



Town of Leicester  
**OFFICE OF THE TOWN ADMINISTRATOR**

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February 26, 2018

TO: Select Board  
Finance Advisory Board  
Departments, Boards and Commissions

FROM: David Genereux  
Town Administrator

Re: **Fiscal Year 2019 Budget**

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Attached is the Town Administrator's recommended budget projection for FY 2019. For background, an initial document was sent to all departments, boards and committees on December 5, 2017, requesting that budgets be submitted by January 2, 2018. On Saturday, February 10, 2018 the Town held a public budget session during which departments, boards and committees had the opportunity to present their budgets and answer questions. The Town Administrator's FY 2019 recommended budget is based on the information gathered throughout the process and is now presented for discussion by the Select Board, Finance Advisory Board and the public.

The methodology used to allocate revenue deducts the estimated intergovernmental expenses first from the pool of new revenue (as these expenses are involuntary), with remaining new revenue allocated between the municipal and school departments equally on a percentage basis. As the School budget comprises 75% of the municipal budget after subtracting intergovernmental expenses, 75% of available new funds are allocated to that budget. The municipal departments received the remaining 25%.

**REVENUE (Attachment #1)**

The revenue sheet has four revenue columns:

- FY 2018 revenue, based on data submitted to the Department of Revenue as part of setting the FY 2018 tax rate
- Initial forecast revenue for FY 2019, as of 12/05/17
- Updated FY 2019 revenue, which reflects the local aid forecast in the Governor's FY 2019 budget.
- Final revenue projections as 04 02/26/18

The only notable change to the revenue since the last report is the addition of \$81,210 to the temporary borrowing budget to reflect the short-term interest cost for borrowing \$3,577,000 for the Library project, at \$89,425.00.

Anticipated changes in revenue are as follows:

FY 2018 tax levy: \$14,001,857  
Increase allowed by Proposition 2 ½: \$350,046  
New growth: \$140,000  
Debt Exclusions: \$915,129 (increase of \$40,372)  
State revenue: \$12,246,323 (increase of \$31,750)  
Local receipts: \$2,363,682 (increase of \$51,000)  
Free Cash: 0.00 (decrease of \$25,250)  
Ambulance and other local receipts: \$415,018 (Level funded)  
Tax recap items: \$1,226,328 (decrease of \$96,861)  
Total new revenues: \$684,779

**EXPENSE (Attachment #2 – short form; Attachment #4 – long form)**

On the expense portion of the budget, virtually all of the following intergovernmental expenses have been budgeted at forecasted increases. These amounts will be revised as the budget develops:

Debt principal: \$894,532 (decrease of \$24,953 or 2.71%)  
Debt Interest: \$325,635 (increase of \$19,608 or 6.41%)  
Temporary loan interest: \$99,943 (Increase of \$81,210 or 427.88%)  
Worcester Regional Retirement: \$1,161,943 (increase of \$106,531, or 10.07%)  
Worker Compensation: \$216,700 (Increase of \$19,700, or 10.00%)  
Unemployment Comp: \$66,650 (Increase of \$140, or .21%)  
Employee Benefits (Health Insurance): \$3,386,389 (Increase of \$334,228 or 10.95%)  
Bonding & Insurance (Property/Casualty insurance): \$150,586 (Increase of \$4,386 or 3.00%)

These amounts total \$540,350.

**BUDGETARY EFFECT**

Total new revenue less total new intergovernmental expenses (\$684,779 - \$540,350) results in \$144,530 being available for allocation between the municipal and school departments.

- The municipal departments' overall budgets increase by \$36,160 (.67%)
- The School Department's budget increases by \$108,270 (.67%)
- Intergovernmental costs increase by \$540,350 or 9.38%
- Total budget increase: \$684,780 or 2.50%

Total general fund budget (excluding vocational school tuition and CMRPC assessment) currently is forecast at \$28,120,623, an increase of 2.50%.

Current forecast revenue increases are not sufficient to properly fund operations. Municipal departments will have to cut expense budgets to fund any salary line increases. I anticipate the School Department will be similarly challenged.

Departments have turned in supplemental budget requests totaling \$865,101. This recommendation funds one full request and partially funds another, totaling \$29,406. Changes to the municipal portion of the budget are:

- Additional funding for the Elections budget required due to the cycle of elections in the upcoming fiscal year (\$14,100).
- Additional funding required for the Library to maintain its certification, as well as to pay for expanding operations and utility costs of the remodeled building (\$15,306). Adding \$15,306 to the library budget allows it to maintain its certification. It will not cover increased utilities or staffing level, but will allow the Library to avoid applying for a waiver.

If this budget is passed as presented, the 2.50% increase the tax rate by .57/\$1,000 to \$16.66, which represents an increase of \$125.00 to the average home value of \$218,614.

**FREE CASH AND THE CAPITAL PLAN (Attachment #4)**

The Town has certified \$968,300 for FY 2017 Free Cash. If we follow the policy adopted a few years ago, the distribution of those funds will be as follows:

Free Cash	\$968,300
10% of Free Cash not appropriated	-\$96,830
25% of remaining Free Cash appropriated to the Stabilization Fund	-\$217,867.50
50% of remaining Free Cash to fund the Capital Budget	-\$326,801.25
Remaining available Free Cash	\$326,801.25

At this point, \$414,811 of free cash must be appropriated to fund the scheduled purchase of cruisers, capital expenditures appropriated at the Fall Town Meeting, and annual lease payments. The snow and ice deficit remains to be calculated, but if it comes in at \$100,000 and the policy is followed, there will only be \$75,099.50 available for capital and/or operating expenses. Of that, \$33,377 must be allocated for a debt payment that was not budgeted. With that in mind, I am recommending that the Town allocate the \$217,867.50 that would normally go to Stabilization to Capital.

**ECONOMIC UPDATE**

A five-year budget projection is included in this recommendation. The current allocations forecast continued slow growth within the municipal and school budgets; which will not allow them to keep pace with inflation and contracted salary increases. There is potential revenue to be realized via taxation and host community agreements for recreational marijuana (the existing \$50,000 host agreement for medicinal marijuana is calculated in FY 2019 revenue). However, there is little new growth on the horizon. I expect to see sluggish revenue growth with increasing intergovernmental expenses in coming years, which will negatively impact the abilities of local government to fund services in the future. Discussions of short and long-term options should take place over the coming year.

Please contact me with any questions or concerns.

**TOWN OF LEICESTER, MASSACHUSETTS  
OPERATING BUDGET ANALYSIS & FORECAST**

	FY2018 Recap	FY2019 Initial Projected	FY2019 Updated Projected	FY2019 Budget Final	Change	
<b>REVENUES:</b>						
Levy Limit:						
Prior Year	\$ 13,469,075	\$ 14,001,857	\$ 14,001,857	\$ 14,001,857	\$ 532,782	3.96%
Prop 2 1/2	\$ 336,727	\$ 350,046	\$ 350,046	\$ 350,046	\$ 13,320	2.50%
New Growth	\$ 196,055	\$ 140,000	\$ 140,000	\$ 140,000	\$ (56,055)	
	\$ 14,001,857	\$ 14,491,903	\$ 14,491,903	\$ 14,491,903	\$ 490,047	3.50%
Debt Exclusion	\$ 874,757	\$ 825,704	\$ 825,704	\$ 915,129	\$ 40,372	4.62%
State Revenue	\$ 12,214,573	\$ 12,240,530	\$ 12,246,323	\$ 12,246,323	\$ 31,750	0.26%
Local Receipts	\$ 2,312,682	\$ 2,362,682	\$ 2,362,682	\$ 2,363,682	\$ 51,000	2.21%
Other Available Funds:						
Free Cash	\$ 25,250	\$ -	\$ -	\$ -	\$ (25,250)	-100.00%
Ambulance Receipts	\$ 371,192	\$ 371,192	\$ 371,192	\$ 371,192	\$ -	0.00%
Dog Fund, Overlay Res., NOI	\$ 23,882	\$ 23,882	\$ 23,882	\$ 23,882	\$ -	0.00%
Title V Reserves (Debt)	\$ 19,944	\$ 19,944	\$ 19,944	\$ 19,944	\$ -	0.00%
	\$ 440,268	\$ 415,018	\$ 415,018	\$ 415,018	\$ (25,250)	-5.74%
<b>TOTAL REVENUES</b>	\$ 29,844,137	\$ 30,335,837	\$ 30,341,630	\$ 30,432,055	\$ 587,919	1.97%
<b>EXPENDITURES:</b>						
General Government	\$ 5,410,021	\$ 5,445,204	\$ 5,446,310	\$ 5,446,181	\$ 36,160	0.67%
School	\$ 16,264,094	\$ 16,369,864	\$ 16,372,364	\$ 16,372,364	\$ 108,270	0.67%
Inter-Governmental	\$ 5,761,728	\$ 6,112,652	\$ 6,211,524	\$ 6,302,078	\$ 540,350	9.38%
Vocational School Tuition	\$ 1,078,000	\$ 1,078,000	\$ 1,078,000	\$ 1,078,000	\$ -	0.00%
Town Meeting Articles	\$ 2,991	\$ 2,991	\$ 2,991	\$ 2,991	\$ -	0.00%
<b>TOTAL EXPENDITURES</b>	\$ 28,516,835	\$ 29,008,711	\$ 29,111,189	\$ 29,201,614	\$ 594,354	2.08%
<b>TAX RECAP ITEMS</b>						
Cherry Sheet Offsets	\$ 570,163	\$ 570,163	\$ 567,434	\$ 567,434	\$ (2,729)	-0.48%
Cherry Sheet Charges	\$ 632,850	\$ 632,850	\$ 538,894	\$ 538,894	\$ (93,956)	-14.85%
Allowance for Abatements	\$ 120,176	\$ 120,000	\$ 120,000	\$ 120,000	\$ (176)	-0.15%
<b>TOTAL TAX RECAP ITEMS</b>	\$ 1,323,189	\$ 1,323,013	\$ 1,226,328	\$ 1,226,328	\$ (96,861)	-7.32%
<b>TOTAL EXPEND. &amp; CHARGES</b>	\$ 29,840,024	\$ 30,331,724	\$ 30,337,517	\$ 30,427,942	\$ (90,425)	-0.30%
<b>UNUSED TAX LEVY/(DEFICIT)</b>	\$ 4,113	\$ 4,113	\$ 4,113	\$ 4,113	\$ (0)	

Cherry Sheet Offsets: School Choice, Public Libraries

\$ 684,780

DEPT #	DEPARTMENT NAME	FY2018 TOWN ADMIN	FY2019 ADMIN STARTING BUDGET	FY 2019 Submissions	FY 2019 Supplemental	FY 2019 TA Budget	\$ CHANGE	% CHANGE
111	LEGAL							
	EXPENSES	59,000	59,000	59,000	0	59,000	0	0.00%
	<b>TOTAL</b>	<b>59,000</b>	<b>59,000</b>	<b>59,000</b>	<b>0</b>	<b>59,000</b>	<b>0</b>	<b>0.00%</b>
114	MODERATOR							
	PERSONNEL	81	81	81	0	81	0	0.00%
	EXPENSES	70	70	70	0	70	0	0.00%
	<b>TOTAL</b>	<b>151</b>	<b>151</b>	<b>151</b>	<b>0</b>	<b>151</b>	<b>0</b>	<b>0.00%</b>
122	SELECTMEN							
	PERSONNEL	206,978	206,978	194,178	0	195,381	-11,597	-5.60%
	EXPENSES	42,250	77,433	93,079	0	41,800	-450	-0.58%
	<b>TOTAL</b>	<b>249,228</b>	<b>284,411</b>	<b>287,257</b>	<b>0</b>	<b>237,181</b>	<b>-12,047</b>	<b>-4.83%</b>
130	RESERVE FUND							
	EXPENSES	50,000	50,000	50,000	0	50,000	0	0.00%
	<b>TOTAL</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0.00%</b>
131	ADVISORY BOARD							
	EXPENSES	1,325	1,325	1,325	0	1,325	0	0.00%
	<b>TOTAL</b>	<b>1,325</b>	<b>1,325</b>	<b>1,325</b>	<b>0</b>	<b>1,325</b>	<b>0</b>	<b>0.00%</b>
135	TOWN ACCOUNTANT							
	PERSONNEL	87,380	87,380	87,340	0	89,084	1,704	1.95%
	EXPENSES	27,575	27,575	27,575	0	27,575	0	0.00%
	<b>TOTAL</b>	<b>114,955</b>	<b>114,955</b>	<b>114,915</b>	<b>0</b>	<b>116,659</b>	<b>1,704</b>	<b>1.48%</b>
141	ASSESSORS							
	PERSONNEL	105,896	105,896	105,893	0	107,973	2,077	1.96%
	EXPENSES	7,240	7,240	7,240	0	7,240	0	0.00%
	<b>TOTAL</b>	<b>113,136.12</b>	<b>113,136</b>	<b>113,133</b>	<b>0</b>	<b>115,213</b>	<b>2,077</b>	<b>1.84%</b>
145	TREASURER/COLLECTOR							
	PERSONNEL	136,719	136,719	137,099	0	139,839	3,120	2.28%
	EXPENSES	23,795	23,795	23,795	0	23,795	0	0.00%
	<b>TOTAL</b>	<b>160,514</b>	<b>160,514</b>	<b>160,894</b>	<b>0</b>	<b>163,634</b>	<b>3,120</b>	<b>1.94%</b>
147	TAX TITLE							
	EXPENSES	16,000	16,000	16,000	0	16,000	0	0.00%
	<b>TOTAL</b>	<b>16,000</b>	<b>16,000</b>	<b>16,000</b>	<b>0</b>	<b>16,000</b>	<b>0</b>	<b>0.00%</b>
152	PERSONNEL BOARD							
	EXPENSES	250	250	250	0	250	0	0.00%
	<b>TOTAL</b>	<b>250</b>	<b>250</b>	<b>250</b>	<b>0</b>	<b>250</b>	<b>0</b>	<b>0.00%</b>
155	IT DEPARTMENT							
	EXPENSES	141,620	129,620	133,560	0	133,560	-8,060	-5.69%
	<b>TOTAL</b>	<b>141,620</b>	<b>129,620</b>	<b>133,560</b>	<b>0</b>	<b>133,560</b>	<b>-8,060</b>	<b>-5.69%</b>
161	TOWN CLERK							
	PERSONNEL	96,305	96,305	96,310	0	98,234	1,929	2.00%
	EXPENSES	3,650	3,650	3,645	0	3,645	(5.00)	-0.14%
	<b>TOTAL</b>	<b>99,955</b>	<b>99,955</b>	<b>99,955</b>	<b>0</b>	<b>101,879</b>	<b>1,924</b>	<b>1.93%</b>
162	ELECTIONS & REGISTRATIONS							
	PERSONNEL	10,000	10,000	10,000	12,000	22,000	12,000	120.00%
	EXPENSES	11,500	11,500	11,500	2,100	13,600	2,100	18.26%
	<b>TOTAL</b>	<b>21,500</b>	<b>21,500</b>	<b>21,500</b>	<b>14,100</b>	<b>35,600</b>	<b>14,100</b>	<b>65.58%</b>
180	DEVELOPMENT & INSPECT. SV							
	PERSONNEL	148,790	148,790	148,777	0	151,703	2,913	1.96%
	EXPENSES	78,850	82,250	78,850	0	78,850	0	0.00%
	<b>TOTAL</b>	<b>227,640.42</b>	<b>231,040</b>	<b>227,627</b>	<b>0</b>	<b>230,553</b>	<b>2,913</b>	<b>1.28%</b>
192	TOWN OWNED BLDG MAINT							
	EXPENSES	15,250	15,250	8,000	0	8,000	-7,250	-47.54%
	<b>TOTAL</b>	<b>15,250</b>	<b>15,250</b>	<b>8,000</b>	<b>0</b>	<b>8,000</b>	<b>-7,250</b>	<b>-47.54%</b>
197	TOWN HALL BLDG MAINT							
	EXPENSES	55,155	55,155	52,355	0	52,355	-2,800	-5.08%
	<b>TOTAL</b>	<b>55,155</b>	<b>55,155</b>	<b>52,355</b>	<b>0</b>	<b>52,355</b>	<b>-2,800</b>	<b>-5.08%</b>
198	TOWN HALL TELEPHONES							
	EXPENSES	6,400	6,400	6,400	0	6,400	0	0.00%
	<b>TOTAL</b>	<b>6,400</b>	<b>6,400</b>	<b>6,400</b>	<b>0</b>	<b>6,400</b>	<b>0</b>	<b>0.00%</b>
199	OTHER - GENERAL GOV							
	PERSONNEL	39,232	38,932	39,232	0	0	-39,232	-100.77%
	EXPENSES	39,938	40,238	50,395	0	49,355	9,417	23.40%
	<b>TOTAL</b>	<b>79,169.94</b>	<b>79,170</b>	<b>89,627</b>	<b>0</b>	<b>49,355</b>	<b>-29,815</b>	<b>-37.66%</b>
210	POLICE DEPT							
	PERSONNEL	1,593,362	1,593,362	1,619,222	276,766	1,622,906	29,544	1.85%
	EXPENSES	288,065	288,065	262,205	15,000	262,205	-25,860	-8.98%
	<b>TOTAL</b>	<b>1,881,427</b>	<b>1,881,427</b>	<b>1,881,427</b>	<b>291,766</b>	<b>1,885,111</b>	<b>3,684</b>	<b>0.20%</b>
220	FIRE DEPT							
	PERSONNEL	170,293	170,293	170,287	0	170,287	-6	0.00%
	EXPENSES	135,020	135,020	135,020	0	135,020	0	0.00%
	<b>TOTAL</b>	<b>305,313</b>	<b>305,313</b>	<b>305,307</b>	<b>0</b>	<b>305,307</b>	<b>-6</b>	<b>0.00%</b>

DEPT #	DEPARTMENT NAME	FY2018 TOWN ADMIN	FY2019 ADMIN STARTING BUDGET	FY 2019 Submissions	FY 2019 Supplemental	FY 2019 TA Budget	\$ CHANGE	% CHANGE
231	<b>AMBULANCE DEPT</b>							
	PERSONNEL	348,000	348,000	348,000	0	348,000	0	0.00%
	EXPENSES	76,850	88,850	88,850	0	88,850	12,000	13.51%
	<b>TOTAL</b>	<b>424,850</b>	<b>436,850</b>	<b>436,850</b>	<b>0</b>	<b>436,850</b>	<b>12,000</b>	<b>2.82%</b>
232	<b>EMERGENCY MANAGEMENT</b>							
	PERSONNEL	3,813	3,813	3,813	0	3,813	0	0.00%
	EXPENSES	1,000	1,000	1,000	0	1,000	0	0.00%
	<b>TOTAL</b>	<b>4,813</b>	<b>4,813</b>	<b>4,813</b>	<b>0</b>	<b>4,813</b>	<b>0</b>	<b>0.00%</b>
241	<b>CODE DEPT</b>							
	PERSONNEL	57,589	57,589	59,089	0	60,241	2,652	4.60%
	EXPENSES	9,678	9,678	8,638	0	8,638	-1,040	-10.75%
	<b>TOTAL</b>	<b>67,267</b>	<b>67,267</b>	<b>67,727</b>	<b>0</b>	<b>68,879</b>	<b>1,612</b>	<b>2.40%</b>
292	<b>ANIMAL CONTROL</b>							
	PERSONNEL	24,179	24,179	24,179	0	24,602	423	1.75%
	EXPENSES	8,950	5,550	8,950	0	8,950	0	0.00%
	<b>TOTAL</b>	<b>33,129</b>	<b>29,729</b>	<b>33,129</b>	<b>0</b>	<b>33,552</b>	<b>423</b>	<b>1.28%</b>
296	<b>INSECT PEST CONTROL</b>							
	PERSONNEL	1,920	1,920	0	0	0	-1,920	-100.00%
	EXPENSES	7,850	7,850	7,850	0	7,850	0	0.00%
	<b>TOTAL</b>	<b>9,770</b>	<b>9,770</b>	<b>7,850</b>	<b>0</b>	<b>7,850</b>	<b>-1,920</b>	<b>-19.65%</b>
310	<b>SCHOOL</b>							
	EXPENSES	16,264,094	16,369,864	16,372,364	350,000	16,372,364	108,270	0.66%
	<b>TOTAL</b>	<b>16,264,094</b>	<b>16,369,864</b>	<b>16,372,364</b>	<b>350,000</b>	<b>16,372,364</b>	<b>108,270</b>	<b>0.66%</b>
420	<b>HIGHWAY DEPT</b>							
	PERSONNEL	439,103	439,103	450,550	49,710	492,584	53,481	12.18%
	EXPENSES	257,957	257,957	246,510	0	247,550	-10,407	-4.03%
	<b>TOTAL</b>	<b>697,060</b>	<b>697,060</b>	<b>697,060</b>	<b>49,710</b>	<b>740,134</b>	<b>43,074</b>	<b>6.18%</b>
423	<b>SNOW &amp; ICE</b>							
	PERSONNEL	25,000	25,000	25,000	0	25,000	0	0.00%
	EXPENSES	96,000	96,000	96,000	0	96,000	0	0.00%
	<b>TOTAL</b>	<b>121,000</b>	<b>121,000</b>	<b>121,000</b>	<b>0</b>	<b>121,000</b>	<b>0</b>	<b>0.00%</b>
424	<b>STREET LIGHTS</b>							
	EXPENSES	70,000	70,000	70,000	0	70,000	0	0.00%
	<b>TOTAL</b>	<b>70,000</b>	<b>70,000</b>	<b>70,000</b>	<b>0</b>	<b>70,000</b>	<b>0</b>	<b>0.00%</b>
541	<b>COUNCIL ON AGING</b>							
	PERSONNEL	53,273	53,273	53,273	0	54,338	1,066	2.00%
	EXPENSES	31,145	31,145	31,145	0	31,145	0	0.00%
	<b>TOTAL</b>	<b>84,417.54</b>	<b>84,418</b>	<b>84,418</b>	<b>0</b>	<b>85,483</b>	<b>1,066</b>	<b>1.26%</b>
543	<b>VETERANS SERVICES</b>							
	PERSONNEL	6,500	6,500	6,630	0	6,630	130	2.00%
	EXPENSES	91,425	91,425	86,350	0	86,350	-5,075	-5.55%
	<b>TOTAL</b>	<b>97,925</b>	<b>97,925</b>	<b>92,980</b>	<b>0</b>	<b>92,980</b>	<b>-4,945</b>	<b>-5.05%</b>
545	<b>VETERANS GRAVES REG</b>							
	PERSONNEL	400	400	400	0	400	0	0.00%
	EXPENSES	2,000	2,000	2,000	0	2,000	0	0.00%
	<b>TOTAL</b>	<b>2,400</b>	<b>2,400</b>	<b>2,400</b>	<b>0</b>	<b>2,400</b>	<b>0</b>	<b>0.00%</b>
610	<b>PUBLIC LIBRARY</b>							
	PERSONNEL	143,000	143,000	147,700	94,700	155,700	12,700	8.88%
	EXPENSES	46,000	46,000	41,300	64,825	48,606	2,606	5.67%
	<b>TOTAL</b>	<b>189,000</b>	<b>189,000</b>	<b>189,000</b>	<b>159,525</b>	<b>204,306</b>	<b>15,306</b>	<b>8.10%</b>
630	<b>PARKS &amp; RECREATION</b>							
	PERSONNEL	0	0	0	0	0	0	0.00%
	EXPENSES	6,450	6,450	6,450	0	6,450	0	0.00%
	<b>TOTAL</b>	<b>6,450</b>	<b>6,450</b>	<b>6,450</b>	<b>0</b>	<b>6,450</b>	<b>0</b>	<b>0.00%</b>
691	<b>HISTORICAL COMM</b>							
	EXPENSES	950	950	950	0	950	0	0.00%
	<b>TOTAL</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>0</b>	<b>950</b>	<b>0</b>	<b>0.00%</b>
692	<b>MEMORIAL DAY COMM</b>							
	EXPENSES	3,000	3,000	3,000	0	3,000	0	0.00%
	<b>TOTAL</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0.00%</b>
710	<b>MATURING DEBT PRINCIPAL</b>							
	EXPENSES	919,485	894,532	894,532	0	894,532	-24,953	-2.71%
	<b>TOTAL</b>	<b>919,485</b>	<b>894,532</b>	<b>894,532</b>	<b>0</b>	<b>894,532</b>	<b>-24,953</b>	<b>-2.71%</b>
751	<b>MATURING DEBT INTEREST</b>							
	EXPENSES	306,027	325,635	325,635	0	325,635	19,608	6.41%
	<b>TOTAL</b>	<b>306,027</b>	<b>325,635</b>	<b>325,635</b>	<b>0</b>	<b>325,635</b>	<b>19,608</b>	<b>6.41%</b>

DEPT #	DEPARTMENT NAME	FY2018 TOWN ADMIN	FY2019 ADMIN STARTING BUDGET	FY 2019 Submissions	FY 2019 Supplemental	FY 2019 TA Budget	\$ CHANGE	% CHANGE
752	TEMPORARY LOAN INTEREST							
	EXPENSES	18,933	10,718	10,718	0	99,943	81,010	427.88%
	<b>TOTAL</b>	<b>18,933</b>	<b>10,718</b>	<b>10,718</b>	<b>0</b>	<b>99,943</b>	<b>81,010</b>	<b>427.88%</b>
911	WORC REG RETIREMENT						0	
	EXPENSES	1,055,412	1,108,183	1,161,943	0	1,161,643	106,231	10.07%
	<b>TOTAL</b>	<b>1,055,412</b>	<b>1,108,183</b>	<b>1,161,943</b>	<b>0</b>	<b>1,161,643</b>	<b>106,231</b>	<b>10.07%</b>
912	WORKER COMPENSATION						0	
	EXPENSES	197,000	216,700	216,700	0	216,700	19,700	10.00%
	<b>TOTAL</b>	<b>197,000</b>	<b>216,700</b>	<b>216,700</b>	<b>0</b>	<b>216,700</b>	<b>19,700</b>	<b>10.00%</b>
913	UNEMPLOYMENT COMP						0	
	EXPENSES	66,510	66,650	66,650	0	66,650	140	0.21%
	<b>TOTAL</b>	<b>66,510</b>	<b>66,650</b>	<b>66,650</b>	<b>0</b>	<b>66,650</b>	<b>140</b>	<b>0.21%</b>
914	EMPLOYEE BENEFITS						0	
	PERSONNEL	3,052,161	3,339,648	3,384,760	0	3,386,389	334,228	10.95%
	<b>TOTAL</b>	<b>3,052,161</b>	<b>3,339,648</b>	<b>3,384,760</b>	<b>0</b>	<b>3,386,389</b>	<b>334,228</b>	<b>10.95%</b>
945	BONDING & INSURANCE						0	
	EXPENSES	146,200	150,586	150,586	0	150,586	4,386	3.00%
	<b>TOTAL</b>	<b>146,200</b>	<b>150,586</b>	<b>150,586</b>	<b>0</b>	<b>150,586</b>	<b>4,386</b>	<b>3.00%</b>
<b>TOTAL BUDGET</b>								
	PERSONNEL	6,749,974	7,037,161	7,111,813	433,176	7,155,186	405,212	6.00%
	EXPENSES	20,685,869	20,890,559	20,918,385	431,925	20,965,437	279,568	1.35%
	<b>TOTAL</b>	<b>27,435,844</b>	<b>27,927,720</b>	<b>28,030,198</b>	<b>865,101</b>	<b>28,120,623</b>	<b>684,779</b>	<b>2.50%</b>

Revenue allocation					
Gross Revenue	29,844,137	30,335,837	30,341,630	0	30,432,055
Less: Vocational	-1,078,000	-1,078,000	-1,078,000	0	-1,078,000
Less: TM Articles	-2,991	-2,991	-2,991	0	-2,991
Less: Cherry Cheet Charges	-1,323,189.00	-1,323,013.00	-1,226,328	0	-1,226,328
Less: Excess Capacity	-4,113	-4,113	-4,113	0	0
Total	27,435,844	27,927,720	28,030,198	0	28,124,736
Difference	0	0	0	-	4,113



Operating Summary

Summary of Changes

EXPENSES	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN	\$ CHANGE	% CHANGE
				ADMIN		
Municipal Departments	5,410,021	5,446,310	515,101	5,446,181	36,160	0.67%
School Department	16,264,094	16,372,364	350,000	16,372,364	108,270	0.67%
Unclassified Budgets	5,761,728	6,211,524	0	6,302,078	540,350	9.38%
SUBTOTAL	27,435,844	28,030,198	865,101	28,120,623	684,779	2.50%
Vocational Schools	1,078,000	1,078,000		1,078,000	0	0.00%
Other Articles	2,991	2,991		2,991	0	0.00%
Cherry Sheet Charges	1,323,189	1,226,328		1,226,328	-96,861	-7.32%
Excess levy Capacity	4,113	4,113		4,113	0	0.00%
SUBTOTAL	2,408,293	2,311,432		2,311,432	-96,861	-4.02%
<b>DEPARTMENTAL TOTAL</b>	<b>29,844,137</b>	<b>30,341,630</b>		<b>30,432,055</b>	<b>587,918</b>	<b>1.97%</b>
<b>FORECAST REVENUE</b>	<b>29,844,137</b>	<b>30,341,630</b>		<b>30,432,055</b>	<b>587,918</b>	<b>1.97%</b>
<b>DIFFERENCE</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	





**LEGAL**

The Town contracts with private firms for legal services. These services fall under the two categories of general legal services and labor matters. These firms represent the Town in legal proceedings, provide advice and assistance on various matters to all departments and committees as requested and assist in the preparation documents.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-111-5200-005	LEGAL SERVICES	59,000	59,000	59,000	0	59,000	0	0.00%
	TOTAL	59,000	59,000	59,000	0	59,000	0	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>59,000</b>	<b>59,000</b>	<b>59,000</b>	<b>0</b>	<b>59,000</b>	<b>0</b>	<b>0.00%</b>



**MODERATOR**

The moderator is an elected official that serves a term of three years. The chief responsibility of the moderator is to manage and oversee the proceedings of Town Meetings.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-114-5100-000	SALARY-MODERATOR	81	81	81	0	81	0	0.00%
TOTAL		81	81	81	0	81	0	0.00%

  

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-114-5700-002	DUES/MEMBERSHIP	70	70	70	0	70	0	0.00%
TOTAL		70	70	70	0	70	0	0.00%

  

<b>DEPARTMENTAL TOTAL</b>		<b>151</b>	<b>151</b>	<b>151</b>	<b>0</b>	<b>151</b>	<b>0</b>	<b>0.00%</b>
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**SELECT BOARD**

**Mission Statement**

The Select Board is responsible for setting the strategic direction for the Town of Leicester.

The mission of the Office of the Town Administrator is to provide exceptional professional leadership for all aspects of the municipal government to sustain and enhance the quality of life in the Town of Leicester consistent with the policies and vision of the Board of Selectmen.

**Vision Statement**

Select Board: The Town of Leicester will be an evolving and sustainable community of engaged residents enjoying a high quality of life that celebrates and preserves our rich history.

Town Administrator: The Office of the Town Administrator will create an environment that fosters innovative ideas, practices and strategies for delivering exceptional public services which make Leicester a great place to live, work and play.

**Summary of Changes**

PERSONNEL		FY17	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN	\$ CHANGE	% CHANGE
		BUDGET				ADMIN		
01-122-5100-000	WAGES - SELECT BOARD/TOWN ADMIN.	60,530	60,400	60,400	0	61,603	1,203	1.99%
01-122-5101-000	SALARY-TOWN ADMINISTRATOR	114,785	142,800	130,000	0	130,000	-12,800	-8.96%
01-122-5196-000	STIPENDS - ELECTED OFFICIALS		3,778	3,778	0	3,778	0	0.00%
TOTAL		175,315	206,978	194,178	0	195,381	-11,597	-5.60%

Town of Leicester - Fiscal Year 2019 Budget



EXPENSES	FY17		FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN		\$ CHANGE	% CHANGE
	BUDGET					ADMIN			
01-122-5200-003 MAINT CONTRACTS/REPAIRS	3,205	0	0	0	0	2,600	2,600	0.00%	
01-122-5200-004 CONSULTANT/PROF SERVICES	18,550	15,000	18,550	0	0	18,750	3,750	25.00%	
01-122-5200-007 ADVERTISING	1,000	2,000	2,000	0	0	2,000	0	0.00%	
01-122-5200-008 POSTAGE COSTS	25,800	0	0	0	0	0	0	0.00%	
01-122-5200-009 PRINTING	1,000	150	300	0	0	300	150	100.00%	
01-122-5400-001 OFFICE SUPPLIES	2,200	1,250	1,500	0	0	1,500	250	20.00%	
01-122-5400-002 BOOKS/PERIODICALS	300	300	300	0	0	300	0	0.00%	
01-122-5700-001 TRAVEL/LICENSES	4,500	3,500	7,250	0	0	7,250	3,750	107.14%	
01-122-5700-002 DUES/MEMBERSHIP	2,800	3,050	2,000	0	0	2,000	-1,050	-34.43%	
01-122-5700-003 TRAINING/SEMINARS/MEETINGS	2,000	4,000	2,700	0	0	2,700	-1,300	-32.50%	
01-122-5700-006 EMPLOYEE BENEFITS	4,000	5,000	0	0	0	0	-5,000	-100.00%	
01-122-5701-007 CONTRACTUAL PROF EXPENSES	5,700	7,200	3,600	0	0	3,600	-3,600	-50.00%	
01-122-5800-001 EQUIPMENT- \$500	800	800	800	0	0	800	0	0.00%	
ALLOWANCE FOR DEPT. DISTRIBUTION				54,079					
TOTAL	71,855	42,250	93,079	0	0	41,800	-450	-1.07%	
DEPARTMENTAL TOTAL	247,170	249,228	287,257	0	0	237,181	-12,047	-4.83%	



**RESERVE FUND**

The Reserve Fund is a sum of money appropriated at Town Meeting to be used at the discretion of the Finance Advisory Board in conjunction with the Board of Selectmen to cover extraordinary or unforeseen expenses that arise during the fiscal year. The creation and use of the Reserve Fund is specified in Chapter 40 §6 of the Massachusetts General Laws.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-130-5700-007	OTHER RESERVE FUND	50,000	50,000	50,000	0	50,000	0	0.00%
TOTAL		50,000	50,000	50,000	0	50,000	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>0</b>	<b>0.00%</b>

**ADVISORY BOARD**

The Finance Advisory Board is a seven member body that is responsible for advising Town Meeting on all expenditures of the Town. The authority of the Board is found in chapter four of the Town's General Bylaws.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-131-5400-001	OFFICE SUPPLIES	250	250	250	0	250	0	0.00%
01-131-5700-002	DUES/MEMBERSHIPS	275	275	275	0	275	0	0.00%
01-131-5700-003	TRAINING/SEMINARS/MEETINGS	350	800	800	0	800	0	0.00%
TOTAL		875	1,325	1,325	0	1,325	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>875</b>	<b>1,325</b>	<b>1,325</b>	<b>0</b>	<b>1,325</b>	<b>0</b>	<b>0.00%</b>



**TOWN ACCOUNTANT**

**Mission**

To further and support the goals and to protect and preserve the legal, ethical and financial integrity of all Town departments by providing sound advice and assistance on matters of law

**Vision**

To provide innovative specialized local government financial support.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-135-5100-000	WAGES-ACCOUNTING	34,000	22,100	22,060	0	22,500	400	1.81%
01-135-5101-000	SALARY-TOWN ACCOUNTANT	64,000	65,280	65,280	0	66,584	1,304	2.00%
TOTAL		98,000	87,380	87,340	0	89,084	1,704	1.95%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-135-5200-004	CONSULTANTS/PROF SERVICES	24,500	25,500	25,500	0	25,500	0	0.00%
01-135-5200-009	PRINTING	150	150	150	0	150	0	0.00%
01-135-5400-001	OFFICE SUPPLIES	500	500	500	0	500	0	0.00%
01-135-5700-001	TRAVEL/LICENSES	300	300	300	0	300	0	0.00%
01-135-5700-002	DUES/MEMBERSHIPS	125	125	125	0	125	0	0.00%
01-135-5700-003	TRAINING/SEMINARS/MEETINGS	800	1,000	1,000	0	1,000	0	0.00%
TOTAL		26,375	27,575	27,575	0	27,575	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>124,375</b>	<b>114,955</b>	<b>114,915</b>	<b>0</b>	<b>116,659</b>	<b>1,704</b>	<b>1.48%</b>



**ASSESSORS**

**Mission**

The Town of Leicester Assessing Department is committed to a philosophy of service and accountability to the public, whose interest is best served through the sound administration of the Massachusetts General Laws and regulations pursuant to providing fair and equitable assessments on all real and personal property within the municipal boundaries.

**Vision**

Our vision is to be a model in the assessment administration field with a reputation for the delivery of impartial, accurate, equitable assessments that meet or exceed the statutory requirements of the State of Massachusetts. We will strive to satisfy not only our taxpayers, but other departments, local government and other taxing districts with courteous, prompt and professional service second to none.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-141-5100-000	SALARY/WAGES-ASSESSORS	39,636	38,573	38,570	0	39,339	766	1.99%
01-141-5101-000	SALARY-PRINCIPAL ASSESSOR	64,306	65,592	65,592	0	66,903	1,311	2.00%
01-141-5196-000	ASSESSORS - STIPEND ELECTED OFFICIALS		1,731	1,731	0	1,731	0	0.00%
TOTAL		103,942	105,896	105,893	0	107,973	2,077	1.96%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-141-5200-004	CONSULTANTS/PROF SERVICES	7,000	6,000	6,000	0	6,000	0	0.00%
01-141-5400-001	OFFICE SUPPLIES	200	200	200	0	200	0	0.00%
01-141-5700-001	MILEAGE/LICENSES	0	0	0	0	0	0	0.00%
01-141-5700-002	DUES/MEMBERSHIPS	340	340	340	0	340	0	0.00%
01-141-5700-003	TRAINING/SEMINARS/MEETINGS	700	700	700	0	700	0	0.00%
TOTAL		8,240	7,240	7,240	0	7,240	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>112,182</b>	<b>113,136</b>	<b>113,133</b>	<b>0</b>	<b>115,213</b>	<b>2,077</b>	<b>1.84%</b>



**TREASURER/COLLECTOR**

**Mission**

The Treasurer Collector's office is committed to providing taxpayers & town employees with professional and courteous service in the administration of all revenues and expenses for the Town of Leicester, as well as satisfy the legal requirements set forth in Massachusetts General Laws and the Town's bylaws.

**Vision**

The Treasurer Collector's office adheres to a philosophy of timely and accurate services in a manner that is fair, legal, and courteous to both the Town's residents as well as our fellow co-workers.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-145-5100-000	WAGES-TREASURER/COLLECTOR	70,874	69,775	70,155	0	71,556	1,781	2.55%
01-145-5101-000	SALARY-TREASURER/COLLECTOR	65,600	66,944	66,944	0	68,283	1,339	2.00%
TOTAL		136,474	136,719	137,099	0	139,839	3,120	2.28%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-145-5200-003	MAINT CONTRACTS/REPAIRS	0						
01-145-5200-004	CONSULTANTS/PROF SERVICE	22,000	22,000	22,000	0	22,000	0	0.00%
01-145-5400-001	OFFICE SUPPLIES	1,100	1,100	1,100	0	1,100	0	0.00%
01-145-5700-001	MILEAGE/LICENSES	355	355	355	0	355	0	0.00%
01-145-5700-002	DUES/MEMBERSHIPS	150	150	150	0	150	0	0.00%
01-145-5700-003	TRAINING/SEMINARS/MEETINGS	190	190	190	0	190	0	0.00%
TOTAL		23,795	23,795	23,795	0	23,795	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>160,269</b>	<b>160,514</b>	<b>160,894</b>	<b>0</b>	<b>163,634</b>	<b>3,120</b>	<b>1.94%</b>





**TAX TITLE**

The Tax Title budget provides the Treasurer/Collector with the resources to pursue all applicable legal proceedings to recover taxes that are past due on properties within the Town. The vast majority of these expenditures cover attorney's fees.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-147-5200-004	CONSULTANTS/PROF SERVICES	18,000	16,000	16,000	0	16,000	0	0.00%
	TOTAL	18,000	16,000	16,000	0	16,000	0	0.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>18,000</b>	<b>16,000</b>	<b>16,000</b>	<b>0</b>	<b>16,000</b>	<b>0</b>	<b>0.00%</b>



**PERSONNEL BOARD**

The Personnel Board is a five member body appointed by the Board of Selectmen. The Board is charged with advising the Board of Selectmen on the operation of the Town's personnel system including all related policies and practices.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-152-5700-002	DUES/MEMBERSHIPS	250	250	250	0	250	0	0.00%
TOTAL		250	250	250	0	250	0	0.00%
DEPARTMENTAL TOTAL		250	250	250	0	250	0	0.00%



**IT DEPARTMENT**

This budget provides for broad range of expenditures related to the Town's information technology (IT) system. The Town utilized a private company to oversee and administer the IT network at all Town Buildings. That company is responsible for network security, email, storage, devices, software and applications support. Additionally, this budget covers the cost of software licensing and maintenance, internet connectivity, and hardware costs for all Town departments.

Summary of Changes:

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-155-5200-003	MAINT CONTRACTS/REPAIRS	105,785	126,000	115,000	0	115,000	-11,000	-8.73%
01-155-5400-005	SMALL EQUIPMENT	6,000	15,620	18,560	0	18,560	2,940	18.82%
TOTAL		111,785	141,620	133,560	0	133,560	-8,060	-5.69%
<b>DEPARTMENTAL TOTAL</b>		<b>111,785</b>	<b>141,620</b>	<b>133,560</b>	<b>0</b>	<b>133,560</b>	<b>-8,060</b>	<b>-5.69%</b>



**TOWN CLERK**

**Mission**

Often considered the core of local government, the Town Clerk’s Office serves as the central information point for local residents and citizens at large. It is the mission of the Office of the Town Clerk to be a primary provider of information and quality services to the community and to work cooperatively and in coordination with the varied departments and groups while performing a myriad of tasks to achieve established goals and comply with State and Local Statues. The Leicester Town Clerk serves the residents of Leicester through its function as official record keeper for the Town Meeting and Vital Records and the Administration of Elections and voter related activities. Records found in this office are: Birth, Marriage and Death Certificates; Zoning Decisions; Town Meeting Records; Annual Town Reports and Special Reports to Town Meeting; records of elections and lists of those who have served the Town of Leicester in elective or appointive office. The Town Clerk’s office welcomes inquiries from all citizens seeking assistance/information in relation to services provided by the Town of Leicester. The staff will assist in redirecting your questions to the appropriate department.

**Vision**

The Vision of the Town Clerk’s Office is to enhance services while serving as the nucleus of the Town of Leicester. To be a municipal government that works collaboratively with citizens and other governments to plan for and respond to citizen needs and provide timely, efficient, effective, and customer friendly services.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-161-5100-000	WAGES-TOWN CLERK	39,843	34,085	34,090	0	34,770	685	2.01%
01-161-5101-000	SALARY-TOWN CLERK	51,590	62,220	62,220	0	63,464	1,244	2.00%
TOTAL		91,433	96,305	96,310	0	98,234	1,929	2.00%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-161-5200-009	PRINTING	825	850	845	0	845	-5	-0.59%
01-161-5400-001	OFFICE SUPPLIES	1,100	1,500	1,500	0	1,500	0	0.00%
01-161-5700-001	MILEAGE/LICENSES	100	100	100	0	100	0	0.00%
01-161-5700-002	DUES/MEMBERSHIPS	200	200	200	0	200	0	0.00%
01-161-5700-003	TRAINING/SEMINARS/MEETINGS	800	1,000	1,000	0	1,000	0	0.00%
DEPARTMENTAL TOTAL		3,025	3,650	3,645	0	3,645	-5	-0.14%
TOTAL		94,458	99,955	99,955	0	101,879	1,924	1.93%



**ELECTIONS & REGISTRATIONS**

Overseen by the Town Clerk, the Elections and Registrations Department is responsible for the fair and efficient management of all Federal, State and local elections.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-162-5100-000	SALARY/WAGES-ELECTIONS & REG	21,000	10,000	10,000	12,000	22,000	12,000	120.00%
TOTAL		21,000	10,000	10,000	12,000	22,000	12,000	120.00%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
CONSULTANTS/PR CONSULTANTS/PROF SERVICES		8,200	6,000	6,000	2,100	8,100	2,100	35.00%
01-162-5200-009	PRINTING	2,500	3,500	3,500	0	3,500	0	0.00%
01-162-5400-001	OFFICE SUPPLIES	2,000	1,000	1,000	0	1,000	0	0.00%
01-162-5700-003	TRAINING/MEETINGS	200	1,000	1,000	0	1,000	0	0.00%
TOTAL		12,900	11,500	11,500	2,100	13,600	2,100	18.26%
<b>DEPARTMENTAL TOTAL</b>		<b>33,900</b>	<b>21,500</b>	<b>21,500</b>	<b>14,100</b>	<b>35,600</b>	<b>14,100</b>	<b>65.58%</b>



**DEVELOPMENT & INSPECTIONAL SERVICES**

**Mission**

The Office of Development & Inspectional Services serves the Town of Leicester through the administration of all functions related to land-use development, public health, and long-range planning.

**Vision**

The Office of Development & Inspectional Services plans for and permits development in an efficient and customer friendly way that encourages development while ensuring public health and safety and protecting Leicester's unique environmental, historical, and cultural resources.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-180-5100-000	WAGES-DEV & INSPECT SERVICES	63,857	65,736	65,723	0	67,034	1,298	1.97%
01-180-5101-000	SALARY-TOWN PLANNER/DIR D&I SVCS	79,171	80,758	80,758	0	82,373	1,615	2.00%
01-180-5196-175	PLANNING BD - STIPEND ELECTED OFFICIALS	1,424	1,424	1,424	0	1,424	0	0.00%
01-180-5196-510	HEALTH BD - STIPEND ELECTED OFFICIALS	872	872	872	0	872	0	0.00%
		145,324	148,790	148,777	0	151,703	2,913	1.96%
PERSONNEL		FY17 BUDGET	FY18 TOWN ADMIN	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-180-5200-003	MAINT CONTRACTS/REPAIRS	0					0	0.00%
01-180-5200-004	CONSULTANTS/PROF SERVICES	70,000	70,000	70,000	0	70,000	0	0.00%
01-180-5200-007	ADVERTISING	900	900	900	0	900	0	0.00%
01-180-5200-009	PRINTING	600	600	500	0	500	-100	-16.67%
01-180-5400-001	OFFICE SUPPLIES	2,200	2,400	2,500	0	2,500	100	4.17%
01-180-5400-002	BOOKS/PERIODICALS	500	500	500	0	500	0	0.00%
01-180-5400-006	PARTS/MATERIALS	200	0	0	0	0	0	0.00%
01-180-5700-001	MILEAGE/LICENSES	1,150	1,150	1,150	0	1,150	0	0.00%
01-180-5700-002	DUES/MEMBERSHIPS	1,300	1,300	1,300	0	1,300	0	0.00%
01-180-5700-003	TRAINING/SEMINARS/MEETINGS	2,000	2,000	2,000	0	2,000	0	0.00%
		78,850	78,850	78,850	0	78,850	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>224,174</b>	<b>227,640</b>	<b>227,627</b>	<b>0</b>	<b>230,553</b>	<b>2,913</b>	<b>1.28%</b>



**TOWN-OWNED BLDG MAINT**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-192-5200-003	EXPENSES	4,500	15,250	8,000		8,000	-7,250	-47.54%
		4,500	15,250	8,000	0	8,000	-7,250	-47.54%
	<b>DEPARTMENTAL TOTAL</b>	<b>4,500</b>	<b>15,250</b>	<b>8,000</b>	<b>0</b>	<b>8,000</b>	<b>-7,250</b>	<b>-47.54%</b>



**TOWN HALL BLDG MAINT**

The Town Hall functions as the main office building for Town administrative operations. This budget funds the general operation of the building including maintenance and utilities.

**Summary of Changes**

EXPENSES	FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-197-5200-002 ELECTRIC	11,650	13,000	13,000	0	13,000	0	0.00%
01-197-5200-003 MAINT CONTRACTS/REPAIRS	10,225	19,650	16,700	0	16,700	-2,950	-15.01%
01-197-5200-006 WATER/SEWER	424	800	950	0	950	150	18.75%
01-197-5400-003 HEATING FUEL	7,828	16,400	16,400	0	16,400	0	0.00%
01-197-5400-005 TOOLS/SMALL EQUIP	300	300	300	0	300	0	0.00%
01-197-5400-006 PARTS/MATERIALS	1,750	1,750	1,750	0	1,750	0	0.00%
01-197-5400-007 MAINTENANCE SUPPLIES	3,000	3,000	3,000	0	3,000	0	0.00%
01-197-5700-007 BANDSTAND	255	255	255	0	255	0	0.00%
<b>TOTAL</b>	<b>35,432</b>	<b>55,155</b>	<b>52,355</b>	<b>0</b>	<b>52,355</b>	<b>-2,800</b>	<b>-5.08%</b>
<b>DEPARTMENTAL TOTAL</b>	<b>35,432</b>	<b>55,155</b>	<b>52,355</b>	<b>0</b>	<b>52,355</b>	<b>-2,800</b>	<b>-5.08%</b>

**TOWN HALL TELEPHONES**

This budget covers the telephone expenses of the Town Hall.

**Summary of Changes**

EXPENSES	FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-198-5200-001 TELEPHONES	6,400	6,400	6,400	0	6,400	0	0.00%
<b>TOTAL</b>	<b>6,400</b>	<b>6,400</b>	<b>6,400</b>	<b>0</b>	<b>6,400</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENTAL TOTAL</b>	<b>6,400</b>	<b>6,400</b>	<b>6,400</b>	<b>0</b>	<b>6,400</b>	<b>0</b>	<b>0.00%</b>





**OTHER - GENERAL GOVERNMENT**

This budget covers the general expenses shared by all departments

**Summary of Changes**

		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
<b>PERSONNEL</b>								
01-199-5100-000	WAGES-CUSTODIANS		39,232	39,232	0	0	-39,232	-100.0%
<b>EXPENSES</b>								
01-199-5200-004	CONSULTANTS/PROF SERVICES	0	8,583	18,000	0	18000	9,417	109.72%
01-199-5200-008	POSTAGE	0	23,150	23,150	0	23,150	0	0.00%
01-199-5200-009	PRINTING	0	1,000	1,000	0	1,000	0	0.00%
01-199-5400-001	OFFICE SUPPLIES	0	1,800	1,800	0	1,800	0	0.00%
01-199-5400-005	LEASE EQUIPMENT	0	5,405	5,405	0	5,405	0	0.00%
01-199-5700-001	MILEAGE	0	0	1,040	0	0	0	0.00%
<b>TOTAL</b>		0	39,938	50,395	0	49,355	9,417	23.58%
<b>DEPARTMENTAL TOTAL</b>		0	79,170	89,627	0	49,355	-29,815	-37.66%



## POLICE DEPT

### **Mission**

Mission: "Community Committed"

To provide the residents of our community with a professional and highly trained police force that is founded on community commitment and strong ethical values designed to enhance the quality of life in Leicester. The department will achieve its mission using its core value PRIDE:

Partnering with the residents and businesses in the community to enhance interaction and communication so that they become true stakeholders in the community.

Re-enforcing public trust and confidence in the police through accountability and transparency.

Identifying the quality of life issues that impact our residents through community engagement and work with them to develop a resolution.

Demonstrating a proactive approach to alleviating crime and disorder in the community with an emphasis on utilizing "Problem Solving Policing" strategies and techniques that result in long term resolutions to issues.

Establishing a community wide commitment that supports and sustains a collaborative effort between the police and public that maintains the standards that make Leicester a good and decent place to live, work, and raise a family

### **Vision**

The Leicester Police Department seeks to be a recognized leader in the law enforcement community against whom other police departments benchmark their performance. To achieve this vision the LPD will utilize "LEADERSHIP."



**L**eading by example.

**E**xemplary performance by the members of the department in all that they do.

**A**djusting the police department's mission so that it remains in step with the needs of the community it serves and protects.

**D**eterring, interdicting, or interrupting crime through proactive police work.

**E**ducating the residents and businesses as to the emerging law enforcement issues which impact the community.

**R**esponding to the needs of the community in a timely and effective manner.

**S**howing the public, through transparency, that police are the public and the public are the police.

**H**elping other departments within the town by supporting their mission and vision.

**I**dentifying the department and its members as leaders in the community whom others look to for guidance and assistance.

**Partnering with as many residents and community organizations as possible so that the police department becomes one agency in a multi-agency response to crime and disorder in the Town of Leicester.**

The department must work with the community to establish a long term financial strategy that provides the department with the fiscal support needed to achieve its vision. This stability will provide the department with the resources it needs to get the job done!!

Town of Leicester - Fiscal Year 2019 Budget



Summary of Changes

PERSONNEL		FY17	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN	\$ CHANGE	% CHANGE
		BUDGET				ADMIN		
01-210-5100-000	WAGES-POLICE	1,112,778	1,223,200	1,305,725	163,532	1,305,725	82,525	6.75%
01-210-5103-000	WAGES-DISPATCH	116,732	0	0	0	0	0	0.00%
01-210-5130-000	WAGES-OVERTIME	65,000	100,000	26,206	94,802	26,206	-73,794	-73.79%
01-210-5104-000	WAGES-OTHER	130,195	131,700	144,675	13,432	145,507	13,807	10.48%
01-210-5101-000	SALARY-POLICE CHIEF	134,429	138,462	142,616	5,000	145,468	7,006	5.06%
TOTAL		1,559,134	1,593,362	1,619,222	276,766	1,622,906	29,544	1.85%
EXPENSES		FY17	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN	\$ CHANGE	% CHANGE
		BUDGET				ADMIN		
01-210-5200-001	TELEPHONES	7,200	9,000	13,020	0	13,020	4,020	44.67%
01-210-5200-002	ELECTRIC	26,980	21,000	21,000	0	21,000	0	0.00%
01-210-5200-003	MAINT CONTRACTS/REPAIRS	22,000	22,000	24,400	0	24,400	2,400	10.91%
01-210-5200-004	CONSULTANTS/PROF SERVICES	21,300	38,000	16,000	0	16,000	-22,000	-57.89%
01-210-5200-006	WATER/SEWER	1,350	1,350	1,500	0	1,500	150	11.11%
01-210-5200-009	PRINTING	2,000	2,000	1,500	0	1,500	-500	-25.00%
01-210-5400-001	OFFICE SUPPLIES	6,000	6,000	6,000	0	6,000	0	0.00%
01-210-5400-002	BOOKS/PERIODICALS	1,500	1,500	0	0	0	-1,500	-100.00%
01-210-5400-003	HEATING FUEL	10,560	8,000	8,000	0	8,000	0	0.00%
01-210-5400-005	TOOLS/SMALL EQUIP	17,000	17,000	12,000	5,000	12,000	-5,000	-29.41%
01-210-5400-006	PARTS/MATERIALS	13,000	13,000	10,000	3,000	10,000	-3,000	-23.08%
01-210-5400-007	MAINTENANCE SUPPLIES	6,500	7,000	7,000	0	7,000	0	0.00%
01-210-5700-002	DUES/MEMBERSHIPS	2,500	2,500	1,500	0	1,500	-1,000	-40.00%
01-210-5700-003	TRAINING/SEMINARS/MEETINGS	11,000	11,000	4,000	7,000	4,000	-7,000	-63.64%
01-210-5700-004	CLOTHING ALLOWANCE	29,000	31,775	35,725	0	35,725	3,950	12.43%
01-210-5700-005	RECOGNITIONS/AWARDS	500	500	0	0	0	-500	-100.00%
01-210-5700-006	EMPLOYEE BENEFITS	92,540	96,440	100,560	0	100,560	4,120	4.27%
TOTAL		270,930	288,065	262,205	15,000	262,205	-25,860	-8.98%
<b>DEPARTMENTAL TOTAL</b>		<b>1,830,064</b>	<b>1,881,427</b>	<b>1,881,427</b>	<b>291,766</b>	<b>1,885,111</b>	<b>3,684</b>	<b>0.20%</b>



**FIRE DEPT**

**Mission**

The Town of Leicester Fire Department does hereby respectfully declare its honored mission to protect the lives and property of Leicester's citizens and visitors, and to protect its infrastructure, resources, and natural beauty. We vow to prepare ourselves physically, professionally, and mentally through continued education, advanced training, and physical fitness. Additionally, we pledge to maintain and utilize all the equipment and tools at our disposal to ensure the highest level of readiness, responsiveness, and effectiveness. Be it for fires, accidents, medical emergencies, natural disasters, terrorism or the unknown, we will answer your call for aid no matter the danger. In your darkest hour you will find us at our finest. As a whole or individually, these duties will be faithfully discharged to the best of our ability and in the finest traditions of the fire service. We hope you never need us, but if that moment comes, trust that we will be there within a minutes' notice.

**Vision**

It is the vision of Leicester Fire/Rescue to be recognized as an all-hazards, all-risk service provider by developing and maintaining strategic community partnerships, hiring and training exceptional people, developing efficiencies in service provision to ensure fiscal sustainability for the entire organization and maintaining our core infrastructure.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-220-5100-000	SALARY/WAGES-FIRE DEPARTMENT	143,775	158,563	158,557	0	158,557	-6	0.00%
01-220-5101-000	SALARY-FIRE CHIEF	11,500	11,730	11,730	0	11,730	0	0.00%
TOTAL		155,275	170,293	170,287	0	170,287	-6	0.00%

Town of Leicester - Fiscal Year 2019 Budget



EXPENSES	FY17		FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN		\$ CHANGE	% CHANGE
	BUDGET					ADMIN			
01-220-5200-001	TELEPHONES	3,800	3,800	3,800	0	3,800	0	0.00%	
01-220-5200-002	ELECTRIC	14,535	19,800	19,800	0	19,800	0	0.00%	
01-220-5200-003	MAINT CONTRACTS/REPAIRS	37,000	38,000	38,000	0	38,000	0	0.00%	
01-220-5200-004	CONSULTANTS/PROF SERVICES	1,800	1,800	1,800	0	1,800	0	0.00%	
01-220-5200-006	WATER/SEWER	3,000	5,000	5,000	0	5,000	0	0.00%	
01-220-5400-001	OFFICE SUPPLIES	1,000	1,000	1,000	0	1,000	0	0.00%	
01-220-5400-002	BOOKS/PERIODICALS	1,000	1,000	1,000	0	1,000	0	0.00%	
01-220-5400-003	HEATING FUEL	18,539	34,620	34,620	0	34,620	0	0.00%	
01-220-5400-005	TOOLS/SMALL EQUIP	16,000	16,000	16,000	0	16,000	0	0.00%	
01-220-5400-006	PARTS/MATERIALS	2,000	2,000	2,000	0	2,000	0	0.00%	
01-220-5400-007	BUILDING MAINT SUPPLIES	1,500	1,500	1,500	0	1,500	0	0.00%	
01-220-5700-002	DUES/MEMBERSHIPS	2,500	2,500	2,500	0	2,500	0	0.00%	
01-220-5700-003	TRAINING/SEMINARS/MEETINGS	2,500	2,500	2,500	0	2,500	0	0.00%	
01-220-5800-001	EQUIPMENT \$500	5,500	5,500	5,500	0	5,500	0	0.00%	
	TOTAL	110,674	135,020	135,020	0	135,020	0	0.00%	
	<b>DEPARTMENTAL TOTAL</b>	<b>265,949</b>	<b>305,313</b>	<b>305,307</b>	<b>0</b>	<b>305,307</b>	<b>-6</b>	<b>0.00%</b>	



**AMBULANCE DEPT**

**Mission**

Leicester EMS is committed to providing the highest quality emergency medical services available to the community we serve. At the same time, we will facilitate the education, training, and understanding of injury and illness prevention as well as our role in the response, treatment, and transportation of the sick and injured. The professionals of this organization will strive to meet the ever-changing nature of healthcare, emergency services, and public safety arenas through continuous training, incorporation of new technologies, and interagency cooperation.

**Vision**

Leicester EMS is continuously working to improve its operations through training and member preparation. We want to provide the best possible total patient care and community service. Through increased involvement with other organizations and resources in the community, we will be an excellent provider of emergency services.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-231-5100-000	WAGES/STIPENDS-AMBULANCE DEPT	334,365	348,000	348,000	0	348,000	0	0.00%
TOTAL		334,365	348,000	348,000	0	348,000	0	0.00%

Town of Leicester - Fiscal Year 2019 Budget



EXPENSES	FY17		FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN		\$ CHANGE	% CHANGE
	BUDGET					ADMIN			
01-231-5200-001	TELEPHONES	1,500	1,500	1,500	0	1,500	0	0.00%	
01-231-5200-002	ELECTRIC		7,500	7,500	0	7,500	0	0.00%	
01-231-5200-003	MAINT CONTRACTS/REPAIRS	12,500	12,500	24,500	0	24,500	12,000	96.00%	
01-231-5200-004	CONSULTANTS/PROF SERVICES	900	13,900	13,900	0	13,900	0	0.00%	
01-231-5400-001	OFFICE SUPPLIES	1,000	1,000	1,000	0	1,000	0	0.00%	
01-231-5400-002	BOOKS/PERIODICALS	150	150	150	0	150	0	0.00%	
01-220-5400-003	HEATING FUEL		8,300	8,300	0	8,300	0	0.00%	
01-231-5400-005	TOOLS/SMALL EQUIP	3,500	4,000	4,000	0	4,000	0	0.00%	
01-231-5400-006	PARTS/MATERIALS	15,000	16,000	16,000	0	16,000	0	0.00%	
01-231-5400-007	MAINTENANCE SUPPLIES	500	500	500	0	500	0	0.00%	
01-231-5700-001	MILEAGE/LICENSES	7,500	7,500	7,500	0	7,500	0	0.00%	
01-231-5700-002	DUES/MEMBERSHIPS	2,000	2,000	2,000	0	2,000	0	0.00%	
01-231-5700-003	TRAINING/SEMINARS/MEETINGS	2,000	2,000	2,000	0	2,000	0	0.00%	
	TOTAL	46,550	76,850	88,850	0	88,850	12,000	15.61%	
	<b>DEPARTMENTAL TOTAL</b>	<b>380,915</b>	<b>424,850</b>	<b>436,850</b>	<b>0</b>	<b>436,850</b>	<b>12,000</b>	<b>2.82%</b>	





**EMERGENCY MANAGEMENT**

The Emergency Management Department is responsible for emergency management planning and mitigation activities. In the event of a large scale emergency, the Emergency Management Director will play a primary role in coordinating the response of the Town and interacting with other government entities.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-290-5101-000	SALARY-EMERGENCY MGMT DIR	3,720	3,813	3,813	0	3,813	0	0.00%
TOTAL		3,720	3,813	3,813	0	3,813	0	0.00%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-290-5200-004	CONSULTANTS/PROF SERVICES	500	500	500	0	500	0	0.00%
01-290-5400-001	OFFICE SUPPLIES	500	500	500	0	500	0	0.00%
TOTAL		1,000	1,000	1,000	0	1,000	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>4,720</b>	<b>4,813</b>	<b>4,813</b>	<b>0</b>	<b>4,813</b>	<b>0</b>	<b>0.00%</b>



## CODE DEPT

### Mission

The Building Department is charged with enforcing the State Building Codes to ensure the residents, businesses and visitors of Leicester are afforded safe and reliable structures in which to live and work. The department is also responsible for the enforcement of the Town zoning bylaws and Massachusetts MAABB (Massachusetts Architectural Access Barrier Board) CMR 521 rules and regulations. This is done to ensure the continued harmony between the residents and businesses in Leicester as our community grows to meet the requirements and desires of our citizens. We are able to provide these services through openly communicating with homeowners, business owners and contractors. We continually look for ways to make navigating through permitting process easier to understand.

### Vision

Code Enforcement plays an important role in the community, not only with regard to new construction, but also with the repair and alteration of existing buildings. Because the building industry is ever changing, Code Enforcement personnel must stay informed regarding new materials, processes and practices. By keeping up with the industry, the department exerts a positive influence on the environment and contributes to the economic health and wellbeing of the community. As both an educator and valuable resource, a professional department provides many services to ensure a healthy and safe environment, from which the public benefits. The department only can be successful and provide needed services if there is recognition that code enforcement services are necessary and if there is a commitment to providing them.

Town of Leicester - Fiscal Year 2019 Budget



Summary of Changes

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-241-5100-000	WAGES-CODE	37,798	0	1,500	0	1,500	1,500	3.97%
01-241-5101-000	SALARY-BUILDING INSPECTOR	56,460	57,589	57,589	0	58,741	1,152	2.00%
TOTAL		94,258	57,589	59,089	0	60,241	2,652	4.60%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-241-5200-001	TELEPHONES	600	600	600	0	600	0	0.00%
01-241-5200-004	CONSULTANTS/PROF SERVICES	1,231	1,200	1,200	0	1,200	0	0.00%
01-241-5400-001	OFFICE SUPPLIES	1,000	1,000	1,000	0	1,000	0	0.00%
01-241-5400-005	TOOLS/SMALL EQUIPMENT	546	546	546	0	546	0	0.00%
01-241-5700-001	MILEAGE/LICENSES	6,000	6,000	4,960	0	4,960	-1,040	-17.33%
01-241-5700-003	TRAINING/SEMINARS/MEETINGS	332	332	332	0	332	0	0.00%
TOTAL		9,709	9,678	8,638	0	8,638	-1,040	-10.75%
DEPARTMENTAL TOTAL		103,967	67,267	67,727	0	68,879	1,612	2.40%



**ANIMAL CONTROL**

**Mission**

The Animal Control Department is responsible for enforcing the Town’s Animal Control Bylaw.

**Vision**

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-292-5100-000	WAGES-ANIMAL CONTROL	2,050	0	0	0	0	0	0.00%
01-292-5101-000	SALARY-ANIMAL CONTROL OFFICER	18,900	24,179	24,179	0	24,602	423	1.75%
TOTAL		20,950	24,179	24,179	0	24,602	423	1.75%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-292-5200-003	MAINT CONTR/REPAIRS	500	500	500	0	500	0	0.00%
01-292-5200-004	CONSULTANTS /PROF SERVICES	5,000	5,000	5,000	0	5,000	0	0.00%
01-292-5200-009	PRINTING	0	0	0	0	0	0	0.00%
01-292-5400-001	OFFICE SUPPLIES	1,400	1,400	1,400	0	1,400	0	0.00%
01-292-5400-005	TOOLS/SMALL EQUIPMENT	100	100	100	0	100	0	0.00%
01-292-5400-007	ANIMAL DISPOSAL SUPPLIES	675	675	675	0	675	0	0.00%
01-292-5700-002	DUES/MEMBERSHIPS	100	100	100	0	100	0	0.00%
01-292-5700-003	TRAINING/SEMINARS/MEETINGS	300	300	300	0	300	0	0.00%
01-292-5700-004	CLOTHING ALLOWANCE	325	325	325	0	325	0	0.00%
01-292-5800-001	EQUIPMENT.\$500 ea.	750	550	550	0	550	0	0.00%
TOTAL		9,150	8,950	8,950	0	8,950	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>30,100</b>	<b>33,129</b>	<b>33,129</b>	<b>0</b>	<b>33,552</b>	<b>423</b>	<b>1.28%</b>



**INSECT PEST CONTROL**

This Department is responsible for the management of all the Town's street trees. The salary line item funds the stipend of the Tree Warden and the expenses line items are used for management and removal of diseased and dead trees.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-296-5100-000	SALARY-INSECT PEST CONTROL	1,900	1,920	0	0	0	-1,920	-100.00%
TOTAL		1,900	1,920	0	0	0	-1,920	-100.00%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-296-5200-004	CONSULTANTS/PROF SERVICES	6,000	6,850	6,850	0	6,850	0	0.00%
01-296-5400-005	TOOLS/SMALL EQUIP	1,000	1,000	1,000	0	1,000	0	0.00%
TOTAL		7,000	7,850	7,850	0	7,850	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>8,900</b>	<b>9,770</b>	<b>7,850</b>	<b>0</b>	<b>7,850</b>	<b>-1,920</b>	<b>-19.65%</b>

Town of Leicester - Fiscal Year 2019 Budget



SCHOOL DEPARTMENT		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
DEPARTMENTAL TOTAL	ALL SCHOOLS	15,910,800	16,264,094	16,372,364	350,000	16,372,364	108,270	0.67%



**HIGHWAY DEPT**

**Mission**

The Leicester Highway Department provides professional public works and public safety services to manage the infrastructure with which we have been entrusted.

**Vision**

To create a safe and healthy environment by satisfying the infrastructure management needs of the Town of Leicester.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-420-5100-000	WAGES-HIGHWAY	355,057	362,100	369,550	49,710	410,004	47,904	13.23%
01-420-5101-000	SALARY-HIGHWAY SUPERINTENDENT	67,650	75,003	79,000	0	80,580	5,577	7.44%
01-420-5130-000	SALARY/WAGES-OVERTIME	2,000	2,000	2,000	0	2,000	0	0.00%
TOTAL		424,707	439,103	450,550	49,710	492,584	53,481	12.18%

Town of Leicester - Fiscal Year 2019 Budget



EXPENSES	FY17				FY19 TOWN		\$ CHANGE	% CHANGE
	BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	ADMIN			
01-420-5200-001 TELEPHONES	700	700	700	0	700	0	0.00%	
01-420-5200-002 ELECTRIC	6,650	6,650	5,800	0	5,800	-850	-12.78%	
01-420-5200-003 MAINT CONTRACTS/REPAIRS	1,000	1,000	1,000	0	1,000	0	0.00%	
01-420-5200-004 CONSULTANTS/PROF SERVICES	53,199	57,000	55,000	0	55,000	-2,000	-3.51%	
01-420-5200-006 WATER/SEWER	835	1,235	1,085	0	1,085	-150	-12.15%	
01-420-5200-007 ADVERTISING	500	500	500	0	500	0	0.00%	
01-420-5200-008 POSTAGE COSTS	100	100	100	0	100	0	0.00%	
01-420-5200-009 PRINTING	0	0	0	0	0	0	0.00%	
01-420-5400-001 OFFICE SUPPLIES	800	800	800	0	800	0	0.00%	
01-420-5400-003 HEATING FUEL	6,072	5,572	4,410	0	4,410	-1,662	-27.53%	
01-420-5400-004 GASOLINE	125,000	108,500	101,500	0	101,500	-16,500	-13.20%	
01-420-5400-006 PARTS/MATERIALS	63,712	65,000	64,615	0	64,615	-385	-0.59%	
01-420-5700-001 MILEAGE/LICENSES	500	900	900	0	1,940	1,040	115.56%	
01-420-5700-002 DUES/MEMBERSHIPS	200	200	200	0	200	0	0.00%	
01-420-5700-003 TRAINING/SEMINARS/MEETINGS	500	500	500	0	500	0	0.00%	
01-420-5700-004 CLOTHING ALLOWANCE	4,300	4,300	4,785	0	4,785	485	11.28%	
01-420-5700-007 OTHER-GAS TAXES	5,000	5,000	4,615	0	4,615	-385	-7.70%	
<b>TOTAL</b>	<b>269,068</b>	<b>257,957</b>	<b>246,510</b>	<b>0</b>	<b>247,550</b>	<b>-10,407</b>	<b>-4.03%</b>	
<b>DEPARTMENTAL TOTAL</b>	<b>693,775</b>	<b>697,060</b>	<b>697,060</b>	<b>49,710</b>	<b>740,134</b>	<b>43,074</b>	<b>6.18%</b>	





**SNOW & ICE**

The Snow and Ice accounts are managed by the Highway Superintendent and fund expenditures related to the winter maintenance of the roadways. This covers the related overtime costs of Town Employees, roadway salt and sand, contractors that augment staffing levels, and equipment repairs.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-423-5130-000	WAGES OVERTIME-SNOW & ICE	24,500	25,000	25,000	0	25,000	0	0.00%
TOTAL		24,500	25,000	25,000	0	25,000	0	0.00%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY 19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-423-5200-004	CONSULTANTS/PROF SERVICES	7,500	8,000	8,000	0	8,000	0	0.00%
01-423-5400-006	PARTS/MATERIALS	87,500	88,000	88,000	0	88,000	0	0.00%
TOTAL		95,000	96,000	96,000	0	96,000	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>119,500</b>	<b>121,000</b>	<b>121,000</b>	<b>0</b>	<b>121,000</b>	<b>0</b>	<b>0.00%</b>



**STREET LIGHTS**

This department funds the cost of electricity for all the Town-owned street lights.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-424-5200-002	ELECTRIC	86,000	70,000	70,000	0	70,000	0	0.00%
TOTAL		86,000	70,000	70,000	0	70,000	0	0.00%
DEPARTMENTAL TOTAL		86,000	70,000	70,000	0	70,000	0	0.00%

Town of Leicester - Fiscal Year 2019 Budget



**COUNCIL ON AGING**

PERSONNEL		FY17	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN	\$ CHANGE	% CHANGE
		BUDGET				ADMIN		
01-541-5100-000	WAGES-COA	19,988	20,588	21,352	0	21,000	412	2.00%
01-541-5101-000	SALARY-COA DIRECTOR	31,295	32,685	31,921	0	33,339	654	2.00%
TOTAL		51,283	53,273	53,273	0	54,338	1,066	2.00%
EXPENSES		FY17	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN	\$ CHANGE	% CHANGE
		BUDGET				ADMIN		
01-541-5200-001	TELEPHONES	1,500	1,500	1,500	0	1,500	0	0.00%
01-541-5200-002	ELECTRIC	6,670	6,900	6,900	0	6,900	0	0.00%
01-541-5200-003	MAINT CONTRACTS/REPAIRS	6,870	6,870	6,870	0	6,870	0	0.00%
01-541-5200-004	CONSULTANTS/PROF SERVICES	400	400	400	0	400	0	0.00%
01-541-5200-006	WATER/SEWER	895	1,000	1,500	0	1,500	500	50.00%
01-541-5400-001	OFFICE SUPPLIES	500	500	500	0	500	0	0.00%
01-541-5400-003	HEATING FUEL	13,500	8,500	8,500	0	8,500	0	0.00%
01-541-5400-007	MAINTENANCE SUPPLIES	4,250	4,250	4,000	0	4,000	-250	-5.88%
01-541-5700-001	MILEAGE/LICENSES	200	300	300	0	300	0	0.00%
01-541-5700-002	DUES/MEMBERSHIP	350	425	425	0	425	0	0.00%
01-541-5700-003	TRAINING/SEMINARS/MEETINGS	500	500	250	0	250	-250	-50.00%
TOTAL		35,635	31,145	31,145	0	31,145	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>86,918</b>	<b>84,418</b>	<b>84,418</b>	<b>0</b>	<b>85,483</b>	<b>1,066</b>	<b>1.26%</b>



**VETERANS SERVICES**

**Mission**

The mission of Veterans Service Officer is to be the advocate for the military veterans that are residents of the Town of Leicester whom are in financial need and are deemed eligible for M.G. L. Chapter 115 Veterans Benefits. As the Veteran's Agent Assist Veterans, Veterans spouses, and Veteran's Family members in filing appropriate documentation for Massachusetts and Federal Veterans Benefit Programs. Foremost, treat each Veteran with dignity and respect while courteously providing accurate and timely service.

**Vision**

The Veterans Service Office of Leicester will noted as the best informed and efficient in the state for obtaining information and processing veterans through the tedious application process.

**Summary of Changes**

The budget is being proposed at 10.8% less than fiscal year 2017. This decrease is a result of less benefits being paid out for various reasons including the stronger overall economic conditions. This line item is influenced by macro economic conditions.

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-543-5100-000	SALARY-VETERANS SERVICES	6,150	6,500	6,630	0	6,630	130	2.00%
<b>TOTAL</b>		<b>6,150</b>	<b>6,500</b>	<b>6,630</b>	<b>0</b>	<b>6,630</b>	<b>130</b>	<b>2.00%</b>
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-543-5400-001	OFFICE SUPPLIES	100	125	300	0	300	175	140.00%
01-543-5700-001	MILEAGE/LICENSES	200	200	250	0	250	50	25.00%
01-543-5700-002	DUES/MEMBERSHIPS	100	100	100	0	100	0	0.00%
01-543-5700-003	TRAINING/SEMINARS/MEETINGS	200	200	200	0	200	0	0.00%
01-543-5700-007	OTHER-VETERANS BENEFITS	102,500	90,000	85,000	0	85,000	-5,000	-5.56%
01-543-5800-001	EQUIPMENT 500+	500	800	500	0	500	-300	-37.50%
<b>TOTAL</b>		<b>103,600</b>	<b>91,425</b>	<b>86,350</b>	<b>0</b>	<b>86,350</b>	<b>-5,075</b>	<b>-5.55%</b>
<b>DEPARTMENTAL TOTAL</b>		<b>109,750</b>	<b>97,925</b>	<b>92,980</b>	<b>0</b>	<b>92,980</b>	<b>-4,945</b>	<b>-5.05%</b>



**VETERANS GRAVES REGISTRATION**

The Selectmen of every Town must appoint a resident who is a veteran to serve as a veterans' graves officer. The veterans' graves officer is responsible for ensuring every veteran's grave in the Town is suitably kept and cared for and the Town is responsible for paying for the care and maintenance of graves when not paid for by private citizens or cemetery trustees.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	\$ CHANGE	% CHANGE
01-545-5100-000	SALARY-VETS GRAVES REG	390	400	400	0	400	0.00%
TOTAL		390	400	400	0	400	0.00%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	\$ CHANGE	% CHANGE
01-545-5400-006	PARTS/MATERIALS	2,000	2,000	2,000	0	2,000	0.00%
TOTAL		2,000	2,000	2,000	0	2,000	0.00%
DEPARTMENTAL TOTAL		2,390	2,400	2,400	0	2,400	0.00%



**PUBLIC LIBRARY**

**Mission**

The Leicester Public Library strives to provide the materials, resources, instruction and programs that best meet the educational, information, enrichment and entertainment needs of our community.

**Vision**

The Leicester Public Library is a vibrant institution that enriches life in the community by providing books and other materials for recreation and self-education, free access to technology, and cultural and informational programs that enable people to come together, share ideas and information and pursue lifelong learning. The library also acts as custodian and repository for items and ephemera regarding Leicester's history.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-610-5100-000	WAGES-LIBRARY	82,077	83,000	84,300	94,700	92,300	9,300	11.20%
01-610-5101-000	SALARY-LIBRARY DIRECTOR	51,678	60,000	63,400	0	63,400	3,400	5.67%
TOTAL		133,755	143,000	147,700	94,700	155,700	12,700	11.20%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-610-5200-001	TELEPHONES	500	500	500	25	525	25	5.00%
01-610-5200-002	ELECTRIC	3,100	2,800	3,800	23,200	9,181	6,381	227.89%
01-610-5200-004	CONSULTANTS/PROF. SVCS	0	0	0	0	0	0	0.00%
01-610-5200-006	WATER/SEWER	550	800	800	700	1,000	200	25.00%
01-610-5400-001	OFFICE SUPPLIES	2,000	2,000	1,800	1,200	1,800	-200	-10.00%
01-610-5400-002	BOOKS/PERIODICALS/VIDEO	28,000	25,000	21,500	33,500	21,500	-3,500	-14.00%
01-610-5400-003	HEATING FUEL	7,000	8,000	6,000	0	7,000	-1,000	-12.50%
01-610-5400-007	MAINTENANCE SUPPLIES	1,100	900	900	1,200	1,100	200	22.22%
01-610-5700-002	DUES/MEMBERSHIPS	6,000	6,000	6,000	5,000	6,500	500	8.33%
TOTAL		48,250	46,000	41,300	64,825	48,606	2,606	5.67%
DEPARTMENTAL TOTAL		182,005	189,000	189,000	159,525	204,306	15,306	8.10%



**PARKS & RECREATION**

**Mission**

The Leicester Parks and Recreation Committee consists of 7 members. We provide an opportunity for all of the Town’s residents to participate in a variety of enjoyable activities during their leisure. Committee sponsored programs are selected, organized and staffed with the objective of providing appealing programs to satisfy the diverse interest of Leicester residents.

**Vision**

To provide the Town of Leicester residents with fun and affordable recreational sports, leisure activities, trips and events.

**Summary of Changes**

PERSONNEL		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
WAGES		0	0	0	0	0	0	0.00%
TOTAL		0	0	0	0	0	0	0.00%
EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-630-5200-002	ELECTRIC	1,000	1,250	1,250	0	1,250	0	0.00%
01-630-5200-004	CONSULTANTS/PROF SERVICES	1,200	1,200	1,200	0	1,200	0	0.00%
01-630-5200-006	PARTS/MATERIALS	0	0	0	0	0	0	0.00%
01-630-5400-007	MAINTENANCE SUPPLIES	3,860	4,000	4,000	0	4,000	0	0.00%
TOTAL		6,060	6,450	6,450	0	6,450	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>6,060</b>	<b>6,450</b>	<b>6,450</b>	<b>0</b>	<b>6,450</b>	<b>0</b>	<b>0.00%</b>



**HISTORICAL COMM**

The Commission is appointed by the Board of Selectmen and is responsible for local advocacy on and documentation of historically significant items and structures within the Community. Additionally, the Commission is responsible for the administration and enforcement of the bylaw for The Preservation of Historically Significant Buildings

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-691-5200-004	CONSULTANTS/PROF SERVICES	800	800	800	0	800	0	0.00%
01-691-5400-001	OFFICE SUPPLIES	150	150	150	0	150	0	0.00%
01-691-5700-002	DUES/MEMBERSHIP	0	0	0	0	0	0	0.00%
01-691-5700-003	TRAINING/SEMINARS/MEETINGS	0	0	0	0	0	0	0.00%
<b>TOTAL</b>		<b>950</b>	<b>950</b>	<b>950</b>	<b>0</b>	<b>950</b>	<b>0</b>	<b>0.00%</b>
<b>DEPARTMENTAL TOTAL</b>		<b>950</b>	<b>950</b>	<b>950</b>	<b>0</b>	<b>950</b>	<b>0</b>	<b>0.00%</b>





**MEMORIAL DAY COMM**

The Committee manages, plans, and oversee the Town's official Memorial Day activities annually in May.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-692-5200-004	CONSULTANT/PROFESSIONAL SERVICES	2350	2550	2550	0	2550	0	0.00%
01-692-5400-006	PARTS/MATERIALS	440	450	450	0	450	0	0.00%
TOTAL		2,790	3,000	3,000	0	3,000	0	0.00%
<b>DEPARTMENTAL TOTAL</b>		<b>2,790</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>0.0%</b>



**MATURING DEBT PRINCIPAL**

01-710-5900-011 NEW HIGH SCHOOL PRINCIPAL

0 0.0%

The funding allocated to this department covers the principal portion of the Town's annual debt service obligations.

**Summary of Changes**

EXPENSES	FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-710-5900-020 WATER POLL ABATE-LOAN 1	9,953	9,953	9,953	0	9,953	0	0.00%
01-710-5900-021 POLICE LAND PURCHASE-PRINCIPAL	20,274	20,000	19,722	0	19,722	-278	-1.39%
01-710-5900-022 RTE 9 WATER PROJECT-PRINCIPAL	100,000	100,000	95,000	0	95,000	-5,000	-5.00%
01-710-5900-023 POLICE STATION-PRINCIPAL	177,398	175,000	172,569	0	172,569	-2,431	-1.39%
01-710-5900-024 RTE 9 PUMP STATION-PRINCIPAL	10,137	10,000	9,861	0	9,861	-139	-1.39%
01-710-5900-025 HILLCREST CC PURCHASE-PRINCIPAL	162,192	160,000	152,847	0	152,847	-7,153	-4.47%
01-710-5900-027 WATER POLL ABATE-LOAN 2	3,380	3,380	3,380	0	3,380	0	0.00%
01-710-5900-028 SCHOOL BLDG RENOV-PRINCIPAL	0	0	0	0	0	0	0.00%
01-710-5900-029 06 ROOF REPLACEMENTS-PRINCIPAL	40,000	40,000	35,000	0	35,000	-5,000	-12.50%
01-710-5900-031 WATER POLL ABATE-LOAN 3	6,611	6,611	6,611	0	6,611	0	0.00%
01-710-5900-032 USDA SCH. ROOF & BOILER-PRINCIPAL	9,376	9,693	10,019	0	10,019	326	3.36%
01-710-5900-034 ENERGY INFRASTRUCTURE PROJECT	105,573	69,848	74,569	0	74,569	4,721	6.76%
01-710-5900-035 FIRE AND EMS HEADQUARTERS	175,000	315,000	140,000	0	140,000	-175,000	-55.56%
01-710-5900-036 FIRE AND EMS HEADQUARTERS	0	0	130,000	0	130,000	130,000	0.00%
01-710-5900-037 TOWN HALL ELEVATOR	0	0	25,000	0	25,000	25,000	0.00%
01-710-5900-038 TOWN HALL REMODELING	0	0	10,000	0	10,000	10,000	0.00%
<b>TOTAL</b>	<b>819,894</b>	<b>919,485</b>	<b>894,532</b>	<b>0</b>	<b>894,532</b>	<b>-24,953</b>	<b>-2.71%</b>
<b>DEPARTMENTAL TOTAL</b>	<b>819,894</b>	<b>919,485</b>	<b>894,532</b>	<b>0</b>	<b>894,532</b>	<b>-24,953</b>	<b>-2.71%</b>



**MATURING DEBT INTEREST**

**Summary of Changes**

EXPENSES	FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-751-5900-021 POLICE-LAND PURCHASE-INTEREST	2,654	2,050	1,453.58	0	1,453.58	-596	-29.09%
01-751-5900-022 RTE 9 WEST WATER PROJECT-INT	13,050	10,050	7,125.00	0	7,125.00	-2,925	-29.10%
01-751-5900-023 POLICE STATION-INTEREST	37,088	31,802	26,587.60	0	26,587.60	-5,214	-16.40%
01-751-5900-024 RTE 9 PUMP STATION-INTEREST	2,160	1,858	1,559.62	0	1,559.62	-298	-16.06%
01-751-5900-025 HILLCREST CC PURCHASE-INTEREST	33,700	28,867	24,174.20	0	24,174.20	-4,693	-16.26%
01-751-5900-028 SCHOOL BLDG RENOV-INTEREST	0	0	0.00	0	0.00	0	0.00%
01-751-5900-029 06 ROOF REPLACEMENTS-INTEREST	6,930	5,250	3,675.00	0	3,675.00	-1,575	-30.00%
01-751-5900-032 USDA SCH. ROOF & BOILER-INTEREST	12,842	12,525	12,197.02	0	12,197.02	-328	-2.62%
01-751-5900-034 ENERGY INFRASTRUCTURE PROJECT	45,185	59,384	57,438.26	0	57,438.26	-1,945	-3.28%
01-751-5900-035 FIRE AND EMS HEADQUARTERS	65,596	154,242	126,825.00	0	126,825.00	-27,417	-17.78%
01-710-5900-036 FIRE AND EMS HEADQUARTERS	0	0	52,700.00	0	52,700.00	52,700	0.00%
01-710-5900-037 TOWN HALL ELEVATOR	0	0	8,500	0	8,500.00	8,500	0.00%
01-710-5900-038 TOWN HALL REMODELING	0	0	3,400.00	0	3,400.00	3,400	0.00%
<b>TOTAL</b>	<b>219,205</b>	<b>306,027</b>	<b>325,635.28</b>	<b>0</b>	<b>325,635</b>	<b>19,608</b>	<b>6.41%</b>
<b>DEPARTMENTAL TOTAL</b>	<b>219,205</b>	<b>306,027</b>	<b>325,635</b>	<b>0</b>	<b>325,635</b>	<b>19,608</b>	<b>6.41%</b>



**TEMPORARY LOAN INTEREST**

The Town has the option to enter into temporary short term borrowing agreements to phase the borrowing on a project to reduce the overall impact on the budget or for small projects that could be paid off in the near term. Temporary borrowings are normally for a term of one year and only obligate the Town to pay interest. Short term borrowings can be reissued two times for any single project.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-752-5900-000	TEMPORARY LOAN INTEREST	11,200	18,933	10,718	0	99,943	81,010	427.88%
	TOTAL	11,200	18,933	10,718	0	99,943	81,010	427.88%
	<b>DEPARTMENTAL TOTAL</b>	<b>11,200</b>	<b>18,933</b>	<b>10,718</b>	<b>0</b>	<b>99,943</b>	<b>81,010</b>	<b>427.88%</b>



**BOND ISSUE**

Bond issuance costs primarily include legal and financial advisory services related to accessing various financial markets.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-753-5900-000	BOND ISSUE COSTS	1,500	0	0	0	0	0	0.00%
	TOTAL	1,500	0	0	0	0	0	0.00%
	DEPARTMENTAL TOTAL	1,500	0	0	0	0	0	0.00%



**WORCESTER REGIONAL RETIREMENT**

Although employees fund the vast majority of the pension through contributions while they are active employees, the Town does contribute an annual amount to the pension system as well. This is based on an actuarial analysis of both retired and active employees.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-911-5110-000	WORCESTER REGIONAL RETIREMENT	1,024,269	1,055,412	1,161,943	0	1,161,643	106,231	10.07%
	TOTAL	1,024,269	1,055,412	1,161,943	0	1,161,643	106,231	10.07%
	DEPARTMENTAL TOTAL	1,024,269	1,055,412	1,161,943	0	1,161,643	106,231	10.07%



**WORKER COMPENSATION**

Like all employers the Town is required to carry workers compensation insurance. The funding in this department covers the cost of the annual premium for our conventional workers compensation policy and our Injured on Duty coverage for Police Officers and Fire Fighters.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-912-5700-009	WORKERS COMPENSATION	191,034	197,000	216,700	0	216,700	19,700	10.00%
	TOTAL	191,034	197,000	216,700	0	216,700	19,700	10.00%
	<b>DEPARTMENTAL TOTAL</b>	<b>191,034</b>	<b>197,000</b>	<b>216,700</b>	<b>0</b>	<b>216,700</b>	<b>19,700</b>	<b>10.00%</b>



**UNEMPLOYMENT COMP**

The Town self funds any unemployment obligations for former employees in accordance with State regulations.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-913-5110-000	UNEMPLOYMENT COMPENSATION	64,000	64,000	64,000	0	64,000	0	0.00%
01-913-5	INTEREST	250	150	150	0	150	0	0.00%
01-913-5	CONSULTANTS/PROF SERVICES	2,080	2,360	2,500	0	2,500	140	5.93%
	TOTAL	66,330	66,510	66,650	0	66,650	140	0.21%
	<b>DEPARTMENTAL TOTAL</b>	<b>66,330</b>	<b>66,510</b>	<b>66,650</b>	<b>0</b>	<b>66,650</b>	<b>140</b>	<b>0.21%</b>





**EMPLOYEE BENEFITS**

The accounts in the employee benefits department fund the Town's portion of fringe benefits offered to all eligible employees.

**Summary of Changes**

PERSONNEL		FY17				FY19 TOWN		\$ CHANGE	% CHANGE
		BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	ADMIN			
01-914-5110-001	EMPLOYEE LIFE INSURANCE	19,000	15,795	16,500	0	16,500	705	4.46%	
01-914-5110-002	EMPLOYEE HEALTH INSURANCE	2,327,509	2,361,156	2,619,384	0	2,621,013	259,857	11.01%	
01-914-5110-003	EMPLOYEE MEDICARE	210,000	215,000	220,000	0	220,000	5,000	2.33%	
01-914-5110-004	RETIREE LIFE INSURANCE	4,000	4,050	4,100	0	4,100	50	1.23%	
01-914-5110-005	RETIREE HEALTH INSURANCE	432,000	456,160	501,776	0	501,776	45,616	10.00%	
01-914-5110-006	HRA	0	0	23,000	0	23,000	23,000	0.00%	
TOTAL		2,992,509	3,052,161	3,384,760	0	3,386,389	334,228	10.95%	
<b>DEPARTMENTAL TOTAL</b>		<b>2,992,509</b>	<b>3,052,161</b>	<b>3,384,760</b>	<b>0</b>	<b>3,386,389</b>	<b>334,228</b>	<b>10.95%</b>	



**BONDING & INSURANCE**

The Bonding and insurance account covers the Town and Schools general liability, automobile, professional liability and law enforcement liability insurance premiums and deductibles. In addition, this account covers the Public Officials Bonds held by staff in the Treasurer Collector's Office.

**Summary of Changes**

EXPENSES		FY17 BUDGET	FY18 BUDGET	FY19 DEPARTMENT	FY19 SUPPLEMENTAL	FY19 TOWN ADMIN	\$ CHANGE	% CHANGE
01-945-5700-009	LIABILITY INS	136,963	146,200	150,586	0	150,586	4,386	3.00%
TOTAL		136,963	146,200	150,586	0	150,586	4,386	3.00%
DEPARTMENTAL TOTAL		136,963	146,200	150,586	0	150,586	4,386	3.00%
INTER-GOVERNMENTAL		5,462,904	5,761,728	6,211,524	0	6,302,078	540,350	9.38%
OPERATING ACTUAL TOTAL		26,571,378	27,435,844	28,030,198	865,101	28,120,623	684,779	2.50%

**TOWN OF LEICESTER, MASSACHUSETTS  
OPERATING BUDGET ANALYSIS & FORECAST**

	FY2018 Recap	FY2019 Budget	FY2020 Budget	FY2021 Budget	FY2022 Budget	FY2023 Budget
<b>REVENUES:</b>						
Levy Limit:						
Prior Year	\$ 13,469,075	\$ 14,001,857	\$ 14,491,903	\$ 15,004,201	\$ 15,529,306	\$ 16,067,539
Prop 2 1/2	\$ 336,727	\$ 350,046	\$ 362,298	\$ 375,105	\$ 388,233	\$ 401,688
New Growth	\$ 196,055	\$ 140,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
	\$ 14,001,857	\$ 14,491,903	\$ 15,004,201	\$ 15,529,306	\$ 16,067,539	\$ 16,619,227
Debt Exclusion	\$ 874,757	\$ 915,129	\$ 887,113	\$ 848,178	\$ 807,955	\$ 768,359
State Revenue	\$ 12,214,573	\$ 12,246,323	\$ 12,246,323	\$ 12,246,323	\$ 12,246,323	\$ 12,246,323
Local Receipts	\$ 2,312,682	\$ 2,363,682	\$ 2,363,682	\$ 2,363,682	\$ 2,363,682	\$ 2,363,682
Other Available Funds:						
Free Cash	\$ 25,250	\$ -	\$ -	\$ -	\$ -	\$ -
Ambulance Receipts	\$ 371,192	\$ 371,192	\$ 371,192	\$ 371,192	\$ 371,192	\$ 371,192
Dog Fund, Overlay Res., NOI	\$ 23,882	\$ 23,882	\$ 23,882	\$ 23,882	\$ 23,882	\$ 23,882
Title V Reserves (Debt)	\$ 19,944	\$ 19,944	\$ 6,611	\$ 6,611	\$ 6,611	\$ 6,611
	\$ 440,268	\$ 415,018	\$ 401,685	\$ 401,685	\$ 401,685	\$ 401,685
<b>TOTAL REVENUES</b>	\$ 29,844,137	\$ 30,432,055	\$ 30,903,004	\$ 31,389,174	\$ 31,887,184	\$ 32,399,276
<b>EXPENDITURES:</b>						
General Government	\$ 5,410,021	\$ 5,446,181	\$ 5,463,327	\$ 5,475,343	\$ 5,513,450	\$ 5,505,183
School	\$ 16,264,094	\$ 16,372,364	\$ 16,424,405	\$ 16,460,455	\$ 16,574,776	\$ 16,549,971
Inter-Governmental	\$ 5,761,728	\$ 6,302,078	\$ 6,707,953	\$ 7,146,057	\$ 7,491,639	\$ 8,036,803
Vocational School Tuition	\$ 1,078,000	\$ 1,078,000	\$ 1,078,000	\$ 1,078,000	\$ 1,078,000	\$ 1,078,000
Town Meeting Articles	\$ 2,991	\$ 2,991	\$ 2,991	\$ 2,991	\$ 2,991	\$ 2,991
<b>TOTAL EXPENDITURES</b>	\$ 28,516,835	\$ 29,201,614	\$ 29,676,676	\$ 30,162,846	\$ 30,660,856	\$ 31,172,948
<b>TAX RECAP ITEMS</b>						
Cherry Sheet Offsets	\$ 570,163	\$ 567,434	\$ 567,434	\$ 567,434	\$ 567,434	\$ 567,434
Cherry Sheet Charges	\$ 632,850	\$ 538,894	\$ 538,894	\$ 538,894	\$ 538,894	\$ 538,894
Allowance for Abatements	\$ 120,176	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000
<b>TOTAL TAX RECAP ITEMS</b>	\$ 1,323,189	\$ 1,226,328	\$ 1,226,328	\$ 1,226,328	\$ 1,226,328	\$ 1,226,328
<b>TOTAL EXPEND. &amp; CHARGES</b>	\$ 29,840,024	\$ 30,427,942	\$ 30,903,004	\$ 31,389,174	\$ 31,887,184	\$ 32,399,276
<b>UNUSED TAX LEVY/(DEFICIT)</b>	\$ 4,113	\$ 4,113	\$ 0	\$ 0	\$ (0)	\$ 0
Projected total general fund budget (Excluding warrant articles)		\$ 28,120,623	\$ 28,595,685	\$ 29,081,855	\$ 29,579,865	\$ 30,091,957