

# Town Budget



## Fiscal Year 2017

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Town of Danvers, Massachusetts

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## *Town of Danvers Board of Selectmen*

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April 1, 2016

John J. Sweeney, Jr., Chairman  
Finance Committee  
Danvers, MA 01923

Dear John:

Please find enclosed the Board of Selectmen's proposed FY 2017 Budget. This document adheres to the comprehensive Budget Policy, as adopted by our Board on November 17, 2015, and reflects the continuing efforts of the Board, Town Manager, and staff to maintain the high-quality and cost-effective services that the citizens of Danvers have come to expect. This year's budget also focuses on several key areas, including: succession planning, information technology, regionalism, and building reserves.

Despite continued challenges and uncertainty on both the expenditure and revenue sides of the ledger, including near record natural gas and electricity prices, increasing pension, OPEB, and healthcare costs, diminished State Aid, and unfunded mandates associated with the State's policy to place homeless families in hotel rooms within our community, we believe the Finance Committee will agree that the proposed operational budgets reflect modest increases.

Proposed operating budgets in Education, General Government, and Library are projected to increase by 3.10%, 1.47%, and 0.07%, respectively, or 2.35%, in aggregate. Over the past three fiscal years, operating budget increases across these three sectors of Town government have averaged 4.14% (FY 2016), 4.08% (FY 2015), and 2.49% (FY 2014).

The Governor's proposed budget increased State Aid by 1.27%, but the revenue category as a percent of total revenue is lower today than it was a decade ago. Combined with Prop 2½ constraints and the growing list of unfunded State and Federal mandates, the result is ever-increasing pressure on local tax levies across the Commonwealth. Since the Legislature has not yet finalized its FY 2017 budget, this revenue projection may need to be adjusted.

Although we continue to be in a difficult fiscal period, and this budget reflects that economic reality, the operating budgets for Education, Library and General Government Departments are in line with our policy objectives. We are projecting that the proposed Town budget will result in an overall tax levy which will be at or near our tax levy limit. This budget does not contemplate the use of a Proposition 2½ budget override or debt exclusion.

John J. Sweeney, Jr., Chairman  
Page 2  
April 1, 2016

Proposed warrant articles are another area of potential impact on the budget. This year, warrant articles will once again receive close scrutiny by the Board and Town Manager. As always, we will prioritize requests and recommend warrant expenditures that we believe to be in the best interests of the Town of Danvers. Despite our ongoing fiscal difficulties, we feel confident that this budget, as presented, will enable Town government to provide the essential services that our citizens expect and deserve.

The Board of Selectmen conducted a day-long public hearing on this budget and received input from Town department heads, members of the School Committee and Library Trustees, Town Meeting members, and residents. After careful thought and consideration, the Board voted on March 5, 2016 to adopt this budget. The Board remains committed to the timely provision of all available support information that is requested to assist you in your deliberations. We look forward to hearing Finance Committee input and recommendations during your review of this budget beginning on April 11, 2016.

Sincerely,

A handwritten signature in black ink that reads "Daniel C. Bennett". The signature is written in a cursive style with a long, sweeping horizontal line extending to the right.

Daniel C. Bennett, Chairman

**FISCAL YEAR 2017**  
**FINANCE COMMITTEE BUDGET HEARING SCHEDULE**  
**in the Daniel J. Toomey Hearing Room**

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Monday, April 11 @ 6:30 P.M.	Overview; Selectmen; Moderator; Finance Committee Reserve Fund; Town Counsel; Human Resources/Benefits; Department Heads; Planning & Human Services; Assessing; Debt; Administrative Services; Town Manager; MIS; Accounting; Retirement
Wednesday, April 13 @ 6:30 P.M.	School; Library; Essex Technical High School; Public Works [Water, Sewer, Electric]
Thursday, April 14 @ 6:30 P.M.	Public Safety (Police; Fire; Code Administration); Public Works [tax-supported]
Tuesday, April 26 @ 6:30 P.M.	Warrant Articles
Thursday, April 28 @ 7 P.M.	Warrant Articles
Saturday, April 30 @ 8:30 A.M. (if necessary)	Warrant Articles

**FISCAL YEAR 2017 BUDGET**

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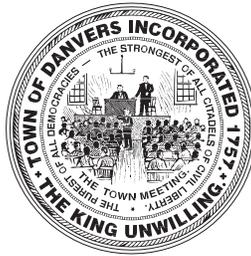
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# TOWN OF DANVERS

*Steve Bartha, Town Manager*



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sbartha@mail.danvers-ma.org

## Memorandum

**To:** Finance Committee Members  
**From:** Steve Bartha, Town Manager  
**Date:** March 25, 2016  
**Subject:** Proposed Budget for Fiscal Year 2017

On behalf of the Board of Selectmen, I am pleased to submit to you a balanced and comprehensive Town budget for the fiscal year beginning July 1, 2016. Expenditure and revenue estimates are based on the best available information and are subject to a number of possible variations between now and the time the tax rate is set in the fall, including uncertainty of final State Aid figures and the outcome of property tax supported warrant articles that may be approved at the Annual Town Meeting.

The budget summary tables attached to this document will provide you with an overall view of the proposed budget. A few of the highlights are as follows:

### Expenditures

- Proposed operating budgets in Education, General Government, and Library are projected to increase by 3.10%, 1.47%, and 0.07%, respectively, or 2.35%, in aggregate. Over the past three fiscal years, operating budget increases across these three sectors of Town government have averaged 2.35% (FY 2017), 4.14% (FY 2016), 4.08% (FY 2015), and 2.49% (FY 2014).
- In the proposed budget, funding for Veterans' Benefits has been increased from \$120,000 to \$200,000 and moved from Planning & Human Services (PHS) to Employee Benefits/Insurance. Consequently, the FY 2017 increases in General Government and the overall operating budget noted above would be 2.18% (vs. 1.47%) and 2.65% (vs. 2.35%), respectively, if the funding remained in PHS.
- Debt service payments for long-term borrowing costs are projected to increase by \$27,615 in FY 2017; payments related to the High School and other recent capital projects are included; planning for the Smith School is also underway.
- Employee health insurance premium costs are projected to increase by 5.75%, 2.0% of which is related to implementation of the Affordable Care Act. This increase is offset in the budget by a change in the way that retiree healthcare expenses are being allocated.

- Tax supported pension contributions (ARC payments) are projected to increase by \$375,555, or 8.0%, in FY 2017, based on the January 1, 2014 valuation report. The overall Retirement budget (including costs assigned to enterprise funds) is projected to increase by \$479,830, or 7.82%. The Danvers Retirement System is projected to be fully funded in 2036, or four years ahead of the statutory deadline.
- Due to retired SESD debt service, the Town's SESD assessment is down for the second consecutive year. The FY 2017 SESD assessment is approximately \$335,000 (or 8% lower than in FY 2016). It is anticipated that SESD debt service, and consequently the assessment, will begin to increase again in FY 2018.
- The adopted FY 2017 Essex Tech budget resulted in a \$69,776 reduction to our assessment. It does not appear that we will have a carry forward available to use from the FY 2016 appropriation, so the proposed budget includes a net reduction of \$28,543.
- The proposed budget includes an estimate for Annual Town Meeting warrant articles, which assumes limited funding for tax-rate supported expenditures and use of Free Cash and Stabilization Funds to offset non-recurring capital items, debt service, and key reserves.

## **Revenues**

- An additional \$700,000 in tax revenue (new growth) is projected in FY 2017 as a result of new building construction in FY 2016; this amount is consistent with our actual FY 2015 and year-to-date growth figures as well as our three-year average.
- The proposed FY 2017 tax levy reflects an increase of approximately 3.49% (including additional taxes generated from new growth) above the current year. The FY 2016 increase, including new growth, was 3.94%.
- DPW Electric, Water, and Sewer activities remain fully self-supporting (per Town policy).
- State Aid is projected to increase (net of Cherry Sheet offsets) by \$129,503, or 1.27%, per the Governor's January 27<sup>th</sup> budget proposal; even at this increased level, State Aid remains below pre-recession levels. In addition, the State has failed to fully fund McKinney Vento homeless school transportation since FY 2012 and has maintained its reduced reimbursement formula for Special Education (Circuit Breaker), resulting in a continued loss in our direct education aid.
- Based upon actual FY 2015 and year-to-date (FY 2016) receipts, increases are anticipated in several non-property tax revenues, including Meals Tax (Other Excise), Hotel/Motel Tax, and Medicaid Reimbursement; and a slight decrease of 1.52% is projected in the Fees category, which is comprised of 50+ local fees and assessments.

- The proposed budget uses \$500,000 from the School Stabilization Fund to offset school related debt, which is down from \$1.03 million used in FY 2016. The reasons for this reduction are twofold: first, we are now past the peak debt years for the Holten-Richmond Middle School and Danvers High School projects; second, in anticipation of the Smith School project and consistent with our adopted Financial Policies, the proposed budget focuses on building reserves, including School Stabilization.
- Consistent with past practice, the proposed budget includes the use of Free Cash to fund Capital Outlay.

### **Budget Policy**

The Budget Policy approved by the Board of Selectmen on November 17, 2015 emphasized customer service, quality of life, infrastructure, financial stability, continuity in planning and development, and cost-effective public safety. Working with senior staff from the three sectors of Town government (the budget team), the FY 2017 process began in December and involved establishing overall budget objectives consistent with the Budget Policy, identifying ongoing or new fixed-costs, and wrestling with the reality of limited revenue growth and reductions in available funds. Our unique and collaborative budget process results in a far greater understanding of the overall budget development landscape and the fiscal constraints we all must face. As the budget process advances, the budget team will continue to meet to address local and state developments.

### **General Government**

The proposed General Government budget is consistent with the Budget Policy guidelines and long-term goals, and was developed with a focus on further objectives, which seek to accomplish the following:

- Proactively manage ongoing succession planning of the Town's Leadership Team.
- Implement recommendations outlined in Town's IT Review (Collins Center, 2016).
- Explore the cost/service effectiveness of regional solutions to local challenges.
- Take advantage of favorable operating results to strengthen the Town's reserves.

The FY 2017 General Government budget, as presented, is 1.47%, or \$414,755, above FY 2016 appropriation levels; however, as noted above in Expenditures, funding for Veterans' Benefits (\$200,000) has been moved from Planning & Human Services (PHS) to Employee Benefits/Insurance, which shifted the year-over-year increase (2.18%) downward by 0.65%.

Several new positions are included in the proposed budget to support growing demand and complexity in a number of key areas of operations: information technology, fleet management, capital project management, and mandated regulatory compliance. These additions will result in a tax supported FTE (full-time equivalent) headcount of almost exactly the same level as in FY 2007 (233 then vs. 232 now).

For illustrative purposes, in FY 2007, the General Government budget employed 9.1 FTE per 1,000 residents; in 2016 (including the proposed additions), that ratio would stand at 8.4 per 1,000. (The ratio remains unchanged in the Utilities from 2006, at 2.7 per 1,000.)

What follows is a brief overview of the new positions included in the proposed budget:

- In anticipation of the retirement this spring of the Town's long-serving Assistant Town Manager / MIS Director and consistent with the recommendations from the Town's recently completed IT Review, the proposed MIS budget includes funding for a dedicated MIS Director to manage and coordinate technology across the organization and to provide project management and application support. Funding for this position is shared between the General Fund (50%) and three utilities (Water, Sewer, and Electric).
- The DPW Equipment Division includes funding to hire a Lube Mechanic. With recent investments in fleet and fuel-management software, the Division is now positioned to increase its preventative maintenance program for the Town's fleet of 200 vehicles and equipment. The addition of a dedicated Lube Mechanic will allow the other four Mechanics to focus on full implementation of the program, which will ultimately reduce repair costs / out-of-service time and extend the useful life of rolling stock.
- A new Staff Engineer is proposed in the Sewer budget to address the significant new mandates under the Town's Phase II (MS4) stormwater permit (Jan 2016), new MassDEP sewer regulations (Jan 2017), and our pending Water Management Act renewal, in addition to support of ongoing projects and inspectional/engineering services. Funding for this position is offset, in part, by reductions to Consulting Services line-items in the Water and Sewer budgets.

Several funding sources are included in the proposed budget to explore operational effectiveness and opportunities to enhance services: \$10,000 (50% of anticipated cost) in the Police budget to study regional dispatch with Hamilton; and \$10,000 in the Town Manager budget to conduct a Citizen Satisfaction Survey, the results of which may illuminate opportunities for the municipal organization to better respond to the service demands of the community.

The proposed budget also includes \$100,000 (a \$50,000 increase) for the Finance Committee Reserve Fund. Although infrequently used, this is an important funding source that has been reduced steadily over the past decade (\$144,000 in FY 2007). In a year where the budget has capacity to partially restore this emergency funding source, staff recommends doing so. Unexpended funds are returned to the General Fund at year's end.

The Public Works maintenance program continues to be supported by a variety of revenue sources, including property tax, Free Cash, user fees, and State bond proceeds; the program assumes constraints in funding for building improvements, equipment replacement, road maintenance, and facility improvements.

## **Budget Reductions / Alternatives**

Meeting our budget objectives required reductions in capital equipment, operating expenses, and personnel requests, and it is likely that further modifications to the proposed FY 2017 Town budget will be required between now and the May Town Meeting, as cost projections and revenue estimates are further refined. Although these changes and/or reductions may result in changes to the way in which services are delivered, they should not result in cutbacks of essential public services. Staff remains fully committed to living within very tight budget constraints, but in a way that does not sacrifice the quality of the core services provided to the residents of Danvers. In the past, fee-for-service concepts, such as residential trash collection, have been discussed as a means to address operating budget constraints, but no such models are recommended for adoption in FY 2017.

## **State Aid**

Although the Governor's proposed budget would increase State Aid by 1.27%, the revenue category as a percent of total revenue is lower today than it was a decade ago: 11.5% of total revenue in FY 2007 vs. 9.4% in FY 2017. Combined with Prop 2 ½ constraints and the growing list of unfunded State and Federal mandates, the result is ever-increasing pressure on local tax levies across the Commonwealth. Therefore, it remains vitally important that our local officials and management team continue to work collaboratively with the Mass. Municipal Association and Mass. Association of School Committees to convey to our legislative representatives the need for (a) significant growth in State Aid that will begin to put us back on a more sustainable trajectory and (b) common-sense mandate relief, as proposed in many sections of the Governor's Municipal Modernization Act. Although a final State budget is unlikely to be signed into law until June, we are hopeful that a resolution vote on State Aid will be taken by early April to provide clarity on this important issue prior to the May Town Meeting.

## **Remaining Issues**

We are currently preparing draft warrant article proposals for initial consideration by the Board of Selectmen and Finance Committee in April. The extent to which these require property-tax financing will be a key issue in our upcoming discussions. As noted above, we have assumed a limited funding for tax-supported warrant articles, in order to help alleviate some of the pressures on the operating budgets. The adoption of additional tax financed proposals, such as citizen-initiated petitions, could impact our Education, General Government, or Library operating budgets and may require additional adjustments in the weeks and months ahead.

## **Budget Hearings**

On Saturday, March 5, 2016, the Board of Selectmen conducted a day-long public hearing on this budget and received input from Town department heads, members of the School Committee and Library Trustees, Town Meeting members, and residents. After careful consideration, the Board voted unanimously to recommend the enclosed budget for your review.

## Conclusion

Credit for the budget document before you belongs to the entire Leadership Team. From the bottom-line to individual line-items, developing a balanced budget each year requires months of preparation and dedication by staff at many levels within the organization. Special recognition is due to three new members of the team – Finance Director, Travis Ahern; DPW Business Manager, Peter Korpusik, and Town Accountant, Corinna Grace – all of whom made significant contributions to this process in their first year. Special recognition is also due to Judy Smith and Ann Freitas for the hard work, attention to detail, and keen ability each brings to bear on the budget formulation process. I also want to recognize School Superintendent Lisa Dana, School Business Manager Keith Taverna and Library Director Alan Thibeault for the cooperative approach they displayed – yet again – during the budget process.

Finally, I would like to express my deep appreciation to Assistant Town Manager and Budget Director Diane Norris, who retired this spring after more than 28 years of service to Danvers. Diane had been a trusted advisor to me over the past fifteen-months (and helped me avoid stepping on many proverbial landmines). She is deeply respected by her peers, recognized as an expert in her field, and was the go-to source for information, perspective, or even a good joke or story for many Town employees, volunteers, and residents. Her mastery of the budget and unmatched ability to explain the arcane in layman’s terms cannot be replaced. If you see her, be sure to thank her and wish her all the best as she embarks on the next chapter!

We look forward to working with you in what we expect to be a rigorous and comprehensive series of budget hearings, beginning on April 11<sup>th</sup>.

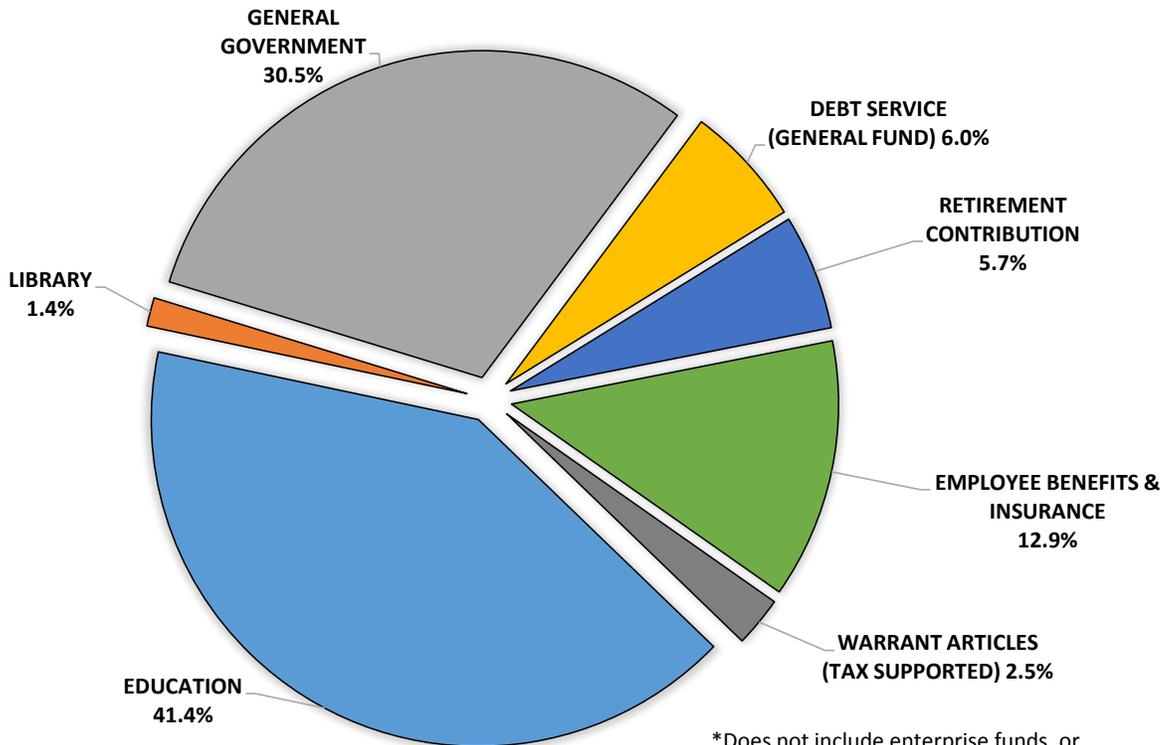
cc:     Travis Ahern                     Alan Thibeault  
       Dr. Lisa Dana                    Department/Division Managers  
       Keith Taverna                    Board of Selectmen

# **SECTION A**

## BUDGET SUMMARY FISCAL YEAR 2017

Tax Rate Recap	FISCAL YEAR 2013	FISCAL YEAR 2014	FISCAL YEAR 2015	FISCAL YEAR 2016	BUDGET 2017
<b>REVENUES</b>					
PROPERTY TAX	62,526,779	64,756,756	67,349,955	70,286,547	72,737,328
STATE AID (INCL. MSBA)	9,305,380	9,707,273	10,013,551	10,220,626	10,350,129
LOCAL RECEIPTS	24,645,816	23,211,376	25,300,768	27,784,177	25,171,376
OTHER AVAILABLE FUNDS	1,963,312	3,120,879	2,161,453	2,389,085	1,298,591
<b>TOTAL REVENUES</b>	<b>98,441,287</b>	<b>100,796,284</b>	<b>104,825,727</b>	<b>110,680,435</b>	<b>109,557,424</b>
<b>EXPENDITURES</b>					
EDUCATION	33,372,358	34,444,125	36,092,219	37,472,582	38,632,834
LIBRARY	1,222,295	1,253,869	1,281,692	1,329,335	1,330,316
GENERAL GOVERNMENT	25,733,213	26,130,588	26,979,008	28,214,925	28,629,680
ENTERPRISE FUNDS	14,319,316	14,444,434	14,652,968	16,591,177	13,780,376
RETIREMENT	4,031,094	4,468,506	4,633,839	4,979,656	5,365,013
UNAPPROPRIATED CHARGES	1,734,313	1,815,013	1,845,440	1,865,822	1,771,740
GENERAL GOVERNMENT DEBT	5,696,158	5,438,284	5,693,133	5,612,007	5,639,622
EMPLOYEE BENEFITS & INSURANCE	10,605,929	10,872,644	11,510,825	11,779,875	12,079,876
WARRANT ARTICLES	1,726,611	1,669,139	2,136,282	2,231,510	2,327,967
<b>TOTAL EXPENDITURES</b>	<b>98,441,287</b>	<b>100,536,602</b>	<b>104,825,406</b>	<b>110,076,889</b>	<b>109,557,424</b>

### EXPENDITURES BY CATEGORY FISCAL YEAR 2017\*



\*Does not include enterprise funds, or unappropriated charges

## REVENUE AND EXPENDITURE HISTORY AND FORECAST

REVENUE	FISCAL YEAR 2013	FISCAL YEAR 2014	FISCAL YEAR 2015	FISCAL YEAR 2016	BUDGET 2017
<b>PROPERTY TAX LEVY</b>	62,526,779	64,756,756	67,349,955	70,286,547	72,737,328
<b>STATE AID (INCL. MSBA)</b>	9,305,380	9,707,273	10,013,551	10,220,626	10,350,129
<b>LOCAL RECEIPTS</b>					
Motor Vehicle Excise	3,475,000	3,770,000	3,900,000	4,100,000	4,100,000
Other Excise	787,000	787,833	821,000	860,000	895,000
Penalties & Interest	295,000	270,000	324,000	380,000	380,000
Hotel/Motel Tax	1,323,000	925,927	1,200,000	1,257,000	1,400,000
In Lieu of Taxes	1,300,000	1,300,000	1,310,000	1,300,000	1,310,000
Enterprise Funds	14,319,316	13,148,434	14,652,968	16,591,177	13,780,376
Other Charges for Services	936,000	928,427	957,000	1,000,000	1,000,000
Fees	753,000	693,500	675,000	660,000	650,000
Departmental	113,000	88,400	111,000	100,000	100,000
Licenses & Permits	870,000	861,592	850,000	950,000	950,000
Fines/Forfeits	94,500	107,585	104,000	103,000	103,000
Investment Income	110,000	91,000	74,000	110,000	110,000
Medicaid Reimbursement		246,285	315,000	360,000	380,000
Misc recurring	270,000		6,800	13,000	13,000
Misc non recurring					
<b>subtotal</b>	<b>24,645,816</b>	<b>23,218,983</b>	<b>25,300,768</b>	<b>27,784,177</b>	<b>25,171,376</b>
<b>OTHER AVAILABLE FUNDS</b>					
Free Cash		28,000			662,591
Revenue Stabilization		35,000			
School Stabilization	1,315,403	1,115,403	1,115,403	1,037,277	500,000
Lat./Part. Sewers	100,000	100,000	200,000	100,000	80,000
Parking Receipts			24,000		
Stabilization Fund	161,416	258,075	610,537	593,808	
Slip Fees	64,169	62,481	60,513	58,000	56,000
Other - 53rd Week				350,000	
Overlay Reserve			275,000		
Budget Transfers		51,920			
Art. 3 6/16/03 Balance	284,597				
Retained Earnings		1,196,000		250,000	
<b>subtotal</b>	<b>1,925,585</b>	<b>2,846,879</b>	<b>2,285,453</b>	<b>2,389,085</b>	<b>1,298,591</b>
<b>TOTAL REVENUE</b>	<b>98,403,560</b>	<b>100,529,891</b>	<b>104,949,727</b>	<b>110,680,435</b>	<b>109,557,424</b>

EXPENDITURES	FISCAL YEAR 2013	FISCAL YEAR 2014	FISCAL YEAR 2015	FISCAL YEAR 2016	BUDGET 2017
General Government	3,063,638	3,172,815	3,262,388	3,462,614	3,669,485
Police	6,068,818	6,153,821	6,239,742	6,501,328	6,469,360
Fire	4,368,942	4,551,094	4,683,953	4,816,640	4,824,723
Other Public Safety	335,335	342,763	356,657	375,624	385,962
Education	33,372,358	34,444,125	36,092,219	37,472,582	38,632,834
Public Works (tax)	10,346,942	10,322,617	10,790,741	11,217,723	11,512,408
Enterprise Funds	14,319,316	14,444,434	14,652,968	16,591,177	13,780,376
Planning & Human Services	1,549,538	1,587,478	1,645,527	1,840,996	1,767,742
Library	1,222,295	1,253,869	1,281,692	1,329,335	1,330,316
Debt Service - General Govt	5,696,158	5,438,284	5,693,133	5,612,007	5,639,622
Retirement	4,031,094	4,468,506	4,633,839	4,979,656	5,365,013
Employee Benefits/Insurance	10,605,929	10,872,644	11,510,825	11,779,875	12,079,876
Warrant Articles	1,726,611	1,669,139	2,136,282	2,231,510	2,327,967
<b>subtotal</b>	<b>96,706,974</b>	<b>98,721,589</b>	<b>102,979,966</b>	<b>108,211,067</b>	<b>107,785,684</b>
<b>OTHER AMOUNTS TO BE RAISED</b>					
Overlay Deficits					
Offsets	40,245	40,657	47,963	33,364	34,460
State & County	1,017,574	1,130,013	931,675	981,903	1,037,280
Overlay Reserves	676,494	761,631	865,802	850,555	700,000
Other					
<b>Subtotal</b>	<b>1,734,313</b>	<b>1,932,301</b>	<b>1,845,440</b>	<b>1,865,822</b>	<b>1,771,740</b>
<b>TOTAL TO BE RAISED</b>	<b>98,441,287</b>	<b>100,653,890</b>	<b>104,825,406</b>	<b>110,076,889</b>	<b>109,557,424</b>

**TABLE OF APPROPRIATIONS**

DEPARTMENT		FY17 Appropriation	From Tax Levy	From Available Funds	Source	Enterprise	Free Cash
<b>EDUCATION</b>	<b>Total</b>	<b>38,632,834</b>	<b>38,632,834</b>	-			
<b>1140 MODERATOR</b>	Personnel	400					
	Operating	1,150					
	<b>Total</b>	<b>1,550</b>	<b>1,550</b>				
<b>1220 SELECTMEN</b>	Personnel	15,500					
	Operating	8,100					
	<b>Total</b>	<b>23,600</b>	<b>23,600</b>				
<b>1230 TOWN MANAGER</b>	Personnel	69,679					
	Operating	37,150					
	<b>Total</b>	<b>106,829</b>	<b>106,829</b>				
<b>1250 MGMT &amp; INFO SERVICES</b>	Personnel	360,321					
	Operating	277,252					
	Capital Outlay	12,000					
	<b>Total</b>	<b>649,573</b>	<b>637,573</b>				<b>12,000</b>
<b>1290 DEPARTMENT HEADS</b>	Personnel	1,352,927					
	Operating	16,130					
	<b>Total</b>	<b>1,369,057</b>	<b>1,369,057</b>				
<b>1320 FINANCE COMMITTEE RESERVE</b>	Operating	100,000					
	<b>Total</b>	<b>100,000</b>	<b>100,000</b>				
<b>1350 ACCOUNTING</b>	Personnel	316,905					
	Operating	60,438					
	Capital Outlay	5,000					
	<b>Total</b>	<b>382,343</b>	<b>377,343</b>				<b>5,000</b>
<b>1410 ASSESSING</b>	Personnel	174,314					
	Operating	89,785					
	<b>Total</b>	<b>264,099</b>	<b>264,099</b>				
<b>1430 ADMINISTRATIVE SERVICES</b>	Personnel	424,393					
	Operating	81,442					
	<b>Total</b>	<b>505,835</b>	<b>505,835</b>				
<b>1510 TOWN COUNSEL</b>	Operating	121,423					
	<b>Total</b>	<b>121,423</b>	<b>121,423</b>				
<b>1520 HUMAN RESOURCES</b>	Personnel	122,001					
	Operating	23,175					
	<b>Total</b>	<b>145,176</b>	<b>145,176</b>				
<b>2110 POLICE DEPARTMENT</b>	Personnel	5,901,901					
	Operating	418,338					
	Capital Outlay	149,121					
	<b>Total</b>	<b>6,469,360</b>	<b>6,320,239</b>				<b>149,121</b>

<b>2210 FIRE DEPARTMENT</b>	Personnel	4,530,450					
	Operating	294,273					
	Capital Outlay	-					
	<b>Total</b>	<b>4,824,723</b>	<b>4,824,723</b>				-
<b>2410 CODE ADMINISTRATION</b>	Personnel	349,387					
	Operating	31,575					
	Capital Outlay	5,000					
	<b>Total</b>	<b>385,962</b>	<b>380,962</b>				<b>5,000</b>
<b>PUBLIC WORKS (TAX SUPPORTED)</b>	Personnel	4,362,782					
	Operating	6,699,626					
	Capital Outlay	450,000					
	<b>Total</b>	<b>11,512,408</b>	<b>10,982,408</b>	<b>80,000</b>	Lat/Part		<b>450,000</b>
<b>SEWER</b>	Personnel	292,309					
	Operating	4,580,243					
	Capital Outlay	63,000					
	Transfers	174,149					
	Debt	561,562					
	<b>Total</b>	<b>5,671,263</b>					<b>5,671,263</b>
<b>WATER</b>	Personnel	1,840,150					
	Operating	3,674,426					
	Capital Outlay	160,000					
	Transfers	302,846					
	Debt	2,131,691					
	<b>Total</b>	<b>8,109,113</b>					<b>8,109,113</b>
<b>PLANNING &amp; HS</b>	Personnel	1,436,096					
	Operating	290,176					
	Capital Outlay	41,470					
	<b>Total</b>	<b>1,767,742</b>	<b>1,726,272</b>				<b>41,470</b>
<b>6110 PEABODY INSTITUTE LIBRARY</b>	Personnel	1,071,417					
	Operating	258,899					
	<b>Total</b>	<b>1,330,316</b>	<b>1,330,316</b>				
<b>7100 DEBT RETIREMENT - PRINCIPAL</b>	Debt	3,515,000					
<b>7510 INTEREST ON LONG-TERM DEBT</b>	Debt	2,124,622					
				<b>500,000</b>	HS/MS		
	<b>Total</b>	<b>5,639,622</b>	<b>5,083,622</b>	<b>56,000</b>	Slip Fees		
<b>9100 EMPLOYEE BENEFITS</b>	Operating	12,079,876					
<b>VET BENEFITS ADDED IN FY17</b>	<b>Total</b>	<b>12,079,876</b>	<b>12,079,876</b>				
<b>RETIREMENT CONTRIBUTION (GF)</b>	Operating	5,365,013					
	<b>Total</b>	<b>5,365,013</b>	<b>5,365,013</b>				
	<b>Subtotal</b>	<b>105,457,717</b>	<b>90,378,750</b>	<b>636,000</b>	-	<b>13,780,376</b>	<b>662,591</b>

## EDUCATION COSTS

	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY16 Budget</b>	<b>FY17 Proposed</b>
<b>School Committee Controlled</b>	33,372,358	34,444,125	36,092,219	37,472,582	38,632,834
<b>Essex North Shore Agricultural and Technical High School (1)</b>	1,551,611	1,534,793	1,923,622	1,992,716	1,912,967
<b>Municipal Contribution (2)</b>	17,940,544	22,050,813	17,250,306	17,721,593	
<b>TOTAL EDUCATION COST</b>	<b>52,864,513</b>	<b>58,029,731</b>	<b>55,266,147</b>	<b>57,186,891</b>	

## **SECTION B**

**MODERATOR, SELECTMEN, FINANCE COMMITTEE RESERVE, LEGAL COUNSEL**

The **Town Moderator** is elected annually to a one-year term, is paid a modest stipend, and is the presiding officer of the Town Meeting, ensuring that the Town’s business is conducted in an orderly manner, the Moderator has complete authority over all matters of rules, procedure, regulation and the preservation of decorum. The Town Moderator also appoints members of the Finance Committee and the Town’s representative to the Essex Tech regional vocational school.

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The **Board of Selectmen** is comprised of five members, serving staggered three-year terms, and is the chief legislative body in Danvers, setting broad policy, acting in the best interest of its citizens, and responsible for hiring the Town Manager. Selectmen receive modest compensation and their budget allows for payment of conference fees and the like. The Board sets the time and place of Town Meeting and issues the Warrant, including the Annual Town Budget. In addition to these duties, Board members serve as the Licensing Authority for the Town and review and vote to establish Traffic Rules & Orders.

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The **Finance Committee Reserve Fund** exists in accordance with M.G.L. Chapter 40, §6 to allow for an appropriate sum of money to be transferred (by vote of the Finance Committee) to a General Government department, if a need arises. The proposed budget includes a \$50,000 increase (for a total of \$100,000) for the Finance Committee Reserve Fund. Although infrequently used, this is an important funding source that has been reduced steadily over the past decade (\$144,000 in FY 2007). Unexpended funds are returned to the General Fund at year’s end.

The **Finance Committee** is a nine-member advisory body appointed by the Town Moderator to staggered three-year terms. They review all departmental budgets and proposed warrant articles to be placed before the Town Meeting body. Members do not vote at Town Meeting or engage in debate; however, their recommendation on any Warrant article is treated as the main motion under that article.

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**Town Counsel** services are provided in Danvers by a private law firm on a contractual basis. The Town also uses special counsel when appropriate. Legal costs for this firm are budgeted in the revenue divisions and in the Town Counsel budget of the General Government. The proposed budget reflects a 25% reduction across all divisions, based on actuals in recent years.

<b>Legal Services</b>	<b>FY 2016</b>	<b>FY 2017</b>
General Government	\$161,898	\$121,424
DPW – Water Division	\$42,284	\$31,713
DPW – Sewer Division	\$13,135	\$9,851
DPW – Electric Division	\$92,343	\$69,257
<b>Total</b>	<b>\$309,660</b>	<b>\$232,245</b>

## MODERATOR

MODERATOR		2013	2014	2015	2016	2017	FY16-17	
<u>Description</u>	<u>OBJ</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed Bud</u>	<u>Change (\$)</u>	<u>Change (%)</u>
MISCELLANEOUS SUPPLIES	55820	0	15	264	1,150	1,150	-	0.0%
<b>_Total_Operating</b>		<b>0</b>	<b>15</b>	<b>264</b>	<b>1,150</b>	<b>1,150</b>	<b>-</b>	<b>0.0%</b>
S&W - ELECTED POSITIONS	51230	400	400	400	400	400	-	0.0%
<b>_Total_Personal Services</b>		<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>-</b>	<b>0.0%</b>
<b>_Total_1140 MODERATOR</b>		<b>400</b>	<b>415</b>	<b>664</b>	<b>1,550</b>	<b>1,550</b>	<b>-</b>	<b>0.0%</b>

## SELECTMEN

SELECTMEN		2013	2014	2015	2016	2017	FY16-17	
<u>Description</u>	<u>OBJ</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed Bud</u>	<u>Change (\$)</u>	<u>Change (%)</u>
ADVERTISING	53404	428	538	554	650	650	-	0.0%
MISCELLANEOUS SUPPLIES	55820	0	75	126	400	400	-	0.0%
MEALS	57103	38	0	75	100	100	-	0.0%
CONFERENCE FEES	57104	767	339	339	900	900	-	0.0%
PARKING, TOLLS, ETC.	57107	0	0	0	50	50	-	0.0%
DUES AND MEMBERSHIPS	57301	5,965	6,054	6,464	6,000	6,000	-	0.0%
<b>_Total_Operating</b>		<b>7,198</b>	<b>7,006</b>	<b>7,558</b>	<b>8,100</b>	<b>8,100</b>	<b>-</b>	<b>0.0%</b>
S&W - ELECTED POSITIONS	51230	13,009	15,500	15,500	15,500	15,500	-	0.0%
<b>_Total_Personal Services</b>		<b>13,009</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>15,500</b>	<b>-</b>	<b>0.0%</b>
<b>_Total_1220 SELECTMEN</b>		<b>20,207</b>	<b>22,506</b>	<b>23,058</b>	<b>23,600</b>	<b>23,600</b>	<b>-</b>	<b>0.0%</b>

## FINANCE COMMITTEE RESERVE FUND

FINANCE COMMITTEE RESERVE FUND		2013	2014	2015	2016	2017	FY16-17	
<u>Description</u>	<u>OBJ</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed Bud</u>	<u>Change (\$)</u>	<u>Change (%)</u>
RESERVE FUND TRANSFER	56912	0	0	0	50,000	100,000	50,000	100.0%
<b>_Total_Operating</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>100,000</b>	<b>50,000</b>	<b>100.0%</b>
<b>_Total_1320 FINANCE COMMITTEE RESERVE</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>50,000</b>	<b>100,000</b>	<b>50,000</b>	<b>100.0%</b>

## LEGAL COUNSEL

TOWN COUNSEL		2013	2014	2015	2016	2017	FY16-17	
<u>Description</u>	<u>OBJ</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed Bud</u>	<u>Change (\$)</u>	<u>Change (%)</u>
LEGAL SERVICES	53011	87,831	79,115	87,711	161,898	121,423	(40,475)	-25.0%
STOP LOSS COVERAGE	57405	6,036	0	0	0	0	-	0.0%
<b>_Total_Operating</b>		<b>93,867</b>	<b>79,115</b>	<b>87,711</b>	<b>161,898</b>	<b>121,423</b>	<b>(40,475)</b>	<b>-25.0%</b>
<b>_Total_1510 TOWN COUNSEL</b>		<b>93,867</b>	<b>79,115</b>	<b>87,711</b>	<b>161,898</b>	<b>121,423</b>	<b>(40,475)</b>	<b>-25.0%</b>

## TOWN MANAGER

### **DEPARTMENT PERSONNEL**

- Town Manager
- Executive Secretary

### **DEPARTMENT DESCRIPTION**

- Plans, organizes, directs, and evaluates all activities of the Town, including the development of broad objectives for Town operations
- Administers all Town by-laws and regulations of the Board of Selectmen and implements Board policy objectives
- Identifies community challenges and proposes short-term and long-term solutions
- Supervises Department Heads
- Accounts for all funds and develops broad fiscal policy
- Represents the Town to other municipal, regional, state, and business groups;
- Presents recommendations to the Board of Selectmen, Finance Committee and Town Meeting on use of funds, adoption of by-laws, purchase of land, and sale of bonds

### **BUDGET COMMENTARY**

The most significant change to the Town Manager budget in FY 2017 is the inclusion of \$10,000 to fund a Citizen Satisfaction Survey. Periodically conducting statistically valid surveys will (1) provide a baseline against which to measure community satisfaction with key services and programs and (2) help guide the alignment of resource allocation with service expectations.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

Succession planning and recruitment of key members of the Leadership Team highlighted FY 2016 and will continue to be a major area of focus in FY 2017. Implementation of the IT Study (completed in FY 2016) will also be an area of emphasis in FY 2017. Other priorities include facilitating the successful completion of several high profile capital projects, including the Liberty Street Bridge, DHS Athletic Fields, and Police Dispatch projects. With approvals in hand from the MSBA, planning for the Smith School project will also be an FY 2017 priority.

## TOWN MANAGER

<u>Description</u>	<u>OBJ</u>	2013	2014	2015	2016	2017	FY16-17	
		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed Bud</u>	<u>Change (\$)</u>	<u>Change (%)</u>
CONSULTING SERVICES	53009	-	-	-	-	10,000	10,000	100.0%
GENERAL OFFICE SUPPLIES	54201	1,232	1,471	2,222	2,000	2,000	0	0.0%
MISCELLANEOUS SUPPLIES	55820	36	123	315	200	200	0	0.0%
MEALS	57103	224	612	291	250	250	0	0.0%
CONFERENCE FEES	57104	1,595	1,682	767	1,400	1,400	0	0.0%
PARKING, TOLLS, ETC.	57107	0	1,416	0	300	300	0	0.0%
DUES AND MEMBERSHIPS	57301	1,724	1,866	2,611	2,000	2,000	0	0.0%
SUBSCRIPTIONS: GENERAL FUND	57302	0	0	0	0	1,000	1,000	100.0%
OUT OF STATE TRAVEL EXPENSES	57901	10,092	7,429	16,481	18,000	20,000	2,000	11.1%
<b>_Total_Operating</b>		<b>14,903</b>	<b>14,599</b>	<b>22,687</b>	<b>24,150</b>	<b>37,150</b>	<b>13,000</b>	<b>53.8%</b>
S&W PERMANENT - FULL TIME	51110	58,164	59,320	60,507	65,159	68,329	3,170	4.9%
LONGEVITY	51415	675	675	675	700	775	75	10.7%
SICK LEAVE INCENTIVE	51907	525	525	525	550	575	25	4.5%
<b>_Total_Personal Services</b>		<b>59,364</b>	<b>60,520</b>	<b>61,707</b>	<b>66,409</b>	<b>69,679</b>	<b>3,270</b>	<b>4.9%</b>
<b>_Total_1230 TOWN MANAGER</b>		<b>74,267</b>	<b>75,119</b>	<b>84,394</b>	<b>90,559</b>	<b>106,829</b>	<b>16,270</b>	<b>18.0%</b>

## MANAGEMENT AND INFORMATIONAL SERVICES

### **DEPARTMENT PERSONNEL**

- Assistant Town Manager
- IT Director (new in FY 2017)
- Administrative Assistant
- Network Engineer
- Network Administrator
- Technical Support Specialist

### **DEPARTMENT DESCRIPTION**

- Coordinates customer service activities throughout the Town
- Coordinates development of the Annual Town Report
- Serves as Chief Procurement Officer for General Government, School and Library, including designer selection processes and ensuring compliance with purchasing laws
- Administers the Town's Casualty and Liability insurance programs. Working with the Human Resources Department to develop budgets for health, life, and dental insurance programs and unemployment and worker's compensation funding
- Provides support to the Town Manager's office
- Serves as key member of the Collective Bargaining and Budget Team
- Designs, administers, secures, supports, and enhances the town-wide computer network with school participation

### **BUDGET COMMENTARY**

The most significant change in the MIS budget is the inclusion of salary resources (50% in MIS and 50% across the utilities) to hire a working IT Director, as recommended in the Town's recently completed IT Study (Collins Center, 2016). An additional increase in the full time salaries line item is due to adjustments resulting from a market study on IT staff salaries. Starting in FY2017, the software maintenance line item now includes the annual Blackboard (emergency notification system) subscription, which was previously paid for in the Technology Warrant Article.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

With the retirement of the long-time Assistant Town Manager in March 2016 (after 28+ years of service), the MIS Department will be experiencing a transition year in FY 2017. The new IT Director will be tasked with implementing the findings of the IT Study performed in FY 2016 by the Collins Center at UMass. The Department will also continue training on updated State procurement laws.

## MANAGEMENT & INFORMATION SERVICES

Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY - REPLACE. EQ.	58701	13,747	0	0	0	12,000	12,000	100.0%
<b>_Total_Capital Outlay</b>		<b>13,747</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>12,000</b>	<b>100.0%</b>
OFFICE EQUIPMENT MAINTENANCE	52401	384	36	495	500	500	0	0.0%
COMPUTER MAINTENANCE	52402	18,926	37,256	41,814	40,917	50,200	9,283	22.7%
TELEPHONE SYSTEM MAINTENANCE	52419	8,274	7,638	7,570	7,500	9,000	1,500	20.0%
SOFTWARE MAINTENANCE	52421	25,170	31,834	51,796	46,409	71,209	24,800	53.4%
POSTAGE METER/SCALE RENTAL	52707	50	571	0	1,000	1,000	0	0.0%
CONSULTING SERVICES	53009	344	0	2,840	15,000	3,000	-12,000	-80.0%
TRAINING SERVICES	53019	3,470	8,259	3,635	10,250	10,250	0	0.0%
TELEPHONE	53401	11,796	6,777	16,098	9,586	9,586	0	0.0%
POSTAGE	53402	67,009	74,112	70,645	81,540	83,540	2,000	2.5%
ADVERTISING	53404	2,501	2,466	2,500	1,900	2,000	100	5.3%
PRINTING (NON-FORMS)	53405	2,360	2,752	2,245	2,400	2,400	0	0.0%
FITNESS CLUB MEMBERSHIPS	53801	250	250	250	500	500	0	0.0%
GENERAL OFFICE SUPPLIES	54201	69	1,617	1,469	900	1,000	100	11.1%
PHOTOCOPY SUPPLIES	54202	8,501	8,410	8,906	13,000	14,000	1,000	7.7%
COMPUTER SUPPLIES	54204	3,039	3,744	3,905	5,000	6,000	1,000	20.0%
SOFTWARE	54205	2,800	0	0	1,000	2,000	1,000	100.0%
MISCELLANEOUS SUPPLIES	55820	0	0	25	0	0	0	0.0%
PERMITS AND LICENSES	56911	0	0	400	500	700	200	40.0%
MILEAGE REIMBURSEMENT	57102	680	340	680	1,200	1,200	0	0.0%
MEALS	57103	0	410	31	0	0	0	0.0%
CONFERENCE FEES	57104	1,467	830	2,563	1,700	1,700	0	0.0%
DUES AND MEMBERSHIPS	57301	1,378	1,519	1,500	1,510	1,585	75	5.0%
SUBSCRIPTIONS	57302	46	360	51	46	50	4	8.7%
TUITION REIMBURSEMENT	57801	0	0	2,121	5,832	5,832	0	0.0%
<b>_Total_Operating</b>		<b>158,514</b>	<b>189,181</b>	<b>221,539</b>	<b>248,190</b>	<b>277,252</b>	<b>29,062</b>	<b>11.7%</b>
S&W PERMANENT - FULL TIME	51110	219,681	226,849	243,780	278,394	357,446	79,052	28.4%
S&W - TEMPORARY POSITIONS	51210	280	0	0	0	0	0	0.0%
LONGEVITY	51415	1,500	1,525	1,050	1,150	1,200	50	4.3%
SICK LEAVE INCENTIVE	51907	1,625	1,475	875	1,675	1,675	0	0.0%
CLEANING ALLOWANCES	51925	125	125	0	0	0	0	0.0%
<b>_Total_Personal Services</b>		<b>223,211</b>	<b>229,974</b>	<b>245,705</b>	<b>281,219</b>	<b>360,321</b>	<b>79,102</b>	<b>28.1%</b>
<b>_Total_1250 MGMT &amp; INFORMATION SERVICES</b>		<b>395,472</b>	<b>419,155</b>	<b>467,244</b>	<b>529,409</b>	<b>649,573</b>	<b>120,164</b>	<b>22.7%</b>

## DEPARTMENT HEADS

### **DEPARTMENT PERSONNEL**

- Town Manager
- Assistant Town Manager
- Finance Director
- Director of Administrative Services
- Director of Human Resources
- Police Chief
- Fire Chief
- Director of Code Administration
- Director of Public Works
- Chief Assessor
- Director of Planning & Human Services

### **DEPARTMENT DESCRIPTION**

Department Head compensation is budgeted in this account.

### **BUDGET COMMENTARY**

In addition to general wage increases for Department Heads, the proposed budget includes \$9,000 to cover the cost of tuition reimbursement for a member of the Leadership Team who intends to pursue a Master of Public Administration degree beginning in FY 2017.

## DEPARTMENT HEADS

<u>Description</u>	<u>OBJ</u>	2013	2014	2015	2016	2017	FY16-17	
		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed Bud</u>	<u>Change (\$)</u>	<u>Change (%)</u>
UNIFORMS	55805	0	0	0	0	650	650	100.0%
TRAVEL ALLOWANCE	57101	2,453	2,090	4,280	6,480	6,480	0	0.0%
SUBSCRIPTONS	57302	0	0	0	0	0	0	0.0%
TUITION REIMBURSEMENT	57801	0	0	0	0	9,000	9,000	100.0%
<b>_Total_Operating</b>		<b>2,453</b>	<b>2,090</b>	<b>4,280</b>	<b>6,480</b>	<b>16,130</b>	<b>9,650</b>	<b>148.9%</b>
S&W PERMANENT - FULL TIME	51110	1,202,611	1,234,454	1,253,440	1,380,843	1,352,927	-27,916	-2.0%
EDUCATIONAL INCENTIVE	51905	27,569	28,213	28,304	0	0	0	0.0%
<b>_Total_Personal Services</b>		<b>1,230,180</b>	<b>1,262,667</b>	<b>1,281,744</b>	<b>1,380,843</b>	<b>1,352,927</b>	<b>-27,916</b>	<b>-2.0%</b>
<b>_Total_1290 DEPARTMENT HEAD SALARIES</b>		<b>1,232,633</b>	<b>1,264,757</b>	<b>1,286,024</b>	<b>1,387,323</b>	<b>1,369,057</b>	<b>-18,266</b>	<b>-1.3%</b>

## ACCOUNTING

### **DEPARTMENT PERSONNEL**

- Town Accountant
- Staff Accountant
- Accounting Clerk III (3)

### **DEPARTMENT DESCRIPTION**

- Maintains financial records for the Town
- Maintains and processes Town and School payrolls and employee databases
- Maintains and processes accounts payable for Town and School
- Maintains budgetary accounting systems for Town and School
- Oversees Town audits

### **BUDGET COMMENTARY**

There are two increases in the Accounting Department budget to note: (1) consulting costs of \$2,400, which will allow for the chart of accounts to be updated at the request of the Town's independent auditors, and (2) actuarial consulting costs of \$12,000 for an Other Post Employment Benefits (OPEB) actuarial study to be performed as of December 31, 2015. OPEB studies are done every two years to determine the Town's liability for future health care costs of retirees.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

Continue tradition of receiving the Certificate of Achievement for Excellence in Financial Reporting from the GFOA, while receiving no audit findings. Continue transition to new Town Accountant through the ongoing trainings offered by various municipal services. Implement new National Accounting Requirements.

## ACCOUNTING

Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY - REPLACE. EQ.	58701	0	0	0	0	5,000	5,000	100.0%
<b>_Total_Operating</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>100.0%</b>
SOFTWARE MAINTENANCE	52421	5,647	1,778	1,882	3,000	5,400	2,400	80.0%
AUDITING SERVICES	53010	23,240	21,120	24,340	25,750	37,747	11,997	46.6%
TRAINING SERVICES	53019	820	1,177	2,402	2,200	3,300	1,100	50.0%
FITNESS CLUB MEMBERSHIPS	53801	243	500	375	500	500	0	0.0%
GENERAL OFFICE SUPPLIES	54201	4,964	3,283	2,619	6,000	6,000	0	0.0%
MILEAGE REIMBURSEMENT	57102	367	493	470	250	750	500	200.0%
CONFERENCE FEES	57104	730	758	0	850	975	125	14.7%
DUES AND MEMBERSHIPS	57301	565	440	520	610	550	-60	-9.8%
TUITION REIMBURSEMENT	57801	0	0	2,099	5,216	5,216	0	0.0%
<b>_Total_Operating</b>		<b>36,576</b>	<b>29,549</b>	<b>34,707</b>	<b>44,376</b>	<b>60,438</b>	<b>16,062</b>	<b>36.2%</b>
S&W PERMANENT - FULL TIME	51110	245,428	235,164	256,569	296,495	310,330	13,835	4.7%
OVERTIME - SCHEDULED	51310	7,219	16,057	2,920	3,300	2,500	-800	-24.2%
LONGEVITY	51415	2,575	2,325	2,525	2,600	2,050	-550	-21.2%
SICK LEAVE INCENTIVE	51907	2,600	2,400	2,650	2,825	2,025	-800	-28.3%
<b>_Total_Personal Services</b>		<b>257,822</b>	<b>255,946</b>	<b>264,664</b>	<b>305,220</b>	<b>316,905</b>	<b>11,685</b>	<b>3.8%</b>
<b>_Total_1350 TOWN ACCOUNTANT</b>		<b>294,398</b>	<b>285,495</b>	<b>299,371</b>	<b>349,596</b>	<b>382,343</b>	<b>32,747</b>	<b>9.4%</b>

## ASSESSING

### **DEPARTMENT PERSONNEL**

- Full-Time Chief Assessor (1)
- Appointed Board of Assessors Members (2)
- Full-Time Assistant Assessor (1)
- Full-Time Administrative Assistant (1)
- Full-Time Senior Account Clerk (1)

### **DEPARTMENT DESCRIPTION**

- Establish property values for over 9,600 parcels of real estate and 1,400 personal property accounts. Total taxable valuation for real and personal property for FY 2016 is roughly \$4.4 billion
- Issue warrants to the Tax Collector for collection of all real estate and personal property taxes as well as motor vehicle and boat excise taxes
- Administer individual property tax exemptions as defined by state law (M.G.L. c. 59, § 5)
- Track all changes to real estate parcels and personal property accounts, including ownership, improvements, new construction, condo conversions and subdivisions
- Conduct a Triennial Update every three years and Interim Updates the two years in between to adjust real estate property values to reflect market value
- Update the 67 assessors map annually to reflect all subdivisions and lot changes that have occurred in the prior calendar year
- Process all abatements due to sale, overvaluation or incorrect billing information for approximately 30,000 motor vehicle and 1,000 boat excise bills that are issued annually
- Add unpaid water, sewer and electric bill amounts to tax bills as liens; setup/track apportionments for sewer betterment assessments

### **BUDGET COMMENTARY**

Historically, the Consulting line item relied upon a significant balance in the prior year to offset the following year's obligations by paying it forward. The Department has renegotiated existing contracts to allow for the payments to be amortized evenly over a number of years. The increase in the budget will be offset by an estimated balance of \$10,000 at the close of FY 2016 (returned to Free Cash). The Assessor's Office has initiated cross-training and sharing of roles across the entire department to better serve the residents of Danvers. This has resulted in the need for slightly higher education funding to expand the knowledge base of its staff members.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

- Conduct an interim year motor vehicle analysis and update all real estate and personal property values to reflect market value as of January 1, 2016, as mandated by the Department of Revenue.
- Kick-off of new real estate / personal property cyclical inspection program, as required by the Department of Revenue. The current anticipated date of completion will be fiscal year 2025 for real estate and 2019 for personal property.
- Implement and maintain technology initiatives to streamline the flow of information to the Residents of Danvers and across departments.

## ASSESSING

Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
SOFTWARE MAINTENANCE	52421	10,425	10,850	11,300	11,900	12,115	215	1.8%
CONSULTING SERVICES	53009	42,599	52,667	53,000	53,000	62,950	9,950	18.8%
LAND APPRAISALS	53014	1,929	2,000	1,825	2,000	2,000	0	0.0%
TRAINING SERVICES	53019	1,543	1,452	1,600	1,600	2,500	900	56.3%
FITNESS CLUB MEMBERSHIPS	53801	489	731	750	750	750	0	0.0%
MAP REVISIONS	53807	2,300	2,300	2,400	2,400	2,400	0	0.0%
GENERAL OFFICE SUPPLIES	54201	2,556	2,305	2,400	3,000	3,000	0	0.0%
APPELLATE TAX BOARD	56903	650	325	325	325	325	0	0.0%
DEED TRANSFERS	56905	75	75	100	100	100	0	0.0%
MILEAGE REIMBURSEMENT	57102	85	25	100	100	100	0	0.0%
CONFERENCE FEES	57104	0	0	0	0	2,500	2,500	100.0%
PARKING, TOLLS, ETC.	57107	110	133	150	150	150	0	0.0%
DUES AND MEMBERSHIPS	57301	425	330	382	360	360	0	0.0%
SUBSCRIPTIONS	57302	567	557	533	535	535	0	0.0%
TUITION REIMBURSEMENT	57801	0	0	0	0	0	0	0.0%
<b>_Total_Operating</b>		<b>63,753</b>	<b>73,750</b>	<b>74,865</b>	<b>76,220</b>	<b>89,785</b>	<b>13,565</b>	<b>17.8%</b>
S&W PERMANENT - FULL TIME	51110	135,576	147,467	152,647	158,784	165,864	7,080	4.5%
S&W - APPOINTED POSITIONS	51220	2,500	2,500	2,188	2,500	2,500	0	0.0%
OVERTIME - SCHEDULED	51310	155	0	0	0	0	0	0.0%
LONGEVITY	51415	600	1,025	1,025	1,075	1,200	125	11.6%
SICK LEAVE INCENTIVE	51907	0	525	525	1,150	1,150	0	0.0%
TRAVEL ALLOWANCE	57101	2,340	2,340	2,448	3,600	3,600	0	0.0%
<b>_Total_Personal Services</b>		<b>141,171</b>	<b>153,857</b>	<b>158,833</b>	<b>167,109</b>	<b>174,314</b>	<b>7,205</b>	<b>4.3%</b>
<b>_Total_1410 ASSESSING</b>		<b>204,924</b>	<b>227,607</b>	<b>233,698</b>	<b>243,329</b>	<b>264,099</b>	<b>20,770</b>	<b>8.5%</b>

## ADMINISTRATIVE SERVICES

### DEPARTMENT PERSONNEL

- Director of Administrative Services/Treasurer/Tax Collector/Town Clerk
- Assistant Collector/Treasurer
- Assistant Town Clerk
- Full-time Accounting Clerks (4)
- Part time Accounting Clerk (1)
- Part-time Switchboard Receptionists (2)
- Registrars of Voters and temporary election personnel

### DEPARTMENT DESCRIPTION

- Maintains the vital statistics for the Town, the annual census, including dog licenses, and processes all licenses and permits authorized by the Board of Selectmen
- Compiles the Town Meeting minutes and certifications
- Maintains Board of Appeals and Planning Board filings and certifications
- Processes real estate tax payments, motor vehicle excise payments, personal property, boat excise tax payments, parking tickets, and municipal lien certificates
- Manages all Short & Long Term Debt Authorizations
- Invests a portfolio valued at \$60.0 million, as well as performing monthly reconciliations and the filing of State and Federal reports
- Oversees all local, state, and federal elections held in the Town
- Processes passport applications for residents and non-residents
- Assists with the Open Meeting Law Compliance

### BUDGET COMMENTARY

The FY 2017 Budget reflects “market adjustments” for certain employees and one additional election. A continued reduction in “Other Expense” is related to the ongoing efforts to outsource tax bill printing/stuffing/mailing functions.

### GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017

During FY 2017, we expect to continue expanding our online offerings. Staff will continue to work with delinquent taxpayers to enter into payment plans, which ultimately reflects positively on the financial health of the Town. In November of 2016, the Department will implement new early voting regulations for the 2016 Presidential Election.

## ADMINISTRATIVE SERVICES

Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY - REPLACE. EQ.	58701	5,000	5,011	0	0	0	0	0.0%
<b>_Total_Operating</b>		<b>5,000</b>	<b>5,011</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
OFFICE EQUIPMENT MAINTENANCE	52401	2,540	2,357	2,759	2,700	3,000	300	11.1%
SOFTWARE MAINTENANCE	52421	37,028	34,275	34,191	38,588	40,517	1,929	5.0%
BANKING SERVICES	53016	0	0	0	1,500	1,500	0	0.0%
BOOK BINDING	53017	420	442	675	500	500	0	0.0%
TRAINING SERVICES	53019	10	0	0	0	0	0	0.0%
PRINTING (NON-FORMS)	53405	23,617	15,401	18,438	15,000	13,500	-1,500	-10.0%
GENERAL OFFICE SUPPLIES	54201	6,795	5,350	5,391	5,000	5,000	0	0.0%
FORMS PRINTING	54206	5,103	6,747	6,831	10,000	9,500	-500	-5.0%
OFFICE EQUIPMENT	54207	196	223	172	500	500	0	0.0%
TAX TITLE COSTS	56907	3,291	1,999	2,586	5,000	4,000	-1,000	-20.0%
MILEAGE REIMBURSEMENT	57102	174	282	247	250	250	0	0.0%
CONFERENCE FEES	57104	706	1,208	1,426	1,500	1,500	0	0.0%
PARKING, TOLLS, ETC.	57107	80	56	0	75	75	0	0.0%
DUES AND MEMBERSHIPS	57301	1,436	1,414	1,230	1,600	1,600	0	0.0%
TUITION REIMBURSEMENT	57801	0	60	0	0	0	0	0.0%
<b>_Total_Operating</b>		<b>81,396</b>	<b>69,814</b>	<b>73,946</b>	<b>82,213</b>	<b>81,442</b>	<b>-771</b>	<b>-0.9%</b>
S&W PERMANENT - FULL TIME	51110	227,592	278,941	287,456	311,779	345,364	33,585	10.8%
S&W PERMANENT - PART TIME	51120	87,478	57,054	59,606	67,691	48,309	-19,382	-28.6%
S&W - TEMPORARY POSITIONS	51210	75	0	0	0	0	0	0.0%
S&W - APPOINTED POSITIONS	51220	600	600	600	600	600	0	0.0%
S&W - ELECTION WORKERS	51222	14,799	-12,271	15,600	12,930	19,395	6,465	50.0%
OVERTIME - SCHEDULED	51310	2,943	1,480	1,551	1,500	1,500	0	0.0%
LONGEVITY	51415	4,400	4,400	4,575	5,100	5,725	625	12.3%
SICK LEAVE INCENTIVE	51907	2,689	2,735	3,151	3,500	3,500	0	0.0%
<b>_Total_Personal Services</b>		<b>340,576</b>	<b>332,939</b>	<b>372,539</b>	<b>403,100</b>	<b>424,393</b>	<b>21,293</b>	<b>5.3%</b>
<b>_Total_1430 ADMINISTRATIVE SERVICES</b>		<b>421,972</b>	<b>402,753</b>	<b>446,485</b>	<b>485,313</b>	<b>505,835</b>	<b>20,522</b>	<b>4.2%</b>

## **HUMAN RESOURCES**

### **DEPARTMENT PERSONNEL**

- Director of Human Resources (1)
- Human Resources Assistant (1)
- Employee Benefits Coordinator (1)
- Parking Enforcement Officer (1)

### **DEPARTMENT DESCRIPTION**

- Negotiates with all bargaining units in General Government
- Administers all benefit programs, including, health, dental and life insurance, worker's compensation, and unemployment compensation programs; employee assistance programs, and Flex Spending (125 plan) for all eligible employees
- Administers training and development programs for all employees
- Coordinates the safety program in all municipal departments
- Administers the parking ticket enforcement program in the downtown area and at all shopping malls in Town

### **BUDGET COMMENTARY**

There are no significant operational changes for the upcoming year.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

The Human Resources Department coordinates benefits for both school and general government employees, oversees the recruitment process for the various vacancies that occur throughout the year, and presents relevant training opportunities for our staff and families. With the upcoming retirement of the current HR Director, it is anticipated that the recently completed "HR Audit" will serve as a guide for the next HR Director and staff.

## HUMAN RESOURCES

Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
ARBITRATION FEES	53018	2,953	2,321	1,000	2,000	2,000	-	0.0%
TRAINING SERVICES	53019	0	4,784	3,294	5,000	5,000	-	0.0%
EMPLOYEE ASSISTANCE PROGRAM	53021	0	500	0	1,000	1,000	-	0.0%
ADVERTISING	53404	45	255	4,895	2,200	2,200	-	0.0%
FITNESS CLUB MEMBERSHIPS	53801	250	902	310	400	400	-	0.0%
PERSONNEL ADMINISTRATION	53808	5,772	15,264	3,827	8,000	8,000	-	0.0%
GENERAL OFFICE SUPPLIES	54201	159	1,318	1,735	1,500	1,500	-	0.0%
GASOLINE - REGULAR	54801	300	437	0	0	0	-	0.0%
PARKING CLERK SUPPLIES	55826	191	241	136	2,000	2,000	-	0.0%
MILEAGE REIMBURSEMENT	57102	306	146	0	200	200	-	0.0%
CONFERENCE FEES	57104	614	414	581	500	500	-	0.0%
DUES AND MEMBERSHIPS	57301	355	355	357	375	375	-	0.0%
TUITION REIMBURSEMENT	57801	0	0	0	1,500	0	(1,500)	-100.0%
<b>_Total_Operating</b>		<b>10,945</b>	<b>26,937</b>	<b>16,135</b>	<b>24,675</b>	<b>23,175</b>	<b>(1,500)</b>	<b>-6.1%</b>
S&W PERMANENT - FULL TIME	51110	41,530	42,302	43,149	48,441	51,419	2,978	6.1%
S&W PERMANENT - PART TIME	51120	35,764	40,666	43,037	46,837	49,834	2,997	6.4%
S&W - TEMPORARY POSITIONS	51210	15,018	15,382	14,935	18,334	18,348	14	0.1%
LONGEVITY	51415	675	675	675	750	1,250	500	66.7%
SICK LEAVE INCENTIVE	51907	0	0	0	1,000	1,150	150	15.0%
<b>_Total_Personal Services</b>		<b>92,987</b>	<b>99,025</b>	<b>101,796</b>	<b>115,362</b>	<b>122,001</b>	<b>6,639</b>	<b>5.8%</b>
<b>_Total_1520 HUMAN RESOURCES</b>		<b>103,932</b>	<b>125,962</b>	<b>117,931</b>	<b>140,037</b>	<b>145,176</b>	<b>5,139</b>	<b>3.7%</b>

## **RETIREMENT SYSTEM**

### **DEPARTMENT PERSONNEL**

- 1.5 Full time staff

### **DEPARTMENT DESCRIPTION**

The Danvers Retirement System is independently governed by a five-member Board and is administered by the Finance Director. Retirement System staff maintain member and retiree databases, processes retirement and disability applications; counsel employees regarding retirement options and future benefits; process and maintain retiree payroll; maintain system accounting and investment activity; and implement legislative changes.

### **BUDGET COMMENTARY**

The major component of this budget is the retirement assessment that is determined by an actuarial valuation and approved by the Public Employee Retirement Administration Commission (PERAC). This year's assessment increased \$463,699. Smaller increases are a result of contractual changes, and the costs associated with the increase in system assets. The Veteran's Retirement line item stays the same.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

The Danvers Retirement Board (DRB) will re-bid all of the money managers within its portfolio in FY 2017. The DRB will also receive the latest actuarial study, with more conservative assumptions, outlining the assets and liabilities of the system and take steps necessary to improve the long-term outlook of the system. And finally, the Retirement System staff will continue to serve the retirees and members in the most efficient manner.

Town of Danvers  
 Contributory Retirement System  
 Budget Analysis

	FY2016 Total Budget	FY2017 Total Budget	General Gov't	Water Division	Sewer Division	Electric Division	Housing Authority
<b>Salaries</b>	<b>97,361</b>	<b>101,397</b>	<b>81,929</b>	<b>3,143</b>	<b>406</b>	<b>14,398</b>	<b>1,521</b>
Custodial Services	70,000	65,000	52,520	2,015	260	9,230	975
Legal Services	5,000	5,000	4,040	155	20	710	75
Office Expenses	9,500	7,500	6,060	233	30	1,065	113
Software/Comp. Maint.	22,330	22,100	17,857	685	88	3,138	332
Fiduciary Insurance	6,750	7,000	5,656	217	28	994	105
Investment Consultant	60,000	75,000	60,600	2,325	300	10,650	1,125
Actuarial Study	12,000	9,575	7,737	297	38	1,360	144
Training, Meetings, etc.	2,000	4,500	3,636	140	18	639	68
<b>Total Other Expense</b>	<b>187,580</b>	<b>195,675</b>	<b>158,105</b>	<b>6,066</b>	<b>783</b>	<b>27,786</b>	<b>2,935</b>
<b>Contributory Retirement</b>	<b>5,796,237</b>	<b>6,259,936</b>	<b>5,069,979</b>	<b>216,350</b>	<b>22,345</b>	<b>853,884</b>	<b>97,378</b>
<b>Veterans Retirement</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Budget</b>	<b>6,136,178</b>	<b>6,612,008</b>	<b>5,365,013</b>	<b>225,559</b>	<b>23,533</b>	<b>896,068</b>	<b>101,834</b>

## POLICE DEPARTMENT

### **DEPARTMENT PERSONNEL**

- Police Chief (1)
- Captain (1)
- Lieutenants (3)
- Sergeants (8)
- Patrol Officers (27)
- Civilian Dispatchers (8)
- Civilian Crime Analyst
- Executive Assistant
- Confidential Secretaries (1.5)
- Matrons (per diem)

Vacancies: Captain (1), Patrol Officers (7), Civilian Dispatchers (1)

### **DEPARTMENT DESCRIPTION**

The Danvers Police Department is a community service law enforcement organization striving to maintain the safety of its citizens and focused on quality of life issues and the resolution of conflict within our community. The core values that the department relies on to deliver quality police services include:

- Maintaining high standards of integrity and ethics;
- Protecting constitutional rights;
- Problem solving and order maintenance;
- Collaborating and partnering with citizens;
- Reducing crime and fear of crime; and
- Protecting vulnerable populations.

### **BUDGET COMMENTARY**

The proposed budget will allow the department to continue to provide exceptional law enforcement services to our residents and businesses, while maintaining current community outreach and crime prevention programs within the community and our school setting. Of note in the proposed budget is the inclusion of \$10,000 to fund a regional dispatch study.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

The process of constructing an addition for a new Public Safety Communications facility will continue in FY 2017. The proposed state-of-the-art facility will ensure that exceptional public safety services are delivered to our residents. The facility is being designed to accommodate a regional approach to dispatching services, should a cost-effective and service-appropriate opportunity present itself. The department anticipates having seven new recruits graduate the Police Academy in FY 2017, which will bring the Department to its full budgeted complement.

**POLICE DEPARTMENT**

Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY- ADD. EQUIP.	58501	49,604	40,266	23,000	0	0	-	0.0%
CAPITAL OUTLAY - REPLACE. EQ.	58701	149,005	213,818	174,356	161,416	149,121	(12,295)	-7.6%
<b>_Total_Capital Outlay</b>		<b>198,609</b>	<b>254,084</b>	<b>197,356</b>	<b>161,416</b>	<b>149,121</b>	<b>(12,295)</b>	<b>-7.6%</b>
OFFICE EQUIPMENT MAINTENANCE	52401	219	428	1,428	450	0	(450)	-100.0%
COMPUTER MAINTENANCE	52402	2,630	1,083	5,682	5,500	0	(5,500)	-100.0%
TERMINAL/PRINTER MAINTENANCE	52403	0	0	0	425	0	(425)	-100.0%
VEHICLE MAINTENANCE	52404	11,701	13,358	12,814	20,000	20,000	-	0.0%
RADIO MAINTENANCE	52405	11,258	16,010	12,587	18,000	18,000	-	0.0%
TELETYPE MAINTENANCE	52406	2,457	3,322	2,145	2,800	0	(2,800)	-100.0%
PHOTOCOPIER MAINTENANCE	52407	2,173	2,128	2,180	2,300	2,300	-	0.0%
SOFTWARE MAINTENANCE	52421	13,928	18,481	17,865	21,000	23,000	2,000	9.5%
CONSULTING SERVICES	53009	0	0	0	0	10,000	10,000	100.0%
TRAINING SERVICES	53019	24,513	26,512	37,633	25,000	25,000	-	0.0%
RECRUITMENT & SELECTION	53036	0	0	13,133	9,000	9,000	-	0.0%
TELEPHONE	53401	39,778	43,867	41,311	43,000	43,000	-	0.0%
ACCREDITATION	53809	14,976	16,527	22,239	14,000	14,000	-	0.0%
GENERAL OFFICE SUPPLIES	54201	12,837	17,226	17,601	13,000	15,000	2,000	15.4%
COMPUTER SUPPLIES	54204	1,177	5,133	3,305	4,800	12,800	8,000	166.7%
FORMS PRINTING	54206	2,243	2,951	2,857	3,000	2,800	(200)	-6.7%
OFFICE EQUIPMENT	54207	5,402	7,947	6,071	8,000	8,450	450	5.6%
GASOLINE - UNLEADED	54802	96,297	89,994	70,845	80,000	77,978	(2,022)	-2.5%
TIRES AND TUBES	54804	5,913	6,508	7,583	9,000	9,000	-	0.0%
AMMUNITION	55802	5,267	13,678	16,283	10,000	14,000	4,000	40.0%
CROSSING GUARD UNIFORMS	55803	1,000	0	0	1,000	1,000	-	0.0%
PROTECTIVE CLOTHING	55804	3,975	3,866	1,108	7,600	4,600	(3,000)	-39.5%
UNIFORMS	55805	42,466	39,133	40,788	41,300	41,300	-	0.0%
PHOTOGRAPHY SUPPLIES	55806	2,656	9,072	7,604	7,500	7,500	-	0.0%
POLICE/CP SUPPLIES	55808	21,110	28,151	28,115	18,000	23,896	5,896	32.8%
MISCELLANEOUS SUPPLIES	55820	3,974	5,720	7,318	4,000	4,000	-	0.0%
MILEAGE REIMBURSEMENT	57102	7,579	2,808	2,080	3,000	3,000	-	0.0%
MEALS	57103	1,271	1,548	1,527	1,800	1,800	-	0.0%
CONFERENCE FEES	57104	6,415	6,751	9,950	4,000	4,600	600	15.0%
PARKING, TOLLS, ETC.	57107	159	420	151	250	250	-	0.0%
DUES AND MEMBERSHIPS	57301	8,129	7,649	11,875	14,000	15,064	1,064	7.6%
TUITION REIMBURSEMENT	57801	3,094	1,404	2,573	7,000	7,000	-	0.0%
<b>_Total_Operating</b>		<b>354,597</b>	<b>391,675</b>	<b>406,651</b>	<b>398,725</b>	<b>418,338</b>	<b>19,613</b>	<b>4.9%</b>
S&W PERMANENT - FULL TIME	51110	3,218,526	3,045,722	3,301,536	3,792,140	3,712,676	(79,464)	-2.1%
S&W PERMANENT - PART TIME	51120	19,799	20,562	22,198	21,087	21,803	716	3.4%
S&W - TEMPORARY POSITIONS	51210	4,743	13,133	8,798	21,216	19,890	(1,326)	-6.3%
OVERTIME - SCHEDULED	51310	953,542	1,000,798	1,036,282	1,014,382	999,885	(14,497)	-1.4%
OVERTIME - HOLIDAY	51330	243,255	241,186	210,919	222,159	231,624	9,465	4.3%
FLSA OVERTIME PREMIUM	51350	1,592	1,277	770	0	0	-	0.0%
NIGHT DIFFERENTIAL	51405	121,772	127,399	135,651	175,620	162,907	(12,713)	-7.2%
WEEKEND DIFFERENTIAL	51410	6,346	6,284	5,205	6,726	6,270	(456)	-6.8%
LONGEVITY	51415	37,700	35,394	38,367	40,580	35,630	(4,950)	-12.2%
OUT OF RANGE	51420	0	254	0	0	0	-	0.0%
EDUCATIONAL INCENTIVE	51905	453,609	415,712	489,545	525,709	594,569	68,860	13.1%
SICK LEAVE INCENTIVE	51907	31,150	31,750	31,250	35,000	35,900	900	2.6%
SPECIALIST PAY	51910	27,924	37,148	0	59,499	58,042	(1,457)	-2.4%
EMT INCENTIVE	51915	12,900	11,600	12,800	20,550	16,200	(4,350)	-21.2%
CLEANING ALLOWANCES	51925	5,288	5,738	5,976	6,519	6,505	(14)	-0.2%
<b>_Total_Personal Services</b>		<b>5,138,146</b>	<b>4,993,957</b>	<b>5,299,297</b>	<b>5,941,187</b>	<b>5,901,901</b>	<b>(39,286)</b>	<b>-0.7%</b>
<b>_Total_2110 POLICE DEPARTMENT</b>		<b>5,691,352</b>	<b>5,639,716</b>	<b>5,903,304</b>	<b>6,501,328</b>	<b>6,469,360</b>	<b>(31,968)</b>	<b>-0.5%</b>

## FIRE DEPARTMENT

### **DEPARTMENT PERSONNEL**

- Fire Chief (1)
- Deputy Fire Chief (1)
- Captains (5); (1) Fire Prevention Officer (1)
- Lieutenants (8)
- Firefighters (34)
- Confidential Secretary (1)

### **DEPARTMENT RESPONSIBILITIES**

The Danvers Fire Department is charged with protecting the lives and property of its citizens and visitors from the adverse effects of fire, medical emergencies and exposure to dangerous conditions stemming from manmade or natural disasters. In addition, the Department:

- Conducts quarterly and annual building inspections;
- Conducts building plan reviews for both construction and renovation;
- Enforces 527 CMR 1, Massachusetts Comprehensive Fire Safety Code;
- Conducts public fire safety education in our schools and senior center;
- Assists other town departments with fire safety/code issues; and
- Responds to a variety of emergency and non-emergency calls for public assistance.

### **BUDGET COMMENTARY**

Salaries and wages comprise 93% of the Fire Department budget; contractual adjustments account for the increase from FY 2016. Other line items have been diligently researched this year to determine actual needs moving forward. As a result, many non-personnel items have been reduced, totaling a 5.63% decrease for these line items. No capital outlay is requested in the operating budget, but a request for a used pumper truck to replace a 30-year year old apparatus was submitted in the warrant.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

The trend of moderate increases in calls for service continues. Call volume rose 6.1% to a total of 7,508 in FY 2015. Driving this increase is overall town growth, and the Department's continued commitment to increase inspections in commercial and industrial buildings. Currently, all uniformed members are nationally registered E.M.T.'s. This marks the first time in the Departments' history that 100% of members have this certification. One of the Department's major goals is to focus on achieving a smooth transition in the leadership of the Department. Staff will continue to put a priority on educating the youth and seniors on safety and fire prevention procedures.

## FIRE DEPARTMENT

Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY- ADD. EQUIP.	58501	13,396	19,521	0	0	0	-	0.0%
CAPITAL OUTLAY - REPLACE. EQ.	58701	60,821	17,850	69,406	38,664	0	(38,664)	-100.0%
<b>_Total_Operating</b>		<b>74,217</b>	<b>37,371</b>	<b>69,406</b>	<b>38,664</b>	<b>0</b>	<b>(38,664)</b>	<b>-100.0%</b>
OFFICE EQUIPMENT MAINTENANCE	52401	0	0	295	800	800	-	0.0%
TERMINAL/PRINTER MAINTENANCE	52403	556	0	48	1,500	1,500	-	0.0%
VEHICLE MAINTENANCE	52404	31,733	44,897	44,896	45,000	45,000	-	0.0%
RADIO MAINTENANCE	52405	6,232	8,994	14,612	12,314	10,514	(1,800)	-14.6%
SOFTWARE MAINTENANCE	52421	7,355	7,817	9,883	10,403	13,359	2,956	28.4%
TOOL & EQUIP MAINTENANCE	52428	14,973	21,476	23,159	22,260	18,330	(3,930)	-17.7%
MEDICAL EXPENSES	53002	7,776	1,950	3,500	7,400	3,840	(3,560)	-48.1%
TRAINING SERVICES	53019	9,036	3,642	11,398	14,650	18,500	3,850	26.3%
TELEPHONE	53401	11,832	10,816	11,838	7,070	7,070	-	0.0%
FITNESS CLUB MEMBERSHIPS	53801	3,750	3,989	4,239	4,250	4,250	-	0.0%
SAFETY SERVICES	53803	2,529	2,959	2,001	2,500	2,500	-	0.0%
GENERAL OFFICE SUPPLIES	54201	2,714	2,542	2,887	4,000	3,500	(500)	-12.5%
SOFTWARE	54205	964	0	1,237	0	560	560	100.0%
FORMS PRINTING	54206	1,553	876	56	1,500	1,200	(300)	-20.0%
FURNITURE & OFFICE EQUIP.	54207	2,924	141	242	2,600	3,346	746	28.7%
MEDICAL SUPPLIES	54210	5,733	6,892	6,711	8,967	9,350	383	4.3%
TOOLS AND EQUIPMENT	54610	55,166	28,217	18,310	26,511	22,612	(3,899)	-14.7%
GASOLINE - UNLEADED	54802	2,968	3,691	3,391	3,200	3,200	-	0.0%
GASOLINE - DIESEL	54803	27,358	28,487	23,182	25,000	25,000	-	0.0%
PROTECTIVE CLOTHING	55804	3,400	3,402	17,311	5,000	5,000	-	0.0%
UNIFORMS	55805	20,696	19,063	23,149	28,225	28,225	-	0.0%
FIRE ALARM SUPPLIES	55809	6,987	7,059	4,206	7,000	7,000	-	0.0%
HOSE	55810	4,905	6,349	3,000	5,000	5,000	-	0.0%
FIRE SUPPLIES	55811	3,744	3,775	3,000	5,100	4,000	(1,100)	-21.6%
PROVISIONS	55812	301	200	197	800	800	-	0.0%
MISCELLANEOUS SUPPLIES	55820	859	2,086	1,205	3,150	2,750	(400)	-12.7%
MILEAGE REIMBURSEMENT	57102	4,653	0	45	1,000	1,000	-	0.0%
CONFERENCE FEES	57104	880	4,221	3,321	4,810	5,080	270	5.6%
DUES AND MEMBERSHIPS	57301	4,187	4,204	4,329	6,105	6,105	-	0.0%
SUBSCRIPTIONS	57302	1,114	1,454	1,875	2,182	2,182	-	0.0%
TUITION REIMBURSEMENT	57801	6,250	34,253	23,201	37,700	32,700	(5,000)	-13.3%
<b>_Total_Operating</b>		<b>253,128</b>	<b>263,452</b>	<b>266,724</b>	<b>305,997</b>	<b>294,273</b>	<b>(11,724)</b>	<b>-3.8%</b>
S&W PERMANENT - FULL TIME	51110	2,972,348	3,054,554	3,033,031	3,256,405	3,290,201	33,796	1.0%
OVERTIME - SCHEDULED	51310	582,461	514,291	605,641	448,326	448,326	-	0.0%
OVERTIME - HOLIDAY	51330	188,272	191,815	190,913	201,110	203,911	2,801	1.4%
NIGHT DIFFERENTIAL	51405	221,522	225,834	223,384	246,151	251,074	4,923	2.0%
WEEKEND DIFFERENTIAL	51410	6,304	6,344	411	0	0	-	0.0%
LONGEVITY	51415	21,976	22,026	22,493	23,325	27,377	4,052	17.4%
OUT OF RANGE	51420	12,800	7,450	8,398	12,000	11,000	(1,000)	-8.3%
EDUCATIONAL INCENTIVE	51905	56,805	59,958	63,134	73,194	78,763	5,569	7.6%
SICK LEAVE BUY-BACK (FIRE DEPT)	51906	52,229	5,614	16,039	75,000	74,000	(1,000)	-1.3%
SICK LEAVE INCENTIVE	51907	5,794	6,619	6,794	7,300	7,300	-	0.0%
EMT INCENTIVE	51915	100,659	100,228	105,617	128,568	137,898	9,330	7.3%
CLEANING ALLOWANCES	51925	12,000	12,250	600	600	600	-	0.0%
<b>_Total_Personal Services</b>		<b>4,233,170</b>	<b>4,206,983</b>	<b>4,276,455</b>	<b>4,471,979</b>	<b>4,530,450</b>	<b>58,471</b>	<b>1.3%</b>
<b>_Total_2210 FIRE DEPARTMENT</b>		<b>4,560,515</b>	<b>4,507,806</b>	<b>4,612,585</b>	<b>4,816,640</b>	<b>4,824,723</b>	<b>8,083</b>	<b>0.2%</b>

## CODE ADMINISTRATION

### **DEPARTMENT PERSONNEL**

- Code Administration Manager/Building Inspector (1)
- Assistant Building Inspector (1)
- Plumbing & Gas Inspector (1)
- Electrical Inspector (1)
- Administrative staff (3): Full-time secretary (1); Part-time ZBA secretary (1); Data entry clerk [19 hours per wk.] (1)
- Contracted Weights and Measures field inspections

### **DEPARTMENT DESCRIPTION**

Administer the codes and regulations of 780 CMR the State Building Code, 248 CMR the State Plumbing and Gas Code, 527 CMR the State Electrical Code, and 521 CMR the Handicap Access Code. Our goal in administering the building and mechanical codes is public safety. Through the permitting, plan review, and inspection process, Code ensures that buildings are safe for occupancy. To that end, the department averages 1,000 building permits, 450 plumbing permits, 450 gas permits, and 600 electrical permits per year. In conjunction with those permits, Code Administration has and will perform thousands of inspections.

Zoning administration including interpretation and enforcement of the zoning bylaw, administrative and technical staff to the Zoning Board of Appeals. The goal of the zoning administration is to ensure that the growth and development of the Town is in accordance with the bylaw, as approved by Town Meeting. We assist residents and businesses that seek ZBA relief through that process to make it user friendly. To that end, Code processes approximately 62 ZBA applications and holds 21 public hearings per year and assists the Planning Department Site Plan applications process and the Technical Review Committee.

Sealer of Weights and Measure duties including annual testing of all weighing and measuring devices and processing consumer complaints regarding these issues. The goal of the Sealer of Weights and Measures is to ensure that consumers are guaranteed accurate weighing, measuring and pricing in their purchases. To that end, this office performs 850 inspections of scales, liquid measure devices (gas stations, oil trucks), and price verifications (scanner test) per year.

### **BUDGET COMMENTARY**

The Capital Outlay request includes the purchase of an enclosed utility trailer for open space management and 50% of the cost of a large printer / color scanner to be shared with Planning.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

To provide friendly and professional service to all customers who do business with the Department.

## CODE ADMINISTRATION

Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY- ADD. EQUIP.	58501	0	0	0	0	5,000	5,000	100.0%
<b>_Total_Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>	<b>100.0%</b>
OFFICE EQUIPMENT MAINTENANCE	52401	295	945	295	400	400	0	0.0%
VEHICLE MAINTENANCE	52404	340	200	0	1,000	1,000	0	0.0%
SOFTWARE MAINTENANCE	52421	2,000	1,900	2,025	2,500	2,500	0	0.0%
TRAINING SERVICES	53019	910	1,563	1,569	1,900	1,900	0	0.0%
TELEPHONE	53401	940	1,278	957	1,500	1,500	0	0.0%
GENERAL OFFICE SUPPLIES	54201	1,396	1,717	1,885	2,000	2,000	0	0.0%
COMPUTER SUPPLIES	54204	833	95	0	250	250	0	0.0%
FORMS PRINTING	54206	592	942	1,291	2,500	2,500	0	0.0%
OFFICE EQUIPMENT	54207	440	1,627	1,398	200	200	0	0.0%
GASOLINE - UNLEADED	54802	2,551	2,595	2,458	3,000	3,000	0	0.0%
UNIFORMS	55805	1,350	1,350	1,350	1,350	1,350	0	0.0%
SEALER'S SUPPLIES	55813	6,586	7,127	7,647	10,000	10,000	0	0.0%
TOOLS AND EQUIPMENT	55814	0	5	13	300	300	0	0.0%
ZONING EXPENSES	55825	555	504	1,112	2,000	2,000	0	0.0%
PERMITS/LICENSES	56911	700	700	700	700	700	0	0.0%
MILEAGE REIMBURSEMENT	57102	28	13	127	250	250	0	0.0%
CONFERENCE FEES	57104	35	0	0	0	0	0	0.0%
DUES AND MEMBERSHIPS	57301	542	652	567	725	725	0	0.0%
SUBSCRIPTIONS	57302	193	44	316	1,000	1,000	0	0.0%
<b>_Total_Operating</b>		<b>20,286</b>	<b>23,257</b>	<b>23,710</b>	<b>31,575</b>	<b>31,575</b>	<b>0</b>	<b>0.0%</b>
S&W PERMANENT - FULL TIME	51110	227,007	234,239	239,789	255,799	258,229	2,430	0.9%
S&W PERMANENT - PART TIME	51120	25,608	26,416	27,167	27,386	27,474	88	0.3%
S&W - TEMPORARY POSITIONS	51210	17,822	17,883	21,682	27,822	30,309	2,487	8.9%
OVERTIME - SCHEDULED	51310	4,233	62	3,844	5,517	5,650	133	2.4%
OVERTIME - UNSCHEDULED	51320	0	4,175	0	0	0	0	0.0%
LONGEVITY	51415	2,225	2,525	2,775	3,100	3,300	200	6.5%
SICK LEAVE INCENTIVE	51907	3,030	2,806	3,281	3,725	3,725	0	0.0%
TRAVEL ALLOWANCE	57101	18,900	19,800	19,800	20,700	20,700	0	0.0%
<b>_Total_Personal Services</b>		<b>298,825</b>	<b>307,906</b>	<b>318,338</b>	<b>344,049</b>	<b>349,387</b>	<b>5,338</b>	<b>1.6%</b>
<b>_Total_2410 CODE ADMINISTRATION DEPT.</b>		<b>319,111</b>	<b>331,163</b>	<b>342,048</b>	<b>375,624</b>	<b>385,962</b>	<b>10,338</b>	<b>2.8%</b>

## **PUBLIC WORKS DEPARTMENT – Tax Supported**

### **DEPARTMENT PERSONNEL**

- Director of Public Works
- Sixty-four (63.8) full time employees across 4 Divisions (Buildings, Equipment, Streets, Grounds)

### **DEPARTMENT DESCRIPTION**

- Maintain and provide a safe, clean environment to 24 occupied Town owned buildings and schools
- Maintain and improve 150 acres of grounds and playing fields including trash removal, lawn mowing, technical turf care and pest control, fence maintenance, equipment and facility maintenance, general landscaping, and playground safety
- Maintain and repair over 240 pieces of equipment used in Public Works, Recreation, Code Administration, Human Resources, Planning, Senior Center, School Department, and Police Department
- Maintain 120 miles of roadway including sweeping, resurfacing, regulatory signage, snow and ice control, refuse collection, disposal and recycling
- Provide engineering support and oversight to various utility projects, maintain GIS databases and mapping, provide technical review and assistance to various town departments and committees

### **BUDGET COMMENTARY**

The FY 2017 tax supported budget reflects a 2.76% increase due to contractual salary increases, utility costs, and a new position in the Equipment Division (Lube Mechanic).

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

- Maintain the quality of roads and fields
- Provide long-term maintenance of town and school buildings
- Ensure that Town projects, e.g. DHS Fields and Police Dispatch projects, are completed on time and under budget

**PUBLIC WORKS (TAX SUPPORTED)**

Account and Description	ORG	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY - REPLACE. EQ.	58701	450,943	271,389	245,037	344,000	450,000	106,000	30.8%
<b>_Total_Capital Outlay</b>		<b>450,943</b>	<b>271,389</b>	<b>245,037</b>	<b>344,000</b>	<b>450,000</b>	<b>106,000</b>	<b>30.8%</b>
ELECTRICITY	52211	879,795	997,202	1,034,901	1,121,309	1,164,120	42,811	3.8%
ELECTRICITY - STREET LIGHTS	52212	147,663	165,315	205,946	172,657	184,353	11,696	6.8%
ELECTRICITY - TRAFFIC SIGNALS	52213	18,802	22,897	25,435	22,330	23,588	1,258	5.6%
OIL - HEATING	52215	159,103	186,895	144,219	157,609	148,880	(8,729)	-5.5%
GAS - HEATING	52220	287,992	354,984	317,033	333,443	370,479	37,036	11.1%
PROPANE	52225	6,243	6,020	5,325	6,000	6,000	-	0.0%
EMERGENCY GENERATOR	52230	3,781	3,649	4,125	7,000	5,000	(2,000)	-28.6%
WATER	52301	167,436	99,637	89,650	108,223	116,604	8,381	7.7%
OFFICE EQUIPMENT MAINTENANCE	52401	516	183	0	1,000	1,000	-	0.0%
VEHICLE MAINTENANCE	52404	4,000	10,843	32,551	15,000	30,000	15,000	100.0%
PLUMBING MAINT. - CONTRACTUAL	52408	31,389	22,512	24,819	27,500	30,000	2,500	9.1%
HEATING MAINT. - CONTRACTUAL	52409	79,790	103,045	63,835	65,000	70,000	5,000	7.7%
ELECTRICAL MAINT.-CONTRACTUAL	52410	8,089	0	3,111	15,000	15,000	-	0.0%
GLASS - CONTRACTUAL	52411	0	0	0	4,500	4,500	-	0.0%
ELEVATOR MAINTENANCE	52412	29,140	39,503	23,808	42,000	42,000	-	0.0%
LANDFILL MAINTENANCE	52414	800	860	0	0	0	-	0.0%
PAINTING - CONTRACTUAL	52415	0	4,900	880	12,000	12,000	-	0.0%
SECURITY SYSTEM MAINTENANCE	52420	15,216	13,790	15,764	14,000	14,000	-	0.0%
SOFTWARE MAINTENANCE	52421	0	0	3,000	10,000	10,000	-	0.0%
H.V.A.C. MAINTENANCE	52422	243,372	249,600	348,990	329,625	238,680	(90,945)	-27.6%
CARPENTRY MAINT. - CONTRACTUAL	52427	15,878	9,600	3,610	25,000	25,000	-	0.0%
EQUIPMENT RENTAL	52701	7,754	8,838	40,431	6,000	11,000	5,000	83.3%
REFUSE COLLECTION	52901	541,133	561,559	597,708	615,715	615,715	-	0.0%
REFUSE DISPOSAL	52902	453,820	469,391	454,899	488,034	485,729	(2,305)	-0.5%
SNOW REMOVAL EQUIPMENT	52903	280,206	378,454	901,106	425,200	442,800	17,600	4.1%
CONTRACT CLEANING	52904	727,008	703,172	747,280	723,600	716,774	(6,826)	-0.9%
FERTILIZATION PROGRAM	52907	33,265	34,150	27,025	30,000	30,000	-	0.0%
GASOLINE PUMP TESTING	52916	2,240	3,390	6,785	5,000	5,000	-	0.0%
FENCES - CONTRACTUAL	52917	2,210	10,340	10,358	15,500	15,500	-	0.0%
CONTRACT TRIMMING	52918	8,032	4,208	3,528	15,000	15,000	-	0.0%
HAZARDOUS WASTE REMOVAL	52920	40,311	46,307	27,855	44,000	44,000	-	0.0%
PAVEMENT STRIPING	52921	49,718	36,609	58,963	55,000	55,000	-	0.0%
CONTRACT MOWING	52923	67,295	47,186	55,827	62,900	65,200	2,300	3.7%
RECYCLING	52927	183,707	181,104	190,783	188,571	188,571	-	0.0%
CONTRACT SWEEPING	52928	18,277	20,313	23,782	23,000	23,000	-	0.0%
CONTRACT TREE REMOVAL	52929	11,000	11,053	8,900	20,000	20,000	-	0.0%
YARD WASTE REMOVAL	52930	10,000	34,000	22,000	24,000	24,000	-	0.0%
AERATION	52932	10,140	8,900	6,800	8,300	14,053	5,753	69.3%
MEDICAL EXAMS (EMPLOYEE)	53003	770	355	615	1,085	1,085	-	0.0%
LABRATORY TESTING	53005	2,014	164	203	2,000	2,000	-	0.0%
CONSULTING SERVICES	53009	8,353	7,009	0	5,000	5,000	-	0.0%
LANDFILL CONSULTANT	53012	25,000	45,000	26,000	65,000	45,000	(20,000)	-30.8%
ENGINEERING CONSULTANTS	53013	0	1,758	0	2,000	2,000	-	0.0%
TRAINING SERVICES	53019	7,786	9,565	8,821	13,500	15,150	1,650	12.2%
INSPECTIONAL SERVICES	53033	14,038	14,212	13,991	19,000	24,000	5,000	26.3%
TELEPHONE	53401	22,053	24,618	25,835	21,650	25,550	3,900	18.0%
PRINTING (NON-FORMS)	53405	365	0	450	2,000	2,000	-	0.0%
FITNESS CLUB MEMBERSHIPS	53801	750	750	1,549	850	1,550	700	82.4%
WEATHER SERVICES	53802	1,395	1,395	1,495	1,600	1,600	-	0.0%
SAFETY SERVICES	53803	582	1,468	1,331	2,000	2,000	-	0.0%
FEDERALLY REQUIRED TESTING	53804	815	1,184	1,457	2,000	2,000	-	0.0%
VEHICLE INSPECTIONS	53814	7,032	5,763	4,960	7,500	7,500	-	0.0%
GENERAL OFFICE SUPPLIES	54201	7,470	8,304	10,489	9,150	9,150	-	0.0%
PHOTOCOPY SUPPLIES	54202	0	0	0	300	300	-	0.0%
GRAPHIC SUPPLIES	54203	0	0	0	100	100	-	0.0%
COMPUTER SUPPLIES	54204	0	0	0	400	400	-	0.0%
SOFTWARE	54205	1,400	3,751	1,995	12,000	15,055	3,055	25.5%
FURNITURE & OFFICE EQUIP.	54207	2,635	3,084	58	6,100	6,100	-	0.0%
COMPUTER HARDWARE, ETC	54208	2,009	4,984	3,212	6,000	7,000	1,000	16.7%
LUMBER AND HARDWARE	54301	78,161	63,343	36,165	33,500	43,500	10,000	29.9%
PLUMBING SUPPLIES	54302	3,001	6,940	1,256	4,500	5,500	1,000	22.2%
ELECTRICAL SUPPLIES	54303	9,209	12,703	6,099	10,000	10,000	-	0.0%
GLASS	54304	2,516	4,577	3,701	6,500	6,500	-	0.0%
HEATING SUPPLIES	54305	491	743	798	4,000	4,000	-	0.0%
LAMPS	54306	10,755	9,298	10,097	10,000	12,500	2,500	25.0%
PAINT	54307	10,591	13,893	2,643	7,000	7,000	-	0.0%
ROOF REPAIR	54308	24,418	20,818	9,336	24,000	24,000	-	0.0%
TOOLS AND EQUIPMENT	54310	389	1,428	548	1,000	1,000	-	0.0%
CUSTODIAL SUPPLIES	54501	64,318	91,694	113,825	79,000	114,000	35,000	44.3%
PARK SUPPLIES	54601	20,314	26,144	8,150	25,000	25,000	-	0.0%
SCHOOL GROUND SUPPLIES	54602	21,520	19,992	19,905	21,000	27,000	6,000	28.6%
WEED MATERIAL	54603	1,720	66	453	1,000	1,000	-	0.0%
BEACH SAND	54604	0	1,000	0	1,800	1,800	-	0.0%
IRRIGATION SUPPLIES	54605	17,556	10,683	12,807	10,000	10,000	-	0.0%

Account and Description	ORG	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
TREES AND SHRUBS	54607	1,095	525	368	2,000	2,000	-	0.0%
CHEMICALS/INSECTICIDES	54608	25	137	2,245	500	500	-	0.0%
PLANTING MATERIALS	54609	6,307	2,169	390	4,000	4,000	-	0.0%
TOOLS AND EQUIPMENT	54610	6,686	6,420	6,878	10,000	11,500	1,500	15.0%
ENDICOTT ESTATE	54611	13,400	19,732	21,333	24,501	28,044	3,543	14.5%
NEW TREES	54614	8,410	11,298	4,699	10,000	11,000	1,000	10.0%
ATHLETIC FIELDS SODDING	54615	10,690	13,775	0	25,000	25,000	-	0.0%
PLAYGROUND EQUIPMENT REPAIRS	54616	0	0	1,479	8,000	8,000	-	0.0%
GASOLINE - UNLEADED	54802	74,502	59,424	59,729	58,500	58,603	103	0.2%
GASOLINE - DIESEL	54803	85,738	75,862	64,932	58,140	52,631	(5,509)	-9.5%
TIRES AND TUBES	54804	10,976	18,388	22,033	20,000	24,000	4,000	20.0%
OTHER AUTO SUPPLIES	54806	116,922	94,216	93,070	106,700	106,700	-	0.0%
OIL	54808	8,545	9,169	26,017	15,000	20,000	5,000	33.3%
BODY REPAIRS	54812	5,601	2,976	6,486	8,000	10,000	2,000	25.0%
PLOW REPAIRS	54813	25,584	29,803	32,133	28,000	35,000	7,000	25.0%
MECHANICS TOOLS	54814	1,800	0	1,800	1,800	1,800	-	0.0%
BITUMINOUS CONCRETE	55301	96,006	87,822	70,750	96,800	107,300	10,500	10.8%
DRAINAGE SUPPLIES	55302	9,074	18,564	13,055	20,000	25,000	5,000	25.0%
TRAFFIC SUPPLIES	55303	33,330	23,310	15,267	35,000	35,000	-	0.0%
GRAVEL	55305	10,646	9,538	4,980	10,000	10,000	-	0.0%
WINTER CHEMICALS	55306	235,796	269,993	324,968	190,000	194,400	4,400	2.3%
SAND	55307	0	9,145	0	4,000	4,000	-	0.0%
SAFETY EQUIPMENT	55504	5,729	5,936	5,895	6,000	17,500	11,500	191.7%
PROTECTIVE CLOTHING	55804	0	310	563	1,400	2,000	600	42.9%
UNIFORMS	55805	35,740	36,225	45,493	45,185	49,450	4,265	9.4%
TOOLS AND EQUIPMENT	55814	4,856	4,252	19,800	14,700	14,700	-	0.0%
MISCELLANEOUS SUPPLIES	55820	0	0	0	400	400	-	0.0%
BOOKS	55822	0	0	0	100	100	-	0.0%
PERMITS/LICENSES	56911	2,170	2,324	7,074	5,200	5,200	-	0.0%
MILEAGE REIMBURSEMENT	57102	4,305	3,499	2,665	4,300	4,300	-	0.0%
CONFERENCE FEES	57104	45	781	666	2,000	2,000	-	0.0%
PARKING, TOLLS, ETC.	57107	41	49	0	50	50	-	0.0%
DUES AND MEMBERSHIPS	57301	2,194	1,967	2,045	4,389	4,683	294	6.7%
SUBSCRIPTIONS	57302	243	45	45	85	85	-	0.0%
SUPPORT SERVICES	57803	63,268	60,482	50,121	68,306	68,306	-	0.0%
MISC OTHER CHARGES & EXPENSES	57807	992	1,501	537	1,500	1,500	-	0.0%
LICENSES-CDL,HOISTING,ETC.	57817	420	710	741	2,310	2,310	-	0.0%
OUT OF STATE TRAVEL EXPENSES	57901	1,079	0	1,233	2,678	2,678	-	0.0%
<b>_Total_Operating</b>		<b>5,796,762</b>	<b>6,147,442</b>	<b>6,768,766</b>	<b>6,551,095</b>	<b>6,699,626</b>	<b>148,531</b>	<b>2.3%</b>
S&W PERMANENT-FULL TIME	51110	2,988,212	3,104,484	3,242,270	3,470,018	3,510,786	40,768	1.2%
S&W PERMANENT - PART TIME	51120	41,134	41,743	42,715	45,181	48,065	2,884	6.4%
S&W - TEMPORARY POSITIONS	51210	109,189	110,218	109,853	157,861	141,005	(16,856)	-10.7%
OVERTIME	51310	367,182	299,965	302,974	326,785	332,056	5,271	1.6%
OVERTIME - UNSCHEDULED	51320	0	0	15	0	0	-	0.0%
OVERTIME - ICE AND SNOW	51340	204,338	286,901	434,881	177,388	180,925	3,537	2.0%
FLSA OVERTIME PREMIUM	51350	3,044	2,136	3,717	3,075	4,550	1,475	48.0%
NIGHT DIFFERENTIAL	51405	17,578	20,740	21,183	21,880	21,880	-	0.0%
LONGEVITY	51415	27,825	28,400	27,404	27,750	27,675	(75)	-0.3%
OUT OF RANGE	51420	2,253	5,563	7,496	2,900	5,500	2,600	89.7%
MEALS ALLOWANCE	51425	8,012	7,874	10,522	8,040	8,140	100	1.2%
ON CALL - PUBLIC WORKS	51433	14,931	14,956	15,630	15,600	15,600	-	0.0%
SICK LEAVE INCENTIVE	51907	5,770	5,995	6,308	12,150	12,600	450	3.7%
TRAFFIC CONTROL	51930	49,653	57,897	62,563	54,000	54,000	-	0.0%
<b>_Total_Personal Services</b>		<b>3,839,121</b>	<b>3,986,872</b>	<b>4,287,531</b>	<b>4,322,628</b>	<b>4,362,782</b>	<b>40,154</b>	<b>0.9%</b>
<b>_Total_100 GENERAL FUND</b>		<b>10,086,826</b>	<b>10,405,703</b>	<b>11,301,334</b>	<b>11,217,723</b>	<b>11,512,408</b>	<b>294,685</b>	<b>2.6%</b>
<b>Grand Total - PUBLIC WORKS (TAX SUPPORTED)</b>		<b>10,086,826</b>	<b>10,405,703</b>	<b>11,301,334</b>	<b>11,217,723</b>	<b>11,512,408</b>	<b>294,685</b>	<b>2.6%</b>

## **PUBLIC WORKS – Water & Sewer Divisions**

### **DIVISION PERSONNEL**

- Twenty-five (25.5) full time employees

### **DIVISION DESCRIPTION**

- Maintain approximately 124 miles of gravity sewer, 16 pump stations, and 7,800 sewer connections
- Maintain 135 miles of water distribution main, 1,500 hydrants, and 4 booster stations
- Convey our product to 10,966 meters in the distribution system
- Treat and distribute quality drinking water to our customers

### **BUDGET COMMENTARY**

The FY 2017 Water and Sewer Division budgets decreased by \$349,520 from FY 2016, due primarily to a reduction in the South Essex Sewerage District assessment of \$334,783. There is a new Civil Engineer position budgeted in the Sewer Division budget. Funding for this position is offset, in part, by reductions to Consulting Service line-items in the Water and Sewer Division budgets.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

The new Civil Engineer position was proposed this year to address the significant new mandates under the Town's Phase II (MS4) stormwater permit (Jan 2016), new MassDEP sewer regulations (Jan 2017), and the Town's pending Water Management Act renewal, in addition to support of ongoing projects and inspectional/engineering service.

Other goals for FY 2017 include:

- Expanding the valve exercising and replacement program;
- Maintaining stable water and sewer rates;
- Continuing to:
  - Replace water mains
  - Reduce inflow and infiltration
  - Extend and line sewer mains

## SEWER ENTERPRISE FUND (250)

Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY - REPLACE. EQ.	58701	19,812	79,919	29,984	11,000	63,000	52,000	472.7%
<b>_Total_Capital Outlay</b>		<b>19,812</b>	<b>79,919</b>	<b>29,984</b>	<b>11,000</b>	<b>63,000</b>	<b>52,000</b>	<b>472.7%</b>
ELECTRICITY	52211	33,928	30,194	31,416	37,335	39,600	2,265	6.1%
GAS - HEATING	52220	1,500	1,500	1,500	1,545	1,595	50	3.2%
WATER	52301	0	0	0	500	500	0	0.0%
VEHICLE MAINTENANCE	52404	10,860	5,424	6,659	15,000	15,000	0	0.0%
ELECTRICAL MAINT.-CONTRACTUAL	52410	0	6,410	0	10,000	10,000	0	0.0%
PUMP MAINTENANCE	52418	48,000	46,536	23,275	30,000	30,000	0	0.0%
SOFTWARE MAINTENANCE	52421	19,367	1,040	1,100	117,089	24,000	-93,089	-79.5%
H.V.A.C. MAINTENANCE	52422	0	0	0	12,208	8,840	-3,368	-27.6%
TELEMETRY	52423	8,540	9,377	10,100	15,000	15,000	0	0.0%
EQUIPMENT RENTAL	52701	5,013	9,469	3,524	12,000	12,000	0	0.0%
CONTRACT CLEANING	52904	0	0	0	26,800	26,547	-253	-0.9%
EASEMENT MAINTENANCE	52905	5,402	3,425	2,615	8,200	8,200	0	0.0%
CATCH BASIN CLEANING	52931	31,075	29,881	29,856	31,500	30,000	-1,500	-4.8%
MEDICAL EXPENSES	53002	0	0	0	400	400	0	0.0%
CONSULTING SERVICES	53009	0	900	0	0	0	0	0.0%
AUDITING SERVICES	53010	3,090	2,760	3,240	3,300	3,400	100	3.0%
LEGAL SERVICES	53011	10,926	8,487	8,799	13,135	9,851	-3,284	-25.0%
ENGINEERING CONSULTANTS	53013	130,000	74,000	60,000	75,000	67,300	-7,700	-10.3%
TRAINING SERVICES	53019	1,794	3,203	2,698	3,450	3,810	360	10.4%
PRINTING (NON-FORMS)	53405	306	0	0	0	0	0	0.0%
FITNESS CLUB MEMBERSHIPS	53801	0	0	0	250	250	0	0.0%
FEDERALLY REQUIRED TESTING	53804	0	0	300	250	250	0	0.0%
GENERAL OFFICE SUPPLIES	54201	353	423	14,440	1,000	1,000	0	0.0%
SOFTWARE	54205	0	16,096	10,164	10,000	10,000	0	0.0%
COMPUTER HARDWARE, ETC	54208	0	10,343	442	2,500	2,500	0	0.0%
PUMP REPAIR	54309	0	2,101	1,652	3,000	3,000	0	0.0%
MISC. GROUNDS MAINTENANCE	54613	98	2,635	3,769	2,000	3,000	1,000	50.0%
GASOLINE - UNLEADED	54802	7,617	7,708	6,194	7,800	6,498	-1,302	-16.7%
GASOLINE - DIESEL	54803	4,362	4,794	5,274	3,672	3,609	-63	-1.7%
CHEMICALS - OTHER	55313	300	0	0	1,000	1,000	0	0.0%
SEWER LATERAL MATERIALS	55316	660	317	4,365	3,000	9,000	6,000	200.0%
SAFETY EQUIPMENT	55504	1,169	1,263	1,935	4,000	4,000	0	0.0%
UNIFORMS	55805	675	1,350	1,650	2,888	2,650	-238	-8.2%
TOOLS AND EQUIPMENT	55814	2,084	474	3,735	2,500	2,500	0	0.0%
MISCELLANEOUS SUPPLIES	55820	500	491	292	500	500	0	0.0%
SOUTH ESSEX SEWERAGE DISTRICT	56902	4,379,081	4,568,034	4,706,386	4,162,809	3,827,826	-334,983	-8.0%
PERMITS/LICENSES	56911	200	294	600	1,000	1,000	0	0.0%
DUES AND MEMBERSHIPS	57301	223	305	449	677	731	54	8.0%
HEALTH & DENTAL COSTS	57505	40,931	45,688	43,661	50,047	69,937	19,890	39.7%
LIFE INSURANCE	57509	133	70	70	0	140	140	0.0%
MEDICARE/FICA INSURANCE	57511	1,339	2,713	3,428	2,814	2,391	-423	-15.0%
PENSION REIMBURSEMENTS	57802	24,521	20,759	21,592	21,592	23,533	1,941	9.0%
SUPPORT SERVICES	57803	266,440	244,215	244,215	182,280	182,280	0	0.0%
PAYMENTS IN LIEU OF TAXES	57804	112,000	112,000	112,000	112,000	112,000	0	0.0%
OUT OF STATE TRAVEL EXPENSES	57901	0	945	1,224	4,853	4,605	-248	-5.1%
<b>_Total_Operating</b>		<b>5,152,487</b>	<b>5,275,624</b>	<b>5,372,619</b>	<b>4,994,894</b>	<b>4,580,243</b>	<b>-414,651</b>	<b>-8.3%</b>
TRANSFER TO ENTERPRISE FUNDS	59651	150,000	150,000	150,000	150,000	150,000	0	0.0%
TRANSFER TO UNEMPLOYMENT FUND	59661	200	200	200	200	200	0	0.0%
TRANSFER TO OPEB STABILIZATION	59668	20,393	23,949	23,949	23,949	23,949	0	0.0%
<b>_Total_Transfers</b>		<b>170,593</b>	<b>174,149</b>	<b>174,149</b>	<b>174,149</b>	<b>174,149</b>	<b>0</b>	<b>0.0%</b>
S&W PERMANENT - FULL TIME	51110	89,271	145,197	154,282	203,541	225,490	21,949	10.8%
OVERTIME - SCHEDULED	51310	34,499	40,974	47,253	53,903	57,699	3,796	7.0%
FLSA OVERTIME PREMIUM	51350	33	93	149	100	400	300	300.0%
LONGEVITY	51415	675	1,550	1,675	1,250	1,550	300	24.0%
OUT OF RANGE	51420	538	121	170	600	600	0	0.0%
MEALS ALLOWANCE	51425	16	326	674	150	150	0	0.0%
SICK LEAVE INCENTIVE	51907	0	0	0	1,622	1,469	-153	-9.4%
WATER OPERATORS INCENTIVE	51908	1,075	1,525	1,850	0	2,950	2,950	100.0%
TRAFFIC CONTROL	51930	12,165	160	2,015	1,925	2,001	76	3.9%
<b>_Total_Personal Services</b>		<b>138,272</b>	<b>189,946</b>	<b>208,068</b>	<b>263,091</b>	<b>292,309</b>	<b>29,218</b>	<b>11.1%</b>

Description	2013	2014	2015	2016	2017	FY16-17	
	Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
SEWER 12/00	286,582	14,935	9,334	0	0	0	0.0%
ANDOVER ST SEWER 11/03	10,000	10,500	5,000	5,000	5,000	0	0.0%
SEWER BOND 3/05	75,000	80,700	85,000	85,000	85,000	0	0.0%
SEWER DRAINAGE 7/1/06	17,500	17,500	17,500	5,000	5,000	0	0.0%
WASTEWATER 7/1/06	5,000	5,000	5,000	17,500	17,500	0	0.0%
SEWER BONDS 7/15/97	29,300	29,000	28,800	23,500	20,000	-3,500	-14.9%
DRAINAGE	20,000	20,000	20,000	20,000	20,000	0	0.0%
SEWER BONDS 7/15/99	70,000	64,500	63,600	62,000	65,000	3,000	4.8%
INT-DANVERSPORT PARK 12/14/00	20,000	0	0	0	0	0	0.0%
SEWER DRAINAGE 7/08	35,000	35,000	35,000	35,000	35,000	0	0.0%
WASTEWATER FAC. 07/08	10,000	10,000	10,000	10,000	10,000	0	0.0%
SEWER 4/09 (rfdg)	500	23,500	20,000	20,000	20,000	0	0.0%
SEWER DRAINAGE 07/10	180,000	180,000	180,000	180,000	170,000	-10,000	-5.6%
SEWER DRAINAGE 07/11	25,000	25,000	25,000	25,000	25,000	0	0.0%
INT-ANDOVER ST SEWER 11/03	1,759	1,180	950	850	750	-100	-11.8%
INT - SEWER BONDS 3/05	27,542	21,857	18,700	14,750	13,050	-1,700	-11.5%
INT SEWER DRAINAGE 7/1/06	10,018	9,265	5,278	367	129	-238	-64.9%
INT - WASTEWATER 7/1/06	1,014	799	584	5,140	4,182	-958	-18.6%
INT - SEWER BONDS 7/15/97	4,522	3,385	2,258	1,239	390	-849	-68.5%
INT - SEWER BONDS	4,173	2,400	2,000	1,600	1,200	-400	-25.0%
INT - SEWER BONDS 7/15/99	18,285	15,662	13,164	10,716	8,239	-2,477	-23.1%
INT - SEWER BONDS 12/14/00	500	0	0	255	255	0	0.0%
INT - SEWER BONDS 12/1/01	0	0	0	366	366	0	0.0%
INT - SEWER DRAINAGE 7/08	20,263	18,950	17,419	15,888	14,357	-1,531	-9.6%
INT-WASTEWATER FAC 7/08	5,938	5,563	5,125	4,688	4,250	-438	-9.3%
INT - SEWER 4/09 (rfdg)	1,626	1,320	765	0	0	0	0.0%
INT - SEWER DRAINAGE 7/10	43,575	37,275	31,875	28,163	24,125	-4,038	-14.3%
INT - SEWER DRAINAGE 07/11	15,019	14,456	13,894	13,332	12,769	-563	-4.2%
<b>_ Total _Debt Service</b>	<b>938,116</b>	<b>647,747</b>	<b>616,246</b>	<b>585,354</b>	<b>561,562</b>	<b>-23,792</b>	<b>-4.1%</b>
<b>_ Total _250 SEWER SPECIAL REVENUE FUND</b>	<b>6,419,280</b>	<b>6,367,385</b>	<b>6,401,066</b>	<b>6,028,488</b>	<b>5,671,263</b>	<b>-357,225</b>	<b>-5.9%</b>

## WATER ENTERPRISE FUND (260)

Account and Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY- ADD. EQUIP.	58501	0	141,923	9,334	0	0	0	0.0%
CAPITAL OUTLAY - REPLACE. EQ.	58701	35,592	79,919	193,985	91,000	160,000	69,000	75.8%
<b>_Total_Capital Outlay</b>		<b>35,592</b>	<b>221,842</b>	<b>203,319</b>	<b>91,000</b>	<b>160,000</b>	<b>69,000</b>	<b>75.8%</b>
ELECTRICITY	52211	305,712	333,101	400,903	421,608	428,850	7,242	1.7%
GAS - HEATING	52220	33,364	47,201	41,002	46,100	36,635	-9,465	-20.5%
PROPANE	52225	11,400	8,880	15,303	10,050	14,000	3,950	39.3%
WATER	52301	0	0	0	400	400	0	0.0%
VEHICLE MAINTENANCE	52404	40,463	23,711	23,087	50,000	50,000	0	0.0%
WELL MAINTENANCE CONTRACT	52417	0	20,000	0	20,000	20,000	0	0.0%
PUMP MAINTENANCE	52418	26,218	17,189	14,611	40,000	40,000	0	0.0%
SECURITY SYSTEM MAINTENANCE	52420	904	150	150	2,000	2,000	0	0.0%
SOFTWARE MAINTENANCE	52421	41,940	34,903	20,607	150,178	43,000	-107,178	-71.4%
H.V.A.C. MAINTENANCE	52422	0	0	0	12,208	8,840	-3,368	-27.6%
OTHER CONTRACT MAINTENANCE	52424	5,498	5,884	13,306	23,000	30,000	7,000	30.4%
EQUIPMENT RENTAL	52701	28,704	59,779	-682	15,000	15,000	0	0.0%
BUILDING RENTAL	52705	1,800	1,800	1,800	1,800	1,800	0	0.0%
SLUDGE REMOVAL	52706	116,805	106,080	58,725	70,000	60,000	-10,000	-14.3%
CONTRACT CLEANING	52904	0	0	0	26,800	26,547	-253	-0.9%
EASEMENT MAINTENANCE	52905	2,450	1,238	2,200	5,000	5,000	0	0.0%
WATER MAIN REPAIR CONTRACT	52909	33,966	16,037	16,185	20,500	40,000	19,500	95.1%
METER TESTING CONTRACT	52910	0	3,339	5,596	5,000	8,000	3,000	60.0%
LEAKAGE SURVEY	52911	13,500	13,943	15,690	16,000	16,000	0	0.0%
WATERSHED CONTRACTAUL SERVICES	52912	3,600	4,125	4,300	6,000	5,000	-1,000	-16.7%
HAZARDOUS WASTE REMOVAL	52920	1,700	0	0	2,500	2,500	0	0.0%
WATER CONSERVATION PROGRAM	52933	8,427	3,517	115	20,110	20,110	0	0.0%
CROSS CONNECT SURVEY & TESTING	52934	31,780	32,208	32,544	45,000	40,000	-5,000	-11.1%
CONSULTING SERVICES	53009	103,500	33,474	85,950	100,000	88,000	-12,000	-12.0%
AUDITING SERVICES	53010	3,090	3,510	3,240	3,500	3,600	100	2.9%
LEGAL SERVICES	53011	18,304	9,030	8,799	42,284	31,713	-10,571	-25.0%
BANKING SERVICES	53016	17,305	20,248	20,337	20,516	23,500	2,984	14.5%
TRAINING SERVICES	53019	6,249	15,077	10,981	17,365	13,985	-3,380	-19.5%
TELEPHONE	53401	15,653	22,886	24,617	18,000	20,900	2,900	16.1%
POSTAGE	53402	21,712	22,756	23,967	22,000	25,000	3,000	13.6%
PRINTING (NON-FORMS)	53405	1,626	0	0	0	0	0	0.0%
FITNESS CLUB MEMBERSHIPS	53801	750	750	1,125	300	300	0	0.0%
FEDERALLY REQUIRED TESTING	53804	15,206	20,197	20,234	19,882	29,712	9,830	49.4%
GENERAL OFFICE SUPPLIES	54201	2,103	3,241	2,614	4,500	4,500	0	0.0%
SOFTWARE	54205	0	23,192	29,073	10,500	50,000	39,500	376.2%
FORMS PRINTING	54206	13,200	5,849	10,816	9,000	12,000	3,000	33.3%
COMPUTER HARDWARE, ETC	54208	0	10,678	528	4,000	4,000	0	0.0%
MISC. GROUNDS MAINTENANCE	54613	16,845	29,519	38,853	32,000	32,000	0	0.0%
GASOLINE - UNLEADED	54802	22,492	25,053	19,287	19,500	17,328	-2,172	-11.1%
GASOLINE - DIESEL	54803	20,053	16,701	19,735	21,420	19,045	-2,375	-11.1%
BITUMINOUS CONCRETE	55301	27,028	16,901	31,198	30,000	50,000	20,000	66.7%
GRAVEL	55305	9,259	7,600	12,998	10,000	10,000	0	0.0%
DIST. PIPE AND FITTINGS	55308	35,058	39,376	62,883	45,000	60,000	15,000	33.3%
LAB EQUIPMENT & SUPPLIES	55309	23,332	42,608	38,585	28,000	28,000	0	0.0%
METERS	55310	13,596	32,731	17,352	24,500	24,500	0	0.0%
CHEMICALS - TREATMENT	55312	190,844	257,185	237,304	300,000	250,000	-50,000	-16.7%
CHEMICALS - OTHER	55313	0	864	232	500	500	0	0.0%
GRANULAR ACTIVATED CARBON	55315	239,000	299,000	149,500	298,000	310,000	12,000	4.0%
SAFETY EQUIPMENT	55504	927	1,231	2,238	3,800	4,500	700	18.4%
UNIFORMS	55805	12,825	10,125	14,125	16,613	17,025	412	2.5%
TOOLS AND EQUIPMENT	55814	29,719	49,045	49,479	49,200	49,200	0	0.0%
MISCELLANEOUS SUPPLIES	55820	13,666	3,536	2,890	2,000	3,000	1,000	50.0%
MIDDLETON REFUND	56901	0	300,000	300,000	300,000	300,000	0	0.0%
TAXES - REAL ESTATE	56906	0	94,745	104,513	110,000	110,000	0	0.0%
PERMITS/LICENSES	56911	692	897	2,434	1,500	3,500	2,000	133.3%
DEP SDWA ASSESSMENT	56913	9,818	9,739	9,721	10,000	10,000	0	0.0%
TRAVEL ALLOWANCE	57101	2,375	2,850	2,750	2,700	2,700	0	0.0%
MILEAGE REIMBURSEMENT	57102	2,450	1,845	891	2,200	2,200	0	0.0%
CONFERENCE FEES	57104	589	120	0	500	500	0	0.0%
DUES AND MEMBERSHIPS	57301	659	741	753	3,215	3,202	-13	-0.4%
SUBSCRIPTIONS	57302	89	91	96	80	100	20	25.0%
CASUALTY/LIABILITY INSURANCE	57401	83,040	81,593	96,600	97,000	97,000	0	0.0%
HEALTH & DENTAL COSTS	57505	268,156	191,414	173,042	211,008	193,452	-17,556	-8.3%
LIFE INSURANCE	57509	920	682	567	715	556	-159	-22.2%
MEDICARE/FICA INSURANCE	57511	15,018	14,408	13,052	18,906	13,241	-5,665	-30.0%
PENSION REIMBURSEMENTS	57802	161,282	169,989	173,797	209,157	225,559	16,402	7.8%
SUPPORT SERVICES	57803	413,797	482,396	492,044	492,044	492,044	0	0.0%
PAYMENTS IN LIEU OF TAXES	57804	137,641	120,000	120,000	120,000	120,000	0	0.0%
MISC OTHER CHARGES & EXPENSES	57807	44	0	100	0	0	0	0.0%
LICENSES-CDL,HOISTING,ETC.	57817	60	472	477	600	600	0	0.0%
OUT OF STATE TRAVEL EXPENSES	57901	3,224	3,290	2,322	4,350	3,782	-568	-13.1%
<b>_Total_Operating</b>		<b>2,681,427</b>	<b>3,230,720</b>	<b>3,097,541</b>	<b>3,745,609</b>	<b>3,674,426</b>	<b>-71,183</b>	<b>-1.9%</b>

Account and Description	OBJ	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
TRANSFER TO ENTERPRISE FUNDS	59651	75,000	100,000	100,000	100,000	100,000	0	0.0%
TRANSFER TO UNEMPLOYMENT FUND	59661	23,000	25,000	25,000	25,000	25,000	0	0.0%
TRANSFER TO WORKERS COMP FUND	59665	67,000	67,000	67,000	67,000	67,000	0	0.0%
TRANSFER TO OPEB STABILIZATION	59668	74,840	110,846	110,846	110,846	110,846	0	0.0%
<b>_Total_ Transfers</b>		<b>239,840</b>	<b>302,846</b>	<b>302,846</b>	<b>302,846</b>	<b>302,846</b>	<b>0</b>	<b>0.0%</b>
S&W PERMANENT-FULL TIME	51110	1,023,817	1,066,333	1,049,931	1,364,988	1,456,546	91,558	6.7%
S&W - TEMPORARY POSITIONS	51210	40,124	28,152	31,472	39,810	46,480	6,670	16.8%
OVERTIME	51310	191,581	194,039	278,198	209,634	235,974	26,340	12.6%
FLSA OVERTIME PREMIUM	51350	2,686	2,028	2,934	2,600	4,500	1,900	73.1%
NIGHT DIFFERENTIAL	51405	6,630	10,864	11,073	11,300	12,000	700	6.2%
LONGEVITY	51415	9,600	9,875	9,100	8,575	11,200	2,625	30.6%
OUT OF RANGE	51420	1,622	1,142	2,984	1,450	2,470	1,020	70.3%
MEALS ALLOWANCE	51425	2,960	4,139	5,898	3,500	4,000	500	14.3%
ON CALL - WATER DIVISION	51431	14,840	14,840	15,178	15,500	15,500	0	0.0%
SICK LEAVE INCENTIVE	51907	1,900	1,950	1,250	9,645	8,920	-725	-7.5%
WATER OPERATORS INCENTIVE	51908	17,425	15,075	14,350	0	26,550	26,550	#DIV/0!
TRAFFIC CONTROL	51930	7,595	8,944	16,681	15,370	16,010	640	4.2%
<b>_Total_ Personal Services</b>		<b>1,320,780</b>	<b>1,357,381</b>	<b>1,439,049</b>	<b>1,682,372</b>	<b>1,840,150</b>	<b>157,778</b>	<b>9.4%</b>
GREENSAND FILTRATION 11/03		125,000	134,000	130,000	130,000	125,000	-5,000	-3.8%
WATER BONDS 3/15/05		65,000	70,000	75,000	75,000	70,000	-5,000	-6.7%
WATER 7/1/06		27,500	27,500	27,500	27,500	27,500	0	0.0%
WATER MAINS 07/08		40,000	40,000	40,000	40,000	40,000	0	0.0%
MWPAT		33,089	858,493	876,665	894,958	918,648	23,690	2.6%
WATER TREATMENT PLANT 7/10		85,000	85,000	85,000	85,000	85,000	0	0.0%
WATER TREATMENT PLANT 07/11		40,000	40,000	40,000	40,000	40,000	0	0.0%
STATE HOSP RESERVOIR 07/11		45,000	45,000	35,000	35,000	35,000	0	0.0%
FOLLY HILL RESERVOIR 07/11		70,000	70,000	60,000	60,000	60,000	0	0.0%
WATER TREATMENT PLANT 07/11		55,000	55,000	55,000	55,000	55,000	0	0.0%
WATER MAINS 7/15/96		10,000	10,000	10,000	0	0	0	0.0%
WATER BONDS 7/15/97		5,200	5,100	5,000	5,030	5,030	0	0.0%
WATER BONDS 7/15/99		120,000	121,100	123,100	120,900	115,000	-5,900	-4.9%
INT-GREENSAND FILTRATION 11/03		36,162	26,278	22,700	20,100	17,550	-2,550	-12.7%
INT - WATER BONDS 3/15/05		23,871	18,950	16,200	12,750	11,300	-1,450	-11.4%
INT - WATER BONDS 7/1/06		16,218	15,035	8,532	8,325	6,812	-1,513	-18.2%
INT - WATER MAINS 7/08		22,538	21,038	19,288	17,538	15,788	-1,750	-10.0%
INT - MWPAT		376,219	435,566	416,605	396,736	376,637	-20,099	-5.1%
INT-WATER TREATMENT PLANT 7/10		55,075	52,100	49,550	47,797	45,832	-1,965	-4.1%
INT-WATER TRTMNT PLANT 07/11		25,194	24,194	22,994	21,794	20,594	-1,200	-5.5%
INT-STATE HOSP RES. 07/11		9,325	8,200	7,000	5,950	4,900	-1,050	-17.6%
INT-FOLLY HILL RESER. 07/11		15,700	13,950	12,000	10,200	8,400	-1,800	-17.6%
INT-WATER TRTMNT PLANT 07/11		38,569	37,194	35,544	33,894	32,244	-1,650	-4.9%
INT-WATER MAINS 7/17/96		950	556	188	0	0	0	0.0%
INT-WATER BONDS 7/15/97		691	491	294	99	99	0	0.0%
INT - WATER BONDS 7/15/99		34,178	29,476	24,714	19,957	15,357	-4,600	-23.0%
INTEREST ON TEMPORARY LOANS		0	0	0	0	0	0	0.0%
<b>_Total_ Debt Service</b>		<b>1,375,479</b>	<b>2,244,221</b>	<b>2,197,874</b>	<b>2,163,528</b>	<b>2,131,691</b>	<b>-31,837</b>	<b>-1.5%</b>
<b>_Total_ 260 WATER SPECIAL REVENUE FUND</b>		<b>5,653,118</b>	<b>7,357,010</b>	<b>7,240,629</b>	<b>7,985,355</b>	<b>8,109,113</b>	<b>123,758</b>	<b>1.5%</b>

## **PUBLIC WORKS – Electric & Business Divisions**

### **DIVISION PERSONNEL**

- Electric Division: 32.25 full time employees
- Business Division: 17 full time employees

### **DIVISION DESCRIPTION**

- Electric Division maintains 141 miles of overhead lines and 37 miles of underground lines within a 13.6 mile service area
- Maintains 11 substations
- Maintain approximately 13,000 meters
- Purchases and distributes power and maintains power supply portfolio
- Business Division responsible for electric, water, and sewer billing process, maintaining electric division accounting and financial systems, and maintenance of AMI systems

### **BUDGET COMMENTARY**

There are two new positions in the CY 2016 Electric Division Budget: a Utility Accountant and funding for an IT Network position (TBD once new IT Director is hired).

### **GOALS & HIGHLIGHTS FOR CALENDAR YEAR 2016**

- Upgrade electric, water, and sewer billing systems
- Review power supply contracts to ensure long-term supply from various sources
- Stabilize electric rates
- Continue aggressive capital improvement plan
- Facilitate the 6<sup>th</sup> feeder project

TOWN OF DANVERS  
ELECTRIC DIVISION  
CALENDAR YEAR 2016 BUDGET

SUMMARY OF OPERATING REVENUES AND EXPENSES

	<u>FERC NUMBER</u>	<u>CY14 ACTUAL</u>	<u>CY15 BUDGET</u>	<u>CY15 EXPECTED</u>	<u>CY16 REQUEST</u>
<b><u>SALES (KWH)</u></b>					
ENERGY SALES		308,876,009	319,168,730	309,342,696	318,140,833
STREET LIGHT SALES		1,132,727	1,077,510	1,143,343	1,077,510
<b><u>TOTAL</u></b>		<b><u>310,008,736</u></b>	<b><u>320,246,240</u></b>	<b><u>310,486,039</u></b>	<b><u>319,218,343</u></b>
<b><u>SALES &amp; OTHER INCOME</u></b>					
<b><u>RETAIL ENERGY SALES</u></b>	<b>440-445</b>	<b>43,328,385</b>	<b>45,384,469</b>	<b>43,882,198</b>	<b>43,949,878</b>
RESIDENTIAL SALES (R-1)	440	14,001,459	15,139,925	14,674,735	14,693,795
COMMERCIAL AND INDUSTRIAL SALES	442	27,773,934	28,647,084	27,676,222	27,704,321
MUNICIPAL SALES (M-1, M-2)	444	1,216,608	1,267,093	1,193,757	1,226,522
MUNICIPAL STREET LIGHTING	444	170,127	162,535	173,604	157,407
MISCELLANEOUS SALES	445	166,258	167,833	163,880	167,833
<b><u>OTHER INCOME</u></b>	<b>415-451</b>	<b>7,150,650</b>	<b>3,231,055</b>	<b>2,892,916</b>	<b>1,468,418</b>
REVENUE FROM MERC, JOBBING, & CONTRACT	415	420,904	470,000	485,190	65,000
DIVIDEND INCOME (NE HYDRO)	418	10,084	8,000	8,000	8,000
INTEREST INCOME	419	39,308	40,000	34,655	40,000
MISC NON-OPERATING INCOME	421	5,690,812	852,276	696,853	1,066,278
SMART GRID GRANT REIMBURSEMENT	421	698,020	1,485,112	1,376,735	0
MISC SERVICE REVENUES	451	291,523	375,667	291,483	289,140
<b><u>TOTAL REVENUE</u></b>		<b><u>50,479,036</u></b>	<b><u>48,615,525</u></b>	<b><u>46,775,114</u></b>	<b><u>45,418,296</u></b>
<b><u>EXPENSES</u></b>					
<b><u>POWER SUPPLY</u></b>	<b>555-557</b>	<b>26,594,246</b>	<b>27,711,017</b>	<b>27,096,627</b>	<b>25,042,847</b>
<b><u>TRANSMISSION</u></b>	<b>565</b>	<b>5,314,081</b>	<b>5,998,553</b>	<b>4,818,525</b>	<b>6,443,976</b>
<b><u>DISTRIBUTION OPERATIONS</u></b>	<b>580-589</b>	<b>2,531,298</b>	<b>2,577,221</b>	<b>2,643,030</b>	<b>2,700,509</b>
<b><u>DISTRIBUTION MAINTENANCE</u></b>	<b>590-598</b>	<b>743,138</b>	<b>720,605</b>	<b>767,794</b>	<b>699,149</b>
<b><u>CUSTOMER ACCOUNTS</u></b>	<b>901-909</b>	<b>1,052,777</b>	<b>1,277,967</b>	<b>1,112,616</b>	<b>1,577,967</b>
<b><u>ADMIN. &amp; GENERAL EXPENSE</u></b>	<b>920-935</b>	<b>9,440,193</b>	<b>5,296,472</b>	<b>3,758,408</b>	<b>4,928,302</b>
<b><u>RENTS</u></b>	<b>931</b>	<b>3,895</b>	<b>3,895</b>	<b>0</b>	<b>0</b>
<b><u>DEPRECIATION EXP 3-5% (3% for 2016)</u></b>	<b>403</b>	<b>3,634,842</b>	<b>2,924,648</b>	<b>3,038,322</b>	<b>2,354,225</b>
<b><u>PROPERTY TAXES</u></b>	<b>408</b>	<b>46,773</b>	<b>44,884</b>	<b>30,000</b>	<b>45,000</b>
<b><u>AMMORTIZATION DEBT DISC &amp; EXPENSES</u></b>	<b>428</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>INTEREST EXPENSE</u></b>	<b>427-431</b>	<b>285,501</b>	<b>290,220</b>	<b>291,887</b>	<b>275,000</b>
<b><u>TOTAL EXPENSE</u></b>		<b><u>49,646,743</u></b>	<b><u>46,925,184</u></b>	<b><u>43,557,209</u></b>	<b><u>44,066,974</u></b>
<b><u>NET INCOME FROM OPERATIONS</u></b>		<b><u>832,293</u></b>	<b><u>1,690,341</u></b>	<b><u>3,217,905</u></b>	<b><u>1,351,322</u></b>
<b><u>PILOT</u></b>		<b><u>(809,135)</u></b>	<b><u>(800,616)</u></b>	<b><u>(800,862)</u></b>	<b><u>(798,046)</u></b>
<b><u>PP&amp;FA CHARGE (OVER)/UNDER</u></b>		<b><u>132,055</u></b>	<b><u>(200,000)</u></b>	<b><u>(28,000)</u></b>	<b><u>0</u></b>
<b><u>ADJUSTED NET INCOME</u></b>		<b><u>155,213</u></b>	<b><u>689,725</u></b>	<b><u>2,389,043</u></b>	<b><u>553,276</u></b>

TOWN OF DANVERS  
ELECTRIC DIVISION  
CALENDAR YEAR 2016 BUDGET

SUMMARY OF OPERATING EXPENSES AND CAPITAL IMPROVEMENTS

	<u>FERC NUMBER</u>	<u>CY14 ACTUAL</u>	<u>CY15 BUDGET</u>	<u>CY15 EXPECTED</u>	<u>CY16 REQUEST</u>
<b>OPERATING EXPENSES</b>					
<b>POWER SUPPLY</b>	<b>555-557</b>	<b>26,594,246</b>	<b>27,711,017</b>	<b>27,096,627</b>	<b>25,042,847</b>
PURCHASED POWER	555	26,136,706	27,304,390	26,850,473	24,635,277
SYSTEM CONTROL AND LOAD DISPATCHING	556	316,872	390,566	246,154	312,092
OTHER POWER SUPPLY EXPENSE	557	140,668	16,061	0	95,478
<b>TRANSMISSION</b>	<b>565</b>	<b>5,314,081</b>	<b>5,998,553</b>	<b>4,818,525</b>	<b>6,443,976</b>
<b>DISTRIBUTION OPERATIONS</b>	<b>580-589</b>	<b>2,531,298</b>	<b>2,577,221</b>	<b>2,643,030</b>	<b>2,700,509</b>
SUPERVISION OF DISTRIBUTION	580	1,340,203	1,392,700	1,407,666	1,460,700
LABOR EXPENSE	581	63,465	73,654	63,465	64,734
SUPPLIES AND EXPENSES	582	445,542	454,459	443,228	452,093
OVERHEAD LINE EXPENSES	583	295,731	301,646	375,273	382,779
UNDERGROUND LINE EXPENSES	584	74,276	75,762	60,003	61,203
STREET LIGHTING AND SIGNAL	585	93,698	61,000	72,415	61,000
STREET LIGHTS	585.1	45,036	48,000	39,165	48,000
TRAFFIC SIGNALS	585.2	48,662	13,000	33,249	13,000
METER EXPENSES	586	2,775	3,000	15,497	3,000
CUSTOMER INSTALLATION EXPENSES	587	164,678	160,000	166,863	160,000
MISCELLANEOUS DISTRIBUTION EXPENSES	588	50,930	55,000	38,620	55,000
RENTS	589	0	0	0	0
<b>DISTRIBUTION MAINTENANCE</b>	<b>590-598</b>	<b>743,138</b>	<b>720,605</b>	<b>767,794</b>	<b>699,149</b>
SUPERVISION & ENGINEERING	590	84,759	85,930	67,020	68,360
MAINTENANCE OF STRUCTURES	591	0	0	3,387	3,455
MAINTENANCE OF STATION EQUIPMENT	592	103,186	108,345	88,509	92,934
MAINTENANCE OF OVERHEAD LINES	593	529,961	500,000	594,016	500,000
MAINTENANCE OF UNDERGROUND LINES	594	4,089	4,171	8,292	8,458
MAINTENANCE OF LINE TRANSFORMERS	595	6,485	6,614	1,163	1,186
MAINTENANCE OF STREET LIGHTING	596	12,788	13,044	0	22,256
STREET LIGHTS	596.1	0	788	0	0
TRAFFIC SIGNALS	596.2	12,788	12,256	0	22,256
RECREATION LIGHTS	596.3	0	0	0	0
MAINTENANCE OF METERS	597	1,870	2,500	5,408	2,500
MAINTENANCE OF MISC DISTRIBUTION PLANT	598	0	0	0	0
<b>CUSTOMER ACCOUNTS</b>	<b>901-909</b>	<b>1,052,777</b>	<b>1,277,967</b>	<b>1,112,616</b>	<b>1,577,967</b>
SUPERVISION	901	0	0	0	0
METER READING EXPENSES	902	138,337	218,467	153,375	218,467
BILLING & COLLECTIONS EXPENSES	903	699,174	704,500	732,496	704,500
CLERICAL EXPENSE	903	524,917	534,500	537,432	534,500
DATA PROCESSING	903	56,503	55,000	62,507	55,000
LOCK BOX PAYMENT PROCESSING	903	21,935	20,000	19,910	20,000
POSTAGE	903	95,819	95,000	112,646	95,000
UNCOLLECTIBLE ACCOUNTS	904	104,396	60,000	56,000	60,000
ENERGY CONSERVATION	909	110,870	295,000	170,746	595,000
<b>ADMINISTRATIVE &amp; GENERAL EXPENSE</b>	<b>920-935</b>	<b>9,249,471</b>	<b>5,296,472</b>	<b>3,758,408</b>	<b>4,928,302</b>
ADMIN & GENERAL SALARIES	920	686,800	1,081,153	745,528	945,711
ADMIN & GENERAL SALARIES	920	225,773	595,222	272,977	459,780
SUPPORT SERVICES	920	461,027	485,931	472,551	485,931
OFFICE SUPPLIES & EXPENSES	921	182,636	472,137	435,677	460,316
SUPPLIES & EQUIPMENT	921	71,785	85,000	43,955	85,000
TELEPHONES	921	66,790	60,000	59,357	60,000
WATER	921	0	2,500	0	2,500
COMPUTER HARDWARE	921	44,061	45,000	73,890	45,000
COMPUTER SOFTWARE	921.628	190,721	279,637	258,475	267,816
OUTSIDE SERVICES EMPLOYED	923	261,112	432,214	213,179	503,852
ENGINEERING SERVICES	923	27,065	105,000	33,463	105,000
AUDIT	923	45,585	35,000	26,900	35,000
LEGAL	923	59,442	80,000	77,975	94,257
CONSULTING/GENERAL SERVICES	923	13,359	56,400	12,605	90,000
SAFETY & TRAINING	923	115,662	155,814	62,236	179,595
PROPERTY INSURANCE	924	238,931	204,795	108,705	204,795
EMPLOYEE PENSIONS & BENEFITS	926	7,305,444	2,530,684	1,472,986	2,131,044

EMPLOYEE PENSIONS	926	5,783,305	831,096	798,694	831,096
HEALTH, LIFE INSURANCE, & MEDICARE	926	526,095	528,388	474,747	648,748
WORKMAN'S COMP AND UNEMPLOYMENT	926	211,200	211,200	211,200	211,200
OPEB (AUDIT ADJ FOR ACTUARIAL CHANGE)	926	0	0	(422,834)	0
STORES EXPENSE	929	201,181	207,122	199,658	207,122
MISC GENERAL EXPENSES	930	116,349	115,393	137,034	165,845
CLOTHING ALLOWANCE	930	825	825	16,290	825
SUBSCRIPTIONS	930	1,002	275	307	275
GENERAL DUES/MEMBERSHIPS	930	1,945	1,945	2,771	1,945
MEAM DUES	930	4,630	4,630	5,127	6,500
APPA DUES	930	16,517	16,517	16,446	17,000
NEPPA DUES	930	17,070	17,070	17,415	18,000
IEEE	930	0	1,188	0	1,200
ECNE	930	0	6,500	0	1,800
MISCELLANEOUS	930	74,360	66,443	78,678	3,000
OUT OF STATE TRAVEL	930	0	0	0	0
TOOLS	930	0	0	0	94,300
LAB EQUIPMENT	930	0	0	0	21,000
RENTAL EXPENSE - ADMIN & GENERAL	930	0	0	0	0
TRANSPORTATION	933	79,707	79,703	79,707	60,051
MAINTENANCE EXPENSE	933	1,932	2,000	35,868	2,000
FUEL EXPENSE	933	52,100	55,995	43,839	36,343
GASOLINE	933.3	22,366	24,617	20,371	17,191
DIESEL	933.4	29,734	31,377	23,468	19,152
OTHER	933	25,676	21,709	0	21,709
MAINTENANCE OF GENERAL PLANT	935	177,311	173,271	365,934	249,565
GENERAL MAINTENANCE	935	98,503	97,633	172,969	176,428
SECURITY	935	7,897	6,500	19,244	6,500
CONTRACT CLEANING	935	34,032	26,800	22,179	26,800
RUBBISH REMOVAL	935	7,205	7,349	5,164	5,267
HAZARDOUS WASTE REMOVAL	935	24,921	25,419	137,246	25,000
NATURAL GAS (2 BURROUGHS)	935	4,754	9,570	9,132	9,570
<b>RENTS</b>	<b>931</b>	<b>3,895</b>	<b>3,895</b>	<b>0</b>	<b>0</b>
<b>DEPRECIATION EXP 3-5%</b>	<b>403</b>	<b>3,634,842</b>	<b>2,924,648</b>	<b>3,038,322</b>	<b>2,354,225</b>
<b>PROPERTY TAXES</b>	<b>408</b>	<b>46,773</b>	<b>44,884</b>	<b>30,000</b>	<b>45,000</b>
<b>AMMORTIZATION DEBT DISC &amp; EXPENSES</b>	<b>428</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>INTEREST EXPENSE</b>	<b>427-431</b>	<b>285,501</b>	<b>290,220</b>	<b>291,887</b>	<b>275,000</b>
<b><u>TOTAL OPERATING EXPENSE</u></b>		<b><u>49,456,022</u></b>	<b><u>46,845,481</u></b>	<b><u>43,557,209</u></b>	<b><u>44,066,974</u></b>
<b><u>DISTRIBUTION PLANT</u></b>		<b><u>924,285</u></b>	<b><u>3,001,000</u></b>	<b><u>1,376,811</u></b>	<b><u>3,151,000</u></b>
LAND & LAND RIGHTS	360.0	0	0	0	0
STRUCTURES & IMPROVEMENTS	361.0	0	0	0	0
STATION EQUIPMENT	362.0	47,984	52,000	32,017	55,000
STORAGE BATTERIES	363.0	0	0	0	0
POLES & FIXTURES	364.0	135,184	426,140	129,727	359,060
OVERHEAD CONDUCTORS & DEVICES	365.0	296,953	1,212,860	750,101	1,021,940
UNDERGROUND CONDUIT	366.0	0	0	38,390	0
UNDERGROUND CONDUCTORS & DEVICES	367.0	64,237	0	50,375	0
LINE TRANSFORMERS	368.0	95,526	75,000	147,970	60,000
SERVICES	369.0	27,559	0	63,247	0
METERS	370.0	106,702	0	41,529	0
INSTALLATIONS ON CUSTOMER PREMISES	371.0	118,499	420,000	29,213	90,000
STREET LIGHTS & SIGNALS					
STREET LIGHTING	373.1	3,434	265,000	43,184	215,000
TRAFFIC SIGNALS	373.2	28,207	550,000	51,056	1,000,000
MISCELLANEOUS OTHER					350,000
<b><u>GENERAL PLANT</u></b>		<b><u>2,403,051</u></b>	<b><u>1,782,156</u></b>	<b><u>1,164,860</u></b>	<b><u>1,709,955</u></b>
SMART-GRID DISTRIBUTION AUTOMATION (HARDWARE)	382.0	593,549	0	123,201	0
SMART-GRID DISTRIBUTION AUTOMATION (SOFTWARE)	383.0	26,507	0	169,095	0
STRUCTURES & IMPROVEMENTS	390.0	1,063,418	342,200	176,268	1,100,000
OFFICE FURNITURE & EQUIPMENT	391.0	1,460	0	102,333	0
TOOLS & EQUIPMENT	394.0	0	0	0	0
LABORATORY EQUIPMENT	395.0	0	0	0	0
POWER OPERATED EQUIPMENT	396.0	0	0	34,420	0
COMMUNICATION EQUIPMENT	397.0	448,229	0	211,419	0
MISCELLANEOUS EQUIPMENT	398.0	0	300,000	0	0
OTHER TANGIBLE ASSETS	399.0	71,168	763,656	35,023	0
<b>TRANSPORTATION EQUIPMENT</b>	<b>392.0</b>	<b>198,720</b>	<b>376,300</b>	<b>313,101</b>	<b>609,955</b>

Vehicle - (Unit 28) Bucket Truck	198,720	0	0	0
Vehicle - (Unit 33) Service Truck	0	0	109,990	0
Vehicle - (Unit 42) Mini Bucket	0	0	132,141	0
Vehicle - (Unit 37) SUV	0	0	33,800	0
Vehicle - (Unit 38) Pick-up w/plow	0	41,500	37,170	0
Vehicle - 2-Reel Wire Trailer	0	49,800	0	0
Vehicle - (Unit 39) SUV	0	35,000	0	35,000
Vehicle - (Unit 31A) Digger Truck	0	250,000	0	269,955
Vehicle - (Unit 32) Bucket Truck	0	0	0	230,000
Vehicle - (Unit 41) Astro Van	0	0	0	35,000
Vehicle - (Unit 34) Pick-up w/plow	0	0	0	40,000
<b><u>TOTAL CAPITAL EXPENDITURES</u></b>	<b><u>3,327,337</u></b>	<b><u>4,783,156</u></b>	<b><u>2,541,671</u></b>	<b><u>4,860,955</u></b>
<b><u>TOTAL FERC LINE ITEMS</u></b>	<b><u>52,783,358</u></b>	<b><u>51,628,637</u></b>	<b><u>46,098,879</u></b>	<b><u>48,927,929</u></b>

**DANVERS ELECTRIC DIVISION**

**PLANNED PROGRAM CAPITAL IMPROVEMENTS (dollars in thousands)**

SGIG Water not included in Capital Budget - shown for cost purposes only

Smart Grid Grant \$8.48M  
State of Mass-Reimbursable

PROJECT NAME	CY-2015	CY-2015-EST	CY-2016	CY-2017	CY-2018	CY-2019	CY-2020	NOTES
SMART GRID/Distribution Automation	0	292,295	0	0	0	0	0	Upgrade electric system to a operate as a Smart Grid
SMART GRID/Customer Information Systems	0	29,213	0	0	0	0	0	Upgrade Customer Information Systems to sync with Smart Grid
SMART GRID/AMI (Electric)	0	45,321	0	0	0	0	0	Upgrade Electric Meter System to sync with Smart Grid
SMART-GRID GENERAL (Integ, Comm, Cyber Security, PM)	763,656	246,441	0	0	0	0	0	System Integ, Program mgmt, Cyber Security, Comm
SMART GRID/AMI (Water)	0	0	0	0	0	0	0	Upgrade Water Meter System to sync with Smart Grid
Sub 42 Control House Upgrade	0	0	0	50,000	400,000	400,000	0	New Control House @ STA 42 (Design & Build)
Pond St Sub upgrade	0	0	0	0	0	0	450,000	Upgrade Transformer
Danversport Sub Upgrades	0	0	0	800,000	300,000	0	0	Upgrade Transformers & Switchgear
Hyland Sub Upgrade	0	0	0	0	0	450,000	50,000	Upgrade Transformer
Conant Street Substation Modification/Upgrade	0	0	20,000	0	0	450,000	50,000	Upgrade Transformers & Switchgear
Northland Substation Upgrades	0	0	0	450,000	50,000	0	0	Upgrade Transformer
Hathorne/Ferncroft Substation Decomission	30,000	12,500	0	0	0	0	0	Removal of Transformers & Equipment
5kV Substation Circuit Breaker Upgrade Program	10,000	9,000	0	0	0	0	0	Refurbish 5kV Breakers
6th Feeder - 23kV System Upgrade	700,000	25,000	900,000	338,000	0	0	0	6th feeder - Liberty Tree Mall section slated for 2017
5kV Feeder Hardening Projects (OH/UG)	250,000	146,000	100,000	250,000	250,000	250,000	250,000	Various OH/UG Feeder Upgrades: Essex Aggie, Conant Sub getaways, Lawrence St, Endicott West
STATION 42 Upgrades	0	0	25,000	75,000	75,000	75,000	2,000,000	Upgrade Breakers & Disconnects - 2000amp rating
Cherry Hill Industrial Park - Automation	0	0	20,000	0	0	0	0	Auto Transfer scheme - Reclosers at Cherry Hill Drive
23kV/5kV Cutout/Switch Replacement Program	10,000	10,000	10,000	10,000	10,000	15,000	15,000	Polymer replacements - 500 cutouts- porcelein degradation
23 kV Padmount Switchgear Replacement Program	45,000	0	90,000	45,000	45,000	45,000	45,000	23kv padmount switchgear replacements - Electronics Ave
Transformer Upgrades/Replacements/ TLM Program	75,000	59,216	60,000	60,000	60,000	60,000	60,000	Upgrade Old vintage/overloaded transformers system wide
Relay/Recloser/Fuse Coordination Project (smart Grid)	10,000	9,000	10,000	10,000	10,000	10,000	10,000	Installing New Digital Meters/Relays @ 3-5 kV Subs
ABB Recloser Retrofit	2,000	1,517	0	35,000	35,000	35,000	35,000	Upgrade Recloser Controls
Power Factor Correction	20,000	20,000	0	0	0	0	0	Moved to Smart Grid/DMS Systems / Capacitor Installation/Upgrade
Essex Aggie Construction (Cost factored under 5kV feeder Hardening)	0	109,000	0	0	0	0	0	Extending 23kV & 5kV lines from Hawthorn sub
MGH Partners	44,000	0	44,000	0	0	0	0	Construct new Danvers/PeabodyAuto Transfer Schem
Recreation Lighting	350,000	0	90,000	0	0	0	0	High School field lighting / Plains Park Lighting
Traffic Signal Improvements	550,000	90,000	1,000,000	150,000	900,000	0	0	Poplar-Locust 2015-2016 / Summer- Maple 2017-2018
Town-wide LED Street Light Conversion	220,000	0	200,000	200,000	200,000	0	0	Pilot/LED SL Conversion
Water Rivers Bridge/Lighting Project	45,000	43,000	15,000	0	0	0	0	Upgrade of Water River Bridge lights not covered by Mass HWY
2 Burroughs Street HVAC	205,000	126,000	0	0	0	0	0	HVAC, Office revamp
1 Burroughs Street	137,200	152,601	900,000	0	0	0	0	HVAC replacement
ROW Revital/ Upgrade	100,000	30,000	197,000	205,000	200,000	0	0	Upgrade Bridges so we may continue to access the ROW to maintain overhead Lines
1 Burroughs Street	0	0	200,000	200,000	0	0	0	2016 - Bldg Addition External Storage \$175k; Upgrade Phone System \$25k / 2017 - Bldg internal Revamp; Handicapp Ramp - Reconstruction
2 Burroughs Street	0	0	0	25,000	0	0	0	Front steps - rebuild, Fire Alarm System
Doty Ave Water/Sewer Generator Project	70,000	0	0	0	0	0	0	SESD Requirement Est - Initial Early Est. 380K
Mass HWY-Liberty St Reconstruction	410,000	317,000	20,000	0	0	0	0	OH Line relocation to due to Reconstruction of Bridge
Mass HWY-Water Rivers Bridge Reconstruction	60,000	71,500	0	0	0	0	0	OH Line relocation due to Reconstruction of bridge
Rolling Stock	376,300	313,101	609,955	0	285,000	355,000	40,000	Transportation Equipment
Other Distribution Plant (FERC 360 - 373)	300,000	349,546	350,000	350,000	350,000	350,000	350,000	New Business Installations/Asset Replacement(Poles, Transformer, etc)
Other General Plant (FERC 382-399)	0	34,420	0	0	0	0	0	Facility & Equipment Upgrades
<b>TOTAL</b>	<b>4,783,156</b>	<b>2,541,671</b>	<b>4,860,955</b>	<b>3,253,000</b>	<b>3,170,000</b>	<b>2,495,000</b>	<b>3,355,000</b>	

## **PLANNING & HUMAN SERVICES – PLANNING DIVISION**

### **DIVISION PERSONNEL**

- Director of Planning & Human Services (1)
- Assistant Director (1)
- Senior Planner (1)
- Staff Planner (1)
- Administrative Support Staff (1.5)
- Seasonal Open Space Interns

### **DIVISION DESCRIPTION**

- Support four regulatory boards – Planning, Conservation, Preservation and Historic District Commission, which are responsible for project permitting under the Wetlands Protection Act and local By-law, Municipal Planning and Subdivision, Demolition Delay, Historic District Zoning, and the Zoning Act
- Assists the Planning Board in land use planning initiatives, zoning research and analysis, and monitoring project development
- Provides seasonal staffing to maintain and improve Town open spaces.
- Processes customer inquiries and provides guidance as necessary

### **BUDGET COMMENTARY**

The Capital Outlay request includes the purchase of an enclosed utility trailer for open space management and 50% of the cost of a large printer/color scanner to be shared with the Code Division for printing of research and presentation materials, posters, graphics, maps, and digitizing documents. Additional funding in the Consulting line item is intended for a MAPC Grant match, to fund the scope of zoning efforts in the downtown zoning districts.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

The overall goal of the Department is to support the Danvers community in ways that continue: to provide healthy, safe places to live and work; recreation and cultural opportunities for all ages; social and economic diversity; quality housing with affordable choices; preservation of our environmental and historic assets; and a choice of transportation modes.

Priorities include: Zoning studies for revisions in the downtown Industrial-1 District remain the primary focus for the Planning Board specific to the Hobart/Maple Street area, High Street Industrial-1 corridor and C-1 and C-1A downtown districts; Mass. Area Planning Commission's (MAPC) report "Danvers Maple Street I-1 District Action Plan" and "Danvers Downtown Parking Study" completed in 2015 has provided the platform for exploring an Overlay District, 40R application, density, affordable housing, parking and design guidelines. It's anticipated that additional MAPC funds and grants will benefit this work in progress. Other initiatives include: Swamp Walk repairs, Dog Park construction, and Rail Trail maintenance.

Provide staff support to the Community Preservation Committee (CPA) in researching its overall benefit as a resource for recreation/open space, historic preservation and housing, and work with Lebel's Grove Land Use Planning Committee to develop an open space management plan to advance the open space and conservation opportunities at this 21-acre parcel located along the Ipswich River.

## PLANNING AND HUMAN SERVICES – Health and Veterans’ Affairs

### **DIVISION PERSONNEL**

- Director of Health and Veteran Affairs
- Environmental Public Health Inspector
- Public Health Nurse P/T shared with Senior & Social Services
- Animal Care Specialist P/T
- Social Services Outreach Coordinator (shared with Senior & Social Services Division)

### **DIVISION DESCRIPTION**

The Health and Veterans’ Affairs Division protects public health, promotes wellness, and provides a team approach to a broad scope of veterans services.

- **Environmental Public Health:** Inspect and permit food establishments, public swimming pools, tanning salons, motels, mobile home parks, septage haulers, funeral directors; Respond to nuisance complaints and act to assure compliance; Conduct weekly testing of the waters at Sandy Beach during bathing season; Manage pest elimination activities in all public buildings including schools/grounds; Provide 24/7 emergency response services if necessary; Educate target groups on matters of public and environmental health through partnerships with other Departments and Community outreach.
- **Public Health Services:** Obtain and oversee adult vaccination services for residents; Provide weekly wellness clinics for all residents at the Senior Center; Conduct investigations and management of all communicable diseases; Work closely with school nurses; Provide outreach through the schools, media, recreation programs and other community-based organizations on public health issues; Provide supportive services to Adult Social Day Program.
- **Animal Health Services:** Investigate all exposures to suspected rabid animals; Investigate complaints of unsanitary conditions caused by animals; Conduct an annual livestock census; Act as liaison to Strays-in-Need; Assist in educating pet owners; Enforce the Danvers Leash Law and other applicable State Laws as necessary.
- **Veterans’ Services:** Through a team approach, provide a broad scope of Federal and State benefits services to all veterans in Town; coordinate ceremonial and gravesite honors; assure that all flags are properly flown at all times, in accordance with applicable law and Town policy.

### **BUDGET COMMENTARY**

The most notable change in the FY 2017 Veterans budget is the relocation of the Veterans Aid line-item (57815) from Planning & Human Services to Employee Benefits.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

Retain a high level of compliance with all Mass. DPH mandates applicable to environmental public health (permitting, inspecting and abating nuisances). Completed Veterans’ Aid line item 57815 improvement project. Completed the Veterans’ Service Officer required trainings and passed the certification exam. Retain the professional credentials of the director (registered sanitarian), the environmental health inspector (certified environmental health technician) the public health nurse (registered nurse) and the animal care specialist (animal control officer). Improve skills for Full Circle Software, MAVEN (epidemiology network), VSMIS (veterans services). Continue to explore innovative and cost effective service-delivery measures through a team approach among the Department staff especially as they pertain to the Town’s animal control and animal care program.

## **PLANNING AND HUMAN SERVICES – Recreation Division**

### **DIVISION PERSONNEL**

- Recreation Director
- Assistant Recreation Director
- Director of Natural Resources
- Secretary
- Recreation Support Staff
- Ranger Supervisor
- Park Rangers
- Deputy Harbormaster
- After School Program Director
- Assistant After School Director
- Site Coordinators
- Various part time seasonal and temporary staff

### **DIVISION DESCRIPTION**

- Plans, organizes and implements year round recreational programs and services for all Danvers residents
- Oversees the operations of the Danvers Waterfront, Endicott Park, and licensed After School Childcare programming (Fun Club)

### **BUDGET COMMENTARY**

No changes in staffing or significant budget request increases. Budget includes a capital request to replace “Dock C” at Crane River Marina.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

- Maintain current level of programs and services
- Provide a free summer playground program for 13 locations
- Provide the “Project Sunshine Program” (6<sup>th</sup> year) through grants and donations
- Permit and schedule all Town ballfields in a fair and equitable manner; work with Town leagues and organizations to assist them in their efforts
- Provide park services at Endicott Park to over 160,000 visitors annually
- Oversee all waterfront activities, operations, and permitting to more than 800 boats
- Work closely with the Recreation Committee, River Committee and Cultural Council
- Increase Division revenue
- Complete the construction and opening of the “Danvers Dog Park”

## PLANNING & HUMAN SERVICES – Senior & Social Services

### **DIVISION PERSONNEL**

- Director of Senior & Social Services
- Administrative Assistant/Transportation Coordinator
- Volunteer/Nutrition Coordinator
- Program Coordinator
- Support Receptionist
- Social Services Outreach Coordinator shared with Health and Veterans Division
- Adult Supportive Day Program Coordinator , R.N. shared with Health and Veterans' Division
- Activity Coordinator, Program Assistants
- Van Drivers, Meals on Wheels Delivery staff and Kitchen Assistant

### **DIVISION DESCRIPTION**

- **Nutrition:** Offers daily on site meals, Monday through Friday and Friday Café. Delivery of meals to homebound, frail and at risk elders
- **Transportation:** Services Danvers elders and / or those disabled under 60 with the fixed route Schedule, individual medical appointments (local and Boston area) and Adult Day Health Programs
- **Social Services:** Referrals provided to Danvers residents of all ages. Assistance to seniors and families with SNAP, fuel assistance, housing, health insurance, counseling and emergency financial assistance from Danvers Community Council and other Human Service agencies
- **Volunteers:** Encouragement for elders and others including students to participate not only at The Senior Center but also in the community at large
- **Adult Supportive Day Program:** Offers a supervised, supportive environment to seniors who benefit from individualized attention and /or caregivers who benefit from respite with “peace of mind”
- **Education/Social/Recreational:** Programs are offered to seniors who can pursue new interests and develop skills through a variety of opportunities

### **BUDGET COMMENTARY**

Sixty percent of the Senior and Social Service Division budget is funded through State and Federal grants, Transportation and Program Revolving Accounts, and assistance from the Friends of the Danvers Council on Aging. The remaining 40% is supported by Town budget appropriations.

### **GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017**

The Danvers Council on Aging is a three-time Nationally Accredited Senior Center, having held this distinction since 2008. Focus will continue to be on the successful implementation of the Adult Supportive Day Program operating at full capacity, with a daily census of 12 participants. Since the program's inception in October 2013, 49 unduplicated individuals have received a total of 3,422 days of program service. The program continues to be fully self-supporting and revenue generating.

## PLANNING & HUMAN SERVICES

Account and Description	Org	2013	2014	2015	2016	2017	FY16-17	
		Actual	Actual	Actual	Budget	Proposed Bud	Change (\$)	Change (%)
CAPITAL OUTLAY- ADD. EQUIP.	58501	9,582	30,606	35,840	49,728	41,470	(8,258)	-16.6%
<b>_Total_Capital Outlay</b>		<b>9,582</b>	<b>30,606</b>	<b>35,840</b>	<b>49,728</b>	<b>41,470</b>	<b>(8,258)</b>	<b>-16.6%</b>
ELECTRICITY	52211	1,545	2,859	2,969	4,300	4,300	-	0.0%
OFFICE EQUIPMENT MAINTENANCE	52401	529	1,694	380	1,500	1,500	-	0.0%
VEHICLE MAINTENANCE	52404	1,165	2,320	1,264	2,000	2,000	-	0.0%
SOFTWARE MAINTENANCE	52421	9,303	9,324	8,777	9,800	9,800	-	0.0%
ENDICOTT PARK SUPERVISION	52919	51,315	25,683	0	0	0	-	0.0%
MEDICAL EXAMS (EMPLOYEE)	53003	0	55	85	200	200	-	0.0%
CONSULTING SERVICES	53009	0	1,200	3,500	20,000	15,000	(5,000)	-25.0%
ENGINEERING CONSULTANTS	53013	6,105	6,949	4,195	0	8,500	8,500	100.0%
TRANSCRIBING SERVICES	53015	0	0	0	300	150	(150)	-50.0%
TRAINING SERVICES	53019	780	1,453	1,535	3,380	5,380	2,000	59.2%
SENIOR HEALTH SERVICES	53022	0	0	22	750	750	-	0.0%
PUBLIC HEALTH SERVICES	53023	6,769	7,709	19,613	20,000	20,000	-	0.0%
YOUTH HEALTH SERVICES	53024	1,000	2,750	1,092	3,000	3,000	-	0.0%
ENVIRONMENTAL HEALTH ENFORCE.	53025	13,994	6,387	1,901	7,000	10,000	3,000	42.9%
COMMUNITY HEALTH EDUCATION	53026	415	371	0	1,500	1,500	-	0.0%
COMMUNITY SERVICE ORGANIZATION	53028	5,000	5,000	5,000	5,000	5,000	-	0.0%
TELEPHONE	53401	3,149	4,371	2,832	3,990	3,990	-	0.0%
ADVERTISING	53404	581	344	930	500	500	-	0.0%
FITNESS CLUB MEMBERSHIPS	53801	250	250	0	1,000	500	(500)	-50.0%
ANIMAL CONTROL	53806	34,937	19,468	22,297	21,018	21,018	-	0.0%
PEST CONTROL	53811	13,175	32,866	14,610	33,000	40,000	7,000	21.2%
GENERAL OFFICE SUPPLIES	54201	11,757	10,879	11,060	11,000	11,000	-	0.0%
FORMS PRINTING	54206	1,205	4,236	4,310	6,500	6,500	-	0.0%
LUMBER AND HARDWARE	54301	926	1,577	1,831	2,000	4,100	2,100	105.0%
GASOLINE - UNLEADED	54802	22,161	25,695	25,841	17,536	21,046	3,510	20.0%
UNIFORMS	55805	1,600	1,600	1,790	1,800	1,800	-	0.0%
PHOTOGRAPHY SUPPLIES	55806	240	0	0	200	0	(200)	-100.0%
TOOLS AND EQUIPMENT	55814	1,222	284	3,501	6,000	14,380	8,380	139.7%
FIELD HOUSE SUPPLIES	55815	0	0	934	600	600	-	0.0%
VETERAN'S CEREMONIES	55816	5,957	5,898	5,824	6,000	6,000	-	0.0%
RECREATION - PROGRAM EXPENSES	55817	29,323	22,909	24,060	24,018	24,018	-	0.0%
RECREATION - HARBOR EXPENSES	55818	10,835	11,384	11,373	11,500	11,500	-	0.0%
MISCELLANEOUS SUPPLIES	55820	99	14	0	250	0	(250)	-100.0%
HISTORIC DISTRICT COMMISSION	55828	400	67	334	400	400	-	0.0%
PRESERVATION COMMISSION	55829	1,319	1,012	395	1,200	1,200	-	0.0%
MILEAGE REIMBURSEMENT	57102	11,354	9,292	11,128	10,850	11,050	200	1.8%
CONFERENCE FEES	57104	4,376	6,260	6,380	6,030	7,600	1,570	26.0%
PARKING, TOLLS, ETC.	57107	377	291	365	100	100	-	0.0%
DUES AND MEMBERSHIPS	57301	5,742	5,207	6,690	7,070	7,741	671	9.5%
SUBSCRIPTIONS	57302	185	185	238	453	253	(200)	-44.2%
TUITION REIMBURSEMENT	57801	1,000	3,000	1,500	10,100	3,900	(6,200)	-61.4%
MISC OTHER CHARGES & EXPENSES	57807	174	225	119	300	300	-	0.0%
VETERANS BENEFITS	57815	40,713	95,743	112,062	120,000	0	(120,000)	-100.0%
		<b>300,977</b>	<b>336,811</b>	<b>320,737</b>	<b>382,145</b>	<b>286,576</b>	<b>(95,569)</b>	<b>-25.0%</b>
S&W PERMANENT-FULL TIME	51110	791,567	854,911	967,796	1,024,013	1,065,543	41,530	4.1%
S&W PERMANENT - PART TIME	51120	194,929	171,486	95,140	139,644	127,324	(12,320)	-8.8%
S&W - TEMPORARY POSITIONS	51210	148,689	142,456	172,961	221,992	222,331	339	0.2%
OVERTIME	51310	9,896	11,799	8,835	7,489	7,569	80	1.1%
OVERTIME - UNSCHEDULED	51320	1,188	692	0	2,221	2,265	44	2.0%
LONGEVITY	51415	6,100	6,500	5,650	4,552	5,688	1,136	25.0%
SICK LEAVE INCENTIVE	51907	5,524	5,349	4,494	5,612	5,376	(236)	-4.2%
CLEANING ALLOWANCES	51925	125	125	125	0	0	-	0.0%
PRIOR YEAR - SALARIES & WAGES	51999	0	0	669	0	0	-	0.0%
TRAVEL ALLOWANCE	57101	2,600	2,365	3,600	3,600	3,600	-	0.0%
		<b>1,160,618</b>	<b>1,195,683</b>	<b>1,259,270</b>	<b>1,409,123</b>	<b>1,439,696</b>	<b>30,573</b>	<b>0</b>
<b>_Total_100 GENERAL FUND</b>		<b>1,471,177</b>	<b>1,563,100</b>	<b>1,615,847</b>	<b>1,840,996</b>	<b>1,767,742</b>	<b>(73,254)</b>	<b>-4.0%</b>
<b>Grand Total - PLANNING &amp; HUMAN SERVICES</b>		<b>1,471,177</b>	<b>1,563,100</b>	<b>1,615,847</b>	<b>1,840,996</b>	<b>1,767,742</b>	<b>(73,254)</b>	<b>-4.0%</b>

## PEABODY INSTITUTE LIBRARY

### DEPARTMENT PERSONNEL

Library Director	Reference Librarian	Archival Assistant (1)
Assistant Director	Information Technology Coordinator	Senior Pages (4)
Department Heads (5)	Youth Services Librarian	Pages (3)
Assistant Department Heads (4)	Assistant Librarians (12)	Bookkeeper

### DEPARTMENT DESCRIPTION

The Peabody Institute Library of Danvers is a center of life-long learning for everyone in the community. Its objective is to be a multi-purpose organization that serves the whole person for the public good. To achieve this goal, the library:

- Provides residents access to a rich, varied collection of print, multimedia and electronic resources.
- Administers informational and recreational programs for public participation and enrichment.
- Facilitates resource sharing with neighboring cities and towns through automated network and co-operative arrangements.
- Maintains open hours and provide remote means which will allow substantial and convenient access to the Library and its collections, while maintaining a professional and dedicated staff.
- Maintains an archival center which collects and preserves all types of paper material relating to the history and development of Danvers and Essex County.
- Collects and disseminates information about local programs and services.
- Supports the Town's schools in their educational missions.

### BUDGET COMMENTARY

The Library's FY 2017 operating budget will provide sufficient funding to allow it to achieve its goals. The Board will also allocate \$47,500 from the Peabody Trust and State Aid account to supplement the requested municipal operating budget for purchasing materials (books, CDs, DVDs, databases, etc.). Trust Funds are the sole source of funding for programming, programming supplies and other uses. Staff and the Board will continue to work closely with the Friends of the Peabody Library, who provide indispensable support by funding museum/attraction passes and providing other material and volunteer support at fundraisers and events. The George Peabody Society, the Library's 501(c) (3) public charity, continues to be a valuable source of capital funds for furnishings and minor building improvements.

### GOALS & HIGHLIGHTS FOR FISCAL YEAR 2017

- Develop, maintain and make available the proper mix of services to the community, including, but not limited to, adding additional study spaces, collaborative work areas, developing services aimed at middle school-age patrons, expanding our events/programs to serve a wider variety of age groups and interests; investigate creation of a mobile classroom of 4-8 computing devices and portable storage for instructional use throughout the Library and, possibly, at off-site locations; reorganizing collections on our main floor for improved space utilization and patron convenience.
- Develop and maintain Library collections across a mix of print, multimedia and electronic resources that meet the needs of the community. Expanding our high-demand DVD and music CD collections will be one major focus of our efforts here. Seek funding that allows the Library to provide needed services/collections and retain eligibility for State certification IAW Chapter 78, MGLA and (605) CMR. Train, maintain and cultivate a staff which meets or exceeds the needs of our community.

## PEABODY INSTITUTE LIBRARY

<u>Description</u>	<u>OBJ</u>	2013	2014	2015	2016	2017	FY16-17	
		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed Bud</u>	<u>Change (\$)</u>	<u>Change (%)</u>
OFFICE EQUIPMENT MAINTENANCE	52401	6,937	7,998	8,399	8,785	9,004	219	2.5%
DOCUMENT RESTORATION	53001	1,000	929	1,000	0	0	0	0.0%
TELEPHONE	53401	2,089	2,332	2,210	2,500	2,000	-500	-20.0%
POSTAGE	53402	2,970	1,355	1,575	2,000	1,800	-200	-10.0%
LIBRARY - NOBLE	53406	46,478	44,306	42,627	40,948	41,402	454	1.1%
GENERAL OFFICE SUPPLIES	54201	7,295	8,467	8,658	8,905	9,128	223	2.5%
AUDIO VISUAL MATERIAL	54209	12,200	13,242	13,055	14,586	15,315	729	5.0%
LIBRARY BOOKS	55801	133,054	142,913	141,463	157,447	165,319	7,872	5.0%
PERIODICALS	55827	12,104	12,724	13,059	14,220	14,931	711	5.0%
<b>_Total_Operating</b>		<b>224,127</b>	<b>234,266</b>	<b>232,046</b>	<b>249,391</b>	<b>258,899</b>	<b>9,508</b>	<b>3.8%</b>
S&W PERMANENT - FULL TIME	51110	600,951	698,265	679,673	707,857	747,632	39,775	5.6%
S&W PERMANENT - PART TIME	51120	120,522	76,118	104,147	136,109	82,750	-53,359	-39.2%
S&W - TEMPORARY POSITIONS	51210	229,238	196,249	218,275	221,085	222,685	1,600	0.7%
LONGEVITY	51415	11,600	11,300	11,400	11,500	10,000	-1,500	-13.0%
SICK LEAVE INCENTIVE	51907	4,150	3,865	3,486	3,393	8,350	4,957	146.1%
<b>_Total_Personal Services</b>		<b>966,461</b>	<b>985,797</b>	<b>1,016,981</b>	<b>1,079,944</b>	<b>1,071,417</b>	<b>-8,527</b>	<b>-0.8%</b>
<b>_Total_6110 PEABODY INSTITUTE LIBRARY</b>		<b>1,190,588</b>	<b>1,220,063</b>	<b>1,249,027</b>	<b>1,329,335</b>	<b>1,330,316</b>	<b>981</b>	<b>0.1%</b>

## DEBT SERVICE

### **OVERVIEW**

The use of long-term debt is an effective way to finance major infrastructure and equipment needs. Properly managed debt can help maintain a solid credit rating, enhance flexibility in current and future operating budgets, and provide the Town with long-term assets that maintain or improve the quality of life of Danvers residents.

Conversely, long-term debt establishes a fixed obligation for many years, impacting not only current residents, but also future residents. Accumulation of these fixed obligations can put a burden on the Town's ability to pay future operating costs or debt service. It is, therefore, vital that the Town put great care into the planning and use of long-term borrowing.

The Town adopted a Debt Policy on March 3, 2016. The purpose of this policy is to formalize the guidelines governing the use of long-term debt and to demonstrate the Town of Danvers' commitment to full and timely repayment of all debt issued.

To view the Debt Policy, and other financial policies of the Town, please visit our website at: <http://www.danvers.govoffice.com/> and select the "Bylaws & Regulations" banner.

**DEBT SERVICE (GENERAL FUND)**

Maturing Debt and Interest	Amount Issued	Issue Date	Maturity Date	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Budget	FY17		
								Principal	Interest	Budget
Smith School HVAC	1,033,000	Nov. 2003	FY2020	77,421	75,758	76,900	70,550	65,000	4,250	69,250
HS/MS HVAC (rfdg)	300,800	Nov. 2003	FY2022	18,696	18,471	17,250	16,950	15,000	1,650	16,650
School Remodeling	1,057,000	March 2005	FY2022	77,515	75,620	76,150	73,050	65,000	6,750	71,750
Middle School	11,251,000	July 2006	FY2026	925,945	901,005	761,887	758,275	580,000	146,273	726,273
Middle School	1,937,841	July 2008	FY2026	185,106	180,606	175,356	170,106	120,000	44,857	164,857
School Roof	528,000	July 2008	FY2026	52,419	51,106	44,700	43,387	30,000	12,075	42,075
Great Oak Roof	626,074	July 2014	FY2035	29,335	27,950	27,500	44,847	25,000	18,675	43,675
School Planning	5,448,000	July 1996	FY2037	151,619	142,791	101,875	150,000	155,000	186,022	341,022
School Construction	4,799,270	July 1997	FY2018	290,596	276,512	262,508	253,561	220,000	8,191	228,191
School Construction	6,355,000	July 1997	FY2018	-	-	-	349,890	310,000	11,730	321,730
School Remodeling	2,213,000	July 1999	FY2018	146,735	141,271	135,341	129,355	120,000	2,535	122,535
Thorpe Athletic Fields	280,000	July 2010	FY2024	33,813	32,938	32,188	31,672	25,000	6,094	31,094
Thorpe School Roof	637,000	July 2010	FY2028	60,881	59,481	58,281	57,456	40,000	16,532	56,532
DHS Remodeling	4,600,000	July 2014	FY2035	-	-	72,925	309,275	180,000	130,725	310,725
HS Remodeling	23,525,000	July 2011	FY2037	1,900,339	1,899,965	1,901,459	1,752,464	670,000	891,963	1,561,963
Fire Pumper	311,172	July 2014	FY2017	-	-	3,336	160,834	155,000	1,550	156,550
Dredging	615,320	July 2008	FY2023	64,169	62,481	60,513	58,543	45,000	11,575	56,575
Land Acquisition (Liberty St)	566,000	Nov. 2003	FY2022	37,389	36,335	34,500	33,900	30,000	3,300	33,300
Landfill Gas Extract.	1,981,344	July 2014	FY2035	-	-	-	134,132	80,000	56,225	136,225
Library Remodel	1,334,000	Dec. 2001	FY2020	84,607	83,350	76,900	75,500	70,000	4,100	74,100
Land Acquisition	1,223,869	July 2014	FY2035	-	-	19,355	84,483	50,000	34,625	84,625
Land Acquisition (Choate)	1,319,000	Dec. 2001	FY2020	90,878	88,090	82,550	76,100	70,000	4,700	74,700
Town Hall	5,845,100	June 2009	FY2029	479,700	473,600	466,738	459,112	305,000	145,725	450,725
Landfill Closure	1,798,000	July 2010	FY2031	156,050	152,725	149,875	143,168	90,000	50,889	140,889
Debt Retired Prior to FY2017				711,179	592,829	543,405	91,147	-	-	-
Cost of Bonds				81,937	28,261	81,137	75,000	-	75,000	75,000
Interest of Temp. Loans				13,496	53,624	117,443	9,250	-	248,611	248,611
<b>Total Debt Service (General Fund)</b>				<b>5,669,825</b>	<b>5,454,769</b>	<b>5,380,072</b>	<b>5,612,007</b>	<b>3,515,000</b>	<b>2,124,622</b>	<b>5,639,623</b>

## Fiscal Year 2017 Insurance Costs

	Health, Life and Dental Insurance (\$)	Worker's Compensation (\$)	Casualty and Liability (\$)	Medicare and Social Security (\$)	Unemployment (\$)	Total by Department (\$)
<b>Tax Supported *</b>	10,434,255	350,000	348,000	697,621	50,000	<b>11,879,876</b>
<b>Water</b>	194,008	67,000	97,000	13,241	25,000	<b>396,249</b>
<b>Sewer</b>	70,077	-	-	2,391	200	<b>72,668</b>
<b>Electric</b>	601,573	120,000	204,795	47,175	91,200	<b>1,064,743</b>
<b>Total by Type Insurance</b>	<b>11,299,913</b>	<b>537,000</b>	<b>649,795</b>	<b>760,428</b>	<b>166,400</b>	<b>13,413,536</b>

*\* Figure in Employee Benefits budget of \$12,079,876 includes \$200,000 for Veterans' Benefits*

**NOTES:**

The costs associated with the tax supported share of the Town's health, dental and life insurance, worker's compensation, Medicare match, casualty and liability insurance and unemployment contributions are appropriated in the Employee Benefits and Insurance budget. The utility divisions of Public Works include costs in the Water, Sewer and Electric budgets.

The Town pays 70% of employee health care and 50% of dental premiums and of basic life insurance premiums. Worker's Compensation and Unemployment are self-insured programs. All employees hired after April 1986 are required by Federal Law to pay, and the Town to match, 1.45% of salary to Medicare. The Town does not have a Social Security match, since employees are not eligible, through their work with the Town, for Social Security benefits. Casualty and Liability Insurance is funded through a combination of self insurance and premium based programs.

## EMPLOYEE BENEFITS

<u>Description</u>	<u>OBJ</u>	2013	2014	2015	2016	2017	FY16-17	
		<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Proposed Bud</u>	<u>Change (\$)</u>	<u>Change (%)</u>
CASUALTY/LIABILITY INSURANCE	57401	108,573	216,403	229,832	263,000	348,000	85,000	32.3%
EMPLOYEE INSURANCE	57403	9,873,025	9,544,186	9,895,580	10,388,802	10,288,802	-100,000	-1.0%
LIFE INSURANCE	57509	29,919	34,528	34,793	41,453	41,453	0	0.0%
MEDICARE/FICA INSURANCE	57511	547,473	647,866	669,754	682,621	697,621	15,000	2.2%
MEDICARE SURCHARGE PREMIUM	57512	125,674	103,485	110,348	104,000	104,000	0	0.0%
HOSPITAL ADMISSION DEDUCTABLE	57602	18,500	16,550	18,210	0	0	0	0.0%
VETERANS BENEFITS *	57815	0	0	0	0	200,000	200,000	100.0%
TRANSFER TO UNEMPLOYMENT FUND	59661	50,000	50,000	50,000	50,000	50,000	0	0.0%
TRANSFER TO WORKERS COMP FUND	59665	0	250,000	250,000	250,000	350,000	100,000	40.0%
<b><u>Total_Operating</u></b>		<b>10,753,164</b>	<b>10,863,018</b>	<b>11,258,517</b>	<b>11,779,876</b>	<b>12,079,876</b>	<b>300,000</b>	<b>2.5%</b>
<b><u>Total_9100 EMPLOYEE BENEFITS</u></b>		<b>10,753,164</b>	<b>10,863,018</b>	<b>11,258,517</b>	<b>11,779,876</b>	<b>12,079,876</b>	<b>300,000</b>	<b>2.5%</b>

\* Veterans Benefits budget and expenditure history from FY2013 to FY2016 can be on page 49.

# **SUPPLEMENTAL INFORMATION**

## **TOWN OF DANVERS FISCAL YEAR 2017 BUDGET POLICY**

### **MISSION**

To provide services, at the level desired by citizens and taxpayers, that ensure the health, safety, education, welfare, and quality of life of the community.

### **LONG-TERM GOALS**

1. Strive to be a customer-driven organization committed to superior customer service.
2. Provide high quality and affordable education, recreation, and cultural services and programs, for residents of all ages, in a caring and supportive learning environment with rigorous staff and faculty standards, sufficient resources, and well maintained facilities.
3. Maintain and enhance community infrastructure, capital equipment, and public facilities through long-range capital planning and the prioritizing of projects, all within allowable fiscal constraints.
4. Ensure long-term fiscal stability through professional management, appropriate policies, and implementation of plans and strategies aimed to maintain a stable tax base, control costs, maintain adequate reserves, and strengthen the Town's financial position.
5. Provide continuity in planning and development and cost-effective public safety services to create a safe, secure, and pleasing environment where people can live, work, and play in harmony with their surroundings.

### **SHORT-TERM STRATEGIES**

- **Coordinate: Town, Schools & Library** – Collaborate with the School Department, School Committee, Library, and Library Trustees to develop plans to (a) effectively manage budgets controlled by those independently-elected bodies and those cost drivers that affect the entire organization, (b) identify and mitigate increased costs associated with contractual obligations and state mandates, and (c) plan for high priority capital projects, e.g. Dispatch Center, Smith School, etc. Deliver responsive and responsible budgets to the Finance Committee and Town Meeting.
- **Balance Competing Needs** – Provide affordable, quality services in education, library, public safety, public works, planning, and health and human services without allowing any one service area to utilize a disproportionate amount of available resources. Continue to monitor and review all expenses associated with Town government to affirm that the most cost-efficient and effective systems are in place. Match recurring costs with recurring revenues.
- **Personnel** – Develop innovative approaches to controlling future personnel costs in the operating budget, including employee compensation, benefits, and pension / retiree healthcare costs. Recognize the need to maintain an equitable approach to compensation for non-union and unionized employees.

## TOWN OF DANVERS FISCAL YEAR 2017 BUDGET POLICY

November 17, 2015

Page 2

- **Reserves & Debt** – Maintain the Town’s reserve accounts *within fiscally prudent parameters* [insert Reserves Policy language here, once adopted]. Continue to fund and use the School Stabilization Account to offset school related debt costs. Manage debt within established policy parameters to help maintain capital programs without requiring Prop 2½ debt exclusions.
- **Capital Improvement Program** – Develop and maintain a comprehensive, five-year Capital Improvement Program (CIP). Give special consideration to the long-term impacts that capital projects may have on the operating budget or future CIP needs.
- **Revenue** – Revenue diversification should be explored and expanded, including the creative use of PILOTs, to broaden the revenue base, to strengthen the Town’s tax levy capacity, and to mitigate anticipated and/or unforeseen reductions in anticipated revenue sources. Work with State/Federal representatives and municipal organizations to protect and enhance Local Aid. Where possible, offer property tax abatement programs within fiscally responsible guidelines.

### BUDGET CONFERENCE COMMITTEE

**Nature & Scope:** The Budget Conference Committee (or “BCC”) is a forum designed to assist the Selectmen, School Committee, and Library Trustees resolve budget-related issues through negotiation and compromise prior to passage of each body’s final budget when preliminary budgets exceed the budget targets set forth by the Selectmen. The budgets can then be put before respective, elective bodies for a final vote reflecting the consensus of the BCC.

**Ground Rules:** The BCC may be convened at the request of the Chair of the School Committee or Library Trustees by notifying the Chair of the Board of Selectmen (who may also call for the BCC), at which time a tentative meeting schedule will be established within required time frames, i.e. Warrant posting, Finance Committee hearings, etc. The Finance Committee Chair, or designee, will be notified of any meetings of the BCC.

The BCC will meet in posted, public session at an appropriate time mutually convenient to the public and BCC members, as often as needed and as long as there is substantive progress toward resolution of budget issues. The BCC shall consist of nine members: the three Chairs, one additional member from each of the three legislative bodies, and their respective chief executives. The Chairs, or their designees, will agree on the time/place for the first meeting and notify their respective attendees. The BCC *will not* vote on action taken, as consensus agreement is the objective.

**Outcomes:** If issue(s) resolved, agreement reached: **ACTION:** Chairs bring agreement to their respective Board/Committee for discussion and final budget vote. If approved, budget is sent to the Selectmen.

If issue(s) not resolved: **ACTION:** The Board/Committee whose preliminary budget exceeds budget targets may choose to vote their final budget and refer it to the Selectmen.

The Board of Selectmen will vote the final budget and, if necessary, make adjustments to preliminary budgets in keeping with budget targets and policy.

## Fiscal Year 2017 Support Services

<b>Service Provider</b>	<b>Charges to Electric (\$)</b>	<b>Charges to Water (\$)</b>	<b>Charges to Sewer (\$)</b>	<b>Total Charges (\$)</b>
<b>Administrative Services</b>	38,219	33,715	25,738	97,672
<b>Town Accountant</b>	116,302	38,268	28,983	183,553
<b>Town Manager</b>	44,974	24,134	18,424	87,532
<b>Mgmt &amp; Info Services</b>	114,661	61,896	46,972	223,529
<b>Human Resources</b>	63,399	46,390	15,037	124,826
<b>Public Works - Tax</b>	88,910	70,746	47,127	206,783
<b>TOTAL</b>	<b>466,465</b>	<b>275,149</b>	<b>182,281</b>	<b>923,895</b>

## Authorized Issued Debt Schedule

	FY2017	FY2018	FY2019-FY2037
<b>Debt Cost Applied to Tax Rate</b>			
Education	4,077,282	3,857,032	49,413,397
Fire	156,500	-	-
Library	74,100	72,700	101,700
Recreation	87,667	84,256	339,350
Planning	192,625	189,875	1,658,238
Town Hall	450,725	441,404	3,768,306
Public Works	277,113	272,538	3,697,919
<b>Subtotal</b>	<b>5,316,012</b>	<b>4,917,805</b>	<b>58,978,910</b>
 <b>Debt Cost Supported by Revenue Division</b>			
Public Works - Water Enterprise Fund	2,123,168	2,092,249	22,438,026
Public Works - Sewer Enterprise Fund	537,050	491,078	1,975,719
Public Works - Electric Division	892,935	880,331	6,858,788
<b>Subtotal</b>	<b>3,553,153</b>	<b>3,463,658</b>	<b>31,272,533</b>
 <b>TOTAL</b>	 <b>8,869,165</b>	 <b>8,381,463</b>	 <b>90,251,443</b>

## Authorized Unissued Debt

<b>Debt Cost Applied to Tax Rate</b>	
Fire Department Aerial Platform	1,260,000
Library HVAC	2,100,000
School Athletic Fields	6,450,000
Public Safety Communications	5,500,000
Land Acquisition	1,750,000
<b>Subtotal</b>	<b>17,060,000</b>
 <b>Debt Cost Supported by Revenue Division</b>	
Drainage Improvements	271,331
Water Main Replacement	1,510,000
<b>Subtotal</b>	<b>1,781,331</b>
 <b>TOTAL</b>	 <b>18,841,331</b>

# FISCAL YEAR 2017

## Capital Outlay

DEPARTMENT	DESCRIPTION		PROPOSED
<b>MIS</b>	Network Printer, Copier, Scanner	12,000	<b>12,000</b>
<b>Accounting</b>	Printer - Check Capable	5,000	<b>5,000</b>
<b>Police</b>	Cruisers (4)	149,121	<b>149,121</b>
<b>Code Administration</b>	Printer - Map Capable (split with Planning)	5,000	<b>5,000</b>
<b>Public Works - Tax</b>			
Street	61K GVW Dump with wing plow	175,000	<b>450,000</b>
Grounds	Smith Super Start Ball Diamond Groomer	20,000	
Endicott	Field Mower - 60" Z Turn	20,000	
Street	C-8500 Dump Truck with plow	150,000	
Grounds	4x4 Dump Truck with plow	55,000	
Buildings	Sedan	30,000	
<b>Planning &amp; HS</b>			
Recreation	Dock Replacement	25,920	<b>41,470</b>
Planning	Trailer	7,200	
Planning	Printer - Map Capable (split with Code)	4,750	
Senior Services	Handicap Accessible Doors	3,600	
<b>Tax Supported</b>			<b>662,591</b>
<b>Public Works - Utilities</b>			
Water	Sedan	30,000	<b>160,000</b>
	Mini Excavator	130,000	
Sewer	Dump Truck with plow	52,000	<b>63,000</b>
	Trench Box with trailer	11,000	
Electric	4x4 Pickup with plow	40,000	<b>305,000</b>
	4x4 Van	35,000	
	52' Aerial Bucket Truck	230,000	
<b>Rate Supported</b>			<b>528,000</b>
<b>TOTAL</b>			<b>1,190,591</b>