



FISCAL YEAR 2027 BUDGET BOOK

Christopher Dillon, Town Manager

Jillian Pavidis, Select Board Chair

Donald Damon, Finance Committee Chair



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Operating Budget Fiscal Year 2027
Capital Improvement Program Fiscal Year 2027

Town Manager

Christopher Dillon

Finance Team

Assistant Town Manager, Ann Marie Casey

Town Accountant, Amit Chhayani

Director of Administrative Services, Dawn McDowell

Town Treasurer, Elaine Russo

Select Board (As of 02/02/26)

Chair Jillian Pavidis

Vice Chair John Burrows

Secretary Daniel Darris-O'Connor

Member Michael Rosa

Member Dina Favreau

Finance Committee (As of 02/02/26)

Chair Donald Damon

Vice Chair John Mulloy

Secretary Mary McBride

Brian Dorrington

Douglas Fogerty

James Gately

Patrick Logue

Joshua Mahoney

Philip Newfell

Larry Norman

Darlene Torre

Sharon Healey, 1st Associate

Jennifer Normand, 2nd Associate



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Section 1: Introduction

1.1. Town Manager's Budget Message



MEMORANDUM

TO: Department Heads, Boards, and Commissions

FROM: Christopher Dillon, Town Manager


CC: Ann Marie Casey, Assistant Town Manager
Dawn McDowell, Director of Administrative Services

SUBJECT: Fiscal Year 2027 Budget Process and Timeline

DATE: December 2, 2025

As provided in the Billerica Town Charter, in Section 3-3(8), the Town Manager shall prepare and submit a proposed budget to the Finance Committee. The budget process is outlined below to inform you of the process, timeline, and obligations it entails. I have also attached a timeline table to this memo for your reference.

Section 3-3(8) states: "He (Town Manager) shall prepare and submit, in the manner provided in Article 5, a proposed annual operating 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 Thursday, May 7, 2026. Therefore, the budget must be submitted to the Finance Committee by March 6, 2026.

The budget will be ratified by the Select Board at the last regular meeting before this date – March 2, 2026. Department head budget requests are due by Friday, January 9, 2026.

Budget Background

State Level:

The Massachusetts Department of Revenue (DOR) Commissioner Geoffrey Snyder announced that preliminary revenue collections for October totaled \$2.927 billion, \$241 million or 9.0% more than actual collections in October 2024 and \$162 million or 5.9% above the benchmark.

FY2026 year-to-date collections totaled approximately \$13.010, which is \$550 million or 4.4% more than actual collections in the same period of FY2025, and \$99 million or 0.8% above the year-to-date benchmark. The consensus revenue hearing for the State will take place in



December. This hearing is important because it provides insights into the direction of the economy and anticipated state revenue available to fund municipal and school aid programs next year, particularly Unrestricted General Government Aid (UGGA). Based on current reports, there is no indication that local aid will be negatively impacted.

Local Level:

Local receipts are strong and projected to remain stable in FY2026. Hotel/Motel tax revenue has returned to pre-COVID levels. Building permit fees are also expected to remain strong, although new growth is down compared to the previous five-year average, which provides an outlook on the coming years.

Two years ago, the Town budget saw a significant increase over prior years. Major contributors to the increase included a rise in health care costs, pension costs, and an additional allocation for capital projects. To soften the budget impact, there were reductions made in areas of last year's budget which will have impacts on this year's budget. Consequently, this office is proceeding with a level-service budget.

FY2027 Budget Guidelines:

I recognize every department head has a vision for their department. Each year during the budget process, we try to advance that direction in an effort to reach our goals. After reviewing this year's budget, watching trends and having discussions on future large capital projects, I regret to inform you, we will be unable to expand services or make major changes beyond those which are already in the works (new DPW and Recreation facilities).

The Town has a very healthy excess levy capacity. However, our goal should be to use as little of that excess capacity as possible. I would like all department heads to evaluate their processes and improve efficiencies of their operations to stay under 2.5%. I understand this will not be possible for some departments solely based off fixed expenditures we have no control over.

Some information you should be aware of:

1. The Town is looking at a short fall in electricity for FY2026 where we may use free cash to balance the actual cost. We continue to work on addressing this, but to correct this, we will be increasing what we budget for electricity.
2. The Town reached out to our broker for Health Insurance, and they have provided guidance of an 18% increase.
3. We will have additional costs associated with the new DPW and Recreation Facilities coming online in FY2027.
4. The schools settled contracts with their unions, and we are in negotiations with ours.

Budget files will be sent over in the coming days. Please do not make changes to the Excel spreadsheets. The expended year-to-date column will be left blank for budget submission. We will complete this column later. Please do not overwrite formulas. Please reach out to my office if you are unsure of how to proceed. Listed below are the general budget guidelines to assist you in this process.



Personnel

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

New or changes to positions:

If you are proposing to add or change a position, I will need the following items with your budget submission:

1. A summary memo explaining why you need the new positions, or changes to a position, and what has changed to warrant these changes.
2. A job description for the position.
3. A current organizational chart for your operations without the added/changed position
4. An updated organizational chart as to what the department will look like and how the new/changed position will fit into the organization, inclusive of who they report to and if others report to them.

Expenditures

- Increase electric and natural gas lines 5%.

Capital

- One-time expenses up to \$10,000 should be included in the Supplies and Expenses line item (5400).
- One-time expenses, \$10,000 and above, 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.
 - Please include a separate fleet schedule inclusive of what you currently have for vehicles and the replacement cycle with projected costs.



1.2. FY 27 Financial Outlook

The Town of Billerica has a lot of factors supporting its financial strengths, but more growth would help with capital needs. During the summer of 2025, the Town was rated AA+ by S&P, in preparation for bonding the new Department of Public Works facility.

“The rating reflects our view of the town’s stable local economy and wealthy tax base with high income indicators, robust set of financial policies and practices, and strong reserve position that is comparable with that of similarly rated peers despite some drawdowns in the past few years and ongoing general fund subsidies to its enterprise funds. The town’s large debt and retirement liability burden should remain manageable but could pressure the budget should they continue to increase.”

The Town’s growth has slowed in recent history. We are estimating around 2 million in new growth for FY 27. In 2026, the new growth was 2.8 million while it was 2.9 million the year before that. As the capital projects bond payments (DPW in FY 27 and Recreation and Fire in FY 28) for the new town facilities are starting, growth similar or larger than we had in 2022-2024 where we ranged from 3.65 million to 4.7 million in new growth, would help soften the impact to taxpayers.

Changes to zoning should assist with the needed growth. During Spring Town Meeting in 2025, the Town recodified their zoning bylaw. This was followed by modifications during the Fall Town Meeting, where Tech Park was modified from strictly Industrial to Industrial/Commercial. The Town is reviewing other modifications in the future to spur Commercial growth.

The Town remains in a strong financial position. Recognizing there are other large capital needs for the Town in the future, focusing on commercial growth will ensure we maintain that position and help to maintain a large excess levy capacity.

Revenue:

The Town still has one of the larger excess levy capacities in the state. Although we have used some of that excess capacity in the last couple years, the Town of Billerica has over 18 million in excess capacity.

Towns with excess capacity have a line of credit to tap into if additional revenues are needed. For example, this is how the Town handled the School budget increase a couple of years ago without the need for a proposition 2.5 override. Budgeting and long-term planning years ago, with the debt stabilization fund, has positioned Billerica in a strong financial position today enabling the Town to weather smaller growth years.

It was mentioned in previous Fiscal Year Financial Outlooks that the Town was looking to address some very specific large capital needs. The Town has the capacity to tap into this excess levy capacity to complete the projects without an override. Unfortunately, the first bond payment for the new DPW facility is making that opportunity a reality.

The Town’s main source of revenue is from the tax levy. 74% of the revenue for the Town comes directly from taxes on residential and commercial businesses. The Town has adopted a split rate where the residential FY 26 tax rate was set at \$11.61 and the commercial was \$25.88.

The Town receives Local Aid (State monies) and local receipts (Town fees, building, excise, etc.). Local Aid is generally stable. The Town did receive a little more Chapter 90 money this past year to help with road projects. Roughly 12% of our budgeted revenues is Local Aid, while 6% is Local Receipts.



Water and Sewer Enterprise Funds make up an additional 6% of the Town's Revenue. This past year the Water rates were increased 5% to address capital needs inclusive of replacement of 2" water lines, Water Storage tank restorations, and water pipe lining. The Sewer rates increased 7% to address pipe replacement, works at the treatment plant, pipe lining, and to start the process of a reduction of the subsidy it receives from the General Fund.

Costs and Investments:

Costs

Some of the large drivers of costs in FY 27 and beyond include the previously mentioned capital projects (DPW facility, Recreation facility, and the North Billerica Fire Station), Health Insurance increases, Shawsheen Tech's assessment, possible future School projects and renovations to the Police Station and Other Post Employment Benefits (OPEB) liability.

The Town approved funding for a \$50 million new Department of Public Works Facility at the Fall 2023 Town Meeting. The Department of Public Works will be moving into this new facility during the summer of 2026. The first bond payment is part of the FY 27 budget at \$5,323,400. Additionally, Town Meeting also approved a \$20 million Recreational Facility and a new \$12 million Fire Station. The Recreation Department should move into their new facility during the fall of 2026. Their first bond payment will be due early FY 28. The Fire Station is at the beginning of their construction process.

The Town of Billerica is anticipating an 18.3% increase in Health Insurance costs for FY 27. The increase in health insurance is based off previous years' usage or trends and projecting out anticipated changes in the market. The Town has had some high claims the past couple of years and the cost increases in pharmaceuticals are the driving factors of the overall increase. The Town was recently notified of changes to the plan regarding drugs for weight loss which should lower or slow the growth of the plans costs moving forward.

The OPEB Liability for the Town was as high as \$270 million. During the last study, it was at \$248 million. Policy changes helped with the reduction where the Town no longer covers 90% of health care coverage for retirees hired after July 1, 2016. The second change was an annual appropriation starting at \$1 million, scheduled to increase by 5% annually. The third change was the Town has stopped reimbursement of all new employees for Medicare Part B as of July 1, 2024. The Town has budgeted an appropriation of \$2.68 million in the FY 27 Town's Budget.

Investments

The Town continues to make major investments in its facilities. The Billerica Memorial High School as well as the Peggy Hannon Rizza Project and the Howe School Project, are all projects that were completed in the last decade. The debt service on these projects will be subsidized with CPA funds. The Town issued just over \$92 million instead of the projected \$100 million for the High School. This was possible due to savings and bond premium income applied to the principal. These debt costs are being controlled by the implementation of a Debt Stabilization Fund and Policy. This involves the Town putting away funds over time to pay \$51.1 million in debt service over 21 years. In FY 27, we are proposing to use some of the money saved in the stabilization fund to offset the increase in our debt schedule for the DPW bond payment.

The Town received a BAN or Bond Anticipation Note to complete the work on both the Recreation Facility and the North Billerica Fire Station. Once the projects are completed, the Town will go out to Bond for the amount needed to complete the projects. By financing this way, the Town does not pay interest on money it did not need to finish the projects.

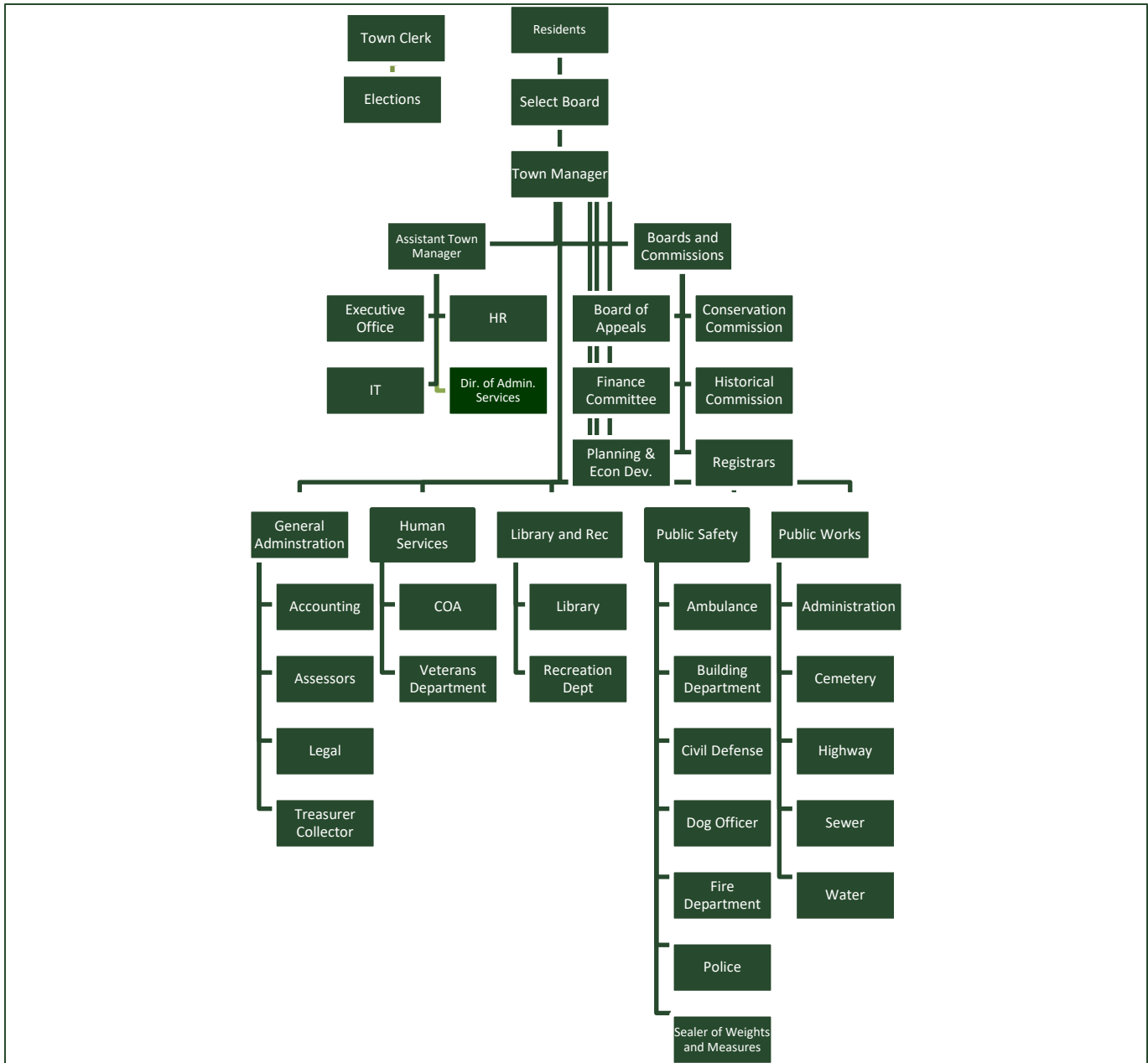


To prepare for additional debt in the future, the Town adjusted the Debt Stabilization Policy by increasing the levy commitment from \$9 million to \$15 million over 10 years. This will allow the Town to address other projects in the future, like a Police Station, Council on Aging facility, or a School building.

The Town has budgeted \$2.5 million annually for Capital and Infrastructure project around Town. Typically, \$2 million of this is for road improvement projects, while \$500,000 is for facility improvements. Additionally, the Town receives around \$1.4 million in Chapter 90 Funds from the State for additional roadway improvements.



1.3. Town of Billerica - Organizational Chart





1.4. 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 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. 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. Typically, on the first Saturday in April the citizens of Billerica participate in the Town Election.

During the Town election, the residents have the opportunity to vote for the Select Board. 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 Select Board 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 Select Board and Finance Committee who then make 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, which starts on July 1st.

Budget Calendar FY 27 (Approval 2026 Spring Town Meeting)

July

Fiscal Year begins

August/September

Budget Update/CIP Goals for Fall Town Meeting

October

Fall Town Meeting (Typically First Tuesday in October)

November

Free Cash Certification

December

Notify department heads, board and committees about the budget directive for ensuring fiscal year

January

Department head respondent deadline

February/March

School Superintendent must provide TM with ratified School Budget

Select Board must ratify prior to FinCom Deadline

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

May

Town Meeting (Typically First Tuesday in May)



1.5. Community Profile

Name: Town of Billerica

Settled: 1652

Incorporated: 1655

Total Area: 26.4 square miles

County: Middlesex

Est. Population: 43,784

Form of Government:

Town Manager, Select Board,
Representative Town Meeting

Town Manager:

Christopher Dillon

School Structure: K-12

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 43,784 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 five elementary schools, two middle schools, and one high school.

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 E-Ink. These companies are on the cutting edge of technology and 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 an AA+ from Standard and Poor's. The Town also has over 25 million dollars of excess levy capacity. 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 recently completed new high school, and many other exciting opportunities are on the horizon.



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Section 2: Budget Overview

2.1. FY 27 Budget Summary

Fiscal Year 2027 Budget Summary									
Department	FY2024 BUDGET	FY2025 BUDGET	FY2026 BUDGET	FY 2027 BUDGET	\$ INC/DEC	% INC/DEC			
General Government	\$ 8,559,475	\$ 9,308,158	\$ 8,906,818	\$ 9,629,160	\$ 722,342	7.50%			
Public Safety	22,360,540	23,197,879	24,308,079	24,409,177	101,098	0.44%			
Public Works	10,486,193	11,360,463	11,760,758	12,144,387	383,629	3.26%			
Library and Recreation	2,245,652	2,364,379	2,409,669	2,436,949	27,280	1.13%			
Human Services	845,224	779,449	750,609	819,814	69,205	8.88%			
Total Town Departments	44,497,084	47,010,328	48,135,933	49,439,487	1,303,554	2.71%			
Billerica Public Education	76,958,996	82,845,065	87,067,002	89,979,730	2,912,728	3.35%			
Shawsheen Technical	10,618,654	11,139,241	11,792,752	13,057,585	1,264,833	10.73%			
Total Education	87,577,650	93,984,306	98,859,754	103,037,315	4,177,561	4.23%			
Town/School Shared Costs	48,842,146	52,293,153	54,969,806	64,184,003	9,214,197	16.76%			
TOTAL	\$ 180,916,879	\$ 193,287,787	\$ 201,965,493	\$ 216,660,805	\$ 14,695,312	7.28%			
Water Enterprise Fund Budget	\$ 7,658,942	\$ 6,849,290	\$ 6,903,957	\$ 7,100,384	\$ 251,094	3.64%			
Wastewater Enterprise Fund Bu	\$ 9,369,124	\$ 9,558,006	\$ 9,548,645	\$ 9,889,971	\$ 331,965	3.48%			
Total Budgets	\$ 197,944,945	\$ 209,695,083	\$ 218,418,095	\$ 233,651,160	\$ 15,278,371	7.00%			



2.2. FY 27 Budget Changes





2.3. Financial Recap FY 27

TOWN OF BILLERICA FINANCIAL RECAP FISCAL YEAR 2027 SPRING

	<u>FINAL BUDGET FY23</u>	<u>FINAL BUDGET FY24</u>	<u>Final BUDGET FY25</u>	<u>Final BUDGET FY26</u>	<u>Final BUDGET FY27</u>
<i>USES OF FUNDING (AMOUNTS TO BE RAISED):</i>					
APPROPRIATIONS:					
GENERAL FUND BUDGET (Includes all TM R&A)	160,051,443.00	165,495,171.00	175,267,310.00	184,508,918.00	198,051,874.00
Water Enterprise Budget	7,315,981.66	7,658,941.76	6,849,290.34	6,903,957.00	7,100,384.00
Water Enterprise Capital Budget					
Wastewater Enterprise Budget	9,266,825.00	9,369,124.00	9,558,005.53	9,548,645.42	9,889,971.00
CPA Budget Article	1,100,000.00	2,967,613.00	1,971,537.00	1,175,855.00	1,150,000.00
Spring 2025 ATM Article 4 Overlay Transfer				275,000.00	
Spring 2025 ATM Article 25 Peg Access				218,916.88	
Spring 2025 ATM Article 29 Glad Valley				150,000.00	
Spring 2025 ATM Article 30 Diesel Fuel				80,000.00	
Spring 2025 ATM Article 31 San Sewer Model				75,000.00	
Spring 2025 ATM Article 32 Ambulance				132,000.00	
Fall 2025 ATM Article 4 Debt Stab				1,800,000.00	
Fall 2025 ATM Article 6 Land Bank				50,000.00	
Fall 2025 ATM Article 7 CPC				63,245.00	
Fall 2025 ATM Article 15 Town Capital				450,000.00	
Fall 2025 ATM Article 16 School Capital				985,000.00	
Fall 2025 ATM Article 17 Police Station Design				640,000.00	
Fall 2025 ATM Article 18 250th Committee				25,000.00	
Fall 2025 ATM Article 19 Street Acceptance				50,000.00	
Fall 2025 ATM Article 21 Diesel Tanks				75,000.00	
Fall 2025 ATM Article 23 Roof Replacement Sludge				690,000.00	
Fall 2025 ATM Article 24 Darby Street Pump Station				500,000.00	
Fall 2025 ATM Article 25 Hydrants				100,000.00	
TOTAL APPROPRIATIONS	190,093,302.97	193,943,638.76	205,352,769.87	208,496,537.30	216,192,229.00
OTHER LOCAL EXPENDITURES / DEFICITS:					
TAX TITLE PURPOSES	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
CHARTER SCHOOL ASSESSMENT					
SCHOOL CHOICE					
COUNTY RETIREMENT	14,484,999.00	15,421,706.24	16,438,951.00	17,456,575.00	18,608,931.00
DEBT & INTEREST	196,608.00				
FINAL JUDGMENTS	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
OVERLAY DEFICITS					
CHERRY SHEET OFFSETS	83,767.00	90,887.00	103,577.00	103,681.00	108,707.00
REVENUE DEFICIT					
SNOW / ICE DEFICIT	864,799.00	685,206.59	514,989.00	1,018,090.60	750,000.00
PROJECTED SNOW / ICE REIMBURSEMENT					
OVERLAY RESERVE	2,580,582.00	2,651,260.95	2,628,339.82	2,687,626.21	2,700,000.00
OTHER - MEDICARE/UNEMPLOYMENT		4,838.37			
OTHER - UNFORESEEN CHARGES/ASSESSMENTS					
TOTAL OTHER LOCAL EXPENDITURES	18,320,755.00	18,963,899.15	19,795,856.82	21,375,972.81	22,277,638.00
STATE AND COUNTY CHARGES	5,706,527.00	5,870,204.00	5,647,654.00	6,203,667.00	6,028,470.00
TOTAL USES OF FUNDING	214,120,584.97	218,777,741.91	230,796,280.69	236,076,177.11	244,498,337.00



TOWN OF BILLERICA FALL FINANCIAL RECAP FISCAL YEAR 2027

	<u>FINAL BUDGET FY23</u>	<u>FINAL BUDGET FY24</u>	<u>Final BUDGET FY25</u>	<u>Final BUDGET FY26</u>	<u>Final BUDGET FY27</u>
SOURCES OF FUNDING:					
AMEND PY NEW GROWTH		144,426.00		153,930.00	
PROPERTY TAXES 2 1/2 LEVY LIMIT	161,608,505.00	170,190,824.00	178,182,171.00	185,844,192.00	193,407,546.00
NEW GROWTH	4,286,897.00	3,645,440.00	2,975,306.00	2,846,097.00	750,000.00
AMEND PY NEW GROWTH	0.00	0.00	0.00		
TOTAL PROPERTY TAXES	165,895,402.00	173,836,264.00	181,157,477.00	188,690,289.00	194,157,546.00
ADD CPA					
ADD DEBT EXCLUSION	5,674,376.00	5,544,523.00	5,794,445.00	5,770,995.00	5,796,944.00
DOR ROUNDING					
LESS FREE CASH TO REDUCE LEVY					
LESS EXCESS LEVY CAPACITY	-26,566,423.00	-28,766,748.09	-25,088,031.00	-25,621,770.77	-18,425,312.00
WATER LEVY	1,565,981.66	1,808,941.76	849,291.00		
SEWER LEVY	2,516,825.00	2,519,124.00	2,708,005.00	1,667,121.00	2,039,971.00
GENERAL FUND LEVY	140,920,548.34	146,285,973.15	158,306,595.00	167,172,392.23	179,489,207.00
TOTAL PROPERTY TAXES - ADJUSTED	145,003,355.00	150,614,038.91	161,863,891.00	168,839,513.23	181,529,178.00
	7,413,386.87	5,610,683.91	11,249,852.09	6,975,622.23	12,689,664.77
SOURCES OF FUNDING (cont):					
STATE ESTIMATED REVENUES:					
CHAPTER 70 - SCHOOL AID	19,777,194.00	20,069,934.00	20,582,134.00	21,331,984.00	21,705,709.00
CHARTER TUITION ASSESSMENT REIMBURSEME	257,451.00	229,824.00	162,721.00	270,217.00	205,953.00
SCHOOL LUNCH - OFFSET					
LOTTERY	6,745,392.00	6,961,245.00	7,170,082.00	7,248,953.00	7,429,751.00
VETERANS' BENEFITS	249,959.00	206,243.00	166,099.00	190,987.00	200,144.00
EXEMPTIONS - VETS, BLIND & SURVIVING SPOU	250,540.00	251,222.00	262,378.00	436,131.00	470,628.00
STATE OWNED LAND	221,395.00	256,581.00	262,737.00	262,737.00	262,737.00
PUBLIC LIBRARIES - OFFSET	83,767.00	90,887.00	103,577.00	103,681.00	108,737.00
TOTAL STATE ESTIMATED REVENUES	27,585,698.00	28,065,936.00	28,709,728.00	29,844,690.00	30,383,659.00
LOCAL ESTIMATED REVENUES:					
MOTOR VEHICLE EXCISE	7,150,000.00	7,150,000.00	7,150,000.00	7,150,000.00	7,150,000.00
OTHER EXCISES (HOTEL/MOTEL)	1,300,000.00	1,300,000.00	1,550,000.00	1,550,000.00	1,550,000.00
PENALTIES & INTEREST	400,000.00	400,000.00	300,000.00	300,000.00	300,000.00
P.I.L.O.T.	100,000.00	100,000.00	100,000.00	100,000.00	100,000.00
CHARGES FOR SERVICES - WATER					
CHARGES FOR SERVICES - SEWER					
FEES (Includes Ambulance Receipts)	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00	2,500,000.00
DEPARTMENTAL REVENUE-LIBRARY	0.00	0.00	0.00	0.00	0.00
DEPARTMENTAL REVENUE-CEMETERY	110,000.00	110,000.00	110,000.00	110,000.00	110,000.00
OTHER DEPARTMENTAL REVENUE	300,000.00	300,000.00	295,000.00	295,000.00	295,000.00
LICENSES & PERMITS	1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00
FINES & FORFEITS	70,000.00	70,000.00	70,000.00	70,000.00	70,000.00
INTEREST EARNINGS	245,000.00	245,000.00	500,000.00	500,000.00	500,000.00
MISC. STATE AND OTHER REVENUE	65,000.00	65,000.00	65,000.00	65,000.00	65,000.00
NON RECURRING REVENUE	0.00	0.00	0.00		0.00
TOTAL LOCAL ESTIMATED REVENUES	13,440,000.00	13,440,000.00	13,840,000.00	13,840,000.00	13,840,000.00



	FINAL BUDGET FY23	FINAL BUDGET FY24	Final BUDGET FY25	Final BUDGET FY26	Final BUDGET FY27
ENTERPRISE REVENUE					
CHARGES FOR SERVICES - WATER	5,750,000.00	5,850,000.00	6,000,000.00	7,000,000.00	7,100,500.00
CHARGES FOR SERVICES - WATER BACKFLOW AND CROSS CONNECTION FEES					
CHARGES FOR SERVICES - NEW REVENUE					
CHARGES FOR SERVICES - SEWER	6,750,000.00	6,850,000.00	6,850,000.00	6,850,000.00	7,850,000.00
TOTAL ENTERPRISE REVENUES	12,500,000.00	12,700,000.00	12,850,000.00	13,850,000.00	14,950,500.00
OTHER AVAILABLE FUNDS:					
CPA REVENUE	1,100,000.00	1,100,000.00	1,100,000.00	1,150,000.00	1,150,000.00
CPA Appropriation	1,148,055.00	1,867,613.00	1,264,262.00	89,100.00	
Amount Certified for Tax Title Purposes					
WASTE WATER PLANT EXPANSION FUND					
WASTE WATER INFLOW / INFIL. FUND			500,000.00		
WATER CONSERVATION FUND					
SEWER RATE RELIEF					
BACKFLOW AND CROSS-CONN. FEES					
BOND PREMIUMS					
WATER CONSERVATION FUND May					
PREVIOUS WARRANT ARTICLES					
SALE OF LOTS & GRAVES TRUST	205,000.00		137,000.00		
CEMETERY PERPETUAL CARE INTEREST					
TELECOMMUNICATIONS REVOLVING					
WETLAND PROTECTION FUND					
DEBT STABILIZATION APPROPRIATION	2,012,616.97	2,444,669.00	1,350,000.00	1,350,000.00	2,500,000.00
DEBT STABILIZATION APPROPRIATION					
FREE CASH	5,627,000.00	5,857,000.00	4,940,054.00	4,347,000.00	
WATER ENTERPRISE RETAINED EARNINGS	2,285,000.00	1,125,000.00	2,065,000.00	100,000.00	
WASTEWATER ENTERPRISE RETAINED EARNINGS	2,095,000.00	1,000,000.00	745,000.00	1,295,000.00	
FREE CASH TO REDUCE THE TAX LEVY					
LOTTERY SURPLUS					
OVERLAY SURPLUS	1,000,000.00	250,000.00	725,000.00	275,000.00	
STABILIZATION FUND SCHOOL					
STABILIZATION FUND TOWN					
ROAD BETTERMENT					100,000.00
RINK REVOLVING FUND	118,860.00	92,695.00	91,927.00		45,000.00
Reauthorization of Old Articles DPW Trucks					
Reauthorization of Old Article 25 AFTM 2019					
LAND FUND					
PEG Access Fund		220,789.00	220,322.00	218,916.88	
MISC. OTHER FUNDS				822,860.31	
BUDGET TRANSFERS				60,000.00	
SIDEWALK FUND					
OPIOID Stabilization Fund			400,000.00		
CHAPTER 90 - HIGHWAY					
TOTAL OTHER AVAILABLE FUNDS	15,591,531.97	13,957,766.00	13,538,565.00	9,707,877.19	3,795,000.00
TOTAL SOURCES OF FUNDING	214,120,584.97	218,777,741.91	230,796,280.69	236,076,177.11	244,498,337.00



		BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TOWN MGR	FIN COM	Budget	%
FY2027 Page 2		FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY 2026	FY 2027	FY 2027	FY 2027	Change	Change
192 - Town Hall/Buildings													
5110	Personnel	277,965	285,695	297,827	291,600	380,581	380,581	463,763	540,327	540,327	540,327	76,564	16.51%
5130	Overtime	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	-	0.00%
5190	Contractual Obligations	9,529	7,184	9,529	9,529	10,329	10,329	10,929	10,929	10,929	10,929	-	0.00%
5200	Contract Services/Leases	42,500	38,196	49,500	21,285	52,500	48,292	52,500	52,500	52,500	52,500	-	0.00%
5400	Postage	145,000	147,054	145,000	-	145,000	145,000	97,008	129,858	129,858	129,858	32,850	33.86%
5400	Custodial Supplies	12,000	11,973	12,000	11,987	15,000	15,000	15,000	25,000	25,000	25,000	10,000	66.67%
5400	Supplies & Expenses	35,000	33,564	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	-	0.00%
7059	Cleaning Services	-	-	-	-	-	-	-	-	-	-	-	0.00%
5256	Utilities	100,000	42,551	100,000	80,595	100,000	97,488	100,000	100,000	100,000	100,000	-	0.00%
7058	Building Maintenance	184,500	190,534	184,500	184,500	192,000	191,220	194,500	254,500	254,500	254,500	60,000	30.85%
7055	Telephone	90,000	73,431	90,000	81,268	90,000	82,789	90,000	90,000	90,000	90,000	-	0.00%
7065	Abandoned Buildings	-	-	-	-	-	-	-	-	-	-	-	0.00%
706x	Town Buildings	50,000	20,993	50,000	36,995	50,000	50,000	50,000	50,000	50,000	50,000	-	0.00%
5800	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-
	TOTAL	971,494	876,175	993,356	772,759	1,090,410	1,075,699	1,128,699	1,308,114	1,308,114	1,308,114	179,415	15.90%
691 - Historical Commission													
5400	Supplies & Expenses	50	50	50	-	50	-	50	50	50	50	-	0.00%
5200	Contract Services/Leases	250	250	250	240	250	55	250	250	250	250	-	0.00%
	TOTAL	300	300	300	240	300	55	300	300	300	300	-	0.00%
910 - Town Systemwide													
7080	Town Retirements	250,000	250,000	200,000	492,982	400,000	400,000	200,000	225,000	225,000	225,000	25,000	12.50%
xxxx	Town Settlements	-	-	-	-	-	-	-	-	-	-	-	0.00%
7088	Town Electric	1,976,640	1,915,928	1,976,640	1,345,069	2,176,640	2,152,676	1,976,640	2,250,000	2,250,000	2,250,000	273,360	13.83%
7095	Streetlights	165,000	165,000	65,000	-	-	-	-	-	-	-	-	0.00%
7096	Legal	245,000	238,690	245,000	262,124	257,000	514,709	350,000	300,000	300,000	300,000	(50,000)	-14.29%
7098	Town Fuel	465,000	413,446	465,000	350,590	465,000	350,590	465,000	465,000	465,000	465,000	-	0.00%
	TOTAL	3,101,640	2,983,064	2,951,640	2,450,765	3,298,640	3,417,975	2,991,640	3,240,000	3,240,000	3,240,000	248,360	8.30%
TOTAL GENERAL GOVERNMENT		8,682,318	8,208,205	8,559,475	7,486,180	9,308,158	9,345,290	8,906,818	9,629,160	9,629,161	9,629,160	722,342	7.76%
210 - Police Department													
5110	Personnel	6,043,241	5,822,858	5,833,673	5,500,117	6,280,225	6,714,279	6,664,321	6,667,175	6,667,175	6,667,175	2,854	0.04%
5120	Permanent Part Time	5,000	5,000	5,000	5,000	5,000	4,159	5,000	5,000	5,000	5,000	-	0.00%
5130	Overtime	780,000	780,000	789,250	789,250	789,250	789,250	789,250	811,100	811,100	811,100	21,850	2.77%
5190	Contractual Obligations	1,629,372	1,629,372	1,498,123	1,498,123	1,488,992	1,488,992	1,735,419	1,858,661	1,858,661	1,858,661	123,242	7.10%
5400	Supplies & Expenses	338,777	319,762	338,277	325,761	338,227	338,227	359,100	359,100	359,100	359,100	-	0.00%
5256	Utilities	-	-	-	-	-	-	-	-	-	-	-	0.00%
5200	Contract Services/Leases	214,950	150,949	258,650	139,090	258,650	258,650	276,350	276,350	276,350	276,350	-	0.00%
5800	Capital Outlay	241,952	240,270	273,952	268,826	289,043	288,958	311,374	226,278	226,278	226,278	(85,096)	-27.33%
	TOTAL	9,253,292	8,948,211	8,996,925	8,526,167	9,449,387	9,882,514	10,140,814	10,203,664	10,203,664	10,203,664	62,850	0.62%
220 - Fire Department													
5110	Personnel	6,667,681	6,667,681	7,061,389	7,050,072	7,257,374	7,257,374	7,552,591	7,587,040	7,587,040	7,587,040	34,449	0.46%
5120	Permanent Part Time	67,276	66,912	67,276	13,621	34,976	34,976	35,676	35,676	35,676	35,676	(0)	0.00%
5130	Overtime	811,250	811,250	811,250	811,250	915,000	915,000	969,900	969,900	969,900	969,900	-	0.00%
5190	Contractual Obligations	1,192,397	1,192,397	1,226,586	1,226,586	1,341,369	1,341,369	1,413,470	1,364,391	1,364,391	1,364,391	(49,079)	-3.47%
5400	Supplies & Expenses	325,760	305,549	339,240	262,643	349,840	349,246	359,148	358,648	358,648	358,648	(500)	-0.14%
5200	Contract Services/Leases	199,610	178,065	195,840	170,792	196,240	173,715	190,125	192,585	192,585	192,585	2,460	1.29%
5256	Utilities	70,000	61,161	70,000	60,773	70,000	69,532	70,000	70,000	70,000	70,000	-	0.00%
5800	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	0.00%
	TOTAL	9,333,974	9,283,015	9,771,581	9,595,737	10,164,799	10,141,212	10,590,910	10,578,240	10,578,240	10,578,240	(12,670)	-0.12%
231 - Ambulance													
5110	Personnel	1,190,829	1,379,829	1,358,255	1,338,403	1,318,101	1,318,101	1,294,962	1,298,490	1,298,490	1,298,490	3,528	0.27%
5120	Permanent Part Time	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.00%
5130	Overtime	237,000	237,000	244,100	237,132	244,100	244,100	244,100	244,100	244,100	244,100	-	0.00%
5190	Contractual Obligations	186,564	186,564	185,741	185,741	205,449	205,449	193,345	213,594	213,594	213,594	20,249	10.47%
5400	Supplies & Expenses	124,610	124,610	152,610	150,455	152,610	152,610	172,610	172,610	172,610	172,610	-	0.00%
5200	Contract Services/Leases	119,950	119,950	119,950	113,770	136,890	136,890	136,890	136,890	136,890	136,890	-	0.00%
5800	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	0.00%
	TOTAL	1,873,952	2,062,953	2,075,655	2,040,501	2,072,150	2,072,150	2,056,907	2,080,684	2,080,684	2,080,684	23,777	1.16%
241 - Building Department													
5110	Personnel	694,548	694,548	718,013	710,651	694,874	694,874	699,289	720,449	720,449	720,449	21,160	3.03%
5120	Permanent Part Time	-	-	-	-	-	-	-	-	-	-	-	0.00%
5130	Overtime	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.00%
5190	Contractual Obligations	45,440	45,440	41,540	41,540	40,540	40,540	37,240	38,890	38,890	38,890	1,650	4.43%
5400	Supplies & Expenses	11,500	10,597	10,500	5,156	10,500	10,500	10,950	8,950	8,950	8,950	(2,000)	-18.26%
5200	Contract Services/Leases	4,375	4,375	4,375	27,544	4,375	4,375	5,800	7,400	7,400	7,400	1,600	27.59%
5800	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	0.00%
	TOTAL	770,863	769,960	789,428	799,891	765,289	765,289	768,279	790,689	790,689	790,689	22,410	2.92%
244 - Sealer Weights and Measures													
5120	Permanent Part Time	-	-	-	-	-	-	-	-	-	-	-	0.00%
5400	Supplies & Expenses	-	-	-	-	-	-	-	-	-	-	-	0.00%
5200	Contract Services/Leases	13,500	13,500	16,000	16,000	16,000	15,239	14,000	14,000	14,000	14,000	-	0.00%
	TOTAL	13,500	13,500	16,000	16,000	16,000	15,239	14,000	14,000	14,000	14,000	-	0.00%
291 - Emergency Management													
5110	Personnel	52,000	52,000	53,560	53,560	55,167	55,167	57,097	57,097	57,097	57,097	-	0.00%
5400	Supplies & Expenses	8,000	8,000	8,000	6,935	8,000	7,963	8,000	8,000	8,000	8,000	-	0.00%
5190	Contractual Obligations	5,400	5,400	5,400	349	5,400	3,678	3,470	3,470	3,470	3,470	-	0.00%
5800	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	0.00%
	TOTAL	65,400	65,400	66,960	60,844	68,567	66,808	68,567	68,567	68,567	68,567	-	0.00%
292 - Animal Control													
5110	Personnel	67,852	67,713	75,664	70,435	72,683	72,683	75,233	75,613	75,613	75,613	380	0.50%
5120	Permanent Part Time	32,380	30,779	32,380	32,172	34,686	34,349	47,759	47,759	47,759	47,759	-	0.00%
5130	Overtime	14,000	7,435	14,000	13,232	14,000	14,000	14,000	14,000	14,000	14,000	-	0.00%
5190	Contractual Obligations	5,025	4,125	5,475	4,575	4,575	4,575	2,100	2,400	2,400	2,400	300	14.29%
5400	Supplies & Expenses	6,500	5,177	6,500	6,500	6,500	4,741	6,500	6,500	6,500			



Town of Billerica Budget Detail		BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TOWN MGR	FIN COM	Budget	%
FY2027 Page 3		FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY 2026	FY 2027	FY 2027	FY 2027	Change	Change
410 - Engineering													
5110	Personnel	850,266	835,131	899,820	896,313	1,058,642	1,058,043	1,105,965	1,124,600	1,124,600	1,124,600	18,635	1.68%
5130	Overtime	-	-	-	-	-	-	-	-	-	-	-	0.00%
5190	Contractual Obligations	19,060	19,060	19,510	14,910	20,410	20,410	26,493	28,143	28,143	28,143	1,650	6.23%
5400	Supplies & Expenses	8,000	7,701	8,000	7,949	8,000	7,102	8,000	8,000	8,000	8,000	-	0.00%
5200	Contract Services/Leases	227,066	210,459	226,661	197,144	227,111	223,960	227,111	240,000	240,000	240,000	12,889	5.68%
5800	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	0.00%
TOTAL		1,104,392	1,072,351	1,153,991	1,116,316	1,314,163	1,309,514	1,367,569	1,400,743	1,400,743	1,400,743	33,174	2.43%
421 - Public Works Administration													
5110	Personnel	732,239	726,153	771,094	696,725	603,059	593,049	639,864	665,664	665,664	665,664	25,800	4.03%
5120	Permanent Part Time	262,080	102,184	262,080	173,365	262,080	188,442	160,000	160,000	160,000	160,000	-	0.00%
5130	Overtime	-	-	-	-	-	-	-	-	-	-	-	0.00%
5190	Contractual Obligations	33,827	33,827	33,827	33,827	22,734	21,393	22,734	25,984	25,984	25,984	3,250	14.30%
5400	Supplies & Expenses	3,000	2,883	3,000	2,365	3,000	2,965	3,000	3,000	3,000	3,000	-	0.00%
5200	Contract Services/Leases	21,825	21,825	51,825	46,121	51,375	50,443	51,375	51,375	51,375	51,375	-	0.00%
5800	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	0.00%
TOTAL		1,052,971	886,872	1,121,826	952,403	942,248	856,293	876,973	906,023	906,023	906,023	29,050	3.31%
422 - Highway Department													
5110	Personnel	1,105,823	939,208	1,149,273	1,060,306	1,248,683	1,129,701	1,240,077	1,229,833	1,229,833	1,229,833	(10,244)	-0.83%
5130	Overtime Regular	76,681	61,132	66,681	64,427	66,681	66,378	66,681	66,681	66,681	66,681	-	0.00%
5150	Temporary/Seasonal	-	-	-	-	-	-	-	-	-	-	-	0.00%
5190	Contractual Obligations	30,350	30,350	30,350	30,350	30,350	30,347	27,050	26,800	26,800	26,800	(250)	-0.92%
5400	Supplies & Expenses	463,100	423,856	473,100	469,986	473,100	473,100	508,100	520,000	520,000	520,000	11,900	2.34%
5200	Contract Services/Leases	322,293	320,750	322,293	312,999	337,293	336,151	340,450	345,000	345,000	345,000	4,550	1.34%
5256	Utilities	13,100	21,708	13,100	13,100	13,100	13,100	13,100	13,100	13,100	13,100	-	0.00%
5800	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	0.00%
TOTAL		2,011,347	1,797,004	2,054,797	1,951,168	2,169,207	2,048,777	2,195,458	2,201,414	2,201,414	2,201,414	5,956	0.27%
423 - Snow and Ice													
5131	Snow Overtime	70,000	150,321	70,000	148,023	70,000	-	70,000	70,000	70,000	70,000	-	0.00%
5278	Snow and Sand Expenses	350,000	954,885	350,000	786,966	350,000	-	350,000	350,000	350,000	350,000	-	0.00%
TOTAL		420,000	1,105,206	420,000	934,989	420,000	-	420,000	420,000	420,000	420,000	-	0.00%
433 - Solid Waste													
5285	Solid Waste	3,679,720	3,368,426	4,299,490	4,186,013	5,013,100	4,586,335	5,372,136	5,721,388	5,721,388	5,721,388	349,252	6.50%
TOTAL		3,679,720	3,368,426	4,299,490	4,186,013	5,013,100	4,586,335	5,372,136	5,721,388	5,721,388	5,721,388	349,252	6.50%
650 - Parks/Trees													
5110	Personnel	528,804	547,591	569,861	566,673	598,703	543,164	587,792	590,643	590,643	590,643	2,851	0.48%
5120	Permanent Part Time	-	-	-	-	-	-	-	-	-	-	-	0.00%
5130	Overtime	99,850	99,850	99,850	99,850	99,850	73,165	99,850	99,850	99,850	99,850	-	0.00%
5190	Contractual Obligations	17,124	17,124	17,124	17,124	17,124	17,124	13,024	15,092	15,092	15,092	2,068	15.88%
5400	Supplies & Expenses	85,925	70,451	85,925	74,757	85,925	75,084	85,925	90,925	90,925	90,925	5,000	5.82%
7093	Mosquito Control	15,000	13,872	15,000	14,932	15,000	4,478	25,000	25,000	25,000	25,000	-	0.00%
5200	Contract Services/Leases	135,830	113,939	135,830	135,802	135,830	132,344	134,950	134,950	134,950	134,950	-	0.00%
5256	Utilities	2,500	4,088	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	-	0.00%
5800	Capital Outlay	97,000	93,812	82,000	82,000	80,000	75,479	80,000	76,500	76,500	76,500	(3,500)	-4.38%
TOTAL		982,033	960,727	1,008,090	993,638	1,034,932	923,337	1,029,041	1,035,460	1,035,460	1,035,460	6,419	0.62%
491 - Cemetery													
5110	Personnel	275,357	287,526	296,970	295,969	315,785	315,785	318,079	328,281	328,281	328,281	10,202	3.21%
5120	Permanent Part Time	-	-	-	-	-	-	-	-	-	-	-	0.00%
5130	Overtime	58,200	39,694	58,200	58,200	58,200	56,763	58,200	58,200	58,200	58,200	-	0.00%
5190	Contractual Obligations	49,752	25,786	7,128	6,150	7,128	6,260	7,128	7,128	7,128	7,128	-	0.00%
5400	Supplies & Expenses	43,000	42,582	43,000	18,760	43,000	41,937	43,000	43,000	43,000	43,000	-	0.00%
7093	Mosquito Control	-	-	-	-	-	-	-	-	-	-	-	0.00%
5200	Contract Services/Leases	20,450	18,887	20,450	15,609	20,450	18,197	19,450	19,450	19,450	19,450	-	0.00%
5256	Utilities	2,250	5,906	2,250	2,250	2,250	2,250	2,250	3,300	3,300	3,300	1,050	46.67%
5800	Capital Outlay	-	-	-	-	20,000	18,803	-	-	-	-	-	0.00%
5800	Perpetual Care	-	-	-	-	-	-	-	-	-	-	-	0.00%
TOTAL		449,009	420,381	427,998	396,938	466,813	459,995	448,107	459,359	459,359	459,359	11,252	2.51%
TOTAL PUBLIC WORKS		9,699,473	9,610,967	10,486,193	10,531,465	11,360,463	10,184,251	11,760,758	12,144,387	12,144,387	12,144,387	383,628	3.26%
300 - Billerica Public Schools													
5166	Professional Salaries	59,692,192	59,692,192	62,282,851	62,282,851	67,265,479	67,265,479	70,803,208	72,510,602	72,510,602	72,510,602	1,707,393	2.41%
5170	Clerical Salaries	1,102,288	1,102,288	1,143,624	1,143,624	1,235,114	1,235,114	1,488,988	-	-	-	(1,488,988)	0.00%
5180	Other Salaries	-	-	-	-	-	-	-	-	-	-	-	0.00%
5466	Supplies & Expenses	1,894,279	1,894,279	2,774,279	2,774,279	2,940,736	2,940,736	3,028,958	2,478,791	2,478,791	2,478,791	(550,167)	-18.16%
5266	Contract Services/Leases	8,965,443	8,965,443	8,965,443	8,965,443	9,503,370	9,503,370	9,788,471	12,802,652	12,802,652	12,802,652	3,014,181	30.79%
5267	Utilities	1,487,547	1,487,547	1,487,547	1,487,547	1,576,800	1,576,800	1,624,104	2,010,333	2,010,333	2,010,333	386,229	23.78%
5866	Capital Outlay	305,251	305,251	305,251	305,251	323,566	323,566	333,273	177,352	177,352	177,352	(155,921)	-46.78%
TOTAL		73,447,001	73,447,001	76,958,996	76,958,995	82,845,065	82,845,065	87,067,002	89,979,730	89,979,730	89,979,730	2,912,728	3.35%
310 - Shawsheen Technical School													
5300	Operating Costs	10,011,652	10,000,885	10,618,654	10,618,653	11,139,241	10,493,494	11,792,752	13,057,585	13,057,585	13,057,585	1,264,833	10.73%
5800	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	0.00%
TOTAL		10,011,652	10,000,885	10,618,654	10,618,653	11,139,241	10,493,494	11,792,752	13,057,585	13,057,585	13,057,585	1,264,833	10.73%
TOTAL PUBLIC EDUCATION		83,458,653	83,447,886	87,577,650	87,577,648	93,984,306	93,338,559	98,859,754	103,037,315	103,037,315	103,037,315	4,177,561	4.23%



Town of Billerica Budget Detail	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TOWN MGR	FIN COM	Budget	%
FY2027 Page 4	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY 2027	FY 2027	FY 2027	Change	Chapge
610 - Public Library												
5110 Personnel	894,513	890,834	940,018	932,507	985,451	902,008	1,003,315	1,003,695	1,003,695	1,003,695	380	0.04%
5120 Permanent Part Time	368,706	356,567	381,173	356,578	388,716	384,503	399,896	396,201	396,201	396,201	(3,695)	-0.92%
5190 Contractual Obligations	22,021	22,021	22,879	22,879	22,879	22,879	20,196	35,430	35,430	35,430	15,234	75.43%
5400 Supplies & Expenses	231,159	231,076	223,944	223,943	226,295	226,295	238,329	242,505	242,505	242,505	4,176	1.75%
5200 Contract Services/Leases	84,634	83,696	84,634	83,689	84,634	84,159	84,634	84,634	84,634	84,634	-	0.00%
7059 Cleaning Service	27,846	25,200	28,705	23,100	33,600	33,385	31,488	33,000	33,000	33,000	1,512	4.80%
5256 Utilities	25,000	27,809	25,000	25,000	25,000	25,000	25,000	26,250	26,250	26,250	1,250	5.00%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	0.00%
TOTAL	1,653,879	1,637,203	1,706,354	1,667,696	1,766,575	1,678,229	1,802,857	1,821,715	1,821,715	1,821,715	18,858	1.05%
630 - Recreation Department												
5110 Personnel	312,429	287,891	316,840	322,317	373,456	365,629	390,497	392,469	392,469	392,469	1,972	0.50%
5120 Permanent Part Time	70,000	70,000	82,742	75,000	75,000	75,000	75,000	75,000	75,000	75,000	-	0.00%
5190 Contractual Obligations	7,350	5,350	7,350	6,350	9,350	9,350	10,300	10,300	10,300	10,300	950	10.16%
5400 Supplies & Expenses	11,580	11,151	11,580	11,580	11,580	5,001	11,050	11,550	11,550	11,550	500	4.52%
5200 Contract Services/Leases	76,586	75,586	74,586	66,413	83,718	75,334	83,215	85,215	85,215	85,215	2,000	2.40%
5256 Utilities	3,000	4,709	3,000	3,000	3,000	3,000	3,000	6,000	6,000	6,000	3,000	100.00%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	480,945	454,687	496,098	484,660	556,104	533,314	572,112	580,534	580,534	580,534	8,422	1.47%
91070 - Civic Events/Organizations												
7067 VFW-P, DAV, VFW-S	600	200	600	-	600	200	600	600	600	600	-	0.00%
7068 Memorial Day/Homcoming	11,000	3,024	11,000	11,000	11,000	4,703	11,000	11,000	11,000	11,000	-	0.00%
7097 Festival Account	10,000	7,876	10,000	9,522	10,000	3,821	10,000	10,000	10,000	10,000	-	0.00%
7098 250th Celebration	-	-	-	-	-	-	-	-	-	-	-	0.00%
7076 Middlesex Canal	1,500	-	1,500	-	-	-	-	-	-	-	-	0.00%
7077 Beautification	15,000	3,658	15,000	6,482	15,000	3,168	8,000	8,000	8,000	8,000	-	0.00%
7084 Scholarship Account	5,100	4,464	5,100	5,100	5,100	5,100	5,100	5,100	5,100	5,100	-	0.00%
TOTAL	43,200	19,222	43,200	32,104	41,700	16,992	34,700	34,700	34,700	34,700	-	0.00%
TOTAL LIBRARY & RECREATION	2,178,024	2,111,112	2,245,652	2,184,460	2,364,379	2,228,535	2,409,669	2,436,949	2,436,949	2,436,949	27,280	1.15%
543 - Veterans Services												
5110 Personnel	141,255	122,131	141,770	136,954	152,085	142,081	149,584	153,507	153,507	153,507	3,923	2.62%
5190 Contractual Obligations	5,434	4,434	5,434	4,434	5,434	5,434	2,000	2,000	2,000	2,000	-	0.00%
5400 Supplies & Expenses	5,210	3,590	11,610	4,104	14,956	14,955	15,318	16,818	16,818	16,818	1,500	9.79%
5200 Contract Services/Leases	1,785	60	1,785	1,785	-	-	-	-	-	-	-	0.00%
5280 Veterans Benefits	300,000	243,117	250,000	226,977	150,000	179,867	150,000	200,000	200,000	200,000	50,000	33.33%
TOTAL	453,684	373,332	410,599	374,254	322,475	342,337	316,902	372,325	372,325	372,325	55,423	17.49%
541 - Council on Aging												
5110 Personnel	271,152	271,152	279,052	277,675	299,722	291,910	279,264	286,799	286,799	286,799	7,535	2.70%
5120 Permanent Part Time	36,489	25,352	42,087	42,087	43,768	43,768	49,268	50,724	50,724	50,724	1,456	2.95%
5190 Contractual Obligations	10,850	8,250	9,750	9,750	9,750	9,750	5,700	5,700	5,700	5,700	-	0.00%
5400 Supplies & Expenses	42,270	36,588	42,270	42,109	42,270	42,270	38,510	40,100	40,100	40,100	1,590	4.13%
5200 Contract Services/Leases	44,465	41,559	44,465	36,940	44,465	44,366	43,965	44,166	44,166	44,166	201	0.46%
5256 Utilities	17,000	13,378	17,000	17,000	17,000	17,000	17,000	20,000	20,000	20,000	3,000	17.65%
5800 Capital Outlay	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	422,227	396,280	434,625	425,561	456,974	449,063	433,707	447,489	447,489	447,489	13,782	3.18%
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	875,911	769,612	845,224	799,815	779,449	791,400	750,609	819,814	819,814	819,814	40,365	5.18%
710 - Capital												
7155 Equipment	500,000	500,000	500,000	500,000	500,000	496,612	500,000	500,000	500,000	500,000	-	0.00%
7145 Contracts	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	1,365,197	2,000,000	2,000,000	2,000,000	2,000,000	-	0.00%
TOTAL	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	1,861,809	2,500,000	2,500,000	2,500,000	2,500,000	-	0.00%
710 - Debt and Interest												
7150 Debt Principal - Town	823,000	823,000	820,000	820,000	1,061,625	1,061,625	1,051,625	2,841,625	2,841,625	2,841,625	1,790,000	170.21%
7140 Debt Principal - School	443,000	443,000	394,000	394,000	391,000	391,000	176,000	172,000	172,000	172,000	(4,000)	-2.27%
7550 Debt Interest - Town	609,065	690,065	515,461	515,461	560,334	560,334	510,253	3,977,447	3,977,447	3,977,447	3,467,194	679.50%
7160 Debt Interest - School	90,038	90,037	58,583	58,583	47,151	47,151	37,858	30,358	30,358	30,358	(7,500)	-19.81%
7580 New Debt - Town Interest	-	-	-	-	-	-	-	-	-	-	-	0.00%
7130 Temporary Borrowing - Town	350,000	299,167	350,000	224,305	350,000	250,017	350,000	350,000	350,000	350,000	-	0.00%
7170 New Debt - Town Interest	-	-	-	-	-	-	-	-	-	-	-	0.00%
7150 Temporary Borrowing - Debt Excl	-	186,358	-	-	-	-	-	-	-	-	-	0.00%
7170 High School Exclusion - Principal	1,950,000	1,950,000	2,040,000	2,040,000	2,325,000	2,325,000	2,425,000	2,530,000	2,530,000	2,530,000	105,000	4.33%
7170 High School Exclusion - Interest	3,083,831	3,083,831	2,986,331	2,986,331	3,047,881	3,047,881	2,931,631	2,810,381	2,810,381	2,810,381	(121,250)	-4.14%
75XP Parker Debt Exclusion - Principal	320,000	320,000	320,000	320,000	320,000	320,000	320,000	375,000	375,000	375,000	55,000	17.19%
75XI Parker Debt Exclusion - Interest	123,963	123,962	107,963	107,963	101,563	101,563	94,363	81,563	81,563	81,563	(12,800)	-13.56%
75XO Debt Stabilization Appropriation	-	-	-	-	1,055,895	1,055,895	1,055,895	-	-	-	(1,055,895)	-100.00%
TOTAL	7,792,896	8,009,420	7,592,337	7,466,643	9,260,449	9,160,465	8,952,624	13,168,373	13,168,373	13,168,373	4,215,749	47.09%
91070 - Town/School Shared Costs												
7010 Bldg/Auto/Liab Insurance	1,441,000	1,300,623	1,527,460	1,647,834	1,777,460	1,765,377	1,884,108	1,978,313	1,978,313	1,978,313	94,205	5.00%
7012 Health Insurance	17,163,339	17,163,339	17,163,339	17,163,339	17,563,339	17,563,339	19,302,110	22,776,490	22,776,490	22,776,490	3,474,380	18.00%
7020 Workers' Compensation	866,000	737,323	866,000	753,583	866,000	715,258	866,000	866,000	866,000	866,000	-	0.00%
7030 Unemployment Comp.	100,000	77,800	100,000	48,258	100,000	67,181	100,000	100,000	100,000	100,000	-	0.00%
7042 Medicare	1,358,240	1,358,808	1,358,240	1,430,734	1,358,240	1,509,641	1,358,240	1,508,240	1,508,240	1,508,240	150,000	11.04%
7052 County Retirement Assessment	14,484,999	14,484,999	15,421,709	15,426,547	16,438,951	16,438,951	17,456,575					



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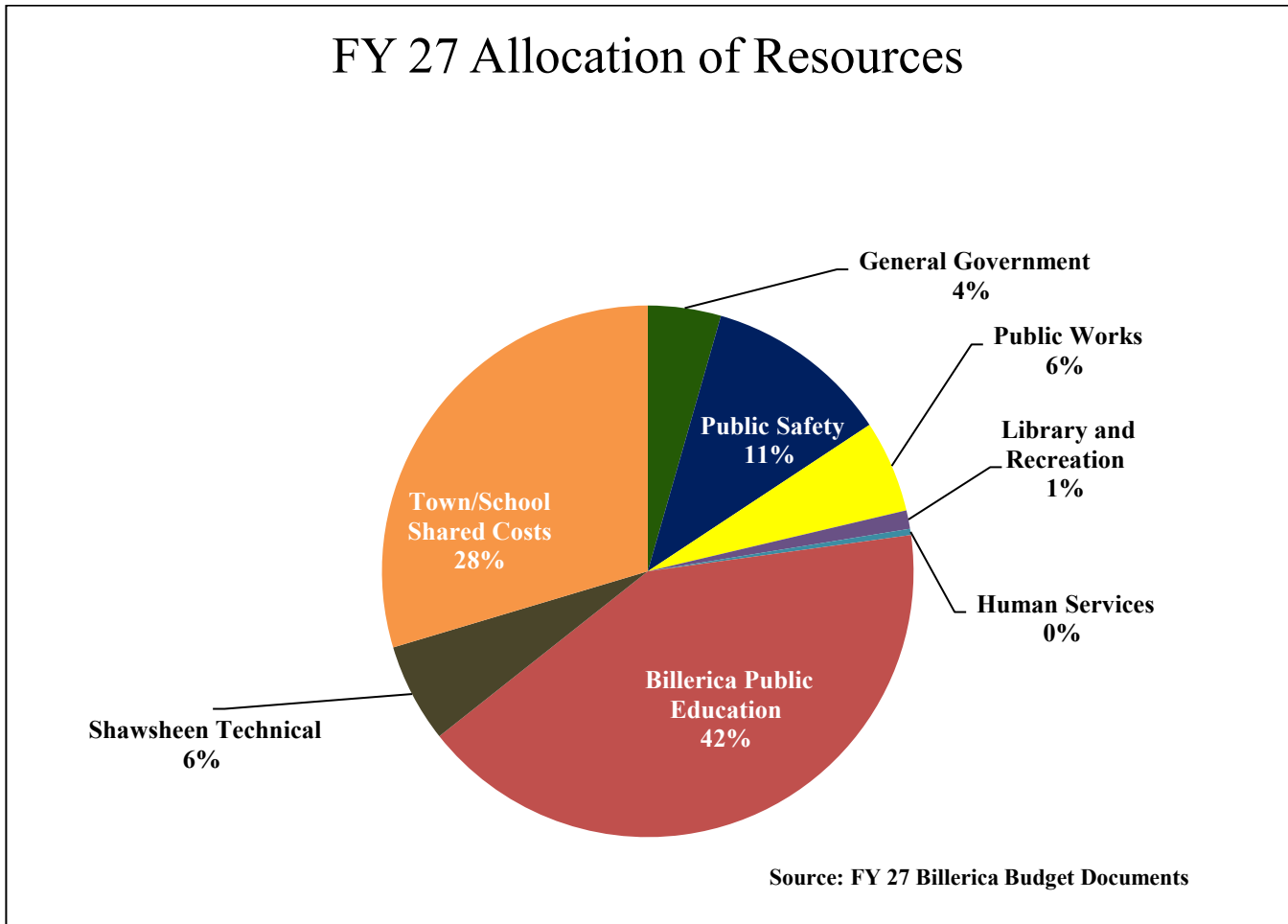
2.5. Financial Recap FY 27

TOWN OF BILLERICA FINANCIAL RECAP FISCAL YEAR 2027 SPRING Summary Table

Uses of Funding	
FY 27 Budget	\$ 216,660,805.00
Water Enterprise Budget	7,100,384.00
Wastewater Enterprise Budget	9,889,971.00
Debt & Interest	-
Snow and Ice Deficit Projection	750,000.00
Overlay Appropriation	2,700,000.00
State and County Assessments	6,028,470.00
CPA Appropriation	1,150,000.00
Other Funded Items	158,707.00
PEG Access Article	-
Final Judgements	60,000.00
Total FY 27 Uses of Funding	\$ 244,498,337.00
Sources of Funding	
Total Property Taxes	\$ 181,529,178.00
Local Aid	30,383,659.00
Local Receipts	13,840,000.00
Water Enterprise Receipts	7,100,500.00
Wastewater Enterprise Receipts	7,850,000.00
CPA Revenue	1,150,000.00
Miscellaneous Funds	2,600,000.00
Overlay Surplus	-
PEG Access	-
Rink Revolving Fund	45,000.00
Total FY 27 Sources of Funding	\$ 244,498,337.00
Difference	\$ -

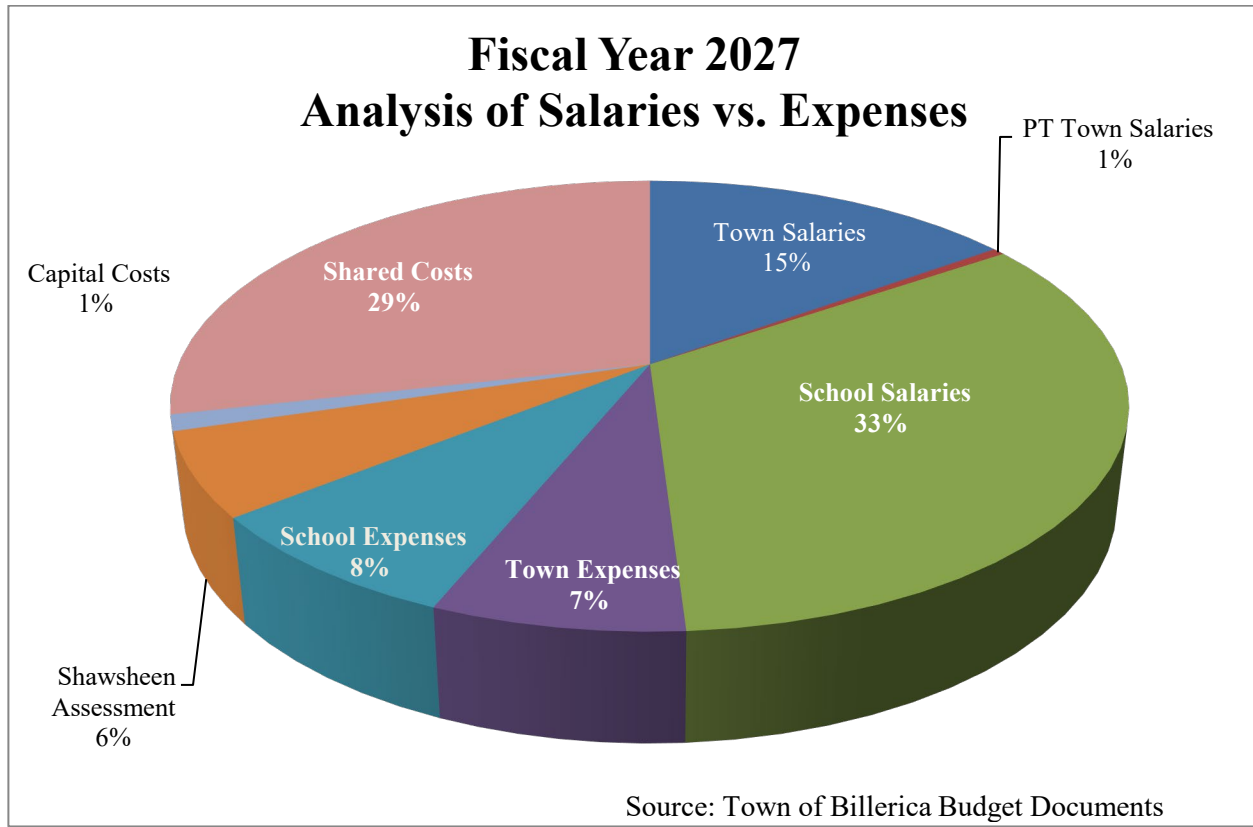


2.6. Allocation of Resources FY 27





2.7. Analysis of Salaries vs. Expenses

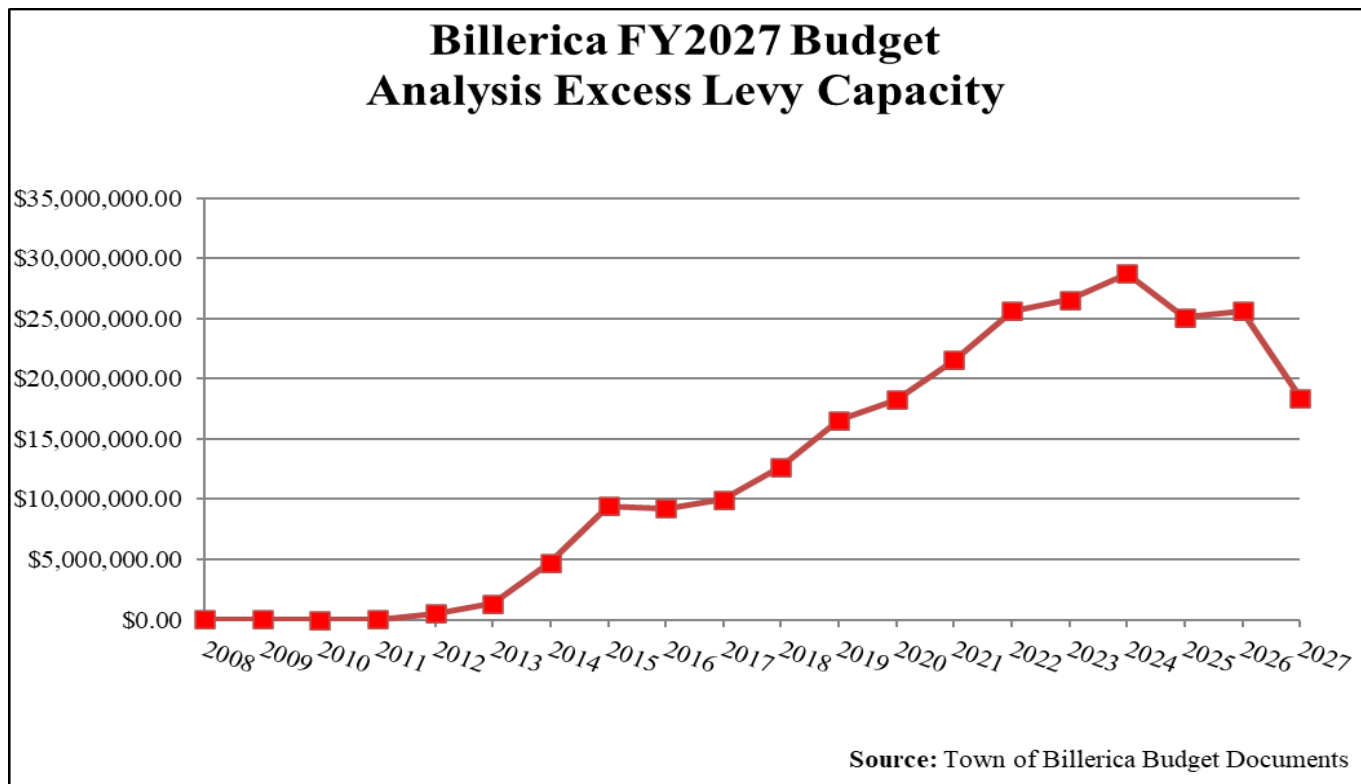
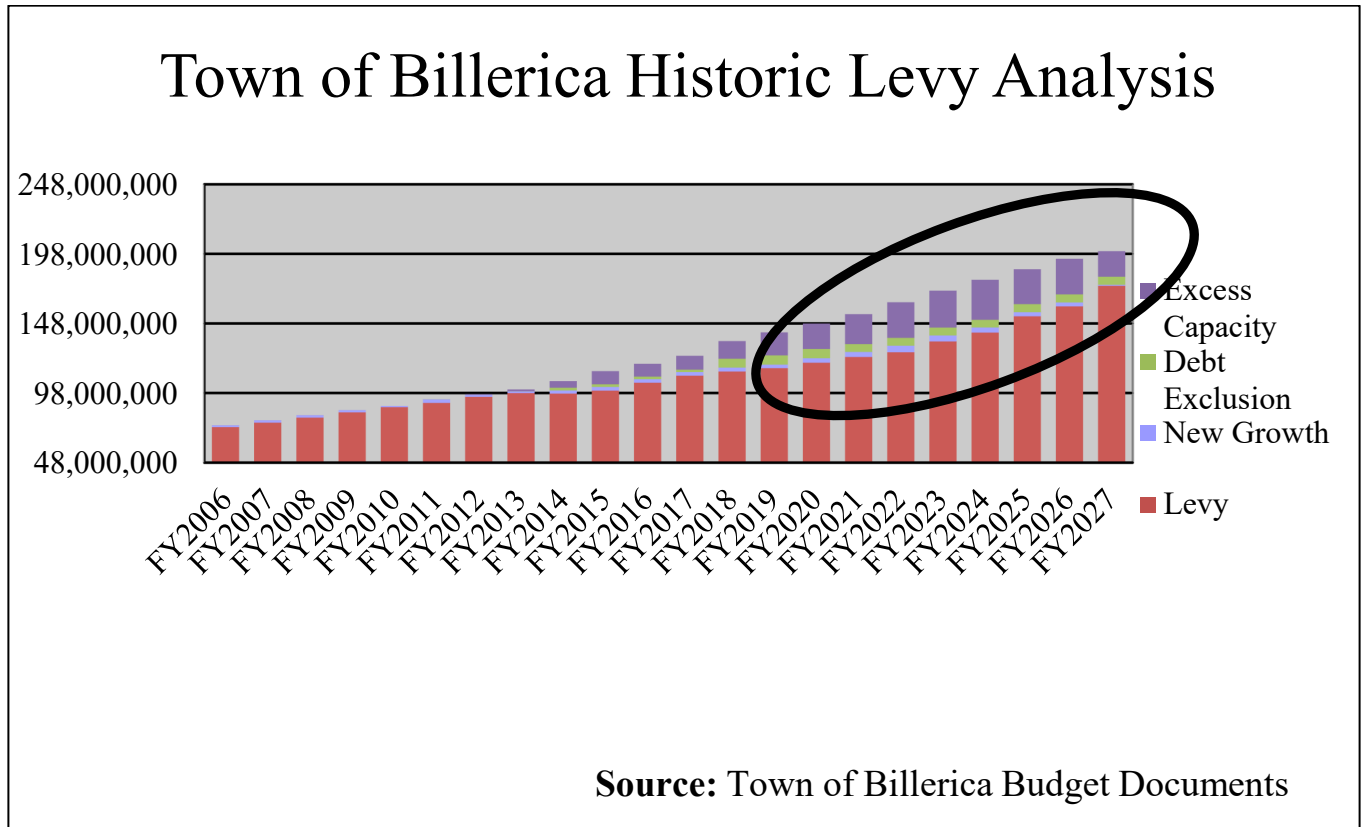


Town of Billerica Fiscal Year 27 Analysis of Salaries vs. Expenses

Town Salaries	\$ 32,573,068	15.03%
PT Town Salaries	\$ 1,078,020	0.50%
School Salaries	\$ 72,510,602	33.47%
Total Salaries	\$ 106,161,690	49.00%
<hr/>		
Town Expenses	\$ 15,618,876	7.21%
School Expenses	\$ 17,469,128	8.06%
Shawsheen Assessment	\$ 13,057,585	6.03%
Capital Costs	\$ 2,500,000	1.15%
Shared Costs	\$ 61,853,525	28.55%
Total Expenses	\$ 110,499,114	51.00%
<hr/>		
Total Budget	\$ 216,660,804	100.00%



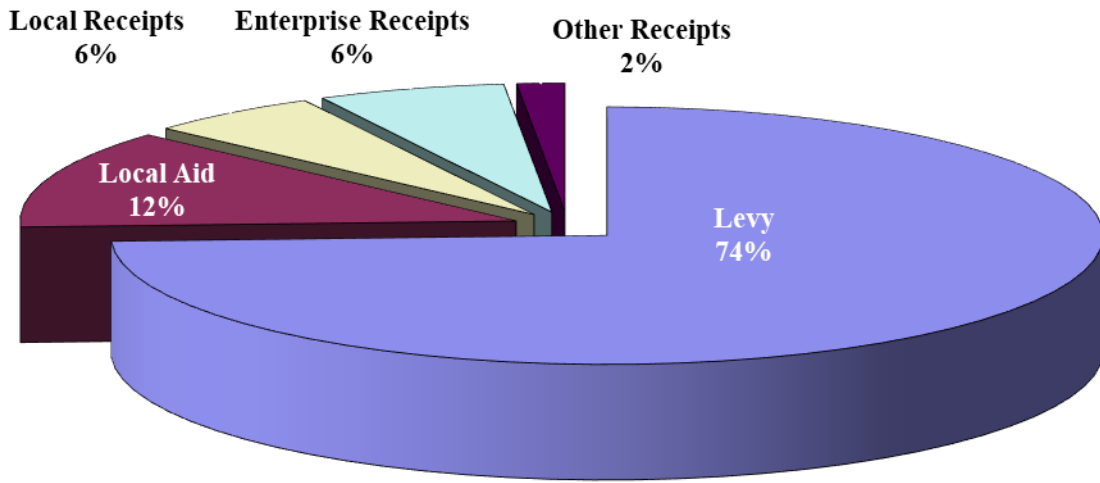
2.8. Levy Analysis



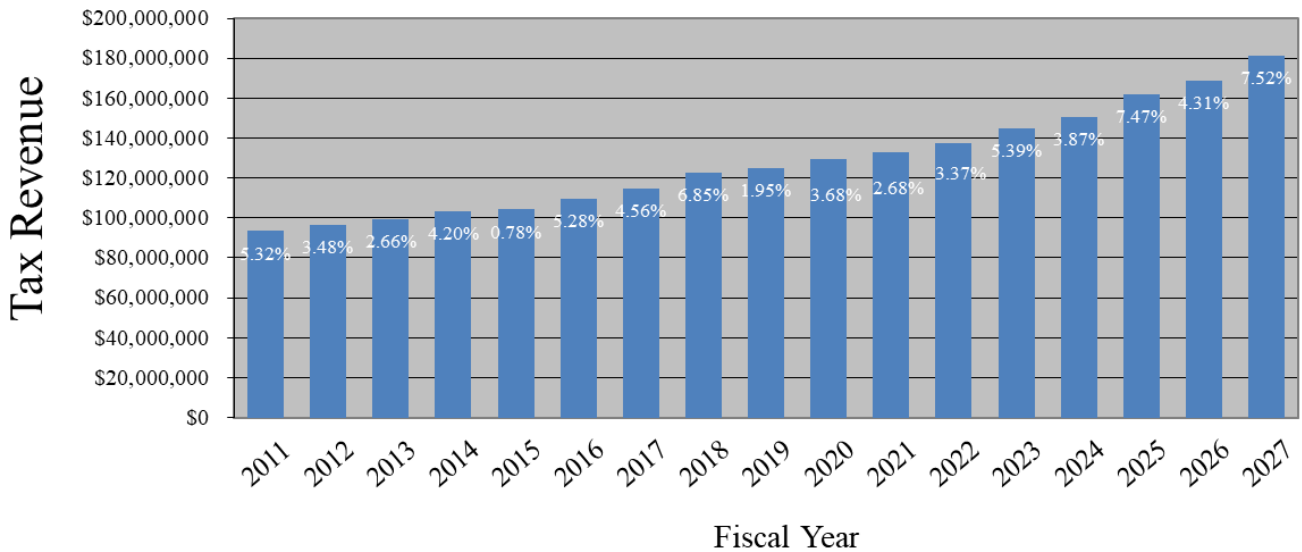


2.9. Revenue Sources and Trends

Billerica FY2027 Budget Analysis Revenue Breakdown



Source: Town of Billerica Budget Documents

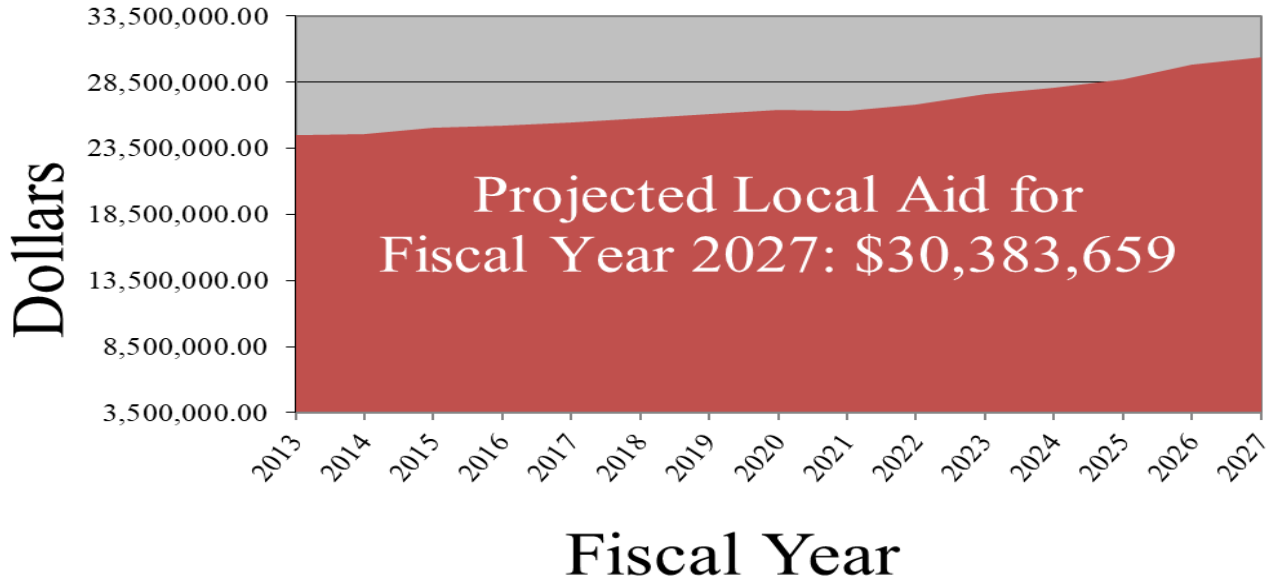


Total Projected FY2027 Levy: \$181,529,178

Source: Town of Billerica Budget Documents

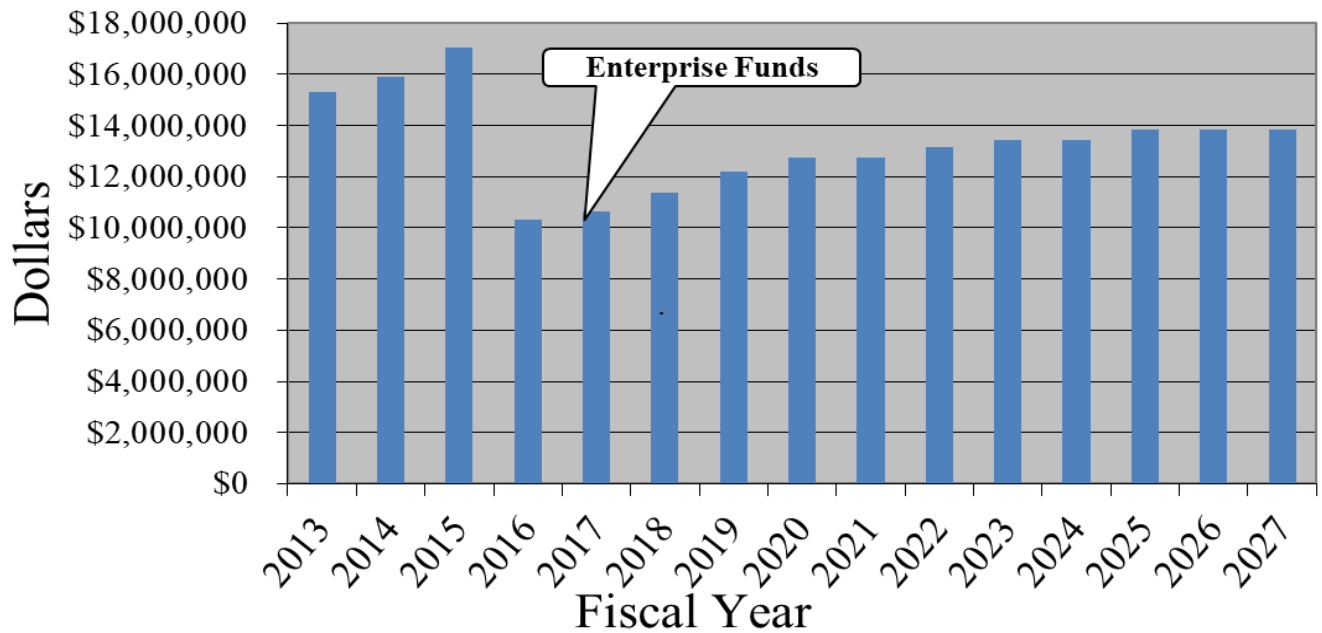


Local Aid



Source: Town of Billerica Budget Documents

Local Receipts

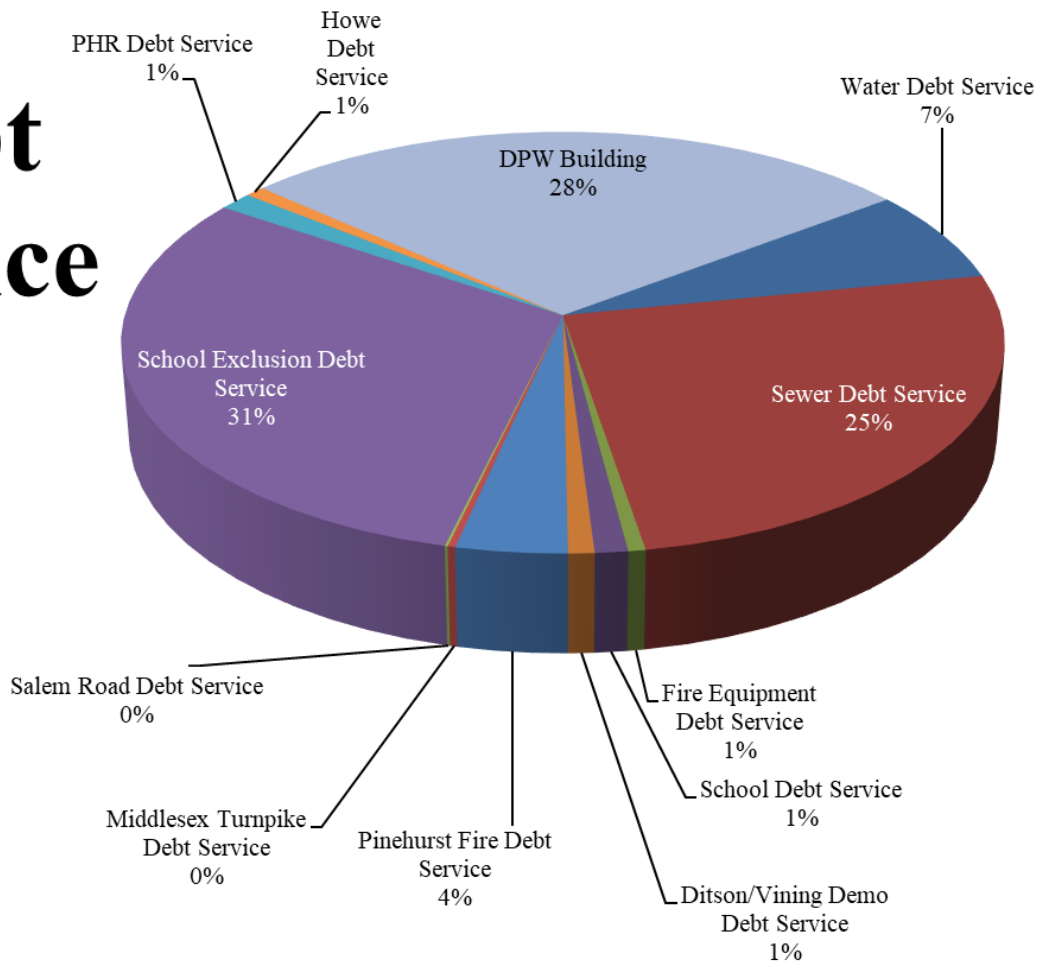


Source: Town of Billerica Budget Documents



2.10. Debt Service

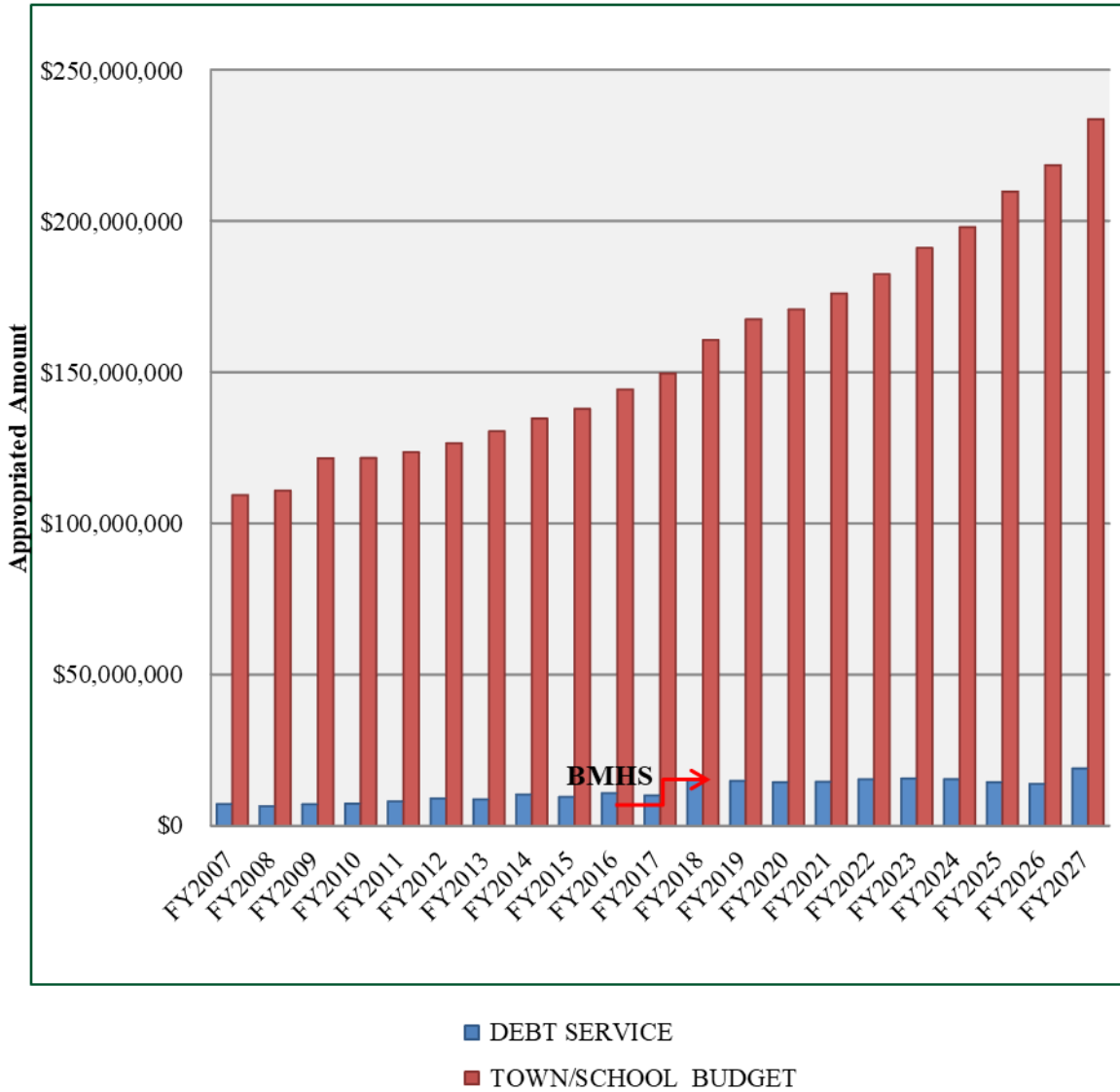
Debt Service



Source: Town of Billerica Budget Documents



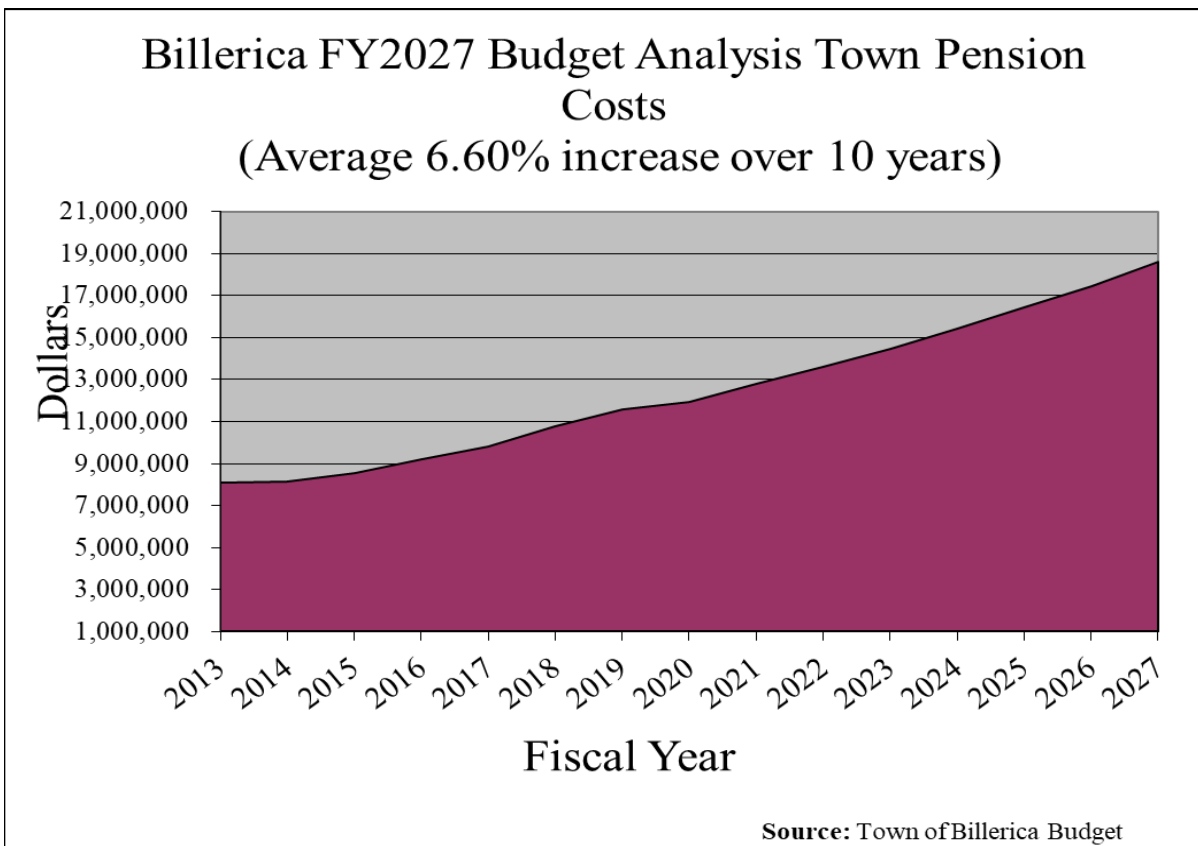
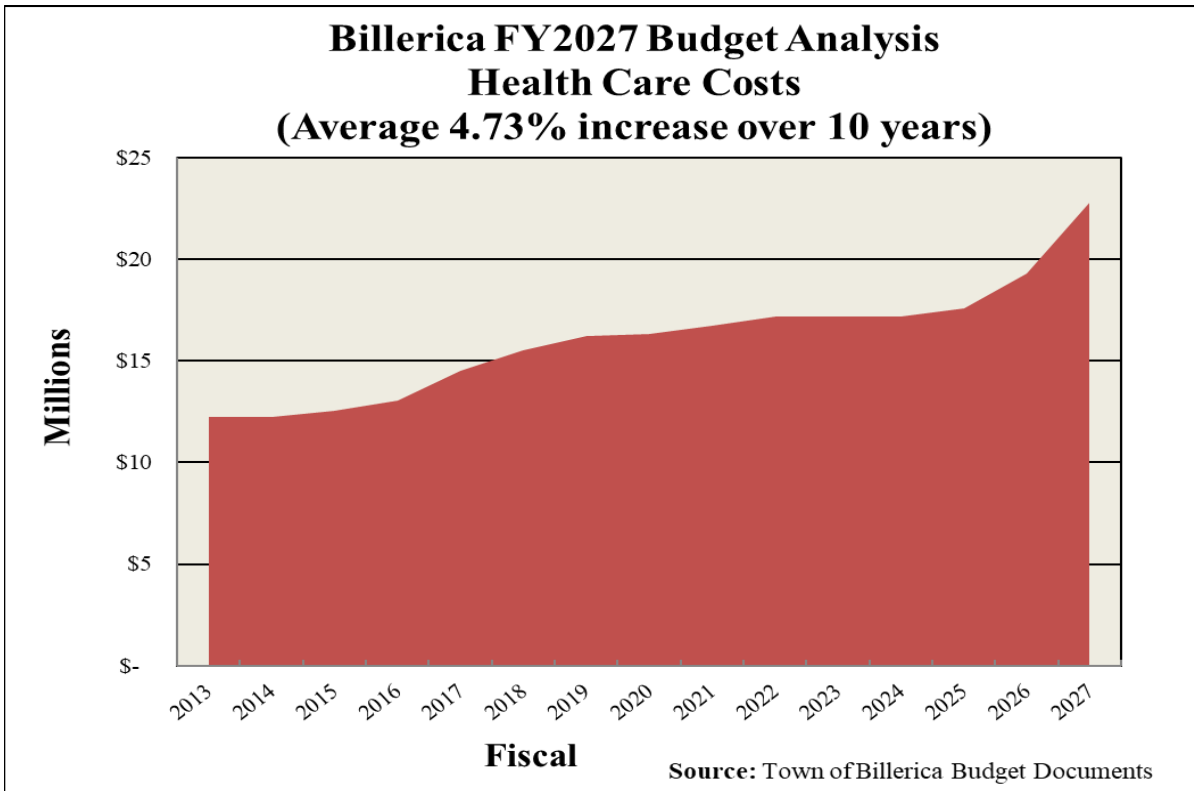
Debt to Budget Comparison



Source: Town of Billerica Budget Documents



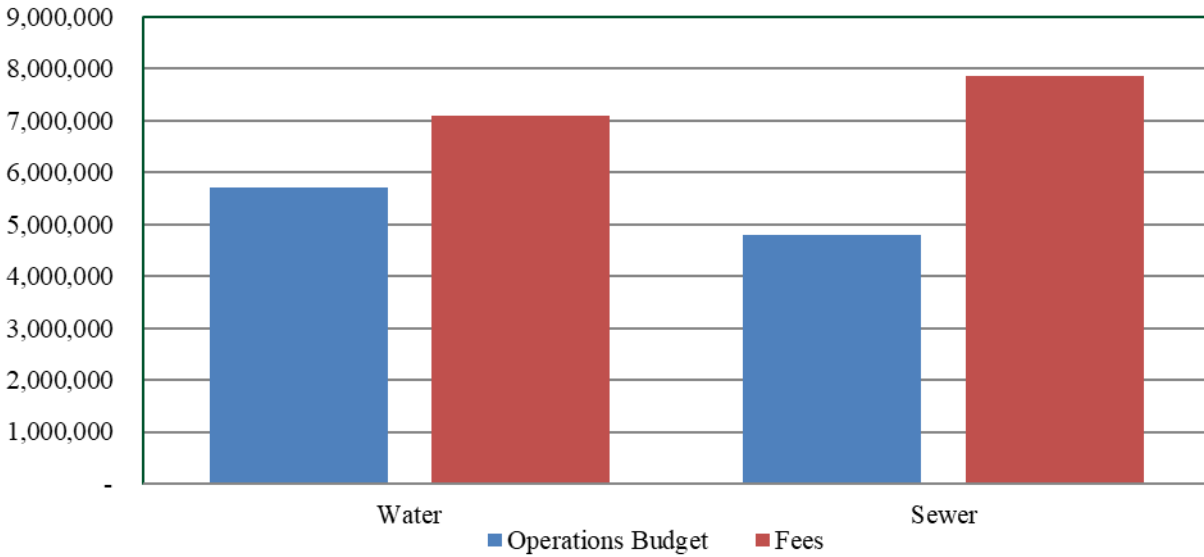
2.11. Pension/Health Care



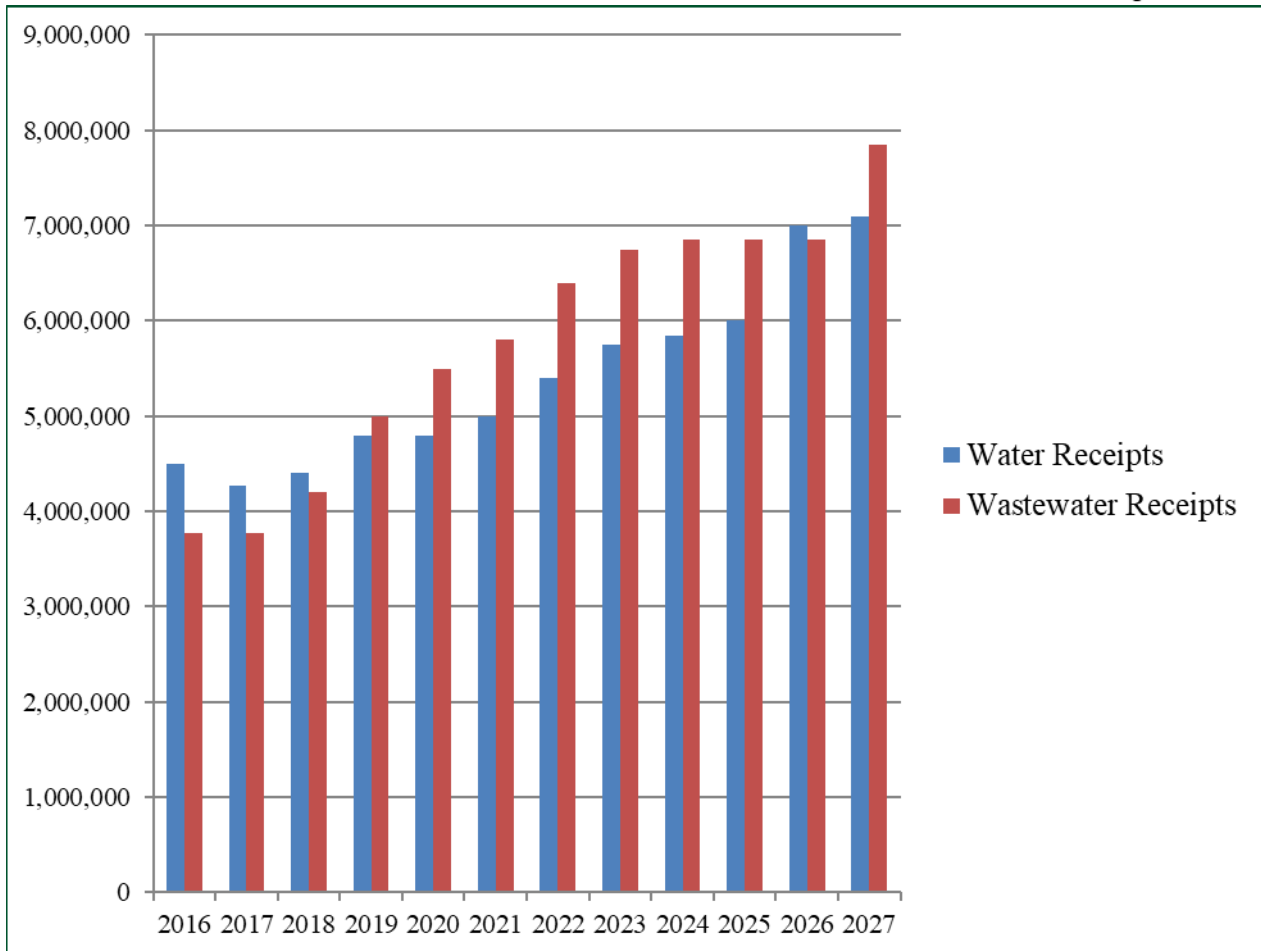


2.12. Enterprise Accounts

Enterprise Operations Costs vs. Fees Collected



Source: Town of Billerica Budget





2.13. Five Year Forecast

TOWN OF BILLERICA FIVE YEAR FINANCIAL FORECAST

	Proposed	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET FY2027	BUDGET FY2028	BUDGET FY2029	BUDGET FY2030	BUDGET FY2031	BUDGET FY2032
USES OF FUNDING (AMOUNTS TO BE RAISED):						
APPROPRIATIONS:						
GENERAL FUND BUDGET (Includes all TM R&A)	198,051,874.00	205,973,948.96	214,212,906.92	222,781,423.20	231,692,680.12	240,960,387.33
WATER ENTERPRISE	7,100,384.00	7,348,897.44	7,606,108.85	7,872,322.66	8,147,853.96	8,433,028.85
WASTE WATER ENTERPRISE	9,889,971.00	10,236,119.99	10,594,384.18	10,965,187.63	11,348,969.20	11,746,183.12
OVERLAY APPROPRIATION	0.00	0.00	0.00	0.00	0.00	0.00
DEBT AND INTEREST	0.00	196,608.00	196,608.00	196,608.00	196,608.00	196,608.00
CPA APPROPRIATION	1,150,000.00	1,150,000.00	1,150,000.00	1,100,000.00	1,100,000.00	1,100,000.00
TOTAL APPROPRIATIONS	216,192,229.00	224,905,574.39	233,760,007.96	242,915,541.49	252,486,111.28	262,436,207.29
OTHER LOCAL EXPENDITURES / DEFICITS:						
TAX TITLE PURPOSES	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
COUNTY RETIREMENT	18,608,931.00	19,725,466.86	20,908,994.87	22,163,534.56	23,493,346.64	24,902,947.44
FINAL JUDGMENTS	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
CHERRY SHEET OFFSETS	108,707.00	108,707.00	108,707.00	108,707.00	108,707.00	108,707.00
SNOW / ICE DEFICIT	750,000.00	750,000.00	750,000.00	750,000.00	750,000.00	750,000.00
OVERLAY RESERVE	2,700,000.00	2,700,000.00	2,700,000.00	2,700,000.00	2,700,000.00	2,700,000.00
TOTAL OTHER LOCAL EXPENDITURES	22,277,638.00	23,394,173.86	24,577,701.87	25,832,241.56	27,162,053.64	28,571,654.44
STATE AND COUNTY CHARGES	6,028,470.00	6,058,612.35	6,088,905.41	6,119,349.94	6,149,946.69	6,180,696.42
TOTAL USES OF FUNDING	244,498,337.00	254,358,360.60	264,426,615.24	274,867,132.99	285,798,111.60	297,188,558.15
SOURCES OF FUNDING:						
PROPERTY TAXES 2 1/2 LEVY LIMIT	193,407,546.00	199,011,484.65	204,755,521.77	210,643,159.81	216,677,988.81	222,863,688.53
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	194,157,546.00	199,761,484.65	205,505,521.77	211,393,159.81	217,427,988.81	223,613,688.53
ADD DEBT EXCLUSION TEMPORARY	0.00	0.00	0.00	0.00	0.00	0.00
ADD DEBT EXCLUSION HS PRINCIPAL	2,530,000.00	2,135,000.00	2,235,000.00	2,340,000.00	2,445,000.00	2,560,000.00
ADD DEBT EXCLUSION HS INTEREST	2,810,381.25	2,884,331.26	2,777,581.25	2,665,831.25	2,548,831.25	2,427,356.25
ADD DEBT EXCLUSION PARKER PRINCIPAL	375,000.00	320,000.00	320,000.00	375,000.00	375,000.00	375,000.00
ADD DEBT EXCLUSION PARKER INTEREST	81,562.50	101,562.50	94,362.50	81,562.50	70,312.50	59,062.50
ADD DEBT EXCLUSION HS PRINCIPAL						
ADD DEBT EXCLUSION HS INTEREST						
LESS EXCESS LEVY CAPACITY	-18,425,312.00					
TOTAL PROPERTY TAXES - ADJUSTED	181,529,177.75	205,202,378.41	210,932,465.52	216,855,553.56	222,867,132.56	229,035,107.28
TOWN OF BILLERICA FIVE YEAR FINANCIAL FORECAST						
	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET FY2027	BUDGET FY2028	BUDGET FY2029	BUDGET FY2030	BUDGET FY2031	BUDGET FY2032
SOURCES OF FUNDING (cont):						
STATE ESTIMATED REVENUES:						
CHAPTER 70 - SCHOOL AID	21,705,709.00	21,705,709.00	21,705,709.00	22,139,823.18	22,139,823.18	22,139,823.18
CHARTER TUITION ASSESSMENT REIMBURSEMENT	205,953.00	205,953.00	205,953.00	205,953.00	205,953.00	205,953.00
LOTTERY	7,429,751.00	7,429,751.00	7,429,751.00	7,429,751.00	7,429,751.00	7,429,751.00
VETERANS' BENEFITS	200,144.00	200,144.00	200,144.00	200,144.00	200,144.00	200,144.00
EXEMPTIONS - VETS, BLIND & SURVIVING SPOUSE	470,628.00	470,628.00	470,628.00	470,628.00	470,628.00	470,628.00
ELDERLY EXEMPTIONS	0.00	0.00	0.00	0.00	0.00	0.00
STATE OWNED LAND	262,737.00	262,737.00	262,737.00	262,737.00	262,737.00	262,737.00
PUBLIC LIBRARIES - OFFSET	108,737.00	108,737.00	108,737.00	108,737.00	108,737.00	108,737.00
TOTAL STATE ESTIMATED REVENUES	30,383,659.00	30,383,659.00	30,383,659.00	30,817,773.18	30,817,773.18	30,817,773.18
LOCAL ESTIMATED REVENUES:						
MOTOR VEHICLE EXCISE	7,150,000.00	7,221,500.00	7,293,715.00	7,366,652.15	7,440,318.67	7,514,721.86
OTHER EXCISES (HOTEL/MOTEL)	1,550,000.00	1,565,500.00	1,581,155.00	1,596,966.55	1,612,936.22	1,629,065.58
PENALTIES & INTEREST	300,000.00	303,000.00	306,030.00	309,090.30	312,181.20	315,303.02
P.I.L.O.T.	100,000.00	101,000.00	102,010.00	103,030.10	104,060.40	105,101.01
FEES	2,500,000.00	2,525,000.00	2,550,250.00	2,575,752.50	2,601,510.03	2,627,525.13
DEPARTMENTAL REVENUE-LIBRARY	0.00	0.00	0.00	0.00	0.00	0.00
DEPARTMENTAL REVENUE-CEMETERY	110,000.00	111,100.00	112,211.00	113,333.11	114,466.44	115,611.11
OTHER DEPARTMENTAL REVENUE	295,000.00	297,950.00	300,929.50	303,938.80	306,978.18	310,047.96
LICENSES & PERMITS	1,200,000.00	1,212,000.00	1,224,120.00	1,236,361.20	1,248,724.81	1,261,212.06
FINES & FORFEITS	70,000.00	70,700.00	71,407.00	72,121.07	72,842.28	73,570.70
INTEREST EARNINGS	500,000.00	505,000.00	510,050.00	515,150.50	520,302.01	525,505.03
MISC. STATE AND OTHER REVENUE	65,000.00	65,650.00	66,306.50	66,969.57	67,639.26	68,315.65
NON RECURRING REVENUE	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL LOCAL ESTIMATED REVENUES	13,840,000.00	13,978,400.00	14,118,184.00	14,259,365.84	14,401,959.50	14,545,979.09
ENTERPRISE REVENUE						
CHARGES FOR SERVICES - WATER	7,100,500.00	7,348,897.44	7,606,108.85	7,872,322.66	8,147,853.96	8,433,028.85
CHARGES FOR SERVICES - SEWER	7,850,000.00	8,242,500.00	8,654,625.00	9,087,356.25	9,541,724.06	10,018,810.27
TOTAL ENTERPRISE REVENUE	14,950,500.00	15,591,397.44	16,260,733.85	16,959,678.91	17,689,578.02	18,451,839.11
OTHER AVAILABLE FUNDS:						
CPA REVENUE	1,150,000.00	1,200,000.00	1,200,000.00	1,250,000.00	1,250,000.00	1,250,000.00
OVERLAY	0.00	0.00	0.00	0.00	0.00	0.00
DEBT STABILIZATION	2,500,000.00	1,750,000.00	2,500,000.00	3,500,000.00	3,500,000.00	3,500,000.00
WATER ENTERPRISE RETAINED EARNINGS	0.00	0.00	0.00	0.00	0.00	0.00
WASTEWATER ENTERPRISE RETAINED EARNINGS	0.00	0.00	0.00	0.00	0.00	0.00
RINK REVOLVING FUND	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00
MISC. REVENUE FUNDS	100,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
TOTAL OTHER AVAILABLE FUNDS	3,795,000.00	3,434,429.39	3,795,000.00	4,845,000.00	4,845,000.00	4,845,000.00
TOTAL SOURCES OF FUNDING	244,498,336.75	268,590,264.24	275,490,042.37	283,737,371.49	290,621,443.25	297,695,698.66
PROJECTED SURPLUS (DEFICIT)	(0.25)	14,231,903.65	11,063,427.13	8,870,238.50	4,823,331.65	507,140.51



2.14. Notable Budget Changes

FY2027 Budget Changes Summary

Major or Notable Budget Changes

Department	Reason	Change	% of Change
162 - Election Department	This budget is increasing significantly because there is three elections in the next fiscal year as opposed to one last year.	71,710	0.488%
175 - Planning Board	Decrease to contract services - consultant line due to work being done in house.	(22,120)	-0.151%
421-DPW Admin	This budget is increasing due to contractual obligations and salary steps in thte DPW admin dept.	29,050	0.198%
123- Town Manager	The Town Manager office is fully staffed for FY 27. Changes in the budget are results of new TM negotiated contract and contractual obligations related to employees.	78,703	0.536%
192 - Town Hall/Buildings	The budget increase reflects the addition of one position, an increase in the HVAC service contract, and higher supplies and operating expenses associated with two new buildings coming online in FY 27. Postage line being funded to previous levels.	179,415	1.221%
910 - Town Systemwide	The retirements budget line is increased to account for anticipated retirements in various departments, and the Town electric budget is increased to reflect FY26 actual usage & two new buildings coming online FY 27.	248,360	1.690%
241 - Building Department	This budget is increasing this year due to contractual increases and correction to salart calculations from prior FY.	22,410	0.152%
433 - Solid Waste	The FY 27 trash contract increase is driven by rising labor and fuel costs, inflationary contract adjustments, higher disposal fees, and overall market conditions impacting solid waste services.	349,252	2.377%
543 - Veteran's Services	The increase to the Veterans Department is due to restoring funding to previous spending levels for chap 115 - Veterans Benefits program	55,423	0.377%
125 - System Admin	System Admin budget increasing due to cost related to town wifi annual costs & other IT related costs increasing.	60,362	0.411%
421 - Public Works Admin	The DPW Director Salary was increased to create parity with the Fire Chief. The line item for summer help was decreased to right size for actual need.	29,050	0.198%
210 - Police Department	Significant increase due to the education incentive and other contractual obligations.	62,850	0.428%
410 - Engineering Department	The engineering department salary steps & increase to contract services lines as costs of engineering firms have risen.	33,174	0.226%
Total Town Major Changes		\$ 1,197,639	8.150%

Minor/Contractual Changes

Department	Change
Town Minor/Contractual Changes	\$ 105,915 0.721%

Total Town Changes	\$ 1,303,554 8.871%
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FY2027 Budget Changes Summary

Education Changes

Education	\$ 2,912,728	19.821%
Shawsheen	1,264,833	8.607%
Total Education Changes	\$ 4,177,561	28.428%

Town/School Shared Cost Changes

	Change
Debt	Debt has increased because of the issuance of debt for the new DPW facility. 4,215,749 28.688%
Bldg/Auto Liab	This line incresed 5% due to rise in costs and also partial coverage for 2 additional building in FY 27- DPW & Rec center. 94,205 0.641%
Medicare	Budget adjusted to reflect 1.45% of total personnel costs. 150,000 1.021%
Health Care	Notably - the 2nd largest increase in FY 27 budget. As healthcare cost has risen across commonwealth. 3,474,380 23.643%
Retirement	Middlesex County Retirement increase by 6.5% each year. 1,152,356 7.842%
OPEB	This line item increases 5% due to OPEB Policy 127,507 0.868%
Total Town/School Shared Cost Changes	\$ 9,214,197 62.702%
Total Budget Changes	\$ 14,695,312 100%



Section 3: General Administration

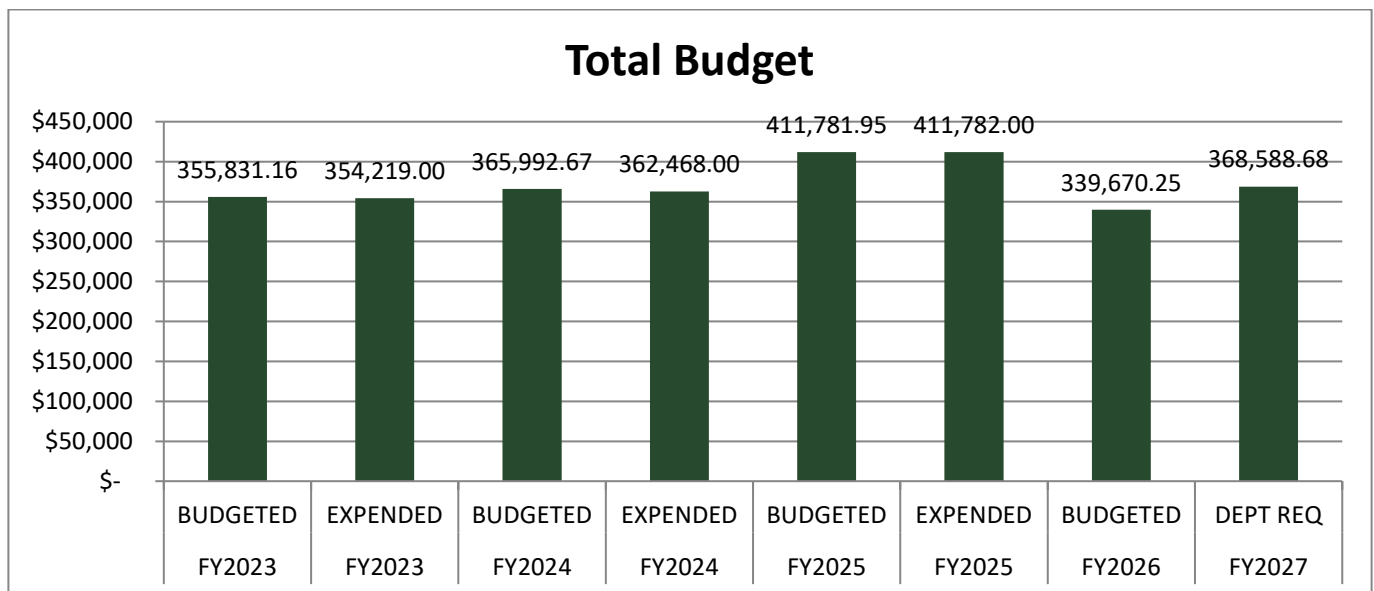
3.1. Accounting

Department Explanation

The Accounting Department of the Town is tasked with ensuring that all financial transactions and activities adhere to Federal, State, and Local laws. This department is instrumental in maintaining the Town's credit rating and providing financial management support to the Town Manager's office. Furthermore, it facilitates the annual audit of the Town's financial records and oversees the processing of all outgoing payments.

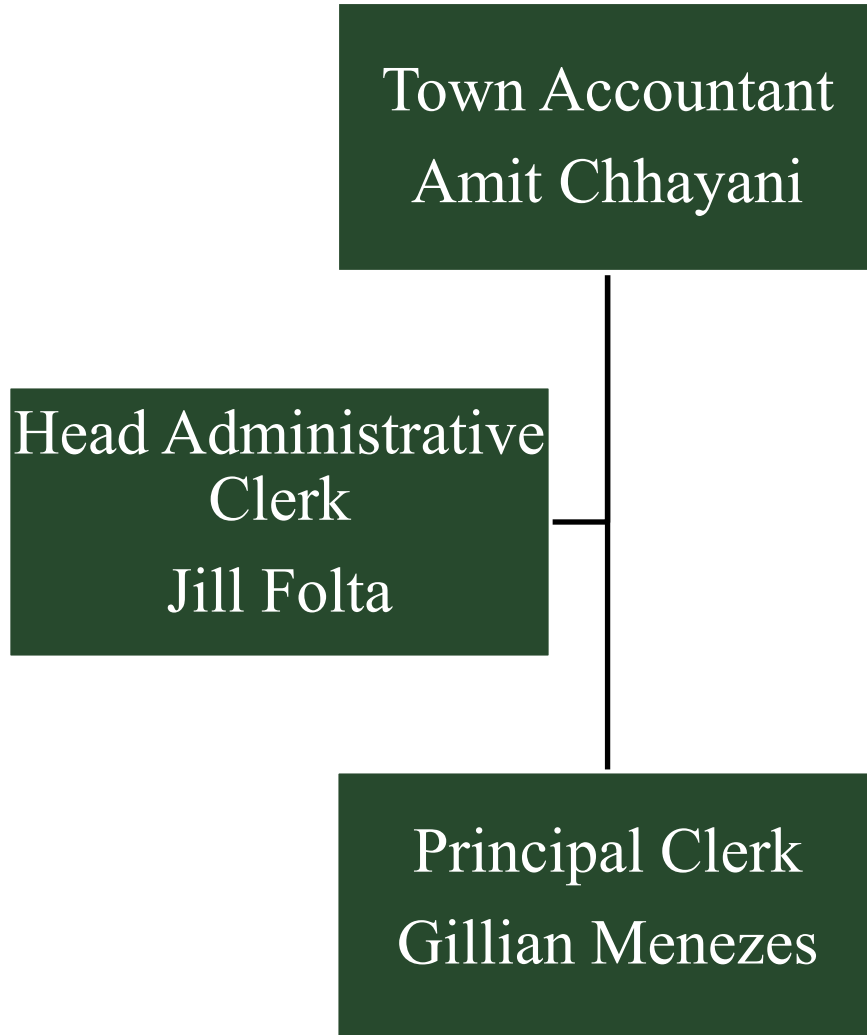
Budget Narrative

In FY 27, the Accounting Department budget will increase by \$28,918.43 to restore funding to prior-year levels and support a salary adjustment for the Town Accountant.





Organizational Chart





ACCOUNTING

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
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Personnel Services

Full Time	\$ 277,338	\$ 277,338	\$ 287,500	\$ 289,979	\$ 333,289	\$ 333,289	\$ 288,970	\$ 295,939	\$ 295,939	\$ 295,939
Part Time/Seasonal										
Overtime	\$ 12,493	\$ 10,893	\$ 12,493	\$ 12,943	\$ 12,493	\$ 12,493	\$ 5,200	\$ 6,650	\$ 6,650	\$ 6,650
Contractual Obligations										
Total	\$ 289,831	\$ 288,231	\$ 299,993	\$ 302,922	\$ 345,782	\$ 345,782	\$ 274,170	\$ 302,589	\$ 302,589	\$ 302,589

Expenses

Supplies and Expenses	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,186	\$ 1,500	\$ 1,064	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Contract Services/Leases	\$ 500	\$ 488	\$ 500	\$ 360	\$ 500	\$ 500	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000
Town Audit	\$ 64,000	\$ 64,000	\$ 64,000	\$ 58,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000
Capital Outlay										
Total Expenses	\$ 66,000	\$ 65,988	\$ 66,000	\$ 59,546	\$ 66,000	\$ 66,000	\$ 65,500	\$ 66,000	\$ 66,000	\$ 66,000

TOTAL BUDGET

%Change

	\$ 355,831	\$ 354,219	\$ 365,993	\$ 362,468	\$ 411,782	\$ 411,782	\$ 339,670	\$ 368,589	\$ 368,589	\$ 368,589
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Difference \$ 28,918.43
% 8.51%

Position	FY2026		Dept Req FY2027		TM Rec FY2027		Fin Com Rec. FY2027	
	FTE		FTE		FTE		FTE	
Finance Director	0		0		0		0	
Town Accountant	1		1		1		1	
Head Administrative Clerk	1		1		1		1	
Principal Clerk	1		1		1		1	
Total Staffing	3		3		3		3	



**ACCOUNTING DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Amit Chhayani	Town Accountant	2	1/21/2025	\$ 167,206.79	\$ -	\$ -	\$ 167,206.79
Jill Folta	Head Administrative Clerk	7	12/15/2000	\$ 75,977.76	\$ 1,000.00	\$ 4,650.00	\$ 81,627.76
Gillian Menezes	Principal Clerk	1	7/8/2024	\$ 52,754.14	\$ 1,000.00	\$ -	\$ 53,754.14
DEPARTMENT TOTAL				\$ 295,938.68	\$ 2,000	\$ 4,650	\$ 302,588.68

Total Full time	\$ 295,938.68
Total Contract	\$ 6,650.00
Total	\$ 302,588.68

**ACCOUNTING DEPARTMENT
SALARY INFORMATION FY2026 BUDGETED**

POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Town Accountant	3/4	1/21/2025	\$ 135,693.41			\$ 135,693.41
Head Administrative Clerk	4/4	7/1/2025	\$ 67,204.64	\$ 1,000.00		\$ 68,204.64
Principal Clerk	7/7	12/18/2000	\$ 61,677.00	\$ 1,000.00	\$ 3,200.00	\$ 65,877.00
			\$ 268,970.25	\$ 2,000.00	\$ 3,200.00	\$ 269,775.05

Total Full time	\$ 268,970.25
Total Contract	\$ 5,200.00
Total	\$ 279,170.25



DESCRIPTION/DETAIL

ACCOUNTING

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEBT REG	TM/REC	FIN/COM/REC
\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,186	\$ 1,500	\$ 1,064	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000

Department Town Mgr. Fin Com

Supplies and Expenses

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEBT REG	TM/REC	FIN/COM/REC
\$ 300	\$ 488	\$ 300	\$ 380	\$ 300	\$ 300	\$ 300	\$ 1,000	\$ 1,000	\$ 1,000

Total Supplies & Expenses

Department Town Mgr. Fin Com

Contract Services/Leases

Provides for professional development of staff, dues in professional associations, staff training (including MUNIS), and MAAAA annual (school and conferences).

Total Contract Services/Leases

Department Town Mgr. Fin Com

Town Audit

Provides for annual audit

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEBT REG	TM/REC	FIN/COM/REC
\$ 64,000	\$ 64,000	\$ 64,000	\$ 58,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000	\$ 64,000

Total Town Audit

Department Town Mgr. Fin Com



3.2. Assessors

Department Explanation

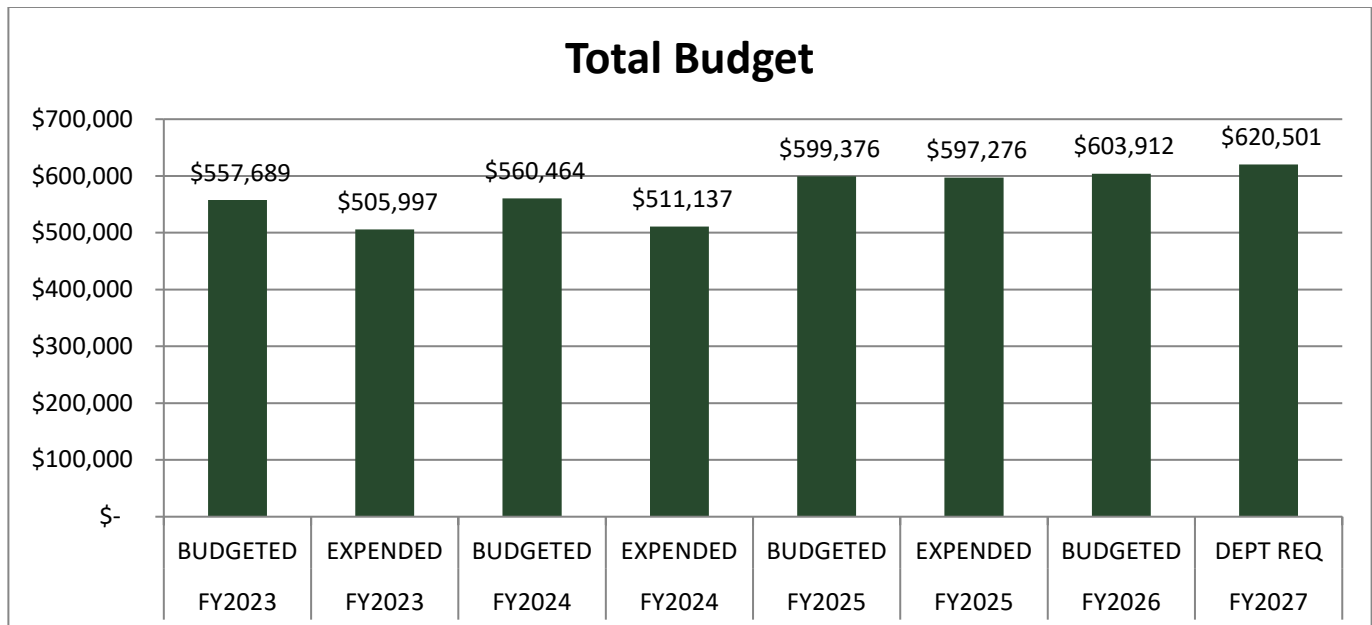
The Assessing Department of the Town of Billerica oversees the annual valuation of all real and personal property for taxation purposes, under the guidance of the Board of Assessors. This dedicated team is responsible for preparing annual reports for approval by the Bureau of Local Assessment, part of the Division of Local Services within the Massachusetts Department of Revenue. Their duties also include managing applications for tax abatements and handling appeals to the Massachusetts Appellate Tax Board.

In addition, the Assessing Department administers motor vehicle excise tax bill abatements and exemptions, as well as statutory tax exemptions for seniors, disabled veterans, and blind individuals. They also evaluate financial qualifications for the Senior Work Tax Relief Program.

Moreover, the department serves as a crucial resource for public information on a diverse range of properties and parcels within the Town. Their records are frequently utilized by appraisers, attorneys, realtors, and the general public.

Budget Narrative

In FY 27, the Assessing Department budget will increase by \$16,589.00 to accommodate annual personnel salary adjustments.

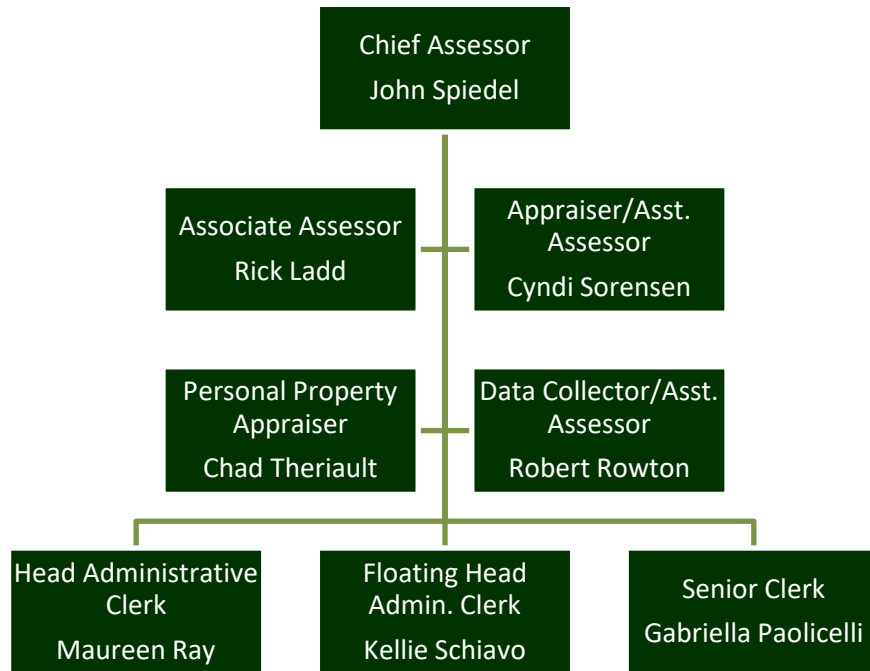


Programs and Services



The Board of Assessors Office is tasked with the valuation of all real and personal property and is responsible for the administration of motor vehicle excise tax. Additionally, the office provides essential public information utilized by appraisers, realtors, attorneys, and members of the general public.

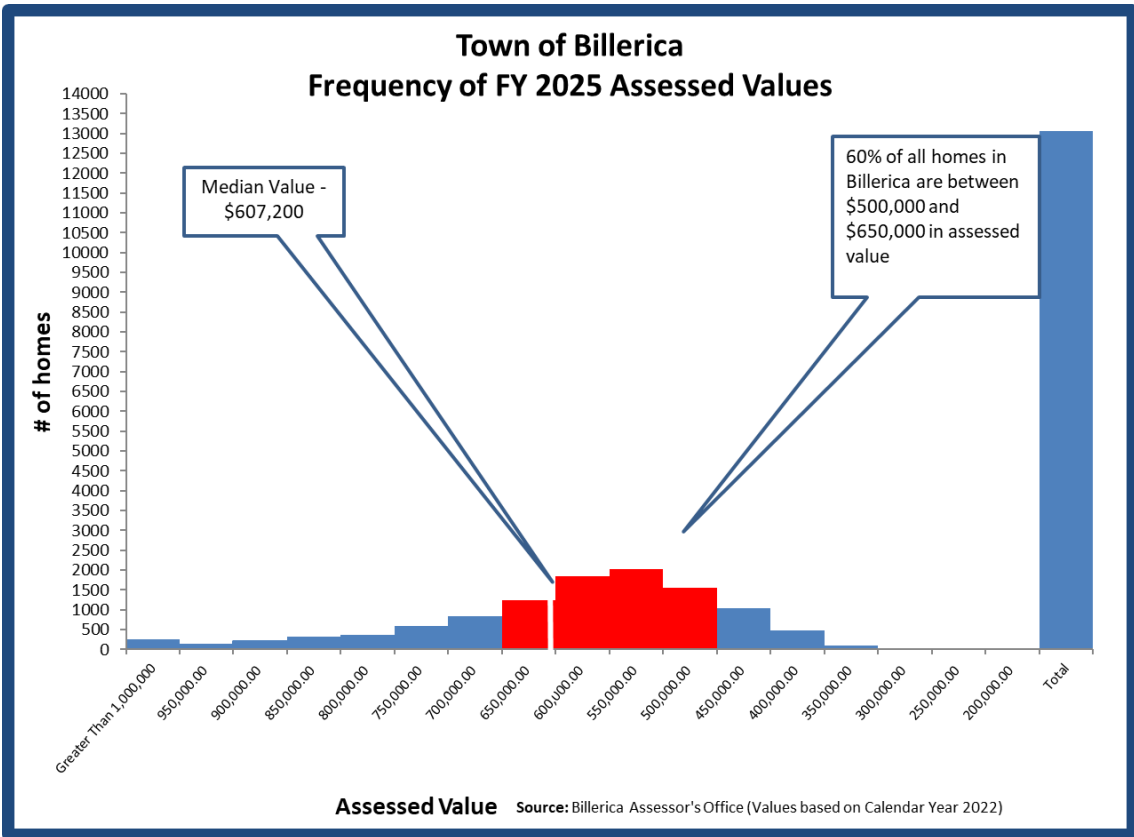
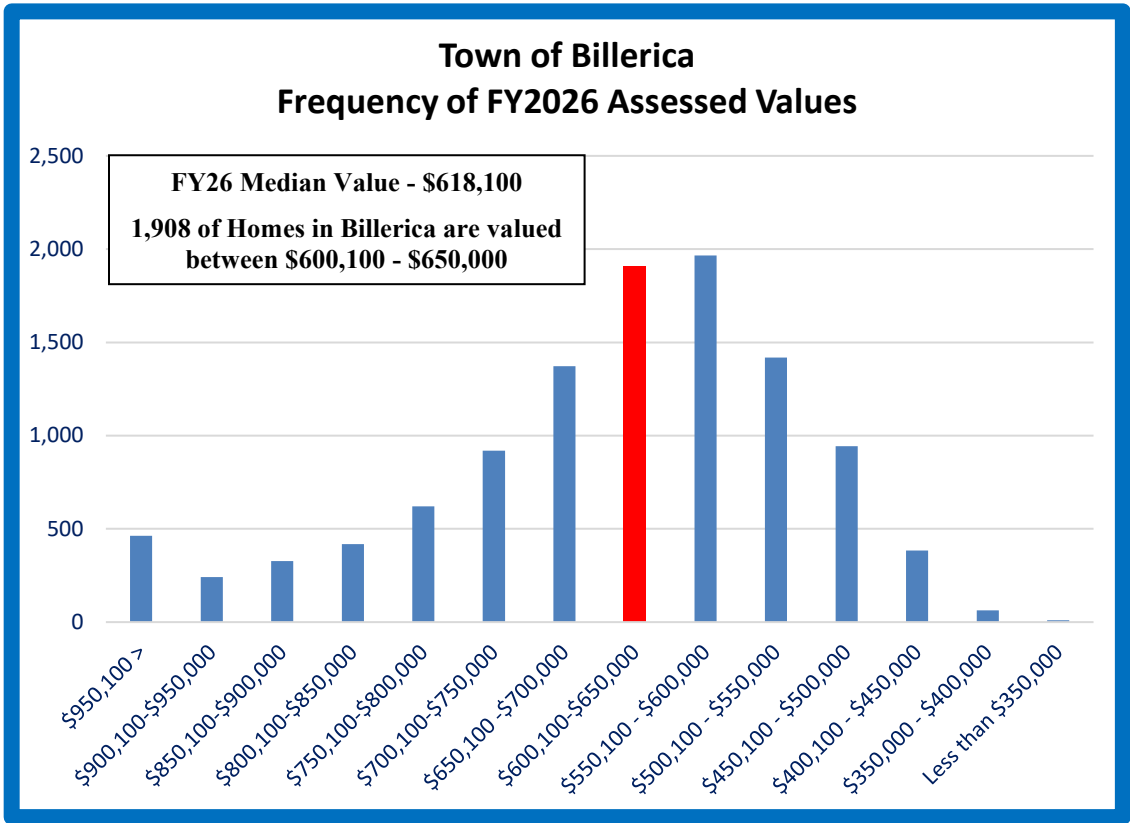
Organizational Chart

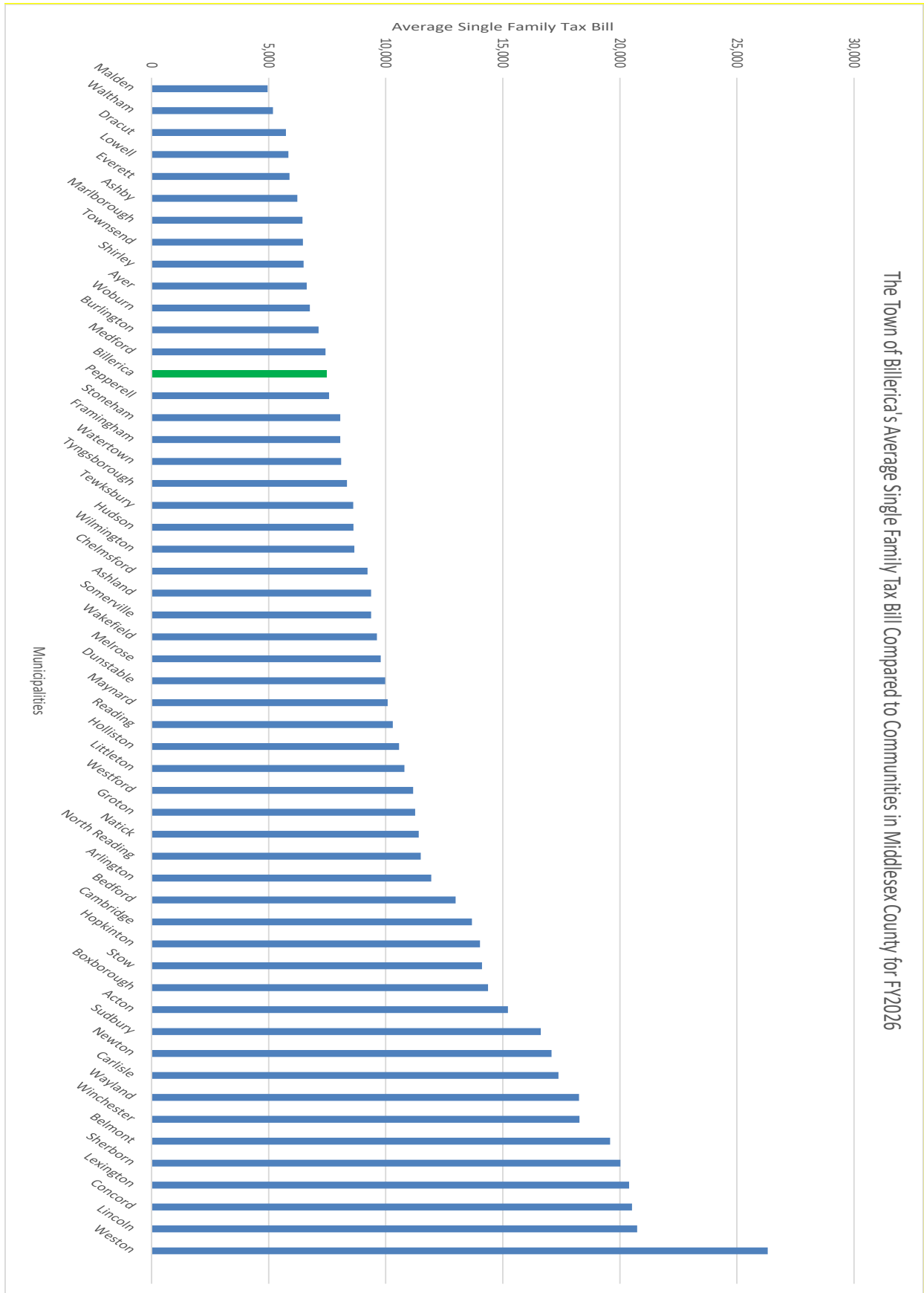


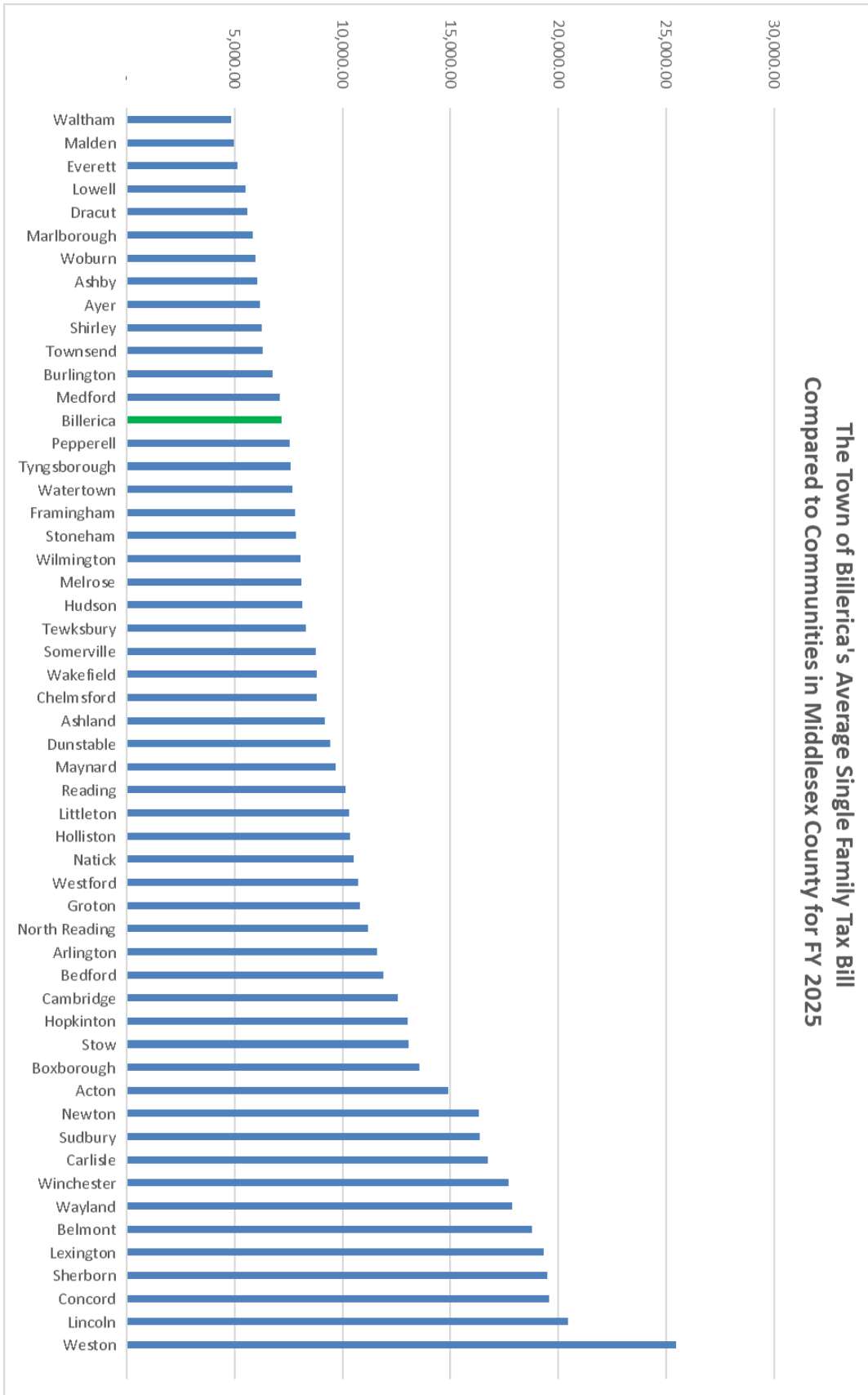
Statistics

Residential Single-Family Home – Median Assessed Value

Fiscal Year	Assessed Value	Tax Rate	Annual Taxes	Tax Increase
2022	\$451,700	\$12.64	\$5,709.49	\$283.29
2023	\$525,400	\$11.87	\$6,236.73	\$527.01
2024	\$572,800	\$11.29	\$6,466.91	\$197.18
2025	\$607,200	\$11.37	\$6,903.86	\$436.95
2026	\$615,100	\$11.61	\$7,141.31	\$237.45









ASSESSOR

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 DEPT REQ	FY2027 BUDGETED	FY2027 TM REC	FY2027 FIN COM REC
Full Time	\$ 495,886	\$ 453,751	\$ 502,137	\$ 490,209	\$ 530,549	\$ 530,549	\$ 536,585	\$ 561,024	\$ 561,024	\$ 561,024	\$ 561,024
Part Time/Seasonal	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Overtime	\$ 17,253	\$ 7,982	\$ 13,777	\$ 8,818	\$ 14,277	\$ 14,277	\$ 12,777	\$ 14,527	\$ 14,527	\$ 14,527	\$ 14,527
Contractual Obligations											
Total	\$ 516,139	\$ 464,733	\$ 518,914	\$ 502,027	\$ 547,826	\$ 547,826	\$ 552,362	\$ 568,551	\$ 568,551	\$ 568,551	\$ 568,551

Expenses

Supplies and Expenses	\$ 3,250	\$ 3,067	\$ 3,250	\$ 3,191	\$ 3,250	\$ 2,142	\$ 3,250	\$ 3,650	\$ 3,650	\$ 3,650	\$ 3,650
Contract Services/Leases	\$ 38,300	\$ 38,197	\$ 38,300	\$ 5,919	\$ 48,300	\$ 47,308	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Total Expenses	\$ 41,550	\$ 41,264	\$ 41,550	\$ 9,110	\$ 51,550	\$ 49,450	\$ 51,550	\$ 51,950	\$ 51,950	\$ 51,950	\$ 51,950
TOTAL BUDGET	\$ 557,689	\$ 505,997	\$ 560,464	\$ 511,137	\$ 599,376	\$ 597,276	\$ 603,912	\$ 620,501	\$ 620,501	\$ 620,501	\$ 620,501

Position	FY2026		FY2027		FY2028		FY2029		FY2030		Budget Change
	FTE	Dep. Req	FTE	Dep. Req	FTE	Dep. Req	FTE	Dep. Req	FTE	Dep. Req	
Principal Clerk	2	2	2	2	2	2	2	2	2	2	
Senior Clerk	1	1	1	1	1	1	1	1	1	1	
Appraiser/Asst. Assessor	1	1	1	1	1	1	1	1	1	1	
Chief Assessor	1	1	1	1	1	1	1	1	1	1	
Personal Property Appraiser	1	1	1	1	1	1	1	1	1	1	
Data Collector/Asst. Assessor	1	1	1	1	1	1	1	1	1	1	
Total Staffing	7	7	7	7	7	7	7	7	7	7	

Position	FY2026		FY2027		FY2028		FY2029		FY2030		Budget Change
	PTE	Dep. Req	PTE	Dep. Req	PTE	Dep. Req	PTE	Dep. Req	PTE	Dep. Req	
Associate Assessor	2	2	2	2	2	2	2	2	2	2	



**ASSESSORS DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	BPAA Contractual	LONGEVITY	TOTAL SALARY BENEFIT
John Speidel	Assessor	6/7	7/16/2021	136,215.21	-	-	-	\$ 136,215.21
Maureen Ray	Head Administrative Clerk	7	2/12/2018	75,977.76	1,000.00	-	3,200.00	\$ 80,177.76
Kellie Schiavo	Floating Head Admin Clerk	4/5	7/8/2018	35,019.36	1,000.00	-	1,200.00	\$ 37,219.36
Robert Rowton	Data Collector / Asst. Assr	3/4	7/5/2023	60,765.89	500.00	250.00	-	\$ 61,515.89
Gabriella Paolicelli	Senior Clerk	1/2	9/11/2023	48,355.87	1,000.00	-	-	\$ 49,355.87
Chad Theriault	Personal Property Appr.	9	10/17/2011	102,810.35	500.00	-	1,827.00	\$ 105,137.35
Cyndi Sorensen	Appraiser / Asst. Assessor	4/5	10/2/2006	91,879.98	500.00	250.00	3,300.00	\$ 95,929.98
Rick Ladd	Associate Assessor			1,500.00	-	-	-	\$ 1,500.00
Rich Scanlon	Associate Assessor			1,500.00	-	-	-	\$ 1,500.00
DEPARTMENT TOTAL				\$ 554,024.42	\$ 4,500.00	\$ 500.00	\$ 9,527.00	\$ 568,551.42

Total Full Time \$ 551,024.42
 Total Part Time \$ 3,000.00
 Total Contract \$ 14,527.00
 Total \$ 568,551.42

**ASSESSORS DEPARTMENT
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	BPAA CONTR.OBLIG.	LONGEVITY	TOTAL SALARY BENEFIT
John Speidel	Assessor	6/7	7/16/2021	\$ 127,746.20	-	-	-	\$ 127,746.20
Maureen Ray	Head Administrative Clerk	7	2/12/2018	\$ 73,792.06	1,000.00	-	3,200.00	\$ 77,992.06
Kellie Schiavo	Floating Head Admin Clerk	4/5	7/8/2018	\$ 33,572.75	1,000.00	-	1,200.00	\$ 35,772.75
Robert Rowton	Data Collector / Asst. Assr	3/4	7/5/2023	\$ 56,977.93				\$ 56,977.93
Gabriella Paolicelli	Senior Clerk	1/2	9/11/2023	\$ 50,021.22	1,000.00			\$ 51,021.22
Chad Theriault	Personal Property Appr.	9	10/17/2011	\$ 100,288.11			1,827.00	\$ 102,115.11
Cyndi Sorensen	Appraiser / Asst Assesor	4/5	10/2/2006	\$ 94,186.94	500.00	250.00	2,800.00	\$ 97,736.94
Rick Ladd	Associate Assessor			1,500.00	-	-	-	\$ 1,500.00
Rich Scanlon	Associate Assessor			1,500.00	-	-	-	\$ 1,500.00
DEPARTMENT TOTAL:				\$ 539,585.22	\$ 3,500.00	\$ 250.00	\$ 9,027.00	\$ 552,362.22

Total Full Time \$ 536,585.22
 Total Part Time \$ 3,000.00
 Total Contract \$ 12,777.00
 Total \$ 552,362.22



DESCRIPTION/DETAIL

ASSESSORS

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 EXPENDED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN.COM REC
\$ 3,290	\$ 3,067	\$ 3,290	\$ 3,191	\$ 3,250	\$ 2,142	\$ 3,250	\$ 3,650	\$ 3,650	\$ 3,650	\$ 3,650

Department Town Mgr. Fin Com.

Supplies and Expenses
5410 Publications & Books

\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000

5512 Recording of Deeds

Copies of Deeds & Plans from North Middlesex Registry of Deeds

5226 Car Allowance

Mileage allowance for Assessors to use their own vehicles for field work on the Town's behalf

Total Supplies & Expenses

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 DEPT REQ	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN.COM REC
\$ 38,300	\$ 38,197	\$ 38,300	\$ 5,919	\$ 48,300	\$ 47,308	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300

Department Town Mgr. Fin Com.

Contract Services/Leases

5200 Mapping

Annual Update of Assessors Maps & A butters List Software
Blue-Line Printing of Assessors Maps

5212 Forms

State Forms for abatements, exemptions, Forms of List for Personal Property, Patriot PRCs & I & E Forms

5216 Bdg of Deeds/Cont Binding of Tax Commitment Books

5220 Professional Appraisals & Consulting in Defense of Values at the Appellate Tax Board
Patriot Software Licensing Fee & Assessors Website Support & Maintenance

5224 Fees & Memberships Middlesex County Assessors Assoc.

Mass Assoc of Assessing Officers
Northeast Reg Assoc of Assessing Officers
Intl Assoc of Assessing Officers
Mass Chapter of IAAO
Misc Conferences/Seminars/Meetings/Workshops - MAAO/IAAO

\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500
\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500	\$ 17,500
\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50
\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300	\$ 48,300



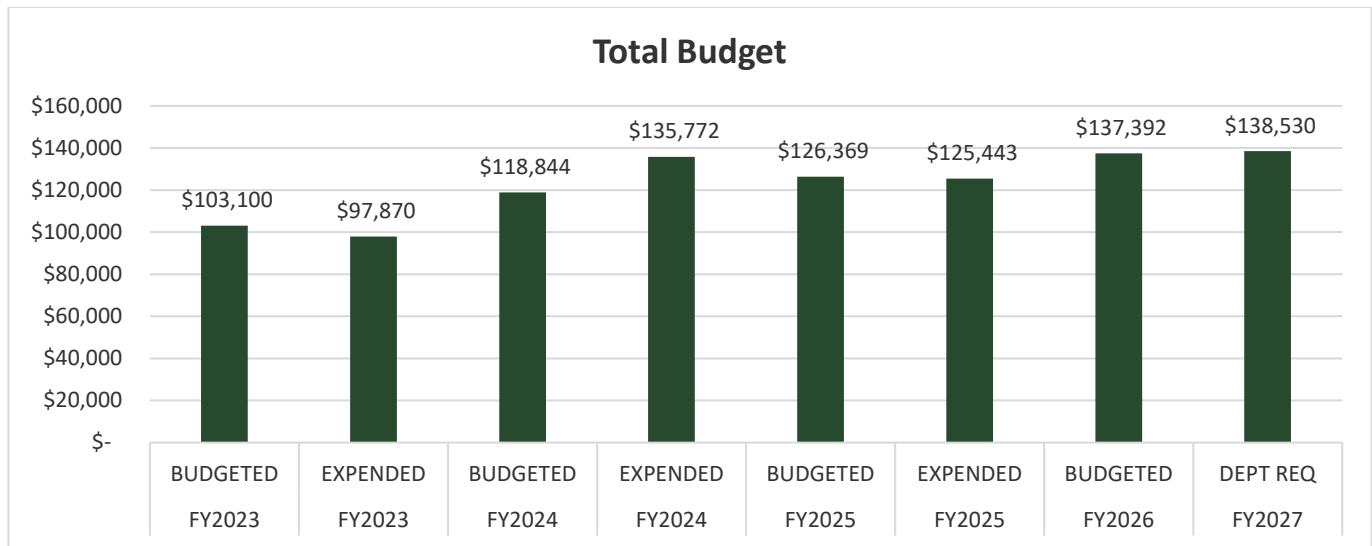
3.3. Select Board

Department Explanation

The Billerica Select Board functions as the executive board of the Town Government. They are responsible for providing leadership and coordinating Town affairs. The Board has the authority to appoint the Town Manager and members of various boards, as well as to establish long-term policies for the Town. Furthermore, the Board serves as the licensing authority and holds the roles of road commissioners and water commissioners for the Town of Billerica.

Budget Narrative

In FY 27, the Select Board budget will increase by \$1,138.00 due to an increase in the Northern Middlesex Council of Governments (NMCOG) yearly assessment.



Programs and Services

The Billerica Select Board offers a wide array of services to the residents of Billerica. As open and accessible members of the community, they are committed to addressing the needs of the populace. In their capacity as the licensing authority, the Board ensures compliance with all relevant rules and regulations. Most importantly, they are responsible for establishing the policies that guide the Town's future direction.



**APPLICATION FOR TOWN BOARDS, COMMITTEES, AND COMMISSIONS
BILLERICA, MA**

"GOOD GOVERNMENT STARTS WITH YOU"

If you are interested in serving on an appointed Town committee, please fill out this form and mail to:

**Select Board
Billerica Town Hall
365 Boston Road
Billerica, MA 01821**

Filling out this form in no way assures appointment. All vacancies will be filled by citizens deemed most qualified to serve in a particular capacity.

Applying for (please check one):

- Regular Member Only** **Alternate Member Only** **Will Accept Either**

Name: _____ Home Phone: _____

Address: _____ Email Address: _____

Amount of Time Available: _____

Interest in What Town Committees: _____

Present Business Affiliation and Work: _____

Business Experience: _____

Education or Special Training: _____

Date Appointed/Elected	Town Offices Held	Term Expired
_____	_____	_____
_____	_____	_____

Reason for Applying: _____

Signature: _____ Date: _____

Please Note: All Appointees of the Select Board are required to read the Code of Conduct. By checking this box, you agree to adhere to the Code of Conduct set forth by the Select Board Polices and Procedures, Section 38.0.



Select Board

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ.	FY2027 TM REC.	FY2027 FIN COM REC.
<i>Personnel Services</i>										
Full Time	\$ 54,556	\$ 54,556	\$ 70,300	\$ 87,772	\$ 76,022	\$ 76,022	\$ 82,842	\$ 82,279	\$ 82,279	\$ 82,279
Part Time/Seasonal	\$ 13,102	\$ 13,102	\$ 13,102	\$ 13,102	\$ 14,905	\$ 14,905	\$ 14,902	\$ 14,902	\$ 14,902	\$ 14,902
Overtime	\$ 500	\$ 285	\$ 500	\$ 100	\$ 500		\$ 500	\$ 500	\$ 500	\$ 500
Contractual Obligations										
Total	\$ 68,158	\$ 67,943	\$ 83,902	\$ 100,974	\$ 91,427	\$ 90,927	\$ 98,244	\$ 97,681	\$ 97,681	\$ 97,681

Expenses

Supplies and Expenses	\$ 4,500	\$ 4,494	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,087	\$ 4,500	\$ 4,500	\$ 4,500
Contract Services/Leases	\$ 1,500	\$ 952	\$ 1,500	\$ 1,356	\$ 1,500	\$ 1,487	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Assessments & Dues	\$ 28,942	\$ 24,481	\$ 28,942	\$ 28,942	\$ 28,942	\$ 28,942	\$ 33,148	\$ 34,849	\$ 34,849	\$ 34,849
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 34,942	\$ 29,927	\$ 34,942	\$ 34,798	\$ 34,942	\$ 34,516	\$ 39,148	\$ 40,849	\$ 40,849	\$ 40,849

TOTAL BUDGET

	\$ 103,100	\$ 97,870	\$ 118,844	\$ 135,772	\$ 126,369	\$ 125,443	\$ 137,392	\$ 138,530	\$ 138,530	\$ 138,530
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Difference \$ 1,138,65
% Change 0.83%

Position	FY2026		FY2027		FY2027		FY2027	
	FTE	TM Rec.	FTE	TM Rec.	FTE	Fin Com Rec.	FTE	Fin Com Rec.
Conf. Exec. Assist	1		1		1		1	
Total Staffing	1		1		1		1	

Position	FY2026		FY2027		FY2027		FY2027	
	PTE	TM Rec.	PTE	TM Rec.	PTE	Fin Com Rec.	PTE	Fin Com Rec.
Conf. Exec. Assist								
Selectmen	0.5		0.5		0.5		0.5	
Selectmen	0.5		0.5		0.5		0.5	
Selectmen	0.5		0.5		0.5		0.5	
Selectmen	0.5		0.5		0.5		0.5	
Selectmen	0.5		0.5		0.5		0.5	
Recording Clerk								
TM Tellers	0.5		0.5		0.5		0.5	
Total Staffing	3		3		3		2.5	



**SELECT BOARD
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	TOTAL SALARY BENEFIT
Rufo Kerri	Confidential Secretary BOS	8/9	1/5/2026	\$ 82,278.91	\$ 500.00	\$ 82,778.91
Pavidis Jillian	Select Board Member		4/5/2025	\$ 2,000.00	\$ -	\$ 2,000.00
John Burrows	Select Board Member		4/5/2020	\$ 1,800.00	\$ -	\$ 1,800.00
Daniel Darris O'Connor	Select Board Member		4/5/2025	\$ 1,800.00	\$ -	\$ 1,800.00
Dina Favreau	Select Board Member		4/5/2024	\$ 1,800.00	\$ -	\$ 1,800.00
Mike Rosa	Select Board Member		4/5/2014	\$ 1,800.00	\$ -	\$ 1,800.00
				\$ -	\$ -	\$ -
Rufo Kerri	Recording Clerk			\$ 5,702.40	\$ -	\$ 5,702.40
DEPARTMENT TOTAL				\$ 97,181.31	\$ 500.00	\$ 97,681.31

Total Full Time	\$ 82,278.91
Total Part Time	\$ 14,902.40
Total Contract	\$ 500.00
Total	\$ 97,681.31

**SELECT BOARD
SALARY INFORMATION FY2026 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	TOTAL SALARY BENEFIT
Dawn McDowell	Confidential Secretary BOS	9/10	3/28/2022	\$ 82,841.60	\$ 500.00	\$ 83,341.60
John Burrows	Select Board Member		4/5/2020	\$ 2,000.00	\$ -	\$ 2,000.00
Dina Favreau	Select Board Member		4/5/2024	\$ 1,800.00	\$ -	\$ 1,800.00
Mike Rosa	Select Board Member		4/5/2014	\$ 1,800.00	\$ -	\$ 1,800.00
TBD	Select Board Member		4/5/2014	\$ 1,800.00	\$ -	\$ 1,800.00
TBD	Select Board Member		4/5/2021	\$ 1,800.00	\$ -	\$ 1,800.00
				\$ -	\$ -	\$ -
Dawn McDowell	Recording Clerk			\$ 5,702.40	\$ -	\$ 5,702.40
DEPARTMENT TOTAL				\$ 97,744.00	\$ 500.00	\$ 98,244.00

Total Full Time	\$ 82,841.60
Total Part Time	\$ 14,902.40
Total Contract	\$ 500.00
Total	\$ 98,244.00

DESCRIPTION/DETAIL

Select Board

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 4,500	\$ 4,494	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,087	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500

Departme Town Mgr. Fin Com

Supplies and Expenses

Sundry items (binders, paper, pens, etc.)

Town Meeting & BOS various items

Travel In-State

Total Supplies & Expenses

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 1,500	\$ 952	\$ 1,500	\$ 1,356	\$ 1,500	\$ 1,487	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500

Departme Town Mgr. Fin Com

Contract Services/Leases

Police details at Town Meeting

Total Contract Services/Leases

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 28,942	\$ 24,481	\$ 28,942	\$ 28,942	\$ 31,889		\$ 33,148	\$ 34,849	\$ 34,849	\$ 34,849

Departme Town Mgr. Fin Com

Assessment & Dues

NMCOG Assessment							\$ 18,693	\$ 18,693	\$ 18,693
Middlesex 3							\$ 5,000	\$ 5,000	\$ 5,000
Mass Municipal Association							\$ 8,156	\$ 8,156	\$ 8,156
Other Associations							\$ 3,000	\$ 3,000	\$ 3,000
Total Assessments							\$ 34,849	\$ 34,849	\$ 34,849





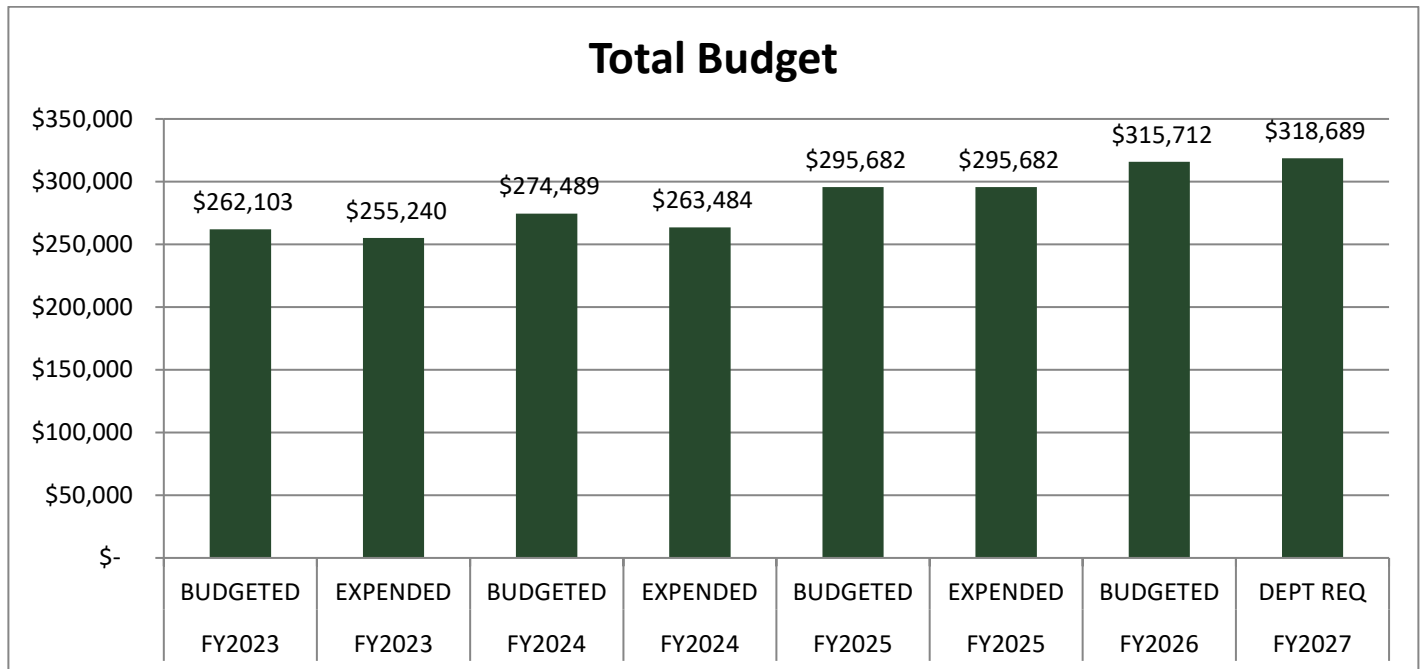
3.4. Conservation Commission

Department Explanation

The Conservation Department oversees the activities of the Conservation Commission, which is primarily responsible for administering the Massachusetts Wetlands Protection Act (M.G.L. Ch. 131, s. 40), as well as the Massachusetts Stormwater Policy when applicable, and the Town of Billerica Wetlands Protection Bylaw. The Commission's key objectives include the protection and acquisition of land for preservation and conservation or recreational purposes. Department staff collaborate closely with the Commission, serving as a liaison between the Commission and the broader community. This includes engaging with residents, landowners, businesses, engineers, consultants, land use professionals, and various governmental agencies and departments.

Budget Narrative

In FY 27, the Conservation Commission budget will increase by \$2,977.00 due to increased membership, licensing and personnel costs.

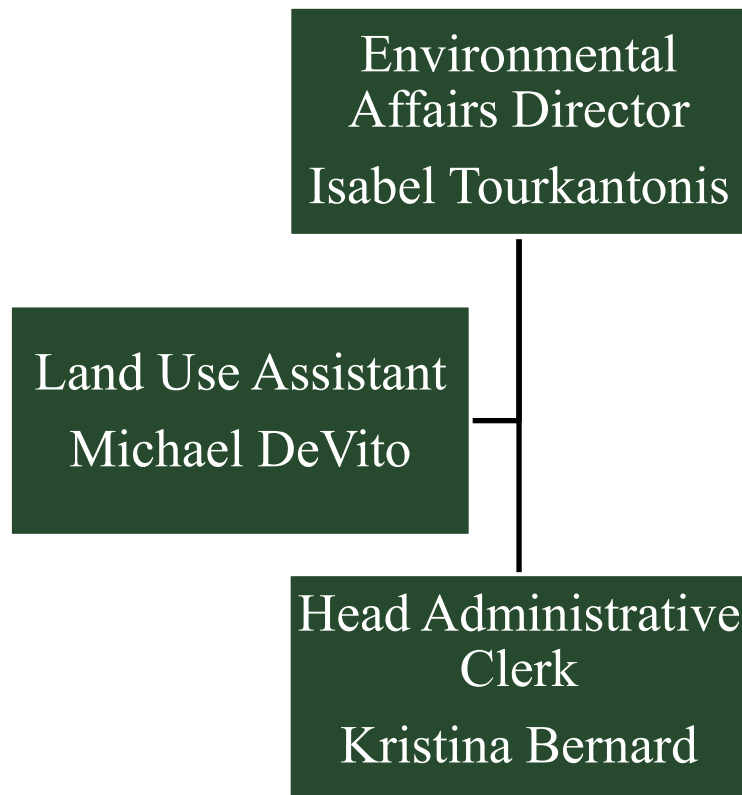




Programs and Services

The Billerica Conservation Commission, a seven-member board appointed by the Board of Selectmen, works in partnership with the Conservation Department to protect and manage the Town’s natural resources through regulatory oversight, land stewardship, interagency coordination, and public education. The Commission administers and enforces the Massachusetts Wetlands Protection Act and the Town’s Wetlands Protection Bylaw, maintaining an active regulatory review program due to Billerica’s extensive watershed areas, including the Concord and Shawsheen Rivers. Through collaboration with local, state, and federal agencies, the Commission addresses wetlands permitting, enforcement, invasive species management, and open space protection. The Conservation Department also oversees the Town’s long-standing Municipal Beaver Management Program, which manages approximately 54 beaver conflict sites using a combination of non-lethal water control devices and targeted trapping in critical areas to protect public safety and infrastructure. Additional responsibilities include conservation land acquisition and stewardship, preservation of wetlands and waterways, and community outreach efforts that provide residents with educational materials, GIS-based maps, and information on conservation lands, trails, and recreational amenities to promote environmental awareness and responsible land use.

Organizational Chart





CONSERVATION COMMISSION

Personnel Services

Full Time	\$ 219,327	\$ 219,327	\$ 229,966	\$ 229,726	\$ 249,863	\$ 249,863	\$ 272,546	\$ 275,422	\$ 275,422	\$ 275,422	\$ 275,422
Part Time/Seasonal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	\$ 3,260	\$ 0	\$ 3,358	\$ -	\$ 3,653	\$ 3,653	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Contractual Obligations	\$ 17,616	\$ 14,738	\$ 19,266	\$ 17,612	\$ 20,266	\$ 20,266	\$ 20,266	\$ 20,266	\$ 20,266	\$ 20,266	\$ 20,266
Total	\$ 240,203	\$ 234,065	\$ 252,589	\$ 247,338	\$ 273,782	\$ 273,782	\$ 294,312	\$ 297,188	\$ 297,188	\$ 297,188	\$ 297,188

Expenses

Supplies and Expenses	\$ 4,000	\$ 3,725	\$ 4,000	\$ 1,920	\$ 4,000	\$ 4,000	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
Contract Services/Leases	\$ 2,900	\$ 2,450	\$ 2,900	\$ 1,394	\$ 2,900	\$ 2,900	\$ 2,900	\$ 3,001	\$ 3,001	\$ 3,001	\$ 3,001
Beaver Dam Control	\$ 15,000	\$ 15,000	\$ 15,000	\$ 12,832	\$ 15,000	\$ 15,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 21,900	\$ 21,175	\$ 21,900	\$ 16,146	\$ 21,900	\$ 21,900	\$ 21,400	\$ 21,501	\$ 21,501	\$ 21,501	\$ 21,501

TOTAL BUDGET

	\$ 262,103	\$ 255,240	\$ 274,489	\$ 263,484	\$ 295,682	\$ 295,682	\$ 315,712	\$ 318,689	\$ 318,689	\$ 318,689	\$ 318,689
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Dep. Req. TM Rec. Fin Com Rec.
 FY2026 FY2027 FY2027 FY2027
 Difference PY \$ 2,977
 % PY 1.01%

Position	FTE	FTE	FTE	FTE
Dir. Environmental Affairs	1	1	1	1
Senior Clerk	1	1	1	1
Conservation/Land Use Assist	1	1	1	1
Total Staffing	3	3	3	3



**CONSERVATION COMMISSION
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	MILEAGE	TOTAL SALARY BENEFIT
Isabel Tourkantonis	Env. Dir	5	1/17/2012	122,331.89	1,000.00	2,100.00	5,808.00	\$ 131,239.89
Michael DeVito	Land Use Assistant	5	8/27/2018	75,612.56	1,000.00	1,650.00	5,808.00	\$ 84,070.56
Kristina Bernard	Head Admin Clerk	7	8/29/2012	75,977.76	1,000.00	1,900.00	-	\$ 78,877.76
Overtime for meetings				1,500.00	-	-	-	\$ 1,500.00
				-				
				-				
DEPARTMENT TOTAL				\$ 275,422.21	\$ 3,000.00	\$ 5,650.00	\$ 11,616.00	\$ 295,688.21

Total Full time	\$275,422.21
Total Part time	\$0.00
Total Overtime	\$1,500.00
Total Contract	\$20,266.00
Total	\$297,188.21

**CONSERVATION COMMISSION
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	MILEAGE	TOTAL SALARY BENEFIT
Isabel Tourkantonis	Env. Dir	5	1/17/2012	121,717.33	1,000.00	2,100.00	5,808.00	\$ 130,625.33
Michael DeVito	Land Use Assistant	5	8/27/2018	75,232.71	1,000.00	1,650.00	5,808.00	\$ 83,690.71
Kristina Bernard	Head Admin Clerk	7	8/29/2012	75,596.07	1,000.00	1,900.00	-	\$ 78,496.07
Overtime for meetings				1,500.00	-	-	-	\$ 1,500.00
				-				\$ -
				-				\$ -
DEPARTMENT TOTAL				\$ 272,546.12	\$ 3,000.00	\$ 5,650.00	\$ 11,616.00	\$ 294,312.12

Total Full time	\$272,546.12
Total Part time	\$0.00
Total Overtime	\$1,500.00
Total Contract	\$20,266.00
Total	\$294,312.12



DESCRIPTION/DETAIL

CONSERVATION COMMISSION

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2026	FY2027	FY2027	FY2027	FY2027	
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REQ	TM REC	FIN COM REC
\$ 4,000.00	\$ 3,725.00	\$ 4,000.00	\$ 1,920.00	\$ 4,000.00	\$ 4,000.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00

Supplies and Expenses
I. Publications/Books
Total = \$100.00

II. Office Supplies
Total = \$400.00

FY2023	FY2023	FY2024	FY2024	FY2026	FY2026	FY2027	FY2027	FY2027	FY2027	
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REQ	TM REC	FIN COM REC
\$ 2,900.00	\$ 2,450.00	\$ 2,900.00	\$ 1,394.00	\$ 2,900.00	\$ 2,900.00	\$ 2,900.00	\$ 2,900.00	\$ 3,001.00	\$ 3,001.00	\$ 3,001.00

Contract Services/Leases

Memberships: Society of Wetlands Scientist (2), Membership for NEMWA

Licenses: Professional Wetland Scientist Certification
SUASCO and OARS Fees for water chestnut management

Clothing 2 people at \$450 per SEU Contract

Sick Leave Incentive:

Total Contract Services/Leases

FY2023	FY2023	FY2024	FY2024	FY2026	FY2026	FY2027	FY2027	FY2027	FY2027	
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REQ	TM REC	FIN COM REC
\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 12,823.00	\$ 15,000.00	\$ 15,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00	\$ 18,000.00

Beaver Control
Total Beaver Control

Department	Town Mgr.	Fin Com
\$ 100.00	\$ 100.00	\$ 100.00
\$ 400.00	\$ 400.00	\$ 400.00
\$ 500.00	\$ 500.00	\$ 500.00
\$ 3,001.00	\$ 3,001.00	\$ 3,001.00
\$ 18,000.00	\$ 18,000.00	\$ 18,000.00



3.5. Elections

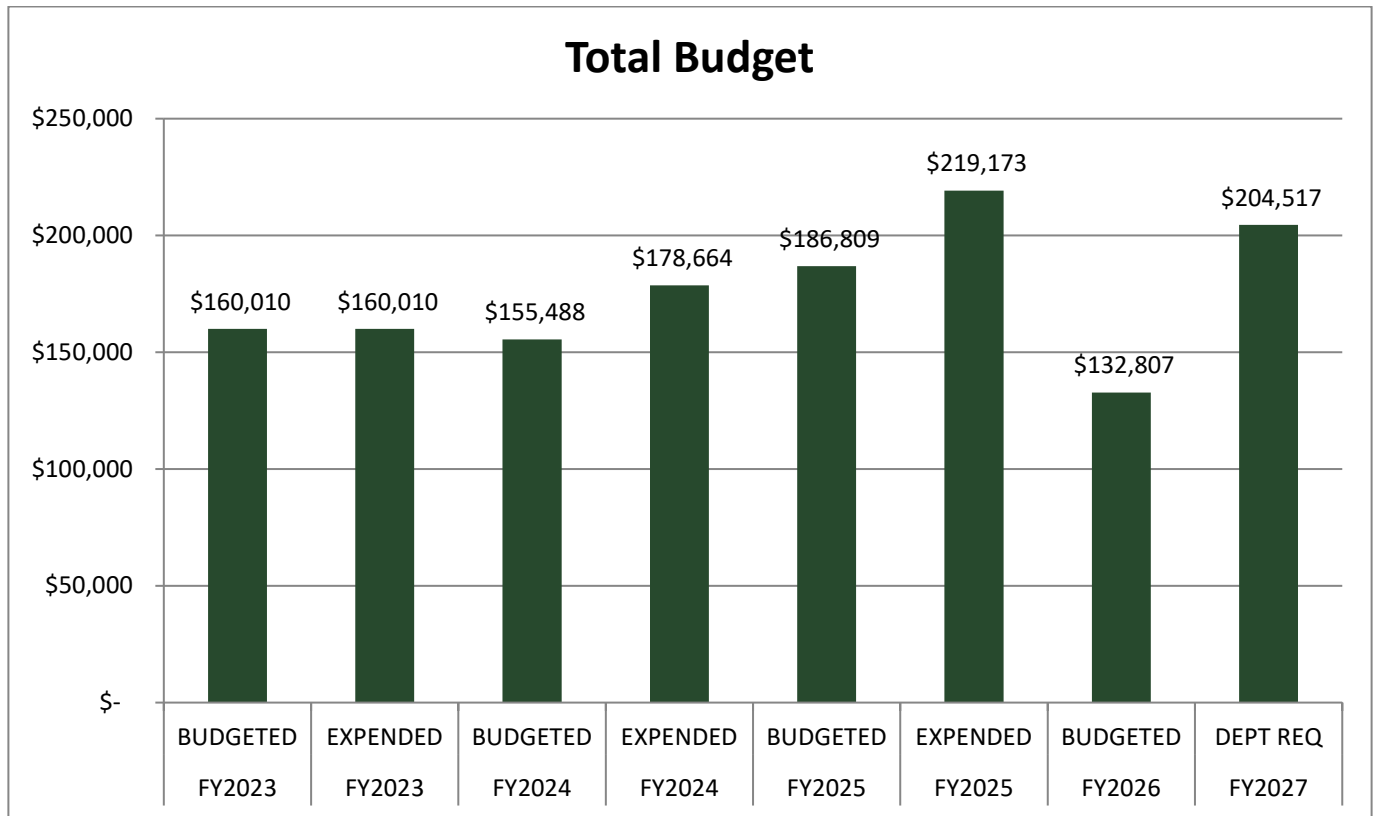
Department Explanation

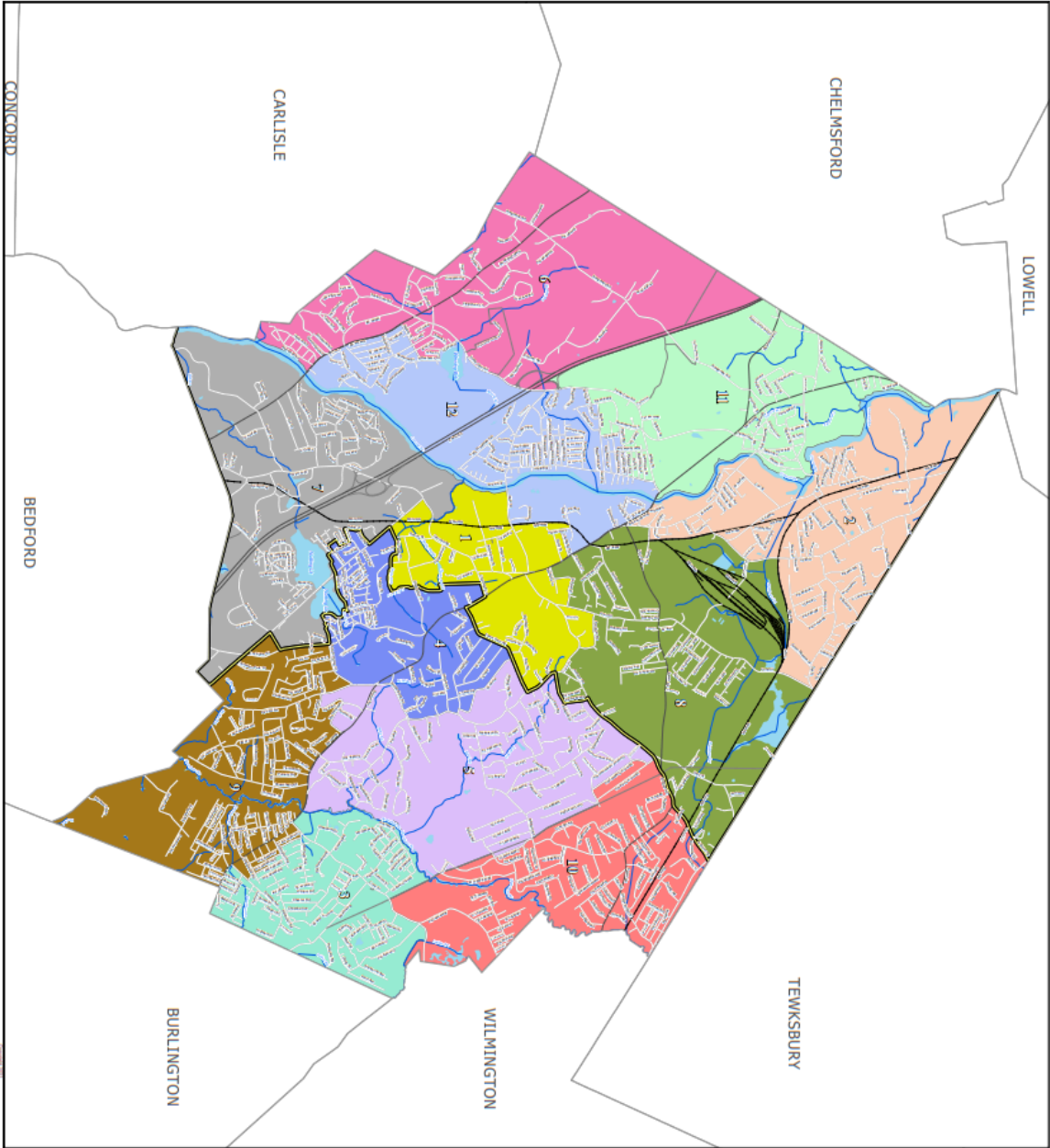
This account is used to budget for the next fiscal year’s elections. In FY 27 the Town will hold (3) three elections. Please see below for the dates and race.

- | |
|---|
| <ol style="list-style-type: none"> 1. State Primary - September 1, 2026 2. State Election - November 3, 2026 3. Local Election – April 3, 2027 |
|---|

Budget Narrative

The Elections budget will increase in FY 27 due to there being three elections as opposed to only one in FY26. A large part of the budget goes towards upkeep, maintenance, and preparation for the elections. The budget also includes supplies and food for the poll workers.





Map Prepared for the Town of Billerica
 Courtesy of William F. Galvin, Census Liaison
 Secretary of the Commonwealth

2020 Population -- 42,119			
Minimum 5%	Target Population	Maximum 5%	
3,334	3,510	3,686	
Precinct Boundaries			
Precinct	2020 Population	Variance	
1	3,381	-3,68	
2	3,539	0,83	
3	3,547	3,90	
4	3,576	4,73	
5	3,571	4,59	
6	3,403	-3,05	
7	3,391	-3,39	
8	3,339	-4,87	
9	3,574	4,67	
10	3,576	4,73	
11	3,337	-4,93	
12	3,385	-3,56	

Population is based on the official U.S. 2020 Census Block Level data.
 Boundaries effective December 31, 2021

Legend	
	Municipal Boundary
	County Boundary
	Geographical Features
	Major Road
	Local Road
	Railroad
	Other Municipal Features
	Streams, Rivers
	Canals, Ponds, Lakes, Pools, Major Rivers





ELECTIONS

Personnel Services

	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2026	FY2027	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC		
Full Time												
Part Time/Seasonal	\$ 75,396	\$ 75,396	\$ 78,746	\$ 102,646	\$ 78,746	\$ 133,398	\$ 82,257	\$ 112,142	\$ 112,142	\$ 112,142	\$ 112,142	\$ 112,142
Overtime												
Contractual Obligations												
Total	\$ 75,396	\$ 75,396	\$ 78,746	\$ 102,646	\$ 78,746	\$ 133,398	\$ 82,257	\$ 112,142	\$ 112,142	\$ 112,142	\$ 112,142	\$ 112,142

Expenses

Supplies and Expenses	\$ 2,760	\$ 2,760	\$ 4,160	\$ 3,436	\$ 4,755	\$ 4,241	\$ 3,585	\$ 4,755	\$ 4,755	\$ 4,755	\$ 4,755	\$ 4,755
Contract Services/Leases	\$ 81,854	\$ 81,854	\$ 72,592	\$ 72,592	\$ 103,308	\$ 81,534	\$ 46,965	\$ 87,620	\$ 87,620	\$ 87,620	\$ 87,620	\$ 87,620
Utilities												
Capital Outlay												
Total Expenses	\$ 84,614	\$ 84,614	\$ 76,742	\$ 76,018	\$ 108,063	\$ 85,775	\$ 50,550	\$ 92,375	\$ 92,375	\$ 92,375	\$ 92,375	\$ 92,375

TOTAL BUDGET

	\$ 160,010	\$ 160,010	\$ 155,488	\$ 178,664	\$ 186,809	\$ 219,173	\$ 132,807	\$ 204,517	\$ 204,517	\$ 204,517	\$ 204,517	\$ 204,517
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Difference \$ 71,710.87
% 54.00%

Dep. Req. TML Rec. Fin. Com Rec.
FY2026 FY2027 FY2027

Position	FTE	FTE	FTE	FTE
	0	0	0	0
Total Staffing	0	0	0	0



**ELECTION DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	Hourly Rate		BASE SALARY	TOTAL SALARY BENEFIT
		Number			
3 Election	Wardens	12	16.99	9,786.24	\$ 9,786.24
3 Election	Clerks	12	16.99	9,786.24	\$ 9,786.24
3 Election	Deputy Wardens	12	15.45	8,899.20	\$ 8,899.20
3 Election	Deputy Clerks	12	15.45	8,899.20	\$ 8,899.20
3 Election	Inspectors	24	15.45	17,798.40	\$ 17,798.40
3 Election	Deputy Inspectors	24	15.45	17,798.40	\$ 17,798.40
3 Election	Clerks (Town Hall)	4	32	3,840.00	\$ 3,840.00
3 Early Voting Local				35,334.76	\$ 35,334.76
DEPARTMENT TOTAL				\$ 112,142.44	\$ 112,142.44

3 elections this FY - All work 16 hrs

**ELECTION DEPARTMENT
SALARY INFORMATION FY2026 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	Hourly Rate		BASE SALARY	TOTAL SALARY BENEFIT
		Number			
1 Election	Wardens	12	16.5	9,504.00	\$ 9,504.00
1 Election	Clerks	12	16.5	9,504.00	\$ 9,504.00
1 Election	Deputy Wardens	12	15.72	8,640.00	\$ 8,640.00
1 Election	Deputy Clerks	12	15.72	8,640.00	\$ 8,640.00
1 Election	Inspectors	24	15.72	17,280.00	\$ 17,280.00
1 Election	Deputy Inspectors	24	15.72	17,280.00	\$ 17,280.00
1 Election	Clerks (Town Hall)	4	32	4,503.57	\$ 4,503.57
1 Early Voting Local	Precinct Officers				\$ 6,905.00
DEPARTMENT TOTAL				\$ 75,351.57	\$ 82,256.57

Town Election - April 6, 2024

Number of Elections: 1



DESCRIPTION/DETAIL

ELECTION									
FY2023	FY2023	FY2026	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 2,760.00	\$ 2,760.00	\$ 4,160.00	\$ 3,436.00	\$ 4,755.00	\$ 4,241.00	\$ 3,585.00	\$ 4,755.00	\$ 4,755.00	\$ 4,755.00

Supplies and Expenses

	Elections	Precincts	Rate	Department	Town Mgr.	Fin Com
Food for Election Workers						
Each Precinct is allocated \$45.00 per election.						
12 Precincts x \$45.00 x 3 Elections	3	12	\$ 45.00	\$ 1,620.00	\$ 1,620.00	\$ 1,620.00
Town Hall x \$45.00 x 3 Election	3	1	\$ 45.00	\$ 135.00	\$ 135.00	\$ 135.00
Supplies for conducting Elections:						
Ballot Marking Pens, light bulbs, paper rolls & inkers for vote scanners, toner cartridges for printer, secrecy sleeves, red pencils fo polls laminating sleeves, alphabetical index tabs, Auto Mark ink cartridges, etc. batteries for Accu-vote Units				\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Total:				\$ 4,755.00	\$ 4,755.00	\$ 4,755.00

FY2023	FY2023	FY2026	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 81,854.00	\$ 81,854.00	\$ 72,581.80	\$ 72,582.00	\$ 103,308.00	\$ 103,277.73	\$ 46,965.00	\$ 87,620.00	\$ 87,620.00	\$ 87,620.00

Contract Services/Leases

Police Detail for Elections						Department	Town Mgr.	Fin Com
Officers	Hours	Rate	Elections	Total				
6	16	\$ 70.00	3	\$ 20,160.00	\$ 20,160.00	\$ 20,160.00	\$ 20,160.00	
6	8	\$ 70.00	3	\$ 10,080.00	\$ 10,080.00	\$ 10,080.00	\$ 10,080.00	
2	4	\$ 70.00	3	\$ 1,680.00	\$ 1,680.00	\$ 1,680.00	\$ 1,680.00	
					\$ 31,920.00	\$ 31,920.00	\$ 31,920.00	

Custodians for Elections						Department	Town Mgr.	Fin Com
Custodians	Hours	Rate	Elections	Total				
10	17	\$ 50.00	3	\$ 25,500.00	\$ 25,500.00	\$ 25,500.00	\$ 25,500.00	

Professional Services

Town/State Primary/State Election - Sep 1,2026 - Nov 3 2026 - April 1, 2027							
Accuvote Coding including chips for individual scanners, ballots, ballot printing, absentee ballots, instructions, Gems upload,							
	3	\$ 5,000.00			\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Machine Rent:	3	\$ 2,800.00			\$ 8,400.00	\$ 8,400.00	\$ 8,400.00

Maintenance Contract

13 Accuvote Machines x \$300/machine					\$ 3,900	\$ 3,900.00	\$ 3,900.00
6 Touch Screen Marking Machines x \$225/machin	\$ 1,350.00				\$ 1,350	\$ 1,350.00	\$ 1,350.00
2 Poll Pads X 350	\$ 700				\$ 700	\$ 700.00	\$ 700.00
RTR Results Tally and Reporting Annual Fee					\$ 850	\$ 850.00	\$ 850.00
					\$ 87,620.00	\$ 87,620.00	\$ 87,620.00



3.6. Finance Committee

Department Explanation

The Finance Committee is a volunteer board that, according to the General By-Laws, consists of eleven (11) members and two (2) associate members. These individuals are appointed by the Town Moderator for terms of three (3) years, arranged to ensure that as close to an equal number of terms as possible expires each year. All members must be registered voters of the Town and cannot hold the position of Town Officer. The Town Accountant serves in an advisory capacity but does not possess voting rights.

The Committee acts as a fiscal advisory body to Town Meeting, assessing the overall financial needs of the Town, and collaborates with the Town Manager to develop the budget.

Budget Narrative

The Finance Committee budget stays consistent with past years. The committee continues to budget for printing the budget and association fees. It also employs a part-time recording secretary to produce the meeting minutes in a timely fashion.

Programs and Services

The primary responsibility of the Committee is to meticulously analyze financial matters that impact the Town. They possess the authority to recommend articles for consideration at Town Meeting and to either approve or reject unforeseen expenditures by the Town. Their expertise and insights are sought throughout the budgetary process to ensure the creation of a financial document that accurately reflects the values and priorities of Billerica.

In addition to their primary financial oversight role, the Finance Committee engages in numerous advisory functions throughout the Town. Members often serve on various committees in their capacity as Finance Committee representatives. These roles include participation in the Housing Partnership Committee, the Town Manager Screening Committee, the Street Acceptance Committee, the Master Plan Committee, the Community Preservation Committee (CPC), as well as being part of the Collective Bargaining negotiation team.



Budget Detail

FINANCE COMMITTEE

Personnel Services

	FY2023	FY2023	2026	2024	2025	2025	2026	2027	2027	2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
Full Time										
Part Time/Seasonal	\$ 2,000	\$ 1,335	\$ 2,000	\$ 2,000	\$ 2,000	\$ 1,894	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Overtime										
Contractual Obligations										
Total	\$ 2,000	\$ 1,335	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000

Expenses

Supplies and Expenses	\$ 1,600	\$ 427	\$ 1,600	\$ 1,235	\$ 1,600	\$ 569	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600
Contract Services/Leases	\$ 84,520	\$ -	\$ 84,520	\$ -	\$ 84,520	\$ -	\$ 84,520	\$ 84,520	\$ 84,520	\$ 84,520
Reserve Fund										
Total Expenses	\$ 86,120	\$ 427	\$ 86,120	\$ 1,235	\$ 86,120	\$ 569	\$ 86,120	\$ 86,120	\$ 86,120	\$ 86,120
TOTAL BUDGET	\$ 88,120	\$ 1,762	\$ 88,120	\$ 3,235	\$ 88,120	\$ 2,569	\$ 88,120	\$ 88,120	\$ 88,120	\$ 88,120

Position	2026		2027		2027		2027		Difference PY
	FTE	Dep. Req.	FTE	TM Rec.	FTE	Fin. Com. Rec.	FTE		
Clerk P/T	0.2		0.2		0.2		0.2		
Total Staffing	0.2		0.2		0.2		0.2		-



**FINANCE COMMITTEE
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	TOTAL SALARY BENEFIT
	Recording Clerk			\$ 2,000.00	\$ 2,000.00
DEPARTMENT TOTAL				\$ 2,000.00	\$ 2,000.00

**FINANCE COMMITTEE
SALARY INFORMATION FY2026 DEPARTMENT RECOMMENDED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	TOTAL SALARY BENEFIT
	Recording Clerk			\$ 2,000.00	\$ 2,000.00
DEPARTMENT TOTAL				\$ 2,000.00	\$ 2,000.00

DESCRIPTION/DETAIL

FINANCE COMMITTEE

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
			\$ -				\$ -	\$ -	\$ -	\$ -
								Department	Town Mgr.	Fin Com

Supplies and Expenses

Legal Notices
Meetings/Hearings

\$ -		
\$ -	\$ -	\$ -

Contract Services/Leases

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
	\$ 1,600	\$ 427	\$ 1,600	\$ 1,235	\$ 1,600	\$ 569	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600

Department Town Mgr. Fin Com

Printing
350 Copies of Budget/Warrant Recommendations
Fees & Memberships
Association of Finance
Committee MMA Applications

<i>Total Contract Services/Leases</i>	\$ 1,600	\$ 1,600	\$ 1,600
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Reserve Fund

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
	\$ 84,520		\$ 84,520	\$ -	\$ 84,520		\$ 84,520	\$ 84,520	\$ 84,520	\$ 84,520

Department Town Mgr. Fin Com

\$ 84,520	\$ 84,520	\$ 84,520
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<i>Total Reserve Fund</i>	\$ 84,520	\$ 84,520	\$ 84,520
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3.7. Historical Commission

Committee Explanation

The Historical Commission is a volunteer board that shall consist of no less than three (3) or more than seven (7) members appointed by the Select Board for terms of three (3) years each so arranged that nearly an equal number of such terms as is possible shall expire each year.

It shall be the duty of the Historical Commission to plan for community-wide historic preservation, and to preserve categorized historically significant properties, structures and landmarks.

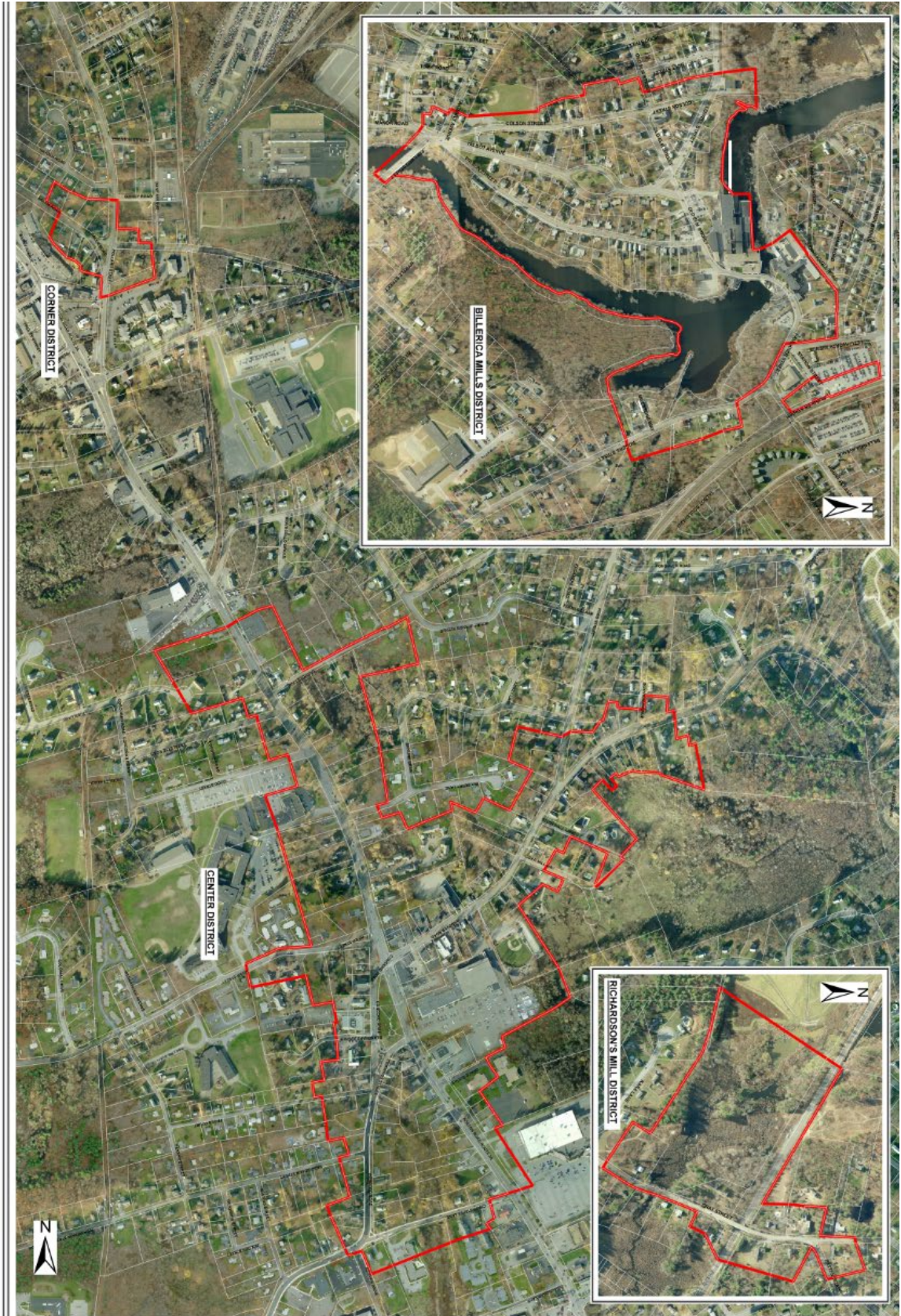
Budget Narrative

The budget for the Historical Commission will remain the same in FY 27.



HISTORIC DISTRICTS

SCALE 1 inch = 200 feet





DESCRIPTION/DETAIL

HISTORICAL COMMISSION

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 50	\$ 50	\$ 50	\$ -	\$ 50		\$ 50	\$ 50	\$ 50	\$ 50

Supplies and Expenses

Department	Town Mgr.	Fin Com
\$ 50	\$ 50	\$ 50
Total	\$ 50	\$ 50

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 250	\$ 250	\$ 250	\$ 240	\$ 250	\$ 55	\$ 250	\$ 250	\$ 250	\$ 250

Contract Services/Leases

Department	Town Mgr.	Fin Com
\$ 250	\$ 250	\$ 250
Total	\$ 250	\$ 250



3.8. Planning & Community Development

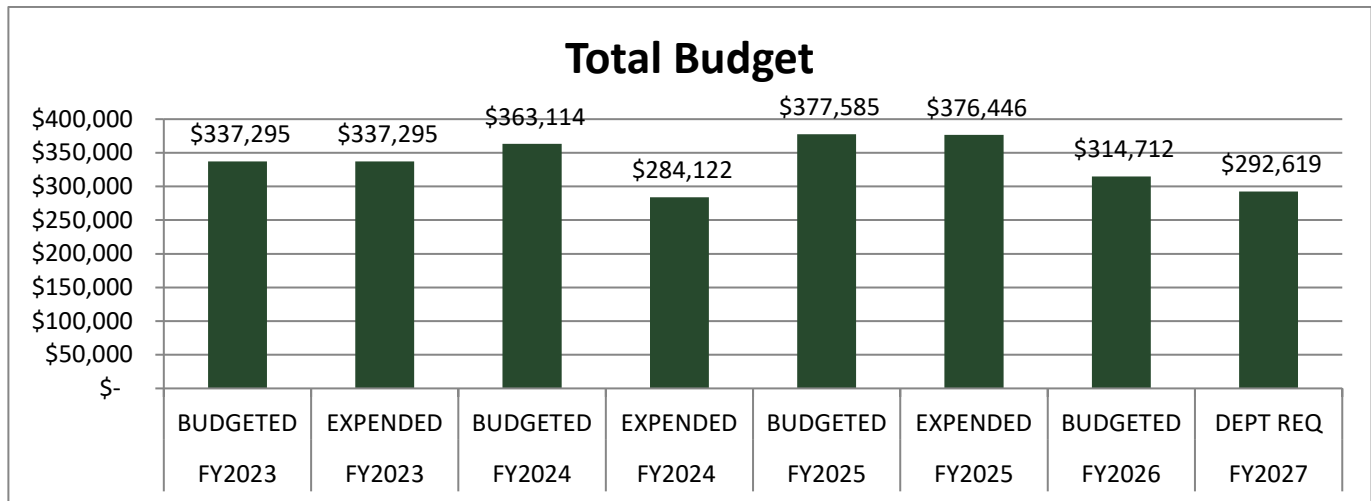
Department Explanation

The Planning and Community Development Department combines previously separate planning and economic development functions.

The Mission of the department is to provide high quality technical planning expertise to the Town of Billerica, to undertake projects that improve the quality of life for residents and encourage appropriate investment to increase the tax base.

Budget Narrative

The Planning and Community Development Department budget will see a reduction of \$22,093.00 due to a reduction in contracted services as well as a correction in the personnel line item.

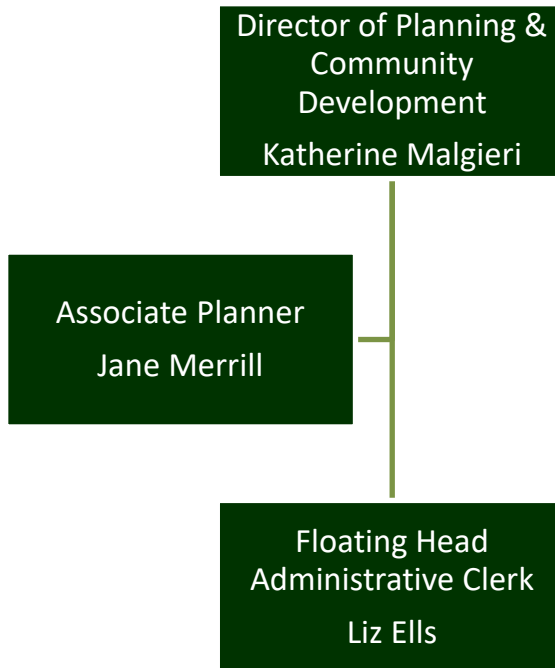


Programs and Services

The Planning and Community Development Department (PCDD) provides professional planning and community development services supporting townwide planning, economic development, and multiple boards and committees. The Department facilitated public meetings and advanced initiatives through public outreach, regional coordination, surveys, and ongoing website updates. The PCDD is involved with Community Preservation projects, review of historic district applications, implementation of Open Space and Recreation Plan goals, and continued Planning Board efforts to modernize zoning bylaws, encourage responsible commercial growth, and advance long-range planning, including early work toward the next Billerica Master Plan



Organizational Chart





PLANNING AND COMMUNITY DEVELOPMENT BUDGET

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 260,980	\$ 260,980	\$ 285,084	\$ 275,360	\$ 299,555	\$ 299,148	\$ 202,880	\$ 196,600	\$ 196,600	\$ 196,600
Part Time/Seasonal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,798	\$ 37,989	\$ 37,989	\$ 37,989
Overtime	\$ 3,315	\$ 3,315	\$ 4,500	\$ -	\$ -	\$ -	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
Contractual Obligations	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 264,295	\$ 264,295	\$ 289,584	\$ 275,360	\$ 299,555	\$ 299,148	\$ 243,978	\$ 237,889	\$ 237,889	\$ 237,889

<i>Expenses</i>											
Supplies and Expenses	\$ 1,500	\$ 1,500	\$ 1,880	\$ 1,453	\$ 1,880	\$ 1,880	\$ 1,880	\$ 1,880	\$ 3,280	\$ 3,280	\$ 3,280
Contract Services/Leases	\$ 71,500	\$ 71,500	\$ 71,650	\$ 7,309	\$ 76,150	\$ 75,478	\$ 68,864	\$ 51,450	\$ 51,450	\$ 51,450	
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 73,000	\$ 73,000	\$ 73,530	\$ 8,762	\$ 78,030	\$ 77,298	\$ 70,734	\$ 54,730	\$ 54,730	\$ 54,730	
TOTAL BUDGET	\$ 337,295	\$ 337,295	\$ 363,114	\$ 284,122	\$ 377,585	\$ 376,446	\$ 314,712	\$ 292,619	\$ 292,619	\$ 292,619	

Dep. Req. TM Rec. Fin. Com Rec.
 FY2026 FY2027 FY2027 FY2027
 PY Difference \$ (22,093.50)
 % -7.02%

Position	FY2026 FTE	FY2027 FTE	FY2027 FTE	FY2027 FTE
Director of Planning and Community Development	1	1	1	1
Senior Planner	1	1	1	1
Associate Planner	1	0.5	0.5	0.5
Floating Head Clerk				
Total Staffing	3	2.5	2.5	2.5



**PLANNING AND COMMUNITY DEVELOPMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Sick Bonus	Longevity	TOTAL SALARY BENEFIT
Katherine Malgieri	Planning Director	5	2/1/2025	\$ 125,145.32			\$ 125,145.32
Jane Merrill	Associate Planner	3/4	9/11/2023	\$ 71,454.44			\$ 71,454.44
Liz Ells	Floating Head Administrative	7	12/4/2017	\$ 37,988.81			\$ 37,988.81
DEPARTMENT TOTAL				\$ 234,588.58	\$ -	\$ -	\$ 234,588.58

Total Full time	\$	196,599.77
Total Part time	\$	37,988.81
Overtime	\$	3,300.00
Total Contract	\$	-
Total	\$	237,888.58

**PLANNING AND COMMUNITY DEVELOPMENT
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Sick Bonus	Longevity	TOTAL SALARY BENEFIT
Katherine Malgieri	Planning Director	6/7	2/1/2025	\$ 122,268.42			\$ 122,268.42
Jane Merrill	Associate Planner	3/4	3/1/2025	\$ 70,053.92			\$ 70,053.92
Liz Ells	Floating Head Administrative	7	1/30/2017	\$37,798.04			\$37,798.04
DEPARTMENT TOTAL				\$ 240,678.08	\$ -	\$ -	\$ 230,120.38

Total Full time	\$	202,880.05
Total Part time	\$	37,798.04
Overtime	\$	3,300.00
Total Contract	\$	-
Total	\$	243,978.08



PLANNING	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 DEPT REQ	FY2027 BUDGETED	FY2027 TM REC	FY2027 FIN COM REC	Department	Town Mgr.	Fin Com
	\$ 1,500	\$ 1,500	\$ 1,880	\$ 1,453	\$ 1,880	\$ 1,880	\$ 1,880	\$ 3,280	\$ 3,280	\$ 3,280	\$ 3,280			
<i>Supplies and Expenses</i>														
OFFICE SUPPLIES												\$ 600	\$ 600	\$ 600.00
ECONOMIC DEVELOPMENT SUBSCRIPTIONS AND MEMBERSHIPS (CoSTAR)												\$ 680.00	\$ 680.00	\$ 680.00
EDUCATION & TRAINING														

FOR LEGAL NOTICES ASSOCIATED WITH AMENDMENTS TO THE RULES AND REGULATIONS AND ZONING BY LAWS

Total Supplies & Expenses	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 DEPT REQ	FY2027 BUDGETED	FY2027 TM REC	FY2027 FIN COM REC	Department	Town Mgr.	Fin Com
	\$ 71,500	\$ 71,500	\$ 71,650	\$ 7,309	\$ 76,150	\$ 75,418	\$ 68,854	\$ 51,450	\$ 51,450	\$ 51,450	\$ 51,450			

Contract Services/Leases	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 DEPT REQ	FY2027 BUDGETED	FY2027 TM REC	FY2027 FIN COM REC	Department	Town Mgr.	Fin Com
5214 PRINTING													\$ -	\$ -
5225 MEMBERSHIPS/FEEES													\$ 1,300.00	\$ 1,300.00
5370 IN STATE TRAVEL													\$ 150.00	\$ 150.00
													\$ 50,000.00	\$ 50,000.00
													\$ 51,450.00	\$ 51,450.00



3.9. Registrar

Department Explanation

The Registrars Department oversees the census process for the Town of Billerica. This includes the mailing to all residents, upkeep of records, registering residents to vote, and creation of the resident listing book.

Budget Narrative

In FY 27, the Registrar's Department budget will increase \$5,386.00 due to annual personnel salary adjustments and increased Census Costs.



REGISTRARS

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 52,145	\$ 51,992	\$ 56,936	\$ 56,311	\$ 58,807	\$ 58,807	\$ 61,037	\$ 61,355	\$ 61,355	\$ 61,355
Part Time/Seasonal	\$ 3,441	\$ 3,441	\$ 3,441	\$ 3,441	\$ 3,441	\$ 3,441	\$ 3,441	\$ 3,915	\$ 3,915	\$ 3,915
Overtime	\$ 2,000	\$ 2,000	\$ 3,000	\$ 1,200	\$ 3,000	\$ 1,720	\$ 3,000	\$ 2,000	\$ 2,000	\$ 2,000
Contractual Obligations	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200
Total	\$ 58,587	\$ 58,433	\$ 64,377	\$ 61,952	\$ 66,248	\$ 64,968	\$ 69,678	\$ 69,470	\$ 69,470	\$ 69,470

<i>Expenses</i>										
Supplies and Expenses	\$ 10,070	\$ 5,749	\$ 10,420	\$ 10,420	\$ 10,420	\$ 10,420	\$ 19,945	\$ 25,539	\$ 25,539	\$ 25,539
Contract Services/Leases	\$ 3,300	\$ 3,300	\$ 3,800	\$ 3,091	\$ 3,800	\$ 3,765	\$ 6,760	\$ 6,760	\$ 6,760	\$ 6,760
Utilities										
Capital Outlay										
Total Expenses	\$ 13,370	\$ 9,049	\$ 14,220	\$ 13,511	\$ 14,220	\$ 14,185	\$ 26,705	\$ 32,299	\$ 32,299	\$ 32,299
TOTAL BUDGET	\$ 71,957	\$ 67,482	\$ 78,597	\$ 75,463	\$ 80,468	\$ 79,153	\$ 96,383	\$ 101,769	\$ 101,769	\$ 101,769

Position	Dep. Req.		TM Rec.		Fin. Com Rec.		Difference \$	Difference %
	FY2026	FY2027	FY2027	FY2027	FY2027	FY2027		
Senior Clerk	1	1	1	1	1	1		
Senior Clerk	0	0	0	0	0	0		
Total Staffing	1	1	1	1	1	1	5,386	5.59%



**REGISTRARS DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Lori A.Blake	Senior Clerk	7	12/04/17	59,268.65	1,000.00	1,200.00	61,468.65
Donna McCoy	Town Clk-BD. Mem.	0		2,086.78	-	-	2,086.78
Bd. of Registrars	Members -3	0		3,914.74	-	-	3,914.74
Overtime/PT	Overtime/PT	0		2,000.00	-	-	2,000.00
							\$ -
DEPARTMENT TOTAL				\$ 67,270.17	\$ 1,000.00	\$ 1,200.00	\$ 69,470.17

Total Full Time	\$	61,355.43
Total Part Time	\$	3,914.74
Total Overtime	\$	2,000.00
Contract Oblig.	\$	2,200.00
Total Contract	\$	69,470.17

**REGISTRARS DEPARTMENT
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Lori A.Blake	Senior Clerk	7	12/4/2017	58,970.90	1,000.00	1,200.00	\$ 61,170.90
Donna McCoy	Town Clk-BD. Mem.	0		2,066.00	-	-	\$ 2,066.00
Bd. of Registrars	Members -3	0		3,441.24	-	-	\$ 3,441.24
Overtime/PT	Overtime/PT	0		3,000.00	-	-	\$ 3,000.00
							\$ -
							\$ -
DEPARTMENT TOTAL				\$ 67,478.14	\$ 1,000.00	\$ 1,200.00	\$ 69,678.14

Total Full Time	\$	61,036.90
Total Part Time	\$	3,441.24
Total Overtime	\$	3,000.00
Contract Oblig.	\$	2,200.00
Total Contract	\$	69,678.14



DESCRIPTION/DETAIL

REGISTRARS

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 10,070.00	\$ 5,749.00	\$ 10,420.00	\$ 10,420.00	\$ 10,420.00	\$ 10,420.00	\$ 19,945.00	\$ 25,538.89	\$ 25,538.89	\$ 25,538.89

Department Town Mgr. Fin Com

Supplies and Expenses
Office Supplies such as pens, pencils, calendar pads, envelopes, legal pads, typewriter ribbons, computer supplies, \$ 700.00 \$ 700.00 \$ 700.00

Census Costs:
Conversion of VRIS data file, Printing notices; \$6,900.00 \$ 6,900.00 \$ 6,900.00
Prepare for mailing, Delivery to post office \$800 \$800 \$800
Printing of dog licenses \$5,000.00 \$ 5,000.00 \$ 5,000.00

Confirmation Notices/2nd mailings
Total Census Cost \$ 17,340.27
30% of Census costs to be paid by School Dept. \$ 5,202.08
70% of Census costs to be paid by Town \$ 12,138.19 \$ 12,138.89 \$12,138.89 \$12,138.89

Total Supplies & Expenses \$ 25,538.89 \$ 25,538.89 \$ 25,538.89

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 3,300.00	\$ 3,300.00	\$ 3,800.00	\$ 3,091.00	\$ 3,800.00	\$ 3,765.10	\$ 6,760.00	\$ 6,760.00	\$ 6,760.00	\$ 6,760.00

Department Town Mgr. Fin Com

Contract Services/Leases

Printing -Resident Listing Books (Mandated by State Law) \$ 3,250.00 \$ 3,250.00 \$ 3,250.00
 Bookbinding - Permanent binding of Street List (Mandated by State Law) \$ 200.00 \$ 200.00 \$ 200.00
 Advertising - MGL, Chap. 51, Sect. 6 -31) Voter Registration Session-1 Election \$ 2,500.00 \$ 2,500.00 \$ 2,500.00
 Repairs to equipment - computer, Frad,Scanners and/or printer \$ 810.00 \$ 810.00 \$ 810.00
 Printing Voter Registration Forms & File Cards-Voter Maintenance \$ 810.00 \$ 810.00 \$ 810.00
 TOTAL \$ 6,760.00 \$ 6,760.00 \$ 6,760.00



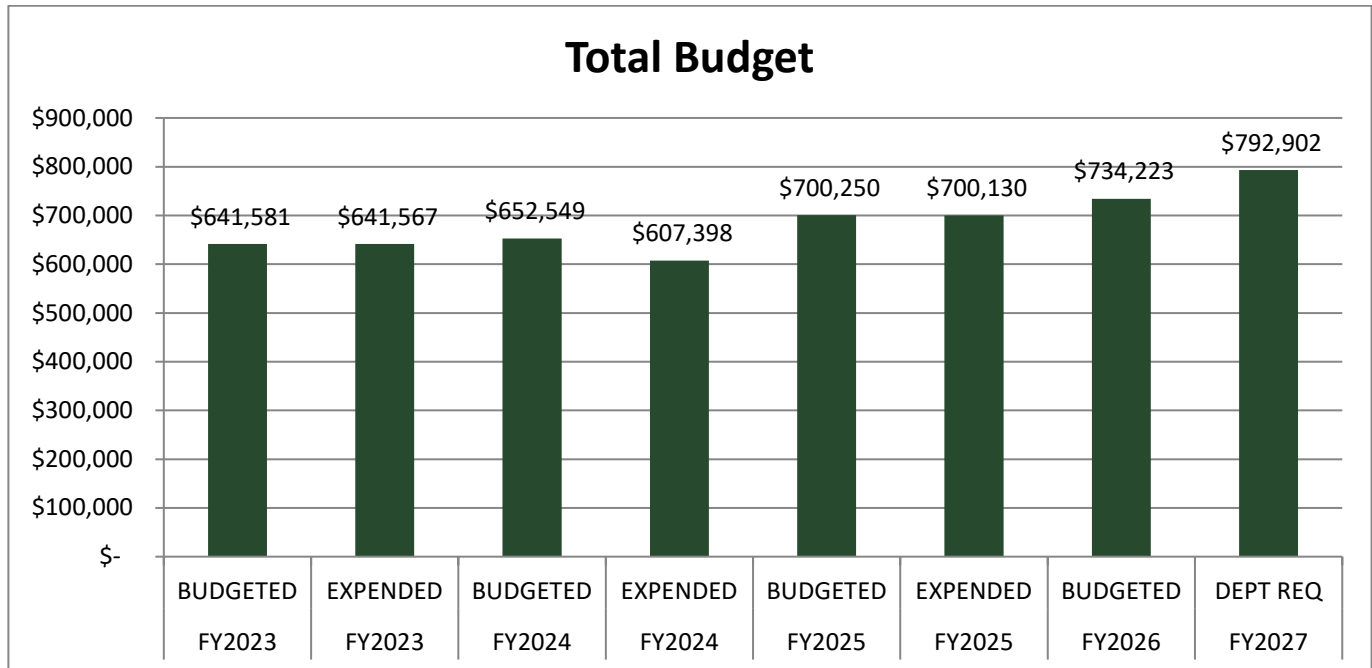
3.10. Systems Administration

Department Explanation

Systems Administration has emerged as a vital component of municipal government operations. Proficiency in networks, hardware, operating systems, and software applications has become essential for the effective management of a municipality. Furthermore, the Systems Administration department is instrumental in coordinating upgrades to our technological infrastructure and delivering IT support to ensure optimal functionality and service delivery.

Budget Narrative

The systems Administration budget will increase by \$58,679.00 in FY 27. This is due to increases in costs for hardware, software, licenses, storage and an annual personnel salary adjustment.



Programs and Services

The Systems Administration department offers comprehensive IT support across Town Departments. This department serves as the custodian and liaison for multiple software licenses utilized by the Town. Notable among these are MUNIS, which facilitates our accounting and tax functions; People GIS, employed by engineers, assessors, and the building department for interactive mapping and permitting processes; and Civic Plus, the firm responsible for the development of the current Billerica website. Additionally, the department is tasked with performing routine maintenance on the Town's networks, computers, and servers, ensuring robust security measures are in place to protect against unauthorized access and potential intrusions.



SYSTEMS ADMIN

	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 118,954	\$ 118,953	\$ 122,522	\$ 122,052	\$ 127,423	\$ 127,423	\$ 144,892	\$ 148,209	\$ 148,209	\$ 148,209
Part Time/Seasonal										
Overtime	\$ 1,827	\$ 1,827	\$ 1,827	\$ 1,827	\$ 1,827	\$ 1,827	\$ 1,827	\$ 1,827	\$ 1,827	\$ 1,827
Contractual Obligations										
Total	\$ 120,781	\$ 120,780	\$ 124,349	\$ 123,879	\$ 129,250	\$ 129,250	\$ 146,719	\$ 150,036	\$ 150,036	\$ 150,036

<i>Expenses</i>										
Supplies and Expenses	\$ 20,000	\$ 19,987	\$ 20,000	\$ 20,000	\$ 20,000	\$ 19,880	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Contract Services/Leases	\$ 500,800	\$ 500,800	\$ 508,200	\$ 463,519	\$ 551,000	\$ 551,000	\$ 567,504	\$ 622,866	\$ 622,866	\$ 622,866
Utilities										
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 520,800	\$ 520,787	\$ 528,200	\$ 483,519	\$ 571,000	\$ 570,880	\$ 587,504	\$ 642,866	\$ 642,866	\$ 642,866

TOTAL BUDGET \$ 641,581 \$ 641,567 \$ 652,549 \$ 607,398 \$ 700,250 \$ 700,130 \$ 734,223 \$ 792,902 \$ 792,902 \$ 792,902

Position	FY2026		FY2027		TM Rec.		Fin Com Rec.	
	FTE	Dep Req	FTE	Dep Req	FTE	Dep Req	FTE	Dep Req
MIS Director	1		1		1		1	
PT-Floating Clerk	0.5		0.5		0.5		0.5	
Total Staffing	1.5		1.5		1.5		1.5	

Difference PY \$ 58,679.09
 % PY 7.99%



**SYSTEMS ADMINISTRATION DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Chris Bartlett	MIS Director	9	2/20/2012	\$ 135,209.46	\$ -	\$ 1,827.00	\$ 137,036.46
Diane Delodge	Floatin Clerk Assist			13,000.00			\$ 13,000.00
DEPARTMENT TOTAL				\$ 148,209.46	\$ -	\$ 1,827.00	\$ 150,036.46

Total Full Time:	\$ 148,209.46
Total Contract:	\$ 1,827.00
Total	\$ 150,036.46

**SYSTEMS ADMINISTRATION DEPARTMENT
SALARY INFORMATION FY2026 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Chris Bartlett	MIS Director	9	2/20/2012	\$ 131,892.37	\$ -	\$ 1,827.00	\$ 133,719.37
TBD	Floating Clerk Help			13,000.00			\$ 13,000.00
DEPARTMENT TOTAL				\$ 144,892.37	\$ -	\$ 1,827.00	\$ 146,719.37

Total Full Time:	\$ 144,892.37
Total Contract:	\$ 1,827.00
Total	\$ 146,719.37



DESCRIPTION/DETAIL

SYSTEMS ADMIN											
FY2023	FY2023	FY2024	FY2024	FY2024	FY2026	FY2025	FY2026	FY2027	FY2027	FY2027	FY2027
EXPEN	EXPEN	BUDGETED	EXPEN	BUDGETED	EXPEN	BUDGETED	EXPEN	DEPT REQ	TM REC	FINCOM REC	
\$ 20,000	\$ 19,987	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 19,880	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000

Supplies and Expenses

Department Town Mgr. Fin Com

\$ 20,000 \$ 20,000 \$ 20,000

\$ 20,000 \$ 20,000 \$ 20,000

FY2023	FY2023	FY2024	FY2024	FY2024	FY2026	FY2025	FY2026	FY2027	FY2027	FY2027
EXPEN	EXPEN	BUDGETED	EXPEN	BUDGETED	EXPEN	BUDGETED	EXPEN	DEPT REQ	TM REC	FINCOM REC
\$500,800	\$500,800	\$ 508,200	\$ 463,520	\$ 551,000	\$ 551,000	\$ 567,504	\$ 622,866	\$ 622,866	\$ 622,866	\$ 622,866

Contract Services/Leases

Department Town Mgr. Fin Com

Infrastructure Support (ICS/TechMID)																				
Barry Comm (Network/Phone) Service Contract																				
Adobe (Acrobat Pro & Photoshop)																				
Efax																				
VEEAM Backup																				
Backupify																				
Fortinet Firewall																				
Munis Maintenance Support ASP software																				
Comcast Fiber Internet for Town & Public Safety																				
Comcast OFFNET (Separate phone traffic/Backup Internet)																				
Autocad Maintenance (DLT Solutions/Microdesk)																				
ArcGIS																				
Sophos MDR (Covers Public Safety As Well)																				
Schneider (Maps, GIS, Permitting, Etc)																				
VMware Maintenance																				
Office 365 Gonna go UP, possibly a lot)																				
PastPerfect (Archivist Software)																				
T3500 Plotter for Permitting																				
Copiers & Printers (Lease Costs)																				
Merraki Licenses (Wifi)																				
Server/Storage Support																				
Town Website Annual																				
Server/Storage Lease (NEW LEASE)																				

Total Contract Services/Leases

\$ 567,604 \$ 55,262 \$ 622,866 \$ 622,866 \$ 622,866



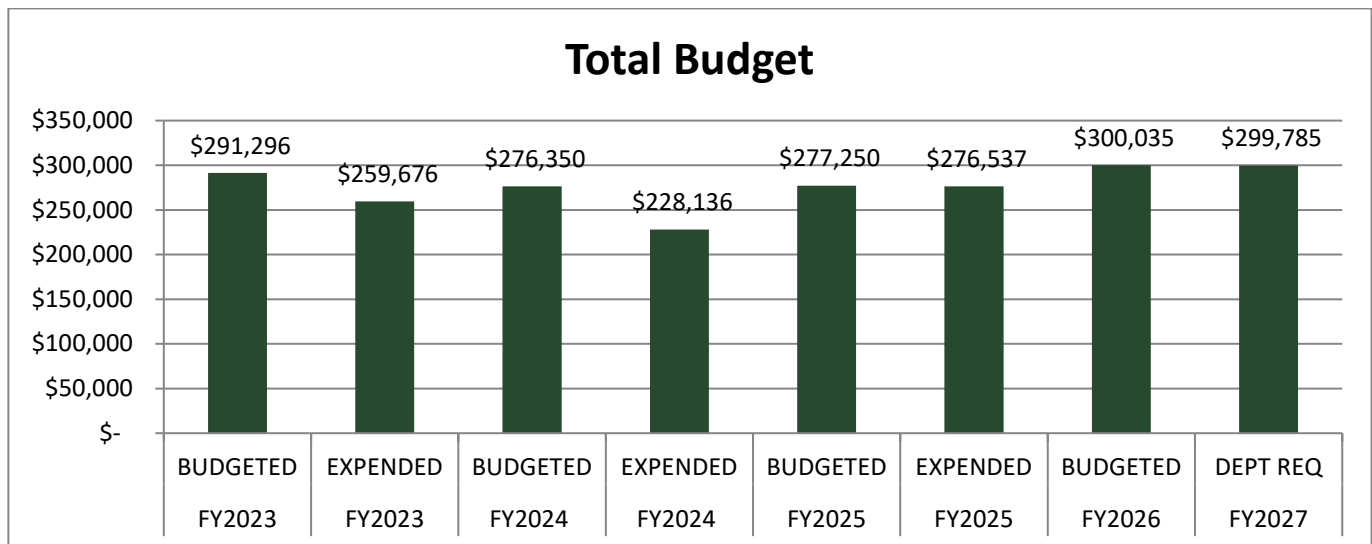
3.11. Town Clerk

Department Explanation

The Town Clerk’s Office is the holder of all vital records, keeper of the Town seal, registrar of voters, facilitates elections, and posts notices for public meetings. The Town Clerk is an elected position that serves the residents for a three-year term.

Budget Narrative

In FY 27, the Town Clerk budget will see a slight decrease of \$250.00 due to personnel changes and a decrease in supplies costs.



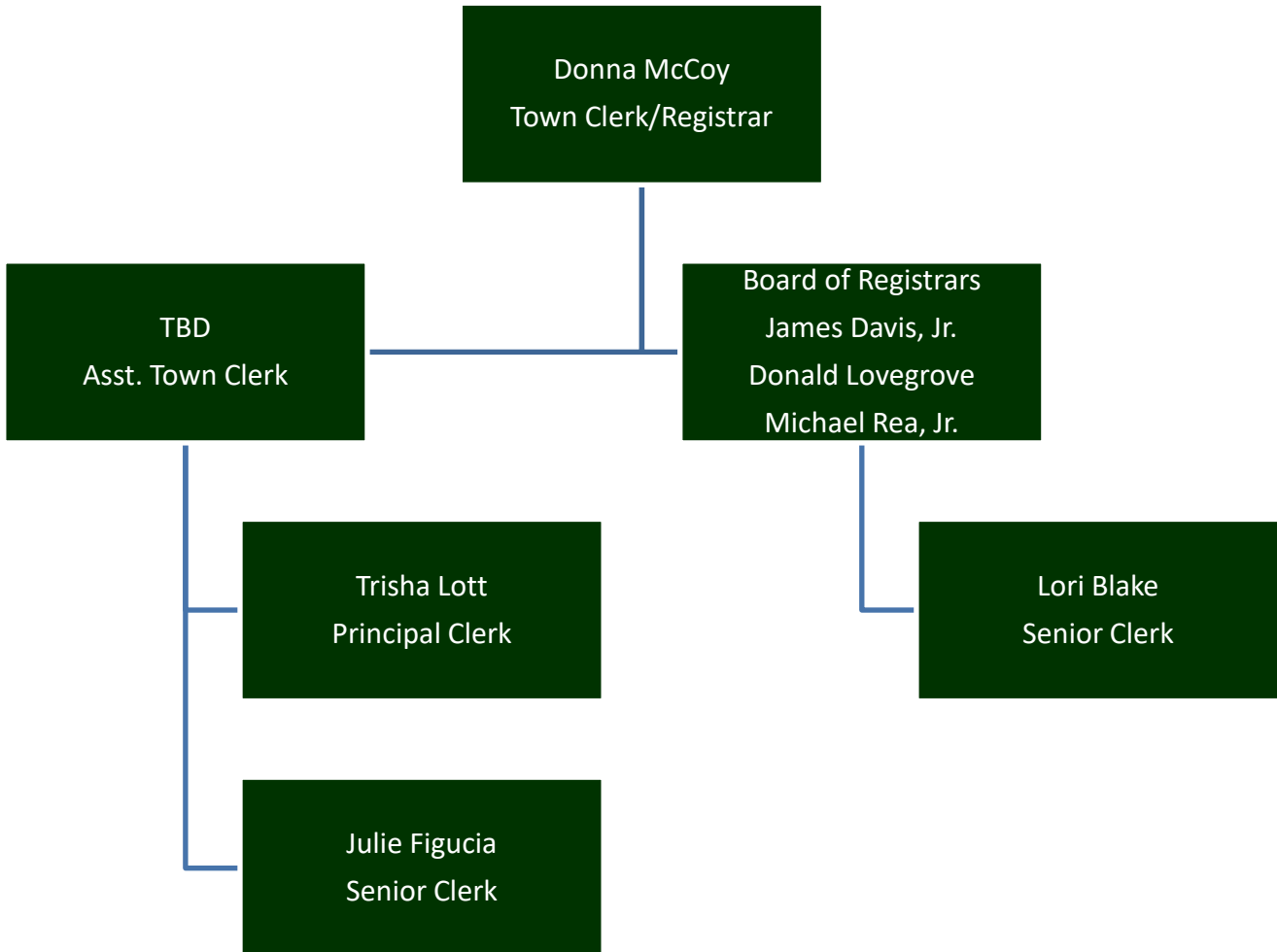
Programs and Services

The Town Clerk offers a variety of services to residents in several important capacities. Individuals can obtain all vital records, including birth, marriage, and death certificates, directly from the Clerk's office. Additionally, it is required that residents register their dogs with the Town Clerk. The Clerk also serves as the Public Access Officer and acts as the Burial Agent for the Town.

The organization of elections held in Billerica is managed by the Clerk's office. Residents wishing to register to vote must do so through the Town Clerk as well. Furthermore, the Clerk’s office is responsible for posting notifications of all public meetings and municipal bids. For those seeking agendas or minutes from past meetings, the Clerk's office is the designated resource for such information.



Organizational Chart





TOWN CLERK

Personnel Services

Full Time
Part Time/Seasonal
Overtime
Contractual Obligations

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
Total	\$ 279,846	\$ 252,904	\$ 267,652	\$ 220,749	\$ 267,652	\$ 267,652	\$ 289,512	\$ 289,487	\$ 289,487	\$ 289,487
	\$ 7,700	\$ 5,251	\$ 4,893	\$ 4,610	\$ 4,893	\$ 4,893	\$ 5,393	\$ 5,393	\$ 5,393	\$ 5,393
	\$ 287,546	\$ 258,155	\$ 272,545	\$ 225,359	\$ 272,545	\$ 272,545	\$ 294,905	\$ 294,880	\$ 294,880	\$ 294,880

Expenses

Supplies and Expenses
Contract Services/Leases
Utilities
Capital Outlay

Supplies and Expenses	\$ 2,025	\$ 33	\$ 2,075	\$ 1,852	\$ 2,075	\$ 1,929	\$ 2,075	\$ 2,150	\$ 2,150	\$ 2,150
Contract Services/Leases	\$ 1,725	\$ 1,488	\$ 1,730	\$ 925	\$ 2,630	\$ 2,064	\$ 3,055	\$ 2,755	\$ 2,755	\$ 2,755
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 3,750	\$ 1,521	\$ 3,805	\$ 2,777	\$ 4,705	\$ 3,992	\$ 5,130	\$ 4,905	\$ 4,905	\$ 4,905

TOTAL BUDGET

	\$ 291,296	\$ 259,676	\$ 276,350	\$ 228,136	\$ 277,250	\$ 276,537	\$ 300,035	\$ 299,785	\$ 299,785	\$ 299,785
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DEPT REQ TM REC FIN COM REC
FY2026 FY2027 FY2027

Difference \$ (250.66)
% -0.08%

Position	FTE	FTE	FTE	FTE
Senior Clerk	1	1	1	1
Principal Clerk	1	1	1	1
Asst Town Clerk	1	1	1	1
Town Clerk	1	1	1	1
Total Staffing	4	4	4	4



**TOWN CLERK
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE		TOTAL SALARY	
					INCENTIVE	LONGEVITY	BENEFIT	
Donna McCoy	Town Clerk	4/5	4/7/2023	\$ 112,237.80		\$ 3,393.00	\$	115,630.80
Vacant	Asst Town Clerk	9	5/30/2023	\$ 72,710.72		\$ -	\$	72,710.72
Trisha Lott	Principal Clerk	4/5	2/6/2024	\$ 56,002.92	\$ 1,000.00	\$ -	\$	57,002.92
Julie Figucia	Senior Clerk	1/2	10/1/2025	\$ 48,535.31	\$ 1,000.00	\$ -	\$	49,535.31
DEPARTMENT TOTAL				\$ 289,486.74	\$ 2,000.00	\$ 3,393.00	\$	294,879.74

Total Full time	\$ 289,486.74
Total Contract	\$ 5,393.00
Total	\$ 294,879.74

**TOWN CLERK
SALARY INFORMATION FY2026 PERSONNEL**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE		TOTAL SALARY	
					INCENTIVE	LONGEVITY	BENEFIT	
Donna McCoy	Town Clerk	3/4	4/7/2023	\$ 105,345.49		\$ 3,393.00	\$	108,738.49
Elizabeth Berube	Asst Town Clerk	9	5/30/2023	\$ 81,820.50		\$ -	\$	81,820.50
Trisha Lott	Principal Clerk	3/4	4/29/2024	\$ 53,081.83	\$ 1,000.00	\$ -	\$	54,081.83
Gillian Menezes	Senior Clerk	2/3	2/1/2024	\$ 49,264.58	\$ 1,000.00	\$ -	\$	50,264.58
DEPARTMENT TOTAL				\$ 289,512.40	\$ 2,000.00	\$ 3,393.00	\$	294,905.40

Total Full time	\$ 289,512.40
Total Contract	\$ 5,393.00
Total	\$ 294,905.40



TOWN CLERK

FY2023	FY2023	FY2026	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	FIN COM REC
\$ 2,025	\$ 33	\$ 2,075	\$ 1,852	\$ 2,075	\$ 1,929	\$ 2,075	\$ 2,150	\$ 2,150

Supplies and Expenses

	Department	Town Mgr.	Fin Com
General Office Supplies	\$ 875.00	\$ 875.00	\$ 875.00
Town Meeting Record Book	\$ 300.00	\$ 300.00	\$ 300.00
Dues:			
IIMC	\$ 275.00	\$ 275.00	\$ 275.00
MA Town Clerks Assoc.	\$ 150.00	\$ 150.00	\$ 150.00
NE Town Clerks/ Assoc.	\$ 50.00	\$ 50.00	\$ 50.00
Middlesex Town Clerks' Assoc.	\$ 50.00	\$ 50.00	\$ 50.00
Dog Tags	\$ 450.00	\$ 450.00	\$ 450.00
	▼ \$ 2,150.00	▼ \$ 2,150.00	▼ \$ 2,150.00

FY2023	FY2023	FY2026	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	FIN COM REC
\$ 1,725	\$ 1,488	\$ 1,730	\$ 925	\$ 2,630	\$ 2,064	\$ 3,055	\$ 2,755	\$ 2,755

Department Town Mgr. Fin Com

Contract Services/Leases

Maintenance Agreements - Time Clock	\$ 400.00	\$ 400.00	\$ 400.00
Bookbinding - Vital Records Book (Mandated by Law)	\$ 300.00	\$ 300.00	\$ 300.00
Bookbinding - Town Report (Mandated)	\$ 175.00	\$ 175.00	\$ 175.00
Printing	\$ 200.00	\$ 200.00	\$ 200.00
Acid-Free Paper-(For Vital Records)	\$ 100.00	\$ 100.00	\$ 100.00
Pages for Vital Records Book,	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00
	\$ 380.00	\$ 380.00	\$ 380.00

Total Contract Services/Leases

	\$ 2,755	\$ 2,755	\$ 2,755
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3.12. Town Manager

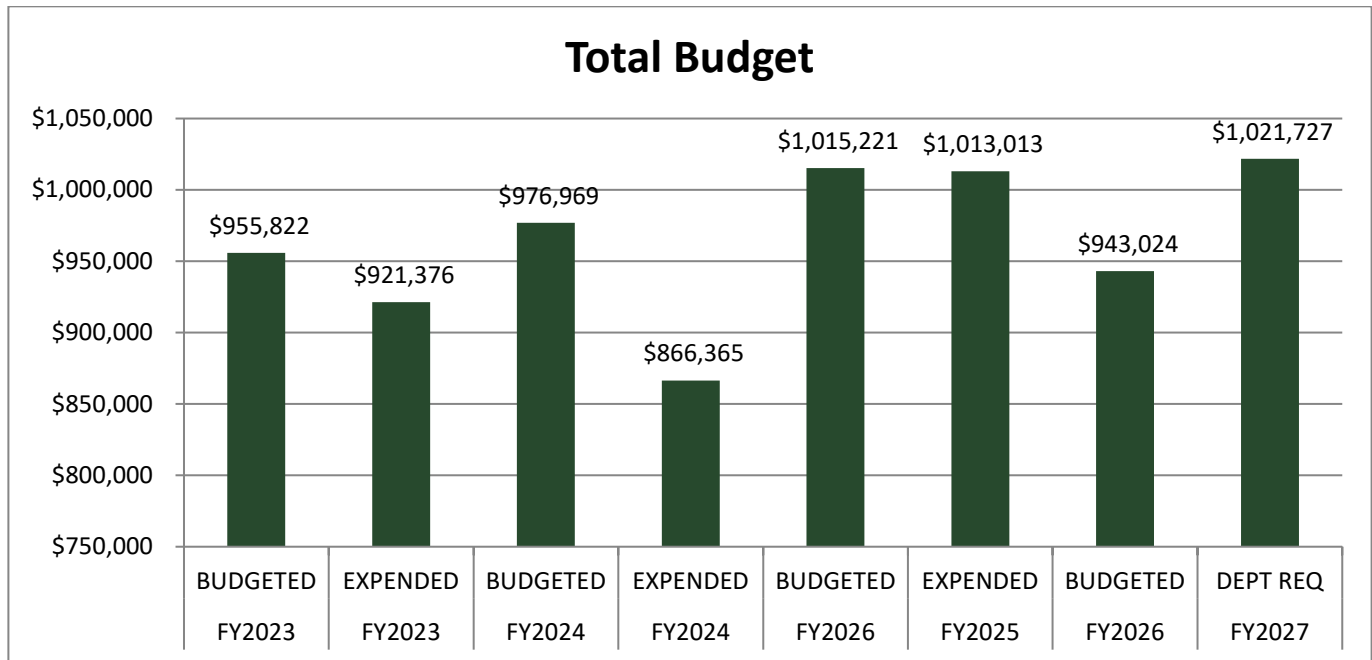
Department Explanation

The Billerica Town Manager serves as the highest appointed official in the municipality and is tasked with ensuring the efficient functioning of the Town's administration. This role involves overseeing the administration of various departments, delivering exemplary customer service, advising multiple boards and commissions, and recommending actions that align with the Town's needs.

The Town Manager is accountable for the effective administration of Town services. The Manager's budget encompasses not only their direct staff but also includes positions such as the Human Resources Director and the Substance Abuse Director. The Town Manager's direct team consists of the Assistant Town Manager, the Director of Administrative Services, and a Confidential Secretary, all of whom collaborate to execute daily operations and advance the long-term objectives set forth by the Board of Selectmen.

Budget Narrative

In FY 27, the Town Manager's budget will increase by \$78,703.00 due to increased personnel costs, which will bring this line item back up to prior levels now that office is fully staffed

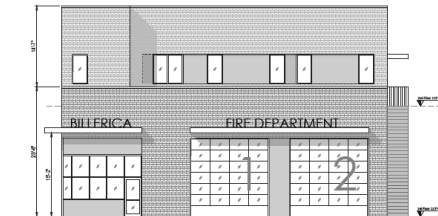




Major Project Update

New DPW Facility

The DPW facility is moving towards completion. Final phases of the project are underway, and the Town anticipates occupying the facility in Summer 2026.



North Billerica Fire Station

The Fall 2024 Town Meeting approved \$12 million in funding for a new North Billerica Fire Station. We are in process of gathering bids and are still planning for construction in Spring 2026.

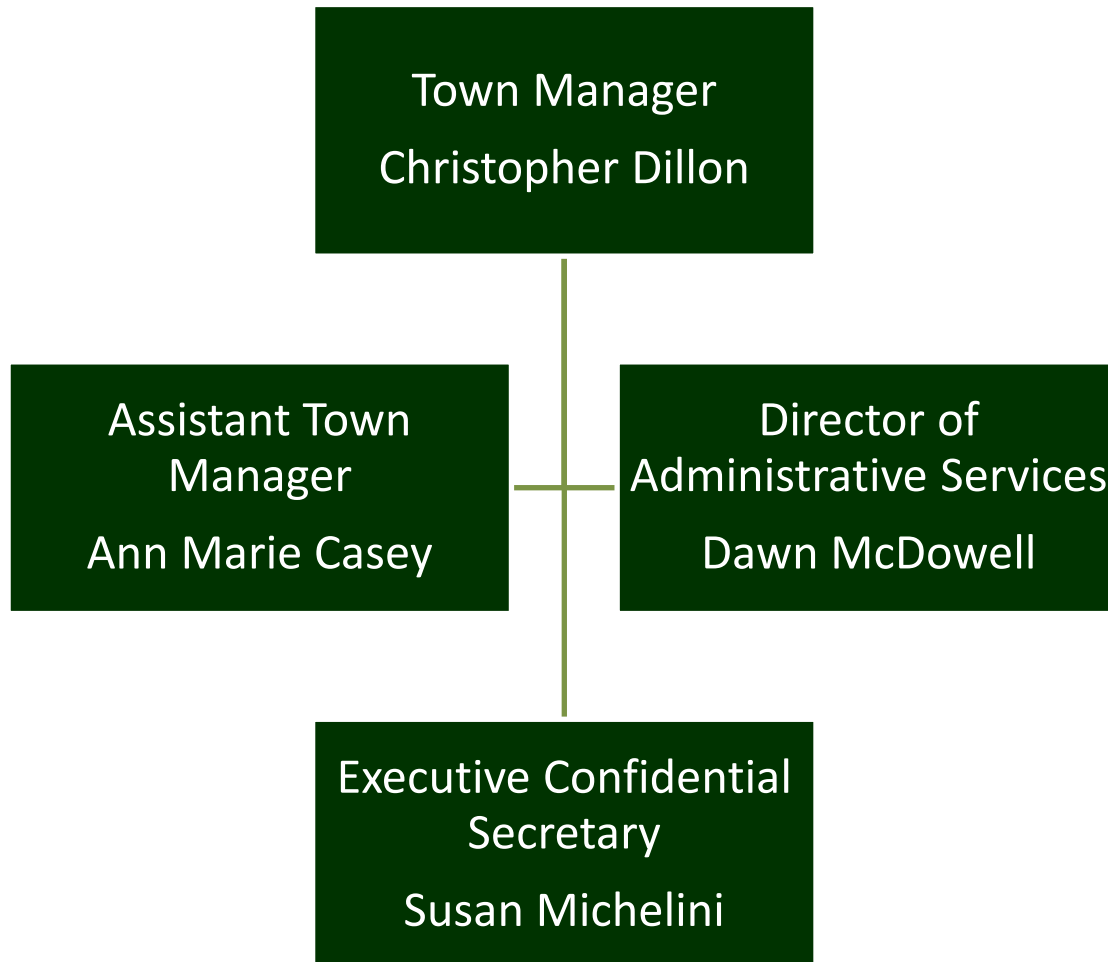
Recreation Facility

Spring 2024 Town Meeting approved \$20 million in funding for new Recreation Center. The project is in the construction phase and the Town anticipates occupying the facility in Summer/Fall 2026.





Organizational Chart





TOWN MANAGER

Personnel Services

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REC	FY2027 T/M REC	FY2027 FIN COM REC
Full Time	\$ 649,262	\$ 649,262	\$ 681,033	\$ 681,033	\$ 717,160	\$ 716,853	\$ 686,639	\$ 741,199	\$ 741,199	\$ 741,199
Part Time/Seasonal	\$ 66,767	\$ 66,767	\$ 38,024	\$ 35,980	\$ 39,545	\$ 39,545	\$ 40,732	\$ 41,962	\$ 41,962	\$ 41,962
Overtime	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Obligations	\$ 14,393	\$ 14,393	\$ 42,512	\$ 33,104	\$ 43,115	\$ 43,115	\$ 25,653	\$ 40,567	\$ 40,567	\$ 40,567
Total	\$ 740,422	\$ 740,422	\$ 761,569	\$ 750,117	\$ 799,821	\$ 799,513	\$ 753,024	\$ 823,727	\$ 823,727	\$ 823,727

Expenses

Supplies and Expenses	\$ 48,400	\$ 34,384	\$ 48,400	\$ 46,036	\$ 48,400	\$ 48,250	\$ 40,000	\$ 45,000	\$ 45,000	\$ 45,000
Contract Services/Leases	\$ 25,000	\$ 15,000	\$ 25,000	\$ 13,436	\$ 25,000	\$ 23,635	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000
Comm. Plan/Proj./Tech. Asst	\$ 10,000	\$ 5,348	\$ 10,000	\$ 5,600	\$ 10,000	\$ 9,768	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Pensions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Emp. Medical Exams	\$ 85,000	\$ 84,624	\$ 85,000	\$ 13,042	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Prof Training/Dev	\$ 15,000	\$ 10,024	\$ 15,000	\$ 6,134	\$ 15,000	\$ 15,000	\$ 10,000	\$ 13,000	\$ 13,000	\$ 13,000
Printing Town Rep./T/M Handouts	\$ 12,000	\$ 11,674	\$ 12,000	\$ 12,000	\$ 12,000	\$ 11,847	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Contract Retro	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Assessment Center	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Substance Abuse Program	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 215,400	\$ 180,964	\$ 215,400	\$ 116,248	\$ 215,400	\$ 213,501	\$ 190,000	\$ 198,000	\$ 198,000	\$ 198,000

TOTAL BUDGET

	\$ 955,822	\$ 921,376	\$ 976,969	\$ 866,366	\$ 1,015,221	\$ 1,013,013	\$ 943,024	\$ 1,021,727	\$ 1,021,727	\$ 1,021,727
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FTE

Position	FY2026 FTE	Dep Req FY2027	T/M Rec FY2027	Fin Com Rec FY2027
Town Manager	1	1	1	1
Assistant Town Manager	1	1	1	1
Confidential Secretary	1	1	1	1
Principal Clerk	0	0	0	0
Human Resources Director	1	1	1	1
Economic Development Director	0	0	0	0
Bldg Maintenance	0	0	0	0
Director of Administrative Services	1	1	1	1
Total Staffing	5	5	5	5

PTE

Position	FY2026 PTE	Dep Req FY2027	T/M Rec FY2027	Fin Com Rec FY2027
Part Time Senior Clerk	0	0	0	0
Public Information Officer	0.5	0	0	0
Substance Abuse Coordinator	0.5	0.5	0.5	0.5
Total Staffing	1	0.5	0.5	0.5

Difference PY % \$ 78,703.43 8.35%



**TOWN MANAGER DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CAR ALLOWANCE	Longevity	Ed Incen & Def Comp & Other	TOTAL SALARY BENEFIT
Christopher Dillon	Town Manager	0	9/24/2025	\$ 239,628.18	\$ 7,200.00		\$ 29,973.97	\$ 276,802.15
Ann Marie Casey	Assistant Town Manager	3/4	11/10/2025	\$ 159,756.89	\$ -		\$ -	\$ 159,756.89
Susan Michelini	Confidential Secretary*	10	11/27/2000	\$ 92,498.40	\$ -	\$ 3,393.00	\$ -	\$ 95,891.40
Dawn McDowell	Director of Administrative Services	4/5	11/5/2025	\$ 114,105.88	\$ -		\$ -	\$ 114,105.88
Mike Higgins	Substance Abuse Coordinator	1	9/6/2014	\$ 41,961.60	\$ -		\$ -	\$ 41,961.60
Michele Rivera	Human Resources Director	9	8/8/2022	\$ 135,209.46	\$ -		\$ -	\$ 135,209.46
Overtime								\$ -
DEPARTMENT TOTAL				\$ 783,160.42	\$ 7,200.00	\$ 3,393.00	\$ 29,973.97	\$ 823,727.39

*Senior Employee Benefit as outlined in PB By-Law

Total Full time	\$ 741,198.82
Total Part Time	\$ 41,961.60
Overtime	
Total Contract	\$ 40,566.97
Total	\$ 823,727.39

**TOWN MANAGER DEPARTMENT
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	CAR ALLOWANCE	Longevity	Education Incentive & Deferred Compensation	TOTAL SALARY BENEFIT
Clancy Main	Town Manager	0	5/1/2017	\$ 218,000.00	\$ -	\$ 7,000.00		\$ 15,260.00	\$ 240,260.00
Robert Maynard	Assistant Town Manager	1/2	1/24/2025	\$ 142,866.86	\$ -				\$ 142,866.86
Susan Michelini	Confidential Secretary*	10	11/27/2000	\$ 87,604.25	\$ -		\$ 3,393.00		\$ 90,997.25
TBD	Director of Administrative Services	4/5	3/1/2025	\$ 105,699.98	\$ -				\$ 105,699.98
Mike Higgins	Substance Abuse Coordinator	1	9/6/2014	\$ 40,731.51	\$ -				\$ 40,731.51
Michele Rivera	Human Resources Director	8/9	8/8/2022	\$ 132,468.36	\$ -				\$ 132,468.36
									\$ -
DEPARTMENT TOTAL				\$ 727,370.96	\$ -	\$ 7,000.00	\$ 3,393.00	\$ 15,260.00	\$ 753,023.96

*Senior Employee Benefit as outlined in PB By-Law

Total Full time	\$ 686,639.45
Total Part Time	\$ 40,731.51
Overtime	
Total Contract	\$ 25,653.00
Total	\$ 753,023.96



DESCRIPTION/DETAIL

TOWN MANAGER

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 48,400	\$ 34,384	\$ 48,400	\$ 46,036	\$ 48,400	\$ 48,250	\$ 40,000	\$ 45,000	\$ 45,000	\$ 45,000

Department Town Mgr. Fin Com

Supplies and Expenses
Expenses, professional development, Boards and Commissions

\$ 45,000 \$ 45,000 \$ 45,000
\$ 45,000 \$ 45,000 \$ 45,000

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 25,000	\$ 15,000	\$ 25,000	\$ 13,436	\$ 25,000	\$ 23,635	\$ 18,000	\$ 18,000	\$ 18,000	\$ 18,000

Department Town Mgr. Fin Com

Contract Services/Leases
Performance Management Program/Technical and Professional Assistance

\$ 18,000 \$ 18,000 \$ 18,000
\$ 18,000 \$ 18,000 \$ 18,000

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 10,000	\$ 5,348	\$ 10,000	\$ 5,600	\$ 10,000	\$ 9,768	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000

Department Town Mgr. Fin Com

Community Planning/Projects/Technical Asst.
Community Project Technical Assistance
Middlesex 3 TMA Billerica/Alewife Shuttle
Total Community Planning/Projects/Technical Asst.

Department Town Mgr. Fin Com

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
		\$ -				\$ -			

Pensions

This funds benefits to Widows of certain former employees
Total Connell/Sturck/Husson Pensions

\$ - \$ - \$ -

Chart Area



TOWN MANAGER CONT

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 85,000	\$ 84,524	\$ 85,000	\$ 13,042	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Department Town Mgr. Fin Com									

Employee Medical Exams
 This funds pre-employment exams for new employees and medical reviews/exams for injured employees.
 This account is utilized for Public Safety ie Police and Fire Workers Compensation (111F Claims)

Total Employee Medical Exams

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 15,000	\$ 10,024	\$ 15,000	\$ 6,134	\$ 15,000	\$ 15,000	\$ 10,000	\$ 13,000	\$ 13,000	\$ 13,000
Department Town Mgr. Fin Com									

Professional Training/Development
 This funds Training and Development for Town employees.

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 12,000	\$ 11,674	\$ 12,000	\$ 12,000	\$ 12,000	\$ 11,847	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
Department Town Mgr. Fin Com									

Printing Town Report and Town Meeting Book
 This Account funds the printing of the Annual Report and the Booklet and Handouts for Town Meeting.

Total Printing Town Report and Town Meeting Book

FY2023	FY2023	FY2024	FY2024	FY2026	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Department Town Mgr. Fin Com									

Substance Abuse Prevention Program
 Committee
 BARP



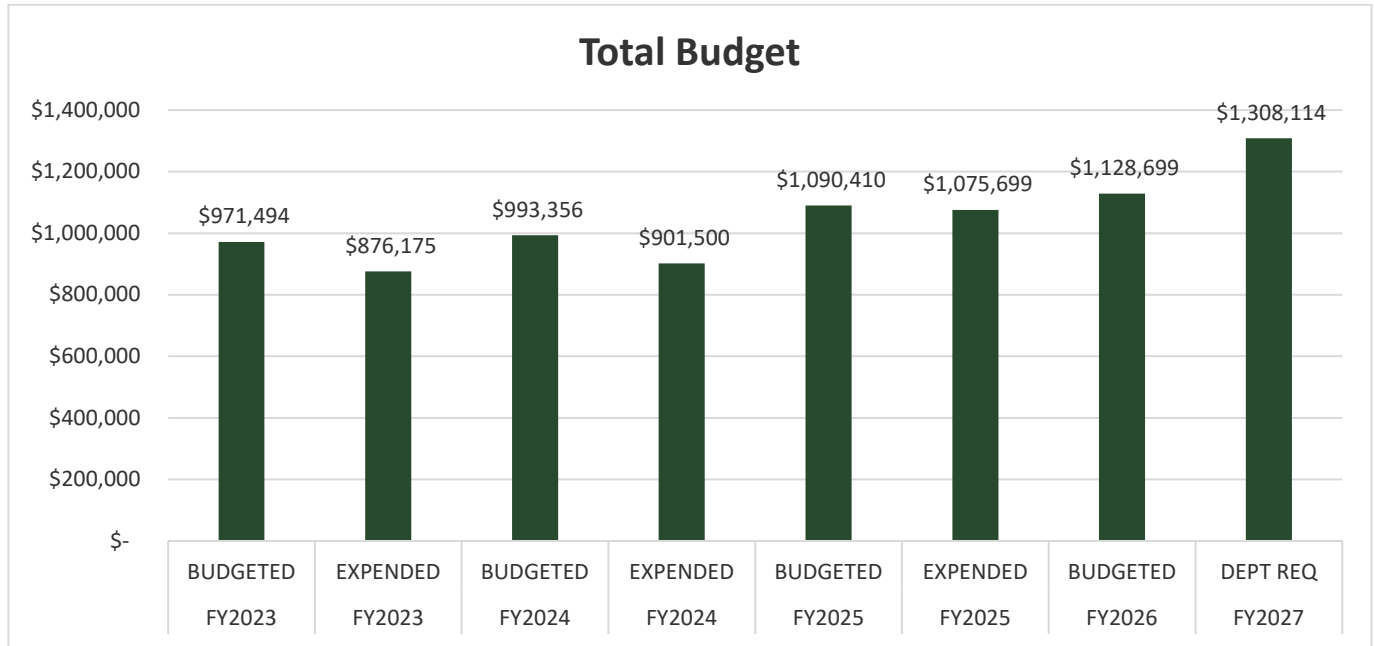
3.13. Town Hall/Building

Budget Explanation

The Town has been committed to centralizing and taking better care of all Town owned buildings. The reorganization of this department helps to fulfil this goal. The Town has a Director of Facilities, two full time and two laborers to help care for the buildings.

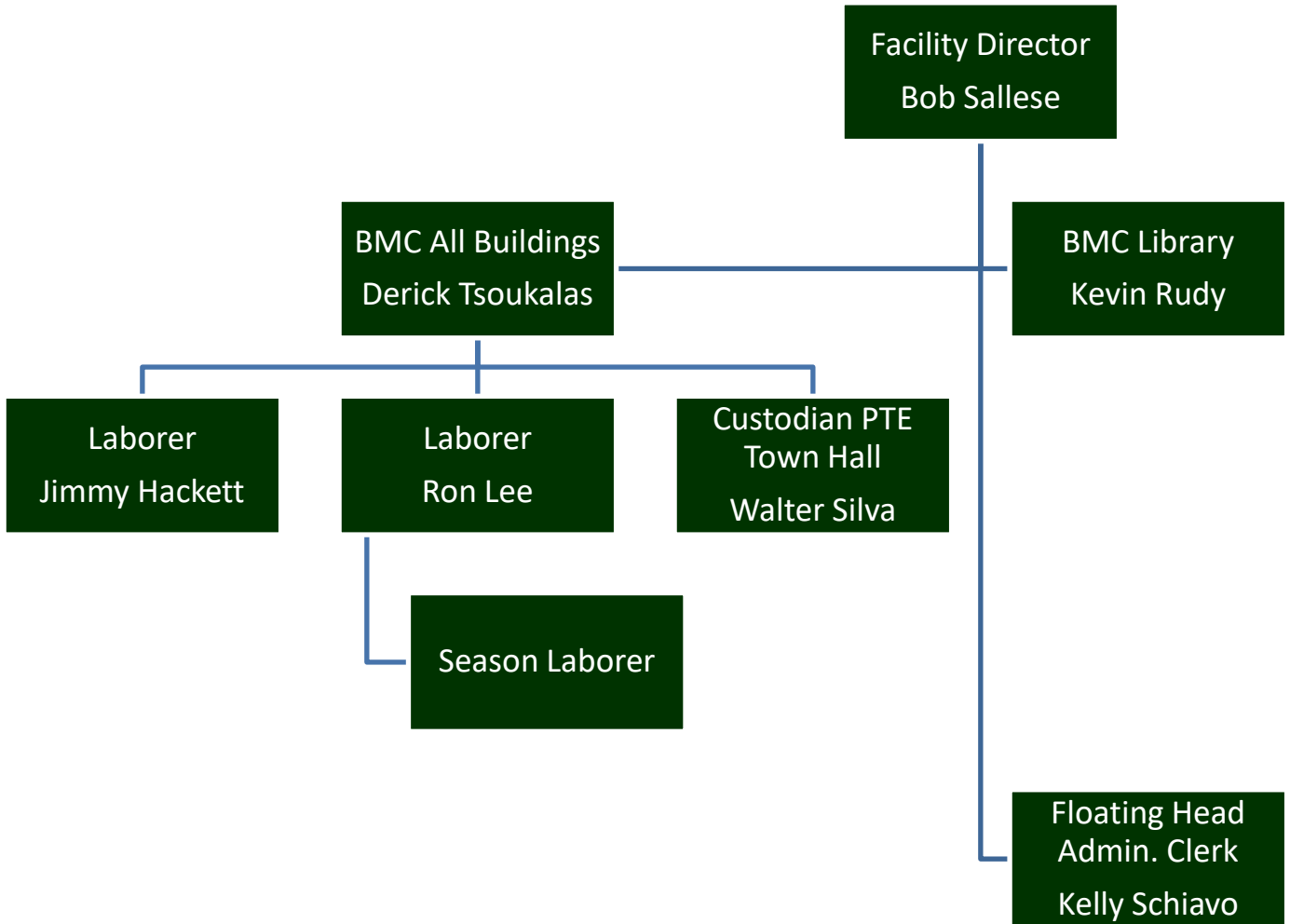
Budget Narrative

In FY 27, the Town Hall/Building budget will increase by \$179,415 to accommodate the opening of two new municipal facilities the Recreation Center and the Department of Public Works building. The increase covers additional supplies, services, and maintenance costs, including a substantial rise in the HVAC contract, as well as funding for one new full-time laborer to support facility operations.





Organizational Chart





TOWN HALL BUILDINGS

Personnel Services

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
Full Time	\$ 255,261	\$ 262,990	\$ 273,973	\$ 291,600	\$ 355,277	\$ 355,277	\$ 437,178	\$ 513,820	\$ 513,820	\$ 513,820
Part Time/Seasonal	\$ 22,705	\$ 22,705	\$ 23,854	\$ 23,854	\$ 25,304	\$ 25,304	\$ 26,584	\$ 26,507	\$ 26,507	\$ 26,507
Overtime	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Contractual Obligations	\$ 9,529	\$ 7,184	\$ 9,529	\$ 9,529	\$ 10,329	\$ 10,329	\$ 10,929	\$ 10,929	\$ 10,929	\$ 10,929
Total	\$ 312,494	\$ 317,879	\$ 332,356	\$ 326,129	\$ 415,910	\$ 415,910	\$ 499,692	\$ 576,256	\$ 576,256	\$ 576,256

Expenses

Contract Services	\$ 40,500	\$ 38,196	\$ 49,500	\$ 21,295	\$ 52,500	\$ 48,292	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500
Postage	\$ 145,000	\$ 147,054	\$ 145,000	\$ 128,741	\$ 145,000	\$ 145,000	\$ 97,008	\$ 129,858	\$ 129,858	\$ 129,858
Custodial Supplies	\$ 12,000	\$ 11,973	\$ 12,000	\$ 11,987	\$ 15,000	\$ 15,000	\$ 15,000	\$ 25,000	\$ 25,000	\$ 25,000
Supplies and Expenses	\$ 35,000	\$ 33,564	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Cleaning Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities	\$ 100,000	\$ 42,551	\$ 100,000	\$ 80,595	\$ 100,000	\$ 97,488	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Building Maintenance	\$ 184,500	\$ 190,534	\$ 184,500	\$ 184,500	\$ 192,000	\$ 191,220	\$ 194,500	\$ 254,500	\$ 254,500	\$ 254,500
Telephone	\$ 90,000	\$ 73,431	\$ 90,000	\$ 81,268	\$ 90,000	\$ 82,789	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Abandoned Buildings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Building Maintenance	\$ 50,000	\$ 20,993	\$ 50,000	\$ 36,995	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 659,000	\$ 558,296	\$ 661,000	\$ 575,371	\$ 674,500	\$ 659,789	\$ 629,008	\$ 731,858	\$ 731,858	\$ 731,858

TOTAL BUDGET

	\$ 971,494	\$ 876,175	\$ 993,356	\$ 901,500	\$ 1,090,410	\$ 1,075,699	\$ 1,128,699	\$ 1,308,114	\$ 1,308,114	\$ 1,308,114
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Difference \$ 179,414
 Percentage 16.45%

Position	FTE	FTE	FTE	FTE
Facilities Director	1	1	1	1
Building Maintenance Crafts	1	1	1	1
Laborer	3	3	3	3
Head Admin Clerk	0.5	0.5	0.5	0.5
Total Staffing	5.5	5.5	5.5	5.5

Position	TM Rec FY2025	TM Rec FY2027	TM Rec FY2027	Fin Com Rec FY2027
Laborer	PTE 1	PTE 1	PTE 1	PTE 1



**TOWN HALL/BUILDING DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE		CLOTHING/CA R/LICENSE	TOTAL SALARY	
					INCENTIVE			BENEFIT	
Bob Sallese	Facilities Director	8/9	7/1/2025	\$ 173,041.81	\$ -		\$ 4,902.00	\$	177,943.81
Derick Tsoukalas	Building Maintenance Cr	4	12/7/2020	\$ 65,138.56	\$ 600.00		\$ 800.00	\$	66,538.56
Ronald Lee	Laborer	2/3	3/1/2021	\$ 54,210.52	\$ 600.00		\$ 800.00	\$	55,610.52
Walter Silva	Laborer NU	4/5	3/1/2021	\$ 26,507.22	\$ -		\$ -	\$	26,507.22
Kevin Rudy	Bldg Craftsman	9	11/7/2011	\$ 75,123.36	\$ -		\$ 1,827.00	\$	76,950.36
Jimmy Hackett	Laborer	5	7/1/2024	\$ 59,196.48	\$ 600.00		\$ 800.00	\$	60,596.48
Kellie Schiavo	Floating Head Admin Cle	4/5	8/1/2024	\$ 35,019.36	\$ -		\$ -	\$	35,019.36
TBD	Laborer	1	7/1/2026	\$ 52,089.86				\$	52,089.86
DEPARTMENT TOTAL				\$ 540,327.16	\$ 1,800.00		\$ 9,129.00	\$	551,256.16

Total Full Time	\$	513,819.94
Total Part Time	\$	26,507.22
Total Contract	\$	10,929.00
Overtime	\$	25,000.00
Total	\$	576,256.16

**TOWN HALL/BUILDING DEPARTMENT
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE		CLOTHING/CA R/LICENSE	TOTAL SALARY	
					INCENTIVE			BENEFIT	
Bob Sallese	Facilities Director	6	7/1/2025	\$ 150,609.91	\$ -		\$ 4,902.00	\$	155,511.91
Derick Tsoukalas	Building Maintenance Cr	5/6	12/7/2020	\$ 65,892.27	\$ 600.00		\$ 800.00	\$	67,292.27
Trent Giacobbe	Laborer	4/5	3/1/2021	\$ 56,382.00	\$ 600.00		\$ 800.00	\$	57,782.00
Rick Thorne	Laborer NU	6/7	3/1/2021	\$ 26,584.29	\$ -		\$ -	\$	26,584.29
Kevin Rudy	Bldg Craftsman	9	11/7/2011	\$ 72,921.14	\$ -		\$ 1,827.00	\$	74,748.14
Jimmy Hackett	Laborer	5	7/1/2024	\$ 57,472.00	\$ 600.00		\$ 800.00	\$	58,872.00
Kellie Schiavo	Floating Head Admin Cle	3/4	8/1/2024	\$ 33,901.09	\$ -		\$ -	\$	33,901.09
DEPARTMENT TOTAL				\$ 463,762.70	\$ 1,800.00		\$ 9,129.00	\$	474,691.70

Total Full Time	\$	437,178.41
Total Part Time	\$	26,584.29
Total Contract	\$	10,929.00
Overtime	\$	25,000.00
Total	\$	499,691.70



**DESCRIPTION DETAIL
TOWN HALL/BUILDINGS**

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 145,000	\$ 147,054	\$ 145,000	\$ 128,741	\$ 145,000	\$ 145,000	\$ 97,008	\$ 129,858	\$ 129,858	\$ 129,858

							Department	Town Mgr.	Fin Com
<i>Postage</i>									
		Projected	Rate			Amount			
Postage		150,000.00	0.390			\$ 58,500.00	\$ 58,500.00	\$ 58,500.00	\$ 58,500.00
Daily Usage		55,000.00	0.365			\$ 20,075.00	\$ 20,075.00	\$ 20,075.00	\$ 20,075.00
Real Estate Tax Bills		3,000.00	0.365			\$ 1,095.00	\$ 1,095.00	\$ 1,095.00	\$ 1,095.00
Personal Property Tax Bills		2,000.00	0.365			\$ 730.00	\$ 730.00	\$ 730.00	\$ 730.00
Demand Notices Real/Pers		53,000.00	0.365			\$ 19,345.00	\$ 19,345.00	\$ 19,345.00	\$ 19,345.00
Excise Bills		22,000.00	0.365			\$ 8,030.00	\$ 8,030.00	\$ 8,030.00	\$ 8,030.00
Excise Demand Bills/ Warrants		15,000.00	0.365			\$ 5,475.00	\$ 5,475.00	\$ 5,475.00	\$ 5,475.00
Tax Title		38,000.00	0.365			\$ 13,870.00	\$ 13,870.00	\$ 13,870.00	\$ 13,870.00
Water/Sewer		7,500.00	0.365			\$ 2,737.50	\$ 2,737.50	\$ 2,737.50	\$ 2,737.50
Water/Sewer Demands		345,500.00				\$ 129,857.50			
TOTALS							\$ 129,857.50	\$ 129,857.50	\$ 129,857.50

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 12,000	\$ 11,973	\$ 12,000	\$ 11,987	\$ 15,000	\$ 15,000	\$ 15,000	\$ 25,000	\$ 25,000	\$ 25,000

							Department	Town Mgr.	Fin Com
<i>Custodial Supplies</i>									
Custodial supplies for the Town Hall, Library and Recreation, Masonic, PHR New- Rec and DPW Comes online in FY27							\$ 25,000	\$ 25,000	\$ 25,000
<i>Total Custodial Supplies</i>							\$ 25,000	\$ 25,000	\$ 25,000

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 35,000	\$ 33,564	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000

							Department	Town Mgr.	Fin Com
<i>Supplies and Expenses</i>									
							\$ 30,000	\$ 30,000	\$ 30,000
							\$ 30,000	\$ 30,000	\$ 30,000

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
		\$ -							

Cleaning Service



TOWN HALL

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 100,000	\$ 42,551	\$ 100,000	\$ 80,595	\$ 100,000	\$ 97,488	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Utilities

Department	Town Mgr.	Fin Com
\$ 100,000	\$ 100,000	\$ 100,000
\$ 100,000	\$ 100,000	\$ 100,000

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 184,500	\$ 190,534	\$ 184,500	\$ 184,500	\$ 192,000	\$ 191,220	\$ 194,500	\$ 254,500	\$ 254,500	\$ 254,500

Building Maintenance

Town Hall - Building Maintenance/Service Contracts

HVAC Contract - ENE	\$ 210,000
Elevator Contract - BBE	21,000
Elevator Annual Inspection	13,500
Smoke, Sprinkler, Fire Alarm Contract	5,000
Generator Service Contract	5,000
Security Contract - Ultraguard and other Contracts	
Total	\$ 254,500

Department	Town Mgr.	Fin Com
\$ 254,500	\$ 254,500	\$ 254,500
\$ 254,500	\$ 254,500	\$ 254,500

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 90,000	\$ 73,431	\$ 90,000	\$ 81,268	\$ 90,000		\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000

Department	Town Mgr.	Fin Com
\$ 90,000	\$ 90,000	\$ 90,000
\$ 90,000	\$ 90,000	\$ 90,000

91070-7055

Telephone

Total:

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
		\$ -					\$ -	\$ -	\$ -

Department	Town Mgr.	Fin Com
\$ -	\$ -	\$ -
\$ -	\$ -	\$ -

91070-7065

Abandoned Building

Maintenance and Upkeep

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 50,000	\$ 20,993	\$ 50,000	\$ 36,995	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

Department	Town Mgr.	Fin Com
\$ 50,000	\$ 50,000	\$ 50,000
\$ 50,000	\$ 50,000	\$ 50,000

91070-7065

Town Buildings

Maintenance and Upkeep

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 42,500	\$ 38,196	\$ 49,500	\$ 21,285	\$ 52,500	\$ 48,292	\$ 52,500	\$ 52,500	\$ 52,500	\$ 52,500

Department	Town Mgr.	Fin Com
\$ 50,000	\$ 50,000	\$ 50,000
\$ 2,500	\$ 2,500	\$ 2,500
\$ 52,500	\$ 52,500	\$ 52,500

Contractual Services Valley Collaborative
Playground Inspection



3.14. Town Systems Wide

This budget consists of items that are used by multiple Town Departments. By consolidating these expenses, the Town Accountant is better able to track and pay bills.

Budget Detail

In FY 27, the Town System wide budget will increase by \$248,360.00. This change reflects upward adjustments to the Retirement and Electricity line items to ensure more accurate budgeting. The Legal line item has been reduced to reflect a new firm's value-added services provided under an inclusive retainer arrangement.



TOWN SYSTEMWIDE ACCOUNTS

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ.	FY2027 TM REC.	FY2027 FIN COM REC.
7080 TOWN RETIREMENTS	\$ 250,000	\$ 250,000	\$ 200,000	\$ 492,982	\$ 400,000	\$ 400,000	\$ 200,000	\$ 225,000	\$ 225,000	\$ 225,000
7036 UNION SETTLEMENT										
7095 STREETLIGHTS	\$ 165,000	\$ 165,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
7096 LEGAL	\$ 245,000	\$ 238,690	\$ 245,000	\$ 262,124	\$ 257,000	\$ 514,709	\$ 350,000	\$ 300,000	\$ 300,000	\$ 300,000
7097 TOWN FUEL	\$ 465,000	\$ 413,446	\$ 465,000	\$ 350,590	\$ 465,000	\$ 449,729	\$ 465,000	\$ 465,000	\$ 465,000	\$ 465,000
7098 TOWN ELECTRICITY	\$ 1,976,640	\$ 1,915,928	\$ 1,976,640	\$ 1,345,069	\$ 2,138,490	\$ 2,152,676	\$ 1,976,640	\$ 2,250,000	\$ 2,250,000	\$ 2,250,000
TOTAL BUDGET	\$ 3,101,640	\$ 2,983,064	\$ 2,951,640	\$ 2,450,765	\$ 3,260,490	\$ 3,517,114	\$ 2,991,640	\$ 3,240,000	\$ 3,240,000	\$ 3,240,000

Difference PY \$ 248,360.00

% 8.30%



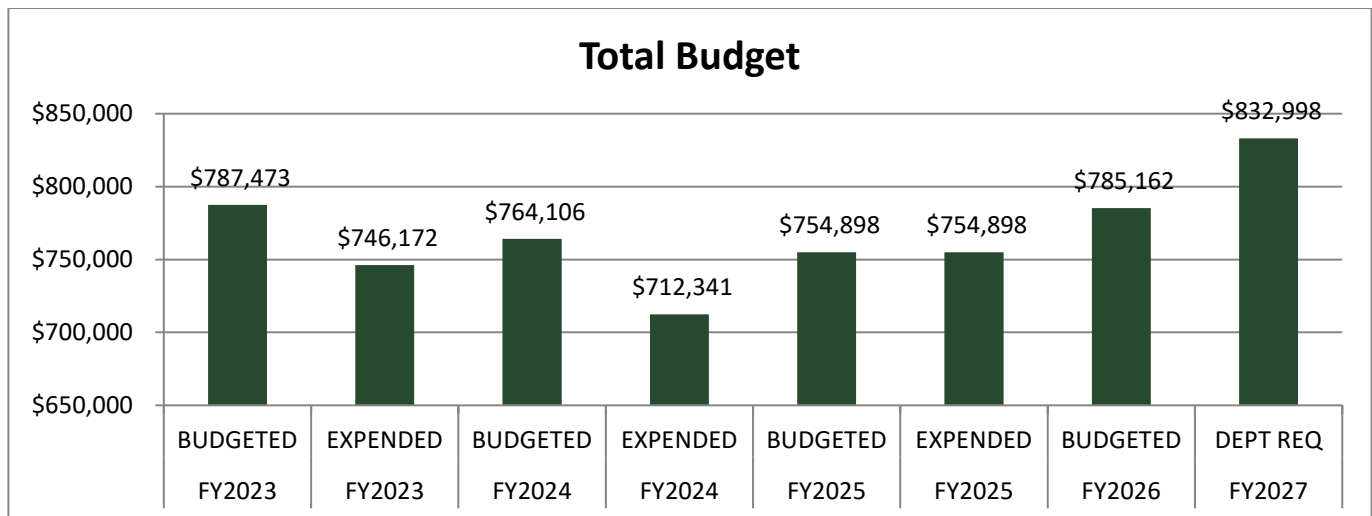
3.15. Treasurer/Collector

Department Explanation

The Treasurer/Collector is responsible for the prompt billing and collection of all municipal revenues, as well as managing the disbursement of payments on behalf of the Town and the Middlesex Retirement System. In this capacity, the Treasurer acts as the disbursing agent for the Town, facilitating the issuance of over 75,000 paychecks, direct deposit vouchers, and vendor payments each year.

Budget Narrative

In FY 27, the Treasurer/Collector budget will increase by \$47,836.00. This increase reflects annual adjustments to personnel costs and more accurate budgeting for water bills, tax bills, and excise tax demand notices. A portion of these increases has been offset by reduced banking fees resulting from closed accounts.



Programs and Services

The Collector of Taxes is responsible for issuing and processing over 200,000 tax, utility, and departmental bills annually. This department also ensures compliance with Federal statutes and Massachusetts General Laws pertaining to these obligations owed to the Town.

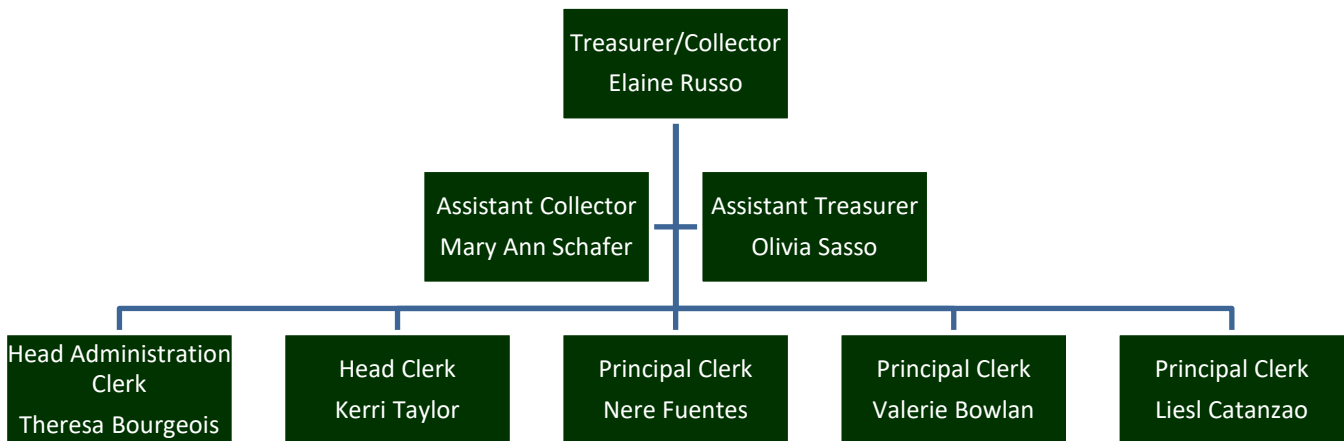
The Treasurer/Collector's Office fulfills its statutory responsibilities by maximizing Town revenues and meeting the Town's financial obligations while delivering the highest possible level of customer service and safeguarding public assets. To enhance convenience for citizens, online payment options for tax and utility bills, as well as other Town services, have been introduced. Currently, payments are received through various channels: 40% from tax services, 10% online, 20% via a lockbox, and 30% at the counter.



The consolidation of this department presents a unique opportunity to achieve operational efficiencies through cross-training of personnel. Additionally, the pooling of financial and technical resources will further enhance operational effectiveness.

This department is also responsible for the administration, withholding, and disbursement of all payroll liabilities in accordance with Federal and State laws, as well as local contracts. The Treasurer plays a crucial role in coordinating and issuing both short-term and long-term debt obligations necessary to fund the Town's capital improvement program, which includes managing the assets of the 455 members within our retirement system.

Organizational Chart





TREASURER/COLLECTOR

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 557,108	\$ 510,756	\$ 560,734	\$ 495,126	\$ 560,734	\$ 560,734	\$ 611,148	\$ 658,458	\$ 658,458	\$ 658,458
Part Time/Seasonal	\$ 20,409	\$ 20,409	\$ -	\$ 14,608	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Obligations	\$ 20,694	\$ 20,694	\$ 14,110	\$ 18,544	\$ 14,110	\$ 14,110	\$ 17,510	\$ 17,510	\$ 17,510	\$ 17,510
Total	\$ 598,211	\$ 551,859	\$ 574,844	\$ 528,278	\$ 574,844	\$ 574,844	\$ 628,658	\$ 675,968	\$ 675,968	\$ 675,968

Expenses

Supplies and Expenses	\$ 66,708	\$ 60,310	\$ 66,708	\$ 66,708	\$ 66,708	\$ 66,708	\$ 50,700	\$ 65,700	\$ 65,700	\$ 65,700
Contract Services/Leases	\$ 72,554	\$ 66,891	\$ 72,554	\$ 67,445	\$ 72,554	\$ 72,554	\$ 55,804	\$ 41,330	\$ 41,330	\$ 41,330
Tax Revenue Collection	\$ 50,000	\$ 67,112	\$ 50,000	\$ 49,910	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 189,262	\$ 194,313	\$ 189,262	\$ 184,063	\$ 180,054	\$ 180,054	\$ 156,504	\$ 157,030	\$ 157,030	\$ 157,030

TOTAL BUDGET

	\$ 787,473	\$ 746,172	\$ 764,106	\$ 712,341	\$ 754,898	\$ 754,898	\$ 785,162	\$ 832,998	\$ 832,998	\$ 832,998
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Position	FY2026		FY2027		FY2027		FY2027	
	FTE	Dep. Req	FTE	Dep. Req	FTE	TM Rec	FTE	Fin Com Rec
Treasurer/Collector	1	1	1	1	1	1	1	1
Assistant Treasurer	1	1	1	1	1	1	1	1
Assistant Collector	1	1	1	1	1	1	1	1
Administrative Head Clerk	1	1	1	1	1	1	1	1
Head Clerk	0	1	1	1	1	1	1	1
Principal Clerk	4	3	3	3	3	3	3	3
Senior Clerk	0	0	0	0	0	0	0	0
Deputy Collector								
Total Staffing	8	8	8	8	8	8	8	8

Position	FY2026		FY2027		FY2027		FY2027	
	PTE	Dep. Req	PTE	TM Rec	PTE	Fin Com Rec	PTE	Fin Com Rec
Deputy Collector	2	0	0	0	0	0	0	0

Difference PY \$ 47,835.95
 % PY 6.34%



**TREASURER/COLLECTOR DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Elaine Russo	Treasurer/Collector	5/6	9/22/2008	\$ 150,094.43	\$ -	\$ 2,610.00	\$ 152,704.43
Mary Ann Schafer	Asst. Collector	4/5	12/19/2016	\$ 93,371.51	\$ 1,000.00	\$ 1,650.00	\$ 96,021.51
Theresa Bourgeois	Head Admin Clerk	5/6	1/9/2025	\$ 70,848.58	\$ 1,000.00	\$ 2,700.00	\$ 74,548.58
Kerri Taylor	Head Clerk	5/6	8/18/2023	\$ 65,081.80	\$ 1,000.00	\$ -	\$ 66,081.80
Olivia Canario	Asst. Treasurer	4/5	3/12/2018	\$ 106,441.63	\$ 1,000.00	\$ 1,650.00	\$ 109,091.63
Nere Fuentes	Principal Clerk	4/5	1/4/2023	\$ 56,214.05	\$ 1,000.00	\$ -	\$ 57,214.05
Valerie Bowlan	Principal Clerk	3/4	10/30/2023	\$ 54,417.52	\$ 1,000.00	\$ -	\$ 55,417.52
Liesl Catanzano	Principal Clerk	7	4/8/2024	\$ 61,988.41	\$ 1,000.00	\$ 1,900.00	\$ 64,914.41
							\$ -
							\$ -
DEPARTMENT TOTAL				\$ 658,457.94	\$ 7,000	\$ 10,510	\$ 675,993.94

Total Full Time	\$ 658,457.94
Total Part Time	
Overtime	\$ -
Total Contract	\$ 17,510
Total Salaries	\$ 675,967.94

**TREASURER/COLLECTOR DEPARTMENT
SALARY INFORMATION FY2026 DEPARTMENT REQUESTED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Elaine Russo	Treasurer/Collector	5/6	7/1/2026	\$ 126,834.24		\$ 2,610.00	\$ 129,444.24
Mary Ann Schafer	Asst. Collector	3/4	12/19/2016	\$ 88,807.55	\$ 1,000.00	\$ 1,650.00	\$ 91,457.55
Theresa Bourgeois	Principal Clerk	7	4/17/2007	\$ 61,677.00	\$ 1,000.00	\$ 2,700.00	\$ 65,377.00
Kerri Taylor	Head Clerk	4/5	8/18/2023	\$ 62,217.51	\$ 1,000.00		\$ 63,217.51
Olivia Canario	Asst. Treasurer	3/4	3/12/2018	\$ 104,139.69	\$ 1,000.00	\$ 1,650.00	\$ 106,789.69
Nere Fuentes	Principal Clerk	3/4	1/4/2023	\$ 53,748.82	\$ 1,000.00		\$ 54,748.82
Valerie Bowlan	Principal Clerk	2/3	10/30/2023	\$ 52,046.19	\$ 1,000.00		\$ 53,046.19
Liesl Catanzano	Principal Clerk	7	4/8/2024	\$ 61,677.00	\$ 1,000.00	\$ 1,900.00	\$ 64,603.00
							\$ -
							\$ -
DEPARTMENT TOTAL				\$ 611,147.99	\$ 7,000	\$ 10,510	\$ 628,683.99

Total Full Time	\$ 611,147.99
Total Part Time	\$ -
Overtime	\$ -
Total Contract	\$ 17,510
Total Salaries	\$ 628,657.99



DESCRIPTION/DETAIL

TREASURER/COLLECTOR

Supplies and Expenses

FY2023		FY2024		FY2025		FY2026		FY2027		FY2027	
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC		
\$ 66,708	\$ 60,310	\$ 66,708	\$ 66,708	\$ 57,500	\$ 57,500	\$ 50,700	\$ 65,700	\$ 65,700	\$ 65,700		

Office Supplies, W. B. Mason
 Other printed supplies
 US overnight
 Collectors

Department	Town Mgr.	Fin Com
\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
\$ 750.00	\$ 750.00	\$ 750.00
\$ 100.00	\$ 100.00	\$ 100.00
\$ 150.00	\$ 150.00	\$ 150.00
\$ 3,500	\$ 3,500	\$ 3,500

	Amount	Cost per Bill
Water Bills	60,000	\$0.3000
Water Demand Bills	5,000	\$0.3000
Water Envelopes	60,000	
Water Return Envelopes	60,000	
Tax Bills	60,000	\$0.3000
Tax Demand Bills	4,000	\$0.3000
Tax Envelopes	75,000	
Tax Return Envelopes	60,000	
Excise Tax Bills	50,000	\$0.3000
Excise Tax Demand Bills	25,000	\$0.3000
Excise Tax Envelopes	65,000	
Excise Tax Return Envelope	60,000	
Total	584,000	

Total Supplies & Expenses			
\$ 61,200	\$ 61,200	\$ 61,200	\$ 61,200
\$ 65,700.00	\$ 65,700.00	\$ 65,700.00	\$ 65,700.00



TREASURER/COLLECTOR

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FN COM REC
\$ 72,554	\$ 66,891	\$ 72,554	\$ 67,456	\$ 72,554	\$ 72,554	\$ 55,804	\$ 41,330	\$ 41,330	\$ 41,330

- Memberships
- Local Travel/Meetings/Conferences
- BookBinding/Pager & Other Misc
- Maintenance on equipment
- Bonding
- Banking Services
- Checks & envelopes
- PO Box rental
- Rental/Maintenance on PitneyBowes Postage Meter
- Document management
- Tyler Tech
- Pitney Bowes lease

Total Contract Services

Department	Town Mgr.	Fin Com
\$ 600.00	\$ 600.00	\$ 600.00
\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
\$ 315.00	\$ 315.00	\$ 315.00
\$ 2,300.00	\$ 2,300.00	\$ 2,300.00
\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
\$ 975.00	\$ 975.00	\$ 975.00
\$ 2,040.00	\$ 2,040.00	\$ 2,040.00
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
\$ 700.00	\$ 700.00	\$ 700.00
\$ 9,400.00	\$ 9,400.00	\$ 9,400.00
\$ 41,330.00	\$ 41,330.00	\$ 41,330.00

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FN COM REC
\$ 50,000	\$ 67,112	\$ 50,000	\$ 49,910	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000

Department	Town Mgr.	Fin Com
\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
\$ 35,000.00	\$ 35,000.00	\$ 35,000.00
\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
\$ 50,000.00	\$ 50,000.00	\$ 50,000.00



Section 4: Human Services

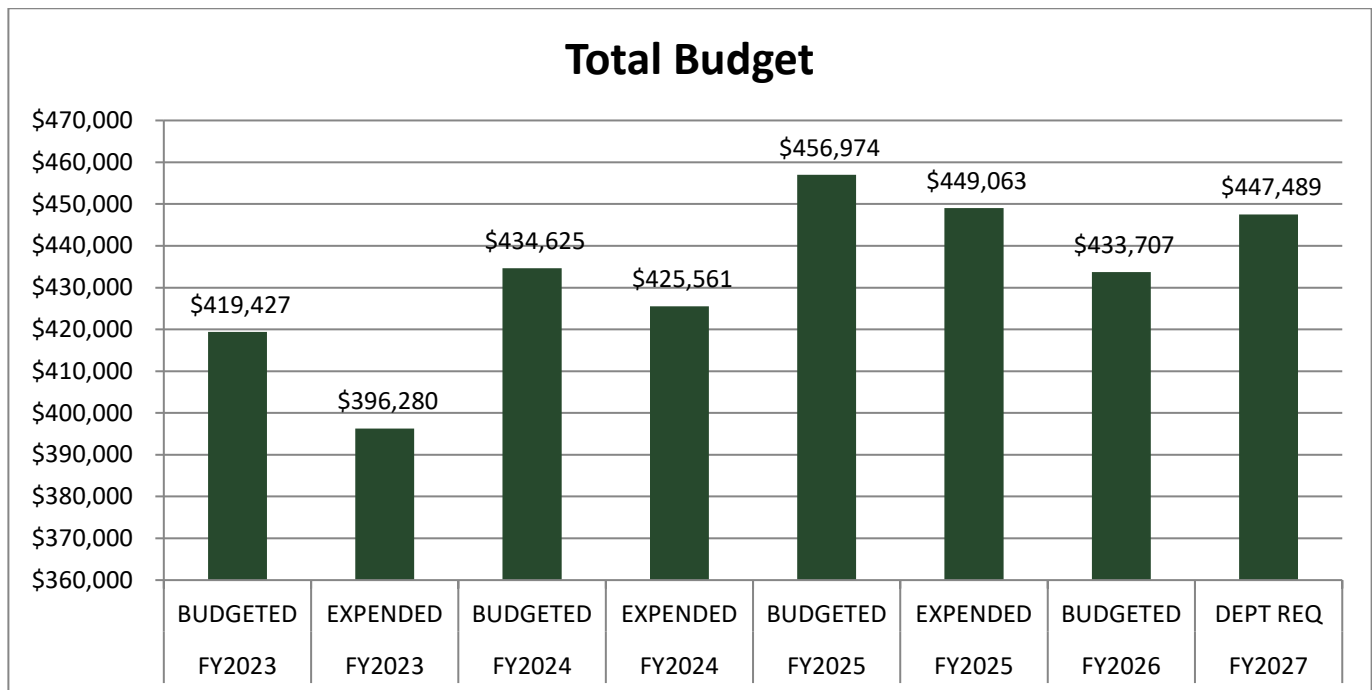
4.1. Council on Aging

Mission Statement

The focus of the Billerica Council on Aging (BCOA) included the solidification and growth of core programs, the building of many new partnerships that help us advance aging in place, the addition of programming to meet the needs of the younger seniors and those with dementia and an aggressive collaboration among departments to increase efficiencies and effectiveness in helping local seniors remain fully engaged and connected and preserve their dignity, health and independence. Built into our plans and programs is an overarching goal to change the image of the BCOA away from “a place for old people” to an active, caring and positive environment.

Budget Narrative

In FY 27, the Council on Aging budget will increase by \$13,782.00. This increase reflects annual adjustments to personnel costs, as well as higher expenses for supplies and operations, including increased dues to the Massachusetts Council on Aging and higher mileage reimbursement costs for outreach and departmental travel.





Programs and Services

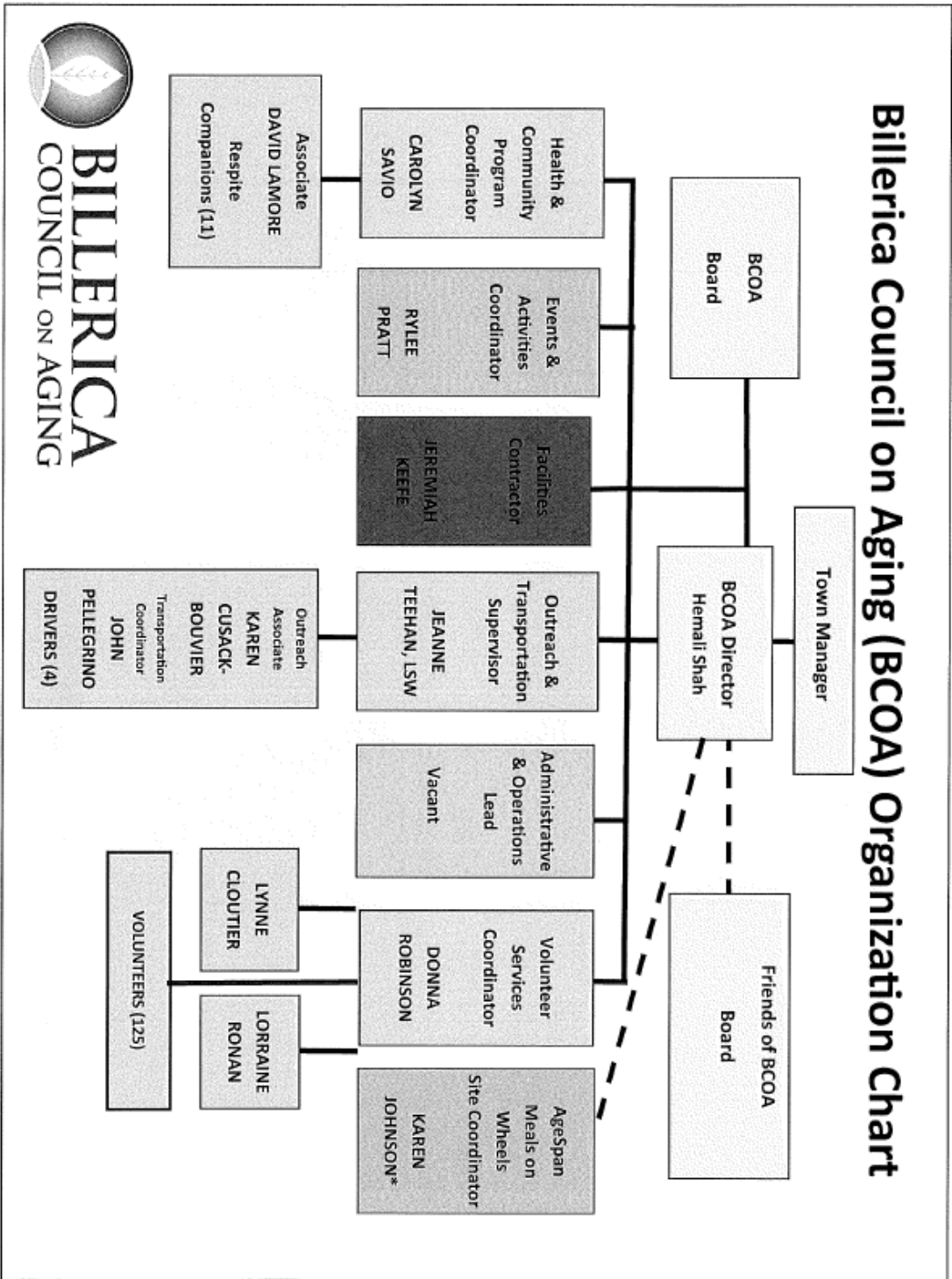
The Billerica Council on Aging is committed to supporting older adults by promoting dignity, independence, and social connection through comprehensive programs and community partnerships.

This year, the Council served 48,461 participants through programs including nutritious meals, cultural and fitness activities, health screenings, tax and legal assistance, and other essential services. Outreach efforts provided housing support, home visits, food and fuel assistance, hoarding intervention, and safety initiatives in partnership with the Fire Department for smoke and carbon monoxide alarm installations. Partnerships with Lahey and New Entry Food Market brought weekly fresh food distributions to seniors.

Transportation services ensured access to medical appointments, adult day health, shopping, and recreational trips. The Companion Program supported family caregivers, SHINE counselors provided Medicare assistance, and 124 participants in the Tax Work-Off Program contributed more than 11,156 hours of service.



Organizational Chart





COUNCIL ON AGING

	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REQ	TM REC	FIN COM REC
Personnel Services											
Full Time	\$ 271,152	\$ 271,152	\$ 279,052	\$ 277,675	\$ 299,722	\$ 291,910	\$ 279,264	\$ 286,799	\$ 286,799	\$ 286,799	\$ 286,799
Part Time/Seasonal	\$ 36,489	\$ 25,352	\$ 42,087	\$ 42,087	\$ 43,768	\$ 43,768	\$ 49,268	\$ 50,724	\$ 50,724	\$ 50,724	\$ 50,724
Overtime											
Contractual Obligations	\$ 10,850	\$ 8,250	\$ 9,750	\$ 9,750	\$ 9,750	\$ 9,750	\$ 5,700	\$ 5,700	\$ 5,700	\$ 5,700	\$ 5,700
Total	\$ 318,492	\$ 304,754	\$ 330,890	\$ 329,512	\$ 353,239	\$ 345,428	\$ 334,232	\$ 343,223	\$ 343,223	\$ 343,223	\$ 343,223

Expenses

Supplies and Expenses	\$ 42,270	\$ 36,588	\$ 42,270	\$ 42,109	\$ 42,270	\$ 42,270	\$ 38,510	\$ 40,100	\$ 40,100	\$ 40,100	\$ 40,100
Contract Services/Leases	\$ 41,665	\$ 41,559	\$ 44,465	\$ 36,940	\$ 44,465	\$ 44,366	\$ 43,965	\$ 44,166	\$ 44,166	\$ 44,166	\$ 44,166
Utilities	\$ 17,000	\$ 13,378	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 100,935	\$ 91,526	\$ 103,735	\$ 96,049	\$ 103,735	\$ 103,636	\$ 99,475	\$ 104,266	\$ 104,266	\$ 104,266	\$ 104,266
TOT TOTAL BUDGET	\$ 419,427	\$ 396,280	\$ 434,625	\$ 425,561	\$ 456,974	\$ 449,063	\$ 433,707	\$ 447,489	\$ 447,489	\$ 447,489	\$ 447,489

Town Funded	Position	FY2026	FY2027	Dept. Req.	TM Rec.	Fin Com Rec.			
	COA Director	FTE	FTE						
	Head Clerk	1	1						
	COA Program Coordinator	1	1						
	COA Activities Coordinator	1	1						
	Total Staffing	4.00	4.00	4.00	4.00	4.00			

Part Time Position	FY2026	FY2027	Dept. Req.	TM Rec.	Fin Com Rec.
Outreach Associate	PTE	PTE			
Activity Assistant (COA)	1	1			
Total Staffing	2.00	2.00	2.00	2.00	2.00

Other Funding*	Position	FY2026	FY2027	Dept. Req.	TM Rec.	Fin Com Rec.
	1-Health & Comm Program Coord*	FTE	FTE			
	1-Program Associates*	1	1			
	1-Program Associates*	0.53	0.64			
	1-Program Associates*	0.21	0.21			
	1-Volunteer Services Coord *	0.8	0.8			
	1-Transportation Coordinator (COA)*	0.8	0.8			
	4-Van Drivers*	1.25	1.43			
	1 - Outreach Associate	0.47	0.47			
	Total Staffing	4.85	5.35	5.35	5.35	5.35

\$ 13,781.86 Difference PY

3.18% % PY



**COUNCIL ON AGING
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Hemali Shah	COA Director	4/5	1/21/2025	\$ 128,651.75	\$ 1,000.00	\$ -	\$ 129,651.75
TBD	Head Clerk	1	3/1/2025	\$ 37,798.04	\$ -	\$ -	\$ 37,798.04
Jeanne Teehan	COA Program Coordinator, FT	7	1/14/2013	\$ 67,985.95	\$ 1,000.00	\$ 2,700.00	\$ 71,685.95
Rylee Pratt	COA Activities Coordinator	2/3	10/21/2024	\$ 52,363.64	\$ 1,000.00	\$ -	\$ 53,363.64
Karen Cusack-Bouvier	Outreach Associate	9	6/13/2016	\$ 28,195.54	\$ -	\$ -	\$ 28,195.54
Lorraine Ronan	Activity Assistant (COA), PT	5/6	7/10/2023	\$ 22,528.35	\$ -	\$ -	\$ 22,528.35
Carolyn Savio	Health & Comm. Prog. Coord., FT	7/8	1/21/2020	RESPITE/GRANT	\$ -	\$ -	\$ -
David Lamore	Program Associate, PT	6/7	6/1/2022	RESPITEGRANT	\$ -	\$ -	\$ -
Donna Robinson	Volunteer Svcs Coord., PT	7/8	7/29/2019	GRANT	\$ -	\$ -	\$ -
John Pellegrino	Transportation Coord.(COA), PT	7/8	2/1/2017	TRANSP. GRANT	\$ -	\$ -	\$ -
William Collins	Van Driver, PT	7/8	12/28/2016	TRANSP. GRANT	\$ -	\$ -	\$ -
David Gagliardi	Van Driver, PT	7/8	5/15/2017	TRANSP. GRANT	\$ -	\$ -	\$ -
Keith Weston	Van Driver, PT	7/8	6/23/2019	TRANSP. GRANT	\$ -	\$ -	\$ -
Warren Wingard	Van Driver, PT	7/8	8/25/2014	TRANSP. GRANT	\$ -	\$ -	\$ -
DEPARTMENT TOTAL				337,523.26	3,000.00	2,700.00	343,223.26

Total Full time \$ 286,799.37
 Total Part time \$ 50,723.89
 Total Contract \$ 5,700.00
 Total \$ 343,223.26

**COUNCIL ON AGING
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Hemali Shah	COA Director	3/4	1/21/25	\$ 123,729.82	\$ 1,000.00	\$ -	\$ 124,729.82
TBD	Floating Head Clerk	1/2	3/1/25	\$ 37,798.04	\$ -	\$ -	\$ 37,798.04
Jeanne Teehan	COA Program Coordinator, FT	7	1/14/13	\$ 67,644.41	\$ 1,000.00	\$ 2,700.00	\$ 71,344.41
Rylee Pratt	COA Activities Coordinator	1/2	10/21/24	\$ 50,091.84	\$ 1,000.00	\$ -	\$ 51,091.84
Karen Cusack-Bouvier	Outreach Associate	8/9	6/13/16	\$ 27,510.15	\$ -	\$ -	\$ 27,510.15
Lorraine Ronan	Activity Assistant (COA), PT	4/5	7/10/23	\$ 21,758.14	\$ -	\$ -	\$ 21,758.14
Carolyn Savio	Health & Comm. Prog. Coord., FT	7/8	1/21/20	RESPITE/GRANT	\$ -	\$ -	\$ -
David Lamore	Program Associate, PT	6/7	6/1/22	RESPITEGRANT	\$ -	\$ -	\$ -
Donna Robinson	Volunteer Svcs Coord., PT	4/5	7/29/19	GRANT	\$ -	\$ -	\$ -
John Pellegrino	Transportation Coord.(COA), PT	4/5	2/1/17	TRANSP. GRANT	\$ -	\$ -	\$ -
William Collins	Van Driver, PT	4/5	12/28/16	TRANSP. GRANT	\$ -	\$ -	\$ -
David Gagliardi	Van Driver, PT	4/5	5/15/17	TRANSP. GRANT	\$ -	\$ -	\$ -
Keith Weston	Van Driver, PT	4/5	6/23/19	TRANSP. GRANT	\$ -	\$ -	\$ -
Warren Wingard	Van Driver, PT	4/5	8/25/14	TRANSP. GRANT	\$ -	\$ -	\$ -
							\$ -
							\$ -
DEPARTMENT TOTAL				328,532.40	3,000.00	2,700.00	334,232.40

Total Full time \$ 279,264.11
 Total Part time \$ 49,268.29
 Total Contract \$ 5,700.00
 Total \$ 334,232.40



COUNCIL ON AGING

FY2023	FY2023	FY2024	FY2024	FY2026	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ.	TMREC	FINCOM/REC
\$ 42,270	\$ 41,084	\$ 42,270	\$ 42,109	\$ 42,270	\$ 42,270	\$ 42,270	\$ 38,510	\$ 40,100	\$ 40,100

Supplies and Expenses

OFFICE SUPPLIES: WB Mason (\$8,000), Printing (\$500), Miscellaneous (\$240)
 MILEAGE: Outreach, Home-Visits, Meetings, Conferences (\$3,000)
 BUILDING SUPPLIES: Durkin (\$5,600), Comcast (\$510), Donahue Bros (\$4,500), O'Connor Hdw. (\$500), Water (\$700), Bain Pest (\$1,200),
 Standard Elec. (\$300), Chelmsford Lock (\$220), Misc. (\$500)
 KITCHEN MAINTENANCE: Action King / CRS (\$1,600), United Rest. Supply (\$430), CS Ventilation (\$500), MartellFire (\$500)
 DUES: MCOA (\$2,900)
 BUILDING MAINTENANCE: Ocean Glass (\$1,000), In & Out Auto Doors (\$1,000), LE Morgan Roofing (\$1,800), Electrician (\$1,000),
 Carpet Cleaning (\$600), Lindmark Plumbing (\$1,200), Irrigation System (\$250), Miscellaneous (\$1,550)

FY2023	FY2023	FY2024	FY2024	FY2026	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ.	TMREC	FINCOM/REC
\$ 42,270	\$ 44,465	\$ 44,465	\$ 36,940	\$ 44,465	\$ 44,366	\$ 43,965	\$ 44,166	\$ 44,166	\$ 44,166

Contract Services/Leases

MAINTENANCE: Custodian (\$33,600)
 BUILDING SECURITY: American Alarm, ASG Security, Life Support Systems - AED
 EQUIPMENT MAINTENANCE: Precision Fitness (\$681), Kin Repair (\$500)
 PROFESSIONAL LICENSES / CONTRACTS: Stamford Univ - Chronic Disease Training License (\$260), My Senior Center - Xaus Solutions, (\$850),
 Tai Chi (\$1,700), Cardio-Boost (\$4,600)

FY2023	FY2023	FY2024	FY2024	FY2026	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ.	TMREC	FINCOM/REC
\$ 17,000	\$ 15,230	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 17,000	\$ 20,000	\$ 20,000	\$ 20,000

Utilities
 Nationalgrid-Supplier,
 US Solar LLC, Direct Energy

Department	Town Mgr.	Fin Com
\$ 20,000	\$ 20,000	\$ 20,000

Department	Town Mgr.	Fin Com
\$ 8,740	\$ 8,740	\$ 8,740
\$ 3,000	\$ 3,000	\$ 3,000
\$ 14,030	\$ 14,030	\$ 14,030
\$ 3,030	\$ 3,030	\$ 3,030
\$ 2,900	\$ 2,900	\$ 2,900
\$ 8,400	\$ 8,400	\$ 8,400
\$ -	\$ -	\$ -
\$ 40,100	\$ 40,100	\$ 40,100

Department	Town Mgr.	Fin Com
\$ 33,600	\$ 33,600	\$ 33,600
\$ 1,975	\$ 1,975	\$ 1,975
\$ 1,181	\$ 1,181	\$ 1,181
\$ 7,410	\$ 7,410	\$ 7,410

Total Contract Services and Leases	Department	Town Mgr.	Fin Com
\$ 44,166	\$ 44,166	\$ 44,166	



4.2. Veterans Department

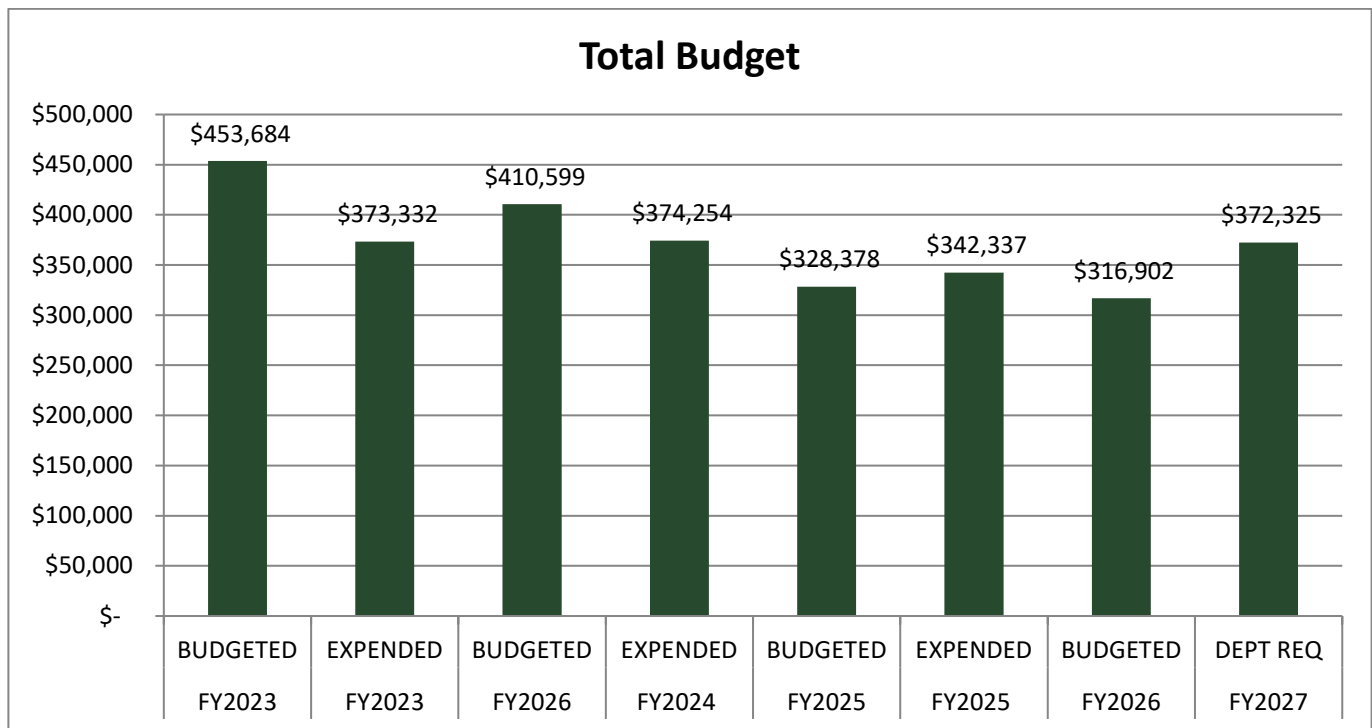
Mission Statement

The Department of Veteran Services for the Town of Billerica prioritizes the rights to veterans' benefits and the accessibility of resources as central tenets of its mission. The Town is committed to ensuring that the honor and respect earned by each veteran is duly acknowledged.

Budget Narrative

In FY 27, the Department of Veterans Services budget will increase by \$55,423.00. The majority of this increase is due to an increase in budgeting for benefits for veterans and their widows and descendants.

*Please note that the department is reimbursed by the Commonwealth at the rate of 75%.

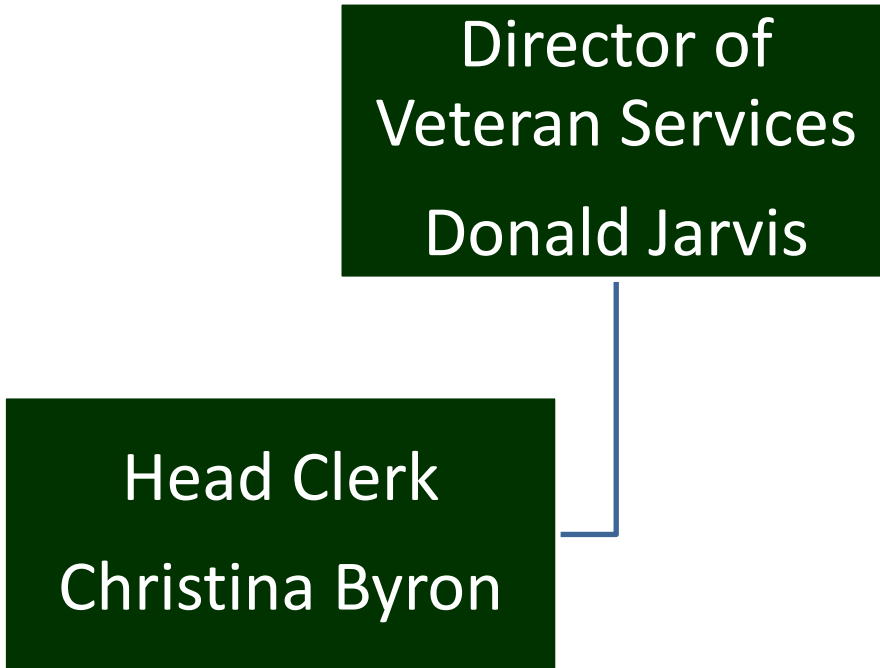


Programs and Services

The Director of Veteran Services will implement initiatives to enhance accessibility for Billerica's veterans, including comprehensive in-person outreach programs. With a forward-thinking approach and robust interdepartmental collaborations, the Department of Veteran Services aspires to be a centralized hub for addressing the diverse needs of veterans and their families.



Organizational Chart





VETERANS

	FY2023 BUDGETED	FY2023 EXPENDED	FY2026 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 141,255	\$ 122,131	\$ 141,770	\$ 136,954	\$ 157,988	\$ 142,081	\$ 149,584	\$ 153,507	\$ 153,507	\$ 153,507
Part Time/Seasonal										
Overtime	\$ 5,434	\$ 4,434	\$ 5,434	\$ 4,434	\$ 5,434	\$ 5,434	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Contractual Obligations										
Total	\$ 146,689	\$ 126,565	\$ 147,204	\$ 141,388	\$ 163,422	\$ 147,515	\$ 151,584	\$ 155,507	\$ 155,507	\$ 155,507

Expenses

Supplies and Expenses	\$ 5,210	\$ 3,590	\$ 11,610	\$ 4,104	\$ 14,956	\$ 14,955	\$ 15,318	\$ 16,818	\$ 16,818	\$ 16,818
Contract Services/Leases	\$ 1,785	\$ 60	\$ 1,785	\$ 1,785		\$ 1,785		\$ -	\$ -	\$ -
Utilities										
Capital Outlay										
Veterans Benefits	\$ 300,000	\$ 243,117	\$ 250,000	\$ 226,977	\$ 150,000	\$ 179,867	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000
Total Expenses	\$ 306,995	\$ 246,767	\$ 263,395	\$ 232,866	\$ 164,956	\$ 194,822	\$ 165,318	\$ 216,818	\$ 216,818	\$ 216,818
TOTAL BUDGET	\$ 453,694	\$ 373,332	\$ 410,599	\$ 374,254	\$ 328,378	\$ 342,337	\$ 316,902	\$ 372,325	\$ 372,325	\$ 372,325

Position	Dep. Req.		TM. Rec.		Fin Com. Rec.		Difference PY	% PY
	FY2026	FY2027	FY2027	FY2027	FY2027	FY2027		
Director	1	1	1	1	1	1		
Head Clerk	1	1	1	1	1	1		
Total Staffing	2	2	2	2	2	2		17.49%



VETERANS
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Donald Jarvis	Director	5	9/12/2022	\$ 95,477.20	\$ 1,000.00		\$ 96,477.20
Christina Byron	Head Clerk	2/3	7/15/2024	\$ 58,029.41	\$ 1,000.00		\$ 59,029.41
DEPARTMENT TOTAL				\$ 153,506.61	\$ 2,000.00	\$ -	\$ 155,506.61

Total Full time	\$ 153,506.61
Total Contract	\$ 2,000.00
Total	\$ 155,506.61

VETERANS
SALARY INFORMATION FY2026 BUDGETED

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Donald Jarvis	Director	5	9/12/2022	\$ 94,074.27	\$ 1,000.00		\$ 95,074.27
Christina Byron	Head Clerk	1/2	7/15/2024	\$ 55,509.35	\$ 1,000.00		\$ 56,509.35
DEPARTMENT TOTAL				\$ 149,583.62	\$ 2,000.00	\$ -	\$ 151,583.62

Total Full time	\$ 149,583.62
Total Contract	\$ 2,000.00
Total	\$ 151,583.62



DESCRIPTION DETAIL

VETERANS

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TMRREC	FY2027 FINCOMREC
\$ 5,210	\$ 3,590	\$ 11,610	\$ 4,104	\$ 14,956	\$ 14,955	\$ 15,318	\$ 16,818	\$ 16,818	\$ 16,818

Department Town Mgr. Fin Com

Supplies and Expenses

5 sets of 4x6 Flags, consisting of 5 American, 5 State and 5 POW/MIA flags	PHR, V/P, Andover	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
3 12/18 flags for center & talbot oval		\$ 918	\$ 918	\$ 918	\$ 918	\$ 918	\$ 918	\$ 918	\$ 918
2 15/12 flags Talbot Oval		\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Flags to be used to decorate Veterans' Graves on Memorial Day and Veterans' Day. The State will reimburse the Town 75% of the cost of the Flags									
Veteran Events/Outreach									
office supply allocation									
Veteran Mailer Personal Letter (2x per year)									
Total Supplies and Expenses:									
		\$ 16,818	\$ 16,818	\$ 16,818	\$ 16,818	\$ 16,818	\$ 16,818	\$ 16,818	\$ 16,818

5280 Veterans' Benefits

This is the projected amount of benefits for veterans/widows.

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2026 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TMRREC	FY2027 FINCOMREC
\$ 300,000	\$ 243,117	\$ 250,000	\$ 226,977	\$ 150,000	\$ 179,867	\$ 150,000	\$ 200,000	\$ 200,000	\$ 200,000

This department is reimbursed by the Commonwealth at the rate of 75% for benefits extended on behalf of qualified Veterans/widows and dependents.

Veterans' Benefits \$ 200,000 \$ 200,000 \$ 200,000



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Section 5: Library and Recreation

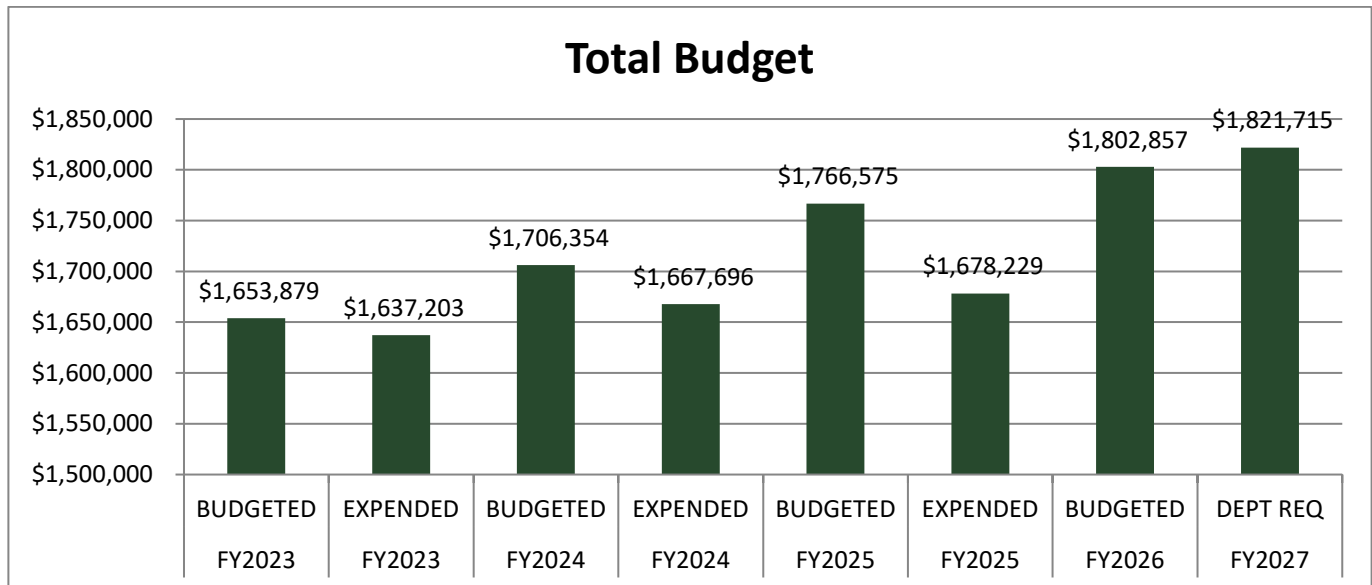
5.1. Library

Mission Statement

The Billerica Public Library educates, entertains, and enriches the Billerica community by providing relevant collections, inviting spaces, engaging programs, and responsive services for all.

Budget Narrative

The Library budget will increase by \$18,858.00 for FY 27. This increase reflects annual adjustments to personnel costs and increased costs for computer equipment and accessories.



Programs and Services

In 2025, the Library advanced its strategic plan, reinforcing its role as a welcoming and highly utilized community resource. Circulation remained strong, with 231,863 physical items and passes and 78,838 e-items borrowed. The FY2026 materials budget increased to \$214,000 to support high-demand collections and maintain state certification. Accessibility and digital access were enhanced through Large Print Hot Titles, direct subscriptions to the Boston Globe and Heritage Quest, and the addition of Peterson’s Test and Career Prep.

The Library was open 68 hours per week, providing 3,245 public service hours and hosting 906 programs attended by 20,257 participants. The Summer Reading Challenge engaged 835 readers who logged over 900,000 minutes, and the Library marked the 25th anniversary of its building with a community celebration. Facility improvements, policy updates, and staff development supported effective operations and service delivery.



Technology upgrades included a new MVLC mobile app and redesigned website, with 9,389 public computer sessions and 97,406 wireless sessions recorded. Strong partnerships and support from the Family Friends of the Billerica Public Library, the Billerica Public Library Foundation, and \$7,678 in grant funding helped sustain programming and long-term initiatives.

Billerica Public Library Patron Registration

Full Name

Street

City, State, Zip

Telephone (best # to reach you)

Cell # (to receive text notifications)

Email

Check if you would like to receive the library's e-newsletter and Wowbrary newsletter

Cardholder's Signature

Date

Massachusetts General Law (Ch.78 Sec. 7) states that circulation records of library materials are private. Please complete this form if you wish to grant permission to another person to pick up your holds. A note will be placed on your account to allow proxy access for all future transactions. Please note that any person in possession of your library card is automatically approved to pick up holds on your behalf.

I authorize the following person(s) to pick up library materials on my behalf:

Name

Name

For Patrons Under the Age of 14

Please note that children have full access to all materials in the library, including materials in the adult collection. Parents and guardians are responsible for monitoring their child's selection of library materials. The above privacy law applies to all patrons regardless of age. Please add your name to the authorization list above if you would like to pick up holds for your child.

Parent/Guardian Signature

Date

Hold, Overdue, and Billing Notifications

How would you like to receive notification for holds? Text E-mail Phone

How would you like to receive overdue notices? Text E-mail Mail

How would you like to receive billing notices? Text E-mail Mail

Tear this page out and apply for a library card below!

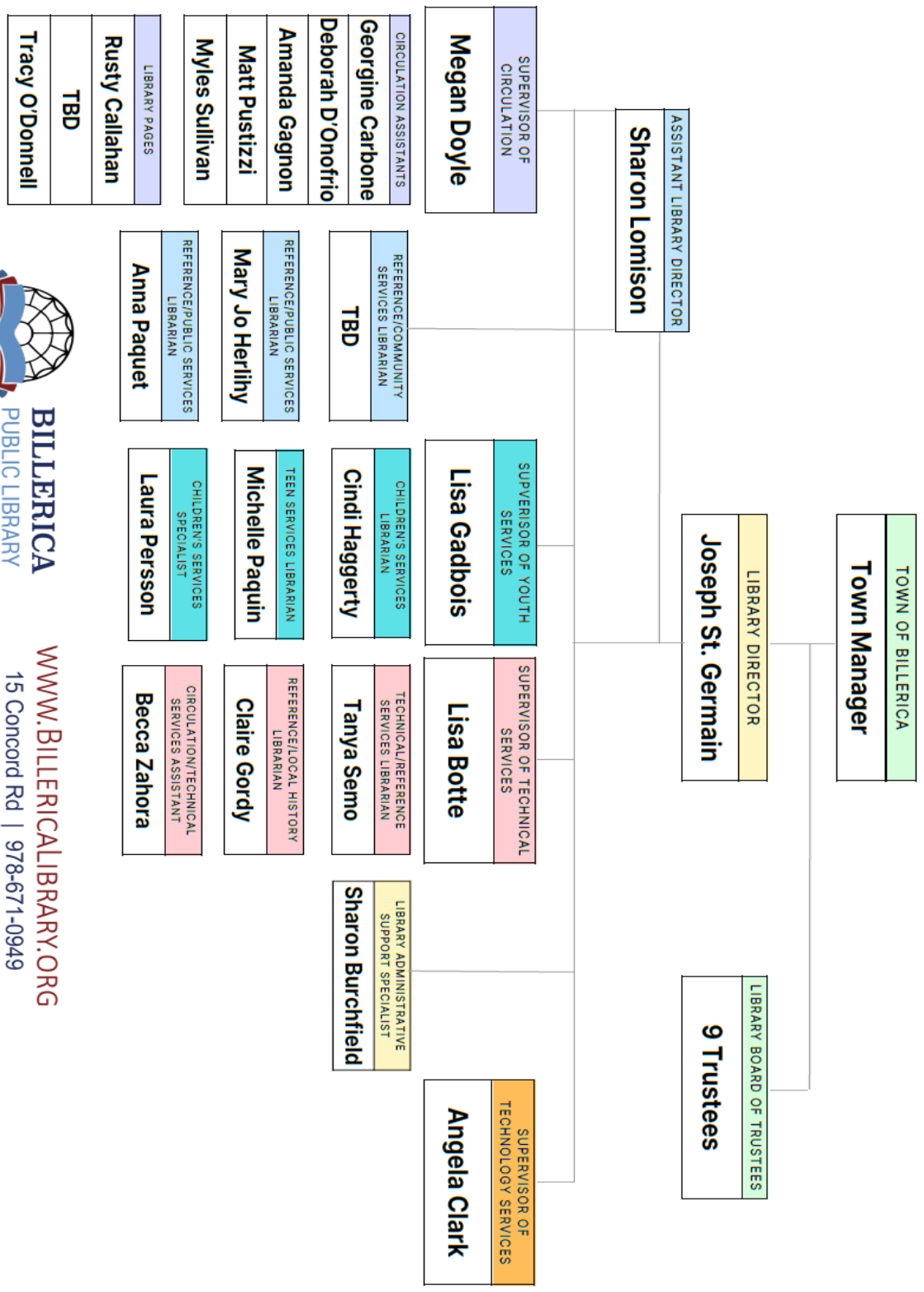


Organizational Chart



Billerica Public Library

ORGANIZATIONAL STRUCTURE



WWW.BILLERICALIBRARY.ORG
15 Concord Rd | 978-671-0949



PUBLIC LIBRARY

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN.COM REC.
Personnel Services										
Full Time	\$ 894,513	\$ 890,834	\$ 940,018	\$ 932,507	\$ 985,451	\$ 902,008	\$ 1,003,315	\$ 1,003,695	\$ 1,003,695	\$ 1,003,695
Part Time/Seasonal	\$ 388,706	\$ 356,567	\$ 381,173	\$ 356,578	\$ 388,716	\$ 384,503	\$ 399,896	\$ 396,201	\$ 396,201	\$ 396,201
Overtime	\$ 22,021	\$ 22,021	\$ 22,879	\$ 22,879	\$ 22,879	\$ 22,879	\$ 20,196	\$ 35,430	\$ 35,430	\$ 35,430
Contractual Obligations	\$ 1,286,240	\$ 1,289,422	\$ 1,344,071	\$ 1,311,964	\$ 1,397,047	\$ 1,309,390	\$ 1,423,407	\$ 1,435,326	\$ 1,435,326	\$ 1,435,326
Total										

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN.COM REC.
Expenses										
Supplies and Expenses	\$ 231,159	\$ 231,076	\$ 223,944	\$ 223,943	\$ 226,295	\$ 226,295	\$ 238,329	\$ 242,505	\$ 242,505	\$ 242,505
Contract Services/Leases	\$ 84,634	\$ 83,696	\$ 84,634	\$ 83,689	\$ 84,634	\$ 84,159	\$ 84,634	\$ 84,634	\$ 84,634	\$ 84,634
Cleaning Service	\$ 27,846	\$ 25,200	\$ 28,705	\$ 23,100	\$ 33,600	\$ 33,385	\$ 31,488	\$ 33,000	\$ 33,000	\$ 33,000
Utilities	\$ 25,000	\$ 27,809	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 26,250	\$ 26,250	\$ 26,250
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 368,639	\$ 367,781	\$ 362,283	\$ 355,732	\$ 369,529	\$ 368,839	\$ 379,450	\$ 386,389	\$ 386,389	\$ 386,389
TOTAL BUDGET	\$ 1,653,879	\$ 1,637,203	\$ 1,706,354	\$ 1,667,696	\$ 1,766,575	\$ 1,678,229	\$ 1,802,857	\$ 1,821,715	\$ 1,821,715	\$ 1,821,715

Position	FY2026		FY2027		TM Rec.	Fin Com Rec.	%
	FTE	PTE	FTE	PTE			
Director	1		1		1	1	
Asst. Director	1		1		1	1	
Librarian I	3		3		3	3	
Librarian II	3		3		3	3	
Librarian III	2		2		2	2	
Librarian Associate	0		0		0	0	
Library Asst. III	3		3		3	3	
Building Mntnce Craftsman	0		0		0	0	
Total Staffing	13		13		13	13	1.05%

Position	FY2026		FY2027		TM Rec.	Fin Com Rec.	%
	FTE	PTE	FTE	PTE			
Librarian I	0.7067		0.7067		0.7067	0.7067	
Librarian II	0.4667		0.4667		0.4667	0.4667	
Librarian II	0.6000		0.6000		0.6000	0.6000	
Librarian II	0.5333		0.5333		0.5333	0.5333	
Librarian II	0.5333		0.5333		0.5333	0.5333	
Library Asst. III	0.9067		0.9067		0.9067	0.9067	
Library Asst. III	0.6533		0.6533		0.6533	0.6533	
Library Asst. III	0.5333		0.5333		0.5333	0.5333	
Librarian II	0.6267		0.6000		0.6000	0.6000	
Total Staffing	5.03		5.00		5.00	5.00	



**LIBRARY DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
FULL-TIME							
Joseph St. Germain	Lib. Director	5	6/22/2016	\$ 133,496.77	\$ 1,000.00	\$ 2,100.00	\$ 136,596.77
Sharon Lomison	Asst. Lib. Director	5	10/27/2014	\$ 110,086.12	\$ 1,000.00	\$ 2,100.00	\$ 113,186.12
Lisa Gadbois	Lib. I	9	4/17/1998	\$ 100,818.72	\$ 1,000.00	\$ 3,393.00	\$ 105,211.72
Megan Doyle	Lib. I	2/3	3/31/2025	\$ 77,480.22	\$ 1,000.00	\$ -	\$ 78,480.22
Angela Clark	Lib. I	1/2	9/2/2025	\$ 76,202.12	\$ 1,000.00	\$ -	\$ 77,202.12
Cindi Haggerty	Lib II	9	1/13/2017	\$ 79,375.65	\$ 1,000.00	\$ -	\$ 80,375.65
Mary Jo Herlihy	Lib II	3/4	5/28/2024	\$ 63,062.75	\$ 1,000.00	\$ -	\$ 64,062.75
Michelle Paquin	Lib. II	9	10/7/1996	\$ 79,375.65	\$ 1,000.00	\$ 3,500.00	\$ 83,875.65
Sharon Burchfield	Lib III	1/2	9/10/2025	\$ 59,971.27	\$ 1,000.00	\$ -	\$ 60,971.27
Laura Persson	Lib III	8/9	4/15/2019	\$ 70,917.60	\$ 1,000.00	\$ -	\$ 71,917.60
Matthew Pustizzi	Lib Asst III	9	3/24/2008	\$ 52,860.90	\$ 1,000.00	\$ 2,610.00	\$ 56,470.90
Rebecca Zahora	Lib Asst III	9	1/5/2016	\$ 52,860.90	\$ 1,000.00	\$ -	\$ 53,860.90
Myles Sullivan	Lib Asst III	6/7	6/4/2021	\$ 47,186.60	\$ 1,000.00	\$ -	\$ 48,186.60
PART-TIME							
Georgine Carbone	Lib Asst III	5/6	10/20/2021	\$ 24,811.23	\$ 533.33	\$ -	\$ 25,344.56
Lisa Botte	Lib I	9	1/14/2019	\$ 71,245.23	\$ 706.67	\$ 2,473.33	\$ 74,425.23
Amanda Gagnon	Lib Asst III	6/7	2/12/2025	\$ 43,301.09	\$ 906.67	\$ -	\$ 44,207.76
TBD	Lib. II	1/2	7/1/2026	\$ 31,690.31	\$ 466.67	\$ -	\$ 32,156.98
Tanya Semo	Lib II	2/3	6/16/2025	\$ 36,308.82	\$ 600.00	\$ -	\$ 36,908.82
Deborah D'Onofrio	Lib Asst III	1/2	12/2/2025	\$ 25,883.62	\$ 653.33	\$ -	\$ 26,536.95
Claire Gordy	Lib II	1/2	8/18/2025	\$ 36,088.91	\$ 600.00	\$ -	\$ 36,688.91
Anna Paquet	Lib II	3/4	5/22/2024	\$ 33,658.98	\$ 533.33	\$ -	\$ 34,192.31
Shelvers (54 hrs.)				\$ 46,055.85	\$ 1,253.34	\$ -	\$ 47,309.19
Substitute and Casual - Weekend, Sick & Vac. Coverage				\$ 47,157.00	\$ -	\$ -	\$ 47,157.00
DEPARTMENT TOTAL				\$ 1,399,896.31	\$ 19,253.34	\$ 16,176.33	\$1,435,325.98

Total Full time	1,003,695.26
Total Part Time	396,201.05
Total Contract	35,429.67
Total	\$ 1,435,325.98



**LIBRARY DEPARTMENT
SALARY INFORMATION FY2026 BUDGET**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
FULL-TIME							
Joseph St. Germain	Lib. Director	5	6/22/2016	\$ 132,838.48	\$ 1,000.00	\$ 2,100.00	\$ 135,938.48
Sharon Lomison	Asst. Lib. Director	5	10/27/2024	\$ 109,543.27	\$ 1,000.00	\$ 2,100.00	\$ 112,643.27
Lisa Gadbois	Lib. I	9	4/17/1998	\$ 97,874.52	\$ -	\$ 3,393.00	\$ 101,267.52
TBD	Lib. I	5/6	1/0/1900	\$ 85,400.43	\$ -	\$ -	\$ 85,400.43
Abhar Sheikh	Lib. I	9	8/13/2012	\$ 97,874.52	\$ -	\$ -	\$ 97,874.52
Cindi Haggerty	Lib II	9	1/13/2017	\$ 77,057.80	\$ -	\$ -	\$ 77,057.80
Mary Jo Herlihy	Lib II	2/3	5/28/2024	\$ 58,882.71	\$ -	\$ -	\$ 58,882.71
Michelle Paquin	Lib. II	9	10/7/1996	\$ 77,057.80	\$ -	\$ 3,393.00	\$ 80,450.80
Angela Clark	Lib III	1/2	8/1/2024	\$ 53,872.50	\$ -	\$ -	\$ 53,872.50
Laura Persson	Lib III	7/8	4/15/2019	\$ 66,215.95	\$ -	\$ -	\$ 66,215.95
Matthew Pustizzi	Lib Asst III	9	3/24/2008	\$ 51,317.23	\$ -	\$ 2,610.00	\$ 53,927.23
Rebecca Zahora	Lib Asst III	9	1/5/2016	\$ 51,317.23	\$ -	\$ -	\$ 51,317.23
Myles Sullivan	Lib Asst III	5/6	6/4/2021	\$ 44,062.48	\$ -	\$ -	\$ 44,062.48
		0	1/0/1900	\$ -	\$ -	\$ -	\$ -
PART-TIME							
Georgine Carbone	Lib Asst III	4/5	10/20/2021	\$ 28,383.03	\$ -	\$ -	\$ 28,383.03
Lisa Botte	Lib I	9	1/14/2019	\$ 69,164.75	\$ -	\$ 2,473.33	\$ 71,638.08
Sharon Burchfield	Lib Asst III	5/6	11/8/2024	\$ 40,859.51	\$ -	\$ -	\$ 40,859.51
Marion DePierro	Lib. II	9	9/20/2000	\$ 35,960.22	\$ -	\$ -	\$ 35,960.22
Amanda McAvoy	Lib II	2/3	1/8/2023	\$ 35,867.86	\$ -	\$ -	\$ 35,867.86
TBD	Lib Asst III	5/6	1/0/1900	\$ 23,893.39	\$ -	\$ -	\$ 23,893.39
Kathleen Meagher	Lib III	9	9/16/1996	\$ 44,480.21	\$ -	\$ 2,126.28	\$ 46,606.49
Anna Paquet	Lib II	2/3	5/22/2024	\$ 31,443.96	\$ -	\$ -	\$ 31,443.96
Shelvers (54 hrs.)				\$ 44,932.54	\$ -	\$ -	\$ 44,932.54
Substitute and Casual - Weekend, Sick & Vac. Coverage				\$ 44,910.53	\$ -	\$ -	\$ 44,910.53
DEPARTMENT TOTAL				\$ 1,403,210.92	\$ 2,000.00	\$ 18,195.61	\$ 1,423,406.53

Total Full time	1,003,314.92
Total Part Time	399,896.00
Total Contract	20,195.61
Total	1,423,406.53



FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 231,159	\$ 231,076	\$ 223,944	\$ 223,943	\$ 226,295	\$ 226,295	\$ 238,329	\$ 242,505	\$ 242,505	\$ 242,505

Department Town Mgr. Fin Com

Supplies and Expenses

Prior Year

<i>Computer equipment & accessories</i>	Maintaining and replacing 70 public and staff computers on a rotating basis, plus numerous printers and other accessories	\$ 10,824	\$ 15,000	\$ 15,000	\$ 15,000
<i>Total from Book and Publications</i>		\$ 214,000	\$ 214,000	\$ 214,000	\$ 214,000
<i>Operating Materials</i>	Barcode labels; security cases; book jacket covers; video boxes; fibre attaching tape; book tape; pressure sensitive spine labels; microfiche reader/printer cartridges; plastic library cards; printer cartridges, local history supplies	\$ 13,005	\$ 13,005	\$ 13,005	\$ 13,005
	Water Purifier	\$ 500	\$ 500	\$ 500	\$ 500
	<i>Total Supplies & Expenses</i>	\$ 238,329	\$ 242,505	\$ 242,505	\$ 242,505

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 84,634	\$ 83,696	\$ 84,634	\$ 83,689	\$ 84,634	\$ 84,159	\$ 84,634	\$ 84,634	\$ 84,634	\$ 84,634

Department Town Mgr. Fin Com

Contract Services/Leases

Annual membership and shared maintenance costs for central site and peripheral equipment, as well as, central site staffing as a participant in the Merrimack Valley Library Consortium		\$63,574	\$63,574	\$63,574	\$63,574
Provision for 9 Trustees' Membership in the Mass. Library Trustees Assoc., Membership for the Director in the American Library Assoc. Membership for the Director and Asst. Director in the Mass. and New England Library Association		\$ 770	\$ 770	\$ 770	\$ 770
HVAC service contract		\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100
Automatic door maintenance/Contract		\$ 2,393	\$ 2,393	\$ 2,393	\$ 2,393
Provision for the advertising of job postings and bid announcements		\$ 102	\$ 102	\$ 102	\$ 102
Provision for irrigation system turn on and winterizing		\$ 364	\$ 364	\$ 364	\$ 364
Copy machine maintenance		\$ 1,769	\$ 1,769	\$ 1,769	\$ 1,769
Provision for maintenance and repair of various mechanical, plumbing and electrical systems and numerous pieces of audiovisual and electronic equipment.		\$ 9,364	\$ 9,364	\$ 9,364	\$ 9,364
Central station connection for burglar alarm		\$ 424	\$ 424	\$ 424	\$ 424
Allowance for use of personal vehicle to attend meetings around the state.		\$774	\$774	\$774	\$774
Total Contract Services		\$ 84,634	\$ 84,634	\$ 84,634	\$ 84,634

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 27,846	\$ 25,200	\$ 28,705	\$ 23,100	\$ 33,600	\$ 33,385	\$ 31,488	\$ 33,000	\$ 33,000	\$ 33,000

Department Town Mgr. Fin Com

Cleaning Service

Professional Cleaning Service for after hours cleaning		\$ 31,488	\$ 33,000	\$ 33,000	\$ 33,000
Total Cleaning Service		\$ 31,488	\$ 33,000	\$ 33,000	\$ 33,000

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 25,000	\$ 27,809	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 26,250	\$ 26,250	\$ 26,250

Department Town Mgr. Fin Com

Utilities

Provision for gas heat - 35,000 sq ft. building									
Provision for electricity									
Provision for dedicated telephone in elevator per ADA regulations									
Total Utilities							\$26,250	\$26,250	\$26,250



5.2. Recreation

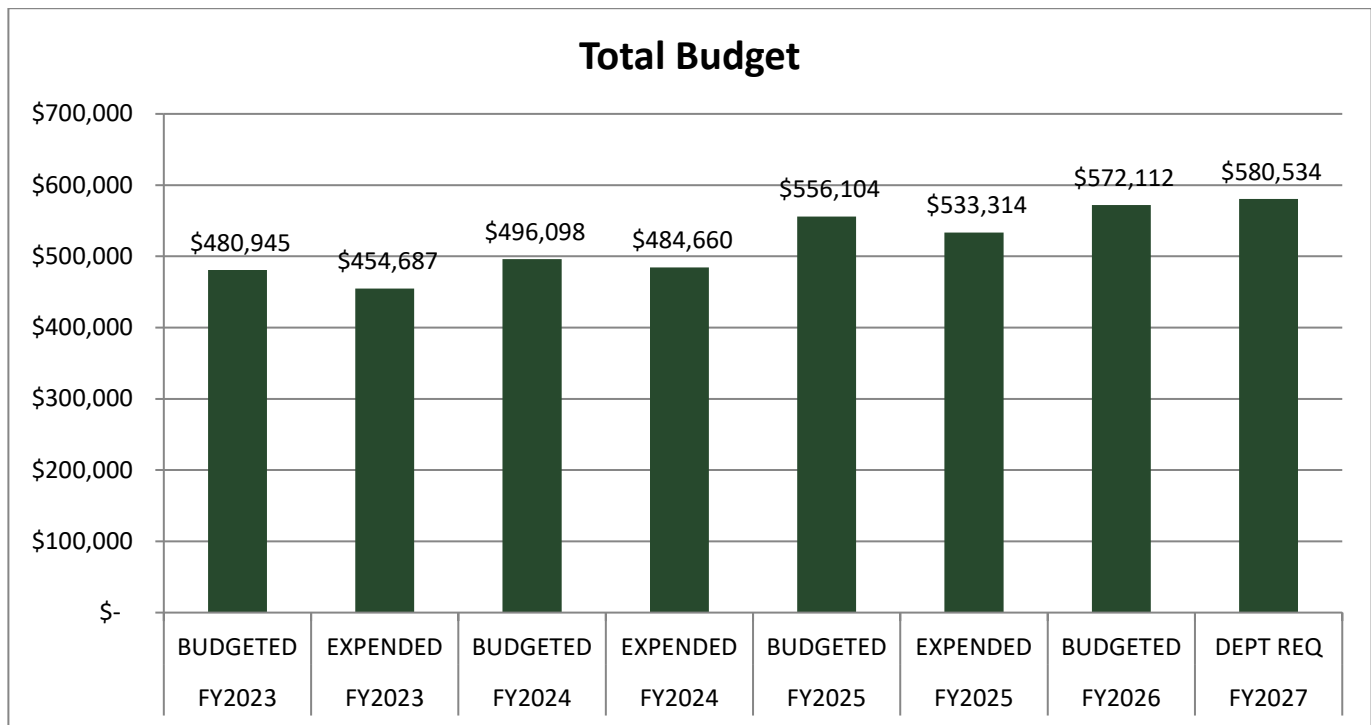
Mission Statement



The primary goal of the Recreation Department is to offer high quality affordable recreational programs, services, trips and special events to the citizens of Billerica. Our recreational, educational and cultural programming reflects the interest and diversity of our community. We are committed to improving parks and recreation facilities to ensure a safe and pleasant experience for visitors.

Budget Narrative

In FY 27, the Recreation Department budget will increase by \$8,422.00. This increase reflects annual adjustments to personnel costs and increased costs for rental, purchase and repair of recreational equipment and sites.



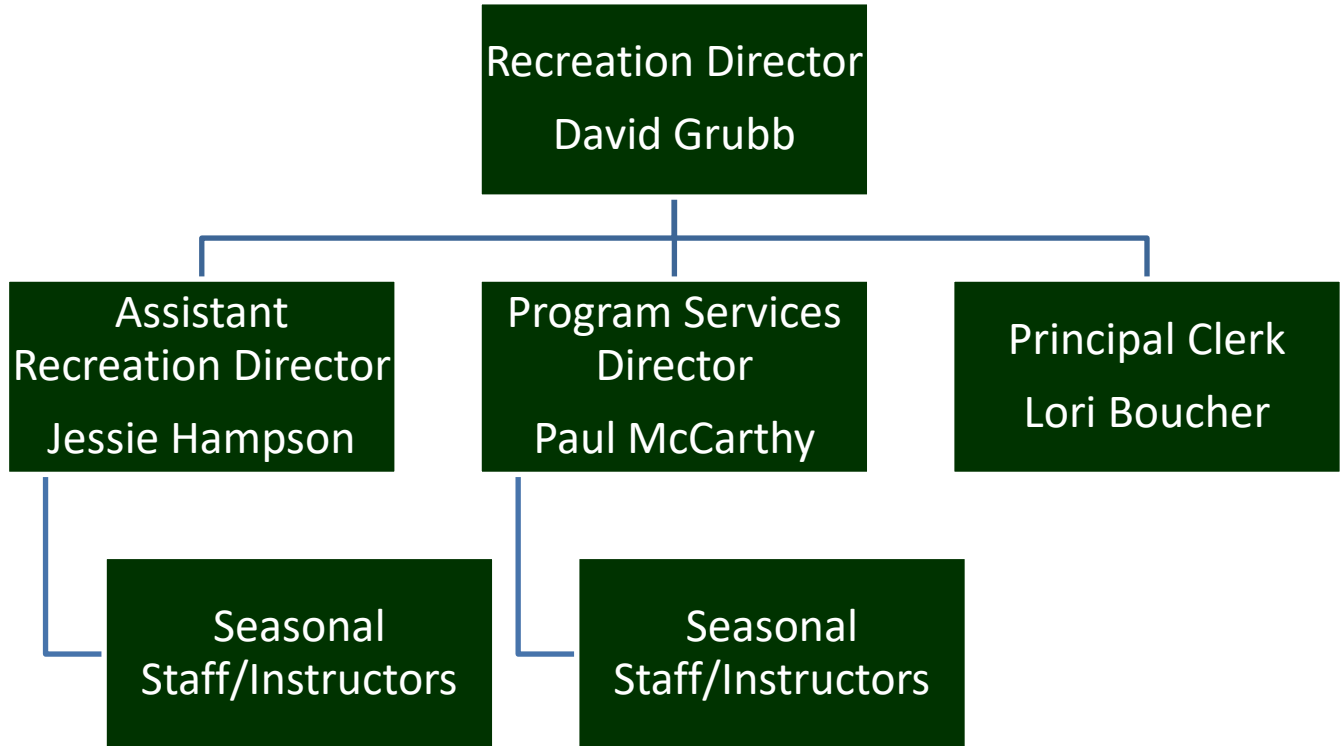
Programs and Services

The Recreation Department has continued evolving into a one-stop shop for all of the residents’ leisure and recreational needs. We have continuously taken on the challenge of increasing the programs we offer anyone from Pre-K through Seniors. Whether you’re 1 or 100, we have something for you! Our department has also paid particular attention to improving how we are marketing ourselves both online and in various other formats. With the recent addition of our new website and registration software system, we are also now able to accept payment by credit card. We believe this has made accessing our services a much more convenient process for our participants.



In addition to programming, the Recreation Department also offers various other services including discount ticket sales to theatre, sports events, and local business, as well as offering trips and tours both near and far. This year we have been exceptionally excited to increase the number and quality of special events being offered to the town!

Organizational Chart





RECREATION

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personnel Services</i>										
5110 Full Time	\$ 312,429	\$ 287,891	\$ 316,840	\$ 322,317	\$ 373,456	\$ 365,629	\$ 390,497	\$ 392,469	\$ 392,469	\$ 392,469
5120 Part Time/Permanent	\$ -	\$ 70,000	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -
5150 Part Time /Seasonal	\$ 70,000	\$ 70,000	\$ 82,742	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5190 Contractual Obligations	\$ 7,350	\$ 5,350	\$ 7,350	\$ 6,350	\$ 9,350	\$ 9,350	\$ 9,350	\$ 10,300	\$ 10,300	\$ 10,300
Total	\$ 389,779	\$ 363,241	\$ 406,932	\$ 403,667	\$ 457,806	\$ 449,979	\$ 474,847	\$ 477,769	\$ 477,769	\$ 477,769

Expenses

Supplies and Expenses	\$ 11,580	\$ 11,151	\$ 11,580	\$ 11,580	\$ 11,580	\$ 11,580	\$ 11,050	\$ 11,550	\$ 11,550	\$ 11,550
Contract Services/Leases	\$ 76,586	\$ 75,586	\$ 74,586	\$ 66,413	\$ 83,718	\$ 75,334	\$ 83,215	\$ 85,215	\$ 85,215	\$ 85,215
Warrant Articles	\$ 3,000	\$ 4,709	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 6,000	\$ 6,000	\$ 6,000
Utilities										
Capital Outlay										
Total Expenses	\$ 91,166	\$ 91,446	\$ 89,166	\$ 80,993	\$ 98,298	\$ 83,335	\$ 97,265	\$ 102,765	\$ 102,765	\$ 102,765

TOTAL BUDGET

	\$ 480,945	\$ 454,687	\$ 496,098	\$ 484,660	\$ 556,104	\$ 533,314	\$ 572,112	\$ 580,534	\$ 580,534	\$ 580,534
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Dep. Req. TM Rec. Fin Com Rec.
FY2026 FY2027 FY2027 FY2027

Difference PY \$ 8,421.56
% 1.47%

Position	FTE	FTE	FTE	FTE
Director, Recreation	1	1	1	1
Assistant Director	1	1	1	1
Program Services Director	1	1	1	1
Senior Clerk	1	1	1	1
Playground Coordinator	0	0	0	0
Total Staffing	4.0	4.0	4.0	4.0



**RECREATION DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Full Time							
David Grubb	Rec Director	5	8/15/2016	\$ 133,496.77	\$ 1,000.00	\$ 1,650.00	\$ 136,146.77
Jessie Hampson	Asst Rec Dir.	5	12/4/2023	\$ 110,086.12	\$ 1,000.00		\$ 111,086.12
Lori Boucher	Principal Clerk	7	9/25/2000	\$ 61,988.41	\$ 1,000.00	\$ 4,650.00	\$ 67,638.41
Paul McCarthy	Program Services Director	5	12/11/2023	\$ 86,897.26	\$ 1,000.00		\$ 87,897.26
Part Time - Seasonal	Program Staff + Lifeguards			\$ 75,000.00			\$ 75,000.00
DEPARTMENT TOTAL				\$ 467,468.56	\$ 4,000.00	\$ 6,300.00	\$ 477,768.56

Total Full Time	\$	392,468.56
Total Part Time	\$	-
Total Seasonal	\$	75,000.00
Total Contract	\$	10,300.00
Total	\$	477,768.56

**RECREATION DEPARTMENT
SALARY INFORMATION FY2026 BUDGET**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Full Time							
David Grubb	Rec Director	5	8/6/2016	\$ 132,826.13	\$ 1,000.00	\$ 1,650.00	\$ 135,476.13
Jessie Hampson	Asst Rec Dir.	5	11/27/2023	\$ 109,533.09	\$ 1,000.00		\$ 110,533.09
Lori Boucher	Principal Clerk	7	9/25/2000	\$ 61,677.00	\$ 1,000.00	\$ 3,700.00	\$ 66,377.00
Paul McCarthy	Program Services Director	5	12/11/2023	\$ 86,460.72	\$ 1,000.00		\$ 87,460.72
Part Time - Seasonal	Program Staff + Lifeguards			\$ 75,000.00			\$ 75,000.00
DEPARTMENT TOTAL				\$ 465,496.94	\$ 4,000.00	\$ 5,350.00	\$ 474,846.94

Total Full Time	\$	390,496.94
Total Part Time		
Total Seasonal	\$	75,000.00
Total Contract	\$	9,350.00
Total	\$	474,846.94



DESCRIPTION/DETAIL

RECREATION

FY 2023	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	2026	FY 2027	FY 2027	FY 2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN/COM REC
\$ 11,580	\$ 11,151	\$ 11,580	\$ 11,580	\$ 11,580	\$ 11,580	\$ 11,050	\$ 11,550	\$ 11,550	\$ 11,550

Department Town Mgr. Fin Com

Supplies and Expenses

Legal Notices
Meals
Uniform & Equipment
Recreation Materials
Professional Development
Office Supplies

Placement of legal notices in Newspaper/Online
Provide meals to HOC Work Program.
To purchase clothing and equipment required for field visits and programs
Materials needed to run programs and special events, including beach and other safety equipment.
Attendance at State and National Recreation and Park Association Conferences.
General office supply allocation

Total Supplies & Expenses

FY 2023	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	2026	FY 2027	FY 2027	FY 2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN/COM REC
\$ 76,586	\$ 75,586	\$ 74,586	\$ 66,413	\$ 83,718	\$ 75,334	\$ 83,215	\$ 85,215	\$ 85,215	\$ 85,215

Department Town Mgr. Fin Com

Contract Services

Marketing Budget
Water & Wetland - Nuttings Lake Algae/Water Treatment
Nashoba Analytical - Microzi/Beach Water Testing
MyRec Registration Software Annual Contract
Port-a-Potty Rentals
Membership in professional organizations (NRPA, MRPA)
Rental and purchase of equipment and repair of recreational equipment and sites
ADA/Rec Therapy Services

Total Contract Services

FY 2023	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	2026	FY 2027	FY 2027	FY 2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	TM REC	FIN/COM REC
\$ 3,000	\$ 4,709	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 6,000	\$ 6,000	\$ 6,000

Department Town Mgr. Fin Com

Utilities

gas and telephone service

Total Utilities \$ 6,000 \$ 6,000 \$ 6,000 \$ 6,000



5.3. Town Civic Events

Budget Explanation

This account is used to pay for civic events held throughout the year.

It also includes money for the scholarship foundation, The Artscape Banners, and the Beautification Committee.

Budget Narrative

The budget remains the same as last year.

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ.	FY2027 TM REC	FY2027 FIN COM REC
Town Civic Events/Organizations										
7067 VFW-P, DAV, VFW-S	\$ 600	\$ 200	\$ 600	\$ -	\$ 600	\$ 200	\$ 600	\$ 600	\$ 600	\$ 600
7068 MEMORIAL DAY/HOMECOMING	\$ 11,000	\$ 3,024	\$ 11,000	\$ 11,000	\$ 11,000	\$ 4,703	\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000
7097 FESTIVAL ACCOUNT	\$ 10,000	\$ 7,876	\$ 10,000	\$ 9,522	\$ 10,000	\$ 3,821	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
7077 BEAUTIFICATION / CLEAN UP GREEN UP	\$ 15,000	\$ 3,658	\$ 15,000	\$ 6,482	\$ 15,000	\$ 3,168	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
7084 SCHOLARSHIP FOUNDATION	\$ 5,100	\$ 4,464	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100	\$ 5,100
TOTAL BUDGET	\$ 43,200	\$ 19,222	\$ 43,200	\$ 32,104	\$ 41,700	\$ 16,992	\$ 34,700	\$ 34,700	\$ 34,700	\$ 34,700



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Section 6: Public Education

6.1. Public Education



PUBLIC EDUCATION

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
Personnel Services										
Personnel	\$ 59,692,192	\$ 59,692,192	\$ 62,282,851	\$ 63,529,409	\$ 67,265,479	\$ 67,265,479	\$ 72,292,196	\$ 72,290,601.64	\$ 72,290,601.64	\$ 72,290,601.64
Overtime	\$ 1,102,288	\$ 1,102,288	\$ 1,143,624	\$ -	\$ 1,235,114	\$ 1,235,114		\$ 220,000	\$ 220,000	\$ 220,000
Total Personnel	\$ 60,794,480	\$ 60,794,480	\$ 63,426,475	\$ 63,529,409	\$ 68,500,593	\$ 68,500,593	\$ 72,292,196	\$ 72,510,602	\$ 72,510,602	\$ 72,510,602

Expenses

Supplies and Expenses	\$ 1,894,279	\$ 1,894,279	\$ 2,774,279	\$ 915,365	\$ 2,940,736	\$ 2,940,736	\$ 3,028,958	\$ 2,478,791.25	\$ 2,478,791	\$ 2,478,791.25
Contract Services/Leases	\$ 8,965,443	\$ 8,965,443	\$ 8,965,443	\$ 6,647,711	\$ 9,503,370	\$ 9,503,370	\$ 9,788,471	\$ 12,802,652.00	\$ 12,802,652	\$ 12,802,652.00
Utilities	\$ 1,487,547	\$ 1,487,547	\$ 1,487,547	\$ -	\$ 1,576,800	\$ 1,576,800	\$ 1,624,104	\$ 2,010,332.98	\$ 2,010,333	\$ 2,010,332.98
Capital Outlay	\$ 305,251	\$ 305,251	\$ 305,251	\$ 179,566	\$ 323,566	\$ 323,566	\$ 333,273	\$ 177,352.00	\$ 177,352	\$ 177,352.00
Special Education				\$ 5,376,258						
Total Expenses	\$ 12,652,520	\$ 12,652,520	\$ 13,532,520	\$ 13,118,900	\$ 14,344,472	\$ 14,344,472	\$ 14,774,806	\$ 17,469,128	\$ 17,469,128	\$ 17,469,128
TOTAL BUDGET	\$ 73,447,001	\$ 73,447,001	\$ 76,958,996	\$ 76,648,309	\$ 82,845,065	\$ 82,845,065	\$ 87,067,002	\$ 89,979,730	\$ 89,979,730	\$ 89,979,730

Difference \$ 2,912,727.87
 Percentage 3.35%



6.2. Shawsheen Tech



SHAWSHEEN TECHNICAL HIGH SCHOOL

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personnel Services</i>										
Personnel										
Overtime										
Total Personnel								\$ -	\$ -	
<i>Expenses</i>										
Supplies and Expenses										
Contract Services/Leases										
Utilities										
Operating Costs	\$ 10,011,652	\$ 10,000,885	\$ 10,618,654	\$ 10,618,653	\$ 11,139,241	\$ 10,493,494	\$ 11,792,752	\$ 13,057,585	\$ 13,057,585	\$ 13,057,585
Capital Outlay								\$ -	\$ -	\$ -
Total Expenses	\$ 10,011,652	\$ 10,000,885	\$ 10,618,654	\$ 10,618,653	\$ 11,139,241	\$ 10,493,494	\$ 11,792,752	\$ 13,057,585	\$ 13,057,585	\$ 13,057,585
TOTAL BUDGET	\$ 10,011,652	\$ 10,000,885	\$ 10,618,654	\$ 10,618,653	\$ 11,139,241	\$ 10,493,494	\$ 11,792,752	\$ 13,057,585	\$ 13,057,585	\$ 13,057,585

Difference \$ 1,264,833
Percentage 10.73%

Billerica's contribution makes up 37% of the total assessment for Shawsheen



Section 7: Public Safety

7.1. Ambulance

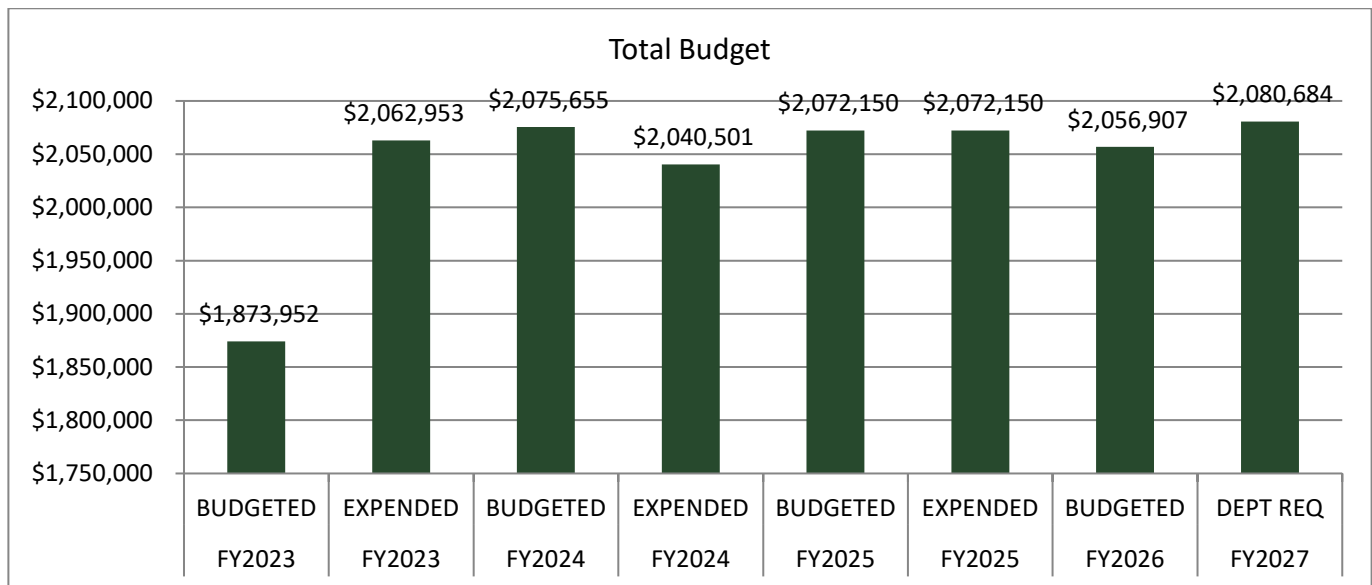


Mission Statement

The Town of Billerica Emergency Medical Services is currently staffed with 1 full time Supervisor and 16 full-time paramedics. The Department provides Advanced Life Support to the Town 24 hours a day, 7 days a week.

Budget Narrative

In FY 27, the Ambulance budget will increase by \$23,777.00. This increase reflects annual adjustments to personnel costs.





AMBULANCE

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personnel/Services</i>										
Full Time	\$ 1,190,829	\$ 1,379,829	\$ 1,368,255	\$ 1,338,403	\$ 1,318,101	\$ 1,318,101	\$ 1,294,962	\$ 1,298,490	\$ 1,298,490	\$ 1,298,490
Part Time/Seasonal	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Overtime	\$ 237,000	\$ 237,000	\$ 244,100	\$ 237,132	\$ 244,100	\$ 244,100	\$ 244,100	\$ 244,100	\$ 244,100	\$ 244,100
Contractual Obligations	\$ 186,564	\$ 186,564	\$ 185,741	\$ 185,741	\$ 205,449	\$ 205,449	\$ 193,345	\$ 213,594	\$ 213,594	\$ 213,594
Total	\$ 1,629,392	\$ 1,818,393	\$ 1,803,095	\$ 1,776,276	\$ 1,782,650	\$ 1,782,650	\$ 1,747,407	\$ 1,771,184	\$ 1,771,184	\$ 1,771,184

	FY2026	Dep. Req. FY2027	TM. Rec. FY2027	Fin Com Rec. FY2027						
<i>Expenses</i>										
Supplies and Expenses	\$ 124,610	\$ 124,610	\$ 152,610	\$ 150,455	\$ 152,610	\$ 152,610	\$ 172,610	\$ 172,610	\$ 172,610	\$ 172,610
Contract Services/Leases	\$ 119,950	\$ 119,950	\$ 119,950	\$ 113,770	\$ 136,890	\$ 136,890	\$ 136,890	\$ 136,890	\$ 136,890	\$ 136,890
Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 244,560	\$ 244,560	\$ 272,560	\$ 264,225	\$ 289,500	\$ 289,500	\$ 309,500	\$ 309,500	\$ 309,500	\$ 309,500
TOTAL BUDGET	\$ 1,873,952	\$ 2,062,953	\$ 2,075,655	\$ 2,040,501	\$ 2,072,150	\$ 2,072,150	\$ 2,056,907	\$ 2,080,684	\$ 2,080,684	\$ 2,080,684

Position	FTE	FTE	FTE	FTE	FTE
EMT-Supervisor	1	1	1	1	1
EMT-P	16	16	16	16	16
PER DIEM					
Total Staffing	17	17	17	17	17

\$ 23,776.83
1.16%



**AMBULANCE DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Specialty PAY	SICK BONUS EDUC PAY	SHIFT DIFF	HOLIDAY PAY	TOTAL SALARY BENEFIT
O'Brien, Robert	EMT-P/Supervisor	15	10/28/1993	\$ 130,072.99	\$ 626.40	\$ 3,250.00	\$ -	\$ 6,778.73	\$ 140,728.12
Branchaud, Robert	EMT-P	11/12	1/20/2016	\$ 80,888.37	\$ 626.40	\$ 2,345.00	\$ 3,302.94	\$ 6,040.00	\$ 93,202.71
Connors, Danika	EMT-P	2/3	2/11/2025	\$ 67,606.66	\$ 626.40	\$ 7,000.00	\$ 2,760.61	\$ 5,102.98	\$ 83,096.65
Duby, Jennifer	EMT-P	3/4	2/11/2024	\$ 68,958.79	\$ 626.40	\$ 4,000.00	\$ 2,815.81	\$ 5,199.04	\$ 81,600.04
Fredette, Samantha	EMT-P	3/4	3/6/2024	\$ 68,880.14	\$ 626.40	\$ 4,000.00	\$ 2,812.60	\$ 5,191.54	\$ 81,510.68
Halloran, Joseph	EMT-P	5/6	11/14/2021	\$ 72,099.33	\$ 626.40	\$ 5,500.00	\$ 2,944.05	\$ 5,435.92	\$ 86,605.70
Keller, Matthew	EMT-P	2/3	10/29/2024	\$ 67,992.22	\$ 626.40	\$ 1,000.00	\$ 2,776.35	\$ 5,147.04	\$ 77,542.01
Lawhon, Joanne M.	EMT-P	4/5	6/12/2023	\$ 69,883.35	\$ 626.40	\$ 525.00	\$ 2,853.57	\$ 5,274.09	\$ 79,162.41
McKenney, Shane	EMT-P	4/5	6/11/2023	\$ 69,883.35	\$ 3,758.40	\$ 525.00	\$ 2,853.57	\$ 5,274.09	\$ 82,294.41
Moro, Michael	EMT-P	2/3	5/7/2025	\$ 67,298.21	\$ 626.40	\$ 2,775.00	\$ 2,748.01	\$ 5,088.29	\$ 78,535.91
Replacement*	EMT-P	1	7/1/2026	\$ 65,772.00	\$ 626.40	\$ 525.00	\$ 2,461.95	\$ 4,688.66	\$ 74,074.01
Nichols, Catherine	EMT-P	10/11	2/17/2017	\$ 79,181.86	\$ 2,192.40	\$ 4,125.00	\$ 3,233.26	\$ 5,918.85	\$ 94,651.37
Noel, Michael	EMT-P	14/15	3/13/2013	\$ 85,611.20	\$ 3,758.40	\$ 3,250.00	\$ 3,495.79	\$ 6,382.02	\$ 102,497.41
Nuttohi, Enrico	EMT-P	15	11/26/2004	\$ 86,784.76	\$ 626.40	\$ 3,525.00	\$ 3,543.71	\$ 6,475.17	\$ 100,955.04
Raso, Brandon	EMT-P	3/4	8/30/2023	\$ 69,588.03	\$ 3,758.40	\$ 1,000.00	\$ 2,841.51	\$ 5,258.95	\$ 82,446.89
Silvia, Shaun	EMT-P	11/12	10/3/2015	\$ 81,379.87	\$ 626.40	\$ 2,250.00	\$ 3,323.01	\$ 6,101.44	\$ 76,706.20
Sullivan, Nicholas	EMT-P	1/2	11/15/2025	\$ 66,608.64	\$ 626.40	\$ 4,500.00	\$ 2,719.85	\$ 5,044.80	\$ 79,499.69
									\$ -
DEPARTMENT TOTAL				\$ 1,298,489.78	\$ 21,610.80	\$ 50,095.00	\$ 47,486.59	\$ 94,401.61	\$ 1,495,109.26

Total Full time	\$ 1,298,489.78
Total Part time	\$ 15,000.00
Overtime	\$ 242,500.00
Overtime	\$ 1,600.00
Total Contract	\$ 213,594.00
Total	\$ 1,771,183.78

**AMBULANCE DEPARTMENT
SALARY INFORMATION 2026 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Specialty PAY	SICK BONUS EDUC PAY	SHIFT DIFF	HOLIDAY PAY	TOTAL SALARY BENEFIT
O'Brien, Robert	EMT-P/Supervisor	15	10/28/1993	\$ 130,072.99	\$ 626.40	\$ 2,775.00	\$ -	\$ 9,968.10	\$ 143,442.49
Branchaud, Robert	EMT-P	11	1/20/2016	\$ 80,175.70	\$ 626.40	\$ 2,820.00	\$ 3,273.84	\$ 5,954.89	\$ 92,850.83
Duby, Jennifer	EMT-P	2 3	2/11/2024	\$ 67,632.28	\$ 626.40	\$ 525.00	\$ 2,761.66	\$ 5,052.98	\$ 76,598.32
Fredette, Samantha	EMT-P	2 3	3/6/2024	\$ 67,529.48	\$ 626.40	\$ 3,525.00	\$ 2,757.46	\$ 5,045.63	\$ 79,483.97
Halloran, Joseph	EMT-P	4 5	11/14/2021	\$ 70,685.43	\$ 626.40	\$ 5,500.00	\$ 2,886.33	\$ 5,285.22	\$ 84,983.38
Jenness, Charles	EMT-P	6	5/16/2021	\$ 72,617.51	\$ 626.40	\$ 2,605.00	\$ 2,965.22	\$ 5,417.09	\$ 84,231.22
Keller, Matthew	EMT-P	1 2	10/29/2024	\$ 66,684.24	\$ 626.40	\$ 675.00	\$ 2,722.94	\$ 5,002.00	\$ 75,710.58
Lawhon, Joanne M.	EMT-P	3/4	6/12/2023	\$ 68,513.09	\$ 626.40	\$ 525.00	\$ 2,797.62	\$ 5,126.56	\$ 77,588.67
McKenney, Shane	EMT-P	3/4	6/11/2023	\$ 68,513.09	\$ 626.40	\$ 525.00	\$ 2,797.62	\$ 5,126.56	\$ 77,588.67
Nichols, Catherine	EMT-P	9 10	2/17/2017	\$ 77,629.31	\$ 2,192.40	\$ 4,125.00	\$ 3,169.86	\$ 5,758.68	\$ 92,875.25
Noel, Michael	EMT-P	13 14	3/13/2013	\$ 83,932.31	\$ 626.40	\$ 3,250.00	\$ 3,427.25	\$ 6,212.78	\$ 97,448.74
Nuttohi, Enrico	EMT-P	15	11/26/2004	\$ 86,784.76	\$ 626.40	\$ 4,000.00	\$ 3,543.71	\$ 6,425.17	\$ 101,380.04
Raso, Brandon	EMT-P	2/3	8/30/2023	\$ 68,223.56	\$ 3,758.40	\$ 1,000.00	\$ 2,785.79	\$ 5,111.73	\$ 80,879.48
Silvia, Shaun	EMT-P	10 11	10/3/2015	\$ 79,784.12	\$ 626.40	\$ 2,250.00	\$ 3,257.85	\$ 5,937.68	\$ 91,856.05
Tolls, Sebastian	EMT-P	3 4	11/5/2022	\$ 69,325.70	\$ 626.40	\$ -	\$ 2,830.80	\$ 5,193.97	\$ 77,976.87
Replacement	EMT-P		2/1/2023	\$ 68,429.19	\$ 626.40	\$ 500.00	\$ 2,461.95	\$ 4,688.66	\$ 76,706.20
Replacement	EMT-P		2/1/2023	\$ 68,429.19	\$ 626.40	\$ 500.00	\$ 2,461.95	\$ 4,688.66	\$ 76,706.20
									\$ -
DEPARTMENT TOTAL				\$ 1,294,961.94	\$ 15,346.80	\$ 35,100.00	\$ 46,901.85	\$ 95,996.36	\$ 1,488,306.95

Total Full time	\$ 1,294,961.94
Total Part time	\$ 15,000.00
Overtime	\$ 242,500.00
Overtime	\$ 1,600.00
Total Contract	\$ 193,345.01
Total	\$ 1,747,406.95

DESCRIPTION DETAIL

AMBULANCE

2023	2023	2024	2024	2025	2025	2026	2027	2027	2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN COM REC	FIN COM REC
\$ 124,610	\$ 124,610	\$ 152,610	\$ 150,455	\$ 152,610	\$ 152,610	\$ 172,610	\$ 172,610	\$ 172,610	\$ 172,610

Supplies and Expenses

	Department	Town Mgr.	Fin Com	
23120-5422	Includes throw-away gowns per OSHA regulations, rubber gloves, disinfectant, laundry detergent, extra strength hand cleaner, mops, shovels and other miscellaneous items as required.	\$ 2,750.00	\$ 2,750.00	\$ 2,750.00
23120-5426	Includes cost for various disposable supplies, oxygen, medications, training equipment, including IV supplies, EKG equipment, stimulators and mannequins to aid in maintaining skill proficiency.	\$ 77,000.00	\$ 77,000.00	\$ 77,000.00
23120-5429	Vehicle repair and maintenance for two frontline ambulances and two back-ups.	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
	MISC Training	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
23120-5440	Purchase of vehicle safety equipment and personal protective gear.	\$ 1,760.00	\$ 1,760.00	\$ 1,760.00
23120-5444	Uniforms @ \$950/man for 17 Medics and per diems plus \$800 start-up or replacement costs.	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
23120-54	General office supply allocation	\$ 1,100.00	\$ 1,100.00	\$ 1,100.00
		\$ 172,610.00	\$ 172,610.00	\$ 172,610.00

2023	2023	2024	2024	2025	2025	2026	2027	2027	2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	FIN COM REC	FIN COM REC
\$ 119,950	\$ 119,950	\$ 119,950	\$ 113,770	\$ 136,890	\$ 136,890	\$ 136,890	\$ 136,890	\$ 136,890	\$ 136,890

Department Town Mgr. Fin Com

Contract Services/fees

23130-5214	New England Medical Billing	\$ 80,000.00	\$ 80,000.00	\$ 80,000.00
23130-5224	Cost of Medical Control Physician's fee (\$12,000), professional development (5,500) and fees for ambulance certification (1,000) licensing re-imburement (1,500)	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
23130-5230	Cost for replacement or repair of washer or dryer, maintenance of garage doors, garage area, EMT quarters, and day room, miscellaneous repairs to electrical equipment.	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00
23130-5236	Computer Report Writing Maintenance/Contract (AmbuPro) \$11,000 Striker Maintenance agreement (LitePak 15s, Lucas Devices, Power stretchers/Power Load Systems) \$20,600 First Net Data for Laptops \$1,440	\$ 33,040.00	\$ 33,040.00	\$ 33,040.00

\$ 136,890 \$ 136,890 \$ 136,890





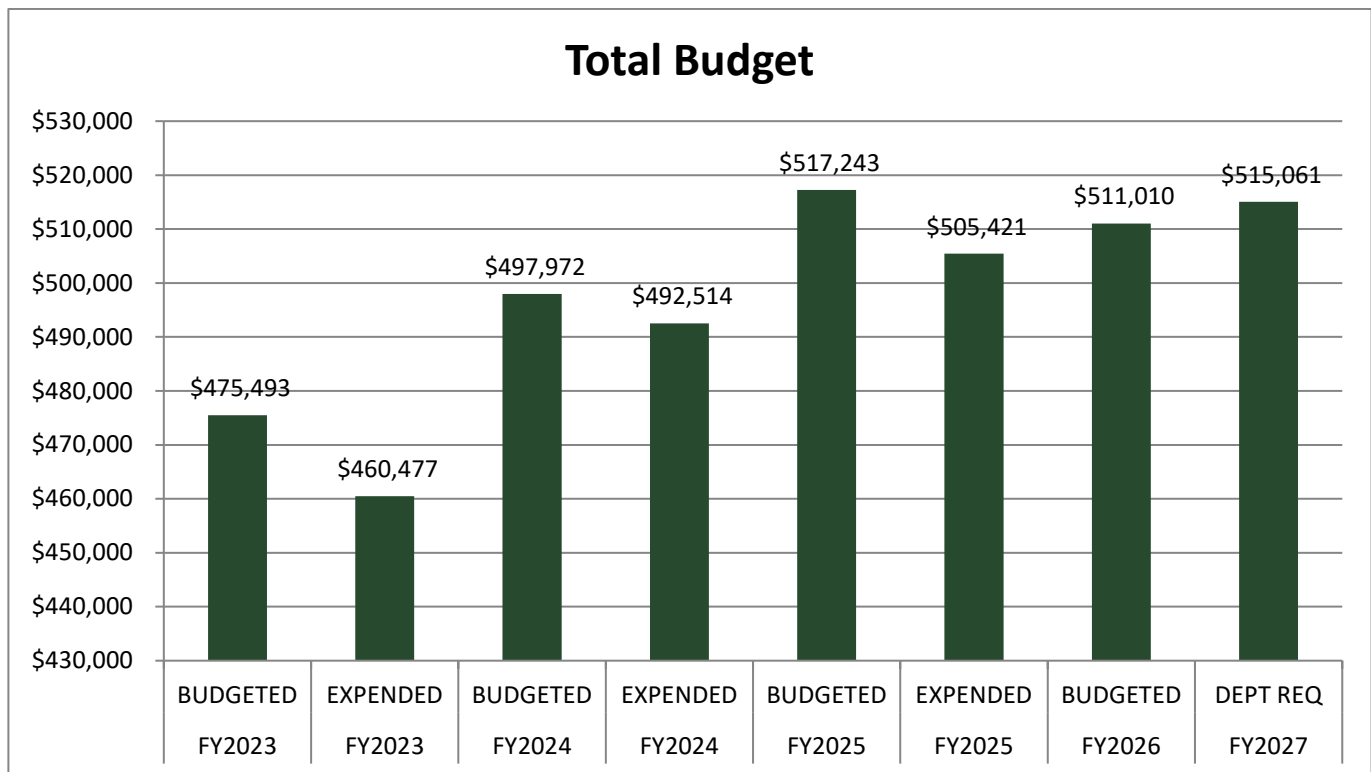
7.2. Board of Health

Mission Statement

The Billerica Board of Health is responsible for protection of public health, welfare, safety, and environment in the Town of Billerica.

Budget Narrative

In FY 27, the Board of Health budget will increase by \$4,051. This change reflects annual adjustments to personnel expenses and higher costs for supplies and expenses. These increases are partially offset by a reduction in contract service costs.

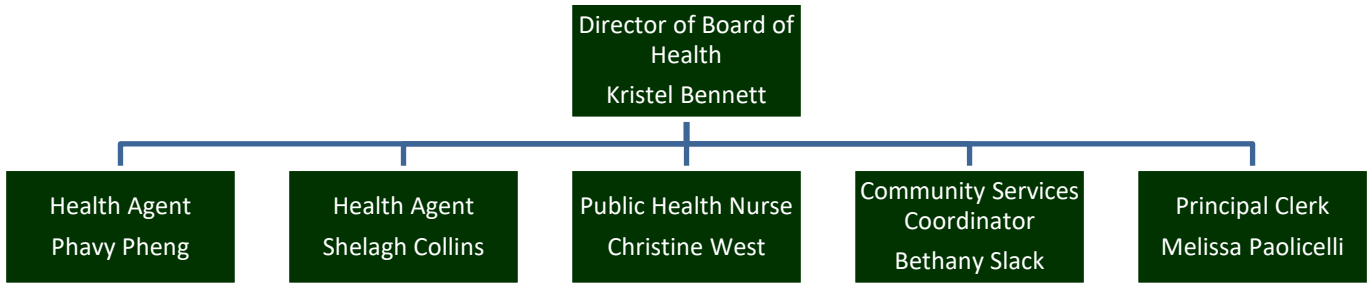


Programs and Services

The Board of Health enforces Massachusetts General Law and State Sanitary Codes as it pertains to restaurants, retail food, tobacco, public and semi-public swimming pools, sun tanning establishments, health clubs, ice rinks, stables, hotels / motels, housing and nuisance complaints, and on-site sewage disposal systems.



Organizational Chart





BOARD OF HEALTH

Personnel Services
 Full Time
 Part Time/Seasonal
 Overtime
 Contractual Obligations

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
Total	\$ 444,616	\$ 435,122	\$ 467,095	\$ 466,942	\$ 486,366	\$ 474,919	\$ 485,133	\$ 489,184	\$ 489,184	\$ 489,184

Expenses

Supplies and Expenses
 Contract Services/Leases
 Utilities
 Capital Outlay

Total Expenses	\$ 30,877	\$ 25,365	\$ 30,877	\$ 25,572	\$ 30,877	\$ 30,502	\$ 25,877	\$ 25,877	\$ 25,877	\$ 25,877
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TOTAL BUDGET

	\$ 475,493	\$ 460,477	\$ 497,972	\$ 492,514	\$ 517,243	\$ 505,421	\$ 511,010	\$ 515,061	\$ 515,061	\$ 515,061
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Difference PY \$ 4,051.13
 % 0.78%

Position	FY2026		FY2027		FY2027		FY2027	
	FTE	Dep. Req.	FTE	Dep. Req.	FTE	TM Rec.	FTE	Fin Com Rec.
Director	1	1	1	1	1	1	1	1
Health Agent F/T	2	2	2	2	2	2	2	2
Head Administrative Clerk/Rec. Clerk	1	1	1	1	1	1	1	1
Total Staffing	4	4	4	4	4	4	4	4

Position	FY2026		FY2027		FY2027		FY2027	
	PTE	Dep. Req.	PTE	TM Rec.	PTE	Fin Com Rec.	PTE	Fin Com Rec.
Community Services Coordinator	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Public Health Nurse P/T	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total Staffing	1	1	1	1	1	1	1	1



**BOARD OF HEALTH DEPARTMENT
SALARY INFORMATION FY2027 DEPARTMENT REQUESTED**

NAME	POSITION	STEP	ANN. DATE	FT BASE SALARY	PT BASE SALARY	CAR ALLOWANCE	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Kristel Bennett	Director of BOH	5	11/18/2019	122,331.89		\$ 5,808.00	1,000.00	1,650.00	\$ 130,789.89
Phavy Pheng	Health Agent	5	7/8/2002	86,897.26		5,808.00	1,000.00	3,300.00	97,005.26
Melissa Paolicelli	Principal Clerk	7	6/3/2019	61,988.54			1,000.00	1,200.00	64,188.54
Shelagh Collins	Health Agent	5	1/31/2019	86,897.26		5,808.00	1,000.00	1,650.00	95,355.26
Christine West	Public Health Nurse	5	5/12/2003		50,921.17	3,432.00	500.00	1,760.00	56,613.17
Bethany Slack	Community Services Coordinator	1	9/7/2021		40,731.51				40,731.51
									-
									-
									-
DEPARTMENT TOTAL				\$ 358,114.95	\$ 91,652.68	\$ 20,856.00	\$ 4,500.00	\$ 9,560.00	\$ 484,683.64

Total Full Time	\$ 358,114.95
Total Part Time	\$ 91,652.68
Total Overtime	\$ 4,500.00
Total Contract	\$ 34,916.00
Total Salaries	\$ 489,183.64

**BOARD OF HEALTH DEPARTMENT
SALARY INFORMATION FY2026 BUDGET**

NAME	POSITION	STEP	ANN. DATE	FT BASE SALARY	PT BASE SALARY	CAR ALLOWANCE	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Kristel Bennett	Director of BOH	5	11/18/2019	\$ 121,717.33	\$ -	\$ 5,808.00	\$ 1,000.00	\$ 1,650.00	\$ 130,175.33
Phavy Pheng	Health Agent	5	7/8/2002	\$ 86,460.72	\$ -	\$ 5,808.00	\$ 1,000.00	\$ 3,300.00	\$ 96,568.72
Melissa Paolicelli	Principal Clerk	6/7	6/3/2019	\$ 59,481.15	\$ -	\$ -	\$ 1,000.00	\$ 1,200.00	\$ 61,681.15
Shelagh Collins	Health Agent	5	1/31/2019	\$ 86,460.72	\$ -	\$ 5,808.00	\$ 1,000.00	\$ 1,650.00	\$ 94,918.72
Christine West	Public Health Nurse	5	5/12/2003	\$ -	\$ 50,665.36	\$ 3,432.00	\$ 500.00	\$ 1,760.00	\$ 56,357.36
Bethany Slack	Community Services Coordinator	1	9/7/2021	\$ -	\$ 40,931.22	\$ -	\$ -	\$ -	\$ 40,931.22
0				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
					\$ -	\$ -	\$ -	\$ -	\$ -
DEPARTMENT TOTAL				\$ 354,119.93	\$ 91,596.58	\$ 20,856.00	\$ 4,500.00	\$ 9,560.00	\$ 480,632.51

Total Full Time	\$ 354,119.93
Total Part Time	\$ 91,596.58
Total Overtime	\$ 4,500.00
Total Contract	\$ 34,916.00
Total Salaries	\$ 485,132.51



BOARD OF HEALTH

	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
	\$ 2,345	\$ 984	\$ 2,345	\$ 2,017	\$ 2,345		\$ 2,345	\$ 5,145	\$ 5,145	\$ 5,145

Supplies and Expenses
51010-5400

Books & Publications			Updated Public Health regulations books; monthly publications; Mass. General Law updates; medical book updates	\$	200	\$	200	\$	200	\$	200
Sanitation Supplies			Pool test kits; thermometers; chlorine & quatemanry test strips; signage; and recording fees	\$	1,500	\$	1,500	\$	1,500	\$	1,500
Medical Supplies			Medical supplies	\$	1,645	\$	1,645	\$	1,645	\$	1,645
Office Supplies			Standard Office Supplies (pens, paper, pads, padded mailers, printer cartridges, labels, etc.	\$	-	\$	-	\$	-	\$	-
Protective Clothing			Protective clothing and equipment	\$	1,800	\$	1,800	\$	1,800	\$	1,800
Total Supplies & Expenses				\$	5,145	\$	5,145	\$	5,145	\$	5,145

Contractual Obligations
51010-5190

	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
	\$ 28,532	\$ 24,371	\$ 28,532	\$ 23,555	\$ 28,532		\$ 23,532	\$ 20,732	\$ 20,732	\$ 20,732

Contract Services/Leases
51030-5200

Advertising			Advertising public hearing, clinics, regulations, etc	\$	750	\$	750	\$	750	\$	750
Contract Services			Town Physician services for vaccinations and medical guidance	\$	1,000	\$	1,000	\$	1,000	\$	1,000
			Food consultant, septic consultant, grease trap consultant, nuisance abatement, hoarding/professional organizer consultant, and emergency professional;	\$	8,000	\$	8,000	\$	8,000	\$	8,000
			Public health interns	\$	2,500	\$	2,500	\$	2,500	\$	2,500
Printing & Forms			Printing for all forms, brochures, flyers, business cards, envelopes and maps for department and book binding of Minutes.	\$	2,684	\$	2,684	\$	2,684	\$	2,684
Fees & Membership			License renewals, membership fees, and meeting dues	\$	1,300	\$	1,300	\$	1,300	\$	1,300
Equipment Maintenance			Repair and maintenance of 8 AED equipment	\$	650	\$	650	\$	650	\$	650
			Electronic case management and data system	\$	1,068	\$	1,068	\$	1,068	\$	1,068
Biohazard Pick Up			Medical Waste Disposal	\$	2,780	\$	2,780	\$	2,780	\$	2,780
Total Contract Services				\$	20,732	\$	20,732	\$	20,732	\$	20,732

Department Town Mgr. Fin Com

Department Town Mgr. Fin Com



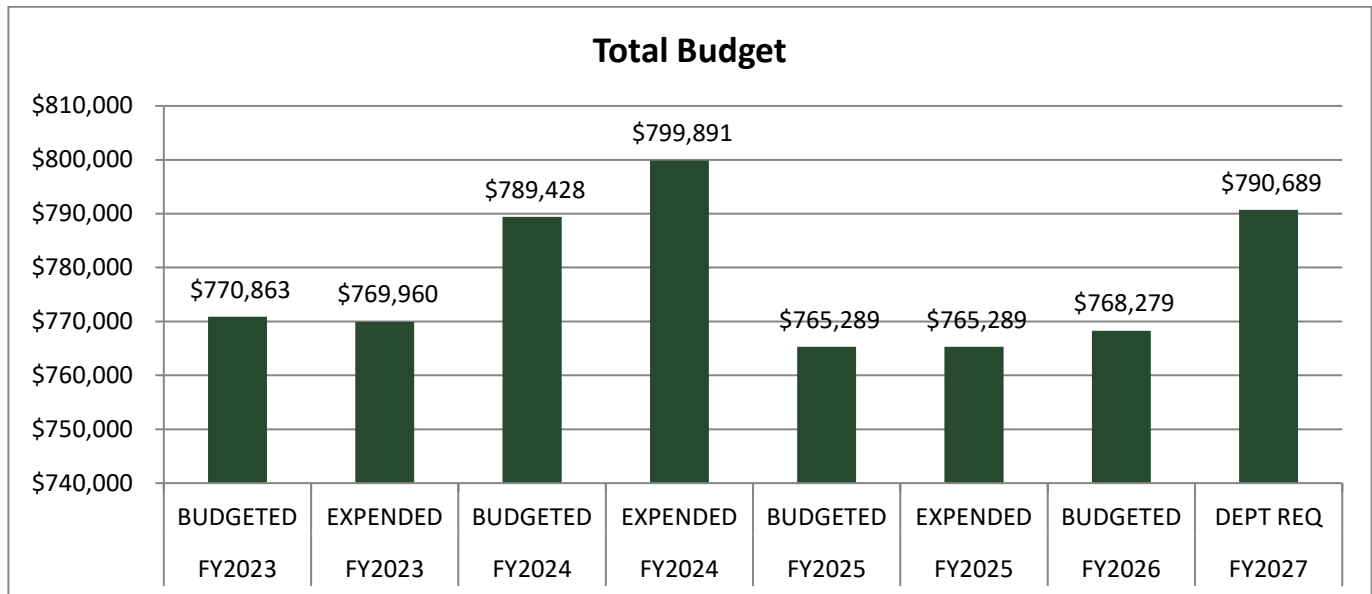
7.3. Building Department

Mission Statement

The mission of the Building Department is to safeguard the health, safety, and welfare of the community by enforcing the Massachusetts State Building Code and applicable regulations, while providing efficient, consistent, and professional service to residents, businesses, and contractors

Budget Narrative

In FY 27, the Building Department budget will increase by \$22,410.00. This change reflects annual adjustments to personnel expenses and slightly higher costs for supplies and expenses.



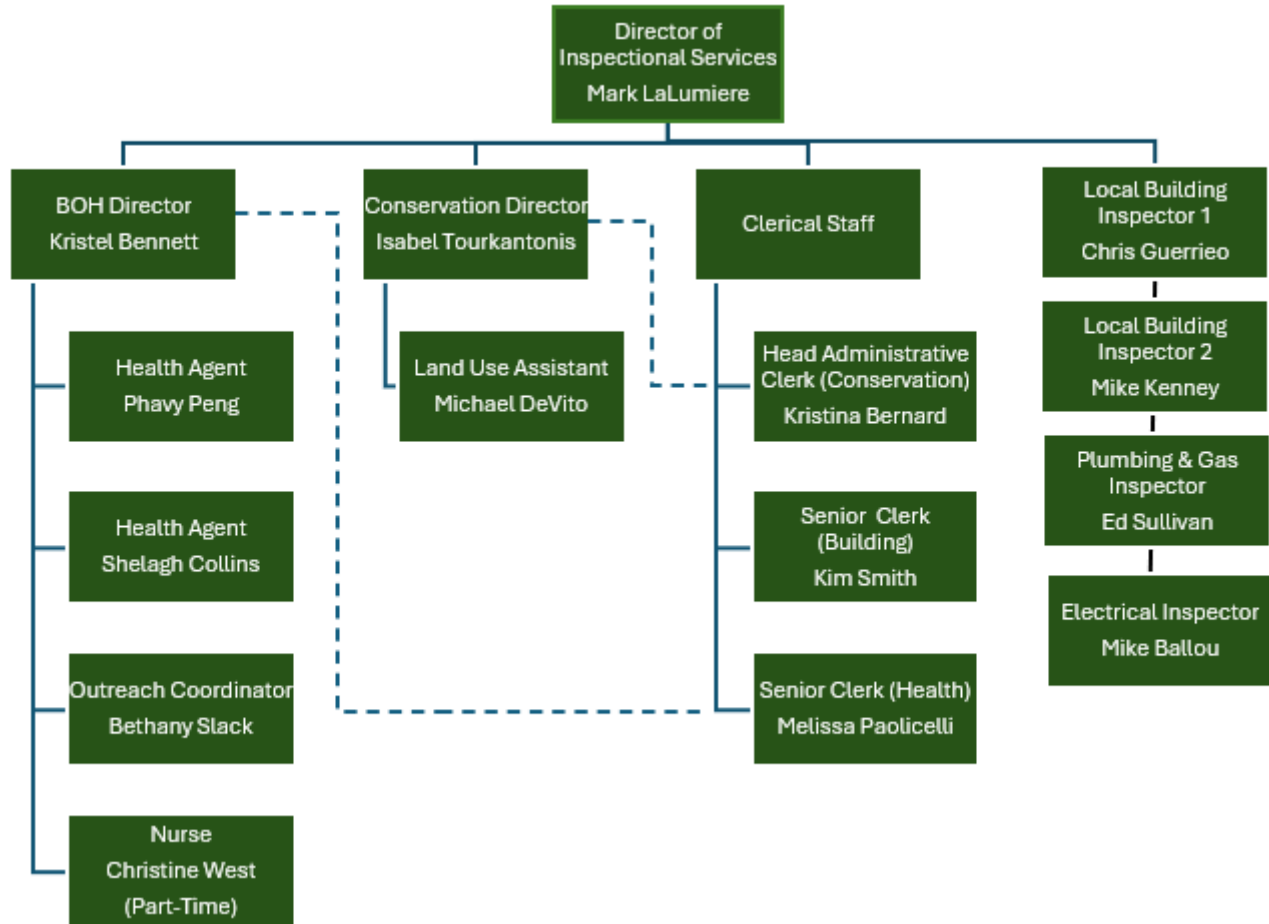
Programs and Services

The Building Department is responsible for the review, inspection and permitting of new construction and/or alterations to any structures within the Town.

In addition, the Building Department is charged with the enforcement of Town Zoning By-Laws as set forth in the Zoning By-Laws.



Organizational Chart



INSPECTIONAL SERVICES
BUILDING, BOARD OF HEALTH,
CONSERVATION, ZONING
BOARD OF APPEALS, SEALER
OF WEIGHTS & MEASURES



BUILDING

Personnel Services

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
Full Time	\$ 694,548	\$ 694,548	\$ 718,013	\$ 710,651	\$ 694,874	\$ 694,874	\$ 699,289	\$ 720,449	\$ 720,449	\$ 720,449
Part Time/Seasonal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Contractual Obligations	\$ 45,440	\$ 45,440	\$ 41,540	\$ 41,540	\$ 40,540	\$ 40,540	\$ 37,240	\$ 38,890	\$ 38,890	\$ 38,890
Total	\$ 754,988	\$ 754,988	\$ 774,553	\$ 767,191	\$ 750,414	\$ 750,414	\$ 751,529	\$ 774,339	\$ 774,339	\$ 774,339

Expenses

Supplies and Expenses	\$ 11,500	\$ 10,597	\$ 10,500	\$ 5,156	\$ 10,500	\$ 10,500	\$ 10,950	\$ 8,950	\$ 8,950	\$ 8,950
Contract Services/Leases	\$ 4,375	\$ 4,375	\$ 4,375	\$ 27,544	\$ 4,375	\$ 4,375	\$ 5,800	\$ 7,400	\$ 7,400	\$ 7,400
Warrant Articles										
Utilities										
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 15,875	\$ 14,972	\$ 14,875	\$ 32,700	\$ 14,875	\$ 14,875	\$ 16,750	\$ 16,350	\$ 16,350	\$ 16,350

TOTAL BUDGET

	\$ 770,863	\$ 769,960	\$ 789,428	\$ 799,891	\$ 765,289	\$ 765,289	\$ 768,279	\$ 790,689	\$ 790,689	\$ 790,689
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Dep. Req. FY2027 TML Rec. FY2027 Fin Com Rec. FY2027

Difference PY \$ 22,410.11
% 2.92%

Position	FY2026 FTE	Dep. Req. FY2027 FTE	TML Rec. FY2027 FTE	Fin Com Rec. FY2027 FTE
Inspector of Buildings	1	1	1	1
Inspector of Wires	1	1	1	1
Plumbing and Gas Inspector	1	1	1	1
Local Inspector	2	2	2	2
Principal Clerk	1	1	1	1
Head Admin Clerk	0.5	0.5	0.5	0.5
Total Staffing	6.5	6.5	6.5	6.5



**BUILDING DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	Mileage	TOTAL SALARY BENEFIT
Mark LaLumiere	Director of Permitting Services	7	7/1/2010	182,050.50	-	2,100.00	5,808.00	\$ 189,958.50
Mike Ballou	Inspector of Wires	4/5	8/28/2023	109,276.23	500.00	-	5,808.00	\$ 115,584.23
Edward Sullivan	Plumbing & Gas Inspector	5/5	9/17/2012	110,086.12	500.00	2,100.00	5,808.00	\$ 118,494.12
Michael Kenney	Local Inspector	5/5	9/16/2024	108,972.53	500.00		5,808.00	\$ 115,280.53
Chris Guerrieo	Local Inspector	5/5	5/30/2017	110,086.12	500.00	1,650.00	5,808.00	\$ 118,044.12
Kim Smith	Principal Clerk	7/7	7/23/2018	61,988.41	1,000.00			\$ 62,988.41
Elizabeth Ellis	Floating Head Admin Clerk	7/7	1/30/2017	37,988.88	1,000.00			\$ 38,988.88
					-			\$ -
					-			\$ -
DEPARTMENT TOTAL				\$ 720,448.79	\$ 4,000.00	\$ 5,850.00	\$ 29,040.00	\$ 759,338.79

Total Full Time	\$ 720,448.79
Total Part Time	\$ -
Total Overtime	\$ 15,000.00
Total Contract	\$ 38,890.00
Total	\$ 774,338.79

**BUILDING DEPARTMENT
SALARY INFORMATION FY2026 BUDGET**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	Mileage	TOTAL SALARY BENEFIT
Mark LaLumiere	Director of Permitting Services	6/7	6/21/2024	\$ 171,050.74	\$ -	\$ 2,100.00	5,808.00	\$ 178,958.74
Mike Ballou	Inspector of Wires	5/5	8/28/2023	\$ 108,682.53	\$ 500.00	\$ -	5,808.00	\$ 114,990.53
Edward Sullivan	Plumbing & Gas Inspector	5/5	9/17/2012	\$ 111,032.35	\$ 500.00	\$ 2,100.00	5,808.00	\$ 119,440.35
Mike Kinney	Local Inspector	3/3	6/14/2021	\$ 99,773.05	\$ 500.00		5,808.00	\$ 106,081.05
Chris Guerrieo	Local Inspector	5/5	5/30/2017	\$ 111,032.35	\$ 500.00		5,808.00	\$ 117,340.35
Kim Smith	Senior Clerk	7/7	7/23/2018	\$ 59,549.05	\$ 1,000.00			\$ 60,549.05
Elizabeth Ellis	Floating Head Admin Clerk	7/7	1/30/2017	\$ 38,168.60	\$ 1,000.00			\$ 39,168.60
					\$ -			\$ -
					\$ -			\$ -
DEPARTMENT TOTAL				\$ 699,288.68	\$ 4,000.00	\$ 4,200.00	\$ 29,040.00	\$ 736,528.68

Total Full Time	\$ 699,288.68
Total Part Time	
Total Overtime	\$ 15,000.00
Total Contract	\$ 37,240.00
Total	\$ 751,528.68



DESCRIPTION DETAIL

BUILDING DEPARTMENT

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 11,500	\$ 10,597	\$ 10,500	\$ 5,156	\$ 10,500	\$ 10,500	\$ 10,950	\$ 8,950	\$ 8,950	\$ 8,950

Department Town Mgr. Fin Com

Supplies and Expenses

Publications/Books

Building, plumbing & electrical code books, monthly publications
CD rom discs, Mass. General Law updates, Zoning law publications and literature

\$ 3,000 \$ 3,000 \$ 3,000

Office Supplies

General Office Supply Allocation (Centralized Supplies)

\$ 3,000 \$ 3,000 \$ 3,000

Hardware

General hardware and specialized tools & equipment

\$ 1,200 \$ 1,200 \$ 1,200

Protective Clothing

To purchase protective clothing and equipment.

\$ 1,750 \$ 1,750 \$ 1,750

Total Supplies & Expenses

\$ 8,950 \$ 8,950 \$ 8,950

Department Town Mgr. Fin Com

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
\$ 4,375	\$ 4,375	\$ 4,375	\$ 27,544	\$ 4,375	\$ 4,375	\$ 5,800	\$ 7,400	\$ 7,400	\$ 7,400

Contract Services

Forms

All forms for department, Building, Plumbing & Gas, Electrical permit applications, inspection sheets, occupancy application, stop work orders, maps, business cards & gas tags

\$ 1,900 \$ 1,900 \$ 1,900

Fees & Memberships

Building, Plumbing & Gas and Electrical Inspectors
Meeting dues, membership fees, license renewals.

\$ 5,500 \$ 5,500 \$ 5,500

Total Contract Services

\$ 7,400 \$ 7,400 \$ 7,400



7.4. Emergency Management

Mission Statement

The Billerica Emergency Management Department is the Town agency responsible for coordinating federal, state, local, voluntary, and private resources during emergencies and disasters. Our department provides leadership to: develop plans for effective response to all hazards, disasters, or threats; train emergency personnel to protect the public, provide information to the citizens, and assist individuals, families, and businesses to mitigate against, prepare for, and respond to and recover from emergencies, both natural and manmade.

Billerica EMA has worked on and completed over the last two years a complete and functional Mass Care Sheltering Plan which can meet the sheltering needs for Billerica residents. However, during a large scale regional event or prolonged emergency response situations we realized that our local shelter resources could become overburdened. Bill Laurendeau has also been the main point of contact for FEMA and MEMA reimbursements.

Budget Narrative

In FY 27, the Emergency Management budget will remain level funded.



EMERGENCY MANAGEMENT SERVICES

	FY2023	FY2023	FY2024	FY2024	FY2026	FY2025	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 52,000	\$ 52,000	\$ 53,560	\$ 53,560	\$ 57,097	\$ 55,167	\$ 57,097	\$ 57,097	\$ 57,097	\$ 57,097
Part Time/Seasonal										
Overtime										
Contractual Obligations										
Total	\$ 52,000	\$ 52,000	\$ 53,560	\$ 53,560	\$ 57,097	\$ 55,167	\$ 57,097	\$ 57,097	\$ 57,097	\$ 57,097

	FY2026	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027
	Dep. Req.	TM. Rec.	Fin Com Rec.						
<i>Expenses</i>									
Supplies and Expenses	\$ 8,000	\$ 8,000	\$ 8,000	\$ 6,935	\$ 8,000	\$ 7,963	\$ 8,000	\$ 8,000	\$ 8,000
Contract Services/Leases	\$ 5,400	\$ 5,400	\$ 5,400	\$ 349	\$ 5,400	\$ 3,678	\$ 3,470	\$ 3,470	\$ 3,470
Utilities									
Capital Outlay									
Total Expenses	\$ 13,400	\$ 13,400	\$ 13,400	\$ 7,284	\$ 13,400	\$ 11,641	\$ 11,470	\$ 11,470	\$ 11,470

TOTAL BUDGET	\$ 65,400	\$ 65,400	\$ 66,960	\$ 60,844	\$ 70,497	\$ 66,808	\$ 68,567	\$ 68,567	\$ 68,567	\$ 68,567
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Position	FY2026	FY2027	FY2027	FY2027	FY2027	Difference PY
	PTE	PTE	PTE	PTE	PTE	%
Director	1	1	1	1	1	0.00%
Total Staffing	1	1	1	1	1	0.00%



**EMERGENCY MANAGEMENT DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	BASE SALARY	TM RECOMM.
William Laurendeau	Director	\$ 57,096.80	\$ 57,096.80
DEPARTMENT TOTAL		\$ 57,096.80	\$ 57,096.80

**EMERGENCY MANAGEMENT DEPARTMENT
SALARY INFORMATION FY2026 BUDGET**

NAME	POSITION	BASE SALARY	TM RECOMM.
William Laurendeau	Director	\$ 57,096.80	\$ 57,096.80
DEPARTMENT TOTAL		\$ 57,096.80	\$ 57,096.80



DESCRIPTION/DETAIL

CIVIL DEFENSE

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 EXPENDED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FINCOM REC	Department	Town Mgr.	Fin Com
\$ 8,000	\$ 8,000	\$ 8,000	\$ 6,935	\$ 8,000	\$ 7,963	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000			

General Repairs and maintenance of rolling equipment
Vehicles consist of 4 Aux. Police Cruisers, 2 Lighting Plant, 2 Support Trucks

\$ 8,000 \$ 8,000 \$ 8,000

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 EXPENDED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FINCOM REC	Department	Town Mgr.	Fin Com
\$ 5,400	\$ 5,400	\$ 5,400	\$ 349	\$ 5,400	\$ 3,678	\$ 3,470	\$ 3,470	\$ 3,470	\$ 3,470	\$ 3,470			

Maint. Agreement on Billerica Emergency Radio System Repeater
Comcast bill for EMA connection at 65 Alexander Road

\$3,470 \$3,470 \$3,470

Contract Services/Leases

Utilities

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 EXPENDED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FINCOM REC	Department	Town Mgr.	Fin Com
		\$ -						\$ -		\$ -			

Capital Outlay

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2026 EXPENDED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FINCOM REC	Department	Town Mgr.	Fin Com
		\$ -						\$ -		\$ -			

Computer Upgrades and Video Equipment to Complete Emergency Operations Center
It is necessary to maintain an accurate database for all the information needed to be accounted for in an emergency management office.
New Homeland Security obligations has made it necessary to upgrade our hardware and back-up capabilities.

Total Capital Outlay

\$ - \$ - \$ -



7.5. Animal Control



Mission Statement

The Animal Control Division, under the direction of the Police Chief, is committed to ensuring the safety and well-being of both residents and animals in Billerica. This mission is carried out through public education, enforcement of state and local laws, and the timely resolution of complaints and concerns, while promoting responsible animal care.

In FY27, the Town has budgeted for 1.5 positions: one full-time Animal Control Officer (ACO), Christine Gualtieri, and one part-time position, which is currently vacant.

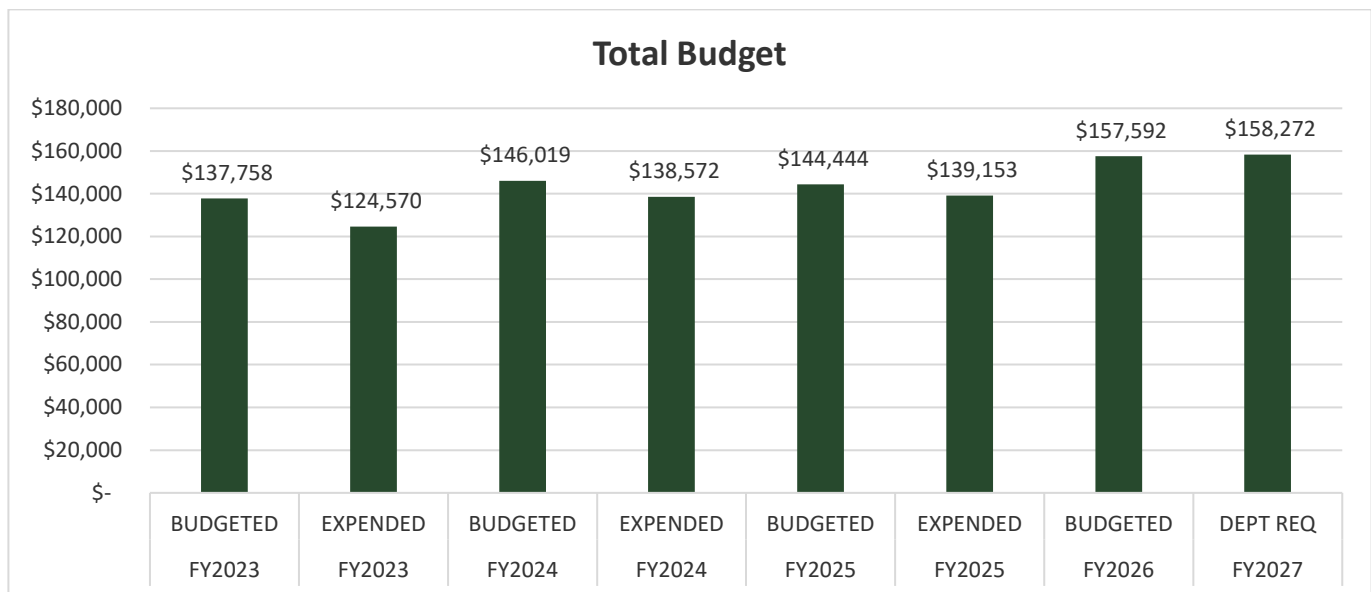
The Town of Billerica also partners with the Town of Tewksbury to provide mutual aid services in connection with the Billerica Dog Pound, which operates Monday through Friday from 8:00 a.m. to 8:00 p.m.

Animal Control can be reached at 978-671-0909. For emergencies, please call 978-667-1212.



Budget Narrative

In FY27, the Animal Control Department budget will increase by \$680 to more accurately account for projected utility costs.





ANIMAL CONTROL OFFICER

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personal Services</i>										
Full Time	\$ 67,852	\$ 67,713	\$ 75,664	\$ 70,435	\$ 72,683	\$ 72,683	\$ 75,233	\$ 75,613	\$ 75,613	\$ 75,613
Part Time/Seasonal	\$ 32,380	\$ 30,779	\$ 32,380	\$ 32,172	\$ 34,686	\$ 34,349	\$ 47,759	\$ 47,759	\$ 47,759	\$ 47,759
Overtime	\$ 14,000	\$ 7,435	\$ 14,000	\$ 13,232	\$ 14,000	\$ 10,805	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Contractual Obligations	\$ 5,025	\$ 4,125	\$ 5,475	\$ 4,575	\$ 4,575	\$ 4,575	\$ 2,100	\$ 2,400	\$ 2,400	\$ 2,400
Total	\$ 119,258	\$ 110,052	\$ 127,519	\$ 120,414	\$ 125,944	\$ 122,412	\$ 139,092	\$ 139,772	\$ 139,772	\$ 139,772

	FY2026	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027
<i>Expenses</i>										
Supplies and Expenses	\$ 6,500	\$ 5,177	\$ 6,500	\$ 6,500	\$ 6,500	\$ 4,741	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
Contract Services/Leases	\$ 6,500	\$ 4,285	\$ 6,500	\$ 6,454	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
Utilities	\$ 5,500	\$ 5,056	\$ 5,500	\$ 5,204	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 18,500	\$ 14,518	\$ 18,500	\$ 18,158	\$ 18,500	\$ 16,741	\$ 18,500	\$ 18,500	\$ 18,500	\$ 18,500
TOTAL BUDGET	\$ 137,758	\$ 124,570	\$ 146,019	\$ 138,572	\$ 144,444	\$ 139,153	\$ 157,592	\$ 158,272	\$ 158,272	\$ 158,272

Position	FY2026		FY2027		FY2027		FY2027	
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Animal Control Officer	2	1	1	1	1	1	1	1
A/C Part Time	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Total Staffing	2.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5

Dep. Req. TM. Rec. Fin. Com. Rec.

Difference PY \$ 680

% PY 0.43%



**ANIMAL CONTROL DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Gualtieri, Christine	Animal Control Officer	5	10/14/2013	\$ 75,612.56	\$ 300.00	\$ 2,100.00	\$ 78,012.56
TBD	P/T Asst. Animal Control	1	7/1/2026	\$ 47,759.22			\$ 47,759.22
DEPARTMENT TOTAL				\$ 123,371.78	\$ 300.00	\$ 2,100.00	\$ 125,771.78

Total Full Time	\$	123,371.78
Total Part Time	\$	-
Total Contract	\$	2,400.00
Overtime	\$	14,000.00
Total	\$	139,771.78

**ANIMAL CONTROL DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Gualtieri, Christine	Animal Control Officer	5	10/14/2013	\$ 75,612.56	\$ 300.00	\$ 2,100.00	\$ 78,012.56
TBD	P/T Asst. Animal Control	1	7/1/2026	\$ 47,759.22			\$ 47,759.22
DEPARTMENT TOTAL				\$ 123,371.78	\$ 300.00	\$ 2,100.00	\$ 125,771.78

Total Full Time	\$	123,371.78
Total Part Time	\$	-
Total Contract	\$	2,400.00
Overtime	\$	14,000.00
Total	\$	139,771.78



DOG OFFICER

FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REC	FY2027 TM REC	FY2027 FINCOM REC
\$ 6,500	\$ 5,177	\$ 6,500	\$ 6,500	\$ 6,500	\$ 4,741	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500

Department Town Mgr. Fin Com

Supplies and Expenses
 Food, equipment, Uniforms
 Building Supplies
 Vehicle repairs
 Total Supplies & Expenses

\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
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FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REC	FY2027 TM REC	FY2027 FINCOM REC
\$ 6,500	\$ 4,285	\$ 6,500	\$ 6,454	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500

Department Town Mgr. Fin Com

Contract Services/Leases

Forms
 Professional
 Disposal of Dead Animals
 MSPCC Angel
 Fees & Membership
 Mass Animal Control Association
 Total Contract Services

\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500	\$ 6,500
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FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REC	FY2027 TM REC	FY2027 FINCOM REC
\$ 5,500	\$ 5,056	\$ 5,500	\$ 5,204	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500

Department Town Mgr. Fin Com

Utilities

Dog Pound
 Heat/Fuel

\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
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\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500
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7.6. Fire Department

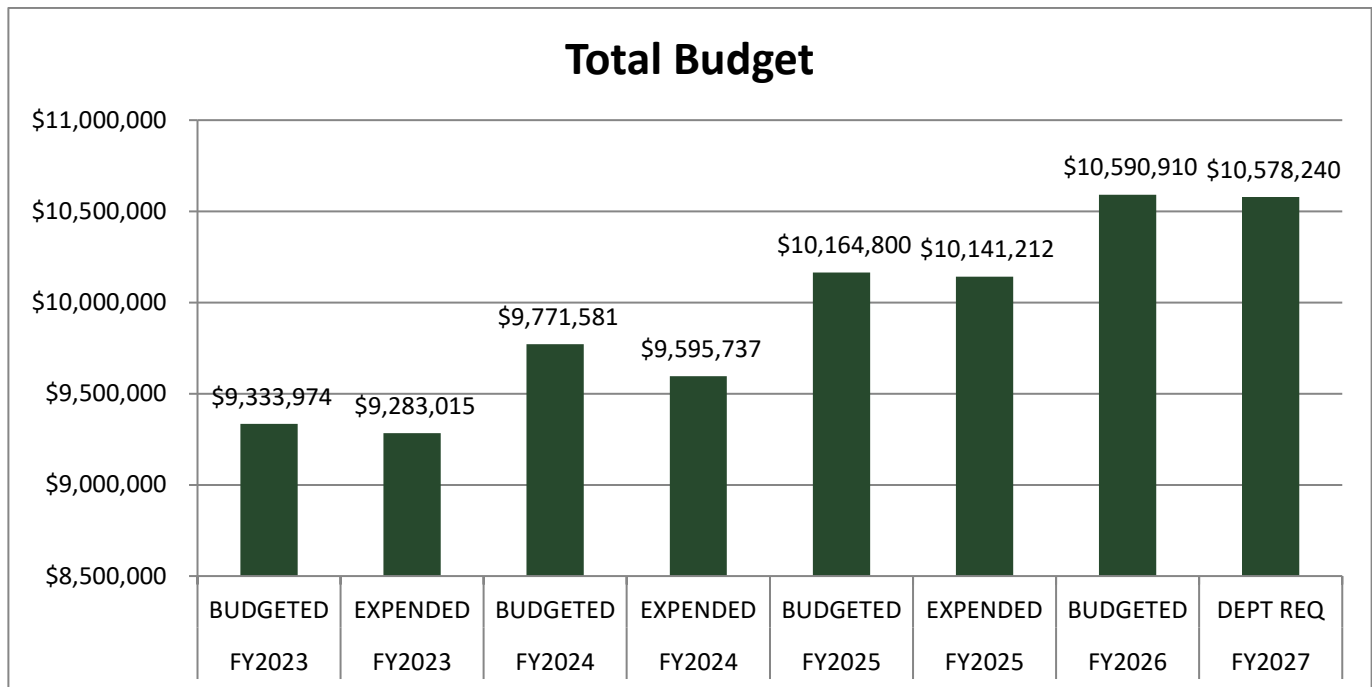


Mission Statement

The Billerica Fire Department is committed to protecting life, property, and the environment through emergency response, fire prevention, and public education, delivered with professionalism, integrity, and compassion

Budget Narrative

In FY 27, the Fire Department budget currently reflects a decrease, primarily due to a modest reduction in supplies and operating expenses. Union negotiations for FY 27 are ongoing, and any adjustments to personnel expenses will be incorporated once negotiations are finalized.



Programs and Services

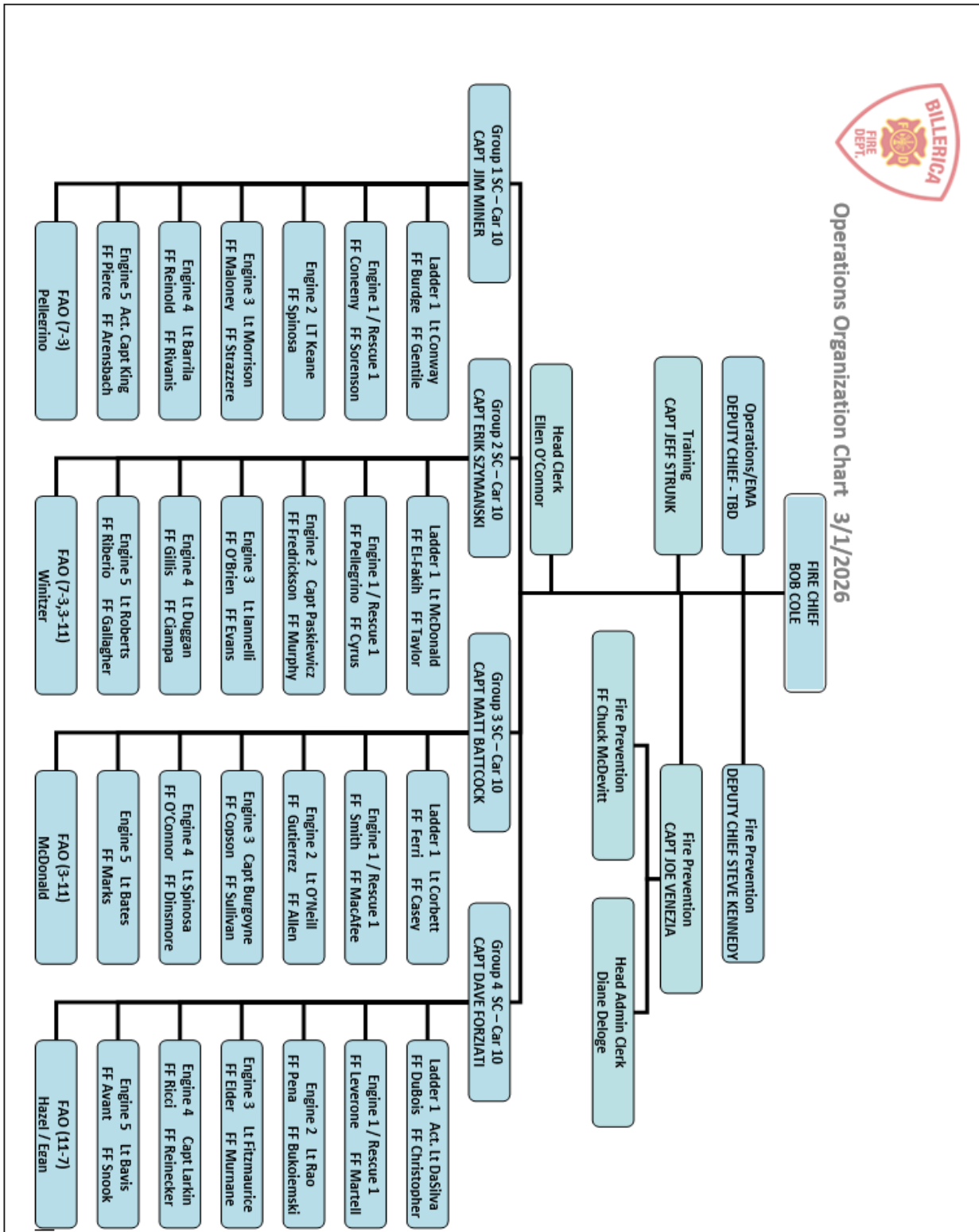
The Fire Department provides a range of services designed to protect lives and property from the adverse effects of disasters, fires, sudden medical emergencies or exposure to dangerous conditions.

The Department also continues to provide residents with the best possible fire protection, fire prevention education, and inspectional services possible.

The Billerica Fire Department is made up of a Fire Prevention Bureau, an Operations Division, and a Special Operations Division. These three divisions carry out the services that are expected by the residents of Billerica.



Organizational Chart





FIRE DEPARTMENT	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REQ	TM REC	FIN COM REC

<i>Personnel Services</i>												
Full Time	\$ 6,667,681	\$ 6,667,681	\$ 7,061,389	\$ 7,060,072	\$ 7,257,374	\$ 7,257,374	\$ 7,552,591	\$ 7,587,040	\$ 7,587,040	\$ 7,587,040	\$ 7,587,040	
Part Time/Seasonal	\$ 67,276	\$ 66,912	\$ 67,276	\$ 13,621	\$ 34,976	\$ 34,976	\$ 35,676	\$ 35,676	\$ 35,676	\$ 35,676	\$ 35,676	
Overtime	\$ 811,250	\$ 811,250	\$ 811,250	\$ 811,250	\$ 915,000	\$ 915,000	\$ 969,900	\$ 969,900	\$ 969,900	\$ 969,900	\$ 969,900	
Contractual Obligations	\$ 1,192,397	\$ 1,192,397	\$ 1,226,586	\$ 1,226,586	\$ 1,341,389	\$ 1,341,389	\$ 1,413,470	\$ 1,364,391	\$ 1,364,391	\$ 1,364,391	\$ 1,364,391	
Total	\$ 8,738,604	\$ 8,738,240	\$ 9,166,501	\$ 9,101,529	\$ 9,548,720	\$ 9,548,719	\$ 9,971,637	\$ 9,957,007	\$ 9,957,007	\$ 9,957,007	\$ 9,957,007	

<i>Expenses</i>												
Supplies and Expenses	\$ 325,760	\$ 305,549	\$ 339,240	\$ 262,643	\$ 349,840	\$ 349,246	\$ 359,148	\$ 358,648	\$ 358,648	\$ 358,648	\$ 358,648	
Contract Services/Leases	\$ 199,610	\$ 178,065	\$ 195,840	\$ 170,792	\$ 196,240	\$ 173,715	\$ 190,125	\$ 192,585	\$ 192,585	\$ 192,585	\$ 192,585	
Utilities	\$ 70,000	\$ 61,161	\$ 70,000	\$ 60,773	\$ 70,000	\$ 69,532	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenses	\$ 595,370	\$ 544,775	\$ 605,080	\$ 494,208	\$ 616,080	\$ 592,493	\$ 619,273	\$ 621,233	\$ 621,233	\$ 621,233	\$ 621,233	

TOTAL BUDGET	\$ 9,333,974	\$ 9,283,015	\$ 9,771,581	\$ 9,595,737	\$ 10,164,800	\$ 10,141,212	\$ 10,590,910	\$ 10,578,240	\$ 10,578,240	\$ 10,578,240	\$ 10,578,240
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FIRE DEPARTMENT	Dep. Req.	TM. Rec.	Fin Com Rec.
	FY2026	FY2027	FY2027

Position	FTE	FTE	FTE	FTE
Fire Chief	1	1	1	1
Deputy Chiefs	1	1	1	1
Captains	10	10	10	10
Lieutenants	16	16	16	16
Firefighters	49	49	49	49
Fire Alarm Operators	4	4	4	4
Head Clerk	1	1	1	1
Senior Clerk	1	1	1	1
Total Staffing	83	83	83	83

Position	Dep. Req.		TM. Rec.		Fin Com Rec.	
	FY2026	FY2027	FY2027	FY2027	FY2027	FY2027
Fire Alarm Operators	0.5	0.5	0.5	0.5	0.5	0.5
Administrative Head Clerk	0	0	0	0	0	0
Total Staffing	0.5	0.5	0.5	0.5	0.5	0.5

Difference PY \$ (12,670)
% -0.12%



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**FIRE DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	RETIREMENT INCENTIVE	SICK BONUS	EDUC PAY	SHIFT DIFF	SPEC PAY	HOLIDAY PAY	LONGEVITY	TOTAL SALARY BENEFIT
Robert Cole	Fire Chief	30 Yr.	1/23/1995	\$ 232,329.87	\$ 18,359.39							\$ 250,689.26
Stephen Kennedy	Deputy Chief	25 Yr.	4/8/2001	\$ 160,595.73	\$ -							\$ 160,595.73
New Position *	Deputy Chief			\$ 90,000.00								\$ 90,000.00
Erik Szymanski	Captain - SC	25 Yr.	11/26/1998	\$ 123,252.12	\$ -	\$ -	\$ 6,700.00	\$ 5,800.00	\$ 1,500.00	\$ 7,730.00		\$ 144,982.12
William Paskiewicz	Captain	25 Yr.	7/18/1993	\$ 119,662.51	\$ -	\$ -	\$ 5,500.00	\$ 5,630.00	\$ 1,500.00	\$ 7,500.00		\$ 139,792.51
Matthew Battcock	Captain - SC	25 Yr.	11/27/1998	\$ 115,947.49	\$ -	\$ 1,000.00	\$ 5,500.00	\$ 5,450.00	\$ 500.00	\$ 7,270.00		\$ 135,667.49
James Miner	Captain - SC	25 Yr.	7/18/1993	\$ 123,252.12	\$ -	\$ 2,000.00	\$ 6,700.00	\$ 5,800.00	\$ 500.00	\$ 7,730.00		\$ 145,982.12
Joseph Brangwynne	Captain	15 Yr.	5/28/2010	\$ 113,173.66	\$ -	\$ -	\$ 8,000.00	\$ 5,320.00	\$ 500.00	\$ 7,100.00		\$ 134,093.66
Thomas Larkin	Captain	25 Yr.	4/5/2001	\$ 119,662.51	\$ -	\$ -	\$ 5,500.00	\$ 5,630.00	\$ 1,000.00	\$ 7,500.00		\$ 139,292.51
David Forziati	Captain - SC	25 Yr.	6/14/1997	\$ 123,252.12	\$ -	\$ -	\$ 1,440.00	\$ 5,800.00	\$ 1,500.00	\$ 7,730.00		\$ 139,722.12
Stephen Burgoyne	Captain	10 Yr.	7/13/2013	\$ 110,543.66	\$ -	\$ -	\$ 8,000.00	\$ 5,200.00	\$ 500.00	\$ 6,050.00		\$ 130,293.66
Joseph Venezia	Captain	10 Yr.	7/15/2013	\$ 110,543.66	\$ -	\$ -	\$ 5,500.00	\$ 5,200.00	\$ 1,500.00	\$ 6,040.00		\$ 128,783.66
Jeff Strunk	Captain	25 Yr. **	7/6/2000	\$ 119,662.51	\$ -	\$ -	\$ 6,700.00	\$ 5,630.00	\$ 500.00	\$ 6,550.00		\$ 139,042.51
William King	Lieutenant	25 Yr.	3/5/1999	\$ 104,441.77	\$ -	\$ 2,000.00	\$ 5,500.00	\$ 4,920.00	\$ 1,500.00	\$ 6,550.00		\$ 124,911.77
Michael Iannelli	Lieutenant	15 Yr.	5/29/2010	\$ 98,543.28	\$ -	\$ -	\$ 5,500.00	\$ 4,640.00	\$ 500.00	\$ 6,200.00		\$ 115,383.28
Stephen Morrison	Lieutenant	15 Yr.	1/8/2012	\$ 97,257.26	\$ -	\$ -	\$ 6,700.00	\$ 4,580.00	\$ 500.00	\$ 6,050.00		\$ 115,087.26
Christopher Roberts	Lieutenant	10 Yr.	7/14/2013	\$ 96,056.96	\$ -	\$ -	\$ 5,500.00	\$ 4,520.00	\$ 500.00	\$ 6,040.00		\$ 112,616.96
Daniel Barilla	Lieutenant	20 Yr.	4/22/2007	\$ 99,101.46	\$ -	\$ -	\$ 5,500.00	\$ 4,670.00	\$ 500.00	\$ 6,180.00		\$ 115,951.46
Joseph Duggan	Lieutenant	25 Yr. **	8/14/1999	\$ 107,487.45	\$ -	\$ -	\$ 2,700.00	\$ 5,060.00	\$ 1,000.00	\$ 6,750.00		\$ 122,997.45
Lawrence Bavis	Lieutenant	25 Yr.	7/18/1993	\$ 98,251.75	\$ -	\$ 1,000.00	\$ 2,220.00	\$ 4,630.00	\$ 1,000.00	\$ 6,160.00		\$ 113,261.75
Joseph Keane	Lieutenant	20 Yr.	2/26/2005	\$ 101,399.82	\$ -	\$ -	\$ 5,500.00	\$ 4,780.00	\$ 500.00	\$ 6,360.00		\$ 118,539.82
John Conway	Lieutenant	15 Yr.	9/7/2007	\$ 98,543.28	\$ -	\$ -	\$ 2,760.00	\$ 4,640.00	\$ 2,500.00	\$ 6,180.00		\$ 114,623.28
Frank Rao	Lieutenant	10 Yr.	11/7/2015	\$ 96,056.96	\$ -	\$ -	\$ 6,700.00	\$ 4,530.00	\$ 500.00	\$ 6,050.00		\$ 113,836.96
Sean O'Neill	Lieutenant	5 Yr.	1/2/2018	\$ 93,933.79	\$ -	\$ 2,000.00	\$ 6,700.00	\$ 4,430.00	\$ 1,500.00	\$ 5,900.00		\$ 114,463.79
Robert Fitzmaurice	Lieutenant	15 Yr.	9/4/2011	\$ 92,299.71	\$ -	\$ -	\$ 3,240.00	\$ 4,350.00	\$ 500.00	\$ 5,830.00		\$ 106,219.71
Justin Bates	Lieutenant	25 Yr.	4/7/2001	\$ 98,251.75	\$ -	\$ 2,000.00	\$ 2,580.00	\$ 4,630.00	\$ 500.00	\$ 6,170.00		\$ 114,131.75
John Spinosa	Lieutenant	25 Yr.	10/28/1995	\$ 104,441.77	\$ -	\$ 1,000.00	\$ 2,220.00	\$ 4,920.00	\$ 500.00	\$ 6,550.00		\$ 119,631.77
Keith McDonald	Lieutenant	15 Yr.	9/8/2007	\$ 98,543.28	\$ -	\$ -	\$ 2,400.00	\$ 4,640.00	\$ -	\$ 6,180.00		\$ 111,763.28
John Corbett	Lieutenant	5 Yr.	9/5/2018	\$ 93,933.82	\$ -	\$ -	\$ 5,500.00	\$ 4,430.00	\$ 500.00	\$ 5,900.00		\$ 110,263.82
Gary daSilva	Firefighter-RT	25 Yr.	4/3/2001	\$ 104,441.77	\$ -	\$ 2,000.00	\$ 5,500.00	\$ 4,920.00	\$ 500.00	\$ 6,550.00		\$ 123,911.77
Thomas Maloney	Firefighter-RT	25 Yr.	7/18/1993	\$ 92,541.20	\$ -	\$ 2,000.00	\$ 5,500.00	\$ 4,370.00	\$ 19,008.24	\$ 5,810.00		\$ 129,229.44
Joshua Gillis	Firefighter-RT	25 Yr.	6/13/1997	\$ 89,845.65	\$ -	\$ 2,000.00	\$ -	\$ 4,240.00	\$ 500.00	\$ 5,650.00		\$ 102,235.65
Erik Ciampa	Firefighter	25 Yr.	11/28/1998	\$ 89,845.65	\$ -	\$ -	\$ 5,500.00	\$ 4,240.00	\$ 500.00	\$ 5,650.00		\$ 105,735.65
Paul Dinsmore	Firefighter	25 Yr.	11/29/1998	\$ 89,845.65	\$ -	\$ 2,000.00	\$ 5,500.00	\$ 4,240.00	\$ 500.00	\$ 5,650.00		\$ 107,735.65
Shawn O'Connor	Firefighter	20 Yr.	2/27/2005	\$ 82,058.90	\$ -	\$ 1,000.00	\$ -	\$ 3,880.00	\$ 500.00	\$ 5,160.00		\$ 92,598.90
Charles McDevitt	Firefighter	25 Yr. **	3/12/2000	\$ 92,465.71	\$ -	\$ -	\$ 1,440.00	\$ 4,360.00	\$ 18,493.14	\$ 5,800.00		\$ 122,558.85
Kevin O'Brien	Firefighter	15 Yr.	9/9/2007	\$ 79,499.49	\$ -	\$ 1,000.00	\$ -	\$ 3,750.00	\$ 500.00	\$ 5,000.00		\$ 89,749.49
Richard Gutierrez	Firefighter-RT	15 Yr.	7/5/2008	\$ 87,042.88	\$ -	\$ 2,000.00	\$ 3,180.00	\$ 4,100.00	\$ 500.00	\$ 5,460.00		\$ 100,282.88
Andrew Avant	Firefighter	15 Yr.	7/6/2008	\$ 84,508.00	\$ -	\$ 1,000.00	\$ 5,500.00	\$ 3,990.00	\$ 500.00	\$ 5,310.00		\$ 100,808.00
David Reinold	Firefighter	15 Yr.	5/30/2010	\$ 79,499.49	\$ -	\$ 1,000.00	\$ -	\$ 3,750.00	\$ 500.00	\$ 5,000.00		\$ 89,749.49
Charles Rivanis	Firefighter	20 Yr. **	6/18/2007	\$ 87,144.16	\$ -	\$ 1,000.00	\$ 1,320.00	\$ 4,110.00	\$ 500.00	\$ 5,640.00		\$ 99,714.16
Michael Ricci	Firefighter	15 Yr.	9/5/2011	\$ 84,103.50	\$ -	\$ -	\$ 1,680.00	\$ 3,980.00	\$ 500.00	\$ 5,320.00		\$ 95,583.50
James Elder	Firefighter	10 Yr.	11/30/2013	\$ 82,161.69	\$ -	\$ -	\$ 5,500.00	\$ 3,890.00	\$ 500.00	\$ 5,160.00		\$ 97,211.69
David Marks	Firefighter	10 Yr.	12/1/2013	\$ 82,161.69	\$ -	\$ -	\$ 3,240.00	\$ 3,890.00	\$ 500.00	\$ 5,160.00		\$ 94,951.69
Jon Reinecker	Firefighter	10 Yr.	12/2/2013	\$ 82,161.69	\$ -	\$ 2,000.00	\$ 5,500.00	\$ 3,890.00	\$ 500.00	\$ 5,160.00		\$ 99,211.69
David Evans	Firefighter	10 Yr.	9/2/2014	\$ 77,292.28	\$ -	\$ -	\$ 1,320.00	\$ 3,650.00	\$ 500.00	\$ 4,860.00		\$ 87,622.28
Brett Fredrickson	Firefighter	10 Yr.	11/6/2015	\$ 82,161.72	\$ -	\$ -	\$ 5,500.00	\$ 3,880.00	\$ 500.00	\$ 5,160.00		\$ 97,201.72
Luke Riberio	Firefighter-RT	10 Yr.	11/8/2015	\$ 87,094.41	\$ -	\$ 1,000.00	\$ 5,500.00	\$ 4,110.00	\$ 500.00	\$ 5,470.00		\$ 103,674.41
James Sullivan	Firefighter-RT	20 Yr. **	7/1/2006	\$ 87,228.80	\$ -	\$ 1,000.00	\$ -	\$ 4,110.00	\$ 13,584.32	\$ 5,480.00		\$ 111,403.12
Ryan Arensbach	Firefighter	10 Yr.	5/23/2017	\$ 80,942.04	\$ -	\$ 1,000.00	\$ 6,700.00	\$ 3,830.00	\$ 500.00	\$ 5,170.00		\$ 98,142.04
Timothy Copson	Firefighter-RT	10 Yr.	5/22/2017	\$ 83,370.20	\$ -	\$ -	\$ 2,280.00	\$ 3,940.00	\$ 500.00	\$ 5,320.00		\$ 95,410.20
Kenneth Mumane	Firefighter	5 Yr.	1/4/2018	\$ 80,039.48	\$ -	\$ 1,000.00	\$ 900.00	\$ 3,780.00	\$ 12,505.92	\$ 5,040.00		\$ 103,265.40
Steven Pena	Firefighter	5 Yr.	11/10/2019	\$ 80,039.48	\$ -	\$ -	\$ 5,500.00	\$ 3,780.00	\$ 500.00	\$ 5,040.00		\$ 94,859.48
Andrew Pierce	Firefighter	5 Yr.	11/11/2019	\$ 80,039.48	\$ -	\$ 1,000.00	\$ 6,700.00	\$ 3,780.00	\$ 500.00	\$ 5,040.00		\$ 97,059.48
Patrick Gallagher	Firefighter	5 Yr.	3/2/2020	\$ 80,039.48	\$ -	\$ 2,000.00	\$ 5,500.00	\$ 3,780.00	\$ 500.00	\$ 5,040.00		\$ 96,859.48
James Murphy	Firefighter	5 Yr.	4/6/2021	\$ 80,039.48	\$ -	\$ -	\$ 2,580.00	\$ 3,780.00	\$ 500.00	\$ 5,040.00		\$ 91,939.48
Daniel Coneeny	Firefighter	5 Yr.	4/7/2021	\$ 80,039.48	\$ -	\$ 1,000.00	\$ 1,500.00	\$ 3,780.00	\$ 500.00	\$ 5,040.00		\$ 91,859.48
Joseph Bukoiemski IV	Firefighter-RT	5 Yr.	12/13/2021	\$ 81,886.50	\$ -	\$ 2,000.00	\$ 3,060.00	\$ 3,870.00	\$ 500.00	\$ 5,180.00		\$ 96,496.50
Robert Allen	Firefighter	5 Yr.	12/14/2021	\$ 79,501.61	\$ -	\$ 2,000.00	\$ 1,500.00	\$ 3,750.00	\$ 500.00	\$ 5,030.00		\$ 92,281.61
Bryce Spinosa	Firefighter	5 Yr.	12/15/2021	\$ 79,501.61	\$ -	\$ -	\$ 5,500.00	\$ 3,750.00	\$ 500.00	\$ 5,030.00		\$ 94,281.61
Adam Martell	Firefighter	5 Yr.	7/26/2021	\$ 79,688.70	\$ -	\$ 2,000.00	\$ 2,160.00	\$ 3,770.00	\$ 500.00	\$ 5,030.00		\$ 93,148.70
Calvin Pellegrino	Firefighter-RT	St. 4	10/24/2022	\$ 78,586.51	\$ -	\$ 2,000.00	\$ 3,660.00	\$ 3,710.00	\$ 500.00	\$ 4,960.00		\$ 93,416.51
Jacob Snook	Firefighter	St. 4	10/24/2022	\$ 77,889.71	\$ -	\$ 2,000.00	\$ 2,700.00	\$ 3,680.00	\$ 500.00	\$ 4,960.00		\$ 91,729.71
James Sorenson	Firefighter	St. 4	12/5/2022	\$ 77,541.32	\$ -	\$ 2,000.00	\$ 900.00	\$ 3,660.00	\$ 500.00	\$ 4,960.00		\$ 89,561.32
Ryan Strazzere	Firefighter	St. 4	12/5/2022	\$ 77,541.32	\$ -	\$ 1,000.00	\$ 900.00	\$ 3,660.00	\$ 500.00	\$ 4,960.00		\$ 88,561.32
Ian MacAfee	Firefighter	St. 3	2/1/2024	\$ 74,112.59	\$ -	\$ 2,000.00	\$ 3,660.00	\$ 3,500.00	\$ 500.00	\$ 4,770.00		\$ 88,542.59
Nicholas Leverone	Firefighter	St. 3	2/1/2024	\$ 74,112.59	\$ -	\$ 2,000.00	\$ 900.00	\$ 3,500.00	\$ 500.00	\$ 4,770.00		\$ 85,782.59
Christopher Cyrus	Firefighter	St. 3	2/1/2024	\$ 74,112.59	\$ -	\$ 1,000.00	\$ 900.00	\$ 3,500.00	\$ 500.00	\$ 4,770.00		\$ 84,782.59
Robert Christopher	Firefighter	St. 2	3/10/2025	\$ 70,940.02	\$ -	\$ 2,000.00	\$ 1,800.00	\$ 3,350.00	\$ -	\$ 4,580.00		\$ 82,670.02
Brendan Smith	Firefighter	St. 2	3/11/2025	\$ 70,940.02	\$ -	\$ 2,000.00	\$ 900.00	\$ 3,350.00	\$ -	\$ 4,580.00		\$ 81,770.02
Jamie Burdge	Firefighter	St. 2	3/12/2025	\$ 70,940.02	\$ -	\$ 2,000.00	\$ 900.00	\$ 3,350.00	\$ -	\$ 4,580.00		\$ 81,770.02
Nathan Taylor	Firefighter	St. 1	8/17/2025	\$ 69,717.16	\$ -	\$ 2,000.00	\$ 900.00	\$ 3,300.00	\$ -	\$ 4,420.00		\$ 80,337.16
Alex Casey	Firefighter	St. 1	8/18/2025	\$ 69,717.16	\$ -	\$ -	\$ 900.00	\$ 3,300.00	\$ -	\$ 4,420.00		\$ 78,337.16
Mark Gentile	Firefighter	St. 1	8/19/2025	\$ 69,717.16	\$ -	\$ 2,000.00	\$ 900.00	\$ 3,300.00	\$ -	\$ 4,420.00		\$ 80,337.16
Hassan Elfakih	Firefighter	Min	1/26/2026	\$ 68,557.47	\$ -	\$ -	\$ 900.00	\$ 3,240.00	\$ -	\$ 4,420.00		\$ 77,117.47
Jake Ferri	Firefighter	Min	1/26/2026	\$ 68,557.47	\$ -	\$ -	\$ 900.00	\$ 3,240.00	\$ -	\$ 4,420.00		\$ 77,117.47
Maxwell DuBois	Firefighter	Min	1/26/2026	\$ 68,557.47	\$ -	\$ -	\$ 900.00	\$ 3,240.00	\$ -	\$ 4,420.00		\$ 77,117.47
New Firefighter	Firefighter	Min	1/27/2026	\$ 68,557.47	\$ -	\$ -	\$ 900.00	\$ 3,240.00	\$ -	\$ 4,420.00		\$ 77,117.47
Ellen O'Connor	Head Admin	Step 7	11/17/2014	\$ 67,985.80	\$ -	\$ 1,000.00				\$ 1,900.00		\$ 70,885.80
Diane Deloge	Head Admin	Step 7	5/12/2002	\$ 75,977.62	\$ -	\$ 1,000.00				\$ 3,700.00		\$ 80,677.62
Marykathryn Hazel	Dispatcher	Step 7	12/8/2001	\$ 75,107.03	\$ -	\$ -		\$ 2,660.00	\$ -	\$ 3,500.00	\$ 3,800.00	\$ 85,067.03
John Pellegrino	Dispatcher	Step 7	1/4/2002	\$ 75,107.03	\$ -	\$ -		\$ -	\$ 1,200.00	\$ 3,500.00	\$ 3,800.00	\$ 83,607.03
Kelly McDonald	Dispatcher	Step 3	1/22/2024	\$ 59,003.63	\$ -	\$ -		\$ 1,720.00	\$ -	\$ 2,800.00	\$ -	\$ 63,523.63
Christina Winitzer	Dispatcher	Step 7	6/12/2013	\$ 75,107.03	\$ -	\$ 300.00		\$ 2,240.00	\$ -	\$ 3,500.00	\$ 2,100.00	\$ 83,247.03
William Egan	PT Dispatcher											



**FIRE DEPARTMENT
SALARY INFORMATION FY2026 BUDGET**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	RETIREMENT INCENTIVE	SICK BONUS	EDUC PAY	SHIFT DIFF	SPEC PAY	HOLIDAY PAY	LONGEVITY	TOTAL SALARY BENEFIT
Robert Cole	Chief	25 Yr.	1/23/1995	223,855.64	15889.17	-	-	-	-	-	-	239,744.81
Stephen Kennedy	Deputy Chief	25 Yr.	9/12/2000	160,595.73	0	-	-	-	-	-	-	160,595.73
TBD	Deputy Chief											
Erik Szymanski	Captain	25 Yr.	11/26/1998	119,662.47	0	1,000.00	6,700.00	5,650.00	1,500.00	7,450.25	-	141,962.72
Daniel LeClerc	Captain SC	25 Yr.	7/18/1993	123,252.21	0	-	5,500.00	5,800.00	500.00	7,673.75	-	142,725.96
William Paskiewicz	Captain	25 Yr.	7/18/1993	119,662.47	0	2,000.00	5,500.00	5,600.00	1,500.00	7,450.25	-	141,712.72
Matthew Battcock	Captain SC	25 Yr.	11/27/1998	115,947.52	0	1,000.00	5,500.00	5,450.00	500.00	7,218.95	-	135,616.47
Joseph Bukoiemski	Captain SC	25 Yr.	7/25/1998	123,252.21	0	2,000.00	5,500.00	5,800.00	1,500.00	7,673.75	-	145,725.96
James Miner	Captain SC	25 Yr.	7/18/1993	123,252.21	0	2,000.00	6,700.00	5,620.00	500.00	7,673.75	-	145,745.96
David Feyler	Captain	25 Yr. **	11/29/1993	119,662.47	0	-	5,500.00	5,620.00	500.00	7,450.25	-	138,732.72
Joseph Brangwynne	Captain	15 Yr.	5/28/2010	113,173.66	0	-	8,000.00	5,220.00	6,724.55	7,046.25	-	140,164.46
Thomas Larkin	Captain	25 Yr.	4/5/2001	117,058.58	0	2,000.00	5,500.00	5,500.00	1,000.00	7,288.13	-	138,346.71
Joseph Keane	Lieutenant	20 Yr.	2/26/2005	101,399.82	0	-	5,500.00	4,580.00	500.00	6,313.21	-	118,293.02
David Forziati	Captain	25 Yr.	6/14/1997	119,662.47	0	2,000.00	1,440.00	5,620.00	1,500.00	7,450.25	-	137,672.72
Frank Rao	Lieutenant	10 Yr.	4/4/2001	95,324.83	0	2,000.00	6,700.00	4,500.00	500.00	5,934.98	-	114,959.81
William King	Lieutenant	25 Yr.	3/5/1999	104,441.77	0	-	5,500.00	4,920.00	500.00	6,502.60	-	121,864.37
Jeff Strunk	Lieutenant	25 Yr. **	7/6/2000	104,383.44	0	2,000.00	6,700.00	4,920.00	500.00	6,498.97	-	125,002.41
Michael Iannelli	Lieutenant	15 Yr.	5/29/2010	96,304.64	0	-	5,500.00	4,550.00	500.00	5,995.98	-	112,850.62
Stephen Burgoyne	Lieutenant	10 Yr.	7/13/2013	96,056.96	0	2,000.00	8,000.00	4,520.00	5,783.13	5,980.56	-	122,340.65
Stephen Morrison	Lieutenant	10 Yr.	1/8/2012	96,056.96	0	2,000.00	6,700.00	4,520.00	500.00	5,980.56	-	115,757.52
Christopher Roberts	Lieutenant	10 Yr.	7/14/2013	96,056.96	0	2,000.00	5,500.00	4,520.00	500.00	5,980.56	-	114,557.52
Josephe Venezia	Lieutenant	10 Yr.	7/15/2013	96,056.96	0	-	5,500.00	4,520.00	1,500.00	5,980.56	-	113,557.52
Daniel Barilla	Lieutenant	15 Yr.	4/22/2007	98,543.28	0	1,000.00	5,500.00	4,650.00	500.00	6,135.36	-	116,328.64
Joseph Duggan	Lieutenant	25 Yr. **	8/14/1999	107,487.45	0	2,000.00	2,700.00	5,060.00	1,000.00	6,692.23	-	124,939.68
Lawrence Bavis	Lieutenant	25 Yr.	7/18/1993	98,251.85	0	2,000.00	2,220.00	4,640.00	-	6,117.21	-	113,229.06
John Conway	Lieutenant	15 Yr.	9/7/2007	98,543.28	0	-	2,760.00	4,640.00	2,500.00	6,135.36	-	114,578.64
Shawn Cantrell	Lieutenant	25 Yr.	1/3/1998	104,441.77	0	-	3,660.00	4,920.00	1,500.00	6,502.60	-	121,024.31
Thomas Maloney	Firefighter	25 Yr.	7/18/1993	89,845.57	0	2,000.00	5,500.00	4,240.00	18,469.13	5,593.83	-	125,648.53
John McLaughlin	Firefighter	25 Yr.	7/25/1993	89,845.57	0	1,000.00	5,500.00	4,240.00	13,976.85	5,593.83	-	120,156.25
James Harries	Firefighter	25 Yr.	10/31/1994	89,845.57	0	-	8,000.00	4,240.00	500.00	5,593.83	-	108,179.40
John Spinosa	Firefighter	25 Yr.	10/28/1995	89,845.57	0	-	2,220.00	4,240.00	13,976.85	5,593.83	-	115,876.25
Joshua Gillis	Firefighter	25 Yr.	6/13/1997	89,845.57	0	1,000.00	-	4,240.00	500.00	5,593.83	-	101,179.40
Erik Ciampa	Firefighter	25 Yr.	11/28/1998	89,845.57	0	1,000.00	5,500.00	4,240.00	500.00	5,593.83	-	106,679.40
Paul Dinsmore	Firefighter	25 Yr.	11/29/1998	89,845.57	0	-	5,500.00	4,240.00	500.00	5,593.83	-	105,679.40
Gary daSilva	Firefighter	25 Yr.	4/3/2001	87,890.44	0	2,000.00	5,500.00	4,150.00	500.00	5,472.11	-	105,512.55
Justin Bates	Firefighter	25 Yr.	4/7/2001	82,681.51	0	2,000.00	2,580.00	3,900.00	500.00	5,147.80	-	96,809.31
Ian MacAfee	Firefighter	St. 2	2/5/2024	71,262.11	0	2,000.00	3,660.00	3,380.00	-	4,436.82	-	84,738.93
Nicholas Leverone	Firefighter	St. 2	2/5/2024	71,262.11	0	2,000.00	600.00	3,380.00	-	4,436.82	-	81,678.93
Shawn O'Connor	Firefighter	20 Yr.	2/27/2005	79,499.53	0	-	-	3,760.00	500.00	4,949.68	-	88,709.22
Charles McDevitt**	Firefighter	25 Yr. **	3/12/2000	92,465.71	0	-	1,440.00	4,360.00	18,993.14	5,756.96	-	123,015.81
Matthew Famolare	Firefighter	25 Yr.	10/29/1995	92,465.71	0	-	5,500.00	4,360.00	500.00	5,756.96	-	108,582.68
Keith McDonald	Firefighter	15 Yr.	9/8/2007	84,508.00	0	-	2,400.00	4,000.00	-	5,261.51	-	96,169.52
Kevin O'Brien	Firefighter	15 Yr.	9/9/2007	79,499.53	0	1,000.00	-	3,750.00	-	4,949.68	-	89,199.22
Richard Gutierrez	Firefighter (RT)	15 Yr.	7/5/2008	87,042.88	0	1,000.00	2,400.00	4,100.00	500.00	5,419.34	-	100,462.22
Andrew Avant	Firefighter	15 Yr.	7/6/2008	84,508.00	0	2,000.00	5,500.00	4,000.00	500.00	5,261.51	-	101,769.52
David Reinold	Firefighter	15 Yr.	5/30/2010	79,499.49	0	-	-	3,600.00	500.00	4,949.68	-	88,549.17
Charles Rivanis	Firefighter	15 Yr. **	6/18/2007	86,972.49	0	-	1,320.00	4,100.00	500.00	5,414.95	-	98,307.44
Robert Fitzmaurice	Lieutenant	10 Yr.	9/4/2011	90,364.01	0	-	3,240.00	4,260.00	500.00	5,626.11	-	103,990.12
Michael Ricci	Firefighter (RT)	10 Yr.	9/5/2011	84,626.46	0	-	1,680.00	4,000.00	500.00	5,268.89	-	96,075.35
James Elder	Firefighter	10 Yr.	11/30/2013	82,161.69	0	-	5,500.00	3,890.00	500.00	5,115.43	-	97,167.12
David Marks	Firefighter	10 Yr.	12/1/2013	82,161.69	0	-	3,240.00	3,890.00	500.00	5,115.43	-	94,907.12
Jon Reinecker	Firefighter	10 Yr.	12/2/2013	82,161.69	0	2,000.00	5,500.00	3,890.00	500.00	5,115.43	-	99,167.12
David Evans	Firefighter	10 Yr.	9/2/2014	77,292.28	0	-	1,320.00	3,650.00	500.00	4,812.26	-	87,574.54
Brett Fredrickson	Firefighter	10 Yr.	11/6/2015	81,389.28	0	1,000.00	5,500.00	3,850.00	500.00	5,067.34	-	97,306.62
Christopher Cyrus	Firefighter	St. 2	2/5/2024	71,262.11	0	2,000.00	600.00	3,380.00	-	4,436.82	-	81,678.93
Luke Riberio	Firefighter (RT)	10 Yr.	11/8/2015	86,275.58	0	2,000.00	5,500.00	3,950.00	500.00	5,371.56	-	103,597.14
James Sullivan	Firefighter	15 Yr. **	7/1/2006	84,508.00	0	1,000.00	-	4,000.00	-	5,261.51	-	94,769.52
Ryan Arensbach	Firefighter	5 Yr.	5/23/2017	80,039.58	0	2,000.00	5,500.00	3,800.00	500.00	4,983.31	-	96,822.88
Timothy Copson	Firefighter	5 Yr.	5/22/2017	80,039.58	0	-	2,280.00	3,800.00	500.00	4,983.31	-	91,602.88
Sean O'Neill	Lieutenant	5 Yr.	1/2/2018	93,933.79	0	2,000.00	6,700.00	4,430.00	1,500.00	5,848.37	-	114,412.16
Joseph Ferri	Firefighter	5 Yr.	1/3/2018	80,039.58	0	-	6,700.00	3,800.00	500.00	4,983.31	-	96,022.88
Kenneth Mumane	Firefighter	5 Yr.	1/4/2018	80,039.58	0	1,000.00	900.00	3,800.00	-	4,983.31	-	90,722.88
John Corbett	Firefighter (RT)	5 Yr.	9/5/2018	82,440.57	0	1,000.00	5,500.00	3,800.00	500.00	5,132.79	-	98,373.37
Stephen Pena	Firefighter	5 Yr.	11/10/2019	80,039.58	0	1,000.00	5,500.00	3,800.00	500.00	4,983.31	-	95,822.88
Andrew Pierce	Firefighter	5 Yr.	11/11/2019	80,039.58	0	-	5,500.00	3,800.00	500.00	4,983.31	-	94,822.88
Patrick Gallagher	Firefighter	5 Yr.	3/2/2020	80,039.58	0	1,000.00	5,500.00	3,820.00	500.00	4,983.31	-	95,842.88
James Murphy	Firefighter	5 Yr.	4/6/2021	79,127.49	0	-	1,500.00	3,740.00	500.00	4,926.52	-	89,794.01
Daniel Coneeny	Firefighter	5 Yr.	4/7/2021	79,104.10	0	-	1,500.00	3,750.00	500.00	4,925.06	-	89,779.17
Joe Bukoiemski IV	Firefighter	St. 4	12/13/2021	77,483.31	0	2,000.00	3,060.00	3,660.00	500.00	4,824.15	-	91,527.46
Robert Allen	Firefighter	St. 4	12/14/2021	77,483.31	0	2,000.00	1,500.00	3,660.00	500.00	4,824.15	-	89,967.46
Bryce Spinosa	Firefighter	St. 4	12/15/2021	77,483.31	0	-	5,500.00	3,660.00	500.00	4,824.15	-	91,967.46
Adam Martell	Firefighter	St.4 **	12/15/2021	77,947.82	0	2,000.00	2,160.00	3,700.00	500.00	4,853.07	-	91,160.89
Calvin Pellegrino	Firefighter	St. 3	12/15/2021	74,894.37	0	-	3,660.00	3,540.00	500.00	4,662.96	-	87,257.34
Jacob Snook	Firefighter	St. 3	12/15/2021	74,894.37	0	1,000.00	2,700.00	3,540.00	500.00	4,662.96	-	87,297.34
James Sorenson	Firefighter	St. 3	12/15/2021	74,559.32	0	-	600.00	3,520.00	500.00	4,642.10	-	83,821.43
Ryan Strazzere	Firefighter	St. 3	12/15/2021	74,559.32	0	2,000.00	600.00	3,520.00	500.00	4,642.10	-	85,821.43
New Firefighter	Firefighter	St. 1		68,305.00	0	2,000.00	600.00	3240.00	-	4,252.71	-	78,397.71
New Firefighter	Firefighter	St. 1		68,305.00	0	2,000.00	600.00	3240.00	-	4,252.71	-	78,397.71
Ellen O'Connor	Head Clerk	Step 7	11/17/2014	67,312.75	0	1,000.00	-	-	-	-	1,900.00	70,212.75
Diane Deloge	Senior Clerk	Step 7	5/12/2002	58,681.74	0	1,000.00	-	-	-	-	3,700.00	63,381.74
Marykathryn Hazel	Dispatcher	Step 7	12/8/2001	75,107.01	0	-	-	2,660.00	-	3,453.20	3,300.00	84,520.20
John Pellegrino	Dispatcher	Step 7	1/4/2002	75,107.01	0	300.00	-	-	1,000.00	3,453.20	3,300.00	83,160.20
Kelly McDonald	Dispatcher	Step 2	1/22/2024	57,410.58	0	-	-	1,720.00	-	2,639.57	-	61,770.14
Christina Winitzer	Dispatcher	Step 7	6/12/2013	75,107.01	0	300.00	-	2,240.00	-	3,453.20	2,100.00	83,200.20
William Egan	PT Dispatcher	Step 7	4/17/2011	35,675.83	0	500.00	-	2,660.00	-	3,453.20	2,100.00	44,389.02
												-
SUPER HOLIDAY				-	0	-	-	-	-	51,500.00	-	51,500.00
DETAIL COMP.				-	0	-	-	-	42,000.00	-	-	42,000.00
OUT OF GRADE				-	0	-	-	-	36,800.00</			



DESCRIPTION/DETAIL
FIRE DEPARTMENT

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 325,760	\$ 305,549	\$ 339,240	\$ 262,643	\$ 349,840	\$ 349,246	\$ 359,148	\$ 358,648	\$ 358,648	\$ 358,648

Supplies and Expenses

							Department	Town Mgr.	Fin Com	
Used to purchase standards and laws which are updated annually				\$ 600.00			\$ 2,000	\$ 2,000	\$ 2,000	
Books for New Hires (4 per year)				\$ 1,400.00						
Used to purchase food for Fire Department personnel who are working at fire scenes							\$ 300	\$ 300	\$ 300	
Used for repairs to the Town's fire stations, which are needed annually							\$ 12,000	\$ 12,000	\$ 12,000	
Electrical Supplies							\$ 3,000	\$ 3,000	\$ 3,000	
Plumbing Supplies							\$ 4,000	\$ 4,000	\$ 4,000	
Used to purchase supplies to clean and maintain five stations and 24 motor vehicles							\$ 16,000	\$ 16,000	\$ 16,000	
Used to purchase medical supplies for first aid kits (NARCAN, EpiPen), resuscitators and other life support equipment.							\$ 20,000	\$ 20,000	\$ 20,000	
Filling and repair of portable fire extinguishers. Hydrostatic testing of tanks and extinguishers.							\$ 4,500	\$ 4,500	\$ 4,500	
Toner, parts and maintenance of department c				\$ 7,800.00			\$ 10,500	\$ 10,500	\$ 10,500	
Exacom recording & 911 Secondary PSAP				\$ 2,700.00						
General office supply allocation				\$ 4,300.00			\$ 4,300	\$ 4,300	\$ 4,300	
Uniforms & Equipment										
Uniforms and equipment for all members. (Collective Bargaining Agreement Article 23).										
Uniforms	76			\$ 1,200.00			\$ 91,200	\$ 91,200	\$ 91,200	
Gear for new hires	4			\$ 6,400.00			\$ 25,600	\$ 25,600	\$ 25,600	
Damage Replacement	1			\$ 5,000.00			\$ 5,000	\$ 5,000	\$ 5,000	
Cleaning	1			\$ 5,000.00			\$ 5,000	\$ 5,000	\$ 5,000	
FAO uniforms	5			\$ 800.00			\$ 4,000	\$ 4,000	\$ 4,000	
Specialty teams	111			\$ 250.00			\$ 27,750	\$ 27,750	\$ 27,750	
New Replacement	12			\$ 4,509.00			\$ 54,108	\$ 54,108	\$ 54,108	
Training Materials Used for training of departmental personnel				\$ 20,500.00			\$ 40,400	\$ 40,400	\$ 40,400	
Hazmat exams				\$ 14,400.00						
EMT Recertification				\$ 5,500.00						
Supplies for 24 motor vehicles							\$ 28,990	\$ 28,990	\$ 28,990	
Oil and Grease				\$ 2,000.00						
Tires, Tubes & Chains (27 tires/yr)				\$ 10,000.00						
Batteries				\$ 3,500.00						
Welding Supplies				\$ 600.00						
Portable Radios				\$ 9,000.00						
Gas Meters				\$ 3,890.00						
							Total	\$ 358,648	\$ 358,648	\$ 358,648

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 199,610	\$ 178,065	\$ 195,840	\$ 170,792	\$ 196,240	\$ 173,715	\$ 190,125	\$ 192,585	\$ 192,585	\$ 192,585

Contract Services/Leases

							Department	Town Mgr.	Fin Com	
Fire Alarm							\$ 18,500	\$ 18,500	\$ 18,500	
Repair & replacement of fire alarm wires, boxes, etc.				\$ 9,000.00	\$ (1,000.00)					
Repairing & replacement of communication room equipment				\$ 7,500.00						
Police Details				\$ 2,000.00	\$ (1,000.00)					
Computer Software							\$ 31,100	\$ 31,100	\$ 31,100	
Comtech(CAD)				\$ 2,000.00	\$ (1,000.00)					
Fire Programs (Reporting software)				\$ 5,500.00	\$ (1,000.00)					
Recording software				\$ 2,000.00	\$ 1,000.00					
Quickbooks				\$ 2,000.00	\$ 900.00					
Vector (scheduling software)				\$ 7,000.00	\$ 6,200.00					
YODEK (Information board software)				\$ 1,000.00						
Key Secure (vehicle Knox boxes)				\$ 1,300.00	\$ 1,300.00					
Personnel ID software				\$ 300.00	\$ 60.00					
Sheider Geospatial (Online permitting)				\$ 5,000.00						
Sheider Geospatial (Fire Prevention)				\$ 5,000.00	\$ (5,000.00)					
Fees & Memberships							\$ 7,105	\$ 7,105	\$ 7,105	
International Association of Fire Chiefs				\$ 300.00						
Massachusetts Chiefs Association				\$ 545.00						
New England Chiefs Association				\$ 50.00						
NFPA				\$ 1,600.00						
MIFDI				\$ 60.00						
Chiefs Conference Registration				\$ 350.00						
District 6 Mutu:				\$ 2,000.00						
Essex County Mutual Aid Association				\$ 2,000.00						
District 6 Safe Trailer				\$ 200.00						
Rental & Leases										
Copy machine - lease										
Repairs To Equipment							\$ 83,000	\$ 83,000	\$ 83,000	
Repair and maintenance of eight pumping engines, two ladder trucks, one rescue truck, one tank truck, two service trucks, four cars, three boats and six trailers. Repairs to radios, sirens, speakers, emergency generators, gas and diesel pumps, copy machine, and computers. Repairs to other equipment such as the "Jaws of Life", portable pumps, nozzles, portable generators and lights, etc. Repairs to stations: roof, heating and air conditioning equipment, garage doors and motors, etc.					\$ +\$3000	increased cost of repairs for parts and sensors				
Maintenance Contracts/							\$ 49,255	\$ 49,255	\$ 49,255	
Six emergency generators				\$ 5,800.00	\$ +\$2800					
Compressor at Center station				\$ 2,650.00						
Radio System Infrastructure eq				\$ 15,805.00						
Plymovent maintenance				\$ 4,500.00						
Aerial Ladder Testing (NDT 2 trucks)				\$ 1,800.00						
Pump Testing (8 Pumping Engines)				\$ 3,400.00						
SCBA Harness Testing (56 Packs)				\$ 6,000.00	\$ +\$2225					
SCBA Tank Testing (30 per year)				\$ 1,400.00						
State Inspection Stickers				\$ 1,900.00						
Hydraulic Rescue Tools Testing (5 sets)				\$ 3,000.00	\$ +\$600					
Garage Door Maintenance (5 stations)				\$ 3,000.00						
Car Allowance							\$ 3,625	\$ 3,625	\$ 3,625	
Used to pay firefighters who attend the Massachusetts Firefighting Academy in Stow, Mass. (CBA)										
							Total	\$ 192,585	\$ 192,585	\$ 192,585

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 70,000	\$ 61,161	\$ 70,000	\$ 60,773	\$ 70,000	\$ 69,532	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000

Electricity & Heat

							Department	Town Mgr.	Fin Com
Cost of natural gas for heating in five stations and verizon utility							\$ 70,000	\$ 70,000	\$ 70,000
							\$ 70,000	\$ 70,000	\$ 70,000



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7.7. Police Department

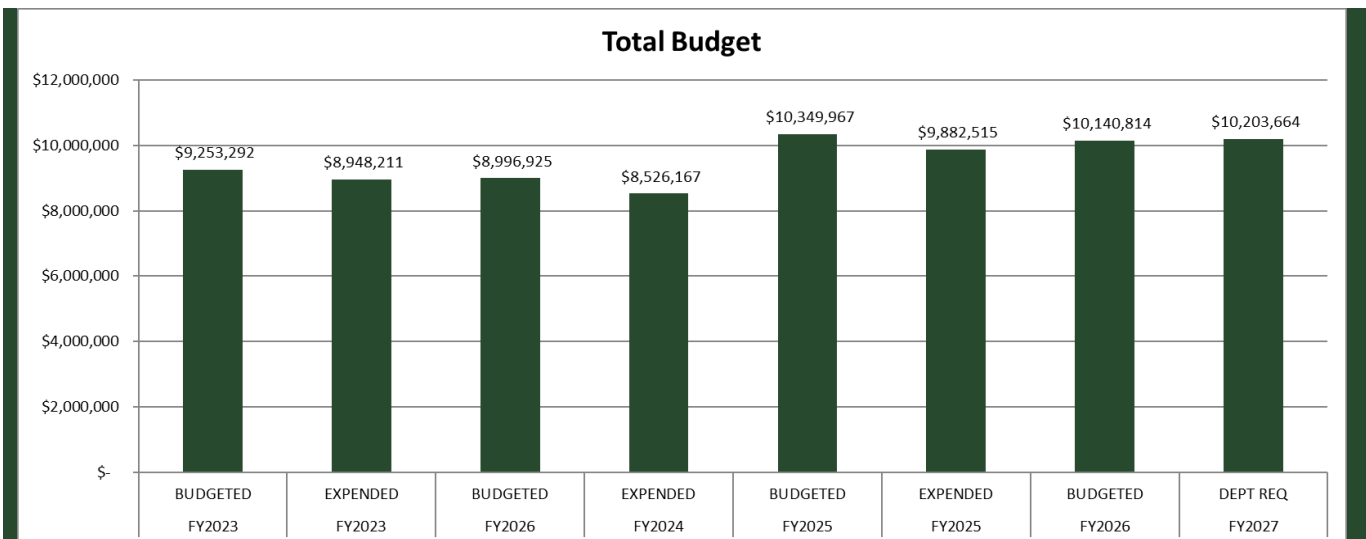


Mission Statement

The Billerica Police Department is committed to the Community Policing Concept. To this end, the members of this department are dedicated to working harmoniously with other Town agencies and with the citizens of the Town of Billerica to create a safe and secure community environment and to help maintain the maximum quality of life to all residents herein, irrespective of race, creed, or cultural, social or political orientation.

Budget Narrative

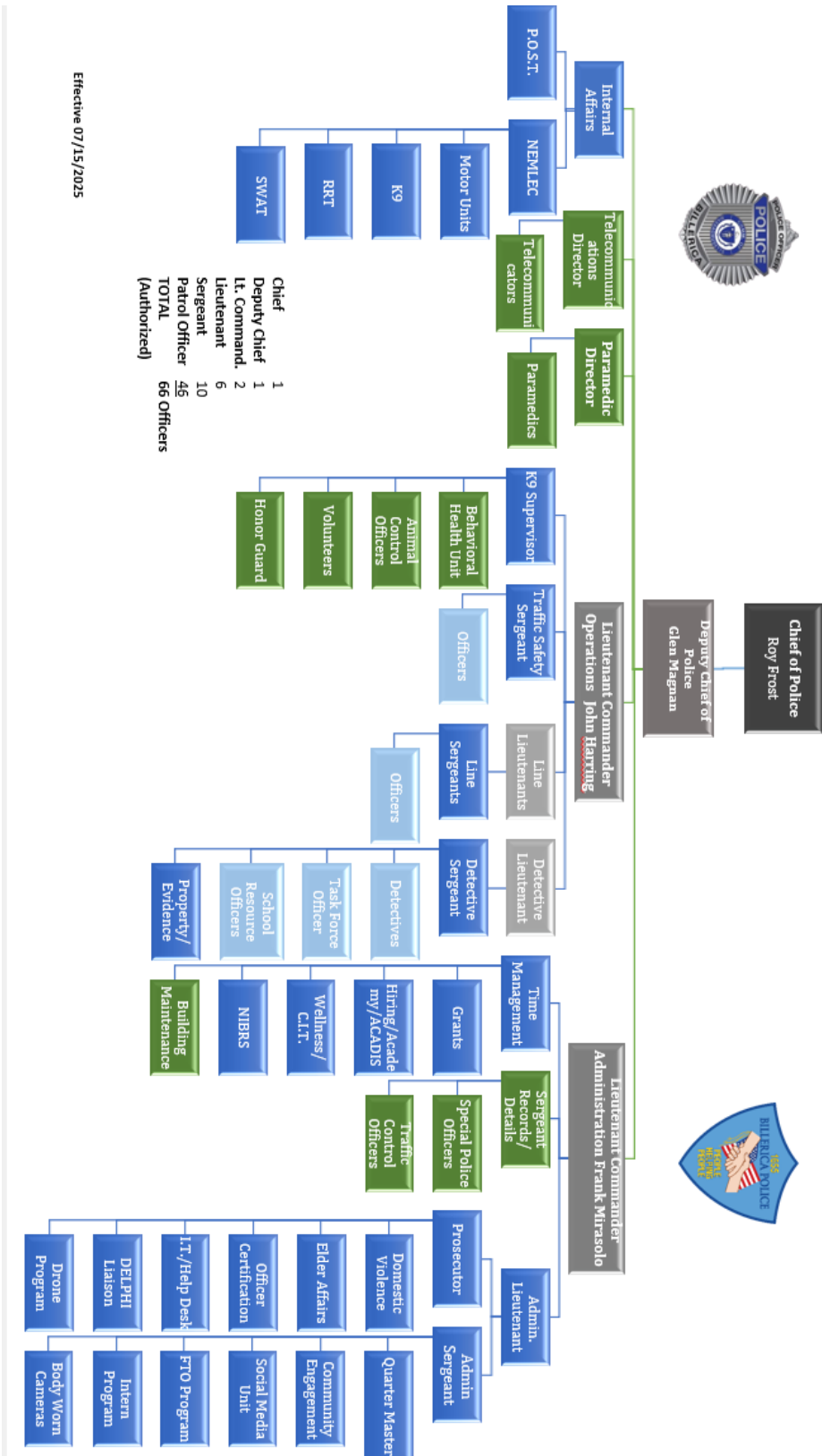
In FY 27, the Police Department budget currently reflects an increase of \$62,850. Union negotiations for FY 27 are ongoing, and any adjustments to personnel expenses will be incorporated once negotiations are finalized.



Programs and Services

Every member of the Billerica Police Department will be expected to act with respect, sensitivity, personal discipline and reliability while following the department’s mission. Each officer is expected to understand his or her responsibility to the Police Department, other Town agencies and to its citizens and will act with the highest degree of integrity and professionalism. The Department is broken down into multiple divisions including Administration, Animal Control, Criminal, Communications, EMS, Honor Guard, K9, Patrol, Records, and Traffic.

Organizational Chart



Effective 07/15/2025



	FY2023 BUDGETED	FY2023 EXPENDED	FY2026 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REC.	FY2027 TM REC.	FY2027 FIN.COM REC.
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POLICE DEPARTMENT										
Personnel Services										
Full Time	\$ 6,043,241	\$ 5,822,858	\$ 5,833,673	\$ 5,500,117	\$ 7,180,805	\$ 6,714,279	\$ 6,664,321	\$ 6,667,175	\$ 6,667,175	\$ 6,667,175
Part Time/Seasonal	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 4,159	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Overtime	\$ 780,000	\$ 780,000	\$ 789,250	\$ 789,250	\$ 789,250	\$ 789,250	\$ 789,250	\$ 811,100	\$ 811,100	\$ 811,100
Contractual Obligations	\$ 1,629,372	\$ 1,629,372	\$ 1,498,123	\$ 1,498,123	\$ 1,488,992	\$ 1,488,992	\$ 1,735,419	\$ 1,858,661	\$ 1,858,661	\$ 1,858,661
Total	\$ 8,457,613	\$ 8,237,230	\$ 8,126,046	\$ 7,792,490	\$ 9,464,047	\$ 8,996,680	\$ 9,193,990	\$ 9,341,936	\$ 9,341,936	\$ 9,341,936

Expenses										
Supplies and Expenses	\$ 338,777	\$ 319,762	\$ 338,277	\$ 325,761	\$ 338,227	\$ 338,227	\$ 338,227	\$ 359,100	\$ 359,100	\$ 359,100
Contract Services/Leases	\$ 214,950	\$ 150,949	\$ 258,650	\$ 139,090	\$ 258,650	\$ 258,650	\$ 276,350	\$ 276,350	\$ 276,350	\$ 276,350
Utilities	\$ 241,952	\$ 240,270	\$ 273,952	\$ 268,826	\$ 289,043	\$ 288,958	\$ 311,374	\$ 226,278	\$ 226,278	\$ 226,278
Capital Outlay	\$ 795,679	\$ 710,981	\$ 870,879	\$ 733,677	\$ 885,920	\$ 885,835	\$ 946,824	\$ 861,728	\$ 861,728	\$ 861,728

TOTAL BUDGET	\$ 9,253,292	\$ 8,948,211	\$ 8,996,925	\$ 8,526,167	\$ 10,349,967	\$ 9,882,515	\$ 10,140,814	\$ 10,203,664	\$ 10,203,664	\$ 10,203,664
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POLICE DEPARTMENT

Position	FY2026		FY2027		FY2027		FY2027	
	FTE	Dep. Req.	FTE	TM. Rec.	FTE	Fin Com Rec.	FTE	Fin Com Rec.
Chief of Police	1	1	1	1	1	1	1	1
Deputy Chiefs	1	1	1	1	1	1	1	1
Captains	0	0	0	0	0	0	0	0
Lieutenants	8	8	8	8	8	8	8	8
Sergeants	10	10	10	10	10	10	10	10
Patrolmen	48	48	48	48	48	48	48	48
Bldg. Maint Craftsman	1	1	1	1	1	1	1	1
Clerks/Tech	4	4	4	4	4	4	4	4
Dispatch Supervisor	1	1	1	1	1	1	1	1
Civilian Dispatchers	9	9	9	9	9	9	9	9
Total Staffing	83	83	83	83	83	83	83	83

One Civilian Dispatcher is grant funded.
Two Patrolmen are Grant funded.

Difference PY \$ 62,850
% 0.62%



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**POLICE DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	Sick/Emit/Desk OIC BONUS	EDUC PAY	SHIFT DIFF	SPEC PAY	HOLIDAY PAY	LONGEVITY RETIREMENT	TOTAL SALARY BENEFIT
Roy Frost	Police Chief	St#4	12/21/97	183,904.78	-	46,824.45	-	-	-	10,703.00	241,432.23
Magnan, Glen	Asst. Chief	St#8-#9	06/10/02	115,962.29	-	33,339.16	1,333.57	17,394.34	10,677.67	-	178,707.03
Francis Mirasolo	Lt. Cmdr	St#10	03/25/94	121,588.42	-	34,044.76	1,634.15	14,590.61	10,998.21	-	182,756.15
Mark Tsoukalas	Lt. Cmdr	St#9	06/21/99	118,622.93	-	26,571.54	-	14,234.75	10,226.17	-	169,655.39
Sean Coffey	Lieutenant / Detective	St#9-#10	03/01/97	119,656.88	1,500.00	30,697.22	1,227.89	3,132.00	9,828.93	-	166,042.92
Robert Belbin	Lieutenant/Prosecutor	St#9-#10	08/11/96	121,304.37	-	31,109.09	2,488.73	3,132.00	9,988.70	-	168,022.89
Tara Comers	Lieutenant	St#9	09/01/99	118,622.93	-	29,655.73	9,489.83	-	9,531.90	-	167,300.39
Mark Guallieri	Lieutenant	St#10	03/13/94	121,588.42	-	30,397.11	7,295.31	-	9,762.72	-	169,043.56
John Zarro	Lieutenant	St#10	01/08/95	121,588.42	-	30,397.11	3,647.65	-	9,762.72	-	165,395.90
Vacant*	Lieutenant	St.#6	07/01/26	110,152.96	-	27,538.24	-	-	8,872.74	-	146,563.94
Cory Bandouveres	Sergeant	St #9	09/09/15	102,512.45	1,400.00	26,280.61	2,522.94	2,610.00	8,481.23	-	143,807.23
Stephen Cogswell	Sergeant	St#9	06/04/01	102,512.45	2,800.00	25,628.11	-	-	8,278.12	-	139,218.68
Dwayne Eldens	Sergeant/Car Seat	St#8	08/01/05	100,012.07	1,400.00	25,786.02	-	3,132.00	8,327.26	-	138,657.35
Ryan Koles	Sergeant	St#6-#7	02/10/14	95,749.16	1,400.00	19,149.83	5,744.95	-	7,453.15	-	129,497.09
Nathan Landry	Sergeant	St#6	06/29/15	95,192.96	1,400.00	23,798.24	7,615.44	-	7,708.46	-	135,715.10
Rocco Magliozzi	Sergeant/K9	St.#6	03/10/14	95,192.96	1,400.00	19,664.99	7,866.00	3,132.00	7,646.12	-	134,902.07
Timothy McKenna	Sergeant/CJIS	St#8	01/12/03	100,012.07	2,900.00	-	1,031.44	3,132.00	6,721.81	-	113,797.32
Ynostroza, Gilbert	Sergeant	St#6	09/18/14	95,192.96	2,400.00	19,664.99	2,949.75	3,132.00	7,646.12	-	130,985.82
Patrick O'Brien	Sergeant	St #6	03/10/14	95,192.96	1,400.00	-	5,711.58	-	6,226.77	-	108,531.31
Sarah Croke-Hefferna	Sergeant	St#6	03/10/14	95,192.96	1,400.00	19,664.99	2,949.75	3,132.00	7,412.12	-	129,751.82
Paul Brady	Pt / Taser	St#9	06/04/01	87,073.25	-	18,041.05	2,706.16	3,132.00	7,039.48	-	117,991.94
Michael Henckler	Patrolman / Car Seat	St#9	06/04/01	87,073.25	-	17,414.65	6,965.86	-	6,805.48	-	118,259.24
Richard Avant	Patrolman / Car Seat	St#8-#9	02/19/02	85,730.81	-	17,772.56	1,777.26	3,132.00	6,917.44	-	115,330.07
Pedro Nieves	Patrolman	St#8	04/04/05	84,949.76	-	17,616.35	-	-	5,989.02	-	90,538.78
Ivonne Osgood	Pt / SRO	St#8	04/10/06	84,949.76	-	21,237.44	2,548.49	-	6,880.83	-	112,578.94
Francis Rayne	Patrolman	St#8	04/10/06	84,949.76	-	13,715.97	-	3,132.00	6,911.28	-	115,646.97
Robert Heffernan	Patrolman	St#1	04/05/11	65,447.84	1,500.00	13,715.97	-	3,132.00	7,039.48	-	90,835.29
Christopher Philbrook	Patrolman/MstrPat	St#6	09/16/13	80,856.23	-	-	2,925.99	2,286.00	5,431.66	-	91,499.88
Robert Simmons	Patrolman	St#6-#7	05/21/12	81,135.02	1,000.00	16,853.40	2,528.01	3,132.00	6,598.23	-	111,246.66
Thomas Huff	Patrolman	St#5-#6	09/12/16	80,180.63	-	6,414.45	-	-	5,300.37	-	91,895.45
Sean Dougherty	Patrolman/MstrPat	St#5	10/30/17	77,329.60	-	15,779.12	2,366.87	1,566.00	6,194.51	-	103,236.10
Phil O'Loughlin	Patrolman/SRO	St#7	01/16/08	82,877.42	-	17,273.88	1,290.14	3,492.00	6,726.00	-	111,659.44
Guanci, Justin	Patrolman/Detective	St#5	03/04/19	77,329.60	750.00	16,092.32	2,413.85	3,132.00	6,311.51	-	106,029.28
Dixon, Nena	Patrolman	St#5	05/20/19	77,329.60	-	-	4,639.78	-	5,114.59	-	87,083.97
Giampa, Anthony	Patrolman	St#5	01/06/20	77,329.60	-	-	2,319.89	-	5,114.59	-	84,764.08
Micalizzi, Gregory	Patrolman/SRO	St#5	01/06/20	77,329.60	-	16,092.32	1,206.93	3,132.00	6,311.51	-	104,072.36
Ware, Paul	Patrolman	St#5	01/06/20	77,329.60	-	-	2,319.89	-	5,114.59	-	84,764.08
DeVito, Christopher	Patrolman/Detective	St#5	03/22/21	77,329.60	750.00	16,092.32	2,413.85	3,132.00	6,311.51	-	106,029.28
Xu, Jian Yi	Patrolman	St#5	02/11/19	77,329.60	1,000.00	19,332.40	6,186.37	-	6,318.24	-	110,166.61
Cangiarella, John	Patrolman/MstrPat	St#5	10/30/17	77,329.60	1,000.00	15,779.12	2,366.87	2,286.00	6,194.51	-	104,956.10
Cangiarella, Brooke	Patrolman	St#5	07/28/19	77,329.60	-	19,332.40	-	-	6,318.24	-	102,980.24
Casey, Daniel L.	Patrolman	St#5	09/27/17	77,329.60	-	20,115.40	-	3,132.00	6,561.99	-	107,138.99
Coffey, Derek C.	Patrolman/MstrPat	St#4/5	02/20/23	73,903.98	-	7,619.00	2,264.10	2,286.00	5,478.02	-	91,551.10
Lamarca, Joseph	Patrolman/K-9	St#3/4	09/18/23	72,858.61	1,000.00	18,997.65	2,279.72	3,132.00	6,226.29	-	104,494.27
Nawn Fraser, Brendan	Patrolman	St#4	05/08/23	73,442.27	-	7,344.23	2,203.27	-	5,329.81	-	88,319.58
Walker, Christopher	Patrolman	St#4	05/08/23	73,442.27	-	14,688.45	2,203.27	-	5,787.07	-	96,121.06
Duggan, John	Patrolman	St#3/4	02/12/24	71,744.35	-	14,348.87	2,152.33	-	5,643.80	-	93,889.95
Lee, Robert	Patrolman	St#3/4	05/20/24	71,001.51	1,000.00	14,200.30	4,260.09	-	5,611.95	-	96,073.85
Welborn, Aaron	Patrolman	St#2/3	07/29/24	70,468.46	-	-	5,637.48	-	4,687.35	-	80,793.29
Irwin, Matthew	Patrolman	St#2/3	07/29/24	70,468.46	-	-	2,114.05	-	4,687.35	-	77,269.86
Berry, Kyle	Patrolman	St#2/3	08/26/24	70,264.38	-	-	5,621.15	-	4,687.35	-	80,572.88
Cranson, Thomas	Patrolman	St#2/3	09/09/24	70,162.34	750.00	14,032.47	5,612.99	-	5,549.51	-	96,107.31
Hawkes, Samuel	Patrolman	St#2/3	09/09/24	70,162.34	750.00	-	5,612.99	-	4,674.59	-	81,199.92
Zuccaro, Joseph	Patrolman	St#2/3	09/09/24	70,162.34	1,000.00	14,032.47	2,104.87	-	5,549.51	-	92,849.19
Ryan Hogan	Patrolman	St#2-3	01/19/25	69,192.96	1,000.00	-	4,151.58	-	4,585.32	-	78,929.86
Shane Casey	Patrolman	St#5	01/06/20	77,329.60	1,000.00	7,732.96	-	-	5,596.05	-	91,658.61
Simonds, Derek	Patrolman	St#2/3	05/12/25	68,376.64	1,000.00	13,675.33	-	-	5,411.77	-	88,463.74
Varallo, Jonah	Patrolman	St.#2/3	05/12/25	68,376.64	1,000.00	13,675.33	-	-	5,411.77	-	88,463.74
Guarino, Charles	Patrolman	St#5	06/23/20	77,329.60	1,000.00	19,332.40	6,186.37	-	6,318.24	-	110,166.61
Zarro, Thomas	Patrolman	St#5	06/23/20	77,329.60	1,000.00	15,465.92	6,186.37	-	6,077.51	-	106,059.40
Kearns, Adam	Patrolman	St#1	07/01/26	65,447.84	-	13,089.57	1,963.44	-	5,189.77	-	85,690.61
Chasse, Joseph	Patrolman	St#1	07/01/26	65,447.84	-	-	1,963.44	-	4,374.81	-	71,786.09
Cunra, William	Patrolman	St#1	07/01/26	65,447.84	-	-	1,963.44	-	4,374.81	-	71,786.09
Replacement	Patrolman	St#1	07/01/26	65,447.84	-	13,089.57	1,963.44	-	5,189.77	-	85,690.61
Replacement	Patrolman	St#1	07/02/26	65,447.84	-	13,089.57	1,963.44	-	5,189.77	-	85,690.61
Replacement	Patrolman	St#1	07/01/26	65,447.84	-	13,089.57	1,963.44	-	5,189.77	-	85,690.61
Replacement/SRO	Patrolman			Funded by Grant	-	-	-	-	-	-	-
Replacement/SRO	Patrolman			Funded by Grant	-	-	-	-	-	-	-
John Manzi	Bldg Maint	St # 9	11/16/15	73,643.76	-	-	-	-	-	-	73,643.76
Beverly Ouano	Head Clerk	St.#7	10/19/98	67,985.80	-	-	-	-	-	4,650.00	72,635.80
DiSarcina, Margaret	Principal Clerk	St#5/6	08/31/22	59,253.21	-	-	-	-	-	-	59,253.21
Elizabeth Patriquin	Head Clerk	St.#7	03/04/96	67,985.80	1,000.00	-	-	-	-	5,200.00	74,185.80
Paolucci, Valerie	Head Clerk	St # 7	03/12/18	67,985.80	-	-	-	-	-	1,200.00	69,185.80
Maureen Lamarree	Dispatch Supervisor	St #8	04/27/15	87,887.18	-	-	-	-	-	-	87,887.18
Matthew Leung	Dispatch	St #15	10/01/07	74,395.44	-	-	2,088.00	2,818.80	4,005.52	2,800.00	86,107.76
Robin Smith	Dispatch	St#11-12	01/05/15	69,381.36	-	-	-	1,252.80	3,749.04	2,100.00	76,483.20
Rich, Jillian	Civilian Dispatcher	St#5/6	03/19/23	61,384.88	-	-	2,610.00	1,252.80	3,353.84	-	68,601.52
Fullerto, Erica	Civilian Dispatcher	St#9	09/19/22	66,043.44	-	-	-	1,252.80	3,589.52	-	70,885.76
Levesque, Kristyna	Civilian Dispatcher	St#10	03/11/19	67,379.76	-	-	2,088.00	1,252.80	3,656.08	1,083.00	75,459.64
Mazza, Elena	Civilian Dispatcher	St#5/6	09/26/23	61,964.88	-	-	2,088.00	2,818.80	3,390.96	-	70,262.64
Bruno, Christopher	Civilian Dispatcher	St#2/3	09/01/24	58,475.92	-	-	2,610.00	1,252.80	3,216.96	-	65,555.68
Hobhan, Jordyn	Civilian Dispatcher	St#1/2	12/01/25	57,049.92	-	-	-	1,252.80	3,138.24	-	61,440.96
Replacement	Civilian Dispatcher	St#1/2	12/01/25	57,049.92	-	-	-	1,252.80	3,138.24	-	61,440.96
Replacement	Civilian Dispatcher	nded by Gr			-	-	-	-	-	-	-
Police 5A Retro											
Police 5 B Retro											
DEPARTMENT TOTAL				\$ 6,672,175.19	\$ 36,900.00	\$ 1,006,256.54	\$ 198,754.84	\$ 128,396.90	\$ 460,616.34	\$ 27,736.00	\$ 8,530,835.82

Total Full time \$ 6,667,175.19
PT/Seasonal \$ 5,000.00
Wellness OT \$ 11,100.00
Overtime \$ 800,000.00
Total Contract \$ 1,858,661.00
Total Salary \$ 9,341,936.00

One Civilian Dispatcher is grant funded.



FY 2023	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	FY 2026	FY 2027	FY 2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC
\$ 338,777	\$ 319,762	\$ 338,277	\$ 325,761	\$ 338,227	\$ 338,227	\$ 359,100	\$ 359,100	\$ 359,100
								FIN.COM REC

	Department	Town Mgr.	Fin Com
5400	Supplies and Expenses	\$ 3,000	\$ 3,000
5401	Dispatch Expenses	\$ 8,000	\$ 8,000
5402	Rifle Replacement for Cruiser (2 @ \$4K)	\$ 3,000	\$ 3,000
5403	Community Services - Citizen Police Academy/ RAD and other public awareness and informational programs; RAD protective gear; CRASE Training; Crime Prevention Displays, videos, specialized RAD crime prevention training. Personal Alert Program	\$ 10,000	\$ 10,000
5404	K-9 Expendis- training, food, shelter, equipment and supplies as needed for k-9's	\$ 2,000	\$ 2,000
5405	Community Services- Recruitment Programs; materials and supplies, Youth Engagement Programs with Recreation and BGC of Billerica; bicycle program, and repairs and replacements as needed	\$ 32,000	\$ 32,000
5406	Firearms/Armorer/Tactical Training Programs: participation active shooter training; ammunition for dept. Academy Training (4 recruits); targets, range supplies, safety equipment; armorer's supplies and instructor training. Additional Training conducted at Alexander Road and Schools (ASHER) for Scenario based training	\$ 5,000	\$ 5,000
5407	NEMLEC/RRRT/SWAT Program: Specialized ammunition and training gear, uniforms and communication equipment, including radios, pagers and various other supplies.	\$ 13,000	\$ 13,000
5408	Building Maintenance and Equipment: Custodial and janitorial supplies, building repair, plumbing and electrical supplies: locks, keys, hardware, tools, lockup area supplies and equipment, Elevator inspection and repairs	\$ -	\$ -
5409	Technical Services Equipment/Supplies/Repairs: Including complete in-house computer system and CDMA/LTE Laptop mobile system; cost of LP gas for Block House; Laptop battery replacement; purchase , cartridges, computer system back up systems, 911 communications, video and audio recording tapes, replace PC's, UPS batteries and equipment and various other computer system supplies.	\$ 22,000	\$ 22,000
5410	Blank - former food for prisoners	\$ 80,500	\$ 80,500
5411	Fleet Maintenance/Repair: Vehicle inspections, tires, batteries, engine oil, collision deductibles, car washes, and various other vehicle supplies and repairs.	\$ 7,000	\$ 7,000
5411 B	Sub account for the purchase of car warranty extentions for new vehicles (only specialty assigned specialty vehicles - \$3,500/each).	\$ 6,000	\$ 6,000
5412	Office Supplies/Equipment/Printing/Postage/Chief Personal Office Supply	\$ 500	\$ 500
5413	Behavioral Health Unit - expenses	\$ 137,600	\$ 137,600
5414	Uniforms: Estimated cost for 68 officers and 10 dispatchers, including emergency replacement and cleaning allowance per contractual agreement.	\$ 5,000	\$ 5,000
5415	Criminal Bureau/Photography Supplies; Fingerprint Supplies; 3S; various other crime scene investigation related materials.	\$ 3,500	\$ 3,500
5417	General Office Supplies for Records Department and Details	\$ 21,000	\$ 21,000
5	5,418 Axon -Taser Lease Program (5 years thru FY29)	\$ 359,100	\$ 359,100

FY 2023	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	FY 2026	FY 2027	FY 2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC
\$ 214,950	\$ 150,949	\$ 258,650	\$ 139,090	\$ 258,650	\$ 276,350	\$ 276,350	\$ 276,350	\$ 276,350
								FIN.COM REC

	Department	Town Mgr.	Fin Com
5200	Contract Services/Leases	\$ 45,000	\$ 45,000
5201	Professional Training: Firearms Instructor, Community Policing and Management Training, Computer Training for Officers and Dispatchers, MPAC Training, various seminars and updates; Recruit and In-Service Academy training. Training travel expenses.	\$ 33,500	\$ 33,500
5202	Power DMS and DHQ	\$ 15,000	\$ 15,000
5203	Consultation Services: Services related to Internal Investigations. IT Support	\$ 16,000	\$ 16,000
5204	Employee Wellness - On Site Academy wellness program, etc.	\$ 5,000	\$ 5,000
5205	Estimated cost of various memberships including: MA, N.E. and International Chiefs of Police Assn., PERF, FBINA, SRO, Firearm Instructor's Assn., American Society of Law Enforcement, Crime Prevention Officer's Assn., National Pal Assn.	\$ 21,000	\$ 21,000
5207	Contract Cost for Code red (On Solve) and Public Relations and Website Management Firm	\$ 71,350	\$ 71,350
5208	Arms.Veripic, Extra Duty, Copy Machines (4), SmartKey, Firnet Cars, SonicWall, MCOPA Cards, Trailer Camera and Coverts, Gas/Electric Alexander, Transunion, Spamhaus DataFeed, PD Gas/Elec, Booking Camera Smartshot, Mdameon, VMWare, Clerbridge, Equatore	\$ 8,500	\$ 8,500
5209	BAPER-NEMLEC Fees	\$ 2,000	\$ 2,000
5210	CHSB/Teletype Costs: Estimated cost of CJIS system and maintenance contract through CHSB and user fee. Maintenance and user fee for Link to SP Fingerprint Section.	\$ 6,000	\$ 6,000
5211	Blank	\$ 53,000	\$ 53,000
5212	Laptop Maintenance and Replacement	\$ 276,350	\$ 276,350
5214	Delphi Technology IT Monitoring		

FY 2023	FY 2023	FY 2024	FY 2024	FY 2025	FY 2025	FY 2026	FY 2027	FY 2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC
\$ 241,952	\$ 240,270	\$ 273,952	\$ 268,826	\$ 289,043	\$ 288,958	\$ 311,374	\$ 226,278	\$ 226,278
								FIN.COM REC

	Department	Town Mgr.	Fin Com
5800	Cost for purchase of 3 Replacement Police Cruisers (\$75,426)	\$ 226,278	\$ 226,278
		\$ 226,278	\$ 226,278



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7.8. Sealer of Weights and Measure

Department Explanation

The Sealer of Weights and Measures is responsible for enforcing the accuracy requirements and other standards relating to weighing and measuring devices used in the sale of food, fuels, and other products. The Building Commissioner has picked up the additional duties associated with the Sealer of Weights and Measures.

	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
SEALER OF WEIGHTS										
<i>Personnel Services</i>										
Full Time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part Time/Seasonal										
Overtime										
Contractual Obligations										
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Expenses</i>										
Supplies and Expenses										
Contract Services/Leases	\$ 13,500	\$ 13,500	\$ 16,000	\$ 16,000	\$ 16,000	\$ 15,239	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Utilities										
Capital Outlay										
Total Expenses	\$ 13,500	\$ 13,500	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
TOTAL BUDGET	\$ 13,500	\$ 13,500	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000

Position	FY2026	FY2027
	FTE	FTE
Weights & Measurer Insp		
Total Staffing	0	0



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Section 8: Public Works

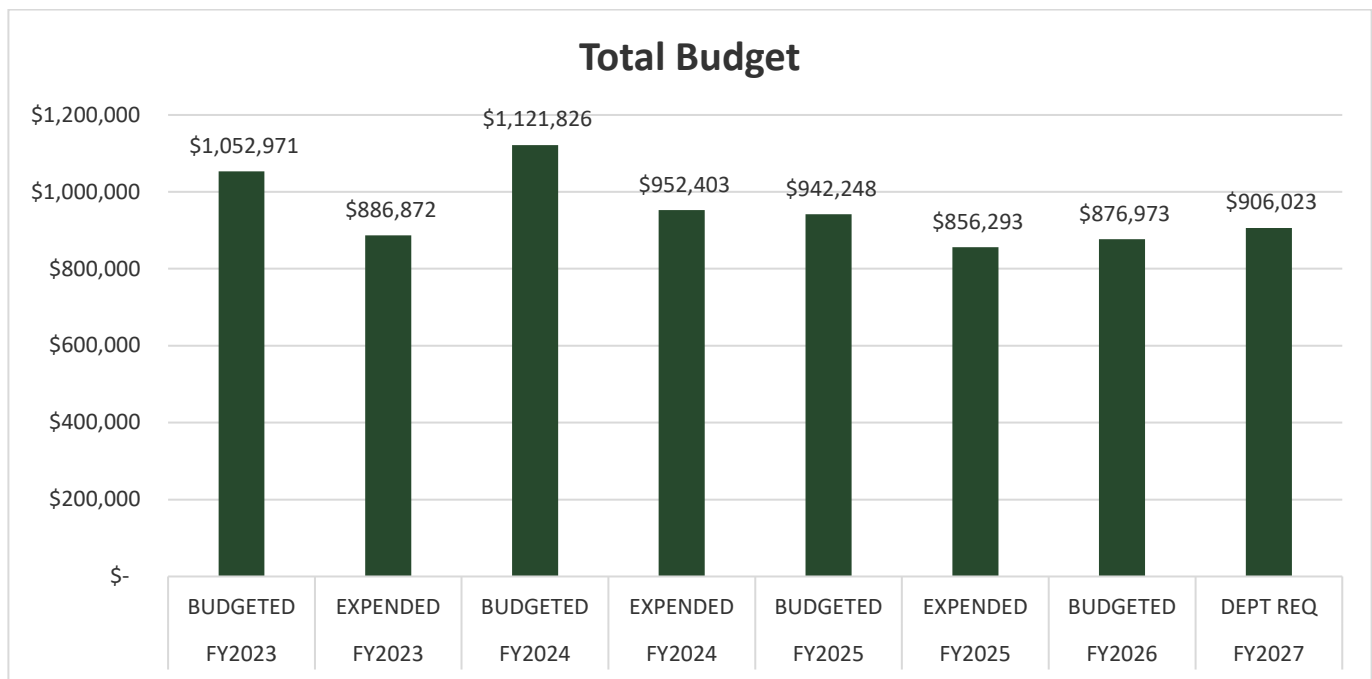
8.1. Administration

Mission Statement

The Public Works Administration Office manages all divisions of the Department of Public Works, and is directly responsible recycling / trash collection, street opening permits, occupancy permits, and the Department of Public Works social media accounts. The Department is made up of the Director of Public Works, an Operations Supervisor, a Recycling Coordinator, Billing Coordinator, and Clerical staff.

Budget Narrative

In FY 27, the DPW Administration budget will increase by \$29,050.00. This change reflects annual adjustments to personnel expenses.





Programs and Services

The DPW Administration Office manages all Divisions of the Department of Public Works to ensure that the DPW operates in the most cost effective and efficient manner possible, and works closely with other departments within the Town, providing technical support, plan review, and other miscellaneous support.

The Administration Office manages funding of all capital projects, including infrastructure repairs funded through State aid and Town capital funding. It is also responsible for Public Works related grant funding and federal reimbursement activities related to storms or other emergencies and manages all payroll and account payable activities of the Department of Public Works.

The Water and Sewer Billing is also managed by DPW Administration and is responsible for setting water and sewer rates, billing abatements, and final reads. The Billing Clerk and support staff from the DPW Administration answer customer calls and complaints throughout the day.

The Residential Trash and Recycling program is also managed by DPW Administration.

Automated recycling continued this year, together with continued mandatory recycling enforcement and the automated trash collection program, resulting in a recycling rate of 23%. Recycling diverted over 3,815 tons of material from the waste stream. Sales of Official Overflow Bags for excess trash disposal resulted in over \$52,000 being returned to the General Fund.

The Mattress and Box Spring recycling (mandatory since 11/01/22 per Mass DEP) resulted in recycling of 883 mattresses and 369 box springs.

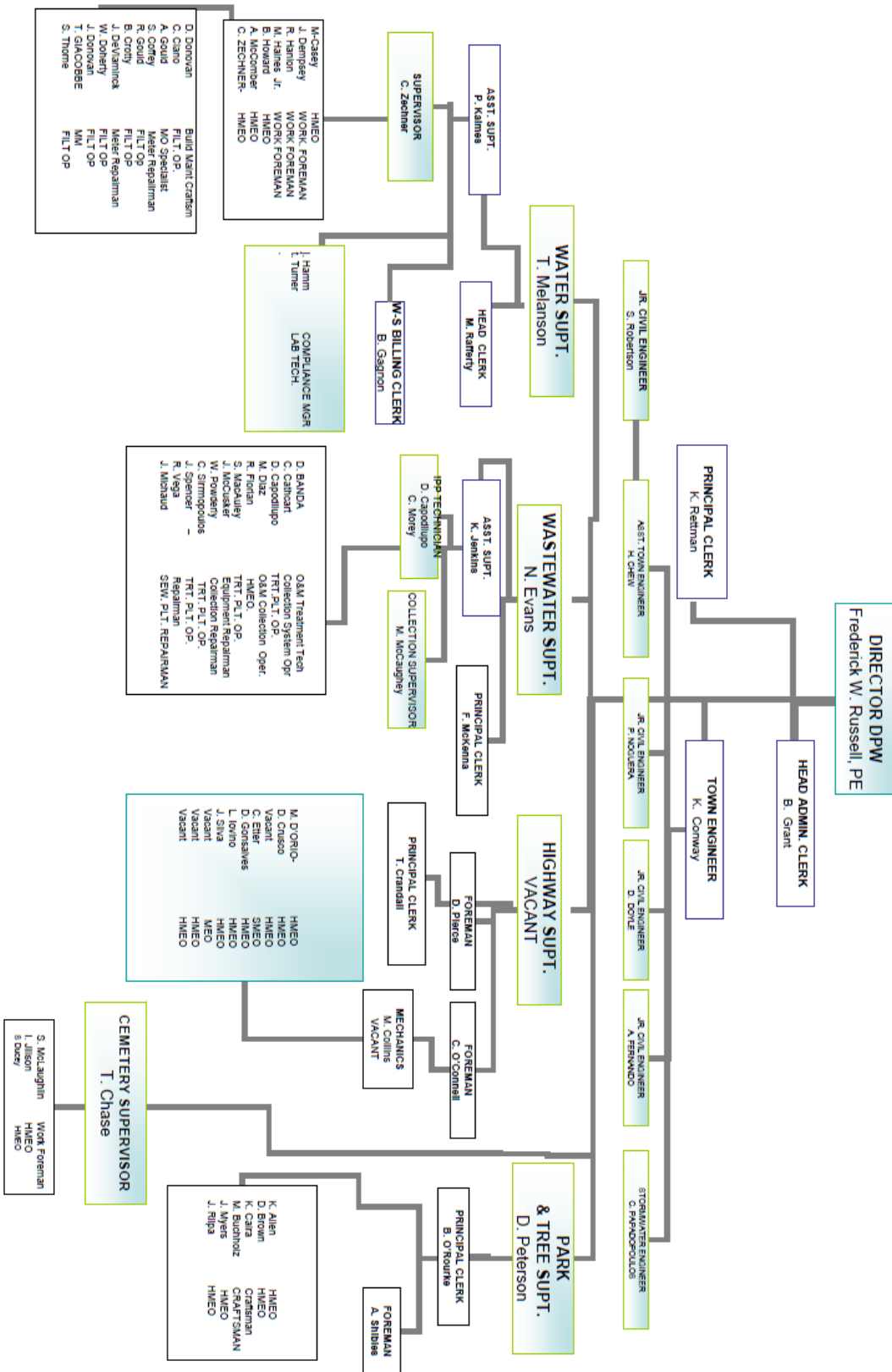
Textile recycling through Helpsy resulted in recycling of over 2,450 pounds of textiles.

PUBLIC WORKS

FIRST RESPONDER



Organizational Chart





**DPW ADMINISTRATION DEPARTMENT
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE		TOTAL SALARY
					INCENTIVE	LONGEVITY	BENEFIT
Fred Russell	DPW Director	9/9	11/29/2021	\$ 220,213.21	\$ -	\$ -	\$ 220,213.21
Grant, Brenda	Head Administrative Clerk	7/7	6/26/1989	\$ 75,977.76	\$ 1,000.00	\$ 5,434.00	\$ 82,411.76
Crandall, Patricia	Principal Clerk	7/7	1/22/2006	\$ 61,988.41	\$ 1,000.00	\$ 3,700.00	\$ 66,688.41
McKenna, Mary Fiona	Principal Clerk	7/7	5/28/1996	\$ 61,988.41	\$ 1,000.00	\$ 5,200.00	\$ 68,188.41
Rafferty, Mary Ann	Head Clerk	7/7	1/16/2001	\$ 67,985.95	\$ 1,000.00	\$ 4,650.00	\$ 73,635.95
Gagnon, Brittany	Head Clerk	4/5	10/23/2024	\$ 64,600.22	\$ 1,000.00	\$ -	\$ 65,600.22
O'Rourke, Brienne	Principal Clerk	4/5	5/31/2022	\$ 57,540.32	\$ 1,000.00	\$ -	\$ 58,540.32
Rettman, Kathleen	Principal Clerk	3/4	5/22/2023	\$ 55,369.52	\$ 1,000.00	\$ -	\$ 56,369.52
	Seasonal Employees	0	1/0/1900	\$ 160,000.00	\$ -	\$ -	\$ 160,000.00
							\$ -
							\$ -
DEPARTMENT TOTAL				\$ 825,663.79	\$ 7,000.00	\$ 18,984.00	\$ 851,647.79

Total Full Time \$ 665,663.79
 Total Seasonal \$ 160,000.00
 Total Overtime
 Total Contract \$ 25,984.00
 Total \$ 851,647.79

**DPW ADMINISTRATION DEPARTMENT
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE		TOTAL SALARY
					INCENTIVE	LONGEVITY	BENEFIT
Fred Russell	DPW Director	9/9	11/29/2021	\$ 203,524.22			\$ 203,524.22
Grant, Brenda	Head Administrative Clerk	7/7	6/26/1989	\$ 75,596.07	\$ 1,000.00	\$ 5,434.00	\$ 82,030.07
Crandall, Patricia	Principal Clerk	7/7	1/22/2006	\$ 61,677.00	\$ 1,000.00	\$ 2,700.00	\$ 65,377.00
McKenna, Mary Fiona	Principal Clerk	7/7	5/28/1996	\$ 61,677.00	\$ 1,000.00	\$ 3,900.00	\$ 66,577.00
Rafferty, Mary Ann	Head Clerk	7/7	1/16/2001	\$ 67,644.41	\$ 1,000.00	\$ 3,700.00	\$ 72,344.41
Gagnon, Brittany	Head Clerk	4/5	10/23/2024	\$ 61,785.18	\$ 1,000.00	\$ -	\$ 62,785.18
O'Rourke, Brienne	Principal Clerk	4/5	5/31/2022	\$ 55,011.84	\$ 1,000.00	\$ -	\$ 56,011.84
Rettman, Kathleen	Principal Clerk	3/4	5/22/2023	\$ 52,948.43	\$ 1,000.00		\$ 53,948.43
	Seasonal Employees			\$ 160,000.00			\$ 160,000.00
DEPARTMENT TOTAL				\$ 799,864.15	\$ 7,000.00	\$ 15,734.00	\$ 822,598.15

Total Full Time \$ 639,864.15
 Total Part Time/ \$ 160,000.00
 Total Overtime
 Total Contract \$ 22,734.00
 Total \$ 822,598.15



DESCRIPTION/DETAIL

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 3,000	\$ 2,883	\$ 3,000	\$ 2,365	\$ 3,000	\$ 2,965	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000

Department Town Mgr. Fin Com

Supplies and Expenses

Journal subscriptions, technical updates, miscellaneous software purchases, Advertising for equipment, supplies and services, construction bids, legal notices

\$ 3,000 \$ 3,000 \$ 3,000

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 21,825	\$ 21,825	\$ 51,825	\$ 46,121	\$ 51,375	\$ 50,443	\$ 51,375	\$ 51,375	\$ 51,375	\$ 51,375

Department Town Mgr. Fin Com

Contract Services/Leases
 Professional affiliations such as American Water Pollution Control, American Public Works Association, Civil Engineering Associations. Payment for federally mandated random drug testing of CDL drivers and pre-employment physicals

\$ 51,375 \$ 51,375 \$ 51,375

Total Contract Services



8.2. Cemetery

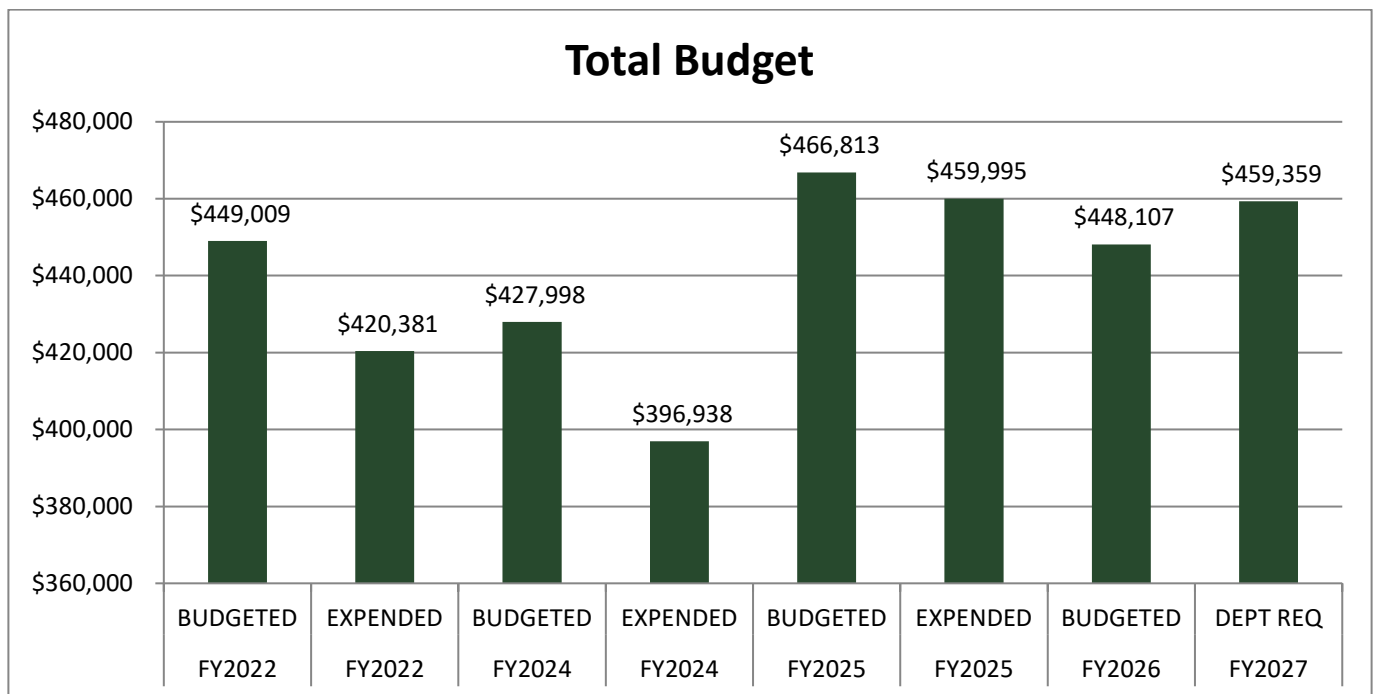
Mission Statement

The Cemetery Department is responsible for the operation, maintenance, and expansion of the town's cemeteries. The six cemeteries under town jurisdiction are Fox Hill, North, South, Jacob Hill, Old North, and the Rogers Family Tomb.

The Cemetery Department budget consists of a Supervisor, a Working Foreman, and two Heavy Equipment Operators.

Budget Narrative

In FY 27, the Cemetery Department budget will increase \$11,252.00. This change reflects annual adjustments to personnel expenses.





Programs and Services

The Cemetery Division is responsible for the operation and maintenance of the Town's six cemeteries: Fox Hill, North, South, Job Hill, Old North, and the Rogers Family Tomb.

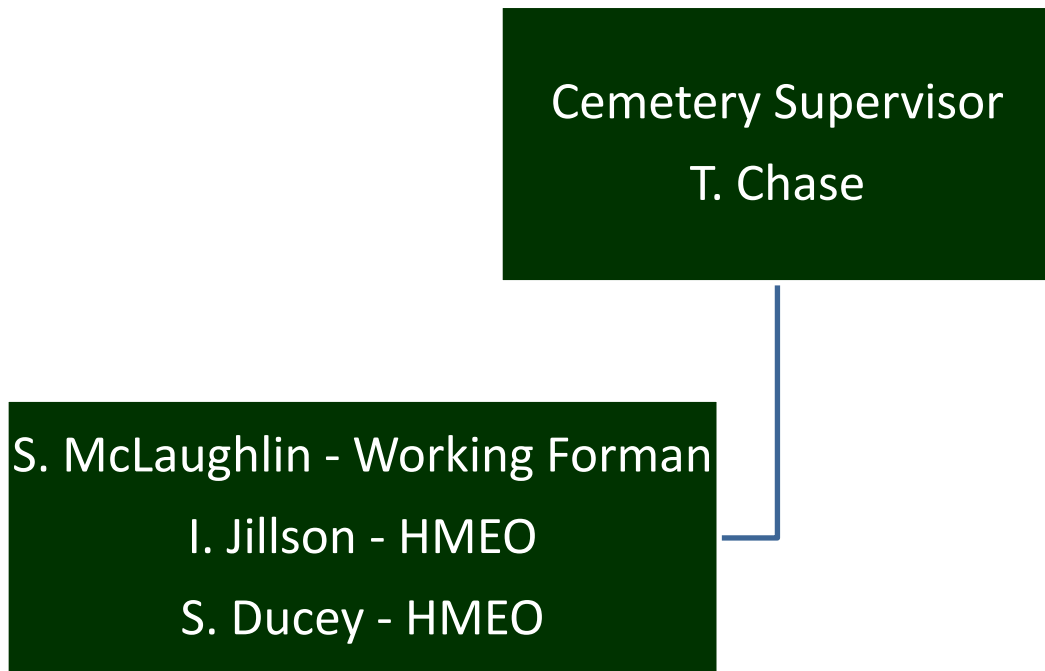
There were 196 burials in the year 2025. Total revenue generated from the sale of grave plots and other services provided by the Town for 2025 was \$267,360.00. The Cemetery Division staff installed 19 flat grave markers, 29 Veteran markers and 43 foundations for headstones.

During 2025, there were two hazardous trees removed at the Fox Hill Cemetery, and five hazardous trees removed at the North Cemetery.

The Cemetery Staff also assist in snow plowing operations.



Organizational Chart





CEMETERY

	FY2022	FY2022	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC	
<i>Personnel Services</i>											
Full Time	\$ 275,357	\$ 287,526	\$ 296,970	\$ 295,969	\$ 315,785	\$ 315,785	\$ 318,079	\$ 328,281	\$ 328,281	\$ 328,281	\$ 328,281
Part Time/Seasonal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	\$ 58,200	\$ 39,694	\$ 58,200	\$ 58,200	\$ 58,200	\$ 56,763	\$ 58,200	\$ 58,200	\$ 58,200	\$ 58,200	\$ 58,200
Contractual Obligations	\$ 49,752	\$ 25,786	\$ 7,128	\$ 6,150	\$ 7,128	\$ 6,260	\$ 7,128	\$ 7,128	\$ 7,128	\$ 7,128	\$ 7,128
Perpetual Care Interest Trans.											
Total	\$ 383,309	\$ 353,006	\$ 362,298	\$ 360,319	\$ 381,113	\$ 378,808	\$ 383,407	\$ 393,609	\$ 393,609	\$ 393,609	\$ 393,609

	FY2026	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC	
<i>Expenses</i>											
Supplies and Expenses	\$ 43,000	\$ 42,582	\$ 43,000	\$ 18,760	\$ 43,000	\$ 41,937	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000
Mosquito Control	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contract Services/Leases	\$ 20,450	\$ 18,887	\$ 20,450	\$ 15,609	\$ 20,450	\$ 18,197	\$ 19,450	\$ 19,450	\$ 19,450	\$ 19,450	\$ 19,450
Utilities	\$ 2,250	\$ 5,906	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300
Capital Outlay					\$ 20,000	\$ 18,803	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 65,700	\$ 67,375	\$ 65,700	\$ 36,619	\$ 85,700	\$ 81,187	\$ 64,700	\$ 65,750	\$ 65,750	\$ 65,750	\$ 65,750
TOTAL BUDGET	\$ 449,009	\$ 420,381	\$ 427,998	\$ 396,938	\$ 466,813	\$ 459,995	\$ 448,107	\$ 459,359	\$ 459,359	\$ 459,359	\$ 459,359

Position	FY2026	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027	FY2027
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Supintendent	1	1	1	1	1	1	1	1	1	1	1
Working Foremen	1	1	1	1	1	1	1	1	1	1	1
Heavy Mtr. Equip. Oper.	1	1	1	1	1	1	1	1	1	1	1
Heavy Mtr. Equip. Oper.	1	1	1	1	1	1	1	1	1	1	1
Seasonal*	0	0	0	0	0	0	0	0	0	0	0
TOTAL STAFF	4	4	4	4	4	4	4	4	4	4	4

Dep. Req. TM Rec Fin Com Rec
 FY2027 FY2027 FY2027

Difference PY \$ 11,252

2.51%



**CEMETERY DIVISION
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/HOIST	SICK LEAVE INCENTIVE	MEALS	PESTICIDE	LONGEVITY	TOTAL SALARY BENEFIT
Tim Chase	Supervisor	5	8/27/2012	\$ 96,988.45	\$ 800.00		\$ 600.00	\$ 332.00	\$ 150.00		\$ 98,870.45
McLaughlin, Stephen	Working Foreman	8	1/25/2000	\$ 89,376.87	\$ 800.00		\$ 600.00	\$ 332.00			\$ 91,108.87
Jillson, Ian	Heavy Mtr. Equip. Oper.	4	7/16/2017	\$ 67,630.51	\$ 800.00		\$ 600.00	\$ 332.00			\$ 69,362.51
Ducey, Stephen	Heavy Mtr. Equip. Oper.	8	11/13/2000	\$ 74,285.50	\$ 800.00	\$ 50.00	\$ 600.00	\$ 332.00			\$ 76,067.50
DEPARTMENT TOTAL				\$ 328,281.33	\$ 3,200.00	\$ 50.00	\$ 2,400.00	\$ 1,328.00	\$ 150.00	\$ -	\$ 335,409.33

Total Full Time \$ 328,281.33
 Total Seasonal \$ -
 Total Overtime \$ 58,200.00
 Total Contract \$ 7,128.00
 Total \$ 393,609.33

**CEMETERY DIVISION
SALARY INFORMATION FY2026 DEPARTMENT REQUESTED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/HOIST	SICK LEAVE INCENTIVE	MEALS	PESTICIDE	LONGEVITY	TOTAL SALARY BENEFIT
Tim Chase	Supervisor	5	8/27/2012	\$ 94,163.55	\$ 800.00		\$ 600.00	\$ 332.00	\$ 150.00		\$ 96,045.55
McLaughlin, Stephen	Working Foreman	8	1/25/2000	\$ 86,773.66	\$ 800.00		\$ 600.00	\$ 332.00	\$ -		\$ 88,505.66
Jillson, Ian	Heavy Mtr. Equip. Oper.	4	11/13/2000	\$ 65,660.68	\$ 800.00	\$ -	\$ 600.00	\$ 332.00	\$ -		\$ 67,392.68
Ducey, Stephen	Heavy Mtr. Equip. Oper.	7/8	11/13/2000	\$ 71,481.57	\$ 800.00		\$ 600.00	\$ 332.00	\$ -		\$ 73,213.57
0				\$ -	\$ -		\$ -	\$ -	\$ -		\$ -
DEPARTMENT TOTAL				\$ 318,079.46	\$ 3,200.00	\$ -	\$ 2,400.00	\$ 1,328.00	\$ 150.00	\$ -	\$ 325,157.46

OT increased \$2,560.00 1.046% increase

Total Full Time \$ 318,079.00
 Total Seasonal \$ -
 Total Overtime \$ 58,200.00
 Total Contract \$ 7,078.00
 Total \$ 383,357.00

DESCRIPTION DETAIL

CEMETERY

FY2023	FY2023	FY2024	FY2024	FY2026	FY2026	FY2025	FY2025	FY2026	FY2026	FY2027	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REQ	TM REC	FIN COM REC	
\$ 43,000	\$ 42,582	\$ 43,000	\$ 18,760	\$ 43,000	\$ 41,937	\$ 43,000	\$ 41,937	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000	\$ 43,000

Department	Town Mgr.	Fin Com
General office supplys	\$ 400.00	\$ 400.00
Equipment repairs, parts, fence repairs and building repairs.	\$ 9,000.00	\$ 9,000.00
Accessories, safety supplies, custodial supplies and flags.	\$ 3,500.00	\$ 3,500.00
Supplies for operating Cemetery ie. propane tanks, planks,	\$ 5,000.00	\$ 5,000.00
Hydro seeding supplies, seed and fertilizer	\$ 5,000.00	\$ 5,000.00
Subscriptions to trade magazines, association dues and memberships.	\$ 600.00	\$ 600.00
Vegetation killer, wasp spray, weed killer	\$ 1,500.00	\$ 1,500.00
Replace worn or broken tools	\$ 5,000.00	\$ 5,000.00
Planting Veteran's Day flowers, Christmas decorations, mulch, square plantings and tree replacements	\$ 4,000.00	\$ 4,000.00
Bark Mulch for Town Common & Veteran Squares	\$ -	\$ -
Concrete Foundations	\$ 6,000.00	\$ 6,000.00
Immate Services	\$ 3,000.00	\$ 3,000.00
Frost Removers - not needed to purchase this year	\$ -	\$ -
Total Supplies and Expenses	\$ 43,000.00	\$ 43,000.00

FY2023	FY2023	FY2024	FY2024	FY2026	FY2026	FY2025	FY2025	FY2026	FY2026	FY2027	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REQ	TM REC	FIN COM REC	
\$ 20,450	\$ 18,887	\$ 20,450	\$ 15,609	\$ 20,450	\$ 18,197	\$ 19,450	\$ 19,450	\$ 19,450	\$ 19,450	\$ 19,450	\$ 19,450	\$ 19,450	\$ 19,450

Department	Town Mgr.	Fin Com
Contract Services	\$ 5,000.00	\$ 5,000.00
Outside Services - Irrigation / Deep Time Areation, Hydroseeding -	\$ 3,000.00	\$ 3,000.00
Uniforms -	\$ 5,000.00	\$ 5,000.00
Maintenance contracts-	\$ 6,000.00	\$ 6,000.00
CHS Consulting -Cemetery	\$ 450.00	\$ 450.00
Clothing Allowance per SEIU	\$ -	\$ -
Total Contract Services	\$ 19,450.00	\$ 19,450.00

FY2023	FY2023	FY2024	FY2024	FY2026	FY2026	FY2025	FY2025	FY2026	FY2026	FY2027	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REQ	TM REC	FIN COM REC	
\$ 2,250	\$ 5,906	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 2,250	\$ 3,300	\$ 3,300	\$ 3,300	\$ 3,300

Department	Town Mgr.	Fin Com
Utilities	\$ 1,800.00	\$ 1,800.00
Electricity for Cemetery Garage, Office & Outside Lights	\$ 1,500.00	\$ 1,500.00
Fuel/ Heat for Cemetery Garage & Office	\$ 3,300.00	\$ 3,300.00
Total Utilities	\$ 3,300.00	\$ 3,300.00





8.3. Engineering

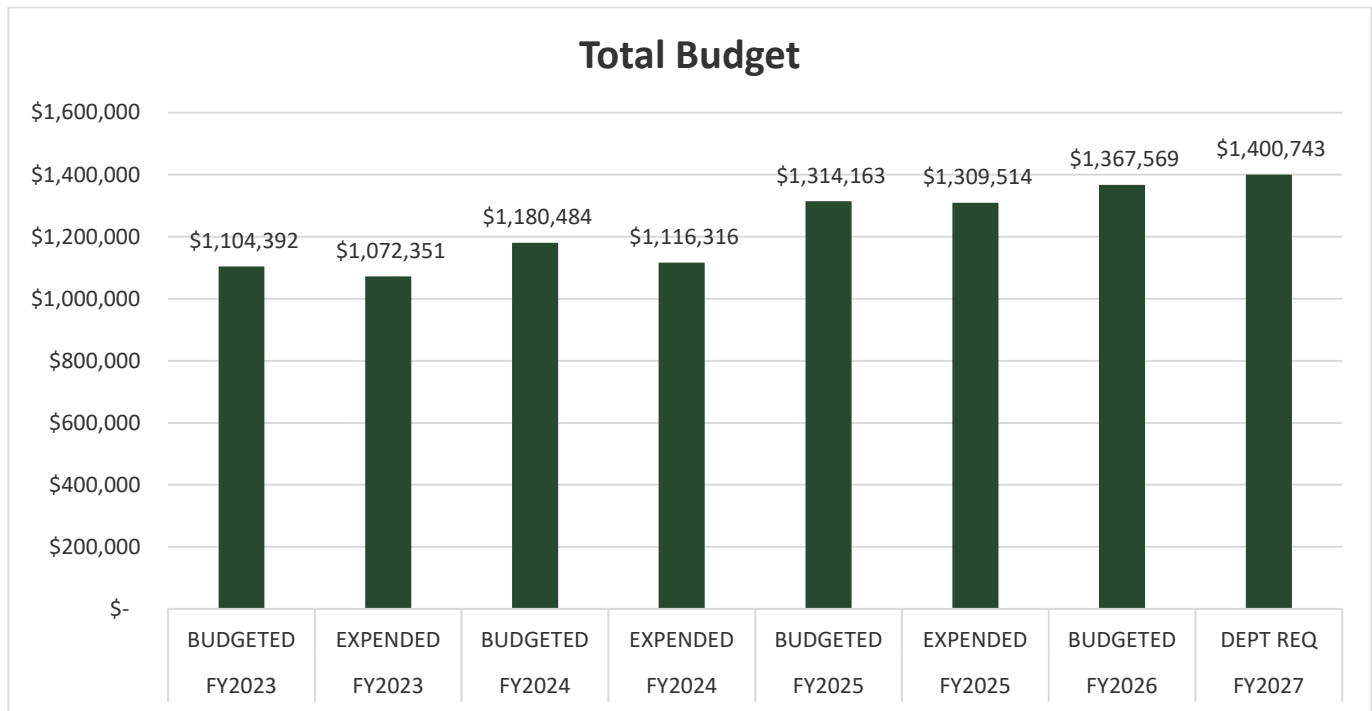
Mission Statement

The Department of Public Works Engineering Division manages the efforts related to the design development and construction of the town’s various infrastructure improvement projects.

Typical infrastructure improvement projects relate to water, sewer, and drainage maintenance, improvements, or extensions. The Engineering Division administers the Town's Roadway Management Program, which involves the programming of annual roadway and sidewalk maintenance town wide.

Budget Narrative

In FY 27, the Engineering Division budget will increase by \$33,174. This reflects annual personnel cost adjustments, along with higher expenses for supplies and consultant services.





Programs and Services

The Engineering Division manages the design, development, and construction of many of the Town's infrastructure improvement projects, manages the Stormwater Management Program, and maintains the Town's centralized Geographic Information Systems (GIS) database.

The Engineering Division is responsible for the maintenance and oversight of approximately 258 miles of roadway—202.4 miles of accepted roads and 55.6 miles of unaccepted roads—as well as nearly 90 miles of sidewalks.

At the 2025 Spring Town Meeting, six additional roads were accepted, further expanding the Town's infrastructure network. During 2025, twenty-seven roads were repaved, reconstructed, or treated with pavement preservation applications, and numerous major infrastructure projects were underway, including improvements to Middlesex Turnpike and Boston Road, construction of the new DPW facility, water and sewer system upgrades, traffic safety improvements, and rehabilitation of critical utility infrastructure. Eight additional capital projects remained in design development, reflecting continued long-term investment in transportation, drainage, and utility systems.

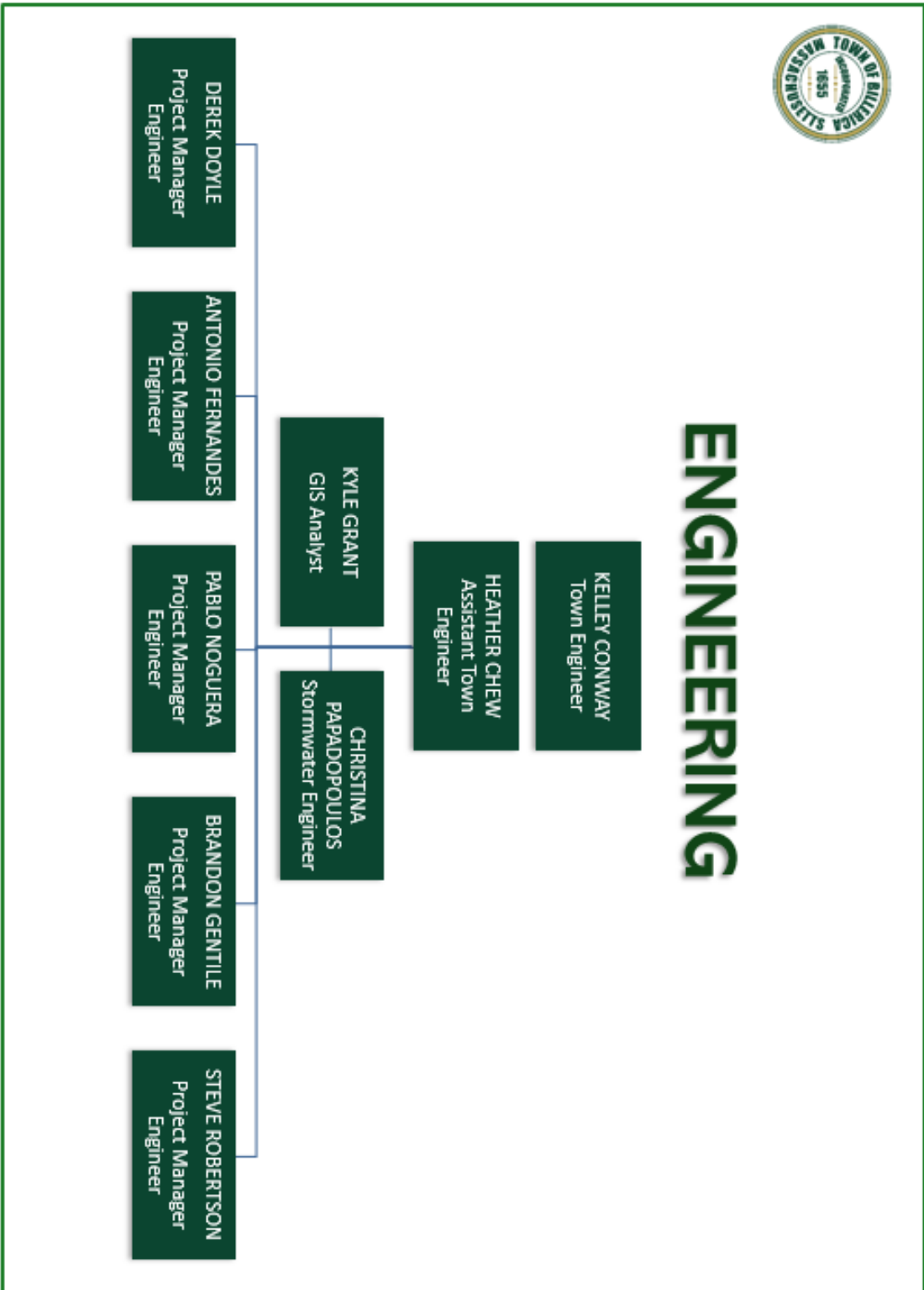


The Division manages compliance with the Town's Massachusetts Small Municipal Separate Storm Sewer System (MS4) General Permit, overseeing 640 regulated stormwater outfalls and completing state-funded culvert evaluation and improvement initiatives. Staff maintain and update the Town's GIS systems, including annual assessor parcel updates and utility infrastructure mapping. The Division provides plan review, inspection, and technical support services for subdivisions, private development, sewer extensions, and roadway construction required under the adequate access by-law.

In 2025, the Division enhanced customer service by implementing an online permitting system for multiple permit types. Throughout the year, staff issued and/or inspected 88 Street Opening Permits, 91 Sewer Permits, 62 Trench Permits, approved 56 Drainlayers, issued 12 Stormwater Permits, and reviewed 462 Building Permit applications and 78 Occupancy Permit applications, ensuring regulatory compliance and the integrity of the Town's public infrastructure.



Organizational Chart





ENGINEERING DIVISION

Personnel Services

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COMI REC
Full Time	\$ 850,266	\$ 835,131	\$ 899,820	\$ 896,313	\$ 1,058,642	\$ 1,058,043	\$ 1,105,965	\$ 1,124,600	\$ 1,124,600	\$ 1,124,600
Part Time/Seasonal										
Overtime	\$ -	\$ -	\$ 26,493	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Obligations	\$ 19,060	\$ 19,060	\$ 19,510	\$ 14,910	\$ 20,410	\$ 20,410	\$ 26,493	\$ 28,143	\$ 28,143	\$ 28,143
Total	\$ 869,326	\$ 854,191	\$ 945,823	\$ 911,223	\$ 1,079,052	\$ 1,078,453	\$ 1,132,458	\$ 1,152,743	\$ 1,152,743	\$ 1,152,743

Expenses

Supplies and Expenses	\$ 8,000	\$ 7,701	\$ 8,000	\$ 7,949	\$ 8,000	\$ 7,102	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Contract Services/Leases	\$ 227,066	\$ 210,459	\$ 226,661	\$ 197,144	\$ 227,111	\$ 223,960	\$ 227,111	\$ 240,000	\$ 240,000	\$ 240,000
Utilities										
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 235,066	\$ 218,160	\$ 234,661	\$ 205,093	\$ 235,111	\$ 231,062	\$ 235,111	\$ 248,000	\$ 248,000	\$ 248,000

TOTAL BUDGET

	\$ 1,104,392	\$ 1,072,351	\$ 1,180,484	\$ 1,116,316	\$ 1,314,163	\$ 1,309,514	\$ 1,367,569	\$ 1,400,743	\$ 1,400,743	\$ 1,400,743
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	FY2026	Dep. Req. FY2027	TM. Rec. FY2027	Fin Com Rec. FY2027	Difference PY	% PY
					33,174.35	2.43%

Position	FTE	FTE	FTE	FTE
Town Engineer	1	1	1	1
Assistant Town Engineer	1	1	1	1
Stormwater Engineer	1	1	1	1
Project Manager Engineers	5	5	5	5
GIS Analyst	1	1	1	1
Total Staffing	9	9	9	9



**ENGINEERING DIVISION
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Kelley Conway	Town Engineer	7	1/30/2006	\$ 182,050.50		\$ 3,393.00	\$ 185,443.50
Derek Doyle	Project Manager Engineer	5	11/5/2007	\$ 110,086.12	\$ 1,000.00	\$ 2,800.00	\$ 113,886.12
Antonio Fernandes	Project Manager Engineer	5	8/4/2005	\$ 110,086.12	\$ 1,000.00	\$ 3,300.00	\$ 114,386.12
Pablo Noguera	Project Manager Engineer	5	11/21/1983	\$ 110,086.12	\$ 1,000.00	\$ 4,100.00	\$ 115,186.12
Kyle Grant	GIS Analyst	9	11/18/2013	\$ 135,209.46			\$ 135,209.46
Heather Chew	Assistant Town Engineer	5	7/1/2013	\$ 122,331.89	\$ 1,000.00	\$ 2,100.00	\$ 125,431.89
Brandon Gentile	Project Manager Engineer	5	5/29/2023	\$ 110,086.12	\$ 1,000.00	\$ -	\$ 111,086.12
Christina Papadopoulos	Stormwater Engineer	5	2/27/2022	\$ 122,331.89	\$ 1,000.00	\$ 1,650.00	\$ 124,981.89
Steve Robertson	Project Manager Engineer	5	6/14/1999	\$ 122,331.89	\$ 1,000.00	\$ 3,800.00	\$ 127,131.89
DEPARTMENT TOTAL				\$ 1,124,600.11	\$ 7,000.00	\$ 21,143.00	\$ 1,152,743.11

Total Full Time \$ 1,124,600.11
 Total Overtime \$ -
 Total Contract \$ 28,143.00
 Total \$ 1,152,743.11

**ENGINEERING DIVISION
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	SICK LEAVE INCENTIVE	LONGEVITY	TOTAL SALARY BENEFIT
Kelley Conway	Town Engineer	9	1/30/2006	\$ 170,772.76		\$ 3,393.00	\$ 174,165.76
Derek Doyle	Project Manager Engineer	5	11/5/2007	\$ 109,534.88	\$ 1,000.00	\$ 2,800.00	\$ 113,334.88
Antonio Fernandes	Project Manager Engineer	5	8/4/2005	\$ 109,534.88	\$ 1,000.00	\$ 3,300.00	\$ 113,834.88
Pablo Noguera	Project Manager Engineer	5	11/21/1983	\$ 109,534.88	\$ 1,000.00	\$ 4,100.00	\$ 114,634.88
Kyle Grant	GIS Analyst	9	11/18/2013	\$ 131,894.53			\$ 131,894.53
Heather Chew	Assistant Town Engineer	5	7/1/2013	\$ 121,719.32	\$ 1,000.00	\$ 2,100.00	\$ 124,819.32
Brandon Gentile	Project Manager Engineer	5	5/29/2023	\$ 109,534.88	\$ 1,000.00	\$ -	\$ 110,534.88
Christina Papadopoulos	Stormwater Engineer	5	2/27/2022	\$ 121,719.32	\$ 1,000.00	\$ -	\$ 122,719.32
Steve Robertson	Project Manager Engineer	5	6/14/1999	\$ 121,719.32	\$ 1,000.00	\$ 3,800.00	\$ 126,519.32
DEPARTMENT TOTAL				\$ 1,105,964.76	\$ 7,000.00	\$ 19,493.00	\$ 1,132,457.76

Total Full Time 1105964.764
 Total Overtime \$ -
 Total Contract \$ 26,493.00
 Total \$ 1,132,457.76

NOTE: This was miscalculated in FY2025 the correct number is \$25,210



ENGINEERING DIVISION

DESCRIPTION/DETAIL

FY/2022 BUDGETED	FY/2022 EXPENDED	FY/2023 BUDGETED	FY/2023 EXPENDED	FY/2024 BUDGETED	FY/2024 EXPENDED	FY/2026 BUDGETED	FY/2026 EXPENDED	FY/2027 DEPT REQ	FY/2027 TM REC	FY/2027 FIN COM REC
\$ 8,000	\$ 7,929	\$ 8,000	\$ 7,701	\$ 8,000	\$ 7,949	\$ 8,000	\$ 7,102	\$ 8,000	\$ 8,000	\$ 8,000

Supplies and Expenses

Includes office supplies, field supplies and equipment, ink and paper for large format plotter, cellular fees for field equipment including gps and tablets.

Department	Town Mgr.	Fin Com
\$ 8,000	\$ 8,000	\$ 8,000
\$ 8,000	\$ 8,000	\$ 8,000

Contract Services/Leases

Licenses, Trainings, Seminars and Memberships
 MMCOG services related to Stormwater Collaborative

FY/2022 BUDGETED	FY/2022 EXPENDED	FY/2023 BUDGETED	FY/2023 EXPENDED	FY/2024 BUDGETED	FY/2024 EXPENDED	FY/2026 BUDGETED	FY/2026 EXPENDED	FY/2027 DEPT REQ	FY/2027 TM REC	FY/2027 FIN COM REC
\$ 227,066	\$ 220,427	\$ 227,066	\$ 210,459	\$ 226,661	\$ 197,144	\$ 227,111	\$ 223,960	\$ 240,000	\$ 240,000	\$ 240,000

Department	Town Mgr.	Fin Com
\$ 4,750	\$ 4,750	\$ 4,750
\$ 4,800	\$ 4,800	\$ 4,800

MMCOG Pictometry 2026 Aerial Flyover & Digital Imagery (year 1 of 3)	\$ 3,870	\$ 3,870	\$ 3,870
Misc consultant services related to on call roadway / traffic(\$100k), water/wastewater analyses (\$35,000), and stormwater compliance (\$75,000)	\$ 223,430	\$ 223,430	\$ 223,430
Clothing Allowance BPAA	\$ 3,150	\$ 3,150	\$ 3,150
Total Contract Services	\$ 240,000	\$ 240,000	\$ 240,000



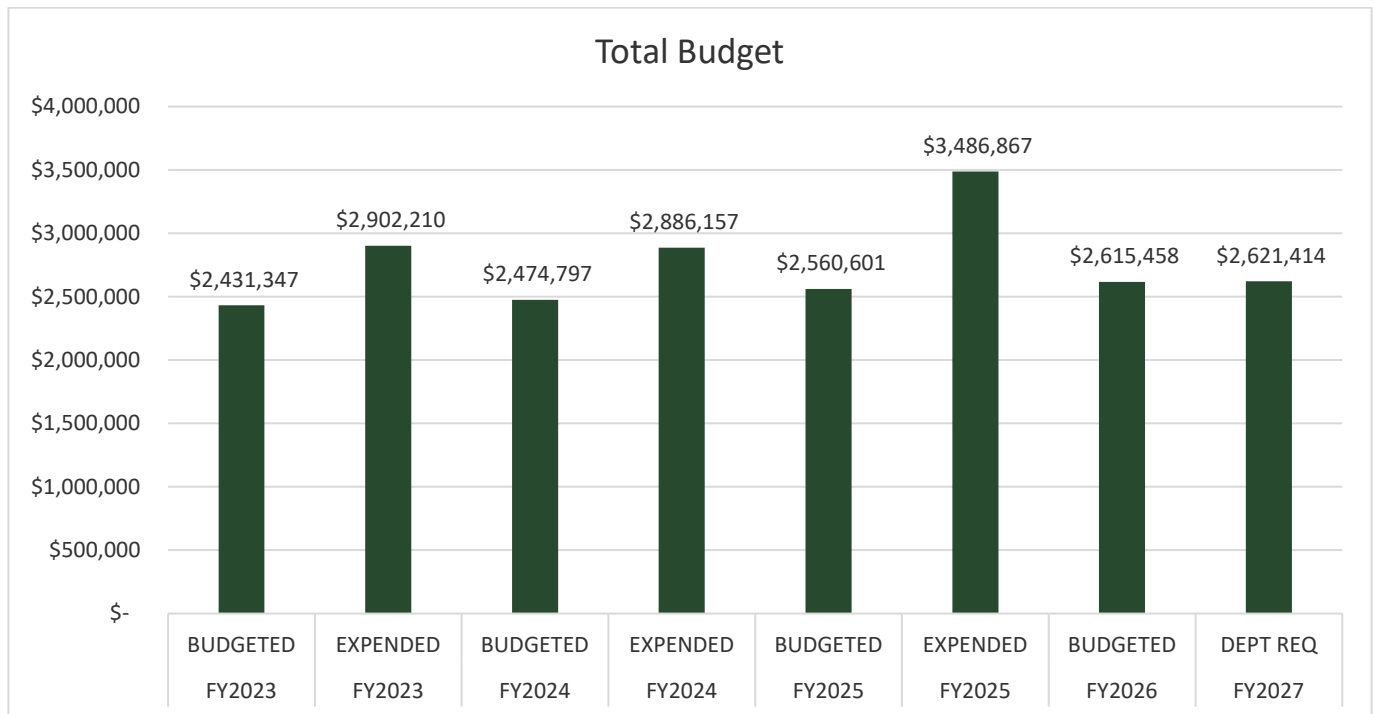
8.4. Highway

Mission Statement

The Highway Division is responsible for maintenance of the town's roads and drainage systems throughout the year, including winter snow and ice removal. The Highway Division also responds to other emergency and non-emergency situations as needed.

Budget Narrative

In FY 27, the Highway Department budget will increase by \$5,956, reflecting annual personnel cost adjustments and higher expenses for mechanics' supplies and Highway Division services.





Programs and Services

The Highway Division provides essential services to maintain the Town's 258 miles of roadway and associated drainage systems while supporting public safety year-round. The Division is responsible for snow and ice control operations, including roadway pretreatment, plowing, and salting, with staffing and response strategies adjusted based on storm timing, intensity, temperature, and projected accumulation. Crews work extended hours during winter events to ensure safe travel conditions for residents and businesses.

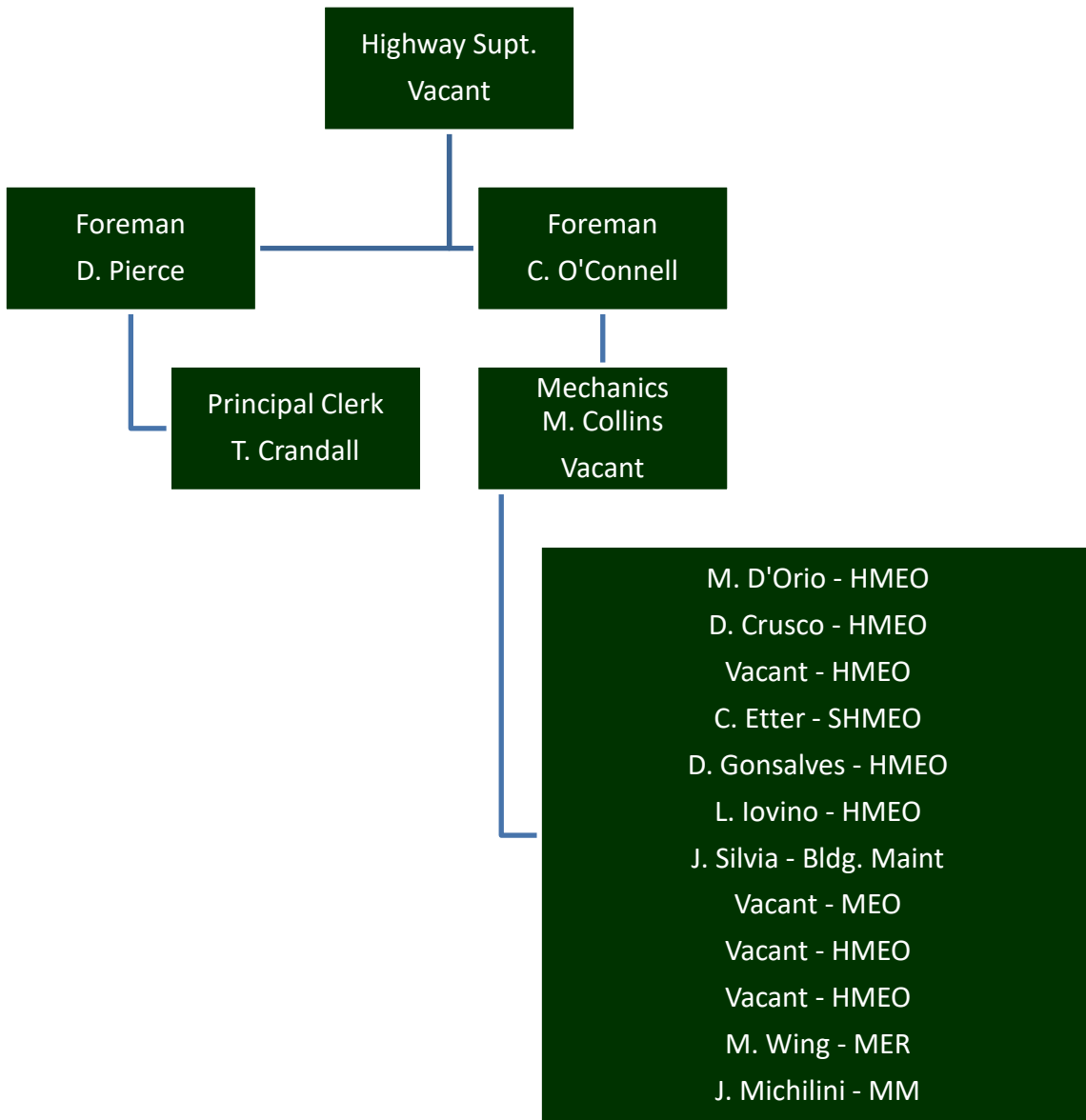


In addition to winter operations, the Division performs ongoing roadway maintenance, including pavement patching, pothole repair, berm and sidewalk repairs, guardrail maintenance, gravel road grading, trench patching related to utility work, roadway sweeping, and response to resident service requests. Drainage system maintenance includes catch basin cleaning and reconstruction, drainpipe repair and replacement, installation of new drainage infrastructure, and outfall clearing. The Town's drainage network includes approximately 125 miles of drain mains and 4,921 catch basins.

The Highway Division also maintains roadway signage, pavement markings such as crosswalks and centerlines, and traffic signal infrastructure, and responds to brush cutting and vegetation management needs throughout the community. The Motor Equipment Repair section supports all DPW operations by providing preventative maintenance and repair services for the Town's fleet, including passenger vehicles, trucks, plows, sanders, and heavy equipment, ensuring reliable equipment performance across all divisions



Organizational Chart





HIGHWAY

Personnel Services

	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	DEPT REQ	TM REC	FIN COM REC
Full Time	\$ 1,105,823	\$ 939,208	\$ 1,149,273	\$ 1,060,306	\$ 1,220,077	\$ 1,129,701	\$ 1,240,077	\$ 1,229,833	\$ 1,229,833	\$ 1,229,833	\$ 1,229,833
Part Time/Seasonal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	\$ 76,681	\$ 61,132	\$ 66,681	\$ 64,427	\$ 66,681	\$ 66,378	\$ 66,681	\$ 66,681	\$ 66,681	\$ 66,681	\$ 66,681
Contractual Obligations	\$ 30,350	\$ 30,350	\$ 30,350	\$ 30,350	\$ 30,350	\$ 30,347	\$ 27,050	\$ 26,800	\$ 26,800	\$ 26,800	\$ 26,800
Snow Overtime	\$ 70,000	\$ 150,321	\$ 70,000	\$ 148,023	\$ 70,000	\$ 240,364	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000

Total	\$ 1,282,854	\$ 1,181,011	\$ 1,318,304	\$ 1,303,106	\$ 1,387,108	\$ 1,466,790	\$ 1,403,808	\$ 1,393,314	\$ 1,393,314	\$ 1,393,314	\$ 1,393,314
Expenses											
Supplies and Expenses	\$ 463,100	\$ 423,856	\$ 473,100	\$ 469,986	\$ 473,100	\$ 473,100	\$ 508,100	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000
Contract Services/Leases	\$ 322,293	\$ 320,750	\$ 322,293	\$ 312,999	\$ 337,293	\$ 336,151	\$ 340,450	\$ 345,000	\$ 345,000	\$ 345,000	\$ 345,000
Utilities	\$ 13,100	\$ 21,708	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Snow & Sand	\$ 350,000	\$ 954,885	\$ 350,000	\$ 786,966	\$ 350,000	\$ 1,197,726	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000
Total Expenses	\$ 1,148,493	\$ 1,721,199	\$ 1,158,493	\$ 1,583,051	\$ 1,173,493	\$ 2,020,077	\$ 1,211,650	\$ 1,228,100	\$ 1,228,100	\$ 1,228,100	\$ 1,228,100

TOTAL BUDGET	\$ 2,431,347	\$ 2,902,210	\$ 2,474,797	\$ 2,886,157	\$ 2,560,601	\$ 3,486,867	\$ 2,615,458	\$ 2,621,414	\$ 2,621,414	\$ 2,621,414	\$ 2,621,414
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Position	FY2026		FY2027		FY2027		FY2027		W/O Snow&San	2,195,458	2,201,414	Difference PY	5,965.79
	FTE	Dep. Req	FTE	TM. Rec.	FTE	Fin Com Rec.	FTE	FTE					
Superintendent	1	1	1	1	1	1	1	1					
Working Foreman	3	3	3	3	3	3	3	3					
SMEO	1	1	1	1	1	1	1	1					
MER	2	2	2	2	2	2	2	2					
HMEO	9	9	9	9	9	9	9	9					
MEO	0	0	0	0	0	0	0	0					
Seasonal/Part Time	0	0	0	0	0	0	0	0					
MM	1	1	1	1	1	1	1	1					
Total Staffing	17	17	17	17	17	17	17	17					0.27%



**HIGHWAY DIVISION
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	SICK LEAVE INCENTIVE	TOOL INCENTIVE	MEALS	LONGEVITY	TOTAL SALARY BENEFIT
Vacant	Spt Hwy	3	12/18/2024	\$ 122,203.33	\$ -	\$ 500.00		\$ 200.00		\$ 122,903.33
Diorio, Mark Allen	HMEO	7/8	9/12/2000	\$ 74,285.50	\$ 800.00	\$ 600.00		\$ 200.00		\$ 75,885.50
Collins, Matthew	MER	5/6	11/3/2011	\$ 74,813.31	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 76,663.31
David Crusco	HMEO	5	6/5/2023	\$ 69,659.42	\$ 800.00	\$ 600.00		\$ 200.00		\$ 71,259.42
Vacant	HMEO	2	7/1/2026	\$ 63,748.24	\$ 800.00	\$ 600.00		\$ 200.00		\$ 65,348.24
O'Connell, Christopher	Working Foreman	7	1/12/2012	\$ 84,620.19	\$ 800.00	\$ 600.00		\$ 200.00		\$ 86,220.19
Derek Pierce	Working Foreman	7/8	11/8/2001	\$ 88,625.17	\$ 800.00	\$ 600.00		\$ 200.00		\$ 90,225.17
Vacant	HMEO	2	7/1/2026	\$ 63,748.24	\$ 800.00	\$ 600.00		\$ 200.00		\$ 65,348.24
Vacant	HMEO	2	7/1/2026	\$ 63,748.24	\$ 800.00	\$ 600.00		\$ 200.00		\$ 65,348.24
Etter, Christopher	SHMEO	4	7/8/2019	\$ 76,046.62	\$ 800.00	\$ 600.00		\$ 200.00		\$ 77,646.62
Vacant	HMEO	1/2	7/1/2026	\$ 61,313.46	\$ 800.00	\$ 600.00		\$ 200.00		\$ 62,913.46
Wing, Matthew	MER	5	9/19/2013	\$ 73,817.76	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 75,667.76
Louis Iovino	HMEO	2/3	4/24/2025	\$ 64,121.93	\$ 800.00	\$ 600.00		\$ 200.00		\$ 65,721.93
Michilini, James	MM	4	11/8/2018	\$ 61,386.53	\$ 800.00	\$ 600.00		\$ 200.00		\$ 62,986.53
David Gonsalves	HMEO	3	9/5/2023	\$ 65,660.68	\$ 800.00	\$ 600.00		\$ 200.00		\$ 67,260.68
Silva, Jason	Build Maint	1/2	10/14/2025	\$ 60,720.67	\$ 800.00	\$ 600.00		\$ 200.00		\$ 62,320.67
Vacant	HMEO	1/2	7/1/2026	\$ 61,313.46	\$ 800.00	\$ 600.00		\$ 200.00		\$ 62,913.46
										\$ -
										\$ -

Total Full Time \$ 1,229,832.75
 Total Overtime \$ 66,681.00
 Total Contract \$ 26,800.00
 Total Snow Overtime \$ 70,000.00
 Total \$ 1,393,313.75

**HIGHWAY DIVISION
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	SICK LEAVE INCENTIVE	TOOL INCENTIVE	MEALS	LONGEVITY	TOTAL SALARY BENEFIT
Craig Chestnut	Spt Hwy	1/2	12/18/2024	\$ 114,861.98	\$ -	\$ 500.00	\$ -	\$ 200.00		\$ 115,561.98
Diorio, Mark Allen	HMEO	7/8	9/12/2000	\$ 71,784.86	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 73,384.86
Collins, Matthew	MER	5	11/3/2011	\$ 71,667.73	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 73,517.73
David Crusco	HMEO	5	6/5/2023	\$ 72,653.33	\$ 800.00	\$ 600.00		\$ 200.00		\$ 74,253.33
Vacant	Working Foreman	5	1/0/1900	\$ 81,369.88	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 82,969.88
O'Connell, Christopher	SMEO	5	1/12/2012	\$ 76,046.62	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 77,646.62
Derek Pierce	Working Foreman	7	11/8/2001	\$ 84,657.23	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 86,257.23
John Ripa	HMEO	2/3	2/12/2024	\$ 62,610.00	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 64,210.00
Vacant	HMEO	1/2	1/20/2025	\$ 68,115.73	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 69,715.73
Etter, Christopher	HMEO	4	7/8/2019	\$ 65,660.68	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 67,260.68
Vacant	Working Foreman	1	1/0/1900	\$ 71,618.91	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 73,468.91
Wing, Matthew	MER	5	9/19/2013	\$ 71,667.73	\$ 800.00	\$ 600.00	\$ 250.00	\$ 200.00		\$ 73,517.73
Zachary Kelly	HMEO	2/3	10/26/2023	\$ 63,179.12	\$ 800.00	\$ 600.00	\$ -	\$ 200.00		\$ 64,779.12
Michilini, James	MM	4	11/8/2018	\$ 59,598.57	\$ 800.00	\$ 600.00		\$ 200.00		\$ 61,198.57
David Gonsalves	HMEO	2/3	9/5/2023	\$ 63,428.11	\$ 800.00	\$ 600.00		\$ 200.00		\$ 65,028.11
Vacant	HMEO	1/2	1/24/2022	\$ 60,578.24	\$ 800.00	\$ 600.00		\$ 200.00		\$ 62,178.24
Vacant	HMEO	1/2	1/20/2025	\$ 60,578.24	\$ 800.00	\$ 600.00		\$ 200.00		\$ 62,178.24
				\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
				\$ -	\$ -	\$ -	\$ -	\$ -		\$ -
DEPARTMENT TOTAL				\$ 1,220,076.96	\$ 12,800.00	\$ 10,100.00	\$ 750.00	\$ 3,400.00	\$ -	\$ 1,247,126.96

Total Full Time \$ 1,220,076.96
 Total Seasonal/Temp
 Total Overtime \$ 66,681.00
 Total Contract \$ 27,050.00
 Total Snow Overtime \$ 70,000.00
 Total \$ 1,383,807.96



DESCRIPTION/DETAIL

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 463,100	\$ 423,856	\$ 473,100	\$ 469,986	\$ 473,100	\$ 473,100	\$ 508,100	\$ 520,000	\$ 520,000	\$ 520,000

Supplies and Expenses

	Department	Town Mgr.	Fin Com
Mechanics Section for the cost to maintain and repair the town/s vehicle fleet, including parts, equipment, oil, grease and lube and other associated equipment and materials.	\$ 186,900	\$ 186,900	\$ 186,900
The cost of bituminous concrete for patching.	\$ 130,000	\$ 130,000	\$ 130,000
The Highway Division costs of materials and equipment for maintenance and repair of town roads, drainage systems, sidewalks and berms, including stone and gravel for road and drainage work, drainage structures and pipe, loam, miscellaneous hand tools, and other miscellaneous equipment and supplies.	\$ 120,600	\$ 120,600	\$ 120,600
Emergency maintenance of unaccepted roads	\$ 25,000	\$ 25,000	\$ 25,000
House of Correction Inmate Services meals	\$ 2,500	\$ 2,500	\$ 2,500
Snow Removal Parts and Supplies	\$ 55,000	\$ 55,000	\$ 55,000
Total Supplies and Expenses	\$ 520,000	\$ 520,000	\$ 520,000

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 322,293	\$ 320,750	\$ 322,293	\$ 312,999	\$ 337,293	\$ 336,151	\$ 340,450	\$ 345,000	\$ 345,000	\$ 345,000

Contract Services/Leases

	Department	Town Mgr.	Fin Com
The "Contract Services/Leases" budget covers costs associated with work done by outside vendors to complete work as required to properly maintain and repair Town owned property/equipment, with approximate cost breakdown as follows:			
Mechanic Section for repair and maintenance of vehicles, equipment and garage	\$ 40,000	\$ 40,000	\$ 40,000
Catch Basin cleaning contract	\$ 125,000	\$ 125,000	\$ 125,000
Police Detail costs	\$ 35,000	\$ 35,000	\$ 35,000
Highway Division services, including line stripe, signal repairs, guard rail stockpile testing and removal, street sweepings testing and removal, bridge inspections, training seminars, conferences and memberships	\$ 126,550	\$ 126,550	\$ 126,550
Thermo linestriping	\$ 450	\$ 450	\$ 450
Clothing Allowance per SEIU	\$ 18,000	\$ 18,000	\$ 18,000
Total Contract Services/Leases	\$ 345,000	\$ 345,000	\$ 345,000

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 13,100	\$ 21,708	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100	\$ 13,100

Utilities

	Department	Town Mgr.	Fin Com
The "Utilities" budget covers utility costs associated with the operation of the Highway Office, Garage, and Storage Buildings and also includes the costs associated with recycling of waste oil.	\$ 13,100	\$ 13,100	\$ 13,100
Total Utilities	\$ 13,100	\$ 13,100	\$ 13,100

FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 350,000	\$ 954,885	\$ 350,000	\$ 786,966	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000

Snow and Ice Operations:

	Department	Town Mgr.	Fin Com
the "Snow and Ice Operations" budget covers the costs associated with snow and ice removal over the winter months, including the cost of snow plow contractors, and snow/ice melting chemicals (salt, magnesium chloride and sand).	\$ 350,000	\$ 350,000	\$ 350,000
Total Snow and Ice Operations:	\$ 350,000	\$ 350,000	\$ 350,000



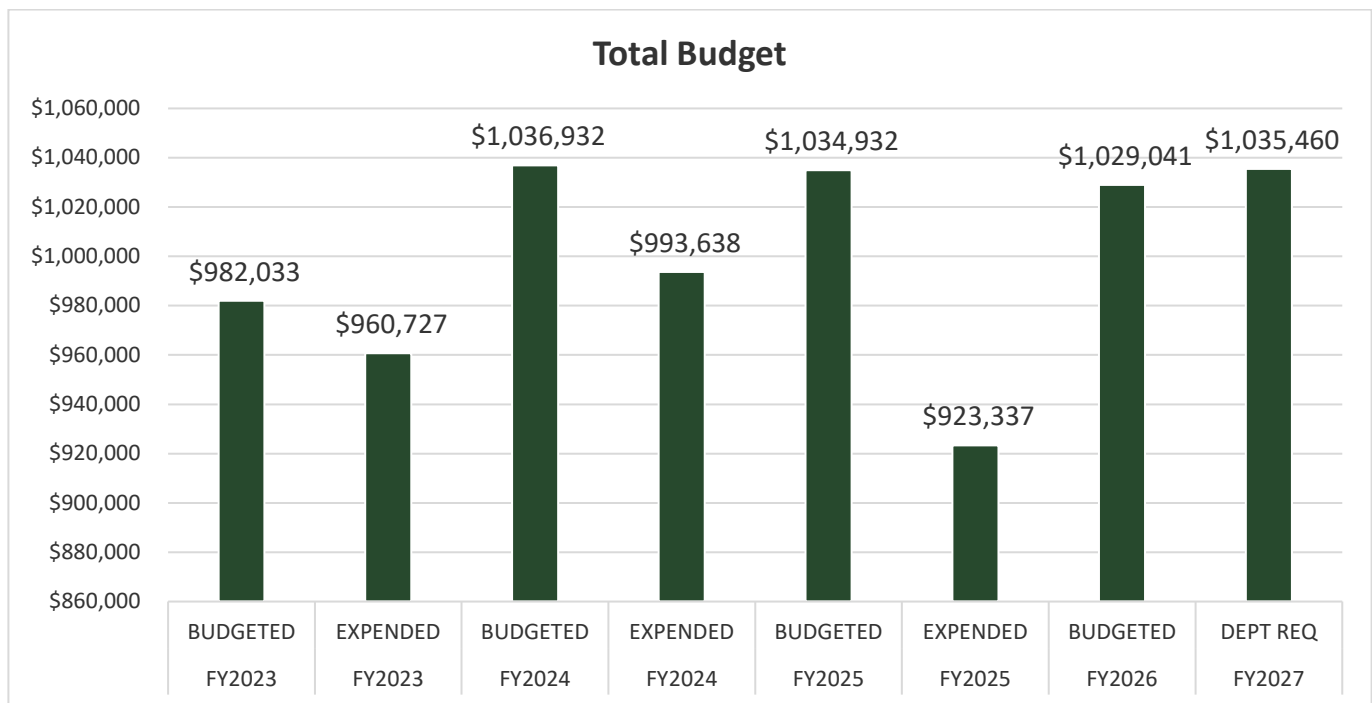
8.5. Parks and Trees

Mission Statement

The Parks and Tree’s Department Division was formed in FY19 under the Public Works Department. This department was created out of the need for better care and maintenance of playing fields throughout the Town. This Department was previously combined with the Cemetery Division. Competing priorities constantly caused the parks and fields to be poorly maintained. If a burial was scheduled that took precedent over all other functions. The Parks and Tree’s Department will care for almost 80 acres of fields and all trees on public property.

Budget Narrative

In FY 27, the Parks and Trees Department budget will increase by \$6,419, reflecting annual personnel cost adjustments and higher hydro-seeding expenses, partially offset by a reduction in lease purchases.





Programs and Services

The Parks & Tree Division is responsible for pruning and maintaining public shade trees and removing dead trees on Town properties. In 2025 the Division responded to one hundred and seven (107) trees jobs. Parks & Tree staff trimmed and cut approximately 200 miles of brush on Town roads.

The Parks & Tree Division is responsible for maintaining and mowing more than 95 acres of all Town fields including the Old Water Plant, PHR Complex, Masonic Hall, Howe Building, and Katie Durand Memorial Park.

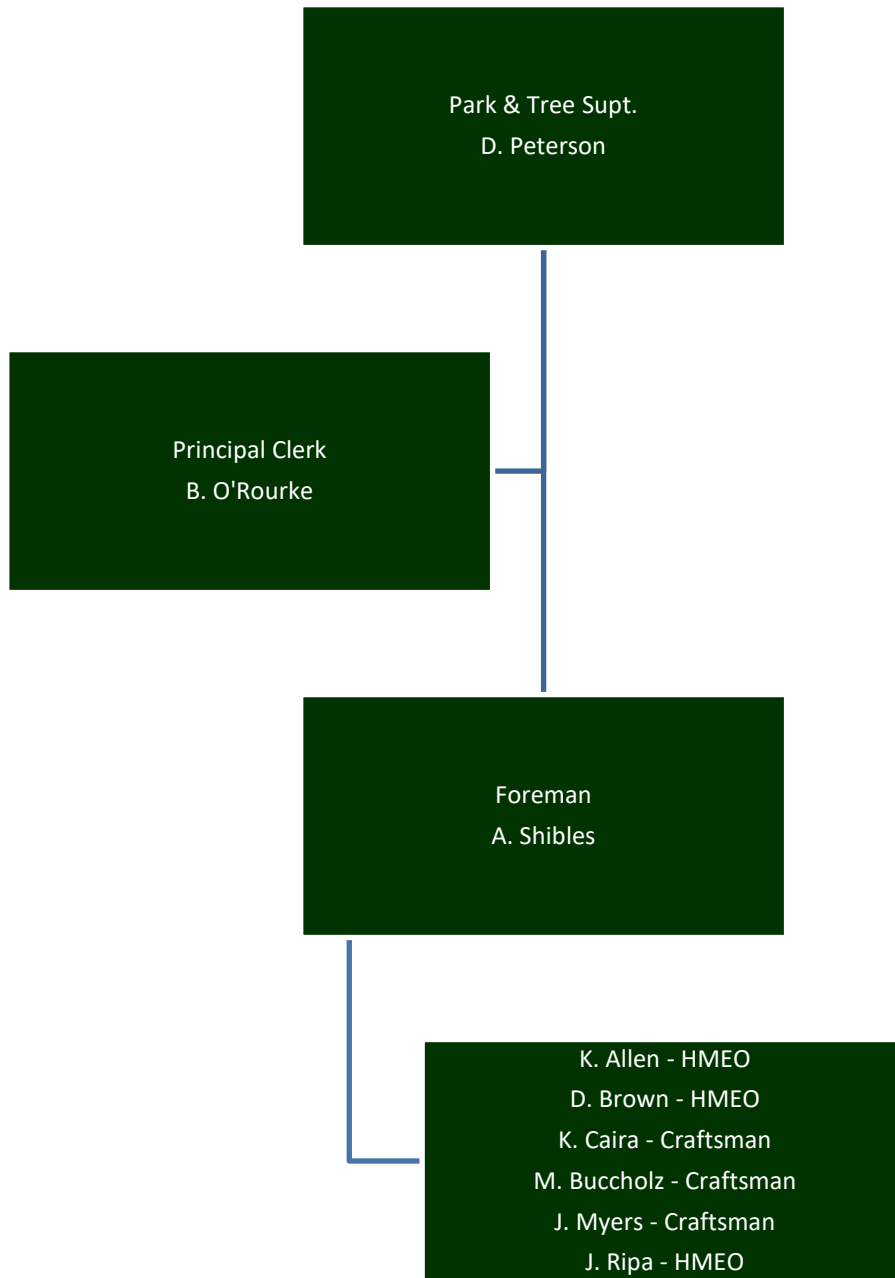


Other areas maintained by the Parks and Tree Division include the Town Common, Library, Town Hall, Korean Veterans Memorial, the Talbot Oval, Police Station, Kids Connection, Marshall, Pollard, two Vining fields, Old Bennett Library, and the Hajjar Field, along with twenty-five squares located throughout the Town.





Organizational Chart





PARKS & TREES

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
Personnel/Services										
Full Time	\$ 528,804	\$ 547,591	\$ 598,703	\$ 566,673	\$ 598,703	\$ 543,164	\$ 587,792	\$ 590,643	\$ 590,643	\$ 590,643
Part Time/Seasonal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Overtime	\$ 99,850	\$ 99,850	\$ 99,850	\$ 99,850	\$ 99,850	\$ 73,165	\$ 99,850	\$ 99,850	\$ 99,850	\$ 99,850
Contractual Obligations	\$ 17,124	\$ 17,124	\$ 17,124	\$ 17,124	\$ 17,124	\$ 17,124	\$ 13,024	\$ 15,092	\$ 15,092	\$ 15,092
Perpetual Care Interest Trans.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 645,778	\$ 664,565	\$ 715,677	\$ 683,647	\$ 715,677	\$ 633,453	\$ 700,666	\$ 705,585	\$ 705,585	\$ 705,585

Expenses

Supplies and Expenses	\$ 85,925	\$ 70,451	\$ 85,925	\$ 74,757	\$ 85,925	\$ 75,084	\$ 85,925	\$ 90,925	\$ 90,925	\$ 90,925
Mosquito Control	\$ 15,000	\$ 13,872	\$ 15,000	\$ 14,932	\$ 15,000	\$ 4,478	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Contract Services/Leases	\$ 135,830	\$ 113,939	\$ 135,830	\$ 135,802	\$ 135,830	\$ 132,344	\$ 134,950	\$ 134,950	\$ 134,950	\$ 134,950
Utilities	\$ 2,500	\$ 4,088	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Capital Outlay	\$ 97,000	\$ 93,812	\$ 82,000	\$ 82,000	\$ 80,000	\$ 75,479	\$ 80,000	\$ 76,500	\$ 76,500	\$ 76,500
Total Expenses	\$ 336,255	\$ 296,162	\$ 321,255	\$ 309,991	\$ 319,255	\$ 289,884	\$ 328,375	\$ 329,875	\$ 329,875	\$ 329,875

TOTAL BUDGET

	\$ 982,033	\$ 960,727	\$ 1,036,932	\$ 993,638	\$ 1,034,932	\$ 923,337	\$ 1,029,041	\$ 1,035,460	\$ 1,035,460	\$ 1,035,460
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Position	Dep. Req.		TM Rec		Fin Com Rec		Difference PY \$	% PY
	FY2026	FY2027	FY2027	FY2027	FY2027	FY2027		
Supervisor	1	1	1	1	1	1		
Working Foremen	1	1	1	1	1	1		
Heavy Mtr. Equip. Oper.	4	3	3	3	3	3		
Maintenance Craftsman	2	3	3	3	3	3		
TOTAL STAFF	8	8	8	8	8	8		0.62%



**PARKS & TREES
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/HOIST	SICK LEAVE INCENTIVE	MEALS	PESTICIDE	LONGEVITY	TOTAL SALARY BENEFIT
Peterson, David	Superintendent	1/2	10/3/1996	\$ 116,377.69	\$ -	-	\$ 1,000.00	\$ -	\$ -	\$ 3,300	\$ 120,677.69
Ripa, John	Heavy Mtr. Equip. Oper.	2/3	8/27/2012	\$ 65,367.59	\$ 800.00	\$ -	\$ 600.00	\$ 332.00	\$ -		\$ 67,099.59
Mason Buccholz	Maint.Craftsman	3	11/1/2022	\$ 63,241.32	\$ 800.00	-	\$ 600.00	\$ 332.00	\$ -		\$ 64,973.32
Shibles, Adam	Working Foreman	6	7/2/2018	\$ 85,487.20	\$ 800.00	\$ 50.00	\$ 600.00	\$ 332.00	\$ 150.00		\$ 87,419.20
Caira, Kevin	Maint.Craftsman	4	5/25/2017	\$ 65,138.56	\$ 800.00	\$ 50.00	\$ 600.00	\$ 332.00	\$ 150.00		\$ 67,070.56
Jacob Myers	Maint.Craftsman	3	11/1/2022	\$ 63,241.32	\$ 800.00	-	\$ 600.00	\$ 332.00	\$ -		\$ 64,973.32
Allen, Kory	HMEO	4	5/4/2017	\$ 67,630.51	\$ 800.00	-	\$ 600.00	\$ 332.00	\$ -		\$ 69,362.51
Brown, David	HMEO	2/3	4/15/2025	\$ 64,158.57		-					\$ 64,158.57
DEPARTMENT TOTAL				\$ 590,642.77	\$ 4,800.00	\$ 100.00	\$ 4,600.00	\$ 1,992.00	\$ 300.00	\$ 3,300.00	\$ 605,734.77

Total Full Time \$ 590,642.77
 Total Seasonal
 Total Overtime \$ 99,850.44
 Total Contract \$ 15,092.00
 Total \$ 705,585.21

**PARKS & TREES
SALARY INFORMATION FY2026 BUDGETED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/HOIST	SICK LEAVE INCENTIVE	MEALS	PESTICIDE	LONGEVITY	TOTAL SALARY BENEFIT
TBD	Superintendent	1/2		\$ 114,673.40	\$ -	\$ -	\$ 500.00				\$ 115,173.40
Peterson, David	Working Foreman	8	10/3/1996	\$ 86,773.66	\$ 800.00	\$ -	\$ 600.00	\$ 332.00	\$ 150.00		\$ 88,655.66
Amato, Anthony	Heavy Mtr. Equip. Oper.	4	8/27/2012	\$ 65,660.68	\$ 800.00	\$ -	\$ 600.00	\$ 332.00	\$ 0.00		\$ 67,392.68
Mason Buccholz	Maint.Craftsman	3	11/1/2022	\$ 61,399.34	\$ 800.00	\$ -	\$ 600.00	\$ 332.00	\$ 0.00		\$ 63,131.34
Shibles, Adam	Heavy Mtr. Equip. Oper.	6	7/2/2018	\$ 68,983.12	\$ 800.00	\$ 50.00	\$ 600.00	\$ 332.00	\$ 0.00		\$ 70,765.12
Caira, Kevin	Maint.Craftsman	4	5/25/2017	\$ 63,241.32	\$ 800.00	\$ 50.00	\$ 600.00	\$ 332.00	\$ 150.00		\$ 65,173.32
Jacob Myers	Maint.Craftsman	3	11/1/2022	\$ 61,399.34	\$ 800.00	\$ -	\$ 600.00	\$ 332.00	\$ 0.00		\$ 63,131.34
Allen, Kory	HMEO	4	5/4/2017	\$ 65,660.68	\$ 800.00	\$ -	\$ 600.00	\$ 332.00	\$ 0.00		\$ 67,392.68
				\$ -							\$ -
				\$ -							\$ -
				\$ -							\$ -
DEPARTMENT TOTAL				\$ 587,791.55	\$ 5,600.00	\$ 100.00	\$ 4,700.00	\$ 2,324.00	\$ 300.00	\$ -	\$ 600,815.55

Total Full Time \$ 587,792.00
 Total Seasonal
 Total Overtime \$ 99,850.44
 Total Contract \$ 13,024.00
 Total \$ 700,666.44



PARKS & TREES

FY2022	FY2022	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 85,925	\$ 82,131	\$ 85,925	\$ 70,451	\$ 85,925	\$ 74,757	\$ 85,925	\$ 75,084	\$ 85,925	\$ 90,925	\$ 90,925	\$ 90,925

	FY2026	Department	Town Mgr.	Fin Com
<i>Supplies and Expenses</i>				
general office supply allocation	\$ 725	\$ 725	\$ 725	\$ 725
Landscaping and playing field materials	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Equipment repairs, parts, fence repairs and building repairs.	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
Accessories, safety supplies, custodial supplies, time clock	\$ 5,500.00	\$ 5,500.00	\$ 5,500	\$ 5,500
Hydro seeding supplies, seed and fertilizer	\$ 29,000	\$ 34,000	\$ 34,000	\$ 34,000
Subscriptions to trade magazines, association dues and memberships.	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Vegetation killer, wasp spray, weed killer	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Replace worn or broken tools	\$ 10,500	\$ 10,500	\$ 10,500	\$ 10,500
Planting Veteran's Day flowers, Christmas decorations, mulch and square plantings and trees	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Annual Maintenance of Irrigation systems	\$ -	\$ -	\$ -	\$ -
Bark Mulch for Town Common & Veteran Squares	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Inmate Services	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Office Trailer	\$ -	\$ -	\$ -	\$ -
<i>Total Supplies and Expenses</i>	\$ 85,925	\$ 90,925.00	\$ 90,925.00	\$ 90,925.00

FY2022	FY2022	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 15,000	\$ 15,000	\$ 15,000	\$ 13,872	\$ 15,000	\$ 14,932	\$ 15,000	\$ 4,478	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
						\$ -		FY2026	Department	Town Mgr.	Fin Com

<i>Mosquito Control</i>											
To Purchase Lanicide Briquettes to treat Catch Basins											
Ariel Spraying, Board of Health						\$ 15,000		\$ 25,000	\$ 25,000.00	\$ 25,000	\$ 25,000
<i>Total Mosquito Control</i>						\$ 15,000		\$ 25,000	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00

FY2022	FY2022	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 140,830	\$ 138,490	\$ 135,830	\$ 113,939	\$ 135,830	\$ 135,802	\$ 135,830	\$ 132,344	\$ 134,950	\$ 134,950	\$ 134,950	\$ 134,950

	FY2026	Department	Town Mgr.	Fin Com
<i>Contract Services</i>				
Police Details	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00
Outside Services - Irrigation / Deep Tine Areation, Hydroseeding -	\$ 55,000.00	\$ 55,000.00	\$ 55,000.00	\$ 55,000.00
Uniforms -	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Maintenance contracts-	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00
Crane Rental	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ 30,000.00
Fertilizer	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
Clothing Allowance per SEIU	\$ 450.00	\$ 450.00	\$ 450.00	\$ 450.00
Legal Ads for Tree postings	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Brush disposal	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
<i>Total Contract Services</i>	\$ 134,950.00	\$ 134,950.00	\$ 134,950.00	\$ 134,950.00

FY2022	FY2022	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 2,500	\$ 3,297	\$ 2,500	\$ 4,088	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500

	FY2026	Department	Town Mgr.	Fin Com
<i>Utilities</i>				
Electricity for Cemetery Garage, Office & Outside Lights				
Fuel/ Heat for Cemetery Garge & Office	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Electricity for Alexander Road and Office Trailer				
Fuel/Heat for Alexander Road and Office Trailer				
<i>Total Utilities</i>	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00

FY2022	FY2022	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 88,800	\$ 52,242	\$ 97,000	\$ 93,812	\$ 82,000	\$ 82,000	\$ 80,000	\$ 75,479	\$ 80,000	\$ 76,500	\$ 76,500	\$ 76,500

	FY2026	Department	Town Mgr.	Fin Com
<i>Capital Outlay</i>				
Quantity	Lease Purchase	Value		
1	48" Sweeper Broom attachme	\$ 9,000		
1	Toro Log Rotation Grapple	8,500		
1	48" deck mower	23,000		
1	Force By ABI HLT	36,000		
		\$ 76,500		
			\$ 80,000	76,500.00
			76,500.00	76,500.00



8.6. Solid Waste

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT. REQ.	FY2027 TM REC	FY2027 FIN COM REC
SOLID WASTE										
5285 SOLID WASTE	\$ 3,679,720	\$ 3,368,426	\$ 4,299,490	\$ 4,186,013	\$ 5,013,100	\$ 4,586,335	\$ 5,372,136	\$ 5,721,388	\$ 5,721,388	\$ 5,721,388
TOTAL BUDGET	\$ 3,679,720	\$ 3,368,426	\$ 4,299,490	\$ 4,186,013	\$ 5,013,100	\$ 4,586,335	\$ 5,372,136	\$ 5,721,388	\$ 5,721,388	\$ 5,721,388

Waste Management (FY-27) base collection contract as negotiated, includes carts, trash and recycle collection, HHW and recycle processing	\$3,814,386.00
Waste Management Fuel costs based on contract fuel index adjustment.	\$ 280,524.00
Recycle Coordinator	\$ 37,845.00
Recycling contamination processing and disposal	\$ 97,243.00
Wheelabrator (FY 27) trash disposal as negotiated	\$1,468,890.00
Code Red costs 60%	\$ 15,000.00
Printings, event roll off dumpsters at Highway, Cemetery, etc., fluorescent bulbs, white good and CRT disposal, illegal dumping, outreach, etc	\$ 7,500.00
Total	\$5,721,388.00

\$ 349,252
6.5%

Smart Recycling Guide

Your go-to reference for recycling in Massachusetts.

Metal	Plastic	Glass	Paper & Cardboard
Food and Beverage Cans empty and rinse	Bottles, Jars, Jugs and Tubs empty and replace cap	Bottles and Jars empty and rinse	Mixed Paper, Newspaper, Magazines, Boxes empty and flatten

NO!

Do Not Bag Recyclables No Garbage	No Plastic Bags or Plastic Wrap return to retail	YUCK No Food or Liquid empty all containers	No Clothing or Linens use donation programs	No Tanglers no hose, wires, chains or electronics

READY TO DECLUTTER BILLERICA?

YOUR TOWN IS NOW OFFERING CURBSIDE PICK-UP!

<p>1. Fill out a pickup request form at Helpsy.co/billericama Choose date.</p> <div style="background-color: green; color: white; padding: 5px;">SCHEDULE</div>	<p>2. Clean out your closets. Bag unwanted clothing, shoes, linen and other items.</p> <div style="background-color: orange; color: white; padding: 5px;">GATHER</div>	<p>3. Place your bags curbside by 7 am on day of pickup.</p> <div style="background-color: blue; color: white; padding: 5px;">GIVE</div>
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Section 9: Debt/Shared Cost

9.1. Debt

DEBT SERVICE

	FY2022 BUDGETED	FY2022 EXPENDED	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
7130 TOWN - SHORT TERM	\$ 350,000.00	\$ 142,416.00	\$ 350,000.00	\$ 299,167.00	\$ 350,000.00	\$ 224,305.00	\$ 350,000.00	\$ 250,016.53	\$ 350,000.00	\$ 350,000.00	\$ 350,000.00	\$ 350,000.00
7140 SCHOOL - SHORT TERM												
7150 TOWN - PRINCIPAL	\$ 260,000.00	\$ 245,000.00	\$ 823,000.00	\$ 823,000.00	\$ 820,000.00	\$ 820,000.00	\$ 1,061,625.00	\$ 1,061,625.00	\$ 1,051,625.00	\$ 2,841,625.00	\$ 2,841,625.00	\$ 2,841,625.00
7160 SCHOOL - PRINCIPAL	\$ 475,000.00	\$ 475,000.00	\$ 443,000.00	\$ 443,000.00	\$ 394,000.00	\$ 394,000.00	\$ 391,000.00	\$ 391,000.00	\$ 176,000.00	\$ 172,000.00	\$ 172,000.00	\$ 172,000.00
7550 TOWN - INTEREST LONG TERM	\$ 53,575.00	\$ 53,575.00	\$ 609,064.99	\$ 690,065.00	\$ 515,461.00	\$ 515,461.00	\$ 560,334.38	\$ 560,334.00	\$ 510,253.13	\$ 3,977,447.16	\$ 3,977,447.16	\$ 3,977,447.16
7560 SCHOOL - INTEREST LONG TERM	\$ 89,331.25	\$ 80,305.14	\$ 90,037.61	\$ 90,037.00	\$ 58,582.50	\$ 58,582.52	\$ 47,151.25	\$ 47,151.00	\$ 37,857.50	\$ 30,357.50	\$ 30,357.50	\$ 30,357.50
7180 TOWN - PRINCIPAL (NEW)												
7190 SCHOOL - PRINCIPAL (NEW)												
7580 TOWN - INTEREST LONG TERM (NEW)												
7590 SCHOOL - INTEREST LONG TERM (NEW)												
7130 EXEMPT DEBT TEMPORARY INTEREST	\$ 90,000.00	\$ 90,000.00	\$ -	\$ 186,358.00	\$ -		\$ -		\$ -	\$ -	\$ -	\$ -
7170 HIGH SCHOOL EXEMPT PRINCIPAL	\$ 1,865,000.00	\$ 1,865,000.00	\$ 1,950,000.00	\$ 1,950,000.00	\$ 2,040,000.00	\$ 2,040,000.00	\$ 2,325,000.00	\$ 2,325,000.00	\$ 2,425,000.00	\$ 2,530,000.00	\$ 2,530,000.00	\$ 2,530,000.00
7150 HIGH SCHOOL EXEMPT INTEREST	\$ 3,177,081.25	\$ 3,177,081.00	\$ 3,083,831.25	\$ 3,083,831.00	\$ 2,986,331.25	\$ 2,986,331.00	\$ 3,047,881.26	\$ 3,047,881.00	\$ 2,931,631.25	\$ 2,810,381.25	\$ 2,810,381.25	\$ 2,810,381.25
PARKER SCHOOL EXEMPT PRINCIPAL	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00	\$ 320,000.00	\$ 375,000.00	\$ 375,000.00	\$ 375,000.00
PARKER SCHOOL EXEMPT INTEREST	\$ 136,762.50	\$ 13,762.51	\$ 123,962.50	\$ 123,962.00	\$ 107,962.50	\$ 107,963.00	\$ 101,562.50	\$ 101,562.50	\$ 94,362.50	\$ 81,562.50	\$ 81,562.50	\$ 81,562.50
DEBT STABILIZATION APPROPRIATION	\$ -		\$ -				\$ 1,055,895.00	\$ 1,055,895.00	\$ 1,055,895.00		\$ -	\$ -
TOTAL	\$ 6,816,750.00	\$ 6,462,139.65	\$ 7,792,896.35	\$ 8,009,420.00	\$ 7,592,337.25	\$ 7,466,642.52	\$ 9,260,449.39	\$ 9,160,465.03	\$ 8,952,624.38	\$ 13,168,373.41	\$ 13,168,373.41	\$ 13,168,373.41

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
SEWER PRINCIPAL	\$ 4,012,006.00	\$ 3,869,322.04	\$ 4,010,034.16	\$ 4,023,455.05	\$ 4,036,221.58	\$ 4,310,621.65	\$ 4,337,428.14	\$ 4,276,704.92	\$ 4,063,755.88	\$ 4,007,448.72
SEWER INTEREST	1,088,636.58	1,065,717.19	969,873.92	1,092,917.25	977,509.12	\$ 1,055,732.32	\$ 1,044,726.05	\$ 959,814.37	\$ 874,762.72	\$ 815,685.88
SEWER SHORT/FEES	245,873.19	245,000.00	178,493.00	35,000.00	150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ 66,212.22	\$ 211,298.44
	\$ 5,346,515.77	\$ 5,180,039.23	\$ 5,158,401.08	\$ 5,151,372.30	\$ 5,163,730.70	\$ 5,516,353.97	\$ 5,532,154.19	\$ 5,386,519.29	\$ 5,004,730.82	\$ 5,034,433.04
WATER PRINCIPAL	\$ 1,620,751.00	\$ 1,617,826.00	\$ 1,778,500.86	\$ 2,114,729.48	\$ 2,145,783.46	\$ 2,489,901.61	\$ 2,502,587.47	\$ 1,373,015.97	\$ 1,148,481.00	\$ 1,159,372.14
WATER INTEREST	276,789.00	203,436.00	162,155.65	348,972.07	282,830.87	\$ 357,258.79	\$ 313,645.44	\$ 274,458.81	\$ 235,694.92	\$ 196,675.56
WATER SHORT/FEES	25,000.00	25,000.00	89,519.00	35,000.00	25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 25,000.00	\$ 11,535.74	\$ 35,900.52
	\$ 1,922,540.00	\$ 1,846,262.00	\$ 2,030,175.51	\$ 2,498,701.55	\$ 2,453,614.33	\$ 2,872,160.40	\$ 2,841,232.91	\$ 1,672,474.78	\$ 1,395,711.66	\$ 1,391,948.22
TOTAL GEN PRIN	\$ 1,103,846.00	\$ 670,000.00	\$ 655,000.00	\$ 795,000.00	\$ 735,000.00	\$ 1,266,000.00	\$ 1,214,000.00	\$ 1,227,625.00	\$ 1,227,625.00	\$ 3,013,625.00
TOTAL GEN INT	220,663.94	183,500.67	182,225.00	174,825.00	142,906.25	699,102.60	574,043.50	548,110.63	548,110.63	4,007,804.66
TOTAL GEN SHRT	412,000.00	420,000.00	398,875.00	17,950.00	350,000.00	350,000.00	350,000.00	350,000.00	328,875.00	350,000.00
TOTAL GEN LT	\$ 1,736,509.94	\$ 1,273,500.67	\$ 1,236,100.00	\$ 987,775.00	\$ 1,227,906.25	\$ 2,315,102.60	\$ 2,138,043.50	\$ 2,125,735.63	\$ 2,104,610.63	\$ 7,371,429.66
Total Principal	\$ 6,736,603.00	\$ 6,157,148.04	\$ 6,443,535.02	\$ 6,933,184.53	\$ 6,917,005.04	\$ 8,066,523.26	\$ 8,054,015.61	\$ 6,877,345.89	\$ 6,439,861.88	\$ 8,180,445.86
Total Interest	1,586,089.52	1,452,653.86	1,314,254.57	1,616,714.32	1,403,246.24	2,112,093.71	1,932,414.99	1,782,383.81	1,658,568.27	5,020,166.10
Total Short Term	682,873.19	690,000.00	666,887.00	87,950.00	525,000.00	525,000.00	525,000.00	525,000.00	406,622.96	597,198.96
Total Debt	\$ 8,322,692.52	\$ 7,609,801.90	\$ 7,757,789.59	\$ 8,549,898.85	\$ 8,320,251.28	\$ 10,178,616.97	\$ 9,986,430.60	\$ 8,659,729.70	\$ 8,098,430.15	\$ 13,200,611.96
Exempted Principal	\$ 3,650,000.00	\$ 3,050,000.00	\$ 2,320,000.00	\$ 2,105,000.00	\$ 2,185,000.00	\$ 2,270,000.00	\$ 2,360,000.00	\$ 2,745,000.00	\$ 2,745,000.00	\$ 2,905,000.00
Exempted Interest	2,719,744.87	3,554,781.50	3,492,031.50	3,419,093.75	3,313,843.75	3,207,793.75	3,094,293.75	3,025,993.75	3,025,993.75	2,891,943.75
Exempted Short Term	-	-	201,125.00	90,000.00	90,000.00	-	-	-	-	-
Total Exempted Debt	\$ 6,369,744.87	\$ 6,604,781.50	\$ 6,013,156.50	\$ 5,614,093.75	\$ 5,588,843.75	\$ 5,477,793.75	\$ 5,454,293.75	\$ 5,770,993.75	\$ 5,770,993.75	\$ 5,796,943.75
Total Debt Service including Exer	\$ 14,692,437.39	\$ 14,214,583.40	\$ 13,569,821.09	\$ 14,073,992.60	\$ 13,819,095.03	\$ 15,656,410.72	\$ 15,440,724.35	\$ 14,430,723.45	\$ 13,869,423.90	\$ 18,997,555.71



9.2. Town/School Shared

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ.	FY2027 TM REC	FY2027 FIN COM REC
TOWN / SCHOOL SHARED ACCOUNTS										
7010 TOWN BLDG. INSURANCE	\$ 1,441,000	\$ 1,300,623	\$ 1,527,460	\$ 1,647,834	\$ 1,777,460	\$ 1,765,377	\$ 1,884,108	\$ 1,978,313	\$ 1,978,313	\$ 1,978,313
7011 SCHOOL BLDG INSURANCE										
7012 TOWN HEALTH INSURANCE	\$ 17,163,339	\$ 17,163,339	\$ 17,163,339	\$ 17,163,339	\$ 17,563,339	\$ 17,563,339	\$ 19,302,110	\$ 22,776,490	\$ 22,776,490	\$ 22,776,490
7013 SCHOOL HEALTH INSURANCE										
7020 TOWN WORKERS COMP	\$ 866,000	\$ 737,323	\$ 866,000	\$ 753,583	\$ 866,000	\$ 715,258	\$ 866,000	\$ 866,000	\$ 866,000	\$ 866,000
7021 SCHOOL WORKERS COMP										
7030 TOWN UNEMPLOYED COMP	\$ 100,000	\$ 77,800	\$ 100,000	\$ 48,258	\$ 100,000	\$ 67,181	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
7031 SCHOOL UNEMPLOYED COMP										
7042 TOWN MEDICARE	\$ 1,358,240	\$ 1,358,808	\$ 1,358,240	\$ 1,430,734	\$ 1,358,240	\$ 1,509,641	\$ 1,358,240	\$ 1,508,240	\$ 1,508,240	\$ 1,508,240
7043 SCHOOL MEDICARE										
7052 COUNTY RETIREMENT ASSESSMENT	\$ 14,484,999	\$ 14,484,999	\$ 15,421,709	\$ 15,426,547	\$ 16,438,951	\$ 16,438,951	\$ 17,456,575	\$ 18,608,931	\$ 18,608,931	\$ 18,608,931
7052 OPEB TRUST CONTRIBUTION	\$ 2,011,357	\$ 2,011,357	\$ 2,313,061	\$ 2,313,061	\$ 2,428,714	\$ 2,428,714	\$ 2,550,149	\$ 2,677,657	\$ 2,677,657	\$ 2,677,657
TOTAL BUDGET	\$ 37,424,935	\$ 37,134,249	\$ 38,749,809	\$ 38,783,356	\$ 40,532,704	\$ 40,488,462	\$ 43,517,182	\$ 48,515,630	\$ 48,515,630	\$ 48,515,630



9.3. Capital Costs

Capital Costs

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
5800 - CAPITAL COSTS - EQUIPMENT	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 496,612.29	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00
5820 - CAPITAL COSTS - INFRASTRUCTURE	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 1,365,196.73	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00	\$ 2,000,000.00
TOTAL	\$ 2,500,000.00	\$ 2,500,000.00	\$ 2,500,000.00	\$ 2,500,000.00	\$ 2,500,000.00	\$ 1,861,809.02	\$ 2,500,000.00	\$ 2,500,000.00	\$ 2,500,000.00	\$ 2,500,000.00



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Section 10: Water Enterprise Budget

Mission Statement

Billerica Water Works

Billerica Water Works was established by an act of the Massachusetts Legislature in 1897. Construction of the original works began in 1898 and continued for several years. The water works was first activated in January of 1899. Water was originally from wells located in the area of the present Public Works Yard, where the original pumping station building remains.

Treatment Plant

The first Water Treatment Plant (WTP) was built in 1955. As originally built it had a capacity of 3.5 million gallons per day (MGD) and was intended to be expanded to 7 MGD at a later time. In 1967 the plant was expanded to its intended maximum capacity. As growth in town continued the plant's capacity was again increased in 1976, this time to 14 MGD.

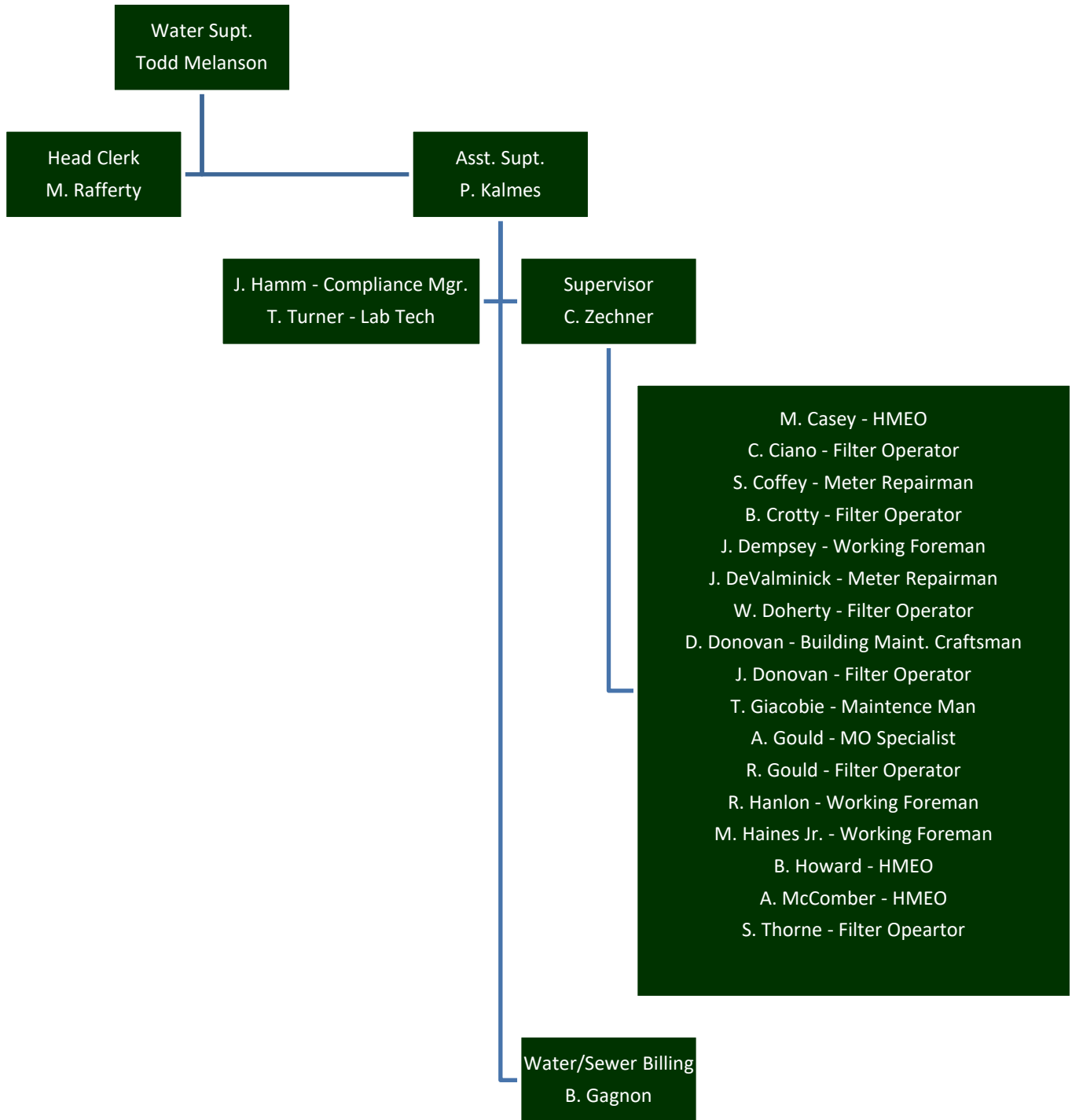
On May 18, 2006, the old Water Treatment Plant on Boston Road was taken off line and the new Water Treatment Plant, located off Treble Cove Road, continued servicing the town. The new Water Treatment Plant uses the same processes and has the same capacity as the old plant. The old plant was eventually demolished.

Budget Narrative

In FY 27, the Water Enterprise budget will increase by \$196,427.00, reflecting annual personnel cost adjustments and updated projections for electricity expenses.



Organizational Chart





Programs and Services

The Water Division operates and maintains the Town’s Water Treatment Plant (WTP), distribution system, and regulatory compliance programs to ensure the delivery of a safe and reliable drinking water supply. During the year, more than 1.43 billion gallons of water were pumped into the distribution system, with an average daily production of 3.93 million gallons and peak summer demand reaching 7.72 million gallons in a single day. Now in its eighteenth year of operation, the Water Treatment Plant continues to perform effectively and produce high-quality drinking water.

The Division conducts extensive water quality monitoring, including triennial lead and copper sampling at high-risk homes, monthly bromate testing, and required monitoring for PFAS6 compounds—Perfluorooctanoic acid (PFOA), Perfluorooctanesulfonic acid (PFOS), Perfluorononanoic acid (PFNA), Perfluorohexanesulfonic acid (PFHxS), Perfluoroheptanoic acid (PFHpA), and Perfluorodecanoic acid (PFDA)—to ensure compliance with state and federal standards. In addition, the Division maintains transparency through ongoing public reporting and its annual Consumer Confidence Report.

The water distribution system includes approximately 235.5 miles of water main, ranging from 4 to 24 inches in diameter, and approximately 2,400 fire hydrants. Staff conduct annual leak detection across the entire system, repair water main and service leaks, maintain and inspect hydrants, and respond to main breaks. Two storage tanks support system pressure and fire protection, and a booster station serves high-demand areas. The Division also coordinates an aggressive hydrant flushing program to maintain water clarity and system performance.

The Division oversees 15,739 metered connections and manages a comprehensive meter and endpoint maintenance and replacement program, including final readings, repairs, inspections, and contractor-supported changeouts. Customer service functions include daily phone and walk-in assistance related to billing and water service inquiries.

In addition to routine operations, the Division administers the Town’s cross-connection and backflow prevention program in coordination with the Massachusetts Department of Environmental Protection, ensuring proper surveying, installation, testing, and regulatory compliance for backflow devices in commercial, industrial, municipal, and applicable residential systems. The Division also implements seasonal water use restrictions when required due to drought conditions and river flow levels.

Beyond daily operations, staff undertake proactive maintenance and training initiatives, including specialized treatment system cleaning, professional development events, and operation of a licensed drone inspection program to enhance infrastructure monitoring and efficiency.



WATER ENTERPRISE BUDGET

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 1,586,758	\$ 1,442,759	\$ 1,709,563	\$ 1,433,271	\$ 1,835,786	\$ 1,678,226	\$ 1,944,228	\$ 1,892,610	\$ 1,892,610	\$ 1,892,610
Part Time	-	-	-	-	-	-	-	-	-	-
Seasonal	-	-	-	-	-	-	-	-	-	-
Flushing/Inspection	\$ 169,699	\$ 272,655	\$ 169,699	\$ 92,725	\$ 169,699	\$ 133,557	\$ 169,699	\$ 169,698	\$ 169,698	\$ 169,698
Overtime	\$ 318,701	\$ 39,975	\$ 318,701	\$ 318,701	\$ 318,701	\$ 318,701	\$ 318,701	\$ 318,701	\$ 318,701	\$ 318,701
Contractual Obligations	\$ 149,951	\$ 167,189	\$ 84,922	\$ 84,922	\$ 78,722	\$ 78,722	\$ 97,622	\$ 122,647	\$ 122,647	\$ 122,647
Total	\$ 2,225,109	\$ 1,922,578	\$ 2,282,865	\$ 1,929,619	\$ 2,402,908	\$ 2,109,206	\$ 2,530,250	\$ 2,503,656	\$ 2,503,656	\$ 2,503,656

<i>Expenses</i>										
Supplies and Expenses	\$ 1,350,667	\$ 1,329,810	\$ 1,593,060	\$ 1,549,839	\$ 1,677,103	\$ 1,668,250	\$ 1,801,351	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000
Contract Services/Leases	\$ 714,305	\$ 741,473	\$ 787,405	\$ 685,750	\$ 938,055	\$ 986,729	\$ 1,004,430	\$ 1,056,053	\$ 1,056,053	\$ 1,056,053
Utilities	\$ 70,750	\$ 90,658	\$ 75,750	\$ 110,217	\$ 75,750	\$ 120,750	\$ 75,750	\$ 226,627	\$ 226,627	\$ 226,627
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve	\$ 83,000	\$ -	\$ 83,000	\$ -	\$ 83,000	\$ -	\$ 83,000	\$ 83,000	\$ 83,000	\$ 83,000
Total Expenses	\$ 2,218,712	\$ 2,161,941	\$ 2,539,215	\$ 2,345,806	\$ 2,773,908	\$ 2,765,729	\$ 2,964,531	\$ 3,215,680	\$ 3,215,680	\$ 3,215,680

<i>Debt Service</i>										
Short - Term Interest	\$ 25,000	\$ 18,143	\$ 25,000	\$ 14,643	\$ 25,000	\$ 12,347	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Long - Term Principal	\$ 2,489,902	\$ 2,489,901	\$ 2,489,902	\$ 2,501,489	\$ 1,373,016	\$ 1,373,016	\$ 1,148,481	\$ 1,159,372	\$ 1,159,372	\$ 1,159,372
Long - Term Interest	\$ 357,259	\$ 357,258	\$ 357,259	\$ 313,412	\$ 274,459	\$ 273,016	\$ 235,695	\$ 196,676	\$ 196,676	\$ 196,676
Total Debt Service	\$ 2,872,160	\$ 2,865,302	\$ 2,872,160	\$ 2,829,545	\$ 1,672,475	\$ 1,658,379	\$ 1,409,176	\$ 1,381,048	\$ 1,381,048	\$ 1,381,048

TOTAL BUDGET	\$ 7,315,982	\$ 6,949,821	\$ 7,694,260	\$ 7,104,970	\$ 6,849,291	\$ 6,533,314	\$ 6,903,957	\$ 7,100,384	\$ 7,100,384	\$ 7,100,384
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Position	FY2026		FY2027		FY2027		FY2027		Difference PY	%	PY
	FTE	Dep. Req	FTE	TM Rec.	FTE	Fin Com Rec.	FTE	Fin Com Rec.			
Superintendent	1	1	1	1	1	1	1	1			
Asst Superintendent	1	1	1	1	1	1	1	1			
Chemist	1	1	1	1	1	1	1	1			
Distribution Supervisor	1	1	1	1	1	1	1	1			
Head Backflow Tester	1	1	1	1	1	1	1	1			
Working Foreman	1	1	1	1	1	1	1	1			
Filter Operator	7	6	6	6	6	6	6	6			
SCADA Operator	1	1	1	1	1	1	1	1			
M & O Specialist	1	1	1	1	1	1	1	1			
H.M.E.O.	3	3	3	3	3	3	3	3			
Water: Mach. Maint. Man	1	1	1	1	1	1	1	1			
Building Maint. Craftsman	1	1	1	1	1	1	1	1			
Maintenance Man	1	1	1	1	1	1	1	1			
Meter Readers	3	2	2	2	2	2	2	2			
Meter Readers	0	1	1	1	1	1	1	1			
Lab Tech	0	1	1	1	1	1	1	1			
Total Staffing	24	23	23	23	23	23	23	23			



**WATER DIVISION
SALARY INFORMATION FY2027 TOWN MANAGER RECOMMENDATION**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/ HOIST	WATER CERT	SHIFT DIFF.	SICK LEAVE INCENTIVE	MEALS	TOTAL SALARY BENEFIT
Todd Malanson	Superintendent of Water	8/9	10/23/2023	\$ 156,111.55	\$ -	-	\$ -	\$ -	\$ -	\$ -	\$ 156,111.55
Jason Hamm	Compliance Manager	4	10/2/2023	\$ 103,342.16	\$ 800.00	-	\$ 3,275.00	\$ -	\$ 600.00	\$ 1,000.00	\$ 109,017.16
Chris Zerlmer	Supervisor	8	5/27/1999	\$ 103,429.45	\$ 800.00	-	\$ 950.00	\$ -	\$ 400.00	\$ 1,080.00	\$ 106,659.45
Byce Howard	HMEQ - Water	3	4/8/2024	\$ 66,144.56	\$ 800.00	-	\$ 1,050.00	\$ -	\$ 600.00	\$ 1,080.00	\$ 69,674.56
Josh Dempsey	Meter Foreman	2/3	7/1/2024	\$ 77,368.93	\$ 800.00	-	\$ 350.00	\$ -	\$ 600.00	\$ 1,000.00	\$ 80,118.93
Timothy Turner	Lab Tech	3/4	10/25/2021	\$ 87,419.10	\$ 800.00	-	\$ 1,050.00	\$ 936.00	\$ 600.00	\$ 1,000.00	\$ 91,805.10
Rich Hanlon	Working Foreman	5	5/19/2025	\$ 83,810.98	\$ 800.00	-	\$ 1,400.00	\$ -	\$ 600.00	\$ 1,000.00	\$ 87,610.98
Alan Gould	MO Specialist	7	1/30/2003	\$ 104,667.38	\$ 800.00	-	\$ 1,400.00	\$ -	\$ 200.00	\$ 1,000.00	\$ 108,067.38
Matt Casey	HMEQ - Water	5	7/8/2019	\$ 70,172.76	\$ 800.00	-	\$ 2,450.00	\$ -	\$ 600.00	\$ 1,000.00	\$ 75,022.76
Patrick Kairnes	Assistant Water Super	5	3/24/2014	\$ 106,442.28	\$ 800.00	-	\$ 2,975.00	\$ -	\$ 600.00	\$ 1,000.00	\$ 111,817.28
James Donovan	Filter Operator	6	1/22/2008	\$ 82,167.45	\$ 800.00	-	\$ 1,475.00	\$ 1,196.00	\$ 500.00	\$ 1,000.00	\$ 87,138.45
Crotty, Britni	Filter Operator	5	4/14/2015	\$ 80,556.48	\$ 800.00	-	\$ 2,100.00	\$ -	\$ 500.00	\$ 1,000.00	\$ 84,956.48
Michael Haines*	Working Foreman	4	3/18/2016	\$ 81,369.88	\$ 800.00	-	\$ 700.00	\$ -	\$ 600.00	\$ 1,000.00	\$ 84,469.88
Dan Donovan	Building Maint Craftsm	5	8/23/2013	\$ 67,092.72	\$ 800.00	-	\$ 250.00	\$ -	\$ 200.00	\$ 1,080.00	\$ 69,822.72
Shawn Thorne	Filter Operator	3/4	4/19/2022	\$ 76,421.04	\$ 800.00	-	\$ 1,625.00	\$ 20,800.00	\$ 200.00	\$ 1,000.00	\$ 100,846.04
Trent Giacoble	Water Mach Maint. M	4	10/6/2020	\$ 65,138.56	\$ 800.00	-	\$ -	\$ -	\$ 200.00	\$ 1,000.00	\$ 67,138.56
Chris Clano	Filter Operator	3	10/23/2023	\$ 75,932.33	\$ 800.00	-	\$ 1,400.00	\$ 8,925.00	\$ 400.00	\$ 1,000.00	\$ 88,457.33
Allan Mcconber	HMEQ - Water	1/2	5/19/2025	\$ 61,602.55	\$ 800.00	-	\$ 300.00	\$ -	\$ 600.00	\$ 1,000.00	\$ 64,302.65
Gould, Riley	Operator	4/5	10/20/2016	\$ 79,882.22	\$ 800.00	-	\$ 1,750.00	\$ 8,925.00	\$ 600.00	\$ 1,000.00	\$ 92,957.22
Shane Corley	Mtr Meter Repairman	1/2	5/27/2025	\$ 60,998.03	\$ 800.00	-	\$ -	\$ -	\$ 600.00	\$ 1,000.00	\$ 63,398.03
William Doherty	Filter Operator	5	2/20/2024	\$ 80,556.48	\$ 800.00	-	\$ 2,975.00	\$ 3,150.00	\$ 600.00	\$ 1,000.00	\$ 89,081.48
Jacob DeValminick	Mtr Meter Repairman	1/2	8/7/2025	\$ 62,945.30	\$ 800.00	-	\$ -	\$ -	\$ 600.00	\$ 1,000.00	\$ 65,345.30
Vacant	Building Maint Craftsm	1	7/1/2026	\$ 59,037.59	\$ 800.00	-	\$ -	\$ -	\$ 600.00	\$ 1,000.00	\$ 61,437.59
DEPARTMENT TOTAL				\$ 1,892,610.00	\$ 17,600.00	\$ -	\$ 27,475.00	\$ 43,932.00	\$ 11,400.00	\$ 22,240.00	\$ 2,015,257.00

Total Full Time: \$ 1,892,610.00
 Total Part Time: \$ -
 Seasonal: \$ -
 Flushing OT: \$ 169,698.00
 Total Overtime: \$ 318,701.00
 Total Contract: \$ 122,647.00
 Total: \$ 2,503,656.00



WATER DIVISION										
	FY2023	FY2023	FY2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TWRREC	FINCOMREC
	\$ 1,350,657	\$ 1,329,810	\$ 1,593,060	\$ 1,546,370	\$ 1,677,103	\$ 1,658,250	\$ 1,801,351	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000

Supplies and Expenses
 These calculations are estimated quantities, based on chemical consumption over the last five years.

	FY2026	Department	FY2027	Town Mgr.	Fin Com
Alum	\$ 309,050.56	\$ 324,504.00	\$ 324,504.00	\$ 324,504.00	\$ 324,504.00
Ammonia	\$ 19,074.64	\$ 19,647.00	\$ 19,647.00	\$ 19,647.00	\$ 19,647.00
Caustic	\$ 287,837.68	\$ 296,473.00	\$ 296,473.00	\$ 296,473.00	\$ 296,473.00
Chlorine	\$ 132,077.92	\$ 136,040.00	\$ 136,040.00	\$ 136,040.00	\$ 136,040.00
Fluoride	\$ 21,515.52	\$ 22,077.00	\$ 22,077.00	\$ 22,077.00	\$ 22,077.00
GAC	\$ 379,260.00	\$ 379,260.00	\$ 379,260.00	\$ 379,260.00	\$ 379,260.00
Lox	\$ 177,706.88	\$ 183,038.00	\$ 183,038.00	\$ 183,038.00	\$ 183,038.00
Outreach material	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00	\$ 11,000.00
Ammonia Scrubbers	\$ 1,782.00	\$ 1,780.00	\$ 1,780.00	\$ 1,780.00	\$ 1,780.00
Impregnated Coal	\$ 3,910.00	\$ 3,910.00	\$ 3,910.00	\$ 3,910.00	\$ 3,910.00
Ozone	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Laboratory reagents and monitoring Equipment	\$ 41,640.00	\$ 43,305.00	\$ 43,305.00	\$ 43,305.00	\$ 43,305.00
Treatment Work material for mainance & general repair (hardware and cleaning	\$ 153,036.00	\$ 156,863.00	\$ 156,863.00	\$ 156,863.00	\$ 156,863.00
Synthetic Lubricant for flocculators	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Chemical Feed Pump Maintenance and Parts	\$ 2,600.00	\$ 2,665.00	\$ 2,665.00	\$ 2,665.00	\$ 2,665.00
Distribution system material for maintenance and repair	\$ 88,000.00	\$ 90,640.00	\$ 90,640.00	\$ 90,640.00	\$ 90,640.00
Fuel For two standby generators	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
Electric Wiring Materials	\$ 5,000.00	\$ 5,125.00	\$ 5,125.00	\$ 5,125.00	\$ 5,125.00
General Office Supplies	\$ 4,600.00	\$ 4,715.00	\$ 4,715.00	\$ 4,715.00	\$ 4,715.00
Truck Supplies	\$ 6,000.00	\$ 6,150.00	\$ 6,150.00	\$ 6,150.00	\$ 6,150.00
Vactor Truck Supplies	\$ 15,160.00	\$ 19,708.00	\$ 19,708.00	\$ 19,708.00	\$ 19,708.00
Road Repair supply	\$ 49,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Water Main Pipe and Parts (Replacement for breaks)	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00	\$ 29,000.00
Computer/Laptop Supplies	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
WTP High Lift Pump Maintenance	\$ 8,600.00	\$ 8,600.00	\$ 8,600.00	\$ 8,600.00	\$ 8,600.00
Water Meters supplies	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
Maual Auto Reader for Badger Meter					
Total Supplies & Expenses	\$ 1,801,351.20	\$ 1,850,000.00	\$ 1,850,000.00	\$ 1,850,000.00	\$ 1,850,000.00



WATER DIVISION Continued
Total Supplies & Expenses

	FY2023	FY2023	FY2024	FY2024	FY2024	FY2026	FY2026	FY2026	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REG	BUDGETED	THREE	FINCOMREC
	\$ 714,305	\$ 741,473	\$ 787,405	\$ 685,750	\$ 338,055	\$ 386,729	\$ 1,004,430	\$ 1,056,053	\$ 1,056,053	\$ 1,056,053	\$ 1,056,053	\$ 1,056,053

Contract Services/Leases

	FY2026	Department	Town Mgr.	Fin Com
Cons Conf Report	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Water Restriction	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000
Leak Detection(water/w aste Pipe)	\$ 28,000	\$ 28,840	\$ 28,840	\$ 28,840
State Water	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
Repair/maintenance control syst	\$ 25,000	\$ 25,750	\$ 25,750	\$ 25,750
Repair of plant machinery and Equipment	\$ 35,000	\$ 36,050	\$ 36,050	\$ 36,050
Laboratory Services for current testing	\$ 55,440	\$ 57,658	\$ 57,658	\$ 57,658
Laboratory Services for new Regulation (e. Coli and Cryptosporidium)	\$ 8,085	\$ 8,408	\$ 8,408	\$ 8,408
GAC Tracking testing	\$ 55,000	\$ 55,000	\$ 55,000	\$ 55,000
Rental of uniform and B&M(gp and M) easements	\$ 10,760	\$ 10,760	\$ 10,760	\$ 10,760
Certification Seminars and Membership	\$ 13,000	\$ 13,390	\$ 13,390	\$ 13,390
Group Instruction & Class	\$ 15,000	\$ 15,450	\$ 15,450	\$ 15,450
Police	\$ 81,015	\$ 92,681	\$ 92,681	\$ 92,681
Maintenance Contract for Scada Control Program	\$ 20,000	\$ 20,600	\$ 20,600	\$ 20,600
WTP Maintenance contracts for high Voltage System	\$ 60,395	\$ 62,825	\$ 62,825	\$ 62,825
WTP Maintenance contract for the Compressor that Supplies pneumatic System	\$ 8,000	\$ 8,240	\$ 8,240	\$ 8,240
<i>Garden Maintenance</i>	\$ 3,260	\$ 3,358	\$ 3,358	\$ 3,358
Repairing Water Breaks	\$ 82,000	\$ 84,460	\$ 84,460	\$ 84,460
WTP annual service Contract for Simplex Fire Control System	\$ 14,500	\$ 14,935	\$ 14,935	\$ 14,935
Professional Engineering Service	\$ 60,000	\$ 61,800	\$ 61,800	\$ 61,800
Maintenance Agreement for Variable Frequency Devices (VFD)	\$ 33,500	\$ 34,505	\$ 34,505	\$ 34,505
<i>Maintenance WTP High Head Pumps</i>		\$ 8,850	\$ 8,850	\$ 8,850
<i>Goodwin Emergency Pumps Maintenance</i>		\$ 8,000	\$ 8,000	\$ 8,000
Welding Services Ozone and Miscellaneous	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Annual Water Rate Study	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Mobile Connections for two laptops & 3ipads	\$ 1,500	\$ 1,545	\$ 1,545	\$ 1,545
Backflow Control Device	\$ 82,200	\$ 84,666	\$ 84,666	\$ 84,666
Clothing Allowance Superintendent	\$ 450	\$ 450	\$ 450	\$ 450
Maintenance of Pneumatic & Hydraulic valve tremment and raw water main	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Repair Surveillance Cameras	\$ 2,000	\$ 2,060	\$ 2,060	\$ 2,060
Laboratory Equipment and Calibration Repair	\$ 1,575	\$ 1,622	\$ 1,622	\$ 1,622
Plumbing Services	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Meter Reader Equipment Maintenance	\$ 3,590	\$ 3,590	\$ 3,590	\$ 3,590
Holding Power Poles by Utility when Hydrants are changed out	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Covering both the Ozone Destruct units	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Generator annual Certification	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Air Compressor Contracts	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Portable O2 Meter Calibration	\$ 2,900	\$ 2,900	\$ 2,900	\$ 2,900
Simplify Program Charge	\$ 8,660	\$ 8,660	\$ 8,660	\$ 8,660
Badger Cell Charge	\$ 145,000	\$ 145,000	\$ 145,000	\$ 145,000
	\$ 1,004,430	\$ 1,056,053	\$ 1,056,053	\$ 1,056,053



WATER DIVISION Continued
Total Supplies & Expenses

	FY2023	FY2023	FY2024	FY2024	FY2024	FY2024	FY2025	FY2026	FY2026	FY2027	FY2027	FY2027
	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REC	THREC	FINCOMREC
\$	70,750	\$ 90,858	\$ 75,750	\$ 110,217	\$ 75,750	\$ 120,750	\$ 75,750	\$ 228,627	\$ 228,627	\$ 228,627	\$ 228,627	\$ 228,627

Department Town Mgr. Fin Com

ELECTRICITY

Water Treatment Plant

This funds the power to the WTP on Treble Cove and includes both the production and deliver charge for the power. (Combined with the item directly below this request is a reduction.)

\$ 150,000 \$ 150,000 \$ 150,000

NATURAL GAS

Water Treatment Plant New

The Natural Gas consumption history at the New WTP is short.

\$ 65,177 \$ 65,177 \$ 65,177

PROPANE

Garage @ 278 Treble Cove Rd.

Propane for the Water Maintenance Garage. The requested appropriation

\$ 11,450 \$ 11,450 \$ 11,450

Total Lines

\$ 226,627 \$ 226,627 \$ 226,627



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Section 11: Wastewater Enterprise Budget

Mission Statement

The Wastewater Division has responsibility for the operation and maintenance of the wastewater collection system, 27 pump stations, and the Wastewater Treatment Plant.

Budget Narrative

In FY 27, the Wastewater Enterprise budget will increase by \$341,325, reflecting annual personnel cost adjustments, a significant rise in solids hauling expenses, and updated projections for electricity and heating costs.

Programs and Services

The Town operates a 5.5 million gallon per day Water Resource Recovery Facility (WRRF) that provides wastewater treatment for residential, commercial, and industrial users, treating approximately 1.3 billion gallons annually with an average daily flow of 3.6 million gallons. Treated effluent is discharged to the Concord River in compliance with the facility's National Pollutant Discharge Elimination System (NPDES) permit, issued and overseen by the Massachusetts Department of Environmental Protection and the United States Environmental Protection Agency. The treatment process includes preliminary screening and grit removal, primary clarification, biological treatment with aeration, secondary clarification, tertiary treatment through the Comag system, disinfection, and dechlorination prior to discharge. The plant is staffed by licensed operators, laboratory personnel, and maintenance staff who perform equipment repair, process control, snow removal, and full operational oversight, successfully maintaining treatment even during high-flow events.



Residuals generated during treatment are thickened and dewatered using rotary presses, producing approximately 7,300 tons of dewatered biosolids annually for disposal at licensed facilities. The wastewater collection system includes approximately 200 miles of sewer lines, force mains, low-pressure systems, and 23 pumping stations serving the majority of the community. Staff provide 24-hour operation and maintenance of pump stations, conduct CCTV inspections, operate specialized cleaning and jetting equipment, and respond to blockages and emergency situations to protect public health and the environment.

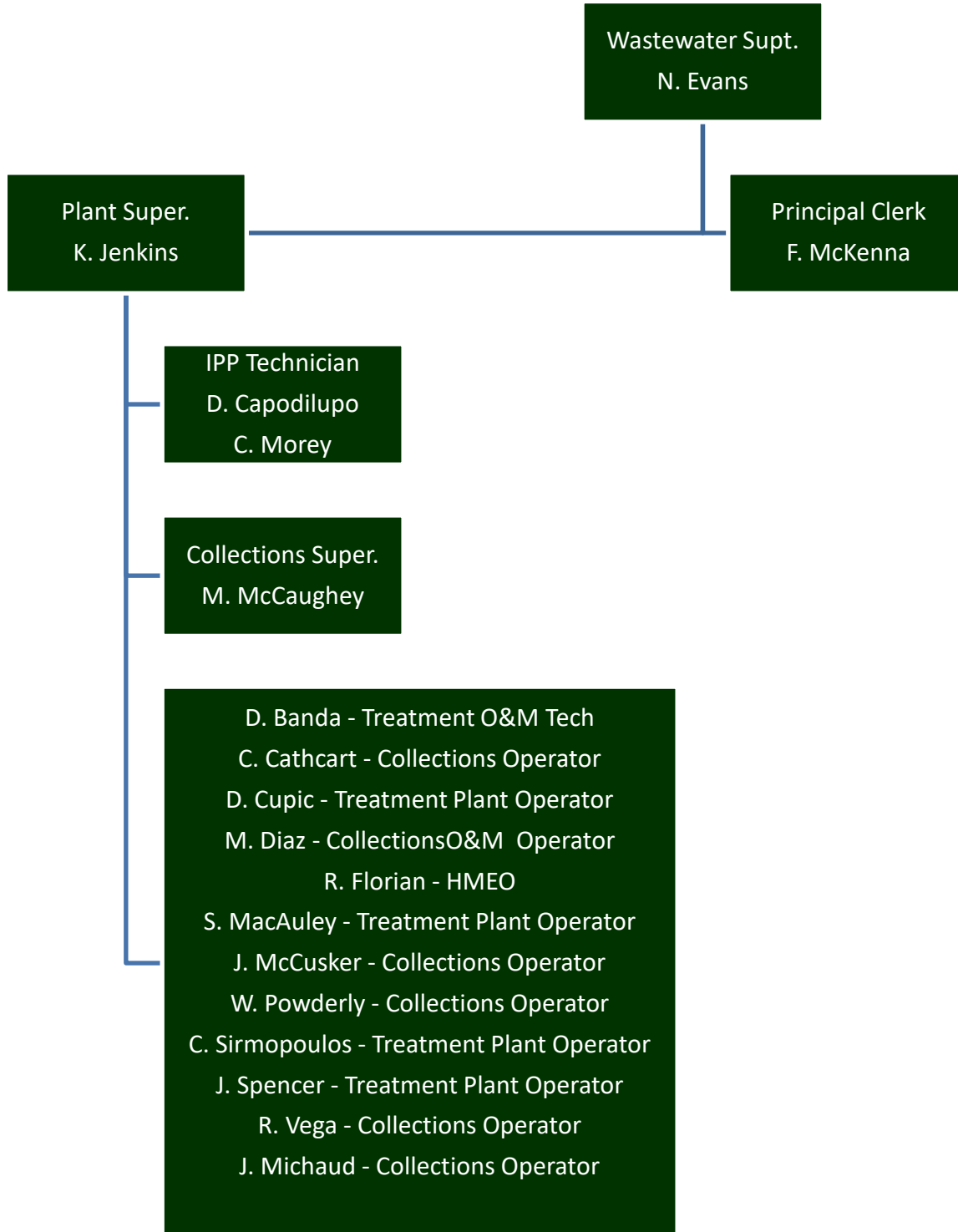


Laboratory personnel conduct extensive daily testing to monitor treatment performance and ensure regulatory compliance, completing tens of thousands of analyses annually, with additional specialized testing performed by certified external laboratories as required. The Division also administers an Industrial Pretreatment Program overseeing 28 permitted industries to control the discharge of harmful substances into the sewer system, conducting inspections, sampling, and enforcement in accordance with state and federal requirements.

In addition to routine operations, the Division advances capital improvements and system upgrades, including flow metering initiatives to address inflow and infiltration, pump station communication system upgrades, blower replacements critical to biological treatment, and phased sewer rehabilitation projects. Through proactive maintenance, regulatory compliance, and strategic infrastructure investment, the Wastewater Division ensures the continued reliability, environmental protection, and long-term sustainability of the Town's wastewater system



Organizational Chart





Wastewater Enterprise Budget

	FY2023 BUDGETED	FY2023 EXPENDED	FY2024 BUDGETED	FY2024 EXPENDED	FY2025 BUDGETED	FY2025 EXPENDED	FY2026 BUDGETED	FY2027 DEPT REQ	FY2027 TM REC	FY2027 FIN COM REC
<i>Personnel Services</i>										
Full Time	\$ 1,179,746	\$ 1,203,921	\$ 1,262,111	\$ 1,256,748	\$ 1,393,434	\$ 1,340,865	\$ 1,393,903	\$ 1,462,891	\$ 1,462,891	\$ 1,462,891
Part Time/Seasonal	\$ -	\$ 170,000	\$ -	\$ -	\$ 170,000	\$ 161,600	\$ 170,000	\$ -	\$ -	\$ -
Overtime	\$ 170,000	\$ 170,000	\$ 170,000	\$ 158,131	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000	\$ 170,000
Contractual Obligations	\$ 54,075	\$ 54,075	\$ 54,075	\$ 54,075	\$ 35,800	\$ 35,800	\$ 40,900	\$ 40,900	\$ 40,900	\$ 40,900
Total	\$ 1,403,821	\$ 1,427,996	\$ 1,486,186	\$ 1,468,954	\$ 1,599,234	\$ 1,538,266	\$ 1,604,803	\$ 1,673,791	\$ 1,673,791	\$ 1,673,791

Expenses

Supplies and Expenses	\$ 1,008,040	\$ 992,959	\$ 764,200	\$ 868,619	\$ 983,400	\$ 884,478	\$ 996,324	\$ 1,008,332	\$ 1,008,332	\$ 1,008,332
Contract Services/Leases	\$ 1,134,450	\$ 1,192,070	\$ 1,384,450	\$ 1,443,866	\$ 1,491,450	\$ 1,480,991	\$ 1,561,000	\$ 1,702,829	\$ 1,702,829	\$ 1,702,829
Utilities	\$ 15,000	\$ 38,992	\$ 15,000	\$ 42,021	\$ 15,000	\$ 47,806	\$ 215,000	\$ 333,500	\$ 333,500	\$ 333,500
Capital Outlay	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve	\$ 83,000	\$ -	\$ 83,000	\$ -	\$ 83,000	\$ -	\$ 83,000	\$ 83,000	\$ 83,000	\$ 83,000
Total Expenses	\$ 2,340,490	\$ 2,224,021	\$ 2,346,650	\$ 2,354,506	\$ 2,572,850	\$ 2,413,275	\$ 2,855,324	\$ 3,127,661	\$ 3,127,661	\$ 3,127,661

Debt Service

Short - Term Interest	\$ 150,000	\$ 962,496	\$ 150,000	\$ 112,478	\$ 150,000	\$ 68,879	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Long - Term Principal	\$ 4,310,622	\$ 4,257,224	\$ 4,310,622	\$ 4,162,375	\$ 4,276,705	\$ 4,119,464	\$ 4,063,756	\$ 4,063,756	\$ 4,063,756	\$ 4,063,756
Long - Term Interest	\$ 1,055,732	\$ 1,036,792	\$ 1,055,732	\$ 1,044,726	\$ 959,814	\$ 959,814	\$ 874,763	\$ 874,763	\$ 874,763	\$ 874,763
Total Debt Service	\$ 5,516,354	\$ 6,256,512	\$ 5,516,354	\$ 5,319,580	\$ 5,386,519	\$ 5,148,157	\$ 5,088,519	\$ 5,088,519	\$ 5,088,519	\$ 5,088,519

TOTAL BUDGET

\$ 9,260,665	\$ 9,908,529	\$ 9,349,190	\$ 9,143,040	\$ 9,558,603	\$ 9,099,697	\$ 9,548,646	\$ 9,889,971	\$ 9,889,971	\$ 9,889,971	\$ 9,889,971
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Dep. Req FY2027 TM. Rec FY2027 Fin Com Rec FY2027 W/O Debt Included \$ 341,324.68

7.65%

Position	FTE	FTE	FTE	FTE
Supintendent	1	1	1	1
Plant Supervisor	1	1	1	1
Collections Supervisor	1	1	1	1
IPP Technician	2	2	2	2
O&M Technician Collec.	1	1	1	1
Plant Operator	4	4	4	4
Collections Operator	5	5	5	5
HMEO	1	1	1	1
Total Staffing	17	17	17	17



**WASTEWATER DIVISION
SALARY INFORMATION FY2027 TM RECOMMENDED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	COL/HOIST	SEWER CERT.	SICK LEAVE INCENTIVE	MEALS	TOTAL SALARY BENEFIT
Nick Evans	Wastewater Superintendent	6/7	1/11/2016	\$ 148,588.16		\$ -	\$ -	\$ 500.00	\$ -	\$ 149,088.16
Michael McCaughey	Collection Supervisor	6	3/10/2008	\$ 99,372.38	\$ 800.00	\$ -	\$ 1,000.00	\$ 600.00	\$ 150.00	\$ 101,922.38
Keith Jenkins	Plant Supervisor	4	11/30/2020	\$ 103,342.16	\$ 800.00	\$ 100.00	\$ 800.00	\$ 600.00	\$ 150.00	\$ 105,792.16
David Banda	Treatment O&M Tech	4	7/17/2017	\$ 97,672.46	\$ 800.00	\$ -	\$ 1,200.00	\$ 600.00	\$ 150.00	\$ 100,422.46
Diaz, Martin	Collection O&M Tech	6	9/2/2008	\$ 93,921.09	\$ 800.00	\$ 100.00	\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 96,671.09
Donald Capodilupo	IPP Tech	3	11/6/2023	\$ 91,775.71	\$ 800.00	\$ 100.00	\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 94,525.71
Connor Morey	IPP Tech	4	9/14/2020	\$ 94,529.15	\$ 800.00	\$ -	\$ 1,000.00	\$ 500.00	\$ 150.00	\$ 96,979.15
William Powderly	Collections Operator	4	2/11/2018	\$ 71,573.12	\$ 800.00		\$ 1,200.00	\$ 400.00	\$ 150.00	\$ 74,123.12
Cameron Cathcart	Collections Operator	1/2	11/10/2025	\$ 66,573.07	\$ 800.00	\$ -	\$ 1,600.00	\$ 400.00	\$ 150.00	\$ 69,523.07
Rafael Vega	Collections Operator	4	10/26/2017	\$ 71,573.12	\$ 800.00	\$ -	\$ 800.00	\$ 600.00	\$ 150.00	\$ 73,923.12
John McCusker	Collections Operator	5	11/3/2014	\$ 73,720.31	\$ 800.00	\$ -	\$ 800.00	\$ 400.00	\$ 150.00	\$ 75,870.31
Michaud, John	Collections Operator	3	4/1/2024	\$ 69,488.47	\$ 800.00	\$ -	\$ 800.00	\$ 500.00	\$ 150.00	\$ 71,738.47
Cupic, Dragan	Treatment Plant Operator	4	12/3/2018	\$ 78,210.07	\$ 800.00	\$ -	\$ 800.00	\$ 500.00	\$ 150.00	\$ 80,460.07
Chris Sirmopoulos	Treatment Plant Operator	7	5/12/2005	\$ 83,811.10	\$ 800.00	\$ -	\$ 800.00	\$ 500.00	\$ 150.00	\$ 86,061.10
MacAuley, Shayne	Treatment Plant Operator	3	1/27/2022	\$ 75,932.33	\$ 800.00	\$ -	\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 78,582.33
Spencer, Jeff	Treatment Plant Operator	4	9/6/2018	\$ 78,210.07	\$ 800.00	\$ -	\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 80,860.07
Florian, Romel	HMEO	2/3	1/21/2025	\$ 64,598.21	\$ 800.00	\$ -	\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 67,248.21
DEPARTMENT TOTAL				\$ 1,462,890.99	\$ 12,800.00	\$ 300.00	\$ 16,800.00	\$ 8,600.00	\$ 2,400.00	\$ 1,503,790.99

Total Full Time \$ 1,462,890.99
 Total Seasonal \$ -
 Total Overtime \$ 170,000.00
 Total Contract \$ 40,900.00
 Total \$ 1,673,790.99



**WASTEWATER DIVISION
SALARY INFORMATION FY2026 DEPARTMENT REQUESTED**

NAME	POSITION	STEP	ANN. DATE	BASE SALARY	CLOTHING	CDL/HOIST	SEWER CERT.	SICK LEAVE INCENTIVE	MEALS	BENEFIT
Nick Evans	Superintendent	5	7/1/2016	\$ 132,175.02	\$ -			\$ 500.00	\$ -	\$ 132,675.02
Michael McCaughey	Collection Super	6	3/10/2008	\$ 96,478.04	\$ 800.00		\$ 1,000.00	\$ 600.00	\$ 150.00	\$ 99,028.04
William Powderly	Collection Repairman	4	11/27/2017	\$ 69,488.47	\$ 800.00	\$ 100.00	\$ 800.00	\$ 600.00	\$ 150.00	\$ 71,938.47
Cypic, Dragan	Treatment Plant Operator	4	12/3/2018	\$ 69,488.78	\$ 800.00		\$ 1,200.00	\$ 600.00	\$ 150.00	\$ 72,238.78
Keith Jenkins	Plant Supervisor	3	11/30/2020	\$ 89,156.67	\$ 800.00	\$ 100.00	\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 91,906.67
David Banda	Treatment O&M Tech	4	7/17/2017	\$ 86,793.54	\$ 800.00		\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 89,543.54
Chris Sirmopoulos	T&T Plant Oper	7	5/12/2005	\$ 74,465.01	\$ 800.00		\$ 1,000.00	\$ 500.00	\$ 150.00	\$ 76,915.01
TBD	T&T Plant Oper	1	5/12/2005	\$ 62,989.47	\$ 800.00		\$ 1,200.00	\$ 400.00	\$ 150.00	\$ 66,539.47
Diaz, Martin	Collection O&M	6	9/2/2008	\$ 91,185.57	\$ 800.00		\$ 1,600.00	\$ 400.00	\$ 150.00	\$ 94,135.57
Rafael Vega	Collection Repairman	4	10/26/2017	\$ 69,488.47	\$ 800.00		\$ 800.00	\$ 600.00	\$ 150.00	\$ 71,838.47
MacAuley, Shayne	T&T Plant Oper	3	11/27/2022	\$ 67,464.83	\$ 800.00		\$ 800.00	\$ 400.00	\$ 150.00	\$ 69,614.83
John McCusker	Swr Equpt. Repairman	5-Jan	11/3/2014	\$ 71,667.73	\$ 800.00		\$ 800.00	\$ 500.00	\$ 150.00	\$ 73,917.73
Spencer, Jeffrey	HIMEO	4	9/6/2018	\$ 65,660.68	\$ 800.00		\$ 800.00	\$ 500.00	\$ 150.00	\$ 67,910.68
Michaud John	HIMEO	1/2	4/1/2024	\$ 60,125.39	\$ 800.00		\$ 800.00	\$ 500.00	\$ 150.00	\$ 62,375.39
Christopher Mulligan	T&T Plant Oper	2/3	7/24/2023	\$ 67,351.90	\$ 800.00		\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 70,001.90
Donald Capodilupo	IPP Tech	3-Jan	11/6/2023	\$ 83,143.15	\$ 800.00		\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 86,793.15
Connor Morey	IPP Tech	3/4	8/31/2023	\$ 86,255.18	\$ 800.00		\$ 1,200.00	\$ 500.00	\$ 150.00	\$ 87,905.18
				\$ -						\$ -
				\$ -						\$ -
				\$ -						\$ -
				\$ -						\$ -
DEPARTMENT TOTAL				\$ 1,342,378	\$ 12,800	\$ 300	\$ 16,800	\$ 8,600	\$ 2,400	\$ 1,383,277.90

Total Full Time \$ 1,342,377.90
 Total Seasonal \$ -
 Total Overtime \$ 170,000.00
 Total Contract \$ 40,900.00
 Total \$ 1,553,277.90



Wastewater Division

FY2023	FY2023	2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 1,008,040	\$ 992,959	\$ 764,200	\$ 855,696	\$ 983,400	\$ 884,478	\$ 996,324	\$ 1,008,332	\$ 1,008,332	\$ 1,008,332

Supplies and Expenses

	FY2026	Department	Town Mgr.	Fin Com
Publications	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Office Supplies	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Lab Supplies	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00
Custodial	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Building Supp.	\$ 51,000.00	\$ 51,000.00	\$ 51,000.00	\$ 51,000.00
Emergency	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Welding	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Vehicle	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Hardware	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Chemicals	\$ 800,324.00	\$ 825,332.00	\$ 825,332.00	\$ 825,332.00
Tools	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00
Electrical	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Plumbing	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Safety	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Rental	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00
Training	\$ 18,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Diesel Fuel	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Oil and Grease	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Total Supplies and Expenses	\$ 996,324.00	\$ 1,008,332	\$ 1,008,332	\$ 1,008,332

FY2023	FY2023	2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 1,134,450	\$ 1,192,070	\$ 1,384,450	\$ 1,278,603	\$ 1,491,450	\$ 1,480,991	\$ 1,561,000	\$ 1,702,829	\$ 1,702,829	\$ 1,702,829

Contract Services/Leases

	FY2026	Department	Town Mgr.	Fin Com
Professional	\$ 120,000.00	\$ 128,900.00	\$ 128,900.00	\$ 128,900.00
Ind. Sampling (New NPDES LAB Req)	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
Memberships	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Rentals				
Emergency Sewer Repair	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Equipment Repair	\$ 146,000.00	\$ 146,000.00	\$ 146,000.00	\$ 146,000.00
Grit and Screenings	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00
Solids hauling	\$ 1,205,000.00	\$ 1,337,929.00	\$ 1,337,929.00	\$ 1,337,929.00
Total Contract Services/Leases	\$ 1,561,000	\$ 1,702,829.00	\$ 1,702,829.00	\$ 1,702,829.00

FY2023	FY2023	2024	FY2024	FY2025	FY2025	FY2026	FY2027	FY2027	FY2027
BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	EXPENDED	BUDGETED	DEPT REQ	TM REC	FIN COM REC
\$ 15,000	\$ 38,992	\$ 15,000	\$ 41,822	\$ 15,000	\$ 47,806	\$ 215,000	\$ 333,500	\$ 333,500	\$ 333,500

Utilities

	FY2026	Department	Town Mgr.	Fin Com
Electricity	\$ 200,000.00	\$ 300,000.00	\$ 300,000.00	\$ 300,000.00
Fuel/Heat	\$ 12,000.00	\$ 30,500.00	\$ 30,500.00	\$ 30,500.00
Telephone	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Total Utilities	\$ 215,000.00	\$333,500.00	\$333,500.00	\$333,500.00



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Section 12: Debt Schedules

Actual Debt Service as of July 1, 2025 Summary

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	Total
General Fund - Town Debt																			
Net Outstanding Principal Long-Term	1,061,625	1,051,625	2,841,625	2,841,625	2,741,625	2,741,625	2,686,625	2,685,063	2,685,063	2,685,063	2,680,063	2,680,063	2,628,563	2,452,000	2,452,000	2,452,000	2,452,000	2,452,000	69,148,250
Net Outstanding Interest Long-Term	560,334	510,253	3,977,447	2,667,253	2,527,447	2,390,916	2,258,634	2,133,792	2,015,289	1,901,186	1,788,384	1,675,631	1,563,409	1,454,888	1,349,539	1,243,831	1,137,764	1,040,721	39,574,264
	1,621,959	1,561,878	6,819,072	5,508,878	5,269,072	5,132,541	4,945,259	4,818,855	4,700,352	4,586,249	4,468,446	4,355,694	4,191,971	3,906,888	3,801,539	3,695,831	3,589,764		108,722,514
General Fund - School Debt																			
Net Outstanding Principal Long-Term	391,000	176,000	172,000	172,000	132,000	133,000	133,000	35,000	35,000	-	-	-	-	-	-	-	-	-	4,161,000
Net Outstanding Interest Long-Term	47,151	37,858	30,358	23,258	16,758	10,833	5,373	2,275	1,138	-	-	-	-	-	-	-	-	-	784,325
	438,151	213,858	202,358	195,258	148,758	143,833	138,373	37,275	36,138	-	-	-	-	-	-	-	-	-	4,945,325
Enterprise Fund - Sewer Debt																			
Net Outstanding Principal Long-Term	4,174,253	4,008,516	4,007,449	3,967,927	4,009,372	3,950,683	3,813,998	3,172,512	3,206,567	3,181,418	3,222,089	2,170,677	2,201,499	1,419,403	1,445,320	1,466,742	1,423,686		74,321,254
Net Outstanding Interest Long-Term	927,472	860,579	815,686	707,709	630,620	556,722	538,021	427,428	372,663	317,245	263,010	208,017	167,308	125,810	99,913	73,627	47,991		12,199,933
	5,101,725	4,869,095	4,823,135	4,675,636	4,639,993	4,507,405	4,352,019	3,599,940	3,579,230	3,498,664	3,485,099	2,378,693	2,368,808	1,545,214	1,545,233	1,540,368	1,471,677		86,521,187
Enterprise Fund - Water Debt																			
Net Outstanding Principal Long-Term	1,371,900	1,147,346	1,159,372	1,156,516	698,778	556,162	543,667	551,299	559,057	566,944	574,961	583,133	591,400	599,826	603,391	602,099	540,951		24,366,131
Net Outstanding Interest Long-Term	274,133	235,386	196,676	157,885	130,137	116,281	105,713	95,858	86,526	77,078	67,299	57,399	47,484	37,444	27,247	17,146	8,114		3,401,851
	1,646,032	1,382,732	1,356,048	1,314,401	828,916	672,442	649,381	647,157	645,583	644,022	642,260	640,533	638,884	637,270	630,638	619,245	549,066		27,767,982
Short-Term Debt																			
General Fund	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Sewer Fund	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Water Fund	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000
Totals																			
Net Outstanding Principal Long-Term	6,998,778	6,383,487	8,180,446	8,138,068	7,581,776	7,381,470	7,177,290	6,443,874	6,485,687	6,433,425	6,477,112	5,433,873	5,421,462	4,471,229	4,500,712	4,520,841	4,416,637	2,452,000	171,996,635
Net Outstanding Interest Long-Term	1,809,090	1,644,076	5,020,166	3,556,104	3,304,962	3,074,751	2,907,741	2,659,353	2,475,616	2,295,509	2,118,693	1,941,047	1,778,201	1,618,143	1,476,699	1,334,604	1,193,869	1,040,721	55,960,373
Short-Term Interest	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	525,000	-
	9,332,868	8,552,563	13,725,612	12,219,173	11,411,738	10,981,221	10,610,031	9,628,227	9,486,302	9,253,934	9,120,805	7,899,920	7,724,663	6,614,371	6,502,411	6,380,444	6,135,506	4,017,721	227,957,008
Target Debt Amount	9,066,000	9,066,000	10,500,000	12,000,000	13,500,000	14,500,000	14,500,000	14,500,000	14,500,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000	15,000,000		
Debt Stabilization Transfer	258,132	1,038,437	(2,700,612)	305,827	2,613,262	4,043,779	4,414,969	5,396,773	5,538,698	6,271,066	6,404,195	7,625,080	7,800,337	8,910,629	9,022,589	8,619,556	8,864,494		
General Fund - Exempted Debt																			
Net Outstanding Principal Long-Term	2,645,000	2,745,000	2,905,000	3,010,000	3,125,000	3,200,000	3,275,000	3,400,000	3,480,000	3,190,000	3,275,000	3,375,000	3,470,000	3,575,000	3,695,000	3,830,000	3,815,000		95,895,000
Net Outstanding Interest Long-Term	3,149,444	3,025,994	2,891,944	2,754,194	2,611,969	2,512,869	2,411,519	2,256,656	2,150,306	2,042,506	1,941,350	1,833,875	1,723,344	1,609,725	1,468,350	1,322,050	1,172,700		60,693,987
	5,794,444	5,770,994	5,796,944	5,764,194	5,736,969	5,712,869	5,686,519	5,656,656	5,630,306	5,232,506	5,216,350	5,208,875	5,193,344	5,184,725	5,163,350	5,152,050	4,987,700		156,588,987
Community Preservation Fund - Debt																			
Net Outstanding Principal Long-Term	563,375	563,375	563,375	563,375	563,375	563,375	563,375	559,938	559,938	559,938	559,938	559,938	556,438	168,000	168,000	168,000	168,000		9,819,750
Net Outstanding Interest Long-Term	430,391	402,222	374,053	345,884	317,716	289,547	261,378	233,295	205,298	180,101	157,704	135,306	112,979	98,490	91,770	85,050	78,330		4,453,287
	993,766	965,597	937,428	909,259	881,091	852,922	824,753	793,233	765,236	740,039	717,641	695,244	669,416	266,490	259,770	253,050	246,330		14,273,037



Actual Debt Service as of July 1,2025
General Fund - Town Debt

Date of Issue	Purpose / Date of Vote	Issued	Type of Payment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	Total	
2-May-13	Fire Trucks - Ladder Truck May-11 / Art # 27 / \$1,500,000	\$ 1,500,000	Principal Interest	100,000 12,250	100,000 10,000	100,000 6,000	100,000 3,000	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1,000,000 184,750	
26-Sep-19	Engineering - Middlesex Turnpike May-13 / Art # 27 / \$1,180,000	\$ 115,000	Principal Interest	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	115,000 8,803	
27-Sep-19	Land Acquisition - Middlesex Turnpike May-13 / Art # 27 / \$1,180,000	\$ 420,000	Principal Interest	40,000 10,200	40,000 8,200	40,000 6,200	40,000 4,200	40,000 2,400	40,000 800	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	420,000 105,966	
28-Jan-22	Middlesex Corp Park - Betrement	\$ 702,000	Principal Interest	50,000 21,250	50,000 18,750	50,000 16,250	50,000 13,750	50,000 11,250	50,000 8,750	50,000 6,500	50,000 4,750	50,000 3,500	50,000 2,500	50,000 1,500	50,000 500	- -	- -	- -	- -	- -	- -	- -	702,000 169,803
28-Jan-22	Building Demolitions	\$ 2,201,000	Principal Interest	110,000 61,050	110,000 55,550	110,000 50,050	110,000 44,550	110,000 39,050	110,000 33,550	110,000 28,600	110,000 24,750	110,000 22,000	110,000 19,800	110,000 17,600	110,000 15,400	110,000 13,200	110,000 10,931	110,000 8,594	110,000 6,188	110,000 3,713	110,000 1,238	110,000	2,201,000 622,922
28-Sep-19	Traffic Signal - Salem Street Oct-15 / Art # 31 / \$4,000,000	\$ 135,000	Principal Interest	20,000 1,250	15,000 375	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	135,000 22,356
29-Sep-19	Sidewalk - Salem Street Oct-15 / Art # 31 / \$4,000,000	\$ 175,000	Principal Interest	20,000 3,950	15,000 3,075	15,000 2,325	15,000 1,575	15,000 900	15,000 300	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	175,000 42,596
28-Jan-22	Pinehurst Fire Station	\$ 10,000,000	Principal Interest	470,000 260,000	470,000 236,500	470,000 213,000	470,000 189,500	470,000 166,000	470,000 142,500	470,000 121,350	470,000 104,900	470,000 93,150	470,000 83,750	465,000 74,400	465,000 65,100	465,000 55,800	465,000 46,210	465,000 36,328	465,000 26,156	465,000 15,694	465,000 5,231	465,000	9,360,000 2,647,371
8-Sep-23	PHR Recreation Complex May 21 / Art # 15 / \$8,000,000	\$ 7,380,000	Principal Interest	178,125 103,797	178,125 94,891	178,125 85,984	178,125 77,078	178,125 68,172	178,125 59,266	178,125 50,359	176,563 41,492	176,563 32,664	176,563 24,719	176,563 17,656	176,563 10,594	176,563 3,531	- -	- -	- -	- -	- -	- -	2,306,250 728,243
8-Sep-23	Howe School Restoration June-20 / Art # 24 / \$7,500,000	\$ 6,780,000	Principal Interest	73,500 86,588	73,500 82,913	73,500 79,238	73,500 75,563	73,500 71,888	73,500 68,213	73,500 64,538	73,500 60,863	73,500 57,188	73,500 53,880	73,500 50,940	73,500 48,000	72,000 45,090	72,000 42,210	72,000 39,330	72,000 36,450	72,000 33,570	72,000 30,690	72,000	2,034,000 1,221,928
19-Aug-25	DPW Building	\$ 50,480,000	Principal Interest			1,805,000 3,518,400	1,805,000 2,258,038	1,805,000 2,167,788	1,805,000 2,077,538	1,805,000 1,987,288	1,805,000 1,897,038	1,805,000 1,806,788	1,805,000 1,716,538	1,805,000 1,626,288	1,805,000 1,536,038	1,805,000 1,445,788	1,805,000 1,355,538	1,805,000 1,265,288	1,805,000 1,175,038	1,805,000 1,084,788	1,805,000 1,003,563	50,480,000 33,805,325	
Net Outstanding Principal Long-Term				1,061,625	1,051,625	2,841,625	2,841,625	2,741,625	2,741,625	2,686,625	2,685,063	2,685,063	2,685,063	2,680,063	2,680,063	2,628,563	2,452,000	2,452,000	2,452,000	2,452,000	2,452,000	2,452,000	69,148,250
Net Outstanding Interest Long-Term				560,334	510,253	3,977,447	2,667,253	2,527,447	2,390,916	2,258,634	2,133,792	2,015,289	1,901,186	1,788,384	1,675,631	1,563,409	1,454,888	1,349,539	1,243,831	1,137,764	1,040,721	1,040,721	39,574,264
				1,621,959	1,561,878	6,819,072	5,508,878	5,269,072	5,132,541	4,945,259	4,818,855	4,700,352	4,586,249	4,468,446	4,355,694	4,191,971	3,906,888	3,801,539	3,695,831	3,589,764	3,492,721	108,722,514	



Actual Debt Service as of July 1,2025
General Fund - School Debt

Date of Issue	Purpose / Date of Vote	Issued	Type of Payment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
15-May-11	Building Remodeling - Schools May-08 / Art # 24 / \$1,553,000	\$ 1,453,000 GOB	Principal Interest	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	295,000 119,200
28-Jan-22	Building Remodeling - Schools May-08 / Art # 24 / \$1,553,000	\$ 542,000 GOB - Refunded	Principal Interest	61,000 19,455	61,000 16,405	62,000 13,330	62,000 10,230	62,000 7,130	62,000 4,030	62,000 1,240	- -	- -	- -	- -	542,000 129,607
15-May-11	Building Remodeling - Schools May-09 / Art # 15 / \$871,628	\$ 871,000 GOB	Principal Interest	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	180,000 71,200
28-Jan-22	Building Remodeling - Schools May-09 / Art # 15 / \$871,628	\$ 324,000 GOB - Refunded	Principal Interest	40,000 11,240	35,000 9,365	35,000 7,615	35,000 5,865	35,000 4,115	36,000 2,340	36,000 720	- -	- -	- -	- -	324,000 75,518
2-May-13	Building Remodeling (Rink) - Schools Oct-11 / Art # 16 / \$750,000 Auth	\$ 750,000 GOB	Principal Interest	35,000 9,800	35,000 9,013	35,000 7,613	35,000 6,563	35,000 5,513	35,000 4,463	35,000 3,413	35,000 2,275	35,000 1,138	- -	- -	550,000 139,988
2-May-13	Ditson School May-98 / Art # 1 / \$18,000,000	\$ 2,160,000 GOB - Refunded	Principal Interest	210,000 2,231	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	1,500,000 160,156
2-May-13	Rink - School - Refunded 12/02 Oct-00 / Art # 39 / \$500,000 Auth	\$ 234,000 GOB - Refunded	Principal Interest	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	110,000 8,700
6-Dec-16	Ditson School May-98 / Art # 1 / \$18,000,000	\$ 210,000 GOB - Refunded	Principal Interest	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	- -	210,000 14,950
6-Dec-16	School Building Remolding Oct-05 / Art # 15 / \$1,000,000	\$ 465,000 GOB - Refunded	Principal Interest	45,000 4,425	45,000 3,075	40,000 1,800	40,000 600	- -	- -	- -	- -	- -	- -	- -	450,000 65,006
Net Outstanding Principal Long-Term				391,000	176,000	172,000	172,000	132,000	133,000	133,000	35,000	35,000	-	-	4,161,000
Net Outstanding Interest Long-Term				47,151	37,858	30,358	23,258	16,758	10,833	5,373	2,275	1,138	-	-	784,325
				<u>438,151</u>	<u>213,858</u>	<u>202,358</u>	<u>195,258</u>	<u>148,758</u>	<u>143,833</u>	<u>138,373</u>	<u>37,275</u>	<u>36,138</u>	<u>-</u>	<u>-</u>	<u>4,945,325</u>



**Actual Debt Service as of July 1,2025
General Fund - Exempted Debt**

Date of Issue	Purpose / Date of Vote	Issued	Type of Payment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	Total		
2-May-13	Parker School Construction Oct-09 / Art # 3 / \$33,607,436 Auth	\$ 13,285,000	Principal	320,000	320,000	375,000	375,000	375,000	375,000	375,000	375,000	375,000	0	0	0	0	0	0	0	0	0	0	6,115,000	
			Interest	101,563	94,363	81,563	70,313	59,063	47,813	36,563	24,375	12,188	0	0	0	0	0	0	0	0	0	0	0	1,430,375
				421,563	414,363	456,563	445,313	434,063	422,813	411,563	399,375	387,188	0	0	0	0	0	0	0	0	0	0	0	7,545,375
12-May-17	Hign School Construction Feb-2016 / Art # 1 / \$175,997,289 Auth	\$ 85,310,000	Principal	1,980,000	2,080,000	2,185,000	2,290,000	2,405,000	2,480,000	2,555,000	2,680,000	2,760,000	2,845,000	2,930,000	3,030,000	3,125,000	3,230,000	3,355,000	3,490,000	3,630,000	3,775,000	0	82,910,000	
			Interest	2,798,219	2,699,219	2,595,219	2,485,969	2,371,469	2,299,319	2,224,919	2,097,169	2,016,769	1,933,969	1,845,063	1,749,838	1,651,363	1,549,800	1,420,600	1,286,400	1,146,800	1,001,600	0	56,472,363	
				4,778,219	4,779,219	4,780,219	4,775,969	4,776,469	4,779,319	4,779,919	4,777,169	4,776,769	4,778,969	4,775,063	4,779,838	4,776,363	4,779,800	4,775,600	4,776,400	4,776,800	4,776,600	4,776,600	0	139,382,363
26-Sep-19	Hign School Construction Feb-2016 / Art # 1 / \$175,997,289 Auth	\$ 3,090,000	Principal	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	155,000	150,000	150,000	-	-	0	3,090,000	
			Interest	86,113	78,363	70,613	62,863	55,888	49,688	43,488	38,063	33,800	29,538	24,888	20,238	15,781	11,325	6,750	2,250	0	0	0	0	1,118,473
				241,113	233,363	225,613	217,863	210,888	204,688	198,488	193,063	188,800	184,538	179,888	175,238	170,781	166,325	156,750	152,250	0	0	0	0	4,208,473
18-Sep-23	Hign School Construction Feb-2016 / Art # 1 / \$175,997,289 Auth	\$ 3,780,000	Principal	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000	185,000	185,000	0	3,780,000
			Interest	163,550	154,050	144,550	135,050	125,550	116,050	106,550	97,050	87,550	79,000	71,400	63,800	56,200	48,600	41,000	33,400	25,900	18,500	0	0	1,672,778
				353,550	344,050	334,550	325,050	315,550	306,050	296,550	287,050	277,550	269,000	261,400	253,800	246,200	238,600	231,000	223,400	210,900	203,500	0	0	5,452,778
Net Outstanding Principal Long-Term				2,645,000	2,745,000	2,905,000	3,010,000	3,125,000	3,200,000	3,275,000	3,400,000	3,480,000	3,190,000	3,275,000	3,375,000	3,470,000	3,575,000	3,695,000	3,830,000	3,815,000	3,960,000	0	95,895,000	
Net Outstanding Interest Long-Term				3,149,444	3,025,994	2,891,944	2,754,194	2,611,969	2,512,869	2,411,519	2,256,656	2,150,306	2,042,506	1,941,350	1,833,875	1,723,344	1,609,725	1,468,350	1,322,050	1,172,700	1,020,100	0	0	60,693,987
				5,794,444	5,770,994	5,796,944	5,764,194	5,736,969	5,712,869	5,686,519	5,656,656	5,630,306	5,232,506	5,216,350	5,208,875	5,193,344	5,184,725	5,163,350	5,152,050	4,987,700	4,980,100	0	156,588,987	



Actual Debt Service as of July 1, 2025
Sewer Enterprise Fund

Date of Issue	Purpose / Date of Vote	Issued	Type of Payment	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	Total	
1/28/2022	Sewer - Brown and Rodgers Pump May-08 / Art #21 / \$3,000,000	\$ 1,161,000	Principal Interest	129,000 35,055	133,000 28,505	133,000 21,855	133,000 15,205	132,000 8,580	132,000 2,640	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,161,000 276,944	
6-Jun-12	Sewer Bonds - Tertiary Treatment May-07 / Art #32 / \$9,000,000	\$ 8,909,952	Principal Interest	504,903 58,677 4,401	515,083 48,477 3,636	525,468 38,071 2,855	536,063 27,456 2,059	546,872 16,627 1,247	557,898 55,879 418	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,717,750 931,160 47,606	
2-May-13	Wastewater Treatment Oct-08 / Art #24 / \$3,289,000 Auth	\$ 700,000	Principal Interest	35,000 9,013	35,000 7,613	35,000 6,563	35,000 5,513	35,000 4,463	35,000 3,413	35,000 2,275	35,000 1,138	-	-	-	-	-	-	-	-	-	-	-	-	525,000 136,588	
2-May-13	Sewer Bonds - Contract 34B Oct-11 / Art #22 / \$9,000,000 Auth	\$ 357,000	Principal Interest	15,000 3,863	15,000 3,263	15,000 2,813	15,000 2,363	15,000 1,913	15,000 1,463	15,000 975	15,000 488	-	-	-	-	-	-	-	-	-	-	-	-	255,000 62,538	
2-May-13	Sewer Bonds - Pump Stations Oct-10 / Art #22 / \$3,700,000 Auth	\$ 355,000	Principal Interest	15,000 3,863	15,000 3,263	15,000 2,813	15,000 2,363	15,000 1,913	15,000 1,463	15,000 975	15,000 488	-	-	-	-	-	-	-	-	-	-	-	-	255,000 62,538	
1-Jul-15	Sewer Bonds - Pump Stations Oct-10 / Art #22 / \$3,700,000 Auth	\$ 1,422,038	Principal Interest	74,844 14,969 1,123	74,844 13,472 1,010	74,844 11,975 898	74,844 10,478 786	74,844 8,981 674	74,844 7,484 561	74,844 5,988 449	74,844 4,491 337	74,844 2,994 225	74,844 1,497 112	-	-	-	-	-	-	-	-	-	-	1,422,038 270,333 20,275	
1-Jul-15	Sewer Treatment Plant Oct-11 / Art #22 / \$7,500,000 Auth	\$ 6,892,829	Principal Interest Admin Fee	344,641 - 5,170	344,641 - 4,653	344,641 - 4,136	344,641 - 3,619	344,641 - 3,102	344,641 - 2,585	344,641 - 2,068	344,641 - 1,551	344,641 - 1,034	344,641 - 517	-	-	-	-	-	-	-	-	-	-	5,858,905 - 62,035	
1-Jul-15	Sewer Bond - Contract 34B Oct-11 / Art #22 / \$9,000,000 Auth	\$ 9,000,000	Principal Interest Admin Fee	450,000 90,000 7,088	450,000 81,000 6,413	450,000 72,000 5,738	450,000 63,000 5,063	450,000 54,000 4,388	450,000 45,000 3,713	450,000 36,000 3,037	450,000 27,000 2,363	450,000 18,000 1,688	450,000 9,000 1,013	-	-	-	-	-	-	-	-	-	-	7,650,000 1,377,000 85,049	
1-Jul-15	Sewer - Pump Stations May-12 / Art #20 / \$5,586,000 Author	\$ 4,486,535	Principal Interest Admin Fee	223,427 44,685 3,519	223,427 40,217 3,184	223,427 35,748 2,849	223,427 31,280 2,517	223,427 26,811 2,181	223,427 22,343 1,843	223,427 17,874 1,508	223,427 13,406 1,173	223,427 8,937 838	223,427 4,469 503	-	-	-	-	-	-	-	-	-	-	3,798,255 683,686 42,402	
15-Jul-17	Sewer - Pump Stations May-12 / Art #20 / \$5,586,000 Author	\$ 73,547	Principal Interest MWAT	3,848 1,042 78	3,932 965 72	4,017 887 67	4,104 806 60	4,194 724 54	4,285 640 48	4,378 555 42	4,474 467 35	4,570 378 28	4,670 286 21	4,772 193 14	4,885 98 7	-	-	-	-	-	-	-	-	-	73,557 15,175 1,138
15-Jul-17	Sewer Bonds - Critical Needs Oct-13 / Art #30 / \$4,966,600 Auth	\$ 4,098,928	Principal Interest MWAT	214,465 58,092 4,357	219,126 53,803 4,035	223,888 49,421 3,707	228,753 44,943 3,371	233,725 40,368 3,028	238,805 35,693 2,677	243,995 30,917 2,319	249,298 26,037 1,953	254,716 21,051 1,579	260,252 15,957 1,197	265,908 10,752 806	271,687 5,434 408	-	-	-	-	-	-	-	-	-	4,098,928 826,578 61,993
15-Jul-17	Sewer Bonds - Area 2 & 8 May 14 / Art 20 / \$14,000,000 Auth	\$ 7,641,845	Principal Interest MWAT	419,111 113,526 8,514	428,220 105,143 7,886	437,527 96,579 7,243	447,036 87,828 6,587	456,752 78,888 5,231	466,679 69,753 4,531	476,821.55 60,419 3,816	487,185 50,883 3,085	497,773 41,139 2,309	508,591 31,184 1,576	519,645 21,012 796	530,939 10,619 -	-	-	-	-	-	-	-	-	-	7,641,845 1,461,533 109,615
26-Sep-19	Sewer - Allen Rd Dry Sewer May 16 / Art #19 / \$1,300,000	\$ 760,000	Principal Interest	40,000 19,138	40,000 17,138	40,000 15,138	40,000 13,338	40,000 11,738	40,000 10,138	40,000 8,738	35,000 7,700	35,000 6,738	35,000 5,688	35,000 4,638	35,000 3,631	35,000 2,625	35,000 1,575	35,000 525	-	-	-	-	-	-	760,000 270,828
26-Sep-19	Sewer - Salem Rd Oct 15 / Art #31 / \$4,000,000	\$ 835,000	Principal Interest	45,000 20,775	45,000 18,525	45,000 16,275	40,000 14,350	40,000 12,750	40,000 11,150	40,000 9,750	40,000 8,650	40,000 7,550	40,000 6,350	40,000 5,150	40,000 4,000	40,000 2,850	40,000 1,650	35,000 525	-	-	-	-	-	-	835,000 296,250
26-Sep-19	Contract 34 & 36 Design May-06 / Art #24 / \$6,500,000	\$ 2,515,000	Principal Interest	260,000 50,200	265,000 37,075	265,000 23,825	265,000 11,900	165,000 3,300	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,515,000 639,310
26-Sep-19	Sewer Bonds - Tertiary Treatment May-07 / Art #32 / \$9,000,000	\$ 215,000	Principal Interest	20,000 4,800	25,000 3,675	25,000 2,425	25,000 1,300	20,000 400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	215,000 57,294
28-Apr-21	Sewer - Needs Area 3 (Contract 36) May-17 / Art #23 / \$14,000,000	\$ 10,951,195	Principal Interest MWAT	525,770 198,659 14,899	537,196 188,144 14,111	548,871 177,400 13,305	560,800 166,423 12,482	572,989 143,747 11,641	585,442 132,038 10,781	598,166 120,075 9,903	611,165 107,851 9,006	624,449 95,362 8,089	638,020 82,602 7,152	651,887 69,564 6,195	666,055 56,243 5,217	680,530 42,633 4,218	695,321 28,726 3,197	710,433 14,517 2,154	725,874 - 1,089	-	-	-	-	-	10,951,194 2,212,540 165,941
28-Apr-21	Sewer - Needs Area 3 (Contract 36) May-17 / Art #23 / \$14,000,000	\$ 275,000	Principal Interest MWAT	12,123 4,581 344	12,387 4,338 325	12,656 4,090 307	12,931 3,837 288	13,212 3,579 268	13,499 3,314 249	13,792 3,044 228	14,092 2,769 208	14,398 2,487 187	14,711 2,199 165	15,031 1,905 143	15,358 1,604 120	15,691 1,297 97	16,033 983 74	16,381 662 50	16,737 335 25	-	-	-	-	-	275,000 59,898 4,492
15-Oct-22	Sewer - Phase III WWTP & Pumps May 2019 # Art 27 / May 2020 Art #26 May 2022 Art #19 / 13,010.623	\$ 9,907,371	Principal Interest MWAT	495,369 130,034 13,003	442,981 129,322 12,932	450,351 122,677 12,268	457,884 115,922 11,592	465,461 109,054 10,905	473,205 102,072 10,207	481,078 94,974 9,497	489,082 87,758 8,776	497,219 80,422 8,042	505,491 72,963 7,296	513,901 65,381 6,538	522,451 57,673 5,767	531,143 49,836 4,984	539,980 41,869 4,187	548,963 33,769 3,377	558,097 25,535 2,553	567,382 17,163 1,716	576,822 8,652 865	-	-	-	10,107,598 1,666,588 224,665
15-Oct-22	Sewer - Phase III WWTP & Pumps May 2019 # Art 27 / May 2020 Art #26 May 2022 Art #19 / 13,010.623	\$ 1,078,360	Principal Interest MWAT	47,427 14,787 1,479	48,216 14,076 1,408	49,018 13,353 1,335	49,834 12,617 1,262	50,663 11,870 1,187	51,506 11,110 1,111	52,362 10,337 1,034	53,234 9,552 955	54,119 8,753 875	55,020 7,942 794	55,935 7,116 712	56,866 6,277 628	57,812 5,424 542	58,774 4,557 542	59,751 3,676 368	60,745 2,779 278	61,756 1,868 187	62,784 942 94	-	-	-	1,078,360 180,093 18,096
6-Feb-25	Sewer - Phase III WWTP & Pumps May 2019 # Art 27 / May 2020 Art #26 May 2022 Art #19 / 13,010.623	\$ 1,141,825	Principal Interest MWAT	48,588 16,128 1,613	49,396 16,399 1,640	50,218 15,658 1,566	51,054 14,946 1,490	51,903 14,139 1,414	52,767 13,360 1,336	53,644 12,568 1,257	54,537 11,764 1,176	55,444 10,946 1,095	56,367 10,114 1,011	57,304 9,269 927	58,258 8,409 841	59,227 7,535 737	60,212 6,647 665	61,214 5,744 574	62,233 4,825 483	63,268 3,892 389	64,321 2,943 294	65,391 1,978 198	66,479 997 100	1,141,825 188,218 18,445	
Net Outstanding Principal Long-Term				4,008,516	4,007,449	3,967,927	4,009,372	3,950,683	3,813,998	3,172,512	3,206,567	3,181,418	3,222,089	2,170,677	2,201,499	1,419,403	1,445,320	1,466,742	1,423,686	692,406	703,927	65,391	66,479	74,321,254	
Net Outstanding Interest Long-Term				860,579	815,686	707,709	630,620	556,722	538,021	427,428	372,663	317,245	263,010	208,017	167,308	125,810	99,913	73,627	47,991	22,923	12,537	1,978	997	12,199,933	
Short-Term Interest / MWAT Fees				65,581	61,298	56,272	51,175	46,005	40,761	35,873	31,348	26,764	22,120	16,911	13,785	10,218	8,665	6,523	4,428	2,292	1,254	198	100	861,752	
Total Debt Service				4,934,677	4,884,433	4,731,908	4,691,168	4,553,410	4,392,779	3,635,813	3,610,578	3,525,427	3,507,219	2,395,605	2,382,592	1,555,432	1,553,899	1,546,891	1,476,105	717,621	717,718	-	-	-	87,382,939



Actual Debt Service as of Jul,1 2025
Water Enterprise Fund

Date of Issue	Purpose / Date of Vote	Issued	Type of Payment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	Total
9-Dec-16	Water Treatment Facility	\$ 1,032,500	Principal	100,000	100,000	100,000	95,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1,030,000
	Jun-02 / Art #1 / \$3,387,135	GOB - Refunded	Interest	10,350	7,350	4,350	1,425	-	-	-	-	-	-	-	-	-	-	-	-	-	150,431
9-Dec-16	Water Bonds - Distribution	\$ 1,032,500	Principal	100,000	100,000	100,000	95,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1,030,000
	May-06 / Art # 24 / \$2,500,000	GOB - Refunded	Interest	10,350	7,350	4,350	1,425	-	-	-	-	-	-	-	-	-	-	-	-	-	150,431
26-Sep-19	Water Mains - Allen Rd	\$ 90,000	Principal	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	-	-	90,000
	May-17 / Art # 26 / \$1,250,000	GOB	Interest	2,488	2,238	1,988	1,738	1,513	1,313	1,113	937	800	663	513	363	219	75	-	-	-	30,403
26-Sep-19	Water Mains - Allen Rd	\$ 810,000	Principal	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	35,000	735,000
	May-17 / Art # 26 / \$1,250,000	GOB	Interest	22,150	20,150	18,150	16,150	14,350	12,750	11,150	9,750	8,650	7,550	6,350	5,150	4,000	2,850	1,650	525	-	286,509
26-Sep-19	Water Mains - Salem Road Reconstruct	\$ 835,000	Principal	45,000	45,000	45,000	45,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	35,000	760,000
	Oct-15 / Art # 31 / \$4,000,000	GOB	Interest	23,025	20,775	18,525	16,275	14,350	12,750	11,150	9,750	8,650	7,550	6,350	5,150	4,000	2,850	1,650	525	-	294,075
26-Sep-19	Water Meters - Radio Read	\$ 1,305,000	Principal	145,000	145,000	145,000	145,000	145,000	-	-	-	-	-	-	-	-	-	-	-	-	1,305,000
	May-17 / Art # 25 / \$4,000,000	GOB	Interest	31,175	23,925	16,675	9,425	2,900	-	-	-	-	-	-	-	-	-	-	-	-	316,567
26-Sep-19	Water Meters - Radio Read	\$ 2,180,000	Principal	270,000	270,000	270,000	270,000	-	-	-	-	-	-	-	-	-	-	-	-	-	2,180,000
	May-17 / Art # 25 / \$4,000,000	GOB	Interest	47,250	33,750	20,250	6,750	-	-	-	-	-	-	-	-	-	-	-	-	-	494,253
26-Sep-19	Water Bonds - Distribution	\$ 215,000	Principal	20,000	20,000	25,000	25,000	25,000	20,000	-	-	-	-	-	-	-	-	-	-	-	215,000
	May-06 / Art # 24 / \$2,500,000	GOB - Refunded	Interest	5,800	4,800	3,675	2,425	1,300	400	-	-	-	-	-	-	-	-	-	-	-	57,294
28-Apr-21	Water - Ozone System - Phase 1	\$ 8,493,953	Principal	415,434	422,346	429,372	436,516	443,778	451,162	458,667	466,299	474,057	481,944	489,961	498,133	506,400	514,826	523,391	532,099	540,951	8,493,973
	May-19 / Art # 28 / \$10,024,400	DWP-19-04	Interest	121,280	115,048	108,713	102,272	95,725	89,068	82,301	75,421	68,426	61,315	54,086	46,737	39,265	31,669	23,947	16,096	8,114	1,267,001
			MWAT	12,128	11,505	10,901	10,255	9,598	8,931	8,252	7,562	6,861	6,148	5,423	4,686	3,937	3,175	2,401	1,614	814	126,943
Net Outstanding Principal Long-Term				1,371,900	1,147,346	1,159,372	1,156,516	698,778	556,162	543,667	551,299	559,057	566,944	574,961	583,133	591,400	599,826	603,391	602,099	540,951	24,366,131
Net Outstanding Interest Long-Term				274,133	235,386	196,676	157,885	130,137	116,281	105,713	95,858	86,526	77,078	67,299	57,399	47,484	37,444	27,247	17,146	8,114	3,401,851
Short-Term Interest / MWAT Fees				12,128	11,505	10,901	10,255	9,598	8,931	8,252	7,562	6,861	6,148	5,423	4,686	3,937	3,175	2,401	1,614	814	126,943
Total Debt Service				1,646,032	1,382,732	1,356,048	1,314,401	828,916	672,442	649,381	647,157	645,583	644,022	642,260	640,533	638,884	637,270	630,638	619,245	549,066	27,767,982



Actual Debt Service as of Jul,1 2025
Community Preservation Fund

Date of Issue	Purpose / Date of Vote	Issued	Type of Payment	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	Total	
8-Sep-23	PHR Recreation Complex May 21 / Art # 15 / \$8,000,000	\$ 7,380,000	Principal	391,875	391,875	391,875	391,875	391,875	391,875	388,438	388,438	388,438	388,438	388,438	388,438															5,073,750		
			Interest	208,759	189,166	169,572	149,978	130,384	110,791	91,283	71,861	54,381	38,844	23,306	7,769																	1,602,122
8-Sep-23	How e School Restoration June-20 / Art # 24 / \$7,500,000	\$ 6,780,000	Principal	171,500	171,500	171,500	171,500	171,500	171,500	171,500	171,500	171,500	171,500	171,500	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	4,746,000	
			Interest	193,463	184,888	176,313	167,738	159,163	150,588	142,013	133,438	125,720	118,860	112,000	105,210	98,490	91,770	85,050	78,330	71,610	64,890	58,170	51,450	44,730	38,010	31,185	24,255	17,325	10,395	3,465		2,851,166
Net Outstanding Principal Long-Term				563,375	563,375	563,375	563,375	563,375	563,375	559,938	559,938	559,938	559,938	559,938	556,438	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	168,000	9,819,750	
Net Outstanding Interest Long-Term				402,222	374,053	345,884	317,716	289,547	261,378	233,295	205,298	180,101	157,704	135,306	112,979	98,490	91,770	85,050	78,330	71,610	64,890	58,170	51,450	44,730	38,010	31,185	24,255	17,325	10,395	3,465		4,453,287
				965,597	937,428	909,259	881,091	852,922	824,753	793,233	765,236	740,039	717,641	695,244	669,416	266,490	259,770	253,050	246,330	239,610	232,890	226,170	219,450	212,730	206,010	199,185	192,255	185,325	178,395	171,465	14,273,037	



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Section 13: Capital Plan

13.1. Charter Requirements

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. The capital improvement program shall include, but need not be limited to the following:

- a) A clear, concise, general summary of its contents;
- b) A listing of all capital expenditures proposed to be made during the five fiscal years next ensuing, with supporting information as to the need for each such expenditure;
- c) Cost estimate methods of financing and recommended time schedules;
- d) The estimated annual cost of operating and maintaining any new facility or place of major equipment involved.

The information is to be annually revised with regard to all items still pending or in the process of being acquired, improved, or constructed

Recommendation

After finishing the process, I agree with the former administration and suggest amending the Charter to have the capital submission be done in the Fall. Traditionally, capital purchases have been made during the Fall Town Meeting when Free Cash is available.



13.2. Executive Summary – 10 Year Plan

Overview

Over the past year, the Town of Billerica has undergone significant leadership changes within the Select Board and Town Manager’s Office. This transition provides an opportunity to reassess goals and realign priorities to meet the Town’s evolving needs. With the strong financial foundation built by the prior administration, Billerica is well-positioned to thoughtfully plan its next phase of capital investment.

Previous plans included major projects such as a new Council on Aging facility, sewer improvements, town center reconstruction, and Police Station renovations, some of which have since been revised or delayed. Moving forward, the Town should establish both a ten-year capital plan and a five-year implementation roadmap. These plans will align investments with current leadership priorities while addressing critical infrastructure needs, including sewer, water, roads, stormwater systems, public safety facilities, the Council on Aging, and schools.

Challenges

The Town’s primary challenge is prioritization. With limited resources, Billerica must distinguish between essential needs and desirable projects, carefully evaluating timing, funding capacity, and long-term impacts.

Significant projects—such as a new DPW facility, Recreation Center, and the North Billerica Fire Station—are already underway and represent major financial commitments. At the same time, ongoing infrastructure demands remain. Advancing large-scale initiatives may require tax increases or higher water and sewer rates, making strategic phasing and transparent communication critical.

Recommendations

The Select Board should conduct dedicated work sessions to review capital planning strategies, establish consensus, and clearly define priorities. If the recommended Charter amendment is not adopted, a comprehensive capital plan should be completed in advance of the May Town Meeting to ensure transparency, provide clear direction, and support sound fiscal decision-making for the community.



13.3. Executive Summary - 5 Year Plan

Overview

The Town of Billerica remains committed to maintaining reliable municipal services while preparing infrastructure for future needs. Over the next five years, the focus will be on preserving essential operations, maintaining facilities, and making strategic investments that support long-term stability.

Key priorities include timely replacement of DPW vehicles and equipment, new fire engines and ambulances, and preventative building maintenance such as boiler and chiller upgrades. Targeted improvements are also needed at the library, schools, wastewater department, and water treatment facility. These initiatives will continue to be funded primarily through free cash and retained earnings to protect the Town's strong financial position.

Challenges

The primary challenge is balancing growing capital and operational needs with limited financial resources. Careful prioritization is required to avoid deferred maintenance, which can lead to higher long-term costs and service disruptions.

Recommendations

This document serves as a five-year framework. Ongoing collaboration with departments will ensure priorities are refined, critical needs are addressed, and resources are allocated responsibly to maintain fiscal stability and dependable service delivery.



13.4. 10 Year Plan

Debt Stabilization Plan

In the summer of 2023, the Select Board approved an updated Debt Stabilization Policy.

Under the pre-2023 policy, any debt levy limit below \$9,066,000 would be included in a Town budget appropriation. If the debt exceeds \$9,066,000, the Town would utilize the Debt Stabilization Fund to reduce it to this threshold, minimizing the tax burden. Additionally, the Town allocated \$1,800,000 annually in Free Cash or a combination of Free Cash and Wastewater Retained Earnings to replenish the Debt Stabilization Fund.

This policy was originally implemented to support the sewer expansion program and to maintain the High School debt exclusion impact at \$200 for the median home.

The updated Debt Stabilization Policy accounted for several additional major projects, including the DPW Facility, a new Council on Aging, a Recreation Center, the Town Center Project, and the North Billerica Fire Station. While it maintained the foundational elements of the original policy, the updated version increased the debt levy limit incrementally: \$10 million in 2025, \$11 million in 2026, and eventually stabilizing at \$15 million by 2030, as illustrated in the attached table.

In FY2025, the debt projection aligned with expectations. However, the FY2026 projection does not reflect actual conditions. Initially, it was assumed that the Council on Aging, Recreation Center, and Town Center projects would all be completed and bonded by FY2026. The actual FY2026 debt burden is \$8,952,624, which is significantly lower than anticipated. This could result in a substantial tax increase, which may not be necessary depending on future projects agreed upon. FY2026. FY2027 debt burden is \$13,168,373.41 which includes the long-term bonding for the DPW building. As noted above, FY26 projected was significantly lower therefore the targeted amount was not budgeted in FY26. In FY27, we are looking to get back on track with the debt schedule and readjust our targeted figures.

While the overarching intent of the updated policy remains sound, adjustments will be necessary as future project decisions are finalized and priorities are set.

Please refer to the attached table for additional context.

Fiscal Year	Projected	Targeted	Over/Under
2024	10,298,669.60	9,066,000	1,232,670
2025	8,920,095.32	10,000,000	-1,079,905
2026	9,476,685.35	11,000,000	-1,523,315
2027	16,007,482.14	12,000,000	4,007,482
2028	18,305,904.28	13,000,000	5,305,904
2029	19,617,232.22	14,000,000	5,617,232
2030	19,090,346.26	15,000,000	4,090,346
2031	18,622,740.98	15,000,000	3,622,741
2032	18,352,957.73	15,000,000	3,352,958
2033	18,102,616.36	15,000,000	3,102,616



Authorized Construction Funding but Unissued Debt

Town Meeting has authorized funding for the projects below, but debt has not been issued at this time.

North Billerica Fire Station

- Authorized - \$12,000,000
- Currently – Construction to Start Spring 2026
- Completion Date – Spring/Summer 2027
- Bond Date - FY28

Billerica Recreation Center

- Authorized - \$20,337,066
- Currently – Construction in Process
- Completion Date - October 2026
- Bond Date - FY28
 - Will need additional Facilities Staff for maintenance and possibly additional Rec Staff

Smaller Items

- Bike Path - \$1,500,000
- I/I Repairs - \$1,600,000
- Water Tank Restoration - \$5,500,000
- 2” Water Main Replacements - \$3,000,000
- Sewer Contract 37
 - Authorized - \$22,000,000
 - Currently - Not out to bid/over budget



13.5. Future Capital Projects

For discussion as part of the ten-year capital plan, the following projects should, at a minimum, be included in future planning conversations. These are presented in no particular order of priority:

- Police Station renovations
- Secondary water source
- Council on Aging facility
- Brown water / water line improvements
- Roadway and sidewalk conditions
- Stormwater projects
- New Middle School / Shawsheen Tech
- Sewer contracts and Inflow & Infiltration (I&I) work

Additional details on these initiatives are provided in this report and on the Town of Billerica website.

Smaller but necessary capital improvements at the Water Treatment Facility, Wastewater Treatment Facility, and other municipal buildings may require future bonding. These projects will be incorporated into the priority list over time based on the direction established by the Board.

The Town is also advancing design and cost estimates for improvements to the Town Hall parking lot. Depending on projected costs, the scope of this project may need to be reduced to align with more pressing municipal priorities.



Police Station Renovations

Feasibility Study and Design Phase Completed

The feasibility study for this project was approved at the 2024 Fall Town Meeting in the amount of \$200,000. Funding for the design phase followed at the 2025 Fall Town Meeting, with an appropriation of \$640,000. Updated cost estimates indicate that the total project cost is higher than initially anticipated and, depending on the phasing approach selected, is projected to range between \$8,000,000 and \$14,000,000.

Phasing a renovation of the Police Department will present logistical challenges and is likely to increase overall costs.

Estimated Need

Around \$8,000,000 - \$14,000,000





Secondary Water Source

Preliminary Assessment

The Town recently conducted a preliminary assessment to evaluate options for establishing a fully redundant secondary water source. The study considered various possibilities, including local wells, the Shawsheen River, MWRA, the Merrimack River, and an additional location in Concord. The assessment concluded that the Town has two viable options for achieving complete redundancy: connecting to the MWRA or establishing a link to the Merrimack River via Lowell.

However, this project comes with significant costs. Before proceeding, it is essential for the Town to carefully assess and justify the necessity of full redundancy and for how long.

Estimated Need

Estimated construction cost of \$60,000,000 for a connection to the Merrimack River via Lowell plus additional money for a feasibility study





Council on Aging

Currently Tabled

The Town has temporarily paused discussions regarding a new Council on Aging. Previous studies explored remaining at the current location. Discussion has taken place about potential locations, including staying at the current site, a location near Pollard Field, and 250 Boston Road.

If the Select Board wishes to advance this project, a definitive decision on the location and actual facility use data will be necessary to move forward effectively.

Estimated Need

Estimated construction cost of \$21,000,000 for a new senior center.





Brown Water / Water Lines

Needs Funding

The Town has approximately 50 miles of aging water lines that require replacement or cleaning and re-lining. Most of these pipes date back to the pre-1950s and suffer from tuberculation buildup. Some funding has been allocated for this initiative through Town Meeting and ARPA. A comprehensive sixteen-year plan has been developed to address the issue, with an estimated cost ranging from \$80 million to \$100 million for the first ten years. However, due to the significant expense, the timeline may need to extend to 20–30 years to avoid placing an excessive burden on water rates. At the Fall 2025 Town Meeting, the Town approved \$3,000,000 for 2” water line replacement.

Completing this project would eliminate the Town's brown water problem, but it requires a substantial financial investment. Funding options include a combination of taxes and water rates or relying on one source exclusively. Additionally, potential funding from the ongoing PFAS lawsuit could help offset the costs and accelerate progress.

Estimated Need

Estimated construction cost of \$80,000,000 - \$100,000,000 over 20-30 years.





Road Conditions/Sidewalks

Needs Additional Funding

The Town's current road condition index (RCI) is 70 out of 100. Ideally, municipalities aim for an RCI in the 80s to ensure a well-maintained roadway network. While the Town has significantly increased roadway funding in recent years, further increases are necessary to prevent the RCI from declining further.

Currently, the Town allocates \$2,000,000 annually for roadwork, supplemented by over \$1,000,000 in Chapter 90 funding. However, this level of funding is insufficient to maintain the current RCI, let alone improve it. These allocations cover all roadwork and sidewalk projects, as well as associated costs like police details and contingencies.

To improve the road condition index, the Town must either commit to a multi-year, substantial funding increase followed by a sustainable annual allocation or gradually increase funding over time. Additionally, dedicated funding for sidewalk improvements is necessary to ensure these projects do not detract from road repair budgets.

Estimated Need

Multi-year bump of an additional \$2,500,000. Plus an annual number that increases with inflation.





Stormwater Culverts

Needs Funding

The Town of Billerica is responsible for maintaining over 250 culverts, many of which have exceeded their useful lifespan and require maintenance or replacement. To address this issue, the Town has taken proactive steps by aggressively pursuing grants to inventory the problem and address critical culverts in need of immediate attention. A comprehensive plan has been developed to meet these needs, but funding allocation is now essential to move these projects forward.

The summer of 2023 highlighted vulnerabilities and deficiencies in our stormwater system, underscoring the need for significant investment in stormwater management. Over the next decade, the Town must prioritize substantial funding to ensure the resilience and functionality of our stormwater infrastructure.

Estimated Need

\$1,000,000 every year for major projects.





Middle School & Shawsheen Tech

Needs Funding

The Town of Billerica has recently invested in updating its high school and has constructed two new elementary schools within the past 25 years. However, the town's two middle schools, along with three older elementary schools, require significant attention. The School Committee has determined the middle schools is the next priority.

This will be a major project and based on the market may cost as much as the High School. For example, the Town of Chelmsford recently approved over \$160 million for their middle school project. Based on Billerica's historical cost share for Shawsheen Tech and an estimated 40% reimbursement from the MSBA, the Town's anticipated share of the project could range from approximately \$90,000,000 to \$100,000,000.

Currently, Shawsheen Valley Technical High School has approximately 1,300 students enrolled in a facility designed to accommodate 1,000 students. The district is in the Massachusetts School Building Authority (MSBA) pipeline to evaluate options that may include renovation, new construction, or a combination of both, in order to expand capacity to 1,600 students. The total project cost is estimated to range between \$425 million and \$450 million.

The district is beginning the feasibility study phase. Ultimately, all five member communities: Billerica, Bedford, Burlington, Tewksbury, and Wilmington will participate in a district-wide vote, with the outcome determined by a majority of voters.

Estimated Need

\$100,000,000 - Middle School

\$90,000,000 to \$100,000,000 - Shawsheen Tech





Sewer/Inflow and Infiltration

Needs Further Discussion

A significant amount of Billerica has been sewered at this time. The Town has about 1,339 parcels left to be sewered at an excess cost of \$100,000,000. This number does not include any water work or sidewalks that are usually done as part of the projects.

During the expansion of sewer the Town has done limited maintenance on the pipes. This can be seen from our inflow and infiltration (I/I) numbers. Our flow from the residents and commercial business to the wastewater treatment plant is estimated about 2.9 million gallons a day (mgd). Our I/I numbers for 2024 were 2.09mgd and 1.37mgd in 2025. The plant is designed to be able to handle 5.5mgd per day.





13.6. Conclusion

Project Priority

The Select Board should identify and prioritize major initiatives to create a strong, long-term capital plan for the next ten years. Establishing a clear order of priorities will allow Town staff to prepare detailed funding strategies and assess the potential tax impacts associated with each project. This approach will provide both the Select Board and residents with well-defined options to support informed and transparent decision-making.



13.7. 5 Year Plan

Current Plan

The Town of Billerica’s five-year capital plan focuses on maintaining day-to-day operations, upgrading essential equipment, and ensuring that town facilities and infrastructure remain in good working order. Unlike large-scale capital projects, this plan is primarily operational, addressing smaller but necessary investments that keep municipal services running efficiently.

Key components include scheduled replacements of the Public Works vehicles and equipment, new fire engines and paramedic ambulances for emergency response, and upgrades to critical building systems such as boilers and chillers. Investments in Town Hall improvements, playground upgrades, and other facility enhancements are also included to maintain safe and functional public spaces.

This plan is designed to be financially manageable, with many expenses covered through free cash to minimize tax impacts. The focus remains on smart, phased investments that prevent deferred maintenance and sustain Billerica’s infrastructure for years to come.

The five-year plan like the ten-year plan needs further refinement and discussion with the Department Heads.

The five-year plan also includes some wish list items. It is good to have these on the list for when grants and unexpected opportunities arise the Town has a list of items.



Town of Billerica - Five Year Capital Plan FY 27 to FY 31

Town Departments Excluding DPW (Except Parks and Trees, Cemetery and Highway)

Department	Project	Funding Source	FY 27	FY 28	FY 29	FY 30	FY 31	
DPW - Parks and Trees / Cemetery	Equipment	Budget	\$80,000.00	\$80,000.00	\$80,000.00	\$80,000.00	\$80,000.00	
	Cemetery Equipment	Lots and Graves	\$40,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	
DPW - Highway	Demo / Mitigation 250 Boston Road	Free Cash			\$75,000.00			
	Various Equipment	Free Cash		\$400,000.00				
	Various Equipment	Free Cash			\$400,000.00			
	Various Equipment	Free Cash				\$400,000.00		
	Various Equipment	Free Cash					\$400,000.00	
Police	K9 Trucks	Budget	\$80,000.00					
	Replace Department Motorcycles	Budget/Free Cash		\$50,000.00				
	Replace Crusiers	Budget/Free Cash	\$220,000.00	\$280,000.00	\$280,000.00	\$280,000.00	\$280,000.00	
	Upgrade Mobile Computer System	911 Grant	\$10,000.00	\$10,000.00	\$10,000.00			
Fire Department	Engine 7 Pumper	Free Cash				\$ 950,000.00		
	Engine 8 Pumper	Free Cash	\$950,000.00					
	Ladder 1 Aerial	Free Cash			\$ 1,750,000.00			
	C6 Ford Taurus	Free Cash		\$60,000.00				
	C5 Ford Taurus	Free Cash					\$ 60,000.00	
	Upgrade IT Switches at HQ & E5	Free Cash	\$ 11,000.00					
	Traffic Lights at Pinehurst Station	Free Cash	\$ 40,000.00					
	Refurbish E4 (East Billerica Fire Station)	Free Cash		\$ 150,000.00				
	Refurbish E5 (West Billerica Fire Station)	Free Cash			\$ 150,000.00			
	Rentokil Terminix (Bird Issue)	Free Cash	\$ 19,000.00					
	Retirement Buyouts	Free Cash	\$360,000.00					
	Technology	Desk Top Computer Upgrades	Budget		\$50,000.00			
		Zoom Room Upgrades	Budget	\$10,000.00			\$10,000.00	
Microsoft Office Subscription		Budget		\$125,000.00				
Laptop Upgrades		Budget			\$15,000.00			
Printer Upgrades		Budget		\$20,000.00			\$20,000.00	
Recreation	Playground Upgrades PHR	Free Cash			\$100,000.00			
	Playground at Kids Konnection	Grant					\$300,000.00	
	Playground At Vining	Grant				\$250,000.00		
	Lights at VVP	Free Cash					\$75,000.00	
	Turf at Marshall	Free Cash				\$1,000,000.00		
	Splash Pad at Vining	Grant		\$50,000.00				
Town Hall	Bathrooms Ground Floor	Free Cash		\$50,000.00				
	Re-Do Stairwells	Budget			\$50,000.00	\$50,000.00		
	Misc Upgrades	Budget	\$35,000.00	\$35,000.00				
	Flag Poles	Budget			\$36,000.00			
	Misc Studies	Budget	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	
	Baby Changing Stations	Budget	\$2,000.00	\$2,000.00	\$2,000.00			
Council on Aging	Paint Building	Budget	\$25,000.00					
	New Windows	Budget		\$15,000.00				
	Roof Top Unit	Budget			\$900,000.00			
	Bathroom Renovation	Budget				\$25,000.00		
	Various Other Projects	Budget	\$30,000.00				\$100,000.00	
Library	Replace Concord Road Doors	Budget		\$60,000.00				
	Replace Generator	Budget		\$75,000.00				
	Paint all floors	Budget	\$10,000.00					
	Re-Carpet High Traffic Areas	Budget					\$10,000.00	
	Replace Meeting Room Floors	Budget			\$7,000.00			
	Pave Parking Lot	Free Cash				\$25,000.00		
Projected Total Town Expense			\$1,932,000.00	\$ 1,552,000.00	\$ 3,895,000.00	\$ 3,110,000.00	\$ 1,365,000.00	



Town of Billerica, DPW Engineering Division Capital Plan

2027

DESIGN PROJECTS						
Local Funds - 2025 FTM Art 19	STREET ACCEPTANCE	TOWN WIDE			\$50,000.00	
CONSTRUCTION PROJECTS						
Chapter 90 + Local Funds	ROADWAY MANAGEMENT	TOWN WIDE			\$3,000,000.00	
	PAVEMENT PRESERVATION	TOWN WIDE			\$250,000.00	
State Funded	MASSDOT MUNICIPAL PAVEMENT PROGRAM	SALEM ROAD (ROUTE 129)	BOSTON RD	WILMINGTON TL		TBD
Not funded	TOWN HALL PARKING LOT CONSTRUCTION	TOWN HALL			\$2,500,000.00	
Local Funds - 2021 FTM Art 33	18" SEWER FORCEMAIN CONSTRUCTION		BROWN ST PS	ROGERS ST PS	\$18,500,000.00	
Local Funds	2" WATER MAINS REPLACEMENT	Applewood Ave			\$523,807.20	
		Magnolia Ave			\$533,784.48	
		Parkway Ave			\$518,818.56	
		Keneson Rd			\$299,318.40	
		Ravine loop			\$159,636.48	
		Hurlburt Road			\$159,636.48	
		Loon Road			\$187,074.00	
		Acanthis Rd			\$184,579.68	
		Kilsyth Road			\$124,716.00	
		Braemore Road			\$174,602.40	
					Subtotal:	\$2,865,973.68
State TIP	YANKEE DOODLE BIKE PATH PHASE 1 CONSTRUCTION YR 2	TOWN WIDE			\$19,408,200.00	
					Total:	\$46,574,173.68



Town of Billerica, DPW Engineering Division Capital Plan

2028

		DESIGN PROJECTS			
Local Funds - 2025 FTM Art 19	STREET ACCEPTANCE	TOWN WIDE			\$50,000.00
		CONSTRUCTION PROJECTS			
Chapter 90 + Local Funds	ROADWAY MANAGEMENT	TOWN WIDE			\$3,000,000.00
	PAVEMENT PRESERVATION	TOWN WIDE			\$250,000.00
Local Funds - 2021 FTM Art 33	18" SEWER FORCEMAIN CONSTRUCTION		BROWN ST PS	ROGERS ST PS	\$18,500,000.00
State TIP	YANKEE DOODLE BIKE PATH PHASE 1 CONSTRUCTION YR 3	TOWN WIDE			\$19,408,200.00
Total:					\$87,782,373.68

2029

		DESIGN PROJECTS			
Local Funds - 2025 FTM Art 19	STREET ACCEPTANCE	TOWN WIDE			\$50,000.00
		CONSTRUCTION PROJECTS			
Chapter 90 + Local Funds	ROADWAY MANAGEMENT	TOWN WIDE			\$3,000,000.00
	PAVEMENT PRESERVATION	TOWN WIDE			\$250,000.00
State TIP	YANKEE DOODLE BIKE PATH PHASE 1 CONSTRUCTION YR 3	TOWN WIDE			\$19,408,200.00
Total:					\$22,708,200.00



Town of Billerica, DPW Engineering Division Capital Plan

2030

Local Funds - 2025 FTM Art 19		DESIGN PROJECTS			\$50,000.00
	STREET ACCEPTANCE	TOWN WIDE			
Chapter 90 + Local Funds	ROADWAY MANAGEMENT	TOWN WIDE			\$3,000,000.00
	PAVEMENT PRESERVATION	TOWN WIDE			\$250,000.00
	ALLEN RD SIDEWALK ONLY CSPP	ALLEN RD	HEIDI LANE	TOWER FARM RD	\$80,000.00
	ANDOVER RD SIDEWALK ONLY CSPP	ANDOVER RD-04 ANDOVER RD-05	POND ST BOYNTON LN	BOYNTON LN LALIA LN	\$230,000.00
					Subtotal: \$230,000.00
	ANDOVER RD SIDEWALK ONLY CSPP	ANDOVER RD-06 ANDOVER RD-07 ANDOVER RD-08	LALIA LN PONDOVER RD ALLEN RD EXT	PONDOVER RD ALLEN RD EXT ALLEN RD	\$700,000.00
					Subtotal: \$700,000.00
	BELMONT RD SIDEWALK IMPROVEMENTS CSPP	BELMONT RD	14 BELMONT RD	STAFFORD LN	\$25,000.00
	BILLERICA AVE SIDEWALK ONLY AT NORTH BILLERICA TRAIN STATION CSPP	BILLERICA AVE	MT PLEASANT ST	POWER LINES	\$325,000.00
	HIGH ST SIDEWALK ONLY CSPP	HIGH ST HIGH ST	MOUNT PLEASANT ST MOUNT PLEASANT ST	HARDWOOD DR BURNHAM RD	\$295,000.00 \$455,000.00
	HIGH ST SIDEWALK ONLY	HIGH ST	ROGERS ST	BRIDGE	\$250,000.00
	LAKE ST, LEXINGTON RD, LONGFELLOW LN REALIGNMENT CSPP	LEXINGTON RD	AT LAKE ST		\$355,000.00
	LEXINGTON RD SIDEWALK ONLY	LEXINGTON RD			\$0.00
	OLD ELM / TALBOT SIDEWALK ONLY CSPP	LOWELL ST-01 OLD ELM ST-07 OLD ELM ST-08 OLD ELM ST-09 OLD ELM ST-10 TALBOT AVE-02 TALBOT AVE-03	OLD ELM ST COLSON ST TALBOT AVE TALBOT AVE WILSON ST CIRCLE CIRCLE	COLSON ST TALBOT AVE TALBOT AVE WILSON ST FAULKNER ST CIRCLE OLD ELM ST	\$250,000.00



Town of Billerica, DPW Engineering Division Capital Plan

					Subtotal:	\$250,000.00
PINEHURST AVE SIDEWALK ONLY CSPP	PINEHURST AVE	BOSTON RD	GLENSIDE AVE		\$185,000.00	
POND ST CROSSWALKS WITH SIGNAGE & RAMPS, MARLYN RD SIDEWALK IMPROVEMENTS CSPP	POND ST MARLYN RD	HERITAGE RD POND ST	PONDOVER RD ROBERTS RD		\$105,000.00	
TREBLE COVE RD SIDEWALK ONLY TO VVP CONSTRUCTION CSPP	TREBLE COVE RD-13	VVP	REPUBLIC RD		\$125,000.00	
TREBLE COVE RD SIDEWALK ONLY TO VVP CSPP	TREBLE COVE RD-04 TREBLE COVE RD-05 TREBLE COVE RD-06 TREBLE COVE RD-07 TREBLE COVE RD-08 TREBLE COVE RD-09 TREBLE COVE RD-10 TREBLE COVE RD-11 TREBLE COVE RD-12	NASHUA RD JUNIPER ST BRANDON ST RIO VISTA ST DRIVEWAY PEQUOT ST GOLDENROD RD UNKNOWN GOLDENROD LN	JUNIPER ST BRANDON ST RIO VISTA ST DRIVEWAY PEQUOT ST GOLDENROD LN UNKNOWN GOLDENROD LN UNKNOWN		\$870,000.00	
WEBB BROOK RD SIDEWALK ONLY CSPP	WEBB BROOK RD	JENNIFER CI	BOSTON RD		\$1,100,000.00	Subtotal: \$870,000.00
WHIPPLE RD SIDEWALK ONLY CSPP	WHIPPLE RD-02	ANDOVER RD	BRITTANY LN		\$115,000.00	
					Total:	\$8,765,000.00



Wastewater Division 10 Year Plan - Fiscal 2026

Year	Fiscal Year Projected	Completed	Project	Funding Type	Town Meeting Article	Fiscal Year (Budget Items)	Estimated Cost	Funding Aquired	Spent	Current Balance	Description
0	2024	2024	Burnham Rd. Gravity Repair	Article	Fall 2023		\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ -	Gravity line repair on railroad tracks
0	2024	2024	Smart Covers - 5 covers plus support	Grant			\$ 30,000.00	\$ 30,000.00	\$ 30,000.00	\$ -	Would give us the ability to monitor flow at selected points and identify I & I
0	2025	2024	Fournier Press Replace 6 Channels on 1 & 3 Damaged Channels on 2	Article	Fall 2023		\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ -	Fournier press channels can be replaced without doing an entire new press, saves considerable money
0	2025		Replace salt truck w/ Roadworthy vehicle that can also salt in winter, S-1C							\$ -	
0	2025		Superintendent Truck, S-11							\$ -	
0	2025	2025	Comag RAS Pump Rebuild Parts		Fall 2024		\$ 150,000.00	\$ 150,000.00	\$ 150,000.00	\$ -	25k per pump for impeller, mechanical seal, suction plate
0	2025		Blower		Fall 2024		\$ 750,000.00	\$ 750,000.00	\$ 300,000.00	\$ 450,000.00	Currently two of our blowers are old and no longer in productior
0	2025	2025	Pump Station Radio Upgrade		Fall 2024		\$ 200,000.00	\$ 200,000.00	\$ 200,000.00	\$ -	current radio system is obsolete
0	2025	2025	Flow Monitoring Project		Spring 2024		\$ 500,000.00	\$ 500,000.00		\$ 500,000.00	Re-evaluate and identify where I & I is coming from
0	2024-2025		Pump Station Repairs	Article	Spring 2023		\$ 100,000.00	\$ 100,000.00	\$ 20,000.00	\$ 80,000.00	100k for motors/pumps
0	2024-2026		Ethernet Migration MCC's/SCADA	Article	Spring 2023		\$ 250,000.00	\$ 250,000.00	\$ 75,000.00	\$ 175,000.00	Current Device Net network in MCC's is obsolete, we will slowly transition to ethernet based network
1	2026		New UTV	Article	Spring 2025		\$ 30,000.00	\$ 30,000.00		\$ 30,000.00	Replacement of 2014 UTV
1	2026		Brown St. Force Main		Fall 2021		\$ 20,000,000.00			\$ -	2 Breaks in last 5 years, 14M already approved
1	2026		Roof #3 & #1 Replacement	Article - Free Cash			\$ 690,000.00	\$ 690,000.00		\$ 690,000.00	Replace both & Architectural Engineering costs
1	2026		I & I Phase III work	Loan?	Spring 2024		\$ 1,600,000.00	\$ 1,600,000.00		\$ 1,600,000.00	Will finish off what we can of the Phase III work
1	2026		Darby St. & Waterview Design		Fall 2024		\$ 500,000.00			\$ -	
1	2026		Dry Polymer Conversion	Article-Free Cash			\$ 100,000.00			\$ -	Still researching but looks like we can do it for 100K
2	2027		Lowell St. Design				\$ 200,000.00			\$ -	ECT estimated design fee
2	2027		I & I Metering Investigations - Result of Flow Monitoring Findings (SSES) - Investigations/CCTV				\$ 500,000.00			\$ -	I & I projects will follow the flow monitoring project
2	2027		Darby St. Pump Station Upgrade-Construction is SRF Fundable, PEF Submitted				\$ 2,900,000.00			\$ -	Last larger pump station overhaul, station is in poor condition, CWMP Recommendation
2	2027		Lowell St. - Replace Sewer from Rangeway Road to Ilford Pump Station-Construction is SRF Fundable				\$ 2,800,000.00			\$ -	CWMP Recommendation was all they way from 3A to Ilford estimated at 4.9 M, also location of Lowell St. breaks
2	2027		Flow Meters & Monitoring for all pump stations	Article-Free Cash			\$ 100,000.00			\$ -	Accurate flow measuring at the pumping stations would be beneficial for identifying I & I and break!
2	2027		SCADA Equip. Upgrades - Pump Stations, Remainder of Plant Ethernet Migration/SCADA Upgrades	Article-Free Cash			\$ 300,000.00			\$ -	SCADA Evaluation late in 2026 should lead to the start of upgrades in 2027
2	2027		Dry Polymer System - Auto Batching?	Article-Free Cash			\$ 100,000.00			\$ -	Will be needed if Emulsion Style Polymer is source of toxicity issues, needs to be auto batching and auto feeding
2	2027		HVAC - Admin & Compost Building	Article-Free Cash			\$ 500,000.00			\$ -	Dependent on Evaluation by Gaurdian, Grants, etc.
2	2027		Replace Waterview Ejector Station with Submersible-Construction is SRF Fundable				\$ 2,000,000.00			\$ -	Could combine with Darby PS Upgrade, CWMP Recommendation
2	2027		S-9, S-7 Replacements				\$ 150,000.00			\$ -	
3	2028		I & I Project #1 - Result of Flow Monitoring Findings (SSES) - Lining & Repair:				\$ 3,000,000.00			\$ -	
3	2028		Pump Station Generators - Missing				\$ 100,000.00			\$ -	Generator replacements and work could increase with results of Adaptation Plan
3	2029		Jet Truck Replacement				\$ 750,000.00			\$ -	
4	2029		Pump Station Repair Article #2				\$ 100,000.00			\$ -	
4	2029		I & I Project #2 - Result of Flow Monitoring Findings (SSES) - Lining & Repair:				\$ 3,000,000.00			\$ -	
5	2030		Alum Tanks				\$ 200,000.00			\$ -	Possibly adding 5000 gallons of tankage (2 more 2500 gallon tanks)
5	2030		Comag Caustic Tank				\$ 80,000.00			\$ -	Large Double Walled Tank outside with heat trace
6	2031		I & I Project #3 - Result of Flow Monitoring Findings (SSES) - Lining & Repair:				\$ 3,000,000.00			\$ -	
7	2032		Roof #2 PT				\$ 57,000.00			\$ -	Replace
7	2032		Roof #4 RAS				\$ 68,000.00			\$ -	Restore Price
10	2035		New Facility Fence				\$ 300,000.00			\$ -	
										\$ -	
										\$ -	
										\$ -	
										\$ -	

- Place Holder Cost - Evaluations in Progress
- Projects in Process or Money has been procured for them
- Completed



Town of Billerica, MA
10-Year Water Capital Improvement Plan

Project Number	Year	Project Name	Paving Year	Paving Type	Existing Pipe Diameter (in.)	Proposed Pipe Diameter (in.)	Existing Material	Installation Year	Length (ft)	Break History	Total Construction Costs (2025 Dollars)	Construction Project Cost + 20% Contingency (2025 Dollars)	Construction Project Cost + 20% Contingency + Inflation	Engineering Cost 2025 Dollars	Total Project Cost Replacement & Rehabilitation	Total Project Cost Replacement/Lining & Rehabilitation (Pink Text = Cleaning & Lining Cost)	Notes			
DIS-A	0	Summit Road			2	8	Unknown	Unknown	200		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Current project with actual bid price listed			
		March Street			2	8	Unknown	Unknown	350		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
		Callahan St.			2	8	Unknown	Unknown	390		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
		Broad Street			2	8	Unknown	Unknown	1100		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
		Devonshire Drive			2	8	Unknown	Unknown	700		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				
		Total						2740			\$ 778,000	\$ 778,000	\$ 778,000			\$ 778,000	\$ 778,000			
DIS-B		Boston Rd & Crosby Hill Tanks Rehabilitation									\$ 2,058,000	\$ 2,469,600	\$ 2,469,600	\$ 377,100	\$ 2,850,000	\$ 2,850,000	Boston Rd and Crosby Hill Tank Rehab			
		Boston Road Water Main Meter Replacement			8	12	Unknown	Unknown	3300		\$ 2,180,500	\$ 2,398,550	\$ 2,398,550	\$ 327,075	\$ 2,730,000	\$ 2,730,000	Crosby Hill Tank to Tower Farm Rd			
															\$ 450,000	\$ 450,000				
		Total						3300			\$ 4,238,500	\$ 4,868,150	\$ 4,868,150	\$ 704,175	\$ 6,030,000	\$ 6,030,000				
WTP-A		Ammonia & Fluoride System Improvements									\$ 234,600	\$ 292,584	\$ 292,584	\$ 135,000	\$ 430,000	\$ 430,000				
											\$ 234,600	\$ 292,584	\$ 292,584	\$ 135,000	\$ 430,000	\$ 430,000				
DIS-E	1	Bond Street			2	8	Unknown	Unknown	360		\$ 144,000	\$ 172,800	\$ 179,591	\$ 28,800	\$ 210,000	\$ 210,000	Cannot C/L 2-inch			
		Toma Road			2	8	Unknown	Unknown	365		\$ 146,000	\$ 175,200	\$ 182,085	\$ 29,200	\$ 220,000	\$ 220,000				
		End of Ridgewood Road			2	8	Unknown	Unknown	335		\$ 134,000	\$ 160,800	\$ 167,119	\$ 26,800	\$ 200,000	\$ 200,000				
		Melody Lane			2	8	Unknown	Unknown	520		\$ 208,000	\$ 249,600	\$ 259,409	\$ 41,600	\$ 310,000	\$ 310,000				
		Myrtle Street			2	8	Unknown	Unknown	645		\$ 258,000	\$ 309,600	\$ 321,767	\$ 51,600	\$ 380,000	\$ 380,000				
		Day Street			2	8	Unknown	Unknown	270		\$ 108,000	\$ 129,600	\$ 134,693	\$ 21,600	\$ 160,000	\$ 160,000				
		Marshbrook Road			2	8	Unknown	Unknown	2375		\$ 950,000	\$ 1,140,000	\$ 1,184,802	\$ 190,000	\$ 1,380,000	\$ 1,380,000				
		Kazimer Dr.			2	8	Unknown	Unknown	1360		\$ 544,000	\$ 652,800	\$ 678,455	\$ 108,800	\$ 790,000	\$ 790,000				
		Schaefer Street			2	8	Unknown	Unknown	775		\$ 310,000	\$ 372,000	\$ 386,620	\$ 62,000	\$ 450,000	\$ 450,000				
		South St			2	8	Unknown	Unknown	1015		\$ 406,000	\$ 487,200	\$ 506,347	\$ 81,200	\$ 590,000	\$ 590,000				
		Blackwood at Beacon Crest			2	8	Unknown	Unknown	100		\$ 40,000	\$ 48,000	\$ 49,886	\$ 8,000	\$ 60,000	\$ 60,000				
		Hurlburt Road			2	8	Unknown	Unknown	320		\$ 128,000	\$ 153,600	\$ 159,636	\$ 25,600	\$ 190,000	\$ 190,000				
		Loon Road			2	8	Unknown	Unknown	280		\$ 112,000	\$ 134,400	\$ 139,682	\$ 22,400	\$ 170,000	\$ 170,000				
		Acanthis Rd			2	8	Unknown	Unknown	365		\$ 146,000	\$ 175,200	\$ 182,085	\$ 29,200	\$ 220,000	\$ 220,000				
		Kilsyth Road			2	8	Unknown	Unknown	195		\$ 78,000	\$ 93,600	\$ 97,278	\$ 15,600	\$ 120,000	\$ 120,000				
		Braemore Road			2	8	Unknown	Unknown	270		\$ 108,000	\$ 129,600	\$ 134,693	\$ 21,600	\$ 160,000	\$ 160,000				
		Sunrise Ave			2	8	Unknown	Unknown	370		\$ 148,000	\$ 177,600	\$ 184,580	\$ 29,600	\$ 220,000	\$ 220,000				
		Applewood Ave			2	8	Unknown	Unknown	1450		\$ 580,000	\$ 696,000	\$ 723,353	\$ 116,000	\$ 840,000	\$ 840,000				
		Magnolia Ave			2	8	Unknown	Unknown	1440		\$ 576,000	\$ 691,200	\$ 718,364	\$ 115,200	\$ 840,000	\$ 840,000				
		Holly Street			2	8	Unknown	Unknown	1090		\$ 436,000	\$ 523,200	\$ 543,762	\$ 87,200	\$ 640,000	\$ 640,000				
		Parkway Ave			2	8	Unknown	Unknown	1040		\$ 416,000	\$ 499,200	\$ 518,819	\$ 83,200	\$ 610,000	\$ 610,000				
				Total						14,940			\$ 5,976,000	\$ 7,171,200	\$ 7,453,028	\$ 1,195,200		\$ 8,760,000	\$ 8,760,000	
DIS-E	2	Caesar Place	2027	Overlay	2	8	Unknown	Unknown	245		\$ 98,000	\$ 117,600	\$ 127,025	\$ 19,600	\$ 150,000	\$ 150,000				
		Summer Street	2027	Overlay	2	8	Unknown	Unknown	516		\$ 206,400	\$ 247,680	\$ 267,530	\$ 41,280	\$ 310,000	\$ 310,000				
		B Street	2027	Mill & Overlay	2	8	Unknown	Unknown	1300		\$ 520,000	\$ 624,000	\$ 674,010	\$ 104,000	\$ 780,000	\$ 780,000				
		Doe Dr.	2027	Mill & Overlay	6	8	Cast Iron	1966	2,200	7	\$ 880,000	\$ 1,056,000	\$ 1,140,633	\$ 176,000	\$ 1,320,000	\$ 1,320,000				
		Stag Dr.	2027	Mill & Overlay	6	8	Cast Iron	1966	2,400	5	\$ 960,000	\$ 1,152,000	\$ 1,244,326	\$ 192,000	\$ 1,440,000	\$ 1,440,000				
		Ranlett Ln.	2027	Mill & Overlay	6	8	Cast Iron	1963	2,400	3	\$ 960,000	\$ 1,152,000	\$ 1,244,326	\$ 192,000	\$ 1,440,000	\$ 1,440,000				
		Fawn Ln.	2027	Mill & Overlay	6	8	Cast Iron	1967	1,000	2	\$ 400,000	\$ 480,000	\$ 518,469	\$ 80,000	\$ 600,000	\$ 600,000				
		Kirk Rd.	2027	Mill & Overlay	6	8	Cast Iron	1970	1,300	5	\$ 520,000	\$ 624,000	\$ 674,010	\$ 104,000	\$ 780,000	\$ 780,000				
		Pinetree Rd.	2027	Mill & Overlay	6	8	Cast Iron	1971	1,600	9	\$ 640,000	\$ 768,000	\$ 829,551	\$ 128,000	\$ 960,000	\$ 960,000				
		Hilary Rd.	2027	Mill & Overlay	6	8	Cast Iron	1970	600		\$ 240,000	\$ 288,000	\$ 311,082	\$ 48,000	\$ 360,000	\$ 360,000				
		Edgar Rd.	2027	Mill & Overlay	6	8	Cast Iron	1970	1,800	1	\$ 720,000	\$ 864,000	\$ 933,245	\$ 144,000	\$ 1,080,000	\$ 1,080,000				
		Solar Ln.	2027	Mill & Overlay	6	8	Cast Iron	1973	1,100	3	\$ 440,000	\$ 528,000	\$ 570,316	\$ 88,000	\$ 660,000	\$ 660,000				
		Mirror Rd.	2027	Mill & Overlay	6	8	Cast Iron	1973	900	3	\$ 360,000	\$ 432,000	\$ 466,622	\$ 72,000	\$ 540,000	\$ 540,000				
		Satucket Ln.	2027	Mill & Overlay	6	8	Cast Iron	1973	1,000	4	\$ 400,000	\$ 480,000	\$ 518,469	\$ 80,000	\$ 600,000	\$ 600,000				
				Total						18361			\$ 7,344,400	\$ 8,813,280	\$ 9,519,616	\$ 1,468,880		\$ 11,020,000	\$ 10,509,000	
		WTP-B		Equipment Replacement - Phase 1									\$ 3,460,000	\$ 4,152,000	\$ 4,484,760	\$ 692,000		\$ 5,180,000	\$ 5,180,000	
													\$ 3,460,000	\$ 4,152,000	\$ 4,484,760	\$ 692,000		\$ 5,180,000	\$ 5,180,000	
		DIS-6	3	Lorraine Terrace	2028	Mill & Overlay	2	8	Unknown	Unknown	730		\$ 292,000	\$ 350,400	\$ 393,357	\$ 58,400		\$ 460,000	\$ 460,000	Break History - recommend replacement
				Buckingham Dr.	2028	Reclamation	6	8	Cast Iron	1962	5,000	16	\$ 2,000,000	\$ 2,400,000	\$ 2,694,226	\$ 400,000		\$ 3,100,000	\$ 3,100,000	
				Churchill Dr.	2028	Reclamation	8	8	Cast Iron	1963	500	4	\$ 200,000	\$ 240,000	\$ 269,423	\$ 40,000		\$ 310,000	\$ 310,000	
Castlewood Dr.	2028			Reclamation	8	8	Cast Iron	1963	2,200	9	\$ 880,000	\$ 1,056,000	\$ 1,185,459	\$ 176,000	\$ 1,370,000	\$ 1,370,000				
Radcliffe Rd.	2028			Mill & Overlay	6	8	Cast Iron	1966	1,200	1	\$ 480,000	\$ 576,000	\$ 646,614	\$ 96,000	\$ 750,000	\$ 750,000				
Chatham Rd.	2028			Mill & Overlay	6	10	Cast Iron	1961	900	0	\$ 414,000	\$ 496,800	\$ 557,705	\$ 82,800	\$ 650,000	\$ 650,000				
Charlesgate Rd.	2028			Mill & Overlay	6	8	Cast Iron	1960	1,300		\$ 520,000	\$ 624,000	\$ 700,499	\$ 104,000	\$ 810,000	\$ 810,000				
Montbatten Rd.	2028			Mill & Overlay	6	8	Cast Iron	1962	1,900	18	\$ 760,000	\$ 912,000	\$ 1,023,806	\$ 152,000	\$ 1,180,000	\$ 1,180,000				
Sheffield Dr.	2028			Mill & Overlay	6	8	Cast Iron	1964	1,100	1	\$ 440,000	\$ 528,000	\$ 592,730	\$ 88,000	\$ 690,000	\$ 690,000				
		Total						14830			\$ 5,986,000	\$ 7,183,200	\$ 8,063,818	\$ 1,197,200	\$ 9,320,000	\$ 8,753,000				
DIS-8	4	Brandon St.	2029	Overlay	6	8	Cast Iron	1974	1,800	0	\$ 720,000	\$ 864,000	\$ 1,008,039	\$ 144,000	\$ 1,160,000	\$ 1,160,000	Break History - recommend replacement			
		Juniper St.	2029	Mill & Overlay	6	8	Cast Iron	1962	1,100	4	\$ 440,000	\$ 528,000	\$ 616,024	\$ 88,000	\$ 710,000	\$ 710,000				
		Savoy St.	2029	Reclamation	6	8	Cast Iron	1965	1,700	10	\$ 680,000	\$ 816,000	\$ 952,037	\$ 136,000	\$ 1,090,000	\$ 1,090,000				
		Walton St.	2029	Reclamation	8	8	Unknown	Unknown	1,700	13	\$ 680,000	\$ 816,000	\$ 952,037	\$ 136,000	\$ 1,090,000	\$ 1,090,000				
				Total					6,300			\$ 2,520,000	\$ 3,024,000	\$ 3,528,137	\$ 504,000	\$ 4,050,000		\$ 3,764,000		
DIS-12		Bellflower Rd.	2030	Reclamation	6	8	Asbestos Cem	1956	3,600		\$ 1,440,000	\$ 1,728,000	\$ 2,016,079	\$ 288,000	\$ 2,310,000	\$ 2,310,000				
		Total						3,600			\$ 1,440,000	\$ 1,728,000	\$ 2,016,079	\$ 288,000	\$ 2,310,000	\$ 2,310,000				
DIS-D		Lead/Copper Potholing Inventory Validation and Replacement Plan									\$ 381,000	\$ 457,200	\$ 533,421	\$ 60,000	\$ 600,000	\$ 600,000				
											\$ 381,000	\$ 457,200	\$ 533,421	\$ 60,000	\$ 600,000	\$ 600,000				
DIS-F	5	Foxhill BPS									\$ 605,000	\$ 726,000	\$ 880,321	\$ 181,500	\$ 1,070,000	\$ 1,070,000	New Pre-Fab BPS			
		Partridge Hill Rd.			6	8	Asbestos Cem	1953	800		\$ 320,000	\$ 384,000	\$ 465,625	\$ 64,000	\$ 530,000	\$ 530,000				
		Woodbury Rd.			6	8	Asbestos Cem	1953	1900		\$ 760,000	\$ 912,000	\$ 1,105,858							



Town of Billerica, MA
10-Year Water Capital Improvement Plan

Project Number	Year	Project Name	Paving Year	Paving Type	Existing Pipe Diameter (in.)	Proposed Pipe Diameter (in.)	Existing Material	Installation Year	Length (ft)	Break History	Total Construction Costs (2025 Dollars)	Construction Project Cost + 20% Contingency (2025 Dollars)	Construction Project Cost + 20% Contingency + Inflation	Engineering Cost 2025 Dollars	Total Project Cost Replacement & Rehabilitation	Total Project Cost Replacement/Lining & Rehabilitation (Pink Text = Cleaning & Lining Cost)	Notes
DIS-1		Bedford St.			6	8	Cast Iron	1957	1,300	3	\$ 520,000	\$ 624,000	\$ 786,376	\$ 104,000	\$ 900,000	\$ 900,000	Break History - recommend replacement
DIS-1		Cross Rd.			6	8	Cast Iron	1951	900	1	\$ 360,000	\$ 432,000	\$ 544,414	\$ 72,000	\$ 620,000	\$ 472,000	
DIS-1		Neally St.			6	8	Cast Iron	1933	500		\$ 200,000	\$ 240,000	\$ 302,452	\$ 40,000	\$ 350,000	\$ 263,000	
								Total	10,400		\$ 4,160,000	\$ 4,992,000	\$ 6,291,007	\$ 832,000	\$ 7,170,000	\$ 6,509,000	
DIS-1	7	Ernest Rd.			6	8	Cast Iron	1967	1,000	2	\$ 400,000	\$ 480,000	\$ 628,677	\$ 80,000	\$ 710,000	\$ 545,000	
DIS-1		Pinehurst Ave.			6	8	Cast Iron	1925	2,200	7	\$ 880,000	\$ 1,056,000	\$ 1,383,090	\$ 176,000	\$ 1,560,000	\$ 1,560,000	Break History - recommend replacement
DIS-1		William Rd.			6	8	Cast Iron	1972	2,000	10	\$ 800,000	\$ 960,000	\$ 1,257,354	\$ 160,000	\$ 1,420,000	\$ 1,420,000	Break History - recommend replacement
DIS-1		Chester Rd.			6	8	Cast Iron	1975	1,500	3	\$ 600,000	\$ 720,000	\$ 943,016	\$ 120,000	\$ 1,070,000	\$ 1,070,000	Break History - recommend replacement
DIS-1		Clarence St.			6	8	Asbestos Cem	1963	1,000		\$ 400,000	\$ 480,000	\$ 628,677	\$ 80,000	\$ 710,000	\$ 710,000	Cannot C/L asbestos pipe
DIS-1		McHugh Ave.			6	8	Asbestos Cem	1963	2,200		\$ 880,000	\$ 1,056,000	\$ 1,383,090	\$ 176,000	\$ 1,560,000	\$ 1,560,000	Cannot C/L asbestos pipe
								Total	9,900		\$ 3,960,000	\$ 4,752,000	\$ 6,223,905	\$ 792,000	\$ 7,030,000	\$ 6,865,000	
DIS-2		Boston Road			8	12	Cast Iron	1925	4,500	3	\$ 2,250,000	\$ 2,700,000	\$ 3,536,309	\$ 450,000	\$ 3,990,000	\$ 3,990,000	Upsize piping
								Total	4,500		\$ 2,250,000	\$ 2,700,000	\$ 3,536,309	\$ 450,000	\$ 3,990,000	\$ 3,990,000	
DIS-G		Crosby Hill Tank Replacement									\$ 5,220,000	\$ 6,264,000	\$ 8,204,238	\$ 1,044,000	\$ 9,250,000	\$ 9,250,000	
								Total			\$ 5,220,000	\$ 6,264,000	\$ 8,204,238	\$ 1,044,000	\$ 9,250,000	\$ 9,250,000	
DIS-5	8	Lasallette Rd.			6	8	Asbestos Cem	1956	600		\$ 240,000	\$ 288,000	\$ 392,031	\$ 48,000	\$ 450,000	\$ 450,000	Cannot C/L asbestos pipe
DIS-5		Good St.			6	8	Asbestos Cem	1960	1,300		\$ 520,000	\$ 624,000	\$ 849,400	\$ 104,000	\$ 960,000	\$ 960,000	Cannot C/L asbestos pipe
DIS-5		Billerica HS			8	8	Unknown	Unknown	3,400	0	\$ 1,360,000	\$ 1,632,000	\$ 2,221,506	\$ 272,000	\$ 2,500,000	\$ 1,926,000	
								Total	5,300		\$ 2,120,000	\$ 2,544,000	\$ 3,462,936	\$ 424,000	\$ 3,910,000	\$ 3,336,000	
DIS-5a		River St.				24	NEW	NEW	400		\$ 360,000	\$ 360,000	\$ 490,038	\$ 60,000	\$ 560,000	\$ 560,000	New pipe cannot C/L
DIS-5a		Apple St Loop			8	8	NEW	NEW	1400		\$ 672,000	\$ 672,000	\$ 914,738	\$ 112,000	\$ 1,030,000	\$ 1,030,000	New pipe - cannot C/L
								Total	1,400		\$ 560,000	\$ 672,000	\$ 914,738	\$ 112,000	\$ 1,030,000	\$ 1,030,000	
DIS-4	9	Riverhurst Rd.			6	8	Cast Iron	1959	3,300	1	\$ 1,320,000	\$ 1,584,000	\$ 2,240,905	\$ 264,000	\$ 2,510,000	\$ 1,941,000	
DIS-4		Roosevelt Rd.			6	8	Cast Iron	1959	800		\$ 320,000	\$ 384,000	\$ 543,250	\$ 64,000	\$ 610,000	\$ 471,000	
DIS-4		Morgan Rd.			6	8	Cast Iron	1959	400		\$ 160,000	\$ 192,000	\$ 271,625	\$ 32,000	\$ 310,000	\$ 236,000	
DIS-4		Ossamequin Rd.			6	8	Cast Iron	1959	600	10	\$ 240,000	\$ 288,000	\$ 407,437	\$ 48,000	\$ 460,000	\$ 460,000	Break History - recommend replacement
DIS-4		Osceola Ln.			8	8	Cast Iron	1959	1,400	17	\$ 560,000	\$ 672,000	\$ 950,687	\$ 112,000	\$ 1,070,000	\$ 1,070,000	Break History - recommend replacement
DIS-4		Quaker Ln.			8	8	Cast Iron	1967	100	1	\$ 40,000	\$ 48,000	\$ 67,906	\$ 8,000	\$ 80,000	\$ 80,000	Break History - recommend replacement
DIS-4		Ridge Rd.			8	8	Cast Iron	1967	1,300		\$ 520,000	\$ 624,000	\$ 882,781	\$ 104,000	\$ 990,000	\$ 766,000	
								Total	7,900		\$ 3,160,000	\$ 3,792,000	\$ 5,364,592	\$ 632,000	\$ 6,030,000	\$ 5,026,000	
DIS-6		University Ln.			6	8	Cast Iron	1963	500	3	\$ 200,000	\$ 240,000	\$ 339,531	\$ 40,000	\$ 380,000	\$ 380,000	Break History - recommend replacement
DIS-6		Sachem St.			6	8	Asbestos Cem	1952	2,700		\$ 1,080,000	\$ 1,296,000	\$ 1,833,468	\$ 216,000	\$ 2,050,000	\$ 2,050,000	Cannot C/L asbestos pipe
DIS-6		Kimborough Rd.			6	8	Cast Iron	1962	1,100	2	\$ 440,000	\$ 528,000	\$ 746,968	\$ 88,000	\$ 840,000	\$ 648,000	
								Total	4,300		\$ 1,720,000	\$ 2,064,000	\$ 2,919,968	\$ 344,000	\$ 3,270,000	\$ 3,078,000	
DIS-H	10	Cabot River Crossing				24	NEW	NEW	2800		\$ 4,500,000	\$ 5,400,000	\$ 7,939,681	\$ 900,000	\$ 8,840,000	\$ 8,840,000	
								Total	2,800		\$ 4,500,000	\$ 5,400,000	\$ 7,939,681	\$ 900,000	\$ 8,840,000	\$ 8,840,000	
DIS-7		Irene Ave.			6	8	Cast Iron	1965	1,700	2	\$ 680,000	\$ 816,000	\$ 1,199,774	\$ 136,000	\$ 1,340,000	\$ 1,040,000	
DIS-7		Connolly Rd.	2026	Mill & Overlay	8	8	Cast Iron	1965	300	12	\$ 120,000	\$ 144,000	\$ 211,725	\$ 24,000	\$ 240,000	\$ 240,000	Break History - recommend replacement
DIS-7		Shelburne Ave.			8	8	Cast Iron	1965	1,300	3	\$ 520,000	\$ 624,000	\$ 917,474	\$ 104,000	\$ 1,030,000	\$ 1,030,000	Break History - recommend replacement
DIS-7		Crimson Rd.			6	8	Cast Iron	1959	1,600		\$ 640,000	\$ 768,000	\$ 1,129,199	\$ 128,000	\$ 1,260,000	\$ 979,000	
DIS-7		Cedarhill Ave.			6	8	Cast Iron	1959	600		\$ 240,000	\$ 288,000	\$ 423,450	\$ 48,000	\$ 480,000	\$ 367,000	
DIS-7		Green St.			6	8	Cast Iron	1959	900		\$ 360,000	\$ 432,000	\$ 635,174	\$ 72,000	\$ 710,000	\$ 551,000	
DIS-7		Branch St.			6	8	Cast Iron	1959	400		\$ 160,000	\$ 192,000	\$ 282,300	\$ 32,000	\$ 320,000	\$ 245,000	
DIS-7		Farm St.			6	8	Cast Iron	Unknown	500		\$ 200,000	\$ 240,000	\$ 352,875	\$ 40,000	\$ 400,000	\$ 306,000	
								Total	7,300		\$ 2,920,000	\$ 3,504,000	\$ 5,151,971	\$ 584,000	\$ 5,780,000	\$ 4,758,000	
DIS-8	11	Edison Ln.			6	8	Cast Iron	1956	800		\$ 320,000	\$ 384,000	\$ 586,788	\$ 64,000	\$ 660,000	\$ 509,000	
DIS-8		Larchwood St.			8	8	Cast Iron	1956	1,200	0	\$ 480,000	\$ 576,000	\$ 880,182	\$ 96,000	\$ 980,000	\$ 763,000	
DIS-8		Thoreau St.			8	8	Cast Iron	1956	1,000	1	\$ 400,000	\$ 480,000	\$ 733,485	\$ 80,000	\$ 820,000	\$ 636,000	
DIS-8		Peigham St.			6	8	Cast Iron	1971	1,200	9	\$ 480,000	\$ 576,000	\$ 880,182	\$ 96,000	\$ 980,000	\$ 980,000	Break History - recommend replacement
DIS-8		Colby St.			6	8	Cast Iron	1974	700	5	\$ 280,000	\$ 336,000	\$ 513,440	\$ 56,000	\$ 570,000	\$ 570,000	Break History - recommend replacement
DIS-8		Liberty Dr.			6	8	Cast Iron	1972	1,900	16	\$ 760,000	\$ 912,000	\$ 1,393,622	\$ 152,000	\$ 1,550,000	\$ 1,550,000	Break History - recommend replacement
DIS-8		Rexhame St.			6	8	Cast Iron	1965	1,200	11	\$ 480,000	\$ 576,000	\$ 880,182	\$ 96,000	\$ 980,000	\$ 980,000	Break History - recommend replacement
DIS-8		Veterans Cir.			6	8	Cast Iron	1965	300	6	\$ 120,000	\$ 144,000	\$ 220,046	\$ 24,000	\$ 250,000	\$ 250,000	Break History - recommend replacement
DIS-8		Pequot St.			6	8	Cast Iron	1958	1,400	2	\$ 560,000	\$ 672,000	\$ 1,026,879	\$ 112,000	\$ 1,140,000	\$ 890,000	
DIS-8		Sewell St.			6	8	Cast Iron	1958	800	1	\$ 320,000	\$ 384,000	\$ 586,788	\$ 64,000	\$ 660,000	\$ 509,000	
								Total	10,500		\$ 4,200,000	\$ 5,040,000	\$ 7,701,596	\$ 840,000	\$ 8,590,000	\$ 7,637,000	
DIS-9	12	Heritage Rd.			12	12	Cast Iron	1973	4,700	5	\$ 2,350,000	\$ 2,820,000	\$ 4,478,579	\$ 470,000	\$ 4,950,000	\$ 4,950,000	Break History - recommend replacement
DIS-9		Monticello Cir.			8	8	Cast Iron	1976	400		\$ 160,000	\$ 192,000	\$ 304,925	\$ 32,000	\$ 340,000	\$ 265,000	
DIS-9		Priscilla Ln.			6	8	Asbestos Cem	1952	800		\$ 320,000	\$ 384,000	\$ 609,849	\$ 64,000	\$ 680,000	\$ 680,000	Break History - recommend replacement
DIS-9		Eastview Ave.			6	8	Cast Iron	1974	1,800	12	\$ 720,000	\$ 864,000	\$ 1,372,160	\$ 144,000	\$ 1,520,000	\$ 1,520,000	Break History - recommend replacement
DIS-9		Homestead Ln.			6	8	Cast Iron	1975	600		\$ 240,000	\$ 288,000	\$ 457,387	\$ 48,000	\$ 510,000	\$ 397,000	
DIS-9		Mt Vernon Ave.			6	8	Cast Iron	1974	2,400	15	\$ 960,000	\$ 1,152,000	\$ 1,829,547	\$ 192,000	\$ 2,030,000	\$ 2,030,000	Break History - recommend replacement
DIS-9		Fountain St.			8	8	Cast Iron	1974	900	9	\$ 360,000	\$ 432,000	\$ 686,080	\$ 72,000	\$ 760,000	\$ 760,000	Break History - recommend replacement
DIS-9		Skyline Dr.			6	8	Cast Iron	1965	2,100		\$ 840,000	\$ 1,008,000	\$ 1,600,854	\$ 168,000	\$ 1,770,000	\$ 1,398,000	
DIS-9	13	Mulberry Ln.			6	8	Cast Iron	1968	400		\$ 160,000	\$ 192,000	\$ 316,908	\$ 32,000	\$ 350,000	\$ 275	



Town of Billerica, MA
10-Year Water Capital Improvement Plan

Project Number	Year	Project Name	Paving Year	Paving Type	Existing Pipe Diameter (in.)	Proposed Pipe Diameter (in.)	Existing Material	Installation Year	Length (ft)	Break History	Total Construction Costs (2025 Dollars)	Construction Project Cost + 20% Contingency (2025 Dollars)	Construction Project Cost + 20% Contingency + Inflation	Engineering Cost 2025 Dollars	Total Project Cost Replacement & Rehabilitation	Total Project Cost Replacement/Lining & Rehabilitation (Pink Text = Cleaning & Lining Cost)	Notes
DIS-11		Salem Rd.			10	12	Cast Iron	1898	1,400	2	\$ 700,000	\$ 840,000	\$ 1,556,446	\$ 140,000	\$ 1,700,000	\$ 1,349,000	
DIS-11		Station St.			6	8	Cast Iron	1898	700		\$ 280,000	\$ 336,000	\$ 622,578	\$ 56,000	\$ 680,000	\$ 540,000	
DIS-11		Talbot Ave.			6	8	Cast Iron	1898	1,700		\$ 680,000	\$ 816,000	\$ 1,511,976	\$ 136,000	\$ 1,650,000	\$ 1,311,000	
DIS-11		Wilson St.			10	12	Cast Iron	1899	2,000	1	\$ 1,000,000	\$ 1,200,000	\$ 2,223,495	\$ 200,000	\$ 2,430,000	\$ 1,928,000	
DIS-11									22200		\$ 9,980,000	\$ 11,976,000	\$ 21,534,985	\$ 1,996,000	\$ 23,590,000	\$ 19,010,000	
DIS-12		Anniversary Way			6	8	Asbestos Cem	1959	600		\$ 240,000	\$ 288,000	\$ 533,639	\$ 48,000	\$ 590,000	\$ 590,000	Cannot C/L asbestos pipe
DIS-12		Bowman Rd.	2028	Mill & Overlay	6	8	Asbestos Cem	1959	1,400		\$ 560,000	\$ 672,000	\$ 1,245,157	\$ 112,000	\$ 1,360,000	\$ 1,360,000	
DIS-12		Charme Rd.	2030	Double Micro	6	8	Asbestos Cem	1952	1,700		\$ 680,000	\$ 816,000	\$ 1,511,976	\$ 136,000	\$ 1,650,000	\$ 1,650,000	
DIS-12		Arakelian Dr.			6	8	Asbestos Cem	1957	2,100		\$ 840,000	\$ 1,008,000	\$ 1,867,735	\$ 168,000	\$ 2,040,000	\$ 2,040,000	
DIS-12	17	Arrow St.			6	8	Asbestos Cem	1959	900		\$ 360,000	\$ 432,000	\$ 831,916	\$ 72,000	\$ 910,000	\$ 910,000	
DIS-12		Balsamwood Ave.			6	8	Asbestos Cem	1956	300		\$ 120,000	\$ 144,000	\$ 277,305	\$ 24,000	\$ 310,000	\$ 310,000	
DIS-12		Baniulis Rd.			6	8	Asbestos Cem	1962	2,500		\$ 1,000,000	\$ 1,200,000	\$ 2,310,878	\$ 200,000	\$ 2,520,000	\$ 2,520,000	
DIS-12		Brookside Dr.			6	8	Asbestos Cem	1967	900		\$ 360,000	\$ 432,000	\$ 831,916	\$ 72,000	\$ 910,000	\$ 910,000	
DIS-12		Charles Anna Ln.			6	8	Asbestos Cem	1959	1,300		\$ 520,000	\$ 624,000	\$ 1,201,657	\$ 104,000	\$ 1,310,000	\$ 1,310,000	
DIS-12		Diane Dr.			6	8	Asbestos Cem	1960	900		\$ 360,000	\$ 432,000	\$ 831,916	\$ 72,000	\$ 910,000	\$ 910,000	
DIS-12		Finnway St.			6	8	Asbestos Cem	1952	800		\$ 320,000	\$ 384,000	\$ 739,481	\$ 64,000	\$ 810,000	\$ 810,000	
DIS-12		George Brown St.	2025	Mill & Overlay and Doub	8	8	Asbestos Cem	1960	2,700		\$ 1,080,000	\$ 1,296,000	\$ 2,495,748	\$ 216,000	\$ 2,720,000	\$ 2,720,000	
DIS-12		Elizabeth Rd.	2028	Mill & Overlay	6	8	Asbestos Cem	1952	1,900		\$ 760,000	\$ 912,000	\$ 1,756,267	\$ 152,000	\$ 1,910,000	\$ 1,910,000	
DIS-12		Jeffrey Rd.	2028	Mill & Overlay	6	8	Asbestos Cem	1954	1,300		\$ 520,000	\$ 624,000	\$ 1,201,657	\$ 104,000	\$ 1,310,000	\$ 1,310,000	
DIS-12	18	Lindsay Rd.	2028	Mill & Overlay	6	8	Asbestos Cem	1953	1,700		\$ 680,000	\$ 816,000	\$ 1,633,153	\$ 136,000	\$ 1,770,000	\$ 1,770,000	
DIS-12		Harjean Rd.	2030	Mill & Overlay	6	8	Asbestos Cem	1964	1,700		\$ 680,000	\$ 816,000	\$ 1,633,153	\$ 136,000	\$ 1,770,000	\$ 1,770,000	
DIS-12		Jordan Rd.	2030	Mill & Overlay	6	8	Asbestos Cem	1960	1,500		\$ 600,000	\$ 720,000	\$ 1,441,017	\$ 120,000	\$ 1,570,000	\$ 1,570,000	
DIS-12		Keyes Rd.	2030	Double Micro	6	8	Asbestos Cem	1952	1,000		\$ 400,000	\$ 480,000	\$ 960,678	\$ 80,000	\$ 1,050,000	\$ 1,050,000	
DIS-12		Garnet Rd.			6	8	Asbestos Cem	1963	1,000		\$ 400,000	\$ 480,000	\$ 960,678	\$ 80,000	\$ 1,050,000	\$ 1,050,000	
DIS-12		Hanson Rd.			6	8	Asbestos Cem	1952	1,000		\$ 400,000	\$ 480,000	\$ 960,678	\$ 80,000	\$ 1,050,000	\$ 1,050,000	
DIS-12		Kern Dr.			6	8	Asbestos Cem	1963	800		\$ 320,000	\$ 384,000	\$ 768,543	\$ 64,000	\$ 840,000	\$ 840,000	
DIS-12		Lampson Ln.			8	8	Asbestos Cem	1969	600		\$ 240,000	\$ 288,000	\$ 576,407	\$ 48,000	\$ 630,000	\$ 630,000	
DIS-12		Locke Rd.			8	8	Asbestos Cem	1953	1,000		\$ 400,000	\$ 480,000	\$ 960,678	\$ 80,000	\$ 1,050,000	\$ 1,050,000	
DIS-12		Meadowlark Way			6	8	Asbestos Cem	1962	1,700		\$ 680,000	\$ 816,000	\$ 1,633,153	\$ 136,000	\$ 1,770,000	\$ 1,770,000	
DIS-12		Matthew Rd.	2028	Mill & Overlay	6	8	Asbestos Cem	1954	1,700		\$ 680,000	\$ 816,000	\$ 1,633,153	\$ 136,000	\$ 1,770,000	\$ 1,770,000	
DIS-12	19	Susan Dr.	2028	Mill & Overlay	6	8	Asbestos Cem	1954	1,600		\$ 640,000	\$ 768,000	\$ 1,597,493	\$ 128,000	\$ 1,730,000	\$ 1,730,000	
DIS-12		Pichowicz Rd.	2030	Double Micro	6	8	Asbestos Cem	1950	900		\$ 360,000	\$ 432,000	\$ 898,590	\$ 72,000	\$ 980,000	\$ 980,000	
DIS-12		Morningside Dr.			6	8	Asbestos Cem	1967	600		\$ 240,000	\$ 288,000	\$ 599,060	\$ 48,000	\$ 650,000	\$ 650,000	
DIS-12		Newport Dr.			6	8	Asbestos Cem	1960	900		\$ 360,000	\$ 432,000	\$ 898,590	\$ 72,000	\$ 980,000	\$ 980,000	
DIS-12		Parker School			6	8	Asbestos Cem	1953	1,300		\$ 520,000	\$ 624,000	\$ 1,297,963	\$ 104,000	\$ 1,410,000	\$ 1,410,000	
DIS-12		Phillip Rd.			6	8	Asbestos Cem	1960	1,100		\$ 440,000	\$ 528,000	\$ 1,098,276	\$ 88,000	\$ 1,190,000	\$ 1,190,000	
DIS-12		Phyllis Dr.			6	8	Asbestos Cem	1960	800		\$ 320,000	\$ 384,000	\$ 798,746	\$ 64,000	\$ 870,000	\$ 870,000	
DIS-12		Putnam Rd.			6	8	Asbestos Cem	1955	1,100		\$ 440,000	\$ 528,000	\$ 1,098,276	\$ 88,000	\$ 1,190,000	\$ 1,190,000	
DIS-12		Putney Cir.			6	8	Asbestos Cem	1960	2,300		\$ 920,000	\$ 1,104,000	\$ 2,296,396	\$ 184,000	\$ 2,490,000	\$ 2,490,000	
DIS-12		Tercentennial Dr.			8	8	Asbestos Cem	1957	2,000		\$ 800,000	\$ 960,000	\$ 1,996,866	\$ 160,000	\$ 2,160,000	\$ 2,160,000	
DIS-12		Woodlawn Ave.			6	8	Asbestos Cem	1960	1,400		\$ 560,000	\$ 672,000	\$ 1,397,806	\$ 112,000	\$ 1,510,000	\$ 1,510,000	
DIS-12									47000		\$ 18,800,000	\$ 22,560,000	\$ 44,776,599	\$ 3,760,000	\$ 48,740,000	\$ 48,740,000	
DIS-13	20	Boston Road			12	16	Unknown	Unknown	8,200		\$ 10,414,000	\$ 12,496,800	\$ 27,015,771	\$ 1,562,100	\$ 28,580,000	\$ 28,580,000	Upsize piping
DIS-13									8200		\$ 10,414,000	\$ 12,496,800	\$ 27,015,771	\$ 1,562,100	\$ 28,580,000	\$ 28,580,000	
DIS-14		Shawsheen Road	2026	Reclamation	6	16	Cast Iron	1938	5,100		\$ 9,715,500	\$ 11,658,600	\$ 25,203,738	\$ 1,457,325	\$ 26,670,000	\$ 26,670,000	Upsize piping & Shawsheen River Crossing
DIS-14									5100		\$ 9,715,500	\$ 11,658,600	\$ 25,203,738	\$ 1,457,325	\$ 26,670,000	\$ 26,670,000	

10-YR CIP miles replaced: 27.4
Total miles replaced: 47.4
10-YR CIP Cost \$ 107,130,000
Total Cost \$ 281,038,000



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13.8. Appendix

Paving and Preservation Methods

Overview:

Pavement Reclamation: This is a rehabilitation technique in which the entire existing asphalt pavement and a certain depth of the existing underlying materials are uniformly crushed, pulverized, or blended, resulting in a stabilized base course. The base course is then graded to provide a proper cross section and pitch, followed by paving. Asphalt is then placed, in two layers, to a 4-inch depth. This technique is used typically on roadways where the distresses are significant or where grade adjustments are necessary.

Milling and Overlay: This is a rehabilitation technique in which the existing surface is milled (also called grinding or cold planing), followed by approximately 1 ½" layer of asphalt placement. The milling process will reshape the roadway, removing high points and will produce a relatively smooth, skid resistant surface. Milling allows us to maintain reveal on existing curbing to remain, or at driveways, where elevation is key to maintaining proper drainage. This technique is used typically on roadways where the condition is still fairly good.

Leveling and Overlay: This is a rehabilitation technique in which an initial layer of asphalt is placed directly onto the existing pavement to fill low spots in the pavement, and reshape the roadway, followed by approximately 1 ½" layer of asphalt placement. Leveling is used in areas where we have more flexibility in elevations. This technique is used typically on roadways where the condition is still fairly good.

Preservation Methods:

Pavement Preservation is a preventative maintenance treatment that extends the life of the road surface in an economical way, while minimizing the inconvenience to residents and the traveling public while the work is taking place. Over the long-term, it is less expensive to maintain the road surface than to reconstruct it when it fails. These repair methods are further described below:

Fog Sealing: A Fog Seal is a thin liquid layer applied to the surface of a paved road in relatively good condition. The intent of this treatment is to seal the pavement, rejuvenate and restore the wearing surface, and provide resistance to deterioration due to the weather and sun. After a Fog Seal, the cracks are sealed with a liquid asphalt sealer. Fog Sealing typically requires minimal preparation, and only a few hours of road closure the day of the treatment. **Crack Sealing:**

Crack Sealing is the placement of a sealant material into cracks of an existing pavement surface to prevent excess water and moisture from penetrating the asphalt. This is a preventative measure to keep the road from deteriorating further.

Crack Sealing can be done as a standalone treatment or in conjunction with other treatments listed below. The Crack Sealing treatment cools in minutes and does not require road closures.

Microsurfacing:

A Microsurfacing is a thin layer (3/8") preventative maintenance treatment applied to an existing paved surface in two layers. This treatment adds a tough wearing coat that will seal and protect the existing pavement and give it a new friction course. Crack Sealing is applied to the pavement prior to Microsurfacing. Some of the cast iron structures in the street may be adjusted to final grade prior to application if deemed necessary. Minor patching and other pavement repairs are also done prior to installation of this treatment.



Cape Seal:

A complete Cape seal application is done in several steps. First a full width coating of rubberized chip seal material is applied. The chip seal has a surface that can be driven on for a short time and it is rougher than standard asphalt. It has some loose chips. About a week after the chip seal, the roads will receive a microsurface coating. The finished microsurfaced road will be very similar to a standard paved surface. The “Cape Seal” term describes the complete multi-layer treatment. Some of the cast iron structures in the street may be adjusted to final grade prior to application if deemed necessary. Minor patching and other pavement repairs are also done prior to installation of this treatment.

Cold In-Place Recycling:

Cold In-place Recycling (CIR) is a preservation technique for reusing the existing road material to create a new roadway surface. The old road is ground up, mixed with some additives, and immediately placed back down on the road.

Additives are based off a specific mix design. After one to two weeks, a hot mix asphalt wearing surface will be put on top of the new road, making it look very similar to a typical paved surface. All structures (catch basins, manholes, and water and gas gates) will have to be reset for this treatment. CIR is a cost-effective, long-lasting, greener alternative to conventional maintenance and rehabilitation techniques.



Section 14: Glossary

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

Accounting System: A system of financial recordkeeping which records, classifies and reports information on the financial status and operation of an organization.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

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

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

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

Assessed Valuation: A valuation set upon real or personal property by the Board of Assessors as a basis for levying taxes.

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

Balanced Budget: A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns. A balanced budget is basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined budget period.

Basis of Accounting: Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Betterment: Under Massachusetts General Laws Chapter 80, a betterment is a special assessment charged to property owners who benefit from a public improvement (such as sewer, sidewalk, or roadway construction).

Bond: A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.

Bond Anticipation Note (BAN): Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school-related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.



Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

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

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

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

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

Capital Expenditures: Expenditures which result in the acquisition of or addition to fixed assets.

Capital Improvements: A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, and physical development. While all of a community's needs should be identified in the program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

Chapter 70: Chapter 70 refers to the school funding formula created Under the Education Reform Act of 1993 by which State aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.

Chapter 90 Highway : State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant.

Cherry Sheet: Aid to cover Town-shared expenses. The amount, if over \$500,000, is contained on a separate sheet within the budget report. The primary items that make up this amount are charter school and MBTA assessments.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.

Debt Authorization: Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6-15.

Debt Burden: The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.



Debt Exclusion: This amount represents the voter-approved amount that is used to pay for capital projects, often with a designated reimbursement from the state. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.

Debt Limits: The general debt limit of a Town consists of the normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval, while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

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

Deficit: The excess of budget expenditures over receipts.

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

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

Enterprise Fund: An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the “surplus” or unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, harbormaster. See DOR IGR 08-101.

Equalized Valuations: The determination of an estimate of the full and fair cash of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each Town and town in the Commonwealth.

Excess Levy Capacity: The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen or Town Council must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.

Fiscal Year: The twelve month financial period used by all Massachusetts municipalities, which begins July 1 and ends June 30 of the following calendar year. The fiscal year is identified by the year in which it ends.

Foundation Budget: The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.



Full and Fair Market Valuation: The requirement, by State law, that all real and personal property be assessed at 100% of market value for taxation purposes. “Proposition 2½” laws set the Town’s tax levy limit at 2½% of the full market (assessed) value of all taxable property.

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

Fund Accounting: Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The excess of assets of a fund over its liabilities and reserves.

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

Generally Accepted Accounting Principles (GAAP): A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.

General Obligation Bonds: Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

Governmental Funds: Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

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

Home Rule Petition: In general, a Town or town in the Commonwealth can exercise a power or function through the approval of its legislative body (Town Meeting) and its voters. They can exercise any power through the adoption of an ordinance, by-law or charter that the State legislature has the authority to delegate. In the strongest exercise of Home Rule rights, communities can enact charters (through a charter commission process), without State approval, in order to organize local government in a way that best meet the needs of their citizens. However, there are significant limitations.

Hotel/Motel Excise: Allows a community to assess a tax on short-term room occupancy at hotels, motels and lodging houses, as well as convention centers in selected cities.

Interest: Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as a discount at the time a loan is made.

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



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

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

Levy Ceiling: A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).

Levy Limit: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a Town or town may only grow each year by up to 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).

Local Receipts: This amount represents the amount of local taxes and fees from all departmental operations retained directly by the Town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licenses, fines and State reimbursements.

Meals Excise: Local excise option, allowing communities to assess a sales tax on sales of restaurant meals originating in the Town by a vendor.

New growth - Properties that have increased in assessed valuation since the prior year because of development or other changes. Exempt real property returned to the tax roll and new personal property. New subdivision parcels and condominium conversions

Overlay Provisions: This amount is requested and set aside by the Assessor to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.

Proposition 2 ½: A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a Town or town may raise from local property taxes each year to fund municipal operations.

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

Rating Agencies: This term usually refers to Moody's Investors Service, Standard and Poor's Corporation and Fitch Ratings. These are the three major agencies that issue credit ratings on municipal bonds.

Refunding Bonds: The retirement of an existing bond issue through the sale of a new bond issue. When interest rates have fallen, issuers may want to exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.



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

Revaluation: A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.

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

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

Stabilization Fund: A general reserve. Money from this fund may be appropriated by a majority vote of the Town Meeting.

State Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 §53E ½ stipulates that each fund must be re-authorized each year at annual town meeting or by Town council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the Town or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Supplemental Budget: Appropriations made by the Town Meeting, after an initial appropriation, to cover expenditures beyond original estimates.

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

Tax Rate: The amount of tax levy stated per \$1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a Town or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial and personal) property, each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.



Tax Title: A collection procedure that secures a Town or a town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the Town of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.



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Section 15: Fund & Balances Explanation, Financial Policies

15.1. Fund & Balances Explanation

Basis of Accounting

The modified accrual basis of accounting is used by all governmental fund types; general, enterprise, special revenue, trust and agency funds.

Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, that is, when they become both measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. Property taxes are considered available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due. The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

Basis of Budgeting

An annual budget for the General and Enterprise funds are voted and approved by Town Meeting. Additional appropriations can be voted prior to the setting of the tax rate. Approval is also required for certain special revenue funds and for capital projects funded from borrowing authorizations. The Town’s General Fund annual budget is adopted on a statutory basis that differs in some respects from generally accepted accounting principles (GAAP). The major difference between the budgetary basis and GAAP accounting basis are that budgeted revenues are recorded when cash is received (budgetary basis), as opposed to when susceptible to accrual (GAAP.) The property tax levy is recorded as receivable when levied but then is fully reserved until collected. Encumbrances are treated as expenditures in the year of the commitment.

Types of Funds

There are seven types of funds that can be used, as needed, by state and local governments, both for general purposes and limited purposes. The types of funds are as follows:

Governmental Funds

1. The General Fund – The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines forfeiture, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.
2. Special Revenue Funds – The account for the proceeds of specific revenue sources (other than expendable trust or for major capital projects) that are legally restricted to expenditures for specific purposes. These funds are used mostly for donations, state, federal, and other intergovernmental revenue and expenditures.



3. Capital Project Fund – To account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds and trust funds.
4. Debt Service Funds – To account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Proprietary Fund

5. Enterprise Funds – To account for operations that are financed and operated in a manner similar to private business enterprise – where the intent of the governing body is that cost (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recorded primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.
6. Internal Service Funds – To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

Fiduciary Funds

7. Trust and Agency Funds – to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These include (a) expendable trust funds, (b) nonexpendable trust funds, (c) pension trust funds, and (d) agency funds.



15.2. Town of Billerica Overall Financial Management Policies

Introduction

Recognizing the importance of sound financial policies and continuity in their application, the policy makers and senior management of the Town of Billerica adopted broad policies on finance, investment and debt codifying many of the practices that have been in place for over a decade. It is and has been the policy of the Town to ensure that there is sound financial planning to enact budgets for the Town that provide a high level of service to the residents of the Town in a manner to which they are accustomed and recognize. These services are provided in the most efficient manner possible and senior management and the policy makers constantly strive to reinvent the way services are provided to improve these efficiencies.

The review and codification of these principles, as also done in 2012, demonstrate our resolve to affirm to Town Meeting and the taxpayers that Billerica will continue to conduct business on a fiscally responsible basis.

General Financial Policies

The following financial principles set forth the broad framework for overall fiscal planning and management of the Town resources. In addition, these principles address both current activities and long-term planning. The principles are intended to be advisory in nature and serve as a point of reference for all policy-makers, administrators and advisors with the understanding that Town Meeting retains the full right to appropriate funds and incur debt at levels it deems appropriate, subject to statutory limits such as Proposition 2½. The principles outlined in this policy are designed to ensure the Town's sound financial condition now and in the future; sound financial condition as defined below:

- The ability to pay bills in a timely fashion.
- The ability to annually balance the budget.
- The ability to pay future costs.
- The ability to provide needed and desired services.
- Provide full value to Billerica residents and businesses by delivering quality services on a cost-effective basis.
- Preserve the Town's quality of life by providing and maintaining financial resources to sustain a sufficient level of services.
- Maintain flexibility in its finances to ensure that the Town can react and respond to changes in the economy and new service challenges without measurable financial stress.
- Provide guidance to Town leaders for the stability of Billerica's finances.

Financial Goals

- Maintain the highest possible bond rating.
- Achieve and maintain a balance in the General Stabilization Fund between 5% and 10% of the operating budget.
- Include in the annual budget amounts sufficient to fully fund the agreed payment schedules related to the Town's pension and other post-employment benefits (OPEB) obligations.

The financial goals are necessary to maintain a sustainable budget model and provide complete disclosure of current and future conditions. Annually the Town Manager shall include a statement in the comprehensive Budget Message identifying progress toward meeting the above goals.



Budget Policies

The Town should strive to meet annual budget increases of 2.5%. All sources of revenue shall be recurring revenue sources except for appropriations from the Debt Stabilization Fund which has a planned funding schedule described in the previous section. The Town Manager shall annually produce a five-year revenue forecast.

1. The Town Manager shall annually prepare a balanced budget and comprehensive Budget Message as required by state law and Town charter. The Budget Message shall include a detailed examination of trends in the tax levy, new growth revenues, local receipts, state aid, available funds and a report on the status of maintaining or achieving the goals stated herein.
2. The Town will avoid budgetary actions that balance current expenditures at the expense of meeting future expenses, such as postponing expenditures, accruing future years' revenues and rolling over short-term debt.
3. The Town follows the matching principle where ongoing operating costs will be funded by ongoing operating revenue sources. This protects the Town from fluctuating service levels and avoids concern when one-time revenues are reduced or removed.
 - a. The annual unrestricted fund balance ("Free Cash") should be used only for one-time expenditures such as capital improvements, capital equipment and unexpected or extraordinary expenses such as unbudgeted snow and ice removal expenses.
 - b. The annual unrestricted fund balance shall not be considered in balancing the current year budget. Once certified, however, the Free Cash from the prior year shall be available for appropriation at any Town Meeting. The Free Cash should be 3% to 5% of the total budget in accordance with Massachusetts Department of Revenue Guidelines.
 - c. New operating costs associated with capital projects should be funded through the operating budget but reflected in the capital improvement plan.
4. The Town will maintain a General Stabilization Fund as its main financial reserve in the event of an emergency or extraordinary need. Expenditures of the General Stabilization Fund can only be made with a two-thirds majority vote of Town Meeting.
5. Annual debt service, exclusive of debt exempt from Proposition 2 ½ limits and financed directly with additional taxes, should be no more than 10% nor less than 5% of the annual operating budget. The Town should strive to issue debt for shorter periods than the maximum allowable when the statutory limit exceeds 10 years. Please refer to the Town's "Debt Management Policy" for a more complete discussion of this subject matter.
6. Investment practices will be in accordance with the Town's "Investment Policy."
7. Capital planning and capital expenditures will be in accordance with the Town's "Capital Policy."

OPEB Policy

The Town's OPEB consultant has recommended changes to our OPEB policy. Initially, the Town needed to aggressively fund the OPEB liability. Due to the aggressive funding up front, the Town is now able to lower the contribution percentage increase from 15% to 5%. Our current contributions for FY24 was \$2.3 million. The number for FY25 will be roughly \$2.4 million. The Town will also level out the payment at the \$4,000,000 yearly contribution.



Debt Management Policy

Introduction

The use of long-term debt is a common and often necessary way for a community to address major infrastructure and equipment needs. It is also a means of spreading the cost of large capital projects over a larger, changing population base as well as spreading the cost burden across generations of taxpayers that will benefit from the capital outlay. When local government incurs long-term debt, it establishes a fixed obligation for many years. Municipal governments must ensure that these obligations do not make paying both its operational costs and debt service charges untenable. Great care and planning must therefore be taken when incurring long-term debt to avoid placing a strain on future revenues. The purpose of this policy is to establish guidelines governing the use of long-term debt and demonstrate our commitment to full and timely repayment of all debt issued. This policy also establishes a projected debt service levy schedule over time that manages impact to the taxpayer over time.

Massachusetts General Laws, Chapter 44, Sections 7 & 8 regulate the purposes for which municipalities may incur debt, and the maximum maturity for bonds issued for each purpose. MGL Ch 44, Sec 10 specifies that the debt limit for towns is 5% of Equalized Valuation. Based upon Billerica's current valuation, the debt limit would be 5% of the total valuation or \$479,623,214 million. The proposed equalized valuation for the Town for 2023 is \$9,592,464,382.00. There are two "annual" limitations applicable to municipal debt. First if a municipality borrows \$5 million in a fiscal year, it may be required to rebate to the federal government any interest earnings on tax exempt bond proceeds that exceed the yield on the bonds (the "rebate requirement"). However, if it absolutely necessary to borrow that much in a year, the rebate requirement may be avoided by spending the bond proceeds within a certain time period (10% within 6 months; 45% within 12 months; 75% within 18 months; 100% within 2 years-5% contingency allowed). If the Town issues more than \$10 million in tax exempt debt in a calendar year, including bonds, notes, and leases, the Town is unable to designate any of the debt as "bank qualified". Bank qualified tax-exempt debt is generally more attractive to investors and can result in lower interest rates for the Town. (N.B. These bank qualified limitations do not apply to loans from a state agency, such as the MWRA and MWPAT.) "Non-qualified" issues are less attractive to some banking and underwriting institutions since the investor is unable to deduct a portion of their interest carrying expenses (IRS Code 1986 Section 265 (b)(3)).

Massachusetts General Law allows communities, subject to voter approval, to exclude certain debt from the limits imposed by Proposition 2 ½. A voter-approved exclusion for the purpose of raising funds for debt service costs is referred to as a debt exclusion. The Town considers this to be an important component its debt management program. All references to debt service ceiling limits and debt strategies which follow are exclusive of such voter approved exclusions.

Debt Guidelines

General Fund Debt Service: A limit on debt service costs as a percentage of the town's total budget is especially important because of Proposition 2 ½ constraints on town's budget. At the same time, the community's regular and well-structured use of long-term debt signifies the municipality's commitment to maintaining and improving its infrastructure. Municipal credit analysts often use 10% as a maximum benchmark for financial soundness. The Town of Billerica will, by policy, establish a debt service "ceiling" of 10%, meaning that annual debt service payable on bonded debt should not exceed 10% of the annual operating budget. The Town will also, by policy, establish a debt service "floor" of 4% as an expression of support for continued investment in the town's roads, sewers, public facilities and other capital assets.



Debt Maturity Schedule: As previously stated, Chapter 44 of the General Laws specifies the maximum maturity for bonds issued for various purposes. A town may choose to borrow for a shorter period than allowed by the statutory limit. A reasonable maturity schedule not only reduces interest costs but balance the need to continually address capital improvements. The Town of Billerica will, by policy, establish a goal of issuing debt for shorter periods than the maximum allowable when the statutory limit exceed 10 years. Exceptions may be made when grants, reimbursements or other situations warrant.

Debt Service Strategy

Additionally, the Town will adhere to the following debt services policy adopted by the Select Board based on the Town’s current Short and Long-Term Capital Plan. This plan can be modified if the Capital plan changes:

The Town of Billerica currently maintains an annual levy commitment of \$9.066 million. This policy was established in Fiscal Year 2013. It requires the Town to appropriate money to the debt stabilization Fund in fiscal years that do not reach the amount of \$9.066 appropriated for debt service. Conversely, in fiscal years that exceed the debt service levy limit, the Town would appropriate funds from Debt Stabilization in the amount necessary to cover the exceedance. Additionally, the Town appropriates \$1.8 million from free cash annually to the Debt Stabilization Fund.

Due to the anticipated significant expansion of the capital plan which may include a new DPW facility, a new COA center, a new Recreation Center, and extensive water infrastructure work along with smaller, less financially impactful projects like improvements to the Town Center and the North Billerica Fire Station, the prior policy needs to be updated to accommodate this updated capital plan. The existing debt policy accommodated the Comprehensive Wastewater Management Plan as well as the recent construction of two new schools.

The Town is proposing to change the levy commitment for debt over the course of the next ten years as seen in Table 1. This plan can be adjusted if any of these projects do not come to fruition.

Debt Levy Limit	
2024	9,066,000
2025	10,000,000
2026	11,000,000
2027	12,000,000
2028	13,000,000
2029	14,000,000
2030	15,000,000
2031	15,000,000
2032	15,000,000
2033	15,000,000

Table 1



Town of Billerica
Debt Stabilization Fund Schedule (Scaled Down)

Fiscal Year	Beginning Balance	Interest	Appropriations		Draw Down		Ending Balance
			Levy	Free Cash	Wastewater et al	HS Debt Exclusion	
2016	9,094,440	173,191	0	1,800,000	0		11,067,631
2017	11,447,593	161,273	823,277	3,000,000	0		15,432,143
2018	15,423,143		60,434	1,800,000	-1,232,670	-1,400,000	14,650,907
2019	14,650,907	112,101	766,198	1,800,000	-1,232,670	-1,625,000	14,471,537
2020	18,283,776	347,392	641,324	1,800,000	-1,232,670	-950,000	18,889,822
2021	20,249,673	404,993	91,101	1,800,000	0	-1,160,000	21,385,767
2022	21,385,767	427,715	0	1,800,000	-649,457	-1,125,000	21,839,026
2023	22,157,854	-132,123		1,800,000	-912,618	-1,100,000	21,813,113
2024	21,813,113	436,262	0	1,800,000	-812,760	-1,350,000	21,886,615
2025	21,886,615	437,732	1,079,905	1,800,000	0	-1,350,000	23,854,252
2026	23,854,252	477,085	1,523,315	1,800,000	0	-1,300,000	26,354,652
2027	26,354,652	527,093	0	1,800,000	-4,007,482	-1,350,000	23,324,263
2028	23,324,263	466,485	0	1,800,000	-5,305,904	-1,300,000	18,984,844
2029	18,984,844	379,697	0	1,800,000	-5,617,232	-1,250,000	14,297,308
2030	14,297,308	285,946	0	1,800,000	-4,090,346	-1,250,000	11,042,908
2031	11,042,908	220,858	0	1,800,000	-3,622,741	-1,200,000	8,241,026
2032	8,241,026	164,821	0	1,800,000	-3,352,958	-1,200,000	5,652,888
2033	5,652,888	113,058	0	1,800,000	-3,102,616	-1,150,000	3,313,330
2034	3,313,330	66,267	0	1,800,000	-2,431,987	-750,000	1,997,610
2035	1,997,610	39,952	0	1,800,000	-2,563,160	-700,000	574,402
2036	574,402	11,488	0	1,800,000	-1,204,190	-700,000	481,700
2037	481,700	9,634	0	1,800,000	-903,884	-700,000	687,449
2038	687,449	13,749	0	1,800,000	-202,390	-650,000	1,648,808
2039	1,648,808	32,976	1,553,057	1,800,000	0	-650,000	4,384,842
2040	4,384,842	87,697	1,831,675	1,800,000	0	-650,000	7,454,213

Table 2

In the years that the town debt service requirement is below the commitment in Table 1, the difference is appropriated to a debt stabilization fund (Table 2 ex. 2025). In the years that the debt service spikes over that commitment, the town will appropriate the difference from the stabilization fund (Table 2 ex. 2027).

A further example of how the debt stabilization policy works can be seen in Table 3. For example, In 2030 the projected debt number is \$19,090,346.26. The debt levy limit target is \$15,000,000. The Town would appropriate \$4,090,346 from the debt stabilization fund to bring the levy burden from \$19 million to \$ 15 million.

Fiscal Year	Projected	Targeted	Over/Under
2024	10,298,669.60	9,066,000	1,232,670
2025	8,920,095.32	10,000,000	-1,079,905
2026	9,476,685.35	11,000,000	-1,523,315
2027	16,007,482.14	12,000,000	4,007,482
2028	18,305,904.28	13,000,000	5,305,904
2029	19,617,232.22	14,000,000	5,617,232
2030	19,090,346.26	15,000,000	4,090,346
2031	18,622,740.98	15,000,000	3,622,741
2032	18,352,957.73	15,000,000	3,352,958
2033	18,102,616.36	15,000,000	3,102,616

As seen in the examples above this policy helps lessen the tax burden on the residents. For every additional million dollars added to the levy as seen in Table 1 the impact on the median single-family home is \$43 dollars. The cumulative impact over ten years for the expanded capital program on the median single-family home is projected to be

Table 3

\$254 as seen in Table 4.



The Town will continue to appropriate \$1.8 million in free cash to support this policy.

The Town needs approximately \$55 million from debt stabilization to fund the long-term capital plan for the two debt-excluded schools, continued sewer expansion, a new DPW facility, a new COA center, a new Recreation Center, extensive water infrastructure work, and other smaller projects. The Town has approximately \$22 million in the debt stabilization fund as of the fall of 2023.

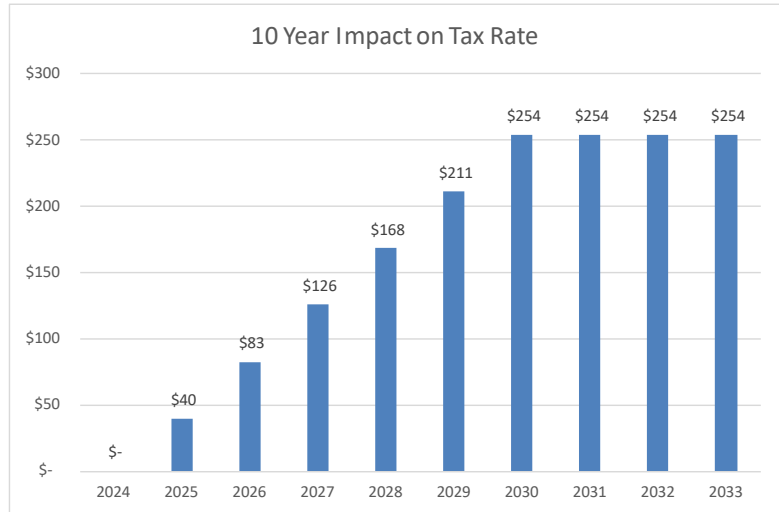


Table 4

The Town Debt Stabilization Policy has two objectives. One is maintaining a predictable general fund debt level that promotes investment but is also within Generally Accepted Accounting Principles adopted by the Governmental Accounting Standards Board (GASB).

The second is using debt stabilization to buffer the impact of the debt exclusions and expanded capital program. As well as stabilize and create predictability for the tax impact on the residents.

Bond Rating

The community’s bond rating is important because it determines the rate of interest it pays when selling bonds and notes as well as the level of market participation (number of bidders). Other things being equal, the higher the bond rating, the lower the interest rate. The Town recognizes that Bond analysts such as, Moody’s, Standard & Poor’s, Fitch, typically look at four sets of factors in assigning a credit rating and will adhere to these financial policies accordingly:

1. Debt Factors: debt per capita, debt as a percentage of equalized valuation, rate of debt amortization and the amount of exempt versus non-exempt debt.
2. Financial Factors: operating surpluses or deficits, free cash as a percent of revenue, unassigned fund balances, state aid reliance, property tax collection rates, unfunded pension liability.
3. Economic Factors: property values, personal income levels, tax base growth, tax and economic base diversity, unemployment rates and population growth.
4. Management Factors: governmental structure, the existence of a capital improvement plan, the quality of accounting and financial reporting, etc.
5. The town will continually strive to improve its bond rating through sound financial management, improved receivables management, accounting and financial reporting, and increased reserves such as the Stabilization Fund.



Reserve Balances as of June 30, 2025

Free Cash	\$ 5,362,862
Water Enterprise	\$ 1,642,414
Sewer Enterprise	\$ 3,502,299
Stabilization (Town)	\$ 6,211,618
Stabilization (School)	\$ 970,129
Stabilization (Debt)	\$ 26,176,749
Land Fund	\$ 424,917
Sale of Lots	\$ 38,008
Sewer Expansion	\$ 937,275
Inflow & Infiltration	\$ 322,867
Water Conservation	\$ 305,212
OPEB Trust	\$ 20,334,967



OPEB Trust Account

Article 11 Fall Town Meeting Oct 2012 from health insurance design savings	\$ 400,000
Article 3 Spring Town Meeting May 2013 from country retirement discount	156,383
Article 4 Spring Town Meeting May 2013 from county retirement assessment being below 4%	255,536
Article 12 Spring Town Meeting May 2014 from country retirement discount	155,000
Article 20 Fall Town Meeting October 2015 from Free Cash	500,000
Article 13 Fall Town Meeting October 2017 from Meals Tax	500,000
Article 13 Spring Town Meeting May 2017 from Budget Appropriation	500,000
Article 3 Spring Town Meeting May 2018 from Budget Appropriation	1,150,000
Article 3 Spring Town Meeting May 2019 from Budget Appropriation	1,322,500
Article 3 Spring Town Meeting May 2020 from Budget Appropriation	1,520,875
Article 3 Spring Town Meeting May 2021 from Budget Appropriation	1,749,006
Article 3 Spring Town Meeting May 2022 from Budget Appropriation	2,011,357
Article 3 Spring Town Meeting May 2023 from Budget Appropriation	2,313,061
Article 3 Spring Town Meeting May 2024 from Budget Appropriation	2,428,714
Article 3 Spring Town Meeting May 2025 from Budget Appropriation	2,550,149
Accumulated Interest	6,459,948
Prior Year Account Balance	<u>23,972,529</u>
Total FY2027 Appropriations	<u>2,677,657.00</u>
Total Projected Account Balance	<u>\$ 26,650,186</u>