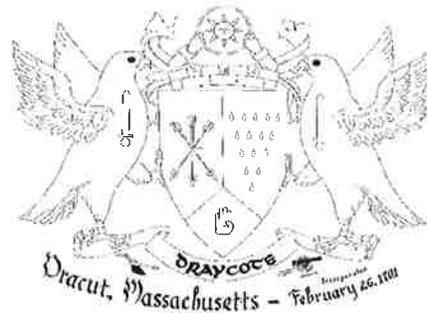


TOWN OF DRACUT



BUDGET TASK FORCE COMMITTEE

REPORT TO BOARD OF SELECTMEN, SCHOOL COMMITTEE AND FINANCE COMMITTEE

November 2015

1/4/2016

1

TABLE OF CONTENTS

Background	Page 3
Charge of Committee	Page 4
Format of Deliberations	Page 5
Definition of Terms	Page 6 – 7
Revenue Assumptions	Page 8
Expenditure Assumptions – Education	Page 9
Expenditure Assumptions – Municipal	Page 10
Findings	Page 11- 21
Understanding Reserve Funds	Page 22 – 24
Summary of Findings	Page 25
Appendices of Spreadsheets	Page 26-30

Background

Committee Established: May, 2015

Members:

- Anthony Archinski, Board of Selectmen, Chairman
- Alison Hughes, Board of Selectmen, Vice Chairman (Chair)
- Betsy Murphy, School Committee, Chairman
- Michael McNamara, School Committee, Member
- Louise Tremblay, Finance Committee, Chariman
- Robert Corey, Finance Committee, Member
- James A. Duggan, Town Manager (Facilitator)
- Steven Stone, Superintendent of Schools
- Ann Vandal, Asst. Town Manager/Finance Director
- William Frangiamore, School Business Manager
- Linda Wright, Town Accountant

Charge of Committee

- Duration: 6 Months
- Five-Year Revenue/Expenditure Forecast
- Report Findings to respective boards (Board of Selectmen/School Committee/Finance Committee)

FORMAT OF DELIBERATIONS

- Meetings were held in compliance with “Open Meeting Law” and were televised.
- Town and School staff presented an overview of the process and steps taken to formulate a budget.
- Discussions ranging from valuation of properties, tax rates, net school spending, special needs, free cash, stabilization funds, economic development, levy limits, consolidation, regionalization, grants, etc.
- Town and School staff presented 5-Year projections for both revenues and expenditures.

Definitions of Terms

Chargebacks	Expenses that are paid through the general fund that are a direct cost associated with school operations which is a piece of the community's net school spending calculation.
Circuit Breaker	A state funding resource to municipalities used to offset some special education related expenses.
Debt Exclusion	The funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits und Proposition 2 1/2 .
Foundation Budget	An adequate spending level for a school district is called its "foundation budget" as defined by the Mass Department of Elementary and Secondary Education.
Free Cash	The term used for a community's funds that are available for appropriation.
Levy	The amount a community raises through property tax. The levy can be any amount up to the levy limit. A levy limit is a restriction on the amount of property taxes a community can raise.

Definitions of Terms Continued

Net School Spending (NSS)	The addition of Local Contribution and state aid in the Chapter 70 formula.
Non Net School Spending	The expenses that do not count towards NSS such as , transportation, crossing guards & debt.
Override	A vote by a community at an election to permanently increase the levy limit. The override question on the ballot must state a purpose for the override and the dollar amount.
Proposition 2 ½	A state law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Stabilization Fund	A fund designed to accumulate amounts for capital and other future spending purposes.

***A complete list of municipal finance terms is available upon request.**

REVENUE PROJECTIONS

Assumptions

- State Revenues and Assessments – Level Funded (37% of total budget)
- Real Estate and Personal Property Taxes - +2.5% Each Year
- All other revenues increased approximately 2%
- Possible one-time infusions to revenue excluded from projections
- Grants in danger of drying up excluded from projections

EXPENDITURE PROJECTIONS

Dracut Public Schools Assumptions

- Salaries: + .75% (FY16 & FY17) 2% (FY18-FY21)
- Staffing increases phased FY17-FY21 (31 FTE, details on future slide), focused on Teachers, Counselors and Special Needs
- Instructionally focused expenses: + 5% Per Year
- Non-instructionally focused expenses: + 2% Per Year
- Chargebacks: + 6% Per Year
- Tuitions: + 2% Per Year
- Utilities: + 7% Per Year
- Excludable Appropriation: +\$200K/Year
- NSS Appropriation: + \$500K/Year
- Circuit Breaker Reimb. @ 60%
- E-rate not included due to lack of technology projects
- Contractual increases
- Current student fees which support budget included

EXPENDITURE PROJECTIONS

Municipal Assumptions

- Salaries: + 2% FY17-FY21
- Staffing increases phased FY17-FY21 (15 FTE, detail on future slide), focused on Public Safety, Public Works, Information Technology, Facilities
- Introduced new budget transfer to Capital Improvement
- Contractual increases
- Fixed costs estimated at 3%
- Greater Lowell Technical High School and Essex Agricultural % estimated at average increase over 5 Years
- Retirement, Health estimated to be approximately 6-8%

Findings: General Government

- **General Government (Administrative Departments such as Town Manager, Finance, Town Clerk)**
 - ❑ The Town has invested in facilities and technology, the addition of a Facilities Manager and IT Director is imperative to efficiently manage both areas.
 - ❑ Human Resources is an ever-changing area that requires attention. With the implementation of the Affordable Care Act and other agency regulations, it is important that the Town consider a full-time Human Resource Director

Findings: Public Safety

Public Safety (Police, Fire, Building) - These projections are subject to change. The Town is currently completing an overall assessment of the Police Department and will soon begin the same for the Fire Department. Once these assessments are complete assumptions will be updated.

- Police Department – Projections include the addition of a Patrol Officer for each of the 5 Years; some investment in training.
- Fire Department – Includes the addition of a Firefighter for FY17-FY19; some investment in training.
- Building Department – Transition of part-time inspector to full-time, FY17.

Findings: Dracut Public Schools

- In articulating additional staffing needs for FY17-FY21 particular focus has been paid to general class size, early grade intervention, a restoration of curricula offerings at Dracut High, support for the social, emotional health and well being of all students, and an expansion of critical special education positions
- Secondary needs include a restoration of foreign language at Richardson Middle School, the expansion of language opportunities at Dracut High, and an increased focus on health education at Richardson Middle School
- For instructionally related expenses, a modest 5% increase has been calculated in an effort to restore previous spending levels (Pre FY12); All non instructional supplies budgeted at 2%
- Revenue trends indicate continued reductions in Federal and State grants
- The costs of transportation continue to exceed the appropriation forcing the DPS to reduce net school spending
- The burden created by the dramatic increase of the cost of existing user fees and the implementation of new fees (elementary transportation) is unsustainable in the long term as it creates an inequitable dynamic between the DPS and alternative options available to families
- The need for technology upgrades in the schools (fiber-optic internet connections, wireless, and a voice over internet phone system) given increasing demands, continues to be a capital need

Findings: Regional Education

- **Regional Education (Greater Lowell Technical High School & Essex Agricultural)**

- ❑ It has been assumed that Greater Lowell Technical High School assessment will continue to increase at the same pace it has in recent years, and therefore a 15% increase in net school spending and a 5% increase in transportation has been applied.
- ❑ With respect to Essex Agricultural the Town has experienced an increase in enrollments resulting in an assessment of approximately \$200K. Although we have assumed an increase of 5%, most likely current enrollments will decrease and therefore this number will be reduced once the actuals are known.

Findings: Public Works

- **Public Works (Administration, Highway Maint., Snow & Ice, Tree, Vehicle Maint., Cemetery, Solid Waste)**
 - ❑ Over the years we have added roads, recreational areas, parks, monuments, etc. but we have not had an opportunity to address the staffing levels in this department. Incredible work is done with minimal staffing. Throughout the five-year projections we have staggered the addition of laborers and mechanics in the Highway Maintenance, Vehicle Maintenance and Tree divisions.
 - ❑ Increasing staffing levels will result in the ability to efficiently maintain the vehicle fleet as well as provide a resource to other departments that currently send equipment out to be maintained/repaired.
 - ❑ This investment will also provide the resources to continue to enhance and beautify the community.
 - ❑ The Town has always intended to maintain a Snow & Ice budget that is equal to the 10-year average. Over the past few years we have not been able to accomplish this. These projections include an attempt to begin to close that gap.
 - ❑ As a result of the implementation of automated trash and recycling we have been able to sustain the cost of Solid Waste. The current contract is thru FY18 and therefore a conservative estimate has been used for FY19-FY21.

Findings: Health and Human Services

- **Health and Human Services (Council on Aging and Veteran's)**
 - ❑ In an effort to enhance the services of the Council on Aging these projections include the addition of part-time personnel. It is assumed that additional part-time staff will provide for additional van drivers for the Council on Aging thereby expanding on the van services for the elderly to get to appointments, etc.

Findings: Culture and Recreation

- **Culture and Recreation (Library, Recreation, Parks, Historical)**
 - In an effort to enhance the services of the Library, additional part-time resources have been projected.
 - With the addition of many parks and areas that need to be maintained it is important that the Parks Department be afforded the resources to manage the areas they are charged with. As we continue to develop public spaces we need to be able to maintain them and therefore investments are needed.

Findings: Debt Service

- **Debt Service**

- For this exercise debt exclusions are not included in the projections. Debt Exclusions are raised separately and do not become a permanent addition to the tax levy.
- This budget line can be volatile. In FY17 approximately \$327K falls off the debt schedule but at the same time a reimbursement of \$421K also falls off the revenue schedule. The same is true for FY21, the reduction in debt is \$530K but the reduction in revenue is \$896K.
- These projections include the estimated debt to be issued for current temporary debt and approved debt required for various appropriations/projects but do not include assumptions for projects that have not been approved at Town Meeting. This portion of the debt is that of only the General Fund, the Town has also secured debt associated with the Sewer and Water Enterprise and Community Preservation Funds, which are self-supporting.
- To put debt impacts in perspective, for every \$1M borrowed the debt payment with principal and interest is approximately \$100K. Of course there are variables with respect to duration of debt and final interest costs.

Findings: Miscellaneous

- **Miscellaneous (Personnel Health Insurance, Retirement, Workers Compensation, Social Security, etc.)**
 - ❑ Health Insurance – In an effort to sustain the costs of health insurance for all employees, in FY14 the Town transferred all employees to the Group Insurance Commission. Although the result was not immediate savings it did provide the Town with sustainability. By joining the GIC we are now better equipped to make sound budget decisions for ensuing years. For FY16 the increase was approximately 6%, we have used 7% for FY17-FY21. Along with the Public Employee Committee we continue to make strides to controlling costs.
 - ❑ Retirement - The Town is a member of the Middlesex Retirement System. In the past this line has also been a volatile area that is difficult to predict. With the assistance of a comprehensive actuarial valuation completed by an outside firm on behalf of Middlesex Retirement, the Town is assessed each year for its members that have or will retire. In an effort to refrain from a “roller coaster” effect on the assessment, required appropriations have been estimated and it is recommended that a 6% increase be used going forward. It is important to note that these estimates are evaluated every two years and are subject to fluctuation. It is also important to note that while the cost of the Middlesex Retirement assessment is approximately 3% of the total payroll, the Town would be paying 6.2% if it was required to pay social security for its employees.

Findings: Miscellaneous - Continued

- ❑ This account also includes what is know as “OPEB” (Other Post Employment Benefits) in summary this is a liability the town must recognize on its financial statements as well as make an effort to begin the fund the liability. OPEB is an accounting concept created by the Governmental Accounting Standards Board (GASB) by pronouncements designed to address expenses that entities may or may not be legally bound to pay, but pay as a moral obligation.

- ❑ Contingency/Reserves – Intended to be used for emergencies and/or unforeseen expenses.

Findings: Miscellaneous - Continued

- ❑ Transfer to Special Revenue – This a new line proposed for the purpose of transferring funds to the Capital Improvement fund to be used during the budget process. The Capital Planning Committee makes recommendations to the Town Manager based on the requests of departments. It is envisioned that if this were to come to fruition the needs of departments that have not been met could begin to be addressed. An example of this would be technology for both the Town and School Departments and other projects etc. included in the 5-year capital plan that is prepared during every budget cycle.

- ❑ Salary Wage Adjustments/Wage Buyback – Absorbs expenses associated with Collective Bargaining Agreements as well as non-union personnel decisions and the buybacks associated with those that currently qualify. In 2004 the Personnel Bylaw was amended to curb the liability the Town has incurred over the past 30-40 Years. All non-union employees hired after July 1, 2004 are now ineligible for unlimited sick time buyback or longevity and can only buyback up to 120 days sick time after retirement or death, separation is not a qualifying event to receive buyback. Over time all collective bargaining agreements have been negotiated to limit the amount of days to no more than 120.

Understanding Reserve Funds

Stabilization Funds:

Equipment Stabilization: Intended to serve as a resource to fund the replacement of equipment for the Fire and Public Works Departments. This process was developed some years ago and has served the Town well. Each year during the budget process the replacement schedule is reviewed and equipment needs are determined. Upon completion, Town Meeting appropriates funds to purchase the equipment. The funds to deposit into this account are derived from the Fire and Public Works budget and are treated as a direct transfer to fund the schedule. The fund balance plays a key role in determining whether or not equipment is considered in the given FY. There have been many years that no equipment was bought in order to prepare for a large piece of equipment in ensuing years. As an example, just this month the Fire Department welcomed a new engine to their fleet.

Town Hall Stabilization: Beginning in 2009 the Town embarked on a plan to accommodate the debt obligation associated with the construction of Town Hall. Essentially the debt level at that time was budgeted from FY09-FY14 to establish a savings account to offset the debt costs. Each year Town Meeting approves the transfer of approximately \$86K for this purpose. The Town was under a federal order to renovate or replace Town Hall. Many years of planning and deliberation took place and it was determined that a new Town Hall was the most logical option. In doing so the building is now completed and is the home of all administrative departments (excluding school) and the Sewer Department. It is a beautiful building the community should be proud of.

Understanding Reserve Funds

Free Cash:

Free cash is the term used for a community's funds that are available for appropriation. Specifically, free cash is generated when actual revenue collections are in excess of estimates, when expenditures are less than appropriations, or both. Although free cash can be used for appropriations, it is not recommended that it be used to fund operational/recurring expenses. It has been documented in many instances that the use of free cash for operational expenses is detrimental to any Town's financial stability and is unsustainable.

In both cases noted above, in order for the Town to successfully compete in the bond market it is recommended that approximately 10% of our total general fund budget be a benchmark for reserve fund balance. Taking FY16 expenditures into consideration our fund balance (which includes Free Cash) is just under \$6M. Ten percent is approximately \$7.2M, we are working our way in the right direction.

Summary of Findings

- Approach used was conservative and needs based.
- Education, Public Safety and Public Works appear to be the areas that are in need of immediate attention.
- Fixed costs are rising quicker than revenues available.
- Personnel costs (Insurance, etc.) are rising on average about 7% while the revenues to support this expense is barely breaking 3%.
- In order to absorb fixed costs it has been necessary to make decisions in other areas that can no longer sustain cuts without seriously affecting services to the public.
- The Town has made significant strides with respect to buildings and infrastructure that include the recent completion of the renovation and addition to the High School and the new Town Hall. The investments into other buildings, equipment, parks and others speaks volumes about the support of the community. It is important that these investments be protected and maintained.
- Education is the foundation of a vibrant community, continued and improved investments is crucial to our success.
- The projections indicate a staggering \$12M deficit by FY21.

Summary of Findings Continued

- The consensus of the committee is that the Tri-Board (Board of Selectmen, School Committee and Finance Committee) must work together to close this gap.
- This exercise is a tool for the Tri-Board and Community at-large to use as a guide to understanding the needs of the community. It should not be construed as a definitive answer to fiscal stress.
- It is understood that, while the deficit and task to close it, is daunting, it is not impossible. There are opportunities for the Town to improve its fiscal status, some of which include:
 - continued focus on economic development
 - continue to seek out cost savings such as taking advantage of solar programs and other energy savings programs
 - generation of creative revenue sources
 - implementation of zoning changes to attract businesses
 - create online tools to support residents and businesses alike
 - consider other fees such as trash fees
 - consider a possible override
 - consider debt exclusions for technology upgrades for School and Town

COMBINED REVENUES ' EXPENDITURES FY16-FY21

	FY16 Budget	FY17 vs FY16	FY17 Projected	FY18 vs FY17	FY18 Projected	FY19 vs FY19	FY19 Projected	FY20 vs FY20	FY20 Projected	FY21 vs FY21	FY21 Projected	FY17 vs FY17	FY16 vs FY16
REVENUES COMBINED													
Taxes	\$ 45,753,131	2.50%	\$ 46,894,959	2.51%	\$ 48,071,591	2.51%	\$ 49,277,632	2.51%	\$ 50,513,743	2.51%	\$ 51,780,677	10.42%	13.17%
Penalties and Interest	\$ 297,600	-0.63%	\$ 295,725	1.75%	\$ 300,896	1.76%	\$ 306,179	1.76%	\$ 311,577	1.77%	\$ 317,093	7.23%	6.55%
Departmental Fees	\$ 225,900	12.40%	\$ 253,914	1.00%	\$ 256,453	1.00%	\$ 259,018	1.00%	\$ 261,608	1.00%	\$ 264,224	4.06%	16.96%
Other Departmental Fees	\$ 20,000	1.00%	\$ 20,200	1.00%	\$ 20,402	1.00%	\$ 20,606	1.00%	\$ 20,812	1.00%	\$ 21,020	4.06%	5.10%
Licenses and Permits	\$ 379,800	3.34%	\$ 392,500	3.24%	\$ 405,225	3.26%	\$ 418,431	3.28%	\$ 432,143	3.30%	\$ 446,385	13.73%	17.53%
Federal Revenue	\$ 288,000	-1.04%	\$ 285,000	0.00%	\$ 285,000	0.00%	\$ 285,000	0.00%	\$ 285,000	0.00%	\$ 285,000	0.00%	-1.04%
State Revenue	\$ 24,624,315	-1.76%	\$ 24,192,103	0.00%	\$ 24,192,103	0.00%	\$ 24,192,103	0.00%	\$ 24,192,103	-3.70%	\$ 23,296,121	-3.70%	-5.39%
State Assessments	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	0.00%
Special Assessments	\$ 50,000	0.00%	\$ 50,000	0.00%	\$ 50,000	0.00%	\$ 50,000	0.00%	\$ 50,000	0.00%	\$ 50,000	0.00%	0.00%
Fines and Forfeits	\$ 26,000	8.40%	\$ 28,185	0.66%	\$ 28,372	0.67%	\$ 28,561	0.67%	\$ 28,751	0.67%	\$ 28,944	2.69%	11.32%
Miscellaneous	\$ 130,000	-11.07%	\$ 115,606	0.01%	\$ 115,612	0.01%	\$ 115,618	0.01%	\$ 115,624	0.01%	\$ 115,631	0.02%	-11.05%
Inter-fund Transfers	\$ 478,998	1.38%	\$ 485,628	-19.91%	\$ 388,957	1.81%	\$ 395,991	1.83%	\$ 403,235	1.85%	\$ 410,698	-15.43%	-14.26%
Circuit Breaker Reimb. 60%	\$ 838,622	1.36%	\$ 850,000	0.00%	\$ 850,000	0.00%	\$ 850,000	0.00%	\$ 850,000	0.00%	\$ 850,000	0.00%	1.36%
240 Grant Funding of Tuitions	\$ 560,000	0.00%	\$ 560,000	0.00%	\$ 560,000	0.00%	\$ 560,000	0.00%	\$ 560,000	0.00%	\$ 560,000	0.00%	0.00%
Circuit Breaker Carryover	\$ 600,000	-100.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	-100.00%
Projected Revenues/Offset Non-Net Spending	\$ 260,000	-23.08%	\$ 200,000	0.00%	\$ 200,000	0.00%	\$ 200,000	-38.50%	\$ 123,000	0.00%	\$ 123,000	-38.50%	-52.69%
Projected Revenues/Homeless Trans.	\$ 15,000	0.00%	\$ 15,000	0.00%	\$ 15,000	0.00%	\$ 15,000	0.00%	\$ 15,000	0.00%	\$ 15,000	0.00%	0.00%
Projected Revenues/School Choice	\$ 158,841	-11.86%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	-11.86%
Projected Revenues/Child Care	\$ -	0.00%	\$ 59,000	0.00%	\$ 59,000	-100.00%	\$ -	0.00%	\$ -	0.00%	\$ -	-100.00%	0.00%
Projected Revenues/Parker Lease	\$ -	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	0.00%
Total Revenues	\$ 72,022,712	0.38%	\$ 72,294,325	1.52%	\$ 73,395,115	1.60%	\$ 74,570,643	1.59%	\$ 75,759,102	0.53%	\$ 76,160,297	5.35%	251.20%
EXPENDITURES COMBINED													
General Government	\$ 2,716,178	10.97%	\$ 3,014,159	6.02%	\$ 3,195,470	1.97%	\$ 3,258,333	1.99%	\$ 3,323,082	-1.18%	\$ 3,283,749	8.94%	20.90%
Public Safety	\$ 7,463,491	4.22%	\$ 7,778,602	3.38%	\$ 8,031,897	3.29%	\$ 8,306,302	2.64%	\$ 8,525,933	2.63%	\$ 8,749,896	12.49%	17.24%
Public Works	\$ 5,128,945	3.31%	\$ 5,298,476	3.88%	\$ 5,504,029	4.74%	\$ 5,765,177	3.43%	\$ 5,962,982	4.08%	\$ 6,205,083	17.13%	21.00%
Human Services	\$ 653,888	3.49%	\$ 676,682	2.00%	\$ 690,215	2.00%	\$ 704,020	2.00%	\$ 718,100	2.00%	\$ 732,462	8.24%	12.02%
Culture and Recreation	\$ 956,369	4.08%	\$ 995,430	1.98%	\$ 1,015,149	1.98%	\$ 1,035,262	1.98%	\$ 1,055,777	1.98%	\$ 1,076,702	8.16%	12.58%
Debt Service	\$ 2,927,387	-11.20%	\$ 2,599,591	-5.07%	\$ 2,467,691	-8.87%	\$ 2,248,795	-27.42%	\$ 1,832,269	-32.49%	\$ 1,101,979	-57.61%	-62.36%
Miscellaneous	\$ 14,755,329	7.29%	\$ 15,830,922	6.97%	\$ 16,934,862	6.87%	\$ 18,098,091	6.69%	\$ 19,308,815	6.64%	\$ 20,591,150	30.07%	39.55%
Dracut Public Schools Chargebacks	\$ (11,118,181)	6.08%	\$ (11,794,487)	6.62%	\$ (12,575,381)	7.08%	\$ (13,466,300)	7.08%	\$ (14,419,274)	7.06%	\$ (15,437,531)	30.89%	38.85%
Reserves	\$ 550,000	81.82%	\$ 1,000,000	-4.60%	\$ 954,000	10.91%	\$ 1,058,000	9.84%	\$ 1,162,242	8.97%	\$ 1,266,488	26.65%	130.27%
GLTHS/Essex Aggle	\$ 4,267,823	5.42%	\$ 4,499,085	5.46%	\$ 4,744,591	5.50%	\$ 5,005,455	5.54%	\$ 5,282,908	5.59%	\$ 5,578,310	23.99%	30.71%
Administration Salaries	\$ 778,388	0.75%	\$ 784,226	2.00%	\$ 799,910	2.00%	\$ 815,908	2.00%	\$ 832,227	2.00%	\$ 848,871	8.24%	9.05%
Administration Expenses	\$ 257,363	2.00%	\$ 262,510	2.00%	\$ 267,760	2.00%	\$ 273,115	2.00%	\$ 278,577	2.00%	\$ 284,149	8.24%	10.41%
Supervision Salaries	\$ 331,069	0.75%	\$ 333,552	2.00%	\$ 340,223	2.00%	\$ 347,027	2.00%	\$ 353,968	2.00%	\$ 361,047	8.24%	9.05%
Supervision Expenses	\$ 76,100	5.00%	\$ 79,905	5.00%	\$ 83,900	5.00%	\$ 88,095	5.00%	\$ 92,500	5.00%	\$ 97,125	21.55%	27.63%
Principals Salaries	\$ 1,345,414	5.08%	\$ 1,413,723	2.00%	\$ 1,441,997	2.00%	\$ 1,470,837	2.00%	\$ 1,500,254	2.00%	\$ 1,530,259	8.24%	13.74%
Principals Expenses	\$ 44,603	5.00%	\$ 46,833	5.00%	\$ 49,175	5.00%	\$ 51,634	5.00%	\$ 54,215	5.00%	\$ 56,926	21.55%	27.63%
Teaching Salaries	\$ 17,366,778	6.27%	\$ 18,455,702	6.01%	\$ 19,564,147	5.67%	\$ 20,673,679	4.72%	\$ 21,649,578	4.76%	\$ 22,680,957	22.89%	30.60%
Teaching Expenses	\$ 509,582	5.00%	\$ 535,061	5.00%	\$ 561,814	5.00%	\$ 589,905	5.00%	\$ 619,400	5.00%	\$ 650,370	21.55%	27.63%
Professional Development Salaries	\$ 14,000	0.75%	\$ 14,105	2.00%	\$ 14,387	2.00%	\$ 14,675	2.00%	\$ 14,968	2.00%	\$ 15,268	8.25%	9.06%
Professional Development Expenses	\$ 25,000	5.00%	\$ 26,250	5.00%	\$ 27,563	5.00%	\$ 28,941	5.00%	\$ 30,388	5.00%	\$ 31,907	21.55%	27.63%
Textbook Expenses	\$ 100,198	5.00%	\$ 105,208	5.00%	\$ 110,468	5.00%	\$ 115,992	5.00%	\$ 121,791	5.00%	\$ 127,881	21.55%	27.63%
Library Salaries	\$ 121,989	2.77%	\$ 125,362	4.10%	\$ 130,502	4.16%	\$ 135,931	4.22%	\$ 141,670	4.28%	\$ 147,737	17.85%	21.11%
Library Expenses	\$ 20,031	5.00%	\$ 21,033	5.00%	\$ 22,084	5.00%	\$ 23,188	5.00%	\$ 24,348	5.00%	\$ 25,565	21.55%	27.63%
Media Service Expenses	\$ 71,016	5.00%	\$ 74,567	5.00%	\$ 78,296	5.00%	\$ 82,210	5.00%	\$ 86,321	5.00%	\$ 90,637	21.55%	27.63%
Guidance Salaries	\$ 452,728	2.77%	\$ 465,246	4.10%	\$ 484,321	4.16%	\$ 504,472	4.22%	\$ 525,768	4.28%	\$ 548,286	17.85%	21.11%
Guidance Expenses	\$ 26,025	5.00%	\$ 27,326	5.00%	\$ 28,693	5.00%	\$ 30,127	5.00%	\$ 31,634	5.00%	\$ 33,215	21.55%	27.63%
Psychological Services Salaries	\$ 335,837	2.77%	\$ 345,123	4.10%	\$ 359,273	4.16%	\$ 374,220	4.22%	\$ 390,018	4.28%	\$ 406,722	17.85%	21.11%
Psychological Services Expenses	\$ 11,000	5.00%	\$ 11,550	5.00%	\$ 12,128	5.00%	\$ 12,734	5.00%	\$ 13,371	5.00%	\$ 14,039	21.55%	27.63%
Pupil Services (NSS)	\$ 1,078,752	2.18%	\$ 1,102,228	3.12%	\$ 1,136,583	3.40%	\$ 1,175,212	2.88%	\$ 1,209,025	2.90%	\$ 1,244,028	12.86%	15.32%
Pupil Services (Non-NSS)	\$ 2,299,910	2.00%	\$ 2,345,908	2.00%	\$ 2,392,826	2.00%	\$ 2,440,683	18.00%	\$ 2,489,006	2.00%	\$ 2,537,606	25.22%	27.73%
Operations and Maintenance Salaries	\$ 1,535,927	0.75%	\$ 1,547,446	2.00%	\$ 1,578,395	6.13%	\$ 1,675,217	2.00%	\$ 1,708,721	2.00%	\$ 1,742,896	12.63%	13.48%
Operations and Maintenance Expenses	\$ 1,871,720	5.00%	\$ 1,965,306	5.00%	\$ 2,063,571	5.00%	\$ 2,166,750	5.00%	\$ 2,275,087	5.00%	\$ 2,388,841	21.55%	27.63%
Collective Bargaining	\$ 134,629	-100.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	0.00%
Tuition Expenses	\$ 3,790,473	2.16%	\$ 3,872,347	2.16%	\$ 3,955,990	2.16%	\$ 4,041,439	2.16%	\$ 4,128,735	2.16%	\$ 4,217,915	8.92%	11.28%
Chargebacks	\$ 11,118,181	6.08%	\$ 11,794,487	6.62%	\$ 12,575,381	7.08%	\$ 13,466,300	7.08%	\$ 14,419,274	7.06%	\$ 15,437,531	30.89%	38.85%
Grand Total	\$ 72,017,942	5.05%	\$ 75,653,464	4.49%	\$ 79,051,912	4.50%	\$ 82,611,505	4.02%	\$ 85,934,676	3.65%	\$ 89,069,055	17.73%	23.68%
Surplus/(Deficit)	\$ 4,770		\$ (3,359,139)		\$ (5,656,796)		\$ (8,040,862)		\$ (10,175,574)		\$ (12,908,768)		

MUNICIPAL PROPOSED REVENUES AND EXPENDITURES FY16-FY21

	FY16 Budget	FY17 vs FY16	FY17 Projected	FY18 vs FY17	FY18 Projected	FY18 vs FY19	FY19 Projected	FY19 vs FY20	FY20 Projected	FY20 vs FY21	FY21 Projected	FY17 vs FY21	FY18 vs FY21
REVENUES - MUNICIPAL													
Taxes	\$ 45,753,131	2.50%	\$ 46,894,959	2.51%	\$ 48,071,591	2.51%	\$ 49,277,632	2.51%	\$ 50,513,743	2.51%	\$ 51,780,677	10.42%	13.17%
Penalties and Interest	\$ 297,600	-0.63%	\$ 295,725	1.75%	\$ 300,896	1.76%	\$ 306,179	1.76%	\$ 311,577	1.77%	\$ 317,093	7.23%	6.55%
Departmental Fees	\$ 225,900	12.40%	\$ 253,914	1.00%	\$ 256,453	1.00%	\$ 259,018	1.00%	\$ 261,608	1.00%	\$ 264,224	4.06%	16.96%
Other Departmental Fees	\$ 20,000	1.00%	\$ 20,200	1.00%	\$ 20,402	1.00%	\$ 20,606	1.00%	\$ 20,812	1.00%	\$ 21,020	4.06%	5.10%
Licenses and Permits	\$ 379,800	3.34%	\$ 392,500	3.24%	\$ 405,225	3.26%	\$ 418,431	3.28%	\$ 432,143	3.30%	\$ 446,385	13.73%	17.53%
Federal Revenue	\$ 288,000	-1.04%	\$ 285,000	0.00%	\$ 285,000	0.00%	\$ 285,000	0.00%	\$ 285,000	0.00%	\$ 285,000	0.00%	-1.04%
State Revenue	\$ 24,624,315	-1.76%	\$ 24,192,103	0.00%	\$ 24,192,103	0.00%	\$ 24,192,103	0.00%	\$ 24,192,103	-3.70%	\$ 23,296,121	-3.70%	-5.39%
State Assessments	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	\$ (2,683,495)	0.00%	0.00%
Special Assessments	\$ 50,000	0.00%	\$ 50,000	0.00%	\$ 50,000	0.00%	\$ 50,000	0.00%	\$ 50,000	0.00%	\$ 50,000	0.00%	0.00%
Fines and Forfeits	\$ 26,000	8.40%	\$ 28,185	0.66%	\$ 28,372	0.67%	\$ 28,561	0.67%	\$ 28,751	0.67%	\$ 28,944	2.69%	11.32%
Miscellaneous	\$ 130,000	-11.07%	\$ 115,606	0.01%	\$ 115,612	0.01%	\$ 115,618	0.01%	\$ 115,624	0.01%	\$ 115,631	0.02%	-11.05%
Inter-fund Transfers	\$ 478,998	1.38%	\$ 485,628	-19.91%	\$ 388,957	1.81%	\$ 395,991	1.83%	\$ 403,235	1.85%	\$ 410,698	-15.43%	-14.26%
Total	\$ 69,590,249	1.06%	\$ 70,330,325	1.57%	\$ 71,431,115	1.73%	\$ 72,665,643	1.74%	\$ 73,931,102	0.54%	\$ 74,332,297	5.69%	6.81%
EXPENDITURES - MUNICIPAL													
General Government	\$ 2,716,178	10.97%	\$ 3,014,159	6.02%	\$ 3,195,470	1.97%	\$ 3,258,333	1.99%	\$ 3,323,082	-1.18%	\$ 3,283,749	8.94%	20.90%
Public Safety	\$ 7,463,491	4.22%	\$ 7,778,602	3.38%	\$ 8,041,897	3.29%	\$ 8,306,302	2.64%	\$ 8,525,933	2.63%	\$ 8,749,896	12.49%	17.24%
Public Works	\$ 5,128,945	3.31%	\$ 5,298,476	3.88%	\$ 5,504,029	4.74%	\$ 5,765,177	3.43%	\$ 5,962,982	4.08%	\$ 6,206,083	17.13%	21.00%
Human Services	\$ 653,888	3.49%	\$ 676,682	2.00%	\$ 690,215	2.00%	\$ 704,020	2.00%	\$ 718,100	2.00%	\$ 732,462	8.24%	12.02%
Culture and Recreation	\$ 956,369	4.08%	\$ 995,430	1.98%	\$ 1,015,149	1.98%	\$ 1,035,262	1.98%	\$ 1,055,777	1.98%	\$ 1,076,702	8.16%	12.58%
Debt Service	\$ 2,927,387	-11.20%	\$ 2,599,591	-5.07%	\$ 2,467,691	-8.87%	\$ 2,248,795	-27.42%	\$ 1,632,269	-32.49%	\$ 1,101,979	-57.61%	-62.36%
Miscellaneous	\$ 14,755,329	7.29%	\$ 15,830,922	6.97%	\$ 16,934,862	6.87%	\$ 18,098,091	6.69%	\$ 19,308,815	6.64%	\$ 20,591,150	30.07%	39.55%
Dracut Public Schools Chargebacks	\$ (11,118,181)	6.08%	\$ (11,794,487)	6.62%	\$ (12,575,381)	7.08%	\$ (13,466,300)	7.08%	\$ (14,419,274)	7.06%	\$ (15,437,531)	30.89%	38.85%
Reserves	\$ 550,000	81.82%	\$ 1,000,000	-4.60%	\$ 954,000	10.91%	\$ 1,058,080	9.84%	\$ 1,162,242	8.97%	\$ 1,266,486	26.65%	130.27%
GLTHS/Essex Aggie	\$ 4,267,823	5.42%	\$ 4,499,085	5.46%	\$ 4,744,591	5.50%	\$ 5,005,455	5.54%	\$ 5,282,908	5.59%	\$ 5,578,310	23.99%	30.71%
Grand Total	\$ 28,301,229	5.64%	\$ 29,898,460	3.59%	\$ 30,972,525	3.36%	\$ 32,013,214	1.69%	\$ 32,552,832	1.83%	\$ 33,149,287	10.87%	17.13%
Note: Municipal Revenues include all revenues (excluding grants) while expenditures do not include education.													

EDUCATION PROPOSED REVENUES AND EXPENDITURES FY16-FY21

	FY16 Budget	FY17 vs FY16	FY17 Projected	FY18 vs FY17	FY18 Projected	FY19 vs FY18	FY19 Projected	FY20 vs FY19	FY20 Projected	FY21 vs FY20	FY21 Projected	FY17 vs FY21	FY16 vs FY21
REVENUES - DRACUT PUBLIC SCHOOLS													
Circuit Breaker Reimb. 60%	\$ 838,622	1.36%	\$ 850,000	0.00%	\$ 850,000	0.00%	\$ 850,000	0.00%	\$ 850,000	0.00%	\$ 850,000	0.00%	1.36%
240 Grant Funding of Tuitions	\$ 560,000	0.00%	\$ 560,000	0.00%	\$ 560,000	0.00%	\$ 560,000	0.00%	\$ 560,000	0.00%	\$ 560,000	0.00%	0.00%
Circuit Breaker Carryover	\$ 600,000	-100.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	-100.00%
Projected Revenues/Offset Non-Net Spending	\$ 260,000	-23.08%	\$ 200,000	0.00%	\$ 200,000	0.00%	\$ 200,000	-38.50%	\$ 123,000	0.00%	\$ 123,000	-38.50%	-52.69%
Projected Revenues/Homeless Trans.	\$ 15,000	0.00%	\$ 15,000	0.00%	\$ 15,000	0.00%	\$ 15,000	0.00%	\$ 15,000	0.00%	\$ 15,000	0.00%	0.00%
Projected Revenues/School Choice	\$ 158,841	-11.86%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	-11.86%
Projected Revenues/Child Care	\$ -	0.00%	\$ 59,000	0.00%	\$ 59,000	-100.00%	\$ -	0.00%	\$ -	0.00%	\$ -	-100.00%	0.00%
Projected Revenues/Parker Lease	\$ -	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	\$ 140,000	0.00%	0.00%
NSS Appropriation	\$ 28,300,000	1.77%	\$ 28,800,000	1.74%	\$ 29,300,000	1.71%	\$ 29,800,000	1.68%	\$ 30,300,000	1.65%	\$ 30,800,000	6.94%	300.00%
Excludables Appropriation	\$ 1,866,069	10.72%	\$ 2,066,069	9.68%	\$ 2,266,069	8.83%	\$ 2,466,069	8.11%	\$ 2,666,069	7.50%	\$ 2,866,069	38.72%	300.00%
Chargebacks	\$ 11,118,181	6.08%	\$ 11,794,487	6.62%	\$ 12,575,381	7.08%	\$ 13,466,300	7.08%	\$ 14,419,274	7.06%	\$ 15,437,531	30.89%	366.52%
Total Revenues	\$ 43,716,713	2.08%	\$ 44,624,556	3.32%	\$ 46,105,450	3.32%	\$ 47,637,369	3.31%	\$ 49,213,343	3.49%	\$ 50,931,600	14.13%	325.89%
EXPENDITURES - DRACUT PUBLIC SCHOOLS													
Administration Salaries	\$ 778,388	0.75%	\$ 784,226	2.00%	\$ 799,910	2.00%	\$ 815,908	2.00%	\$ 832,227	2.00%	\$ 848,871	8.24%	9.05%
Administration Expenses	\$ 257,363	2.00%	\$ 262,510	2.00%	\$ 267,760	2.00%	\$ 273,115	2.00%	\$ 278,577	2.00%	\$ 284,149	8.24%	10.41%
Supervision Salaries	\$ 331,069	0.75%	\$ 333,552	2.00%	\$ 340,223	2.00%	\$ 347,027	2.00%	\$ 353,968	2.00%	\$ 361,047	8.24%	9.05%
Supervision Expenses	\$ 76,100	5.00%	\$ 79,905	5.00%	\$ 83,900	5.00%	\$ 88,095	5.00%	\$ 92,500	5.00%	\$ 97,125	21.55%	27.63%
Principalship Salaries	\$ 1,345,414	5.08%	\$ 1,413,723	2.00%	\$ 1,441,997	2.00%	\$ 1,470,837	2.00%	\$ 1,500,254	2.00%	\$ 1,530,259	8.24%	13.74%
Principalship Expenses	\$ 44,603	5.00%	\$ 46,833	5.00%	\$ 49,175	5.00%	\$ 51,634	5.00%	\$ 54,215	5.00%	\$ 56,926	21.55%	27.63%
Teaching Salaries	\$ 17,366,778	6.27%	\$ 18,455,702	6.01%	\$ 19,564,147	5.67%	\$ 20,673,679	4.72%	\$ 21,649,578	4.76%	\$ 22,680,957	22.89%	30.60%
Teaching Expenses	\$ 509,582	5.00%	\$ 535,061	5.00%	\$ 561,814	5.00%	\$ 589,905	5.00%	\$ 619,400	5.00%	\$ 650,370	21.55%	27.63%
Professional Development Salaries	\$ 14,000	0.75%	\$ 14,105	2.00%	\$ 14,387	2.00%	\$ 14,675	2.00%	\$ 14,968	2.00%	\$ 15,268	8.25%	9.06%
Professional Development Expenses	\$ 25,000	5.00%	\$ 26,250	5.00%	\$ 27,563	5.00%	\$ 28,941	5.00%	\$ 30,388	5.00%	\$ 31,907	21.55%	27.63%
Textbook Expenses	\$ 100,198	5.00%	\$ 105,208	5.00%	\$ 110,468	5.00%	\$ 115,992	5.00%	\$ 121,791	5.00%	\$ 127,881	21.55%	27.63%
Library Salaries	\$ 121,989	2.77%	\$ 125,362	4.10%	\$ 130,502	4.16%	\$ 135,931	4.22%	\$ 141,670	4.28%	\$ 147,737	17.85%	21.11%
Library Expenses	\$ 20,031	5.00%	\$ 21,033	5.00%	\$ 22,084	5.00%	\$ 23,188	5.00%	\$ 24,348	5.00%	\$ 25,565	21.55%	27.63%
Media Service Expenses	\$ 71,016	5.00%	\$ 74,567	5.00%	\$ 78,296	5.00%	\$ 82,210	5.00%	\$ 86,321	5.00%	\$ 90,637	21.55%	27.63%
Guidance Salaries	\$ 452,728	2.77%	\$ 465,246	4.10%	\$ 484,321	4.16%	\$ 504,472	4.22%	\$ 525,768	4.28%	\$ 548,286	17.85%	21.11%
Guidance Expenses	\$ 26,025	5.00%	\$ 27,326	5.00%	\$ 28,693	5.00%	\$ 30,127	5.00%	\$ 31,634	5.00%	\$ 33,215	21.55%	27.63%
Psychological Services Salaries	\$ 335,837	2.77%	\$ 345,123	4.10%	\$ 359,273	4.16%	\$ 374,220	4.22%	\$ 390,018	4.28%	\$ 406,722	17.85%	21.11%
Psychological Services Expenses	\$ 11,000	5.00%	\$ 11,550	5.00%	\$ 12,128	5.00%	\$ 12,734	5.00%	\$ 13,371	5.00%	\$ 14,039	21.55%	27.63%
Pupil Services (NSS)	\$ 1,078,752	2.18%	\$ 1,102,228	3.12%	\$ 1,136,583	3.40%	\$ 1,175,212	2.88%	\$ 1,209,025	2.90%	\$ 1,244,028	12.86%	15.32%
Pupil Services (Non-NSS)	\$ 2,299,910	2.00%	\$ 2,345,908	2.00%	\$ 2,392,826	2.00%	\$ 2,440,683	18.00%	\$ 2,880,006	2.00%	\$ 2,937,606	25.22%	27.73%
Operations and Maintenance Salaries	\$ 1,535,927	0.75%	\$ 1,547,446	2.00%	\$ 1,578,395	6.13%	\$ 1,675,217	2.00%	\$ 1,708,721	2.00%	\$ 1,742,896	12.63%	13.48%
Operations and Maintenance Expenses	\$ 1,871,720	5.00%	\$ 1,965,306	5.00%	\$ 2,063,571	5.00%	\$ 2,166,750	5.00%	\$ 2,275,087	5.00%	\$ 2,388,841	21.55%	27.63%
Collective Bargaining	\$ 134,629	-100.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	\$ -	0.00%	-100.00%
Tuition Expenses	\$ 3,790,473	2.16%	\$ 3,872,347	2.16%	\$ 3,955,990	2.16%	\$ 4,041,439	2.16%	\$ 4,128,735	2.16%	\$ 4,217,915	8.92%	11.28%
Chargebacks	\$ 11,118,181	6.08%	\$ 11,794,487	6.62%	\$ 12,575,381	7.08%	\$ 13,466,300	7.08%	\$ 14,419,274	7.06%	\$ 15,437,531	30.89%	38.85%
Total Budget	\$ 43,716,713	4.66%	\$ 45,755,004	5.08%	\$ 48,079,387	5.24%	\$ 50,598,291	5.50%	\$ 53,381,844	4.75%	\$ 55,919,778	22.22%	27.91%
Assumptions:													
Salaries: .75% (FY16 & FY17) 2% (FY18-FY21)													
Instructionally focused expenses: 5% Per Year													
Non-instructionally focused expenses: 2% Per Year													
Chargebacks: 6% Per Year													
Tuition: 2.16% Per Year													
Utilities: Avg. 7.8% Per Year													
Excludables Appropriation Plus \$200K/Year													
NSS Appropriation Plus \$500K/Year													
Circuit Breaker Reimb. @ 60% Each Year													
E-Rate Not Included due to no Technology Projects Planned													

PROPOSED MUNICIPAL GET INCREASES FY16-FY21

Category	FY17	Description	FY18	Description	FY19	Description	FY20	Description	FY21
General Government									
Town Manager	\$ 25,000	Operational Assessments/Economic Development Program	\$ -		\$ -		\$ -		\$ -
Assessors	\$ -		\$ 110,000	Triennial Certification Begins	\$ -		\$ -		\$ (105,000)
Accountant	\$ 10,000	Comprehensive Annual Financial Report Implementation	\$ -		\$ -		\$ -		\$ -
Human Resources	\$ 76,000	Human Resource Director	\$ -		\$ -		\$ -		\$ -
Information Technology	\$ 75,000	Information Technology Director	\$ -		\$ -		\$ -		\$ -
Building Maintenance	\$ 66,000	Facilities Manager	\$ -		\$ -		\$ -		\$ -
Insurance Premiums	\$ 13,500	Avg. 3% Increase	\$ 13,905	Avg. 3% Increase	\$ 14,322	Avg. 3% Increase	\$ 14,752	Avg. 3% Increase	\$ 15,194
Total General Govnt.	\$ 265,500		\$ 123,905		\$ 14,322		\$ 14,752		\$ (89,806)
Public Safety									
Police	\$ 50,000	Additional Police Officer	\$ 50,000	Additional Police Officer	\$ 50,000	Additional Police Officer	\$ 50,000	Additional Police Officer	\$ 50,000
Police	\$ 15,000	Training/Dues/Publications	\$ -		\$ -		\$ -		\$ -
Fire	\$ 50,000	Additional Firefighter	\$ 50,000	Additional Firefighter	\$ 50,000	Additional Firefighter	\$ -		\$ -
Fire	\$ 15,000	Training /Firefighting Supplies	\$ -		\$ -		\$ -		\$ -
Building	\$ 58,000	P/T Inspector Transitions to F/T Inspector	\$ -		\$ -		\$ -		\$ -
Total Public Safety	\$ 188,000		\$ 100,000		\$ 100,000		\$ 50,000		\$ 50,000
Education									
Greater Lowell Tech High School	\$ 220,262	Assessment +5%, Transportation +15%	\$ 233,956	Assessment +5%, Transportation +15%	\$ 248,737	Assessment +5%, Transportation +15%	\$ 264,718	Assessment +5%, Transportation +15%	\$ 282,032
Essex Agricultural	\$ 11,000	Assessment /Transportation +5%	\$ 11,550	Assessment /Transportation +5%	\$ 12,128	Assessment /Transportation +5%	\$ 12,773	Assessment /Transportation +5%	\$ 13,371
Total Education	\$ 231,262		\$ 245,506		\$ 260,865		\$ 277,491		\$ 295,403
Public Works									
Highway Maint.	\$ 50,000	Laborer	\$ -		\$ 50,000	Laborer	\$ -		\$ -
Snow and Ice	\$ 74,400	Increased to close the gap on 10 Yr. Avg.	\$ 76,545	Increased to close the gap on 10 Yr. Avg.	\$ 78,766	Increased to close the gap on 10 Yr. Avg.	\$ 81,065	Increased to close the gap on 10 Yr. Avg.	\$ 83,447
Vehicle Maint.	\$ -		\$ -		\$ 40,000	Additional Mechanic	\$ -		\$ -
Trees	\$ -		\$ 40,000	Laborer	\$ -		\$ 40,000	Laborer	\$ -
Solid Waste	\$ -		\$ 36,000	Contract # unknown.	\$ 37,500	Contract # unknown.	\$ 19,000	Contract # unknown.	\$ 100,000
Total Public Works	\$ 124,400		\$ 152,545		\$ 206,266		\$ 140,065		\$ 183,447
Health and Human Svcs.									
Council on Aging	\$ 10,000	Funding for additional Part Time	\$ -		\$ -		\$ -		\$ -
Library	\$ 23,000	Funding for additional Part Time	\$ -		\$ -		\$ -		\$ -
Total Health and Human Svcs.	\$ 33,000		\$ -		\$ -		\$ -		\$ -
Culture and Recreation									
Parks	\$ 45,000	Laborer	\$ -		\$ -		\$ -		\$ -
Total Culture and Recreation	\$ 45,000		\$ -		\$ -		\$ -		\$ -
Debt Service									
Debt Service	\$ (327,796)	1996 High School falls off debt schedule.	\$ (131,900)	Subject to change.	\$ (218,896)	Subject to change.	\$ (616,526)	Pension Bond/Engleby fell off schedule	\$ (530,290)
Miscellaneous - Insurances/Retramen	\$ 1,075,593	Health Ins. +7%, Retirement +6%, Dental Ins. +5%	\$ 1,103,940	Health, Dental Retirement	\$ 1,163,229	Health, Dental Retirement	\$ 1,210,724	Health, Dental Retirement	\$ 1,282,335
Miscellaneous - Reserve	\$ 150,000	Wage Increases/Buyback	\$ (146,000)	Buyback reduction from prior year	\$ 4,080	Wage Adjustments	\$ 4,162	Wage Adjustments	\$ 4,244
Miscellaneous - Trans. To CIP	\$ 300,000	Transfer to Capital Improvement Fund	\$ 300,000	Transfer to Capital Improvement Fund	\$ 300,000	Transfer to Capital Improvement Fund	\$ 300,000	Transfer to Capital Improvement Fund	\$ 300,000
Sub-Total	\$ 2,081,959		\$ 1,547,996		\$ 1,629,866		\$ 1,280,668		\$ 1,296,333
Other Expenses - All Depts.	\$ 188,578	Contractual Increases, Avg. 2% All other.	\$ 306,953	Contractual Increases, Avg. 2% All other.	\$ 327,971	Contractual Increases, Avg. 2% All other.	\$ 311,924	Contractual Increases, Avg. 2% All other.	\$ 319,379
Grand Total	\$ 2,273,537		\$ 1,854,949		\$ 1,957,837		\$ 1,492,592		\$ 1,614,712

Assumptions:
 2% Increase to basic expenditure lines
 2% Increase to all salary lines
 3% Increase to energy/some fixed lines

Notes:
 1. With the addition of the budgeted transfer to Capital Improvement it is assumed that this will be used to fund capital items in all departments. Some examples would include: Software/Hardware Upgrades, Equipment Purchases, Improvements, etc.
 2. During FY17 and FY21 the debt schedule is reduced due to debt falling off, but in turn the revenue used to support this debt also falls off the revenue schedule.
 3. All assumptions used to project fixed costs are subject to change.
 4. Because debt excluded projects are raised separately, they are not included.

PROPOSED STAFFING INCREASES FY17-FY21

Category	FY17	FY18	FY19	FY20	FY21
Municipal					
Human Resource Director (1)	\$ 76,000				
Information Technology Director (1)	\$ 75,000				
Facilities Manager (1)	\$ 66,000				
Police Officer (1)	\$ 50,000				
Firefighter (1)	\$ 50,000				
Highway Maint. Laborer (1)	\$ 50,000				
Police Officer (1)		\$ 50,000			
Firefighter (1)		\$ 50,000			
Tree Dept. Laborer (1)		\$ 40,000			
Police Officer (1)			\$ 50,000		
Firefighter (1)			\$ 50,000		
Vehicle Maint. Mechanic (1)			\$ 50,000		
Police Officer (1)				\$ 50,000	
Tree Dept. Laborer (1)				\$ 40,000	
Police Officer (1)					\$ 50,000
Sub-total Municipal	\$ 367,000	\$ 140,000	\$ 150,000	\$ 90,000	\$ 50,000
Education					
IEP Team Chair	\$ 53,279	\$ -	\$ -	\$ -	\$ -
Secretary Richardson Middle (1)	\$ 38,812				
Secretary Richardson Middle (.5)	\$ 19,406				
Paraprofessional - High School (1)	\$ 17,724				
Teacher - DHS Engineering (1)	\$ 53,279				
Teachers - Elementary Reading (4)	\$ 213,116				
Adjustment Counselors (4)	\$ 213,116				
Teacher - Richardson - Health (1)		\$ 53,279			
Teacher - Elementary Special Education (1)		\$ 53,279			
Paraprofessional Elementary Educ. (2)		\$ 35,448			
Teachers - Elementary Classroom (2)		\$ 106,658			
Teachers - DHS Foreign Language (2)		\$ 106,658			
Teachers - RMS Foreign Language (2)			\$ 106,658		
Teachers - RMS Design/Engineering (2)			\$ 106,658		
Teacher - DHS Art (1)			\$ 53,279		
Custodians (2)			\$ 65,254		
Teachers - DHS Math/Sciences (2)				\$ 106,658	
Teachers - DHS ELA/Humanities (2)					\$ 106,658
Sub-total Education	\$ 608,732	\$ 355,322	\$ 331,849	\$ 106,658	\$ 106,658
Grand Total	\$ 975,732	\$ 495,322	\$ 481,849	\$ 196,658	\$ 156,658

OVERRIDE/DEBT EXCLUSION/TRASH FEE IMPACT SCHEDULE

	Low	High	# Units	Median Value	\$1.5M	\$1M	\$500K	\$750K	\$1M	\$1.25M	1.50M	1.75M	Trash Fees
					Debt Exclusion Technology .11/1000 FY18-FY22	Debt Exclusion Technology .08/1000 FY18-FY22	Override \$.17/\$1,000 FY17	Override \$.25/\$1,000 FY17	Override .33/\$1,000 FY17	Override .41/\$1,000 FY17	Override .50/\$1,000 FY17	Override .58/\$1,000 FY17	
1	\$ 58,200	\$ 99,999	1,298	\$ 79,100	\$ 8.70	\$ 6.33	\$ 13.45	\$ 19.77	\$ 26.10	\$ 32.43	\$ 39.55	\$ 45.88	\$365,000
2	\$ 100,000	\$ 124,999	248	\$ 112,500	\$ 12.37	\$ 9.00	\$ 19.12	\$ 28.12	\$ 37.12	\$ 46.12	\$ 56.25	\$ 65.25	Trash Fee
3	\$ 125,000	\$ 149,999	631	\$ 137,500	\$ 15.12	\$ 11.00	\$ 23.37	\$ 34.37	\$ 45.37	\$ 56.37	\$ 68.75	\$ 79.75	8,000 Units
4	\$ 150,000	\$ 174,999	793	\$ 162,500	\$ 17.87	\$ 13.00	\$ 27.62	\$ 40.62	\$ 53.62	\$ 66.62	\$ 81.25	\$ 94.25	\$ 82.50
5	\$ 175,000	\$ 199,999	707	\$ 187,500	\$ 20.62	\$ 15.00	\$ 31.87	\$ 46.87	\$ 61.87	\$ 76.87	\$ 93.75	\$ 108.75	
6	\$ 200,000	\$ 224,999	1,278	\$ 212,500	\$ 23.37	\$ 17.00	\$ 36.12	\$ 53.12	\$ 70.12	\$ 87.12	\$ 106.25	\$ 123.25	\$590,000
7	\$ 225,000	\$ 249,999	1,501	\$ 237,500	\$ 26.12	\$ 19.00	\$ 40.37	\$ 59.37	\$ 78.37	\$ 97.37	\$ 118.75	\$ 137.75	Trash Fee
8	\$ 250,000	\$ 274,999	1,204	\$ 262,500	\$ 28.87	\$ 21.00	\$ 44.62	\$ 65.62	\$ 86.62	\$ 107.62	\$ 131.25	\$ 152.25	8,000 Units
9	\$ 275,000	\$ 299,999	794	\$ 287,500	\$ 31.62	\$ 23.00	\$ 48.87	\$ 71.87	\$ 94.87	\$ 117.87	\$ 143.75	\$ 166.75	\$ 93.75
10	\$ 300,000	\$ 324,999	659	\$ 312,500	\$ 34.37	\$ 25.00	\$ 53.12	\$ 78.12	\$ 103.12	\$ 128.12	\$ 156.25	\$ 181.25	
11	\$ 325,000	\$ 349,999	466	\$ 337,500	\$ 37.12	\$ 27.00	\$ 57.37	\$ 84.37	\$ 111.37	\$ 138.37	\$ 168.75	\$ 195.75	\$815,000
12	\$ 350,000	\$ 374,999	418	\$ 362,500	\$ 39.87	\$ 29.00	\$ 61.62	\$ 90.62	\$ 119.62	\$ 148.62	\$ 181.25	\$ 210.25	Trash Fee
13	\$ 375,000	\$ 399,999	396	\$ 387,500	\$ 42.62	\$ 31.00	\$ 65.87	\$ 96.87	\$ 127.87	\$ 158.87	\$ 193.75	\$ 224.75	8,000 Units
14	\$ 400,000	\$ 424,999	279	\$ 412,500	\$ 45.37	\$ 33.00	\$ 70.12	\$ 103.12	\$ 136.12	\$ 169.12	\$ 206.25	\$ 239.25	\$ 125.00
15	\$ 425,000	\$ 449,999	213	\$ 437,500	\$ 48.12	\$ 35.00	\$ 74.37	\$ 109.37	\$ 144.37	\$ 179.37	\$ 218.75	\$ 253.75	
16	\$ 450,000	\$ 474,999	132	\$ 462,500	\$ 50.87	\$ 37.00	\$ 78.62	\$ 115.62	\$ 152.62	\$ 189.62	\$ 231.25	\$ 268.25	\$1,040,000
17	\$ 475,000	\$ 499,999	126	\$ 487,500	\$ 53.62	\$ 39.00	\$ 82.87	\$ 121.87	\$ 160.87	\$ 199.87	\$ 243.75	\$ 282.75	Trash Fee
18	\$ 500,000	\$ 524,999	73	\$ 512,500	\$ 56.37	\$ 41.00	\$ 87.12	\$ 128.12	\$ 169.12	\$ 210.12	\$ 256.25	\$ 297.25	8,000 Units
19	\$ 525,000	\$ 549,999	50	\$ 537,500	\$ 59.12	\$ 43.00	\$ 91.37	\$ 134.37	\$ 177.37	\$ 220.37	\$ 268.75	\$ 311.75	\$ 156.25
20	\$ 550,000	\$ 574,999	37	\$ 562,500	\$ 61.87	\$ 45.00	\$ 95.62	\$ 140.62	\$ 185.62	\$ 230.62	\$ 281.25	\$ 326.25	
21	\$ 575,000	\$ 599,999	27	\$ 587,500	\$ 64.62	\$ 47.00	\$ 99.87	\$ 146.87	\$ 193.87	\$ 240.87	\$ 293.75	\$ 340.75	\$1,265,000
22	\$ 600,000	\$ 624,999	16	\$ 612,500	\$ 67.37	\$ 49.00	\$ 104.12	\$ 153.12	\$ 202.12	\$ 251.12	\$ 306.25	\$ 355.25	Trash Fee
23	\$ 625,000	\$ 649,999	18	\$ 637,500	\$ 70.12	\$ 51.00	\$ 108.37	\$ 159.37	\$ 210.37	\$ 259.37	\$ 318.75	\$ 369.75	8,000 Units
24	\$ 650,000	\$ 674,999	11	\$ 662,500	\$ 72.87	\$ 53.00	\$ 112.62	\$ 165.62	\$ 218.62	\$ 271.62	\$ 331.25	\$ 384.25	\$ 187.50
25	\$ 675,000	\$ 699,999	6	\$ 687,500	\$ 75.62	\$ 55.00	\$ 116.87	\$ 171.87	\$ 226.87	\$ 281.87	\$ 343.75	\$ 398.75	
26	\$ 700,000	\$ 724,999	6	\$ 712,500	\$ 78.37	\$ 57.00	\$ 121.12	\$ 178.12	\$ 235.12	\$ 292.12	\$ 356.25	\$ 413.25	\$1,715,000
27	\$ 725,000	\$ 749,999	9	\$ 737,500	\$ 81.12	\$ 59.00	\$ 125.37	\$ 184.37	\$ 243.37	\$ 302.37	\$ 368.75	\$ 427.75	Trash Fee
28	\$ 750,000	\$ 774,999	8	\$ 762,500	\$ 83.87	\$ 61.00	\$ 129.62	\$ 190.62	\$ 251.62	\$ 312.62	\$ 381.25	\$ 442.25	8,000 Units
29	\$ 775,000	\$ 799,999	-	\$ 787,500	\$ 86.62	\$ 63.00	\$ 133.87	\$ 196.87	\$ 259.87	\$ 322.87	\$ 393.75	\$ 456.75	\$ 250.00
30	\$ 800,000	\$ 824,999	4	\$ 812,500	\$ 89.37	\$ 65.00	\$ 138.12	\$ 203.12	\$ 268.12	\$ 333.12	\$ 408.25	\$ 471.25	
31	\$ 825,000	\$ 849,999	-	\$ 837,500	\$ 92.12	\$ 67.00	\$ 142.37	\$ 209.37	\$ 276.37	\$ 343.37	\$ 418.75	\$ 485.75	
32	\$ 850,000	\$ 874,999	3	\$ 862,500	\$ 94.87	\$ 69.00	\$ 146.62	\$ 215.62	\$ 284.62	\$ 353.62	\$ 431.25	\$ 500.25	
33	\$ 875,000	\$ 899,999	1	\$ 887,500	\$ 97.62	\$ 71.00	\$ 150.87	\$ 221.87	\$ 292.87	\$ 363.87	\$ 443.75	\$ 514.75	
34	\$ 900,000	\$ 924,999	2	\$ 912,500	\$ 100.37	\$ 73.00	\$ 155.12	\$ 228.12	\$ 301.12	\$ 374.12	\$ 456.25	\$ 529.25	
35	\$ 925,000	\$ 949,999	-	\$ 937,500	\$ 103.12	\$ 75.00	\$ 159.37	\$ 234.37	\$ 309.37	\$ 384.37	\$ 468.75	\$ 543.75	
36	\$ 950,000	\$ 974,999	2	\$ 962,500	\$ 105.87	\$ 77.00	\$ 163.62	\$ 240.62	\$ 317.62	\$ 394.62	\$ 481.25	\$ 558.25	
37	\$ 975,000	\$ 999,999	-	\$ 987,500	\$ 108.62	\$ 79.00	\$ 167.87	\$ 246.87	\$ 325.87	\$ 404.87	\$ 493.75	\$ 572.75	
38	\$ 1,000,000	\$ 1,109,999	8	\$ 1,100,000	\$ 121.00	\$ 88.00	\$ 187.00	\$ 275.00	\$ 363.00	\$ 451.00	\$ 550.00	\$ 638.00	
39	\$ 1,200,000	\$ 1,399,999	5	\$ 1,300,000	\$ 143.00	\$ 104.00	\$ 221.00	\$ 325.00	\$ 429.00	\$ 533.00	\$ 650.00	\$ 754.00	
40	\$ 1,400,000	\$ 1,599,999	7	\$ 1,500,000	\$ 165.00	\$ 120.00	\$ 255.00	\$ 375.00	\$ 495.00	\$ 615.00	\$ 750.00	\$ 870.00	
41	\$ 1,600,000	\$ 1,799,999	1	\$ 1,700,000	\$ 187.00	\$ 136.00	\$ 289.00	\$ 425.00	\$ 561.00	\$ 697.00	\$ 850.00	\$ 988.00	
42	\$ 1,800,000	\$ 1,999,999	6	\$ 1,900,000	\$ 209.00	\$ 152.00	\$ 323.00	\$ 475.00	\$ 627.00	\$ 779.00	\$ 950.00	\$ 1,102.00	
43	\$ 2,000,000	\$ 2,499,999	4	\$ 2,250,000	\$ 247.50	\$ 180.00	\$ 382.50	\$ 562.50	\$ 742.50	\$ 922.50	\$ 1,125.00	\$ 1,305.00	
44	\$ 2,500,000	\$ 2,999,999	5	\$ 2,750,000	\$ 302.50	\$ 220.00	\$ 467.50	\$ 687.50	\$ 907.50	\$ 1,127.50	\$ 1,375.00	\$ 1,595.00	
45	\$ 3,000,000	\$ 3,499,999	4	\$ 3,250,000	\$ 357.50	\$ 260.00	\$ 552.50	\$ 812.50	\$ 1,072.50	\$ 1,332.50	\$ 1,625.00	\$ 1,885.00	
46	\$ 3,500,000	\$ 3,999,999	1	\$ 3,750,000	\$ 412.50	\$ 300.00	\$ 637.50	\$ 937.50	\$ 1,237.50	\$ 1,537.50	\$ 1,875.00	\$ 2,175.00	
47	\$ 4,000,000	\$ 7,999,999	7	\$ 6,000,000	\$ 660.00	\$ 480.00	\$ 1,020.00	\$ 1,500.00	\$ 1,980.00	\$ 2,460.00	\$ 3,000.00	\$ 3,480.00	
48	\$ 8,000,000	\$ 15,000,000	1	\$ 11,500,000	\$ 1,265.00	\$ 920.00	\$ 1,955.00	\$ 2,875.00	\$ 3,795.00	\$ 4,715.00	\$ 5,750.00	\$ 6,870.00	

Notes:

1. All figures are based on FY16 values and tax rate and estimated interest rate for borrowing.
2. As required by the Department of Revenue all values are updated and tax rates are set each fiscal year.
3. These figures are strictly estimates to be used for informational purposes only.
4. Average single family assessment for FY16 is \$200K.
5. All trash fees estimated revenues are net of potential exemptions, operational costs and uncollectible accounts.