

TOWN OF WESTON

FY2018 REVENUE PROJECTIONS



*Prepared by the Town Manager's Office and
Finance Department
January 25, 2017*

Fiscal Year 2018 Revenue Projections

This revenue projection is being submitted to the Board of Selectmen and Finance Committee as required under Section 2 (f) (ii) (5) of Chapter 80 of the Acts of 2001, the Town Manager Act for the Town of Weston.

Revenue projecting is a dynamic process. These projections will be revised as additional data becomes available. The specific revenue projections likely to be revised are noted throughout the assumptions.

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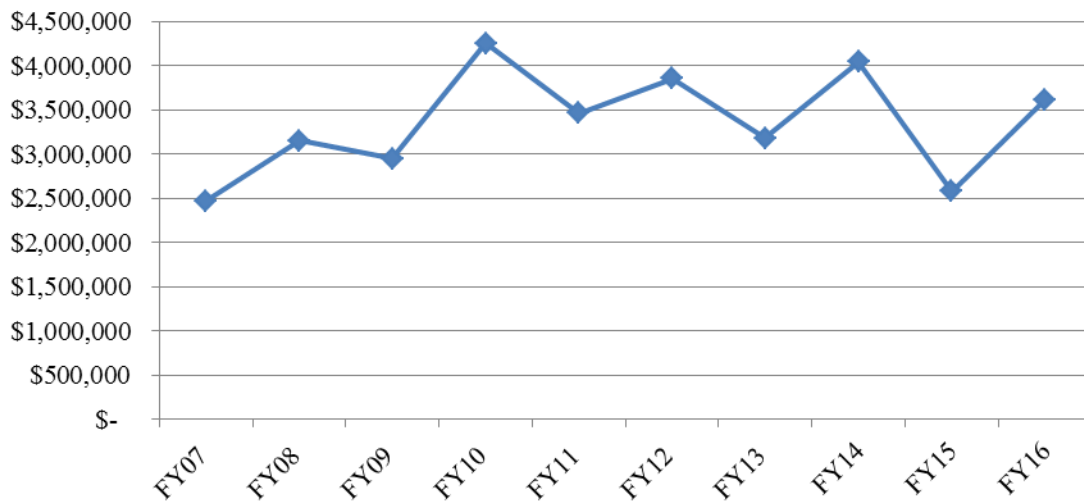
FY2018 Revenue Projection Summary

The Town's General Fund revenue excludes Enterprise Fund revenue (i.e. Water Division, Brook School Apartments, and Recreation). General Fund revenue is broken down into four categories: property taxes (86.3%), state aid (4.7%), local receipts (6.4%), prior year balances (3.5%) and other (0.7%). The final General Fund revenue figure is reached by factoring in revenue offsets (-1.6%) which include State assessments and offsets, overlay for abatements and the General Fund contribution to the Recreation Enterprise Fund.

FY18 revenues are projected to increase by \$2,648,548 or 3.47% over FY17 Estimated Revenues. This increase, by revenue source, is shown in the table below. Some of the revenue sources may be revised over the coming weeks as better data becomes available. Aspects of this projection which should be highlighted include:

1. **Property Taxes:** The increase in the tax levy of \$2,566,579 or 3.91% consists of the allowed 2.5% increase plus \$1,192,004 in unused levy capacity being carried forward from new growth in FY17 (Also see Appendix 1).
2. **State Aid:** At this time, state aid is projected assuming level funding based on preliminary estimates at the state level. Final State Aid numbers may not be known by Town Meeting.
3. **Local Receipts:** Local receipts are projected to decrease by \$8,973 or 0.18%, primarily due to a non-recurring source of revenue in FY17.
4. **Prior Year Balances/Other:** This projection assumes the use of \$2,300,000 of the Town's 6/30/2016 certified Free Cash for the operating budget. The Board of Assessors has released \$300,000 in surplus overlay. It is also assumed that \$125,000 in the remaining principal from the Well Litigation Settlement will again be used to help fund the FY18 budget.
5. **Other Revenues:** This category includes contributions from two enterprise funds for costs budgeted in the general fund.

Certified Free Cash FY07 - FY16



FY2018 Funding Source by Revenue Type

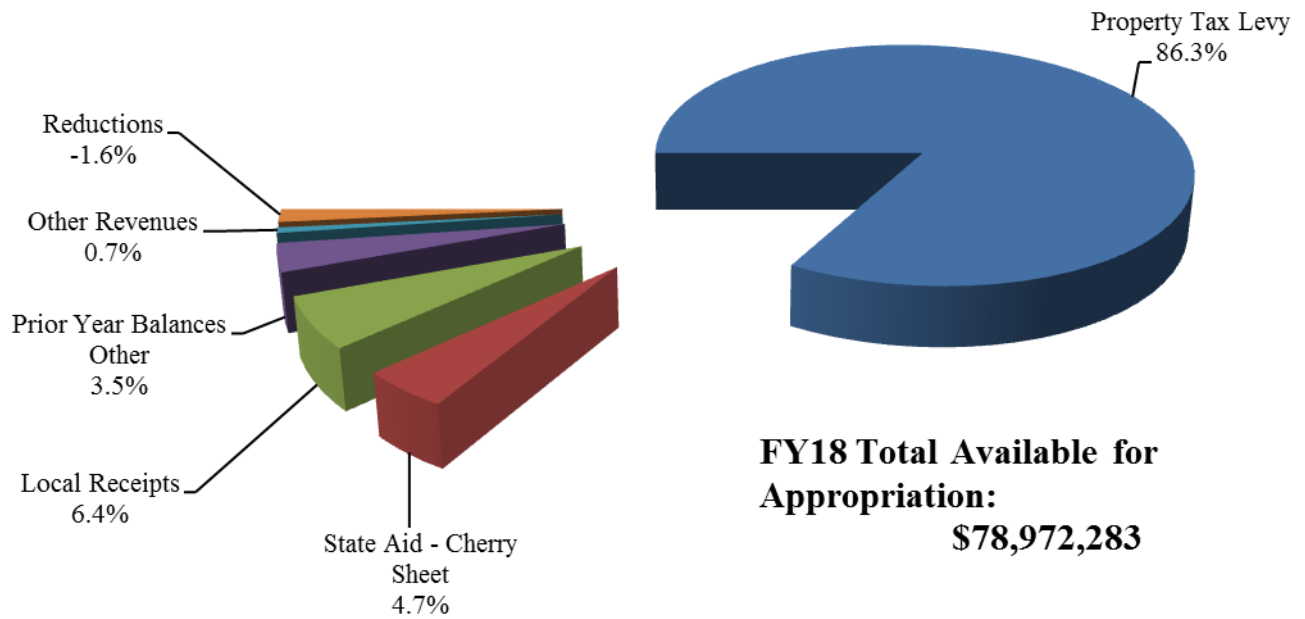


TABLE I: FY2018 REVENUE PROJECTION SUMMARY

| | FY2017 Estimated | FY2018 Projected | DOLLAR CHANGE FY17- 18 | PERCENT CHANGE FY17- 18 |
|--|---------------------|---------------------|------------------------------|-------------------------------|
| PROPERTY TAX LEVY | \$65,583,981 | \$68,150,559 | \$2,566,579 | 3.9% |
| STATE AID - CHERRY SHEET | \$4,386,744 | \$3,721,206 | (\$665,538) | -15.2% |
| LOCAL RECEIPTS | \$5,075,687 | \$5,066,714 | (\$8,973) | -0.2% |
| PRIOR YEAR BALANCES/OTHER | \$2,691,015 | \$2,773,500 | \$82,485 | 3.1% |
| TOTAL PROJECTED REVENUES | \$77,737,427 | \$79,711,979 | \$1,974,552 | 2.5% |
| REDUCTIONS IN REVENUES | (1,943,153) | (1,277,099) | \$666,054 | -34.3% |
| OTHER REVENUES | 529,461 | 537,403 | 7,942 | 1.5% |
| AVAILABLE FOR APPROPRIATION | \$76,323,735 | \$78,972,283 | \$2,648,548 | 3.5% |
| AVAILABLE FOR EXCLUDED DEBT SERVICE | \$112,833 | \$810,988 | \$698,155 | 618.8% |

Property Tax - Projections and Assumptions

Table 2

| | FY2015 ACTUAL | FY2016 ACTUAL | FY2017 TAX RECAP | FY2018 PROJ | \$CHG | %CHG |
|--------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|-------------|
| PROPERTY TAX LEVY | \$61,700,758 | \$63,348,917 | \$65,583,981 | \$68,150,559 | \$2,566,579 | 3.9% |
| new growth | 1,196,208 | 927,176 | 1,192,004 | 600,000 | (592,004) | -49.7% |
| (unused levy capacity) | (1,196,208) | (927,176) | (1,192,004) | (600,000) | 592,004 | -49.7% |
| override | - | - | - | - | - | 0.0% |
| Total Tax Levy | \$61,700,758 | \$63,348,917 | \$65,583,981 | \$68,150,559 | \$2,566,579 | 3.9% |

Assumptions:

1. Property Tax Levy - \$68,150,559: Weston’s property tax levy is anticipated to increase by \$2,566,579 or 3.91%. Of this amount, \$1,192,004 is from FY17 unused tax levy capacity (new growth). There is additional unused levy capacity of more than \$6.2 million that carries forward.

As provided under Proposition 2 ½, local governments are permitted to increase property taxes 2.5% over the previous years’ tax levy limit. In addition, a community may increase its property tax levy by what is known as “new growth.” New growth reflects an increase in the property tax levy resulting from new residential and commercial construction in the community. FY18 new growth is projected at \$600,000.

It has been the Town’s practice not to include estimated new growth in preparing revenue projections for the Annual Town Meeting. By using this conservative revenue projection approach, Weston has consistently had “unused levy capacity” each year.

A historical analysis of the property tax levy including unused levy capacity can be found in Appendix 1. The Reserve Policy defines the annual amount of unused tax levy capacity as an unrestricted revenue source to be used prior to setting the tax rate each year for the following purposes: to fund snow and ice deficits from the prior year; to offset any estimated local receipts shortfall or state aid reduction; to be used instead of appropriating from the Stabilization Fund; and to be used in revenue estimates prior to annual town meeting after taking into consideration other uses previously stated.

State Aid - Projections and Assumptions

Table 3

| | FY2015 ACTUAL | FY2016 ACTUAL | FY2017 TAX RECAP | FY2018 PROJ | \$CHG | %CHG |
|---------------------------|---------------------|---------------------|---------------------|--------------------|---------------------|---------------|
| STATE AID | | | | | | |
| Chapter 70 (school aid) | \$2,988,929 | \$3,045,154 | \$3,299,788 | \$3,299,788 | - | - |
| Unrestricted Gen Govt Aid | 332,852 | 344,835 | 359,663 | 359,663 | - | - |
| Dist., reimb., offsets | 89,482 | 69,342 | 61,755 | 61,755 | - | - |
| School Construction | 724,226 | 665,538 | 665,538 | 0 | (665,538) | -100.0% |
| Total State Aid | \$ 4,135,489 | \$ 4,124,869 | \$4,386,744 | \$3,721,206 | \$ (665,538) | -15.2% |

Assumptions:

State Aid - \$3,721,206: State aid, which is also referred to as Cherry Sheet aid, is a function of the state budget. At this time, state aid is projected to be level funded in FY18.

Weston's first indication of state aid for FY18 will come when Governor Baker submits his FY18 budget to the Legislature. This happens at the end of January 2017. This budget is known as "House 1" and includes the Governor's proposal on education aid (Chapter 70) and lottery distributions, two of Weston's largest categories of state aid.

1. Distributions, Reimbursements and Offsets - \$61,755: This category includes amounts reserved for direct expenditure for Public Libraries, as well as reimbursement for charter school tuition, veterans' benefits paid, and real estate exemptions.

2. Chapter 70 Aid - \$3,299,788: Chapter 70 education assistance is Weston's largest category of state aid. This assistance is provided through the use of a state formula that sets a target of 59% local funding and 41% state funding of the "foundation" budget for education. Weston regularly provides local funding at a much higher level.

3. School Construction -\$0: This aid is a function of partial reimbursements for the High School renovation project. This amount, however, must be directly used to reduce the amount of the Proposition 2 ½ debt exclusion for this project and, therefore, is not available for appropriation for other purposes. The annual MSBA school construction payment of \$665,538 is being reclassified as a revenue source to offset debt service in FY18. It will no longer be classified as a State Aid revenue source for the operating budget going forward through 2020. Instead it will be classified as a revenue source offsetting excluded debt service.

4. Lottery Aid - \$359,663: Under State law, cities and towns share in the proceeds of the State lottery.

Local Receipts - Projections and Assumptions

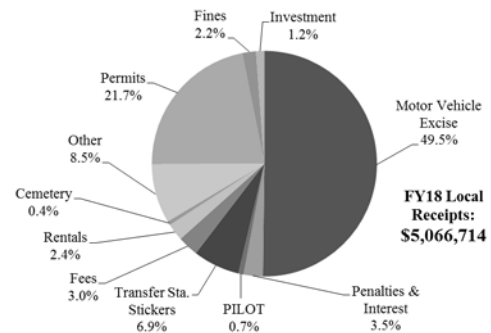
Table 4

| | FY2015 ACTUAL | FY2016 ACTUAL | FY2017 TAX RECAP | FY2018 PROJ | \$CHG | %CHG |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|-------------------|--------------|
| LOCAL RECEIPTS | | | | | | |
| motor vehicle excise | \$2,910,707 | \$2,982,398 | \$2,544,000 | \$2,544,000 | - | - |
| penalties and interest | 233,333 | 142,892 | 140,000 | 140,000 | - | - |
| payment in lieu of taxes | 81,697 | 89,222 | 36,794 | 37,714 | \$920 | 2.5% |
| charges for services-solid waste | 371,197 | 342,217 | 340,000 | 340,000 | - | - |
| fees | 151,977 | 195,331 | 150,000 | 150,000 | - | - |
| rentals | 134,484 | 130,430 | 125,000 | 125,000 | - | - |
| departmental revenue-cemeteries | 38,100 | 36,443 | 30,000 | 30,000 | - | - |
| other departmental revenue | 448,340 | 447,605 | 430,000 | 430,000 | - | - |
| licenses and permits | 1,369,115 | 1,328,944 | 1,110,000 | 1,110,000 | - | - |
| finest and forfeits | 120,370 | 101,366 | 100,000 | 100,000 | - | - |
| investment income | 61,097 | 56,090 | 60,000 | 60,000 | - | - |
| misc. non recurring | 162,552 | 307,881 | 9,893 | - | (\$9,893) | -100.0% |
| misc. recurring | - | - | - | - | - | - |
| Total Local Receipts | \$ 6,082,969 | \$ 6,160,818 | \$ 5,075,687 | \$ 5,066,714 | \$ (8,973) | -0.2% |

Assumptions:

Local Receipts - \$5,066,714: Local receipts are those fees and charges which may be imposed by a municipality. Massachusetts General Law Chapter 40 Section 22f provides that “any municipal board or officer empowered to issue a license, permit, certificate or to render a service to perform work for a person or class of persons may, from time to time, fix reasonable fees...” This is a local acceptance statute that Town Meeting approved in May 1996.

FY18 Local Receipts



1. Motor Vehicle Excise - \$2,544,000: Motor vehicle excise receipts are largely dependent on the sale of new vehicles, which is generally tied to economic conditions. A historical analysis of the number of bills issued and collection rates can be found in Appendix 2.

2. Penalties and Interest - \$140,000: This category includes penalties charged for the late payment of real estate and motor vehicle excise bills, tax lien redemptions and interest accrued on deferred taxes. Large changes in this receipt category are due to payments in deferred taxes (elderly deferral), which cannot be projected with any certainty.

3. PILOT-Payment in Lieu of Taxes - \$37,714: The Town has a payment-in-lieu-of-taxes agreement with Weston Community Housing, Inc. for Merriam Village. The FY18 payment is expected to be \$14,349. The Town also receives a PILOT for Brook School Apartments, which is \$23,365, a 2.5% increase over FY17.

4. Charges for Service - Solid Waste - \$340,000: The current fee is \$225 per year with a reduced fee of \$140 for senior citizens. In addition, households that meet certain income

requirements are eligible for a waiver of the fee. In FY16, 33 people took advantage of the transfer station fee waiver. In FY16, transfer station sticker fee revenue funded approximately 68% of the cost of this operation, which is less than usual, most likely because of the Pay As You Throw pilot program that was conducted in FY16. The Board of Selectmen has set a goal of funding 70-75% of costs with fee revenue. Approximately \$8,500 of transfer station revenue is estimated to be received from recycling of certain materials.

5. Fees - \$150,000: This category includes Town Clerk fees, municipal lien certificate fees, Planning Board filing fees, police detail administration fees, stormwater review fees, and certain Board of Health inspection fees. A five year historical average can be found in Appendix 3.

6. Rentals - \$125,000: This category consists primarily of lease payments for two cell towers located at the Police Station, and the rental income for the Library and the Melone homestead.

7. Departmental Revenue - Cemeteries - \$30,000: This category includes revenues from interments and foundations. The projection is conservatively based on a five-year historical average. (Also see, Cemetery Trust Fund in Table 5)

8. Other Departmental Revenue - \$430,000: This category primarily includes ambulance fees, but also includes emergency alarm system fees, false burglar and fire alarm fees, and other miscellaneous revenue.

9. Licenses and Permits – \$1,110,000: This category includes Building Department permit fees, Board of Health and Fire Department permit fees. A five-year historical average can be found in Appendix 4.

10. Fines and Forfeits - \$100,000: This category includes parking ticket, court, library and motor vehicle non-renewal fines and fees. The projection is conservatively based on a five-year historical average.

12. Investment Income - \$60,000: This projection is based on an average rate of return on the Town's average monthly cash balance. The average rate of return to date in FY17 is .86 %.

Prior Year Balances/Other - Projections and Assumptions

Table 5

| | FY2015 ACTUAL | FY2016 ACTUAL | FY2017 TAX RECAP | FY2018 PROJ | \$CHG | %CHG |
|---|---------------------|---------------------|---------------------|---------------------|-----------------|-------------|
| PRIOR YR BAL/OTHER | | | | | | |
| unresv.fund bal. (free cash) | \$2,300,000 | \$2,100,000 | \$2,100,000 | \$2,300,000 | \$200,000 | 9.5% |
| free cash for capital projects | 325,000 | 900,000 | 0 | 0 | - | - |
| overlay surplus | 280,000 | 335,118 | 335,000 | 300,000 | (35,000) | -10.4% |
| reserved for approp. (accrued inc. litigation settlement) | 10,000 | 10,000 | 7,500 | 7,500 | - | - |
| reserved for appropriation (well litigation settlement) | 250,000 | 125,000 | 125,000 | 125,000 | - | - |
| cemetery trust fund | 35,000 | 35,000 | 35,000 | 35,000 | - | - |
| Josiah Smith Tavern trust fund | 6,000 | 6,000 | 6,000 | 6,000 | - | - |
| reappropriate continuing balances | - | - | 82,515 | - | (82,515) | -100.0% |
| Total Reserves | \$ 3,206,000 | \$ 3,511,118 | \$ 2,691,015 | \$ 2,773,500 | \$82,485 | 3.1% |

Assumptions:

Prior Year Balances/Other - \$2,773,500: This category includes those accounts that are either required by State law or established by Town Meeting. Appropriating funds from the accounts shown requires Town Meeting approval.

While not shown in this table, the Town Meeting annually votes to appropriate funds to a number of “continuing balance” accounts. These continuing balance accounts also function as a type of dedicated reserve account as the unexpended balance at the close of a fiscal year is carried forward to the next fiscal year. The Town established these continuing balance accounts to provide for annual level funding for a variety of capital type expenditures, such as facilities maintenance and technology-related replacements. The balances in these continuing balance accounts are shown in Appendix 5.

In addition, in 2006 the Board of Selectmen approved a Reserve Policy creating eleven different reserve categories to address specific needs. Funding of the reserves began in FY06. The status of the various Reserves is shown in Appendix 7.

1. Unreserved Fund Balance/Free Cash - \$2,300,000: The Department of Revenue certified Weston’s Free Cash as of June 30, 2016 at \$3,613,421.

Undesignated fund balance/free cash is largely a function of:

- prior year revenue collections in excess of estimates, and
- prior year expenditures less than appropriations.

Appendix 6 provides a history of the Town’s unreserved fund balance.

2. Overlay Surplus - \$300,000: A reserve for property tax abatements and exemptions is created each year by way of the Overlay account. Overlay Surplus becomes available when it is determined that all claims for abatements and exemptions of a specific fiscal year have been resolved. Per state statute, this amount must be formally voted by the Board of Assessors before it is available for appropriation. The Board of Assessors has voted to declare surplus of \$300,000 from the FY15 - FY16 Overlay accounts. The Reserve Policy calls for a reserve for property tax abatements of \$200,000 that is maintained in the overlay accounts.

3. Reserved for Appropriation - Accrued Income - Well Litigation Settlement - \$7,500: This reserve account reflects the investment income from a settlement with the Turnpike Authority over the pollution of Town wells. Over the last three years, this trust fund has earned an average of \$14,937 in investment income per year, and has an accumulated balance of \$114,121 as of June 30, 2016. These funds can be used for any municipal purpose.

4. Reserved for Appropriation - Well Litigation Settlement - \$125,000: This reserve account reflects the principal from a settlement with the Turnpike Authority over the pollution of Town wells. When the Town's reserve policy was implemented in FY06, the Finance Committee proposed using funds from this account to help fund the reserve policy recommendations. The rationale was that this is an undesignated reserve account and town meeting would simply be transferring the funds over time to designated reserve accounts. Since then, an annual appropriation from the Well Litigation Settlement principal has been made. The balance in this account as of June 30, 2016 is \$331,150.

5. Cemetery Trust Fund - \$35,000: This trust fund is the income earned from the perpetual care charge paid by residents purchasing cemetery plots in the Weston Cemetery. The June 30, 2016 balance in the perpetual care fund is \$1,261,038 (non-expendable).

6. Josiah Smith Tavern Trust Fund - \$6,000: This amount reflects the investment income from the Josiah Smith Tavern Trust Fund. The June 30, 2016 balance in this trust fund is \$247,227. This is a fully expendable trust fund.

7. Re-appropriate Continuing Balances - \$0: There are no continuing balances to be transferred in FY18.

Reductions in Revenues - Projections and Assumptions

Table 6

| | FY2015 ACTUAL | FY2016 ACTUAL | FY2017 TAX RECAP | FY2018 PROJ | \$CHG | %CHG |
|---|---------------------|---------------------|---------------------|---------------------|--------------------|---------------|
| REDUCTIONS IN REVENUES | | | | | | |
| cherry sheet assessments | \$285,122 | \$277,595 | \$295,111 | \$295,111 | - | - |
| cherry sheet offsets | 35,583 | 21,509 | 21,682 | 21,682 | - | - |
| overlay (abatements) | 450,988 | 406,511 | 446,753 | 450,000 | 3,247 | 0.7% |
| school reimbursements | 724,226 | 665,538 | 665,538 | - | (665,538) | -100.0% |
| overlay deficits | - | - | - | - | - | - |
| contribution to recreation enterprise fund | 464,423 | 479,150 | 514,069 | 510,306 | (3,763) | -0.7% |
| Total Reductions in Rev. | \$ 1,960,342 | \$ 1,850,303 | \$ 1,943,153 | \$ 1,277,099 | (\$666,054) | -34.3% |

Assumptions:

Reductions in Revenues - \$1,277,099: This table reflects offsets to revenues for certain accounts that do not require Town Meeting appropriation but are, in fact, expenditures of the Town.

1. State (Cherry Sheet) Assessments - \$295,111: Cherry Sheet Assessments are charges levied for services provided to the Town by State and other governmental agencies (e.g., MBTA). These charges are projected to be level funded in FY18.

2. State (Cherry Sheet) Offsets - \$21,682: State Aid distributions (see Table 3) include certain State categorical grants. The programs that comprise this category include School Lunch and Library grants. These grants must be used for specific purposes and may be expended without Town Meeting appropriation. While they are a component of State Aid revenue (see Table 3), these amounts are shown as a reduction in revenue available for Town Meeting appropriation because of their specific categorical nature. This amount is projected to be level funded in FY18.

3. Overlay - \$450,000: The Overlay is a reserve account used for property tax abatements and statutory tax exemptions. The preliminary estimate for this account, subject to approval by the Board of Assessors, has been set at \$450,000. Approximately \$40,000 is to fund statutory tax exemptions that are granted to the elderly, infirm and veterans. The State reimburses the Town approximately \$8,500 for these exemptions. Any Overlay amount not needed in a particular year is released as overlay surplus by the Board of Assessors for use in funding future operating budgets (see Table 5). The Board of Assessors returned \$300,000 by vote to overlay surplus on November 15, 2016.

4. School Building Reimbursements - \$0: As part of Weston's State Aid (Table 3), the Town receives reimbursements for the construction costs associated with the High School renovation project. Since this project is funded through Proposition 2 ½ debt exclusions, the

reimbursements must be used to offset the debt service payments associated with this project. The annual MSBA school construction payment of \$665,538 will no longer be classified as a reduction in revenue for the operating budget going forward through 2020. Instead it will be classified as a revenue source offsetting excluded debt service.

5. Overlay Deficits - \$0: There is no overlay deficit contemplated at this time. As recommended by the Reserve Policy, \$200,000 has been retained in the overlay account in case of an overlay deficit. The Town also has the ability to fund an overlay deficit from unused levy capacity.

6. Contribution to Recreation Enterprise Fund - \$510,306: Approximately 70% of the Recreation Department budget is covered by fee revenue. The remaining 30%, or \$510,306 allocated for FY18, is funded by the tax levy. We show this tax contribution in the “reduction in revenues” section since these funds are not otherwise available to fund the general fund portion of the budget.

Other Revenues – Projections and Assumptions

Table 7

| | FY2015 ACTUAL | FY2016 ACTUAL | FY2017 TAX RECAP | FY2018 PROJ | \$CHG | %CHG |
|---|-------------------|-------------------|---------------------|-------------------|-----------------|-------------|
| OTHER REVENUES | | | | | | |
| transfer from water enterprise fund | \$349,510 | \$317,833 | \$321,191 | \$326,009 | \$4,818 | 1.5% |
| transfer from brook school apts enterprise fund | 169,119 | 182,646 | 208,270 | 211,394 | 3,124 | 1.5% |
| Total Other Revenues | \$ 518,629 | \$ 500,479 | \$ 529,461 | \$ 537,403 | \$ 7,942 | 1.5% |

Assumptions:

- 1. Transfer from Water Enterprise Fund - \$326,009:** This is the amount that the Water Enterprise fund contributes to the General Fund to offset those Enterprise Fund expenses that are included in the General Fund (e.g., health insurance, pension, liability insurance, billing and collection costs, etc.). A 1.5% increase is projected.
- 2. Transfer from Brook School Apartments Enterprise Fund - \$211,394:** This is the amount that the Brook School Apartments Enterprise fund contributes to the General Fund to offset those Enterprise Fund expenses that are included in the General Fund (e.g., health insurance, pension, liability insurance, etc.). A 1.5% increase is projected.

Available for Excluded Debt Service - Projections and Assumptions

Table 8

| | FY2015 ACTUAL | FY2016 ACTUAL | FY2017 TAX RECAP | FY2018 PROJ | \$CHG | %CHG |
|---|------------------|------------------|---------------------|-------------------|-------------------|---------------|
| AVAILABLE FOR EXCL. DEBT SERVICE | | | | | | |
| school construction | \$0 | \$0 | \$0 | \$665,538 | \$665,538 | - |
| premium offset | - | - | 112,833 | 145,450 | 32,617 | 28.9% |
| Total Available for Excl. Debt Service | \$ - | \$ - | \$ 112,833 | \$ 810,988 | \$ 698,155 | 618.8% |

Assumptions:

- 1. School Construction - \$665,538:** This aid is a function of partial reimbursements for the High School renovation project. This amount, however, must be directly used to reduce the amount of the Proposition 2 ½ debt exclusion for this project and, therefore, is not available for appropriation for other purposes. The annual MSBA school construction payment of \$665,538 is being reclassified as a revenue source to offset debt service in FY18. Previously this had been classified as a State Aid revenue source for the operating budget. Going forward through 2020, it will be classified as a revenue source offsetting excluded debt service.
- 2. Premium Offset - \$145,450:** Premium is amortized over the life of a bond or note and is recorded as interest is paid down. Previously, premium had been used to offset the gross debt service expense and the appropriation was voted as a net figure. Going forward premium will be used as a revenue source and the debt service expense will be voted as a gross figure. The premium to be amortized in FY18 is \$145,450.

Appendix 1: Levy Limit 28-Year History: Fiscal Years 1990-2017

| Fiscal Year | Starting Balance | Annual 2 1/2% Increase | Amount of Override | Increase From New Construction | Total Levy Limit | Exempt Debt Exclusion | Community Preservation Act Surcharge | Allowable Amount which may be Raised from the Property Tax | Unused Levy Capacity | Actual Tax Levy | % +/- |
|-------------|------------------|------------------------|--------------------|--------------------------------|------------------|-----------------------|--------------------------------------|--|----------------------|-----------------|--------|
| 1990 | | | | | \$16,400,270 | \$1,101,576 | | \$17,501,846 | | | |
| 1991 | \$16,400,270 | \$410,007 | \$800,000 | \$138,363 | \$17,748,640 | \$1,263,054 | | \$19,011,694 | \$95,980 | \$18,915,714 | |
| 1992 | \$17,748,640 | \$443,716 | \$700,000 | \$86,219 | \$18,978,575 | \$1,454,928 | | \$20,433,503 | \$87,498 | \$20,346,005 | 7.56% |
| 1993 | \$18,978,575 | \$474,464 | \$0 | \$203,406 | \$19,656,445 | \$1,463,929 | | \$21,120,374 | \$347,706 | \$20,772,668 | 2.10% |
| 1994 | \$19,656,445 | \$491,411 | \$200,000 | \$261,247 | \$20,609,103 | \$1,483,922 | | \$22,093,025 | \$366,096 | \$21,726,929 | 4.59% |
| 1995 | \$20,609,103 | \$515,228 | \$300,000 | \$455,789 | \$21,880,120 | \$1,884,404 | | \$23,764,524 | \$899,271 | \$22,865,253 | 5.24% |
| 1996 | \$21,880,120 | \$547,003 | \$0 | \$474,531 | \$22,901,654 | \$2,270,573 | | \$25,172,227 | \$686,855 | \$24,485,372 | 7.09% |
| 1997 | \$22,901,654 | \$572,541 | \$0 | \$460,225 | \$23,934,420 | \$2,392,836 | | \$26,327,256 | \$727,019 | \$25,600,237 | 4.55% |
| 1998 | \$23,934,420 | \$598,361 | \$0 | \$654,277 | \$25,187,058 | \$2,439,162 | | \$27,626,220 | \$598,084 | \$27,028,136 | 5.58% |
| 1999 | \$25,187,058 | \$629,676 | \$0 | \$732,355 | \$26,549,089 | \$2,816,518 | | \$29,365,607 | \$702,499 | \$28,663,108 | 6.05% |
| 2000 | \$26,549,089 | \$663,727 | \$0 | \$682,631 | \$27,895,447 | \$2,806,386 | | \$30,701,833 | \$880,621 | \$29,821,212 | 4.04% |
| 2001 | \$27,895,447 | \$697,386 | \$590,000 | \$676,910 | \$29,859,743 | \$4,083,299 | | \$33,943,042 | \$1,143,212 | \$32,799,830 | 9.99% |
| 2002 | \$29,859,743 | \$746,494 | \$500,000 | \$1,140,934 | \$32,247,171 | \$4,625,636 | \$935,343 | \$37,808,150 | \$667,493 | \$37,140,657 | 13.23% |
| 2003 | \$32,247,171 | \$806,179 | \$0 | \$1,222,514 | \$34,275,864 | \$5,556,443 | \$1,051,629 | \$40,883,936 | \$258,924 | \$40,625,012 | 9.38% |
| 2004 | \$34,275,864 | \$856,897 | \$0 | \$1,944,757 | \$37,077,518 | \$5,599,897 | \$1,122,336 | \$43,799,751 | \$1,056,079 | \$41,621,336 | 2.45% |
| 2005 | \$37,077,518 | \$926,938 | \$0 | \$1,051,747 | \$39,056,203 | \$5,664,033 | \$1,189,090 | \$45,909,326 | \$961,844 | \$43,758,392 | 5.13% |
| 2006 | \$39,056,203 | \$976,405 | \$1,370,000 | \$1,322,894 | \$42,725,502 | \$5,921,946 | \$1,315,380 | \$49,962,828 | \$334,825 | \$48,312,623 | 10.41% |
| 2007 | \$42,725,502 | \$1,068,138 | \$1,100,000 | \$1,420,504 | \$46,314,144 | \$6,476,639 | \$1,487,807 | \$54,278,591 | \$1,348,450 | \$51,442,333 | 6.48% |
| 2008 | \$46,314,143 | \$1,157,854 | \$0 | \$1,049,715 | \$48,521,712 | \$7,463,699 | \$1,487,807 | \$57,473,218 | \$1,544,858 | \$54,440,553 | 5.83% |
| 2009 | \$48,521,712 | \$1,213,043 | \$0 | \$1,154,030 | \$50,888,785 | \$7,391,435 | \$1,559,964 | \$59,840,184 | \$1,281,886 | \$56,998,334 | 4.70% |
| 2010 | \$50,888,786 | \$1,271,421 | \$0 | \$1,105,302 | \$53,265,509 | \$7,205,908 | \$1,592,001 | \$62,063,418 | \$2,396,087 | \$58,075,330 | 1.89% |
| 2011 | \$53,265,509 | \$1,331,638 | \$0 | \$1,470,272 | \$56,067,419 | \$6,810,118 | \$1,640,490 | \$64,518,027 | \$2,956,970 | \$59,920,567 | 3.18% |
| 2012 | \$56,067,419 | \$1,401,685 | \$0 | \$897,752 | \$58,339,946 | \$7,266,714 | \$1,730,733 | \$67,337,393 | \$2,350,404 | \$63,256,256 | 5.57% |
| 2013 | \$58,339,946 | \$1,458,499 | \$0 | \$1,156,485 | \$60,954,930 | \$6,747,256 | \$1,774,072 | \$69,476,258 | \$3,278,851 | \$64,423,334 | 1.85% |
| 2014 | \$60,954,930 | \$1,523,873 | \$0 | \$1,020,267 | \$63,499,070 | \$7,671,685 | \$1,876,970 | \$73,047,725 | \$3,180,739 | \$67,990,016 | 5.54% |
| 2015 | \$63,499,070 | \$1,587,477 | \$0 | \$1,196,208 | \$66,282,755 | \$7,027,037 | \$1,899,998 | \$75,209,790 | \$4,388,793 | \$68,920,999 | 1.37% |
| 2016 | \$66,282,755 | \$1,657,069 | \$0 | \$927,176 | \$68,867,000 | \$8,105,064 | \$1,966,817 | \$78,938,881 | \$5,696,394 | \$71,275,670 | 3.42% |
| 2017 | \$68,867,000 | \$1,721,675 | \$0 | \$1,192,004 | \$71,780,679 | \$8,084,603 | \$2,248,386 | \$82,113,668 | \$6,196,698 | \$73,668,584 | 3.36% |

Appendix 2: Motor Vehicle Excise Revenue

| Comm. # | FY2013 | | | | FY2014 | | | | FY2015 | | | | FY2016 | | | |
|---------------|---------------|------------------|---------------|-----------------|---------------|------------------|---------------|-----------------|---------------|------------------|---------------|-----------------|---------------|------------------|---------------|-----------------|
| | # of bills | Amt. billed | Avg. per bill | late commitment | # of bills | Amt. billed | Avg. per bill | late commitment | # of bills | Amt. billed | Avg. per bill | late commitment | # of bills | Amt. billed | Avg. per bill | late commitment |
| 2 | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | |
| 4 | 332 | 111,409 | 336 | 2012 | 294 | 87,174 | 297 | 2013 | 366 | 147,829 | 404 | 2014 | 355 | 133,587 | 376 | 2015 |
| 5 | 255 | 56,824 | 223 | 2012 | 375 | 89,292 | 238 | 2013 | 359 | 89,106 | 248 | 2014 | 333 | 103,281 | 310 | 2015 |
| 6 | 320 | 44,696 | 140 | 2012 | 269 | 36,383 | 135 | 2013 | 261 | 40,612 | 156 | 2014 | 338 | 55,120 | 163 | 2015 |
| 7 | 265 | 15,439 | 58 | 2012 | 289 | 17,907 | 62 | 2013 | 273 | 17,377 | 64 | 2014 | 135 | 10,244 | 76 | 2015 |
| 8 | 8 | 4,690 | 586 | 2012 | | | | | | | | | 110 | 5,496 | 50 | 2015 |
| 9 | 1 | 66 | 66 | 2012 | | | | | | | | | | | | |
| 901 | | | | | | | | | | | | | | | | |
| 901 | | | | | | | | | | | | | | | | |
| 901 | | | | | | | | | | | | | | | | |
| 902 | | | | | | | | | | | | | | | | |
| 903 | | | | | | | | | | | | | | | | |
| 903 | | | | | | | | | | | | | | | | |
| 906 | | | | | | | | | | | | | | | | |
| 50 | | | | | | | | | | | | | | | | |
| 99 | | | | | 9 | 1,230 | 137 | | | | | | | | | |
| 101 | 6 | 1,235 | 206 | 2013 | 10 | 3,916 | 392 | 2013 | 3 | 1276.25 | 425 | 2015 | 4 | 239 | 60 | 2016 |
| 102 | | | | | 2 | 433 | 216 | | | | | | | | | |
| 103 | 1 | 124 | 124 | 2012 | 9 | 5,189 | 577 | 2013 | 1 | 416.77 | 417 | 2014 | | | | |
| 104 | 2 | 387 | 194 | 2012 | | | | | | | | | | | | |
| 105 | | | | | | | | | | | | | | | | |
| 106 | | | | | | | | | | | | | | | | |
| 107 | 1 | 10.31 | 10 | 2012 | | | | | | | | | | | | |
| 108 | | | | | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | | | | | |
| 10 | | | | | | | | | | | | | | | | |
| 11 | | | | | | | | | | | | | | | | |
| 12 | | | | | | | | | | | | | | | | |
| 13 | | | | | | | | | | | | | | | | |
| 1 | 9,433 | 1,891,195 | 200 | 2013 | 9,648 | 2,059,340 | 213 | 2014 | 9,537 | 2,138,233 | 224 | 2015 | 9723 | 2,337,832 | 240 | 2016 |
| 2 | 528 | 304,993 | 578 | 2013 | 512 | 326,771 | 638 | 2014 | 537 | 353,297 | 658 | 2015 | 386 | 239,678 | 621 | 2016 |
| 3 | 466 | 213,689 | 459 | 2013 | 404 | 201,741 | 499 | 2014 | 376 | 182,380 | 485 | 2015 | | | | |
| 4 | | | | | | | | | | | | | | | | |
| 5 | | | | | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | | | | |
| 8 | | | | | | | | | | | | | | | | |
| 9 | 8 | 1,093 | 137 | 2013 | | | | | 9 | 1380 | 153 | 2015 | | | | |
| 99 | 2 | 633 | 316 | 2013 | | | | | 4 | 3825 | 956 | 2015 | | | | |
| 102 | | | | | | | | | | | | | | | | |
| 104 | | | | | | | | | | | | | | | | |
| 105 | | | | | | | | | | | | | | | | |
| 106 | | | | | | | | | | | | | | | | |
| totals | 11,628 | 2,646,482 | 228 | | 11,821 | 2,829,375 | 239 | | 11,726 | 2,975,732 | 254 | | 11,384 | 2,885,477 | 253 | |

Appendix 3: Fees

| | Actual FY12 | Actual FY13 | Actual FY14 | Actual FY15 | Actual FY16 | Proj. FY17 | Proj. FY18 | FY12-16 average |
|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------------|
| municipal liens (Finance) | 14,600 | 14,675 | 9,875 | 9,650 | 11,025 | 9,500 | 9,500 | 11,965 |
| alarm systems - one-time initial fee (Fire) | 7,800 | 6,910 | 5,810 | 6,200 | 6,600 | 5,500 | 5,500 | 6,664 |
| pay as you throw-bags (DPW) | - | - | - | - | 8,750 | - | - | 1,750 |
| town clerk fees/service (Clerk) | 15,416 | 13,120 | 11,241 | 12,477 | 12,277 | 12,000 | 12,000 | 12,906 |
| town clerk fees/justice of the peace (Clerk) | 200 | 500 | 400 | 400 | 1,520.00 | - | - | 604 |
| board of appeals | 9,600 | 9,700 | 8,300 | 6,750 | 11,000 | 8,000 | 8,000 | 9,070 |
| planning board filings | 20,150 | 10,900 | 21,960 | 9,150 | 15,200 | 15,000 | 15,000 | 15,472 |
| police misc. | 1,587 | 1,913 | 1,946 | 1,837 | 2,139 | 1,500 | 1,500 | 1,885 |
| Fire - Banner fees | - | - | 200 | 1,150 | 950 | 1,000 | 1,000 | 460 |
| engineer prints & plans (DPW) | 146 | 455 | 910 | 750 | 880 | 500 | 500 | 628 |
| conservation-sale of firewood | - | 100 | 295 | 384 | 125 | 200 | 200 | 181 |
| conservation- community gardens | 1,341 | 1,435 | 1,530 | 1,533 | 1,598 | 1,500 | 1,500 | 1,487 |
| police detail | 46,789 | 38,578 | 39,581 | 25,387 | 38,652 | 31,750 | 31,750 | 37,797 |
| constable fees (Police) | 128 | 100 | 105 | 60 | 15 | 50 | 50 | 82 |
| BOH soil testing fee | 20,500 | 23,250 | 20,250 | 28,400 | 30,725 | 22,000 | 22,000 | 24,625 |
| BOH Title 5 fee | 3,895 | 4,350 | 4,850 | 4,425 | 5,175 | 4,000 | 4,000 | 4,539 |
| historical commission-demolition app. | 3,825 | 3,375 | 2,850 | 3,375 | 2,100 | 3,000 | 3,000 | 3,105 |
| emergency alarm fees* (Fire) | - | - | 69,000 | 17,700 | 18,000 | 17,000 | 17,000 | 20,940 |
| stormwater review fees (DPW) | 16,050 | 21,650 | 21,850 | 22,350 | 28,600 | 17,500 | 17,500 | 22,100 |
| TOTAL | 162,027 | 151,011 | 220,953 | 151,977 | 195,331 | 150,000 | 150,000 | 176,260 |

Appendix 4: Permits and Licenses Revenue

| BUILDING DEPT. FEES | Actual FY12 | Actual FY13 | Actual FY14 | Actual FY15 | Actual FY16 | Budget FY17 | Budget FY18 | FY12-16 average |
|--|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|----------------------------|
| Bldg. Permits | | | | | | | | |
| July | 36,814 | 39,302 | 33,833 | 41,811 | 39,268 | 68,879 | 68,879 | 38,206 |
| August | 98,494 | 66,460 | 108,393 | 41,884 | 46,610 | 68,879 | 68,879 | 72,368 |
| September | 47,701 | 78,417 | 92,947 | 77,833 | 64,876 | 68,879 | 68,879 | 72,355 |
| October | 83,716 | 86,221 | 59,606 | 54,575 | 122,162 | 68,879 | 68,879 | 81,256 |
| November | 107,234 | 95,158 | 52,634 | 67,903 | 105,159 | 68,879 | 68,879 | 85,618 |
| December | 76,878 | 19,327 | 120,375 | 149,501 | 103,727 | 68,879 | 68,879 | 93,962 |
| January | 23,925 | 36,577 | 61,413 | 62,803 | 37,294 | 68,879 | 68,879 | 44,402 |
| February | 32,821 | 20,840 | 96,056 | 27,611 | 33,857 | 68,879 | 68,879 | 42,237 |
| March | 72,680 | 9,090 | 75,579 | 96,727 | 70,465 | 68,879 | 68,879 | 64,908 |
| April | 59,916 | 87,391 | 32,001 | 156,228 | 55,574 | 68,879 | 68,879 | 78,222 |
| May | 137,018 | 66,284 | 193,779 | 103,339 | 164,836 | 68,879 | 68,879 | 133,051 |
| June | 46,969 | 88,016 | 104,665 | 100,462 | 91,600 | 68,879 | 68,879 | 86,342 |
| Bldg. Permits Subtotal | 824,166 | 693,083 | 1,031,281 | 980,677 | 935,428 | 826,550 | 826,550 | 892,927 |
| Wiring inspection fees | 83,363 | 65,950 | 133,078 | 79,065 | 77,655 | 70,000 | 70,000 | 87,822 |
| Gas/plumbing fees | 38,255 | 43,368 | 47,705 | 61,765 | 57,650 | 35,000 | 35,000 | 49,749 |
| Sheetmetal fees | 23,141 | 24,466 | 19,389 | 18,869 | 19,536 | 23,275 | 23,275 | 21,080 |
| TOTAL BLDG. DEPT. FEES | 968,925 | 826,867 | 1,231,453 | 1,140,376 | 1,090,269 | 954,825 | 954,825 | 1,051,578 |
| BOARD OF HEALTH FEES | | | | | | | | |
| Bd of Health permits | 52,325 | 61,750 | 67,895 | 62,275 | 65,720 | 40,000 | 40,000 | 61,993 |
| Bd of Health septic system application permits | 47,300 | 43,350 | 47,625 | 41,300 | 48,550 | 30,000 | 30,000 | 45,625 |
| TOTAL BD OF HEALTH FEES | 99,625 | 105,100 | 115,520 | 103,575 | 114,270 | 70,000 | 70,000 | 107,618 |
| TOTAL FEES | 1,068,550 | 931,967 | 1,346,973 | 1,243,951 | 1,204,539 | 1,024,825 | 1,024,825 | 1,159,196 |
| Permits & Licenses | | | | | | | | |
| fish & game licenses (ACO) | 43 | - | - | - | - | - | - | 9 |
| victuallers/liquor licenses (Selectmen) | 2,400 | 15,850 | 12,160 | 10,850 | 10,550 | 5,600 | 5,600 | 10,362 |
| town clerk licenses | 500 | 495 | 520 | 450 | 680 | 750 | 750 | 529 |
| Bd of Health licenses | 19,600 | 19,575 | 18,300 | 16,900 | 18,525 | 18,000 | 18,000 | 18,580 |
| dog licenses (ACO) | 15,675 | 15,710 | 14,601 | 16,131 | 16,950 | 14,000 | 14,000 | 15,813 |
| commercial dog walker licenses | 10,875 | 17,500 | 28,025 | 25,450 | 26,375 | 10,000 | 10,000 | 21,645 |
| late fee - dog licenses | 400 | 50 | - | - | - | - | - | 90 |
| firearm permits (Police) | 2,988 | 3,025 | 2,450 | 2,175 | 2,125 | 2,300 | 2,300 | 2,553 |
| sealer weights measures permits (Building) | 2,555 | 1,300 | 3,005 | 1,640 | 2,045 | 250 | 250 | 2,109 |
| cable rental permits (Selectmen) | 1,848 | 1,864 | 1,888 | 1,862 | 1,834 | 1,500 | 1,500 | 1,859 |
| street opening permits (DPW) | 12,900 | 11,700 | 12,400 | 13,550 | 12,150 | 10,000 | 10,000 | 12,540 |
| ch. 148 fire permits (Fire) | 6,019 | 6,385 | 4,000 | 6,964 | 4,800 | 3,300 | 3,300 | 5,634 |
| oil burner install permits (Fire) | 1,560 | 150 | 425 | 300 | 400 | 750 | 750 | 567 |
| fire alarm system permits (Fire) | 13,714 | 16,967 | 19,732 | 17,647 | 16,122 | 9,500 | 9,500 | 16,836 |
| trench/excavation permits (DPW & BOH) | 12,855 | 10,350 | 11,570 | 10,795 | 11,490 | 9,075 | 9,075 | 11,412 |
| street access permits | | | | 325 | 150 | - | - | 238 |
| taxi permits (Selectmen) | 50 | - | 50 | 100 | 100 | - | - | 60 |
| raffle permits (Clerk) | 250 | 125 | 150 | 25 | 110 | 150 | 150 | 132 |
| TOTAL PERMITS & LICENSES | 104,232 | 121,046 | 129,276 | 125,164 | 124,405 | 85,175 | 85,175 | 120,967 |
| TOTAL - ALL | 1,172,782 | 1,053,013 | 1,476,249 | 1,369,115 | 1,328,944 | 1,110,000 | 1,110,000 | 1,280,163 |

Appendix 5: Continuing Balance Accounts

| | | FISCAL YEAR 2017 (July 1, 2016 - December 31, 2016) | | | | |
|-------------------------------|--|---|--------------------------|------------------|----------------|---------------------|
| Department | Account Name | FY17 APPROP. | CARRY FWD. BALANCE | AVAIL. BUDGET | YTD EXPEND. | 12/31/16 BALANCE |
| Selectmen | Professional/Consulting | 40,000 | 49,055 | 89,055 | 16,332 | 72,723 |
| | Equipment-Town Hall | 3,000 | 8,136 | 11,136 | 1,965 | 9,170 |
| | Document Management System | - | 50,000 | 50,000 | 50,000 | - |
| | Town Center Planning (Art 6, STM) 11/15 | - | 84,874 | 84,874 | 57,668 | 27,205 |
| Insurance | Uninsured Losses/Deductibles | 15,000 | 138,869 | 153,869 | - | 153,869 |
| | Compensated Absence Fund | 140,000 | 226,588 | 366,588 | 106,633 | 259,955 |
| Facilities | Facilities Improvements - Town-Wide | 509,237 | 338,211 | 847,448 | 213,120 | 634,328 |
| Information Systems | Computer Hardware & Maintenance | 98,250 | 42,797 | 141,047 | 25,396 | 115,650 |
| | Fiber Network Improvements/Expansions | - | 12,622 | 12,622 | - | 12,622 |
| Police | Equipment | 130,000 | 22,469 | 152,469 | 126,435 | 26,034 |
| Fire | Emergency Management | 2,000 | 9,223 | 11,223 | 2,129 | 9,094 |
| | Equipment | 135,000 | 70,435 | 205,434.86 | 103,003 | 102,432 |
| | Replacement Vehicle (Art 22E) 5/12 | - | 938 | 938 | 547 | 391 |
| | Fire Equipment Art 24A 5/14 | - | 42,449 | 42,449 | 32,515 | 9,934 |
| Police/Fire | PD Injured Personnel | 5,000 | 26,673 | 31,673 | 10,084 | 21,589 |
| | FD Injured Personnel | 15,000 | 13,891 | 28,891 | 8,465 | 20,426 |
| Public Works | | | | | | |
| <i>Sidewalks, Foot Paths</i> | Sidewalks | - | 39,253 | 39,253 | 39,725 | (472) |
| <i>Highways</i> | Construction of Public Ways | 650,000 | 681,951 | 1,331,951 | 144,157 | 1,187,794 |
| | Sidewalk Maintenance | 110,000 | 378,048 | 488,048 | - | 488,048 |
| | Stone Retaining Wall Repairs | 10,000 | 57,243 | 67,243 | 9,132 | 58,112 |
| | Equipment | 245,000 | 347,833 | 592,833 | - | 592,833 |
| | Guard Rails | 50,000 | 50,000 | 100,000 | - | 100,000 |
| | Dept. Equip (Art22A) 5/12 | - | 1,188 | 1,188 | - | 1,188 |
| | Easements, Art. 19 5/13 | - | 10,000 | 10,000 | - | 10,000 |
| <i>Parks & Cemeteries</i> | Improve/Develop Cemetery Land | - | 14,495 | 14,495 | - | 14,495 |
| | Equipment | 11,500 | 73 | 11,573 | 11,327 | 245 |
| <i>Solid Waste</i> | Monitoring Groundwater-Landfill | 25,500 | 3,524 | 29,024 | 7,875 | 21,149 |
| <i>Traffic</i> | Kendal Green (Art 17A) 5/13 | - | 22,000 | 22,000 | - | 22,000 |
| | Traffic Sign Design (Art 17C) 5/13 | - | 1,018 | 1,018 | - | 1,018 |
| | Traffic Pedestrian Signal (Art 24B) 5/14 | - | 57,455 | 57,455 | - | 57,455 |
| | Traffic/Sidewalk Comm | 15,000 | 14,219 | 29,219 | 15,288 | 13,931 |
| Schools | 1 Ton Truck | - | 4,897 | 4,897 | - | 4,897 |
| | Arsenic Field School (Art5 STM) 5/12 | - | 49,641 | 49,641 | - | 49,641 |
| | School Bus Replacements (Art15F) 5/11 | - | 2,334 | 2,334 | - | 2,334 |
| | Sports Practice Wall (Art 19) 5/15 | - | 75,000 | 75,000 | - | 75,000 |
| TOTAL | | 2,209,487 | 2,947,401 | 5,156,888 | 981,798 | 4,175,090 |

Appendix 6: Unreserved Fund Balance (Free Cash) History

| fiscal year | A local receipts in excess of estimates | B expenditures less than appropriations | C prior year closeouts/other | D contribution to surplus | E 7/1 free cash certification | F Supplemental free cash cert. | G total free cash |
|-------------|--|--|------------------------------------|---------------------------------|-------------------------------------|---|----------------------|
| FY97 | 347,184 | 632,474 | 247,415 | 1,227,073 | 1,771,707 | 856,598 | 2,628,305 |
| FY98 | 975,985 | 619,354 | 18,551 | 1,613,890 | 1,552,996 | 369,260 | 1,922,256 |
| FY99 | 972,015 | 576,753 | 190,483 | 1,739,251 | 1,083,836 | 745,643 | 1,829,479 |
| FY00 | 1,187,520 | 513,235 | 40,836 | 1,741,591 | 1,427,227 | 872,236 | 2,299,463 |
| FY01 | 1,795,835 | 1,661,708 | 337,000 | 3,794,543 | 2,161,718 | 501,195 | 2,662,913 |
| FY02 | 1,022,844 | 1,499,938 | 2,950 | 2,525,732 | 1,676,247 | 229,102 | 1,905,349 |
| FY03 | 1,108,115 | 947,051 | - | 2,055,166 | 2,067,415 | not filed w with DOR | 2,067,415 |
| FY04 | 822,688 | 430,520 | - | 1,253,208 | 1,467,051 | not filed w with DOR | 1,467,051 |
| FY05 | 654,804 | 587,933 | - | 1,242,737 | 1,248,088 | not filed w with DOR | 1,248,088 |
| FY06 | 1,797,073 | 1,184,804 | 30,225 | 3,012,102 | 2,366,638 | not filed w with DOR | 2,366,638 |
| FY07 | 1,728,638 | 560,002 | 366,638 | 2,655,278 | 2,469,546 | not filed w with DOR | 2,469,546 |
| FY08 | 1,691,958 | 1,212,677 | 35,922 | 2,940,557 | 3,153,673 | not filed w with DOR | 3,153,673 |
| FY09 | 1,408,221 | 2,305,508 | - | 3,713,729 | 2,948,558 | not filed w with DOR | 2,948,558 |
| FY10 | 921,353 | 1,814,665 | 22,010 | 2,758,028 | 4,255,473 | not filed w with DOR | 4,255,473 |
| FY11 | 1,445,168 | 1,799,743 | 3,905 | 3,248,816 | 3,463,758 | not filed w with DOR | 3,463,758 |
| FY12 | 1,135,712 | 2,228,684 | - | 3,364,396 | 3,853,659 | not filed w with DOR | 3,853,659 |
| FY13 | 931,332 | 1,612,777 | 370,212 | 2,914,320 | 3,182,126 | not filed w with DOR | 3,182,126 |
| FY14 | 1,811,995 | 1,988,078 | 348,770 | 4,148,843 | 4,039,334 | not filed w with DOR | 4,039,334 |
| FY15 | 1,610,672 | 1,067,951 | (174,085) | 2,504,539 | 2,581,323 | not filed w with DOR | 2,581,323 |
| FY16 | 1,118,040 | 2,920,747 | (409,034) | 3,629,753 | 3,613,421 | not filed w with DOR | 3,613,421 |

Appendix 7: Summary of Reserves

| Reserve | Balance 12/31/2016 | FY18 Recommended Appropriation | FY18 Appropriation + Balance Carried Forward | Reserve Balances When Policy Fully Implemented (FY18 Dollars) | Target Amount | Target Date | Notes |
|---|-----------------------|--------------------------------------|---|---|--|----------------|--|
| Finance Committee Reserve Fund (balance does not carry forward from year to year) | 595,000 | 606,900 | 606,900 | 606,900 | 0.85% of prior year's Adjusted GF operating budget | met | Balance does not carry forward |
| Stabilization Fund | 3,086,497 | - | 3,086,497 | 3,000,000 | 2,000,000 | met | Discussing specific dollar target or % of revenues |
| Facilities Maintenance | 634,328 | 534,699 | 1,169,027 | 1,169,027 | Increase of 5% over prior year | met | The policy calls for the appropriation to increase by 5 percent annually. |
| Property and Liab. Insurance- Uninsured Losses | 153,868 | - | 153,868 | 150,000 | 150,000 | met | |
| Workers' Comp (Police & Fire) | 42,016 | 20,000 | 62,016 | 50,000 | 50,000 | met | |
| Pension Obligation (in addition to annual assessments from Middlesex Retirement System) | 409,201 | - | 409,201 | 409,201 | 400,000 | FY2035 | Annual assessments to meet requirement for full funding are determined by Middlesex Retirement System. In FY10 and FY11, \$200k set aside each year in anticipation of higher than normal future assessments. |
| Compensated Absence Fund | 259,955 | 150,000 | 409,955 | 2,000,000 | 2,445,000 | FY2024 | Increase appropriation by \$10,000 each year. |
| Overlay Reserve for Abatements | 200,000 | - | 200,000 | 200,000 | 200,000 | met | |
| Total Reserves | \$5,380,866 | \$1,311,599 | \$6,097,465 | \$7,585,128 | | | |
| Prior Year Operating Revenues | | | \$68,590,608 | \$68,590,608 | | | |
| Total Reserves as a % of Oper. Rev. | | | 8.9% | 11.1% | | | <i>GFOA guidelines recommend maintaining reserves of 5-15% general fund revenues.</i> |
| Unused Levy Capacity | 6,196,698 | | | 6,196,698 | - | | This is the additional amount that can be levied without an override vote. |
| Continuing Balance Accounts | 4,175,090 | 1,866,800 | 6,041,890 | 6,041,890 | | | These accounts also serve as a reserve for a variety of purposes. |
| Post Employment Benefits (OPEB) Trust Fund | 11,400,000 | 1,726,480 | 13,126,480 | Total OPEB liability is estimated at \$79 million or \$47 million with pre-funding. | \$75M total liability, unfunded liability \$67.3 M | FY2040 | Annual appropriation to meet ARC specified in most recent actuarial study |

APPENDIX 8: CONSOLIDATED FY2018 REVENUE PROJECTIONS

| | (A) FY2015 | (B) FY2016 | (C) FY2017 | (D) FY2018 | (E) FY2018 | (F) FY2018 |
|--|-------------------|-------------------|-------------------|-------------------|------------------|----------------|
| | ACTUAL | ACTUAL | TAX RECAP | PROJECTED | \$ CHANGE | % CHANGE |
| PROPERTY TAX LEVY | 61,700,758 | 63,348,917 | 65,583,981 | 68,150,559 | 2,566,579 | 3.91% |
| new growth | 1,196,208 | 927,176 | 1,192,004 | 600,000 | (592,004) | -49.66% |
| (unused levy capacity) | (1,196,208) | (927,176) | (1,192,004) | (600,000) | 592,004 | -49.66% |
| override | - | - | - | - | - | - |
| Total Tax Levy | 61,700,758 | 63,348,917 | 65,583,981 | 68,150,559 | 2,566,579 | 3.91% |
| STATE AID - CHERRY SHEET | | | | | | |
| Chapter 70 (school aid) | 2,988,929 | 3,045,154 | 3,299,788 | 3,299,788 | - | - |
| Unrestricted General Government Aid | 332,852 | 344,835 | 359,663 | 359,663 | - | - |
| Dist., reimb., offsets | 89,482 | 69,342 | 61,755 | 61,755 | - | - |
| School Construction | 724,226 | 665,538 | 665,538 | - | (665,538) | -100.00% |
| Total State Aid | 4,135,489 | 4,124,869 | 4,386,744 | 3,721,206 | (665,538) | -15.17% |
| LOCAL RECEIPTS | | | | | | |
| motor vehicle excise (00015) | 2,910,707 | 2,982,398 | 2,544,000 | 2,544,000 | - | - |
| penalties and interest | 233,333 | 142,892 | 140,000 | 140,000 | - | - |
| payment in lieu of taxes (00013-418**) | 81,697 | 89,222 | 36,794 | 37,714 | 920 | 2.50% |
| charges for services-solid waste | 371,197 | 342,217 | 340,000 | 340,000 | - | - |
| fees | 151,977 | 195,331 | 150,000 | 150,000 | - | - |
| rentals | 134,484 | 130,430 | 125,000 | 125,000 | - | - |
| departmental revenue-cemeteries | 38,100 | 36,443 | 30,000 | 30,000 | - | - |
| other departmental revenue | 448,340 | 447,605 | 430,000 | 430,000 | - | - |
| licenses and permits | 1,369,115 | 1,328,944 | 1,110,000 | 1,110,000 | - | - |
| finances and forfeits | 120,370 | 101,366 | 100,000 | 100,000 | - | - |
| investment income (00017-41700) | 61,097 | 56,090 | 60,000 | 60,000 | - | - |
| misc. non recurring (00081-48*) | 162,552 | 307,881 | 9,893 | - | (9,893) | -100.00% |
| misc. recurring | - | - | - | - | - | - |
| cherry sheet overestimates | - | - | - | - | - | - |
| Total Local Receipts | 6,082,969 | 6,160,818 | 5,075,687 | 5,066,714 | (8,973) | -0.18% |
| PRIOR YEAR BALANCES/OTHER | | | | | | |
| unreserved fund balance (free cash) | 2,300,000 | 2,100,000 | 2,100,000 | 2,300,000 | 200,000 | 9.52% |
| free cash to be used for capital projects | 325,000 | 900,000 | 0 | 0 | - | - |
| overlay surplus | 280,000 | 335,118 | 335,000 | 300,000 | (35,000) | -10.45% |
| reserved for appropriation (accr'd inc. litigation settlement) | 10,000 | 10,000 | 7,500 | 7,500 | - | - |
| reserved for appropriation (well litigation settlement - FY18 last year) | 250,000 | 125,000 | 125,000 | 125,000 | - | - |
| cemetery trust fund | 35,000 | 35,000 | 35,000 | 35,000 | - | - |
| Josiah Smith Tavern trust fund | 6,000 | 6,000 | 6,000 | 6,000 | - | - |
| reappropriate continuing balances | - | - | 82,515 | - | (82,515) | -100.00% |
| Total Prior Year Balances/Other | 3,206,000 | 3,511,118 | 2,691,015 | 2,773,500 | 82,485 | 3.07% |
| TOTAL PROJECTED REVENUES | 75,125,216 | 77,145,722 | 77,737,427 | 79,711,979 | 1,974,552 | 2.54% |

APPENDIX 8: CONSOLIDATED FY2018 REVENUE PROJECTIONS

| | (A) | (B) | (C) | (D) | (E) | (F) |
|---|-------------------|-------------------|-------------------|-------------------|------------------|----------------|
| | FY2015 | FY2016 | FY2017 | FY2018 | FY2018 | FY2018 |
| | ACTUAL | ACTUAL | TAX RECAP | PROJECTED | \$ CHANGE | % CHANGE |
| REDUCTIONS IN REVENUES | | | | | | |
| cherry sheet assessments | 285,122 | 277,595 | 295,111 | 295,111 | - | - |
| cherry sheet offsets | 35,583 | 21,509 | 21,682 | 21,682 | - | - |
| overlay (abatements) | 450,988 | 406,511 | 446,753 | 450,000 | 3,247 | 0.73% |
| school reimbursements | 724,226 | 665,538 | 665,538 | 0 | (665,538) | -100.00% |
| overlay deficits | - | - | - | - | - | - |
| contribution to recreation enterprise fund | 464,423 | 479,150 | 514,069 | 510,306 | (3,763) | -0.73% |
| Total Reductions in Revenue | 1,960,342 | 1,850,303 | 1,943,153 | 1,277,099 | (666,054) | -34.28% |
| SUBTOTAL | 73,164,874 | 75,295,419 | 75,794,274 | 78,434,880 | 2,640,606 | 3.48% |
| OTHER REVENUES | | | | | | |
| transfer from water enterprise fund | 349,510 | 317,833 | 321,191 | 326,009 | 4,818 | 1.50% |
| transfer from brook school apts enterprise fund | 169,119 | 182,646 | 208,270 | 211,394 | 3,124 | 1.50% |
| Total Other Revenues | 518,629 | 500,479 | 529,461 | 537,403 | 7,942 | 1.50% |
| TOTAL AVAIL. FOR OPERATING APPROP. | 73,683,503 | 75,795,898 | 76,323,735 | 78,972,283 | 2,648,548 | 3.47% |
| AVAILABLE FOR EXCLUDED DEBT SERVICE | | | | | | |
| school construction | - | - | - | 665,538 | 665,538 | - |
| premium offset | - | - | 112,833 | 145,450 | 32,617 | 28.91% |
| TOTAL AVAIL. FOR EXCL. DEBT SERVICE | - | - | 112,833 | 810,988 | 698,155 | 618.75% |