

Quality Municipal Service

Financial Planning Under Prop 2½

Charles Foskett, Town of Arlington, Finance Committee Member

October 28, 2006

Topics

- Goals & Objectives.
- The Need for Planning.
- Critical Event Modeling.
- Quantifying Structural Deficits.
- Predicting Equitable Tax Capacity.
- Giving the Plan a *Long Life*.

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Goals & Objectives

- Goals:
 - Quality school and town services (just enough).
 - Equitable and predictable taxation.
- Objectives – Transparency:
 - Long term financial planning (3-5 years).
 - Reserves for revenue & expense variances.
 - Define & identify structural deficits.
 - Forecast tax capacity in population.

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The Need for Planning

Many Towns:

- Do only one or two year planning
- Have a haphazard reserve policy.
- Experience broad community distrust of numbers from all sides for all reasons.
- Have little idea of what the tax burden really means to citizens other than *ad hoc* stories.
- Suffer from low reserves & structural deficits.
- Have no process for revenue growth.

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Elements of Long Term Plan

- Program objectives and quality standards.
- Baseline revenue & expense forecasts.
- Critical event modeling and variance analysis.
- Reserve policy.
- Tax capacity.
- Funding plan.

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An Example: Arlington Critical Event Modeling

- Fire stations: capital and operating.
- Thompson and Stratton rebuild.
- SBAB "current" and "new".
- SBAB maintenance requirements.
- Pension fund performance.
- Under funded retiree health insurance liability.
- SPED operations and legislation.
- Changes in state aid to Town or Schools.
- Other...

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Quantifying Structural Deficits.

- Define impact in terms of operating standards.
- Define minimum duration versus short term fluctuation.
- Determine potential solutions; likely an exemption to Proposition 2½.
- Use multi-year plan to identify and track structural deficits.

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Predicting Equitable Tax Capacity.

- Equitable Tax Capacity: Portion of resident income that can be allocated to property tax, based on (regression analysis of) norms.
- Norms:
 - Assessment distribution.
 - Age distribution.
 - Income distribution
 - Current tax burden

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Exemption to Prop 2½

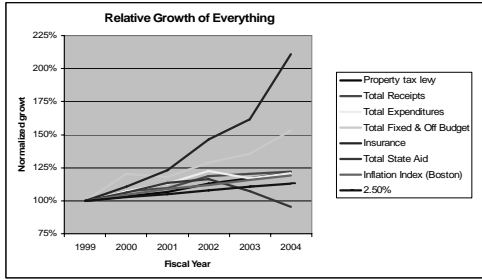
- Case has to be made:
 - Based on structural deficit.
 - Based on infrequent recourse.
- Only possible if taxing capacity exists for a majority of the taxpayers:
 - Must be convinced that need is justified.
 - That the overall tax burden is affordable.
 - Some taxpayers may be "taxed out" after three debt exclusions and a Water & Sewer rate increase.

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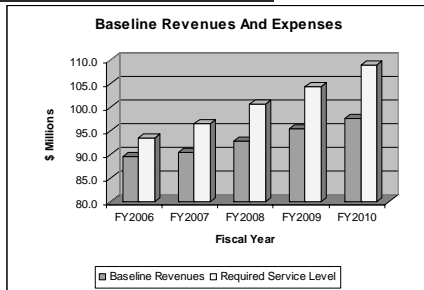
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Growth Trends Seen in Jan 2005



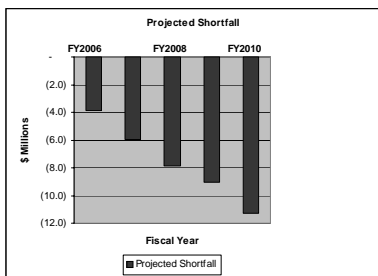
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2005 Forecast: Revenue Lags Costs



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Forecast Structural Deficit: \$38 Million



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Taxing Capacity

- Local tax as % of Local Income
 - 1981 - 5.88%
 - 1999 - 3.52%
 - Argues for tax capacity but demographic changes not homogeneous.
- Levy increases have to offer some "hold harmless" characteristics for infirm and low income aged at least.

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Proposed Solution

- Fix a five year plan (the "Lyons Plan").
- Fund the current year and reserves for a five year period.
- Avoid returning to taxpayers for additional overrides for planning period.
- Requires a substantial override (20%).

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Stabilizing an Override: an Example

Operating Stabilization Fund							
	2006	2007	2008	2009	2010	2011	2012
Structural Deficit	(1,000,000)	(1,100,000)	(1,210,000)	(1,331,000)	(1,464,100)	(1,610,510)	(1,771,561)
Deficit growth	10%						
Levy Growth rate	2.50%						
OR to Sab Fund	1,250,000	1,281,250	1,313,281	1,346,113	1,379,766	1,414,260	1,449,617
Appropriate to Budget	1,000,000	1,100,000	1,210,000	1,331,000	1,464,100	1,610,510	1,771,561
Interest Rate	3.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Funds Flow:							
Operating Stab Fund							
Beginning Balance	268,750	481,828	624,956	685,499	649,304	500,529	
From Tax Levy	1,250,000	1,281,250	1,313,281	1,346,113	1,379,766	1,414,260	1,449,617
Interest Income	18,750	31,828	39,846	45,430	48,138	47,475	42,867
To General Fund	(1,000,000)	(1,100,000)	(1,210,000)	(1,331,000)	(1,464,100)	(1,610,510)	(1,771,561)
Ending Balance	268,750	481,828	624,956	685,499	649,304	500,529	221,472

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Lyons Plan

- Operating budget growth limited to 4%.
- Pensions and benefits growth at 7%.
- Increased State Aid.
- Override reserve fund.
- Protection for infirm and aged.

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Override Financing

REVENUE	FY 2006		FY 2007		FY 2008		FY 2009		FY 2010		FY 2011	
	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed
State Aid	14,790,887	15,260,887	569,810	4,000	16,025,885	16,710,885	17,424,885	17,424,885	18,238,885	18,238,885	18,238,885	18,238,885
School Construction Aid	2,332,055	1,837,790	(494,789)	(27,275)	1,837,790	1,837,790	1,837,790	1,837,790	1,837,790	1,837,790	1,837,790	
Local Revenue	6,843,291	8,885,211	446,874	8,228	8,939,211	8,989,211	8,989,211	8,989,211	8,989,211	8,989,211	8,989,211	
Free Cash	1,614,101	1,939,895	325,540	20,175	1,939,895	750,000	600,000	600,000	600,000	600,000	600,000	
Reserve Fund	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue	486,867	486,867	0	0	286,867	286,867	286,867	286,867	286,867	286,867	286,867	
Property Tax	68,063,315	70,462,524	2,412,309	3,848	72,352,373	74,560,910	77,798,892	77,798,892	80,980,791	80,980,791	80,980,791	
Revenue Debt to be paid	0	0	0	0	0	0	0	0	0	0	0	
Other Revenue (Other than in 10, 10)	0	0	0	0	437,717	1,815,483	1,815,483	1,815,483	1,815,483	1,815,483	1,815,483	
TOTAL REVENUES	93,526,246	96,915,315	3,383,087	1,426	100,392,216	104,310,287	108,004,488	108,004,488	112,078,962	112,078,962	112,078,962	
APPROPRIATIONS												
Operating Budget	34,280,883	36,210,843	1,030,840	3,000	36,712,741	38,202,000	39,716,112	41,289,137	41,289,137	41,289,137	41,289,137	
Subsidy	2,373,834	2,678,787	132,883	4,000	2,783,889	2,888,213	3,011,022	3,111,483	3,111,483	3,111,483		
Municipal	10,391,818	10,414,914	734,891	0	10,414,914	10,414,914	10,414,914	10,414,914	10,414,914	10,414,914		
Town	7,995,769	8,924,285	927,816	0	9,142,858	9,529,303	9,895,484	10,265,313	10,265,313	10,265,313		
Expenses												
Lease Offsets	1,486,247	1,486,798	12,549	0	1,508,748	1,521,088	1,586,842	1,713,379	1,713,379	1,713,379		
Enterprise Fund/Other	450,000	450,000	0	0	450,000	450,000	450,000	450,000	450,000	450,000		
For Fee Distribution Fund												
Net Town Budget	23,389,549	24,183,327	793,783	3,000	23,324,268	24,488,269	25,522,448	26,722,397	26,722,397	26,722,397		
Capital Budget	3,216,760	2,834,818	(381,829)	(12,000)	2,748,790	2,523,477	2,448,276	2,448,276	2,374,029	2,374,029		
Exempt Debt Service	4,075,799	4,200,268	124,467	0	4,200,268	4,200,268	4,200,268	4,200,268	4,200,268	4,200,268		
Plant/Equipment	1,011,111	871,408	(139,703)	(1,000)	869,408	869,408	869,408	869,408	869,408	869,408		
Total Capital	8,303,669	7,906,494	(397,375)	(1,000)	8,138,466	7,593,143	7,517,952	7,517,952	7,443,705	7,443,705		
Insurance	12,284,872	13,896,842	1,612,270	13,175	14,817,828	15,876,262	16,987,800	18,176,722	18,176,722	18,176,722		
State Assessments	2,543,881	2,585,862	102,877	2,800	2,671,828	2,728,828	2,807,800	2,877,287	2,877,287	2,877,287		
Offical Aid - Library & School	487,280	487,280	0	0	487,280	487,280	487,280	487,280	487,280	487,280		
County Revenue	902,879	902,879	0	0	902,879	902,879	902,879	902,879	902,879	902,879		
Other	486,867	486,867	0	0	486,867	486,867	486,867	486,867	486,867	486,867		
Warrant Advances	2,319,338	2,423,732	104,394	0	2,423,732	2,423,732	2,423,732	2,423,732	2,423,732	2,423,732		
TOTAL APPROPRIATIONS	93,526,246	96,915,315	3,383,087	1,426	100,392,216	104,310,287	108,004,488	108,004,488	112,078,962	112,078,962	112,078,962	
OPERATING BALANCE	0	0	0	0	0	0	0	0	0	0	0	0

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Override Math \$6,000,000

- \$4,000,000 to eliminate 2006 deficit.
- \$2,000,000 banked for 2+ years.
- Override reserve funds shortfalls in later years.

Arlington Draft

Override detail:	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Balance Forward:	0	2,064,528	4,317,328	4,626,252	3,274,415	56,360
Deposits:	2,064,528	2,086,749	150,991	0	0	0
Withdrawals:	0	0	(1,477,776)	(3,220,223)	(56,360)	(56,360)
Interest at 4%		166,051	177,933	125,939	2,168	
Balance	2,064,528	4,317,328	4,626,252	3,274,415	56,360	(0)

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**Preliminary Draft
Comparison FY 2008 Original to FY 2008 Now**

	FY 2006	FY 2007	FY 2007	FY 2008	FY 2008	FY 2008	FY 2008
		Original Plan	Original Plan	Original Plan	Original Plan	Original Plan	Original Plan
I. REVENUE							
A. Sales Tax	14,790,887	16,671,088	16,662,496	17,471,088	16,662,496	17,262,496	17,662,496
B. Local Receipts	6,442,335	5,335,210	6,441,832	6,589,210	6,796,335	6,689,210	6,576,335
C. Debt Cdn	1,616,102	357,075	1,028,602	693,000	504,758	109,000	1,000,000
D. State/Local Fund	400,000	400,000	400,000	200,000	200,000	200,000	200,000
E. County Revenue Service	73,550,000	75,511,128	76,658,710	74,388,000	75,771,227	80,911,630	77,588,000
F. Property Tax	0	1,233,000	0	1,233,000	0	0	81,103,000
G. Other Revenues	0	6,258,700	0	6,258,700	0	6,258,700	0
H. Overhead Distribution Fund	0	0	0	333,504	0	333,504	0
TOTAL REVENUES	101,111,724	104,000,201	103,722,637	107,746,000	116,426,791	111,226,656	116,126,821
II. APPROPRIATIONS							
A. Operating Budgets	34,280,803	35,651,139	35,311,943	37,078,225	36,732,714	38,561,354	38,202,000
B. Debt	1,275,814	2,916,789	2,881,010	2,916,789	1,008,189	2,881,213	3,101,107
C. Town	10,236,018	10,039,800	10,239,010	20,748,485	21,175,129	21,810,284	20,362,264
D. Expenses	7,999,302	9,338,614	9,774,061	9,540,322	11,009,012	9,450,811	9,320,700
E. Lease Obligations	0	0	0	0	0	0	0
F. Total	1,488,247	1,441,302	1,521,887	1,488,538	1,582,877	1,558,460	1,621,810
G. Total	488,000	488,000	488,000	488,000	488,000	488,000	488,000
H. Net Direct Budget	25,300,540	26,017,640	25,972,819	27,092,249	27,092,249	28,442,814	28,074,264
I. Net Direct Debt	14,740,486	15,870,781	15,642,751	15,870,781	15,870,781	15,870,781	15,870,781
J. Net Direct Services	3,221,701	2,334,918	3,143,808	2,748,700	3,128,246	2,533,477	2,618,408
K. Cash/In Budget	4,075,708	6,588,000	3,952,027	4,001,000	4,431,389	5,215,865	4,941,100
L. Cash/Out Budget	797,110	1,456,923	871,428	1,291,493	717,458	890,900	945,910
M. Total Capital	2,074,562	1,871,916	2,071,881	2,074,562	2,074,562	2,074,562	2,074,562
N. Pensioners	6,346,000	6,539,871	6,456,412	6,822,827	6,755,211	7,137,240	7,422,833
O. Services	12,256,871	11,117,860	11,255,142	14,200,000	14,200,000	14,200,000	14,200,000
P. State Appropriations	2,256,000	2,256,000	2,256,000	2,256,000	2,256,000	2,256,000	2,256,000
Q. Other Ad - Library & School	400,000	446,614	533,211	446,614	533,211	446,614	533,211
R. County Revenue	225,000	451,000	300,000	600,000	600,000	600,000	600,000
S. Other	498,000	200,000	300,000	200,000	200,000	200,000	200,000
T. Overhead Allocation	225,000	451,000	300,000	600,000	600,000	600,000	600,000
U. Overhead Allocation Fund	0	0	0	0	0	0	0
TOTAL APPROPRIATIONS	101,111,724	104,000,201	103,722,637	107,746,000	116,426,791	111,226,656	116,126,821
BALANCE	0	0	0	0	0	0	0

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Conclusion

- You can have a five-year plan for operating on one, single, starting override.
- If the plan is done right, people can manage to live within it.
- Arlington is an example of a five-year plan that is healthy at mid-life and looks like it will finish the race.

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Thank You

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Document http://www.foskettco.com/atfc_oct_2006

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PRELIMINARY RESULTS

Five Year Financial Plan 2008 - 2012

	FY 2007	FY 2008	Difference 2007 - 2008		FY 2009	Difference 2008 - 2009		FY 2010	Difference 2009 - 2010		FY 2011	Difference 2010 - 2011		FY 2012	Difference 2011 - 2012	
			Dollar	Percent		Dollar	Percent		Dollar	Percent		Dollar	Percent		Dollar	Percent
I REVENUE																
A. State Aid	16,062,496	16,662,496	600,000	3.74%	17,262,496	600,000	3.60%	17,662,496	400,000	2.32%	18,062,496	400,000	2.26%	18,462,496	400,000	2.21%
School Construction Aid	2,269,282	2,269,282	0	0.00%	2,269,282	0	0.00%	2,269,282	0	0.00%	2,269,282	0	0.00%	2,269,282	0	0.00%
B. Local Receipts	8,401,835	8,768,336	366,501	4.36%	8,818,336	50,000	0.57%	8,518,336	(300,000)	-3.40%	8,568,336	50,000	0.59%	8,618,336	50,000	0.58%
C. Free Cash	1,939,695	954,736	(984,959)	-50.78%	1,000,000	45,265	4.74%	1,000,000	0	0.00%	1,000,000	0	0.00%	1,000,000	0	0.00%
D. Stabilization Fund	0	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%
E. Overlay Reserve Surplus	400,000	200,000	(200,000)	-50.00%	200,000	0	0.00%	200,000	0	0.00%	200,000	0	0.00%	200,000	0	0.00%
F. Property Tax	76,658,720	78,892,060	2,233,340	2.91%	80,911,630	2,019,570	2.56%	83,103,551	2,191,921	2.71%	85,362,687	2,259,136	2.72%	87,674,807	2,312,120	2.71%
Symmes debt to be paid	0	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!	0	0	#DIV/0!
G. Other Revenues	0	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%
H. Override Stabilization Fund	0	0	0	0.00%	774,941	774,941	0.00%	3,214,218	2,439,277	0.00%	1,121,947	(2,092,271)	0.00%	(1,121,947)	(1,121,947)	0.00%
TOTAL REVENUES	105,732,027	107,746,909	2,014,882	1.91%	111,236,685	3,489,775	3.24%	115,967,883	4,731,198	4.25%	116,584,748	616,865	0.53%	118,224,921	1,640,173	1.41%
II APPROPRIATIONS																
A. Operating Budgets																
School	35,319,943	36,732,741	1,412,798	4.00%	38,202,050	1,469,310	4.00%	39,730,132	1,528,082	4.00%	41,319,338	1,589,205	4.00%	42,972,111	1,652,774	4.00%
Minuteman	2,893,035	3,008,756	115,721	4.00%	3,129,107	120,350	4.00%	3,254,271	125,164	4.00%	3,384,442	130,171	4.00%	3,519,819	135,378	4.00%
Town Personnel Services	19,399,932	20,175,929	775,997	4.00%	20,982,966	807,037	4.00%	21,822,285	839,319	4.00%	22,695,177	872,891	4.00%	23,602,984	907,807	4.00%
Expenses	8,774,580	9,099,239	324,659	3.70%	9,435,911	336,672	3.56%	9,785,040	349,129	3.58%	10,150,022	364,982	3.70%	10,528,618	378,596	3.73%
Less Offsets:																
Enterprise Fund/Other	1,521,997	1,582,877	60,880	4.00%	1,646,192	63,315	3.85%	1,712,040	65,848	3.85%	1,780,521	68,482	3.85%	1,851,742	71,221	3.85%
Tip Fee Stabilization Fund	680,000	680,000	0	0.00%	680,000	0	0.00%	680,000	0	0.00%	680,000	0	0.00%	680,000	0	0.00%
Net Town Budget	25,972,515	27,012,292	1,039,777	4.00%	28,092,686	1,080,394	4.00%	29,215,286	1,122,600	4.00%	30,384,677	1,169,392	4.00%	31,599,859	1,215,182	4.00%
MWRA Debt Shift	5,959,791	5,959,791	0	0.00%	5,959,791	0	0.00%	5,959,791	0	0.00%	5,959,791	0	0.00%	5,959,791	0	0.00%
B. Capital budget																
Exempt Debt Service	3,143,808	3,128,946	(14,862)	-0.47%	2,918,406	(210,540)	-6.73%	2,824,464	(93,942)	-3.22%	2,740,591	(83,873)	-2.97%	2,651,127	(89,464)	-3.26%
Non-Exempt Service	3,950,037	4,431,282	481,245	12.18%	4,341,195	(90,087)	-2.03%	4,675,262	334,067	7.70%	5,035,759	360,497	7.71%	4,879,732	(156,027)	-3.10%
Cash	917,458	777,458	(140,000)	-15.26%	830,000	52,542	6.76%	818,018	(11,982)	-1.44%	888,427	70,409	8.61%	44,927	(843,500)	-94.94%
Total Capital	8,011,303	8,337,686	326,383	4.07%	8,089,601	(248,085)	-2.98%	8,317,744	228,143	2.82%	8,664,777	347,033	4.17%	7,575,786	(1,088,991)	-12.57%
C. Pensions	6,496,453	6,756,311	259,858	4.00%	7,026,563	270,252	4.00%	7,307,626	281,063	4.00%	7,599,931	292,305	4.00%	7,903,928	303,997	4.00%
D. Insurance	14,256,942	15,254,928	997,986	7.00%	16,322,773	1,067,845	7.00%	17,465,367	1,142,594	7.00%	18,687,943	1,222,576	7.00%	19,996,099	1,308,156	7.00%
E. State Assessments	2,609,939	2,675,187	65,248	2.50%	2,742,067	66,880	2.50%	2,810,619	68,552	2.50%	2,880,884	70,265	2.50%	2,952,906	72,022	2.50%
F. Offset Aid - Library & School	537,211	537,211	0	0.00%	537,211	0	0.00%	537,211	0	0.00%	537,211	0	0.00%	537,211	0	0.00%
G. Overlay Reserve	900,000	600,000	(300,000)	-33.33%	600,000	0	0.00%	800,000	200,000	33.33%	600,000	(200,000)	-25.00%	600,000	0	0.00%
H. Other	300,000	200,000	(100,000)	-33.33%	200,000	0	0.00%	200,000	0	0.00%	200,000	0	0.00%	200,000	0	0.00%
I. Warrant Articles	374,896	334,836	(40,060)	-10.69%	334,836	0	0.00%	369,836	35,000	10.45%	334,836	(35,000)	-9.46%	334,836	0	0.00%
J. Override Stabilization Fund	2,100,000	337,170	(1,762,830)	-83.94%	0	0	0.00%	0	0	0.00%	0	0	0.00%	0	0	0.00%
K. TOTAL APPROPRIATIONS	105,732,028	107,746,909	2,014,882	1.91%	111,236,685	3,489,776	3.24%	115,967,882	4,731,197	4.25%	120,553,829	4,585,947	3.95%	124,152,347	3,598,518	2.98%
BALANCE	(0)	0	0	0.00%	(0)	0	0.00%	0	0	0.00%	(3,969,082)	(3,969,082)	(3.00%)	(5,927,426)	(5,927,426)	(4.76%)

Reserve Balances						
Free Cash	1,366,870	1,554,736	600,000	600,000	600,000	600,000
Stabilization Fund	2,375,252	2,470,262	2,569,072	2,671,835	2,778,709	2,889,857
Override Stabilization Fund	4,247,109	4,754,164	4,169,389	1,121,947	0	0
Tip Fee Stabilization Fund	3,545,977	3,007,817	2,448,129	1,866,054	1,260,697	631,124
Municipal Bldg Ins. Trust Fund	674,406	680,757	697,675	725,582	754,605	784,790
TOTAL:	12,209,614	12,467,735	10,484,266	6,985,419	5,394,011	4,905,771
% of General Fund Revenue	12%	12%	9%	6%	5%	4%

PRELIMINARY RESULTS

Five Year Financial Plan 2005 - 2012 Original vs. Current Projection

	FY 2005 Per recap	FY 2006 Original Plan	FY 2006 FY 2006	FY 2007 Original Plan	FY 2007 FY 2007	FY 2008 Original Plan	FY 2008 FY 2008	FY 2009 Original Plan	FY 2009 FY 2009	FY 2010 Original Plan	FY 2010 FY 2010	FY 2011	FY 2012
I REVENUE													
A. State Aid	15,389,872	14,527,061	14,790,887	16,670,086	16,062,496	17,470,086	16,662,496	18,270,086	17,262,496	19,070,086	17,662,496	18,062,496	18,462,496
School Construction Aid		1,343,025	2,332,555		2,269,282		2,269,282		2,269,282		2,269,282		2,269,282
B. Local Receipts	8,235,844	8,489,210	8,448,336	9,339,210	8,401,835	8,589,210	8,768,336	8,639,210	8,818,336	8,689,210	8,518,336	8,568,336	8,618,336
C. Free Cash	1,414,803	1,614,155	1,614,155	957,077	1,939,695	600,000	954,736	600,000	1,000,000	600,000	1,000,000	1,000,000	1,000,000
D. Stabilization Fund	1,000,000	0	0	0	0	0	0	0	0	0	0	0	0
E. Overlay Reserve Surplus	500,000	400,000	400,000	400,000	400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
F. Property Tax	60,653,870	68,850,490	73,525,801	70,933,124	76,658,720	73,368,088	78,892,060	75,771,577	80,911,630	77,916,088	83,103,551	85,362,687	87,674,807
Symmes debt to be paid		(89,429)	0	(259,009)	0	(259,009)	0	(259,009)		(259,009)			
G. Other Revenues	561,683	5,475,486	0	5,959,791	0	6,397,508	6,397,508	6,397,508	774,941	6,397,508	3,214,218	1,121,947	
H. Override Stabilization Fund		0	0	0	0	316,904	806,386			2,498,285			
TOTAL REVENUES	87,756,072	100,609,998	101,111,734	104,000,279	105,732,027	106,682,787	107,746,909	110,425,758	111,236,685	115,112,168	115,967,883	116,584,748	118,224,921
II APPROPRIATIONS													
A. Operating Budgets													
School	32,288,213	34,280,903	34,280,903	35,652,139	35,319,943	37,078,225	36,732,741	38,561,354	38,202,050	40,103,808	39,730,132	41,319,338	42,972,111
Minuteman	2,140,851	2,573,834	2,573,834	2,676,787	2,893,035	2,783,859	3,008,756	2,895,213	3,129,107	3,011,022	3,254,271	3,384,442	3,519,819
Town Personnel Services	18,539,482	19,220,087	19,289,018	19,988,890	19,399,932	20,788,446	20,175,929	21,619,984	20,982,966	22,484,783	21,822,285	22,695,177	23,602,984
Expenses	9,959,848	7,951,933	7,996,769	8,335,614	8,774,580	8,542,337	9,099,239	8,884,030	9,435,911	9,239,392	9,785,040	10,150,022	10,528,618
Less Offsets:													
Enterprise Fund/Other	1,288,762	1,385,483	1,486,247	1,440,902	1,521,997	1,498,538	1,582,877	1,558,480	1,646,192	1,620,819	1,712,040	1,780,521	1,851,742
Tip Fee Stabilization Fund	2,537,230	400,000	400,000	580,000	680,000	500,000	680,000	500,000	680,000	375,000	680,000	680,000	680,000
Net Town Budget	24,673,338	25,386,537	25,399,540	26,303,602	25,972,515	27,332,245	27,012,292	28,445,534	28,092,686	29,728,356	29,215,286	30,384,677	31,599,859
MWRA Debt Shift		5,475,486	5,475,486	5,959,791	5,959,791	5,959,791	5,959,791	5,959,791	5,959,791	5,959,791	5,959,791	5,959,791	5,959,791
B. Capital budget													
Exempt Debt Service	2,963,090	3,235,354	3,231,757	2,834,918	3,143,808	2,748,750	3,128,946	2,533,477	2,918,406	2,449,378	2,824,464	2,740,591	2,651,127
Non-Exempt Service	3,795,103	4,020,454	4,075,799	4,296,923	3,950,037	4,991,076	4,431,282	5,015,965	4,341,195	5,318,575	4,675,262	5,035,759	4,879,732
Cash	626,000	707,110	707,110	745,958	917,458	721,458	777,458	690,000	830,000	645,018	818,018	888,427	44,927
Total Capital	7,384,193	7,962,918	8,014,666	7,877,799	8,011,303	8,461,284	8,337,686	8,239,442	8,089,601	8,412,971	8,317,744	8,664,777	7,575,786
C. Pensions	5,936,350	6,345,069	6,345,069	6,598,872	6,496,453	6,862,827	6,756,311	7,137,340	7,026,563	7,422,833	7,307,626	7,599,931	7,903,928
D. Insurance	10,422,985	12,259,672	12,259,672	13,117,849	14,256,942	14,036,098	15,254,928	15,018,625	16,322,773	16,069,929	17,465,367	18,687,943	19,996,099
E. State Assessments	2,756,877	2,554,604	2,543,085	2,552,846	2,609,939	2,552,846	2,675,187	2,552,846	2,742,067	2,552,846	2,810,619	2,880,884	2,952,906
F. Offset Aid - Library & School	450,584	449,614	497,260	449,614	537,211	449,614	537,211	449,614	537,211	449,614	537,211	537,211	537,211
G. Overlay Reserve	591,196	584,602	902,675	800,000	900,000	600,000	600,000	600,000	600,000	800,000	800,000	600,000	600,000
H. Other	772,159	395,000	499,606	200,000	300,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
I. Warrant Articles	339,326	277,230	255,410	401,498	374,896	365,998	334,836	365,999	334,836	400,998	369,836	334,836	334,836
J. Override Stabilization Fund		2,064,529	2,064,528	1,409,482	2,100,000		337,170						
K. TOTAL APPROPRIATIONS	87,756,072	100,609,998	101,111,734	104,000,279	105,732,028	106,682,787	107,746,909	110,425,758	111,236,685	115,112,168	115,967,882	120,553,829	124,152,347
BALANCE	(0)	0	(0)	0	(0)	0	0	0	(0)	0	0	(3,969,082)	(5,927,426)
Reserve Balances													
Free Cash	3,228,310	1,614,155	3,179,389	721,644	1,366,870	600,000	1,554,736	600,000	600,000	600,000	600,000	600,000	600,000
Stabilization Fund	715,051	2,283,824	2,215,051	2,375,177	2,375,252	2,470,184	2,470,262	2,568,992	2,569,072	2,671,751	2,671,835	2,778,709	2,889,857
Override Stabilization Fund		2,064,529	2,064,528	3,556,592	4,247,109	3,369,276	4,754,164	2,665,406	4,169,389	173,805	1,121,947	0	0
Tip Fee Stabilization Fund	2,394,000	2,096,857	3,429,498	1,600,731	3,545,977	1,164,760	3,007,817	711,351	2,448,129	364,805	1,866,054	1,260,697	631,124
Municipal Bldg Ins. Trust Fund	2,131,605	587,866	549,105	552,494	674,406	553,969	680,757	565,816	697,675	588,449	725,582	754,605	784,790
TOTAL:	8,468,966	8,647,231	11,437,571	8,806,638	12,209,614	8,158,189	12,467,735	7,111,565	10,484,266	4,398,810	6,985,419	5,394,011	4,905,771
% of General Fund Revenue	10%	9%	11%	8%	12%	8%	12%	6%	9%	4%	6%	5%	4%