounting System: A system of financial recordkeeping which records, classifies and reports information on the financial status and operation of an organization.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Adopted Budget: The resulting budget that has been approved by Town Meeting.

Annual Budget: An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

Appropriation: An authorization by Town Meeting to make obligations and payments from the treasury for a specific purpose.

Assessed Valuation: A valuation set upon real or personal property by the Board of Assessors as a basis for levying taxes.

Audit: A study of the Town's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and Town charter.

Balanced Budget: A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined budget period.

Basis of Accounting: Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Betterment:

Bond: A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.

Bond Anticipation Note (BAN): Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Budget (Operating): A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Calendar: The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget Message: A general discussion of the submitted budget presented in writing by the Town Manager as part of the budget document.

Capital Budget: A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

Capital Expenditures: Expenditures which result in the acquisition of or addition to fixed assets.

Capital Improvements: A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

Chapter 70: Chapter 70 refers to the school funding formula created Under the Education Reform Act of 1993 by which State aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.

Chapter 90 Highway: State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant.

Cherry Sheet: Aid to cover Town-shared expenses. The amount, if over \$500,000, is contained on a separate sheet within the budget report. The primary items that make up this amount are charter school and MBTA assessments.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.

Debt Authorization: Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6-15.

Debt Burden: The level of debt of an issuer, usually as compared to a measure of value (det as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

Debt Exclusion: This amount represents the voter-approved amount that is used to pay for capital projects, often with a designated reimbursement from the state. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.

Debt Limits: The general debt limit of a Town consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

Debt Service: Payment of interest and repayment of principal to holders of a government's debt instruments.

Deficit: The excess of budget expenditures over receipts.

Department: A principal, functional and administrative entity created by statute and/or the Town Manager to carry out specified public services.

Encumbrance: Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved. They cease to be encumbrances when paid or when an actual liability is set up.

Enterprise Fund: An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs

through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, harbormaster. See DOR IGR 08-101.

Equalized Valuations: The determination of an estimate of the full and fair cash of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each Town and town in the Commonwealth.

Excess Levy Capacity: The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen or Town Council must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.

Fiscal Year: The twelve month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends.

Foundation Budget: The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.

Full and Fair Market Valuation: The requirement, by State law, that all real and personal property be assessed at 100% of market value for taxation purposes. “Proposition 2½” laws set the Town’s tax levy limit at 2½% of the full market (assessed) value of all taxable property.

Fund: A set of interrelated accounts which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.

Fund Accounting: Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self- balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The excess of assets of a fund over its liabilities and reserves.

General Fund: The major municipality-owned fund, which is created with Town receipts and which is charged with expenditures payable from such revenues.

Generally Accepted Accounting Principles (GAAP): A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.

General Obligation Bonds: Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

Grant: A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

Home Rule Petition: In general, a Town or town in the Commonwealth can exercise a power or function through the approval of its legislative body (Town Meeting) and its voters. They can exercise any power through the adoption of an ordinance, by-law or charter that the State legislature has the authority to delegate. In the strongest exercise of Home Rule rights, communities can enact charters (through a charter commission process), without State approval, in order to organize local government in a way that best meet the needs of their citizens. However, there are significant limitations.

Hotel/Motel Excise: Allows a community to assess a tax on short-term room occupancy at hotels, motels and lodging houses, as well as convention centers in selected cities.

Interest: Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made.

Interfund Transactions: Payments from one administrative budget fund to another or from one trust fund to another, which results in the recording of a receipt and an expenditure.

Intrafund Transactions: Financial transactions between activities within the same fund. An example would be a budget transfer.

License and Permit Fees: The charges related to regulatory activities and privileges granted by government in connection with regulations.

Levy Ceiling: A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).

Levy Limit: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a Town or

town may only grow each year by up to 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).

Local Receipts: This amount represents the amount of local taxes and fees from all departmental operations retained directly by the Town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licenses, fines and State reimbursements.

Meals Excise: Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the Town by a vendor.

New growth - Properties that have increased in assessed valuation since the prior year because of development or other changes. Exempt real property returned to the tax roll and new personal property. New subdivision parcels and condominium conversions

Overlay Provisions: This amount is requested and set aside by the Assessor to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.

Proposition 2 ½: A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a Town or town may raise from local property taxes each year to fund municipal operations.

Purchase Order: A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.

Rating Agencies: This term usually refers to Moody's Investors Service, Standard and Poor's Corporation and Fitch Ratings. These are the three major agencies that issue credit ratings on municipal bonds.

Refunding Bonds: The retirement of an existing bond issue through the sale of a new bond issue. When interest rates have fallen, issuers may want to exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

Registered Bonds: Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

Revaluation: A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.

Revenue: Additions to the Town's financial assets (such as taxes and grants) which do not in themselves increase the Town's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.

Revolving Fund: A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the Finance Committee.

Stabilization Fund: A general reserve. Money from this fund may be appropriated by a majority vote of the Town Meeting.

State Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E ½ stipulates that each fund must be re-authorized each year at annual town meeting or by Town council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the Town or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Supplemental Budget: Appropriations made by the Town Meeting, after an initial appropriation, to cover expenditures beyond original estimates.

Tax Anticipation Notes: Notes issued in anticipation of taxes, which are usually retired from taxes collected.

Tax Rate: The amount of tax levy stated per \$1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a Town or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

Tax Title: A collection procedure that secures a Town or a town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may

take the property for the Town of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.

Section 16: Fund & Balances Explanation, Financial Policies

Basics of Accounting & Basis of Budgeting

Basis of Accounting

The modified accrual basis of accounting is used by all governmental fund types; general, enterprise, special revenue, trust and agency funds.

Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual that is, when they become both measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. Property taxes are considered available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due. The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

Basis of Budgeting

An annual budget of the General and Enterprise funds are voted and approved by Town Meeting. Additional appropriations can be voted prior to the setting of the tax rate. Approval is also required for certain special revenue funds and for capital projects funded from borrowing authorizations. The Town’s General Fund annual budget is adopted on a statutory basis that differs in some respects from generally accepted accounting principles (GAAP). The major differences between the budgetary basis and GAAP accounting basis are that budgeted revenues are recorded when cash is received (budgetary basis), as opposed to when susceptible to accrual (GAAP.) The property tax levy is recorded as receivable when levied but then is fully reserved until collected. Encumbrances are treated as expenditures in the year of the commitment.

Types of Funds

There are seven types of funds that can be used, as needed, by state and local governments, both general purposes and limited purpose. The types of funds are as follows:

Governmental Funds

1. The General Fund – The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines forfeiture, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.
2. Special Revenue Funds – The account for the proceeds of specific revenue sources (other than expendable trust or for major capital projects) that are legally restricted to expenditures for specific purposes. These funds are used mostly for donations, state, federal, and other intergovernmental revenue and expenditures.
3. Capital Project Fund – To account for financial resources to be used for the acquisition or construction of major capital facilities – other than those financed by proprietary funds and trust funds.
4. Debt Service Funds – To account for the accumulation of resources for, and the payment of, general long – term debt principal and interest.

Proprietary Fund

5. Enterprise Funds – To account for operations that are financed and operated in a manner similar to private business enterprise – where the intent of the governing body is that cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recorded primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
6. Internal Service Funds – To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

Fiduciary Funds

7. Trust and Agency Funds – to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These include (a) expendable trust funds, (b) nonexpendable trust funds, (c) pension trust funds, and (d) agency funds.

Financial Policies

The Town operates under the guise of multiple financial policies. These policies have allowed the Town to have around on \$16,000,000 in excess tax capacity. The Town has also recently been upgraded to Aa2 and AA+ from Moody's and Standards and Poor's. These strong financial policies have also allowed us to build a brand new high school!

When building the budget the Town Manager attempts to follow the below policies:

1. The overall budget goal of the Board of Selectmen is to keep the budget to a 2% increase. This policy forces the Town to be prudent with taxpayer money. All necessary expenditures are funded with reoccurring revneus.

2. The Town of Billerica maintains a levy commitment every year of \$9.066 Million dollars. In the years that the town debt service requirement is below this commitment the difference is appropriated to a debt stabilization fund. In the years that the debt service spikes over that commitment the town will appropriate the difference from the stabilization fund. The Town has not had the need to use the stabilization up to this point for general debt. The Town did appropriate \$1.4 million for the first time from the Debt Stabilization fund to fulfill the policy on excluded debt – which is to ensure that the tax impact on the median household does not exceed \$200 annually. The Graph and Table 3 below project when the Town will need to use stabilization funds and how much it will need to fund the Town's long term capital needs. The Town needs approximately \$19 Million to fund the long term capital plan for the two debt excluded schools to limit the impact to \$200 annually on the median household. The Town will have approximately \$19 million in the debt stabilization fund by the fall of 2018 (see Table 2). An additional \$33 million will be needed to maintain a \$9 million impact on the levy of all general debt. This can be attained by appropriating \$1.8 million from free cash annually (see Table 3). At this rate the town will easily meet the goal of \$33 Million within the next 20 years through free cash appropriations and levy appropriations dictated by this policy.

The Town Debt Stabilization Policy has two objectives. One is maintaining the general fund debt at \$9 Million by using this fund. The second is using debt stabilization to buffer the impact of debt exclusions. It is projected that \$19 Million will be needed to contain the impact of two debt exclusion on the median single family tax bill to \$200 annually. The total debt stabilization need over 20 years is \$51 Million (see Table 3).

3. Consistent with DOR guidelines the Town strives to generate a free cash number between 3-5% of the total town budget. Over the course of the past few years the Town been very accurate with their revenue projections and conservative with their expenses. Aggressive tax collection strategies have been helpful with free cash generation.

Investment Policies:

1. Safety is the foremost objective of the investment policy.
2. Credit Risk may be mitigated by limiting the investments to the safest types of securities and by investing in banks in accordance with the aforementioned policy
3. The Town will maintain liquidity in its operating funds by limiting the investments in shorter term securities to 90 days or less
4. Trust funds will be invested in accordance with Chapter 44 Section 54 of the Massachusetts General Laws
5. Diversification – The Town of Billerica will diversify its investments by security type and institution. With the exception of U.S. Treasury securities or U.S. Government Agency funds and the State Treasurer’s investment pools, no more than 75% of the Town’s total investment portfolio, excluding U.S. obligations and Government Agency Funds will be deposited with a single financial institution.
6. Selection of banks for investments – It is the responsibility of the Treasurer to assess the financial condition of the banks that the Town of Billerica invests with. This is achieved by the review of bank rating guides, review of Banks’ Reports of Financial Condition and annual discussions with the banks regarding their financial position. The Town will only invest in banks with a VERIBANC rating of green light. The Town will divest its money from banks that fall below the green light rating. Primary emphasis will be placed on a bank’s capital adequacy, loan quality and profitability before determining suitability for Town investments. Consistent with Chapter 44, Section 55 of the Massachusetts General Laws, the Town will not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the institution’s total equity presented on the institution’s annual audited financial statements. In addition, it is the Town’s policy that at no time shall any single bank or bank holding company, hold in excess of 75% of the Treasurer’s cash balance for more than three consecutive days.
7. Investment Size & Collateralization – The amount of available funds that the Town of Billerica has in its possession at any one time makes it impractical to invest in banks and maintain the advantage of FDIC insurance. Most of the Town’s Certificates of Deposit are purchased in \$1,000,000 blocks in order to take advantage of higher rates. Currently, Massachusetts is one of only four states that have no legal requirement for collateralizing public deposits. Legislation is currently pending to require collateralization. Until adoption of such legislation, the Treasurer will provide as much security as possible for the Town of Billerica’s bank investments through the prudent selection process described above. Preference will be given to banks that offer DIF insurance or collateralized deposits so long as the banks provide a comparable yield on investments.

8. Utilization of State Treasurer's Investment Pool – The Massachusetts Municipal Depository Trust (MMDT) combines the funds of Massachusetts public units and invests on their behalf in short term instruments of U.S. Treasury and Government Agencies and large corporations and financial institutions, thus offering investors (such as the Town of Billerica) the opportunity to earn higher yields through a professionally managed fund. Since its inception, the State Treasurer has employed Fidelity Investments as the Fund's manager. It is recognized that these investments are neither fully collateralized nor backed by the good full faith and credit of the Commonwealth of Massachusetts. However, there is a high degree of safety as a result of the pool's use of: delivery versus payment for many of their securities; utilization of full disclosure to ensure that investing officials are aware of significant investment and administrative policies, practices and restrictions; collateralization of all repurchase agreements; the application of FDIC pass through insurance; and limiting investments to high quality marketable securities as defined in the enabling legislation. This degree of safety is recognized by the Government Accounting Standard Board in its qualification of state investment pools in financial statements.

Reserve Balances as of September 1, 2019

Check back in the Town Meeting booklet for updated 2020 reserve balances.

Free Cash General Fund	\$ 7,482,054
Retained Earnings Water	\$ 1,605,093
Retained Earnings Sewer	\$ 2,480,831
Stabilization (town)	\$ 4,927,319
Stabilization (school)	\$ 766,369
Stabilization (debt)	\$ 18,283,776
Land Fund	\$ 570,242
Sale of Lots	\$ 105,727
Sewer Expansion	\$ 1,627,572
Inflow & Infiltration	\$ 219,528
Water Conservation	\$ 627,289
OPEB Trust	\$ 4,006,085

Section 17: Billerica At A Glance

DLS At A Glance Report for Billerica

Socioeconomic	
County	MIDDLESEX
School Structure	K-12
Form of Government	REPRESENTATIVE TOWN MEETING
2015 Population	42,683
2016 Labor Force	23,358
2016 Unemployment Rate	3.70
2015 DOR Income Per Capita	35,888
2009 Housing Units per Sq Mile	566.33
2013 Road Miles	227.23
EQV Per Capita (2016 EQV/2015 Population)	144,663
Number of Registered Vehicles (2015)	39,084
2012 Number of Registered Voters	26,216

Bond Ratings	
Moody's Bond Ratings as of December 2017*	Aa2
Standard and Poor's Bond Ratings as of December 2017*	AA+

*Blank indicates the community has not been rated by the bond agency

Fiscal Year 2018 Estimated Cherry Sheet Aid	
Education Aid	19,198,394
General Government	6,546,233
Total Receipts	25,744,627
Total Assessments	5,258,306
Net State Aid	20,486,321

Fiscal Year 2020 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	5,705,759,937	74,117,822	12.99
Open Space	0	0	0
Commercial	423,410,183	12,715,008	30.03
Industrial	1,100,110,535	33,036,319	30.03
Personal Property	324,911,200	9,757,083	30.03
Total	7,554,191,855	129,626,232	

Fiscal Year 2020 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	129,626,232	67.08
State Aid	26,388,752	13.66
Local Receipts	24,442,000	12.65
Other Available	12,792,278	6.62
Total	193,249,262	

Fiscal Year 2020 Proposition 2 1/2 Levy Capacity	
New Growth	3,226,961
Override	
Debt Exclusion	6,013,157
Levy Limit	147,544,514
Excess Capacity	17,918,282
Ceiling	188,854,796
Override Capacity	47,323,439

Other Available Funds		
FY2020 Free Cash	FY2018 Stabilization Fund	FY2020 Overlay Reserve
7,482,054	21,601,244	2,708,708

Fiscal Year 2020 Average Single Family Tax Bill**	
Number of Single Family Parcels	10,893
Assessed Value of Single Family	425,081
Average Single Family Tax Bill	5,522
State Average Family Tax Bill	
Fiscal Year 2016	5,418
Fiscal Year 2017	5,616
Fiscal Year 2018	5,831

Billerica issues tax bills on a Quarterly basis

**For the communities granting the residential exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY2017, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Provincetown, Somerset, Somerville, Tisbury, Waltham and Watertown. Therefore, the average single family tax bill information in this report will be blank.

Fiscal Year 2018 Schedule A - Actual Revenues and Expenditures						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	161,776,618	12,157,677	30,668,218	10,985,907	5,208,515	220,796,935
Expenditures	135,369,207	9,690,191			18,458,189	163,517,587
Police	7,917,383	0	0	0	0	7,917,383
Fire	7,874,588	0	0	0	0	7,874,588
Education	71,751,275	6,647,616		0	0	78,398,891
Public Works	8,361,206	13,575			0	8,374,781
Debt Service	8,003,631					8,003,631
Health Ins	1,021,273				16,070,927	17,092,200
Pension	10,788,311				0	10,788,311
All Other	19,651,540	3,029,000	0	0	2,387,262	25,067,802

Total Revenues and Expenditures per Capita						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	3,790.2	284.8	718.5	257.4	122.0	5,172.9
Expenditures	3,171.5	227.0	0.0	0.0	432.4	3,831.0

This data only represents the revenues and expenditures occurring in these funds and does not reflect and transfers to or from other funds. Therefore, this data should not be used to calculate an ending fund balance.

If you have questions regarding the data contained in this report, please contact the Municipal Databank/Local Aid Section at (617) 626-2384 or databank@dor.state.ma.us

