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**TOWN OF SWAMPSCOTT, MASSACHUSETTS
FISCAL YEAR 2017
FINANCIAL PLAN & OPERATING BUDGET**

General, Capital Projects and Enterprise Funds
July 1, 2016 to June 30, 2017

BOARD OF SELECTMEN

Naomi R. Dreeben, Chairman
Laura Spathanas, Vice Chairman
John Callahan
Peter Spellios
Matthew W. Strauss

TOWN ADMINISTRATOR

Thomas Younger

ASSISTANT TOWN ADMINISTRATOR

David Castellarin



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Swampscott
Massachusetts**

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in black ink, reading 'Jeffrey R. Egan', is positioned above the title 'Executive Director'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented its Award for Distinguished Budget Preparation to the Town of Swampscott for the annual budget for the year beginning July 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets award criteria as a policy document, as an operational guide, as a financial plan and as a communication medium. This award is valid for one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Town of Swampscott

Office of the

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Thomas Younger
Town Administrator

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February 19, 2016

Dear Members of the Board of Selectmen:

I am pleased to present to you the Town Administrator's Proposed Budget for the Town of Swampscott for Fiscal Year 2017. The FY17 budget as presented sustains existing service levels for all departments and includes improvements for others which will improve services for our residents.

Though other communities are facing fiscal pressures we are continuing to be creative and review our revenues as well as willing to improve and increase our services for our community. This has included continuous conservative revenue forecasting and our monitoring monthly of our local budget continues to place our Town on fiscally solid ground.

As required by law, this budget is structurally balanced without any assumption of additional tax revenue (ex. Proposition 2 ½ override). This budget consists of total anticipated expenditures of \$66.3M, inclusive of debt exclusions for the high school and the new police station of \$2.66M and the transfer of Free Cash of \$1.9M for one time purposes and \$300K to reduce the tax rate, with no other one time revenues. This represents an increase of \$1.9M or 633%, over the FY16 budget used to set the tax rate ("recap budget").

The Enterprise Funds for water and sewer are proposed to decrease .2% or \$7,757 in FY17 compared to the Fiscal 2016 recap budget. Departmental expenditures for general government are recommended to increase by 5.2% after increasing by 3.1% in FY16. I am recommending a decrease in non-vocational school funding of \$147,780 or 24.6%, in the FY17 budget proposal. The cost of health insurance with the Group Insurance Commission is budgeted to increase by 5% in FY17 after increasing 3.6% in FY16. We still continue to see the significant benefits of negotiating entry into the Group Insurance Commission's State health insurance program six years ago which has yielded savings and allowed employees to have multiple health insurance options and will continue to stay with it. It is our intention to continue in the program for the foreseeable future.

We will also continue to focus with the Capital Improvements Committee to control capital spending and the philosophy of the Town Treasurer to escalate the repayment of debt continues to reap positive results for the future. I intend on continuing and revising our long term capital plan in cooperation with the Capital Improvements Committee, the Finance Committee and the School Department and our new Town Wide Facility Director who will develop a consolidated facilities management program with the School Department. We continue to complete a monthly review of all of our capital projects, including a "two year window" for completion of all projects with both our general government and school departments, respectively. These can be viewed monthly on the Town's web site.

The Town's retirement appropriation will increase by 5.3% or \$235,713 in FY17. The FY17 budget is structurally balanced while adding to our reserves; capital stabilization fund, stabilization fund and, OPEB for the fourth straight year. I am proud to report that this budget submission continues to not recommend the use of any one-time revenue for general operational items whereas in the prior years we have relied on one-time revenues to balance the budget. Other communities utilize free cash to balance their operational budget but that is not my practice.

Additionally, Free Cash has continued to increase to an all-time record of \$5.1 million, therefore, we have increased our commitment to fund the Town's Stabilization account. In this year's budget proposal I am recommending \$1,950,000 be transferred from "Free Cash" and place \$250,000 to the Capital Stabilization Fund, \$1,450,000 to the Town's Stabilization Fund and \$250,000 to the OPEB Trust Fund. With these actions the Town will exceed the long standing goal set many years ago to maintain reserve balances at a minimum of 5% of the operating budget and will continue to add to the reserves in the future to an eventual goal of 10% as we have done in recent years, as we strive to improve our Moody's bond rating from an AA2 to an AA1.

Our team has continued to work well with the School Department during my tenure and particularly School Superintendent Pamela Angelakis, their new Business Manager Evan Katz, as well as our Asst. Town Administrator/Town Accountant, David Castellarin being utilized to assist regarding financial and administrative issues from a general government's perspective. We have had a greater degree of cooperation between our departments and I will continue to work closely together with them in the future. I have appreciated especially Superintendent Angelakis' availability to work with me on various issues with the School Department. I also intend to work with the School Department as we attempt to resolve our elementary school facility issues as they review their future options regarding the improvements to our school facilities. I have been pleased to have a very cooperative effort with general government and the school department on the Clarke School accessibility project this year. The school facility project is the highest capital project on my agenda and I am looking forward to working with the School Committee and the Superintendent on it in the upcoming year. It is important that we work together with this as a town and develop a plan that is acceptable to the community.

I have always stressed that we are not just general government and the school department but the Town of Swampscott, one community and that neither of us can be successful without the other. We are looking forward to the development of the consolidated facilities with the School Department and the planning of such facility plan from the new facility director. We will continue to look at consolidating services with the school department and that will be a goal of mine working with the Superintendent, Board of Selectmen and School Committee. The Massachusetts Department of Revenue has conducted a consolidation review of our business departments and that to will be reviewed for possible implementation.

Budget Development Guidelines

At the annual financial forecast presentation, it was indicated that the growth in annual revenue for each of the next five years would continue to be impacted by possible reduced or level local aid and the lack of growth of motor vehicle excise tax revenue, permits and fees and a sharp decline in interest income. Therefore, even with expenditures growing at moderate levels during the next several years, deficits are forecasted for the years ahead.

The Town's participation in the State's GIC program will continue to keep costs at a more manageable level but pension reform needs to be enacted by the legislature or retirement costs could consume most or all available new annual revenue.

The Governor's budget for FY17 included an in Local Aid to our town, particularly in Unrestricted General Government Aid. Governor Baker has been very supportive of local aid for the 351 municipalities and for that we are thankful. The House Ways and Means budget will be released in mid-April which will give us a better idea if there would be any additional increase than what the Governor would be proposing especially in Chapter 70 school funding. If there is any increase, in the House proposal, we will need to readdress our budget. We would hope that there would be an additional increase in Chapter 70 aid in all proposed State budgets and we will continue to work on that goal with our Board of Selectmen and School Committee.

The Budget Package contains a timeline and instructions for preparing and submitting the information necessary to properly evaluate Fiscal Year 2017 requests for funding, including capital requests. I have included two excerpts from this year's budget package. The first sets a guide for requesting funds and the second identifies our goal of continued compliance with the GFOA standard for budget excellence.

"I am requesting that all department heads, in conjunction with their staff, review their operation and look for any process improvements, innovations or regional initiatives that will make us a more efficient organization. The Financial Forecast I presented to town officials and residents on November 17, 2014 projected a Fiscal 2016 surplus. With this in mind your departmental budget should be developed assuming a NO MORE THAN 1.5% increase from the Fiscal Year 2014 Town Meeting approved amount inclusive of any known contractual salary increases (step raises, etc...). All of the unions have contracts, therefore, you should include contractual increases for those union employees and to assume a 2% increase for those employees covered by the Personnel Bylaw. If you would like to provide me with information regarding requests you feel are important to your department that would require an increase greater than 2%, feel free to do so under separate cover."

After the budget requests were returned to the Assistant Town Administrator/Town Accountant, he and I met on several occasions and communicated with department heads prior to making decisions regarding the funding that is submitted to your Board as part of the balanced budget contained herein.

I would like to recognize the extraordinary efforts made by all department heads to review each and every line item and expenditure in their budgets so that their FY17 requested funding complied with not only the spirit, but also the letter, of the guidelines they were provided. I am very pleased to be working with this team and all members of our general government staff. Our goal is to provide excellent services to our residents at a reasonable cost and to annually improve our services. I don't believe in being complacent or stagnant. I have urged our department heads to look at ways that we can improve the delivery of our services and consider changes that they would like to make and will continue to do such. The University Of Massachusetts Collins Center has completed a report for the town that recommends various efficiencies to services that the municipality could consider. We are in the process of reviewing the report and plan to implement some of their recommendation sin the near future. I am very proud of our team and have appreciated their efforts during the past year. As I have always said "Be pleased with a fine performance but never be satisfied."

Fiscal Year 2017 Budget Highlights

The FY17 Budget for the Town of Swampscott totals \$66.34M, inclusive of debt exclusions for the new police station and the new high school of \$2.66M. Swampscott's total budget as presented in this document is comprised of a General Fund component and the Water and Sewer Enterprise Fund component. The General Fund Budget for FY17 totals \$66.34M inclusive of the debt exclusions previously mentioned. This projected level of spending is \$3.2M more than the FY16 budget. The Enterprise Fund Budget for FY17 totals \$5.95M, a decrease of \$7,757 as compared to the FY16 Enterprise Fund Budget. The following is a discussion of several highlights in each component.

The General Fund Budget supports the operations of all Town departments as well as fixed costs such as non-Enterprise Fund Debt Service, Employee Benefits and Insurance, and the Town's contribution to the School Department. The total appropriation required to support Town departments, excluding schools, and shared expenses such as employee benefits and the Town's contribution to the Retirement System, is approximately \$13,367,517 for FY17, an increase of \$662,750 from FY16. This includes projected salary step increases within existing collective bargaining agreements and an assumption of a 1% cost of living increase for non-contract employees. General Fund Debt Service included in the FY17 budget totals \$4.23M. Approximately \$2.6 of this line item represents principal and interest payments outstanding on debt exclusions for the new high school and new police station. Increases in the Town's contribution to the Town's Retirement System and payments to the Non-Contributory Retirees will exceed \$235,000. State Assessments, or charges, are projected to increase by approximately \$101,885 in FY17. In addition, I am recommending a \$1,950,000 appropriation be made to the Town's stabilization funds and OPEB Trust Fund in FY17.

Funding for Education, which includes the Town's contribution to the School Department and the new Essex North Shore Agricultural and Technical School District, is anticipated to be \$27,974,220 for FY17. Included in this line item is a projected increase of \$1,075,000 for the Swampscott School Department. The vocational school appropriation is projected to decrease by \$147,780 at this time.

The Enterprise Fund Budget for FY17 totals \$5.96M, representing a 0.6% decrease from FY16. Approximately \$3.6M, or 60.5% of total expenditures, will be funded through water user charges and \$2.4M or 39.5%, funded through sewer user charges. Reserves established in these funds resulting from efficiencies implemented during the past several years will continue to be used to help mitigate rate increases due to the increase in requested appropriations.

Conclusion

With the Town Charter providing the framework, this FY17 budget submission provides the funding necessary to successfully sustain as well as improve town services. The budget submission also continues to comply with our plan to reduce our reliance on one-time revenues, only utilize them for one-time events and increase our reserves for future events and successful bond reviews as we attempt to gain a higher bond rating. We will continue to plan and look at alternative ways to deliver services through the Collins Center report and on our own initiatives. We will continue to work on regionalization activities with nearby municipalities and plan for consolidation of our various municipal functions with the school department. We will focus on obtaining additional funding from our state and federal sources for many of our one time purchases or projects. We have issued request for proposals for the former Senior Center and the former Machon School to produce active reuses of these properties. The former police station is temporarily housing our ambulance service. We will continue to have a plan for the reuse and/or disposition of our remaining and future vacant town buildings. We will develop an acceptable plan for the community to

resolve our elementary school facility issues. We will focus on economic development with our recently completed Master Plan as well as one of our first steps with Humphrey Street reconstruction plan and our new beach entrances.

I am also reiterating from last year that we need to continue our focus for planning for the future. Not just financially but what we expect our community is to be in the next twenty year. How do we enhance our commercial base, improve the delivery of our governmental and educational services, maintain and improve our natural asset, the waterfront, which cannot be recreated. What makes our community a livable community? What made you want to come to Swampscott and more importantly, what we need to do to have you stay in Swampscott? There are many questions and issues that we will be facing over the upcoming 12 months and years but I am confident working with our fine team of employees, dedicated boards and committees, and most importantly, our exceptional town residents of all walks of life we will continue to make our town of Swampscott a wonderful place to live, work and play and especially to enjoy. I feel honored to be working with such a fine community and you have my promise that we will continue to improve our service to the community.

I am confident that you will find that the material contained within this document is consistent with the purposes and policies prioritized by the Board. I look forward to this continued budgetary process.

Respectfully,

A handwritten signature in cursive script that reads "Thomas G. Younger".

Thomas Younger
Town Administrator

Budget Calendar

Budget Guide distributed with instructions	December 4
Capital Improvement Requests due	December 18
Departments submit budget requests	December 28
Initial Department meetings	by January 15
Forecast Revenues	January 29
Capital Improvement Recommendations due	January 29
School Budget submitted	by February 12
Final budget review with departments	by February 12
Forecast Expenses	by February 17
Budget submitted to Selectmen for ratification	February 19
Budget submitted to Finance Committee	February 19
Selectmen ratification	by March 1
Finance Committee recommendations due	April 21
Warrant to printer	April 22
Warrant mailed to Town Meeting members	April 29
Town Meeting	May 16

Budget Overview

Citizen's Guide to the Fiscal Year 2017 Budget

The budget is a blueprint of Town services and facilities for Fiscal Year 2017. It identifies policy decisions by the Town Administrator and Board of Selectmen and guides the Town's operations.

Budget Format - The budget summary contains summary totals from all operating segments. The revenue section details revenue sources with expected trends. Each departmental section contains a department narrative, which includes organization, program functions, goals and financial data relating to the entire department. The enterprise section includes revenue and expenditure trends of the self-sustaining enterprise funds along with departmental goals. The CIP section details all expected capital program outlays in the current fiscal year, as well as a summary of the next following years.

Basis of Budgeting and Accounting - The modified accrual basis of accounting is followed by governmental funds and expendable trust funds. Accordingly, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The Town recognizes funds received 60 days after the close of its fiscal year as revenue of that reporting period. All other amounts not received during that period are deferred and recognized in future accounting periods. Expenditures other than interest on long-term debt, are recorded when the liability is incurred. In applying the susceptible to accrual concept to inter-governmental revenues, the legal and contractual requirements of the numerous individual programs are used as guidance. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be reimbursed to the Town. Therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to the purpose of the expenditure and are usually revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if the susceptible to accrual criteria is met. The accounts of the Town are organized into various funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts.

Budget Procedure - The preparation of the Annual Budget for the Town is governed by the provisions of Chapter 43B, Section 12 of the Acts of 2002, establishing a new Charter for the Town in 2002. The budget cycle for FY 15 was initiated in November 2013, at which time, the Town Administrator established budgetary guidelines and limitations for the coming year.

The Town Administrator convened a Town wide budget meeting, attended by all department heads and finance personnel, concerning a general overview of the state of the economy, and to outline specific guidelines dictating the preparation of individual department budgets. In consultation with the Town Accountant, each department then prepared FY 17 operating budgets and a program summary outlining the projected goals for the future. These operating budgets which include expenditure and revenue estimates were submitted to the Town Accountant on December 28, 2015.

In January, each department made a presentation to the Town Administrator justifying proposed budgets and program changes for the coming year. Specific requests were negotiated during these sessions and appropriate revisions were made to the submitted budgets.

As the proposed budgets were reviewed by the Town Administrator, the budgets submitted were adjusted based on the individual needs of each department. During the month of February, the Town Administrator finalized the Annual Budget document for submission to the Board of Selectmen. By Charter, the budget must be approved, by a majority vote of the Board of Selectmen by March 1st of each year.

During March and April it is anticipated that the Finance Committee will conduct a series of budget review sessions. The Finance Committee budget proposal, as amended, shall be placed before town meeting for its approval, subject to further amendments on the floor.

Mass Gen. Law Requirements - The budget preparation process for all towns is governed by MGL Ch. 44. The General Laws require that the budget be supported by revenues earned during the year plus any savings from prior years. The General Laws also requires public involvement in the process, including the requirement for a public hearing on the proposed budget.

Developed under the Town Administrator's Direction - The Town Administrator provides leadership for the budget process by developing budgetary policy and working closely with department heads and the Board of Selectmen to assure that the process identifies community needs and priorities and develops a farsighted and well-crafted plan.

Crucial Budget Processes - The Town Administrator has initiated budget processes that provide the policy context for identification of priorities and development of initiatives.

The budget process goals include:

1. Policy Driven Planning: The budget is developed based upon community values and key Town strategic financial and program policies. The Town's *Five Year Financial Forecast* provides the nexus between the long-term financial plan and budgetary development. The Plan includes a comprehensive multi-year projection of the financial position and budget projections, including documentation of revenue and cost assumptions and projections.

2. Program of Services for the Community: The budget is designed to focus on financial information and missions and goals that have value added outcomes to the community through Town services. The Town Administrator and the Board of Selectmen will use the Town's Fundamental Principles as a basis for allocation choices and policy discussions. It also provides a basis for measuring progress toward goals during the budget period.

3. Financial Plan of Allocation and Resource Management: The budget establishes the plan and legal appropriations to allow the Town to operate during the fiscal year. The budget provides specific direction for departments and agencies for management of resources. It also provides broad goals related to the Town's overall financial position and identifies business decisions required to keep the Town financially viable and strong. It is developed using all available financial and planning reviews, including the Five Year Financial Forecast and the five-year rolling Capital Improvement Program.

4. Communication Tool: The budget is intended to communicate to a broad range of readers, both locally and around the region, as well as the larger governmental and financial community. The budget expresses priorities and goals, assignments and plans, targets and hopes. It is a key statement of Town priorities, and is meant to provide confidence in and confirmation of the Charter-mandated, Town Administrator form of government that has directed Town affairs since July of 2002.

Town Organization

Background

Swampscott, Massachusetts, USA, is a beautiful and tranquil seaside community of 13,787 residents located 15 miles northeast of Boston along the coastline of the Atlantic Ocean.

Our name, Swampscott, is of Native American origin, most probably from M'sqiompsk meaning red rock. It then became M'squompskut, for the phrase "at Red Rock" because of the red granite outcroppings that were visible to those offshore.

Swampscott offers a friendly, welcoming and nurturing family environment, an excellent pre-school to grade 12 public educational system, superb public safety and support systems, abundant youth sports opportunities and a town government which is responsive to the needs of its citizens.

Whether you are visiting our community or thinking about establishing residency, you'll find Swampscott to be an ideal choice. We offer the character of a seacoast community, fine restaurants and shopping areas and we're only about 20 minutes from Logan International Airport and the City of Boston.

Town Charter

The proposed Charter was approved by Town Meeting on October 15, 2001. The Charter was then submitted to the Massachusetts Legislature and was approved by the House and the Senate in early January 2002. The new Charter was signed by the Governor on January 20, 2002. In March 2002, local voters ratified the new Town Charter. The Charter became effective on July 1, 2002 and the appointment of the Town's first Town Administrator was made on October 7, 2002.

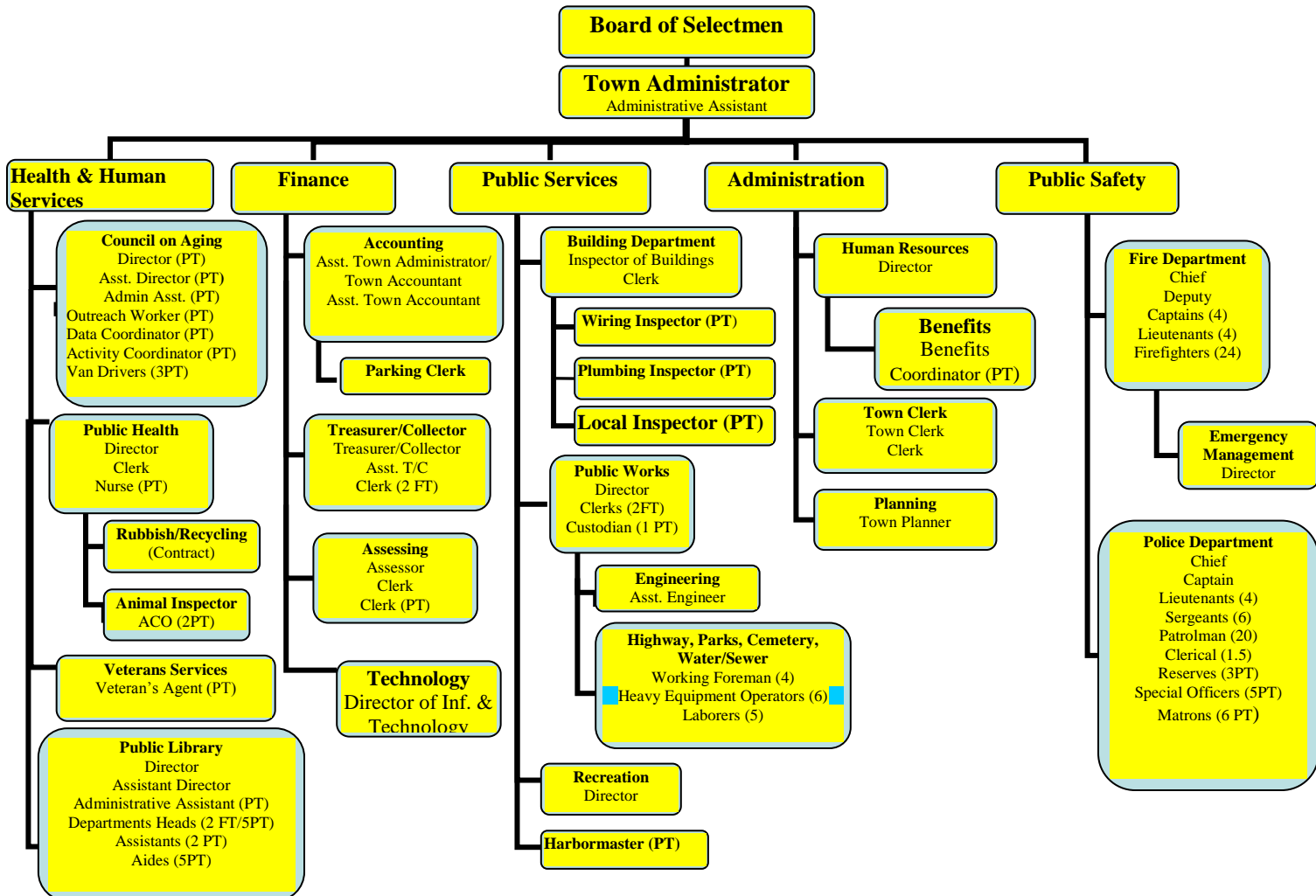
Local voters continue to elect the policy makers in the form of a Board of Selectmen. The Board of Selectmen then, by a simple majority, appoints the Town Administrator. The Town Administrator is the chief executive of the Town and is responsible for the day-to-day administration of Town affairs.

The Charter requires the implementation of a coordinated Town wide budget process. The Board of Selectmen, Town Administrator, Finance Committee and the School Committee share responsibility and coordinate their activities. In addition, the Charter requires the Town to implement and undertake annual processes for capital planning, long-term financial forecasting and an open operating budget development process. All of these financial mandates required by the Charter have begun to be successfully implemented.

The successful administration of the Town Charter will be one of the most significant factors contributing to the Town's continued success.

Town of Swampscott Organization Chart

Citizens of Swampscott



PRINCIPAL OFFICIALS

Department	Official(s)	Additional Areas of Authority
Accounting	Dave Castellarin, Assistant Town Administrator/ Town Accountant	Parking
Administration	Thomas Younger, Town Administrator	
Assessing	John Speidel, Assistant Assessor	
Building Department	Manuel Bettencourt, Building Inspector	Building, Wiring, Plumbing
Clerk	Susan J. Duplin, Town Clerk	
Council on Aging	Marilyn Hurwitz, Co-Director Susan Pierce, Co-Director	
Emergency Management	James Potts, Director	
Fire	Kevin Breen, Chief	
Health	Jeff Vaughn, Director	Animal Insp./Control
Information & Technology	Michele N. Karas, Director	
Library	Alyce Deveau, Director	
Personnel	Nancy Lord, Manager	
Police	Ron Madigan, Chief	
Public Works	Gino Cresta, Director	Water, Sewer, Buildings, Parks, Cemetery, Highway, Engineering
Recreation	Danielle Strauss, Recreation Director	
School	Pamela Angelakis, Superintendent	
Treasurer/Collector	Ron Mendes	
Veteran's	James Schultz, Veteran's Agent	

School Committee

The School Committee has general charge and superintendence of the public schools of the Town. The School Committee is comprised of five members elected at large. The School Committee has the power to select and terminate a superintendent of schools, establish educational goals and policies for the schools consistent with the requirements of the laws of the commonwealth and standards established by the Commonwealth. The School Committee also has all the powers and duties given to school committees by the laws of the Commonwealth.

The members of the 2015-2016 School Committee are:

Carin Marshall, Chairman
Amy O'Connor, Vice-Chairman
Gargi Cooper
Francis E. Delano III
Suzanne Wright

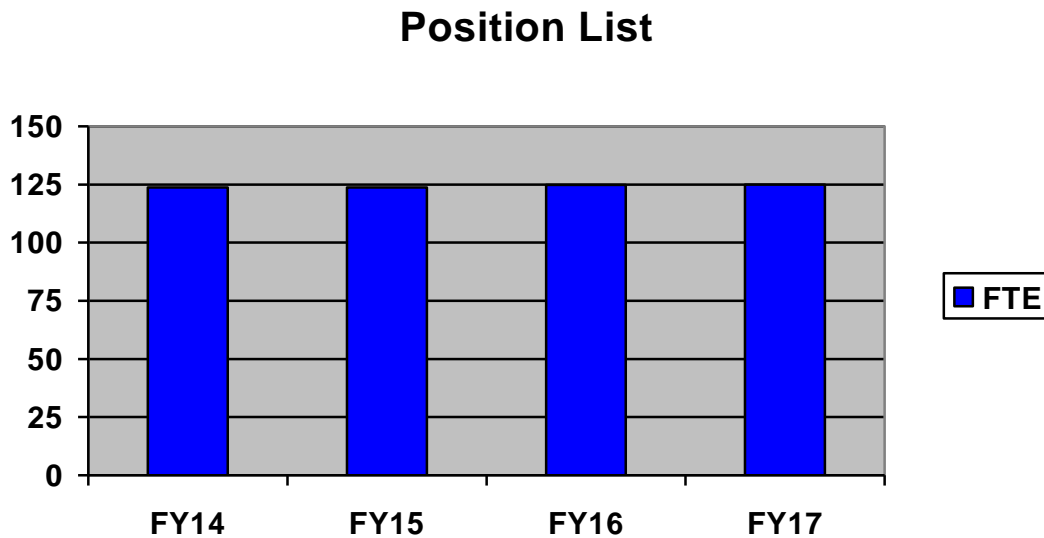
Boards and Commissions

In addition to being shaped and influenced by the Town's elected officials and appointed staff, Town policy and programs are impacted by the actions of the Town's Boards and Commissions. The size, responsibility and source of authority of the Town's Boards and Commissions vary. With the exception of those members who derive their appointments as a result of their position in Town government and the Town Charter mandating their membership, the Board of Selectmen as recommended by the Town Administrator appoints members. Boards and Commissions are autonomous in their decision-making capabilities, and are typically led by a chairperson and staffed by Town personnel.

Town Personnel Analysis

The cost of non-school personnel to the Town is \$9.2 million dollars, or 16.2% of the General Fund operating budget. Because personnel costs are the most significant portion of the annual budget, it is critical for the Town to continue to stringently monitor this area. The Town Administrator has sought to review operations and make efficiency improvements, striving to maintain staffing levels and sharing human resources among departments, where possible. This is shown by the reduction of staff. Certain positions have been vacated and not back filled.

The chart below shows the Town's non-school headcount for FY 16. Grant funded positions are not considered core positions, they will fluctuate with grant awards and may not be retained after the grants terminate. The table on the following page illustrates the headcount for FY 16.



TOWN OF SWAMPSCOTT POSITION LIST COMPARISON

Department	FY2015 STAFF POS.	FY2016 STAFF POS.	FY2017 STAFF POS.
Assessing	2.5	2.5	2.5
Accounting	2	2	2
Council on Aging	2.5	2.5	2.5
Town Clerk	2	2	2
Dept. of Public Works/Building & Grounds/Enterprise Funds	21.25	21.25	20.5
Health	2.5	2.5	2.5
Administrator's/Selectmen Office	2	2	2
Fire Department	34	34	34
Building Department	3.5	3.5	3.5
Library	10	10	10
Technology	0	0	1
Personnel	.75	1.25	1.25
Veteran's	.5	.5	.5
Planning	1	1	1
Treasurer/Collector	4	4	4
Police Department	33.5	34	34
Harbormaster	.5	.5	.5
Recreation	.75	.75	.75
Emergency Management	.5	.5	.5
Town Counsel	0	0	0
GRAND TOTAL	123.75	124.75	125.0

Totals above do not include school positions.

Includes full-time and half time benefited positions (full time equivalent).



Budget Policy Objectives and Related Goals

Notwithstanding the constraints found in this year's budget process, the FY 17 spending plan will allow the Town to maintain its commitment to the "Fundamentals," a set of policy objectives that seek to promote a single, pro-Swampscott agenda. The primary focus of the Fundamentals includes:

- Financial – steadily improving the Town's financial condition through balancing budgets and advancing responsible reserve policies that strengthen local government's flexibility to act on pressing needs while protecting against the impacts of economic downturns that could threaten municipal service delivery and the viability of Town government;
- Economic Development – further supporting the Town through an aggressive agenda that seeks to attract new revenues in a variety of forms, including property tax, auto excise tax and building fees;
- Neighborhood Enhancement – continually producing improvements in each and every neighborhood of the Town by updating infrastructure through a functioning Capital Improvement Program, cleaning streets, enhancing open space, and tackling and resolving long-standing problems;
- Community Development – fully encouraging partnerships between Town government and its stakeholders in Swampscott's success, including other governmental entities, the business community, non-profit leaders, neighborhood groups and individual residents, in order to support a broad array of programs and initiatives that may or may not be Town-run, but are all supportive of the Town's desire to promote the advancement of its families and individual residents over a broad range of human needs, including, but not limited to, affordable housing, health care, education and job training;
- Public Safety – constantly improving upon the protection of the public and its property by initiating policy and providing the necessary resources, be it training, manning or equipment, to effectively carry-out the missions of the Town's law enforcement, fire and emergency management agencies, and
- Governmental Philosophy – becoming a more open, responsive and responsible municipal government that not only hears the needs of its people, but develops and initiates efforts designed to address those needs in a honest, fair, equitable, accountable and cost-efficient manner, while never sacrificing good government for the benefit of those whose goals run counter to that of a pro-Swampscott agenda.

Given the municipal budgetary environment, the Financial Fundamental is the primary focus for FY 17. Among the items the Town has and will continue to undertake to maintain stability through FY 17, are:

- Defining budgetary issues for FY 17 and the following years, attempting to mitigate the severity of projected structural deficits and developing a responsible plan to allow the Town to maintain and, where necessary and possible, expand services and programs;
- Managing incremental increases in State Aid and other sources of revenues so as to limit or avoid an impact on core municipal services and programs;
- Controlling costs in "non-discretionary" spending areas, including existing employee and other contracts, Health and other Insurance premiums, Debt Service and Assessments;

- Constraining “discretionary” spending by reviewing and identifying areas of need and prioritization;
- Seeking out increases in and/or developing new revenue sources to offset budget shortfalls, being cognizant of revenue raising capabilities and constraints, as well as being sensitive to the impact of revenue raising initiatives on taxpayers;
- Minimizing the use of reserve funds to cover the FY 17 budget gap while recognizing the need to increase reserves for potential out-year shortfalls;
- Continue the capital investment in infrastructure, while managing the impact of debt service on the operating budget.

Not every action of a progressive and innovative municipal government is reliant on direct appropriation. In fact, financial appropriations aside, the Town expects to carry out and further extend several important initiatives in FY 17 that are consisted with the non-Financial Fundamentals list above, including:

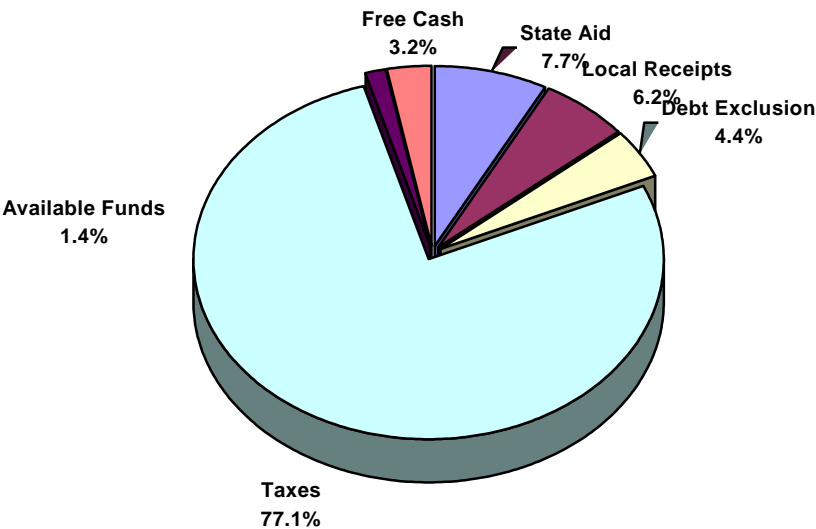
- Neighborhood Enhancement projects, including the enhancement of parks and open space, will continue to be prioritized with funding from the Capital Improvements Plan;
- Public Safety, specifically enforcing, evaluating and modifying, when necessary, traffic and parking regulations to improve the quality of life for residents;
- The Governmental Philosophy Fundamental is the basis that all Town officials have been trained to use when taking action that affects the delivery of service to the residents of Swampscott. A continued focus on enhanced communications and a continuing priority on outreach and grassroots activism as a means of welcoming more residents into the process of managing their government.

Overall Summary of the Town Budget

The FY 17 Budget for all general Town services and facilities totals \$66,339,387. The total includes \$32,413,969 in the General Fund budget to support traditional municipal services such as Police, Public Works, Fire, Library and Non-Appropriated Expenses (i.e. Cherry Sheet Assessments and Assessor’s Overlay Provisions); \$5,950,698 to support the costs of the Water and Sewer Enterprise Systems and \$27,974,720 to support the School Department and Regional Vocational School.

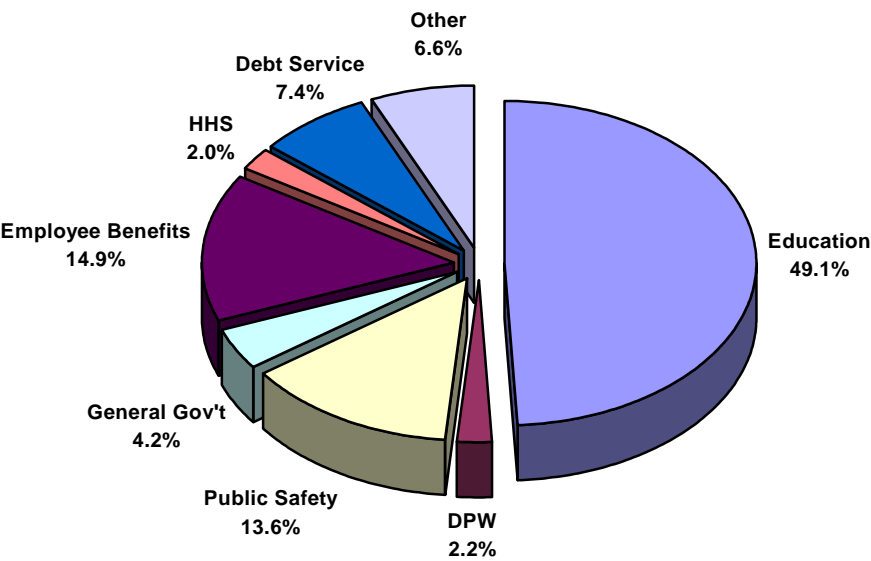
FY 17 Town-wide General Fund Revenues

\$60,388,689



FY 17 Town-wide General Fund Expenditures

\$60,388,689



General Fund

The General Fund is the basic operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund (i.e. the Water and Sewer Enterprise Funds). The total General Fund budget is \$60,388,689 which is the Town appropriation of \$65,349,899 plus \$989,488 for Assessor's Overlay, Overlay Deficits and Cherry Sheet Assessments and Offsets less the Water and Sewer Enterprise Funds \$5,950,698.

General Fund Budget. The General Fund Budget in FY 17 totals \$60,388,689, which is a 5.6 % increase from FY 16.

Capital Budget and Debt Service. The FY 17 Budget includes \$1,563,605 in debt service funding as required under the ongoing Town-wide Capital Improvement Program (CIP) (for further details, see discussion in the CIP section of this budget document). The Town will continue to make an investment in this area to avoid having to incur higher costs in the future and therefore reduce the number of annual capital projects to be undertaken. The current and projected economic climate may cause the Town to seek to control the cost of debt service as a method of keeping the Town's budget in balance; in this case the total committed to this category would decline.

Challenges Addressed in the Fiscal Year 2017 Budget

The FY 17 Budget continues the Town's efforts to promote a single, "Pro-Swampscott" agenda by addressing the "Fundamentals," a set of broad policy statements regarding the Financial, Economic Development, Neighborhood Enhancement, Community Development, Public Safety and Governmental Philosophy objectives that have guided the Town, in one form or another. Specifically, the FY 17 Budget addresses major challenges relating to the Fundamentals, including:

Defining and Managing Budget Issues for FY 17 and Beyond – Defining and managing budgetary issues in the face of difficult economic conditions is the single most important challenge any community can face. Maintaining services at acceptable levels while being limited by marginally increasing revenues and increasing non-discretionary costs has made balancing the FY 17 Budget extraordinarily difficult. Yet, this budget does define the issues that are present and anticipated, constrains spending to meet existing revenues and delivers acceptable Town services and benefits to local residents and taxpayers. Although additional funding is always helpful, the FY 17 Budget and the goals contained within demonstrate the Town's capacity to do more with less by focusing dedicated, innovative and collaborative programming on the Town's most pressing issues.

Promote Community Revitalization – The FY 17 Budget facilitates infrastructure improvements, ranging from water main replacements to addressing deferred maintenance within our ageing school facilities. The continued investment in the Town's capital assets is essential to reduce the cost associated with having to replace failing systems on an emergency basis.

Limiting the Burden on Taxpayers – The FY 17 Budget is in balance with limited use of one-time revenues for non-operational expenditures and without the need for Proposition 2 ½ overrides or the adoption of new taxes. The FY 17 Budget, and perhaps more importantly those who assemble and will ultimately adopt the budget, are cognizant of the impacts the Town's residents and taxpayers are also feeling as a result of the changing economy. The Town will continue to not overburden local taxpayers and ratepayers, while simultaneously produce the level of success that has become the trademark of Swampscott.

Development of the Fiscal Year 2017 Budget

The budget development process is structured to integrate long-term plans and issues with the specific choices and decisions in the budget. The Town has adopted a number of techniques, including the Government Finance Officers Association (GFOA) budget format, to enhance the comprehensive and farsighted nature of the process:

Strategic Budget - Based on Long-Term Policies and Plans - The budget process begins with a review of the adopted long-term plans including the Five Year Financial Plan, the Five Year Capital Improvement Plan, and in the future, will include an adopted facilities and services plan for municipal functions, such as the Open Space and Recreation Plan. The linkage to the long-term plans provides the strategic context for the budget and reinforces the budget's role of implementing priorities within these plans.

Financial Context for the Budget - The budget process begins with a rigorous gathering of information to identify the financial environment for the budget period and for the next four years. The Five Year Financial Plan provides the focus of the process and includes a comprehensive review of financial policies, a scan of the economy, development of the revenue estimates and projection analysis using the five-year projection model. The Town Administrator and the Town Accountant review this data in order to develop the budget guidelines and policies that guide the then development of the fiscal year budget.

The economic scan of the FY 17 Budget indicated there was a decline in economic growth in the region during the past year. Therefore the budget reflects the increasing upward pressure on non-discretionary costs, with limited revenue growth, by reducing discretionary expenditures and personnel in order to ensure a balanced budget and creates a sustainable workforce that will limit the erosion of municipal service delivery.

Toward the Future - One outcome of the budget process is to identify issues and challenges that the Town will address in the upcoming and future fiscal years. Looking beyond the current fiscal year, the Town will need to implement financial reserve policies designed to provide the fiscal stability necessary to insure that the Town is able to meet its commitments to local residents and taxpayers well into the future. The financial policies reflect a keen awareness of the Town's past experiences, as well as the Town's foremost priority to keep its financial house in order through careful planning and professional administration.

Financial Reserve Policies

Fund balance and reserve policies should be established to protect the Town from unforeseen increases in expenditures, reductions in revenues, or a combination of both, or any other extraordinary events. Fund balance and reserve policies also serve to provide an additional source of funding for capital construction and replacement projects. Reserves should normally average between 5% and 10% of the Town's operating budget.

The Town, as recommended by the Finance Committee and authorized by the Town Meeting, has been steadily building up reserves in anticipation of a time when revenue growth would slow, stop or decline. The realities of the current economic conditions, however, are having a negative impact on the Town's revenue prospects in FY 17 and potentially for several additional fiscal years thereafter. Reserves, therefore, will now be used, in thoughtful combination with budget cuts, workforce reductions or reorganizations and other budgeting techniques, to maintain order in the municipal budget and allow for a smooth transition through the turbulent times that currently exist.

There are two classes of reserves: 1) restricted reserves which are to be utilized only for purposes designated, and 2) unrestricted reserves which can be utilized at the discretion of authorized personnel. Reserve policies cover operating reserves, which provide for unanticipated expenditures or unexpected revenue losses during the year. Capital reserves, which provide for the normal replacement of existing capital plan and the financing of capital improvements. Cash flow reserves, which provide sufficient cash flow for daily financial needs. Contingency reserves which provide for unanticipated expenditures. The policies presented here are categorized in the following sections:

- **Operating**
 - Undesignated Fund Balance
 - Free Cash
 - Reserve Fund
- **Stabilization Fund**
- **Capital Stabilization Fund**
- **OPEB Trust Fund**

Operating

The maintenance of adequate operating reserves is essential to the financial strength and flexibility of the Town as a whole. Adequate operating reserves are integral parts of the financial structure of the Town and help make it possible for the Town to issue debt, among many other functions.

Undesignated Fund Balance

Operating fund balance shall be maintained at sufficient levels to absorb unpredictable revenue shortfalls and to insure desired cash flow levels. With regard to the General Fund, cash balances available at year-end shall, in combination with new revenues be sufficient to preclude any requirement for short-term debt to sustain Town operations. Should this fund balance fall below 5% of the "Fund Balance Floor," defined as revenues less Chapter 70 school aid, a plan for expenditure reductions and/or revenue increases shall be submitted to the Selectmen during the next budget cycle.

What is considered the minimum level necessary to maintain the Town's credit worthiness and to adequately address provisions for a) economic uncertainties, local disasters, and other financial hardships or downturns in the local or national economy and b) cash flow requirements, c) In addition to the designations noted in (a) and (b) above, fund balance levels shall be sufficient to meet funding requirements for prior year approved projects which are carried forward into the new year, debt service

reserve requirements, reserves for encumbrances, and other reserves as required by contractual obligations or generally accepted accounting principles.

Free Cash Reserves

This reserve provides for the temporary financing of unforeseen opportunities or needs of an emergency nature including increases in service delivery costs. This is the portion of undesignated fund balance certified by the Department of Revenue, Division of Local Services, as "Free Cash." Monies held in this reserve may be appropriated during the current budget year and may also be used as a source of revenues for the ensuing budget year. Of all general fund reserves this is the most flexible.

Reserve Fund

The Town shall establish and maintain an operating Contingency Reserve, which will provide for emergency expenditures and unanticipated revenue shortfalls. These funds will be used to avoid cash-flow interruptions, generate interest income and eliminate need for short-term borrowing and assist in maintaining an investment-grade bond rating. This reserve will be based upon a target 1% of budgeted expenditures in the General Fund. For reserve purposes, budgeting expenses are calculated upon the funds' total operating expense budget, excluding, ending fund balances, capital purchases, debt service for capital improvements and the current year's portion of principal and interest paid on outstanding school debt. **The actual reserve level is determined as part of the budget adoption process.**

Stabilization Fund

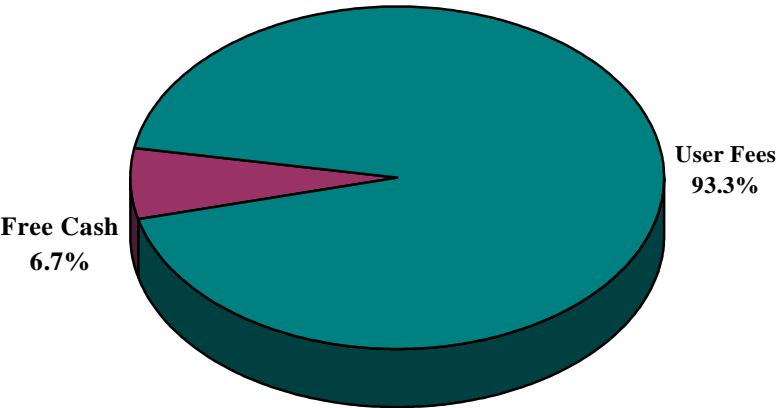
The purpose of this reserve is to provide long term financial stability for the Town while improving the Town's credit worthiness and flexibility. The provisions for this fund are dictated by Chapter 40 Section 5B of Massachusetts General Law. This fund may be appropriated for any purpose for which the Town would be authorized to borrow money under Section seven or eight of Chapter 44 of MGL or for any other lawful purpose. **However, at no time, can an appropriation into this fund exceed 10% of the previous year's real property tax levy or can the fund exceed 10% of the equalized value of the Town.**

Appropriations from this fund are governed by statute and require a two-thirds affirmative vote of Town Meeting.

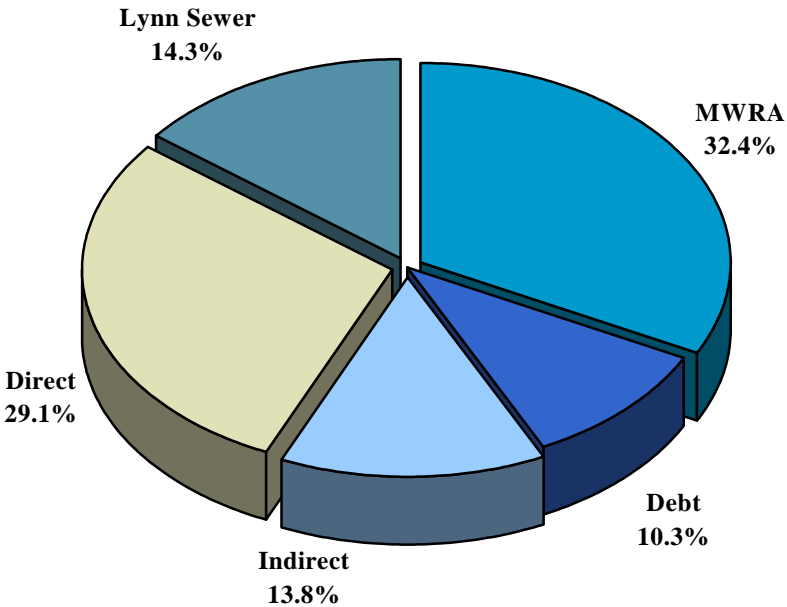
Enterprise Funds – Water and Sewer

The Water and Sewer Enterprise Funds are used to account for the operations and maintenance of the Town’s water and sewer systems. Separate funds exist to support water-related and sewer-related needs. Both funds are financed by charges for services and miscellaneous revenue. The total appropriation for FY 16 is \$5,950,698.

FY 17 Enterprise Fund Revenue Sources
\$5,950,698



FY 17 Enterprise Fund Expenses
\$5,950,698



Stabilization Funds

Town Stabilization Fund

This fund is a statutory reserve account, which may be used for any municipal purpose. This fund requires a two-thirds affirmative vote by the Town Meeting to appropriate. The FY17 Budget does make a contribution to this fund.

Fund balance as of June 30, 2015	\$1,804,187
Projected FY16 revenues and other financing sources	\$ 262,000
	=====
Projected Fund Balance as of June 30, 2016	\$2,066,187
Projected FY17 Contribution & Interest	\$1,463,000
Projected FY17 Use of Fund	\$ 0
	=====
Projected Fund Balance as of June 30, 2017	\$3,529,187

Capital Stabilization Fund

Fund balance as of June 30, 2015	\$ 677
Projected FY16 revenues and other financing sources	\$100,000
	=====
Projected Fund Balance as of June 30, 2016	\$100,677
Projected FY17 Contribution & Interest	\$256,500
Projected FY17 Use of Fund	\$ 0
	=====
Projected Fund Balance as of June 30, 2017	\$357,177

OPEB Trust Fund

Fund balance as of June 30, 2015	\$1,002,965
Projected FY16 revenues and other financing sources	\$ 252,000
	=====
Projected Fund Balance as of June 30, 2016	\$1,254,965
Projected FY17 Contribution & Interest	\$ 253,000
Projected FY17 Use of Fund	\$ 0
	=====
Projected Fund Balance as of June 30, 2017	\$1,507,965

Undesignated Fund Balance

The General Fund budget includes expenditures that are financed through transfers from other funds, such as Water and Sewer Enterprise funds.

Fund balance as of June 30, 2015	\$ 5,927,985
Projected FY16 revenues and other financing sources	\$ 58,950,000
Projected FY16 expenditures and other financing uses	\$ (59,800,000)
	=====
Projected Fund Balance as of June 30, 2016	\$ 5,077,985



Financial Plan General Fund

Overview

General Fund Budget Summary

A key component of the budget development process is the identification of revenue assumptions and projections to determine the range of choices that the Town Administrator can make in allocating resources. The Town's revenue plans attempt to balance the desire to reduce the impact of government cost on the taxpayer, to provide for a relatively stable and diversified revenue portfolio that is not highly subject to economic fluctuations, and to equate the cost of services to the revenues received. Because of the critical nature of this information the revenue analysis and the revenue projections are monitored, updated and presented to the Town Administrator on a monthly basis. If significant changes in revenue streams were to present the potential for shortfalls, this process would allow for the action(s) to be made in time to maintain fiscal stability.

The Town does not have the statutory ability to change rates and formulas for many of its revenue sources. The rates and/or formulas for property tax and certain fines, for example, are set by the State. The Town may set user fees, permits and licenses. In 1980, the voters approved a statewide property tax initiative, Proposition 2 1/2. Prop. 2 1/2 established, among several restrictions, a "2 ½ percent cap" on property taxes increases in all local taxing districts in the State.

Town revenues are divided into six basic categories recommended by the National Committee on Governmental Accounting. The categories are taxes, charges for services, licenses and permits, fines and forfeits, intergovernmental revenue, and miscellaneous revenue. The following is a discussion of the Town's projections for those categories in FY 17.

TAXES

Real and Personal Property Tax

Although the significance as a percentage of all revenues can greatly differ from community to community, a primary source of revenue for municipalities in the Commonwealth is real and personal property taxes. For purposes of taxation, real property includes land, buildings and improvements erected or affixed to land and personal property consists of stock, inventory, furniture, fixtures and machinery. The Town's Board of Assessors determines the value of all taxable land, which is revalued at fair market value every three years and updated every year. The Town of Swampscott revalued all real property in FY 15 adjusting property values to within 90% of market value. FY 18 is the next scheduled revaluation year for the Town. The Town's Board of Assessors is also responsible for determining the value of personal property through an annual review process.

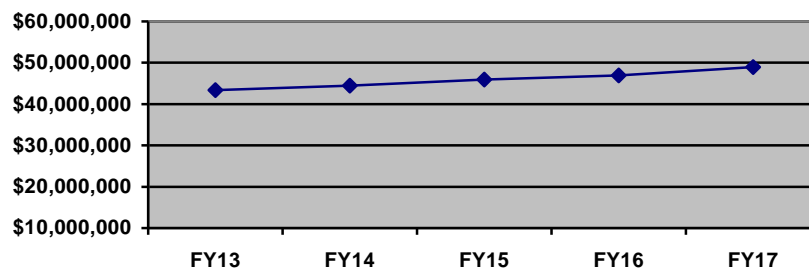
Major Changes:

There are three major factors that influence the amount of revenue generated by real and personal property taxes:

1. Automatic 2.5% Increase – The levy limit is the maximum amount that can be collected through real and personal property taxes by the municipality. Each year, a community's levy limit automatically increases by 2.5% over the previous year's levy limit. This increase, which does not require any action on the part of local officials, is estimated to be \$1,120,868 for FY 17.
2. New Growth – A community is able to increase its tax levy limit each year to reflect new growth in the tax base. Assessors are required to submit information on growth in the tax base for approval by the MA Department of Revenue as part of the tax rate setting process. In FY 17, based on current trends, new growth is estimated to be \$365000.
3. Overrides/Exclusions – A community can permanently increase its levy limit by successfully voting an override. Debt and Capital exclusions, on the other hand, are temporary increases in a community's levy limit for the life of the project or debt service. Only a Debt or Capital exclusion can cause the tax levy to exceed the levy ceiling. The levy ceiling is 2.5% of the valuation of the community. The ceiling for the Town in FY 16 was \$64,016,753. As the following shows, the Town is substantially under its levy ceiling.

Year to Year Comparison						% Change
	FY 13	FY 14	FY 15	FY 16	FY 17*	FY 16 – FY 17
Tax Levy (per RECAP)	\$43,392,175	\$44,431,341	\$45,920,256	\$46,919,164	\$48,983,904*	4.4%

*Estimated



Motor Vehicle Excise Tax Receipts - State law (Proposition 2 ½) sets the motor vehicle excise rate at \$25 per \$1000 valuation. The Town collects these monies based on data provided by the Massachusetts Registry of Motor Vehicles. The Registry, using a statutory formula based on a manufacturer's list price and year of manufacture, determines valuations. The Town or town in which a vehicle is principally garaged at the time of registration collects the motor vehicle excise tax.

The motor vehicle excise system was one of the first applications transferred to the Town's computer system. Accounts are updated nightly, all processes and delinquent notices are automated and information is provided to the deputy collectors on a quicker and more accurate basis.

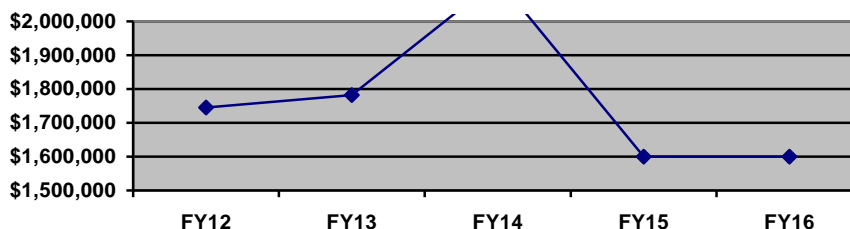
In January 1992, the Registry of Motor Vehicles implemented a new computer tracking system that will force auto owners to pay their excise taxes. Those who do not pay will not be allowed to renew registrations and licenses. Cities and towns must notify the Registry of delinquent taxpayers and the Town currently prepares an excise collection report on computer tape for the Registry of Motor Vehicles.

Major Changes:

This revenue source had expanded in recent years as the Town has focused on this category as a source of revenue expansion by attracting companies that register a large number of vehicles. Due to the national economic situation and budgeting practices in previous years excise receipts are expected to decrease in FY17.

Year to Year Comparison	FY 13	FY 14	FY 15	FY 16	FY 17	% Change FY 16 – FY 17
Motor Vehicle Excise	\$1,782,499	\$2,124,565	\$2,187,289	\$1,950,000*	\$1,500,000*	(23%)

*Estimated



Penalties and Delinquent Interest - This category includes delinquent interest on all taxes and tax title accounts. It also contains demand fees on real and personal property taxes as well as demands and warrants on late motor vehicle excise taxes.

Delinquent Interest and Penalty Charges - The Town receives interest on overdue taxes and excises. Interest rates for overdue real and personal property taxes are 14%, and for tax title accounts, 16%. The interest rate for delinquent excise tax accounts is 12% from the due date. If real and personal property taxes are not paid by May 1, in the year of the tax, a demand for payment notice (\$5) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand (\$5), a warrant (\$5), and two separate notices from a deputy tax collector (\$9 and \$14). The deputy collector's earnings come solely from delinquent penalty charges, and not from any salary or other form of compensation. Demands are (\$5) and warrants are not issued for delinquent water/sewer service accounts, which are subject to a lien on the real estate tax bill. Once a delinquent real estate account goes into a process of tax title, there are other fees added to the property tax bills. These charges include the cost of recording the redemption (\$10/20) and demand notices.

In Lieu Of Tax Payments - Many communities, Swampscott included, are not able to put all the property within its borders to productive, tax generating uses. Federal, state and municipal facilities, hospitals, churches and colleges are examples of uses that are typically exempt from local property tax payments. The Town's only PILOT Agreement ended in FY2014 due to the organization losing the non-profit status on this property.

Municipal Lien Certificates - The Town Collector issues a certificate indicating any amount owed on a particular parcel of property to an individual requesting the information within five days of the request. The cost per certificate is \$25 per parcel

LICENSES AND PERMITS / SUMMARY

Licenses - License revenue arises from the Town's regulation of certain activities (e.g., selling alcoholic beverages). A person or organization pays a license fee to engage in the activity for a specified period. The primary licensing agency in the Town is the Board of Selectmen. All fees are set by one of three methods: State law, Town By-Law or Licensing Body.

Permits - Permits are also required when a person or business wants to perform a municipally regulated activity (e.g., building, electrical, or plumbing services). The bulk of the permit revenue is brought in through building permits, collected by the Building Department. All construction and development in the Town must be issued a building permit based on the cost of construction. The Board of Selectmen adopted a revised permit fee schedule in Fiscal 2004.

The most common licenses and permits are briefly described on the following pages. A complete fee schedule is available from the Board of Selectmen and the Building Department.

Liquor Licenses - Under Chapter 138 of the General Laws of Massachusetts, the Town is empowered to grant licenses regulating the sale of alcoholic beverages. License fees vary depending upon the type of establishment, closing hours, number of days open, and whether the license is for all alcohol or beer and wine. All licenses issued by the Board of Selectmen, with the exception of short-term and seasonal liquor licenses, have a maximum fee set by State statute.

The Town may issue liquor licenses within the limits of the State quota system, which is based on population. The Town was already under the quota when the population increase revealed in the 2000 US Census increased the licenses available to the Town by seven. Short-term and seasonal licenses carry a fee and do not fall under the State cap. Total revenue from short-term licenses will depend on the number and length of events that receive licenses.

Common Victualer - The common victualer license allows food to be made and sold on the premises.

Entertainment - Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys, and several other forms of entertainment.

Building Permits - Building permits are issued to qualified individuals and companies to do repairs, alterations, new construction, or demolitions in the Town. The cost of permits is based on the estimated cost of the project or by a set fee.

Electrical Permits - Electrical permits are issued to licensed electricians to perform specific electrical work. The cost of the permit is dependent on the number of switches, lights, alarms, and other electrical components included in the job.

Plumbing Permits - Plumbing permits are issued to licensed plumbers to install and repair piping for a specific job. The fee is based on the amount and type of work being done.

Weights & Measures - Weights & Measures permits are issued for scales, gas pumps and other measuring devices.

Town Clerk Licenses & Permits - The Town Clerk issues licenses and permits primarily relating to marriages, births, deaths and dog registrations.

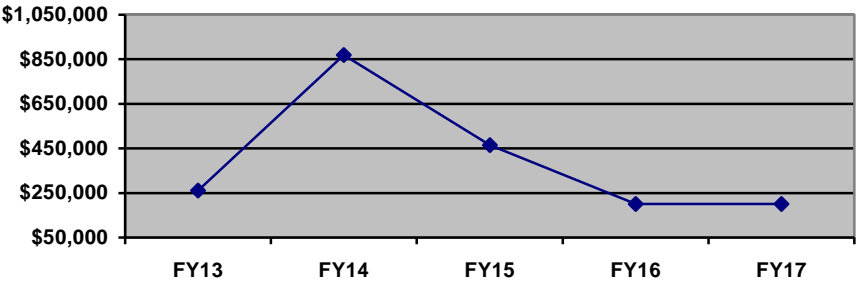
Other Departmental Permits - Other Departments issue various permits including smoke detector, LP gas, underground tank installation and removal, firearms, parking and street opening.

Major Changes:

The Board of Selectmen adjusted License and Permit Fees in almost all categories based upon an analysis of similar fees in surrounding communities in FY14 and plan to do the same in for FY17. There was a significant increase in permits in FY14 and FY15 due to two major developments in town.

Year to Year Comparison	FY 13	FY 14	FY 15	FY 16	FY 17	% Change FY 16 – FY 17
Licenses and Permits	\$260,969	\$869,725	\$464,636	\$200,000*	\$200,000*	0 %

*Estimated



FINES AND FORFEITS

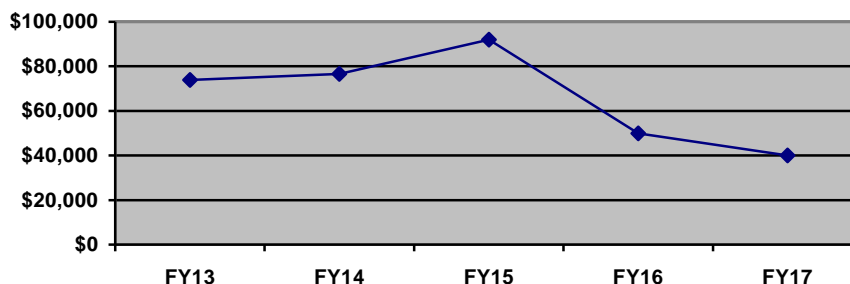
Parking Fines - The collection of outstanding parking fines continues to be an important source of revenue to the Town. Parking violation revenues are used to partially fund the budgets of many Town departments. The timely collection of fines has been aided by automation, and by State law that violators are prohibited from renewing their driver's licenses and registrations until all outstanding tickets are paid in full.

Major Changes:

Under the Municipal Relief Package passed by the legislature 2003 increased the amount of fines that may be collected for violations of any regulations, orders, ordinances or bylaws regulating parking of motor vehicles.

In May 2015 a by-law was passed doing away with the overnight parking ban during the winter. This by-law will reduce the amount of fines taken in by the town going forward.

Year to Year Comparison	FY 13	FY 14	FY 15	FY 16	FY 17	% Change FY 16 – FY 17
Parking Fines/ Moving Violations	\$73,955	\$76,585	\$91,945	\$50,000*	\$40,000*	(20%)



*Estimated

Moving Violations - Non-parking offenses result in fines for moving violations. Responding to the community's desires and public safety concerns that mostly focused on speeding violations in local neighborhoods. Among the violations included in this category are speeding, passing in the wrong lane, and failing to stop at the traffic signal. These fines, collected by the District Court, are distributed to the Town on a monthly basis.

INTERGOVERNMENTAL REVENUE

Cherry Sheet - State Cherry Sheet revenue funds are the primary intergovernmental revenue and in the case of many cities, Swampscott included, the single largest source of annual revenue. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veteran's benefits, police career incentives, and a number of school related items. For the FY 17 budget process, the Town slight increase of Cherry Sheet revenues based on assumptions offered by Governor's House 1 Budget.

Every year the Commonwealth sends out to each municipality a "Cherry Sheet", named for the pink-colored paper on which it was originally printed. The Cherry sheet comes in two parts, one listing the

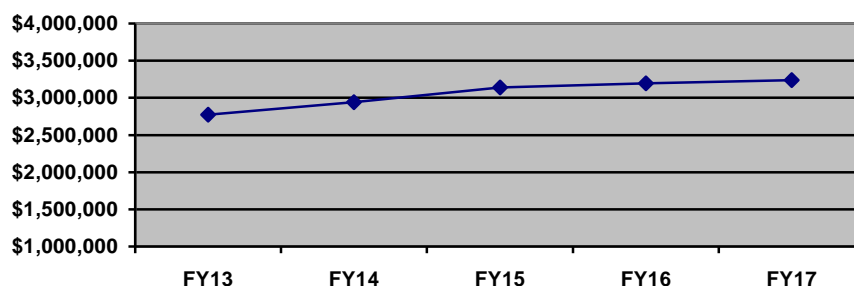
State assessments to municipalities for MBTA, MAPC, air pollution control districts, and the other State programs; the other section lists the financial aid the Town will receive from the State for funding local programs. Each Cherry Sheet receipt is detailed on the following pages.

School Aid - Chapter 70 school aid is based on a complex formula that takes into account: (1) statewide average cost per pupil; (2) local district pupil counts, with weighing factors to reflect varying costs among programs such as special education or vocational education, and (3) municipal fiscal "ability to pay" for education, as measured by equalized valuation per capita as a percent of statewide averages.

Major Changes:

There is a proposal to overhaul the foundation budget and a new method for measuring municipal ability-to-pay and for determining required local contribution and school aid amounts. The Town of Swampscott continues to be funded less than the 17.5% of foundation budget. Although the Governor's proposed FY 17 Budget increases the town's Chapter 70 contribution towards the 17.5% of foundation budget, we do not expect the legislature will approve an increase at the 17.5% level.

Year to Year Comparison	FY 13	FY14	FY 15	FY 16	FY 17	% Change FY 16 – FY 17
Chapter 70	\$2,773,458	\$2,940,442	\$3,140,515	\$3,193,515	\$3,236,195*	1.3%
*Estimated						



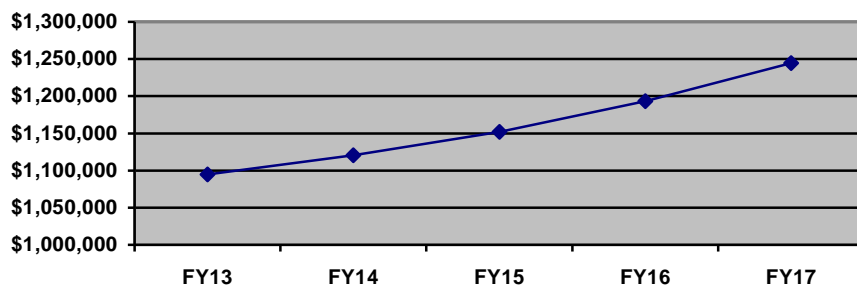
Local Aid - The major non-school state aid items are Lottery Aid and Additional Assistance. These funds are unrestricted and can therefore be used by the municipality for any municipal purpose.

Major Changes:

The Governor, beginning in FY10, combined these two aid accounts into a new category called Unrestricted General Government Aid. The Governor's Proposed FY14 Budget also included another new category of State Aid called Annual Formula Local Aid. The town does not expect the legislature to approve this additional category.

Year to Year Comparison	FY 13	FY 14	FY 15	FY 16	FY 17	% Change FY 16 – FY 17
Unrestricted General Gvt Aid	\$1,094,842	\$1,120,722	\$1,151,802	\$1,193,267	\$1,244,577*	4.3%

* Estimated



School Transportation - Under Chapter 71, Section 7A, municipalities are reimbursed for prior year expenses for general pupil transportation. Reimbursement is provided only for pupils transported more than 1.5 miles, one way, to and from school, and is subject to a \$5 per pupil local share deductible. Chapter 71A, Section 8, and Chapter 71B, Sections 13 and 4, reimburse for bilingual and special needs transportation, with special needs transportation not being subject to the 1.5 mile requirement. Chapter 71, Section 37D, reimburses for the costs of transporting pupils for the purpose of eliminating racial isolation and imbalance, also without a mileage requirement.

School Construction - The School Assistance Act, as amended, provides for the reimbursement of school construction projects that involve any of the following: The replacement of unsound or unsafe buildings; the prevention or elimination of overcrowding; prevention of the loss of accreditation; energy conservation projects, and the replacement of, or remedying of, obsolete buildings. The law also provides formulas (involving equalized valuation, school population, construction costs, and interest payments) for reimbursement of costs that include fees, site development, construction, and original equipping of the school.

Police Career Incentive - Under Chapter 41 of the General Laws, members of participating police departments receive a salary increase predicated on the amount of college credits earned toward a law enforcement degree. The Commonwealth reimburses municipalities for one-half of this salary increase. Under the revised law, officers are awarded a ten-percent increase in their base pay for an Associate's Degree, a twenty percent increase for a Bachelor's degree and a twenty-five percent increase for a Master's degree.

Veterans' Benefits and Aid to Needy Dependents of Veterans - Under Chapter 115, Section 6, municipalities receive a seventy-five percent State reimbursement on the total expenditures made on veterans' benefits.

Highway Fund Distribution - Chapter 81, Section 31, of the Mass. General Laws directs funds from the State's highway fund reimbursement municipalities for certain roadway projects.

Real Estate Abatements - The State Cherry Sheet reimburses the Town for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. The abatement categories are authorized by the State. The Town is not empowered to offer abatements in other categories. Under Chapter 59, Section 5, of the General Laws, municipalities are reimbursed for amounts abated in excess of \$175 of taxes of \$2,000 in valuation times the rate, whichever is greater. A qualifying veteran or their surviving spouse receives an abatement of \$175 or \$2,000 in valuation times the tax rate, whichever is the greater. Chapter 59, Section 5, Clause 17c, of the General Laws, as amended by Section 2, Chapter 653 of the Acts of 1982, provides a flat \$175 in tax relief to certain persons over seventy, minors, and widows/widowers. Chapter 59, Section 5, Clause 37a, of the General Laws as amended by Section 258 of the Acts of 1982 provides an abatement of \$500 for the legally blind.

Elderly Exemption - Under Chapter 59, Section 5, Clause 41b, of the General Laws as amended by Section 5, of Chapter 653 of the Acts of 1982, qualifying persons over seventy years of age are eligible to receive a flat tax exemption of \$500.

State Owned Land - The State reimburses communities in which certain types of state owned land is located. Payment is for the amount of tax on the land only if the parcel were held privately, not for buildings or any other improvements erected on or affixed to the land.

MISCELLANEOUS REVENUE

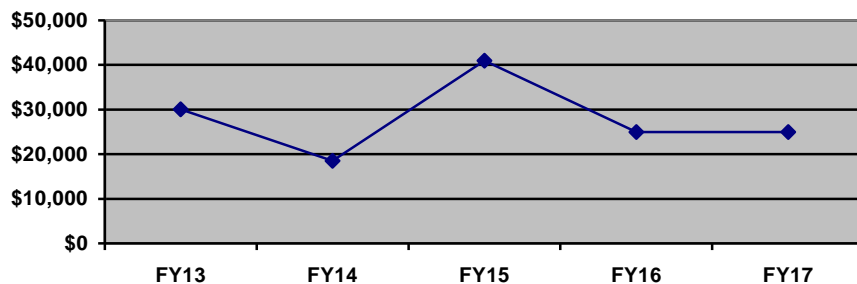
Interest On Investments - Under Chapter 44 Section 55B of the Mass. General Laws, all monies held in the name of the Town which are not required to be kept liquid for purposes of distribution shall be invested in such manner as to require the payment of interest on the money at the highest possible rate reasonably available. The investment decision must take into account safety, liquidity and yield.

Major Changes:

Interest rates on investments are expected to continue to remain steady through FY 17. The overall cash balance of the Town is expected to stay consistent in FY17.

Year to Year Comparison	FY 13	FY 14	FY 15	FY 16	FY 17	% Change FY 16 – FY 17
Interest on Investments	\$19,910	\$30,065	\$40,961	\$25,000*	\$25,000*	0%

*Estimated



INTERGOVERNMENTAL / INTERFUND TRANSFERS

Water and Sewer Fund Transfer - The Water and Sewer Enterprise Funds, financed by water and sewer usage charges, provide reimbursements for direct and indirect costs associated with a variety of Town services, including those offered by Technology, the Accountant, the Town Administrator, Treasurer/Collector, Personnel, Town Counsel and the Town Clerk. Additional, enterprise funds provide reimbursements for employee benefits and maintenance of the Water and Sewer accounting and billing systems along with property/casualty insurance and worker's compensation policies.

GENERAL & ENTERPRISE FUND REVENUE BY YEAR

	Actual FY13	Actual FY14	Actual FY15	Estimated FY16	Estimated FY17
LOCAL RECEIPTS					
Motor Vehicle Excise	1,782,499	2,124,565	2,181,705	1,950,000	1,500,000
Boat Excise	4,559	5,245	3,925	3,500	4,000
Mooring Fees	15,792	18,702	14,969	14,000	14,000
Meals Tax	265,728	237,739	211,647	185,000	200,000
Penalties & Interest	206,043	179,895	352,655	200,000	200,000
PILOT	8,075	-	-		
Rentals	135,006	134,870	204,907	200,000	150,000
Nahant Tuition	653,097	1,837,277	1,336,046	1,266,770	1,380,965
Library Revenue	6,327	5,349	5,405	5,000	4,500
Recreation Receipts	23,202	26,630	14,355	14,000	20,000
Other Dept Revenue:					
Police	31,722	34,267	41,111	34,000	17,000
Fire	18,528	13,275	33,099	20,000	20,000
Selectmen	47,989	56,958	103,293	75,000	50,000
Assessor's	117	571	337	-	150
Treasurer	2,691	2,204	3,665	3,500	5,000
Health	46,685	57,270	62,680	62,000	55,000
DPW	98,139	86,231	101,410	90,000	30,000
Clerk	25,089	24,118	23,978	20,500	20,500
Panning Board	2,075	2,925	5,910	5,000	1,100
ZBA	26,043	17,344	23,428	20,000	17,500
Collector	14,629	11,069	25,574	20,000	13,000
Towing	4,000	4,460	3,800	3,800	3,500
Building Inspector	260,969	869,725	464,636	200,000	200,000
Fines	73,955	76,585	91,145	50,000	40,000
Investment Income	30,065	18,502	40,961	25,000	25,000
Misc Non-Recurring:					
Other State Revenue	8,483	28,709	2,537	-	-
Misc Revenue	146,982	133,111	81,324	71,200	18,615
Medicaid	127,843	114,223	104,169	75,000	75,000
Non-Contrib Reimb	18,597	-	-	-	-
Bond Premiums	95,284	43,112	130,014	-	-
SBA Reimbursement					
Add. State Aid					
TOTAL LOCAL RECEIPTS	4,180,213	6,164,931	5,668,685	4,613,270	4,064,830
PROPERTY TAXES	43,135,764	43,818,022	45,382,630	46,919,164	48,983,904
STATE AID	3,907,353	4,138,938	4,370,631	4,470,837	4,619,955
OTHER FINANCING SOURCES	1,242,000	802,000	1,990,000	1,120,000	2,720,000
TOTAL GENERAL FUND REVENUES	52,465,330	54,923,891	57,411,946	57,123,271	60,388,689
Water & Sewer Enterprise Funds					
User Charges	5,989,770	5,849,547	5,973,281	5,958,455	5,950,698
TOTAL REVENUES GENERAL & ENTERPRISE FUNDS	58,455,100	60,773,438	63,385,227	63,081,726	66,339,387

General Fund Expenditures

EXPENDITURE SUMMARY SUMMARY OF EXPENDITURE CHANGES

	ACTUAL FY15	ADOPTED BUDGET FY 16	PROPOSED BUDGET FY17
GENERAL GOVERNMENT			
Moderator	-	200	200
Finance Committee	2,421	3,143	3,168
Selectmen	12,750	13,500	14,000
Town Administrator	193,607	206,457	218,159
Law Department	168,034	125,000	125,000
Parking	6,213	7,000	7,000
Workers' Compensation	407,622	600,000	615,000
Personnel Department	67,287	92,645	95,543
Accounting	318,531	336,379	389,393
Technology	161,164	254,500	326,454
Treasurer/Collector	293,734	316,906	324,798
Town Clerk	159,480	169,354	191,197
Assessors	209,290	177,286	181,641
Zoning Board of Appeals	6,227	8,367	9,000
Planning	56,737	66,987	105,421
Contributory Retirement	4,205,622	4,419,812	4,654,490
Non-Contributory Retirement	33,517	34,500	35,535
Total General Government	6,302,236	6,832,036	7,295,999
PUBLIC SAFETY			
Police Department	3,877,848	3,881,165	4,111,891
Fire Department	3,208,330	3,248,316	3,372,080
Harbormaster	19,951	21,404	21,483
Emergency Management	1,000	3,114	3,125
Weights & Measures	5,000	5,000	5,000
Constable	-	100	100
Building Inspector	183,939	201,735	206,990
Conservation Commission	634	1,300	1,800
Total Public Safety	7,296,702	7,362,134	7,722,469
EDUCATION			
Northshore Tech	554,516	600,000	452,220
School Department	25,081,000	26,156,000	27,522,500
Total Education	25,635,516	26,756,000	27,974,720

**EXPENDITURE SUMMARY
SUMMARY OF EXPENDITURE CHANGES**

	ACTUAL FY 15	ADOPTED BUDGET FY 16	PROPOSED BUDGET FY 17
PUBLIC WORKS			
Highway	1,051,278	779,436	814,761
Building & Grounds	159,800	169,374	234,964
Special Accounts	179,050	231,000	241,000
Total Public Works	1,390,128	1,179,810	1,290,725
HEALTH & HUMAN SERVICES			
Health Department	1,121,557	1,159,217	1,080,228
Recreation	20,000	30,000	50,000
Council on Aging	113,913	147,769	148,219
Veterans Service	50,823	44,184	54,294
Public Library	743,590	751,669	791,358
Total HHS	2,049,883	2,132,839	2,124,099
DEBT SERVICE	4,829,161	4,508,217	4,226,939
INSURANCE	5,079,786	5,650,000	5,875,000
UNCLASSIFIED	1,858,934	1,506,750	2,899,250
OTHER			
Overlay Deficits	0	0	0
Overlay	203,838	282,043	275,000
State Assessments	560,469	580,432	692,317
Cherry Sheet Offsets	27,339	20,999	22,171
General Fund Budget	55,233,992	56,811,260	60,398,689

Board of Selectmen

Mission Statement

In accordance with the Town Charter and local by-laws, the Board of Selectmen is a legislative body of five, elected town-wide on staggered terms. The Board's primary responsibilities include serving as a policy-making authority, appointing authority and licensing board. Of significant responsibility is the approval of articles to be placed on town meeting warrants, adopting the annual Town Administrator submitted budget, the hiring of the Town Administrator, the approval of liquor and victualer licenses, the confirmation of employee appointments and the appointments to town boards and commissions. The Board also serves ex-officio as the town's Water and Sewer Commissioners and is responsible for setting water and sewer rates.

Board of Selectmen Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	0	0	0	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
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Total Wages & Salaries	0	0	0	0
Services	0	0	0	0
Supplies	12,750	13,500	14,000	500
Other	0	0	0	0
Total Operating	12,750	13,500	14,000	500
Capital	0	0	0	0
Total Department	12,750	13,500	14,000	500

Town Administrator's Office

Mission Statement

The Town Administrator is responsible for the daily administration of the municipal business affairs of the Town. The Town Administrator is the Chief Administrative, Financial and Procurement Officer of the Town and is the primary officer responsible for the implementation of Board of Selectmen policy and town by-laws. The Town Administrator sets the strategy of the Town in accordance with Board of Selectmen directives, sets overall operating goals for the Town, which determines the departmental goals, and oversees the efficient and effective administration of town government to achieve those goals. The Town Administrator is responsible for ensuring the continued economic, social, and financial viability of the Town, and also for ensuring the delivery of quality services to the residents and taxpayers of the Town.

Significant Changes

There were no significant changes to report.

Previous Year Accomplishments

- Hiring of consolidated Facilities Director
- Requested design services to construct an all-weather artificial surface field;
- Continued our road maintenance plan with additional state aid;
- Issued request for proposals for the Machon School and former Senior Center.

FY 17 Goals

- Designate buyer for Machon School by December 2016;
- Designate lessor for the former Senior Center by December 2016;
- Complete construction of the all-weather artificial surface field project by June 2017;
- Review and implement certain recommendations of the Collins Center service report by December 2016;
- Continue improving on-line services at Town Hall by June 2017;
- Complete Humphrey Street roadway improvements By September 2016;
- Implement the Communities Compact with the Commonwealth by June 2017.

Town Administrator Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	189,107	196,957	204,159	7,202
Overtime	0	0	0	0
Other Salary & Benefit	0	5,000	7,500	2,500
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Total Wages & Salaries	189,107	201,957	211,659	9,702
Services	0	0	0	0
Supplies	4,500	4,500	6,500	2,000
Other	0	0	0	0
Total Operating	4,500	4,500	6,500	2,000
Capital	0	0	0	0
Total Department	193,607	206,457	218,159	11,702

Town Administrator Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Administrator	Town Administrator	1	1	0
	Administrative Assistants	1	1	0
Total		2	2	0

Personnel

Mission Statement

The Personnel Department establishes and maintains an equitable personnel system that promotes the efficiency and economy of government and the morale and well-being of all Town employees. The Personnel Department establishes and monitors personnel policies and procedures, ensures fair and consistent hiring activities, assists in the coordination of collective bargaining sessions, manages employee benefits and provides staff training and development opportunities. The Personnel Department is responsible for recruiting, selecting, and developing employees on the basis of their abilities, knowledge, and skills and ensuring that the work environment and the procedural guidelines of the Department are free from any instances of discrimination of any kind.

Significant Changes

The part-time Benefits Coordinator has settled into her new office space on the third floor of Town Hall. This change has provided employees with a much needed private location to discuss employee benefits.

Previous Year Accomplishments

- Completed a full audit of monthly bills related to benefits, i.e. health insurance, life insurance and dental insurance to insure proper payments and deductions;
- With the approval of the Town Administrator created an ACA policy with regard to benefits and distributed to all employees for ACA compliance;
- Continued to work with employees and department heads relative to confidential work related issues in a professional manner;
- Monitor the delegation process for entry level public safety appointments and promotions subject to civil service regulations & guidelines;
- Assisted in the hiring process for the Director of Technology and Information, COA Activities Coordinator, COA Assistant Director, Local Inspector, Town Planner, Inspector of Buildings, Recreation seasonal summer employees & Public Works laborers and seasonal summer employees. This includes placing ads, preliminary screening, interviewing, reference checks, CORI, pre-placement physicals etc.
- Monitored attendance records to ensure proper use of sick, vacation, personnel, workers compensation and FMLA leave time in accordance with the various contracts and the Personnel Policy;
- Assisted department heads in the administration of fair and responsible personnel practices inclusive of progressive discipline;
- Review Town policies and updated as needed to ensure compliance with state and federal laws and Town bylaws;

- Prepared new document for Town Administrator's Review for approval by the Board of Selectmen;
- Prepared verification of employment for Town employees as requested;
- Prepared re-appointment/new appointment documentation for all boards/committees and commissions;
- Served as back up support to the Administrative Assistant to the Board of Selectmen.
- Suggested changes to the Personnel Board for the Personnel Policy Governing Compensation & Employment Benefits.

FY 17 Goals

- Continue monthly auditing of all benefits and insurances for active and retired employees;
- Create a policy relative to 111F injured on duty for Police and Fire by December 2016;
- Monitor and track usage of vacation, sick, personal and FMLA leave time for all employees within contractual guidelines on a weekly basis and provide quarterly reports to department heads by October 2016;
- Prepare documentation relative to compensated absences by July 15, 2016 in preparation of fiscal audit;
- Continue with regular ongoing training sessions for loss control and Employee Assistance Programs as well as training in areas of interest of Town employees through FY17;
- Reinforcing with management the importance of familiarizing themselves with the Union contract(s) that pertain to their employees as well as Town policies through FY17;
- Encourage Labor Management meetings on a regularly scheduled basis through FY17;
- Research the possible implementation of Human Resources Manager in the MUNIS System by June 2017;
- Update the filing system by December 2016.

Personnel Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	64,904	88,100	90,693	2,593
Overtime	0	0	0	0
Other Salary & Benefit	1,015	1,545	1,850	305
Total Wages & Salaries	65,919	89,645	92,543	2,898
Services	0	0	0	0
Supplies	1,368	3,000	3,000	0
Other	0	0	0	0
Total Operating	1,368	3,000	3,000	0
Capital	0	0	0	0
Total Department	67,287	92,645	95,543	2,898

Personnel Staff Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Personnel	Personnel Manager	.75	.75	0
	Health & Benefits Coordinator	.5	.5	0
Total		1.25	1.25	0

Town Accountant

Mission Statement

The Town Accountant provides the controllership and audit functions for the Town and its departments and agencies. The Accounting Department protects the fiduciary interests of the Town by ensuring that the financial records are accurately maintained and preserved; supervising and monitoring the expenditure of Town funds; utilizing sound accounting practices; and performing all other auditing and accounting functions pursuant to the Town Charter, Town By-Laws and laws of the Commonwealth of Massachusetts.

Significant Changes

There were no significant changes to this office.

Previous Year Accomplishments

- Awarded the Distinguished Budget Presentation Award by the GFOA for tenth straight year;

FY 17 Goals

- Comply with State filing requirements by completing the Balance Sheet by September 15;
- Comply with State filing requirements by completing Schedule A (a comprehensive report of Town and School revenues, expenditures and account balances) by October 31;
- Submit the FY 17 Budget for the “Distinguished Budget Presentation Award” to the GFOA by August 16, 2016;

Accountant's Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	146,176	153,379	157,893	4,514
Salary Reserve (Town Wide)	76,133	30,000	50,000	20,000
Other Salary & Benefit	5,016	7,500	8,500	1,000
Total Wages & Salaries	227,325	190,879	216,393	25,514
Services	0	0	0	0
Supplies	18,606	20,500	23,000	2,500
Other	72,600	125,000	150,000	25,000
Total Operating	91,206	145,500	173,000	27,500
Capital	0	0	0	0
Total Department	318,531	336,379	389,393	53,014

Town Accountant Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Accounting	Town Accountant	1	1	0
	Assistant Town Accountant	1	1	0
Total		2	2	0

Technology

Mission Statement

The Technology department maintains all aspects of our deployed systems throughout the town from phone switches and PC's to Swampscott's state of the art fiber optic network that connects our Town Hall, Police and Fire Departments, Senior Center, Library, High School and our Town Hall Annex. As the efficient use of our infrastructure and exchange of data between departments continues to grow, so to will the quality of service being provided to the citizens of Swampscott.

Significant Changes

The most significant change during FY2016 was the hiring of a full-time Director of Information and Technology.

Previous Year Accomplishments

- Continued to upgrade existing clients to Microsoft Office 2010 Professional to ensure smooth email and database operations;
- Added an additional file storage server;
- Replaced older, outdated pc's as part of a rotating replacement program;
- Implemented a disaster recovery plan by upgrading Munis to a SaaS environment.

FY 17 Goals

- To upgrade and conversion of the Town Website to a new platform, which offers more online services and transparency by December 2016;
- To implement Tyler Content Management by December 2016;
- To implement an Employee Self Service (ESS) portal for employees by June 2017.

Technology Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	6,535	85,000	104,854	19,854
Overtime	0	0	0	0
Other Salary & Benefit	0	0	2,100	2,100
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Total Wages & Salaries	6,535	85,000	106,954	21,954
Services	146,355	160,000	200,000	40,000
Supplies	8,274	8,500	15,000	6,500
Other	0	1,000	4,500	3,500
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Total Operating	154,629	169,500	219,500	50,000
Capital	0	0	0	0
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Total Department	161,164	254,500	326,454	71,954

Technology Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Technology	IT Director	1	1	0
Total		1	1	0

Treasurer/Collector

Mission Statement

The Treasurer's Office preserves, protects and manages the financial resources of the Town, among other responsibilities. The Treasurer is responsible for receipt, accurate accounting and prudent investment of all Town funds to maximize yields while maintaining adequate liquidity and ensuring compliance with Massachusetts General Laws, Town ordinances and any other applicable financial mandates. Responsible for maintaining and paying Town payroll and managing employee benefits, such as, but not limited to, health, dental and life insurance, deferred compensation, and the Employee Assistance Program.

The Collector (serving as both tax collector and town collector) is responsible for providing a single point of contact to taxpayers and municipal customers for all financial transactions. The Collector is responsible for the billing, collection and accurate accounting of all taxes, fees and charges. The Collector's Office mails and processes payments for municipal invoices each year including property and personal property tax bills, automobile excise tax bills, water/sewer usage bills, boat excise tax bills, harbor mooring fee bills, fire alarm fee invoices and varying amounts of water service, sewer apportionment, school tuition, rent and non-contributory retirement reimbursement invoices.

Significant Changes

There were no significant changes in the Treasurer/Collector's Office during FY2016.

Previous Year Accomplishments

- All bank account are reconciled and in balance as of the end of Fiscal Year 2016;
- Substantial progress was made in collecting overdue tax receivables;
- Most town receivables have been placed online, allowing residents and taxpayers more options for management of their amounts due;
- FY 2015 Year-end cash and receivables reconciliations were complete and ready for auditors by October 1, 2015.

FY 17 Goals

- Have FY 2016 year-end cash process complete and reconciled for auditors by September 2016;
- Place all outstanding real estate into tax title by March 2017;
- Develop Financial Policies and Procedures Manual for all town treasury operations;
- Complete monthly cash and receivables reconciliations each month by end of following month;
- Actively pursue a real estate tax collection rate of 90% within the fiscal year, and 99.5% by end of subsequent year, for each fiscal year;

- Continue to look for ways to improve communications and efficiencies in the Treasurer and Collector's Offices through June 2017.

Treasurer/Collector Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	221,650	227,206	235,148	7,942
Overtime	0	0	0	0
Other Salary & Benefit	3,900	5,400	7,650	2,250
Total Wages & Salaries	225,550	232,606	242,798	10,192
Services	0	0	0	0
Supplies	68,184	84,300	82,000	(2,300)
Other	0	0	0	0
Total Operating	68,184	84,300	82,000	(2,300)
Capital	0	0	0	0
Total Department	293,734	316,906	324,798	7,892

Treasurer/Collector Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Treasurer/Collector	Treasurer/Collector	1	1	0
	Assistant Treasurer	1	1	0
	Clerk	2	2	0
Total		4	4	0

Town Clerk

Mission Statement

The Town Clerk is the primary agent responsible for serving the public through the provision of public records, vital statistics (births, deaths, and marriages), elections and general information. The Town Clerk is the keeper of the public record and is responsible to document and certify the actions of all Annual and Special Town Meetings. The Clerk's Office is the official filing agent for the Town and as such accepts, processes, records and maintains all municipal records including, but not limited to, notices and minutes of all public meetings, appointments and resignations of public officials, bankruptcy filings, Planning Board and Zoning Board of Appeals applications and decisions and Certificates of Business and dog licenses. The Town Clerk insures that all public records are safely preserved and readily accessible for inspection and retrieval.

The Town Clerk's Office is dedicated to providing a safe environment for voting, accurate tabulation and reporting of vote counts, up-to-date voter registration (through the VRIS system and through our office filing system), as well as information for candidates and help with voter registration. Our office operates under the Campaign and Political Finance laws to keep annual financial reports up to date. This office is responsible for overseeing the Annual Street Listing as compiled through the annual census.

Significant Changes

There were no significant changes in FY16.

Previous Year Accomplishments

- Vital records are online;
- Maintained VRIS Compliance;
- Successfully coordinated, completed & certified April 28, 2015 Local Election;
- Completed Attorney General's submission packet pursuant to MGL 40:32-May 4, 2015 Bylaw amendments/AG Approved 8/8/15;

FY 17 Goals

- Establish and improve recording & filing system for ZBA & Planning Board files by June 2017;
- Codification of Town's General By-law's & Charter by June 2017;
- Online Business certificates by June 2017;
- Successfully coordinate, complete & certify 2017 elections.

Town Clerk Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	118,354	125,058	129,165	4,107
Overtime	0	0	0	0
Other Salary & Benefit	5,022	4,975	6,925	1,950
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Total Wages & Salaries	123,376	130,033	136,090	6,057
Services	0	0	0	0
Supplies	36,104	39,321	55,107	15,786
Other	0	0	0	0
Total Operating	36,104	39,321	55,107	15,786
Capital	0	0	0	0
Total Department	159,480	169,354	191,197	21,843

Town Clerk Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Town Clerk	Town Clerk	1	1	0
	Clerk	1	1	0
Total		2	2	0

Assessing

Mission Statement

The Assessing Department provides the Town with fiscal stability by ensuring the Town's personal and real property is promptly, fairly, and equitably valued and classified. The Assessing Department determines fair market value of all property for the purposes of taxation. Additionally, the Department administers motor vehicle and boat excise taxes in a fair and efficient manner. The Department also administers the statutory exemption program for eligible taxpayers and administers the senior abatement work off program. In conjunction with the Town Accountant, the Assessors prepare the annual recap for the purpose of setting the annual tax rate.

Significant Changes

Building permits were picked up internally.

Previous Year Accomplishments

- The office completed its first revaluation in four years;
- Single family values were raised 14.086 % with only 67 abatement applications;
- New growth reached a record high of \$701,395.

FY 17 Goals

- To complete interim analysis of values and implement changes by September 2015;
- To complete and submit new growth to the DOR by October 15;
- To complete Tax Recap and hold Classification Hearing by Thanksgiving;
- Train Administrative assistant to do field work and become full time.

Assessing Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE +/-(-)
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Assessor's Budget

0
0

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	147,798	155,496	158,886	3,390
Overtime	0	0	0	0
Other Salary & Benefit	4,346	5,050	4,175	(875)
Total Wages & Salaries	152,144	160,546	163,061	2,515
Services	52,673	10,000	10,000	0
Supplies	4,473	6,750	8,580	1,830
Other	0	0	0	0
Total Operating	57,146	16,750	18,580	1,830
Capital	0	0	0	0
Total Department	209,290	177,296	181,641	4,345

0

Retirement

Mission Statement

The Town Retirement System provides pension and annuity payments to approximately 196 retirees, and collects pension contributions from approximately 262 active members as of December 31, 2015. The system had an actuary by Stone Actuaries as of January 1, 2015. The Town adopted this actuarial schedule and began the process of fully funding the outstanding liability of the Town's Retirement System by the Year 2031, as well as continuing to fund the current cost of benefits. The original schedule is reviewed and updated every three years. The latest update to this funding schedule was also prepared by PERAC based on their actuarial valuation.

Retirement Program Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Retirement Fund	4,205,622	4,419,812	4,654,490	234,678
Non-Contributory Pensions	33,517	34,500	35,535	1,035

Police

Mission Statement

The Swampscott Police Department is a community-oriented police department, committed to providing professional service to all, with fairness, compassion and respect, regardless of religion, age, race, color, creed, nationality or lifestyle. Working in concert with the community we endeavor to prevent crime, protect life and property, and preserve the peace, order and safety in Swampscott. We nurture public trust by holding ourselves to the highest standards of performance and ethics.

Significant Changes

We appointed three new Reserve Police Officers in order to have candidates in place for a quicker fill of full time positions as vacancies occur and to provide an opportunity to train and evaluate candidates prior to appointment as permanent full time officers.

Previous Year Accomplishments

- We purchased two new Police Interceptor Ford Explorer SUVs to replace obsolete Crown Victoria models.
- We worked to obtain Certification status with the Massachusetts Accreditation program by training Superior Officers in the accreditation process and dividing among those officers responsibility for achieving sets of standards. Certification is the first step towards full Accreditation
- We installed information sharing software for conducting digital roll call, for training and for dissemination and record keeping of orders and policies. Accountability for receipt of directives is critical as is communication of information within the Department to ensure all officers are working together to achieve the mission of the Police Department.
- We utilized social media, including our website, Facebook and Twitter to promote the Department and to enhance public access to timely information and services.
- We conducted judgmental scenario based firearms training on a simulator in addition to our regular twice annual live fire training and qualification.
- We installed a second radio repeater, located at the Fire Headquarters, to address issues with radio reception in that section of town.

FY 17 Goals

- We will achieve Certification status with the Massachusetts Accreditation program, and full Accreditation by January 2017.

- Dependent on funding we will purchase two new Police cruisers, two motorcycle and a traffic speed board by October 2016;
- We will conduct an Use of Force training and an active shooter response drill at a school August 2016;
- We will improve data collection and visual presentation of data utilizing charting, graphing and crime/incident mapping tools for directing patrol services based on data, particularly in the area of traffic enforcement by August 2016;
- We will improve public outreach, including with the school community, by communicating through social media and community meetings to begin September 2016.

Police Department Program Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	1,934,518	2,094,449	2,239,941	145,492
Overtime	697,482	550,000	586,057	36,057
Other Salary & Benefit	880,551	939,991	986,018	46,027
Total Wages & Salaries	3,512,551	3,584,440	3,812,016	227,576
Services	0	0	0	0
Supplies	225,328	216,725	219,875	3,150
Other	139,969	80,000	80,000	0
Total Operating	365,297	296,725	299,875	3,150
Capital	0	0	0	0
Total Department	3,877,848	3,881,165	4,111,891	230,726

Police Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Police Department	Police Chief	1	1	0
	Captain	1	1	0
	Lieutenants	4	4	0
	Sergeants	6	6	0
	Patrol Officers	20	20	0
	Matrons	.5	.5	0
	Animal Control Officer	0	0	0
	Administrative Assistant	1.5	1.5	0
Total		34	34	0

Fire

MISSION STATEMENT

The mission of the Swampscott Fire Department is to provide optimum protection from fire loss, and prompt and professional response to medical emergencies. Our objective is always to prevent loss of life and property through a proactive approach for fire prevention, however when fire does occur to contain and extinguish it with minimum loss. The fire department is comprised of three divisions. Suppression division is responsible for responding to all calls of an emergency nature. Fire prevention is responsible for all public fire related education as well as all code enforcement. Administration includes the office of the chief of department, training and operations, and fire investigation.

Significant Changes

This past year saw large changes in The Swampscott Fire Department. The Department had five retirements in the course of the year: Firefighter Anthony Barbuzzi and Lieutenant Robert Surette were forced to retire due to disability injuries. Captain John Quinn, Firefighter Timothy Sweeney and Firefighter Barbara Walsh retired after many decades of loyal service.

During 2015 the department appointed five new Firefighters to replace our retirees; Shane Corcoran, Colin DeJoy, Joshua Oxtan, Justin Ramstine, and Jason Losano, all joined the Department after completing training at the Mass Firefighting Academy.

As a result of promotional exams, Temporary Lieutenant Joseph Gambale was appointed to a permanent Lieutenant, and Temporary Lieutenant Richard Blake was promoted to the rank of permanent Captain.

Previous Year Accomplishments

- Completed re-building of 1999 F450 (Squad 21), by replacing Body, and completely overhauling undercarriage;
- Continued work on Combined Lynn Dispatch by up-dating Computer database needed for integrated CAD;
- Completed Installation of windows and re-painted Hand Tub Building;
- Completed exterior painting of exterior of Fire Station, and repairs to main entrance;
- Oversaw commissioning of new Fire Department Rescue Boat, placed into full service;
- Department participated in numerous training programs with United States Coast Guard Auxiliary, for boat safety and handling, as well as began training on search techniques;
- Installed Back-up Generator for Town Hall.

FY 17 Goals

- To award contract to begin staged removal of Asbestos tiles at Fire Station by December 2016;
- To secure funding to replace Hydraulic Rescue Tools by December 2016;
- To continue to maintain and improve the Town's fire alarm telegraph system through June 2017;
- To continue to work on the upgrade of our computer system and place on-line tablets in front line apparatus through June 2017;
- To continue repairs to Fire Station, replace rear entry door, re-model weight room through June 2017;
- To continue process of replacing all personal protective clothing and to replace all Self Contained Breathing equipment, which is now reaching the end of its recommended lifespan through June 2017;
- To continue to train in all areas of fire suppression, planning on advanced pump simulation, Advanced Emergency Vehicle Operation, and rope rescue training in Spring of 2017;
- Continue USCG Power Squadron Training for all department personnel in advanced search pattern training along with Harbormaster, to coordinate better with Coast Guard through June 2014;
- To Conduct Oil Spill prevention equipment deployment drill with surrounding communities and Harbormasters by December 2016;
- To work with Administrator Younger, Chief Madigan and the City of Lynn to negotiate a new dispatch service contract by December 2016.

Fire Department Program Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	2,146,268	2,198,499	2,272,218	73,719
Overtime	555,075	360,000	360,000	0
Other Salary & Benefit	311,520	417,055	472,264	55,209
<hr/>				
Total Wages & Salaries	3,012,863	2,975,554	3,104,482	128,928
Services	76,222	78,000	78,000	0
Supplies	119,245	189,598	189,598	0
Other	0	0	0	0
Total Operating	195,467	267,598	267,598	0
				0
Capital	0	0	0	0
				0
Total Department	3,208,330	3,243,152	3,372,080	128,928

Fire Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Fire Department	Fire Chief	1	1	0
	Deputy Chief	1	1	0
	Captains	4	4	0
	Lieutenants	4	4	0
	Fire Fighters	24	24	0
Total		34	34	0

Emergency Management

Mission Statement

The Emergency Management Agency and in particular the Director is responsible for obtaining and coordinating and managing resources in the event the Town has an incident, natural or manmade, that exceeds the resources and/or capabilities of the Town in order to minimize property loss and preserve life. The Director reports directly to Region 1 of the Massachusetts Emergency Management Agency at the State level and the Town Administrator and Board of Selectmen at the local level.

The Agency is mandated by Federal Law and the Town is required to maintain a current and up to date Comprehensive Emergency Management Plan that addresses “all hazards” and includes annexes for hazardous materials and Terrorism. The Director is the “White Team” representative for the Statewide Anti-terrorism Unified response Network (SATURN). The Agency is also active in the Local Emergency Planning Committee (LEPC) and the Community Emergency Response Team (CERT).

The Agency represents the Town in applying for grants or directing a grant to an appropriate department in the area of weapons of mass destruction (WMD), many of which the Town receives nothing for, but we still must participate in order to maintain eligibility for further grant considerations. The Agency is responsible for mitigation and financial recovery from natural disasters as well as hazardous accidents that may occur.

Significant Changes

There were no significant changes in FY16.

Previous Year Accomplishments

- Worked with all Departments to undergo training on the use of the National Incident Management System (NIMS);
- Secured EMPEG Grant for partial fit out of EOC;
- Continued to work with Vendors to outfit Emergency Operation Center at Police Station

FY 17 Goals

- To further enhance GIS for the Town through June 2017;
- To strengthen the communications systems and enhance interoperability by June 2017;
- To complete fit-out and lettering of storage trailer by June 2017;
- Establish on-line training system to accomplish on-going NIMS Compliance up-dates by June 2017
- Work with Town IT director to outfit and interconnect Town EOC at Police Station by June 2017.

Emergency Management Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	1,000	1,094	1,105	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	1,000	1,094	1,105	0
Services	0	0	0	0
Supplies	0	2,020	2,020	0
Other	0	0	0	0
Total Operating	0	2,020	2,020	0
Capital	0	0	0	0
Total Department	1,000	3,114	3,125	0

Emergency Management Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE +/-
Emergency Management	Director of Emergency Mgmt.	.5	.5	0
Total		.5	.5	0

Building Department

Mission Statement

The Building Department enforces laws and state codes, promulgates and enforces reasonable rules and regulations relating to building construction, zoning enforcement, health and sanitation, and weights and measures for the purpose of protecting public health and safety. The Inspectional Services Department is also responsible for making inspections, issuing permits, licenses and certificates, and provides for appeals and variances as mandated by the state sanitary code, the state environmental code and various other State codes and Town By-Laws.

Significant Changes

The department saw the current Building Inspector leave for another town and hired a new Building Inspector..

Previous Year Accomplishments

- Established a Periodic Inspection Cycle;
- Established a computerized database for periodic inspection.

FY 17 Goals

- Develop a secure financial strategy and concrete cost for online permitting software, beyond accepting applications and payments online by June 2017;
- Explore the cost to remotely accessing our database, using smart phones or Ipads, which will enable knowledge of each address and the work and permit history of those addresses when in the field by June 2017;

Building Inspector Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	177,616	191,135	195,815	4,680
Overtime	0	0	0	0
Other Salary & Benefit	1,575	4,600	3,175	(1,425)
Total Wages & Salaries	179,191	195,735	198,990	3,255
Services	0	0	0	0
Supplies	4,748	6,000	8,000	2,000
Other	0	0		0
Total Operating	4,748	6,000	8,000	2,000
Capital	0	0	0	0
Total Department	183,939	201,735	206,990	5,255

Building Department Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Inspectional Services	Building Inspector	1	1	0
	Clerical	1	1	0
	Plumbing/Gas Inspector	.5	.5	0
	Wiring Inspector	.5	.5	0
	Local Inspectors	.5	.5	0
Total		3.5	3.5	0

Planning

Mission Statement

The Town Planner / Energy Efficiency Manager coordinates town-wide planning and energy efficiency policy and programs in view of balancing physical development with resource conservation and protection. The Town Planner / Energy Efficiency Manager acts as a technical aide to, and liaison between, the Planning Board, Renewable Energy Committee, the public and other town departments, boards and committees as needed. Additional responsibilities include assisting the Planning Board in the administration of the Zoning By-Law, Subdivision Control Law and Subdivision Regulations and the Renewable Energy Committee to maintain compliance with the Green Communities Act by developing municipal energy conservation measures and compliance with existing energy reduction programs.

Significant Changes

During FY 2016, the Planning Department saw the departure of the long-time board secretary, Helen Kennedy. The responsibilities of the secretary were carried out by the Town Planner until a new secretary, Danielle Leonard, was hired in October 2015. That secretary however stepped down in December 2015 due to the fluctuating schedule and needs of the stipend role. The Town Planner anticipates covering these responsibilities until a part-time Administrative Assistant is approved for the department.

Previous Year Accomplishments

- Continued quarterly and annual reporting to DOER as part of Green Communities – *no cost to department;*
- Town adoption of the Humphrey Street Overlay District (approved at May Annual Town Meeting but implemented in FY 2016) which encourages mixed use development in the historic downtown area while providing incentives for dimensional relief when project includes added public benefits – *no cost to Town;*
- Awarding of \$225,000 from DOER's Green Communities program for the LED streetlight conversion project which will see all town-owned lights converted to lower-cost and longer-life LED lights – *will require Town capital funds requested for FY 2017;*
- Master Plan development started in March 2015 and carried out in FY 2016. The plan will be finalized in early 2016 and has included four major public forums – *funded by a capital improvement from that was authorized at May 2014 Annual Town Meeting;*
- Housing Production Plan development carried out in FY 2016 with completion anticipated for early 2016 to identify the community's housing needs (including affordable and senior housing) and locations appropriate for that development;

- Successfully launched the Swampscott Community Power Program, the Town's municipal aggregation program to provide savings, consistent pricing, and green-sourced electricity to residents and small businesses in town – *no cost to the Town*;
- Worked with the Town Administrator, Town Accountant, and School Department Business Director in order to jointly combine the municipal electric accounts through an aggregation agreement for electric supply – *no cost to the Town*;
- Internship Program was restarted in February 2015 and carried through the end of summer 2015 which included;
 - A student from Marian Court College from February through May who acted as Communication Coordinator and handled various day-to-day Planning Department tasks
 - A student from Brown University from June to August 2015 who handled digitizing of Conservation Commission files, a parking restriction assessment of all streets in Swampscott, and various day-to-day Planning Department tasks
 - *No cost to the department*

FY 17 Goals

- Continue quarterly and annual reporting to DOER as part of Green Communities. The Town will not submit a grant application in 2016 for Green Communities due to the on-going streetlight conversion project;
- Assist Open Space and Recreation Plan Committee with implementation of:
 - tree inventory and management plan with DPW – by July 2016;
 - map creation of trails and features for large parks and the Green Corridor Network – by July 2016;
 - community garden – by July 2016;
 - incorporation of open space and recreation goals into Subdivision Regulations and Zoning By-law – by September 2016; and
 - Public access and management plan at Blythswood – by December 2016.
- Creation and staffing of new Administrative Assistant for the Planning Department to handle secretarial responsibilities of the Conservation Commission, Planning Board, and Zoning Board of Appeals as well as general day-to-day tasks in the office – May 2016 Town Meeting approval, July 2016 hiring

Planning Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	53,956	63,987	99,571	35,584
Overtime	0	0	0	0
Other Salary & Benefit	0	0	2,500	2,500
<hr/>				
Total Wages & Salaries	53,956	63,987	102,071	38,084
Services	0	0	0	0
Supplies	2,781	3,000	3,350	350
Other	0	0		0
Total Operating	2,781	3,000	3,350	350
Capital	0	0	0	0
Total Department	56,737	66,987	105,421	38,434

Planning Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Planning	Town Planner/Energy Efficiency Manager	1	1	0
	Clerical	0	.5	.5
Total		1	1.5	.5

Essex North Shore Agricultural and Technical School

The Essex North Shore Agricultural and Technical School District Assessment is based on enrollment from the 16 member communities in the regional school district. The regional schools receive the majority of their funding directly from the State in the form of Chapter 70 school aid. The regional school would then develop their budget and assess the participating communities, based on enrollment, for the remainder of the funds they would need to develop a balanced budget. In FY17 the amount assessed also includes the Town's portion of Debt Service for the new combined school.

<i>Northshore Vocational High School Assessment Budget</i>

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Regional Assessment	554,416	600,000	452,220	(147,780)
Total Direct Expenses	554,416	600,000	452,220	(147,780)

Education

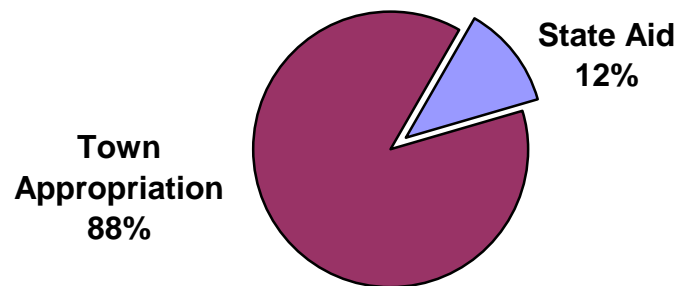
The assessment for the Education Departments is set in large part by the Education Reform Act of 1993 and subsequent laws related to Education Reform.

The total FY 17 Proposed School Budget of \$27,522,500 represents an increase of \$1,366,500 or 6.46%, from FY 16. Chapter 70 school aid is level funded and continues not keeping pace with the increase in contractual and other obligations.

Details of the School Department budget can be found in the separate budget document developed by the School Department.

<i>School Department Program Budget</i>				
Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Net School Appropriation	25,293,000	26,156,000	27,522,500	1,366,500
Total Direct Expenses	25,293,000	26,156,000	27,522,500	1,366,500

School Department Sources of Revenue



Public Works

Mission Statement

The Department of Public Works (DPW) provides professional quality maintenance, repair and construction services while maintaining 50 miles of streets, six parks and playgrounds and the Swampscott Cemetery. The DPW is also responsible for the ongoing maintenance of three municipal buildings, 48 miles of water mains, 47 miles of sewer mains, seven sewer lift stations, the sewer pumping station and over 40 vehicles and pieces of equipment. Additionally, the DPW is responsible for rapid response to all snow, ice and other inclement weather emergencies and conditions. The DPW enforces water, sewer and drainage by-laws, grants petitions of location for utilities, and maintains engineering records and Town maps. Lastly, the DPW plays a significant role in the daily operation of other Town departments in responding to requests for service. The Department budget is divided into four divisions: Public Works (General), Cemetery, Water and Sewer.

Significant Changes

There are no significant changes to report.

Administration

The departmental administration provides centralized administrative and management support for all departmental operations. Activities include policy development, program planning and procedural guidance, procurement and contract administration, position and budgetary management and community relations. The department administrators are responsible for fiscal administration, budgeting, and, most importantly, responding to the needs of the citizens of Swampscott for all matters relating to services and infrastructure, including, water, sewer, public facilities and roadways.

Engineering functions performed for the Department under the direction of the Director include the full range of administrative functions associated with the construction of public works projects, from initial design through closeout. Additionally, technical support is provided to other Town departments and agencies, including routine and special services in support of Town projects. Other engineering responsibilities include the maintenance of drawings and maps.

Public Works - General

This is the most visible operations section of the Department of Public Works, having the largest portion of the workforce and engaging in everyday activities that directly impact the citizens of the Town. Some activities vary seasonally, such as street sweeping and tree trimming in the spring, summer and fall and snow and ice control in the winter. Other activities continue on a year round basis, such as litter removal, roadway repairs and sign replacements and installations. Personnel in this group also perform many hand labor-intensive activities such as emptying street barrels, sweeping streets and removing street debris.

Previous Year Accomplishments

- Planted 33 new trees throughout the Town;
- Removed 12 dead, near-dead, or otherwise hazardous trees. Trimmed over 500 trees;
- Tree City USA recipient for the 25th consecutive year;
- Repaired prioritized sidewalks using in-house labor;
- Using Chapter 90 funding and a Town Meeting appropriation, completed a paving project which included Aspen Rd, Aylward Ln, Forest Ave, Foster Rd, Galloupes Pt Rd, Longley Ave, Magnolia Rd, Mountwood Rd, Parsons Drive, Walnut Rd, Williams Terrace and Redington Street;
- Replaced street signs in Town with the new, larger-print design;
- Purchased Beach Rake, 10 Wheel Dump Truck and Asphalt hot box;
- Completed extensive snow removal in one of Swampscott's worst winters on record;
- Applied for FEMA storm assistance funding.

FY 17 Goals

- Plant approximately 30-40 new trees at various locations around Town by June 2017;
- Secure additional Chapter 90 funding and continue to implement the Pavement Management Program by June 2017. Allocate additional funds released by the Governor towards expanding the roadway paving program;
- Continue to replace damaged asphalt and concrete sidewalks through June 2017;
- Continue to systematically replace street signs in Town by June 2017;
- Discuss first steps for future replacement/ repair of the road salt storage shed by November 2016.

Buildings & Grounds

The Buildings & Grounds Division has primary responsibility for all municipal buildings and parks, including the exterior of the Schools. The Division interacts with other departments to address mutual needs and goals for internal and external municipal services. Of particular focus the past year has been enhancing working environments, improving customer service areas and upgrading capital investments.

Previous Year Accomplishments

- Re-commissioned Co-Generator at Swampscott High School;
- Worked with the Beautification Committee on the new planting design at the Town Monument and World War II Monument;
- Annual float repair at Fisherman's Beach;
- Installed electrical outlets and holiday lighting at the Town Hall;
- Installed platform for Ice Skating rink;
- Continued to monitor and make small improvements relative to HVAC retro-commissioning project for the Town Hall, Library and High School;
- Heating system install at Andrews Chapel;
- Town Hall and Library roof systems repaired following study;
- Repaired roof at DPW;
- Oversight of Public Library thermostat replacement project.

FY 17 Goals

- Repair the roof to the Civil Defense Building at Jackson Park;
- Upgrade the condition of the playing fields throughout the Town;
- Continue adding holiday lighting to the Town Monument by November 2015;
- Discuss Town Hall roof repair capital project for FY16 or 17 by November 2015;

Public Works / Highway Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	280,118	305,236	340,561	35,325
Overtime	23,591	30,000	30,000	0
Other Salary & Benefit	4,439	5,000	5,000	0
Total Wages & Salaries	308,148	340,236	375,561	35,325
Services	524,456	200,000	200,000	0
Supplies	198,635	214,200	214,200	0
Other	0	0	0	0
Total Operating	723,091	414,200	414,200	0
Capital	20,039	25,000	25,000	0
Total Department	1,051,278	779,436	814,761	35,325

Public Works / Building & Grounds Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	131,452	143,524	196,114	52,590
Overtime	10,499	8,000	11,000	3,000
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	141,951	151,524	207,114	55,590
Services	0	0	0	0
Supplies	17,849	17,850	17,850	0
Other	0	0	0	0
Total Operating	17,849	17,850	17,850	0
Capital	0	0	0	0
Total Department	159,800	169,374	224,964	55,590

Public Works / Special Accounts

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	0	0	0	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
<hr/>				
Total Wages & Salaries	0	0	0	0
Services	0	0	0	0
Supplies	0	0	0	0
Other	0	0	0	0
<hr/>				
Total Operating	0	0	0	0
Capital	179,050	231,000	241,000	10,000
<hr/>				
Total Department	179,050	231,000	241,000	10,000

Public Works Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Dept. of Public Works	Director	.5	.5	0
	Field Coordinator	0	0	0
	Working Foreman	3	3	0
	MEOS	3	3	0
	MEO	0	0	0
	Laborer	0	0	0
	Custodian	.5	1	.5
	Facilities Director	.5	.5	0
Total		7.5	8.0	.5

Health

Mission Statement

The Public Health Division promotes and protects the health and wellness of the community and performs the core functions of public health assessment, assurance and surveillance under the guidance of the Swampscott Board of Health.

Significant Changes

Starting June 1st the Health Department will begin to enforce a new regulation from the Board of Health which raised the legal age to purchase tobacco and nicotine delivery devices to 21 from 18 years of age.

Previous Year Accomplishments

- Signed onto a new 3 year contract that decreased trash tipping fees by \$27 per ton in the first year;
- Obtained an 86% compliance rate during enforcement stings for underage tobacco and nicotine device sales to minors;
- Through Health Department contract Town has received over \$21,700 for our curbside recycling product in FY16;
- Public Health Nurse received and resolved 55 cases issued from the State Bureau of Infectious Disease.

FY 17 Goals

- Enter into a new secondary fiber purchase contract with a result offering a profit to the town or no worse than a zero charge by December 2016;
- Adopt the 2013 Federal Food Code and educate all of the restaurants in town on the changes with either classroom or video media by December 2016;
- Increase resident education regarding ticks from 2 articles to 4 articles throughout FY2017
- Work with the high school to create a recycling club that is sustainable for the collection of co-mingled recyclables throughout the school and help reinforce the importance of recycling to our future adult residents by December 2016.

Health Department

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	149,502	154,637	159,147	4,510
Overtime	0	0	0	0
Other Salary & Benefit	2,356	4,730	4,466	(264)
Total Wages & Salaries	151,858	159,367	163,613	4,246
Services	2,786	8,020	9,640	1,620
Supplies	4,005	4,175	4,260	85
Other	2,049	4,655	4,715	60
Total Operating	8,840	16,850	18,615	1,765
Capital	960,858	983,000	898,000	(85,000)
Total Department	1,121,556	1,159,217	1,080,228	(78,989)

Health Department Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Health	Health Director	1	1	0
	Clerk	1	1	0
	Public Health Nurse	.5	.5	0
Total		2.5	2.5	0

Recreation

Mission Statement

The Recreation Department provides the community with leisure time activities for adults and children. This includes beaches and lifeguards, sailing lessons, tennis, track and field, basketball, soccer, playground activities and a teen recreation center. In winter months we offer enrichment programs for both adults and children. We also provide beach and railroad stickers and collect field usage fees.

Significant Changes

There are no significant changes to report.

Previous Year Accomplishments

- Worked with YMCA on programming at Harold king Forest;
- Developed new fundraising idea's to offset cost of Summer concert Series;
- Created an employee handbook for summer staff.

FY 17 Goals

- Work with the Harborfest committee to create new events by December 2016;
- Hire a summer intern to help develop new programs by August 2016;
- Add new Adult classes and programs by December 2016.

Recreation Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	20,000	25,000	25,000	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
<hr/>				
Total Wages & Salaries	20,000	25,000	25,000	0
Services	0	0	0	0
Supplies	0	5,000	5,000	0
Other	0	0	20,000	20,000
<hr/>				
Total Operating	0	5,000	25,000	20,000
Capital	0	0	0	0
<hr/>				
Total Department	20,000	30,000	50,000	20,000

Recreation Department Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Recreation	Recreation Director	.75	.75	0
Total		.75	.75	0

Council on Aging

Mission Statement

The Swampscott Senior Center identifies the needs of the town's over sixty years of age population and designs, implements, promotes and coordinates new and existing elderly services. The Swampscott Senior Center will provide an atmosphere of welcome wherein members are treated with dignity and respect. The center is open to all seniors regardless of race, color, creed or sex. An outreach program will provide support and information to those seniors unable to come in to the center. The staff will assist members and volunteers as referral resources and advocates.

Significant Changes

There are no significant changes to report.

Previous Year Accomplishments

- Added additional activities to our weekly calendar as well as monthly activities;
- Added out of building events with the hiring of new activity coordinator.

FY 17 Goals

- To add operating hours to the Senior Center by December 2016;
- To devise a plan to identify seniors not in our system by November 2016;
- To reach out to the male population in order to create a comfortable social environment by January 2017.

Council on Aging Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	84,537	110,269	110,719	450
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	84,537	110,269	110,719	450
Services	0	0	0	0
Supplies	29,376	37,500	37,500	0
Other	0	0	0	0
Total Operating	29,376	37,500	37,500	0
Capital	0	0	0	0
Total Department	113,913	147,769	148,219	450

Council on Aging Department Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Council On Aging	Director	1	1	0
	Outreach Worker	.5	.5	0
	Activities Coordinator	.5	.5	0
	Van Driver	.5	.5	0
Total		2.5	2.5	0

Veterans Services

Mission Statement

The Veterans Services Department provides federal, state and local financial and medical assistance to veterans and their dependents residing in the Town (those eligible under MGL C115 and CMR 108). Under prescribed regulations, the Department assists all veterans in obtaining benefits for which they are entitled, including partial payment of burial expenses for indigent veterans.

Veterans Services Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	10,455	10,984	11,094	110
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	10,455	10,984	11,094	110
Services	37,261	30,000	40,000	10,000
Supplies	3,107	3,200	3,200	0
Other	0	0	0	0
Total Operating	40,368	33,200	43,200	10,000
Capital	0	0	0	0
Total Department	50,823	44,184	54,294	10,110

Veteran's Department Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Veteran's	Veteran's Agent	.5	.5	0
Total		.5	.5	0

Public Library

Mission Statement

Swampscott residents and visitors of all ages have access to current information and recreational material and programs at the Swampscott Public Library. The Swampscott Public Library provides to its users the information they want, in a timely manner, opportunities and support for lifelong learning, and curriculum support for students for local schools and home-based educators. We are committed to provide educational support, current titles, and basic information to the townspeople.

Significant Changes

The most significant change that occurred this year is that the library had all of its HVAC units replaced due to a “green” grant that we participated in conjunction with Peter Kane in the Planning Office.

Previous Year Accomplishments

- The internal workings of our elevator were replaced so that we can now offer our patrons a safe method to change floors;
- We have set up offsite boxes of donated books to encourage literacy;
- We have updated our website and now we have a mobile friendly one;
- We have offered many STEM related programs to encourage awareness of science and technology;
- We have reached out to community organizations to avail themselves of the offering of the library and to work with us on various projects.

FY 17 Goals

- To provide new services and materials for adults in search of development by December 2016;
- To do programming to promote the library as an integral part of the community by December 2016;
- To increase our flexibility in staffing by having cross-training in departments by June 2016;
- To continue programming on STEM related subjects to support the educational endeavors of our students though FY17;
- To offer more programs at all levels to increase literacy and literacy awareness in our community by June 2017.

Library Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	474,045	502,329	549,358	47,029
Overtime	0	0	0	0
Other Salary & Benefit	10,772	22,661	0	(22,661)
Total Wages & Salaries	484,817	524,990	549,358	24,368
Services	0	0	0	0
Supplies	96,777	56,600	58,600	2,000
Other	161,995	170,079	183,400	13,321
Total Operating	258,772	226,679	242,000	15,321
Capital	0	0	0	0
Total Department	743,589	751,669	791,358	39,689

Library Department Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Library	Director	1	1	0
	Assistant Director	1	1	0
	Secretary	.5	.5	0
	Children's Librarian	.5	.5	0
	Circulation	1	1	0
	Reference	1.5	1.5	0
	Cataloguer	.5	.5	0
	Library Assistant	.5	.5	0
	Tech Aide	1	1	0
	Adult Aide	2.5	2.5	0
	Pages	0	0	0
Total		10	10	0

Debt Service

BONDED DEBT

This expenditure covers the cost of the principal payments of the Town's bonded debt with the exception of the Sewer and Water Enterprise Funds which appears in their respective budgets. This expenditure includes payment on the Town's recent long-term bonding and payment required from the Town's CIP.

General Debt Limit

Under Massachusetts' statutes, the General Debt Limit of the Town consists of a Normal Debt Limit and a Double Debt Limit. The Normal Debt Limit of the Town is 5 percent of the valuation of taxable property. The Town of Swampscott can authorize debt up to this amount (currently \$119,015,990) without State approval. The Town can authorize debt up to twice this amount (Double Debt Limit) with the approval of the State Emergency Finance Board.

There are many categories of general obligation debt which are exempt from and do not count against the General Debt Limit. Among others, these exempt categories include revenue anticipation notes and grant anticipation notes, emergency loans, loans exempted by special laws, certain school bonds, sewer project bonds and solid waste and solid waste disposal facility bonds (as approved by the Emergency Finance Board), and, subject to special debt limits, bonds for water, housing, urban renewal and economic development (subject to various debt limits) and electric and gas (subject to a separate limit to the General Debt Limit, inducing the same doubling provision). Industrial revenue bonds, electric revenue bonds and water pollution abatement revenue bonds are not subject to these debt limits. The General Debt Limit and the special debt limit for water bonds apply at the time the debt is authorized. The other special debt limits generally apply at the time the debt is incurred.

Debt Limit Calculation (Debt from all sources including Water and Sewer)

Equalized Valuation Fiscal 2014	2,380,319,800
Debt Limit	119,015,990
Outstanding Debt outside Limit 1/1/16	2,633,187
Outstanding Debt inside Limit 1/1/16	33,870,229
Total Outstanding Debt	36,503,486
Debt Limit	119,015,990
Debt Subject to Debt Limit	<u>33,870,229</u>
Borrowing Capacity	85,145,691

Communities have four basic ways to finance capital projects: pay-as-you-go financing, debt financing, public private ventures, and intergovernmental financing (such as the MWRA's interest free loan/grant program). Over-reliance on any one of these options can be risky to a local government's fiscal health. It can also restrict the municipality's ability to respond to changes in economic and fiscal conditions. The Town's policy makers are careful to choose the right combination of financing techniques.

Authorization of General Obligation Debt

Under the General Laws, bonds and notes of a Town are generally authorized by vote of two-thirds of all the members of the Town Meeting. Provision is made for a referendum on the filing of a petition bearing the requisite number of signatures that would require all the cost to be excluded from the Proposition 2 ½ taxation limits. Borrowing for certain purposes also requires administrative approval from the Commonwealth.

Temporary loans in anticipation of current revenues, grants and other purposes can be made without local legislative approval.

Types of Obligations

Under the statutes of the Commonwealth, the Town is authorized to issue general obligation indebtedness of the following types:

Serial Bonds and Notes - These are generally required to be payable in equal or diminishing annual principal amounts beginning no later than the end of the next fiscal year commencing after the date of issue and ending within the terms permitted by law. Level debt service is permitted for bonds or notes issued for certain purposes, and for those projects for which debt service has been exempted from property tax limitations. The maximum terms vary from one year to 40 years, depending on the purpose of the issue. Most of the purposes are capital projects. They may be made callable and redeemed prior to their maturity, and a redemption premium may be paid. Refunding bonds or notes may be issued subject to the maximum terms measured from the date of the original bonds or notes. Serial bonds may be issued as "qualified bonds" with the approval of the State Emergency Finance Board, subject to such conditions and limitations, (including restrictions on future indebtedness) as may be required by the Board. The State Treasurer is required to pay the debt service on "qualified bonds" and thereafter to withhold the amount of the debt service from state aid or other state payments. Administrative costs and any loss of interest income to the Commonwealth are to be assessed upon the Town.

Bond Anticipation Notes - These generally must mature within two years of their original dates of issuance, but may be refunded from time to time for a period not to exceed five years from their original dates of issuance, provided that (except for notes issued for certain school projects that have been approved for state school construction aid) for each year that the notes are refunded beyond the second year, they must be paid in part from revenue funds in an amount at least equal to the minimum annual payment that would have been required if the bonds had been issued at the end of the second year. The maximum term of bonds issued to refund bond anticipation notes is measured from the date of the original issue of the notes, except for notes issued for such State-aided school construction projects.

Revenue Anticipation Notes - Revenue Anticipation Notes are issued to meet current expenses in anticipation of taxes and other revenues. They must mature within one year but, if payable in less than one year, may be refunded from time to time up to one year from the original date of issue.

Grant Anticipation Notes - Grant Anticipation Notes are issued for temporary financing in anticipation of federal grants and state and county reimbursements. They must generally mature within two years, but may be refunded from time to time as long as the municipality remains entitled to the grant or reimbursement.

Revenue Bonds - Cities and towns may issue revenue bonds for solid waste disposal facilities and for projects financed under the Commonwealth's water pollution abatement revolving- loan program. In

addition, cities and towns having electric departments may issue revenue bonds, and notes in anticipation of such bonds, subject to the approval of the state Department of Public Utilities. The Town of Swampscott does not have an electric department, and has not authorized any other Town revenue bonds.

Bond Ratings

The Town's bond ratings are as follows: Moody's "Aa2"

<i>Debt Service Program Budget</i>				
Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Principal - Long Term	3,697,154	3,483,217	3,356,152	(127,065)
Interest - Long Term	1,029,007	925,000	770,787	(154,213)
Certification	103,000	100,000	100,000	0
Total Direct Expenses	4,829,161	4,508,217	4,226,939	(281,278)

Health Benefits and Insurance

Pursuant to MGL Chapter 32B, as a benefit of employment, any active, permanent employee of the Town who works in excess of twenty (20) hours per week is eligible for group health insurance coverage.

The Town offers insurance through the Commonwealth of Massachusetts Group Insurance Commission (GIC). Through the GIC, active employees and non-Medicare eligible retirees have the choice of nine plans: Fallon Direct Care, Fallon Select Care, Harvard Independence, Health New England, Tufts Navigator, Neighborhood Health, UniCare Basic Indemnity, UniCare Community Choice, and UniCare Plus; and six plans for Medicare eligible retirees: Fallon Senior Plan, Harvard Pilgrim Medicare Enhanced, Health New England MedPlus, Tufts Health Plan Medicare Complement, Tufts Health Plan Medicare Preferred, and UniCare Indemnity Medicare Extension. As of January 2016, a total of 727 employees and retirees were enrolled in one of the Town's health insurance plans.

The rates in the chart below are the actual rates for FY 16 as of July 1, 2015. As of July 1, 2015, the Town's contribution towards health insurance (Medicare and Non-Medicare) will increase to 70.5% for all non-indemnity plans, and 60% towards indemnity plans.

Active Employees, Survivors, and Retirees without Medicare

Individual Costs	Employee and Non-Medicare Monthly \$	Town Pays	Total Cost	Number of Enrollees
Health Plan				
Fallon Community Health Plan Direct Care	145.40	347.49	492.89	1
Fallon Community Health Plan Select Care	193.22	461.76	654.98	1
Harvard Pilgrim Independence Plan	221.07	528.32	749.39	33
Harvard Primary Choice	176.86	422.65	599.51	6
Navigator by Tufts Health Plan	194.48	464.77	659.25	56
Tufts Plan Spirit	147.91	353.49	501.40	3
NHP Care (<i>Neighborhood Health Plan</i>)	138.86	331.85	470.71	25
UniCare Indemnity Plan/Basic with CIC	389.86	584.79	974.65	8
UniCare Indemnity Plan/Community Choice	139.33	332.96	472.29	21
UniCare Indemnity Plan/PLUS	193.41	462.24	655.65	26

Family Costs	Employee and Non-Medicare Monthly \$	Town Pays	Total Cost	Number of Enrollees
Health Plan				
Fallon Community Health Plan Direct Care	348.97	833.99	1182.96	4
Fallon Community Health Plan Select Care	463.71	1108.20	1571.91	1
Harvard Pilgrim Independence Plan	539.40	1289.09	1828.49	32
Harvard Primary Choice	431.53	1031.27	1462.80	5
Navigator by Tufts Health Plan	474.83	1134.77	1609.60	77
Tufts Plan Spirit	356.32	851.53	1207.85	0
NHP Care (<i>Neighborhood Health Plan</i>)	367.97	879.39	1247.36	34
UniCare Indemnity Plan/Basic with CIC	912.69	1369.03	2281.72	4
UniCare Indemnity Plan/Community Choice	335.21	801.08	1136.29	27
UniCare Indemnity Plan/PLUS	462.24	1104.67	1566.91	33

Retirees and Survivors with Medicare

	Retiree/Survivor Monthly \$ (Per Person)	Number of Plans (Spouses count as an additional plan)
Health Plan	\$	
Fallon Senior Plan	18.52	0
Harvard Pilgrim Medicare Enhance	83.47	109
Tufts Health Plan Medicare Complement	30.97	35
Tufts Health Plan Medicare Preferred	8.17	17
UniCare State Indemnity Plan/Medicare Extension (OME) <i>with CIC (Comprehensive)</i>	88.16	169

Health Insurance / Property Insurance Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Health Insurance	4,577,835	5,000,000	5,250,000	250,000
Total Health Insurance	4,577,835	5,000,000	5,250,000	250,000
Property & Casualty Insurance	501,951	650,000	625,000	(25,000)
Total Property & Casualty	501,951	650,000	625,000	(25,000)
Total Department	5,079,786	5,650,000	5,875,000	225,000

Undistributed Expenses-Cherry Sheet Assessments

CHERRY SHEET ASSESSMENTS

For the purpose of budgeting for FY 13, estimates based on historical data were developed.

RETIREMENT SYSTEM AUDIT

In compliance with Chapter 32 of the General Laws, the Public Employee Retirement Administration Commission conducts an examination of each municipal retirement system tri-annually. The Town's Retirement System is monitored by PERAC on an annual basis.

MOTOR VEHICLE EXCISE

This assessment reimburses the State for a portion of the costs incurred by the Registry of Motor Vehicles in the preparation of annual Motor Vehicle Excise tax bills.

ELDERLY GOVERNMENTAL RETIREES

The Elderly Governmental Retirees plan is a contributory group health and life insurance plan established for Town employees who retired prior to the adoption of the Town's group policy. This allotment covers the administrative premium costs as determined by the State and is carried on the Cherry Sheet.

MOSQUITO CONTROL PROJECTS

Municipalities are assessed by the State for the costs of mosquito control services. There are eight mosquito control districts whose costs are apportioned to member municipalities on the Cherry Sheet. All mosquito control projects are to be assessed their proportional expenses for the administration of the State Reclamation Board.

AIR POLLUTION CONTROL

The Air Pollution Commission supervises six districts statewide. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of Air Pollution Control Acts and Safety Standards.

METROPOLITAN AREA PLANNING COUNCIL

The Metropolitan Area Planning Council (MAPC) serves 101 communities as a clearinghouse for the Federal A-95 review process.

PUBLIC TRANSPORTATION

The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, commuter rail transportation across the Town and to surrounding communities. The total annual MBTA assessment cannot increase by more than 2 ½ percent of the prior year's actual assessment unless new or expanded service has been documented.

SPECIAL EDUCATION ASSESSMENT

The State receives this reimbursement for providing special needs education to children enrolled in (1) state hospital schools or (2) private institutions, whose placements were made before 1975.

REGISTRY OF MOTOR VEHICLES-HOLD PROGRAM

Since 1995, the Parking Clerk has implemented a provision of Massachusetts General Laws Chapter 90 which enables the Town to request the State Registry of Motor Vehicles not to renew the license and registration of an operator/owner of a motor vehicle that has two or more outstanding parking tickets. This provision, enacted after the motorist has failed to pay the parking tickets and had an opportunity for a hearing, has resulted in a significant decrease in the number of delinquent payments.

<i>State Assessments - Cherry Sheet Budget</i>

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Supervision of Retirement	0	0	0	0
Motor Vehicle Excise	0	0	0	0
Ret. Employees Health Ins	0	0	0	0
Mosquito Control	18,699	18,944	20,900	1,956
Air Pollution Districts	4,710	4,823	4,944	121
Metropolitan Area Planning	6,960	6,903	7,075	172
RMV Non-Renewal Surc.	15,920	15,920	15,920	0
MBTA Chs. 161A, 825	296,211	298,754	301,723	2,969
School Choice	8,321	20,812	25,100	4,288
Charter School Assessment	209,648	214,276	316,655	102,379
				0
Total Direct Expenses	560,469	580,432	692,317	111,885
				0
CHERRY SHEET OFFSET RECEIPTS				0
Racial Equality	0	0	0	0
School Lunch	6,428	0	0	0
Public Libraries	20,911	20,999	22,171	1,172
				0
Total Cherry Sheet Assessments & Offsets	587,808	601,431	714,488	113,057

Non-Departmental Budgets

Finance Committee Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	2,421	2,493	2,518	25
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	2,421	2,493	2,518	25
Services	0	0	0	0
Supplies	650	650	650	0
Other	0	0	0	0
Total Operating	650	650	650	0
Capital	0	0	0	0
Total Department	3,071	3,143	3,168	25

Town Counsel

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	0	0	0	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	0	0	0	0
Services	168,034	125,000	125,000	0
Supplies	0	0	0	0
Other	0	0	0	0
Total Operating	168,034	125,000	125,000	0
Capital (5800-5899)	0	0	0	0
Total Department	168,034	125,000	125,000	0

Parking Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	0	0	0	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	0	0	0	0
Services	0	0	0	0
Supplies	6,213	7,000	7,000	0
Other	0	0	0	0
Total Operating	6,213	7,000	7,000	0
Capital	0	0	0	0
Total Department	6,213	7,000	7,000	0

Workers' Compensation Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	0	0	0	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	0	0	0	0
Services	407,622	600,000	615,000	15,000
Supplies	0	0	0	0
Other	0	0	0	0
Total Operating	407,622	600,000	615,000	15,000
Capital (5800-5899)	0	0	0	0
Total Department	407,622	600,000	615,000	15,000

Zoning Board of Appeals Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	2,123	2,187	1,500	(687)
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	2,123	2,187	1,500	(687)
Services	0	0	0	0
Supplies	4,104	6,180	7,500	1,320
Other	0	0	0	0
Total Operating	4,104	6,180	7,500	1,320
Capital	0	0	0	0
Total Department	6,227	8,367	9,000	633

Harbormaster Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	7,674	7,904	7,983	79
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	7,674	7,904	7,983	79
Services	0	0	0	0
Supplies	12,277	13,500	13,500	0
Other	0	0	0	0
Total Operating	12,277	13,500	13,500	0
Capital (5800-5899)	0	0	0	0
Total Department	19,951	21,404	21,483	79

Weights & Measures Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	5,000	5,000	5,000	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	5,000	5,000	5,000	0
Services				0
Supplies	0	0	0	0
Other	0	0		0
Total Operating	0	0	0	0
Capital	0	0	0	0
Total Department	5,000	5,000	5,000	0

Constable Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	0	100	100	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	0	100	100	0
Services	0	0	0	0
Supplies	0	0	0	0
Other	0	0	0	0
Total Operating	0	0	0	0
Capital	0	0	0	0
Total Department	0	100	100	0

Conservation

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Wages & Salaries	0	0	500	0
Overtime	0	0	0	0
Other Salary & Benefit	0	0	0	0
Total Wages & Salaries	0	0	500	0
Services	0	0	0	0
Supplies	0	500	500	0
Other	634	800	800	0
Total Operating	634	1,300	1,300	0
Capital	0	0	0	0
Total Department	634	1,300	1,800	0

Unclassified Budget

Expense Line Item	2015 Actual	2016 Budget	2017 Budget	Dollar Variance
Town Reports	3,000	3,000	3,000	0
Telephones	29,493	30,000	30,000	0
Street Lighting	203,783	185,000	185,000	0
Reserve Fund	0	175,000	200,000	25,000
Audit	54,100	57,500	65,000	7,500
Historical Commission	810	1,250	1,250	0
Medicare Tax	417,341	450,000	460,000	10,000
Stabilization Fund	500,000	250,000	1,450,000	1,200,000
Capital Stabilization Fund	100,000	100,000	250,000	150,000
Unemployment	408	5,000	5,000	0
Unpaid Bills	0	0	0	0
OPEB Trust Fund	500,000	250,000	250,000	
Total Unclassified Expenses	1,808,935	1,506,750	2,899,250	1,392,500

Financial Plan Enterprise Fund

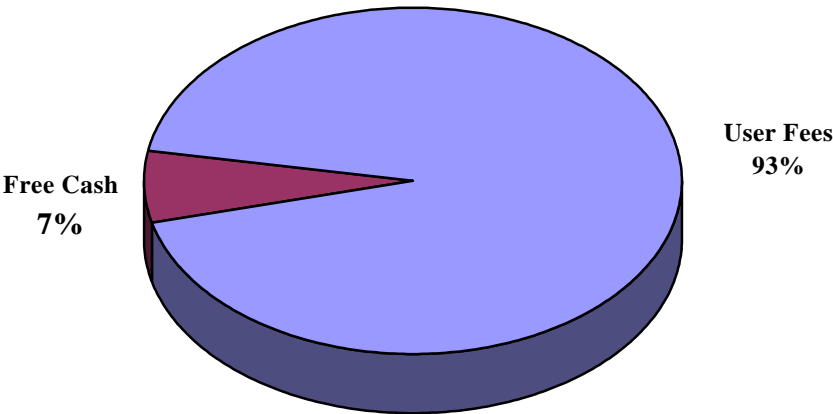
Overview

Water and Sewer Enterprise Fund Budget Summary

The Water and Sewer Enterprise Fund are Town funds separated from others and dedicated to tracking and reporting all activities associated with the operation and maintenance of the water distribution and wastewater collection systems in the Town. Enterprise funds by State law are required to be self-sustaining, this requires that revenues from operations are sufficient to fund all direct and indirect expenditures of the fund. For FY 17, the sources and uses of funds in the Water and Sewer Enterprise Fund Budgets total \$5,950,698. Water Enterprise Fund revenues derived strictly from user charges total \$3,629,277 and Sewer Enterprise Fund revenues derived from user charges total \$2,321,421. The chart below shows the breakdown of revenues in the Enterprise Fund for FY 17.

FY 17 Enterprise Fund Revenue Sources

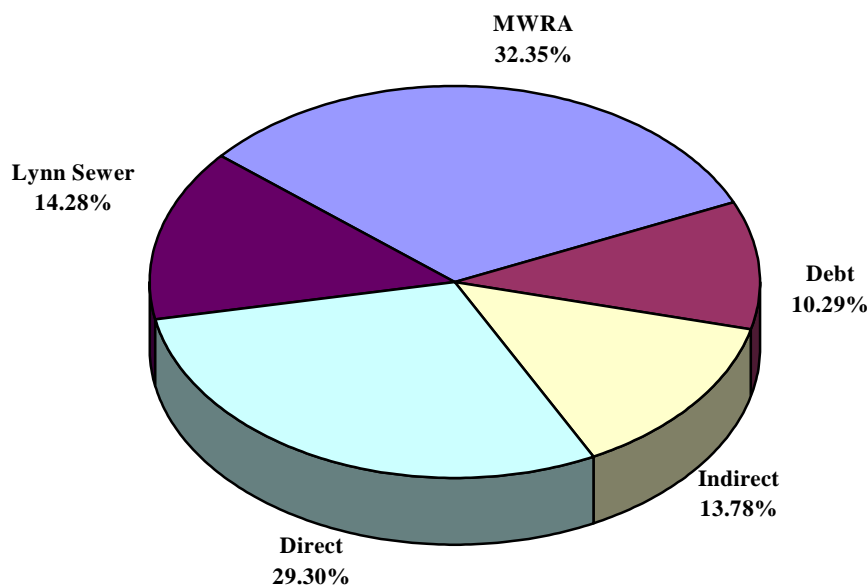
Total \$5,950,698



Uses of funds in the Water and Sewer Enterprise Fund Budgets are comprised of the following categories: Direct Expenses, Wholesale Assessment from the MWRA and Lynn Sewer, Debt Service payments on enterprise funded long term debt, and other Indirect Costs. For FY 17, the main use of funds in the Enterprise Fund Budgets continues to be the MWRA and Lynn Sewer Assessments, which combined makes up \$2,850,000 or 47% of the total Enterprise Fund Budgets expense level. The chart on the following page details the uses of funds in the FY 17 budget.

FY 17 Enterprise Fund Expenses

Total \$5,950,698



As shown in the chart above, the two major components of the Enterprise Fund Budgets are the MWRA/Lynn Sewer Assessments and Direct Costs. Included in the Direct Costs are salaries and expenses to operate the systems and pension costs associated with the employees who are charged to the systems.

The Fiscal 2017 Enterprise Fund Budgets reflect a decrease of .13% or \$7,757 when compared to Fiscal 2016.

Water & Sewer

This division is responsible for the wastewater collection and water distribution systems of the Town. Employees perform the operation and maintenance of the water and sewer infrastructure. The division also provides direct services on meter reading, meter installations and meter replacements.

Previous Year Accomplishments:

- Installed 36” RCP drainage pipe on Paradise Road following engineering study;
- Negotiated Administrative Consent Order with EPA;
- Started Engineering study/ investigation of Stacey’s Brook Culvert;
- Replaced water main on Paradise Road from Walker Rd to Salem City line;
- Completed town-wide Backflow testing;
- Town-Wide drainage study nearing completion;
- Costal Resiliency study nearing completion (grant funded);
- Purchased new water meter reading devices;
- Completed culvert repairs to Stacey’s Brook;
- Completed Pump Station Odor Mitigation and were able to get DEP consent order released (noise order).

FY17 GOALS

- Complete sewer repairs as part of EPA-ACO by December 2016;
- Continue to secure funds through the new MWRA Local Water System Assistance Program (LWSAP) for future water system upgrades through June 2017;
- Continue the Town-Wide drainage study through June 2017;
- Complete bi-annual leak detection survey by December 2016.

Enterprise Funds Personnel Listing

Department	Title	FY16 STAFF POS.	FY17 STAFF POS.	VARIANCE + / (-)
Utilities	Director	.5	.5	0
	Assistant Town Engineer	1	1	0
	Facilities Manager	0	0	0
	Working Foreman	1	1	0
	MEOS	5	5	0
	MEO	4	4	0
	Clerical	2	2	0
Total		13.5	13.5	0

Enterprise Funds Revenues and Expenditures

Water Enterprise Budget

	Fiscal Year 2016	Fiscal Year 2017	Dollar Var.	% Var.
Revenues:				
User Charges	3,302,200	3,422,272	120,072	3.6%
Free Cash	300,000	200,000	(100,000)	(33.3%)
	3,602,200	3,622,272	20,072	.6%
Expenditures:				
Salaries	418,340	433,981	15,641	3.7%
Supplies/Expenses	269,745	215,919	(53,826)	(20%)
Debt	579,115	612,372	33,257	5.7%
Reserve Fund	25,000	25,000	0	0%
MWRA Assessment	1,900,000	1,925,000	25,000	1.3%
Indirect Costs	410,000	410,000	0	0%
	3,602,200	3,622,272	20,072	.6%

Sewer Enterprise Budget

	Fiscal Year 2016	Fiscal Year 2017	Dollar Var.	% Var.
Revenues:				
User Charges	2,256,255	2,121,421	(134,834)	(.6%)
Free Cash	100,000	200,000	100,000	50%
	2,356,255	2,321,421	(34,834)	(1.5%)
Expenditures:				
Salaries	411,644	448,995	37,351	9.1%
Supplies/Expenses	462,856	483,018	20,162	4.4%
Debt	91,755	99,408	7,653	8.3%
Reserve Fund	30,000	30,000	0	0%
Lynn Sewer	950,000	850,000	(100,000)	(10.5%)
Indirect Costs	410,000	410,000	0	0%
	2,356,255	2,321,421	(34,834)	(1.5%)

**REPORT OF THE SWAMPSCOTT
CAPITAL IMPROVEMENT COMMITTEE
FISCAL YEAR 2017**

Submitted March 3rd, 2015

Dan Eccles, Chair
Kelley Begin
Leah Ryan
Patricia Shanahan
Gino Cresta

GENERAL

The Swampscott Capital Improvement Committee (CIC) is currently required by the town by-laws to: (1) study all proposed capital improvement projects and purchases for Town Meeting; (2) prepare a capital improvement budget for the next fiscal year; (3) prepare a five-year capital improvement plan; (4) report its findings and recommendations to the finance committee; and (5) submit a report to the Swampscott Town Meeting that presents its conclusions.

The CIC has met regularly in an effort to formulate an appropriate recommendation that takes into consideration these difficult economic times and the uncertainty surrounding a number of proposed town projects. The CIC reports that it has accomplished these goals through collaboration with the finance committee, board of selectmen, school department, and town administrator.

Warrant Articles for FY2017

The CIC received twenty three (23) departmental requests, which met the definition of a capital expenditure. The associated total dollar cost of these requests is **2,811,300**. Under town by-laws, to qualify as a capital expenditure, a requested purchase or project must have a cost of at least \$20,000 and have an anticipated useful life of at least three years.

Each request was evaluated by the CIC on its own merits and was measured against requests of other departments based on information provided. All requests were reviewed in the context of town-wide needs and priorities. Final recommendations for capital expenditures in FY17 fall within the town's funding capacity and comply with the guidelines established in capital program policies and represent the collective deliberations of the CIC.

FY2017
CIC Recommendations

Table 1, attached, shows the capital expenditures recommended by the CIC for approval by the May 2016 / FY 2017 annual Town Meeting. In the CIC evaluation, requests were initially and informally ranked based on the following criteria:

- Is the expenditure necessary to address public health or safety issues;
- Is the expenditure legally required (e.g., the result of a court judgment);
- Is the expenditure necessary to avert a potential liability (e.g., to comply with ADA requirements);
- Is the expenditure necessary to secure a grant, a loan or to receive other matching funds;
- Will the expenditure increase future town operating expenses or require the addition of new staff;
- Is the expenditure cost effective (e.g., does the request fully complete a project or reflect a piecemeal funding approach);
- Does the expenditure benefit a small, large or special group of residents;
- Does the expenditure have aesthetic value?

The requests submitted to the Capital Improvement Committee totaled **\$2,811,300**. The CIC recommends that **\$2,405,907** of the **\$2,811,300** departmental requests be approved by Town Meeting.

The CIC will report on the FY 2017 requests and our recommendations at the annual Town Meeting in May 2017.

The CIC feels that after vigorous debate and discussion that the following recommendations attached are necessary and appropriate and respectfully submit them to the Finance Committee, Board of Selectman, and the taxpayers in the Town of Swampscott.

Respectfully Submitted,
The Capital Improvement Committee:

Dan Eccles, Chair
Kelley Begin
Leah Ryan
Patricia Shanahan
Gino Cresta

Capital Projects FY 2017

Department	Request Description	Amount		CIC Recommendation	Funding Source		Comments
		Requested			Bonding/Cash	Other	
Police	Parking Ticket Units	25,000		NO			
Police	Police Radio Upgrade	33,600		YES	33,600		
Police	Two Motocycles	27,000		NO			
Police	Speed Board	22,700		YES	22,700		
Total Police		108,300			56,300	-	
Total Requested		108,300					
Total Approved		56,300					
Difference		52,000					
Public Works	Pavement Management	303,000		YES		303,000	Chapter 90 Funded
Public Works	Pavement Management	425,000		YES	425,000		
Public Works	Water Main Replacement	1,000,000		YES		1,000,000	Interest Fee Loan: MWRA Cemetery plot sales \$106k to offset \$154k of total cost
Public Works	Equipment Replacement	154,000		YES	48,000	106,000	
Public Works	Open Space Improvements - Funds to be used for Beach Improvements	50,000		YES	50,000		
Public Works	Salt Stogage	100,000		YES	100,000		
Public Works	Street lighting - Rail Bridge	34,000		YES	34,000		
Public Works	Building Maintenance	110,000		YES	110,000		
Public Works	Lift Station	50,000		YES		50,000	Funded through enterprise fund
Total Public Works		2,226,000			767,000	1,459,000	
Total Requested		2,226,000					
Total Approved		2,226,000					
Difference		-					
Planning	LED Streetlights	370,000		YES	370,000		\$120,000 will be reimbursed by Nation Grid once the project is
Total Requested		370,000					
Total Approved		370,000					
Difference		-					
Library	Roof Repair	7,000		NO			Does not meet \$20k threshold
Library	Rest Room and Painting	40,000		NO			
Total Library		47,000			-	-	
Total Requested		47,000					
Total Approved		-					
Difference		47,000					
Fire	Operation Center - Old Police Station	41,000		YES	41,000		CIC understands the need but recommends waiting for the new facilities director to address the
Fire	Fire Station Expansion	25,000		NO			
Fire	Rescue Equipment	36,607		YES	36,607		
Fire	Storage Building	75,575		NO			CIC understands the need but recommends waiting for the new facilities director to address the
Total Fire		178,182			77,607	-	
Total Requested		178,182					
Total Approved		77,607					
Difference		100,575					
School	Technology - Complete wifi 5th/6th	20,000		YES	20,000		
School	Technology - wifi building	40,000		YES	40,000		
School	Upgrade fire panel - Clark schools)	50,000		NO			
School	Security System - swipe cards (all	70,000		YES	70,000		
		180,000			130,000	-	
Total Requested		180,000					
Total Approved		130,000					
Difference		50,000					

Capital Projects FY2017

Total Requested	2,931,300
Total recommended	2,489,907
Difference	441,393
Funding Source	
Total Bonded/Cash	1,030,907
Total Other	1,459,000
Total	2,489,907

Significant Non-Routine Capital Items for Appropriation

Significant capital items are items that have an appropriation of at least \$200,000 and are not items that town meeting considers each year.

\$1,000,000 for Water Main Replacements

Swampscott School Department FY2017 Budget

Swampscott Public Schools – FY17 Budget Highlights

Additional Resources Required and Applied

- Adds Library/Media teacher shared by elementary schools (\$60,000)
- Adds English Language Learners teacher (\$60,000; location to be determined)
- Replaces expiring state kindergarten grant with town funds (\$89,000)
- Includes school share of town facilities director salary and expenses (\$50,000)
- Restores athletics revolving fund to self-supporting; shifts \$60,000 to high school
- Increases facilities equipment, project, maint. and supply budgets (\$100,000+)
- Adds .5 Technology position to support security, safety and assistive technology
- Adds Nurse/Health supplies, services and equipment (\$12,000)

Program Savings and Revenue Increases

- Food Service - Eliminates operating subsidy (\$45,000)
- High School Administration - Reduces to one Assistant Principal (\$100,000)
- Transportation – limit MS Gr. 5 & 6 bus to required students only (\$18,000)
- Special Education – two ESP positions (\$44,000)
- Turnover Savings – replace retiring staff with lower paid employees (\$200,000)
- Fee Increases - preschool, food service, drivers ed. (\$30,000)

Funds Reserved and Allocated

- Maintains existing programs and class sizes
- Continues instructional materials budget at \$100,000
- Updates energy consumption and prices for gas and electricity
- Uses most of remaining Gelfand Trust grant (\$180,000)
- Reserves funds for small unit collective bargaining negotiations and other salaries

Under Review

- Fee Increases - athletics, rental, extended day (\$90,000)
- Revised photocopier budget to replace broken/outdated equipment
- Special Education – one ESP position (\$20,000)
- Funding for teachers union collective bargaining
- Use of ~ \$420,000 not available in FY18 (Gelfand and Circuit Breaker)

Swampscott School Department

FY2017 Budget

Summary

FY16 Approved	Town	Revolving	Grants	Total Original
District	5,025,999	48,000	501,266	5,575,265
Preschool	0	0	0	0
Clarke	2,245,759	18,000	195,391	2,459,150
Hadley	2,496,144	29,000	181,355	2,706,499
Stanley	2,558,142	19,000	126,919	2,704,061
MS	6,721,010	181,700	210,862	7,113,572
HS	7,108,946	183,993	242,236	7,535,175
	26,156,000	479,693	1,458,029	28,093,722

FY17 Draft	Town	Revolving	Grants	Total FY17	Change
District	5,951,383	20,000	1,076,429	7,047,812	1,472,547
Preschool	737,121	177,225	0	914,346	914,346
Clarke	2,399,816	22,500	154,410	2,576,726	117,576
Hadley	2,536,807	22,500	198,056	2,757,363	50,864
Stanley	2,753,086	22,500	64,938	2,840,524	136,463
MS	6,107,747	32,500	216,401	6,356,648	(756,924)
HS	7,036,540	20,000	498,648	7,555,188	20,013
	27,522,500	317,225	2,208,882	30,048,607	1,954,885

\$ increase	1,366,500
% increase	5.2%

Source	Revolving	Grants	Total
K Grant		89,362	89,362
T1		150,934	150,934
SPED		526,667	526,667
METCO		363,235	363,235
Circ. Break.		327,831	327,831
Preschool	82,700		82,700
Ext. Day	85,000		85,000
Gelfand	165,000		165,000
CATV	84,993		84,993
Stu. Act.	4,000		4,000
Bldg. Rental	43,000		43,000
Summ.Camp	15,000		15,000
	479,693	1,458,029	1,937,722

Source	Revolving	Grants	Total	Change
K Grant		0	0	(89,362)
T1		178,080	178,080	27,146
SPED		511,841	511,841	(14,826)
METCO		403,222	403,222	39,987
Circ. Break.		791,493	791,493	463,662
Preschool	177,225		177,225	94,525
Ext. Day	100,000		100,000	15,000
Gelfand		180,392	180,392	15,392
CATV		143,854	143,854	58,861
Stu. Act.			0	(4,000)
Bldg. Rental	40,000		40,000	(3,000)
Summ.Camp			0	(15,000)
	317,225	2,208,882	2,526,107	588,385

27,522,500	Town Alloc.
0	(Over) Under
27,522,500	Town \$ Need

Salary	23,233,872
Expense	<u>4,859,850</u>
	28,093,722

	24,045,307
Salary	<u>6,003,300</u>
Expense	30,048,607

Swampscott School Department

FY2017 Budget

District

FY16 District Approved	Town	Revolving	Grants	FY 16	District - FY17	Town	Revolving	Grants	FY 17	Change
1110: School Committee					1110: School Committee					
CONTING. (SAL.)	7,000			7,000	CONTING. (SAL.)	176,165			176,165	169,165
SALARY	0			0	SALARY	3,600			3,600	3,600
CENSUS/ENROLL.	2,500			2,500	CENSUS/ENROLL.	2,500			2,500	0
EXPENSES	15,000			15,000	EXPENSES	15,400			15,400	400
Sub Total	24,500	0	0	24,500	Sub Total	197,665	0	0	197,665	173,165
1210: Superintendent					1210: Superintendent					
PROF SALARIES	353,743			353,743	PROF SALARIES	285,488			285,488	(68,255)
NON-PROF SAL.	110,764			110,764	NON-PROF SAL.	111,430			111,430	666
EXPENSES	0			0	EXPENSES	12,500			12,500	12,500
Sub Total	464,506	0	0	464,506	Sub Total	409,418	0	0	409,418	(55,088)
1410: Business & Finance					1410: Business & Finance					
PROF SALARIES	118,000			118,000	PROF SALARIES	118,000			118,000	0
NON-PROF SAL.	153,977			153,977	NON-PROF SAL.	160,195			160,195	6,218
EXPENSES	25,000			25,000	EXPENSES	12,500			12,500	(12,500)
DEF. COMP. MATCH	0			0	DEF. COMP. MATCH	0			0	0
UNEMP. INS.	80,000			80,000	UNEMP. INS.	80,000			80,000	0
AUDIT	25,000			25,000	AUDIT	25,000			25,000	0
PUBLIC. & PRINTNG	18,000			18,000	PUBLICATIONS	18,000			18,000	0
SCHOOL LUNCH	51,000			51,000	SCHOOL LUNCH	5,000			5,000	(46,000)
ATHLETIC INS.	6,500			6,500	ATHLETIC INS.	6,500			6,500	0
MEDICAID REIM.	8,000			8,000	MEDICAID CLAIM.	8,000			8,000	0
GROUP DISABILITY	6,500			6,500	GROUP DISABILITY	10,500			10,500	4,000
BANK FEES	15,000			15,000	BANK FEES	30,000			30,000	15,000
COPIER SUPPLIES	41,000			41,000	COPIER SUPPLIES	36,000			36,000	(5,000)
Sub Total	547,977	0	0	547,977	Sub Total	509,695	0	0	509,695	(38,282)
1420: Human Resources					1420: Human Resources					
PROF SALARIES	0			0	PROF SALARIES	65,000			65,000	65,000
EXPENSES	0			0	EXPENSES	2,000			2,000	2,000
	0	0	0	0		67,000	0	0	67,000	67,000
1430: Legal Services					1430: Legal Services					
SUPT/COMM.	50,000			50,000	SUPT/COMM.	50,000			50,000	0
SPED	18,000			18,000	SPED	18,000			18,000	0
Sub Total	68,000	0	0	68,000	Sub Total	68,000	0	0	68,000	0
1450: Technology					1450: Technology					
TECH SALARIES	275,037			275,037	TECH SALARIES	281,742			281,742	6,705
OTHER SALARIES	0			0	OTHER SALARIES	10,000			10,000	10,000
EXPENSES	0			0	EXPENSES	5,000			5,000	5,000
SW LIC./SUBS.	90,000			90,000	SW LIC./SUBS.	90,000			90,000	0
Sub Total	365,037	0	0	365,037	Sub Total	386,742	0	0	386,742	21,705
1000: SUBTOTAL	1,470,021	0	0	1,470,021	1000: SUBTOTAL	1,638,520	0	0	1,638,520	168,499

FY16 District Approved	Town	Revolving	Grants	FY 16	District - FY17	Town	Revolving	Grants	FY 17	Change
2110: Student Services					2110: Student Services					
PROF SALARIES	137,772			137,772	PROF SALARIES	128,772			128,772	(9,000)
CURRIC. SPEC.	18,464			18,464	CURRIC. SPEC.	0			0	(18,464)
NON-PROF SAL.	104,760			104,760	NON-PROF SAL.	104,236			104,236	(524)
EXPENSES	17,500			17,500	EXPENSES				0	(17,500)
PROF. DEV.	0			0	PROF. DEV.	7,500			7,500	7,500
SPED PROG. EVAL.	2,500			2,500	SPED PROG. EVAL.	0			0	(2,500)
Sub Total	280,996	0	0	280,996	Sub Total	240,508	0	0	240,508	(40,488)
2120: METCO COORD	0			0	2120: METCO COORD	0		56,100	56,100	56,100
2210: METCO AA	0			0	2210: METCO AA	0		28,883	28,883	28,883
2330: METCO TUTOR	0			0	2330: METCO TUTOR	0		32,480	32,480	32,480
METCO EXPENSE	0			0	EXPENSES	0		3,957	3,957	3,957
Sub Total	0	0	0	0	Sub Total	0	0	121,420	121,420	121,420
2220 District Leadership	0				2220 District Leadership					
Elem Leaders/Mentor	0			0	Elem Leaders/Mentor	18,512			18,512	18,512
Tech. Coordinators	0			0	Tech. Coordinators	13,884			13,884	13,884
Literacy Leaders	0			0	Lit./New Teach. Ldrs	8,602			8,602	8,602
Sub Total	0	0	0	0	Sub Total	40,998	0	0	40,998	40,998
2310: Specialists					2310: Specialists					
ABA COORD.	88,911			88,911	ABA COORD.	0			0	(88,911)
TEAM LEADERS	102,625			102,625	TEAM LEADERS	29,798		8,000	37,798	(64,827)
ELL SAL	15,000			15,000	ELL SAL	65,600			65,600	50,600
ELL EXPENSE	0			0	ELL EXPENSE	2,000			2,000	2,000
SUMMER PROF. SAL.	56,400	15,000		71,400	SUMMER PROF. SAL.	60,000			60,000	(11,400)
HOME/HOSP.	8,000			8,000	HOME/HOSP.	5,000			5,000	(3,000)
Sub Total	270,937	15,000	0	285,937	Sub Total	162,398	0	8,000	170,398	(115,539)
2320: Med./Ther. Serv.					2320: Med./Ther. Serv.					
OT/PT/Sp./Vision	267,168		28,632	295,800	OT/PT/Sp./Vision	350,000			350,000	54,200
CLINICAL SVS EXPENSE	0			0	CLINICAL SVS EXPENSE	2,000			2,000	2,000
Sub Total	267,168	0	28,632	295,800	Sub Total	352,000	0	0	352,000	56,200
2325: Substitutes					2325: Substitutes					
SUB. COORD	0			0	SUB. COORD	13,770			13,770	13,770
TEACHERS	0			0	TEACHERS	80,000			80,000	80,000
ESP/TUTORS	0			0	ESP/TUTORS	8,000			8,000	8,000
Sub Total	0	0	0	0	Sub Total	101,770	0	0	101,770	101,770
2330: Assistants					2330: Assistants					
AIDES - SUMMER	71,481			71,481	AIDES - SUMMER	65,000			65,000	(6,481)
Sub Total	71,481	0	0	71,481	Sub Total	65,000	0	0	65,000	(6,481)
2350: Prof. Devel.					2350: Prof. Devel.					
MEMB./CONF/ ADM	28,000			28,000	MEMB./CONF/ ADM	28,000			28,000	0
PROF. DEV. EXP.	47,000			47,000	PROF. DEV. EXP.	47,000			47,000	0
CURR. & STAFF DEV.	51,225			51,225	CURR. & STAFF DEV.	50,000			50,000	(1,225)
RECERT. REIM.	21,500			21,500	RECERT. REIM.	21,500			21,500	0
Sub Total	147,725	0	0	147,725	Sub Total	146,500	0	0	146,500	(1,225)
2410: Text./SW/Materials					2410: Text./SW/Materials					
TEXTBOOKS	100,000			100,000	TEXTBOOKS	100,000			100,000	0
2415: Instr. Materials					2415: Instr. Materials					
SPED OTHER	7,500			7,500	SPED OTHER	2,500			2,500	(5,000)
SPED. EXP.	2,000			2,000	SPED. EXP.	2,000		972	2,972	972
TITLE ONE EXP.	0			0	TITLE ONE EXP.	0		12,516	12,516	
Sub Total	9,500	0	0	9,500	Sub Total	4,500	0	13,488	17,988	(4,028)
2420: EQUIP					2420: EQUIP					
SPED EQUIP.	1,500			1,500	SPED EQUIP.	1,500			1,500	0
Sub Total	1,500	0	0	1,500	Sub Total	1,500	0	0	1,500	0
2450: Instruct. Tech.					2450: Instruct. Tech.					
MAINTENANCE	10,000			10,000	MAINTENANCE	10,000			10,000	0
Sub Total	10,000	0	0	10,000	Sub Total	10,000	0	0	10,000	0
2000: SUBTOTAL	1,159,306	15,000	28,632	1,202,938	2000: SUBTOTAL	1,225,174	0	142,908	1,368,082	152,628

FY16 District Approved	Town	Revolving	Grants	FY 16
3100: Attendance				
RES. OFFICER	69,700			69,700
Sub Total	69,700	0	0	69,700
3200: Health Services				
Lead Nurse	0			0
Physician	1,000			1,000
Supplies	0			0
Services	0			0
Equipment	0			0
Sub Total	1,000	0	0	1,000
3300: Transportation				
REG. TRANS- IN DIST.	41,197		144,803	186,000
OUT OF DIST.	0			0
HOMELESS	0			0
SPED - IN DISTRICT	55,000			55,000
SPED - OUT OF DIST.	521,675			521,675
DRIVER SAL. - SPED	4,000			4,000
VAN MAINT	5,000			5,000
Sub Total	626,872	0	144,803	771,675
3510: Athletic Services				
PROF SALARIES	0			0
Sub Total	0	0	0	0
3000: STUDENT SERVICE	697,572	0	144,803	842,375
4000: Maintenance				
MAINT. SALARIES	156,831			156,831
MAINT. - FIELD HS.	5,000	5,000		10,000
GAS/ELECT - FLD HS.	0			0
TELEPHONE	40,000			40,000
TECH. MAINT.	10,000			10,000
TECH. MAINT. SPED	2,000			2,000
EQU. LEASES/SUPP.	85,000			85,000
CUST. OT/SUBS	25,000	15,000		40,000
SUMMER CUST.	200	10,000		10,200
EXTRAORD. MAINT.	0			0
EQUIP. LEASES	0			0
FACILITIES EQUIP.	0			0
FACILITIES PROJECTS	0			0
SNOW PLOWING	37,000	3,000		40,000
Sub Total	361,031	33,000	0	394,031
4230: Equip. Maint.				
PBX MAINT.	4,500			4,500
SECURITY MAINT.	5,000			5,000
Sub Total	9,500	0	0	9,500
4000: SUBTOTAL	370,531	33,000	0	403,531
5000: Fixed Charges				
CROSS. GUARDS	79,340			79,340
EXPENSES	0			0
Sub Total	79,340	0	0	79,340
5000: SUBTOTAL	79,340	0	0	79,340
7300: Fixed Assets				
Hardware	50,000			50,000
7300: SUBTOTAL	50,000	0	0	50,000
9000: OUT OF DISTRICT				
TUITION	1,199,229	0	327,831	1,527,060
Sub Total	1,199,229	0	327,831	1,527,060
9000: SUBTOTAL	1,199,229	0	327,831	1,527,060
TOTAL	5,025,999	48,000	501,266	5,575,265

District - FY17	Town	Revolving	Grants	FY 17	Change
3100: Attendance					
RES. OFFICER	69,700			69,700	0
Sub Total	69,700	0	0	69,700	0
3200: Health Services					
Lead Nurse	3,793			3,793	3,793
Physician	1,000			1,000	0
Supplies	3,000			3,000	3,000
Services	2,000			2,000	2,000
Equipment	7,000			7,000	7,000
Sub Total	16,793	0	0	16,793	15,793
3300: Transportation					
REG. TRANS- IN DIST.	27,900			27,900	(158,100)
OUT OF DIST.	57,172		142,028	199,200	199,200
HOMELESS	3,000			3,000	3,000
SPED - IN DISTRICT	73,260			73,260	18,260
SPED - OUT OF DIST.	398,000			398,000	(123,675)
DRIVER SAL. - SPED	0			0	(4,000)
VAN MAINT	5,000			5,000	0
Sub Total	564,332	0	142,028	706,360	(65,315)
3510: Athletic Services					
PROF SALARIES	92,000			92,000	92,000
Sub Total	92,000	0	0	92,000	92,000
3000: STUDENT SERVICE	742,825	0	142,028	884,853	42,478
4000: Maintenance					
MAINT. SALARIES	206,119			206,119	49,288
MAINT. - FIELD HS.	5,000			5,000	(5,000)
GAS/ELECT - FLD HS.	5,000			5,000	5,000
PHONE/E-RATE	50,000			50,000	10,000
TECH. MAINT.	10,000			10,000	0
TECH. MAINT. SPED	2,000			2,000	0
EQU. LEASES/SUPP.	70,000			70,000	(15,000)
CUST. OT/SUBS	34,391			34,391	(5,609)
SUMMER CUST.	10,000			10,000	(200)
EXTRAORD. MAINT.	0			0	0
EQUIP. LEASES	0			0	0
FACILITIES EQUIP.	30,000			30,000	30,000
FACILITIES PROJECTS	50,000			50,000	50,000
SNOW PLOWING	20,000	20,000		40,000	0
Sub Total	492,510	20,000	0	512,510	118,479
4230: Equip. Maint.					
PBX MAINT.	4,500			4,500	0
SECURITY MAINT.	5,000			5,000	0
Sub Total	9,500	0	0	9,500	0
4000: SUBTOTAL	502,010	20,000	0	522,010	118,479
5000: Fixed Charges					
CROSS. GUARDS	83,397			83,397	4,057
EXPENSES	750			750	750
Sub Total	84,147	0	0	84,147	4,807
5000: SUBTOTAL	84,147	0	0	84,147	4,807
7300: Fixed Assets					
Hardware	50,000			50,000	0
7300: SUBTOTAL	50,000	0	0	50,000	0
9000: OUT OF DISTRICT					
TUITION	1,708,707	0	791,493	2,500,200	973,140
Sub Total	1,708,707	0	791,493	2,500,200	973,140
9000: SUBTOTAL	1,708,707	0	791,493	2,500,200	973,140
TOTAL	5,951,383	20,000	1,076,429	7,047,812	1,460,031

Swampscott School Department

FY2017 Budget

District

Gr. K Grant				0	Gr. K Grant				0
Gr. T1				0	Gr. T1		20,516		20,516
Gr. SPED		28,632		28,632	Gr. SPED		972		972
Gr. METCO		144,803		144,803	Gr. METCO		263,448		263,448
Rev. Circ. Break	0	327,831		327,831	Rev. Circ. Break.		791,493		791,493
Rev. Preschool	5,000			5,000	Rev. Preschool				0
Rev. Ext. Day	25,000			25,000	Rev. Ext. Day				0
Rev. Gelfand				0	Rev. Gelfand				0
Rev. CATV				0	Rev. CATV				0
Rev. Stu. Act.				0	Rev. Stu. Act.				0
Rev. Bldg. Rent	3,000			3,000	Rev. Bldg. Rental	20,000			20,000
Rev. Summ.Car	15,000			15,000	Rev. Summ.Camp				0
		48,000	501,266	549,266			20,000	1,076,429	1,096,429
			Salary	1,979,505			Salary		2,361,849
			Expense	3,595,760			Expense		4,685,963
				5,575,265					7,047,812

Swampscott School Department

FY2017 Budget

Preschool

FY16 Preschool Approved	Town	Revolving	Grants	Total FY16
2210: Principal				
PROF. SAL.	0			0
SUPPLIES	0			0
Sub Total	0	0	0	0
2310: Teaching - Spec. Ed.				
SPEC EDUC. SAL.	0			0
Sub Total	0	0	0	0
2320: Teach. Sp. & Lang.				
OT/PT/Sp./Vision	0			0
Sub Total	0	0	0	0
2325: Substitutes				
SUBSTITUTES				0
Sub Total	0	0	0	0
2330: Assistants				
ESP SALARIES	0			0
TUTOR SALARIES	0			0
Sub Total	0	0	0	0
2400: Instruct. Materials				
TEXTS				0
Sub Total	0	0	0	0
2420: Instruct. Equipment				
EQUIP. REPLACEMENT				0
Sub Total	0	0	0	0
2430:General Supplies				
SPED EDUC				0
Sub Total	0	0	0	0
2451: Instruct. Technology				
SUPPLIES				0
Sub Total	0	0	0	0
2000: TOTAL	0	0	0	0
TOTAL	0	0	0	0

Preschool - FY17	Town	Revolving	Grants	Total FY17	Change
2210: Principal					
PROF. SAL.	0			0	0
SUPPLIES	0			0	0
Sub Total	0	0	0	0	0
2310: Teaching - Spec. Ed.					
SPEC EDUC. SAL.	311,648	151,705		463,353	463,353
Sub Total	311,648	151,705	0	463,353	463,353
2320: Teach. Sp. & Lang.					
OT/PT/Sp./Vision	127,281			127,281	127,281
Sub Total	127,281	0	0	127,281	127,281
2325: Substitutes					
SUBSTITUTES	0			0	0
Sub Total	0	0	0	0	0
2330: Assistants					
ESP SALARIES	161,546	25,520		187,066	187,066
TUTOR SALARIES	127,996			127,996	127,996
Sub Total	289,542	25,520	0	315,062	315,062
2400: Instruct. Materials					
TEXTS	0			0	0
Sub Total	0	0	0	0	0
2420: Instruct. Equipment					
EQUIP. REPLACEMENT	0			0	0
Sub Total	0	0	0	0	0
2430:General Supplies					
SPED EDUC	0			0	0
Sub Total	0	0	0	0	0
2451: Instruct. Technology					
SUPPLIES	8,650			8,650	8,650
Sub Total	8,650	0	0	8,650	8,650
2000: TOTAL	737,121	177,225	0	914,346	914,346
TOTAL	737,121	177,225	0	914,346	914,346

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Swampscott School Department

FY2017 Budget

Clarke

FY16 Clarke Approved	Town	Revolving	Grants	Total FY16	Clarke - FY17	Town	Revolving	Grants	Total FY17	Change
2210: Principal					2210: Principal					
PROF SALARIES	92,250			92,250	PROF SALARIES	92,800			92,800	550
NON-PROF. SAL.	45,974			45,974	NON-PROF. SAL.	53,593			53,593	7,619
SUPPLIES	9,000			9,000	SUPPLIES	3,000			3,000	(6,000)
Sub Total	147,224	0	0	147,224	Sub Total	149,393	0	0	149,393	2,169
2305: Teachers					2305: Teachers					
REG. ED. SALARIES	802,796	18,000	21,850	842,646	REG. ED. SALARIES	811,018		0	811,018	(31,628)
P.E. SALARIES	134,957			134,957	SPEC. SALARIES	203,949		22,962	226,911	91,954
SPEC. SALARIES	72,287			72,287	SPEC. SALARIES	0			0	(72,287)
Sub Total	1,010,041	18,000	21,850	1,049,891	Sub Total	1,014,967	0	22,962	1,037,929	(11,962)
2310: Specialists					2310: Specialists					
SPEC. EDUC. SAL.	366,971			366,971	SPEC. EDUC. SAL.	297,297			297,297	(69,674)
READ. SPEC SAL.	90,204			90,204	READ. SPEC SAL.	87,965			87,965	(2,239)
ELL SALARIES	34,839			34,839	ELL SALARIES	72,000			72,000	37,161
TITLE ONE DIRECTOR	3,000			3,000	TITLE ONE DIRECTOR	0			0	(3,000)
Sub Total	495,013	0	0	495,013	Sub Total	457,262	0	0	457,262	(37,751)
2320: Medical/Therap.					2320: Medical/Therap.					
OT/PT/Sp./Vision	0			0	OT/PT/Sp./Vision	94,609			94,609	94,609
Sub Total	0	0	0	0	Sub Total	94,609	0	0	94,609	94,609
2325: Substitutes					2325: Substitutes					
SUB. SALARIES	70,000			70,000	SUB. SALARIES	41,000			41,000	(29,000)
Sub Total	70,000	0	0	70,000	Sub Total	41,000	0	0	41,000	(29,000)
2330: Assistants					2330: Assistants					
INSTRUCT. AIDES SAL	54,648		65,787	120,435	ESP - Reg. Ed	23,843			23,843	(96,592)
SPECIAL EDUCATION	76,460		107,754	184,214	ESP - Spec. Ed	100,648		83,309	183,957	(257)
					Tutors - Spec. Ed/ABA	96,252			96,252	96,252
					Tutors - Other	65,927		48,139	114,066	114,066
Sub Total	131,109	0	173,541	304,650	Sub Total	286,670	0	131,448	418,118	113,468
2340: Library/Media					2340: Library/Media					
PROF SALARIES	31,301			31,301	PROF SALARIES	20,000			20,000	(11,301)
Sub Total	31,301	0	0	31,301	Sub Total	20,000	0	0	20,000	(11,301)
2410: Texts/Software					2410: Texts/Software					
TEXTS	3,000			3,000	TEXTS	3,000			3,000	0
Sub Total	3,000	0	0	3,000	Sub Total	3,000	0	0	3,000	0
2415: Other Instructional					2415: Other					
FINE ARTS	5,000			5,000	FINE ARTS	1,500			1,500	(3,500)
P.E.	450			450	P.E.	0			0	(450)
Sub Total	5,450	0	0	5,450	Sub Total	1,500	0	0	1,500	(3,950)
2420: Instructional					2420: Instructional					
EQUIP. REPLACEMENT	1,500			1,500	EQUIP. REPLACEMENT	1,500			1,500	0
Sub Total	1,500	0	0	1,500	Sub Total	1,500	0	0	1,500	0
2430: General Supplies					2430: General Supplies					
REG. EDUC.	9,000		0	9,000	REG. EDUC.	15,000		0	15,000	6,000
SPED EDUC.	3,000			3,000	SPED EDUC.	3,000			3,000	0
Sub Total	12,000	0	0	12,000	Sub Total	18,000	0	0	18,000	6,000
2451: Instruct. Tech.					2451: Instruct. Tech.					
SUPPLIES	2,000			2,000	SUPPLIES	2,000			2,000	0
Sub Total	2,000	0	0	2,000	Sub Total	2,000	0	0	2,000	0
2710: Guidance					2710: Guidance					
PROF SALARIES	91,587			91,587	PROF SALARIES	92,459			92,459	872
Sub Total	91,587	0	0	91,587	Sub Total	92,459	0	0	92,459	872
2720: TEST & ASSESS.					2720: TEST & ASSESS.					
SUPPLIES	300			300	SUPPLIES	300			300	0
Sub Total	300	0	0	300	Sub Total	300	0	0	300	0
2000: SUBTOTAL	2,000,525	18,000	195,391	2,213,916	2000: INSTRUCT.	2,182,660	0	154,410	2,337,070	123,154

Swampscott School Department

FY2017 Budget

Clarke

FY16 Clarke Approved	Town	Revolving	Grants	Total FY16	Clarke - FY17	Town	Revolving	Grants	Total FY17	Change
3600: School Security					3600: School Security					
ATTENDANCE	0			0	ATTENDANCE	0			0	0
Sub Total				0	Sub Total	0			0	0
3200: Health Services					3200: Health Services					
PROF SALARIES	70,409			70,409	PROF SALARIES	69,892			69,892	(517)
STIPEND	3,804			3,804	STIPEND				0	(3,804)
SUPPLIES	400			400	SUPPLIES	400			400	0
Sub Total	74,612	0	0	74,612	Sub Total	70,292	0	0	70,292	(4,320)
3520: Student Activities					3520: Student Activities					
PERF. ARTS EXP.	225			225	PERF. ARTS EXP.	0			0	(225)
Sub Total	225	0	0	225	Sub Total	0	0	0	0	(225)
3000: SUBTOTAL	74,837	0	0	74,837	3000: SUBTOTAL	70,292	0	0	70,292	(4,545)
4110: Cust. Services					4110: Cust. Services					
CUST. SALARIES	81,897			81,897	CUST. SALARIES	81,418			81,418	(479)
CUST. OT/SUBS	15,000			15,000	CUST. OT/SUBS	7,000			7,000	(8,000)
SUPPLIES	4,000			4,000	SUPPLIES	4,000			4,000	0
Sub Total	100,897	0	0	100,897	Sub Total	92,418	0	0	92,418	(8,479)
4220: Maintenance					4220: Maintenance					
BLDG. MAINT.	7,000			7,000	BLDG. MAINT.	10,000	10,000		20,000	13,000
Sub Total	7,000	0	0	7,000	Sub Total	10,000	10,000	0	20,000	13,000
4120: Heating of Buildings					4120: Heating of					
HEATING FUEL	40,000			40,000	HEATING FUEL	21,185	10,000		31,185	(8,815)
Sub Total	40,000	0	0	40,000	Sub Total	21,185	10,000	0	31,185	(8,815)
4130: Utility Services					4130: Utility Services					
ELECTRICITY	12,500			12,500	ELECTRICITY	13,261	2,500		15,761	3,261
Sub Total	12,500	0	0	12,500	Sub Total	13,261	2,500	0	15,761	3,261
4450: Tech. Maint.					4450: Tech. Maint.					
TECH. MAINT.	10,000			10,000	TECH. MAINT.	10,000			10,000	0
Sub Total	10,000	0	0	10,000	Sub Total	10,000	0	0	10,000	0
4000: SUBTOTAL	170,397	0	0	170,397	4000: SUBTOTAL	146,864	22,500	0	169,364	(1,033)
TOTAL	2,245,759	18,000	195,391	2,459,150	TOTAL	2,399,816	22,500	154,410	2,576,726	117,576
Gr. K Grant			21,850	21,850	Gr. K Grant			0	0	
Gr. T1			65,787	65,787	Gr. T1			48,139	48,139	
Gr. SPED			107,754	107,754	Gr. SPED			83,309	83,309	
Gr. METCO			0	0	Gr. METCO				0	
Rev. Circ. Break.				0	Rev. Circ. Break.				0	
Rev. Preschool				0	Rev. Preschool				0	
Rev. Ext. Day				0	Rev. Ext. Day	22,500			22,500	
Rev. Gelfand	18,000			18,000	Rev. Gelfand			22,962	22,962	
Rev. CATV				0	Rev. CATV				0	
Rev. Stu. Act.				0	Rev. Stu. Act.				0	
Rev. Bldg. Rental				0	Rev. Bldg. Rental				0	
Rev. Summ.Camp				0	Rev. Summ.Camp				0	
		18,000	195,391	213,391			22,500	154,410	176,910	
			Salary	2,351,775				Salary	2,466,080	
			Expense	107,375				Expense	110,646	
				2,459,150					2,576,726	

Swampscott School Department

FY2017 Budget

Hadley

FY16 Hadley Approved	Town	Revolving	Grants	FY 16	Hadley - FY17	Town	Revolving	Grants	FY 17	Change
2210: Principal					2210: Principal					
PROF SALARIES	107,897			107,897	PROF SALARIES	101,000			101,000	(6,897)
NON-PROF. SAL.	45,108			45,108	NON-PROF. SAL.	52,943			52,943	7,835
SUPPLIES	8,000			8,000	SUPPLIES	8,000			8,000	0
Sub Total	161,005	0	0	161,005	Sub Total	161,943	0	0	161,943	938
2305: Teaching					2305: Teaching					
REG. ED. SALARIES	1,178,637	18,000	47,670	1,244,307	REG. ED. SALARIES	1,145,962		0	1,145,962	(98,345)
P.E. SALARIES	127,722			127,722	P.E. SALARIES	0			0	(127,722)
SPEC. SALARIES	71,471			71,471	SPEC. SALARIES	268,400		22,962	291,362	219,891
Sub Total	1,377,831	18,000	47,670	1,443,501	Sub Total	1,414,362	0	22,962	1,437,324	(6,177)
2310: Teach. Svs. Spec.					2310: Teach. Svs. Spec.					
SPEC. EDUC. SAL.	150,675	11,000		161,675	SPEC. EDUC. SAL.	182,129			182,129	20,454
READ. SPEC SAL.	84,332			84,332	READ. SPEC SAL.	87,356			87,356	3,024
ELL SALARIES	70,923			70,923	ELL SALARIES	68,546			68,546	(2,377)
Sub Total	305,930	11,000	0	316,930	Sub Total	338,031	0	0	338,031	21,101
2320: Teaching Serv. -					2320: Teaching Serv. -					
OT/PT/Sp./Vision					OT/PT/Sp./Vision	77,786			77,786	77,786
Sub Total					Sub Total	77,786	0	0	77,786	77,786
2325: Substitutes					2325: Substitutes					
SUB. SALARIES	50,000			50,000	SUB. SALARIES	41,000			41,000	(9,000)
Sub Total	50,000	0	0	50,000	Sub Total	41,000	0	0	41,000	(9,000)
2330: Assistants					2330: Assistants					
INSTRUCT. AIDES SAL	19,002		85,147	104,149	ESP - Reg. Ed	45,425			45,425	(58,724)
SPEC. EDUC. SAL	175,791		48,538	224,329	ESP - Spec. Ed	0		65,669	65,669	(158,660)
	0			0	Tutors - Spec. Ed/ABA	81,580			81,580	81,580
	0			0	Tutors - Other	0		109,425	109,425	109,425
Sub Total	194,793	0	133,685	328,478	Sub Total	127,005	0	175,094	302,099	(26,379)
2340: Library/Media					2340: Library/Media					
PROF SALARIES	31,301			31,301	PROF SALARIES	20,000			20,000	(11,301)
Sub Total	31,301	0	0	31,301	Sub Total	20,000	0	0	20,000	(11,301)
2410: Texts/Software					2410: Texts/Software					
TEXTS	3,000			3,000	TEXTS	3,000			3,000	0
Sub Total	3,000	0	0	3,000	Sub Total	3,000	0	0	3,000	0
2415: Oth. Instr. Mat.					2415: Oth. Instr. Mat.					
P.E.	5,500			5,500	P.E.	0			0	(5,500)
FINE ARTS	450			450	FINE ARTS	0			0	(450)
Sub Total	5,950	0	0	5,950	Sub Total	0	0	0	0	(5,950)
2420: Instruct. Equip.					2420: Instruct. Equip.					
EQUIPMENT	1,500			1,500	EQUIPMENT	1,500			1,500	0
Sub Total	1,500	0	0	1,500	Sub Total	1,500	0	0	1,500	0
2430: General Supplies					2430: General Supplies					
REG. EDUC.	9,000			9,000	REG. EDUC.	15,000			15,000	6,000
SPED EDUC.	4,000			4,000	SPED EDUC.	4,000			4,000	0
Sub Total	13,000	0	0	13,000	Sub Total	19,000	0	0	19,000	6,000
2451: Instruct. Tech.					2451: Instruct. Tech.					
SUPPLIES	2,000			2,000	SUPPLIES	2,000			2,000	0
Sub Total	2,000	0	0	2,000	Sub Total	2,000	0	0	2,000	0
2720: TEST & ASSESS.					2720: TEST & ASSESS.					
SUPPLIES	300			300	SUPPLIES	300			300	0
Sub Total	300	0	0	300	Sub Total	300	0	0	300	0
2800: Psych. Services					2800: Psych. Services					
PROF SALARIES	61,651			61,651	PROF SALARIES	59,175			59,175	(2,476)
SUPPLIES	500			500	SUPPLIES	500			500	0
Sub Total	62,151	0	0	62,151	Sub Total	59,675	0	0	59,675	(2,476)
2000: SUBTOTAL	2,208,760	29,000	181,355	2,419,115	2000: SUBTOTAL	2,265,602	0	198,056	2,463,658	44,543

Swampscott School Department

FY2017 Budget

Hadley

FY16 Hadley Approved	Town	Revolving	Grants	FY 16	Hadley - FY17	Town	Revolving	Grants	FY 17	Change
3600: School Security					3600: School Security					
ATTENDANCE	0			0	ATTENDANCE	0			0	0
Sub Total	0	0	0	0	Sub Total	0	0	0	0	0
3200: Health Services					3200: Health Services					
PROF SALARIES	63,525			63,525	PROF SALARIES	70,154			70,154	6,629
SUPPLIES	500			500	SUPPLIES	500			500	0
Sub Total	64,025	0	0	64,025	Sub Total	70,654	0	0	70,654	6,629
3520: Student Activities					3520: Student Activities					
PERF. ARTS EXP.	300			300	PERF. ARTS EXP.	0			0	(300)
Sub Total	300	0	0	300	Sub Total	0	0	0	0	(300)
3000: SUBTOTAL	64,325	0	0	64,325	3000: SUBTOTAL	70,654	0	0	70,654	6,329
4110: Cust. Services					4110: Cust. Services					
CUST. SALARIES	114,859	0		114,859	CUST. SALARIES	108,531	0		108,531	(6,328)
CUST. OT/SUBS	15,000			15,000	CUST. OT/SUBS	6,000			6,000	(9,000)
SUPPLIES	6,000			6,000	SUPPLIES	8,000			8,000	2,000
Sub Total	135,859	0	0	135,859	Sub Total	122,531	0	0	122,531	(13,328)
4120: Heat					4120: Heat					
HEATING FUEL	35,700			35,700	HEATING FUEL	31,580	10,000		41,580	5,880
Sub Total	35,700	0	0	35,700	Sub Total	31,580	10,000	0	41,580	5,880
4130: Utility Services					4130: Utility Services					
ELECTRICITY	16,500			16,500	ELECTRICITY	21,440	2,500		23,940	7,440
Sub Total	16,500	0	0	16,500	Sub Total	21,440	2,500	0	23,940	7,440
4220: Maintenance					4220: Maintenance					
BLDG. MAINT.	25,000			25,000	BLDG. MAINT.	15,000	10,000		25,000	0
Sub Total	25,000	0	0	25,000	Sub Total	15,000	10,000	0	25,000	0
4450: Tech. Maint.					4450: Tech. Maint.					
TECH. MAINT.	10,000			10,000	TECH. MAINT.	10,000			10,000	0
Sub Total	10,000	0	0	10,000	Sub Total	10,000	0	0	10,000	0
4000: SUBTOTAL	223,059	0	0	223,059	4000: SUBTOTAL	200,551	22,500	0	223,051	(8)
TOTAL	2,496,144	29,000	181,355	2,706,499	TOTAL	2,536,807	22,500	198,056	2,757,363	50,864
Gr. K Grant			22,504	22,504	Gr. K Grant			0	0	
Gr. T1			85,147	85,147	Gr. T1			109,425	109,425	
Gr. SPED			48,538	48,538	Gr. SPED			65,669	65,669	
Gr. METCO			25,166	25,166	Gr. METCO				0	
Rev. Circ. Break.				0	Rev. Circ. Break.				0	
Rev. Preschool	11,000			11,000	Rev. Preschool				0	
Rev. Ext. Day				0	Rev. Ext. Day	22,500			22,500	
Rev. Gelfand	18,000			18,000	Rev. Gelfand			22,962	22,962	
Rev. CATV				0	Rev. CATV				0	
Rev. Stu. Act.				0	Rev. Stu. Act.				0	
Rev. Bldg. Rental				0	Rev. Bldg. Rental				0	
Rev. Summ.Camp				0	Rev. Summ.Camp				0	
		29,000	181,355	210,355			22,500	198,056	220,556	
			Salary	2,578,249				Salary	2,614,043	
			Expense	128,250				Expense	143,320	
				2,706,499					2,757,363	

Swampscott School Department

FY2017 Budget

Stanley

FY16 Stanley Approved	Town	Revolv.	Grants	FY 16	Stanley - FY17	Town	Revolv.	Grants	FY 17	Change
2210: Principal					2210: Principal					
PROF SALARIES	107,927			107,927	PROF SALARIES	107,381			107,381	(546)
NON-PROF. SAL.	45,354			45,354	NON-PROF. SAL.	52,943			52,943	7,589
SUPPLIES	16,500			16,500	SUPPLIES	16,500			16,500	0
Sub Total	169,782	0	0	169,782	Sub Total	176,824	0	0	176,824	7,042
2305: Teaching					2305: Teaching					
REG. ED. SALARIES	1,092,841	19,000	70,174	1,182,015	REG. ED. SALARIES	1,176,667		0	1,176,667	(5,348)
P.E. SALARIES	87,263			87,263	SPEC. SALARIES	212,783		22,962	235,745	148,482
SPEC. SALARIES	76,073			76,073	P.E. SALARIES					(76,073)
Sub Total	1,256,176	19,000	70,174	1,345,350	Sub Total	1,389,450	0	22,962	1,412,412	67,062
2310: Teach. Svs. Spec.					2310: Teach. Svs. Spec.					
SPEC. EDUC. SAL.	300,988			300,988	SPEC. EDUC. SAL.	200,847			200,847	(100,141)
READ. SPEC SAL.	56,550			56,550	READ. SPEC SAL.	63,847			63,847	7,297
ELL SALARIES	32,387			32,387	ELL SALARIES	65,011			65,011	32,624
Sub Total	389,925	0	0	389,925	Sub Total	329,705	0	0	329,705	(60,220)
2320: Medical/Therap.					2320: Medical/Therap.					
OT/PT/Sp./Vision	0			0	OT/PT/Sp./Vision	53,906			53,906	53,906
	0	0	0	0	Sub Total	53,906	0	0	53,906	53,906
2325: Substitutes					2325: Substitutes					
SUB. SALARIES	68,000			68,000	SUB. SALARIES	41,000			41,000	(27,000)
Sub Total	68,000	0	0	68,000	Sub Total	41,000	0	0	41,000	(27,000)
2330: Assistants					2330: Assistants					
INSTRUCT. AIDES SAL.	28,160			28,160	ESP - Reg. Ed	49,086			49,086	20,926
ESP - Spec. Ed	257,313		56,745	314,058	ESP - Spec. Ed	134,817		41,976	176,793	(137,265)
LITERACY TUTOR	20,000			20,000	Tutors - Spec. Ed/ABA	162,574			162,574	142,574
					Tutors - Other	68,910			68,910	68,910
Sub Total	305,473	0	56,745	362,218	Sub Total	415,387	0	41,976	457,363	95,145
2340: Library/Media					2340: Library/Media					
PROF SALARIES	32,249			32,249	PROF SALARIES	20,000			20,000	(12,249)
Sub Total	32,249	0	0	32,249	Sub Total	20,000	0	0	20,000	(12,249)
2410: Texts/Software					2410: Texts/Software					
TEXTS	3,000			3,000	TEXTS	3,000			3,000	0
Sub Total	3,000	0	0	3,000	Sub Total	3,000	0	0	3,000	0
2415: Oth. Instr. Mat.					2415: Oth. Instr. Mat.					
P.E.	450			450	P.E.	0			0	(450)
FINE ARTS	5,000			5,000	FINE ARTS	0			0	(5,000)
Sub Total	5,450	0	0	5,450	Sub Total	0	0	0	0	(5,450)
2420: Instruct. Equip.					2420: Instruct. Equip.					
EQUIPMENT	1,500			1,500	EQUIPMENT	1,500			1,500	0
Sub Total	1,500	0	0	1,500	Sub Total	1,500	0	0	1,500	0
2430: General Supplies					2430: General Supplies					
REG. EDUC.	13,000			13,000	REG. EDUC.	19,000			19,000	6,000
SPED EDUC.	3,000			3,000	SPED EDUC.	3,000			3,000	0
Sub Total	16,000	0	0	16,000	Sub Total	22,000	0	0	22,000	6,000
2451: Instruct. Tech.					2451: Instr.I Tech.					
SUPPLIES	2,000			2,000	SUPPLIES	2,000			2,000	0
Sub Total	2,000	0	0	2,000	Sub Total	2,000	0	0	2,000	0
2720: TEST & ASSESS.					2720: TEST & ASSESS.					
SUPPLIES	300			300	SUPPLIES	300			300	0
Sub Total	300	0	0	300	Sub Total	300	0	0	300	0
2800: Psych. Services					2710: Adj. Counselor					
PROF SALARIES	61,243			61,243	PROF SALARIES	0			0	(61,243)
SUPPLIES	500			500	SUPPLIES	0			0	(500)
Sub Total	61,743	0	0	61,743	Sub Total	0	0	0	0	(61,743)

Swampscott School Department

FY2017 Budget

Stanley

FY16 Stanley Approved	Town	Revolv.	Grants	FY 16	Stanley - FY17	Town	Revolv.	Grants	FY 17	Change
2800: Psych. Services					2800: Psych. Services					
PROF SALARIES					PROF SALARIES	67,122			67,122	67,122
SUPPLIES					SUPPLIES	500			500	500
Sub Total	0	0	0	0	Sub Total	67,622	0	0	67,622	67,622
2000: SUBTOTAL	2,311,598	19,000	126,919	2,457,517	2000: SUBTOTAL	2,522,694	0	64,938	2,587,632	130,115
3600: School Security					3600: School Security					
ATTENDANCE	0			0	ATTENDANCE	0			0	0
Sub Total	0	0	0	0	Sub Total	0	0	0	0	0
3200: Health Services					3200: Health Services					
PROF SALARIES	69,985			69,985	PROF SALARIES	69,892			69,892	(93)
SUPPLIES	300			300	SUPPLIES	300			300	0
Sub Total	70,285	0	0	70,285	Sub Total	70,192	0	0	70,192	(93)
3520: Student Activities					3520: Student Activities					
PERF. ARTS EXP.	250			250	PERF. ARTS EXP.	0			0	(250)
Sub Total	250	0	0	250	Sub Total	0	0	0	0	(250)
3000: SUBTOTAL	70,535	0	0	70,535	3000: SUBTOTAL	70,192	0	0	70,192	(343)
4110: Cust. Services					4110: Cust. Services					
CUST. SALARIES	85,009	0		85,009	CUST. SALARIES	73,282	0		73,282	(11,727)
CUST. OT/SUBS	15,000			15,000	CUST. OT/SUBS	7,000			7,000	(8,000)
SUPPLIES	4,000			4,000	SUPPLIES	4,000			4,000	0
Sub Total	104,009	0	0	104,009	Sub Total	84,282	0	0	84,282	(19,727)
4120: Heat					4120: Heat					
HEATING FUEL	33,000			33,000	HEATING FUEL	39,665	10,000		49,665	16,665
Sub Total	33,000	0	0	33,000	Sub Total	39,665	10,000	0	49,665	16,665
4130: Utility Services					4130: Utility Services					
ELECTRICITY	14,000			14,000	ELECTRICITY	16,253	2,500		18,753	4,753
Sub Total	14,000	0	0	14,000	Sub Total	16,253	2,500	0	18,753	4,753
4220: Maintenance					4220: Maintenance					
BLDG. MAINT.	15,000			15,000	BLDG. MAINT.	10,000	10,000		20,000	5,000
Sub Total	15,000	0	0	15,000	Sub Total	10,000	10,000	0	20,000	5,000
4450: Tech. Maint.					4450: Tech. Maint.					
TECH. MAINT.	10,000			10,000	TECH. MAINT.	10,000			10,000	0
Sub Total	10,000	0	0	10,000	Sub Total	10,000	0	0	10,000	0
4000: SUBTOTAL	176,009	0	0	176,009	4000: SUBTOTAL	160,200	22,500	0	182,700	6,691
TOTAL	2,558,142	19,000	126,919	2,704,061	TOTAL	2,753,086	22,500	64,938	2,840,524	136,463

Gr. K Grant		45,008	45,008	Gr. K Grant		0	0
Gr. T1			0	Gr. T1			0
Gr. SPED		56,745	56,745	Gr. SPED		41,976	41,976
Gr. METCO		25,166	25,166	Gr. METCO			0
Rev. Circ. Break.			0	Rev. Circ. Break.			0
Rev. Preschool			0	Rev. Preschool			0
Rev. Ext. Day			0	Rev. Ext. Day	22,500		22,500
Rev. Gelfand	19,000		19,000	Rev. Gelfand		22,962	22,962
Rev. CATV			0	Rev. CATV			0
Rev. Stu. Act.			0	Rev. Stu. Act.			0
Rev. Bldg. Rental			0	Rev. Bldg. Rental			0
Rev. Summ.Camp			0	Rev. Summ.Camp			0
	19,000	126,919	145,919		22,500	64,938	87,438
		Salary	2,582,261			Salary	2,692,506
		Expense	121,800			Expense	148,018
			2,704,061				2,840,524

Swampscott School Department

FY2017 Budget

Middle School

FY16 MS Approved	Town	Revol.	Grants	FY 16	MS - FY17	Town	Revol.	Grants	FY 17	Change
2210: Principal					2210: Principal					
PROF SALARIES	219,267			219,267	PROF SALARIES	217,138			217,138	(2,129)
NON-PROF. SAL.	106,035			106,035	NON-PROF. SAL.	105,536			105,536	(499)
SUPPLIES	16,538			16,538	SUPPLIES	16,538			16,538	0
Sub Total	341,840	0	0	341,840	Sub Total	339,212	0	0	339,212	(2,628)
2220: School Curr					2220: School Curr					
DEPT HEAD STIP.	29,723			29,723	DEPT CURRIC. STIP.	29,795			29,795	72
Sub Total	29,723	0	0	29,723	Sub Total	29,795	0	0	29,795	72
2305: Teaching Services:					2305: Teaching Services:					
REG. ED. SALARIES	2,710,466	55,000	50,334	2,815,800	REG. ED. SALARIES	2,805,214		46,815	2,852,029	36,229
COMPUTER ED SPEC.	70,207			70,207	COMPUTER ED SPEC.	0			0	(70,207)
P.E. SALARIES	263,113			263,113	P.E. SALARIES	0			0	(263,113)
SPEC. SALARIES	180,930			180,930	SPEC. SALARIES	515,643		55,034	570,677	389,747
Sub Total	3,224,715	55,000	50,334	3,330,049	Sub Total	3,320,857	0	101,849	3,422,706	92,657
2310: Teach. Svs. Spec.					2310: Teach. Svs. Spec.					
SPEC. EDUC. SAL.	1,276,036	21,700		1,297,736	SPEC. EDUC. SAL.	941,470			941,470	(356,266)
READING SPEC SALARIES	133,179			133,179	READING SPEC SALARIES	127,431			127,431	(5,748)
ELL SALARIES	80,853			80,853	ELL SALARIES	16,172			16,172	(64,681)
Sub Total	1,490,069	21,700	0	1,511,769	Sub Total	1,085,073	0	0	1,085,073	(426,696)
2315: Teaching Services:					2315: Teaching Services:					
TEAM LEADERS	27,954			27,954	GR. TEAM LEADERS	31,220			31,220	3,266
Sub Total	27,954	0	0	27,954	Sub Total	31,220	0	0	31,220	3,266
2320: Medical/Therap.					2320: Medical/Therap.					
OT/PT/Sp./Vision					OT/PT/Sp./Vision	61,540			61,540	61,540
Sub Total	0	0	0	0	Sub Total	61,540	0	0	61,540	61,540
2325: Substitutes					2325: Substitutes					
SUB. SALARIES	115,000			115,000	SUB. SALARIES	30,000			30,000	(85,000)
Sub Total	115,000	0	0	115,000	Sub Total	30,000	0	0	30,000	(85,000)
2330: Assistants					2330: Assistants					
SPEC. EDUC.	533,820		160,528	694,348	ESP - Reg. Ed	0			0	0
					ESP - Spec. Ed	57,539		114,552	172,091	(522,257)
					Tutors - Spec. Ed/ABA	51,766			51,766	51,766
					Tutors - Other	0			0	0
Sub Total	533,820	0	160,528	694,348	Sub Total	109,305	0	114,552	223,857	(470,491)
2340: Library/Media					2340: Library/Media					
PROF SALARIES	65,000			65,000	PROF SALARIES	79,290			79,290	14,290
BOOKS	3,000			3,000	BOOKS	3,000			3,000	0
Sub Total	68,000	0	0	68,000	Sub Total	82,290	0	0	82,290	14,290
2410: Texts/Software					2410: Texts/Software					
TEXTS	2,500			2,500	TEXTS	2,500			2,500	0
Sub Total	2,500	0	0	2,500	Sub Total	2,500	0	0	2,500	0
2415: Oth. Instr. Mat.					2415: Oth. Instr. Mat.					
PRAC. ARTS	3,600			3,600	PRAC. ARTS	2,000			2,000	(1,600)
FINE ARTS	3,680			3,680	FINE ARTS	2,000			2,000	(1,680)
P.E.	900			900	P.E.	0			0	(900)
Sub Total	8,180	0	0	8,180	Sub Total	4,000	0	0	4,000	(4,180)
2420: Instruct. Equip.					2420: Instruct. Equip.					
EQUIP. REPLACEMENT	2,000			2,000	EQUIP. REPLACEMENT	2,000			2,000	0
Sub Total	2,000	0	0	2,000	Sub Total	2,000	0	0	2,000	0

Swampscott School Department

FY2017 Budget

Middle School

FY16 MS Approved	Town	Revol.	Grants	FY 16	MS - FY17	Town	Revol.	Grants	FY 17	Change
2430: General Supplies					2430: General Supplies					
REG. ED.	29,710			29,710	REG. ED.	33,890			33,890	4,180
SPED ED.	4,000			4,000	SPED ED.	4,000			4,000	0
Sub Total	33,710	0	0	33,710	Sub Total	37,890	0	0	37,890	4,180
2451: Instruct. Tech.					2451: Instruct. Tech.					
SUPPLIES	1,000			1,000	SUPPLIES	1,000			1,000	0
Sub Total	1,000	0	0	1,000	Sub Total	1,000	0	0	1,000	0
2710: Guidance					2710: Guidance					
PROF SALARIES	160,830			160,830	PROF SALARIES	174,405			174,405	13,575
NON-PROF. SAL.	40,400			40,400	NON-PROF. SAL.	41,616			41,616	1,216
Sub Total	201,230	0	0	201,230	Sub Total	216,021	0	0	216,021	14,791
2720: TEST & ASSESS.					2720: TEST & ASSESS.					
SUPPLIES	3,000			3,000	SUPPLIES	3,000			3,000	0
Sub Total	3,000	0	0	3,000	Sub Total	3,000	0	0	3,000	0
2800: Psych. Services					2800: Psych. Services					
PROF SALARIES	77,400			77,400	PROF SALARIES	138,550			138,550	61,150
Sub Total	77,400	0	0	77,400	Sub Total	138,550	0	0	138,550	61,150
2000: SUBTOTAL	6,160,140	76,700	210,862	6,447,702	2000: SUBTOTAL	5,494,253	0	216,401	5,710,654	(737,048)
3200: Health Services					3200: Health Services					
PROF SALARIES	59,864			59,864	PROF SALARIES	60,167			60,167	303
SUPPLIES	750			750	SUPPLIES	750			750	0
Sub Total	60,614	0	0	60,614	Sub Total	60,917	0	0	60,917	303
3510: Athletic Services					3510: Athletic Services					
COACHES SALARIES	0			0	COACHES SALARIES	12,000			12,000	12,000
EXPENSES	0			0	EXPENSES	0			0	0
Sub Total	0	0	0	0	Sub Total	12,000	0	0	12,000	12,000
3520: Student Activities					3520: Student Activities					
STIPENDS	12,267			12,267	STIPENDS	15,146			15,146	2,879
Sub Total	12,267	0	0	12,267	Sub Total	15,146	0	0	15,146	2,879
3600: School Security					3600: School Security					
SECURITY MONITOR	25,490			25,490	SECURITY MONITOR	18,004			18,004	(7,486)
Sub Total	25,490	0	0	25,490	Sub Total	18,004	0	0	18,004	(7,486)
3000: SUBTOTAL	98,370	0	0	98,370	3000: SUBTOTAL	106,067	0	0	106,067	7,697
4110: Cust. Services					4110: Cust. Services					
CUST. SALARIES	221,500	50,000		271,500	CUST. SALARIES	233,352			233,352	(38,148)
CUST. OT/SUBS	30,000			30,000	CUST. OT/SUBS	15,000			15,000	(15,000)
SUPPLIES	10,000	10,000		20,000	SUPPLIES	35,000			35,000	15,000
Sub Total	261,500	60,000	0	321,500	Sub Total	283,352	0	0	283,352	(38,148)
4120: Heat					4120: Heat					
HEATING FUEL	80,000			80,000	HEATING FUEL	74,380	20,000		94,380	14,380
Sub Total	80,000	0	0	80,000	Sub Total	74,380	20,000	0	94,380	14,380
4130: Utility Services					4130: Utility Services					
ELECTRICITY	86,000			86,000	ELECTRICITY	97,695	2,500		100,195	14,195
Sub Total	86,000	0	0	86,000	Sub Total	97,695	2,500	0	100,195	14,195
4220: Maintenance					4220: Maintenance					
BLDG. MAINT.	25,000	45,000		70,000	BLDG. MAINT.	42,000	10,000		52,000	(18,000)
Sub Total	25,000	45,000	0	70,000	Sub Total	42,000	10,000	0	52,000	(18,000)
4450: Tech. Maint.					4450: Tech. Maint.					
TECH. MAINT.	10,000			10,000	TECH. MAINT.	10,000			10,000	0
Sub Total	10,000	0	0	10,000	Sub Total	10,000	0	0	10,000	0
4000: SUBTOTAL	462,500	105,000	0	567,500	4000: SUBTOTAL	507,427	32,500	0	539,927	(27,573)
TOTAL	6,721,010	181,700	210,862	7,113,572	TOTAL	6,107,747	32,500	216,401	6,356,648	(756,924)

Swampscott School Department

FY2017 Budget

Middle School

Gr.	K Grant			0	Gr.	K Grant			0
Gr.	T1			0	Gr.	T1			0
Gr.	SPED		160,528	160,528	Gr.	SPED		114,552	114,552
Gr.	METCO		50,334	50,334	Gr.	METCO		46,815	46,815
Rev.	Circ. Break.			0	Rev.	Circ. Break.			0
Rev.	Preschool	66,700		66,700	Rev.	Preschool			0
Rev.	Ext. Day	60,000		60,000	Rev.	Ext. Day	32,500		32,500
Rev.	Gelfand	55,000		55,000	Rev.	Gelfand		55,034	55,034
Rev.	CATV			0	Rev.	CATV			0
Rev.	Stu. Act.			0	Rev.	Stu. Act.			0
Rev.	Bldg. Rental			0	Rev.	Bldg. Rental			0
Rev.	Summ. Camp			0	Rev.	Summ. Camp			0
		181,700	210,862	392,562			32,500	216,401	248,901
			Salary	6,776,894			Salary	5,994,395	
			Expense	336,678			Expense	362,253	
				7,113,572					6,356,648

Swampscott School Department

FY2017 Budget

High School

FY16 HS Approved	Town	Revolv.	Grants	FY 16	HS - FY17	Town	Revolv.	Grants	FY 17
2210: Principal					2210: Principal				
PROF SALARIES	329,610			329,610	PROF SALARIES	224,394			224,394
NON-PROF. SAL.	163,423			163,423	NON-PROF. SAL.	169,680			169,680
SUPPLIES	18,000			18,000	SUPPLIES	18,000			18,000
Sub Total	511,034	0	0	511,034	Sub Total	412,074	0	0	412,074
2220: Curr Ldrs/Dept Heads					2220: Curr Ldrs/Dept Heads				
DEPT HEAD STIP.	74,414			74,414	DEPT HEAD STIP.	76,750			76,750
Sub Total	74,414	0	0	74,414	Sub Total	76,750	0	0	76,750
2305: Professional					2305: Professional				
REG. ED. SALARIES	3,151,432	139,993		3,291,425	REG. ED. SALARIES	3,247,822		236,813	3,484,635
P.E. SALARIES	249,657			249,657	P.E. SALARIES	0			0
SPEC. SALARIES	314,925			314,925	SPEC. SALARIES	641,370		56,472	697,842
COMPUTER SPEC.	77,178			77,178	COMPUTER SPEC.	0			0
METCO DIR/STAFF	0		117,766	117,766	METCO DIR/STAFF	0			0
Sub Total	3,793,192	139,993	117,766	4,050,951	Sub Total	3,889,192	0	293,285	4,182,477
2310: Teach. Svs. Spec.					2310: Teach. Svs. Spec.				
SPEC. EDUC. SAL.	601,552			601,552	SPEC. EDUC. SAL.	673,389			673,389
ELL SALARIES	41,117			41,117	ELL SALARIES	56,997			56,997
Sub Total	642,669	0	0	642,669	Sub Total	730,386	0	0	730,386
2325: Substitutes					2325: Substitutes				
SUB. SALARIES	80,000			80,000	SUB. SALARIES	46,000			46,000
Sub Total	80,000	0	0	80,000	Sub Total	46,000	0	0	46,000
2330: Assistants					2330: Assistants				
SPEC. EDUC. SAL.	144,648		124,470	269,118	ESP - Reg. Ed	0			0
	0			0	ESP - Spec. Ed	40,564		205,363	245,927
	0			0	Tutors - Spec. Ed/ABA	0			0
					Tutors - Other	0			0
Sub Total	144,648	0	124,470	269,118	Sub Total	40,564	0	205,363	245,927
2340: Library/Media					2340: Library/Media				
PROF SALARIES	66,481			66,481	PROF SALARIES	72,400			72,400
BOOKS	3,000			3,000	BOOKS	3,000			3,000
Sub Total	69,481	0	0	69,481	Sub Total	75,400	0	0	75,400
2400: Instructional					2400: Instructional				
2410: Texts/Software					2410: Texts/Software				
TEXTS	2,500			2,500	TEXTS	2,500			2,500
Sub Total	2,500	0	0	2,500	Sub Total	2,500	0	0	2,500
2415: Oth. Instr. Mat.					2415: Oth. Instr. Mat.				
PRAC. ARTS	4,500			4,500	PRAC. ARTS	4,500			4,500
FINE ARTS	5,000			5,000	FINE ARTS	5,000			5,000
P.E.	900			900	P.E.	1,900			1,900
Sub Total	10,400	0	0	10,400	Sub Total	11,400	0	0	11,400
2420: Instruct. Equip.					2420: Instruct. Equip.				
EQUIPMENT REPLACEMENT	2,000			2,000	EQUIPMENT	1,000			1,000
Sub Total	2,000	0	0	2,000	Sub Total	1,000	0	0	1,000
2430: General Supplies					2430: General Supplies				
REG. ED.	32,500			32,500	REG. ED.	20,500			20,500
SPED ED.	5,000			5,000	SPED ED.	3,000			3,000
VHS & NSCC	0			0	VHS & NSCC	14,000			14,000
Sub Total	37,500	0	0	37,500	Sub Total	37,500	0	0	37,500

Swampscott School Department

FY2017 Budget

Middle School

FY16 HS Approved	Town	Revol.	Grants	FY 16
2451: Instruct. Tech.				
SUPPLIES	1,000			1,000
Sub Total	1,000	0	0	1,000
2710: Guidance				
PROF SALARIES	203,692			203,692
NON-PROF. SAL.	45,864			45,864
Sub Total	249,556	0	0	249,556
2720: TEST & ASSESS.				
SUPPLIES	5,000			5,000
Sub Total	5,000	0	0	5,000
2800: Psych. Services				
PROF SALARIES	153,928			153,928
Sub Total	153,928	0	0	153,928
2000: SUBTOTAL	5,777,323	139,993	242,236	6,159,552
3200: Health Services				
PROF SALARIES	69,985			69,985
SUPPLIES	700			700
Sub Total	70,685	0	0	70,685
3510: Athletic Services				
PROF SALARIES	107,567			107,567
NON-PROF. SAL.	46,221			46,221
COACHES STIPENDS	178,500			178,500
EXPENSES	0			0
EQUIPMENT	0			0
Sub Total	332,288	0	0	332,288
3520: Student Activities				
HS ACTIVITIES	33,010			33,010
STUDENT ADV.	37,779	4,000		41,779
CLASS ADVISORS	7,845			7,845
GRADUATION	8,000			8,000
Sub Total	86,634	4,000	0	90,634
3600: School Security				
SECURITY MONITOR	75,276			75,276
Sub Total	75,276	0	0	75,276
3000: SUBTOTAL	564,884	4,000	0	568,884

HS - FY17	Town	Revol.	Grants	FY 17	Change
2451: Instruct. Tech.					
SUPPLIES	1,000			1,000	0
Sub Total	1,000	0	0	1,000	0
2710: Guidance					
PROF SALARIES	297,732			297,732	94,040
NON-PROF. SAL.	45,950			45,950	86
Sub Total	343,682	0	0	343,682	94,126
2720: TEST & ASSESS.					
SUPPLIES	5,000			5,000	0
Sub Total	5,000	0	0	5,000	0
2800: Psych. Services					
PROF SALARIES	95,159			95,159	(58,769)
Sub Total	95,159	0	0	95,159	(58,769)
2000: SUBTOTAL	5,767,607	0	498,648	6,266,255	106,703
3200: Health Services					
PROF SALARIES	69,177			69,177	(808)
SUPPLIES	700			700	0
Sub Total	69,877	0	0	69,877	(808)
3510: Athletic Services					
PROF SALARIES	0			0	(107,567)
NON-PROF. SAL.	52,843			52,843	6,622
COACHES STIPENDS	210,000			210,000	31,500
EXPENSES	50,000			50,000	
EQUIPMENT	10,000			10,000	10,000
Sub Total	322,843	0	0	322,843	(9,445)
3520: Student Activities					
HS ACT. SAL	17,969			17,969	(15,041)
STU. ADV. SAL.	32,939			32,939	(8,840)
CLASS ADV. SAL.	7,866			7,866	21
GRADUATION	8,000			8,000	0
Sub Total	66,774	0	0	66,774	(23,860)
3600: School Security					
SECURITY MONITORS	61,743			61,743	(13,533)
Sub Total	61,743	0	0	61,743	(13,533)
3000: SUBTOTAL	521,237	0	0	521,237	(47,647)

Swampscott School Department

FY2017 Budget

Middle School

FY16 HS Approved	Town	Revol.	Grants	FY 16	HS - FY17	Town	Revol.	Grants	FY 17	Change
4110: Cust. Services					4110: Cust. Services					
CUST. SALARIES	86,170	40,000		126,170	CUST. SALARIES	83,696			83,696	(42,474)
CUST. OVERTIME	0			0	CUST. OVERTIME	15,000	10,000		25,000	25,000
CLEANING SERV.	190,683			190,683	CLEANING SERV.	186,000			186,000	(4,683)
SUPPLIES	31,157			31,157	SUPPLIES	41,000			41,000	9,843
Sub Total	308,010	40,000	0	348,010	Sub Total	325,696	10,000	0	335,696	(12,314)
4120: Heat					4120: Heat					
HEATING FUEL	113,730			113,730	HEATING FUEL	96,800			96,800	(16,930)
Sub Total	113,730	0	0	113,730	Sub Total	96,800	0	0	96,800	(16,930)
4130: Utility Services					4130: Utility Services					
ELECTRICITY	265,000			265,000	ELECTRICITY	235,200			235,200	(29,800)
Sub Total	265,000	0	0	265,000	Sub Total	235,200	0	0	235,200	(29,800)
4220: Maintenance					4220: Maintenance					
BLDG. MAINT.	70,000			70,000	BLDG. MAINT.	80,000	10,000		90,000	20,000
Sub Total	70,000	0	0	70,000	Sub Total	80,000	10,000	0	90,000	20,000
4450: Tech. Maint.					4450: Tech. Maint.					
TECH. MAINT.	10,000			10,000	TECH. MAINT.	10,000			10,000	0
Sub Total	10,000	0	0	10,000	Sub Total	10,000	0	0	10,000	0
4000: SUBTOTAL	766,740	40,000	0	806,740	4000: SUBTOTAL	747,696	20,000	0	767,696	(39,044)
TOTAL	7,108,946	183,993	242,236	7,535,175	TOTAL	7,036,540	20,000	498,648	7,555,188	20,013
Gr. K Grant				0	Gr. K Grant				0	
Gr. T1				0	Gr. T1				0	
Gr. SPED			124,470	124,470	Gr. SPED			205,363	205,363	
Gr. METCO			117,766	117,766	Gr. METCO			92,959	92,959	
Rev. Circ. Break.				0	Rev. Circ. Break.				0	
Rev. Preschool				0	Rev. Preschool				0	
Rev. Ext. Day				0	Rev. Ext. Day				0	
Rev. Gelfand		55,000		55,000	Rev. Gelfand			56,472	56,472	
Rev. CATV		84,993		84,993	Rev. CATV			143,854	143,854	
Rev. Stu. Act.		4,000		4,000	Rev. Stu. Act.				0	
Rev. Bldg. Rent		40,000		40,000	Rev. Bldg. Rent	20,000			20,000	
Rev. Summ.Camp				0	Rev. Summ.Camp				0	
		183,993	242,236	426,229			20,000	498,648	518,648	
			Salary	6,965,188				Salary	7,002,088	
			Expense	569,987				Expense	553,100	
				7,535,175					7,555,188	

APPENDICIES

Statistics

Demographic Profile of Swampscott

Age Distribution (2010 US Census)

	Persons	%
Under 10	1,613	11.7
10-19	1,792	13.0
20-29	979	7.1
30-39	1,406	10.2
40-49	2,275	16.5
50-59	2,302	16.7
60-69	1,614	11.7
Over 69	<u>1,806</u>	<u>13.1</u>
	13,787	100%

Race & Ethnicity (2010 US Census)

	Persons	%
White	12,822	93
Black	152	1.1
Am. Indian, Eskimo or Aleut	13	0.1
Asian or Pacific Islander	262	1.9
Other	<u>538</u>	<u>3.9</u>
TOTAL	13,787	100%

Housing Characteristics

Housing Units (2010 US Census)

	Units	%
Total Units	5,888	
Total Occupied	5,523	93.8
Vacant	365	6.2

At A Glance Report for Swampscott

Socioeconomic	
County	ESSEX
School Structure	K-12
Form of Government	REPRESENTATIVE TOWN MEETING
2013 Population	13,951
2015 Labor Force	8,165
2015 Unemployment Rate	3.40
2012 DOR Income Per Capita	65,671
2009 Housing Units per Sq Mile	1944.26
2013 Road Miles	46.28
EQV Per Capita (2014 EQV/2013 Population)	170,620
Number of Registered Vehicles (2012)	13,233
2012 Number of Registered Voters	10,257

Bond Ratings	
Moody's Bond Ratings as of December 2015*	Aa2
Standard and Poor's Bond Ratings as of December 2015*	

*Blank indicates the community has not been rated by the bond agency

Fiscal Year 2016 Esimated Cherry Sheet Aid	
Education Aid	3,211,611
General Government	1,280,225
Total Receipts	4,491,836
Total Assessments	580,432
Net State Aid	3,911,404

Fiscal Year 2016 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	2,388,163,338	41,386,871	17.33
Open Space	0	0	0
Commerical	125,027,888	4,009,644	32.07
Industrial	11,336,700	363,568	32.07
Personal Property	36,142,200	1,159,080	32.07
Total	2,560,670,126	46,919,163	

Fiscal Year 2016 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	46,919,163	72.88
State Aid	4,491,836	6.98
Local Receipts	10,571,725	16.42
Other Available	2,399,634	3.73
Total	64,382,358	

Fiscal Year 2016 Proposition 2 1/2 Levy Capacity	
New Growth	700,266
Override	
Debt Exclusion	2,734,202

Levy Limit	47,568,904
Excess Capacity	649,741
Ceiling	64,016,753
Override Capacity	19,182,051

Other Available Funds		
2016 Free Cash	FY2014 Stabilization Fund	FY2016 Overlay Reserve
5,105,677	1,497,029	282,042

Fiscal Year 2016 Average Single Family Tax Bill**	
Number of Single Family Parcels	3,443
Assessed Value of Single Family	522,109
Average Single Family Tax Bill	9,048
State Average Family Tax Bill	
Fiscal Year 2013	4,846
Fiscal Year 2014	5,020
Fiscal Year 2015	5,214

Swampscott issues tax bills on a Quarterly basis

Fiscal Year 2014 Schedule A - Actual Revenues and Expenditures						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	54,121,890	4,458,503	194,028	5,849,547	32,547	64,656,515
Expenditures	53,284,078	5,171,289	2,212,812	5,245,659	40,657	65,954,495
Police	3,609,369	0	0	0	0	3,609,369
Fire	3,171,443	0	0	0	0	3,171,443
Education	25,591,358	3,716,373	488,947	0	0	29,796,678
Public Works	1,192,583	412,099	24,343	5,245,659	0	6,874,684
Debt Service	5,297,674					5,297,674
Health Ins	4,375,558				0	4,375,558
Pension	4,107,665				0	4,107,665
All Other	5,938,428	1,042,817	1,699,522	0	40,657	8,721,424

Total Revenues and Expenditures per Capita						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	3,879.4	319.6	13.9	419.3	2.3	4,634.5
Expenditures	3,819.4	370.7	158.6	376.0	2.9	4,727.6

Laborforce, Employment and Unemployment in Swampscott

Year	Laborforce	Employment	Unemployment	Unemployment Rate	Statewide Rate
1984	7,790	7,522	268	3.4%	4.8%
1985	7,809	7,585	224	2.9%	3.9%
1986	7,896	7,686	210	2.7%	3.8%
1987	8,023	7,841	182	2.3%	3.2%
1988	7,881	7,697	184	2.3%	3.3%
1989	8,066	7,851	215	2.7%	4.0%
1990	7,280	6,971	309	4.2%	6.0%
1991	7,153	6,642	511	7.1%	9.1%
1992	7,137	6,632	505	7.1%	8.6%
1993	7,081	6,728	353	5.0%	6.9%
1994	7,177	6,835	342	4.8%	6.0%
1995	7,072	6,784	288	4.1%	5.4%
1996	7,116	6,888	228	3.2%	4.3%
1997	7,336	7,112	224	3.1%	4.0%
1998	7,425	7,245	180	2.4%	3.3%
1999	7,381	7,196	185	2.5%	3.2%
2000	7,297	7,151	146	2.0%	2.6%
2001	7,386	7,174	212	2.9%	3.7%
2002	7,775	7,447	328	4.2%	5.3%
2003	7,612	7,250	362	4.8%	5.8%
2004	7,526	7,269	257	3.4%	5.1%
2005	7,653	7,389	264	3.4%	5.0%
2006	7,813	7,524	289	3.7%	4.9%
2007	7,742	7,506	236	3.0%	4.1%
2008	7,679	7,261	418	5.4%	6.9%
2009	7,606	7,001	605	8.0%	9.4%
2010	7,597	7,059	538	7.1%	7.9%
2011	7,554	7,137	417	5.5%	6.9%
2012	7,625	7,221	404	5.3%	6.7%
2013	7,571	7,174	397	5.2%	7.0%
2014	7,760	7,478	282	3.6%	4.8%
2015	8,100	7,809	291	3.6%	4.9%

**Public Services
Annualized Statistics
2015**

Trash and Recycling

Number of miles of curbmile swept per week.	5
Tons of curbside trash picked up.	3,937
Tons of curbside recycled material picked up.	1,292
Tons of leaves and yard waste picked up.	330

Roadways & Sidewalks

Miles of roadway.	50
Miles of double yellow center line painted.	5
Miles of double yellow center line in thermo plastic	0
Crosswalks painted.	175
Crosswalks installed in thermoplastic	0
Tons of sand used.	50
Tons of salt used.	350
Traffic and parking signs replaced	50
Number of street lights.	1457
Number of traffic signals.	23
Number of fire boxes maintained.	120

Parks and Open Space

Acres of parkland.	41.6
Parks and playgrounds maintained.	9

Water, Sewer and Drain

Water and sewer accounts billed.	5488
Miles of water main.	57
Miles of sewer main.	49
Number of hydrants.	473
Number of catch basins.	817
Meters replaced/repared	40
Feet of sanitary sewer cleaned.	5000
Feet of storm sewer cleaned.	2000
Catch basins cleaned.	350
Main water breaks repaired.	11
Main water gate valves replaced/installed	15
Millions of gallons of water purchased per day.	1.5
Millions of gallons of sewer flow per day.	2.4

Town Buildings Year Acquired/Constructed

Town Hall	1944
Public Library (Additions 1956, 1997)	1916
Senior Citizen Center	1920
Police Station (Addition 1993)	1937
Highway Garage	1965
Fish House	1896
Fire Station	1960
Town Hall Annex (Conversion 1991)	1973
Cemetery Chapel	1923
Cemetery Garage (Addition 1963)	1927
Phillips Park Field House	1948
VFW	1972
26-28 New Ocean Street	1965
Phillips Beach Station	1904
Former Temple Israel	2006

2015 Fire Department Incidents by Type

Incident Type	Total Incidents:
100 Fire, other	4
111 Building fire	8
113 Cooking fire, confined to container	10
116 Fuel burner/boiler malfunction, fire confined	1
131 Passenger vehicle fire	2
138 Off-road vehicle or heavy equipment fire	1
140 Natural vegetation fire, other	3
151 Outside rubbish, trash or waste fire	1
160 Special outside fire, other	2
210 Overpressure rupture from steam, other	1
251 Excessive heat, scorch burns with no ignition	3
300 Rescue, emergency medical call (EMS) call, other	48
311 Medical assist, assist EMS crew	444
320 Emergency medical service incident, other	24
321 EMS call, excluding vehicle accident with injury	378
322 Vehicle accident with injuries	38
323 Motor vehicle/pedestrian accident (MV Ped)	10
324 Motor vehicle accident with no injuries	81
331 Lock-in (if lock out , use 511)	1
353 Removal of victim(s) from stalled elevator	4
362 Ice rescue	1
365 Watercraft rescue	1
381 Rescue or EMS standby	1
400 Hazardous condition, other	9
410 Flammable gas or liquid condition, other	5
411 Gasoline or other flammable liquid spill	4
412 Gas leak (natural gas or LPG)	34
413 Oil or other combustible liquid spill	10
424 Carbon monoxide incident	11
440 Electrical wiring/equipment problem, other	9
441 Heat from short circuit (wiring), defective/worn	3
442 Overheated motor	5
444 Power line down	12
445 Arcing, shorted electrical equipment	13
451 Biological Hazardous, confirmed or suspected	1
463 Vehicle accident, general cleanup	20
480 Attempted burning, illegal action, other	2
481 Attempt to burn	1
500 Service Call, other	9
510 Person in distress, other	49
511 Lock-out	54
520 Water problem, other	15
522 Water or steam leak	16
531 Smoke or odor removal	21

540	Animal problem, other	1
542	Animal rescue	2
550	Public service assistance, other	13
551	Assist police or other governmental agency	12
552	Police matter	2
553	Public service	12
554	Assist invalid	64
555	Defective elevator, no occupants	1
561	Unauthorized burning	7
571	Cover assignment, standby, moveup	4
600	Good intent call, other	18
611	Dispatched & canceled en route	82
622	No incident found on arrival at dispatch address	1
650	Steam, other gas mistaken for smoke, other	2
651	Smoke scare, odor of smoke	10
652	Steam, vapor, fog or dust thought to be smoke	3
661	EMS call, party transported by non-fire agency	2
671	Hazmat release investigation w/ no hazmat	1
700	False alarm or false call, other	43
711	Municipal alarm system, malicious false alarm	1
712	Direct tie to FD, malicious/false alarm	1
713	Telephone, malicious false alarm	1
721	Bomb scare - no bomb	1
730	System malfunction, other	19
731	Sprinkler activation due to malfunction	4
733	Smoke detector activation due to malfunction	47
734	Heat detector activation due to malfunction	7
735	Alarm system sounded due to malfunction	29
736	CO detector activation due to malfunction	10
740	Unintentional transmission of alarm, other	13
741	Sprinkler activation, no fire - unintentional	6
743	Smoke detector activation, no fire - unintentional	49
744	Detector activation, no fire - unintentional	61
745	Alarm system sounded, no fire - unintentional	48
746	Carbon monoxide detector activation, no CO	21
800	Severe weather or natural disaster, other	1
813	Wind storm, tornado/hurricane assessment	1
911	Citizen complaint	2
Total Number of Incidents:		1,972
Total Number of Incident Types:		82

2015 Police Department Stats

The Police Department responded to 442 motor vehicle accidents. There were no fatal accidents

Officers made 104 arrests in FY15. There were 591 charges filed. 369 of those were summonsed without an arrest. Many time persons are summonsed to appear in court before a judge or to a hearing with a Clerk Magistrate. Summonsing is most often done for criminal violations, including traffic offences, as an alternative to arrest or when a suspect cannot be immediately located or identified at the scene or as a result of a follow-up investigation.

Some of the arrest and summonsed charges during this period included but were not limited to:

<u>Arrest and Summonsed Charges</u>	<u>A / S</u>	<u>Arrest and Summonsed Charges</u>	<u>A / S</u>
A&B Domestic no 209A	13 / 3	Drug Possess Class A	1 / 2
A&B +60/ Disabled Person	2 / 0	Drug Possess Class B	0 / 1
A&B Indecent	0 / 1	Drug Possess Class E	4 / 0
A&B Ambulance Personnel	1 / 0	Extortion by Threat	0 / 1
A&B Family/Household Member	8 / 5	Fire Alarm False	0 / 2
A&B Police Officer	2 / 0	Firearm Possess in Felony	1 / 0
A&B With Dangerous Weapon	4 / 2	Firearm without FID	1 / 0
A&B	1 / 1	Forgery	1 / 1
Abuse Prevention order violation	3 / 8	Harassment Order Violation	1 / 1
Alcohol Open Container	2 / 0	Identity Fraud	1 / 1
Assault	0 / 1	Larceny from Person	1 / 0
Assault Family/Household Member	2 / 0	Larceny over \$250	2 / 6
Assault W/Dangerous Weapon	1 / 4	Larceny Under \$250	4 / 2
Attempt to Commit Crime	1 / 3	Leave Scene Accident	2 / 5
B&E Daytime for Felony	0 / 1	License (Unlic./susp./revoc.)	20 / 31
B&E Motor Vehicle	1 / 1	Liquor offense Under 21	0 / 17
Bomb Threat	0 / 1	Ordinance Knife Violation	4 / 1
Check Forgery/ Uttering False	0 / 6	OUI Drugs	2 / 2
Credit Card Offense	5 / 2	OUI Liquor	13 / 0
Crime Report False	0 / 1	Receiving Stolen Property	4 / 6
Criminal Harassment	0 / 1	Resisting Arrest	4 / 0
Dangerous Weapon, Carry School	1 / 1	Shoplifting	9 / 16
Dangerous Weapon Carry	1 / 1	Strangulation	1 / 2
Destruction of Property	2 / 7	Stalking	0 / 1

Disguise to obstruct	1 / 0
Disorderly Conduct	6 / 0
Disturbing the Peace	3 / 1
Drug Near School Zone	1 / 0
Drug Distribute Class A	0 / 1
Drug Distribute Class B	0 / 1
Drug Distribute Class C	2 / 0

Telephone Calls Annoying	0 / 1
Threat to Commit Crime	6 / 2
Trespass	3 / 1
Unlic. Poss. Ammo	1 / 1
Witness Intimidation	6 / 0

<u>MV Citations</u>	1,971	
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Citation Offences Groups – Does not include all	Total
Red Light and Stop Sign/ Yield offences	1006
Speeding offenses	1107
Driver's License offences, Incl. suspended.	139
Vehicle Registration offences	224
Inspection Sticker Violations	237
Crosswalk Violations	121
Equipment Violations including Lights	252
Operation Violations including passing	474
Seat Belt Violations including Child Seats	39
U Turn on Humphrey Street	47
Unsafe/ Negligent Operation	46
One way Street violations	23
Operating under the influence of liquor or Drugs	15

<u>PARKING TICKETS</u>	2061	Value \$57,845
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Violation	Count	Fine TTL.
Restricted place	756	1890 0
All night parking	407	8060
Wrong direction parking	260	6500
Parking on sidewalk	242	6050
Overtime parking	102	2550
Handicapped Parking	53	5300
Parking in Fire lane	43	1075
Within 10 feet of hydrant	38	950

Other Offense	17	875
Obstructing a driveway	21	525
Within 20 feet of intersection	13	325
Impeding Snow Removal	28	1400
Wheels 12 inches from curb	6	150
Parking on a crosswalk	17	425
Bus Stop	45	4500
Blank Cause	3	60
Impeding Fire Apparatus	8	200

Calls for Service

<u>Incident Type</u>	<u>Totals</u>	<u>Incident Type</u>	<u>Totals</u>
<u>911 HANG</u>	158	<u>MURDER</u>	1
<u>A&B</u>	4	<u>MEDICAL</u>	891
<u>A&B DWEAPON</u>	63	<u>MISS PER</u>	13
<u>ACCDNT < \$1000</u>	83	<u>MV FOUND</u>	1
<u>ALARM</u>	841	<u>MV PARK</u>	612
<u>ALARM : FIRE</u>	64	<u>MV PROB</u>	192
<u>ANIMAL BITE</u>	13	<u>MV STOP</u>	2211
<u>ANIMALS: ALL</u>	294	<u>MV THEFT</u>	9
<u>ARREST</u>	114	<u>MVA ACCIDENT</u>	234
<u>ASST AGEN</u>	98	<u>MVA HIT&RUN</u>	90
<u>ASSAULT</u>	4	<u>MVA W/INJURY</u>	34
<u>ASST AMB</u>	5	<u>MVCONTRO</u>	9
<u>ASST COP</u>	12	<u>NOISE</u>	174
<u>B&E MV NOW</u>	1	<u>NOTIFY</u>	91
<u>B&E MV PAST</u>	69	<u>ORD VIOL</u>	9
<u>B&E NOW!</u>	12	<u>OTHER CR</u>	10
<u>B&E PAST</u>	30	<u>OTHER D</u>	27
<u>BELL/HORN</u>	72	<u>OTHER MV</u>	25
<u>BOMB THREAT</u>	0	<u>OTHER PR</u>	17
<u>BUILDING</u>			
<u>CHECK</u>	2233	<u>OTHER SERV</u>	275
<u>CARE CALL</u>	12	<u>OVERDOSE</u>	6
<u>CK AREA</u>	1462	<u>PARK&WALK</u>	1709
<u>CHECK PER</u>	63	<u>PANHANDL</u>	813
<u>CON/SCAM</u>	60	<u>PHONE</u>	20
		<u>PINK PAPER</u>	
<u>DISTURB</u>	143	<u>(PSYCH)</u>	2
<u>DOA</u>	1	<u>PRIS TRANS</u>	24
<u>DOMES*1*</u>	48	<u>PRIS SICK</u>	1
<u>DOMES*2*</u>	35	<u>PROWLER</u>	7
<u>DRUGS Offences</u>	13	<u>REC PROP</u>	89
<u>DRUNK</u>	11	<u>ROBBERY</u>	1
<u>ERR OPERATOR</u>	52	<u>SERVE PAPERS</u>	163

<u>ESCORT</u>	31	<u>SEXASSLT</u>	2
<u>FIGHT</u>	7	<u>SHOPLIFT</u>	41
<u>FIRE ALL</u>	56	<u>SUICIDAL PERSON</u>	7
<u>GANG</u>	2	<u>SUSPICIS</u>	428
<u>GUNSHOT</u>	15	<u>THREATS</u>	32
<u>HAZ CONDITION</u>	269	<u>TRAFF ENF POST</u>	418
<u>HAZMAT</u>	5	<u>TRESPASS</u>	12
<u>INVEST</u>	156	<u>UN GUEST</u>	29
<u>JUV PROB</u>	640	<u>UNK PROB</u>	21
<u>Kidnap</u>	1	<u>VANDAL MV</u>	32
<u>LARCENY</u>	123	<u>VANDALS</u>	32
<u>LOCKOUT</u>	274	<u>VIO HARSS ORD</u>	2
<u>LOST ARTICLE</u>	458	<u>WELL BEING CHK</u>	232
<u>MEDCHILD</u>	28	<u>Totals</u>	1510

GLOSSARY OF TERMS

Abatement. A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.

Accounting System. A system of financial record keeping which record, classify and report information on the financial status and operation of an organization.

Activity. A specific line of work carried out by a department, division or cost center which constitute a program.

Adopted Budget. The resulting budget that has been approved by the Town Meeting.

Allocation. The distribution of available monies, personnel, buildings, and equipment among various Town departments, division or cost centers.

Annual Budget. An estimate of expenditures for specific purposes during the fiscal year (July 1-June 30) and the proposed means (estimated revenues) for financing those activities.

Appropriation. An authorization by the Town Meeting to make obligations and payments from the treasury for a specific purpose.

Arbitrage. Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

Assessed Valuation. A valuation set upon real or personal property by the local board of assessors as a basis for levying taxes.

Audit. A study of the Town's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and Town charter.

Balanced Budget. A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns.

Bond Anticipation Notes. Notes issued in anticipation of later issuance of bonds, usually payable from the proceeds of the sale of the bonds or renewal notes.

Budget (Operating). A plan of financial operation embodying an estimate of proposed expenditures for a given time period and the proposed means of financing.

Budget Calendar. The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget Message. A general discussion of the submitted budget presented in writing by the Town Administrator as part of the budget document.

Capital Budget. A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

Capital Program. A plan for capital expenditure to be incurred each year over a fixed period of years to meet capital needs arising from the long term work program. It sets forth each project and specifies the full resources estimated to be available to finance the projected expenditures.

Charges for Service. (Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Cherry Sheet. A form showing all state and county charges and reimbursements to the Town as certified by the state director of accounts. Years ago this document was printed on cherry colored paper, hence the name.

Cost Center. The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt Limits. The general debt limit of a Town consists of normal debt limit, which is 2 ½ percent of the valuation of taxable property and a double debt limit which is 5 % of that valuation. Cities and towns may authorize debt up to the normal limit without state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

Debt Service. Payment of interest and repayment of principal to holders of a government's debt instruments.

Deficit or Budget Deficit. The excess of budget expenditures over receipts. The Town charter requires a balance budget.

Department. A principal, functional and administrative entity created by statute and the Town Manager to carry out specified public services.

Encumbrance. Obligations in the form of purchase orders and contracts which are chargeable to an appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.

Enterprise Fund. A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

Expenditures. The amount of money, cash or checks, actually paid or obligated for payment from the treasury.

Financing Plan. The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

Fiscal Year. The twelve month financial period used by all Massachusetts municipalities which begins July 1, and ends June 30, of the following calendar year. The year is represented by the date on which it ends. Example: July 1, 2009 to June 30, 2010 would be FY 10.

Full and Fair Market Valuation. The requirement, by State Law, that all real and personal property be assessed at 100% of market value for taxation purposes. "Proposition 2 ½" laws set the Town's tax levy limit at 2 ½ % of the full market (assessed) value of all taxable property.

Fund. A set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.

Fund Balance. The amount remaining when balance sheet stated amount of liabilities including reservations are subtracted from the balance sheet stated amount of assets.

General Fund. The major municipality owned fund which is created with Town receipts and which is charged with expenditures payable from such revenues.

Grant. A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

Interfund Transactions. Payments from one administrative budget fund to another or from one trust fund to another, which result in the recording of a receipt and an expenditure.

Intrafund Transactions. Financial transactions between activities within the same fund. An example would be a budget transfer.

License and Permit Fees. The charges related to regulatory activities and privileges granted by government in connection with regulations.

Line-item Budget. A format of budgeting which organizes costs by type of expenditure such as supplies, equipment, maintenance or salaries.

M.G.L. Massachusetts General Laws

Non-Tax Revenue. All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for service, fines and forfeits and various other miscellaneous revenue.

Operating Budget. See budget (operating)

Overlay. The amount raised by the assessors in excess of appropriation and other charges for the purpose of creating a fund to cover abatements and exemptions.

PERAC. Public Employee Retirement Administration Commission

Performance Indicator. Variables measuring the degree of goal and objective fulfillment achieved by programs.

Performance Standard. A statement of the conditions that will exist when a job is well done.

Planning. The management function of preparing a set of decisions for action in the future.

Policy. A definite course of action adopted after a review of information and directed at the realization of goals.

Priority. A value that ranks goals and objectives in order of importance relative to one another.

Procedure. A method used in carrying out a policy or plan of action.

Program. Collections of work related activities initiated to accomplish a desired end.

Program Budget. A budget format which organizes expenditures and revenues around the type of activity or service provided and specifies the extent or scope of service to be provided, stated whenever possible in precise units of measure.

Proposition 2 ½. A law which became effective on December 4, 1980. The two main components of the tax law relating to property taxes are: 1) the tax levy cannot exceed 2 ½ % of the full and fair cash value, and 2) for cities and towns at or below the above limit, the tax levy cannot exceed the maximum tax levy allowed for the prior by more than 2 ½ % (except in cases of property added to the tax rolls and for valuation increases of at least 50% other than as part of a general revaluation).

Purchase Order. A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances.

Rating Agencies. This term usually refers to Moody's Investors Service and Standard and Poor's Corporation. These services are the two major agencies which issue credit ratings on municipal bonds.

Registered Bonds. Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

Reserves. An account used to indicate that portion of fund equity which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Reserve for Contingencies. A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Revenue. Additions to the Town's financial assets (such as taxes and grants) which do not in themselves increase the Town's liabilities or cancel out a previous expenditure. Revenue may also be created by canceling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.

Revolving Fund. A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the Town Council.

Service Level. The extent or scope of the Town's service to be provided in a given budget year. Whenever possible, service levels should be stated in precise units of measure.

Submitted Budget. The proposed budget that has been approved by the Town Administrator and forwarded to the Board of Selectmen for their approval. The Selectmen must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

Supplemental Appropriations. Appropriations made by the Finance Committee after an initial appropriation to cover expenditures beyond original estimates.

Tax Anticipation Notes. Notes issued in anticipation of taxes which are retired usually from taxes collected.

Tax Rate. The amount of tax stated in terms of a unit of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a Town or town. The 1978 amendment allowed the legislature to create three classes of taxable property:

1) residential real property, 2) open space land, and 3) all other (commercial, industrial, and personal property). Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial, and personal property must not exceed 150% of the full rate. Property may not be classified until the State Department of Revenue has certified that all property has been assessed at its full value.

Unit Cost. The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

Valuation (100%). Requirement that the assessed valuation must be the same as the market value for all properties.

Warrant. An order drawn by a municipal officer directing the treasurer of the municipality to pay a specified amount to the bearer, either after the current or some future date.

Town of Swampscott
Summary of Revenues and Expenditures
July 1, 2016

	ADOPTED FY16	DEPARTMENT REQUEST FY17	ADMINISTRATOR RECOMMENDED FY17
I. REVENUES			
TAX LEVY	44,134,436	45,955,570	45,955,570
DEBT EXCLUSION	2,734,202	2,663,334	2,663,334
NEW GROWTH	<u>700,266</u>	<u>365,000</u>	<u>365,000</u>
SUBTOTAL	47,568,904	48,983,904	48,983,904
LOCAL RECEIPTS	3,346,500	2,700,000	2,700,000
NAHANT TUITION	1,266,770	1,380,965	1,380,965
EST CHERRY SHEET	4,491,836	4,626,095	4,626,095
INTERGOVERNMENTAL	<u>820,000</u>	<u>820,000</u>	<u>820,000</u>
SUBTOTAL	9,925,106	9,527,060	9,527,060
TOTAL REVENUE	57,494,010	58,510,964	58,510,964
II. EXPENSES			
TOWN BUDGETS	12,714,767	13,528,177	13,367,517
SCHOOL BUDGET	26,156,000	27,500,000	27,522,500
VOCATIONAL SCHOOL	600,000	600,000	452,220
SHARED EXPENSES			
HEALTH INSURANCE	5,000,000	5,250,000	5,250,000
RETIREMENT	4,454,312	4,690,025	4,690,025
MEDICARE	450,000	460,000	460,000
PROPERTY & CASUALTY INSURANCE	650,000	625,000	625,000
WORKER'S COMPENSATION	435,000	440,000	440,000
UNCOMPENSATED BALANCES	125,000	150,000	150,000
RESERVE FUND	175,000	200,000	200,000
DEBT	4,508,217	4,226,939	4,226,939
TOWN AUDIT	57,500	65,000	65,000
CAPITAL STABILIZATION(Non Operational)	100,000	250,000	250,000
STABILIZATION (Non Operational)	250,000	1,450,000	1,450,000
OPEB TRUST FUND(Non Operational)	250,000	250,000	250,000
OVERLAY PROVISIONS	282,043	275,000	275,000
ASSESSMENTS/OFFSETS	601,431	714,488	714,488
STM NOVEMBER 2015	335,000	-	-
TOTAL EXPENSES	57,144,270	60,674,629	60,388,689
BALANCE AVAILABLE	349,740	(2,163,665)	(1,877,725)
ONE TIME REVENUES			
FREE CASH	300,000	1,900,000	1,900,000
EXCESS/(DEFICIT)	649,740	(263,665)	22,275
ENTERPRISE FUNDS			
WATER RECEIPTS	3,602,200	3,622,272	3,629,277
SEWER RECEIPTS	2,356,255	2,314,402	2,321,421
SEWER EXPENSES	2,356,255	2,314,402	2,321,421
WATER EXPENSES	3,602,200	3,622,272	3,629,277
TOTAL BUDGET	63,102,725	66,611,303	66,339,387
	-149-		

DEPARTMENTAL BUDGET

July 1, 2016 through June 30, 2017

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>GENERAL GOVERNMENT</u>		
			<u>MODERATOR</u>		
\$ 200	\$ 200		Expenses	\$ 200	\$ 200
\$ 200	\$ 200		Total Moderator Budget	\$ 200	\$ 200
			<u>FINANCE COMMITTEE</u>		
2,421	2,493	1	Secretary	2,518	2,518
650	650	2	Expenses	650	650
\$ 3,071	\$ 3,143		Total Finance Committee Budget	\$ 3,168	\$ 3,168
			<u>SELECTMEN'S OFFICE</u>		
-	-		Board Expenses	-	-
8,000	8,500		Office Expenses	9,000	9,000
4,750	5,000		Mass. Municipal Assoc.	5,000	5,000
-	-		Outside Services	-	-
-	-		Contingent	-	-
12,750	13,500	3	Total Expenses	14,000	14,000
\$ 12,750	\$ 13,500		Total Selectmen Budget	\$ 14,000	\$ 14,000
			<u>TOWN ADMINISTRATOR</u>		
135,252	137,957		Town Administrator	143,423	143,423
50,689	59,000		Administrative Assistant	60,736	60,736
5,000	5,000		Other Compensation	7,500	7,500
\$ 190,941	\$ 201,957	4	Total Salaries	\$ 211,659	\$ 211,659
4,500	4,500	5	Expenses	6,500	6,500
\$ 195,441	\$ 206,457		Total Town Administrator Budget	\$ 218,159	\$ 218,159
			<u>LAW DEPARTMENT</u>		
-	-	6	Town Counsel Salary	-	-
115,000	125,000	7	Town Counsel Contract Expense	125,000	125,000
\$ 115,000	\$ 125,000		Total Law Budget	\$ 125,000	\$ 125,000
			<u>PARKING CLERK</u>		
-	-	8	Salary	-	-
6,000	7,000	9	Expenses	7,000	7,000
\$ 6,000	\$ 7,000		Total Parking Clerk Budget	\$ 7,000	\$ 7,000
			<u>WORKERS' COMPENSATION</u>		
165,000	165,000		Expenses (Police & Fire)	175,000	175,000
435,000	435,000		Benefits/Insurance	440,000	440,000
\$ 600,000	\$ 600,000	10	Total Workers' Comp Budget	\$ 615,000	\$ 615,000
			<u>PERSONNEL</u>		
54,534	67,500		Personnel Manager	78,751	69,487
20,000	20,600		Health & Benefits Coordinator	21,206	21,206
1,545	1,545		Other Compensation	1,850	1,850
76,079	89,645	11	Total Salaries	101,807	92,543
1,800	3,000	12	Expenses	3,000	3,000
\$ 77,879	\$ 92,645		Total Personnel Budget	\$ 104,807	\$ 95,543

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>ACCOUNTING DEPARTMENT</u>		
96,484	99,379		Accountant	102,304	102,304
49,644	54,000		Asst. Town Accountant	55,589	55,589
7,500	7,500		Other Compensation	8,500	8,500
153,628	160,879	13	Total Salaries	166,393	166,393
50,000	125,000	14	Uncompensated Balances	150,000	150,000
43,591	30,000	14A	Salary Reserve	50,000	50,000
7,000	7,000		Office Expenses	7,500	7,500
4,000	4,000		Educational Expense	5,000	5,000
9,500	9,500		Outside Services	10,500	10,500
20,500	20,500	15	Total Expenses	23,000	23,000
\$ 267,719	\$ 336,379		Total Accounting Budget	\$ 389,393	\$ 389,393
			<u>TECHNOLOGY DEPARTMENT</u>		
-	85,000	16	Director of IT	82,354	82,354
			Computer Technician (new split w/ school)	22,500	22,500
-	-		Other Compensation	2,100	2,100
-	85,000		Total Salaries	106,954	106,954
150,000	160,000		Outside Services	200,000	200,000
8,500	8,500		Supplies	15,000	15,000
-	1,000		Educational Expense	4,500	4,500
158,500	169,500	17	Total Expense	219,500	219,500
\$ 158,500	\$ 254,500		Total Technology Budget	\$ 326,454	\$ 326,454
			<u>TREASURER/COLLECTOR</u>		
75,000	76,500		Treasurer	78,751	78,751
49,644	54,000		Asst. Treasurer/Collector	55,589	55,589
95,156	96,706		Clerical (2)	100,808	100,808
5,750	5,400		Other Compensation	7,650	7,650
225,550	232,606	18	Total Salaries	242,798	242,798
8,250	10,000		Office Expenses	10,000	10,000
3,000	1,000		Travel/Seminars	1,500	1,500
1,000	3,300		Tax Title	4,500	4,500
65,000	69,000		Postage	65,000	65,000
2,200	1,000		Bank Service Fees	1,000	1,000
79,450	84,300	19	Total Expenses	82,000	82,000
\$ 305,000	\$ 316,906		Total Treasurer/Collector Budget	\$ 324,798	\$ 324,798
			<u>TOWN CLERK</u>		
61,803	66,276		Town Clerk	77,265	68,227
47,578	48,352		Clerical	50,404	50,404
9,630	9,630		Poll Workers	9,726	9,726
800	800		Custodians	808	808
4,625	4,975		Other Compensation	6,925	6,925
\$ 124,436	\$ 130,033	20	Total Salaries	\$ 145,128	\$ 136,090
-	-		Town Postage Account*	-	-
			*Moved to Treassurer/Collector Budget		
-	-		Machine Preparation	-	-
4,000	4,060		Office Expenses	19,141	19,141
2,500	2,538		Town Meeting	2,589	2,589
27,000	28,905		Election Expenses	29,483	29,483
3,761	3,818		Travel/Seminars	3,894	3,894
37,261	39,321	21	Total Expenses	55,107	55,107
\$ 161,697	\$ 169,354		Total Clerk Budget	\$ 200,235	\$ 191,197

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>ASSESSOR'S</u>		
85,000	82,500		Assistant Assessor	84,928	84,928
69,628	72,996		Clerical (1.5)	73,958	73,958
5,050	5,050		Other Compensation	4,175	4,175
\$ 159,678	\$ 160,546	22	Total Salaries	\$ 163,061	\$ 163,061
-	-		Board Expenses	-	-
1,250	1,250		Appellate Tax Board	2,500	2,500
2,250	2,250		Office Expenses	2,250	2,250
750	750		Travel	750	750
2,500	2,500		Education/Professional Development	3,080	3,080
6,750	6,750	23	Total Expenses	8,580	8,580
30,000	10,000	24	Outside Services	10,000	10,000
196,428	177,296		Total Assessor's Budget	181,641	181,641
			<u>ZONING BOARD OF APPEALS</u>		
2,123	2,187	25	Secretary	1,500	1,500
6,180	6,180	26	Expenses	7,500	7,500
\$ 8,303	\$ 8,367		Total ZBA Budget	\$ 9,000	\$ 9,000
			<u>PLANNING</u>		
52,000	61,800		Town Planner	62,418	77,207
			Clerical	36,376	20,864
			Other Compensation		2,500
2,123	2,187		Secretary	1,500	1,500
54,123	63,987	27	Total Salaries	100,294	102,071
1,000	1,000		Expenses	1,350	1,350
750	750		Professional Develop/Memberships	750	750
1,750	1,750	28	Total Expenses	2,100	2,100
1,250	1,250	29	Planning Board Expenses	1,250	1,250
\$ 57,123	\$ 66,987		Total Planning Budget	\$ 103,644	\$ 105,421
			<u>INSURANCE</u>		
4,825,000	5,000,000		Employee Group-Health	5,250,000	5,250,000
650,000	650,000		Property & Casualty Insurance	625,000	625,000
\$ 5,475,000	\$ 5,650,000	30	Total Insurance Budget	\$ 5,875,000	\$ 5,875,000
			<u>PENSIONS</u>		
			<u>CONTRIBUTORY RETIREMENT</u>		
4,205,622	4,419,812	31	Pension Contribution	4,654,490	4,654,490
\$ 4,205,622	\$ 4,419,812		Total Budget	\$ 4,654,490	\$ 4,654,490
			<u>NON-CONTRIBUTORY PENSIONS</u>		
34,500	34,500	32	Pension Contribution	35,535	35,535
\$ 34,500	\$ 34,500		Total Budget	\$ 35,535	\$ 35,535
\$ 4,240,122	\$ 4,454,312		Total Pensions	\$ 4,690,025	\$ 4,690,025
\$ 11,880,233	\$ 12,482,046		TOTAL GENERAL GOVERNMENT	\$ 13,187,524	\$ 13,170,999

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>Public Protection</u>		
			<u>POLICE DEPARTMENT</u>		
114,929	117,228		Chief (1)	121,858	121,858
87,143	88,885		Captain (1)	93,333	93,333
292,916	298,772		Lieutenants (4)	331,727	331,727
392,298	400,140		Sergeants (6)	420,170	420,170
1,086,460	1,109,694		Patrolmen (20)	1,232,707	1,188,799
56,304	57,430		Administrative Assistants (1)	60,304	60,304
7,000	7,000		Matrons	8,000	8,000
561,000	550,000		Vacation/Overtime	586,057	586,057
115,974	119,585		Holidays	123,502	123,502
16,268	22,217		Investigations/ID	24,062	24,062
365,889	355,791		Educational Incentive	374,034	374,034
234,156	236,758		Differential	351,400	249,534
180,000	185,640		Other Compensation	194,886	194,886
20,000	20,000		Injury Leave	20,000	20,000
15,000	15,300		Part-Time Clerical	15,750	15,750
3,545,337	3,584,440	33	Total Salaries	3,957,790	3,812,016
75,000	75,000		Building Expenses	75,000	75,000
29,850	29,850		Office Expenses	32,000	32,000
18,000	18,000		Custodial Services	18,000	18,000
40,000	40,000		Equipment Maintenance	40,000	40,000
9,000	9,000		Mobile Radio	10,000	10,000
10,000	10,000		Police Training	10,000	10,000
29,000	29,875		Uniforms	29,875	29,875
5,000	5,000		NEMLEC Dues	5,000	5,000
-	-			-	-
215,850	216,725	34	Total Expenses	219,875	219,875
140,000	80,000	35	Police Vehicles (2)	80,000	80,000
\$ 3,901,187	\$ 3,881,165		Total Police Budget	\$ 4,257,665	\$ 4,111,891

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>FIRE DEPARTMENT</u>		
109,999	112,199		Chief (1)	122,308	122,308
84,255	85,941		Deputy Chief (1)	89,342	89,342
297,764	303,719		Captains (4)	314,881	314,881
261,821	267,057		Lieutenants (4)	277,418	277,418
1,386,816	1,384,927		Fire Fighters (24)	1,455,361	1,455,361
6,204	6,328		Office Clerk	6,454	6,454
6,204	6,328		Mechanic	6,454	6,454
350,000	360,000		Minimum Manning including O.T. & Vacation	360,000	360,000
118,301	120,667		Holidays	127,657	127,657
10,000	10,000		Injury Leave	10,000	10,000
45,068	45,969		Personal Time	49,163	49,163
61,517	80,000		Shift Differential /Night	85,250	85,250
102,526	104,577		Shift Differential/Weekend	106,562	106,562
20,400	20,400		Clothing Allowance	20,400	20,400
34,300	34,300		Longevity	36,800	36,800
3,102	3,164		EMS Training Coordinator	3,227	3,227
3,102	3,164		Fire Training Supervisor	3,227	3,227
7,978	7,978		Out of Grade Pay	7,978	7,978
22,000	22,000		Sick Leave Buy Backs	22,000	22,000
2,931,357	2,978,718	36	Total Salaries	3,104,482	3,104,482
40,000	40,000		Building Expenses	40,000	40,000
8,250	9,568		Office Expenses	9,568	9,568
500	500		Travel	500	500
40,585	60,430		Maintenance	60,430	60,430
5,000	5,000		Communications	5,000	5,000
3,500	3,500		Fire Prevention	3,500	3,500
2,000	2,000		Fire Hose	2,000	2,000
-	-		Fire Investigations	-	-
99,835	120,998	37	Total Expenses	120,998	120,998
29,600	39,600	38	Protective Clothing	39,600	39,600
78,000	78,000	39	Dispatch/Mutual Aid	78,000	78,000
23,000	29,000	40	Training	29,000	29,000
\$ 3,161,792	\$ 3,246,316		Total Fire Budget	\$ 3,372,080	\$ 3,372,080
Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>HARBORMASTER</u>		
7,674	7,904	41	Salary	7,983	7,983
13,500	13,500	42	Expenses	18,300	13,500
\$ 21,174	\$ 21,404		Total Harbormaster Budget	\$ 26,283	\$ 21,483
			<u>EMERGENCY MANAGEMENT</u>		
1,062	1,094	43	Director	1,105	1,105
2,020	2,020	44	Expenses	2,020	2,020
\$ 3,082	\$ 3,114		Total Emergency Mngmt Budget	\$ 3,125	\$ 3,125
			<u>WEIGHTS & MEASURES</u>		
-	-	45	Inspector		
5,000	5,000		Expenses	5,000	5,000
-	-		Travel	-	-
5,000	5,000	46	Total Expenses	5,000	5,000
\$ 5,000	\$ 5,000		Total Weight's & Measures Budget	\$ 5,000	\$ 5,000

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>CONSTABLE</u>		
\$ 100	\$ 100	47	Salaries	\$ 100	\$ 100
\$ 100	\$ 100		Total Constable Budget	\$ 100	\$ 100
			<u>BUILDING DEPARTMENT</u>		
65,000	66,950		Building Inspector/Commissioner	68,307	68,307
27,068	24,425		Local Inspector	25,391	25,144
23,274	24,972		Plumbing Inspector	24,452	25,222
23,274	23,972		Wire Inspector	24,452	24,212
-	-		Fire Alarm Inspector		
1,000	1,250		Assistant Electric Inspector	1,263	1,263
-	-		Traffic Light Inspector		
1,000	1,250		Assistant Plumbing Inspector	1,263	1,263
47,578	48,316		Clerical	50,404	50,404
2,550	4,600		Other Compensation	3,175	3,175
190,744	195,735	48	Total Salaries	198,707	198,990
5,000	5,000		Expenses	6,000	6,000
500	1,000		Travel/Education	2,000	2,000
-	-		Alarm Maintenance	-	-
5,500	6,000	49	Total Expenses	8,000	8,000
\$ 196,244	\$ 201,735		Total Building Budget	\$ 206,707	\$ 206,990
			<u>CONSERVATION COMMISSION</u>		
-	-	50	Conservation Agent Secretary	500	500
500	500		Expenses	500	500
800	800		Professional Develop/Memberships	800	800
\$ 1,300	\$ 1,300	51	Total Expenses	\$ 1,300	\$ 1,300
\$ 1,300	\$ 1,300		Total Conservation Budget	\$ 1,800	\$ 1,800
\$ 7,289,879	\$ 7,360,134		Total Public Protection	\$ 7,872,760	\$ 7,722,469
Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>Health and Sanitation</u>		
			<u>HEALTH DEPARTMENT</u>		
64,692	70,378		Health Officer	72,449	72,449
17,478	17,478		Health Nurse	18,171	17,992
47,578	48,355		Clerical	49,836	49,836
18,100	18,426		Animal Control Officer's Salary	18,870	18,870
4,605	4,730		Other Compensation	4,466	4,466
152,453	159,367	52	Total Salaries	163,792	163,613
4,315	4,175		Office Expenses	4,260	4,260
-	-		Travel	-	-
4,315	4,175	53	Total Expenses	4,260	4,260
1,830	1,860	54	Inspections and Tests	1,900	1,900
2,230	6,160	55	Tests/State Charges	7,740	7,740
-	-		Animal Control Expenses		
1,030	1,045		ACO Expenses	1,065	1,065
3,555	3,610		Boarding Animals/Pound/Supplies	3,650	3,650
4,585	4,655	56	Subtotal Animal Control Expenses	4,715	4,715
983,000	983,000	57	Rubbish and Recyclables Collections	898,000	898,000
\$ 1,148,413	\$ 1,159,217		Total Health Budget	\$ 1,080,407	\$ 1,080,228
\$ 1,148,413	\$ 1,159,217		TOTAL HEALTH AND SANITATION	\$ 1,080,407	\$ 1,080,228

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			Public Works		
			<u>WAGES - General</u>		
-	-		Standby	-	-
25,000	30,000		Part-Time Labor	30,000	30,000
-	-		Fish House Custodian		
25,500	30,000		Overtime	30,000	30,000
-	-		Clothing Allowance		
5,000	5,000		Police Details	5,000	5,000
-	-		Shift Differential		
-	-		Other Compensation		
<u>292,273</u>	<u>275,236</u>		Personnel	<u>282,486</u>	<u>310,561</u>
\$ 347,773	\$ 340,236	58	Total Salaries - General	\$ 347,486	\$ 375,561
			<u>EXPENSES - General</u>		
55,000	60,000		Operating Expenses & Supplies	60,000	60,000
28,000	28,000		Operating Expense-Electric	28,000	28,000
5,000	7,500		Operating Expense-Fish house	7,500	7,500
3,500	3,500		Communications	3,500	3,500
35,000	40,000		Equipment Maintenance	40,000	40,000
3,500	3,500		Signs	3,500	3,500
41,500	45,000		Administration Building	45,000	45,000
25,000	25,000		Fuel	25,000	25,000
<u>2,250</u>	<u>1,700</u>		Uniforms	<u>1,700</u>	<u>1,700</u>
198,750	214,200	59	Expenses Subtotal	214,200	214,200
200,000	200,000	60	Snow & Ice	200,000	200,000
25,000	25,000	61	Highway Maintenance	25,000	25,000
<u>-</u>	<u>-</u>			<u>-</u>	<u>-</u>
\$ 423,750	\$ 439,200		Total Expenses - General	\$ 439,200	\$ 439,200
\$ 771,523	\$ 779,436		Total Budget - D.P.W. General	\$ 786,686	\$ 814,761

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			WAGES - Sewer		
354,120	364,644		Personnel	372,826	379,845
27,000	27,000		Standby	27,000	27,000
5,000	5,000		Sewer Blocks	5,000	5,000
-	-		Meter Readers		
6,250	5,000		Police Details	5,000	5,000
-	-		Part-Time Labor		
32,150	10,000		Overtime	32,150	32,150
-	-		Other Compensation	-	-
\$ 424,520	\$ 411,644	62	Total Salaries - Sewer	\$ 441,976	\$ 448,995
			EXPENSES - Sewer		
100,000	150,000		Lift Station Operation & Maintenance	150,000	150,000
48,500	48,500		Fuel	48,500	48,500
70,000	60,000		Electric	60,000	60,000
51,250	51,250		Operating Expenses & Supplies	51,250	51,250
15,000	15,000		Equipment Maintenance	15,000	15,000
-	-		Communications		
-	-		Sewer Bills		
2,125	2,125		Uniforms	2,125	2,125
950,000	950,000		Lynn Sewer	850,000	850,000
1,236,875	1,276,875	63	Expenses Subtotal	1,176,875	1,176,875
-	-	64	Sewer System Maintenance	-	-
30,000	30,000	65	SEWER RESERVE FUND	30,000	30,000
410,000	410,000		Indirect Costs	410,000	410,000
17,500	17,500		Administration	17,500	17,500
144,699	118,481		Pension	147,643	147,643
152,235	80,368		Principal	80,687	80,687
15,950	11,387		Interest	9,721	9,721
740,384	637,736	66	Indirect Expenses Subtotal	665,551	665,551
\$ 2,007,259	\$ 1,944,611		Total Expenses - Sewer	\$ 1,872,426	\$ 1,872,426
\$ 2,431,779	\$ 2,356,255		Total Budget - Sewer Enterprise Fund	\$ 2,314,402	\$ 2,321,421
			Funded by Sewer Revenue		

			<u>WAGES - Water</u>		
354,447	361,840		Personnel	370,476	377,481
27,000	27,000		Standby	27,000	27,000
5,000	5,000		Flushing	5,000	5,000
-	-		Meter Readers		
9,500	9,500		Police Details	9,500	9,500
-	-		Part-Time Labor		
25,000	15,000		Overtime	15,000	15,000
-	-		Other Compensation	-	-
\$ 420,947	\$ 418,340	67	Total Salaries - Water	\$ 426,976	\$ 433,981
			<u>EXPENSES - Water</u>		
48,500	48,500		Fuel	48,500	48,500
85,000	85,000		Operating Expenses & Supplies	100,000	100,000
15,000	15,000		Equipment Maintenance	15,000	15,000
-	-		Communications		
2,000	2,000		Water Bills	2,000	2,000
2,000	2,125		Uniforms	2,125	2,125
<u>1,900,000</u>	<u>1,900,000</u>		MWRA	<u>1,925,000</u>	<u>1,925,000</u>
2,052,500	2,052,625	68	Expenses Subtotal	2,092,625	2,092,625
-	-			-	-
25,000	25,000	69	WATER RESERVE FUND	25,000	25,000
410,000	410,000		Indirect Costs	410,000	410,000
146,448	117,120		Pension	145,707	145,707
498,397	574,410		Principal	518,383	518,383
9,726	4,705		Interest	3,581	3,581
<u>1,064,571</u>	<u>1,106,235</u>	70	Indirect Expenses Subtotal	<u>1,077,671</u>	<u>1,077,671</u>
\$ 3,142,071	\$ 3,183,860		Total Expenses - Water	\$ 3,195,296	\$ 3,195,296
\$ 3,563,018	\$ 3,602,200		Total Budget - Water Enterprise Fund	\$ 3,622,272	\$ 3,629,277
			Funded by Water Revenue		
\$ 5,994,797	\$ 5,958,455		TOTAL WATER & SEWER BUDGET	\$ 5,936,674	\$ 5,950,698
				Department	Administrator
Approp.	Approp.	It.		Requested	Recommended
FY'15	FY'16	No.		FY'17	FY'17
			<u>WAGES - Buildings & Grounds</u>		
131,452	143,524		Personnel	147,619	150,249
4,000	8,000		Overtime	11,000	11,000
-	-		Facilities Director	45,865	45,865
-	-		Other Compensation	-	-
\$ 135,452	\$ 151,524	71	Total Salaries - Buildings & Grounds	\$ 204,484	\$ 207,114
			<u>EXPENSES - Buildings & Grounds</u>		
-	-	71A	Facilities Expenses	10,000	10,000
15,000	15,000		Operating Expenses & Supplies	15,000	15,000
2,000	2,000		Equipment Maintenance	2,000	2,000
850	850		Uniforms	850	850
<u>\$ 17,850</u>	<u>\$ 17,850</u>	72	Total Expenses - Buildings & Grounds	<u>\$ 17,850</u>	<u>\$ 17,850</u>
\$ 153,302	\$ 169,374		Total Budget - DPW Buildings & Grounds	\$ 222,334	\$ 224,964
			<u>SPECIAL ACCOUNTS</u>		
4,000	4,000		Shade Trees	4,000	4,000
5,000	5,000		Contract Work - trees	5,000	5,000
100,000	95,000		Contract Work - grass	95,000	95,000
8,000	8,000		Contract Patching	8,000	8,000
5,000	5,000		Landscaping	5,000	5,000
40,000	40,000		Contract Work-sidewalks (includes schools)	50,000	50,000
24,000	24,000		Leaf Disposal	24,000	24,000
-	<u>50,000</u>		Contract Work-Field Maintenance	<u>50,000</u>	<u>50,000</u>
\$ 186,000	\$ 231,000	73	Total Budget - D.P.W. Special Accts.	\$ 241,000	\$ 241,000
\$ 7,105,622	\$ 7,138,265		TOTAL PUBLIC WORKS	\$ 7,186,694	\$ 7,231,423

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>RECREATION</u>		
-	-		Coordinator	-	-
-	-		Director	-	-
20,000	25,000		Other Salaries	25,000	25,000
20,000	25,000	74	Total Salaries	25,000	25,000
-	5,000		Office Expenses	5,000	5,000
-	-		Community Events (new)	10,000	20,000
-	-		Program Expenses	-	-
-	5,000	75	Total Expenses	15,000	25,000
\$ 20,000	\$ 30,000		Total Recreation Budget	\$ 40,000	\$ 50,000
			<u>COUNCIL ON AGING</u>		
51,483	61,000		Director	61,610	60,000
12,240	14,978		Outreach Worker	15,419	15,419
	16,974		Administrative Assistant	17,473	17,473
15,382	17,317		Van Driver	17,827	17,827
79,105	110,269	76	Total Salaries	112,329	110,719
10,712	-	77	Program Coordinator* Moved to Grant	-	-
32,000	37,500	78	Expenses	37,500	37,500
\$ 121,817	\$ 147,769		Total Council on Aging Budget	\$ 149,829	\$ 148,219
			<u>VETERANS' SERVICE</u>		
10,664	10,984	79	Director's Salary	11,094	11,094
150	150		Office Expenses	150	150
2,500	2,500		Memorial Day	2,500	2,500
550	550		Veterans' Day	550	550
3,200	3,200	80	Total Expenses	3,200	3,200
25,000	30,000	81	Assistance	40,000	40,000
\$ 38,864	\$ 44,184		Total Veteran's Budget	\$ 54,294	\$ 54,294
			<u>Maturing Debt</u>		
			<u>NON-SEWER DEBT SERVICE</u>		
3,671,975	3,483,217		Principal	3,356,152	3,356,152
1,082,840	925,000		Interest	770,787	770,787
-	-		Temporary Loans - Interest		
45,000	100,000		Certification of Notes/Bonds	100,000	100,000
-	-		Contingent Appropriation	-	-
\$ 4,799,815	\$ 4,508,217	82	Tot. Budget-Non-Sewer Debt Serv.	\$ 4,226,939	\$ 4,226,939
			<u>SEWER DEBT SERVICE</u>		
-	-		Principal	-	-
-	-		Interest	-	-
-	-		Administrative Fees/Charges	-	-
\$ -	\$ -	83	Total Budget - Sewer Debt Service	\$ -	\$ -
\$ 4,799,815	\$ 4,508,217		TOTAL MATURING DEBT	\$ 4,226,939	\$ 4,226,939

Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>LIBRARY</u>		
70,753	80,848		Director	83,227	83,227
51,063	61,145		Assistant Director	62,944	62,944
21,348	21,825		Secretary/Bookkeeper	22,690	22,690
54,720	55,813		Children's Librarian	58,022	58,022
48,875	49,853		Circulation Librarian	45,761	45,761
48,875	49,853		Reference Librarian	51,828	51,828
28,465	29,023		Cataloger	30,172	30,172
41,763	64,266		Library Assistants	48,908	48,908
69,951	40,842		Adult Assistants (part-time)	51,506	51,506
27,163	27,569		AV Processors	27,569	27,569
-	21,292		Librarian	50,379	50,379
22,250	22,661		Other Compensation	16,352	16,352
			Custodian (new)	32,760	-
485,226	524,990	84	Total Salaries	582,118	549,358
1,200	1,200		Office Expenses	1,200	1,200
51,500	55,000		Building Expenses	57,000	57,000
400	400		Travel	400	400
53,100	56,600	85	Total Expenses	58,600	58,600
161,995	170,079	86	Library Materials	183,400	183,400
\$ 700,321	\$ 751,669		Total Library Budget	\$ 824,118	\$ 791,358
Approp. FY'15	Approp. FY'16	It. No.		Department Requested FY'17	Administrator Recommended FY'17
			<u>UNCLASSIFIED</u>		
3,000	3,000	87	Town Reports	3,000	3,000
29,500	30,000	88	Telephones (most Depts.)	30,000	30,000
185,000	185,000	89	Street Lighting	185,000	185,000
215,000	175,000	90	Reserve Fund	200,000	200,000
55,000	57,500	91	Audit	65,000	65,000
1,250	1,250	92	Historical Commission	1,250	1,250
435,000	450,000	93	Medicare Tax	460,000	460,000
500,000	250,000	94	Stabilization Fund	1,450,000	1,450,000
100,000	100,000	95	Capital Stabilization Fund	250,000	250,000
-	5,000	96	Unemployment	5,000	5,000
500,000	250,000	97	OPEB Trust Fund	250,000	250,000
\$ 2,023,750	\$ 1,506,750		Total Unclassified Budget	\$ 2,899,250	\$ 2,899,250
			<u>Schools</u>		
\$ 637,897	\$ 524,171		REGIONAL VOCATIONAL SCHOOL	\$ 524,171	\$ 400,000
\$ 120,519	\$ 75,829		New Construction-NS Agricultural & Tech	\$ 75,829	\$ 52,220
\$ 758,416	\$ 600,000	98	TOTAL REG VOCATIONAL SCHOOL	\$ 600,000	\$ 452,220
			SCHOOLS - SWAMPSCOTT		
\$ 25,081,000	26,156,000		Total Budget	27,500,000	27,522,500
-	-		Less Anticipated Rev.-Nahant, Metco, ...	-	-
\$ 25,081,000	\$ 26,156,000	99	Net Budget	\$ 27,500,000	\$ 27,522,500
\$ 25,839,416	\$ 26,756,000		TOTAL SCHOOLS	\$ 28,100,000	\$ 27,974,720
\$ 60,968,130	\$ 61,884,251		TOTAL FY2017 BUDGET*	\$ 65,621,815	\$ 65,349,899
* Excludes Non Appropriated Expenses (i.e. State Assessments & Assessor's Overlay) of \$989,488					
Total Town Budget including State Assessments and Assessor's Overlay and Net of Water/Sewer= \$60,388,689					