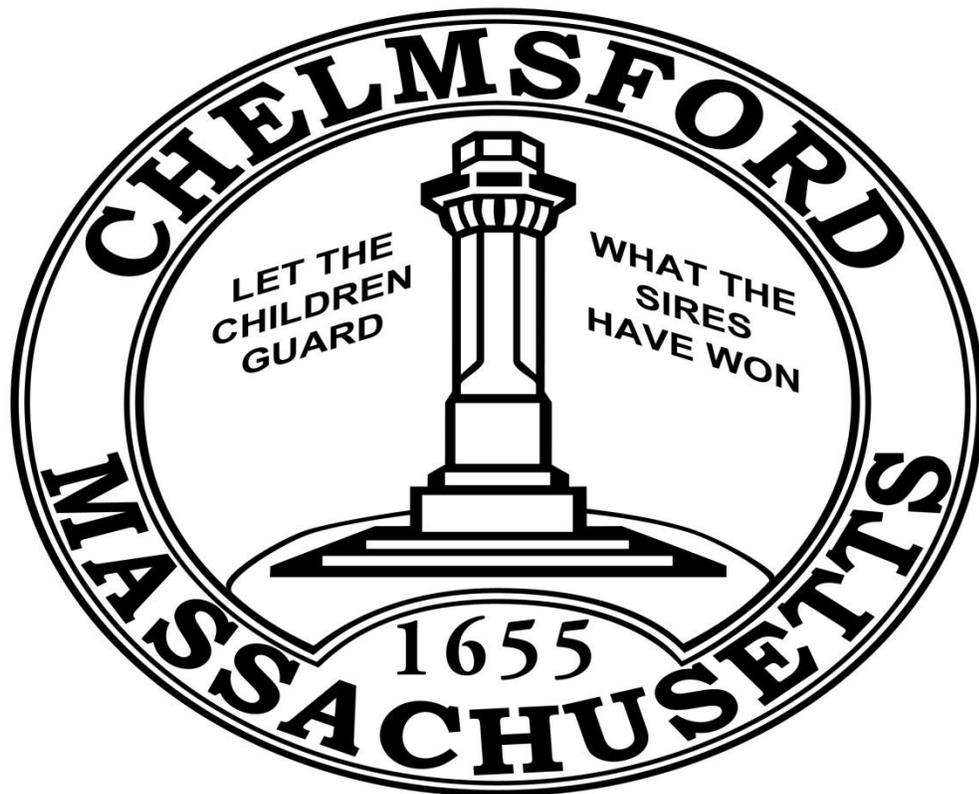


**TOWN OF CHELMSFORD
FINANCE COMMITTEE**

**Report, Recommendations and Copy of the
Warrant for the Spring Session of
Annual Town Meeting**



**Monday, June 22, 2020
At 7:30 PM**

**Chelmsford High School Gymnasium
200 Richardson Road, North Chelmsford**

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Finance Committee

CHELMSFORD, MASSACHUSETTS 01824

June 11, 2020

To the Citizens of Chelmsford,

The Finance Committee has voted on our recommendations for consideration at the Spring Town Meeting which begins on June 22, 2020.

As we do every year, our members served as liaisons to various Town departments. We met individually or in small groups with those departments to review and discuss their FY21 budgets, and the Finance Committee as a whole then met with those departments at our meetings. At those meetings we also met with warrant article proponents. We reviewed presentations and materials at meetings held at the Town Hall on February 6th, and 13th, March 5th, and 12th. Due to the pandemic and the Governor's Stay at Home Advisory, we suspended our meetings prior to reviewing the Chelmsford Public School District and Nashoba Valley Technical School District budgets for FY21 in public, in-person hearings. On May 21st, the Finance Committee, in a joint meeting with the Select Board and School Committee, reviewed the current financial picture for the Town and the updated proposed Budget and Capital numbers for FY21. On May 28th, we reviewed both school district's budgets and the revised capital and operating budgets for the Town. The following week, June 4th, 2020, we were given an update on the FY21 Chelmsford Public School System budget for FY21 and voted on our recommendations to Town Meeting. Our Agendas, Meeting Minutes, and recordings of our meetings are available for review at the Town and Chelmsford Telemedia websites, respectively.

Additional information, including historical financial data and proposed FY21 budgets, can be found on the Town's (<http://www.townofchelmsford.us>), Chelmsford Public School District's (<http://www.chelmsford.k12.ma.us>), and Nashoba Valley Technical School District's (<http://www.nashobatech.net>) websites. On demand video recordings of the Town's committee and board meetings are also readily available through Chelmsford Telemedia's website located at <http://chelmsfordtv.org>. We encourage those who may want more information about this year's articles to engage these invaluable resources.

Below is a summary of the Finance Committee's recommendations. It is our sincere hope that the information provided here will help Town Meeting Representatives to make informed decisions at Town Meeting and will provide the citizens of this Town with an overview of the Town's financial roadmap, especially in these uncertain times.

ARTICLES

The Finance Committee endeavours to review and make recommendations on articles which have or may indirectly have a financial impact on the Town and its citizens. A brief discussion of our recommendations follows:

Article 1: Reports of Town Officers & Committees. This Article includes presentations to be made to the Town Meeting body. Because these are presentations and no vote on them is required, the Finance Committee takes no action on this Article.

Article 2: Amendment of the Fiscal Year 2020 Operating Budget. In Article 2, we are asked to amend the previous year's operating budget under Articles 5, 6, and 7 as voted on at the Spring Annual Town Meeting held on April 29, 2019. The proposed transfers will include \$550,000 from Line Item #7 Public Works Snow and Ice Removal, and \$121,050 from the Finance Committee Reserve Fund to:

Line Item #2	Municipal Administration Expenses	\$20,000	Software & Telephone
Line Item #4	Public Safety Expenses	\$180,000	Vehicle Maintenance & Recruitment
Line Item #6	Public Works Expenses	\$60,000	Solid Waste & Office Construction
Line Item #8	Municipal Facilities Personnel Services	\$13,650	40-Hour Work Week
Line Item #9	Municipal Facilities Expenses	\$140,400	HVAC, Elevator Repairs, Misc.
Line Item #16	Benefits & Insurance	\$257,000	Unemployment & Workers Comp. Insur.

All of the transfers are both necessary and explainable. The Finance Committee unanimously recommends approval of Article 2.

Article 3: Collective Bargaining Agreement Funding. The Town has reached agreements with two of the Town's bargaining unions for three year collective bargaining agreements: 1) Firefighters, local 1839 and 2) AFSCME Local 1703 Clerical. With the approval and funding of these two agreements, only two remain outstanding. The Finance Committee unanimously recommends approval of Article 3.

Article 4: Nashoba Valley Technical School District Fiscal Year 2021 Budget. This Article provides us with Nashoba Valley's annual assessment for our Town's proportional contribution towards its annual budget. As of October 1, 2019, Chelmsford has 200 students in attendance at Nashoba Valley Technical High School, an increase of 14 students from last year's enrollment of 186. This enrollment number includes post-graduate students. Chelmsford's enrollment represents approximately 31% of the District's enrollment of 639 in district students, which is 17 less than last year. The overall enrollment of 722 students (which includes non-district, school choice students), in turn is an overall increase in enrollment of 18 students. The calculated minimum contribution for Chelmsford to the FY21 budget is \$2,849,728. The increase over the minimum this year is \$308,218. Our Town's share of the transportation and capital equipment budget is \$185,015. Debt service, including the Massachusetts School Building Authority roof replacement, is \$181,094. The total budget request for Chelmsford is \$3,445,195, which is an overall increase from last year's request of \$3,101,017, of \$344,178, or 11%. The increase in students for Chelmsford in this budget lent itself to the marked increase in contribution over last year. The

district recognized that there are concerns over the school year, what it will look like next year and whether any of the numbers could be adjusted based upon those changes. Because the contribution is formula driven and set by the State, and projected numbers are an unknown across the board, this budget has not changed from pre-pandemic estimates. As things become clearer in the coming months, all will continue to monitor the situation and address it accordingly. We once again commend Nashoba for its grants and for their continued efforts at our request to increase transparency through the posting of meeting recordings and digital copies of budget documents to their website. The Finance Committee unanimously recommends approval of Article 4.

Article 5: Fiscal Year 2021 Chelmsford Public Schools Operating Budget. Article 4 requests funding of the Chelmsford Public Schools District’s Fiscal Year 2021 Budget in the amount of \$61,677,000.00. As they do every year, our liaisons met with the School Administration and thoroughly reviewed the proposed budget. The final form, as voted upon and recommended by the School Committee, was presented to our Committee for approval. This Budget was further revised and amended aft the May 21, 2020 Tri-Board Meeting in recognition of the pandemic’s impact on local funding and now represents only a 1.1% increase over last year’s budget. The District has budget line autonomy and our vote is an up or down vote on the budget’s recommended funding level of \$61,677,000.00, as provided for by Town Manager, Paul Cohen. Recognizing that our vote is a recommendation for the overall appropriation and not a line item recommendation, we are nevertheless pleased that this year’s budget continues the pattern of working within the confines of the Town Manager’s recommended budget number, especially this year where that number has been unexpectedly decreased. The FY21 Budget does still include some hiring but it is done in order to further decrease district special education tuition costs, bring more in house and positively impacting expected costs in the future, and to address the social and emotional needs of the student population which has certainly been impacted over the past few months. The Committee expressed concern over the unexpected costs of the pandemic and whether there will be cost savings which the Town might realize, or more likely, cost increases to address the requirements imposed on the education system to address teaching during the pandemic. We will continue to monitor the situation and if adjustments are needed, we may be addressing them in future Town Meetings. The Finance Committee unanimously recommends approval of Article 5.

Article 6: General Government Operating Budget for Fiscal Year 2021. Article 6 is the annual request for funding of the General Government budget which encompasses all of the Town’s departments. This Article services Fiscal Year 2021 budgets for Municipal Administration, Public Safety, Public Works, Municipal Facilities, Cemetery Commission, Community Services, Library, Benefits and Insurance, and Debt and Interest. The Article seeks to raise and appropriate \$63,814,233 (a 1.06% decrease of \$680,753 from FY20), transfer \$2,000,000 from the General Stabilization Fund, transfer \$657,677 from Sewer User Revenue, transfer \$73,049 from Cable Television License Revenue, transfer \$46,476 from Excluded Debt Bond Premium Reserve, transfer \$6,000 from the Wetlands Protection Act Revolving Fund, transfer \$2,336,813 from the Sewer Capital Improvement Fund, transfer \$229,380 from the Stormwater Management User Revenue, and transfer \$169,612 from the Childcare Revolving Fund in order to defray charges of the Town’s operations, including:

Municipal Administration

- | | |
|------------------------|-------------|
| 1. Personnel Services: | \$2,447,869 |
| 2. Expenses: | \$1,163,343 |

Out of District Education		
3. Expenses		\$54,000
Public Safety		
4. Personnel Services:		\$12,986,513
5. Expenses:		\$1,203,440
Public Works		
6. Personnel Services:		\$2,146,125
7. Expenses:		\$4,003,864
8. Snow and Ice Removal		\$1,000,000
Municipal Facilities		
9. Personnel Services:		\$946,962
10. Expenses:		\$990,620
Cemetery Commission		
11. Personnel Services:		\$305,965
12. Expenses:		\$62,900
Community Services		
13. Personnel Services:		\$925,985
14. Expenses:		\$375,380
Library		
15. Personnel Services:		\$1,676,525
16. Expenses:		\$477,211
Benefits and Insurance		
17. Expenses:		\$25,517,189
Debt & Interest		
18. Non-Excluded:		\$7,061,627
19. Betterment - Funded:		\$2,336,813
20. Excluded:		\$3,650,909

The proposed budget has been revised to reflect decreases in funding due to the pandemic. The expenditures are only an additional \$758,000 over last year's budget of \$137,000,000. This is only a 0.55% increase from last fiscal year. Departmental increases equal 1.3% and benefits and insurance increase by 3.28%, while debt service decreases by 7.74%. Snow and Ice Removal will see a decrease of \$500,000 in funding, OPEB, \$500,000, Debt Service, \$200,000, Overlay for Property Tax, \$350,000, Public Safety Overtime, \$475,000, and Replacement of Police Vehicles, \$45,000.00. While we will leave a more detailed discussion of the anticipated revenue sources for the Town and the anticipated expense increases until later on in our handbook and at the presentation before Town Meeting, we encourage everyone to review those portions of our meetings, the Board of Selectman meetings, and our most recent Tri-Board Meeting covering our Town's complex budget. After review of individual department budgets, meetings, and budget hearings with various department heads, the Finance Committee unanimously recommends approval of Article 6.

Article 7: Air Quality Studies. Article 7 is a Citizen Petition to raise and appropriate \$50,000 (fifty thousand dollars) to fund air quality studies of Chelmsford neighborhoods within a one mile

radius of the asphalt plants at Oak Street in Chelmsford, and Commerce Way in Westford. While we appreciate the impetus for these studies and share the frustration that those seeking information on current studies have met, we do not believe expending \$50,000 in an already decreased budget is prudent at this time. The Finance Committee unanimously recommends against approval of Article 7.

Article 8: Finance Committee Reserve Fund. Article 8 seeks to appropriate \$400,000 for the Finance Committee's reserve fund pursuant to M.G.L. c. 40 §6. The fund in question can be used during the budget year for extraordinary or unforeseen circumstances which may arise during a budget year, but outside of Town Meeting. The fund is a way to address those unforeseen expenses without the need to hold a special town meeting or wait for the next annual town meeting to occur, thereby avoiding any further expense or unnecessary delay. The fund cannot be used to subvert the will of Town Meeting and should only be used in emergency situations. While the fund can be funded to an amount up to 5% of the budget (up to \$6.85 million this year), the recommended funding amount (0.29% of this year's budget) is appropriate for our circumstances and is noted as an asset to our Town when addressing our bond rating. Unused funds for the year are regularly used to fund budget adjustments and unforeseen expenses that can be addressed at Town Meeting. Any further unused funds are certified as part of free cash at the end of the year. This year the Fund was approached to pay for extraordinary and unforeseen out of district tuition costs of \$51,320. Some will be used as a funding source for this Town Meeting, and the balance will be returned to Free Cash. The Finance Committee unanimously recommends approval of Article 8.

Article 9: Fiscal Year 2021 Capital Budget. Article 9 seeks funding of the 2021 Capital Budget through a borrowing in the amount of \$1,469,385, after application of \$2,844 unexpended proceeds. The Capital Budget is a well-developed budget plan which has been prepared and planned for over the course of several years. The Capital Budget Committee, which meets every Fall after Town Meeting, meets with departments and reviews requests for capital expenditures. All proposed capital expenditures have been scheduled based upon need, ability to fund, and/or are part of ongoing projects. This year's requests are appropriate and necessary and follow the carefully planned schedule for our Town's capital expenditures. Unfortunately, this year the capital spending is greatly reduced (\$2.33 million from planned) to account for expected budgetary shortfalls due to the pandemic. Pre-pandemic projects that have been removed from this year's borrowing include: phase three of the library carpet replacement, replacement of a fire service plow truck, sidewalk and road construction, 2 hybrid vehicle purchases, the Parker School kitchen upgrade, and the McCarthy School Auditorium renovation. The two dissenting members disagreed with the removal of funding for roadways and sidewalks. While none of us like to see capital spending decreased, especially when it is carefully planned, a majority of the Committee understands the recognized savings this year, but more significantly next year and in the years to come, in decreased debt service. We would like to thank the Capital Budget Committee for continuing to broadcast and record their meetings this year. A majority of the Finance Committee recommends approval of Article 9 (5-2).

Article 10: South Row Elementary School Partial Roof Replacement. Article 10 asks us to provide additional funding for the partial roof replacement which is being completed under the MSBA reimbursement program. The increase is to meet additional costs for contingencies and

overhead, but the town will recognize up to 50.16% reimbursement. The Finance Committee unanimously recommends approval of Article 10.

Article 11: Town Charter Amendment - Increase the Board of Health to Five Members.

Article 11 seeks to increase the Board of Health from three (3) to five (5) elected members. The stated reasons for doing so were to provide more flexibility for members of the Board to hold meetings should one member not be available. A newly elected member of the Board of Health, however, stated that he did not believe such an increase was necessary. Other members of our Committee also expressed concern over the politicizing of those important positions and the availability of qualified and willing candidates to fill them. Ultimately, the Finance Committee unanimously recommends against approval of Article 11.

Article 12: Sewer Enterprise Fund. Article 12 is an annual article transferring sewer fee revenue to the Sewer Enterprise Fund in this year's amount of \$3,940,110, which is comprised of \$1,143,775 for personnel services and \$2,796,335 for expenses. This year's increase in the budget is 0.43% (0.15% less of an increase than last year). The Finance Committee unanimously recommends approval of Article 12.

Article 13: Miland Avenue Sewer Pump Station. Article 13 requests a one-time transfer of \$350,000 from Sewer Enterprise Free Cash, which can only be used for sewer related projects, in order to reconstruct the pump station. The station was built in 1995 and a design for the upgrade was funded at our previous Fall Town Meeting. The Finance Committee unanimously recommends approval of Article 13.

Article 14: FY21 Stormwater Management Enterprise Fund. Article 14 is an annual article which transfers Stormwater Management revenues collected through sewer bill fees to the Stormwater Management Enterprise Fund. This year's transfer amount is \$1,104,246, which is comprised of \$586,446 for personnel services and \$517,800 for expenses, which includes debt service. The Article also seeks to appropriate \$200,000 from Stormwater Management Enterprise Free Cash, the following capital equipment:

Catch Basin Vacuum Truck	\$200,000
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The new federal regulations went into effect on July 1, 2018. The vehicle will make implementation of the guidelines much more efficient. This capital purchase represents the final step of Town Meeting's desire to introduce the necessary capital equipment to operate the division and meet federal regulation requirements in stages. The Finance Committee unanimously recommends approval of Article 14.

Article 15: Chelmsford Forum Enterprise Fund. Article 15 is an annual article which transfers \$110,000 in revenue to pay for expenses through the enterprise fund established at last year's Town Meeting for the operation of the Chelmsford Forum. The Forum has proven to be self-sufficient and the cost of operating and maintaining it is born through raised revenues. The Finance Committee unanimously recommends approval of Article 15.

Article 16: Chelmsford Forum - Ice Chiller Refrigeration System Replacement. The Town requests no action on this article and, therefore, no vote was taken by the Finance Committee.

Article 17: Public, Educational, and Governmental Access Enterprise Fund. Article 17 is an annual article which transfers cable access funds to the PEG Access Fund in this year's amount of \$602,460, which is comprised of \$402,885 for personnel services and \$199,575 for expenses. The entirety of the funds are raised from cable television licensing revenues (a 4.5% assessment on Verizon and Comcast bills). Fortunately, revenues have remained within forecasted levels. The Finance Committee unanimously recommends approval of Article 17.

Article 18: Chelmsford Telemedia Computer Servers. Article 18 asks us to transfer \$20,000 from the PEG Access Enterprise Fund Free Cash to expand, upgrade, and/or replace computer servers that are used for the permanent storage of governmental archive materials and for CHSTv video production. The servers are outdated and the sheer volume of data needed to be stored necessitates this upgrade. The Finance Committee unanimously recommends approval of Article 18.

Article 19: Golf Enterprise Fund. Article 19 is an annual article which transfers \$30,000 to the Golf Course Enterprise Fund for its operation and expenses. All funds are raised from enterprise revenues and no funds come from our tax levy. The golf course continues to be operated efficiently and effectively by a management company. The Finance Committee unanimously recommends approval of Article 19.

Article 20: Departmental Revolving Fund Expenditures. Article 20 provides for the following revolving funds expenditures:

Dog Pound and Licensing:	\$10,000
Senior Citizen Trip Program:	\$75,000
Senior Citizen Respite Care Program:	\$75,000
Police Cruiser Communications Equipment:	\$20,000
Fire Life Safety Equipment:	\$20,000
Sealer of Weights and Measures Inspections:	\$40,000
Cemetery Wreath/Floral Decorations:	\$10,000

No Amounts have changed from the previous year. The Finance Committee unanimously recommends approval of Article 20.

Article 21: Transfer Money from Sale of Graves and Lots to the Cemetery Improvement and Development Fund. Article 21 is an annual article that transfers \$60,000 in funds for the new fiscal year. The Finance Committee unanimously recommends approval of Article 21.

Article 22: Community Action Program. Article 22 is an annual article that appropriates funds in the amount of \$10,000 for the program which provides matching funds to community improvement projects undertaken by individuals and organizations in Chelmsford. The Finance Committee unanimously recommends approval of Article 22.

Article 23: Cranberry Bog Dam Tree Removal and Maintenance. Article 23 asks us to raise and appropriate \$25,000 to fund the removal of large growth trees and brush along with other maintenance of the cranberry bog dam located off of Elm Street based on the Whitman and Bingham Associates inspection and evaluation report. The work is the next step in the process to implement necessary recommendations. The Finance Committee unanimously recommends approval of Article 23.

Article 24: Community Preservation Fund Committee Fiscal Year 2021 Budget. Article 24 is an annual article that will appropriate funds for the Fund’s Fiscal Year 2021 budget to service debt, pay administrative expenses, and provide for budgeted reserves for future appropriations. This year, \$140,000 each from Open Space, Historic Preservation, and Community Housing, and \$242,060 from General Reserve will be appropriated to service debt in the total amount of \$662,060. The current debt service is as follows:

Project	Original Bond Amount	FY21 Debt Service	Bond Retirement
Town Halls	\$2,800,000	\$272,504	2021
Sheehan Farm	\$785,000	\$82,500	2023
Varney Playground	\$124,000	\$14,031	2025
Roberts Field	\$450,000	\$59,350	2028
Chelmsford Woods	\$1,500,000	\$131,375	2029
Turf Fields	\$1,200,000	\$102,300	2029
	TOTAL:	\$662,060	

\$50,000 will be appropriated from FY21 Reserve Fund revenues for administrative expenses. Further revenues will be reserved in the amount of \$200,000.00. This year’s estimated revenue is set at \$1,235,000, of which \$200,000 is state revenue and the balance is from the tax surcharge. Given the current goals of the CPC and the current level of debt service for existing projects, the Finance Committee unanimously recommends approval of Article 24.

Article 25: Community Preservation Fund – Preservation of Historic Vital Records. In this Article, we are asked to appropriate \$450,000 from the Community Preservation Fund General Reserve for the preservation of the Town’s vital historic records. Given that these funds are specifically earmarked for projects such as these, we see no reason to delay proceeding with it. The Finance Committee unanimously recommends approval of Article 25.

Article 26: Ledge Road & Oak Hill Road Easements for Roadway Purposes. Article 26 seeks to give the Select Board authority to acquire certain rights in portions of parcels on Ledge and Oak Hill Road for roadway safety improvements and to provide appropriate compensation for the same. The Finance Committee unanimously recommends approval of Article 26.

Article 27: Boston Road & Concord Road Easements for Roadway Purposes. Article 27 seeks to give the Select Board authority to acquire certain rights in portions of parcels on Boston and Concord Road for roadway safety improvements and to provide appropriate compensation for the same. This acquisition will provide for much needed traffic improvements at this intersection. The Finance Committee unanimously recommends approval of Article 27.

SPECIAL TOWN MEETING WARRANT ARTICLE. This Article asks us to transfer \$710,411 from Sewer Enterprise Fund Free Cash into the Fiscal Year 2020 Sewer Enterprise Fund Operating Budget that was voted under Article 11 of the April 29, 2019 Spring Annual Town Meeting for the purpose of paying for the cost to repair a sewer force main break adjacent to the Southwell Pumping Station. We applaud the efforts made to repair the break at a very difficult location and are thankful that the break was not more extensive and the balance of the main was good shape. The Finance Committee unanimously recommends approval of this Article.

CLOSING

We would like to thank both school districts, the Town and its many departments, and the committees whose articles have been presented for review and approval by Town Meeting, for both providing us with requested information and meeting with us as we have reviewed either their budgets or their warrant article appeals. We also thank the herculean efforts of The Town Manager’s office, the Town Finance Director’s office, the town departments, and the Chelmsford Public School District and School Committee for revising their budgets to meet reduced expectations in funding in time for our review and this Town Meeting.

As always, we extend a huge “thank you” to Pam Morrison, our clerk, who helps us remain current, organized, and punctual in our reporting of information and decisions to Town Meeting.

As a reminder to all, the Finance Committee makes its recommendations to Town Meeting based upon our own review of all available information, but it presents that same information to Town Meeting through our handbooks and in our public meetings, whose agendas and meeting minutes are posted and preserved on the Town’s website and recorded for future viewing through Chelmsford Telemedia’s efforts. While the Committee hopes that our insight is a benefit to Town Meeting, and while we further believe that our recommendations are both thoughtful and thorough, it is ultimately up to Town Meeting to review what the proponents of the articles have presented, to weigh the arguments for and against each article, and to vote for the most beneficial course of action for our Town as a whole.

The Finance Committee as a body serves the taxpayers of Chelmsford and as such we always welcome your comments and suggestions. Our meetings are held on Thursday nights at 7:30 p.m. during the budget season and leading up to both Fall and Spring Annual Town Meetings, and public comment is always on our agendas. We strive to improve our Town by overseeing the budget process throughout each Fiscal Year, making sure we are guarding “what the sires have won.”

Respectfully yours,

The Finance Committee:

Jim Clancy, Chair
Kathy Duffett
Eric Chambers
Vicky Parks

Annita Tanini, Vice Chair
Ameena Langford
David Goselin



CHELMSFORD **FINANCE COMMITTEE MEMBERSHIP**

Terms Expire June 30, 2020

James E. Clancy IV, Chair

**Police Department, DPW/Solid
Waste/Sewer/Stormwater, Public Facilities**

Katherine H. Duffett

**Chelmsford Public Schools,
Library, Community Preservation Fund**

Terms Expire June 30, 2021

Ameena Marie Langford

**Capital Planning, Fire Department,
Police Department**

Annita Tanini, Vice Chair

**Board of Health, Veterans Services, Finance
Department**

Vicky Lynn Parks

**Nashoba Valley Technical High School, PEG
Access/Cable, Chelmsford Public Schools**

Terms Expire June 30, 2022

David P. Goselin, Sr.

**Chelmsford Public Schools, Nashoba Valley
Technical High School, Cemetery, Senior Center**

Eric Chambers

**DPW/Solid Waste/Sewer/Stormwater, Fire
Department, Nashoba Valley Technical High
School, Public Facilities**

FY2019 – FY2020 ASSESSING DATA

REAL ESTATE AND PERSONAL PROPERTY

	FY2019	FY2020
Valuation- Real Estate		
Residential	\$4,808,623,510	\$5,074,460,845
Commercial	\$ 461,100,110	\$ 467,575,075
Industrial	\$ 410,397,000	\$ 424,501,000
Valuation- Personal Property	\$ 177,329,470	\$ 174,373,660
Total Valuation	\$5,857,450,090	\$6,140,910,580
Tax Rates		
Residential	\$ 16.35	\$ 16.45
Commercial/ Industrial	\$ 22.21	\$ 21.18
Personal Property	\$ 22.06	\$ 21.04

TOTAL TAX LEVIED

Real Estate	\$ 97,848,569	\$ 102,247,779
Personal Property	\$ 3,911,888	\$ 3,668,822
Total:	\$ 101,760,457	\$ 105,916,601

BREAKDOWN OF FISCAL 2020 APPROPRIATION

Expenditures	FY2020 Budget	% of Total Appropriation
Municipal Administration	\$3,452,514	2.49%
Chelmsford Public Schools	\$61,000,000	44.02%
Nashoba Tech	\$3,101,017	2.24%
Out of District Tuition	\$0	0.00%
Public Safety	\$14,018,230	10.12%
Public Works**	\$7,713,189	5.56%
Municipal Facilities	\$1,737,335	1.24%
Community Services*	\$3,392,924	2.45%
Benefits and Insurance	\$24,707,742	17.83%
Debt and Interest	\$14,143,945	10.21%
State Assessments and Overlay	\$3,531,419	2.55%
Warrant Articles		
Reserve Fund	\$400,000	ATM 4/2019 Art. 8
Community Action Program	\$10,000	ATM 4/2019 Art. 21
South Row School Roof	\$400,000	ATM 10/2019 Art. 10
Fire Breathing Compressor	\$95,000	ATM 10/2019 Art. 11
Rapid Flashing Beacons	\$80,000	ATM 10/2019 Art. 12
DPW Facility Paving Top Coat	\$250,000	ATM 10/2019 Art. 13
High School Parking Lot Paving	\$550,242	ATM 10/2019 Art. 14
Total Warrant Articles	\$1,785,242	1.29%
Total Expenditures	\$138,583,557	100.00%

Budget reflects adjustments approved by Town Meeting under Article 7 on October 21, 2019 and adjustments on the FY20 Tax Rate Recap.

** Includes Cemetery Commission

* Includes Library

GENERAL STABILIZATION FUND

The Town's general stabilization fund is established to set aside money for future use. By majority vote of town meeting, a town may appropriate any amount into this fund during a fiscal year. Interest earned must be added to and become part of the fund. The law allows money to be appropriated for any legal purpose, with a two-thirds vote of town meeting.

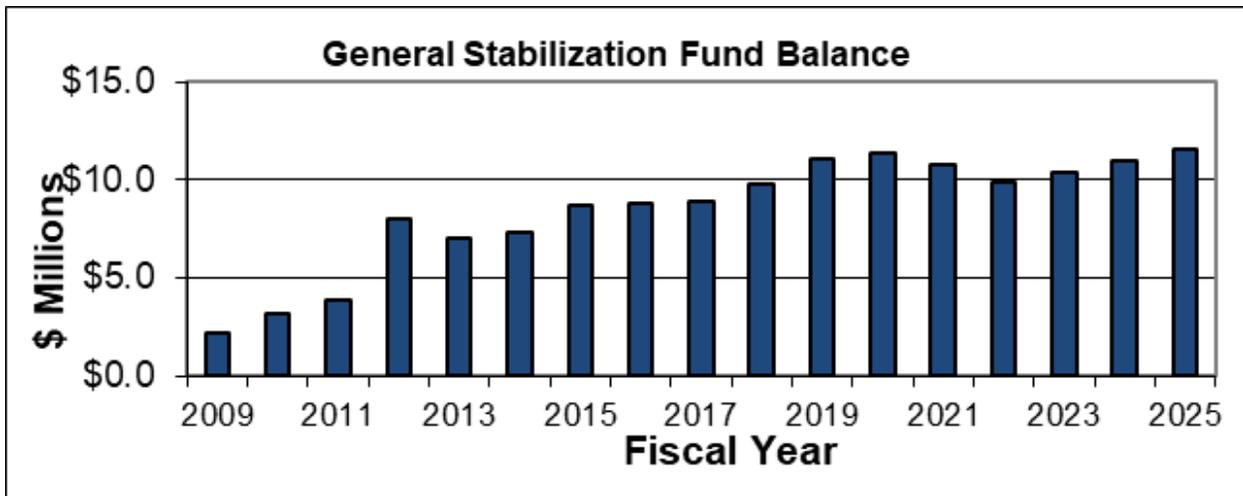
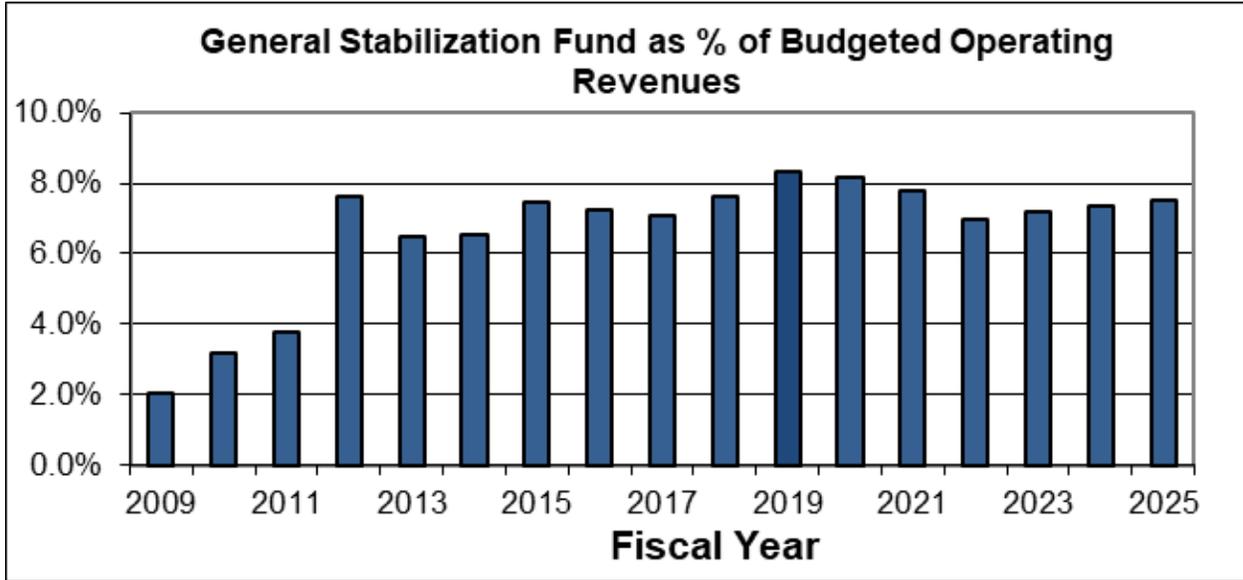
At the close of April 2020, the stabilization fund balance was just over \$11.3M which equals approximately 8.1% of current year budgeted operating revenues. Our long-term goal is to maintain the Stabilization Fund balance at a minimum of 7.5% of budgeted operating revenues. This is the midpoint of our Town Financial Policy which requires that reserves be maintained between 5% and 10% of general operating revenues.

The proper uses of these funds are detailed in the financial management policies and objectives of the town as approved by the Selectmen. The policy generally precludes using stabilization money to pay for recurring budget items and requires the Town Manager to present an updated Utilization Plan annually. There is a planned approach to the use of these funds, and yearly increases are in anticipation of smoothing out the effect of major capital projects on the tax rate.

General Stabilization Fund History & 5-Year Plan					
Fiscal				Fund	% Budgeted
Year	Transfer Out	Transfer In	Interest	Balance	Operating
					Revenues
2009	\$1,469,541	\$2,212,005	\$155,427	\$2,150,714	2.0%
2010	\$361,111	\$1,245,184	\$95,057	\$3,129,844	3.2%
2011		\$676,791	\$33,635	\$3,840,271	3.8%
2012		\$3,957,862	\$166,545	\$7,964,678	7.6%
2013	\$1,500,000	\$535,323	\$19,631	\$7,019,632	6.5%
2014			\$247,617	\$7,267,249	6.5%
2015	\$0	\$1,243,436	\$169,297	\$8,679,982	7.5%
2016	\$920,695	\$681,046	\$309,841	\$8,750,174	7.3%
2017	\$729,954	\$747,861	\$172,206	\$8,940,287	7.1%
2018	\$180,000	\$1,041,382	-\$53,902	\$9,747,767	7.6%
2019	\$0	\$767,880	\$562,031	\$11,077,678	8.3%
*2020	\$0	\$0	\$332,330	\$11,410,008	8.2%
*2021	\$2,000,000	\$1,000,000	\$362,300	\$10,772,309	7.8%
*2022	\$2,000,000	\$750,000	\$338,169	\$9,860,478	7.0%
*2023	\$500,000	\$750,000	\$310,814	\$10,421,292	7.2%
*2024	\$500,000	\$750,000	\$327,639	\$10,998,931	7.4%
*2025	\$500,000	\$750,000	\$344,968	\$11,593,899	7.5%

* Projected years assume annual transfers in from free cash upon availability, operating budget increases based upon 5-Year Financial Forecast projections, and 3.0% investment earnings. FY20 Fund Balance is projected.

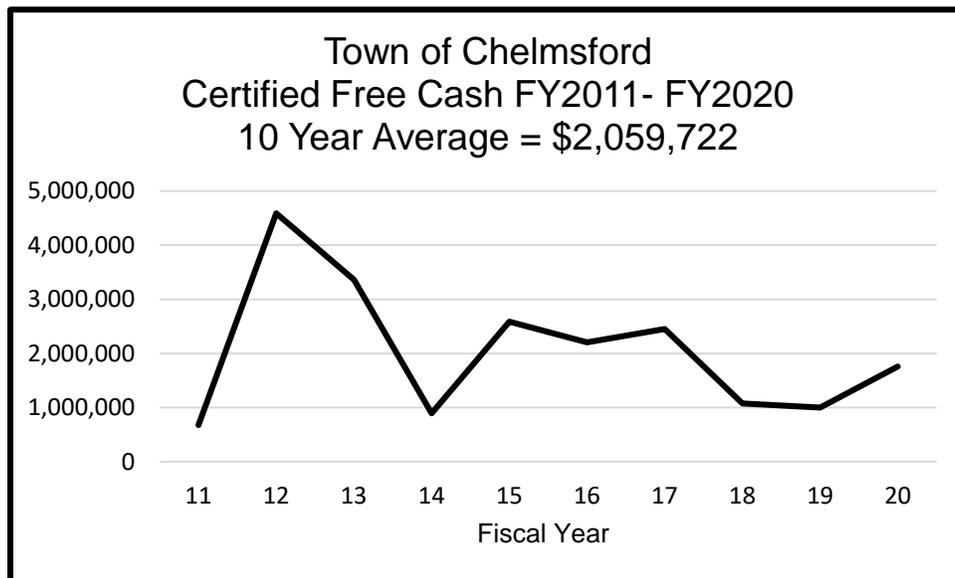
GENERAL STABILIZATION FUND



FREE CASH

Free cash represents operating surpluses from the previous fiscal year less uncollected taxes and other deficits. The Department of Revenue certifies a free cash balance as of July 1 each year. Once certified, free cash is available to be appropriated.

Chelmsford does not include free cash as a source of funds in its annual budget each spring. Rather, the use of free cash is typically proposed only after the amount is certified and is then voted at October town meeting.



Certified as of July 1st during Fiscal Year shown.

From the Massachusetts Association of Town Finance Committees' Handbook (October 2000 edition): "Typically, a community will attempt to maintain a free cash balance of between three to five percent of its total budget as a hedge against unforeseen expenditures, to ensure there will be an adequate reserve to prevent sharp fluctuation in the tax rate, and to prevent expensive short-term borrowing. Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash reserves."

The Finance Committee supports prudent management policies and procedures that contribute to the community's current and future financial stability. Continuing generation of free cash as allowed by a stable economy will continue to be an important component of Chelmsford's long-range financial planning activity.

DEBT MANAGEMENT

Prudent use of debt financing is an important part of the Town’s overall fiscal planning. The primary objective of any debt management approach is to borrow at the least cost over the term of repayment of the debt. Attainment of this objective requires clear positions regarding for what purpose to borrow, when to schedule debt-financed projects and how long to extend the repayment.

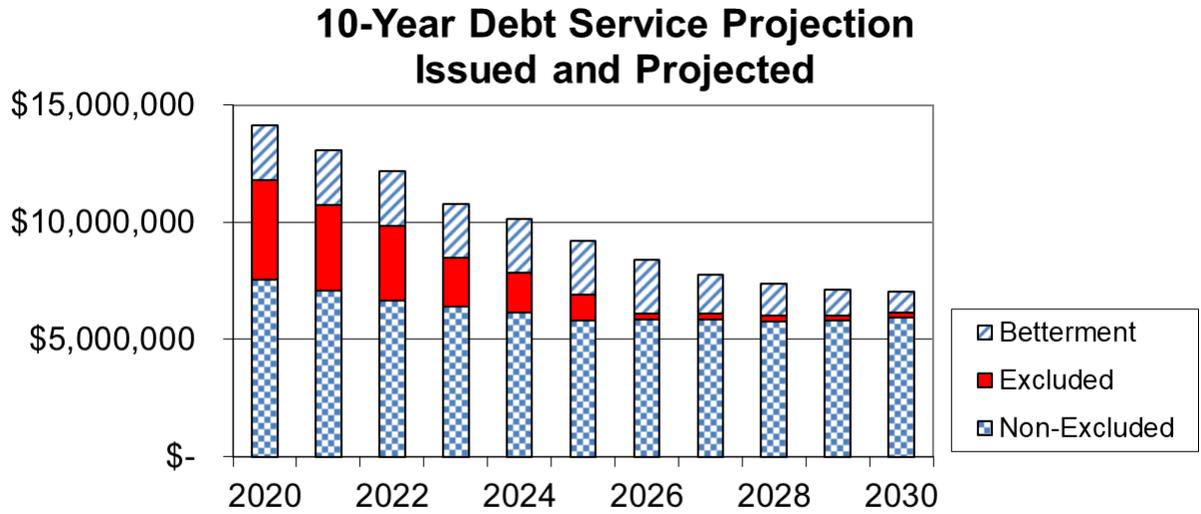
A rapid repayment schedule ensures cost savings to the community and seeks to avoid strapping future generations with large debt loads. Debt is typically retired in five to ten years, depending on the expected useful life of the capital asset being financed. However, new and renovated building projects and the sewer project are planned to have a twenty-year repayment term.

All debt is issued as general obligation debt. This means that the full faith and credit of the Town is pledged to the bondholder. Debt issued on behalf of the Town’s sewer construction project approved prior to 2003 is exempt from Proposition 2 ½ as is debt issued on behalf of the public works facility renovation and secondary school construction and renovation projects. Sewer construction debt approved since 2003 is financed with sewer betterment and sewer capital construction fee revenues. Repayment of all other issued debt must be funded within the levy limit.

Standard & Poor’s affirmed the Town’s credit rating at an unprecedented AA+ with a Stable Outlook at our last review in April 2020. The Town has received two bond rating upgrades since June 2012. Analysts noted that the AA+ rating reflected sustained improvement in the Town’s financial position and performance as well as the Town’s strong financial management practices. As with a personal credit rating, the Town’s credit rating is a statement of its overall fiscal health as a government and as a community. The benefit of a strong credit rating is realized in lower interest costs on the Town’s long-term debt issues.

Standard and Poor's Bond Rating Scale	
AAA	Extremely Strong Creditworthiness
AA+	Town of Chelmsford
AA	Very Strong Creditworthiness
AA-	
A	Strong Creditworthiness
BBB	Adequate Creditworthiness

10-YEAR DEBT SERVICE PROJECTION



Fiscal Yr.	Non-Excluded	Excluded	Betterment Funded	Total
2020	\$ 7,543,192	\$ 4,233,005	\$ 2,367,748	\$ 14,143,945
2021	\$ 7,061,627	\$ 3,650,908	\$ 2,336,812	\$ 13,049,347
2022	\$ 6,647,850	\$ 3,191,312	\$ 2,326,127	\$ 12,165,289
2023	\$ 6,394,179	\$ 2,079,709	\$ 2,320,385	\$ 10,794,273
2024	\$ 6,166,354	\$ 1,679,443	\$ 2,309,341	\$ 10,155,138
2025	\$ 5,788,021	\$ 1,107,250	\$ 2,303,239	\$ 9,198,510
2026	\$ 5,834,543	\$ 273,100	\$ 2,291,830	\$ 8,399,473
2027	\$ 5,844,260	\$ 258,100	\$ 1,652,441	\$ 7,754,801
2028	\$ 5,751,985	\$ 248,300	\$ 1,383,591	\$ 7,383,876
2029	\$ 5,798,284	\$ 238,600	\$ 1,089,273	\$ 7,126,157
2030	\$ 5,945,866	\$ 204,000	\$ 903,688	\$ 7,053,554

OPEB Liability Trust Fund

The OPEB (Other Post-Employment Benefits) Trust Fund was established by Town Meeting in October 2011 to fund future retiree health insurance obligations in accordance with GASB (Government Accounting Standards Board) standards. The Town has adopted GASB Statements 74 and 75, which continue to require the Town to recognize costs for benefits earned today that may not be actually received until retirement. Additionally, the updated Statements require significantly more disclosure in the Town's financial statements as it relates to these costs. Retiree health insurance costs are currently funded on a pay-as-you-go basis through an annual appropriation within the Town's general operating budget.

This practice will become unsustainable in the future as retiree health obligations will consume a greater and disproportionate share of the general operating budget due to rising life expectancies and increasing health care costs. In recognition of this growing liability, the Town adopted Municipal Health Insurance Reform Law of 2011, which altered plan benefits and has taken the fiscally responsible step of establishing an OPEB Trust as part of a long-term funding plan.

An actuarial valuation of the OPEB liability is updated every year and the results are included on the Town's audited financial statements. The most recent actuarial valuation report was completed during July 2019. The Town's total OPEB Liability on a partially funded basis is \$70.49M as of June 30, 2019. OPEB Trust Fund assets totaled \$10.44M as of June 30, 2019 resulting in a funded ratio of 14.8%.

For FY20, OPEB funding included \$1.3M from the General Fund, \$22,000 from the Sewer Enterprise Fund, \$25,000 from the PEG Access CATV Enterprise Fund, and \$11,000 from the Stormwater Enterprise Fund. Trust fund assets are pooled with the Commonwealth of Massachusetts State Retiree Benefits Trust Fund (SRBTF) and invested in the Pension Reserves Investment Trust (PRIT) to earn a higher return.

OPEB Trust Funding Plan				
Fiscal Year	Beg. Balance	Transfer In	Interest	Ending Balance
2016	\$3,848,608	\$1,045,270	\$84,388	\$4,978,266
2017	\$4,978,266	\$1,083,088	\$737,810	\$6,799,164
2018	\$6,799,164	\$1,076,609	\$723,982	\$8,599,755
2019	\$8,599,755	\$1,297,000	\$546,111	\$10,442,866
*2020	\$10,442,866	\$1,358,000	\$200,000	\$12,000,866
*2021	\$12,000,866	\$1,058,000	\$972,802	\$14,031,669
*2022	\$14,031,669	\$1,058,000	\$1,125,113	\$16,214,781
*2023	\$16,214,781	\$1,158,000	\$1,295,721	\$18,668,502
*2024	\$18,668,502	\$1,258,000	\$1,486,625	\$21,413,128
*2025	\$21,413,128	\$1,294,000	\$1,694,947	\$24,402,075
*2026	\$24,402,075	\$1,331,080	\$1,921,667	\$27,654,822
*2027	\$27,654,822	\$1,369,272	\$2,168,249	\$31,192,343
*2028	\$31,192,343	\$1,408,611	\$2,436,268	\$35,037,222
*2029	\$35,037,222	\$1,449,129	\$2,727,419	\$39,213,770

*Projected years assume annual appropriation of \$1.0M from the General Fund, escalating annually in FY23, full funding of liabilities for the Sewer, Stormwater, and PEG Cable Television Enterprise Funds, and a 7.5% return on investment.

Distribution of Tax Levy by Class

	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Residential	\$ 63,524,613	\$ 64,690,331	\$ 67,943,923	\$ 70,159,055	\$ 72,386,744	\$ 76,620,743	\$ 80,002,323	\$ 78,620,994	\$ 83,474,881
% of Total	80.4%	80.5%	80.7%	80.6%	80.7%	81.4%	81.7%	77.3%	78.8%
Commercial	\$ 6,321,055	\$ 6,339,750	\$ 7,084,270	\$ 7,142,171	\$ 7,504,190	\$ 7,589,216	\$ 7,968,010	\$ 10,112,657	\$ 9,781,967
Industrial	6,047,850	6,001,737	6,448,639	6,699,987	6,733,944	6,861,715	7,094,586	9,114,917	8,990,931
Personal Prop.	3,072,456	3,360,298	2,739,594	2,999,301	3,093,358	3,038,073	2,903,816	3,911,888	3,668,822
Total CIP	\$ 15,441,361	\$ 15,701,786	\$ 16,272,503	\$ 16,841,459	\$ 17,331,492	\$ 17,489,003	\$ 17,966,412	\$ 23,139,462	\$ 22,441,720
% of Total	19.6%	19.5%	19.3%	19.4%	19.3%	18.6%	18.3%	22.7%	21.2%
Total Levy	\$ 78,965,974	\$ 80,392,117	\$ 84,216,426	\$ 87,000,514	\$ 89,718,236	\$ 94,109,746	\$ 97,968,735	\$ 101,760,457	\$ 105,916,601
Excluded Debt and Total Levy									
Levy Used	\$ 72,670,331	\$ 74,674,593	\$ 78,627,127	\$ 81,989,114	\$ 85,167,527	\$ 89,695,507	\$ 93,636,178	\$ 97,489,751	\$ 101,730,074
Add:									
Sewer Project	\$ 4,550,648	\$ 4,011,463	\$ 3,922,176	\$ 3,461,263	\$ 3,037,598	\$ 2,998,174	\$ 2,963,875	\$ 2,942,622	\$ 2,905,443
School Project	\$ 1,367,615	\$ 1,333,015	\$ 1,298,415	\$ 1,177,937	\$ 1,163,237	\$ 1,106,262	\$ 1,067,862	\$ 1,034,662	\$ 1,001,462
DPW Project	\$ 377,380	\$ 373,046	\$ 368,708	\$ 372,200	\$ 349,874	\$ 309,803	\$ 300,820	\$ 293,422	\$ 279,622
Excluded Debt	\$ 6,295,643	\$ 5,717,524	\$ 5,589,299	\$ 5,011,400	\$ 4,550,709	\$ 4,414,239	\$ 4,332,557	\$ 4,270,706	\$ 4,186,527
Total Levy	\$ 78,965,974	\$ 80,392,117	\$ 84,216,426	\$ 87,000,514	\$ 89,718,236	\$ 94,109,746	\$ 97,968,735	\$ 101,760,457	\$ 105,916,601
Impact of Excluded Debt on the Residential Tax Rate									
	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Base	\$16.10	\$16.67	\$17.72	\$17.62	\$17.12	\$17.08	\$17.17	\$15.66	\$15.80
Sewer Project	1.01	0.90	0.89	0.75	0.61	0.57	0.54	0.47	0.45
School Project	0.30	0.30	0.29	0.25	0.23	0.21	0.20	0.17	0.16
DPW Project	0.08	0.08	0.08	0.08	0.07	0.06	0.05	0.05	0.04
Tax Rate	\$17.49	\$17.95	\$18.98	\$18.70	\$18.03	\$17.92	\$17.96	\$16.35	\$16.45
Impact of Excluded Debt on the Average Residential Single Family Tax Bill									
	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
Avg. Value*	\$323,234	\$323,052	\$322,380	\$338,435	\$362,736	\$385,733	\$399,518	\$428,333	\$447,553
Base	5,204	5,385	5,713	5,963	6,210	6,588	6,860	6,708	7,071
Sewer Project	326	291	287	254	221	220	216	202	201
School Project	97	97	93	85	84	81	78	71	70
DPW Project	26	26	26	27	25	23	21	21	20
Total Tax Bill	\$5,653	\$5,799	\$6,119	\$6,329	\$6,540	\$6,912	\$7,175	\$7,003	\$7,362
* Average Residential Single Family Assessed Value									

FY2016–FY2021 Revenue Budget

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
REVENUE								
LOCAL TAXES	\$89,718,236	\$94,109,746	\$97,968,735	\$101,837,474	\$105,916,601	\$109,538,862	\$3,622,261	3.42%
STATE AID	\$16,074,348	\$16,599,846	\$16,866,103	\$17,356,318	\$17,436,441	\$13,966,102	-\$3,470,339	-19.90%
AVAILABLE FUNDS	\$6,684,668	\$5,726,759	\$4,279,981	\$4,244,015	\$5,190,511	\$5,519,007	\$328,496	6.33%
LOCAL RECEIPTS	\$10,278,329	\$10,484,442	\$10,435,923	\$11,782,213	\$10,425,000	\$8,942,607	-\$1,482,393	-14.22%
TOTAL	\$122,755,581	\$126,920,793	\$129,550,742	\$135,220,020	\$138,968,553	\$137,966,578	-\$1,001,975	-0.72%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
LOCAL TAXES								
Base Factor	\$82,024,358	\$85,490,204	\$90,161,406	\$93,668,498	\$97,520,293	\$101,789,687	\$4,269,394	4.38%
2 1/2% Increase	\$2,050,609	\$2,137,255	\$2,254,035	\$2,341,712	\$2,438,007	\$2,544,742	\$106,735	4.38%
New Growth	\$1,415,237	\$2,533,947	\$1,253,057	\$1,510,083	\$1,831,387	\$1,600,000	-\$231,387	-12.63%
Debt Exclusion	\$4,550,709	\$4,460,715	\$4,379,032	\$4,317,181	\$4,186,529	\$3,604,433	-\$582,096	-13.90%
Levy Limit	\$90,040,913	\$94,622,120	\$98,047,530	\$101,837,474	\$105,976,216	\$109,538,862	\$3,562,646	3.36%
Levy Used/ Collected	\$89,718,236	\$94,109,746	\$97,968,735	\$101,837,474	\$105,916,601	\$109,538,862	\$3,622,261	3.42%
STATE AID								
School Aid Chapter 70	\$10,473,018	\$10,746,368	\$10,894,328	\$11,047,148	\$11,199,428	\$8,959,542	-\$2,239,886	-20.00%
School Lunch Program - Offset								
School Choice Rec. Tuition - Offset	\$326,523	\$425,721	\$365,523	\$377,710	\$278,930	\$223,144	-\$55,786	-20.00%
Charter Tuition Reimbursements	\$184,464	\$121,877	\$155,550	\$278,570	\$103,427	\$82,742	-\$20,685	-20.00%
Libraries - Offset	\$49,910	\$48,925	\$50,049	\$50,759	\$53,347	\$42,678	-\$10,669	-20.00%
Veterans Benefit	\$170,487	\$143,267	\$112,082	\$93,915	\$137,454	\$76,248	-\$61,206	-44.53%
Unrestricted General Government Aid	\$4,678,930	\$4,880,124	\$5,070,449	\$5,247,915	\$5,389,609	\$4,311,687	-\$1,077,922	-20.00%
Exemption Reimbursement	\$184,328	\$226,955	\$211,520	\$253,351	\$268,730	\$265,648	-\$3,082	-1.15%
State Owned Land	\$6,688	\$6,609	\$6,602	\$6,950	\$5,516	\$4,413	-\$1,103	-20.00%
Police Incentive Reimbursement								
TOTAL	\$16,074,348	\$16,599,846	\$16,866,103	\$17,356,318	\$17,436,441	\$13,966,102	-\$3,470,339	-19.90%

FY2016–FY2021 Revenue Budget

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
AVAILABLE FUNDS								
Wetland Protection Act	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000		
Sewer Betterments	\$2,409,166	\$2,401,036	\$2,392,857	\$950,000				
Sewer Capital Improvement Fund				\$1,427,727	\$2,367,748	\$2,336,813	-\$30,935	-1.31%
Excluded Debt Bond Premium Reserve					\$46,476	\$46,476		
Sewer Enterprise - Offsets	\$546,853	\$565,993	\$581,152	\$636,190	\$652,705	\$657,677	\$4,972	0.76%
Childcare Revolving Fund Benefits	\$139,660	\$145,386	\$156,290	\$159,260	\$159,260	\$169,612	\$10,352	6.50%
PEG CATV Enterprise - Offsets		\$95,063	\$67,265	\$68,435	\$68,972	\$73,049	\$4,077	5.91%
Stormwater Enterprise - Offsets					\$129,112	\$229,380	\$100,268	77.66%
Recaptured Funds/Overlay Surplus								
Stabilization Fund	\$920,695					\$2,000,000	\$2,000,000	
Free Cash-Prior								
Free Cash-Current	\$2,204,004	\$2,451,228	\$1,076,417	\$996,403	\$1,760,238		-\$1,760,238	
Insurance Recovery								
Budget Transfers (Prior Year)								
Transfer Overlay Surplus								
School E-Rate Reimbursements	\$79,076	\$62,053						
School Construction	\$379,214							
State & County Overassess								
TOTAL	\$6,684,668	\$5,726,759	\$4,279,981	\$4,244,015	\$5,190,511	\$5,519,007	\$328,496	6.33%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
LOCAL RECEIPTS								
Motor Vehicle Excise	\$5,197,655	\$5,377,232	\$5,551,647	\$5,642,117	\$5,400,000	\$4,900,000	-\$500,000	-9.26%
Meals Tax (.75%)	\$610,808	\$589,695	\$660,308	\$643,303	\$645,000	\$325,000	-\$320,000	-49.61%
Interest-Tax	\$438,889	\$509,769	\$428,932	\$544,752	\$450,000	\$450,000		
Fees	\$381,957	\$375,555	\$368,865	\$427,721	\$380,000	\$225,000	-\$155,000	-40.79%
Rental Income	\$58,748	\$53,135	\$61,458	\$59,625	\$60,000	\$60,000		
Department Revenue- School	\$185	\$225	\$295	\$255	\$200	\$200		
Department Revenue- Cemetery	\$141,395	\$150,625	\$135,154	\$144,230	\$145,000	\$145,000		
Department Revenue- Other	\$215,512	\$223,157	\$209,043	\$206,172	\$209,000	\$209,000		
Alcoholic Licenses	\$96,524	\$100,603	\$103,720	\$95,270	\$100,000	\$75,000	-\$25,000	-25.00%
Other Licenses	\$72,003	\$78,330	\$90,183	\$92,225	\$80,000	\$80,000		
Permits	\$1,058,703	\$1,183,726	\$1,127,656	\$1,452,945	\$1,150,000	\$975,000	-\$175,000	-15.22%
Fines & Forfeits	\$189,964	\$165,916	\$168,718	\$168,594	\$170,000	\$125,000	-\$45,000	-26.47%
Investment Income	\$306,220	(\$24,304)	\$131,818	\$585,388	\$150,000	\$200,000	\$50,000	33.33%
Miscellaneous, Medicaid	\$310,490	\$400,148	\$411,457	\$273,696	\$400,000	\$400,000		
Miscellaneous, Payments in Lieu of Tax	\$56,237	\$56,911	\$58,497	\$131,037	\$70,393	\$55,000	-\$15,393	-21.87%
Solar Net Metering		\$754,727	\$489,909	\$540,044	\$526,407	\$526,407		
Miscellaneous, Willis/ 12th Avenue								
Miscellaneous, Sale of Town Equipment								
Miscellaneous, Sale of Bonds								
Miscellaneous, Sale of Real Estate								
Miscellaneous, Medicare Part D								
Miscellaneous, Non-Recurring	\$619,881	\$23,670	\$26,701	\$13,544	\$24,000	\$24,000		
Miscellaneous, FEMA Reimbursement				\$187,687				
Hotel Tax	\$490,158	\$424,322	\$361,175	\$530,441	\$425,000	\$125,000	-\$300,000	-70.59%
Lowell Regional Transportation Authority	\$33,000	\$41,000	\$50,387	\$43,167	\$40,000	\$43,000	\$3,000	7.50%
TOTAL	\$10,278,329	\$10,484,442	\$10,435,923	\$11,782,213	\$10,425,000	\$8,942,607	-\$1,482,393	-14.22%

TOTAL REVENUE	\$122,755,581	\$126,920,793	\$129,550,742	\$135,220,020	\$138,968,553	\$137,966,578	-\$1,001,975	-0.72%
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Spring 2020 Town Meeting Warrant Article Summary

ARTICLE #	DESCRIPTION	PAGE	FINANCE COMMITTEE RECOMMENDATION	TOWN MTG. VOTE
2	Amend Fiscal Year 2020 Operating Budget	25	Unanimously Recommends Approval	
3	Funding for Collective Bargaining Agreements	26	Unanimously Recommends Approval	
4	Nashoba Valley Technical School FY2021 Assessment	26	Unanimously Recommends Approval	
5	FY2021 Chelmsford Public Schools Operating Budget	33	Unanimously Recommends Approval	
6	FY2021 General Government Operating Budget	49	Unanimously Recommends Approval	
7	Air Quality Studies – Citizen’s Petition	59	Unanimously Recommends Against	
8	Finance Committee Reserve Fund	59	Unanimously Recommends Approval	
9	FY2021 Capital Budget	60	Majority Recommends Approval	
10	South Row School Partial Replacement Supplemental Appropriation	61	Unanimously Recommends Approval	
11	Town Charter Amendment – Increase the Board of Health to 5 Members	62	Unanimously Recommends Against	
12	FY2021 Sewer Enterprise Fund Operating Budget	62	Unanimously Recommends Approval	
13	Miland Avenue Sewer Pump Station Reconstruction	64	Unanimously Recommends Approval	
14	FY2021 Stormwater Management Enterprise Fund Operating Budget	65	Unanimously Recommends Approval	
15	FY2021 Forum Ice Rink Enterprise Fund Operating Budget	67	Unanimously Recommends Approval	
16	Chelmsford Forum Ice Chiller Refrigeration System Replacement	67	No Action Taken	
17	FY2021 PEG Access and Cable Related Enterprise Fund Operating Budget	68	Unanimously Recommends Approval	
18	Chelmsford Telemedia Computer Servers	69	Unanimously Recommends Approval	
19	FY2021 Golf Course Enterprise Fund Operating Budget	69	Unanimously Recommends Approval	
20	Annual Authorization of Departmental Revolving Funds	70	Unanimously Recommends Approval	
21	Cemetery Improvement and Development Fund	70	Unanimously Recommends Approval	
22	Community Action Program Fund	71	Unanimously Recommends Approval	
23	Cranberry Bog Dam Tree Removal and Maintenance	71	Unanimously Recommends Approval	
24	Community Preservation Fund-FY21 Debt Service, Admin. Expenses, & Reserves	72	Unanimously Recommends Approval	
25	Community Preservation Fund-reservation of Historic Vital Records	73	Unanimously Recommends Approval	
26	Ledge Road & Oak Hill Road Easements for Roadway Purposes	74	Unanimously Recommends Approval	
27	Boston Road & Concord Road Easements for Roadway Purposes	76	Unanimously Recommends Approval	
Special Town Meeting 1	Southwell Pumping Station Main Break	78	Unanimously Recommends Approval	



**TOWN OF CHELMSFORD
WARRANT FOR
ANNUAL TOWN ELECTION
April 7, 2020**

MIDDLESEX, SS.

To the Constable, or any other suitable person of the Town of Chelmsford:

Greeting:

In the name of the Commonwealth aforesaid, you are hereby requested to notify and warn the legal voters of said Chelmsford to meet in their several polling places, VIZ:

- | | |
|-------------|---|
| Precinct 1. | McCarthy Middle School, Large Gymnasium, 250 North Road |
| Precinct 2. | Senior Center, 75 Groton Road |
| Precinct 3. | Senior Center, 75 Groton Road |
| Precinct 4. | McCarthy Middle School, Large Gymnasium, 250 North Road |
| Precinct 5. | McCarthy Middle School, Large Gymnasium, 250 North Road |
| Precinct 6. | McCarthy Middle School, Large Gymnasium, 250 North Road |
| Precinct 7. | McCarthy Middle School, Small Gymnasium, 250 North Road |
| Precinct 8. | McCarthy Middle School, Small Gymnasium, 250 North Road |
| Precinct 9. | McCarthy Middle School, Large Gymnasium, 250 North Road |

On Tuesday, the **7th day of April, 2020** being the first Tuesday in said month at 7:00 a.m. until 8:00 p.m. for the following purposes:

To cast their votes for the following officers:

One Board of Selectmen Member for three years;

Two School Committee Members for three years;

One Town Moderator for three years;

Two Planning Board Members for three years;

One Board of Health Member for three years;

SUBMITTED BY: Town Manager

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION Yes

No

ARTICLE 3. To see if the Town will vote to raise and appropriate, and/or transfer from available funds a certain sum of money to be used to fund employee contract agreements between the Town and its collective bargaining units; or act in relation thereto.

This Article seeks the appropriation of \$224,742 from the stabilization fund for collective bargaining agreements with the FireFighters, Local 1839 for \$201,192 and AFSCME Local 1703 Clerical for \$23,550.

SUBMITTED BY: Town Manager

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION Yes

No

ARTICLE 4. To see if the Town will vote to raise and appropriate, or transfer from available funds a sum of money to fund the Town's Fiscal Year 2021 assessment to the Nashoba Valley Technical School District; or act in relation thereto.

This Article appropriates \$3,445,195 for the FY2021 Nashoba Valley Technical School District Assessment.

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
NASHOBA TECHNICAL HIGH SCHOOL								
Assessment	\$2,818,047	\$2,828,220	\$2,887,511	\$3,042,583	\$3,101,017	\$3,445,195	\$344,178	11.10%
TOTAL BUDGET	\$2,818,047	\$2,828,220	\$2,887,511	\$3,042,583	\$3,101,017	\$3,445,195	\$344,178	11.10%

Historical Enrollment Trends

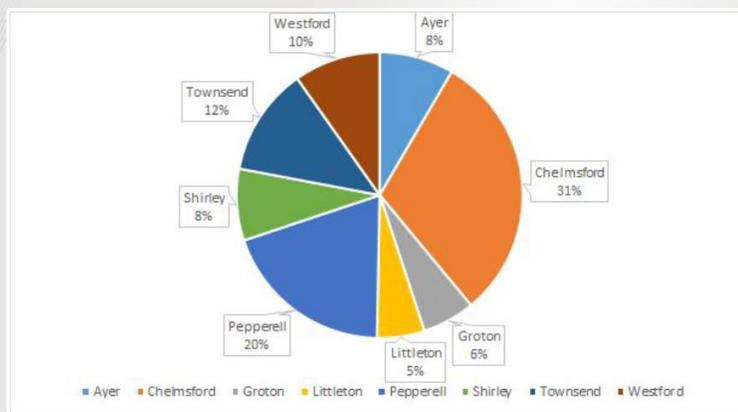
Enrollment compared to FY20:

- Increase of 18 students overall
- Increase of 15 district students
- Increase of 3 school choice/non resident students



NASHOBA VALLEY
TECHNICAL HIGH SCHOOL

FY21 Foundation Enrollment

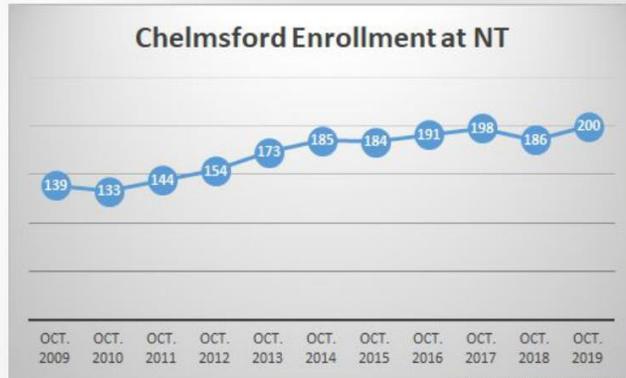


- +4 Ayer
- +14 Chelmsford
- -4 Groton
- +6 Littleton
- -1 Pepperell
- +2 Shirley
- -6 Townsend
- No change - Westford
- +15 District Students

NASHOBA VALLEY
TECHNICAL HIGH SCHOOL

Chelmsford Enrollment History

- Increase of 14 Chelmsford Students in FY21 compared to FY20 (4 - Post Grads)
- Chelmsford's Historical enrollment high was in 1976 with 313 students (3 were Post Grads)
- Post graduates have been attending Nashoba Tech since the schools inception: In 1969, 116 Chelmsford Students, 7 were Post Grads)



FY 2021 Funding Sources

	FY19 Voted Budget	FY20 Voted Budget	FY21 Proposed Budget
Revenues: Member Assessments			
Minimum Contribution	7,286,051	7,505,266	8,178,405
Transportation/Capital Equipment	525,000	605,000	605,000
Additional (Offset)/Assessment	500,000	750,000	750,000
Subtotal Non-Debt Assessments	8,311,051	8,860,266	9,533,405
Debt (Expansion/Renovation)	584,123	567,178	592,178
Total Member Assessment	8,895,174	9,427,444	10,125,583
Revenues: State Aid/Other			
State Transportation Reimbursement	399,573	455,071	495,664
Chapter 70 School Aid	3,691,554	3,710,894	3,736,904
Unreserved Fund Balance	450,000	300,000	633,476
School Choice	1,445,425	1,059,439	632,166
Subtotal State Aid/Other Revenues	5,986,552	5,525,404	5,498,210
Total All Revenues	14,881,726	14,952,848	15,623,793

FY 2021 Expenses by Fund

<u>General Fund Expenses</u>	FY19	FY20	FY21	Change
1000 Administration	672,853	741,881	740,140	-0.23%
2000 Instruction	6,520,077	6,969,458	7,650,939	3.17%*
3000 Pupil Services	1,439,460	1,654,922	1,644,581	-0.62
4000 Operations and Maintenance	1,354,566	1,344,870	1,413,263	5.09%
5000 Benefits and Fixed Charges	2,330,223	2,380,100	2,532,050	6.38%
7000 Acq., Improvement & Replacement of Assets	225,000	225,000	225,000	0.00%
8000 Debt Retirement and Service	584,123	567,178	592,178	4.41%
9000 Programs with other School Districts	10,000	10,000	10,000	0.00%
General Fund Expenses	13,136,301	13,893,409	14,808,151	
<u>School Choice Fund Expenses</u>				
201-2000 Instruction	1,445,425	1,059,439	632,166	
Total Combined Expenses	14,581,726	14,952,848	15,440,317	3.26%

NASHOBA VALLEY
TECHNICAL HIGH SCHOOL

Fiscal Year 2021 Assessments by Member Town

	10/1/2019							
Town	No. of District Students	Students per Town Percentage	Town's Minimum Contribution	Transportation / Capital Equip	Additional Assessment	Sub-total Assessment	Debt Service	Assessment 2020-2021
<i>Ayer</i>	55	8.41%	706,563	50,879	63,073	820,516	49,801	870,317
<i>Chelmsford</i>	200	30.58%	2,849,728	185,015	229,358	3,264,101	181,094	3,445,195
<i>Groton</i>	39	5.96%	572,157	36,078	44,725	652,960	35,313	688,273
<i>Littleton</i>	35	5.35%	513,474	32,378	40,138	585,989	31,691	617,681
<i>Pepperell</i>	128	19.57%	1,366,138	118,410	146,789	1,631,337	115,900	1,747,237
<i>Shirley</i>	53	8.10%	566,546	49,029	60,780	676,355	47,990	724,345
<i>Townsend</i>	80	12.23%	716,181	74,006	91,743	881,930	72,438	954,368
<i>Westford</i>	64	9.79%	887,618	59,205	73,394	1,020,217	57,950	1,078,168
	654	100%	8,178,405	605,000	750,000	9,533,405	592,178	10,125,583

NASHOBA VALLEY
TECHNICAL HIGH SCHOOL

Other FY21 Budget Considerations

- Stabilization
 - Current balance is \$1,597,910
 - Ongoing goal to maintain 8-10% of annual budget
 - Not Funding in FY 21

- OPEB
 - Current Liability \$7,272,440
 - Balance of \$759,073
 - Funding Proposed at \$183,476 (From Excess and Deficiency)

Chelmsford's Assessment Comparison

	# of Students	Students per Town Percentage	Town's Minimum Contribution	Transportation / Capital Equip	Additional Assessment	Sub-total Assessment	Debt Service	Assessment 2020-2021
FY20	186	29.11%	2,541,510	176,103	218,310	2,935,923	165,094	3,101,017
FY21	200	30.58%	2,849,728	185,015	229,358	3,264,101	181,094	3,445,195
Change	+14	+1.47%	+308,218	+8,912	+11,048	+328,178	+16,000	+344,178

↑
Driven by state funding formula

↑
Includes FY21 Payment on New Roof Project

Nashoba Valley Technical School District 5 Year Building/Grounds Capital Plan*						
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Beyond 2026 Estimated Cost
<u>Grounds Expenses</u>						
Front Stairs and Parking Repairs	10,000	150,000				
Parking Lot Expansion						750,000
Replace Turf Field/Track						750,000
Field House/Storage Bld.						500,000
<u>Building Expenses</u>						
Technology Infrastructure Upgrades	50,000		50,000		50,000	
Fire Protection System Repair or Replacement	50,000	50,000	50,000	50,000	50,000	
Replacement of Interior and Exterior Digital Lighting System	50,000	50,000				Researching performance contracting
Repair/Replace Epoxy and Tile Flooring /and Floor Drains	20,000	125,000	125,000	125,000	125,000	
Replace aging Rooftop HVAC units		150,000	150,000	150,000	105,000	Researching performance contracting
Repointing and Brick Work	25,000		75,000			
Painting technical areas and classrooms	20,000	25,000	25,000	25,000	25,000	
Fix Dead End Corridor			100,000			
Building Surge Protection						250,000
Paging/Clock System						810,000
Re-Roof Additional Sections						500,000
Elevator Replacement					200,000	
Replace Heating/Mechanical Systems						11,000,000+ Researching performance contracting
Total	225,000	Estimated at or above 500,000	Estimated at or above 500,000	Estimated at or above 500,000	Estimated at or above 500,000	15,000,000+
<i>*Information based on facility assessment conducted in 2019. Subject to revisions as needed.</i>						

NASHOBA VALLEY TECHNICAL HIGH SCHOOL
FY 2020 Financial Plan

	FY19 Voted Budget	FY20 Voted Budget	FY21 Proposed Budget
<u>General Fund Budget</u>			
<u>Revenues: Member Assessments</u>			
Minimum Contribution	7,286,051	7,505,266	8,178,405
Transportation/Capital Equipment	525,000	605,000	605,000
Additional (Offset)/Assessment	500,000	750,000	750,000
Subtotal Non-Debt Assessments	<u>8,311,051</u>	<u>8,860,266</u>	<u>9,533,405</u>
Debt (Expansion/Renovation)	584,123	567,178	592,178
Total Member Assessment	<u>8,895,174</u>	<u>9,427,444</u>	<u>10,125,583</u>
<u>Revenues: State Aid/Other</u>			
State Transportation Reimbursement	399,573	455,071	495,664
Chapter 70 School Aid	3,691,554	3,710,894	3,736,904
Unreserved Fund Balance	450,000	300,000	633,476
School Choice Revenue	1,445,425	1,059,439	632,166
Subtotal State Aid/Other Revenues	<u>5,986,552</u>	<u>5,525,404</u>	<u>5,498,210</u>
Total All Revenues	<u>14,881,726</u>	<u>14,952,848</u>	<u>15,623,793</u>
<u>General Fund Expenses</u>			
1000 Administration	672,853	741,881	740,140
2000 Instruction	6,520,077	6,969,458	7,650,939
3000 Pupil Services	1,439,460	1,654,922	1,644,581
4000 Operations and Maintenance	1,354,566	1,344,870	1,413,263
5000 Benefits and Fixed Charges	2,330,223	2,380,100	2,532,050
7000 Acquisition, Improvement and Replacement	225,000	225,000	225,000
8000 Debt Retirement and Service	584,123	567,178	592,178
9000 Programs with other School Districts	10,000	10,000	10,000
General Fund Expenses	<u>13,136,301</u>	<u>13,893,409</u>	<u>14,808,151</u>
<u>School Choice and Other Fund Expenses</u>			
2000 Instruction	1,445,425	1,059,439	632,166
Other Post Employment Benefits/Stabilization	300,000	-	183,476
	<u>1,745,425</u>	<u>1,059,439</u>	<u>815,642</u>
Total Combined Expenses	<u>14,881,726</u>	<u>14,952,848</u>	<u>15,623,793</u>
<u>Proposed OPEB Other Post Employment Benefits</u>			
Investment Income	-	65,000	
Other Miscellaneous Revenue	-	25,000	
		<u>90,000</u>	-
OPEB Other Post Employment Benefits	200,000	90,000	

BUDGET
Fiscal Year 2021

Account Number	Description	FY19 Budget	FY20 Budget	FY21 Budget	Increase (Decrease) Amount	Increase (Decrease) %
1400	Central Office, Finance and Legal	672,852.86	741,880.58	740,140.13	(1,740.45)	-0.23%
2210	Principal	295,480.08	300,193.70	299,767.83	(425.87)	-0.14%
2220	School Curriculum, Dept. Heads	662,231.37	598,495.20	597,237.91	(1,257.29)	-0.21%
2250	Building Technology	194,184.89	209,777.35	223,876.77	14,099.42	6.72%
2300	Teachers, Classroom	5,441,550.00	5,503,355.00	5,577,212.00	73,857.00	1.34%
2310	Teachers, Specialists	8,000.00	0.00	8,000.00	8,000.00	0.00%
2320	Medical, Therapeutic Services	35,000.00	48,000.00	60,000.00	12,000.00	25.00%
2325	Substitute Teachers	63,509.00	16,000.00	25,000.00	9,000.00	56.25%
2340	Library & Media	71,698.00	77,594.00	90,791.00	13,197.00	17.01%
2345	Distance Learning	1,900.00	4,500.00	0.00	(4,500.00)	0.00%
2350	Professional Development	60,497.65	60,640.00	60,282.00	(358.00)	-0.59%
2400	Textbooks, Instruct/Technical Equip.	555,695.34	572,365.88	667,790.53	95,424.65	16.67%
2700	Guidance Services	575,755.18	637,976.12	673,147.26	35,171.14	5.51%
3100	Attendance Services	87,053.27	91,260.37	92,734.00	1,473.63	1.61%
3200	Health Services	67,534.80	90,603.72	91,578.16	974.44	1.08%
3300	Transportation Services	703,000.00	835,920.00	805,920.00	(30,000.00)	-3.59%
3400	Food Services	20,798.72	21,215.00	21,639.00	424.00	2.00%
3510	Athletic Services	295,062.35	303,469.50	307,949.00	4,479.50	1.48%
3520	Student Activities	106,496.22	107,755.30	119,171.80	11,416.50	10.59%
3600	Student Security	159,514.59	204,698.00	205,589.00	891.00	0.44%
4110	Custodial Services	221,513.06	218,656.33	221,593.00	2,936.67	1.34%
4120	Heating of Buildings	120,000.00	130,000.00	130,000.00	0.00	0.00%
4130	Utility Services	382,600.00	388,000.00	368,230.00	(19,780.00)	-5.10%
4210	Ground Maintenance	150,548.46	136,879.33	143,260.00	6,380.67	4.66%
4220	Building Maintenance and Security	301,508.42	293,306.33	319,052.00	25,745.67	8.78%
4230	Maintenance - Equipment	155,200.00	153,500.00	206,610.00	53,110.00	34.60%
4450	Building Technology	23,195.76	24,528.00	24,528.00	0.00	0.00%
5100	Employer Retirement Contribution	273,217.00	307,909.00	350,010.00	42,101.00	13.67%
5200	Insurance for Active Employees	1,663,856.91	1,711,453.45	1,800,600.98	89,147.53	5.21%
5250	Insurance for Retired Employees	256,649.16	242,738.00	264,884.00	22,146.00	9.12%
5260	Other Non Employee Insurance	136,500.00	118,000.00	116,555.00	(1,445.00)	-1.22%
7000	Assets Acquisition and Improvement	379,026.00	379,027.00	380,500.00	1,473.00	0.39%
8100	Debt Service Principal/Construction	360,000.00	350,000.00	345,000.00	(5,000.00)	-1.43%
8200	Debt Service Interest/Sch. Construction	70,097.16	63,150.78	91,677.78	28,527.00	45.17%
9110	School Choice	10,000.00	10,000.00	10,000.00	0.00	0.00%
Totals		14,581,726.25	14,952,847.94	15,440,317.15	487,469.21	3.26%
Classroom Teaching Expenses						
100-2300	Teachers, Classroom	3,996,125.00	4,443,916.00	4,945,046.00	501,130.00	11.28%
201-2300	Teacher - School Choice	1,445,425.00	1,059,439.00	632,166.00	(427,273.00)	-40.33%
		5,441,550.00	5,503,355.00	5,577,212.00	73,857.00	1.32%

SUBMITTED BY:

Town Manager

FINANCE COMMITTEE:

UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION

Yes

No

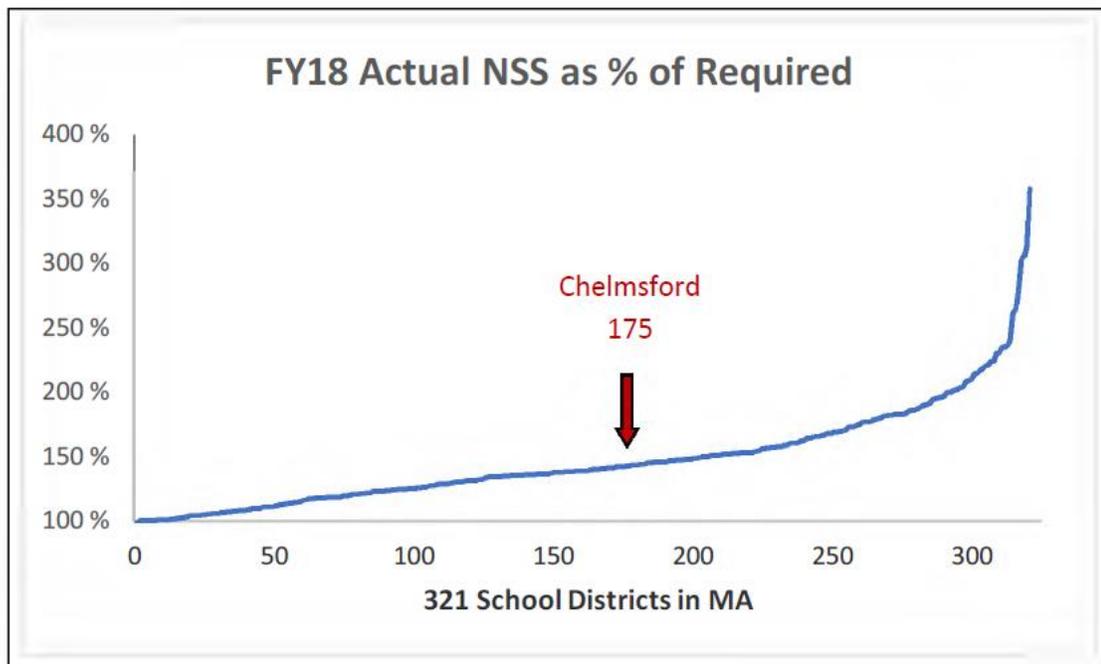
ARTICLE 5. To see if the Town will vote to raise and appropriate, or transfer from available funds a sum of money as may be required to defray charges for the operations of the Chelmsford Public Schools for the fiscal period July 1, 2020 through June 30, 2021; or act in relation thereto.

This Article seeks the appropriation of \$61,677,000 for the proposed Fiscal Year 2021 Chelmsford Schools Operating Budget.

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
CHELMSFORD PUBLIC SCHOOLS								
Expenses	\$52,900,000	\$54,550,000	\$57,000,000	\$59,000,000	\$61,000,000	\$61,667,000	\$667,000	1.09%
TOTAL BUDGET	\$52,900,000	\$54,550,000	\$57,000,000	\$59,000,000	\$61,000,000	\$61,667,000	\$667,000	1.09%

Chelmsford Public Schools General Fund Operating Budget Overview

The Massachusetts Department of Elementary and Secondary Education (DESE) tracks budgeted and actual spending in districts from year to year. DESE's most recently published actual figures are for FY2018, which ended June 30, 2018. From the reported and audited actual figures for each district, DESE determines each district's compliance with its net school spending obligation in dollars and in percentage of required spending. DESE annually publishes required net school spending and actual net school spending for each district in Massachusetts. In FY2018, 1 district spent less than their required net school spending as computed by DESE; 320 districts exceeded their required net school spending. Chelmsford exceeded its required net school spending by 42.8% in FY2018, which is above the state median value of 25.8%. Across the state, 174 communities spent less than Chelmsford, whereas 146 communities spent more than Chelmsford as a percentage of total spending in excess of required net school spending, as illustrated in the graph below.



What Is Net School Spending?

The Massachusetts school finance statute, Chapter 70 of the General Laws, establishes an annual net school spending requirement for each school district. Net school spending includes each town school department's general fund expenditures (operating budget) as well as the town's direct spending for schools, but it excludes capital expenditures, transportation, grants, and revolving funds. Required net school spending is the annual *minimum* that must be spent on schools, including carryover from previous years. As stated previously, Chelmsford exceeded its required net school spending requirement by 42.8% in FY2018 and in FY2019 is budgeted to exceed its required net school spending requirement by 36.4%.

To determine net school spending for the upcoming school year, the state uses school department enrollment data as of October 1 of the current school year (i.e., the October 1, 2019 student headcount is the basis for determining the FY2021 foundation budget and net school spending requirement). This is called foundation enrollment and is used to calculate the district's foundation budget. The foundation budget is the state's estimate of the *minimum* funding level needed in each district to provide an adequate educational program.

Comparable Community Analysis: Demographic Data

Although it is important to compare Chelmsford to the state average with regard to spending and academic performance, it is also necessary to assess Chelmsford's academic performance with its most comparable peer communities across the state. Table I provides general demographic data for Chelmsford and its ten most comparable districts as determined by DESE. Massachusetts uses a complex formula that considers many factors, including each district's grade-level configuration, programs, and demographics. The formula also considers each community's relative wealth and determines each community's "required local contribution" toward the educational program.

Table I. DESE Comparable Districts: General Demographic Data

District	Total Enrollment	Econ. Dis. (%)	SWD (%)	ELL (%)
Ashland	2,845	13.0	16.5	5.4
Billerica	4,764	15.6	17.0	1.5
Chelmsford	4,961	12.2	16.9	3.6
Easton	3,632	12.9	18.3	1.8
Mansfield	3,784	13.4	15.8	1.8
Marshfield	4,060	11.8	17.0	1.1
Melrose	3,945	10.5	14.4	4.6
Natick	5,540	9.1	14.2	3.6
North Andover	4,769	14.6	15.3	2.2
North Attleborough	4,155	16.6	16.0	3.1
Wakefield	3,485	12.2	15.8	2.3

With regard to the number of economically disadvantaged students enrolled, Chelmsford falls in the bottom half of its most comparable districts. Seven districts have a higher percentage of students and three districts have a lower percentage of students designated economically disadvantaged. Some 12.2% of all Chelmsford Public School students are identified as economically disadvantaged. This is a decrease from last year (2017-18), when 12.9% of all students were identified as economically disadvantaged, however an increase from just a few years ago (2014-15) when 8.2% of all Chelmsford Public School students were identified as economically disadvantaged.

With respect to the number of students identified with disabilities (SWD), Chelmsford falls in the top half of its most comparable districts. Of all Chelmsford Public School students, 16.9% have disabilities and require special education services, as outlined in their Individual Education Plan (IEP). Seven districts have a lower percentage of students and three districts have a higher percentage of students identified with disabilities.

The percentage of students classified as English language learners (ELL) in the Chelmsford Public Schools is higher than seven, tied with one, and less than two of its ten most comparable communities. In Chelmsford, 3.6% of all students are classified as ELL.

Comparable Community Analysis: Financial Support

Within the last few years, DESE has tried to make district and school demographic and performance data more accessible to district staff and the general public. The District Analysis and Review Tools (DARTs) provided by DESE allow users to track and analyze data over time to make comparisons to state and comparable districts. The DARTs select the ten most comparable school districts in the state based on student enrollment characteristics, special populations, and grade-span groupings (i.e., K–12, elementary, secondary). Grade-span groupings are an important point of comparison because districts are often compared with their neighbors based solely on geography. However, a district's comparison to similar districts across the state is often more valuable when balancing programs and services against level of spending and student achievement.

Table II highlights actual net school spending in FY2018 as a percentage of required net school spending for the ten most comparable districts to Chelmsford, as determined by DESE.

Table II. DESE Comparable Districts: Actual Percentage of Required Net School Spending

District	FY2018 Actual % of Required NSS
Natick	143.0
Chelmsford	138.6
Wakefield	135.5
Billerica	135.0
Ashland	134.6
Easton	126.1
State	125.8
Mansfield	122.7
North Andover	117.1
North Attleborough	17.5
Marshfield	17.2
Melrose	13.8

Table II shows that nine comparable districts—Wakefield, Billerica, Ashland, Easton, Mansfield, North Andover, North Attleborough, Marshfield, and Melrose—spent less than Chelmsford in FY2018 as a percentage in excess of the district's required net school spending. One comparable district—Natick—spent more than Chelmsford in FY2018 as a percentage in excess of the district's required net school spending. In addition to the ten comparable districts as determined by DESE, the FY2018 state median is listed at 25.8% as a percentage in excess of required net school spending.

DARTs also analyze other aspects of comparable districts, including staff-to-student ratios. DESE reports the most recent staff-to-student data for FY2019, which ended June 30, 2019. Table III presents the overall student-teacher ratio in Chelmsford, its ten most comparable districts as determined by DESE, and the state average.

Table III. DESE Comparable Districts: FY2019 Student-Teacher Ratio

District	Student : Teacher Ratio
Mansfield	12.5 : 1
Marshfield	12.5 : 1
State	12.9 : 1
Billerica	13.2 : 1
Natick	13.3 : 1
Chelmsford	13.4 : 1
Wakefield	13.4 : 1
Easton	13.4 : 1
Ashland	14.0 : 1
North Attleborough	14.7 : 1
Melrose	14.7 : 1
North Andover	15.7 : 1

Another measure often used to compare districts is the amount of money spent to educate each student in the district, often referred to as the per-pupil expenditure. This cumulative figure includes all district expenditures on administration; instructional leadership; teachers; teaching services; professional development; instructional materials and equipment (including technology); guidance, counseling, and testing services; pupil services; operations and maintenance; and employee benefits. Table V presents the FY2017 per-pupil expenditure for each of Chelmsford's comparable districts.

The student-teacher ratio is helpful for gauging a district's overall standing with regard to its comparable communities, but it does not give a true picture of the district's student-teacher ratio. This calculation takes all students reported on the October 1 headcount and divides them by the number of teachers in the district. The ratio does not consider special programs with lower-than-average class size (i.e., self-contained special education programs). At the regular meeting of the Chelmsford School Committee on November 5, 2019, grade-by-grade breakdowns of student enrollment at each elementary and middle school in the district were reported. These figures are more useful for budgeting purposes because they depict actual homeroom class size. The October 1, 2019 student enrollment report is included as Appendix A.

Another measure commonly referred to when reviewing spending among school districts is average teacher salaries. Table IV lists the data for each comparable district and the state. These data show that Chelmsford's average teacher salary is higher than six of its peer communities (Easton, North Andover, Natick, North Attleborough, Marshfield and Melrose) and lower than four peer communities (Ashland, Wakefield, Billerica and Mansfield). The average teacher salary for all school districts in the state is higher than Chelmsford's average.

Table IV. DESE Comparable Districts: FY2018 Average Teacher Salary

District	Average Teacher Salary
Mansfield	\$ 86,935
Billerica	\$ 83,185
State	\$ 80,222
Wakefield	\$ 79,963
Ashland	\$ 79,628
Chelmsford	\$ 78,671
Easton	\$ 77,666
North Andover	\$ 77,641
Natick	\$ 77,049
North Attleborough	\$ 76,504
Marshfield	\$ 75,523
Melrose	\$ 65,624

Another measure often used to compare districts is the amount of money spent to educate each student in the district, often referred to as the per-pupil expenditure. This cumulative figure includes all district expenditures on administration; instructional leadership; teachers; teaching services; professional development; instructional materials and equipment (including technology); guidance, counseling, and testing services; pupil services; operations and maintenance; and employee benefits. Table V presents the FY2018 in-district per-pupil expenditure for each of Chelmsford’s comparable districts.

Table V. DESE Comparable Districts: FY2018 Per-Pupil Expenditures

District	Per-Pupil Expenditure
Billerica	\$ 16,094
State	\$ 15,953
Mansfield	\$ 15,676
Natick	\$ 15,367
Wakefield	\$ 14,543
Chelmsford	\$ 13,724
Ashland	\$ 13,571
Easton	\$ 13,280
Marshfield	\$ 13,186
North Attleborough	\$ 12,360
North Andover	\$ 12,122
Melrose	\$ 11,816

DESE provides the per-pupil expenditures for in-district students. As Table V shows, four of our comparable districts (Billerica, Mansfield, Natick, and Wakefield) spent more overall per pupil than Chelmsford, and six comparable districts (Ashland, Easton, Marshfield, North Attleborough, North Andover and Melrose) spent less. The median per-pupil expenditure for all districts in the state is \$2,229 higher than Chelmsford.

Comparable Community Analysis: Academic Performance

Given this analysis of financial conditions affecting the Chelmsford Public Schools and its comparable districts across the state, it is clear that Chelmsford is using its resources to provide an exceptional education to its 5,000 students. Academically, students in the Chelmsford Public Schools outperform their counterparts across the state. To illustrate the academic impact of the funding available for students, I provide the following analysis.

During the spring of 2019, districts across the state participated in the computer-based Next-Generation MCAS assessment. Students in grades 3 – 8 were assessed in English language arts (ELA) and mathematics. Students in Grade 5 and 8 were also assessed in science, technology and engineering (STE). Chelmsford High School students in Grade 10 were assessed in English language arts (ELA) and mathematics. I will report on how Chelmsford performed in relation to our most comparable communities and students statewide on the 2019 MCAS exam.

Table VI shows the performance of third through eighth-grade students enrolled in the Chelmsford Public Schools on the 2019 English language arts MCAS exam with respect to our comparable districts and students statewide.

Table VI. Grades 3 – 8 English Language Arts Performance

District	Gr 3-8 ELA % meet / exceed expectations
Marshfield	73%
Melrose	73%
Chelmsford	68%
Natick	68%
Ashland	66%
Easton	66%
North Andover	61%
Mansfield	59%
North Attleborough	59%
MA State Average	55%
Wakefield	55%
Billerica	54%

At the third through eighth-grade levels, 68% of all Chelmsford students attained a score in either the Meets or Exceeds Expectations category on the 2019 English language arts MCAS exam. Chelmsford students outperformed their peers in seven of the comparable communities (Ashland, Easton, North Andover, Mansfield, North Attleborough, Wakefield and Billerica) and tied one community (Natick) on the English language arts exam. Chelmsford students also significantly exceeded the state average (55%) of all third through eighth-grade students. Students in two comparable communities (Marshfield and Melrose) scored higher than Chelmsford on the exam.

Table VII shows the performance of third through eighth-grade students enrolled in the Chelmsford Public Schools on the 2019 mathematics MCAS exam with respect to our comparable districts and students statewide.

Table VII. Grades 3 – 8 Mathematics Performance

District	Gr 3-8 Math % meet / exceed expectations
Marshfield	71%
Natick	66%
Melrose	65%
Ashland	64%
Easton	64%
Chelmsford	63%
North Andover	62%
Mansfield	59%
North Attleborough	55%
Wakefield	52%
MA State Average	50%
Billerica	49%

At the third through eighth-grade levels, 63% of all Chelmsford students attained a score in either the Meets or Exceeds Expectations category on the 2019 mathematics MCAS exam. Chelmsford students outperformed their peers in five of the comparable communities (North Andover, Mansfield, North Attleborough, Wakefield and Billerica). Chelmsford students also significantly exceeded the state average (50%) of all third through eighth-grade students. Students in five comparable communities (Marshfield, Natick, Melrose, Ashland and Easton) scored higher than Chelmsford on the exam.

Table VIII outlines the performance of fifth and eighth-grade students enrolled in the Chelmsford Public Schools on the 2019 science, technology and engineering MCAS exam with respect to our comparable districts and students statewide.

Table VIII. Grades 5 – 8 Science Performance

District	Gr 5-8 Science % meet / exceed expectations
Chelmsford	65%
Easton	65%
North Attleborough	64%
Marshfield	62%
Melrose	61%
Natick	61%
Ashland	61%
Mansfield	54%
North Andover	53%
Wakefield	50%
MA State Average	50%
Billerica	49%

At the fifth and eighth-grade levels, 65% of all Chelmsford students attained a score in either the Meets or Exceeds Expectations category on the 2019 science (science, technology and engineering) MCAS exam. Chelmsford students outperformed all of their peers in the ten most comparable communities (Easton, North Attleborough, Marshfield, Melrose, Natick, Ashland, Mansfield, North Andover, Wakefield and Billerica). Chelmsford students also significantly exceeded the state average (50%) of all fifth and eighth-grade students.

Table IX outlines the performance of tenth-grade students enrolled in the Chelmsford Public Schools on the 2019 English language arts MCAS exam with respect to our comparable districts and students statewide.

Table IX. Grade 10 English Language Arts Performance

District	Gr 10 ELA % meet/ exceed expectations
Ashland	82%
Chelmsford	81%
Mansfield	78%
Marshfield	78%
North Attleborough	78%
Natick	77%
Melrose	76%
Easton	75%
North Andover	75%
Wakefield	70%
Billerica	68%
MA State Average	63%

As shown in Table IX, 81% of all Chelmsford students attained a score in either the Meets or Exceeds Expectations category on the 2019 English language arts MCAS exam. Students in one of our comparable districts (Ashland) scored slightly higher, with 82% of its tenth-grade students attaining a score in either the Meets or Exceeds Expectations category on the English language arts exam. Chelmsford outperformed nine comparable communities (Mansfield, Marshfield, North Attleborough, Natick, Melrose, Easton, North Andover, Wakefield and Billerica) on the tenth-grade English language arts exam and far exceeded the percentage of tenth-grade students across the state (63%) who attained a score in either the Meets or Exceeds Expectations category on the English language arts exam.

Table X outlines the performance of tenth-grade students enrolled in the Chelmsford Public Schools on the 2019 mathematics MCAS exam with respect to our comparable districts and students statewide.

Table X. Grade 10 Mathematics Performance

District	Gr 10 Math % meet / exceed expectations
Ashland	81%
Chelmsford	80%
Natick	79%
Mansfield	78%
North Attleborough	77%
Easton	74%
Marshfield	73%
North Andover	71%
Melrose	68%
Wakefield	68%
Billerica	64%
MA State Average	60%

As Table X shows, 80% of all tenth-grade Chelmsford students attained a score in either the Meets or Exceeds Expectations category on the 2019 mathematics MCAS exam. Students in one of our comparable districts (Ashland), scored slightly higher, with 81% of its tenth-grade students attaining a score in either the Meets or Exceeds Expectations category on the mathematics MCAS exam. Chelmsford outperformed nine comparable communities (Natick, Mansfield, North Attleborough, Easton, Marshfield, North Andover, Melrose, Wakefield and Billerica) on the tenth-grade mathematics MCAS exam, and far exceeded the percentage of tenth-graders across the state (60%) who attained a score in either the Meets or Exceeds Expectations category on the mathematics exam.

Conclusion

The Chelmsford Public School District provides an exceptional education to the students entrusted to our care. The district effectively uses the resources appropriated annually by Town Meeting to serve the needs of an ever-diversifying student population. Although Chelmsford exceeds minimum net school spending on public education, and spends slightly more than the state average of district spending above net school spending, Chelmsford spends \$ 2,229 less per-pupil than the state median per-pupil expenditure statewide. In Chelmsford, average teacher salaries are lower and student-teacher ratios are higher than the state average, but they are in the mid-range of comparable districts. Per-pupil spending is lower than the state average but in the mid-range of per-pupil spending in comparable districts.

Additional funding would enhance the educational experience of Chelmsford students, but the programs and services currently provided yield exceptional results, as demonstrated by standardized testing measures. Overall, our students' academic achievement makes it clear that the town of Chelmsford is receiving a positive return on its investment in public education. Chelmsford's students are also involved in athletics, community service, and fine and performing arts, thereby fulfilling the roles of productive and valued members of the community.

FY2021 Budget Overview

Several budget assumptions underlie the FY2021 budget. The town manager has included a \$2 million increase in funding for the Chelmsford Public Schools, an increase from \$61 million to \$63 million in the Town of Chelmsford FY2021 general operating budget. Following is a list of the assumptions that have been incorporated in the FY2021 superintendent's recommended budget.

- All FY2021 salaries have been increased in accordance with the applicable collective bargaining and individual employment agreements. "Step" increases and "lane changes" have been incorporated in the FY2021 recommended budget figures. Anticipated teacher vacancies from announced retirements have been budgeted at \$58,641 (Step 3 on the master's degree salary schedule).
- The FY2021 budget reflects a decrease of \$225,000 in anticipated out-of-district special education tuition costs, an increase of \$375,000 in anticipated circuit-breaker reimbursement, offset by a decrease of \$175,000 in school choice funds, resulting in a net decrease of approximately \$400,000 in out-of-district special education tuition costs.
- The FY2021 budget reallocates 2.0 middle school teacher (8th grade) positions at McCarthy Middle School. During the 2017/18 school year 2.0 middle school teacher (5th grade) positions were reallocated from McCarthy Middle School. During the 2018/19 school year 2.0 middle school teacher (6th grade) positions were reallocated from

McCarthy Middle School. During the 2019/20 school year 2.0 middle school teacher (7th grade) positions were reallocated from McCarthy Middle School. We are continuing to reduce two sections (classes) at McCarthy Middle School making it possible to add other positions in the district while maintaining student:staff ratios in-line with district policy. After this final budget reallocation is complete, McCarthy and Parker Middle Schools will have identical grade level configurations, eight (8) classrooms/sections of each grade level in each school.

- The FY2021 budget adds a 1.0 Instructional Technology Specialist position and 2.0 Technology Assistant positions to provide direct support services to students, and support and professional development to staff, as we enter year 2 of the 1:1 technology initiative to provide all incoming 5th grade students at McCarthy and Parker Middle Schools and 9th grade students at Chelmsford High School with a district-provided computer (Chromebook) for use at home and in school. At the start of the 2020/21 school year, over 1,500 students and staff will have district issued devices under this initiative.
- The FY2021 budget adds 3.0 Special Education Teacher positions at the elementary level (Byam, Center and Harrington Elementary Schools) to provide direct instruction, services and support to students on Individual Education Plans (IEPs) reducing current student:staff ratios for special education students that are not within specialized (i.e. ASD, LifeSkills, STRIVE) programs.
- The FY2021 budget adds a 1.0 Board Certified Behavior Analyst (BCBA) position and a Special Education Teacher position at the McCarthy Middle School to establish a middle school level therapeutic program (STRIVE) to provide a continuum of programming at the middle school level from the elementary school level therapeutic program (STRIVE) located at the South Row Elementary School.
- The FY2021 budget adds a 1.0 School Psychologist position to support students at the McCarthy and Parker Middle Schools. The addition of a School Psychologist position will allow for clinical support of the middle school level therapeutic program (STRIVE) to be located at McCarthy Middle School in addition to alleviating the testing caseloads at the middle school level.
- The FY2021 budget adds a 1.0 Board Certified Behavior Analyst (BCBA) position at the elementary school level (Center and Harrington Elementary Schools) to assist staff in developing strategies to support all learners to develop a proactive approach to social emotional learning (SEL) and behavioral interventions.
- The FY2021 budget adds a .7 School Nurse (LPN) position at Chelmsford High School. The addition of a 0.7 School Nurse (LPN) position will bring the student:nurse ratio inline with state guidelines and our district nurse staffing ratio at the elementary and middle school levels.

- The FY2021 budget adds a 1.0 World Language Teacher position at Chelmsford High School for American Sign Language (ASL) in response to a parent/student/staff survey to identify a third language choice in addition to French and Spanish.
- The FY2021 budget adds a 1.0 Elementary School Teacher (4th Grade) at the Center Elementary School to reduce current/projected class size. The FY2021 budget also includes funding to support two (2) additional Kindergarten Teacher positions at the elementary school level to maintain desired class size, if after the registration process it is determined additional classes/sections beyond the current Kindergarten grade level configuration (4 classrooms per school) are necessary.
- The FY2021 budget includes funding to support a tutoring support service model at the elementary and middle school levels to augment grant funding that supports interventionist positions providing small group, Tier II, instruction to students identified in need of targeted academic interventions and academic supports.
- The FY2021 budget includes funding to support an increase in the day-to-day substitute teacher rate from \$ 75/day to \$ 90/day more in-line with neighboring communities in an effort to attract quality candidates and increase the daily fill rate. Further, the budget includes funding to support an increase in the daily nurse substitute rate from \$ 130/day to \$ 150/day.
- In addition to the staffing enhancements, the FY2021 budget further supports families and students in a few significant ways:
 - Funding for the second year of implementation of the 1:1 computer initiative is incorporated to provide all incoming 5th grade students at McCarthy and Parker Middle Schools and 9th grade students at Chelmsford High School with a district provided computer (Chromebook) for use at home and in school.
 - Funding to support a reduction in student activity and club fees has been incorporated in the FY2021 budget. A reduction from \$ 75/year to \$ 50/year is proposed at McCarthy and Parker Middle Schools.

The FY2021 superintendent's recommended budget continues to include Circuit Breaker, School Choice, and the Valley Collaborative reimbursement as revenue offsets in support of the Chelmsford Public Schools.

The superintendent's recommended FY2021 budget was crafted in support of the district's strategic plan, specifically the academic and social emotional goals and initiatives that have been and will continue to be the focus of our collective work in the years to come.

On January 27, 2020, Town Manager Cohen released his recommended FY2021 budget for the Town of Chelmsford. Included in his recommended budget is a \$2 million increase, \$ 61 million to \$ 63 million, to support the Chelmsford Public Schools. I will be working closely with the schools on enrollment projections, especially the middle schools and high school, as they complete their course registration and selection process for 2020/21. I look forward to working with the school committee to review and present to town meeting an FY2021 local operating budget for the Chelmsford Public Schools that not only maintains the integrity of the programs and services we offer, but continues to align our available resources to meet the identified district goals and objectives for the 2020/21 school year.

Yours truly,

A handwritten signature in blue ink that reads "Jay Lang". The signature is written in a cursive style with a large initial "J".

Jay Lang, Ed.D.
Superintendent of Schools

Chelmsford Public School District
 FY2021 Superintendent's Recommended Budget
 February 4, 2020

Summary Level Totals

	2018-19 FPE	2018-19 ACTUAL	2019-20 FPE	2019-20 BUDGET	2020-21 FPE	2020-21 BUDGET
1110 SCHOOL COMMITTEE	0.0	26,724	0.0	29,900	0.0	33,400
1210 SUPERINTENDENT	2.0	305,618	3.0	378,903	3.0	436,400
1220 ASST. SUPERINTENDENT	2.0	226,948	2.0	234,784	2.0	244,000
1230 DISTRICT WIDE	0.0	509,172	0.0	570,700	0.0	375,700
1410 BUSINESS AND FINANCE	6.0	374,686	6.0	397,916	6.0	409,438
1420 HUMAN RESOURCES	3.7	240,464	3.7	301,807	3.7	310,687
1430 - 1435 LEGAL SERVICES & SETTLEMENTS	0.0	105,543	0.0	140,000	0.0	140,000
1450 DISTRICTWIDE MIS	9.0	1,084,043	9.0	1,261,747	9.0	1,331,822
2110 CURRICULUM DIRECTORS - REGULAR EDUCATION	11.0	1,070,500	12.0	1,257,838	12.0	1,285,956
2110 CURRICULUM DIRECTORS - SPECIAL EDUCATION	8.0	751,024	9.0	855,817	9.0	891,441
2210 SCHOOL LEADERSHIP	39.0	2,343,376	41.0	2,650,802	41.0	2,745,005
2300 - 2305 CLASSROOM TEACHERS - REGULAR EDUCATION	290.6	22,337,684	288.6	23,433,930	288.9	23,685,160
2310 TEACHERS SPECIALISTS - REGULAR EDUCATION	20.0	1,538,145	20.0	1,535,799	20.0	1,858,180
2310 TEACHERS SPECIALISTS - SPECIAL EDUCATION	77.5	5,693,309	79.0	5,760,385	85.0	6,378,441
2320 MEDICAL/THERAPEUTIC SERVICES	5.4	360,215	5.4	372,797	5.4	399,456
2325 SUBSTITUTES	0.0	480,676	0.0	581,000	0.0	590,000
2330 PARAPROFESSIONALS	214.5	3,786,831	219.5	3,954,960	219.5	4,148,244
2340 LIBRARY/MEDIA CENTER	13.0	657,030	13.0	680,849	15.0	761,187
2357 PROFESSIONAL DEVELOPMENT	0.0	110,104	0.0	157,925	0.0	165,775
2410 - 2415 TEXTBOOKS & INSTRUCTIONAL MATERIALS	0.0	609,287	0.0	522,350	0.0	795,727
2420 INSTRUCTIONAL EQUIPMENT	0.0	189,144	0.0	171,650	0.0	153,050
2430 GENERAL SUPPLIES	0.0	498,691	0.0	540,725	0.0	552,425
2440 OTHER INSTRUCTIONAL SERVICES - SPECIAL ED	0.0	73,365	0.0	215,150	0.0	192,000
2451 - 2455 CLASSROOM INST TECHNOLOGY & SOFTWARE	0.0	862,803	0.0	512,000	0.0	625,000
2710 - 2800 GUIDANCE & PSYCHOLOGICAL SERVICES	27.0	2,063,266	28.0	2,183,530	29.0	2,383,701
3200 MEDICAL & HEALTH SERVICES	9.9	725,790	9.9	790,244	10.6	843,152
3300 TRANSPORTATION	4.0	3,519,789	4.0	3,715,533	4.0	3,842,529
3400 FOOD SERVICES	1.0	109,901	1.0	117,512	1.0	119,362
3510 ATHLETIC DEPARTMENT	3.4	652,897	3.4	638,592	3.4	660,502
3520 OTHER STUDENT ACTIVITIES	0.0	96,831	0.0	153,940	0.0	182,690
3600 SCHOOL SECURITY	4.0	192,281	4.0	201,279	4.0	206,916
4110 - 4210 - 4230 CUSTODIAL SERVICES	11.3	1,611,004	11.3	1,720,247	11.3	1,719,640
4120 - 4130 HEATING OF BUILDINGS & UTILITY SERVICES	0.0	1,123,278	0.0	1,173,250	0.0	1,200,515
5150 EMPLOYEE SEPARATION COSTS	0.0	80,672	0.0	228,486	0.0	163,854
9300 TUITIONS	0.0	4,588,911	0.0	3,557,653	0.0	3,168,645
Grand Total	762.3	59,000,000	772.8	61,000,000	782.8	63,000,000

SUBMITTED BY: Town Manager

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION Yes

No

ARTICLE 6. To see if the Town will vote to raise and appropriate, or transfer from available funds such sums of money as may be required to defray charges of the Town's General Government operations for the fiscal period July 1, 2020 through June 30, 2021; or act in relation thereto.

Article 6 is the annual request for funding of the General Government budget which encompasses all of the Town's departments. This article services Fiscal Year 2021 budgets for Municipal Administration, Public Safety, Public Works, Municipal Facilities, Cemetery Commission, Community Services, Library, Benefits and Insurance, and Debt and Interest. This Article seeks to raise and appropriate \$63,814,233; transfer \$2,000,000 from the General Stabilization Fund; transfer \$6,000 from the Wetlands Protection Act Revolving Fund; transfer \$2,336,813 from the Sewer Capital Improvement Fund; transfer \$657,677 from Sewer User Revenue; transfer \$229,380 from Stormwater Management User Revenue; transfer \$73,049 from Cable Television License Revenue; transfer \$46,476 from Excluded Debt Bond Premium Reserve; and transfer \$169,612 from the Childcare Revolving Fund for the proposed Fiscal Year 2021 General Government Operating Budget.

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
EXPENDITURES								
1-2. Municipal Administration	\$2,844,846	\$2,992,433	\$3,031,796	\$3,271,047	\$3,452,514	\$3,611,212	\$158,699	4.60%
Chelmsford Schools	\$52,900,000	\$54,550,000	\$57,000,000	\$59,000,000	\$61,000,000	\$61,667,000	\$667,000	1.09%
Nashoba	\$2,818,047	\$2,828,220	\$2,887,511	\$3,042,583	\$3,101,017	\$3,445,195	\$344,178	11.10%
3. Out of District						\$54,000	\$54,000	
4-5. Public Safety	\$11,996,906	\$11,915,929	\$12,624,827	\$12,960,198	\$14,018,230	\$14,189,953	\$171,723	1.22%
6-8. Department of Public Works	\$6,064,140	\$6,664,699	\$6,759,670	\$6,969,806	\$7,346,772	\$7,149,989	-\$196,783	-2.68%
9-10. Municipal Facilities	\$1,441,031	\$1,582,276	\$1,653,537	\$1,765,986	\$1,737,335	\$1,937,582	\$200,247	11.53%
11-12. Cemetery Commission	\$296,243	\$331,256	\$327,031	\$345,075	\$366,417	\$368,865	\$2,448	0.67%
13-14. Community Services	\$1,024,446	\$1,049,830	\$1,041,463	\$1,082,642	\$1,284,948	\$1,301,365	\$16,417	1.28%
15-16. Library	\$1,860,752	\$1,868,504	\$1,957,571	\$2,029,676	\$2,107,976	\$2,153,736	\$45,760	2.17%
17. Benefits & Insurance	\$20,065,163	\$21,564,781	\$22,857,504	\$23,395,430	\$24,707,742	\$25,517,189	\$809,447	3.28%
18-20. Debt and Interest	\$13,887,228	\$14,066,441	\$14,366,743	\$14,186,968	\$14,143,945	\$13,049,349	-\$1,094,596	-7.74%
Warrant Articles	\$1,807,086	\$3,961,161	\$1,536,417	\$1,003,380	\$2,170,238	\$410,000	-\$1,760,238	-81.11%
State Assessments & Overlay	\$3,786,941	\$3,422,397	\$3,170,565	\$3,460,873	\$3,531,419	\$3,111,143	-\$420,276	-11.90%
Total	\$120,792,830	\$126,797,926	\$129,214,635	\$132,513,666	\$138,968,553	\$137,966,578	-\$1,001,974	-0.72%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
MUNICIPAL ADMINISTRATION								
<i>1. Personnel Services</i>	\$1,772,561	\$1,860,413	\$2,022,668	\$2,168,915	\$2,301,894	\$2,447,869	\$145,976	6.34%
<i>2. Expenses</i>	\$1,072,285	\$1,132,020	\$1,009,128	\$1,102,132	\$1,150,620	\$1,163,343	\$12,723	1.11%
TOTAL BUDGET	\$2,844,846	\$2,992,433	\$3,031,796	\$3,271,047	\$3,452,514	\$3,611,212	\$158,699	4.60%

Personnel - Full-Time Equivalent

EXECUTIVE OFFICE	4.10	4.10	5.10	5.10	5.10	6.10
FINANCE DEPARTMENT	13.00	13.00	14.00	14.00	14.00	14.00
TOWN CLERK	4.00	4.00	4.00	4.00	4.00	4.00
PLANNING & DEVELOPMENT	3.00	3.00	3.00	3.00	3.00	3.00
Total	24.10	24.10	26.10	26.10	26.10	27.10

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
BOARD OF SELECTMEN								
<i>Personnel Services</i>	\$64,093	\$75,066	\$62,581	\$68,703	\$74,179	\$76,947	\$2,768	3.73%
<i>Expenses</i>	\$10,584	\$10,171	\$9,431	\$5,896	\$11,000	\$9,750	-\$1,250	-11.36%
TOTAL BUDGET	\$74,678	\$85,237	\$72,012	\$74,599	\$85,179	\$86,697	\$1,518	1.78%
TOWN MANAGER								
<i>Personnel Services</i>	\$231,106	\$235,393	\$304,506	\$372,339	\$409,180	\$424,867	\$15,688	3.83%
<i>Expenses</i>	\$38,662	\$39,656	\$56,009	\$70,161	\$55,650	\$51,850	-\$3,800	-6.83%
TOTAL BUDGET	\$269,768	\$275,049	\$360,515	\$442,499	\$464,830	\$476,717	\$11,888	2.56%
HUMAN RESOURCES								
<i>Personnel Services</i>	\$94,571	\$100,955	\$105,128	\$107,250	\$110,236	\$112,013	\$1,777	1.61%
<i>Expenses</i>	\$2,295	\$2,428	\$3,119	\$10,512	\$3,000	\$2,350	-\$650	-21.67%
TOTAL BUDGET	\$96,866	\$103,383	\$108,246	\$117,762	\$113,236	\$114,363	\$1,127	1.00%
MUNICIPAL WORKPLACE SAFETY								
<i>Personnel Services</i>						\$80,537		
<i>Expenses</i>						\$6,600		
TOTAL BUDGET						\$87,137		
ANNUAL REPORTS								
<i>Expenses</i>	\$2,650	\$2,823	\$3,107	\$3,600	\$3,000	\$3,800	\$800	26.67%
TOTAL BUDGET	\$2,650	\$2,823	\$3,107	\$3,600	\$3,000	\$3,800	\$800	26.67%
TREASURER								
<i>Personnel Services</i>	\$282,396	\$298,592	\$310,945	\$314,343	\$342,625	\$362,759	\$20,134	5.88%
<i>Expenses</i>	\$211,501	\$211,460	\$213,760	\$226,247	\$219,800	\$218,250	-\$1,550	-0.71%
TOTAL BUDGET	\$493,897	\$510,053	\$524,705	\$540,590	\$562,425	\$581,009	\$18,584	3.30%
INFORMATION TECHNOLOGY								
<i>Personnel Services</i>	\$96,546	\$103,835	\$194,148	\$204,475	\$212,541	\$218,418	\$5,877	2.77%
<i>Expenses</i>	\$282,796	\$281,554	\$219,193	\$228,026	\$261,600	\$274,300	\$12,700	4.85%
TOTAL BUDGET	\$379,342	\$385,389	\$413,341	\$432,501	\$474,141	\$492,718	\$18,577	3.92%
ASSESSORS								
<i>Personnel Services</i>	\$263,217	\$266,600	\$276,276	\$289,834	\$303,454	\$291,885	-\$11,569	-3.81%
<i>Expenses</i>	\$124,498	\$146,018	\$128,372	\$139,609	\$151,700	\$152,800	\$1,100	0.73%
TOTAL BUDGET	\$387,715	\$412,618	\$404,647	\$429,443	\$455,154	\$444,685	-\$10,469	-2.30%
ACCOUNTING								
<i>Personnel Services</i>	\$281,304	\$293,302	\$303,785	\$316,892	\$331,830	\$344,839	\$13,009	3.92%
<i>Expenses</i>	\$51,270	\$61,276	\$51,124	\$59,051	\$50,100	\$55,680	\$5,580	11.14%
TOTAL BUDGET	\$332,574	\$354,579	\$354,910	\$375,943	\$381,930	\$400,519	\$18,589	4.87%
TOWN CLERK								
<i>Personnel Services</i>	\$248,409	\$281,069	\$250,496	\$270,911	\$289,058	\$298,268	\$9,210	3.19%
<i>Expenses</i>	\$123,997	\$155,329	\$89,532	\$161,374	\$161,300	\$175,600	\$14,300	8.87%
TOTAL BUDGET	\$372,406	\$436,397	\$340,027	\$432,285	\$450,358	\$473,868	\$23,510	5.22%
TOWN CLERK/REGISTRARS								
<i>Personnel Services</i>	\$245,909	\$276,552	\$246,698	\$261,290	\$285,058	\$294,268	\$9,210	3.23%
<i>Expenses</i>	\$23,066	\$23,997	\$30,891	\$33,590	\$33,300	\$32,600	-\$700	-2.10%
TOTAL BUDGET	\$268,975	\$300,550	\$277,589	\$294,880	\$318,358	\$326,868	\$8,510	2.67%
ELECTIONS								
<i>Personnel Services</i>	\$2,500	\$4,516	\$3,798	\$9,621	\$4,000	\$4,000		
<i>Expenses</i>	\$100,932	\$131,331	\$58,641	\$127,785	\$128,000	\$143,000	\$15,000	11.72%
TOTAL BUDGET	\$103,432	\$135,847	\$62,439	\$137,405	\$132,000	\$147,000	\$15,000	11.36%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
FINANCE COMMITTEE								
<i>Personnel Services</i>	\$2,559	\$2,510	\$2,358	\$2,576	\$2,700	\$2,700		
<i>Expenses</i>	\$378	\$333	\$345	\$345	\$775	\$425	-\$350	-45.16%
TOTAL BUDGET	\$2,937	\$2,843	\$2,703	\$2,921	\$3,475	\$3,125	-\$350	-10.07%
MODERATOR								
<i>Expenses</i>	\$86	\$86			\$90	\$90		
TOTAL BUDGET	\$86	\$86			\$90	\$90		
LAW DEPARTMENT								
<i>Legal Services</i>	\$193,862	\$184,786	\$205,659	\$161,684	\$195,000	\$175,000	-\$20,000	-10.26%
TOTAL BUDGET	\$193,862	\$184,786	\$205,659	\$161,684	\$195,000	\$175,000	-\$20,000	-10.26%
CONSTABLE								
<i>Personnel Services</i>	\$400	\$300	\$200	\$300	\$350	\$300	-\$50	-14.29%
TOTAL BUDGET	\$400	\$300	\$200	\$300	\$350	\$300	-\$50	-14.29%
COMMUNITY DEVELOPMENT								
<i>Personnel Services</i>	\$98,577	\$102,129	\$108,416	\$111,208	\$114,305	\$116,146	\$1,841	1.61%
<i>Expenses</i>	\$15,678	\$20,472	\$13,521	\$20,441	\$20,500	\$20,000	-\$500	-2.44%
TOTAL BUDGET	\$114,255	\$122,601	\$121,937	\$131,650	\$134,805	\$136,146	\$1,341	0.99%
NMCOG ASSESSMENT								
<i>NMCOG Assessment</i>	\$9,685	\$9,927	\$10,175	\$10,429	\$10,690	\$10,958	\$268	2.51%
TOTAL BUDGET	\$9,685	\$9,927	\$10,175	\$10,429	\$10,690	\$10,958	\$268	2.51%
HISTORIC DISTRICT								
<i>Personnel Services</i>	\$1,497	\$1,489	\$576		\$1,500	\$1,500		
<i>Expenses</i>					\$100	\$100		
TOTAL BUDGET	\$1,497	\$1,489	\$576		\$1,600	\$1,600		
COMMISSION ON DISABILITIES								
<i>Expenses</i>	\$275	\$275	\$275	\$275	\$300	\$300		
TOTAL BUDGET	\$275	\$275	\$275	\$275	\$300	\$300		
CONSERVATION								
<i>Personnel Services</i>	\$51,261	\$53,118	\$55,268	\$58,121	\$57,495	\$61,381	\$3,886	6.76%
<i>Expenses</i>	\$2,829	\$2,760	\$3,227	\$1,808	\$2,815	\$2,565	-\$250	-8.88%
TOTAL BUDGET	\$54,089	\$55,878	\$58,495	\$59,929	\$60,310	\$63,946	\$3,636	6.03%
BOARD OF APPEALS								
<i>Personnel Services</i>	\$243		\$45	\$69	\$1,000		-\$1,000	-100.00%
<i>Expenses</i>	\$157	\$248	\$860	\$1,371	\$1,000	\$1,000		
TOTAL BUDGET	\$399	\$248	\$905	\$1,440	\$2,000	\$1,000	-\$1,000	-50.00%
PLANNING BOARD								
<i>Personnel Services</i>	\$56,384	\$46,055	\$47,941	\$51,895	\$51,441	\$55,309	\$3,868	7.52%
<i>Expenses</i>	\$1,083	\$2,417	\$1,418	\$1,302	\$2,200	\$1,925	-\$275	-12.50%
TOTAL BUDGET	\$57,467	\$48,472	\$49,360	\$53,197	\$53,641	\$57,234	\$3,593	6.70%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
3. OUT OF DISTRICT TUITION								
Assessment						\$54,000	\$54,000	
TOTAL BUDGET						\$54,000	\$54,000	

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
PUBLIC SAFETY								
4. Personnel Services	\$10,892,017	\$10,814,469	\$11,499,156	\$11,806,870	\$12,824,700	\$12,986,513	\$161,813	1.26%
5. Expenses	\$1,104,890	\$1,101,460	\$1,125,671	\$1,153,328	\$1,193,530	\$1,203,440	\$9,910	0.83%
TOTAL BUDGET	\$11,996,906	\$11,915,929	\$12,624,827	\$12,960,198	\$14,018,230	\$14,189,953	\$171,723	1.22%

Personnel - Full-Time Equivalents

POLICE DEPARTMENT	69.00	68.00	69.00	69.00	70.00	70.00
FIRE DEPARTMENT	63.5	63.5	63.5	63.5	63.5	63.5
INSPECTIONS & ENFORCEMENT	3.98	3.98	3.98	4.48	3.98	3.98
Total	136.48	135.48	136.48	136.98	137.48	137.48

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
POLICE DEPARTMENT								
Personnel Services	\$5,626,027	\$5,515,255	\$5,655,454	\$5,796,392	\$6,149,788	\$6,639,711	\$489,923	7.97%
Expenses	\$724,471	\$733,691	\$745,796	\$754,306	\$767,000	\$754,000	-\$13,000	-1.69%
TOTAL BUDGET	\$6,350,498	\$6,248,946	\$6,401,250	\$6,550,698	\$6,916,788	\$7,393,711	\$476,923	6.90%
ANIMAL CONTROL								
Personnel Services	\$56,988	\$67,462	\$81,535	\$108,764	\$108,816	\$113,018	\$4,202	3.86%
Expenses	\$16,600	\$6,668	\$6,391	\$8,411	\$8,050	\$8,800	\$750	9.32%
TOTAL BUDGET	\$73,587	\$74,130	\$87,925	\$117,175	\$116,866	\$121,818	\$4,952	4.24%
FIRE DEPARTMENT								
Personnel Services	\$4,940,022	\$4,966,828	\$5,481,980	\$5,607,421	\$6,266,792	\$5,905,734	-\$361,058	-5.76%
Expenses	\$335,899	\$337,837	\$349,844	\$369,984	\$386,010	\$409,000	\$22,990	5.96%
TOTAL BUDGET	\$5,275,921	\$5,304,665	\$5,831,823	\$5,977,405	\$6,652,802	\$6,314,734	-\$338,068	-5.08%
EMERGENCY MANAGEMENT								
Expenses	\$1,787	\$1,160	\$1,170	\$3,081	\$3,100	\$3,000	-\$100	-3.23%
TOTAL BUDGET	\$1,787	\$1,160	\$1,170	\$3,081	\$3,100	\$3,000	-\$100	-3.23%
INSPECTIONS AND CODE ENFORCEMENT								
Personnel Services	\$268,981	\$264,923	\$280,188	\$294,292	\$298,304	\$327,050	\$28,746	9.64%
Expenses	\$25,662	\$21,780	\$22,224	\$17,546	\$28,990	\$28,290	-\$700	-2.41%
TOTAL BUDGET	\$294,643	\$286,703	\$302,412	\$311,838	\$327,294	\$355,340	\$28,046	8.57%
ANIMAL INSPECTOR								
Personnel Services					\$1,000	\$1,000		
Expenses	\$470	\$325	\$247		\$380	\$350	-\$30	-7.89%
TOTAL BUDGET	\$470	\$325	\$247		\$1,380	\$1,350	-\$30	-2.17%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
MUNICIPAL FACILITIES								
9. Personnel Services	\$745,202	\$797,826	\$848,627	\$868,141	\$897,755	\$946,962	\$49,207	5.48%
10. Expenses	\$695,829	\$784,450	\$804,910	\$897,845	\$839,580	\$990,620	\$151,040	17.99%
TOTAL BUDGET	\$1,441,031	\$1,582,276	\$1,653,537	\$1,765,986	\$1,737,335	\$1,937,582	\$200,247	11.53%

Personnel - Full-Time Equivalents

MUNICIPAL FACILITIES	13.90	14.50	14.50	14.50	14.50	14.50
Total	13.90	14.50	14.50	14.50	14.50	14.50

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
CEMETERY COMMISSION								
11. Personnel Services	\$256,591	\$278,356	\$274,044	\$281,630	\$302,517	\$305,965	\$3,448	1.14%
12. Expenses	\$39,652	\$52,900	\$52,987	\$63,445	\$63,900	\$62,900	-\$1,000	-1.56%
TOTAL BUDGET	\$296,243	\$331,256	\$327,031	\$345,075	\$366,417	\$368,865	\$2,448	0.67%

Personnel - Full-Time Equivalents

CEMETERY COMMISSION	4.40	4.40	4.40	4.40	4.40	4.40
Total	4.40	4.40	4.40	4.40	4.40	4.40

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
COMMUNITY SERVICES								
13. Personnel Services	\$633,834	\$683,769	\$692,293	\$739,694	\$885,502	\$925,985	\$40,483	4.37%
14. Expenses	\$390,612	\$366,061	\$349,170	\$342,948	\$399,446	\$375,380	-\$24,066	-6.41%
TOTAL BUDGET	\$1,024,446	\$1,049,830	\$1,041,463	\$1,082,642	\$1,284,948	\$1,301,365	\$16,417	1.26%

Personnel - Full-Time Equivalents

DEPT. OF HUMAN SERVICES	6.65	7.50	7.50	7.50	8.50	8.50
COMMUNITY ENRICHMENT					1.00	1.00
BOARD OF HEALTH	4.10	4.30	4.33	5.63	6.20	6.20
Total	10.75	11.80	11.83	13.13	15.70	15.70

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
LIBRARY								
15. Personnel Services	\$1,419,179	\$1,419,777	\$1,483,481	\$1,552,208	\$1,619,366	\$1,676,525	\$57,159	3.53%
16. Expenses	\$441,573	\$448,727	\$474,089	\$477,468	\$488,610	\$477,211	-\$11,399	-2.33%
TOTAL BUDGET	\$1,860,752	\$1,868,504	\$1,957,571	\$2,029,676	\$2,107,976	\$2,153,736	\$45,760	2.17%

Personnel - Full-Time Equivalents

LIBRARY	25.43	25.09	25.20	25.70	25.70	25.70
Total	25.43	25.09	25.20	25.70	25.70	25.70

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
VETERANS								
Personnel Services	\$69,310	\$73,019	\$76,277	\$79,748	\$84,016	\$87,503	\$3,487	4.15%
Expenses	\$6,053	\$5,276	\$5,586	\$7,621	\$7,000	\$6,720	-\$280	-4.00%
Veterans Benefits	\$184,664	\$146,824	\$122,384	\$109,672	\$145,000	\$125,000	-\$20,000	-13.79%
TOTAL BUDGET	\$260,026	\$225,118	\$204,247	\$197,040	\$236,016	\$219,223	-\$16,793	-7.12%
COUNCIL ON AGING								
Personnel Services	\$274,162	\$298,429	\$308,487	\$323,107	\$339,778	\$360,257	\$20,479	6.03%
Expenses	\$136,739	\$148,277	\$147,543	\$155,222	\$158,646	\$153,950	-\$4,696	-2.96%
TOTAL BUDGET	\$410,901	\$446,705	\$456,030	\$478,329	\$498,424	\$514,207	\$15,783	3.17%
COMMUNITY ENRICHMENT								
Personnel Services	\$148				\$70,650	\$75,437	\$4,787	6.78%
Expenses	\$42,045	\$44,172	\$50,941	\$43,889	\$56,550	\$55,550	-\$1,000	-1.77%
TOTAL BUDGET	\$42,193	\$44,172	\$50,941	\$43,889	\$127,200	\$130,987	\$3,787	2.98%
COMMUNITY SERVICES								
Personnel Services					\$70,000	\$74,787	\$4,787	6.84%
Expenses					\$10,000	\$10,000		
TOTAL BUDGET					\$80,000	\$84,787	\$4,787	5.98%
RECREATION								
Expenses	\$37,282	\$39,282	\$47,078	\$40,000	\$40,000	\$40,000		
TOTAL BUDGET	\$37,282	\$39,282	\$47,078	\$40,000	\$110,000	\$114,787	\$4,787	4.35%
CULTURAL COUNCIL								
Expenses	\$2,340	\$2,350	\$2,350	\$2,350	\$2,350	\$2,350		
TOTAL BUDGET	\$2,340	\$2,350	\$2,350	\$2,350	\$2,350	\$2,350		
PUBLIC CELEBRATIONS								
Expenses	\$1,739	\$1,139	\$1,325	\$510	\$2,800	\$2,000	-\$800	-28.57%
TOTAL BUDGET	\$1,739	\$1,139	\$1,325	\$510	\$2,800	\$2,000	-\$800	-28.57%
HISTORICAL COMMISSION								
Personnel Services	\$148				\$650	\$650		
Expenses	\$684	\$1,400	\$188	\$1,029	\$1,400	\$1,200	-\$200	-14.29%
TOTAL BUDGET	\$832	\$1,400	\$188	\$1,029	\$2,050	\$1,850	-\$200	-9.76%
BOARD OF HEALTH								
Personnel Services	\$290,214	\$312,322	\$307,530	\$336,839	\$391,058	\$402,788	\$11,730	3.00%
Expenses	\$21,112	\$21,513	\$22,715	\$26,545	\$32,250	\$34,160	\$1,910	5.92%
TOTAL BUDGET	\$311,326	\$333,835	\$330,245	\$363,384	\$423,308	\$436,948	\$13,640	3.22%
LIBRARY								
Personnel Services	\$1,419,179	\$1,419,777	\$1,483,481	\$1,552,208	\$1,619,366	\$1,676,525	\$57,159	3.53%
Expenses	\$231,118	\$245,316	\$268,398	\$269,468	\$280,610	\$269,211	-\$11,399	-4.06%
Books & Periodicals	\$210,455	\$203,411	\$205,691	\$208,000	\$208,000	\$208,000		
TOTAL BUDGET	\$1,860,752	\$1,868,504	\$1,957,571	\$2,029,676	\$2,107,976	\$2,153,736	\$45,760	2.17%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
BENEFITS & INSURANCE								
<i>17. Expenses</i>	\$20,065,163	\$21,564,781	\$22,857,504	\$23,395,430	\$24,707,742	\$25,517,189	\$809,447	3.28%
TOTAL BUDGET	\$20,065,163	\$21,564,781	\$22,857,504	\$23,395,430	\$24,707,742	\$25,517,189	\$809,447	3.28%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
INSURANCE								
Buildings/General Liability	\$309,546	\$343,042	\$331,979	\$358,835	\$370,000	\$450,000	\$80,000	21.62%
Motor Vehicle	\$4,632	-\$2,429	-\$3,029	\$18,789				
Workers Compensation Injured in Line of Duty	\$293,691	\$300,343	\$376,710	\$458,898	\$410,000	\$500,000	\$90,000	21.95%
TOTAL BUDGET	\$607,869	\$640,956	\$705,660	\$836,522	\$780,000	\$950,000	\$170,000	21.79%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
EMPLOYEE BENEFITS								
Middlesex Retirement	\$7,096,040	\$7,752,208	\$8,081,283	\$8,729,114	\$8,872,242	\$9,511,562	\$639,320	7.21%
Unemployment Compensation	\$54,419	\$60,419	\$32,221	\$22,727	\$50,000	\$50,000		
Medicare Tax	\$831,151	\$850,502	\$912,560	\$953,256	\$985,000	\$1,030,000	\$45,000	4.57%
Medical Insurance Chapter 32B	\$7,532,520	\$8,188,092	\$8,506,961	\$9,031,542	\$9,375,500	\$9,866,627	\$491,127	5.24%
Medical Insurance Retirees Ch. 32B	\$2,833,393	\$2,902,646	\$3,148,147	\$2,716,205	\$3,000,000	\$2,964,000	-\$36,000	-1.20%
IOD Insurance Retirees	\$867	\$1,469	\$870	\$342	\$5,000	\$5,000		
IOD Insurance	\$108,904	\$142,901	\$219,803	\$105,721	\$140,000	\$140,000		
OPEB Liability Trust Fund	\$1,000,000	\$1,025,588	\$1,250,000	\$1,000,000	\$1,500,000	\$1,000,000	-\$500,000	-33.33%
Sick Leave Buy Back								
TOTAL BUDGET	\$19,457,294	\$20,923,825	\$22,151,844	\$22,558,908	\$23,927,742	\$24,567,189	\$639,447	2.67%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
DEBT & INTEREST								
<i>18. Non-Excluded</i>	\$6,907,653	\$7,204,690	\$7,594,855	\$7,492,061	\$7,543,192	\$7,061,627	-\$481,565	-6.38%
<i>19. Betterment - Funded</i>	\$2,409,166	\$2,401,036	\$2,392,857	\$2,377,726	\$2,367,748	\$2,336,813	-\$30,935	-1.31%
<i>20. Excluded</i>	\$4,570,409	\$4,460,715	\$4,379,032	\$4,317,181	\$4,233,005	\$3,650,909	-\$582,096	-13.75%
TOTAL BUDGET	\$13,887,228	\$14,066,441	\$14,366,743	\$14,186,968	\$14,143,945	\$13,049,349	-\$1,094,596	-7.74%

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
STATE & COUNTY ASSESSMENTS								
Special Education		\$14,216	\$14,784		\$1,084	\$4,147	\$3,063	282.56%
Motor Vehicle Non-Renewal Surcharge	\$25,320	\$25,460	\$25,460	\$23,342	\$25,680	\$26,220	\$540	2.10%
Tuition Assessments	\$1,786,461	\$1,769,239	\$1,863,269	\$1,793,127	\$1,870,912	\$1,894,907	\$23,995	1.28%
Mosquito Control Projects	\$68,898	\$79,871	\$84,966	\$77,011	\$89,630	\$91,968	\$2,338	2.61%
Air Pollution Districts	\$10,704	\$10,972	\$11,319	\$10,626	\$11,606	\$11,828	\$222	1.91%
MBTA								
Regional Transit Authority	\$235,328	\$241,211	\$247,241	\$232,309	\$259,758	\$266,251	\$6,493	2.50%
Total	\$2,126,711	\$2,140,969	\$2,247,039	\$2,136,415	\$2,258,670	\$2,295,321	\$36,651	1.62%
Cherry Sheet Offsets	\$376,433	\$474,646	\$415,572	\$428,469	\$332,277	\$265,822	-\$66,455	-20.00%
Court Settlements			\$148,606					
Total	\$376,433	\$474,646	\$564,178	\$428,469	\$332,277	\$265,822	-\$66,455	-20.00%
TOTAL BUDGET	\$2,503,144	\$2,615,615	\$2,811,217	\$2,564,884	\$2,590,947	\$2,561,143	-\$29,804	-1.15%
ASSESSORS								
Overlay	\$831,099	\$806,782	\$352,236	\$895,989	\$940,472	\$550,000	-\$390,472	-41.52%
TOTAL BUDGET	\$831,099	\$806,782	\$352,236	\$895,989	\$940,472	\$550,000	-\$390,472	-41.52%
DEPARTMENTAL OVERDRAFTS								
Snow and Ice Deficit -Prior Yr.	\$452,698							
Other			\$7,112					
TOTAL BUDGET	\$452,698		\$7,112					

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 Proposed	\$ Change	% Change
WARRANT ARTICLES								
Prior Year Bills								
* Finance Comm. Reserve Fund	\$400,000	\$400,000	\$400,000	\$155,000	\$400,000	\$400,000		
DPW Facility - Alpha Rd.		\$2,314,000			\$250,000		-\$250,000	
Gen. Stabilization Fund	\$681,046	\$747,861	\$1,041,382	\$767,880				
Sewer Construction Stabilization	\$191,421	\$303,367			\$384,996		-\$384,996	
School Facilities Assmt.	\$200,000							
High School Front Parking Lot					\$550,242			
MSBA - Stmt. Of Interest		\$40,000						
South Row School Roof					\$400,000		-\$400,000	
Fire Dept. Breathing Compressor					\$95,000		-\$95,000	
Crosswalk Flashing Beacons					\$80,000		-\$80,000	
Sr. Center ADA Doors		\$28,000						
Wayfinding Signage	\$10,000							
Chelmsford Forum	\$15,000							
Comm. Action Prog.	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000		
101 Mill Rd. Assessment	\$7,000							
Rt. 129 Marketing			\$50,000					
Collective Bargaining Settlements	\$213,543	\$55,880						
Vinal Sq. Improvements				\$37,500				
Center for the Arts				\$30,000				
COSS				\$3,000				
School E-Rate Reimbursement	\$79,076	\$62,053	\$35,035					
Misc Small Articles								
TOTAL BUDGET	\$1,807,086	\$3,961,161	\$1,536,417	\$1,003,380	\$2,170,238	\$410,000	-\$1,760,238	-81.11%

SUBMITTED BY:

Town Manager

FINANCE COMMITTEE:

UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION

___ **Yes**

___ **No**

ARTICLE 7. To see if the Town will vote to raise and appropriate \$50,000 (fifty thousand dollars) to fund air quality studies of Chelmsford neighborhoods within a one mile radius of the asphalt plants at Oak Street in Chelmsford, and Commerce Way in Westford.

One study at each location to be conducted when the plants are operating during their peak production season, and one study each for when the plants are shut down.

Full and interim reports to be published on the Chelmsford Town Website without delay.

This Article seeks the appropriation of \$50,000 for Air Quality Studies in Chelmsford neighborhoods within a one-mile radius of asphalt plants at Oak Street in Chelmsford and Commerce Way in Westford.

SUBMITTED BY: Citizen Petition – Gerard T. Hall

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS AGAINST

TOWN MEETING ACTION

___ **Yes**

___ **No**

ARTICLE 8. To see if the Town will vote to raise and appropriate, or transfer from available funds such sums of money to be used as a Reserve Fund at the discretion of the Finance Committee for Fiscal Year 2021, as provided in General Laws Chapter 40, Section 6; or act in relation thereto

This Article seeks the appropriation of \$400,000 to be used by vote of the Finance Committee for extraordinary and/or unforeseen purposes.

SUBMITTED BY: Town Manager

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION

___ **Yes**

___ **No**

ARTICLE 9. To see if the Town will vote to: a.) appropriate a certain sum of money for the following capital projects:

FY2021 PROPOSED CAPITAL BUDGET

Function	Department /Location	Project	Expenditure
Administration/ Community Services	<u>Information Technology</u>	Security Cameras	\$105,000
	<u>Town Clerk</u>	Vault & Records Storage	\$20,500
	<i>Municipal Administration Subtotal</i>		\$125,500
	<u>Senior Center</u>	Kitchen Renovation	\$244,758
	<u>Adams Library</u>	Computer Replacement	\$28,380
<i>Community Services Subtotal</i>		\$273,138	
Public Safety	<u>Police</u>	Radio Repeater Upgrade	\$176,640
	<u>Fire</u>	Mobile Radio System Upgrade	\$267,638
	<i>Public Safety Subtotal</i>		\$444,278
Public Works	<u>Highway</u>	GIS Data Update	\$50,000
	<i>Public Works Subtotal</i>		\$50,000
Public Facilities	<u>Byam, Harrington, So. Row</u>	Kitchen Upgrades	\$188,392
	<u>Parker Middle School</u>	Kitchen Code Compliance	\$122,928
	<i>School Facilities Subtotal</i>		\$311,320
Public Education	<u>School Technology</u>	Security & Surveillance Upgrades	\$270,837
	<u>High School</u>		
<i>School Technology Subtotal</i>		\$270,837	
CAPITAL PROJECTS TOTAL			\$1,475,073

; and b.) raise and appropriate, transfer and appropriate from available funds, transfer and appropriate from the General Stabilization Fund, and/or borrow a certain sum of money (or any combination thereof) to fund said projects, and to further authorize the Town Manager to enter into lease and/or purchase agreements, on such terms and conditions as the Town Manager deems appropriate in the best interests of the Town, in excess of three years; or act in relation thereto.

This Article seeks the appropriation of the above amounts totaling \$1,475,073 in order to finance the FY2021 Capital Improvement Program. After applying \$2,844 from Town Meeting Unexpended Bond Proceeds the amount to be borrowed is: \$1,472,229.

SUBMITTED BY: **Town Manager**
 Capital Planning Committee
 Two-Thirds Vote

FINANCE COMMITTEE: **MAJORITY RECOMMENDS APPROVAL**

___ **Yes**

TOWN MEETING ACTION

___ **No**

ARTICLE 10. To see if the Town will vote to appropriate, borrow or transfer from available funds, an amount of money to be expended under the direction of Town Manager for the partial roof replacement at the South Row Elementary School, located at 250 Boston Road, Chelmsford, which proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational program and for which the Town has applied for a school construction grant from the Massachusetts School Building Authority (“MSBA”). The Town acknowledges that the MSBA’s grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and if the MSBA’s Board of Directors votes to invite the Town to collaborate with the MSBA on this proposed repair project, any project costs the Town incurs in excess of any grant that may be approved by and received from the MSBA shall be the sole responsibility of the Town; or act in relation thereto.

This Article seeks the appropriation of \$116,646 as a supplemental appropriation to complete the partial roof repair at South Row Elementary School.

SUBMITTED BY: **Town Manager**

FINANCE COMMITTEE: **UNANIMOUSLY RECOMMENDS APPROVAL**

___ **Yes**

TOWN MEETING ACTION

___ **No**

	FY2016 ACTUAL	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	\$ Change	% Change
SEWER ENTERPRISE								
<i>Personnel Services</i>								
Full Time	\$715,416	\$685,192	\$736,245	\$801,445	\$985,482	\$1,077,148	\$91,666	9.30%
Part Time			\$2,520	\$5,122	\$45,958		(\$45,958)	-100.00%
Overtime Regular	\$35,052	\$26,434	\$38,397	\$29,970	\$35,000	\$35,000		
Longevity	\$26,289	\$28,849	\$28,996	\$31,701	\$33,967	\$31,627	(\$2,340)	-6.89%
Vacation Leave								
PTO - Paid Time Off	\$94,385	\$83,096	\$86,714	\$115,218				
Holidays	\$440							
Funeral Leave			\$844	\$2,403				
Sick Days	\$3,530	\$23,154	\$21,979	\$36,968				
Total	\$875,114	\$846,725	\$915,695	\$1,022,828	\$1,100,407	\$1,143,775	\$43,368	3.94%
<i>Direct Expenses</i>								
Electricity	\$106,501	\$123,960	\$127,492	\$122,967	\$135,000	\$181,000	\$46,000	34.07%
Gas Heat	\$8,220	\$8,647	\$13,735	\$10,822	\$12,000	\$12,000		
Major Maintenance		\$18,245		\$129,692	\$50,000	\$50,000		
Equipment Repair	\$392,760	\$241,042	\$292,954	\$446,509	\$300,000	\$300,000		
Computer Maintenance	\$1,761	\$4,371	\$4,531	\$4,983	\$3,500	\$3,500		
Legal Expense	\$1,382	\$10,880		\$4,545	\$1,500	\$1,500		
Traffic Duty	\$2,560	\$3,177	\$4,711	\$1,635	\$2,500	\$2,000	(\$500)	-20.00%
Telephone	\$16,712	\$15,643	\$15,942	\$15,285	\$13,480	\$12,600	(\$880)	-6.53%
Postage	\$8,920	\$9,034	\$9,079	\$9,852	\$11,000	\$11,000		
Contract Services	\$45,086	\$104,849	\$114,955	\$159,858	\$90,000	\$160,000	\$70,000	77.78%
Gasoline	\$18,874	\$21,848	\$22,941	\$29,227	\$23,000	\$30,000	\$7,000	30.43%
Office Supplies	\$3,859	\$3,494	\$3,752	\$2,107	\$3,500	\$3,000	(\$500)	-14.29%
Newspaper Ads	\$42			\$600				
User Fee-Lowell	\$1,457,667	\$1,651,566	\$1,392,983	\$1,317,261	\$1,700,000	\$1,700,000		
Grinder Pumps	\$303,634	\$141,286	\$131,724	\$114,152	\$150,000	\$150,000		
Out of State		\$27,000						
Dues & Subscriptions	\$231	\$15	\$125	\$75	\$500	\$500		
Outlay	\$209,935	\$252,694	\$184,216	\$521,313	\$220,000	\$70,000	(\$150,000)	-68.18%
OPEB Liability	\$45,270	\$57,500	\$49,358	\$22,000	\$22,000	\$22,000		
Staff Education	\$3,636	\$1,013	\$1,223	\$1,257	\$3,000	\$2,000	(\$1,000)	-33.33%
Debt Service	\$82,110	\$85,985	\$84,735	\$83,235	\$81,735	\$85,235	\$3,500	4.28%
Total: Direct Expenses	\$2,709,161	\$2,782,247	\$2,454,457	\$2,997,375	\$2,822,715	\$2,796,335	(\$26,380)	-0.93%
TOTAL BUDGET	\$3,584,275	\$3,628,973	\$3,370,152	\$4,020,203	\$3,923,122	\$3,940,110	\$16,988	0.43%
<i>Indirect Expenses</i>								
Administrative/ Other Charges	\$278,304	\$287,354	\$295,975	\$313,508	\$283,349	\$304,448	\$21,099	7.45%
Employee Benefits	\$268,549	\$276,871	\$285,177	\$322,682	\$369,356	\$353,229	(\$16,127)	-4.37%
Total: Indirect Expenses	\$546,853	\$564,225	\$581,152	\$636,190	\$652,705	\$657,677	\$4,972	0.76%
Total: Enterprise Fund	\$4,131,128	\$4,193,198	\$3,951,304	\$4,656,393	\$4,575,827	\$4,597,787	\$21,960	0.48%

SUBMITTED BY:

Town Manager

FINANCE COMMITTEE:

UNANIMOUSLY RECOMMENDS APPROVAL

Yes

TOWN MEETING ACTION

No

ARTICLE 13. To see if the Town will vote to transfer from the Sewer Enterprise Fund Free Cash a sum of money for the reconstruction of the Miland Avenue Sewer Pump Station; or act in relation thereto.

This Article seeks the appropriation of \$350,000 in Sewer Enterprise Fund Free Cash for the reconstruction of the Miland Avenue sewer pump station.



SUBMITTED BY: Town Manager

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS APPROVAL

___ Yes

TOWN MEETING ACTION

___ No

ARTICLE 14. To see if the Town will vote to raise and appropriate, transfer from available funds, and/or borrow a certain sum of money for the Fiscal Year 2021 budget to operate the Stormwater Management Enterprise; or act in relation thereto.

This Article seeks the appropriation of \$1,104,246 from Stormwater Management Enterprise Revenues for the proposed FY2021 Stormwater Management Enterprise Fund Operating Budget. This Article also seeks the appropriation of \$200,000 in Stormwater Enterprise Free Cash to purchase a catch basin cleaner vehicle.

	FY2019 ACTUAL	FY2020 BUDGET	FY2021 BUDGET	\$ Change	% Change
STORMWATER ENTERPRISE					
<i>Personnel Services</i>					
Full Time	\$69,919	\$513,509	\$555,312	\$41,803	8.14%
Part Time	\$1,320	\$11,200	\$12,000	\$800	7.14%
Overtime Regular	\$840		\$7,500	\$7,500	
Longevity	\$4,561		\$11,634	\$11,634	
Vacation Leave	\$0		\$0	\$0	
PTO - Paid Time Off	\$8,308		\$0	\$0	
Total	\$84,948	\$524,709	\$586,446	\$61,737	11.77%
<i>Direct Expenses</i>					
Equipment Repair	\$3,518	\$10,000	\$6,000	(\$4,000)	-40.00%
Computer Maintenance	\$618	\$22,500	\$8,000	(\$14,500)	-64.44%
Mgmt Assessment Plan	\$12,715				
Telephone	\$1,017	\$2,000	\$3,000	\$1,000	50.00%
Contract Services	\$24,226	\$100,000	\$120,000	\$20,000	20.00%
Gasoline	\$709	\$3,000	\$3,000	\$0	0.00%
Office Supplies	\$2,575	\$5,000	\$3,000	(\$2,000)	-40.00%
Supplies - Departmental	\$1,676	\$2,000	\$3,000	\$1,000	50.00%
Stormwater Maintenance	\$12,303	\$30,000	\$30,000	\$0	0.00%
Newspaper Ads	\$350	\$500	\$500	\$0	0.00%
Dues & Subscriptions	\$89	\$750	\$0	(\$750)	-100.00%
Major Projects-Drainage		\$20,000	\$70,000	\$50,000	250.00%
Outlay					
Misc. Equipment	\$47,138	\$17,500	\$5,000	(\$12,500)	-71.43%
Trucks	\$0	\$0	\$0	\$0	
OPEB Liability	\$0	\$11,000	\$22,000	\$11,000	100.00%
Staff Education	\$1,565	\$2,500	\$3,500	\$1,000	40.00%
Debt Service	\$0	\$246,990	\$240,800	(\$6,190)	-2.51%
Total: Direct Expenses	\$108,499	\$473,740	\$517,800	\$44,060	9.30%
TOTAL BUDGET	\$193,447	\$998,449	\$1,104,246	\$105,797	10.60%
<i>Indirect Expenses</i>					
Administrative/ Other Charges		\$26,235	\$29,872	\$3,637	13.86%
Employee Benefits		\$102,877	\$199,508	\$96,631	93.93%
Total: Indirect Expenses	\$0	\$129,112	\$229,380	\$100,268	77.66%
Total: Enterprise Fund	\$193,447	\$1,127,561	\$1,333,626	\$206,065	18.28%

SUBMITTED BY:

Town Manager

FINANCE COMMITTEE:

UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION

Yes

No

ARTICLE 15. To see if the Town will vote to raise and appropriate, transfer from available funds, and/or borrow a certain sum of money for the Fiscal Year 2021 budget to operate the Forum Ice Rink Enterprise; or act in relation thereto.

This Article seeks the appropriation of 110,000 for the proposed FY2021 Forum Ice Rink Enterprise Fund Budget.

SUBMITTED BY: Town Manager

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION Yes
 No

ARTICLE 16. To see if the Town will vote to transfer from Forum Ice Rink Enterprise Fund Free Cash and/or borrow a certain sum of money for the replacement of the ice chiller refrigeration system at the Forum Ice Rink; or act in relation thereto.

This Article seeks the appropriation of Forum Ice Rink Enterprise Fund Free Cash for the replacement of the ice chiller refrigeration system.

SUBMITTED BY: Town Manager

FINANCE COMMITTEE: NO ACTION TAKEN

TOWN MEETING ACTION Yes
 No

ARTICLE 17. To see if the Town will vote to raise and appropriate, transfer from available funds, and/or borrow a certain sum of money for the Fiscal Year 2021 budget to operate the Cable Television Public, Educational, and Governmental (PEG) Access Enterprise; or act in relation thereto.

This Article seeks the appropriation of \$602,460 from cable television licensing revenues for the proposed FY2021 Cable Television Enterprise Fund Budget.

	FY2017 ACTUAL	FY2018 ACTUAL	FY2019 BUDGET	FY2020 BUDGET	FY2021 BUDGET	\$ Change	% Change
PEG ACCESS CABLE TELEVISION ENTERPRISE							
<i>Personnel Services</i>							
Full Time	\$305,910	\$317,130	\$327,372	\$391,249	\$402,885	\$11,636	2.97%
Part-Time	\$7,252	\$7,211	\$6,067				
Longevity	\$12,811	\$13,965	\$14,388				
PTO - Paid Time Off	\$21,805	\$23,929	\$27,322				
Total	\$347,778	\$362,235	\$375,149	\$391,249	\$402,885	\$11,636	2.97%
<i>Direct Expenses</i>							
Utilities	\$7,807	\$2,434	\$6,726	\$1,250	\$1,250	\$0	0.00%
Equipment Maintenance	\$3,930	\$15,816	\$11,185	\$13,000	\$37,000	\$24,000	184.62%
Vehicle Maintenance	\$2,128	\$1,464	\$1,211	\$2,000	\$3,000	\$1,000	50.00%
Archiving	\$0	\$0	\$0	\$0	\$0	\$0	
Postage	\$249	\$555	\$293	\$650	\$650	\$0	0.00%
Contracted Services	\$28,141	\$33,956	\$32,566	\$30,000	\$30,000	\$0	0.00%
Supplies	\$35,997	\$21,800	\$19,306	\$20,000	\$20,000	\$0	0.00%
In State Travel	\$7,287	\$0	\$0	\$0	\$0	\$0	
Dues & Subscriptions	\$2,609	\$9,100	\$10,574	\$9,500	\$9,500	\$0	0.00%
Insurance General	\$1,350	\$1,045	\$6,991	\$1,200	\$3,175	\$1,975	164.58%
Other Charges/ Expenses	\$9,323	\$7,712	\$4,172	\$8,000	\$5,500	(\$2,500)	-31.25%
Staff Education	\$1,141	\$9,795	\$805	\$0	\$1,500	\$1,500	
OPEB Liability		\$27,251	\$25,000	\$25,000	\$25,000	\$0	0.00%
Outlay	\$171,720	\$259,957	\$221,016	\$41,000	\$63,000	\$22,000	53.66%
Capital Proj.- Tel.	\$0	\$65,248	\$9,222	\$0	\$0	\$0	
Total: Direct Expenses	\$271,682	\$456,133	\$349,067	\$151,600	\$199,575	\$47,975	31.65%
TOTAL BUDGET	\$619,459	\$818,368	\$724,216	\$542,849	\$602,460	\$59,611	10.98%
<i>Indirect Expenses</i>							
Administrative/ Other Charges		\$18,125	\$19,025	\$19,562	\$20,144	\$582	2.98%
Employee Benefits	\$95,063	\$49,140	\$49,410	\$49,410	\$52,905	\$3,495	7.07%
Total: Indirect Expenses	\$95,063	\$67,265	\$68,435	\$68,972	\$73,049	\$4,077	5.91%
Total: Enterprise Fund	\$714,522	\$885,633	\$792,651	\$611,821	\$675,509	\$63,688	10.41%

SUBMITTED BY:

Town Manager

FINANCE COMMITTEE:

UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION

Yes

No

ARTICLE 18. To see if the Town will vote to transfer from the Cable Television Public, Educational, and Governmental (PEG) Access Enterprise Fund Free Cash a sum of money to expand, upgrade, and/or replace computer servers that are used for the permanent storage of governmental archive materials and for CHSTv video production; or act in relation thereto.

This Article seeks the appropriation of \$20,000 from Cable Television PEG Access Enterprise Fund Free Cash for the replacement of Telemedia computer servers.

SUBMITTED BY: **Town Manager**

FINANCE COMMITTEE: **UNANIMOUSLY RECOMMENDS APPROVAL**

___ Yes
TOWN MEETING ACTION
___ No

ARTICLE 19. To see if the Town will vote to raise and appropriate, transfer from available funds, and/or borrow a certain sum of money for the Fiscal Year 2021 budget to operate the Golf Course Enterprise; or act in relation thereto.

This Article seeks the appropriation of \$30,000 for the proposed FY2021 Golf Course Enterprise Fund Budget.

SUBMITTED BY: **Town Manager**

FINANCE COMMITTEE: **UNANIMOUSLY RECOMMENDS APPROVAL**

___ Yes
TOWN MEETING ACTION
___ No

ARTICLE 20. To see if the Town will vote to authorize the following total amount of expenditures for Departmental Revolving Funds for the Fiscal Year 2021 which have been established under the provisions of Chapter 35, Section 6 of the Code of the Town of Chelmsford:

- Dog Pound & Licensing: \$10,000;
- Senior Citizen Trip Program: \$75,000;
- Senior Citizen Respite Care Program: \$75,000;
- Police Cruiser Communications Equipment: \$20,000;
- Fire Life Safety Equipment: \$20,000;
- Sealer of Weights & Measures Inspections: \$40,000;
- Cemetery Wreath/Floral Decorations: \$10,000;

or act in relation thereto.

This Article authorizes \$250,000 for renewal of the annual revolving funds in the above amounts for Town Clerk, Council on Aging, Police Department, Fire Department, Inspection Department, and Cemetery Department.

SUBMITTED BY: Town Manager

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS APPROVAL

___ Yes
TOWN MEETING ACTION
___ No

ARTICLE 21. To see if the Town will vote to transfer a certain sum of money from the Sale of Graves and Lots to the Cemetery Improvement and Development Fund; or act in relation thereto.

This Article transfers \$60,000 in funds from grave and lot sales to a fund used for Cemetery Improvement and Development.

SUBMITTED BY: Cemetery Commission

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION

Yes

No

ARTICLE 22. To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to fund the Community Action program established under Article 12 of the Warrant for the April 29, 1996 Spring Annual Town Meeting to provide matching funds to community improvement projects undertaken by individuals and/or organizations within the Town of Chelmsford; or act in relation thereto.

This Article would appropriate \$10,000 from the Community Preservation Fund General Reserve for the rehabilitation and restoration of land for recreational use.

SUBMITTED BY: **Town Manager**

FINANCE COMMITTEE: **UNANIMOUSLY RECOMMENDS APPROVAL**

TOWN MEETING ACTION

Yes

No

ARTICLE 23. To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to fund the removal of large growth trees and brush along with other maintenance of the cranberry bog dam located off of Elm Street; or act in relation thereto.

This Article would appropriate \$25,000 to fund the removal of large growth trees and brush at the cranberry bog dam.

SUBMITTED BY: **Town Manager**

FINANCE COMMITTEE: **UNANIMOUSLY RECOMMENDS APPROVAL**

TOWN MEETING ACTION

___ Yes

___ No

ARTICLE 24. To see if the Town will vote to:

- A. hear and act on the report of the Community Preservation Committee on the Fiscal Year 2021 Community Preservation budget;
- B. appropriate a certain sum of money from Fiscal Year 2021 Community Preservation Fund revenues and/or from Community Preservation Fund reserves for the payment of Fiscal Year 2021 debt service;
- C. appropriate from Fiscal Year 2021 Community Preservation Fund revenues a sum of money to meet the administrative expenses and all other necessary and proper expenses of the Community Preservation Committee for Fiscal Year 2021; and
- D. reserve for future appropriation amounts from Fiscal Year 2021 Community Preservation Fund revenues as recommended by the Community Preservation Committee:
 - (1) a sum of money for the acquisition, creation and preservation of open space,
 - (2) a sum of money for the acquisition and preservation of historic resources,
 - (3) a sum of money for the creation, preservation and support of community housing; and
 - (4) a sum of money for the Community Preservation Fund Fiscal Year 2021 Budgeted Reserve

; or act in relation thereto.

This Article would accept the Community Preservation Committee’s plan for FY2021 which would appropriate \$242,060 for debt service, \$50,000 for administrative expenses, \$140,000 for each of the three areas of open space, historic preservation and community housing and \$200,000 for budgeted reserves.

SUBMITTED BY: Community Preservation Committee

FINANCE COMMITTEE: UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION

___ Yes

___ No

ARTICLE 25. To see if the Town will vote to (a.) appropriate and transfer a certain sum of money from the Community Preservation Fund Historic Resources Reserve and/or from the Community Preservation Fund General Reserve for the preservation of the Town's vital historic records; or act in relation thereto.

This Article would appropriate \$450,000 from the Community Preservation Fund General Reserve for the preservation of the Town's vital historic records.

SB03 Est. \$80,000



- Approximately \$6.00 per volume to rebind, stabilize and box.
- Full restoration reserved for historically significant volumes that are at risk of being lost due to severe deterioration.

Historical Commission Cabinets – Est. \$200,000



Records of Taxes 1726-1948



Town Clerk Vault Est. \$170,000



SUBMITTED BY:

Community Preservation Committee

FINANCE COMMITTEE:

UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION

Yes

No

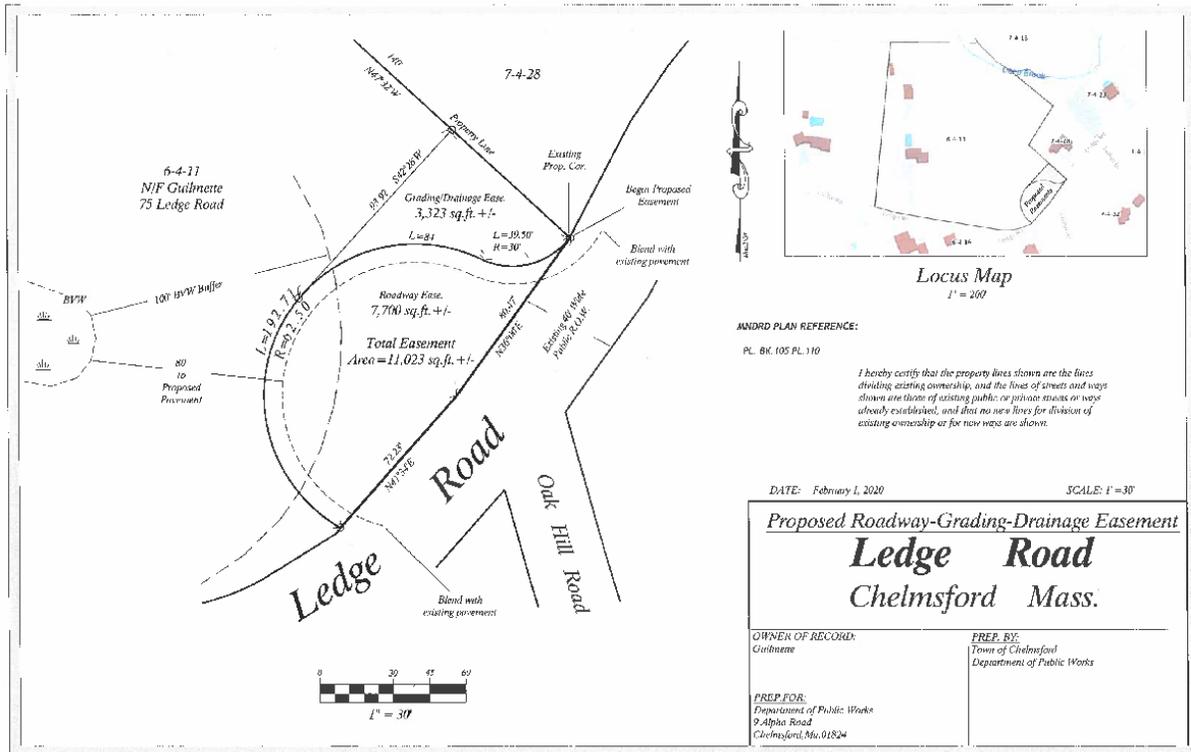
ARTICLE 26. To see if the Town will vote to authorize the Board of Selectmen to acquire the following land parcels and/or rights in land parcels, for the purpose of obtaining a secure and public right of way to allow for the construction and roadway safety improvements at the Ledge Road and Oak Hill Road intersection.

	Total # Parcels	Area (Square Feet)
In Fee	_____	_____
Permanent Easements	2	11,023 SF
Temporary Easements	_____	_____

Map/Block/Lot	Address	Easement	Area (SF)	Remarks
6/4/2011	75 Ledge Road	Roadway	7700	Turnaround Construction
		Grading/Drainage	3323	Drainage and Associated Drainage

And further to authorize the Board of Selectmen to acquire these parcels or easements through any and all means available under the General Laws of the Commonwealth including without limitation by donation, purchase and/or eminent domain. The subject parcels are currently identified on plans drafted by the Town of Chelmsford Department of Public Works, dated February 1, 2020, and titled Proposed Roadway, Grading, Drainage Easement – Ledge Road; or act in relation thereto.

This Article would authorize the Board of Selectmen to acquire easements for roadway purposes along Ledge Road and Oak Hill Road.



SUBMITTED BY:

**Board of Selectmen
Two-Thirds Vote**

FINANCE COMMITTEE:

UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION

Yes

No

ARTICLE 27. To see if the Town will vote to authorize the Board of Selectmen to acquire the following land parcels and/or rights in land parcels, for the purpose of obtaining a secure and public right of way to allow for the construction and roadway safety improvements at the Boston Road (Route 4) and Concord Road intersection.

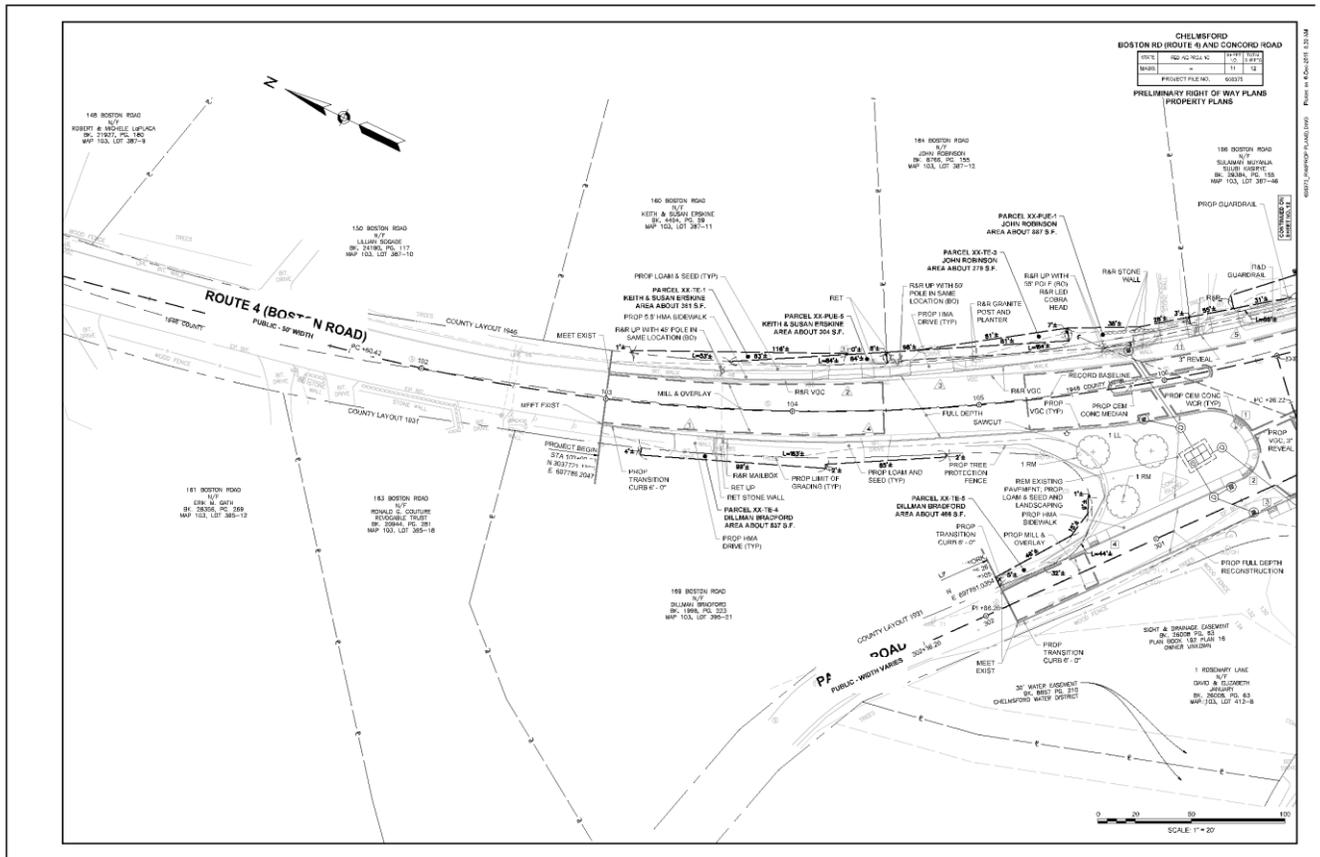
	Total # Parcels	Area (Square Feet)
In Fee	<u>2</u>	<u>700 SF</u>
Permanent Easements	<u>7</u>	<u>3,508 SF</u>
Temporary Easements	<u>16</u>	<u>15,194 SF</u>

Map/Block/Lot	Address	Easement Parcel No.	Area (SF)	Remarks
103-387-11	160 Boston Road	TE-1	361	Grading and Driveway Reconstruction
		PUE-5	304	Relocation of Overhead Wires
103/387/12	164 Boston Road	PUE-1	887	Relocation of Overhead Wires and Utility Pole
		TE-3	279	Grading and Driveway Reconstruction
103/395/21	169 Boston Road	TE-4	537	Grading and Driveway Reconstruction
		TE-5	466	Grading
104/387/46	166 Boston Road	TE-6	2781	Grading and Driveway Reconstruction
		PUE-2	111	Relocation of Overhead Wires
		1-T	331	Construction of Culvert Headwall
104/387/47	170 Boston Road	TE-8	270	Grading and Driveway Reconstruction
		GR-1	4	Proposed Guardrail
		TE-18	4	Grading and Driveway Reconstruction
104/387/50	190 Boston Road	TE-9	172	Grading and Driveway Reconstruction
		TE-10	351	Grading and Driveway Reconstruction
103/417/3	185 Boston Road	TE-11	192	Grading and Driveway Reconstruction
103/417/2	Boston Road	TE-12	265	Grading and Driveway Reconstruction
103/417/1	177 Boston Road	TE-13	4268	Grading and Driveway Reconstruction
		2-T	369	Construction of Sidewalk and Wheelchair Ramps
		TE-14	2,900	Grading and Driveway Reconstruction
		TE-15	625	Grading and Driveway Reconstruction
		PUE-3	746	Relocation of Overhead Wires
		PUE-4	23	Relocation of Overhead Wires
		D-1-T	1,469	Drainage Easement for Culvert Reconstruction
103/412/8	1 Rosemary Lane	TE-16	151	Grading
103/412/14	2 Rosemary Lane	TE-19	872	Grading

And further to authorize the Board of Selectmen to acquire these parcels or easements through any and all means available under the General Laws of the Commonwealth including without limitation by donation, purchase and/or eminent domain. The subject parcels are currently

identified on plans drafted by Howard Stein Hudson, Inc., dated March 16, 2017, revised through December 6, 2019 and titled Massachusetts Department of Transportation – Highway Division Boston Road (Route 4) at Concord Road Chelmsford, Preliminary Right of Way Plan; or act in relation thereto.

This Article would authorize the Board of Selectmen to acquire easements for roadway purposes along Boston Road and Concord Road.



SUBMITTED BY:

**Board of Selectmen
Two-Thirds Vote**

FINANCE COMMITTEE:

UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION Yes

No



TOWN OF CHELMSFORD

WARRANT FOR SPECIAL TOWN MEETING

JUNE 22, 2020

MIDDLESEX, SS.

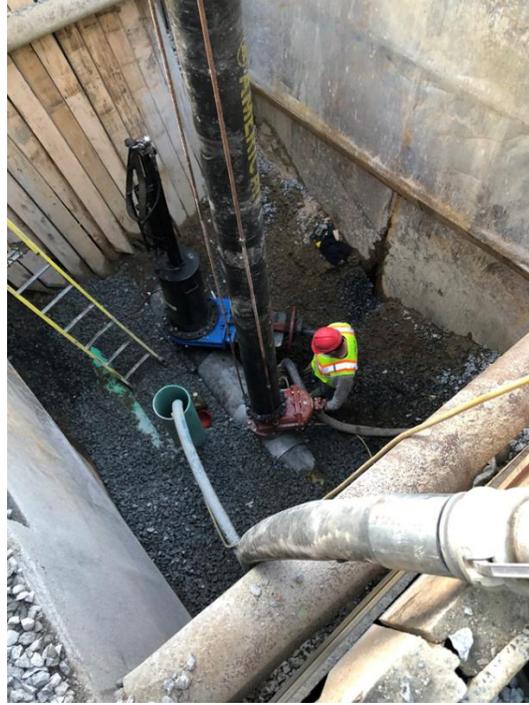
To the Constable, or any other suitable person of the Town of Chelmsford:

Greeting:

In the name of the Commonwealth aforesaid, you are hereby requested to notify and warn the Town Meeting Representatives of said Chelmsford to meet at the Chelmsford High School Gymnasium, 220 Richardson Road, North Chelmsford on Monday, the twenty-second day of June in the year two-thousand and twenty at 7:35 p.m. in the evening then and there to act upon the following article, VIZ:

ARTICLE 1. To see if the Town will vote transfer \$710,411 from Sewer Enterprise Fund Free Cash into the Fiscal Year 2020 Sewer Enterprise Fund Operating Budget that was voted under Article 11 of the April 29, 2019 Spring Annual Town Meeting for the purpose of paying for the cost to repair a sewer force main break adjacent to the Southwell Pumping Station; or act in relation thereto.

This Article would appropriate \$710,411 from Sewer Enterprise Fund Free Cash into the FY20 Sewer Enterprise Fund Operating budget for the repair of the main break adjacent to the Southwell Pumping Station.



SUBMITTED BY:

Town Manager

FINANCE COMMITTEE:

UNANIMOUSLY RECOMMENDS APPROVAL

TOWN MEETING ACTION Yes

No

TOWN MEETING PROCEDURES

To comply with the Town's General By-Laws where they specifically pertain to Town Meeting actions, excerpts from Section II are preprinted for informational purposes.

ARTICLE II, SECTION 4, PROCEDURES, TOWN MEETING

4.2 - RECONSIDERATION – A motion at any adjourned Town Meeting for reconsideration or rescinding of any action taken at a previous session of the adjourned Town Meeting shall not be entertained or allowed by the Town Moderator.

4.3 - AMENDMENTS – Any article appearing in the warrant and considered at any Town Meeting may be amended and any portion thereof may be deleted or added to by a vote of the Town Meeting Members provided, however, that in said notice the words “or act in relation thereto” or “do anything pertaining thereto” or words of similar import appear at the end of said article. An amended amendment cannot be amended and no motion or proposition of a subject different from that under consideration shall be entertained under color of an amendment.

4.4 - AMENDMENT OF BY-LAWS – Town By-Laws may be amended or rescinded by a majority vote of those present and voting at any Town Meeting provided that the proposed action was published in the warrant of that Town Meeting and further, provided that any such amendment is in compliance with the Charter.

4.5 - REPORTS – When the report of a committee is placed in the hands of the Town Moderator, it shall be deemed to be received and a vote to accept the report shall discharge committee unless the report is one of progress and not final; in which case the committee continues to serve unless the Town Meeting Members vote to discharge same.

All reports, resolutions, motions or amendments submitted to the Town Meeting for consideration involving the expenditure of money shall be presented in writing to the Town Moderator.

4.6 - APPROPRIATIONS – No money shall be transferred at a Special Town Meeting except by a majority vote of those present and voting.

All motions on articles involving bond or note issues shall require a two-thirds (2/3) vote of those present and voting.

4.7 - APPROPRIATIONS AT SPECIAL TOWN MEETING – No money shall be appropriated at a Special Town Meeting except by a two-thirds (2/3) vote of those present and voting.

4.8 - ATTORNEYS SPEAKING – Any person who is employed as an attorney by another interest in any matter under discussion at a Town Meeting shall disclose the fact of his employment before speaking thereof.

4.9 - TOWN COUNSEL – The Board of Selectmen shall assure that the guidance of the Town Counsel be available both to the Town Moderator and to the body at all Town Meetings whenever practical.

4.10 - NOTICE – Dates and times proposed for continuance of the town meeting shall be announced when the warrant is posted.

4.11 - END OF SESSION – No warrant article may be introduced for consideration after 11:00 p.m. without a majority vote of town meeting representatives present and voting to allow such consideration.

4.12 - LOBBYING – Distribution of material and lobbying on warrant articles or issues not related to warrant articles being considered at that town meeting will be prohibited within an area of 100 feet outside the entrance to the building housing the meeting. An area will be established inside the building but outside the meeting place where one individual from each group supporting or opposing an issue may distribute material or discuss the issue. Hand out material should be dated and signed by the organization or individuals preparing the material.

4.13 - VOTING – Voice votes will not be used. Votes will be taken by either Electronic Roll Call or Electronic Tally. If seven or more members of town meeting question the vote, the moderator shall count the vote. The physical count will prevail; however, the electronic vote will be recorded and noted as overturned by the hand count. The same applies to matters requiring a two-thirds (2/3) vote.

4.14 - PRESENTATION

a) When town property or assets are to be purchased or sold, the name of the purchase or seller, if known, must be disclosed by the sponsor.

b) The sponsor of any warrant article shall speak initially to explain the article.

c) Zoning By-Law presentations by the sponsor must show a map denoting the existing zoning and the proposed changed zoning, including definitions of zones and explanations of changes.

d) All sponsors of By-Law changes must show the language of the existing By-Law and the language of the change and an explanation of the change in the presentation.

e) All recurring operating budget articles regularly presented at the Spring Annual Town Meeting to defray town expenses for the upcoming fiscal year must be presented showing the following: dollars budgeted and expended for the last two years and for the current year; proposed budget dollars; and the revenue generated by the department requesting the budget.

f) Visual aids used in any presentation must be large enough to be viewed from the back of the hall or handouts shall be distributed.

g) The Moderator shall allow a question-and-answer period of the sponsor of an article to gather factual information or understanding of the article. Debate of the article is not allowed during this time. The Moderator may place limits on this period.

4.15 - RECOMMENDATIONS – The Board of Selectman and/or the Finance Committee shall have an opportunity to state their position on each article and are encouraged to state their reasons for their position. The Finance Committee is not required to speak on a non-financial article.

4.16 - RULES OF DECORUM – The Moderator may distribute additional rules of debate or decorum not controverting any By-Law or statute to help guide debate of issues before the Town Meeting.

4.17 - ROLL CALL BALLOT – A main motion on any article shall be voted upon by roll call ballot if forty (40) town meeting representatives so vote at the end of debate of the main motion and before a motion under the next article.

REPRESENTATIVE TOWN MEETING PROCEDURES

The Representative Town Meeting is the legislative branch for our town government. The Representatives perform the same function on the town level that the State Legislature or the Congress performs on the state or federal level.

Issues are framed or presented for the Representatives in the form of warrant articles published in the Warrant for that meeting. The warrant articles provide the outline the Representatives must follow to transact the year's business or that meeting's business. The Warrant also limits the discussion to be permitted by the meeting. Each article must be activated by a motion to act on the business proposed by the warrant article.

The primary motion is called a "main motion" and may be positive or negative; that is, one might move to approve or dismiss the article. Only Town Meeting Representatives and Department Heads, including the Town Manager, may make motions, amendments and vote, although any resident of town may attend the sessions and speak at the meeting.

The Warrant is assembled by the Selectmen. The Articles on the Warrant have been selected from proposals from the Selectmen, the Town Manager, the various town boards, department heads or citizens signing a petition. The Selectmen place it before the Town Meeting Representatives for a hearing and a vote. Citizens can place an article on the Warrant by obtaining ten signatures required by our bylaws in favor of adding the article to the warrant.

The proponent of each article has the opportunity to explain the article before discussion by the Town Meeting Representatives. After the proponent of the article explains the article, a **question and answer period** follows to help the Representatives understand the article. *No procedural motions are allowed during this time except those which may interrupt the speaker.*

The Finance Committee usually makes a recommendation to the Representatives, having reviewed the issues and the budget. The Selectmen may make a recommendation, as well. The School Committee may also make a recommendation on school budget related issues during consideration of the annual budget.

Discussion, or 'debate', will follow in an orderly manner. Each speaker is required to give his or her name and precinct (if a representative) or name and address (if a resident) before speaking. Board or Committee members should state their board or committee designation prior to speaking, as well. *(There may be one or two microphones for speakers waiting to speak. If there are two microphones being used, the Moderator will try to be fair to those who are first in line but may alternate between microphones to provide a fair sequence for the speakers).*

All questions and answers should be addressed through the Moderator.

All people present should be silent at the request of the Moderator.

Discussion should be brief and to the point. Representatives and/or residents should listen carefully to previous speakers to avoid repetitive questions and debate.

The Moderator has the authority to curtail discussions.

The main motion may be amended. Any motions shall be made in writing and presented to the Moderator. Town Counsel is available to assist Representatives in this drafting of motions or amendments. Even if a 'motion to amend' is on the floor, a second 'motion to amend' the first motion to amend may be entertained by the Moderator and voted to change the first motion to amend on the floor. A separate motion to amend the main motion would not be entertained until both motions to amend have been voted. *Votes on the amendments are taken in reverse order.* First the second motion to amend is decided, then the first motion to amend is decided, and then the main motion is voted, unless a separate motion to amend is made.

Between introduction of a main motion and final vote on the main motion, the main motion and/or the meeting can be further affected by several subsidiary motions. These motions affect the manner in which the issues are debated, and the meeting is conducted. These motions are displayed in the warrant book for your information.

The most privileged motion is the motion to adjourn; the least privileged motion is the main motion itself.

A speaker may be interrupted for a **point of order, information or privilege** which ensures that the person speaking is authorized to do so, or that the matter being considered is proper, or that the voter understands the motion. That motion is called by "rising to a point of order" (or "of information" or "of privilege"). Other motions may or may not be debatable, may or may not be amended and may or may not be reconsidered. All procedural characteristics of the motions are in the warrant book. The required quantum of vote for each motion is also set forth in the warrant book, as well.

Briefly, **the Motion to Commit or Refer to a Committee** permits the Representative Town Meeting to obtain further information through a committee for investigation or extra control by referral to the committee to monitor or carry out action already voted.

The Motion to Postpone enables the meeting to delay action on an article to a later time. It would be better phrased if it postponed action until after a specific article number. It may be postponed to a specific time; however, there is a danger that the Town Meeting may have dissolved or finished its business by that time.

The Motion to Limit or Extend Debate permits the Representatives to limit the time that each member or resident may talk on a particular motion to a certain number of minutes or to limit the time to be spent on each article. These limits may be extended by a motion to extend debate. *(requires a two-thirds majority vote)*

Motion to Move the Previous Question permits the Representatives to end the debate on the motion being discussed and move to a vote. This motion is not debatable, and the Moderator must take the vote on the motion to move the question without further debate. This motion will not be accepted from a speaker who has just debated the motion under consideration. *(requires a two-thirds majority vote)*

The **Motion to Lay on the Table** permits the Representatives to delay consideration on a particular warrant article while continuing with the other articles. A tabled article must be brought back from the table by a separate motion in order to be voted. If not taken from the table before the Town Meeting ends, the article will die on the table.

The **Motion to Reconsider** is a means to re-examine votes made that night. The Representative Town Meeting may have had time to reflect on the votes made or there may have been additional evidence presented by other action taken by the Town Meeting. This motion should not be used repetitively without reason and may be regarded as manipulative. Any vote may be reconsidered during the pendency of that night's session. Once that session has been adjourned, the votes taken in that session are final. A Motion to Reconsider a vote of an earlier session is not permitted. The Charter permits referendum review of the Town Meeting votes after the adjournment of the meeting.

The Motion to Take Out of Order permits the Representatives to consider an article in a different order than proposed by the warrant. There may be a reason to consider two articles in sequence or to delay one until a later article is decided.

We have adopted a by-law which permits **a roll call ballot**. This motion must be made after debate on an article but before a main motion is brought under the next article. ***Forty Representatives must vote in favor of a roll call ballot.*** The Town Clerk calls every name in each precinct and the Representative would register a yea or a nay.

We have also adopted **Moderator's Rules of Decorum** to help manage debate and we have also adopted **Electronic Voting Guidelines** to facilitate the use of electronic voting.

Finally, a **Motion to Recess** provides the meeting with a means to rest or stop the meeting temporarily for various purposes and may be called by the Moderator without motion.

The Motion to Adjourn to a Time Certain is a means of postponing the meeting to another date in time should the business not be concluded at the first or subsequent meetings.

The Motion to Adjourn (unqualified) ends the meeting without further session.

MODERATOR'S RULES OF DEBATE AND DECORUM

1. Meetings will start promptly at the time posted with the recitation of the Pledge of Allegiance.
2. Selectmen, Town manager, Town Financial Director, Town Counsel, Finance Committee and other experts needed by those individuals in the administrative branch of government shall sit together at the head of the hall. At Spring Annual Town Meeting, the School Committee shall also sit at the head of the hall to provide information on the budget.
3. Town Meeting Representatives shall sit in the area designated for debate and voting. Only duly elected Town Meeting Representatives are allowed in this area; all others must sit at the back of the hall.
4. A section of the hall will be made available for the press.
5. The podium and microphone at the head of the hall shall be reserved for sponsors and speakers on a warrant article.
6. All debate shall emanate from the microphone(s) facing the Moderator in the center of the hall. Board or Committee members, other town officials, or department heads may use other microphones to answer questions or provide information to the meeting.
7. All electronic devices such as cell phones, pagers and PDA's must be silenced.
8. Video and print media shall not interfere with the town meeting process and shall not interfere with speakers addressing any issues.
9. A Question and Answer period will be allowed as follows:

Each person in line will be allowed to ask up to two questions, with a possible follow up to each question, when given permission to do by the Moderator. After which, you will have to go to the end of the line and re-queue. You should prioritize your questions so that you do not unfairly monopolize the time allowed for the Q&A period. The Moderator reserves the right to terminate the Q&A period and proceed directly to Debate.
10. During debate, speakers are encouraged to be brief and non-redundant. Repetitive support or opposition for an issue is discouraged.
11. A person should not speak a second time until everyone in line has had an opportunity to speak unless the previous speaker wishes to correct or dispute a statement of fact made by the previous speaker.
12. Intentional slander against any individual or group will not be tolerated.
13. Discussion of pending litigation will not be permitted unless specifically included in the warrant article being debated.
14. Roll call votes will be made in sequential order by precinct and alphabetically within the precinct. The Town Clerk shall read the name of the town meeting representative. The town meeting representative shall answer "Yea", "Nay" or "Present". All responses or lack of a response will be recorded. The Town Clerk shall read back the name and vote. At the conclusion of said vote, the Town Moderator shall ask if anyone wishes to vote who did not vote and if anyone wishes to change a vote. The inquiry is made in order by precinct.

VOTING GUIDELINES...

ELECTRONIC ROLL CALL... Motions and Amendments require full disclosure. Names and Votes will be displayed and recorded as part of the Voting process.

NON-ELECTRONIC TALLY... Procedural Votes, such as a motion to waive reading, only require a tally. Moderator may simply ask for a raising of hands.

- One or more large screen displays will be used to display Electronic Roll Call votes. Results will be fed to a separate display for the Town Moderator and Town Clerk.
- The Electronic Roll Call votes shown on the large screen(s) will show the individual rep votes and the totals while voting is taking place.
- System will calculate 2/3 vote requirements for the Electronic Roll Call based on the "yea" and "nay" votes, only. Moderator and the Clerk will verify the result.
- Electronic Roll Call will require **35 seconds** which will be counted down and displayed on screen during the voting process.
- System will allow a quorum count at the start of Town Meeting and any time a "point of order" is raised for a quorum count.
- System will allow for, and record the following...

#1 ("yea") - in favor of motion or amendment

#2 ("nay") - opposed to motion or amendment

#3 ("present" or "abstain") - not voting and not a part of 2/3 vote.

If no selection is made, it will be not recorded.

- Any challenge to the electronic vote must be made before the next article is read...

Seven (7) Reps can request a hand count.

Forty (40) Reps can request a roll call vote.

If the challenge count varies from the electronic count, the physical count will prevail. The electronics results will still be posted and noted as overturned by the challenge. Both physical and electronic counts will be recorded.

The results of each vote taken will be posted on the Town's web site for all to see and will be saved in perpetuity.

ORDER OF PRECEDENCE OF MOTIONS

	<u>Privilege</u>	<u>Debatable</u>	<u>Can Be Amended</u>	<u>Can Be Re-considered</u>	<u>Vote required</u>
a) Adjourn (unqualified)	Yes	No	No	No	Majority
b) Adjourn to a Certain Time	Yes	Yes	Yes	No	Majority
c) Recess	Yes	No	Yes	No	Majority
d) Question of Privilege, Order or Information	Yes*	No	No	No	None
e) Take out of order	Yes	Yes	No	No	Majority
f) Reconsider	Yes	Yes	No	Yes	Majority
g) Lay or Take from Table	No	No	No	No	Majority
h) Previous Question	No	No	No	No	2/3 Majority
i) Limit or Extend Debate	No	No	No	Yes	2/3 Majority
j) Postpone to a certain time	No	Yes	Yes	No	Majority
k) Commit, Recommit or Refer	No	Yes	Yes	Yes	Majority
l) Amend	No	Yes	Once	Yes	Majority
m) Main Motion	No	Yes	Yes	Yes	Majority

*NOTE: The privileged motions marked by an asterisk may interrupt the speaker.

COMMON MOTIONS CLASSIFIED ACCORDING TO THEIR OBJECTIVES

To Modify or Amend

1. Amend
2. Commit or Refer

To Defer Action

1. Postpone to a certain time
2. Lay On the table
3. Commit or Refer

To Suppress or Limit Debate

1. Previous Question (to close debate now) (two-thirds vote)
2. Limit Debate (two-thirds vote)

To Suppress the Question

1. Previous Question (two-thirds vote) and Reject Question
2. Lay on the Table

To Consider a Question

1. Take from the Table Second Time
2. Reconsider