

# Fiscal Year 2014 Budget Report of the Town Manager

January 22, 2013

The FY14 Budget submitted by the Town Manager represents the first year of a substantial overhaul of the town's operating budget. The format submitted to the Board of Selectmen is a modified GFOA budget (Government Finance Officers Association) and encompasses the best of those practices in a format that makes the budget more understandable. The FY14 Town Budget meets the target established and is balanced without using reserves.

The budget is grouped into six (6) functional categories: General Government; Planning and Community Development; Public Safety; Public Works; Community and Cultural Services; and Benefits and Other. General Government encompasses administrative and support services that support oversight and financing of operations. Planning and Community Development is comprised of those operations that relate to land use matters and enforcement. Public Safety encompasses those operations related to public safety and coastal services operation. Public Works encompasses infrastructure and solid waste management. Community and Cultural Services encompasses those services that enhance the quality of life for the community and groups within the community. Benefits and Other encompasses employment related costs, municipal insurance coverage and the cost of financing for municipal capital costs. It is important to note that these are functional groupings and are not an organizational chart of town operations.

Under each functional category, the following information is provided: actual and budgeted expenditures, benefit and debt costs, FTE employees, revenues generated/collected, work activities in the present year and proposed activities for the following year, and major changes included in the proposed budget.

Other Post-Employment Benefits (OPEB): Funding for OPEB is not included in the FY14 operating budget. Discussions are underway among town officials regarding developing a financing plan that will not adversely affect operations. In FY13, Free Cash was appropriated to support funding OPEB costs.

*A note about the capital budget: A five-year capital plan was prepared, in collaboration with town and school departments, and submitted to the Board of Selectmen. The Board adopted the FY 14 proposed capital budget, which will appear on the warrant as a separate article and will be separately funded through the use of Free Cash.*

In November, through consensus of the Board of Selectmen, School Committee and Finance Committee, estimated FY 14 General Fund revenues in the amount of \$40,419,040 were allocated as follows: Town - \$15,455,120 (38.34%); Schools - \$24,963,920 (61.76%). (Waterway funds are excluded from this calculation, since they are statutorily dedicated.)

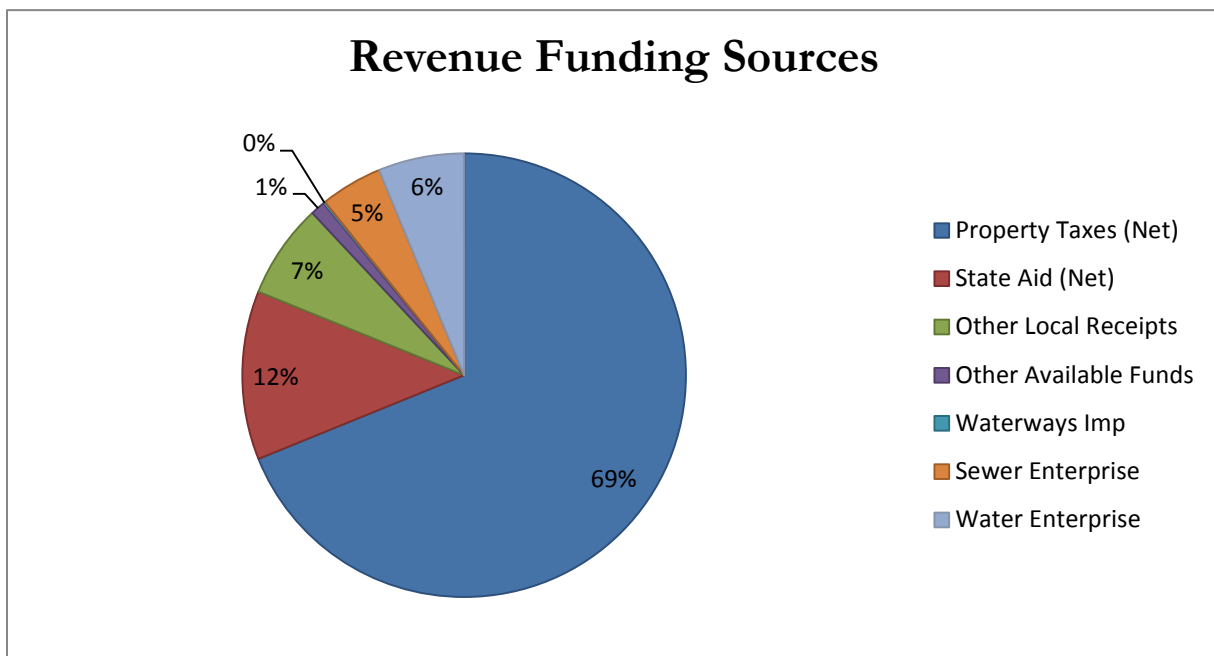
**REVENUES:**

General Fund revenue increases for FY14 are expected to be moderate, with state aid expected to remain at FY13 levels. Real estate and personal property tax revenue is expected to increase from \$31,141,645 to \$32,060,308, an increase of \$918,663. Of this amount, \$219,450 is attributable to “new growth” – those projects which have been constructed during the past year and are now included in the tax levy. This number could move upward depending on the status of anticipated projects and other unforeseen projects which may advance during the year. Likewise, such projects could impact local permit revenues favorably. Estimated FY13 revenue from local receipts is \$3,061,703; projected FY14 revenue is \$3,127,903: an increase of \$66,200. Charges and assessments to the town, including state assessments, Whittier Vocational school and allowance for abatements, are expected to increase by \$43,917.

Overall, the net increase in new General Fund revenue is expected to be \$635,565. No use of Free Cash is being proposed at this time for the FY 14 operating budget. Water and Sewer revenues will be adjusted to meet approved funding.

**REVENUE FUNDING SOURCES**

Property Taxes (Net)	31,235,687	68.8%
State Aid (Net)	5,575,324	12.3%
Other Local Receipts	3,127,903	6.9%
Other Available Funds	480,126	1.1%
Waterways Imp	66,162	0.1%
Sewer Enterprise	2,047,283	4.5%
Water Enterprise	<u>2,836,183</u>	<u>6.3%</u>
<b>Total</b>	<b>45,368,668</b>	<b>100.0%</b>



**FUND BALANCES**

As of this publication, reserve fund balances are as follows:

Free Cash-presently certified and available	995,978
Stabilization	621,399
Other Post-Employment Benefits (OPEB)	1,286,389
Waterways	66,162
Sewer Enterprise	759,370
Water Enterprise	941,899
Open Space/Rec Fund	171,921
School Choice	1,156,580

**FY 14 RECOMMENDED BUDGET:**

**General Government:**

Board of Selectmen/Town Manager

Some costs have been shifted among these offices to accurately reflect functions (MMA dues and Selectmen’s recording secretary). I have requested \$16,528 funds to hire a part-time clerical position to cover the office regularly. There is a need for a skilled worker to assist in office operations. For example, there are projects that require computer and spreadsheet skills, (such as a recent project to create a master spreadsheet of all fees) which are performed by the Special Assistant, but are really clerical in nature and take time away from the management tasks she is responsible for or which I have assigned to her. Presently, we rely on senior tax workers to perform low-skill work, such as answering phones or photocopying .These positions are available to work 100 hours during the year, and their hours will expire in February, leaving the office without staffing. Sometimes the office is not staffed when the Special Assistant and I are at trainings, meeting or during vacations. This situation makes it difficult for citizens, businesses and staff to obtain assistance when we are not available.

Legal

Legal services and labor relations budgets have been combined into a single category. Expenditures for labor have been very low historically, whereas litigation costs have historically been higher. With the resolution of the status of the Feofees, total litigation costs are expected to decline, but overall litigation is expected to exceed the previously combined budgeted allotment of \$91,000. Land use litigation remains an unknown and unforeseeable, and depends largely on the economy and the business/personal stakes of the applicants. In FY 12, the cost to the town in land use litigation was just short of \$40,000. Through November 2011, costs were approximately \$6,400. In January, the town will be conducting training for land use board and committees to reduce the potential for liability in the conduct of hearings and issuance of decisions. The total request for legal services is \$110,000.

### Assessor

\$16,000 has been budgeted for the second year of the triennial revaluation, a process required by the Department of Revenue.

### Information Technology

Increases in technology reflect the implementation of permitting software for the building and health operations (\$12,000), as well as increases in annual maintenance for software presently supporting town operations. Costs for shared software are apportioned among town, school, electric, water and sewer funds.

### Election and Registration

The funding has been reduced because no federal or state elections have been scheduled for FY 14. Funding for a special election would need to be addressed through a reserve fund transfer, in the event that the state calls for a special election.

## **Planning and Community Development:**

### Planning Board

There are a number of substantive changes in this category. Funds for the Ipswich Visitor Center are now included in the Culture and Recreation category under the Community Services Budget. This change is explained in more detail in that section. Presently included in the Planning Board category is \$30,000 for a design consultant to assist the town in developing an integrated plan for way finding signs. This project has been on hold for several years and it is now time to move forward. This project will address a number interests expressed by various boards, committees and business owners. Once a plan is developed, the implementation will be funded in future budgets. \$5,000 has been included in the budget for economic development services. There is a need to focus on economic development at several levels: areas with development potential; downtown development and enhancement; infrastructure needs; and facilitated permitting processes. Strengthening relationships between businesses and the town is a goal in FY14, so that we can enhance the success of local businesses, increase job opportunities and improve revenues. The Agricultural Commission has requested funding for implementation of its recently completed plan: \$2,000 is recommended for FY14.

### Open Space Revolving Fund (Off-Budget Operation)

Open Space operations are funded through a revolving fund, which is comprised of hotel/motel revenue, roll-back taxes from Chapter 61A (conversion of agricultural property under Chapter 61A to residential property), and a cell tower lease on open space property. While these operations have been funded off-budget via a revolving fund arrangement, it is worth noting that expenses are out-stripping revenues and reserves. At some point in the near future, the town will need to make a decision on how to/whether to continue funding open space operations at the levels in excess of revenues.

### Historical Commission

This funding category has been reduced to \$1,700, close to most recent spending level. Once a work plan is developed, funding can be built in to address those needs.

### Zoning Board of Appeals

No budgetary changes are planned in FY14, but this function is now under Planning and Community Development. The Board of Appeals is the adjudicatory board for zoning enforcement actions of the Building and Code Enforcement department and should not report to that Director. It will retain its independent authority in this reorganization, much as the Conservation Commission has done as part of Planning and Community Development.

### Building and Code Enforcement

Funds for online permitting software are now carried under in General Government under IT. There is an increase for wiring inspectors, to provide an increase in compensation (the first since 2007) and to obtain coverage when they are on vacation or otherwise unavailable.

### **Public Safety:**

#### Police

A number of changes are proposed for the public safety budget. Most notably, \$68,000 for replacement of two police cruisers is now included, as part of a plan to replace cruisers through the operating budget. The typically short life of cruisers (approximately 3 years due to hours, mileage and usage) do not qualify these as capital equipment, which should have a useful life of 5 years or more.

Training has been increased by \$3,000, with a corresponding reduction in training in the General Government training budget. This additional funding will enable the police to resume active shooter and security training, and other training beyond the most basic levels necessary for certification.

#### Fire

Funding for call firefighters has been brought in line with actual expenditures, and overtime funding is increased to reflect more accurately historic expenditures in that area.

Included is an increase in funding for replacement of fire hose as part of an on-going replacement program to replace hose that has met or exceeded its 20-year lifespan.

### Emergency Management

In FY 13, a basement room in the Town Hall was converted to an Emergency Operation Center in order to improve the town's ability to maintain operations in the event of an emergency. The effort to improve preparation and response continues, with additions of a specialized weather information service and a notification system for residents with special needs, such as those on medical devices requiring power (oxygen machines, for example). The modest combined cost of these services (\$6,750) will improve the town's ability to serve residents during emergencies.

### Harbormaster

This operation is funded through the Waterways Fund, which is supported by mooring and boat launching fees. Included in FY14 is the addition of \$1,500 to purchase emergency devices for locating personnel if they are overboard as a result of an accident.

## **Public Works:**

### Equipment Maintenance

Vehicle costs carried in several Town departments have been consolidated into the budget, and this operation will now be responsible for ensuring the maintenance and repairs of these “orphan vehicles.” A pilot effort is underway to determine whether a similar effort may be cost-effective for police vehicles.

### Highways

Funds have been increased from \$45,000 to \$70,000 for storm drain and culvert maintenance, repair and replacement. These activities are essential to maintaining road condition, reducing flooding and compliance with the federal Clean Water Act. These activities have been underfunded.

### Sanitation

The grant for the Recycling Coordinator is expiring, and funds are included for maintaining the Coordinator, based on the demonstrated success of the recycling program in reducing the waste stream and increasing revenues through recycling. The additional \$5,300 cost is offset by the annual waste stream avoidance and savings of \$39,616 and recycling income of \$12,100.

The waste disposal contract is up for renewal at the end of FY13 and the town anticipates a reduction disposal costs of at approximately \$13,000 at this time, based on trends and discussions with the contractor. This is reflected in the budget.

### Solid Waste Transfer Station

Funding for the annual household hazardous waste disposal has been transferred from the Health Department to this operation, since that disposal program has been conducted simultaneously with the special waste disposal at the transfer station. These operations should be combined and coordinated through those solid waste operations, so the Health Director can focus on emerging and on-going public health services delivery.

### Facilities

The Facilities Department is included under the Public Works category because it is responsible for maintenance and repair of the physical infrastructure, also - all town buildings (excluding schools), as well as providing custodial services at the Town Hall, Police Station and Library. Notable increases include funding a maintenance agreement for the town phone system due to expiration of the service warranty; electrical upgrades to Town Hall and the Linebrook Fire Station; and replacement of deteriorated ceiling tile at the Police Department.

## **Community and Cultural Services:**

This category includes departments and operations that support and enhance the cultural and recreational experience and quality of life for Ipswich residents.

### **Public Health**

Formerly part of Building and Code Enforcement, Health is now the Public Health Department... The role of Public Health has expanded during the past decade to respond to federal and state mandates regarding public health emergency preparedness, emergency inoculation plans and disease reporting. Increasing, public health officials are called upon to support state and federal objectives, such as community health programs, moving well beyond the traditional role local health regulations and health code enforcement. The separation of Public Health from Building and Code Enforcement has no budgetary impact: the Public Health Director now report directly to the Town Manager. As reported earlier, the annual household hazardous waste operation is now included in the Solid Waste Budget.

### **Adult Services/Council on Aging**

Long-time Director Diane Mitchell was funded for 20 hours per week, and her retirement is an opportunity to fund the new Director at 28 hours per week, close to the 35 hours per week normally worked by Department Directors. A full-time Director in the COA is essential for accountability, continuity and successful programming in a department that is increasingly called upon to respond to the needs of some of the community's most at-risk residents. The Assistant Director position and other staff levels are being reviewed at present for better and more cost effective deployment of resources.

### **Recreation and Cultural Services**

This is a new initiative, which integrates cultural programming with recreation, building on the successful programs developed and managed by Recreation Director Kerrie Bates. A job description for the new position of Director of Recreation and Culture, incorporates these programs, as well as continued administrative support of the Ipswich Heritage and Visitor Center. The position will continue to work with organizations in creating recreation and cultural opportunities and coordinating town-wide events most effectively for the community. Additionally, the position will work with downtown businesses and organizations in developing cultural and recreational programming, to draw residents and visitors downtown and enhance the profile of Ipswich's downtown and its businesses. Recommended funding for this full time position is \$52,709 and is comparable on an hourly basis to the Council on Aging Director

Funding is also included for small grants to recreational and cultural programs. In FY 13, the town provided \$30,000 in the Recreation budget for programs operated out of the schools, Birth-to-Three and the Ipswich Visitor Center. These grant funds have been scaled back somewhat to offset the cost of a full-time Director, but \$37,000 remains available for programs, at the Director's discretion. The Director is also charged with seeking outside financial support for community programming.

## **Benefits and Other:**

### **Benefits**

Health insurance is projected to increase by 4% at this time. This is a reasonable estimate based upon preliminary discussions with the town's insurer, although we are waiting for more concrete information.

### **Insurance**

Property and casualty insurance is projected to increase by 10%, although we are waiting for more information from the town's insurer. The town has increased various training programs, such as driver training (police, fire, and van), supervisor training and the January 29 training on hearings for land use boards, which reduce the town's insurance via credits.

### **Expense**

Funds have been set aside for various potential expenses, such as collective bargaining settlements, which all expire at the end of FY13. Also included are funds for unexpected and unforeseen costs which typically arise during the course of the year.

### **Debt Service**

The increase of \$53,153 is attributable to new debt incurred for the fire pumper approved by voters in FY12 and purchased in FY13.

### **Utilities:**

Most of the increases in these budgets are capital and have been detailed in the FY 14 capital plan.

### **Wastewater**

Funding is included for continued meter conversion and repairs and improvements to the treatment plant facility envelope, in accordance with the FY14 capital plan.

### **Water Treatment**

Funding is increased for new Department of Environmental Protection compliance requirements, SCADA improvements, chemical tank inspections, filter replacement in accordance with the FY14 capital plan.

### **Water Department**

Funds are requested for year 1 of a three year well compliance program, as outlined in the capital plan. Similarly, funding is included for improvements to the Jeffrey's Neck booster station.

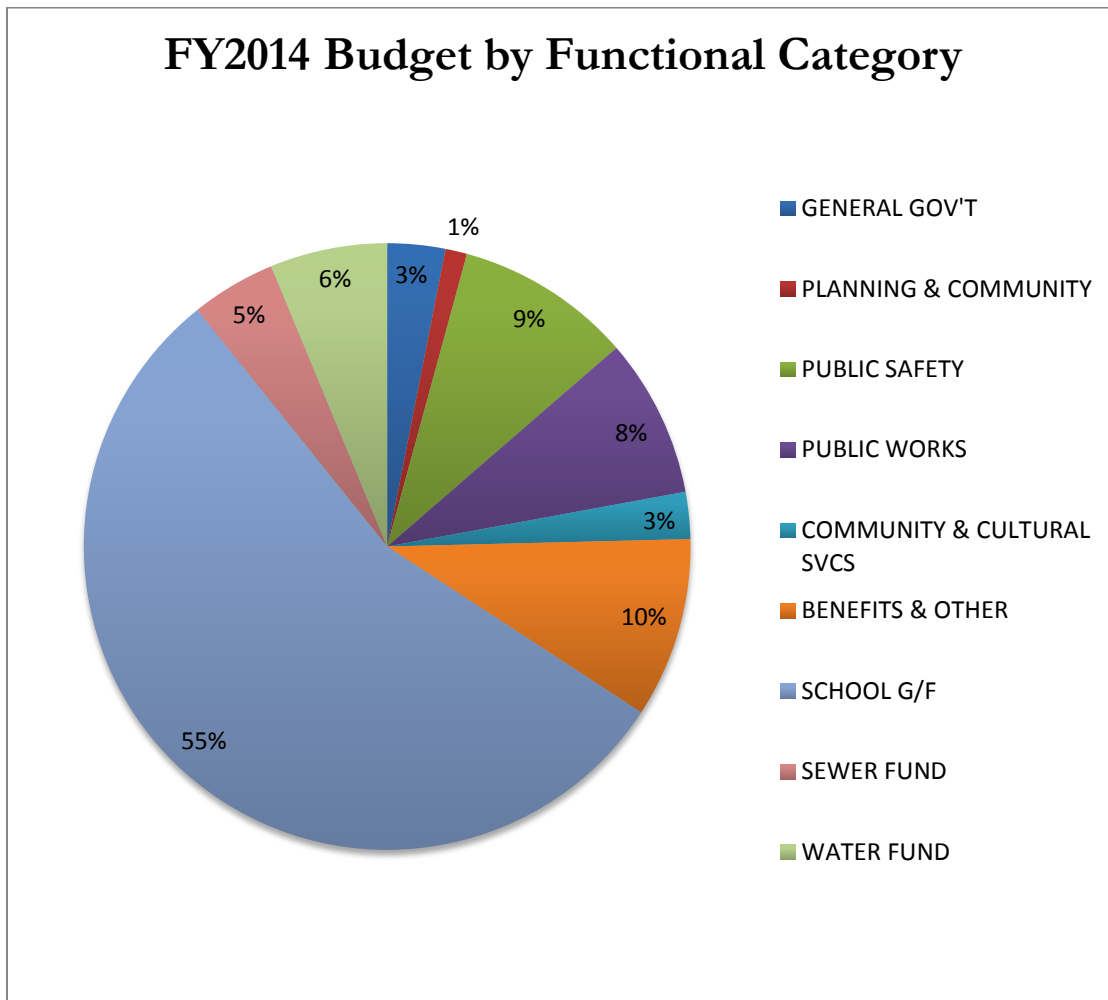
### **Education:**

As of the preparation of this report, the school department budget is still in progress. The number included for the school budget is the target set in November and is subject to change.



**FY2014 Budget by Functional Category**

GENERAL GOV'T	1,400,579	3.1%
PLANNING & COMMUNITY	521,232	1.1%
PUBLIC SAFETY	4,267,712	9.4%
PUBLIC WORKS	3,840,630	8.5%
COMMUNITY & CULTURAL SVCS	1,135,259	2.5%
BENEFITS/DEBT/Other(TOWN)	4,355,870	9.6%
SCHOOL G/F	24,963,920	55.0%
SEWER FUND	2,047,283	4.5%
WATER FUND	2,836,183	6.3%
	45,368,668	100.0%



FISCAL 2014 SUMMARY BUDGET	ATM		ATM		ATM		REQUESTED	TM
	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	BUDGET		
	FY11	FY11	FY12	FY12	FY13	FY14	FY14	
<b>GENERAL GOVERNMENT &amp; FINANCE</b>								
<a href="#">Top</a> Moderator	250	229	250	250	250	500	500	
Selectmen	17,681	10,489	18,210	26,431	23,070	26,860	26,260	
Town Manager	185,403	185,732	203,662	188,844	206,278	227,646	209,280	
Legal	80,000	444,648	80,000	420,182	80,000	120,000	110,000	
Finance Committee	8,823	5,909	7,133	10,086	13,833	13,833	13,833	
Accounting	239,766	243,235	255,725	256,290	263,128	263,128	243,662	
Purchasing/Risk Management	52,500	53,090	54,270	53,643	55,881	56,781	52,495	
Assessor	189,940	191,690	197,125	193,956	221,819	222,059	222,059	
Treasurer/Collector	181,405	178,371	194,266	176,141	191,619	191,619	189,283	
Information Technology	158,162	145,104	188,372	162,615	179,898	176,414	178,689	
Town Clerk	110,903	110,327	124,031	116,305	129,033	129,033	129,033	
Elections	<u>39,228</u>	<u>36,047</u>	<u>32,424</u>	<u>29,126</u>	<u>45,627</u>	<u>25,485</u>	<u>25,485</u>	
<b>Totals.....</b>	<b>1,264,061</b>	<b>1,604,871</b>	<b>1,355,468</b>	<b>1,633,868</b>	<b>1,410,436</b>	<b>1,453,358</b>	<b>1,400,579</b>	
<b>PLANNING &amp; COMMUNITY DEVELOPMENT</b>								
<a href="#">Top</a> Planning Board/Town Planner	150,315	138,501	150,863	144,347	174,927	191,457	189,257	
Planning Contracts	6,320	5,937	6,320	12,980	16,320	0	0	
Conservation Commission	75,592	80,373	78,394	82,458	86,096	86,096	86,096	
Historical Commission	4,575	1,525	3,785	0	3,785	3,785	1,785	
Zoning Board of Appeals	25,178	24,602	25,607	25,314	26,324	26,324	26,324	
Building Inspector	<u>213,806</u>	<u>217,644</u>	<u>221,785</u>	<u>206,721</u>	<u>228,635</u>	<u>217,770</u>	<u>217,770</u>	
<b>Totals.....</b>	<b>475,786</b>	<b>468,582</b>	<b>486,754</b>	<b>471,819</b>	<b>536,087</b>	<b>525,432</b>	<b>521,232</b>	
<b>PUBLIC SAFETY</b>								
<a href="#">Top</a> Police	2,115,531	2,077,690	2,146,088	2,140,934	2,260,377	2,300,171	2,302,671	
Fire	1,412,451	1,463,440	1,482,114	1,480,846	1,589,713	1,508,250	1,495,575	
Emergency Management	10,275	9,993	19,667	17,205	13,487	17,917	17,394	
Animal Control	60,174	60,072	62,195	62,098	63,468	63,468	63,018	
Harbors	30,188	29,944	55,690	54,323	58,314	66,162	66,162	
Shellfish	65,565	66,263	67,832	67,668	69,600	69,742	69,432	
Civilian Dispatch	<u>223,467</u>	<u>237,756</u>	<u>231,619</u>	<u>243,113</u>	<u>242,549</u>	<u>253,460</u>	<u>253,460</u>	
<b>Totals.....</b>	<b>3,917,651</b>	<b>3,945,158</b>	<b>4,065,205</b>	<b>4,066,186</b>	<b>4,297,508</b>	<b>4,279,170</b>	<b>4,267,712</b>	
<b>PUBLIC WORKS</b>								
<a href="#">Top</a> Administration	142,942	145,208	148,606	148,585	153,491	153,862	153,862	
Equipment Maintenance	229,398	195,621	232,782	217,673	247,821	250,967	250,967	
Snow & Ice	432,564	420,117	482,564	229,101	482,564	482,564	482,564	
Highways	974,115	780,651	872,928	819,131	911,653	940,620	940,620	
Forestry	170,519	165,009	127,226	121,039	132,117	134,217	134,217	
Sanitation Contract	679,705	650,001	693,300	668,243	710,692	701,491	701,491	
Solid Waste Transfer Station	24,987	24,417	25,487	23,257	25,587	26,946	32,646	
Facilities	710,795	735,401	642,196	717,993	717,551	749,618	769,102	
Cemeteries/Parks	<u>350,453</u>	<u>354,744</u>	<u>362,773</u>	<u>363,099</u>	<u>394,917</u>	<u>375,161</u>	<u>375,161</u>	
<b>Totals.....</b>	<b>3,715,478</b>	<b>3,471,168</b>	<b>3,587,862</b>	<b>3,308,120</b>	<b>3,776,393</b>	<b>3,815,446</b>	<b>3,840,630</b>	
<b>COMMUNITY &amp; CULTURAL SERVICES</b>								
<a href="#">Top</a> Public Health	169,942	172,250	179,082	174,746	186,188	185,888	179,738	
COA / Adult Services	113,184	109,251	116,959	114,587	127,374	128,871	128,871	
Veterans' Services	110,000	116,992	131,000	181,005	177,100	240,600	177,100	
Library	518,494	522,824	535,162	545,152	549,717	555,521	555,521	
Recreation & Culture Services	<u>147,123</u>	<u>143,203</u>	<u>151,355</u>	<u>85,322</u>	<u>61,000</u>	<u>109,840</u>	<u>94,029</u>	
<b>Totals.....</b>	<b>1,058,743</b>	<b>1,064,520</b>	<b>1,113,558</b>	<b>1,100,812</b>	<b>1,101,379</b>	<b>1,220,720</b>	<b>1,135,259</b>	
<b>BENEFITS &amp; OTHER</b>								
<a href="#">Top</a> Reserve Fund	50,000	0	50,000	0	50,000	50,000	50,000	
Miscellaneous Finance -- Benefits	2,046,915	1,996,451	2,249,397	2,117,587	2,300,840	2,441,106	2,439,106	
Miscellaneous Finance -- Insurance	221,384	187,039	247,202	240,955	316,442	320,426	320,426	
Miscellaneous Finance -- Expense	185,495	71,797	201,304	99,529	185,305	335,675	299,088	
Debt Service	<u>1,256,361</u>	<u>1,219,253</u>	<u>1,308,649</u>	<u>1,293,144</u>	<u>1,194,097</u>	<u>1,247,250</u>	<u>1,247,250</u>	
<b>Totals.....</b>	<b>3,760,155</b>	<b>3,474,540</b>	<b>4,056,552</b>	<b>3,751,215</b>	<b>4,046,684</b>	<b>4,394,457</b>	<b>4,355,870</b>	
<b>TOTAL TOWN BUDGET</b>	<b>14,191,874</b>	<b>14,028,840</b>	<b>14,619,986</b>	<b>14,332,020</b>	<b>15,168,487</b>	<b>15,688,583</b>	<b>15,521,282</b>	
<b>SCHOOL DEPT</b>	<b>22,907,386</b>	<b>22,907,386</b>	<b>23,539,168</b>	<b>23,539,168</b>	<b>24,355,520</b>	<b>24,963,920</b>	<b>24,963,920</b>	
<b>WASTEWATER</b>	<b>1,492,041</b>	<b>1,490,983</b>	<b>1,651,095</b>	<b>1,447,098</b>	<b>1,929,120</b>	<b>2,047,283</b>	<b>2,047,283</b>	
<b>WATER</b>	<b>2,624,667</b>	<b>2,252,428</b>	<b>2,887,221</b>	<b>2,514,266</b>	<b>2,922,076</b>	<b>2,836,183</b>	<b>2,836,183</b>	
<b>GRAND TOTAL</b>	<b>41,215,968</b>	<b>40,679,636</b>	<b>42,697,470</b>	<b>41,832,552</b>	<b>44,375,203</b>	<b>45,535,969</b>	<b>45,368,668</b>	

**GENERAL GOVERNMENT & FINANCE**

	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET REQUESTED		TM
	FY11	FY11	FY12	FY12	FY13	FY14	FY14
Moderator	\$ 250	229	250	250	250	500	500
Selectmen	\$ 17,681	10,489	18,210	26,431	23,070	26,860	26,260
Town Manager	\$ 185,403	185,732	203,662	188,844	206,278	227,646	209,280
Legal	\$ 80,000	444,648	80,000	420,182	80,000	120,000	110,000
Finance Committee	\$ 8,823	5,909	7,133	10,086	13,833	13,833	13,833
Accounting	\$ 239,766	243,235	255,725	256,290	263,128	263,128	243,662
Purchasing/Risk Management	\$ 52,500	53,090	54,270	53,643	55,881	56,781	52,495
Assessor	\$ 189,940	191,690	197,125	193,956	221,819	222,059	222,059
Treasurer/Collector	\$ 181,405	178,371	194,266	176,141	191,619	191,619	189,283
Information Technology	\$ 158,162	145,104	188,372	162,615	179,898	176,414	178,689
Town Clerk	\$ 110,903	110,327	124,031	116,305	129,033	129,033	129,033
Elections	\$ 39,228	36,047	32,424	29,126	45,627	25,485	25,485
<b>TOTAL APPROPRIATION</b>	<b>\$ 1,264,061</b>	<b>1,604,871</b>	<b>1,355,468</b>	<b>1,633,868</b>	<b>1,410,436</b>	<b>1,453,358</b>	<b>1,400,579</b>

<b>OTHER SERVICE COSTS</b>							
Employee benefits (estimated)	\$ 110,719	105,285	109,486	109,486	123,343	128,275	128,275
Retirement	\$ 84,026	85,356	90,030	87,802	92,469	93,004	90,361
Debt Service	\$ 343,662	339,466	317,500	317,499	294,784	286,970	286,970
<b>TOTAL COST OF SERVICE</b>	<b>\$ 1,802,468</b>	<b>2,134,978</b>	<b>1,872,484</b>	<b>2,148,655</b>	<b>1,921,032</b>	<b>1,961,607</b>	<b>1,906,185</b>
Total Full Time Equivalents	<b>15.56</b>	<b>15.56</b>	<b>15.56</b>	<b>15.56</b>	<b>15.56</b>	<b>15.56</b>	<b>15.56</b>

<b>BUDGETED REVENUES</b>	FY11	FY11	FY12	FY12	FY13	FY14
	Estimate	Actual	Estimate	Actual	Estimate	Estimate
Property Taxes	\$ 29,056,294	28,657,074	30,182,087	30,052,565	31,056,377	32,060,308
Motor Vehicle Excise	\$ 1,500,000	1,640,111	1,600,000	1,636,815	1,600,000	1,600,000
Boat Excise/Add'l Meals Tax	\$ 12,000	17,351	162,000	165,265	177,000	177,000
Tax Liens Redeemed	\$ 0	103,470	0	149,755	0	0
Investment Income	\$ 75,000	55,535	65,000	43,836	40,000	40,000
Tax Interest & Penalties	\$ 100,000	165,265	150,000	189,893	150,000	134,147
Lien Certificates	\$ 10,000	16,860	12,000	19,155	14,000	15,000
Passports	\$ 2,000	1,775	2,000	2,975	2,000	3,000
Beach Stickers	\$ 110,000	112,685	110,000	119,340	110,000	115,000
Fees/Fines	\$ 0	10,108	10,000	11,480	10,000	10,000
Selectmen	\$ 52,527	54,950	52,627	55,263	54,871	54,942
Assessor	\$ 800	921	700	372	500	300
Town Clerk	\$ 167,911	148,767	154,932	141,153	156,412	152,321
State Receipts (net)	\$ 5,456,772	5,438,033	5,267,115	5,294,571	5,575,324	5,575,324
PILLOT	\$ 102,000	129,147	102,000	159,496	102,000	102,000
Misc Non Recurring	\$ 10,000	98,533	108,169	240,273	10,000	10,000
Misc Recurring	\$ 21,800	102,768	21,800	134,445	21,800	120,000
<b>TOTAL BUDGETED REVENUES</b>	<b>\$ 36,677,104</b>	<b>36,753,352</b>	<b>38,000,430</b>	<b>38,416,652</b>	<b>39,080,284</b>	<b>40,169,342</b>

General government services provide policy, management, compliance and support for all to all town operations. Services include management and fiscal oversight; legal guidance; accounts receivable; procurement; collections; investment; recruitment; technology support and website management; payroll and benefit administration; voter registration and licensing; vital records and town census; elections.

Annually, the Treasurer/Collector office processes over 25,000 real estate and personal property tax bills; 17,000 motor vehicle and boat excise bills; 5,600 beach stickers and 120 passport applications. Collection on real estate taxes is 99.5% of \$30 Million, with remaining either deferred or in tax title. Town Clerk issued 625 licenses/permits; 1,977 dog registrations; responded to 700 requests for vital records. IT maintains more than 30 specialized municipal software applications and 8 Internet services.

Changes in the budget include consolidation of two legal budgets into a single line and an overall increase based on litigation history. Most litigation has been related to land use decisions, which applicants have appealed to have reversed. A part-time clerical assistant is included for the Town Manager's /Selectmen's office, to provide support and coverage. Presently, there is no clerical support in the office, which is often left unattended during time when the Town Manager and Human Resources Director are unavailable. Increases in the Assessors office are for the second year of the required triennial revaluation of properties. New software for online building and health permitting is carried in the IT budget. Elections funding has decreased to reflect the fact that there are no scheduled federal or state elections in FY14.

**PLANNING & COMMUNITY DEVELOPMENT**

	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	REQUESTED	TM
	FY11	FY11	FY12	FY12	FY13	FY14	FY14
Planning Board/Town Planner	\$ 150,315	138,501	150,863	144,347	174,927	191,457	189,257
Planning Contracts	\$ 6,320	5,937	6,320	12,980	16,320	0	0
Conservation Commission	\$ 75,592	80,373	78,394	82,458	86,096	86,096	86,096
Historical Commission	\$ 4,575	1,525	3,785	0	3,785	3,785	1,785
Zoning Board of Appeals	\$ 25,178	24,602	25,607	25,314	26,324	26,324	26,324
Code Enforcement	\$ 213,806	217,644	221,785	206,721	228,635	217,770	217,770
<b>TOTAL APPROPRIATION</b>	<b>\$ 475,786</b>	<b>468,582</b>	<b>486,754</b>	<b>471,819</b>	<b>536,087</b>	<b>525,432</b>	<b>521,232</b>

<b>OTHER SERVICE COSTS</b>							
Employee benefits (estimated)	\$ 53,851	51,114	53,045	53,045	53,802	55,953	55,953
Retirement	\$ 33,173	33,934	34,783	34,781	37,493	37,913	37,913
Debt Service	\$ 498,716	498,025	699,366	669,365	626,239	607,522	607,522
<b>TOTAL COST OF SERVICE</b>	<b>\$ 1,061,526</b>	<b>1,051,656</b>	<b>1,273,948</b>	<b>1,229,009</b>	<b>1,253,622</b>	<b>1,226,820</b>	<b>1,222,620</b>
Total Full Time Equivalents	<b>6.60</b>	<b>6.60</b>	<b>6.60</b>	<b>6.74</b>	<b>6.74</b>	<b>6.74</b>	<b>6.74</b>

<b>BUDGETED REVENUES</b>							
	FY11	FY11	FY12	FY12	FY13	FY14	
	Estimate	Actual	Estimate	Actual	Estimate	Estimate	
Planning	\$ 6,000	7,803	6,000	5,576	7,200	7,200	
Conservation	\$ 9,225	6,848	9,967	10,598	14,342	10,569	
ZBA filing fees	\$ 3,000	3,850	3,000	4,500	3,000	3,000	
Code Enforcement	\$ 227,375	249,685	200,000	185,228	160,000	250,000	
<b>TOTAL BUDGETED REVENUES</b>	<b>\$ 245,600</b>	<b>268,186</b>	<b>218,967</b>	<b>205,902</b>	<b>184,542</b>	<b>270,769</b>	

Planning and Community Development provides planning and support services to boards and committees engaged in community planning, land use, and preservation and conservation of natural resources. The Code Enforcement office is responsible for application and interpretation of state building, electrical and plumbing codes, and the interpretation and enforcement on town zoning bylaws.

The project to preserve and restore the historic North Green will be completed in FY13. Several zoning initiatives were passed, including the right to keep chickens in residential areas, an amendment of the Great estates bylaw that allows certain properties to be divided for the purpose of open space preservation and to allow, by special permit, solar arrays in conformance with the requirements of statute. The Agricultural Study Commission completed a plan for implementation of initiatives to support and promote agricultural resources in town. In FY14, the office will focus on economic development and initiatives to support downtown improvements, zoning for compliance with medical marijuana legislation, continued support of acquisition of land for athletic fields, and support to initiatives of other boards and committees under this Directorate. Funds for the Ipswich Visitor center have been transferred to the Community Services section, under Recreation and Culture.

Changes in the budget include funding for a "way finding" plan to identify and direct residents and visitors to Ipswich's cultural, historic and natural resources; economic development services; and implementation of the first phase of the Agricultural Commission plan; and increase in part-time wiring inspectors under Building and Code enforcement funding for coverage during absences and a small wage increase (the first since 2007). Funds for permitting software are now carried in General Government under IT.

**PUBLIC SAFETY**

	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	REQUESTED	TM
	FY11	FY11	FY12	FY12	FY13	FY14	FY14
Police	\$ 2,115,531	2,077,690	2,146,088	2,140,934	2,260,377	2,300,171	2,302,671
Fire	\$ 1,412,451	1,463,440	1,482,114	1,480,846	1,589,713	1,508,250	1,495,575
Emergency Management	\$ 10,275	9,993	19,667	17,205	13,487	17,917	17,394
Animal Control	\$ 60,174	60,072	62,195	62,098	63,468	63,468	63,018
Harbors	\$ 30,188	29,944	55,690	54,323	58,314	66,162	66,162
Shellfish	\$ 65,565	66,263	67,832	67,668	69,600	69,742	69,432
Civilian Dispatch	\$ 223,467	237,756	231,619	243,113	242,549	253,460	253,460
<b>TOTAL APPROPRIATION</b>	<b>\$ 3,917,651</b>	<b>3,945,158</b>	<b>4,065,205</b>	<b>4,066,186</b>	<b>4,297,508</b>	<b>4,279,170</b>	<b>4,267,712</b>

<b>OTHER SERVICE COSTS</b>							
Employee benefits (estimated)	\$ 386,054	366,489	380,393	380,393	385,825	401,252	401,252
Retirement	\$ 236,504	235,995	244,781	246,119	272,103	271,336	271,336
Debt Service	\$ <u>18,570</u>	<u>18,570</u>	<u>17,964</u>	<u>17,964</u>	<u>16,963</u>	<u>92,768</u>	<u>92,768</u>
<b>TOTAL COST OF SERVICE</b>	<b>\$ 4,558,779</b>	<b>4,566,211</b>	<b>4,708,343</b>	<b>4,710,662</b>	<b>4,972,399</b>	<b>5,044,526</b>	<b>5,033,068</b>
Total Full Time Equivalents	<b>49.50</b>	<b>49.50</b>	<b>49.50</b>	<b>49.50</b>	<b>49.50</b>	<b>49.50</b>	<b>49.50</b>

<b>BUDGETED REVENUES</b>							
	FY11	FY11	FY12	FY12	FY13	FY14	
	Estimate	Actual	Estimate	Actual	Estimate	Estimate	
Police	\$ 57,825	51,683	55,000	54,343	54,200	55,000	
Fire	\$ 16,300	16,670	17,500	31,296	27,250	24,475	
Animal Control	\$ 800	1,425	1,250	1,675	1,225	1,400	
Harbors	\$ 10,000	10,240	10,000	12,635	11,000	11,000	
Shellfish	\$ 100	0	100	0	50	50	
<b>TOTAL BUDGETED REVENUES</b>	<b>\$ 85,025</b>	<b>80,018</b>	<b>83,850</b>	<b>99,949</b>	<b>93,725</b>	<b>91,925</b>	

Public Safety incorporates those operations responsible for protection of life and property, and enforcement of state laws governing public safety and community security, enforcement of harbors and waterways statutes and regulations, shell fishing regulation and emergency management and response. 930 boat moorings are managed in this department, as well as 900 acres of clam beds spread out over 30 miles of coastline. Harbor operations patrol 30 miles of shoreline, and patrol off-shore as far as 3 miles for laws enforcement and rescue operations.

The Police Department responded to 13,725 calls for service, including 2,000 E911 calls. Emergency management oversaw the fitting out of an Emergency Operation Center in the lower level of Town Hall, and coordinated response to Hurricane Sandy. Harbors operations responded to 183 calls for services, including 5 boating accidents and 20 sinking/overturned/disabled boats. Shellfish operations oversee more than 900 shellfish permits. Dispatchers handled 40,000 non-emergency calls, 2,000 E911 calls and 15,000 walk-ins, and coordinated all interdepartmental communications during emergencies. The Fire Department responded to 1,851 calls for service and conducted 446 fire code inspections.

Budget changes include replacement of 2 cruisers as part of an on-going scheduled replacement program; increase in training funds (including responding to active shooters and overall community security and safety); funds to replace 20 year old fire hose as part of an on-going replacement plan; weather and special notification services to improve emergency response and notification to at-risk residents and electronic signaling devices for location of personnel in the event of a boat capsizing.

**PUBLIC WORKS**

	BUDGET FY11	ACTUAL FY11	BUDGET FY12	ACTUAL FY12	BUDGET FY13	REQUESTED FY14	TM FY14
Administration	\$ 142,942	145,208	148,606	148,585	153,491	153,862	153,862
Equipment Maintenance	\$ 229,398	195,621	232,782	217,673	247,821	250,967	250,967
Snow & Ice	\$ 432,564	420,117	482,564	229,101	482,564	482,564	482,564
Highways	\$ 974,115	780,651	872,928	819,131	911,653	940,620	940,620
Forestry	\$ 170,519	165,009	127,226	121,039	132,117	134,217	134,217
Sanitation Contract	\$ 679,705	650,001	693,300	668,243	710,692	701,491	701,491
Solid Waste Transfer Station	\$ 24,987	24,417	25,487	23,257	25,587	26,946	32,646
Facilities	\$ 710,795	735,401	642,196	717,993	717,551	749,618	769,102
Cemeteries/Parks	\$ 350,453	354,744	362,773	363,099	394,917	375,161	375,161
<b>TOTAL APPROPRIATION</b>	<b>\$ 3,715,478</b>	<b>3,471,168</b>	<b>3,587,862</b>	<b>3,308,120</b>	<b>3,776,393</b>	<b>3,815,446</b>	<b>3,840,630</b>

<b>OTHER SERVICE COSTS</b>							
Employee benefits (estimated)	\$ 124,036	117,733	122,178	119,940	121,446	126,302	126,302
Retirement	\$ 100,309	99,853	104,006	103,989	109,097	110,066	112,000
Debt Service	\$ 211,828	211,827	191,991	191,990	163,713	160,283	160,283
<b>TOTAL COST OF SERVICE</b>	<b>\$ 4,151,651</b>	<b>3,900,580</b>	<b>4,006,037</b>	<b>3,724,039</b>	<b>4,170,649</b>	<b>4,212,097</b>	<b>4,239,214</b>
Total Full Time Equivalents	<b>22.46</b>	<b>22.46</b>	<b>22.46</b>	<b>22.46</b>	<b>22.78</b>	<b>22.89</b>	<b>22.89</b>

	<b>BUDGETED REVENUES</b>					
	FY11 Estimate	FY11 Actual	FY12 Estimate	FY12 Actual	FY13 Estimate	FY14 Estimate
Highway	\$ 2,900	2,760	4,900	4,880	4,900	4,300
Forestry	\$ 40,000	79,800	70,000	51,655	70,000	60,000
Sanitation Contracts	\$ 0	18,365	18,000	19,450	18,300	21,000
Solid Waste Transfer Station	\$ 1,000	1,800	1,000	2,800	2,200	2,600
Facilities	\$ 5	4,104	0	25,229	31,456	31,456
Cemetery/Parks	\$ 39,399	67,373	56,086	54,156	63,400	60,100
<b>TOTAL BUDGETED REVENUES</b>	<b>\$ 83,304</b>	<b>174,202</b>	<b>149,986</b>	<b>158,170</b>	<b>190,256</b>	<b>179,456</b>

These operations are responsible for the maintenance and repair of the town's roadway, drainage, sidewalks, parks, cemetery, and buildings infrastructure, as well as solid waste and recycling, and maintenance of town trees. The Public Works Department maintains 115 miles of road (180 lane miles of ) 12.5 miles of sidewalks, 430 acres of parks and cemeteries, including 9 cemeteries, and the storm drainage system. In 2012, 2,805 tons of solid waste were collected and another 1,925 tons recycled. The Facilities department maintains 15 buildings with a total of 158,070 square feet, and maintains a reservation schedule for Town Hall meeting rooms and gym, which are used regularly every week night.

The DPW assumed maintenance of 8 town department vehicles, to improve maintenance, safety and life of these vehicles: a pilot project is underway to determine whether a similar plan for police vehicles will be cost effective. Made drainage improvements to reduce icing and improve safety, worked with Planning and Utilities on the North Green project, undertook and completed signage reflectivity assessment in compliance with federal Dept. of Transportation requirements, continued compliance measures with federal storm water regulations and state fuel dispensing regulations, worked with Shade Tree and beautification Committee on elm tree survey, completed road and sidewalk improvements, including Washington Street, Charlotte Road, Lord Square sidewalks, Town Hill reconstruction, and reconstruction of Dartmouth road. Facilities renovated cemetery offices, replaced 2 columns in front of Town Hall, upgraded lighting in Town Hall, Library, Central Street Fire Station, Linebrook Fire Station and Police Station. In addition, the department fitted out the Emergency Operations Center in town Hall and upgraded the Town Hall generator to support the EOC and town operations during emergencies.

Funds have been increased for drain and culvert maintenance to reduce flooding and erosion, and for compliance with the federal Clean water Act. Estimated reductions in the cost of sanitation tipping fees have been reallocated to fully funding the Recycling Coordinator when the grant expires. The demonstrated success of this program has resulted in cost savings/recycling income of \$39,616. FY14 projects include reconstruction of Linebrook from Rt 1 to Leslie Road, replacement of a section of Topsfield Road sidewalks, extension of sidewalks and curbing on Town Hill, and upgrade of traffic signage in the downtown and other locations in town. Household Hazardous Waste collection has been transferred from Health and incorporated into the transfer station operations. Increase in Facilities funding supports a maintenance agreement for the town phone system; electrical upgrades to Town Hall and Linebrook Fire Station; and replacement of deteriorated ceiling tiles at the Police Department.

**COMMUNITY & CULTURAL SERVICES**

	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	REQUESTED	TM
	FY11	FY11	FY12	FY12	FY13	FY14	FY14
Public Health	\$ 169,942	172,250	179,082	174,746	186,188	185,888	179,738
Adult Services/COA	\$ 113,184	109,251	116,959	114,587	127,374	128,871	128,871
Veterans' Services	\$ 110,000	116,992	131,000	181,005	177,100	240,600	177,100
Library	\$ 518,494	522,824	535,162	545,152	549,717	555,521	555,521
Culture & Recreation Services	\$ 147,123	143,203	151,355	85,322	61,000	109,840	94,029
<b>TOTAL APPROPRIATION</b>	<b>\$ 1,058,743</b>	<b>1,064,520</b>	<b>1,113,558</b>	<b>1,100,812</b>	<b>1,101,379</b>	<b>1,220,720</b>	<b>1,135,259</b>

**OTHER SERVICE COSTS**

Employee benefits (estimated)	\$ 63,684	60,448	51,543	51,543	52,278	54,368	54,368
Retirement	\$ 54,701	55,701	46,989	47,351	48,829	49,813	49,813
Debt Service	\$ 177,909	538,380	95,327	95,127	87,198	71,825	71,825
<b>TOTAL COST OF SERVICE</b>	<b>\$ 1,355,036</b>	<b>1,719,049</b>	<b>1,307,417</b>	<b>1,294,833</b>	<b>1,289,685</b>	<b>1,396,726</b>	<b>1,311,265</b>
Total Full Time Equivalents	<b>15.53</b>	<b>15.53</b>	<b>15.53</b>	<b>15.53</b>	<b>12.26</b>	<b>12.05</b>	<b>12.05</b>

**BUDGETED REVENUES**

	FY11	FY11	FY12	FY12	FY13	FY14
	Estimate	Actual	Estimate	Actual	Estimate	Estimate
Health photocopies	\$ 0	0	0	120	0	135
Sealer of weights and measures	\$ 3,500	4,115	4,500	6,090	4,100	5,500
Soil testing	\$ 6,000	12,150	10,000	7,250	11,000	8,000
Disp. System Const.Permit & plan review	\$ 11,000	16,800	13,000	14,771	22,000	18,000
Haulers	\$ 2,300	2,600	2,800	2,300	2,800	2,800
Food Service, Retail Food, Caterer & Mobile	\$ 13,500	18,748	13,500	19,582	19,000	19,000
Installer	\$ 2,900	2,750	2,500	2,675	2,600	2,600
Other-tanning,pools,camps,tobacco etc.	\$ 2,000	2,120	1,700	2,952	3,400	3,400
Trench permits	\$ 1,500	3,550	2,700	2,450	3,000	2,500
Veteran Reimbursement	\$ 97,500	94,360	97,500	88,892	135,000	172,000
Library Fines & Fees	\$ 3,000	5,059	3,200	6,036	7,000	6,100
Lost Books	\$ 1,200	1,711	1,200	1,803	2,000	1,400
Library Donations	\$ 300	317	300	809	300	350
<b>TOTAL BUDGETED REVENUES</b>	<b>\$ 144,700</b>	<b>164,280</b>	<b>152,900</b>	<b>155,730</b>	<b>212,200</b>	<b>241,785</b>

Operations which improve community and resident well-being and cultural and recreational experiences have been combined under the general heading of Community and Cultural Services. The functions remain separate departments with separate Directors, who frequently collaborate on programming and service delivery. In 2012, the Public Health Director issued 4 septic betterment loans, coordinated free dental screenings for children, conducted a community flu clinic and monitored mosquito testing results, coordinating response with regional mosquito control. In FY 14, another dental clinic will be conducted and a plan to address prostate cancer implemented (one of the major community needs identified in an assessment conducted by the Northeast Health System for North Shore communities). Adult Services/Council on Aging provides services for residents over 60 years, 26% of the town's population. In FY12, the department delivered 24,165 units of service, and those are expected to increase in FY13. Funds are included to increase the Director's position to 28 hours/week in FY14. Long-time Director Diane Mitchell is retiring and both she and the Town Manager believe that expansion of the Director's hours are necessary to ensure an appropriate level of oversight and to recruit qualified candidates. The increase is salary neutral, but makes the position a benefitted position. Library circulation rose by 95 to 57,446 through November 2012. In 2013, the Library installed a seismograph in collaboration with the Weston Observatory and sponsored extensive programming for the community and schools around this project; expanded children's reading programs and hosted 1500 children over the course of the summer reading program; and is undertaking a program to digitize town reports from 1856-1956. In FY14, the Library will apply to be added to the National Register of Historic Places and expand programs and resources for the public. Veterans services remains active, serving 120 qualified applicants of the 992 known veterans and 318 known surviving spouses. Service levels are expected to remain consistent with existing service levels, although the status of economy and engagement in conflicts overseas have potential to affect funding needs. The position of Recreation Director is reformulated as the Recreation and Culture Director and will build on recent successful programs highlighting community culture and recreation in Ipswich. The position will continue to work with community organizations in creating recreation and cultural opportunities and coordinating town-wide events most effectively for the community. Additionally, the position will work with the Visitor Center, downtown businesses and organizations in developing cultural and recreational programming, to draw residents and visitors downtown and enhance the profile of Ipswich's downtown and its businesses.

**BENEFITS & OTHER**

	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	REQUESTED	TM
	FY11	FY11	FY12	FY12	FY13	FY14	FY14
Reserve Fund	\$ 50,000	0	50,000	0	50,000	50,000	50,000
Miscellaneous Finance -- Benefits	\$ 2,046,915	1,996,451	2,249,397	2,117,587	2,300,840	2,441,106	2,439,106
Miscellaneous Finance -- Insurance	\$ 221,384	187,039	247,202	240,955	316,442	320,426	320,426
Miscellaneous Finance -- Expense	\$ 185,495	71,797	201,304	99,529	185,305	335,675	299,088
Debt Service	\$ <u>1,256,361</u>	<u>1,219,253</u>	<u>1,308,649</u>	<u>1,293,144</u>	<u>1,194,097</u>	<u>1,247,250</u>	<u>1,247,250</u>
<b>TOTAL APPROPRIATION</b>	<b>\$ <u>3,760,155</u></b>	<b><u>3,474,540</u></b>	<b><u>4,056,552</u></b>	<b><u>3,751,215</u></b>	<b><u>4,046,684</u></b>	<b><u>4,394,457</u></b>	<b><u>4,355,870</u></b>

**OTHER SERVICE COSTS-N/A**

Employee benefits (estimated)	\$
Retirement	\$
Debt Service	\$
<b>TOTAL COST OF SERVICE</b>	<b>\$</b>

Total Full Time Equivalents-N/A

**BUDGETED REVENUES-N/A**

Benefits

Health insurance is projected to increase by 4% at this time. This is a reasonable estimate based upon preliminary discussions with the town's insurer, although we are waiting for more concrete information.

Insurance

Property and casualty insurance is projected to increase by 10%, although we are waiting for more information from the town's insurer. The town has increased various training programs, such as driver training (police, fire, van), supervisor training and the January 29 training on hearings for land use boards, which reduce the town's insurance via credits.

Expense

Funds have been set aside for various potential expenses, such as collective bargaining settlements, which all expire at the end of FY13. Also included are funds for unexpected and unforeseen costs which typically arise during the course of the year.

Debt Service

The increase of \$53,153 is attributable to new debt incurred for the fire pumper approved by voters in FY12 and purchased in FY13.



**ENTERPRISE FUNDS**

	<u>BUDGET</u> <u>FY11</u>	<u>ACTUAL</u> <u>FY11</u>	<u>BUDGET</u> <u>FY12</u>	<u>ACTUAL</u> <u>FY12</u>	<u>BUDGET</u> <u>FY13</u>	<u>REQUESTED</u> <u>FY14</u>	<u>TM</u> <u>FY14</u>
WATER	2,624,667	2,252,428	2,887,221	2,514,266	2,922,076	2,836,183	2,836,183
WASTEWATER	1,492,041	1,490,983	1,651,095	1,447,098	1,929,120	2,047,283	2,047,283
<b>TOTAL APPROPRIATION</b>	<b>4,116,708</b>	<b>3,743,410</b>	<b>4,538,316</b>	<b>3,961,364</b>	<b>4,851,196</b>	<b>4,883,466</b>	<b>4,883,466</b>

**OTHER SERVICE COSTS**

	<u>FY11</u>	<u>FY11</u>	<u>FY12</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY14</u>
<b><u>WATER</u></b>							
Employee benefits	101,701	96,811	100,791	100,791	102,230	106,318	106,318
Retirement	61,784	60,896	63,428	62,697	63,785	64,187	64,187
Debt Service(Numbers included above)	<u>422,458</u>	<u>422,457</u>	<u>628,316</u>	<u>448,889</u>	<u>812,235</u>	<u>537,919</u>	<u>537,919</u>
<b>TOTAL COST OF SERVICES</b>	<b>2,788,153</b>	<b>2,410,135</b>	<b>3,051,440</b>	<b>2,677,754</b>	<b>3,088,091</b>	<b>3,006,688</b>	<b>3,006,688</b>
Total Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	11.58	11.58
<b><u>WASTEWATER</u></b>							
Employee benefits	16,925	16,065	16,672	16,672	16,910	17,586	17,586
Retirement	36,928	37,627	38,575	36,284	39,875	39,875	39,875
Debt Service(Numbers included above)	<u>319,718</u>	<u>314,044</u>	<u>384,055</u>	<u>306,509</u>	<u>657,322</u>	<u>460,763</u>	<u>460,763</u>
<b>TOTAL COST OF SERVICES</b>	<b>1,545,894</b>	<b>1,544,675</b>	<b>1,706,342</b>	<b>1,500,054</b>	<b>1,985,905</b>	<b>2,104,744</b>	<b>2,104,744</b>
Total Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	6.42	6.42

**BUDGETED REVENUES**

	<u>FY11</u>	<u>FY11</u>	<u>FY12</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>
<b><u>WATER</u></b>						
User Charges	<u>2,283,407</u>	<u>2,318,259</u>	<u>2,283,407</u>	<u>2,293,272</u>	<u>2,511,748</u>	<u>2,762,922</u>
Liens	45,000	60,764	45,000	58,999	55,000	55,000
Application Fees	20,500	29,600	33,500	4,000	35,000	10,000
Trench Permits	0	150	0	300	0	0
Other Misc.	0	23,151	0	24,349	0	25,000
Surplus	<u>275,760</u>	<u>275,760</u>	<u>525,314</u>	<u>525,314</u>	<u>320,328</u>	<u>10,261</u>
<b>Total Water Revenue</b>	<b>2,624,667</b>	<b>2,707,684</b>	<b>2,887,221</b>	<b>2,906,233</b>	<b>2,922,076</b>	<b>2,836,183</b>
<b><u>WASTEWATER</u></b>						
Septage Disposal	426,000	429,596	514,500	521,616	425,200	450,000
User Charges	1,034,041	1,042,707	1,050,000	1,047,363	1,105,269	1,248,954
Liens	25,500	30,044	29,000	23,776	26,000	25,500
Application Fees	0	13,000	0	1,240	0	1,000
Trench Permits	0	50	0	50	0	0
Assessments	6,500	6,186	6,000	9,422	6,000	6,500
Committed Interest	0	3,048	0	2,724	0	4,000
Other Misc.	0	2,702	0	4,713	0	1,000
Surplus	<u>0</u>	<u>0</u>	<u>51,595</u>	<u>51,595</u>	<u>366,651</u>	<u>310,329</u>
<b>Total Wastewater Revenue</b>	<b>1,492,041</b>	<b>1,527,332</b>	<b>1,651,095</b>	<b>1,662,500</b>	<b>1,929,120</b>	<b>2,047,283</b>
<b>TOTAL BUDGETED REVENUE</b>	<b>4,116,708</b>	<b>4,235,016</b>	<b>4,538,316</b>	<b>4,568,733</b>	<b>4,851,196</b>	<b>4,883,466</b>

Water and sewer enterprise funds are supported by user fees and charges. The water system is comprised of a treatment plant, six groundwater wells, 92 miles of mains and serves approximately 4,500 accounts. Sewer operations include a treatment plant and provides service to approximately 1,800 accounts.

**Water Plant:** FY13-Completed retrofit of Chlorine Dioxide System at the Water Treatment Plant (WTP) to address perchlorate concerns; completed DEP required study to evaluate long term plant operation with respect to perchlorate and other disinfection by-products; completed design of Mile Lane Well Building Upgrades, with construction to be completed Spring 2013. Fellows Road Well will be cleaned as part of routine maintenance in Spring 2013. Applied for and received an Energy Efficiency and Conservation Block Grant through the Department of Energy Resources, which funded an energy evaluation of the WTP which was completed by the Cadmus Group. FY14: Will complete design and specifications for WTP upgrades; including pumps, roof, windows and door replacement, lab fume hood replacement, and carbon filter repairs.

**Water system:** FY13 -Completed 2 water main replacement projects within budget: Washington St. & North Main St. Will complete design of the Jeffrey's Neck Road Water Main Replacement project in FY13. Developing a hydraulic model of the water distribution system which will be complete in late FY13. FY14: Jeffrey's Neck Road Water Main Replacement project will be ready to bid and construct pending outcome of road elevation evaluation. Funding also includes \$31,000 for Leak Detection, Service and Main Repairs and Storage Tank Inspections .

**Wastewater:** FY13- Completed design and bidding of final phase of Wastewater Treatment Plant (WWTP) Upgrades, which will begin construction in Spring 2013. Procured and installed low flow pump at the Town Wharf Pump Station which significantly improved the operation of the station. Designed improvements to the wastewater collection system in the Hammatt St. parking lot, with construction to take place in Spring 2013. A new Return Activated Sludge (RAS) pump for the WWTP was purchased as a backup to existing aging and problematic pumps. Applied for and received an Energy Efficiency and Conservation Block Grant through the Department of Energy Resources. The grant funded an energy evaluation of the WWTP which was completed by the Cadmus Group. FY14: Replace windows, doors and roof at WWTP, replace a second RAS pump at the WWTP, prepare an Emergency Response Plan for the WWTP ; and construct the final phase of the WWTP upgrades.

**GRAND TOTALS**

	BUDGET FY11	ACTUAL FY11	BUDGET FY12	ACTUAL FY12	BUDGET FY13	REQUESTED FY14	TM FY14
Total General Gov't Appropriation	\$ 1,264,061	1,604,871	1,355,468	1,633,868	1,410,436	1,453,358	1,400,579
Total Planning & Community Dev. Appropriation	\$ 475,786	468,582	486,754	471,819	536,087	525,432	521,232
Total Public Safety Appropriation	\$ 3,917,651	3,945,158	4,065,205	4,066,186	4,297,508	4,279,170	4,267,712
Total Public Works Appropriation	\$ 3,715,478	3,471,168	3,587,862	3,308,120	3,776,393	3,815,446	3,840,630
Total Community & Cultural Services Appropriation	\$ 1,058,743	1,064,520	1,113,558	1,100,812	1,101,379	1,220,720	1,135,259
Total Benefits & Other Appropriation	\$ 3,760,155	3,474,540	4,056,552	3,751,215	4,046,684	4,394,457	4,355,870
Total School Appropriation	\$ 22,907,386	22,907,386	23,539,168	23,539,168	24,355,520	24,963,920	24,963,920
<b>Total General Fund</b>	<b>\$ 37,099,260</b>	<b>36,936,226</b>	<b>38,204,567</b>	<b>37,871,188</b>	<b>39,524,007</b>	<b>40,652,503</b>	<b>40,485,202</b>
TOTAL ENTERPRISE FUNDS	\$ 4,116,708	3,743,410	4,538,316	3,961,364	4,851,196	4,883,466	4,883,466
<b>GRAND TOTAL APPROPRIATIONS</b>	<b>\$ 41,215,968</b>	<b>40,679,636</b>	<b>42,742,883</b>	<b>41,832,552</b>	<b>44,375,203</b>	<b>45,535,969</b>	<b>45,368,668</b>

**FY14 Budget-Sources & Uses**

**Estimated Uses**

**Estimated Sources**

	<u>Total</u>	<u>Raise &amp; Appropriate</u>	<u>Overlay Surplus</u>	<u>Tourism</u>	<u>Debt Premium</u>	<u>Waterway Improvement</u>	<u>Enterprise Fund Surplus</u>
FY 14 General Fund Budget	40,485,202 =	40,263,914	150,000	1,000	4,126	66,162	
FY 14 Enterprise Fund Budget	<u>4,883,466</u> =	4,562,876					320,590
Grand Total Appropriations	45,368,668 =	44,826,790	150,000	1,000	4,126	66,162	320,590