

TOWN OF IPSWICH

FINANCIAL FORECAST | A COMMUNITY COMPACT CABINET INITIATIVE

APRIL 2017



DLS

DIVISION OF LOCAL SERVICES
MA DEPARTMENT OF REVENUE

PREPARED BY:

DLS | Technical Assistance Bureau

100 Cambridge Street, Boston, MA 02114-9569

www.mass.gov/dls



Michael J. Heffernan
Commissioner of Revenue

Sean R. Cronin
Senior Deputy Commissioner

April 4, 2017

Robin Crosbie
Town Manager
25 Green Street
Ipswich, MA 01938

Dear Ms. Crosbie,

I am pleased to present the enclosed financial forecast for the Town of Ipswich as part of the Baker-Polito Administration's Community Compact Cabinet initiative. This collaborative program strives to create clear mutual standards, expectations, and accountability for both the state and municipalities. It is my hope that our guidance provides direction and serves as a resource for local officials as we build better government for our citizens.

If you have any questions regarding the report, please contact Zack Blake, Technical Assistance Bureau Chief, at (617) 626-2358 or at blakez@dor.state.ma.us.

Sincerely,

A handwritten signature in black ink, appearing to read "Sean R. Cronin".

Sean R. Cronin
Senior Deputy Commissioner

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INTRODUCTION

At the request of the town manager, the Division of Local Services (DLS) Technical Assistance Bureau (TAB) developed a five-year financial forecast for the Town of Ipswich. This project is the result of the Community Compact Cabinet initiative (www.mass.gov/CCC), whose goal is to encourage the implementation of municipal best practices that promote good governance by fostering efficiency, accountability, and transparency in local government.

As a best practice, a financial forecast is an essential planning and policymaking tool that projects revenues and expenditures over a multiyear period. It is designed to allow a municipality to evaluate the impact of various decisions and policy choices over time (e.g., development and growth, collective bargaining, capital planning, long-term obligations, etc.). As a living document, the forecast includes reasonable assumptions that must be continually evaluated and updated to reflect changing circumstances and events. In doing so, the forecast provides a fair representation of the community's fiscal future to help guide strategic and budget planning processes.

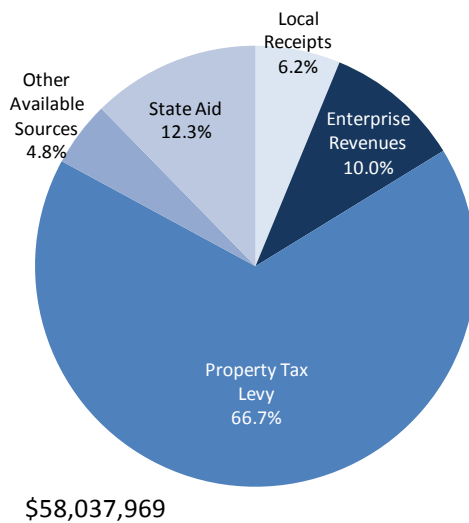
To develop Ipswich's forecast, a TAB representative met with local officials, reviewed budget related documents, and analyzed financial data. This report breaks down the various revenue and expenditure components and provides the assumptions used to construct a five-year financial forecast for the town. It is accompanied by a detailed financial forecasting tool in Excel for local use.

EXECUTIVE SUMMARY

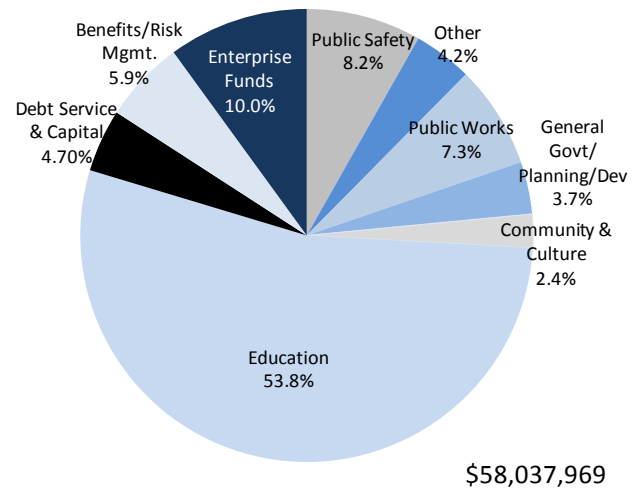
Ipswich (2015 population 13,804) is a coastal town in Essex County. It is a predominantly residential community with an active tourism industry thanks to its historic sites, public and private parks, and beaches.

Ipswich's FY2017 total operating budget is about \$58 million, which is funded through the property tax levy, state aid, local receipts, and other available revenue sources. The town offers a full range of municipal services, including a full-time police force, fire department, public works department, water department, sewer department, library, council on aging and PK-12 schools. The community also has an electric light department (ELD) that is part of the town's operations but does not need town meeting appropriations to spend its own revenues ([MGL c. 164, §§56-57A](#)). The ELD budget is not included on the tax recapitulation sheet or the total general and enterprise budgets displayed on the following page. However, ELD makes an annual contribution to the town's operating revenues and provides for other shared costs.

FY2017 TOTAL BUDGETED REVENUES



FY2017 TOTAL GENERAL AND ENTERPRISE BUDGETS



Since being hired in 2012, Ipswich's town manager has implemented a series of financial management changes. The budget document format was revised, and town and school officials now meet each fall to agree on how to share projected revenues. Annually, the town manager updates the five-year capital plan and presents a capital budget with funding sources. She developed the shared services, insurances, and benefits cost allocation plan for the enterprise funds and school department, which is annually reviewed during the budget process. To resolve management letter findings in FY2015, she also developed formal financial policies, which the selectmen have adopted, including capital planning, debt, free cash, other post employment benefits, and stabilization funds.

While accomplishments to date have improved efficiencies and better positioned the community going forward, there is one last challenge that has not been addressed: a multiyear forecast. A revenue and expenditure forecast provides a framework for long-term planning, helps a community detect fiscal challenges sooner, enables the development of strategies to address emerging issues, and allows the opportunity to analyze impacts of multiyear contracts and other financial trends. Financial forecasting is a best practice and prudent step. It is with these factors in mind that the town manager sought TAB's assistance in developing a reliable mechanism for forecasting revenues and expenditures.

FINANCIAL FORECAST

Financial forecasting involves projecting revenues and expenditures over a period of time. This allows the town to identify challenges, analyze different scenarios, and budget sustainably for the future. The attached forecast is intended to:

- Capture annual, data-driven snapshots of the town's financial condition
- Project data for five-year period
- Integrate with the town's annual budget process and be updated for each budget cycle
- Serve as a public document that provides financial information to the community, town meeting, and relevant boards and committees
- Protect or otherwise enhance the town's credit rating

In the accompanying Excel workbook, we provide a five-year forecast that contains summary pages and detailed revenue and expense worksheets. The summary page that follows displays the general fund at the top and the combined enterprise funds below. Each fund indicates the amount of discretionary funds available (surplus) or the existing revenue gap (shortfall). On the following pages, we define each major revenue and expenditure category in greater detail, along with the assumptions used to build the forecasting tool.

FIVE-YEAR FINANCIAL FORECAST

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
General Fund						
Revenues						
Property Tax Levy	\$38,692,667	\$40,181,943	\$41,697,416	\$42,969,869	\$43,025,062	\$44,251,513
State Aid Cherry Sheet	7,151,082	7,232,182	7,307,152	7,383,125	6,070,324	6,148,377
Estimated Local & Offset Receipts	3,614,500	3,666,500	3,666,500	3,666,500	3,666,500	3,666,500
Available Funds/Other Financing Sources	2,770,847	1,762,502	700,756	622,434	719,251	626,166
Total Revenues	52,229,096	52,843,127	53,371,825	54,641,927	53,481,137	54,692,557
Expenditures						
General Government	1,626,246	1,650,518	1,662,506	1,674,475	1,682,117	1,689,911
Planning & Development	540,015	556,229	558,682	559,679	560,317	560,967
Public Safety	4,761,779	5,043,356	5,121,695	5,132,048	5,141,163	5,150,569
Education	31,204,959	32,078,680	33,031,810	33,960,617	32,350,668	33,340,041
Public Works	4,263,547	4,281,482	4,380,624	4,439,997	4,495,025	4,551,153
Community & Culture	1,392,421	1,482,850	1,508,095	1,526,992	1,540,109	1,552,093
Debt Service/Capital Plan	2,601,615	2,404,182	2,558,932	1,849,236	1,765,963	1,074,133
Employee Benefits	3,054,960	3,241,410	3,524,007	3,831,964	4,167,598	4,533,441
Risk Management	343,633	380,519	404,287	429,839	457,337	486,963
Miscellaneous/Other	392,753	268,079	270,169	272,301	274,475	276,693
State Assessments	317,519	320,381	333,973	348,675	364,595	381,850
Other Amounts Raised	838,140	818,119	833,127	848,644	864,690	881,281
Free Cash/Other Fin. Uses	891,509	281,000	281,000	281,000	281,000	281,000
Total Expenditures	52,229,096	52,806,805	54,468,906	55,155,468	53,945,057	54,760,095
General Fund Surplus/(Shortfall)	0	36,322	(1,097,082)	(513,541)	(463,919)	(67,538)
Enterprise Funds						
Enterprise Funds: Revenues	5,808,873	6,213,494	5,748,752	5,388,501	5,299,497	5,317,497
Enterprise Funds: Expenditures	5,808,873	6,213,494	5,748,752	5,388,501	5,299,497	5,317,497
Enterprise Surplus/(Shortfall)	0	0	0	0	0	0
Grand Total Revenues	58,037,969	59,056,620	59,120,576	60,030,427	58,780,634	60,010,054
Grand Total Expenditures	58,037,969	59,020,298	60,217,658	60,543,969	59,244,553	60,077,592
Total Surplus/(Shortfall)	0	36,322	(1,097,082)	(513,541)	(463,919)	(67,538)
Financial Impact of COLA Increase	0	0	10,466	41,421	72,995	105,201
Total Surplus/(Shortfall) after COLA	0	36,322	(1,107,548)	(554,962)	(536,915)	(172,739)

REVENUES

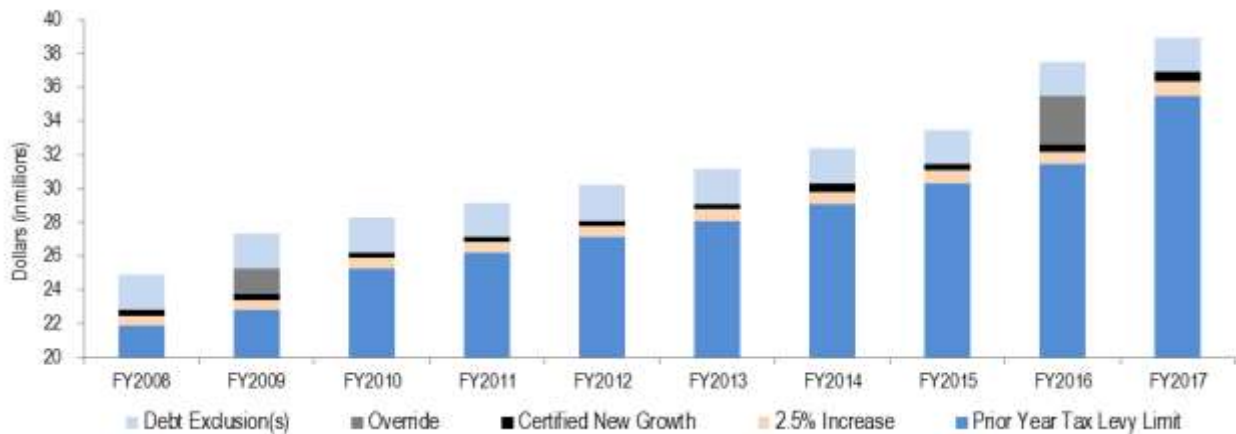
We recommend a moderately conservative approach to revenue forecasting. After reviewing historical information, assumptions should be made about dollar and percentage adjustments to the current year's revenues to arrive at projections for the first forecast year. The same analysis should be made for each successive year, and the forecast should be revised as new information becomes available or circumstances change. If projected revenues increase (e.g., Governor's budget, new growth, user fees, and free cash), then a corresponding expenditures increase may be made to the recommended operating or capital budget. Alternatively, the potential revenue gain could be diverted to reserves or be left unexpended and allowed to close at year-end to free cash.

TAX LEVY

The property tax levy is the revenue a community raises through real and personal property taxes, with year-to-year increases constrained by Proposition 2½. The annual growth in the tax levy limit increases automatically by 2.5 percent over the previous year's levy limit, plus an allowance for certain new construction and other additions to the tax rolls or new growth. A community may choose to permanently increase its levy limit through a voter-approved override or do so temporarily through a debt exclusion or capital outlay exclusion.

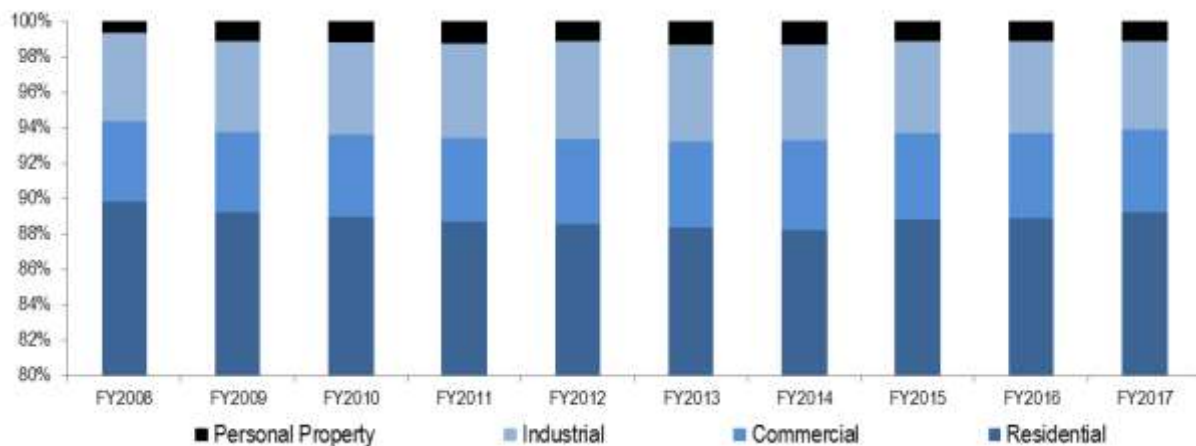
Ipswich relies heavily on property taxes to fund operations, which provide about two-thirds of operating revenues. Since FY2007, Ipswich's property tax levy has grown from almost \$23.5 million to about \$38.7 million. This is an increase of roughly \$15.2 million, or about 64.7 percent. Ipswich's property tax levy growth includes two permanent operational overrides totaling about \$4.4 million, as well as debt exclusions for building construction and renovations, land purchases and equipment. Generally, the town levies at or near its maximum allowable tax levy with the exception of FY2017, which had over \$218,000 in excess levy capacity. However for this forecast, we project the maximum allowable levy amounts for each fiscal year.

MAXIMUM ALLOWABLE LEVY COMPONENTS



The tax levy is comprised of real and personal property taxes. The real estate portion consists of property classified as residential, commercial or industrial. Personal property, the non-real-estate share of the levy, generally includes goods, equipment, furniture, and other movable objects. In Ipswich, the residential class accounts for most of the levy, at about 89 percent, and the remainder is divided between the commercial, industrial and personal property properties.

TAX LEVY BY CLASS



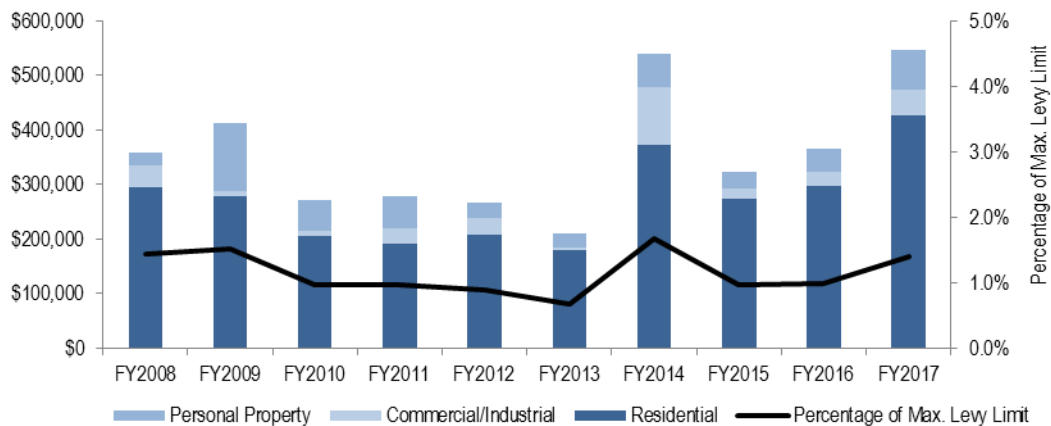
New Growth: As previously noted, new growth represents value added to the property tax base from physical improvements to property and other additions to the tax rolls. It can indicate whether or not the community is experiencing positive development and in turn, what to expect in terms of property tax growth. Conversely, it also can show what, if any, new expenditures to anticipate with new development (e.g., additional school children, public safety, public infrastructure, etc.). While there may be variations over long periods of time, it is useful to take the average of three-, five- and

ten-year periods when making projections. Town officials also should consult with the planning and development division about permits and proposed construction within the town.

Assessors must value all real and personal property within their community as of January 1st each year for the following fiscal year. Ipswich adopted the local provision, Chapter 653 of the Acts of 1989, and includes the assessment of any new construction, addition, improvement, alteration or demolition that occurs between January 1 and June 30 for the fiscal year beginning July 1. Annually, the assessors provide a conservative estimate of new growth during the budget process based on permitted work not captured in the prior fiscal year's new growth certification and reasonable assumptions of projected activity through June 30th, more than a month after annual town meeting.

Ipswich has had a good amount of growth (in dollars added to the levy limit) over the last 10 years. The chart below illustrates new growth by property class, and the table displays the town's averages looking back 10, five, and three years.

TOTAL NEW GROWTH DOLLARS APPLIED TO THE LEVY LIMIT



NEW GROWTH AVERAGES THRU FY2017

	Average Over Last 10 Years	Average Over Last 5 Years	Average Over Last 3 Years
Residential	\$272,854	\$310,295	\$332,769
Commercial/Industrial	31,804	39,861	30,079
Personal Property	52,919	47,222	49,482
	<u>\$357,577</u>	<u>\$397,378</u>	<u>\$412,329</u>

During this time period, however, Ipswich had a few large-scale developments that are not expected to recur. As displayed in the table below, these include affordable housing, condo complexes, and a wind turbine. It also includes Turner Hill, a 100-acre parcel and mansion that the Missionaries of Our Lady of La Salette sold to a developer in 1997. It has since been turned into a golf course with club and distinctive residential development, ranging from condos to stately homes. According to the assessor, two of the three planned phases have been built, about 24 units have not sold, and the project is being monitored.

HISTORY OF NEW GROWTH VALUES

	New Growth Value	New Growth Dollars	Large Scale, Non-recurring Development	Value	Adjusted New Growth Value	Adj. New Growth Dollars
FY2008	\$43,097,530	\$358,572			\$43,097,530	\$358,571
FY2009	44,725,082	412,813			44,725,082	\$412,813
FY2010	26,298,183	271,922			26,298,183	\$271,923
FY2011	24,143,627	278,617			24,143,627	\$278,617
FY2012	22,245,700	266,949	Powder House Village Condos	3,300,000	18,945,700	\$227,348
FY2013	16,541,690	211,237	River Point Condos	7,000,000	9,541,690	\$121,847
			Turner Hill Units			
FY2014	40,501,330	538,667	Little Neck condo conversion	24,397,200	16,104,130	\$214,185
			Wind Turbine			
FY2015	24,092,795	323,566	Green St Condos	14,600,000	9,492,795	\$127,488
			River Bend Assisted Living development			
			Turner Hill Units			
			Tractor Supply Business			
FY2016	27,133,780	366,577	Turner Hill Units	12,000,000	15,133,780	\$204,457
			River Bend Assisted Living development			
FY2017	36,824,565	546,845	Turner Hill Units	18,700,000	18,124,565	\$269,150
			River Bend Assisted Living (personal property)			
Average	\$30,560,428	\$357,577			\$22,560,708	\$248,640

For FY2018, the assessors provided a preliminary new growth estimate of about \$23 million in value, or about \$327,000 in additional levy dollars. For this forecast, new growth is projected in levy dollars level funded at the FY2018 estimates. The assessors submit new growth and property value information to DLS on Schedule LA-13, typically in the fall. The forecast should be updated to reflect the new growth once certified by DLS.

Debt Exclusions: As of FY2017, Ipswich has 10 voter-approved debt exclusions: one school, one library, one town hall, six open space, and one road reconstruction. The debt exclusion figures are based on debt service schedules net of Massachusetts School Building Authority (MSBA) annual payments and bond premium amounts. In this forecast, the library issue is paid off in FY2017 and

the middle/high school debt will be retired in FY2020. Also, preliminary figures for a new exclusion for the Pony Express property acquisition (to be issued this spring) are included. In addition, the town is considering a school construction project that will be subject to a debt exclusion vote, so no preliminary figures are included in the forecast. Any additions or changes to excluded debt should be updated on the forecast's *Debt*, *Available Funds* and *Revenue* worksheets to adjust the total tax levy.

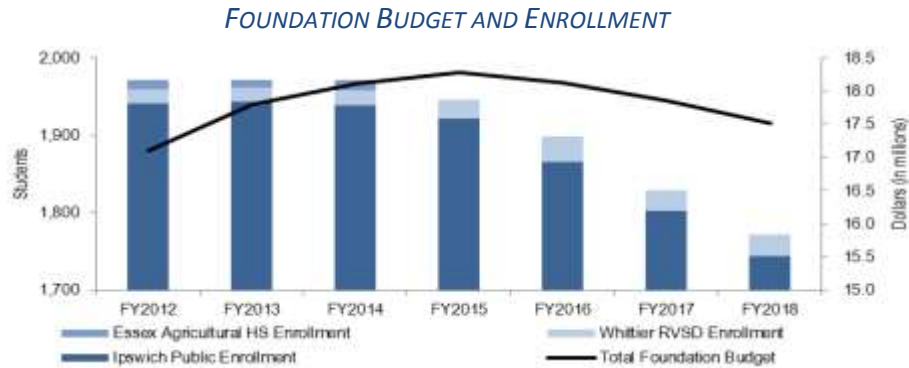
STATE AID

This is the combination of program revenues and reimbursements a community receives from the state as reported on the cherry sheet, which is the official notification from DLS of estimated aid to be paid and charges to be assessed. Aid proposals begin with the Governor's budget to the legislature in late January and continue through the spring and into June when the House and Senate approve the final budget. The state budget progress, reflecting each aid proposal and the final cherry sheets may, be found on the DLS Municipal Databank/Local Aid Section webpage, www.mass.gov/dls.

The FY2018 figures used in this forecast are based on the Governor's January budget submission (House 1). Local officials should monitor any developments this spring and update the forecast as the state budget process unfolds.

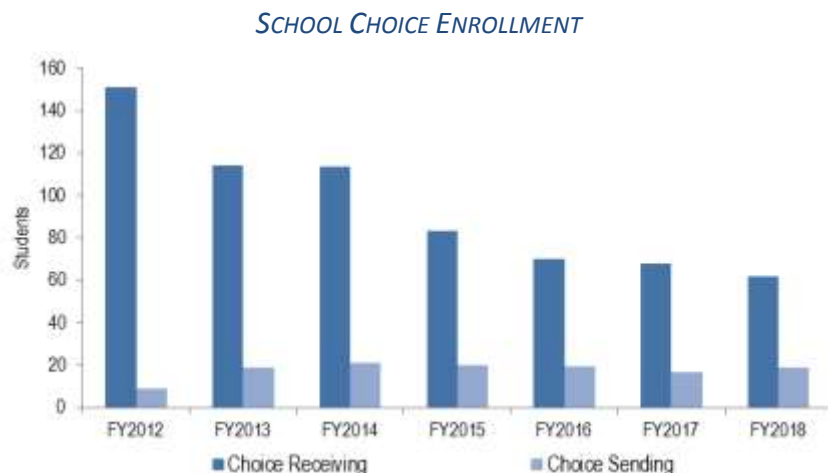
Chapter 70: Using complex formulas, the Department of Elementary and Secondary Education (DESE) annually determines the total school foundation budget, minimum local contributions, and allocation of foundation budget between local and regional school districts. DESE then calculates the distribution of Chapter 70 educational aid and determines required net school spending (NSS) amounts. A community's required local contribution is a historical figure that takes into account an estimate of the percentage change in revenue growth (municipal revenue growth factor, or MRGF), enrollment trends, and inflation levels from the previous year.

This forecast includes the Governor's FY2018 proposal and DESE's preliminary amounts. Ipswich Public Schools' educational spending is well above its foundation budget, even as its foundation enrollment continues to decline. As such, total foundation budget, minimum local contribution, and enrollments are not projected to increase from the FY2018 figures. With no growth in its foundation budget, Ipswich is a minimum aid community. As a minimum aid community, Chapter 70 aid increases are projected using the Governor's FY2018 \$20-per-pupil figure.



Students living in the community but attending Essex Technical High School (Essex Tech) or other schools outside the district through the school choice program are included in Ipswich’s foundation budget and enrollment figures. Consequently, outside tuition and school choice sending assessments count towards meeting the community’s NNS requirement.

School Choice Receiving Tuition: Ipswich Public Schools receive students through the school choice program. Because these students are not included in the foundation budget or counted in the enrollment, tuition received cannot be used to meet its NSS requirement. These funds are deposited to a school choice revolving fund and available for expenditure by the school committee without further appropriation. Because these funds are not meant to be used towards supporting the education operations or foundation budget support maintenance, they should be used only for nonrecurring expenditures. While these funds have had an average annual decline of about 14.7 percent between FY2012-FY2017, the forecast includes the Governor’s proposed figure and projects no change.



Unrestricted General Government Aid (UGGA): Based on equalized property valuation (EQV) and population, UGGA is general purpose aid funded from the state’s general fund, which includes net

lottery revenue, and from the gaming local aid fund. The FY2018 figure is based on the Governor's proposal, and projections reflect a 2.5 percent annual increase.

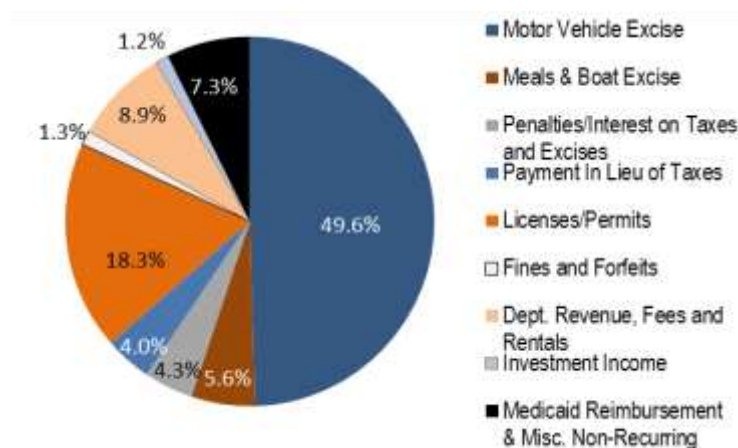
Other Local Aid Accounts: Ipswich receives reimbursements for veterans benefits, certain local property exemptions, and state-owned land. Reimbursement for veterans benefits is 75 percent of the amounts spent for allowable financial, medical, and burial benefits in the previous fiscal year. Property tax exemptions granted by the town to qualifying veterans, blind persons, surviving spouses, and elderly persons are fully reimbursed. Revenues lost due to tax-exempt, state-owned land are reimbursed based on property values and the latest three-year statewide average tax rate and are subject to the state appropriation. While each category is based on the town's own experience, the amount received has fluctuated, and therefore these amounts have been level funded annually based on the Governor's FY2018 proposed figures.

To encourage and supplement library services and resources, the state provides additional aid for public libraries to use strictly for library purposes. Aid for public libraries offsets a corresponding appropriation and is level funded annually in this forecast.

LOCAL RECEIPTS

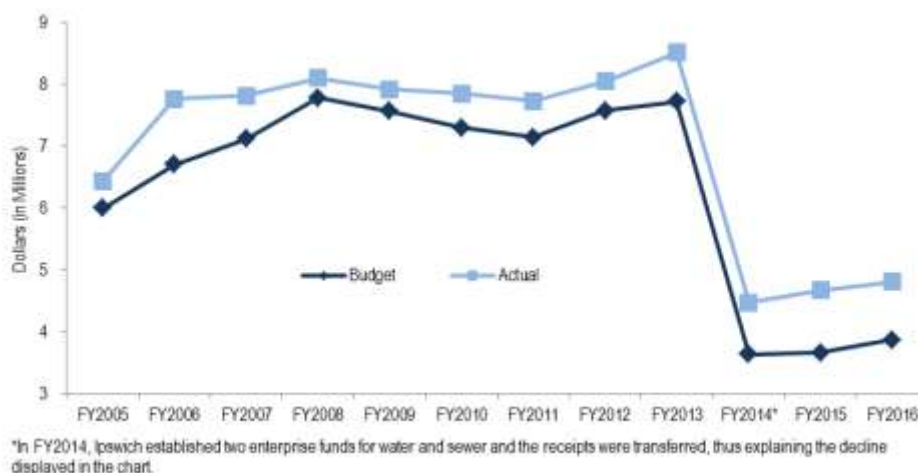
Local Receipts: Local receipts are locally generated revenues other than real and personal property taxes. These include motor vehicle and other excises, penalties and interest, investment income, fees, and charges.

FY2016 ACTUAL LOCAL RECEIPTS



Local receipts generally reflect the health of the local economy and can significantly impact free cash. For this reason, Ipswich monitors collections of actual receipts and conservatively estimates local receipts.

LOCAL RECEIPTS: BUDGET VS. ACTUAL



In this forecast, these revenues are level funded based on the preliminary FY2018 estimates, which take into account the transfer of recycling-related revenues to a newly created enterprise fund and some adjustments indicated by local officials. Officials should continue monitoring them by comparing budget to actual to ensure the forecast figures continue to be reasonable. Local receipts are found on page 3 the tax recap sheet.

AVAILABLE FUNDS/OTHER FINANCING SOURCES

Aside from locally generated revenues and state aid, a community may be able to draw on other funding sources. These can include appropriations of reserves (i.e., free cash and stabilization funds) and special revenue sources (e.g., Chapter 90 highway funds, overlay surplus, and receipts reserved for appropriation).

Communities primarily maintain reserves to have budgetary flexibility for unexpected events and significant disruptions in revenue-expenditure patterns and to provide a source of available funds for future capital expenditures. Not recommended but sometimes necessary, a town may appropriate from reserves to fund some portion of the current operating budget, in effect using one-time reserves. Best practice dictates that nonrecurring revenue sources should not be used for recurring purposes.

Free Cash: A community's free cash represents the amount of unrestricted funds available for appropriation that have been certified by DLS as of July 1st. As displayed in the table on the next page, Ipswich has used free cash for operating purposes in the past. In 2013, the town adopted a free cash policy that specifies its allowable uses, including to cover emergencies, to stabilize the municipal budget during adverse economic conditions, to enhance reserves, and to fund capital or special projects. Since FY2016, the town has avoided using free cash for operating purposes. For this forecast, \$868,505 is appropriated for the proposed FY2018 capital budget and special articles, and future free cash certifications are not projected, so that it will not be available for any uses until certified.

FREE CASH APPROPRIATIONS

	Prior Year Unpaid Bills	Operating Budget	Capital/ Special Projects	Transfer to Other Reserve	Total
FY2013	\$13,117	\$417,645	\$68,000	\$0	\$498,762
FY2014		117,000	0	2,040,600	2,157,600
FY2015		300,000	301,400	800,000	1,401,400
FY2016			161,000	50,000	211,000
FY2017			1,091,351	265,555	1,356,906

Stabilization Funds: Ipswich has four stabilization funds established for different purposes as allowed in [MGL c. 40, §5B](#): general, capital, education, and artificial turf. The education fund was established in October 2015 to fund school operating and capital expenses, and the turf fund was created in May 2016 for artificial turf repairs. Unlike free cash, the monies accumulated in a stabilization fund carry forward from one fiscal year to another and retain interest earned from investment. Generally each year, town meeting has appropriated funds into the general, capital, and education stabilization funds. The historical balances (as of July 1) for each are found in the table on the next page.

FREE CASH AND STABILIZATION BALANCES

	Free Cash (FC)	FC as % of Budget	General Stabilization Fund	Capital Stabilization Fund	Education Stabilization Fund	Total Stabilization Fund	Stabilization Funds as % of Budget	Combined Reserves	Combined Reserves as % of Budget
FY2010	\$628,313	1.5%	\$589,229	\$80,476		\$669,704	1.6%	\$1,298,017	3.0%
FY2011	1,078,717	2.4%	606,580	19,732		626,312	1.4%	1,705,029	3.8%
FY2012	703,534	1.5%	613,868	19,696		633,564	1.4%	1,337,098	2.9%
FY2013	1,189,652	2.5%	620,058	357		620,415	1.3%	1,810,067	3.8%
FY2014	1,800,650	3.6%	753,784	361		754,145	1.5%	2,554,795	5.1%
FY2015	1,555,948	3.0%	1,283,921	16,175		1,300,096	2.5%	2,856,044	5.6%
FY2016	1,459,379	2.6%	1,296,558	4,044		1,300,602	2.4%	2,759,981	5.0%
FY2017	1,594,316	2.7%	1,354,842	2,820*	\$1,002,949	2,357,791	4.1%	3,952,107	6.8%

* After June 30th, the town appropriated \$133,000 into the capital stabilization and balances from prior projects were turned back, bringing the balance to \$158,746 as of January 2017.

At the fall 2016 special town meeting, an appropriation into the capital stabilization fund was made. When combined with completed projects' turn backs to the capital stabilization fund, the town reports it has an available balance of \$158,746, which has been appropriated for the proposed FY2018 capital spending budget. Each year, the forecast includes a \$161,000 contribution to the capital stabilization fund, which, based on past practice, is used to fund part of the subsequent year's capital budget.

As for the other three stabilization funds, Ipswich does not have a historical practice of appropriating from these funds. Consequently, this forecast does not include projections from these reserves.

Overlay Surplus: Any balance in the overlay reserve account in excess of the remaining amount of the warrant to be collected or abated may be certified by the assessors as surplus and appropriated for any lawful purpose. Each year during the budget process, Ipswich reviews its overlay balances relative to outstanding receivables and other possible claims before declaring any portion as surplus. While the town has historically certified an amount to be equally split between the town and school budgets, the forecast does not project the availability or use of overlay surplus beyond the FY2018 amount of \$150,000. Overlay amounts can be found Schedule OL-1 of the tax recap.

Electric Light Department: Annually, ELD makes a contribution to the town, which is reported as an amount to reduce the tax rate on page two of the tax recap sheet. Continuing this practice, this forecast includes a contribution in the amount of \$325,000 annually.

Waterway Improvement Fund: Each year, 50 percent of boat excise collected is credited to the waterways improvement fund ([c. 40, § 5G](#)). Annually, Ipswich appropriates from these receipts reserved to fund the harbormaster's operating and capital expenses, so this forecast projects this revenue source as equal to the harbormaster's budget plus related capital spending (see COP worksheet).

Chapter 90 Highway Funds: Based on an analysis of Ipswich's road miles, population, and employment, the Massachusetts Department of Transportation annually notifies the town of Chapter 90 highway grant funds. Because the grant amount is subject to annual notification, the forecast does not include projections.

Septic Loan Fund: Ipswich has a fund to reserve septic betterment apportioned installments and prepayments, which are used to pay the town's bonds issued for its septic loan program ([MGL c. 44, § 53J](#)). The forecast projects annual appropriations of \$17,865 to offset the annual debt payment.

Tourism Fund: By special act, Ipswich has a tourism fund ([Chapter 366 of the Acts of 2000](#)). Annually, four percent of the funds collected from the room occupancy excise ([MGL c. 64G, § 3A](#)) is credited to the tourism fund. This forecast projects an annual appropriation of \$2,000 from the fund to support the town's operating budget.

Bond Premiums: Premiums received for excluded debt must be used to offset the stated interest costs of financing the project ([DLS Bulletin 2013-01B](#)). Ipswich reserved the funds and has a schedule to apply them against the debt payments prior to determining the annual debt exclusion amounts. The forecast projects bond premiums based on the town's schedule.

Cemetery Sale of Lots Fund: From time to time, Ipswich appropriates funds from the Sale of Lots fund for capital improvements and other restorative activities to the town's burial grounds. In the forecast, \$75,000 is appropriated in FY2018 for an Old North Burying Ground project and nothing thereafter.

ENTERPRISE RECEIPTS

An enterprise fund ([MGL c. 44, § 53F½](#)) gives a community the flexibility to establish a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. The given service's revenues and expenses are segregated into a fund with financial statements separate from the general fund. Ipswich has two enterprise funds for sewer and water and is adding a third enterprise fund for recycling beginning in FY2018.

The water and sewer enterprise funds budget directly for personal services, expenses, capital, debt service, and reserves, as well as for shared expenses, such as employee benefits, retirement, insurances and audit services. Based on historical practice, the town has fully recovered each enterprise's combined costs through user charges, other departmental revenue, and investment income, and by appropriating from retained earnings to fund portions of capital spending. For this forecast, we have set revenue equal to each enterprise's projected budget.

For the new recycling enterprise, the town has redirected the general fund's recycling rebate, bin and scrap metal fees, and overthrow bag receipts to this enterprise fund. As previously noted, local estimated receipts were adjusted downward to accommodate diverting these revenues. Going forward, we set the recycling fund's revenues equal to the budget.

The *Revenues* worksheet has formula links to the *New Growth*, *NSS*, *Receipts*, and *Available Funds* worksheets. It also displays projected revenues from the *Enterprise Funds* worksheet and calculates a grand total.

EXPENDITURES

MUNICIPAL DEPARTMENTS

Departments are grouped by major categories consistent with town and state expenditure reporting (see *Expenditures* worksheet). These include: General Government, Planning & Development, Public Safety, Education, Public Works, and Community & Culture. Broken out separately are Personal Services, Expenses, and Capital Outlay.

Personal Services: The town has six union contracts for: clerical, police, fire, communications and dispatch, labor and trade, and library. Because the fire contract expired June 30, 2016, the union is in negotiations with the town, and personal service costs for the lieutenants and firefighters are level funded, with the exception of an additional lieutenant position being added to the department by the town manager. The other five contracts expire June 30, 2019, and personal service cost projections reflect negotiated wage increases through FY2019 and step increases based on years of service.

All other employees are either elected and receive stipends, are nonunion/exempt and receive salary increases with the passage of the annual town budget, or have personal service contracts that dictate salary increases. In the forecast, the stipends are level funded annually, and the personal service contracts are increased based on their written terms. The nonunion/exempt positions have been increased 2.5 percent only for FY2018 based on the town manager's plan.

Proposed changes in personnel costs are captured separately in the cost-of-living adjustment (COLA) worksheet. The COLA worksheet estimates the impact of future contract settlements and nonunion increases appropriated by town meeting. By omitting personal service cost changes, the forecast can determine the remaining revenue. As the same time, the COLA information provides policymakers with a tool to analyze future cost impacts.

For illustration purposes, the fire union and nonunion (FY2019-FY2022) and other union contracts (FY2020-FY2022) are presented with two percent COLAs. To consider different scenarios, percentage increases can be entered for each year to generate estimated impacts. Because any increase in enterprise fund personal services would be borne by each of the funds independently, these are also included in the COLA worksheet to demonstrate their impacts. However, only the general fund COLA impact is presented on the summary table on the following page.

FINANCIAL IMPACT OF COLA

	2%	2%	2%	2%	2%	2%
	FY2017 Projected	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
General Fund:						
Exempt/Non-union Employees	\$0	\$0	\$2,784,376	\$2,784,376	\$2,784,376	\$2,784,376
Collective Bargaining Unions:						
Clerical Contract (expires 6/30/19)	-	-	-	501,562	501,562	501,562
Police Contract (expires 6/30/19)	-	-	-	2,177,970	2,177,970	2,177,970
Firefighter Contract (expired 6/30/16)	1,355,271	1,430,315	1,430,315	1,430,315	1,430,315	1,430,315
Communications/Dispatch Contract (expires 6/30/19)	-	-	-	348,268	348,268	348,268
Labor & Trade Contract (expires 6/30/19)	-	-	-	1,038,229	1,038,229	1,038,229
Library Contract (expires 6/30/19)	-	-	-	432,405	434,009	434,250
	1,355,271	1,430,315	4,214,691	8,713,125	8,714,729	8,714,970
TOTAL GF Compounded Financial Impact of COLA	\$27,105	\$56,254	\$141,673	\$318,769	\$499,439	\$683,727

Expenses and Capital Outlay: Expenses are projected to increase by a conservative 2 percent per year. Police is the only department with routine capital outlay (for vehicles), and it is projected to increase 2 percent. Other capital expenditures are captured in the Debt Service/Capital Plan section.

Education

As stated in the revenue assumptions, DESE annually determines NSS. The local school's combined projected choice (sending), municipal costs, and local school committee appropriation must meet or exceed the projected NSS requirement. The forecast therefore projects a 3 percent annual increase by taking into account a historical average increase of 7.6 percent and the 2.67 percent increase agreed upon between town and school officials early in the FY2018 budget process last fall.

In addition, Ipswich is a member of the Whittier Regional Vocational Technical High School. This forecast reflects the FY2018 assessment of \$493,184 provided to the town in March and subject to the approval of the district's budget by member communities. Future projections are increased 10 percent each year, taking into account its historical average increase of about 12 percent and its fluctuating enrollment, from a low of 18 to a high of 33 students.

WHITTIER ASSESSMENTS AND ENROLLMENT

	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Assessment	\$270,246	\$272,957	\$328,808	\$422,303	\$556,348	\$456,690	\$493,184
Enrollment	18	18	20	25	33	27	28

As previously mentioned in the state aid section, some Ipswich students attend Essex Tech. This district opened in FY2015, and it is the results of a merger between the former North Shore Vocational School, Essex Agricultural High School, and programs from Peabody High School. Because the town is not a member of the district, Ipswich is charged an out-of-district tuition assessment. Generally, the town does not receive the final figure until after annual town meeting, which is due in part to the first round of acceptance notifications going out in mid-April.

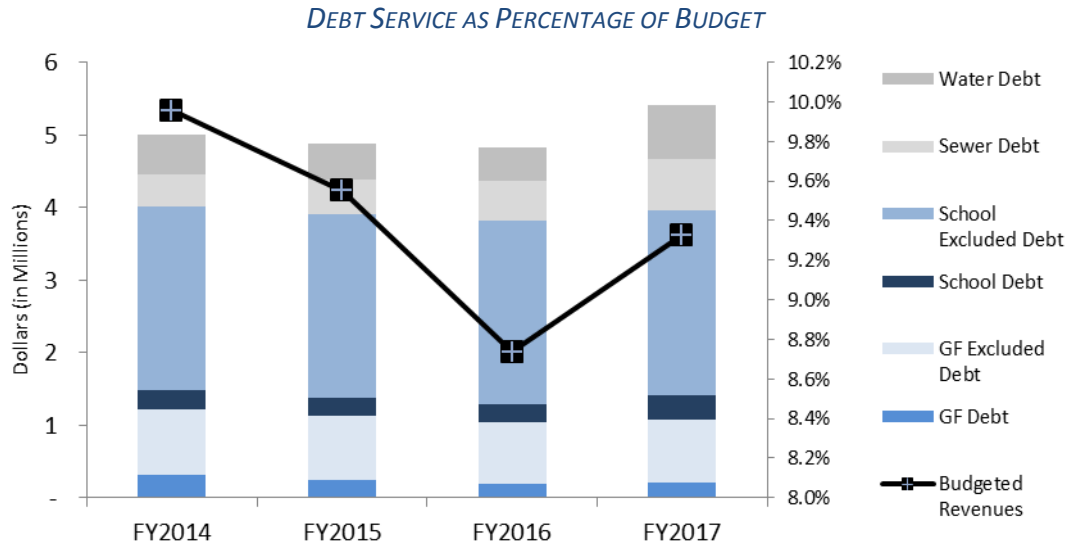
The town has had limited experience with the district and slight changes in enrollment, yet the Essex Tech assessments have had average annual declines of over 11 percent since FY2015, which are not typical for educational costs nor expected to continue. Consequently, the forecast reflects the town's preliminary FY2018 estimate of \$250,000 and projects a 2 percent annual increase.

ESSEX TECHNICAL ASSESSMENTS AND ENROLLMENT

	FY2015	FY2016	FY2017
Assessment	\$291,116	\$295,949	\$223,656
Enrollment	14	15	12

Debt Service and Capital Plan

Projections for debt service are based on the town's existing payment schedules with two exceptions, the Pony Express property acquisition and the Linebrook Road reconstruction project, which are estimated figures until the final borrowings are completed. All debt is displayed centrally in the *Debt* worksheet; however, the town budgets it separately in different departments. The water and sewer debts are allocated to the respective departments and are fully covered by user fees. Similarly, the school-related debt is transferred to the school department budget, which includes the largest single issue for the middle/high school construction project to be paid off in FY2020. The remaining is found in the general fund debt budget.



As a generally accepted benchmark, debt service should be maintained at 5 to 10 percent of operating revenue. Ipswich is within this benchmark but near the upper limit. However, it should be noted that a large percentage of the debt is connected to voter-approved debt exclusions. The table below breaks out the excluded debt from the enterprise and general debt.

GENERAL, EXCLUDED, AND ENTERPRISE DEBT BREAKDOWN

	FY2014	FY2015	FY2016	FY2017
Debt Service	\$573,423	\$495,009	\$429,173	\$538,466
Excluded Debt Service	3,444,415	3,419,806	3,386,419	3,413,122
Water and Sewer Debt Service	991,447	969,760	1,014,646	1,460,836
Total Dollars	\$5,009,284	\$4,884,574	\$4,830,238	\$5,412,423
Debt Service	11.4%	10.1%	8.9%	9.9%
Excluded Debt Service	68.8%	70.0%	70.1%	63.1%
Water and Sewer Debt Service	19.8%	19.9%	21.0%	27.0%

The town is currently studying a proposed project to renovate or construct an elementary school. The final proposal will be submitted to town meeting in the fall of 2017. Because it would be subject to a debt exclusion vote, no preliminary construction debt figures are included in the forecast. If approved by the voters, the town will need to add it to the *Debt* worksheet under the school's excluded debt service section so that it links to the *Revenues* worksheet.

Following the town's capital policy, the town manager annually solicits requests from departments, updates a five-year capital plan, and prepares a recommended capital budget with revenues

sources, which dovetails with the town's spending plan. A summary of the FY2018-FY2022 capital plan is presented in the *CIP* worksheet. Enterprise capital items are distributed to the respective enterprise funds and funded through each budget. The total remaining general fund capital projects on the *CIP* worksheet are linked to the Debt Service/Capital Plan section on the *Expenditures* worksheet.

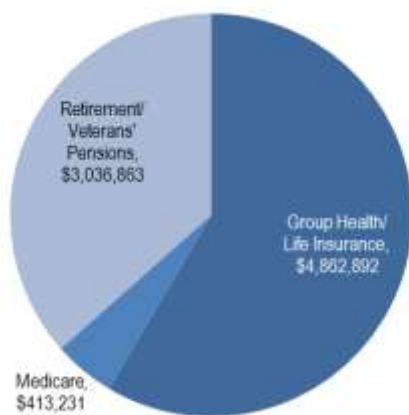
To provide for the capital plan in FY2018, the town has proposed to use \$868,505 in free cash, \$161,000 from the tax levy, \$158,746 from the capital stabilization fund, \$75,000 from Sale of Lots Fund, and \$25,000 from Waterways Improvement Fund. In future years, \$161,000 from the capital stabilization fund and the balance from the levy are projected. Again, no free cash is projected or budgeted to support the capital budget after FY2018. Whenever the town wishes to use it to provide for the capital budget in future years, the *Available Funds* and *CIP* worksheets would have to be updated.

The forecast includes the town's historical Chapter 90 Highway Funds as an offset to the revenues granted to the community, and no future assumptions are projected.

Employee Benefits

Employee benefits include group health and life insurance, retirement, veterans pension, and Medicare. Ipswich budgets its benefits separately by general fund, schools, water, sewer, and ELD. Combined, these expenditures are about \$8.3 million, or 14.3 percent of the total budget of \$58,037,969 in FY2017.

FY2017 EMPLOYEE BENEFITS



Group Health and Life Insurance: Ipswich offers medical insurance and group life insurance through the Massachusetts Interlocal Insurance Association (MIIA) for permanent employees regularly scheduled for 20 hours or more. Active employees pay 35 percent of the premium (with the town paying the remaining 65 percent), while retirees and the town split the cost 50-50. Because of increasing health insurance costs, the town is in the process of redesigning its insurance plans with MIIA, looking to find savings for employees and the town, and has provided the FY2018 preliminary estimates. Because there is no certainty as to the cost of future insurance plans and it is not possible to predict the percentage of employees who will enroll in them, the projected increase is 10 percent annually based on the historical 9.3 average percent change, but this will need to be carefully monitored.

Retirement: Ipswich is a member of the Essex Regional Retirement System (ERRS). This system has a funding schedule that increases each year and is estimated to be fully funded in 2035. A new actuarial valuation is prepared every other year and the last one was done January 2016, so the numbers are likely to change and should be revised accordingly. Projections are based on estimated appropriations issued by the Public Employee Retirement Administration Commission and incorporate about a 2 percent discount for payments made on July 1. Starting from Ipswich's portion of the retirement system that includes an amount for a previously adopted early retirement incentive, we have subtracted a discount for prepayment at the beginning of the fiscal year, and therefore the town's contributions are projected to increase 8 percent annually from the FY2018 requirement.

Part-time, seasonal, or temporary workers who are not eligible to participate in the retirement system must participate in an equivalent retirement plan as permitted by the federal Omnibus Budget Reconciliation Act of 1990 (OBRA). A deferred compensation plan, which has a contribution level of at least 7.5 percent of an employee's gross compensation per pay period, is considered a qualifying retirement plan. All Ipswich employees not eligible for ERRS are contributing to an OBRA plan.

Veterans Pensions: Annually, Ipswich has budgeted \$2,000 for veterans pensions. However, the last time the town incurred such a cost was in FY2015 for \$562. For this forecast, this line item is no longer funded going forward.

Medicare: For all employees hired after April 1, 1986, a 1.45 percent Medicare tax is withheld from their paychecks and matching amounts paid by the community. In this forecast, this cost is projected to increase 3 percent, reflecting recent growth and discussions with local officials.

Risk Management

Risk management comprises the town's workers' and unemployment compensations, casualty and liability insurances, including police and fire accident insurances, property and auto coverage, and public official bonds, which are all provided through the MIIA.

Workers' Compensation: This program is in place to make sure workers are protected by insurance if they are injured on the job or contract work-related illnesses. Ipswich participates in the MIIA pool and based on claims history and discussions with local officials, workers' compensation is projected to increase 12.5 percent annually.

Unemployment Compensation: Unemployment compensation is designed to pay benefits to workers who lose their jobs through no fault of their own, and it is funded based on employees' salaries and claims filed. Based on historic fluctuations and discussions with local officials, unemployment compensation is projected to increase 5 percent annually.

Casualty and Liability Insurances: Based on previous experience, these insurances are projected to increase 5.5 percent annually.

Public Officials Bonds: While these costs fluctuate based on bond renewal timing and the annual average increase has been 2.5 percent, this expense is projected to increase 3 percent from the FY2018 budgeted figure provided by the town.

Miscellaneous/Other

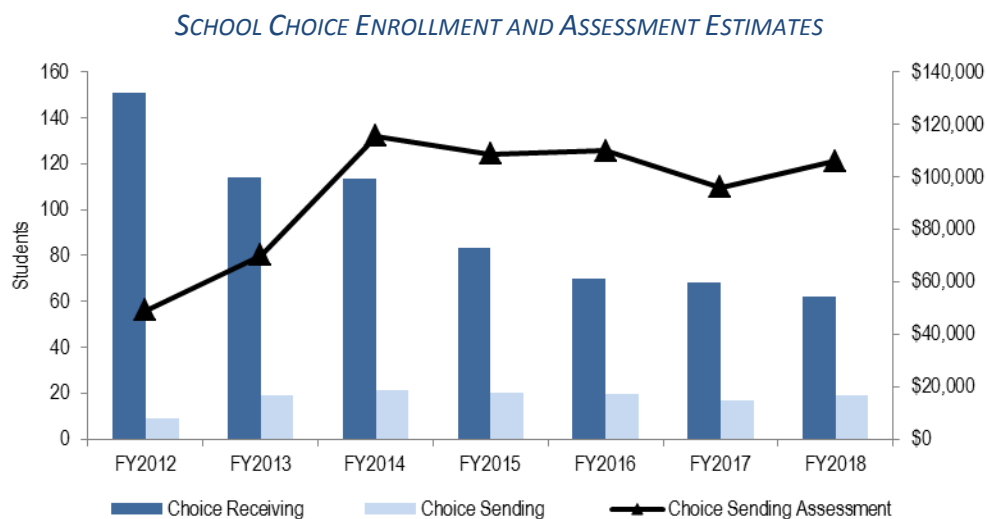
This includes miscellaneous finance appropriations and the finance committee's reserve fund. Miscellaneous finance is composed of a personal services reserve, central services, and audit expenses. In Ipswich, there is a personal services reserve that is annually projected at \$100,000 and used to fund changes in personal service line items after the budget is adopted, including funding a fire contract if it is settled. Central services include such things as copier leases, supplies, postage, and training budget. This expense is projected to increase 2 percent annually. Currently, the total annual audit cost is \$60,000 and funded by separate budgets based on the allocation plan. In the forecast, the audit is level funded and allocated based on the FY2018 figures. The finance committee's reserve is projected at a level-funded amount of \$50,000.

Other Amounts Raised

Typically raised on the tax recap sheet rather than through operating budgets, these amounts include prior-year deficits, court judgments, tax titles, cherry sheet offsets, intergovernmental charges, and the allowance for property abatements and exemptions (overlay). Deficits and court judgments are not forecast and would need to be included in the event something materializes. Ipswich annually includes \$5,000 for tax title expenses, which are annually projected at the same amount. The cherry sheet offsets are expenses that correspond to the aid the state distributes to Ipswich for school choice receiving tuition and public libraries. The intergovernmental charge is for the Eastern Essex Veterans District, which assists in providing veteran services. This charge is projected to increase 2 percent. The overlay is projected to increase 3.5 percent annually, keeping pace with the growth in the levy net of the debt exclusion.

State Assessments

Ipswich pays various state assessments for participating in state, county, and regional programs that are reported on the cherry sheet. The two largest assessments are mosquito controls projects and school choice sending tuition. Based on its average annual increase, the mosquito control is projected to increase 1 percent annually. The school choice sending tuition, on the other hand, has experienced more growth. The forecast incorporates the Governor's budgeted figure and is projected to increase by 10 percent annually.



Other state assessments include air pollution, Metropolitan Area Planning Council (MAPC), Massachusetts Bay Transportation Authority (MBTA), regional transit, Registry of Motor Vehicles

(RMV) surcharges, and special education charges. Based on historical experience, the MAPC and regional transit assessments are projected to increase 2.5 percent annually. Similarly, the RMV is reimbursed for marking licenses or registrations for nonrenewal due to nonpayment of taxes or fines. This surcharge also has been projected to increase 2.5 percent annually. As for the MBTA and air pollution assessments, these are projected to increase 1 percent annually. In the Governor's FY2018 budget, Ipswich does not have a special education assessment, and therefore no further projections are made. Again, these estimates should be monitored throughout the state budget process and revised as needed.

Other Financing Uses

These include transfers to other funds, including special revenue, stabilization and other post employment benefits (OPEB) funds, special articles, and prior-year expenditures.

OPEB Fund: In 2012, the town adopted [MGL c. 32B, §20](#), establishing an OPEB fund. These are benefits other than pensions that are earned during the employee's active working career but are not actually paid until after the employee retires. By far, the most significant of these is health insurance, but they may also include life insurance, dental or other benefits.

As of July 1, 2017, the OPEB Fund had a balance of over \$2.8 million. Ipswich obtains an actuarial analysis every two years (the most recent is dated July 1, 2015 for FY2016 and FY2017), which reports the town's OPEB obligation. Having established an OPEB Fund, the town budget makers have indicated that they will appropriate funds each year as a part of the budget process. In the forecast, annual appropriations from the general (\$120,000), water (\$52,190), and sewer (\$38,189) funds are based on the FY2018 projected amounts. The ELD fund also makes annual contributions, but it has no impact on this forecast.

It should be noted that the statute when adopted did not meet OPEB trust fund guidelines established by the Governmental Accounting Standards Board (GASB), and it was therefore modified under Chapter 218 of the Acts of 2016 (the Municipal Modernization Act) effective November 7, 2016. To establish a GASB-compliant OPEB trust, town meeting must reaccept [MGL c. 32B, §20](#).

Stabilization Funds: The forecast does not project future transfers from free cash into the town's stabilization funds. However, town officials have indicated that they will make annual appropriations of \$161,000 into the capital stabilization fund from the tax levy.

Once the tax rate is set, the town may use available funds to supplement the current year's budget through June 30th, and these funds would be reported on the subsequent tax recap. In the current budget year, the prior-year expenditures are reported in this group, making sure that the budgeted revenues balance with gross appropriations as reported on the tax recap. When the fiscal year-end closing is completed, expenses would be reflected in the appropriate department from the prior year.

ENTERPRISE FUNDS

The forecast projections for the water, sewer, and recycling enterprise funds mirror the town's historical budgeting practices. As previously noted, each enterprise fund budgets for personal services, expenses, capital, debt services, reserves, and shared expenses. As displayed in the cost allocation plan table on the following page, the town manager determines the amount assigned to each enterprise budget (as well as to the electric and school departments). This plan is reviewed annually and may result in changes in the percentages charged.

COST ALLOCATION PLAN

			FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
			Budget	Budget	Budget	Budget	Budget	Budget
Shared Personal Services	GF		642,702	820,137	821,023	821,941	821,941	821,941
	ELD	2.40%	104,635	102,048	102,107	102,169	102,169	102,169
	Water	1.00%	54,611	54,056	54,080	54,106	54,106	54,106
	Sewer	0.60%	38,909	38,833	38,848	38,864	38,864	38,864
	Recycle	0.10%	-	926	929	931	931	931
	School	0.00%	57,673	58,799	58,799	58,799	58,799	58,799
	Total		898,530	1,074,801	1,075,787	1,076,810	1,076,810	1,076,810
Health & Life Ins	GF		1,376,404	1,467,527	1,614,280	1,775,708	1,953,279	2,148,607
	ELD		265,762	268,744	295,618	325,180	357,698	393,468
	Water		133,440	140,247	154,272	169,699	186,669	205,336
	Sewer		66,555	69,666	76,633	84,296	92,726	101,999
	Recycle		-	-	-	-	-	-
	School		3,020,731	3,199,136	3,519,049	3,870,954	4,258,049	4,683,854
	Total		4,862,892	5,145,319	5,659,852	6,225,837	6,848,421	7,533,264
Retirement	GF		1,553,546	1,652,533	1,784,736	1,927,515	2,081,716	2,248,253
	ELD		290,436	280,976	303,454	327,730	353,948	382,264
	Water		174,201	186,142	201,033	217,116	234,485	253,244
	Sewer		106,827	121,572	131,297	141,801	153,145	165,397
	Recycle		-	-	-	-	-	-
	School		909,852	964,352	1,041,500	1,124,820	1,214,806	1,311,990
	Total		3,034,863	3,205,575	3,462,020	3,738,982	4,038,100	4,361,148
Package/Leg Lib Ins	GF		276,030	300,961	316,009	331,809	348,399	365,819
	ELD		105,255	75,698	79,483	83,457	87,630	92,012
	Water		26,886	28,552	29,980	31,479	33,053	34,706
	Sewer		22,547	22,868	24,011	25,212	26,473	27,797
	Recycle		-	-	-	-	-	-
	School		105,325	106,275	111,589	117,168	123,026	129,177
	Total		536,043	534,354	561,072	589,125	618,581	649,511
Workers Comp	GF		59,560	63,515	71,454	80,386	90,434	101,738
	ELD		16,892	17,229	19,383	21,806	24,532	27,599
	Water		8,835	11,378	12,800	14,400	16,200	18,225
	Sewer		16,892	17,834	20,063	22,571	25,392	28,566
	Recycle		-	-	-	-	-	-
	School		131,848	133,629	150,333	169,125	190,266	214,049
	Total		234,027	243,585	274,033	308,288	346,824	390,177
Audit	GF		13,310	13,585	13,585	13,585	13,585	13,585
	ELD		13,475	13,035	13,035	13,035	13,035	13,035
	Water		2,585	2,695	2,695	2,695	2,695	2,695
	Sewer		1,705	1,870	1,870	1,870	1,870	1,870
	Recycle		-	-	-	-	-	-
	School		28,925	28,815	28,815	28,815	28,815	28,815
	Total		60,000	60,000	60,000	60,000	60,000	60,000

FORECAST ASSUMPTIONS TABLE

	FY2018	FY2019	FY2020	FY2021	FY2022
REVENUES:					
Levy	<ul style="list-style-type: none">• Conservative new growth estimates• Levy to the maximum allowable amount• Debt exclusion based on provided schedule figures• Net of SBAB and bond premiums				
State Aid	<ul style="list-style-type: none">• Chapter 70: Calculated based on:<ul style="list-style-type: none">◦ Total foundation budget and Ipswich Public foundation enrollment remain level◦ Chapter 70 aid increases are projected at \$20 per pupil based on local enrollment• School choice receiving tuition is level funded• UUGGA increased 2.5 percent annually• Other local aid accounts are level funded				
Local Receipts	<ul style="list-style-type: none">• Conservative projections, level funded from FY2018 figures				
Available Funds/ Other Financing Resources	<ul style="list-style-type: none">• Free Cash certifications are not projected• Capital Stabilization Fund (SF) provides \$158,746 in FY2018 and then \$161,000 annually• All other stabilization funds are not included as funding sources• Chapter 90/Highway Funds are not projected beyond FY2017• Overlay surplus is not projected• Annually, ELD and Tourism Fund contribute \$325,000 and \$2,000, respectively• Waterways Improvement Fund covers the harbormasters operating and capital budgets• Septic Loan Fund matches the annual debt repayment schedule				
Enterprise Receipts	<ul style="list-style-type: none">• Revenues are set equal to annual budget amounts				
EXPENDITURES:					
Personal Services	<ul style="list-style-type: none">• Based on existing contracts and steps increases are included• COLA adjustment worksheet provided to estimate future potential settlements/increases• School salaries are not forecast				
Expenses and Capital Outlay	<ul style="list-style-type: none">• Expenses are projected to increase 2 percent annually• Capital outlay is projected for police only, increasing 2 percent annually				
Education	<ul style="list-style-type: none">• Local school appropriation projected to increase 3 percent annually• Annually, Whittier Vocational and Essex Technical are projected to increase 10 and 2 percent, respectively• School Choice Sending assessment is projected to increase 10 percent annually				
Debt Service	<ul style="list-style-type: none">• Based on existing payment schedules provided and budgeted in the separate funds• Preliminary figures for two pending bond issues are included in projections• Proposed school construction estimates are not included• Temporary interest and debt issue expense is projected to be \$10,000 annually				
Capital Plan	<ul style="list-style-type: none">• Projected based on the current CIP				
Employee Benefits	<ul style="list-style-type: none">• Health and Life Insurance are projected to increase 10 percent annually• Retirement is projected to increase 8 percent annually• Medicare is projected to increase 3 percent annually				
Risk Management	<ul style="list-style-type: none">• Workers' Compensation is forecasted to increase 12.5 percent each year• Unemployment Compensation and casualty and liability insurances are projected to increase 5 percent annually• Public officials bonds are projected to increase 3 percent annually				

Continued on Next Page

	FY2018	FY2019	FY2020	FY2021	FY2022
Miscellaneous/ Other	<ul style="list-style-type: none"> • Reserve fund is level funded at \$50,000 • Personal service reserve is funded annually at \$100,000 				
Other Amounts To Be Raised	<ul style="list-style-type: none"> • Cherry sheet offsets expenses are equal to the estimated revenues • Intergovernmental charges are projected to increase 2 percent each year • Overlay is forecast to increase 3.5 percent annually • Tax tile appropriation is level funded at \$5,000 				
State Assessments	<ul style="list-style-type: none"> • School choice sending assessment is projected to increase 10 percent annually • MAPC, RMV non-renewal surcharge and regional transit are projected to increase 2.5 percent each year • Other assessments are projected to increase 1 percent annually 				
Other Financing Uses	<ul style="list-style-type: none"> • Transfers to the OPEB and capital stabilization funds are annually set at \$120,000 and \$161,000 respectively 				
Enterprise Funds	<ul style="list-style-type: none"> • Includes direct personal services, expenses, capital, debt service, reserves and shared expenses based on cost allocation plan 				

UPDATING THE FORECAST

Annually, the town should update the forecast after the end of the fiscal year. The budget fiscal year should be updated to reflect actual expenditures, the current year's budget entered, and another column added to maintain the five-year forecast model. The process of making these changes is straightforward, but great care should be taken to preserve the spreadsheets and formulas. For these reasons, Ipswich should create a copy of the forecast in an Excel workbook before proceeding.

First: Insert a column after the last displayed year to each worksheet.

Second: Highlight the last projected column from the fiscal year to the bottom, and then drag it to the right, creating a copy of the content and all links under a new fiscal year. Repeat this process in each worksheet. There should always be a blank column between the last projected year and the dark gray column preceding the Average Percent Change and/or Projection Percent columns.

FY2022 Projected		Average Percent Change	Projection Percent
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Third: Enter actual expenditures for the recently closed fiscal year and the new budget as adopted. The Projection Percent will carry forward to columns added in the above step, although the historical average percentage should be updated to include the recently closed fiscal year.

Particular attention should be paid to:

- NSS – Enter the final minimum local contributions, NNS, Chapter 70, school choice figures when DESE releases them.
- State Aid – Enter final estimates.
- Local Receipts – Enter the actual collections on the lower part of the worksheet.
- Available funds – At the close of the fiscal year, the 6/30 stabilization fund available balances should be entered. Enter free cash and retained earnings amounts when certified by DLS.
- Debt — Enter from debt service payment schedules.

Fourth: When the new tax recap is approved by DLS, review and balance the current year's budgeted revenues (*Revenue* worksheet) to the recap figures and the budgeted expenditures balance to the revenues on the *Summary* worksheet (the total surplus/(shortfall) should be zero). It is at this time that the new growth, levy limit, total tax levy, estimated receipts, and other amounts to be raised will be finalized.

APPENDIX A: REVENUE

	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
PROPERTY TAX LEVY								
Prior Year Tax Levy Limit	30,329,034	31,410,826	35,462,674	36,896,086	38,145,488	39,426,125	40,738,778	42,084,247
Amended Prior Growth	-	-	-	-	-	-	-	-
2.5% Increase	758,226	785,271	886,567	922,402	953,637	985,653	1,018,469	1,052,106
Certified New Growth	323,566	366,577	546,845	327,000	327,000	327,000	327,000	327,000
Override		2,900,000						
TAX LEVY LIMIT TOTAL	31,410,826	35,462,674	36,896,086	38,145,488	39,426,125	40,738,778	42,084,247	43,463,353
Debt Exclusion(s)	2,026,319	1,994,201	2,014,631	2,036,455	2,271,291	2,231,091	940,815	788,160
Capital Expenditure Exclusion(s)								
Stabilization Fund Override								
Other Adjustment								
Water/Sewer								
MAXIMUM ALLOWABLE LEVY ①	33,437,145	37,456,875	38,910,717	40,181,943	41,697,416	42,969,869	43,025,062	44,251,513
LESS Excess Tax Levy Capacity	41,523	43,103	218,050					
TOTAL Tax Levy ②	33,395,622	37,413,772	38,692,667	40,181,943	41,697,416	42,969,869	43,025,062	44,251,513

① DLS, Gate way, Tax rate, Levy Limit

② DLS, Gate way, Tax rate, Tax Rate Recap, Page 1

STATE AID CHERRY SHEET

Chapter 70 Education Aid	3,032,975	3,079,600	3,178,710	3,213,590	3,248,470	3,283,350	3,318,230	3,353,110
Charter Tuition Reimbursement	-	-	-	-	-	-	-	-
School Lunch (offset)	9,448	-	-	-	-	-	-	-
School Choice Receiving Tuition (offset)	440,964	383,036	367,074	348,283	348,283	348,283	348,283	348,283
Unrestricted General Government Aid	1,428,362	1,479,783	1,543,414	1,603,607	1,643,697	1,684,790	1,726,909	1,770,082
Veterans Benefits	198,178	181,174	225,286	228,981	228,981	228,981	228,981	228,981
Exemptions VBS and Elderly	64,521	74,808	67,129	68,003	68,003	68,003	68,003	68,003
State Owned land	369,577	369,577	365,467	365,467	365,467	365,467	365,467	365,467
Public Libraries (offset)	14,265	14,195	14,202	14,451	14,451	14,451	14,451	14,451
TOTAL Cherry Sheet ③	5,558,290	5,582,173	5,761,282	5,842,382	5,917,352	5,993,325	6,070,324	6,148,377

③ <http://www.mass.gov/dor/local-officials/municipal-databank-and-local-aid-unit/>

TOTAL MSBA REIMBURSEMENT	1,389,800	1,389,800	1,389,800	1,389,800	1,389,800	1,389,800	-	-
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ESTIMATED LOCAL RECEIPTS

1. Motor Vehicle Excise	1,600,000	1,700,000	1,900,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000
2a. Meals Excise	178,000	188,000	190,000	220,000	220,000	220,000	220,000	220,000
2b. Room Excise	-	-	-	-	-	-	-	-
2c. Other Excise	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000
3. Penalties/Interest on Taxes and Excises	140,000	150,000	150,000	155,000	155,000	155,000	155,000	155,000
4. Payment In Lieu of Taxes	120,000	120,000	145,000	155,000	155,000	155,000	155,000	155,000
5. Charges for Services-Water	-	-	-	-	-	-	-	-
6. Charges for Services-Sewer	-	-	-	-	-	-	-	-
7. Charges for Services-Hospital	-	-	-	-	-	-	-	-
8. Charges for Services-Solid Waste Fees	-	-	-	-	-	-	-	-
9. Other Charges for Services	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
10. Fees	75,000	75,000	95,000	82,000	82,000	82,000	82,000	82,000
11. Rentals	30,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000
12. Dept. Revenue-Schools	-	-	-	-	-	-	-	-
13. Dept. Revenue-Libraries	-	-	-	-	-	-	-	-
14. Dept. Revenue-Cemeteries	45,000	50,000	55,000	55,000	55,000	55,000	55,000	55,000
15. Dept. Revenue-Recreation	115,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
16. Other Departmental Revenue	50,000	50,000	-	-	-	-	-	-
17. Licenses/Permits	549,800	600,000	682,500	667,500	667,500	667,500	667,500	667,500
18. Special Assessments	-	-	-	-	-	-	-	-
19. Fines and Forfeits	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
20. Investment Income	40,000	40,000	30,000	30,000	30,000	30,000	30,000	30,000
21. Medicaid Reimbursement	120,000	120,000	125,000	125,000	125,000	125,000	125,000	125,000
22. Misc. Recurring	-	21,000	-	-	-	-	-	-
23. Misc. Non-Recurring	10,000	10,000	10,000	25,000	25,000	25,000	25,000	25,000
TOTAL Local Receipts	3,161,800	3,363,000	3,614,500	3,666,500	3,666,500	3,666,500	3,666,500	3,666,500

AVAILABLE FUNDS/OTHER FINANCING

Free Cash	1,401,400	211,000	1,356,906	896,769	-	-	-	-
Other Available Funds	1,302,918	2,023,893	1,413,941	865,733	700,756	622,434	719,251	626,166
TOTAL Available Funds	2,704,318	2,234,893	2,770,847	1,762,502	700,756	622,434	719,251	626,166
TOTAL GENERAL FUND REVENUES	46,209,830	49,983,638	52,229,096	52,843,127	53,371,825	54,641,927	53,481,137	54,692,557

ENTERPRISE FUNDS

Sewer Fund	1,751,139	1,875,259	2,072,490	2,186,762	2,521,574	2,289,364	2,213,223	2,188,577
Sewer Retained Earnings	185,170	225,848	311,614	344,598	-	-	-	-
Water Fund	2,776,182	3,092,348	3,212,042	3,240,392	3,185,901	3,057,456	3,044,182	3,086,411
Water Retained Earnings	217,658	103,926	212,727	400,861	-	-	-	-
Recycling Fund				40,880	41,277	41,681	42,091	42,509
Recycling Retained Earnings				-	-	-	-	-
TOTAL Enterprise Funds	4,930,149	5,297,381	5,808,873	6,213,494	5,748,752	5,388,501	5,299,497	5,317,497

GRAND TOTAL REVENUES	51,139,979	55,281,019	58,037,969	59,056,620	59,120,576	60,030,427	58,780,634	60,010,054
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APPENDIX B: NEW GROWTH

	FY2005 Budget	FY2006 Budget	FY2007 Budget	FY2008 Budget	FY2009 Budget	FY2010 Budget	FY2011 Budget	FY2012 Budget	FY2013 Budget	FY2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
Residential New Growth	426,211	392,263	357,002	293,861	278,484	206,230	191,253	207,235	180,017	373,153	273,083	298,205	427,018	290,000	290,000	290,000	290,000	290,000
Commercial (C)	13,086	11,166	12,508	30,213	5,634	5,564	7,029	12,161	402	78,487	19,017	8,963	22,034	22,000	22,000	22,000	22,000	22,000
Industrial (I)	258,850	311,946	13,151	10,374	4,669	3,719	20,460	18,910	2,623	27,556	0	15,932	24,290	5,000	5,000	5,000	5,000	5,000
Personal Property (PP)	8,995	10,242	6,917	24,124	124,026	56,409	59,875	28,643	28,195	59,471	31,466	43,477	73,503	10,000	10,000	10,000	10,000	10,000
CIP New Growth	280,931	333,354	32,576	64,711	134,329	65,692	87,364	59,714	31,220	165,514	50,483	68,372	119,827	37,000	37,000	37,000	37,000	37,000
TOTAL New Growth ①	707,142	725,617	389,578	358,572	412,813	271,922	278,617	266,949	211,237	538,667	323,566	366,577	546,845	327,000	327,000	327,000	327,000	327,000

① DLS, Gateway, Taxrate, LA-13 Tax Levy Base Growth, column K

3-year average																		
Residential		391,825	347,709	309,782	259,525	225,322	201,573	192,835	253,468	275,418	314,814	332,769						
CI		206,902	129,786	25,516	20,058	15,692	22,614	20,528	46,713	42,695	49,985	30,079						
PP		8,718	13,761	51,689	68,186	80,103	48,309	38,904	38,770	39,711	44,805	49,482						
Total		607,446	491,256	386,988	347,769	321,117	272,496	252,268	338,951	357,823	409,603	412,329	0	0	0	0	0	0
5-year average																		
Residential				349,564	305,568	265,366	235,413	212,644	231,578	244,948	266,339	310,295						
CI				134,319	81,789	22,664	23,747	16,234	35,382	37,329	36,810	39,861						
PP				34,861	44,344	54,270	58,615	59,430	46,519	41,530	38,250	47,222						
Total				518,744	431,700	342,300	317,775	288,308	313,478	323,807	341,399	397,378	0	0	0	0	0	0
10-year average																		
Residential									290,571	275,258	265,852	272,854						
CI									84,851	59,559	29,737	31,804						
PP									40,690	42,937	46,260	52,919						
Total									416,111	377,754	341,850	357,577	0	0	0	0	0	0

APPENDIX C: LOCAL RECEIPTS

Budgeted	FY2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
1. Motor Vehicle Excise	1,600,000	1,600,000	1,700,000	1,900,000	1,920,000	1,920,000	1,920,000	1,920,000	1,920,000
2a. Meals Excise	165,000	178,000	188,000	190,000	220,000	220,000	220,000	220,000	220,000
2b. Room Excise									
2c. Other Excise-Boat	12,000	12,000	12,000	15,000	15,000	15,000	15,000	15,000	15,000
3. Penalties/Interest on Taxes and Excises	134,147	140,000	150,000	150,000	155,000	155,000	155,000	155,000	155,000
4. Payment In Lieu of Taxes	102,000	120,000	120,000	145,000	155,000	155,000	155,000	155,000	155,000
5. Charges for Services-Water									
6. Charges for Services-Sewer									
7. Charges for Services-Hospital									
8. Charges for Services-Solid Waste Fees									
9. Other Charges for Services	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
10. Fees	75,000	75,000	75,000	95,000	82,000	82,000	82,000	82,000	82,000
11. Rentals	31,456	30,000	30,000	20,000	20,000	20,000	20,000	20,000	20,000
12. Dept. Revenue-Schools									
13. Dept. Revenue-Libraries									
14. Dept. Revenue-Cemeteries	45,000	45,000	50,000	55,000	55,000	55,000	55,000	55,000	55,000
15. Dept. Revenue-Recreation-Beach Sticks	115,000	115,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
16. Other Departmental Revenue-Line cleared	51,500	50,000	50,000	-	-	-	-	-	-
17. Licenses/Permits	549,800	549,800	600,000	682,500	667,500	667,500	667,500	667,500	667,500
18. Special Assessments									
19. Fines and Forfeits	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000	47,000
20. Investment Income	40,000	40,000	40,000	30,000	30,000	30,000	30,000	30,000	30,000
21. Medicaid Reimbursement	120,000	120,000	120,000	125,000	125,000	125,000	125,000	125,000	125,000
22. Misc. Recurring	-	-	21,000	-	-	-	-	-	-
23. Misc. Non-Recurring	10,000	10,000	10,000	10,000	25,000	25,000	25,000	25,000	25,000
TOTAL Local Receipts-Budget ①	3,127,903	3,161,800	3,363,000	3,614,500	3,666,500	3,666,500	3,666,500	3,666,500	3,666,500

Actual	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual
1. Motor Vehicle Excise	1,941,572	1,918,760	2,134,595						
2a. Meals Excise	199,132	219,158	223,320						
2b. Room Excise									
2c. Other Excise-Boat	17,147	16,060	16,204						
3. Penalties/Interest on Taxes and Excises	207,075	174,120	185,824						
4. Payment In Lieu of Taxes	137,536	154,520	177,524						
5. Charges for Services-Water									
6. Charges for Services-Sewer									
7. Charges for Services-Hospital									
8. Charges for Services-Solid Waste Fees									
9. Other Charges for Services	29,712	29,070	29,428						
10. Fees	93,296	113,382	104,565						
11. Rentals	27,171	27,041	21,981						
12. Dept. Revenue-Schools									
13. Dept. Revenue-Libraries									
14. Dept. Revenue-Cemeteries	69,089	72,050	72,957						
15. Dept. Revenue-Recreation	121,072	121,860	131,350						
16. Other Departmental Revenue	41,400	25,860							
17. Licenses/Permits	672,289	925,768	787,312						
18. Special Assessments									
19. Fines and Forfeits	44,888	49,746	55,157						
20. Investment Income	37,680	29,571	50,823						
21. Medicaid Reimbursement	127,633	171,137	149,294						
22. Misc. Recurring									
23. Misc. Non-Recurring	206,279	118,935	165,611						
TOTAL Local Receipts-Actual ①	3,972,971	4,167,038	4,305,945	-	-	-	-	-	-
Difference: Actual over Budget	845,068	1,005,238	942,945						

① DLS, Gateway, Taxrate, Tax Rate Recap, page 3

APPENDIX D: AVAILABLE FUNDS

	FY2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
Free Cash-Appropriated									
Prior Year Purposes									
General Stabilization Fund (SF)	576,000	25,000							
Capital SF	1,178,600	650,000	49,000	892,801	896,769	0	0	0	0
Education SF									
Artificial Turf SF									
OPEB Fund	286,000	125,000	50,000	250,000	0				
Transfer to Other Reserve				15,555					
Special Projects		301,400		198,550					
Current year purposes	117,000	300,000	112,000		0				
Reduce Tax Rate									
Total Free Cash Appropriated ①	2,157,600	1,401,400	211,000	1,356,906	896,769	0	0	0	0

Other Available Funds

Municipal Light source	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000	325,000
General stabilization fund (SF)									
Capital SF		498,971	673,748	61,079	158,746	161,000	161,000	161,000	161,000
Education SF									
Artificial Turf SF									
Overlay Surplus	150,000	150,000	150,000	350,000	150,000	0	0	0	0
Chapter 90/Highway funds	663,485	222,629	666,068	442,016	0	0	0	0	0
Waterways Improvement Fund	61,938	101,629	79,354	171,904	134,668	192,701	114,638	211,715	118,942
Septic Loan Fund			17,865	17,865	17,865	17,865	17,865	17,865	17,865
Tourism Fund	1,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Bond premiums	4,126	3,689	3,259	2,819	2,453	2,190	1,931	1,671	1,359
Sale of Lots			65,000		75,000	0	0	0	0
Other	0	0	41,599	41,258	0				
Total Other Available Funds ②	1,205,549	1,302,918	2,023,893	1,413,941	865,733	700,756	622,434	719,251	626,166

TOTAL Available Funds	5,520,749	4,105,718	2,445,893	4,127,753	2,659,271	700,756	622,434	719,251	626,166
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① DLS, Gateway, Taxrate, Tax Rate Recap, pages 2 and 4 and town meeting minutes.

② DLS, Gateway, Taxrate, B2 Other Funds.

Fiscal Year	2014 7/1/13	2015 7/1/14	2016 7/1/15	2017 7/1/16	2018 7/1/17	2019 7/1/18	2020 7/1/19	2021 7/1/20	2022 7/1/21
Total Budget③	50,308,072	51,139,979	55,281,019	58,037,969					
Free Cash Certified Amount ④	1,800,650	1,555,948	1,459,379	1,594,316					
Free Cash as % of Total Budget	3.58	3.04	2.64	2.75					

③ DLS, Gateway, Taxrate, Tax Rate Recap, page 1, 1a

④ DLS, Gateway, Taxrate, B1 Free Cash

Available Balance as of:	6/30/13	6/30/14	6/30/15	6/30/16	6/30/17	6/30/18	6/30/19	6/30/20	7/1/20
General Stabilization Fund (SF) ⑤	753,784	1,283,921	1,296,558	1,354,842					
Capital SF ⑤	361	16,175	4,044	2,820					
Education SF ⑤				1,002,949					
Artificial Turf SF									
Combined SF as % of Total Budget	1.50	2.54	2.35	4.07					

⑤ Balance Sheet

Projected SF Balances:

General Stabilization Fund (SF) Amount		1,554,842	1,554,842	1,554,842	1,554,842	1,554,842
Capital SF		0	161,000	161,000	161,000	161,000
Education SF		1,079,353	1,079,353	1,079,353	1,079,353	1,079,353
Artificial Turf SF						

APPENDIX E: EXPENDITURES

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
GENERAL GOVERNMENT									
Personal Services	1,060,506	1,229,750	1,161,013	1,246,977	1,283,273	1,287,916	1,292,393	1,292,393	1,292,393
Expenses	398,869	319,018	352,112	379,269	367,245	374,590	382,082	389,724	397,518
Capital Outlay	-	-	-	-	-	-	-	-	-
TOTAL General Government	1,459,375	1,548,767	1,513,125	1,626,246	1,650,518	1,662,506	1,674,475	1,682,117	1,689,911
PLANNING & DEVELOPMENT									
Personal Services	465,067	510,430	484,080	512,229	525,587	527,427	527,799	527,799	527,799
Expenses	49,872	23,712	23,273	27,786	30,642	31,255	31,880	32,518	33,168
Capital Outlay	-	-	-	-	-	-	-	-	-
TOTAL Planning & Development	514,938	534,142	507,353	540,015	556,229	558,682	559,679	560,317	560,967
PUBLIC SAFETY									
Police Personal Services	2,196,086	2,234,112	2,348,991	2,285,593	2,414,748	2,477,074	2,478,590	2,478,590	2,478,590
Police Expenses	106,551	108,853	81,005	106,820	103,360	105,427	107,536	109,687	111,881
Police Capital Outlay	74,041	67,948	97,500	74,000	78,000	79,560	81,151	82,774	84,429
Total Police	2,376,678	2,410,913	2,527,495	2,466,413	2,596,108	2,662,061	2,667,277	2,671,051	2,674,900
Fire Personal Services	1,463,521	1,494,044	1,460,852	1,573,305	1,678,465	1,678,465	1,678,465	1,678,465	1,678,465
Fire Expenses	87,794	103,129	190,276	110,285	112,115	114,357	116,644	118,977	121,357
Fire Capital Outlay	-	10,000	14,220	10,000	-	-	-	-	-
Total Fire	1,551,315	1,607,173	1,665,348	1,693,590	1,790,580	1,792,822	1,795,109	1,797,442	1,799,822
Harbormaster Personal Services	42,887	60,877	51,970	57,344	82,008	84,488	85,861	87,362	89,002
Harbormaster Expenses	18,830	24,809	17,988	27,560	27,660	28,213	28,777	29,353	29,940
Harbormaster Capital Outlay	-	-	-	-	-	-	-	-	-
Total Harbormaster	61,717	85,686	69,957	84,904	109,668	112,701	114,638	116,715	118,942
Other Services Personal Services	426,232	439,064	446,807	472,661	502,245	508,461	508,461	508,461	508,461
Other Services Expenses	14,579	28,525	29,312	42,925	44,755	45,650	46,563	47,494	48,444
Other Capital Outlay	-	-	-	1,287	-	-	-	-	-
Total Other Services	440,811	467,589	476,119	516,873	547,000	554,111	555,024	555,955	556,905
TOTAL Public Safety	4,430,522	4,571,361	4,738,919	4,761,779	5,043,356	5,121,695	5,132,048	5,141,163	5,150,569
EDUCATION									
Ipswich Public Schools	22,266,964	23,239,406	26,853,168	27,639,005	28,454,125	29,307,749	30,186,981	31,092,591	32,025,369
School Debt Service	2,795,229	2,788,067	2,781,907	2,885,608	2,885,349	2,930,616	2,920,923	340,569	326,300
Total Ipswich Public Schools	25,062,193	26,027,473	29,635,075	30,524,613	31,339,474	32,238,365	33,107,904	31,433,160	32,351,669
Whittier Vocational	328,808	422,303	556,348	456,690	493,184	542,502	596,753	656,428	722,071
Essex Technical High School	-	291,116	295,949	223,656	246,022	250,942	255,961	261,080	266,302
TOTAL Education	25,391,001	26,740,892	30,487,372	31,204,959	32,078,680	33,031,810	33,960,617	32,350,668	33,340,041
PUBLIC WORKS									
DPW Personal Services	1,508,008	1,513,358	1,387,289	1,560,857	1,636,940	1,683,191	1,688,615	1,688,615	1,688,615
DPW Expenses	2,487,265	2,386,372	2,407,480	2,702,690	2,644,542	2,697,433	2,751,382	2,806,410	2,862,538
DPW Capital Outlay	2,384	121,477	83,550	-	-	-	-	-	-
TOTAL Public Works	3,997,657	4,021,207	3,878,319	4,263,547	4,281,482	4,380,624	4,439,997	4,495,025	4,551,153

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	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
COMMUNITY & CULTURE									
Personal Services	776,992	844,874	840,929	882,887	929,576	943,756	951,366	952,970	953,211
Expenses	474,359	499,334	555,284	509,534	553,274	564,339	575,626	587,139	598,882
Capital Outlay	-	-	-	-					
TOTAL Community & Culture	1,251,351	1,344,208	1,396,213	1,392,421	1,482,850	1,508,095	1,526,992	1,540,109	1,552,093
DEBT SERVICE/CAPITAL PLAN									
Debt Service	312,204	240,056	187,608	195,497	183,608	133,133	124,896	82,533	81,221
Debt Excluded Debt Service	909,034	885,281	851,644	878,222	894,059	1,129,507	1,088,121	942,486	789,520
Temporary Interest/Issue Expense	1,371	1,412	(5,567)	5,000	10,000	10,000	10,000	10,000	10,000
CIP/Special Articles	678,600	548,071	787,748	1,080,880	1,316,515	1,286,292	626,219	730,944	193,393
Chapter 90 Projects	442,110	444,004	666,068	442,016	-	-	-	-	-
TOTAL Debt Service & Capital	2,343,319	2,118,823	2,487,502	2,601,615	2,404,182	2,558,932	1,849,236	1,765,963	1,074,133
EMPLOYEE BENEFITS									
Health & Life Insurance	1,054,487	1,132,316	1,210,427	1,376,404	1,467,527	1,614,280	1,775,708	1,953,279	2,148,607
Veterans' Pensions	2,283	562	-	2,000	-	-	-	-	-
Retirement	1,275,986	1,377,783	1,506,088	1,553,546	1,652,533	1,784,736	1,927,515	2,081,716	2,248,253
Medicare	111,431	117,138	115,358	123,010	121,350	124,991	128,741	132,603	136,581
TOTAL Employee Benefits	2,444,188	2,627,799	2,831,872	3,054,960	3,241,410	3,524,007	3,831,964	4,167,598	4,533,441
RISK MANAGEMENT									
Workers' Compensation	40,701	27,432	47,322	59,560	63,515	71,454	80,386	90,434	101,738
Unemployment Compensation	12,970	13,150	22,235	7,000	15,000	15,750	16,538	17,365	18,233
Package/Legal Liability Insurance	255,038	211,667	218,273	276,030	300,961	316,009	331,809	348,399	365,819
Public Officials Bonds	970	1,005	980	1,043	1,043	1,074	1,106	1,139	1,173
TOTAL Risk Management	309,679	253,254	288,811	343,633	380,519	404,287	429,839	457,337	486,963
MISCELLANEOUS/OTHER									
Personal Services	-	-	-	218,744	100,000	100,000	100,000	100,000	100,000
Expenses	88,864	109,267	106,511	110,699	104,494	106,584	108,716	110,890	113,108
Audit	13,915	13,970	13,970	13,310	13,585	13,585	13,585	13,585	13,585
Reserve Fund	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000
TOTAL Other/Misc.	102,779	123,237	120,481	392,753	268,079	270,169	272,301	274,475	276,693
OTHER AMOUNTS TO BE RAISED									
Deficits/Judgements/Tax title	5,000	4,966	4,515	5,000	5,000	5,000	5,000	5,000	5,000
Cherry Sheet Offsets	655,763	464,677	397,231	381,276	362,734	362,734	362,734	362,734	362,734
Intergovernmental	47,899	46,763	46,714	49,397	50,385	51,393	52,420	53,469	54,538
Abatements & Exemptions (Overlay)	449,304	458,294	429,784	402,467	400,000	414,000	428,490	443,487	459,009
TOTAL Other Amounts Raised	1,157,967	974,699	878,245	838,140	818,119	833,127	848,644	864,690	881,281

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	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
STATE ASSESSMENTS									
Mosquito Control Projects	98,741	99,072	99,698	109,992	102,699	103,726	104,763	105,811	106,869
Air Pollution	4,746	4,772	4,885	5,007	4,960	5,010	5,060	5,110	5,161
MAPC	4,254	6,773	6,716	6,884	7,022	7,198	7,377	7,562	7,751
RMV Non-Renewal Surcharge	8,560	8,560	8,560	8,560	9,680	9,922	10,170	10,424	10,685
MBTA	50,486	52,005	50,607	50,198	49,788	50,286	50,789	51,297	51,810
Regional Transit	35,805	36,325	38,372	39,331	40,314	41,322	42,355	43,414	44,499
Special Education	3,464	1,579	1,592	1,655	-	-	-	-	-
School Choice Sending Tuition	108,592	114,340	95,239	95,892	105,918	116,510	128,161	140,977	155,075
Charter School Sending Tuition	-	-	-	-	-	-	-	-	-
Essex County Tech Sending Tuition	163,191								
TOTAL State Assessments	477,839	323,426	305,669	317,519	320,381	333,973	348,675	364,595	381,850
OTHER FINANCING USES									
Prior Year Purposes				83,550					
Transfer to Special Revenue Funds				15,555					
Transfer to OBEP Fund	286,000	125,000	50,000	383,000	120,000	120,000	120,000	120,000	120,000
Transfer to Stabilization Funds	1,076,000	675,000		409,404	161,000	161,000	161,000	161,000	161,000
TOTAL Misc. Appropriations	1,362,000	800,000	50,000	891,509	281,000	281,000	281,000	281,000	281,000
TOTAL GENERAL FUND	45,242,615	45,981,815	49,483,880	52,229,096	52,806,805	54,468,906	55,155,468	53,945,057	54,760,095
ENTERPRISE FUNDS									
Sewer Fund	1,783,037	1,752,965	1,899,515	2,384,104	2,531,360	2,521,574	2,289,364	2,213,223	2,188,577
Water Fund	2,646,455	2,816,619	2,811,601	3,424,769	3,641,253	3,185,901	3,057,456	3,044,182	3,086,411
Recycling Fund	-	-	-	-	40,880	41,277	41,681	42,091	42,509
TOTAL Enterprise Funds	4,429,492	4,569,584	4,711,115	5,808,873	6,213,494	5,748,752	5,388,501	5,299,497	5,317,497
GRAND TOTAL Expenditures	49,672,107	50,551,399	54,194,996	58,037,969	59,020,298	60,217,658	60,543,969	59,244,553	60,077,592

APPENDIX F: ENTERPRISE FUNDS

	FY2014 Budget	FY2015 Budget	FY2016 Budget	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
Enterprise Revenues ①									
Sewer Receipts	1,781,323	1,751,139	1,875,259	2,072,490	2,186,762	2,521,574	2,289,364	2,213,223	2,188,577
Sewer Retained Earnings	279,095	185,170	225,848	311,614	344,598				
Water Receipts	2,860,446	2,776,182	3,092,348	3,212,042	3,240,392	3,185,901	3,057,456	3,044,182	3,086,411
Water Retained Earnings	-	217,658	103,926	212,727	400,861	-	-	-	-
Recycling					40,880	41,277	41,681	42,091	42,509
Recycling Retained Earnings					-	-	-	-	-
TOTAL Enterprise Revenues-Budget	4,920,864	4,930,149	5,297,381	5,808,873	6,213,494	5,748,752	5,388,501	5,299,497	5,317,497

① DLS, Gateway, Taxrate, A-2 Enterprise Funds

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual
Sewer Receipts	1,680,587	2,041,544	2,171,393						
Water Receipts	2,678,699	2,843,055	3,271,618						
Recycling									
TOTAL Enterprise Receipts-Actual	4,359,286	4,884,599	5,443,011	-	-	-	-	-	-

Difference: Receipts Actual over Budget

Sewer	(100,736)	290,405	296,134						
Water	(181,747)	66,873	179,270						
Recycling									

Retained Earning certified as of:	6/30/13	6/30/14	6/30/15	6/30/16	6/30/17	6/30/18	6/30/19	6/30/20	6/30/21
Sewer	360,357	342,288	600,920	792,692					
Water	524,774	346,857	501,086	869,740					
Recycling									

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
Enterprise Expenditures									
Personal Services	482,717	506,112	552,859	651,071	658,029	667,118	668,292	668,517	668,749
Health & Life Insurance	37,285	46,193	58,360	66,555	69,666	76,633	84,296	92,726	101,999
Retirement	88,399	92,653	86,115	106,827	121,572	131,297	141,801	153,145	165,397
Expenses/Reserve	489,299	488,287	448,056	517,916	514,001	524,281	534,767	545,462	556,371
Package Insurance	28,132	19,660	20,555	22,547	22,868	24,011	25,212	26,473	27,797
Workers' Compensation	4,403	11,005	15,218	16,892	17,834	20,063	22,571	25,392	28,566
Audit	1,760	1,870	1,851	1,705	1,870	1,870	1,870	1,870	1,870
Reserve	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000
Debt	444,314	461,176	559,422	720,591	675,521	661,301	560,555	549,638	537,828
Capital Expenditures	206,728	126,008	157,079	230,000	400,000	365,000	200,000	100,000	50,000
Total Sewer	1,783,037	1,752,965	1,899,515	2,384,104	2,531,360	2,521,574	2,289,364	2,213,223	2,188,577

Personal Services	939,998	955,243	968,334	991,940	987,700	1,003,797	1,005,943	1,006,340	1,006,749
Health & Life Insurance	124,201	118,434	119,540	133,440	140,247	154,272	169,699	186,669	205,336
Retirement	155,676	188,912	167,776	174,201	186,142	201,033	217,116	234,485	253,244
Expenses/Reserve	725,059	792,861	898,700	906,637	925,531	944,042	962,923	982,181	1,001,825
Package Insurance	41,444	27,833	24,687	26,886	28,552	29,980	31,479	33,053	34,706
Workers' Compensation	(656)	5,088	7,959	8,835	11,378	12,800	14,400	16,200	18,225
Audit	2,695	2,585	2,750	2,585	2,695	2,695	2,695	2,695	2,695
Reserve	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000
Debt	547,133	508,584	455,224	740,245	734,008	687,282	603,201	532,559	513,631
Capital Expenditures	110,906	217,079	166,630	390,000	575,000	100,000	-	-	-
Total Water	2,646,455	2,816,619	2,811,601	3,424,769	3,641,253	3,185,901	3,057,456	3,044,182	3,086,411

Personal Services					21,180	21,183	21,185	21,185	21,185
Expenses					19,700	20,094	20,496	20,906	21,324
Debt									
Capital Expenditures									
Total Recycling	-	-	-	-	40,880	41,277	41,681	42,091	42,509

TOTAL Enterprise Expenditures	4,429,492	4,569,584	4,711,115	5,808,873	6,213,494	5,748,752	5,388,501	5,299,497	5,317,497
Enterprise Surplus/(Shortfall)	491,372	360,565	586,266	0	0	0	0	0	0

APPENDIX G: DEBT

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
GG Debt Service	312,204	240,056	187,608	195,497	183,608	133,133	124,896	82,533	81,221
GG Excluded Debt Service	909,034	885,281	851,644	878,222	894,059	1,129,507	1,088,121	942,486	789,520
GG Short-term Interest	-	547	1,938	-	5,000	5,000	5,000	5,000	5,000
GG Debt Issue Expense	1,371	865	(7,504)	5,000	5,000	5,000	5,000	5,000	5,000
Total Debt	1,222,609	1,126,748	1,033,686	1,078,719	1,087,667	1,272,640	1,223,017	1,035,019	880,740

Land Acquisition \$433,000 Eagle Hill ①					20,000	20,000	20,000	-	-
Town Hall \$210,000 20 years- Refunded 10/1/10 ①					10,000	10,000	10,000	-	-
Library Roof 4/06 \$115,000 10 years ①					15,000	-	-	-	-
Equipment Bond \$389,422 (285,000) 4/07 10 years ①					25,000	-	-	-	-
Equipment Bond \$389,422 (60,300) 4/07 9 years ①					5,000	5,000	-	-	-
Equipment Bond \$600,000 5/08 (577,000) 10 years ①					5,000	5,000	5,000	-	-
Cap Improvement Bond- \$171,231 (50,000) 10 years ①					5,000	5,000	5,000	-	-
Cap Improvement Bond- \$171,231 (101,000) 15 years ①					5,000	5,000	5,000	5,000	5,000
Fire Pumper \$525,000 5/12 - 10 years ①					55,000	50,000	50,000	50,000	50,000
Bridges 3 \$265,000 (\$55,000) 4/96 ①					5,000	5,000	5,000	5,000	5,000
Septic Loan Program 10/10 MWPAT 20 Years (\$357,290) ①					17,865	17,865	17,865	17,865	17,865
TOTAL GG Debt Service Principal	275,500	210,500	163,365	173,365	167,865	122,865	117,865	77,865	77,865

Land Acquisition \$433,000 Eagle Hill ①					2,300	1,300	400	-	-
Town Hall \$210,000 20 years- Refunded 10/1/10 ①					625	350	113	-	-
Library Roof 4/06 \$115,000 10 years ①					750	-	-	-	-
Equipment Bond \$389,422 (285,000) 4/07 10 years ①					1,250	-	-	-	-
Equipment Bond \$389,422 (60,300) 4/07 9 years ①					500	250	-	-	-
Equipment Bond \$600,000 5/08 (577,000) 10 years ①					750	500	250	-	-
Cap Improvement Bond- \$171,231 (50,000) 10 years ①					750	500	250	-	-
Cap Improvement Bond- \$171,231 (101,000) 15 years ①					1,619	1,369	1,119	869	706
Fire Pumper \$525,000 5/12 - 10 years ①					6,100	5,000	4,000	3,000	2,000
Bridges 3 \$265,000 (\$55,000) 4/96 ①					1,100	1,000	900	800	650
Septic Loan Program 10/10 MWPAT 20 Years (\$357,290) ①					-	-	-	-	-
Total GG Debt Service Interest	36,704	29,556	24,244	22,132	15,744	10,269	7,031	4,669	3,356
Total GG Debt Service	312,204	240,056	187,608	195,497	183,608	133,133	124,896	82,533	81,221

Town Hall \$4,100,000 20 yrs/ Refunded 10/1/10 ①					215,000	215,000	205,000	85,000	-
Open Space 1 \$10,000,000 20 yrs Refunded 10/1/10 ①					190,000	185,000	180,000	180,000	135,000
Open Space 2 \$10,000,000 15 years ①					56,000	-	-	-	-
Open Space 3 \$10,000,000 4/00 (\$825,000) 20 years ①					40,000	40,000	40,000	40,000	40,000
Open Space 4 \$10,000,000 4/00 (\$525,000) 15 years ①					35,000	35,000	35,000	35,000	35,000
Open Space 5 \$10,000,000 4/00 (\$2,070,000) 19 years ①					110,000	110,000	110,000	110,000	110,000
Linebrook Rd Reconstruction \$3,000,000 5/13 (\$400,000) 10 years ①					40,000	40,000	40,000	40,000	40,000
Open Space 6 Pony Express (\$2,377,000) ②					-	125,105	125,105	125,105	125,105
Linebrook Rd Reconstruction \$3,000,000 5/13 (\$1,200,000) 10 years ②						140,000	140,000	140,000	140,000
Total GG Excluded Principal	725,500	720,500	705,500	735,500	686,000	890,105	875,105	755,105	625,105

Town Hall \$4,100,000 20 yrs/ Refunded 10/1/10 ①					15,763	9,850	4,856	1,275	-
Open Space 1 \$10,000,000 20 yrs Refunded 10/1/10 ①					20,300	15,138	10,800	6,075	1,688
Open Space 2 \$10,000,000 15 years ①					1,120	-	-	-	-
Open Space 3 \$10,000,000 4/00 (\$825,000) 20 years ①					16,545	14,945	13,345	11,745	10,095
Open Space 4 \$10,000,000 4/00 (\$525,000) 15 years ①					11,331	9,581	7,831	6,081	4,944
Open Space 5 \$10,000,000 4/00 (\$2,070,000) 19 years ①					39,775	36,750	34,138	31,250	28,225
Linebrook Rd Reconstruction \$3,000,000 5/13 (\$400,000) 10 years ①					8,800	8,000	7,200	6,400	5,200
Open Space 6 Pony Express (\$2,377,000) ②					59,425	89,138	84,446	79,755	75,063
Linebrook Rd Reconstruction \$3,000,000 5/13 (\$1,200,000) 10 years ②					35,000	56,000	50,400	44,800	39,200
Total GG Excluded Interest	183,534	164,781	146,144	142,722	208,059	239,401	213,016	187,381	164,414
Total GG Excluded Debt Service	909,034	885,281	851,644	878,222	894,059	1,129,507	1,088,121	942,486	789,520

① From bank debt service schedules

② Preliminary projected amounts until final borrowing completed

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	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
Middle School/High School 10/00 \$150,000 ①					11,000	-	-	-	-
Winthrop &/or Doyon School Reno. & Payne 4/04 \$300,000 ①					20,000	20,000	20,000	-	-
Winthrop & Doyon School Repairs 4/03 \$225,000 ①					15,000	15,000	15,000	-	-
Winthrop & Doyon School Repairs 4/05 \$200,000 ①					10,000	10,000	10,000	10,000	10,000
Winthrop & Doyon School Repairs 4/06 \$590,000 ①					30,000	30,000	30,000	30,000	30,000
Wind Turbine (Issue Clean Energy Bonds \$1.6M) 5/08 ①					85,000	85,000	85,000	85,000	85,000
Artificial Turf Field 10/15 \$1,000,000 ①					70,000	70,000	70,000	70,000	65,000
Winthrop School Feasibility 10/14 \$300,000 ②					-	52,500	52,500	52,500	52,500
TOTAL School Debt Service Principal	172,000	172,000	172,000	242,000	241,000	282,500	282,500	247,500	242,500

Middle School/High School 10/00 \$150,000 ①					220	-	-	-	-
Winthrop &/or Doyon School Reno. & Payne 4/04 \$300,000 ①					2,420	1,620	820	-	-
Winthrop & Doyon School Repairs 4/03 \$225,000 ①					1,815	1,215	615	-	-
Winthrop & Doyon School Repairs 4/05 \$200,000 ①					3,690	3,290	2,890	2,490	2,078
Winthrop & Doyon School Repairs 4/06 \$590,000 ①					11,910	10,710	9,510	8,310	7,073
Wind Turbine (Issue Clean Energy Bonds \$1.6M) 5/08 ①					42,219	39,669	35,419	31,169	26,919
Artificial Turf Field 10/15 \$1,000,000 ①					23,800	22,400	21,000	19,600	18,200
Winthrop School Feasibility 10/14 \$300,000 ②					23,625	35,438	33,469	31,500	29,531
Total School Debt Service Interest	87,847	81,542	75,132	95,968	109,699	114,341	103,723	93,069	83,800
Total School Debt Service	259,847	253,542	247,132	337,968	350,699	396,841	386,223	340,569	326,300

High School /Middle School 10/96 ①					2,260,000	2,375,000	2,485,000	-	-
Winthrop School Construction 10/17 ②					-	-	-	-	-
Total School Excluded Principal	1,855,000	1,945,000	2,045,000	2,150,000	2,260,000	2,375,000	2,485,000	-	-

High School /Middle School 10/96 ①					274,650	158,775	49,700	-	-
Winthrop School Construction 10/17 ②					-	-	-	-	-
Total School Excluded Interest	680,381	589,525	489,775	384,900	274,650	158,775	49,700	-	-
Total School Excluded Debt Service	2,535,381	2,534,525	2,534,775	2,534,900	2,534,650	2,533,775	2,534,700	-	-
School Debt Issuance Expense				12,740					
Total School Debt Service	2,795,229	2,788,067	2,781,907	2,885,608	2,885,349	2,930,616	2,920,923	340,569	326,300

① From bank debt service schedules
② Preliminary projected amounts until final borrowing completed

1997 Plant Upgrade \$1.863 MM 20 years MWPAT ①					86,642	89,846	-	-	-
Lappin's Pump Station \$150,000 Bond 14 yrs ①					11,000	-	-	-	-
Force Main \$1.656 MM 20 years ①					80,000	80,000	80,000	75,000	75,000
Other FY06 Projects \$177k ①					8,000	8,000	8,000	8,000	8,000
Carter Parcel \$800k ①					42,000	42,000	42,000	42,000	42,000
2010 Plant Upgrade \$1.953 MM 20 years MWPAT (G9) ①					86,075	87,946	89,857	91,810	93,806
2010 Plant Upgrade \$70k (G9) ①					5,000	5,000	5,000	5,000	5,000
2011 Plant Upgrade \$360k (G10) ①					25,000	25,000	25,000	25,000	25,000
2011 Plant Upgrade \$2.247 MM 20 years MWPAT (G10) ①					94,878	96,941	99,047	101,200	103,399
2012 Plant Upgrade \$1.535 MM 20 years (G11) ①					85,000	85,000	80,000	80,000	75,000
Total Sewer Long-term Principal	335,289	340,789	436,391	522,946	523,595	519,733	428,904	428,010	427,205

① From bank debt service schedules

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	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Projected	FY2019 Projected	FY2020 Projected	FY2021 Projected	FY2022 Projected
Woodworth (\$306,112) 14 years ①					22,000				
FY04 Capital Projects (\$1.355MM for 15 years) (H7) ①					65,000	65,000	65,000		
FY05 Capital Projects (\$721k for 20 years) (H8) ①					45,000	45,000	45,000	45,000	45,000
FY06 Capital Projects (\$550k 20 years) (H9) ①					30,000	25,000	25,000	25,000	25,000
FY06 Capital Projects (\$893k 15 years) (H9) ①					85,000	85,000	15,000	20,000	20,000
FY10 Capital Projects (\$400k for 20 years) (H10-DOW) ①					20,000	20,000	20,000	20,000	20,000
FY10 Capital Projects (\$350k for 15 years) (H10 Washington St) ①					20,000	25,000	25,000	25,000	25,000
FY10 Capital Projects (\$190k for 15 years) (H10 North Main St) ①					10,000	10,000	10,000	15,000	15,000
FY10 Capital Projects (\$100k for 20 years) (H10) ①					10,000	10,000	10,000	10,000	10,000
FY12 Capital Projects (\$50k for 5 years) (H11 Jeffreys Neck Rd) ①					10,000				
FY12 Capital Projects (\$1.495 MM 20 years MWPAT DW-10--8A) ①					61,791	63,134	64,506	65,908	67,340
FY14 Capital Projects (\$404,946 for 20 years) (H11) ①					20,000	20,000	20,000	20,000	20,000
FY10 Project (\$1.145359 MM 20 years MWPAT DW 10-08) ①					50,492	51,589	52,710	53,856	55,027
FY15 Capital Projects (\$295k for 20 years) (H12) ①					40,000	40,000	40,000	35,000	35,000
FY17 Capital Projects (\$650k for 20 years) (H13) ①					35,000	35,000	35,000	35,000	35,000
FY17 Capital Projects (\$55k for 5 years) (H10-2nd Solar Bee) ①					10,000	10,000	10,000	10,000	
FY17 Capital Projects (\$315k for 20 years) (H12 WTP Pumps) ②					15,750	15,750	15,750	15,750	15,750
Total Water Long-term Principal	408,331	374,338	365,367	537,894	550,033	520,473	452,966	395,514	388,117
Woodworth (\$306,112) 14 years ①					440				
FY04 Capital Projects (\$1.355MM for 15 years) (H7) ①					7,865	5,265	2,665		
FY05 Capital Projects (\$721k for 20 years) (H8) ①					18,495	16,695	14,895	13,095	11,239
FY06 Capital Projects (\$550k 20 years) (H9) ①					11,575	10,075	9,075	8,075	7,075
FY06 Capital Projects (\$893k 15 years) (H9) ①					12,725	8,475	4,225	3,475	2,825
FY10 Capital Projects (\$400k for 20 years) (H10-DOW) ①					10,075	9,475	8,475	7,475	6,475
FY10 Capital Projects (\$350k for 15 years) (H10 Washington St) ①					5,700	5,300	4,800	4,300	3,800
FY10 Capital Projects (\$190k for 15 years) (H10 North Main St) ①					3,180	2,980	2,780	2,580	2,280
FY10 Capital Projects (\$100k for 20 years) (H10) ①					1,200	1,000	800	600	400
FY12 Capital Projects (\$50k for 5 years) (H11 Jeffreys Neck Rd) ①					200				
FY12 Capital Projects (\$1.495 MM 20 years MWPAT DW-10--8A) ①					28,692	27,456	26,193	24,903	23,585
FY14 Capital Projects (\$404,946 for 20 years) (H11) ①					9,400	9,000	8,600	8,200	7,600
FY10 Project (\$1.145359 MM 20 years MWPAT DW 10-08) ①					19,078	18,068	17,036	15,982	14,905
FY15 Capital Projects (\$295k for 20 years) (H12) ①					6,400	5,600	4,800	4,000	2,950
FY17 Capital Projects (\$650k for 20 years) (H13) ①					15,200	14,500	13,800	13,100	12,050
FY17 Capital Projects (\$55k for 5 years) (H10-2nd Solar Bee) ①					900	700	500	300	
FY17 Capital Projects (\$315k for 20 years) (H12 WTP Pumps) ②					12,600	11,970	11,340	10,710	10,080
Water Long-term Interest	131,998	126,959	115,767	188,351	163,725	146,559	129,985	116,795	105,264
Water Short-term Interest	-	2,586	9,408	-	6,250	6,250	6,250	6,250	6,250
Water Debt Issue Expense	6,803	4,702	(35,318)	14,000	14,000	14,000	14,000	14,000	14,000
Total Fund 610 Water Debt Service	547,133	508,584	455,224	740,245	734,008	687,282	603,201	532,559	513,631
Total Enterprise Fund Debt Service	991,447	969,760	1,014,646	1,460,836	1,409,529	1,348,583	1,163,755	1,082,197	1,051,459

① From bank debt service schedules

② Preliminary projected amounts until final borrowing completed

APPENDIX H: FY2018 CAPITAL PLAN (AS OF JANUARY 2017)

	FY2018 Budget	FY2019 Budget	FY2020 Budget	FY2021 Budget	FY2022 Budget
Section 1: Technology & Communication					
Town	47,031	51,102	25,101	16,934	3,067
School	100,000	-	-	-	-
Subtotal	147,031	51,102	25,101	16,934	3,067
Section 2.A: Project Reserve	5,000	-	-	-	-
Section 2.B: School Facilities					
Payne	25,000				
Doyon	20,000	30,000			
Winthrop					
MS/HS	65,914	155,914	155,914	105,914	-
Subtotal	110,914	185,914	155,914	105,914	-
Section 2.C: Town Facilities					
Town Hall	110,000	66,000	75,000	71,500	-
Library	77,000	118,000	-	48,000	-
Police Station	65,000	67,400	-	79,000	-
Fire Stations	40,000	40,000	-	-	-
Highway	20,000	34,000	-	-	-
Pony Express Barn	35,000	-	-	-	-
Subtotal	347,000	325,400	75,000	198,500	-
Section 3: Equipment					
DPW	179,050	235,550	131,378	96,270	67,000
Cemeteries & Parks	50,000	43,000	10,000	55,000	-
Fire	210,576	213,326	153,326	163,326	123,326
Police	27,000	85,000	60,000	-	-
Harbor (Waterways Fund)	25,000	80,000	-	95,000	-
Emergency Mgmt.	35,094	-	15,500	-	-
COA	67,000	67,000	-	-	-
Town Clerk	15,000	-	-	-	-
Subtotal	608,720	723,876	370,204	409,596	190,326
Section 4: Fields, Cemeteries and Outdoor Facilities	75,000		-	-	-
Section 5: Roads, Sidewalks and Drains					
Chapter 90	-	-	-	-	-
Other funds	-	-	-	-	-
Subtotal	-	-	-	-	-
Section 6: Water Fund	575,000	100,000	-	-	-
Section 7: Sewer Fund	400,000	365,000	200,000	100,000	50,000
Section 8: Economic Developemnt	22,850				
TOTAL	2,291,515	1,751,292	826,219	830,944	243,393
Revenue:					
Raise & appropriate	161,000	1,045,292	465,219	474,944	32,393
Capital SF	158,746	161,000	161,000	161,000	161,000
Free cash	896,769	-	-	-	-
Sale of Lots	75,000	-	-	-	-
Waterways Improvement Fund	25,000	80,000	-	95,000	-
General Fund	1,316,515	1,286,292	626,219	730,944	193,393
Water Fund	575,000	100,000	-	-	-
Sewer Fund	400,000	365,000	200,000	100,000	50,000
Recycling					
Enterprise Funds	975,000	465,000	200,000	100,000	50,000
TOTAL	2,291,515	1,751,292	826,219	830,944	243,393