

City of Fitchburg

Fiscal Year 2016 Operating Budget

Mayor Lisa A. Wong



City Council

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Fiscal Year 2016 Budget

5/15/2015

Fitchburg City Council
Municipal Offices
166 Boulder Drive
Fitchburg, MA 01420

Re: Fiscal Year 2016 Budget

Dear Honorable City Councilors:

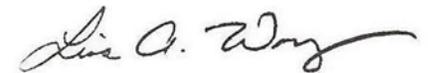
I am pleased to submit to you're the official Fiscal Year 2016 Budget, which breaks down as follows:

General Fund	\$108,759,704
Airport	\$962,884
Wastewater	\$10,487,743
Water	\$5,719,460

Fortunately, this spending plan, which is close to the draft budget provided to you about a month ago, sustains City services at current levels. However, as previously stated, we face future challenges as we deal with major funding issues involving pensions and health care, and the related OPEB (Other Post Employment Benefits), which continue to rise at unsustainable rates.

This budget is a culmination of the efforts of many, and I would like to thank all department heads and managers for their input and cooperation. Thanks also to the Finance Team for their work throughout the year. Their efforts help us prioritize and sustain services to our citizens, while promoting sound fiscal management.

As always, I remain available and open to your suggestions and comments as you proceed with your budget deliberations. Please feel free to contact me with any questions at 978-829-1801 or mayor@fitchburgma.gov.

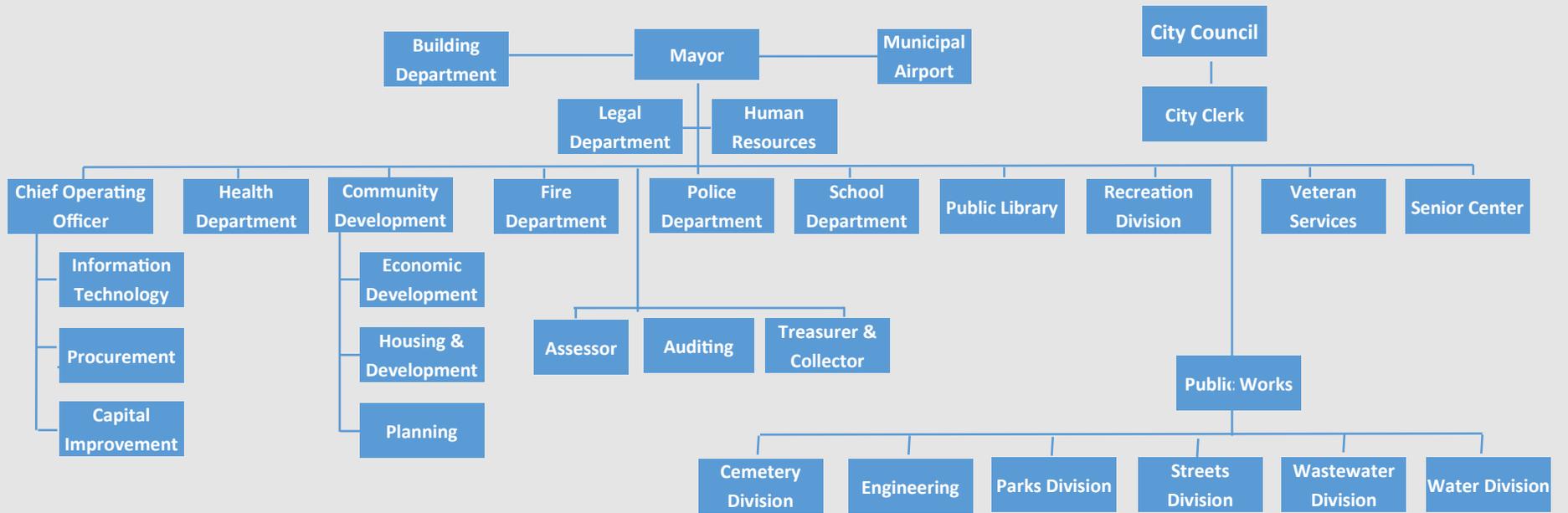


Lisa A. Wong

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**City of Fitchburg
Organizational Chart (FY 16)**



Notes:

18 Direct Reports to Mayor

Chief Operating Officer is proposed new position



Total Revenue Summary

Overall Revenue Summary

Revenue Source	FY 2013 Budget	FY 2014 Budget	FY 2015 Budget	FY 2016 Budget	Budget Change
Tax Levy	\$ 41,312,177	\$ 42,892,049	\$ 45,010,210	\$ 46,679,527	\$ 1,669,317
State Aid	\$ 48,812,531	\$ 49,319,211	\$ 50,543,589	\$ 50,930,347	\$ 386,758
Local Receipts	\$ 7,031,164	\$ 7,415,779	\$ 7,739,907	\$ 8,204,800	\$ 464,920
Non-Recurring Revenue	\$ 735,000	\$ 805,030	\$ 605,030	\$ 605,030	\$ -
Other Revenue Sources	\$ 2,990,000	\$ 2,632,000	\$ 2,340,000	\$ 2,340,000	\$ -
Total Revenue	\$ 100,880,872	\$ 103,064,069	\$ 106,238,736	\$ 108,759,704	\$ 2,520,995

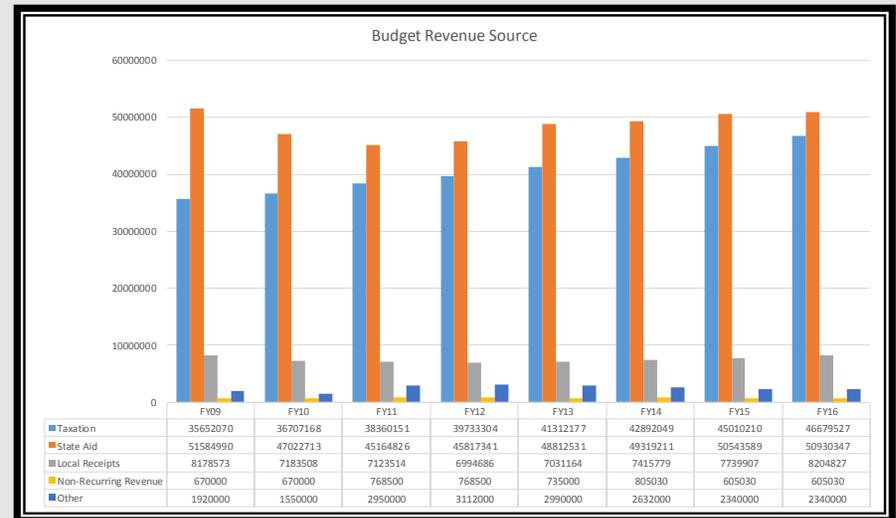
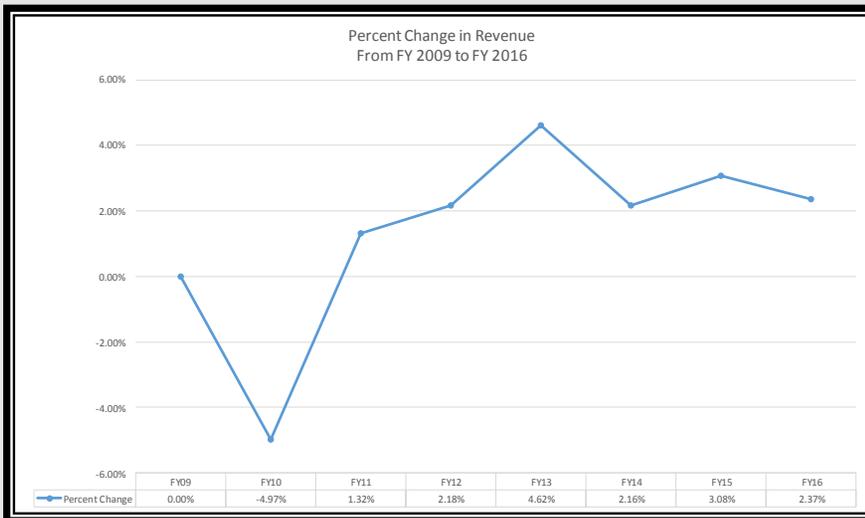
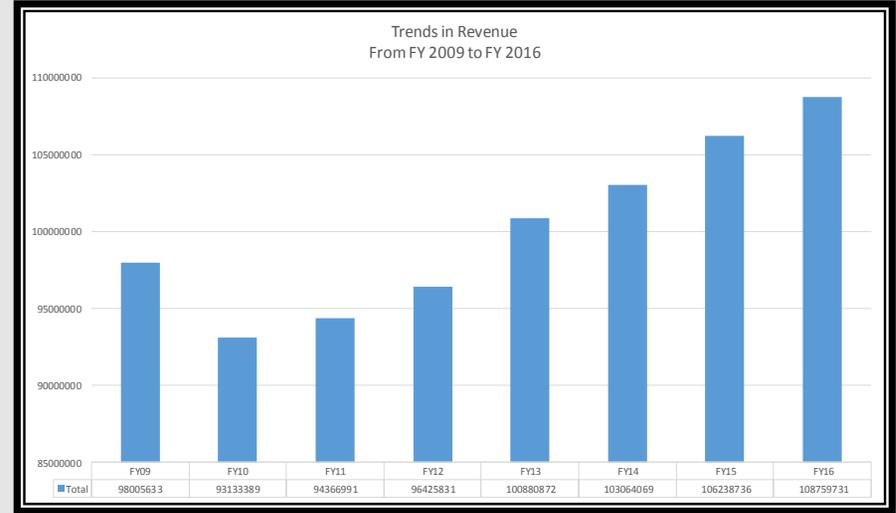
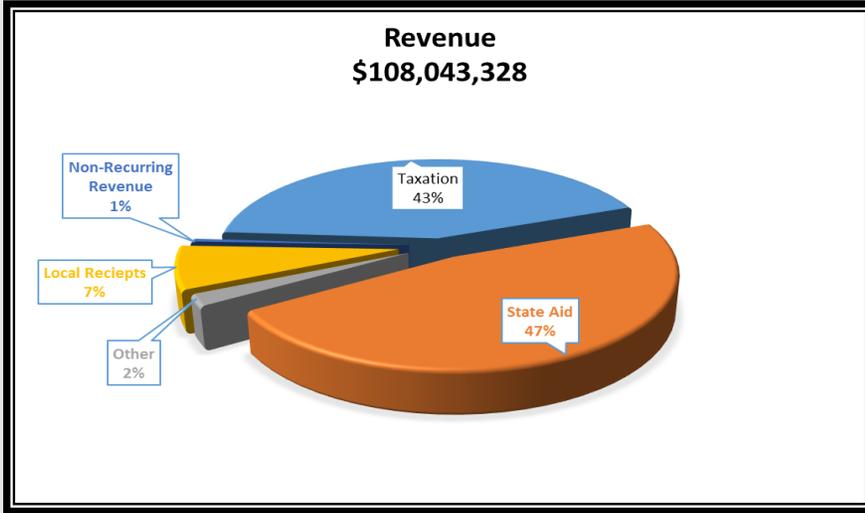
Total General Fund Rev	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Tax Levy	35,652,070	36,707,168	38,360,151	39,733,304	41,312,177	42,892,049	45,010,210	46,679,527
State Aid	51,574,990	47,022,713	45,164,826	45,817,341	48,812,531	49,319,211	50,543,589	50,930,347
Local Receipts	8,178,573	7,183,508	7,123,514	6,994,686	7,031,164	7,415,779	7,739,907	8,204,800
Non-Recurring Revenue	670,000	670,000	768,500	768,500	735,000	805,030	605,030	605,030
Other Revenue Sources	1,920,000	1,550,000	2,950,000	3,112,000	2,990,000	2,632,000	2,340,000	2,340,000
Total Revenue	98,005,633	93,133,389	94,366,991	96,425,831	100,880,872	103,064,069	106,238,736	108,759,731

% of Total Revenue	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Tax Levy	1,333,578	1,055,098	1,652,983	1,373,153	1,578,873	1,579,872	2,118,161	1,489,317
State Aid	1,284,510	(4,562,277)	(1,857,887)	652,515	2,995,190	506,680	1,224,378	386,758
Local Receipts	(881,895)	(995,065)	(59,994)	(128,828)	36,478	384,615	324,128	198,490
Non-Recurring Revenue	0	0	98,500	0	(33,500)	70,030	(200,000)	(70,000)
Other Revenue Sources	(60,000)	(370,000)	1,400,000	162,000	(122,000)	(358,000)	(292,000)	(200,000)
Total Revenue	1,676,193	(4,872,244)	1,233,602	2,058,840	4,455,041	2,183,197	3,174,667	1,804,575
Percent Increase	1.74%	-4.97%	1.32%	2.18%	4.62%	2.16%	3.08%	1.70%

% Total Revenue	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Tax Levy	36.38%	39.41%	40.65%	41.21%	40.95%	41.62%	42.37%	43.04%
State Aid	52.63%	50.49%	47.86%	47.52%	48.39%	47.85%	47.58%	47.14%
Local Receipts	8.35%	7.71%	7.55%	7.25%	6.97%	7.20%	7.29%	7.35%
Non-Recurring Revenue	0.68%	0.72%	0.81%	0.80%	0.73%	0.78%	0.57%	0.50%
Other Revenue Sources	1.96%	1.66%	3.13%	3.23%	2.96%	2.55%	2.20%	1.98%
Total Revenue	100%	100.00%						

Fiscal Year 2016 Budget

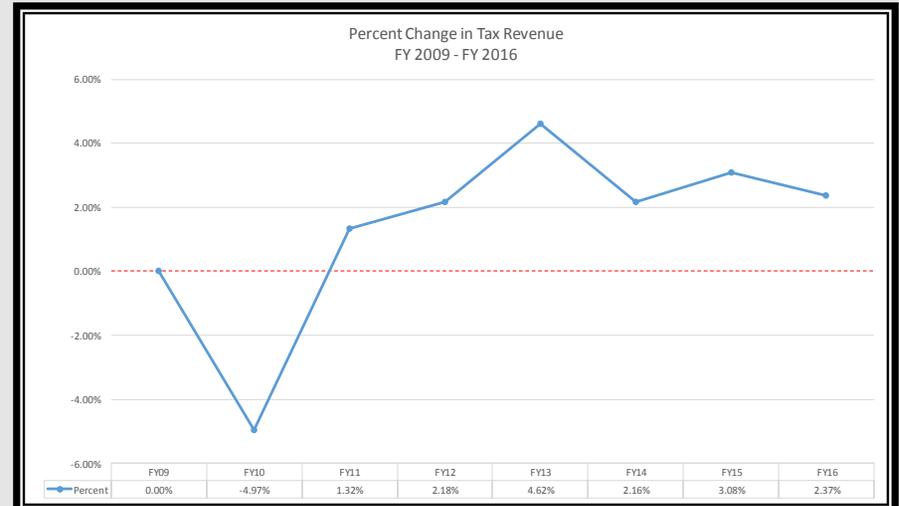
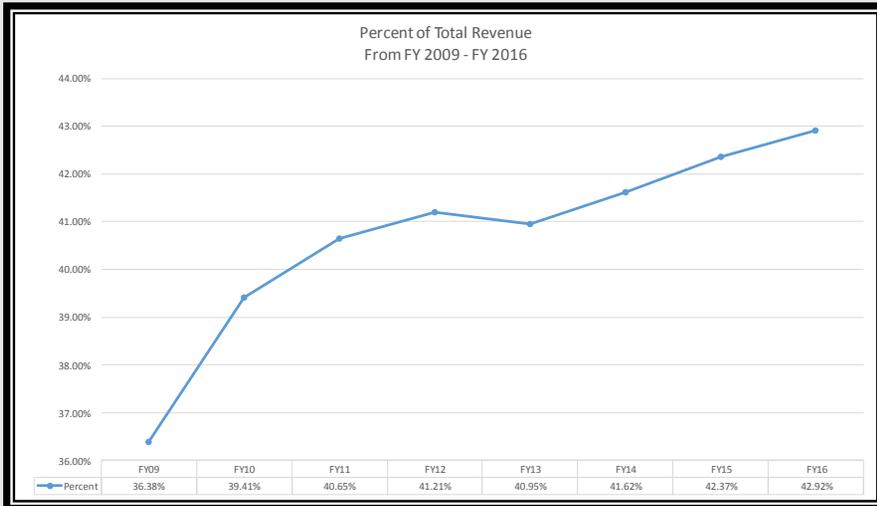
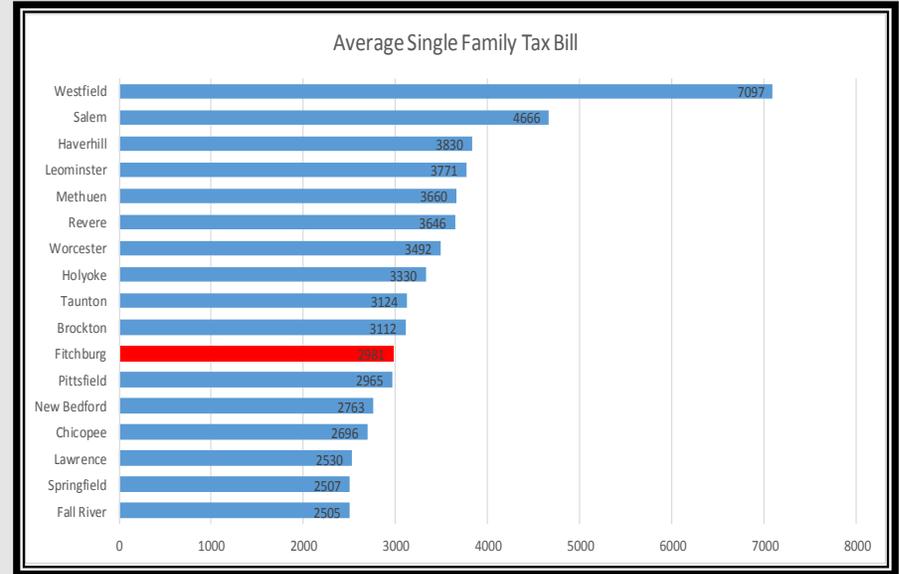
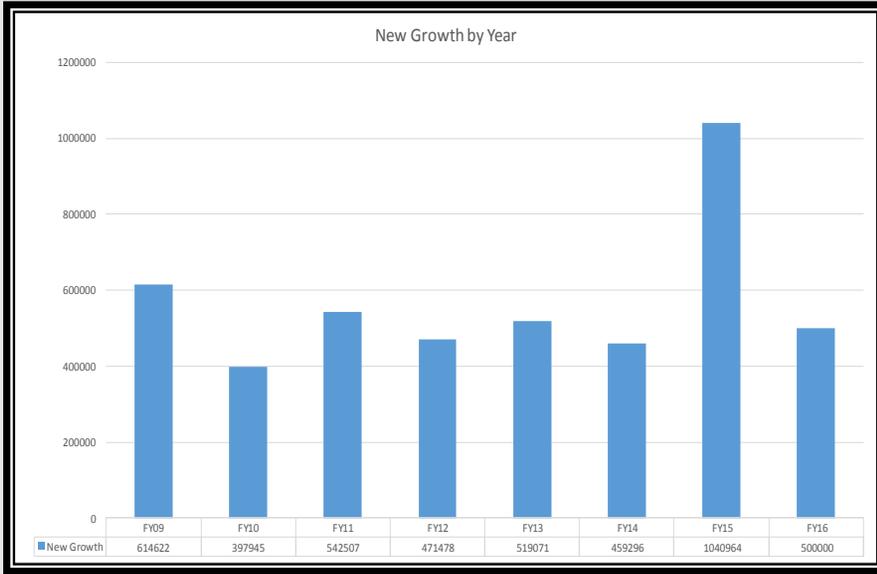
Overall Revenue Summary



Tax Levy Summary

The City's property tax levy for FY2016 is estimated to be \$ 47,629,527. This represents an increase of \$1,669,317 of 3.63% from the previous year's levy. Aside from a Proposition 2 ½ override, the levy is at the maximum amount allowed by Proposition 2 ½. Estimated new growth accounts for \$500,000 of the levy while the 2 ½ percent allowable increase accounts for \$1,149,501 of the levy. While the growth estimate of \$ 500,000 represents a significant reduction from last years' actual growth, it is in line with the City's 5 year average.

Property Tax Levy	FY13	FY14	FY15	FY16	Change
Prior Year's Levy Limit	40,786,811	42,325,552	43,842,987	45,980,026	2,137,039
Add: 2 1/2%	1,019,670	1,058,139	1,096,075	1,149,501	53,426
Add: New Growth	519,071	459,296	1,040,964	500,000	(540,964)
Subtotal - Levy Limit	42,325,552	43,842,987	45,980,026	47,629,527	1,649,501
Actual Levy - Adjusted for Rounding	42,312,177	43,842,049	45,960,210	47,629,527	1,669,317
Less: Reserve for Abatements	(1,000,000)	(950,000)	(950,000)	(950,000)	0
TOTAL	41,312,177	42,892,049	45,010,210	46,679,527	1,669,317



State Aid Summary

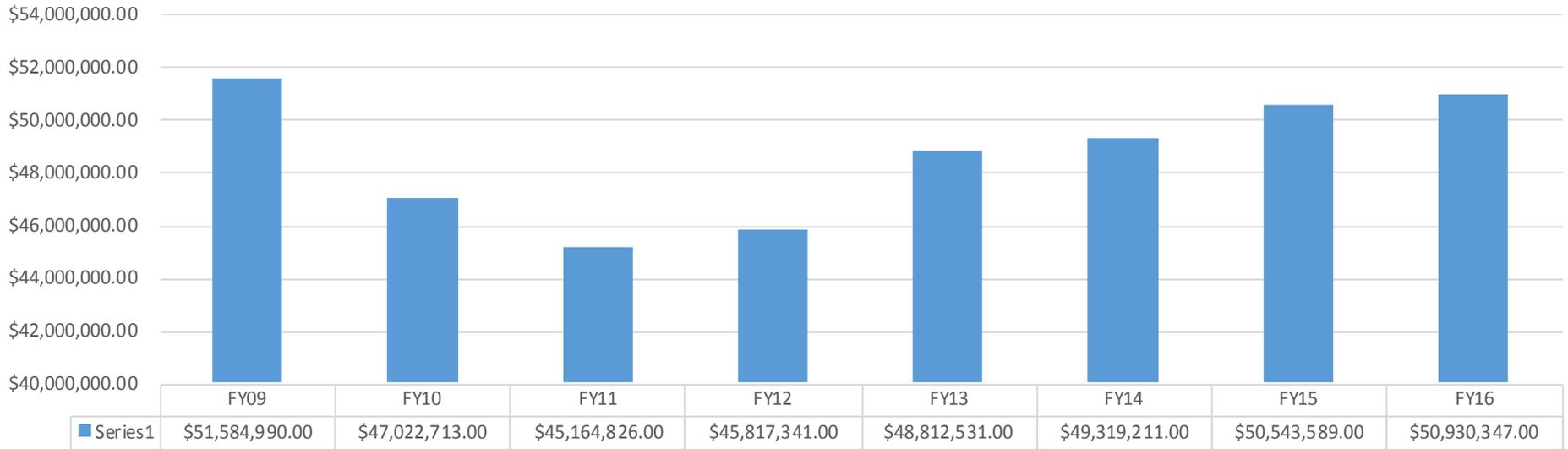
MSBA Reimbursements – These reimbursements from the Massachusetts School Building Authority (MSBA) remain unchanged from last year at \$2,068,210. This old school building financing program reimburses cities and towns for the state’s share of the total school debt issued by communities for older school projects. This program will be phased out in fiscal year 2019 when the City receives its final payment related to the cost of the high school. The current school building program now requires the State and each community to independently pay for their respective share of the cost for school capital projects. In the past, the State share has been up to 80%.

Education – Based on the Governor’s Budget, which shows an increase of \$290,000 in School Chapter 70 Aid. Although the Charter School Reimbursement is lower by (\$126,000) it is subject to change based on the shifting of the school student population. School lunch and school choice revenues are for the exclusive use of the schools and are reported in separate revolving funds.

General – Based on the Governor’s Budget, which is basically flat with an overall increase of \$223,000 that is mostly reflected in Unrestricted Government Aid (positive) and school assessments (negative). School Choice and Charter School Assessments are subject to change based on actual student counts, or FTEs (full time equivalent), for students attending charter schools or those public schools in other communities.

STATE AID SUMMARY	FY13	FY14	FY15	FY16	Change
MSBA Reimbursement	\$ 2,440,039.00	\$ 2,068,210.00	\$ 2,068,210.00	\$ 2,068,210.00	\$0
Education	\$ 44,109,157.00	\$ 44,587,329.00	\$ 45,772,742.00	\$ 45,936,406.00	\$ 163,664.00
General	\$ 2,263,335.00	\$ 2,663,672.00	\$ 2,702,637.00	\$ 2,925,731.00	\$ 223,094.04
Total State Aid	\$ 48,812,531.00	\$ 49,319,211.00	\$ 50,543,589.00	\$ 50,930,347.00	\$ 386,758.04

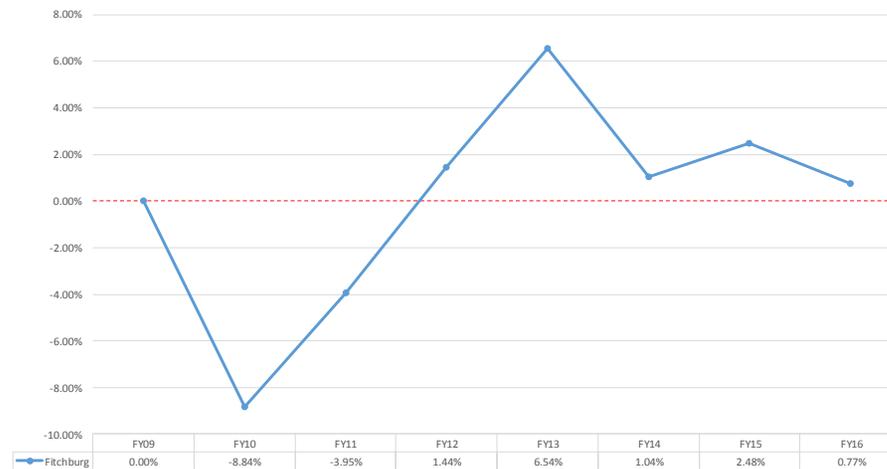
State Aid by Year



Percent of Budget Total State Aid



Percent Change in State Aid
FY 2009 - FY 2016

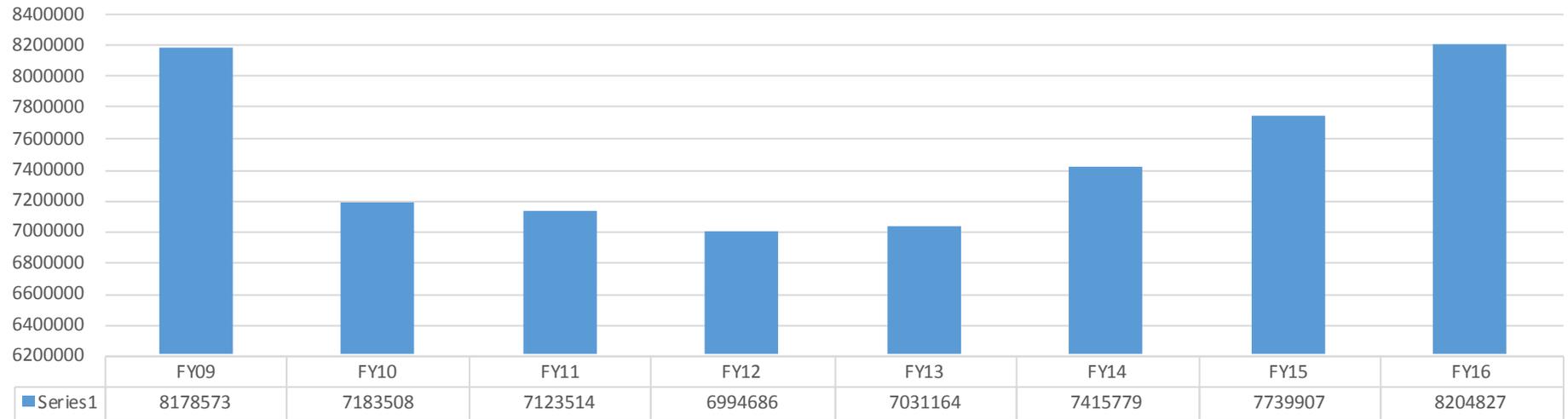


Local Receipts Summary

Overall increase of \$465,000, mainly in revenues from Room Tax related to Great Wolf. Most accounts remains flat with a minor increase in Motor Vehicle Excise and an increase of \$160,000 for trash royalties, mainly from the expansion of the beneficial use program involving certain soils at the landfill. Medicaid Reimbursements from eligible Special Education Services provided by the schools have decreased due to reduced fee-for-service rates and lower consent participation.

LOCAL RECEIPTS SUMMARY	FY13	FY14	FY15	FY16	Change
Motor Vehicle Excise	\$ 2,652,773	\$ 2,898,988	\$ 3,071,992	\$ 3,140,000	\$ 68,035
Other Excise - Rooms*	\$ 88,250	\$ 88,250	\$ 262,475	\$ 610,000	\$ 347,525
Penalties/Interest on Taxes	\$ 400,000	\$ 530,000	\$ 520,000	\$ 530,000	\$ 10,000
Payments In Lieu of Taxes	\$ 176,541	\$ 226,541	\$ 225,000	\$ 210,000	\$ (15,000)
Charges for Services - Trash	\$ 1,580,000	\$ 1,680,000	\$ 1,440,000	\$ 1,600,000	\$ 160,000
Other Charges for Services	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ -
Fees	\$ 180,000	\$ 232,000	\$ 218,800	\$ 210,000	\$ (8,800)
Rentals	\$ 11,600	\$ 10,000	\$ 10,000	\$ 11,800	\$ 1,800
Department Revenues - Library	\$ -	\$ -	\$ -	\$ -	\$ -
Department Revenues - Cemetery	\$ 42,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ -
Other Department Revenues	\$ 95,500	\$ 145,000	\$ 122,090	\$ 125,000	\$ 2,910
Licenses and Permits	\$ 610,500	\$ 590,000	\$ 639,300	\$ 665,000	\$ 25,700.
Fines and Forfeitures	\$ 220,000	\$ 150,000	\$ 144,000	\$ 140,000	\$ (4,000)
Investment Income	\$ 63,000	\$ 50,000	\$ 45,000	\$ 50,000	\$ 5,000
Reimbursement for Related Exp - CDBG	\$ 75,000	\$ 75,000	\$ 75,000	\$ 70,000	\$ (5,000)
Reimbursement for Related Exp - Airport	\$ 40,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
Medicaid Reimbursement	\$ 646,000	\$ 500,000	\$ 720,000	\$ 600,000	\$ (120,000)
Mill Number 8	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -
Other State Revenue - recurring	\$ 97,000	\$ 97,000	\$ 103,250	\$ 100,000	\$ (3,250)
Total	\$ 7,031,164	\$ 7,415,779	\$ 7,739,907	\$ 8,204,800	\$ 464,920

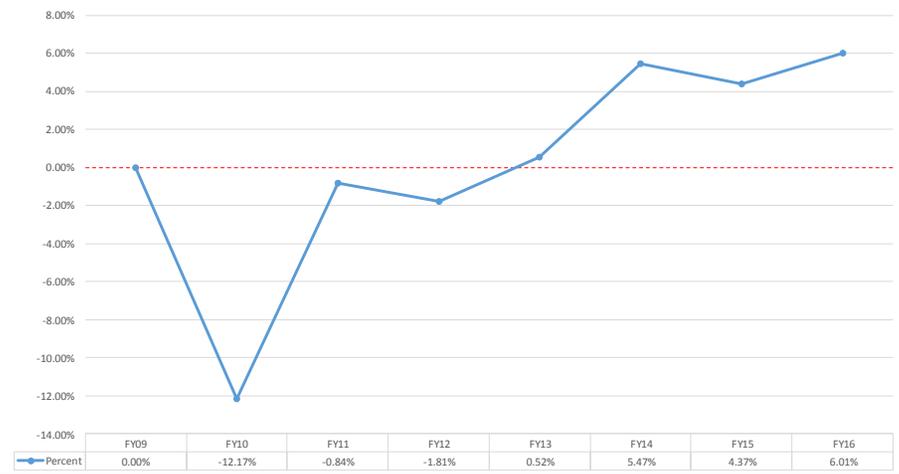
Local Receipts Trends
FY 2009 - FY 2016



Percent Total Local Receipts



Percent Change in Local Receipts Revenue
FY 2009 - FY 2016

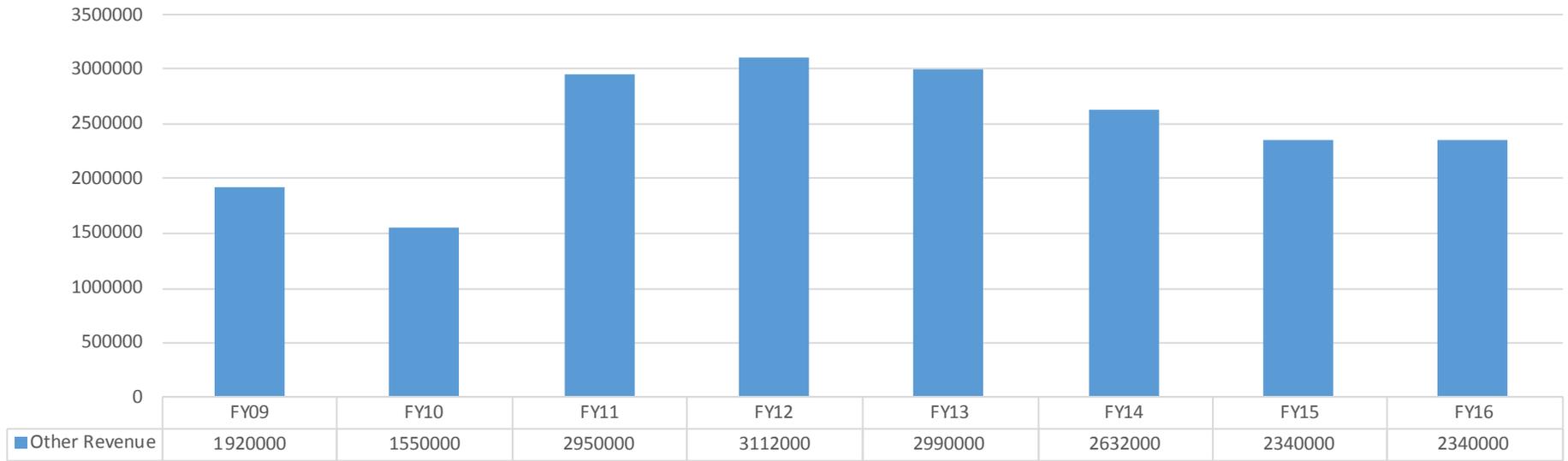


Other Revenue Summary

Other – Reimbursements from the Enterprise Funds for City-Related Costs and Benefits and Use of Overlay Surplus remain unchanged.

Other Revenue Summary	FY13	FY14	FY15	FY16	Change
Reimbursement for Related Exp - Water	\$ 700,000.00	\$ 750,000.00	\$ 750,000.00	\$ 750,000.00	\$ -
Reimbursement for Related Exp - Sewer	\$ 840,000.00	\$ 890,000.00	\$ 890,000.00	\$ 890,000.00	\$ -
Overlay Surplus	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ -
Available Funds/Transfers (one time)	\$ 750,000.00	\$ 292,000.00	-	-	\$ -
SUB TOTAL OTHER REVENUE SOURCES	\$ 2,990,000.00	\$ 2,632,000.00	\$ 2,340,000.00	\$ 2,340,000.00	\$ -

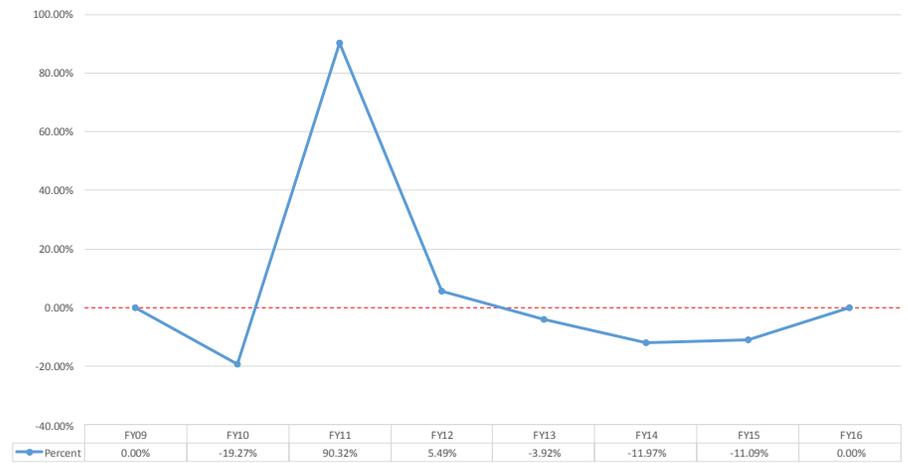
Other Revenue Sources Trends



Percent of Total Revenue



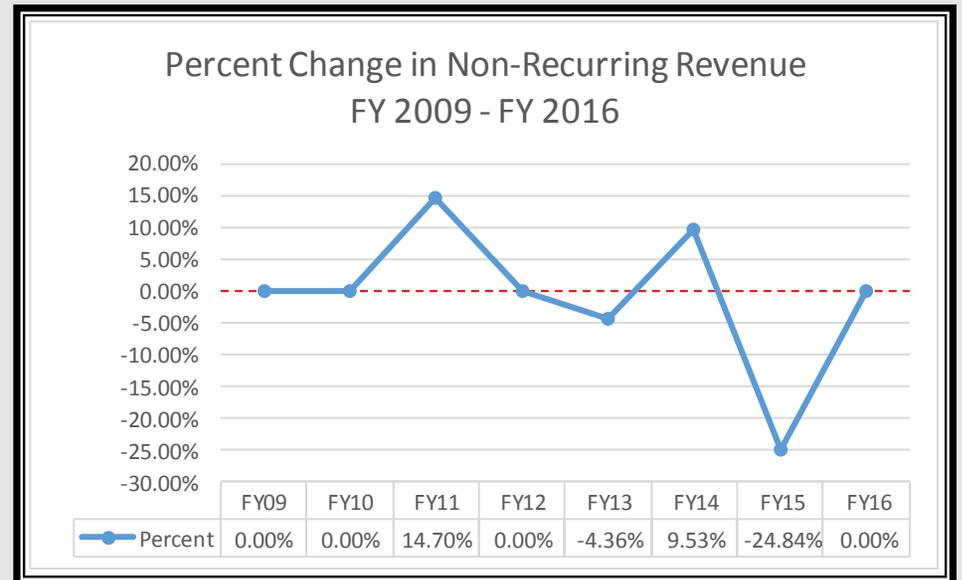
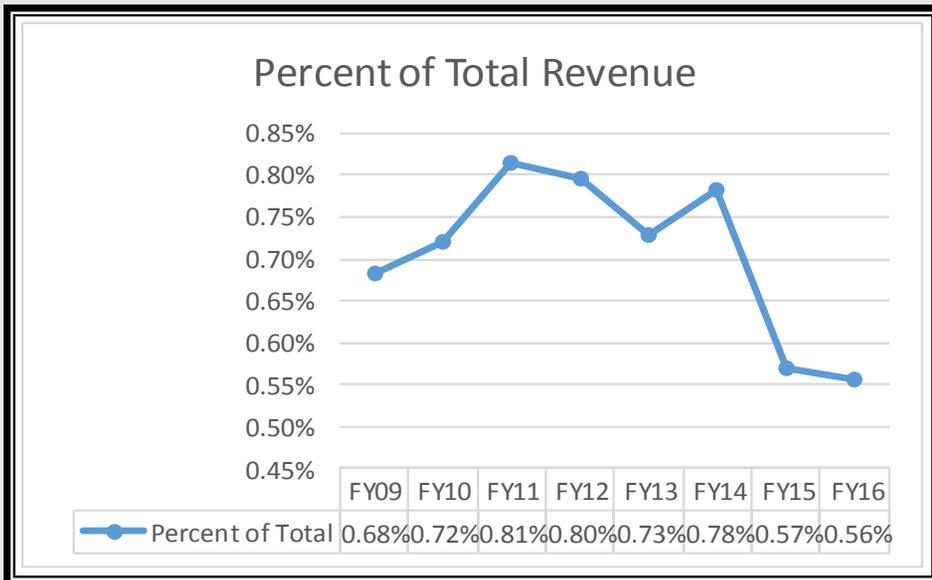
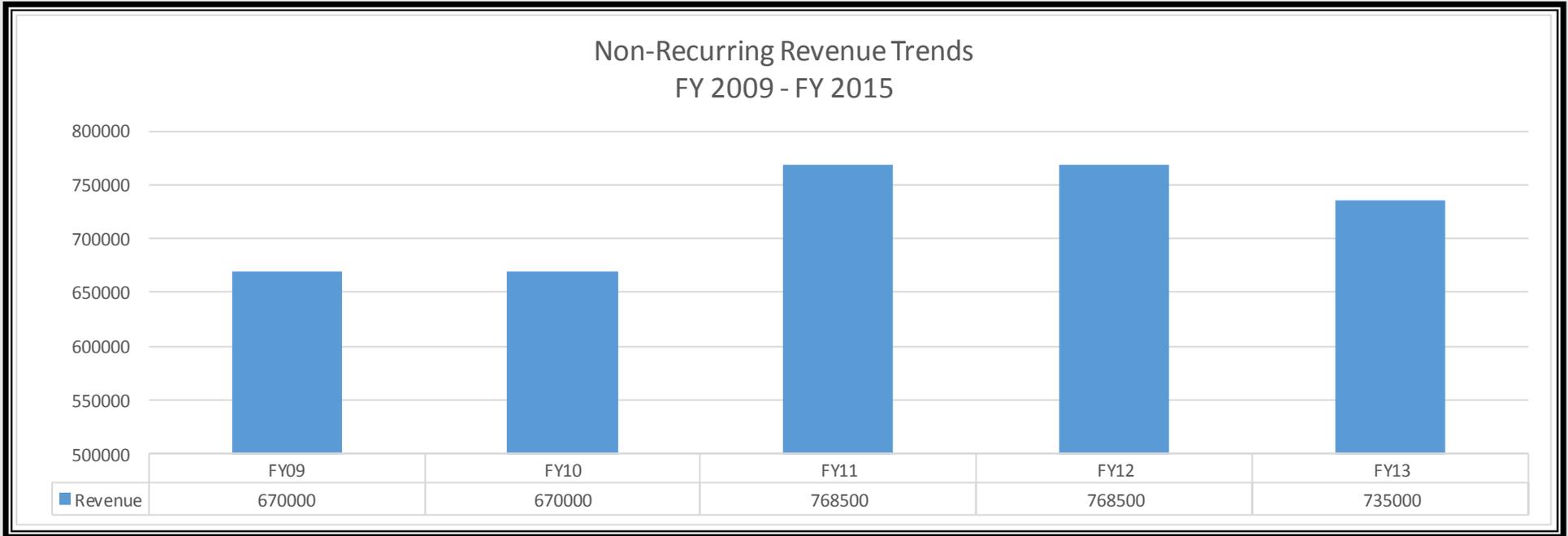
Percent Change in Other Revenue
FY 2009 - FY 2016



Non-Recurring Revenue Summary

Recurring – Overall flat. Increase in Fire – Ambulance Service Fees based on new contract at \$520,000 per year, which is offset in the loss of \$70,000 in the Medicare Part D Subsidy for retiree prescription drug program that was discontinued last year.

Non-Recurring Revenue Summary	FY13	FY14	FY15	FY16	Change
Fire - Ambulance Service Fees	\$ 450,000	\$ 450,000	\$ 450,000	\$ 520,000	\$ 70,000
Medicare Part D Subsidy	\$ 270,000	\$ 270,000	\$ 70,000	\$ -	\$ (70,000)
Reimbursement from Monty Tech - SRO	\$ -	\$ 70,030	\$ 70,030	\$ 70,030	\$ -
Reimbursement for Fringes - Grants	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -
SUB TOTAL NON-RECURRING REVENUE	\$ 735,000	\$ 805,030	\$ 605,030	\$ 605,030	\$ -



Total Expenditure Summary

TOTAL EXPENDITURE
 Legislature: Add for voting machines and minimum wage increases for poll workers.

CITY OF FITCHBURG	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
GENERAL FUND EXPEND	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
LEGISLATIVE	453,938	403,962	422,440	481,324	481,324	58,884	-
EXECUTIVE	458,887	522,081	557,108	537,851	537,288	(19,820)	(563)
FINANCE & ADMINISTRATION	1,998,685	1,998,224	2,068,281	2,205,735	2,074,074	5,793	(132,888)
DEBT SERVICE	4,285,099	4,476,691	4,266,895	4,415,000	4,415,000	148,105	-
POLICE	6,898,178	7,078,812	7,025,680	7,173,924	7,219,239	193,559	45,000
FIRE	5,800,349	5,902,228	6,426,229	6,645,991	6,645,991	219,762	-
DPW	3,593,861	3,627,460	4,372,487	3,292,779	3,292,779	(1,079,709)	-
COMMUNITY DEVELOPMENT	-	38,269	242,986	353,398	353,398	110,412	-
BOARD OF HEALTH	501,085	553,060	587,158	654,780	653,780	66,622	(1,000)
RUBBISH REMOVAL/COLLECT	1,770,977	1,875,020	1,905,000	2,000,780	1,960,000	55,000	(40,780)
BUILDING	588,401	662,049	713,052	712,279	711,979	(1,073)	(300)
HUMAN SERVICES	1,597,190	1,682,272	1,806,144	1,864,214	1,761,740	(44,405)	(101,000)
EMPLOYEE BENEFITS	22,685,584	23,786,983	24,553,807	25,901,000	25,701,000	1,147,193	(200,000)
MISCELLANEOUS EXPENSES	1,694,448	1,235,500	959,698	1,326,900	777,900	(181,798)	(551,000)
MONTACHUSETT REGIONAL	1,658,610	1,746,281	1,743,610	1,974,212	1,974,212	230,602	-
FITCHBURG PUBLIC SCHOOLS	48,200,000	48,400,000	49,500,000	50,700,000	50,200,000	700,000	(500,000)
TOTAL EXPENDITURES	102,185,292	103,988,893	107,150,576	110,240,167	108,759,704	1,609,128	(1,482,531)

Fiscal Year 2016 Budget

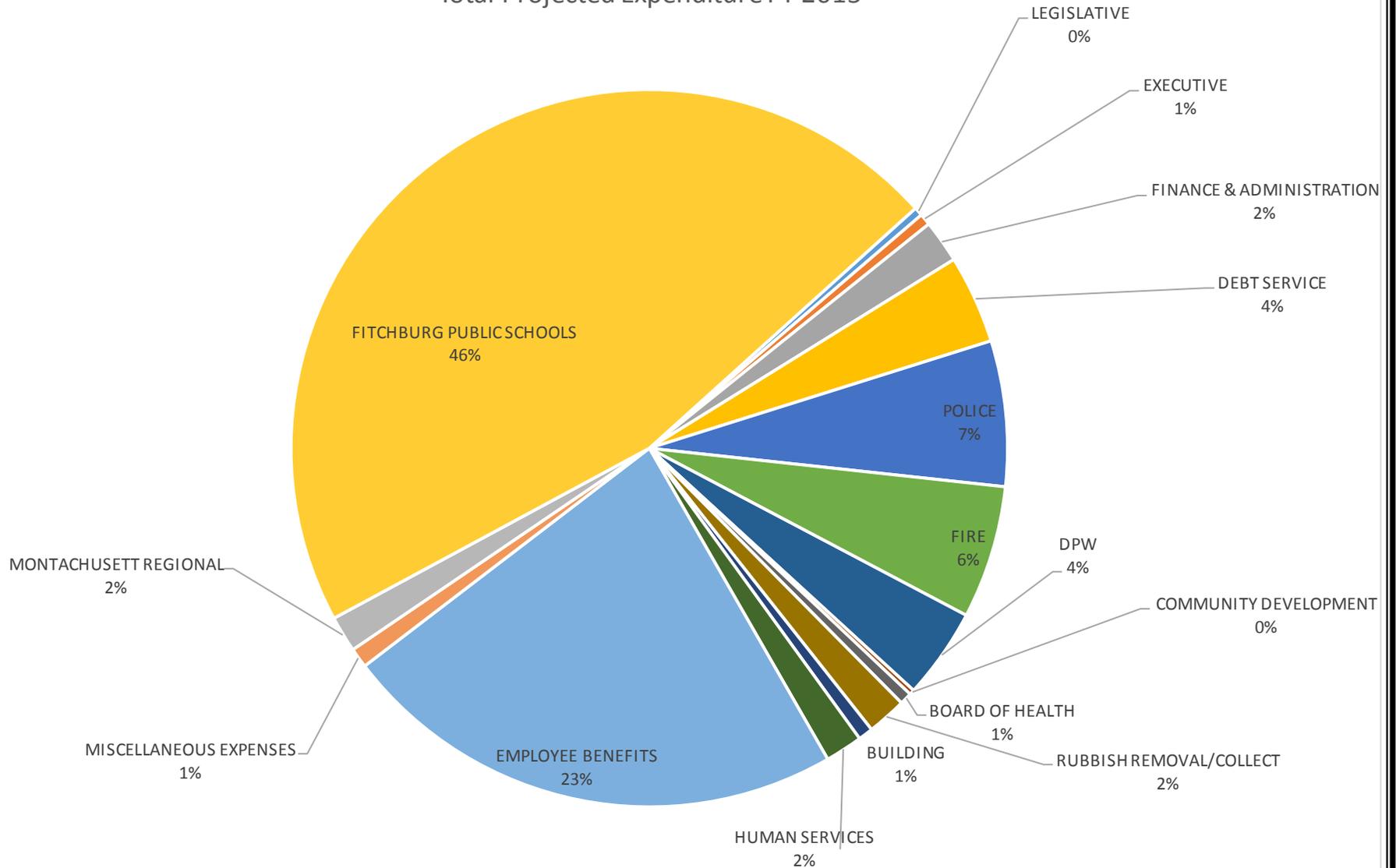
Overall Expenditure Summary

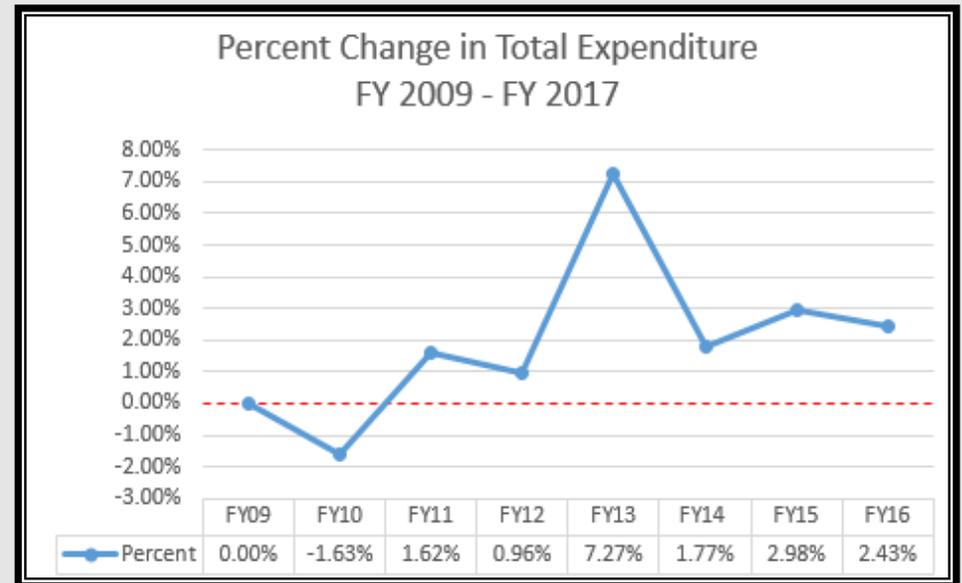
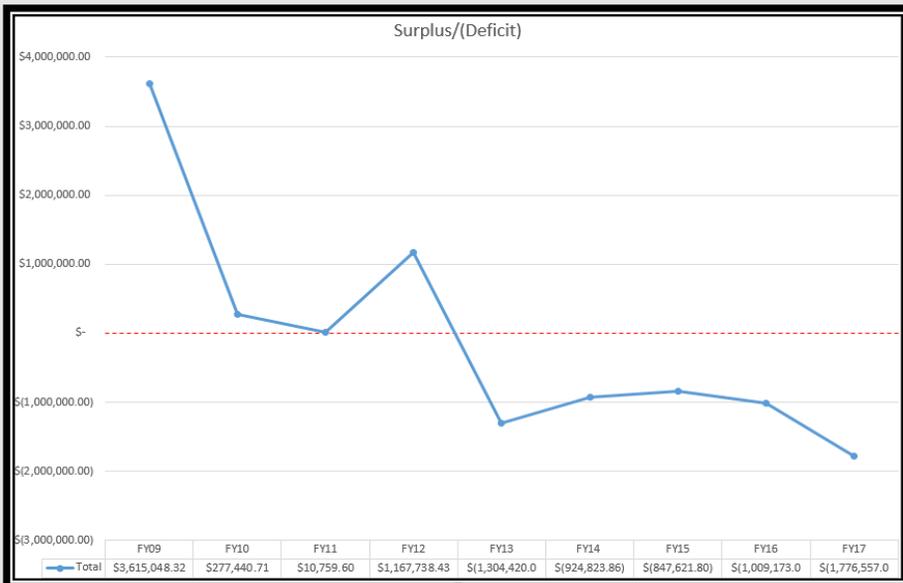
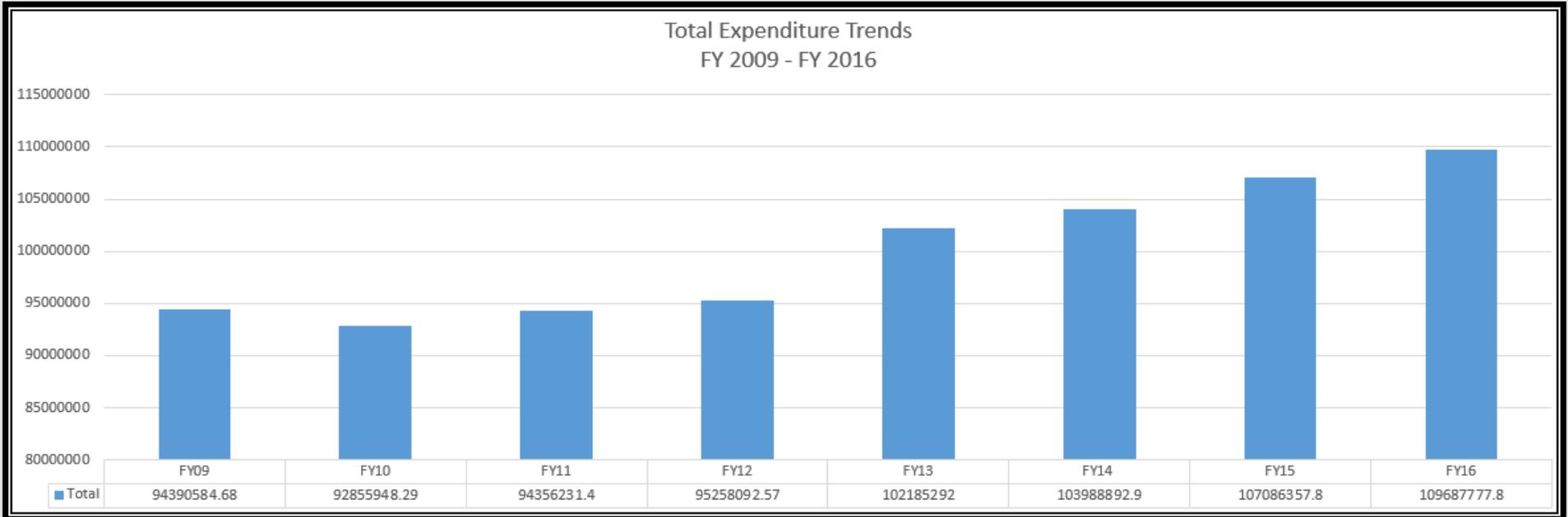
Annual Expenditure Increases

	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16	FY16
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	MAYOR VS.
LEGISLATIVE	\$ 12,399.00	\$ (6,363.20)	\$ 10,027.20	\$ 42,000.00	\$ (49,976.00)	\$ 18,478.00	\$ 58,884.00	\$ 58,884.00	\$ -
EXECUTIVE	\$ 340,722.00	\$ (189,650.00)	\$ (116,277.00)	\$ (77,002.00)	\$ 63,194.30	\$ 35,026.70	\$ (19,257.00)	\$ (19,820.00)	\$ (563.00)
FINANCE & ADMINISTRATION	\$ 132,022.00	\$ 186,811.00	\$ 104,248.00	\$ 34,725.00	\$ (461.21)	\$ 70,057.21	\$ 137,454.00	\$ 5,793.00	\$ (131,661.00)
DEBT SERVICE	\$ (102,922.00)	\$ (477,532.00)	\$ 89,763.00	\$ (143,557.00)	\$ 191,592.00	\$ (209,796.00)	\$ 148,105.00	\$ 148,105.00	\$ -
POLICE	\$ (305,670.00)	\$ 574,073.00	\$ (158,579.00)	\$ 624,327.00	\$ 180,634.00	\$ (53,132.00)	\$ 148,244.00	\$ 193,559.00	\$ 15.00
FIRE	\$ (306,712.00)	\$ (70,739.00)	\$ 311,312.00	\$ 207,133.00	\$ 101,879.27	\$ 524,000.73	\$ 219,762.00	\$ 219,762.00	\$ -
DPW	\$ (432,357.00)	\$ (105,631.00)	\$ 390,092.00	\$ 499,687.61	\$ 33,599.72	\$ 745,026.67	\$ (1,079,708.00)	\$ (1,079,708.00)	\$ -
COMMUNITY DEVELOPMENT	\$ (132,903.39)	\$ (42,239.69)	\$ (75,639.60)	\$ -	\$ 38,269.00	\$ 204,717.00	\$ 110,412.00	\$ 110,412.00	\$ -
BOARD OF HEALTH	\$ 26,022.00	\$ 32,554.00	\$ 915.00	\$ (31,196.00)	\$ 51,975.00	\$ 34,098.00	\$ 67,622.00	\$ 66,622.00	\$ (1,000.00)
RUBBISH REMOVAL/ COLLECT	\$ 33,541.00	\$ 173,662.00	\$ (77,103.00)	\$ 85,828.00	\$ 104,043.00	\$ 29,980.00	\$ 95,780.00	\$ 55,000.00	\$ (40,780.00)
BUILDING	\$ (83,047.00)	\$ 126,868.00	\$ (68,194.00)	\$ 118,392.00	\$ 73,648.00	\$ 51,003.00	\$ (773.00)	\$ (1,073.00)	\$ (300.00)
HUMAN SERVICES	\$ (164,457.00)	\$ 272,035.00	\$ 268,909.57	\$ 387,681.86	\$ 85,081.74	\$ 123,871.83	\$ 58,070.00	\$ (44,404.00)	\$ (102,474.00)
EMPLOYEE BENEFITS	\$ 1,929,913.00	\$ 1,011,358.00	\$ 516,377.00	\$ 149,875.00	\$ 1,101,399.00	\$ 766,824.00	\$ 1,347,193.00	\$ 1,147,193.00	\$ (200,000.00)
MISCELLANEOUS EXPENSES	\$ 261,456.00	\$ 44,229.00	\$ (495,122.00)	\$ 564,284.00	\$ (458,948.00)	\$ (275,802.00)	\$ 367,202.00	\$ (181,798.00)	\$ (549,000.00)
MONTACHUSETT REGIONAL	\$ (192,820.00)	\$ (5,522.00)	\$ (67,321.00)	\$ 65,021.00	\$ 87,671.00	\$ (2,671.00)	\$ 230,602.00	\$ 230,602.00	\$ -
FITCHBURG PUBLIC SCHOOLS	\$ (2,549,823.00)	\$ (23,630.00)	\$ 268,453.00	\$ 4,400,000.00	\$ 200,000.00	\$ 1,100,000.00	\$ 1,200,000.00	\$ 700,000.00	\$ (500,000.00)
TOTAL EXPENDITURES	\$ (1,534,636.39)	\$ 1,500,283.11	\$ 901,861.17	\$ 6,927,199.47	\$ 1,803,600.82	\$ 3,161,682.14	\$ 3,089,592.00	\$ 1,609,129.00	\$ (1,480,463.00)
PERCENT INCREASE	-1.63%	1.62%	0.96%	7.27%	1.77%	3.04%	2.88%	1.48%	

Percent of Total Expenditure									
<u>CITY OF FITCHBURG</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY16</u>
GENERAL FUND EXPEND	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
LEGISLATIVE	0.42%	0.44%	0.43%	0.43%	0.44%	0.39%	0.39%	0.44%	0.44%
EXECUTIVE	0.53%	0.91%	0.69%	0.56%	0.45%	0.50%	0.52%	0.49%	0.49%
FINANCE & ADMINISTRATION	1.63%	1.80%	1.97%	2.06%	1.96%	1.92%	1.93%	2.00%	1.91%
DEBT SERVICE	5.21%	5.19%	4.60%	4.65%	4.19%	4.30%	3.98%	4.00%	4.06%
POLICE	6.53%	6.31%	6.82%	6.59%	6.75%	6.81%	6.56%	6.51%	6.64%
FIRE	6.00%	5.76%	5.60%	5.87%	5.68%	5.68%	6.00%	6.03%	6.11%
DPW	3.43%	3.03%	2.87%	3.25%	3.52%	3.49%	4.08%	2.99%	3.03%
COMMUNITY DEVELOPMENT	0.27%	0.13%	0.08%	0.00%	0.00%	0.04%	0.23%	0.32%	0.32%
BOARD OF HEALTH	0.50%	0.54%	0.56%	0.56%	0.49%	0.53%	0.55%	0.59%	0.60%
RUBBISH REMOVAL/COLLECT	1.65%	1.71%	1.87%	1.77%	1.73%	1.80%	1.78%	1.81%	1.80%
BUILDING	0.52%	0.44%	0.57%	0.49%	0.58%	0.64%	0.67%	0.65%	0.65%
HUMAN SERVICES	0.88%	0.72%	1.00%	1.27%	1.56%	1.62%	1.69%	1.69%	1.62%
EMPLOYEE BENEFITS	20.21%	22.62%	23.34%	23.66%	22.20%	22.87%	22.92%	23.50%	23.63%
MISCELLANEOUS EXPENSES	1.40%	1.70%	1.72%	1.19%	1.66%	1.19%	0.90%	1.20%	0.72%
MONTACHUSETT REGIONAL	1.97%	1.79%	1.76%	1.67%	1.62%	1.68%	1.63%	1.79%	1.82%
FITCHBURG PUBLIC SCHOOLS	48.84%	46.91%	46.14%	45.98%	47.17%	46.54%	46.20%	45.99%	46.16%
TOTAL EXPENDITURES	100.00%								

Total Projected Expenditure FY 2015





Legislative Summary

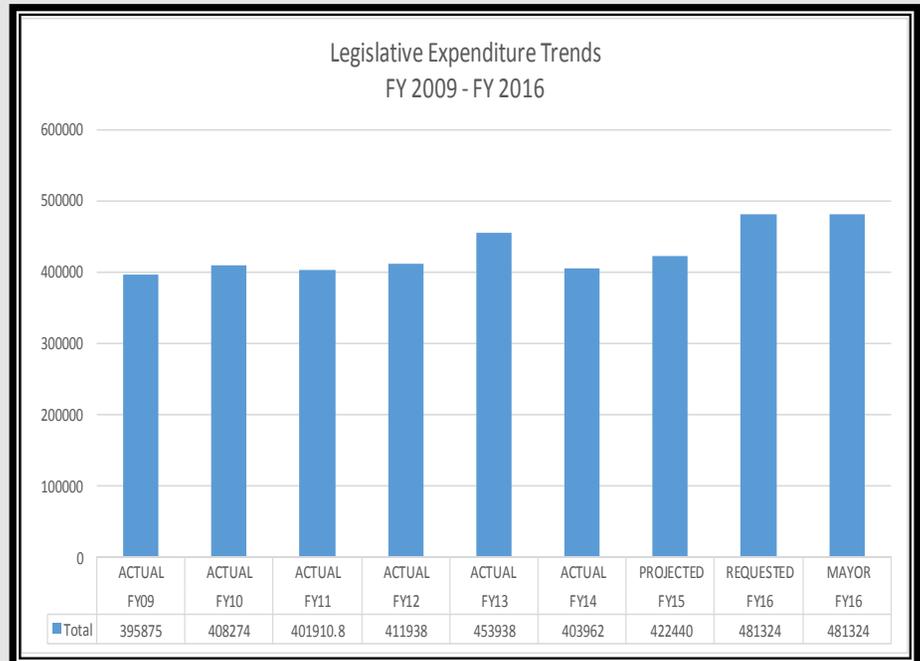
Program Description

The Legislative component consists City Council, City Clerk, Elections, License Commission administered by the City Clerk’s office. With professional courtesy, efficiency and integrity and in compliance with local, state and federal laws and regulations, the office promotes public understanding of and involvement in municipal government by providing the city’s official point of access to city documents and vital records, administrative support and liaison functions for the City Council and License Commission and administration of all aspects of local, state and federal elections.

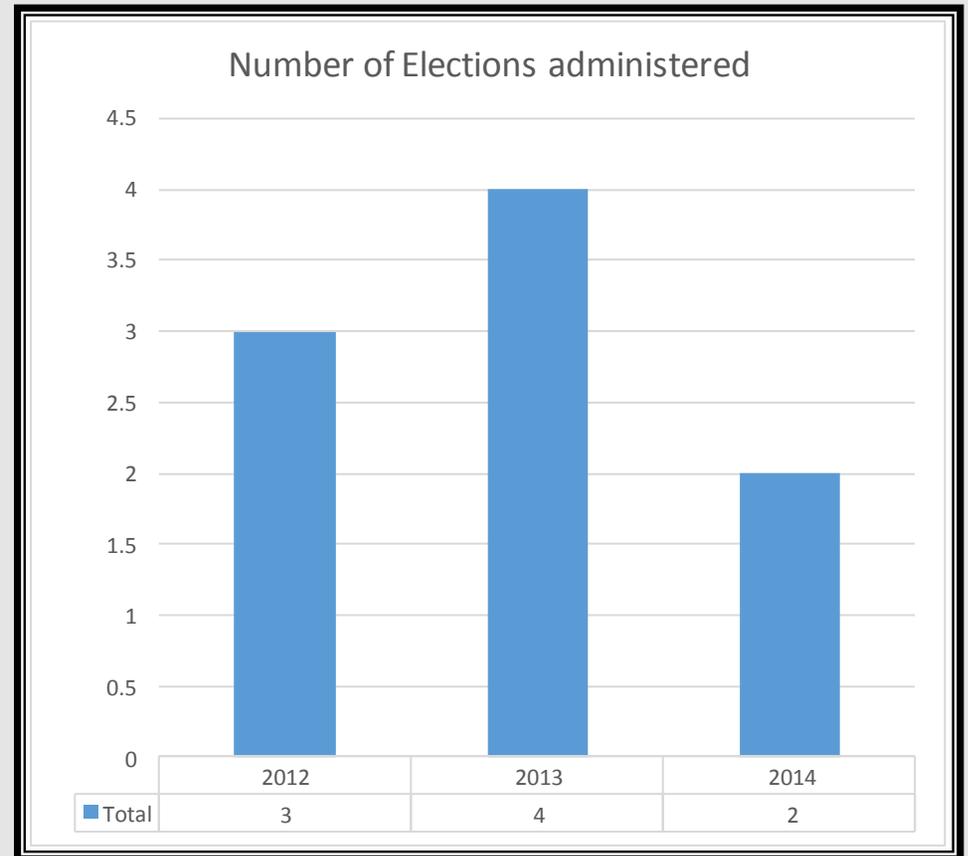
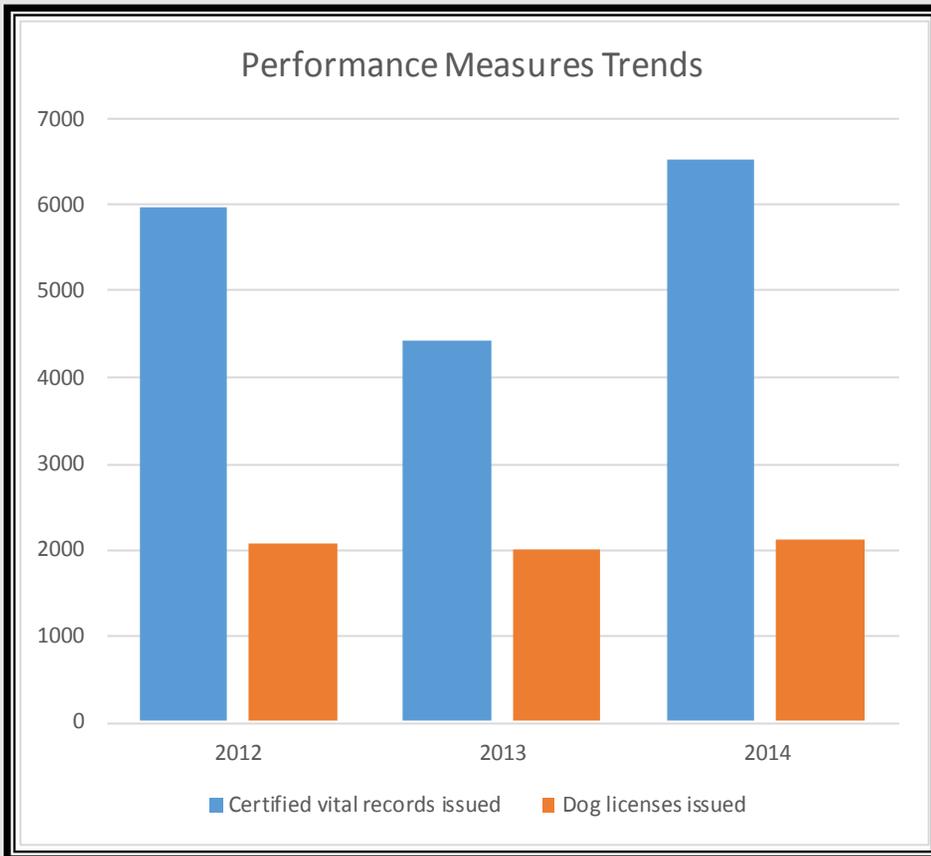
Highlights

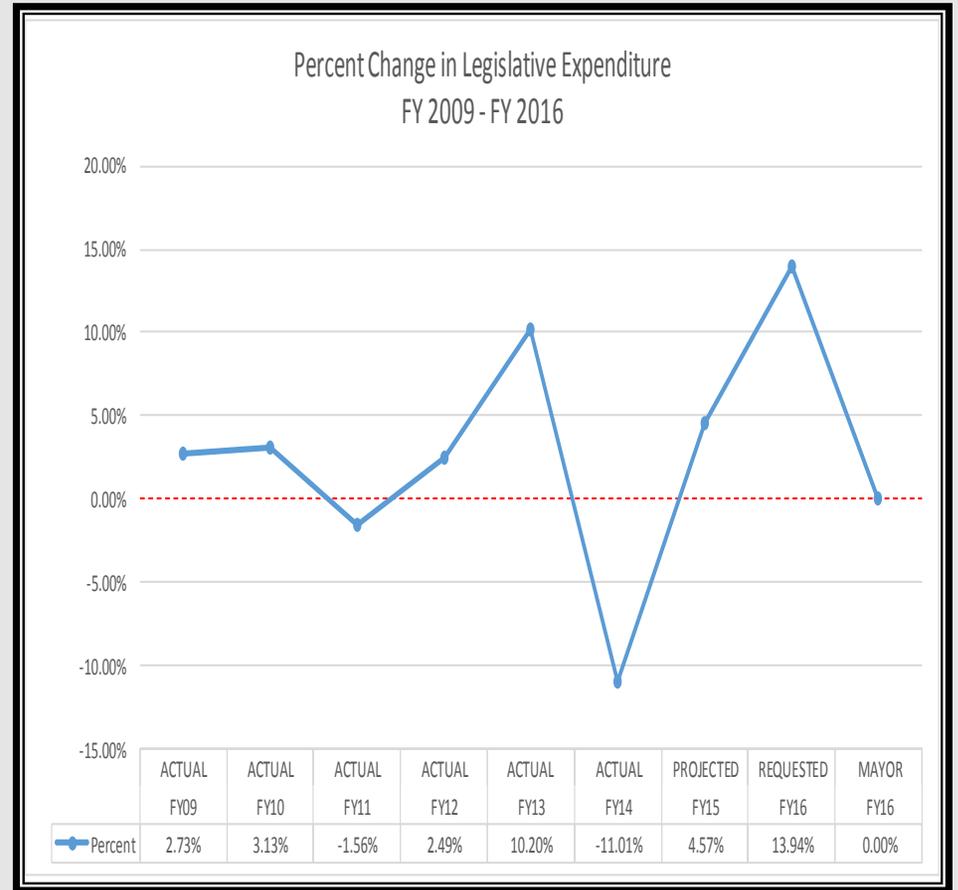
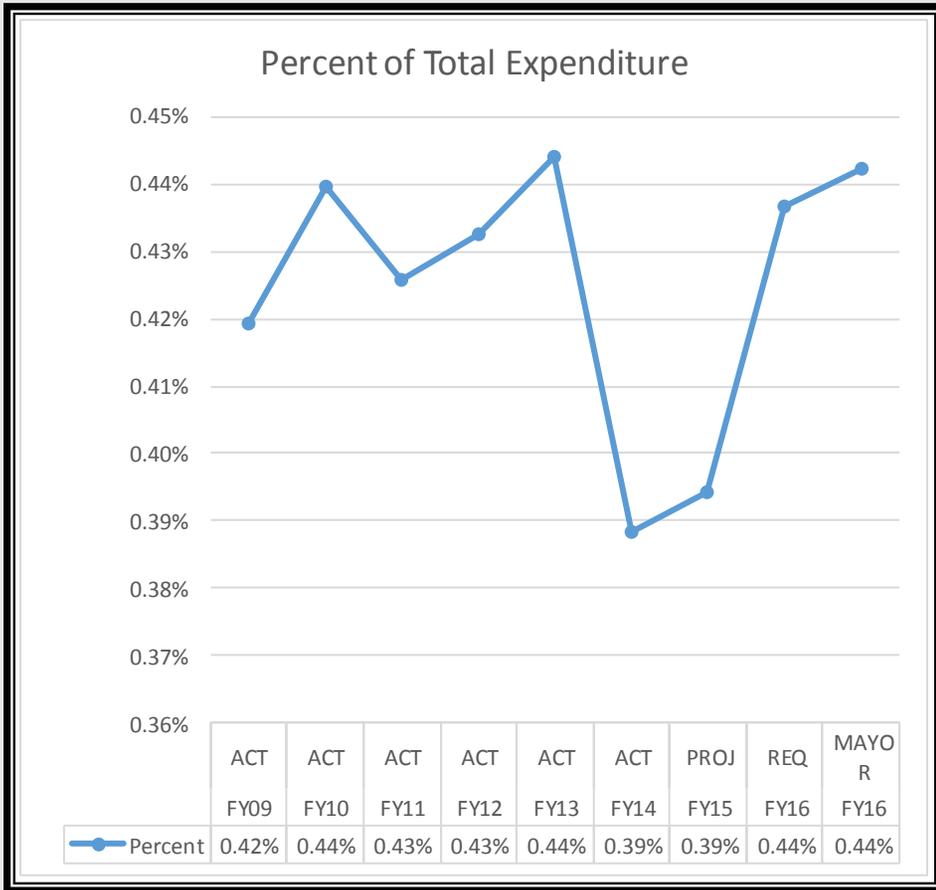
- The City Clerk’s office budget is fairly stable from year to year, with the exception of election related expenses. The expense for this year’s election voting equipment line item reflects the anticipated increase in the cost of ballot preparation due to potential ballot questions and the requirement to print all election related material and program the equipment in both English and Spanish. Through the past few years the office has absorbed additional functions such as processing documentation and overseeing compliance with Open Meeting, Ethics, Elections and civil disposition laws with no increase in staff. The City Clerk’s office has been fortunate to have the assistance of several volunteers, recruited through the Mayor’s office, to assist with the increased work load.

LEGISLATIVE	FY14	FY15	FY16	FY16
	ACTUAL	PROJECTED	REQUESTED	MAYOR
TOTAL CITY COUNCIL	117704	125270	131875	131875
TOTAL CITY CLERK	235676	243781	252569	252569
TOTAL ELECTION	42171	44139	87630	87630
TOTAL LICENSE	8411	9250	9250	9250
TOTAL LEGISLATIVE	403962	422440	481324	481324



Performance Measures	2012	2013	2014
YEAR	2012	2013	2014
Certified vital records issued	5960	4419	6531
Dog licenses issued	2055	1981	2101
# Elections administered	3	4	2

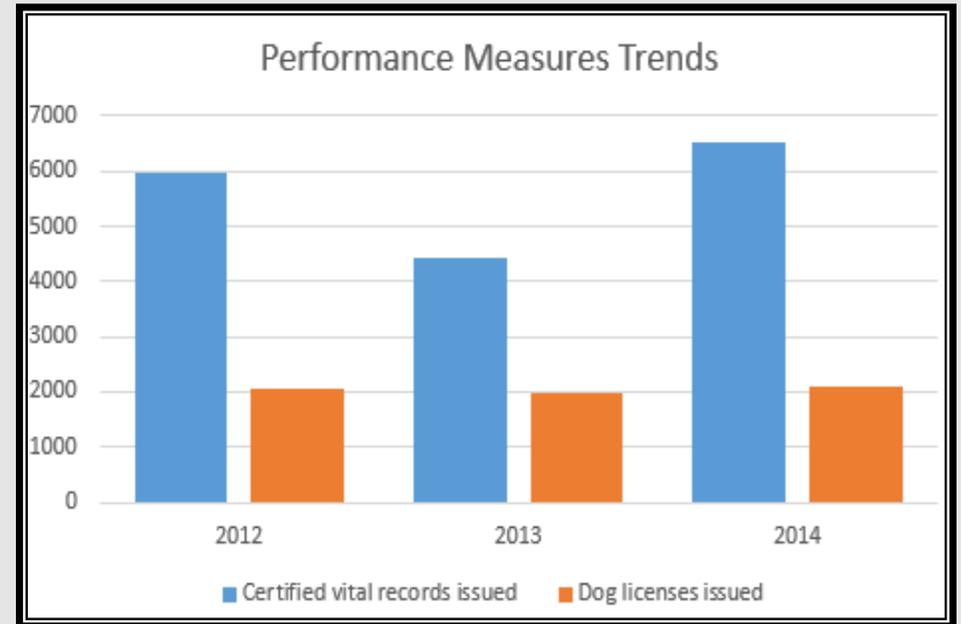
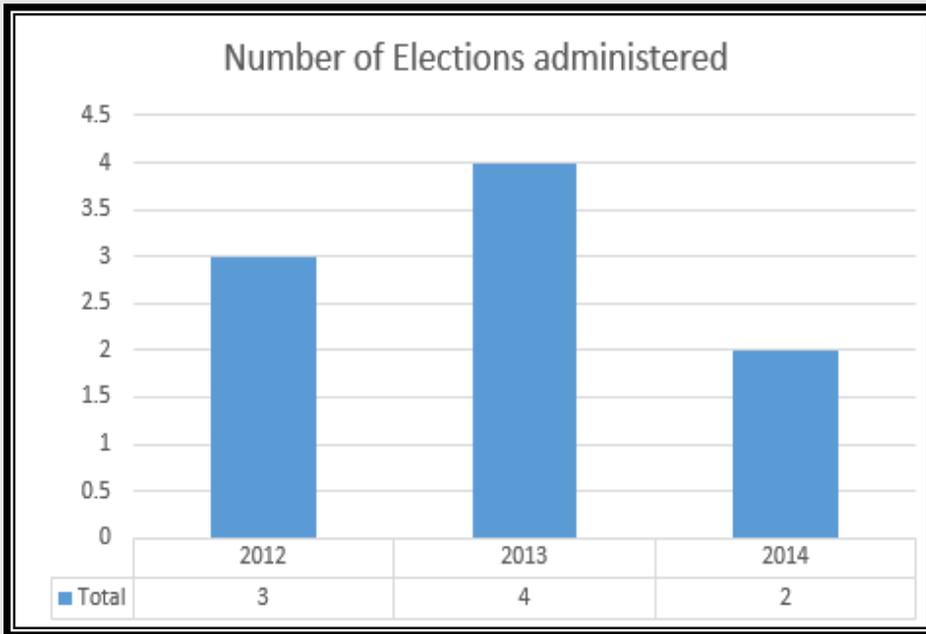




Fiscal Year 2016 Budget

Legislative

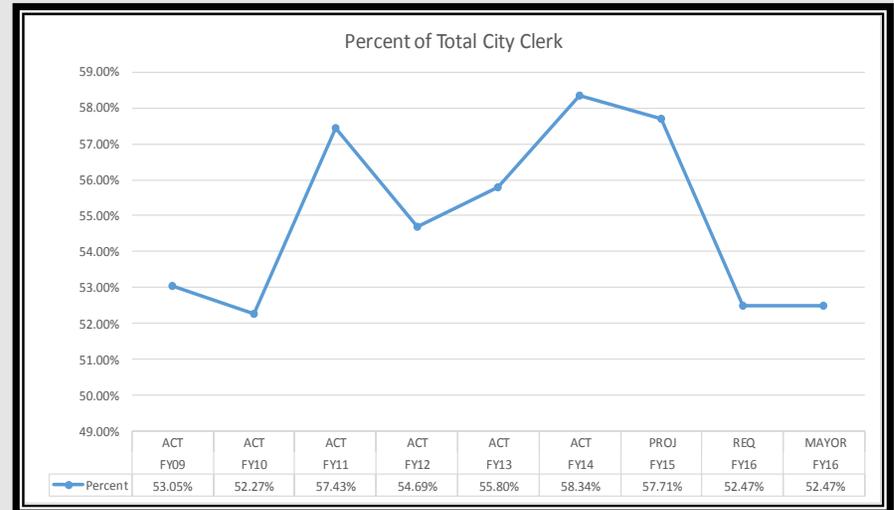
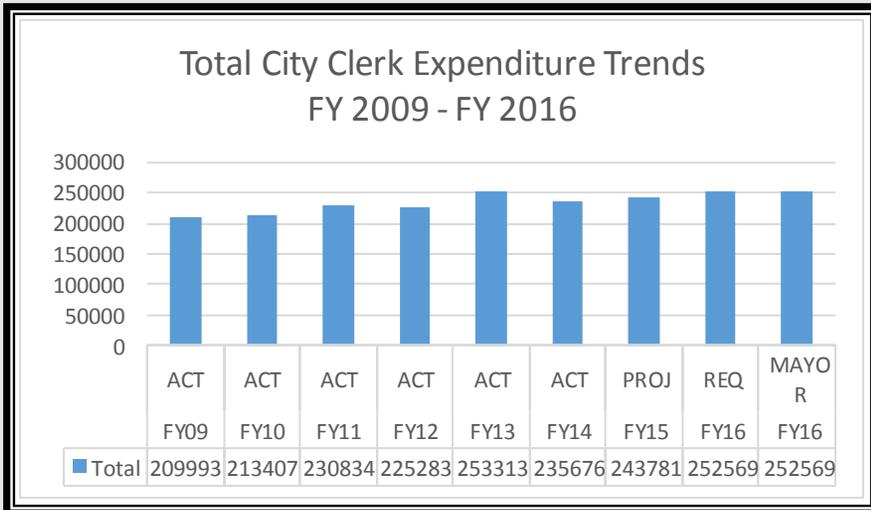
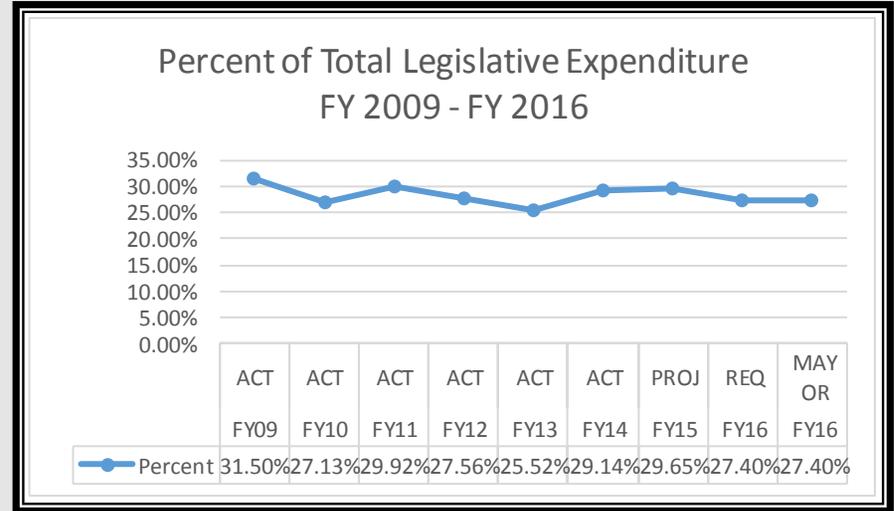
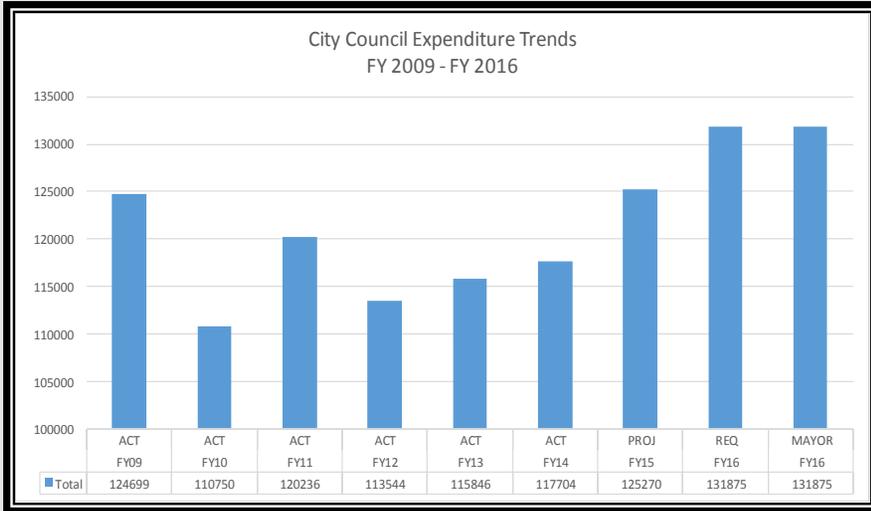
Performance Metrics	2012	2013	2014
Certified Vital Records Issued	5960	4419	6531
Dog Licenses Issued	2055	1981	2101
Number of Elections Administered	3	4	2



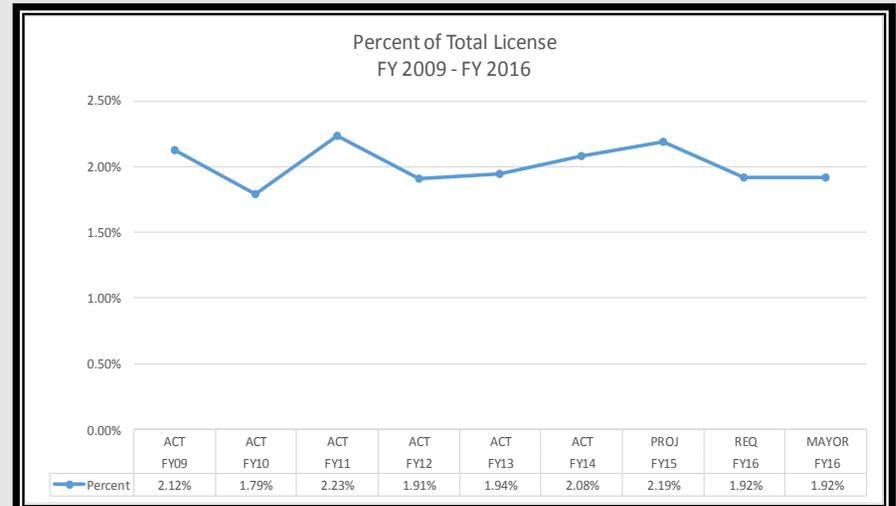
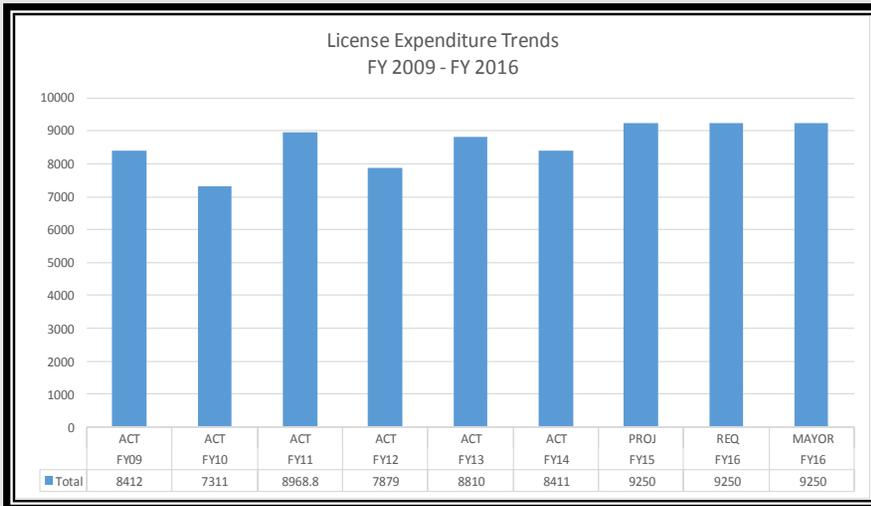
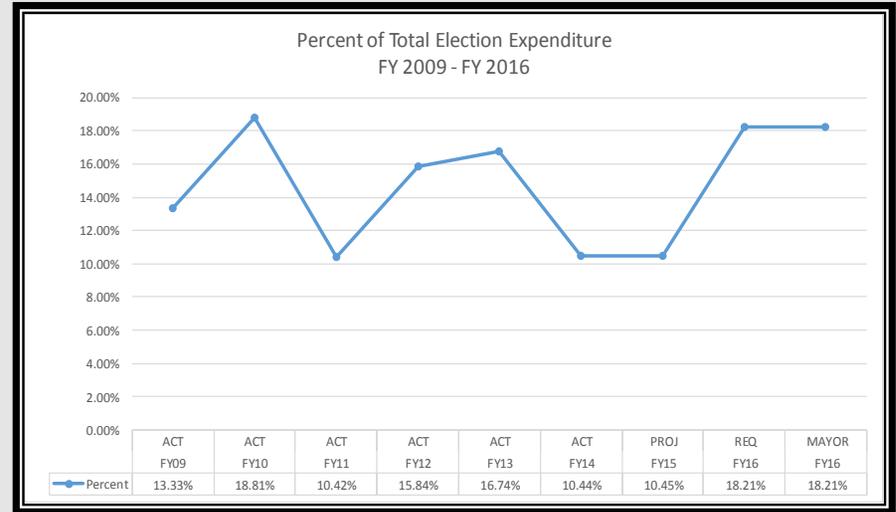
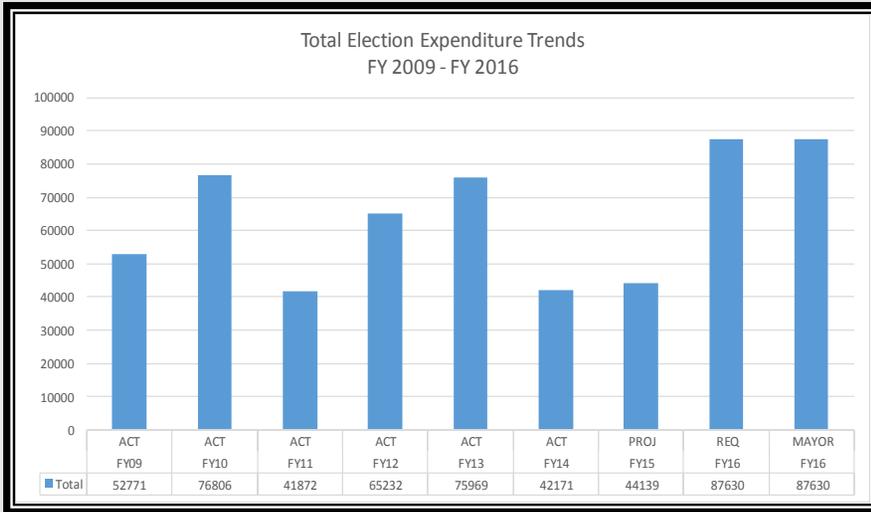
Fiscal Year 2016 Budget

Legislative

LEGISLATIVE CITY COUNCIL	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
CITY COUNCIL P.S.							
CITY COUNCILORS	99,000	99,000	104,500	110,000	110,000	5,500	-
SUB TOTAL	99,000	99,000	104,500	110,000	110,000	5,500	-
CITY COUNCIL EXPENSE							
ADVERTISING	12,211	7,591	13,000	13,000	13,000	-	-
OFFICE SUPPLIES	1,300	1,600	1,875	1,875	1,875	-	-
EDUCATION & TRAVEL	155	518	500	1,500	1,500	1,000	-
ORDINANCE CODE SUPPLEMENT	3,180	8,995	5,395	5,500	5,500	105	-
SUB TOTAL	16,846	18,704	20,770	21,875	21,875	1,105	-
TOTAL CITY COUNCIL	115,846	117,704	125,270	131,875	131,875	6,605	-
LEGISLATIVE CITY CLERK	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
CITY CLERK P.S.							
CITY CLERK	85,072	89,262	90,202	94,582	94,582	4,380	-
ASSISTANT CITY CLERK	63,567	51,470	54,654	55,440	55,440	786	-
CLERICAL (2)	86,476	88,584	91,298	93,639	93,639	2,341	-
LONGEVITY	3,447	2,069	2,242	2,498	2,498	256	-
OVERTIME	-	-	500	1,500	1,500	1,000	-
SICK LEAVE BUY BACK	4,048	-	-	-	-	-	-
SUB TOTAL	242,610	231,385	238,896	247,659	247,659	8,763	-
CITY CLERK EXPENSE							
CONTRACTED SERVICES	-	-	-	-	-	-	-
TELEPHONE	-	-	-	-	-	-	-
CONTRACTED SERVICES	-	634	925	950	950	25	-
OFFICE SUPPLIES	10,176	1,984	2,250	2,250	2,250	-	-
TRAVEL & MEETINGS	292	750	850	850	850	-	-
DUES & SUBSCRIPTIONS	175	335	360	360	360	-	-
DOCUMENT RESTORATION/STORAGE	60	588	500	500	500	-	-
SUB TOTAL	10,703	4,291	4,885	4,910	4,910	25	-
TOTAL CITY CLERK	253,313	235,676	243,781	252,569	252,569	8,788	-

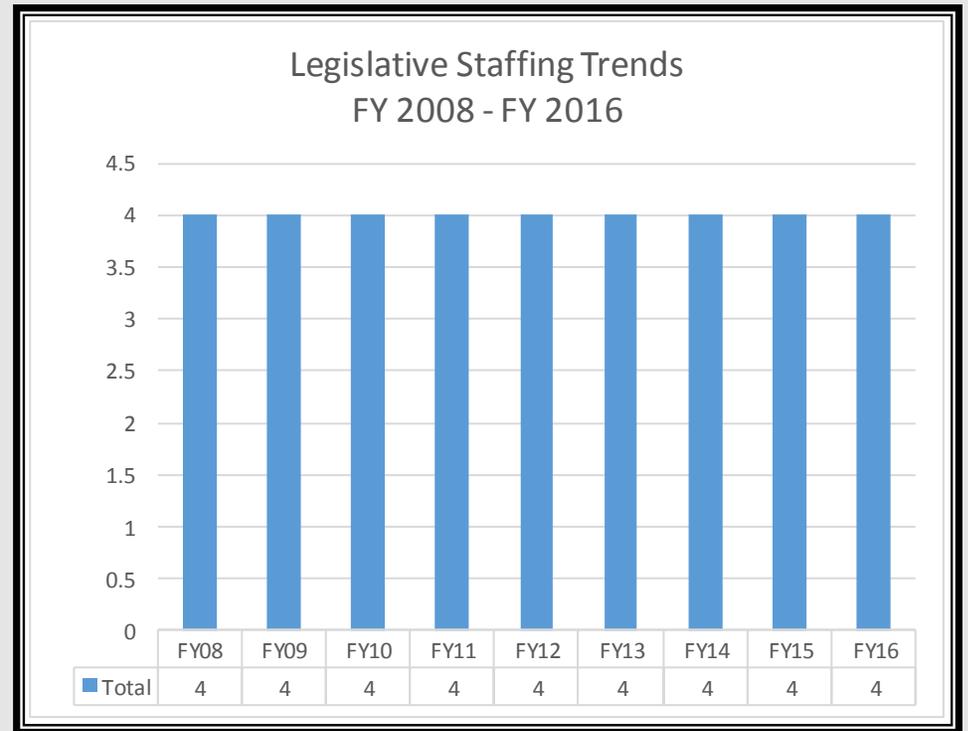
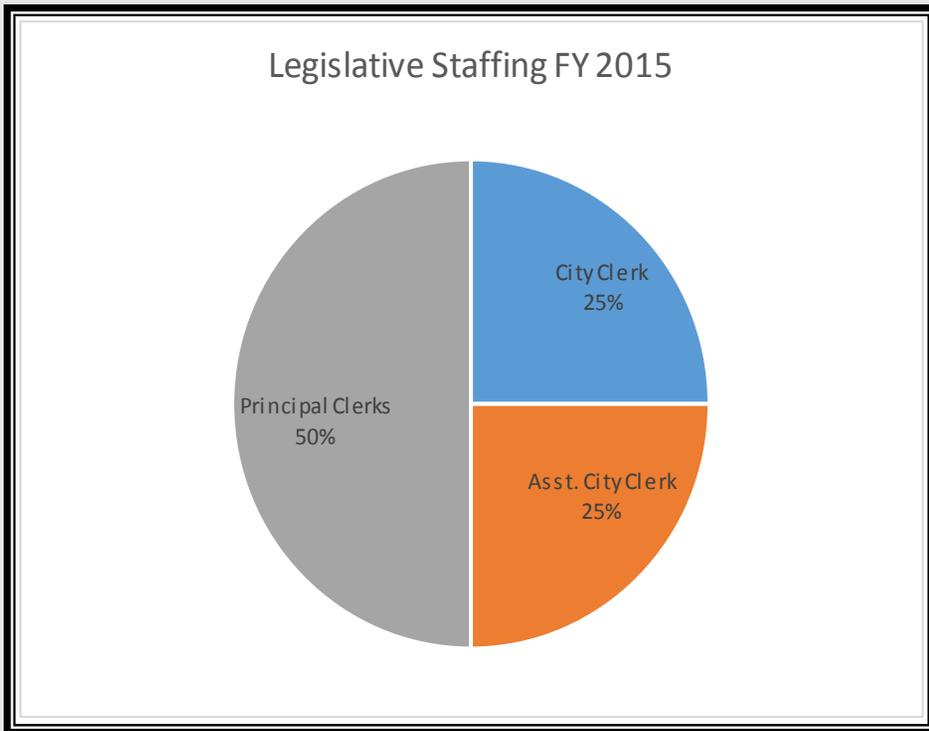


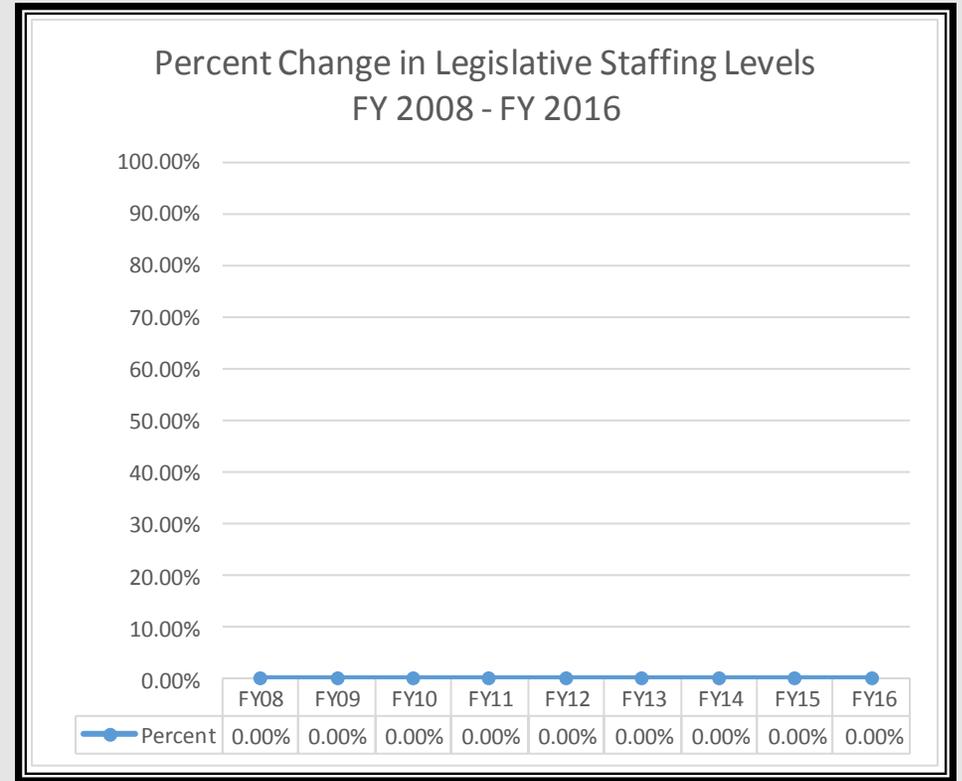
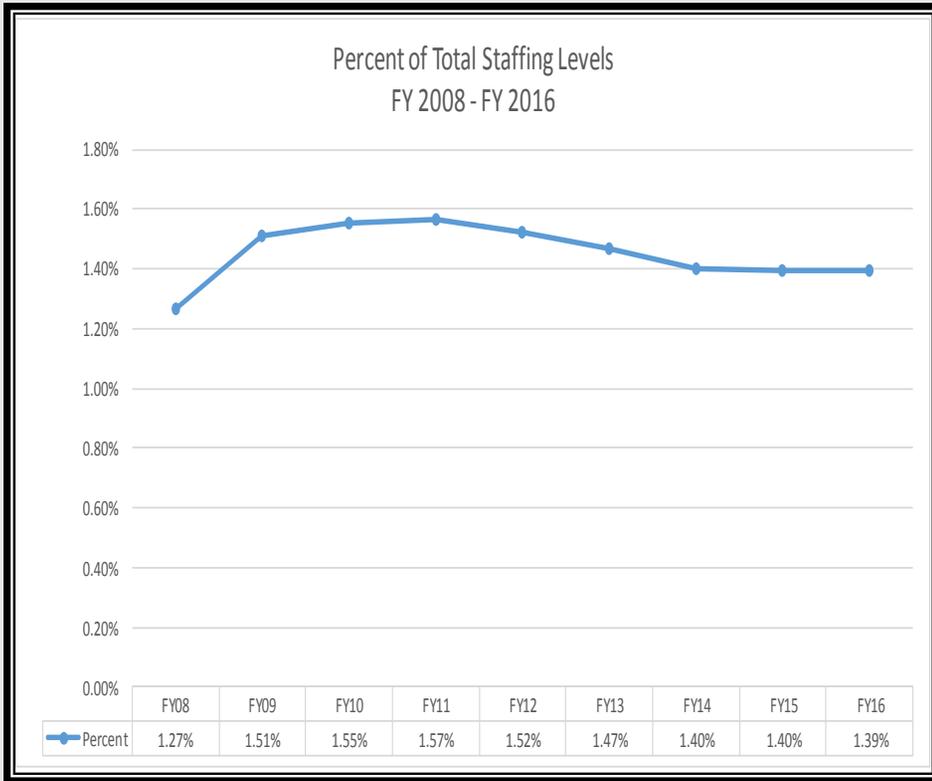
LEGISLATIVE ELECTION	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
ELECTION P.S.							
REGISTRARS (3)	2,664	2,664	2,664	2,664	2,664	-	-
ELECTION WORKERS (78)	46,573	14,606	22,543	38,547	38,547	16,004	-
OVERTIME	3,466	976	2,500	6,324	6,324	3,824	-
TOTAL ELECTION P.S.	52,703	18,246	27,707	47,535	47,535	19,828	-
ELECTION EXPENSE							
CONTRACTED SERVICES	2,470	2,470	2,470	2,600	2,600	130	-
OFFICE SUPPLIES	10,474	4,310	5,200	8,295	8,295	3,095	-
VOTING EQUIPMENT & MAINTENANCE	4,322	11,800	2,762	23,200	23,200	20,438	-
STREET LISTING	6,000	5,345	6,000	6,000	6,000	-	-
SUB TOTAL	23,266	23,925	16,432	40,095	40,095	23,663	-
TOTAL ELECTION	75,969	42,171	44,139	87,630	87,630	43,491	-
LEGISLATIVE LICENSE	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
LICENSE BOARD P.S.							
LICENSE COMMISSIONERS	6,200	6,200	6,200	6,200	6,200	-	-
SUB TOTAL	6,200	6,200	6,200	6,200	6,200	-	-
LICENSE BOARD EXPENSE							
LICENSE COMM - ADVERTISING	1,269	710	1,600	1,600	1,600	-	-
LICENSE COMM - OFFICE SUPPLIES	1,341	1,241	1,200	1,200	1,200	-	-
LICENSE COMM - TRAVEL & MEETINGS	-	260	250	250	250	-	-
SUB TOTAL	2,610	2,211	3,050	3,050	3,050	-	-
TOTAL LICENSE	8,810	8,411	9,250	9,250	9,250	-	-



Legislative Staffing Summary

Legislative Staffing Levels	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
LEGISLATIVE	4								
City Clerk	4	4	4	4	4	4	4	4	4
City Clerk	1	1	1	1	1	1	1	1	1
Asst. City Clerk	1	1	1	1	1	1	1	1	1
Principal Clerks	2	2	2	2	2	2	2	2	2





Executive Summary

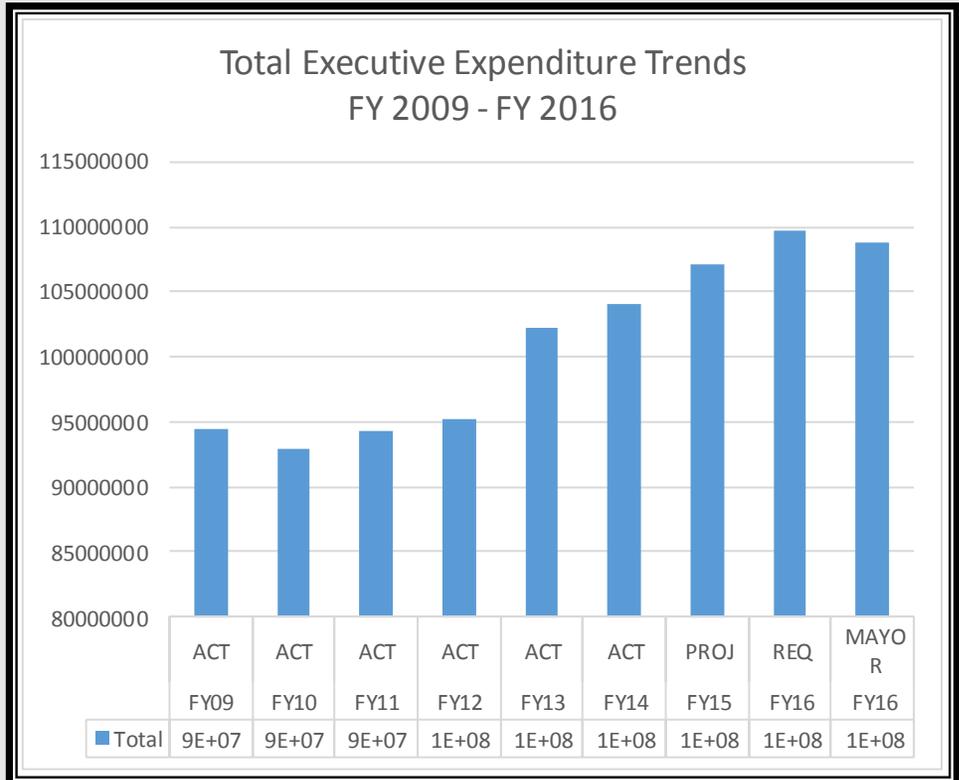
Program Description

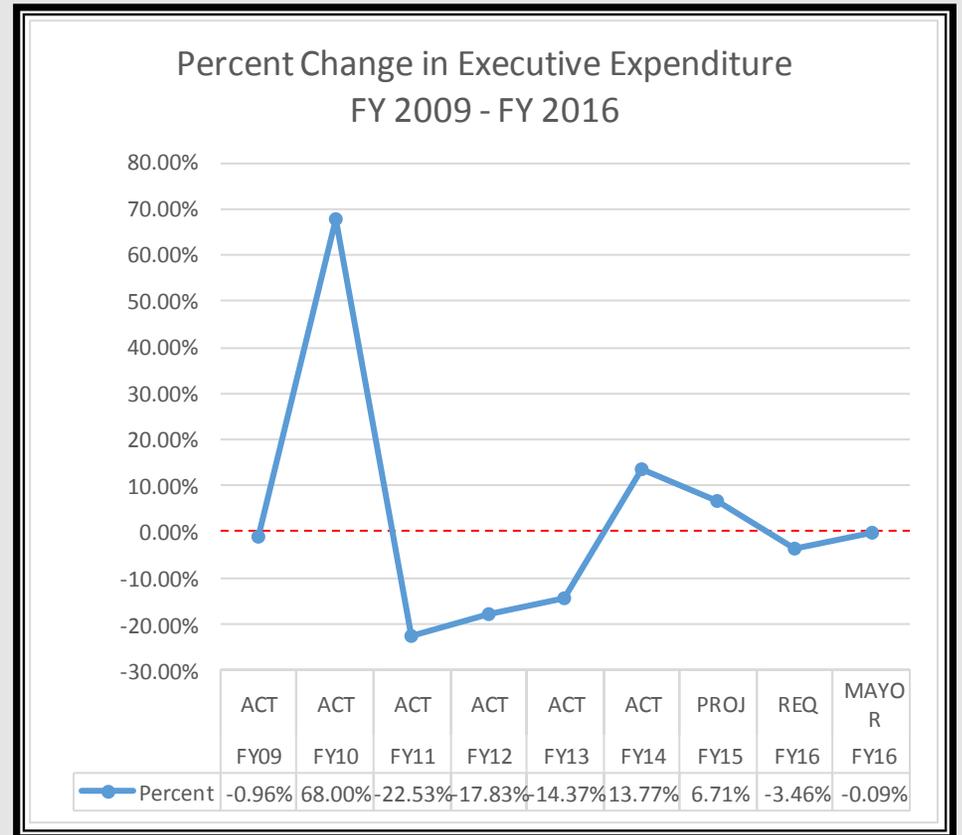
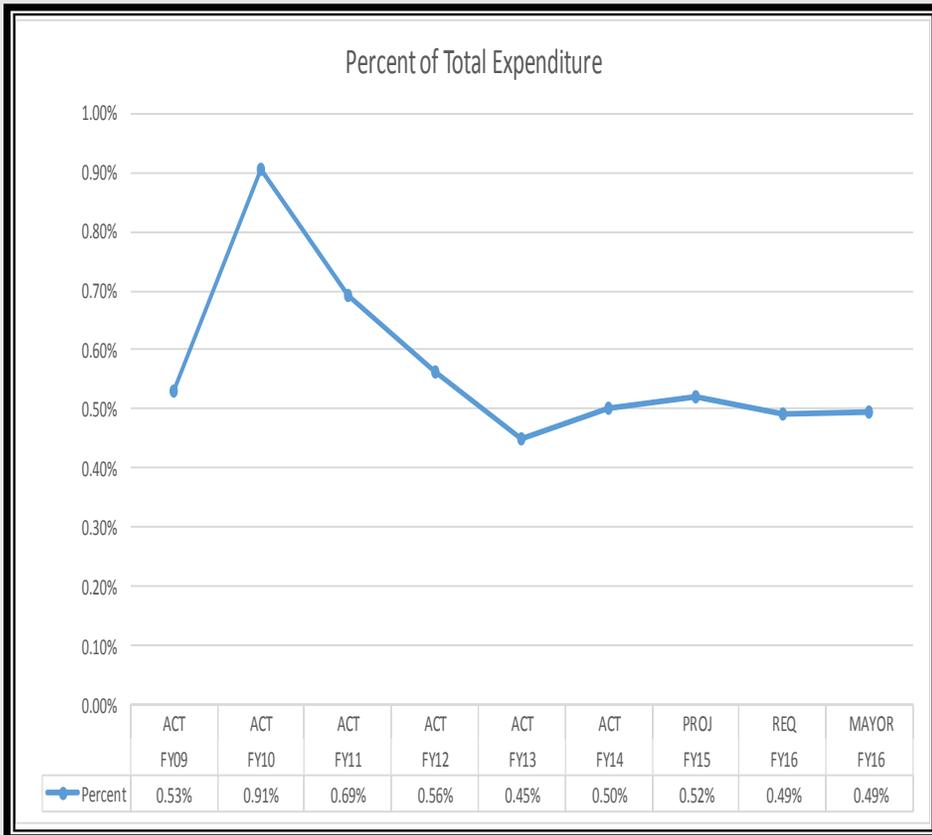
The “Executive Branch” of city government consists of the Legal Department, Human Resources, and the Mayor’s Office. The Executive Branch serves as the administration for the City of Fitchburg. It assists in communication between city all city departments and constituents, provides oversight on city policies and provides a variety of services and programs for city employees, ranging from work related issues and policies to providing its employees with an excellent Employee Assistance Program.

Highlights

- The Mayor’s Office continues to focus on long term financial stability by developing long term forecasts, proposing a Budget Board, obtaining grants, attracting economic development, and advocating for the interests of the Gateway Cities agenda.
- The Legal Department continues to reduce legal labor costs by absorbing additional labor duties and is working with City Departments to develop standard operating procedures. Code enforcement is a primary focus of the Assistant City Solicitor.
- As of now 8 of the 9 unions are under contract for the fiscal year 2013. 2 union contracts are still in negotiations.

EXECUTIVE	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
TOTAL MAYOR	165504	202942	183407	183344
TOTAL HUMAN RESOURCES	87193	89816	94294	93794
TOTAL LEGAL	269384	264350	260150	260150
TOTAL EXECUTIVE	522081	557108	537851	537288

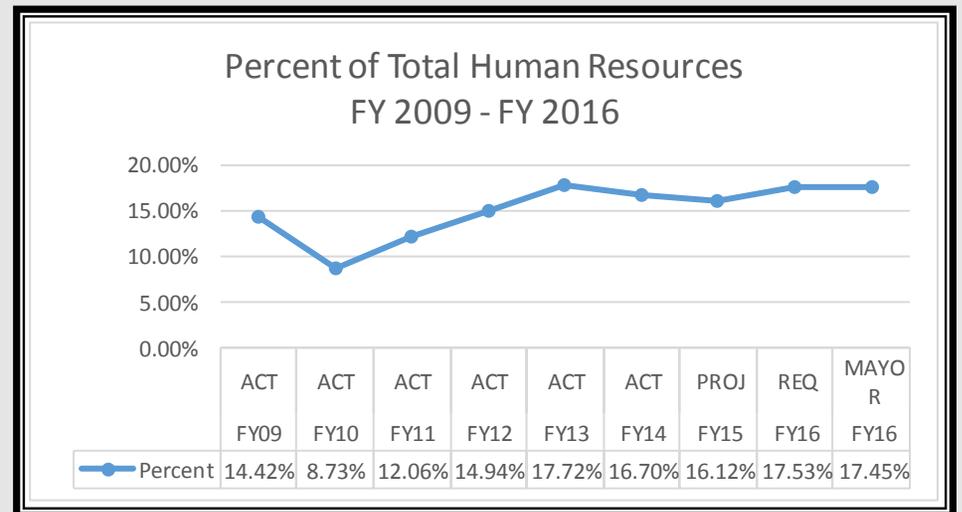
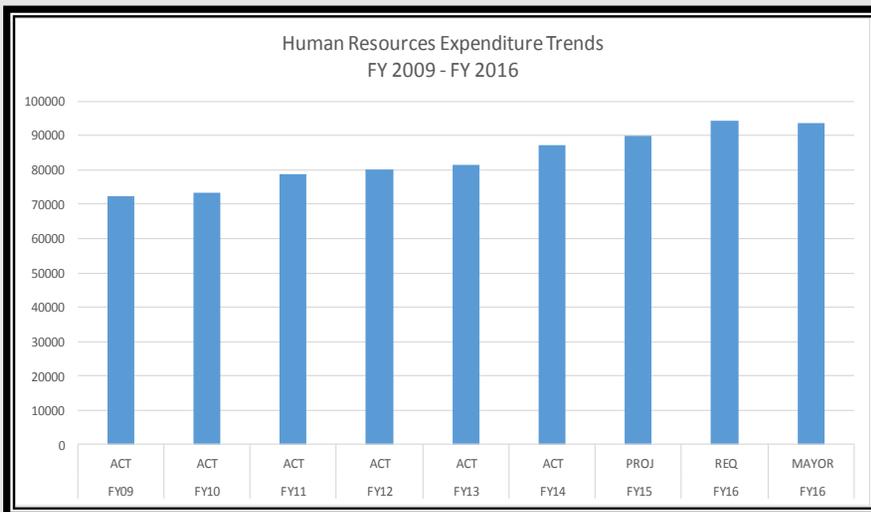
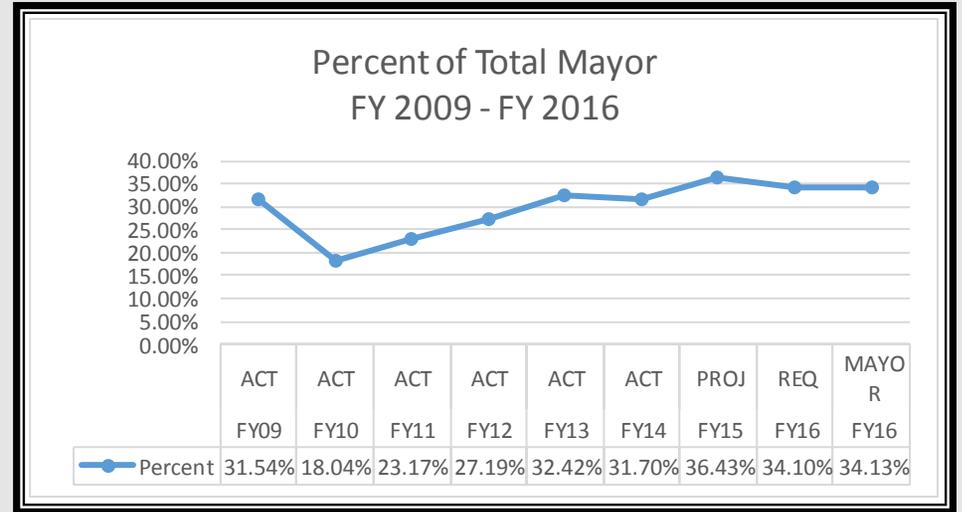
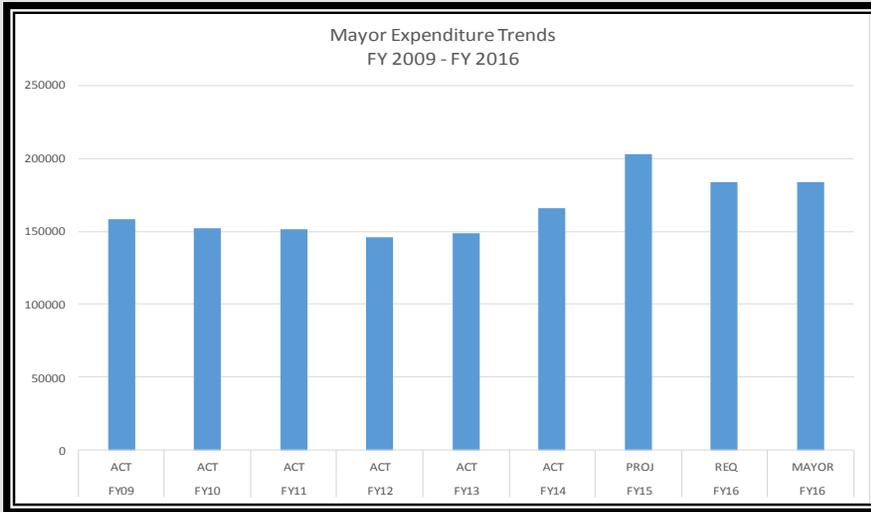




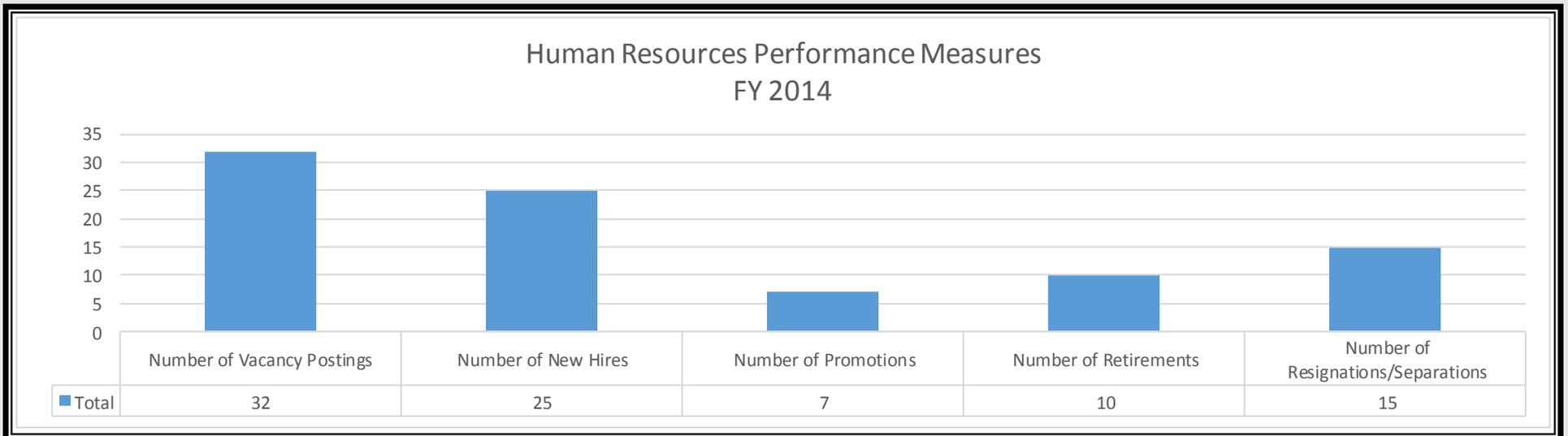
Fiscal Year 2016 Budget

Executive

EXECUTIVE	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
MAYOR	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
MAYOR P.S.							
MAYOR	60,000	71,646	83,000	83,631	83,631	631	-
ASSISTANT TO THE MAYOR	40,872	43,222	43,692	45,955	45,955	2,263	-
CLERICAL	44,512	46,980	47,450	49,676	49,676	2,226	-
LONGEVITY	-	-	-	345	345	345	-
SUB TOTAL	145,384	161,848	174,142	179,607	179,607	5,465	-
MAYOR EXPENSE							
OFFICE SUPPLIES	294	1,090	1,000	1,000	1,000	-	-
TRAVEL & MEETINGS	2,541	2,039	2,200	2,200	2,200	-	-
DUES & SUBSCRIPTIONS	556	275	300	300	237	-	-
OUTSIDE AUDIT	-	-	25,000	-	-	(25,000)	-
PROMOTIONS	-	252	300	300	300	-	-
SUB TOTAL	3,391	3,656	28,800	3,800	3,737	(25,000)	-
TOTAL MAYOR	148,775	165,504	202,942	183,407	183,344	(19,535)	-
EXECUTIVE	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
HUMAN RESOURCES	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
HUMAN RESOURCES P.S.							
HUMAN RESOURCES DIRECTOR	79,456	83,520	84,356	88,609	88,609	4,253	-
LONGEVITY	689	775	1,035	1,035	1,035	-	-
SUB TOTAL	80,145	84,295	85,391	89,644	89,644	4,253	-
HUMAN RESOURCES EXPENSE							
ADVERTISING	-	430	275	300	300	25	-
OFFICE SUPPLIES	371	733	700	650	650	(50)	-
TRAVEL & MEETINGS	269	60	350	375	375	25	-
DUES & SUBSCRIPTIONS	450	425	600	575	575	(25)	-
TRAINING	70	793	1,500	2,000	1,500	-	(500)
PRINTING	-	457	1,000	750	750	(250)	-
SUB TOTAL	1,160	2,898	4,425	4,650	4,150	(275)	(500)
TOTAL HUMAN RESOURCES	81,305	87,193	89,816	94,294	93,794	3,978	(500)



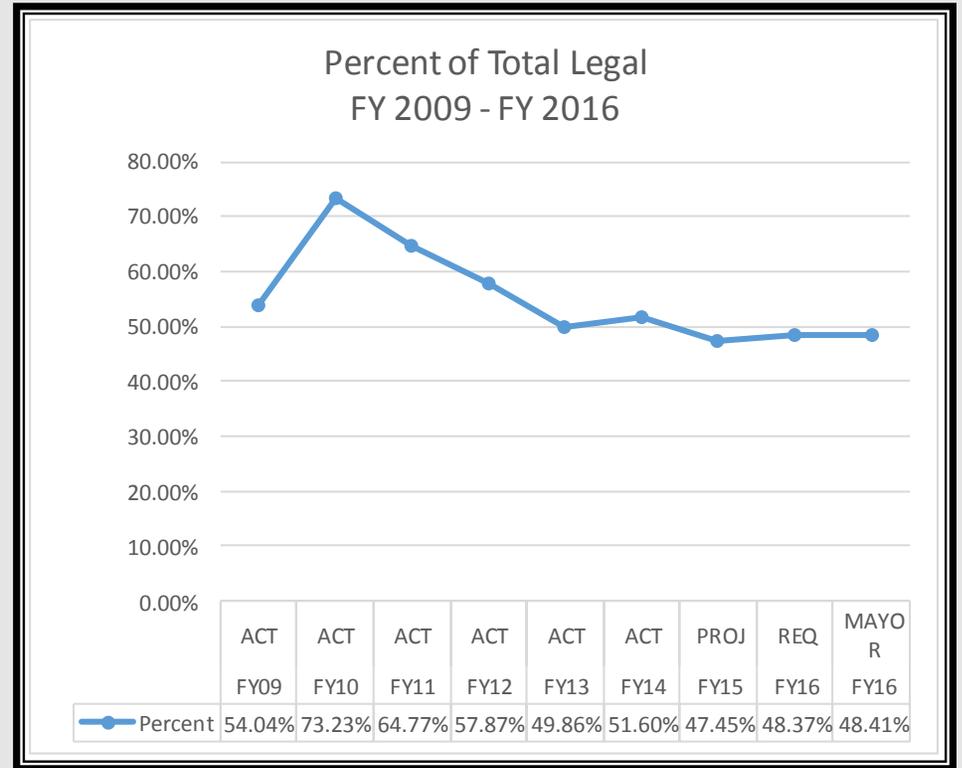
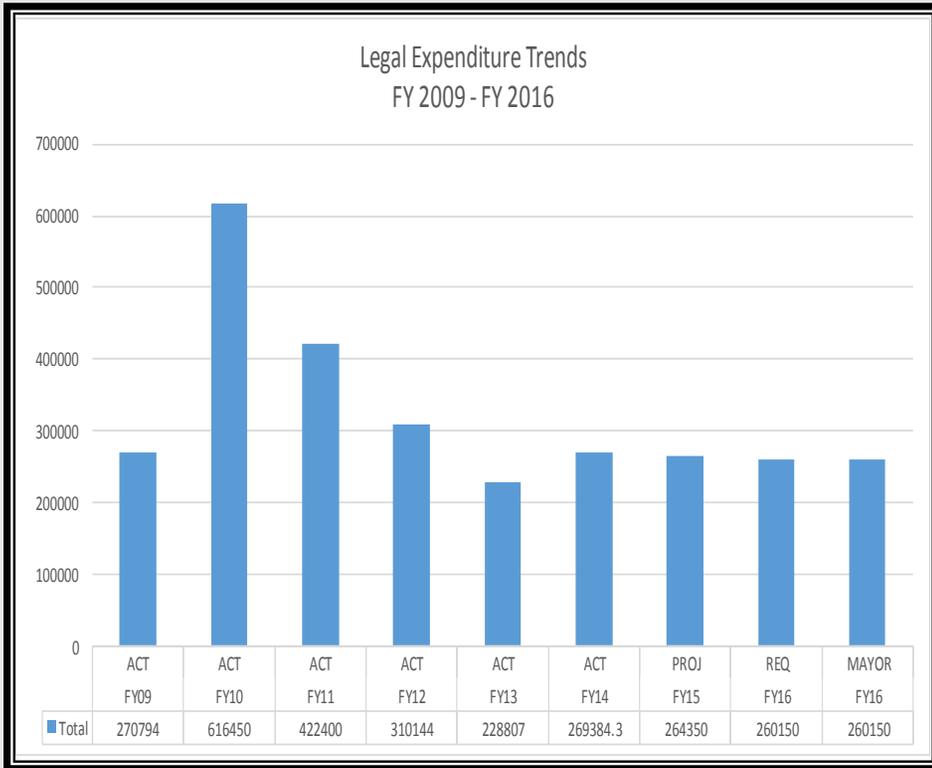
Human Resources Performance	FY 2014
Number of Vacancy Postings	32
Number of New Hires	25
Number of Promotions	7
Number of Retirements	10
Number of Resignations/Separations	15



Fiscal Year 2016 Budget

Executive

EXECUTIVE	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
LEGAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
LEGAL P.S.							
CITY SOLICITOR	91,000	94,000	94,000	94,000	94,000	-	-
ASSISTANT CITY SOLICITOR	60,000	62,000	62,000	62,000	62,000	-	-
SICK LEAVE BUY BACK	-	-	-	-	-	-	-
SUB TOTAL	151,000	156,000	156,000	156,000	156,000	-	-
LEGAL LABOR & MEDIATION							
CODE ENFORCEMENT/SPECIAL COUNSEL	706	569	3,000	5,000	5,000	2,000	-
JUDGEMENT AWARD	-	-	-	-	-	-	-
DAMAGES PERSONS/PROPERTY	23,127	20,250	15,000	15,000	15,000	-	-
LITIGATION/SPECIAL COUNSEL	3,661	10,000	5,000	-	-	(5,000)	-
CITY SOLICITOR - LABOR SUPPLEMENT	40,498	50,034	50,000	50,000	50,000	-	-
ARBITRATION/MEDIATION	1,251	500	2,000	2,000	2,000	-	-
SUB TOTAL	69,243	81,353	75,000	72,000	72,000	(3,000)	-
LEGAL EXPENSE							
ADMINSTRATIVE SUPPORT	-	24,000	24,000	24,000	24,000	-	-
OFFICE SUPPLIES	374	595	800	800	800	-	-
TRAVEL & MEETINGS	1,885	1,064	1,500	1,500	1,500	-	-
DUES & SUBSCRIPTIONS	924	822	850	850	850	-	-
LEGAL COSTS AND EXPENSE	4,006	1,044	1,500	1,500	1,500	-	-
WESTLAW/RESEARCH	1,000	4,000	2,200	1,000	1,000	(1,200)	-
REGISTRY & OTHER FEES	375	506	1,500	1,500	1,500	-	-
FILING FEES	-	-	1,000	1,000	1,000	-	-
SUB TOTAL	8,564	32,031	33,350	32,150	32,150	(1,200)	-
TOTAL LEGAL	228,807	269,384	264,350	260,150	260,150	(4,200)	-



Overview of the Legal Department

General Legal Representation: Assist the Mayor, Council and Department Heads, generally, and oversee all legal matters for the City including but not limited to: preparation of orders and ordinances for the Council; litigation; labor matters (including workers compensation defense); code enforcement; contract review, property transfers, and claims (both for, and against, the City)

Some specific matters handled this year are as follows:

Airport: Landlord/Tenant disputes TCA & FCA; Hangar leases; Sign license agreements; Terminal Building OPM, and Design/Build review; and coordinate with outside counsel on purchase of avigation easements.

Auditor: OPEB Trust review; Existing Trust Fund Agreements review

Board of Health/Building Department: (15) Code enforcement cases; (6) Receivership cases

Claims Processing: (123) Property damage claims filed against City; (2) Damage to City property claims; (11) Motor vehicle accident claims;

Conservation Commission: Review of enforcement options

Department of Public Works: Kennel closing & related matters; Shea Street flood mitigation project; Layout Order for Quarry Lane; Infiltration/inflow fees; Crocker Technical Papers culvert installation

Ethics Opinions: Rendered (7) ethics opinions;

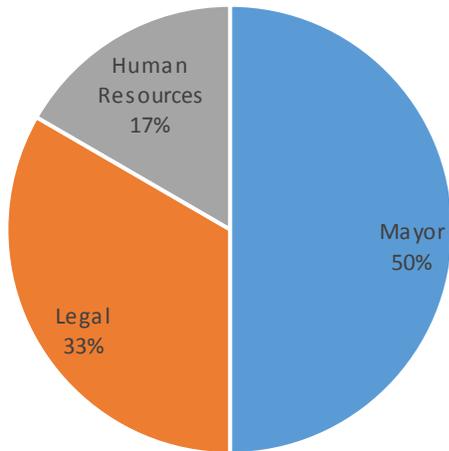
Fire Department: Compliance with installation of sprinkler systems in lodging houses, (3) injunction cases

Human Resources: Negotiated and finalized Collective Bargaining Agreements with the following unions: FAMASS; SEIU Wastewater; SEIU Inspectors; Teamsters; Clerical Union; and Fire Fighter's Association; Negotiations with Police Union are ongoing, mediation was attempted but arbitration may be necessary; (11) Employee grievances/disciplinary matters being handled in house and (4) Employee grievances/disciplinary matters assigned to outside labor counsel; (3) Employment matters; civil service complaint (hearing before civil service commission, two appeals to Superior Court, pending appeal to the Massachusetts Appeals Court); license to carry complaint (two appeals to District Court, one judicial review before Worcester Superior Court); and unemployment complaint (appealed to Review Board, pending appeal to Superior Court) litigated, in house, in consultation with outside labor counsel.

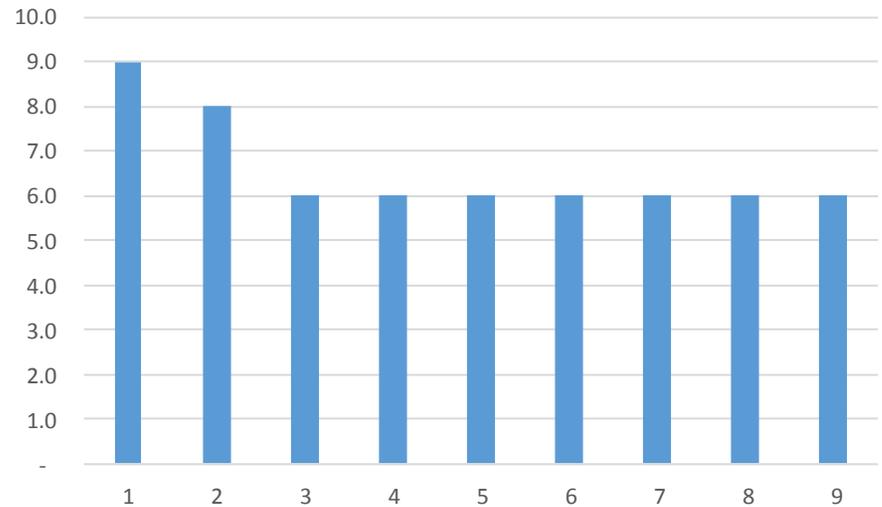
Executive Staffing Summary

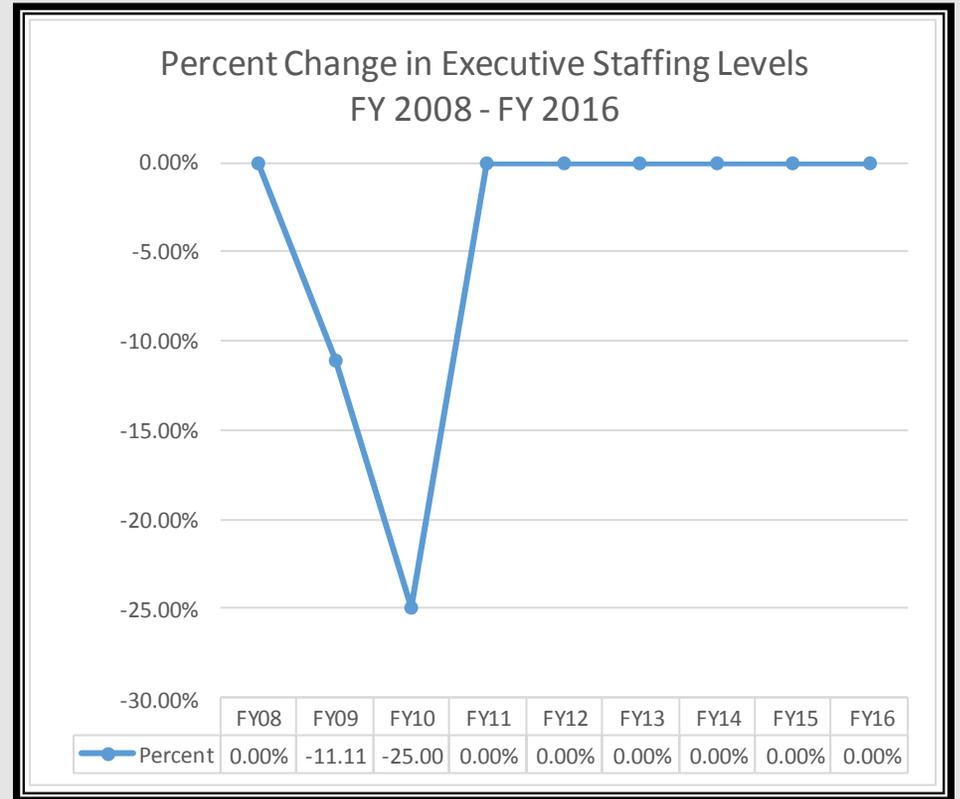
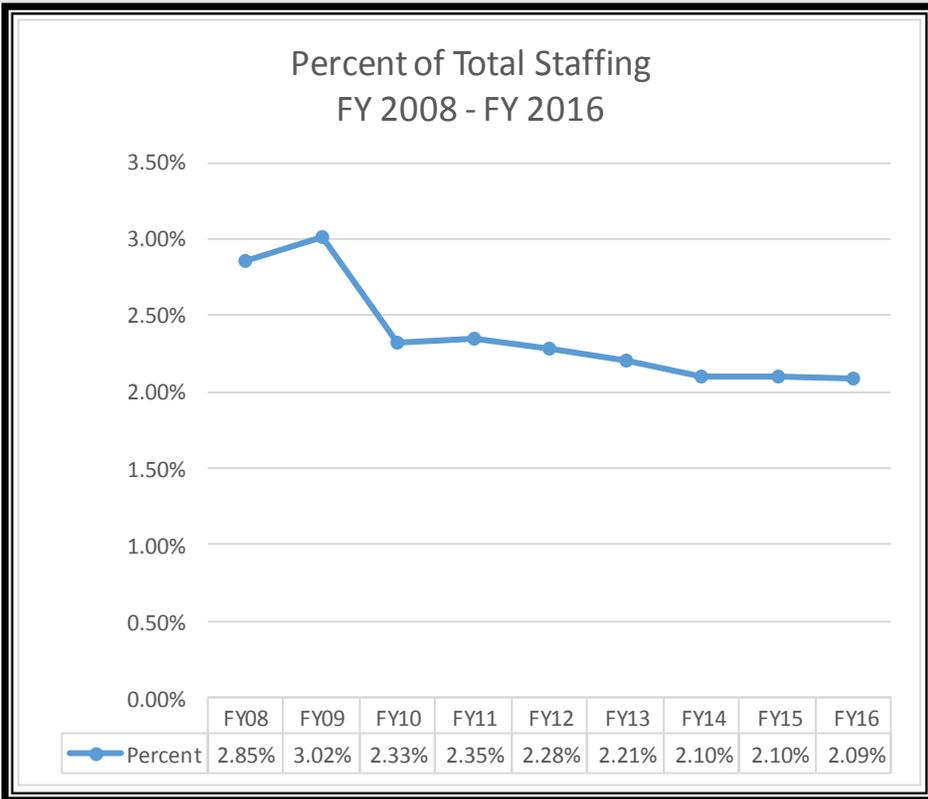
EXECUTIVE STAFFING LEVELS		FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
EXECUTIVE		9.0	8.0	6.0						
	mayor	3.0								
	Mayor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Assistant to the Mayor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Confidential Head Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	legal	2.0								
	City Solicitor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Asst. City Solicitor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	human resources	2.0	1.0							
	Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
	Senior Clerk	1.0	-	-	-	-	-	-	-	-
	economic development	2.0	2.0	-	-	-	-	-	-	-
	Director	1.0	1.0	-	-	-	-	-	-	-
	Senior Clerk	1.0	1.0	-	-	-	-	-	-	-

Executive Staffing FY 2015



Executive Staffing Trends
FY 2008 - FY 2016





Finance & Admin Summary

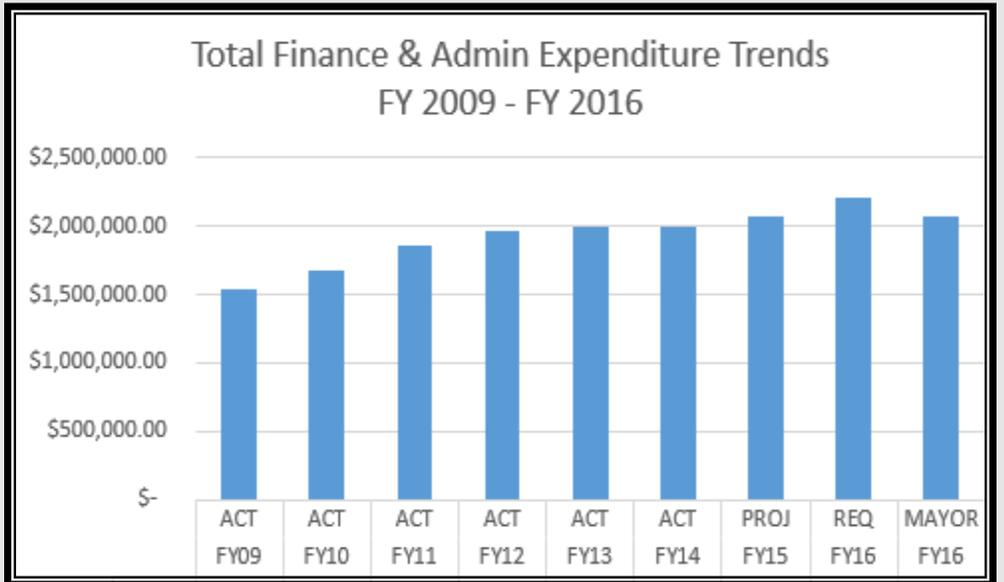
Program Description

Finance & Administration consists of five offices: the Assessor’s Department, the Auditor’s Department, the Information Technology Department, Purchasing Department and the Treasurer / Collector’s Department. This office serves to record, monitor and maintain compliance with all financial transactions throughout the city along with maintaining all functions of the computer system. We work with all areas of the city including inter department relationships and public communications.

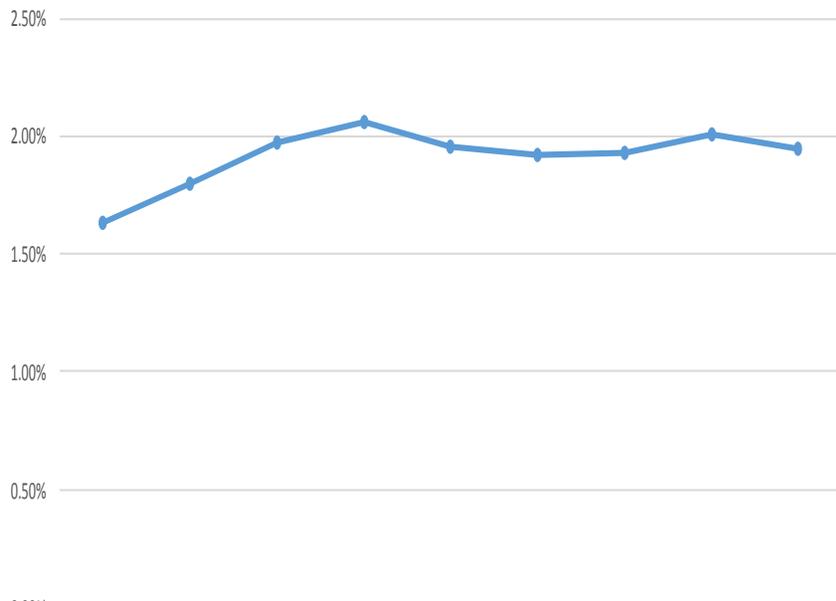
Highlights

- Assessors will conduct an interim year reevaluation program to achieve full and fair cash value, and continue cyclical inspection programs
- Auditors will provide accurate support on financial operations and streamlines procedures to enhance internal controls.
- Information Technology will replace servers with a new virtual server cluster advanced data storage array to reduce hardware/maintenance costs, save on space and bring future projects online
- Purchasing will work with Legal to sponsor a seminar regarding public construction procurement
- The Treasurer / Collectors office will expand the payment process and highlight convenient options for making payments to the city.

FINANCE & ADMIN	FY14	FY15	FY16	FY16
	ACTUAL	PROJECTED	REQUESTED	MAYOR
TOTAL CHIEF OPERATING OFFICER	0	0	798,664	686,516
TOTAL ASSESSOR	306,097	319,219	344,783	322,783
TOTAL AUDITOR	259,854	278,378	278,699	278,599
TOTAL INFORMATION TECHNOLOGY	471,176	493,394	0	0
TOTAL PARKING	0	0	0	0
TOTAL PURCHASING	218,840	205,386	0	0
TOTAL TREASURER/COLLECTOR	634,777	661,501	670,950	662,310
TOTAL WORKFORCE MANAGEMENT	107,480	110,403	113,866	113,866
TOTAL FINANCE & ADMINISTRATION	1,998,224	2,068,281	2,206,962	2,074,074

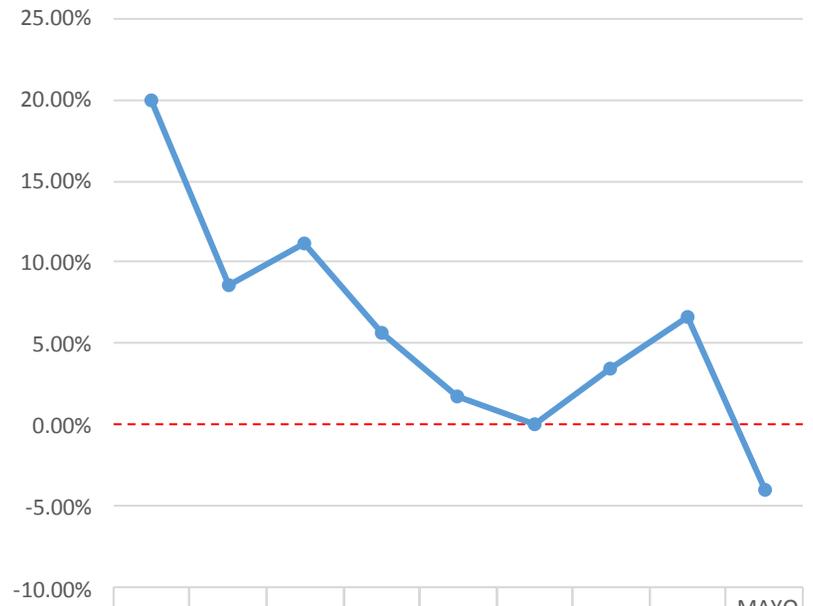


Percent of Total Finance & Admin
FY 2009 - FY 2016



	ACT FY09	ACT FY10	ACT FY11	ACT FY12	ACT FY13	ACT FY14	PROJ FY15	REQ FY16	MAYOR FY16
Percent	1.63%	1.80%	1.97%	2.06%	1.96%	1.92%	1.93%	2.01%	1.95%

Percent Change Finance & Admin
FY 2009 - FY 2016



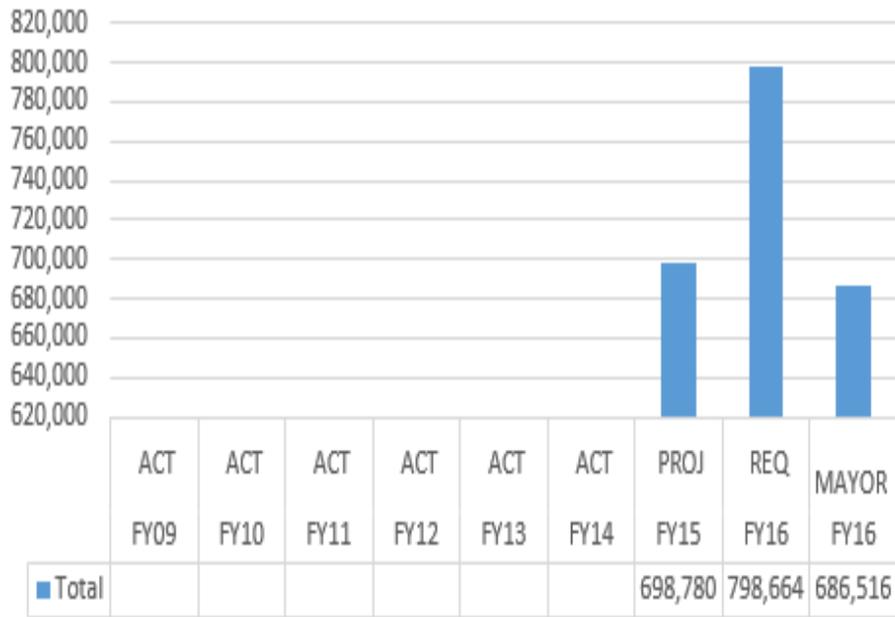
	ACT FY09	ACT FY10	ACT FY11	ACT FY12	ACT FY13	ACT FY14	PROJ FY15	REQ FY16	MAYOR FY16
Percent	19.91%	8.57%	11.17%	5.61%	1.77%	-0.02%	3.51%	6.65%	-3.97%

Fiscal Year 2016 Budget

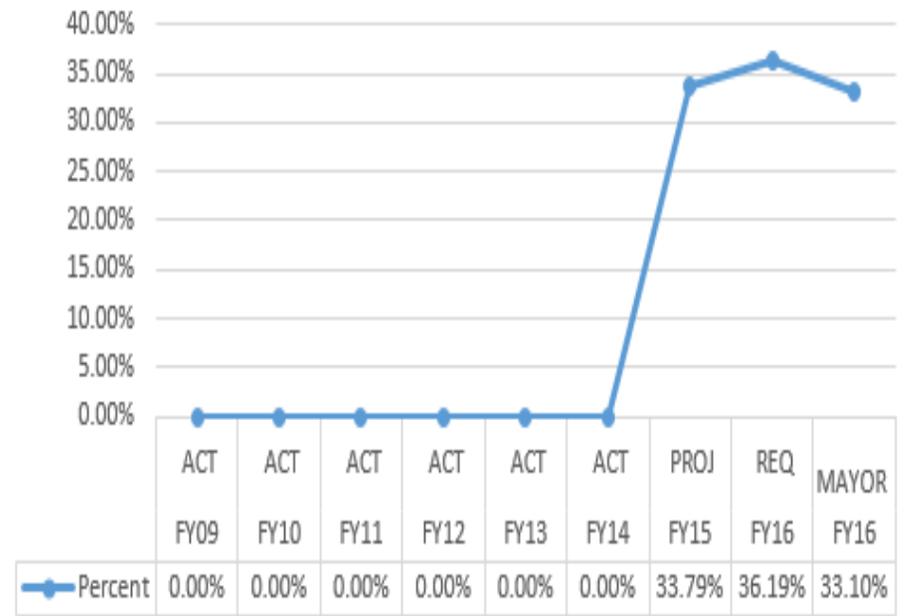
Finance & Admin

FINANCE & ADMINISTRATION CHIEF OPERATING OFFICER	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
P.S.							
CHIEF OPERATING OFFICER/CHIEF PROCUREMENT OFFICER (9 MONTHS)	-	-	-	82,500	82,500	82,500	-
CHIEF PROCUREMENT OFFICER (6 MONTHS)	79,456	83,520	84,356	88,609	44,305	(40,052)	(44,305)
DEPUTY PROCUREMENT OFFICER (SCHOOLS—12 MONTHS)	-	-	-	-	-	-	-
PROCUREMENT OFFICER (0 MONTHS)	-	46,950	65,877	69,116	-	(65,877)	(69,116)
ASSISTANT PURCHASING AGENT	51,116	-	-	-	-	-	-
IT MANAGER (12 MONTHS)	71,708	75,325	76,108	79,858	79,858	3,750	-
SYSTEMS ADMINISTRATOR (12 MONTHS)	56,004	58,829	59,456	62,356	62,356	2,900	-
OFFSET PRINTER (12 MONTHS)	43,056	43,691	45,571	46,217	46,217	646	-
CLERICAL/CONTRACT	45,188	30,158	-	-	29,189	29,189	29,189
HELP DESK TECHNICIAN	12,350	13,012	13,000	18,916	-	(13,000)	(18,916)
LONGEVITY	4,481	3,792	3,362	3,792	3,792	430	-
CLOTHING ALLOWANCE	1,800	1,800	1,800	1,800	1,800	-	-
SICK DAY BUY BACK	-	8,935	-	-	-	-	-
LESS: GRANTS	(12,350)	(13,012)	(13,000)	(10,000)	(10,000)	3,000	-
SUB TOTAL	352,809	353,000	336,530	443,164	340,016	3,486	(103,148)
EXPENSE							
OPERATIONS CONTRACTED SERVICES	-	-	1,000	1,000	1,000	-	-
IT CONTRACTED SERVICES	86,620	92,834	99,750	125,000	115,000	25,250	(10,000)
PURCHASING CONTRACTED SERVICES	-	-	-	-	1,000	1,000	1,000
ADVERTISING	1,137	290	800	800	800	-	-
OFFICE SUPPLIES	3,218	3,790	3,300	3,300	3,300	-	-
TRAVEL & MEETINGS	14	365	1,000	1,000	2,000	1,000	1,000
DUES & SUBSCRIPTIONS	3,180	5,457	2,900	2,900	2,900	-	-
PRINTING SUPPLIES	-	(2,106)	-	-	-	-	-
TRAINING	121	1,000	4,000	4,500	3,500	(500)	(1,000)
SUB TOTAL	94,770	101,630	112,750	138,500	129,500	16,750	(9,000)
INFORMATION TECHNOLOGY SERVICES							
TELEPHONE	110,431	140,602	115,000	110,000	110,000	(5,000)	-
OFFICE EQUIPMENT/COPIERS	25,616	24,448	25,000	25,000	25,000	-	-
COMPUTER SUPPLIES & REPAIRS	727	8,520	10,000	15,000	15,000	5,000	-
INTERNET ACCESS-CITY WIDE	12,611	8,319	17,000	17,000	17,000	-	-
SUPPORT - CITY COMPUTERS	102,241	42,634	30,000	40,000	40,000	10,000	-
DATA PROCESSING	-	863	-	-	-	-	-
PUBLIC SAFETY/DATA SERVICES	800	10,000	10,000	10,000	10,000	-	-
EQUIPMENT	-	-	42,500	-	-	(42,500)	-
SUB TOTAL	252,426	235,386	249,500	217,000	217,000	(32,500)	-
TOTAL CHIEF OPERATING OFFICER	700,005	690,016	698,780	798,664	686,516	(12,264)	(112,148)

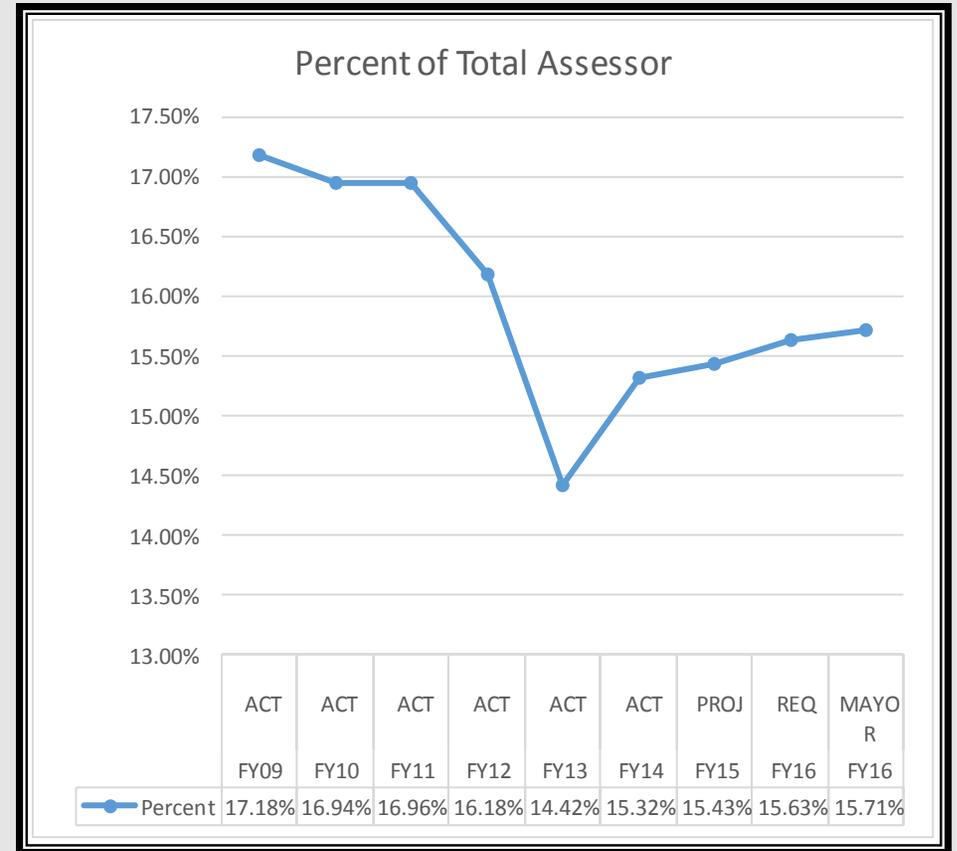
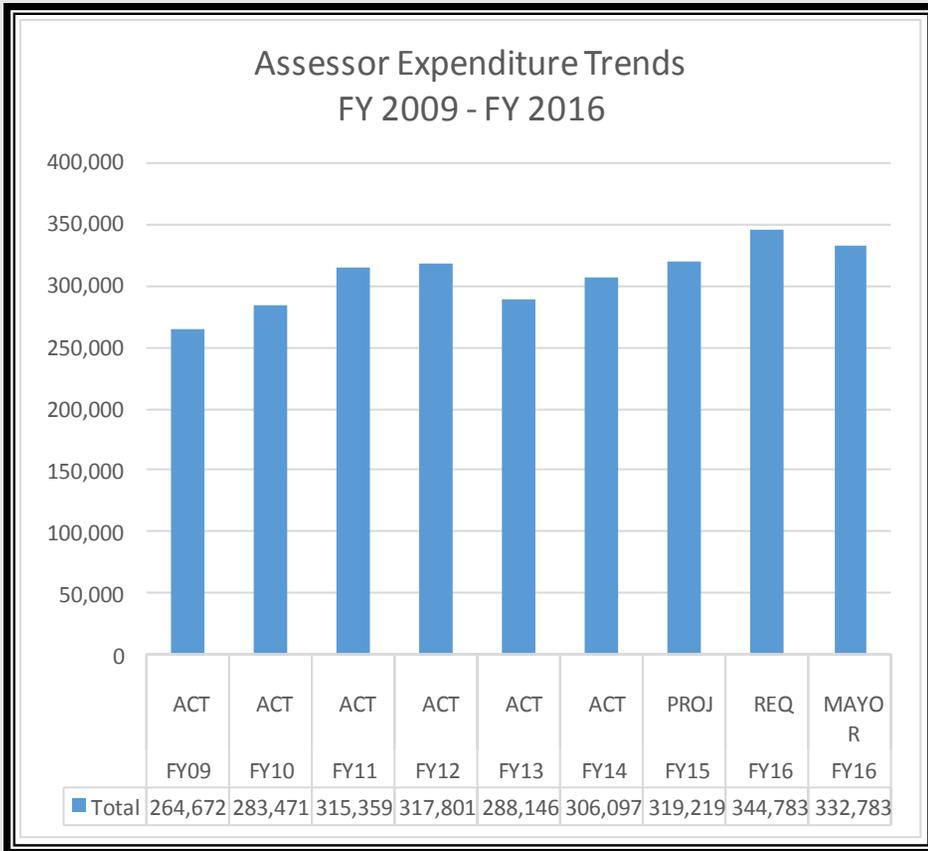
Cheif Operating Officer Expenditure Trends
FY 2009 - FY 2016



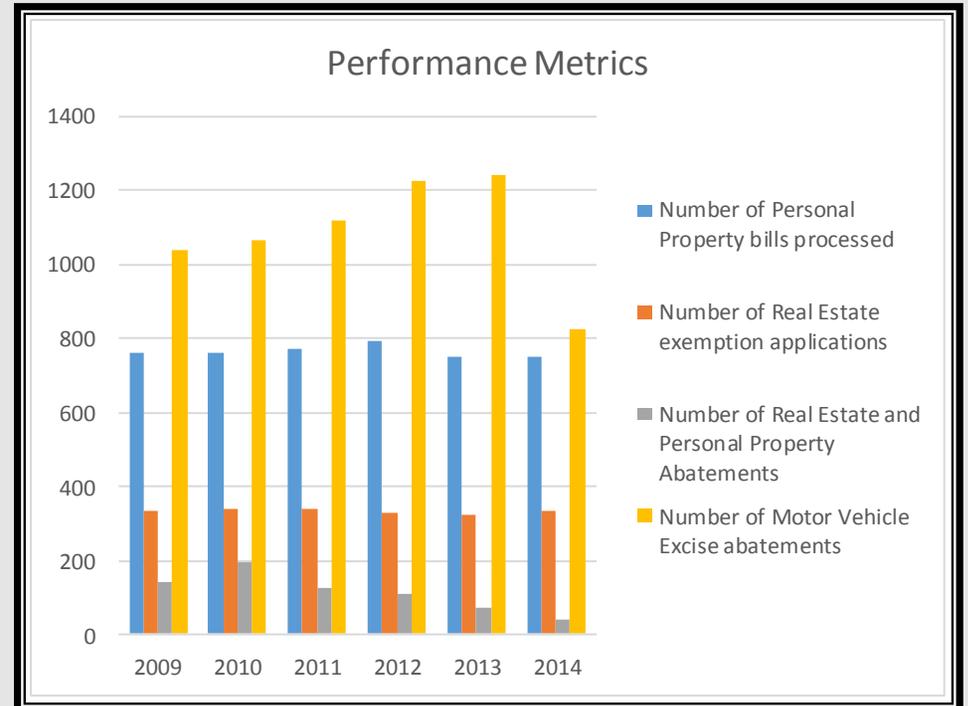
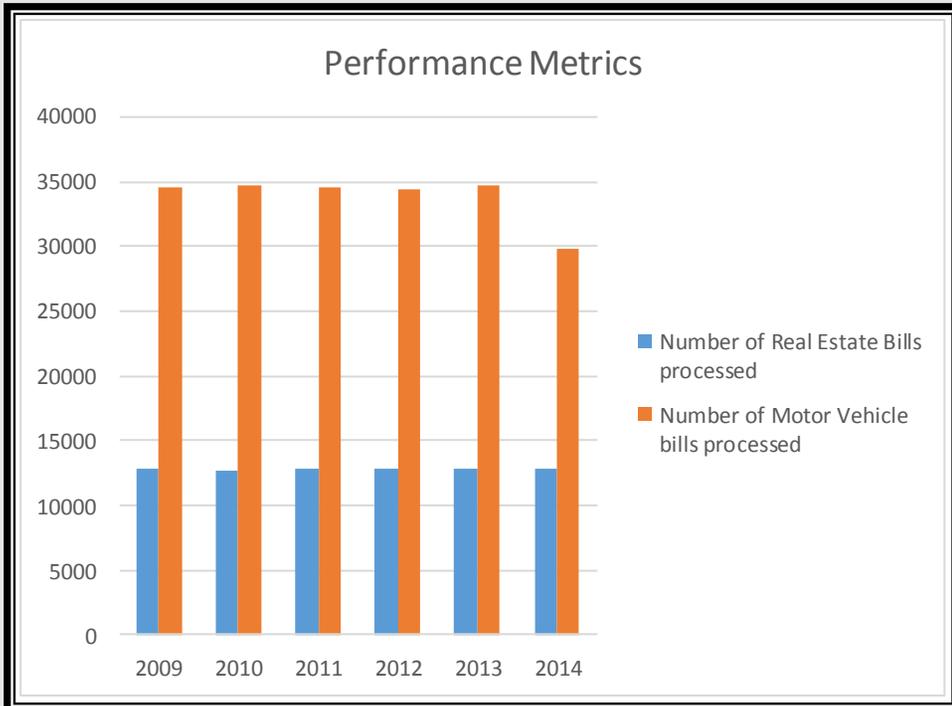
Percent of Total Chief Operating Officer
FY 2009 - FY 2016



FINANCE & ADMINISTRATION	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
ASSESSOR	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
ASSESSOR P.S.							
CHIEF ASSESSOR	88,244	92,551	87,383	88,609	88,609	1,226	-
ASSESSOR	79,456	83,685	81,432	82,583	82,583	1,151	-
DATA COLLECTOR PART TIME (CONTRACT)	-	796	15,000	22,000	15,000	-	(7,000)
SYSTEMS ADMINISTRATOR	-	-	-	-	-	-	-
ASSESSOR STIPEND FOR HEAD CLERK	2,600	2,610	2,610	2,620	2,620	10	-
HEAD CLERK	51,792	53,035	54,602	55,964	55,964	1,362	-
PRINCIPAL CLERK	43,836	46,301	46,302	48,890	48,890	2,588	-
LONGEVITY	4,479	4,479	2,671	3,017	3,017	346	-
CLOTHING ALLOWANCE	600	600	600	600	600	-	-
CHAIRMAN STIPEND	-	1,500	1,500	1,500	1,500	-	-
SICK LEAVE BUY BACK	-	10,000	-	-	-	-	-
SUB TOTAL	271,007	295,557	292,100	305,783	298,783	6,683	(7,000)
ASSESSOR EXPENSE							
CONTRACT SERVICES	8,500	1,587	8,000	8,000	8,000	-	-
TELEPHONE	-	-	-	-	-	-	-
COMPUTER SUPPLIES	-	-	-	-	-	-	-
OFFICE SUPPLIES	4,970	3,688	5,869	7,000	7,000	1,131	-
TRAVEL & MEETINGS	92	469	1,750	3,000	3,000	1,250	-
TRAVEL IN STATE	1,848	2,140	2,500	3,600	3,600	1,100	-
DUES & SUBSCRIPTIONS	1,729	2,356	2,200	2,400	2,400	200	-
LEGAL COSTS AND EXPENSE	-	300	2,000	15,000	10,000	8,000	(5,000)
REVALUATION EXPENSE	-	-	4,800	-	-	(4,800)	-
SUB TOTAL	17,139	10,540	27,119	39,000	34,000	6,881	(10,000)
TOTAL ASSESSOR	288,146	306,097	319,219	344,783	332,783	13,564	(12,000)



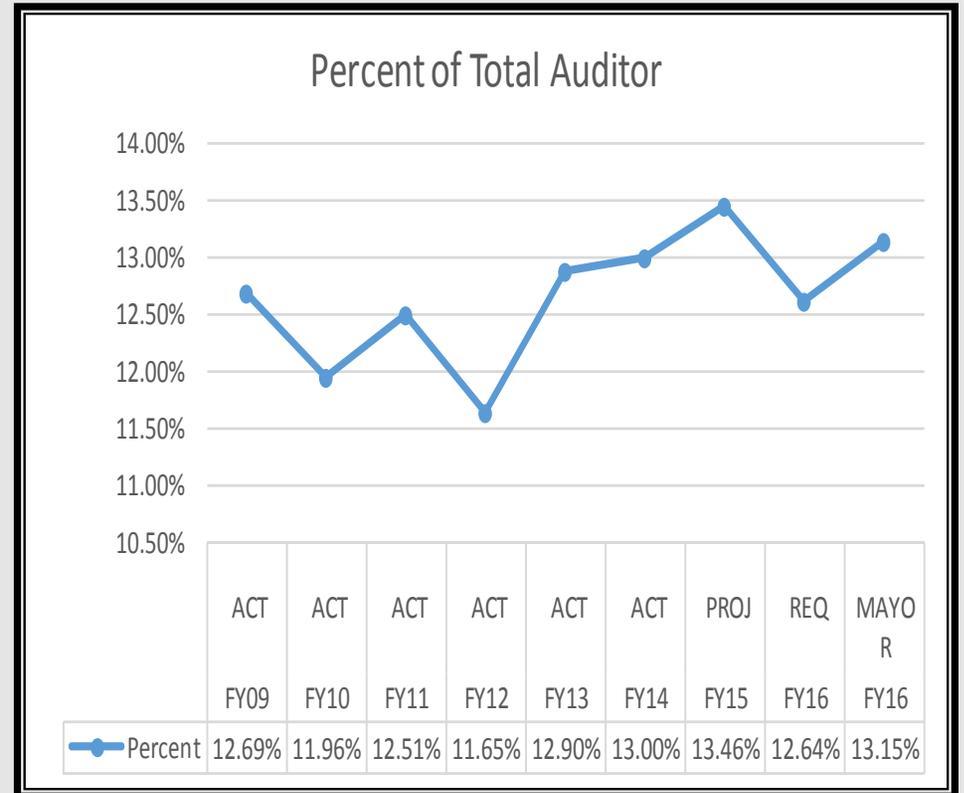
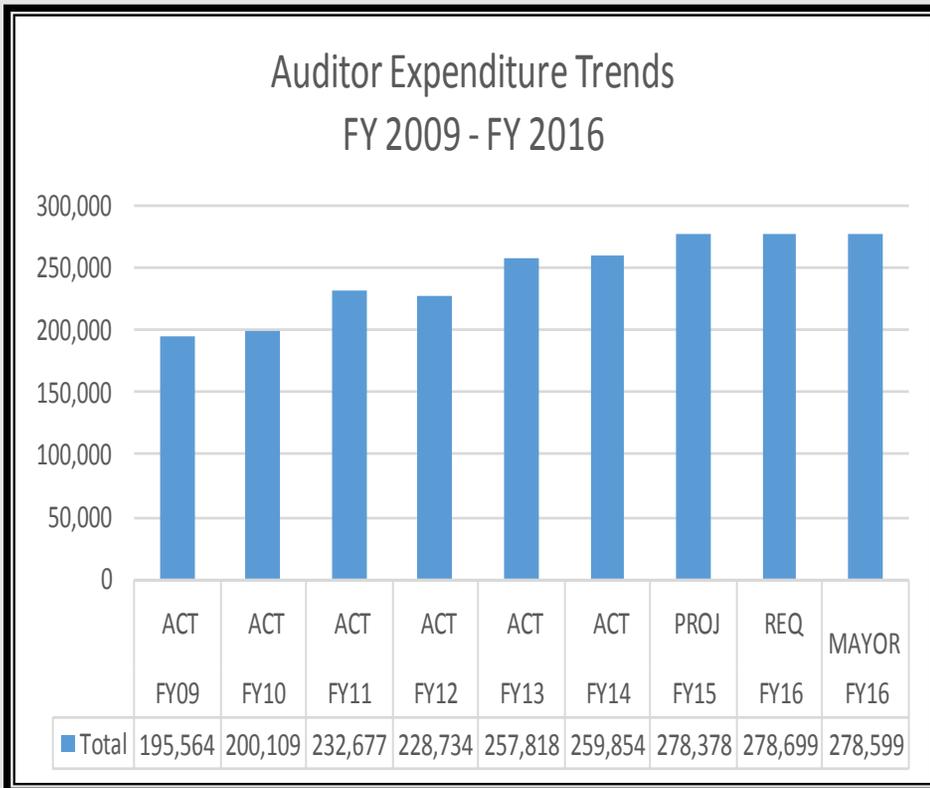
Assessor Performance Metrics	2009	2010	2011	2012	2013	2014
Number of Real Estate Bills processed	12749	12719	12843	12848	12817	12808
Number of Motor Vehicle bills processed	34628	34709	34576	34375	34689	29823
Number of Personal Property bills processed	761	761	772	793	748	748
Number of Real Estate exemption applications	332	338	340	331	325	334
Number of Real Estate and Personal Property Abatements	140	193	127	111	71	41
Number of Motor Vehicle Excise abatements	1038	1067	1117	1228	1242	823



Fiscal Year 2016 Budget

Finance & Admin

FINANCE & ADMINISTRATION	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
AUDITOR	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
AUDITOR P.S.							
AUDITOR	108,316	113,431	114,579	120,049	120,049	5,470	-
DEPUTY CITY AUDITOR	71,708	75,325	81,432	82,583	82,583	1,151	-
CLERICAL (.25 FTE)	10,885	11,692	13,000	13,500	13,500	500	-
LONGEVITY	2,067	2,067	2,067	2,067	2,067	-	-
SICK LEAVE BUY BACK	-	-	-	-	-	-	-
SUB TOTAL	192,976	202,515	211,078	218,199	218,199	7,121	-
AUDITOR EXPENSE							
OFFICE SUPPLIES	969	995	990	1,000	1,000	10	-
TRAVEL & MEETINGS	3,133	3,399	3,400	3,500	3,400	-	(100)
DUES & SUBSCRIPTIONS	865	445	910	1,000	1,000	90	-
CONTRACTED SERVICES	-	-	-	-	-	-	-
TELEPHONE	-	-	-	-	-	-	-
ADVERTISING	-	-	-	-	-	-	-
SUB TOTAL	4,967	4,839	5,300	5,500	5,400	100	(100)
AUDIT SERVICES							
OUTSIDE AUDIT	76,000	78,500	81,000	83,000	83,000	2,000	-
ACTUARY SVC - GASB 45	9,875	-	9,000	-	-	(9,000)	-
SCHOOL CREDIT - OUTSIDE AUDIT	(26,000)	(26,000)	(28,000)	(28,000)	(28,000)	-	-
SUB TOTAL	59,875	52,500	62,000	55,000	55,000	(7,000)	-
TOTAL AUDITOR	257,818	259,854	278,378	278,699	278,599	221	(100)



Overview of Auditor's Office

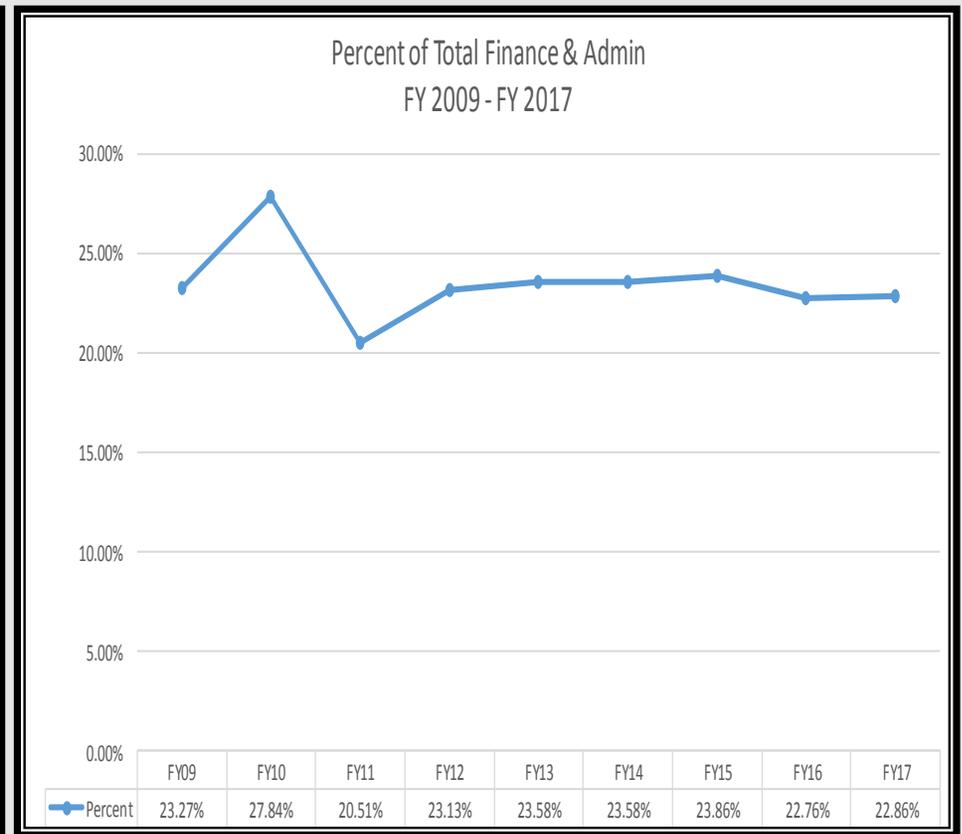
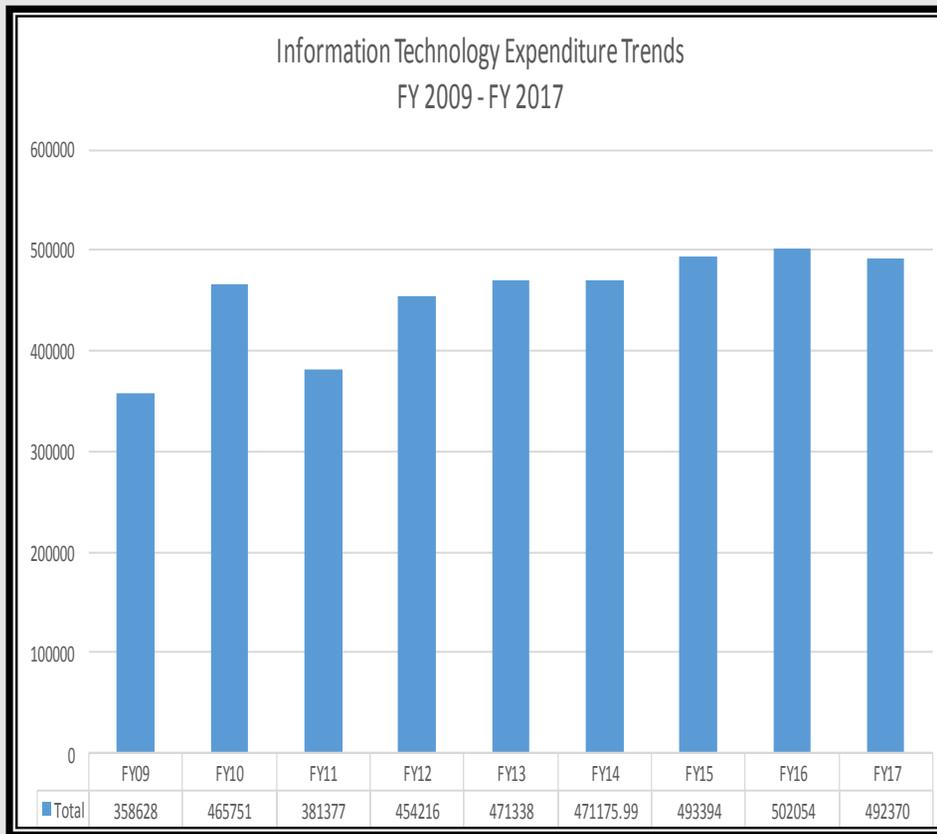
The auditor's office is responsible for the review and oversight of all financial transactions of the City, to include the processing of weekly warrants for bills and payrolls, review of receipts and deposits, and general ledger postings and maintenance. Our goal is to provide timely and accurate financial reporting for both internal and external use. The auditor's office is intricately involved with the City Budget, providing key input, and then monitoring (revenues and expenditures) throughout the fiscal year. The auditor's office assists departments with training on financial processes, and institutes and tests policies and procedures to enhance and ensure adherence to internal controls. Our goal is to inform departments so that there is a clear understanding of expectations involving proper budgeting and fiscal management. The appropriate authority is contacted as problems or concerns are noted while performing duties.

Serve on committees as follows: Finance Team, Clerk of City Council Finance Committee, present at City Council Budget Sessions, Capital Improvement Commission Member, Insurance Commission Member, Retirement Board Chairman, and on other ad hoc committees as deemed necessary.

Timely release of budget reports, processing and review of warrants and receipts, and completion of accurate fiscal year-end financial reports. Favorable/minimal audit findings and positive bond rating comments on fiscal stability and financial management, timeliness of free cash certification, and completion of other fiscal reporting and outside audit. Timely release of minutes, completion of tasks, and other issues associated with the various committees.

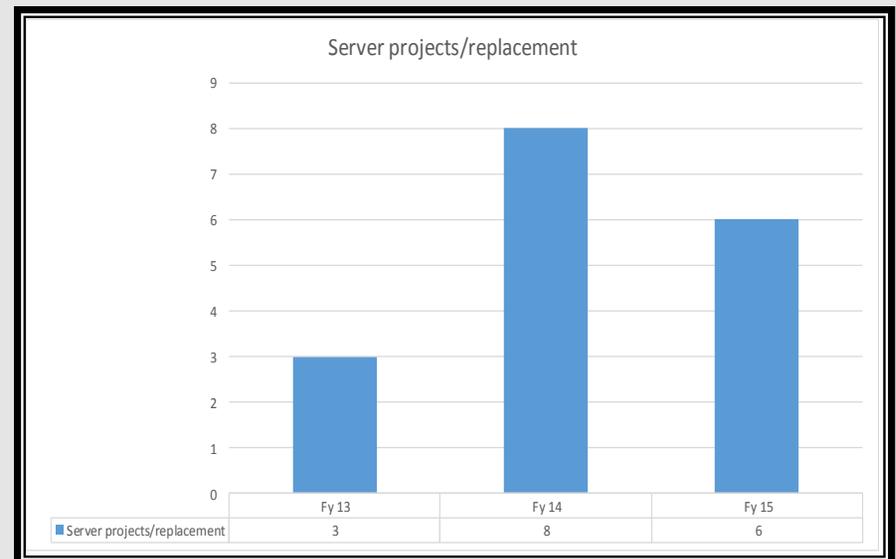
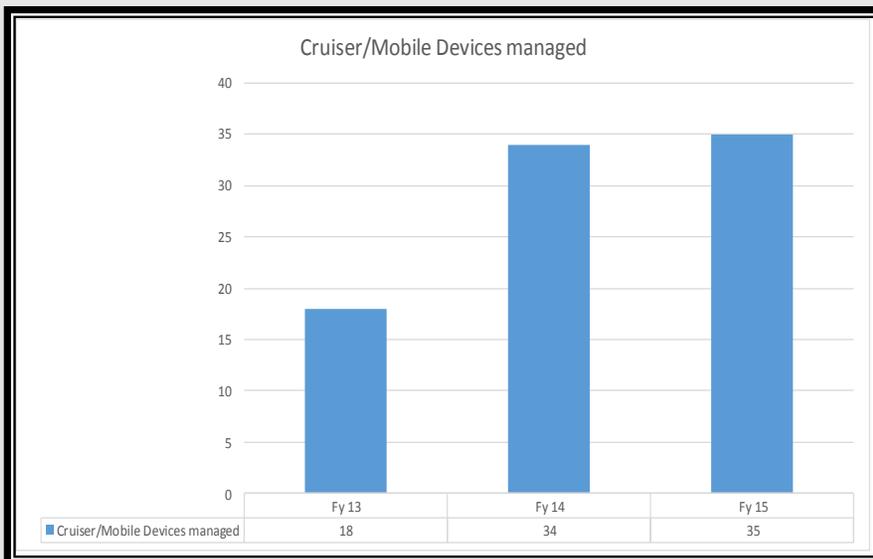
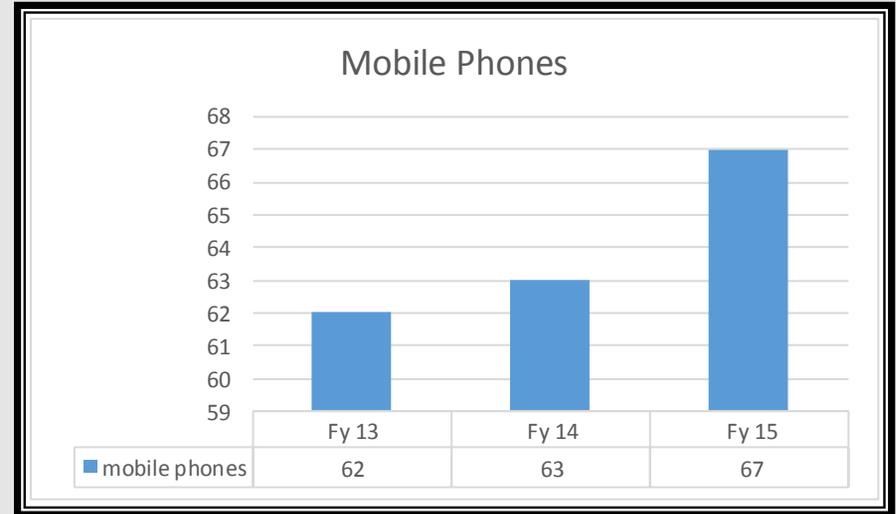
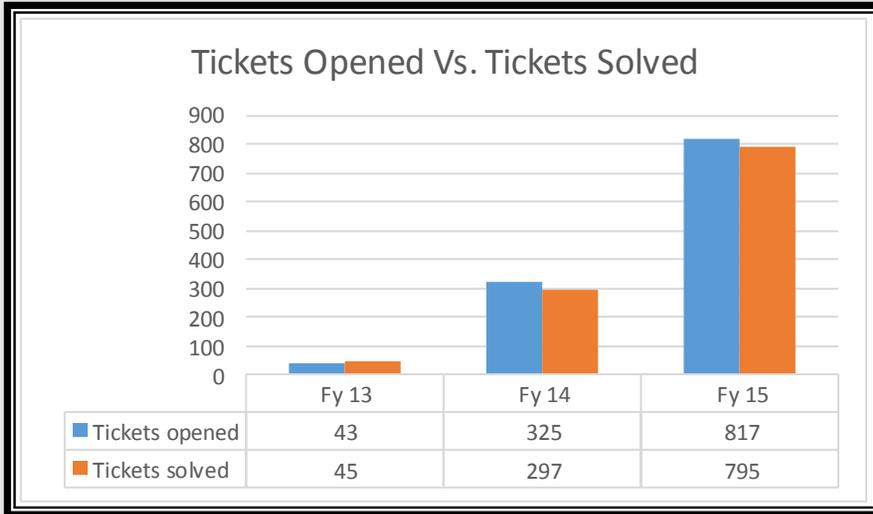
DIVISION PROPOSED TO BE ELIMINATED AND MOVED TO CHIEF OPERATING OFFICER

FINANCE & ADMINISTRATION	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
INFORMATION TECHNOLOGY	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
INFORMATION TECHNOLOGY P.S.							
IT MANAGER	71,708	75,325	76,108	79,858	-	(76,108)	(79,858)
SYSTEMS ADMINISTRATOR	56,004	58,829	59,456	62,356	-	(59,456)	(62,356)
GIS DATA MANAGER	-	-	-	-	-	-	-
HELP DESK TECHNICIAN	12,350	13,012	13,000	18,916	-	(13,000)	(18,916)
CLOTHING ALLOWANCE	1,200	1,200	1,200	1,200	-	(1,200)	(1,200)
CLERICAL	-	-	-	-	-	-	-
LONGEVITY	1,034	1,034	1,380	1,724	-	(1,380)	(1,724)
LESS: GRANTS	(12,350)	(13,012)	(13,000)	(10,000)	-	13,000	10,000
SUB TOTAL	129,946	136,388	138,144	154,054	-	(138,144)	(154,054)
INFORMATION TECHNOLOGY EXPENSE							
OFFICE SUPPLIES	1,355	3,078	1,500	1,500	-	(1,500)	(1,500)
TRAVEL & TRAINING	121	-	4,000	4,000	-	(4,000)	(4,000)
DUES & SUBSCRIPTIONS	870	3,490	500	500	-	-	-
SUB TOTAL	2,346	6,568	6,000	6,000	-	(132,024)	(151,278)
INFORMATION TECHNOLOGY SERVICES							
TELEPHONE	110,431	140,602	115,000	110,000	-	(115,000)	(110,000)
CONTRACTED SERVICES/SUPPORT	86,620	92,834	99,750	125,000	-	(99,750)	(125,000)
OFFICE EQUIPMENT/COPIERS	25,616	24,448	25,000	25,000	-	(25,000)	(25,000)
COMPUTER SUPPLIES & REPAIRS	727	8,520	10,000	15,000	-	(10,000)	(15,000)
INTERNET ACCESS-CITY WIDE	12,611	8,319	17,000	17,000	-	(17,000)	(17,000)
SUPPORT - CITY COMPUTERS	102,241	42,634	30,000	40,000	-	(30,000)	(40,000)
DATA PROCESSING	-	863	-	-	-	-	-
PUBLIC SAFETY/DATA SERVICES	800	10,000	10,000	10,000	-	(10,000)	(10,000)
EQUIPMENT	-	-	42,500	-	-	(42,500)	-
SUB TOTAL	339,046	328,220	349,250	342,000	-	(349,250)	(342,000)
TOTAL INFORMATION TECHNOLOGY	471,338	471,176	493,394	502,054	-	(619,418)	(647,332)



IT Overview: To date we have had 681 helpdesk tickets issued and several hundred more calls or walk in's. We estimate of total volume of helpdesk assistance to top 1800 by the end of the fiscal year. Due to budget cuts in FY14, workstation replacement numbers have been substantially reduced. A partial result of that is our request for service has increased. Infrastructure investments have also been continuing at a rapid pace with 6 major server projects and two department network backbone rebuilds. We have also added a much needed email archive server and a phone system this year.

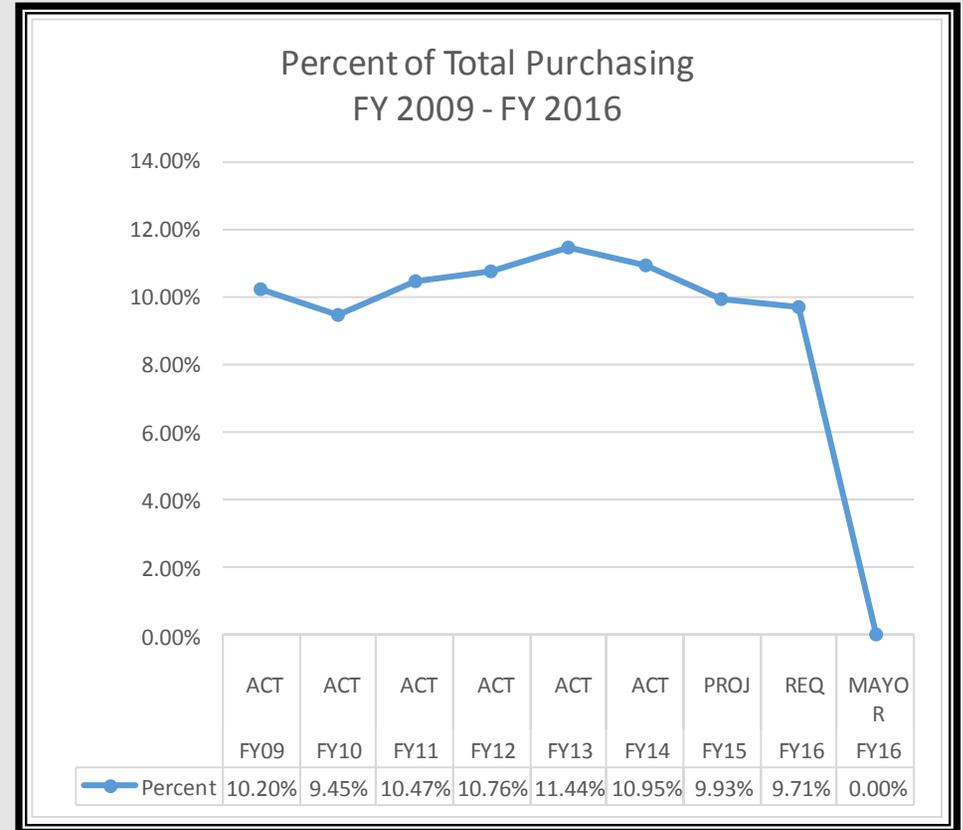
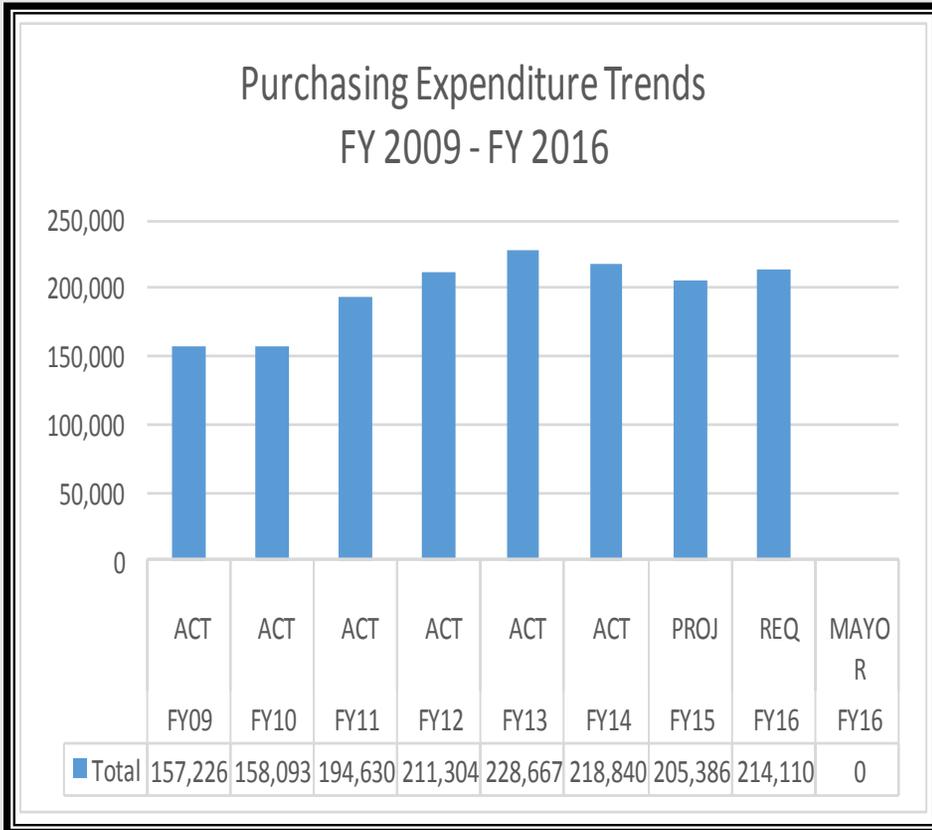
IT	FY 13	FY 14	FY 15
Money spent on equipment replacement (dell PC)	\$40,167.28	\$28,141.57	\$24,618.72 *Fy 15 is estimated to end of fiscal year
mobile phones	62	63	67
Cruiser/Mobile Devices managed	18	34	*Adding 1 EMT mobile connectivity for Fire before 35 end of Fiscal year (fy13: 2 Fire, 1 City) (Fy14: 6 City, 2 WasteWater)
Server projects/replacement	3	8	6 (Fy 15: 3 City, 2 Water, 1 Police)
Department network rebuilds	0	1	2 (Fy14 City Hall) (Fy15 Police, Library)
Tickets opened	43	325	817
Tickets solved	45	297	795
Call/walk ins	no data	1560	1096
Total issues resolved	NA	1857	1891



FINANCE & ADMINISTRATION	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
PARKING	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
PARKING P.S.							
PARKING CONTROL SUPERVISOR	39,364	41,447	41,865	44,331	44,331	2,466	-
PARKING CONTROL OFFICER	31,753	31,529	32,579	33,031	33,031	452	-
LONGEVITY	345	345	345	345	345	-	-
OVERTIME	282	253	3,000	2,000	2,000	(1,000)	-
CLOTHING ALLOWANCE	1,250	1,250	1,250	1,250	1,250	-	-
LESS: METER/GARAGE RECEIPTS	(72,994)	(74,824)	(79,039)	(80,957)	(80,957)	(1,918)	-
SUB TOTAL	-	-	-	-	-	-	-
PARKING EXPENSE							
PARKING FINES COLLECTION SUPPLIES	3,515	4,650	7,500	10,000	10,000	2,500	-
AUTOMOBILE	3,413	4,714	3,000	4,000	4,000	1,000	-
PARKING-CONTRACT SERVICES	14,163	7,371	7,000	10,000	10,000	3,000	-
PARKING-UTILITIES	54,960	51,258	54,000	55,000	55,000	1,000	-
PARKING-BUILDING SUPPLIES	6,683	5,643	7,000	7,000	7,000	-	-
PARKING-EQUIPMENT & REPAIR	11,785	30,936	15,000	5,000	5,000	(10,000)	-
PARKING- BUILDING REPAIR/MAINTENANCE	29,000	-	30,000	30,000	30,000	-	-
PARKING-TELEPHONE	-	-	-	-	-	-	-
PARKING-SNOW & ICE	20,000	20,000	20,000	20,000	20,000	-	-
LESS: METER/GARAGE RECEIPTS	(143,519)	(124,572)	(143,500)	(141,000)	(141,000)	2,500	-
SUB TOTAL	-	-	-	-	-	(3,500)	-
TOTAL PARKING	-	-	-	-	-	(3,500)	-

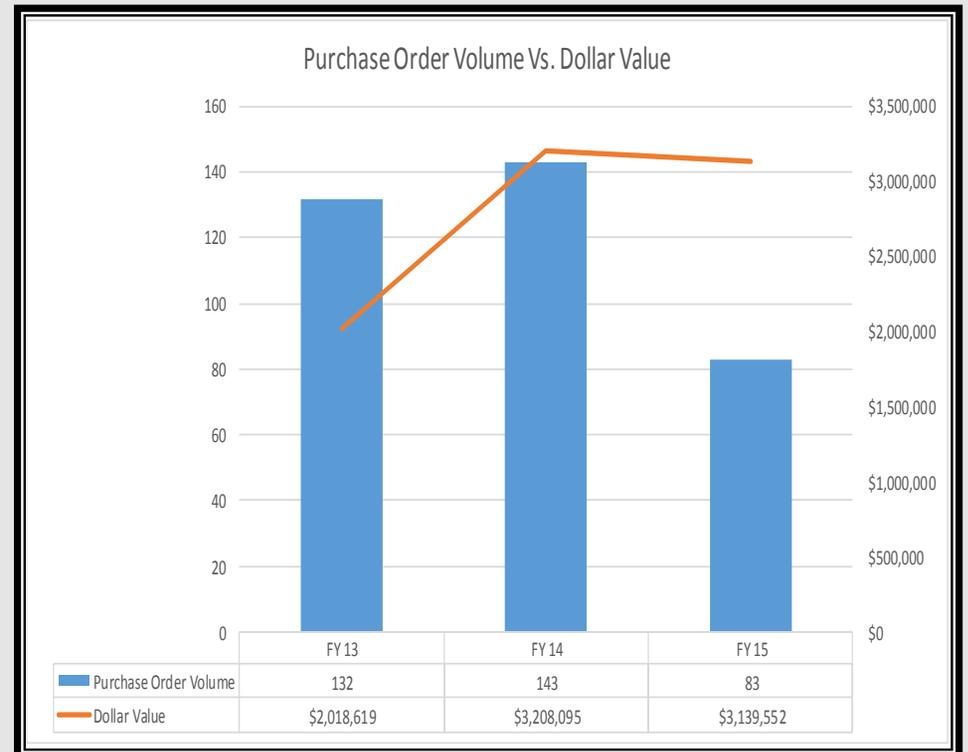
DIVISION PROPOSED TO BE ELIMINATED AND MOVED TO CHIEF OPERATING OFFICER

FINANCE & ADMINISTRATION	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
PURCHASING	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
PURCHASING P.S.							
CHIEF PROCUREMENT OFFICER	79,456	83,520	84,356	88,609	-	(84,356)	(88,609)
DEPUTY PROCUREMENT OFFICER	-	-	70,000	81,273	-	(70,000)	(81,273)
ASSISTANT PURCHASING AGENT	51,116	-	-	-	-	-	-
PROCUREMENT OFFICER	-	46,950	65,877	69,116	-	(65,877)	(69,116)
CLERICAL	45,188	30,158	-	-	-	-	-
TEMPORARY CLERICAL	-	-	-	-	-	-	-
HEAD CLERK	-	-	-	-	-	-	-
LONGEVITY	3,447	2,758	1,982	2,068	-	(1,982)	(2,068)
OFFSET PRINTER	43,056	43,691	45,571	46,217	-	(45,571)	(46,217)
CLOTHING ALLOWANCE	600	600	600	600	-	(600)	(600)
SICK DAY BUY BACK	-	8,935	-	-	-	-	-
LESS: SCHOOL DEPT	-	-	(70,000)	-	-	70,000	-
SUB TOTAL	222,863	216,612	198,386	206,610	-	(198,386)	(287,883)
PURCHASING EXPENSE							
CONTRACTED SERVICES	480	-	1,000	1,000	-	(1,000)	(1,000)
TELEPHONE	-	-	-	-	-	-	-
ADVERTISING	1,137	290	800	800	-	(800)	(800)
OFFICE SUPPLIES	1,863	712	1,800	1,800	-	(1,800)	(1,800)
TRAVEL & MEETINGS	14	365	1,000	1,000	-	(1,000)	(1,000)
DUES & SUBSCRIPTIONS	2,310	1,967	2,400	2,400	-	(2,400)	(2,400)
PRINTING SUPPLIES	-	(2,106)	-	-	-	-	-
TRAINING	-	1,000	-	500	-	-	(500)
SUB TOTAL	5,804	2,228	7,000	7,500	-	(7,000)	(7,500)
TOTAL PURCHASING	228,667	218,840	205,386	214,110	-	(205,386)	(295,383)



Purchasing Contracts			
	FY 13	FY 14	FY 15
Contract Volume		78	64
Dollar Value	\$10,306,228	\$23,175,455	\$21,222,395

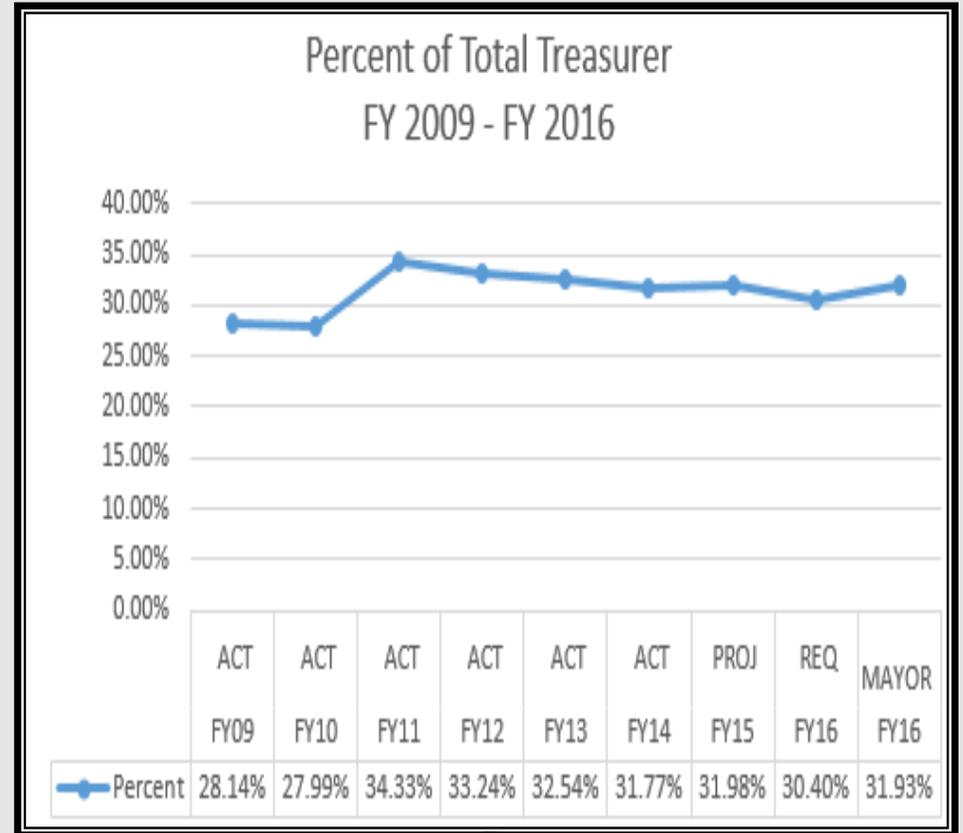
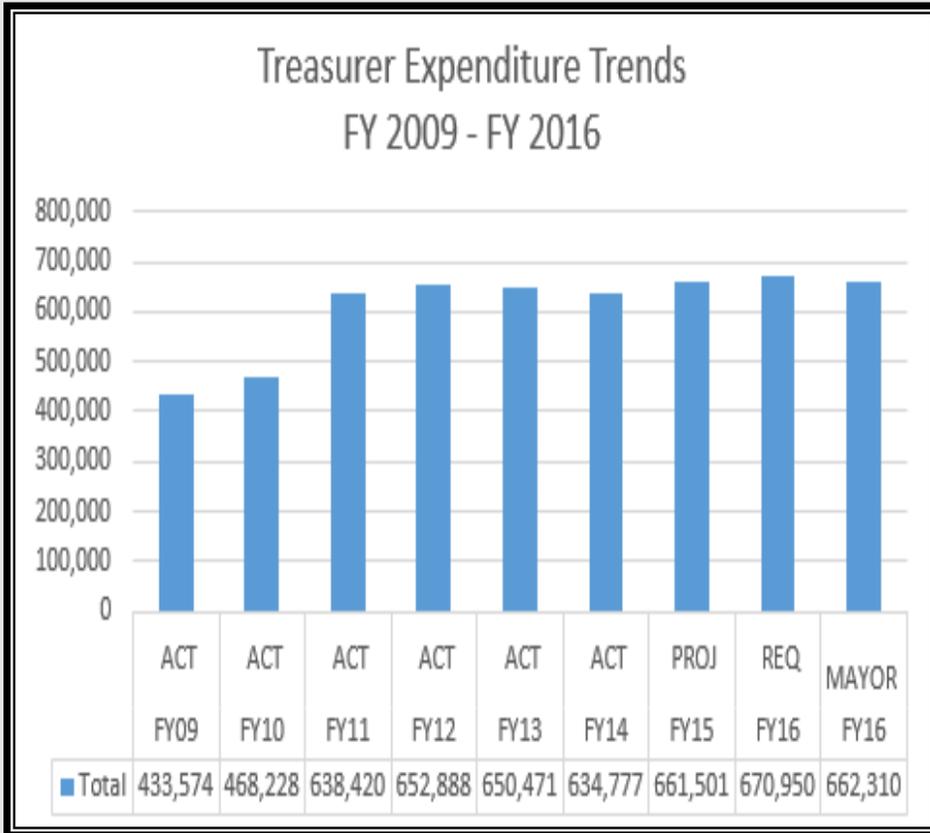
Purchasing Purchase Orders			
	FY 13	FY 14	FY 15
Purchase Order Volume		132	143
Dollar Value	\$2,018,619	\$3,208,095	\$3,139,552



Fiscal Year 2016 Budget

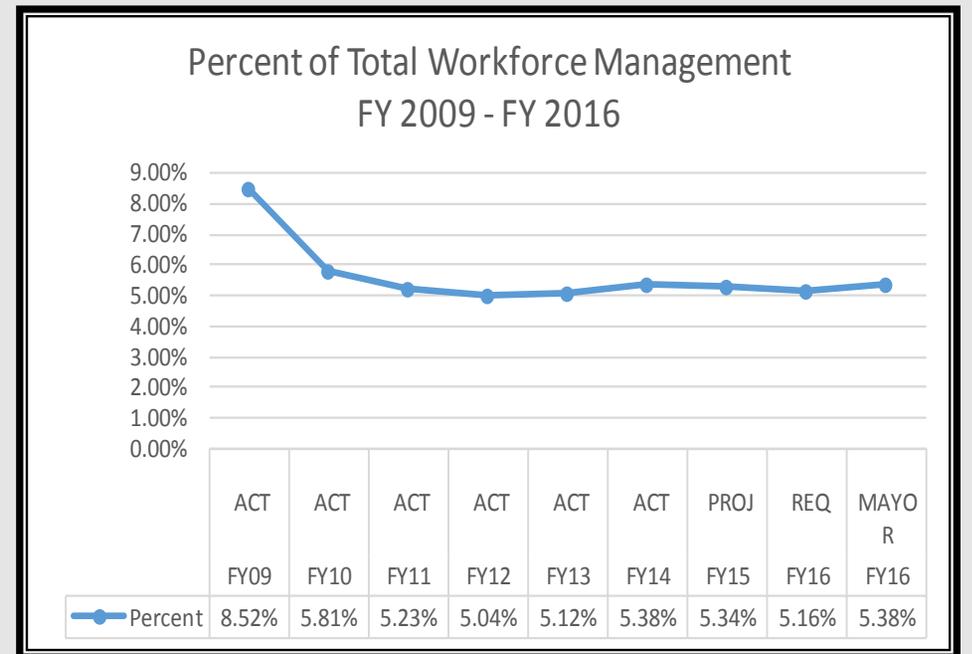
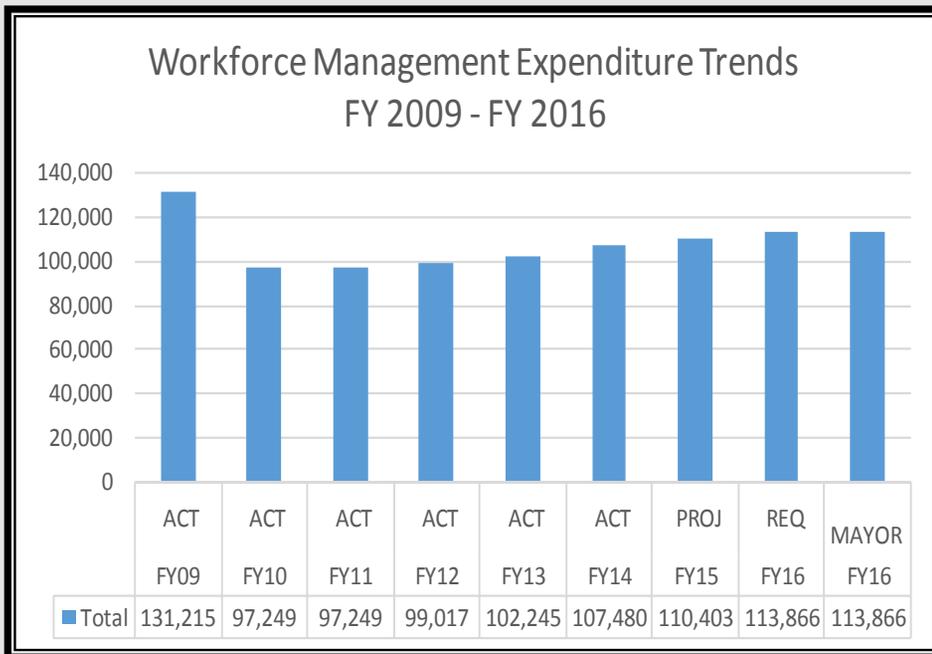
Finance & Admin

FINANCE & ADMINISTRATION	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
TAX COLLECTION	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
TAX COLLECTION & TREASURY P.S.							
TREASURER/COLLECTOR	101,433	66,622	93,282	94,582	94,582	1,300	-
ASSISTANT TO TREASURER/COLLECTOR	71,881	80,214	81,432	82,583	82,583	1,151	-
PRINCIPAL ACCOUNTING CLERK	48,672	49,851	51,939	52,662	52,662	723	-
SENIOR ACCOUNTING CLERK	128,752	133,058	138,800	142,109	142,109	3,309	-
SYSTEMS ADMINISTRATOR - STIPEND	5,200	5,220	5,220	5,240	-	(5,220)	(5,240)
LONGEVITY	3,361	4,290	4,828	5,174	5,174	346	-
OVERTIME	-	-	-	3,000	3,000	3,000	-
SUB TOTAL	359,299	339,255	375,501	385,350	380,110	4,609	(5,240)
TAX COLLECTION & TREASURY EXPENSE							
ADVERTISING	500	-	-	-	-	-	-
CONTRACTED SERVICES	5,000	3,000	-	-	-	-	-
TELEPHONE	-	-	-	-	-	-	-
OFFICE SUPPLIES	9,778	9,237	10,000	15,000	15,000	5,000	-
TRAVEL & MEETINGS	939	575	1,200	2,000	1,200	-	(800)
DUES & SUBSCRIPTIONS	745	500	500	1,000	1,000	500	-
EDUCATIONAL BENEFITS	3,750	4,779	4,200	2,000	2,000	(2,200)	-
MAINTENANCE OF EQUIPMENT	1,955	2,240	2,000	-	-	(2,000)	-
POSTAGE	85,393	89,208	90,000	80,000	80,000	(10,000)	-
INSURANCE	6,546	4,699	5,100	5,100	5,000	(100)	(100)
EQUIPMENT REPLACEMENT	640	-	-	2,500	-	-	(2,500)
BANK SERVICE CHARGES	14,511	18,870	18,000	18,000	18,000	-	-
TREASURER - DATA PROCESSING	104,133	113,261	110,000	115,000	115,000	5,000	-
SUB TOTAL	233,890	246,369	241,000	240,600	237,200	(3,800)	(3,400)
TAX TITLE							
TAX TITLE FORECLOSURE	57,282	49,153	45,000	45,000	45,000	-	-
SUB TOTAL	57,282	49,153	45,000	45,000	45,000	0	0
TOTAL TAX COLLECTION & TREASURY	650,471	634,777	661,501	670,950	662,310	809	(8,640)



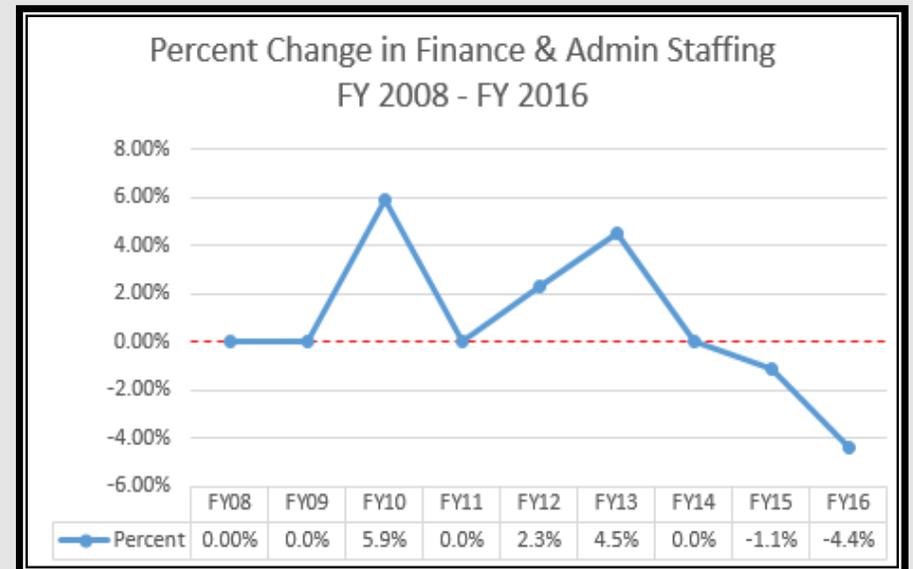
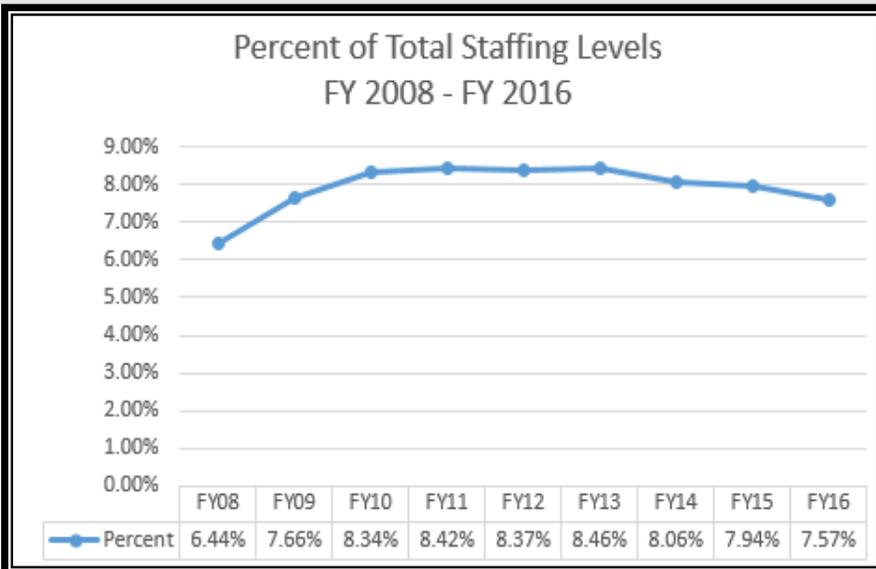
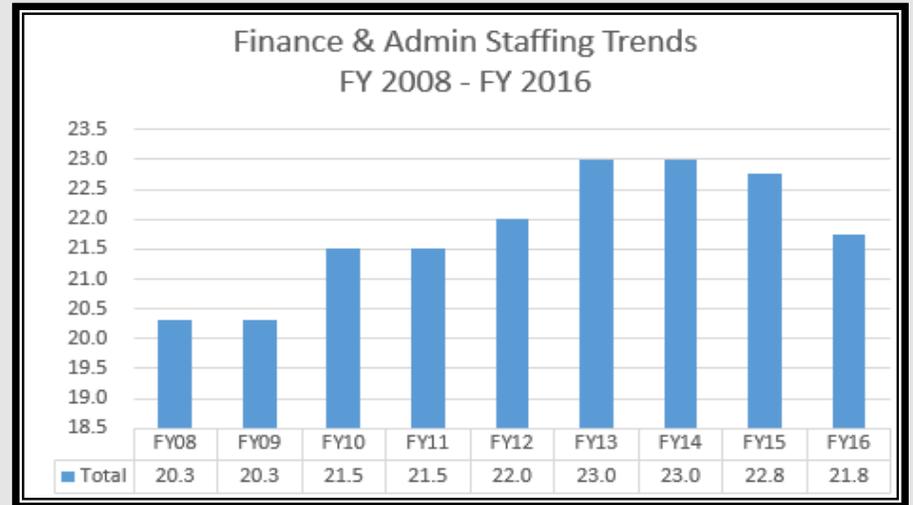
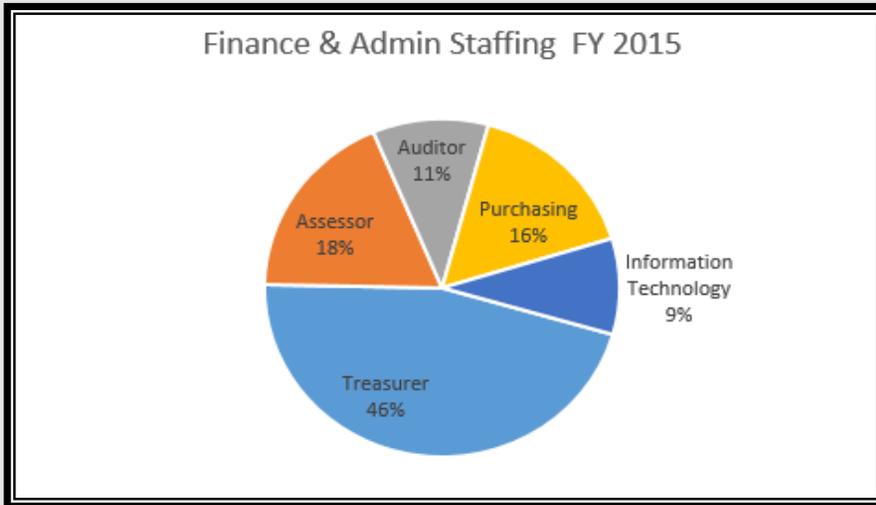
Treasurer				
Personal Property	FY2012	FY2013	FY2014	FY2015
Amount Committed	2717442	3048513	3242646	3286487
Year 1 Collections	2691100	2999159	3194593	2508900
Percent Year 1	99.03%	98.38%	98.52%	76.34%
Year 2 Collections	5584	13296	8961	
Percent Year 2	99.24%	98.82%	98.79%	
Year 3 Collections	625	1386		
Percent Year 3	99.26%	98.86%		
Real Estate Taxes	FY2012	FY2013	FY2014	FY2015
Amount Committed	37031382	38326889	39656524	41739499
Year 1 Collections	36334448	37373273	38698043	31704902
Percent Year 1	98.12%	97.51%	97.58%	75.96%
Year 2 Collections	495558	678991	605010	
Percent Year 2	99.46%	99.28%	99.11%	
Year 3 Collections	10478	2122		
Percent Year 3	99.48%	99.29%		
Motor Vehicle Taxes	FY2012	FY2013	FY2014	FY2015
Year 1 Committed	2,789,114	2,639,618	3,043,113	2,552,891
Year 1 Collections	2,342,806	2,306,892	2,553,523	1,801,818
Percent Year 1	84.00%	87.39%	83.91%	70.58%
Year 2 Committed	292391	614214	414362	
Year 2 Collections	518207	699189	584514	
Percent Year 2	92.84%	92.39%	90.76%	
Year 3 Committed	305	48		
Year 3 Collections	57066	54516		
Percent Year 3	94.69%	94.06%		
MLC	FY2012	FY2013	FY2014	FY2015
MLC Revenue	32811	36590	27236	22187
MLC Count	1309	1495	1083	904

FINANCE & ADMINISTRATION WORKFORCE MANAGEMENT	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
WORKFORCE MANAGEMENT							
WORKERS COMP SYSTEMS ANALYST	49,504	51,939	52,461	55,073	55,073	2,612	-
PAYROLL & BENEFITS MANAGER	52,741	55,541	57,942	58,793	58,793	851	-
PRINCIPAL CLERK	-	-	-	-	-	-	-
SUB TOTAL	102,245	107,480	110,403	113,866	113,866	(10,437)	(5,200)
TOTAL WORKFORCE MANAGEMENT	102,245	107,480	110,403	113,866	113,866	(10,437)	(5,200)



Finance & Admin Staffing Summary

APPENDIX A - STAFFING LEVELS	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
FINANCE & ADMINISTRATION	20.3	20.3	21.5	21.5	22.0	23.0	23.0	22.8	21.8
Chief Operating Officer/Chief Procurement Officer									1.0
treasurer	9.3	9.3	10.0						
Treasurer/Collector	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Treasurer's Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Payroll/ Benefits Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Principal Clerk/Stenographer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Principal Clerk	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
WC & Systems Analyst	0.3	0.3	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parking Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parking Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
assessor	5.0	4.0							
Chief Assessor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assessor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assessor	1.0	-	-	-	-	-	-	-	-
Head Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Principal Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
auditor	3.0	2.0	2.5	2.5	2.0	2.5	2.5	2.3	2.3
City Auditor/Finance Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant to the City Auditor	1.0	-	0.5	0.5	1.0	1.0	1.0	1.0	1.0
Confidential Head Clerk	1.0	1.0	1.0	1.0	-	0.5	0.5	0.3	0.3
purchasing	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	2.5
Chief Procurement Officer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0
Assistant Purchasing Agent	-	-	-	-	1.0	1.0	1.0	1.0	0.0
Printer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Procurement Officer (School Dept)	-	-	-	-	-	-	-	1.0	1.0
Principal Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	0.5
information technology	-	2.0	2.0	2.0	2.0	2.5	2.5	2.5	2.0
IT Manager	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
System Admin	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
IT Technician	-	-	-	-	-	0.5	0.5	0.5	0.0



Community Development Summary

Program Description

The Department of Community Development consists of divisions – all working as a team to improve the quality of life throughout the city. A quick summary of the roles of each division is as follows:

Economic Development

The Economic Development division is responsible for leading the city’s efforts to strengthen the commercial tax base by attracting new private investment and jobs to Fitchburg. An important aspect of this role includes serving the needs of existing businesses so they can thrive and expand here, along with creating a business-friendly environment aimed at increasing the city’s competitiveness within the region. The Economic Development Director serves as an ombudsman and advocate on behalf of commercial properties and projects, and thus acts as a key liaison between the overall business community and local government.

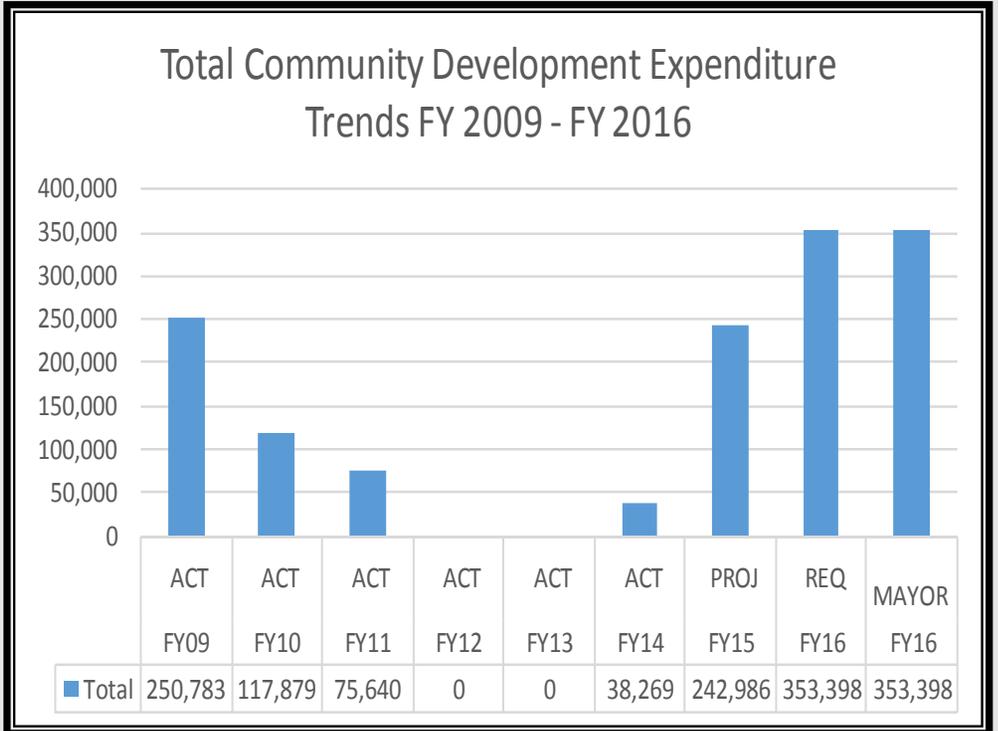
Housing and Development

This division is responsible to carry out the city’s overall community development objectives in ways that make Fitchburg a more attractive place to live and invest. This includes improvements to city parks and playgrounds, streetscapes, rehabilitation of housing, and coordination of the NICE Task Force to address problem properties throughout the city. We successfully administer millions each year in state and federal grants (including CDBG and HOME) to help rebuild and redevelop critical zones within the city – encouraging private investment and growth of the city’s tax base.

Planning

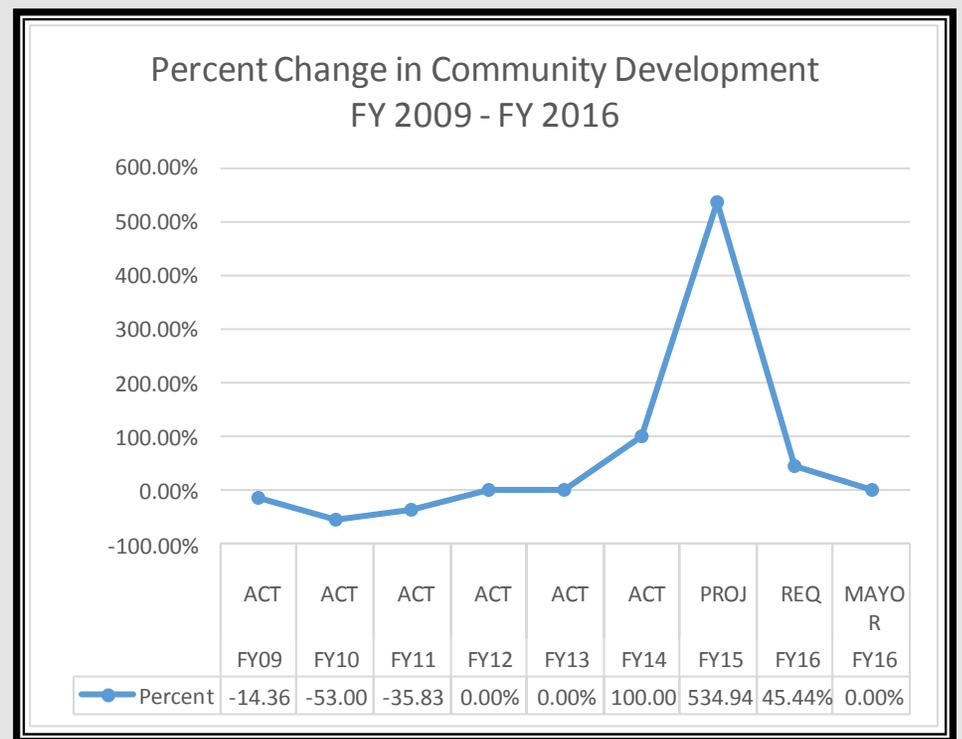
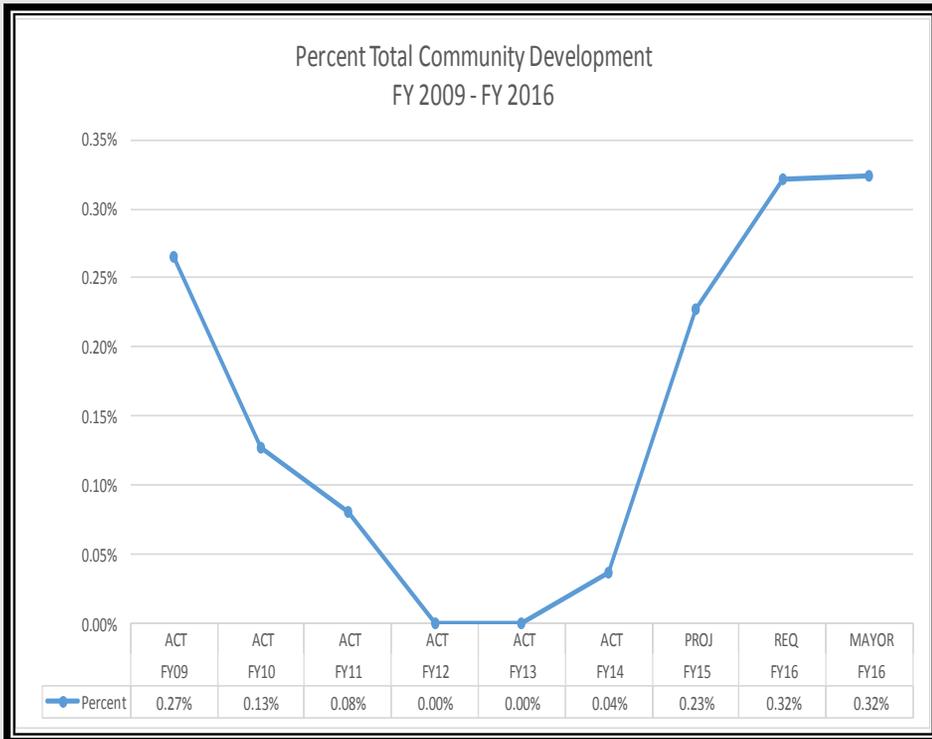
The Planning Division is responsible for providing staff assistance to both the Planning Board and Conservation Commission in reviewing plans and proposals which fall under the jurisdiction of these two public bodies. This includes a review of existing and proposed developments of all types throughout the city, including those requiring Special Permits. This Division also works to assist the entire CD Department in community and economic development initiatives designed to address long term city revitalization goals.

COMMUNITY DEVELOPMENT	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
ADMINISTRATION		85,814	90,097	90,097
ECONOMIC DEVELOPMENT DIVISION	38,269	20,537	99,883	99,883
PLANNING DIVISION		85,428	90,405	90,405
HOUSING & DEVELOPMENT DIVISION	-	51,207	73,013	73,013
TOTAL COMMUNITY DEVELOPMENT	38,269	242,986	353,398	353,398



Fiscal Year 2016 Budget

Community Development

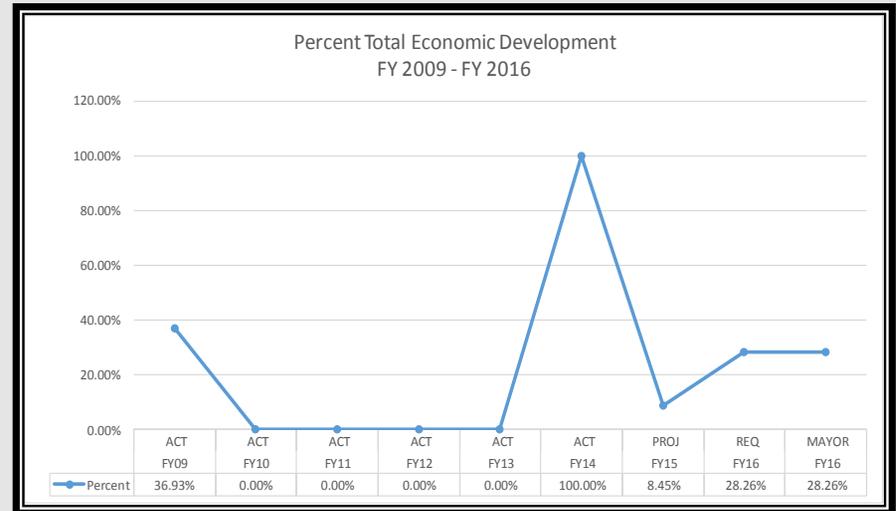
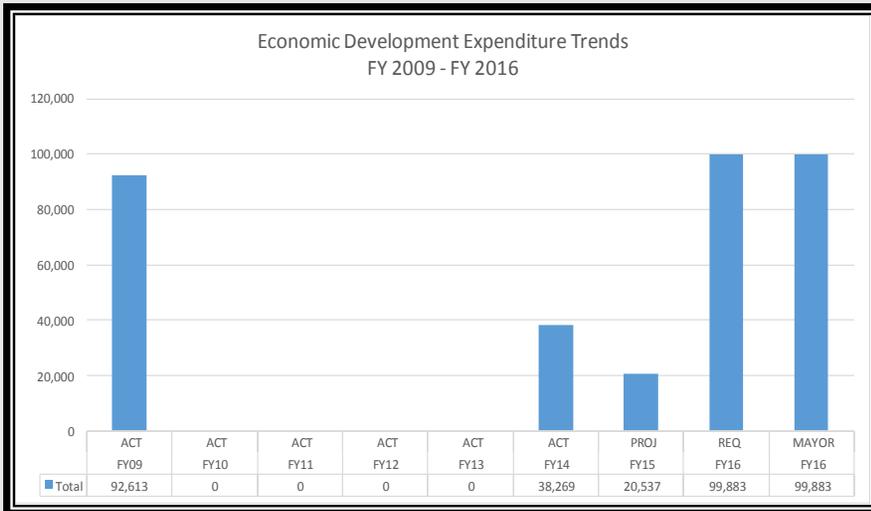
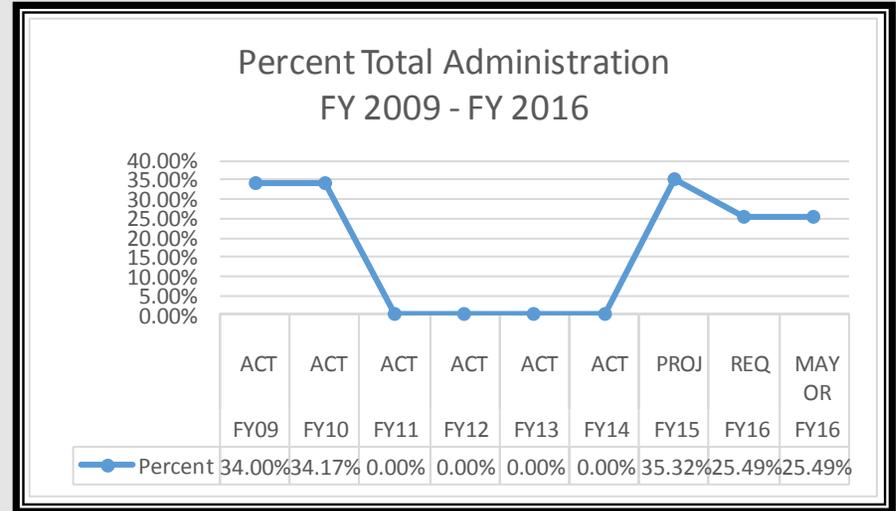
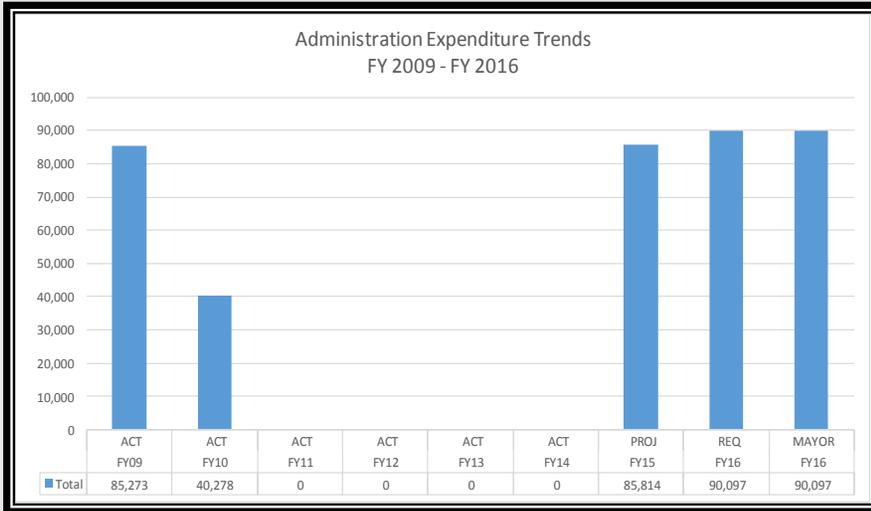


Performance Measures	
CDBG	
Federal Entitlement Funding	\$922,000
Activities Implemented	15

Performance Measures	
Leveraged Grants in Community Development	\$1,744,000
Main Street MassWorks Public Infrastructure grant (EOHED)	\$1,244,000
Our Common Backyards grant for Lowe Playground (EOEEA)	\$200,000
MassDevelopment Pad-Ready Grant - Central Steam Plant Demolition	\$500,000

Performance Measures	
HOME program management and administration	
Federal Grant Award for Various Housing Activities	\$365,000
Leveraged Projects and Funding	\$32+ million
Yarn Mill Housing Project	96 units mixed income
Prichard/Academy Project	14 units rehabilitated

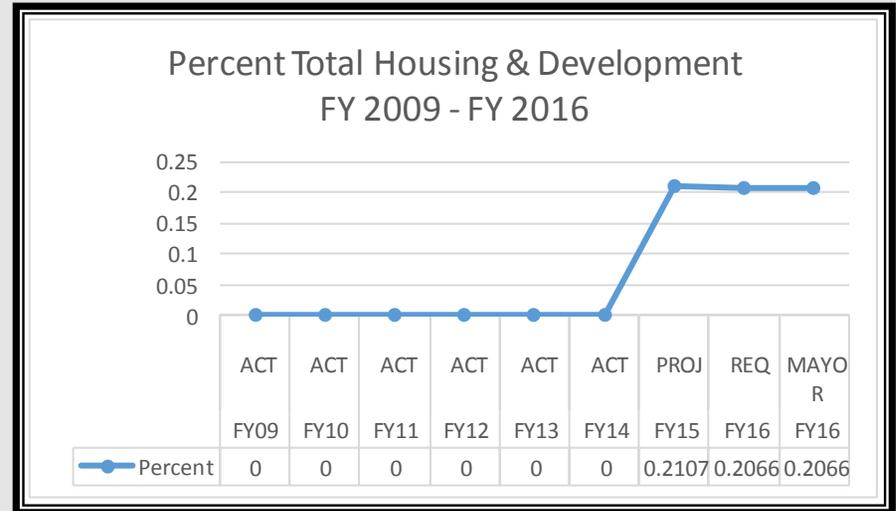
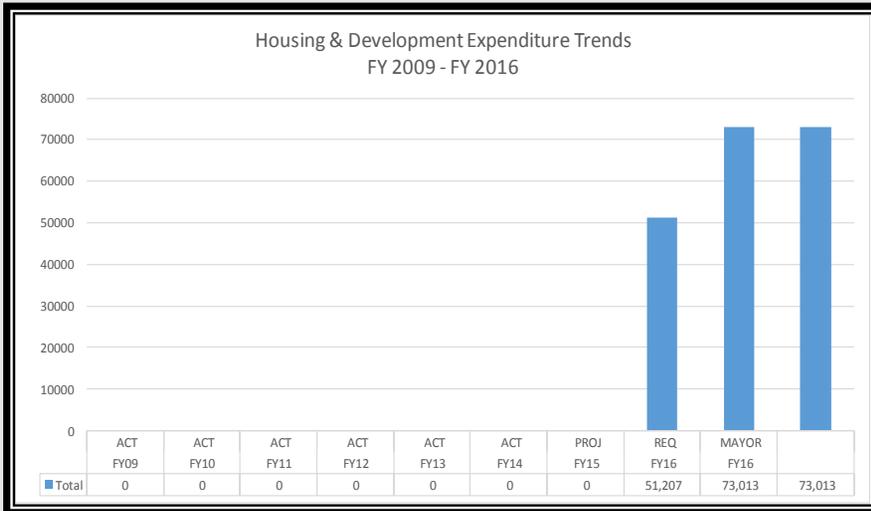
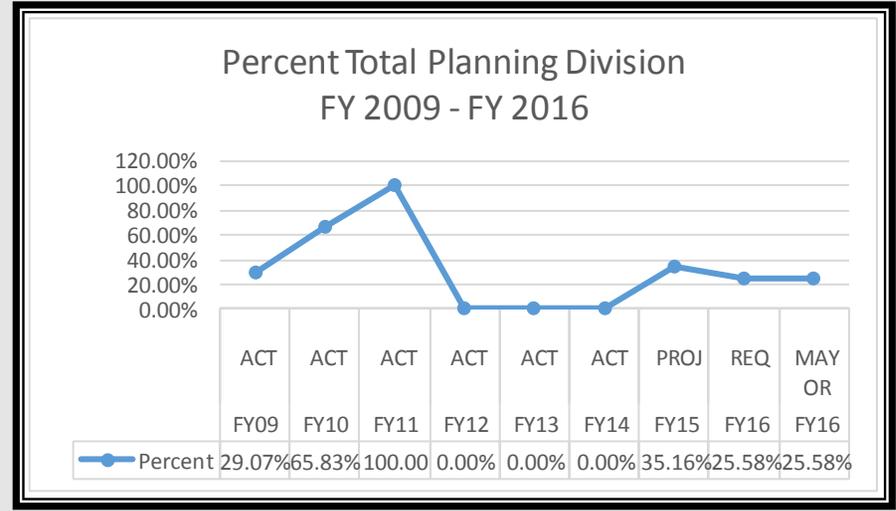
COMMUNITY DEVELOPMENT	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
ADMINISTRATION	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
ADMINISTRATION P.S.							
COMMUNITY DEV DIRECTOR @90% GEN FUND	-	-	93,282	98,041	98,041	4,759	-
DEPUTY DIRECTOR OF COMMUNITY DEVELOPMENT	-	-	-	-	-	-	-
BUSINESS MANAGER	-	-	-	-	-	-	-
FULL TIME ADMIN ASSISTANT @ 50% GEN FUND	-	-	-	-	-	-	-
TEMP ADMINISTRATIVE ASSISTANT	-	-	-	-	-	-	-
LONGEVITY	-	-	2,067	2,067	2,067	-	-
LESS: GRANTS	-	-	(9,535)	(10,011)	(10,011)	(476)	-
SUB TOTAL	-	-	85,814	90,097	90,097	4,283	-
TOTAL ADMINISTRATIVE	-	-	85,814	90,097	90,097	4,283	-
COMMUNITY DEVELOPMENT	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
ECONOMIC DEVELOPMENT DIVISION	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
ECONOMIC DEVELOPMENT DIVISION P.S.							
DIRECTOR OF ECONOMIC DEVELOPMENT	-	33,370	19,032	82,583	82,583	63,551	-
CLERICAL	-	-	-	-	-	-	-
DOWNTOWN COORDINATOR	-	-	-	-	-	-	-
LONGEVITY	-	-	-	-	-	-	-
LESS: GRANTS	-	-	-	-	-	-	-
SUB TOTAL	-	33,370	19,032	82,583	82,583	63,551	-
ECONOMIC DEVELOPMENT DIVISION EXPENSES							
OFFICE SUPPLIES	-	116	250	300	300	50	-
DUES & SUBSCRIPTIONS	-	-	-	500	500	500	-
PROMOTIONS	-	2,753	718	8,000	8,000	7,282	-
ADVERTISING	-	1,840	537	5,000	5,000	4,463	-
TRAVEL & MEETINGS	-	190	-	2,000	2,000	2,000	-
CONTRACTED SERVICES	-	-	-	1,500	1,500	1,500	-
SUB TOTAL	-	4,899	1,505	17,300	17,300	15,795	-
TOTAL ECONOMIC DEVELOPMENT DIVISION	-	38,269	20,537	99,883	99,883	79,346	-



Fiscal Year 2016 Budget

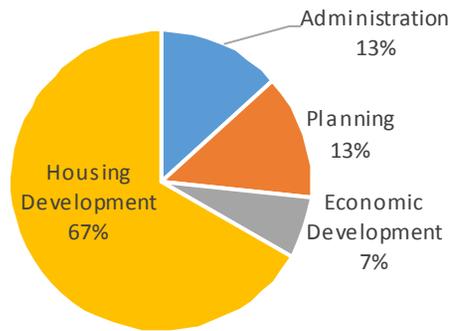
Community Development

COMMUNITY DEVELOPMENT PLANNING DIVISION	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
PLANNING DIVISION P.S.							
PRINCIPAL PLANNER	-	-	81,432	85,570	85,570	4,138	-
GIS ANALYST	-	-	-	-	-	-	-
LONGEVITY	-	-	862	1,035	1,035	173	-
CLOTHING ALLOWANCE	-	-	600	600	600	-	-
LESS: GRANTS	-	-	-	-	-	-	-
SUB TOTAL	-	-	82,894	87,205	87,205	4,311	-
PLANNING DIVISION EXPENSES							
OFFICE SUPPLIES	-	-	104	150	150	46	-
DUES & SUBSCRIPTIONS	-	-	257	300	300	43	-
TRANING/EDUCATION	-	-	200	250	250	50	-
ADVERTISING	-	-	1,897	2,000	2,000	103	-
TRAVEL & MEETINGS	-	-	76	500	500	424	-
TELEPHONES	-	-	-	-	-	-	-
INTERNET	-	-	-	-	-	-	-
CITY COMPUTER SUPPORT	-	-	-	-	-	-	-
LESS: GRANTS	-	-	-	-	-	-	-
SUB TOTAL	-	-	2,534	3,200	3,200	666	-
TOTAL PLANNING DIVISION	-	-	85,428	90,405	90,405	4,977	-
COMMUNITY DEVELOPMENT HOUSING & DEVELOPMENT DIVISION	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
HOUSING & DEV. P.S.							
DIRECTOR OF HOUSING & DEV. @ 40% GEN FUND	-	-	59,804	64,505	64,505	4,701	-
SENIOR PROJECTS PLANNER @ 30% GEN FUND	-	-	62,066	65,291	65,291	3,225	-
COMMUNITY DEVELOPMENT ADMINISTRATOR	-	-	62,066	65,291	65,291	3,225	-
HOUSING & CONSTRUCTION SPECIALIST	-	-	57,942	58,793	58,793	851	-
GRANTS PROGRAM MANAGER	-	-	6,820	51,352	51,352	44,532	-
PROGRAM MGT ASSITANT @ 20% GEN FUND	-	-	43,691	45,955	45,955	2,264	-
LONGEVITY	-	-	3,104	3,104	3,104	-	-
CLOTHING ALLOWANCE	-	-	1,800	1,800	1,800	-	-
LESS: GRANTS	-	-	(246,086)	(283,078)	(283,078)	(36,992)	-
SUB TOTAL	-	-	51,207	73,013	73,013	21,806	-
HOUSING & DEV. EXPENSES							
OFFICE SUPPLIES	-	-	1,276	1,500	1,500	224	-
DUES & SUBSCRIPTIONS	-	-	865	1,200	1,200	335	-
TRANING/EDUCATION	-	-	350	700	700	350	-
ADMINISTRATIVE DELIVERY EXPENSES	-	-	977	5,000	5,000	4,023	-
ADVERTISING	-	-	3,728	3,100	3,100	(628)	-
TRAVEL & MEETINGS	-	-	1,698	2,150	2,150	452	-
CDBG GIS & TELEPHONES	-	-	-	-	-	-	-
LESS: GRANTS	-	-	(8,894)	(13,650)	(13,650)	(4,756)	-
SUB TOTAL	-	-	-	-	-	-	-
TOTAL HOUSING & DEV.	-	-	51,207	73,013	73,013	21,806	-

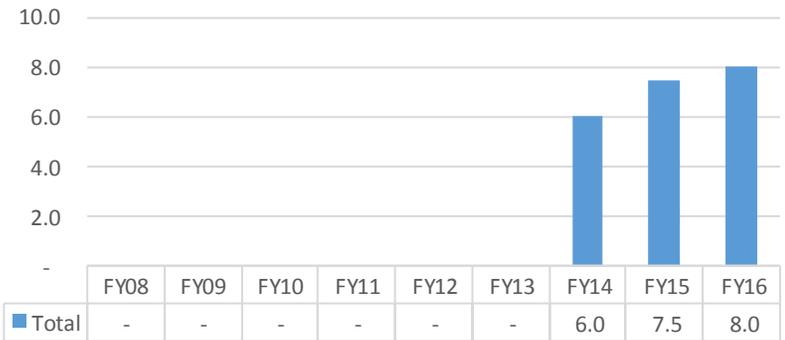


Community Development Staffing Summary

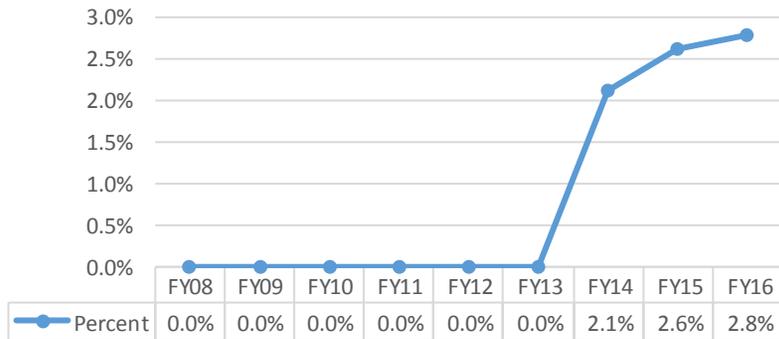
Community Development Staffing FY 2015



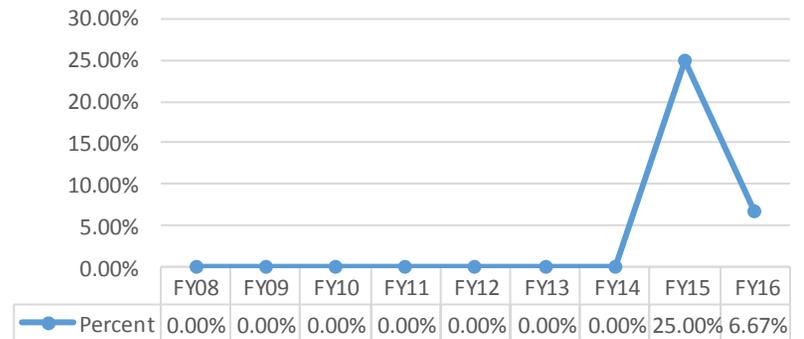
Community Development Staffing Trends FY 2008 - FY 2016



Percent of Total Staffing FY 2008 - FY 2016



Percent Change in Community Development Staffing FY 2008 - FY 2016



Human Services Summary

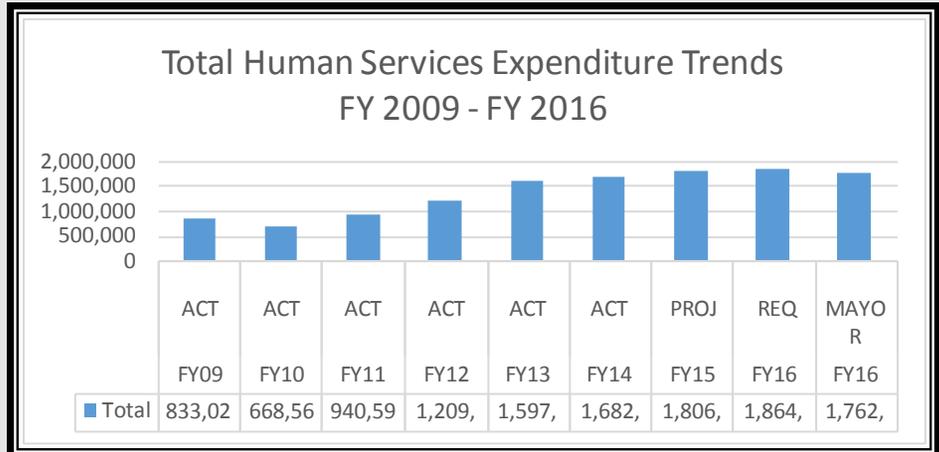
Program Description

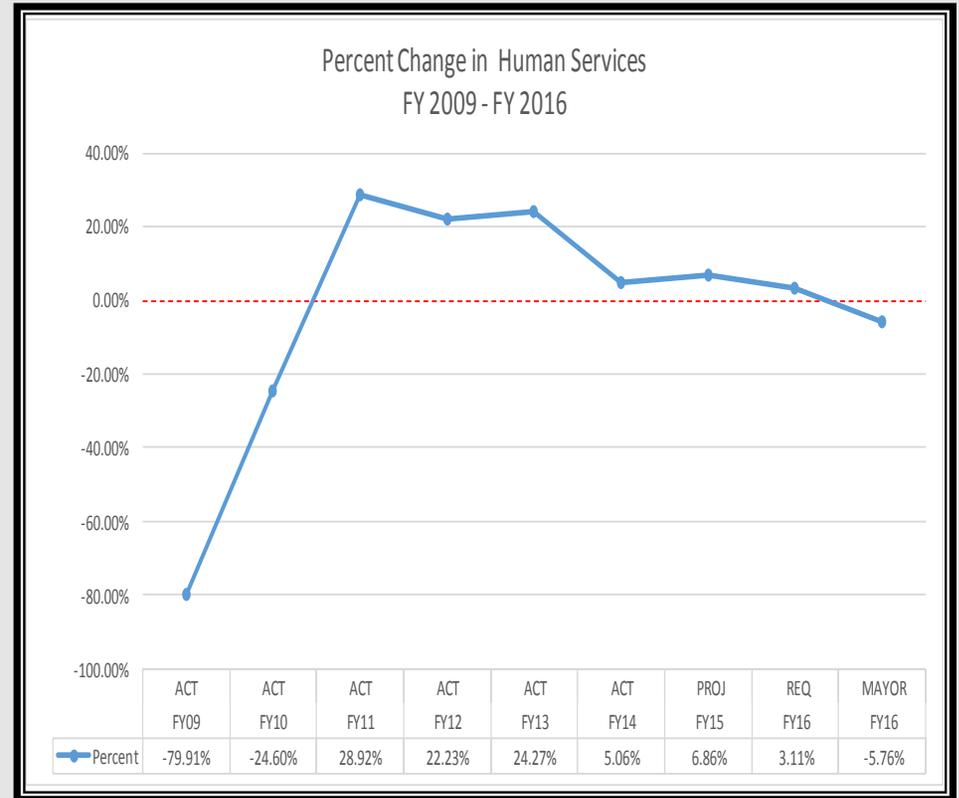
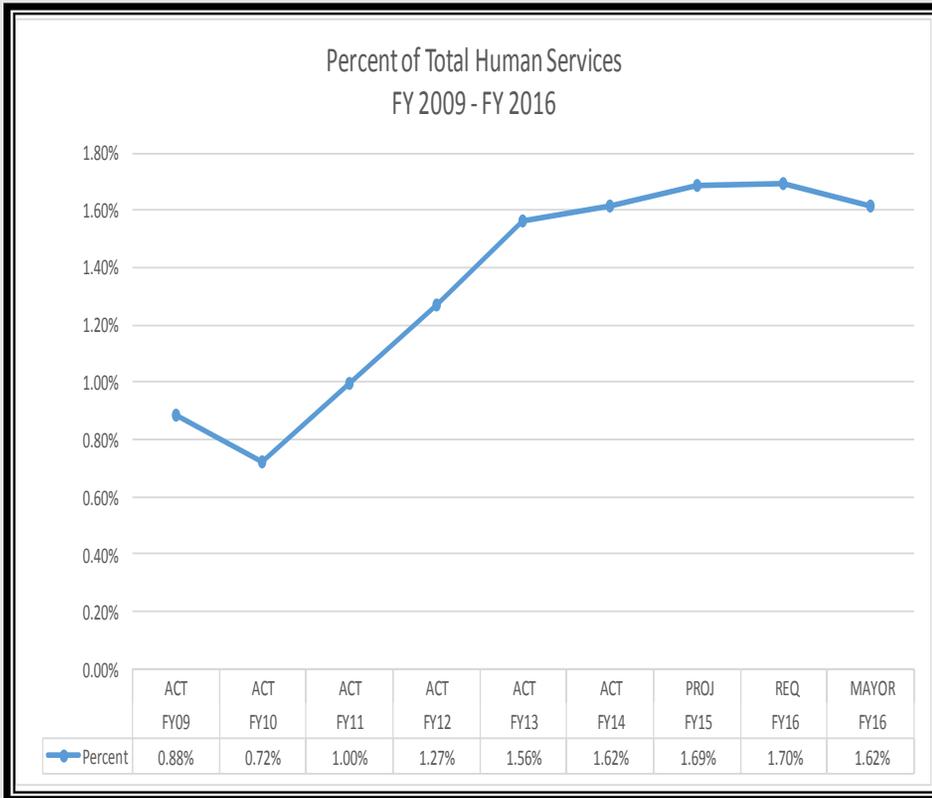
Human Services consists of four departments: the Fitchburg Public Library, the Recreation Department, the Senior Center, and the Veterans Agent. Human Services provides constituents with essential services, facilities, and programs necessary for the well-being of the community. These programs strike a balance between young and old, and tradition and innovation that address the needs of many our residents.

Highlights

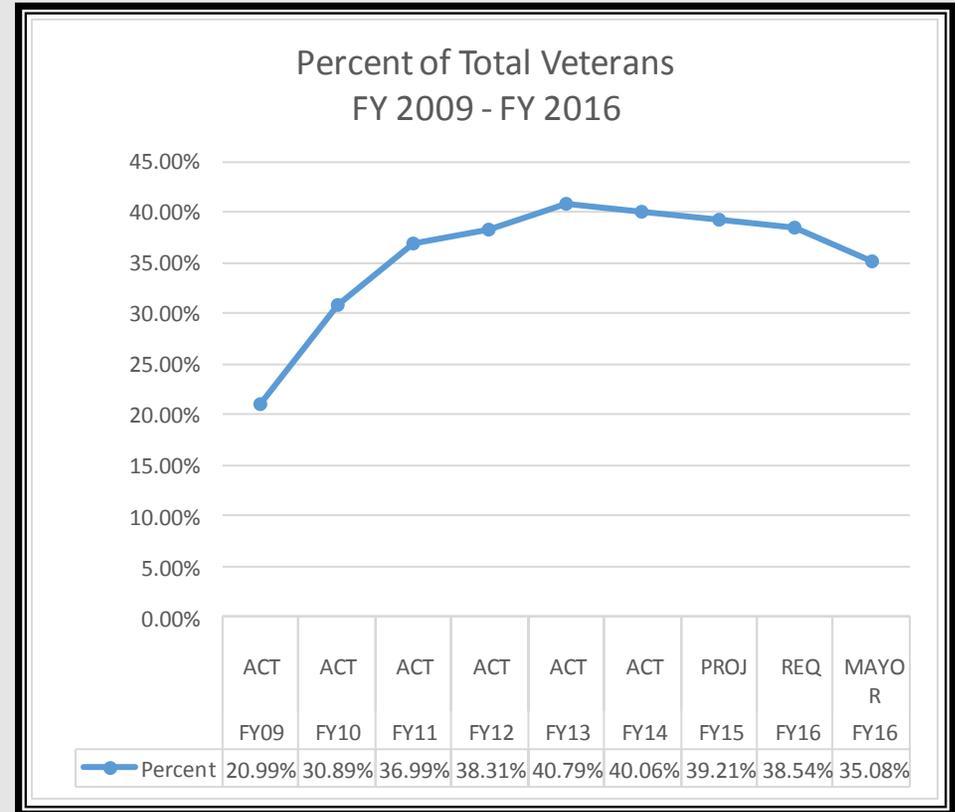
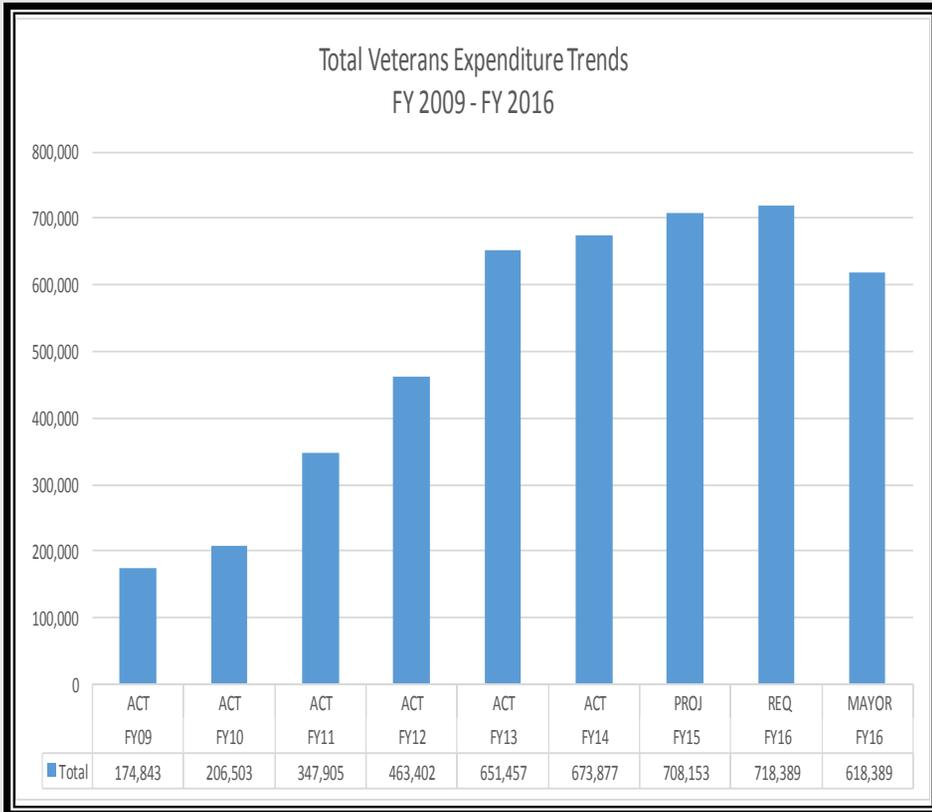
- The Veterans Agent has seen an increase in Chapter 115 benefit recipients due to an increase in awareness of the benefit, an increase in the number of returning service members and as veterans’ unemployment benefits are depleted.
- The Fitchburg Senior Center has become a multiservice center, housing the Veterans Agent and the State Rep in our building. Our services and programs offered to seniors and the disabled has seen a significant increase this past year. To this success and need in our community the Program Coordinators hours increased from 19 to 28 hours a week.
- The recreation department offers various programs and activities year round including but not limited to, basketball leagues for youth and adults, various sports camps, summer parks program, summer nutrition program, skateboard camp, swim lessons, family swim, senior swim, trips for all ages. The Recreation Department is continuously looking for new opportunities and ways to expand.
- The Public Library was recertified after increasing its hours by 27 hours and has hired 6 part time staff members to reach the minimum standards set by the Massachusetts Board of Library Commissioners.

HUMAN SERVICES	FY14 0 ACTUAL	FY15 PROJ	FY16 REQ	FY16 MAYOR
TOTAL VETERANS	673877	708153	718389	618389
TOTAL COUNCIL ON AGING	212981	225347	247344	247344
TOTAL RECREATION	144781	180063	191180	191880
TOTAL LIBRARY	650633	692581	705827	704827
TOTAL HUMAN SERVICES	1682272	1806144	182740	1761740



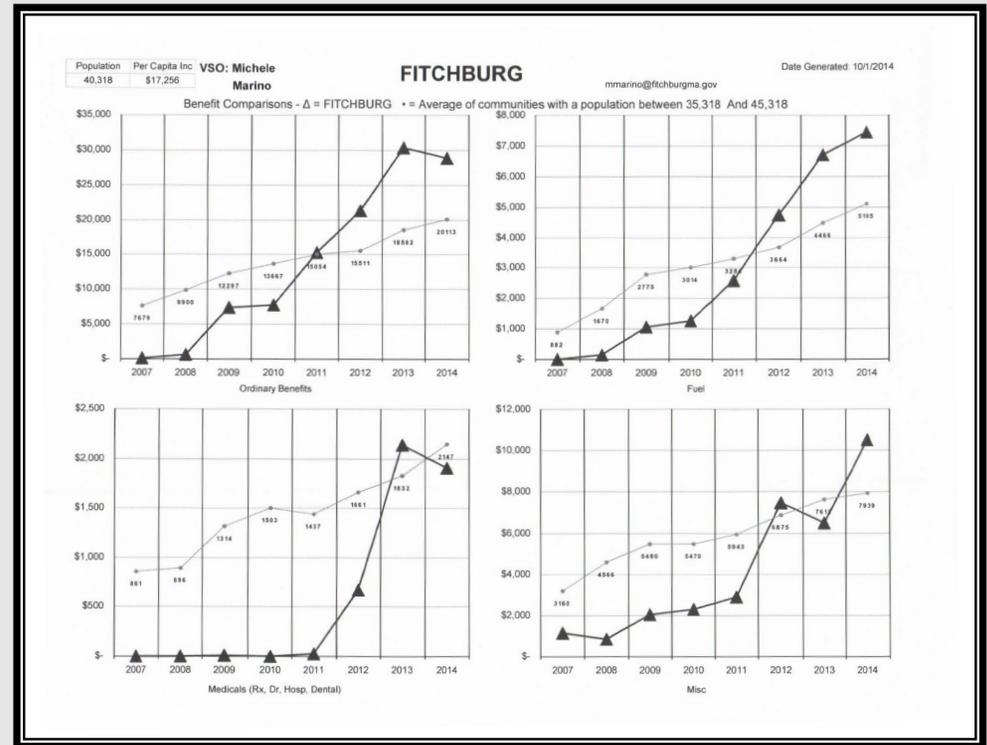
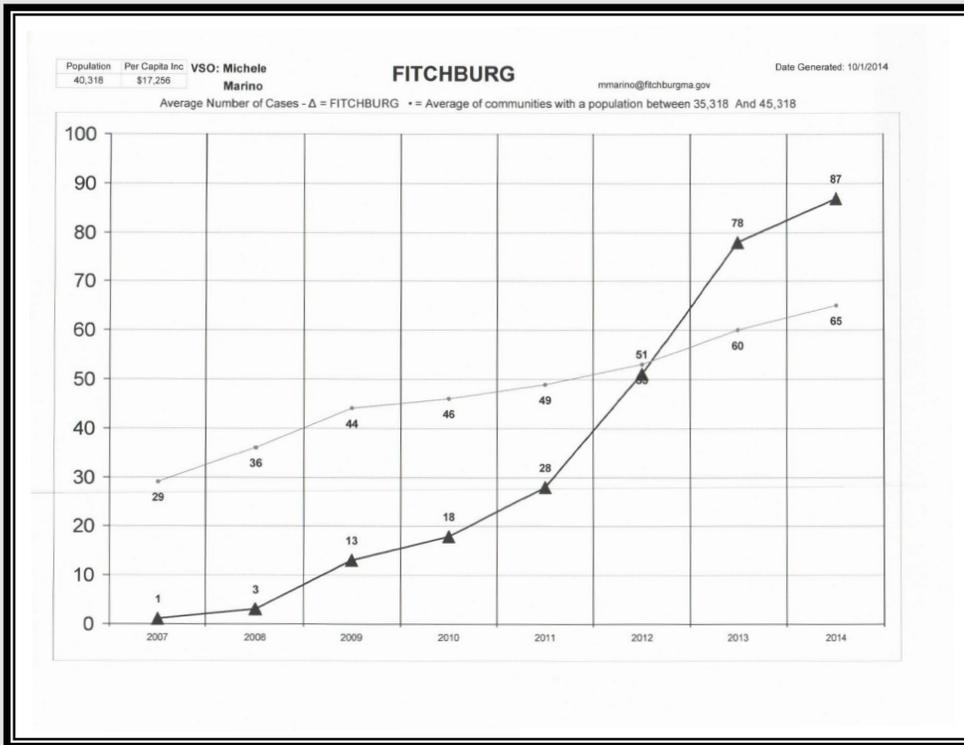


HUMAN SERVICES	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
VETERANS	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
VETERANS P.S.							
VETERANS AGENT	47,476	57,368	57,942	60,889	60,889	2,947	-
CLERICAL	15,192	16,194	17,711	25,000	25,000	7,289	-
LONGEVITY	-	-	-	-	-	-	-
SICK TIME BUY BACK	-	-	-	-	-	-	-
SUB TOTAL	62,668	73,562	75,653	85,889	85,889	10,236	-
VETERANS EXPENSE							
TELEPHONE	-	-	-	-	-	-	-
TRAVEL AND MEETINGS	35	-	1,080	1,080	1,080	-	-
TRAINING	184	100	100	100	100	-	-
DUES AND SUBSCRIPTIONS	35	70	70	70	70	-	-
OFFICE SUPPLIES	743	1,266	1,250	1,250	1,250	-	-
SUB TOTAL	997	1,436	2,500	2,500	2,500	-	-
VETERANS BENEFITS HEALTH FUND							
HEALTH FUND CASH	575,792	582,762	600,000	600,000	500,000	(100,000)	(100,000)
HEALTH FUND FUNERALS	12,000	16,117	30,000	30,000	30,000	-	-
SUB TOTAL	587,792	598,879	630,000	630,000	530,000	(100,000)	(100,000)
TOTAL VETERANS	651,457	673,877	708,153	718,389	618,389	(89,764)	(100,000)



Fiscal Year 2016 Budget

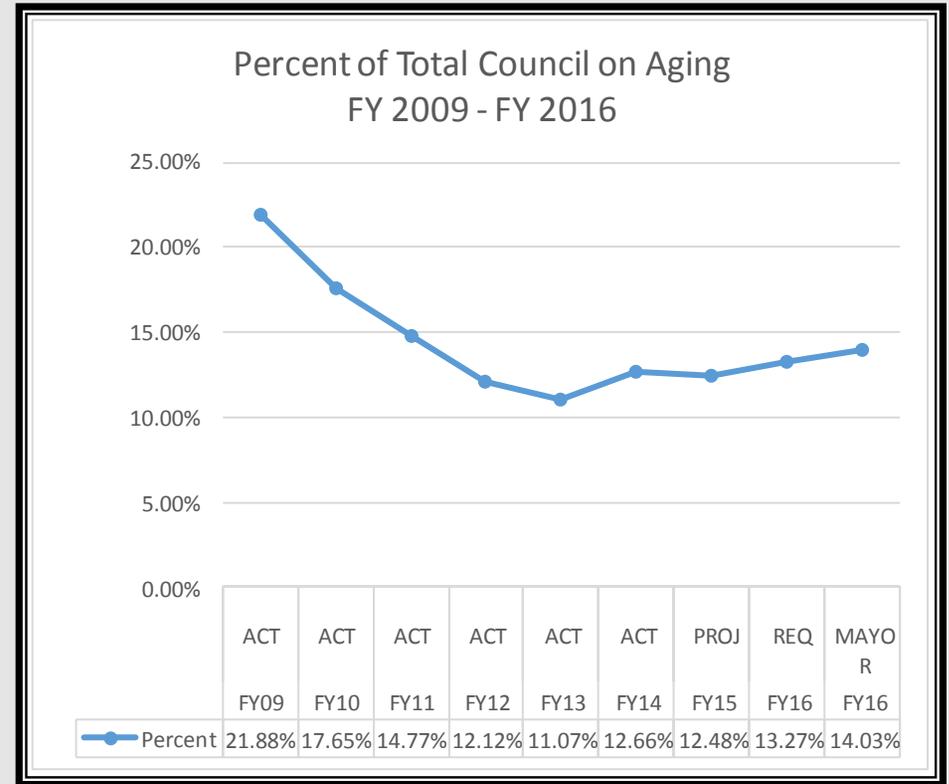
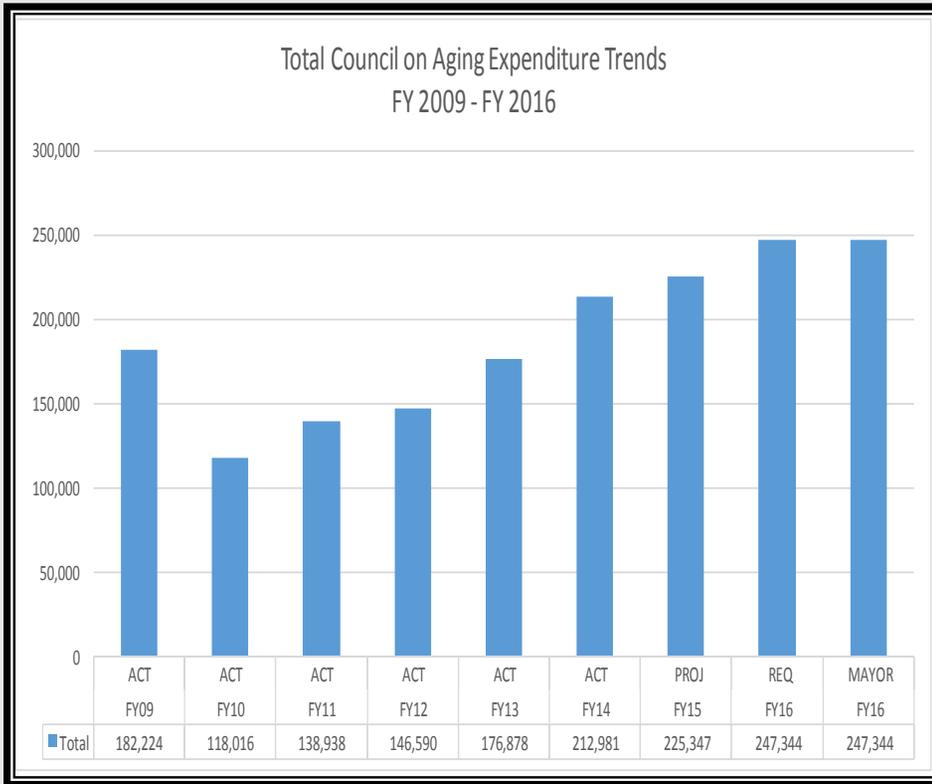
Human Services



Fiscal Year 2016 Budget

Human Services

HUMAN SERVICES	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
COUNCIL ON AGING	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
COUNCIL ON AGING P.S.							
EXECUTIVE DIRECTOR	71,292	74,855	75,638	79,124	79,124	3,486	-
LONGEVITY	849	690	776	1,000	1,000	224	-
SENIOR CLERK	34,421	35,270	37,942	39,669	39,669	1,727	-
OVERTIME - CUSTODIAN	875	766	1,000	1,000	1,000	-	-
CLOTHING ALLOWANCE	288	288	600	600	600	-	-
CUSTODIAN	20,389	17,408	35,662	38,881	38,881	3,219	-
PROGRAM COORDINATOR (30 hours/week)	17,892	18,237	27,395	31,890	31,890	4,495	-
CIVILIAN DISPATCHERS	-	-	-	-	-	-	-
RECEPTIONIST	6,288	9,929	12,882	21,971	21,971	9,089	-
SITE MANAGER	3,575	6,296	8,000	8,000	8,000	-	-
LESS: FORMULA GRANT	(35,991)	(35,991)	(35,991)	(35,991)	(35,991)	-	-
SUB TOTAL	119,878	127,748	163,904	186,144	186,144	22,240	-
COUNCIL ON AGING EXPENSE							
TELEPHONE	332	290	270	700	700	430	-
OFFICE SUPPLIES	1,909	2,536	3,173	2,500	2,500	(673)	-
TRAVEL & MEETINGS	-	-	-	-	-	-	-
BLDG & GROUNDS REPAIRS	17,081	36,567	13,200	14,000	14,000	800	-
SUB TOTAL	19,322	39,393	16,643	17,200	17,200	557	-
SENIOR CENTER BUILDING							
BLDG MTC SENIOR CENTER	-	-	-	-	-	-	-
SENIOR CENTER HEAT	13,854	15,174	16,800	15,000	15,000	(1,800)	-
SENIOR CENTER ELECTRICITY	23,824	30,666	28,000	29,000	29,000	1,000	-
SUB TOTAL	37,678	45,840	44,800	44,000	44,000	(800)	-
TOTAL COUNCIL ON AGING	176,878	212,981	225,347	247,344	247,344	21,997	-



Fiscal Year 2016 Budget

Human Services

	FY 15	Duplicated	Unduplicated	60 and Over Guests	Under 60 Guests
AARP	58	58	58	85	4
Community Education	51	39	39	7	0
Cultural Event	5	5	5	1	0
Entertainment	38	37	37	2	0
Fitness/Exercise	1541	132	132	54	0
Friends Other BOD	75	61	61	0	0
Health	87	51	51	14	0
Health Screening	646	95	95	10	1
Holiday	1	1	1	0	0
Information Sharing	98	70	70	32	2
Life Enrichment	1329	223	223	73	2
Medicarer/Medicaid	39	34	34	69	0
Nurition	2629	221	221	14	3
Nutrition	2551	222	222	23	4
Recreation	1842	177	177	19	2
Social Event	2822	275	275	151	7
Social/Educational	46	38	38	0	0
Total Event Signins	13858	590	590	554	25
Total Swipes	9841	565	565		

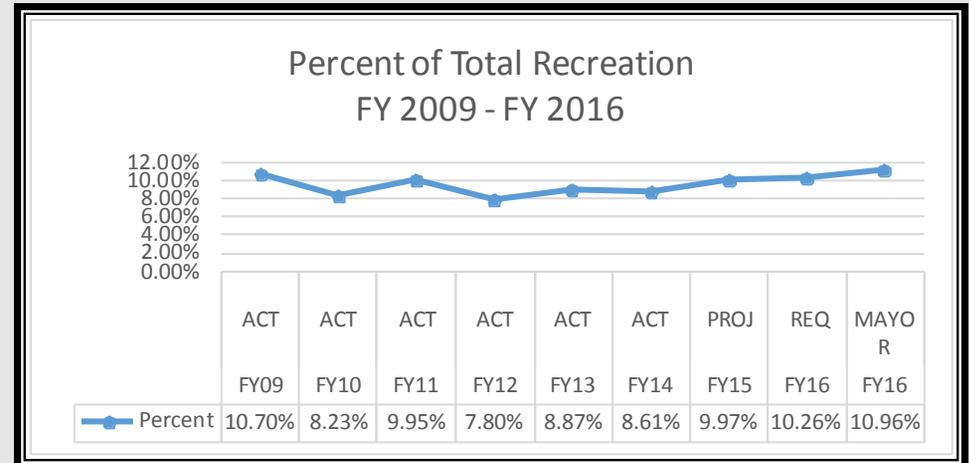
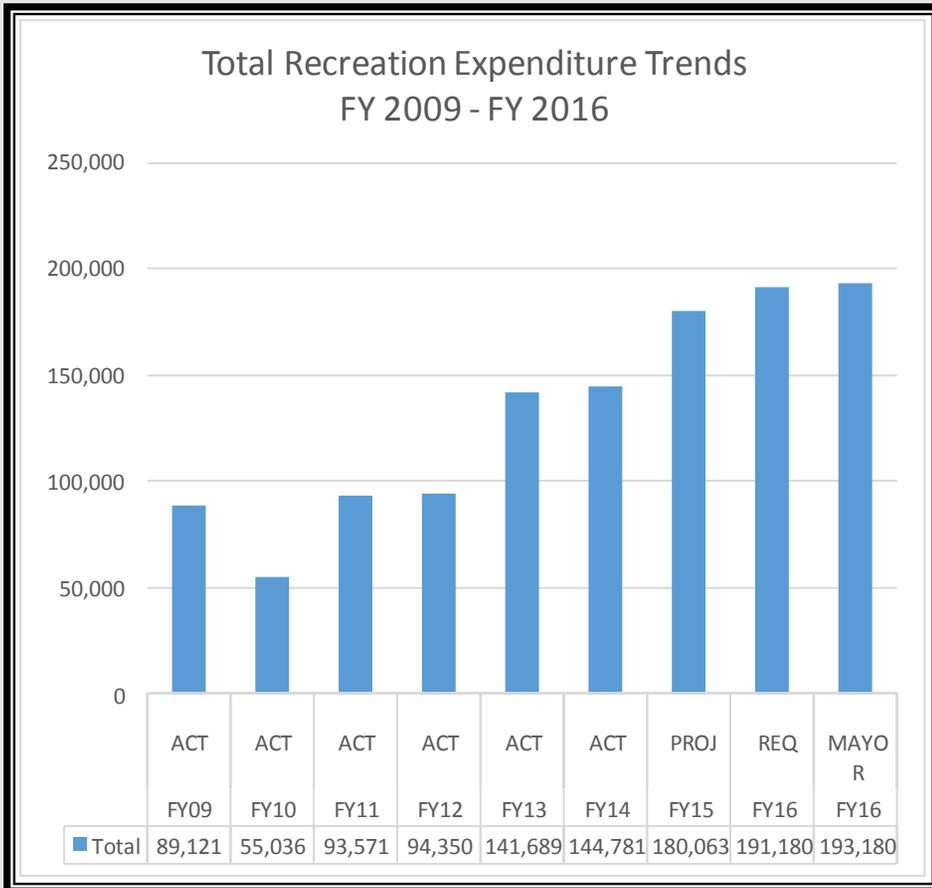
Ethnicity	Count	Percent	Lives Alone	Count	Percent
African American	4	0.70%	No	589	99.70%
Caucasian	147	24.90%	Yes	2	0.30%
E. Indian	1	0.20%	Totals	591	100%
Hispanic	15	2.50%	Head of Household	Count	Percent
Unknown	424	71.70%	No	557	94.20%
Totals	591	100%	Yes	34	5.80%
			Totals	591	100%

Age Range	Count	Percent
Ages 55-59	21	3.60%
Ages 60-64	89	15.10%
Ages 65-69	106	17.90%
Ages 70-74	111	18.80%
Ages 75-79	83	14%
Ages 80-84	65	11%
Ages Below 55	3	0.50%
Ages Over 85	113	19.10%
Totals	591	100%
City/Town	Count	Percent
In Town	461	78%
Out of Town	130	22%
Totals	591	100%
Deceased	Count	Percent
No	588	99.50%
Yes	3	0.50%
Totals	591	100%
Disabilities	Count	Percent
M.S.	2	50.00%
Walker	1	25.00%
Wheel Chair	1	25.00%
Totals	4	100%
FY 15	Duplicated	Unduplicated
Events	13858	590
Volunteers	1504	43
Trips	13	13
Total Seniors Served	15375	591

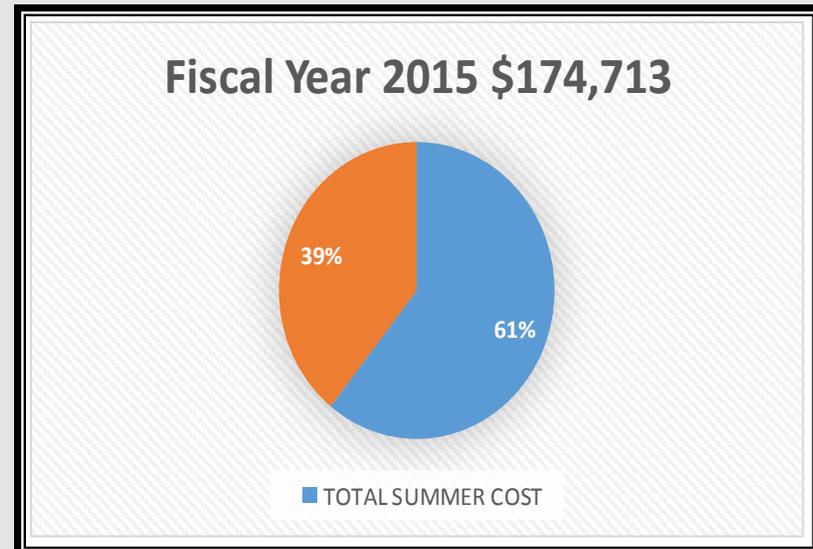
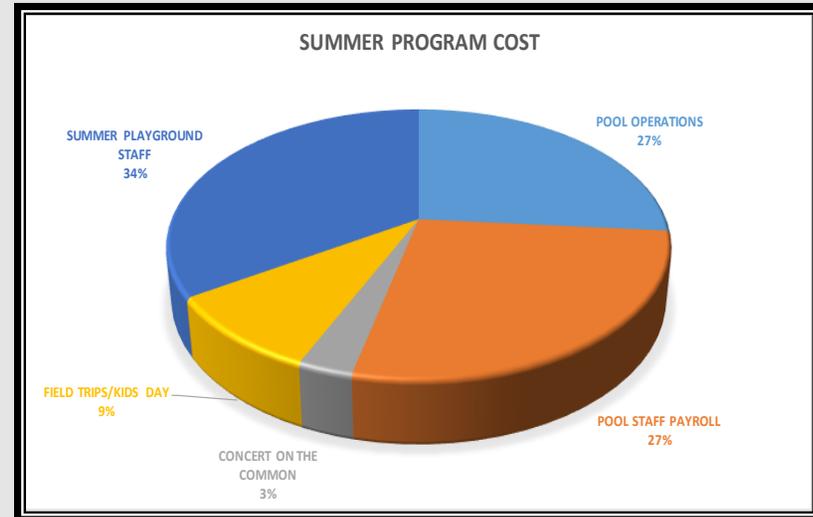
Fiscal Year 2016 Budget

Human Services

HUMAN SERVICES	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
RECREATION	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
RECREATION P.S.							
RECREATION DIRECTOR	43,992	39,259	41,146	43,964	43,964	2,818	-
RECREATION ASSISTANT	-	-	12,600	24,666	24,666	12,066	-
LONGEVITY	-	-	-	-	-	-	-
CLOTHING ALLOWANCE	-	-	600	600	600	-	-
PLAYGROUND SUPERVISOR	7,100	12,351	11,128	4,900	4,900	(6,228)	-
PLAYGROUND INSTRUCTOR	20,000	23,603	27,475	25,500	25,500	(1,975)	-
LEAGUE COORDINATORS	-	-	-	-	-	-	-
SUB TOTAL	71,092	75,213	92,949	99,630	99,630	6,681	-
RECREATION EXPENSE							
RECREATION EXPENSE	1,284	2,592	2,020	3,000	3,000	980	-
TELEPHONE	-	-	-	-	-	-	-
ELECTRICITY	12,089	6,982	10,670	12,500	12,500	1,830	-
OFFICE SUPPLIES	208	778	450	500	500	50	-
TRAINING	460	425	425	1,000	1,000	575	-
GAS AND OIL	-	-	500	500	500	-	-
MOTOR VEHICLE REPAIRS	-	-	500	500	500	-	-
CLOTHING	440	-	505	500	500	(5)	-
SPECIAL EVENTS	1,260	600	2,020	8,000	8000	5,980	-
RECREATIONAL SUPPLIES	1,592	3,603	2,020	2,000	2,000	(20)	-
SUB TOTAL	17,333	14,980	19,110	28,500	30,500	8,890	(2000)
POOL & SPLASHPARK							
LIFEGUARDS (POOL)	21,129	20,966	23,023	21,250	21,250	(1,773)	-
HEAD LIFEGUARD/WSI (POOL)	4,995	6,516	5,820	6,500	6,500	680	-
FRONT DESK AND CONCESSIONS (POOL)	-	-	920	4,500	4,500	3,580	-
WATER ATTENDANTS (SPLASHPARK)	7,100	8,847	7,099	7,700	7,700	601	-
POOL REPAIRS/ MAINTENANCE	11,353	9,735	12,634	11,500	11,500	(1,134)	-
POOL EQUIPMENT/SUPPLIES	5,233	5,247	12,628	5,500	5,500	(7,128)	-
POOL CHEMICALS	3,454	3,277	5,880	6,100	6,100	220	-
SUB TOTAL	53,264	54,588	68,004	63,050	63,050	(4,954)	-
TOTAL RECREATION	141,689	144,781	180,063	191,180	191,180	11,117	0



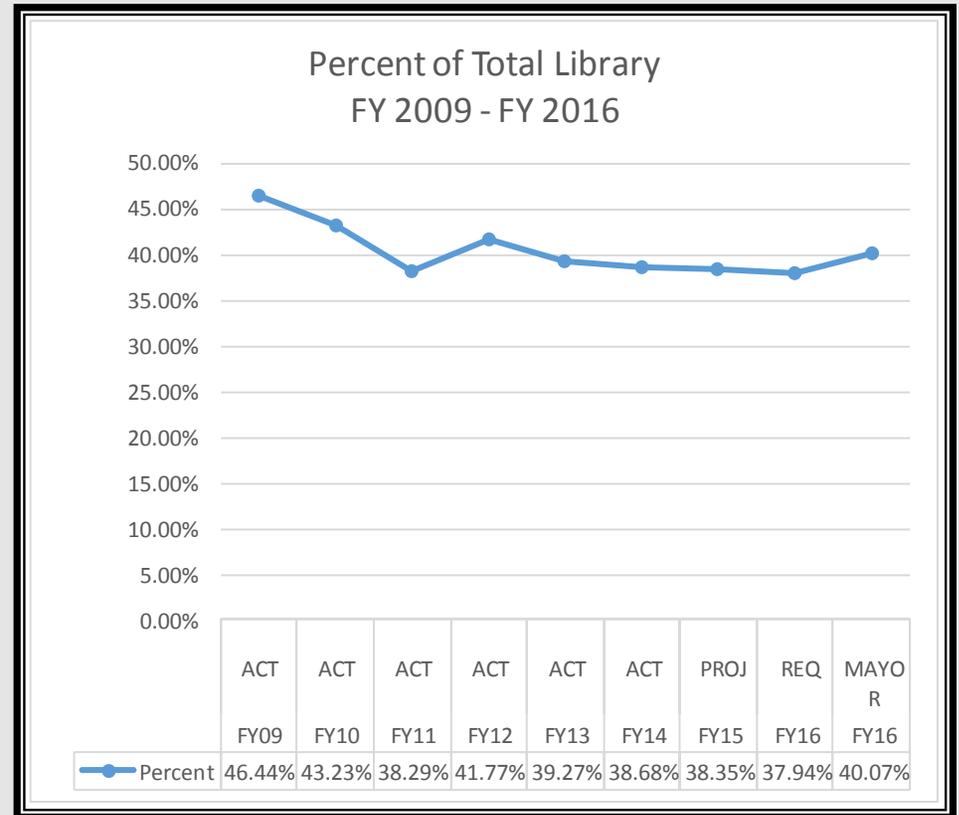
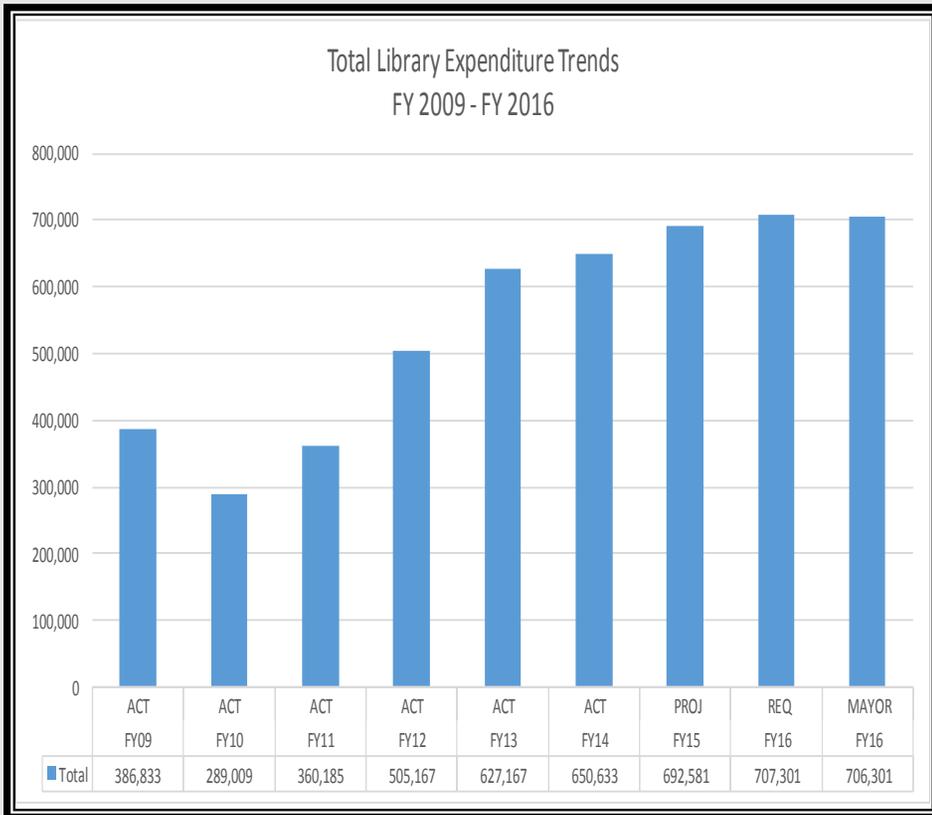
SUMMER PROGRAM COST	FY 15
POOL OPERATIONS	\$ 28,000.00
POOL STAFF PAYROLL	\$ 28,843.00
CONCERT ON THE COMMON	\$ 3,200.00
FIELD TRIPS/KIDS DAY	\$ 9,860.00
SUMMER PLAYGROUND STAFF	\$ 36,215.00



Fiscal Year 2016 Budget

Human Services

HUMAN SERVICES LIBRARY	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
LIBRARY P.S.							
CHIEF LIBRARIAN	70,044	74,542	76,190	80,172	80,172	3,982	-
CLERICAL	2,285	1,825	-	-	-	-	-
LONGEVITY	5,272	4,398	4,482	4,569	4,569	87	-
OVERTIME	1,307	112	1,151	500	500	(651)	-
CLOTHING ALLOWANCE	312	312	600	600	600	-	-
PROFESSIONAL	197,436	189,865	191,273	207,449	207,449	16,177	-
PRE-PROFESSIONAL	61,135	68,181	98,978	130,246	130,246	31,268	-
LIBRARY ASSISTANTS	48,555	60,652	64,994	36,269	36,269	(28,725)	-
SICK TIME BUY BACK	-	-	-	-	-	-	-
LESS: STATE AID TO PUBLIC LIBRARY	-	-	-	-	-	-	-
SUB TOTAL	386,346	399,885	437,669	459,805	459,805	22,136	-
LIBRARY OFFICE							
TELEPHONE	263	257	21	-	-	(21)	-
OFFICE SUPPLIES	1,077	1,014	436	-	-	(436)	-
PRINTING	276	92	241	300	300	59	-
SUB TOTAL	1,616	1,363	699	300	300	(399)	-
LIBRARY SUPPLIES							
CIRCULATION SUPPLIES	1,000	897	595	-	-	(595)	-
CATALOGING SUPPLIES	954	781	60	-	-	(60)	-
BOOK AND MATERIAL ADULT	49,982	52,026	46,194	42,000	42,000	(4,194)	-
BOOK AND MATERIAL CHILD	15,071	13,250	11,222	12,000	12,000	778	-
PERIODICALS	-	-	-	-	-	-	-
MICROFILM	-	-	-	-	-	-	-
RECORDS ADULT	-	-	-	-	-	-	-
RECORDS	-	-	-	-	-	-	-
VIDEO CASSETTES	-	-	-	-	-	-	-
DATA PROCESSING	29,901	28,460	29,714	30,000	30,000	286	-
SUB TOTAL	96,908	95,414	87,785	84,000	84,000	(3,785)	-
LIBRARY MAINTENANCE							
CUSTODIAN (MAINTENANCE)	23,093	31,570	34,019	35,842	35,842	1,822	-
ELECTRICITY	44,264	45,219	51,000	52,000	51,000	-	(1,000)
BLDG & GROUND SUPPLIES	3,703	3,534	2,608	1,880	1,880	(728)	-
MAINTENANCE OF EQUIPMENT	1,670	2,202	2,000	2,000	2,000	-	-
EQUIPMENT	-	1,715	-	-	-	-	-
HEATING FUEL	53,772	54,099	60,000	50,000	50,000	(10,000)	-
REPAIR AND CARE	11,996	9,191	6,535	10,000	10,000	3,465	-
BUILDING MAINTENANCE	3,799	6,443	10,267	10,000	10,000	(267)	-
LESS: STATE AID TO PUBLIC LIBRARY	-	-	-	-	-	-	-
SUB TOTAL	142,297	153,972	166,429	161,722	160,722	(5,707)	(1,000)
TOTAL LIBRARY	627,167	650,633	692,581	705,827	704,827	12,245	(1,000)



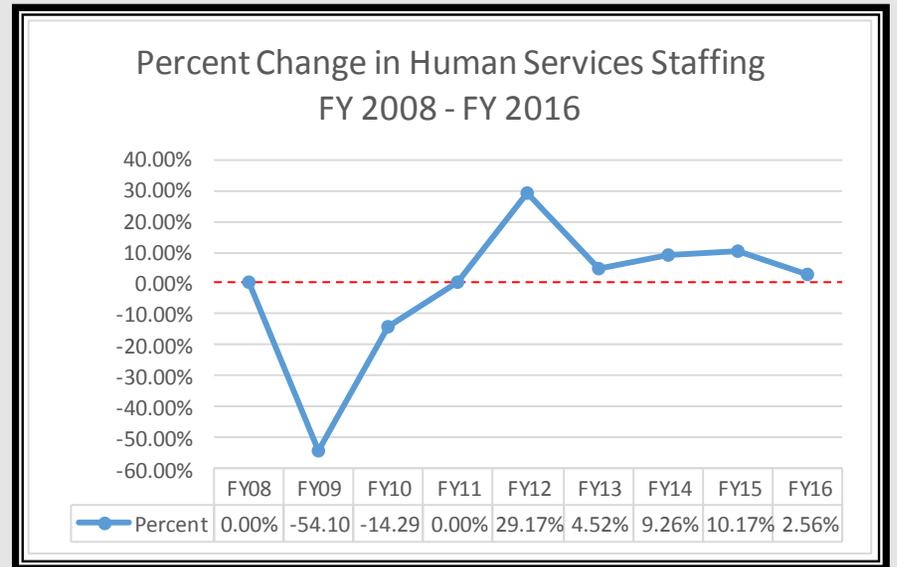
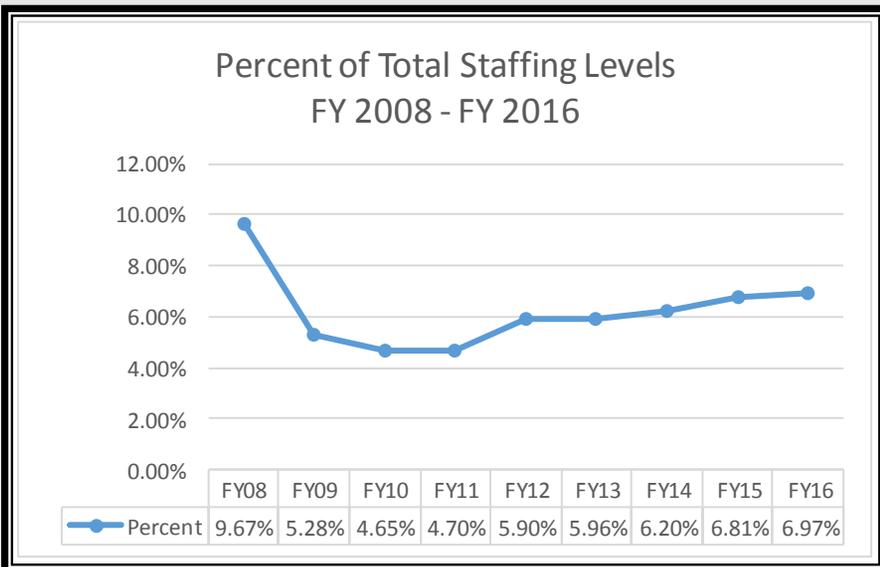
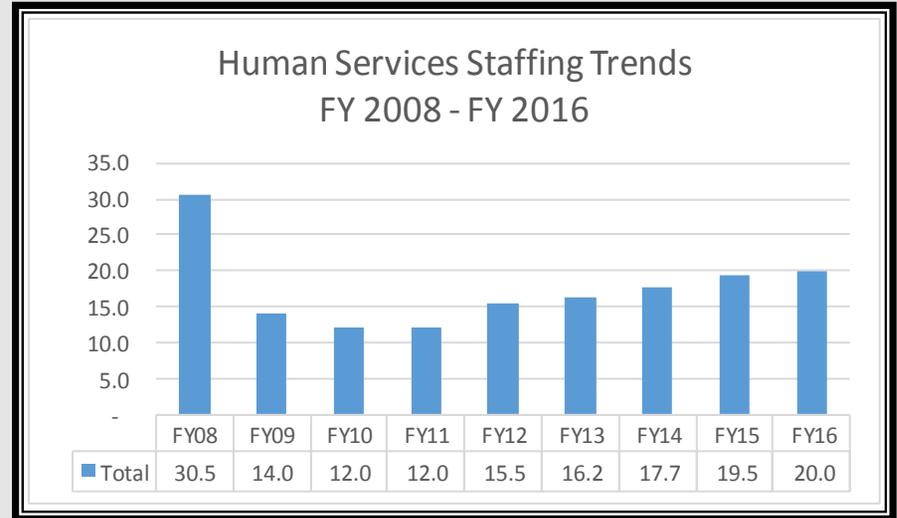
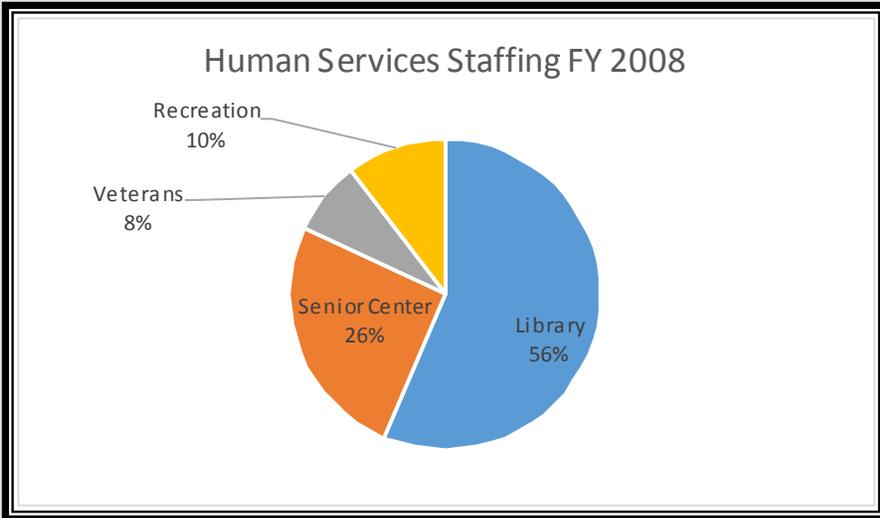
Library Performance Metrics		
FY14 Figures	Circulation, Attendance, Or Use totals	
Adult books circulation	39783	items
Paperback circulation	9900	items
Children's book circulation	35763	items
Magazine circulation	944	items
Video circulation	50202	items
Audio books circulation	1051	items
Music cds circulation	7249	items
Ebooks downloaded	3162	items
Periodicals in-house use	9432	items
Interlibrary loan for Fitchburg residents	16267	items
Library programs for adults	68	programs
Attendance	653	people
Library programs for teens and children	270	programs
Attendance	3201	people
Public computer use (per year)	18252	hours
Online newspaper	491	hits
Museum pass average savings for 4	536	
Reference questions answered	5668	questions
Free access wifi	7074	3 people/hr
Space use by outside groups per hour	1248	hrs.
Genealogical research	369	hours
Volunteers, 32 people	2382	hours
Fitchburg residents with library cards	16215	
Gate count	235248	people coming through the door
Hours open	2358	
Staffing level	10	FTE

Human Services Staffing Summary

Fiscal Year 2016 Budget

Human Services

STAFFING LEVELS	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
HUMAN SERVICES	30.5	14.0	12.0	12.0	15.5	16.2	17.7	19.5	20.0
library	23.0	7.5	7.5	7.5	10.5	11.2	11.2	11.0	11.0
Chief Librarian	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Librarian Supr. Adult Services	1.0	1.0	1.0	1.0	0.5	0.5	0.5	1.5	0.5
Librarian Supr. Technical	1.0	1.0	1.0	1.0	0.5	0.5	0.5	0.5	0.5
Librarian Supr. Circulation	-	-	-	-	-	-	1.0	-	1.0
Librarian Supr. Childrens'	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Childrens' Librarian	-	-	-	-	-	-	1.0	1.0	1.0
Adult Services Librarian	2.0	2.0	2.0	2.0	2.0	2.0	-	-	-
Pre-Professional	1.0	1.0	1.0	1.0	1.5	2.0	2.0	3.0	3.0
Senior Library Technicians	4.0	-	-	-	-	-	-	-	-
Head Clerk	1.0	-	-	-	0.5	0.2	0.2	-	-
Building Maintenance	0.5	-	-	-	-	-	-	-	-
Custodians PT	0.5	0.5	0.5	0.5	0.5	1.0	1.0	1.0	1.0
Prof. Library Assistants PT	6.0	-	-	-	3.0	3.0	3.0	2.0	2.0
Student Assistants	4.0	-	-	-	-	-	-	-	-
senior center	5.5	4.5	2.5	2.5	2.5	2.5	4.0	5.0	5.5
Executive Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Senior Clerk	1.0	1.0	0.5	0.5	0.5	0.5	0.5	1.0	1.0
Custodian	0.5	0.5	0.5	0.5	0.5	0.5	0.5	1.0	1.0
Site Manager	-	-	-	-	-	-	0.5	0.5	0.5
<i>Civilian Dispatcher</i>	-	1.0	-	-	-	-	-	-	-
Program Coordinator PT	1.0	1.0	0.5	0.5	0.5	0.5	1.0	1.0	1.0
<i>Senior Computer Dispatcher</i>	-	-	-	-	-	-	0.5	0.5	1.0
<i>Senior Computer Dispatcher</i>	2.0	-	-	-	-	-	-	-	-
veterans	1.0	1.0	1.0	1.0	1.5	1.5	1.5	1.5	1.5
Veterans Agent	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Clerical PT	-	-	-	-	0.5	0.5	0.5	0.5	0.5
recreation (full time)	1.0	2.0	2.0						
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Recreation Assistant	-	-	-	-	-	-	-	1.0	1.0



Board of Health Summary

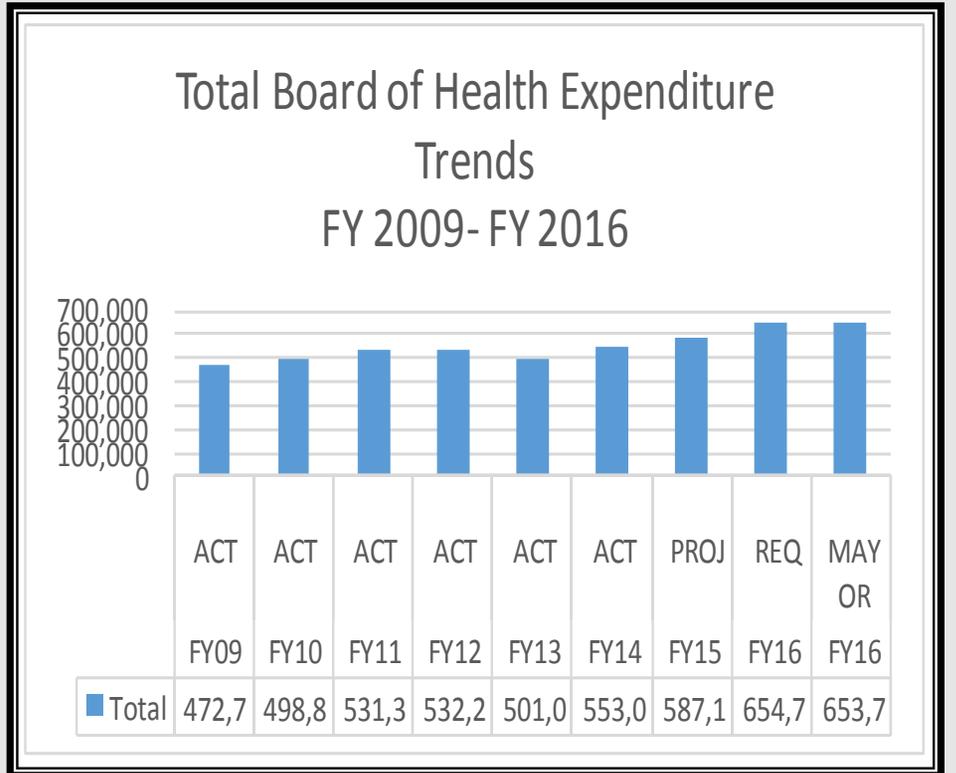
Program Description

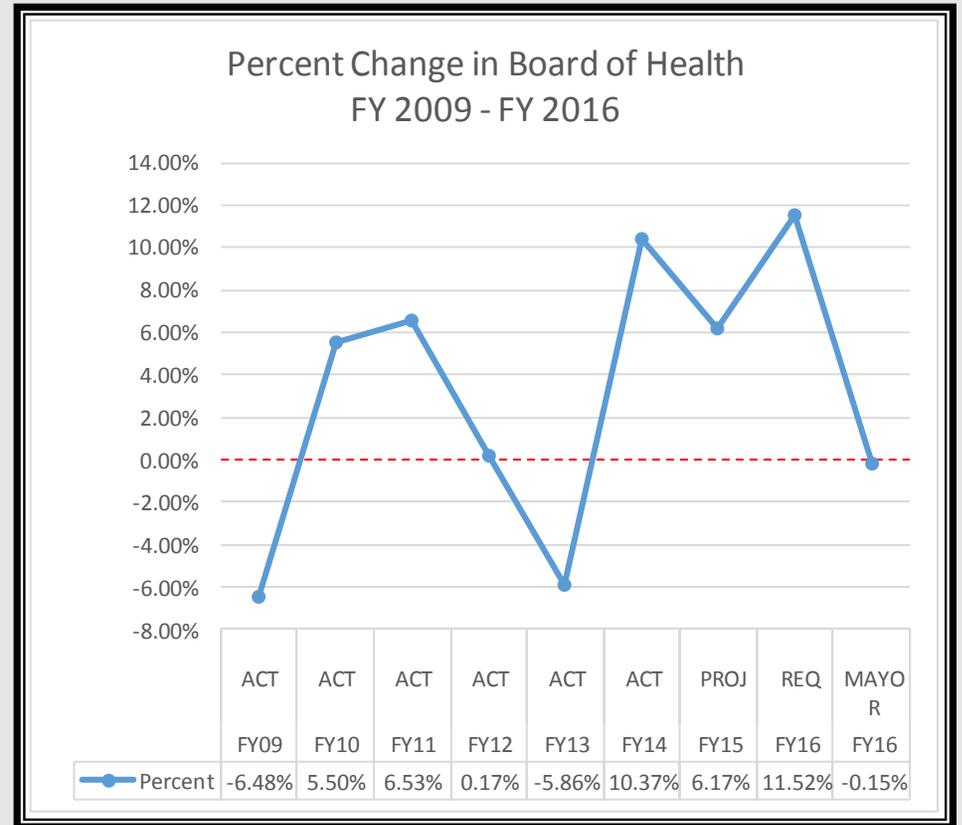
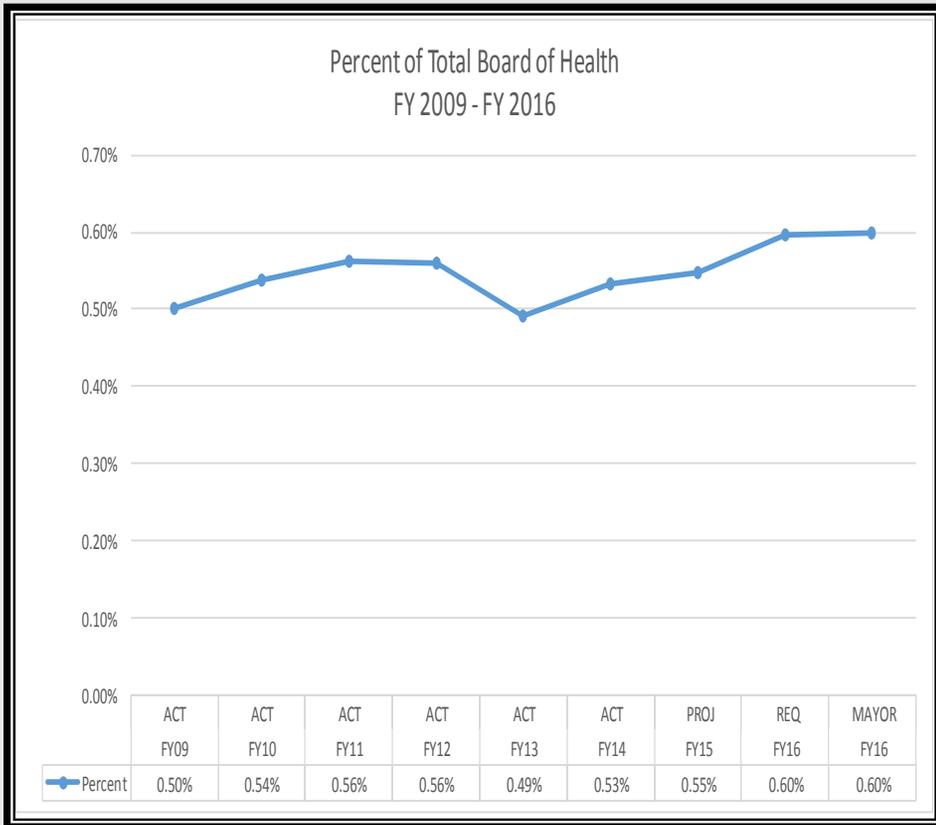
The Department of Health consists of three divisions: the Building Department, the Division of Housing, and the Board of Health. The Department of Health provides oversight for the City of Fitchburg’s health and housing programs and initiatives as well as inspection and code enforcement strategies. The Department interfaces with residents, other government agencies and local non-profit agencies to provide a variety of services that address quality of life, public safety and neighborhood stabilization.

Highlights

- The Housing Division continues work on the Elm Street Initiative, and will construct a single family home on the site of a demolished blighted multi-family. The Division completed (6) homeowner rehabilitation projects, making these safe and up to code for low cost to the residents, and has also begun two new programs aimed at fixing and selling vacant houses and assisting homeowners with lowering monthly energy expenses.
- The Health Department is the lead agency in a District Incentive Grant which includes 11 cities and towns now known as the Montachusett Public Health Network focused on providing sustainable health services to make the Montachusett region the healthiest region in the state.
- Building now conducts over 3600 residential inspections annually, catching unsafe conditions, illegal work and identifying new growth.

BOARD OF HEALTH	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
TOTAL HEALTH	412650	460302	524492	523492
TOTAL HOUSING	16433	0	0	0
TOTAL PUBLIC HEALTH NURSE	123977	126856	130288	130288
TOTAL BOARD OF HEALTH	553060	587158	654780	653780





Fiscal Year 2016 Budget

Board of Health

Performance FY 2014	
Housing	
Unit Inspection	890
Dwelling Inspection	2837
Violations	5303
Violations Corrected	3413

Performance FY 2014	
Nursing	
Communicable Disease Reports	241
Body Art Establishment Inspections	4
Body Art Practitioners Licensed	30
Flu Vaccinations	Over 200

Performance FY 2014	
Food Inspection	
Inspections	699
Violations	499
Violations Corrected	369
Permit Suspensions	1

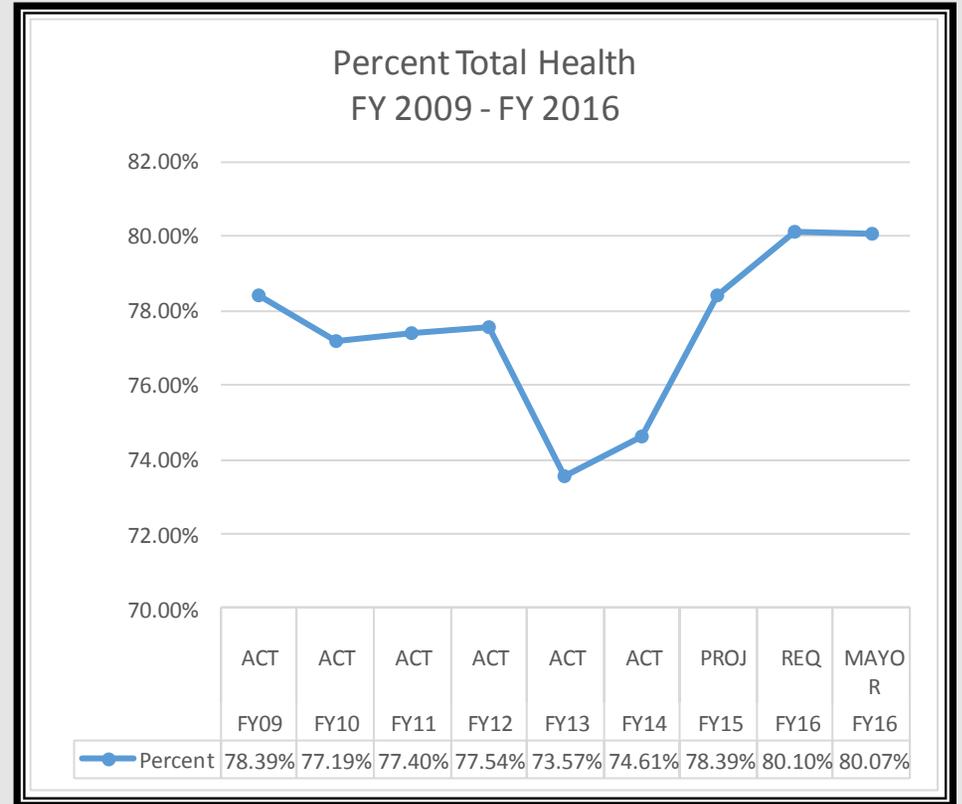
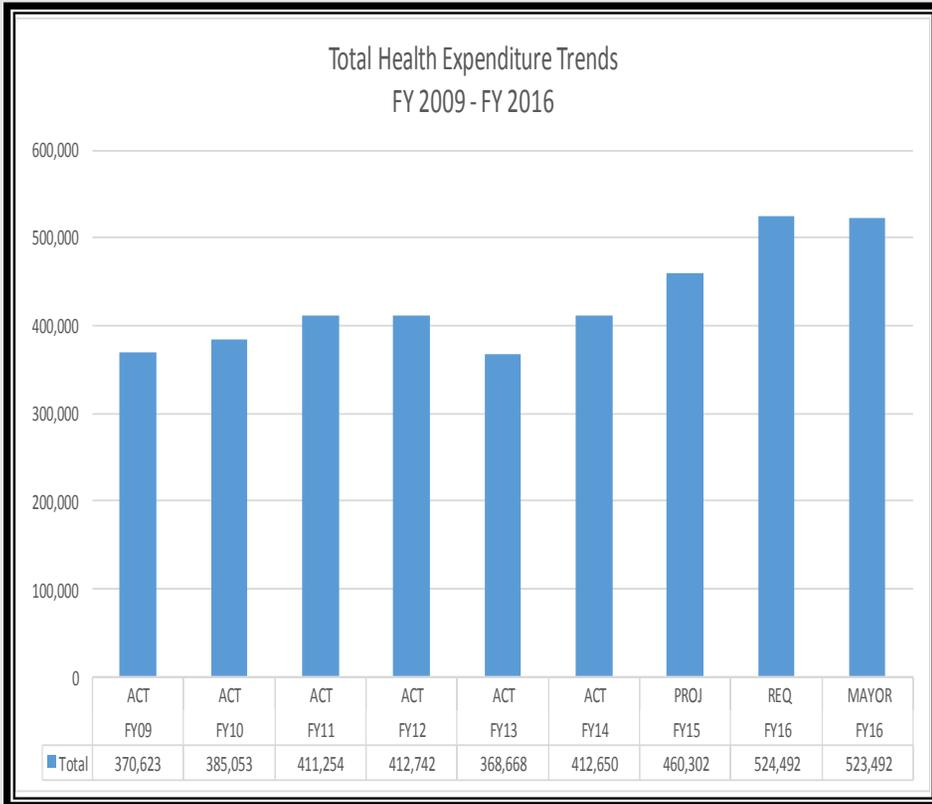
Performance FY 2014	
Solid Waste and Recycling	
Residential Recycling Participation	91%
Overall Recycling Rate	31%

Performance FY 2014	
Health	
Medication Disposal	Over 1000 (Pounds)
Narcan Trainings	Over 500
Sharps Disposal	Over 3000
Regulations Adopted	4

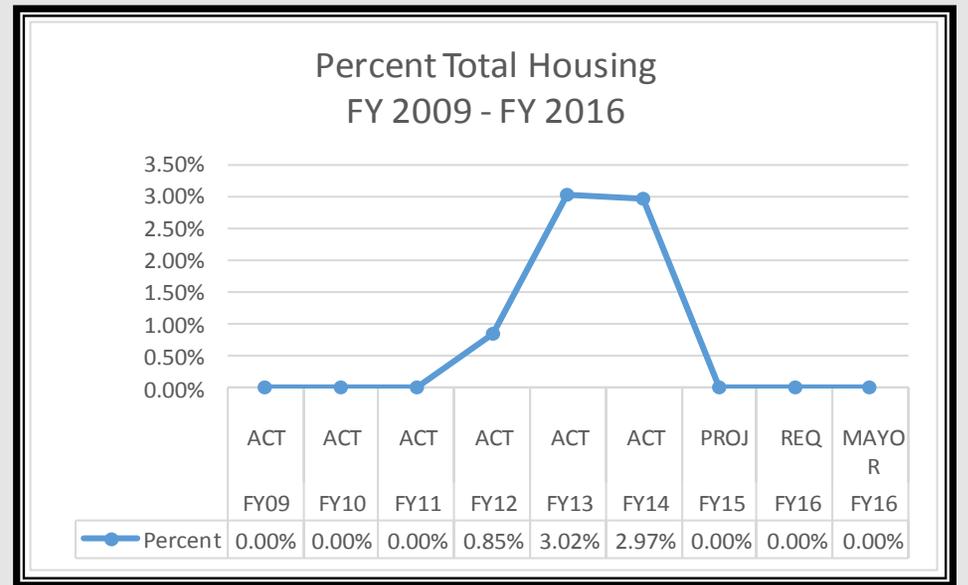
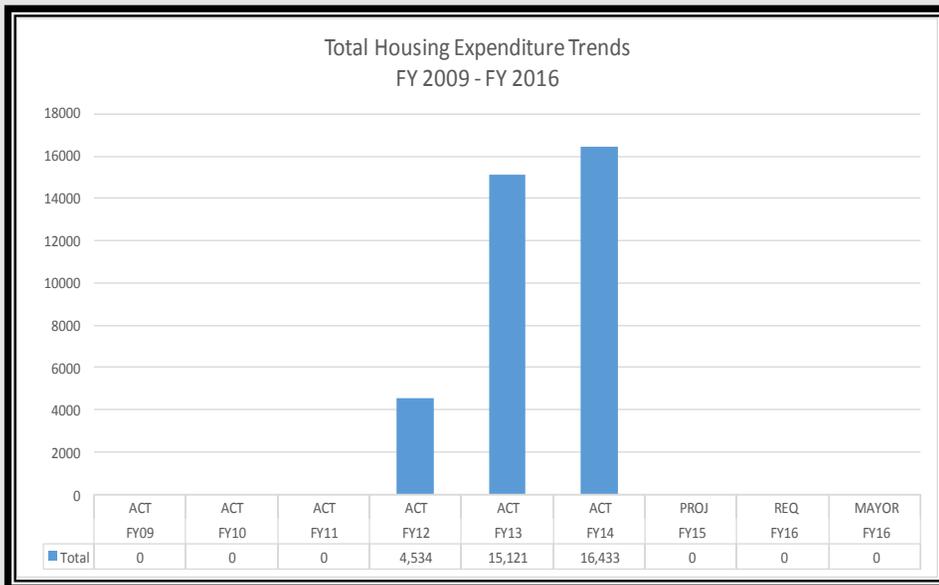
Fiscal Year 2016 Budget

Board of Health

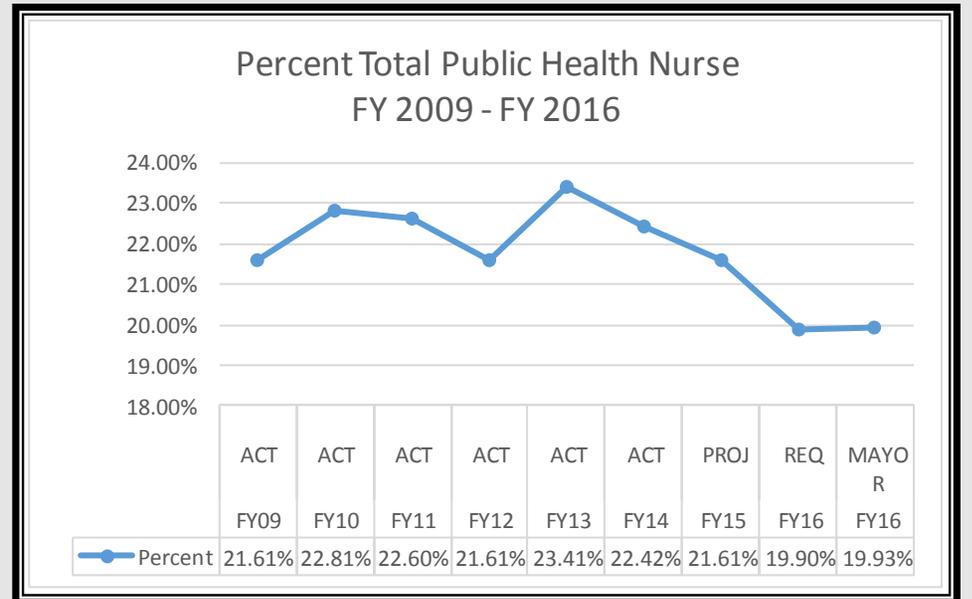
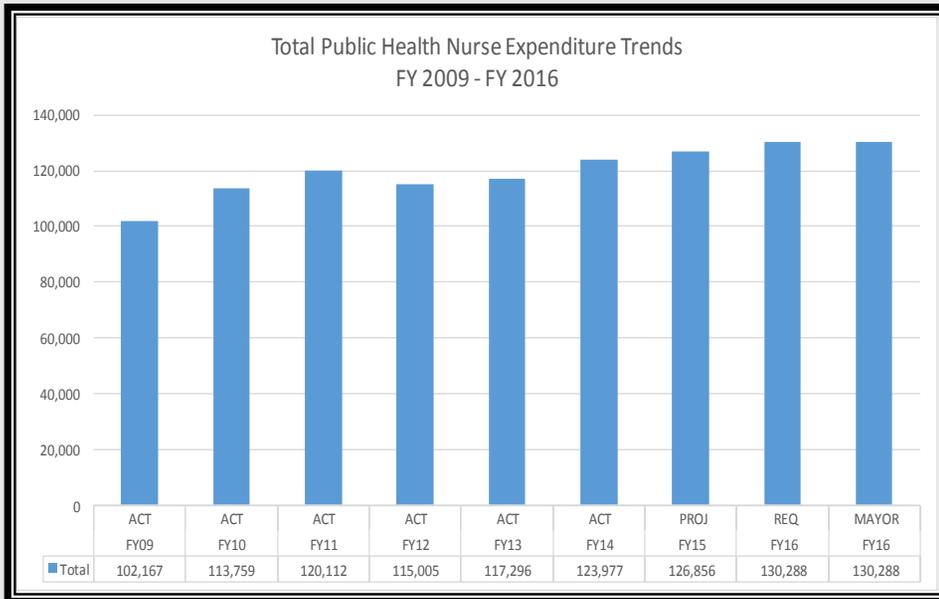
BOARD OF HEALTH HEALTH	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
HEALTH P.S.							
DIRECTOR	84,166	87,889	93,282	98,041	98,041	4,759	-
ASSISTANT DIRECTOR	-	-	-	-	-	-	-
OFFICE MANAGER-BLDG/HEALTH	-	-	-	-	-	-	-
CLERICAL - PRINCIPAL CLERK/STENOGRAPHER	48,470	49,110	52,513	53,291	53,291	778	-
CLERICAL - PRINCIPAL CLERK	38,844	41,082	42,752	43,388	43,388	636	-
FOOD & MILK INSPECTOR	66,924	75,272	76,056	77,133	77,133	1,077	-
SANITARY CODE INSPECTOR	61,204	68,610	69,270	70,269	70,269	999	-
SANITARY CODE INSPECTOR	57,148	65,170	65,302	68,120	68,120	2,818	-
SANITARY CODE INSPECTOR	41,578	44,198	52,409	58,688	58,688	6,279	-
REGL SAN. CODE INSP (.5 FTE) 0% gen fund	10,306	19,916	13,377	13,708	13,708	331	-
RECYCLING COORD/SANITARY INSPECTOR	-	2,052	52,409	58,688	58,688	6,279	-
ANIMAL INSPECTOR - STIPEND	2,000	2,000	2,000	2,000	2,000	-	-
SCALEMASTER 0% general fund	39,104	40,880	43,820	44,435	44,435	615	-
LONGEVITY	4,482	4,914	6,375	7,065	7,065	690	-
CLOTHING ALLOWANCE	3,000	3,000	4,200	4,200	4,200	-	-
SICK TIME BUY BACK	-	-	-	10,000	10,000	10,000	-
OVERTIME	27,945	33,460	37,000	37,000	37,000	-	-
CERTIFICATIONS AND LICENSES	-	-	-	3,000	3,000	3,000	-
LESS: CDBG FUNDS	(112,780)	(134,258)	(134,832)	(134,812)	(134,812)	20	-
LESS: DIG GRANT	(16,000)	(19,916)	(13,377)	(13,708)	(13,708)	(331)	-
LESS: SMRP GRANT	-	-	(32,566)	(6,554)	(6,554)	26,012	-
LESS: MOAPC GRANT	-	(1,682)	(4,762)	(4,762)	(4,762)	-	-
LESS: WCC GRANT	-	-	(1,500)	(1,500)	(1,500)	-	-
LESS: MIM GRANT	-	(9,108)	(3,777)	(5,550)	(5,550)	(1,773)	-
LESS: AUDITOR	(11,098)	(11,738)	(12,215)	(12,396)	(12,396)	(181)	-
SUB TOTAL	345,293	360,851	407,736	469,744	469,744	62,008	-
HEALTH EXPENSE							
OFFICE SUPPLIES	5,700	6,151	5,000	5,000	5,000	-	-
TELEPHONE	-	-	-	-	-	-	-
TRAVEL & MEETINGS	1,100	710	1,200	2,000	2,000	800	-
DUES & SUBSCRIPTIONS	540	1,039	1,200	1,200	1,200	-	-
AUTOMOBILE	1,544	644	2,000	2,000	2,000	-	-
MILEAGE	15,719	16,852	17,226	17,500	17,500	274	-
CLEAN UP/BOARD/SECURE FUNDS	6,962	11,756	10,000	10,000	10,000	-	-
MAINTENANCE NOT BLDG GR	5,007	5,431	6,000	6,000	6,000	-	-
CONTRACT - WGHTS & MEASURES	16,750	16,750	16,750	17,000	17,000	250	-
SUPPLIES	5,000	3,950	4,100	5,000	4,000	(100)	(1,000)
LESS: CDBG FUNDS	(5,720)	(5,742)	(5,168)	(5,188)	(5,188)	(20)	-
LESS: DIG FUNDS	(4,430)	(5,742)	(5,742)	(5,764)	(5,764)	(22)	-
SUB TOTAL	41,146	51,799	52,566	54,748	53,748	1,182	(1,000)
TOTAL HEALTH	368,668	412,650	460,302	524,492	523,492	63,190	(1,000)



BOARD OF HEALTH HOUSING	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
HOUSING P.S.							
HOUSING DIRECTOR @ 40% City	50,752	54,079	-	-	-	-	-
HOUSING CONSTRUCTION MANAGER	54,947	55,541	-	-	-	-	-
HOUSING PROGRAM ADMINISTRATOR	49,570	50,112	-	-	-	-	-
LESS: CDBG /HOME	(140,148)	(143,299)	-	-	-	-	-
SUB TOTAL	15,121	16,433	-	-	-	-	-
HOUSING EXPENSE							
ADMINISTRATIVE DELIVERY EXPENSES	3,695	1,811	-	-	-	-	-
ADVERTISING	531	1,107	-	-	-	-	-
OFFICE SUPPLIES	721	702	-	-	-	-	-
TRAVEL & MEETINGS	1,946	3,249	-	-	-	-	-
DUES AND SUBSCRIPTIONS	669	1,580	-	-	-	-	-
FRINGE BENEFITS	34,921	1,038	-	-	-	-	-
LESS: CDBG/HOME & NSP	(42,483)	(9,487)	-	-	-	-	-
SUB TOTAL	-	-	-	-	-	-	-
TOTAL HOUSING	15,121	16,433	-	-	-	-	-



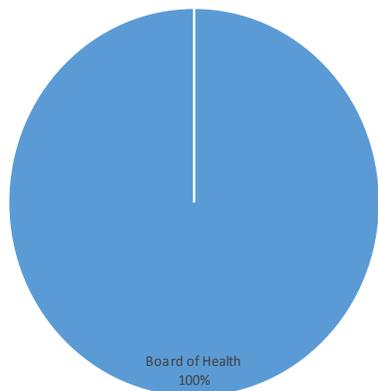
BOARD OF HEALTH PUBLIC HEALTH NURSE	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
PUBLIC HEALTH NURSE P.S.							
PUBLIC HEALTH NURSE	56,940	59,895	61,335	64,767	64,767	3,432	-
SCHOOL NURSES	59,547	63,124	64,521	64,521	64,521	-	-
REGIONAL NURSE - .5 FTE	11,541	19,936	12,500	16,229	16,229	3,729	-
LESS: DIG FUNDS	(11,541)	(19,936)	(12,500)	(16,229)	(16,229)	(3,729)	-
SUB TOTAL	116,487	123,019	125,856	129,288	129,288	3,432	-
PUBLIC HEALTH NURSE EXPENSE							
NURSING SUPPLIES	809	958	1,000	1,000	1,000	-	-
SUB TOTAL	809	958	1,000	1,000	1,000	-	-
TOTAL PUBLIC HEALTH NURSE	117,296	123,977	126,856	130,288	130,288	3,432	-



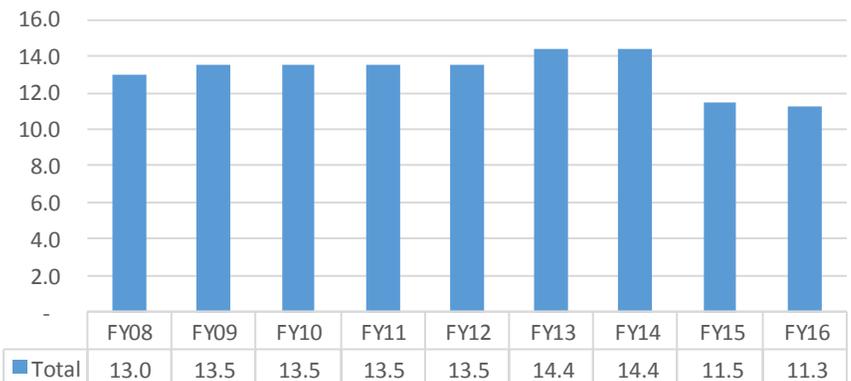
Board of Health Staffing Summary

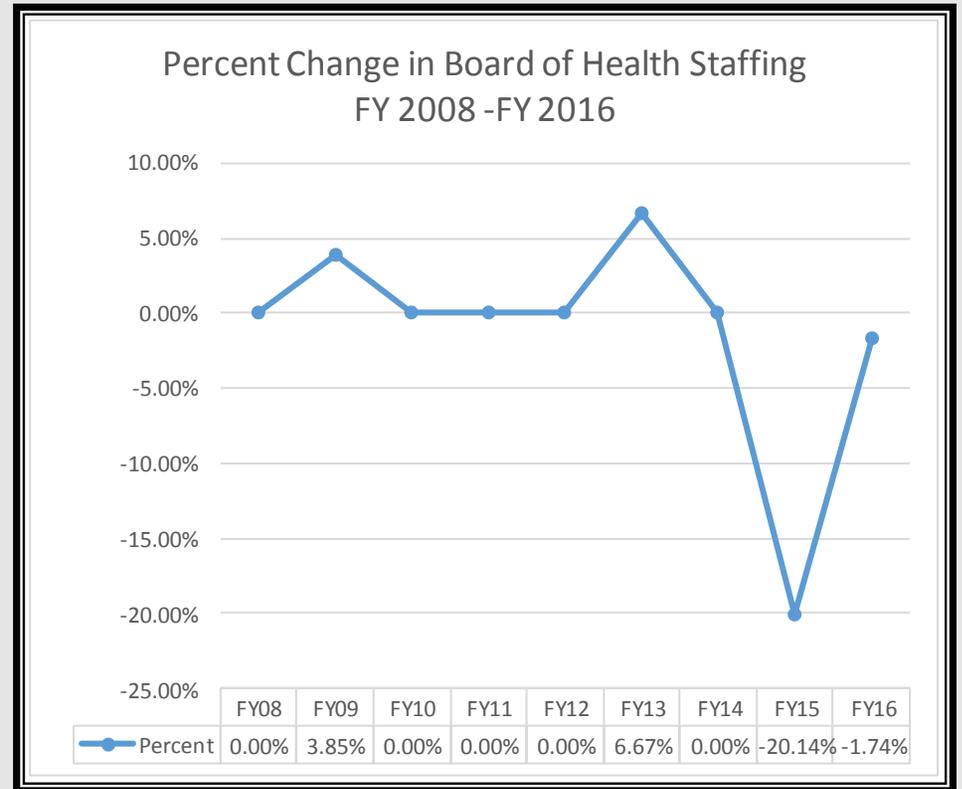
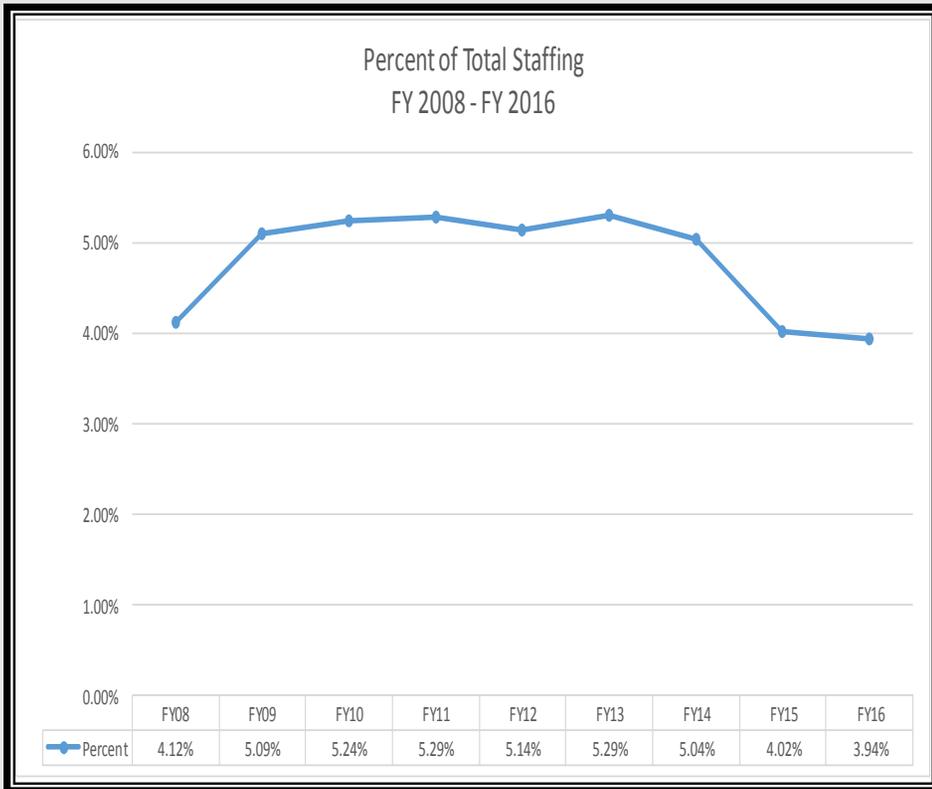
STAFFING LEVELS	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
HEALTH	13.0	13.5	13.5	13.5	13.5	14.4	14.4	11.5	11.3
Board of Health	10.0	10.5	10.5	10.5	10.5	11.4	11.4	11.5	11.3
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Principal Clerk/Stenographer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Principal Clerk	-	0.5	0.5	0.5	0.5	0.5	0.5	0.7	0.7
Food & Milk Inspector	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sanitary Code Inspector (FTE)	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	4.0
Sanitary Code Inspector (PTE)	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	-
Regional Sanitary Inspector (PTE)	-	-	-	-	-	0.5	0.5	0.4	0.3
Scalemaster	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Public Health Nurse	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Regional Public Nures (PTE)	-	-	-	-	-	0.4	0.4	0.4	0.3
School Nurse	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
School Nurse	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
Housing	3.0	-	-						
Housing Director	-	-	-	-	1.0	1.0	1.0	-	-
Housing Const MGR	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-
Program Management Asst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	-	-
Deputy Planning & HUD	1.0	1.0	1.0	1.0	-	-	-	-	-

Board of Health Staffing FY 2015



Board of Health Staffing Trends
FY 2008 - FY 2016





Police Department Summary

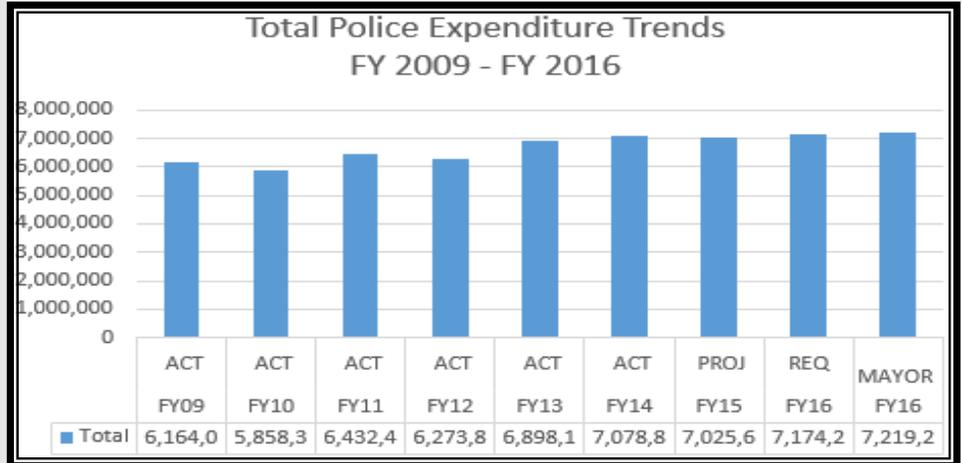
Program Description

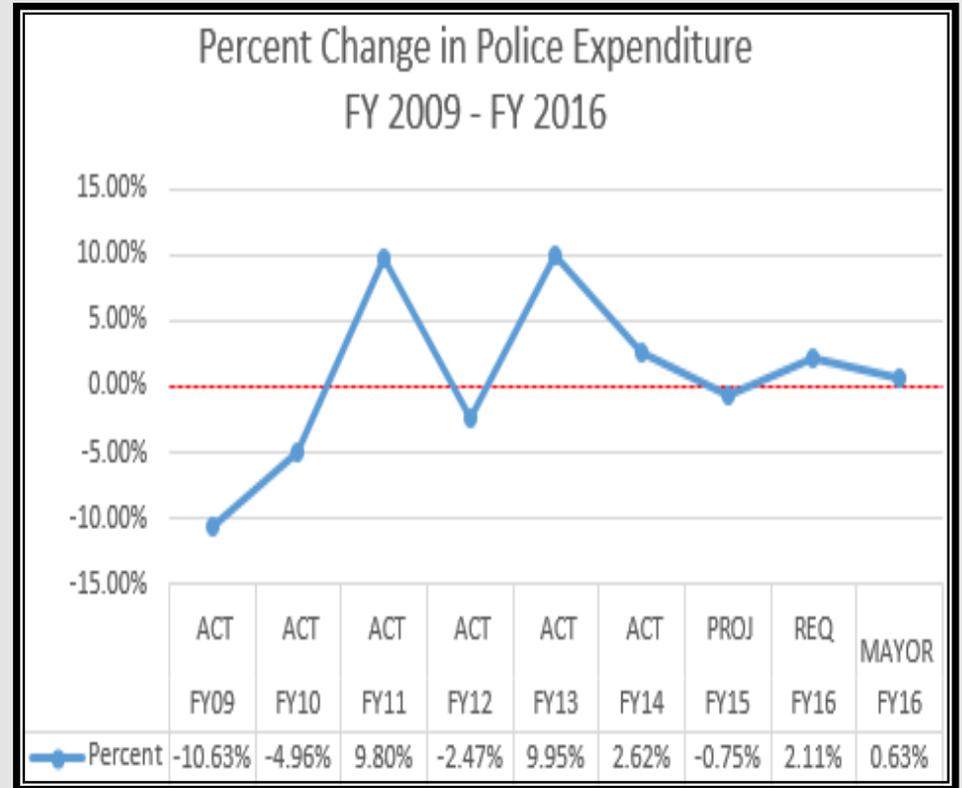
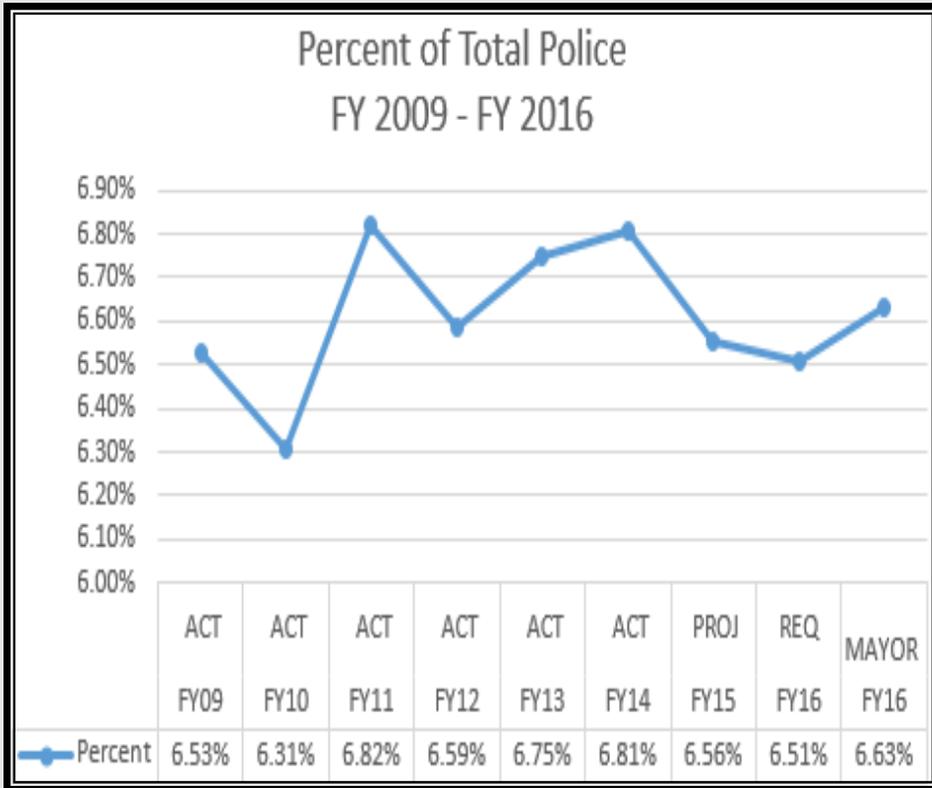
The Police Department consists of three major components: Operations, Staff Services and Technical Services. The Department provides 24 hour 911 dispatching services and full time law enforcement response, as well as criminal investigation services to the City. We collaborate with other City departments to improve the quality of life for the citizens of Fitchburg.

Highlights

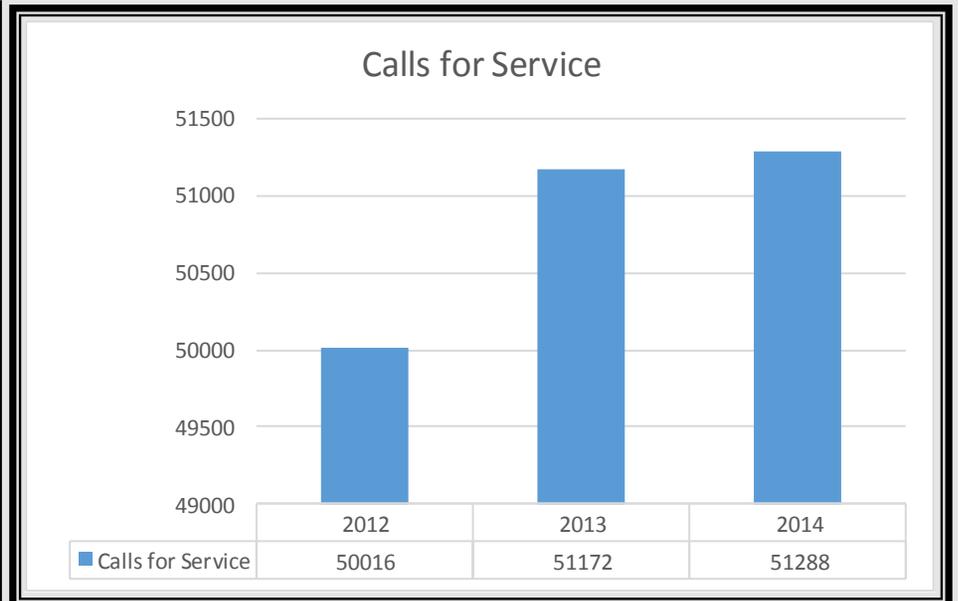
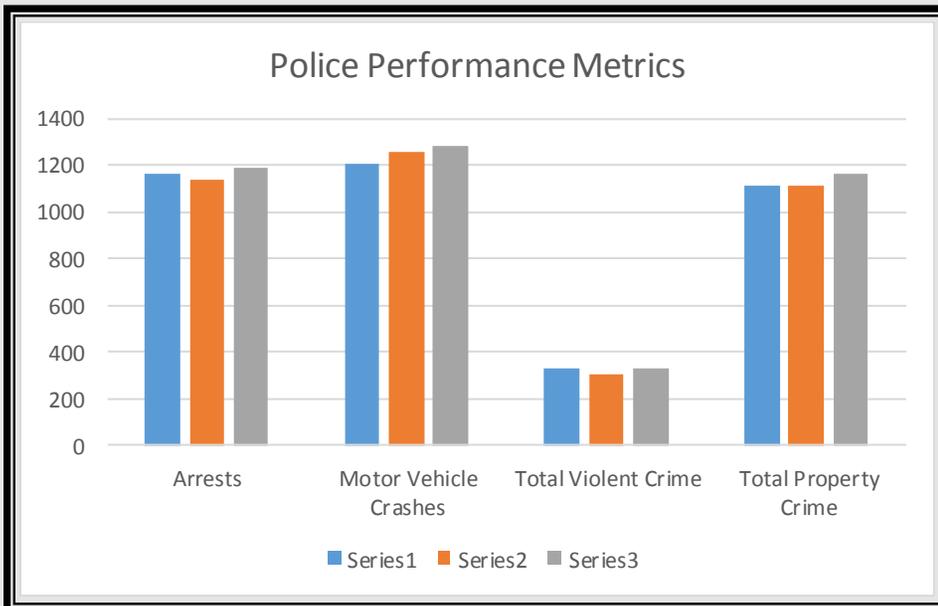
- Three recruit are presently in the Reading training academy
- The hiring of twelve civilian dispatchers is completed this budget year.
- Completed after 2 years project in conjunction with the officers union a revised set of FPD General Orders, Rules & regulations.
- Partnered with National Alliance on Mental Illness which focus on Critical Incident Team training is based on the successful Memphis model which was established in 1988 after a tragic incident.

POLICE	FY14 ACTUAL	FY15 PROJ	FY16 REQ	FY16 MAYOR
TOTAL P.S.	4424305	4466642	4583965	4628965
TOTAL BENEFITS & STIPENDS	1471354	1518020	1531151	1531151
TOTAL DISPATCH	294342	282416	355517	355517
TOTAL CIVILIAN STAFF SUPPORT	116207	114368	125041	125041
TOTAL OFFICE & SUPPLIES	43573	77000	71700	71700
TOTAL TRAVEL & TRAINING	39344	65500	63000	63000
TOTAL VEHICLE & EQUIPMENT	517080	318100	245000	245000
TOTAL BUILDING MAINTENANCE	172607	183634	198865	198865
TOTAL POLICE	7078812	7025680	7174239	7219239

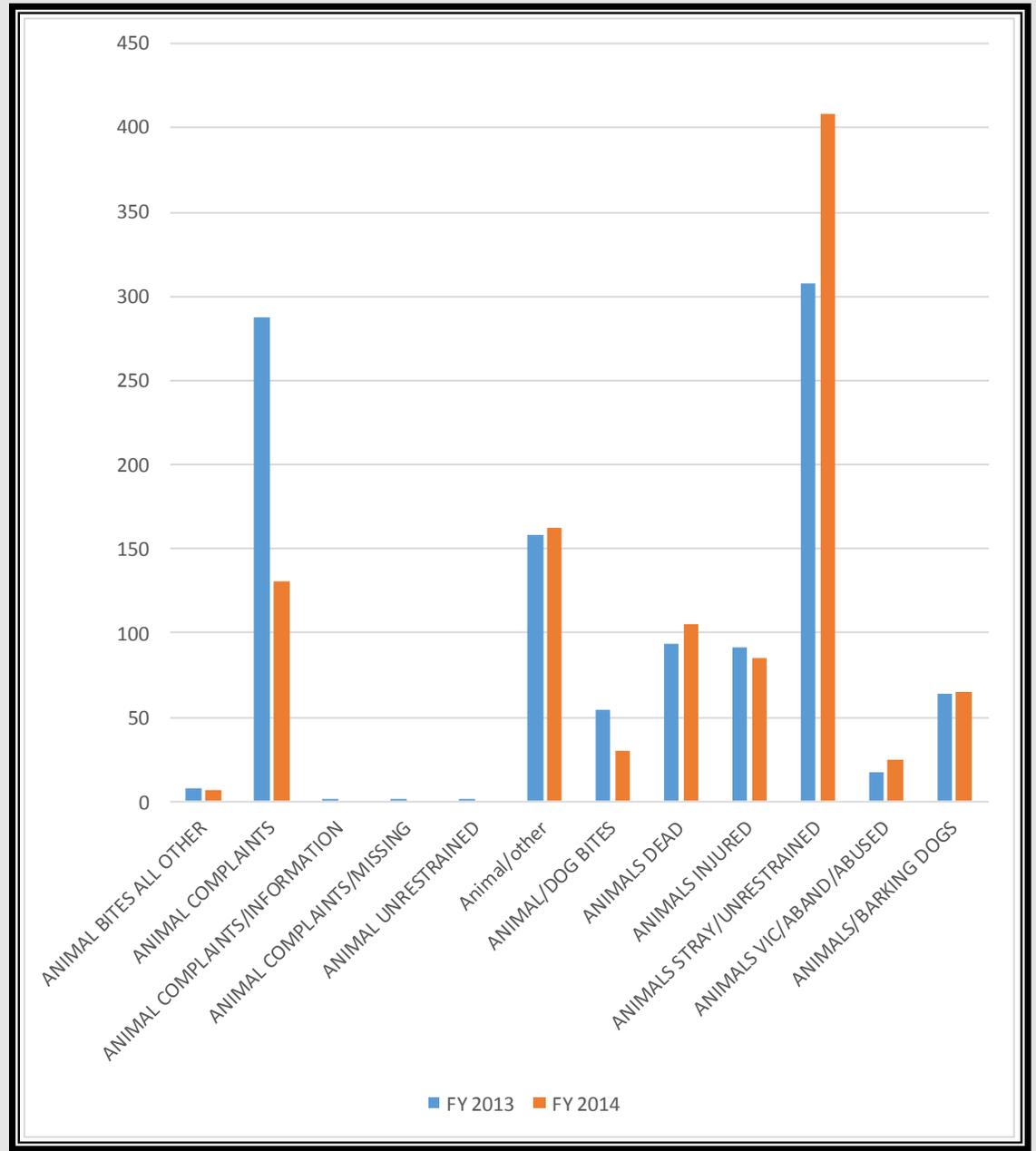




Performance Metrics			
Year	2012	2013	2014
Calls for Service	50016	51172	51288
Arrests	1168	1138	1187
Motor Vehicle Crashes	1204	1257	1281
Total Violent Crime	330	307	330
Total Property Crime	1117	1117	1164



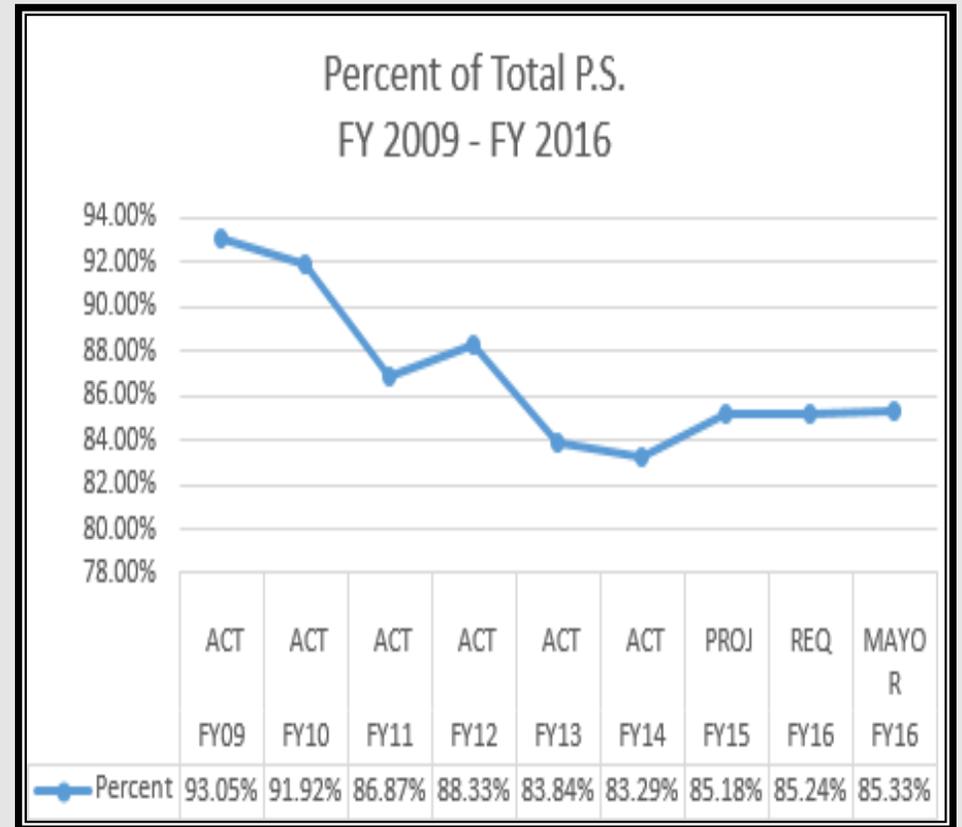
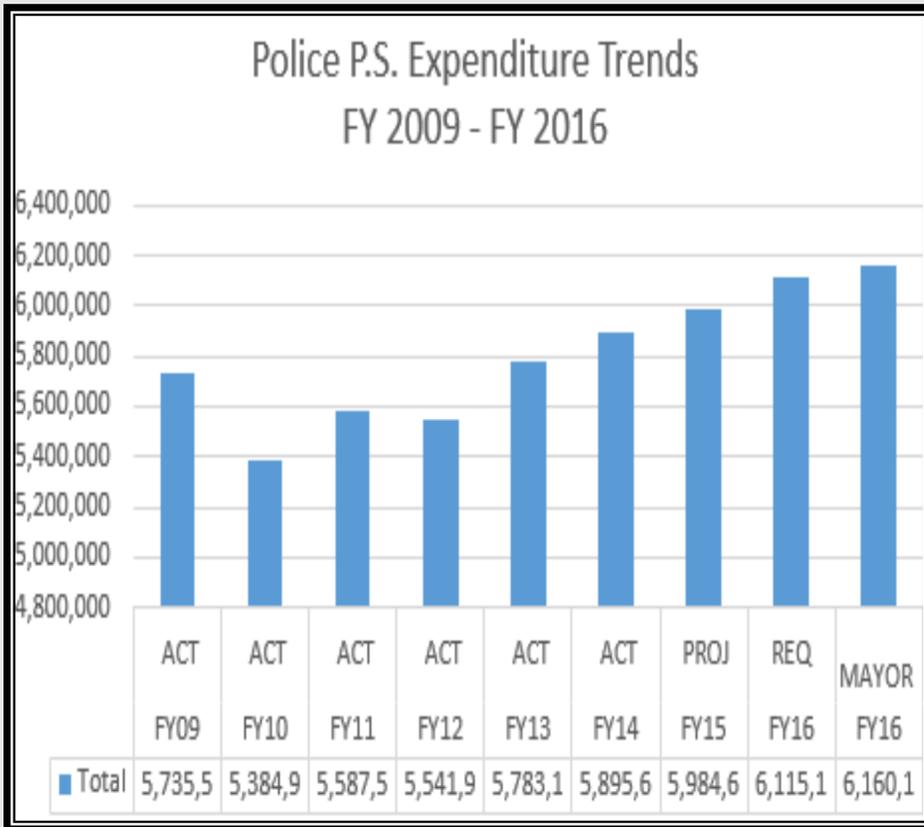
Animal Control Related Calls	FY 2013	FY 2014
ANIMAL BITES ALL OTHER	8	7
ANIMAL COMPLAINTS	288	131
ANIMAL COMPLAINTS/ INFORMATION	1	0
ANIMAL COMPLAINTS/ MISSING	1	0
ANIMAL UNRESTRAINED	1	0
Animal/other	158	163
ANIMAL/DOG BITES	54	30
ANIMALS DEAD	94	105
ANIMALS INJURED	92	85
ANIMALS STRAY/ UNRESTRAINED	308	408
ANIMALS VIC/ABAND/ ABUSED	17	25
ANIMALS/BARKING DOGS	64	65
GRAND TOTAL	1086	1019



Fiscal Year 2016 Budget

Police Department

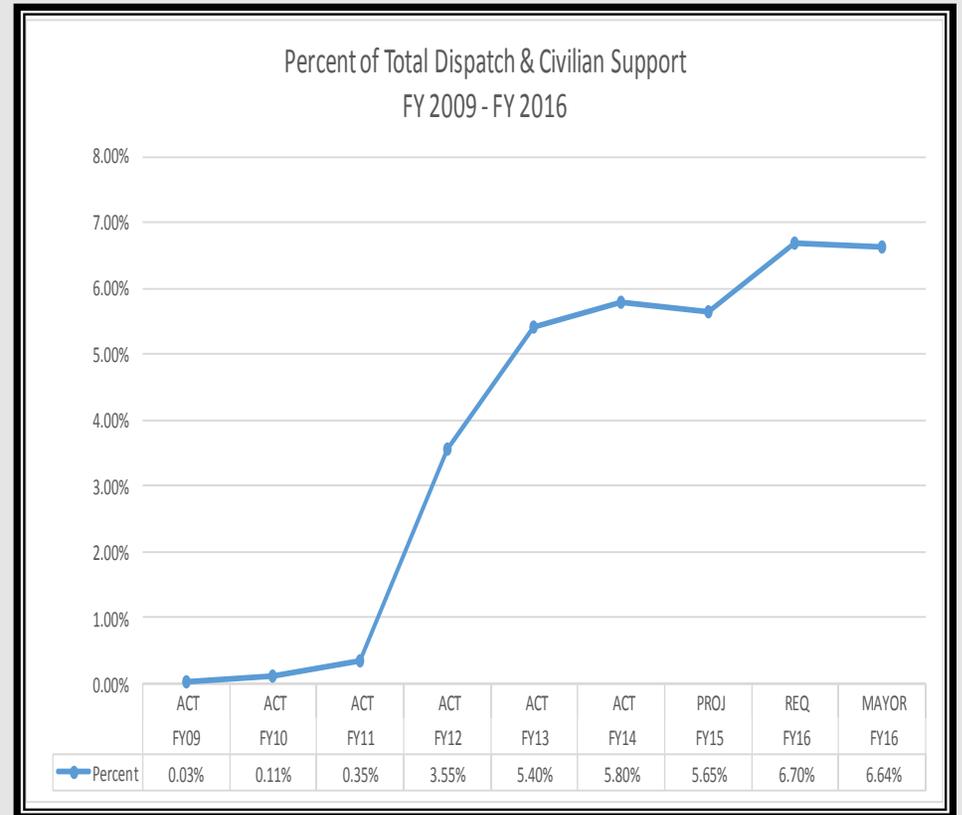
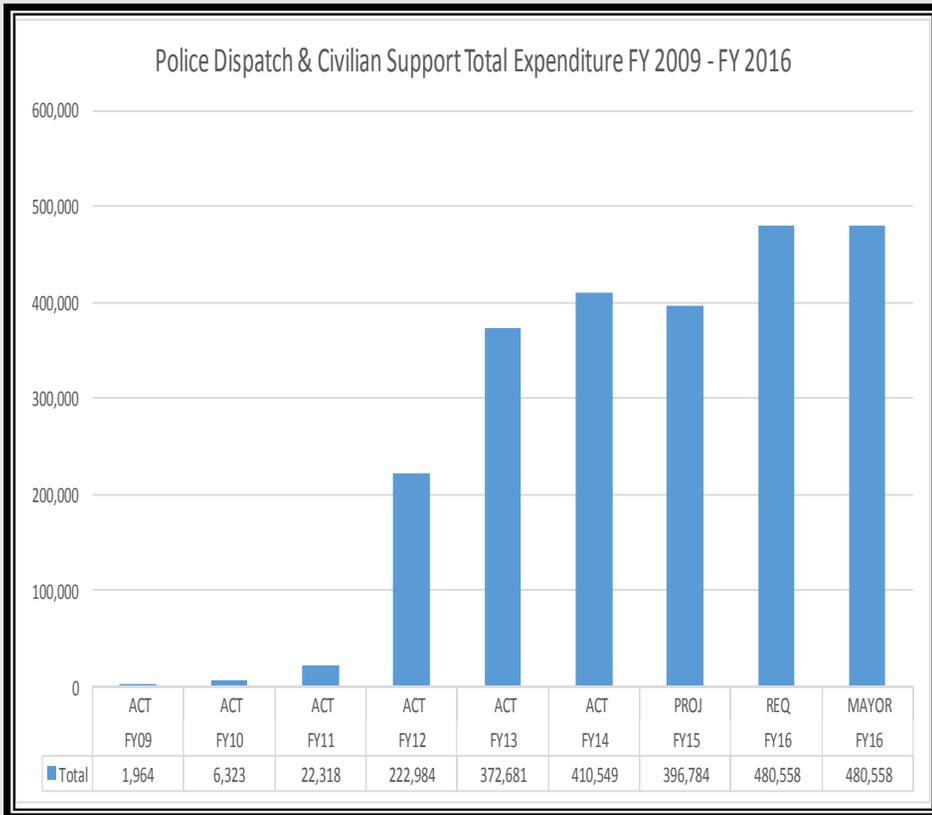
POLICE P.S.	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
POLICE P.S.							
POLICE CHIEF (1)	145,717	137,266	110,936	124,165	124,165	13,229	-
CLERICAL - CONF. HEAD CLERK	-	-	-	-	-	-	-
CLERICAL - HEAD CLERK	51,793	54,601	55,176	57,640	57,640	2,464	-
CLERICAL - PRINCIPAL CLERKS	88,091	90,778	96,361	97,789	97,789	1,428	-
LONGEVITY	75,830	79,813	84,443	83,100	83,100	(1,343)	-
OVERTIME	455,042	479,381	516,000	400,000	405,000	(111,000)	5,000
DEPUTY CHIEF (1)	84,188	84,512	84,512	84,836	84,836	324	-
CAPTAINS (1)	73,164	73,445	66,411	73,727	73,727	7,316	-
LIEUTENANTS (4) fy16	190,788	191,522	201,551	256,341	256,341	54,790	-
SERGEANTS (9) fy16	553,316	554,511	537,890	501,311	501,311	(36,579)	-
PATROL OFFICERS (58)	2,598,628	2,678,476	2,713,362	2,905,056	2,905,056	191,694	-
RESERVE FORCE	-	-	-	-	40,000	40,000	40,000
LESS: FEDERAL GRANT	-	-	-	-	-	-	-
LESS: E911 SUPPORT GRANT (civilian dispatch)	-	-	-	-	-	-	-
Note: SRO Reimb Monty Tech 70,030 (FY14-15)	-	-	-	-	-	-	-
SUB TOTAL	4,316,557	4,424,305	4,466,642	4,583,965	4,628,965	162,323	45,000
BENEFITS & STIPENDS							
SHIFT DIFFERENTIAL	61,757	61,894	62,890	72,000	72,000	9,110	-
HOLIDAYS	276,534	288,677	292,942	308,000	308,000	15,058	-
OUT OF GRADE	14,408	13,148	14,000	16,500	16,500	2,500	-
SICK TIME BUY BACK	10,000	8,906	25,206	30,000	30,000	4,794	-
UNIFORM ALLOWANCE (CIVILIAN)	2,700	1,800	600	600	600	-	-
INCENTIVES (EDUCATION)	752,347	733,921	755,000	710,000	710,000	(45,000)	-
STIPEND (SAFE DRIVER INCENTIVE)	-	-	-	-	-	-	-
STIPEND (FIREARMS SAFETY)	-	-	-	-	-	-	-
STIPEND (IN-SERVICE TRAINING)	-	-	-	-	-	-	-
STIPEND (BUR. CRIMINAL INVESTIGATION)	9,300	10,050	10,050	10,800	10,800	750	-
STIPEND (DRUG SUPPRESSION UNIT)	7,000	7,000	7,000	7,000	7,000	-	-
STIPEND (SGT STAFF SVC, LT ADM SVC)	3,000	3,000	2,800	3,000	3,000	200	-
STIPEND (COURT LIAISON)	1,500	1,500	1,500	1,500	1,500	-	-
STIPEND (REPORT REVIEW)	1,500	1,500	1,500	1,500	1,500	-	-
STIPEND (ARMORER/ TRAINING SUPERVISOR)	2,500	2,500	2,500	2,500	2,500	-	-
STIPEND (RECORDS MANAGER)	2,500	2,500	2,500	2,500	2,500	-	-
STIPEND (TRAFFIC SPECIALIST)	1,500	1,500	1,500	1,500	1,500	-	-
STIPEND (SCHOOL RESOURCE OFFICER)	3,000	4,500	4,500	4,500	4,500	-	-
STIPEND (BCI ON-CALL)	13,050	13,250	13,050	13,100	13,100	50	-
CLOTHING ALLOWANCE	4,500	7,500	1,500	12,000	12,000	10,500	-
STIPEND (PROFESSIONAL STANDARDS)	299,526	308,208	318,982	334,151	334,151	15,169	-
POLICE DISPATCH DIFFERENTIAL	-	-	-	-	-	-	-
SUB TOTAL	1,466,622	1,471,354	1,518,020	1,531,151	1,531,151	13,131	-
TOTAL POLICE P.S.	5,783,179	5,895,659	5,984,662	6,115,116	6,160,116	175,454	45,000



Fiscal Year 2016 Budget

Police Department

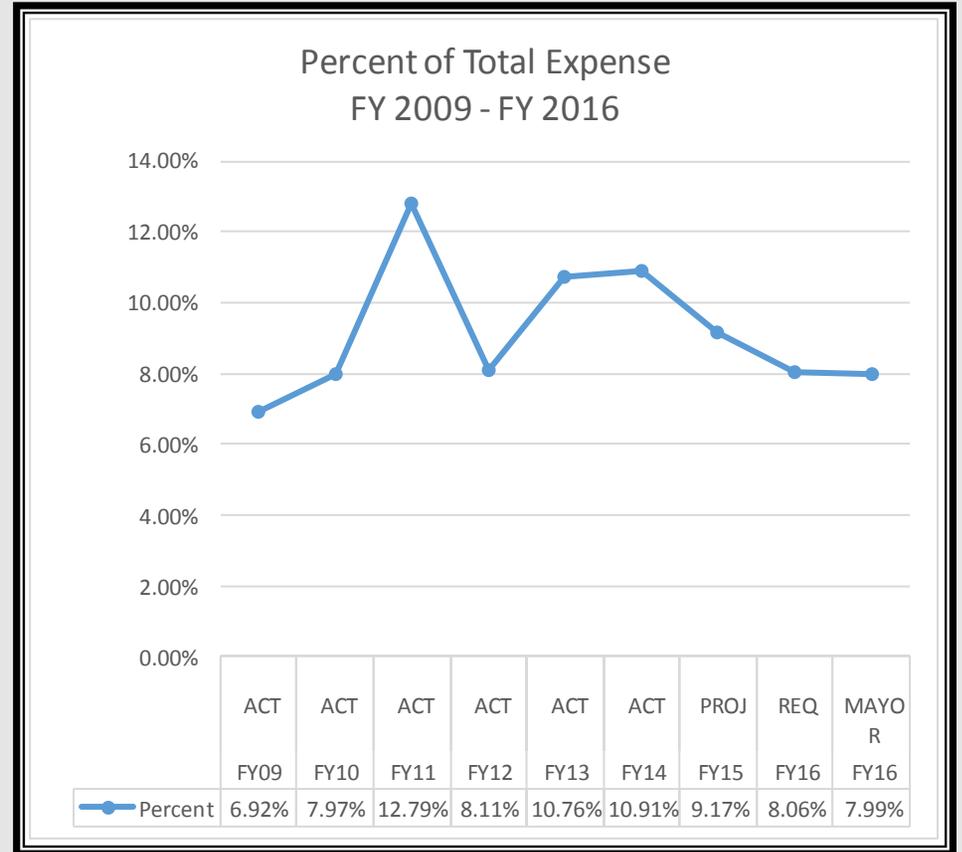
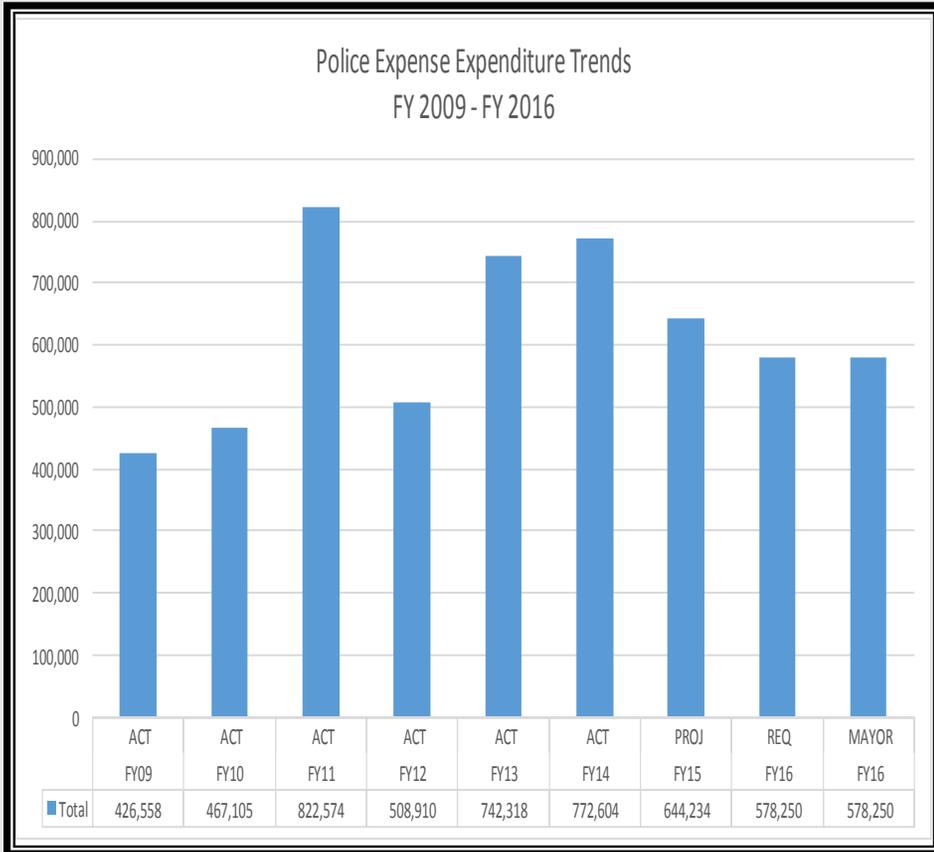
POLICE	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
DISPATCH & CIVILIAN SUPPORT	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
DISPATCH							
CIVILIAN POLICE DISPATCHERS (74% general fund)	339,029	363,896	357,643	409,517	409,517	51,874	-
CIVILIAN POLICE DISPATCHERS OVERTIME	25,995	34,985	35,000	40,000	40,000	5,000	-
CIVILIAN DISPATCH/CJIS REPS	-	-	-	-	-	-	-
CIVILIAN DISPATCH/CJIS CERTIFICATION	-	-	-	-	-	-	-
CIVILIAN DISPATCH/CPR CERTIFICATION	-	-	-	-	-	-	-
CIVILIAN DISPATCH UNIFORMS	6,000	5,000	5,000	6,000	6,000	1,000	-
LESS: E911 SUPPORT GRANT (estimated)	(109,068)	(109,539)	(115,227)	(100,000)	(100,000)	15,227	-
SUB TOTAL	261,956	294,342	282,416	355,517	355,517	73,101	-
CIVILIAN STAFF SUPPORT							
SYSTEMS MANAGER (CIVILIAN)	14,042	13,960	14,144	14,253	14,253	109	-
MATRONS (RESERVE)	-	-	-	-	-	-	-
CRIME ANALYST	45,656	48,181	48,703	51,352	51,352	2,649	-
TRI-CITY PROJECT MANAGER	-	-	-	-	-	-	-
DOMESTIC VIOLENCE ADVE (30% general fund)	40,038	43,221	44,331	46,217	46,217	1,886	-
ANIMAL CONTROL OFFICER	39,000	41,603	42,021	44,436	44,436	2,415	-
ASST. ANIMAL CONTROL OFFICER	-	-	-	-	-	-	-
OVERTIME - ANIMAL CONTROL	12,027	11,200	9,500	15,000	15,000	5,500	-
LESS: GRANTS	(40,038)	(41,958)	(44,331)	(46,217)	(46,217)	(1,886)	-
SUB TOTAL	110,725	116,207	114,368	125,041	125,041	10,673	-
TOTAL POLICE DISPATCH & CIVILIAN STAFF	372,681	410,549	396,784	480,558	480,558	83,774	-



Fiscal Year 2016 Budget

Police Department

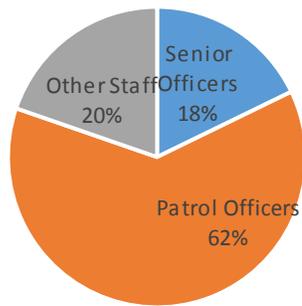
POLICE EXPENSE	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
OFFICE & SUPPLIES							
OFFICE SUPPLIES	13,185	17,902	15,500	16,500	16,500	1,000	-
DUES & SUBSCRIPTIONS	4,115	3,760	3,750	4,000	4,000	250	-
AUCTION	275	-	-	700	700	700	-
PRINTING	5,422	3,735	4,000	4,000	4,000	-	-
PHOTOGRAPHY	2,367	616	3,000	3,000	3,000	-	-
PROVISION OF PRISONERS	5,904	7,560	7,250	8,000	8,000	750	-
TOWING	-	-	-	500	500	500	-
TELEPHONE	-	-	-	-	-	-	-
CHIEF SEARCH FEE	-	10,000	8,500	-	-	(8,500)	-
COMPUTER SUPPLIES	-	-	-	-	-	-	-
ANIMAL CONTROL	-	-	35,000	35,000	35,000	-	-
SUB TOTAL	31,268	43,573	77,000	71,700	71,700	(5,300)	-
TRAVEL & TRAINING							
TRAVEL & MEETINGS	5,150	4,384	5,500	6,000	6,000	500	-
TRAINING (IN-SERVICE & SPECIALIZED)	9,700	10,895	9,000	8,000	8,000	(1,000)	-
TRAINING (COMMAND & SUPERVISORY)	2,800	2,451	12,000	4,000	4,000	(8,000)	-
TRAINING (RECRUIT ACADEMY)	3,000	3,000	12,000	15,000	15,000	3,000	-
TRAINING (AMMO & FIREARMS)	19,800	18,614	27,000	30,000	30,000	3,000	-
SUB TOTAL	40,450	39,344	65,500	63,000	63,000	(2,500)	-
VEHICLE & EQUIPMENT							
MECHANICS	17,500	13,958	15,600	16,000	16,000	400	-
CLOTHING ALLOW. (MECHANIC)	-	-	-	-	-	-	-
GAS AND OIL	140,000	137,029	100,000	120,000	120,000	20,000	-
AUTO REPAIR	55,200	59,325	53,000	57,000	57,000	4,000	-
SUPPLIES	13,950	12,411	14,500	15,000	15,000	500	-
RADIO REPAIR	4,000	3,631	6,300	5,000	5,000	(1,300)	-
EQUIPMENTAL RENTAL	-	-	-	-	-	-	-
TIRES AND TUBES (TIRE REPLACEMENT)	8,900	8,597	10,000	10,000	10,000	-	-
VEHICLE/EQUIPMENT REPLACEMENT	222,100	261,129	97,700	-	-	(97,700)	-
MOTOR CYCLE LEASING	21,000	21,000	21,000	22,000	22,000	1,000	-
SUB TOTAL	482,650	517,080	318,100	245,000	245,000	-73,100	-
BUILDING MAINTENANCE							
CUSTODIAN	37,000	36,668	39,881	41,793	41,793	1,912	-
CLOTHING ALLOW. (CUSTODIAN)	600	600	600	600	600	-	-
MAINTENANCE-ELEVATOR	3,300	3,228	3,324	3,420	3,420	96	-
MAINTENANCE-DIESEL GENERATOR	1,400	2,508	440	750	750	310	-
CONTRACT SERVICES (HVAC MAINT)	6,000	5,463	5,500	6,000	6,000	500	-
ELECTRICITY	76,500	59,769	77,000	80,000	80,000	3,000	-
CARPET RUNNERS	4,000	3,584	3,700	4,100	4,100	400	-
HEATING FUEL	32,000	30,376	30,000	33,000	33,000	3,000	-
HOUSEHOLDS	14,750	16,166	16,500	17,000	17,000	500	-
REPAIR AND CARE	10,000	11,872	5,000	10,000	10,000	5,000	-
CONTRACTED SERVICES (simplex grinnell)	2,400	2,373	1,689	1,887	1,887	198	-
SUB TOTAL	187,950	172,607	183,634	198,550	198,550	14,916	-
TOTAL POLICE EXPENSE	742,318	772,604	644,234	578,250	578,250	(65,984)	-



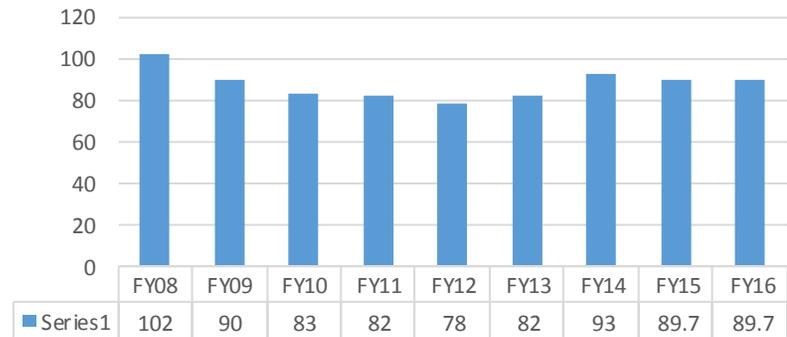
Police Department Staffing Summary

APPENDIX A - STAFFING LEVELS	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
POLICE	102	90	83	82	78	82	93	89.7	89.7
Chief	1	1	1	1	1	1	1	1	1
Deputy Chief	0	0	1	1	1	1	1	1	1
Captain	3	1	1	1	1	1	1	1	1
Lieutenant	4	4	2	3	3	3	3	3	3
Sergeants	11	11	10	10	10	0	10	10	10
Patrol Officers	72	65	59	58	54	55	56	56	56
Dispatchers	0	0	0	0	0	12	12	11	11
Head Clerk	2	2	1	1	1	1	1	1	1
Principal Clerk	2	2	2	2	2	2	2	1	1
Data Systems Manager	1	0	0	0	0	0	0	0.2	0.2
Crime Analyst	1	0	1	1	1	1	1	1	1
Domestic Violence Advocate	0	0	1	1	1	1	1	1	1
Tri-City Project Manager	1	0	0	0	0	0	0	0	0
Head Motor Equip/ Repairman	1	1	1	0	0	0	0	0.5	0.5
Custodian	1	1	1	1	1	1	1	1	1
Animal Control	0	0	0	0	0	1	1	1	1
Assistant Animal Control	0	0	0	0	0	0	0	0	0
Reserve Matrons	2	2	2	2	2	2	2	0	0

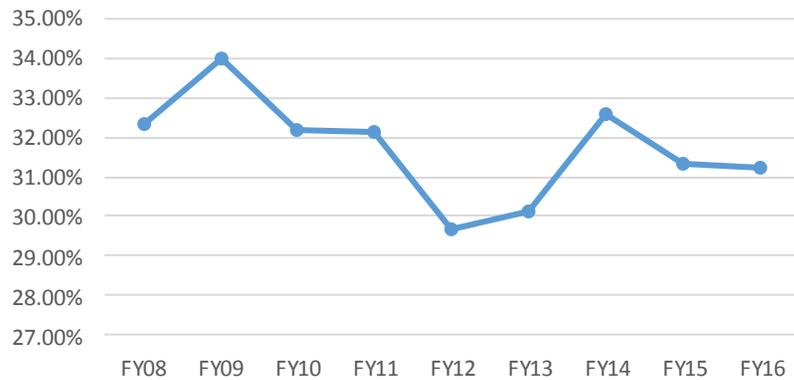
Police Staffing FY 2015



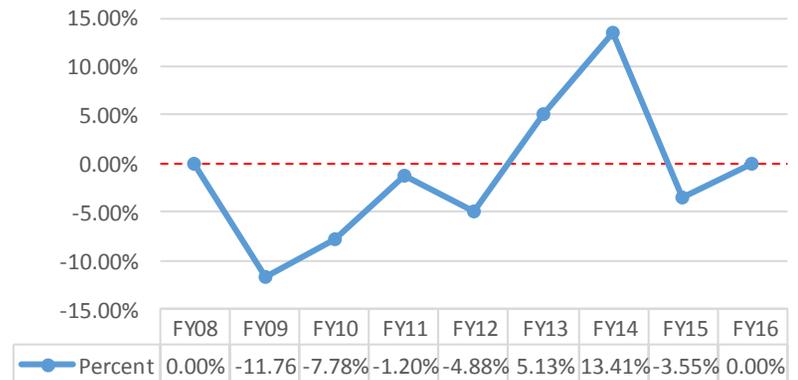
Police Staffing Trends FY 2008 - FY 2016

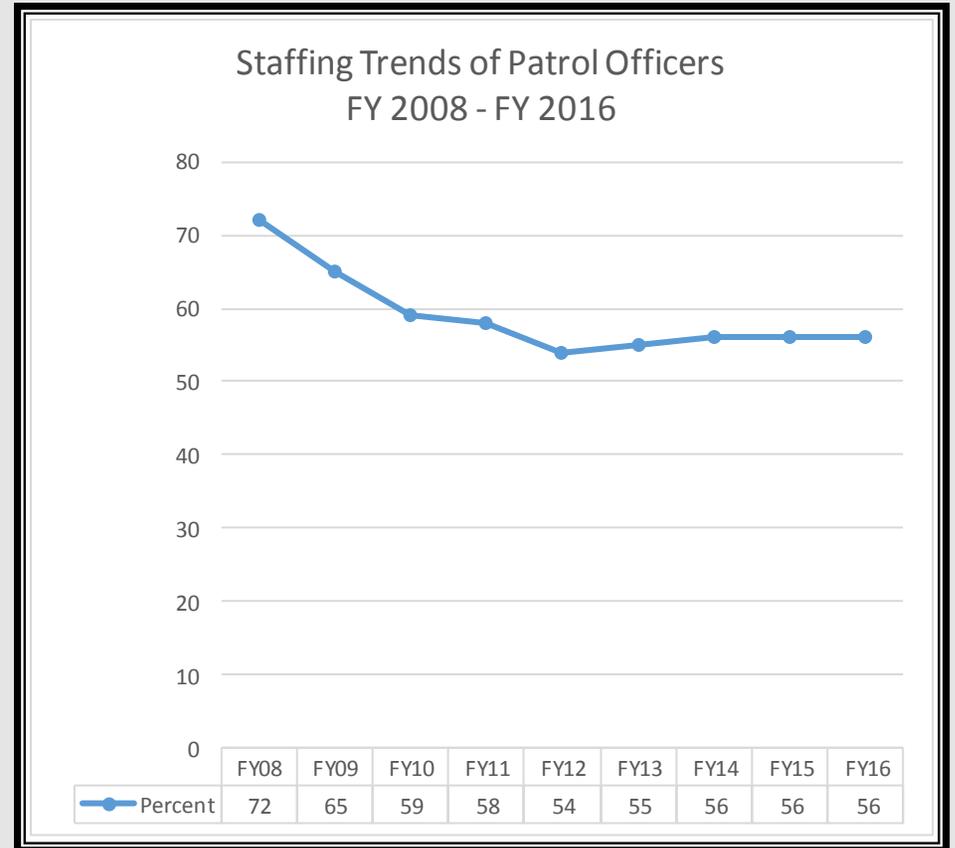
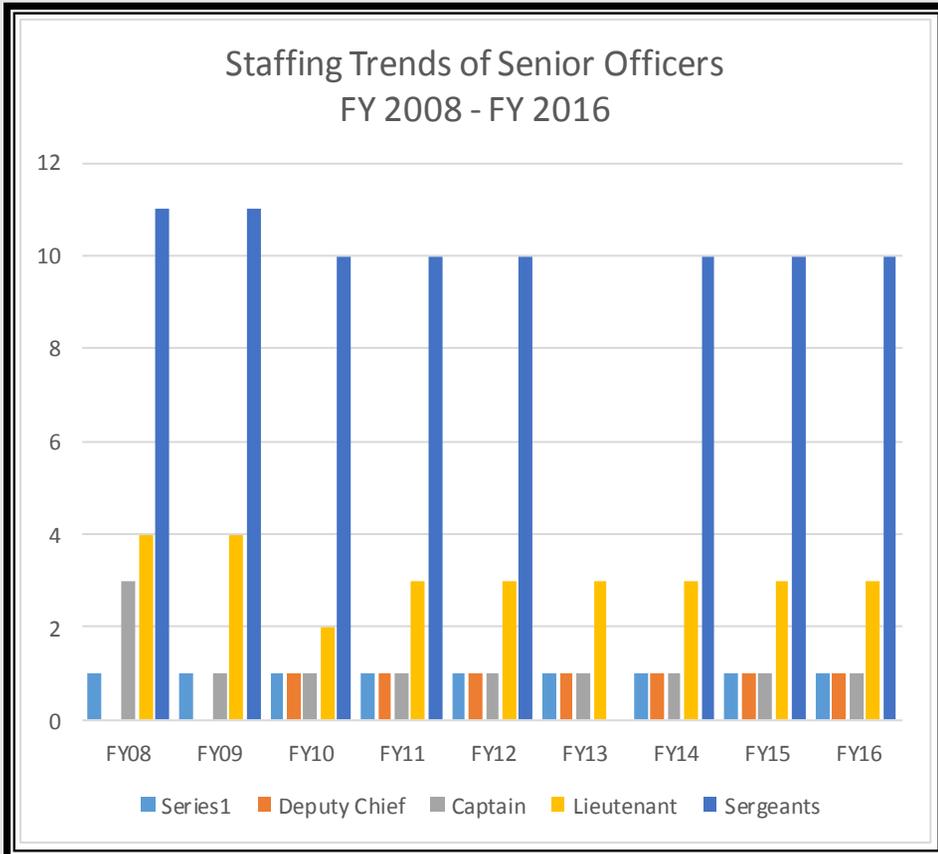


Percent of Total Staffing FY 2008 - FY 2016



Percent Change in Police Staffing Levels FY 2008 - FY 2016





Fire Department Summary

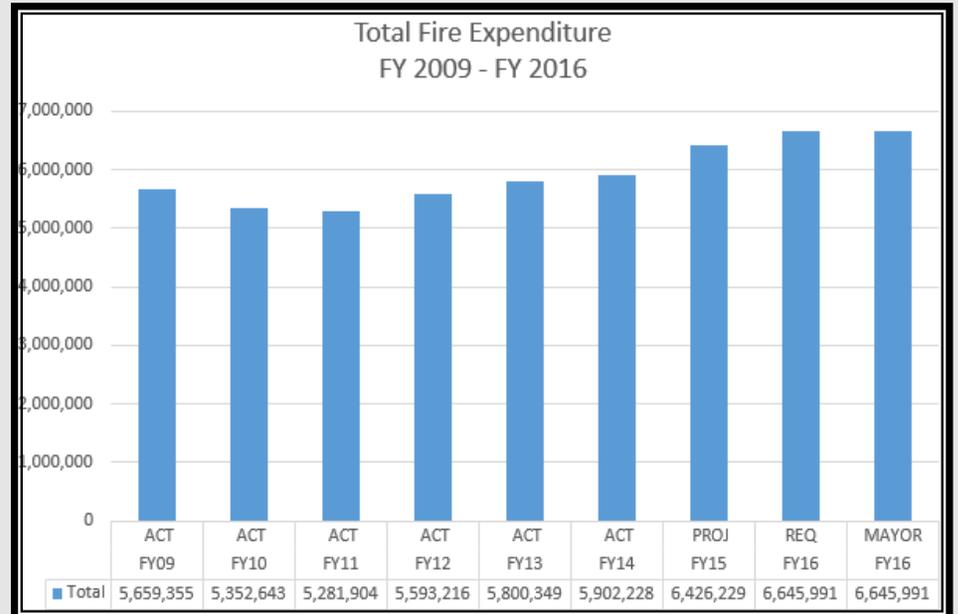
Program Description

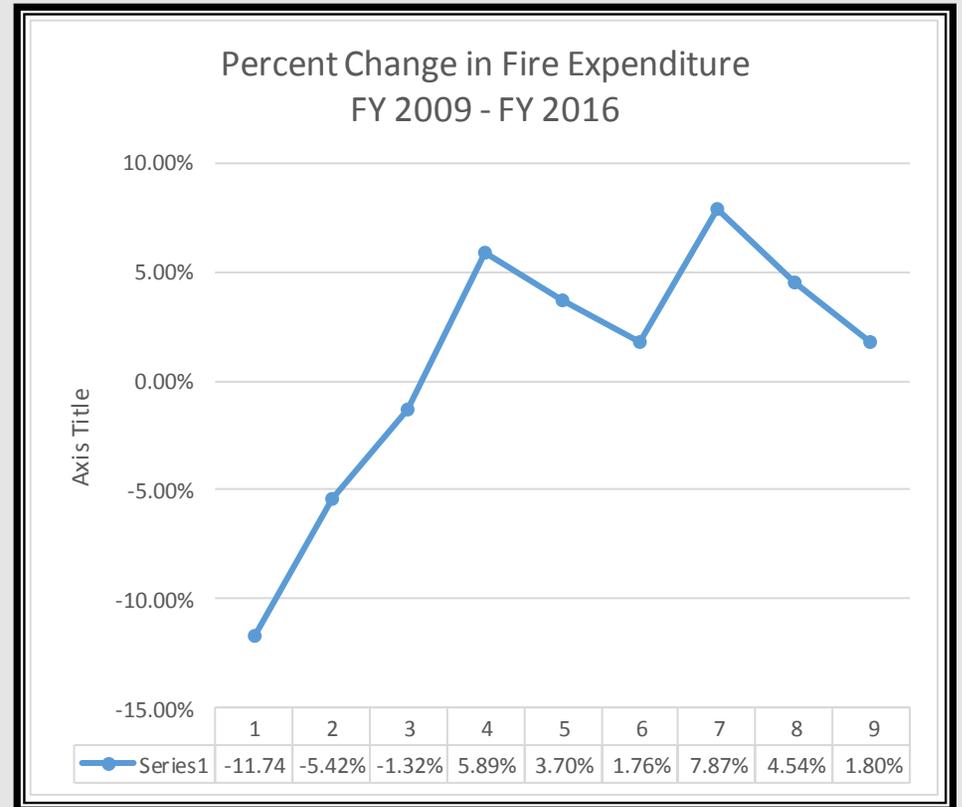
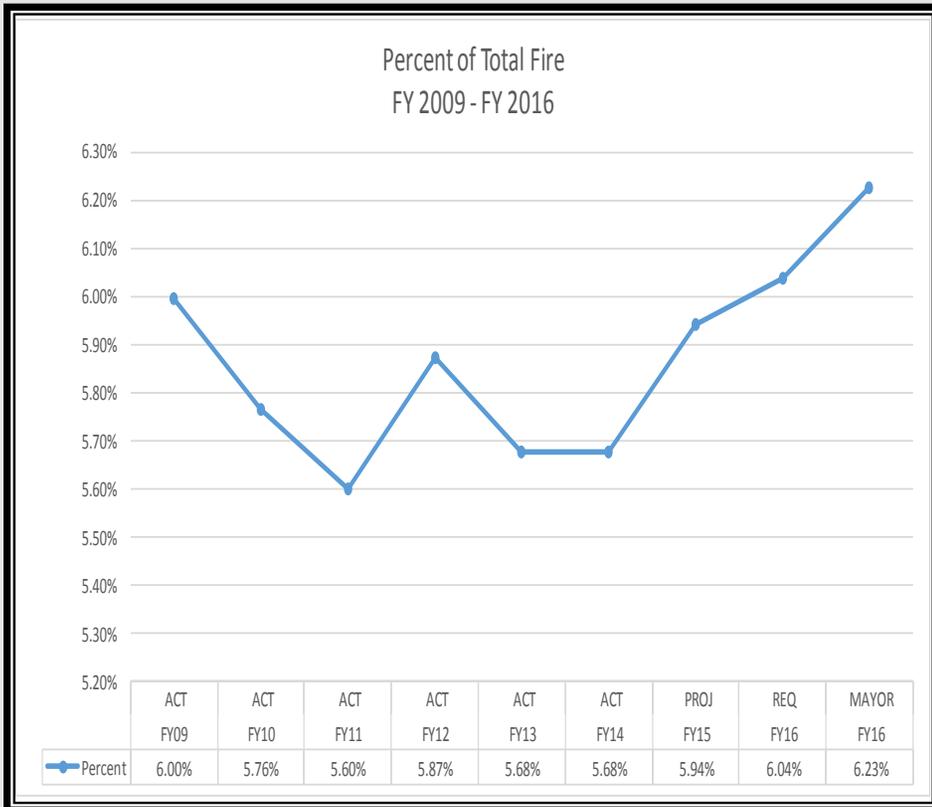
The Fitchburg Fire Department consists Fire Suppression, Emergency Medical Services, Fire Prevention/Arson Investigations Division, and Emergency Management. Each year, the Fire Department is responsible for the Emergency response of over 9000 emergency calls and we conduct tens of thousands of hours in Fire Education, code enforcement, Commercial, Residential, Educational, and Industrial inspections. Firefighters spend over 24,000 hours training per year. Our goal is to protect the life, property, and livelihood in Fitchburg.

Highlights

- The Fire Department continues to save dozens of lives each year on Fire, Medical and Haz-mat incidents in the City. In addition, over twenty million dollars in property loss is save by our efficient, effective and timely emergency responses.
- The Fire Department’s goal in this budget is to increase the minimum on-line staffing from fourteen firefighters on duty to fifteen. This is needed not only to meet minimum NFPA standards but for the increased safety of our citizens and firefighters.
- This budget reduces our current Department from 78 uniform officers to 74. Our goal is to have a minimum of 80 uniform personnel and for capital improvements to our aging fleet of vehicles.

FIRE	FY14 ACTUAL	FY15 PROJ	FY16 REQ	FY16 MAYOR
TOTAL P.S.	4030613	4638376	4862702	4862702
TOTAL BENEFITS & STIPENDS	1270104	1155852	1101687	1101687
TOTAL EMERGENCY MANAGEMENT	0	34000	72627	72627
TOTAL FIRE PREVENTION	118933	127473	131525	131525
TOTAL OFFICE & SUPPLIES	27065	27100	27400	27400
TOTAL VEHICLE & EQUIPMENT	248504	238428	240050	240050
TOTAL BUILDING MAINTENANCE	207010	205000	210000	210000
TOTAL FIRE	5902228	6426229	6645991	6645991



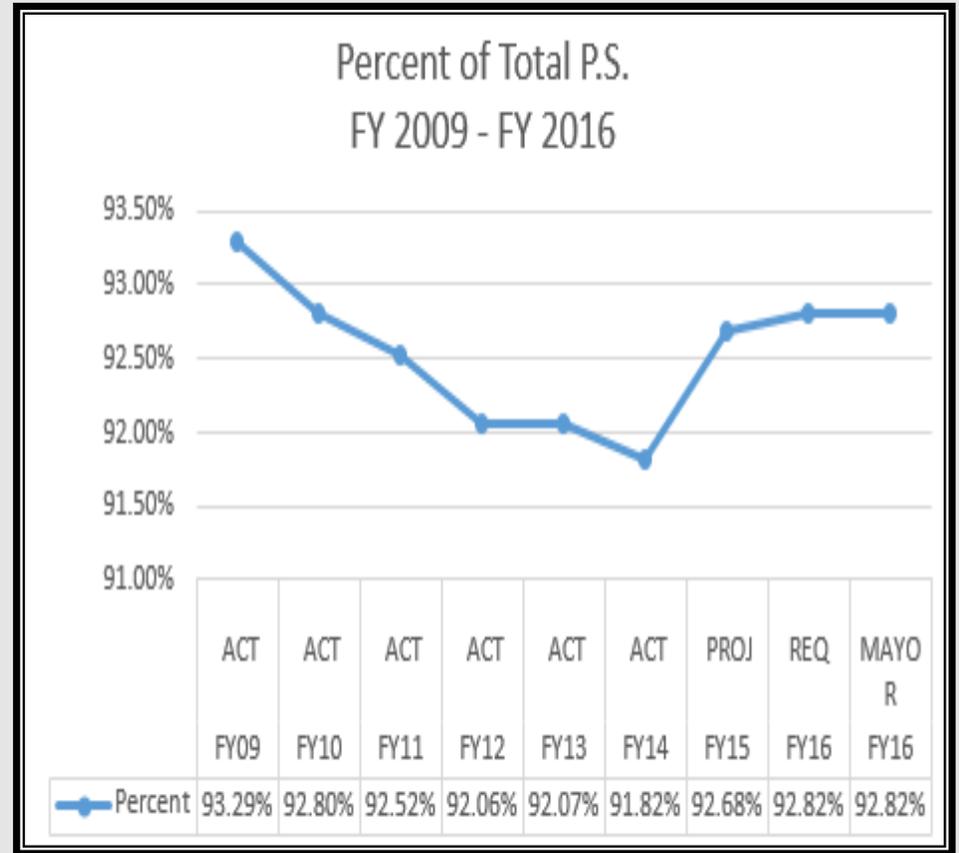
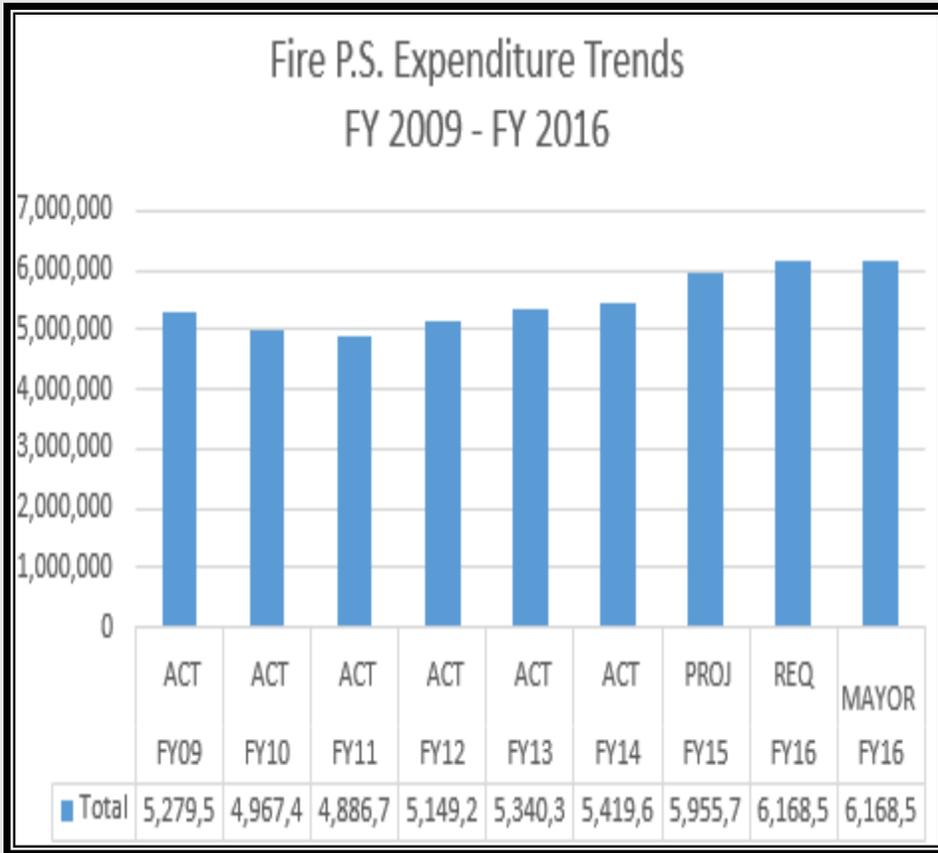


Performance Metrics				
Year	2011	2012	2013	2014
Average Emergency Response Time (Minutes)	4.02	4.15	4.14	4.18
Firefighter Training (Hours)	15310	15809	20800	36504
Property Values vs. Direct Savings from Firefighters	\$8,044,300	\$15,830,010	\$8,141,655	\$16,360,840
Fire Inspections	1298	1433	1352	1261
Fire Education Seminars	78	78	68	71

Fiscal Year 2016 Budget

Fire Department

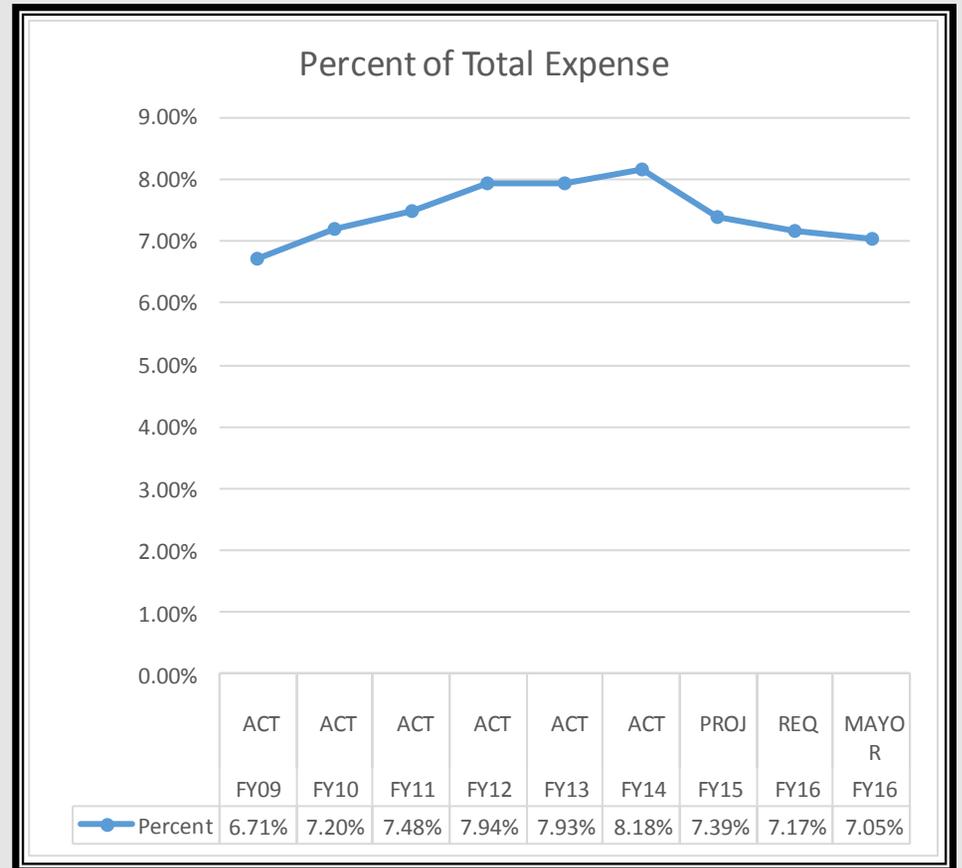
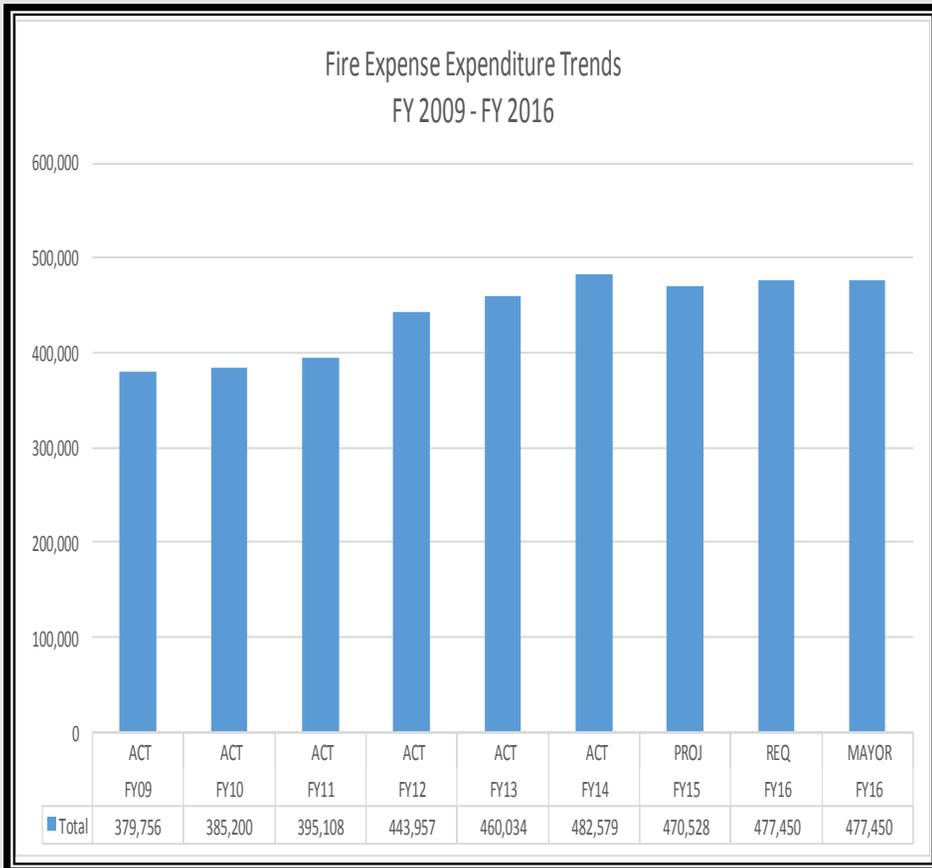
FIRE P.S.	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
FIRE P.S.							
FIRE CHIEF (1)	144,682	149,063	152,216	154,318	154,318	2,102	-
CHIEFS ADMINISTRATIVE ASSISTANT	47,450	49,327	50,422	52,662	52,662	2,240	-
CLERICAL - SENIOR CLERK	27,824	27,824	31,503	31,964	31,964	461	-
LONGEVITY	72,248	69,332	72,000	71,000	71,000	(1,000)	-
OVERTIME	264,873	308,478	405,000	405,000	405,000	-	-
DEPUTIES (4)	297,111	307,002	330,531	348,775	348,775	18,244	-
CAPTAINS (4)	247,783	255,292	274,155	290,506	290,506	16,351	-
LIEUTENANTS (12)	667,603	665,771	714,723	757,704	757,704	42,981	-
LIEUTENANTS - Fire Alarm/Comm Director (1)	57,995	59,769	64,050	72,627	72,627	8,577	-
COMMUNICATION TECHNICIAN		-	5,500	5,500	5,500	-	-
FIREFIGHTERS (54)	2,376,525	2,482,494	2,753,096	2,857,127	2,857,127	104,031	-
Other Municipal Services 1%							-
LESS: GRANTS (retirements in FY14 and 15)	(350,371)	(343,739)	(214,820)	(184,481)	(184,481)	89,557	-
SUB TOTAL	3,853,723	4,030,613	4,638,376	4,862,702	4,982,821	403,663	-
FIRE BENEFITS & STIPENDS							
PROFESSIONAL STANDARDS	199,278	200,906	-	5,500	5,500	5,500	-
INCENTIVES	686,633	614,740	658,623	533,936	533,936	(119,687)	-
HOLIDAYS	313,773	331,984	364,774	410,852	410,852	51,078	-
HIGHER CLASSIFICATION	31,885	30,081	25,250	30,389	30,389	5,139	-
PAGER/RECALL	77,476	78,533	92,205	96,010	96,010	3,805	-
SICK TIME BUY BACK	62,100	13,860	15,000	25,000	25,000	10,000	-
SUB TOTAL	1,371,145	1,270,104	1,155,852	1,101,687	1,101,687	(44,165)	-
EMERGENCY MANAGEMENT DIRECTOR							
FEMA/TRAINING DIRECTOR	-	-	34,000	72,627	72,627	38,627	-
SUB TOTAL	-	-	34,000	72,627	72,627	38,627	-
FIRE PREVENTION							
FIRE PREVENTION/ARSON DIRECTOR	65,074	67,056	71,880	72,627	72,627	747	-
FIRE FIGHTER - FIRE PREVENTION	50,373	51,877	55,593	58,898	58,898	3,305	-
SUB TOTAL	115,447	118,933	127,473	131,525	131,525	4,052	-
TOTAL FIRE P.S.	5,340,315	5,419,649	5,955,701	6,168,541	6,168,541	212,840	-



Fiscal Year 2016 Budget

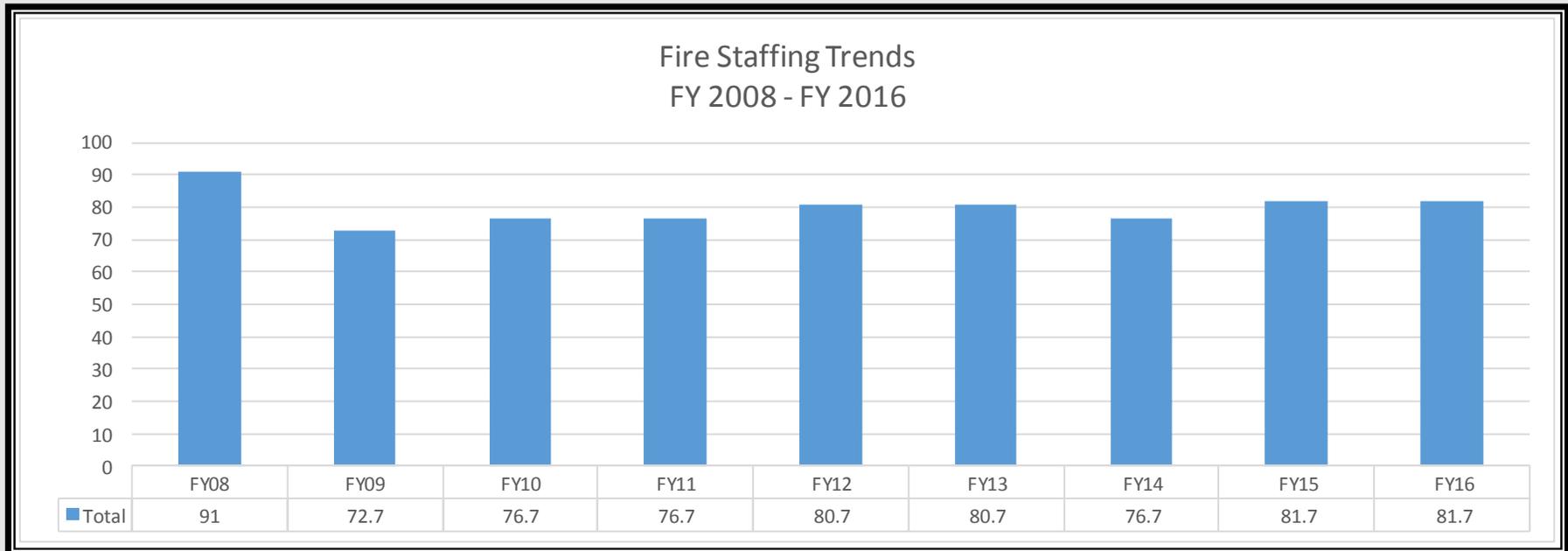
Fire Department

FIRE EXPENSE	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
OFFICE & SUPPLIES							
OFFICE SUPPLIES	9,190	11,400	12,000	12,000	12,000	-	-
TELEPHONE	-	-	-	-	-	-	-
COMPUTER SUPPLIES	-	-	-	-	-	-	-
TRAVEL & MEETINGS	1,497	3,667	3,100	3,400	3,400	300	-
TRAINING/SAFETY/HEALTH	12,211	11,998	12,000	12,000	12,000	-	-
SUB TOTAL	22,898	27,065	27,100	27,400	27,400	300	-
FIRE VEHICLE & EQUIPMENT							
MECHANICS	50,107	50,300	52,428	53,050	53,050	622	-
MAINTENANCE EQUIPMENT (FIRE ALARM)	21,634	21,565	21,000	21,000	21,000	-	-
FIREFIGHTERS EQUIPMENT	16,000	31,996	18,000	18,000	18,000	-	-
GAS AND OIL	57,916	57,360	57,000	57,000	57,000	-	-
FIREFIGHTERS SUPPLIES	9,487	12,171	11,000	11,000	11,000	-	-
AUTOMOBILE	90,097	75,112	79,000	80,000	80,000	1,000	-
NEW UTILITY PICK-UP TRUCK, WITH PLOW	-	-	-	-	-	-	-
NEW INSPECTORS VEHICLE	-	-	-	-	-	-	-
SUB TOTAL	245,241	248,504	238,428	240,050	240,050	1,622	-
FIRE BUILDING MAINTENANCE							
ELECTRICITY	67,832	65,889	75,000	80,000	80,000	5,000	-
HEATING FUEL	62,957	65,247	63,000	63,000	63,000	-	-
HOUSEHOLD	61,106	75,874	67,000	67,000	67,000	-	-
SUB TOTAL	191,895	207,010	205,000	210,000	210,000	5,000	-
TOTAL FIRE EXPENSE	460,034	482,579	470,582	477,450	477,450	6,922	-

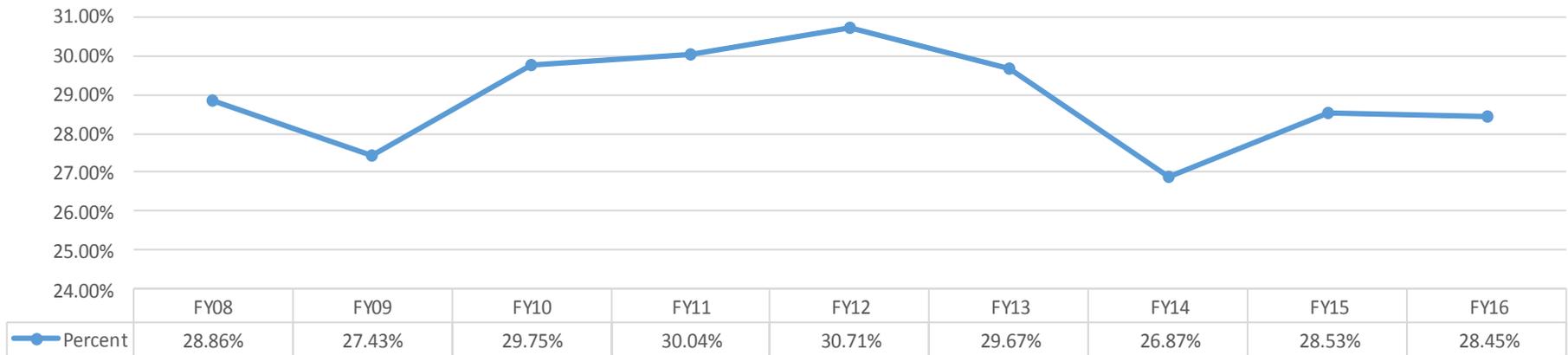


Fire Department Staffing Summary

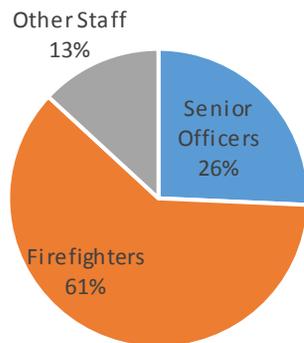
Fire—Staffing Levels	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
Total	91.0	72.7	76.7	76.7	80.7	80.7	76.7	81.7	81.7
Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Chief	6.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Captains	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Lieutenants	16.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Fire Prevention	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Fire Alarm Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
FEMA/Training Director	-	-	-	-	-	-	-	1.0	1.0
Dispatchers/Firefighters	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Mechanic	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Clerical	2.0	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Firefighters	55.0	42.0	46.0	46.0	50.0	50.0	46.0	50.0	50.0



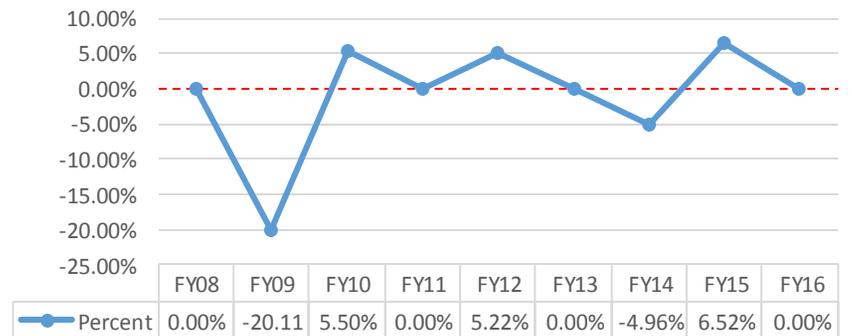
Percent of Total Staffing
FY 2008 - FY 2016

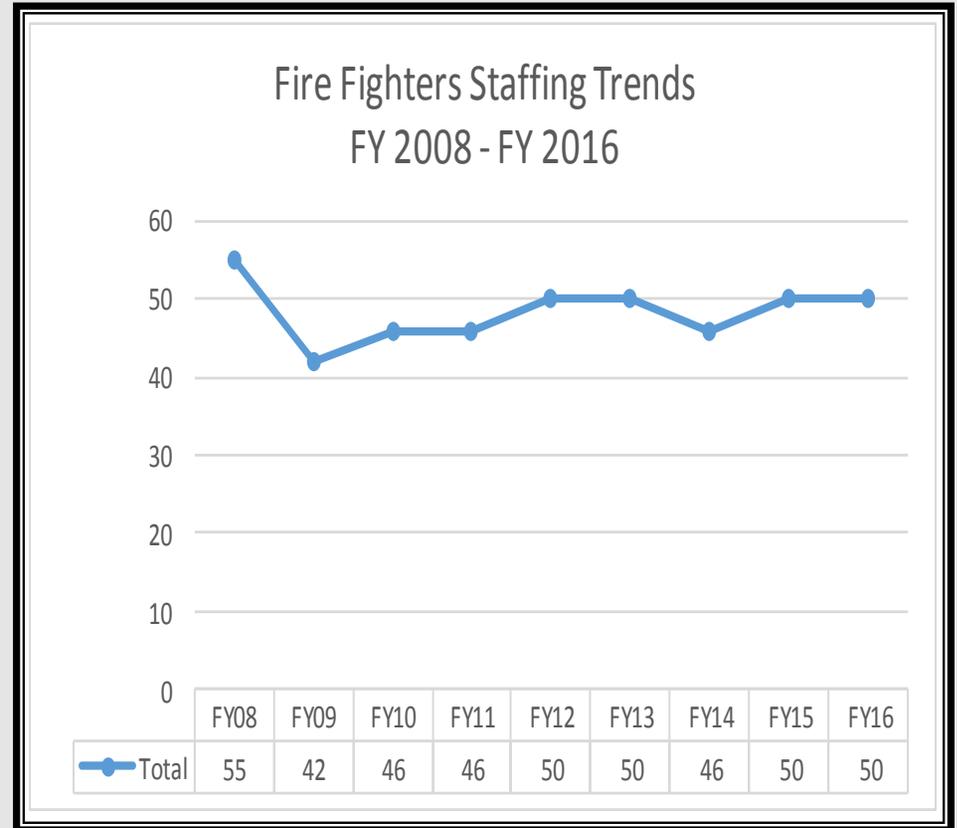
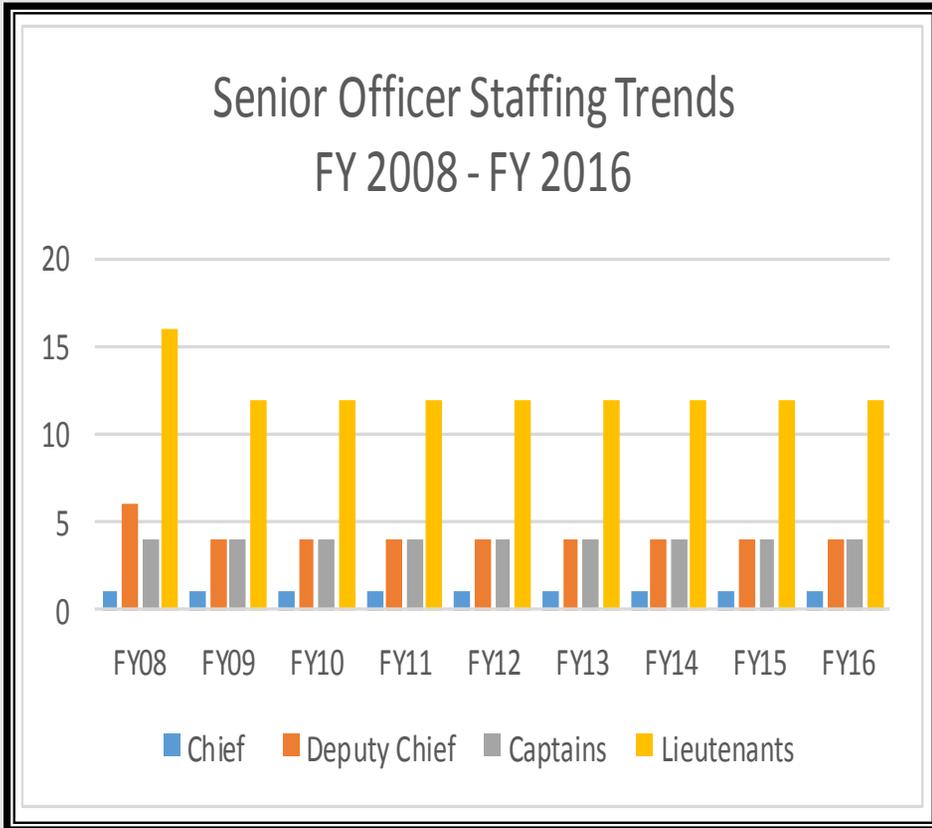


Fire Department Staffing FY 2015



Percent Change in Fire Department Staffing
FY 2008 - FY 2016





Public Works Summary

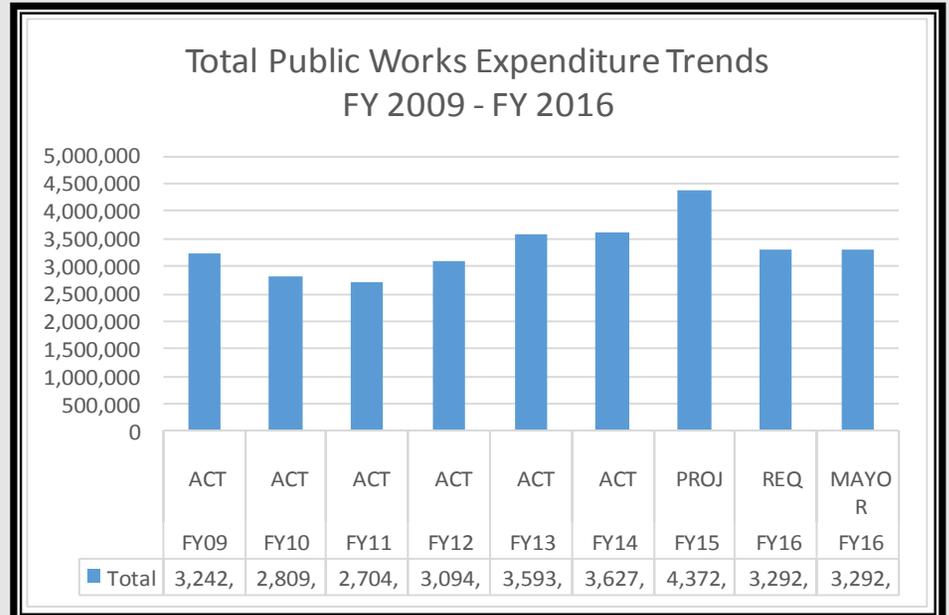
Program Description

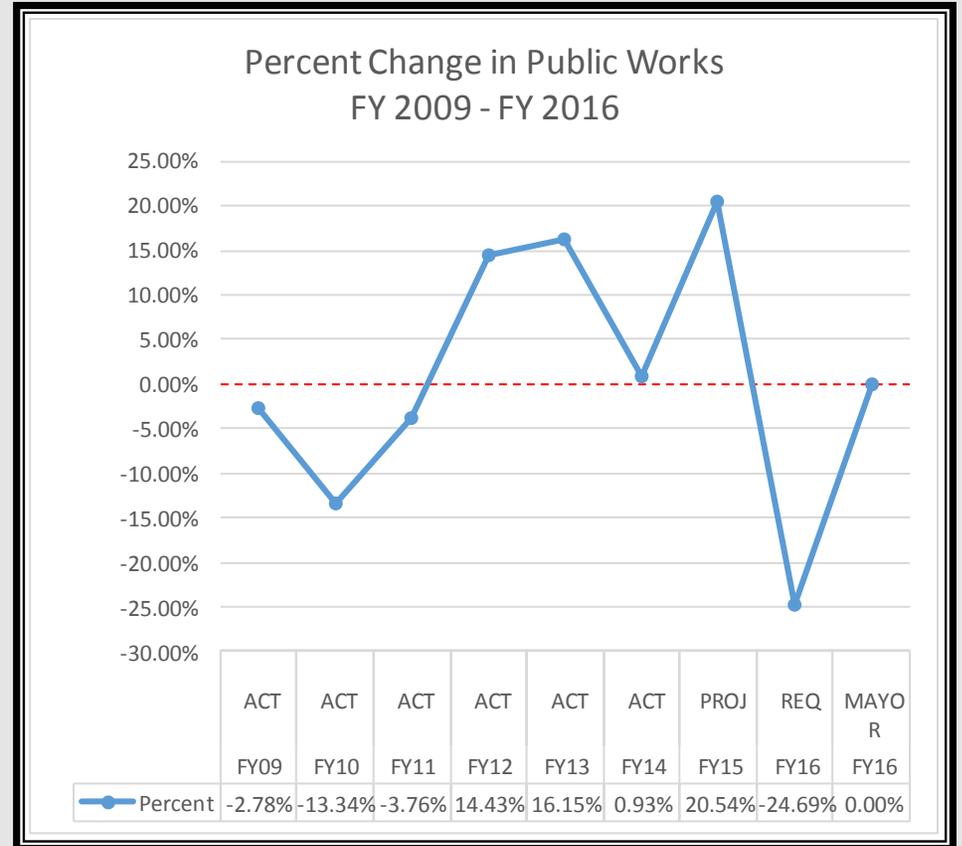
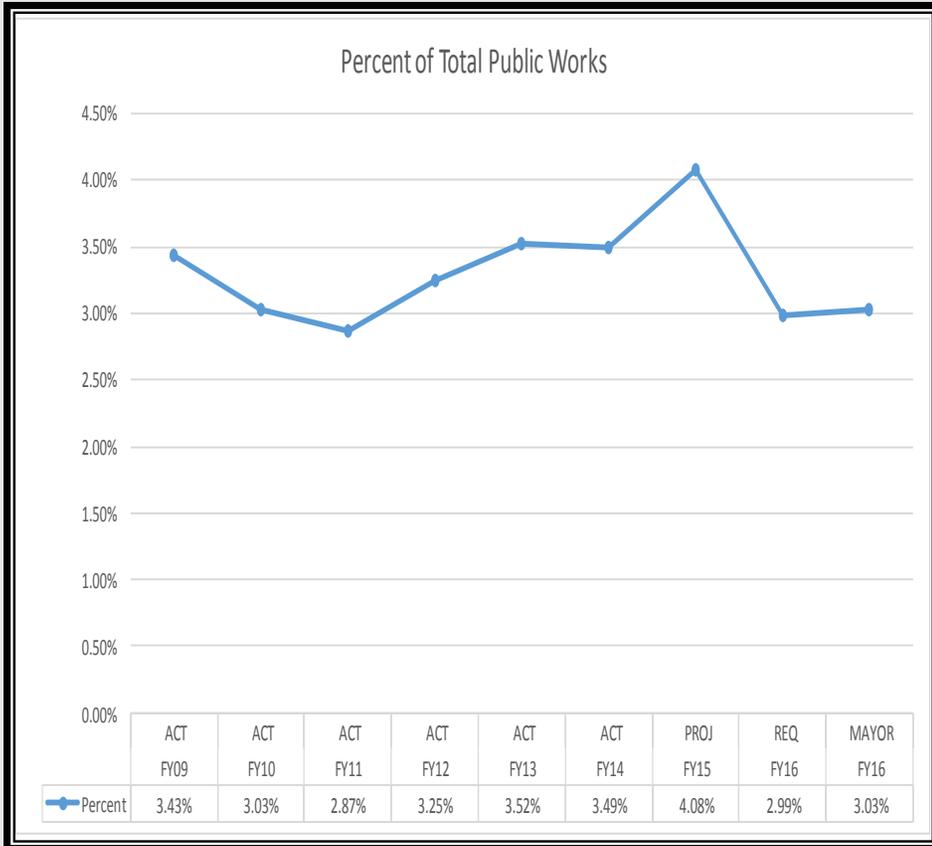
The Department is responsible for public works infrastructure in the City. The Engineering & Planning Division provides survey, design and technical support services. The Streets, Cemeteries and Parks Division is responsible for maintaining 236 miles of streets, 6 public burial grounds and 33 parks and playgrounds. The Water Division treats and distributes potable water to the City from surface water supplies, and the Wastewater Division collects and treats wastewater before it is discharged back into the watershed.

Highlights

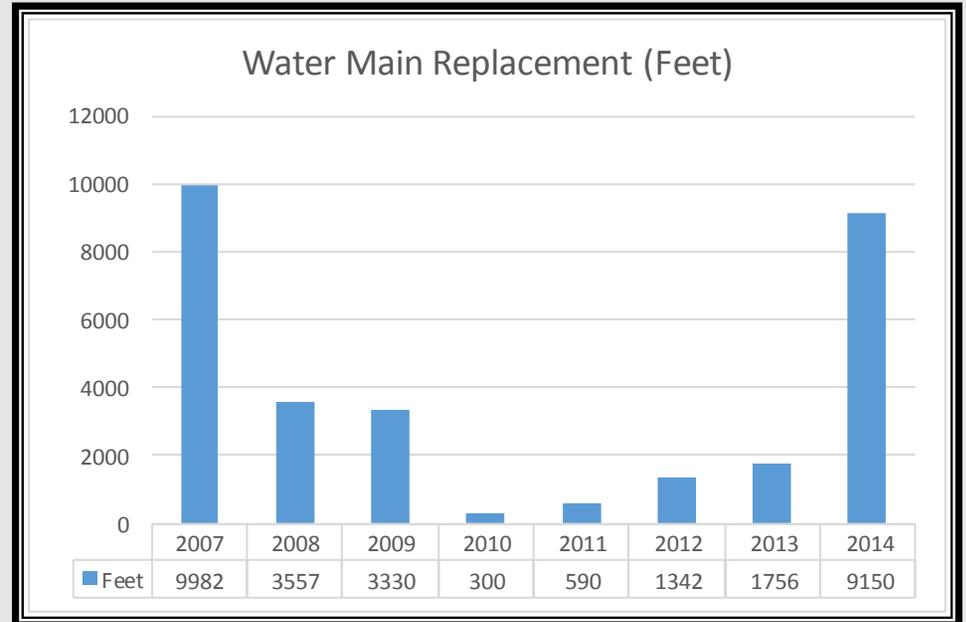
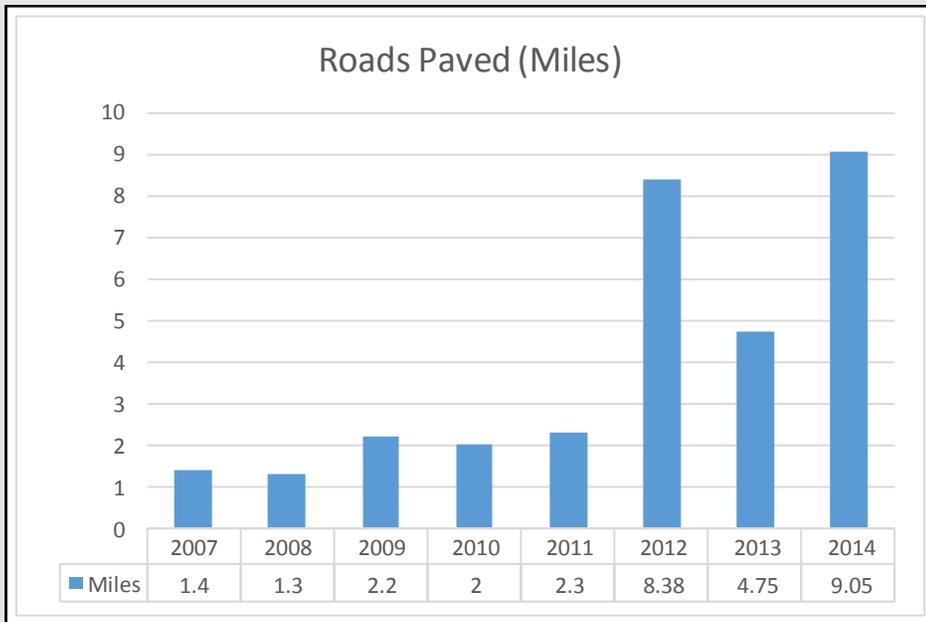
- The Engineering & Planning Division saved the cost of hiring outside consultants in the past year by designing and managing projects such as Sawyer Passway sewer, Almount Terrace water main, Jeffrey Street extraneous flow, Crocker Field track, Upper Common traffic signal upgrade
- DPW workers self-performed projects, saving the time and cost of contracting out rebuilding two Laurel St Cemetery retaining walls, Sawyer Passway sewer, Forest Hill Cemetery water system, Crocker Playground
- Animal Shelter budget reduced due to success of revolving fund
- Funding provided to replace failing water system at Forest Hill Cemetery
- EPA is issuing a new stormwater permit and result in significant costs to every municipality. Funding options will need to be explored.

PUBLIC WORKS	FY14 ACTUAL	FY15 PROJ	FY16 REQ	FY16 MAYOR
ADMIN, ENGINEERING & PLANNING	397429	344047	360951	360951
ANIMAL CONTROL	51198	0	0	0
CEMETERY	213658	252308	273318	273318
HIGHWAY	1618456	1868501	1903227	1903227
PARKS	227782	242632	255283	255283
SNOW & ICE	1022136	1585000	400000	400000
TOTAL TRAFFIC SIGNALS	96801	80000	100000	100000
TOTAL PUBLIC WORKS	3627460	4372487	3292779	3292779





Performance Metrics	2007	2008	2009	2010	2011	2012	2013	2014
Road Paved (Miles)	1.4	1.3	2.2	2	2.3	8.38	4.75	9.05
Water main replacement (Feet)	9982	3557	3330	300	590	1342	1756	9150

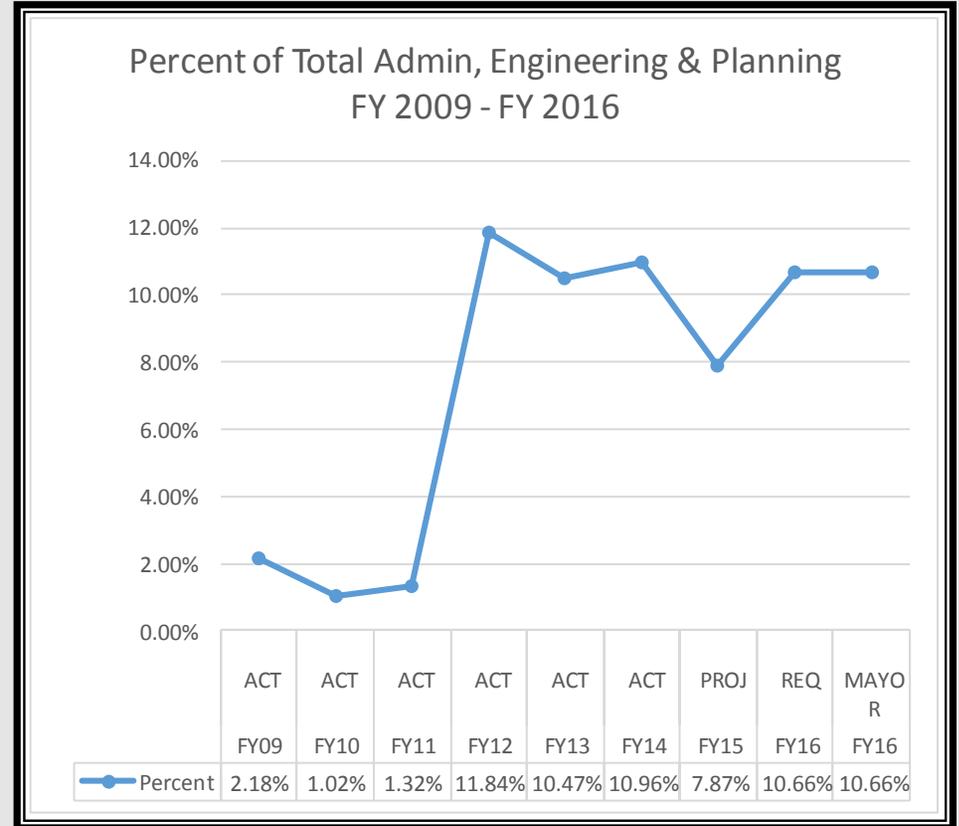
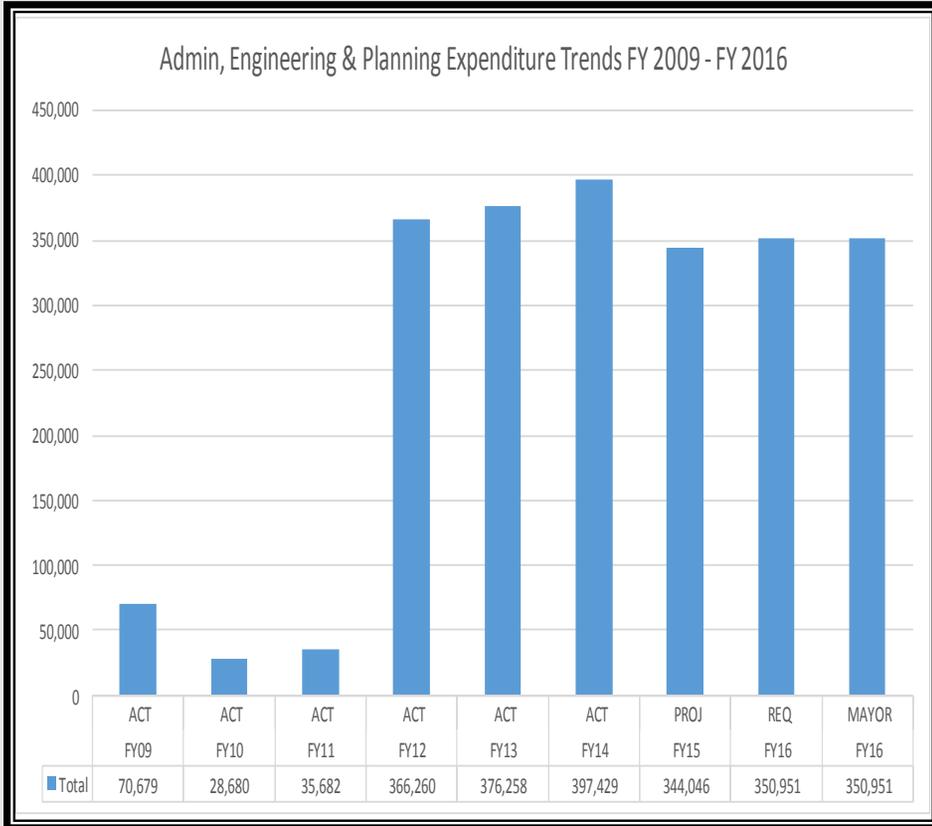


Performance Metrics	2004-2005	2012-2013	2013-2014
Sewers Rehabilitated or Replaced	7513	6675	10674
Drains Installed	26540	16769	22931

Fiscal Year 2016 Budget

Public Works Department

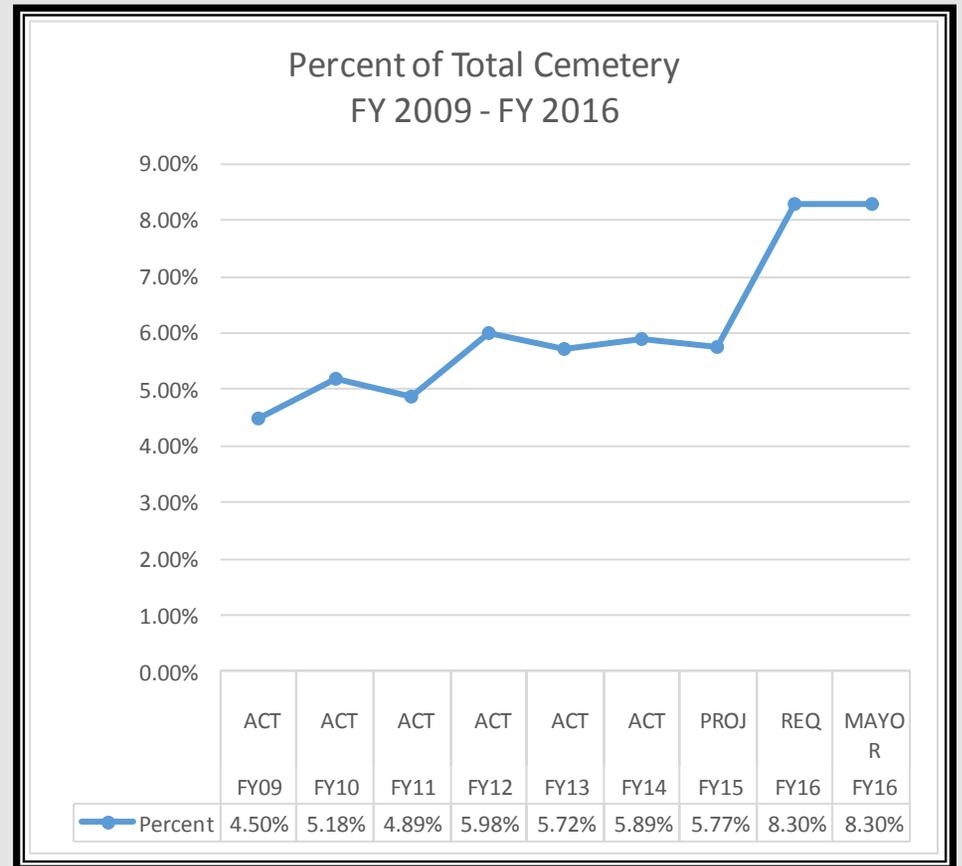
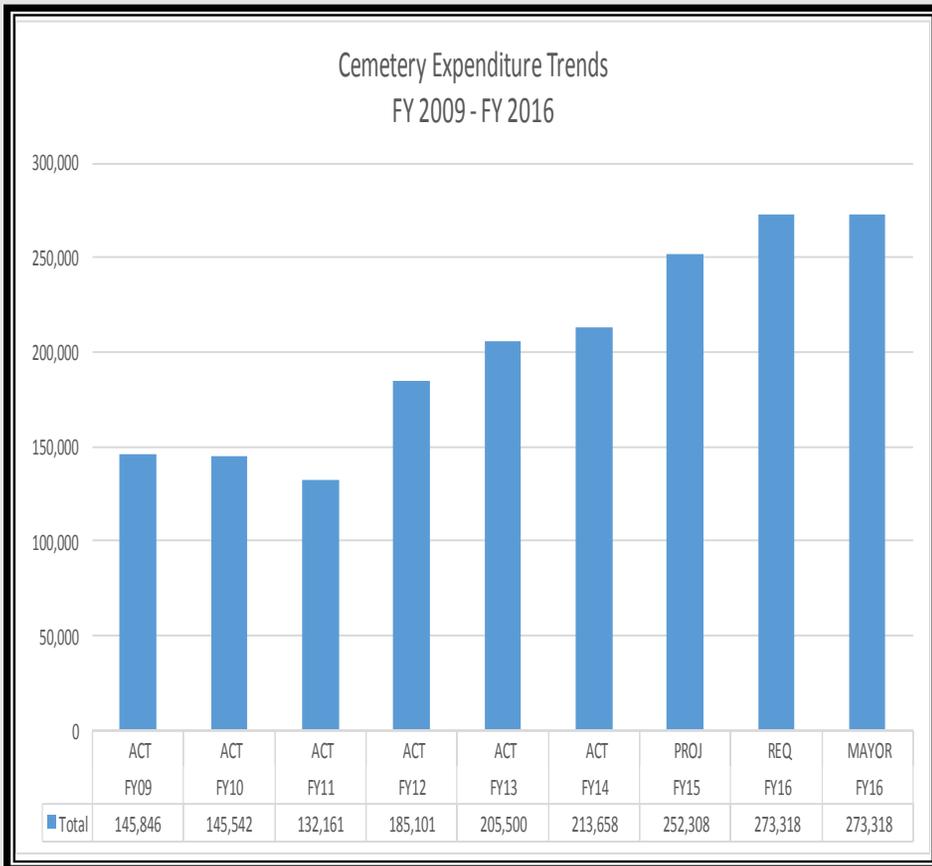
PUBLIC WORKS ADMIN, ENGINEERING & PLANNING	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
ADMIN & ENGINEERING P.S.							
PUBLIC WORKS COMMISSIONER 90% Gen Fund	101,972	106,958	108,054	113,551	113,551	5,497	-
DAM ENGINEER (Gen Fund Share, Remainder Enterprise)	10,000	5,423	10,000	9,000	9,000	(1,000)	-
BUSINESS MGR	88,036	92,342	-	-	-	-	-
ASSISTANT CITY ENGINEER 90% Gen Fund	79,456	83,520	84,356	88,608	88,608	4,252	-
CIVIL ENGINEER 10% Gen Fund	76,752	80,493	81,328	75,980	75,980	(5,348)	-
JUNIOR ENGINEER 90% Gen Fund	51,116	53,662	54,236	58,793	58,793	4,557	-
JUNIOR ENGINEERING AIDE	-	-	-	-	-	-	-
PLANNER I- PRINCIPAL PLANNER 100% Gen Fund	76,856	80,597	-	-	-	-	-
PLANNER II- PROJECTS 10% Gen Fund	58,552	61,440	-	-	-	-	-
PLANNER II- CDBG ADMIN 0% Gen Fund	58,552	61,440	-	-	-	-	-
PROGRAM MGT ASSIST 0% Gen Fund	40,872	43,222	-	-	-	-	-
CLERICAL 95% Gen Fund	48,672	51,417	53,035	54,392	54,392	1,357	-
PUBLIC WORKS INSPECTOR 95% Gen Fund	-	-	36,811	39,877	39,877	3,066	-
LONGEVITY	6,465	6,723	3,363	3,360	3,360	(3)	-
CLOTHING ALLOWANCE	1,200	1,860	2,400	2,400	2,400	-	-
FRINGE BENEFITS - COMMUNITY DEVELOPMENT	-	-	-	-	-	-	-
SICK LEAVE BUY BACK	-	-	-	10,000	10,000	10,000	-
LESS: CDBG, HOME, EDI, SEC 108, & ENT	(334,093)	(343,373)	(100,512)	(101,910)	(101,910)	(1,399)	-
SUB TOTAL	364,408	385,724	333,071	344,051	344,051	10,979	-
ADMIN & ENGINEERING EXPENSE							
OFFICE SUPPLIES	5,700	6,383	3,650	3,000	3,000	(650)	-
DUES & SUBSCRIPTIONS	2,475	2,106	2,125	1,600	1,600	(525)	-
TRAINING/EDUCATION	1,475	1,395	2,250	1,000	1,000	(1,250)	-
MISC CDBG ADMIN EXPENSE 0% Gen Fund	3,000	-	-	-	-	-	-
ADVERTISING 42% Gen Fund	4,700	1,790	2,350	1,000	1,000	(1,350)	-
TRAVEL & MEETINGS 29% Gen Fund	1,700	31	600	300	300	(300)	-
GIS & TELEPHONES 0% Gen Fund	2,100	-	-	-	-	-	-
AUTOCAD SOFTWARE UPGRADE	-	-	-	-	-	-	-
DEPARTMENTAL EQUIPMENT (plotter)	-	-	-	-	-	-	-
ENGINEERING DOCS- SCAN, INDEX, FILE	-	-	-	-	-	-	-
LESS: CDBG, HOME, NSP, & SEC 108	(9,300)	-	-	-	-	-	-
SUB TOTAL	11,850	11,705	10,975	6,900	6,900	(4,075)	-
TOTAL ADMIN & ENG EXPENSE	376,258	397,429	344,046	350,951	350,951	6,904	-



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Public Works Department

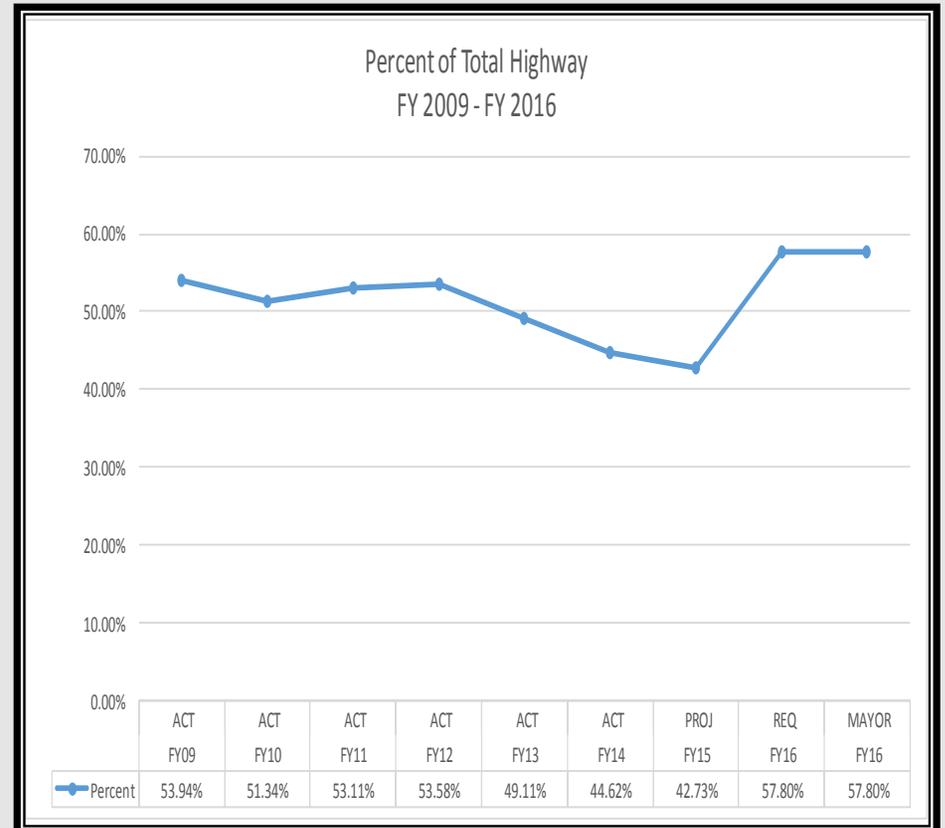
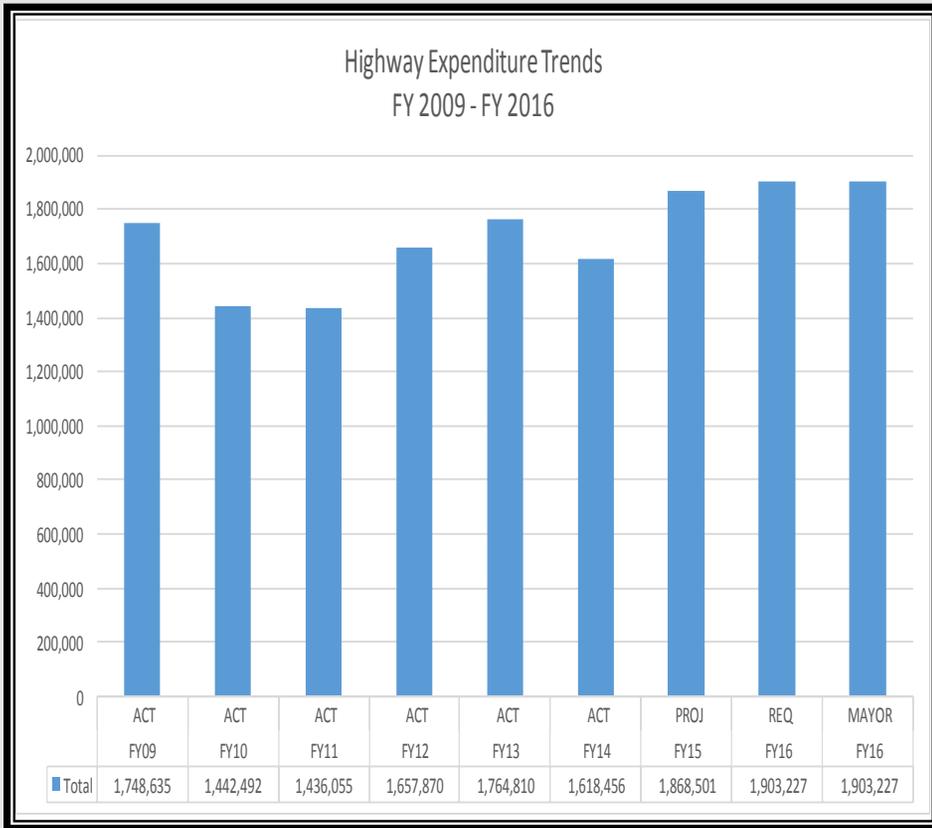
PUBLIC WORKS	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
CEMETERY	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
CEMETERY P.S.							
CLERICAL - PRINCIPAL CLERK	-	-	-	-	-	-	-
CEMETERY SUPERINTENDENT	56,420	60,082	60,709	63,719	63,719	3,010	-
LONGEVITY	2,498	2,758	3,448	3,448	3,448	-	-
OVERTIME	4,498	4,336	5,200	6,000	6,000	800	-
CLOTHING ALLOWANCE	3,000	3,000	3,000	3,000	3,000	-	-
LABOR-WORKING FOREMAN/LABOR	44,486	46,187	48,047	50,179	50,179	2,132	-
LABOR-SPECIAL MEO/LABORER	38,359	40,278	41,906	43,765	43,765	1,859	-
LABOR-LIGHT MEO/LABORER	38,612	39,129	40,716	42,528	42,528	1,812	-
SICK TIME BUY BACK	-	-	-	-	-	-	-
OUT OF GRADE	200	140	200	200	200	-	-
SUMMER HELP (3)	21,242	21,100	26,040	26,000	26,000	(40)	-
CERTIFICATIONS	1,150	1,150	1,179	1,179	1,179	-	-
LESS: CEM PERPETUAL CARE TRUST	(30,000)	(30,000)	-	-	-	-	-
LESS: CEM SALE OF LOTS AND GRAVES	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	-	-
SUB TOTAL	165,464	173,159	215,445	225,018	225,018	9,573	-
CEMETERY EXPENSE							
ELECTRICITY (MAIN BLDG & MAUSOLEUM)	5,182	6,490	8,000	8,000	8,000	-	-
TELEPHONE	-	-	-	-	-	-	-
OFFICE SUPPLIES	1,703	1,184	1,800	1,200	1,200	(600)	-
DUES & SUBSCRIPTIONS	1,300	1,588	1,433	1,600	1,600	167	-
BLDG & GROUNDS REPAIRS	19,008	18,526	20,000	19,000	19,000	(1,000)	-
MAINTENANCE OF EQUIP (MOWERS)	2,264	4,480	5,202	6,000	6,000	798	-
TRAINING/EDUCATION	510	545	720	800	800	80	-
GASOLINE	6,991	4,385	6,200	7,000	7,000	800	-
MASTER PLAN	-	-	-	-	-	-	-
EMERGENCY INTERNMENT	1,414	1,412	1,508	1,900	1,900	392	-
MOTOR VEHICLE REPAIRS	1,185	1,754	1,800	2,500	2,500	700	-
CLOTHING	479	135	200	300	300	100	-
CAPITAL: Water- FY13-14; Truck, Mower, Trailer- FY16	10,000	10,000	10,000	-	-	(10,000)	-
NEW CEMETERY SOFTWARE	-	-	-	-	-	-	-
LESS: CEM PERPETUAL CARE TRUST	(10,000)	(10,000)	(20,000)	-	-	20,000	-
SUB TOTAL	40,035	40,499	36,863	48,300	48,300	11,437	-
TOTAL	205,500	213,658	252,308	273,318	273,318	21,010	-



Fiscal Year 2016 Budget

Public Works Department

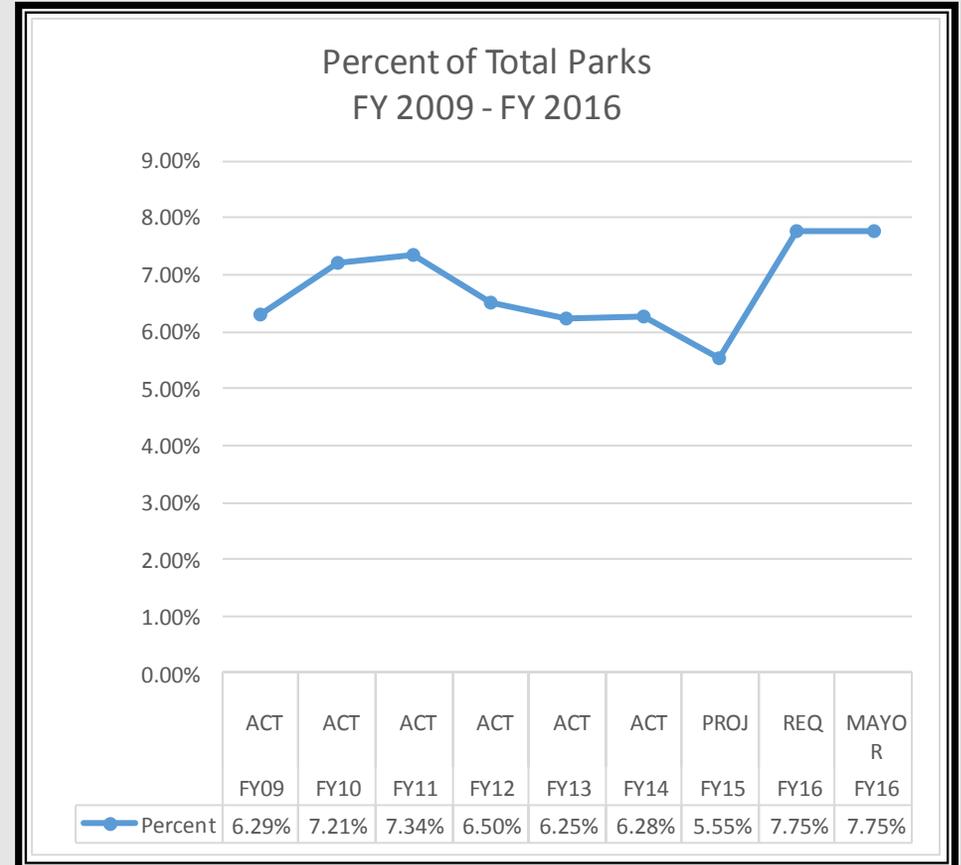
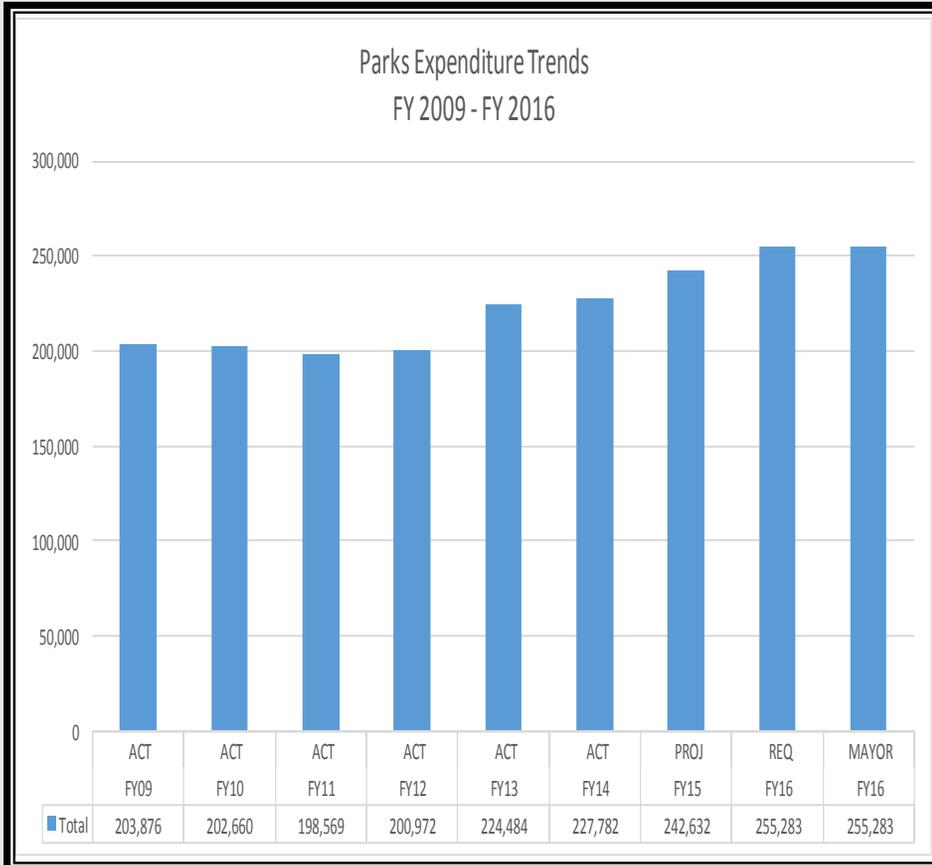
PUBLIC WORKS	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
HIGHWAY	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
HIGHWAY P.S. (19.5 FTE)							
SUPERINTENDENT OF STREETS	65,052	65,981	70,053	71,055	71,055	1,002	-
LONGEVITY	11,718	11,376	13,186	13,500	13,500	314	-
OVERTIME	80,000	43,628	50,000	50,000	50,000	-	-
CLOTHING ALLOWANCE	18,000	17,000	19,600	19,600	19,600	-	-
WORKING FOREMEN (3 FTE)	133,973	138,560	144,130	150,535	150,535	6,405	-
SPECIAL MOTOR EQUIP. OPERATOR (2 FTE)	110,115	77,089	94,543	122,616	122,616	28,073	-
HEAVY MOTOR EQUIP. OPERATOR (12 FTE)	353,705	362,727	458,876	464,746	464,746	5,870	-
LIGHT MOTOR EQUIP. OPERATOR (1 FTE)	60,029	32,844	23,423	33,641	33,641	10,218	-
DISPATCHER (0.5 FTE)	19,324	19,982	20,796	21,704	21,704	908	-
SHIFT DIFFERENTIAL	100	160	100	100	100	-	-
OUT OF GRADE	3,500	3,222	3,500	3,500	3,500	-	-
PAGING STIPENDS	23,400	21,250	23,400	23,400	23,400	-	-
CERTIFICATIONS/STIPENDS	8,825	8,750	9,600	9,600	9,600	-	-
SICK LEAVE BUY BACK	-	-	-	-	-	-	-
LESS: CDBG REIMBURSEMENT	(95,000)	(95,000)	(100,000)	(100,000)	(100,000)	-	-
LESS: SNOW AND ICE LABOR	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	-	-
SUB TOTAL	757,741	672,569	796,207	848,997	848,997	52,790	-
HIGHWAY SERVICES & SUPPLIES							
LINE PAINTING	14,675	18,999	20,000	20,000	20,000	-	-
TREE REMOVAL	75,361	72,597	65,000	65,000	65,000	-	-
CENTRAL STEAM PLANT CLEAN-UP	37,000	-	-	-	-	-	-
ELECTRICITY	32,000	28,691	35,550	37,700	37,700	2,150	-
TELEPHONE	-	-	-	-	-	-	-
OFFICE SUPPLIES	1,046	1,639	1,500	1,400	1,400	(100)	-
BLDG & GROUNDS REPAIRS	30,733	26,642	27,000	27,000	27,000	-	-
MAINTENANCE OF EQUIPMENT & SMALL TOOLS	30,102	35,436	35,000	35,000	35,000	-	-
HEATING FUEL	40,643	45,346	44,566	45,000	45,000	434	-
RADIO REPAIR	-	1,027	3,000	1,000	1,000	(2,000)	-
POT HOLE REPAIR SUPPLIES	96,213	77,179	100,000	115,000	115,000	15,000	-
TRAFFIC SIGN MAINT	8,360	9,302	12,000	2,000	2,000	(10,000)	-
CLOTHING	401	-	-	500	500	500	-
SUPPLIES - SEWER/DRAINAGE MAINTENANCE	8,260	11,479	12,000	11,000	11,000	(1,000)	-
SUPPLIES - SIDEWALK MAINTENANCE	8,986	4,277	7,000	8,000	8,000	1,000	-
DAM REPAIRS AND MAINTENANCE	690	717	3,000	7,000	7,000	4,000	-
EQUIPMENT- MESSAGE BOARD	-	-	20,000	-	-	(20,000)	-
CONTRACT SERVICES (STREETLIGHTS)	251,885	187,912	205,000	110,000	110,000	(95,000)	-
CONTRACT SERVICES (STREETLIGHT MAINTENANCE)	-	34,662	40,000	15,000	15,000	(25,000)	-
LEASE (LED STREETLIGHT CONVERSION)	-	-	-	100,000	100,000	100,000	-
SUB TOTAL	636,355	555,905	630,616	600,600	600,600	(30,016)	-
HIGHWAY GARAGE & REPAIR (4 FTE)							
HEAD MOTOR EQUIPMENT REPAIRMAN	44,512	46,040	47,899	50,011	50,011	2,112	-
MOTOR EQUIPMENT REPAIRMEN (3 FTE)	76,066	100,722	110,779	124,419	124,419	13,640	-
SICK TIME BUY-BACK	-	-	-	1,200	1,200	1,200	-
GAS AND OIL	149,366	138,372	180,000	175,000	175,000	(5,000)	-
TIRES AND TUBES	8,758	5,640	8,000	8,000	8,000	-	-
MOTOR VEHICLE REPAIRS	92,012	99,208	95,000	95,000	95,000	-	-
SUB TOTAL	370,714	389,982	441,678	453,630	453,630	11,952	-
TOTAL HIGHWAY	1,764,810	1,618,456	1,868,501	1,903,227	1,903,227	34,726	-



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Public Works Department

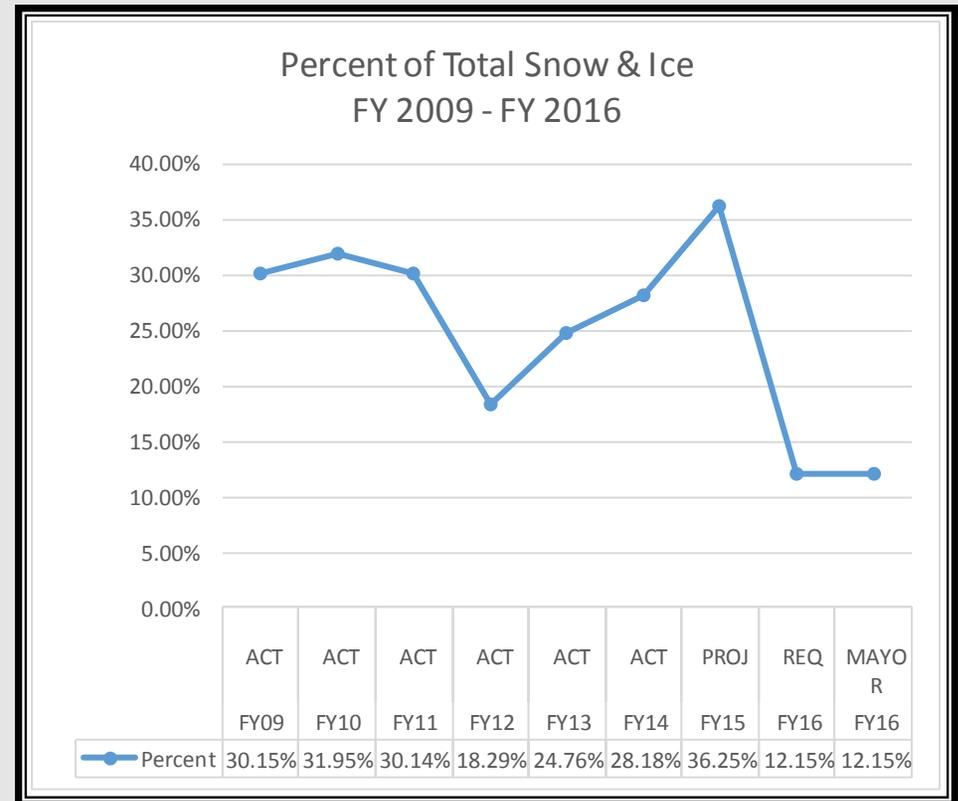
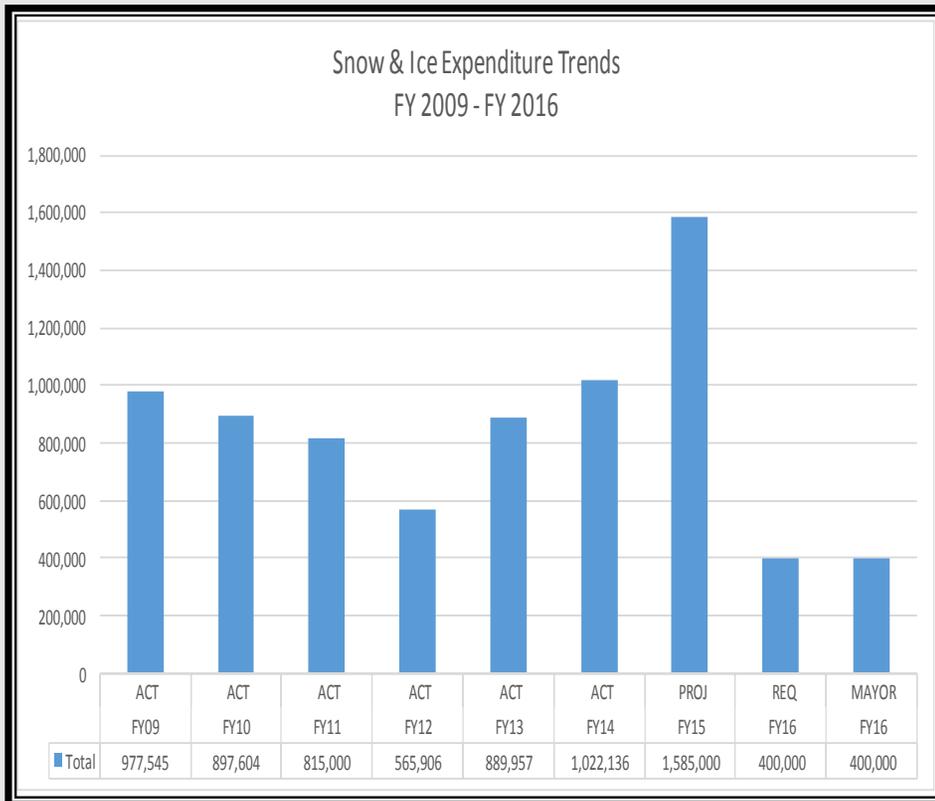
PUBLIC WORKS	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
PARKS	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
PARKS P.S.							
LONGEVITY	1,294	1,120	1,124	1,034	1,034	(90)	-
OVERTIME	1,564	1,594	1,664	1,664	1,664	-	-
CLOTHING ALLOWANCE	3,200	3,200	3,200	3,200	3,200	-	-
WORKING FOREMAN	42,099	43,514	40,295	44,561	44,561	4,266	-
SPECIAL MOTOR EQUIP OPERATOR (2)	74,142	78,103	48,340	84,133	84,133	35,793	-
HEAVY SPECIAL MOTOR EQUIPMENT OP.	-	19,299	38,548	-	-	(38,548)	-
LIGHT MOTOR EQUIP OPERATOR	34,482	14,406	20,702	33,641	33,641	12,939	-
TEMPORARY LABORER	13,592	15,296	25,431	28,000	28,000	2,569	-
OUT OF GRADE	710	850	900	400	400	(500)	-
SICK TIME BUY-BACK	-	-	5,408	-	-	(5,408)	-
CERTIFICATIONS	1,700	1,700	1,500	1,700	1,700	200	-
SUB TOTAL	172,783	179,082	187,112	198,333	198,333	11,221	-
PARKS EXPENSE							
FLAGS	1,764	2,031	2,170	2,200	2,200	30	-
TELEPHONE	-	-	-	-	-	-	-
PARKS & PLAYGROUND IMPROVEMENT	6,968	6,330	7,000	7,000	7,000	-	-
ELECTRICITY (Stone House)	4,770	5,517	5,500	6,000	6,000	500	-
OFFICE SUPPLIES	936	2,225	950	950	950	-	-
BLDG & GROUNDS REPAIRS	11,024	12,757	12,500	13,000	13,000	500	-
EQUIPMENT	7,484	6,345	7,000	7,000	7,000	-	-
HEATING FUEL	-	-	-	-	-	-	-
TRAINING	267	583	600	600	600	-	-
GAS AND OIL	13,513	7,619	13,000	13,000	13,000	-	-
GROUNDSKEEPING	3,689	4,421	3,600	4,000	4,000	400	-
MOTOR VEHICLE REPAIRS	1,214	720	3,000	3,000	3,000	-	-
CLOTHING	72	150	200	200	200	-	-
TREE REMOVAL, TRIMMING, PLANTING	-	-	-	-	-	-	-
SUB TOTAL	51,701	48,700	55,520	56,950	56,950	1,430	-
TOTAL PARKS	224,484	227,782	242,632	255,283	255,283	12,651	-



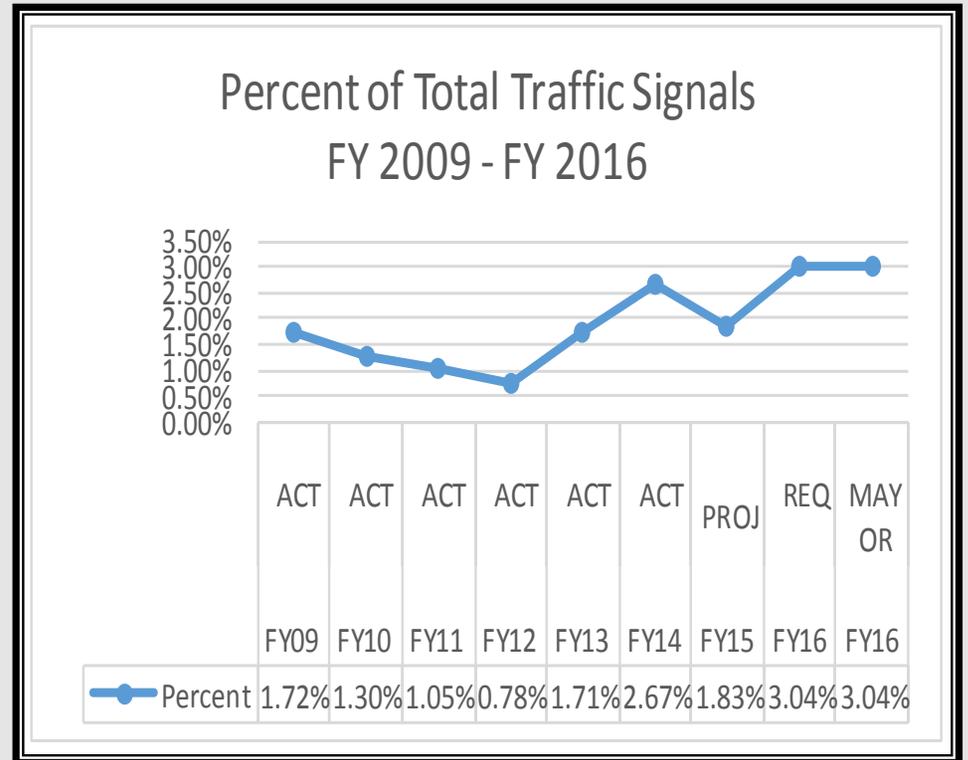
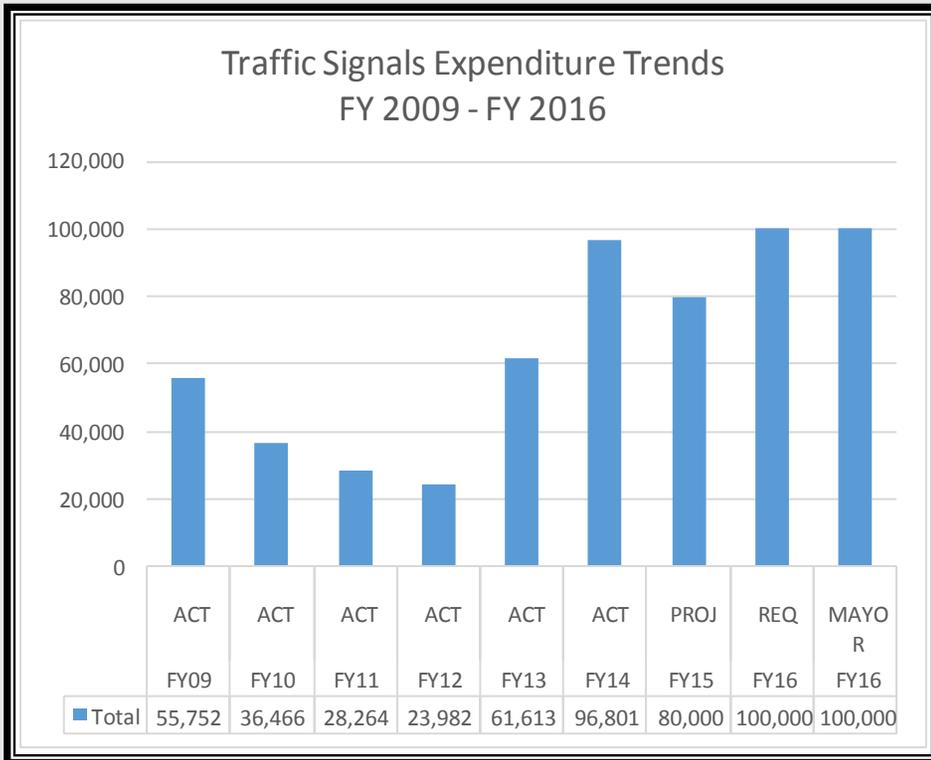
Fiscal Year 2016 Budget

Public Works Department

PUBLIC WORKS SNOW & ICE	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
SNOW & ICE							
SNOW & ICE OVERTIME	70,000	182,303	250,000	35,000	35,000	(215,000)	-
SNOW & ICE LABOR	35,000	35,000	35,000	35,000	35,000	-	-
SNOW & ICE EQUIPMENTAL RENTAL	339,348	241,416	700,000	110,000	110,000	(590,000)	-
SNOW & ICE PLOW AND BLADES	150,686	260,663	300,000	110,000	110,000	(190,000)	-
SNOW & ICE SALT	294,923	302,754	300,000	110,000	110,000	(190,000)	-
SUBTOTAL	889,957	1,022,136	1,585,000	400,000	400,000	(1,185,000)	-
TOTAL SNOW & ICE	889,957	1,022,136	1,585,000	400,000	400,000	(1,185,000)	-



PUBLIC WORKS	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
TRAFFIC SIGNALS	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
TRAFFIC SIGNAL MAINTENANCE	4,789	5,934	5,000	5,000	5,000	-	-
TRAFFIC SIGNAL LIGHTS	13,734	14,732	20,000	20,000	20,000	-	-
CONTRACT SERVICES	43,090	76,135	55,000	75,000	75,000	20,000	-
SUB TOTAL	61,613	96,801	80,000	100,000	100,000	20,000	-
TOTAL TRAFFIC SIGNALS	61,613	96,801	80,000	100,000	100,000	20,000	-



Public Works Staffing Summary

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Public Works Department

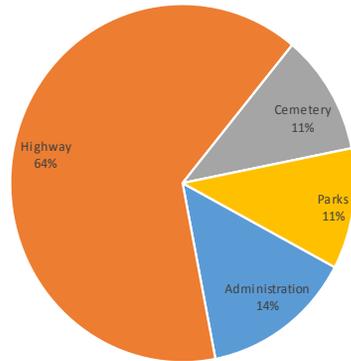
DPW - STAFFING LEVELS	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Total	40.5	37.5	36.1	34.1	37.1	39.2	38.2	36.7	36.7
Administration	13	10	9.6	8.6	8.6	9.2	9.2	5.2	5.2
Commissioner	1	1	1	1	1	1	1	1	1
Jr. Engineer	1	1	1	1	1	1	1	1	1
Asst City Engineer	1	1	1	1	1	1	1	1	1
Engineering Aide	1	0	0	0	0	0	0	0	0
Public Works Inspector	0	0	0	0	0	0	0	1	1
Principal Clerk/Stenographer	1	1	1	1	1	0	0	0	0
Principal Clerk	1	0	0	0	0	0	0	0	0
Head Clerk	0	0	0	0	0	1	1	1	1
Civil Engineer	0	0	0	0	0	0.1	0.1	0.1	0.1
Dam Engineer	0	0	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Community Development Director	1	1	1	0	0	0	0	0	0
Principal Planner	1	1	1	1	1	1	1	0	0
Business Manager	1	1	1	1	1	1	1	0	0
Projects Planner	1	1	1	1	1	1	1	0	0
CDBG Admin Planner	1	1	1	1	1	1	1	0	0
Program Mgt Assistant	1	1	0.5	0.5	0.5	1	1	0	0
GIS Analyst	1	0	0	0	0	0	0	0	0

Fiscal Year 2016 Budget

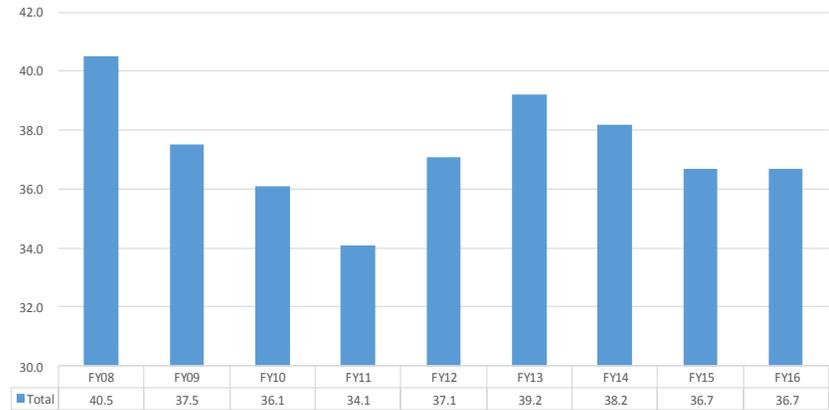
Public Works Department

DPW - STAFFING LEVELS	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Total	40.5	37.5	36.1	34.1	37.1	39.2	38.2	36.7	36.7
Animal control/shelter	0	1	1	1	1	0.5	0.5	0	0
Highway	19.5	18.5	17.5	16.5	19.5	21.5	20.5	23.5	23.5
Superintendent	1	1	1	1	1	1	1	1	1
Principal Clerk	0	0	0	0	0	0	0	0	0
Assistant Superintendent	0	0	0	0	0	0	0	0	0
Working Foreman	4	4	4	3	3	3	3	3	3
Motor Equipment Repairman	2	2	2	2	2	2	2	3	3
Special MEO	3	2	1	1	0	3	3	3	3
Heavy MEO	7	7	7	7	10	10	9	11	11
Light MEO	1	1	1	1	2	1	1	1	1
Dispatcher	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Head Motor Equip Repairman	1	1	1	1	1	1	1	1	1
Cemetery	4								
Superintendent	0	0	0	0	1	1	1	1	1
Principal Clerk	1	1	1	1	0	0	0	0	0
Working Foreman	1	1	1	1	1	1	1	1	1
Special MEO	1	1	1	1	1	1	1	1	1
Light MEO	1	1	1	1	1	1	1	1	1
Parks	4								
Light MEO	2	2	2	2	2	2	2	1	1
Working Foreman	1	1	1	1	1	1	1	1	1
Heavy MEO	0	0	0	0	0	0	0	1	0
Special MEO	1	1	1	1	1	1	1	1	2

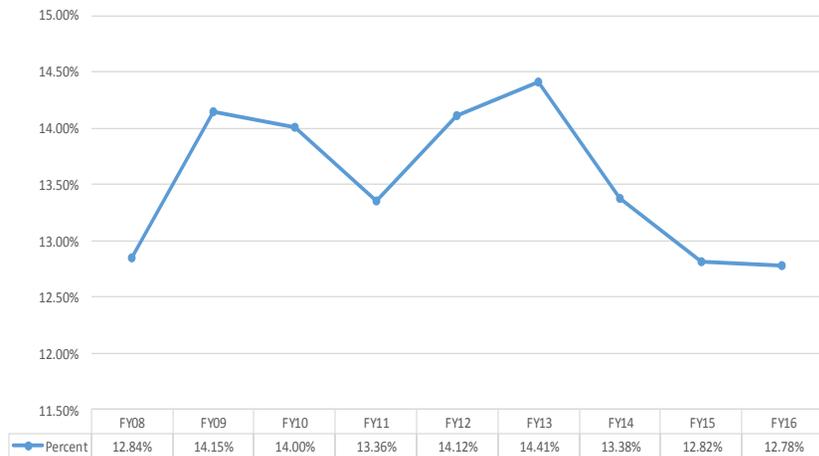
Department of Public Works Staffing 2015



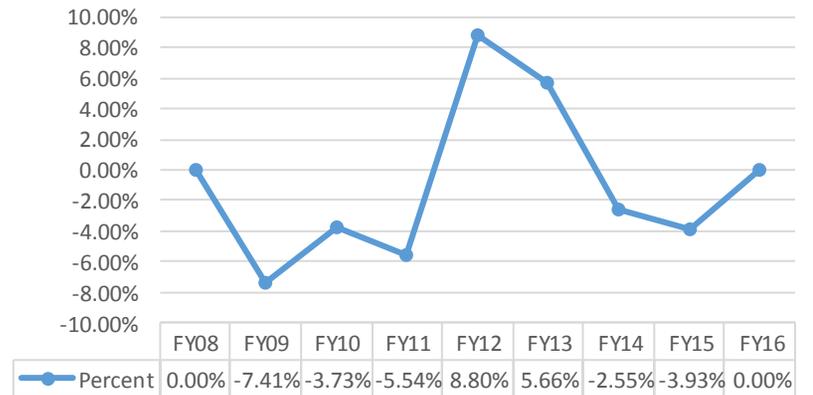
Department of Public Works Staffing Trends
FY 2008 - FY 2016



Percent of Total Staffing
FY 2008 - FY 2016



Percent Change in Staffing Levels
FY 2008 - FY 2015



Building Department Summary

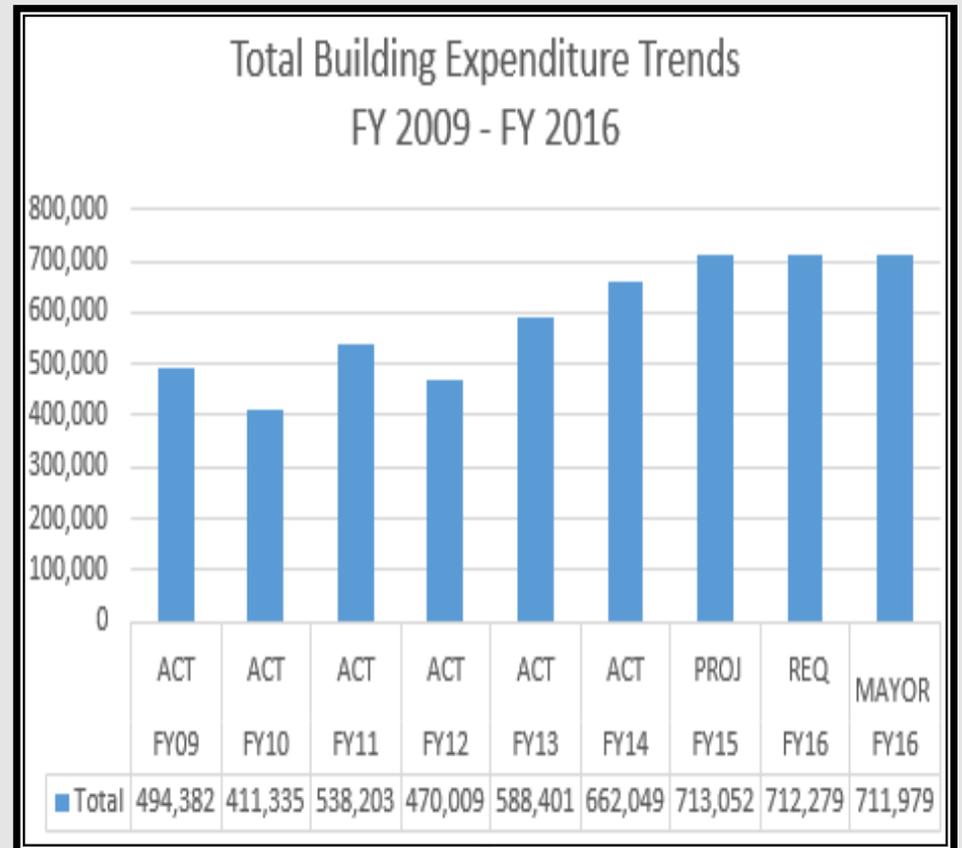
Program Description

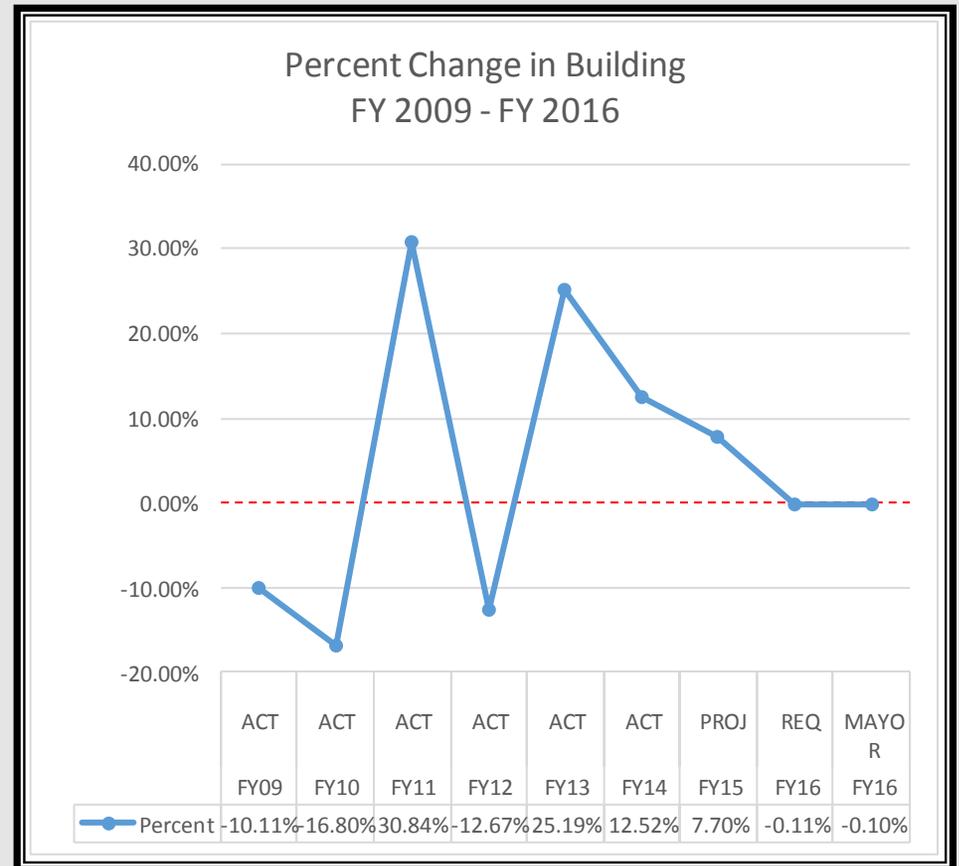
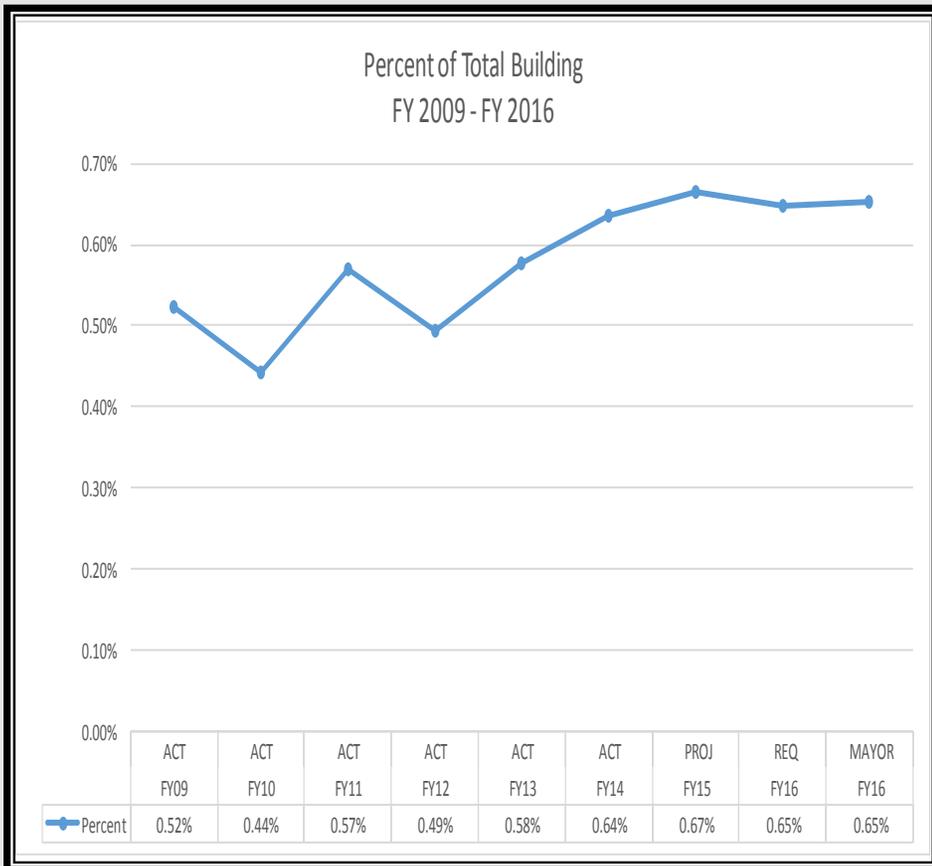
The Building Department consists of three inspectional services: Building Inspections, Plumbing-Gas-Mechanical Inspections and Wiring Inspections. The Building department provides inspections for code enforcement for the safety and wellbeing of the public. The department also helps residence and contractors with the process of filling out the proper paper work/permits that are necessary for their project. This is to insure they will meet the building code and the zoning ordinances. Also helping contractors and residence with our on-line permitting so it will be a good experience for them and they will continue to use it.

Highlights:

- The Building Department has received permits to construct a new CVS Pharmacy on Main Street, as well as the Fitchburg Yarn Lofts, Nockege River Mills, Main Street which will have several rental units. There also has been five new homes built since the beginning of the year. Total so far this year 296 permits have been pulled for various projects.
- The Building Department does inspection with the Health Department and the Fire Station to insure the properties are maintained up to code for public safety. Building Department also does walks in various neighborhoods with the Board of Health checking for any code violations or serious maintenance issues that could affect the residence. Building looks throughout the city for unsafe conditions and illegal work on a daily basis.

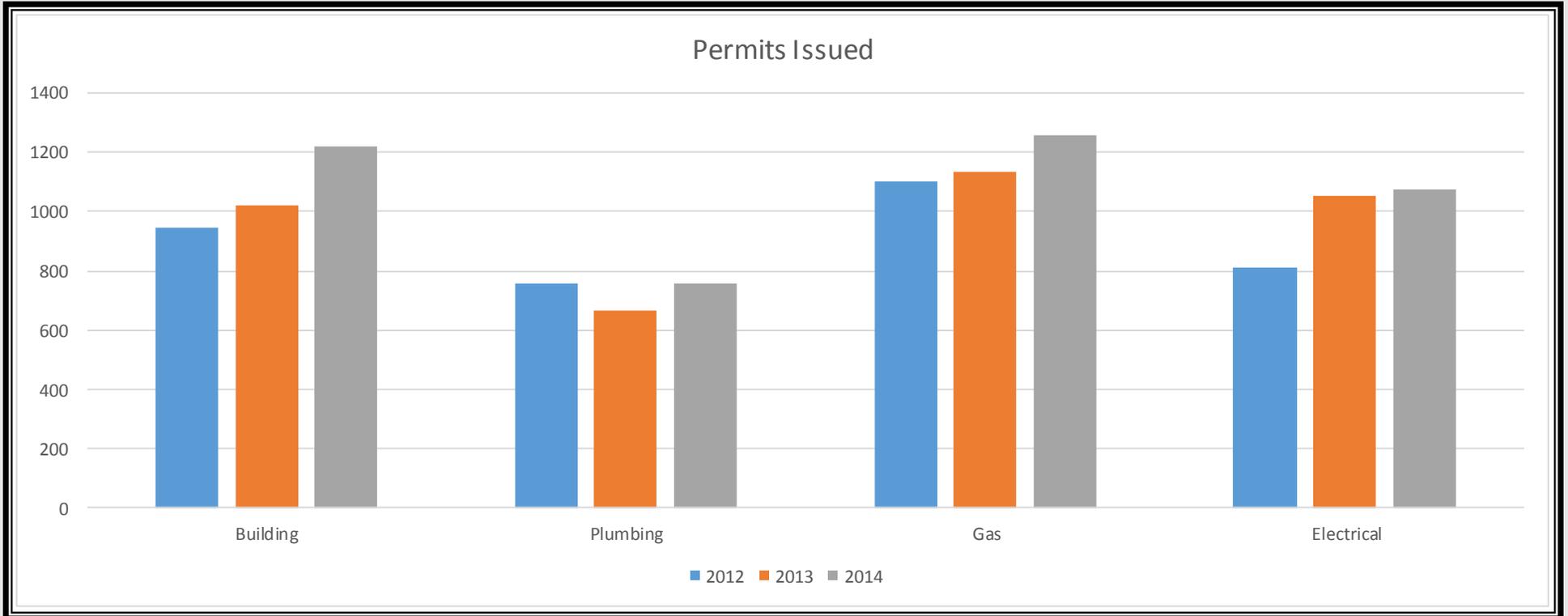
BUILDING	FY14 ACTUAL	FY15 PROJ	FY16 REQ	FY16 MAYOR
TOTAL INSPECTIONAL SERVICES	404194	445852	463579	463,279
TOTAL BUILDING MAINTENANCE	257855	267200	248700	248700
TOTAL BUILDING	662049	713052	712279	711979





Performance Measures	2012	2013	2014
Permits Issued			
Building	946	1020	1218
Plumbing	759	663	759
Gas	1102	1135	1256
Electrical	812	1052	1076

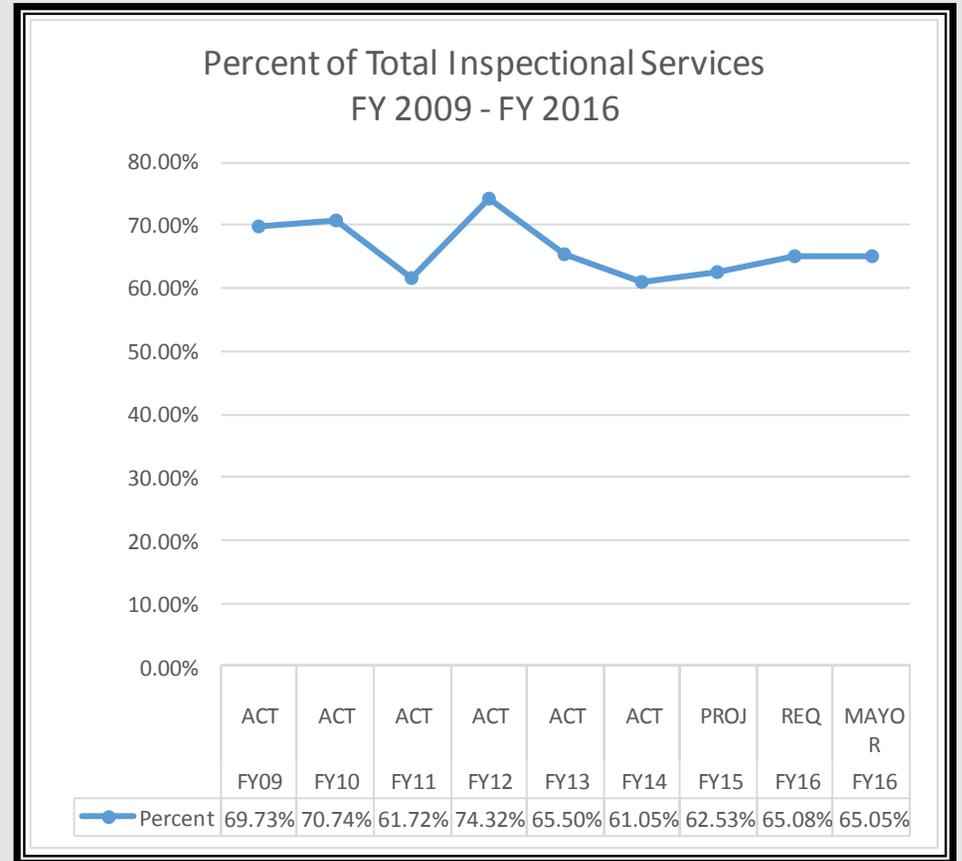
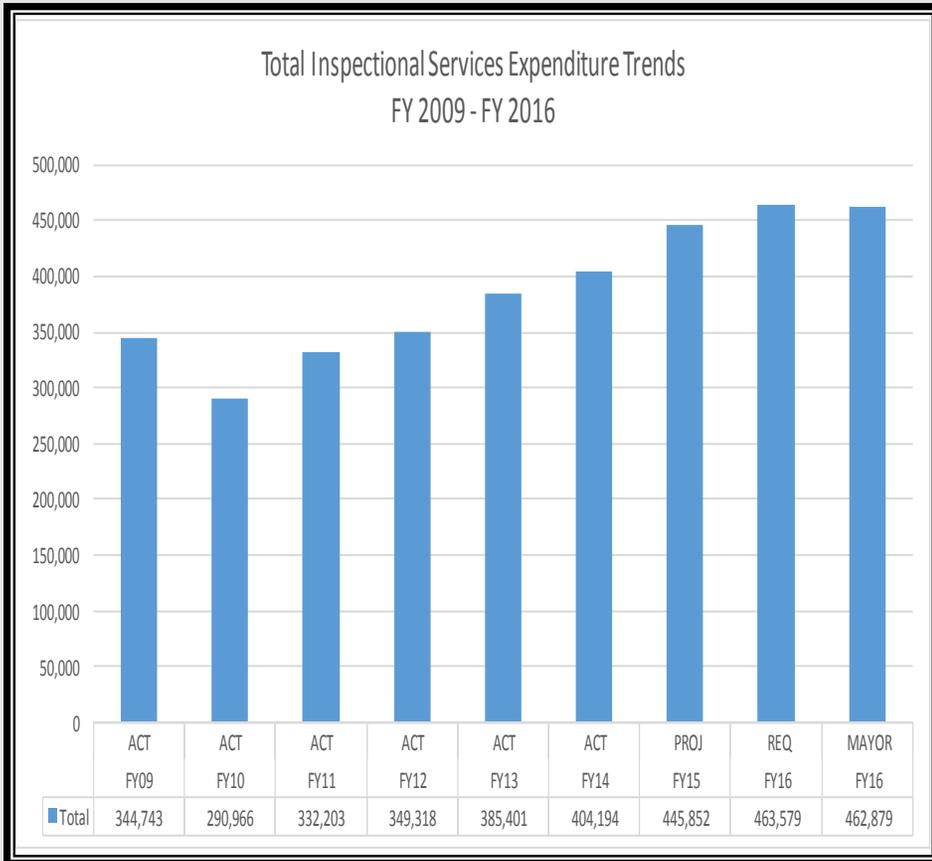
Performance Measures	2012	2013	2014
CDBG Inspections			
Inspections	2384	1924	2927
Violations	1157	1004	2927
Corrections	399	327	1518
Fines	\$11,425	\$7,925	\$13,130



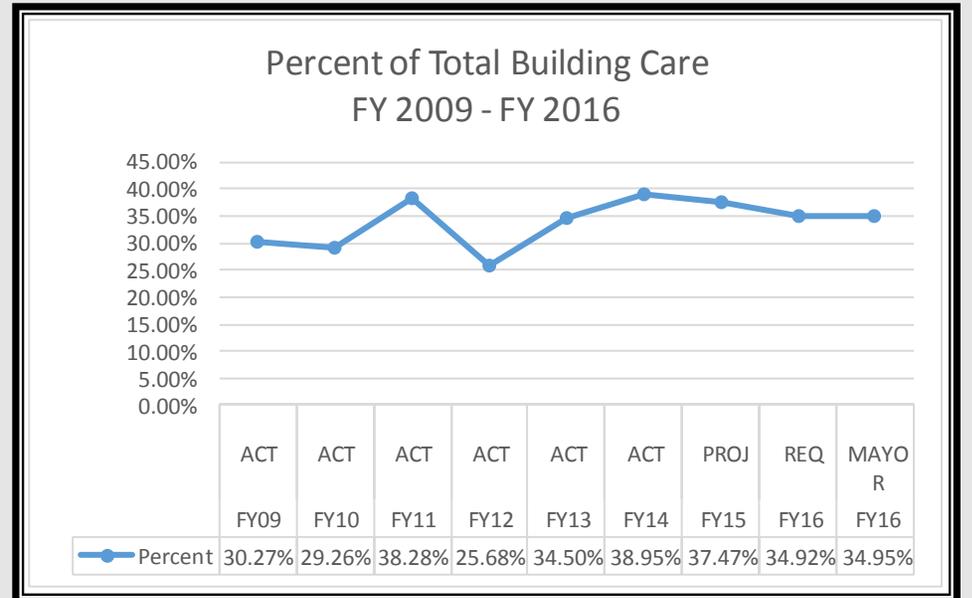
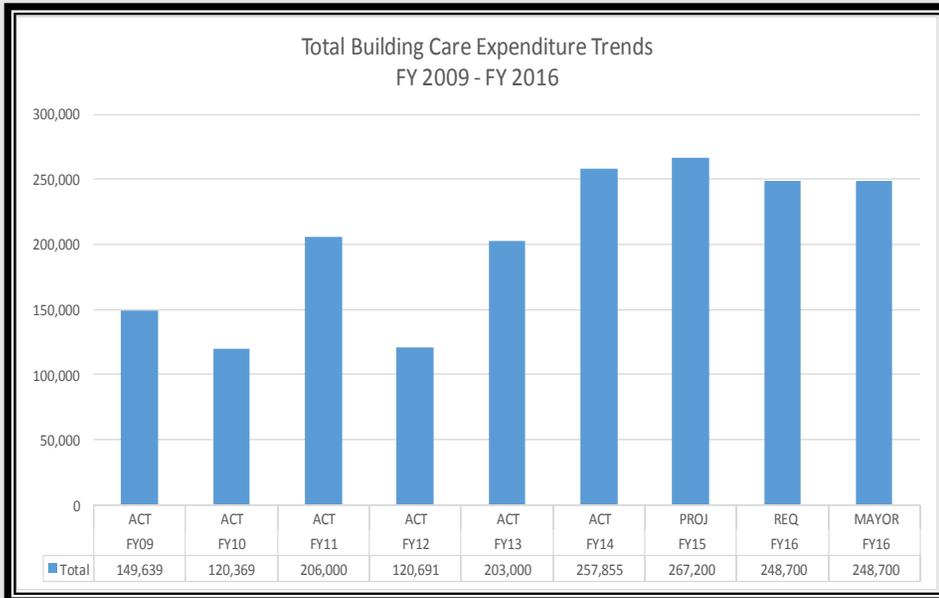
Fiscal Year 2016 Budget

Building Department

BUILDING INSPECTIONAL SERVICES	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
INSPECTIONAL SERVICES P.S.							
BUILDING COMMISSIONER	76,752	80,493	81,328	85,255	85,255	3,927	-
PRINCIPAL CLERK/STENOGRAPHER	43,680	40,930	49,538	51,719	51,719	2,181	-
PRINCIPAL CLERK	16,074	23,787	39,046	40,768	40,768	1,722	-
DATA ENTRY CLERK	-	-	-	-	-	-	-
ZONING BOARD CHAIRPERSON	1,668	1,668	1,668	1,668	1,668	-	-
LOCAL BUILDING INSPECTOR	51,920	51,003	55,593	56,383	56,383	790	-
LOCAL BUILDING INSPECTOR	46,800	49,844	53,609	56,383	56,383	2,774	-
FACILITIES COORDINATOR	-	-	-	-	-	-	-
ASSISTANT INSPECTORS	6,500	2,153	6,500	6,500	6,500	-	-
PLUMBING INSPECTOR	66,664	69,632	71,723	74,985	74,985	3,262	-
WIRE INSPECTOR	73,476	75,272	76,056	77,133	77,133	1,077	-
CUSTODIAN	-	-	-	-	-	-	-
LONGEVITY	3,445	3,791	3,791	4,655	4,655	864	-
OVERTIME	12,115	11,864	13,000	13,000	13,000	-	-
CLOTHING ALLOWANCE	2,400	2,400	3,000	3,000	3,000	-	-
SHIFT DIFFERENTIAL	-	-	-	130	130	130	-
HIGHER CLASSIFICATION	534	1,635	1,000	1,000	1,000	-	-
SICK TIME BUY BACK	-	4,215	-	10,000	10,000	10,000	-
LESS:CDBG FUNDS	(40,000)	(40,000)	(40,000)	(49,000)	(49,000)	(9,000)	-
SUB TOTAL	362,028	378,687	415,852	433,579	433,579	17,727	-
INSPECTIONAL SERVICES EXPENSES							
ADVERTISING	2,300	3,128	6,000	4,000	4,000	(2,000)	-
TELEPHONE	-	-	-	-	-	-	-
OFFICE SUPPLIES	6,968	7,738	7,000	7,700	7,700	700	-
TRAVEL & MEETINGS	965	946	1,000	1,400	1,400	400	-
DUES & SUBSCRIPTIONS	2,100	1,520	2,000	2,300	2,000	-	(300)
AUTOMOBILE	11,040	12,175	14,000	14,600	14,600	600	-
SUB TOTAL	23,373	25,507	30,000	30,000	29,700	(300)	(300)
TOTAL INSPECTIONAL SERVICES	385,401	404,194	445,852	463,579	463,279	17,427	(300)

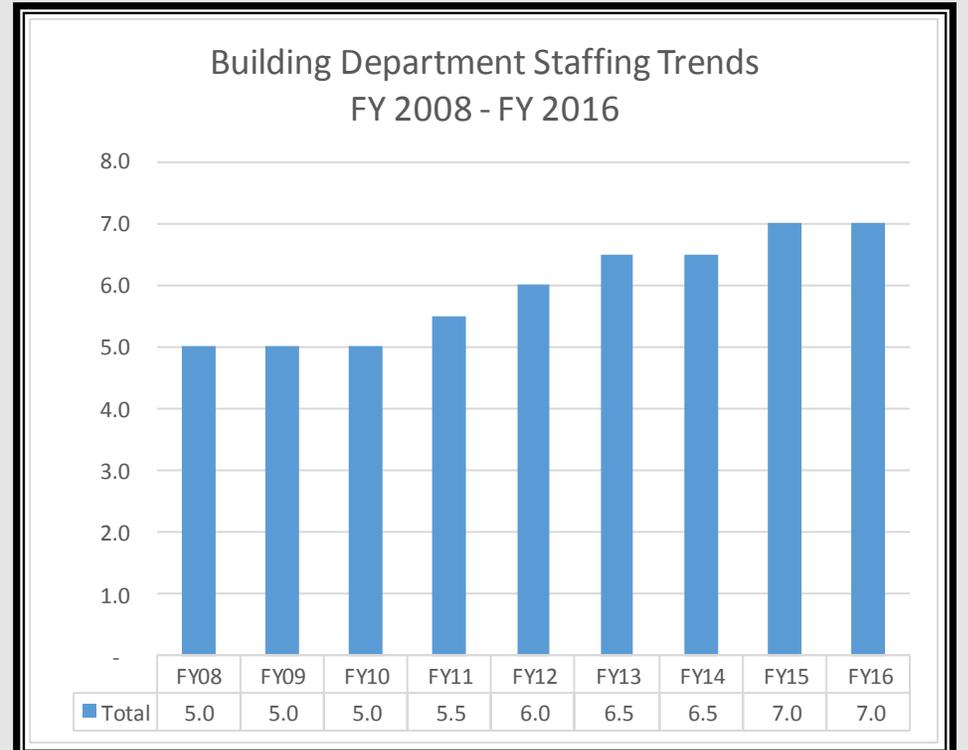
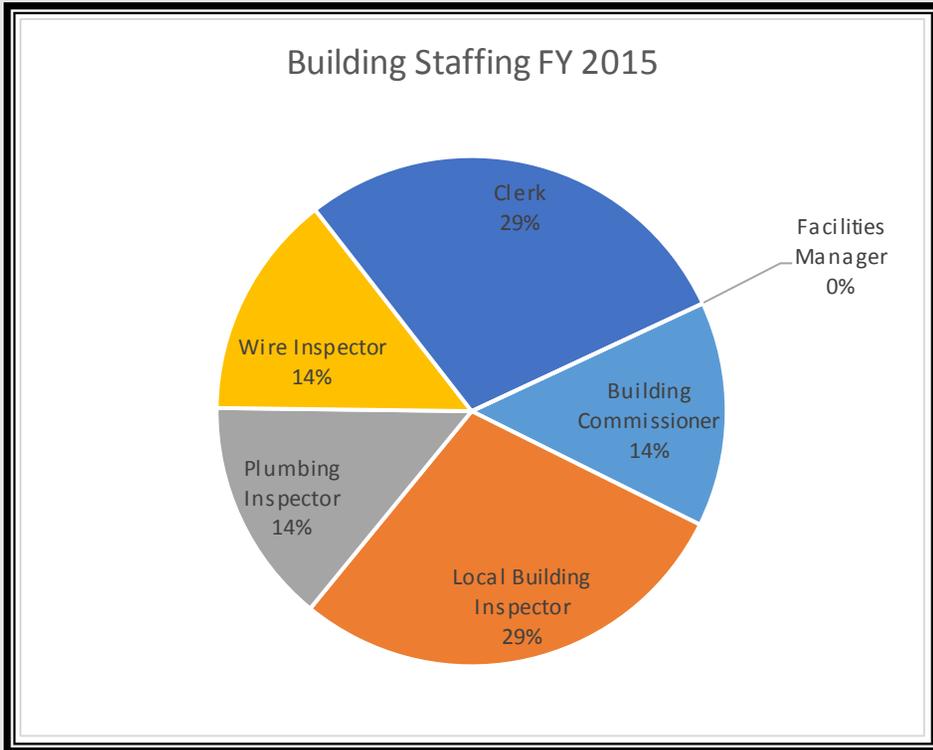


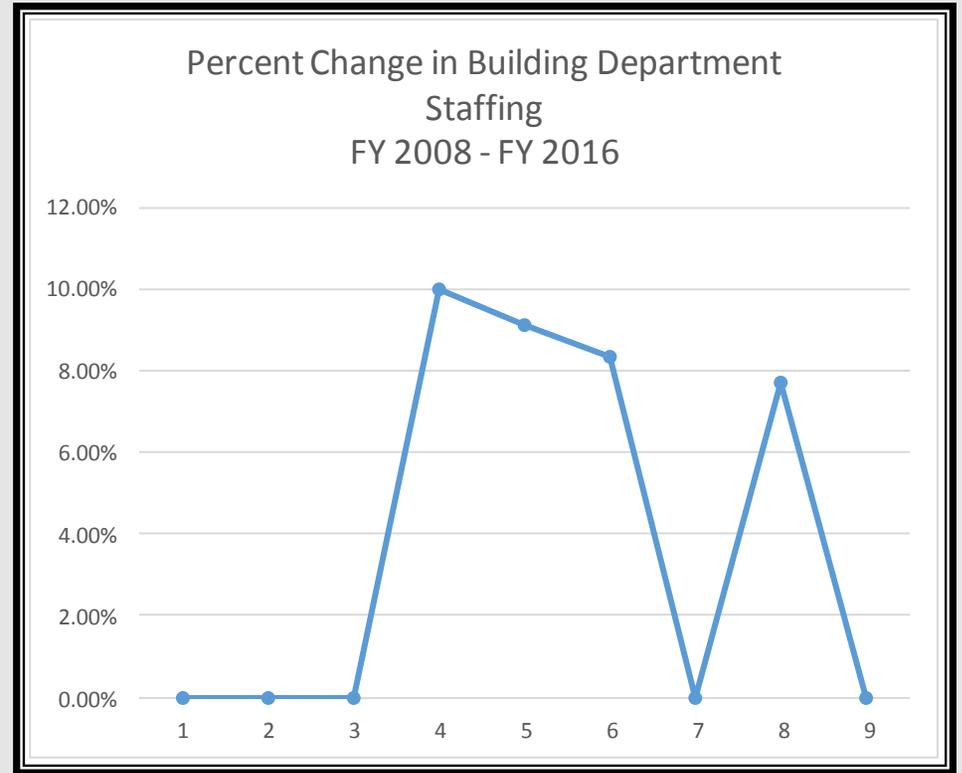
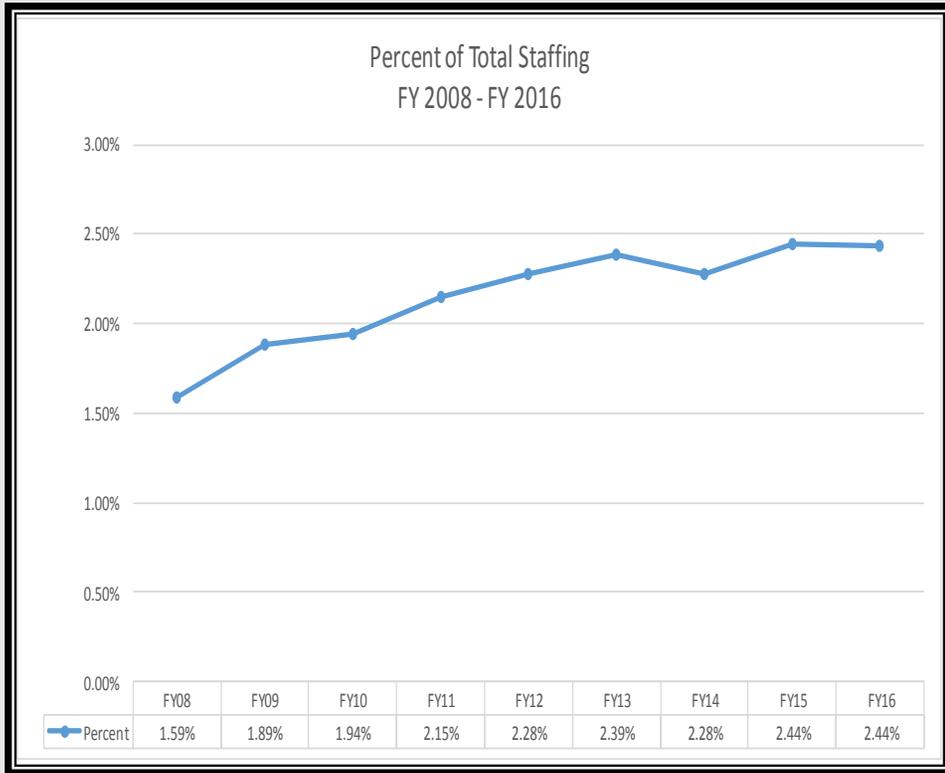
BUILDING CARE & MAINTENANCE	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
CITY HALL MAINTENANCE							
CUSTODIAN	-	-	-	-	-	-	-
ELECTRICITY	59,000	40,382	53,500	45,000	45,000	(8,500)	-
HEATING FUEL	25,000	16,707	27,000	5,000	5,000	(22,000)	-
SUPPLIES - HOUSEHOLD	5,000	10,070	12,500	12,500	12,500	-	-
REPAIR AND CARE	22,000	92,168	25,200	25,200	25,200	-	-
CONTRACT SERVICES	14,000	-	14,000	14,000	14,000	-	-
CITY HALL LEASE	66,000	98,528	135,000	135,000	135,000	-	-
SUB TOTAL	191,000	257,855	267,200	236,700	236,700	(30,500)	-
OTHER BUILDINGS							
MISCELLANEOUS EXPENSES	12,000	-	-	12,000	12,000	12,000	-
SUB TOTAL	12,000	-	-	12,000	12,000	12,000	-
TOTAL BUILDING CARE & MAINTENANCE	203,000	257,855	267,200	248,700	248,700	(18,500)	-



Building Department Staffing Summary

APPENDIX A - STAFFING LEVELS	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Building	5.0	5.0	5.0	5.5	6.0	6.5	6.5	7.0	7.0
Building Commissioner	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Local Building Inspector	1.0	1.0	1.0	1.5	1.0	1.0	1.0	2.0	2.0
Plumbing Inspector	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Wire Inspector	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Clerk	1.0	1.0	1.0	1.0	1.0	1.5	1.5	2.0	2.0
Facilities Manager	-	-	-	-	1.0	1.0	1.0	-	-

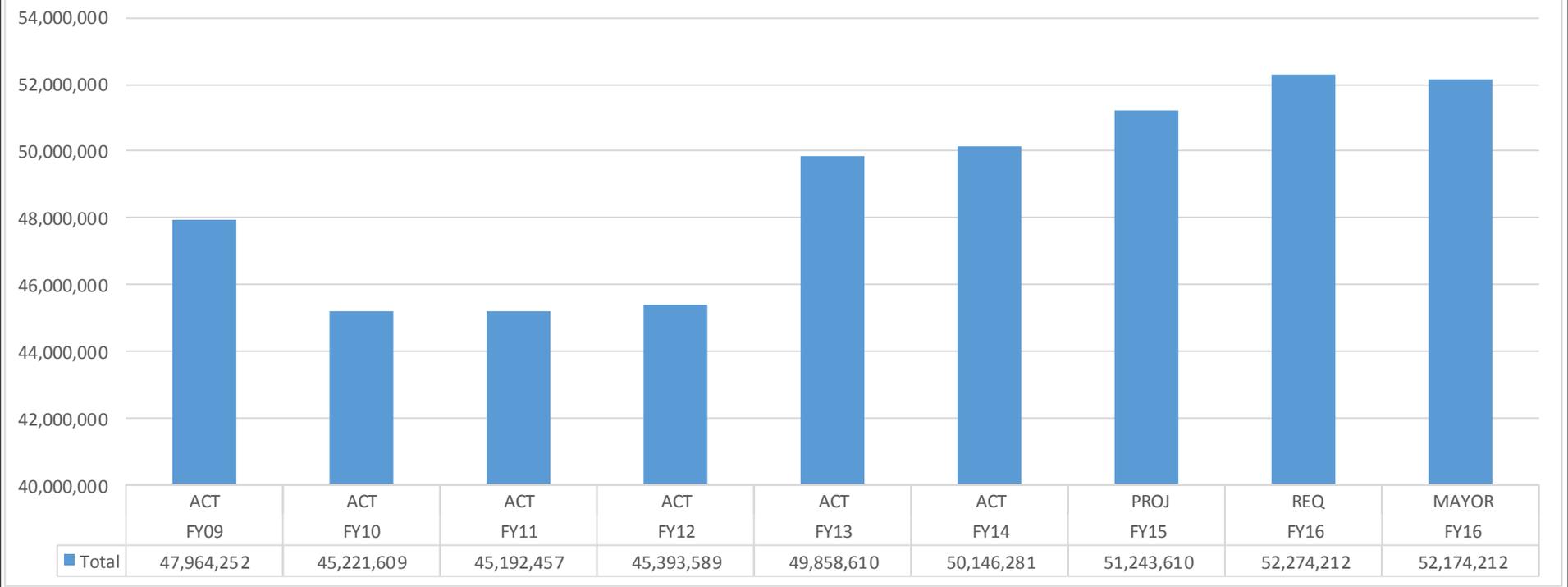




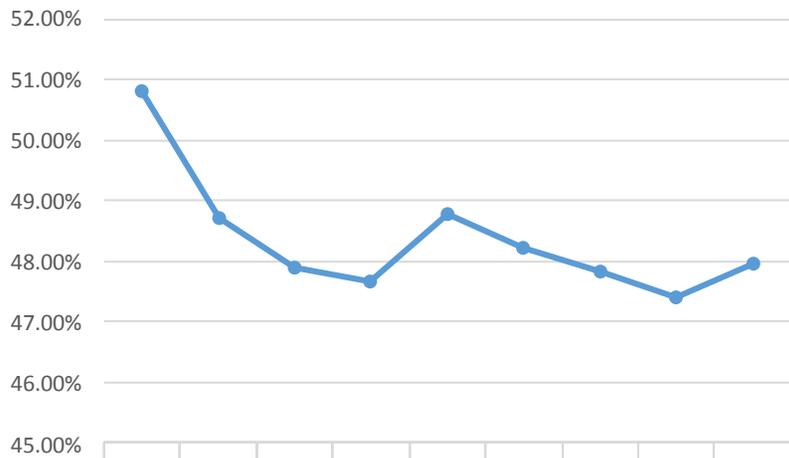
Schools
Summary

SCHOOLS	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
MONTY TECH ASSESSMENT	1,658,610	1,746,281	1,743,610	1,974,212	1,974,212	230,602	-
FITCHBURG PUBLIC SCHOOLS	48,200,000	48,400,000	49,500,000	50,300,000	50,200,000	700,000	(100,000)
TOTAL SCHOOL	49,858,610	50,146,281	51,243,610	52,274,212	52,174,212	930,602	(100,000)

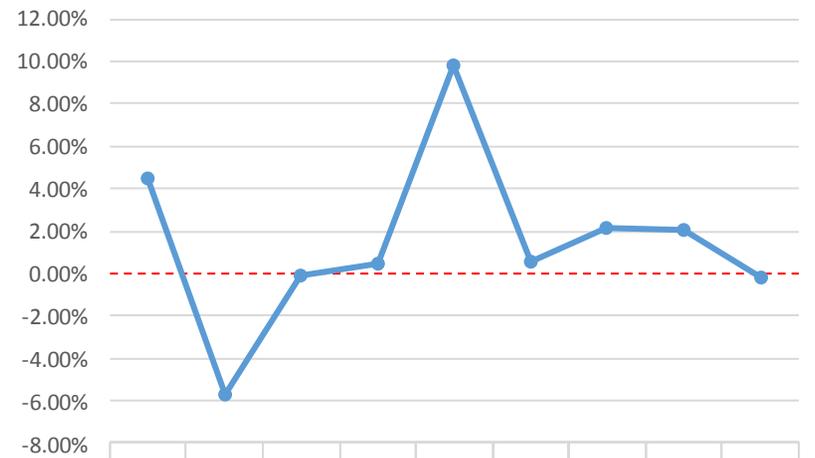
Total Schools Expenditure Trends
FY 2009 - FY 2016



Percent of Total Schools
FY 2009 - FY 2016

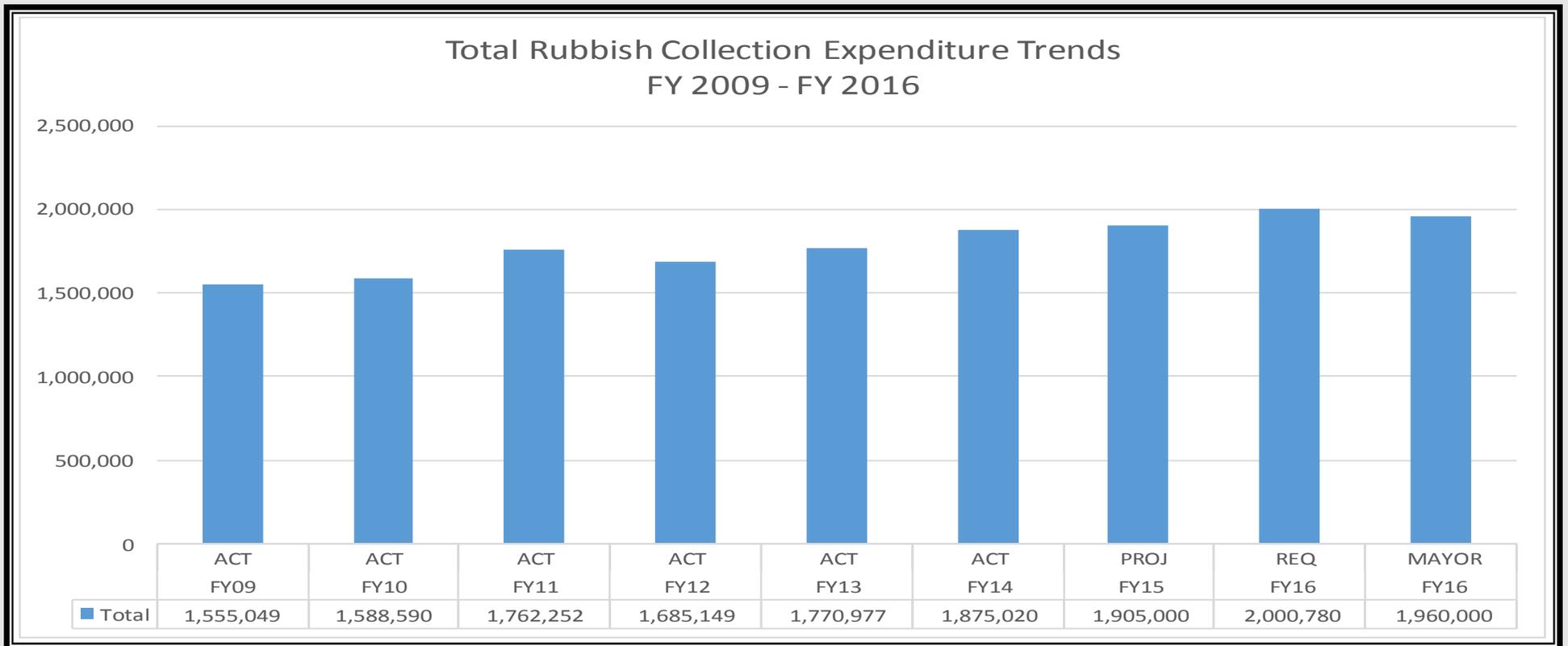


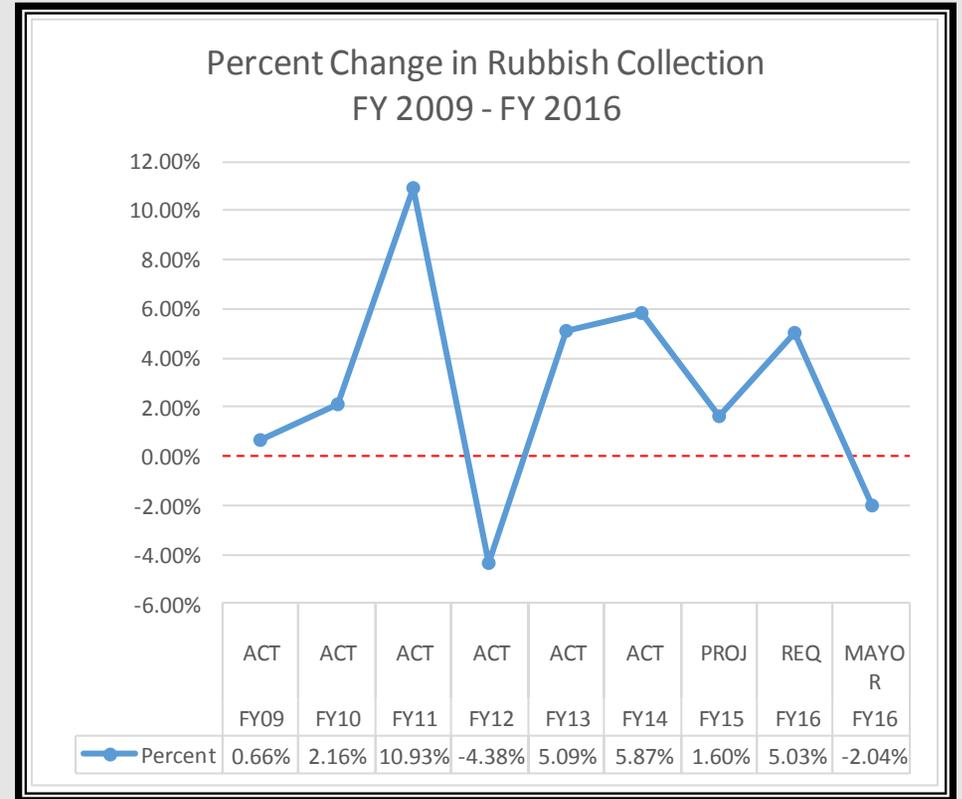
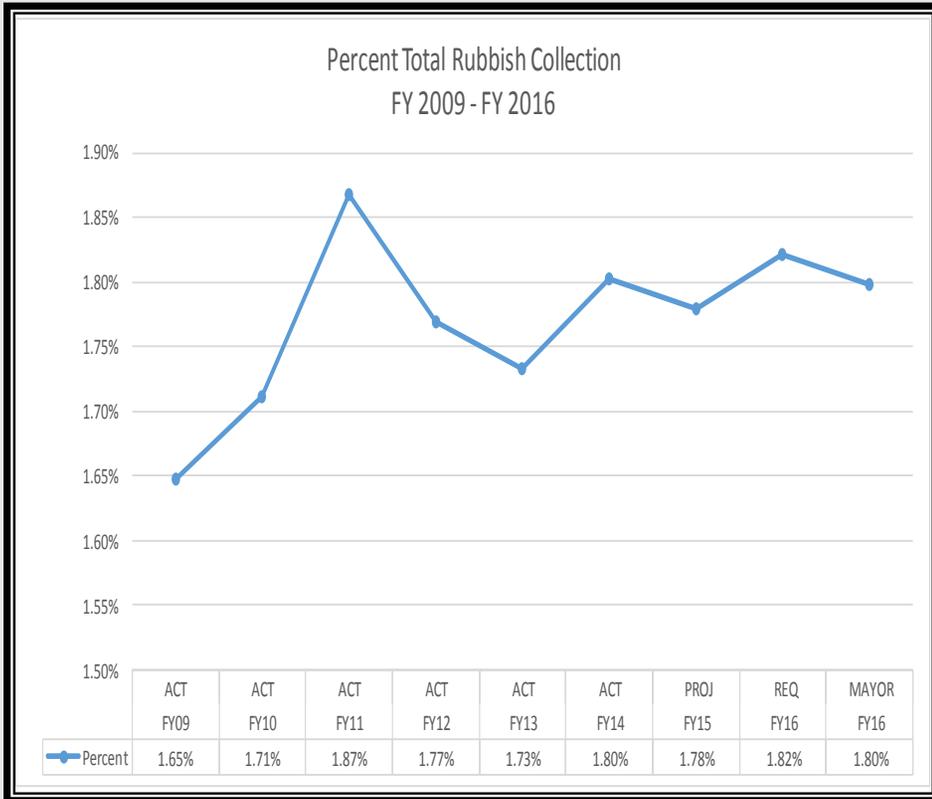
Percent Change in Schools
FY 2009 - FY 2016



Rubbish Collection Summary

BOARD OF HEALTH	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
RUBBISH COLLECTION & DISPOSAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
RUBBISH COLLECTION & DISPOSAL							
CONTRACT FEES	1,332,551	1,417,534	1,445,000	1,525,780	1,500,000	55,000	(25,780)
CONTRACT SERVICES	438,426	457,486	460,000	475,000	460,000	-	(15,000)
TOTAL RUBBISH COLLECTION & DISPOSAL	1,770,977	1,875,020	1,905,000	2,000,780	1,960,000	55,000	(40,780)

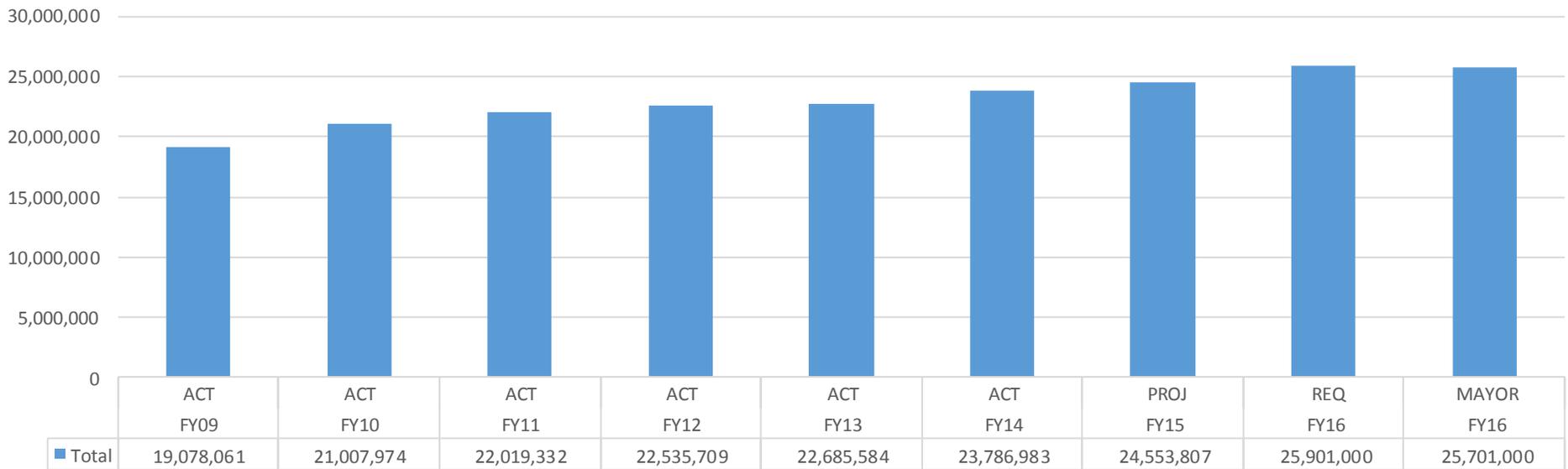


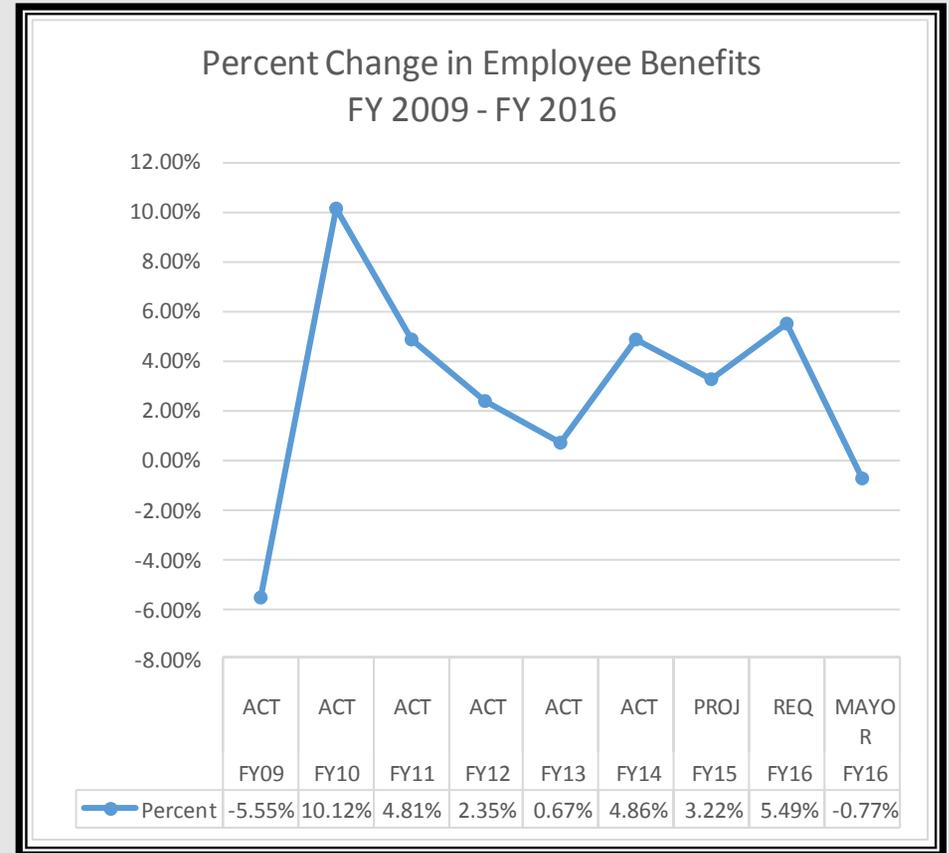
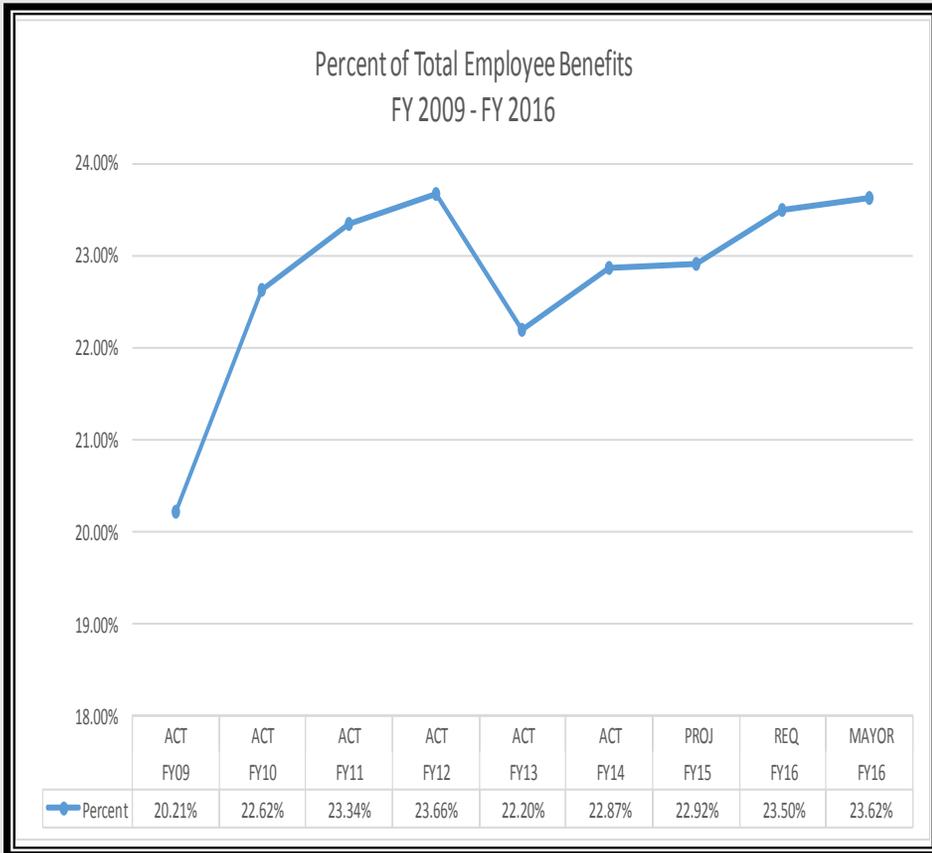


Employee Benefits Summary

EMPLOYEE BENEFITS	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
PENSION (NON-CONTRIBUTORY)	30,168	27,808	18,000	16,000	16,000	(2,000)	-
PENSION (CONTRIBUTORY)	8,052,808	8,755,227	9,095,807	9,660,000	9,660,000	564,193	-
WORKERS COMPENSATION	345,422	345,000	350,000	350,000	350,000	-	-
UNEMPLOYMENT	113,220	167,437	250,000	275,000	275,000	25,000	-
HEALTH INSURANCE	12,409,532	12,759,337	12,900,000	13,500,000	13,300,000	400,000	(200,000)
LIFE INSURANCE	208,945	203,175	230,000	280,000	280,000	50,000	-
FICA	806,063	843,096	870,000	900,000	900,000	30,000	-
OTHER BENEFITS	528,633	584,823	700,000	760,000	760,000	70,000	-
CH 41 POLICE	113,402	39,886	75,000	80,000	80,000	5,000	-
CH 41 FIRE	77,391	61,194	75,000	80,000	80,000	5,000	-
TOTAL EMPLOYEE BENEFITS	22,685,584	23,786,983	24,563,807	25,901,000	25,701,000	1,147,193	(200,000)

Total Employee Benefits Expenditure Trends
FY 2009 - FY 2016

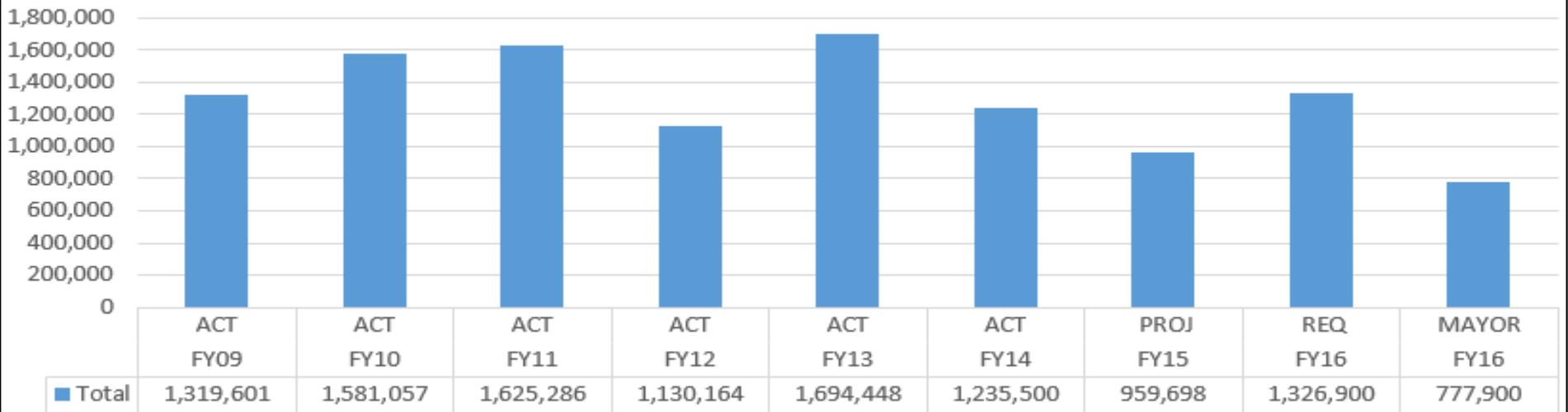


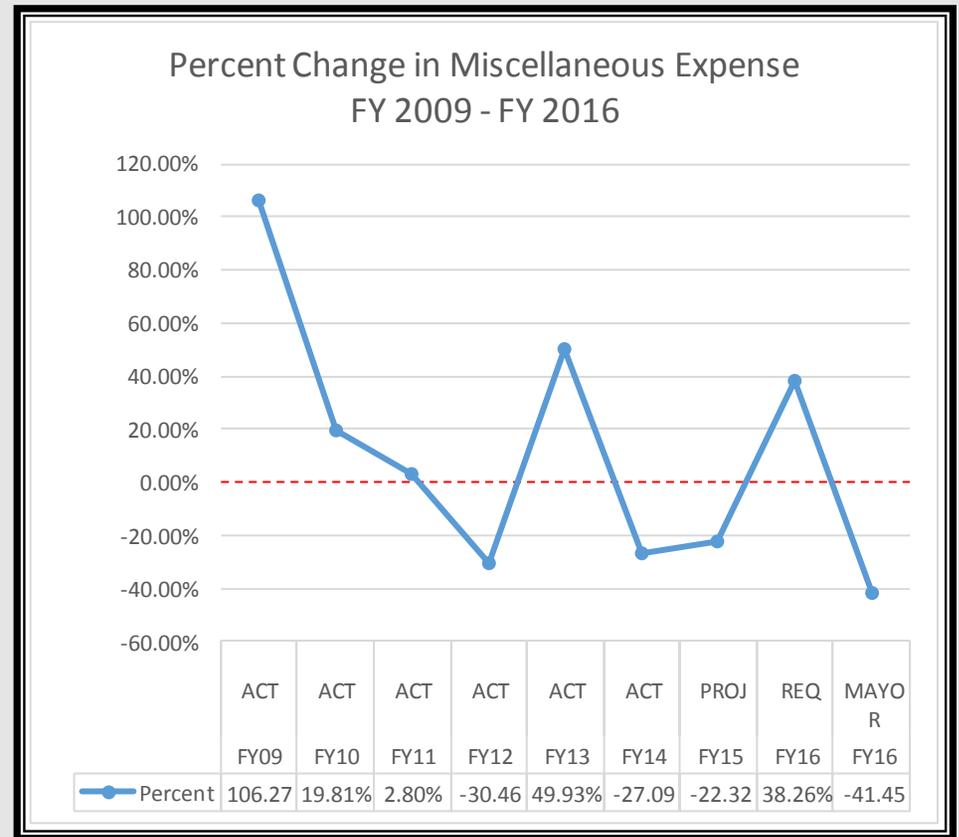
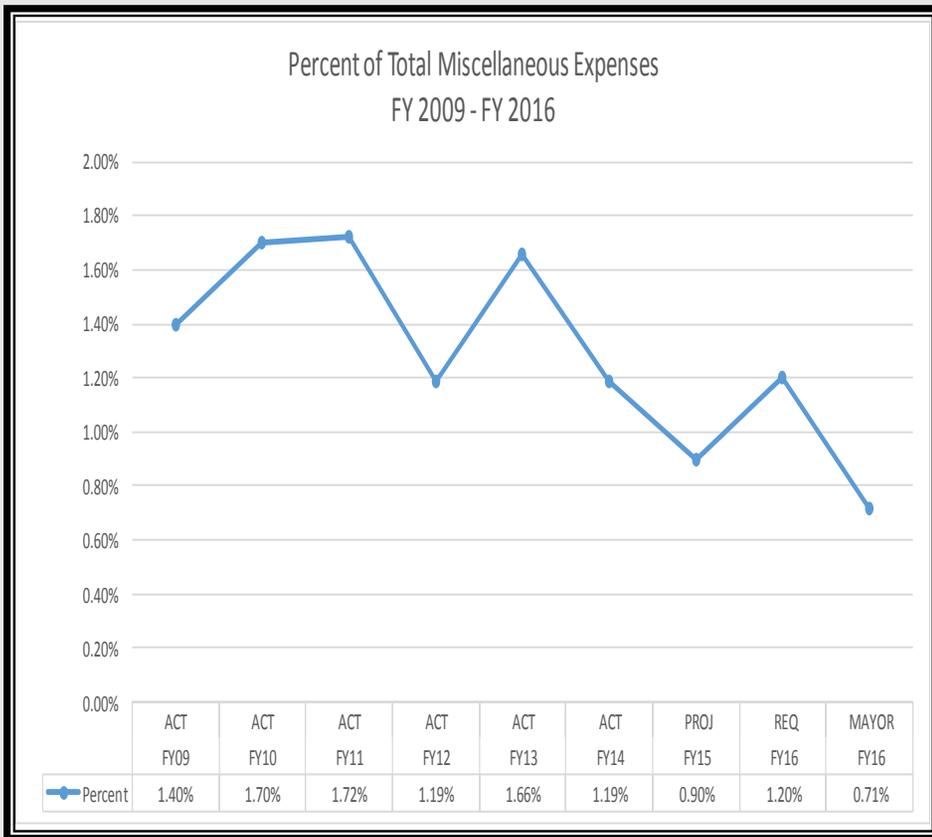


Miscellaneous Expenses Summary

MISC EXPENSES	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR	FY16 vs FY15	MAYOR vs REQUESTED
GENERAL INSURANCE	595,703	620,000	650,000	665,000	665,000	15,000	-
MONT REGIONAL PLANNING COMM	11,132	11,410	11,696	12,000	12,000	304	-
MMA DUES	6,329	6,424	6,552	7,500	7,500	948	-
MONTACHUSETT HOME HEALTH CARE	2,000	2,000	2,000	2,000	2,000	-	-
JOHNNY APPLESEED CENTER	24,602	9,417	32,000	32,000	32,000	-	-
CIVIC DAYS (5% ROOM TAX)	8,201	28,000	-	-	-	-	-
MEMORIAL DAY	2,000	2,000	3,500	4,000	4,000	500	-
VETERANS HOLIDAYS	1,400	1,110	1,400	1,400	1,400	-	-
DISABILITIES COMMISSION	200	177	550	1,000	1,000	450	-
MEDICAID BILLING COMMISSIONS	33,006	28,327	30,000	30,000	30,000	-	-
CIVIC DAYS	6,000	20,000	18,000	18,000	18,000	-	-
HOLIDAY DECORATIONS	3,875	6,635	4,000	4,000	5,000	1,000	(1,000)
STABILIZATION FUND	1,000,000	500,000	200,000	150,000	-	(200,000)	(150,000)
RESERVE FOR SNOW & ICE (transfers to DPW)	-	-	-	400,000	-	-	(400,000)
TOTAL MISCELLANEOUS EXPENSES	1,694,448	1,235,500	959,698	1,326,900	777,900	(181,798)	(551,000)

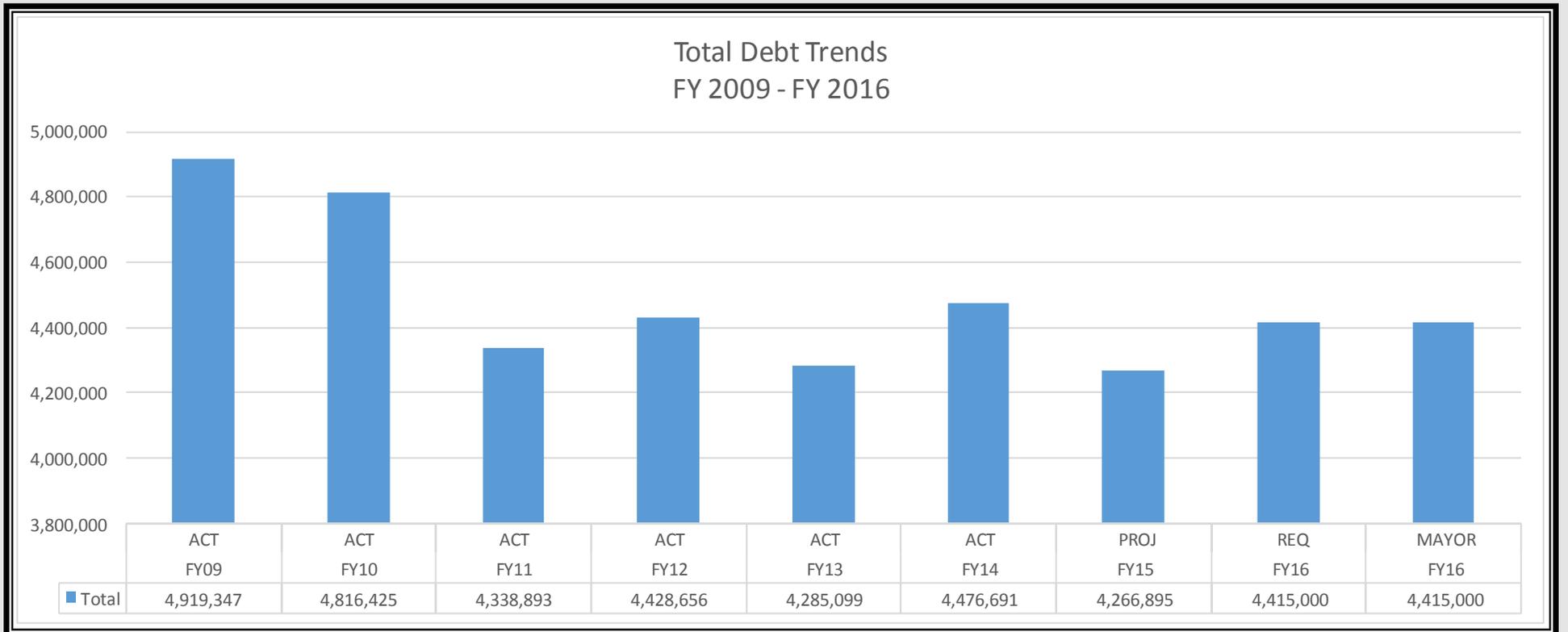
Total Miscellaneous Expenditure Trends
FY 2009 - FY 2016



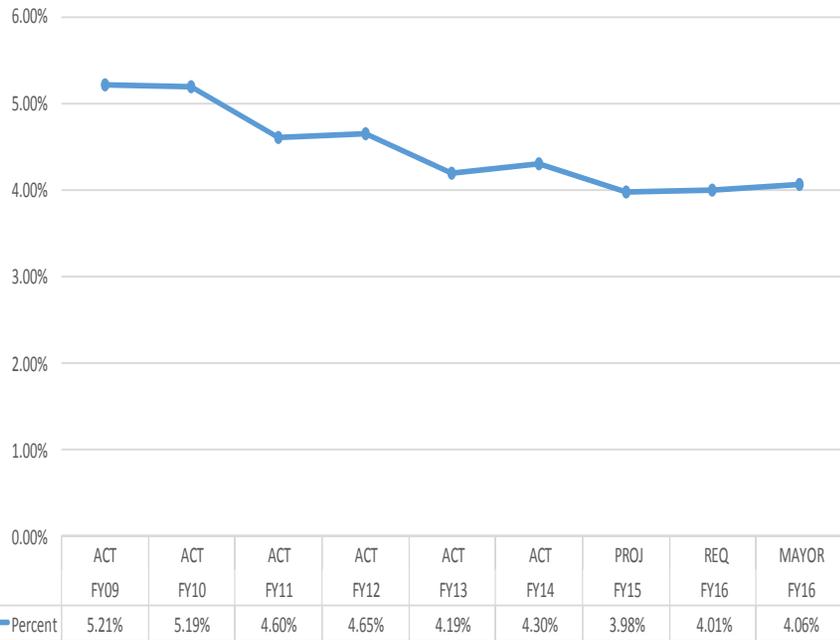


Debt Service Summary

FINANCE & ADMINISTRATION	FY13	FY14	FY15	FY16	FY16	FY16 vs	MAYOR vs
DEBT SERVICE	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR	FY15	REQUESTED
MATURING DEBT	3,417,500	3,720,000	3,585,000	3,805,000	3,805,000	220,000	-
LONG TERM DEBT INTEREST	775,482	737,846	650,000	510,000	510,000	(140,000)	-
SHORT TERM DEBT INTEREST	60,191	1,795	3,895	60,000	60,000	56,105	-
CERTIFICATION COSTS & BAN	31,926	17,050	28,000	40,000	40,000	12,000	-
TOTAL DEBT SERVICE	4,285,099	4,476,691	4,266,895	4,415,000	4,415,000	148,105	-



Percent of Total Debt
FY 2009 - FY 2016

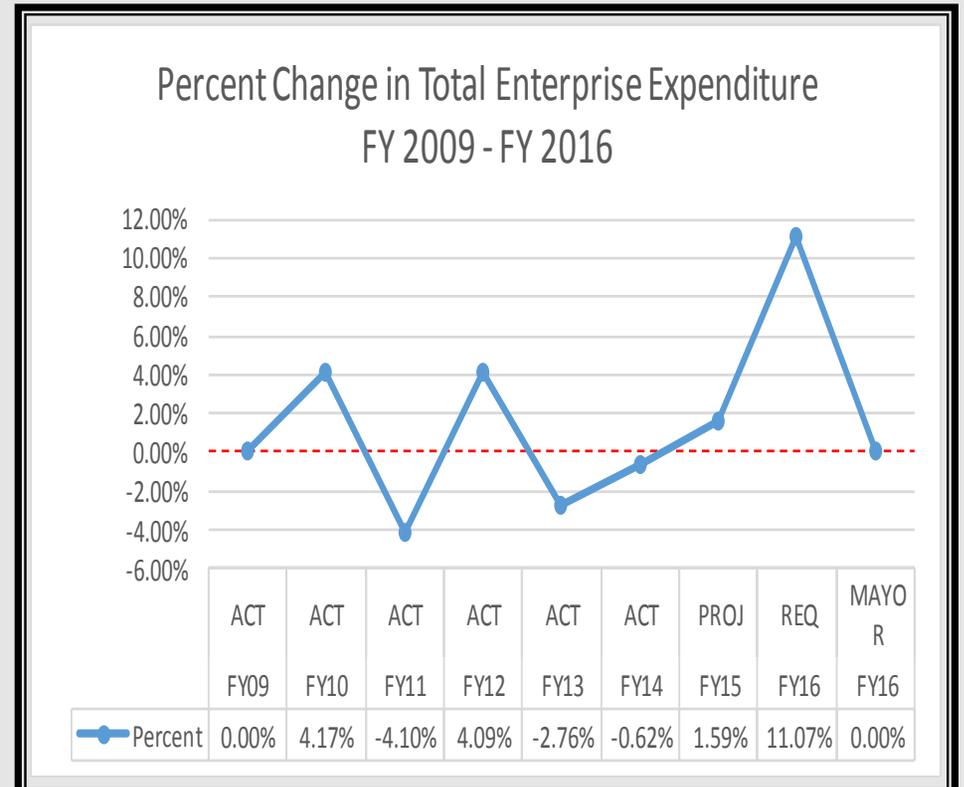
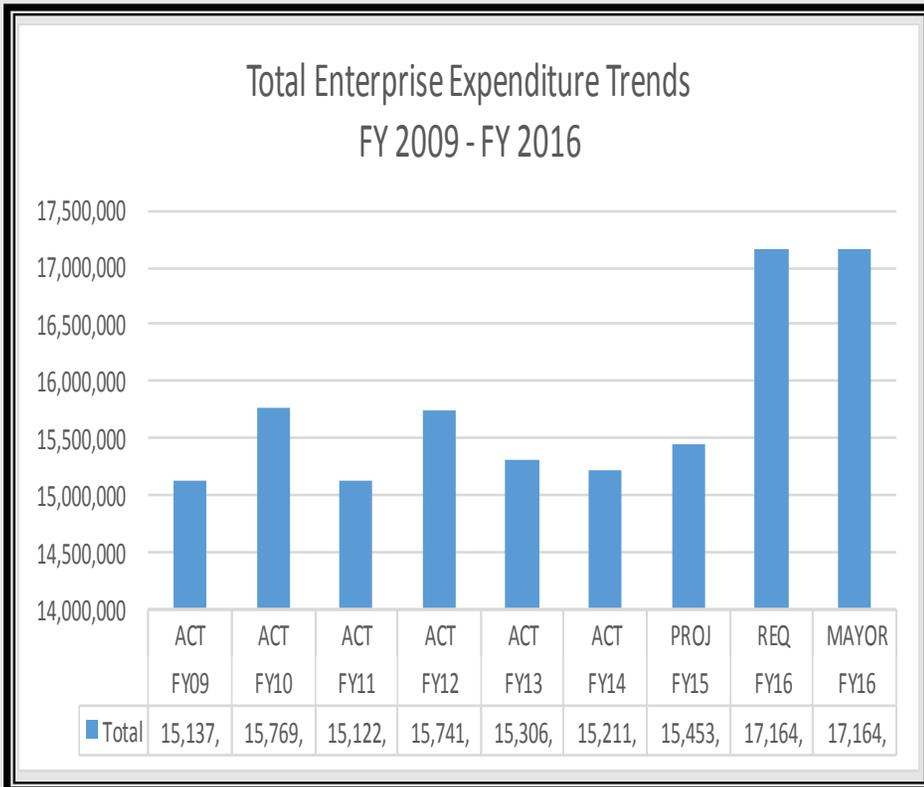


Percent Change in Debt
FY 2009 - FY 2016



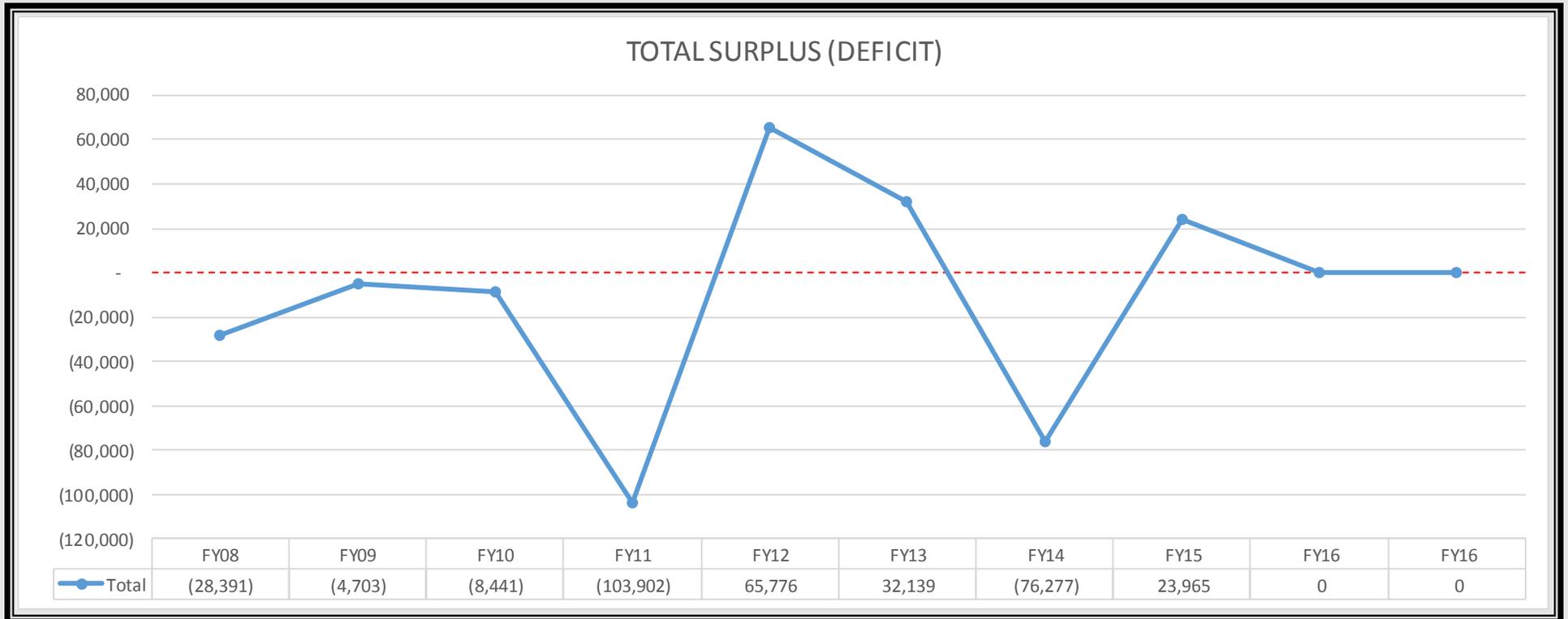
Enterprise Accounts

CITY OF FITCHBURG ENTERPRISE FUND EXPENDITURES	FY09 ACTUAL	FY10 ACTUAL	FY11 ACTUAL	FY12 ACTUAL	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
AIRPORT	767,757	636,844	788,647	835,402	773,265	855,486	740,638	962,884	962,884
WASTEWATER	9,238,943	10,063,123	9,295,988	9,825,295	9,219,940	8,669,908	9,076,548	10,487,743	10,487,743
WATER	5,131,062	5,069,038	5,037,803	5,080,332	5,313,352	5,686,192	5,636,165	5,713,460	5,713,460
TOTAL ENTERPRISE FUND EXPENDITURES	15,137,762	15,769,005	15,122,438	15,741,029	15,306,557	15,211,586	15,453,351	17,164,087	17,164,087

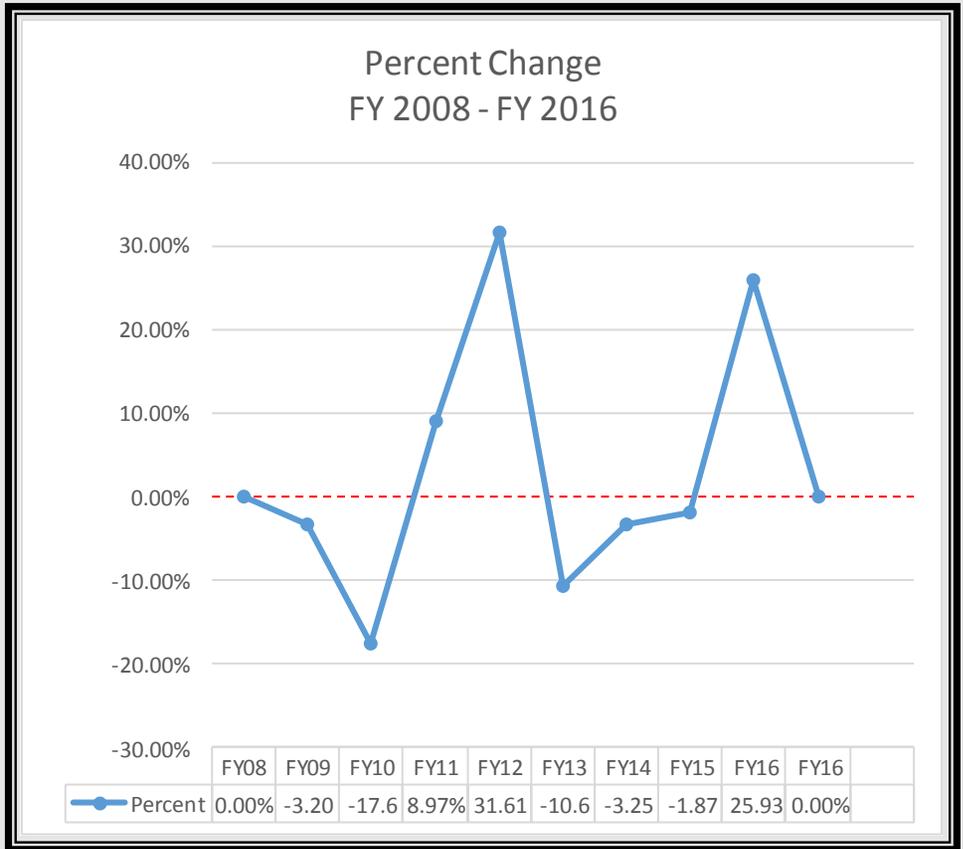
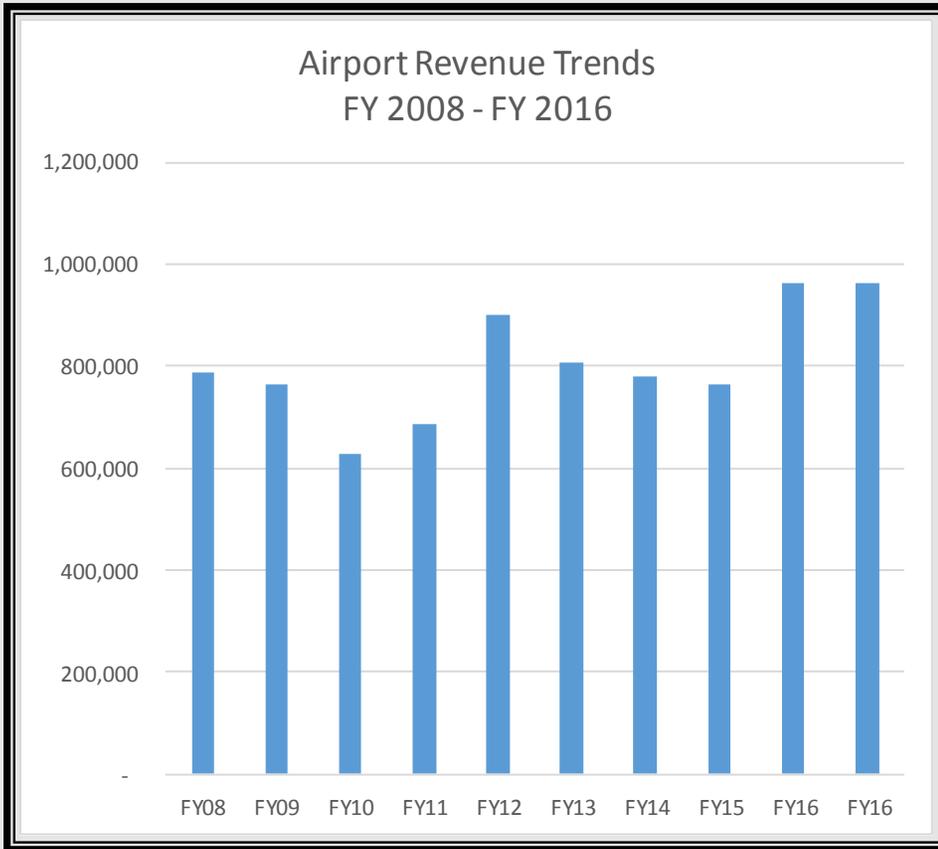


Airport Enterprise Summary

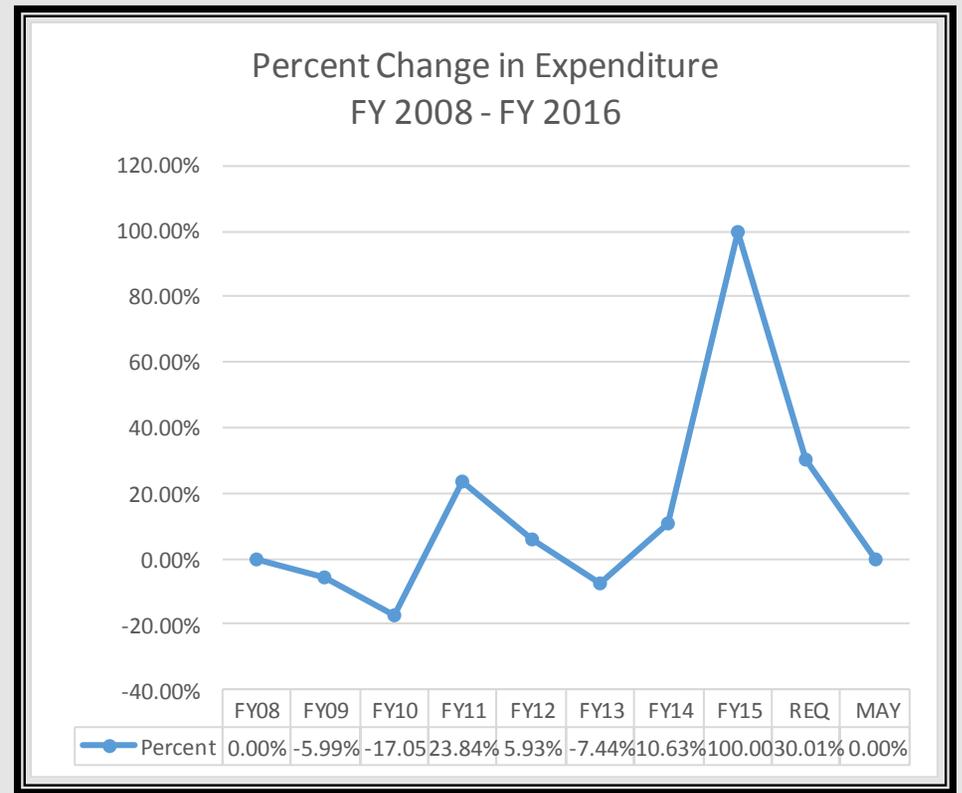
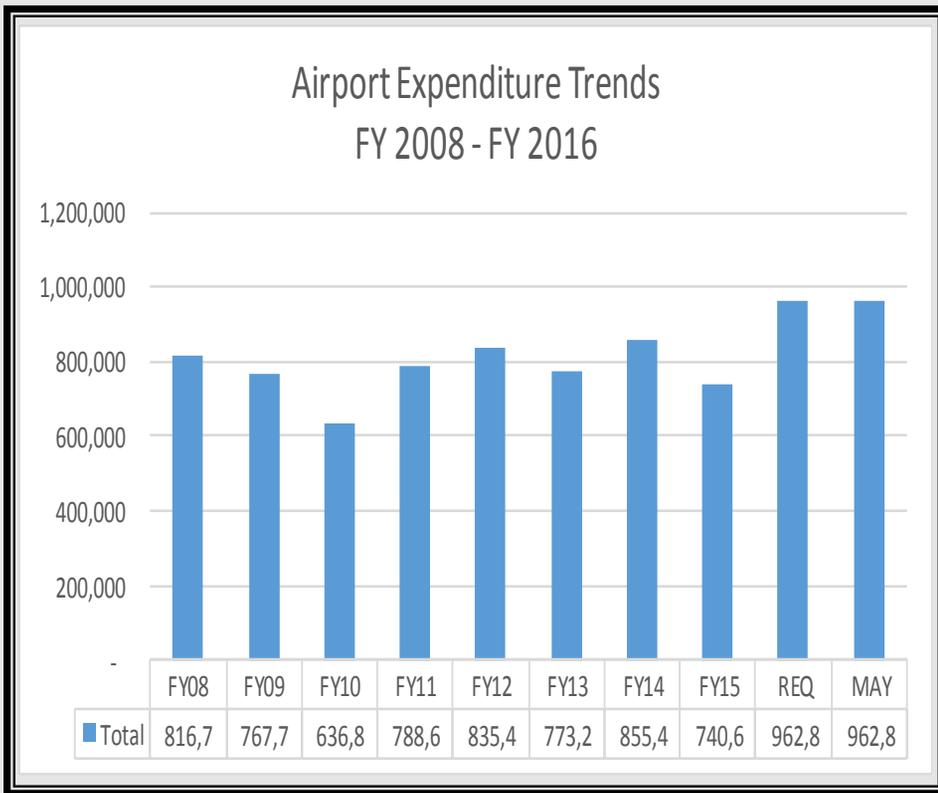
AIRPORT	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
TOTAL REVENUE	763,054	628,404	684,745	901,178	805,404	779,209	845,059	692,884	692,884
P.S	217,975	215,561	244,966	222,006	205,880	212,357	228,693	226,693	226,693
EXPENSE	549,782	421,283	543,681	613,396	567,385	643,129	511,945	736,188	736,188
TOTAL EXPENSE	767,757	636,844	788,647	835,402	773,265	855,486	740,638	962,881	962,881
TOTAL SURPLUS (DEFICIT)	(4,703)	(8,441)	(103,902)	65,776	32,139	(76,277)	23,965	-	-



AIRPORT	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
REVENUE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
AIRPORT RENTS	223,398	189,505	214,136	227,415	246,536	216,886	227,000	280,500	280,500
AIRPORT FUELS	520,694	418,573	450,535	625,690	541,260	537,655	510,323	652,634	652,634
OVERNIGHT/SHORT TERM PARKING	2,189	2,060	1,720	1,998	1,771	730	1,925	500	500
LANDING FEES	500	590	450	820	530	900	1,000	500	500
ID BADGES	955	580	445	1,390	1,457	122	1,080	750	750
T HANGER COMMISSIONS	3,625	5,000	3,500	32,225	-	2,250	-	-	-
EVENTS	2,086	2,000	2,101	2,000	4,675	4,500	8,000	18,000	18,000
SNOW REMOVAL CHARGES	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000	9,000
SODA MACHINE COMMISSION	66	41	-	-	-	-	-	-	-
CATERING/HANDLING FEE	234	106	63	368	174	158	75	200	200
MISCELLANEOUS	308	948	2,794	272	1	623	6,200	800	800
FEDERAL INCOME	-	-	-	-	-	6,385	-	-	-
TOTAL AIRPORT REVENUE	763,054	628,404	684,745	901,178	805,404	779,209	764,603	962,884	962,884



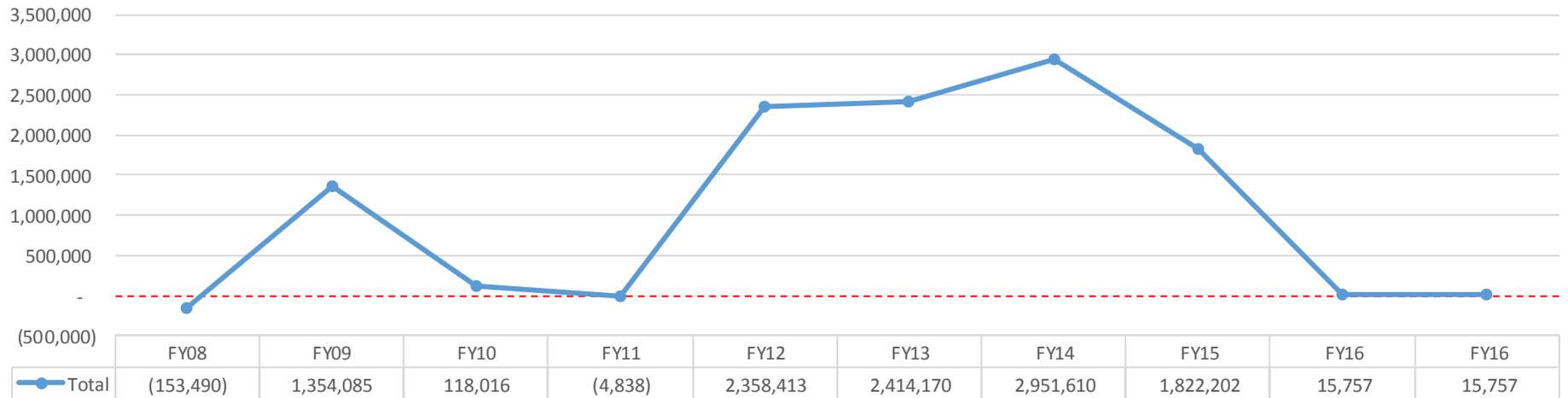
AIRPORT EXPENDITURES	FY09 ACTUAL	FY10 ACTUAL	FY11 ACTUAL	FY12 ACTUAL	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
AIRPORT P.S.									
DEPT HEAD	58,220	58,517	62,484	64,267	44,171	49,590	52,461	53,239	53,239
LONGEVITY	775	1,034	1,379	2,156	689	2,413	2,413	2,413	2,413
OVERTIME	5,905	4,317	13,000	4,992	5,651	5,933	8,000	7,500	7,500
CLOTHING ALLOWANCE	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300
SICK/PERSONAL DAY BUY BACK	3,692	4,986	10,000	2,179	5,353	4,469	7,607	9,755	9,755
LINEPERSON #1	34,766	36,165	37,605	38,685	40,290	40,290	41,635	42,989	42,989
LINEPERSON #2	34,077	35,455	36,895	38,685	39,541	40,272	40,841	42,214	42,214
TEMPORARY LINEPERSON	-	-	-	-	-	-	-	-	-
PART TIME LINEPERSON	38,374	31,193	38,559	25,998	22,710	21,268	25,472	17,610	17,610
ASSISTANT	40,866	42,594	43,744	43,744	46,176	46,823	48,964	49,676	49,676
CRIME ANALYST	-	-	-	-	-	-	-	-	-
SUB TOTAL	217,975	215,561	244,966	222,006	205,880	212,357	228,693	226,696	226,696
AIRPORT EXPENSES									
REIMBURSEMENT FOR CITY-RELATED COSTS	40,000	40,000	40,000	40,000	40,000	50,000	50,000	50,000	50,000
DAMAGES PERSONS & PROPERTY	-	-	1,500	1,221	-	-	-	1,575	1,575
ELECTRICITY	26,050	23,731	26,617	20,285	25,218	25,112	25,700	22,500	22,500
TELEPHONE	4,640	4,691	4,730	4,560	4,473	4,260	4,700	4,500	4,500
OFFICE SUPPLIES	5,082	2,294	3,044	2,125	2,002	1,843	2,100	1,500	1,500
TRAVEL & MEETINGS	987	432	106	309	-	-	-	500	500
DUES & SUBSCRIPTIONS	247	362	175	-	-	-	270	300	300
REPAIR MAINT BUILDING	9,267	6,088	8,738	7,121	16,365	14,323	22,400	22,863	22,863
REPAIR & MTCE OF EQUIPMENT	5,620	6,146	5,390	8,145	7,568	13,422	4,900	7,600	7,600
AIRPORT IMPROVEMENTS	1,108	4,228	3,749	6,094	7,166	15,532	13,057	150,000	150,000
AVIATION FUEL AND OIL	413,484	297,180	413,261	481,907	424,670	461,722	334,944	426,160	426,160
HEATING FUEL	5,767	7,431	6,776	14,463	7,979	10,440	10,786	10,000	10,000
GAS AND OIL	14,103	10,949	10,824	9,216	13,753	13,517	11,500	9,500	9,500
GROUNDSKEEPING	599	337	1,827	1,534	2,052	2,337	2,750	2,250	2,250
EQUIPMENTAL RENTAL	1,910	1,582	1,556	1,229	1,354	1,379	1,365	1,365	1,365
MOTOR VEHICLE REPAIRS & MAINTENANCE	1,816	1,183	2,981	2,757	2,281	6,155	5,200	4,500	4,500
AIRFIELD MAINTENANCE	638	1,977	3,049	3,616	2,786	35	4,500	4,500	4,500
CLOTHING	929	1,233	881	500	746	1,028	1,248	1,050	1,050
LICENSES	150	150	200	150	279	-	150	150	150
CATERING	183	59	23	240	156	117	100	100	100
MOTOR VEHICLE MAINTENANCE	3,446	-	-	-	-	-	-	-	-
SECURITY AND COMPLIANCE	1,024	-	1,617	800	897	3,985	3,000	2,000	2,000
INSURANCE	12,500	11,230	6,612	7,000	7,000	9,294	13,275	13,275	13,275
FEES	232	-	-	-	-	168	-	-	-
ADVERTISING & MARKETING	-	-	25	124	640	960	-	-	-
OUTSIDE AUDIT	-	-	-	-	-	7,500	-	-	-
SUB TOTAL	549,782	421,283	543,681	613,396	567,385	643,129	511,945	736,188	736,188
TOTAL AIRPORT	767,757	636,844	788,647	835,402	773,265	855,486	740,638	962,884	962,884



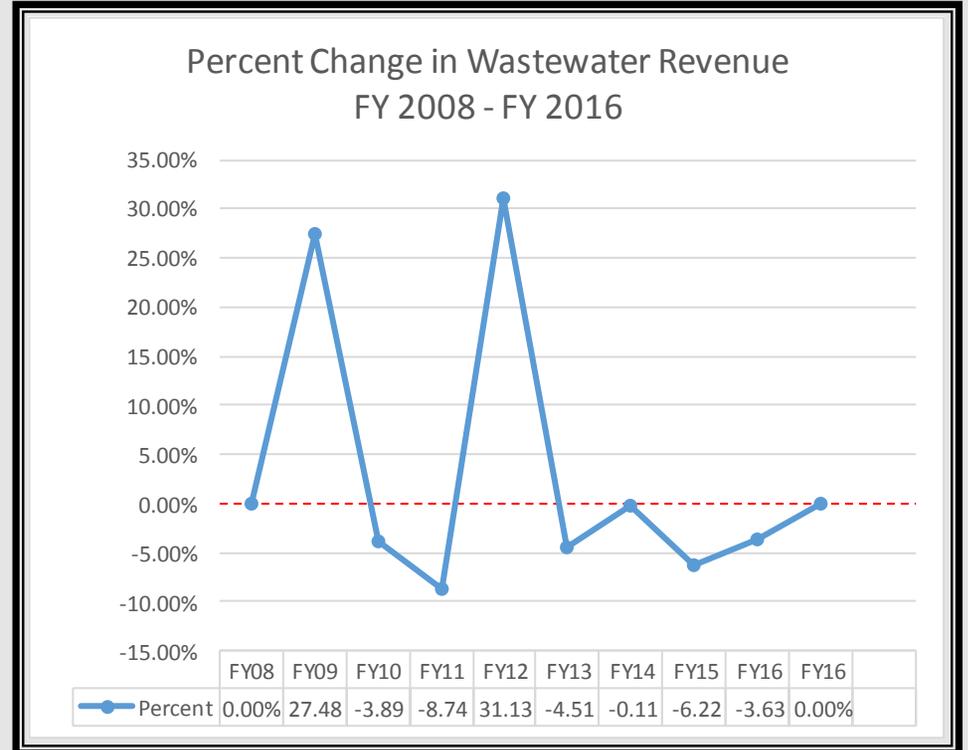
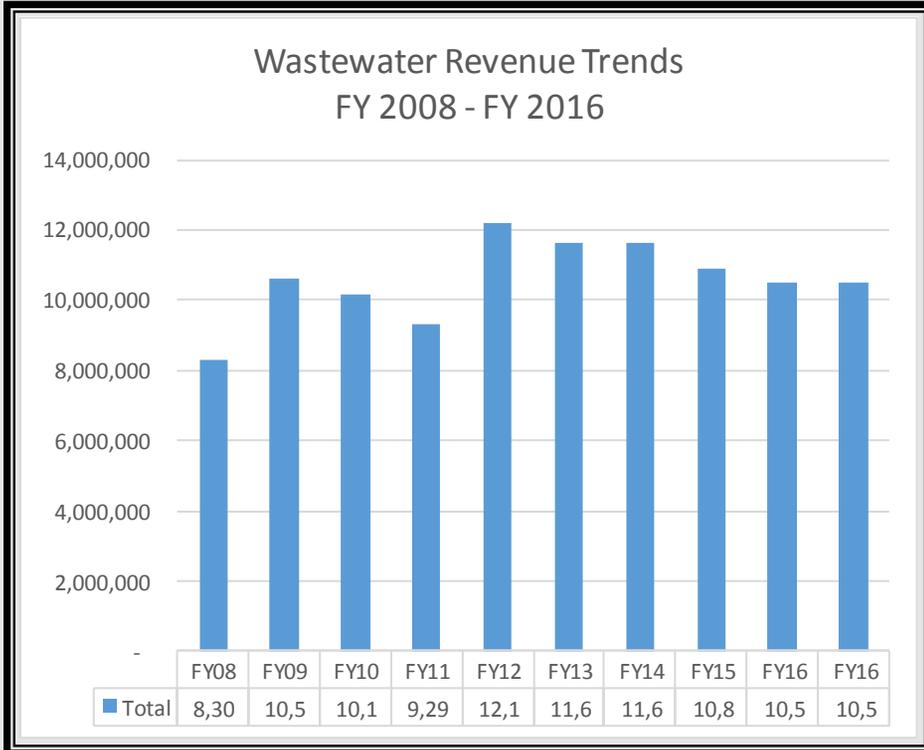
Wastewater Enterprise Summary

WASTEWATER	FY09 ACTUAL	FY10 ACTUAL	FY11 ACTUAL	FY12 ACTUAL	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
TOTAL REVENUE	10,593,028	10,181,139	9,291,150	12,183,708	11,634,109	11,621,518	10,898,750	10,503,500	10,503,500
SUB TOTAL P.S.	1,784,094	1,870,668	1,784,004	2,071,776	2,128,561	2,179,227	2,186,551	2,268,743	2,268,743
SUB TOTAL EXPENSE	4,076,160	4,213,571	3,748,927	3,729,206	3,244,300	2,726,756	2,809,997	2,985,000	2,985,000
SUB TOTAL REIMBURSEMENT TO CITY	900,000	850,000	850,000	840,000	840,000	890,000	890,000	890,000	890,000
SUB TOTAL DEBT SERVICE	2,469,265	2,887,458	2,841,466	3,062,854	2,754,767	2,804,285	2,840,000	3,614,000	3,614,000
SUB TOTAL CAPITAL EXPENDITURES	9,425	241,426	71,591	121,459	252,311	69,640	350,000	730,000	730,000
SUB TOTAL RESERVE FOR DEBT SERVICE	-	-	-	-	-	-	-	-	-
TOTAL EXPENSE	9,238,943	10,063,123	9,295,988	9,825,295	9,219,940	8,669,908	9,076,548	10,487,743	10,487,743
TOTAL SURPLUS (DEFICIT)	1,354,085	118,016	(4,838)	2,358,413	2,414,170	2,951,610	1,822,202	15,757	15,757

Total Surplus/(Deficit) Wastewater
FY 2008 - FY 2016



WASTEWATER ENTERPRISE REVENUE	FY09 ACTUAL	FY10 ACTUAL	FY11 ACTUAL	FY12 ACTUAL	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
TAX TITLE	19,855	36,947	33,840	43,328	40,346	44,056	150,000	60,000	60,000
TAX TITLE INTEREST	3,665	4,992	5,693	7,863	6,639	9,000	22,000	22,000	22,000
MISCELLANEOUS	3,808	4,467	4,530	2,363	4,298	7,294	2,500	2,500	2,500
INVESTMENT INCOME	36,887	1,423	86,526	13,946	41,935	31,685	14,000	14,000	14,000
INTEREST, PENALTIES AND FEES	70,066	105,613	92,910	100,866	124,958	80,414	70,000	70,000	70,000
COMMERCIAL/INCINERATION	1,716,373	1,480,368	1,469,671	1,361,720	774,732	235,053	35,250	-	-
SEWER USE CHARGE	4,786,402	5,337,739	5,439,187	8,438,377	8,400,118	8,698,447	8,500,000	8,500,000	8,500,000
INDUSTRIAL BILLINGS	1,757,509	1,105,051	490,563	526,362	402,494	601,424	400,000	400,000	400,000
SANITARY SEWAGE (SEPTAGE)	1,674,748	1,568,873	1,045,425	1,200,295	877,385	787,394	750,000	750,000	750,000
LIENS	405,891	490,941	455,017	420,055	875,058	918,164	860,000	500,000	500,000
DAMAGE CLAIMS	-	-	-	478	-	50,000	5,000	5,000	5,000
SEWER CONNECTIONS	117,825	44,000	165,399	65,534	86,145	158,587	90,000	180,000	180,000
SEWER RELIEF RATE	-	-	-	2,521	-	-	-	-	-
IPP BILLINGS	-	724	2,389	-	-	-	-	-	-
TOTAL WASTEWATER REVENUE	10,593,028	10,181,139	9,291,150	12,183,708	11,634,109	11,621,518	10,898,750	10,503,500	10,503,500



Fiscal Year 2016 Budget

Wastewater

WASTEWATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
P.S. EXPENSE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
DEPUTY COMMISSIONER	75,390	75,794	80,753	82,209	85,072	89,262	90,202	94,235	94,235
CHIEF ENGINEER	66,885	69,165	71,671	74,417	76,856	77,980	81,448	-	-
SUPERINTENDENT - EAST PLANT	62,315	81,266	35,086	7,950	70,304	71,305	74,698	78,043	78,043
ENVIRONMENTAL/CIVIL ENGINEER (75%)	10,158	-	-	70,470	58,368	59,633	53,874	59,358	59,358
COLLECTIONS SYSTEM MANAGER	-	-	-	49,944	76,752	80,492	81,328	87,812	87,812
OFFICE MANAGER	46,529	50,269	50,269	53,140	52,936	55,593	56,167	61,611	61,611
BUSINESS MANAGER (15%)	-	-	-	-	11,119	13,358	-	-	-
COMMUNITY PROJECT PLANNER (15%)	-	-	-	-	8,468	8,172	-	-	-
MAINTENANCE ENGINEER	-	-	34,833	67,913	70,304	71,305	74,698	78,043	78,043
GIS ENGINEER	-	-	-	42,312	54,756	57,368	57,942	62,715	62,715
STOREKEEPER	41,085	34,050	18,419	-	31,920	41,576	43,785	45,283	45,283
LONGEVITY	30,420	29,124	24,473	26,713	25,556	23,756	22,000	22,000	22,000
OVERTIME	191,704	253,691	189,644	226,892	191,660	188,760	150,000	160,000	160,000
CLOTHING ALLOWANCE	11,600	11,300	12,200	13,400	16,267	16,557	16,200	17,400	17,400
VACATION/PERSONAL DAY BUY BACKS	24,784	32,372	28,280	31,982	28,745	40,430	50,500	55,000	55,000
INCINERATOR INCENTIVE	2,150	1,400	1,500	2,300	500	-	-	-	-
CHEMISTS (2)	57,065	73,589	59,362	61,304	63,627	106,676	108,806	117,173	117,173
SR. INSTRUMENT REPAIRER	48,459	52,151	52,973	55,723	54,454	56,630	57,709	61,906	61,906
INSTRUMENT REPAIRER - ELECTRICAL	55,517	58,644	59,860	62,768	61,277	62,606	50,554	67,519	67,519
LEAD INSTRUMENT REPAIRER	60,595	63,559	64,812	61,675	66,726	68,988	70,366	75,723	75,723
SR. EQUIPMENT REPAIRER	109,648	111,290	113,545	118,168	71,706	60,239	63,086	74,265	74,265
EQUIPMENT REPAIRER (2)	138,009	144,218	145,917	151,538	121,052	99,354	106,246	104,976	104,976
ASSISTANT MECHANIC (2 begin FY14)	37,082	39,907	43,604	47,404	46,909	79,947	82,485	88,676	88,676
SR. WASTEWATER OPERATOR (5)	412,683	414,872	300,715	280,580	279,492	283,730	279,391	299,059	299,059
WASTEWATER OPERATOR (5 - 7)	289,408	262,006	244,248	246,139	260,424	236,911	265,588	274,502	274,502
SR. COLLECTION SYSTEM OPERATOR (2)	-	-	39,970	38,792	79,357	86,870	78,882	94,084	94,084
COLLECTION SYSTEM OPERATOR (4)	-	-	66,923	122,621	138,354	111,335	147,496	165,780	165,780
TEEN SUMMER HELP	-	-	-	-	-	3,612	-	-	-
PAGER ALLOWANCE (COLL SYS. PERSONNEL)	12,608	12,001	24,947	30,147	25,600	26,782	23,100	23,580	23,580
WORKERS COMPENSATION PAYOUT	-	-	20,000	45,275	-	-	-	-	-
SUB TOTAL P.S.	1,784,094	1,870,668	1,784,004	2,071,776	2,128,561	2,179,227	2,186,551	2,268,743	2,268,743

Fiscal Year 2016 Budget

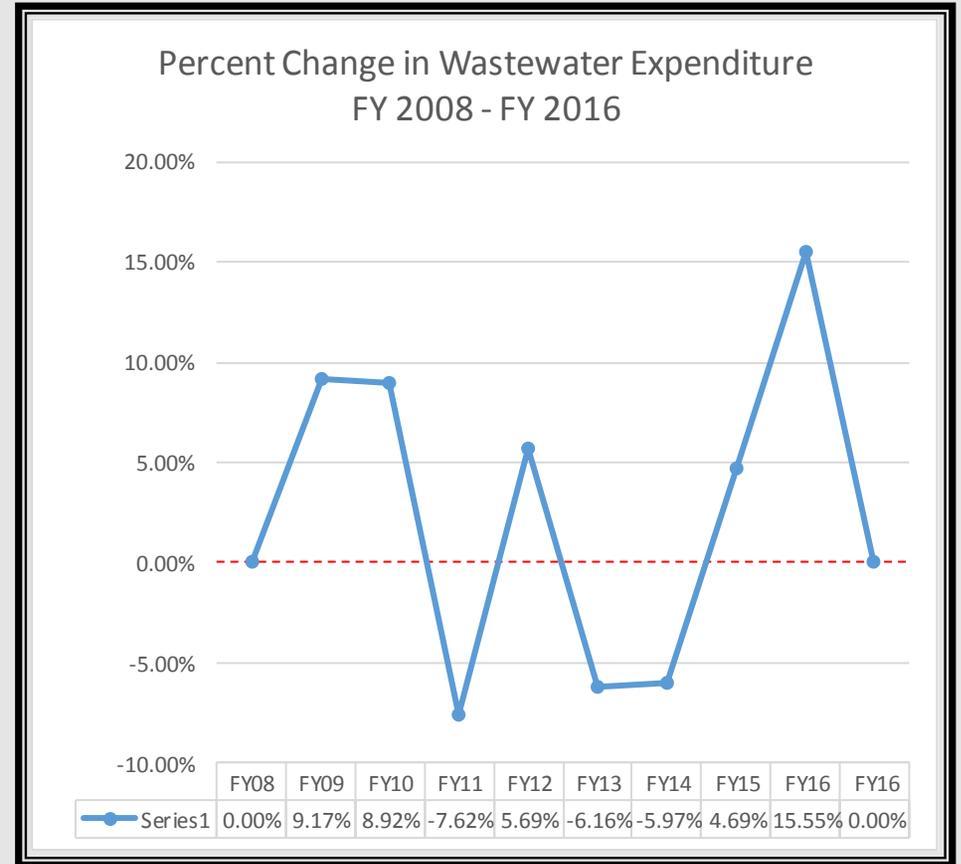
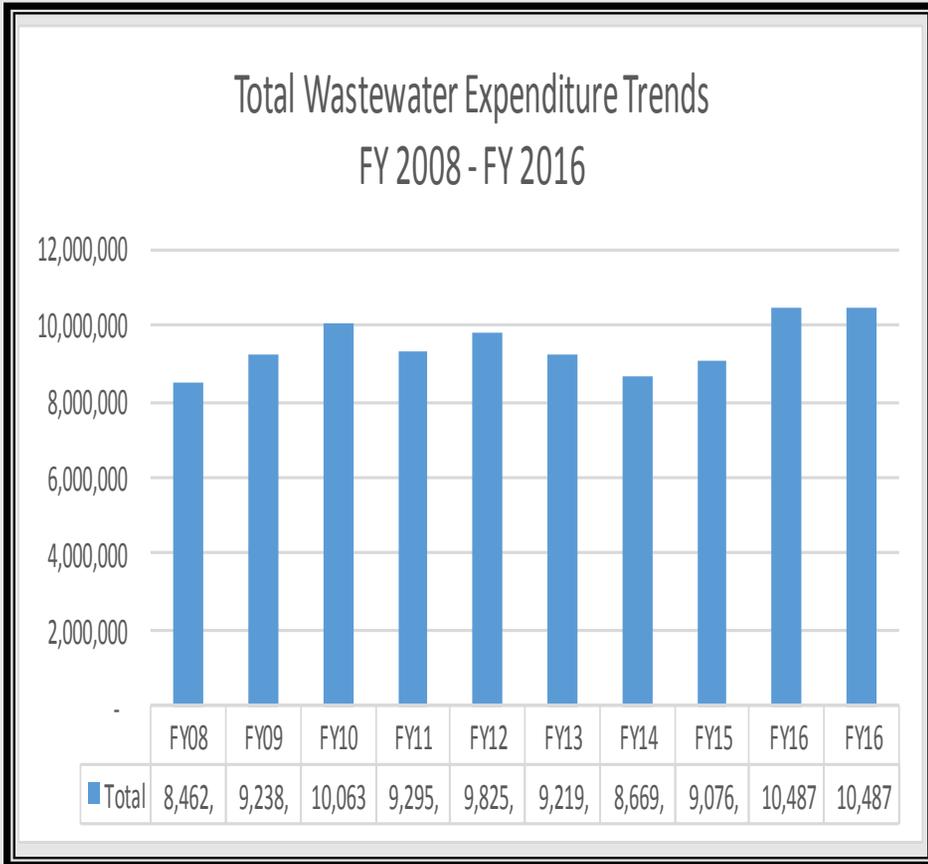
Wastewater

WASTEWATER ENTERPRISE EXPENSE	FY09 ACTUAL	FY10 ACTUAL	FY11 ACTUAL	FY12 ACTUAL	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
ELECTRICITY	1,366,133	1,439,231	1,307,287	1,135,418	1,051,253	764,637	1,000,000	1,050,000	1,050,000
OFFICE SUPPLIES	6,363	6,274	9,568	22,983	20,469	9,957	10,000	12,000	12,000
NATURAL GAS	1,392,627	1,461,698	1,259,474	1,228,234	555,944	234,752	220,000	260,000	260,000
LIQUID OXYGEN	43,552	22,181	-	-	-	-	-	-	-
EQUIPMENT REPAIR AND MAIN	264,406	350,316	307,450	311,073	346,774	318,652	315,000	350,000	350,000
COLLECTIONS - SUPPLIES AND REPAIR	-	-	-	99,335	105,886	108,480	115,000	130,000	130,000
ALUMINUM SULFATE	154,055	103,402	-	-	-	-	-	-	-
LAB SUPPLIES	5,591	10,462	15,027	14,798	18,359	22,856	25,000	27,000	27,000
SODIUM HYDROXIDE	177,967	103,385	153,006	222,873	156,057	36,796	64,000	65,000	65,000
FERRIC CHLORIDE	14,484	13,081	34,737	28,619	53,552	63,612	92,000	75,000	75,000
POLYMER	106,299	123,690	160,443	155,833	145,546	188,441	147,000	160,000	160,000
MAGNESIUM HYDROXIDE	-	-	-	-	35,950	153,296	152,000	190,000	190,000
SLUDGE DISPOSAL	157,414	166,022	128,976	161,455	409,073	490,401	260,000	260,000	260,000
LIME	33,339	11,371	-	-	-	-	-	-	-
SODIUM HYPOCHORITE	30,820	53,643	50,825	59,005	46,008	60,694	78,000	70,000	70,000
INCN/APC MAINTENANCE	45,727	37,368	41,904	56,111	18,917	-	-	-	-
SODIUM BISULFITE	44,941	66,619	92,824	21,936	35,377	52,776	63,500	60,000	60,000
ODOR CONTROL CHEMICALS	7,740	3,548	-	-	-	-	-	-	-
COMPLIANCE TESTING	24,663	24,885	30,600	37,253	28,759	19,196	17,000	25,000	25,000
INDUSTRIAL PRE-TREATMENT	8,327	6,833	14,982	11,607	18,854	6,364	57,000	46,000	46,000
TRAINING LICENSES SUBSCRIPTIONS	4,158	9,042	4,955	17,351	14,767	18,865	15,000	20,000	20,000
CITY BILLING	130,000	130,000	130,000	130,000	177,560	172,500	172,500	172,500	172,500
EMERGENCY SLUDGE DISPOSAL	5,666	32,778	4,712	-	-	-	-	-	-
PAPER SLUDGE DISPOSAL	31,158	13,277	-	-	-	-	-	-	-
CITY WATER	15,207	17,176	1,813	12,440	2,358	1,761	1,570	2,500	2,500
DAMAGES PERSONAL & PROPERTY	5,521	7,289	344	2,882	2,838	2,720	5,427	10,000	10,000
SUB TOTAL EXPENSE	4,076,160	4,213,571	3,748,927	3,729,206	3,244,300	2,726,756	2,809,997	2,985,000	2,985,000

Fiscal Year 2016 Budget

Wastewater

WASTEWATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
REIMBURSEMENT TO CITY	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
FRINGE BENEFITS & OTHER CITY COSTS	600,000	680,000	680,000	680,000	680,000	730,000	730,000	730,000	730,000
REIMBURSEMENT TO CITY FOR DEPT COSTS	290,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
REIMBURSEMENT TO CITY FOR RENT	10,000	10,000	10,000	-	-	-	-	-	-
SUB TOTAL REIMBURSEMENT TO CITY	900,000	850,000	850,000	840,000	840,000	890,000	890,000	890,000	890,000
WASTEWATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
DEBT SERVICE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
MATURING DEBT	1,706,620	2,044,959	2,036,442	2,178,421	1,962,379	2,084,968	2,050,000	2,570,000	2,570,000
LONG TERM DEBT INTEREST	712,743	769,590	743,217	784,433	719,040	682,882	675,000	830,000	830,000
SHORT TERM DEBT INTEREST	10,376	-	4,629	20,000	23,922	11,967	45,000	54,000	54,000
CERTIFICATION COSTS	39,525	72,908	57,178	80,000	49,427	24,468	70,000	160,000	160,000
SUB TOTAL DEBT SERVICE	2,469,265	2,887,458	2,841,466	3,062,854	2,754,767	2,804,285	2,840,000	3,614,000	3,614,000
WASTEWATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
CAPITAL EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
EPA PENALTY / SEP PROJECT	-	-	-	-	141,000	-	50,000	-	-
VEHICLE REPLACEMENT	-	-	-	-	73,309	13,437	-	30,000	30,000
INCINERATOR BURNER REPLACEMENT	-	-	36,581	-	-	-	-	-	-
NEW GRINDER (DEWATERING)	-	-	22,160	28,924	24,277	-	-	-	-
WATER/AIR LINE REPAIR	-	-	-	33,500	-	56,203	-	-	-
AIR DIFFUSER HEAD REPLAC (1 of 4)	9,425	-	-	-	-	-	-	-	-
DEPARTMENTAL EQUIPMENT	-	-	-	38,345	13,725	-	-	-	-
INCINERATOR HEARTH REPLACEMENT	-	-	-	-	-	-	-	-	-
SOLAR HOT WATER	-	-	-	-	-	-	-	50,000	50,000
RETROFIT CHAINS PRIMARY B	-	61,926	12,850	-	-	-	-	-	-
COLLECTION SYSTEM REPAIR	-	-	-	-	-	-	300,000	150,000	150,000
POLYMER TANK CLEANING/REPAIR	-	-	-	-	-	-	-	-	-
AIR DIFFUSER HEAD REPLACE (2 of 4)	-	-	-	20,690	-	-	-	-	-
COMBINATION MANHOLES SEPARATION	-	-	-	-	-	-	-	500,000	500,000
ROOF REPLACEMENT	-	179,500	-	-	-	-	-	-	-
SUB TOTAL CAPITAL EXPENDITURES	9,425	241,426	71,591	121,459	252,311	69,640	350,000	730,000	730,000
WASTEWATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
CAPITAL EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
RESERVE FOR DEBT SERVICE	-	-	-	-	-	-	-	-	-
SUB TOTAL RESERVE FOR DEBT SERVICE	-								



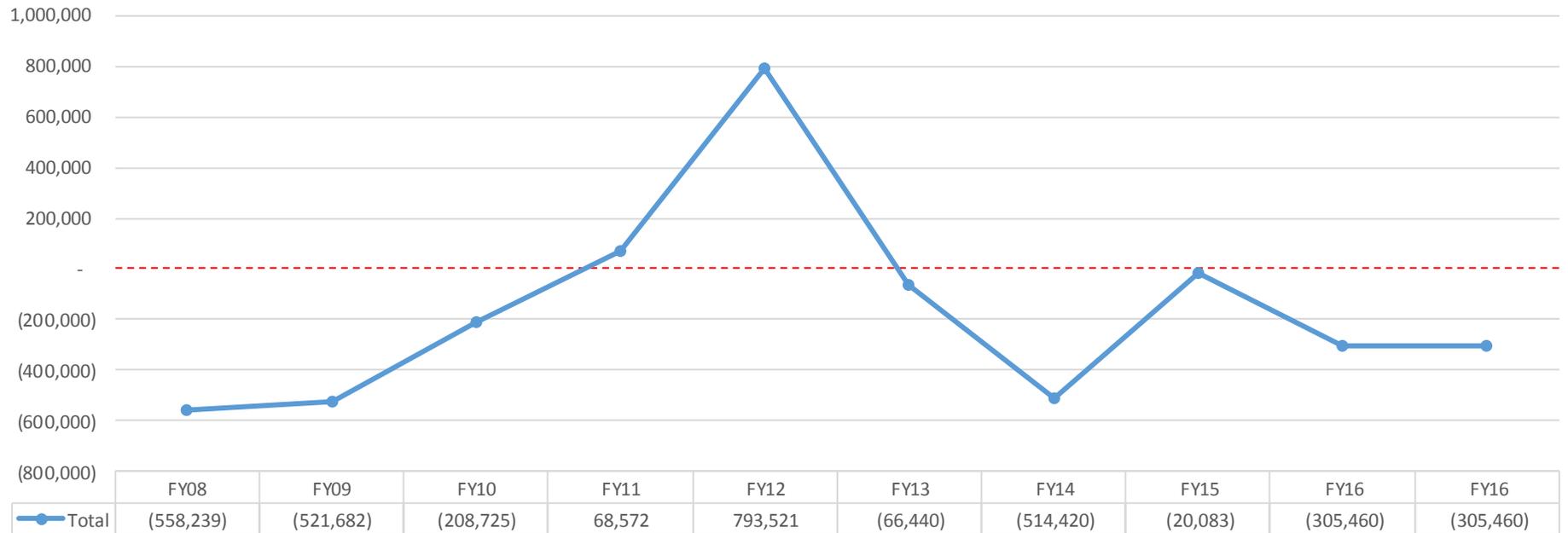
Water Enterprise Summary

Fiscal Year 2016 Budget

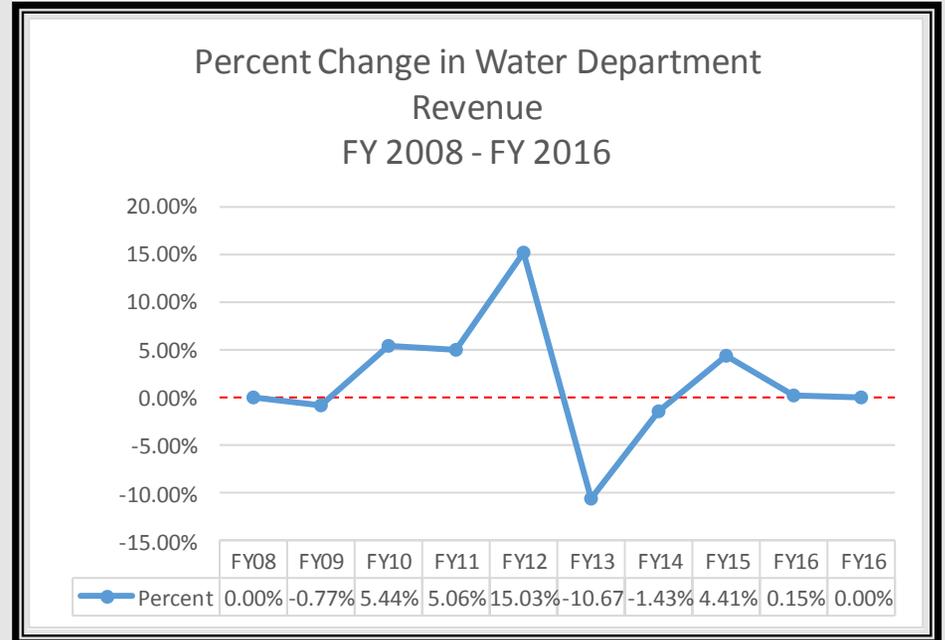
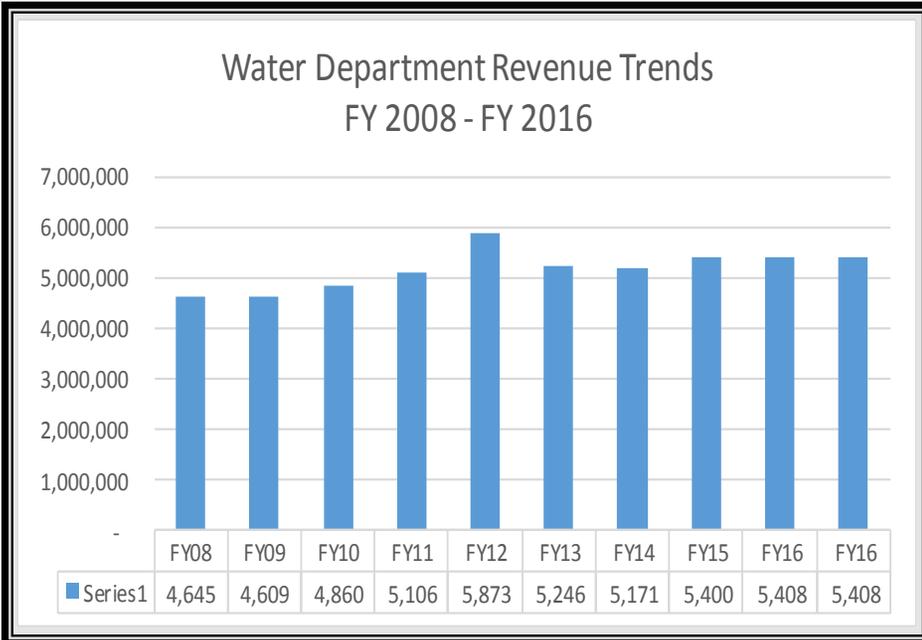
Water

WATER	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
TOTAL REVENUE	4,609,380	4,860,313	5,106,375	5,873,853	5,246,912	5,171,772	5,616,082	5,408,000	5,408,000
SUB TOTAL WATER P.S.	1,236,620	1,190,508	1,184,394	1,241,479	1,301,451	1,285,522	1,371,448	1,497,460	1,497,460
SUB TOTAL EXPENSE	647,343	694,380	613,153	536,479	641,457	862,681	718,400	710,000	710,000
SUB TOTAL REGIONAL WATERTREATMENT EXP	678,269	623,066	633,934	621,410	620,422	634,914	680,000	680,000	680,000
SUB TOTAL REIMBURSEMENT TO CITY	700,000	700,000	700,000	700,000	700,000	750,000	750,000	750,000	750,000
SUB TOTAL DEBT SERVICE	1,793,830	1,800,480	1,809,729	1,809,689	1,795,620	1,943,178	1,840,317	1,850,000	1,850,000
SUB TOTAL CAPITAL EXPENDITURES	75,000	60,604	96,593	171,275	254,402	209,898	276,000	226,000	226,000
TOTAL EXPENSE	5,131,062	5,069,038	5,037,803	5,080,332	5,313,352	5,686,192	5,636,165	5,713,460	5,713,460
TOTAL SURPLUS (DEFICIT)	(521,682)	(208,725)	68,572	793,521	(66,440)	(514,420)	(20,083)	(305,460)	(305,460)

Total Water Department Surplus/(Deficit)
FY 2008- FY 2016



WATER ENTERPRISE REVENUE	FY09 ACTUAL	FY10 ACTUAL	FY11 ACTUAL	FY12 ACTUAL	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
TAX TITLE	36,226	49,699	37,026	38,929	32,445	28,684	75,000	40,000	40,000
INTEREST TAX TITLE	6,737	9,058	8,050	6,567	5,140	6,720	14,000	7,000	7,000
WATER RATES	3,208,304	3,431,841	3,730,841	4,501,483	3,751,536	3,735,175	4,000,000	4,000,000	4,000,000
SERVICE PIPES	253,037	253,853	247,398	286,000	250,488	259,418	260,000	260,000	260,000
MISCELLANEOUS	5,470	12,189	8,313	367	7,534	3,001	2,500	2,500	2,500
INVESTMENT INCOME	6,457	3,209	47,739	2,408	34,389	4,884	4,000	4,000	4,000
INTEREST AND PENALTY FEES	69,673	95,306	83,693	81,359	80,844	39,844	40,000	40,000	40,000
WATER LIENS	519,232	424,305	406,852	377,941	434,896	434,748	430,000	430,000	430,000
CITY WTF REIMBURSEMENT	130,000	130,000	130,000	130,000	172,500	172,500	172,500	172,500	172,500
WESTMINSTER REIMBURSEMENT	221,846	222,966	223,863	249,474	257,247	254,641	255,000	255,000	255,000
WMA CHARGE	33,742	29,394	29,402	22,645	31,021	37,593	30,000	30,000	30,000
VERIZON LEASE	41,630	39,722	46,429	47,221	42,448	43,816	45,000	45,000	45,000
TIMBER SALES	-	84,666	11,530	64,668	93,885	70,473	-	50,000	50,000
HYDRANT USE	5,057	6,255	1,000	4,507	2,675	2,768	4,000	4,000	4,000
FEDERAL REVENUE	-	-	-	-	-	11,054	-	-	-
INSPECTION FEES	1,487	1,850	1,897	3,826	700	2,025	3,000	3,000	3,000
CONNECTION FEES	70,482	66,000	92,342	56,458	49,164	64,428	65,000	65,000	65,000
TRANSFER FROM RETAINED EARNINGS	-	-	-	-	-	-	-	-	-
TOTAL WATER REVENUE	4,609,380	4,860,313	5,106,375	5,873,853	5,246,912	5,171,772	5,400,000	5,408,000	5,408,000



Fiscal Year 2016 Budget

Water

WATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
P.S. EXPENSE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
DEPUTY COMMISSIONER	55,892	84,042	89,576	91,188	94,328	99,023	93,780	98,040	98,040
WATER SYSTEMS MANAGER	2,434	48,495	69,165	70,413	72,852	76,473	77,256	81,272	81,272
WATER QUALITY MANAGER	68,229	27,440	-	-	-	-	-	-	-
OFFICE MANAGER / ASSIST. WATER REGISTRAR	46,748	50,269	50,268	51,179	54,756	55,541	-	-	-
OPERATIONS COORDINATOR	-	-	-	-	-	-	55,541	58,793	58,793
CLERICAL - SENIOR CLERK	37,480	38,576	27,643	32,939	33,748	35,653	-	-	-
CLERICAL - PRINCIPAL CLERK	-	-	-	-	-	-	39,195	40,767	40,767
JR HYDRAULIC ENGINEER	51,983	18,184	-	-	-	-	-	-	-
CADD OP/TECH	45,250	48,618	48,598	50,361	51,116	53,714	53,714	56,959	56,959
ENGINEERING INSPECTOR	39,326	40,769	42,334	43,145	44,460	45,101	47,294	47,998	47,998
BACTERIOLOGIST	-	2,985	-	-	-	-	-	-	-
CHIEF PLANT OPERATOR	58,220	62,484	62,484	63,550	65,676	69,113	69,576	73,046	73,046
PRIMARY PLANT OPERATORS (3)	116,483	90,432	133,985	141,880	141,336	146,097	151,424	158,709	158,709
SECONDARY PLANT OPERATORS (3)	113,045	116,490	108,881	118,870	119,808	117,528	126,506	125,674	125,674
LABOR - DISTRIB./METERS/WATERSHED (9)	400,362	381,360	317,641	365,307	374,863	353,477	379,762	519,012	519,012
SUMMER HELP	-	-	25,000	-	9,938	6,699	8,500	8,500	8,500
ENVIRONMENTAL/CIVIL ENGINEER	-	-	7,235	7,917	1,027	6,387	11,950	11,950	11,950
CRIME ANALYST	-	-	-	-	-	-	-	-	-
BUSINESS MANAGER (5%)	-	-	-	1,207	4,305	4,882	-	-	-
COMMUNITY PROJECT PLANNER (5%)	-	-	-	-	742	2,611	-	-	-
OVERTIME	74,340	79,698	82,824	96,278	106,079	104,499	129,000	95,000	95,000
PAGING STIPENDS	36,600	36,400	36,500	36,700	36,400	36,400	36,400	36,400	36,400
SICK/PERSONAL DAY BUY BAC	48,959	21,515	45,045	31,739	47,989	32,830	50,000	45,000	45,000
CLOTHING ALLOWANCE	13,500	12,831	12,000	12,800	13,600	12,830	13,600	13,600	13,600
LONGEVITY	15,879	17,010	14,530	15,251	15,870	14,888	15,000	13,790	13,790
CERTIFICATIONS	11,650	10,850	10,075	10,475	11,498	10,825	10,450	10,450	10,450
OUT OF GRADE	240	2,060	610	280	1,060	950	2,500	2,500	2,500
SUB TOTAL WATER P.S.	1,236,620	1,190,508	1,184,394	1,241,479	1,301,451	1,285,522	1,371,448	1,497,460	1,497,460

Fiscal Year 2016 Budget

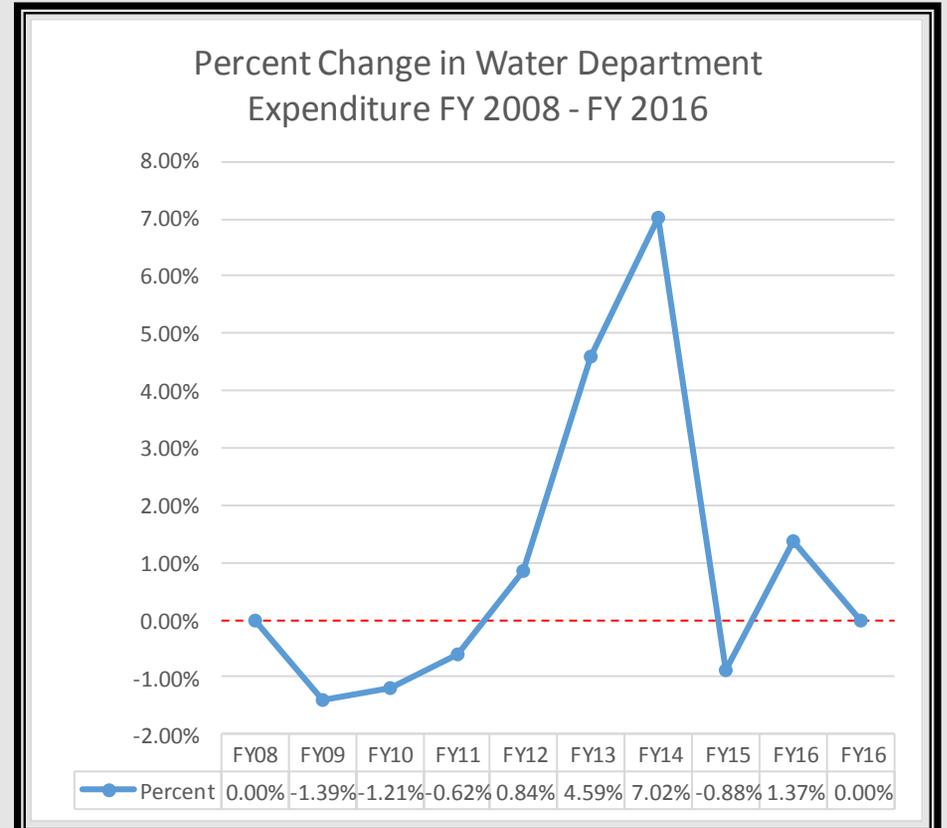
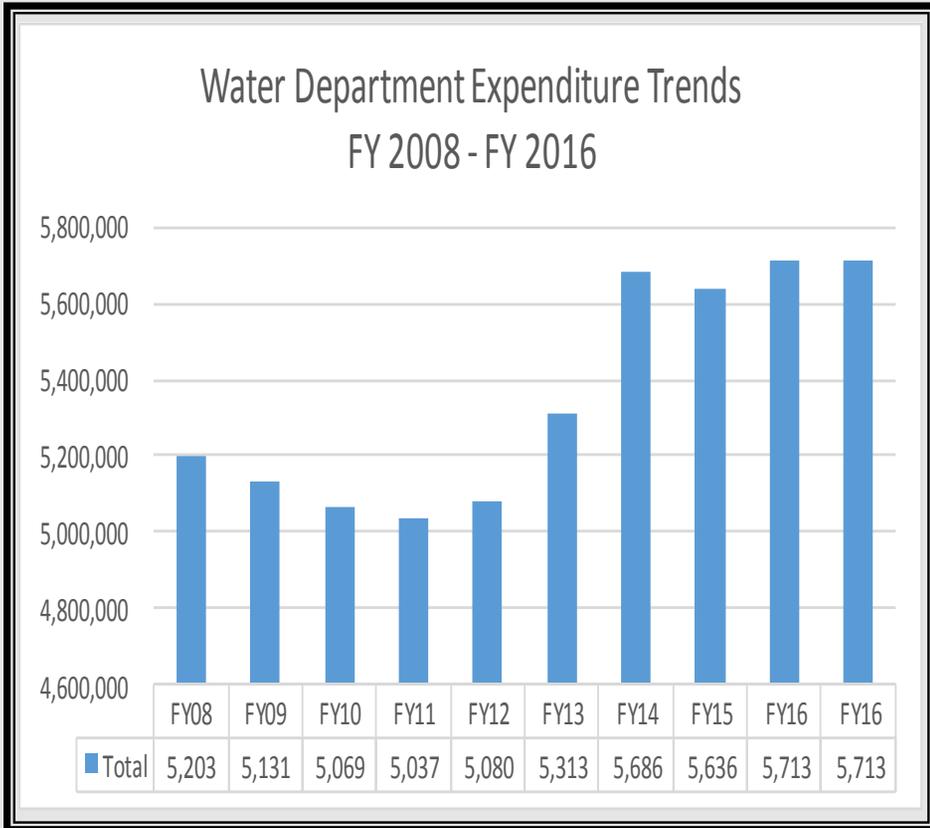
Water

WATER ENTERPRISE EXPENSE	FY09 ACTUAL	FY10 ACTUAL	FY11 ACTUAL	FY12 ACTUAL	FY13 ACTUAL	FY14 ACTUAL	FY15 PROJECTED	FY16 REQUESTED	FY16 MAYOR
CONTRACTED SERVICES	91,099	143,687	174,376	104,075	131,913	91,214	100,000	80,000	80,000
DISTRIBUTION SYSTEM REPAIRS	127,938	101,315	14,485	14,990	30,240	29,218	50,000	50,000	50,000
WATERSHED MAINTENANCE	11,062	39,945	30,378	25,186	10,316	21,195	30,000	30,000	30,000
ELECTRICITY	45,755	43,853	49,394	37,516	42,828	46,575	48,000	50,000	50,000
TELEPHONE	5,701	6,266	6,313	6,067	6,533	6,243	6,700	7,000	7,000
OFFICE SUPPLIES	4,543	8,183	4,699	5,158	4,304	6,001	6,500	7,000	7,000
TRAVEL & MEETINGS	33	95	75	500	219	336	500	500	500
PUBLICATIONS & PRINTING	732	2,223	3,308	5,900	1,222	2,358	5,000	5,000	5,000
REPAIR & MAINTENANCE OF BUILDING	6,448	12,018	9,455	11,687	2,969	9,599	20,000	20,000	20,000
OFFICE EQUIPMENT	2,557	4,934	2,144	1,713	1,985	1,959	2,000	2,000	2,000
REPAIR & MAINTENANCE OF EQUIPMENT	21,179	22,884	32,676	29,270	24,750	23,425	35,000	35,000	35,000
HEATING FUEL	24,936	27,240	29,395	23,272	26,359	33,303	30,000	30,000	30,000
GAS & OIL	31,517	28,797	28,784	36,099	42,184	39,872	35,000	35,000	35,000
AUTOMOBILE	12,330	13,650	13,734	13,086	16,366	16,446	17,000	17,000	17,000
LAB SUPPLIES & ANALYTICAL SERVICES	39,267	34,091	26,583	22,343	21,204	22,302	26,000	28,000	28,000
TOOLS & HARDWARE	7,031	6,476	10,980	10,583	12,682	9,976	12,000	12,000	12,000
REPAIR & MAINTENANCE OF RADIOS	6,692	6,372	5,377	5,319	5,786	5,563	5,500	6,000	6,000
BCS/COLD PATCH	26,476	23,079	7,071	8,602	14,781	10,545	12,000	15,000	15,000
CLOTHING	147	223	273	281	322	363	500	500	500
HYDRANTS & HYDRANT PARTS	5,435	4,319	5,135	10,087	13,313	4,104	15,000	15,000	15,000
FLOW METERS/REGULATORS	2,976	2,847	3,494	3,275	7,161	6,534	6,000	6,000	6,000
WATER METER PARTS	11,131	7,593	9,216	10,013	20,850	20,623	20,000	20,000	20,000
PIPING (D.I. MAIN & COPPER)	39,140	27,644	26,949	23,034	25,564	22,597	30,000	30,000	30,000
TAXES - OTHER TOWNS	80,199	81,707	81,902	83,892	74,496	96,685	85,000	85,000	85,000
DATA PROCESSING	5,640	6,886	8,633	12,235	74,180	76,091	87,000	87,000	87,000
SDWA/MA DEP ASSESSMENT	20,152	17,272	15,188	15,532	13,199	13,573	11,700	15,000	15,000
TRAINING/CLASSES & LICENSE FEES	6,248	7,195	6,275	11,081	9,351	10,725	15,000	15,000	15,000
TELEMETRY SYSTEM	6,381	7,530	6,861	5,683	6,380	6,135	7,000	7,000	7,000
WATERSHED LAND PURCHASE	4,598	6,056	-	-	-	229,119	-	-	-
SUB TOTAL EXPENSE	647,343	694,380	613,153	536,479	641,457	862,681	718,400	710,000	710,000

Fiscal Year 2016 Budget

Water

WATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
REGIONAL WATERTREATMENT EXPENSE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
ELECTRICITY	248,540	238,903	227,972	176,783	182,336	181,867	220,000	220,000	220,000
REPAIR & MAINTENANCE OF BUILDINGS	18,167	13,045	25,287	27,347	35,240	37,643	40,000	40,000	40,000
REPAIR & MAINTENANCE OF EQUIPMENT	30,230	36,966	38,823	46,577	37,716	42,402	45,000	45,000	45,000
HEATING FUEL	138,015	93,193	122,207	149,027	169,728	182,095	170,000	170,000	170,000
CHEMICALS (WATER TREATMENT)	218,122	215,923	201,782	205,023	176,437	175,393	190,000	190,000	190,000
TELEMETRY SYSTEMS	25,195	25,036	17,863	16,653	18,965	15,513	15,000	15,000	15,000
SUB TOTAL REGIONAL WATERTREATMENT EXP	678,269	623,066	633,934	621,410	620,422	634,914	680,000	680,000	680,000
WATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
REIMBURSEMENT TO CITY	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
FRINGE BENEFITS & OTHER CITY COSTS	525,000	525,000	525,000	525,000	525,000	575,000	575,000	575,000	575,000
REIMBURSEMENT FOR CITY DEPT COSTS	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000	175,000
SUB TOTAL REIMBURSEMENT TO CITY	700,000	700,000	700,000	700,000	700,000	750,000	750,000	750,000	750,000
WATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
DEBT SERVICE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
MATURING DEBT	1,453,709	1,453,392	1,455,885	1,471,295	1,485,308	1,639,417	1,555,188	1,600,000	1,600,000
LONG TERM DEBT INTEREST	301,052	310,339	296,037	306,431	270,313	277,553	250,129	215,000	215,000
SHORT TERM DEBT INTEREST	-	-	14,088	-	-	-	-	-	-
CERTIFICATION COSTS	39,069	36,749	43,719	31,963	39,999	26,208	35,000	35,000	35,000
SUB TOTAL DEBT SERVICE	1,793,830	1,800,480	1,809,729	1,809,689	1,795,620	1,943,178	1,840,317	1,850,000	1,850,000
WATER ENTERPRISE	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY16
CAPITAL EXPENDITURES	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	PROJECTED	REQUESTED	MAYOR
DEPARTMENTAL EQUIPMENT	-	11,744	24,043	28,245	44,941	54,599	76,000	76,000	76,000
LOVELL RESERVOIR DAM REPAIR	-	-	-	-	-	-	-	-	-
WATER SYSTEM IMPROVEMENT	-	48,860	72,550	143,030	199,461	155,299	200,000	150,000	150,000
WATER CONSERVATION PROGRAM	75,000	-	-	-	10,000	-	-	-	-
SUB TOTAL CAPITAL EXPENDITURES	75,000	60,604	96,593	171,275	254,402	209,898	276,000	226,000	226,000



Overall Staffing Levels Summary

STAFFING LEVELS	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Full Time Equivalent	315.3	265	257.8	255.3	262.8	272	285.5	286.35	286.2
LEGISLATIVE	4	4	4	4	4	4	4	4	4
EXECUTIVE	9	8	6	6	6	6	6	6	6
FINANCE & ADMINISTRATION	20.3	20.3	21.5	21.5	22	23	23	22.75	21.8
POLICE	102	90	83	82	78	82	93	89.7	89.7
FIRE	91	72.7	76.7	76.7	80.7	80.7	76.7	81.7	81.7
COMMUNITY DEVELOPMENT	0	0	0	0	0	0	6	7.5	8
DPW	40.5	37.5	36.1	34.1	37.1	39.2	38.2	36.7	36.7
HEALTH/BUILDING/HOUSING	18	18.5	18.5	19	19.5	20.9	20.9	18.5	18.3
HUMAN SERVICES	30.5	14	12	12	15.5	16.2	17.7	19.5	20

