CITY OF WOBURN

FY2019 BUDGET

Mayor Scott Galvin

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OVERVIEW

City of Woburn
Massachusetts

City Hall
10 Common Street
Woburn, MA 01801

Tel: 781-897-5901
www.cityofwoburn.com

Scott D. Galvin
Mayor

May 22, 2018

Richard Haggerty, President, and Members of the City Council
Woburn City Council

Re: FY 2019 Budget

Dear President Haggerty and Honorable Members of the City Council:

I am pleased to present the FY 2019 budget to the Woburn City Council for review and approval. Overall spending is projected to increase by 3.04 % above last year's totals. The General Fund budget will increase 3.9% and the water and sewer budget will decrease 3.05%. The grand total Fiscal Year (FY) 2019 budget is $149,209,027.

We will continue to collaboratively focus on maintaining and improving our strong financial position. Our commitment to conservative budgeting and spending, and the implementation of a number of operational best practices has helped to strengthen our financial position and retain our Aa1 Bond rating. Our excellent bond rating has helped us save taxpayers substantial money as we borrow funds to pay for important infrastructure projects.

In addition, we have continued to increase our reserves and unreserved fund balance while strengthening our balance sheet. A significant threat to our balance sheet is GASB 43&45, which requires all cities to report the financial costs of retiree insurance as they are incurred—just like pensions—not when the employees retire. We have started to address this monumental cost with the creation of an OPEB Trust, which has accumulated over $4 million through appropriations and investments. In addition, I have recently forwarded to the City Council a proposal that will allow the City to further reduce our significant OPEB obligation by reasonably increasing contributions for retiree health insurance, only for those employees retiring after July 1, 2018.

I have prepared a lean budget primarily funded by the tax levy and water and sewer fees. The budget is partially funded by locally generated receipts, state aide and Chapter 70 school funding. This year, we anticipate local aide and Chapter 70 funding from the State to slightly exceed last year's numbers. We continue to use conservative estimates for locally generated receipts. We are forecasting modest new tax growth in our residential and commercial tax base, which reflects completed construction as of December 31, 2017. The City side of the budget represents a level service budget. As always, our City employees continue to provide a high level of service to residents and taxpayers.

The FY 2019 General Fund budget will increase by approximately $4.9 million. The budget is being driven by increases in pensions, trash costs, maturing debt, public safety salary increases, Medicare taxes, as well as staffing and maintenance needs at the new library.

As I advised the City Council last year, there is another significant increase in our pension funding obligation. The appropriation for FY 19 increased by more than $800,000 from last year's budget and now totals $8,170,542. In the past two years, the City obligation for funding pensions has increased by more than $2 million (36%). Based on the most recent 2016 audit filed with PERAC, we continue to forecast that our pension system will be fully funded by 2036.

Four years of contractual obligations for public safety employee wage increases, which were settled last year in arbitration are included in the budget and account for $1.6 million of the increase in the FY 19 budget. In addition, increases in payroll have also impacted Medicare taxes, resulting in a $100,000 budgetary increase.

All City contracts will expire on June 30, 2018, except teachers, which expire August 31, 2018. We have made provisions in the FY 19 budget for salary increases and legal assistance as we begin a new round of contract negotiations with City unions.

We continue to incorporate planned increases in our maturing debt for outlays to the new library, the new Hurld Wyman Elementary School, the newly constructed City parking lot and the recently acquired $1.2 million ladder truck for the Fire Department. The combined principal and interest payments for debt service increased by $750,000, totaling $5,132,215, which represents less than 4% of General Fund spending.

We recently negotiated a three-year contract for trash pickup with Waste Management. The appropriation required for FY 19 will increase by $303,000 (10%) over last year, and 5% in each of the remaining years. The renewal increase is being driven by the collapse in the price of recycling materials, which is heavily driven by policies in China that limit the use of recyclables. We will continue to monitor and explore different avenues to address this impact over the next three years.

The budget for the Woburn Public Library will increase by $145,000 (12%) as we plan for the grand opening of the rehabilitated Richardson Building and new addition in January 2019. We have conservatively increased the maintenance budget, added a Teen librarian and a general part timer, as well as including provisions for additional custodial hours.

The budget reflects a $75,000 decrease in City health insurance costs. This is the result of a very good renewal increase from MIIA of 1.59% and the recently negotiated 25% employee contribution towards health insurance premiums.

The budget appropriation for the Woburn public schools will increase by 3.5%, to $ 62,321,962. In addition, the budget provides for $ 1,728,898 (3.3% increase) to the Northeast regional vocational school and $190,630 (14% increase) to the Essex regional vocational school.

After extensive collaboration, the School budget has identified two key areas as priorities—social and emotional support and instructional leadership. The budget proposal will reallocate existing funds and use new funding to provide teachers and students with the support and resources they need to learn and thrive in a positive environment. We continue to offer a great education to all students, providing free full-day kindergarten, and no busing fees nor user fees for athletics and arts.

I look forward to discussing this budget during your committee meetings.

Sincerely,

Scott D. Galvin
Mayor

SDG/ml
Proposed FY 2019 City of Woburn Budget

MAYOR'S BUDGET DISCUSSION

Overall Goals and Strategies- Fiscal Year 2019

During this budget year, we will focus on maintaining and improving our strong financial position as well as funding and building important infrastructure and recreation projects that improve quality of life for everyone in our community. At the same time, we work to achieve balance by reducing annual operating costs wherever we can and expanding the use of smart city platforms that allow us to operate more efficiently and transparently.

Our thoughtful planning strategies are aimed at encouraging meaningful economic development, providing Police and Fire with the equipment and training needed to ensure the safety and protection of all residents, and funding responsible school budgets that foster improvement throughout the entire school system.

Financial Stability

Our commitment to conservative budgeting and spending practices has served to strengthen the City's balance sheet, increase our unreserved fund balance, maintain a healthy excess levy capacity and played a major role in earning a Aa1 bond rating from Moody's, the second highest rating available.

Successful work moves forward to fully implement a number of financial best practices including a five-year capital plan; a five-year financial forecasting model detailing estimated receipts and expenditures; a cash flow model to assist with the optimal investment of City funds; strong financial policies adopted by the Mayor and City Council. We've also had great results from our Citi-Stat program in which we review constituent response and budget performance for selected larger department budgets in ways that support and enhance our fiscal efforts.

A major budget and policy decision includes the staggering financial obligations related to funding post-employment health insurance benefits and costs. In our most recent actuarial study, the City had an unfunded liability for the cost of retiree health insurance of more than $218,000,000. In addition, GASB 43&45 requires all cities to report the financial costs and obligations of employees' insurance as they are incurred—just like pensions—and *not* when employees retire.

This requirement has an adverse effect on our City balance sheet when the OPEB liability is not fully funded on an annual basis. We started addressing this issue with the creation of an OPEB Trust, which currently has a balance of just more than $5,000,000.

MAYOR'S BUDGET DISCUSSION, CONTD.

However, in order to fully fund the OPEB liability, our annual contribution would need to be significantly greater than our current budgetary restraints allow. As we move forward, additional funding sources must be identified or difficult decisions regarding which municipal services to cut would have to be made in order to fund retiree health insurance costs. In addition, I have recently submitted a proposal that will allow the City to further reduce our significant OPEB liability by reasonably increasing contributions for retiree health insurance for those employees retiring after July 1, 2019.

Expanding the Use of Smart City Platforms/Transparency

We will continue our evolution to a "Smart City" with the continued implementation of platforms that allow Woburn to operate more efficiently and provide increased transparency and easy access for our residents.

Our drive to be more responsive to constituent requests and services is the basic mission of city government. We will continue to offer multiple ways for residents to contact the City, including our award-winning website and our resident complaint/report-an-issue" module known as Q-Alert.

Last year, we completed a redesign of the city website to create a more transparent, easy to navigate online—essentially creating interactive one-stop shopping for City information, documents, services, online bill pay, licenses, and other services. Our efforts were recognized by the Massachusetts Municipal Association, and we received an award for one of the best municipal websites.

While great to have the recognition, it's hardly the end of our efforts to enhance the utility of the website for our residents and visitors. We will continue to meet with department heads on a monthly basis with the goal of providing more useful content and options to enhance the utility and usability of the website for employees and residents alike.

For instance, this summer we will be implementing Clear Gov, an online component of the City website that provides clear, visual insight into the City budget along with benchmarking results and performance among other communities.

MAYOR'S BUDGET DISCUSSION, CONTD.

Planning Initiatives

Woburn is in the middle of three initiatives geared toward assertive planning for the City's future economic development in two promising business districts—Commerce Way and New Boston Street. Planning activities are focused on a mixed use of residential and business due to the districts close proximity to Anderson Regional Transportation Center and the anticipated construction of The New Boston Street Bridge. These initiatives will allow development to flourish, strengthen our tax base and create quality jobs.

These economic development plans are consistent with Woburn's Master Plan for progress, completed in 2015, containing policies, forecasts and standards on topics such as land use, housing, economic development, recreation and open space, transportation, and hazard mitigation.

The City will be supplementing our Master Plan with a municipal vulnerability assessment and the effects of climate change on our environment and infrastructure. We recently received a State grant to begin the assessment process to further enhance our resiliency efforts.

Woburn's economic growth potential is the envy of surrounding cities and towns. Smart planning initiatives will allow us to foster economic growth and development, attracting a wide range of development and great companies —from retail and dining services to fledgling biotech and life sciences companies and global technology and advanced manufacturing firms.

We also consider it our duty to be responsible global citizens and explore ways to create renewable energy, improve efficiency of municipal buildings, and pursue aggressive goals to reduce our energy consumption.

A number of successful green initiatives have been completed, including the completion of a giant, 3.4-megawatt solar energy field that transformed an essentially unused landfill off of Merrimac Street into a reliable, clean energy source that will result in a solid revenue stream for the City. The landfill solar array generates more than $370,000 in revenue for the city. We also have activated a 271 Kw solar array on the Kennedy Middles School roof saving more than $30,000 in utility bills.

We have submitted a grant application to the Massachusetts Department of Energy Resources' Green Communities Division to fund a number of energy savings initiatives as we continue our efforts to achieve more savings.

MAYOR'S BUDGET DISCUSSION, CONTD.

Infrastructure Improvements / Capital Plan

There are a number of important infrastructure and planning initiatives that will be started and/or completed this year. Although these projects have been identified in the five-year capital plan, I would like to highlight a few that will improve the quality of life for Woburn residents.

The Montvale Avenue widening project is under way and will be completed in 2020. The $5.4 million construction cost will be funded through the TIP and will help to alleviate traffic congestion leaving and entering the city on Montvale Avenue and Washington Street, reduce vehicle emissions, and reduce fuel consumption. The need for this long-awaited traffic improvement dates back to the 1990s. The City was able to get this project designed and funded with federal and state resources through our advocacy and support as a municipal voting member of the Boston Area Metropolitan Planning Organization.

Since the closure of the New Boston Street Bridge in the 1970s, travel, economic development, and access to and from Interstate 93 have been negatively impacted. We have been working to reopen the bridge and have convinced the MPO that this is an important regional project that will have a positive impact on economic development and traffic congestion. Recently, we completed the 25-percent design phase and had a project manager assigned to the case. In order to receive funding through the TIP for the $16 million Bridge, we have allocated $400,000.00 to allow us to move design plans for the construction of the New Boston Street Bridge forward, with another $400,000.00 included in this year's capital plan to move the project to the 100-percent design stage.

We will also continue with our commitment to improving recreational opportunities for all Woburn residents with the construction of a new $1 million multipurpose park at the Fleming Field / Clapp school site, which begins this summer. The cost of the new park is being offset by a $300,000 State grant and will improve the quality of life and serve the passive and active recreational needs for all Woburn residents.

The dynamic preservation and expansion construction project at the historic Woburn Public Library is forecasted to cost $31.5 million when completed in January. Not only will this ambitious project save the iconic building for generations to come, but it will also help deliver the kind of educational, cultural and community gathering place that will support efforts to continue revitalization in Woburn Center.

Our efforts to increase parking in Woburn Center has resulted in the addition of sixty new parking spaces at the intersection of Main Street and Salem Street. In addition, we will construct one hundred new parking spaces behind the Woburn Public library by the end of this year.

MAYOR'S BUDGET DISCUSSION, CONTD.

The One Hundred and sixty new parking spaces, cost just under $2.8 million and will enhance the revitalization and economic development efforts in Woburn Center.

Lastly, this year we for will procure designer services to prepare a feasibility study, similar to the process undertaken for the construction of the Hurld/Wyman, to identify the best options to modernize stations in the Woburn Fire Department.

Public Safety

We will also continue to fund the Police and Fire departments so they can invest in critical capital equipment, training, accessories, support, and supplies that allow them to effectively provide a safe community for the residents of Woburn.

The Police Department will continue its Community Policing efforts to keep neighborhoods safe by strengthening community ties and working closely with residents and neighborhood groups. The Police Department has also prioritized its important work on a Youth at Risk Initiative as well as a variety of cultural outreach programs within our public schools and immigrant communities across the City.

The biggest issue facing the City of Woburn and every community in the country continues to be the heroin/opioid epidemic—a scourge that is killing our children and ruining the lives of the families and friends of those who become addicted.

The Woburn Police Department leads the way in its collaborative work with the Southern Middlesex Regional Drug Task Force, comprised of officers from 12 area cities and towns, and is supported by the Mass State Police, DEA, ATF and other federal agencies in the ongoing battle against drug dealers.

On the educational side of the battle against the heroin epidemic, The Mayor's Coalition Against Substance Abuse has been extremely active in educating and informing the community about the dangers of drug use, and where to find support for addiction.

In addition, we have joined a number of municipalities in Massachusetts and across the country in filing a federal lawsuit against the drug manufacturers responsible for pumping prescriptions for narcotics into our communities.

The major issue facing the Fire Department is the aging condition of the fire stations. We have approved an appropriation of $400,000.00 for architectural design services and will prepare a feasibility study this year to identify the best options to modernize stations in the Woburn Fire Department.

MAYOR'S BUDGET DISCUSSION, CONTD.

Woburn Public Schools

We will continue to invest heavily in public education, public school buildings and the classrooms that serve as incubators of the kind of knowledge our children need to serve as leaders of government and industry in the future.

The construction of Woburn's fifth, new state-of-the-art elementary school will combine students from the Hurld and Wyman schools, and is set to open this September, on time and under budget. The total project budget is $34,647,676 with a reimbursement of 54 percent of eligible costs by the Massachusetts School Building Authority.

This year's school budget has identified two key areas as priorities—Social and emotional support and instructional leadership.

The budget proposal will reallocate existing funds and use new funding to provide teachers and students the support and resources they need to learn and thrive in a positive environment. We continue to offer a great education to all students providing free full day kindergarten, no busing fees nor user fees for athletics and arts.

3 YEAR FINANCIAL SUMMARY - REVENUES

	FY17 BUDGET	FY17 ACTUAL	FY18 BUDGET	FY19 MAYOR'S BUDGET	INC/DEC	% INC/DEC
Property Tax	**97,573,195**	**97,429,461**	**105,020,018**	**107,819,986**	**2,799,968**	**2.6%**
Unused Levy Capacity	(17,325,213)	(17,468,947)	(17,081,900)	(18,917,285)		
State Aid	**15,014,207**	**14,952,708**	**15,395,159**	**15,775,799**	**380,640**	**2.4%**
Chapter 70 Education Aid	8,583,684	8,472,589	8,724,234	9,063,292		
Charter Tuition Reimbursement	32,723	106,088	64,430	27,517		
Unrestricted General Government Aid	5,756,326	5,756,326	5,980,823	6,190,152		
Veterans Benefits	389,749	367,950	376,583	256,470		
Exemptions VBS and Elderly	210,063	206,895	206,895	194,912		
State Owned Land	1,612	1,612	1,611	1,824		
Public Libraries Offset	40,050	41,248	40,583	41,632		
Local Receipts	**13,633,200**	**15,836,450**	**13,775,000**	**13,800,000**	**25,000**	**0.2%**
Motor Vehicle Excise	6,278,200	7,011,957	6,500,000	6,500,000		
Meals tax	900,000	1,021,682	900,000	900,000		
Room tax	3,000,000	3,182,058	2,900,000	2,900,000		
Penalties/Interest on Taxes and Excises	500,000	504,770	450,000	450,000		
Fees	580,000	741,169	675,000	800,000		
Licenses/Permits	1,500,000	1,671,661	1,400,000	1,400,000		
Fines and Forfeits	125,000	107,017	100,000	100,000		
Investment Income	400,000	632,977	450,000	450,000		
Medicaid Reimbursement	350,000	612,021	400,000	300,000		
Schools		68,645				
Miscellaneous Recurring		282,493				
Other Funding Sources – Available Funds	**3,707,171**	**3,449,792**	**5,320,937**	**4,180,713**	**(1,140,225)**	**-27.3%**
Ambulance Receipts	1,377,000	1,377,000	1,259,369	1,720,000		
School Energy RRFA	111,497	111,497		0		
Overlay Reserve			800,000	750,000		
Cemetery Funds	181,000	181,000	23,000	0		
Stabilization Fund	190,873	190,873	1,455,243	0		
Debt Reserve Fund	1,846,801	1,846,801	1,783,325	1,710,713		
Free Cash for Capital and Other Purposes	**2,258,090**	**2,514,560**	**3,390,214**	**3,731,695**	**341,481**	**9.2%**
Enterprise Fund	**19,551,088**	**20,178,152**	**20,168,294**	**19,635,992**	**(532,302)**	**-2.7%**
TOTAL REVENUES	**151,736,951**	**154,361,123**	**163,069,622**	**164,944,185**	**1,874,563**	**1.1%**

3 YEAR FINANCIAL SUMMARY - EXPENDITURES

	FY17 BUDGET	FY17 ACTUAL	FY18 BUDGET	FY19 MAYOR'S BUDGET	INC/DEC	% INC/DEC
Operating Budget	**138,620,498**	**142,580,005**	**144,802,975**	**149,209,027**	**4,406,052**	**3.0%**
General Government	3,841,627	3,833,139	4,084,995	4,219,359		
Salary Adjustment	3,300,000	3,300,000	1,500,000	1,280,000		
Public Safety	16,047,902	16,979,905	16,140,157	17,798,271		
Schools	58,082,035	60,040,229	62,053,835	63,261,490		
Public Works	4,849,849	5,499,423	5,018,633	5,089,220		
Health	3,442,030	3,733,916	3,565,796	3,886,067		
Human Services & Library	2,630,774	2,979,622	2,701,279	2,842,898		
Debt Service	2,381,198	2,395,307	3,022,376	3,771,503		
Retirement	6,101,253	6,098,931	7,344,487	8,174,448		
Insurances	19,878,852	19,897,311	20,754,256	20,836,629		
Enterprise Funds	18,064,978	17,822,222	18,617,161	18,049,142		
Other Amounts to Be Raised	**2,328,477**	**2,328,477**	**2,476,191**	**2,424,282**	**(51,909)**	**-2.1%**
Tax Title Purposes	100,000	100,000	100,000	100,000		
Debt Service Exempt Projects	1,839,593	1,839,593	1,783,325	1,710,713		
Cherry Sheet Offset	40,050	40,050	40,583	41,632		
Snow & Ice Deficit	174,442	174,442	491,956	421,937		
Other Deficits	174,392	174,392	60,327	150,000		
State and County Charges	**3,521,053**	**3,521,053**	**3,809,433**	**3,898,468**	**89,035**	**2.3%**
Retired Teachers Health Insurance	2,259,456	2,259,456	2,375,277	2,468,015		
Air Pollution	13,314	13,314	13,586	13,931		
Metropolitan Area Planning Council	19,821	19,821	20,182	20,608		
RMV Non-Renewal Surcharge	43,920	43,920	42,960	42,960		
MBTA	845,260	845,260	851,152	871,685		
Special Education	-	-	2,837	-		
School Choice Sending Tuition	127,800	127,800	138,628	123,501		
Charter School Sending Tuition	211,482	211,482	364,811	357,768		
Allowance for Tax Abatements & Exemptions	**1,301,663**	**1,301,663**	**3,269,872**	**1,500,000**	**(1,769,872)**	**-118.0%**
Other Funding Uses – Particular Purposes	**3,707,171**	**3,707,171**	**5,320,937**	**4,180,713**	**(1,140,225)**	**-27.3%**
Fire	1,377,000	1,377,000	1,259,369	1,720,000		
School Utility Bills	111,497	111,497	-	-		
OPEB Trust	-	-	800,000	750,000		
Cemetery	181,000	181,000	23,000	-		
Stabilization Fund Capital Projects	190,873	190,873	1,455,243	-		
Principal and Interest	1,846,801	1,846,801	1,783,325	1,710,713		
Capital Improvement Plan	**2,258,090**	**2,514,560**	**3,390,214**	**3,731,695**	**341,481**	**9.2%**
TOTAL EXPENDITURES	**151,736,952**	**155,952,929**	**163,069,622**	**164,944,185**	**1,874,563**	**1.1%**

BUDGET PROCESS

The City of Woburn's budget process begins in early- to mid-fall when the Mayor consults with the City Auditor, Treasurer, and other departments to update the City's five-year financial forecast. At the same time, the Mayor and designated staff collect and analyze other data that may impact the City. This may include demographic, economic, socio-cultural, regulatory, legal, or technological trend data. The Mayor uses all of this information to develop budgetary guidelines for department heads. The City financial team updates the Mayor regarding local aid figures as they become available from the State. The draft budget may be impacted depending on the local aid figures.

The guidelines and associated submission forms are dispersed to department heads in mid-January, and budget requests are due to the Mayor one month later. After submission and review, the Mayor holds individual budget hearings with each department to discuss their requests. Operating budget requests are cross-checked against the City's Capital Improvement Program to ensure operating budget impacts are taken into account.

Simultaneously, the School Committee receives recommendations from school administrators on the budget. The Mayor provides key information about the City's financial condition and ability to fund the school department. The School Committee adopts a budget and sends it to the Mayor by early May.

By the end of April, the Mayor's recommended budget is developed. The Mayor transmits the proposed budget in an electronic format to the City Council by May 15th. City policy requires a "balanced budget in which current revenues (non-one-time) equal or exceed current expenditures. Expenditures shall be realistically budgeted and estimated revenues shall be conservatively budgeted to allow for unanticipated events." (Policy C-1 Balanced Budget)

Per City Code, the budget shall include "an itemized and detailed statement of the money required for each department, clearly specifying the amount to be spent for each particular purpose." Furthermore, "each department of the City, excluding the school department, shall set forth in its annual budget the name of each employee of the department, together with the amount of the annual salary paid to and the job title of each employee."

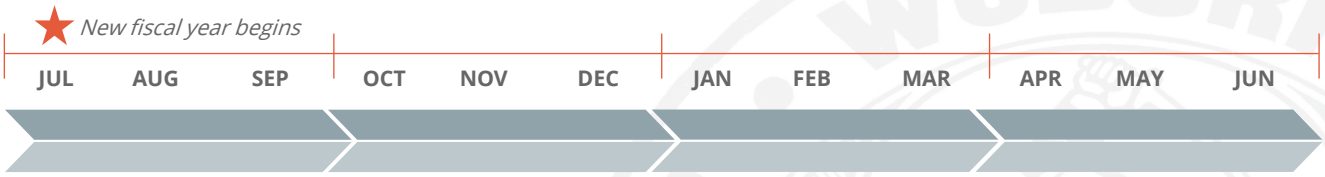
City policy further requires that the budget include "a complete financial plan of all general and enterprise funds and activities for the ensuing fiscal year, an accompanying budget message, and supporting documents." Supporting documents should include "written documentation of budget assumptions and … a 10-year history of free cash certification, stabilization fund balance, and overlay surplus. The budget message from the Mayor shall explain the proposed budget for all City agencies in fiscal terms and in terms of work programs. It shall outline the proposed financial

policies for the City for the ensuing fiscal year, describe the important features of the budget, indicate any major differences from the current fiscal year in financial policies, expenditures, and revenues, together with the reason(s) for such changes, summarize the City's debt position, and include such other material as the Mayor deems desirable or the City Council may reasonably require." (Policy C-2 Budget Submission and Budget Message)

Pursuant to the City Code, "the City Council shall hold a Public Hearing on the annual budget on the second Monday in June commencing at 7:00 p.m. in the City Council Chambers. The City Clerk shall advertise in at least one (1) newspaper in the City of Woburn during the month of May the date, time and purpose of the Public Hearing." The City Council also hears from department representatives regarding their budget requests. A physical copy of the annual budget shall be posted in the Rotunda of City Hall for inspection by the public and an electronic version shall also be published on the City's website.

The new fiscal year begins on July 1st.

The procedure for amending the operating budget is as follows: the City Council, acting upon the recommendation of the Mayor, may vote appropriations not to exceed the recommended subsequent to the passage of the annual budget in accordance with Massachusetts General Law (MGL) Chapter 44, Section 32. In addition, inter- and intra-departmental transfers may be made in accordance with MGL C. 44, S. 33B.



REVIEW & DEFINE BUDGET GUIDELINES

- Update five-year forecast
- Review trend data
- Monitor State budget process
- Release guidelines & forms to departments

DEVELOP & SUBMIT MAYOR'S BUDGET

- Hold individual budget hearings with departments
- Reconcile requests with available resources
- Submit to City Council

DEBATE & ADOPT FINAL BUDGET

- Hold public hearing
- Departments present to City Council
- Publish budget

MANAGE BUDGET

- Monitor revenues & expenditures
- Amend budget as necessary

REVENUE DETAIL

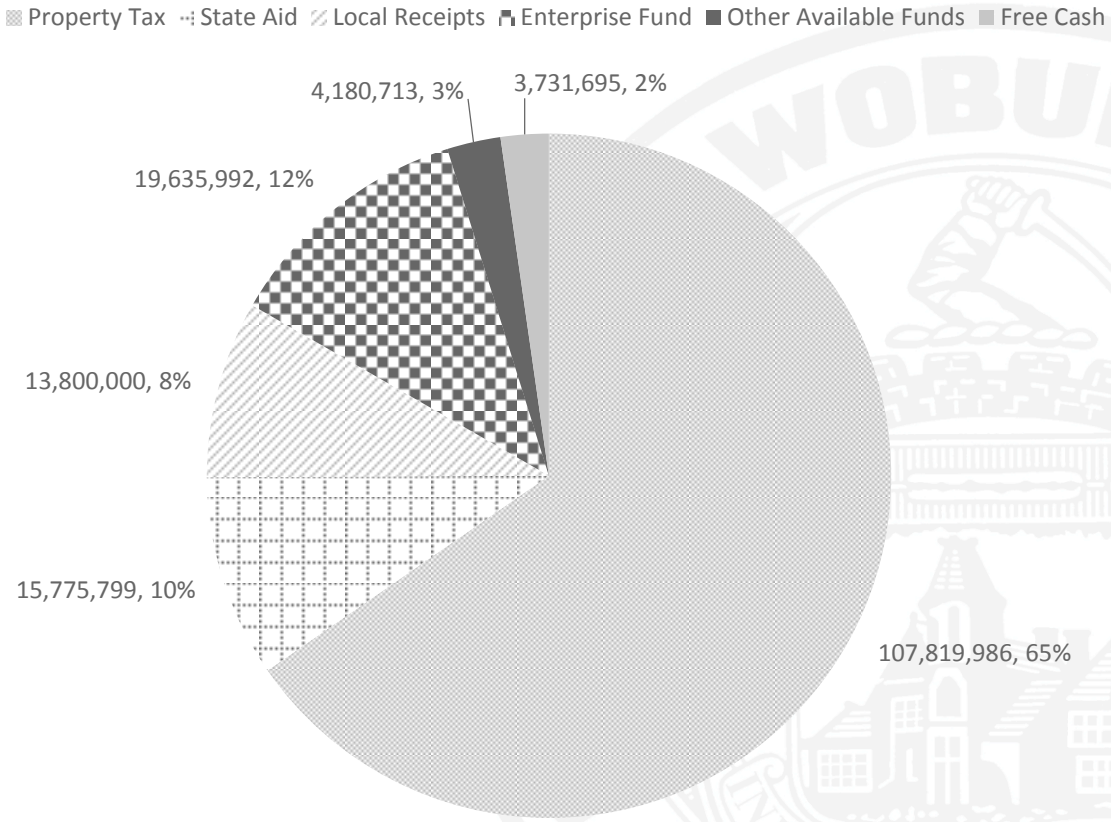
REVENUE DETAIL

OVERVIEW & GENERAL ASSUMPTIONS

The City of Woburn receives revenue from a variety of sources, including taxes, user fees and charges, licenses and permits, and the State government. In FY2017, through a grant from the State, the City retained a consultant to craft a five-year financial forecast. That forecast, updated annually by the Mayor and City financial staff, provides the basis for the revenue projections contained within this budget.

Generally, the City's financial forecast takes a conservative approach to projecting revenues and is designed using reasonable assumptions about a wide variety of future events. The approach used in the forecast model assumes that current service levels will be maintained. The model also assumes that existing Massachusetts General Laws and regulations will remain unchanged.

FY2019 Projected Revenue by Major Category



Revenue Category	FY2017 Actual	FY2018 Budget	% of Total (FY18)	FY2019 Proj.
Property Tax	97,429,461	105,020,018	64.4%	107,819,986
State Aid	14,952,708	15,395,159	9.4%	15,775,799
Local Receipts	15,836,450	13,775,000	8.4%	13,800,000
Enterprise Fund	20,178,152	20,168,294	12.4%	19,635,992
Other Available Funds	3,449,792	5,320,937	3.3%	4,180,713
Free Cash	2,514,560	3,390,214	2.1%	3,731,695
Total Revenue	154,361,122	163,069,622	100%	164,944,185

MAJOR REVENUE SOURCES

Property Taxes- Overview

In FY2018, property taxes comprised approximately two-thirds of the City's annual revenue, making it the most significant revenue source. This is typical of many cities and towns in Massachusetts. Property taxes are assessed on real property (e.g. land and buildings) as well as personal property (e.g. merchandise and machinery). An individual's personal effects are exempt from the personal property tax. The Board of Assessors and assessing staff are responsible for assessing the full and fair cash value of real and personal property in Woburn. Every five years, a full revaluation must be performed in accordance with State law. Woburn completed certification in FY2018, and will not be required to do so again till FY2023.

Proposition 2 ½

Annual tax levy growth is constrained by Proposition 2 ½, the Massachusetts General Law that limits the annual growth in a municipality's total tax levy (i.e., revenue generated by property taxes) to 2.5%, plus an allowance for new growth. New growth is new development in the City or changes to properties that result in higher assessed value; it does not include increased value due to revaluation. New growth is heavily influenced by economic factors. The forecast projects new growth to be $2 million each year. This is a conservative estimate based on the five- and ten-year averages.

Historical New Growth by Property Class			
Fiscal Year	Residential	Commercial, Industrial, & Personal Prop	Total
2009	611,141	1,458,362	2,069,503
2010	97,710	700,030	797,740
2011	172,698	1,830,069	2,002,767
2012	158,487	1,839,375	1,997,862
2013	185,263	1,631,999	1,817,262
2014	287,881	1,764,393	2,052,274
2015	524,624	1,900,652	2,425,276
2016	469,811	1,920,652	2,390,463
2017	469,811	1,638,836	2,108,647
2018	468,533	2,598,591	3,067,124
5 year avg.	444,132	1,964,625	2,408,757
10 year avg.	344,596	1,728,296	2,072,892

A second, overarching constraint of Proposition 2 ½ limits the total tax levy to no more than 2.5% of the municipality's total assessed valuation. This limit is referred to as the "levy ceiling." This does not impact Woburn because the City has unused levy capacity. The forecast anticipates that the City will maintain its practice of allowing this capacity to remain untapped each year.

State law also allows a city or town to increase taxes beyond the levy limit with voter approval. An override of this limit by voters becomes a permanent part of the tax levy calculation in future years and is best used for recurring expenses in the regular operating budget. The City does not anticipate any Prop 2 ½ overrides or additional debt exclusions. A debt exclusion may also be approved by voters to increase the levy limit temporarily to fund capital projects. Generally, these projects are financed by borrowing and the annual debt service is added to the levy limit each year until the project is paid off. Debt-excluded projects taken into account in the property tax levy calculation include school construction debt. This current excluded project will be included in the property tax levy through FY2027.

FY2019 Property Tax Levy Calculation	
FY2018 Tax Levy Limit	120,318,593
ADD 2.5% Increase	3,007,965
ADD Prop 2 1/2 Override	0
ADD Estimated Certified New Growth	1,700,000
Levy Limit Total	125,026,558
ADD Debt Exclusions	1,710,713
Maximum Allowable Levy	126,737,271
Excess Tax Levy Capacity	(18,917,285)
Actual FY2019 Estimated Tax Levy	107,819,986

Local Receipts

Local receipts are locally-generated revenues, other than real and personal property taxes. These made up approximately 9% of revenue in FY2018. Examples include motor vehicle excise, investment income, payments in lieu of taxes, penalties and interest on taxes, departmental revenue, fines, and license and permit fees. The City has a practice of conservatively budgeting these items and routinely collects approximately $2 million to $3 million more than was budgeted. As a result, local receipts in excess of estimates have been a primary factor in the City's positive year end results and free cash certifications.

Motor vehicle excise revenue projected for FY2019 is $6.5 million while FY2017 actual collections were $7.0 million. This is the City's largest local receipt constituting about half of the total estimated local receipts. Other significant local receipts include license and permits, fees, and other departmental revenue. The City has adopted the State-authorized room excise and meals tax, generating a total of $4.2 million in FY 2017, or approximately a quarter of the total.

Local Receipt Category	FY2017 Actual	FY2018 Budget	% of Total (FY18)	FY2019 Proj.
Motor Vehicle Excise	7,011,957	6,500,000	47.2%	6,500,000
Meals Excise	1,021,682	900,000	6.5%	900,000
Room Excise	3,182,058	2,900,000	21.1%	2,900,000
Penalties/Interest on Taxes and Excises	504,770	450,000	3.3%	450,000
Fees	741,169	675,000	4.9%	800,000
Departmental Revenue - Schools	68,645	0	0.0%	0
Other Departmental Revenue	0	1,400,000	10.2%	1,400,000
Licenses/Permits	1,671,661	100,000	0.7%	100,000
Fines and Forfeits	107,017	450,000	3.3%	450,000
Investment Income	632,977	400,000	2.9%	300,000
Medicaid Reimbursement	612,021	0	0.0%	0
Miscellaneous Recurring	282,493	0	0.0%	0
Total Local Receipts	15,836,450	13,775,000	100.0%	13,800,000

State Aid

State aid represented approximately 10% of the City's annual revenue in FY2018. State aid is broken down into several categories, the largest of which (for Woburn) is Chapter 70 Education Aid. It is approximately 57% of all state aid. The other major category is Unrestricted General Government Aid (UGGA), which is approximately 39% of total state aid.

Chapter 70 Education Aid – Chapter 70 education aid is determined each year by the State Department of Elementary and Secondary Education (DESE) using a complex formula. The formula entails calculating a foundation budget for each municipality or school district based on the number and characteristics of the pupils (e.g., low income, bilingual, or vocational) in the district. The foundation budget represents the minimum level of spending necessary to provide an adequate education in each district. The next step is to determine the relative contributions from municipal revenues versus state Chapter 70 aid necessary to meet required education spending levels. DESE calculates target levels of local (municipal) contribution and target levels of (state) Chapter 70 aid. These calculations are based on the total income of a municipality's residents and the total property wealth of the municipality. In cases where a municipality has a low ability to pay, less is required from the municipality and state Chapter 70 aid fills the gap between the foundation budget and the required local contribution.

Woburn provides public education locally at seven elementary schools, two middle schools and one senior high school. The City receives Chapter 70 state school aid to offset some of the costs to educate these pupils. In FY2019, the projected Chapter 70 aid is just more than $9 million. In addition, Woburn's high school pupils attend the Northeast Regional School District and the Essex North Shore Agricultural and Technical School. These Regional School Districts receive Chapter 70 school aid directly from the State for the member municipality's pupils.

The forecast does not factor in any of the recommendations of the State's Foundation Budget Review Commission to substantially increase certain foundation budget calculations. If this occurs, the City may see larger increases in its foundation budget and Chapter 70 aid.

Unrestricted General Government Aid (UGGA) – UGGA is projected to grow conservatively next year. In recent years, when new aid has been added to this account, it has been distributed based on the proportion of existing aid received by a community relative to the total amount of aid to all communities. For example, if a community's existing UGGA represents 2% of the total amount statewide, any new distribution to this community will be 2% of the amount added to the state total. City officials monitor the local aid estimates at each juncture of the State budget process.

Other Local Aid Accounts – The state aid categories of Veterans Benefits, Exemptions for Veterans and Elderly, Public Libraries Offset and State-Owned Land are projected to be level-funded from the previous year.

- Veterans Benefits: The State reimburses municipalities for 75% of authorized amounts spent for veterans' financial, medical, and burial benefits.
- Exemptions for Veterans, Blind, Elderly, Etc.: The State reimburses property tax exemptions for qualifying veterans, seniors, surviving spouses, and the blind.
- Public Libraries Offset: The State provides a certain amount of money which can only be used for the City's library.
- State-Owned Land: The State reimburses the City for foregone tax revenue due to certain types of tax exempt state-owned land.

State Aid Category	FY2017 Actual	FY2018 Actual	% of Total (FY18)	FY2019 Proj.
Chapter 70 Education Aid	8,472,589	8,724,234	56.7%	9,063,292
Charter Tuition Reimbursement	106,088	64,430	0.4%	27,517
Unrestricted General Government Aid	5,756,326	5,980,823	38.8%	6,190,152
Veterans Benefits	367,950	376,583	2.4%	256,470
Exemptions VBS and Elderly	206,895	206,895	1.3%	194,912
State-Owned Land	1,612	1,611	0.0%	1,824
Public Libraries Offset	41,248	40,583	0.3%	41,632
Total	14,952,708	15,395,159	100.0%	15,775,799

Enterprise Fund

Woburn operates an enterprise fund for its potable water and sewer systems. An enterprise fund is an accounting and financial reporting mechanism whereby all expenditures and revenues for a particular business-type activity are segregated into a special fund. However, an enterprise fund does not establish a separate, autonomous entity from the municipal government. The principal revenues for the enterprise fund are customer charges for water sales/sewer treatment and related services. In Woburn, these revenues are forecasted to cover the cost of operating the water and sewer operations, including capital outlay and indirect costs.

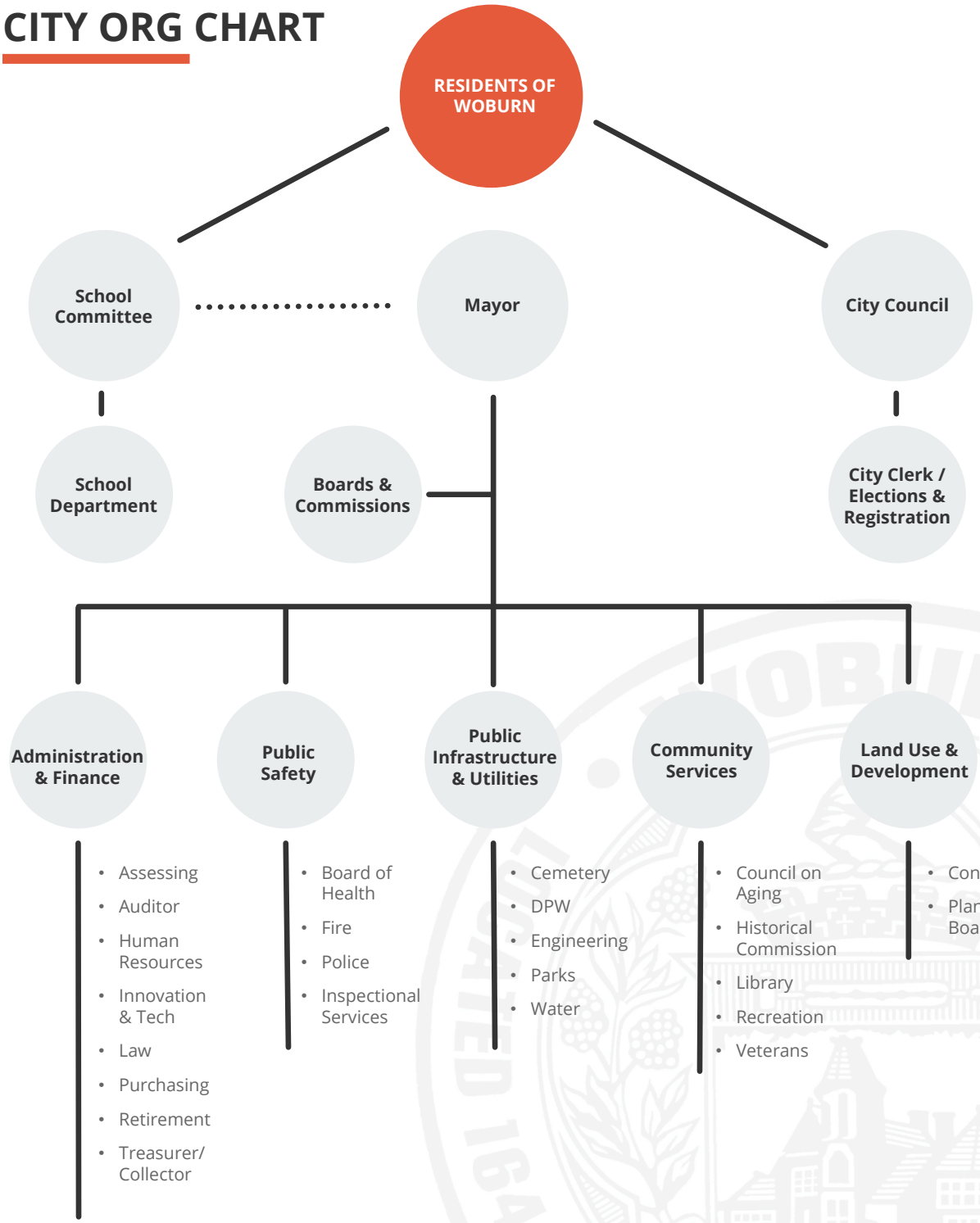
Other Available Funds & Free Cash

Annually, the City uses free cash to fund pay-as-you-go capital items to avoid borrowing costs for relatively inexpensive items. Free cash is the remaining, unrestricted money from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. It is projected that the City will maintain this level of investment.

There may be other sources of revenue, such as ambulance receipts, federal revenue, and court fees/fines.

DEPARTMENT BUDGETS

CITY ORG CHART



STAFFING SUMMARY

The City defines a full time position as 32.5 hours or more per week. To calculate full-time equivalence for part-time staff, a standard 40 hour week was used.

Changes projected for FY2019 include:

- Addition of one (1) Teen Librarian and 0.5 FTE General Assistant at the Public Library
- Reduction in administrative support hours in Veterans' Service Office (0.08 FTEs)
- Addition of 5.20 teaching FTEs within the Public Schools
- Reduction of hours based on projected need for substitutes and cafeteria staff within the Public Schools (3.39 FTEs)

Department	FY17 Actual	FY18 Actual	FY19 Budget	Change FY18-19	Notes
Administration & Finance					
Mayor's Office	2.45	2.45	2.45	0.00	
Assessing	6.00	6.00	6.00	0.00	(1)
Auditor	4.00	4.00	4.00	0.00	
City Clerk	5.00	5.00	5.00	0.00	(2)
Human Resources	2.00	2.00	2.00	0.00	
Innovation & Technology	1.00	1.00	1.00	0.00	
Law	2.00	2.00	2.00	0.00	
Purchasing	2.00	2.00	2.00	0.00	
Retirement	3.00	3.00	3.00	0.00	
Treasurer/Collector	6.00	6.00	6.00	0.00	
Total A&F	**33.45**	**33.45**	**33.45**	**0.00**	
Community Services					
Council on Aging	4.50	4.40	4.40	0.00	(3)
Library	16.27	16.27	17.77	1.50	
Recreation	2.00	2.00	2.00	0.00	(4)
Veterans	1.48	1.48	1.40	-0.08	(5)
Total Community Services	**24.25**	**24.15**	**25.07**	**1.42**	

Notes:
(1) Not including 3 board members
(2) Not including election workers; staffing varies with minimal hours
(3) Not including senior work off program participants
(4) Not including seasonal summer staff
(5) Not including vet work off program participants

STAFFING SUMMARY, CONTD.

Department	FY17 Actual	FY18 Actual	FY19 Budget	Change FY18-19	Notes
Administration & Finance					
Land Use & Development					
Conservation	1.49	1.49	1.49	0.00	(6)
Planning Board/WRA	3.00	3.00	3.00	0.00	(7)
Total Land Use & Development	**4.49**	**4.49**	**4.49**	**0.00**	
Public Safety					
Board of Health	5.00	5.00	5.00	0.00	(8)
Fire	75.00	76.00	76.00	0.00	
Sworn	73.00	74.00	74.00	0.00	
Civilian	2.00	2.00	2.00	0.00	
Police	92.89	92.89	92.89	0.00	
Sworn	75.00	75.00	75.00	0.00	
Reserve Officers	5.00	5.00	5.00	0.00	
Civilian	7.38	7.38	7.38	0.00	
Crossing Guards	5.51	5.51	5.51	0.00	
Inspectional Services	7.00	7.00	7.00	0.00	
Total Public Safety	**179.89**	**180.89**	**180.89**	**0.00**	
Public Infrastructure & Utilities					
Cemetery	7.00	7.00	7.00	0.00	(9)
DPW	32.00	31.00	31.00	0.00	
Engineering	3.00	3.00	3.00	0.00	(10)
Parks	6.00	6.00	6.00	0.00	(11)
Water	16.00	16.00	16.00	0.00	
Total Infrastructure & Utilities	**64.00**	**63.00**	**63.00**	**0.00**	
Woburn Public Schools					
Teachers	431.50	430.10	435.30	5.20	
All Other Staff	325.36	334.49	331.10	-3.39	
Total Woburn Public Schools	**756.86**	**764.59**	**766.40**	**1.81**	
Grand Total	**1,062.93**	**1,070.56**	**1,073.80**	**3.24**	

Notes:
(6) Not including 8 commissioners; part-time staff paid with fees
(7) Not including 7 board members
(8) Not including 3 board members
(9) Not including 5 commissioners
(10) Not including interns
(11) Not including seasonal employees

CITY COUNCIL

Contact Information	Phone & Email	Location
William Campbell City Clerk	781-897-5850 wcampbell@cityofwoburn.com	2nd Floor of City Hall 10 Common Street

DEPARTMENT DESCRIPTION

The Woburn City Council is the legislative body of the City of Woburn.

There are nine members of the City Council. The city is divided into seven wards. Each ward is represented by a Ward Alderman elected by the residents of the ward. There are two Aldermen At Large elected by the residents of the entire city. Each Alderman and Alderman At Large has one vote on all matters before the City Council.

The Aldermen are elected on the first Tuesday in November in odd-numbered years. All Alderman seats are open for election every two years. They take office on the first Monday in January of the following year. The President of the City Council is elected by and from the members at the organizational meeting in January and serves for two years in that position.

The City Council also has nine committees made up of Aldermen. The committees consist of all nine Aldermen with five or three voting members on each committee, except for the Committee on Liaison on which is all nine Aldermen are voting members. The President appoints the chair and members of each committee shortly after the organizational meeting. The President is chair of the Committee on Liaison.

The City Council meets on the first and third Tuesday of each month at 7 p.m. in the Council Chamber in Woburn City Hall at 10 Common Street, except for July and August when there is generally one meeting per month. Committees meet as needed and generally meet on Monday nights.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
CAMPBELL, WILLIAM	12/1/1997	Clerk/Council	11,847.96			11,847.96	11,847.96
CITY COUNCIL MEMBERS (8)			84,000.00			96,000.00	96,000.00
CITY COUNCIL PRESIDENT			12,000.00			14,000.00	14,000.00
	0111151	511000					
TOTAL SALARIES						121,847.96	121,847.96
				Budgeted w/ Transfers &			
			Actual 7/1/2016	Appropr 7/1/2017	Actual 7/1/2017	Requested 7/1/2018	
City Council Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
EQUIPMENT MAINT / MISC.	0111152	524900	752.40	1,000.00	195.00	1,050.00	1,050.00
ANNUAL REPORT	0111152	531401	0.00	1,000.00	376.00	525.00	525.00
PRINTING	0111152	534300	1,266.72	1,500.00	864.38	1,575.00	1,575.00
TRAVEL	0111157	571000	6,750.00	6,750.00	3,375.00	6,750.00	6,750.00
PROFESSIONAL DEVELOPMEN	0111157	571050	0.00	1,250.00	0.00	1,250.00	1,250.00
TOTAL MAINTENANCE			8,769.12	11,500.00	4,810.38	11,150.00	11,150.00
Total City Council Budget						132,997.96	132,997.96

MAYOR'S OFFICE

Contact Information	Phone & Email	Location
Scott Galvin Mayor	781-897-5901 sgalvin@cityofwoburn.com	2nd Floor of City Hall 10 Common Street

MISSION STATEMENT

The mission of the Mayor's Office is to lead the operations and management of City government and to ensure that residents, businesses, and visitors receive high-quality services.

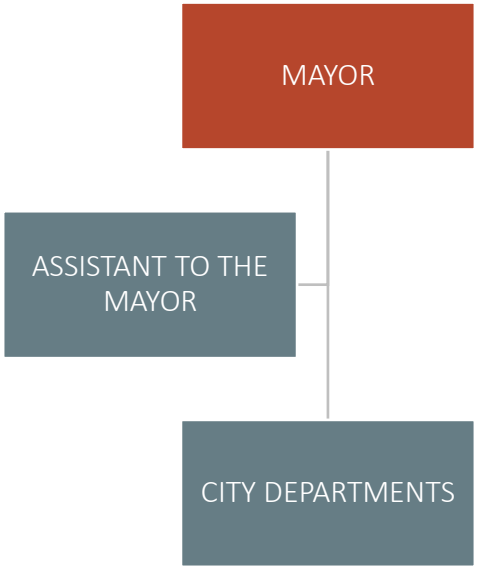
DEPARTMENT DESCRIPTION

The executive powers of the City shall be vested solely in the Mayor, and may be exercised by him either personally or through the several officers and boards of the City in their department, under his general supervision and control.

The Mayor shall have sole power of appointment to all the municipal officers established by or under the City Charter.

The Mayor may be present at all sessions of the School Committee, and when present he may participate in the discussions and may preside but shall have no right to vote.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Implemented several financial best practices, including the creation of:
  - Comprehensive five-year Capital Improvement Plan (CIP)
  - Five-year financial forecast to estimate revenues and expenditures
  - Cash flow model to optimize investment of City funds; and
  - Financial policies
- Redesigned and enhanced the City website, winning award from the Massachusetts Municipal Association for best municipal website
- Implemented Q-Alert resident reporting tool
- Participated in the State's municipal vulnerability preparedness (MVP) program through a grant, which will unlock additional resources for enhancing the City's resiliency effort
- Completed green initiatives that generated revenue and lowered expenses
  - Landfill solar array generates $370,000+ annually
  - Kennedy Middle School roof solar array lowered utility bills by $30,000 annually

FY19 GOALS

Goal #1: Achieve recognition for FY2019 budget document from the Government Finance Officers Association (GFOA)

Goal #2: Continue to develop and implement strategies to address OPEB liability.

FY19 GOALS

Goal #3: Expand the use of smart city platforms to increase efficiency and transparency

Goal #4: Maintain and improve strong financial position

Goal #5: Continue to coordinate the City's effort to combat the heroin/opioid epidemic along with the Police Department, first responders, City partners, and State and Federal stakeholders.

Goal #6: Complete a feasibility study for modernizing the City's fire stations.

Goal #7: Continue the development of two business districts - Commerce Way and New Boston Street- to strengthen tax base and create quality jobs

Goal #8: Continue to move forward with the New Boston Street Bridge reopening project by leveraging City resources to get the project on the State TIP

Goal #9: Complete the $31.5 million construction project that preserves and expands the historic Woburn Public Library

Goal #10: Increase parking options in Woburn Center

Goal #11: Complete the $35 million construction project for the new Hurld / Wyman elementary school

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity/ED	Longevity/Educa	Total Salary	
GALVIN, SCOTT	1/4/2010	Mayor	113,000.00	0.00	0%	123,000.00	123,000.00
LINGBLOM, MARIE	1/4/2010	Asst to Mayor	65,793.29	850.00	850/0%/	66,643.29	66,643.29
TBA	Transitional Assistance Progran		2,000.00	0.00	0%	2,000.00	2,000.00
	0112151	511000					
Salary Adjustment for Contrac	0112151	511019	School	City		1,280,000.00	1,280,000.00
			980,000.00	300,000.00			
TOTAL SALARIES						1,471,643.29	1,471,643.29
				Budgeted w/ Transfers &			
			Actual 7/1/2016	Appropr 7/1/2017	Actual 7/1/2017	Requested 7/1/2018	
Mayor Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Printing & Ads	0112152	534310	1,000.00	1,000.00	0.00	1,000.00	1,000.00
Student Government	0112152	538700	1,685.41	3,500.00	0.00	3,500.00	3,500.00
Consultants	0112153	531800	15,985.70	32,000.00	5,500.00	15,000.00	15,000.00
Citi Stat	0112153	531850	35,986.28	36,000.00	20,493.14	30,000.00	30,000.00
Office Supplies	0112154	542000	2,904.56	3,326.00	760.04	3,000.00	3,000.00
Office Equipment	0112154	542010	3,661.01	3,065.00	1,886.07	3,000.00	3,000.00
Professional Development	0112157	571000	1,704.67	2,000.00	0.00	2,000.00	2,000.00
City's Inaugural	0112157	571009	0.00	2,000.00	0.00	0.00	0.00
Mass. Muni. Associations	0112157	573001	8,625.00	9,200.00	8,666.00	9,200.00	9,200.00
TOTAL MAINTENANCE			86,751.48	104,091.00	44,259.74	66,700.00	66,700.00
Grand Total Mayor's Budget						1,538,343.29	1,538,343.29

Classification							Recommended by Mayor
Mayor Community Services			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
HOME CARE CORP.	0112252	538901	7,000.00	7,000.00	7,000.00	7,000.00	7,000.00
NUPATH	0112252	538902	15,000.00	15,000.00	7,500.00	15,000.00	15,000.00
COUNCIL of SOCIAL CONCERN	0112252	538903	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
WOBURN BOYS & GIRLS CLUB	0112252	538906	5,000.00	5,000.00	0.00	5,000.00	5,000.00
Drug Task Force Coordinator	0112252	518904	0.00	25,350.00	12,532.11	25,641.80	25,641.80
Drug Task Force Supplies	0112252	538904	5,877.18	9,063.00	2,729.79	8,000.00	8,000.00
Youth at Risk Program	0112252	538905	0.00	2,100.00	0.00	2,100.00	2,100.00
TOTAL COMMUNITY SERVICES			5,877.18	36,513.00	15,261.90	67,741.80	67,741.80
Grand Total Mayor's Community Services Budget						67,741.80	67,741.80

ADMINISTRATION & FINANCE
ASSESSING DEPARTMENT

Contact Information	Phone & Email	Location
Andrew Creen Chief Appraiser	781-897-5930 acreen@cityofwoburn.com	2nd Floor of City Hall 10 Common Street

MISSION STATEMENT

The mission of the Assessing Department is to conduct the annual valuation of all real and personal property in the City accurately and uniformly at full and fair cash value and to manage the motor vehicle excise tax system.

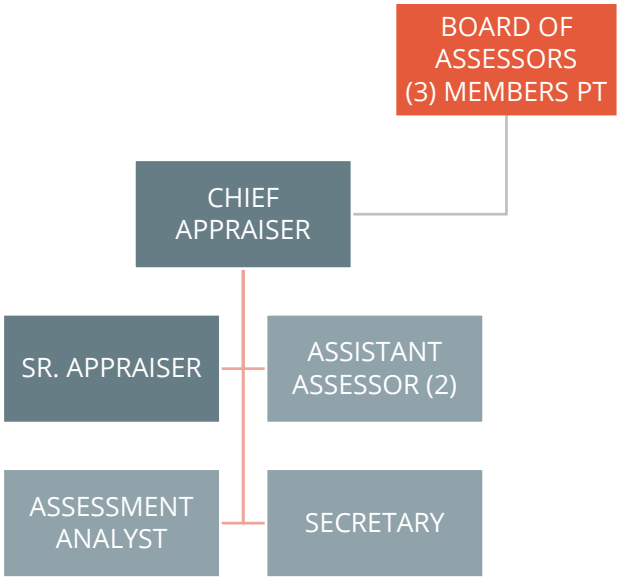
DEPARTMENT DESCRIPTION

The Assessing Department is responsible for the administration of all laws and regulations regarding property tax assessment. The Assessors, as required by chapters 59, 60A, 61, 61B, of the Massachusetts General Laws and various acts of the Legislature, perform the appraisal of approximately 13,500 real property (residential, commercial, industrial) and personal property (business and utility tangible assets) accounts and process all excise tax accounts on motor vehicles.

The Assessors provide information to the City Council annually so that the tax rate(s) can be established. The Assessors then commit to the Treasurer/Collector the annual real and personal property taxes to be collected, including water and sewer liens, handle requests for real estate and personal property abatements and personal exemptions (elderly, surviving spouse, blind) through the avenues prescribed by the Legislature.

This department also prepares and defends property values before the Massachusetts Appellate Tax Board, and reports all sales within the City to the Massachusetts Department of Revenue as required by law. The Assessing Department works daily to answer the inquiries of taxpayers, planners, developers, builders, and local government officials. Information regarding property assessments, ownership and property characteristics is available for review on the City's web site to achieve full disclosure of the assessment and appraisal process.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Processed and issued 48,000 motor vehicle excise bills and abated 2,556 bills in FY17.
- Researched 974 deed instruments and updated property characteristics database in FY17.
- Reviewed 1,465 building permits, inspected 1,075 properties onsite, and made appropriate corrections to property inventory in FY17.
- Real and personal property assessments and valuation methodologies employed were certified by the Department of Revenue (DOR) as satisfying quinquennial certification requirements.
- Real and personal property tax rates approved and tax bills issued prior to December 31st.
- Issued revised FY17 personal property tax bill for audited personal property account, contributing over $1.3 million to free cash position and amended new growth.
- Processed 390 statutory exemptions for elderly, disabled veterans, blind and others by the mid-point of FY18.

FY19 GOALS

Goal #1: Re-establish personal property audit program.

Goal #2: Procure and implement use of mobile assessor application to allow for real time updates of property characteristics in the field utilizing touch screen technology and GPS assistance.

Goal #3: Delineate and consolidate commercial and industrial neighborhoods and establish and apply appropriate land valuation methodology.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity/Ed	Longevity/Education	Total Salary	
MAGUIRE, ROBERT	1/17/2002	Chairman	7,800.00			7,800.00	7,800.00
RUFO, DAVID	6/10/1985	Member pt	7,200.00			7,200.00	7,200.00
MEDEIROS, LORI	10/3/2011	Secretary pt	7,200.00			7,200.00	7,200.00
CREEN, ANDREW H JR.	7/13/1988	Chief Appra	127,410.29	21,072.35	3822.35 /3250/ 3% /2000/12000IT	148,482.64	148,482.64
CONNOLLY, JOHN	11/8/2010	Sen. Appra	86,338.04	3,350.00	2000 ED/500/850	89,688.04	89,688.04
MCDONOUGH, JOHN	9/23/1996	System Mgr	77,169.92	6,300.00	2800/ 500 / 3000.	83,469.92	83,469.92
VENTRESCA, JANE	1/30/2017	Assistant Asse	77,169.92	1,500.00	0 / 500 / 1000	78,669.92	78,669.92
MCBRIDE, RITA	9/20/2011	Head Clerk	51,201.08	1,600.00	850 / 0 / 750	52,801.08	52,801.08
NYE, RITA	5/19/2014	Analyst	46,163.08	850.00	850/0%	47,013.08	47,013.08
	0113751	511000					
Annual sick days buy back	0113751	515400					
JOHN CONNOLLY	(15 @ 344.01)					5,160.12	5,160.12
ANDREW CREEN	(15 @ 567.03)					8,505.45	8,505.45
TOTAL SALARIES						535,990.25	535,990.25
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Assessor Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Equipment & Maint	0113752	524900	1,936.53	3,063.00	2,500.00	5,000.00	5,000.00
ATB Filing Fees	0113752	530410	1,485.00	2,500.00	858.63	2,500.00	2,500.00
MAP Maint	0113752	530505	120.00	851.00	0.00	500.00	500.00
Revaluation Updating	0113752	530510	14,908.81	47,544.00	33,773.93	10,000.00	10,000.00
Data Processing	0113752	530800	638.28	1,305.00	75.00	1,000.00	1,000.00
Postage	0113752	534400	3,132.48	2,500.00	686.58	2,500.00	2,500.00
Office Supplies	0113754	542000	2,969.01	3,000.00	1,825.51	3,000.00	3,000.00
Professional Development	0113757	571000	275.00	500.00	0.00	1,500.00	1,500.00
Assessors Appraisals	0113757	571001	63,712.37	135,356.00	28,011.80	5,000.00	5,000.00
Assessors Personal Property	0113757	584042	56,000.00	45,000.00	8,800.00	50,000.00	40,000.00
Personal Property Audit	0113757	584043	0.00	8,525.00	29,600.00	25,000.00	25,000.00
TOTAL MAINTENANCE			145,177.48	250,144.00	106,131.45	106,000.00	96,000.00
Grand Total Assessors Budget						641,990.25	631,990.25

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FINANCE DEPARTMENT/AUDITING

Contact Information	Phone & Email	Location
Charles E. Doherty City Auditor	781-897-5860 cedoherty@cityofwoburn.com	1st Floor of City Hall 10 Common Street

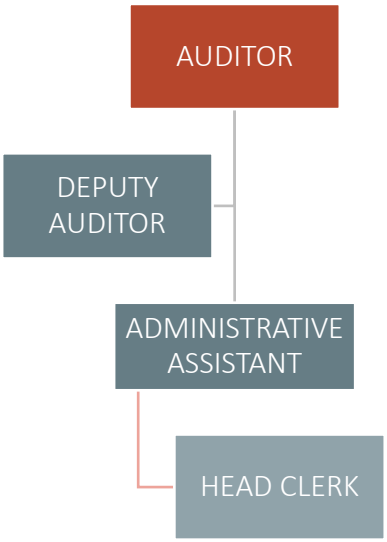
MISSION STATEMENT

The mission of the Auditing Department is to provide audit oversight and to protect the fiduciary interests of the City, by continually monitoring the books and records of all city departments, and by recommending policy and procedures if and when weaknesses are identified. In addition, to ensure departmental adherence to established annual budgets, the Auditing Department will perform duties that ensure the financial records are accurately maintained and preserved while utilizing sound audit and accounting practices in accordance with GAAP (Generally Accepted Accounting Principles) and local, state, and federal laws.

DEPARTMENT DESCRIPTION

The Finance Department/Auditing, in accordance with Massachusetts General Law chapter 41 sections 50-61, is responsible for the examining of all books and accounts of the City, including bank activity, debt, cash receipts and disbursements, and ensuring departments adhere to spending within established budgets. The Auditor is required to receive copies of all contracts entered into by any city department or representative. As the Controller of the City, the Auditor is also charged with providing an annual financial report which shall be published as a public document. In addition, the Auditor is the *ex officio* member of a five (5) member retirement board that is responsible for the oversight of the retirement system funds and administration.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Hired a Deputy Auditor and a Head Clerk to establish a fully-staffed office.
- Scanned all prior year audits and budgets and made them available online.
- Developed a five year Capital Improvement Plan (CIP) and CIP database.
- Performed a four year retroactive analysis on Fire and Police contract settlement.
- Reconciled the City's mitigation accounts.

FY19 GOALS

Goal #1: Implement a new budget process.

Goal #2: Complete a fraud risk assessment for the City.

Goal #3: Reconcile the Police Department detail account and establish monthly reporting and processes.

Goal #4: Complete a new cost allocation plan to charge enterprise funds a fair share of costs.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity/ED	Longevity/Educa	Total Salary	
DOHERTY, CHARLES	9/20/2010	City Auditor	102,618.75	2,350.00	850 / 1500 / 0%	104,968.75	104,968.75
MACCUTCHEON, JUSTIN	6/5/2017	Deputy Auditor	68,782.85	1,500.00	0 / 1500 / 0%	70,282.85	70,282.85
FREEMAN, GAIL	2/12/2001	Adm. Assistant	54,675.52	2,150.00	2150 / 0 / 0%	56,825.52	56,825.52
MCELHINEY, SHEILA	11/14/2016	Head Clerk	46,718.49	2,000.00	0 / 2000 / 0%	48,718.49	48,718.49
	0113451	511000					
Sick days buy back	0113451	515400					
DOHERTY, CHARLES	(15 Days @ $421.80)					6,326.97	6,326.97
FREEMAN, GAIL	(15 Days @ $269.58)					4,043.67	4,043.67
TOTAL SALARIES						291,166.25	291,166.25
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Auditor Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Equipment Maintenance	0113452	524900	3,854.04	6,700.00	1,927.02	5,000.00	5,000.00
Audit	0113452	530200	62,330.00	70,500.00	25,550.00	74,000.00	74,000.00
OPEB (GASB#43/45)	0113452	530201	16,151.72	27,000.00	0.00	11,000.00	11,000.00
Medicaid Direct Billing	0113452	530405	31,870.31	42,000.00	21,590.38	37,000.00	37,000.00
Binding	0113452	531400	2,000.00	2,000.00	1,965.00	2,000.00	2,000.00
Office Equipment	0113454	524950	0.00	8,701.00	3,429.52	3,000.00	3,000.00
Office Supplies	0113454	542000	2,450.33	2,500.00	1,509.95	2,500.00	2,500.00
Professional Development	0113457	571000	840.00	6,700.00	412.33	3,000.00	3,000.00
TOTAL MAINTENANCE			119,870.08	166,101.00	56,384.20	137,500.00	137,500.00
Grand Total Auditor's Budget						428,666.25	428,666.25

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ADMINISTRATION & FINANCE
CITY CLERK

Contact Information	Phone & Email	Location
William C. Campbell City Clerk	781-897-5850 wcampbell@cityofwoburn.com	1st Floor of City Hall 10 Common Street

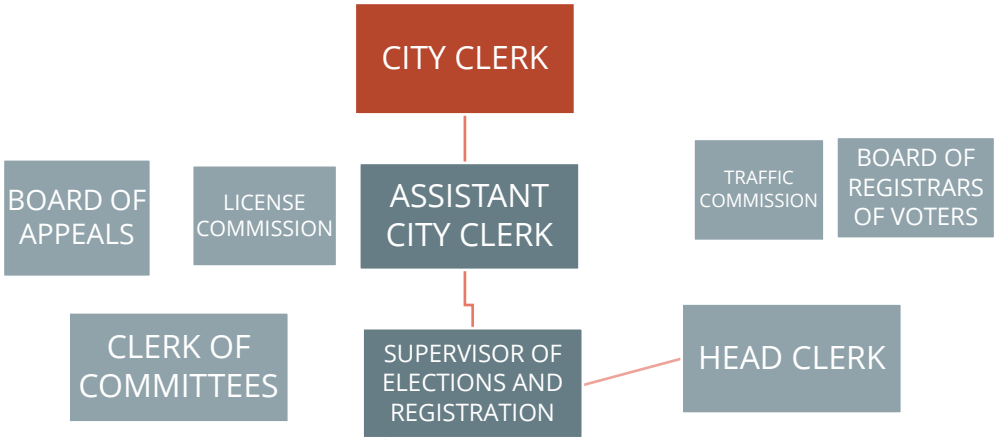
MISSION STATEMENT

The mission of the City Clerk is to ensure compliance with all laws governing the business of the office for the benefit of the city government and the general public.

DEPARTMENT DESCRIPTION

The functions of the Office of the City Clerk are governed by State statutes, the City Charter, and local ordinances. Duties include maintenance of vital records, licensing, and administrative support to the City Council, Board of Registrars of Voters, Board of Appeals, License Commission and Traffic Commission. The office handles recordkeeping duties associated with the office and serves as a resource to other municipal departments and the public.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Complied with new statute requiring early voting.
- Coordinated two special state elections.
- Implemented online dog registration for convenience of public and management of workflow.
- Utilized the updated City website to provide ease of access to information for the public and other offices.
- Coordinated the comprehensive adoption of an updated Woburn Traffic Code.
- Work with other departments to establish records procedures that will enhance transparency.

FY19 GOALS

Goal #1: Purchase new voting machines with current technology and security features.

Goal #2: Permit the use of debit and credit cards for payment of fees at the department counter in conformance with current business practices.

Goal #3: Bind and digitize records to preserve and increase accessibility of public records.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity/Ed	Longevity/Education	Total Salary	
CAMPBELL, WILLIAM	12/1/1997	City Clerk	84,228.14	12,300.00	3000 / 2800 / 0% / 6500	96,528.14	96,528.14
GRAY, JOYCE	9/6/1988	Asst City Clerk	54,675.52	4,084.14	2600/1484.14 / 6%	58,759.66	58,759.66
CONLIN, MARGARET	9/25/1989	Head Clerk	46,718.49	3,542.07	2800/742.07/3%	50,260.56	50,260.56
VINCENT, GORDON	7/31/2017	Clerk of Committees	54,675.52	1,500.00	0/0/1500	56,175.52	56,175.52
STIFFLER, DIANE	11/9/2008	Secretary	51,201.08	1,500.00	1500/0/0%	52,701.08	52,701.08
	0116151	511000					
Annual sick leave buy back	0116151	515400					
STIFFLER, DIANE	(14 days @ 199.65)					2,795.07	2,795.07
CAMPBELL, WILLIAM	(15 DAYS @ $461.13)					6,917.01	6,917.01
GRAY, JOYCE	(9 days @ $223.65)					2,012.89	2,012.89
CONLIN, MARGARET	(2 days @ 192.78)					385.56	385.56
TOTAL SALARIES						326,535.49	326,535.49
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
City Clerk Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Equipment	0116152	528100	3,078.23	3,200.00	1,576.58	3,360.00	3,360.00
Office Supplies	0116154	542000	2,500.00	2,500.00	1,145.72	2,625.00	2,625.00
Professional Development	0116157	571000	676.00	750.00	147.66	750.00	750.00
Dues	0116157	573000	400.00	400.00	300.00	400.00	400.00
Office Miscellaneous	0116157	578000	500.00	500.00	419.64	525.00	525.00
TOTAL MAINTENANCE			7,154.23	7,350.00	3,589.60	7,660.00	7,660.00
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2016	
City Clerk Outlays			6/30/2017	6/30/2018	12/31/2017	6/30/2017	
Rehab Archive Vaults	0116158	585104	0.00	1.00	0.00	2,000.00	0.00
Copy Machine	0116152	528100	0.00	0.00	0.00	5,500.00	0.00
TOTAL OUTLAYS			0.00	1.00	0.00	7,500.00	0.00
Grand Total City Clerk's Budget						341,695.49	334,195.49

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
CAMPBELL, WILLIAM	12/1/1997	Clerk of bd.	11,847.96	0.00		11,847.96	11,847.96
BOARD of REGISTRARS (3)		3	3,500.00			10,500.00	10,500.00
ELECTION WORKERS (poll workers,police and custodians)	0116251	512005	60,000.00			60,000.00	60,000.00
EARLY ELECTION WORKERS	0116251	512005	19,000.00			19,000.00	13,000.00
	0116251	511000					
TOTAL SALARIES						101,347.96	95,347.96

Election Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Voting Machine Maintenance	0116252	524905	8,133.98	9,400.00	5,244.75	9,600.00	9,600.00
Early Voting Tabulation Machi	0116252	524905	0.00	0.00	0.00	4,000.00	0.00
Election Printing	0116252	534005	5,641.76	9,000.00	8,825.10	9,000.00	9,000.00
Printing / Automation	0116252	534305	9,924.36	10,000.00	1,310.34	10,000.00	10,000.00
Census Postage	0116254	534402	10,000.00	10,000.00	0.00	10,000.00	10,000.00
Office Supplies	0116254	542000	1,040.00	500.00	135.36	525.00	525.00
TOTAL MAINTENANCE			34,740.10	38,900.00	15,515.55	43,125.00	39,125.00

Election Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Tables	0116258	584000	0.00	0.00	0.00	0.00	0.00
GEMS Software	0116258	584000	0.00	0.00	0.00	0.00	0.00
TOTAL MAINTENANCE			0.00	0.00	0.00	0.00	0.00

Grand Total Election's Budget						144,472.96	134,472.96

HUMAN RESOURCES

Contact Information	Phone & Email	Location
Elaine Pruyne Director of Human Resources	781-897-5955 epruyne@cityofwoburn.com	2nd Floor of City Hall 10 Common Street

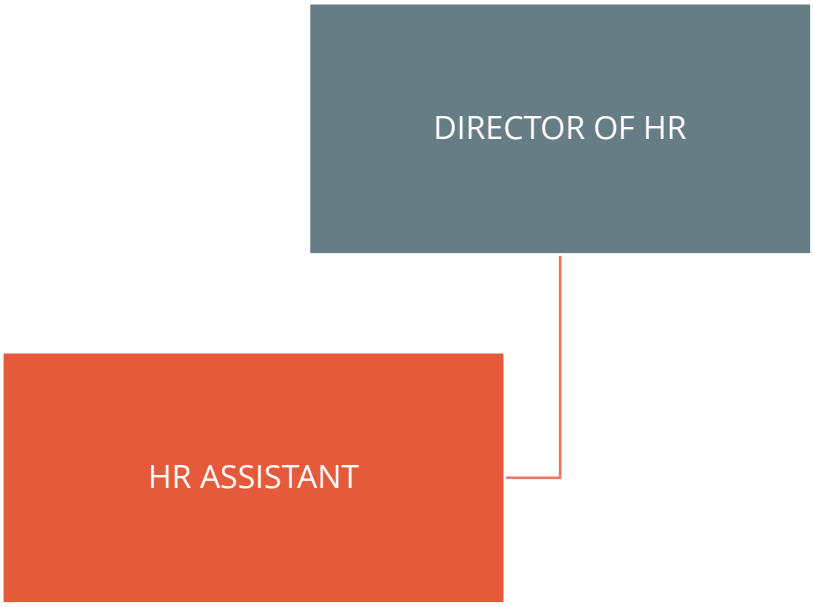
MISSION STATEMENT

The mission of the Human Resources Department is to provide fair and equitable treatment of all employees in compliance with Federal and State laws, Local Ordinances and standards based on best practices. This includes employment and hiring, comprehensive benefits, workers' compensation and related employment matters.

DEPARTMENT DESCRIPTION

The Human Resources Department oversees and assists in hiring and employment in compliance with Federal and State Laws, and Local Ordinances. The department ensures that employees receive fair and equitable treatment under the laws and labor contracts and it administers employee and retiree benefits, including health, life, dental, disability insurance, workers' compensation, and unemployment insurance. The Human Resources Department also administers attendance with reporting to payroll department; conducts quarterly safety meetings with department heads; oversees and sets up safety training for employees to ensure employees are provided with proper training and equipment to keep them safe while at work; and works with health insurance providers to provide wellness activities to employees, which should result in better overall health of City employees.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Worked with the Mayor and PD to hire eleven new Reserve Police Officers.
- Set up and ran a successful Sole Assessment Center for the Fire Chief and Deputy Fire Chief.
- Worked with the Safety Committee to receive $61,521 in insurance credits.
- Applied for and received two grants totaling $10,000 for safety training and equipment.
- Set up successful wellness activities for City and School employees with 100% participation in all programs offered.
- Worked with the Treasurer/Collector to convert employee accruals from days to hours in preparation of a transition to managing through Employee Self Service (ESS).

FY19 GOALS

Goal #1: Set up and run successful Sole Assessment Center for new Police Chief.

Goal #2: Continue to run successful Safety Committee, assuring employees have the proper training and equipment to safely do their jobs.

Goal #3: Continue to promote wellness by offering multiple activities for the health and wellbeing of City employees.

Goal #4: Work with the Treasurer/Collector to ensure a successful conversion to the MUNIS ESS.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
PRUYNE, ELAINE	7/1/1980	Director	99,604.73	4,100.00	4100 / 0%/ 0	103,704.73	103,704.73
CRAWFORD, KAREN	3/9/2015	Adm Asst	54,675.52	$0.00	0 / 0%/0	54,675.52	54,675.52
Overtime Salary	Health Benefits Enrollment Period					400.00	400.00
	0117051	511000					
	0117051	515400					
Annual sick leave buy back							
PRUYNE, ELAINE	(15 days @ $397.77)					5,966.58	5,966.58
TOTAL SALARIES						164,746.83	164,746.83

Human Resources Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Pre-Employment Physicals	0117052	530105	1,019.00	1,000.00	965.30	1,000.00	1,000.00
D / A Testing	0117052	530305	409.87	700.00	86.10	500.00	500.00
Advertising for Positions	0117052	530605	2,266.86	2,000.00	657.42	2,000.00	2,000.00
Equipment Maintenance	0117054	524900	1,000.00	1,000.00	0.00	1,000.00	1,000.00
Office Supplies	0117054	542000	1,342.68	3,000.00	23.31	2,000.00	2,000.00
Computer Programs	0117054	558305	194.94	300.00	0.00	300.00	300.00
Publications	0117054	558600	242.95	800.00	145.00	800.00	800.00
Travel/ Memberships/ Meet	0117057	571000	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
TOTAL MAINTENANCE			7,476.30	9,800.00	2,877.13	8,600.00	8,600.00
Grand Total Human Resources Budget						173,346.83	173,346.83

INNOVATION & TECHNOLOGY

Contact Information	Phone & Email	Location
David Mastronardi Chief Innovation Officer	781-897-5866 dmastronardi@cityofwoburn.com	Lower Level of City Hall 10 Common Street

MISSION STATEMENT

The mission of the Innovation & Technology Department is to ensure quality, cost-effective, and secure systems are in place to support information technology operations and data-driven innovation intended to facilitate the City's continuous improvement. Working with internal and external community stakeholders on behalf of the City to develop and encourage best practices in municipal government, we strive to foster a culture of innovation, accessibility, efficiency, and accountability within the City of

Woburn.

DEPARTMENT DESCRIPTION

The Innovation & Technology Department is the City's central IT organization supporting a wide array of technology systems and services used by City departments, residents, businesses, and visitors. We provide counsel and strategic planning across the City on all levels of IT programs and projects and ensure that improving the end user's experience drivers all change.

The Innovation & Technology Department supports the Mayor's vision to realize Woburn's potential as a city where technology fuels opportunity, inclusion, engagement, and innovation for all by:

- Facilitating creative thought to improve existing City processes;
- Designing and implementing systems to power processes and services;
- Leveraging data to drive decision-making and improve City service delivery;
- Piloting and evaluating new technologies; and
- Building strategic partnerships.

ORGANIZATIONAL CHART

FY17 & FY18 ACCOMPLISHMENTS

- Upgraded computer and network security systems.
- Upgraded the city's wireless network.
- Launched new software for constituent services.
- Implemented a paperless payroll system.
- Deployed new Smart Traffic Monitoring.
- Completed an award-winning redesign of the city's website.
- Implemented a new VOIP phone system for the Police Department.
- Rolled out new Water System analytics.

FY19 GOALS

Goal #1: Complete successful deployment of technology at the new Library and Hurld-Wyman School.

Goal #2: Digitize forms to create more efficient workflow for department processes.

Goal #3: Refresh access control and security systems.

Goal #4: Introduce a new financial transparency public portal.

Goal #5: Introduce a new public portal for monitoring water use.

Goal #6: Continue to refine technology systems and services.

Classification				Total	Flat Rate/%		Recommended by Mayo
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
MASTRONARDI, DAVID	10/14/2003	I.T. DIRECTOR	100,238.35	4150	2150/0%/2000ED	104,388.35	104,388.35
TBD		I.T. Op Specialist	65,000.00	1500	0/0%/1500ED	66,500.00	0.00
Hardware/Software Support			3,000.00	0.00	0.00	3,000.00	0.00
	0115451	511000					
TOTAL SALARIES						173,888.35	104,388.35
Annual sick days buy back	0113851	515400					
MASTONARDI, DAVID		(15 DAYS @ 397.90)				5,968.50	5,968.50
						179,856.85	110,356.85
			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Data Processing Maintenance							
Equipment Maintenance	0115452	524900	4239.89	5107.00	0.00	4,000.00	4,000.00
Training	0115452	531500	146.45	1854.00	1266.89	3,000.00	3,000.00
Computer Contract/Operatio	0115452	531800	160000.00	170000.00	167759.45	178,500.00	178,500.00
Phone Support	0115454	534104	26580.16	19465.00	10684.36	18,000.00	18,000.00
Phone System	0115454	534105	26064.33	67895.00	18347.03	45,000.00	45,000.00
Connect - Cty	0115454	534106	34066.98	51435.00	43344.09	40,000.00	30,000.00
Cell Phones	0115454	534107	50000.00	60000.00	29583.25	60,000.00	60,000.00
Office Supplies	0115454	542000	738.37	1200.00	0.00	1,000.00	1,000.00
Computers/Peripheral Equip	0115454	558301	8015.31	12087.00	3245.90	35,000.00	35,000.00
Comput Progr/Web Design	0115454	558305	15204.14	26771.00	21750.00	30,000.00	30,000.00
Publications	0115454	558600	87.79	512.00	0.00	2,000.00	2,000.00
PeopleGIS	0115458	586632	10000.00	12500.00	0.00	12,500.00	12,500.00
MSM Suite	0115458	586633	0.00	0.00	0.00	4,000.00	4,000.00
Complete St	0115458	586634	10000.00	12500.00	0.00	4,000.00	4,000.00
TOTAL MAINTENANCE			345143.42	441326.00	295980.97	437,000.00	427,000.00
Grand Total Data Processing Budget						$610,888.35	$537,356.85

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ADMINISTRATION & FINANCE
LAW DEPARTMENT / CITY SOLICITOR

Contact Information	Phone & Email	Location
Ellen Callahan Doucette City Solicitor	781-897-5916 ecdoucette@cityofwoburn.com	2nd Floor of City Hall 10 Common Street

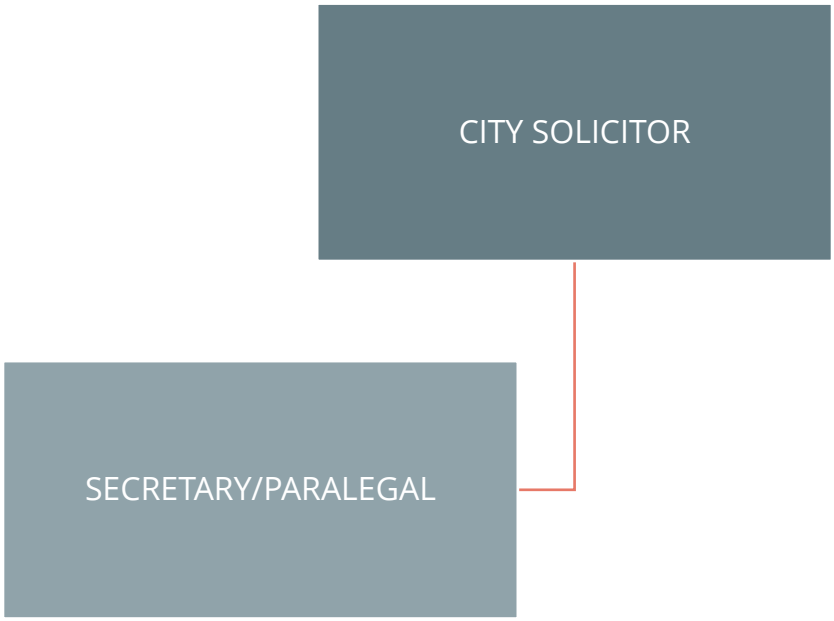
MISSION STATEMENT

The Law Department's mission is to provide legal representation, advice, assistance and support in a timely, effective and professional manner.

DEPARTMENT DESCRIPTION

The Law Department functions as a full-time law office managed by the City Solicitor who is an attorney appointed by the Mayor. In accordance with Title 2, Article X of the Woburn Municipal Code, the City Solicitor is tasked with defending the City of Woburn, its officers, officials and employees in claims and litigation; representing the City in litigation which it initiates; and drafting ordinances, contracts, leases, deeds and other legal instruments necessary for the orderly accomplishment of the City's business. The City Solicitor also provides legal opinions and advice to the City's officials, boards, committees, commissions, department heads and employees on a wide range of issues including zoning and land use, labor and employment, contracts, construction issues, environmental issues, statutory and regulatory requirements of governance (such as the Open Meeting Law), real estate and tax law, and represents the City's interests in labor disputes with the many employee unions. The City Solicitor currently serves as one of the City's Record Access Officers for purposes of the public records law (M.G.L. c.66, §10). When necessary and in the best interests of the City, the City Solicitor retains outside legal counsel with expertise in specific areas of the law such as labor and eminent domain. The City Solicitor does not provide legal advice to individuals who are not City officials or employees.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Assisted with the review and preparation of zoning amendments.
- Prepared legal opinions for various boards, commissions and committees.
- Assisted the Mayor with collective bargaining issues and preparation for State Joint Labor Management Committee (JLMC) matters.
- Prepared contracts and agreements for the conduct of City business.

FY19 GOALS

Goal #1: Manage litigation and other legal functions in-house to the maximum extent possible.

Goal #2: Continue serving as a resource for other departments by providing training on issues related to public records and the open meeting law.

Goal #3: Prepare forms for use by the Planning Board in order to provide consistency in the administration of the subdivision control law.

Goal #4: Provide assistance to the Mayor in the next round of negotiations with the various city unions regarding successor collective bargaining agreements.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity/Ed	Longevity	Total Salary	
Doucette, Ellen	1/3/2012	City Solicitor	100,481.24	10,350.00	850/0/3000/6500	110,831.24	110,831.24
MEARLS, DIANNE	1/4/2010	Secretary	52,097.10	850.00	850/0/0	52,947.10	52,947.10
0115151-511000							
TOTAL SALARIES						163,778.34	163,778.34
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Law Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Office Equipment	0115152	524900	232.00	1,000.00	0.00	1,000.00	1,000.00
Legal Assistance	0115152	530400	124,253.88	169,000.00	100,416.70	125,000.00	125,000.00
Court Costs	0115152	530405	1,869.33	3,500.00	3,666.00	3,500.00	3,500.00
Office Supplies/West Law	0115154	542000	7,633.92	9,271.00	4,559.63	11,000.00	11,000.00
Travel & Meetings	0115157	571000	1,000.00	2,000.00	216.00	1,000.00	1,000.00
Claims/Damages P&P	0115157	576005	901.31	2,500.00	900.18	2,500.00	1,500.00
TOTAL MAINTENANCE			135,658.44	186,271.00	109,758.51	144,000.00	143,000.00
Grand Total Law Budget						307,778.34	306,778.34

ADMINISTRATION & FINANCE
PURCHASING DEPARTMENT

Contact Information	Phone & Email	Location
Orazio Deluca Chief Procurement Officer	781-897-5950 odeluca@cityofwoburn.com	2nd Floor of City Hall 10 Common Street

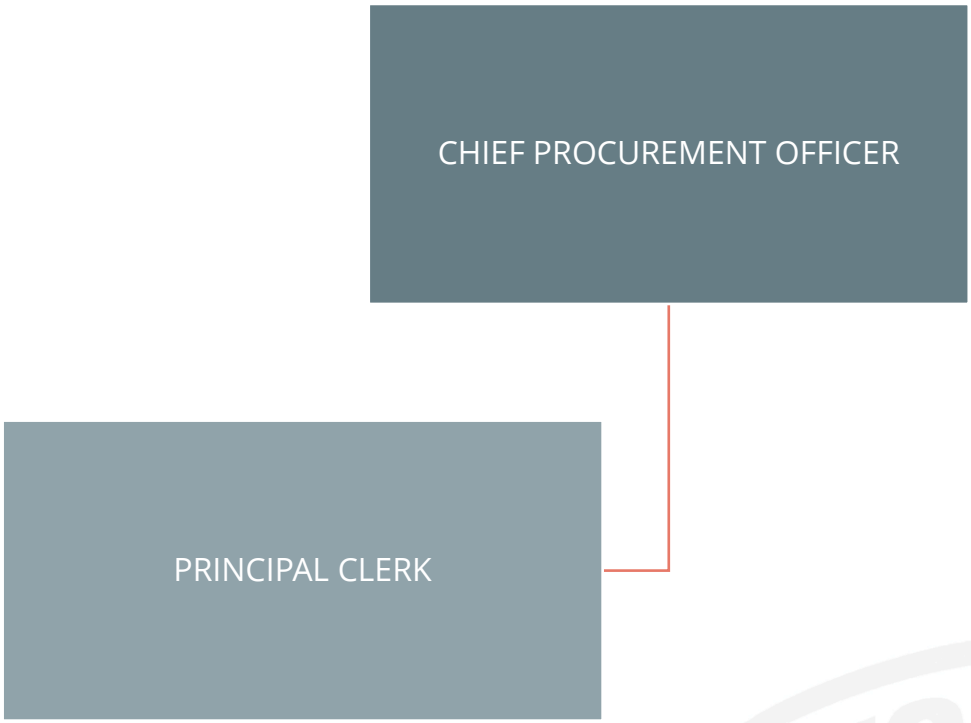
MISSION STATEMENT

The mission of the Purchasing Department is to assure the residents of the City and all taxpayers that all acquisitions or dispositions are conducted by transparent means and through fair and open competition.

DEPARTMENT DESCRIPTION

The Purchasing Department is responsible for the acquisition of goods, services, and public construction for all City departments. All solicitations are subject to the requirements of City Ordinances, Massachusetts General Law, and occasionally Federal regulations.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Kicked off a new program to make kayaks available to rent for city constituents.
- Worked with other communities on consortium contracts to save money.
- Kept service contracts current and available to the Department of Public Works and all departments.
- Completed 2017 Green Communities Grant Projects.

FY19 GOALS

Goal #1: Complete procurement for the Hurld-Wyman School technology and furniture, fixtures and equipment needs.

Goal #2: Procure needed services for the demolition of the Clapp School.

Goal #3: Expand and continue the projects under the Green Communities grant funding.

Classification				Total	ducation/Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity / Ed	Longevity	Total Salary	
DELUCA, ORAZIO	2/21/2017	Pur. Agent	90,721.84	2,000.00	2000/0/0%	92,721.84	92,721.84
STUART, MARY	11/14/2016	Head Clerk	46,718.49	1,500.00	1500/0/%	48,218.49	48,218.49
	0113651	511000					
Annual sick days buy back	0113651	515400					
						0.00	0.00
TOTAL SALARIES						140,940.33	140,940.33
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Purshasing Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
EQUIPMENT MAINT	0113652	524900	600.00	600.00	0.00	600.00	600.00
COMPUTER MAINT	0113652	525005	745.00	800.00	0.00	800.00	800.00
OFFICE SUPPLIES	0113654	542000	570.88	800.00	396.00	800.00	800.00
TRAVEL & MEETINGS	0113657	571000	147.88	500.00	32.00	500.00	500.00
PROFESSIONAL DEVELOPMEN	0113657	571100	1,435.00	1,500.00	0.00	1,500.00	1,000.00
TOTAL MAINTENANCE			3,498.76	4,200.00	428.00	4,200.00	3,700.00
Grand Total Purchasing Budget						145,140.33	144,640.33

ADMINISTRATION & FINANCE
RETIREMENT SYSTEM

Contact Information	Phone & Email	Location
Maureen T. Marucci Retirement Administrator	781-897-5930 mmarcucci@cityofwoburn.com	2nd Floor of City Hall 10 Common Street

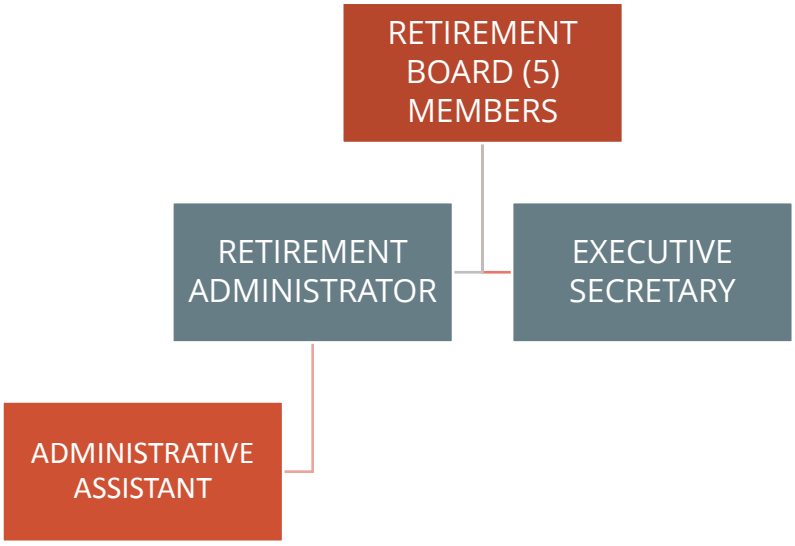
MISSION STATEMENT

The mission of the Woburn Retirement System is to preserve, protect, and ensure retirement income security for all system members and beneficiaries.

DEPARTMENT DESCRIPTION

Originally created by an Act of the Legislature effective July 1, 1937, the Woburn Retirement System is one of 104 retirement systems in the Commonwealth. It is a defined benefit plan that provides retirement, disability, and survivor benefits to over 1,000 eligible retirees and active employees of the City of Woburn. The Woburn Retirement System is governed by Massachusetts General Laws, Chapter 32 and operates as a qualified plan under Section 401(a) of the Internal Revenue Code.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Positively impacted the local economy by enabling 450+ beneficiaries to collect eligible allowances in excess of $13,000,000 annually.
- Mitigated risk in the Woburn Retirement System's investments by regularly monitoring and diversifying the portfolio.
- Reduced the Fund's actuarially assumed rate of return to 7.75%.
- Earned a 17% one-year rate of return on investments through November 30, 2017.
- Limited increases in the Pension Fund appropriation via returns greater than the assumed rate of return over the 1, 3 and 5 year period.
- Provided annual cost-of-living adjustments to all eligible pensioners.

FY19 GOALS

Goal #1: Establish a plan to upgrade computer hardware.

Goal #2: Examine available updates to customized computer software.

Goal #3: Initiate RFPs and/or RFQs for all current vendors and evaluate potential savings on investment fees and expenses.

Goal #4: Propose adoption of plan enhancements to the legislative body.

Goal #5: Draft compliant policies and procedures for records retention including a regular disposal schedule.

Classification							Recommended by Mayor
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
PENSIONS ACCOUNT	0197051	517700	6/30/2017	6/30/2018	12/31/2017	6/30/2019	
WOBURN RETIREMENT SYSTEM			6,097,347.00	7,340,576.00	7,340,576.00	8,170,542.00	8,170,542.00
TOTAL PENSIONS			6,097,347.00	7,340,576.00	7,340,576.00	8,170,542.00	8,170,542.00
Appropriation Required for Funding Woburn Retirement System						8,170,542.00	
Funding from Housing Authority to Retirement System						331,783.00	
Total Cost required for Funding Woburn Retirement System						8,502,325.00	
Grand Total Pensions Budget						8,170,542.00	8,170,542.00

Classification								Recommended by Mayor
PENSIONS ACCOUNT	0197051	517800		Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
POLICE				0.00	0.00	0.00	0.00	0.00
LABORERS - DPW				0.00	0.00	0.00	0.00	0.00
WHA				0.00	0.00	0.00	0.00	0.00
REIMBURSEMENTS				1,584.25	3,906.00	0.00	3,906.31	3,906.31
TOTAL PENSIONS				1,584.25	3,906.00	0.00	3,906.31	3,906.31
0								
Grand Total Pensions Budget							3,906.31	3,906.31

ADMINISTRATION & FINANCE
TREASURER/COLLECTOR

Contact Information	Phone & Email	Location
Timothy J. Donovan Treasurer/Collector	781-897-5870 collector@cityofwoburn.com	1st Floor of City Hall 10 Common Street

MISSION STATEMENT

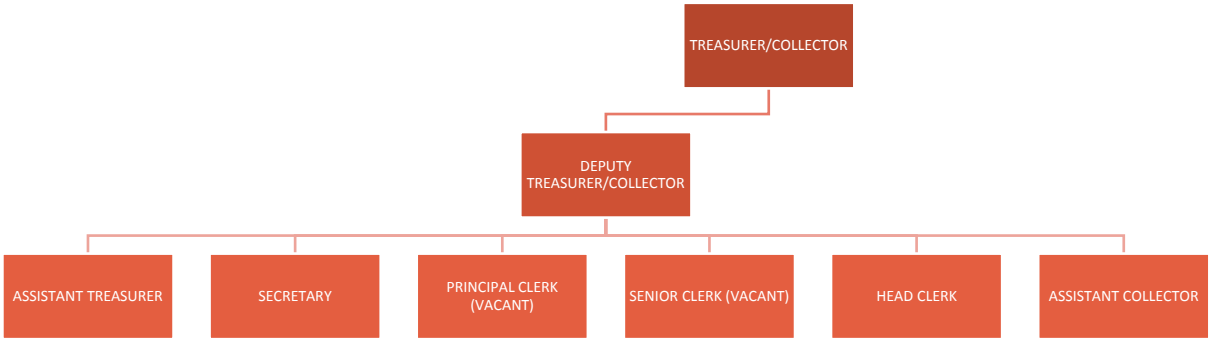
The mission of the Treasurer/Collector's Office is to manage the timely receipt, investment, and disbursement of City funds and to ensure the City adheres to effective financial policies that will ensure sufficient funds are maintained and accounted for in a secure manner. These objectives are to be accomplished in accordance with Massachusetts General Laws and local ordinances while providing the citizens of Woburn efficient services with a high degree of professionalism and understanding.

DEPARTMENT DESCRIPTION

The Treasurer's function is to assume custody of all City funds by way of receipt from all City departments, to accurately record these funds, to invest these funds in a secure manner, and to disburse these funds upon authorization of acceptance of the City warrant. Additionally, the Treasurer manages any authorized borrowing of funds when necessary. The Treasurer will also administer the citywide employee payroll, tax filings, vendor and other accounts payable, tax liens and foreclosure, property auctions, and reconciliation of bank statements.

The Collector's primary function is to collect and record all city tax revenue in a timely manner, including: real estate taxes, personal property taxes, motor vehicle excise taxes, and water/sewer bills. Additionally, the Collector will process municipal lien certificates, permit certification of paid taxes, and provide taxpayer account history.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Streamlined the payroll administration process to transition employee's weekly paycheck distribution method from "live" check to direct deposit format in order to provide more timely deposit and distribution of paychecks to employees to materially decrease the occurrence and resulting fees associated with lost checks.
- Collected over $550,000 of outstanding tax lien accounts.
- Introduced a new online payment service that allows taxpayers to pay their real estate, personal property and motor vehicle excise taxes as well as their water/sewer bills and dog license renewals online at www.woburnma.gov, by phone or via text message. This service also allows taxpayers to view bill/payment history, auto-pay, and receive bills and payment reminders electronically.
- Along with the City Auditor's and Mayor's Offices, established official City financial policies to ensure a financially sound and prudent financial strategy when making financial decisions.

FY19 GOALS

Goal #1: Along with the Human Resources Department, work to implement the Time Off Accrual Employee Self Service module within the City's financial software program in order to streamline the ability of employees to access and track their accrued time off balances as well as efficiently request vacation, personal, and other time off benefits.

Goal #2: Explore an employee option to invest their deferred compensation plan contribution to a Roth Account plan which will be in addition to the current Traditional Account plan to provide employees the ability to plan a more secure retirement.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity/Ed	Longevity	Total Salary	
DONOVAN, TIMOTHY	10/4/2004	Treasurer/Collector	99,193.16	3,500.00	0/ 1500 / 2000	102,693.16	102,693.16
DIZIO, ALEX	3/26/2012	Deputy Treas/Coll	79,776.51	3,850.00	850 / 3000	83,626.51	83,626.51
POLI, KRISTEN	3/14/2016	Ass't Collector	54,675.52	750.00	0% / 750	55,425.52	55,425.52
LEE, SHARON	5/17/2012	Ass't to Treas.	54,675.52	850.00	850.00	55,525.52	55,525.52
MCKITTRICK, JENNIFER	1/16/2018	Secretary	51,201.08	1,500.00	0% / 1500	52,701.08	52,701.08
DOYLE, PATTI	11/27/2017	Head Clerk	46,718.49	1,500.00	0% / 1500	48,218.49	48,218.49
TBD		Principal Clerk	41,671.38	0.00		41,671.38	0.00
TBD		Senior Clerk	39,746.30	0.00		39,746.30	0.00
	0113851	511000					
Tax Title Custodian						50.00	50.00
	0113851	511250					
Temporary / Overtime						1,000.00	0.00
	0113851	513100					
Annual sick days buy back	0113851	515400					
DONOVAN, TIM	(15 days @ $393.89)					5,908.38	5,908.38
DIZIO, ALEX	(15 days @ 320.76)					4,811.40	4,811.40
LEE, SHARON	(13.25 days @ 212.97)					2,821.91	2,821.91
TOTAL SALARIES						494,199.65	411,781.97
				Budgeted w/ Transfers &			
			Actual 7/1/2016	Appropr 7/1/2017	Actual 7/1/2017	Requested 7/1/2018	
Treasurer/Collector Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
EQUIPMENT MAINTENANCE	0113852	524900	4,177.02	8,475.00	0.00	6,200.00	6,200.00
PAYROLL FEES	0113852	525800	7,212.95	10,000.00	746.52	11,000.00	11,000.00
BINDING	0113852	531400	1,040.00	3,000.00	1,355.00	2,000.00	2,000.00
LOCK BOX FEES	0113852	539001	18,472.78	19,500.00	6,823.36	19,000.00	19,000.00
BANKING FEES	0113852	539002	188.75	500.00	-7.50	500.00	500.00
POSTAGE MAILING FEE	0113852	539003	67,253.86	75,500.00	22,502.21	73,000.00	73,000.00
TAX FILINGS & TAKINGS	0113852	539004	2,000.00	2,000.00	0.00	2,000.00	0.00
OFFICE SUPPLIES	0113854	542000	2,828.01	5,791.00	1,443.09	5,200.00	5,200.00
CHECKS/ENVELOPES	0113854	542600	2,732.13	3,450.00	991.58	3,300.00	3,300.00
PUBLICATIONS	0113854	558600	29.75	300.00	0.00	300.00	300.00
PROFESSIONAL DEVELOPMENT	0113857	571000	1,541.86	3,500.00	1,592.74	3,500.00	3,500.00
BONDING	0113857	574020	1,485.00	2,200.00	1,275.00	2,200.00	2,200.00
TOTAL MAINTENANCE			108,962.11	134,216.00	36,722.00	128,200.00	126,200.00
Grand Total Treasurer/Collector Budget						622,399.65	537,981.97

PUBLIC SAFETY
BOARD OF HEALTH

Contact Information	Phone & Email	Location
John Fralick Health Agent	781-897-5920 @cityofwoburn.com	1st Floor of City Hall 10 Common Street

MISSION STATEMENT

The mission of the City of Woburn Board of Health is to assess and address the needs of the City of Woburn community, in order to protect and improve health and quality of life of our residents, visitors, and work force. This charge is carried out through health promotion, community health services, public outreach and education, as well as the promulgation and enforcement of municipal, state, and federal regulations.

DEPARTMENT DESCRIPTION

The Board of Health fulfills its mission through a wide range of public health programs and outreach health education in a variety of areas, namely:

- Promotion of immunization and targeting the prevention of communicable diseases;
- Responding to reportable diseases of public health concerns;
- Promoting medical and public participation for volunteer Medical Reserve Corps through trainings and seminars;
- Implementing pesticides for mosquito control and rodent control throughout the City's street and ways;
- Managing the City's rubbish and recycling contracts;
- Conducting routine retail and food establishment inspections;
- Promoting, implementing, and enforcing tobacco regulations to protect the public and reduce youth access to tobacco products;
- Promoting sharps and mercury recovery through various grants;
- Overseeing the closure and maintenance of municipal landfill; and
- Overseeing remediation of the former oil depot at 50 Sturgis Street.

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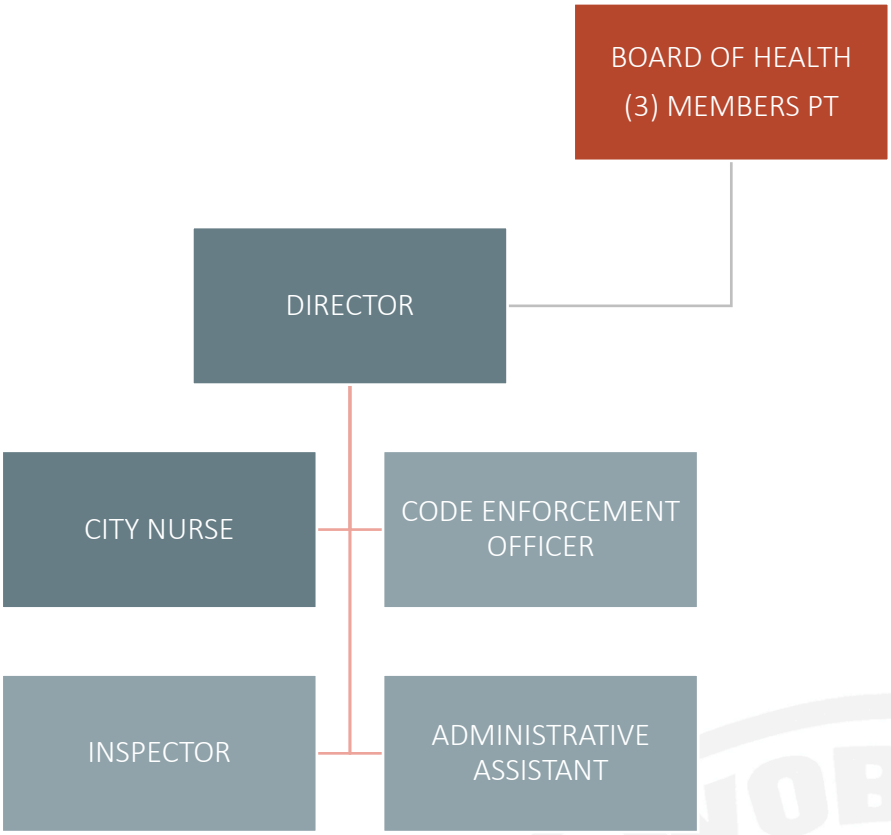
ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Enhanced tobacco control regulation to protect public and prevent youth use.
- Streamlined communication for effective response to public concerns through the QAlert program.
- Coordinated the installation of an 11,000 solar panel project atop municipal landfill.
- Received a Cambridge Health Alliance grant for emergency preparedness and response.
- Received grant funding for a sharps recycling kiosk.

FY19 GOALS

Goal #1: Continue to seek available grants for the public good, such as emergency preparedness.

Goal #2: Collaborate with the Mayor's Office for upcoming trash/recycling contract to ensure quality services for the City of Woburn.

Goal #3: Collaborate with the Engineering Department to develop a citywide grease interceptor database.

Classification				Total	Flat Rate/%	Recommended by Mayo	
Salary	Starting Date	Title	Base Salary	Longevity	Longevity/ Education	Total Salary	
FRALICK, JOHN	5/9/1988	Health Agent	99,008.92	8,194.52	2944.52 / 3250 / 3% /2000.	107,203.44	107,203.44
BERGERON-GEORGE, PATRICIA	10/19/2008	Admin Asst	54,675.52	1,836.00	1500. / 0% / 336	56,511.52	56,511.52
DACAMPO, KAREN	11/3/2008	Nurse	76,333.62	2,250.00	1500 / 750	78,583.62	78,583.62
DOHERTY, MEGHAN	11/8/2010	Health Insp	63,268.48	2,350.00	850. / 0% / 1500	65,618.48	65,618.48
BOULEY, JON	10/17/2016	Code Enf.	63,268.48	1500.00	0 / 0% / 1500	64,768.48	64,768.48
McDONOUGH, KEVIN	1/9/2012	Chairman	5,000.00			5,000.00	5,000.00
LONG, JOEL	12/20/2012	Member	4,500.00			4,500.00	4,500.00
TARBY, DR. ROBERT	3/30/2017	Member	4,500.00			4,500.00	4,500.00
FRALICK, JOHN	5/9/1988	Animal Inspector	7,064.38			7,064.38	7,064.38
	0151251	511000					
Annual sick days buy back	0151251	513100					
Fralick, Jack	(15 days @ 435.89)					6,538.41	6,538.41
DaCampo, Karen	(10 days @ 298.92)					2,989.24	2,989.24
Meghan Doherty	(14 days @ $251.69)					3,523.63	3,523.63
George Bergeron, Patricia	(15 days @ 214.37)					3,215.49	3,215.49
TOTAL SALARIES						410,016.69	410,016.69
Grand Total Board of Health Salary Budget						410,016.69	410,016.69

Classification							Recommended by Mayor
Board of Health Maint.			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Tuition/ Education	0151251	519105	1,870.96	6,000.00	1,256.18	4,000.00	4,000.00
Office Supplies	0151254	542000	690.75	800.00	324.17	800.00	800.00
Equipment & Maint	0151254	543000	3,919.76	4,450.00	982.57	4,450.00	4,450.00
Rodent & Mosquito	0151254	546501	10,555.53	10,500.00	0.00	10,000.00	10,000.00
Pneumonia Vaccine	0151254	550904	1,500.00	1,500.00	0.00	1,500.00	1,500.00
Travel- Nurse	0151257	571000	757.23	800.00	472.04	800.00	800.00
Clinics	0151257	579800	1,832.24	2,153.00	730.04	2,000.00	2,000.00
Phase IV Remediation 50 Sturg	0151258	585109	44,840.26	20,000.00	7,052.75	40,000.00	40,000.00
TOTAL MAINTENANCE			65,966.73	46,203.00	10,817.75	63,550.00	63,550.00
Grand Total Board of Health Budget						63,550.00	63,550.00

Classification							Recommended by Mayor
Board of Health Rubbish Removal			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Rubbish Removal	0151552	529200	3,223,749.96	3,079,500.00	1,282,500.00	3,431,000.00	3,381,000.00
Recycling	0151552	529500	1,300.00	1,000.00	0.00	3,000.00	1,500.00
Landfill Maintenance	0151258	589760	46,138.94	51,000.00	7,437.62	40,000.00	30,000.00
TOTAL Rubbish Removal			3,271,188.90	3,131,500.00	1,289,937.62	3,474,000.00	3,412,500.00
Grand Total Rubbish Budget						3,474,000.00	3,412,500.00

PUBLIC SAFETY
FIRE DEPARTMENT

Contact Information	Phone & Email	Location
Stephen Adgate Fire Chief	781-932-4580 sadgate@woburnfd.com	Station 1 124 Main Street

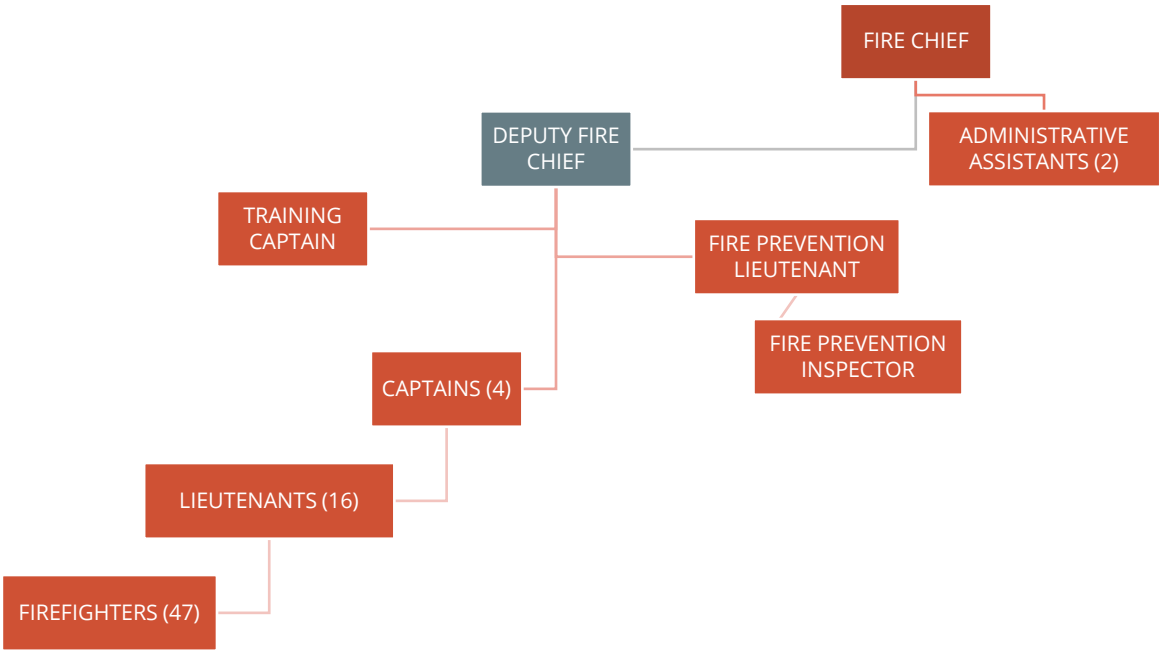
MISSION STATEMENT

The mission of the Fire Department is to provide Woburn residents and visitors a safe and comfortable community through timely and skilled response to fire, public safety, and medical emergencies – efforts continually supported and advanced through Fire Prevention, Fire Investigation, educational programs, and the Training Division.

DEPARTMENT DESCRIPTION

The Fire Department's purpose is to ensure the safety of its customers by providing a professionally-trained and equipped department. This process is achieved through a continually monitored risk analysis to determine the current needs of the department. The goal of the department is to maintain and build upon the confidence of the citizens of Woburn in their Fire Department.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Monitored and replaced necessary apparatus.
- Continued addressing issues related to the health and welfare of the members of the department.
- Delivery of a new ambulance to better suit the department's emergency medical services (EMS) needs.
- Procured a new ladder truck.

FY19 GOALS

Goal #1: Conduct a feasibility study of the construction of a new Fire Station.

Goal #2: Update report on structural concerns of fire stations throughout the City.

Goal #3: Add a full-time EMS coordinator to satisfy the requirements of the Department of Public Health and the Office of Emergency Management Services due to the increasing volume of EMS-related responses of the department.

Employee Name	Base	Incentive	Longevity	Total	Recommended by Mayor
CHIEF					
S. ADGATE	118,491.97	12,798.44	8,513.44	139,803.85	139,803.85
DEPUTY CHIEF					
D. KENTON	102,179.46	13,062.44	5,332.56	120,574.46	120,574.46
CAPTAINS					
M. KOSTER	86,647.19	10,884.44	2,150.00	99,681.63	99,681.63
D. PEARY	86,647.19	13,522.44	3,385.88	103,555.51	103,555.51
E. PEARY	86,647.19	10,548.44	4,621.75	101,817.38	101,817.38
G. POOLE	86,647.19	13,678.44	2,150.00	102,475.63	102,475.63
J. QUIGLEY (Training Officer)	86,647.19	9,198.44	5,840.20	101,685.83	101,685.83
LIEUTENANTS					
D. FOLEY (SP. Oil Burner Inspector: Capt Pay)	86,647.19	10,301.36	5,895.43	102,843.98	102,843.98
M. LILLEY (SP. Traffic: Capt. Pay)	86,647.19	8,531.36	2,800.00	97,978.55	97,978.55
K. PEARY (SP. Fire Prev: Capt. Pay)	86,647.19	12,131.36	4,696.75	103,475.30	103,475.30
T. MARTIN (SP. Asst Mechanic: Lt Pay)	76,678.94	8,450.00	850.00	85,978.94	85,978.94
M. PORTER (Sp. Fire Prevention:Capt. Pay)	86,647.19	8,781.36	6,750.47	102,179.02	102,179.02
M. DOWD	76,678.94	8,965.36	2,150.00	87,794.30	87,794.30
B. FEE	76,678.94	13,381.36	1,500.00	91,560.30	91,560.30
J. FOLEY	76,678.94	12,381.36	2,150.00	91,210.30	91,210.30
J. FOWKES	76,678.94	10,345.36	2,800.00	89,824.30	89,824.30
D. GEORGE	76,678.94	9,631.36	4,621.75	90,932.05	90,932.05
T. GRAHAM	76,678.94	12,381.36	2,150.00	91,210.30	91,210.30
S. HALL	76,678.94	9,881.36	1,500.00	88,060.30	88,060.30
R. HAMMOND	76,678.94	9,881.36	1,500.00	88,060.30	88,060.30
D. KOSTER	76,678.94	9,881.36	850.00	87,410.30	87,410.30
E. MCCABE	76,678.94	9,881.36	2,150.00	88,710.30	88,710.30
M. PATTERSON	76,678.94	10,637.36	3,385.88	90,702.18	90,702.18
M. SMITH	76,678.94	8,531.36	850.00	86,060.30	86,060.30
W. STUKEY	76,678.94	9,881.36	4,035.88	90,596.18	90,596.18
IREFIGHTERS / SPECIALIST					
B. DURAN (SP. Head Mechanic: Capt Pay)	86,647.19	4,850.00	1,500.00	92,997.19	92,997.19
R. GOMEZ (Sp. Fire Prevention: Lt. Pay)	76,678.94	5,950.00	5,271.75	87,900.69	87,900.69
P. GRAY (SP Arson: Capt Pay)	76,678.94	8,200.00	2,150.00	87,028.94	87,028.94
M. KICHTON (SP. Payroll: Lt Pay)	76,678.94	6,622.00	4,621.75	87,922.69	87,922.69
E. LYNCH (SP: EMS Coordinator Lt. Pay)	76,678.94	5,950.00	5,271.75	87,900.69	87,900.69
M. MASOTTA (SP. Fire Alarm: Capt Pay)	86,647.19	5,172.00	3,385.88	95,205.07	95,205.07
FIREFIGHTERS					
R. BENT	67,092.36	4,072.00	-	71,164.36	71,164.36
M. BISHOP	67,092.36	3,400.00	-	70,492.36	70,492.36
R. CALLAHAN	67,092.36	3,400.00	-	70,492.36	70,492.36
J. CLEGG	67,092.36	3,400.00	-	70,492.36	70,492.36
M. CRONES	67,092.36	3,400.00	-	70,492.36	70,492.36
R. CUDMORE	67,092.36	4,500.00	2,150.00	73,742.36	73,742.36
P. DELLAIA	67,092.36	3,400.00	-	70,492.36	70,492.36
D. DOHERTY	67,092.36	4,750.00	2,150.00	73,992.36	73,992.36
Salary Page Total	3,090,750.32	334,616.20	109,131.12	3,534,497.64	3,534,497.64
Total Fire Budget Page	3,090,750.32	334,616.20	109,131.12	3,534,497.64	3,534,497.64

Employee Name	Base	Incentive	Longevity	Total	Recommended by Mayor
FIREFIGHTERS (cont)					
S. DOOLEY	67,092.36	4,750.00	3,385.88	75,228.24	75,228.24
N. DRISCOLL	67,092.36	7,000.00	850.00	74,942.36	74,942.36
C. DUFFEY	67,092.36	7,150.00	1,500.00	75,742.36	75,742.36
R. ENGLISH JR	67,092.36	8,250.00	1,500.00	76,842.36	76,842.36
R. FLEMING	67,092.36	7,400.00	850.00	75,342.36	75,342.36
S. FOLEY	67,092.36	4,750.00	1,500.00	73,342.36	73,342.36
P. GARRITY	67,092.36	4,500.00	2,800.00	74,392.36	74,392.36
M. GAY	67,092.36	6,150.00	1,500.00	74,742.36	74,742.36
R. GERETY	67,092.36	4,500.00	-	71,592.36	71,592.36
J. GOLLES	67,092.36	4,750.00	1,500.00	73,342.36	73,342.36
C. HALL	67,092.36	3,650.00	1,500.00	72,242.36	72,242.36
R. LaFLAMME	67,092.36	4,500.00	850.00	72,442.36	72,442.36
E. LALLY	67,092.36	4,500.00	850.00	72,442.36	72,442.36
T. LYNCH	67,092.36	3,650.00	2,150.00	72,892.36	72,892.36
S. MARTIN	67,092.36	3,400.00	-	70,492.36	70,492.36
S. MASOTTA	67,092.36	3,400.00	-	70,492.36	70,492.36
D. MASSE	67,092.36	3,400.00	-	70,492.36	70,492.36
F. McDONOUGH	67,092.36	4,836.00	-	71,928.36	71,928.36
B. MCLAUGHLIN	67,092.36	4,750.00	2,150.00	73,992.36	73,992.36
C. MORGAN	67,092.36	3,400.00	-	70,492.36	70,492.36
M. MULRENAN	67,092.36	5,086.00	4,641.91	76,820.27	76,820.27
J. NEE	67,092.36	4,500.00	4,035.88	75,628.24	75,628.24
C. O'CLAIR	67,092.36	3,400.00	-	70,492.36	70,492.36
L PARECE	67,092.36	6,150.00	1,500.00	74,742.36	74,742.36
J. PARIS	67,092.36	3,400.00	-	70,492.36	70,492.36
B. PARKER	67,092.36	3,650.00	850.00	71,592.36	71,592.36
D. PRUYNE	67,092.36	3,650.00	-	70,742.36	70,742.36
K. REYER	67,092.36	8,000.00	850.00	75,942.36	75,942.36
K. ROBISHAW	67,092.36	4,500.00	2,150.00	73,742.36	73,742.36
M. ROBISHAW	67,092.36	3,650.00	850.00	71,592.36	71,592.36
J. SIAFAKAS	67,092.36	5,172.00	-	72,264.36	72,264.36
A. SIMONDS	67,092.36	8,250.00	2,150.00	77,492.36	77,492.36
W. SPOLIDORO	67,092.36	3,650.00	1,500.00	72,242.36	72,242.36
D. SULLIVAN	64,982.10	3,400.00	-	68,382.10	68,382.10
S. WILTALA	67,092.36	3,400.00	850.00	71,342.36	71,342.36
Salary Page # 25 Total	2,346,122.34	168,544.00	42,263.67	2,556,930.01	2,556,930.01
Salary Page # 24 Total	3,090,750.32	334,616.20	109,131.12	3,534,497.64	3,534,497.64
				6,091,427.65	6,091,427.65
Less: Fire Ambulance Receipts				(825,000.00)	(825,000.00)
Total Fire Salary Budget	5,436,872.66	503,160.20	151,394.79	5,266,427.65	5,266,427.65

Classification						Recommended by May	
Woburn Fire Salary		Base Salary	Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Fire Regular Salary(page # 24-25)	0122051-511000		5,253,902.29	4,727,460.00	2,596,209.46	5,266,427.65	5,266,427.65
Jannell Evans - Secretary 6/9/2009	0122051-511200	54,675.51	64,903.75	55,676.00	27,965.83	56,175.51	56,175.51
Fire Ambulance Salary	0122051-511500		522,091.40	250,000.00	256,742.50	570,000.00	160,000.00
Overtime/ Reserve	0122051-513100		711,866.85	670,000.00	371,626.76	745,000.00	730,000.00
16TH Man Overtime	0122051-513101		311,684.42	300,000.00	158,699.27	330,000.00	320,000.00
Fire Holiday Salary	0122051-514500		367,640.00	374,056.00	175,029.32	400,000.00	400,000.00
Fire Sick Leave Buy Back	0122051-515400		240,000.00	268,502.00	23,945.25	295,000.00	285,000.00
TOTAL SALARY			7,472,088.71	6,645,694.00	3,610,218.39	7,662,603.16	7,217,603.16
Woburn Fire Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Electric	0122052-521100		30,674.19	30,000.00	15,901.88	25,000.00	25,000.00
Natural Gas	0122052-521300		13,991.31	14,000.00	3,189.65	15,000.00	15,000.00
Fuel Oil	0122052-521301		5,535.94	6,000.00	890.68	10,000.00	10,000.00
Fire Alarm Maintenance	0122052-524110		13,455.22	14,000.00	4,793.08	14,000.00	14,000.00
Radio Maintenance	0122052-525200		5,313.56	20,468.00	3,452.00	12,000.00	12,000.00
Training	0122052-531500		9,190.26	14,972.00	7,609.19	10,000.00	10,000.00
Telephone	0122052-534100		4,489.13	7,000.00	2,364.90	7,000.00	7,000.00
Printing	0122052-534315		750.00	750.00	388.20	750.00	750.00
Uniform Cleaning	0122052-538601		14,600.00	14,600.00	14,600.00	14,600.00	14,600.00
Office Supplies	0122054-542000		2,000.00	2,000.00	1,080.66	2,000.00	2,000.00
Ambulance Maintenance	0122054-544300		136,080.34	120,740.00	72,754.77	120,000.00	120,000.00
Apparatus Maintenance	0122054-544400		85,239.17	71,908.00	40,424.57	70,000.00	70,000.00
Computer Maintenance	0122054-544500		25,137.41	25,000.00	17,069.96	25,000.00	25,000.00
Traffic Signal Maintenance	0122054-544600		14,946.48	15,000.00	1,908.83	15,000.00	15,000.00
Janitor Supplies	0122054-545500		5,000.00	7,000.00	3,559.49	5,000.00	5,000.00
Fire Extinguishes	0122054-558101		1,250.00	1,250.00	1,157.97	1,250.00	1,250.00
Medical Attention	0122054-558103		13,969.18	14,000.00	9,831.10	14,000.00	14,000.00
Uniform Clothing	0122054-558401		45,914.00	52,404.00	5,021.77	48,644.00	48,644.00
Hazardous Clothing	0122054-558402		11,493.87	18,506.00	12,789.13	15,000.00	15,000.00
Metro Fire Fee	0122057-573006		2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
Miscellaneous	0122057-578800		1,499.99	1,500.00	803.32	1,500.00	1,500.00
Convention/School Programs	0122057-579700		6,145.76	7,854.00	4,802.54	7,000.00	7,000.00
Equipment	0122058-585000		17,830.52	17,455.00	9,165.80	14,000.00	14,000.00
TOTAL Maintenance			467,006.33	478,907.00	236,059.49	449,244.00	449,244.00
Total Fire Budget Page						8,111,847.16	7,666,847.16

Classification							Recommended by Mayor
Woburn Fire Outlays			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Fire Automobille Replacement	0122058	586010	0.00	0.00	0.00	0.00	0.00
Turnout Gear (10 sets)	0122058	586011	6,709.42	7,539.00	0.00	0.00	0.00
Fire Alarm / Traffic Truck	0122058	586012	0.00	0.00	0.00	0.00	0.00
Repairs to Ladder #1	0122058	586013	0.00	0.00	0.00	0.00	0.00
Replace Hose	0122058	586004	0.00	0.00	0.00	0.00	0.00
Computer upgrades	0122058	586070	5,572.27	8,375.00	5,000.00	5,000.00	5,000.00
TOTAL OUTLAYS			12,281.69	15,914.00	5,000.00	5,000.00	5,000.00
	Total Salary		page # 26			7,662,603.16	7,217,603.16
	Total Maint		page # 26			449,244.00	449,244.00
	Total Outlay		page # 27			5,000.00	5,000.00
Grand Total Fire Budget						8,116,847.16	7,671,847.16

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PUBLIC SAFETY
POLICE DEPARTMENT

Contact Information	Phone & Email	Location
Robert Ferullo Chief of Police	781-932-4518 rferullo@cityofwoburn.com	Police Station 25 Harrison Avenue

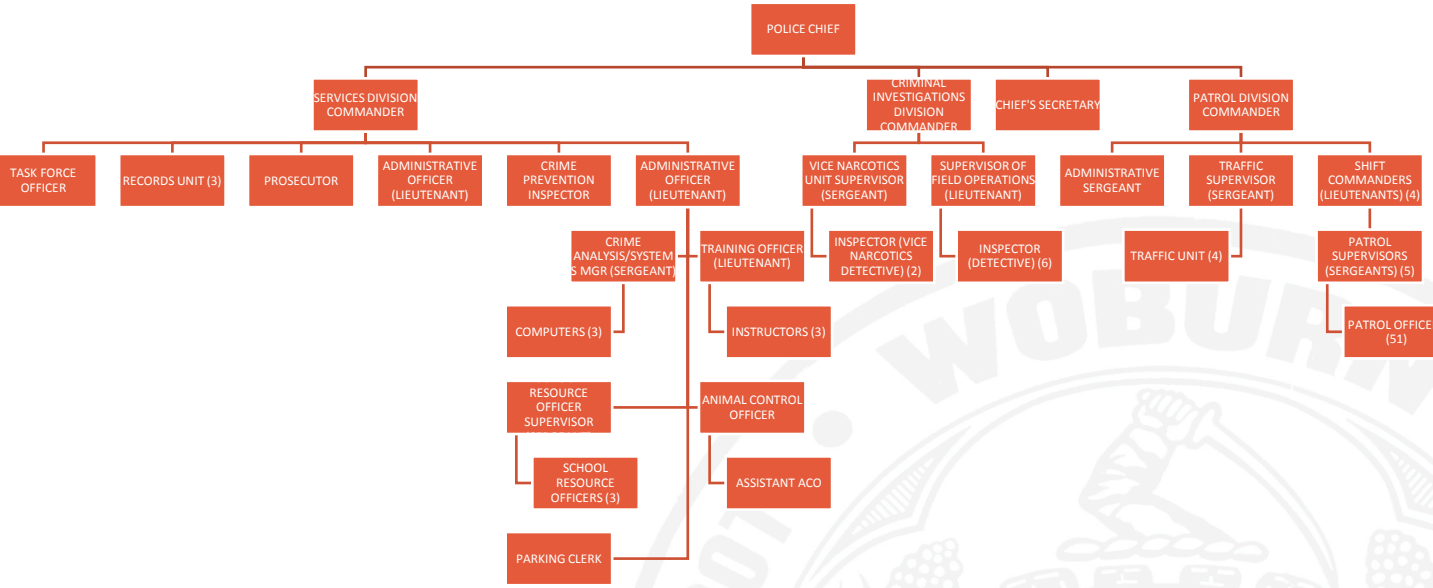
MISSION STATEMENT

The mission of the Woburn Police Department is to safeguard the lives and property of the people we serve, to reduce the incidence and fear of crime, and to enhance public safety while working with the diverse communities to improve their quality of life. Our mandate is to do so with honor and integrity, while at all times conducting ourselves with the highest ethical standards to maintain public confidence.

DEPARTMENT DESCRIPTION

The Woburn Police Department is comprised of seventy-six full-time officers, nineteen part-time officers, a civilian staff of five employees as well as two animal control officers and a staff of 36 school crossing guards. Some of the specialty units within the department include: School Resource Officers; Traffic Bureau; Detective Bureau; Vice Narcotics Bureau; Support Services Bureau that oversees Professional Standards, evidence, technology and Training. All of these units focus on developing partnerships within the community and with City agencies that further enhance public safety and to build a stronger and safer community. The core values of the Woburn Police Department embrace diversity while maintaining integrity, professionalism, fairness, and impartiality.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Detectives, the Vice Narcotics Unit and The Southern Middlesex Regional Drug Task Force (which is commanded by the Woburn Vice Narcotics unit), continue to be regional leaders in narcotic investigations and human trafficking suppression. Collectively these units processed 94 arrests or summonses during FY17.
- Officers in the Patrol Division participated in the Community Impact Initiative and used saturation and targeted patrols to address quality of life issues for both residents and community businesses. This unit was also used to address spikes in crimes in specific targeted areas.
- Worked with Winchester Hospital and Lahey Behavioral Health to address substance abuse and mental health issues on a proactive basis, seeking support for those in need before crises arise. Part of this project includes homeless outreach using a program called CHART, run out of the Winchester Hospital Emergency Room, to locate and offer shelters and support to people in need.
- The Detective Bureau Vice Narcotics Unit and Southern Middlesex Regional Drug Taskforce were awarded the 2017 Middlesex District Attorney's September 11th Award which is presented annually to investigators who demonstrate extraordinary courage in investigating cases. The catalyst for this award was a human trafficking case in which the defendant was sentenced to 7-10 years in prison. These same officers were awarded the Investigative Achievement Award from the United States Attorney for the District of Massachusetts. This award recognized those who substantially contributed to the mission of the U.S. Attorney's Office and the Department of Justice for their investigations in the human trafficking and narcotics fields.
- Patrol officers, school resource officers, and detectives worked with the Woburn School Department to conduct active shooter training in all schools. This training followed the ALICE protocol and was well received by students, parents, teachers, and staff.
- Officers and command staff along with various social services agencies worked to further develop programs to embrace the changing diversity of the City of Woburn. Currently initiatives are being pursued with social services agencies, community churches, schools, and community groups to break down barriers and establish positive working relationships with the diverse community we serve.

FY19 GOALS

Goal #1: Expand and continue the recently piloted trainings in Crisis Intervention, De-escalation, and Mental Health for The First Responder.

Goal #2: Continue the commitment to active shooter training and school safety programs throughout the school year.

Goal #3: Continue the Traffic Bureau's focus on highway safety and targeted enforcement operations in areas that impact the Woburn community, with specific attention directed toward school zone safety.

Employee Name	Base	Longevity	Incentives	Total	Recommended by Mayor
Chief					
Ferullo, Robert	112,910.04	6,085.89	31,277.51	150,273.44	150,273.44
Captains					
Murphy, John	94,469.86	5,765.60	22,243.97	122,479.43	122,479.43
Rufo, Robert	94,469.86	7,248.40	32,485.66	134,203.92	134,203.92
O'Neil, John	94,469.86	4,990.60	28,167.46	127,627.92	127,627.92
Lieutenants					
Carpenter, Paul	82,868.29	2,800.00	26,095.76	111,764.05	111,764.05
Donovan, Timothy	82,868.29	2,800.00	28,739.17	114,407.46	114,407.46
Jolly, Edward	82,868.29	2,150.00	23,767.07	108,785.36	108,785.36
Gibbons, Joseph	82,868.29	7,826.96	25,267.07	115,962.32	115,962.32
Marshall,Steven	82,868.29	6,086.89	20,073.66	109,028.84	109,028.84
Magee, David	82,868.29	2,800.00	30,239.17	115,907.46	115,907.46
Wackrow, Christopher	82,868.29	4,990.60	26,095.76	113,954.65	113,954.65
Sergents					
Doherty, Paul J.	72,691.48	1,500.00	14,111.49	88,302.97	88,302.97
Martin, Alan	72,691.48	3,895.30	19,088.30	95,675.08	95,675.08
McGrath, Denis	72,691.48	2,150.00	21,349.79	96,191.27	96,191.27
McManus, Brian	72,691.48	2,150.00	25,584.36	100,425.84	100,425.84
Mooney,Raymond	72,691.48	5,765.60	22,722.87	101,179.95	101,179.95
Stokes,Charles, jr	72,691.48	2,800.00	22,722.87	98,214.35	98,214.35
Tedesco,Edward	72,691.48	4,990.60	22,722.87	100,404.95	100,404.95
Tourkantonis, Arthur	77,779.90	2,150.00	28,661.77	108,591.67	108,591.67
Walsh, John	72,691.48	1,500.00	25,284.36	99,475.84	99,475.84
Patrol Officers					
Albertelli, Andrew	60,516.45	-	13,380.99	73,897.44	73,897.44
Bartolomeu, Cristina	60,516.45	-	13,380.99	73,897.44	73,897.44
Carreau, Jeffrey	60,516.45	2,150.00	25,310.10	87,976.55	87,976.55
Castro, Louis	60,516.45	2,150.00	20,129.11	82,795.56	82,795.56
Chisholm, Ed	60,516.45	1,500.00	13,980.99	75,997.44	75,997.44
Clark, Thomas	60,516.45	-	13,380.99	73,897.44	73,897.44
Connolly, JP	60,516.45	1,500.00	4,250.00	66,266.45	66,266.45
Courtney, Dennis	60,516.45	2,800.00	6,380.99	69,697.44	69,697.44
Curran, Robert	60,516.45	2,150.00	18,484.28	81,150.73	81,150.73
Salary Page Total	2,180,357.44	92,696.44	625,379.38	2,898,433.26	2,898,433.26
Total Police Budget Page	2,180,357.44	92,696.44	625,379.38	2,898,433.26	2,898,433.26

Employee Name	Base	Longevity	Incentives	Total	Recommended by Mayor
Patrol Officers (con't)					
Dowd, Robert	60,516.45	2,800.00	23,179.11	86,495.56	86,495.56
Driscoll, Paul	60,516.45	850.00	15,730.99	77,097.44	77,097.44
Dugan, James	60,516.45	2,800.00	14,853.29	78,169.74	78,169.74
Fallon, Jared	60,516.45	-	13,380.99	73,897.44	73,897.44
Flynn, James	60,516.45	2,150.00	17,732.63	80,399.08	80,399.08
Foley, James Brian	60,516.45	4,990.60	16,953.29	82,460.34	82,460.34
Fumicello, Edward	60,516.45	4,990.60	21,179.11	86,686.16	86,686.16
Gately, Dana	60,516.45	3,895.30	19,984.28	84,396.03	84,396.03
Gatley, Jerome	60,516.45	3,895.30	6,380.99	70,792.74	70,792.74
Gibbons, Mark	60,516.45	4,990.60	16,353.29	81,860.34	81,860.34
Grammer, Glen	60,516.45	2,800.00	18,484.28	81,800.73	81,800.73
Hamilton, K	60,516.45	1,500.00	13,980.99	75,997.44	75,997.44
Hill, Erik	60,516.45	1,500.00	10,350.00	72,366.45	72,366.45
Hunt, Ian	60,516.45	1,500.00	23,610.10	85,626.55	85,626.55
Imperioso, Anthony	60,516.45	2,150.00	17,879.11	80,545.56	80,545.56
Lacoss, Tess	60,516.45	-	6,380.99	66,897.44	66,897.44
Lally, John	60,516.45	4,990.60	3,350.00	68,857.05	68,857.05
Lawton, Sandra	60,516.45	-	13,380.99	73,897.44	73,897.44
Maher, Brendan	60,516.45	1,500.00	13,380.99	75,397.44	75,397.44
Malloy, Patrick	60,516.45	-	6,380.99	66,897.44	66,897.44
Marotto, Michael	60,516.45	-	14,880.99	75,397.44	75,397.44
Mantone, Joseph	60,516.45	2,800.00	13,032.63	76,349.08	76,349.08
Marshall, William	60,516.45	-	13,380.99	73,897.44	73,897.44
McIntyre, Daniel	60,516.45	2,800.00	14,853.29	78,169.74	78,169.74
Minghella, Phillip	60,516.45	-	6,380.99	66,897.44	66,897.44
Morales, Tomas	60,516.45	1,500.00	9,980.99	71,997.44	71,997.44
Murphy, William	60,516.45	2,150.00	8,801.65	71,468.10	71,468.10
Murray, David Jr.	60,516.45	-	13,380.99	73,897.44	73,897.44
Negri, Thomas	60,516.45	2,800.00	12,432.63	75,749.08	75,749.08
O'Connor, John	60,516.45	2,150.00	6,380.99	69,047.44	69,047.44
O'Hearn, Mark	60,516.45	1,500.00	14,853.29	76,869.74	76,869.74
Pacheco, Michael	60,516.45	1,500.00	6,980.99	68,997.44	68,997.44
Passcuccio, Mario	60,516.45	2,150.00	10,301.65	72,968.10	72,968.10
Phelan, Kylee	60,516.45	850.00	6,380.99	67,747.44	67,747.44
Piazza, Angelo Jr.	60,516.45	4,990.60	24,810.10	90,317.15	90,317.15
Piazza, Michael	60,516.45	4,990.60	19,379.11	84,886.16	84,886.16
Post, Gregory	60,516.45	2,150.00	16,382.63	79,049.08	79,049.08
Salary Page # 19 Total	2,239,108.65	79,634.20	505,501.31	2,824,244.16	2,824,244.16
Total Police Salary Budget	2,239,108.65	79,634.20	505,501.31	2,824,244.16	2,824,244.16

Employee Name	Base	Longevity	Incentives	Total	Recommended by Mayor
Patrol Officers (con't)					
Pruyne, Robert	60,516.45	-	6,080.99	66,597.44	66,597.44
Ralli, David	60,516.45	1,500.00	15,130.99	77,147.44	77,147.44
Seguin, Norman	60,516.45	2,150.00	2,750.00	65,416.45	65,416.45
Shaughnessey, Mark	60,516.45	2,800.00	23,784.28	87,100.73	87,100.73
Simonds, David	60,516.45	2,800.00	13,932.63	77,249.08	77,249.08
Wells, Joseph	60,516.45	1,500.00	12,100.00	74,116.45	74,116.45
Wells, Michael	60,516.45	2,150.00	17,180.99	79,847.44	79,847.44
Wells, Paul	60,516.45	-	9,880.99	70,397.44	70,397.44
Wilkinson, Michael	60,516.45	-	6,380.99	66,897.44	66,897.44
Salary Total page 20	544,648.05	12,900.00	107,221.86	664,769.91	664,769.91
Salary Total page 19	2,239,108.65	79,634.20	505,501.31	2,824,244.16	2,824,244.16
Salary Total page 18	2,180,357.44	92,696.44	625,379.38	2,898,433.26	2,898,433.26
Grand Total Police Salary	4,964,114.14	185,230.64	1,238,102.55	6,387,447.33	6,387,447.33
Police Clerks					
Kearns, Linda Adm. Asst. (2-19-89)	54,735.15	3,556.00	500.00	58,791.15	58,791.15
Garrity, Maureen - Sec (12/31/2001)	51,201.08	2,150.00	500.00	53,851.08	53,851.08
Kerns, Cheryl / Head Cl (9-11-2000)	46,718.49	2,150.00	500.00	49,368.49	49,368.49
Ward, Maureen Tech Asst (1/8/2006)	45,834.35	1,500.00	500.00	47,834.35	47,834.35
Duffy, Art (7/31/2001)	18,648.48	-	-	18,648.48	18,648.48
Tancredi, Maria (11/27/2000)	18,591.63	-	-	18,591.63	18,591.63
Schwartz, Debbie (1/1/98)	21,443.31	-	-	21,443.31	21,443.31
Part Time Secretary	20,010.34	-	-	20,010.34	-
Criminal Analyst	56,941.84	-	-	56,941.84	-
Total Clerks Salary	334,124.67	9,356.00	2,000.00	345,480.67	268,528.49
Animal Control Officer					
Donovan, J (4-2-2009)	60,554.10	850.00	500.00	61,904.10	61,904.10
Parking Clerk					
O'Connor, Charles (6/5/97)	18,849.67			18,849.67	18,849.67
Salary Page Total	5,377,642.58	195,436.64	1,240,602.55	6,813,681.77	6,736,729.59
Total Police Budget Page	5,377,642.58	195,436.64	1,240,602.55	6,813,681.77	6,736,729.59

Classification			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	Recommended by Mayor
Regular Salary (pages 18-20)	0121051	511000	5,833,334.29	7,071,804.00	2,954,785.99	6,387,447.33	6,387,447.33
Clerks Salary (page 20)	0121051	511200	260,977.36	266,240.00	120,447.01	345,480.67	268,528.49
Animal Control (page 20)	0121051	511300	62,983.90	61,379.00	2,788.64	61,904.10	61,904.10
Parking Clerk (page 20)	0121051	512100	19,215.35	18,686.00	8,471.84	18,849.67	18,849.67
Crossing Guards	0121051	512500	181,144.00	183,571.00	61,796.00	183,571.00	183,571.00
Reserves	0121051	512700	124,007.91	135,992.00	74,488.00	207,200.00	175,200.00
Matrons/ Monitors	0121051	512800	36,864.51	40,000.00	14,457.24	40,000.00	40,000.00
Overtime	0121051	513100	409,722.44	492,743.00	230,449.52	451,232.90	451,232.90
Overtime Training	0121051	513150	0.00	75,000.00	28,655.97	83,062.50	83,062.50
Holiday	0121051	514500	410,186.58	451,003.00	215,920.92	499,485.51	499,485.51
Court Time	0121051	515000	98,149.49	120,000.00	41,272.00	132,900.00	132,900.00
Sick Leave Buy Back	0121051	515400	298,649.76	268,242.00	84,283.93	467,077.68	467,077.68
Animal Control Overtime	0121051	515600	4,681.00	6,500.00	6,244.29	6,500.00	6,500.00
Part Time Animal Control Officer	0121051	515700	5,688.00	7,000.00	2,677.00	7,000.00	7,000.00
Directed Controlled Patrols	0121051	515800	25,000.00	25,000.00	9,742.25	27,687.50	20,000.00
TOTAL SALARY			7,770,604.59	9,223,160.00	3,856,480.60	8,919,398.86	8,802,759.18
Total Police Salary Budget						8,919,398.86	8,802,759.18

Classification							Recommended by Mayor
Woburn Police Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Recruit Academy	0121051	519110	20,500.00	10,000.00	10,000.00	13,500.00	10,000.00
Reserve Training	0121051	519111	13,650.49	11,650.00	11,105.50	10,000.00	10,000.00
Training	0121051	519400	24,497.72	35,500.00	18,057.01	35,000.00	35,000.00
Lighting	0121052	521101	50,262.56	58,000.00	33,497.37	58,000.00	58,000.00
Heating/ HVAC	0121052	521102	5,705.48	10,000.00	2,129.36	10,000.00	10,000.00
Radio Maintenance	0121052	525200	28,496.49	38,404.00	5,912.52	30,000.00	30,000.00
Medical	0121052	530100	23,675.39	20,000.00	19,105.08	30,000.00	30,000.00
Telephone	0121052	534100	45,935.45	46,064.00	26,253.88	46,000.00	46,000.00
LEAPS/NCIC/RMV	0121052	534101	730.00	1,500.00	730.00	1,500.00	1,500.00
Dog Maintenance	0121052	538301	14,821.79	10,101.00	1,547.65	10,000.00	7,500.00
Office Supplies	0121054	542000	7,817.77	9,878.00	2,011.85	9,000.00	9,000.00
Building Maint. Supply	0121054	543000	11,261.90	9,004.00	3,464.12	9,000.00	9,000.00
Gasoline	0121054	548100	72,941.38	132,000.00	41,864.41	120,000.00	120,000.00
Diesel	0121054	548101	0.00	500.00	0.00	500.00	500.00
Computer Maint/Supply	0121054	558301	77,756.09	74,927.00	44,230.81	84,000.00	74,000.00
Patrol Equipment/Supplies	0121054	558306	7,459.06	7,500.00	1,446.58	7,500.00	7,500.00
Traffic Equipment/Supplies	0121054	558307	5,179.76	5,000.00	2,292.20	5,000.00	5,000.00
Uniform / Supplies	0121054	558400	110,864.41	125,462.00	98,880.06	116,284.00	116,284.00
Domestic Violence	0121054	558501	838.06	1,162.00	161.84	1,000.00	1,000.00
Neighborhood Crime Watch	0121054	558502	4,151.91	4,000.00	1,730.67	4,000.00	4,000.00
Datamatix	0121054	558503	3,527.93	3,500.00	1,377.45	3,500.00	3,500.00
Ammunition	0121054	558504	17,999.61	15,000.00	7,871.00	15,000.00	15,000.00
Detective Photo Supply	0121054	558505	5,458.71	6,268.00	1,562.00	5,000.00	5,000.00
Firearms/Equipment	0121054	558506	21,789.57	15,110.00	1,905.91	15,000.00	15,000.00
Resource Officer	0121054	558901	4,998.67	7,500.00	2,435.39	7,500.00	5,000.00
Narcotics/ Vice Unit	0121054	558902	11,786.45	9,843.00	4,735.97	9,500.00	9,500.00
Services Division	0121054	558903	4,149.99	4,150.00	2,455.50	4,150.00	4,150.00
Juvenile Officer	0121054	558904	1,983.75	2,000.00	321.75	2,000.00	2,000.00
NEMLEC	0121054	558905	14,920.77	15,079.00	13,545.00	15,000.00	15,000.00
Tactical Force	0121054	558906	999.75	1,000.00	0.00	1,000.00	1,000.00
Chief's Conference	0121057	573007	1,499.83	1,500.00	0.00	1,500.00	1,500.00
Accreditation	0121057	573008	4,267.00	4,024.00	1,474.00	4,000.00	4,000.00
Miscellaneous	0121057	578800	547.75	550.00	509.99	550.00	550.00
TOTAL MAINTENANCE			620,475.49	696,176.00	362,614.87	683,984.00	665,484.00
Total Police Maintenance						683,984.00	665,484.00

Classification							Recommended by Mayor
Woburn Police Outlays			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Equipment	0121058	585000	24,721.52	25,000.00	10,477.50	25,000.00	25,000.00
AVID Video Capture System	0121058	585223	3,599.56	3,600.00	822.00	3,600.00	3,600.00
Auto License Plate Reader	0121058	585232	0.00	7,000.00	0.00	3,500.00	1,500.00
Live Scan Fingerprint	0121058	585233	1362.01	3,500.00	0.00	3,500.00	1,500.00
Detective Equipment	0121058	586400	21997.53	20,000.00	16,803.00	20,000.00	20,000.00
Total Police Outlays			48,956.63	54,100.00	34,428.10	55,600.00	51,600.00
	Total Salary		page # 21			8,919,398.86	8,802,759.18
	Total Maintenance		page # 22			683,984.00	665,484.00
	Total Outlay		page # 23			55,600.00	51,600.00
Grand Total Police Budget						9,658,982.86	9,519,843.18

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
LOCOCO, ROSA	4/27/2014	Senior Clerk	46,718.49	2,300.00	850 / 1500 / 0%	49,018.49	49,018.44
FIRE CHIEF/ POLICE CHIEF		Co-directors	0.00			0.00	0.00
	0129151	511000					
TOTAL SALARIES						49,018.49	49,018.44
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Civil Defense Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Auxiliary Police	0129152	530905	0.00	0.00			
Auxiliary Fire/Resue	0129152	530910	0.00	0.00	0.00	0.00	0.00
Gen./ Civil Defense	0129152	530915	0.00	1,000.00	0.00	1,000.00	0.00
Travel & Meetings	0129157	571000	0.00	0.00	0.00	0.00	0.00
TOTAL MAINTENANCE			0.00	1,000.00	0.00	1,000.00	0.00
Grand Total Civil Defense Budget						50,018.49	49,018.44

PUBLIC SAFETY
INSPECTIONAL SERVICES

Contact Information	Phone & Email	Location
Thomas C. Quinn, Jr. Building Commissioner	781-897-5845 tcquinn@cityofwoburn.com	Lower Level of City Hall 10 Common Street

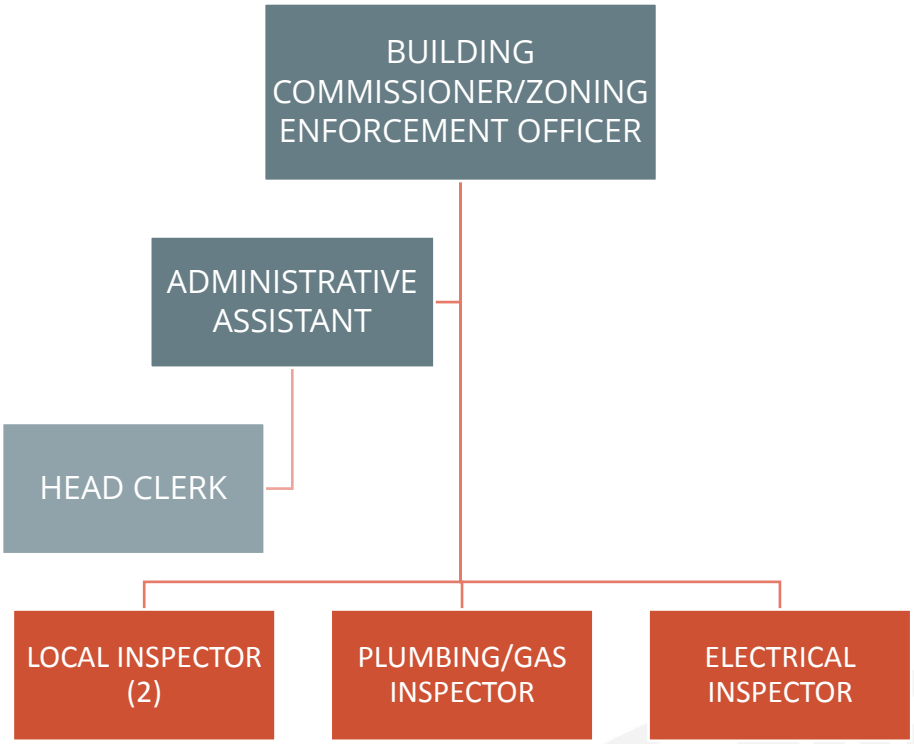
MISSION STATEMENT

The mission of the Inspectional Services Department is to enforce the zoning ordinance and codes and to issue permits relative to building, plumbing, gas, and electrical matters.

DEPARTMENT DESCRIPTION

The Inspectional Services Department ensures safety during construction, alteration, repair, and demolition of buildings and building components within the City of Woburn. Staff enforce all applicable laws and regulations related to zoning, building, plumbing, gas, and electrical codes. The department works with and assists other city departments, boards and commissions, residents, contractors and business owners as needed.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Completed the plan review and fast-tracked issuance of permits for the new Hurld/Wyman School to ensure targeted completion date of June 2018.
- Issued permits for the addition and renovation of the Woburn Public Library.
- Issued 1,675 Building permits, 1,220 Electrical permits, 737 Plumbing permits, and 522 Gas permits in FY17.
- Collaborated with the Planning Board and City Council to create coming ordinances for rooftop dining in the downtown business district.
- Completed a preliminary plan review for a large residential development.

FY19 GOALS

Goal #1: Utilize technology to improve office operations and field inspections.

Goal #2: Review and dispose of outdated building permit applications and other files in accordance with public records retention laws.

Goal #3: Provide administrative personnel and inspectors with additional training opportunities.

Classification				Total	Flat Rate/%/ED		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
	7/8/1987						
QUINN, THOMAS Jr.	8/1/2004	Bldg Commissioner	102,618.75	8,253.74	6103.74 / 2150 / 6%	110,872.49	110,872.49
D'AMORE, PAUL J.	4/4/2016	Local Inspector	67,689.06	0.00	0/0/0	67,689.06	67,689.06
GINGRAS, BRIAN	2/14/2011	Local Inspec	67,689.06	850.00	850/0/0	68,539.06	68,539.06
STONE, DENNIS	12/2/1996	Elec Inspec	67,689.06	2,800.00	2800 / 0%/0	70,489.06	70,489.06
ROZZI, JOSEPH A.	9/15/2008	Plumb& Gas	67,689.06	2,250.00	1500/0/750	69,939.06	69,939.06
SWYMER, GAIL M.	3/17/1986	Admin Asst	54,675.52	4,625.70	2800 / 0 /6%	59,301.22	59,301.22
DIMAMBRO, ANDREA	1/23/2001	Head Clerk	46,718.49	2,150.00	2150 /0/ 0%	48,868.49	48,868.49
	125151	511000					
Overtime	0125151	513100	2,000.00			2,000.00	2,000.00
Temporary Help	0125151	512000	7,800.00			7,800.00	7,800.00
(Vacations- Plumbing, Electrical & Building)							
Annual sick days buy back	0125151	515400	24,605.43				
Dimambro, Andrea	(15 days @ $187.44)					2,811.60	2,811.60
Rozzi, Joseph	(15 days @ $265.77)					3,986.52	3,986.52
Swymer, Gail	(15 days @ $227.46)					3,411.84	3,411.84
Stone, Dennis	(15 days @ $270.37)					4,055.52	4,055.52
Quinn, Thomas	(15 days @ $425.47)					6,382.05	6,382.05
Gingras, Brian	(15 days @ $263.86)					3,957.90	3,957.90
TOTAL SALARIES						530,103.87	530,103.87
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Inspection Services Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Academic Courses	0125151	519110	1078.19	2500.00	986.00	1500.00	1,500.00
Vehicle Maintenance	0125152	524915	1,347.75	1,822.00	819.52	1500.00	1,500.00
Office Supplies/ Equipmen	0125154	542000	4,998.05	5,000.00	1,007.86	5000.00	5,000.00
Electrical Supplies	0125154	543200	205.25	200.00	0.00	200.00	200.00
Emergencies	0125154	550905	347.13	268.00	0.00	250.00	250.00
Meetings	0125157	571000	410.00	10,000.00	85.00	1000.00	1,000.00
Dues / Subscriptions	0125157	573002	629.80	1,000.00	375.00	1000.00	1,000.00
Engineering Fees	0125157	573009	138.85	107.00	0.00	100.00	100.00
TOTAL MAINTENANCE			9,155.02	20,897.00	3,273.38	10,550.00	10,550.00
Grand Total Inspection's Budget						540,653.87	540,653.87

PUBLIC INFRASTRUCTURE & UTILITIES
CEMETERY DEPARTMENT

Contact Information	Phone & Email	Location
Barbara Nowell Secretary	781-937-8297 bnowell@cityofwoburn.com	Woodbrook Cemetery 100 Salem Street

MISSION STATEMENT

The mission of the Cemetery Department is to maintain dignified and respectful cemeteries for people to visit.

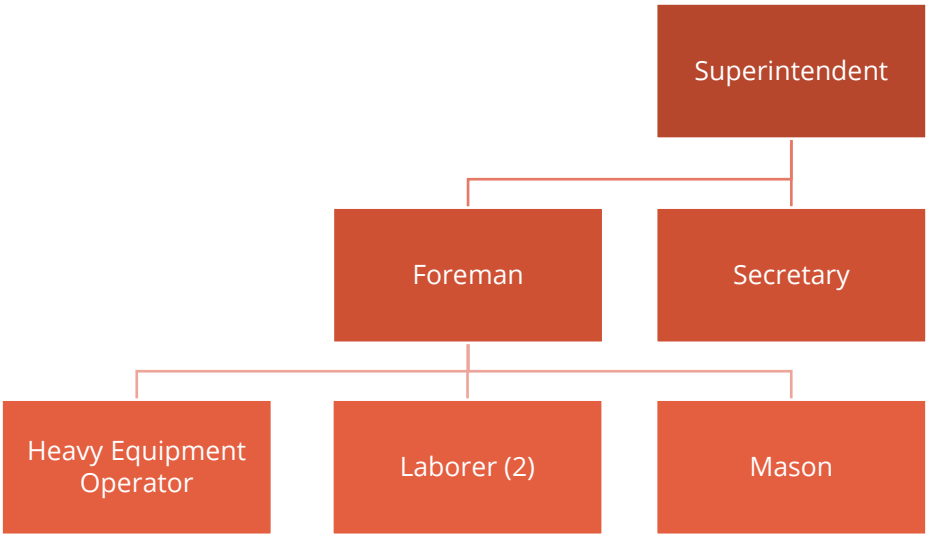
DEPARTMENT DESCRIPTION

The Cemetery Department is responsible for the maintenance and burials at the City's three public cemeteries:

- Woodbrook Cemetery at 100 Salem Street
- First Burial Ground on Park Street
- Second Burial Ground on Montvale Avenue

The Cemetery Commission meets the 2nd Wednesday of the month at 9AM at the Cemetery Office unless otherwise posted.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Purchased new backhoe
- Established a new double-deep burial section
- Completed new roadways throughout Woodbrook Cemetery
- Transitioned to new water restrictions at Woodbrook Cemetery
- Completed day-to-day maintenance at all three cemeteries
- Added new fencing and beautified the First Burial Ground

FY19 GOALS

Goal #1: Establish a new cemetery within the City of Woburn.

Goal #2: Upgrade equipment, for example a new dump truck.

Goal #3: Keep up with the maintenance and replacement of current vehicles and equipment.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
D'AGOSTINO, GUY	4/23/1973	Superintendent	68,991.97	8,583.75	2800 / 15%	77,575.72	77,575.72
NOWELL, BARBARA	9/4/1984	Secretary	51,201.08	4,507.40	2800./6%	55,708.48	55,708.48
GONSALVES, MARK	7/10/1989	Foreman	62,089.04	3,117.50	2150./ 6%	65,206.54	65,206.54
FLAHERTY, PATRICK	4/1/1995	Hy Equip Oper	56,875.48	2,800.00	2800.00 / 0%	59,675.48	59,675.48
LARSON, FRED	3/22/1986	Mason	52,059.42	4,278.48	2800/1478.48/ 6%	56,337.90	56,337.90
CRADDOCK, JOHN CLAYTC	3/14/2011	Laborer	47,136.31	850.00	850. / 0%	47,986.31	47,986.31
TUMBARELLO, DANA	1/1/1993	Laborer	47,136.31	3,602.91	2800 / 3%	50,739.22	50,739.22
COMMISSION MEMBERS (5)		5	2,000.00			10,000.00	10,000.00
	0149051	511000					
SUMMER HELPERS (2)		2	4,800.00			9,600.00	9,600.00
	0149051	512000					
OVERTIME	0149051	513100	2,000.00			2,000.00	2,000.00
SCALESSE, NANCY		Gatekeeper				750.00	750.00
Annual sick leave buy back	0149051	515400					
D'AGOSTINO, GUY	(15 days @ $268.95) plus (10 days @ $191.79)					6,343.80	6,343.80
NOWELL, BARBARA	(15 days @ 213.68)					3,205.14	3,205.14
TOTAL SALARIES						445,128.59	445,128.59
Grand Total Cemetery Salary Budget						445,128.59	445,128.59

Classification							Recommended by Mayor
Cemetery Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Utilities	0149052	521103	8,828.17	10,831.00	2,921.11	0.00	0.00
	65252	521103	0.00	0.00	0.00		
Office Supplies/misc	0149054	542000	632.86	6,453.00	1,011.60	0.00	0.00
	65254	542000	0.00	0.00	0.00		
Building Maintenace	0149054	543000	4,742.86	10,116.00	452.44	0.00	0.00
	65254	543000	0.00	0.00	0.00		
Tools/Supplies	0149054	546100	7,264.11	12,822.00	2,220.09	0.00	0.00
	65254	546100	0.00	0.00	0.00		
Dues & Travel	0149057	571000	0.00	0.00	0.00	0.00	0.00
	65257	571000	0.00	0.00	0.00		
Insurance	0149057	574022	0.00	0.00	0.00	0.00	0.00
	65257	574022	0.00	0.00	0.00		
Commission Expense	0149057	578800	0.00	0.00	0.00	0.00	0.00
	65257	578800	0.00	0.00	0.00		
TOTAL MAINTENANCE			21,468.00	40,222.00	6,605.24	0.00	0.00
Cemetery Outlays			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
New Equipment	0149058	586600	8,179.82	99,820.00	8,225.84	0.00	0.00
Burial Sections	0149058	586601	4,607.86	28,868.00	16,741.99	0.00	0.00
Cemetery Fence	0149058	586602	0.00	0.00	0.00	0.00	0.00
TOTAL OUTLAYS			12,787.68	128,688.00	24,967.83	0.00	0.00
Grand Total Cemetery Budget						0.00	0.00

PUBLIC INFRASTRUCTURE & UTILITIES
PUBLIC WORKS DEPARTMENT

Contact Information	Phone & Email	Location
John Duran Superintendent	781-897-5986 jduran@cityofwoburn.com	DPW Garage 50 N. Warren Street

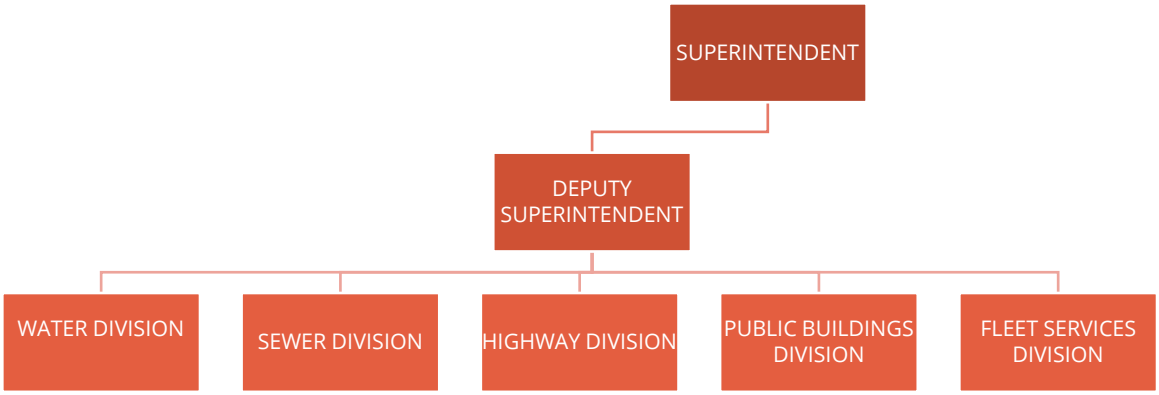
MISSION STATEMENT

The mission of the Department of Public Works is to provide high quality, responsive, and dependable services to the residents of Woburn.

DEPARTMENT DESCRIPTION

The Department of Public Works is a professional team dedicated to enhancing the quality of life in Woburn. The department maintains the infrastructure, public lands, and public buildings of the city, including water, sewer, roads, sidewalks, trees, and signs, and provides snow & ice response.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Completed LED upgrades to the DPW and Water Treatment Plant as part of the Green Communities Initiative.
- Rehabilitated the Horn Pond dam.
- Repaired and re-paved municipal parking lots.
- Conducted drainage repairs in the Eastern Avenue area.
- Completed water system upgrades in the Pine Street area.
- Upgraded the HVAC at the Police Station as part of the Green Communities Initiative.

FY19 GOALS

Goal #1: Complete the sewer rehabilitation project.

Goal #2: Complete the rehabilitation project at the O'Brien Ice Rink.

Goal #3: Install a mini-windmill for Rag Rock Tank electrical conservation.

Goal #4: Work with the Engineering Department and the Mayor to develop a five-year capital plan for street paving, which will include identifying 100 streets for paving using the Pavement Management program in PeopleGIS.

Goal #5: Finalize the Salem Street bridge project.

Classification Salary	Longevity Date	Title	Base Salary	Longevity	Total Salary	Recommend. by Mayor
ADMINISTRATION						
J F Duran, III	4/11/2011	Superintendent	109,655.49	2000/850.	112,505.49	112,505.49
LEONDARD BURNHAM	5/20/2002	Deputy Supt.	87,603.50	2,150.00	89,753.50	89,753.50
Terry Cochran	8/27/1985	Admin. Assistant	54,675.52	4,215.70	58,891.22	58,891.22
DANIELLE JAMIE	8/3/2015	Secretary	51,201.08	1,500.00	52,701.08	52,701.08
TBD		Head Clerk	46,718.49	0.00	46,718.49	0.00
TBD		Principal Clerk	41,671.38	0.00	41,671.38	0.00
TBD		Telephone Oper.	43,596.47	0.00	43,596.47	0.00
TOTAL ADMINISTRATION	0141151	511000	435,121.93	14,933.40	445,837.63	313,851.29
PUBLIC BUILDING MAINTENANCE						
David Galante	11/6/1986	WF / Carpenter (3)	57,556.66	3,652.51	61,209.17	61,209.17
Richard Jaime	1/2/2003	Sr. Custodian	53,915.48	2,150.00	56,065.48	56,065.48
Paul Medeiros	4/9/2018	COA / Custodian	49,184.71	0.00	49,184.71	49,184.71
William Gomez	10/23/2017	Police / Custodian	49,184.71	0.00	49,184.71	49,184.71
TBD		SMEO/Yardman (3)	53,710.35	0.00	53,710.35	0.00
TBD		Mason/Laborer	43,986.36	0.00	43,986.36	0.00
TBD		Laborer	42,374.14	0.00	42,374.14	0.00
TOTAL PUBLIC BUILDINGS	0141151	511001	349,912.41	5,802.51	355,714.92	215,644.07
Total Woburn Public Works Budget Salary		page #1			801,552.55	529,495.36

Classification						Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Total Salary	
OPERATIONS						
Christopher Doherty	8/30/2000	Highway Foreman	76,216.18	2,150.00	78,366.18	78,366.18
Mark Alexander	7/18/2005	Truck Driver/Craftsman	52,059.42	1,500.00	53,559.42	53,559.42
Shawn Burke	8/12/2013	Hoisting Equipment Operator	56,875.48	850.00	57,725.48	57,725.48
Sean Cahill	2/4/2015	Hoist Equip Operator	56,875.48	0.00	56,875.48	56,875.48
William Courtney	5/29/2001	WF. Motor Equip. Operator	57,556.65	2,150.00	59,706.65	59,706.65
Joseph Decubellis	9/8/2014	Truck Driver / Watchman	52,059.42	0.00	52,059.42	52,059.42
John Delong	1/29/1996	Hoist Equip Oper	56,875.48	2,800.00	59,675.48	59,675.48
Marcus Doby	6/8/1998	Tree Climber	52,059.42	2,800.00	54,859.42	54,859.42
David Hayes	6/3/2002	Truck Driver/Craftsman	52,059.42	2,150.00	54,209.42	54,209.42
Frederick Johnson	11/1/1999	WF. Motor Equip. Operator	57,556.66	2,150.00	59,706.66	59,706.66
Wayne Linehan	11/12/2002	WF. Motor Equip. Operator	57,556.66	2,150.00	59,706.66	59,706.66
Frank Lombardo	8/28/2017	Motor Equip. Repair	57,556.66	0.00	57,556.66	57,556.66
John Lundin	8/9/1999	Traffic Foreman	57,556.66	2,150.00	59,706.66	59,706.66
MacKinnon, Cody	4/10/2017	Truck Driver/Craftsman	52,059.42	0.00	52,059.42	52,059.42
Joseph McElhiney	8/30/2017	Truck Driver/Craftsman	52,059.42	0.00	52,059.42	52,059.42
Thomas McNally	11/29/1982	Truck Driver	49,918.93	5,101.84	55,020.77	55,020.77
Jonathan Morales	1/2/2018	Motor Equip. Repair	57,556.66	0.00	57,556.66	57,556.66
Todd Peitzsch	1/3/2012	Sr. Motor Equip Repairman	62,089.04	850.00	62,939.04	62,939.04
William Ray	9/3/2003	Truck Driver/Craftsman	52,059.42	2,150.00	54,209.42	54,209.42
Joseph Sacca, Jr.	2/1/2016	Hoist Equip Oper	56,875.48	0.00	56,875.48	56,875.48
Jon Sutherby	9/2/2003	Hoist Equip Operator	56,875.47	2,150.00	59,025.47	59,025.47
Kevin Thiffault	3/7/2011	Truck Driver/Maint	52,059.42	850.00	52,909.42	52,909.42
Eugene Walcott	7/22/2013	Truck Driver/Bld Maint Man	52,059.42	850.00	52,909.42	52,909.42
SUB-TOTAL OPERATIONS	0141151	511002	1,286,476.27	32,801.84	1,319,278.11	1,319,278.11
Total Woburn Public Works Budget Salary page #3					1,319,278.11	1,319,278.11

Classification						Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Total Salary	
OPERATIONS						
Laborer			0.00	0.00		0.00
WF, HMEO			0.00	0.00		0.00
Watchman			0.00	0.00		0.00
Heavy Motor Equipment Operator			0.00	0.00		0.00
Heavy Motor Equipment Operator			0.00	0.00		0.00
Heavy Motor Equipment Operator			0.00	0.00		0.00
Heavy Motor Equipment Operator			0.00	0.00		0.00
Hoisting Equipment Operator			0.00	0.00		0.00
WF, Heavy Motor Equip Operator			0.00	0.00		0.00
Special Motor Equip. Operator			0.00	0.00		0.00
Special Motor Equip. Operator			0.00	0.00		0.00
Special Motor Equip. Operator			0.00	0.00		0.00
Special Motor Equip. Operator			0.00	0.00		0.00
Special Motor Equip. Operator			0.00	0.00		0.00
Special Motor Equip. Operator			0.00	0.00		0.00
WF, Special Motor Equip Operator			0.00	0.00		0.00
WF, Special Motor Equip Operator			0.00	0.00		0.00
WF, Special Motor Equip Operator			0.00	0.00		0.00
Motor Equipment Repairman			0.00	0.00		0.00
SUB-TOTAL OPERATIONS	0141151	511002	0.00	0.00	0.00	0.00
Total Woburn Public Works Budget Salary page #4					0.00	0.00

Classification						Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Total Salary	
OPERATIONS						
Motor Equipment Repairman			0.00	0.00	0.00	0.00
Building Maintenance Craftsman			0.00	0.00	0.00	0.00
Mason			0.00	0.00	0.00	0.00
Mason			0.00	0.00	0.00	0.00
Laborer			0.00	0.00	0.00	0.00
Laborer			0.00	0.00	0.00	0.00
Laborer			0.00	0.00	0.00	0.00
Laborer			0.00	0.00	0.00	0.00
Laborer			0.00	0.00	0.00	0.00
Watchman			0.00	0.00	0.00	0.00
Laborer			0.00	0.00	0.00	0.00
Laborer			0.00	0.00	0.00	0.00
HMEO			0.00	0.00	0.00	0.00
HMEO			0.00	0.00	0.00	0.00
Houseworker			0.00	0.00	0.00	0.00
SUB-TOTAL OPERATIONS	0141151	511000	0.00	0.00	0.00	0.00
		Salary Totals			Totals	Totals
		Administration	page # 33		445,837.63	313,851.29
		Public Buildings	page # 33		355,714.92	215,644.07
		Operations:				
			page # 34		1,319,278.11	1,319,278.11
			page # 35		0.00	0.00
			page # 36		0.00	0.00
SUB- TOTAL SALARY					2,120,830.66	1,848,773.47
Temporary Help	0141151	512000			68,000.00	68,000.00
Overtime	0141151	513100			360,000.00	335,000.00
Police Details	0141151	513500			60,000.00	55,000.00
Sick Leave Buy Back	0141151	515400			87,300.13	87,300.13
Grand Total DPW Salary					2,696,130.79	2,394,073.60
Total Woburn Public Works Budget Salary page #6					2,696,130.79	2,394,073.60

Classification						Recommended by Mayor
ADMINISTRATION	Acct #	Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Advertising	0141252 530600	392.88	1,082.00	166.73	1,000.00	1,000.00
Office Supplies	0141254 542000	5,207.71	7,000.00	1,306.45	7,000.00	5,000.00
Building Maintenance	0141254 543000	3,345.36	1,000.00	745.43	1,000.00	1,000.00
Computer Program	0141254 558305	2,707.00	3,000.00	15.79	3,000.00	3,000.00
Dues/ Meetings	0141257 573010	492.50	500.00	262.00	500.00	500.00
TOTAL ADMINISTRATION		12,145.45	12,582.00	2,496.40	12,500.00	10,500.00
TREE & MOTH MAINTENANCE		Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Equipment Parts/Repairs	0141454 543100	1,302.01	4,500.00	1,169.08	3,000.00	3,000.00
Supplies/ Chemicals	0141454 546502	3,859.01	5,000.00	1,411.90	5,000.00	5,000.00
Tree Trim & Removal	0141454 546504	9,903.05	10,000.00	4,134.00	10,000.00	10,000.00
Street Tree Program	0141454 546505	5,594.97	12,250.00	0.00	8,500.00	8,500.00
TOTAL TREE & MOTH		20,659.04	31,750.00	6,714.98	26,500.00	26,500.00
Sub-Total DPW Budget for page					39,000.00	37,000.00

Classification						Recommended by Mayor
HIGHWAY MAINTENANCE		Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
CPR Course	0141752 530701	6,000.00	7,500.00	5,850.00	7,500.00	7,500.00
ADA Compliance	0141754 524120	0.00	40,000.00	9,938.74	20,000.00	15,000.00
Pipes & Fittings	0141754 543301	10,109.98	10,000.00	4,538.18	10,000.00	10,000.00
Repairs	0141754 543303	7,144.11	33,241.00	9,361.62	22,000.00	15,000.00
Sweep St/Catch Basin Clea	0141754 552500	42,140.44	55,000.00	20,740.63	35,000.00	35,000.00
Asphalt / Concrete	0141754 553100	187,025.26	184,657.00	90,997.53	180,000.00	180,000.00
Supplies/ Tools	0141754 553200	59,957.06	60,036.00	19,206.01	60,000.00	55,000.00
Sand/ Stone/ Gravel	0141754 553300	41,096.96	35,000.00	14,483.56	35,000.00	35,000.00
Protective Clothing	0141754 558404	29,492.41	30,833.00	25,568.36	30,000.00	30,000.00
Testing/Physicals	0141754 558405	4,979.99	4,576.00	1,758.10	4,500.00	4,500.00
TOTAL HIGHWAY MAINT.		387,946.21	460,843.00	202,442.73	404,000.00	387,000.00
Sub-Total DPW Maint. Budget for page					404,000.00	387,000.00

Classification						Recommended by Mayor
			Budgeted w/ Transfers &			
		Actual 7/1/2016	Appropr 7/1/2017	Actual 7/1/2017	Requested 7/1/2018	
SNOW REMOVAL	Acct #	6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Equipment Hire	0141852 527300	416,104.00	150,000.00	11,722.50	150,000.00	150,000.00
Weather Services	0141852 538100	2,097.50	1,500.00	2,721.50	1,500.00	1,500.00
Supplies/ Tools/ repairs	0141854 553200	52,820.04	27,500.00	20,831.98	27,500.00	27,500.00
Sand/ Salt	0141854 553300	299,933.73	100,000.00	42,096.00	100,000.00	100,000.00
TOTAL SNOW REMOVAL		770,955.27	279,000.00	77,371.98	279,000.00	279,000.00
			Budgeted w/ Transfers &			
		Actual 7/1/2016	Appropr 7/1/2017	Actual 7/1/2017	Requested 7/1/2018	
TRAFFIC CONTROL		6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Electricity	0141952 521100	20,663.87	23,000.00	10,001.28	23,000.00	23,000.00
Radio Repairs/Supplies	0141952 525200	1,087.17	2,500.00	1,770.02	2,500.00	2,500.00
Signs/ Posts	0141954 553400	9,977.25	16,200.00	6,659.24	15,000.00	15,000.00
Thermo Plastic Markings Crosswalks/ Yellow Lines	0141954 553500	44,270.10	48,300.00	2,516.64	42,000.00	42,000.00
Dues/ Subscriptions	0141957 573002	490.41	400.00	0.00	400.00	400.00
TOTAL TRAFFIC CONTROL		76,488.80	90,400.00	20,947.18	82,900.00	82,900.00
			Budgeted w/ Transfers &			
		Actual 7/1/2016	Appropr 7/1/2017	Actual 7/1/2017	Requested 7/1/2018	
STREET LIGHTING		6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Street/ Flood lights	0142052 521104	142,895.38	205,000.00	67,561.75	205,000.00	200,000.00
TOTAL STREET LIGHTING		142,895.38	205,000.00	67,561.75	205,000.00	200,000.00
Sub-Total DPW Budget for page					566,900.00	561,900.00

Classification						Recommended by Mayor
		Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
COMMUNITY EVENTS						
Lights on the Common	0142452 521105	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00
Flag Day	0142452 521108	3,500.00	3,500.00	0.00	3,500.00	3,500.00
Halloween Parade	0142452 521109	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00
Festive Lights	0142452 521110	2,829.47	3,500.00	0.00	3,500.00	3,500.00
TOTAL COMMUNITY EVENTS		13,329.47	14,000.00	7,000.00	14,000.00	14,000.00
Sub-Total DPW Budget for page					14,000.00	14,000.00

Classification						Recommended by Mayor
			Budgeted w/ Transfers &			
		Actual	Appropr	Actual	Requested	
		7/1/2016	7/1/2017	7/1/2017	7/1/2018	
TELEPHONES		6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Switchboard	0142952 534102	2,000.00	2,000.00	977.25	2,000.00	2,000.00
TOTAL TELEPHONES		2,000.00	2,000.00	977.25	2,000.00	2,000.00
			Budgeted w/ Transfers &			
		Actual	Appropr	Actual	Requested	
		7/1/2016	7/1/2017	7/1/2017	7/1/2018	
GASOLINE & OIL		6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Gasoline	0143054 548100	159,495.17	235,000.00	82,449.19	280,000.00	255,000.00
Oil	0143054 548102	11,097.85	17,000.00	5,688.64	21,500.00	21,500.00
TOTAL Gasoline & Oil		170,593.02	252,000.00	88,137.83	301,500.00	276,500.00
Sub-Total DPW Budget for page					303,500.00	278,500.00

Classification						Recommended by Mayor
TRUCKS & EQUIPMENT	Acct #	Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Repairs (cars)	0143252 524601	68,686.79	70,738.00	23,641.46	70,000.00	70,000.00
Engine Repairs	0143252 524602	2,403.60	10,000.00	454.56	10,000.00	10,000.00
Repairs (equipment)	0143252 524900	22,356.82	25,000.00	6,908.58	25,000.00	25,000.00
Tires / Tubes	0143254 548300	21,866.71	30,000.00	14,696.33	30,000.00	30,000.00
Supplies & Parts	0143254 548601	60,527.61	61,499.00	27,467.90	61,000.00	61,000.00
Inspections/ Radios	0143254 548700	6,771.63	7,000.00	5,380.00	7,000.00	7,000.00
Licenses	0143254-548800	11,780.00	12,000.00	12,000.00	12,000.00	12,000.00
Training	0143254-548810	2,993.50	5,000.00	1,295.00	5,000.00	5,000.00
TOTAL TRUCKS & EQUIPMENT		197,386.66	221,237.00	91,843.83	220,000.00	220,000.00

PUBLIC BUILDING MAINT. City Hall, City Yard Senior Center, Plympton, Police, Fire		Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Utilities	0143552 521501	191,895.91	190,000.00	58,098.56	200,000.00	200,000.00
Building Maintenance	0143554 554701	52,677.56	84,390.00	14,911.42	80,000.00	80,000.00
Supplies/ Unforeseen Exp.	0143554 554703	40,169.42	40,070.00	20,225.47	40,000.00	35,000.00
Repairs	0143554 554704	56,000.00	80,000.00	26,878.51	80,000.00	80,000.00
Vapor Recovery System	0143554 554705	20,428.73	35,270.00	3,060.00	25,000.00	25,000.00
TOTAL PUBLIC BUILDING MAINT.		361,171.62	429,730.00	123,173.96	425,000.00	420,000.00
Sub-Total DPW Maint. Budget for page					645,000.00	640,000.00

Classification					Recommended by Mayor
DPW OUTLAYS IMPROVEMENTS	Actual 7/1/2015 6/30/2016	Budgeted w/ Transfers & Appropr 7/1/2016 6/30/2017	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Purchase of Equipment					
Sewer Vactor	0.00	0.00	0.00	0.00	0.00
Trackless Sidewalk Plow w/Blower	0.00	0.00	0.00	0.00	0.00
Snow Fighter	0.00	0.00	0.00	0.00	0.00
Bobcat w/snow Blower	0.00	0.00	0.00	0.00	0.00
Brine System	0.00	0.00	0.00	0.00	0.00
Loader w/blower Mount	0.00	0.00	0.00	0.00	0.00
DPW Roof & Floor	0.00	0.00	0.00	0.00	0.00
2 Message Boards	0.00	0.00	0.00	0.00	0.00
DPW Fire Annuciator	0.00	0.00	0.00	0.00	0.00
Police Station Floor	0.00	0.00	0.00	0.00	0.00
Treatment Plant Roof	0.00	0.00	0.00	0.00	0.00
South End Fire Station Roof				0.00	0.00
East Woburn Fire Bathroom				0.00	0.00
Fire Dept Locker Replacement				0.00	0.00
TOTAL DPW OUTLAY IMPROVEMENTS	0.00	0.00	0.00	0.00	0.00
Total DPW Outlay Improvements Budget			0.00	0.00	0.00

Classification		Recommended by Mayor
Grand Total DPW General Fund Salary	2,696,130.79	2,394,073.60
DPW General Fund Maintenance :		
Administration	12,500.00	10,500.00
Tree & Moth	26,500.00	26,500.00
Highway Maintenance	404,000.00	387,000.00
Snow Removal	279,000.00	279,000.00
Traffic Control	82,900.00	82,900.00
Street Lighting	205,000.00	200,000.00
Community Events	14,000.00	14,000.00
Telephones	2,000.00	2,000.00
Gasoline & Oil	301,500.00	276,500.00
Trucks & Equipment	220,000.00	220,000.00
Public Building Maintenance	425,000.00	420,000.00
TOTAL PUBLIC WORKS MAINTENANCE	1,972,400.00	1,918,400.00
GRANDTOTAL PUBLIC WORKS DEPARTMENT GENERAL FUND	4,668,530.79	4,312,473.60
Total Public Works Budget	4,668,530.79	4,312,473.60

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PUBLIC INFRASTRUCTURE & UTILITIES
ENGINEERING DEPARTMENT

Contact Information	Phone & Email	Location
John E. Corey, Jr., P.E. City Engineer	781-897-5882 jcorey@cityofwoburn.com	Lower Level of City Hall 10 Common Street

MISSION STATEMENT

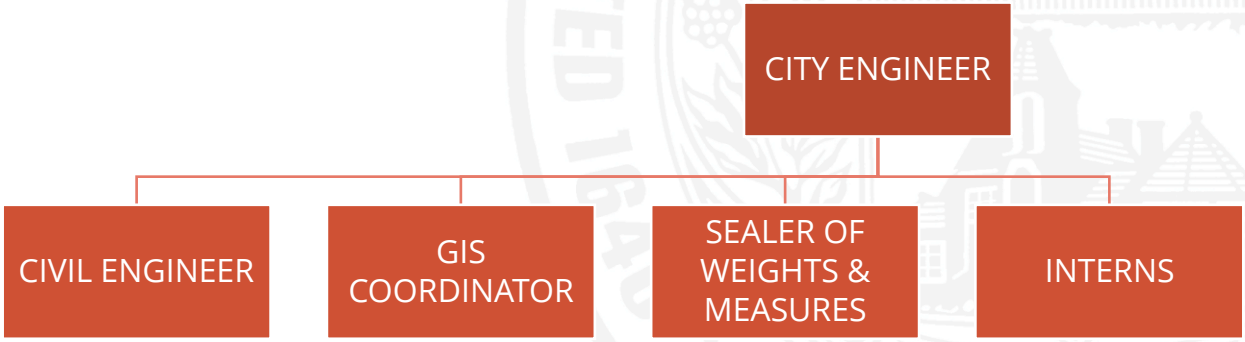
The mission of the Engineering Department is to implement executive decisions and carry out the policies established by the Mayor and the City Council. The department works closely with other municipal departments and agencies as well as the residents and businesses of the community to provide professional engineering services, technical advice, and the dissemination of engineering department records.

DEPARTMENT DESCRIPTION

The Engineering Department provides surveying and design services for municipal projects as well as utility inspections for subdivisions and site developments. It maintains all public records for public utilities, subdivision plans, site and plot plans as well as the city's assessor maps. The department has approximately 58,000 documents scanned and available to the general public by email or hard copy.

The department also maintains the City's graphical information system (GIS) which is available to residents and businesses on the City website.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Prepared designs and contract documents for two municipal parking lots in the downtown to add an additional 170 parking spaces in needed areas.
- Assisted the water department in identifying and implementing "Smart City" water software (Sedaru) that provides work orders for daily tasks, maintenance, emergency response, and asset management for the water system.
- Worked with the DPW to develop sewer and sewer pump station handheld applications for use in the Sedaru platform.
- Assisted the water department in identifying "Smart City" water software (WaterSmart) that provides a portal for residents and businesses to view and analyze their water usage and billing.
- Worked with the Department of Public Works to develop a bid using pavement preservation techniques to augment the buying power of our Chapter 90 funding.
- Continued to develop a high school/college intern program with projects including field work for stormwater testing under the MS-4 program; data collection using hand held tablets to perform a new handicap ramp inventory; mapping of tributary areas for stormwater management and data entry of these areas.
- Assisted the Board of Health to develop a mobile GIS application for tracking fats, grease and oil generated from over 200 restaurants citywide.

FY19 GOALS

Goal #1: Work with the Department of Public Works and the Mayor to develop a five-year capital plan for street paving, which will include identifying 100 streets for paving using the Pavement Management program in PeopleGIS.

Goal #2: Work with the IT department to expand the City's intelligent traffic signals, expanding on the progress made to upgrade traffic signals to perform adaptive control and have added ethernet connections; make these available on the web for use by the public safety departments.

Goal #3: Work with the Board of Health to develop a real-time application on GIS to show the location of trash vehicles on their daily routes.

Goal #4: Identify and develop mobile GIS applications for City departments for database storage of collected data as well as using as a visual database.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
COREY, JOHN E. JR.	1/4/1999	City Engineer	106,360.87	4,800.00	2800 /2000	111,160.87	111,160.87
RHEAUME, GREGG	7/1/2010	Asst City Enginee	74,782.90	3,500.00	2000./1500./ 0%	78,282.90	78,282.90
BARRETT, MATTHEW	1/2/2018	Sr. Eng. Aide	78,665.96	2,000.00	0% / 2000	80,665.96	80,665.96
TBD		Sr. Engineer	74,782.90			74,782.90	0.00
TBD		Jr. Eng. Aide	34,667.67			34,667.67	0.00
TBD		Head Clerk	43,596.67			43,596.67	0.00
PT Eng Intern - 2			10,000.00			20,000.00	20,000.00
	0141051	511000					
OVERTIME	0141051	513100	2,750.00			2,750.00	2,750.00
Annual sick days buy back	0141051	515400					
COREY, JOHN	(15 DAYS @ 423.88)					6,358.17	6,358.17
TOTAL SALARIES						452,265.14	299,217.90

Engineering Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Office Supplies	0141054	542000	2,239.85	2,649.00	725.87	2,500.00	2,500.00
Equipment Maint.	0141054	543000	2,906.17	3,000.00	1,403.76	3,000.00	3,000.00
GIS Equip. / Maint.	0141054	544700	6,300.69	5,762.00	70.00	5,500.00	5,500.00
Dues & Meetings	0141057	571000	1,500.00	1,500.00	295.00	1,500.00	1,500.00
SEIU Education	0141057	571002	412.00	1,500.00	0.00	1,500.00	1,500.00
People GIS MS-4 Maintenar	0141058	?	0.00	0.00	0.00	4,000.00	0.00
GIS Needs Implementation	0141058	586620	4,561.80	6,751.00	552.87	5,000.00	5,000.00
Outside Survey Consultants	0141058	586622	0.00	8,200.00	0.00	3,500.00	3,500.00
TOTAL MAINTENANCE			17,920.51	29,362.00	3,047.50	26,500.00	22,500.00

Engineering Outlays			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Tier 2 Classification	0141058	586630	2,400.00	2,400.00	0.00	2,400.00	2,400.00
AutoCAD Software Licenses	0141058	?	0.00	0.00	0.00	4,000.00	4,000.00
MyRWA MS-4 Program	0141058	?	0.00	0.00	0.00	3,500.00	3,500.00
TOTAL OUTLAYS			13,025.00	14,900.00	0.00	9,900.00	9,900.00
Grand Total Engineering Budget						488,665.14	331,617.90

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
TBD	7/1/2010	Sealer	16,408.11			16,408.11	16,408.11
	0125451	511000					
TOTAL SALARIES						16,408.11	16,408.11
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Sealer of Weights Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
OFFICE SUPPLIES	0125454	542000	0.00	400.00	240.64	400.00	400.00
Travel	0125457	571000	0.00	100.00	0.00	100.00	100.00
TOTAL MAINTENANCE			0.00	500.00	240.64	500.00	500.00
Total Sealer of Weights Budget						16,908.11	16,908.11

PUBLIC INFRASTRUCTURE & UTILITIES
PARKS DEPARTMENT

Contact Information	Phone & Email	Location
James Delong Parks Superintendent	781-937-8295 jdelong@cityofwoburn.com	Lower Level of City Hall 10 Common Street

MISSION STATEMENT

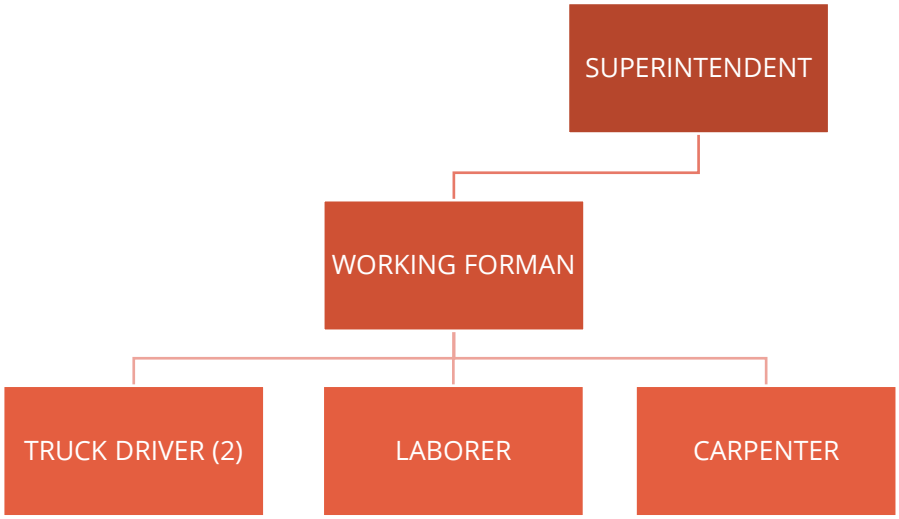
The mission of the Parks Department is to ensure that City parks are safe, clean, and attractive for residents and visitors.

DEPARTMENT DESCRIPTION

The Parks Department maintains 14 parks and other open spaces, totaling over 135 acres.

Responsibilities include mowing, planting flowers, general landscaping, trash removal, fence maintenance and repairs, and basic repairs to equipment and facilities. The Parks Department is responsible for the lining and grooming of ball fields for the various youth and adult leagues in the City of Woburn as well as the School Department Athletic Games. The Parks Department is also involved in Community Events that are on Park lands.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Serviced over 22 Community Events such as Baseball Tournaments, Soccer Tournaments, Mayor's Field Day, Movie Nights.
- Helped coordinate and build the Gonsalves Field Parking Lot
- Built and maintained 4 outdoor Hockey Rinks for the 1st annual Outdoor Pond Hockey Tournament
- Received an Award for excellence in Field Maintenance by the New England Turf Managers Association

FY19 GOALS

Goal #1: Upgrade the Electrical System at Library Field

Goal #2: Rebuild the entrance to Leland Park with new shrubs and plantings and install a new sign at Leland Park

Goal #3: Rebuild Gillis Baseball Field by edging the infield out and installing new infield materials

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
DELONG, JAMES H.	6/12/1972	Supt	103,909.03	15,610.97	12360.97 / 3250 / 12%	119,520.00	119,520.00
MIELE, STEPHEN JR.	5/15/1990	Working Forema	57,556.66	3,495.14		61,051.80	61,051.80
SCALESSE, ERIC	7/1/1997	Truck Driver	52,059.42	2,800.00	2,800.00	54,859.42	54,859.42
DELONG, JAMES	4/7/2014	Laborer	47,136.31	0.00	0%	47,136.31	47,136.31
KIERNAN, DANIEL	4/1/2015	Carpenter	47,136.31	0.00	0%	47,136.31	47,136.31
TBD		Laborer	47,136.31	0.00	0%	47,136.31	0.00
SCALESSE, STEVEN J. ***	5/21/2001	Truck Driver	49,918.62	2,150.00	2,150.00	52,068.62	52,068.62
	0163051	511000					
	Account #						
PARKS PART TIME ***	0163051	511400				65,000.00	65,000.00
PARKS OT SALARY	0163051	513100				18,000.00	18,000.00
Annual sick leave buy back	0163051	515400					
SCALESSE, STEPHEN	(15 days @ $200.26)					3,003.96	3,003.96
MIELE, STEPHEN JR.	(15 days @ $234.81)					3,522.21	3,522.21
SCALESSE, ERIC	(15 days @ $211.00)					3,164.97	3,164.97
DELONG, JAMES	(15 days @ 458.85)					6,882.72	6,882.72
TOTAL SALARIES						528,482.63	481,346.32
***NOTE : Paid for by Woburn School Dep		87,269.41					
	1 Laborer					(52,068.62)	(52,068.62)
	School Seasonal Help					(35,200.79)	(35,200.79)
Grand Total Parks Salary Budget						441,213.22	394,076.91

Classification							Recommended by Mayor
Parks Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Supplies	0163054	540000	9,865.77	10,000.00	5,723.65	10,000.00	10,000.00
Clothing	0163054	558403	699.99	750.00	0.00	750.00	750.00
Shrubbery/ Fence Repair	0163057	579901	7,537.45	9,500.00	6,959.23	9,500.00	9,500.00
Irrigation	0163057	579902	4,134.92	4,200.00	2,019.35	4,200.00	4,200.00
Loam & Sand	0163057	579903	5,048.40	4,800.00	2,128.32	4,800.00	4,800.00
Flowers	0163057	579904	2,227.21	2,400.00	997.50	2,400.00	2,400.00
Community Events	0163057	579905	4,225.88	5,200.00	2,464.80	5,000.00	5,000.00
Landscaping	0163058	584003	52,324.24	53,000.00	26,635.22	53,000.00	53,000.00
Equipment Repair	0163058	585000	34,307.87	32,600.00	25,324.40	38,000.00	33,000.00
TOTAL MAINTENANCE			120,371.73	122,450.00	72,252.47	127,650.00	122,650.00

Parks Outlays			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Park Reconstruction	0163058	584006	0.00	0.00	0.00	0.00	0.00
Lease Equipment	0163058	586050	0.00	0.00	0.00	0.00	0.00
Equipment Outlays	0163058	586060	0.00	0.00	0.00	0.00	0.00
Total Outlays			0.00	0.00	0.00	0.00	0.00

Total Salaries PARKS	528,482.63	481,346.32
Less: Paid by School Department	-87,269.41	-87,269.41
Grand Total Salary	441,213.22	394,076.91
Total Maintenance	127,650.00	122,650.00
Total Outlays	0.00	0.00
Total Budget	568,863.22	516,726.91

Grand Total Parks Budget	568,863.22	516,726.91

PUBLIC INFRASTRUCTURE & UTILITIES
WATER DEPARTMENT

Contact Information	Phone & Email	Location
Anthony Blazejowski, Jr Water Superintendent	781-897-5825 ablazejowski@cityofwoburn.com	Horn Pond Water Treatment Plant 5 Cove Street

MISSION STATEMENT

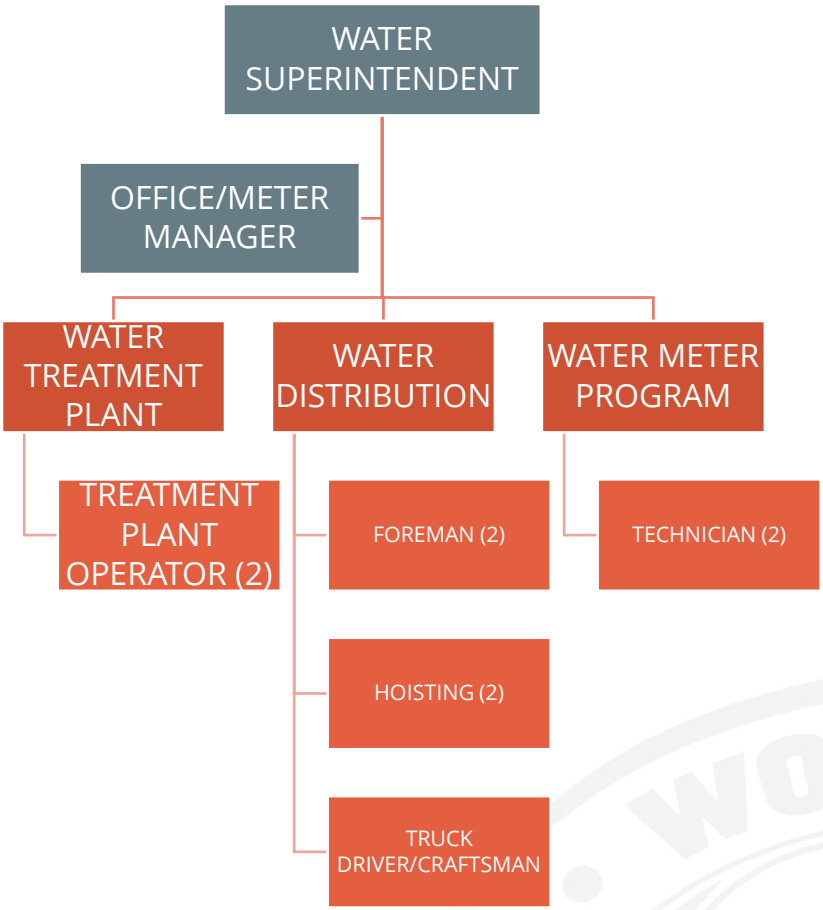
The mission of the Water Department is to provide clean and safe water to Woburn's residents.

DEPARTMENT DESCRIPTION

The Water Department was created in 1872 and now maintains and upgrades approximately 185 miles of water mains in the distribution system. Maintenance includes repairing water main breaks, replacing broken hydrants and gate valves, leak detection, managing the cross-connection program, and yearly flushing. Upgrades include cleaning and re-lining, iron pipe services, adding gates and hydrants, and installing new water mains.

The Water Treatment Plant produces 4.07 million gallons a day from five (5) wells within an underground aquifer in the Horn Pond area. The water is then filtered and treated at the Horn Pond Water Treatment Plant. The City's water supply is also supplemented by the Massachusetts Water Resource Authority (MWRA). Both water sources meet strict rules and guidelines established by the Massachusetts Department of Environmental Protection (DEP) and the federal Environmental Protection Agency (EPA). All water sampling is done in accordance with DEP rules and regulations.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Received a grant to conduct an energy audit to identify ways to reduce energy costs.
- Upgraded water services, hydrants, and valves for street paving projects.
- Improved water conservation awareness through school tours and student education.

FY19 GOALS

Goal #1: Implement a comprehensive water conservation program.

Goal #2: Create and initiate a new rate structure for water billing.

Goal #3: Implement identified energy efficiencies to further reduce costs.

Goal #4: Increase water conservation through launch of new water meter program.

Classification						Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Total Salary	
PUMPING STATION OPERATIONS						
Anthony Blazejowski	10/10/2000	WTP Manager	94,226.51	2,150.00	96,376.51	96,376.51
Scott Johnson	12/13/2002	Water Systems	56,875.48	2,150.00	59,025.48	59,025.48
James Lussiano	7/1/1987	Hoisting Equipment	56,875.48	4,467.89	61,343.37	61,343.37
Lori Scalesse	1/20/1998	Admin Asst	54,675.52	2,800.00	57,475.52	57,475.52
TBD		Hoisting Equipment	56,874.55	0.00	56,874.55	56,874.55
TOTAL PUMPING STATION			319,527.54	11,567.89	331,095.43	331,095.43
WATER SERVICE & MAINTENANCE DIVISION						
Walter Carter	4/28/1986	WF,WSMC	57,556.66	4,533.39	62,090.05	62,090.05
Robert Stanton	2/7/1996	WF, WSMC	57,556.66	2,800.00	60,356.66	60,356.66
Robert Fucurile	10/6/2003	WSMC	52,059.42	2,150.00	54,209.42	54,209.42
Daniel Waisnor	9/8/2003	Water Meter Installer & Repairma	52,059.42	2,150.00	54,209.42	54,209.42
Robert Wall	5/14/2001	WF,HMEO	57,556.66	2,150.00	59,706.66	59,706.66
Kevin McInnis		Water Meter Technician	56,875.48	0.00	56,875.48	56,875.48
TBA		Water/Sewer Buiness Manager	67,087.04	0.00	67,087.04	67,087.04
TOTAL SERVICE & MAINT.			400,751.34	13,783.39	414,534.73	414,534.73
Total Woburn Public Works Budget Salary page #2					745,630.16	745,630.16

Classification						Recommended by Mayor
			Budgeted w/ Transfers &			
		Actual	Appropr	Actual	Requested	
		7/1/2016	7/1/2017	7/1/2017	7/1/2018	
WATER MAINTENANCE	Acct #	6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Rental of Equipment & Repairs	64252 527403	4,835.54	9,900.00	0.00	7,000.00	7,000.00
Billing Supplies/ Postage	64252-534402	16,000.00	16,000.00	8,099.65	16,000.00	16,000.00
Pipes, Fittings,Supplies, Hydrants, Gates	64254-543301	115,564.16	115,000.00	77,544.60	115,000.00	115,000.00
Cross Connection Program	64258-584009	57,717.00	65,000.00	37,158.00	65,000.00	65,000.00
Mass Water Tax	64258-584011	-438.84	20,000.00	0.00	20,000.00	20,000.00
Police Details	64251-513500	20,000.00	20,000.00	2,583.00	20,000.00	20,000.00
Preventive Maintenance	64258-584018	128,604.63	135,000.00	35,036.01	135,000.00	135,000.00
TOTAL WATER MAINT.		337,446.95	371,000.00	160,421.26	378,000.00	378,000.00
			Budgeted w/ Transfers &			
		Actual	Appropr	Actual	Requested	
		7/1/2016	7/1/2017	7/1/2017	7/1/2018	
WATER PUMPING STATION		6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Electricity	64252 521100	380,000.00	380,000.00	129,697.46	380,000.00	380,000.00
Heating Oil / Gas	64252 521300	25,000.00	25,000.00	7,236.69	25,000.00	25,000.00
Chemicals	64252 524401	138,978.83	151,189.00	42,470.14	140,000.00	140,000.00
Federal Testing	64252 524402	56,937.08	98,536.00	38,561.98	70,000.00	70,000.00
Treatment Plant Sewer Discharge Testing	64252 524403	26,807.10	20,000.00	5,708.91	20,000.00	20,000.00
Telephone/ Alarms	64252 534100	3,000.00	3,000.00	2,330.66	3,000.00	3,000.00
Repairs-pumps/wells	64254 543010	10,719.71	11,600.00	0.00	11,600.00	11,600.00
Dues / Supplies / Equipment	64257 573005	10,500.00	10,500.00	10,170.59	10,500.00	10,500.00
Instrument Calibration	64252 524404	12,820.65	15,000.00	0.00	15,000.00	15,000.00
Treatment Plant Maint & Remote maint	64252 524405	65,445.69	70,000.00	29,965.15	70,000.00	70,000.00
Water Storage Tank Inspections & Maint	64252 524406	4,400.00	6,000.00	0.00	6,000.00	6,000.00
Well Redefelopment -Yearly	64252 524407	69,985.00	80,000.00	0.00	40,000.00	40,000.00
Water Meter Wieless program - commercial	64252 524408	9,414.57	34,219.00	10,669.85	17,000.00	17,000.00
TOTAL WATER PUMPING STATION		924,008.63	1,015,044.00	386,811.43	808,100.00	808,100.00
Total Water Maint. Budget					1,186,100.00	1,186,100.00

PUBLIC INFRASTRUCTURE & UTILITIES
SEWER DEPARTMENT

Contact Information	Phone & Email	Location
John Duran Superintendent	jduran@cityofwoburn.com	DPW Garage 50 N. Warren Street

MISSION STATEMENT

The mission of the Sewer Department is to properly and safely install, maintain and repair the sanitary common sewer and storm drain systems.

DEPARTMENT DESCRIPTION

The City has approximately 130 miles of common sewer main excluding building service connections. The Sewer Department is responsible for the installation, maintenance and repair of the sanitary common sewer and storm drain systems. The department has undertaken the daunting task of removing extraneous I/I (inflow and infiltration) from the sewer system.

Classification						Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Total Salary	
OPERATIONS - SEWER SYSTEM						
Paul Scanlon	12/16/1975	Sew Sys Foreman	62,089.04	6,575.39	68,664.43	68,664.43
Edward Quinn	9/3/2002	Hoist Equp Operator	56,875.48	2,150.00	59,025.48	59,025.48
Peter Murphy	7/24/2000	Hoist Equip.Oper.	56,875.48	2,150.00	53,414.73	53,414.73
Edward Stiffler	2/15/2011	Truck Driver/Craftsman	52,059.42	850.00	52,909.42	52,909.42
SUB-TOTAL OPERATIONS - SEWER SYSTEM			227,899.42	11,725.39	234,014.06	234,014.06
Sick Leave Buy Back					0.00	0.00
Total Woburn Public Works Budget Salary page #5					234,014.06	234,014.06

Classification						Recommended by Mayor
SEWER MAINTENANCE		Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Rental of Equipment	64152 527403	2,480.00	5,000.00	630.00	5,000.00	5,000.00
Supplies, parts, Fittings	64154 540000	9,313.16	11,000.00	6,850.64	11,000.00	11,000.00
Site Pac	64154 543000	3,500.00	3,500.00	3,344.39	3,500.00	3,500.00
Manholes/ Covers	64154 554000	12,500.00	12,500.00	8,816.46	12,500.00	12,500.00
Sewer Grid Disposal and Te	64154 554001	16,712.54	90,000.00	7,045.82	40,000.00	20,000.00
TOTAL SEWER MAINT.		44,505.70	122,000.00	26,687.31	72,000.00	52,000.00
SEWER PUMPING STATION		Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Electricity	64152 521100	28,674.16	30,000.00	7,007.15	30,000.00	30,000.00
Maint. of Pumps	64152 524201	16,759.67	30,000.00	6,816.17	25,000.00	25,000.00
Telephones/Alarms	64152 534100	2,070.62	2,500.00	676.56	2,500.00	2,500.00
Supplies	64154 540003	4,508.04	5,000.00	129.47	5,000.00	5,000.00
Instrumentation Calibration	64154 543015	0.00	6,500.00	0.00	6,500.00	6,500.00
TOTAL SEWER PUMP STATION		52,012.49	74,000.00	14,629.35	69,000.00	69,000.00
Total Sewer Maint. Budget					141,000.00	121,000.00

COUNCIL ON AGING

Contact Information	Phone & Email	Location
Joanne Collins Director	781-897-5961 jcollins@cityofwoburn.com	Veteran's Memorial Senior Center 144 School Street

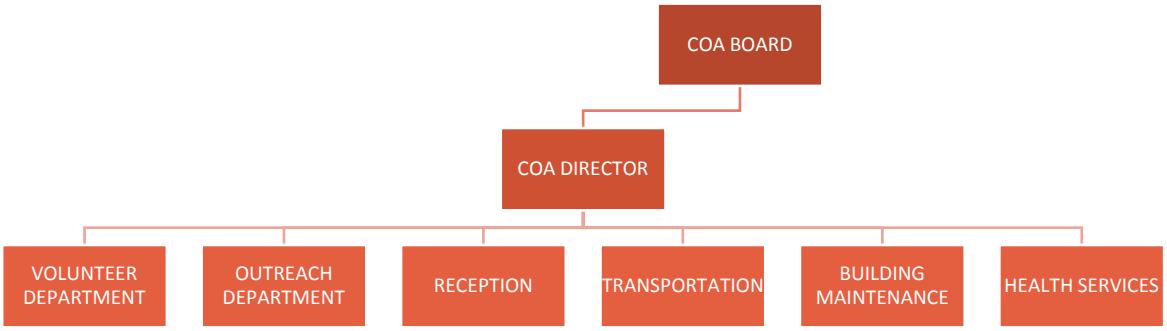
MISSION STATEMENT

The Mission of the Woburn Council on Aging is to ensure the highest possible quality of management and leadership with regard to our community's use of its human, physical, and fiscal resources for the elderly in cooperation with the programs of the MA Department of Elder Affairs.

DEPARTMENT DESCRIPTION

The Council on Aging's major responsibilities include setting local policy for the administration of elder programs and services; developing, coordinating and/or conducting such activities; serving as an advocate for elders; and educating the community-at-large about the needs and resources affecting the lives of elders. The goal of the programs and services offered at the Woburn Senior Center is to ensure long-term independence for our community's seniors. The Council on Aging provides information and referral, outreach, transportation, health screening, fitness/exercise programs, nutrition, education, assistance with medical insurance questions, peer support, recreation, volunteer development, and intergenerational programming.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Formed the Safe Home Initiative with the Woburn Council On Aging; the Woburn Fire Department; Winchester Hospital, a Member of Lahey Health; HealthSouth New England Rehabilitation Hospital; Woburn Rotary Club; Woburn Public Media Center and Friends Helping Seniors, Inc.
- Awarded the Community Health Mini Grant by Winchester Hospital.
- Hosted an annual Fall Festival, an Open House and Resource Fair for seniors and their families with approximately 400 attendees/vendors/sponsors and featuring 80+ resource representatives to provide information regarding the many services available to help our seniors remain independent and safe in their homes.
- Launched an electronic information service with two new "information systems"; one located in the Reception Lobby and the other in the Senior Center's Main Hall.

FY19 GOALS

Goal #1: Focus the Safe Home Initiative on home safety, including fire safety and fall prevention, using senior-initiated home safety tips.

Goal #2: Host a day-long event focusing on senior safety and fall prevention.

Goal #3: Offer a "Buried in Treasures" program; a 20-week facilitated support group with the main goal of eliminating clutter through non-acquiring, sorting, and discarding.

Goal #4: Expand the electronic information services to include daily schedules, weekly program offerings and photo displays using technology in common areas to draw attention to the numerous programs and services offered at the Woburn Senior Center.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
Collins, Joanne	1/3/2000	Director	81,486.05	$5,150.00	2150./3000	86,636.05	86,636.05
Parker, Joyce	8/29/2016	Receptionist	17,828.56			17,828.56	17,828.56
Tanner, Judy	11/8/2000	Program / Volunteer Coordinator	43,067.86	$5,150.00	2150 / 3000	48,217.86	48,217.86
	0154151	511000					
TBD	6/10/2013	Transportation Coordinator	29,318.21	$0.00	$0.00	29,318.21	29,318.21
J. Foley, Desmond, Grant & Comeiro		Part Time Van Drivers				54,000.00	54,000.00
	0154151	513100					
	DAYS	RATE					
Collins, Joanne	(15 days @ 332.30)					4,984.53	4,984.53
TOTAL SALARIES						240,985.21	240,985.21

Council on Aging Maintenance		Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Postage	0154152-534402	300.00	300.00	65.74	300.00	300.00
Transportation for COA Trips	0154157-571000	4,950.00	4,950.00	458.00	4,950.00	4,950.00
Dues/ education/MCOA	0154157-573000	1,500.00	1,500.00	504.99	1,500.00	1,500.00
Travel	0154157-573015	340.00	340.00	0.00	340.00	340.00
Activities/Programs/Sr. Olympics	0154157-578904	2,000.00	2,000.00	0.00	2,000.00	2,000.00
Volunteer Recognition	0154157-578907	1,000.00	1,000.00	0.00	1,000.00	1,000.00
Mics Expenses	0154157-578908	380.00	380.00	0.00	380.00	380.00
Prizes for COA Trips/Dinners/Entertainment	0154157-579600	4,950.00	4,950.00	3,799.84	4,950.00	4,950.00
Discount Taxi Program	0154157-579915	52,409.00	52,000.00	22,496.00	52,000.00	52,000.00
Senior Tax Work Off Program	0154157-579920	0.00	1.00	18,365.00	1.00	1.00
TOTAL MAINTENANCE		67,829.00	67,421.00	45,689.57	67,421.00	67,421.00
Grand Total Council on Aging Budget					308,406.21	308,406.21

COMMUNITY SERVICES
HISTORICAL COMMISSION

Contact Information	Phone & Email	Location
Carol Seitz Chairperson	781-935-6438 cbseitz@comcast.net	Lower Level of City Hall 10 Common Street

MISSION STATEMENT

The mission of the Woburn Historical Commission is to preserve, protect, and develop the historical and archaeological assets of the city.

DEPARTMENT DESCRIPTION

The Historical Commission's responsibilities include research on places of historic or archaeological value, educational outreach to the community, building the base of historic knowledge, and establishing long-lasting protection of these resources for future generations.

ORGANIZATIONAL CHART

HISTORICAL COMMISSION (7)

FY17 & FY18 ACCOMPLISHMENTS

- Researched and determined whether to impose a demolition delay for ten properties.
- Held hearings on four properties; performed site visits and after discussion, determined the imposition of a demolition delay.
- Hired a consultant to continue work on Woburn's Inventory of Historic Properties.
- Participated in the 375th Anniversary celebration, specifically the Battle Road re-dedication, and submitted photos and information for the 375th celebration booklet.
- Sent letters to homeowners who are eligible for a Commission Plaque for their historic home.
- Submitted articles related to historic events in Woburn to the Daily Times.

FY19 GOALS

Goal #1: Find new ways to encourage local home owners to purchase and display a plaque, indicating their home's age and first owner.

Goal #2: Continue to discuss and decide on demolition delay applications in a timely and thorough manner.

Goal #3: Work to incorporate information from the Commission's website into the City's website.

Goal #4: Continue to make progress on the Inventory of Historic Homes in Woburn.

Classification							Recommended by Mayor
			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Historical Comm. Maint.							
Expenses	0165054	558800	189.00	750.00	669.00	500.00	500.00
TOTAL MAINTENANCE			189.00	750.00	669.00	500.00	500.00
Grand Total Historical Budget						500.00	500.00

COMMUNITY SERVICES
LIBRARY

Contact Information	Phone & Email	Location
Andrea Bunker Director	781-933-0148 abunker@minlib.net	Temporary Location at 36 Cummings Park

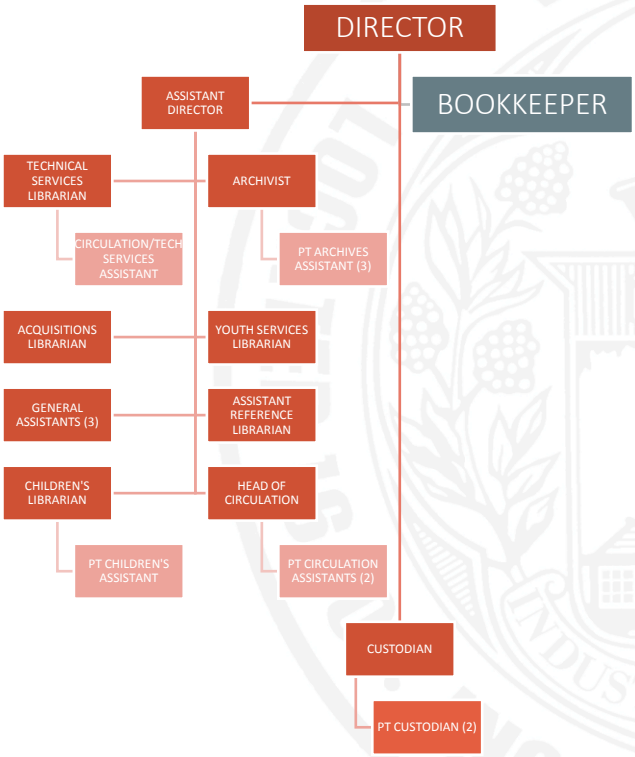
MISSION STATEMENT

The Woburn Public Library serves as the hub of the community, connecting residents to resources, services, and experiences that educate, enrich, and entertain.

DEPARTMENT DESCRIPTION

The Woburn Public Library advances the needs of the community in the areas of literacy, workforce development, civic engagement, and culture.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Partnered with the Senior Center to offer intergenerational programs in the areas of technology, crafts, and literacy.
- Partnered with the Woburn Public Schools and the Boys & Girls Club to offer code clubs through Prenda.com to the City's elementary-aged children.
- Partnered with English-at-Large to offer conversation groups, and worked with the Immigrant Learning Center to develop a long-range partnership for students learning English and taking courses to become citizens.
- Completed our three-year strategic planning process with implementation plan for five goals.
- Began pop-up libraries throughout the City at different events, while fully serving patrons at the main library location.
- Worked with the building project team on the construction project, furniture design, and shelving options.
- Began RFID electronic tagging project in regard to integration with the Minuteman Library Network.
- Implemented a Library Ambassadors program to reach communities within our City.
- Worked with the Library Foundation on grant writing and securing funding through grant opportunities.

FY19 GOALS

Goal #1: Successfully reopen and celebrate the new library.

Goal #2: Develop robust youth services and resources in the new library.

Goal #3: Advance the library's role as a community and cultural center.

Goal #4: Raise awareness and use of the library and its resources.

Goal #5: Ensure the sustainability of the library through a public/private partnership.

Classification						Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Total Salary	
Bunker, Andrea	8/5/2013	Director	100,971.91	3000ED / 850 LONG	104,821.00	104,821.00
Meehan, Rebecca	7/14/2016	Ass't Direct.	75,898.85	2000ED/ 0	77,898.85	77,898.85
Dorothy Karlin	10/10/2017	Children's	68,471.37	0.00	68,471.37	68,471.37
Thompson, Beverly A.	11/21/1994	Cataloguer	68,471.37	2,800.00	71,271.37	71,271.37
TBD		IT Librarian	68,471.37	0.00	68,471.37	0.00
Stitson, Jessica	1/4/1999	Acquistions	60,866.29	2,800.00	63,666.29	63,666.29
Bouley, Gregg	5/7/2012	Ass't Reference	60,866.29	850.00	61,716.29	61,716.29
Doyle, Thomas	10/11/2005	Archivist	68,471.37	1,500.00	69,971.37	69,971.37
TBD		Children's Librarian	60,866.29	0.00	60,866.29	0.00
TBD		Teen Librarian	60,866.29	0.00	60,866.29	30,433.15
Atkins, Ann	1/9/2006	Gen. Ass't	45,203.70	1,500.00	46,703.70	46,703.70
Daley, Patricia	5/28/1989	Gen. Ass't	45,203.70	3,450.00	48,653.70	48,653.70
Bouthillette, Suzanne	10/23/2014	Gen. Ass't	45,203.70	0.00	45,203.70	45,203.70
Wing, Mary	5/28/2007	Gen. Ass't	45,203.70	1,500.00	46,703.70	46,703.70
Breeden, Tracy	11/9/2009	Gen. Ass't	45,203.70	850.00	46,053.70	46,053.70
TBD		Gen. Ass't	45,203.70	0.00	45,203.70	0.00
TBD		Facilities Manager	70,000.00	0.00	70,000.00	0.00
Rankin,Lloyd Lee	1/12/1998	Custodian	53,915.48	2,800.00	56,715.48	56,715.48
Part Time			Rate	Hours		
Harrington-Mahon, Katherin	12/19/2013	Bookkeeper P/T	23.12	780.00	18,033.60	18,033.60
Massaro, Victoria	11/16/1998	Part-time Gen Asst	22.67	936.00	21,219.12	21,219.12
Creamer, Denise	11/10/2003	Part-time Gen Asst	22.33	1,560.00	34,834.80	34,834.80
Kitowicz-Anderson, Christine	7/29/2013	Part-time Gen Asst	21.67	936.00	20,283.12	20,283.12
Nelson, Stephanie	6/9/2014	Part-time Gen Asst	21.67	936.00	20,283.12	20,283.12
TBD		Part-time Gen Asst	21.23	936.00	19,871.28	9,935.64
Holland, SueEllen	7/1/1999	PT in Archives	22.33	156.00	3,483.48	3,483.48
LaCarbonara, Martin	9/19/2008	Pt Custodian	18.33	416.00	7,625.28	7,625.28
McBride, Kevin	9/19/2008	Pt Custodian	18.33	832.00	15,250.56	15,250.56
Vacancies						
TBD		Reference	55,558.36	0.00	55,558.36	0.00
TBD		Ass't Catalog	49,110.02	0.00	49,110.02	0.00
TBD		Gen. Ass't	42,630.19	0.00	45,203.70	0.00
TBD		Page	11.26	520.00	5,855.20	0.00
TBD		Page	11.26	520.00	5,855.20	0.00
	0161051	511000				
Custodial OT	0161051	513100			40,000.00	20,000.00
Sick Leave Buy Back	0161051	515400				
Doyle, Tom	(13.5 days @ 268.38)				3,623.18	3,623.18
Wing, Mary	(11 days @ 179.14)				1,970.52	1,970.52
Bouley, Greg	(9.5 days @ $236.72)				2,248.84	2,248.84
Daley, Patricia	(8 days @ $186.62)				1,492.93	1,492.93
Stitson, Jessica	(7 days@ $241.71)				1,691.96	1,691.96
Thompson, Beverly	(4.5 days @273.37)				1,230.17	1,230.17
TOTAL SALARIES					1,487,982.61	1,021,489.99
Grand Total Woburn Public Library Budget Salary					1,487,982.61	1,021,489.99

Classification							Recommended by Mayor
Woburn Public Library Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Lights	0161052	521101	19,828.98	20,000.00	7,177.38	33,500.00	33,500.00
Heat	0161052	521102	9,601.46	14,000.00	0.00	28,000.00	28,000.00
Vision Exp Reimbursement	0161052	530210	600.00	2,500.00	1,138.24	2,500.00	2,500.00
Binding/Microfilm	0161052	531400	440.00	1,000.00	0.00	1,000.00	1,000.00
Telephone	0161052	534100	2,735.64	5,000.00	1,592.21	5,000.00	5,000.00
Library Network Assessmer	0161052	535800	17,128.00	17,439.00	17,438.50	17,961.00	17,961.00
Office Supplies	0161054	542000	6,599.80	6,000.00	1,661.81	8,000.00	8,000.00
Janitor Supplies	0161054	545500	2,890.58	3,000.00	1,101.98	6,000.00	6,000.00
Clothing Allowance	0161054	558404	0.00	350.00	350.00	350.00	350.00
Books- Adult	0161054	558701	87,362.92	65,000.00	24,689.91	50,000.00	50,000.00
Books- Juvenile	0161054	558702	42,360.13	35,162.00	12,410.66	30,000.00	30,000.00
Periodicals	0161054	558703	10,134.20	10,000.00	10,000.00	12,000.00	12,000.00
Records (AV)	0161054	558704	27,204.13	24,000.00	5,797.85	24,000.00	24,000.00
Programs	0161054	558705	2,082.95	4,000.00	1,207.74	4,000.00	4,000.00
Workshops	0161054	558706	982.08	1,000.00	335.00	2,000.00	2,000.00
Equipment	0161058	585000	16,390.78	25,069.00	1,813.63	55,000.00	35,000.00
Digital Resources	0161058	585010	0.00	0.00	0.00	60,000.00	50,000.00
TOTAL MAINTENANCE			246,341.65	233,520.00	86,714.91	339,311.00	309,311.00
Woburn Public Library Outlays			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
	0161058	589000					
Building Addition & Renovations(planning & d			0.00	0.00	0.00	0.00	0.00
Security System			0.00	0.00	0.00	0.00	0.00
TOTAL OUTLAYS			0.00	0.00	0.00	0.00	0.00
			Total Salaries			1,487,982.61	1,021,489.99
			Total Maintenance			339,311.00	309,311.00
			Total Outlays			0.00	0.00
			Total Budget			1,827,293.61	1,330,800.99
Grand Total Library Budget						1,827,293.61	1,330,800.99

COMMUNITY SERVICES
RECREATION

Contact Information	Phone & Email	Location
Rory Lindstrom Recreation Director	781-897-5806 rlindstrom@cityofwoburn.com	1st Floor of City Hall 10 Common Street

MISSION STATEMENT

The mission of the Woburn Recreation Department is to promote the health and welfare of the citizens of Woburn by providing safe, affordable, and enjoyable recreation programs.

DEPARTMENT DESCRIPTION

The Recreation Department's primary responsibilities are to plan, coordinate, and supervise year-round recreation programs for children and adults. The Recreation Department is also responsible for permitting the fields and facilities controlled by the Recreation Commission. The department works directly with the Parks Department for any capital improvement needs to the fields and facilities.

ORGANIZATIONAL CHART

FY17 & FY18 ACCOMPLISHMENTS

- Implemented a 1st and 2nd grade co-ed basketball league to give children the opportunity to experience the sport at a younger age.
- Increased the adult education program offerings by 40% from FY16.
- Grew the youth basketball program registrations by 20%.
- Increased pool pass sales by 30% while also implementing a new card system to effectively account for pool users.
- Organized and ran an adult backyard hockey tournament at Leland Park.
- Received a design grant from the Stanton Foundation for the design of a dog park at Ferullo Field.
- Worked with CBA Landscape and held open meetings with the public to create a final design scheme for the Clapp School field.

FY19 GOALS

Goal #1: Increase participation in programs and recreation opportunities.

Goal #2: Develop marketing practices to effectively promote and publicize area recreational programs and events.

Goal #3: Construct pickle-ball courts in Woburn and implement a program for adults.

Goal #4: Increase the amount and variety of summer programs offered in order to increase attendance among the teen age group.

Goal #5: Identify areas in the youth basketball program that need improvement and implement those changes.

Goal #6: With additional staff, organize and run programs for children and adults with disabilities.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity & Ed	Total Salary	
LINDSTROM, RORY	7/1/2006	Director	77,661.26	3,500.00	1500 / 2000ED	81,161.26	81,161.26
	0162051	511000					
PART TIME CLERK		Clerk	8,178.92			8,178.92	0.00
	0162051	511400					
BRIAN NAGLE	11/13/2012	Wellness Coordinator	48,660.33	2,850.00	850/2000ED	51,510.33	51,510.33
	0162051	511400					
Sick Leave Buy Back	0161051	515400					
Lindstrom, Rory	(15 days @ 311.30)					4,669.56	4,669.56
Nagel, Brian	(15 days @ 197.57)					2,963.61	2,963.61
TOTAL SALARIES						148,483.68	140,304.76
PROGRAMS			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Summer Clinic Instructors	0162051	512011	21,340.00	21,340.00	21,340.00	21,340.00	21,340.00
Summer Assistant	0162051	512012	2,700.00	2,700.00	3,610.50	2,700.00	2,700.00
Pool Leaders	0162051	512013	9,200.00	9,200.00	8,070.50	9,200.00	9,200.00
Pool Supervisors	0162051	512014	3,219.00	3,220.00	2,938.13	3,220.00	3,220.00
WiffleBall/FieldTrip Leaders	0162051	512015	0.00	0.00	0.00	0.00	0.00
Arts & Crafts	0162051	512016	0.00	0.00	0.00	0.00	0.00
Lifeguards	0162051	512017	24,184.38	24,200.00	23,856.00	24,200.00	24,200.00
Sports Camp Supervisor	0162051	512018	2,300.00	2,300.00	1,539.50	2,300.00	2,300.00
Spring Clean Up	0162051	512019	0.00	1,560.00	1,559.75	1,560.00	1,560.00
Boys Basketball	0162051	512020	1,796.00	1,800.00	120.00	1,800.00	1,800.00
Open Gym	0162051	512021	0.00	0.00	0.00	0.00	0.00
Special Needs Winter Prog	0162051	512022	0.00	0.00	0.00	0.00	0.00
Sports Clinic	0162051	512023	0.00	0.00	0.00	0.00	0.00
Girls Basketball	0162051	512024	0.00	0.00	0.00	0.00	0.00
Custodians	0162051	512025	22,994.23	23,000.00	0.00	33,000.00	23,000.00
Gymnastics	0162051	512026	0.00	0.00	0.00	0.00	0.00
Figure Skating	0162051	512027	0.00	0.00	0.00	0.00	0.00
Saturday Gym Program	0162051	512028	0.00	0.00	0.00	0.00	0.00
Baton Program	0162051	512029	0.00	0.00	0.00	0.00	0.00
Rec. Basketball Officials	0162051	512030	0.00	0.00	0.00	0.00	0.00
Rec. Spring Clean Up	0162051	512032	0.00	0.00	0.00	0.00	0.00
TOTAL PROGRAM SALARY			87,733.61	89,320.00	63,034.38	99,320.00	89,320.00
Grand Total Recreation Salary Budget						247,803.68	229,624.76

Classification							Recommended by Mayor
Woburn Recreation Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Athletic Supplies & Trophies	0162054	558201	3,477.77	3,768.00	2,739.05	3,500.00	3,500.00
	TOTALS :		3,477.77	3,768.00	2,739.05	3,500.00	3,500.00
MAINTENANCE							
Office Supply & Copy Machi	0162054	542000	777.16	1,119.00	57.82	950.00	950.00
Maintenance Supplies	0162054	543000	4,267.17	4,733.00	2,793.04	6,500.00	4,500.00
Arts & Crafts	0162054	558202	3,813.14	3,500.00	1,932.75	3,500.00	3,500.00
Be Well Expenses	0166554	558800	1,000.00	1,000.00	0.00	1,000.00	1,000.00
	TOTALS :		9,857.47	10,352.00	4,783.61	11,950.00	9,950.00
EQUIPMENT & SUPPLIES							
Fence Work	0162052	524115	0.00	0.00	0.00	0.00	0.00
Vehicle Maint.	0162052	524600	0.00	0.00	0.00	0.00	0.00
Vandalism Repair	0162052	525900	0.00	0.00	0.00	0.00	0.00
Plumbing	0162052	526200	2,500.00	2,500.00	1,567.59	2,500.00	2,500.00
Locks & Keys	0162054	558204	0.00	0.00	0.00	0.00	0.00
Light Bulbs	0162054	558205	0.00	0.00	0.00	0.00	0.00
Library Park Lights	0162054	558206	0.00	0.00	0.00	0.00	0.00
Pool Equipment	0162058	586500	12,193.42	12,000.00	11,950.56	16,000.00	12,000.00
	TOTAL :		14,693.42	14,500.00	13,518.15	18,500.00	14,500.00
UTILITIES	0162052	521103	9,350.00	9,350.00	8,531.10	12,000.00	9,350.00
	TOTAL :		9,350.00	9,350.00	8,531.10	12,000.00	9,350.00
RENTALS							
Bus Rentals	0162052	527301	2,500.00	2,500.00	1,980.00	0.00	0.00
Ice Rink Rentals	0162052	527202	0.00	0.00	0.00	0.00	0.00
	TOTAL :		2,500.00	2,500.00	1,980.00	0.00	0.00
TOTAL MAINTENANCE			39,878.66	40,470.00	31,551.91	45,950.00	37,300.00
Total Recreation Maint. #1						45,950.00	37,300.00

Classification							Recommended by Mayor
Recreation Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Spec Activities	0162052	526301	3,500.00	3,500.00	2,855.00	3,500.00	3,500.00
Secretarial Services	0162052	526302	800.00	840.00	400.00	840.00	840.00
Soccer Program	0162052	526303	0.00	0.00	0.00	0.00	0.00
Shoot Straight	0162052	526304	0.00	0.00	0.00	0.00	0.00
Concerts & Entertainment	0162052	526305	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Rec. Commission Expense	0162052	526306	10,500.00	10,500.00	5,250.00	10,500.00	10,500.00
Babe Ruth Baseball	0162052	526307	0.00	0.00	0.00	0.00	0.00
Advertisement	0162052	534600	2,000.00	2,000.00	1,000.00	2,000.00	2,000.00
Professional Development	0162057	571000	569.00	1,100.00	200.00	900.00	900.00
Pool Resurface	0162058	585000	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Special Needs Equip (Summe	0162058	586501	11,647.72	13,867.00	8,059.04	12,000.00	12,000.00
Special Needs Equip (Winter)	0162058	586502	0.00	0.00	0.00	0.00	0.00
Pool Chemicals	0162058	586503	2,600.00	2,600.00	2,207.70	2,600.00	2,600.00
TOTAL MAINTENANCE #2			39,616.72	42,407.00	27,971.74	40,340.00	40,340.00
			Total Salaries			148,483.68	140,304.76
			Total Programs			99,320.00	89,320.00
			Total Salaries & Programs			247,803.68	229,624.76
			Total Maintenance				
			Page #1			45,950.00	37,300.00
			Page #2			40,340.00	40,340.00
			Total Budget			334,093.68	307,264.76
Grand Total Recreation Budget						334,093.68	307,264.76

VETERANS' SERVICES

Contact Information	Phone & Email	Location
Larry Guiseppe Veterans Service Officer	781-897-5825 lguiseppe@cityofwoburn.com	Veterans' Memorial Senior Center 144 School Street, Rear

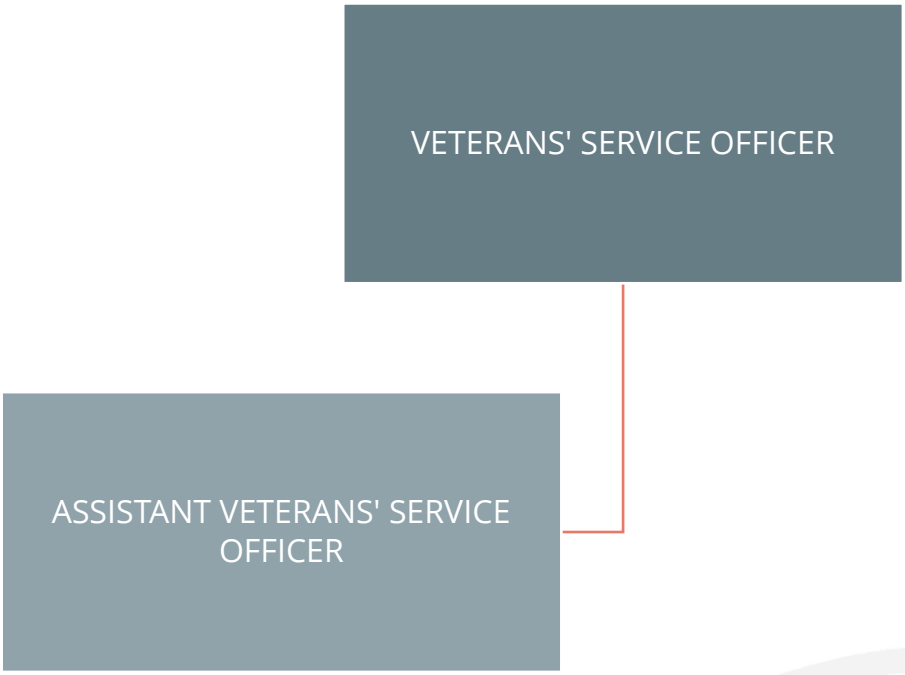
MISSION STATEMENT

The mission of the Veterans' Services Office is to fulfill President Lincoln's promise "To care for him who shall have borne the battle and for his widow and his orphan."

DEPARTMENT DESCRIPTION

The role of the Veterans' Services Office is to aid and assist all veterans, their widows or spouses, and/or their dependent children in the City of Woburn through the Veterans' Administration and Massachusetts Department of Veterans' Services, with short- or long-term medical assistance, financial aid, applications, and administration of veteran's benefits.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- All State reimbursements for Chapter 115 were certified and paid to the City quarterly.
- Held quarterly veteran outreach seminars titled “What Veteran Benefits Are Available To You”.
- Held six (6) monthly veterans question & answer sessions co-sponsored by VA Medical Center in Bedford, MA.
- Attended and passed state-mandated training and certification test.
- Distributed 45+ turkeys to needy veteran families in Woburn with donated turkeys.
- Held a Veterans’ Day breakfast for any Woburn veteran and family member, sponsored by Woburn Moose Family Center.

FY19 GOALS

Goal #1: Continue monthly veterans’ informational meetings at the Senior Center.

Goal #2: Work more closely with Woburn Housing Authority to assist homeless veterans.

Goal #3: Continue outreach program with veteran benefits.

Classification				Total		Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity/Edu	Education	Longevity	Total Salary	
Guiseppe, Lawrence	2/9/2010	Vet's Agent	77,661.26	2,850.00	$2,000.00	$850.00	80,511.26	80,511.26
TBD		Full-Time Assistar	47,779.50				47,779.50	0.00
Kashian, Donna	10/3/2017	Part-Time Assista	11,856.00				11,856.00	11,856.00
		19HRS @ $ 12/HR						
	0154351	511000						
Guiseppe, Lawrence	(15 @ $308.81	SLBB					4,632.15	4,632.15
	0154351-	515400						
TOTAL SALARIES							144,778.91	96,999.41

Veteran's Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017		Requested 7/1/2018 6/30/2019	
Office Supplies	0154354	542000	554.15	1,400.00	543.65		1,000.00	1,000.00
Dues/Travel/Seminars	0154357	573004	1,500.00	1,500.00	656.90		1,500.00	1,500.00
TOTAL MAINTENANCE			2,054.15	2,900.00	1,200.55		2,500.00	2,500.00

Veteran's Benefits			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017		Requested 7/1/2018 6/30/2019	
Cash Aid	0154357	577000	456,529.97	506,000.00	220,210.33		280,000.00	260,000.00
Miscellaneous	0154357	578000	4,017.18	7,900.00	361.99		6,000.00	6,000.00
Memorial Service Parades	0154357	578001	3,000.00	3,000.00	1,457.14		3,000.00	3,000.00
Veterans' Tax Work-Off Progra	0154357	579920	0.00	0.00	8,855.00		0.00	0.00
TOTAL Outlay			463,547.15	516,900.00	230,884.46		289,000.00	269,000.00
Grand Total Veteran's Budget							436,278.91	368,499.41

Classification							Recommended by Mayor
United Veterans Council			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Supplies / Misc	0154454	542000	395.40	400.00	265.59	400.00	400.00
Quarters Allowance	0154457	578900	1,550.00	1,800.00	1,550.00	1,800.00	1,800.00
Buses	0154457	579000	200.00	200.00	0.00	200.00	200.00
Flags & Graves	0154457	579300	4,804.94	5,195.00	0.00	5,000.00	5,000.00
Flowers & Wreaths	0154457	579400	2,264.69	5,400.00	1,296.99	3,600.00	3,600.00
Soldiers Lot	0154457	579500	75.99	200.00	0.00	200.00	200.00
TOTAL Maintenance			9,291.02	13,195.00	3,112.58	11,200.00	11,200.00
Grand Total United Veterans Budget						11,200.00	11,200.00

LAND USE & DEVELOPMENT
CONSERVATION COMMISSION

Contact Information	Phone & Email	Location
Theresa Murphy Conservation Administrator	781-897-5933 tmurphy@cityofwoburn.com	Lower level of City Hall 10 Common Street

MISSION STATEMENT

The mission of the Conservation Commission is to preserve and protect the functions and values of Woburn's natural resources, especially wetlands and floodplain, through: the administration of the Massachusetts Wetlands Protection Act, Rivers Protection Act, and the Woburn Wetlands Ordinance; the acquisition of open space and preservation of conservation areas; and the encouragement of public appreciation of natural resources.

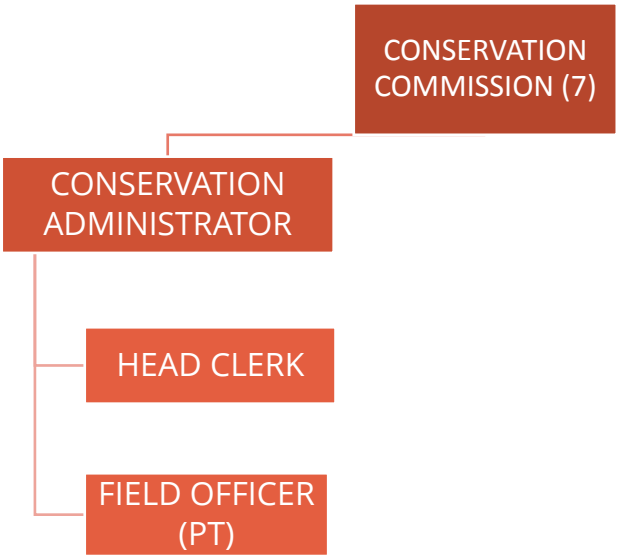
DEPARTMENT DESCRIPTION

The City of Woburn established the Woburn Conservation Commission in 1964, in accordance with the Conservation Commission Act (M.G.L. Chapter 40, Section 8C) which gives the Commission responsibility for open space and other natural resource protection. The Commission is made up of a maximum of seven members, appointed by the Mayor for staggered terms. The Commission is responsible for administering the Massachusetts Wetlands Protection Act (M.G.L. Chapter 131, Section 40), in accordance with the Massachusetts Wetlands Regulations (C.M.R. 10.00) and the Woburn Wetlands Ordinance (Title VII) in accordance with the Woburn Wetlands Regulations. The Commission has the authority to regulate activities within wetlands, riverfront areas, land subject to flooding, and the buffer zone of land within 150 feet of a wetland. The Commission holds public hearings, conducts site inspections, and issues legally-binding decisions and permits.

The Commission encourages appreciation of Woburn's natural resources by organizing an annual Conservation Day where volunteers help cleanup and maintain Conservation Areas in the City. The Commission encourages the use of Conservation Areas for passive recreation and issues camping permits to organized local scout troops. The Commission runs the popular Community Gardens program and encourages the planting of trees through its Tree Program.

The Conservation Administrator reviews applications and plans for completeness, performs site inspections, makes recommendations to the Commission, drafts special conditions for the Commission's consideration, and prepares legal documents for review, approval, and issuance. The Conservation Administrator coordinates with other city departments as well as state and federal agencies.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Celebrated the 375th Anniversary of Woburn on Conservation Day with volunteers participating in cleanup and enhancement activities at multiple conservation areas.
- The Commission made site inspections, held 22 public meetings, and issued eight Determinations of Applicability, one Order of Resource Area Delineation, 18 Orders of Conditions, one Amended Order of Conditions, Extension Permits, and Certificates of Compliance in FY17.
- The Conservation Administrator reviewed 407 building permit applications to determine if the work described would be subject to the Commission's jurisdiction and if a filing with the Commission would be necessary prior to signing off on the permit application in FY17.
- Opened the Aberjona Nature Trail, a new conservation area acquired through a partnership with the US Environmental Protection Agency, the Commonwealth of Massachusetts, private companies, and stakeholders.
- The Commission implemented innovative web pages with news updates and frequent postings, for the new website launched by the City in July 2017.

FY19 GOALS

Goal #1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act and Woburn Wetlands Ordinance by reviewing wetland applications, conducting site inspections, holding public hearings, and issuing permits.

Goal #2: Maintain Commission member expertise by renewing annual membership in the Massachusetts Association of Conservation Commissions (MACC), participating in educational workshops, and attending training sessions.

Goal #3: Successfully administer popular programs for residents of Woburn such as the Community Gardens and the Tree Program.

Goal #4: Promote open space and encourage the appreciation of natural resources by organizing an annual Conservation Day, and supporting beneficial Eagle Scout projects, organized scout activities and permitted scout troop camping in conservation areas.

Goal #5: Maintain trails and access points to conservation areas to allow public enjoyment and passive recreation; acquire additional public land desirable for conservation purposes by gift or purchase.

Goal #6: Increase public awareness and keep the community informed through utilization of the City website with regular updates and postings on the Commission webpages.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
MURPHY, THERESA	1/30/1994	Administrator	77,661.26	5,450.00	3450 / 2000.	83,111.26	83,111.26
TBD		Head Clerk	46,718.49	1,500.00	0/1500/0%	48,218.49	0.00
CADRAN, LEONARD		Field Officer	3,737.31			3,737.31	3,737.31
COMMISSIONERS (7)		7	4,000.00			28,000.00	28,000.00
		0117151	511000				
Annual sick leave buy back		0117151	515400				
THERESA MURPHY	(4 DAYS @ 316.29)					1,265.16	1,265.16
TOTAL SALARIES						164,332.22	116,113.73

Conservation Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Public Education	0117151	519105	102.93	150.00	0.00	150.00	150.00
Property Maint	0117152	524105	2,675.00	5,000.00	0.00	5,000.00	5,000.00
Misc.-Local Travel, Mtgs.	0117157	571000	249.09	250.00	0.00	250.00	250.00
Dues/ Supplies/Equip	0117157	573005	1,026.91	1,873.00	1,162.87	1,750.00	1,750.00
TOTAL MAINTENANCE			4,053.93	7,273.00	1,162.87	7,150.00	7,150.00

Conservation Outlay			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Tree Program	0117158	584001	0.00	3,250.00	0.00	3,000.00	3,000.00
Trail Development	0117158	584002	450.00	750.00	0.00	500.00	500.00
Landscaping	0117158	584003	450.89	500.00	0.00	500.00	500.00
Community Gardens	0117158	584005	2,120.22	2,500.00	1,210.00	3,250.00	3,250.00
TOTAL Outlay			3,021.11	7,000.00	1,210.00	7,250.00	7,250.00
Grand Total Conservation Budget						178,732.22	130,513.73

PLANNING BOARD/WOBURN REDEVELOPMENT AUTHORITY

Contact Information	Phone & Email	Location
Tina Cassidy Planning Board Director/WRA Administrator	781-897-5818 tcassidy@cityofwoburn.com	2nd Floor of City Hall 10 Common Street

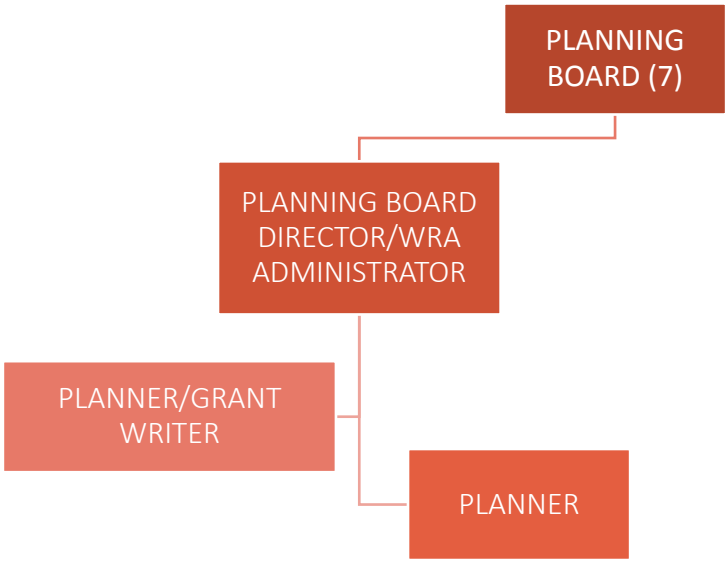
MISSION STATEMENT

The mission of the Planning Board/WRA office is to efficiently and effectively discharge the responsibilities of the Planning Board and the Woburn Redevelopment Authority through seeking to enhance the viability of the community as a desirable place in which to live and work through sound urban planning practices and by investing our financial and human resources in parks, recreation programs, open space, conservation, planning and zoning, housing, human services, and economic development activities.

DEPARTMENT DESCRIPTION

The department discharges all responsibilities of the Woburn Planning Board and Woburn Redevelopment Authority including processing of all subdivision plans, creation and updating of the City's master plan and administration of the downtown façade loan and sign grant program. The department also provides professional planning advice to the City Council on special permit applications and general information on zoning and development to members of the public.

ORGANIZATIONAL CHART



FY17 & FY18 ACCOMPLISHMENTS

- Entered contract with consulting engineer to evaluate and redesign Woburn Center.
- Drafted documents needed for WRA's new façade loan program and revamped sign grant program.
- Created new zoning overlay district for idle Kraft site off Montvale Avenue.
- Completed the first phase of a new wayfinding/branding initiative.
- Submitted grant applications for funding the Clapp Park construction.
- Engaged a consultant to analyze the Commerce Way area for transit-oriented development opportunities.
- Assisted the Mayor and Engineering Department with construction of a new municipal parking lot at Main and Union Streets.

FY19 GOALS

Goal #1: Complete the update of the Planning Board's Land Subdivision Rules and Regulations.

Goal #2: Adopt new and/or updated Planning Board meeting and special permit processing policies.

Goal #3: Draft and propose zoning amendments for site plan review and special permits.

Goal #4: Submit grant applications for Green Communities and at least one (1) recreation and/or park project.

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
CASSIDY, TINA	3/10/2014	Director/WRA Director	110,174.46	2,850.00	850 / 2000	113,024.46	113,024.46
ORR, DANIEL	11/23/2015	Planner/Grant Writer	54,793.12	3,000.00	0 / 3000	57,793.12	57,793.12
SMITH, KAREN	6/28/2010	Planner	51,723.34	2,350.00	850 / 1500	54,073.34	54,073.34
Board Members (7)		7	4,500.00			31,500.00	31,500.00
	0117251	511000					
Sick Leave Buy Back	0117251	515400					
						0.00	0.00
TOTAL SALARIES						256,390.92	256,390.92
				Budgeted w/ Transfers &			
			Actual 7/1/2016	Appropr 7/1/2017	Actual 7/1/2017	Requested 7/1/2018	
Planning Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Education	0117251	519105	500.00	500.00	0.00	1,000.00	1,000.00
Copier Maint	0117252	524910	731.37	2,000.00	663.26	1,500.00	1,500.00
Computer System	0117252	525000	0.00	1,994.00	1,157.58	1,000.00	1,000.00
Consultant	0117252	530500	21,970.00	125,973.00	9,013.83	45,000.00	45,000.00
Ads	0117252	534600	2,684.76	900.00	899.50	3,000.00	3,000.00
Office Supplies	0117254	542000	1,358.89	1,622.00	562.55	1,500.00	1,500.00
Subscription & Dues	0117257	573002	288.64	700.00	0.00	250.00	250.00
Publication & Zoning	0117257	573003	143.00	830.00	651.67	650.00	650.00
Travel Expenses	0117257	573015	441.57	750.00	46.00	750.00	750.00
WRA Administration	0117257	573020	17,942.90	10,000.00	0.00	10,000.00	10,000.00
TOTAL MAINTENANCE			46,061.13	160,269.00	12,994.39	64,650.00	64,650.00
Grand Total Planning Budget						321,040.92	321,040.92

Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
MEMBERS (3)		3	4500.00			13,500.00	13,500.00
	0116451	511000					
TOTAL SALARIES						13,500.00	13,500.00
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
License Comm. Maintenance			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Equipment Maint.	0116452	524900	0.00	0.00	0.00	0.00	0.00
Copy Machine	0116452	528100	0.00	0.00	0.00	0.00	0.00
OFFICE SUPPLIES	0116454	542000	0.00	0.00	0.00	0.00	0.00
TOTAL MAINTENANCE			0.00	0.00	0.00	0.00	0.00
Total License Commission Budget						13,500.00	13,500.00

Classification							Recommended by Mayor
Handicap Comm. Maint.			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Expenses	0166054	558800	0.00	500.00	0.00	500.00	500.00
TOTAL MAINTENANCE			0.00	500.00	0.00	500.00	500.00
Grand Total Disability Budget						500.00	500.00

Classification							Recommended by Mayor
Biotech Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Expenses	0167054	558800	500.00	500.00	500.00	500.00	500.00
TOTAL MAINTENANCE			500.00	500.00	500.00	500.00	500.00
Grand Total Biotech Budget						500.00	500.00

Classification							Recommended by Mayor
Agricultural Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Expenses	0167554	558800	0.00	500.00	0.00	500.00	500.00
TOTAL MAINTENANCE			0.00	500.00	0.00	500.00	500.00
Grand Total Agricultural Budget						500.00	500.00

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Classification							Recommended by Mayor
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Traffic Commission Maint.			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Expenses	0164054	558800	0.00	750.00	0.00	790.00	790.00
TOTAL MAINTENANCE			0.00	750.00	0.00	790.00	790.00
Grand Total Traffic Commission Budget						790.00	790.00

Classification							Recommended by Mayor
			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Human Rights Commission							
Expenses	**0168554**	**558800**	**0.00**	**1.00**	**0.00**	**1.00**	**1.00**
TOTAL MAINTENANCE			**0.00**	**1.00**	**0.00**	**1.00**	**1.00**
Grand Total Human Rights Commission Budget						**1.00**	**1.00**

Classification							Recommended by Mayor
Historical District Commission			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Expenses	0168754	540000	0.00	1.00	0.00	0.00	1.00
TOTAL MAINTENANCE			0.00	1.00	0.00	0.00	1.00
Grand Total Human Rights Budget						0.00	1.00

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Classification				Total	Flat Rate/%		Recommended by Mayor
Salary	Starting Date	Title	Base Salary	Longevity	Longevity	Total Salary	
MEMBERS (5)		4	4,500.00			18,000.00	18,000.00
ALT. MEMBERS (1)		1	1,350.00			1,350.00	1,350.00
CHAIR		1	4,950.00			4,950.00	4,950.00
	0117351	511000					
TOTAL SALARIES						24,300.00	24,300.00

Board of Appeals Maintenance			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
OFFICE SUPPLIES	0117354	542000	0.00	0.00	0.00	0.00	0.00
TOTAL MAINTENANCE			0.00	0.00	0.00	0.00	0.00
Total Board of Appeals Budget						24,300.00	24,300.00

Classification							Recommended by Mayor
Sundry Boards Maint.			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Mail / Copier Maint.	0117452	525700	4,392.95	4,500.00	2,249.74	4,500.00	4,500.00
Postage / Mailings	0117452	534402	31,898.02	33,100.00	20,000.00	33,100.00	33,100.00
Office Supplies	0117454	542000	967.88	1,100.00	0.00	1,100.00	1,100.00
TOTAL MAINTENANCE			37,258.85	38,700.00	22,249.74	38,700.00	38,700.00
Grand Total Sundry Boards Budget						38,700.00	38,700.00

Classification							Recommended by Mayor
Unemployment Compensation			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Unemployment	0198051	517300	68,511.00	106,400.00	32,701.78	100,000.00	100,000.00
TOTAL MAINTENANCE			68,511.00	106,400.00	32,701.78	100,000.00	100,000.00
Grand Total Unemployment Compensation Budget						100,000.00	100,000.00

Classification							Recommended by Mayor
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Group Insurance Maint.			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Group Insurance	0198051	517500	22,734,794.75	23,960,890.00	13,080,839.60	24,078,932.65	24,078,932.65
less: Employees Contribution			(4,967,872.22)	(5,398,638.27)	(3,270,209.90)	(5,591,158.22)	(5,591,158.22)
TOTAL MAINTENANCE			17,766,922.53	18,562,251.73	9,810,629.70	18,487,774.43	18,487,774.43
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
INSURANCE	Acct #		6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Property & Liability includes Auto,Crime Umbrella, CHUBB			479,306.00	502,237.00	502,237.00	635,038.00	635,038.00
	0198051-517540						
Professional Liability			126,311.00	125,807.00	125,807.00	125,807.00	125,807.00
	0198051-517550						
Retro Participation Credits	PC					-15,173.00	-15,173.00
MIIA Rewards						-59,000.00	-59,000.00
3% Prepay Discount						-33,566.00	-33,566.00
TOTAL INSURANCE MAINT.			605,617.00	628,044.00	628,044.00	653,106.00	653,106.00
				Budgeted w/ Transfers &			
			Actual	Appropr	Actual	Requested	
			7/1/2016	7/1/2017	7/1/2017	7/1/2018	
Worker's Compensation Maint.			6/30/2017	6/30/2018	12/31/2017	6/30/2019	
Worker's Compensation	0198051	517100	666,779.93	685,464.00	638,411.84	695,749.00	695,749.00
TOTAL MAINTENANCE			666,779.93	685,464.00	638,411.84	695,749.00	695,749.00
Grand Total Group Insurance Budget						19,836,629.43	19,836,629.43

Classification							Recommended by Mayor
			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Medicare Tax							
Medicare Tax	0198051	517600	960,326.86	800,000.00	414,550.32	900,000.00	900,000.00
TOTAL MAINTENANCE			960,326.86	800,000.00	414,550.32	900,000.00	900,000.00
Grand Total Medicare Tax Budget						900,000.00	900,000.00

Classification							Recommended by Mayor
Maturing Debt	Rate	Issued	Matures	0171059 591000 Principal	0171059 591500 Interest	Requested 7/1/2017 to 6/30/2018	
High School	4.18%	7/15/2007	7/15/2027	140,000.00	50,575.00	190,575.00	190,575.00
Goodyear Elementary	3.15%	9/22/2011	9/15/2036	160,000.00	96,076.26	256,076.26	256,076.26
Whispering Hill	3.16%	9/22/2011	9/15/2036	250,000.00	151,118.76	401,118.76	401,118.76
Whispering Hill Part 2	2.86%	3/15/2011	9/15/2036	10,000.00	4,491.26	14,491.26	14,491.26
Spence Farm	3.01%	3/15/2011	9/15/2036	100,000.00	57,200.00	157,200.00	157,200.00
Goodyear Elementary Part 2	3.01%	3/15/2011	9/15/2036	215,000.00	122,436.26	337,436.26	337,436.26
Goodyear Elementary Part 3	2.99%	3/15/2011	9/15/2036	65,000.00	34,745.00	99,745.00	99,745.00
Joyce Middle School Roof	2.97%	3/15/2011	9/15/2036	10,000.00	5,720.00	15,720.00	15,720.00
Kennedy Middle School	2.97%	3/15/2011	9/15/2036	10,000.00	5,720.00	15,720.00	15,720.00
Reeves Advance Refunding	1.96%	6/27/2012	6/30/2025	225,000.00	40,525.00	265,525.00	265,525.00
Shamrock Advance	2.07%	6/27/2012	6/30/2025	220,000.00	48,200.00	268,200.00	268,200.00
Landfill Advance Refunding	2.09%	6/27/2012	6/30/2025	50,000.00	11,250.00	61,250.00	61,250.00
Joyce Middle School Roof	1.63%	3/21/2013	3/15/2022	65,000.00	11,700.00	76,700.00	76,700.00
Kennedy Middle School	1.63%	3/13/2013	3/15/2022	115,000.00	20,700.00	135,700.00	135,700.00
School	2.11%	3/13/2013	3/15/2022	1,150,000.00	370,137.50	1,520,137.50	1,520,137.50
Leland Park Construction 1	2.36%	9/15/2017	3/15/2037	10,000.00	4,350.00	14,350.00	14,350.00
Leland Park Construction 2	2.07%	9/15/2017	3/15/2037	105,000.00	24,300.00	129,300.00	129,300.00
Hurld/Wymann School 1	3.03%	9/15/2017	3/15/2037	170,000.00	179,681.26	349,681.26	349,681.26
Library Reconstruction 1	2.81%	9/15/2018	9/15/2042	199,000.00	369,443.76	568,443.76	568,443.76
Parking Lot Main St	2.18%	9/15/2018	9/15/2031	77,400.00	75,685.00	153,085.00	153,085.00
Fire Engine	2.08%	9/15/2018	9/15/2032	50,400.00	51,360.00	101,760.00	101,760.00
TOTAL MATURING DEBT & INTEREST				3,396,800.00	1,735,415.06	5,132,215.06	5,132,215.06
High and White School Payments provided for through Debt Exclusion Reserve Fund				-1,290,000.00	-420,712.50	-1,710,712.50	-1,710,712.50
Net				2,106,800.00	1,314,702.56		
Grand Total Maturing Debt & Interest Budget						3,421,502.56	3,421,502.56

Classification							Recommended by Mayor
Interest on Temporary Loans			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
Int on Temp Loans	0171559	592500	156,901.48	379,000.00	-79,870.16	350,000.00	350,000.00
TOTAL MAINTENANCE			156,901.48	379,000.00	-79,870.16	350,000.00	350,000.00
Grand Total Interest on Temporary Loans Budget						350,000.00	350,000.00

Classification							Recommended by Mayor
				64259 591000 Principal	64259 591500 Interest	Requested 7/1/2017 to 6/30/2018	
Water Enterprise Fund							
Water System Improve Phase 1	4.14%	6/25/2009	7/15/2019	85,000.00	5,525.00	90,525.00	90,525.00
Water Treatment Plant (DW 00-0	2.20%	8/25/2004	2/1/2021	330,000.00	37,019.68	367,019.68	367,019.68
Water System Improve 6/25/2009	3.83%	6/25/2009	7/15/2029	295,000.00	183,862.50	478,862.50	478,862.50
Storm Water Manag Ph. II(cw03-21	2.000%	12/14/2006	8/1/2024	10,000.00	4,070.22	14,070.22	14,070.22
Storm Water Manag Ph. II(cw07-15	2.000%	3/18/2009	7/15/2028	12,251.00	2,862.17	15,113.17	15,113.17
MWPAT DWS-07-17	2.000%	6/6/2012	7/15/2030	171,114.14	48,507.08	219,621.22	219,621.22
MWPAT DWS-08-19	2.000%	7/8/2010	7/15/2030	294,888.00	83,739.82	378,627.82	378,627.82
MWPAT DWS-08-19-A	2.000%	5/30/2014	7/15/2032	91,576.28	31,157.15	122,733.43	122,733.43
Water System Improvement Advar	2.083%	6/27/2012	9/1/2024	45,000.00	10,125.00	55,125.00	55,125.00
Water System Improvement Advar	2.083%	6/27/2012	9/1/2024	95,000.00	20,775.00	115,775.00	115,775.00
Water System Improvement Advar	2.083%	6/27/2012	9/1/2024	30,000.00	6,750.00	36,750.00	36,750.00
Water System Improvement Advar	2.083%	6/27/2012	9/1/2024	85,000.00	18,525.00	103,525.00	103,525.00
Shaker Glenn Pump Station Advar	2.083%	6/27/2012	9/1/2024	35,000.00	7,875.00	42,875.00	42,875.00
MWPAT DWS-07-17 A	2.000%	5/14/2015	1/15/2031	1,051.24	311.84	1,363.08	1,363.08
Water System Improvements #1	2.012%	3/21/2013	#########	100,000.00	49,950.00	149,950.00	149,950.00
WaterSystem Improvements #2	2.012%	3/21/2013	#########	115,000.00	57,442.50	172,442.50	172,442.50
Water System Improvements (O) 2	3.021%	3/29/2017	3/15/2037	40,000.00	22,587.50	62,587.50	62,587.50
Water Meters (O) 2017	3.021%	9/28/2017	9/15/2026	33,200.00	12,580.00	45,780.00	45,780.00
TOTAL DEBT & INTEREST				1,869,080.66	603,665.46	2,472,746.12	2,472,746.12
Grand Total Debt & Interest Budget						2,472,746.12	2,472,746.12

Classification							Recommended by Mayor
				64159 591000	64159 591500	Requested 7/1/2017	
Sewer Enterprise Fund				Principal	Interest	6/30/2018	
Sewer	3.83%	7/15/2009	7/15/2020	50,000.00	3,025.00	53,025.00	53,025.00
TOTAL DEBT & INTEREST				50,000.00	3,025.00	53,025.00	53,025.00
FOR MWRA DEBT SEE MWRA MAINTENANCE PAGE							
Grand Total Debt & Interest Budget						53,025.00	53,025.00

Classification								Recommended by Mayor
				Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017	Requested 7/1/2018 6/30/2019	
MWRA Maint.								
MWRA :								
Water Usage Charges	64252	523001		3,091,283.00	3,636,173.00		3,200,207.00	3,200,207.00
Leak Detection Study	64252	523003		27,000.00	27,000.00		30,000.00	30,000.00
Water System Rehab	64259	593009		115,433.00	115,433.00		115,433.00	115,433.00
Water System Rehab	64259	593010		100,000.00	100,000.00		100,000.00	100,000.00
Water System Rehab	64259	593012		0.00	0.00		159,100.00	159,100.00
Sewer Usage Charges	64152	523002		9,324,662.00	9,449,446.00		9,545,236.00	9,545,236.00
Sewer System Rehab Loan	64159	593003		36,618.00	36,618.00		36,618.00	36,618.00
Sewer System Rehab Loan	64159	593004		0.00	6,708.00		6,708.00	6,708.00
Sewer System Rehab Loan	64159	593013		0.00	0.00		43,325.00	43,325.00
TOTAL MAINTENANCE				12,694,996.00	13,371,378.00		13,236,627.00	13,236,627.00
				Total Loan	Yearly Payment			
Water Cleaning Relining	2/15/2011 thru	2/15/2020	10yr	1,154,330.00	115,433.00			
Water Cleaning Relining	5/15/2013 thru	5/15/2022	10yr	1,000,000.00	100,000.00			
Water Cleaning Relining	5/15/2017 thru	5/15/2027	10yr	1,591,000.00	159,100.00			
Sewer System Rehab Loan	5/15/2016 thru	5/15/2025	10yr	366,175.00	36,617.50			
Sewer System Rehab Loan	2/15/2017 thru	2/15/2026	10yr	67,075.00	6,708.00			
Sewer System Rehab Loan	11/15/2018 thru	11/15/2027	10yr	43,325.00	43,325.00			
					461,183.50			
Grand Total MWRA Budget							13,236,627.00	13,236,627.00

PUBLIC SCHOOLS

Contact Information	Phone & Email	Location
Matthew Crowley Superintendent of Schools	781-937-8233 @cityofwoburn.com	1st Floor of Joyce Middle School 55 Locust Street

MISSION STATEMENT

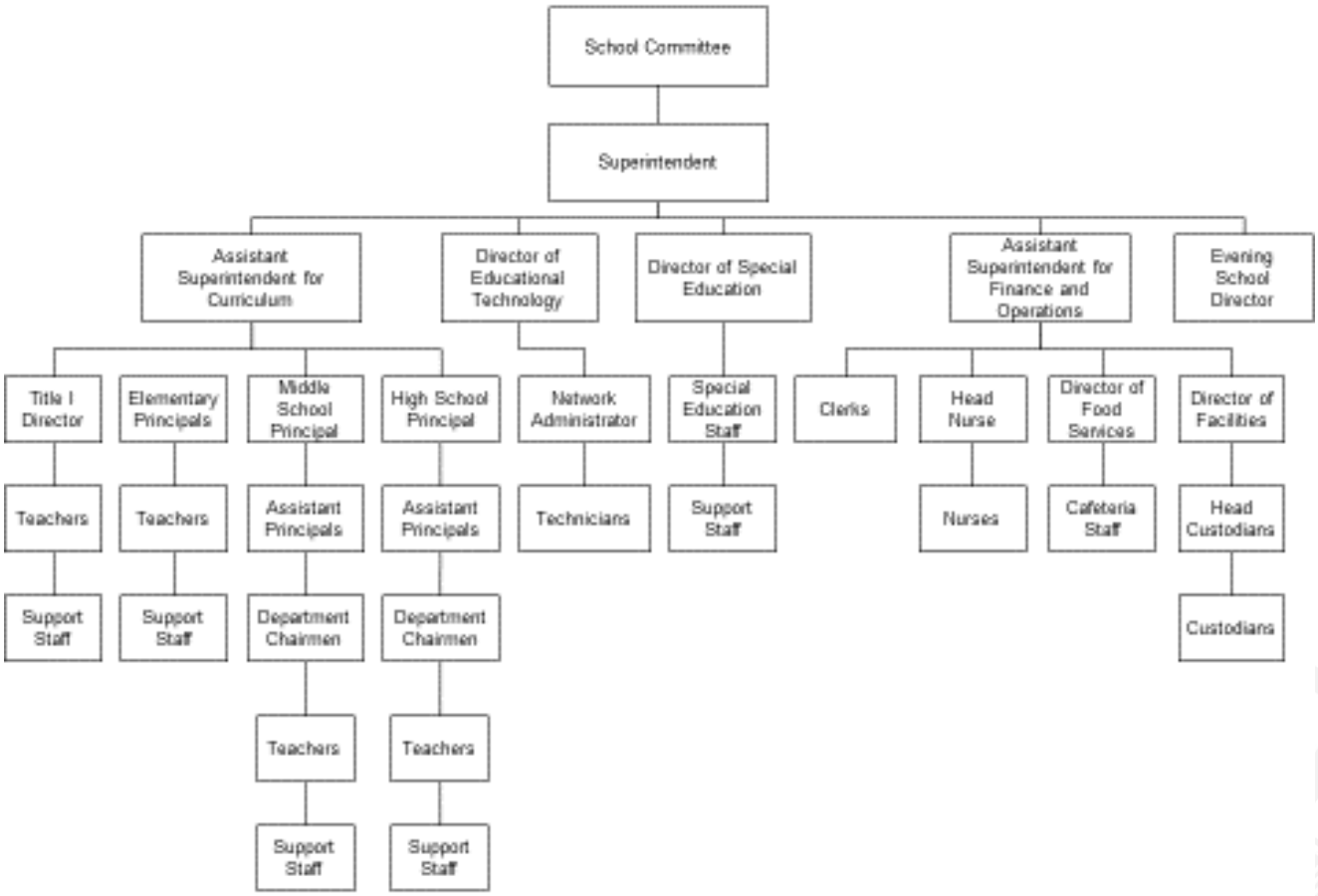
The mission of the Woburn Public Schools, in cooperation with the community, families, and students is to provide a safe, healthy, and nurturing environment where all students will be provided the educational opportunity to achieve at high levels in order that they will learn both the academic and social skills necessary to be successful in their higher education, career, and community.

DEPARTMENT DESCRIPTION

The district serves more than 4,500 students from preschool to grade 12 at eight elementary schools, two middles schools, and one high school. To achieve excellence in teaching and learning, the district's responsibilities are:

- To develop, implement and assess curriculum and instruction
- To establish a professional development model that provides in-service training
- To support the effective integration of technology through our curriculum and management practices
- To provide a safe, healthy and nurturing learning environment for all students
- To strengthen family and community participation in meeting our educational goals
- To assess and plan for school facility improvement in order to support the implementation of our educational goals

ORGANIZATIONAL CHART



FY17 ACCOMPLISHMENTS

- WMHS awarded National Model School for Excellence
- WPS K-12 alignment of curriculum
- Increased technology both hardware and software throughout district
- Added ESL infrastructure to meet needs of all students
- Added guidance counselors to support social and emotional needs

FY18 ACCOMPLISHMENTS

- Elementary Curriculum Coordinator
- BRYTE Counseling Program at WMHS
- Expanded internships for mental health counseling
- Wi-Fi updated throughout schools
- Security updated throughout schools
- Launched new Woburn Public Schools' website
- MSSAA presented Carl Nelson with the Edmund K. Fanning Award MA Principal of the Year Award

FY19 GOALS

Goal #1: Open Hurld-Wyman Elementary School

Goal #2: Continue to expand technology to meet 21st century expectations

Goal #3: Complete Strategic Plan

Goal #4: Increase literacy and numeracy K-12

Goal #5: Rigorous align of PreK-12 curriculum

Classification							Recommended by Mayor
			Actual 7/1/2016 6/30/2017	Budgeted w/ Transfers & Appropr 7/1/2017 6/30/2018	Actual 7/1/2017 12/31/2017		
School Budgets							
Woburn Schools Budget	0201021-511001 to 0229706-586080		58,219,062.00	60,214,181.52	24,431,246.18		62,321,962.00
Off-Set	Less: Mayor's Salary Adjustment for Salary Increases						-980,000.00
							61,341,962.00
Northeast Vocational Budget	0130152-532500		1,786,672.00	1,673,149.00	836,574.50		1,728,898.00
Essex North Shore Agricultural &Technical School District	0181056-566400		144,417.00	166,504.00	66,285.50		190,630.00
Grand Total Schools Budget							63,261,490.00

DEBT DETAIL

DEBT DETAIL

OVERVIEW

Massachusetts General Laws authorize a municipality to issue debt under certain circumstances and for various durations. Debt is typically used to finance capital projects or those that require significant cash outlays. The most commonly used method is general obligation bonds, which are supported by the full faith and credit of the municipality. They are issued for a period of time ranging from 5 to 30 years, during which time principal and interest payments are made. Making payments over time has the advantage of allowing the capital expenditures to be amortized over the life of the project. The City has used GO bonds to finance facility, school, equipment, water, and sewer projects. There are other types of financing methods that the City may also use in certain circumstances, including various advantaged State programs. Properly structured municipal debt is tax-exempt, which is attractive to many investors who, in turn, require less interest than they would from non-tax-exempt investments.

For a deeper explanation of municipal debt, see the State DOR DLS's primer on municipal debt (May 2016): http://www.mass.gov/dor/docs/dls/mdmstuf/technical-assistance/best-practices/understandingmunicipaldebt.pdf

AUTHORIZATION PROCEDURE AND LIMITATIONS

Bonds and notes including refunding bonds are generally authorized on behalf of the City by vote of two-thirds of all the members of the City Council with the approval of the Mayor. Provision is made for a referendum on the filing of a petition bearing the requisite number of signatures. Borrowings for certain purposes require state administrative approval. When serial bonds or notes have been authorized, bond anticipation notes may be issued by the Treasurer with the approval of the Mayor as the officers authorized to issue the serial bonds or notes. Temporary debt in anticipation of the revenue of the fiscal year in which the debt is incurred or in anticipation of authorized federal and state aid also may be incurred by the Treasurer with the approval of the Mayor.

DEBT LIMITS

The general debt limit of the City consists of normal debt limit and a double debt limit. The normal debt limit is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The City can authorize debt up to this amount without State approval.

It can authorize debt up to twice this amount (the double debt limit) with the approval of the State Municipal Finance Oversight Board composed of the State Treasurer, the State Auditor, the Attorney General and the Director of Accounts.

There are many categories of general obligation debt which are exempt from and do not count against the general debt limit. Among others, these exempt categories include revenue anticipation notes and grant anticipation notes, emergency loans, loans exempted by special laws, certain school bonds, sewer bonds, solid waste disposal facility bonds and economic development bonds supported by tax increment financing; and subject to special debt limits, bonds for water (limited to 10 percent of equalized valuation), housing, urban renewal, and economic development (subject to various debt limits), and electric, gas community antenna television systems, telecommunications systems (subject to a separate limit equal to the general debt limit, including the same doubling provision). Revenue bonds are not subject to these debt limits. The general debt limit and the special debt limit for water bonds apply at the time debt are authorized. The other special debt limits generally apply at the time the debt is incurred.

Revenue Anticipation Notes

The amount borrowed in each fiscal year by the issue of revenue anticipation notes is limited to the tax levy of the prior fiscal year, together with the net receipts in the prior fiscal year from the motor vehicle excise and certain payments made by the Commonwealth in lieu of taxes. The fiscal year ends on June 30. Notes may mature in the following fiscal year, and notes may be refunded into the following fiscal year to the extent of the uncollected, unabated current tax levy and certain other items, including revenue deficits, overlay deficits, final judgments and lawful unappropriated expenditures, which are to be added to the next tax levy, but excluding deficits arising from a failure to collect taxes of earlier years. In any event, the period from an original borrowing to its final maturity cannot exceed one year.

TYPES OF OBLIGATIONS

General Obligations. Massachusetts cities and towns are authorized to issue general obligation indebtedness of these types:

Serial Bonds and Notes. These are generally required to be payable in annual principal amounts beginning no later than the end of the next fiscal year commencing after the date of issue and ending within the terms permitted by law. A level debt service schedule, or a schedule that provides for a more rapid amortization of principal than level debt service, is permitted.

The principal amounts of certain economic development bonds supported by tax increment financing may be payable in equal, diminishing or increasing amounts beginning within 5 years after the date of issue. The maximum terms of serial bonds and notes vary from one year to 40 years, depending on the purpose of the issue. The maximum terms permitted are set forth in the statutes. In addition, for many projects, the maximum term may be determined in accordance with useful life guidelines promulgated by the State Department of Revenue ("DOR"). Serial bonds and notes may be issued for the purposes set forth in the statutes. In addition, serial bonds and notes may be issued for any other public work improvement or asset not specifically listed in the Statutes that has a useful life of at least 5 years. Bonds or notes may be made callable and redeemed prior to their maturity, and a redemption premium may be paid. Refunding bonds or notes may be issued subject to the maximum applicable term measured from the date of the original bonds or notes and must produce present value savings over the debt service of the refunded bonds. Generally, the first required annual payment of principal of the refunding bonds cannot be later than the first principal payment of any of the bonds or notes being refunded thereby, however, principal payments made before the first principal payment of any of the bonds or notes being refunded thereby may be in any amount.

Serial bonds may be issued as "qualified bonds" with the approval of the state Municipal Finance Oversight Board composed of the State Treasurer, the State Auditor, the Attorney General and the Director of Accounts, subject to such conditions and limitations (including restrictions on future indebtedness) as may be required by the Board. Qualified bonds may mature not less than 10 nor more than 30 years from their dates and are not subject to the amortization requirements described above. The State Treasurer is required to pay the debt service on qualified bonds and thereafter to withhold the amount of the debt service paid by the State from state aid or other state payments; administrative costs and any loss of interest income to the State are to be assessed upon the city or town.

Tax Credit Bonds or Notes. Subject to certain provisions and conditions, the officers authorized to issue bonds or notes may designate any duly authorized issue of bonds or notes as "tax credit bonds" to the extent such bonds and notes are otherwise permitted to be issued with federal tax credits or other similar subsidies for all or a portion of the borrowing costs. Tax credit bonds may be made payable without regard to the annual installments required by any other law, and a sinking fund may be established for the payment of such bonds. Any investment that is part of such a sinking fund may mature not later than the date fixed for payment or redemption of the applicable bonds.

Bond Anticipation Notes. These generally must mature within two years of their original dates of issuance, but may be refunded from time to time for a period not to exceed ten years from their original dates of issuance, provided that for each year that the notes are refunded beyond the second year they must be paid in part from revenue funds in an amount at least equal to the minimum annual payment that would have been required if the bonds had been issued at the end of the second year. For certain school projects, however, notes may be refunded from time to time for a period not to exceed seven years without having to pay any portion of the principal of the notes from revenue funds. The maximum term of bonds issued to refund bond anticipation notes (except for certain school projects) is measured from the date of the original issue of the notes.

Revenue Anticipation Notes. These are issued to meet current expenses in anticipation of taxes and other revenues. They must mature within one year but, if payable in less than one year, may be refunded from time to time up to one year from the original date of issue.

Grant Anticipation Notes. These are issued for temporary financing in anticipation of federal grants and state and county reimbursements. They must generally mature within two years, but may be refunded from time to time as long as the municipality remains entitled to the grant or reimbursement.

Revenue Bonds. Cities and towns may issue revenue bonds for solid waste disposal facilities and for projects financed under the Commonwealth's Clean Water Trust Programs and for certain economic development projects supported by tax increment financing. In addition, cities and towns having electric departments may issue electric revenue bonds, and notes in anticipation of such bonds, subject to the approval of the State Department of Telecommunications and Energy.

Data on subsequent pages sourced from City of Woburn, City Auditor's Office and the Debt Annual Report for the City of Woburn for fiscal year ended June 30, 2017, filed March 27, 2018

Direct Debt Summary (1)
as of June 30, 2017
Including Subsequent Issues

Long-Term Indebtedness:
Outstanding as of 6/30/17:

School (2)	$32,285,000
Sewer (3)	145,000
Water (3)	11,580,000
MCWT (4)	10,665,735
MWRA (5)	3,006,417
General (6)	8,600,000
Total Long-Term Indebtedness:	$66,282,152
Bonds Dated September 28, 2017*	$ 11,990,000
Temporary Loans:	
Bond Anticipation Notes (7)	$16,200,000
Pending Bond Anticipation Note – New Money (8)	$6,845,000
Total Short-Term Indebtedness (9)	$23,045,000
Total Direct Debt:	**$101,317,152**

*Preliminary, subject to change.

(1) Excludes lease and installment purchase obligations, overlapping debt, unfunded pension liability and other unfunded post- employment benefits liability.
(2) Subject to the City's debt limit. $12,830,000 has been excluded from the provisions of Proposition 2 ½.
(3) Self-supporting. Not subject to the City's debt limit.
(4) Not subject to the City's debt limit.
(5) $2,557,299 is not subject to the City's debt limit.
(6) $400,000 is not subject to the City's debt limit.
(7) March 29, 2018 ($1,500,000 – included in this issue) and September 28, 2018 ($14,700,000)
(8) To be included as new money in this issue
(9) Includes this issue ($8,345,000), payable September 28, 2018

DEBT AFFORDABILITY INDICATORS

The following table sets forth the trend in the ratio of debt to state equalized valuation and per capita debt ratios at fiscal year-end. The table considers the principal amount of general obligation bonds of the City of Woburn only and does not deduct anticipated state grant payments applicable to the principal amount of outstanding bonds or debt that may be supported in whole, or part, by non-tax revenues.

Fiscal Year End	General Obligation Bonds Outstanding	Population (1)	State Equalized Valuation (2)	Per Capita Debt	Debt as a % of Full Valuation
2017	$66,282,152	38,120	$6,974,905,000	$1,739	0.95%
2016	62,155,334	38,120	6,189,092,800	1,631	1
2015	67,785,748	38,120	6,189,092,800	1,778	1.1
2014	73,805,226	38,120	5,944,103,000	1,936	1.24
2013	79,685,425	38,120	5,944,103,000	2,090	1.34

(1) 2010 Federal Census.

(2) 2012 equalized valuation is used for fiscal 2013 and 2014; fiscal 2014 equalized valuation is used for fiscal 2015 and 2016; 2016 equalized valuation is used for fiscal 2017.

FY2019 ANTICIPATED DEBT

Currently the City has committed to two major projects and is in the construction phase for both. These project have had long and short term debt issued to support the financial needs of the projects.

The first project is the construction of a new Elementary School – The Hurld / Wyman Elementary at Spence Farm. This new school will replace two current elementary schools once completed. To date the City has borrowed $6,000,000 in General Obligation Bonds and has issued $11,800,000 in Bond Anticipation Notes for the construction cost of the new school. The Woburn City Council has approved a $35,000,000 Bond Authorization for the project.

The second project is the construction of a 30,000 sq. ft. addition to the Woburn Public Library. This expansion will bring needed upgrades and improvement to the current library to serve the city for years to come. To date the City has borrowed $9,019,000 in General Obligation Bonds and has issued $9,045,000 in Bond Anticipation Notes for the construction cost of the Library Addition. The Woburn City Council has approved a $31,500,000 Bond Authorization for the project.

Over the next two years the city will bring on $20,000,000 in new General Obligation Bonds to cover our expiring short-term borrowing and funding needed finish the two projects. Working with our Bond Counsel our FY2020 and FY2021 budgets should each have an increase in Long Term Debt of $10,000,000 a year respectively.

At this time the City see no other funding needed through borrowing required to meet the City's capital needs for the foreseeable future.

DEBT SERVICE REQUIREMENTS

The following table sets forth the required principal and interest payments on outstanding general obligation bonds of the City of Woburn, as of June 30, 2017.

General Obligation Bonds*
Debt Service Requirements as of June 30, 2017

Fiscal Year	Outstanding Principal	Outstanding Interest	MCWT Subsidy	Net Debt Service
2018	$5,690,586	$1,994,511	(143,193)	$7,541,904
2019	5,373,739	1,833,037	(134,414)	7,072,361
2020	5,430,367	1,662,833	(126,741)	6,966,459
2021	5,411,798	1,502,117	(135,349)	6,778,567
2022	5,083,905	1,334,694	(1,847)	6,416,752
2023	5,066,258	1,167,006	(1,650)	6,231,615
2024	4,898,865	992,638	(1,451)	5,890,052
2025	4,686,727	833,514	(1,070)	5,519,171
2026	3,978,234	707,822	-	4,686,056
2027	2,714,920	614,715	-	3,329,635
2028	2,449,485	539,517	-	2,989,002
2029	2,483,429	465,773	-	2,949,202
2030	2,497,391	390,151	-	2,887,541
2031	2,021,601	323,725	-	2,345,326
2032	1,431,108	273,300	-	1,704,408
2033	1,433,740	226,952	-	1,660,692
2034	1,095,000	183,925	-	1,278,925
2035	1,090,000	145,166	-	1,235,166
2036	1,085,000	105,997	-	1,190,997
2037	1,085,000	66,616	-	1,151,616
2038	255,000	42,394	-	297,394
2039	255,000	34,106	-	289,106
2040	255,000	25,819	-	280,819
2041	255,000	17,213	-	272,213
2042	255,000	8,606	-	263,606
TOTAL	**66,282,153**	**15,492,147**	**$ (545,715)**	**81,228,585**

*Excludes lease and installment purchase obligations, overlapping debt, unfunded pension liability and unfunded post-employment benefits liability.

PRINCIPAL PAYMENT BY PURPOSE

The following table sets forth the principal payments by purpose for the City's outstanding bonds of the City of Woburn, as of June 30, 2017.

General Obligation Bonds
Principal Payments by Purpose (1) as of June 30, 2017

Fiscal Year	School (2)	Water (3)	Sewer (3)	MCWT (4)	MWRA (5)	General (6)	Total Outstanding
2018	$2,600,000	$940,000	$50,000	$941,918	$633,668	$525,000	$5,690,586
2019	2,545,000	925,000	50,000	910,881	417,858	525,000	5,373,739
2020	2,570,000	935,000	45,000	932,509	417,858	530,000	5,430,367
2021	2,760,000	865,000	-	954,373	302,425	530,000	5,411,798
2022	2,745,000	880,000	-	621,480	302,425	535,000	5,083,905
2023	2,795,000	885,000	-	633,833	202,425	550,000	5,066,258
2024	2,605,000	895,000	-	646,440	202,425	550,000	4,898,865
2025	2,370,000	910,000	-	659,302	202,425	545,000	4,686,727
2026	2,125,000	655,000	-	657,426	165,808	375,000	3,978,234
2027	850,000	660,000	-	670,820	159,100	375,000	2,714,920
2028	710,000	685,000	-	684,485	-	370,000	2,449,485
2029	710,000	705,000	-	698,429	-	370,000	2,483,429
2030	705,000	725,000	-	697,391	-	370,000	2,497,391
2031	705,000	255,000	-	711,601	-	350,000	2,021,601
2032	705,000	255,000	-	121,108	-	350,000	1,431,108
2033	705,000	255,000	-	123,740	-	350,000	1,433,740
2034	705,000	40,000	-	-	-	350,000	1,095,000
2035	700,000	40,000	-	-	-	350,000	1,090,000
2036	700,000	35,000	-	-	-	350,000	1,085,000
2037	700,000	35,000	-	-	-	350,000	1,085,000
2038	255,000	-	-	-	-	-	255,000
2039	255,000	-	-	-	-	-	255,000
2040	255,000	-	-	-	-	-	255,000
2041	255,000	-	-	-	-	-	255,000
2042	255,000	-	-	-	-	-	255,000
TOTAL	**$32,285,000**	**$11,580,000**	**$145,000**	**$10,665,735**	**$3,006,417**	**$8,600,000**	**$66,282,152**

(1) Excludes lease and installment purchase obligations, overlapping debt, unfunded pension liability and other unfunded post-employment benefits liability.

(2) Subject to the City's debt limit. $12,830,000 has been excluded from the provisions of Proposition 2 ½.

(3) Self-supporting. Not subject to the City's debt limit.

(4) Not subject to the City's debt limit.

(5) $2,557,299 is not subject to the City's debt limit.

(6) $400,000 is not subject to the City's debt limit.

OVERLAPPING DEBT

The City of Woburn is located in Middlesex County and is a member of the Massachusetts Water Resources Authority, Massachusetts Bay Transportation Authority, and the Northeast Metropolitan Regional Vocation School District. The following table sets forth the outstanding bonded debt, exclusive of temporary loans in anticipation of bonds or current revenue, of Middlesex County, the Massachusetts Water Resources Authority, Massachusetts Bay Transportation Authority, and the Northeast Metropolitan Regional Vocational School District and the City's gross share of such debt and the fiscal 2018 dollar assessment for each.

Overlapping Entity	Outstanding Debt	Woburn's FY2018 Est. Share (1)	FY2018 Dollar Assessment (2)
Water Resource Authority (3)			
Water	$2,057,615,000	1.50%	$2,175,392
Sewer	3,572,843,000	2.05	5,907,265
Massachusetts Bay Transportation Authority (4)	5,563,850,000	0.50	851,152
Northeast Metropolitan Regional Vocational School District (5)	-	5.21	1,786,672

(1) Estimated share based on debt service only.

(2) Estimated dollar assessment based upon total net operating expenses, inclusive (where applicable) of debt service.

(3) SOURCE: Massachusetts Water Resources Authority. Debt as of June 30, 2017. The Massachusetts Water Resources Authority (the "MWRA") provides wholesale drinking water services in whole or in part to 48 cities, towns and special purpose entities and provides wastewater collection and treatment services to 43 cities, towns and special purpose entities. Under its enabling legislation, as amended, the MWRA may borrow up to $6.1 billion outstanding at any time for its corporate purposes. Its obligations are secured by revenues of the MWRA. The MWRA assesses member cities, towns and special purpose entities, which continue to provide direct retail water and sewer services to users. The cities, towns and other entities collect fees from the users to pay all or part of the assessments; some municipalities levy property taxes to pay part of the amounts assessed upon them.

(4) SOURCE: Massachusetts Bay Transportation Authority ("MBTA"). Debt as of June 30, 2017. The Massachusetts Bay Transportation Authority (the "MBTA") was created in 1964 to finance and operate mass transportation facilities within the greater Boston metropolitan area. Under its enabling act, the MBTA is authorized to issue bonds for capital purposes, other than refunding bonds, and for certain specified purposes to an outstanding amount, which does not exceed the aggregate principal amount of $3,556,300,000. In addition, pursuant to certain of the Commonwealth's transportation bond bills, the MBTA is authorized to issue bonds for particular capital projects. The MBTA also is authorized to issue bonds for the purpose of refunding bonds. Under the MBTA's enabling act debt service, as well as other operating expenses of the MBTA, are to be financed by a dedicated revenue stream consisting of the amounts assessed on the cities and towns of the MBTA and a dedicated portion of the statewide sales tax. The amount assessed to each city and City is based on its weighted percentage of the total population of the authority as provided in the enabling act. The aggregate amount of such assessments is generally not permitted to increase by more than 2.5 percent per year.

(5) SOURCE: Northeast Metropolitan Regional Vocational School District. Debt is as of June 30, 2017. Assessment is for fiscal 2017.

CAPITAL IMPROVEMENT PLAN SUMMARY

CAPITAL IMPROVEMENT PLAN SUMMARY

OVERVIEW & DEFINITIONS

Planning, budgeting and financing for the replacement, repair, and acquisition of capital assets is a critical component of any municipality's budget and operation. Prudent planning and funding of capital assets ensures that a municipality can provide quality public services in a financially sound manner. Furthermore, long-term capital planning is one of the local government financial practices that credit rating agencies evaluate when assessing municipalities for credit quality. A balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible. The development of a Capital Improvement Plan (CIP) is the mechanism that a municipality uses to identify projects, prioritize funding, and create a long-term financial plan that can be achieved within the limitations of the budget environment. To qualify as a capital expenditure for the City of Woburn, a proposed purchase or project must exceed $10,000 in cost, be purchased or undertaken at intervals not less than 3 years, and have a useful life of at least three years.

To review in detail the City's capital planning policies & procedures, see Financial Policies & Objectives, Appendix A.

EXISTING CAPITAL ASSETS

The City's net investment in capital assets for its governmental and business-type activities as of June 30, 2017 amounts to $254.9 million (net of accumulated depreciation). This investment includes land, land improvements, construction in progress, buildings, building improvements, vehicles, machinery and equipment, and infrastructure.

FY2017 additions to capital asset value totaled $17.5 million. Of this,

- $4 million was related to the public library project;
- $8.5 million was for the Hurld/Wyman elementary school construction project;
- $1.7 million was street resurfacing;
- $1.5 million was for land acquisition; and
- $1.8 million went to vehicles, equipment, and building improvements.

There were also $2.3 million in water and sewer additions, mainly attributable to new water mains, relining water lines, sewer line rehabilitation, and improvements to the Shaker Glen pump station.

DISCUSSION OF PROJECTS & FUNDING SOURCES

To finance the CIP, the City uses a combination of sources, including:

Pay-As-You-Go Local Funding

The City uses current dollars to pay for pay-as-you-go (i.e. cash-funded) projects. The primary source is free cash, but other potential sources include stabilization fund, raise & appropriate, and expenditure exclusion. Under the City's existing capital planning process, final decisions about which projects to fund in FY2019 will be made after free cash has been certified in fall 2018.

Debt

The City will use debt to finance projects when appropriate and according to City policy. Wherever possible, the City takes advantage of special loan programs offered by the state or federal governments.

Note: Please see Debt Detail section for information on anticipated new borrowing for FY2019.

FY2019 General Fund Debt-Funded Projects – Existing Debt Service

General Fund Debt	Rate	Issued	Matures	Principal	Interest	FY2018 Budget	FY2019 Mayor's Budget
High School	4.31%	7/15/2007	7/15/2027	140,000	63,263	203,263	203,263
Shamrock	4.31%	7/15/2007	7/15/2018	15,000	1,041	16,041	16,041
Goodyear Elementary	3.18%	9/22/2011	9/15/2036	160,000	102,476	262,476	262,476
Whispering Hill	3.80%	9/22/2011	9/15/2036	250,000	161,119	411,119	411,119
Goodyear Elementary Part 2	2.97%	3/15/2011	9/15/2036	215,000	131,036	346,036	346,036
Whispering Hill Part 2	2.80%	3/15/2011	9/15/2036	10,000	4,891	14,891	14,891
Spence Farm	2.97%	3/15/2011	9/15/2036	105,000	61,250	166,250	166,250
Goodyear Elementary Part 3	2.95%	3/15/2011	9/15/2036	65,000	37,345	102,345	102,345
Joyce Middle School Roof #1	2.93%	3/15/2011	9/15/2036	15,000	6,270	21,270	21,270
Kennedy Middle School Roof #1	2.93%	3/15/2011	9/15/2036	15,000	6,270	21,270	21,270
Reeves Advance Refunding	2.08%	6/27/2012	6/30/2025	235,000	53,150	288,150	288,150
Shamrock Advance refunding	2.08%	6/27/2012	6/30/2025	230,000	60,550	290,550	290,550
Landfill Advance Refunding	2.08%	6/27/2012	6/30/2025	50,000	14,000	64,000	64,000
Joyce Middle School Roof #2	2.01%	3/21/2013	3/15/2022	65,000	16,900	81,900	81,900
Kennedy Middle School Roof #2	2.01%	3/13/2013	3/15/2022	115,000	29,900	144,900	144,900
Refinance refunding High School	2.01%	3/13/2013	3/15/2022	1,180,000	463,538	1,643,538	1,643,538
Total General Fund Debt				2,865,000	1,212,998	4,077,998	4,077,998
High and White School Payments provided for through Debt Exclusion Reserve Fund***				(1,320,000)	(526,800)	(1,846,800)	(1,846,800)
Net General Fund Debt				1,545,000	686,198	5,924,798	5,924,798

Enterprise Fund Sources

Water and sewer capital projects are funded through user-supported debt or retained earnings. Enterprise operations, by law, are able to maintain an operating surplus (also known as "retained earnings") that can be utilized for future enterprise fund costs. These funds can be used to stabilize the user rates, apply to annual budget needs, and/or invest in capital replacement and expansion.

FY2019 Enterprise Fund Debt-Funded Projects – Existing Debt Service

	Rate	Issued	Matures	Principal	Interest	FY2018 Budget	FY2019 Mayor's Budget
Water Enterprise Fund Debt- Capital Projects							
Water System Improve Phase 1	4.14%	7/15/2009	7/15/2020	90,000	12,425	102,425	102,425
Water Treatment Plant (DW 00-07)	2.20%	2/1/2003	2/1/2021	214,440	21,078	235,518	235,518
Water System Improve	4.31%	3/1/2006	9/1/2018	25,000	1,734	26,734	26,734
Water System Improve 6/25/2009	3.83%	7/15/2009	7/15/2030	270,000	206,563	476,563	476,563
Storm Water Manag Ph. II(cw03-21)	2.00%	2/1/2006	2/1/2025	10,000	2,484	12,484	12,484
Storm Water Manag Ph. II(cw05-12)	2.00%	12/18/2007	7/15/2018	24,128	734	24,862	24,862
Storm Water Manag Ph. II(cw06-05)	2.00%	12/18/2007	7/15/2018	32,170	978	33,148	33,148
Storm Water Manag Ph. II(cw07-15)	2.00%	3/18/2009	7/15/2029	11,771	3,343	15,114	15,114
MWPAT DWS-07-17	2.00%	7/15/2010	7/15/2029	164,492	55,219	219,711	219,711
MWPAT DWS-08-19	2.00%	7/15/2010	7/15/2009	283,325	95,303	378,628	378,628
MWPAT DWS-08-19-A	2.00%	7/15/2013	7/15/2031	89,628	32,969	122,597	122,597
Water System Improvement Advance	2.08%	6/27/2012	6/30/2025	305,000	80,150	385,150	385,150
MWPAT DWS-07-17 A	2.00%	7/15/2013	7/15/2031	1,007	379	1,386	1,386
Water System Improvements #1	2.01%	3/15/2013	3/15/2032	100,000	57,950	157,950	157,950
WaterSystem Improvements #2	2.01%	3/15/2013	3/15/2032	115,000	66,643	181,643	181,643
Total Water Debt				1,735,961	637,950	2,373,911	2,373,911
Sewer Enterprise Fund Debt- Capital Projects							
Sewer	3.83%	7/15/2009	7/15/2020	50,000	7,025	57,025	57,025
Total Sewer Debt				50,000	7,025	57,025	57,025

Massachusetts Water Resources Authority (MWRA) Debt Service

The MWRA is a Massachusetts public authority established by the Legislature in 1984 to provide wholesale water and sewer services in 61 metropolitan Boston municipalities. Approximately 33% of the City's water supply is provided by the MWRA, while approximately 95% of Woburn is served by the MWRA sewer system.

	Issued	Matures	Term	Loan Amount	Annual Debt Service (P + I)
Water Cleaning Relining	2/15/2011 thru	2/15/2020	10yr	1,154,330.00	115,433.00
Water Cleaning Relining	5/15/2013 thru	5/15/2022	10yr	1,000,000.00	100,000.00
Water Cleaning Relining	5/15/2017 thru	5/15/2027	10yr	1,591,000.00	159,100.00
Sewer System Rehab Loan	5/15/2016 thru	5/15/2025	10yr	366,175.00	36,617.50
Sewer System Rehab Loan	2/15/2017 thru	2/15/2026	10yr	67,075.00	6,708.00
Sewer System Rehab Loan	11/15/2018 thru	11/15/2027	10yr	43,325.00	43,325.00
				Total Debt Service	461,183.50

Outside Funding

State, federal, or private grant funding is used wherever possible. Examples of recent sources include:

- Chapter 90 Funds: Each year, the Massachusetts Department of Transportation (MassDOT) allocates funds to cities and towns for roadway construction, maintenance, or improvement. Funds may also be used for other work incidental to roadway work, such as the construction of a garage to house related vehicles, or the purchase of related vehicles, equipment, and tools. Chapter 90 is a 100% reimbursable program. Funding is accomplished through the issuance of transportation bonds and apportioned to municipalities based on three factors: 1) accepted road miles, 2) population, and 3) total employment within the municipal borders. Road miles is the most heavily weighted factor at 58.33%; the others are each weighted at 20.83%.

- Massachusetts School Building Authority (MSBA): The MSBA provides funding for school feasibility, design, and construction. Projects must be accepted into the process in response to the submission of a Statement of Interest which identifies a facility problem to be solved. Subsequently, the community must appropriate funding for schematic design and later for construction before the MSBA will commit to its share of the project. If accepted, the MSBA determines the amount of reimbursement it will offer based upon community need, with a minimum base rate of 31%. The percent of reimbursement can then be increased based upon three factors: community income factor, community property wealth factor, and community poverty factor.

- Massachusetts Water Resources Authority (MWRA): The MWRA's Local Water System Assistance Program (LWSAP) provides interest-free loans to member water communities to perform water system improvement projects. Community loans are repaid to MWRA over a 10-year period. The program's goal is to improve local water system pipeline conditions to help maintain high water quality from MWRA's treatment plant through local pipelines to customers' taps. On recommendation from the MWRA Advisory Board, the MWRA Board of Directors approved an enhancement to the Local Water System Assistance Program to provide up to $100 million in 10-year zero-interest loans to communities solely for efforts to fully replace lead service lines.

APPENDICES

A – Financial Policies & Objectives
B – Fund Balance Schedule
C – Community Profile
D – Glossary/Acronym List

APPENDIX A: FINANCIAL POLICIES & OBJECTIVES

The City's financial policies and objectives were adopted by the City Council on September 7, 2017.

INTRODUCTION

The City of Woburn established these financial management policies to ensure the provision of efficient and effective municipal services and to establish policies and procedures that are financially prudent and economically sound.

The objectives of the City of Woburn's financial management policies are as follows:

- To guide the Mayor, City Council, and management staff in evaluating and implementing decisions that have significant impact on the City;
- To regularly evaluate the City's financial capacity to meet present and future needs;
- Establish operational principles that minimize the cost of government, consistent with services desired by the public, and that minimize financial risk;
- Provide effective financial management that conforms with Generally Accepted Accounting Principles (GAAP), Uniform Municipal Accounting System (UMAS) and Massachusetts Department of Revenue (DOR) Informational Guideline Releases;
- To employ balanced and fair fee and user revenue policies that provide funding for required and needed programs;
- To promote credible and sound financial management by providing accurate and timely information on the City's financial condition to elected officials, staff, the public and other external interests;
- To ensure current and future capital needs are addressed in a comprehensive and financially sound manner;
- Modernize the financial systems and provide increased public access to annual budgets, reports, audits and other needs as they occur;
- Provide residents with a high level of clarity of taxes and charges and maximize their ability to utilize online payment services;
- Provide increased public confidence in financial management;
- Protect and enhance the City's long-term financial health and credit strength, as reflected in its credit ratings;
- Provide safeguards to ensure the quality and integrity of financial systems; and,
- To promote cooperation and coordination with other governments and the private sector in the financing and delivery of services.

A. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

A-1 Annual Audit

Background

The Government Finance Officers Association (GFOA) recommends that communities engage the same auditor by entering into multiyear agreements, or a series of one-year contracts, for a term of at least five years. A multiyear agreement allows for greater continuity and enables a new auditor to spread initial start-up costs over multiple years, potentially reducing costs in the initial years.

However, after this term, the GFOA recommends a full, competitive selection process and a rotation of auditors after each multiyear agreement, provided there is adequate competition among qualified auditors. Contracting with a new audit firm not only brings a fresh perspective, but it also reflects good practice.

Where competition is limited, participation of the current auditors is acceptable, assuming their past performance has been satisfactory and conformed to industry standards. In the event the City chooses to remain with an audit firm, it is advisable to rotate the audit manager on a regular basis.

Policy:

1. The City will utilize accounting practices that conform to GAAP as set forth by the Government Accounting Standards Board (GASB), UMAS and DOR Informational Guideline Releases. The City shall have an independent outside audit performed by a certified public accountant each year. The Mayor shall provide for such an audit by an accountant or a firm of accountants, who have no personal interests, direct or indirect, in the fiscal affairs of the City government or of any of its officers or employees.

2. The City will either re-advertise for auditing services every five to eight years or ensure that there is a regular rotation of audit managers within a particular firm if it elects to stay with a given audit firm. The City will strive to have the annual audit completed by January 1st of the following year.

3. The City will utilize a cash basis of budgeting, while the audited financial statements will be reported on an accrual basis, in accordance with statutory requirements.

4. The Finance Committee shall review the audit plan with the independent auditor(s) prior to interim testing and year-end fieldwork. Upon completion of the audit, the City Council shall meet with the independent auditor(s) to discuss the results of the audit and the annual financial reports.'

References:

Annual Audits, MA DOR Division of Local Services Best Practice.

A-2 Comprehensive Annual Financial Report

Background:

A Comprehensive Annual Financial Report (CAFR) is a set of Government financial statements comprising the financial report of the municipal entity that complies with the accounting requirements promulgated by the General Accounting Standards Board (GASB). GASB provides standards for the content of a CAFR in its annual updated publication *Codification of Government Accounting and Financial Reporting Standards*. A CAFR is compiled by the municipal accounting staff and audited by an external Certified Public Accounting firm utilizing GASB requirements. It is comprised of three sections: Introductory, Financial, and Statistical. It combines the financial information of fund accounting and Enterprise Authorities accounting.

Policy:

The City shall work towards the preparation of a Comprehensive Annual Financial Report (CAFR) that meets the criteria established by the GFOA's Certificate of Achievement in Financial Reporting Program. This program encourages the preparation of a comprehensive report that goes beyond the annual audit report and presents information that enhances government transparency and disclosure.

A-3 Monthly Reporting

Background:

Monthly reporting helps a community to determine whether sufficient funds are available to cover current obligations, any surplus can be invested, or shortfall exists requiring temporary borrowing.

Policy:

The City Auditor shall produce and distribute monthly budget-to-actual reporting to evaluate the City's financial position per Massachusetts state law. These reports shall be submitted to the Mayor and City Council, among others. This will enable the City to take prompt management action in the event that fiscal problems are indicated or adjust spending behavior to meet financial challenges. If financial problems are indicated, the Auditor will review with the Mayor a monthly report of revenues and expenditures at the line item level.

References:

Cash Flow Forecast in Treasury Operations, Government Finance Officers Association Best Practice, February 2011.

A-4 Cash Collections

Background:

One of a government's functions is to collect taxes and other revenues. The process involves many actors including the Treasurer/Collector's office, Auditor's office, Legal Counsel, Tax Assessor, other Departments or Agencies, other Governments at the State and/or local level, commercial banks, and private collection agencies.

Policy:

The City shall collect all revenue using fair and consistent methods, exercising all powers provided to it under law.

On or before January 31st of the next year, the City shall commence tax title proceedings against all properties that owe property taxes to the City.

The Treasurer/Collector shall establish and maintain reliable record keeping systems and enforce a timely collections process. All amounts committed must be supported with a warrant and a detailed listing of all amounts due. All monies received should be turned over to the Treasurer/Collector's office daily and not less than weekly so they may be deposited in the bank in a timely manner.

The Treasurer/Collector shall aggressively pursue the collection of delinquent accounts and with assistance from the Deputy Collector and other City officials to pursue collection of outstanding real estate taxes, personal property taxes, water/sewer fees, excise taxes and fines. The execution of a systematic and deliberate program to collect taxes owed is intended not only to capture revenue, but also to establish a clear policy that tax delinquents will be aggressively pursued. The Treasurer/Collector shall execute in a timely manner collection remedies such as issuance of demands immediately after bills become past due and initiate tax taking shortly afterwards to increase the rate of collection of municipal monies, thereby assisting in the financial stability of the City.

References:

Revenue Collection, Government Finance Officers Association Best Practice.

A-5 Reconciling Cash and Receivables

Background:

Two of the largest assets for a community are cash and receivables. Information pertaining to these is kept by the Treasurer/Collector, and the City Auditor. A Treasurer is the custodian of the community's revenues, tax titles, and tax possessions, while a Collector keeps listings of outstanding receivables due to the community, and an Auditor is responsible for maintaining the accounting records. Prompt and frequent reconciliations between these offices are essential in order to maintain control and ensure checks and balances are in place.

Policy:

Within thirty days after the end of each month, the Treasurer/Collector shall internally reconcile the cashbook to all bank statements, and the Treasurer/Collector shall internally reconcile all receivable balances with the receivable control. The results of these activities shall be forwarded to the City

Auditor's office and compared to the general ledger records. If differences are determined, the Treasurer/Collector and Auditor shall reconcile the variances (e.g., missing information, errors, and timing differences). The Mayor shall ensure compliance with the timeliness and completion of this process.

The City shall reconcile revenues and expenditures for each fiscal year within one to two months of the end of the fiscal year.

References:

Reconciling Cash and Receivables, MA DOR Division of Local Services Best Practice.

A-6 Cash Flow Forecasting and Budgeting

Background:

The purpose of cash flow forecasting is to determine whether sufficient funds are available to cover current obligations, any surplus can be invested, or if any cash shortfall exists which may require temporary borrowing.

The Division of Local Services (DLS) recommends maintaining a cash flow budget to forecast investment opportunities or borrowing needs. Major revenue sources like property taxes and state aid are generally received in large, lump sums at specific points in the fiscal year and do not necessary coincide with expense patterns, which often results in cash surpluses or shortfall during certain periods of the year.

The Government Finance Officers Association also recommends cash flow forecasting as a best practice. When used as a cash management guide, it can lead to the optimized use of funds as well as insure sufficient liquidity.

Policy:

Beginning in FY2018, the City Auditor and Treasurer/Collector will develop a cash flow forecast for the upcoming fiscal year after approval of the annual budget and before July 1 each year.

References:

Cash Flow Forecast in Treasury Operations, Government Finance Officers Association Best Practice, February 2011.

B. GENERAL FUND

Background:

The General Fund is the primary operating fund for the City. It is used to account for all financial resources except those that are required to be accounted for in another fund (i.e.), special revenue, debt service, capital project, trust fund and permanent funds. The General Fund balance includes Stabilization Funds and Free Cash. In accordance with GASB 54 the General Fund balance consists of 5 components, non-spendable, committed, assigned and restricted. The remaining resources after funds have been identified in the General Fund are designated as the unreserved fund balance. As a measure of liquidity, The Government Finance Officers Association (GFOA) recommends a minimum unreserved fund balance of two months of general fund operating expenditures or approximately 17% of operating expenditures.

Policy:

1. Budget Goals and Objectives shall be developed annually by each Department Head in consultation with the Mayor, no later than May 15th of each year. The Mayor shall submit to the City Council a proposed operating budget for all City departments, which shall include the school department, for the ensuing fiscal year with an accompanying budget message and supporting documents. The budget document should conform to guidelines set forth by Section 3-3 of the Woburn Municipal Code, the City Charter, the Governmental Finance Officers Association (GFOA), and the DOR.

2. The City will carefully and routinely monitor all amounts due. An active collection policy will be followed for all receivables, including property taxes. An average collection rate of at least 99% of current levy shall be maintained provided, however, that it is the City's full intent to collect 100% of all receivables in any given year. The City of Woburn tax billing and lien process is to be administered in accordance with all Massachusetts statutory laws. Timely tax collections are to be performed in order to maintain a steady cash flow.

3. Charges for services and other revenues shall be reviewed on a regular basis at least every three (3) years. Charges shall be adjusted as necessary in respond to changes in the cost of providing services. The Mayor, in consultation with Department Heads, shall be responsible for cost recovery goals for individual departments or services, as appropriate, and shall make recommendations to the City Council for review and final approval of all applicable fees.

The City of Woburn is required to follows GASB 54 for fund balance reporting.

The City of Woburn has a target goal of 17-20% of general fund operating expenditures for its unreserved fund balance.

C. BUDGET POLICIES

C-1 Balanced Budget

Background:

All Massachusetts municipalities are required by state law to prepare balanced annual budgets.

The Government Finance Officers Association (GFOA) notes a true structurally balanced budget is one that supports financial sustainability for multiple years into the future.

Policy:

The Mayor shall present, and the City Council shall adopt balanced budgets in which current revenues (non-one-time) equal or exceed current expenditures. Expenditures shall be realistically budgeted and estimated revenues shall be conservatively budgeted to allow for unanticipated events. The City shall present said estimates and assumptions behind revenue estimates along with the balanced budget.

The City will not balance the budget by using one time or other nonrecurring revenues to fund ongoing expenditures. The City will not use budgetary procedures that balance the budget at the expense of future years, such as postponing or deferring payment of expenses already incurred, accruing future year revenues, or rolling over short-term debt to avoid making principal payments.

The City budget shall also support a financially sound operating position by maintaining reserves for emergencies and providing sufficient liquidity to pay bills on time and avoid revenue anticipation borrowing.

References:

M.G.L. c.44, §31

Achieving a Structurally Balanced Budget, Government Finance Officers Association Best Practice, February 2012

C-2 Submission of Budget and Budget Message

Background:

Two important principles of public budgeting are clarity and publicity. The GFOA considers this as the greatest importance for an explanation to be included as a part of the legislative discussion, explaining the key issues of importance included in the document. It is equally important to distribute this information to the general public to give them a greater understanding of the issues confronting the community.

Policy:

In consultation with the City Auditor, Treasurer and departments, the Mayor shall prepare revenue projections for the upcoming fiscal year and gather budget requests from all City departments. The Mayor shall prepare a proposed budget incorporating all City revenues, including enterprise funds, for submission in an electronic format to the City Council for review and consideration. The Mayor shall provide written documentation of budget assumptions and shall include a 10-year history of free cash certification, stabilization fund balance, and overlay surplus.

The Mayor's budget proposal shall provide a complete financial plan of all general and enterprise funds and activities for the ensuing fiscal year, an accompanying budget message, and supporting documents. The budget message from the Mayor shall explain the proposed budget for all City agencies in fiscal terms and in terms of work programs. It shall outline the proposed financial policies for the City for the ensuing fiscal year, describe the important features of the budget, indicate any major differences from the current fiscal year in financial policies, expenditures, and revenues, together with the reason(s) for such changes, summarize the City's debt position, and include such other material as the Mayor deems desirable or the City Council may reasonably require.

The City shall work toward the implementation of a budget document that meets the high standards of the Government Finance Officers Association "Distinguished Budget Presentation Award Program."

C-3 Revenue and Expenditure Forecast

Background:

A critical step in maintaining a sound financial plan is the preparation of a multi-year revenue/expenditure forecast(s). Long term financial planning, including revenue and expenditure assumptions, is one of the local government financial practices that credit rating agencies evaluate when assessing municipalities for credit quality.

The Massachusetts Division of Local Services (DLS) states that a financial forecast, or multi-year revenue and expenditure forecast, allows a municipality to evaluate the impact of various government decisions over time.

A forecast will provide decision-makers with an indication of the long-term fiscal impact of current policies and budget decisions, and will allow staff, the Mayor, and the City Council to test various "what-if" scenarios and examine the fiscal impact on future budgets.

Policy:

Each year the City shall prepare and maintain a five-year Financial Forecast for General Fund and Enterprise Fund operations based on current service levels and current funding sources and including the five- year Capital Improvement Program. The forecast shall include 3 to 5 years of historic data for trend analysis purposes.

The forecast shall be used as a budget tool to enable City officials to review operating needs, identify fiscal challenges and opportunities, and develop long-term budgeting policies as part of an overall

strategic plan. The forecast shall be designed to provide an outlook on the implications of changes in revenues and expenditures and allow for analyzing multiple scenarios. The forecast will: 1) provide insight into whether the current mix and level of resources in the General Fund are likely to continue to be sufficient to cover current service levels and capital projects; and, 2) identify the resources needed to maintain required enterprise fund operations and 3) estimate the impact on rate payers.

Procedure:

The City Auditor, in cooperation with other departments, will review fiscal assumptions every year when the forecast is updated and will input data that is timely and accurate in preparation of the forecast. The forecast and the associated assumptions shall be made available to the Mayor and theCity Council, and the public no later than upon submission of the Capital Improvement Plan.

References:

User's Guide and Assumptions (Five Year Financial Forecast FY2019-FY2023), Edward J. Collins, Jr. Center for Public Management at UMass Boston.

Revenue and Expenditure Forecasting, MA DOR Division of Local Services Best Practice.

Financial Forecasting in the Budget Preparation Process, Government Finance Officers Association Best Practice, February 2014.

Financial Management Assessment, Standard and Poor's, June 2006.

C-4 Position Control/Vacancies

Background:

The largest segment of a City's budget is its personnel costs. Failure to accurately monitor the approved personnel budget can lead to errors in budgeting, over or under staffing, incorrect grading, and other personnel costs.

Policy:

The City shall maintain a personnel system that accurately tracks authorized, filled and unfilled positions as well as their funding source. Annual budgets shall be prepared that account for all the costs necessary to cover positions that the City intends to have during that budget period.

D. RESERVE POLICY

D-1 Creating and Maintaining Reserves

Background:

Formal written policies that establish guidelines for funding and maintaining reserves can help a community sustain operations during difficult economic periods. Reserves can be used to finance unforeseen or emergency needs, to hold money for specific future purposes, or in limited instances, to serve as a revenue source for the annual budget. Reserve balances and policies can also positively impact a community's credit rating and as a consequence, the long-term cost to fund major projects. The discussion of reserves, and the attention of credit rating agencies, is generally focused on free cash, stabilization funds, and, sometimes, overlay surplus. A review of the public finance literature generally reveals five reasons local governments create and maintain reserves:

a. **Operational Needs** –These are contingency reserves which are typically appropriated as part of the annual budget. The purpose is to meet unexpected increases in department operational costs such as legal fees, major equipment repairs and snow removal.

b. **Catastrophic or Emergency Expenditures** – These are contingency reserves which provide emergency funds for use in a major calamity such as a hurricane, blizzard, uninsured loss or damage to a capital asset.

c. **Maintenance of Assets** – These are restricted reserves used to replenish the continuing depreciation or replacement of buildings and equipment. The City is required to show the depreciation of certain fixed assets.

d. **Liquidity or Cash Flow**: These are unrestricted reserves used to reduce the need for short-term borrowing, generate investment income and to maintain a strong credit rating.

e. **Unfunded Liabilities**: These are restricted reserves used to fund an unfunded liability that has been incurred during the current or prior years, but which does not have to be paid until a future year, and for which adequate reserves have not been set aside. These liabilities may not be apparent in typical financial records in a way that makes their impact easy to assess. This type of liability accumulates gradually over time and may go unnoticed until it has created severe financial problems. Unfunded liabilities are predominantly pension obligations and postemployment benefits.

The overall level of Financial Reserves is critical to maintaining the City's credit rating and ensuring sufficient funds to manage unanticipated needs. The City of Woburn's unrestricted reserves include: Free Cash, Water & Sewer Enterprise Fund, Stabilization Funds and Overlay Surplus. The City also has restricted reserves in its Other Post-Employment Benefits (OPEB) and Pension Trust Funds.

The City of Woburn has established the following Reserve Policies and target dates for financial reserves:

Current Reserve Policy: is 15 % of the General Fund annual budget. To meet the 15% target, free cash will be combined with the stabilization fund.

Current Water & Sewer Enterprise Unrestricted Net Assets Policy: Target for this reserve is to be 5-10% of the Water & Sewer Enterprise Budget.

Uses: Legally restricted to water and sewer system purposes.

D-2 Reserve: Free Cash

Background:

The Division of Local Service's *Municipal Finance Glossary (May 2008)* defines Free Cash as follows:

> *Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the prior year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.*

Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, an emergency, or other unanticipated expenditure, non-recurring capital expenditures and uneven cash flow. Free cash can serve as a source for funding capital funds or replenish other reserves.

GFOA notes it is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures).

DLS recommends that a municipality strive to generate free cash in an amount equal to 3-to-5% of its annual budget.

Policy:

The City of Woburn will not use free cash to fund the operating budget. Free Cash is considered a non-recurring source of funds, and should only be used for non-recurring purposes, including replenishing reserves.

The City will endeavor to maintain a target minimum balance of free cash equal to 10% of the annual general fund budget. Amounts in excess of this 10% target will be available for capital or other one-time expenses, while the target amount will be left unspent from year to year.

Free cash shall not be depleted in any year, so that the following year's calculation will begin with a positive balance. Conservative revenue projections and departmental appropriations shall be managed to produce excess income and departmental budget turn backs.

Free Cash may be used for certain one-time expenditures, such as major capital projects, emergencies, other unanticipated expenditures, or to replenish other reserves.

References:

Free Cash, MA DOR Division of Local Services Best Practice.

Appropriate Level of Unrestricted Fund Balance in the General Fund, Government Finance Officers Association Best Practice, September 2015.

Reserve Policies, MA DOR Division of Local Services Best Practice.

Statutory Reference: MGL Chapter 59 §23

D-3 Reserve: Stabilization Fund

Background:

The Stabilization Fund is the City's main reserve fund designed to provide financial stability for the City, while improving the City's credit worthiness and flexibility. The provisions of this fund are dictated by Massachusetts General Law (MGL), Chapter 40, Section 5B. The Stabilization Fund may be appropriated for any lawful purpose upon recommendation by the Mayor and a two-thirds (2/3) vote by the City Council. Free Cash reserves are the remaining, unrestricted funds from operations of the previous fiscal year; these include unexpended Free Cash from the previous year, actual receipts in excess of revenue estimates and unspent amounts in budget line-items Free Cash may also include adjustments for deficits in any other funds of the City. A stabilization fund is designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Under State law, a municipality may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed 10% of the prior year's tax levy. Generally, a majority vote of a City Council is required to establish, amend the purpose of, or appropriate money into a stabilization fund, and a two-thirds majority is required to appropriate money from a stabilization fund. Any interest generated by a fund must be added to and become a part of the fund.

D-3a General Stabilization Policy:

The City shall maintain a General Stabilization Fund of 5-7% of the annual general fund budget for the purpose of extraordinary or unforeseen expenditures. The City will endeavor to leave this balance unspent, except in the event of an emergency or extraordinary or unforeseen events. If it is necessary to draw down from the General Stabilization Fund, the City will ensure that it is restored through the appropriation of revenues such as free cash and/or one-time revenues.

D-3b Capital Stabilization Policy:

The City shall maintain a special purpose Capital Stabilization Fund that shall serve as a funding source for the City's capital improvement plan, including any associated debt service. The City shall have a goal to maintain a Capital Stabilization Fund equal to 3% of the annual budget. Each year, as pay as you go capital is expended from the Fund, the City shall replenish the fund to the targeted policy goal. The City will establish a Capital Stabilization Fund in FY2018 after free cash has been certified.

References:

Special Purpose Stabilization Funds, MA DOR Division of Local Services Best Practice.
Statutory Reference: MGL Chapter 40 § 5B

D-4 Use of Free Cash and Stabilization Funds

For purposes of this policy, the following are deemed to be appropriate uses of Free Cash:

a) Appropriated Reserve – an amount to provide for extraordinary or unforeseen expenditures.

b) Stabilization Fund – to fund or replenish the Stabilization Fund.

c) Capital Improvement Program – to fund capital projects that would otherwise incur borrowing costs associated with the issuance of debt.

d) Special Use – to augment the trust funds related to benefits and unfunded liabilities related to employee benefits such as OPEB.

e) Extraordinary Deficits – to fund any potential deficits that would otherwise be carried over to the following fiscal year.

f) Emergency Appropriations – to allow for fiscal flexibility.

D-5 Reserve: Pension Trust Fund

Background:

The Contributory Retirement System is a defined benefit program that is governed by Massachusetts General Laws, Ch.32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a state entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 public pension systems. Funding for this system covers the costs of employees who are part of the City's retirement system, which does not include teachers, as their pensions are funded by the State. The City is a member of the Woburn City Retirement System and pays an annual pension assessment to the System. The Woburn City Retirement System has established, as of December 31, 2016, a funding schedule to fully-fund this liability by 2036.

Policy:

In accordance with state law, PERAC regulations and government accounting standards, the City shall continue to fund this liability in the most fiscally prudent manner, recognizing the fact that the adoption of a funding schedule is, by law, the responsibility of the City Retirement Board.

References:

M.G.L. c.32

D-6 Reserve: Other Post-Employment Benefits Trust Fund

Background:

OPEB consists primarily of the costs associated with providing health insurance for retirees and their spouses. The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004 to address the OPEB issue. GASB 43 required the accrual of liabilities of OPEB generally over the working career of plan members rather than the recognition of pay-as-you-go contributions, while GASB 45 required the accrual of the OPEB expense over the same period of time. The reporting requirements of GASB 43 and 45 include disclosures and schedules providing actuarially determined values related to the funded status of OPEB. This requires that the accrued liabilities be determined by a qualified actuary using acceptable actuarial methods.

Policy:

While there is currently no legal requirement to fund OPEB, the City recognizes the importance and financial advantage of initiating early and regular funding for these long-term obligations. The City will endeavor to appropriate a minimum of $500,000 per year from a mix of ongoing and one-time revenues, overlay surplus, free cash, and unexpended health insurance budget into the irrevocable trust established under MGL c. 32B, §20.

In order to determine the funding schedule, the City shall continue its current practice of having an independent actuary prepare biennial valuations, which is in compliance with GASB's requirement. Careful consideration shall be given to identifying the investment vehicle that offers the best rate of return in the safest possible environment.

The City shall accept GASB 43 and 45 and establish and maintain an OPEB advisory board to monitor and oversee investments on the fund. The City recognizes that the adoption of a funding schedule is, by law, the responsibility of the OPEB advisory board.

References:

Statement No. 43, Reporting for Postemployment Benefit Plans Other Than Pension Plans, Governmental Accounting Standards Board, April 2004.

Statement No. 45, Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions, Governmental Accounting Standards Board, June 2004.

GASB Statements 43 and 45 on Other Postemployment Benefits, Governmental Accounting Standards Board.

OPEB Trust, City of Woburn, approved by Mayor and City Council, March 6, 2014

D-7 Reserve: Allowance for Abatements and Exemptions and Overlay Reserve

Background:

State law requires municipalities to annually set aside an amount of money to cover tax abatements and tax exemptions. This amount is determined by the Board of Assessors.

Policy:

The Board of Assessors, in consultation with the Mayor, shall determine the amount of funding to be set aside as overlay reserve each fiscal year. When the use of the reserve is requested by the Mayor, the Board of Assessors will vote to release funds to the Overlay Reserve Surplus account, which may be used to fund OPEB liability. The Assessors will review annually and make conservative recommendations for the availability of transferable funds to the Mayor. Once declared, surpluses may be used for any legal purpose.

Reference:

MGL Chapter 59 § 25, 70A

E. CAPITAL IMPROVEMENTS

Background:

Planning, budgeting and financing for the replacement, repair and acquisition of capital assets is a critical component of any municipality's budget and operation. Prudent planning and funding of capital assets ensures that a municipality can provide quality public services in a financially sound manner. It is recognized that a balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible. The development of a Capital Improvement Program (CIP) is the mechanism that a municipality uses to identify projects, prioritize funding, and create a long-term financial plan that can be achieved within the limitations of the budget environment.

Long term capital planning is one of the local government financial practices that credit rating agencies evaluate when assessing municipalities for credit quality.

References:

Financial Management Assessment, Standard and Poor's, June 2006

E-1 Capital Improvement Plan Budget

Policy:

The City of Woburn shall maintain a five-year Capital Improvement Program developed and annually updated by the Mayor. The Mayor shall present a capital plan annually to the City Council for their approval that includes expenditures for new construction, improvements or renovations of existing City buildings and infrastructure and for major purchases of equipment.

The City will prepare a multi-year Capital Improvements Program (CIP) working with individual departments and agencies and prioritize these projects based on a Capital Needs Assessment. The CIP will include projections for the upcoming fiscal years and will be updated at least biennially, or sooner if there are significant changes to the scope and/or cost of projects. Future operations and maintenance costs associated with capital improvement projects will be developed and identified as part of the project submission.

Reference:

City of Woburn 5 Year Capital Improvement Plan, Edward J. Collins, Jr. Center for Public Management/UMass Boston

E-2 Capital Improvement Financing

Background:

For the purpose of these policies, the following definitions shall apply:

- Current Year Net Revenue - Gross general fund revenues, less debt exclusions and available funds (e.g., free cash, stabilization, Community Preservation, ambulance fees and overlay surplus).
- Net Capital Investment - Gross costs from local debt, less Proposition 2 ½ debt exclusion amounts, plus the cost of capital leases, direct capital expenses (e.g., pay-as-you-go capital) funded from capital stabilization fund and the general fund, and other local amounts approved as part of the capital budget.
- Capital Investment as a Percent of Current Year Net Revenue – The Net Capital Investment divided by the Current Year Net Revenue. (For FY2017, Net Capital Investment was about 4% of the City's Current Year Net Revenues, excluding enterprise funds.)

Policy:

The City's capital improvement program shall be prepared and financed in accordance with the following policies:

- Outside Funding – State, Federal, or private grant funding shall be pursued and used to finance the capital budget wherever possible.

- Net Capital Investment as % of Current Year Net Revenues – Effective in FY2021, the annual Net Capital Investment target is no less than 5% of Current Year Net Revenue.

- Local Funding – The first source of capital investment shall be the Capital Stabilization Fund. Even when a significant balance exists in this account, the City will be cautious about the amount of borrowing to be done with the capital stabilization fund as the funding source. The City will then use modest amounts from the capital stabilization or other reserves such as free cash above target levels to fund pay-as-you go capital needs in order to meet the 5% Net Capital Investment target above. In the event that annual deposits into the capital stabilization fund change significantly, the City will revisit this capital funding policy.

- Debt-Financing/Borrowing -
  - The term of borrowing for a capital project shall not exceed its estimated useful life.
  - The City will attempt to maintain a long-term debt schedule such that at least 65% of its outstanding principal will be paid within ten years.
  - The City will strive to issue level principal debt such that debt service will decline over the term of the issue as another means to mitigate risk regarding this funding source.
  - For any capital item of $100,000 or less potentially funded by debt, the true cost of borrowing, including but not limited to debt service, legal services, and staff time shall be determined and made public prior to debt authorization.
  - The impact of level debt service versus level principal/declining debt on total project cost and on the City's operating budget shall be analyzed before borrowing is authorized.
  - The City shall fund Water and Sewer capital projects, with available funds or bonding from the Water and Sewer Enterprise Fund.

E-3 Capital Improvement Planning Process

Background:

Long Range Capital Planning will be based upon the City's planning process.

Policy:

Since the aggregate cost of desired capital projects generally exceeds available funds, the capital planning process prioritizes projects and identifies the funding needs. The City will initially rely on internally-generated funds and/or grants and contributions from other governmental agencies to finance its capital needs. Capital projects will be prioritized with higher priority given to maintaining overall standards of safety, functionality and to protecting existing capital investments in infrastructure while incurring the lowest life-cycle cost.

The Mayor shall prepare an annual capital plan and submit it as part of the Annual Budget process. To qualify as a capital expenditure, a proposed purchase or project must have a useful life of five years or more, and must exceed $10,000 in cost, be purchased or undertaken at intervals not less than three years, and have a useful life of at least three years. All Departments, Boards, Commissions, and Committees shall, by January 30 of each year, submit to the Mayor information concerning all anticipated Capital Projects and Purchases requiring City Council action.

Additional policies are identified below:

- The Mayor will coordinate development of the capital improvement budget with development of the operating budget.

- Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts, as appropriate.

- Federal, State, or private grants or loans shall be used to finance only those capital improvements that are consistent with the City's capital improvement plan and priorities, and for which operating and maintenance costs have been included in operating budget forecasts.

- All assets shall be maintained at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.

- Equipment replacement and building repair needs shall be projected for the next five years and will be updated each year. From this projection, a maintenance and replacement schedule will be developed and followed.

- Capital projects shall be prioritized based upon criteria establish by the City.

- The estimated costs and potential funding sources for each proposed capital project shall be determined before it is submitted to Mayor and City Council for appropriation.

- Except as required by an emergency, all approved capital projects must be part of the annual adopted Capital Improvement Plan.

Policy:

To meet the annual policy deadline, the calendar for development of the capital improvement plan is as follows:

- The Mayor shall provide directions and a capital improvement request forms to Officers, Boards, Commissions, Committees, Department Directors, and other involved staff on or about December of each year.
- Department Directors and other involved staff shall return request forms to the Mayor on or about January 31 of each year.
- The Mayor shall meet with Department Directors and other involved regarding their capital budget during the Departments' budget development meetings.

F. DEBT MANAGEMENT

F-1 Introduction

The purpose of this debt policy is to establish a set of parameters by which debt obligations will be undertaken by the City of Woburn. This policy reinforces the commitment of the City and its officials to manage the City's financial affairs so as to minimize risks, avoid conflicts of interest and ensure transparency while still meeting the City's capital needs. A debt management policy signals to the public and the rating agencies that the City of Woburn approaches the financing of capital needs in a deliberate manner and fulfills the requirements of Chapter 44 of the Commonwealth of Massachusetts General Laws regarding the adoption of a debt management policy.

The City shall comply with legal requirements for notice and for public meetings related to debt issuance. All notices shall be posted in the customary and required posting locations including, as required, local newspapers, bulletin boards, and websites. All costs associated with each debt issue as well as, when applicable, a debt service schedule outlining the rate of retirement, shall be clearly presented and disclosed to the citizens, City Council, and other stakeholders in a timely manner.

F-2 Financing Purposes

The City of Woburn will consider term financing for the acquisition, replacement, and/or expansion of physical assets, and to refinance existing debt. Short-term issues may be used to finance certain projects and equipment and to support operational borrowing. However, the City will minimize the use of short-term cash flow borrowings by maintaining adequate working capital and effective management of the budgeted expenditures.

While the pay-as-you-go means of using current revenues to pay for capital projects is often considered the preferred means of financing because it avoids interest payments, it may not be entirely practical, given the size and timing of projects to meet the City's ongoing needs. However, the inclusion of a robust cash component in capital projects will be pursued whenever possible, provided fund balance and reserve policies are not compromised.

All debt will be issued and managed in accordance with Chapter 44 of the Massachusetts General Laws, and any other applicable state laws.

The primary borrowing purposes are summarized below:

F-2a Long-Term Capital Improvements

Debt will be issued for a capital project only when it is an appropriate means to achieve a fair allocation of costs between current and future beneficiaries and if a secure revenue source is identified to repay the debt. Debt service is limited to that portion of a project that is not reimbursable by State, Federal or local grants.

The Financial Team, working with City Departments within the context of the CIP and the City's Five-Year Financial Outlook, oversees and coordinates the timing, processing, and marketing of the City's borrowing and capital funding activities. Close coordination of capital planning and debt planning will ensure that the maximum benefit is achieved with the limited capital funds. The debt management process will determine the availability of funds which can be raised through debt based upon the debt capacity/affordability analysis.

The City will analyze market conditions prior to debt issuance to determine the most advantageous terms. Debt financing schedules will be constructed to repay debt within a period not to exceed the expected useful life of the asset, and will attempt to repay debt using a level principal repayment structure. The City will maintain the flexibility to structure debt as it chooses in accordance with state law with the goal of paying off 65% of the principal amount of debt within ten years.

F-2b Refinancing /Refunding of Existing Debt

The Mayor, working with the Financial Team, will periodically evaluate the City's existing debt and execute refinancing when economically beneficial, legally permissible and prudent. A refinancing may include the issuance of bonds to refund existing debt or the issuance of bonds in order to refund other obligations. Net present value savings over the course of the refunding must be at least 3% (of refunded principal) for consideration.

F-2c Cash Flow Borrowing

It is understood that expenditure cycles do not always follow the revenue cycle and that short-term debt may be necessary to meet cash flow requirements. Anticipation notes may include:

- Revenue Anticipation Notes (RANs) issued with the anticipation that non-tax revenue will be received.

F-2d Short-Term Borrowing for Capital Needs

The City may from time to time issue short-term debt that serves as interim financing pending the issuance of long-term debt to finance a completed capital project. This approach is particularly applicable in cases where a project depends upon a combination of reimbursable grant funding such notes may include:

- Bond Anticipation Notes (BANs), a short term-interest-bearing note issued in advance of a future long-term bond issue.
- Grant Anticipation Notes (GANs), issued for capital projects that are dependent upon reimbursable grant funding from an outside entity, such as the Commonwealth or Federal governments.

F-2e Capital Leases

The City may enter into a capital lease agreement for the purchase of capital equipment and vehicles so long as the lease period does not extend beyond the useful life of the purchase.

F-2f State Revolving Fund

For projects that are directly related to wastewater and drinking water infrastructure/ construction/improvement or rehabilitation, the City may opt to borrow funding directly from the Massachusetts Water Pollution Abatement Trust (MWPAT) revolving fund program and/or the Massachusetts Water Resources Authority (MWRA).

F-3 Financing Processes

The City shall employ a financial advisor and bond counsel to review and advise on all matters related to debt authorization and debt issuance. Should a capital project, infrastructure improvement, or capital equipment need require seeking an authorization to borrow funds, the benefitting party must provide comprehensive documentation to the Financial Team outlining the scope of the project, the cost of the project, the cash flow projection to complete the project, and any expected Federal, State or local grant awards or other funding sources.

a) All loan authorizations should be authored by bond counsel or, at a minimum, reviewed by bond counsel prior to submission to the City Council for approval.
b) Unless market conditions are extremely unfavorable, the City will endeavor to sell all municipal bond and note issues by competitive bid. The competitive bid process guarantees the City adequate exposure in the market and reasonable expectation that interest terms and rates are competitive.
c) The City seeks to maintain the highest possible credit rating that can be achieved for debt instruments to attract quality investors and reduce interest costs. To enhance creditworthiness, the City is committed to prudent financial management and systematic capital and long-term financial planning.
d) The City will maintain good communications with bond rating agencies about its financial condition. The City will adhere to a policy of full disclosure on every financial report and bond prospectus (official statement).
e) Long-term debt service for the water and sewer enterprise fund shall be included in the respective funds' annual budgets. The city will periodically review and adjust rates for each enterprise to ensure sufficient capacity for annual debt service payments.
f) Debt maturity is dictated by the limits set forth in MGL Chapter 44 as prescribed by Statutory Authority, Purpose and Maximum Term. The City shall endeavor to retire/refund debt whenever it is financially feasible, legally permissible and advantageous for the City.
g) The City will monitor all municipal borrowings on a regular basis to insure compliance with federal tax reform legislation and arbitrage limitations, but not less than every six months.

F-4 Debt Capacity

The decision whether to assume new tax-supported general obligation debt (total general obligation debt less any enterprise-related, revenue supported general obligation debt) shall be based on the direct cost and benefit of the proposed project, the current conditions in the bond market and the City's ability to afford new debt. The City will apply several indicators to determine the appropriateness of assuming tax-supported general obligation debt. These affordability indicators shall include:

a) Outstanding debt as a percentage of per capita income;
b) Amount of debt per capita
c) Outstanding debt as a percentage of full property EQV.
d) Overall net debt as % of full value
e) Annual debt service as a percentage of the adopted General Fund operating budget.
f) Percent of debt, including the prospective debt issuance, to be amortized within 10 years.

In addition, enterprise fund indebtedness may not exceed 25% of the total assessed valuation of all real and personal property in the City for any given fiscal year, so long as the enterprise fund can support its debt service.

Before assuming more tax-supported general obligation debt than it retires each year, the City of Woburn shall conduct an objective analysis regarding the City's ability to assume and support additional debt service payments.

G. ENTERPRISE FUND MANAGEMENT

G-1 Self Sufficiency and Rates

Background:

Enterprise Funds provide a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods and services. Under enterprise accounting, the revenues and expenditures of the service are segregated into a separate fund with its own financial statements, rather than commingled with revenues and expenditures of all other government activities. Enterprise accounting allows a community to demonstrate to the public the total cost of providing a service.

Policy:

Enterprise funds (Water and Sewer) should be fully self-sufficient operationally, including capital needs and debt service, with user charges and fees set to recover all costs associated with the activities of these funds, including capital expenditures. All costs, both direct and indirect, shall be reviewed on an annual basis to ensure proper allocation of costs between the General Fund and Enterprise Fund.

Rates and fees for enterprise services shall be set at a level to provide for self- supporting enterprise operations, including direct and indirect costs. Capital projects shall be financed from enterprise revenues and grants.

Changes in the rates and/or rate structure shall be carefully analyzed prior to recommendation and implementation in order to ascertain the short and long- term impact on rate payers.

References:

MGL, Chap 44, Sec 53F1/2

Enterprise Funds, MA DOR Division of Local Services Best Practice

H. GIFTS AND GRANTS

Background:

DLS recommends analyzing current and future impact of grants on operating budget, capital improvement program, and debt management. The Government Finance Officers Association recommends that governments establish processes to promote awareness throughout the government that grants normally come with significant requirements.

H-1 Grant Administration

Policy:

The City shall consistently seek to maximize the benefits of grants while minimizing their risks. Prior to acceptance of a grant award, the City shall consider any specialized requirement(s) that apply to the general operations of the grant, specific compliance rules, monitoring of other parties (e.g., sub-grantees) that may receive resources from the grant, specialized reporting requirements, and any long term commitments required by the grant, such as the requirement - either as a condition of the grant itself or politically - to financially maintain a program or asset after the expiration of the grant, among other considerations. The City shall ensure that it appropriately administers grants after their acceptance, as inappropriate administration can result in the failure to meet all grant requirements, potentially resulting in the need to return some or all of the resources to the provider.

H-2 Impact on Operating Budget

Policy:

When positions are funded by grants, the current and future impact on the operating budget shall be analyzed. When allowable, the cost for providing benefits, such as health insurance, should be included in the grant budget to cover the City's cost for providing that benefit.

In all cases where some costs are not covered (e.g., personnel-related benefit costs or indirect costs), those costs should be clearly disclosed prior to the determination to accept the grant. With such disclosure, a proposed plan to cover such unreimbursed costs shall also be presented at the same time for concurrent approval.

H-3 Impact on Capital Improvement Program and Debt Management

Policy:

When grants are accepted for capital purposes, the City shall include in its capital improvement program any share of costs associated with the grant and project the City's share of debt service in its debt

management plan. Any future increase or decrease in operating costs associated with the grant should be identified in the City's revenue /expenditure forecast.

References:

Administering Grants Effectively, Government Finance Officers Association Best Practice, May 2013.

H-4 Gift Administration

All gifts shall be evaluated for suitability and consistency with City policies. Gifts with values greater than $500 shall be formally accepted by the City Council after review and recommendation by the Mayor, or as otherwise allowed by ordinance or by-law. Gifts of funds are governed by MGL Ch. 44, §53A. Gifts of tangible property are governed by MGL Ch. 44, §53A½.

I. RISK MANAGEMENT POLICIES

I-1 Risk Management Program

Background:

In recognition that during daily operations, a municipality is constantly exposed to potential impact of property loss, personal injury, and liability, the Government Financial Officers Association recommends that governments develop a comprehensive risk management program that identifies, reduces or minimizes risk to its property, interests, and employees. Costs and consequences of harmful or damaging incidents arising from those risks should be contained.

Policy:

The City's insurance programs shall be aimed at covering the potential impact of the types of property loss, personal injury, and liability the City is exposed to on a regular basis. If a City Board or Commission wishes to add item(s) to the City's insurance policy, said Board or Commission shall cover the costs to be incurred.

The City shall develop and maintain a risk management program to protect the City against the financial consequences of accidental loss of property, liability and personal injury to the extent possible through effective prevention and loss control policies and practices.

References:

Creating a Comprehensive Risk Management Program, Government Finance Officers Association Best Practice, March 2009.

J. PROCUREMENT AND PURCHASING POLICIES

J-1 Procurement and Purchasing Policy

Background:

The Commonwealth of Massachusetts establishes municipal purchasing regulations under M.G.L. Chapter 30B, and other related regulations. The State Inspector General's office has oversight of public purchasing laws and has published a comprehensive guide to Chapter 30B requirements.

Policy:

The City shall follow the guidance contained in the Inspector General's "*The Chapter 30B Manual: Procuring Supplies, Services and Real Property*" in order to comply with the requirements of M.G.L. Ch. 30B. To supplement this guidance, the City Purchasing Agent will develop a concise directive on purchasing procedures for department heads or others involved in City purchasing or procurement.

K. INVESTMENT POLICIES

K-1 Investment Policy

Background:

A local government's investment policy establishes guidelines and responsibilities in accordance with state law for managing and investing municipal funds.

The Governmental Accounting Standards Board recommends the disclosure of key policies affecting cash deposits and other long-term investments to ensure they are managed prudently or are not subject to extraordinary risks

When assessing municipalities for credit quality, rating agencies look for investment management policies that address selection of financial institutions for services and transactions, risk assessment, investment objectives, investment maturities and volatility, portfolio diversification, safekeeping and custody, and investment performance reporting, benchmarking, and disclosure.

Policy:

The Treasurer/Collector is responsible for investing City funds and will make all decisions regarding their management. The Treasurer/Collector shall invest City funds in a manner that meets daily operating cash flow requirements and conforms to state statutes governing public funds, while adhering to generally accepted diversification, collateralization, and the prudent investment principles of safety, liquidity and yield. The Treasurer/Collector will also regularly monitor statutory changes governing investments and offer any policy amendments. The Treasurer/Collector will submit a report of investments on an annual basis to the Mayor and the City Council.

References:

*Investment Polic*y, City of Woburn, approved by Mayor and City Council, May 8, 2014.

M.G.L. c. 44, §54 M.G.L. c. 44, §55 M.G.L. c. 44, §55A M.G.L. c. 44, §55B

Deposit and Investment Risk Disclosures, Governmental Accounting Standards Board Statement No. 40, as amended by Statement No. 3, March 2003.

Creating an Investment Policy, Government Finance Officers Association Best Practice, October 2010.

Financial Management Assessment, Standard and Poor's, June 2006.

K-2 Post-Issuance Tax Compliance Procedure for Tax-Exempt Debt Obligations and Other Tax-Benefited Obligations

Background:

Post-issuance compliance procedures are designed to provide for the effective management of a municipality's post bond or note issuance compliance program for tax-exempt and other tax-benefited bonds in a manner consistent with state and federal laws applicable to such obligations.

Policy:

The Treasurer/Collector shall review post-issuance compliance procedures every six months and implement revisions or updates as deemed appropriate, in consultation with bond counsel or Financial Advisor.

APPENDIX B: FUND BALANCE SCHEDULES

Schedule A, below, reports General Fund unassigned fund balance from the City's annual audits. According to GASB 54, unassigned fund balance is "the residual classification for the government's general fund and includes all spendable amounts not contained in other classifications." Unassigned fund balance is used by bond rating agencies as a measure of a municipality's liquidity when compared with total expenditures. GFOA recommends a minimum of two months of operating expenditures, or approximately 17%. Citing this best practice, the City's financial policies set "a target goal of 17-20%." The City's FY2017 audit reports that "unassigned fund balance represents 27% of the total general fund expenditures." The City's audits can be viewed on its website.

Schedule B, below, reports the water and sewer enterprise fund balance.

Projections are based on historical trend analysis and assessment of future scenarios.

A. GENERAL FUND UNASSIGNED FUND BALANCE

Fiscal Year	Begin Balance	End Balance	% Change from Prior FY	Dollar Change from Prior FY
FY2019 proj.	$ 39,606,095	$ 41,586,399	5.0%	$ 1,980,305
FY2018 proj.	$ 37,720,090	$ 39,606,095	5.0%	$ 1,886,005
FY2017	$ 36,030,476	$ 37,720,090	4.7%	$ 1,689,614
FY2016	$ 29,248,358	$ 36,030,476	23.2%	$ 6,782,118
FY2015	$ 26,770,464	$ 29,248,358	9.3%	$ 2,477,894

B. WATER/SEWER ENTERPRISE FUND BALANCE

Fiscal Year	Begin Balance	End Balance	% Change from Prior FY	Dollar Change from Prior FY
FY2019 proj.	$ 4,017,825	$ 3,904,924	-2.8%	$ (112,901)
FY2018 proj.	$ 4,133,990	$ 4,017,825	-2.8%	$ (116,165)
FY2017	$ 5,103,764	$ 4,133,990	-19.0%	$ (969,774)
FY2016	$ 4,432,098	$ 5,103,764	15.2%	$ 671,666
FY2015	$ 4,645,519	$ 4,432,098	-4.6%	$ (213,420)

APPENDIX C: COMMUNITY PROFILE

GENERAL

The City of Woburn, Massachusetts is located in Middlesex County approximately 10 miles northwest of Boston. The City is bordered by the towns of Reading, Stoneham, Winchester, Lexington, Burlington and Wilmington. Established as a town in 1642 and a city on May 18, 1888, Woburn has a population of approximately 38,120 and occupies a land area of 12.86 square miles.

GOVERNMENT

The City is governed by an elected Mayor and a nine-member City Council. Both mayor and council are elected biennially. The following table sets forth the principal executive officers of the City.

Principal City Officials

Title	Name	Manner of Selection	Current Term Expires
Mayor	Scott Galvin	Elected	Jan, 2020
Treasurer/Collector	Timothy J. Donovan	Appointed	Indefinite
City Auditor	Charles E. Doherty	Appointed	Indefinite
City Clerk	William C. Campbell	Appointed	Indefinite

MUNICIPAL SERVICES

The City provides general governmental services for the territory within its boundaries, including police and fire protection, disposal of garbage and rubbish, public education in grades K-12, water and sewer services, street maintenance, parks and recreational facilities. Vocational technical education is provided for at the high school level by the Northeast Regional Vocational Technical School District.

The principal services formerly provided by Middlesex County are a jail and house of correction, registries of deeds and probate.

Transportation services include commuter bus, commuter train and public transit service to Boston which is provided by the Massachusetts Bay Transportation Authority.

EDUCATION

The City's public school facilities include nine elementary schools, two middle schools and one senior high school. Due to the programs currently being offered, school system capacity is estimated at 5,000; actual classroom capacity is estimated to be 5,729. Various new school construction projects are underway which will relieve this overcrowding. The following table presents the actual enrollments in the City's public schools.

School Enrollments - as of October 1

	Actual					
	2012	2013	2014	2015	2016	**2017**
Elementary (Preschool-5)	2,351	2,413	2,374	2,314	2,308	**2,285**
Middle (6-8)	1,095	1,108	1,055	1,054	1,006	**1,004**
Senior High (9-12)	1,324	1,363	1,332	1,356	1,342	**1,316**
Totals	**4,770**	**4,884**	**4,761**	**4,724**	**4,656**	**4,605**

SOURCE: Office of the Superintendent of the City of Woburn schools.

INDUSTRY & COMMERCE

Woburn's proximity to Boston and Interstate 93, Interstate 95 and Route 128 make the City an ideal location for business and industry. The following table lists the major categories of income and employment in the City for calendar years indicated.

Largest Employers

Name	Number of Employees	Name	Number of Employees
Marshal's Distribution Ctr	1,000-4,999	Skyworks Solutions Inc	250-499
Ambius Boston	500-999	Target	250-499
Mergis Group	500-999	XIUS	250-499
Necc	500-999	Admiral Metals	100-249
Parker Chomerics Div	500-999	Aerotek Inc	100-249
Aberiona Valley Distributors	250-499	American Tower Corp	100-249
Cummings Properties LLC	250-499	Amgen Inc	100-249
Dolben Co Inc	250-499	Bergen Power Pipe Supports Inc	100-249
Essendant	250-499	Boston Cleaning Co Inc	100-249
New England Rehab Hospital	250-499	Boston Solar	100-249
People Ready	250-499	Cardino ATC	100-249
Peterson Party Ctr Inc	250-499	Culbert Healthcare Solutions	100-249

Source: Department of Revenue, 2017

Employment and Payrolls

Calendar Year Average

Industry	2012	2013	2014	2015	2016
Construction	2,410	2,699	2,797	3,460	3,918
Manufacturing	4,177	3,995	3,896	3,902	3,812
Trade, Transportation and Utilities	9,408	9,532	9,346	9,097	9,143
Information	914	815	765	1,086	908
Financial Activities	2,211	2,412	2,473	2,683	2,710
Professional and Business Services	12,255	12,442	12,578	11,841	12,003
Education and Health Services	4,770	4,842	5,010	5,257	5,181
Leisure and Hospitality	2,603	2,682	2,702	2,889	3,101
Other Services	1,110	996	1,005	1,043	1,097
Total Employment	**39,858**	**40,415**	**40,572**	**41,258**	41,873
Number of Establishments	2,272	2,270	2,314	2,409	2,400
Average Weekly Wages	$1,218	$1,227	$1,300	$1,372	$1,332
Total Wages	$2,571,533,488	$2,641,823,317	$2,805,607,334	$3,013,935,084	$2,968,293,065

Source: Massachusetts Department of Education and Training. Data based upon place of employment, not place of residence. Due to the reclassification the U.S. Department of Labor now uses the North American Industry Classification System (NAICS) as the basis for the assignment and tabulation of economic data by industry.

LABOR FORCE, EMPLOYMENT & UNEMPLOYMENT

According to the Massachusetts Department of Employment and Training preliminary data, as of October 2017, the City had a total labor force of 22,893 of which 22,243 were employed and 650 or 2.8% were unemployed as compared with 3.32% for the Commonwealth.

The following table sets forth the City's average labor force and unemployment rates for calendar years 2012 through 2016, and the unemployment rates for the State and U.S. as a whole for the same period.

Year	City of Woburn Labor Force	City of Woburn Unemployment Rate	Massachusetts Unemployment Rate	United States Unemployment Rate
2016	22,537	3.20%	3.70%	4.90%
2015	22,364	4.3	4.9	5
2014	22,367	5.1	5.8	6.2
2013	21,989	6	7.1	6.7
2012	21,988	5.8	6.7	8.1

SOURCE: Massachusetts Division of Employment Security, Federal Reserve Bank of Boston and U.S. Bureau of Labor Statistics. Data based upon place of residence, not place of employment.

BUILDING PERMITS

The following table sets forth the number of building permits issued and the estimated dollar value of new construction and alterations for recent years. Permits are filed for both private constructions as well as for City projects.

Building Permits

Fiscal Year	No. of Permits Issued	Construction Value
2017	1,674	$156,243,366 1
2016	1,743	164,712,971 2
2015	1,594	126,226,343 3
2014	1,475	70,356,224
2013	1,602	79,730,044

(1) Includes new Hurd-Wyman School (construction value of $75,012,259).
(2) Includes several large projects within the City (Dave and Busters Entertainment, Jake & Joe's Restaurant, 2 new residential subdivisions of single family homes, 2 new assisted living facilities and new apartment/condo complex).
(3) Permit fees were increased from $10 to $13 a thousand.

TRANSPORTATION & UTILITIES

Woburn is located 12 miles northwest of Boston and has Interstate 93 and Route 128 intersecting within its boundaries. Its location is excellent in terms of convenience and accessibility of travel. Public transportation is provided by the Massachusetts Bay Transportation Authority. Two main bus routes provide connections to rapid transit into downtown Boston. The City also has been served by AMTRAK Commuter Rail Service since January 1, 1987. Rail freight services are provided by the Springfield Terminal Railroad. Boston's Logan International Airport is approximately 10 miles away.

The following table compares the most recent census figures to prior year's averages for Woburn, the Commonwealth and the United States.

Population and Income

	Year	Woburn	Massachusetts	United States
Median Age:				
	2010	39.6	39.1	37.2
	2000	37.7	36.6	35.3
	1990	33.3	33.6	32.9
	1980	29.7	31.2	30
Median Family Income:				
	2010	$84,538	$81,165	$51,144
	2000	66,364	61,664	50,046
	1990	50,428	44,367	35,225
	1980	22,969	21,166	19,908
Per Capita Income:				
	2010	$33,163	$33,966	$27,334
	2000	26,207	25,952	21,587
	1990	18,155	17,224	14,420
	1980	7,562	7,459	7,313

On the basis of the 2010 Federal census, the City has a population density of approximately 2,964 persons per square mile.

Population Trend

2010	2000	1990	1980
38,120	37,258	35,943	36,626

SOURCE: Federal Census.

APPENDIX D: GLOSSARY/ACRONYM LIST

CMR: The Code of Massachusetts Regulations; Massachusetts state agencies issue regulations, which are compiled in the Code of Massachusetts Regulations (CMR).

Debt Exclusion: An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Enterprise Fund: An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. See “Retained Earnings.” Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. See DOR IGR 08-101.

Equalized Valuation/EQV: The determination of an estimate of the full and fair cash value (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Excess Levy Capacity: The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.

Fiscal Year (FY): Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. Since 1976, the federal government fiscal year has begun on October 1 and ended September 30.

Free Cash: Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Director of Accounts.

Fund Balance: The difference between assets and liabilities reported in a governmental fund. Sometimes called fund equity.

GASB 54: Statement No. 54 of the Governmental Accounting Standards Board, “Fund Balance Reporting and Governmental Fund Type Definitions” Available online: http://gasb.org/resources/ccurl/313/494/GASBS%2054.pdf

General Fund: The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.

GIS: A geographic information system (GIS) is a system to manage and display digital mapping. A GIS stores the shape of individual map features (a street segment, a parcel of land) along with descriptive information (often called feature “attributes”). The system can integrate assessors' property data, water and sewer line networks,

Indirect Costs: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Levy: The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.

Levy Limit: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

Local Aid: Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation.

Local Receipts: Locally-generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.

Massachusetts Clean Water Trust (MCWT): The MCWT, in partnership with the Massachusetts Department of Environmental Protection provides financing for sewer projects, septic systems, drinking water projects and a variety of other pollution abatement projects for communities across Massachusetts.

Motor Vehicle Excise (MVE): A locally-imposed annual tax assessed to owners of motor vehicles registered to an address within the community, in accordance with MGL Chapter 60A. The excise tax rate is set by statute at $25.00 per $1000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to a city or town, or to the Deputy Collector who represents it.

New Growth: The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit.

PILOT/ Payment in Lieu of Taxes: An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the organization agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Proposition 2½: A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

Recap Sheet/Recap/Tax Rate Recapitulation Sheet: A document submitted by a city or town to the Massachusetts Department of Revenue (DOR) in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).

Retained Earnings: An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain fair cash values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property.

Schedule A: A statement of revenues, expenditures and other financing sources, uses, changes in fund balance and certain balance sheet account information prepared annually by the accountant or auditor at the end of the fiscal year. This report is based on the fund account numbers and classifications contained in the Uniform Massachusetts Accounting System (UMAS) manual.

Special Revenue Fund: Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund. (See DOR IGR 04-201)

Unassigned Fund Balance: The residual classification for the government's general fund and includes all spendable amounts not contained in other classifications

User Charges / Fees: A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Any increases in the fees must satisfy the three tests set forth in the so called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 (1984))

Many definitions were adapted from the Massachusetts Department of Revenue's Municipal Finance Glossary (May 2008). For additional definitions, please see: http://www.mass.gov/d