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Part I

Glossary of Town Meeting Terms

GLOSSARY OF TOWN MEETING TERMS

APPROPRIATION: An authorization by Town Meeting to make obligations and payments from the Treasury for a specific purpose.

ASSESSED VALUATION: The value set on real or personal property by the Board of Assessors as a basis for establishing the tax rate.

CAPITAL BUDGET: A multi-year plan of spending for large capital items requested by Town Departments. Most of these items are voted on individually as warrant articles.

CERTIFIED PROJECT: Agreement between the Town and a given business, negotiated by the Town Manager and approved by Town Meeting, to allow a business to take advantage of state and local tax incentives.

CHERRY SHEET: A form from the Mass. Department of Revenue showing all the State charges and reimbursements to the Town as certified for the following year.

COMMERCIAL DISTRICT: As described in Section 9.5 of the Zoning By-Laws, Summary Dimensional Table, having a minimum lot size of 25,000 square feet.

CONTRACT SERVICES: Services provided to any department or board by a contractor outside of Town Government, paid for through a line item in department budget.

DEBT SERVICE: Payment of interest and principle to holders of the Town's debt instrument.

ECONOMIC OPPORTUNITY AREA: Cities and towns, designated by the Legislature, allowed to offer state and local tax incentives to encourage the use of unoccupied and/or the expansion of existing industrial/commercial businesses.

ECONOMIC TARGET AREA: Specific industrial/ commercial areas, chosen by a city or town with E.O.A. designation, as areas in which application for certified projects will be accepted.

FISCAL YEAR: A 12-month period, commencing July 1st, to, which the annual budget applies. The monies appropriated at the Spring Town Meeting are for the ensuing "fiscal year" beginning July 1st.

FREE CASH: Free cash is neither free nor cash. This is a dollar value, usually certified by the State in late summer, that represents unspent and unencumbered income and receivables from the previous year. Once certified, this money may be spent by appropriation at a Town Meeting for any lawful purpose.

GENERAL FUND: The major Town fund created with town receipts and tax revenue from which the majority of town expenses are met.

OPERATING BUDGET: A plan of proposed spending and the means of paying for it in the next fiscal year. It is the Town's projection on what it will cost to operate.

OVERLAY (Overlay Reserve or Reserve for Abatements and Exemptions): An account established annually to fund anticipated property tax abatements and exemptions in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.

STABILIZATION ACCOUNT: A "rainy day" fund set aside to meet future capital expenses in the town (example: a fire engine, or for any lawful municipal purpose.). To spend from this fund there must be an appropriation by a 2/3 vote of Town Meeting.

GENERAL BUSINESS DISTRICT: As described in section 9.5 of the Zoning By-Laws, Summary Dimensional Table, having a minimum lot size of 25,000 sq. ft.

INDUSTRIAL DISTRICT: As described in section 9.5 of the Zoning By-Laws, Summary Dimensional Table, having a minimum lot size of 60,000 sq. ft.

NEIGHBORHOOD RESIDENTIAL DISTRICT: As described in section 9.5 of the Zoning By-Laws, Summary Dimensional Table, having a minimum lot size of 40,000 sq. ft.

VILLAGE RESIDENTIAL DISTRICT: As described in section 9.5 of the Zoning By-Laws, Summary Dimensional Table, having a minimum lot size of 30,000 sq. ft.

RURAL RESIDENTIAL DISTRICT: As described in section 9.5 of the Zoning By-Laws, Summary Dimensional Table, having a minimum lot size of 50,000 sq. ft.

SPECIAL TOWN MEETING: There may be instances where the Selectman may deem it necessary to hold a Special Town Meeting. This meeting is usually for a specific purpose, (i.e.: emergency funding needed for a specific project). Once called, anyone wishing to add articles to the Special Town Meeting Warrant may do so.

Part II

Finance Committee Report and Recommendations on
Annual Spring Town Meeting Warrant and Fiscal Year 2019 Budget

FINANCE COMMITTEE REPORT TO TOWN MEETING FY 2019

On behalf of the Finance Committee I wish to welcome all veteran and newly elected Town Meeting Representatives to the 2019 Annual Spring Town Meeting.

The primary function of the Finance Committee is to provide Town Meeting with objective and well-informed recommendations on the Budget and all Warrant Articles, in an effort to assist Town Meeting in its deliberations. As Town Meeting Representatives, you are responsible for making the final decisions.

The Committee has met with the Town Manager, Superintendent of Schools, Superintendent-Director of Shawsheen Valley Technical High School and Department Heads as well as the petitioners of all Warrant Articles and has made a thorough review of all the information made available to it. The Committee strives to ensure that the Town is providing the needed and requested services the residents have come to expect. The Committee continues to support sound financial planning that includes funding recurring expenses with recurring revenue and non-recurring expenses and capital purchases with non-recurring revenue. The Committee continues to support the five year capital budget and long term capital planning as well as the funding of the debt stabilization account established to mitigate all yearly debt that exceeds the \$9 million annual budgeted debt ceiling.

This year's budget of \$150,308,106 represents a 2.92% increase to the Town side, a 1.68% increase on the School side and a 3.20% increase in the Shawsheen Tech assessment. Funding for the Sewer Expansion Program, Public water infrastructure, the Roadway Improvement Program and Town and School Maintenance Programs continues as well as an increase in funding of the OPEB Trust Fund. The major budget cost drivers continue to be in the areas of, Personnel and Shared Costs with a percent of budget total of 50.79% and 27.83% respectively. Health Insurance and Country Retirement Assessment costs also continue be major cost drivers with a percent of total budget of 10.80% and 8.42% respectively. The FY19 budget also reflects the separating of the Cemetery Department from the Parks and Trees Department as was proposed last Fall.

On the revenue side, the three main sources of municipal revenue are property taxes, including new growth, local aid and local receipts. Property taxes continue to be the main source of revenue comprising 73 % of the Fiscal 19 revenues with local aid comprising 15% and local receipts comprising 7 %. New Growth is once again conservatively funded at \$750,000. Over the last ten years property taxes have comprised a larger and larger share of the total revenue as local aid and local receipts have not kept pace with increased costs.

Local aid from the State has yet to return to the funding levels of ten years ago. When comparing FY 08 to FY 17, statewide funding levels were \$300 million less despite the slight local aid increases over the last 4 years.

Local receipts continue to marginally rise with the Fiscal 19 estimate increasing around \$200,000. I am pleased to report that once again this year the Town will not be taxing to the maximum allowed under Proposition 2 ½ . This year's budget reflects just over \$12 million dollars in excess levy capacity. This is the eighth year in a row that that the Town has had excess levy capacity. As a result of this particular fiscal policy the Town has experienced, from FY11 through FY19, a total excess levy capacity of nearly \$57.5 million. As of FY17, Billerica ranked tenth in excess levy capacity when compared to the 351 cities and towns in the Commonwealth.

The Fiscal 19 Budget reflects the adjustments needed to provide not only a balanced budget, but one that continues to provide the citizens of the Town with the services they require. Some of the adjustments have been in the area of personnel on both the Town and School sides. These adjustments came either through attrition, addition or reassignment to other positions to provide better and needed service in those areas. As always we caution that future adjustments to the budget or the budgeting process may be necessary depending on how the economy performs.

I would like to thank the members of the Finance Committee, Department Heads and the Administration for their time, support and commitment in preparing for this Spring Town Meeting.

Respectfully submitted,
David Gagliardi - Chairman

Part III

Annual Spring Town Meeting Warrant Including Budget Summary

Article Number	Purpose	Value	Funding Source	Submitted by:	Finance Committee Recommendation
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1	To Set Compensation of Elected Officials			Finance Committee	Recommends
2	To Hear Reports of Town Departments, Committees & Officers			Town Manager; authorized by BOS	Recommends
3	To Discontinue Certain Town Meeting Committees			Town Manager; authorized by BOS	Recommends

Financial Articles

4	To Transfer Funds Between 2018 Budget Line Items	\$3,000,000	Transfer from Available Funds	Town Manager; authorized by BOS	Reserves Recommendation
5	To Fund Collective Bargaining Agreement – School Cafeteria Personnel		Raise & Appropriate or Transfer/Available Funds	School Committee	Recommends
6	To Fund Collective Bargaining Agreement for BMEA DPW Workers		Raise & Appropriate or Transfer/Available Funds	Town Manager; authorized by BOS	Recommends
7	To Fund Collective Bargaining Agreement for IAFF Firefighters		Raise & Appropriate or Transfer/Available Funds	Town Manager; authorized by BOS	Reserves Recommendation
8	To Fund Collective Bargaining Agreement for NEPBA Police Civilian Dispatchers		Raise & Appropriate or Transfer/Available Funds	Town Manager; authorized by BOS	Reserves Recommendation
9	To Fund Collective Bargaining Agreement for NEPBA Police Officers – Group (A) Patrolmen		Raise & Appropriate or Transfer/Available Funds	Town Manager; authorized by BOS	Reserves Recommendation
10	To Fund Collective Bargaining Agreement for NEPBA Police Officers – Group (B) Superior Officers		Raise & Appropriate or Transfer/Available Funds	Town Manager; authorized by BOS	Reserves Recommendation
11	Fiscal Year 2019 Town and School Budget		Raise & Appropriate / Available Funds	BOS, Town Manager & Finance Committee	Recommends
12	Fiscal Year 2019 Water Enterprise Budget		Raise & Appropriate / Available Funds	Town Manager; authorized by BOS	Recommends
13	Fiscal Year 2019 Sewer Enterprise Budget		Raise & Appropriate / Available Funds	Town Manager; authorized by BOS	Recommends
14	Fiscal Year 2019 Community Preservation Budget		Appropriate or Reserve from Community Preservation Fund	Town Manager; authorized by BOS	Recommends
15	To Allow the Town Manager and Finance Committee to Transfer Funds			Finance Committee	Recommends
16	To Authorize Departmental Revolving Funds			Town Manager; authorized by BOS & School Committee	Recommends
17	To Fund Debt Stabilization	\$55,264.87	Transfer & Appropriate / Overlay Surplus	Town Manager; authorized by BOS	Recommends
18	To Fund Capital	This Article has been Withdrawn			
19	To Fund Water Enterprise Raw Water Pump Replacement	\$41,000	Transfer & Appropriate / Water Enterprise Retained Earnings	Town Manager; authorized by BOS	Recommends
20	To Fund Sewer Manhole Repairs from Inflow and Infiltration Funds	\$50,000	Transfer & Appropriate / Inflow & Infiltration Fund	Town Manager; authorized by BOS	Recommends

Article Number	Purpose	Value	Funding Source	Submitted by:	Finance Committee Recommendation
21	Street Survey and Acceptance Plans for Unaccepted Roads	\$50,000	Transfer & Appropriate / Overlay Surplus	Town Manager; authorized by BOS	Recommends
22	To Fund Appraisal and Consulting Costs to Defend the Town in Trials at the Massachusetts Appellate Tax Board	\$50,000	Transfer & Appropriate / Overlay Surplus	Board of Assessors	Recommends
23	To Fund Consulting Contract for Fiscal Year 2020 State-Mandated Re-Certification of Real Estate and Personal Property	\$132,000	Transfer & Appropriate / Overlay Surplus	Board of Assessors	Recommends
24	To Fund Town Capital Budget from Previous Town Meeting Articles	\$242,384	Transfer & Appropriate / Available Funds	Town Manager; authorized by BOS	Recommends
25	To Purchase a New Ambulance and Related Equipment	\$250,000	Transfer & Appropriate / Free Cash	Town Manager; authorized by BOS	Recommends
26	To Authorize Lease / Purchase Agreements			Town Manager; authorized by BOS	Recommends
27	To Fund Phase III WWTP Improvements and Salem Road Pump Station Upgrade	\$525,000	Borrowing	Town Manager; authorized by BOS	Recommends
28	To Fund Water Treatment Plant Ozone Improvements	\$975,000	Borrowing	Town Manager; authorized by BOS	Recommends
29	To Fund \$2.5M for Sewer Contract 36 Shortfall	\$2,500,000	Borrowing	Town Manager; authorized by BOS	Recommends
30	To Rescind Borrowing Authorizations	This Article has been Withdrawn			
31	To Purchase 8 Carter Avenue and Associated Riverfront Parcel	\$286,000	Transfer & Appropriate / Overlay Surplus	Town Manager; authorized by BOS	Recommends

Land Use / Easement

32	To Approve a Certified Project Application Submitted by Clear Motion, Inc.			Town Manager; authorized by BOS	Recommends
33	To Transfer Ownership of the Cabot Land to the Conservation Commission			Town Manager; authorized by BOS	Recommends
34	To Accept Roads as Public Ways			Town Manager; authorized by BOS	Recommends
35	To Authorize the Board of Selectmen to Acquire Easements – Whipple Road at Andover Road	This Article has been Withdrawn			
36	To Authorize the Board of Selectmen to Acquire Easements – Baldwin Road	This Article has been Withdrawn			
37	To Grant an Easement to the Massachusetts Bay Transportation Authority at 70 Letchworth Avenue in Connection with the MBTA Positive Train Control Project			Town Manager; authorized by BOS	Recommends

General By-Law Changes

38	To Amend General By-Laws by Inserting a New Chapter Entitled “Stretch Energy Code”			Town Manager; authorized by BOS	Recommends
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WARRANT
2018 ANNUAL SPRING TOWN MEETING

Middlesex, ss.

To Any Constable in the Town of Billerica

Greetings,

You are hereby authorized and requested to notify and warn the inhabitants of said Town of Billerica qualified by law to vote in Elections and Town Affairs, to meet at the Maurice A. Buck Memorial Auditorium, Town Hall, 365 Boston Road, Billerica, MA on Tuesday, May 1, 2018 at 7:30 PM and subsequent Thursdays and Tuesdays until all of the business in the Warrant shall have been acted upon, then and there to vote on the following articles:

ARTICLE 1 - TO SET COMPENSATION OF ELECTED OFFICIALS

To see if the Town will vote to fix the compensation of the following six elected officers of the Town and determine any salary increase that shall become effective July 1, 2018; or act in relation thereto.

Selectmen, Chairman - \$2,000
Selectmen, Members - \$1,800
Town Clerk - \$108,507.10; or act in relation thereto.

Submitted by the Finance Committee

Finance Committee recommends approval.

Article 1 Explanation: In accordance with M.G.L. Chapter 41, Section 108, the salary and compensation of all elected officials shall be fixed annually by a vote of Town Meeting.

ARTICLE 2 - TO HEAR REPORTS OF TOWN DEPARTMENTS, COMMITTEES & OFFICERS

To see if the Town will vote to hear and act upon the reports of Town Departments, Committees and Officers; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 2 Explanation: In accordance with M.G.L. Chapter 40, Section 49, this article allows Town Meeting to hear and act upon reports submitted in the FY 2017 Annual Town Report.

ARTICLE 3 - TO DISCONTINUE CERTAIN TOWN MEETING COMMITTEES

To see if the Town will vote to discontinue the following Town Meeting committees:

Compost Committee, Charter Review Committee, Family New Year Committee, Museum Committee, General By-Law Review Committee, Parker School Building Committee, Residents Employment Committee and the Zoning By-Law Committee; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 3 Explanation: This article will discontinue the aforementioned Town Meeting committees.

ARTICLE 4 - TO TRANSFER FUNDS BETWEEN 2018 BUDGET LINE ITEMS

To see if the Town will vote to transfer from available funds the sum of \$3,000,000 to amend various Fiscal Year 2018 budget line items; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee has not yet made final recommendation.

Article 4 Explanation: This article is an annual article submitted to transfer money between line items to ensure that all line items are fully funded for the current fiscal year.

ARTICLE 5 - TO FUND COLLECTIVE BARGAINING AGREEMENT – SCHOOL CAFETERIA PERSONNEL

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to fund the first year cost items contained in the successor Collective Bargaining Agreement between the Town of Billerica School Committee and the American Federation of State, County and Municipal Employees, AFL-CIO, Council 93, Local 2747, Cafeteria Employees which has a term of July 1, 2016 through June 30, 2019; or act in relation thereto.

Submitted by the School Committee

Finance Committee recommends approval.

Article 5 Explanation: This article seeks to fund a Collective Bargaining Agreement between the Billerica School Committee and the American Federation of State, County and Municipal Employees, AFL-CIO, Council 93, Local 2747, Cafeteria Employees.

ARTICLE 6 - TO FUND COLLECTIVE BARGAINING AGREEMENT - BMEA DPW WORKERS

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to fund the first year cost items contained in the successor Collective Bargaining Agreement between the Town and BMEA DPW Workers (Billerica Municipal Employees Association); or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 6 Explanation: At the time of printing, there was no Collective Bargaining Agreement.

ARTICLE 7 - TO FUND COLLECTIVE BARGAINING AGREEMENT - IAFF FIREFIGHTERS

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to fund the first year cost items contained in the successor Collective Bargaining Agreement between the Town and IAFF Firefighters (International Association of Firefighters); or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee has not yet made final recommendation.

Article 7 Explanation: At the time of printing, there was no Collective Bargaining Agreement.

ARTICLE 8 - TO FUND COLLECTIVE BARGAINING AGREEMENT - NEPBA POLICE CIVILIAN DISPATCHERS

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to fund the first year cost items contained in the successor Collective Bargaining Agreement between the Town and NEPBA Police Civilian Dispatchers (New England Police Benevolent Association, Inc.); or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee has not yet made final recommendation.

Article 8 Explanation: At the time of printing, there was no Collective Bargaining Agreement.

ARTICLE 9 - TO FUND COLLECTIVE BARGAINING AGREEMENT - NEPBA POLICE OFFICERS - GROUP (A) PATROLMEN

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to fund the first year cost items contained in the successor Collective Bargaining Agreement between the Town and the NEPBA (New England Police Benevolent Association, Inc.) Group (A) Patrolmen; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee has not yet made final recommendation.

Article 9 Explanation: At the time of printing, there was no Collective Bargaining Agreement.

ARTICLE 10 - TO FUND COLLECTIVE BARGAINING AGREEMENT - NEPBA POLICE OFFICERS - GROUP (B) SUPERIOR OFFICERS

To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to fund the first year cost items contained in the successor Collective Bargaining Agreement between the Town and NEPBA (New England Police Benevolent Association, Inc.) Group (B) Superior Officers; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee has not yet made final recommendation.

Article 10 Explanation: At the time of printing, there was no Collective Bargaining Agreement.

ARTICLE 11 - FISCAL YEAR 2019 TOWN AND SCHOOL BUDGET

To see if the Town will vote to adopt, pursuant to Article 5 of the Billerica Home Rule Charter, the following proposed line item budget for fiscal year beginning July 1, 2018 and ending June 30, 2019. It is anticipated that \$78,656 will be transferred from the Hallenborg Rink Fund to fund a portion of the Debt Service Budget.

This budget was produced under the direction of the Board of Selectmen and represents a complete financial plan of all Town funds and activities that are subject to appropriation, including the budget as requested by the School Committee (Department Account #300-5100 - #300-5800) and provisions for a Reserve Fund (Account #13170-7063) administered by the Finance Committee.

The line item budget is arranged to show the actual expenditures for the current year and the proposed budget for the ensuing fiscal year. It is summarized by Town agency, function and/or program including any proposed capital expenditures. The Town Manager's detailed budget and all explanatory information are available to the Town Meeting Representatives and the general public for inspection in the Town Manager's Office, the Public Library and the Town Clerk's Office.

The following budget, when considered by the Town Meeting shall first be subject to amendment, if any, as may be proposed by the Finance Committee; or act in relation thereto.

Submitted by the Board of Selectmen, Town Manager and Finance Committee

Finance Committee recommends approval.

Article 11 Explanation: The detailed budget presentation will be available in the Town Meeting Book and on the Town Manager's Page: <http://www.town.billerica.ma.us/365/Budget-Information>.

Town of Billerica Budget Detail FY2019		EXPENDED FY2015	EXPENDED FY2016	EXPENDED FY2017	BUDGETED FY2018	DEPT REQ FY2019	TOWN MGR FY2019	FIN COM FY2019
122 - Board of Selectmen								
5110	Personnel	74,558	77,755	74,438	76,238	76,225	76,225	76,225
5190	Contractual Obligations	3,500	3,500	4,000	4,000	4,000	4,000	4,000
5400	Supplies & Expenses	-	1,000	8,000	8,000	8,000	8,000	8,000
5200	Contract Services/Leases	7,244	7,389	900	1,500	1,500	1,500	1,500
7044	Assessments and Dues	11,026	11,301	18,569	23,545	23,545	23,545	23,545
5800	Capital Outlay				-	-	-	-
TOTAL		96,328	100,945	105,907	113,283	113,270	113,270	113,270
123 - Town Manager								
5110	Personnel	420,365	496,681	511,626	520,830	552,733	552,733	552,733
5120	Permanent Part Time	35,177	51,392	51,754	53,306	55,047	55,047	55,047
5130	Overtime	-	-	-	-	-	-	-
5190	Contractual Obligations	\$6,787	\$8,153	\$26,783	\$11,370	\$8,260	\$8,260	\$8,260
5400	Supplies & Expenses	64,477	32,388	24,968	28,400	38,400	38,400	38,400
5200	Contract Services/Leases	1,340	1,400	8,174	28,000	28,000	28,000	28,000
7037	Comm. Plan./Proj./Tech. Asst.	5,000	5,000	3,158	5,000	5,000	5,000	5,000
7050	Pensions	475	475	475	475	475	475	475
7051	Emp. Medical Exams	132,720	69,906	85,000	85,000	85,000	85,000	85,000
7053	Prof. Training/Development	18,942	2,506	5,059	15,500	15,500	15,500	15,500
7061	Pr. Town Rep./TM Handouts	10,863	11,606	13,268	15,000	15,000	15,000	15,000
7064	Contract Retro	-	-	-	15,000	-	-	-
7094	Assessment Center	-	-	-	16,000	14,000	14,000	14,000
7095	Substance Abuse Program	-	-	-	20,000	20,000	20,000	20,000
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		696,146	679,507	730,265	813,881	837,415	837,415	837,415
125 - Systems Admin.								
5110	Personnel	82,155	87,150	88,432	94,261	104,346	104,346	104,346
5190	Contractual Obligations	-	-	-	783	783	783	783
5400	Supplies & Expenses	5,092	8,827	8,130	10,000	10,000	10,000	10,000
5200	Contract Services/Leases	395,864	386,129	389,218	400,004	392,754	392,754	392,754
5800	Capital Outlay							
TOTAL		483,111	482,107	485,780	505,048	507,883	507,883	507,883
129 - Cable Advisory Committee								
5120	Permanent Part Time				-	-	-	-
5400	Supplies & Expenses					5,000	5,000	5,000
TOTAL					-	5,000	5,000	5,000
131 - Finance Committee								
5120	Permanent Part Time	7,499	1,000	-	1,000	1,000	1,000	1,000
5400	Supplies & Expenses	-	-	-	-	-	-	-
5200	Contract Services/Leases	528	433	1,082	1,600	1,600	1,600	1,600
7063	Reserve Fund	250,520	-	-	84,520	84,520	84,520	84,520
TOTAL		258,547	1,433	1,082	87,120	87,120	87,120	87,120

Town of Billerica Budget Detail FY2019		EXPENDED FY2015	EXPENDED FY2016	EXPENDED FY2017	BUDGETED FY2018	DEPT REQ FY2019	TOWN MGR FY2019	FIN COM FY2019
135 - Town Accountant								
5110	Personnel	213,411	217,679	217,679	217,679	231,316	231,316	231,316
5190	Contractual Obligations	7,622	7,805	8,405	8,464	9,264	9,264	9,264
5400	Supplies & Expenses	1,500	1,500	1,454	1,500	1,500	1,500	1,500
5200	Contract Services/Leases	428	500	489	500	500	500	500
7062	Town Audit	58,000	58,000	58,000	58,000	60,000	60,000	60,000
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		280,961	285,484	286,026	286,143	302,580	302,580	302,580
141 - Assessor								
5110	Personnel	340,533	373,670	384,535	425,133	452,386	452,386	452,386
5120	Permanent Part Time	1,500	3,000	3,000	3,000	3,000	3,000	3,000
5190	Contractual Obligations	3,627	5,379	10,624	11,453	16,453	16,453	16,453
5400	Supplies & Expenses	2,357	2,717	2,949	3,250	3,250	3,250	3,250
5200	Contract Services/Leases	123,080	30,439	30,026	35,750	35,750	35,750	35,750
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		471,097	415,205	431,134	478,586	510,839	510,839	510,839
145 - Treasurer/Collector								
5110	Personnel	443,777	474,589	471,306	488,052	506,688	506,688	506,688
5120	Permanent Part Time	20,363	20,409	20,409	20,409	20,409	20,409	20,409
5130	Overtime	-	-	-	-	-	-	-
5190	Contractual Obligations	8,417	9,360	10,947	14,697	15,411	15,411	15,411
5400	Supplies & Expenses	48,600	42,875	52,854	54,152	54,152	54,152	54,152
5200	Contract Services/Leases	86,661	82,474	77,551	92,554	92,554	92,554	92,554
5235	Tax Revenue Collection	50,000	41,722	74,741	50,000	50,000	50,000	50,000
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		657,818	671,429	707,808	719,864	739,214	739,214	739,214
161 - Town Clerk								
5110	Personnel	250,076	256,771	254,261	258,623	267,103	267,103	267,103
5190	Contractual Obligations	11,337	11,621	11,627	12,168	12,000	12,000	12,000
5400	Supplies & Expenses	1,097	1,133	1,369	1,385	1,400	1,400	1,400
5200	Contract Services/Leases	895	1,006	628	1,725	1,495	1,495	1,495
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		263,405	270,531	267,885	273,901	281,998	281,998	281,998

Town of Billerica Budget Detail FY2019		EXPENDED FY2015	EXPENDED FY2016	EXPENDED FY2017	BUDGETED FY2018	DEPT REQ FY2019	TOWN MGR FY2019	FIN COM FY2019
162 - Election Department								
5120	Permanent Part Time	45,013	45,499	65,692	42,780	61,994	61,994	61,994
5400	Supplies & Expenses	2,065	1,440	1,750	1,315	3,695	3,695	3,695
5200	Contract Services/Leases	44,019	48,695	49,554	29,084	53,540	53,540	53,540
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		91,097	95,634	116,996	73,179	119,229	119,229	119,229
163 - Board of Registrars								
5110	Personnel	33,893	35,931	31,863	37,288	40,938	40,938	40,938
5120	Permanent Part Time	2,763	3,020	1,510	3,020	3,205	3,205	3,205
5130	Overtime	-	-	-	-	-	-	-
5190	Contractual Obligations	-	600	600	600	1,000	1,000	1,000
5400	Supplies & Expenses	8,525	8,827	6,086	9,225	9,225	9,225	9,225
5200	Contract Services/Leases	3,070	-	-	2,850	2,850	2,850	2,850
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		48,251	48,378	40,059	52,982	57,218	57,218	57,218
171 - Conservation Commission								
5110	Personnel	173,792	182,447	184,520	192,511	190,618	190,618	190,618
5120	Permanent Part Time	-	-	-	-	-	-	-
5130	Overtime	420	2,678	2,415	2,803	1,567	1,567	1,567
5190	Contractual Obligations	8,642	10,571	10,848	14,297	13,330	13,330	13,330
5400	Supplies & Expenses	900	860	845	1,000	1,000	1,000	1,000
5200	Contract Services/Leases	1,150	1,258	1,167	1,300	1,300	1,300	1,300
7092	Beaver Dam Control	32,000	14,219	14,834	15,000	15,000	15,000	15,000
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		216,904	212,033	214,628	226,911	222,815	222,815	222,815
175 - Planning Board								
5110	Personnel	128,517	129,985	132,729	126,902	134,424	134,424	134,424
5120	Permanent Part Time	-	-	-	-	-	-	-
5130	Overtime	3,152	-	-	3,315	3,315	3,315	3,315
5190	Contractual Obligations	600	1,543	1,543	21,543	1,000	1,000	1,000
5400	Supplies & Expenses	305	845	299	1,500	1,500	1,500	1,500
5200	Contract Services/Leases	1,313	1,413	780	1,500	1,500	1,500	1,500
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		133,887	133,786	135,352	154,760	141,739	141,739	141,739
176 - Board of Appeals								
5110	Personnel	51,412	52,441	52,441	52,441	55,651	55,651	55,651
5120	Permanent Part Time	-	-	-	-	-	-	-
5130	Overtime	1,891	3,529	2,411	3,529	3,529	3,529	3,529
5190	Contractual Obligations	4,734	4,502	41,354	4,734	5,134	5,134	5,134
5400	Supplies & Expenses	578	406	699	752	752	752	752
5200	Contract Services/Leases	-	-	-	80	80	80	80
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		58,615	60,878	96,905	61,536	65,146	65,146	65,146

Town of Billerica Budget Detail		EXPENDED	EXPENDED	EXPENDED	BUDGETED	DEPT REQ	TOWN MGR	FIN COM
FY2019		FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
192 - Town Hall								
5110 Personnel		-	-	-	-	-	-	-
5190 Contractual Obligations		-	-	-	-	-	-	-
5400 Postage		117,332	103,491	120,000	120,000	120,000	120,000	120,000
5400 Custodial Supplies		6,322	3,609	2,807	4,000	4,000	4,000	4,000
5400 Supplies & Expenses		25,000	7,375	25,000	25,000	25,000	25,000	25,000
7059 Cleaning Services		-	-	-	-	-	-	-
5256 Utilities		188,500	168,618	159,500	159,500	159,500	159,500	159,500
7058 Building Maintenance		156,000	168,618	161,000	161,000	161,000	161,000	161,000
7055 Telephone		90,946	90,885	88,220	90,000	90,000	90,000	90,000
7065 Abandoned Buildings		5,174	6,508	4,586	5,500	5,500	5,500	5,500
5800 Capital Outlay		-	-	-	-	-	-	-
TOTAL		589,274	549,104	561,113	565,000	565,000	565,000	565,000
691 - Historical Commission								
5400 Supplies & Expenses		50	10	50	50	50	50	50
5200 Contract Services/Leases		250	250	250	250	250	250	250
TOTAL		300	260	300	300	300	300	300
193 - Town Systemwide								
7080 Town Retirements		66,805	75,000	175,000	155,000	125,000	125,000	125,000
7095 Streetlights		260,000	242,407	227,500	227,500	227,500	227,500	227,500
7096 Legal		204,703	193,020	259,033	195,000	195,000	195,000	195,000
7097 Town Fuel		-	-	-	-	305,000	305,000	305,000
TOTAL		531,508	510,427	661,533	577,500	852,500	852,500	852,500
TOTAL GENERAL GOVERNMENT		4,877,249	4,517,141	4,842,773	4,989,994	5,409,266	5,409,266	5,409,266
210 - Police Department								
5110 Personnel		4,834,571	4,981,429	4,972,360	5,182,010	5,227,243	5,227,243	5,227,243
5120 Permanent Part Time		-	-	-	-	5,000	5,000	5,000
5130 Overtime		652,996	633,246	686,031	660,000	676,500	676,500	676,500
5190 Contractual Obligations		1,564,600	1,575,848	1,559,957	1,564,696	1,630,265	1,630,265	1,630,265
5400 Supplies & Expenses		438,527	376,560	387,207	403,750	284,350	284,350	284,350
5256 Utilities		-	-	-	-	-	-	-
5200 Contract Services/Leases		116,963	126,744	151,837	158,600	170,100	170,100	170,100
5800 Capital Outlay		143,849	111,000	152,089	197,500	176,300	176,300	176,300
TOTAL		7,751,506	7,804,828	7,909,481	8,166,556	8,169,758	8,169,758	8,169,758
220 - Fire Department								
5110 Personnel		5,293,058	5,340,564	5,406,524	5,568,040	5,599,627	5,599,627	5,599,627
5120 Permanent Part Time		32,776	38,815	39,546	41,111	46,865	46,865	46,865
5130 Overtime		632,000	655,000	715,000	655,000	655,000	655,000	655,000
5190 Contractual Obligations		983,393	975,628	1,028,827	1,032,932	1,034,811	1,034,811	1,034,811
5400 Supplies & Expenses		382,600	378,267	377,071	414,785	316,045	316,045	316,045
5200 Contract Services/Leases		128,643	133,770	143,390	148,748	159,186	159,186	159,186
5256 Utilities		82,151	66,992	84,500	84,500	84,500	84,500	84,500
5800 Capital Outlay		-	-	-	-	-	-	-
TOTAL		7,534,621	7,589,036	7,794,858	7,945,116	7,896,034	7,896,034	7,896,034

Town of Billerica Budget Detail FY2019		EXPENDED FY2015	EXPENDED FY2016	EXPENDED FY2017	BUDGETED FY2018	DEPT REQ FY2019	TOWN MGR FY2019	FIN COM FY2019
231 - Ambulance								
5110	Personnel	699,987	830,196	909,686	951,807	1,022,485	1,022,485	1,022,485
5120	Permanent Part Time	25,670	10,000	15,000	15,000	15,000	15,000	15,000
5130	Overtime	180,000	179,821	197,956	195,000	207,000	207,000	207,000
5190	Contractual Obligations	102,579	120,572	134,583	141,380	191,045	191,045	191,045
5400	Supplies & Expenses	82,537	101,238	106,132	111,400	111,400	111,400	111,400
5200	Contract Services/Leases	98,583	100,953	102,066	112,000	112,000	112,000	112,000
5800	Capital Outlay	-	-	10,390	-	-	-	-
TOTAL		1,189,356	1,342,780	1,475,812	1,526,587	1,658,929	1,658,929	1,658,929
241 - Building Department								
5110	Personnel	337,478	345,145	347,483	517,912	537,585	537,585	537,585
5120	Permanent Part Time	101,104	105,854	108,429	-	-	-	-
5130	Overtime	10,000	10,000	10,000	10,000	10,000	10,000	10,000
5190	Contractual Obligations	29,349	31,170	36,383	36,508	45,440	45,440	45,440
5400	Supplies & Expenses	4,795	5,381	5,808	6,600	6,600	6,600	6,600
5200	Contract Services/Leases	3,386	4,301	2,807	4,375	14,375	14,375	14,375
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		486,112	501,852	510,910	575,395	614,000	614,000	614,000
244 - Sealer Weights and Measures								
5120	Permanent Part Time							
5400	Supplies & Expenses							
5200	Contract Services/Leases	10,000	11,000	11,000	11,000	11,000	11,000	11,000
TOTAL		10,000	11,000	11,000	11,000	11,000	11,000	11,000
291 - Emergency Management								
5110	Personnel	11,335	11,562	11,562	11,562	12,581	12,581	12,581
5400	Supplies & Expenses	10,000	8,000	8,000	8,000	8,000	8,000	8,000
5190	Contractual Obligations	3,600	5,400	5,400	5,400	5,400	5,400	5,400
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		24,935	24,962	24,962	24,962	25,981	25,981	25,981
292 - Animal Control								
5110	Personnel	47,003	50,807	52,800	54,912	61,040	61,040	61,040
5120	Permanent Part Time	21,601	22,099	22,687	22,688	21,522	21,522	21,522
5130	Overtime	5,979	9,994	12,000	12,000	14,000	14,000	14,000
5190	Contractual Obligations	250	1,650	2,300	2,600	700	700	700
5400	Supplies & Expenses	2,144	3,981	4,127	5,500	5,500	5,500	5,500
5200	Contract Services/Leases	3,000	4,500	4,347	5,000	5,000	5,000	5,000
5256	Utilities	7,485	2,360	6,418	7,000	7,000	7,000	7,000
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		87,462	95,391	104,679	109,700	114,762	114,762	114,762

Town of Billerica Budget Detail FY2019		EXPENDED FY2015	EXPENDED FY2016	EXPENDED FY2017	BUDGETED FY2018	DEPT REQ FY2019	TOWN MGR FY2019	FIN COM FY2019
510 - Board of Health								
5110	Personnel	261,003	269,452	269,256	278,406	285,944	285,944	285,944
5120	Permanent Part Time	33,455	35,748	35,748	37,193	38,263	38,263	38,263
5130	Overtime	3,153	3,500	4,388	3,500	3,500	3,500	3,500
5190	Contractual Obligations	25,902	25,212	21,884	30,628	35,566	35,566	35,566
5400	Supplies & Expenses	2,895	2,895	2,735	2,895	2,895	2,895	2,895
5200	Contract Services/Leases	8,438	7,931	6,342	9,026	9,026	9,026	9,026
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		334,846	344,738	340,353	361,648	375,195	375,195	375,195
TOTAL PUBLIC SAFETY		17,418,838	17,714,587	18,172,055	18,720,964	18,865,659	18,865,659	18,865,659
410 - Engineering								
5110	Personnel	411,105	428,423	439,398	519,847	528,332	528,332	528,332
5130	Overtime	14,922	17,014	12,841	20,000	21,400	21,400	21,400
5190	Contractual Obligations	10,455	11,390	12,550	12,850	15,500	15,500	15,500
5400	Supplies & Expenses	6,908	4,960	3,905	8,000	8,000	8,000	8,000
5200	Contract Services/Leases	19,591	18,159	25,965	130,928	130,928	130,928	130,928
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		462,981	479,946	494,659	691,625	704,160	704,160	704,160
421 - Public Works Administration								
5110	Personnel	681,100	697,492	737,146	751,667	639,642	639,642	639,642
5120	Permanent Part Time	189,072	166,234	135,099	161,000	195,000	195,000	195,000
5130	Overtime	-	-	-	4,400	-	-	-
5190	Contractual Obligations	23,104	33,356	26,626	30,252	32,028	32,028	32,028
5400	Supplies & Expenses	19,924	14,429	21,424	24,700	3,000	3,000	3,000
5200	Contract Services/Leases	15,109	15,395	20,618	21,775	16,850	16,850	16,850
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		928,309	926,906	940,913	993,794	886,520	886,520	886,520
422 - Highway Department								
5110	Personnel	831,466	837,594	863,918	900,134	907,838	907,838	907,838
5130	Overtime Regular	51,013	57,587	49,173	66,100	70,727	70,727	70,727
5150	Temporary/Seasonal	-	-	-	-	-	-	-
5190	Contractual Obligations	27,700	25,851	21,490	28,250	28,250	28,250	28,250
5400	Supplies & Expenses	505,587	413,336	353,127	552,326	413,100	413,100	413,100
5200	Contract Services/Leases	220,722	211,584	278,165	322,293	322,293	322,293	322,293
5256	Utilities	32,762	29,216	29,250	29,250	29,250	29,250	29,250
5800	Capital Outlay	-	-	-	-	-	-	-
TOTAL		1,669,250	1,575,167	1,595,122	1,898,353	1,771,458	1,771,458	1,771,458
423 - Snow and Ice								
5131	Snow Overtime	223,996	100,646	170,322	70,000	70,000	70,000	70,000
5278	Snow and Sand Expenses	1,385,106	696,232	1,153,416	350,000	350,000	350,000	350,000
TOTAL		1,609,102	796,878	1,323,738	420,000	420,000	420,000	420,000
433 - Solid Waste								
5285	Solid Waste	2,987,951	2,960,068	2,842,908	2,892,440	2,979,589	2,979,589	2,979,589
TOTAL		2,987,951	2,960,068	2,842,908	2,892,440	2,979,589	2,979,589	2,979,589

Town of Billerica Budget Detail		EXPENDED	EXPENDED	EXPENDED	BUDGETED	DEPT REQ	TOWN MGR	FIN COM
FY2019		FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
490 - Parks/Trees								
	5110 Personnel					441,616	441,616	441,616
	5120 Permanent Part Time					-	-	-
	5130 Overtime					97,370	97,370	97,370
	5190 Contractual Obligations					17,124	17,124	17,124
	5400 Supplies & Expenses					94,025	94,025	94,025
	7093 Mosquito Control					15,000	15,000	15,000
	5200 Contract Services/Leases					67,830	67,830	67,830
	5256 Utilities					7,500	7,500	7,500
	5800 Capital Outlay					100,000	100,000	100,000
	TOTAL	-	-		-	840,465	840,465	840,465
491 - Cemetery								
	5110 Personnel					271,565	271,565	271,565
	5120 Permanent Part Time					-	-	-
	5130 Overtime					55,640	55,640	55,640
	5190 Contractual Obligations					10,296	10,296	10,296
	5400 Supplies & Expenses					36,500	36,500	36,500
	7093 Mosquito Control					-	-	-
	5200 Contract Services/Leases					20,450	20,450	20,450
	5256 Utilities					2,250	2,250	2,250
	5800 Capital Outlay					-	-	-
	5800 Perpetual Care					-	-	-
	TOTAL	-	-		-	396,701	396,701	396,701
491 - Cemetery Parks/Trees								
	5110 Personnel	435,204	457,950	462,404	499,094	-	-	-
	5120 Permanent Part Time	-	-	-	-	-	-	-
	5130 Overtime	85,000	90,000	89,316	91,000	-	-	-
	5190 Contractual Obligations	17,424	14,917	16,974	17,274	-	-	-
	5400 Supplies & Expenses	57,793	68,864	72,915	73,050	-	-	-
	7093 Mosquito Control	11,594	11,490	11,760	15,000	-	-	-
	5200 Contract Services/Leases	64,010	60,307	64,340	65,630	-	-	-
	5256 Utilities	10,795	11,088	14,070	14,070	-	-	-
	5800 Capital Outlay	-	-	-	100,000	-	-	-
	5800 Perpetual Care	-	-	-	-	-	-	-
	TOTAL	681,820	714,616	731,779	875,118	-	-	-
TOTAL PUBLIC WORKS		14,570,327	7,453,582	7,929,118	7,771,330	7,998,893	7,998,893	7,998,893
300 - Billerica Public Schools								
	5166 Professional Salaries	44,470,259	46,370,259	48,070,259	49,850,259	50,727,264	50,727,264	50,727,264
	5170 Clerical Salaries							
	5180 Other Salaries							
	5466 Supplies & Expenses	1,796,017	1,796,017	1,798,617	1,797,817	1,755,573	1,755,573	1,755,573
	5266 Contract Services/Leases	8,146,040	8,146,040	8,146,040	8,146,040	8,308,961	8,308,961	8,308,961
	5267 Utilities	1,351,592	1,351,592	1,351,592	1,351,592	1,378,624	1,378,624	1,378,624
	5866 Capital Outlay	277,352	277,352	277,352	277,352	282,899	282,899	282,899
	TOTAL	56,041,260	57,941,260	59,643,860	61,423,060	62,453,321	62,453,321	62,453,321

Town of Billerica Budget Detail		EXPENDED	EXPENDED	EXPENDED	BUDGETED	DEPT REQ	TOWN MGR	FIN COM
FY2019		FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
310 - Shawsheen Technical School								
	5300 Operating Costs	8,289,987	9,225,999	10,122,691	10,579,268	10,917,388	10,917,388	10,917,388
	5800 Capital Outlay	-	-	-	-	-	-	-
	TOTAL	8,289,987	9,225,999	10,122,691	10,579,268	10,917,388	10,917,388	10,917,388
TOTAL PUBLIC EDUCATION		64,331,247	67,167,259	69,766,551	72,002,328	73,370,709	73,370,709	73,370,709
610 - Public Library								
	5110 Personnel	624,247	650,551	659,032	723,460	798,305	798,305	798,305
	5120 Permanent Part Time	403,721	404,942	439,388	364,422	389,708	389,708	389,708
	5190 Contractual Obligations	28,376	25,850	30,369	29,437	30,481	30,481	30,481
	5400 Supplies & Expenses	200,996	201,000	203,230	210,350	214,057	214,057	214,057
	5200 Contract Services/Leases	62,154	63,276	71,265	74,031	80,567	80,567	80,567
	7059 Cleaning Service	18,524	18,480	18,528	20,100	20,100	20,100	20,100
	5256 Utilities	71,075	76,682	76,800	76,800	76,800	76,800	76,800
	5800 Capital Outlay	-	-	-	-	-	-	-
	TOTAL	1,409,093	1,440,780	1,498,612	1,498,601	1,610,018	1,610,018	1,610,018
630 - Recreation Department								
	5110 Personnel	197,401	204,277	204,277	210,683	257,642	257,642	257,642
	5120 Permanent Part Time	98,000	108,828	123,743	116,218	103,441	103,441	103,441
	5190 Contractual Obligations	6,701	-	14,046	9,627	7,300	7,300	7,300
	5400 Supplies & Expenses	10,968	11,420	14,046	14,080	15,950	15,950	15,950
	5200 Contract Services/Leases	40,556	40,293	49,500	49,500	51,540	51,540	51,540
	5256 Utilities	9,795	8,808	10,000	10,000	10,000	10,000	10,000
	5800 Capital Outlay	-	-	-	-	-	-	-
	TOTAL	363,421	373,626	415,612	410,108	445,872	445,872	445,872
690 - Civic Events/Organizations								
	7067 VFW-P, DAV, VFW-S	600	400	600	600	600	600	600
	7068 Memorial Day/Homcoming	8,980	7,214	8,802	9,000	9,000	9,000	9,000
	7097 Family First Night	5,000	5,000	5,000	5,000	5,000	5,000	5,000
	7098 350th Celebration	-	-	-	-	-	-	-
	7076 Middlesex Canal	1,500	2,442	1,296	1,500	1,500	1,500	1,500
	7077 Beautification	988	834	1,000	1,000	1,000	1,000	1,000
	7084 Scholarship Account	5,031	6,100	6,100	5,100	5,100	5,100	5,100
	TOTAL	22,099	21,990	22,798	22,200	22,200	22,200	22,200

Town of Billerica Budget Detail		EXPENDED	EXPENDED	EXPENDED	BUDGETED	DEPT REQ	TOWN MGR	FIN COM
FY2019		FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
543 - Veterans Services								
5110 Personnel		122,237	126,086	126,087	129,062	133,804	133,804	133,804
5190 Contractual Obligations		9,034	8,917	8,434	9,334	9,334	9,334	9,334
5400 Supplies & Expenses		2,787	4,710	2,766	4,710	4,710	4,710	4,710
5200 Contract Services/Leases		1,285	1,277	1,285	1,385	1,385	1,385	1,385
5280 Veterans Benefits		543,120	516,454	409,629	560,000	430,000	430,000	430,000
	TOTAL	678,463	657,444	548,201	704,491	579,233	579,233	579,233
541 - Council on Aging								
5110 Personnel		186,380	198,215	195,182	198,958	216,310	216,310	216,310
5120 Permanent Part Time		16,005	16,081	17,017	17,017	18,727	18,727	18,727
5190 Contractual Obligations		3,374	5,074	3,192	4,081	6,600	6,600	6,600
5400 Supplies & Expenses		38,157	38,258	36,677	37,270	33,205	37,270	37,270
5200 Contract Services/Leases		24,714	28,261	34,445	34,465	38,530	34,465	34,465
5256 Utilities		31,036	37,659	32,690	32,690	32,690	32,690	32,690
5800 Capital Outlay		-	-	-	-	-	-	-
	TOTAL	299,666	323,549	319,202	324,481	346,062	346,062	346,062
561 - Commission on Disabilities								
5400 Supplies & Expenses		-	-	-	-	-	-	-
5200 Contract Services/Leases		-	-	-	-	-	-	-
	TOTAL	-	-	-	-	-	-	-
563 - Housing Partnership								
5150 Temporary/Seasonal		-	-	-	-	-	-	-
5400 Supplies & Expenses		-	-	-	-	-	-	-
	TOTAL	-	-	-	-	-	-	-
TOTAL HUMAN SERVICES		978,129	980,993	867,403	1,028,972	925,295	925,295	925,295
720 - Capital								
7150 Equipment		500,000	500,000	500,000	500,000	500,000	500,000	500,000
7140 Contracts		496,860	500,000	500,000	500,000	500,000	500,000	500,000
	TOTAL	996,860	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

Town of Billerica Budget Detail		EXPENDED	EXPENDED	EXPENDED	BUDGETED	DEPT REQ	TOWN MGR	FIN COM
FY2019		FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
710 - Debt and Interest		-	-	-	-	-	-	-
7150 Debt Principal - Town		4,786,762	522,792	511,539	453,846	170,000	170,000	170,000
7140 Debt Principal - School		655,000	650,000	650,000	650,000	500,000	500,000	500,000
7550 Debt Interest - Town		1,303,787	86,389	70,765	53,764	43,150	43,150	43,150
7160 Debt Interest - School		244,868	216,543	187,223	166,900	140,351	140,351	140,351
7580 New Debt - Town Interest		-	-	-	-	-	-	-
7130 Temporary Borrowing - Town		145,417	134,167	198,282	412,000	420,000	420,000	420,000
5999 Debt Stabilization Appropriation		-	-	735,000	60,434	766,198	766,198	766,198
		7,135,834	1,609,891	2,352,809	1,796,944	2,039,699	2,039,699	2,039,699
715 - Tax Exempt Debt and Interest								
7171 High School Exclusion - Principal					2,400,000	1,800,000	1,800,000	1,800,000
7571 High School Exclusion - Interest					2,454,182	3,339,219	3,339,219	3,339,219
7170 Parker Debt Exclusion - Principal		1,500,000	1,500,000	1,420,000	1,250,000	1,250,000	1,250,000	1,250,000
7570 Parker Debt Exclusion - Interest		412,363	367,362	322,362	265,563	215,563	215,563	215,563
	TOTAL	1,912,363	1,867,362	1,742,362	6,369,745	6,604,782	6,604,782	6,604,782
910 - Town/School Shared Costs								
7010 Bldg/Auto/Liab Insurance		910,000	1,019,724	1,020,000	1,020,000	1,020,000	1,020,000	1,020,000
7012 Health Insurance		12,526,640	13,026,640	14,526,640	15,526,640	16,237,027	16,237,027	16,237,027
7020 Workers' Compensation		659,074	855,700	865,417	866,000	866,000	866,000	866,000
7030 Unemployment Comp.		112,785	26,300	57,408	100,000	100,000	100,000	100,000
7042 Medicare		922,173	1,027,500	993,500	1,133,240	1,133,240	1,133,240	1,133,240
7052 County Retirement Assessment		8,541,268	9,204,554	9,826,635	10,782,713	11,509,447	11,509,447	11,509,447
7052 OPEB Trust Contribution		-	-	-	1,000,000	1,150,000	1,150,000	1,150,000
	TOTAL	23,671,940	25,160,418	27,289,599	30,428,593	32,015,714	32,015,714	32,015,714
TOTAL TOWN & SCHOOL								
	SHARED COSTS	33,716,997	29,637,671	32,384,770	39,595,283	41,660,194	41,660,194	41,660,194
SUMMARY								
General Government		4,877,249	4,517,141	4,842,773	4,989,994	5,409,266	5,409,266	5,409,266
Public Safety		17,418,838	17,714,587	18,172,055	18,720,964	18,865,659	18,865,659	18,865,659
Public Works		14,570,327	7,453,582	7,929,118	7,771,330	7,998,893	7,998,893	7,998,893
Public Education		64,331,247	67,167,259	69,766,551	72,002,328	73,370,709	73,370,709	73,370,709
Library and Recreation		1,794,613	1,836,396	1,937,022	1,930,909	2,078,090	2,078,090	2,078,090
Human Services		978,129	980,993	867,403	1,028,972	925,295	925,295	925,295
Town/School Shared Costs		33,716,997	29,637,671	32,384,770	39,595,283	41,660,194	41,660,194	41,660,194
	TOTAL	137,687,400	129,307,629	135,899,692	146,039,780	150,308,106	150,308,106	150,308,106

ARTICLE 12 - FISCAL YEAR 2019 WATER ENTERPRISE BUDGET

To see if the Town will vote to raise and appropriate a sum of money to operate the Water Enterprise Fund pursuant to M.G.L. Chapter 44 Section 53 F ½ for the fiscal year beginning July 1, 2018 and ending June 30, 2019; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 12 Explanation: This is a Water Enterprise Budget as voted pursuant to Article 29 of the October 2015 Annual Fall Town Meeting. This budget will be funded by general tax revenue and water user fees. The line item budget is arranged to show the actual expenditures for the current year and the proposed budget for the ensuing fiscal year. It is summarized by Town agency, function and/or program including any proposed capital expenditures. The preceding budget, when considered by the Town Meeting shall first be subject to amendment, if any, as may be proposed by the Finance Committee. The Town Manager's detailed budget and all explanatory information are available to the Town Meeting Representatives and the general public for inspection in the Town Manager's Office, the Public Library and the Town Clerk's Office. This information is also available in the Town Meeting Book and on the Town Manager's Page: <http://www.town.billerica.ma.us/365/Budget-Information>.

Town of Billerica Budget Detail		EXPENDED	EXPENDED	EXPENDED	BUDGETED	DEPT REQ	TOWN MGR	FIN COM
FY2019		FY2015	FY2016	FY2017	FY2018	FY2019	FY2019	FY2019
640 - Water Division								
5110 Personnel			1,198,376	1,189,092	1,252,369	1,378,353	1,378,353	1,378,353
5120 Permanent Part Time			92,273	93,293	53,429	53,429	53,429	53,429
5130 Overtime			296,922	282,543	297,000	297,000	297,000	297,000
5132 Flushing Program			158,104	150,399	159,450	159,450	159,450	159,450
5150 Temporary/Seasonal								
5190 Contractual Obligations			42,184	56,454	65,209	100,689	100,689	100,689
Total Personnel			1,787,859	1,771,781	1,827,457	1,988,921	1,988,921	1,988,921
5400 Supplies & Expenses			922,296	960,527	1,032,206	1,141,806	1,141,806	1,141,806
5200 Contract Services/Leases			349,982	426,860	528,305	535,905	535,905	535,905
5256 Utilities			592,450	593,000	593,000	593,000	593,000	593,000
5800 Capital Outlay						-	-	-
7063 Reserve				-	83,000	83,000	83,000	83,000
Total Supplies and Expenses			1,864,728	1,980,387	2,236,511	2,353,711	2,353,711	2,353,711
7130 Short-Term Debt			2,452	20,190	25,000	25,000	25,000	25,000
7150 Debt Service - Interest			1,675,212	1,690,176	1,620,751	1,617,826	1,617,826	1,617,826
7550 Debt Service - Principal			368,691	288,360	276,789	203,436	203,436	203,436
Total Debt Service			2,046,355	1,998,726	1,922,540	1,846,262	1,846,262	1,846,262
TOTAL			5,698,942	5,750,894	5,986,508	6,188,894	6,188,894	6,188,894

ARTICLE 13 - FISCAL YEAR 2019 SEWER ENTERPRISE BUDGET

To see if the Town will vote to raise and appropriate a sum of money to operate the Sewer Enterprise Fund pursuant to M.G.L. Chapter 44 Section 53 F ½ for the fiscal year beginning July 1, 2018 and ending June 30, 2019; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 13 Explanation: This is a Waste Water Enterprise Budget as voted pursuant to Article 30 of the October 2015 Annual Fall Town Meeting. This budget will be funded by general tax revenue and water user fees. The line item budget is arranged to show the actual expenditures for the current year and the proposed budget for the ensuing fiscal year. It is summarized by Town agency, function and/or program including any proposed capital expenditures. The preceding budget, when considered by the Town Meeting shall first be subject to amendment, if any, as may be proposed by the Finance Committee. The Town Manager's detailed budget and all explanatory information are available to the Town Meeting Representatives and the general public for inspection in the Town Manager's Office, the Public Library and the Town Clerk's Office. This information is also available in the Town Meeting Book and on the Town Manager's Page: <http://www.town.billerica.ma.us/365/Budget-Information>.

Town of Billerica Budget Detail FY2019	EXPENDED FY2015	EXPENDED FY2016	EXPENDED FY2017	BUDGETED FY2018	DEPT REQ FY2019	TOWN MGR FY2019	FIN COM FY2019
670 - Sewer Department							
5110 Personnel		981,583	948,445	1,039,987	1,003,527	1,003,527	1,003,527
5150 Temporary/Seasonal							
5130 Overtime		108,898	107,221	95,000	123,992	123,992	123,992
5190 Contractual Obligations		36,411	64,129	70,480	52,180	52,180	52,180
Total Personnel		145,309	171,350	165,480	176,172	176,172	1,179,699
5400 Supplies & Expenses		507,044	551,155	580,200	611,200	611,200	611,200
5200 Contract Services/Leases		739,698	904,052	828,950	858,450	858,450	858,450
5256 Utilities		383,257	414,500	415,000	415,000	415,000	415,000
5800 Capital Outlay					-	-	-
7063 Reserve			-	83,000	83,000	83,000	83,000
Total Supplies and Expenses		1,629,999	1,869,707	1,907,150	1,967,650	1,967,650	1,967,650
7130 Short-Term Debt		150,000	69,513	245,873	245,000	245,000	245,000
7150 Debt Service - Interest		3,685,439	3,532,670	4,012,006	3,869,322	3,869,322	3,869,322
7550 Debt Service - Principal		1,012,127	936,674	1,088,637	1,065,717	1,065,717	1,065,717
Total Debt Service		4,847,566	4,538,857	5,346,516	5,180,039	5,180,039	5,180,039
TOTAL		7,604,457	7,528,360	8,459,132	8,327,388	8,327,388	8,327,388

ARTICLE 14 - FISCAL YEAR 2019 COMMUNITY PRESERVATION BUDGET

To see if the Town will vote to appropriate or reserve from the **Community Preservation Fund** annual revenues in the amounts recommended by the Community Preservation Committee for committee administrative expenses, community preservation projects and other expenses in fiscal year 2019, with each item to be considered a separate appropriation, pursuant to M.G.L. Chapter 44B, Subsection 6; or act in relation thereto.

Appropriations:

From FY 2019 estimated revenues for Committee Administrative Expenses	\$ 45,000
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Reserves:

From FY 2019 estimated revenues for Historic Resources Reserve	\$ 90,000
From FY 2019 estimated revenues for Community Housing Reserve	\$ 90,000
From FY 2019 estimated revenues for Open Space & Recreation Reserve	\$ 90,000
From FY 2019 estimated revenues for CP Budgeted Reserve	\$ 585,000

Submitted by the Town Manager; authorized the Board of Selectmen
Recommended by the Community Preservation Committee

Finance Committee recommends approval.

Article 14 Explanation: In 2016 the Town adopted the Community Preservation Act, a special revenue fund to be used for historic preservation, community housing, open space and recreation. Each year the Community Preservation Committee must recommend an annual CPA budget to Town Meeting. A recommendation by the Community Preservation Committee and approval by Town Meeting are both required to spend any monies belonging to the fund. At the end of each fiscal year, the unspent balance remains in the CPA account for future project appropriations.

ARTICLE 15 - TO ALLOW THE TOWN MANAGER AND FINANCE COMMITTEE TO TRANSFER FUNDS

To see if the Town will vote to allow the Town Manager, upon request of a Department Head, Board or Commission, to make a transfer of funds between budget line items not-to-exceed a difference of \$5,000 from the amount voted at Town Meeting per line item for Fiscal Year 2019, with the exclusion of travel accounts, within the same department. Transfers within department line items in excess of \$5,000 for Fiscal Year 2019 must be approved by the Finance Committee. A written report from the Town Manager on all transfers of \$5,000 and under must be provided to the Finance Committee on the first Tuesday of each month; or act in relation thereto.

Submitted by the Finance Committee

Finance Committee recommends approval.

Article 15 Explanation: This article gives the Town Manager the authority to transfer funds between budget line items within a particular department, not-to-exceed \$5,000 per fiscal year. If the amount exceeds \$5,000, the article gives the authority to make such a transfer with the Finance Committee's approval.

ARTICLE 16 - TO AUTHORIZE DEPARTMENTAL REVOLVING FUNDS

To see if the Town will vote pursuant to the provisions of M.G.L. Chapter 44, Subsection 53E1/2, as most recently amended, to amend Article III Financial Regulations Section 8.1 of the General By-Laws by inserting new revolving funds, specifying the departmental receipts to be credited to each fund, the departmental purposes or programs for which each fund may be expended, and the entity authorized to expend each fund.

<u>REVOLVING FUND</u>	<u>AUTHORIZED TO SPEND FUND</u>	<u>REVENUE SOURCE</u>	<u>USE OF FUND</u>
Animal Control	Chief of Police	Fees and Fines collected from enforcement of Animal Control By-Law	Supplies and expenses in regulation of Dogs
Inspectional Service Emergency Overtime	Town Manager	Fees received for afterhours inspection calls	Cost of afterhours inspections

And, further, to set Fiscal Year 2019 spending limits for such revolving funds as follows:

<u>REVOLVING FUND</u>	<u>FY 2019 SPENDING LIMIT</u>
Animal Control	\$5,000
Inspectional Service Emergency Overtime	\$5,000
Wetlands By-Law	\$30,000
C.O.A. Programs	\$100,000
BEAM Program	\$2,000,000
Respite Care	\$120,000
Flu Shot Program	\$15,000

Or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen and Billerica School Committee

Finance Committee recommends approval.

Article 16 Explanation: Revolving Funds are allowed under M.G.L. Chapter 44, Section 53E ½ and must be established by By-Law. Under the statute, as most recently amended, Town Meeting must authorize the funding limit of Revolving Funds each year.

ARTICLE 17 - TO FUND DEBT STABILIZATION

To see if the Town will vote to transfer and appropriate from Overlay Surplus the sum of \$55,264.87 to fund the Debt Stabilization Fund; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 17 Explanation: This article is intended transfer money into the Debt Stabilization Fund from overlay surplus funds. It has been the policy of the Board of Selectmen and Town Management to aggressively contribute to the Debt Stabilization to preserve an affordable tax rate and protect the financial position of the Town. This enables the Town to get the best interest rates possible in the marketplace when Billerica borrows money. The Board of Assessors declared \$573,264.84 as Overlay Surplus on March 2, 2018.

ARTICLE 18 – THIS ARTICLE HAS BEEN WITHDRAWN

ARTICLE 19 - TO FUND WATER ENTERPRISE RAW WATER PUMP REPLACEMENT

To see if the Town will vote to transfer and appropriate from Water Enterprise Retained Earnings the sum of \$41,000 to fund the replacement and installation of a Raw Water Pump at the Water Intake on Boston Road; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 19 Explanation: The water intake had three raw water pumps installed 12 years ago. The Town has replaced two of the three pumps in the last three years due to pump failures. Replacement of the third pump has become urgent and should be considered an emergency. The third pump is the same make and model as the other two replaced pumps. The DPW is requesting the funding for replacement so to avoid an emergency replacement for a pump that has exceeded its shelf life. Water Enterprise Retained Earnings were certified by the DOR on July 1, 2017 in the amount of \$1,389,002. The unappropriated balance at the beginning of Town Meeting is \$1,138,002.

ARTICLE 20 - TO FUND SEWER MANHOLE REPAIRS FROM INFLOW AND INFILTRATION FUNDS

To see if the Town will vote to transfer and appropriate from the Inflow and Infiltration Fund the sum of \$50,000 to fund the repairs of Sewer Manhole Structures; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 20 Explanation: Many sewer manholes Town wide are in need of repairs due to pavement failures around the manhole casting. Repairs will require the removal of materials around the casting, adjustment of casting and pavement application around casting. The current balance of the Inflow and Infiltration Fund is \$131,897.

ARTICLE 21 - STREET SURVEY AND ACCEPTANCE PLANS FOR UNACCEPTED ROADS

To see if the Town will vote to transfer and appropriate from Overlay Surplus the sum of \$50,000 for Street Survey and Street Acceptance Plans of unaccepted roads; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 21 Explanation: About twenty percent (20%) of Town roads are unaccepted. In order to work on decreasing the number of unaccepted roads, survey and acceptance plans must be prepared and made available prior to bringing road acceptances to Town Meeting. The Board of Assessors declared \$537,264.84 as Overlay Surplus on March 2, 2018.

ARTICLE 22 - TO FUND APPRAISAL AND CONSULTING COSTS TO DEFEND TOWN IN TRIALS AT THE MASSACHUSETTS APPELLATE TAX BOARD

To see if the Town will vote to transfer and appropriate from Overlay Surplus the sum of \$50,000 to fund appraisal and consulting costs to defend the Town in trials at the Massachusetts Appellate Tax Board; or act in relation thereto.

Submitted by the Board of Assessors

Finance Committee recommends approval.

Article 22 Explanation: The Assessors have several large appeals that require the use of outside consultants and/or appraisers in order to defend the assessed values if tried. Historically, the Town has funded this request through a transfer from Overlay Surplus in order to avoid raising the funds through the Town budget. The Board of Assessors declared \$537,264.84 as Overlay Surplus on March 2, 2018.

ARTICLE 23 - TO FUND CONSULTING CONTRACT FOR FISCAL YEAR 2020 STATE-MANDATED RE-CERTIFICATION OF REAL ESTATE AND PERSONAL PROPERTY

To see if the Town will vote to transfer and appropriate from Overlay Surplus the sum of \$132,000 to fund a consulting contract for the Fiscal Year 2020 State-Mandated Re-Certification of all real estate and personal property located within the Town of Billerica; or act in relation thereto.

Submitted by the Board of Assessors

Finance Committee recommends approval.

Article 23 Explanation: In order to comply with Massachusetts Department of Revenue requirements for the Town's Fiscal Year 2020 Re-Certification, the Town historically enters into a consulting contract to assist the Town with this large project. In order to set the tax rate, the Town must achieve Re-Certification with the Massachusetts Bureau of Local Assessment. Historically, the Town has funded this request through a transfer from Overlay Surplus in order to avoid raising the funds through the Town budget. The Board of Assessors declared \$537,264.84 as Overlay Surplus on March 2, 2018.

ARTICLE 24 - TO FUND TOWN CAPITAL BUDGETS FROM PREVIOUS TOWN MEETING ARTICLES

To see if the Town will vote to transfer and appropriate the sum of \$140,490 from the following unexpended balances of previously approved articles:

Article # 14 Fall Town Meeting Oct 2017	\$ 21,000
Article # 21 Spring Town Meeting May 2016	\$ 6,183
Article # 19 Fall Town Meeting Oct 2015	\$ 10,872
Article # 7 Fall Town Meeting Oct 2014	\$ 52,873
Article # 17 Fall Town Meeting Oct 2013	\$ 9,666
Article # 20 Fall Town Meeting Oct 2012	\$ 11,975
Article # 20 Fall Town Meeting Oct 2011	\$ 20,950
Article # 14 Fall Town Meeting Oct 2017	\$ 6,971

to fund the purchase of a replacement front loader for the Highway Department.

Further, to see if the Town will vote to transfer and appropriate the sum of \$101,894 from the following unexpended balances of previously approved articles:

Article # 19 Fall Town Meeting Oct 2015	\$ 20,927
Article # 7 Fall Town Meeting Oct 2014	\$ 80,882
Article # 20 Fall Town Meeting Oct 2012	\$ 85

to fund the purchase of two (2) F-250 trucks and equipment for the new Parks and Trees Division.

Or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 24 Explanation: This article will appropriate funding from previously approved Capital articles with surplus balances to other Capital articles to fully fund those articles.

ARTICLE 25 - TO PURCHASE A NEW AMBULANCE AND RELATED EQUIPMENT

To see if the Town will vote to transfer and appropriate from Free Cash the sum of \$250,000 to fund the purchase of a new ambulance and related equipment; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 25 Explanation: Billerica EMS provides full-time paramedic level service to the Town with two fully equipped and staffed paramedic level ambulances, 24 hours a day, 7 days a week. Replacement of this unit will help insure reliable and consistent service to the community. The service maintains two primary and two mechanical back-up vehicles. Free Cash was certified by the DOR on July 1, 2017 in the amount of \$6,219,529. The unappropriated balance at the beginning of Town Meeting is \$500,000.

ARTICLE 26 - TO AUTHORIZE LEASE/PURCHASE AGREEMENTS

To see if the Town will vote to authorize lease/purchase agreements for a Toro Groundmaster 5910 mower with attachments and accessories for a term of 3 years; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 26 Explanation: This article is necessary because pursuant to the provisions of M.G.L. Chapter 44, Section 21C, a lease/purchase agreement must be approved by a two-thirds vote of Town Meeting. The first year appropriation in the amount of \$40,000 is included in the FY'18 Cemetery, Parks and Trees Division.

ARTICLE 27 - TO FUND PHASE III WWTP IMPROVEMENTS & SALEM ROAD PUMP STATION UPGRADE

To see if the Town will vote to authorize the Treasurer, with approval of the Board of Selectmen, to borrow under M.G.L. Chapter 44, Sections 7 & 8, or any other relevant statute, the sum of \$525,000 to be spent under the direction of the Director of Public Works for the design and permitting of Phase III WWTP Improvements. Any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 27 Explanation: The design includes chemical tank replacement, Vector truck station, permanent water connection, replacement of aeration and pre-aeration dropleg valve, emergency generator, operation building upgrade, laboratory upgrade, former compost building upgrade and conveyer installation and Salem Road pump station upgrade. The estimated construction cost is \$7,239,000 and would be acquired through Town Meeting at a later date.

ARTICLE 28 - TO FUND WATER TREATMENT PLANT OZONE IMPROVEMENTS

To see if the Town will vote to authorize the Treasurer, with approval of the Board of Selectmen, to borrow under M.G.L. Chapter 44, Sections 7 & 8, or any other relevant statute, the sum of \$975,000 to be spent under the direction of the Director of Public Works for Water Treatment Plant Ozone Design Improvements. Any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 28 Explanation: The Water Treatment Plant is a 12 year old plant and in need of improvements and upgrades in certain areas. These improvements include the following: WTP Process Improvements (Ozone), Electrical Improvements, SCADA Improvements, Structural Improvements and HVAC System Improvements. Estimated construction cost \$9,086,750.

ARTICLE 29 - TO FUND \$2.5 M FOR SEWER CONTRACT 36 SHORTFALL

To see if the Town will vote to authorize the Treasurer, with approval of the Board of Selectmen, to borrow under M.G.L. Chapter 44, Sections 7 & 8, or any other relevant statute, the sum of \$2,500,000 to be spent under the direction of the Director of Public Works for the construction of Sewer Area 3 (Contract 36) due to project short fall. Any premium received by the Town upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with Chapter 44, Section 20 of the Massachusetts General Laws, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 29 Explanation: Sewer Contract 36 was funded for \$14,000,000 in STM 2017. Bids were received in March 2018 and the lowest bid received came in above appropriations.

ARTICLE 30 – THIS ARTICLE HAS BEEN WITHDRAWN

ARTICLE 31 - TO PURCHASE 8 CARTER AVENUE AND ASSOCIATED RIVERFRONT PARCEL

To see if the Town will vote to transfer and appropriate from Overlay Surplus the amount of \$266,000 to fund the purchase of 8 Carter Avenue (Map 85, Parcel 57-1) and an associated riverfront parcel on Carter Avenue (Map 85, Parcel 150-0).

And, further, to see if the Town will vote to transfer and appropriate from Overlay Surplus the amount of \$20,000 to demolish the structure at 8 Carter Avenue and clear and make safe said parcel, including any incidental and related costs and expenses.

Said parcels to be held in the care and custody of the Conservation Commission pursuant to M.G.L. Chapter 40, Section 8C for preservation, restoration and recreation purposes; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 31 Explanation: This warrant article requests funding to purchase these two parcels on and nearby the Concord River on Carter Avenue off of Nashua Road (Route 4) for preservation, restoration and recreation purposes to be determined. There is also funding requested to demolish the house located at 8 Carter Avenue to further these potential uses.

ARTICLE 32 - TO APPROVE A CERTIFIED PROJECT APPLICATION SUBMITTED BY CLEAR MOTION, INC.

To see if the Town will vote to approve a Certified Project Application submitted by Clear Motion, Inc., 805 Middlesex Turnpike for facilities more specifically described on Assessors Map 97, Parcel 4-1. Said approval will provide local tax relief to promote economic development in accordance with G.L c.23A, ss 3A-3H; or act in relation thereto. In addition, the Project Certification confirms:

- A). The project, as proposed, is consistent with and can reasonably be expected to benefit significantly from inclusion as a Certified Project.
- B). The project, as described in the Project Certification Application, will increase employment opportunities for the residents of Billerica by allowing for continued growth and expansion of facilities in Billerica.
- C). The Town requests that this project be designated as a certified project for a term of not less than five (5) years or more than twenty (20) years duration.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 32 Explanation: This article requests Town Meeting to approve a certified project application for Clear Motion, Inc., a company who designs and manufactures computerized suspension systems for vehicles. The company is entering into a lease at the long vacant 805 Middlesex Turnpike building, and a local TIF Agreement is in negotiation.

ARTICLE 33 - TO TRANSFER OWNERSHIP OF THE CABOT LAND TO THE CONSERVATION COMMISSION

To see if the Town will vote to transfer ownership of Parcel B (10.833 acres) on the attached plan, containing a portion of Map 60, Parcel 80-1 (owned by the Town of Billerica and known as the Cabot Land), from the Town board or officer currently having care, custody and control of said property to the care, custody and control of the Conservation Commission pursuant to M.G.L. Chapter 40, Section 8C, in order to comply with the Massachusetts Department of Protection requirements for wetlands mitigation for the Middlesex Turnpike Improvement Project, Phase 3; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 33 Explanation: This article would transfer ownership of the Cabot Land to the Conservation Commission pursuant to M.G.L. Chapter 40, Section 8C, in order to comply with the Massachusetts Department of Protection requirements for wetlands mitigation for the Middlesex Turnpike Improvement Project, Phase 3.

ARTICLE 34 - TO ACCEPT ROADS AS A PUBLIC WAY

To see if the Town will vote to accept the following listed roads as public ways in accordance with the layouts adopted by the Board of Selectmen and on file with the Town Clerk; and to authorize the Board of Selectmen to acquire by gift, purchase, or eminent domain, such interests in land as are necessary to provide for the use and maintenance of said ways for all purposes for which public ways are used in the Town of Billerica; or act in relation thereto.

Agawam Circle, from Allen Road to cul-de-sac approximate length 350' and 45' wide right of way, as depicted on the plan entitled '*Plan and Profile of Allendale Acres, Agawam Circle*' dated February 1963 by Emmons & Fleming Inc.

Biagiotti Way, from Treble Cove Road to the School entrance approximate length 630' and 50' wide right of way, as depicted on the plan entitled '*Biagiotti Way, Billerica, MA*' dated September 17, 2003 by Allen & Major Associates, Inc.

Carley Way, from Tow Path Drive to Cul-de-sac approximate length 350' and 40' wide right of way, as depicted on the plan entitled '*Heritage Pines, Billerica, MA, Sheet 5 of 7*' dated May 23, 1997 by Raymond Engineering Service.

Cider Mill Way, from Andover Road to Dead End approximate length 410' and 50' wide right of way, as depicted on the plan entitled '*Cider Mill Way, Billerica, MA*' dated September 6, 2002 by Allen & Major Associates, Inc.

Ellingwood Avenue, from McHugh Avenue to the South Dead End approximate length 425' and 40' wide right of way, as depicted on the plan entitled '*As Built Plan, Ellingwood Avenue, Billerica, MA*' dated January 14, 2016 by Raymond Engineering Service.

Emerson Road, from Andover Road to Dead End approximate length 380' and 40' wide right of way, as depicted on the plan entitled '*Emerson Road, Billerica, MA*' dated July 17, 2002 by Allen & Major Associates, Inc.

Ketchen Avenue, from Salem Road to Tow Path Drive approximate length 460' and 40' wide right of way, as depicted on the plan entitled '*Heritage Pines, Billerica, MA, Sheet 6 of 7*' dated May 23, 1997 by Raymond Engineering Service.

Rio Vista Street, from Sewell Street to Liberty Drive approximate length 3,030' and 40' wide right of way, as depicted on the plan entitled '*Rio Vista Street, Billerica, MA*' dated September 10, 2002 by Allen & Major Associates, Inc.

Tow Path Drive, formerly Staples Street, from 135' passing Ketchen Avenue at the SE end of the street to 50' passing Carley Way on the NW end of the street, approximate length 435' and 40' wide right of way, as depicted on the plan entitled '*Heritage Pines, Billerica, MA, Sheet 5 of 7*' dated May 23, 1997 by Raymond Engineering Service.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 34 Explanation: The Department of Public Works had identified the above listed roads as candidates for street acceptance. We have acceptance plans on file, and the roads are in good condition, as they were recently paved as part of the Town's Sewering Program.

ARTICLE 35 – THIS ARTICLE HAS BEEN WITHDRAWN

ARTICLE 36 – THIS ARTICLE HAS BEEN WITHDRAWN

ARTICLE 37 - TO GRANT AN EASEMENT TO MASSACHUSETTS BAY TRANSPORTATION AUTHORITY AT 70 LETCHWORTH AVENUE IN CONNECTION WITH THE MBTA POSITIVE TRAIN CONTROL PROJECT

To see if the Town will vote to transfer a portion of Town-owned property identified herein from the Town board or officer currently having care, custody and control of thereof for the purpose for which it is currently held jointly to such board or officer for such purpose and to the Board of Selectmen for the purpose of disposition of an interest therein, and to authorize the Board of Selectmen to grant an easement to the Massachusetts Bay Transportation Authority ("MBTA") for no consideration in connection with the MBTA Positive Train Control Project upon a portion of land owned by the Town at 70 Letchworth Avenue as shown on a plan on file with the Office of the Town Clerk for the purpose of installing, operating, maintaining and replacing a utility pole and wires appurtenant thereto (the "Utility Pole"), together with access and egress to and from Letchworth Avenue and the Utility Pole, and to authorize the BOS to execute any documents or instruments necessary to effectuate the purpose of this Article; or act in relation thereto.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Article 37 Explanation: The Board of Selectmen had granted the MBTA a License Agreement during their meeting on December 18, 2017 to allow the MBTA to install a pole on Town land. This article will make it a permanent easement.

ARTICLE 38 - TO AMEND GENERAL BY-LAWS BY INSERTING A NEW CHAPTER ENTITLED “STRETCH ENERGY CODE”

To see if the Town will vote to amend the Town of Billerica General By-Laws Article IX Building Department by inserting a new section 15 entitled “Stretch Energy Code” for the purpose of regulating the design and construction of buildings for the effective use of energy, pursuant to Appendix 115.AA of the Massachusetts Building Code, 780 CMR, the Stretch Energy Code, including future editions, amendments or modifications thereto, a copy of which is on file with the Town Clerk and will read as follows; or act in relation thereto.

15-1 Definitions

International Energy Conservation Code (IECC) - The International Energy Conservation Code (IECC) is a building energy code created by the International Code Council. It is a model code adopted by many state and municipal governments in the United States for the establishment of minimum design and construction requirements for energy efficiency, and is updated on a three-year cycle. The baseline energy conservation requirements of the MA State Building Code are the IECC with Massachusetts amendments, as approved by the Board of Building Regulations and Standards.

Stretch Energy Code - Codified by the Board of Building Regulations and Standards as 780 CMR Appendix 115.AA of the Massachusetts building code, the Stretch Energy Code is an appendix to the Massachusetts building code, based on further amendments to the International Energy Conservation Code (IECC) to improve the energy efficiency of buildings built to this code.

15-2 Purpose

The purpose of 780 CMR 115.AA is to provide a more energy efficient alternative to the Base Energy Code applicable to the relevant sections of the building code for new buildings.

15-3 Applicability

This code applies to residential and commercial buildings. Buildings not included in this scope shall comply with 780 CMR 115.AA, as indicated.

15-4 Stretch Code

The Stretch Code, as codified by the Board of Building Regulations and Standards as 780 CMR Appendix 115.AA, including any future editions, amendments or modifications, is herein incorporated by reference into the Town of Billerica General Bylaws, Section 15 of Article IX. The Stretch Code is enforceable by the inspector of buildings or building commissioner and effective as of January 1, 2019.

Submitted by the Town Manager; authorized by the Board of Selectmen

Finance Committee recommends approval.

Appendix A

Town Budget and Financial Report Analysis

Town Manager's Budget Message



MEMORANDUM

TO: All Department Heads, Boards, Committees and Commissions
FROM: John C. Curran, Town Manager *JCC*
DATE: December 6, 2017
SUBJECT: Fiscal Year 2019 Budget Process and Timeline

As provided in the Billerica Town Charter adopted March 3, 1979 and revised in 2017 in Section 3-3(8) the Town Manager shall prepare and submit a proposed budget to the Finance Committee, the budget process is being defined below to give you notice as to what the process is and the timeline and obligations that it requires. I have also attached a timeline table to this memo for your use.

Specifically, Section 3-3(8) states, "He (Town Manager) shall prepare and submit in the manner provided in Article 5, a proposed annual operation budget and a proposed capital outlay program."

Article I, Section 6 of the Billerica General By-Laws requires the budget to be submitted to the Finance Committee at least 60 days prior to Town Meeting. Town Meeting will be called on May 1, 2018. Therefore, the budget must be submitted to Finance Committee before March 1, 2018. Accordingly, the budget will be ratified by the Board of Selectmen at the last regular meeting before this date – February 26th. The department head budget requests are due by January 11, 2018.

Budget Process

The Fiscal Year 2019 budget format will remain the same as it was last year. Please do not make changes to the Excel spreadsheets. The expended year to date column will be left blank and will be filled in later by the Accounting Department.

According to the Department of Revenue (DOR), on a fiscal year-to-date basis, Total Tax collections through October were \$8.183 billion, which is \$205 million or 2.6% greater than the same period last year. This is also 2.2% or \$178 million more than the year-to-date benchmark. There is no reason to anticipate anything other than a positive outlook for the next fiscal year. All town tax collections and receipts are strong and the five year average of new growth is strongest it has been in twenty years at \$2.6 million. This is 14% higher than any year in the last 20 years. The only caution to express is that these

revenues are needed to sustain the significant level of debt service the Town is incurring over the next several years.

Five Collective Bargaining Agreements (CBA), which expired on June 30th 2016, remain unsettled. This office is working to incorporate Both Police Unions, the Fire Fighters Union, the DPW Union and the Civilian Dispatch Union CBAs within this budget process. Some free cash remains from the fall town meeting to be used for anticipated retroactive pay. Four contracts have been settled to date. However, as always, do not include any numbers in personnel budgets for unsettled contracts.

The other major contributor to the budget this year will be a significant increase in the “Shawsheen Assessment”, which is not yet known. The Town’s retirement contribution is expected to increase by approximately \$727,000 or 6.74%. Health Care is projected to go up at least \$710,000. This represents a projected 2% bump in rates and an additional 32 projected enrollees. This is not precipitated by additional employees but rather retirements and employees switching out of spouses plans.

The focus of this year’s budget process will be to hold the line on operating budget increases to 2% per the FY2018 goals of the Board of Selectmen. This office will be presenting reorganizational opportunities consistent with the Selectmen’s goals. An increase of at least \$500,000 can be anticipated for combined Town/School Buildings and Grounds in the form of two new departments where there was formerly one. The Cemetery, Parks and Trees Department will be split into two departments. The Cemetery Department will maintain exclusively cemeteries and the Parks and Trees Department will take care of fields, commons and trees and ways. .

Therefore, all Department Heads are asked to submit a level-funded expense account unless otherwise instructed by this office and only include any contractual increases in your personnel budget.

Personnel

- All salaries should be calculated on 52.2 weeks.
- Do not attempt to upgrade any employees in your budget submission.
- Do not add hours to part-time employees.
- Employees should receive step raises.

Expenditures

- Level fund electric and natural gas bills.

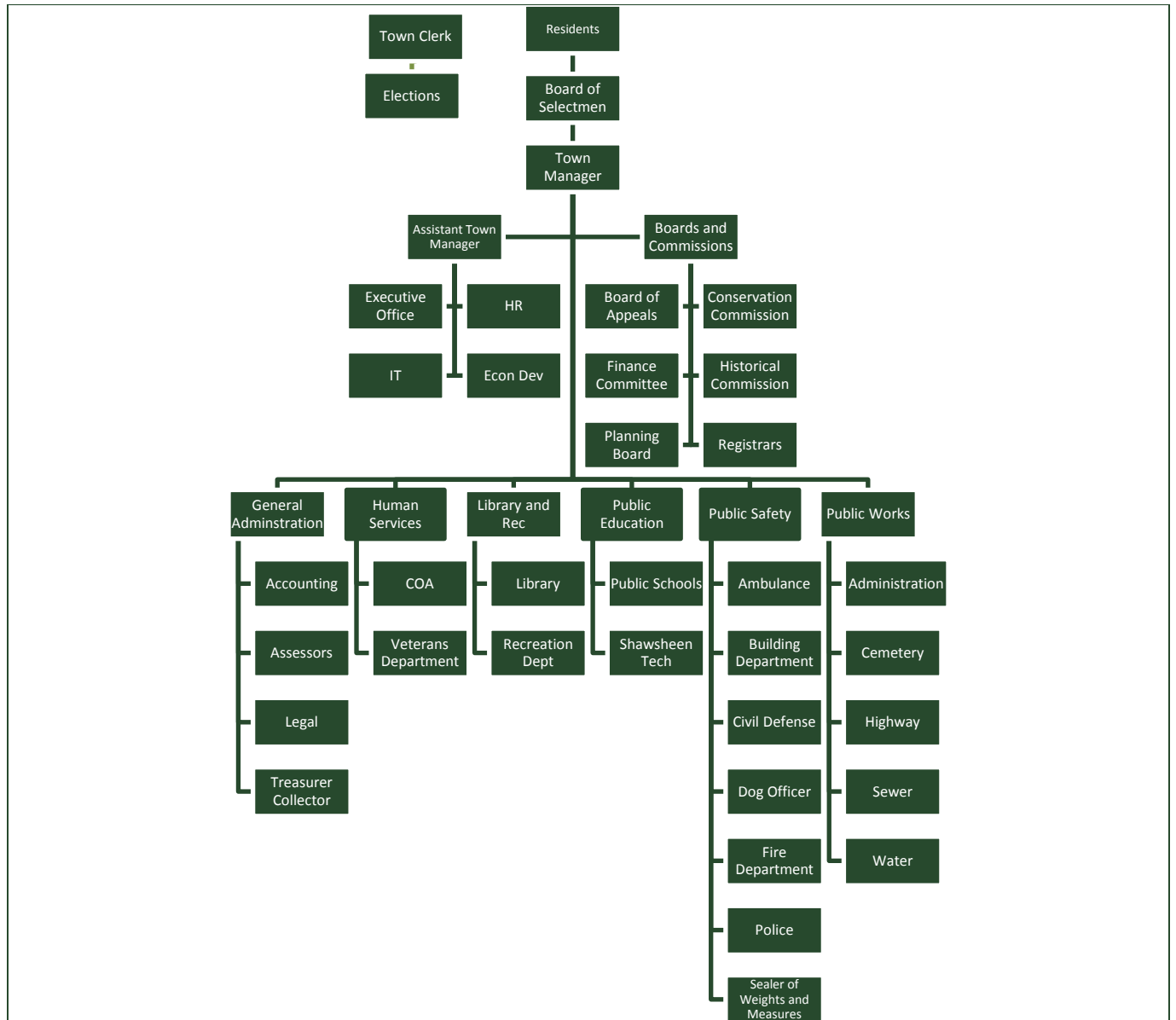
Capital

- One-time expenses up to \$10,000 should be included in the Supplies and Expenses line item (5400).
- One-time expenses above \$10,000 should be included in a separate Capital Budget.

Five-Year Capital Budget

- Please prepare a Five-Year Capital Budget, as well as a long-term Capital Plan.
- It is okay for this budget to be a wish list

Organizational Chart



A Citizens Guide to the Budget

Municipal budgets can be scary, confusing, and dense. Billerica's annual budget is no exception. In past years the full budget document has totaled over 300+ pages. This year the Town Manager and the Board of Selectmen wanted to create a budget document that is more user friendly than in years past. This budget will include a glossary of acronyms, definitions of commonly used terms, timelines, financial policies, and procedures to help educate the public on the future of the Town. We hope that you enjoy the new layout, please take a few moments to learn about the process and important dates that we must abide by.

The Budget Process

The Town of Billerica's current government structure was formulated in 1979. On the first Saturday in April the citizens of Billerica participate in the Town election.

During the Town election they have the opportunity to vote for the **Board of Selectmen**. The Board consists of five members, and is responsible for the leadership and coordination of Town affairs. Members are elected for terms of three years. The Selectmen appoint the **Town Manager** to be the Chief Administrator of the Town.

The Town Manager prepares the Capital and Operating Budget based on a judgment of the needs of the Town after consultation with department heads and the Finance Committee.

The budget is eventually presented to the Board of Selectmen and Finance Committee who then makes recommendations for the Town Meeting Members. At Town Meeting the budget will be debated and voted on. After successful passage the budget will take effect at the start of the fiscal year, July 1.

Budget Calendar FY19 (Approval 2018 Spring Town Meeting)

July

Fiscal Year begins

August / September

Budget Update / CIP Goals for Fall Town Meeting

October

Fall Town Meeting (First Tuesday in October)

November

Free Cash Certification

December

Notify department heads, boards and committee about the budget directives for ensuing fiscal year

January

Department head respondent deadline

February

School Superintendent must provide TM with ratified School Budget
BOS must ratify prior to Fincom Deadline

March

60 days prior to Town Meeting the TM will file a summary budget with FinCom

May

Spring Town Meeting (First Tuesday in May)

Community Profile

Name: Town of Billerica

Settled: 1652

Incorporated: 1655

Total Area: 26.4 square miles

County: Middlesex

Est. Population: 41,888

Form of Government:
Town Manager, Board of
Selectmen, Representative
Town Meeting

Town Manager: John
Curran

School Structure: K-12

FY2017 Average Tax Bill:
4,784

**FY2017 Average Single
Family Home Value:**
339,565

Town Hall Address: 365
Boston Road

The Town of Billerica is a medium sized suburban community located in Middlesex County. It is located 20 miles north-west of Boston along Route 3. Billerica is home to 41,888 residents many whom take advantage of the Billerica Public School system that runs K-12.

The Town of Billerica has a proud history. It was settled in 1652 and incorporated in 1655. The Town is made up of several neighborhoods that stretch the 26.4 square miles of land area. Each neighborhood has their own distinct characteristics that distinguish them from one another. Nutting Lake, North Billerica, Pinehurst, The Pines and Garden City are among the most popular areas to live.

The public school system consists of six elementary schools, two middle schools, and one high school. The Town is also proud to announce that we have broken ground on a new High School that will service generations for years to come.

Billerica is also home to a large amount of commercial space. The Town is split in half by route 3, borders route 95, 495, and is not far from route 93. This makes the town an ideal partner for many commercial industries. Billerica has a state of the art technology park that includes business like EMD Serono and Parexel. Both of these companies are on the cutting edge of medical research including cures for cancer. Billerica also has many restaurants and places to shop.

The Town is in a strong position financially and has a Aa2 rating from Moody's and a AA+ from Standard and Poor's. We also have millions of dollars of room between our current tax rate and the levy. This has given the town flexibility to deliver high quality services to its residents while not taxing the full available amount.

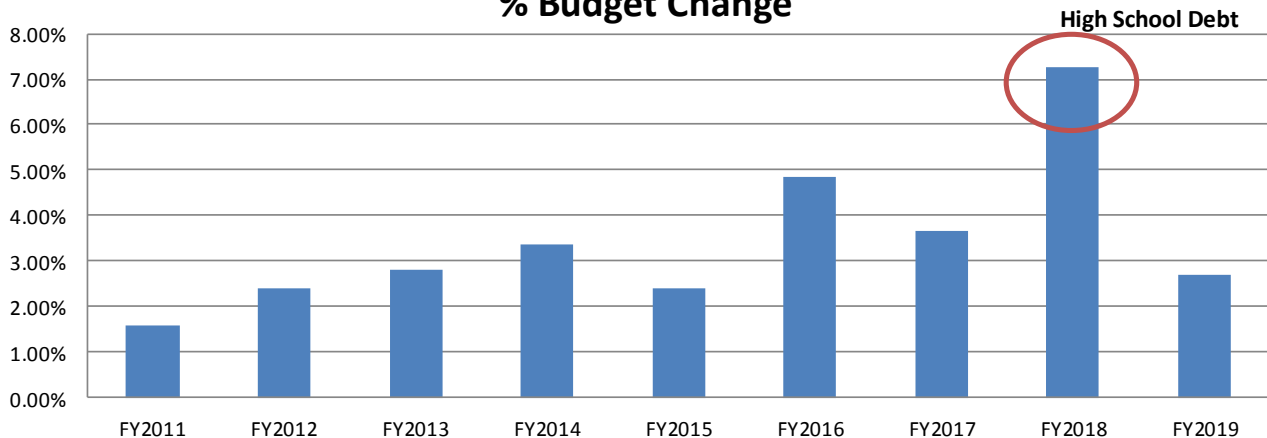
The Town of Billerica is currently an exciting place to be. Future development, a new high school, and many other exciting opportunities are on the horizon.

Fiscal Year 2019 Budget Summary

Fiscal Year 2019 Budget Summary

Department	FY2017 BUDGET	FY2018 BUDGET	FY2019 BUDGET	\$ INC/DEC	% INC/DEC
General Government	\$ 4,823,002	\$ 4,989,994	\$ 5,409,266	\$ 419,272	8.40%
Public Safety	18,344,190	18,720,964	18,865,659	144,695	0.77%
Public Works	7,502,847	7,771,330	7,998,893	227,563	2.93%
Library and Recreation	1,924,980	1,930,909	2,078,090	147,181	7.62%
Human Services	1,025,810	1,028,972	925,295	(103,677)	-10.08%
Total Town Departments	33,620,829	34,442,169	35,277,203	835,034	2.42%
Billerica Public Education	59,643,860	61,423,060	62,453,321	1,030,261	1.68%
Shawsheen Technical	10,122,691	10,579,268	10,917,388	338,120	3.20%
Total Education	\$ 69,766,551	\$ 72,002,328	\$ 73,370,709	\$ 1,368,381	1.90%
Town/School Shared Costs	32,499,184	39,595,283	41,660,194	2,064,911	5.22%
TOTAL	\$ 135,886,564	\$ 146,039,780	\$ 150,308,106	\$ 4,268,326.19	2.92%
Water Enterprise Fund Budget	\$ 6,033,656	\$ 5,986,508	\$ 6,188,894	\$ 202,386	3.38%
Wastewater Enterprise Fund Budget	\$ 7,686,646	\$ 8,459,132	\$ 8,327,388	\$ (131,744)	-1.56%
Total Budgets	\$ 149,606,866	\$ 160,485,420	\$ 164,824,387	\$ 4,338,968	2.70%
Total Budgets less Shared Cost:	\$ 117,107,682	\$ 120,890,137	\$ 123,164,193	\$ 2,274,057	1.88%

% Budget Change



Source: Town of Billerica FY2019 Budget Documents

Financial Recap FY19

TOWN OF BILLERICA FALL FINANCIAL RECAP FISCAL YEAR 2019					Page 1
	FINAL BUDGET FY15	FINAL BUDGET FY16	FINAL BUDGET FY17	FINAL BUDGET FY18	FINAL BUDGET FY19
USES OF FUNDING (AMOUNTS TO BE RAISED):					
APPROPRIATIONS:					
GENERAL FUND BUDGET (Includes all TM R&A)	128,702,477.00	120,579,082.40	126,059,929.00	135,257,067.00	138,798,658.92
Water Enterprise Budget		6,186,493.00	6,033,655.51	5,986,507.83	6,188,893.61
Water Enterprise Capital Budget		305,518.00			
Wastewater Enterprise Budget		8,032,795.00	7,696,146.04	8,459,132.00	8,327,388.00
RESERVED FOR COLLECTIVE BARGAINING (S) Spring Art	135,329.00				
SPRING 2014 ATM Article	180,000.00				
TRANSFER	476,000.00	301,747.00			
Spring ARTICLE , School Capital Article reauth	599,333.00				
Spring ARTICLE , Cemetery Niche Wall	125,000.00				
Spring ARTICLE , Gate Valves	200,000.00				
Fall STM ARTICLE 3, NEPBA (A) Patrolmen	30,000.00				
Fall STM ARTICLE 4, NEPBA (B) Superior Officers	60,000.00				
Fall STM ARTICLE 7, Town Capital Free Cash	750,000.00				
Fall STM ARTICLE 7, Town Capital II	400,000.00				
Fall STM ARTICLE 8, Ambulance Repair and related equipment	38,000.00				
Fall STM ARTICLE 9, Fire Pump	600,000.00				
Fall STM ARTICLE10, School Capital	750,000.00				
Fall STM ARTICLE 11, Full Day K	600,000.00				
Fall STM ARTICLE 12, Substance Abuse	25,000.00				
Fall STM ARTICLE 13, Town Hall Windows	1,000,000.00				
Fall STM ARTICLE 14, Water Mains	1,000,000.00				
Fall STM ARTICLE 15, Commercial Water Meters	850,000.00				
Fall STM ARTICLE 16, Open Space and Recreation Plan	35,000.00				
Fall STM ARTICLE 18, Debt Stabilization	2,720,172.00				
Fall STM ARTICLE 20, Debt Stabilization	1,102,100.00				
Spring Article 4 FF Contract Overlay		300,000.00			
Spring Article 12 Overlay		150,000.00			
Spring Article 10 Water Conservation Rebates		75,000.00			
Fall STM ARTICLE 13, Debt Stabilization		1,800,000.00			
Fall STM ARTICLE 14, School Capital		700,000.00			
Fall STM ARTICLE 16, Storm Water Capital		500,000.00			
Fall STM ARTICLE 17, Yankee Doodle Bikepath		190,000.00			
Fall STM ARTICLE 19, Town Capital		701,000.00			
Fall STM ARTICLE 20, OPEB		500,000.00			
Fall STM ARTICLE 21, Snow and Sand Deficit		600,000.00			
Fall STM ARTICLE 23, Assessors Consultant		89,000.00			
Fall STM ARTICLE 13, Free Cash to Debt Stabilization			1,800,000.00		
Fall STM ARTICLE 14, Town Capital Budget			1,048,000.00		
Fall STM ARTICLE 15, School Capital Budget			500,000.00		
Fall STM ARTICLE 16, Purchase Ambulance and Retrofit Garage			425,000.00		
Fall STM ARTICLE 17, Fire Station Feasibility Study			100,000.00		
Fall STM ARTICLE 18, Town Vehicles Fuel Facility			1,500,000.00		
Fall STM ARTICLE 19, Yankee Doodle Bikepath			450,000.00		
Fall STM ARTICLE 20, Aquatic Treatment of Nuttings Lake			35,000.00		
Fall STM ARTICLE 22, Water Mains Replacement			500,000.00		
Spring 2017 ATM, Article 3, Budget Transfer				100,000.00	
Spring 2017 ATM, Article 4, SEIU Contract				48,000.00	
Spring 2017 ATM, Article 5, EMT and Paramedics Contract				53,000.00	
Spring 2017 ATM, Article 6, IUPE Contract				80,000.00	
Spring 2017 ATM, Article 13, By-Law Employees COLA				95,000.00	
Spring 2017 ATM, Article 20, Overlay Fund to Debt Stabilization				1,200,623.00	
Spring 2017 ATM, Article 21, Overlay to Fund Town Capital				504,000.00	
Fall 2017 STM, Article 8, IAFF Dispatchers				17,150.00	
Fall 2017 STM Article 14, Town Capital Budget				2,919,000.00	
Fall 2017 STM, Article 15, School Capital Budget				1,000,000.00	
Fall 2017 STM, Article 16, WWTP Bob Cat				50,000.00	
Fall 2017 STM, Article 18, Hydrants and Gates				200,000.00	
Fall 2017 STM, Article 23, Free Cash to Debt Stabilization				1,800,000.00	
Fall STM ARTICLE 36, CPA Budget				700,000.00	700,000.00
TOTAL APPROPRIATIONS	140,378,411.00	141,010,635.40	146,147,730.55	158,469,479.83	154,014,940.53
OTHER LOCAL EXPENDITURES / DEFICITS:					
TAX TITLE PURPOSES	50,000.00				
CHARTER SCHOOL ASSESSMENT					
SCHOOL CHOICE					
COUNTY RETIREMENT	8,541,268.00	9,204,554.00	9,826,635.00	10,782,713.00	11,509,447.00
DEBT & INTEREST					
FINAL JUDGMENTS				60,000.00	60,000.00
OVERLAY DEFICITS					
CHERRY SHEET OFFSETS	72,351.00	60,000.00		47,593.00	47,593.00
REVENUE DEFICIT		46,409.00			
SNOW / ICE DEFICIT	698,887.00	589,103.00	376,878.00	903,739.00	600,000.00
PROJECTED SNOW / ICE REIMBURSEMENT					
OVERLAY RESERVE	2,304,476.00	2,809,476.36	2,809,476.36	2,809,476.36	2,809,476.36
OTHER - MEDICARE/UNEMPLOYMENT					
OTHER - UNFORESEEN CHARGES/ASSESSMENTS					
TOTAL OTHER LOCAL EXPENDITURES	11,666,982.00	12,709,542.36	13,012,989.36	14,603,521.36	15,026,516.36
STATE AND COUNTY CHARGES	5,886,721.00	5,873,560.00	5,591,126.00	5,258,306.00	5,258,306.00
TOTAL USES OF FUNDING	157,932,114.00	159,593,737.76	164,751,845.91	178,331,307.19	174,299,762.89

Financial Recap FY19

TOWN OF BILLERICA FALL FINANCIAL RECAP FISCAL YEAR 2019					Page 2
	FINAL BUDGET FY15	FINAL BUDGET FY16	FINAL BUDGET FY17	FINAL BUDGET FY18	FINAL BUDGET FY19
SOURCES OF FUNDING :					
PROPERTY TAXES 2 1/2 LEVY LIMIT	109,174,493.00	114,615,720.00	120,397,155.00	126,408,133.00	132,456,786.00
NEW GROWTH	2,620,205.00	2,523,591.00	2,606,525.00	2,818,000.00	750,000.00
AMEND PY NEW GROWTH			321,328.00		
TOTAL PROPERTY TAXES	111,794,698.00	117,139,311.00	123,325,008.00	129,226,133.00	133,206,786.00
ADD CPA					
ADD DEBT EXCLUSION	1,912,362.00	1,867,362.50	1,742,363.00	6,369,745.10	6,604,781.50
DOR ROUNDING					
LESS FREE CASH TO REDUCE LEVY					
LESS EXCESS LEVY CAPACITY	-9,452,568.00	-9,242,753.14	-10,524,638.00	-12,944,713.00	-12,337,336.61
WATER LEVY		1,986,493.00	1,833,655.51	1,586,507.83	1,788,893.61
SEWER LEVY		4,257,795.00	3,921,146.04	4,259,132.00	4,127,388.00
GENERAL FUND LEVY		103,519,632.36	108,787,931.45	116,805,525.27	121,557,949.28
TOTAL PROPERTY TAXES - ADJUSTED	104,254,492.00	109,763,920.36	114,542,733.00	122,651,165.10	127,474,230.89
SOURCES OF FUNDING (cont):					
STATE ESTIMATED REVENUES:					
CHAPTER 70 - SCHOOL AID	18,486,609.00	18,620,584.00	18,904,494.00	19,055,514.00	19,153,674.00
CHARTER TUITION ASSESSMENT REIMBURSEMENT	563,185.00	381,146.00	190,893.00	142,880.00	142,880.00
CHARTER SCHOOL CAPITAL REIMBURSEMENT					
CHAPTER 71 - SCHOOL TRANSPORTATION					
SCHOOL CONSTRUCTION					
SCHOOL - TUITION FOR STATE WARDS					
SCHOOL LUNCH - OFFSET	26,323.00				
AID TO REDUCE CLASS SIZE					
REMEDIATION ASSISTANCE					
LOTTERY	5,181,504.00	5,368,038.00	5,598,864.00	5,817,220.00	6,038,076.00
GAMING PROCEEDS FOR LOTTERY GAP					
ADDITIONAL ASSISTANCE					
CHAPTER 81 - HIGHWAY FUND					
POLICE CAREER INCENTIVE					
VETERANS' BENEFITS	445,548.00	473,696.00	386,332.00	333,206.00	333,206.00
EXEMPTIONS - VETS, BLIND & SURVIVING SPOUSE	207,261.00	234,621.00	233,585.00	247,065.00	247,065.00
ELDERLY EXEMPTIONS					
STATE OWNED LAND	102,465.00	102,465.00	101,246.00	101,149.00	101,149.00
PUBLIC LIBRARIES - OFFSET	46,028.00	46,409.00	46,521.00	47,593.00	47,593.00
OTHER - CHERRY SHEET ESTIMATED INCREASE					
10% Decrease - Budget Purpose					
TOTAL STATE ESTIMATED REVENUES	25,058,923.00	25,226,959.00	25,461,935.00	25,744,627.00	26,063,643.00
LOCAL ESTIMATED REVENUES:					
MOTOR VEHICLE EXCISE	5,500,000.00	5,400,000.00	5,400,000.00	5,900,000.00	5,900,000.00
OTHER EXCISES (HOTEL/MOTEL)	850,000.00	925,000.00	925,000.00	1,425,000.00	1,425,000.00
PENALTIES & INTEREST	250,000.00	350,000.00	350,000.00	350,000.00	350,000.00
P.I.L.O.T.	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
CHARGES FOR SERVICES - WATER	4,000,000.00				
CHARGES FOR SERVICES - SEWER	3,000,000.00				
FEES (Includes Ambulance Receipts)	1,900,000.00	2,050,000.00	2,050,000.00	2,050,000.00	2,050,000.00
DEPARTMENTAL REVENUE-SCHOOLS					
DEPARTMENTAL REVENUE-LIBRARY	9,500.00	9,000.00	9,000.00	9,000.00	9,000.00
DEPARTMENTAL REVENUE-CEMETERY	70,000.00	110,000.00	110,000.00	110,000.00	110,000.00
OTHER DEPARTMENTAL REVENUE	175,000.00	250,000.00	250,000.00	250,000.00	250,000.00
LICENSES & PERMITS	750,000.00	675,000.00	675,000.00	675,000.00	675,000.00
FINES & FORFEITS	87,000.00	125,000.00	125,000.00	125,000.00	125,000.00
INTEREST EARNINGS	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
MISC. STATE AND OTHER REVENUE	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
NON RECURRING REVENUE					
TOTAL LOCAL ESTIMATED REVENUES	17,029,500.00	10,332,000.00	10,332,000.00	11,332,000.00	11,332,000.00
ENTERPRISE REVENUE					
CHARGES FOR SERVICES - WATER		4,200,000.00	4,200,000.00	4,400,000.00	4,400,000.00
CHARGES FOR SERVICES - WATER BACKFLOW AND CROSS CONNECTION FE		305,518.00			
CHARGES FOR SERVICES - NEW REVENUE					
CHARGES FOR SERVICES - SEWER		3,775,000.00	3,775,000.00	4,200,000.00	4,200,000.00
TOTAL ENTERPRISE REVENUES		8,280,518.00	7,975,000.00	8,600,000.00	8,600,000.00
OTHER AVAILABLE FUNDS:					
CPA REVENUE				700,000.00	700,000.00
WASTE WATER PLANT EXPANSION FUND			375,000.00		
WASTE WATER INFLOW / INFIL. FUND	400,000.00		140,000.00		
WATER CONSERVATION FUND	200,000.00	75,000.00			
PREVIOUS WARRANT ARTICLES	599,333.00				
SALE OF LOTS & GRAVES TRUST	125,000.00				
DEBT STABILIZATION APPROPRIATION				1,400,000.00	
FREE CASH	6,985,100.00	5,080,000.00	3,981,914.00	5,719,000.00	
WATER ENTERPRISE RETAINED EARNINGS			782,000.00	200,000.00	
WASTEWATER ENTERPRISE RETAINED EARNINGS			1,079,086.00	50,000.00	
OVERLAY SURPLUS	2,720,172.00	450,000.00		1,704,623.00	
PINK REVOLVING FUND	83,594.00	83,594.00	83,594.00	79,890.00	79,890.00
LAND FUND					
MISC. REVENUE FUNDS				50,000.00	50,000.00
BUDGET TRANSFERS	476,000.00	301,747.00		100,000.00	
CHAPTER 90 - HIGHWAY					
TOTAL OTHER AVAILABLE FUNDS	11,589,199.00	5,990,341.00	6,441,594.00	10,003,513.00	829,890.00
TOTAL SOURCES OF FUNDING	157,932,114.00	159,593,738.36	164,753,262.00	178,331,305.10	174,299,763.89
PROJECTED SURPLUS (DEFICIT)	-	0.60	1,416.09	(2.09)	1.00

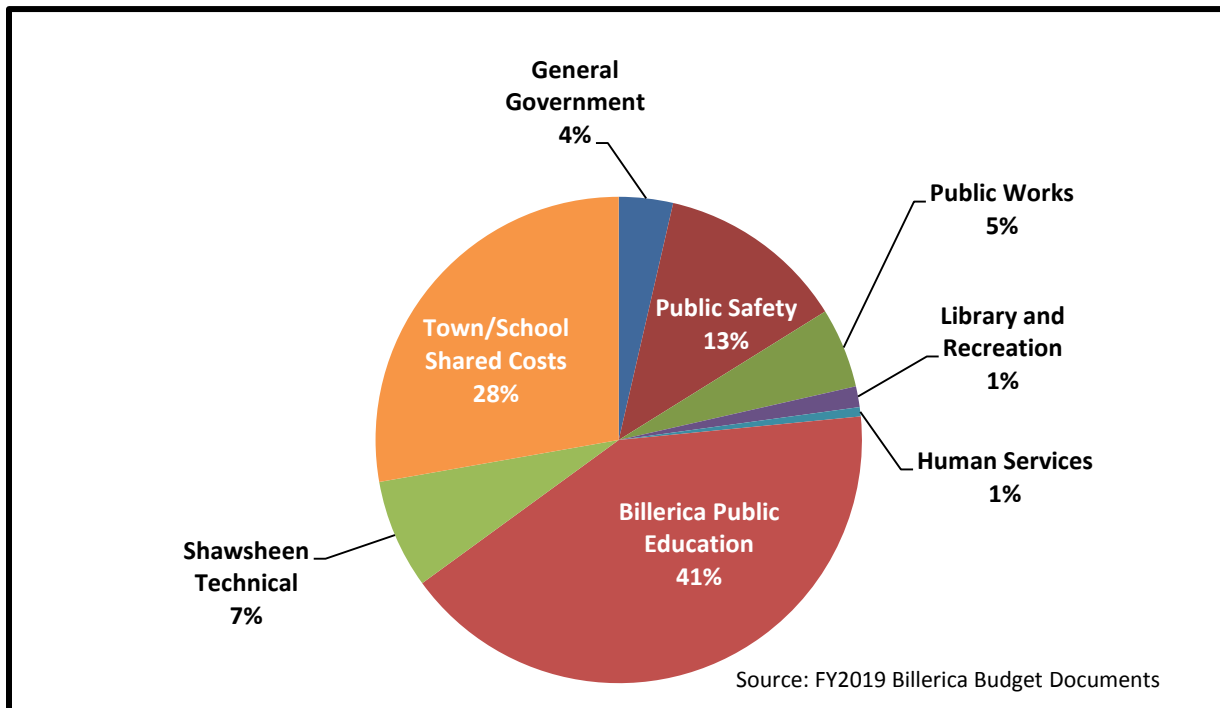
Financial Recap FY19

TOWN OF BILLERICA FALL FINANCIAL RECAP FISCAL YEAR 2019

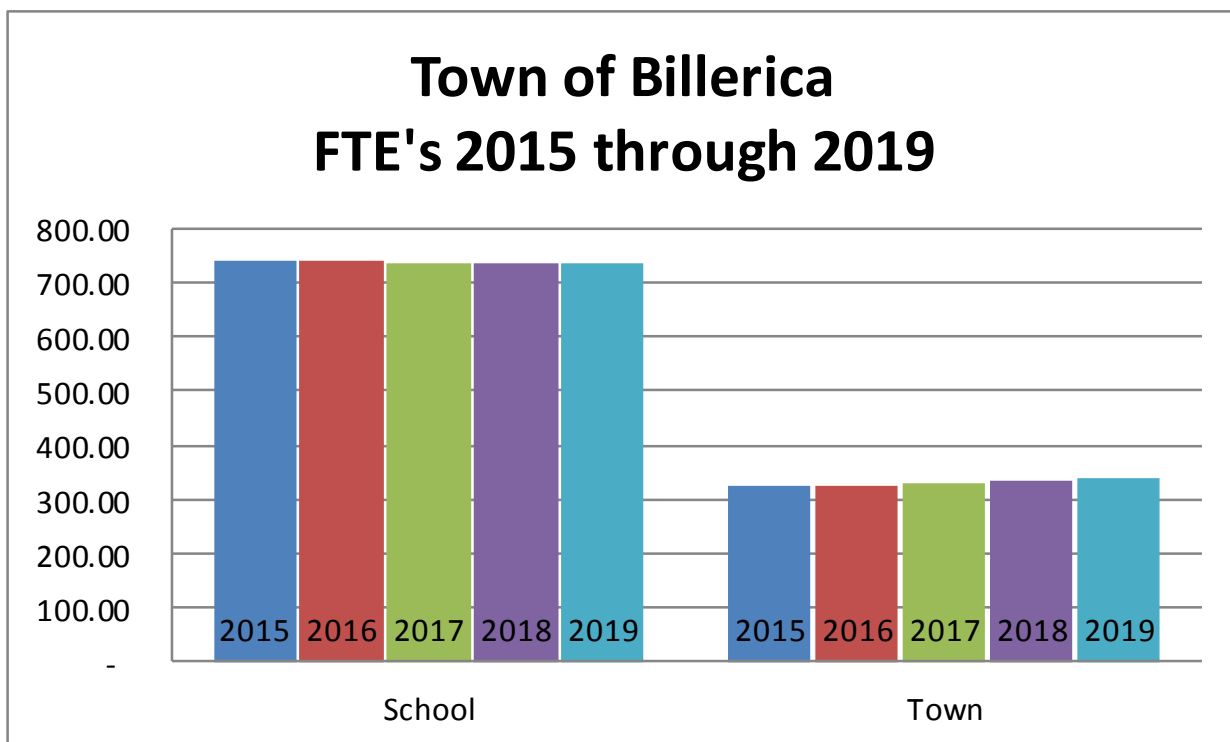
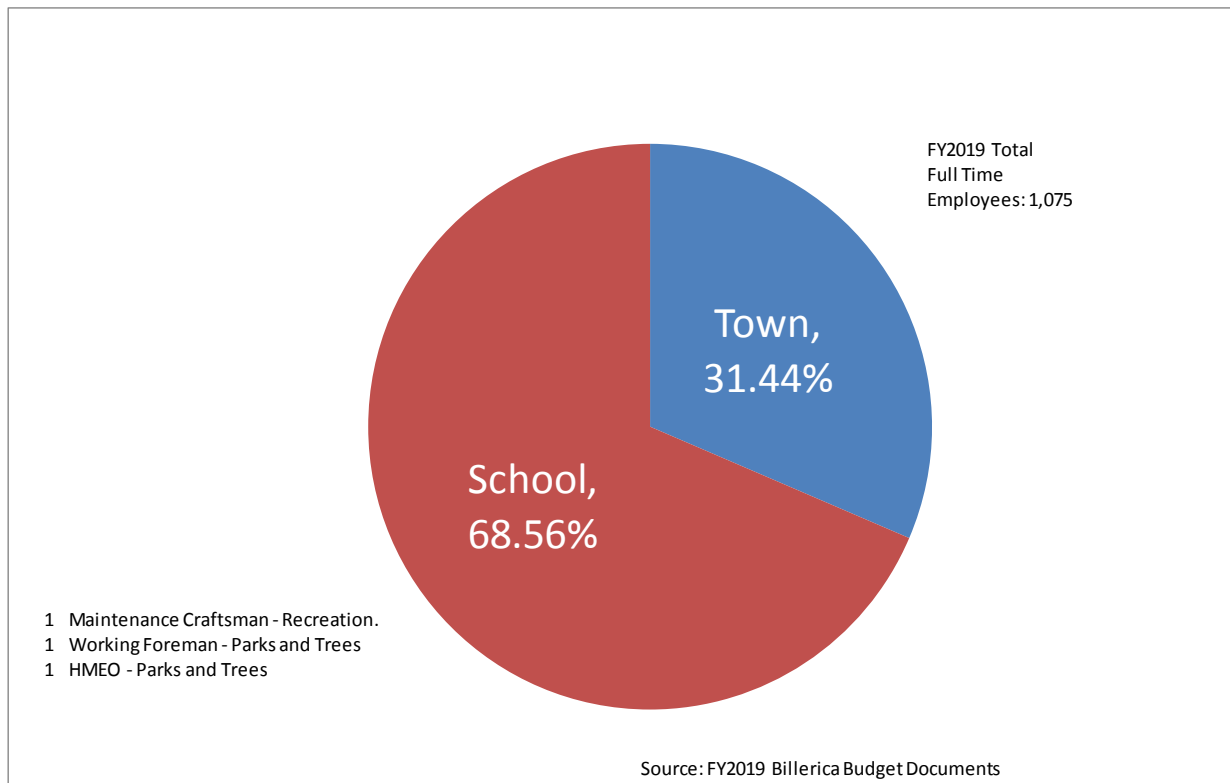
Summary Table

Uses of Funding	
FY2019 Budget	\$ 150,308,105.92
Water Enterprise Budget	6,188,893.61
Wastewater Enterprise Budget	8,327,388.00
Snow and Ice Deficit Projection	600,000.00
Overlay Appropriation	2,809,476.36
State and County Assessments	5,305,899.00
Free Cash Warrant Articles	-
CPA Appropriation	700,000.00
Other Funded Water Articles	-
Final Judgements	60,000.00
Total FY2019 Uses of Funding	<u>\$ 174,299,762.89</u>
Sources of Funding	
Total Property Taxes	\$ 127,474,230.89
Local Aid	26,063,643.00
Local Receipts	11,332,000.00
Water Enterprise Receipts	4,400,000.00
Wastewater Enterprise Receipts	4,200,000.00
CPA Revenue	700,000.00
Miscellaneous Funds	50,000.00
Rink Revolving Fund	79,890.00
Total FY2019 Sources of Funding	<u>\$ 174,299,763.89</u>
Difference	<u>\$ 1.00</u>

Allocation of Resources FY19

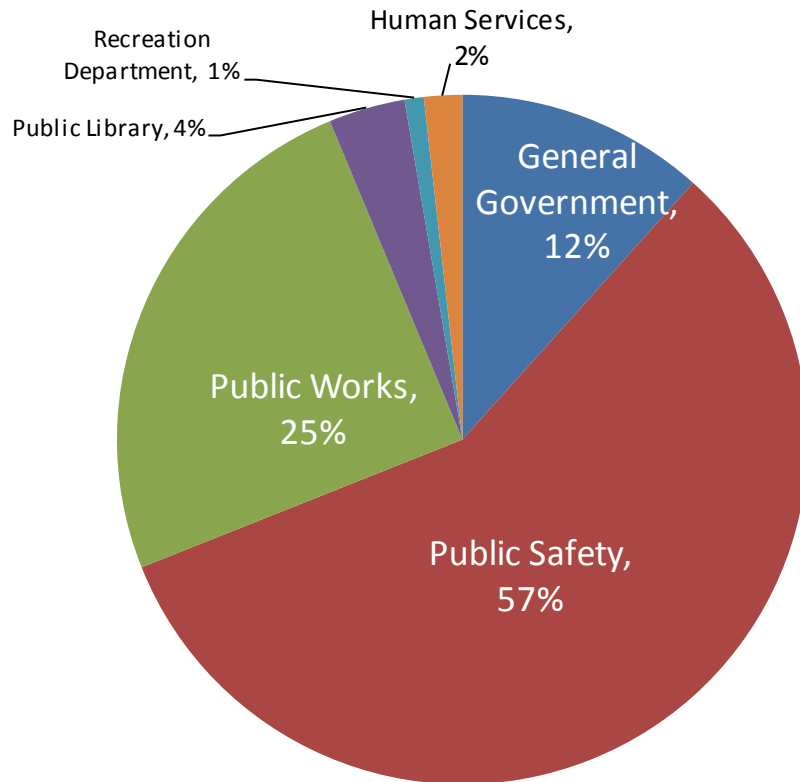


FTE Analysis



FTE Analysis

Billerica Town Employees by Category

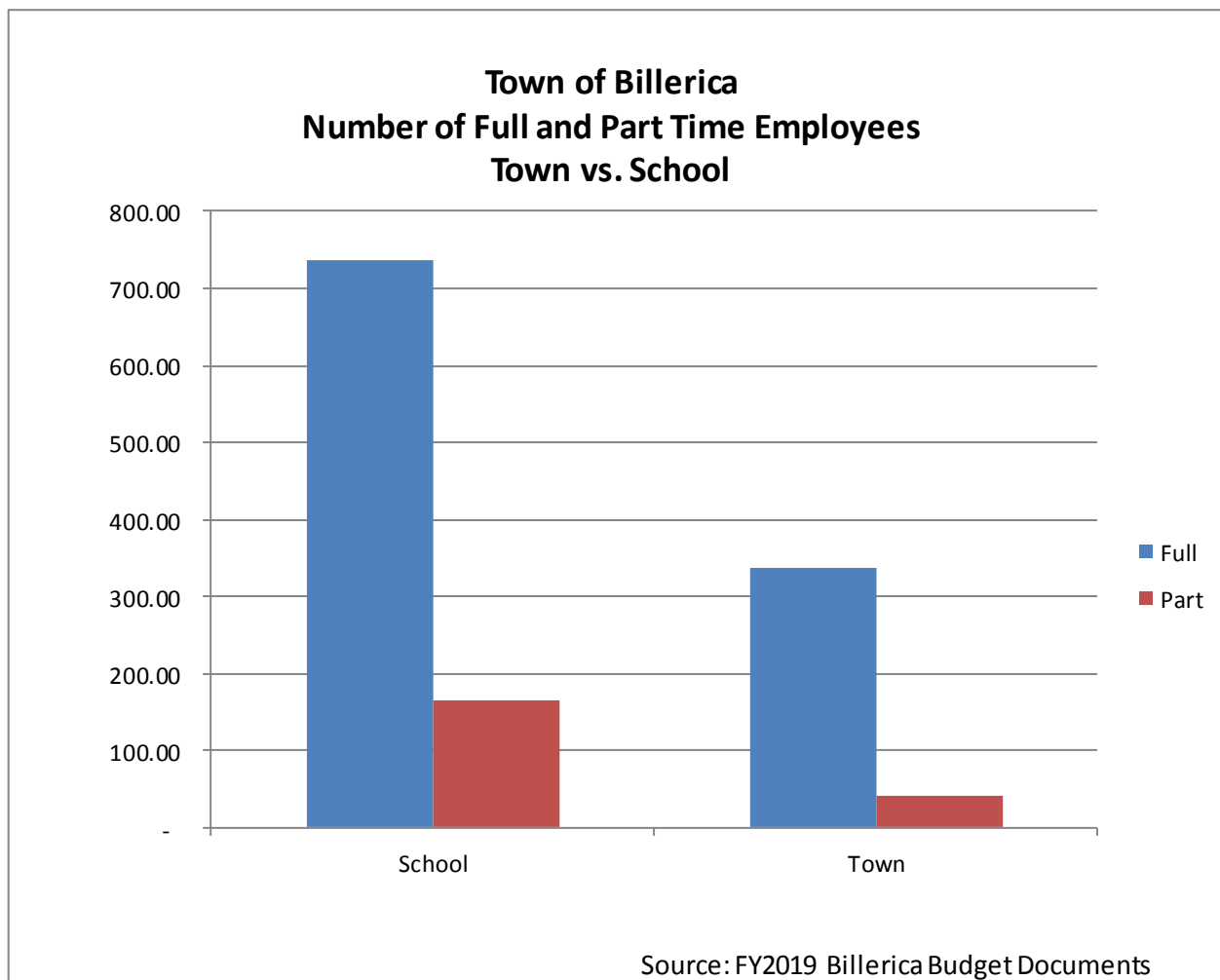


Source: FY2019 Billerica Budget Documents

Billerica Town Employees by Category Fiscal Year 2019

	FTEs	Percentage
General Government	39	12%
Public Safety	192	57%
Public Works	85	25%
Public Library	12	4%
Recreation Department	4	1%
Human Services	6	2%
Total	338	100%

FTE Analysis



Town of Billerica Number of Employees

	School	Town	Total
Full	737.00	338.00	1,075.00
Part	166.00	41.00	207.00
Total	903.00	379.00	1,282.00

FTE Analysis

Town of Billerica Number of FTEs

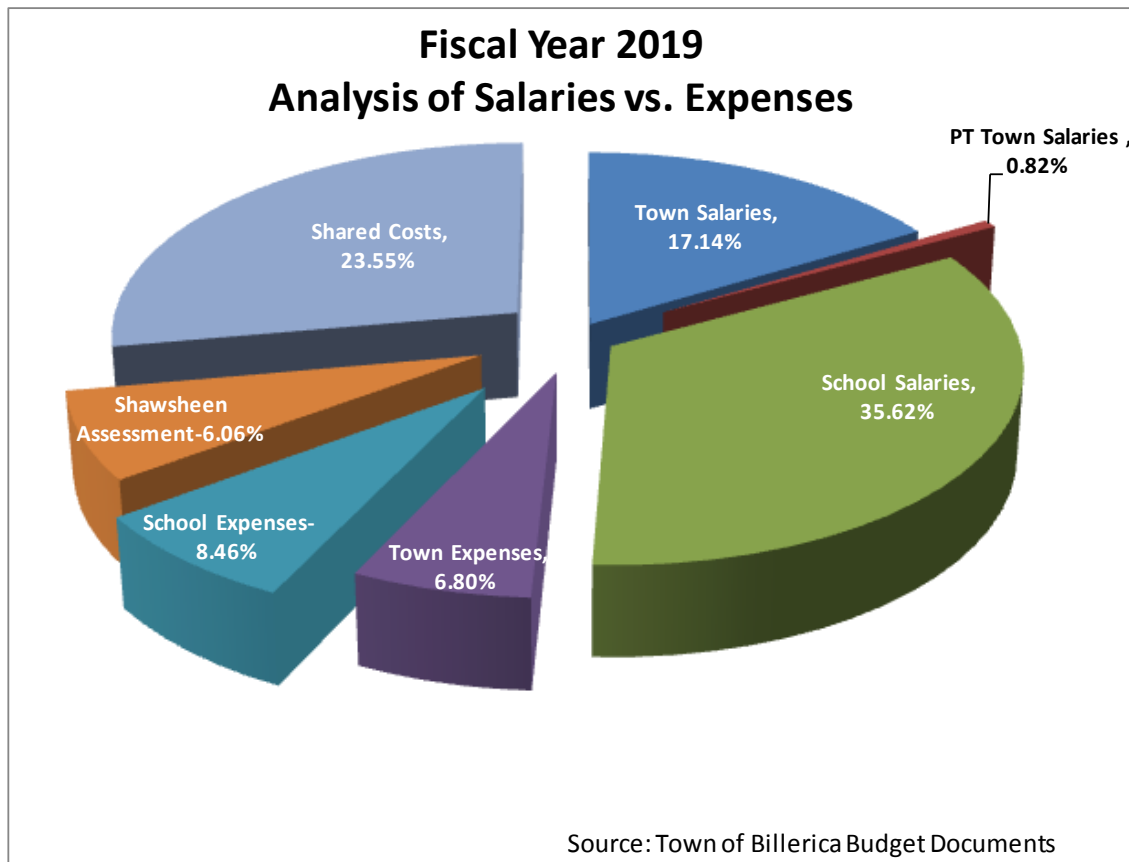
	School	Town	Total
2015	741.00	322.00	1,063.00
2016	741.00	322.00	1,063.00
2017	737.00	329.50	1,066.50
2018	737.00	335.00	1,072.00
2019	737.00	338.00	1,075.00

FY19 Budget Summary By Cost Center

FISCAL YEAR 2019 BUDGET SUMMARY BY COST CENTER

		FY2017 BUDGET	FY2018 BUDGET	FY2019 BUDGET	\$ INC/DEC	% INC/DEC	% Budget
Personnel							
5110	Personnel	18,343,536	18,987,512	19,553,984	566,472	2.98%	13.01%
5120	Permanent Part Time	1,090,853	898,163	978,181	80,018	8.91%	0.65%
5132	Flushing Program	-	-	-	-	0.00%	0.00%
5150	Temporary/Seasonal	-	-	-	-	0.00%	0.00%
5130	Overtime	1,714,747	1,726,647	1,819,548	92,901	5.38%	1.21%
5131	Snow Overtime	70,000	70,000	70,000	-	0.00%	0.05%
5190	Contractual Obligations	3,031,966	3,059,359	3,186,775	127,417	4.16%	2.12%
5166	School Salaries	48,070,259	49,850,259	50,727,264	877,005	1.76%	33.75%
	Total Salaries	72,321,362	74,591,940	76,335,752	1,743,812	2.34%	50.79%
Expenses							
5200	Contract Services/Leases	1,656,928	1,745,453	1,820,668	75,215	4.31%	1.21%
5400	Supplies & Expenses	2,131,375	2,146,945	1,848,326	(298,619)	-13.91%	1.23%
5256	Utilities	413,810	413,810	409,490	(4,320)	-1.04%	0.27%
****	Other Expenses	570,748	682,320	942,320	260,000	38.11%	0.63%
5800	Capital Outlay	170,000	297,500	276,300	(21,200)	-7.13%	0.18%
5278	Snow and Sand Expenses	350,000	350,000	350,000	-	0.00%	0.23%
5280	Veterans Benefits	560,000	560,000	430,000	(130,000)	-23.21%	0.29%
5285	Solid Waste	2,924,848	2,892,440	2,979,589	87,149	3.01%	1.98%
7095	Streetlights	227,500	247,500	247,500	-	0.00%	0.16%
7096	Legal	195,000	195,000	195,000	-	0.00%	0.13%
	Total Town Expenses	9,200,209	9,530,968	9,499,193	(31,775)	-0.33%	6.32%
School Expenses							
5266	School Contract Services/Leases	8,146,040	8,146,040	8,308,961	162,921	2.00%	5.53%
5267	School Utilities	1,351,592	1,351,592	1,378,624	27,032	2.00%	0.92%
5466	School Supplies & Expenses	1,798,617	1,797,817	1,755,573	(42,244)	-2.35%	1.17%
5866	School Capital Outlay	277,352	277,352	282,899	5,547	2.00%	0.19%
5300	Shawsheen Assessment	10,122,691	10,579,268	10,917,388	338,120	3.20%	7.26%
	Total School Expenses	21,696,292	22,152,069	22,643,445	491,376	2.22%	15.06%
Shared Costs							
7010	Bldg/Auto/Liab Insurance	1,020,000	1,020,000	1,020,000	-	Shared Costs	0.68%
7012	Health Insurance	14,526,640	15,526,640	16,237,027	710,387	4.58%	10.80%
7051	Emp. Medical Exams	85,000	85,000	85,000	-	0.00%	0.06%
7052	County Retirement Assessment/OPEB	9,826,635	11,782,713	12,659,447	876,734	7.44%	8.42%
7063	Reserve Fund	84,520	84,520	84,520	-	0.00%	0.06%
7042	Medicare	993,500	1,133,240	1,133,240	-	0.00%	0.75%
7020	Workers' Compensation	866,000	866,000	866,000	-	0.00%	0.58%
7030	Unemployment Comp.	100,000	100,000	100,000	-	0.00%	0.07%
7130	Temporary Borrowing - Town	245,000	412,000	420,000	8,000	1.94%	0.28%
7140	Debt Principal/ST	1,150,000	1,150,000	1,000,000	(150,000)	-13.04%	0.67%
7150	Debt Principal - Town	1,026,539	953,846	670,000	(283,846)	-29.76%	0.45%
7160	Debt Interest - School	196,644	166,900	140,351	(26,549)	-15.91%	0.09%
7170	New Debt - School Interest	-	4,854,183	5,139,219	285,036	100.00%	3.42%
7180	New Debt - Town Principal	-	-	-	-	100.00%	0.00%
7550	Debt Interest - Town	70,863	53,764	43,150	(10,614)	-19.74%	0.03%
7570	New Debt - School Principal	-	-	-	-	100.00%	0.00%
7580	New Debt - Town Interest	-	-	-	-	100.00%	0.00%
75XP	Parker Debt Exclusion Principal	1,420,000	1,250,000	1,250,000	-	0.00%	0.83%
75XI	Parker Debt Exclusion Interest	322,363	265,563	215,563	(50,000)	-18.83%	0.14%
75XO	Debt Stabilization Appropriation	735,000	60,434	766,198	705,764	1167.82%	0.51%
	Total Shared Costs	32,668,704	39,764,803	41,829,714	2,064,912	5.19%	27.83%
Total Budget							
		\$ 135,886,567	\$ 146,039,780	\$ 150,308,105	\$ 4,268,326	2.92%	

Analysis of Salaries vs. Expenses

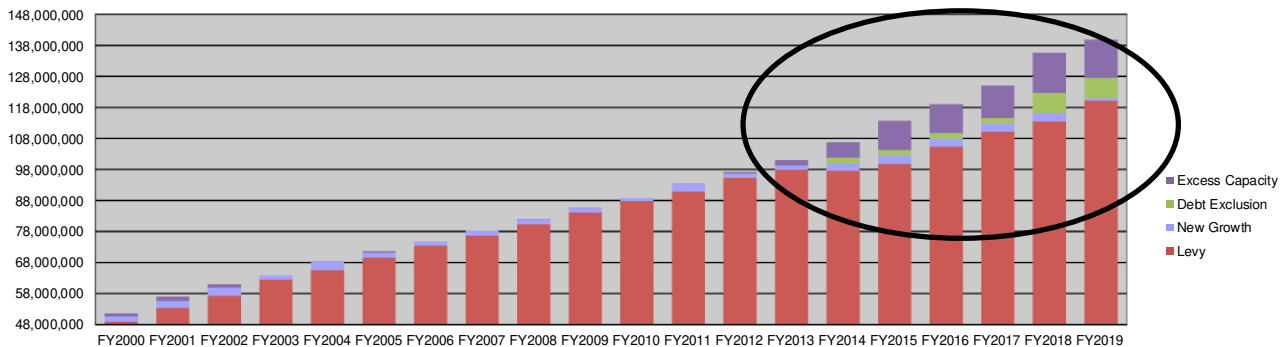


Town of Billerica
Fiscal Year 2019
Analysis of Salaries vs. Expenses

Town Salaries	\$	24,630,307	16.39%
PT Town Salaries		978,181	0.65%
School Salaries		50,727,264	33.75%
Total Salaries		76,335,752	50.79%
Town Expenses		9,499,193	6.32%
School Expenses		11,726,057	7.80%
Shawsheen Assessment		10,917,388	7.26%
Shared Costs		41,829,714	27.83%
Total Expenses		73,972,353	49.21%
Total Budget	\$	150,308,105	100.00%

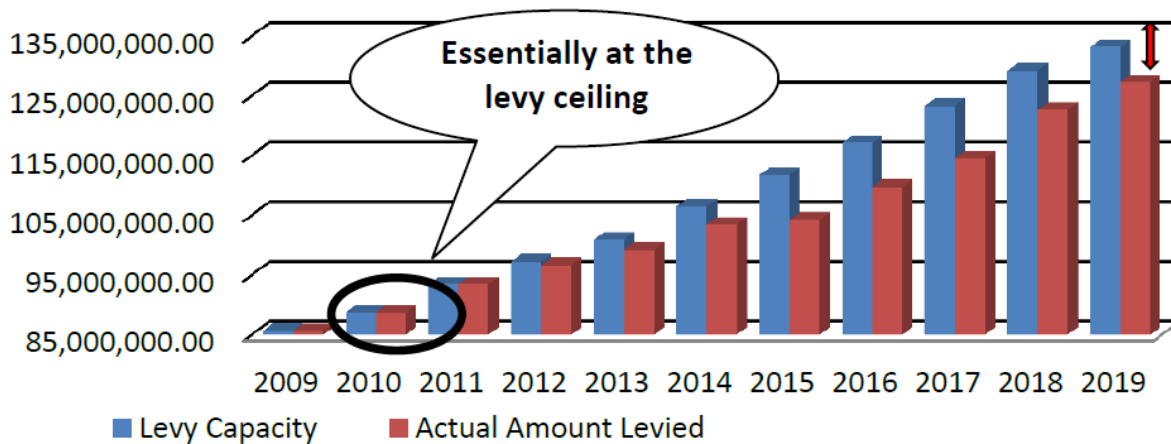
Levy Analysis

Town of Billerica Historic Levy Analysis



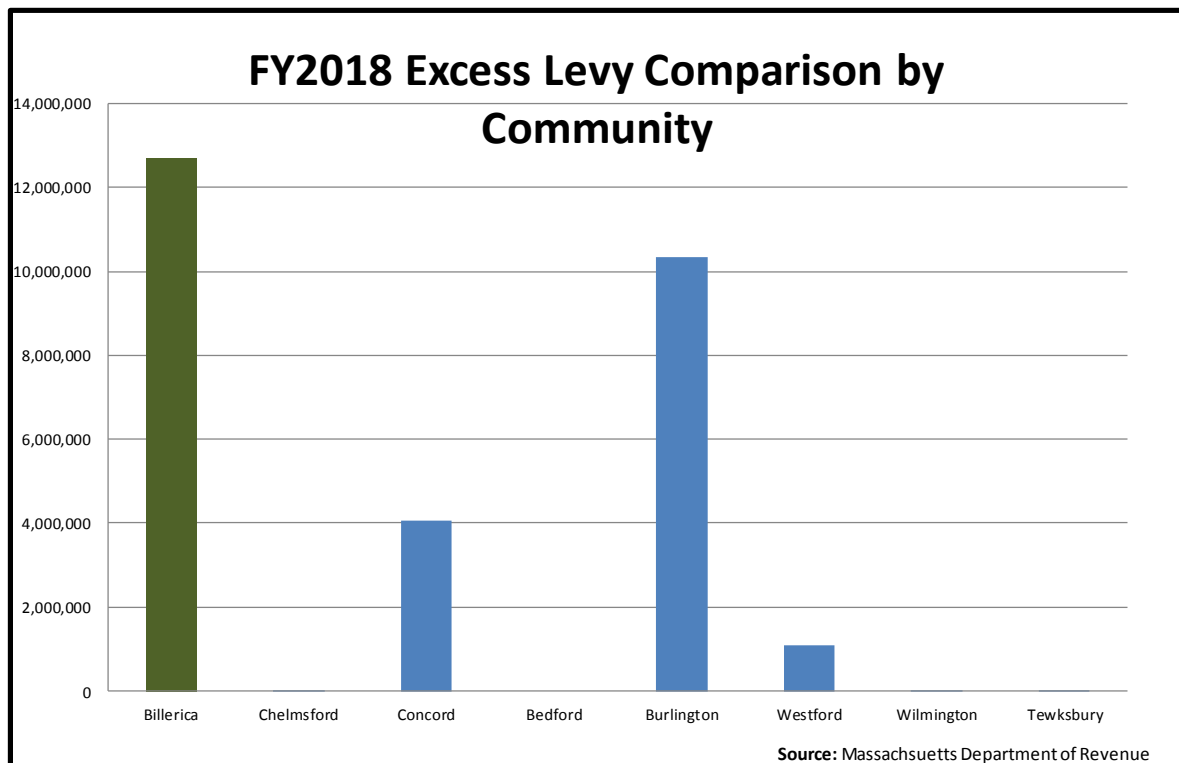
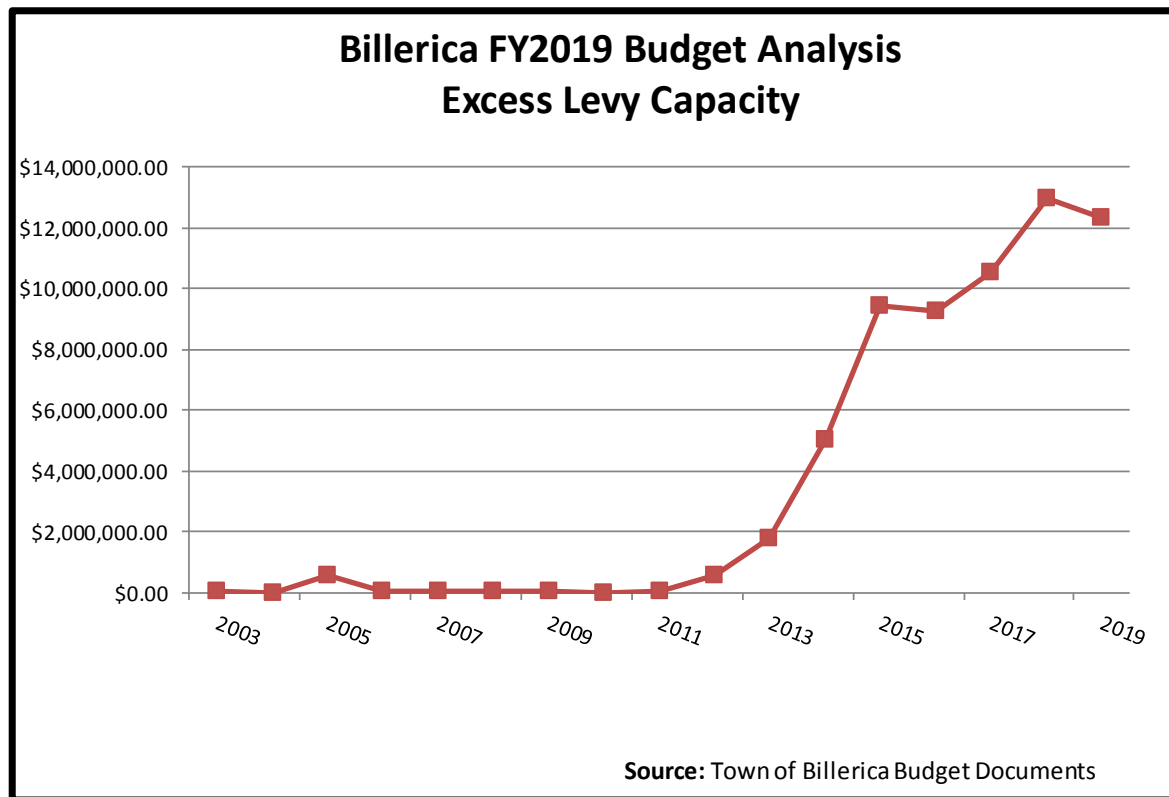
Source: Town of Billerica Budget Documents

Billerica FY2019 Budget Analysis Excess levy Capacity



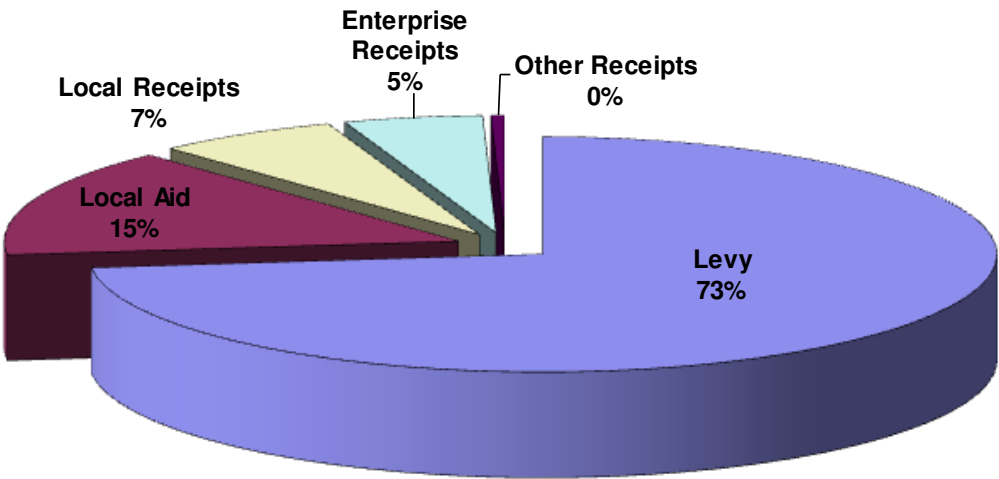
Source: Town of Billerica Budget Documents

Levy Analysis



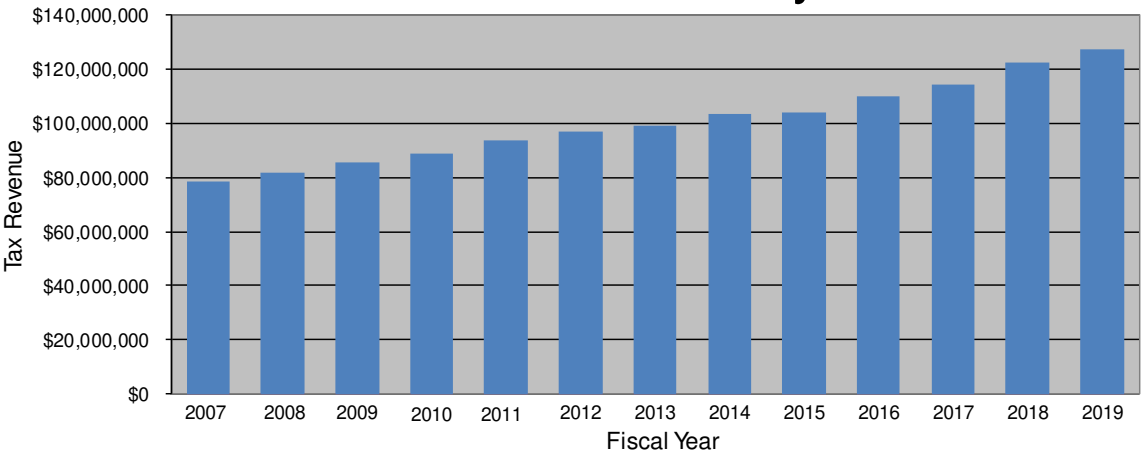
Revenue Sources and Trends

Billerica FY2019 Budget Analysis
Revenue Breakdown



Source: Town of Billerica Budget Documents

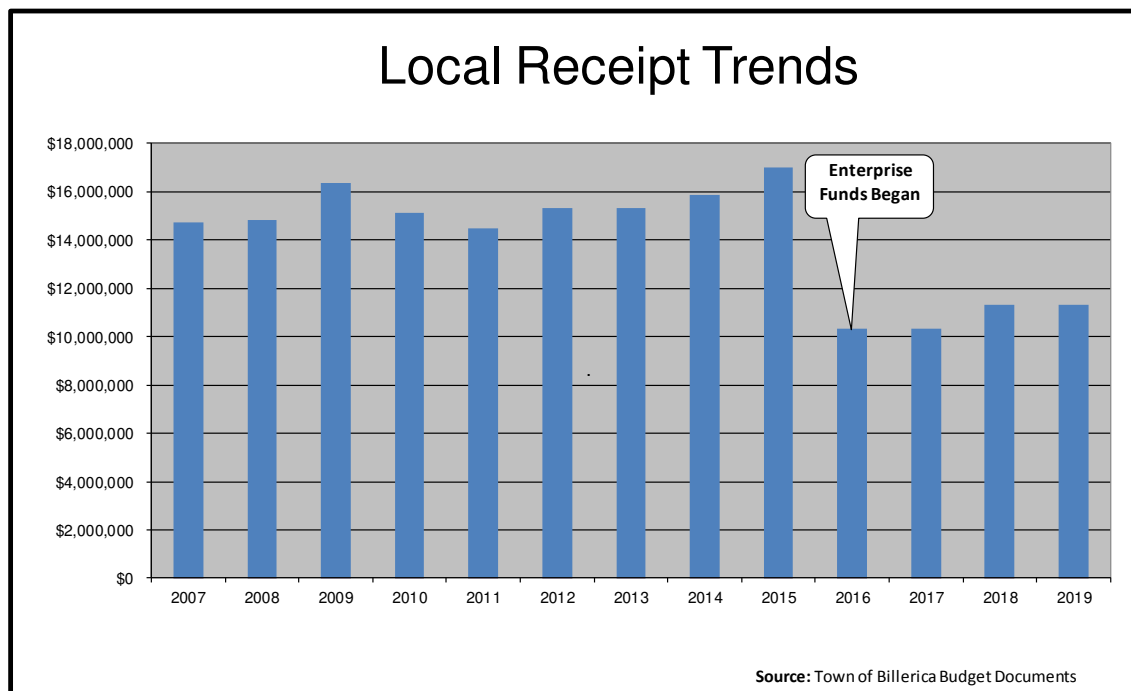
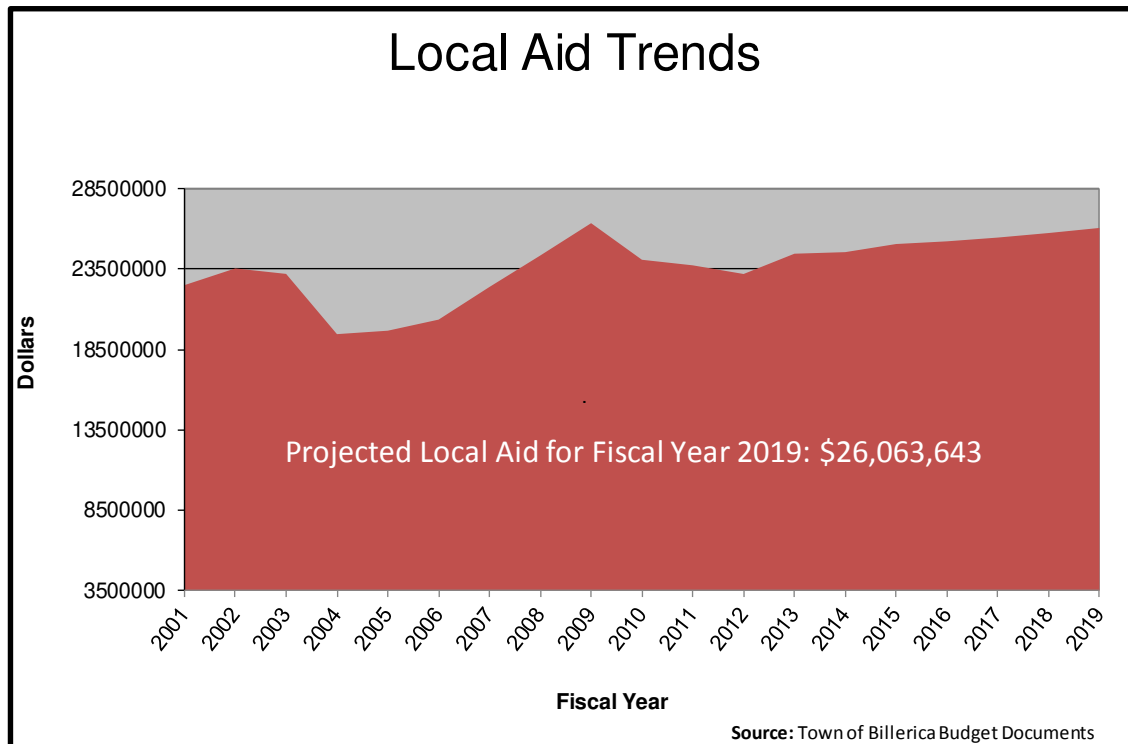
Tax Levy
Thirteen Year History



Total Projected FY2019 Tax Revenues: \$127,313,359

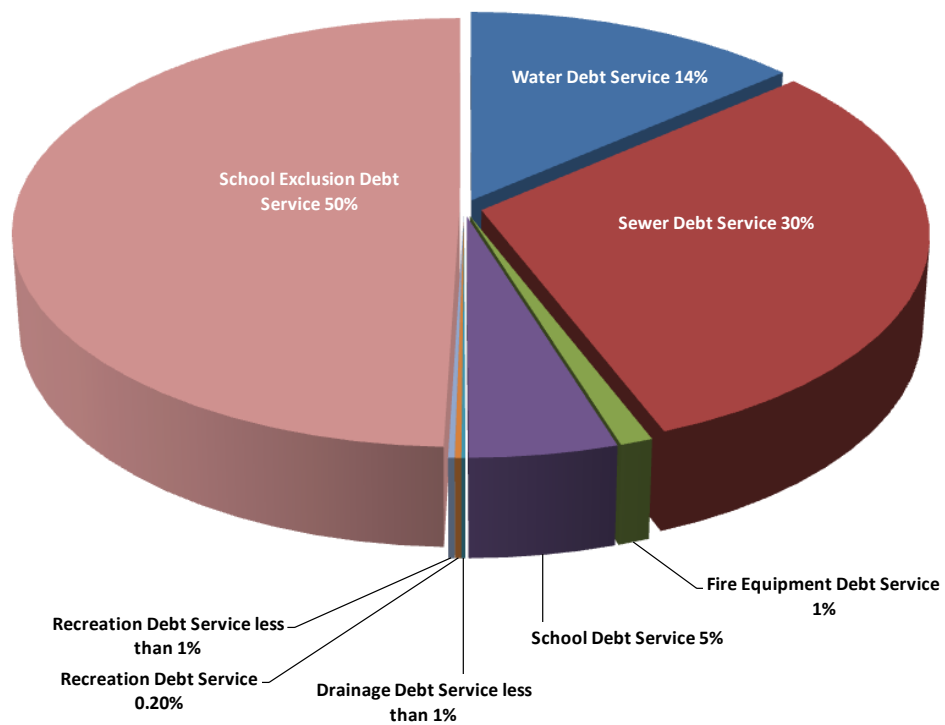
Source: Town of Billerica Budget Documents

Revenue Sources and Trends



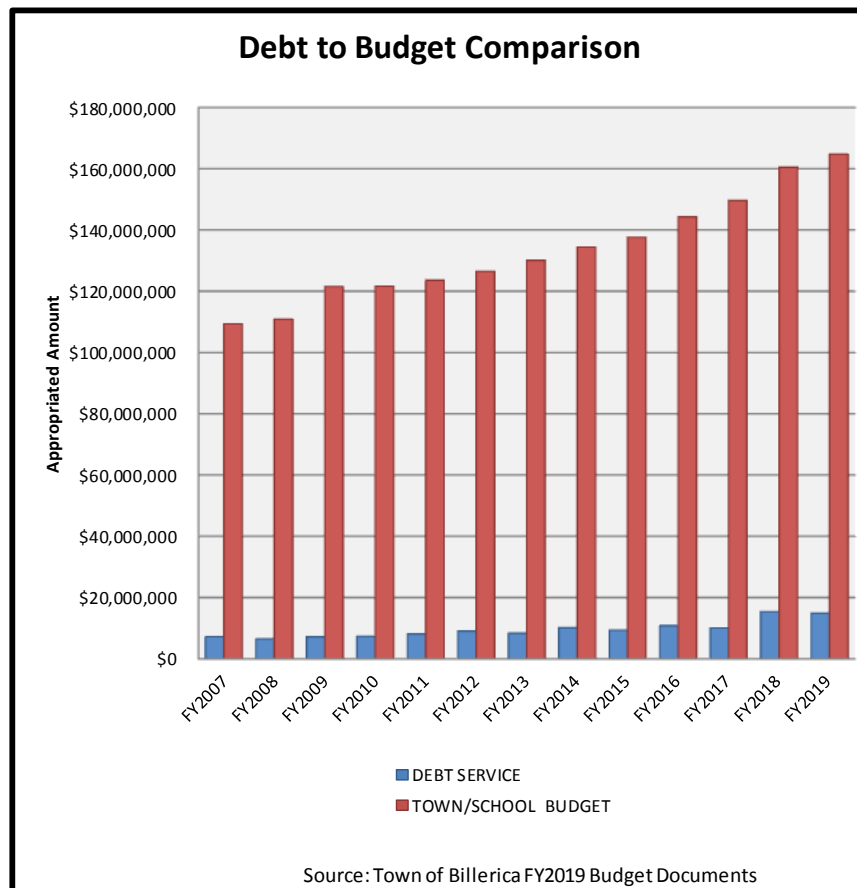
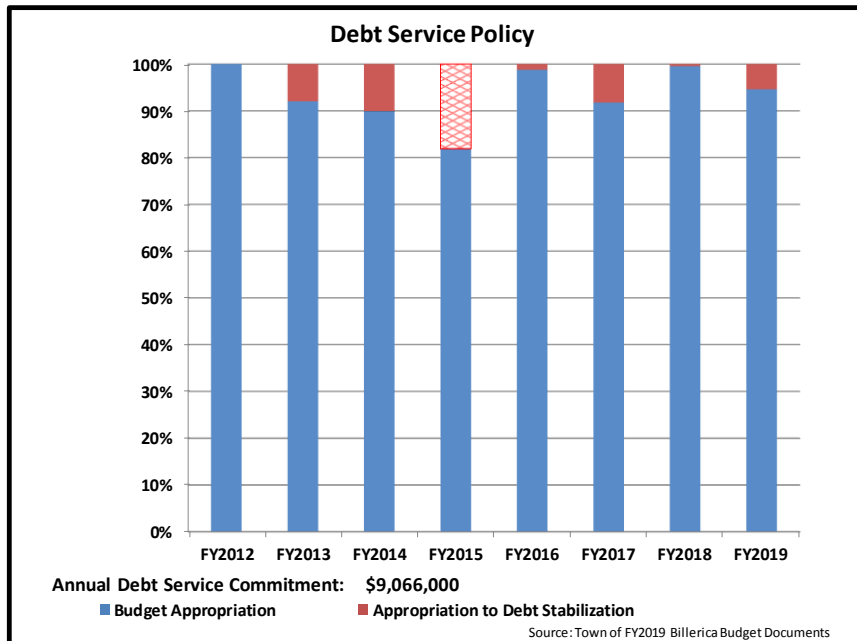
Debt Service

**Billerica FY2019 Budget Analysis
Debt Service Breakdown**

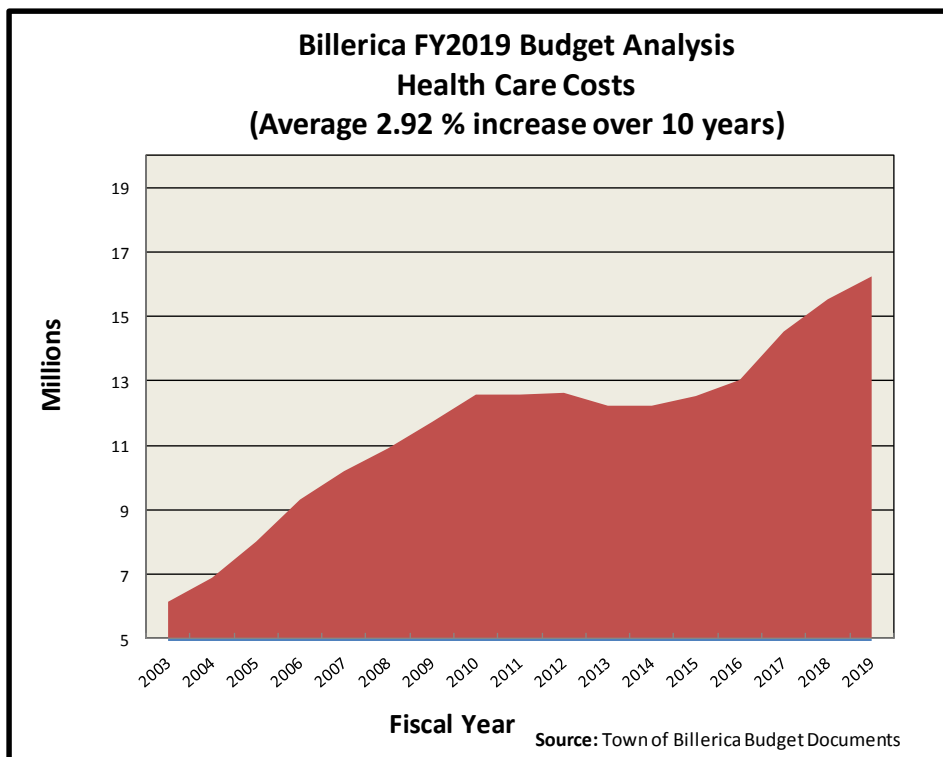
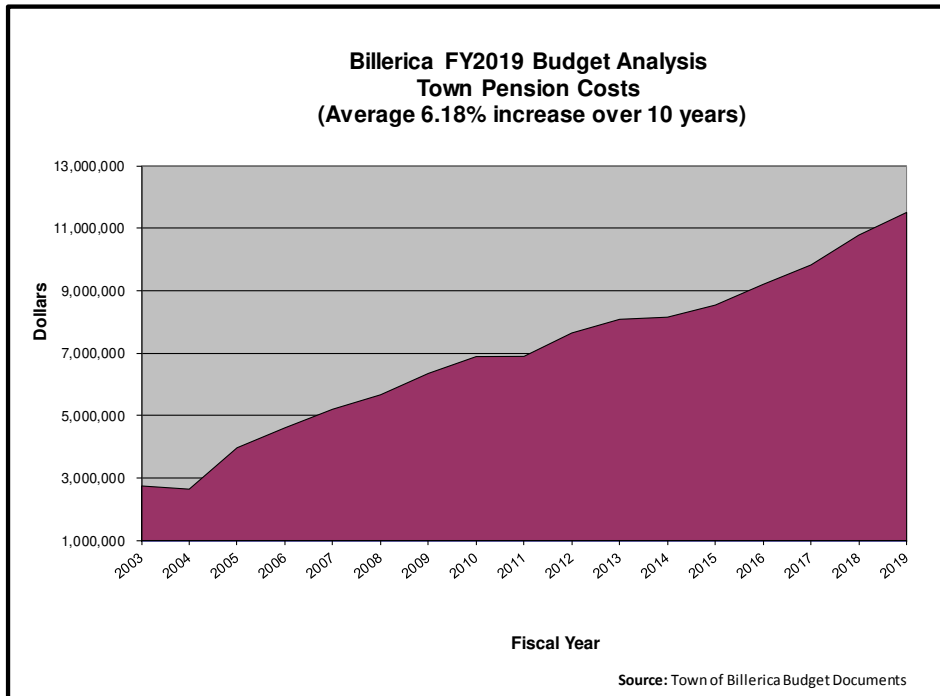


Source: Town of Billerica Budget Documents

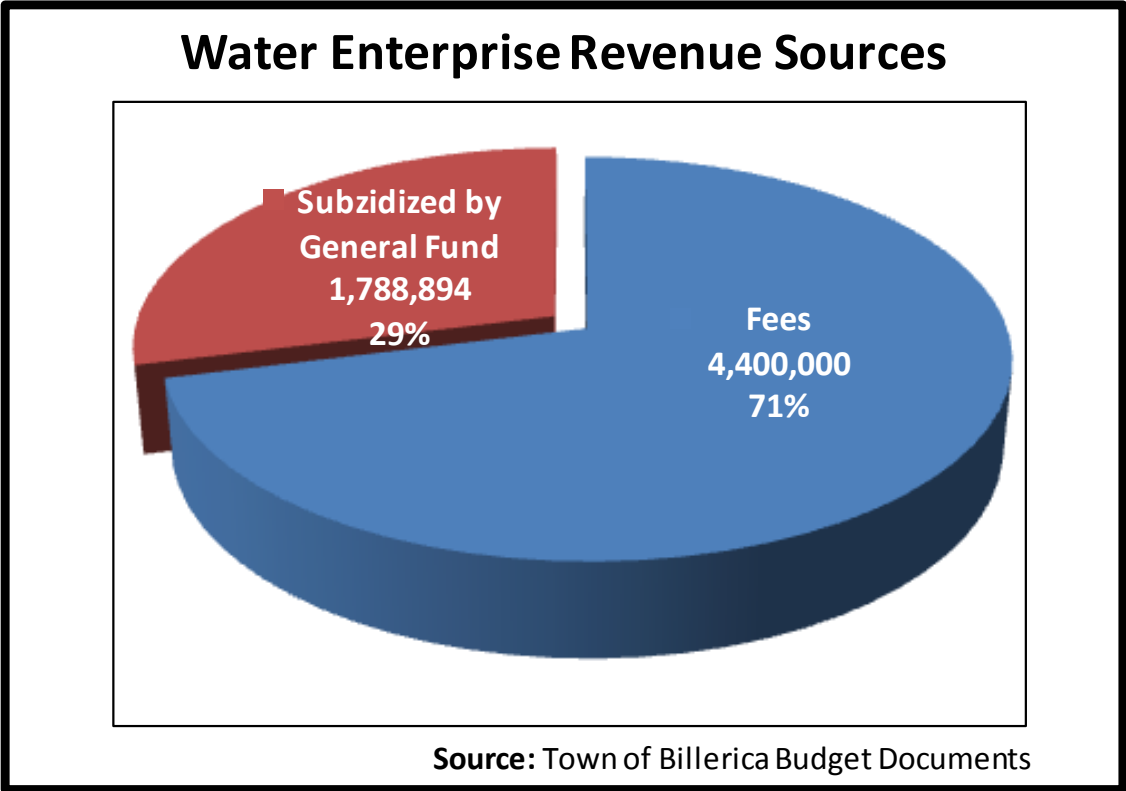
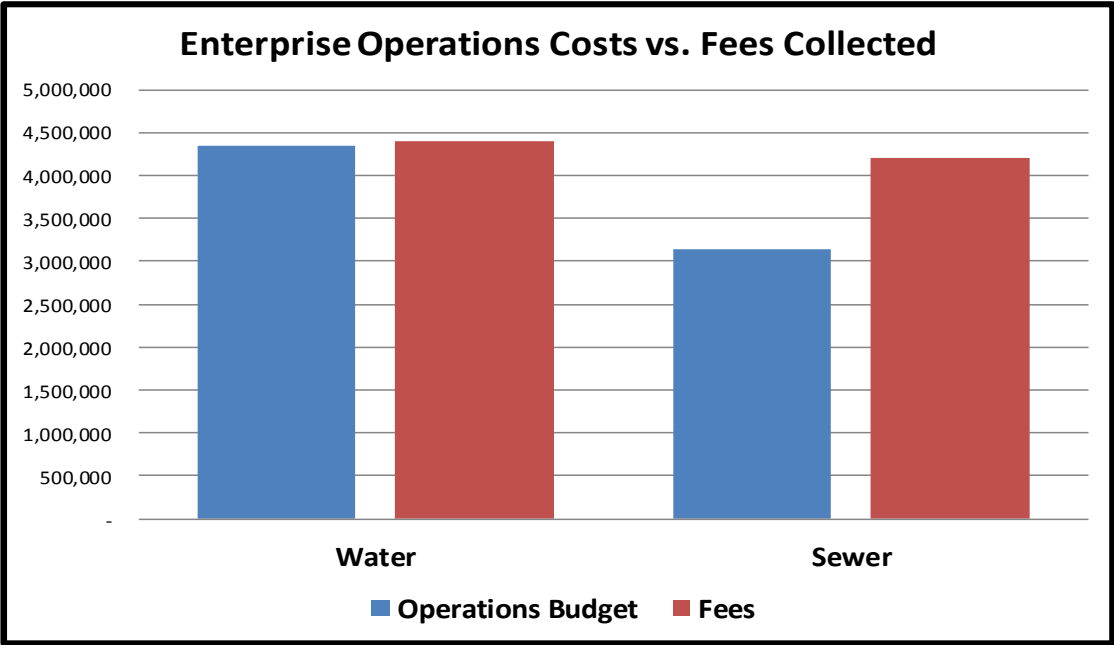
Debt Service



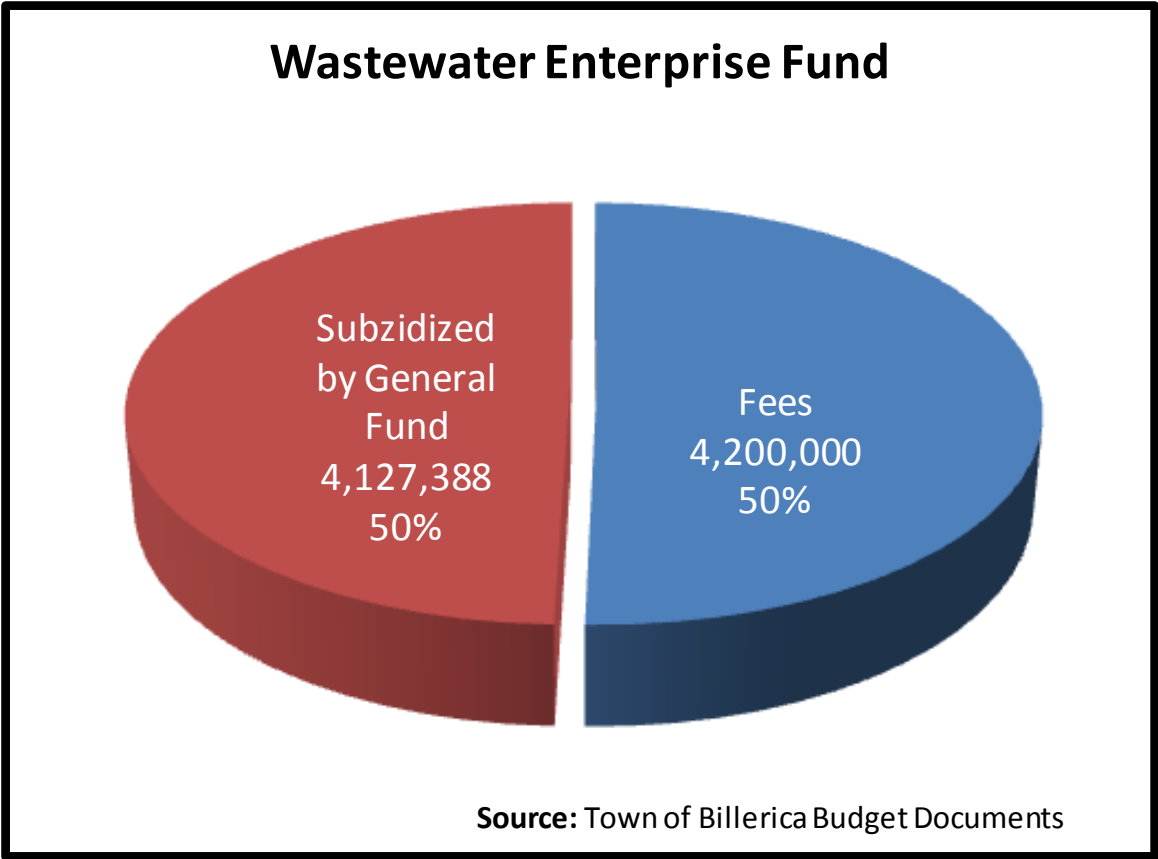
Pension / Health Care



Enterprise Accounts



Enterprise Accounts



**Town of Billerica
Water and Sewer Budget Analysis
Fiscal Year 2019**

	Sewer
Operations Budget	3,147,349
Debt Service	5,180,039
Total Costs	8,327,388
Fees	4,200,000
Subsidized by General Fund	4,127,388
Total Revenues	8,327,388

Five Year Forecast

TOWN OF BILLERICA FIVE YEAR FINANCIAL FORECAST

	<u>Proposed BUDGET FY19</u>	<u>PROJECTED BUDGET FY20</u>	<u>PROJECTED BUDGET FY21</u>	<u>PROJECTED BUDGET FY22</u>	<u>PROJECTED BUDGET FY23</u>	<u>PROJECTED BUDGET FY24</u>
USES OF FUNDING (AMOUNTS TO BE RAISED):						
APPROPRIATIONS:						
GENERAL FUND BUDGET (Includes all TM R&A)	138,798,658.92	142,615,622.04	146,537,551.64	150,567,334.31	154,707,936.01	158,962,404.25
WATER ENTERPRISE	6,188,893.61	6,312,671.48	6,438,924.91	6,567,703.41	6,699,057.48	6,833,038.63
WASTE WATER ENTERPRISE	8,327,388.00	8,493,935.76	9,563,814.48	9,755,090.76	9,950,192.58	10,149,196.43
CPA APPROPRIATION	700,000.00	700,000.00	700,000.00	700,000.00	700,000.00	700,000.00
TOTAL APPROPRIATIONS	154,014,940.53	158,122,229.28	163,240,291.03	167,590,128.49	172,057,186.06	176,644,639.31
OTHER LOCAL EXPENDITURES / DEFICITS:						
COUNTY RETIREMENT	11,509,447.00	12,763,976.72	14,155,250.19	15,698,172.46	17,409,273.25	19,306,884.04
FINAL JUDGMENTS	60,000.00	0.00	0.00	0.00	0.00	0.00
CHERRY SHEET OFFSETS	47,593.00	47,593.00	47,593.00	47,593.00	47,593.00	47,593.00
SNOW / ICE DEFICIT	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00
PROJECTED SNOW / ICE REIMBURSEMENT						
OVERLAY RESERVE	2,809,476.36	2,809,476.36	2,809,476.36	2,809,476.36	2,809,476.36	2,809,476.36
TOTAL OTHER LOCAL EXPENDITURES	15,026,516.36	16,221,046.08	17,612,319.55	19,155,241.82	20,866,342.61	22,763,953.40
STATE AND COUNTY CHARGES	5,258,306.00	5,284,597.53	5,311,020.52	5,337,575.62	5,364,263.50	5,391,084.82
TOTAL USES OF FUNDING	174,299,762.89	179,627,872.89	186,163,631.09	192,082,945.92	198,287,792.18	204,799,677.52

SOURCES OF FUNDING:

PROPERTY TAXES 2 1/2 LEVY LIMIT	132,456,786.00	136,536,955.65	140,719,129.54	145,005,857.78	149,399,754.22	153,903,498.08
NEW GROWTH	750,000.00	750,000.00	750,000.00	750,000.00	750,000.00	750,000.00
AMEND FY2012 NEW GROWTH						
TOTAL PROPERTY TAXES	133,206,786.00	137,286,955.65	141,469,129.54	145,755,857.78	150,149,754.22	154,653,498.08
ADD DEBT EXCLUSION HS PRINCIPAL	1,800,000.00	2,000,000.00	1,630,000.00	1,710,000.00	1,795,000.00	1,885,000.00
ADD DEBT EXCLUSION HS INTEREST	3,339,219.00	3,249,219.00	3,149,219.00	3,067,719.00	2,982,219.00	2,892,469.00
ADD DEBT EXCLUSION PARKER PRINCIPAL	1,250,000.00	320,000.00	320,000.00	320,000.00	320,000.00	320,000.00
ADD DEBT EXCLUSION PARKER INTEREST	215,562.50	165,562.50	152,762.50	136,762.50	123,962.50	107,962.50
ADD DEBT EXCLUSION HS PRINCIPAL		300,000.00	475,000.00	400,000.00	675,000.00	180,000.00
ADD DEBT EXCLUSION HS INTEREST		375,000.00	363,750.00	345,937.50	330,937.50	305,625.00
LESS EXCESS LEVY CAPACITY	-12,337,336.61					
TOTAL PROPERTY TAXES - ADJUSTED	127,474,230.89	143,696,737.15	147,559,861.04	151,736,276.78	156,376,873.22	160,344,554.58

TOWN OF BILLERICA FIVE YEAR FINANCIAL FORECAST

	<u>Proposed BUDGET FY19</u>	<u>PROJECTED BUDGET FY20</u>	<u>PROJECTED BUDGET FY21</u>	<u>PROJECTED BUDGET FY22</u>	<u>PROJECTED BUDGET FY23</u>	<u>PROJECTED BUDGET FY24</u>
SOURCES OF FUNDING (cont):						
STATE ESTIMATED REVENUES:						
CHAPTER 70 - SCHOOL AID	19,153,674.00	19,153,674.00	19,153,674.00	19,153,674.00	19,153,674.00	19,153,674.00
CHARTER TUITION ASSESSMENT REIMBURSEMENT	142,880.00	142,880.00	142,880.00	142,880.00	142,880.00	142,880.00
LOTTERY	6,038,076.00	6,038,076.00	6,038,076.00	6,038,076.00	6,038,076.00	6,038,076.00
VETERANS' BENEFITS	333,206.00	333,206.00	333,206.00	333,206.00	333,206.00	333,206.00
EXEMPTIONS - VETS, BLIND & SURVIVING SPOUSE	247,065.00	247,065.00	247,065.00	247,065.00	247,065.00	247,065.00
ELDERLY EXEMPTIONS	0.00	0.00	0.00	0.00	0.00	0.00
STATE OWNED LAND	101,149.00	101,149.00	101,149.00	101,149.00	101,149.00	101,149.00
PUBLIC LIBRARIES - OFFSET	47,593.00	47,593.00	47,593.00	47,593.00	47,593.00	47,593.00
TOTAL STATE ESTIMATED REVENUES	26,063,643.00	26,063,643.00	26,063,643.00	26,063,643.00	26,063,643.00	26,063,643.00
LOCAL ESTIMATED REVENUES:						
MOTOR VEHICLE EXCISE	5,900,000.00	5,959,000.00	6,018,590.00	6,078,775.90	6,139,563.66	6,200,959.30
OTHER EXCISES (HOTEL/MOTEL)	1,425,000.00	1,439,250.00	1,453,642.50	1,468,178.93	1,482,860.71	1,497,689.32
PENALTIES & INTEREST	350,000.00	353,500.00	357,035.00	360,605.35	364,211.40	367,853.52
P.I.L.O.T.	38,000.00	38,380.00	38,763.80	39,151.44	39,542.95	39,938.38
FEES	2,050,000.00	2,070,500.00	2,091,205.00	2,112,117.05	2,133,238.22	2,154,570.60
DEPARTMENTAL REVENUE-LIBRARY	9,000.00	9,090.00	9,180.90	9,272.71	9,365.44	9,459.09
DEPARTMENTAL REVENUE-CEMETERY	110,000.00	111,100.00	112,211.00	113,333.11	114,466.44	115,611.11
OTHER DEPARTMENTAL REVENUE	250,000.00	252,500.00	255,025.00	257,575.25	260,151.00	262,752.51
LICENSES & PERMITS	675,000.00	681,750.00	688,567.50	695,453.18	702,407.71	709,431.78
FINES & FORFEITS	125,000.00	126,250.00	127,512.50	128,787.63	130,075.50	131,376.26
INTEREST EARNINGS	200,000.00	202,000.00	204,020.00	206,060.20	208,120.80	210,202.01
MISC. STATE AND OTHER REVENUE	200,000.00	202,000.00	204,020.00	206,060.20	208,120.80	210,202.01
NON RECURRING REVENUE						
TOTAL LOCAL ESTIMATED REVENUES	11,332,000.00	11,445,320.00	11,559,773.20	11,675,370.93	11,792,124.64	11,910,045.89
ENTERPRISE REVENUE						
CHARGES FOR SERVICES - WATER	4,400,000.00	4,532,000.00	4,667,960.00	4,807,998.80	4,952,238.76	5,100,805.93
CHARGES FOR SERVICES - SEWER	4,200,000.00	4,284,000.00	5,269,680.00	5,375,073.60	5,482,575.07	5,592,226.57
TOTAL ENTERPRISE REVENUE	8,600,000.00	8,816,000.00	9,937,640.00	10,183,072.40	10,434,813.84	10,693,032.50
OTHER AVAILABLE FUNDS:						
CPA REVENUE	700,000.00	700,000.00	700,000.00	700,000.00	700,000.00	700,000.00
FREE CASH		3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00	3,000,000.00
WATER ENTERPRISE RETAINED EARNINGS		800,000.00	800,000.00	800,000.00	800,000.00	800,000.00
WASTEWATER ENTERPRISE RETAINED EARNINGS		1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00
RINK REVOLVING FUND	79,890.00	79,890.00	79,890.00	79,890.00	79,890.00	79,890.00
MISC. REVENUE FUNDS	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
TOTAL OTHER AVAILABLE FUNDS	829,890.00	5,829,890.00	5,829,890.00	5,829,890.00	5,829,890.00	5,829,890.00
TOTAL SOURCES OF FUNDING	174,299,763.89	195,851,590.15	200,950,807.24	205,488,253.11	210,497,344.70	214,841,165.97
PROJECTED SURPLUS (DEFICIT)	1.00	16,223,717.26	14,787,176.15	13,405,307.19	12,209,552.52	10,041,488.45

Budget Changes

FY2019 Budget Changes Summary

Major or Notable Budget Changes

Department	Reason	Change	
122 - Board of Selectmen	Salary Redirected at Selectman Conway's Request (\$1,800 to Robotics)	\$ -	0.00%
123 - Town Manager	Furniture	10,000	0.01%
129 - Cable Advisory Committee	Legal and Ascertainment Costs New Contracts	5,000	0.00%
162 - Elections Department	Early Voting	46,050	0.03%
910 - Town Wide Systems	Fuel Costs	305,000	0.21%
210 - Police Department	Fuel Costs Decrease	(98,740)	-0.07%
220 - Fire Department	Fuel Costs Decrease	(119,400)	-0.08%
543 - Veterans Services	Decrease	(130,000)	-0.09%
241 - Building Department	Electronic Documents Project	10,000	0.01%
630 - Recreation	Reorganization Playground Maintenance FTE/elimination of PTE	34,181	0.02%
421- Public Works Admin	Removed Meter Readers	(112,000)	-0.08%
421- Public Works Admin	Additional Seasonal Help for Parks Dept	34,000	0.02%
421- Public Works Admin	Removed Water Department Functions	(21,700)	-0.01%
422- Highway Dept	Fuel Costs Decrease	(139,226)	-0.10%
433 - Solid Waste	Solid Waste Contract Increase	87,149	0.06%
910 - Town Wide Systems	Retirements	(30,000)	-0.02%
491 - Parks and Trees	Reorganization	840,465	0.58%
491 - Cemetery	Reorganization	396,701	0.27%
491 - Cemetery Parks and Trees	Reorganization	(875,118)	-0.60%
Total Town Major Changes		\$ 242,362	0.17%

Minor/Contractual Changes

Department	Change	
Town Minor/Contractual Changes	\$ 592,671	0.41%
Total Town Changes	\$ 835,034	0.57%

Education Changes

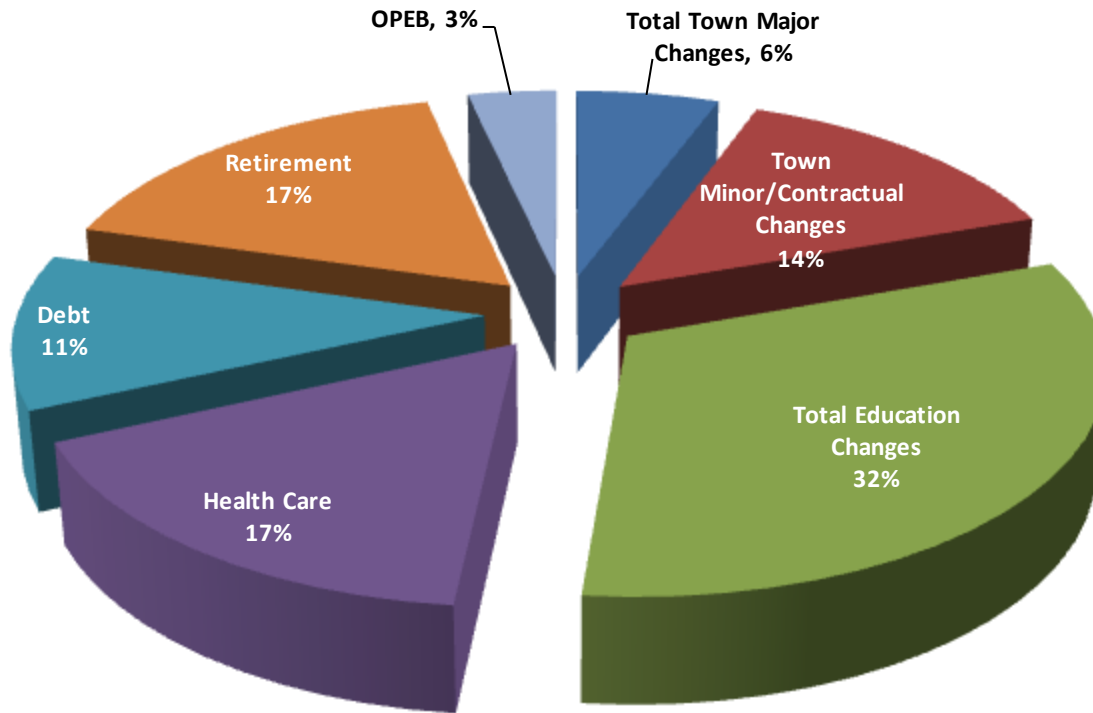
Education	\$ 1,030,261	0.71%
Shawsheen	338,120	0.23%
Total Education Changes	\$ 1,368,381	0.94%

Town/School Shared Cost Changes

	Change	
Health Care	\$ 710,387	0.49%
Debt	477,790	0.33%
Medicare	-	0.00%
Retirement	726,734	0.50%
OPEB	150,000	0.10%
Total Town/School Shared Cost Changes	\$ 2,064,911	1.41%
Total Budget Changes	\$ 4,268,326	2.92%

Budget Changes

Where the Change Went



Total Change - \$4,368,929

Source: Town of Billerica Budget Documents

Timeline for the Annual FY2019 Budget Process

Tuesday, May 1, 2018 TM Tuesday, April 24, 2018 (FC recommendations must be submitted 7 days Prior)	The Annual Spring Town Meeting shall begin on the first Tuesday in May. The finance committee shall file a report containing its recommendations for action on the proposed budget, which shall be available not less than seven days prior to the date on which the town meeting is to act on the proposed budget. When the proposed budget is before the town meeting for action it shall first be subject to amendment, if any, as may be proposed by the finance committee. <i>This date is established by Section 2-12 TOWN MEETING WARRANTS, paragraph c. <u>Time Requirements</u> and paragraph i. <u>Time of Meeting</u> of the Billerica Charter, adopted March 3, 1979, revised 1997 and the Billerica General By-Laws Article I, Section 1 Town Meetings 1.1, Billerica Charter Article 5-6(c) ACTION ON THE PROPOSED BUDGET</i>
Friday, March 2, 2018 (Budget submitted to FC and general summary published)	At least sixty (60) days before the Town Meeting is scheduled to meet in its Spring session, the Town Manager shall file with the Finance Committee and provide for publication of a general summary of the proposed detailed and ratified by the Board of Selectmen operating budget for the ensuing fiscal year. The proposed budget shall also be posted on the Town's website. The finance committee shall, forthwith upon receipt of the proposed budget, provide for the publication in a local newspaper of a notice stating the date, time and place, not less than seven nor more than fourteen days following such publication, when a public hearing shall be held by the finance committee on the proposed budget. <i>This date is established by Section 5-3 SUBMISSION OF PROPOSED BUDGET, <u>Time Requirements</u> of the Billerica Charter, adopted March 3, 1979, revised 2007 and the Billerica General By-Laws Article I, Section 6.1 PROPOSED BUDGET: SUBMISSION TO FINANCE COMMITTEE, Billerica Charter Article 5-6 ACTION ON THE PROPOSED BUDGET</i>
Friday, February 23, 2018 (School Committee Budget Due)	At least sixty five (65) days before Town Meeting is scheduled to meet in its Spring session, the School Superintendent shall file with the Town Manager and provide for publication of a proposed, detailed, and ratified operating budget for the ensuing fiscal year. Notwithstanding the said date for formal submission, the Town Manager may, insofar as it is practical to do so, submit preliminary information and data to the Finance Committee in advance of such date, in order to assist it in the performance of its duties. The proposed school budget shall also be posted on the Town's website. <i>This date is established by Section 5-3 SUBMISSION OF PROPOSED BUDGET, <u>Time Requirements</u> of the Billerica Charter, adopted March 3, 1979, revised 2007 and the Billerica General By-Laws Article I, Section 6.2 PROPOSED BUDGET: SUBMISSION TO FINANCE COMMITTEE</i>
Monday, February 26, 2018	The last regular BOS meeting prior to the FINCOM deadline is February 26th for this purpose. The BOS must ratify it at this point. <i>This date is triggered by Finance Committee submission requirements cited in deadlines above.</i>
Monday, January 29, 2018	The Town Manager shall submit a capital improvement program to the board of selectmen and to the finance committee at least thirty days before the date fixed for submission of the proposed budget. (This CIP is created in the fall.) <i>This date is established by Section 5-7 capital Improvement Program, <u>Time Requirements</u> of the Billerica Charter, adopted March 3, 1979, revised 2007</i>
Thursday, January 11, 2018	The Town Manager has established internal department head deadline for department heads, boards and committees as January 11, 2018. <i>Policy of the Town Manager</i>
Wednesday, December 6, 2017	The Town Manager has established internal deadline to notify all department heads, boards and committees about the budget directives for the ensuing fiscal year. <i>Policy of the Town Manager</i>

**FY2019 Local Aid Estimates
Billerica**

	FY2018 Cherry Sheet Estimate	FY2019 Governor's Budget Proposal	FY2019 House Budget Proposal	FY2019 Senate Budget Proposal	FY2019 Conference Committee
Education:					
Chapter 70	19,055,514	19,153,674	19,202,874		
School Transportation	0	0	0		
Charter Tuition Reimbursement	142,880	194,119	131,271		
Smart Growth School Reimbursement	0	0	0		
Offset Receipts:					
School Choice Receiving Tuition	0	0	0		
Sub-total, All Education Items:	19,198,394	19,347,793	19,334,145		
General Government:					
Unrestricted Gen Gov't Aid	5,817,220	6,020,823	6,020,823		
Local Sh of Racing Taxes	0	0	0		
Regional Public Libraries	0	0	0		
Urban Revitalization	0	0	0		
Veterans Benefits	333,206	302,335	302,335		
State Owned Land	101,149	126,353	126,353		
Exemp: VBS and Elderly	247,065	237,951	237,951		
Offset Receipts:					
Public Libraries	47,593	49,081	50,000		
Sub-Total, All General Government	6,546,233	6,736,543	6,737,462		
Total Estimated Receipts	25,744,627	26,084,336	26,071,607		

FY2019 Local Aid Assessments

Billerica

	FY2018 Cherry Sheet Estimate	FY2019 Governor's Budget Proposal	FY2019 House Budget Proposal	FY2019 Senate Budget Proposal	FY2019 Conference Committee
County Assessments:					
County Tax	0	0	0		
Suffolk County Retirement	0	0	0		
Essex County Reg Comm Center	0	0	0		
Sub-Total, County Assessments:	0	0	0		
State Assessments and Charges:					
Retired Employees Health Insurance	0	0	0		
Retired Teachers Health Insurance	2,416,131	2,385,688	2,385,688		
Mosquito Control Projects	96,689	100,020	100,011		
Air Pollution Districts	13,250	13,587	13,587		
Metropolitan Area Planning Council	0	0	0		
Old Colony Planning Council	0	0	0		
RMV Non-Renewal Surcharge	26,380	26,380	26,380		
Sub-Total, State Assessments:	2,552,450	2,525,675	2,525,666		
Transportation Authorities:					
MBTA	0	0	0		
Boston Metro. Transit District	0	0	0		
Regional Transit	300,492	308,004	308,004		
Sub-Total, Transp Authorities:	300,492	308,004	308,004		
Annual Charges Against Receipts:					
Multi-Year Repayment Program	0	0	0		
Special Education	0	0	0		
STRAP Repayments	0	0	0		
Sub-Total, Annual Charges:	0	0	0		
Tuition Assessments:					
School Choice Sending Tuition	111,856	125,248	125,248		
Charter School Sending Tuition	2,293,508	2,504,155	2,244,525		
Sub-Total, Tuition Assessments:	2,405,364	2,629,403	2,369,773		
Total Estimated Charges:	5,258,306	5,463,082	5,203,443		

Reserve Balances as of March 31

Free Cash	\$ 500,000
Free Cash (Water Enterprise)	\$ 1,138,002
Free Cash (Sewer Enterprise)	\$ 528,825
Overlay Surplus	\$ 573,265
Stabilization (town)	\$ 4,666,043
Stabilization (school)	\$ 720,415
Stabilization (debt)	\$ 16,187,776
Land Fund	\$ 537,093
Sale of Lots	\$ 240,879
Sewer Expansion	\$ 947,029
Inflow & Infiltration	\$ 131,897
Water Conservation	\$ 293,283
OPEB Trust	\$ 2,758,883

Municipal Funded Positions

Department	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019
122 - Board of Selectmen	1 Full-time, 5 Selectmen	1 Full-time, 5 Selectmen	1 Full-time, 5 Selectmen
123 - Town Manager	6 Full-time, 2 Part-time	6 Full-time, 2 Part-time	6 Full-time, 2 Part-time
125 - Systems Admin.	1 Full-time	1 Full-time	1 Full-time
131 - Finance Committee	1 Part-time	1 Part-time	1 Part-time
135 - Town Accountant	3 Full-time	3 Full-time	3 Full-time
141 - Assessor	6 Full-time	7 Full-time	7 Full-time
145 - Treasurer/Collector	8 Full-time, 3 Part-time	8 Full-time, 3 Part-time	8 Full-time, 3 Part-time
161 - Town Clerk	4 Full-time	4 Full-time	4 Full-time
162 - Election Department	88 Temp	88 Temp	113 Temp
163 - Board of Registrars	1 Full-time	1 Full-time	1 Full-time
171 - Conservation Commission	3 Full-time	3 Full-time	3 Full-time
175 - Planning Board	2 Full-time	2 Full-time	2 Full-time
176 - Board of Appeals	1 Full-time	1 Full-time	1 Full-time
210 - Police Department	80 Full-time	80 Full-time	80 Full-time
220 - Fire Department	82 Full-time, 2 Part-time	82 Full-time, 2 Part-time	82 Full-time, 2 Part-time

231 - Ambulance	16 Full-time, 4 Part-time	16 Full-time, 4 Part-time	16 Full-time, 4 Part-time
241 - Building Department	5 Full-time, 2 Part-time	7 Full-time	7 Full-time
291 - Emergency Management	1 Part-time	1 Part-time	1 Part-time
292 - Animal Control	1 Full-time, 1 Part-time	1 Full-time, 1 Part-time	2 Full-time, 1 Part-time
510 - Board of Health	4 Full-time, 1 Part-time	4 Full-time, 1 Part-time	4 Full-time, 1 Part-time
410 - Engineering	7 Full-time	7 Full-time	7 Full-time
421 - Public Works Administration	11 Full-time, 1 Part-time, 15 Temp	11 Full-time, 1 Part-time, 15 Temp	11 Full-time, 1 Part-time, 21 Temp
422 - Highway Department	17 Full-time	17 Full-time	17 Full-time
441 - Sewer Department	21 Full-time	21 Full-time	21 Full-time
450 - Water Division	21 Full-time, 1 Part-time	21 Full-time, 1 Part-time	21 Full-time, 1 Part-time
491 - Cemetery Parks/Trees	8 Full-time	8 Full-time	8 Full-time
491 - Parks/Trees			8 Full-time
491 - Cemetery			4 Full-time
610 - Public Library	8 Full-time, 14 Part-time	10 Full-time, 12 Part-time	10 Full-time, 12 Part-time
630 - Recreation Department	4 Full-time	4 Full-time	5 Full-time
543 - Veterans Services	2 Full-time	2 Full-time	2 Full-time
541 - Council on Aging	4 Full-time, 2 Part-time	4 Full-time, 2 Part-time	4 Full-time, 2 Part-time

Appendix B

Statutory References

Article 1

Chapter 41: Section 108. Compensation

Section 108. The salary and compensation of all elected officers of a town shall be fixed annually by vote of the town at an annual town meeting, but said salary or compensation may be revised by a two-thirds vote of any special town meeting called to conduct business later in the same fiscal year for which said salary or compensation was originally fixed; provided, however, that such salary revision occurs prior to the establishment of the tax rate of the town in said fiscal year. Except as provided in section four A and section one hundred and eight A, and except in any city in which salaries and wages are fixed by special law or by ordinance in accordance with the provisions of any general or special law, all boards or heads of departments of a town shall, as soon as may be after the passage of the annual budget, fix the salary or compensation of all officers or employees appointed or employed by them, subject to the provisions of section thirty-one of chapter forty-four. The provisions of this section shall be operative notwithstanding the provisions of sections thirteen and thirty-four of said chapter forty-four. A city may by ordinance prescribe that all fees, charges or commissions allowed by law to any officer thereof shall be paid into the city treasury and belong to the city, and in such case shall pay such officer such compensation as the city council may determine.

Article 2

Chapter 40: Section 49. Annual town reports; publication; penalty for noncompliance

Section 49. The selectmen, before the annual town meeting, shall at the expense of the town print the annual town report for the use of the inhabitants containing the report of the selectmen for the calendar or fiscal year preceding said meeting, the report of the school committee, statements in tabulated form prepared under section sixty of chapter forty-one unless otherwise printed as provided in said section, the annual report of the town accountant for the preceding fiscal year as provided in section sixty-one of chapter forty-one, the annual report of the town treasurer as provided in section thirty-five of chapter forty-one, and except as otherwise provided by vote or by-law of the town, of such other officers and boards as consider it expedient to make a report, the jury list as required by chapter two hundred and thirty-four, and such other matters as the law, or the town by vote or by-law, requires or as the selectmen consider expedient. If the selectmen neglect or refuse to make the annual report, they shall severally forfeit fifty dollars. A town may by by-law provide for the printing of such fiscal year reports as it deems suitable within ninety days of the close of the fiscal year. A copy of such fiscal year reports shall be transmitted by the town clerk to the state library before the first day of November. A town may also by by-law provide for the printing of all reports of town

officers and boards, committees and commissions on a fiscal year basis in place of the calendar year report required by this section.

Article 12 and 13

Chapter 44: Section 53F1/2. Enterprise funds

Section 53F1/2. Notwithstanding the provisions of section fifty-three or any other provision of law to the contrary, a city or town which accepts the provisions of this section may establish a separate account classified as an "Enterprise Fund", for a utility, health care, recreational or transportation facility, and its operation, as the city or town may designate, hereinafter referred to as the enterprise. Such account shall be maintained by the treasurer, and all receipts, revenues and funds from any source derived from all activities of the enterprise shall be deposited in such separate account. The treasurer may invest the funds in such separate account in the manner authorized by sections fifty-five and fifty-five A of chapter forty-four. Any interest earned thereon shall be credited to and become part of such separate account. The books and records of the enterprise shall be maintained in accordance with generally accepted accounting principles and in accordance with the requirements of section thirty-eight.

No later than one hundred and twenty days prior to the beginning of each fiscal year, an estimate of the income for the ensuing fiscal year and a proposed line item budget of the enterprise shall be submitted to the mayor, board of selectmen or other executive authority of the city or town by the appropriate local entity responsible for operations of the enterprise. Said board, mayor or other executive authority shall submit its recommendation to the town meeting, town council or city council, as the case may be, which shall act upon the budget in the same manner as all other budgets.

The city or town shall include in its tax levy for the fiscal year the amount appropriated for the total expenses of the enterprise and an estimate of the income to be derived by the operations of the enterprise. If the estimated income is less than the total appropriation, the difference shall be added to the tax levy and raised by taxation. If the estimated income is more than the total appropriation, the excess shall be appropriated to a separate reserve fund and used for capital expenditures of the enterprise, subject to appropriation, or to reduce user charges if authorized by the appropriate entity responsible for operations of the enterprise. If during a fiscal year the enterprise incurs a loss, such loss shall be included in the succeeding fiscal year's budget.

If during a fiscal year the enterprise produces a surplus, such surplus shall be kept in such separate reserve fund and used for the purposes provided therefor in this section.

For the purposes of this section, acceptance in a city shall be by vote of the city council and approval of the mayor, in a town, by vote of a special or annual town meeting and in any other municipality by vote of the legislative body.

A city or town which has accepted the provisions of this section with respect to a designated enterprise may, in like manner, revoke its acceptance.

Article 14

Chapter 44B: Section 6: Annual revenues; open space, historic resources and community housing

Section 6. In each fiscal year and upon the recommendation of the community preservation committee, the legislative body shall spend, or set aside for later spending, not less than 10 per cent of the annual revenues in the Community Preservation Fund for open space, not less than 10 per cent of the annual revenues for historic resources and not less than 10 per cent of the annual revenues for community housing. In each fiscal year, the legislative body shall make appropriations from the Community Preservation Fund as it deems necessary for the administrative and operating expenses of the community preservation committee and such appropriations shall not exceed 5 per cent of the annual revenues in the Community Preservation Fund. The legislative body may also make appropriations from the Community Preservation Fund as it deems necessary for costs associated with tax billing software and outside vendors necessary to integrate such software for the first year that a city or town implements the this chapter; provided, however, that the total of any administrative and operating expenses of the community preservation committee and the first year implementation expenses shall not exceed 5 per cent of the annual revenues in the Community Preservation Fund.

Funds that are set aside shall be held in the Community Preservation Fund and spent in that year or later years; provided, however, that funds set aside for a specific purpose shall be spent only for the specific purpose. Any funds set aside may be expended in any city or town. The community preservation funds shall not replace existing operating funds, only augment them.

Article 16

Chapter 44: Section 53E1/2. Revolving funds

Section 53E 1/2. Notwithstanding section 53, a city or town may authorize by by-law or ordinance the use of 1 or more revolving funds by 1 or more municipal agencies, boards, departments or offices, which shall be accounted for separately from all other monies in the city or town and to which shall be credited any fees, charges or other receipts from the departmental programs or activities supported by the revolving fund. Expenditures may be made from such revolving fund without further appropriation, subject to the provisions of this section; provided, however, that expenditures shall not be made or liabilities incurred from any such revolving fund in excess of the balance of the fund or in excess of the total authorized expenditures from such fund, and no expenditures shall be made unless approved in accordance with sections 41, 42, 52 and 56 of chapter 41.

Interest earned on any revolving fund balance shall be treated as general fund revenue of the city or town. No revolving fund may be established under this section for receipts of a municipal water or sewer department, a municipal hospital, a cable television access service or facility or for receipts reserved by law or as authorized by law for expenditure

for a particular purpose. Revolving fund expenditures shall not be made to pay wages or salaries for full-time employees unless the revolving fund is also charged for the costs of fringe benefits associated with the wages or salaries so paid; provided, however, that such prohibition shall not apply to wages or salaries paid to full-time or part-time employees who are employed as drivers providing transportation for public school students; provided further, that only that portion of a revolving fund which is attributable to transportation fees may be used to pay the wages or salaries of those employees who are employed as drivers providing transportation for public school students; and provided further, that any such wages or salaries so paid shall be reported in the budget submitted for the next fiscal year.

A revolving fund shall be established pursuant to this section by by-law or ordinance. The by-law or ordinance shall specify for each fund: (1) the programs or activities for which the revolving fund may be expended; (2) the departmental receipts in connection with those programs or activities that shall be credited to the revolving fund; (3) the board, department or officer authorized to expend from such fund; and (4) any reporting or other requirements the city or town may impose. The establishment of any fund shall be made not later than the beginning of the fiscal year in which the fund shall begin. Notwithstanding this section, whenever, during the course of any fiscal year, any new revenue source becomes available for the establishment of a revolving fund under this section, such a fund may be established in accordance with this section upon certification by the city auditor, town accountant, or other officer having similar duties that the revenue source was not used in computing the most recent tax levy.

The city or town shall, on or before July 1 of each year, vote on the limit on the total amount that may be expended from each revolving fund established under this section. In any fiscal year, the limit on the amount that may be spent from a revolving fund may be increased with the approval of the city council and mayor in a city or with the approval of the board of selectmen and finance committee in a town.

Upon termination of a revolving fund, the balance in the fund at the end of that fiscal year shall revert to surplus revenue at the close of the fiscal year.

The director of accounts may issue guidelines further regulating revolving funds established pursuant to this section.

Article 17

Chapter 40: Section 5B. Stabilization funds; establishment

Section 5B. Cities, towns and districts may create 1 or more stabilization funds and appropriate any amount into the funds. Any interest shall be added to and become part of the fund.

The treasurer shall be the custodian of all stabilization funds and may deposit the proceeds in a trust company, co-operative bank or savings bank, if the trust company or bank is organized or exists pursuant to the laws of the commonwealth or any other state or may transact business in the commonwealth and has its main office or a branch office in the commonwealth; a national bank, federal savings bank or federal savings and loan association, if the bank or association may transact business and has its main office or a branch office in the commonwealth; provided, however, that a state-chartered or

federally-chartered bank shall be insured by the Federal Deposit Insurance Corporation or its successor; or may invest the funds in participation units in a combined investment fund pursuant to section 38A of chapter 29 or in securities that are legal investments for savings banks.

At the time of creating any stabilization fund the city, town or district shall specify, and at any later time may alter, the purpose of the fund, which may be for any lawful purpose, including without limitation, an approved school project pursuant to chapter 70B or any other purpose for which the city, town or district may lawfully borrow money. The specification and any alteration of purpose, and any appropriation of funds from any such fund, shall be approved by a two-thirds vote, except as provided in paragraph (g) of section 21C of chapter 59 for a majority referendum vote. Subject to said section 21C of said chapter 59, any such vote shall be of the legislative body of the city, town or district, subject to charter.

Notwithstanding section 53 of chapter 44 or any other general or special law to the contrary, a city, town or district that accepts this paragraph may dedicate, without further appropriation, all, or a percentage not less than 25 per cent, of a particular fee, charge or other receipt to any stabilization fund established pursuant to this section; provided, however, that the receipt is not reserved by law for expenditure for a particular purpose. For purposes of this paragraph, a receipt shall not include taxes or excises assessed pursuant to chapter 59, 60A, 60B, 61, 61A or 61B or surcharges assessed pursuant to section 39M or chapter 44B. A dedication shall be approved by a two-thirds vote of the legislative body of the city, town or district, subject to charter, and may be terminated in the same manner. A vote to dedicate or terminate a dedication shall be made before the fiscal year in which the dedication or termination is to commence and shall be effective at least for 3 fiscal years.

Article 26

Chapter 44: Section 21C: Lease purchase financing agreements

Section 21C. A city, town or district may by a two-thirds vote of its legislative body, if recommended by its chief executive officer, authorize any department of the city, town or district to enter into a lease purchase financing agreement to acquire equipment or improve a capital asset that may be financed by the issuance of debt under this chapter or otherwise authorized by law, for a term up to the useful life of the property to be procured as determined by its chief executive officer. Any lease purchase financing agreement under this section shall be considered a binding obligation of the city, town or district as if it were a debt authorization under this chapter, provided an appropriation available for the purpose has been made in the first fiscal year in which the lease becomes effective. Any city, town or district that follows the procedure in this section with respect to entering into a lease purchase financing agreement for the procurement of any personal property for the governmental entity, may refinance the purchase with the issuance of refunding bonds under section 21A to pay the balance of the lease obligation.

Articles 27, 28, and 30

CHAPTER 44. MUNICIPAL FINANCE

MUNICIPAL INDEBTEDNESS

Section 7. Cities and towns may incur debt, within the limit of indebtedness prescribed in section ten, for the purposes hereinafter set forth, and payable within the periods hereinafter specified or, except for clauses (3C), (11), (16), (18), (19), (21) and (22), within such longer period not to exceed 30 years based upon the maximum useful life of the public work, improvement or asset being financed, as determined in accordance with guidelines established by the division of local services within the department of revenue:

- (1) For the construction or reconstruction of surface drains, sewers, sewerage systems and sewage treatment and disposal facilities, thirty years.

Section 8. Cities and towns may incur debt, outside the limit of indebtedness prescribed in section ten, for the following purposes and payable within the periods hereinafter specified or except with respect to clauses (1), (2), (3A), (5), (6), (7), (9) and (19), within such longer period not to exceed 30 years based upon the maximum useful life of the public work, improvement or asset being financed, as determined in accordance with guidelines established by the division of local services within the department of revenue:

- (5) For the laying and relaying of water mains of not less than six inches but less than sixteen inches in diameter, and for lining and relining such mains with linings of not less than one-sixteenth of an inch, for the development of additional well fields, for wells and for pumping station equipment, forty years

Other Statues

Acts of 1989, Chapter 45, Sections 1-6. An Act Establishing a Special Account for the Town of Billerica Sewerage Plant Expansion and Inflow Infiltration Fund

Section 1. Notwithstanding the provisions of any general or special law, rule or regulation to the contrary, the Town of Billerica is hereby authorized to establish a special account to be known as the Town of Billerica Sewerage Plant Expansion and Inflow Infiltration Fund. The purpose of such fund is to provide the revenue for the funding of engineering, construction and rehabilitation of sewerage treatment works,

pumping stations and facilities located within the Town of Billerica and to provide revenues to do all things necessary to correct, remedy, repair, prevent and prohibit any and all forms of infiltration or inflow from groundwater and other sources of leakage into pipes, facilities and systems. Such special account shall be maintained by the Treasurer of the Town of Billerica in a banking institution doing business in the commonwealth, and expenditures from said special account shall be made subject to appropriation initiated by the Board of Selectmen upon the recommendation of the Director of Public Works and the Town Administrator of said town and approved by a majority vote of the Town Meeting.

Section 2. Payments to such account shall be made by applicants for connection to the sewer system of said town who are constructing or erecting new buildings or developing land for industrial, commercial and residential uses. The method and amount of such payments from such private sources shall be as determined by a schedule of fees to be set by the Board of Selectmen. Said schedule shall provide for the method of determining the amount of each payment from such applicants based upon their anticipated water and sewer use by each and for the particular kind of development contemplated.

Section 3. Appropriation from time to time may be made by the Town of Billerica into said special account for the purpose of providing additional funds for aforesaid engineering, construction and rehabilitation of sewerage treatment works, pumping stations and facilities.

Section 4. The Treasurer of the Town of Billerica shall be authorized to invest monies in said special account and the interest accruing shall inure to the benefit of said special account. Said special account shall be maintained in accordance with generally accepted accounting principles and shall be audited annually with the cost of such audit charged to said special account.

Section 5. The Director of Public Works for the Town of Billerica, with the approval of the Town Administrator, may make applications for available State and Federal Government Grants for the engineering, construction and rehabilitation of sewerage treatment works, pumping stations and facilities, and to pledge any and all such sums for money in said account with the approval of the Board of Selectmen and the Town Meeting for any such matching grants for engineering, construction and rehabilitation of sewerage treatment works, pumping stations and facilities.

Section 6. The Town Accountant shall file jointly with the Board of Selectmen, the Town Administrator, the Treasurer, the Finance Committee and with the Bureau of Accounts, a written report relative to such special account authorized by Section 1. Said report shall be made within one hundred and twenty days after the books of account are closed for each fiscal year. Such report shall include a financial statement relating to the operation, maintenance and expenditures made under the said special account. Said Board of Selectmen may review and comment on said report and file such review with the State Auditor.

LAND BANK

Chapter 100 of the Acts of 2000

AN ACT AUTHORIZING THE TOWN OF BILLERICA TO ESTABLISH A CERTAIN FUND.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

Notwithstanding the provisions of [section 53 of chapter 44](#) of the General Laws or any other general or special law to the contrary, the town of Billerica may establish a separate fund to be known as the Land Bank Fund which shall be kept separate and apart from all other monies of the town. The treasurer may invest the funds in the manner authorized by [sections 54 and 55 of said chapter 44](#). The principal and interest thereon may be expended for the purchase of interests in lands and buildings for conservation, open space, recreational or any other municipal purposes upon a two-thirds vote of the town meeting.

Approved June 9, 2000.

CHAPTER 392: AN ACT AUTHORIZING THE TOWN OF BILLERICA TO ESTABLISH A BILLERICA WATER CONSERVATION FUND. (see [House, No. 1918](#)) Approved by the Governor, December 16, 2010

SECTION 1. Notwithstanding any general or special law or rule or regulation to the contrary, the town of Billerica may establish a Billerica Water Conservation Fund. The purpose of the fund shall be to provide revenue for the funding of water management and conservation initiatives by the town, including the design, construction and implementation of measures to conserve water and assure the efficient operation of the town's public water supply system and to provide public education relating to water conservation plans and programs, consistent with the water conservation policy of the town of Billerica. The fund shall be maintained by the treasurer of the town and may be deposited in a suitable banking institution doing business in the commonwealth or invested by the treasurer as provided herein. Expenditures from the fund shall be made subject to appropriation initiated by the board of selectmen upon the recommendation of the director of public works and the town manager of the town and approved by the voters at a town meeting.

SECTION 2. Payments to the fund shall be made by applicants for permits to connect to the public water supply system of the town of Billerica who are constructing or erecting new or expanded buildings or otherwise developing land for industrial, commercial and residential uses. The method and amount of the payments from the applicants or developers shall be determined by a schedule of fees to be established by the board of selectmen upon recommendation by the director of public works, as provided in the water conservation policy of the town of Billerica. The schedule of fees shall provide the

method for determining the amount of each payment from the applicants or developers based upon their anticipated water use for each type of proposed development.

SECTION 3. In addition to the aforementioned fees, monies may also be deposited into the fund from gifts, grants and donations received from public or private sources, from federal and state funding programs available to the town and from any other source authorized by law. Further, appropriations may be made into the fund, from time to time, by the town of Billerica to provide additional funds for the aforesaid water conservation and management purposes.

SECTION 4. The treasurer of the town of Billerica may invest monies deposited in the fund and the interest accruing shall inure to the benefit of the fund. The fund shall be maintained in accordance with generally accepted accounting principles and shall be audited annually and the cost of each audit shall be charged to the fund.

SECTION 5. The director of public works of the town of Billerica, with the approval of the town manager, may make applications for available state and federal government grants for the design, construction, management, conservation and rehabilitation of public water supply facilities and pledge any sums of money in the fund, with the approval of the board of selectmen and the town meeting, for any matching grants for the design, construction, management, conservation and rehabilitation activities.

SECTION 6. The town accountant shall file jointly with the board of selectmen, the town manager, the treasurer, the finance committee and the bureau of accounts, a written report relative to the fund under this act. The report shall be made within 120 days after the books of account are closed for each fiscal year and shall include a financial statement relating to the operation, maintenance and expenditures made under the fund. The board of selectmen may review and comment on the report and file the review with the state auditor.

Approved, December 16, 2010.

Appendix C

Article 6

To Fund Collective Bargaining Agreement for BMEA DPW Workers

Article 6 – Fund BMEA DPW Workers Contract **GIVES**

COLA: (Retroactive)

a) FY2017: 2% FY2018: 2% FY2019 2%

Wage Scale Adjustment: (Not Retroactive)

- a) Steps 4, 5 and 6 will be changed to 3% increments from 1.15% to 2.66%
- b) Steps 7 will be changed to a 2% increment from 1.26% to 1.79%



Article 6 – Fund BMEA DPW Workers Contract **GIVES**

Shift Incentive Compensation: (Not Retro)

- a) Second Shift (3pm-11pm) - \$50 per week (was \$30)
- b) Third Shift (11pm to 7am - \$80 per week (was \$45)

Elimination of Civil Service:

One-time payment of \$250 upon Town Meeting elimination of Civil service for DPW employees.



Article 6 – Fund BMEA DPW Workers Contract

GETS

- Elimination of Civil Service.
- Personal day probationary period of 60 days for new hires.
- Emergency Mandatory Overtime protocol.
- Removal of Engineers from BMEA



Article 6 – Fund BMEA DPW Workers Contract

GETS

Reorganization Language

- a) Seasonal Help Language
- b) 4 new employees for Parks and Trees Division.
- c) Future reduction of supervisory position



Collective Bargaining Goals



COLA Analysis

Billerica Collective Bargaining Goals FY 2017-FY2019

	CPI March 2017	CPI March 2018 (latest available)
COLA	2.00%	2.00%
CPI	-2.60%	-3.70%
Net Cost of Living Adjustment	-0.60%	-1.70%

Source: Bureau of Labor Statistics

Source: Billerica Health Plan Renewal



Collective Bargaining Highlights

	SEIU Administrators	IUPE Clerical	BMEA	IEAP (EMT) Paramedics	By-law Employees
Source	Coll. Barg. Art. 4	Coll. Barg. Art. 6	Coll. Barg. Art.	Coll. Barg. Art. 5	Article 13
FY2017	2%	2%	2%	2%	2%
FY2018	2%	2%	2%	2%	2%
FY2019	2%	2%	2%	2%	2%
Education				Remove 2 year waiting period and increase amounts for associates by \$1,500. Add amount for Masters for \$6,000. Increase tuition reimbursement by \$200 -- \$300 to be used toward recert.	
Sick Day Bonus		Increased zero day used from \$600 to \$1000.		Increased zero day used from \$650 to \$1000.	
Weekly Stipend/New Certifications	Increase IRS mileage daily rate by \$2.00 and \$1.00 each succeeding year of contract. (12-years)			\$20 Weekly increase on Training and Medical Supply Specialist. New Weekly Stipend of \$30 for Infectious Disease Coordinator	
Family Leave		Employees can use up to 5 sick days for immediate family dependents for Health Care			
			increase to weekly pay. 3rd shift \$35 increase to		
Step Adjustment			Steps 4,5 and six changed to 3% Step 7 changed to 2%		
Other	\$300 added to longevity stipend and 5 Year Longevity reinstituted	\$300 added to longevity stipend and 5 Year Longevity reinstituted	One Time \$250 for Civil Service	Alternative 111F Language	\$300 added to base in lieu of longevity



Collective Bargaining Highlights Givebacks

Give Back	Vacation Carryover language clarification	Bonus for 1 sick day reduced by \$100 and Bonus for 2 sick days reduced by \$200	Elimination of Civil Service	Work week language clarification.
Give Back	Elimination of retirement bonus on sick and vation for employees hired November of 2014	Overtime Language Clarification	Reorganizational Language.	Intermittent Paramedic language to replace Supervisor
Give Back	Elimination of first 3 steps	Elimination of first 3 steps	Mandatory OT	Alternative 111F Language
Give Back			Seasonal Help Language	
Give Back			Personal day Probation	
Give Back	Social Media Policy	Social Media Policy	Removal of Engineers	Social Media Policy

Money	\$	96,000	\$	80,000	\$	270,242	\$	53,000
FY2017	\$	48,000	\$	35,000	\$		\$	21,500
FY2018		In Budget	\$	45,000	\$		\$	21,500
FY2019					\$	367,804		
Total	\$	48,000	\$	80,000	\$	638,046	\$	53,000



Appendix D

Article 16

To Authorize Departmental Revolving Funds

Article 16 Chapter 44 Sec 53E ½ Revolving Fund Financial Information

Wetlands By-Law Fees Revolving

	Beg Balance	Receipts	Expenditures	End Balance
FY 17	\$66,921	\$3,403	\$ 0	\$70,324
FY 18 (as of 3/31)	\$70,324	\$4,120	\$ 0	\$74,444

The Wetlands By-Law Fees Revolving Fund was established to receive fees from the Town's Wetland By-Law and to allow these fees to be used by the Commission to fund expenditures in conjunction with administering the by-law. This article allows up to \$30,000 to be expended without further appropriation from Town Meeting.

Senior Center Programs Revolving

	Beg Balance	Receipts	Expenditures	End Balance
FY 17	\$74,990	\$77,299	\$ 83,649	\$68,640
FY 18 (as of 3/31)	\$68,640	\$64,413	\$73,145	\$59,908

The Senior Center Programs Revolving Fund was established to receive fees and charges resulting from Senior Center Programs and to allow these funds to be expended in support of these programs. This article allows up to \$100,000 to be expended without further appropriation from Town Meeting.

BEAM Revolving Fund

	Beg Balance	Receipts	Expenditures	End Balance
FY 17	\$1,428,030	\$1,486,513	\$725,603	\$2,188,940
FY 18 (as of 3/31)	\$2,188,940	\$519,535	\$521,529	\$2,186,946

The BEAM Program Revolving Funds was established to receive revenues from Health Insurance payments, Medicaid reimbursements and Department of Public Health payments and to allow these funds to be expended in support of BEAM and special education programs. This article allows up to \$2,000,000 to be expended without further appropriation from Town Meeting.

Respite Care Program Revolving Fund

	Beg Balance	Receipts	Expenditures	End Balance
FY 17	\$119,727	\$73,644	\$76,950	\$116,421
FY 18 (as of 3/31)	\$116,421	\$50,450	\$73,426	\$93,445

The Respite Care Program Revolving Fund was established to receive all fees from the Respite Care Program administered by the Council on Aging and to allow these funds to be expended in support of the Respite Care Program. This article allows up to \$120,000 to be expended without further appropriation from Town Meeting.

Flu Shot Revolving Fund

	Beg Balance	Receipts	Expenditures	End Balance
FY 17	\$26,420	\$13,798	\$11,334	\$28,882
FY 18 (as of 3/31)	\$28,882	\$4,857	\$9,912	\$23,827

The Flu Shot Revolving Fund was established to receive all fees and insurance payments related to administering flu shots and to allow these funds to be expended in support of the program including purchase of the vaccine and the disposal of any medical wastes. This article allows up to \$15,000 to be expended without further appropriation from Town Meeting.

Appendix E

Article 19

To Fund Water Enterprise Raw Water Pump Replacement

Article 19, Raw Water Pump Replacement

- Raw Water Pumps Two & Three have been replaced in an emergency procurements in past 2 years
- Pumps are 12 years old
- pump one had been removed for repairs, and was recommended by the manufacturer to replace the pump.



Raw Water Pumps Two & Three



Appendix F

Article 20

To Fund Sewer Manhole Repairs from Inflow and Infiltration Funds

Article 20, Manhole Repairs

- Manhole adjustment
- Bituminous replacement around Manhole
- Cost per Manhole \$500 - \$1000 depending on extent of repairs



Appendix G

Article 24

To Fund Town Capital Budget from Previous Town Meeting Articles

Article 24 Funding Sources

31101 HIGHWAY TRUCKS

YEAR	COMMENTS	FULL DESC	AMOUNT APPROPRIATED	AMOUNT SPENT	VARIANCE	
2018	'ART # 14 AFTM OCT 2017	2018 JOHN DEERE BACKHOE LOADER	140,000.00	119,000.00	21,000.00	21,000.00
2017	ART # 21 SPRING TM MAY 2017	2018 INTERNATIONAL DUMP	168,000.00	164,569.00	3,431.00	
2017	ART # 21 SPRING TM MAY 2017	2018 INTERNATIONAL DUMP/SANDER	168,000.00	164,569.00	3,431.00	
2017	ART # 21 SPRING TM MAY 2017	2018 INTERNATIONAL DUMP WITH SANDER	168,000.00	168,679.00	(679.00)	6,183.00
						-
2016	ART # 19 FALL TM OCT 2015	2 - 2016 CHEVY SILVERADO	40,500.00	34,939.00	5,561.00	
2016	ART # 19 FALL TM OCT 2015	2 - 2016 CHEVY SILVERADO	40,500.00	35,189.00	5,311.00	10,872.00
						-
2015	'TOWN MEETING ART # 7 OCT ___	2015 F250 UTILITY TRUCK W/PLOW	58,000.00	32,183.00	25,817.00	
2015	'TOWN MEETING ART # 7 OCT ___	2015 F450 1.5 DUMP H12	68,000.00	50,267.00	17,733.00	
2015	'TOWN MEETING ART # 7 OCT ___	2015 5 TON FREIGHTLINER	155,000.00	150,983.00	4,017.00	
2015	'TOWN MEETING ART # 7 OCT ___	2015 STREET SWEEPER	225,000.00	219,694.00	5,306.00	52,873.00
						-
2014	'ART # 17 OCT 2013 ANNUAL ___	2013 CAT LOADER	145,000.00	139,711.00	5,289.00	
2014	'ART # 17 OCT 2013 ANNUAL ___	2014 5 TON INTERNATIONAL DUMP	155,000.00	150,623.00	4,377.00	9,666.00
						-
2013	'ART # 20 AFTM OCT 2012 ___	Town of Billerica	38,700.00	35,470.00	3,230.00	
2013	'ART # 20 AFTM OCT 2012 ___	Town of Billerica	38,700.00	37,170.00	1,530.00	
2013	'ART # 20 AFTM OCT 2012 ___	DPW Admin truck	38,700.00	31,485.00	7,215.00	11,975.00
						-
2012	'ART # 20 FALL TM OCT 2011 ___	2012 CASE 590SN BACKHOE	130,000.00	101,725.00	28,275.00	
2012	'ART # 20 FALL TM OCT 2011 ___	16000 GVWR AERIAL LIFT TRUCK	70,000.00	77,325.00	(7,325.00)	20,950.00
2018	'ART # 14 AFTM OCT 2017	2017 CHEVY SILVERADO W/PLOW	40,000.00	39,675.95	324.05	
2018	'ART # 14 AFTM OCT 2017	2017 CHEVY SILVERADO 3500	60,000.00	53,352.65	6,647.35	
2018	'ART # 14 AFTM OCT 2017	2017 MORBARK M15RX CHIPPER	60,000.00	60,000.00	-	6,971.40
			2,007,100.00	1,866,609.60	140,490.40	140,490.40

31601 CEMETERY TRUCKS

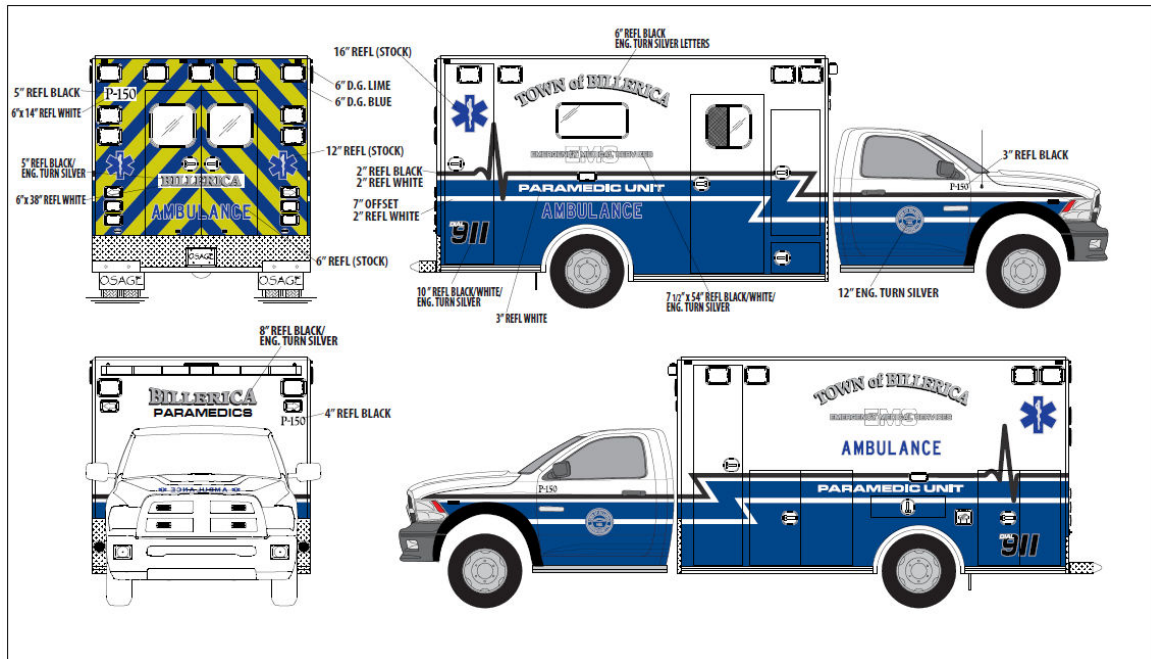
YEAR	COMMENTS	FULL DESC	AMOUNT	AMOUNT		
2016	'ART # 19 FALL TM OCT 2015	JOHN DEERE TRACTOR	120,000.00	99,072.69	20,927.31	20,927.31
2015	'TOWN MEETING ART # 7 OCT ___	(2) 2015 F250 UTILITY TRUCK	58,000.00	34,183.00	23,817.00	
2015	'TOWN MEETING ART # 7 OCT ___	2015 F750 FREIGHTLINER - CEMETERY	150,000.00	92,935.00	57,065.00	80,882.00
						-
2013	'ART # 20 AFTM OCT 2012 ___	Town of Billerica	37,400.00	37,315.00	85.00	85.00
			365,400.00	263,505.69	101,894.31	101,894.31
			2,372,500.00	2,130,115.29	242,384.71	242,384.71

Appendix H

Article 25

To Purchase a New Ambulance and Related Equipment

- 1.) Vehicle 1: P15 is a 2014 Chevy 4500/ Osage Type III Ambulance.
 - a. Delivery/Service Date: June 2014
 - b. Mileage: 109,332
 - c. Hours on Motor: 7,739
- 2.) Vehicle 2: P150 is a 2012 Chevy 4500/Osage Type III Ambulance
 - a. Delivery/ Service Date: January 2013.
 - b. Mileage: 140,314
 - c. Hours on Motor: 11,888
- 3.) Vehicle 3: P1500 is a 2008 Ford 450 Super Duty/Horton Type III Ambulance
 - a. Delivery/Service Date: Not Sure of Date
 - b. Mileage: 132,086
 - c. Hours on Motor: 10,851
 - d. Vehicle is spare used when either vehicle 1 or 2 out of service for mechanical problems or maintenance.
 - e. We do occasionally use it if we add a third ambulance for special events.
- 4.) Vehicle 4: Vehicle is emergency spare that we acquired from our ambulance dealer. It was traded in by a NH fire department. Absolute vehicle of last resort.
 - a. Ford E450 2003
 - b. Mileage: 68,038
- 5.) Miscellaneous
 - a. Increasing maintenance cost as vehicles both age and build up higher mileage.
 - i. Fiscal 2016 7,462.19
 - ii. Fiscal 2017 14,490.44
 - iii. Fiscal 2018 22,530.89
- 6.) New Vehicle: 2018 Dodge 5500 / Osage Type I Ambulance.
 - a. Expected delivery: Any day.
 - i. Delay ordering due to garage project .
 - b. The difference between Type I and Type III ambulance is van chassis versus pickup truck chassis.



Appendix I

Article 27 & 28

To Fund Phase III WWTP Improvements and Salem Road Pump Station Upgrade

To Fund Water Treatment Plant Ozone Improvements

Article 27 Phase III WTP Improvements & Salem Road Pump Station Upgrade



Article 27 Phase III WTP Improvements & Salem Road Pump Station Upgrade

Design As Recommended in the Comprehensive Wastewater Management Plan (CWMP)

- Chemical Tank Replacement (2)
 - Beyond Useful Life
- Additional Town Water Connection
 - Required for Plant Water System Emergency Backup
- Aeration and Post-Aeration System Improvements
 - Replacing Valves and Piping that are Beyond Useful Life
- New Emergency Generator for Entire Plant
 - Existing Generator Beyond Useful Life and Does Not Serve Entire Plant
- Building Upgrades and Improvements
 - **Administration Building**
 - Personnel Space Improvements
 - Laboratory Upgrade and Expansion
 - Garage Improvements
 - **Operations Building Upgrade and Improvements**
 - **Compost Building**
 - Sludge Conveyor Installation
 - Garage Improvements
- Unloading Station for New Vector Truck

Chlorine and Bisulfite Tanks



1989 Generator to be replaced & Vector Dumping Area to be Designed



Article 28 - Design of Water Treatment Plant Ozone Improvements



20-Year Capital Improvement Plan (CIP) Recommendations

Project	Preliminary Cost Estimate				Subtotal
	Years 2017-2021	Years 2022-2026	Years 2027-2031	Years 2032-2036	
Raw Water PS Elec Building HVAC Eval	\$5,000				\$5,000
Raw Water Transmission Main Assessment	\$75,000				\$75,000
Raw Water Pump Replacement	\$250,000				\$250,000
Raw Water Supply Redundancy		\$5,448,000			\$5,448,000
WTP Process Optimization	\$100,000				\$100,000
Chemical Storage Tanks	\$272,000				\$272,000
Filtered Water Chemical Injection	\$480,000				\$480,000
Ozone System Relocation and Replacement	\$8,353,000				\$8,353,000
Equipment Replacement		\$5,167,500	\$5,167,500	\$837,000	\$11,172,000
Finished Water Pump VFD Replacement	\$405,000				\$405,000
Power Quality Study	\$13,000				\$13,000
Active Harmonic Replacement System	\$120,000				\$120,000
NETA Equipment Testing	\$110,500				\$110,500
Lighting Upgrades	\$247,500				\$247,500
Electrical Safety Program	\$97,500				\$97,500
PLC Hardware Upgrade		\$150,000			\$150,000
SCADA Server/Thin Client Architecture		\$275,000			\$275,000
HMI Software Upgrade	\$125,000				\$125,000
Automated Reporting Software Upgrade	\$80,000				\$80,000
SCADA Disaster Recovery Process & Training	\$115,000				\$115,000
Structural Recommendations	\$991,000				\$991,000
Internal structural inspection of concrete tanks	\$25,000				\$25,000
HVAC Air Balance Study	\$4,800				\$4,800
HVAC Improvements to perimeter offices	\$120,000				\$120,000
HVAC Humidity Control	\$100,000				\$100,000
HVAC VAV System	\$100,000				\$100,000
WTP SUBTOTAL	\$12,189,300	\$11,040,500	\$5,167,500	\$837,000	\$29,234,300
Residential Meter Replacement	\$4,500,000				\$4,500,000
Crosby Hill Tank Replacement		\$2,317,500			\$2,317,500
Boston Road Tank Replacement				\$5,230,500	\$5,230,500
Pipe Replacement	\$9,226,725	\$25,028,600	\$21,114,600	\$23,538,750	\$78,908,675
Total	\$25,916,025	\$38,386,600	\$26,282,100	\$29,606,250	\$120,190,975

Water System CIP 2017-2021

Recommendations:

- Residential Meter Replacement – **ON GOING**
- Water Treatment Plant – **Article 28 STM in FY 19 Design Only**
 - Ozone System Replacement
 - Chemical Tank Replacement
 - Process Improvements
 - Additional Improvements
 - Electrical
 - Instrumentation and Controls
 - Structural
 - HVAC
- Distribution System Pipe Replacement



Article 28, Design of Water Treatment Plant Ozone Improvements

The Design includes:

1. Process Improvements
2. Chemical Tank Replacement
3. Ozone System Replacement
4. HVAC System Improvements
5. Electrical Improvements
6. Supervisory control and data acquisition (SCADA) Improvements



Water Treatment Plant Improvements

- Firm Capacity—14 MGD Plant
- Completed in 2006, 10 years old
- Process Evaluation
- Periodic elevated Fe and Mn in Finished Water, results in customer complaints
- Ozone System Issues
 - Ozone Generators at end of their useful life and are low efficiency
 - Ozone side stream piping corrosion results ozone system outages
 - Ozone outages cause high Mn concentrations in Finished Water
 - High Mn results in customer complaints

Chemical Feed Issues

- Chemical storage tanks at the end of their useful life
- Aqua ammonia product loss

CIP Recommendation:

At 10 to 12-Year Polyethylene Tank Useful Life
Sodium Hypochlorite (Hypo) Tanks
Aluminum Sulfate (Alum) Tanks
Sodium Hydroxide (Caustic) Tanks
Provide Aqua Ammonia Tank Cooling and/or Vent System



Ozone System

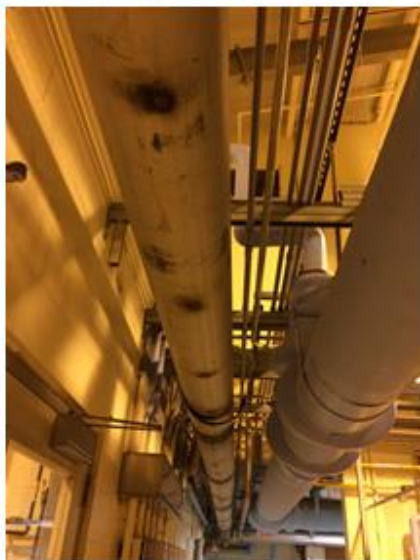


©CURRAN

Ozone System



Ozone System



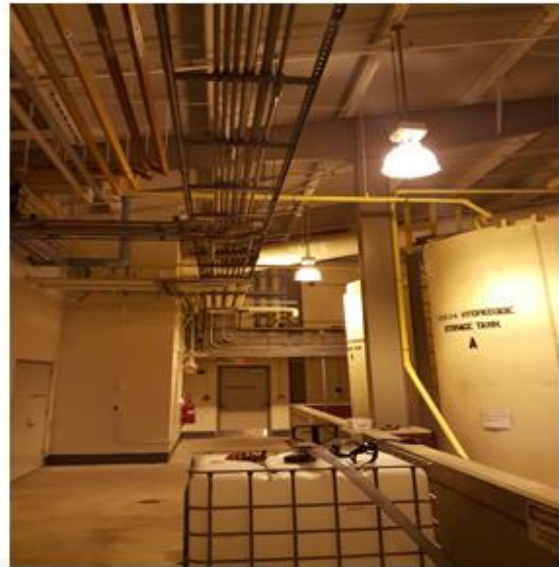
**New VS Old Ozone
Generation System**



Chemical Storage Tanks



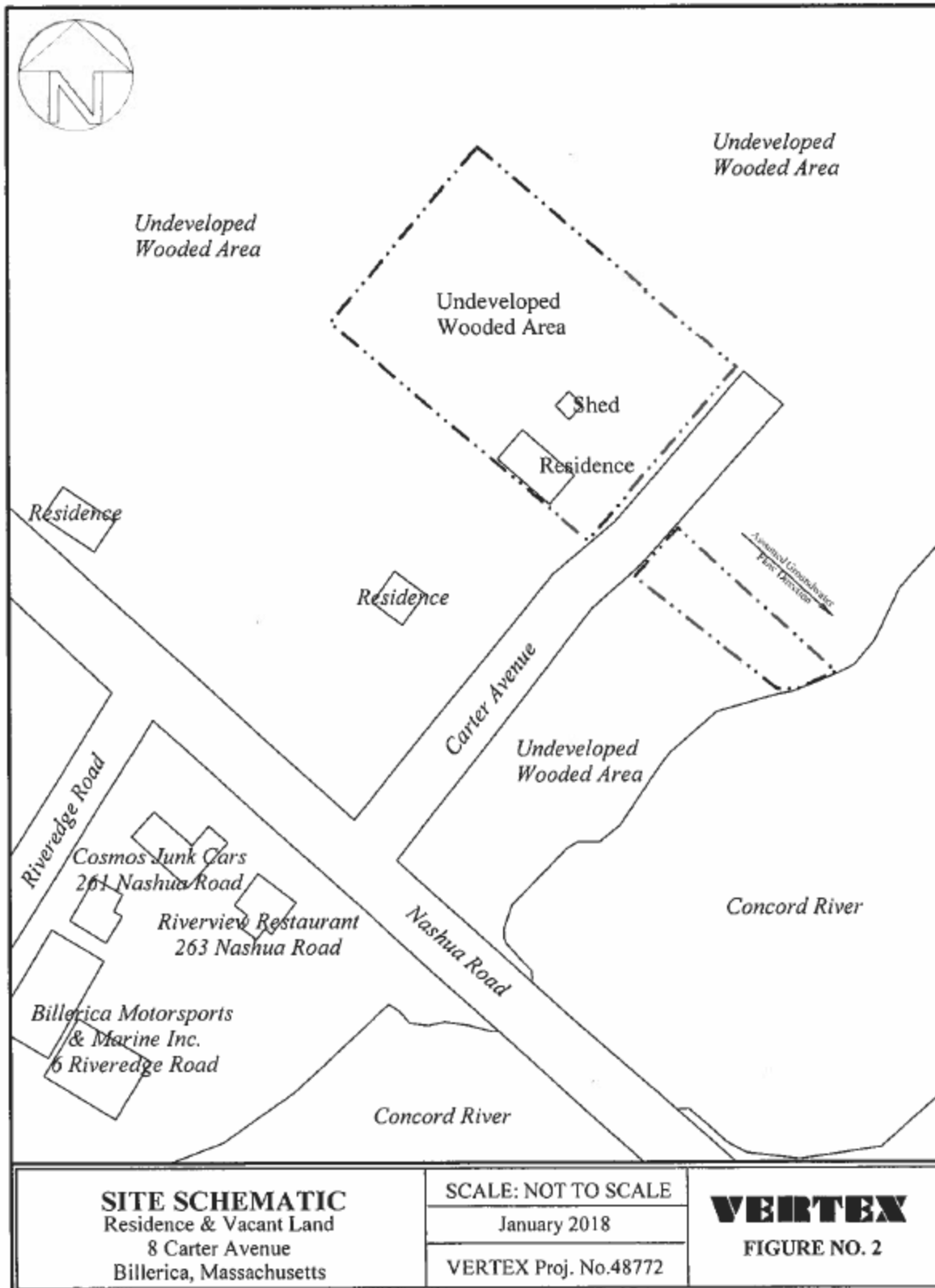
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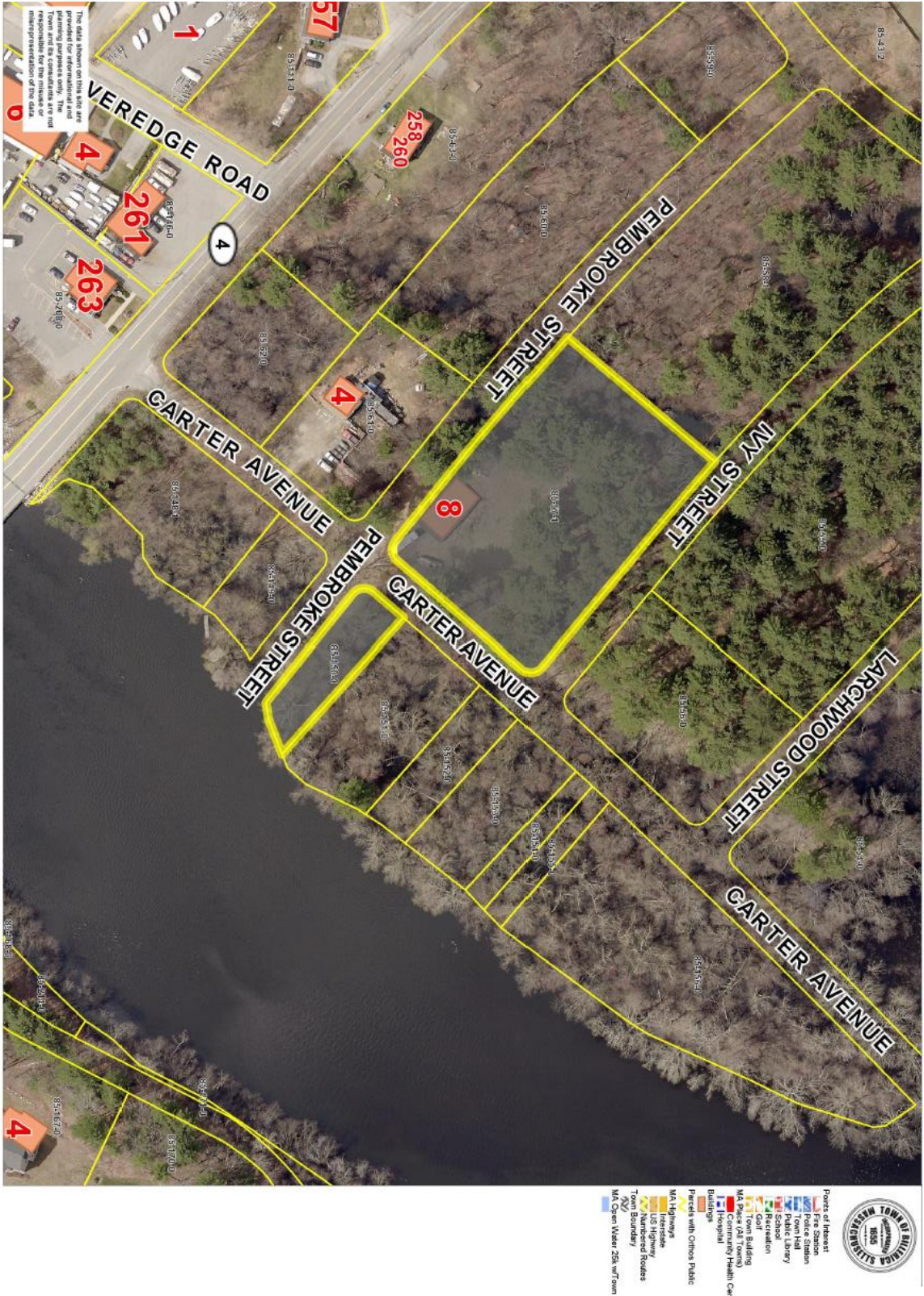


Appendix J

Article 31

To Purchase 8 Carter Avenue and Associated Riverfront Parcel





Capital Appraisal Group Residential Appraisal Report

File No. 18-21CABillerica8Car

PURPOSE	The purpose of this appraisal report is to provide the client with a credible opinion of the defined value of the subject property, given the intended use of the appraisal.																																																																																																																																																																																																																											
	Client Name/Intended User Town of Billerica					E-mail rscanlon@town.billerica.ma.us																																																																																																																																																																																																																						
	Client Address 365 Boston Road, Room 109					City Billerica		State MA		Zip 01821																																																																																																																																																																																																																		
	Additional Intended User(s) N/A																																																																																																																																																																																																																											
SUBJECT	Intended Use Market Value																																																																																																																																																																																																																											
	Property Address 8 Carter Avenue & Riverside Lot					City Billerica		State MA		Zip 01821																																																																																																																																																																																																																		
	Owner of Public Record Richard A. Nazzaro					County Middlesex																																																																																																																																																																																																																						
	Legal Description Book:8086, Page:290/Middlesex County Registry of Deeds																																																																																																																																																																																																																											
	Assessor's Parcel # Map:85, Block:57, Lot:1 & Map:85, Block:150, Lot:0					Tax Year 2017		R.E. Taxes \$ 4,143.87																																																																																																																																																																																																																				
	Neighborhood Name Concord River					Map Reference MSA#:15764		Census Tract 3164.00																																																																																																																																																																																																																				
	Property Rights Appraised ☒ Fee Simple ☐ Leasehold ☐ Other (describe)																																																																																																																																																																																																																											
	My research ☐ did ☒ did not reveal any prior sales or transfers of the subject property for the three years prior to the effective date of this appraisal.																																																																																																																																																																																																																											
	Prior Sale/Transfer: Date 06/21/1996 Price \$134902 Source(s) MLS/Public Records																																																																																																																																																																																																																											
	Analysis of prior sale or transfer history of the subject property (and comparable sales, if applicable) The subject property transferred to the current owner on 06/21/1996 for \$134,902. There were no prior sales noted for the subject property in the past 3 years. The subject property was listed for sale on 05/29/2017 for \$269,900, was cancelled on 07/13/2017 and relisted on 07/15/2017 for \$299,900 and then cancelled again on 10/02/2017 with no offers to purchase after being exposed to the market for 124 days. There were no prior sales for the sales comparables in the past 12 months.																																																																																																																																																																																																																											
SALES HISTORY	Offerings, options and contracts as of the effective date of the appraisal N/A																																																																																																																																																																																																																											
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**Capital Appraisal Group
Residential Appraisal Report**

File No: 18-21CABillerica8Car

FEATURE	SUBJECT	COMPARABLE SALE NO. 1	COMPARABLE SALE NO. 2	COMPARABLE SALE NO. 3																																								
8 Carter Avenue & Riverside Lot	40 Morgan Road	49 Ossamequin Road	31 Rogers Street																																									
Address: Billerica	Billerica, MA 01821	Billerica, MA 01821	Billerica, MA 01862																																									
Proximity to Subject	0.45 miles NE	0.36 miles NE	3.79 miles NE																																									
Sale Price	\$ N/A	\$ 350,000	\$ 320,000	\$ 256,700																																								
Sale Price/Gross Liv. Area	\$ 0.00 sq. ft.	\$ 212.64 sq. ft.	\$ 224.56 sq. ft.	\$ 218.28 sq. ft.																																								
Data Source(s)	Inspection	MLS PIN#72244394, DOM 28	MLS PIN#72166163, DOM 7	MLS PIN#72154676, DOM 44																																								
Verification Source(s)	Public rec, Assess	Public rec, Assess/\$365,000LP	Public rec, Assess/\$309,900LP	Public rec, Assess/\$299,000LP																																								
VALUE ADJUSTMENTS	DESCRIPTION	+(-) \$ Adjustment	DESCRIPTION	+(-) \$ Adjustment																																								
Sale or Financing	ArmLth		ArmLth																																									
Concessions	None Noted		None Noted																																									
Date of Sale/Time	N/A	12/29/2017	07/12/2017	07/10/2017																																								
Location	Nb/Dead End/Gd	Nbhd/Res/Gd.	Nbhd/Res/Good	Nbhd/Busy/Avq.																																								
Leasehold/Fee Simple	Fee Simple	Fee Simple	Fee Simple	Fee Simple																																								
Site	1.44 acres	17825 sf	33390 sf	22200 sf																																								
View	Riverfront/Good	Riverfront/Good	Riverfront/Good	Riverfront/Good																																								
Design (Style)	Ranch	Ranch	0 Bungalow	0 Colonial																																								
Quality of Construction	Average	Average	Average	Average																																								
Actual Age	98 +/- Years	76 Years	108 Years	88 Years																																								
Condition	Average	Average/Good	Average/Good	Average																																								
Above Grade	Total Bdrms: 6, Baths: 2	Total Bdrms: 6, Baths: 3	Total Bdrms: 5, Baths: 2	Total Bdrms: 6, Baths: 3																																								
Room Count	6 2 1.0	6 3 1.0	5 2 1.0	6 3 1.0																																								
Gross Living Area	25 1,380 sq. ft.	1,846 sq. ft.	825 sq. ft.	1,176 sq. ft.																																								
Basement & Finished	Crawl Space	Full/Unfinished	Full/Unfinished	Full/Unfinished																																								
Rooms Below Grade	0 Rooms	0 Rooms	2 Rooms	0 Rooms																																								
Functional Utility	2 Bedrooms	3 Bedrooms	2 Bedrooms	3 Bedrooms																																								
Heating/Cooling	Elec BB/None	FHA/None	FHW/None	FHA/Central Air																																								
Energy Efficient Items	Standard/None	Standard/None	Standard/None	None																																								
Garage/Carport	2+ Car Driveway	1gb8dw	3 Car Driveway	1gd8dw																																								
Porch/Patio/Deck	2 Porches	Patio, Deck	Deck	Porch																																								
Fireplace	1 Wood Stove	1 Fireplace	1 Fireplace	None																																								
C/Vac, Sec, Sprink	None	None	None	None																																								
Pool, Fnc, Wkup At	None	None	None	Walk-up At, Barn																																								
Net Adjustment (Total)		\$ 28,600	\$ 1,100	\$ 9,100																																								
Adjusted Sale Price of Comparables		\$ 321,400	\$ 318,900	\$ 265,800																																								
Summary of Sales Comparison Approach: The appraiser has considered all sales and pending sales/listings presented on the appraisal report in the determination of the Opinion of Market Value of \$266,000 presented for the subject property. Comparable sales #1, #2, #3, #4 and #5 are the most recent similar sales available at the time of the appraisal report and the appraiser has given the greatest emphasis on comparables #3, #4 and #5 in the determination of the Opinion of Market Value presented for the subject property based upon matched pair analysis, these comparables offering riverfront views similar to the subject and comparable #5 being similar to the subject bedroom count. The increase in the subject's value from the prior transfer on 06/21/1996 for \$134,902 is supported by the adjusted sales prices provided in this report that are most similar to the subject's location, average quality and average condition. The appraiser noted the subject property was listed for sale on 05/29/2017 for \$269,900 for 45 days before being cancelled with no offers to purchase.																																												
COST APPROACH TO VALUE Site Value Comments: Land value opinion for the site were derived by a review of 2 residential land sales ranging from \$130,000 for .16 acres to \$145,000 for .46 acres within the past 12 months derived from lot sales and public records and assessor's files. Average market time was 200 days. Land assessed value is \$201,700.																																												
<table border="1"> <thead> <tr> <th>ESTIMATED</th> <th>REPRODUCTION OR</th> <th>REPLACEMENT COST NEW</th> <th>OPINION OF SITE VALUE</th> </tr> </thead> <tbody> <tr> <td>Source of cost data</td> <td></td> <td></td> <td>Dwelling 1,380 Sq. Ft. @ \$ = \$ 0</td> </tr> <tr> <td>Quality rating from cost service</td> <td>Effective date of cost data</td> <td></td> <td>Bsmrl: 1330 Sq. Ft. Sq. Ft. @ \$ = \$ 0</td> </tr> <tr> <td colspan="3">Comments on Cost Approach (gross living area calculations, depreciation, etc.)</td> <td>Garage/Carport 0 Sq. Ft. @ \$ = \$ 0</td> </tr> <tr> <td colspan="3">The cost approach was not developed as it is not reflective of market conditions.</td> <td>Total Estimate of Cost-New = \$ 0</td> </tr> <tr> <td colspan="3"></td> <td>Less: Physical Functional External</td> </tr> <tr> <td colspan="3"></td> <td>Depreciation = \$ (0)</td> </tr> <tr> <td colspan="3"></td> <td>Depreciated Cost of Improvements = \$ 0</td> </tr> <tr> <td colspan="3"></td> <td>"As-is" Value of Site Improvements = \$</td> </tr> <tr> <td colspan="3"></td> <td>INDICATED VALUE BY COST APPROACH = \$ 200,000</td> </tr> </tbody> </table>					ESTIMATED	REPRODUCTION OR	REPLACEMENT COST NEW	OPINION OF SITE VALUE	Source of cost data			Dwelling 1,380 Sq. Ft. @ \$ = \$ 0	Quality rating from cost service	Effective date of cost data		Bsmrl: 1330 Sq. Ft. Sq. Ft. @ \$ = \$ 0	Comments on Cost Approach (gross living area calculations, depreciation, etc.)			Garage/Carport 0 Sq. Ft. @ \$ = \$ 0	The cost approach was not developed as it is not reflective of market conditions.			Total Estimate of Cost-New = \$ 0				Less: Physical Functional External				Depreciation = \$ (0)				Depreciated Cost of Improvements = \$ 0				"As-is" Value of Site Improvements = \$				INDICATED VALUE BY COST APPROACH = \$ 200,000
ESTIMATED	REPRODUCTION OR	REPLACEMENT COST NEW	OPINION OF SITE VALUE																																									
Source of cost data			Dwelling 1,380 Sq. Ft. @ \$ = \$ 0																																									
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			"As-is" Value of Site Improvements = \$																																									
			INDICATED VALUE BY COST APPROACH = \$ 200,000																																									
INCOME APPROACH TO VALUE Estimated Monthly Market Rent \$ N/A X Gross Rent Multiplier N/A = \$ 0 Indicated Value by Income Approach Summary of Income Approach (including support for market rent and GRM): N/A-The income approach is not applicable as there is no credible data indicating an active single family rental market.																																												
Indicated Value by: Sales Comparison Approach \$ 266,000 Cost Approach (if developed) \$ 200,000 Income Approach (if developed) \$ See Attached Addendum.																																												
RECONCILIATION This appraisal is made ☒ "as is," ☐ subject to completion per plans and specifications on the basis of a hypothetical condition that the improvements have been completed. ☐ subject to the following repairs or alterations on the basis of a hypothetical condition that the repairs or alterations have been completed ☐ subject to the following: This appraisal is "as is". All sales utilized in this report were confirmed as closed through MLS or other public data available. Sales were reliable market indicators of value. Based on the scope of work, assumptions, limiting conditions and appraiser's certification, my (our) opinion of the defined value of the real property that is the subject of this report is \$ 266,000 as of February 2, 2018, which is the effective date of this appraisal.																																												



Produced using ACO Software: 800.334.8121 www.acoind.com
Page 2 of 4

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(gPAR™) General Purpose Appraisal Report (02/2019)
CAPR-002, 10/03/2018

Capital Appraisal Group

Appendix K

Article 32

To Approve a Certified Project Application Submitted
by Clear Motion, Inc.

ClearMotion Background

- Founded by MIT-graduates in 2009 and based in Woburn, Massachusetts, Clear Motion designs and manufactures computerized suspension systems for vehicles.
- ClearMotion's advanced operating system implements road sensing technology that combines software and hardware to stabilize a vehicle's movement across varying types of terrain, thereby increasing vehicle safety, comfort, handling and stability.
- ClearMotion has raised over **\$180 Million Dollars** in venture capital funding from JP Morgan, Bridgestone, Qualcomm, New Enterprise Associates and others.
- As a result of their growth, ClearMotion began a comprehensive search for a new corporate headquarters in 2017.



ClearMotion and Billerica

- In competition with other communities for the current **195 ClearMotion jobs** (with plans to add another **105** as a result of their expansion) 805 Middlesex Turnpike in Billerica was identified as a potential location.
- When considering other communities, the ability of Billerica to offer incentives was identified by the company as a benefit.
- The company also believes that the building and area that can support the company's talent and technology needs now, and into the future.
- Additionally, establishing new HQ operations will provide a more co-operative and conducive relationship for employees.



Activities at 805 Middlesex Turnpike

- The offices at 805 Middlesex intend to be occupied by the company's executive team, customer service personnel, applications support personnel, finance and accounting personnel, business development and human resources.
- The site will also contain development mechanical engineering labs, as well as electrical and software engineering labs allowing for research, testing prototype circuits and further develop advanced motor/electronic systems.
- The company will be investing approximately **\$9.4M**: with **\$7M** for facility enhancements, and **\$2.4M** on capital expenditures/equipment.



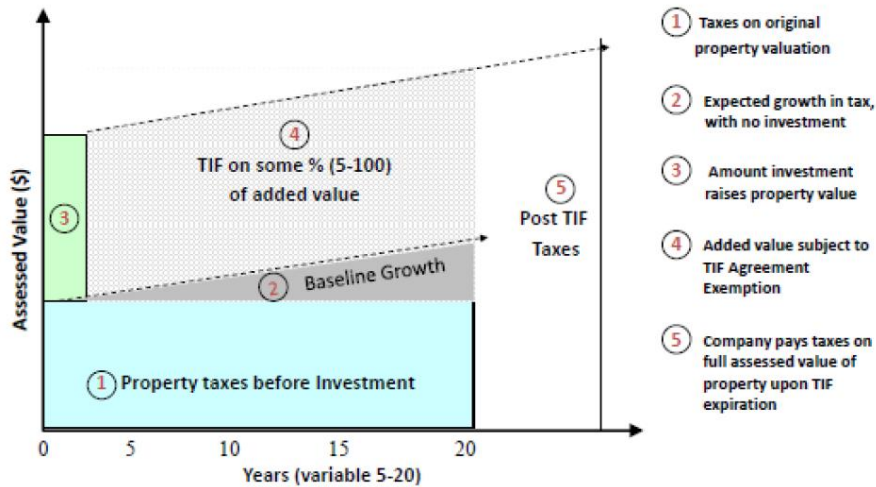
Warrant Article 32

- To see if the Town will vote to approve a Certified Project Application submitted by Clear Motion, Inc., 805 Middlesex Turnpike for facilities more specifically described on Assessors Map 97, Parcel 4-1. Said approval will provide local tax relief to promote economic development in accordance with G.L c.23A, ss 3A-3H; or act in relation thereto. In addition, the Project Certification confirms:
 - A). The project, as proposed, is consistent with and can reasonably be expected to benefit significantly from inclusion as a Certified Project.
 - B). The project, as described in the Project Certification Application, will increase employment opportunities for the residents of Billerica by allowing for continued growth and expansion of facilities in Billerica.
 - C). The Town requests that this project be designated as a certified project for a term of not less than five (5) years or more than twenty (20) years duration.



TIF Mechanics

Tax Increment Financing (TIF) Agreement Mechanics



Massachusetts Office of Business Development



The numbers

- Current Assessment: \$6,190,400 (Taxes: \$208,306)
- Incremental Increase: \$6,300,000 (Taxes: \$211,995)
- TIF Length: 7 years (Length of lease is 14 years)
- TIF Percentages: 50%-90%-80%-70%-10%-10%-10%
- Exemption: \$625,385 over the length of the TIF

- New taxes collected over the length of lease based upon the investment by ClearMotion: **\$2,174,705**
- Jobs: **300** (195 retained from Woburn, 105 new)

The number do not fully reflect the benefit of attracting a corporate headquarters location for a high technology company of this type, nor the benefit of filling a 120,000 square foot facility that has been unoccupied more many years. The company will also be contributing to the Community Funds for Billerica and joining the local business group, the Billerica Alliance.



Appendix L

Article 33

To Transfer Ownership of the Cabot Land to the Conservation Commission

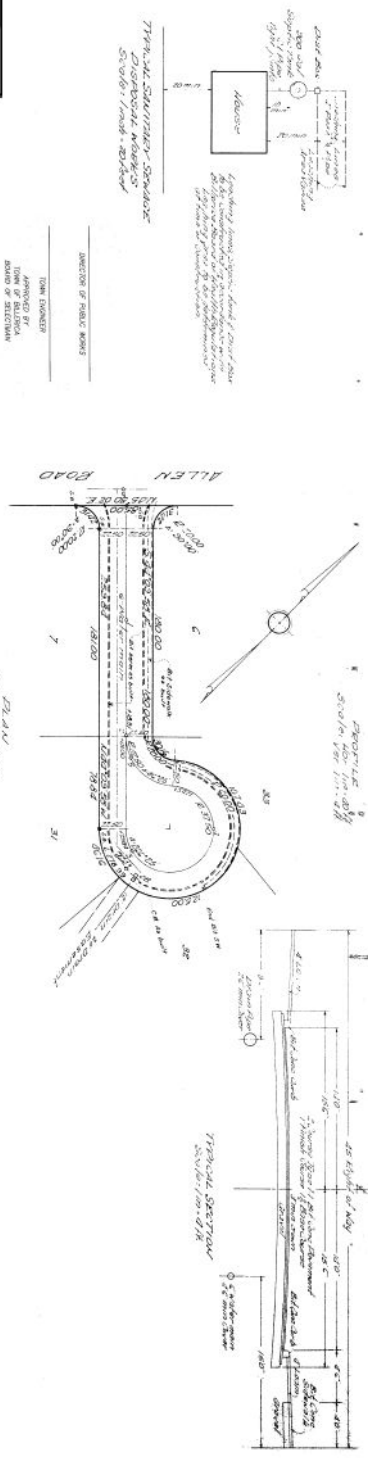
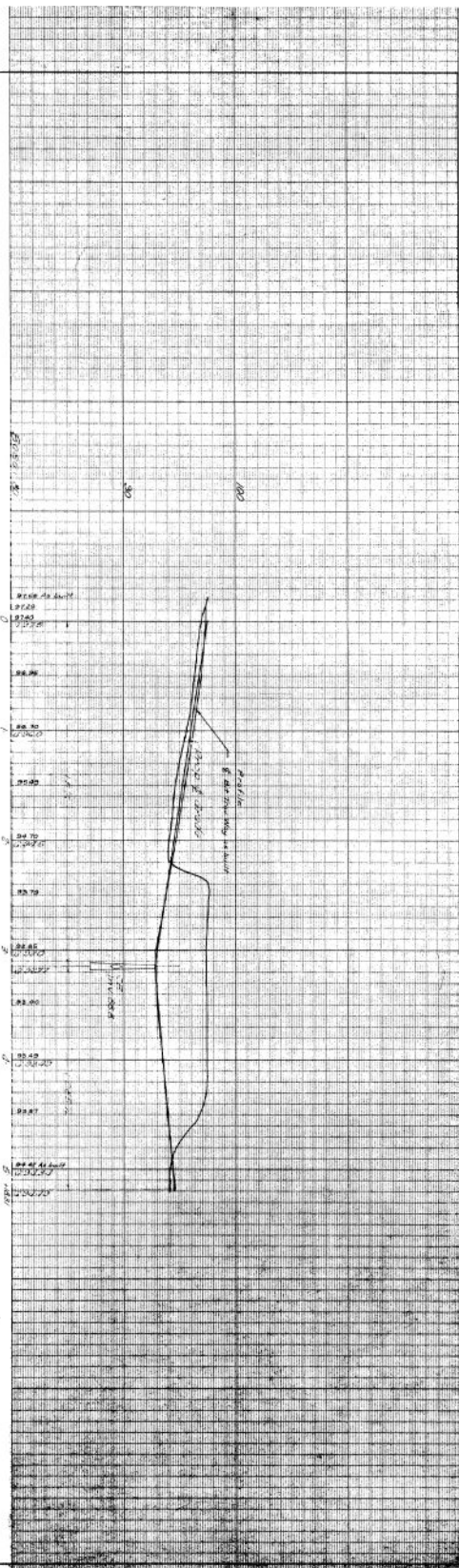
Appendix M

Article 34

To Accept Roads as Public Ways

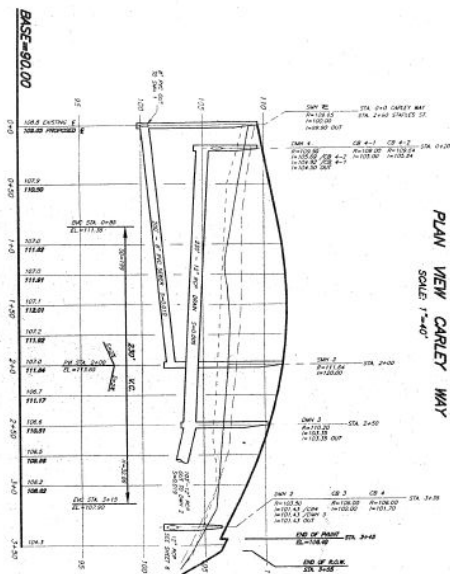
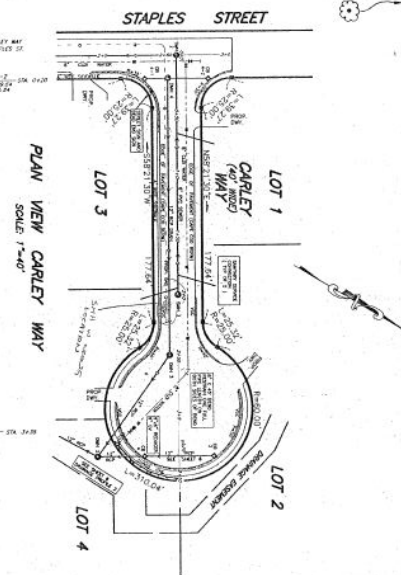
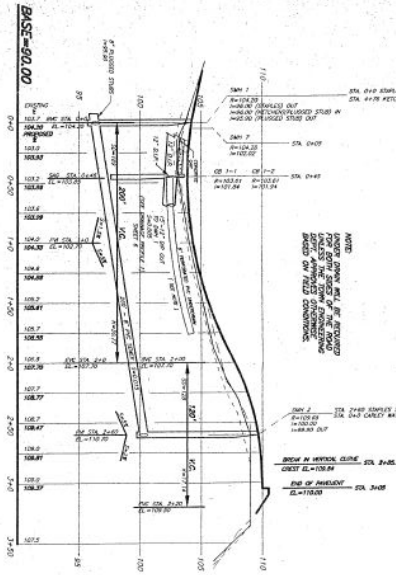
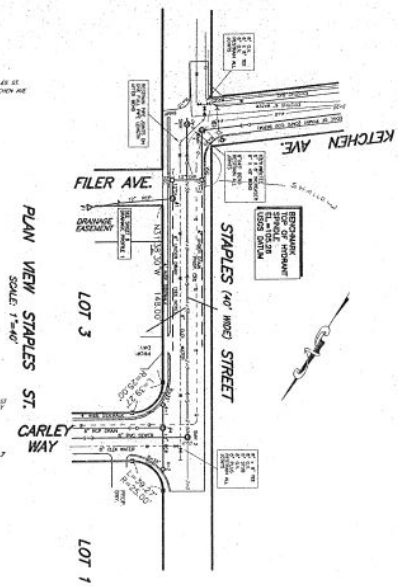
**Town Meeting Spring 2018
Street Acceptance**

Road	From	To	Length	Width (feet)		Year Paved	Sidewalk?	Number of Abutters		Paved as part of DPW project
				Pavement	ROW			Total	Returned signed	
Agawam Circle	Allen Road	Cul-de-Sac	350	27	45	2017	No	5	2	Sewer Contract 35
Biagiotti Way	Treble Cove Road	School Entrance	630	27	50	2013	Yes (W)	7	1	Sewer Contract 33
Carley Way	Tow Path Drive	Cul-de Sac	350	29	40	2015	Yes (E)	4	2	Sewer Contract 34B
Cider Mill Way	Andover Road	Dead End	350	22	40	2017	No	6	3	Sewer Contract 35
Ellingwood Avenue	Mc Hugh Avenue	South Dead End	425	20	40	2015	No	9	0	Privately Paved
Emerson Road	Andover Road	Dead End	380	24	40	2015	No	7	2	Sewer Contract 34B
Ketchen Avenue	Salem Road	Tow Path Drive	460	26	40	2015	Yes (W)	7	1	Sewer Contract 34B
Rio Vista Street	Sewell Street	Liberty Drive	3030	28	40	2015	Yes (E)	42	8	Water Project
Tow Path Drive	Dead End	Dead End	435	28	40	2015	Yes (N)	6	2	Sewer Contract 34B



DIRECTOR OF PUBLIC WORKS
 TOWN ENGINEER
 TOWN OF BURLINGTON
 BOARD OF SELECTMEN
 DATE

PLAN AND PROFILES OF
 BURLINGTON AVENUE
 BURLINGTON, VERMONT
 ENGINEERED BY
 SO. BROWN & SONS, INC.
 BURLINGTON, VERMONT



STA.	ELEV.	LEFT & RIGHT CUTTER ELEV.
3+15	107.80	108.98
3+20	107.63	108.78
3+25	107.40	108.60
3+30	107.15	108.44
3+35	106.90	108.20 CB RWS
3+40	106.65	108.28
3+45	106.40	108.40

EXISTING		PROPOSED	
☐	STONE BOUND/PAV. HOLD	☒	
☒	FIRE HYDRANT	☒	
☒	SEWER MANHOLE	☒	
☒	OPEN MANHOLE	☒	
☒	WATER CIST.	☒	
☒	GS CIST.	☒	
☒	UTILITY POLE	☒	
☒	CURB BASH	☒	
☐	DOUBLE CATCH BASIN	☒	
☐	FLARED END SECTION	☒	
☐		☒	
CENTER			
☒	RIGHT		
☒	LEFT		

ABBREVIATIONS	
CHW	OVERHEAD WIRE
EHM	ELECTRICAL MANHOLE
FES	FLAYED END SECTION
OLF	CHAIN LINK FENCE
WGC	VERTICAL GRANITE CURB
W	WATER
S	SEWER
G	GAS

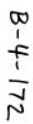
1. _____, CLERK OF THE TOWN OF BILLOREY,
HEREBY CERTIFY THAT NOTICE OF APPROVAL OF THIS PLAN BY THE
BILLOREY PLANNING BOARD HAS BEEN RECEIVED AND RECORDED AT
THIS OFFICE AND NO APPEAL WAS RECEIVED DURING THE TWENTY
DAYS NEXT AFTER SUCH RECEIPT AND RECORDING OF SAID NOTICE.

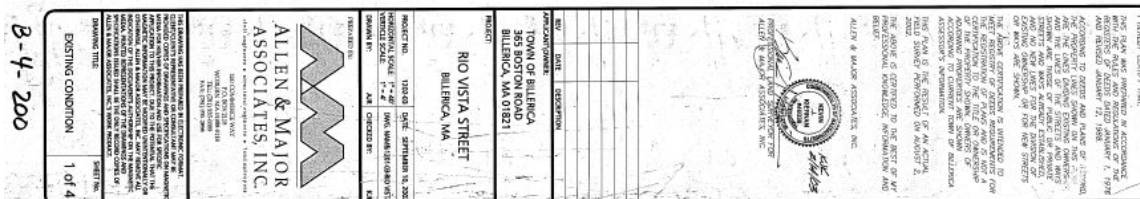
DATE: _____ TOWN CLERK: _____

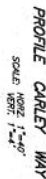
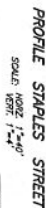
DIRECTOR OF PUBLIC WORKS
 NEW YORK
 DEPARTMENT OF PUBLIC WORKS
 OFFICE OF THE COMMISSIONER
 100 NASSAU ST.
 NEW YORK 10038

A 1994 survey indicated that 30% of the population of the United States is obese, and that 10% of the population is morbidly obese (1). The prevalence of obesity is increasing in the United States, and the prevalence of morbid obesity is increasing at a faster rate (2). The prevalence of obesity in the United States is increasing at a faster rate than in other developed countries (3). The prevalence of morbid obesity in the United States is increasing at a faster rate than in other developed countries (4). The prevalence of obesity in the United States is increasing at a faster rate than in other developed countries (5). The prevalence of morbid obesity in the United States is increasing at a faster rate than in other developed countries (6).

Raymond Engineering Service
574 BOSTON RD. BILLERICA, MA 01821
TELEPHONE: 617/653-5500 FAX: 617/653-5501
Telex: 251001 RAYENG
© David Davidson







£ STA.	£ ELEV.	LEFT & RIGHT CUTTER ELEV.
3+15	107.90	106.98
3+20	107.65	106.78
3+25	107.40	106.50
3+30	107.15	106.44
3+35	106.90	106.20 CR RIMS
3+40	106.65	106.28
3+45	106.40	106.40

CARLEY VINAY
CUL-DE-SAC
CUTTER GRADE TABLE

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- ABREVIATIONS**
- | | |
|-----|---------------------|
| OHW | OVERHEAD WIRE |
| ENH | ELECTRICAL HANDBOOK |
| FES | FLARED END SECTION |
| CLF | CHAIN LINK FENCE |
| VCC | VERTICAL CURTAIN CL |
| W | WATER |
| S | SEWER |
| G | GRASS |

DEFINITIVE SUBDIVISION
PLAN OF LAND IN
BILERICA, MASS.

HERITAGE	PINES
CARLEY	WAY
BILLERICA,	MASS

PLAN AND PROFILE

Emotion	Percentage (%)
Love	85
Fear	75
Anger	65
Sadness	55
Disgust	45
Surprise	35

Raymond Engineering Service
574 BOSTON RD. BILLERICA, MA 01821

JOG NO. 190

Appendix N

Article 37

**To Grant an Easement to the Massachusetts Bay Transportation Authority at 70
Letchworth Avenue in Connection with the MBTA Positive Train Control Project**



MASSACHUSETTS DEPARTMENT OF TRANSPORTATION
PROPOSED EXHIBENT PLAN
MBTA NEW HAMPSHIRE MAIN LINE

IN THE TOWN OF
BILLERICA

AS ORDERED BY
THE MASSACHUSETTS DEPARTMENT OF
TRANSPORTATION, RAIL & TRANSIT DIVISION

DATE: MARCH 5, 2003

SHEET 1 OF 1

Appendix O

Article 38

To Amend General By-Laws by Inserting a New Chapter Entitled
“Stretch Energy Code”

APPENDIX AA Stretch Energy Code Language:

AA101 Purpose and Adoption. The purpose of the stretch energy code is to provide a more energy efficient code alternative for new buildings. The stretch energy code may be adopted or rescinded by any municipality in the commonwealth in the manner prescribed by law.

AA102 Applicability. Municipalities that have adopted the stretch energy code shall use the energy efficiency requirements of this appendix as provided below. These requirements replace all previous stretch energy code requirements.

AA103 New buildings.

AA 103.1 R-use buildings. In all R-use buildings, of four stories or less above *grade plane* with one or more dwelling units, each *dwelling unit* shall comply with Section N1106 of 780 CMR 51 (Residential Code).

AA103.2 Large area and high energy use buildings. All buildings over 100,000 sq ft, and new supermarkets, laboratories and conditioned warehouses over 40,000 sq. ft. shall comply with 780 CMR 13 and shall demonstrate energy use per square foot at least 10% below the energy requirements of ANSI/ASHRAE/IESNA 90.1 APPENDIX G Performance Rating Method on either a site or source energy basis.

AA103.3 Other new buildings. New buildings not covered in AA103.1 and AA103.2 shall comply with 780 CMR 13: *Energy Efficiency* or 51.00: *Massachusetts Residential Code*, Sections N1100.1 through N111.2, as applicable based on the use and occupancy of the building.

AA104 Existing buildings. For alterations, renovations, additions or repairs of existing buildings in these municipalities the energy efficiency requirements of 780 CMR 13: *Energy Efficiency* or 51.00: *Massachusetts Residential Code*, Sections N1100.1 through N111.2, as applicable based on the use and occupancy of the building.

Why Test Performance?

- Prescriptive codes don't guarantee good installation, air and water tightness, or that thermal insulation is effective.
- Small air gaps can reduce insulation R-values by 50% or more.
- HERS Raters provide third party verification



26

Creating a Clean, Affordable and Resilient Energy Future for the Commonwealth



What is HERS Process?

1. Review Building Plans via Computer Energy Modeling
2. In-process inspections
 - First inspection
 - Duct tightness test (if applicable)*
 - Second Inspection (usually combined with 1st)
 - Insulation
 - Final Inspection
 - Blower door test*
3. Finalize energy model based on verified performance and equipment

*Required by Base Energy Code 2015 IECC



1

Creating a Clean, Affordable and Resilient Energy Future for the Commonwealth



9th Edition Stretch Code Modeling Analysis
2550 sq.ft. 3 BR Single Family Home with Electric Heat Pump
Worcester, MA



HERS Index (ERI)	
Target	55
Example Base	66
Example Stretch	54

Costs and Benefits to Meet Stretch Code

	COSTS		BENEFITS	NET	
BUILDER	Adjustments + HERS Rater Fee		Utility Rebates ¹	Cost Compared to Base Code	
	+\$(2,360)		-\$1,900	\$(460)	
HOMEBUYER	Change to Downpayment ³	Change to Annual Mortgage Payment ³	Estimated Energy Cost Savings per Year ²	Year 1 Cash Flow	Year 2+ Cash Flow
	+\$(46)	+\$(36)	-\$704	\$621	\$667

1 – Incentives are determined using the Blended Savings Approach calculator. Savings compared to MA reference home.

BSA Incentive = \$0.35 * kWh savings + \$35 * MMBtu savings + \$3000 * 0.xx percent savings (single family home)

2 – Energy costs are based on 19 cents/kWh, \$0.87/therm, \$2.88 gal propane, \$2.58 gal oil. Savings are compared with Base Code home.

3 – 30-year mortgage assumes 10% down payment at 4% APR



9th Edition Stretch Code Modeling Analysis
2550 sq.ft. 3 BR Single Family Home with Electric Heat Pump
Worcester, MA



Breakdown of Construction Costs to Meet Stretch Code

FEATURE	Base Code	Stretch Code	Construction Cost
HERS RATING	66	54	\$500
WINDOWS (U-VALUE/SHGC)	.30/.30	.27/.30	\$500
DHW	0.95 EF Tank Electric	3.24 EF Heat Pump DHW	\$660
HEATING	10 HSPF / 19 SEER Heat Pump	12 HSPF / 19 SEER Heat Pump	\$500
COOLING			
DUCT LEAKAGE TO OUTSIDE	4 CFM25 / 100 CFA	2 CFM25 / 100 CFA	\$200
FOUNDATION	Unconditioned, uninsulated basement	No change required	\$0
FLOOR	R38 fiberglass Grade 1	No change required	\$0
WALLS	R21 fiberglass Grade 1	No change required	\$0
HIGH EFFICACY LIGHTING	100% CFL	No change required	\$0
CEILING – FLAT	R-50 blown in cellulose	No change required	\$0
AIR INFILTRATION	3.0 ACH50	No change required	\$0
TOTAL			\$2,360



9th Edition Stretch Code Modeling Analysis

2550 sq.ft. 3 BR Single Family Home with Natural Gas Heat
Worcester, MA



HERS Index (ERI)	
Target	55
Example Base	66
Example Stretch	55

Costs and Benefits to Meet Stretch Code

	COSTS		BENEFITS	NET	
BUILDER	Adjustments + HERS Rater Fee		Utility Rebates ¹	Cost Compared to Base Code	
	+\$ (2,606)		-\$1,630	\$(976)	
HOMEBUYER	Change to Downpayment ³	Change to Annual Mortgage Payment ³	Estimated Reduced Energy Cost per Year ²	Year 1 Cash Flow	Year 2+ Cash Flow
	+\$ (97)	+\$ (77)	-\$213	\$37	\$135

1 – Incentives are determined using the Blended Savings Approach calculator. Savings compared to MA reference home.

BSA Incentive = \$0.35 * kWh savings + \$35 * MMBtu savings + \$3000 * 0.01 percent savings (single family home)

2 – Energy costs are based on 19 cents/kWh, \$0.97/therm, \$2.88 gal propane, \$2.58 gal oil. Savings are compared with Base Code home

3 – 30-year mortgage assumes 10% down payment at 4% APR



9th Edition Stretch Code Modeling Analysis

2550 sq.ft. 3 BR Single Family Home with Natural Gas Heat
Worcester, MA



Breakdown of Construction Costs to Meet Stretch Code

FEATURE	Base Code	Stretch Code	Construction Cost
HERS RATING	66	55	\$500
WINDOWS (U-VALUE/SHGC)	.30/.30	.27/.30	\$500
HEATING	92% gas furnace	96% gas furnace	\$290
COOLING	13 SEER	15 SEER	\$392
DHW	0.62 EF 40 Gallon tank Gas	0.96 EF Tankless Gas	\$724
DUCT LEAKAGE TO OUTSIDE	4 CFM25 / 100 CFA	2 CFM25 / 100 CFA	\$200
HIGH EFFICACY LIGHTING	100% CFL	No change required	\$0
AIR INFILTRATION	3.0 ACH50	No change required	\$0
FOUNDATION	Unconditioned, uninsulated basement	No change required	\$0
FLOOR	R38 fiberglass Grade 1	No change required	\$0
WALLS	R21 fiberglass Grade 1	No change required	\$0
CEILING – FLAT	R-50 blown in cellulose	No change required	\$0
TOTAL			\$2,606



9th Edition Stretch Code Modeling Analysis

2550 sq.ft. 3 BR Single Family Home with Propane Heat
Worcester, MA



HERS Index (ERI)	
Target	55
Example Base	66
Example Stretch	55

Costs and Benefits to Meet Stretch Code

	COSTS		BENEFITS	NET	
BUILDER	Adjustments + HERS Rater Fee		Utility Rebates ¹	Cost Compared to Base Code	
	+\$(2,606)		-\$1,626	\$(980)	
HOMEBUYER	Change to Downpayment ³	Change to Annual Mortgage Payment ³	Estimated Reduced Energy Cost per Year ²	Year 1 Cash Flow	Year 2+ Cash Flow
	+\$(98)	+\$(77)	-\$475	\$299	\$397

1 – Incentives are determined using the Blended Savings Approach calculator. Savings compared to MA reference home.

BSA Incentive = \$0.35 * kWh savings + \$35 * MMBtu savings + \$3000 * 0.xx percent savings (single family home)

2 – Energy costs are based on 19 cents/kWh, \$0.97/therm, \$2.88 gal propane, \$2.58 gal oil. Savings are compared with Base Code home.

3 – 30-year mortgage assumes 10% down payment at 4% APR



9th Edition Stretch Code Modeling Analysis

2550 sq.ft. 3 BR Single Family Home with Propane Heat
Worcester, MA



Breakdown of Construction Costs to Meet Stretch Code

FEATURE	Base Code	Stretch Code	Construction Cost
HERS RATING	66	55	\$500
WINDOWS (U-VALUE/SHGC)	.30/.30	.27/.30	\$500
HEATING	92% propane furnace	96% propane furnace	\$290
COOLING	13 SEER	15 SEER	\$392
DHW	0.62 EF 40 Gallon tank Propane	0.94 EF Tankless Propane	\$724
DUCT LEAKAGE TO OUTSIDE	4 CFM25 / 100 CFA	2 CFM25 / 100 CFA	\$200
AIR INFILTRATION	3.0 ACH50	No change required	\$0
HIGH EFFICACY LIGHTING	100% CFL	No change required	\$0
FOUNDATION	Unconditioned, uninsulated basement	No change required	\$0
FLOOR	R38 fiberglass Grade 1	No change required	\$0
WALLS	R21 fiberglass Grade 1	No change required	\$0
CEILING – FLAT	R-50 blown in cellulose	No change required	\$0
TOTAL			\$2,606



9th Edition Stretch Code Modeling Analysis
2550 sq.ft. 3 BR Single Family Home with Oil Heat
Worcester, MA



HERS Index (ERI)	
Target	55
Example Base	70
Example Stretch	54

Costs and Benefits to Meet Stretch Code

	COSTS		BENEFITS	NET	
BUILDER	Adjustments + HERS Rater Fee		Utility Rebates ¹	Cost Compared to Base Code	
	+\$ (4,011)		-\$1,593	\$(2,418)	
HOMEBUYER	Change to Downpayment ³	Change to Annual Mortgage Payment ³	Estimated Reduced Energy Cost per Year ²	Year 1 Cash Flow	Year 2+ Cash Flow
	+\$ (241)	+\$ (192)	-\$697	\$262	\$505

1 – Incentives are determined using the Blended Savings Approach calculator. Savings compared to MA reference home.

BSA Incentive = \$0.35 * kWh savings + \$35 * MMbtu savings + \$3000 * 0.xx percent savings (single family home)

2 – Energy costs are based on 19 cents/kWh, \$0.97/therm, \$2.88 gal propane, \$2.38 gal oil. Savings are compared with Base Code home.

3 – 30-year mortgage assumes 10% down payment at 4% APR



9th Edition Stretch Code Modeling Analysis
2550 sq.ft. 3 BR Single Family Home with Oil Heat
Worcester, MA



Breakdown of Construction Costs to Meet Stretch Code

FEATURE	Base Code	Stretch Code	Construction Cost
HERS RATING	70	54	\$500
WINDOWS (U-VALUE/SHGC)	.30/.30	.27/.30	\$500
HEATING	83% oil furnace	96% oil furnace	\$1,759
COOLING	13 SEER	15 SEER	\$392
DHW	0.95 EF Tank Electric	3.24 EF Heat Pump DHW	\$660
DUCT LEAKAGE TO OUTSIDE	4 CFM25 / 100 CFA	2 CFM25 / 100 CFA	\$200
FOUNDATION	Unconditioned, uninsulated basement	No change required	\$0
FLOOR	R38 fiberglass Grade 1	No change required	\$0
WALLS	R21 fiberglass Grade 1	No change required	\$0
HIGH EFFICACY LIGHTING	100% CFL	No change required	\$0
CEILING – FLAT	R-50 blown in cellulose	No change required	\$0
DUCT INSULATION	R-8	No change required	\$0
TOTAL			\$4,011



9th Edition Stretch Code Modeling Analysis
2000 sq.ft. 3 BR Single Family Townhome – Elec. Heat Pump
Worcester, MA



HERS Index (ERI)	
Target	55
Example Base	71
Example Stretch	55

Costs and Benefits to Meet Stretch Code

	COSTS		BENEFITS	NET	
	Adjustments + HERS Rater Fee		Utility Rebates ¹	Cost Compared to Base Code	
BUILDER	+\$(2,618)		-\$1,458	\$(1,160)	
HOMEBUYER	Change to Downpayment ³	Change to Annual Mortgage Payment ³	Estimated Energy Cost Savings per Year ²	Year 1 Cash Flow	Year 2+ Cash Flow
	+\$116	+\$92	-\$696	\$487	\$603

1 – Incentives are determined using the Blended Savings Approach calculator. Savings compared to MA reference home.

BSA Incentive = \$0.35 * kWh savings + \$35 * MMBtu savings + \$3000 * 0.xx percent savings (single family home)

2 – Energy costs are based on 19 cents/kWh, \$0.87/therm, \$2.88 gal propane, \$2.58 gal oil. Savings are compared with Base Code home.

3 – 30-year mortgage assumes 10% down payment at 4% APR



August 2017

9th Edition Stretch Code Modeling Analysis
2000 sq.ft. 3 BR Single Family Townhome – Elec. Heat Pump
Worcester, MA



Breakdown of Construction Costs to Meet Stretch Code

FEATURE	Base Code	Stretch Code	Construction Cost
HERS RATING	71	55	\$500
WINDOWS (U-VALUE/SHGC)	.30/.30	.27/.30	\$363
DHW	0.95 EF Tank Electric	3.24 EF Heat Pump DHW	\$660
HEATING	8.5 HSPF / 15 SEER Heat Pump	10.2 HSPF / 20.5 SEER Heat Pump	\$895
COOLING			
DUCT LEAKAGE TO OUTSIDE	4 CFM25 / 100 CFA	2 CFM25 / 100 CFA	\$200
FOUNDATION	Unconditioned, uninsulated basement	No change required	\$0
FLOOR	R38 fiberglass Grade 1	No change required	\$0
WALLS	R21 fiberglass Grade 1	No change required	\$0
HIGH EFFICACY LIGHTING	100% CFL	No change required	\$0
CEILING – FLAT	R-30 blown in cellulose	No change required	\$0
AIR INFILTRATION	3.0 ACH50	No change required	\$0
TOTAL			\$2,618



June 2017

9th Edition Stretch Code Modeling Analysis

2000 sq.ft. 3 BR Single Family Townhome - Natural Gas Heat
Worcester, MA



HERS Index (ERI)	
Target	55
Example Base	67
Example Stretch	55

Costs and Benefits to Meet Stretch Code

	COSTS		BENEFITS	NET	
BUILDER	Adjustments + HERS Rater Fee		Utility Rebates ¹	Cost Compared to Base Code	
	+\$2,831		-\$1,501	\$(1,330)	
HOMEBUYER	Change to Downpayment ³	Change to Annual Mortgage Payment ³	Estimated Reduced Energy Cost per Year ²	Year 1 Cash Flow	Year 2+ Cash Flow
	+\$133	+\$105	-\$195	-\$43	\$89

1 – Incentives are determined using the Blended Savings Approach calculator. Savings compared to MA reference home.

BSA Incentive = \$0.35 * kWh savings + \$35 * MMBtu savings + \$3000 * 0.01 percent savings (single family home)

2 – Energy costs are based on 19 cents/kWh, \$0.97/therm, \$2.88 gal propane, \$2.38 gal oil. Savings are compared with Base Code home

3 – 30-year mortgage assumes 10% down payment at 4% APR



August 2017

9th Edition Stretch Code Modeling Analysis

2000 sq.ft. 3 BR Single Family Townhome - Natural Gas Heat
Worcester, MA



Breakdown of Construction Costs to Meet Stretch Code

FEATURE	Base Code	Stretch Code	Construction Cost
HERS RATING	67	55	\$500
WINDOWS (U-VALUE/SHGC)	.30/.30	.27/.30	\$363
HEATING	92% gas furnace	97% gas furnace	\$723
COOLING	13 SEER	15 SEER	\$392
DHW	0.62 EF 40 Gallon tank Gas	0.96 EF Tankless Gas	\$653
DUCT LEAKAGE TO OUTSIDE	4 CFM25 / 100 CFA	2 CFM25 / 100 CFA	\$200
HIGH EFFICACY LIGHTING	100% CFL	No change required	\$0
AIR INFILTRATION	3.0 ACH50	No change required	\$0
FOUNDATION	Unconditioned, uninsulated basement	No change required	\$0
FLOOR	R38 fiberglass Grade 1	No change required	\$0
WALLS	R21 fiberglass Grade 1	No change required	\$0
CEILING – FLAT	R-50 blown in cellulose	No change required	\$0
TOTAL			\$2,831



August 2017

9th Edition Stretch Code Modeling Analysis

2000 sq.ft. 3 BR Single Family Townhome - Propane Heat
Worcester, MA



HERS Index (ERI)	
Target	55
Example Base	67
Example Stretch	55

Costs and Benefits to Meet Stretch Code

	COSTS		BENEFITS	NET	
BUILDER	Adjustments + HERS Rater Fee		Utility Rebates ¹	Cost Compared to Base Code	
	+\$ (2,957)		-\$1,504	\$(1,453)	
HOMEBUYER	Change to Downpayment ³	Change to Annual Mortgage Payment ³	Estimated Reduced Energy Cost per Year ²	Year 1 Cash Flow	Year 2+ Cash Flow
	+\$ (145)	+\$ (115)	-\$428	\$167	\$312

1 – Incentives are determined using the Blended Savings Approach calculator. Savings compared to MA reference home.

BSA Incentive = \$0.35 * kWh savings + \$35 * MMBtu savings + \$3000 * 0.xx percent savings (single family home)

2 – Energy costs are based on 19 cents/kWh, \$0.97/therm, \$2.88 gal propane, \$2.58 gal oil. Savings are compared with Base Code home.

3 – 30-year mortgage assumes 10% down payment at 4% APR



August 2017

9th Edition Stretch Code Modeling Analysis

2000 sq.ft. 3 BR Single Family Townhome - Propane Heat
Worcester, MA



Breakdown of Construction Costs to Meet Stretch Code

FEATURE	Base Code	Stretch Code	Construction Cost
HERS RATING	67	55	\$500
WINDOWS (U-VALUE/SHGC)	.30/.30	.27/.30	\$363
HEATING	92% propane furnace	97% propane furnace	\$723
COOLING	13 SEER	15 SEER	\$392
DHW	0.62 EF 40 Gallon tank Propane	0.97 EF Tankless Propane	\$779
DUCT LEAKAGE TO OUTSIDE	4 CFM25 / 100 CFA	2 CFM25 / 100 CFA	\$200
AIR INFILTRATION	3.0 ACH50	No change required	\$0
HIGH EFFICACY LIGHTING	100% CFL	No change required	\$0
FOUNDATION	Unconditioned, uninsulated basement	No change required	\$0
FLOOR	R38 fiberglass Grade 1	No change required	\$0
WALLS	R21 fiberglass Grade 1	No change required	\$0
CEILING – FLAT	R-50 blown in cellulose	No change required	\$0
TOTAL			\$2,957



August 2017

9th Edition Stretch Code Modeling Analysis

2000 sq.ft. 3 BR Single Family Townhome - Oil Heat
Worcester, MA



HERS Index (ERI)	
Target	55
Example Base	72
Example Stretch	55

Costs and Benefits to Meet Stretch Code

	COSTS		BENEFITS	NET	
BUILDER	Adjustments + HERS Rater Fee		Utility Rebates ¹	Cost Compared to Base Code	
	+\$3,874		-\$1,461	\$(2,413)	
HOMEBUYER	Change to Downpayment ³	Change to Annual Mortgage Payment ³	Estimated Reduced Energy Cost per Year ²	Year 1 Cash Flow	Year 2+ Cash Flow
	+\$241	+\$191	-\$690	\$256	\$498

- 1 – Incentives are determined using the Blended Savings Approach calculator. Savings compared to MA reference home.
BSA Incentive = \$0.35 * kWh savings + \$35 * MMbtu savings + \$3000 * 0.xx percent savings (single family home)
- 2 – Energy costs are based on 19 cents/kWh, \$0.97/therm, \$2.88 gal propane, \$2.38 gal oil. Savings are compared with Base Code home.
- 3 – 30-year mortgage assumes 10% down payment at 4% APR



August 2017

9th Edition Stretch Code Modeling Analysis

2000 sq.ft. 3 BR Single Family Townhome - Oil Heat
Worcester, MA



Breakdown of Construction Costs to Meet Stretch Code

FEATURE	Base Code	Stretch Code	Construction Cost
HERS RATING	72	55	\$500
WINDOWS (U-VALUE/SHGC)	.30/.30	.27/.30	\$363
HEATING	83% oil furnace	96% oil furnace	\$1,759
COOLING	13 SEER	15 SEER	\$392
DHW	0.95 EF Tank Electric	3.24 EF Heat Pump DHW	\$660
DUCT LEAKAGE TO OUTSIDE	4 CFM25 / 100 CFA	2 CFM25 / 100 CFA	\$200
FOUNDATION	Unconditioned, uninsulated basement	No change required	\$0
FLOOR	R38 fiberglass Grade 1	No change required	\$0
WALLS	R21 fiberglass Grade 1	No change required	\$0
HIGH EFFICACY LIGHTING	100% CFL	No change required	\$0
CEILING – FLAT	R-30 blown in cellulose	No change required	\$0
DUCT INSULATION	R-8	No change required	\$0
TOTAL			\$3,874



August 2017

BSA - Incentive



- Builder Incentive
 - $A * kWh + B * MMBtu + C * \%Savings$
 - $A = \$0.35/kWh$
 - $B = \$35.00/MMBtu$
 - $C = \$3,000$ single family (1-4 units)
 - $= \$2,000$ multifamily (5+ units)
- Rater Incentive:
 - \$350 Single Family (1-4 units)
 - \$100 Multifamily (5+ units)
 - \$50 Failed Unit



Appendix P

Capital Plan

FY2019 Revenue Summary
FY2019

Tax Levy	\$ 127,474,230.89	73%
Local Aid	26,063,643.00	15%
Local Receipts	11,332,000.00	7%
Enterprise Receipts	8,600,000.00	5%
Other Revenue Resources	79,890.00	0%
Total Projected Revenue	\$ 173,549,763.89	100%

Table 1

Revenue Capacity

The Town has a Revenue Capacity of approximately \$187 Million annually. The Town projects a revenue need of \$174 Million. This results in an excess levy capacity of approximately \$12 million – \$4 million greater than two years ago.

73% of the town's revenue capacity is

generated by the tax levy and 12% from local receipts. 15% of the town revenue comes from state aid. The total FY2019 annual budget including Enterprise Budgets is approximately \$165 Million. Annual Debt Service is \$15.7 Million. This represents just below 9% of the annual budget – DOR Guidelines recommend 10 % or lower.

Debt Stabilization Policy

The Town of Billerica maintains a levy commitment every year of \$9.066 Million dollars. In the years that the town debt service requirement is below this commitment the difference is appropriated to a debt stabilization fund. In the years that the debt service spikes over that commitment the town will appropriate the difference from the stabilization fund. The Town has not had the need to use the stabilization up to this point for general debt. The Town did appropriate \$1.4 million for the first time from the Debt Stabilization fund to fulfill the policy on excluded debt – which is to ensure that the tax impact on the median household does not exceed \$200 annually. The Graph and Table 3 below project when the Town will need to use

History of Debt Stabilization

Date	Source	Article	Appropriation
10/4/2011	Free Cash	23	1,373,593
6/30/2012	Interest		10,339
10/2/2012	Levy	12	724,588
10/2/2012	Free Cash	23	1,289,321
6/30/2013	Interest		80,692
10/1/2013	Levy	16	908,817
10/1/2013	Free Cash	31	753,836
6/30/2014	Interest		72,634
10/7/2014	Free Cash	20	1,102,100
10/7/2014	Overlay Surplus	18	2,720,172
6/30/2015	Interest		175,327
10/6/2015	Free Cash	13	1,800,000
6/30/2016	Interest		311,248
10/4/2016	Levy	12	735,000
10/4/2016	Free Cash	13	731,856
10/4/2016	WW RE	13	1,068,144
5/1/2017	Overlay Surplus	20	1,200,623
6/30/2017	Interest		481,609
11/21/2017	W/D	12	(1,400,000)
11/21/2017	Free Cash	23	1,800,000
11/21/2017	Levy	11	60,434
11/21/2017	Interest		72,667
Subtotal:			\$ 16,073,001

Total **\$ 16,073,001**

Date		Article	Appropriation
5/1/2018	Levy	3	766,198
10/2/2018	W/D	xx	(1,625,000)
10/2/2018	Free Cash	xx	1,800,000
2018-2019 Appropriations			\$ 941,198
Projected Balance Fall 2018			\$ 18,814,199

Table 2

stabilization funds and how much it will need to fund the Town's long term capital needs. The Town needs approximately \$19 Million to fund the long term capital plan for the two debt excluded schools to limit the impact to \$200 annually on the median household. The Town will

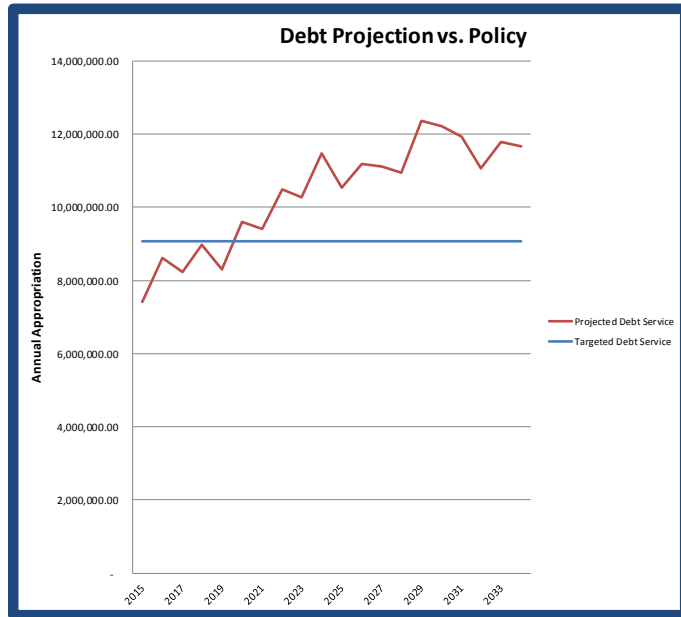
have approximately \$19 million in the debt stabilization fund by the fall of 2018 (see Table 2). An additional \$33 million will be needed to maintain a \$9 million impact on the levy of all general debt. This can be attained by appropriating \$1.8 million from free cash annually (see Table 3). At this rate the town will easily meet the goal of \$33 Million within the next 20 years through free cash appropriations and levy appropriations dictated by this policy.

Town of Billerica Debt Stabilization Fund Schedule							
Fiscal Year	Beginning Balance	Interest	Appropriations		Draw Down		Ending Balance
			Levy	Free Cash	Wastewater	HS Debt Exclusion	
2016	9,094,440	173,191	0	1,800,000	0		11,067,631
2017	11,447,593	341,697	823,277	3,000,000	0		15,612,567
2018	15,612,567		60,434	1,800,000	0	-1,400,000	16,073,001
2019	16,073,001	305,387	766,198	1,800,000	0	-1,625,000	17,319,586
2020	17,319,586	329,072	0	1,800,000	-534,555	-1,425,000	17,489,104
2021	17,489,104	332,293	0	1,800,000	-334,062	-1,125,000	18,162,334
2022	18,162,334	345,084	0	1,800,000	-1,426,876	-1,000,000	17,880,543
2023	17,880,543	339,730	0	1,800,000	-1,216,214	-1,250,000	17,554,060
2024	17,554,060	333,527	0	1,800,000	-2,401,297	-725,000	16,561,290
2025	16,561,290	314,665	0	1,800,000	-1,466,306	-700,000	16,509,648
2026	16,509,648	313,683	0	1,800,000	-2,115,505	-1,000,000	15,507,827
2027	15,507,827	294,649	0	1,800,000	-2,046,909	-800,000	14,755,567
2028	14,755,567	280,356	0	1,800,000	-1,891,184	-900,000	14,044,739
2029	14,044,739	266,850	0	1,800,000	-3,307,548	-775,000	12,029,041
2030	12,029,041	228,552	0	1,800,000	-3,159,397	-775,000	10,123,196
2031	10,123,196	192,341	0	1,800,000	-2,868,484	-925,000	8,322,052
2032	8,322,052	158,119	0	1,800,000	-2,008,960	-900,000	7,371,211
2033	7,371,211	140,053	0	1,800,000	-2,716,345	-950,000	5,644,919
2034	5,644,919	107,253	0	1,800,000	-2,591,546	-525,000	4,435,627
2035	4,435,627	84,277	0	1,800,000	-2,570,032	-500,000	3,249,872
2036	3,249,872	61,748	0	1,800,000	0	-475,000	4,636,620
2037	4,636,620	88,096	0	1,800,000	0	-400,000	6,124,715
2038	6,124,715	116,370	0	1,800,000	0	-400,000	7,641,085
2039	7,641,085	145,181	0	1,800,000	0	-400,000	9,186,266
2040	9,186,266	174,539	0	1,800,000	0		11,160,805
Totals		5,466,712	1,649,909	55,847,593	-32,655,218	-18,975,000	

Table 3

The Town Debt Stabilization Policy has two objectives. One is maintaining the general fund debt at \$9 Million by using this fund. The second is using debt stabilization to buffer the impact of debt exclusions. It is projected that \$19 Million will be needed to contain the impact of two debt exclusion on the median single family tax bill to \$200 annually. The total debt stabilization need over 20 years is \$51 Million (see Table 3).

The Capital Plan



The Town has Short Term Capital Plan and a Long Term Capital Plan. The Short Term Plan is funded through budget appropriations and one-time free cash appropriations. Each year \$1 million or more is appropriated for Short Term Capital. Long Term Capital needs are handled through debt service as outlined in the Debt Service Policy. New School projects are handled through debt exclusions and have no impact on the operating budget.

There are four components to the Capital Plan; the Short Term Plan, the Long Term Plan, the school plan and the Roadway Management Plan. The Short Term, School and Roadway Management Plans are attached and provide much greater detail. The High School is the biggest capital need in the School Plan. It is expected that the existing debt exclusions will be replaced by other debt exclusions five years into the future to address a significant middle school project. Roadway projects are funded through local appropriation, chapter 90 funds and state grant monies. The Long Term Plan is also attached however there are two significant separate reports that are part of the Long Term Plan – the Comprehensive Wastewater Management Plan (CWMP) and the Water Capital Improvement Plan (CIP). Summaries of these reports are also attached as supporting documentation. The CWMP is projected to cost \$260 Million over 25 years. These costs are included in the Long Term capital Plan. The Water Department CIP has \$10 Million of Capital needs in the foreseeable future and is funded annually through 3% annual water fee increases as illustrated in the attached Water CIP. A description of these two significant capital resources is provided below for context.

Sewer Capacity and Wastewater Management Infrastructure

The Town is in the process of completing an aggressive sewer expansion program. The Town's public sewer system covers 85% of the community, up from 70% in 2004. The wastewater collection system is comprised of 190 miles of sewer ranging from 8 inch to 45 inch gravity lines and force mains. The Town operates a Grade 7 Wastewater Treatment Plant with design capacity of 5.5 million gallons per day (MGD). The plant treated 1,24 Billion gallons of wastewater in 2016 and the average daily flow at the plant was approximately 3.4 MGD, a significant increase (>2 MGD) from 2002 levels. There are twenty-five (25) pumping stations located throughout town.

The Town has been fairly aggressive in expanding the sewer system in order to serve the entire community. The following sewer contracts have been completed or recently initiated:

- Contract 34B – 5.53 miles of sewer and 1.5 miles of water infrastructure. 285 homes to be serviced was completed in the fall of 2016.
- Salem Road Infrastructure – 2,600’ sewer, 2,800’ water and 1,000’ drain. Sidewalk and signal. Completion date of June 2017.
- Rangeway Road (Aspen Apartments) – Private sewer extension. 18 properties to be serviced. Was completed in November 2016 with final paving in 2017.

Sewer contract 36 for \$14 million has been designed for the Route 129/Andover Road area and will be funded for construction in Spring 2017. The Town spends \$20-25 million every two years on sewer expansion projects. The completion date is anticipated to be 2035 after spending an additional \$140 million. The Town actively uses an Enterprise Fund to plan for the expansion of the sewer system. Several other areas to be addressed include the High School area and Middlesex Corporate Park. While the treatment plant is fully built out, Waterline Industries just completed a \$4 million contract for Phase 2 renovations at the plant, which included the rehabilitation of primary clarifiers and aeration tanks, the installation of a second Fournier Press and replacement of a sludge conveyor, primary sludge pumps and supporting electrical equipment and piping.

Public Water Supply Infrastructure

The Concord River is the sole source of drinking water for the Town of Billerica, with public water available to the entire Town. The first Water Treatment Plant was built in 1955 with a capacity of 3.5 million gallons per day (MGD) with expansion capacity up to 7 MGD. By 1967 the plant was expanded to its intended maximum capacity. With more extensive growth in Billerica, the plant’s capacity was increased to 14 MGD in 1976. Due to problems with the existing water treatment plant, the Town broke ground in 2003 on a new \$25 million water treatment plant located off Treble Cove Road, with a capacity of 14 million gallons per day (gpd). The new water treatment plant was in response to numerous problems with deferred maintenance. The new plant did not increase the amount of water withdrawn from the Concord River; however it was designed to improve the quality of the drinking water.

The Town has MassDEP approval to withdraw 5.34 million gpd on an annual average. The town’s annual water consumption in FY 15 was approximately 1.784 billion gallons, with an average of 4.89 gallons of water used per day. The highest daily pumping occurred on 7/27/2016 when 9.53 million gallons were produced. The water treatment plant has benefited from assistance from National Grid through the installation of 57 Variable Frequency Drives (VFD) through ICS Corporation at a cost of \$95,000 by National Grid. The installation of these VFDs has resulted in an annual electricity savings of \$45,000 per year. Major water projects in the community have included the following:

The following Streets had new water main installation under Contract 35:

- **Agawam Circle Allen Road to cul-de-sac 330 lf 6 inch DIP**
- **Allen Road Agawam Circle to Allen Road Ext. 448 lf 8 inch DIP**
- **Alton Street Baldwin Road to cul-de-sac 420 lf 8 inch DIP**
- **Boynton Lane Andover Road to dead end 440 lf 8 inch DIP**
- **Marlyn Road Pond Street to cul-de-sac 1731 lf 10 inch DIP**
- **Pondover Road Andover Road to Pond Street 1952 lf 8 inch DIP**
- **Rosa Circle Pondover Road to cul-de-sac 202 lf 8 inch DIP**
- **Sandberg Road Andover Road to Tercentennial Drive 297 lf 10 inch DIP**
- **Sandberg Road Tercentennial Drive to Arakelian Drive 664 lf 8 inch DIP**
- **Tercentennial Drive Sandberg Road to Kenrick Ave 1051 lf 10 inch DIP**

Town of Billerica - Long Term Capital Plan FY19 to FY23

Department	Project	Funding Source	TM Action	FY17	FY18	FY19	FY20	FY21	FY22	FY23
DPW - Administration	Design New DPW Facility	Bond								
	Construct New Highway Facility	Bond								
DPW - Cemetery, Parks and Trees Division	Cemetery Expansion									
							1,600,000			9,000,000
DPW - Wastewater	Facility Improvements Co Mag	Bond	Art 32, ATM	2,100,000		1,050,000	1,500,000			
	Pump Station CIP Phase 3 Improvements Design	Bond	2007							
	Sewer System Expansion Needs Area and Salem Road	Grant	TBD			525,000				
	Downstream Sewer Improvements Design	Bond	TBD			15,500,000	10,150,000			
	Sewer System Expansion Needs Area 3 (36) Construction	Bond	Art. 23, ATM, 2017		14,000,000					
	Sewer System Expansion Needs Area 4 and 6 Design	Bond	TBD		2,100,000					
	Sewer System Expansion Needs Area 4 and 6 (Contract 37,38)	Bond	TBD			25,661,428				
	WWTF CIP Phase 3 Improvements	Bond	TBD							
	Sewer System Expansion Needs Area 7 Design (Contract 39)	Bond	TBD			7,239,000				
	Sewer System Expansion Needs Area 9 Design (Contract 40)	Bond	TBD				1,250,000			
	Sewer System Expansion Needs Area 7 (Contract 39)	Bond	TBD						12,100,000	
	Sewer System Expansion Needs Area 9 (Contract 40)	Bond	TBD							12,550,000
	Pump Station CIP Phase 4	Grant	TBD	874,500				1,311,800		
DPW - Engineering - Highway	Roadway Management	Chapter 90/Budget	TBD	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
	Sidewalk Construction & Rehab	Chapter 90/Budget	TBD							
	MTP Concord to Manning	Chapter 90/Budget	TBD							
	Bikepath Design and Takings	Chapter 90/Budget	TBD						1,600,000	
	Allen Road Improvements	Budget	TBD						1,000,000	
		Art. 19, ATM,								
	Roger Street Roadway and Sidewalk Improvements	Bond Authorization 2014							1,000,000	
	Drainage Improvements, Frost Street	TBD								
	Car/Truck Wash	TBD								
	Allen Road Water Improvement and Dry Sewer	Article 19, STM	2014							
DPW - Highway		Bond								
DPW - Engineering - Sewer		Bond								
DPW - Water	Water Main Program	Free Cash	TBD	1,000,000	1,000,000	2,000,000				
	WTP Ozone Improvements Design	Bond	TBD			975,000				
	WTP Ozone Improvements	Bond	TBD			9,086,750				
	Water Meter replacement - Town Wide	Bond/Fees	Article 25, ATM 2017	4,000,000						

Police	Upgrade Police Radio System	TBD	400,000	
Fire Department	Fire Pumper - Engine 2	TBD	650,000	
	Fire Pumper - Engine 3	TBD		625,000
	Fire Pumper - Engine 5	TBD		
	Replace 1999 Freightliner Heavy Rescue	TBD	700,000	
	Brush Truck	TBD		
Recreation	Peggy Hamon-Rizza Recreation Complex Phase Three	TBD	800,000	
	Kohlhausch Park Facility, preschool structure, restroom and storage facility	TBD	125,000	
	Yankee Doodle Bike Path	TBD		400,000
	Marshall Middle School Sports Complex Lights for Softball and Baseball Fields	TBD	400,000	
	Design and Build 2 Neighborhood Parks	TBD	200,000	
	Replace Roof	TBD		
Council on Aging	Generator for Entire Building	TBD		
	Rubber and Copper Roof Replacement	TBD	400,000	
Library	Exterior Maintenance/Coupa	TBD		
	Roof Replacement		135,000	
Total Town			\$11,474,500	\$21,175,000
Water and Sewer Funded			\$7,124,500	\$17,100,000
Town less W&S			\$4,350,000	\$4,075,000
Total Town Departments			11,474,500	21,175,000
			56,698,178	16,835,000
			11,925,800	18,200,000
			23,675,000	
School				
BMHS Feasibility Study	Free Cash			
	Debt Exclusion		100,000,000	
Total Capital Plan			11,474,500	21,175,000
			156,698,178	16,835,000
			11,925,800	18,200,000
			23,675,000	

Town of Billerica - Five Year Capital Plan FY19 to FY23

Department	Project	Funding Source	FY19	FY20	FY21	FY22	FY23
DPW- Administration							
DPW - Cemetery	Truck w/3000 LB Crane log Loader	Free Cash					
	John Deere Side Shift Backhoe Loader	Budget/Free Cash		120,000			
	Chipper	Budget/Free Cash					
	F250 Pick up with Plow, replacement	Budget/Free Cash	70,000				
DPW - Parks and Trees	Landscaping Equipment	Budget/Free Cash	60,000	60,000	60,000	60,000	60,000
	F250 Pick up with Plow, replacement for C1	Budget/Free Cash			38,000		
	F250 Pick up with Plow, replacement	Budget/Free Cash		68,000			
	F250 Pick up with Plow, replacement	Budget/Free Cash	70,000				
	F150 with a plow to replace	Budget/Free Cash	35,000				
	F150 with a plow to replace	Budget/Free Cash	35,000				
	Locke Baseball Field Access Project	Budget/Free Cash	325,000				
	Dutile Field Project	Budget		150,000			
	Kennedy Field Project	Budget			150,000		
	Hajjar School Softball Field (school)	Budget				150,000	
	PHR Complex	Budget					150,000
DPW - Wastewater	Sewer Inflow Infiltration Removal Program	I/I Funds	100,000	100,000	100,000	100,000	100,000
DPW - Engineering	Survey, Plan Acceptance and Repair of unaccepted Ways	Free Cash	200,000	200,000	200,000	200,000	200,000
	Repair of Sewer Manhole	I/I Funds	50,000	50,000	50,000		
	Water Rebate Program for homeowners						
DPW - Water	funded through the Water Conservation Fund	Water Conservation Fund	50,000	50,000	50,000		
	Hydrants and Valves	Budget	250,000	250,000	250,000	200,000	200,000
	Replace Backhoe W-40	Budget			120,000		
DPW - Highway	Street sweeper			225,000			
	Front End Loader Replacement	Budget/Free Cash		150,000			
	Back up Generator	Budget/Free Cash	65,000				
	Asphalt Roller	Budget/Free Cash		50,000			
	5 Ton Dump Truck W/sander & Plow, Replacement	Budget/Free Cash	150,000				
	Backhoe, replacement	Budget/Free Cash			150,000		
	5 Ton Dump Truck W/sander & Plow	Budget/Free Cash	168,000				
	F250 with Plow	Budget/Free Cash	70,000				

Police	Portable Radios and Communications	Budget	85,000	
	Police Radio System-Upgrade to Digital,			
	Replace Repeaters and Receivers/Strategic			
	Public Safety Technology Plan	Budget/Warrant Article		
	Replace K-9 Vehicle	Budget		235,000.00
	A/C System Repairs and duct maintenance	Budget	75,000	
	Replace Department Motorcycles	Budget/Free Cash		40,000
	Technology Upgrade with licenses, Door			
	access and security system	Budget	15,000	
	Upgrade Mobile Computer System	911 Grant	10,000	10,000
	1st Floor Renovations Floor and Ceiling, etc	Budget		
	Lobby and Front Entrance Renovations	Budget		70,000
	Expand capacity to townwide fiber network	Budget		
	Alexander Road Building Repairs	Budget	30,000	35,000
	Add fiber security connections VVP, Kolraush,			
	Town Center , etc. - Expansion of Fiber			
	Network	Budget	50,000	50,000
Fire Department	Upgrade Security camera in cell block	Budget		
	Replacement of Cell Door locks	Budget	20,600	
	Crosswalk Safety Systems	Budget	15,000	
	Acquire four Radar Sign Boards	Budget	30,000	
	Communication Center/Combined Dispatch	Budget		325,000
	Replacement of Department Firearms	Budget/Free Cash		55,000
	Awning replacements		35,000	
	Physiometrics Life Pack		28,000	
	One Ton 4WD Pick Up W/Plow Service 1	Budget	50,000	
	Replace 2011 Ford Taurus/w Explorer	Budget		45,000
	Replace 2002 Ford Explorer	Budget	43,000	
	Desk Top Computer upgrade	Budget		
	Micozzi Beach Paddle Boats	Budget		
	Vining School	Budget		150,000
	Nutting Lake Assessment	Budget		
	Point Exterior (four Phases)/Windows	Free Cash		
	Town Hall Renovations	Budget	150,000	
Town Hall	Town Hall Site Work	Budget		200,000
	Voting Machines	Budget		100,000
	Copier Replacement Townhall Wide	Reserves		
	Hand held inspection inspection computers,	Budget		
Building Department	Replacement of First Floor Windows - West			
Council on Aging	Side of Building	Budget	50,000	
Library	Elevator technology upgrade	Budget		4000
Inspectional Services	Vehicle for inspectors			
Projected Total Town Expense				
			2,299,600	1,928,000
			1,957,000	1,165,000
Funded through FY2019 Budget			\$500,000	\$500,000
Funded through FY2018 Certified Free Cash Estimate			\$1,011,600	\$105,000
			\$565,000	\$769,000
Projected Outstanding Requests			788,000	688,000
			863,000	560,000
			290,000	290,000

**Billerica Sewer Needs Collection Systems
Priority and Cost analysis**

Need Area	Total Sewer Pipe (Feet)	Total Cost for Needs Area (2015 \$)	Cost per LF	Parcels in Area	Cost per Parcel	Environmental Need	Environmental Need High	Environmental Need Medium	Environmental Need Low	% of Parcels (13,368 Total)	% Complete (82.9% to date)	% Residential	% Com / Ind / Mun
2&8	29,200	\$ 10,869,950	\$372.26	285	\$ 38,140.18	High	\$10,869,950			2.1%	85.1%	98	2
3	30,200	\$ 13,913,900	\$460.73	247	\$ 56,331.58	High	\$13,913,900			1.9%	86.9%	87	13
4	21,200	\$ 9,728,550	\$458.89	223	\$ 43,625.78	High	\$ 9,728,550			1.7%	88.6%	97	3
5	Installed with Bertha & Poe										88.6%		
6	23,800	\$ 10,948,600	\$460.03	148	\$ 73,977.03	High	\$10,948,600			1.1%	89.7%	90	10
7	26,900	\$ 12,104,950	\$450.00	167	\$ 72,484.73	High	\$12,104,950			1.3%	90.9%	70	30
8	Included with Need Area 2										90.9%		
9	27,300	\$ 12,548,250	\$459.64	262	\$ 47,894.08	High	\$12,548,250			2.0%	92.9%	69	31
10	28,700	\$ 13,049,400	\$454.68	176	\$ 74,144.32	High	\$13,049,400			1.3%	94.2%	89	11
11	10,000	\$ 4,251,000	\$425.10	76	\$ 55,934.21	Medium		\$ 4,251,000		0.6%	94.8%	89	11
12	21,900	\$ 9,932,650	\$453.55	240	\$ 41,386.04	Medium		\$ 9,932,650		1.8%	96.6%	89	11
13	9,800	\$ 4,397,250	\$448.70	62	\$ 70,923.39	Medium		\$ 4,397,250		0.5%	97.1%	72	28
14	5,900	\$ 2,675,400	\$453.46	48	\$ 55,737.50	Medium		\$ 2,675,400		0.4%	97.4%	96	4
15	3,500	\$ 1,551,550	\$443.30	32	\$ 48,485.94	Medium		\$ 1,551,550		0.2%	97.7%	82	18
16	17,200	\$ 7,511,400	\$436.71	147	\$ 51,097.96	Medium		\$ 7,511,400		1.1%	98.8%	84	16
17	2,900	\$ 1,305,850	\$450.29	21	\$ 62,183.33	Medium		\$ 1,305,850		0.2%	98.9%	91	9
18	Installed with Contract 34A - East Billerica										98.9%		
19	2,200	\$ 763,100	\$346.86	21	\$ 36,338.10	Low			\$ 763,100	0.2%	99.1%	93	7
20	3,100	\$ 1,001,000	\$322.90	20	\$ 50,050.00	Low			\$ 1,001,000	0.2%	99.2%	80	20
21	2,800	\$ 1,264,900	\$451.75	19	\$ 66,573.68	Low			\$ 1,264,900	0.1%	99.4%	27	73
22	9,300	\$ 4,213,300	\$453.04	43	\$ 97,983.72	Low			\$ 4,213,300	0.3%	99.7%	80	20
23	6,400	\$ 2,902,900	\$453.58	35	\$ 82,940.00	Low			\$ 2,902,900	0.3%	100.0%	45	55
24	700	\$ 313,950	\$448.50	4	\$ 78,487.50	Low			\$ 313,950	0.0%	100.0%	0	100
25	4,300	\$ 1,915,550	\$445.48	8	\$ 239,443.75	Low			\$ 1,915,550	0.1%	100%	100	0
TOTAL	287,300	\$127,163,400		2284			\$83,163,600	\$ 31,625,100	\$12,374,700				

Table 4-18: Summary of Final Recommended Plan

Recommendation	Priority	Estimated Project Cost (\$2009)	Description
Sewer Modeling	1	\$200,000	Purchase and populate dynamic sewer modeling software
Pump Station Improvement Program	1	\$12,068,800	Upgrade, bypass, and/or replace existing pump stations
Infiltration/Inflow	1	\$300,000 ⁽¹⁾ \$100,000/year ⁽²⁾	Conduct I/I Analysis and Continue I/I Evaluation and Rehabilitation Program
Upgrade Letchworth Avenue WWTF	1	\$24,630,000	Plant improvements to address existing and future flows and loads, and upgrade facilities
Shawsheen River Interceptor Sewer Monitoring	1	\$0	Monitor sewer sections for debris buildup and clean as required
Septage Management Plan	1	\$0 ⁽³⁾	Establish for areas where on-site systems to remain and for Needs Areas until sewer becomes available
Replace Richardson Street PS Upstream Sewer	2	\$2,250,000	Replace existing sewer in easement upstream of Richardson St. PS
Downstream System Improvements	3	\$14,947,200	Improvements needed for connecting Needs Areas to existing system
Concord River Interceptor Sewer Improvements	3	\$6,600,000	Improvements to the Concord River Interceptor for future conditions
Sewer System Expansion	4	\$192,600,000	Expansion of sewer system to Needs Areas

(1) I/I Analysis

(2) I/I Evaluation and Rehabilitation Program

(3) To be funded by homeowners and with loans from the DEP Community Septic Betterment Loan Program

Finally, Priority 4 is sewer system expansion to serve the Needs Areas. Sewer system modeling and improvements to existing systems need to be completed prior to extending sewers. If there is a desire to extend sewers to a Needs Area and no improvements to downstream systems are required based on the modeling, the extension could proceed as long as there is no impact on pumping stations, and the additional flow can be accepted at the WWTF.

Table 4-12 summarizes the Final Recommended Plan and includes the description of work planned, priority, proposed year for implementation and associated costs. The Final Recommended Plan for sewer system expansion is shown in Table 4-13. Needs Area 18 was completed in 2008 as Sewer Contract 34A. The expansion is scheduled to start in year 2 with Contract 34B and continue through the planning period as shown in Table 4-13 and Figure 4-1. This schedule coordinates with the 1999 Sewer Master Plan,

availability of funding and attempts to not only coordinate sewer construction with other work on-going in Town, but efforts at minimizing construction related impacts to the Town.

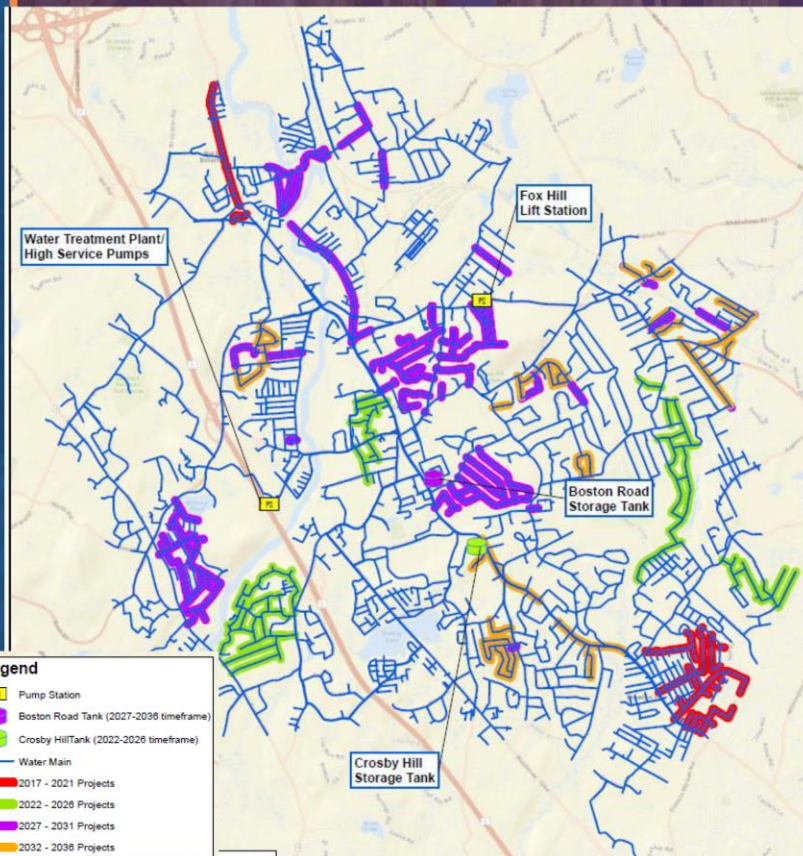
Once the CWMP is completed and all appropriate regulatory, federal, state and local agencies have approved the final recommended plan, construction contracts can be finalized and the work started.

Table 4-19: Final Recommended Plan Implementation Cost

	Description	Year												
Item		1	2	3	4	5	6	7	8	9	10	13	16	Total
1	Sewer Modeling	\$200,000												\$200,000
2	I/I Analysis	\$300,000												\$300,000
3	I/I Investigation & Rehab. Program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$300,000	\$300,000	\$500,000	\$2,000,000
	Pump Station Improvement Program													
4	Phase 1	\$5,514,100												\$5,514,100
5	Phase 2			\$3,999,000										\$3,999,000
6	Phase 3					\$1,243,900								\$1,243,900
7	Phase 4										\$1,311,800			\$1,311,800
8	Richardson St. Upstream Sewer		\$2,250,000											\$2,250,000
9	WWTF Improvements		\$7,510,000	\$7,015,000		\$3,752,000		\$4,995,000		\$1,358,000				\$24,630,000
10	Downstream Sewer Improvements				\$5,491,200						\$9,456,000			\$14,947,200
11	Concord River Interceptor Improvements				\$975,000						\$5,625,000			\$6,600,000
	Subtotal	\$6,114,100	\$9,860,000	\$11,114,000	\$6,566,200	\$5,095,900	\$100,000	\$5,095,000	\$100,000	\$1,458,000	\$16,692,800	\$300,000	\$500,000	\$62,996,000
12	Sewer System Expansion			\$9,000,000	\$8,900,000	\$8,900,000	\$10,150,000	\$10,150,000	\$8,150,000	\$8,150,000	\$35,400,000	\$54,600,000	\$39,200,000	\$192,600,000
	Total	\$6,114,100	\$9,860,000	\$20,114,000	\$15,466,200	\$13,995,900	\$10,250,000	\$15,245,000	\$8,250,000	\$9,608,000	\$52,092,800	\$54,900,000	\$39,700,000	\$255,596,000
	Cumulative Total	\$6,114,100	\$15,974,100	\$36,088,100	\$51,554,300	\$65,550,200	\$75,800,200	\$91,045,200	\$99,295,200	\$108,903,200	\$160,996,000	\$215,896,000	\$255,596,000	
(1) Program to be developed by I/I Analysis and supported with funds from the Town's developer I/I mitigation fund														

Water Distribution System Recommendations

Recommendations for Distribution System



Planning Period	Project Area	Project Size	Preliminary Cost Estimate
2017 – 2021	Pinehurst	22,000 L.F.	\$7,076,025
	Boston Road/Lowell Border	4,500 L.F.	\$1,597,500
	Treble Cove Transmission Line		\$553,200
	Residential Meter Replacement	12,190 units	\$4,500,000
	Subtotal	26,500 L.F.	\$13,726,725
2022 – 2026	Crosby Hill Tank 2MG		\$2,317,500
	South Billerica	24,200 L.F.	\$8,349,000
	Billerica High School	5,300 L.F.	\$1,828,500
	Concorde River Crossing/River St.	400 L.F.	\$189,000
	Buckingham/Castlewood Drive	17,300 L.F.	\$6,347,600
	Connolly Road	7,300 L.F.	\$2,518,500
	Rio Vista	16,800 L.F.	\$5,796,000
	Subtotal	70,900 L.F.	\$27,346,100
2027 - 2031	Marshall Middle School	21,800 L.F.	\$7,521,000
	Billerica Town Center	16,800 L.F.	\$5,934,600
	Cast Iron Water Main Locations	22,200 L.F.	\$7,659,000
	Subtotal	60,800 L.F.	\$21,114,600
2032 – 2036	Boston Road Tank 6.5 MG		\$5,230,500
	Asbestos Cement Water Main	52,000 L.F.	\$17,940,000
	Boston Road	8,200 L.F.	\$3,382,500
	Shawsheen River Crossing	5,100 L.F.	\$2,216,250
	Subtotal	65,300 L.F.	\$28,769,250
Total		223,900 L.F.	\$90,956,675

0.8% of system replaced/yr average
(>100 year service life)

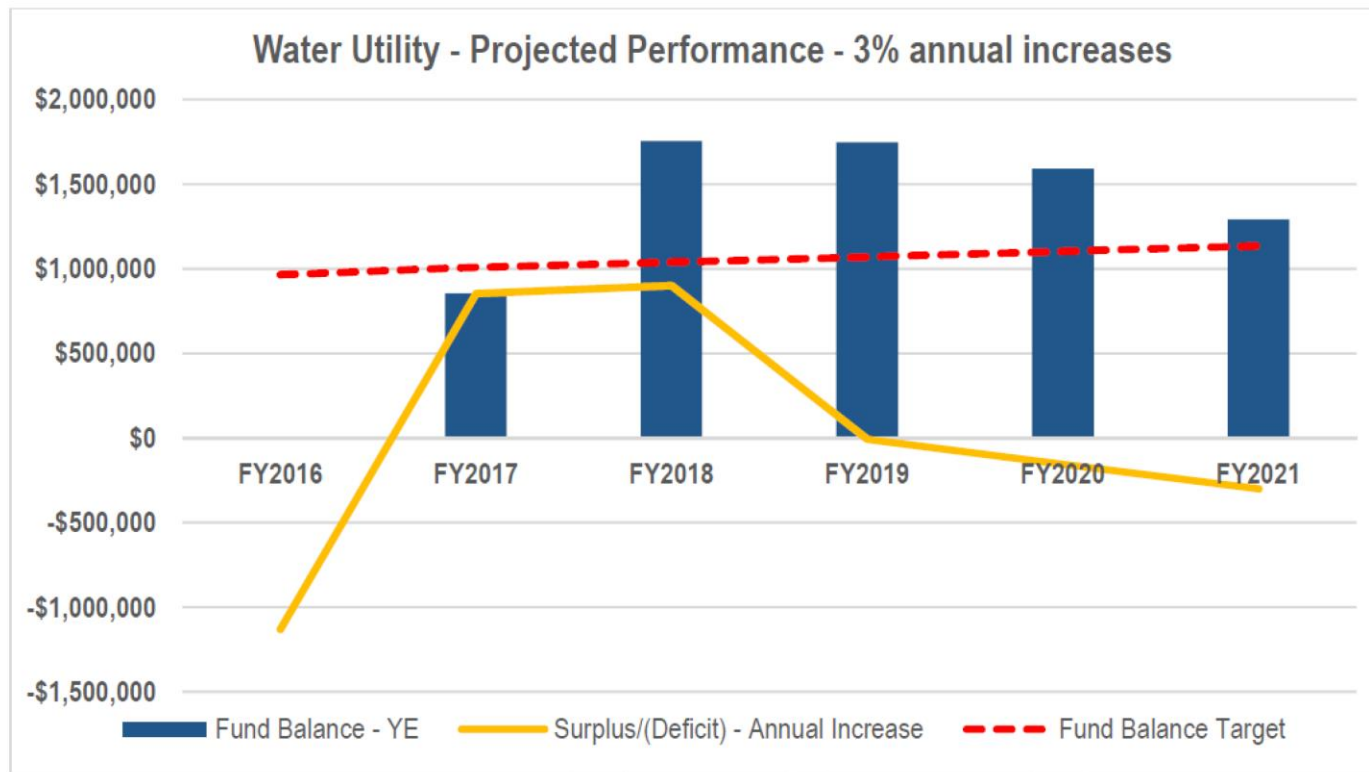


20-Year Capital Improvement Plan – Summary

Project	Preliminary Cost Estimate				Subtotal
	Years 2017-2021	Years 2022-2026	Years 2027-2031	Years 2032-2036	
Raw Water PS Elec Building HVAC Eval	\$5,000				\$5,000
Raw Water Transmission Main Assessment	\$75,000				\$75,000
Raw Water Pump Replacement	\$250,000				\$250,000
Raw Water Supply Redundancy		\$5,448,000			\$5,448,000
WTP Process Optimization	\$100,000				\$100,000
Chemical Storage Tanks	\$272,000				\$272,000
Filtered Water Chemical Injection	\$480,000				\$480,000
Ozone System Relocation and Replacement	\$8,353,000				\$8,353,000
Equipment Replacement		\$5,167,500	\$5,167,500	\$837,000	\$11,172,000
Finished Water Pump VFD Replacement	\$405,000				\$405,000
Power Quality Study	\$13,000				\$13,000
Active Harmonic Replacement System	\$120,000				\$120,000
NETA Equipment Testing	\$110,500				\$110,500
Lighting Upgrades	\$247,500				\$247,500
Electrical Safety Program	\$97,500				\$97,500
PLC Hardware Upgrade		\$150,000			\$150,000
SCADA Server/Thin Client Architecture		\$275,000			\$275,000
HMI Software Upgrade	\$125,000				\$125,000
Automated Reporting Software Upgrade	\$80,000				\$80,000
SCADA Disaster Recovery Process & Training	\$115,000				\$115,000
Structural Recommendations	\$991,000				\$991,000
Internal structural inspection of concrete tanks	\$25,000				\$25,000
HVAC Air Balance Study	\$4,800				\$4,800
HVAC Improvements to perimeter offices	\$120,000				\$120,000
HVAC Humidity Control	\$100,000				\$100,000
HVAC VAV System	\$100,000				\$100,000
WTP SUBTOTAL	\$12,189,300	\$11,040,500	\$5,167,500	\$837,000	\$29,234,300
Residential Meter Replacement	\$4,500,000				\$4,500,000
Crosby Hill Tank Replacement		\$2,317,500			\$2,317,500
Boston Road Tank Replacement				\$5,230,500	\$5,230,500
Pipe Replacement	\$9,226,725	\$25,028,600	\$21,114,600	\$23,538,750	\$78,908,675
Total	\$25,916,025	\$38,386,600	\$26,282,100	\$29,606,250	\$120,190,975



Water Fund Balance – 3% Annual Increases



Town of Billerica, DPW Engineering Division
Roadway Management Program
Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
2018					
DESIGN PROJECTS					
Chapter 90 & Local Funds	BOSTON RD NORTH RECONSTRUCTION PRELIMINARY DESIGN	BOSTON RD	RIVER ST	FLOYD ST	\$356,000.00
Local Funds	LEXINGTON RD/GLAD VALLEY INTERSECTION IMPROVEMENTS	LEXINGTON RD-01	GLAD VALLEY DR	BOSTON RD	\$200,000.00
Local Funds	WHIPPLE ROAD/ANDOVER ROAD INTERSECTION DESIGN	ANDOVER ROAD	AT WHIPPLE ROAD		\$60,000.00
Chapter 90	ROADWAY MANAGEMENT - EASEMENTS	COOK ST	AT PINES RD		\$1,000.00
		BALDWIN RD	KIMBROUGH RD	MARGARET LN	\$5,000.00
Local Funds	SEWER CONTRACT 36 (NEEDS AREA 3) DESIGN	NEEDS AREA 3			\$1,307,500.00
	FROST STREET DRAINAGE DESIGN CONTRACT 2	FROST ST	TOWER FARM RD	PRATT ST	\$25,000.00
Local Funds	YANKEE DOODLE BIKE PATH 25%/75% DESIGN	TOWN WIDE			\$449,500.00
Eng. Operational Budget	STORMWATER MANAGEMENT YR 1 /2	TOWN WIDE			\$163,000.00
MassDOT	COMPLETE STREETS PRIORITIZATION PLAN DEVELOPMENT	TOWN WIDE			\$35,900.00
Inflow / Infiltration Acct	INFLOW/INFILTRATION REHABILITATION CONTRACT 2	TOWN WIDE			\$75,000.00
Sewer	SEWER CONTRACT 37/38 (NEEDS AREA 4 & 6) DESIGN	NEEDS AREA 4 & 6			\$2,100,000.00

Town of Billerica, DPW Engineering Division
Roadway Management Program
Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost	
CONSTRUCTION PROJECTS						
Local Funds	BOSTON RD SOUTH TRANSFER OF OH TO UG AND POLE REMOVALS	BOSTON RD	CUMMINGS ST	TOWER FARM RD	\$250,000.00	
					Subtotal:	\$250,000.00
Chapter 90	ROADWAY MANAGEMENT	BALDWIN RD-06	KIMBROUGH RD	WESTMINSTER RD	\$51,911.00	
		BALDWIN RD-07	WESTMINSTER RD	BISCAYNE DR	\$151,084.00	
		BALDWIN RD-08	BISCAYNE DR	KENSINGTON DR	\$84,494.00	
		BALDWIN RD-09	KENSINGTON DR	CASTLEWOOD DR	\$26,761.00	
		BALDWIN RD-10	CASTLEWOOD DR	ROBIN HOOD LN	\$36,809.00	
		BALDWIN RD-11	ROBIN HOOD LN	LITTLE JOHN DR	\$54,452.00	
		BALDWIN RD-12	LITTLE JOHN DR	MARGARET LN	\$26,187.00	
		BRIDGE ST	TREBLE COVE RD	BOSTON RD		
		COOK ST	AT PINES RD		\$4,000.00	
		PURCELL DR-01	TUFTS LN	CUL DE SAC	\$103,730.00	
		PURCELL DR-02	PURCELL DR	CUL DE SAC	\$26,088.00	
		PURCELL DR-03	PURCELL DR	CUL DE SAC	\$53,082.00	
		TUFTS LN-01	BOSTON RD	PURCELL DR	\$80,739.00	
		TUFTS LN-02	PURCELL DR	DEAD END	\$12,625.00	
					Subtotal:	\$711,962.00
School	ROADWAY MANAGEMENT	LOCKE SCHOOL PAVING			\$25,000.00	
					Subtotal:	\$25,000.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00	
Chapter 90	TOWN-WIDE PATCHING	TOWN WIDE			\$50,000.00	
Sewer	SEWER CONTRACT 36 (NEEDS AREA 3) CONSTRUCTION YR 1	NEEDS AREA 3			\$14,000,000.00	
I/I	INFLOW/INFILTRATION REHABILITATION CONTRACT 2 CONSTRUCTION	TOWN WIDE			\$100,000.00	
Local Funds	FROST STREET DRAINAGE CONSTRUCTION	FROST ST	TOWER FARM RD	PRATT ST	\$440,000.00	
	LOCKE SCHOOL FIELD IMPROVEMENTS	LOCKE SCHOOL			\$325,000.00	

Town of Billerica, DPW Engineering Division
Roadway Management Program
Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost	
Private	ALPINE ST SEWER (PART OF NEEDS AREA 13) CONSTRUCTION	ALPINE ST-01	BOSTON RD	TWIN PINES AVE	\$925,000.00	
		ALPINE ST-02	TWINE PINES AVE	CHELMSFORD TL	\$0.00	
		TWINS PINES AVE	ALPINE ST	CUL DE SAC	\$0.00	
					Subtotal:	\$925,000.00
Private	LOWELL STREET SIDEWALK CONSTRUCTION	LOWELL ST-01	OLD ELM ST	COLSON ST	\$350,000.00	
		LOWELL ST-02	COLSON ST	HOLT ST	\$0.00	
		LOWELL ST-03	HOLT ST	NUSSEY TER	\$0.00	
		LOWELL ST-04	NUSSEY TER	FRANKLIN ST	\$0.00	
		LOWELL ST-05	FRANKLIN ST	BOSTON RD	\$0.00	
					Subtotal:	\$350,000.00
State TIP	ALLEN ROAD RECONSTRUCTION YR 3	ALLEN RD	WEBB BROOK RD	BOSTON RD	\$6,688,616.00	
		MARSHBROOK RD-02	ALLEN RD	DEVONSHIRE DR		
					Subtotal:	\$6,688,616.00
State TIP	BOSTON RD IMPROVEMENTS AT ALLEN RD YR 1	BOSTON RD	TREMLETT RD	SHAWSHEN RIVER	\$2,600,000.00	
State TIP	MIDDLESEX TURNPIKE CONSTRUCTION YR 1	MIDDLESEX TPK	PEARL RD	TOWN LINE	\$35,000,000.00	
					Total:	\$66,293,478.00

Town of Billerica, DPW Engineering Division
Roadway Management Program
Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
2019					
DESIGN PROJECTS					
Chapter 90	BOSTON RD NORTH RECONSTRUCTION FINAL DESIGN	BOSTON RD	RIVER ST	FLOYD ST	\$625,000.00
Other	STORMWATER MANAGEMENT	TOWN WIDE			\$125,000.00
Sewer	SEWER CONTRACT 39/40 (NEEDS AREA 7 & 9) DESIGN	NEEDS AREA 7 & 9			\$2,500,000.00
Other	YANKEE DOODLE BIKE PATH EASEMENTS	TOWN WIDE			\$250,000.00
Other	YANKEE DOODLE BIKE PATH FINAL DESIGN	TOWN WIDE			\$600,000.00
I/I	INFLOW/INFILTRATION REHABILITATION CONTRACT 3	CLEANING & CCTV	CONCORD & SHAWSHEEN INTERCEPTORS		\$40,000.00
CONSTRUCTION PROJECTS					
Sewer	SEWER CONTRACT 36 (NEEDS AREA 3) CONSTRUCTION YR 2	NEEDS AREA 3			\$14,000,000.00
Sewer	SEWER CONTRACT 37/38 (NEEDS AREA 4 & 6) CONSTRUCTION YR 1	NEEDS AREA 4 & 6			\$21,000,000.00
Chapter 90	ROADWAY MANAGEMENT	TOWN WIDE			\$1,000,000.00
		BOSTON RD SIDEWALK	ALPINE ST	LOWELL ST	\$30,000.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00
	WHIPPLE ROAD/ANDOVER ROAD INTERSECTION CONSTRUCTION	ANDOVER ROAD	AT WHIPPLE ROAD		\$300,000.00
	LEXINGTON RD/GLAD VALLEY INTERSECTION CONSTRUCTION	LEXINGTON RD-01	GLAD VALLEY DR	BOSTON RD	\$1,000,000.00
Board of Appeals					\$150,000.00
					Subtotal: \$1,150,000.00

Town of Billerica, DPW Engineering Division
Roadway Management Program
Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
I/I	INFLOW/INFILTRATION REHABILITATION CONTRACT 3	CLEANING & CCTV	CONCORD & SHAWSHEEN INTERCEPTORS		\$250,000.00
Private	RANGEWAY RD PAVING - HAWTHORNE	RANGEWAY RD	NASHUA RD	STERLING RD	\$250,000.00
State TIP	BOSTON RD IMPROVEMENTS AT ALLEN RD YR 2	BOSTON RD	TREMLETT RD	SHAWSHEEN RIVER	\$2,600,000.00
State TIP	MIDDLESEX TURNPIKE CONSTRUCTION YR 2	MIDDLESEX TPK	PEARL RD	TOWN LINE	\$35,000,000.00
	SIDEWALK EXTENSION AT REPUBLIC ROAD CONSTRUCTION	TREBLE COVE RD-13	WTP DRIVEWAY	REPUBLIC RD	\$149,013.00
	EXPANSION OF FOX HILL CEMETERY CONSTRUCTION	FOX HILL CEMETERY			\$2,100,000.00
	CALL ST PAVING & SIDEWALK	CALL ST-01	POLLARD ST	MYRTLE ST	\$79,928.00
		CALL ST-02	MYRTLE ST	SCHOOL DRWAY	\$198,873.00
		CALL ST-03	SCHOOL DRWAY	ROGERS ST	\$66,582.00
	ROGERS ST PAVING & SIDEWALK	PLACEHOLDER			
	POLLARD ST PAVING & SIDEWALK	PLACEHOLDER			
					Subtotal: \$345,383.00
					Total: \$82,364,396.00

Town of Billerica, DPW Engineering Division
Roadway Management Program
Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
2020					
DESIGN PROJECTS					
Other	STORMWATER MANAGEMENT	TOWN WIDE			\$60,000.00
CONSTRUCTION PROJECTS					
Chapter 90	ROADWAY MANAGEMENT	TOWN WIDE			\$1,000,000.00
Other	ROADWAY MANAGEMENT	MIDDLESEX TPK-01	CONCORD RD	STEARNS LN	\$237,475.00
		MIDDLESEX TPK-02	STEARNS LN	FRENCH ST	\$192,019.00
		MIDDLESEX TPK-03	FRENCH ST	HATTIE LN	\$155,493.00
		MIDDLESEX TPK-04	HATTIE LN	DOLAN RD	\$106,527.00
		MIDDLESEX TPK-05	DOLAN RD	FRANCIS RD	\$63,494.00
		MIDDLESEX TPK-06	FRANCIS RD	CANTERBURY ST	\$55,364.00
		MIDDLESEX TPK-07	CANTERBURY ST	FRIENDSHIP ST	\$68,195.00
		MIDDLESEX TPK-08	FRIENDSHIP ST	STEWART ST	\$84,855.00
		MIDDLESEX TPK-09	STEWART ST	PERREAULT AVE	\$57,912.00
		MIDDLESEX TPK-10	PERREAULT AVE	LAKE ST	\$106,724.00
		MIDDLESEX TPK-11	LAKE ST	MARSHALL ST	\$382,556.00
		MIDDLESEX TPK-12	MARSHALL ST	HOWARD AVE	\$114,176.00
		MIDDLESEX TPK-13	HOWARD AVE	PEARL RD	\$104,619.00
				Subtotal:	\$1,729,409.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00
	HOC SEWER PLANT DEMOLITION	OLD HOC SEWER PLANT			\$150,000.00
Sewer	SEWER CONTRACT 37/38 (NEEDS AREA 4 & 6) CONSTRUCTION YR 2	NEEDS AREA 4 & 6			\$21,000,000.00
State TIP	MIDDLESEX TURNPIKE CONSTRUCTION YR 3	MIDDLESEX TPK	PEARL RD	TOWN LINE	\$35,000,000.00
State TIP	BOSTON RD IMPROVEMENTS AT ALLEN RD YR 3	BOSTON RD	TREMLET RD	SHAW SHEEN RIVER	\$2,600,000.00

Town of Billerica, DPW Engineering Division
Roadway Management Program
Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
State TIP	BOSTON RD NORTH CONSTRUCTION	BOSTON RD	RIVER ST	FLOYD ST	\$6,000,000.00
					Total: \$67,589,409.00

2021

DESIGN PROJECTS					
Other	STORMWATER MANAGEMENT	TOWN WIDE			\$60,000.00

CONSTRUCTION PROJECTS					
Chapter 90	ROADWAY MANAGEMENT	TOWN WIDE			\$1,000,000.00
		ALLEN RD-10	SHANE LN	BALDWIN RD	\$110,616.00
		ALLEN RD-11	BALDWIN RD	WHITTIER RD	\$56,364.00
		ALLEN RD-12	WHITTIER RD	HANDEL RD	\$27,071.00
		ALLEN RD-13	HANDEL RD	DUBY DR	\$31,509.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00
State TIP	MIDDLESEX TURNPIKE CONSTRUCTION YR 4	MIDDLESEX TPK	PEARL RD	TOWN LINE	\$35,000,000.00
	MANNING RD SIDEWALK EXT/PAVING	MANNING RD	MIDDLESEX TPK	LEXINGTON RD	\$150,000.00
State TIP	YANKEE DOODLE BIKE PATH CONSTRUCTION	TOWN WIDE			\$6,210,000.00
					Total: \$42,695,560.00

Town of Billerica, DPW Engineering Division
Roadway Management Program
Capital Plan

FUNDING	PROJECT	ROAD	FROM	TO	Total Cost
2022					
DESIGN PROJECTS					
Other	STORMWATER MANAGEMENT	TOWN WIDE			\$60,000.00
CONSTRUCTION PROJECTS					
Chapter 90	ROADWAY MANAGEMENT	TOWN WIDE			\$1,000,000.00
Chapter 90	TOWN-WIDE CRACK SEALING	TOWN WIDE			\$50,000.00
State TIP	MIDDLESEX TURNPIKE CONSTRUCTION YR 5	MIDDLESEX TPK	PEARL RD	TOWN LINE	\$35,000,000.00
Total:					\$36,110,000.00

Capital Improvement Cost Estimate Summary
All Schools
15 August 2012

Rank: 1=Immediate Concern 2=Requires Attention in Short Term 3=Will require ongoing maintenance but can wait												
Evaluation Criteria	Memorial HS	Hallenborg Ice Rink	Marshall MS	Locke MS	Ditson ES	Dutile ES	Hajjar ES	Kennedy ES	Vining ES	TOTAL	RANK	YEAR TO BE COMPLETED
1. Health, Safety & Welfare	\$50,902,028	\$480,069	\$6,675,839	\$3,640,754	\$94,070	\$555,345	\$3,035,437	\$2,239,720	\$1,534,628	\$69,157,890	x	xxxx
2. Code Compliance (not indicated previously)	\$14,760	\$18,450	\$103,800	\$48,092	\$0	\$340,532	\$96,420	\$29,520	\$29,520	\$681,094	x	xxxx
3. Functional Use of Building (address space use issues- educational impact)	\$12,068,858	\$2,462,718	\$955,544	\$2,109,278	\$474,981	\$2,485,845	\$2,714,009	\$2,384,250	\$5,481,852	\$31,137,335	x	xxxx
						*		*	*			
4. Handicap Accessibility	\$7,038,635	\$768,053	\$3,487,580	\$2,781,610	\$22,459	\$1,407,420	\$1,152,035	\$613,518	\$571,987	\$17,843,297	x	xxxx
5. Maintenance-Extending the Life of the Building	\$10,242,694	\$1,076,685	\$12,392,704	\$10,737,492	\$916,956	\$5,021,100	\$3,754,816	\$5,336,012	\$3,322,047	\$52,800,506	x	xxxx
6. Energy Efficiency-Energy and Water Saving	\$22,906,157	\$1,018,358	\$3,290,355	\$1,226,925	\$196,247	\$1,810,611	\$4,198,243	\$2,754,210	\$1,357,201	\$38,758,307	x	xxxx
7. Hazardous Materials	\$2,100,000	\$130,000	\$2,100,000	\$1,100,000	\$0	\$750,000	\$925,000	\$995,000	\$835,000	\$8,935,000	x	xxxx
TOTAL	\$105,273,132	\$5,954,333	\$29,005,822	\$21,644,151	\$1,704,713	\$12,370,853	\$15,875,960	\$14,352,230	\$13,132,235	\$219,313,429		
RANK	x	x	x	x	x	x	x	x	x			
YEAR TO BE COMPLETED	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx			
Overview Commentary:												
Note:												
1. The numbers noted are based on a number of assumptions, particularly Hazardous Materials abatement. When a renovation project with a specific scope of work is planned, testing of those materials planned to be touched should be conducted, and a more detailed estimate should be performed prior to targeting a budget for that project.												
2. Estimates shown above are intended to be "Project Costs", and include GC OH & P, Soft Costs and Contingencies												
3. * indicates the cost of replacing existing modulars is included												

DORE AND WHITTIER ARCHITECTS, INC.

PRELIMINARY Estimated Project Costs Summary										10/12/2012	
Comprehensive Facilities Assessment & Master Plan Study											
Billerica, Massachusetts											
The following is a summary of Estimated Project Costs developed for the Billerica Public Schools Comprehensive Facilities Assessment & Master Plan Study. The options developed are conceptual in nature and therefore the estimated project costs are intended to provide a preliminary order of magnitude view at the potential project costs. Project costs consist of estimated site and building construction costs, design and construction contingencies, phasing, soft costs to cover the values of the design team, owner's project manager, investigative services, etc and fixtures, furniture and technology costs. The project costs presented are in current 2012 dollars and may need to be adjusted for inflation depending on future construction timeframes.											
Options:	Grades	Scope	Pop.	Estimated Costs	Comments						
Option 1: Repair											
Billerica High School	9 thru 12	CIP Only	1400	\$ 105,273,000	includes PK						
Locke Middle School	6 thru 8	CIP Only	621	\$ 21,644,000							
Marshall Middle School	6 thru 8	CIP Only	729	\$ 29,006,000							
Ditson Elementary School	K thru 5	CIP Only	655	\$ 1,705,000							
Dutile Elementary School	K thru 5	CIP Only	262	\$ 12,371,000							
Hajjar Elementary School	K thru 5	CIP Only	479	\$ 15,876,000							
Kennedy Elementary School	K thru 5	CIP Only	409	\$ 14,352,000							
Parker Elementary School	K thru 5	No Work	500	\$ -							
Vining Elementary School	K thru 5	CIP Only	195	\$ 13,132,000							
			5250								
Hallenborg Hockey Rink				\$ 5,954,000							
Option 2: Redistrict											
						Option 2A: Redistrict II					
Billerica High School	9 thru 12	Renovations	1400	\$ 169,260,000	includes PK	Billerica High School	9 thru 12	New	1400	\$ 132,031,000	includes PK
Locke Middle School	6 thru 8	CIP Only	594	\$ 21,644,000		Locke Middle School	6 thru 8	Add/Renov	594	\$ 54,999,000	
Marshall Middle School	6 thru 8	CIP/Renov	756	\$ 30,369,000		Marshall Middle School	6 thru 8	Add/Renov	756	\$ 62,228,000	
Ditson Elementary School	K thru 5	CIP Only	612	\$ 1,705,000		Ditson Elementary School	K thru 5	CIP Only	612	\$ 1,705,000	
Dutile Elementary School	K thru 5	Renovations	262	\$ 16,486,000		Dutile Elementary School	K thru 5	Renovations	262	\$ 16,486,000	
Hajjar Elementary School	K thru 5	Add/Renov	631	\$ 35,828,000		Hajjar Elementary School	K thru 5	Add/Renov	631	\$ 35,828,000	
Kennedy Elementary School	K thru 5	Renovations	300	\$ 20,625,000		Kennedy Elementary School	K thru 5	Renovations	300	\$ 20,625,000	
Parker Elementary School	K thru 5	No Work	500	\$ -		Parker Elementary School	K thru 5	No Work	500	\$ -	
Vining Elementary School	K thru 5	Renovations	195	\$ 14,329,000		Vining Elementary School	K thru 5	Add/Renov	195	\$ 20,349,000	
			5250						5250		
Hallenborg Hockey Rink				\$ 5,954,000		Hallenborg Hockey Rink				\$ 5,954,000	

Option 3: Reduce										Option 3: Reduce									
Billerica High School		9 thru 12	Renovations	1400	\$	169,260,000	includes PK			Billerica High School		9 thru 12	New	1400	\$	132,031,000	includes PK		
Locke Middle School		6 thru 8	CIP	594	\$	21,644,000				Locke Middle School		6 thru 8	CIP	594	\$	21,644,000			
Marshall Middle School		6 thru 8	CIP/Renov	756	\$	30,369,000				Marshall Middle School		6 thru 8	CIP/Renov	756	\$	30,369,000			
Ditson Elementary School		K thru 5	CIP Only	612	\$	1,705,000				Ditson Elementary School		K thru 5	CIP Only	612	\$	1,705,000			
Dutile Elementary School		K thru 5	Renovations	262	\$	16,486,000				Dutile Elementary School		K thru 5	Renovations	262	\$	16,486,000			
Hajjar Elementary School		K thru 5	Add/Renov	631	\$	35,828,000				Hajjar Elementary School		K thru 5	Add/Renov	631	\$	35,828,000			
Kennedy Elementary School		K thru 5	Add/Renov	495	\$	38,362,000				Kennedy Elementary School		K thru 5	Add/Renov	495	\$	38,362,000			
Parker Elementary School		K thru 5	No Work	500	\$	-				Parker Elementary School		K thru 5	No Work	500	\$	-			
Vining Elementary School		K thru 5	Closed	0	\$	-				Vining Elementary School		K thru 5	Closed	0	\$	-			
				5250										5250					
Hallenborg Hockey Rink					\$	5,954,000				Hallenborg Hockey Rink					\$	5,954,000			
Option 4: Reconfigure										Option 4: Reconfigure									
Billerica High School		8-9/10-12	Add/Renov	1850	\$	178,087,000	includes PK			Billerica High School		8-9/10-12	New	1850	\$	160,740,000	includes PK		
Locke Middle School		5 thru 7	CIP	579	\$	21,644,000				Locke Middle School		5 thru 7	CIP	579	\$	21,644,000			
Marshall Middle School		5 thru 7	CIP/Renov	737	\$	30,369,000				Marshall Middle School		5 thru 7	CIP/Renov	737	\$	30,369,000			
Ditson Elementary School		K thru 4	CIP	590	\$	1,705,000				Ditson Elementary School		K thru 4	CIP	590	\$	1,705,000			
Dutile Elementary School		K thru 4	Renovations	262	\$	16,486,000				Dutile Elementary School		K thru 4	Renovations	262	\$	16,486,000			
Hajjar Elementary School		K thru 4	Renovations	433	\$	26,257,000				Hajjar Elementary School		K thru 4	Renovations	433	\$	26,257,000			
Kennedy Elementary School		K thru 4	Add/Renov	300	\$	20,625,000				Kennedy Elementary School		K thru 4	Add/Renov	300	\$	20,625,000			
Parker Elementary School		K thru 4	No Work	500	\$	-				Parker Elementary School		K thru 4	No Work	500	\$	-			
Vining Elementary School		K thru 4	Closed	0	\$	-				Vining Elementary School		K thru 4	Closed	0	\$	-			
				5251										5251					
Hallenborg Hockey Rink					\$	5,954,000				Hallenborg Hockey Rink					\$	5,954,000			
Option 5: Relocate (New HS built on Locke MS site)										Option 5: Relocate (New HS built on Locke MS site)									
Billerica High School		8-9/10-12	New	1850	\$	161,347,000	Locke MS site			Billerica High School		8-9/10-12	New	1850	\$	161,347,000	Locke MS site		
Locke Middle School		5 thru 7	Add/Renov	594	\$	79,634,000	Renov exist HS			Locke Middle School		5 thru 7	New	594	\$	48,187,000	New at Vining		
Marshall Middle School		5 thru 7	CIP/Renov	722	\$	30,369,000				Marshall Middle School		5 thru 7	CIP/Renov	722	\$	30,369,000			
Ditson Elementary School		K thru 4	CIP	590	\$	1,705,000				Ditson Elementary School		K thru 4	CIP	590	\$	1,705,000			
Dutile Elementary School		K thru 4	Renovations	262	\$	16,486,000				Dutile Elementary School		K thru 4	Renovations	262	\$	16,486,000			
Hajjar Elementary School		K thru 4	Renovations	433	\$	26,257,000				Hajjar Elementary School		K thru 4	Renovations	433	\$	26,257,000			
Kennedy Elementary School		K thru 4	Renovations	300	\$	20,625,000				Kennedy Elementary School		K thru 4	Renovations	300	\$	20,625,000			
Parker Elementary School		K thru 4	No Work	500	\$	-				Parker Elementary School		K thru 4	No Work	500	\$	-			
Vining Elementary School		K thru 4	Closed	0	\$	-				Vining Elementary School		K thru 4	Closed	0	\$	-			
				5251										5251					
Hallenborg Hockey Rink					\$	5,954,000				Hallenborg Hockey Rink					\$	5,954,000			