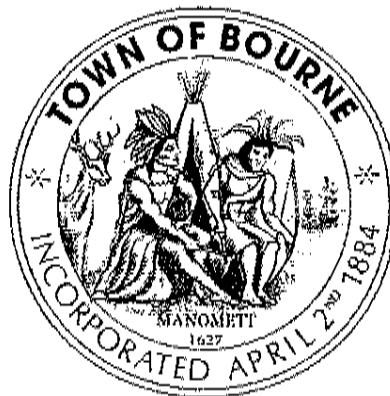


**ARTICLES OF THE WARRANT  
FOR THE  
BOURNE SPECIAL  
AND  
ANNUAL TOWN MEETING**

**Monday, May 2, 2016**

**7:00 P.M.**

**BOURNE HIGH SCHOOL AUDITORIUM**



**A Voter's Handbook**

***PLEASE BRING THIS HANDBOOK TO EACH SESSION OF  
TOWN MEETING***

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2016  
ANNUAL TOWN MEETING

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2. Elected Officials Salaries
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25. Easement Trowbridge Road
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27. Access Easement and Parking License Agreement
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**REVOLVING FUNDS**

8. Revolving Funds

# **Town of Bourne**

## **Finance Committee Report**

for the

### **Annual Town Meeting**

**May 2, 2016**

7:00 P.M. at the Bourne High School

#### **Finance Committee Members**

Mary Jane Mastrangelo, Chair

Michele W. Ford, Co-Vice Chair

John Redman, Co-Vice Chair

Judy Conron

Rich Lavoie

Kathleen Legacy

Brian Lemée

Karen Meehan

C. Jeffrey Perry

Andrew Roth

George Slade

Dr. William Towne

*April 11, 2016*

## **Introduction**

It is the Finance Committee's primary responsibility to advise Town Meeting on warrant articles and to give a report stating an opinion of agreement or concern regarding the proposed budgets, which include operating budgets and capital outlay. In addition, the Finance Committee often comments on general issues surrounding the budget, and this year is no exception.

This was the first time in seven years that the Finance Committee did not meet jointly with the Board of Selectmen to review and discuss the merits and impact of the proposed operating and capital budgets. Instead, the Board of Selectmen and Finance Committee appointed liaisons to meet with department heads and reviewed the budgets independently. The Town Administrator, Finance Director and department heads appeared before the Finance Committee to discuss their budgets. The Finance Committee independently determined its support or opposition to any or all parts of the budget and will communicate the Committee's recommendations at the Town Meeting. The Finance Committee met with groups, individuals, and committees that are either sponsors of articles or whose activities have a financial impact on the Town.

The Finance Project Working Group that met last year was disbanded by the Town Administrator and did not meet this year.

This report is intended to give voters a summary of the overall financial condition of the Town with comments on what we see as the fiscal issues facing us today as well as in the future. It includes a discussion of following financial data: Sources and Uses, Free Cash Analysis, FY17 Capital Plan, and a Long Term Financial Plan. It is not a final report as the budget and other articles are not final as of the writing of the report.

## **Overview of FY17 Budget**

This fiscal year budget has been developed in the aftermath of the failed override. The budget reductions made at the Special Town Meeting in the fall of 2015 combined with the better than expected revenues and budget turn-backs at the end of the fiscal year that ended June 30, 2015 have put the Town in a better financial position.

To keep the Town on a solid financial footing the Finance Committee has compared the increase in revenue to the increase in expenses with the goal of keeping the increases in revenues and expenditures in line.

On the positive side:

- A mild winter kept the Snow and Ice deficit for the current year under \$300,000. The Snow and Ice has been under-budgeted for many years and needs to be increased if it is going to cover the actual expense each year. The proposed budget brings the budget for Snow and Ice up from \$92,900 to \$338,000. This is close to the five year average for Snow and Ice expense.

- Group health insurance costs been stable with a 3.5% increase in FY17 and the Board of Selectmen are researching alternatives to lower costs in this area.
- The Upper Cape Tech Assessment to the Town of Bourne has increased less than 1% this year – which is much lower than prior years.
- A warrant article will propose setting aside funding for future “Other (than Pension) Post-Employment Benefits” (OPEB) expenses. This is especially important for ISWM so that that liability will be covered when ISWM closes in the future.

#### Concerns:

- Most of the personnel reductions that were implemented after the failed override have been continued in this budget. These personnel reductions have put a strain on operations and have resulted in staff in higher paid supervisory positions doing administrative work more suited to a lower paid employee.
- Debt Service funded by the General fund increased over \$500,000. Borrowing and Debt Service increases in the future should be carefully monitored.

**Revenues:** FY17 Projected General Fund Revenue is \$63,990,550 which is an increase of \$2,158,583 or 3.49% over FY16.

**Expenditures:** The Proposed Total General Fund Expenditures including Warrant Articles for FY17 are \$65,233,706 which is an increase of \$2,530,343 or 4.04% over the current FY16 budget. The FY17 proposed budget includes most of the reductions made last fall and the Town is not able to fund the same level of service provided in prior years.

**Free Cash:** The proposed FY17 General Fund Expenses exceed Revenues by \$1,243,156 and the Town will use \$1,243,156 of Free Cash to balance the budget. This is a \$371,760 increase over the Free Cash used last year.

## Fiscal 2017 Budget

### *Sources and Uses of Funds*

Included in the Voter Handbook is a report titled Fiscal 2017 Sources and Uses of Funds. This report summarizes the monies that go into and out of our government and is developed by our Finance Director and Town Administrator. More detail regarding the individual departmental budgets can be found in the FY17 Operating Budget in the Voter Handbook.

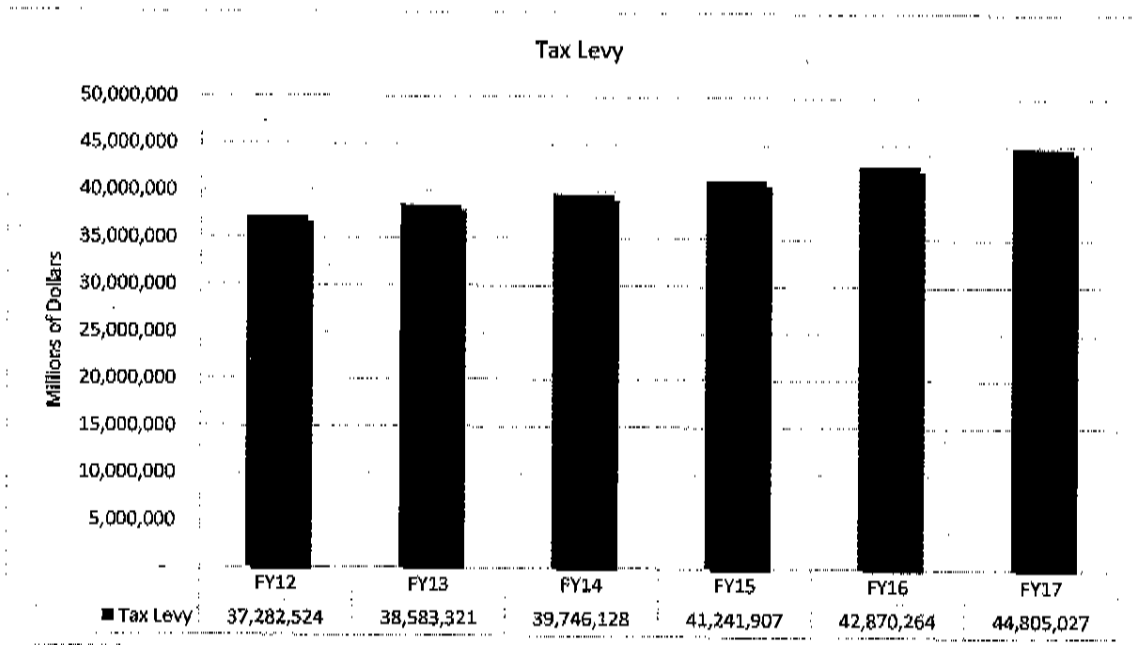
### *Revenues*

The FY17 Sources and Uses of Funds shows that the total general fund revenues are \$63,990,550 which is a 3.49% increase over FY16. Revenue sources include the Tax Levy, State Aid, Local Receipts, Other Sources (ISWM and Sewer), and Special Revenues (Ambulance Fees, other revenues).

Except for the Property Tax Levy and Debt Exclusion Levy all Revenues in Sources and Uses are estimates. The Town uses conservative estimates for revenue to prevent a situation where actual revenues are less than anticipated and there is not enough money to pay the Town's obligations.

### *Tax Levy*

The Town has raised the levy limit by 2 ½% as allowed by Massachusetts state law. In addition to property taxes, the tax levy revenue includes new growth, debt exclusions and revenue from the Cape Cod commission tax. The following table provides a history of our tax levy history:



**Figure 1 - History of Tax Levy in Bourne**

Actual New Growth in FY16 was \$351,000 higher than estimated which will provide additional ongoing revenue to the Town. This increase does not impact most taxpayers' individual tax bills. One impact on the Taxpayer in FY17 was the debt exclusion borrowing for the DPW Facility which increased the Tax Levy by \$504,954.

### *State Aid*

The State Aid Revenue estimate in Sources and Uses is based on the Governor's Proposed FY17 State Budget. State aid has declined steadily since the high point in 2008. In the last year or two the Baker Administration has worked with the State Legislature to increase state aid to municipalities. However, assessments which reduce the amount of state aid that is actually received by the Town have increased.

Chapter 70 Aid is the State Aid received for Education. While Chapter 70 aid is budgeted to be level, the Governor's budget shows that net Chapter 70 aid received by

the Town for FY17 will be up \$86,919 and overall the Education related assessments for Retired Teachers' Retirement, School Choice and Charter School sending tuitions will be down \$47,919.

This is the first year that the Town will be assessed for the MBTA. The Total assessment for Transportation Authorities is \$130,136 with \$88,429 going to the Regional Transit Authority (RTA) and \$41,707 going to the MBTA.

#### *Local Receipts*

This year Local receipts are estimated to be up \$143,408 compared to the prior year with slight decreases in Marinas due to lower gas prices and investment income due to lower interest rates.

It should be noted that Marinas bring in \$1,160,000 of revenue to the general fund which is used to help fund all departments.

There is an estimated increase of \$150,000 in Motor Vehicle Excise and some slight increases Other Department Revenues.

For budgeting purposes all other local receipts are expected to remain level including the Local Option Meals tax and Energy Credits that provided additional revenue last year.

#### *Other Revenue Sources*

The budgeted ISWM Host Community Fee is maintained at \$600,000, reflecting an expectation that business will continue to be profitable. Excess Host Community Fees received over the \$600,000 will be put in the Capital Stabilization Fund. ISWM continues to pay General Fund support to the Town totaling \$1,922,744 to cover administrative fees, personnel costs, and the full cost of curbside trash and recycling.

#### *Special Revenue Sources*

PL874 is the impact aid we receive from the Federal government to reimburse us for educating children whose families live on the Massachusetts Military Reservation and do not pay local property taxes. There is no way to accurately project the amount of these funds, as the program is subject to Congressional appropriation. Last year this aid was increased by \$90,000, but this year the Town is estimating a decrease of \$70,621 to \$150,000 based on current year-to-date actual receipts.

Waterways Fund Revenue comes from the Mooring Fees paid to the Town and one half of the Boat Excise taxes paid in Bourne. There was \$496,301 in the Waterways Fund at the end of FY15. Waterways Fund Revenue for FY16 is estimated at \$415,000 which will bring the Waterways Fund Balance up to \$695,857 after transfers out for the FY16 Budget. \$197,452 from the Waterways Fund will be used to offset some of expense of running the Department of Natural Resources in FY17. This year the amount used from the Waterways fund for the operating budget has been reduced by \$17,993 because one

of the positions funded from Waterways was eliminated last year. \$260,000 from the Waterways Fund will also be used to pay for FY17 Capital Expenditures related to the Waterways.

Ambulance Fund Revenue comes from Ambulance Fees charged by the Fire Department. In FY15 Ambulance Revenue was \$1,084,259. The Ambulance Fund balance at the end of FY15 was \$1,612,085. In FY17 \$1,225,000 from the Ambulance Fund will be used to offset the operating budget. This is a \$155,000 increase in use of the Ambulance Fund for the operating budget which has been implemented instead of a \$155,000 reduction in the Fire Department budget. Based on Ambulance revenues and the current balance in the Ambulance Fund this increased use of Ambulance Fund can be made, but future use should to be monitored and adjusted based on actual Ambulance Revenue.

Funds from Community Preservation Act (CPA) Fund will be used to offset CPA Debt service.

#### *Free Cash*

Free Cash is not a revenue source. It is the unrestricted funds of the Town that have been used in recent years to balance the budget. At the Town Meeting last year \$1,865,845 of Free Cash was used to cover the deficit between operating revenues and operating expenses in FY16. After the override failed and budget reductions were made the use of Free Cash for FY16 was reduced by \$1,026,000 to \$866,663 and \$1,026,000 was returned to Free Cash. The proposed FY17 budget uses \$892,405 of Free Cash to balance the operating budget which is a \$23,742 increase from the amount of Free Cash used for the final FY16 operating budget. There is an additional \$350,751 proposed to be spent from Free Cash for Articles at Town Meeting.

#### ***Operating Expenses***

Overall, the FY17 General Fund Operating Budget (GFOB) totals \$59,343,453 which is a \$2,417,793 increase or 4.25% over FY16. The GFOB does not include General Articles or Off Budget expenditures such as state assessments, offsets, deficits, capital expenditures or ISWM and Sewer Enterprise operations.

The FY17 budget maintains the reduced operations of the FY16 budget:

- Town department salaries increased approximately 2%
- Town department expenses increased about 7% - primarily due to the increase in Snow and Ice.
- Snow and Ice has been increased \$245,100 or 263.8% to bring it more in line with actual expenses.
- The Bourne School budget increased 2.66%
- Debt Service increased \$1,036,707 or 31.54%. \$524,834 of the increase is paid for by the general fund revenues, \$512,954 is funded with the debt exclusion tax



increase and there was a \$6,221 reduction from funded debt sources which include CPA Funds and Title 5 Sewer Loans. .

- Shared costs including group insurance are up \$325,886 or 2.51% with group insurance up 3.5% and Social Security/FICA up 4.2% but Unemployment down 28%.
- The Reserve Fund increased \$90,000 or 45% to bring it up to the new policy which calls for the Reserve Fund to be 0.5% of the General Fund Operating Budget.

## **Education**

The Bourne School Department budget for FY17 is \$21,085,664 which is a \$546,517 increase or 2.66% over last year. Since FY11 the Bourne School Budget has increased only 1.6% which is significantly lower than surrounding Towns. The Bourne School budget meets the minimum requirements for Foundation Budget and Net School Spending set by the State. While the student enrollment in Bourne is declining, it is important to fund education to be competitive with other public education alternatives available to students including Charter Schools and School Choice. Bourne currently maintains a positive balance on School Choice receiving more students into the district than sending out. However, there are a number of students choosing to attend Charter or School Choice Schools. In FY17 the Town of Bourne will pay an assessment of \$1,568,240 for Charter School sending tuitions and an additional \$584,253 for School Choice sending tuitions. On a positive note the Bourne School Department will receive \$696,677 in School Choice Receiving tuitions.

The Upper Cape Cod Regional Technical School's budget of \$13,404,293 is \$441,557 higher than last year which is a 3.29% budget increase. The assessment to Bourne is \$3,306,806 which is \$12,424 higher than the FY16 assessment and represents a 0.38% increase over last year. Of the 741 students attending UCT there are 204 students from Bourne which is a decrease of 7 students over last year. The assessment formula includes several factors including the number of Bourne students at Upper Cape Tech, the total number of students in the Town of Bourne, property values, per capita income and state aid.

Our educational system is by many standards underfunded. We are challenged by our moral responsibility to provide a standard of education that provides our students the opportunity to compete in an ever more complex world market. Overall our school-age population is declining, while the unfunded state and federal mandates continue. The challenges posed by the demands to provide a high-quality education, meet performance expectations as measured by mandated test scores, keep pace with the changing demographics of our school age population, and do it all cost-effectively, are complex.

## **Shared Costs**

### *Public Utilities - Electricity*

The Sources and Uses Public Utilities Shared Costs category is for the solar energy contract that was implemented last year. The estimated total cost of electricity has stayed the same at \$1,140,000. These costs are offset by \$600,000 Energy Credit Revenue for an estimated net savings to the Town of about \$254,000 compared to prior energy costs in prior years. Because we have not had a full year of experience with this budget, this budget has not changed from last year's estimate.

### *Group Health Insurance*

The cost of Group Health Insurance is up \$ 262,675 or 3.5% over FY16. The Town Administrator and Treasurer monitor the monthly expenditures, trust fund balances, and compare costs of our insurance plan with other available plans. Monthly costs have increased significantly over the last year and the Board of Selectmen is looking at cost saving alternatives for Group Insurance.

The Group Health insurance line item includes the cost of group health insurance for active teachers and town employees as well as retired town employees. The cost of health insurance for retired teachers is an assessment on the Cherry Sheet that reduces state aid received by the Town. The cost of insurance for retired teachers is estimated to go down \$167,827 in FY17.

Other than Pension Post-Employment Benefits (OPEB) is a liability that the Town needs to fund on an annual basis in order to provide for the future health insurance costs for retired employees. The Town has set aside \$578,631 in a Trust Fund for this purpose. Currently the Town funds this liability on a "pay as you go" basis as part of group health insurance. This year a warrant article will be proposed for an OPEB set aside. This is especially important for the ISWM OPEB liability to make sure it is fully funded when the landfill closes. This is an area that the Town needs to continue to address in the future.

## **Reserves and Fiscal Policy**

Our fiscal policy is well documented and has guided the Town for several years. Because we have budgeted expenses closely, we can no longer depend on large turn-backs from departmental budgets to augment our reserves. While we have reserves at the Town's policy level, and the numbers seem quite large, it bears reminding that we could spend down all our reserves in 2-3 years time if we used them to cover the cost of a full complement of services. The use of \$3.5 Million of Free Cash reserves last year to cover budgets and deficits is a good example of the need for adequate reserves. The Town's reserves help sustain us, as they have in this budget, but they cannot be an ongoing substitute revenue source.

A summary of the Town's reserve accounts and their associated policy guidelines follows:

**Free Cash Financial Policy:** Free Cash is the unrestricted general fund balance of the Town. Free Cash is certified at the beginning of each fiscal year by the Department of Revenue. The Town implemented a new Free Cash Policy in 2015.

The new policy has two parts:

1. Under the new policy the Town is to have a Certified Free Cash Balance at the beginning of each year at 5% the General Fund Operating Budget. The General Fund Operating Budget (GFOB) is defined as the operating budgets of the Town, Schools, Shared Costs and Debt Service. It does not include General Articles, Off – Budget Expenditures, Capital or Enterprise Funds. The proposed General Fund Operating Budget for FY17 is \$59,343,453. This year, in order to be within financial policy guidelines the Free Cash Balance should be certified at \$2,967,673 as of July 1, 2016. The proposed FY17 budget maintains Free Cash at this policy.
2. To appropriate no more than 50% of the Free Cash balance that is in excess of the 5% policy as operating revenue to balance the budget. Based on the miscellaneous revenue received during the current year and the actual and proposed expenditures for the Town Meeting the maximum amount of Free Cash available for the FY17 budget under the policy is \$1,001,377 and the proposed \$892,405 is within policy.

### **Free Cash Analysis**

At the end of the last fiscal year on June 30, 2015 actual revenues for the fiscal year were about \$725,000 higher than estimated and actual expenditures for the fiscal year were about \$1.1 Million lower than estimated resulting in of unspent budgets being turn-backed to Free Cash. These actual revenues and expenditures added \$1.8 million to Free Cash.

In September the Mass. Dept. of Revenue Certified Free Cash which is the unrestricted cash available to the Town as of July 1<sup>st</sup> at \$3,538,826. Certified Free Cash was within policy and had an excess over policy of \$650,000.

Since then, there have been five additions to Free Cash totally almost \$1.8 Million that can be certified at the end of this year.

- 1) After the Override failed the Special Town Meeting last fall reduced the current FY16 budget and about \$1 Million was returned to Free Cash.
- 2) The Town received \$130,000 of revenue from FEMA for snow storm reimbursement for last winter.
- 3) The Town received \$50,000 as mitigation for allowing windmills to be transported on Town roads

- 4) The Town received \$273,000 of revenue from the sale of tax title property in August.
- 5) The Town received \$305,000 of revenue of from Premiums from recent bonding activity

There have also been the following expenditures or proposed expenditures from Free Cash:

- 1) \$2,733 for Unpaid Bills at the Special Town Meeting in October, 2015.
- 2) \$105,002 for budgets at the Special Town Meeting in February, 2016.
- 3) Proposed \$246,608 for the FY16 Snow and Ice Deficit at the Special Town Meeting in May, 2016.
- 4) Proposed \$892,405 for FY17 Operating Budgets at the Annual Town Meeting in May, 2016.
- 5) Proposed \$249,758 for FY17 Capital Budget at the Annual Town Meeting in May, 2016.
- 6) Proposed \$150,000 Article for Accrued Contractual Compensated Absences.
- 7) Proposed \$200,000 Article for Other than Pension Post-Employment Benefits (OPEB).

In addition, there are other anticipated revenues that are expected to be received before the end of the year:

- 1) Anticipated Revenue of \$400,000 from the Sale of Coady School.
- 2) Anticipated Revenue of \$100,000 from Energy Credit.

The good news is that the Town is headed in the right direction. With the additions and subtractions from Free Cash during this year the Town is maintaining Free Cash throughout the year at the Free Cash policy. This is a very different trend than the \$3.4 Million of Free Cash the Town spent out of Free Cash last year which left Free Cash \$1.5 Million below policy after the 2015 Annual Town Meeting.

**FREE CASH ANALYSIS FY2017 ESTIMATE OF CASH FLOW		Free Cash Expended & Proposed FY2016 & 17	Free Cash Balance	FY17 GFOB	Excess over 5% of GFOB	50% Excess Policy Allowance FC for Budget
GFOB = Sources and Uses FPWVG Operating Budgets plus Debt Service				\$59,353,453		
5% of GFOB				\$2,967,673		
CERTIFIED FREE CASH BALANCE 7/1/2015			\$3,538,836			
10/19/2015	Amended Budget turnback of free cash used #	\$1,028,684	\$4,567,520	7.7%	\$1,599,847	\$799,924
6/30/2016	Miscellaneous Revenues FEMA #	\$130,000	\$4,697,520	7.9%	\$1,729,847	\$864,924
6/30/2016	Miscellaneous Revenues Wind Power #	\$50,000	\$4,747,520	8.0%	\$1,779,847	\$889,924
6/30/2016	Miscellaneous Revenues Auction #	\$273,000	\$5,020,520	8.5%	\$2,052,847	\$1,026,424
6/30/2016	Premium From Debt Offsets Incr in Debt #	\$305,000	\$5,325,520	9.0%	\$2,357,847	\$1,178,924
10/19/2015	Unpaid Bills	(\$2,733)	\$5,322,787	9.0%	\$2,355,114	\$1,177,557
2/8/2016	Budget Amendment Town & School	(\$105,002)	\$5,217,785	8.8%	\$2,250,112	\$1,125,056
5/7/2016	Proposed Unpaid Bills	(\$751)	\$5,217,034	8.8%	\$2,249,362	\$1,124,681
5/7/2016	Proposed Snow and Ice Deficit (as of 3/28/16)	(\$245,608)	\$4,970,426	8.4%	\$2,002,754	\$1,001,377
5/7/2016	Proposed Budget Article 3	(\$892,405)	\$4,078,021	6.9%	\$1,110,349	\$555,174
5/7/2016	Proposed Capital Article	(\$249,798)	\$3,828,263	6.4%	\$860,590	\$430,295
5/7/2016	Proposed Accrued Compensation Article	(\$150,000)	\$3,678,263	6.2%	\$710,590	\$355,295
5/7/2016	Proposed OPEB Article	(\$200,000)	\$3,478,263	5.9%	\$510,590	\$255,295
6/30/2016	Anticipated Sale of Coady Anticipated &	\$400,000	\$3,878,263	6.5%	\$910,590	\$455,295
6/30/2016	Anticipated Energy Credits Anticipated &	\$100,000	\$3,978,263	6.7%	\$1,010,590	\$505,295
Total Increase/Decrease		\$439,427				
** This is a simple calculation of the possible increases and decreases to free cash but does not include any year end adjustments done to certify free cash. # Miscellaneous Revenue Received not yet certified & Estimated Anticipated Revenue Not Budgeted						

Figure 2 – Free Cash Analysis

Based on the proposed expenditures of Free Cash at this Town Meeting to cover FY16 budget deficits and the proposed FY17 budget, the remaining Free Cash balance will be within Policy. At the end of the year if all anticipated revenue is received the net increase in Free Cash at the end of the year would be about \$429,427.

In addition, at the end of each Fiscal year any appropriated funds that have not been spent are turned back to the general fund and certified as free cash and projected revenues are reconciled with actual revenues. This year those revenues and unspent expenditures will strengthen the Town's financial position rather than just bringing it back up to policy.

**Stabilization Fund** – policy calls for 6% of the General Fund operating budget (GFOB). This is a “rainy-day” fund which requires a vote of 2/3 of Town Meeting to spend money from this fund. The current balance in Stabilization is \$3,535,566 which is 5.96% of proposed FY17 GFOB which is slightly (\$21,000) below policy for Stabilization.

**Capital Stabilization Fund** – a fund established to reserve cash for future capital expenditures. Its primary funding source has been ISWM Host Community Fees. The current balance in the Capital Stabilization account is \$209,717. There was \$174,020 of ISWM excess host community fees deposited in this fund at the end of the last fiscal year. It is anticipated that about the same amount will be deposited at the end of FY16.

**Employer Health Insurance Trust Fund** – policy is to have either four (4) months of average costs or no less than \$1.6 million. The average employer share of claims per month is \$630,483 which is up from \$538,728 last year. Four months of average costs is \$2,521,932. The current balance in the Employer Health fund is \$2,102,987 which meets the policy of no less than \$1.6 million but does not meet the policy of a 4 month reserve.

**Overlay Reserve** – a reserve fund for tax abatements and exemptions which is established annually and controlled by the Assessors for each fiscal year. It is based on an analysis of historic data and specific circumstances such as a recent property revaluation and pending refunds/abatements. We currently have a total balance of \$1,577,262 in overlay accounts from FY07 – FY16. This reserve will be reduced by \$123,851 if Overlay Surplus is used as a General Fund revenue as shown on Sources and Uses.

**Reserve Fund** – an annual Reserve Fund to be spent under the authority of the Finance Committee for unexpected and unforeseen budget needs. For FY17 this is \$290,000, which increases the Reserve Fund by \$90,000 and meets the new Financial Policy to budget the Reserve Fund at 0.05% of the General Fund Operating Budget.

## **Capital Expenditures**

According to our Fiscal Policy, the Town is required to establish and maintain a five year capital improvements plan and to develop capital financing strategies consistent with our fiscal policies. The Capital Outlay Committee has continued its hard work over the last year, working to deliver on the Municipal Facilities Plan for the Town. The plan is the basis for the capital recommendations in the FY17 budget is a model for this type of planning in the town, resulting in well-thought out recommendations. The current year's plan and the long-term capital plan can be found in the Town Meeting handbook.

This year's recommendations for capital spending come after exhaustive study by the Capital Outlay Committee. A full report by the Capital Outlay Committee will be made at Town Meeting. The committee has worked to identify funding sources other than new borrowing in order to make the best use of all available dollars.

One impact that should be noted this year is the increase in General Fund Debt Service of \$500,000. The Town is generally on a cycle of borrowing that uses interest only bond anticipation notes for several years which are then combined into a long term bonding. This year the long term bonding had a significant impact on the overall budget.

## **ISWM**

The Integrated Solid Waste Management (ISWM) operation is a regional landfill and transfer center. It benefits the Town by paying for the pickup and disposal of our household trash, curbside recycling collection, the cost of the recycling center at the landfill, and disposal of hazardous materials and waste generated by our DPW. Additionally, ISWM pays the Town a Host Community Fee based on the tonnage flowing through the gate.

With the Covanta contract the ISWM business continues to be stable. The Host Community Fee revenue to the Town remains the same at \$600,000. Excess Host Community Fees are deposited into the Capital Stabilization Fund to be used for future capital projects. The ISWM budget for Host Community Fee has been adjusted to allow Excess Host Community Fees to be paid.

## **Community Preservation Act**

The Town adopted the CPA at its April, 2005 election, replacing the Cape Cod Land Bank Program. The CPA creates a Community Preservation Fund that only can be used for open space, historic preservation/restoration, affordable and community housing and outdoor recreation purposes. Community Preservation Fund monies are raised by the placement of a 3% surcharge of the tax levy against all Town real estate tax bills. The CPA also creates a statewide Community Preservation Trust Fund, administered by the state Department of Revenue that provides funds to municipalities who are part of the CPA program. These funds are generated by activities at the Registry of Deeds and from a state CPA Trust Fund.

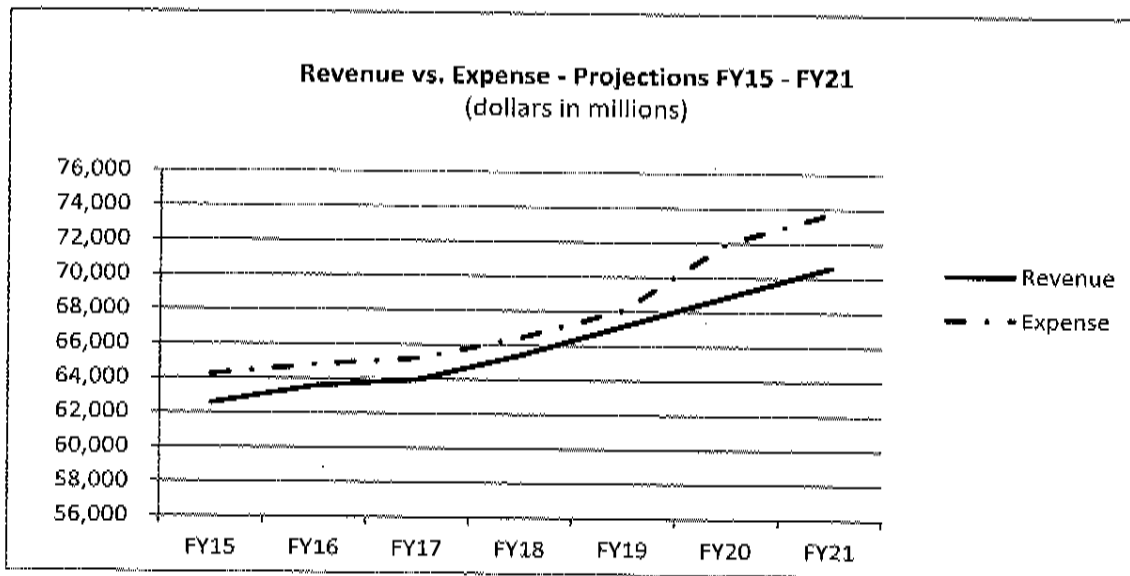
Under the CPA a Community Preservation Committee has been formed and has made the recommendations found in the chart in the Voter's Handbook.

The Finance Committee met with the Community Preservation Committee and reviewed projects for Community Housing, Historic Preservation Open Space, and Outdoor Recreation.

## **Long Term Plans**

The Finance Director and Town Administrator have been working with the Finance Committee since FY06 to establish and refine a long term financial plan. The Long Term Projection in the Voter's Handbook is one piece of the long term planning puzzle. The Capital Outlay Committee's work to establish our needs, priorities, and funding sources is another piece of the puzzle. However, financial planning cannot be done in a vacuum and must include additional needs in the community, including personnel. A comprehensive plan will allow voters to see the effect of our debt service, structural deficits, changes in reserves, adjustments to the tax rate and state aid impacts.

The table below demonstrates what will happen to the Town's finances if we attempt to maintain the status quo. It assumes we maintain the same level of revenue increases as we have historically shown, assumes no overrides, and assumes our contracted personnel costs maintain their increases. It does not allow for expansion of any services, nor does it provide for capital spending. This is but one projection of the future – the Finance Committee, in conjunction with the Finance Director, Town Administrator, and Board of Selectmen, have reviewed other long range projections with differing assumptions.



**Figure 3 – Budget Projections Based on FY2017 Budget**

As can be seen on the chart with the adjustments that have made to the budget the current level of spending (the dotted line) stays close to the current revenue levels (solid line) this year. It will be important in the future to monitor expenditures to avoid the growing gap that is shown especially starting in FY19 and going forward. The Finance Committee looks forward to continuing the work with the Board of Selectmen and Town Administrator in the development of a long term plan and to address the future funding needs of the Town.

## Summary

The Town of Bourne has benefited from the prior years of fiscal prudence and financial management. The budget has been reduced but there are strains on the organization that may mean it is not sustainable at this level. In the coming years many long-term personnel will retire and the Town must plan for an orderly transition before they leave, taking their institutional knowledge with them. There is also a pressing need in multiple departments to provide additional staff in order to provide the level of service needed for mandated government operations and to serve the residents of the Town.

This budget is the result of a thoughtful examination of our town's priorities, as evidenced by where we spend our money. It is our town's values translated into dollars and cents. The Town has undertaken Priority Based budgeting and we will see in the next few years the results of this endeavor as we try to manage the Town's Revenue and prioritize the expenditures in order to provide the services the Town needs most.

The Finance Committee recommendation on the final budget will be made at Town Meeting.

Respectfully submitted,  
The Finance Committee, Town of Bourne



## **SOME ABC'S ABOUT TOWN MEETING**

### **THE PLAYERS**

As you face the front of the auditorium, you see on the stage various officials and resource people in the following approximate positions: In the middle is the Moderator, an elected town official who conducts the meeting. Beside to your left and behind him is the Town Clerk and staff who record the proceedings. Seated from left to right: Finance Committee; School Committee; Planning Board; Town Administrator and Board of Selectmen; and, Town Counsel, to the right of the Moderator.

### **WHO MAY VOTE?**

All registered voters of the Town of Bourne who have been checked in at the registration desks, and who display their identification tag.

### **THE QUORUM**

One hundred twenty five (125) voters present constitute a quorum required for commencing the business of Town Meeting. Once the meeting opens, the quorum drops to one hundred (100) voters.

### **THE WARRANT**

The official listing of articles compiled, publicly posted and distributed to voters at Town Meeting.

### **ARTICLES**

Articles are the individual subjects to be acted on by Town Meeting. They have been submitted by Town Boards and Departments, by the Selectmen, and by private petition endorsed by ten or more registered voters (for an annual town meeting) or one hundred or more registered voters (for a special town meeting).

### **ORDER OF BUSINESS**

The Moderator determines when a quorum is present and calls the meeting to order. Following the pledge of allegiance and invocation, the Moderator reviews the basic rules under which the meeting will be conducted. Special Resolutions, if

any, are presented and acted upon. With some exceptions, articles are called by lottery, discussed, and voted upon. This procedure is followed for each article until the warrant has been completed. If necessary, due to time constraints, additional meetings will be scheduled.

### **MOTIONS**

When an article reaches the floor, the Moderator will usually ask if the Finance Committee has a recommendation and a motion to offer. This is because Town Bylaw requires the Finance Committee to review and make recommendations on all articles in the warrant. On articles presented by the Planning Board, the Moderator will ask them to present a motion and their official report. The Finance Committee will then make its recommendation. Motions not related to subjects in the warrant or to the conduct of the meeting are not permitted.

### **INDEFINITE POSTPONEMENT**

A motion to indefinitely postpone action on an article is a motion not to take positive action at this town meeting.

### **NEGATIVE RECOMMENDATIONS**

If the action recommended by the Finance Committee on an article other than zoning bylaw articles is negative, the Moderator will ask if any voter present wishes to make a positive motion. If so, the person making the motion must also be prepared to submit the motion in writing to the Moderator.

### **AMENDMENTS**

Any voter present may request to be recognized by the Moderator for purposes of offering an amendment to any motion under discussion. The motion to amend must be in writing and include the specific words to be deleted in the original motion as well as those to be substituted.

### **PARTICIPATION**

If you have a question of clarification concerning an article or motion under discussion, or wish to participate in such discussion, please do so. To be recognized by the Moderator, raise your hand or if necessary, stand in place. When recognized, step to the nearest microphone as quickly as possible and state

your name. Speak slowly and clearly into the microphone. Be as concise and brief as possible, and by all means stick to the point at hand.

### **VOTING**

Generally, after appropriate motion and discussion, if any, the Moderator will call for a voice vote. If he is not clear as to which response constitutes a majority, he will call for a standing vote, which will be counted by designated checkers. On votes requiring other than a majority, if the result is not unanimous, a standing vote is required. On certain occasions, a secret ballot may be taken if requested by at least 15 registered voters.

### **DEFINITIONS**

For the benefit of those who may not be familiar with some of the financial terms appearing in or used in the course of considering various articles, the following much simplified definitions maybe helpful:

### **GENERAL FUND**

The account in which general and/or undesignated revenues are deposited for use in paying the general expenses of the Town.

### **STABILIZATION FUND**

Monies appropriated by the Town to fund capital expenditures for equipment, land, or large-scale projects or for any other lawful purposes. An appropriation both into and from the Stabilization Fund requires a 2/3 vote.

### **RESERVE FUND**

Monies appropriated by the Town to cover extraordinary or unforeseen expenses during the fiscal year as approved by the Finance Committee.

### **FREE CASH**

The amount of the Town's surplus revenue over and above uncollected taxes of prior years.

## **RAISE AND APPROPRIATE**

The authority voted by the Town to raise by taxation and spend Town Funds for purposes stated in various articles in the warrant. The dollar amount, which can be raised by taxation, is limited by the state law known as "Proposition 2-1/2". After the setting of the tax rate, no funds may be raised and appropriated by taxation at a special town meeting.

## **TAX LEVY**

The maximum amount of money that by State law may be raised through property taxes in any given year. The Tax Levy is by far the largest of a number of revenue sources for the Town, accounting for over half of the total. The maximum tax levy is limited by Proposition 2 1/2.

## **TAX RATE**

The dollar amount per \$1000 of property valuation required to collect the Tax Levy through property tax bills.

## **THE BOURNE RULE**

The "Bourne Rule" controls unlimited spending by town meeting in violation of Proposition 2-1/2. The rule, adopted at the beginning of town meeting by resolution, requires any amendment seeking funding in excess of the amount recommended by the Finance Committee to state an equal dollar reduction in another appropriation or appropriations in order to maintain all spending in balance so that the tax levy will not exceed the maximum levy limit imposed by Proposition 2-1/2.

## STATEMENT OF THE MODERATOR

### TOWN MEETING PROCEDURES

1. At the beginning of the meeting the Moderator designates rows of seats in the left rear section of the auditorium for seating of *non-voters*. With the permission of a doorkeeper, voter(s) attending town meeting with a child(ren) may be allowed to sit with their child(ren) in voter seating. We respectfully request that you do not bring children under age 6 to town meeting.
2. Moderator rulings and procedure at the Town meeting are governed by Federal and Massachusetts laws, the Town Charter, Town Bylaws, and "Roberts Rules of Order" as interpreted in the book entitled *Town Meeting Time*.
3. The Moderator will not entertain shouted motions from the floor to Move the Question, or to challenge a quorum, or for any other purpose. Any person wishing to speak must first rise and be recognized by the Moderator. If a person is physically challenged, please so advise the Moderator, and the tellers will provide a portable microphone so that person can speak from his/her seat.
4. Town meeting handbooks are printed in large print for individuals with impaired eyesight. Individuals with hearing difficulty need to contact the selectmen's office at town hall at least three business days prior to the town meeting so that language signers can be made available for the meeting.
5. Before speaking, state your name clearly for the record. Speak concisely and speak only to the motion on the floor. Speak only long enough to make your point. Do not repeat what prior speakers have already said.
6. The Moderator will not tolerate personal attacks, cat-calling, applause, booing, heckling, or any other form of disruption during the meeting. Pursuant to Massachusetts law, any person disrupting the town meeting may be caused by the Moderator to be removed from the meeting by the Sergeant-at-Arms or a Constable and held until the conclusion of the meeting.
7. The meeting is video taped by the local cable television company for later re-broadcast on the local cable access channel.

8. There is a stenographer keeping an official written transcript of the meeting.
9. If there is a counted, standing vote, or a secret ballot, voters must have their voter tag visible and be in a seat in the voter's section in order to be counted. The tellers will not count anyone not seated in a seat in the voter's section or anyone without a voter tag.
10. Fifteen or more registered voters may request a secret ballot. In the event of a secret ballot, the doorkeepers will call everyone into the auditorium who wishes to vote, and then close the doors. You may leave the auditorium at any time, but you will not be allowed to return to the auditorium until the Moderator declares that vote casting is concluded.
11. If a voter wishes to change a motion in some fashion, the procedure is to amend the motion. All motions to amend must be in writing and must state exactly how the voter wishes to change the motion on the floor. That way, the Moderator can know exactly what it is the voter wants to do before ruling on the motion or putting it to a vote. A voter who wishes to amend a main motion must have the amendment in writing and available to hand to the Moderator before rising to offer the amendment. The Moderator may refuse to put to the Meeting an amendment which is not immediately available in writing - The Moderator also will rule out of order any motion to amend which changes the original motion so drastically that, in the Moderator's opinion, the motion is no longer within the "four corners" (the scope) of the posted warrant article. An amendment may consist of adding, deleting, or substituting words in the motion. It may take the form of a "motion to substitute" a different motion. Sometimes a speaker tries to amend "the article", but this is improper language. It is the motion on the floor, not the article in the Warrant, that is to be amended. A motion to amend requires only a majority vote, even though the main motion to be amended may require two-thirds or more for final passage. If you need assistance drafting a motion to amend, please ask for it, and the deputy moderator will help you.
12. Articles in the warrant seeking to amend the Bourne Zoning Bylaw or Zoning Map require special treatment. Some Moderators refuse to allow any amendment to a main motion on a zoning article. I generally will allow a motion to amend to correct a clerical matter, misspelling, or similar non-substantive change. For example, if the main motion is to increase minimum lot size from 40,000 to 50,000 square feet, a motion to amend to increase only to 45,000 square feet, will not be allowed, as it is a substantive change to the published article. On the other hand, a motion to change the word "feat" (a misspelling) to "feet" will generally be allowed.

13. Pursuant to Bourne Town Bylaw, notice of intention to reconsider action on an article may only be given *within one hour of continuous meeting time*. Depending on the hour the vote is taken and officially recorded by the Town Clerk, this one hour may carry over to a subsequent session of the same town meeting in which the original vote is taken. The subsequent session of town meeting may reconvene several days after the original vote is taken.

14. Because it is a matter of long time custom and practice in the Town of Bourne, the Moderator will not allow notice of intention to reconsider or a motion to reconsider a vote except from a voter *who voted on the prevailing side of the original vote*.

15. It is solely within the discretion of the Moderator to allow non-voters to address the town meeting. It has been a matter of long time custom and practice in Bourne that the Moderator will generally allow non-voters to address the town meeting.

16. A town meeting is a public meeting. There are no expectations of privacy at a public meeting. A transcript of the meeting is kept. The meeting is video-taped by the local cable access channel. Press photographers are present taking photographs, including photographs of standing, counted votes. The Moderator does not allow still or motion photography *at the ballot boxes* of voter's casting their votes during a secret ballot.

17. In order to maintain the continuity of a session of a town meeting if the Moderator needs a brief break, the Moderator may direct that the Town Clerk, in accordance with state statute, "has the gavel" for the short time the Moderator is absent from the podium, but still present in the area of town meeting.

18. Persons running for public office, and their supporters, and persons distributing literature promoting pro or con action on a warrant article or other matter of public interest, must remain not less than 50 feet from any exterior door to the high school, except when they themselves are entering the town meeting for the purpose of attending the town meeting, or when they are actually in attendance at the town meeting.

19. If the Moderator determines that an article in the warrant is seeking a sense of the meeting on a matter of a celebratory nature, or not involving the Town of Bourne directly, the Moderator will treat the article as a non-binding resolution. As such, one person will be allowed five minutes to speak in favor of the resolution, and one person the same amount of time to speak in opposition to the resolution. The motion will then be put to a vote without further discussion. If, on the other hand, the article is seeking a sense of the meeting on a matter directly involving the Town of Bourne, the Moderator will still treat it as a non-binding resolution, but he *may* allow normal debate on the substance of the article.

20. Except with advance approval from the Moderator in the case of special presentations associated with the subject matter of an article, speakers are asked to confine their remarks to no more than five (5) minutes. Generally, five minutes is more than sufficient time to make a point or state a position. Be concise. Speak only to the motion on the floor.

21. Opinion of Town Counsel. Opinions of Town Counsel are reserved for the benefit of elected and appointed municipal officials. Please do not ask for an opinion of Town Counsel unless you are an elected or appointed Bourne official with an interest in the opinion. Even then, it is up to Town Counsel to determine if he wishes to render an "off-the-cuff" opinion without the benefit of more detailed research and reflection.

22. All questions must be directed through the Moderator. You will not be allowed to engage in a back and forth dialogue with one particular official. Whenever possible, try to get your specific questions answered prior to town meeting.

23. If a speaker wants to use a Powerpoint ®, videotape, slide, or similar presentation requiring lowering the screen, the proposed presentation must be in the hands of the Moderator for his review no less than 72 business hours prior to the town meeting.

24. Please put your cell phones and pagers on vibrate or some other silent alarm, so as not to disturb the proceedings.

25. No person shall erect or maintain a table or a display in the lobby outside of the high school auditorium without approval from the Moderator obtained at least 48 hours prior to the town meeting. No display may interfere with the free passage of voters to and from the registration table and the entrance to the auditorium. The



Moderator reserves the right to decline to approve any display he deems to be too large. Also, the size of the lobby limits the total number of displays, from three to five in most cases. In most instances, all displays must be limited to matters to come before the town meeting.

Thank you for attending Town Meeting!

Robert W. Parady, Esq.  
Town Meeting Moderator

<b>FISCAL 2016 &amp; 2017 SOURCES &amp; USES OF FUNDS</b>				
<b>GENERAL FUND REVENUES</b>				
	<b>Budget 2016</b>	<b>Proposed Budget 2017</b>	<b>\$ Increase / Decrease over 2016</b>	<b>% Increase / Decrease over 2016</b>
<b><u>Property Taxes</u></b>				
Prior Year Tax Levy Limit	40,007,801	41,859,480	1,651,679	4.13%
2.5% Allowance	1,000,195	1,041,487	41,292	4.13%
New Growth	851,484	400,000	(251,484)	-38.80%
Override			0	
Sub-total	41,859,480	43,100,967	1,441,487	3.46%
Debt Exclusion	1,073,114	1,523,160	450,046	41.94%
Cape Cod Commission Tax	177,353	180,900	3,547	2.00%
Unused Levy Capacity	(39,883)		39,883	-100.00%
<b>Total Tax Levy</b>	<b>\$42,870,264</b>	<b>\$44,805,027</b>	<b>\$1,934,763</b>	<b>4.51%</b>
<b><u>State Aid</u></b>				
Cherry Sheet Net Revenue	957,721	1,044,840	86,919	9.08%
Cherry Sheet Assessments	3,969,642	3,921,723	(47,919)	-1.21%
Chapter 70 Total	4,927,363	4,966,363	39,000	0.79%
Charter School Reimbursement	247,926	148,584	(99,342)	-40.07%
School Choice Receiving Tuition*	723,869	696,677	(27,192)	-3.76%
School Lunch*			0	
Unrestricted General Govt Aid	1,351,366	1,409,475	58,109	4.30%
Veterans Benefits	103,168	103,168	0	0.00%
Exemptions: Vets, Blind, Surv Sp & Elderly	106,199	104,076	(2,123)	-2.00%
State Owned Land	580,849	576,091	(4,758)	-0.82%
Public Libraries*	21,912	21,867	(45)	-0.21%
<b>Total State Aid</b>	<b>\$8,062,652</b>	<b>\$8,026,301</b>	<b>(\$36,351)</b>	<b>-0.45%</b>
<b><u>Local Receipts</u></b>				
Motor Vehicle Exclae	2,400,000	2,550,000	150,000	6.25%
Other Excise	130,000	130,000	0	0.00%
Meals Tax	300,000	300,000	0	0.00%
Penalties & Interest	225,000	225,000	0	0.00%
Payments in Lieu	20,000	20,000	0	0.00%
Marinas	1,165,000	1,180,000	(5,000)	-0.43%
Other Dept Revenue	300,000	325,000	25,000	8.33%
Licenses & Permits	585,000	585,000	0	0.00%
Fines & Forfeits	130,000	130,000	0	0.00%
Investment Income	30,000	25,000	(5,000)	-16.67%
Miscellaneous-Recurring	20,000	20,000	0	0.00%
Miscellaneous-Recurring Energy Credits	600,000	600,000	0	0.00%
Miscellaneous-Non Recurring	71,592	49,427	(22,165)	-30.98%
<b>Total Local Receipts</b>	<b>\$6,976,592</b>	<b>\$6,118,427</b>	<b>142,835</b>	<b>2.39%</b>
<b><u>Other Sources</u></b>				
ISWM General Fund Support	1,986,364	1,922,744	(63,620)	-3.20%
Sewer General Fund Support	131,983	126,705	(5,278)	-4.00%
Host Community Fee	\$800,000	\$600,000	0	0.00%
<b>Total Other Sources</b>	<b>\$2,718,347</b>	<b>\$2,649,449</b>	<b>(\$68,898)</b>	<b>-2.53%</b>
<b><u>Special Revenues</u></b>				
Conservation Comm.	30,000	30,000	0	0.00%
PL 874	220,621	150,000	(70,621)	-32.01%
Ambulance Fees	1,070,000	1,225,000	155,000	14.49%
CPA Fund Debt Service	637,444	632,883	(4,561)	-0.72%
Title 5 Loan Repayments	30,602	30,587	(15)	-0.05%
Closeout Articles			0	
Overlay Surplus		123,851	123,851	
Waterways Fund for Operating Budget	215,445	197,452	(17,993)	-8.35%
<b>Total Special Revenue Funds</b>	<b>\$2,204,112</b>	<b>\$2,389,773</b>	<b>\$185,661</b>	<b>8.42%</b>
<b>Total General Fund Revenues</b>	<b>\$61,831,967</b>	<b>\$63,988,977</b>	<b>\$2,156,010</b>	<b>3.49%</b>
<b><u>Use of Reserves</u></b>				
Free Cash for Budget	868,663	892,405	23,742	2.73%
Free Cash for Articles	278,196	350,000	71,806	25.81%
<b>Total Use of Reserves</b>	<b>\$1,146,858</b>	<b>\$1,242,406</b>	<b>\$95,547</b>	<b>8.33%</b>
<b>Grand Total Revenues</b>	<b>\$62,978,825.14</b>	<b>\$65,232,382.14</b>	<b>\$2,253,557.00</b>	<b>3.59%</b>

**FISCAL 2016 & 2017 SOURCES & USES OF FUNDS**

4/14/2016

<b>GENERAL FUND EXPENSES</b>				
	Budget	Proposed Budget	\$ Increase / Decrease over	% Increase / Decrease over
	2016	2017	2016	2016
<b><u>Town Budget</u></b>				
Administrative Services-Salaries	1,821,161	1,892,588	71,427	3.92%
-Expenses	1,064,646	1,082,476	17,830	1.67%
Public Safety Services-Salaries	7,841,423	8,084,729	243,306	3.10%
-Expenses	1,238,283	1,201,385	(36,898)	-2.98%
Public Works Services-Salaries	1,423,548	1,389,998	(33,550)	-2.36%
-Expenses	557,385	825,770	268,385	48.15%
Health & Human Services-Salaries	610,484	573,663	(36,801)	-6.03%
-Expenses	351,588	364,710	13,122	3.73%
Culture & Recreation Services-Salaries	595,804	603,762	7,958	1.34%
-Expenses	170,570	152,050	(18,520)	-10.88%
Total Town	15,674,872	16,171,131	496,259	3.17%
<b><u>Schools</u></b>				
Bourne School Department	20,639,147	21,085,884	546,517	2.66%
Upper Cape Technical School	3,294,382	3,306,806	12,424	0.38%
Total Schools	23,833,529	24,392,470	558,941	2.35%
<b><u>Shared Costs</u></b>				
Shared Costs-Public Utilities	1,140,000	1,140,000	0	0.00%
Shared Costs	12,990,357	13,316,243	325,886	2.51%
Total Shared Costs	14,130,357	14,456,243	325,886	2.31%
Total Operating Budget	\$53,638,758	\$55,019,844	\$1,381,086	2.57%
<b><u>Capital Budgets</u></b>				
Debt Service Budget	3,286,902	4,323,609	1,036,707	31.54%
Total General Fund Budget	\$56,925,660	\$59,343,453	\$2,417,793	4.25%
<b><u>General Articles</u></b>				
ATM Articles	2,733	350,000	347,267	12708.44%
STM Articles	275,462		(275,462)	
Elected Officials	58,074	58,662	588	1.01%
Reserve Fund	200,000	280,000	80,000	40.00%
Total General Articles	\$536,269	\$688,662	\$152,393	28.41%
<b><u>Off-Budget Expenditures</u></b>				
Cherry Sheet Assessments	3,969,642	3,921,723	(47,919)	-1.21%
Cherry Sheet Offsets*	745,781	718,544	(27,237)	-3.65%
Appropriation & Overlay Deficits	291,156		(291,156)	-100.00%
Overlay Reserve	510,317	550,000	39,683	7.78%
Total Off Budget Expenses	\$5,516,896	\$5,190,267	(\$326,629)	-5.92%
Grand Total Expenses	\$62,978,826	\$65,232,382	\$2,253,557	3.58%
	\$0	\$0	\$0	(\$0)

<b>GENERAL CAPITAL</b>				
<b><u>Capital Financing Sources</u></b>				
Enterprise Receipts for Shared Capital Projects	30,000		(30,000)	-100.00%
Article Closeouts		280,262	280,262	
Capital Stabilization Fund		90,000		
CPA Fund for Capital Projects		300,000		
Waterways Fund for Capital Projects	283,000	260,000	(23,000)	-8.13%
Free Cash for Capital Projects	368,800	249,758	(119,042)	-32.28%
STM Borrowing			0	
ATM Borrowing	1,461,900	1,267,518	(194,382)	-13.30%
Total Capital Financing Sources	\$2,124,700	\$2,447,538	(\$322,838)	-15.19%
<b><u>Capital Expenditures</u></b>				
STM Articles Capital			0	
ATM Articles Capital	2,124,700	2,447,538	322,838	15.19%
Total Capital Expenses	\$2,124,700	\$2,447,538	\$322,838	15.19%

**FISCAL 2016 & 2017 SOURCES & USES OF FUNDS**

4/14/2016

<b>ISWM REVENUES</b>				
	Budget	Proposed Budget	\$ Increase / Decrease over	% Increase / Decrease over
Fiscal	2016	2017	2016	2016
<b>Operating Revenues</b>				
Retained Earnings			0	
Facility Receipts	10,521,985	10,666,905	144,920	1.38%
<b>Total Revenues</b>	<b>10,521,985</b>	<b>10,666,905</b>	<b>144,920</b>	<b>1.38%</b>
<b>Use of Reserves</b>				
Free Cash for Articles	0		0	
<b>Total Use of Reserves</b>		<b>0</b>	<b>0</b>	
<b>Grand Total Revenues</b>	<b>10,521,985</b>	<b>10,666,905</b>	<b>144,920</b>	<b>1.38%</b>
<b>ISWM EXPENSES</b>				
<b>Operating Expenditures</b>				
Salaries & Wages	2,012,554	2,030,312	17,758	0.88%
Expenses	5,723,087	5,713,849	(9,218)	-0.16%
Reserve Fund	200,000	200,000	0	0.00%
General Fund Admin. Fees	1,986,364	1,922,744	(63,620)	-3.20%
Host Community Fee	600,000	800,000	200,000	33.33%
<b>Total Expenditures</b>	<b>\$10,521,985</b>	<b>\$10,666,905</b>	<b>\$144,920</b>	<b>1.38%</b>
<b>General Articles</b>				
ATM Articles				
STM Articles			0	
<b>Total General Articles</b>		<b>\$0</b>	<b>\$0</b>	<b>#DIV/0!</b>
<b>Grand Total Expenses</b>	<b>10,521,985</b>	<b>10,666,905</b>	<b>144,920</b>	<b>1.38%</b>
<b>ISWM CAPITAL</b>				
<b>Capital Financing Sources</b>				
Retained Earnings		46,766	46,766	
Available funds	1,500,000	658,234	(841,766)	-56.12%
Bond Financing	925,000	2,060,000	1,135,000	122.70%
<b>Total Capital Financing Sources</b>	<b>\$2,425,000</b>	<b>\$2,765,000</b>	<b>\$340,000</b>	<b>14.02%</b>
<b>Capital Expenditures</b>				
Project Costs	2,425,000	2,765,000	340,000	14.02%
<b>Total Capital Expenses</b>	<b>\$2,425,000</b>	<b>\$2,765,000</b>	<b>\$340,000</b>	<b>14.02%</b>

<b>SEWER REVENUES</b>				
	Budget	Proposed Budget	\$ Increase / Decrease over	% Increase / Decrease over
Fiscal	2016	2017	2016	2016
<b>Revenues</b>				
Retained Earnings	50,000	50,000	0	0.00%
Sewer Enterprise Revenues	971,860	1,000,101	28,441	2.93%
<b>Total Revenues</b>	<b>\$1,021,660</b>	<b>\$1,050,101</b>	<b>\$28,441</b>	<b>2.78%</b>
<b>SEWER EXPENSES</b>				
<b>Expenditures</b>				
Salaries & Wages	181,464	184,187	2,723	1.50%
Expenses	658,213	704,209	45,996	6.98%
Reserve Fund	50,000	35,000	(15,000)	-30.00%
General Fund Admin. Fees	131,983	126,705	(5,278)	-4.00%
<b>Total Expenditures</b>	<b>\$1,021,660</b>	<b>\$1,050,101</b>	<b>\$28,441</b>	<b>2.78%</b>
<b>SEWER CAPITAL</b>				
<b>Capital Financing Sources</b>				
Retained Earnings	40,000	30,000	(10,000)	-25.00%
Available funds			0	
Bond Financing	80,000		(80,000)	-100.00%
<b>Total Capital Financing Sources</b>	<b>\$120,000</b>	<b>\$30,000</b>	<b>(\$90,000)</b>	<b>-75.00%</b>
<b>Capital Expenditures</b>				
Project Costs	120,000	30,000	(90,000)	-75.00%
<b>Total Capital Expenses</b>	<b>\$120,000</b>	<b>\$30,000</b>	<b>(\$90,000)</b>	<b>-75.00%</b>

**Special Town Meeting**

**ARTICLE 1:** To see if the Town will vote to appropriate or transfer from available funds a sum of money to supplement the FY2016 DPW Snow Removal Budget Regular Annual Salaries & Expenses of the Town, or take any other action in relation thereto.

***Sponsor – Town Administrator***

## *Annual Town Meeting*

**ARTICLE 1:** To see if the Town will vote the following regularly required authorizations or actions, or take any other action in relation thereto.

### ***Sponsor – Board of Selectmen***

- a. Assumption of liability in the manner provided by Section 29 and 29A of Chapter 91 of the General Laws, as most recently amended, for all damages that may be incurred by work performed by the Department of Environmental Protection of Massachusetts for the improvement, development, maintenance and protection of tidal and non-tidal rivers and streams, great ponds, harbors, tidewaters, foreshores and shores along a public beach, (including the Merrimack and Connecticut Rivers) in accordance with Section II of Chapter 91 of the General Laws, and authorize the Selectmen to execute and deliver a bond of indemnity therefore to the Commonwealth, and further to assume liability pursuant to Section 1 of Chapter 814 of the Acts of 1972.
- b. That the Selectmen may contract with the Massachusetts Department of Public Works and the County Commissioners for the construction and maintenance of public highways for the ensuing year.
- c. Authorize the Board of Selectmen from time to time to apply for, receive, and expend assistance funds under the Federal and State Small Cities Program of the Department of Housing and Urban Development as from time to time amended, to be used for such projects as the Selectmen in their discretion shall deem necessary, and proper, and to do such acts and enter into such contracts as may be necessary, proper or desirable to obtain such aid.
- d. Pursuant to the provisions of Section 12 of Chapter 30B of the Massachusetts General Laws, as amended and supplemented, to authorize the Town of Bourne to enter into contracts in excess of three years' duration for school bus transportation and for the lease or lease purchase of equipment, subject to appropriation and all other approvals as may be required by law with respect to any particular such contract.
- e. Authorize the Treasurer and the Town Collector, pursuant to Chapter 44, Section 53F, Massachusetts General Laws, as amended and supplemented, with the approval of the Board of Selectmen, to enter into agreements for periods not to exceed three years with banking institutions to maintain deposits in exchange for banking services.

- f. Authorize the Board of Selectmen, pursuant to Chapter 44, Section 72, Massachusetts General Laws, as amended and supplemented, to allocate any funds received as part of the Medicaid Medical Services Program to the School Committee for use, without further appropriation, for the benefit of educational programs.

**ARTICLE 2:** To see if the Town will vote to fix the salaries and compensation of all elected officials of the Town as provided by Section 108 of Chapter 41 of the Massachusetts General Laws as amended, and raise and appropriate a sum of money therefore, or take any other action in relation thereto.

***Sponsor – Board of Selectmen***

**ARTICLE 3:** To see if the Town will vote to raise and appropriate or transfer from available funds, a sum of money to defray the regular annual expenses of the Town, or take any other action in relation thereto.

***Sponsor – Board of Selectmen***

**ARTICLE 4:** To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to operate the Sewer Department, or take any other action in relation thereto.

***Sponsor – Board of Sewer Commissioners***

**ARTICLE 5:** To see if the Town will vote to appropriate a sum of money from funds received or to be received from the Commonwealth of Massachusetts for the construction, reconstruction and improvement on all approved public ways which qualify under the State Aid Highway (Chapter 90) guidelines adopted by the Public Works' Commission, said funds to be expended under the direction of the D.P.W. Superintendent, with the approval of the Board of Selectmen, or take any other action in relation thereto.

***Sponsor - D.P.W. Superintendent***

**ARTICLE 6:** To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to establish a Reserve Fund, or take any other action in relation thereto.

***Sponsor - Board of Selectmen***

**ARTICLE 7:** To see if the Town will vote to raise and appropriate or transfer from available funds a sum of money to operate the Integrated Solid Waste Management Program, or take any other action in relation thereto.

***Sponsor - Board of Selectmen***

**ARTICLE 8:** To see if the Town will vote under authority of M.G.L., Chapter 44, Section 53E ½ to establish **Revolving Funds** to be known as described below, or take any other action in relation thereto.

***Sponsor – Board of Selectmen***

#	Revolving Fund	Authorized to Spend	Revenue Source	Use of Fund	FY 2017 Spending Limit
1	Recreation Programs Fund	Recreation Department with the approval of the Town Administrator	All fees charged for all programs run by the Recreation Department	Purchase & Acquire recreational equipment and materials and part-time seasonal staff to facilitate seasonal recreational programs	\$ 130,000.00
2	Shellfish Propagation Fund	Department of Natural Resources with the approval of the Town Administrator	Fees for commercial shellfish licenses	Part-time salaries & expenses related to the propagation, cultivation, protection & study of shellfish	\$ 30,000.00
3	Transportation Revolving Fund	School Department with the approval of the School Committee	Fees for transportation services	To pay for transportation fees	\$ 50,000.00
4	Public Library Book Fund	Library with the approval of the Town Administrator	Fines & Fees received from overdue, lost, damaged materials	To purchase additional library books and materials	\$ 20,000.00
5	COA Supportive Day/Bridging the Years	COA with the approval of the Town Administrator	Fees from and for Clients for Program Services	To pay for services and expenses related to providing supportive day programs	\$ 100,000.00



#	Revolving Fund	Authorized to Spend	Revenue Source	Use of Fund	FY 2017 Spending Limit
6	COA Programs	COA with the approval of the Town Administrator	Fees & Charges from COA classes and programs	To pay the instructors and expenses of programs offered.	\$ 100,000.00
7	Community Building Rental fund	Community Building director with the approval of the Town Administrator	Fees from renting the building	To pay part time salaries and expenses related to the extra hours used for the rental of the building	\$ 10,000.00
8	Tax Title Collection Fund	Town Collector/Treasurer with the approval of the Town Administrator	Fees from tax takings, redemptions and foreclosures	To pay expenses related to tax takings, redemptions and foreclosures	\$ 60,000.00
Total spending					\$ 500,000.00

**ARTICLE 9:** To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money for the purpose of funding **capital improvements and capital projects**, or take any other action in relation thereto.

***Sponsor – Capital Outlay Committee***

CAPITAL OUTLAY REPORT FOR FY2017					
	DEPART.	PROJECT/DESCRIPTION	AMOUNT	MGL BORROW STATUTE	FUNDING SOURCE
1	Police Dept	Cruisers	\$ 125,404.00	Ch 44, Sec 7(9)	Borrowing
2	Police Dept	Dispatch Console	\$ 144,914.00	Ch 44, Sec 7(9)	Borrowing
3	Police Dept	Portable Radios	\$ 51,520.00		Transfer \$48,284.92 From Free Cash, \$3,235.08 From Article 3 of STM Oct 2013 Town Hall Entrance Repairs
4	Fire Dept	Lifepac 100 AED's	\$ 50,000.00		Transfer \$50,000.00 from Article 9-8 of ATM May 2013 Equipment Match Grant

					Transfer \$1,262.37 from Article 3 of STM Oct 2013 Town Hall Entrance Repairs, \$1,039.90 from Article 3 of STM Oct 2013 Town Hall Server Room Air Conditioning, \$1,351.35 from Article 3 of STM Oct 2013 Fire St 1 SCBA Compressor/Asbestos, \$18,000.00 from Article 9-25 of ATM May 2014 Police Masonry Repairs, \$5,150.00 from Article 9-26 of ATM May 2014 Police Fuel Storage Repairs, \$9,600.00 from Article 9-6 of ATM May 2014 Fire Ballistic Protection, \$2,310.00 from Article 9-10 of ATM Nov 2012 Paint Student Lockers, \$242.52 from Article 9-17 of ATM May 2014 Lawn Mowing Equipment, \$218.02 from Article 9-33 of ATM May 2014 Door Repairs Memorial Community Bldg., \$146.40 from Article 9-1 of ATM May 2013 Police Cruisers, \$75.02 from Article 9-3 of ATM May 2013 Portable Radios, \$286.30 from Article 10-1 of ATM May 2014 Police Cruisers, \$5.30 from Article 10-2 of ATM May 2014 Portable Radios, \$619.13 from Article 10-4 of ATM May 2012 Fire Dept Engine, \$414.61 from Article 9-4 of ATM May 2013 Rescue Vehicle Replacement, \$574.12 from Article 9-5 of ATM May 2013 Replace Car 141, \$1,184.71 from Article 9-9 of ATM May 2013 Fire Deputy Car c142, \$17.50 from Article 10-15 of ATM May 2014 DNR Replacement Vehicle, \$2,441.00 from Article 9-11 of ATM May 2013 Technology Upgrade, \$2,003.00 from Article 10-13 of ATM May 2014 Dump Truck, \$37.50 from Article 9-14 of ATM May 2013 1/2 Ton Pickup, \$448.05 from Article 9-16 of ATM May 2013 Dump/Sander Truck, \$222.59 from Article 29 of ATM May 2013 Betterment Roads, \$717.71 from Article 10-16 of ATM May 2014 DPW Sweeper, \$136.39 from Article 10-15 of ATM May 2014 One Ton Rake Body, \$516.51 from Article 11-2 of STM Oct 2014 Sidewalk Loader Plow.
5	DNR	Replace Y-52 Animal Control Vehicle	\$ 49,000.00		
6	DNR	Monument Beach Marina Boat Ramp	\$ 300,000.00	Ch 44, Sec 7(17)	Borrow \$200,000.00. Transfer \$100,000.00 from Waterways
7	DNR	Municipal Harbor Plan	\$ 60,000.00		Waterways
8	Bourne Schools	Technology Plan	\$ 25,000.00		Transfer \$23,094.45 from Article 10-11 of ATM May 2014 HVAC Unit Motor, \$1,905.55 from Article 3 of STM Oct 2013 Town Hall Entrance Repairs
9	Bourne Schools	Install VOIP Telephone System	\$ 120,000.00	Ch 44, Sec 7(9)	Borrowing
10	Bourne Schools	Purchase/Replace Sped Mini Bus	\$ 60,000.00	Ch 44, Sec 7(9)	Borrowing
11	Bourne Schools	Flooring Replace BMS & Admin Bldg.	\$ 35,000.00		Transfer \$35,000.00 from Article 2 of STM May 2010 Repair Upgrade Herring Runs
12	Bourne Schools	Soundproofing BES & BHS	\$ 60,000.00		Transfer \$31,973.45 from Free Cash, \$28,026.55 from Article 2 of STM of May 2010 Repair Upgrade Herring Runs

13	Bourne Schools	BHS Install A/C Library/Media Center	\$ 60,000.00		Free Cash
14	Bourne Schools	BMS HVAC Management System	\$ 180,000.00	Ch 44, Sec 7(3A)	Borrowing
15	DPW	Bucket Truck	\$ 94,500.00	Ch 44, Sec 7(9)	Borrowing
16	DPW	T-3	\$ 174,000.00	Ch 44, Sec 7(9)	Borrowing
17	DPW	Sidewalk Loader	\$ 88,700.00	Ch 44, Sec 7(9)	Borrowing
18	DPW	Plows	\$ 22,000.00		Free Cash
19	Shore & Harbor	Annual Dredging	\$ 100,000.00		Waterways
20	Facilities	Town Hall Selective Roofing	\$ 75,000.00		Free Cash
21	Facilities	Town Hall Selective Flooring & Office	\$ 62,500.00		Transfer \$12,500.00 Free Cash, \$50,000.00 from Article 2 of STM May 2010 Repair Upgrade Herring Runs
22	Facilities	Sagamore Fire Station HQ Relocation/build out	\$ 75,000.00	Ch 44, Sec 7(3A)	Borrowing
23	Facilities	Buzzards Bay Fire Station HVAC & Mechanical Upgrades	\$ 40,000.00		Transfer \$15,344.93 from Article 9-5 of ATM May 2012 Fire Station Pocasset Repairs, \$4,251.65 from Article 3 of STM Oct 2013 Fire St 1 SCBA Compressor Asbestos, \$20,403.42 from Article 10-14 of ATM May 2011 DPW Garage Repairs
24	Facilities	Fire Station Operation & Feasibility Study	\$ 90,000.00		Capital Stabilization Fund
25	ISWM	84" Drum Vibrator Compactor	\$ 200,000.00		Transfer \$43,434.52 from Retained Earnings, \$8,072.09 from Article 10-14 of ATM May 2010 Flare Skid, \$3,292.00 from Article 9-15 of ATM May 2013 Recycle Truck, \$40,143.15 from Article 9-18 of ATM May 2013 Excavator, \$14,631.00 from Article 9-17 of ATM May 2013 5 Cubic Yard Wheel, \$69,683.74 from Article 10-18 of ATM May 2014 Tractor w/Solid Waste Package, \$17,461.50 from Article 10-20 of ATM May 2014 Skid Steer Loader, \$3,282.00 from Article 10-19 of ATM May 2014 Pickup Truck
26	ISWM	20 Metric Ton Excavator	\$ 315,000.00	Ch 44, Sec 7(9)	Borrowing
27	ISWM	Phase V Liner Construction	\$ 2,250,000.00	Ch 44, Sec 8(24)	Borrow \$1,745,000.00, Transfer \$3,331.61 from Retained Earnings, \$15,791.34 from Article 10-13 of ATM May 2010 Front Entrance Infrastructure, \$68,277.48 from Article 10-16 of ATM May 2010 PH 2a/3A North Slope Cap, \$14,914.49 from Article 10-16 of ATM May 2011 PH 4 Liner & Appurtenance, \$210,988.38 from Article 9-19 of ATM May 2013 PH 4 Stage II Liner, \$191,696.70 from Article 10-24 of ATM May 2012

28	Sewer	Pumps & Panels	\$ 30,000.00		Sewer Retained Earnings
			<u>\$ 4,937,538.00</u>		

**ARTICLE 10:** To see if the Town will vote to hear **reports and recommendations** of Committees and Town Officers, or take any other action in relation thereto.

***Sponsor - Board of Selectmen***

**ARTICLE 11:** To see if the Town will vote to appropriate a sum of money for the purpose of the payment of **unpaid bills** from a previous fiscal year that are legally unenforceable due to the insufficiency of appropriation or take any other in relation thereto.

***Sponsor – Board of Selectmen***

UNPAID BILLS		
Department	Vendor	Amount
Fire Department	Southcoast Hospitals Group	\$ 462.00
Total		\$ 462.00

**ARTICLE 12:** To see if the Town will vote, upon the recommendation of the **Community Preservation Committee**, to appropriate a sum of money for the purposes of the administrative and operating expenses of the Community Preservation Committee, or take any other action in relation thereto.

***Sponsor – Community Preservation Committee***

**ARTICLE 13:** To see if the Town will vote, upon the recommendation of the **Community Preservation Committee**, to appropriate a sum of money for the following Community Preservation Fund purposes, and to meet said appropriations, to transfer from available funds, or reserve from the FY2017 Estimated Community Preservation Fund Revenues a sum of money for the purposes of this article, or take any other action in relation thereto.

***Sponsor – Community Preservation Committee***

Item	Sponsor	Project Description/Request	CPA Purpose	Community Preservation Committee Recommend	
A	Open Space Committee	Bourne to Bark Dog Park \$25,000.00	Open Space	\$25,000.00 from Open Space Estimated Revenues	
B	Open Space Committee	Bourne Inclusive Playground \$175,000.00	Open Space	\$175,000.00 from Open Space Estimated Revenues	
C	Open Space Committee	Walkway between Aptuxet and Lyons Property \$12,000.00	Open Space	\$12,000.00 from Open Space Estimated Revenues	
D	Bourne Housing Partnership/Affordable Housing Trust	Affordable Housing Services & Support \$61,380.00	Community Housing	\$61,380.00 from Community Housing Estimated Revenues	
E	Bourne Housing Partnership/Affordable Housing Trust	Affordable Housing Down Payment /Assistance Subsidy Program \$35,000.00	Community Housing	\$35,000.00 from Community Housing Estimated Revenues	
F	Bourne Housing Partnership/Affordable Housing Trust	New Affordable Homes Program \$60,620.00	Community Housing	\$60,620.00 from Community Housing Estimated Revenues	
G	Bourne Housing Authority	Fire Alarm Monitoring System-Roland Phinney Place & Continental Apts \$5,500.00	Community Housing	\$5,500.00 from Community Housing Estimated Revenues	
H	Pocasset Village Association	Plumbing & Electrical upgrades to code in Pocasset Community Club in Storage/Bathroom & Kitchen area \$43,000.00	Historic Preservation	\$43,000.00 from Historic Resources Estimated Revenues	
I	Facilities Director	Repair Exterior Masonry and install Cooling & Dehumidification system to preserve records at Bourne Historical & Archives Center \$150,000.00	Historic Preservation	\$94,235.00 from Historic Resources Estimated Revenues & \$55,765.00 from CPA Undesignated Fund Balance	
J	Cape Cod Canal Region Chamber of Commerce	Improvements Buzzards Bay Rail Road Visitor Center \$25,450.00	Historic Preservation	\$25,450.00 from Historic Resources Estimated Revenues	
K	Community Preservation Committee	Reserve for Open Space	Open Space	\$0.00	2017 Open Space Estimated

					Revenues
L	Community Preservation Committee	Reserve for Community Housing	Community Housing	\$185.00	2017 Community Housing Estimated Revenues
M	Community Preservation Committee	Reserve for Historic Resources	Historic Resources	\$ .00	2017 Historic Resources Estimated Revenues
N	Community Preservation Committee	2017 Budgeted Reserve	All CPA Purposes	\$ .00	2017 All CPA Purposes Estimated Revenues

**ARTICLE 14:** To see if the Town will vote, upon recommendation of the Community Preservation Committee, to raise and appropriate, borrow, or transfer from available funds, a sum of money for the following Community Preservation Fund purposes of phase two of a multi-phase project to upgrade and restore the town-owned park located on **Main Street in Buzzards Bay**; phase two includes site and utility work including electric, irrigation and drainage, site grading, walkway installation, creating a Main Street Gateway, seed and loam and minor landscaping including costs incidental and related thereto; and the Open Space Committee and the community Preservation Committee are authorized and directed to take any and all acts necessary to implement this vote, or take any action in relation thereto.

***Sponsor – Community Preservation Committee***

**ARTICLE 15:** To see if the Town will vote, upon recommendation of the Community Preservation Committee, to raise and appropriate, borrow, or transfer from available funds, a sum of money to fund a portion of the improvements to the **Monument Beach Boat Launch** to include but not limited to the following: construction of a concrete ramp, timber floats, pilings, curtain wall and gravel subbase including costs incidental and related thereto; and the Open Space Committee and Community Preservation Committee are authorized and directed to take any and all acts necessary to implement this vote, or take any action in relation thereto.

***Sponsor – Community Preservation Committee***

**ARTICLE 16:** To see if the Town will vote to rescind the authorization for **unissued debt** that has been determined is no longer needed for the completion of various projects, or otherwise act thereon.

***Sponsor – Finance Director***

DEBT AUTHORIZED & UNISSUED		
TOWN MEETING	AUTHORIZATION DESCRIPTION	Amount
Article 9-19 of 2013 ATM	ISWM PH IV Stage II Liner Construction	\$ 203,835.00
Article 12 of 2013 ATM	New DPW Facility	\$ 400,000.00
Article 9-23 of 2015 ATM	ISWM 15 5 CY Wheel Loader	\$ 35,000.00
Article 9-24 of 2015 ATM	ISWM 35 Ton Articulated Truck	\$ 12,000.00
Total		\$ 650,835.00

**ARTICLE 17:** To see if the Town will vote to accept the provisions of **MGL Chapter 60 Section 15B**, relative to establishing a tax title collection revolving fund. Subsequently, all the fees, charges, and costs incurred and collected upon the redemption of tax titles and the sale of real properties acquired through foreclosures of tax titles would be deposited to the fund and expended for the tax title and foreclosure processes.

***Sponsor – Finance Director***

**ARTICLE 18:** To see if the town will vote to appropriate, borrow or transfer from available funds a sum of money to fund the costs related to payment of **accrued contractual compensated absences** upon retirement, or take any other action in relation thereto.

***Sponsor - Board of Selectmen***

**ARTICLE 19:** To see if the Town will vote to **close out and transfer available balances** in previous Town Meeting Articles whose purposes have been satisfied or take any other action in relation thereto.

***Sponsor – Community Preservation Committee & Open Space Committee***

Community Preservation & Land Bank Articles				
	ARTICLE DESCRIPTION	VOTED	BALANCE	FUND TO RETURN TO
1	Passive Recreation Plan	Article 3 of STM May 2003	17,561.47	Open Space
2	Proper Identification Signage	Article 9 of STM May 2003	2,025.00	Open Space
3	Land Purchase Bourneedale	Article 31 of ATM May 2007	27,010.75	Open Space
4	Land Purchase Buzzards Bay	Article 32 of ATM May 2007	4,675.84	Open Space
5	Purchase Sundry Parcels of Land	Article 13-b of ATM May 2012	558,657.09	Open Space
6	Land Purchase Carlson Property	Article 9 of STM Oct 2013	14,980.00	Open Space

7	Land Purchase Plymouth Lane	Article 19 of ATM May 2014	70,458.00	Open Space
8	Land Purchase Thom Ave	Article 22 of ATM May 2014	18,335.33	Open Space
9	Hoxie Playground Project	Article 14-k of ATM May 2008	1,576.00	Open Space
	<b>Total Open Space</b>		<b>715,279.48</b>	
10	Opportunity Purchase Program	Article 13-b of ATM May 2009	7,026.24	Community Housing
11	Affordable Housing Specialist	Article 20-b of ATM May 2011	5,296.53	Community Housing
12	Affordable Housing Specialist	Article 20-d of ATM May 2012	6,180.93	Community Housing
13	Affordable Housing Specialist	Article 20-d of ATM May 2013	4,271.67	Community Housing
14	Housing Needs Assessment & Action Plan	Article 20-f of ATM May 2013	221.40	Community Housing
15	Affordable Housing Specialist	Article 12-b of ATM May 2014	2,573.72	Community Housing
	<b>Total Community Housing</b>		<b>25,570.49</b>	
16	New Fields Design & Bid-Jackson, MS, Queen Sewell	Article 13-m of ATM May 2006	74,447.17	Undesignated Fund Balance
	<b>Total Undesignated Fund Balance</b>		<b>74,447.17</b>	

**ARTICLE 20:** To see if the Town will vote to appropriate a sum of money for the purpose of accepting **proceeds from insurance** for a loss at the School Department and, to meet this appropriation, to transfer said sum from the insurance recovery fund, or action in relation thereto.

***Sponsor – Board of Selectmen***

**ARTICLE 21:** To see if the Town will vote to transfer any sums of money received from the **ISWM Host Community Fees** in excess of \$600,000.00 in FY2017 to fund entitled “Capital Expenditure Stabilization Reserve Fund”, or take any other action in relation thereto.

***Sponsor – Board of Selectmen***

**ARTICLE 22:** To see if the Town will vote to appropriate a sum of money for the purpose of funding the Town’s **Other Post-Employment Benefits liability (OPEB)**, or take any other action in relation thereto.

***Sponsor - Board of Selectmen***

**ARTICLE 23:** To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money to **repair and resurface Oak Ridge**



**Drive, Pocasset** pursuant to petitions submitted by abutters under Section 3.1.28 of the Town of Bourne By-laws, said funds to be repaid to the Town through betterment assessments to abutters as provided in Section 3.1.28 of the Town of Bourne By-laws and under Massachusetts General Laws, or take any other action in relation thereto.

***Sponsor - Board of Selectmen***

**ARTICLE 24:** To see if the Town will vote to raise and appropriate, transfer from available funds, or borrow a sum of money to **repair and resurface Shaker Drive, Friendship Lane, Lancaster Lane and Canterbury Lane, Monument Beach** pursuant to petitions submitted by abutters under Section 3.1.28 of the Town of Bourne By-laws, said funds to be repaid to the Town through betterment assessments to abutters as provided in Section 3.1.28 of the Town of Bourne By-laws and under Massachusetts General Laws, or take any other action in relation thereto.

***Sponsor - Board of Selectmen***

**ARTICLE 25:** To see if the Town will vote to authorize the Board of Selectmen to negotiate and execute an easement with **ONE TROWBRIDGE ROAD, LLC**, on terms and conditions deemed to be in the best interest of the Town of Bourne, as shown on the plan on file with the Town Clerk's Office, or take any action in relation thereto.

***Sponsor – Board of Selectmen***

***See Appendix C – Page 68***

**ARTICLE 26:** To see if the Town will vote to amend the Town of **Bourne By-laws by deleting the sentence in Section 1.3.1.** that reads: "...the Committee shall have one member from at least five of the Town's seven villages, namely: Sagamore, Bournedale, Bourne, Buzzards Bay, Monument Beach, Pocasset and Cataumet, and seven members at large..." or take any other action in relation thereto.

***Sponsor – By-Law Committee***

**ARTICLE 27:** To see if the Town will vote to authorize the Board of Selectmen to enter into an **Access Easement and Parking License Agreement**, and an Offsite Improvement Agreement relating to Town-owned property adjacent to the former Coady School, as shown on a Plan of Land recorded at the Barnstable County Registry of Deeds, at Plan Book 645, Page 28, on file at the Office of the Town Clerk, or take any other action in relation thereto.

***Sponsor – Board of Selectmen***

**ARTICLE 28:** To see if the Town will vote to authorize the Board of Selectmen to Petition the General Court to file an Act **Relative to the Disability Retirement of Jared MacDonald**, a Police officer in the Town of Bourne, or act on anything in relation thereto.

***Sponsor – Board of Selectmen***

**ARTICLE 29:** To see if the Town will vote to authorize the Board of Selectmen to petition the General Court, under the Home Rule Amendment to the Massachusetts Constitution, for **certain Amendments to the Town of Bourne Charter**, as described in the Revised Draft Report of the Town of Bourne 2015 Charter Review Committee, dated April 14, 2016, a copy of which is on file at the Office of the Town Clerk, or take any action in relation thereto.

***Sponsor – Bourne Charter Committee***

***See Appendix C – Pages 69 - 81***

**ARTICLE 30:** To see if the Town will vote to authorize the Board of Selectmen to petition the General Court, pursuant to Article 97 of the Amendments to the Constitution of the Commonwealth of Massachusetts, to permit the Town to Grant a **Conservation Restriction** on a parcel of land, recorded at Barnstable County Registry of Deeds at Book 20587, Page 279, located on the easterly side of Head of Bay Road in the Buzzards Bay section of Bourne, on terms and conditions deemed by the Selectmen to be in the best interest of the Town, or take any action related thereto.

***Sponsor – Board of Selectmen***

# **APPENDIX A**

**FISCAL YEAR 2017**

**OPERATING BUDGET**

# TOWN OF BOURNE

## 2017 Town Budget

Function	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
GENERAL GOVERNMENT						
Dept 112-TOWN REPORTS						
Expense	7,000.00	6,829.48	6,000.00	3,652.00	6,000.00	6,000.00
Total	7,000.00	6,829.48	6,000.00	3,652.00	6,000.00	6,000.00
Dept 113-TOWN MEETING						
Salaries	2,300.00	1,354.29	1,500.00	949.98	1,500.00	1,500.00
Expense	7,500.00	4,900.50	6,000.00	2,282.29	6,000.00	5,500.00
Total	9,800.00	6,254.79	7,500.00	3,232.27	7,500.00	7,000.00
Dept 122-SELECTMEN						
Salaries	0.00	0.00	5,000.00	352.00	2,500.00	2,500.00
Expense	6,400.00	5,866.55	5,650.00	7,471.51	8,000.00	7,400.00
Total	6,400.00	5,866.55	10,650.00	7,823.51	10,500.00	9,900.00
Dept 123-TOWN ADMINISTRATOR						
Salaries	295,314.88	295,314.88	292,642.00	232,958.07	329,017.00	301,905.00
Expense	36,150.00	21,508.74	22,251.00	4,283.20	24,401.00	18,100.00
Total	331,464.88	316,823.62	314,893.00	237,241.27	353,418.00	320,005.00
Dept 126-ALTERNATIVE ENERGY COMMITTEE						
Salaries	500.00	78.18	350.00	0.00	200.00	0.00
Total	500.00	78.18	350.00	0.00	200.00	0.00
Dept 127-WASTEWATER ADVISORY COMMITTEE						
Salaries	250.00	0.00	0.00	0.00	500.00	0.00
Expense	450.00	0.00	0.00	0.00	0.00	0.00
Total	700.00	0.00	0.00	0.00	500.00	0.00
Dept 129-HUMAN RESOURCE						
Salaries	142,959.27	142,959.27	0.00	0.00	0.00	0.00
Expense	47,983.84	47,329.13	35,225.00	15,048.34	0.00	0.00
Total	190,943.11	190,288.40	35,225.00	15,048.34	0.00	0.00

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
Function GENERAL GOVERNMENT						
Dept 130-FINANCE DEPARTMENT						
Salaries	940,735.00	874,165.48	879,031.00	664,063.52	890,958.00	895,986.00
Expense	324,935.00	331,517.11	255,090.00	168,976.38	339,140.00	288,465.00
Total	1,265,670.00	1,205,682.59	1,134,121.00	833,039.90	1,230,098.00	1,184,451.00
Dept 131-FINANCE COMMITTEE						
Salaries	1,100.00	1,100.00	1,100.00	2,246.30	1,000.00	1,000.00
Expense	500.00	331.00	500.00	236.00	500.00	350.00
Total	1,600.00	1,431.00	1,600.00	2,482.30	1,500.00	1,350.00
Dept 132-EMPLOYMENT SERVICES						
Expense	0.00	0.00	0.00	0.00	30,500.00	28,800.00
Total	0.00	0.00	0.00	0.00	30,500.00	28,800.00
Dept 136-INDEPENDENT AUDIT						
Expense	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
Total	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
Dept 151-LEGAL						
Salaries	12,000.00	12,000.00	12,000.00	9,331.41	12,000.00	12,000.00
Expense	310,000.00	265,732.52	305,000.00	182,445.75	305,000.00	305,000.00
Total	322,000.00	277,732.52	317,000.00	191,777.16	317,000.00	317,000.00
Dept 156-POSTAGE & COPY MACHINE						
Expense	100,000.00	93,952.96	98,500.00	58,591.94	94,900.00	94,900.00
Total	100,000.00	93,952.96	98,500.00	58,591.94	94,900.00	94,900.00
Dept 158-TAX TITLE EXPENSE						
Expense	70,000.00	69,861.68	30,000.00	49,345.92	40,000.00	40,000.00
Total	70,000.00	69,861.68	30,000.00	49,345.92	40,000.00	40,000.00
Dept 160-ISWM WORKING GROUP						
Expense	1,365.06	1,365.06	0.00	0.00	0.00	0.00
Total	1,365.06	1,365.06	0.00	0.00	0.00	0.00

# TOWN OF BOURNE

## 2017 Town Budget

Function	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>GENERAL GOVERNMENT</b>						
<b>Dept 161-TOWN CLERK</b>						
Salaries	105,777.00	105,613.59	96,855.00	70,728.48	80,687.00	79,117.00
Expense	6,400.00	6,325.07	5,900.00	4,342.77	5,950.00	5,700.00
Total	112,177.00	111,938.66	102,755.00	75,071.25	86,637.00	84,817.00
<b>Dept 162-ELECTION &amp; REGISTRATION</b>						
Salaries	59,000.00	43,801.31	31,213.00	33,090.45	86,500.00	84,000.00
Expense	25,406.00	20,410.91	17,100.00	17,025.75	28,800.00	27,400.00
Total	84,406.00	64,212.22	48,413.00	50,116.20	115,300.00	111,400.00
<b>Dept 171-CONSERVATION COMMISSION</b>						
Salaries	70,161.00	69,267.31	73,088.00	56,326.10	74,865.00	75,278.00
Expense	3,175.00	743.55	3,225.00	1,581.40	3,225.00	3,225.00
Total	73,336.00	70,010.86	76,313.00	57,907.50	78,090.00	78,503.00
<b>Dept 172-PLANNING DEPARTMENT</b>						
Salaries	111,137.00	104,006.70	108,753.00	85,599.67	111,508.00	110,916.00
Expense	22,325.00	7,553.36	12,285.00	926.68	7,285.00	7,186.00
Total	133,462.00	111,560.06	121,038.00	86,526.35	118,793.00	118,102.00
<b>Dept 174-OPEN SPACE COMMITTEE</b>						
Expense	200.00	49.94	100.00	0.00	100.00	100.00
Total	200.00	49.94	100.00	0.00	100.00	100.00
<b>Dept 175-PLANNING BOARD</b>						
Salaries	47,588.16	47,588.16	50,352.00	39,144.65	51,600.00	51,100.00
Expense	1,800.00	1,587.82	1,350.00	779.79	1,968.00	1,850.00
Total	49,388.16	49,175.98	51,702.00	39,924.44	53,568.00	52,950.00
<b>Dept 176-BOARD OF APPEALS</b>						
Salaries	2,000.00	1,477.11	2,600.00	1,414.49	2,000.00	1,650.00
Expense	1,575.00	1,409.34	1,325.00	963.31	2,100.00	1,800.00
Total	3,575.00	2,886.45	3,925.00	2,377.80	4,100.00	3,450.00

# TOWN OF BOURNE

## 2017 Town Budget

Function	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>GENERAL GOVERNMENT</b>						
<b>Dept 177-ENGINEERING DEPT.</b>						
Salaries	101,128.00	94,399.94	97,482.00	74,806.74	99,888.00	98,642.00
Expense	850.00	117.34	10,175.00	321.66	650.00	550.00
<b>Total</b>	<b>101,978.00</b>	<b>94,517.28</b>	<b>107,657.00</b>	<b>75,128.40</b>	<b>100,538.00</b>	<b>99,192.00</b>
<b>Dept 179-SHORE &amp; HARBOR</b>						
Salaries	361.30	361.30	350.00	220.26	300.00	125.00
<b>Total</b>	<b>361.30</b>	<b>361.30</b>	<b>350.00</b>	<b>220.26</b>	<b>300.00</b>	<b>125.00</b>
<b>Dept 182-ECONOMIC DEVELOPMENT</b>						
Expense	12,500.00	10,000.00	12,500.00	10,000.00	0.00	0.00
<b>Total</b>	<b>12,500.00</b>	<b>10,000.00</b>	<b>12,500.00</b>	<b>10,000.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Dept 196-TOWN HALL MAINTENANCE</b>						
Expense	46,000.00	39,789.49	0.00	0.00	0.00	0.00
<b>Total</b>	<b>46,000.00</b>	<b>39,789.49</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Dept 197-FACILITIES MANAGEMENT</b>						
Salaries	164,567.00	160,880.96	168,745.00	119,036.62	171,142.00	176,869.00
Expense	221,441.11	200,558.14	162,070.00	114,438.09	162,600.00	161,750.00
<b>Total</b>	<b>386,008.11</b>	<b>361,439.10</b>	<b>330,815.00</b>	<b>233,474.71</b>	<b>333,742.00</b>	<b>338,619.00</b>
<b>Dept 198-BUZZARDS BAY ACTION COMMITTEE</b>						
Expense	850.00	838.00	900.00	838.00	900.00	900.00
<b>Total</b>	<b>850.00</b>	<b>838.00</b>	<b>900.00</b>	<b>838.00</b>	<b>900.00</b>	<b>900.00</b>
<b>Dept 199-TELEPHONE ACCOUNT</b>						
Expense	21,500.00	15,747.86	23,000.00	12,899.33	18,000.00	17,500.00
<b>Total</b>	<b>21,500.00</b>	<b>15,747.86</b>	<b>23,000.00</b>	<b>12,899.33</b>	<b>18,000.00</b>	<b>17,500.00</b>
<b>GENERAL GOVERNMENT</b>						
<b>Total</b>	<b>3,393,184.62</b>	<b>3,168,694.03</b>	<b>2,895,307.00</b>	<b>2,106,718.85</b>	<b>3,062,184.00</b>	<b>2,975,064.00</b>

# TOWN OF BOURNE

## 2017 Town Budget

Function	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>Function PUBLIC SAFETY</b>						
<b>Dept 210-POLICE DEPT</b>						
Salaries	3,758,570.00	3,625,698.26	3,859,182.00	2,875,645.00	4,008,692.00	3,998,692.00
Expense	293,837.00	282,922.87	279,685.00	173,122.92	253,695.00	251,845.00
Total	4,052,407.00	3,908,621.13	4,138,867.00	3,048,767.92	4,262,387.00	4,250,537.00
<b>Dept 215-EMERGENCY MEDICAL SERVICES</b>						
Expense	14,829.00	14,828.79	14,829.00	14,828.79	15,275.00	15,275.00
Total	14,829.00	14,828.79	14,829.00	14,828.79	15,275.00	15,275.00
<b>Dept 220-FIRE DEPT</b>						
Salaries	3,217,244.00	3,062,904.68	3,109,807.00	2,485,367.94	3,263,986.00	3,225,794.00
Expense	399,075.00	387,595.20	436,875.00	319,389.67	557,060.00	463,160.00
Total	3,616,319.00	3,450,499.88	3,546,682.00	2,804,757.61	3,821,046.00	3,688,954.00
<b>Dept 240-INSPECTION DEPT</b>						
Salaries	158,803.00	158,386.80	185,855.00	140,448.91	190,797.00	188,754.00
Expense	7,745.00	7,050.90	7,625.00	5,710.68	8,450.00	8,300.00
Total	166,548.00	165,437.70	193,480.00	146,159.59	199,247.00	197,054.00
<b>Dept 291-EMERGENCY PREPAREDNESS</b>						
Salaries	17,340.00	17,340.00	17,686.00	13,703.33	8,975.00	17,952.00
Expense	27,750.00	16,398.93	25,929.00	9,597.30	16,540.00	16,940.00
Total	45,090.00	33,738.93	43,615.00	23,300.63	25,515.00	34,892.00
<b>Dept 295-DEPT.NATURAL RESOURCES</b>						
Salaries	640,305.00	614,428.93	668,893.00	485,141.17	651,843.00	653,537.00
Expense	505,130.00	469,929.43	471,440.00	310,220.74	471,440.00	443,965.00
Total	1,145,435.00	1,084,358.36	1,140,333.00	795,361.91	1,123,283.00	1,097,502.00
<b>Dept 297-GNAT FLY CONTROL</b>						
Expense	1,950.00	1,900.00	1,900.00	1,900.00	1,900.00	1,900.00
Total	1,950.00	1,900.00	1,900.00	1,900.00	1,900.00	1,900.00
<b>PUBLIC SAFETY</b>						
Total	9,042,578.00	8,659,384.79	9,079,706.00	6,835,076.45	9,448,653.00	9,286,114.00

Last Expenditure Update: 04/12/2016



# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>Function EDUCATION</b>						
<b>Dept 300-BOURNE PUBLIC SCHOOLS</b>						
Expense	20,890,000.00	20,889,736.00	20,539,147.00	13,981,892.00	21,042,500.00	21,085,664.00
Total	20,890,000.00	20,889,736.00	20,539,147.00	13,981,892.00	21,042,500.00	21,085,664.00
<b>Dept 301-VOCATIONAL SCHOOL</b>						
Expense	2,920,783.00	2,911,817.00	3,294,382.00	3,294,382.00	3,376,741.00	3,306,806.00
Total	2,920,783.00	2,911,817.00	3,294,382.00	3,294,382.00	3,376,741.00	3,306,806.00
<b>EDUCATION</b>						
Total	23,810,783.00	23,801,553.00	23,833,529.00	17,276,274.00	24,419,241.00	24,392,470.00

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>Function PUBLIC WORKS &amp; UTILITIES</b>						
<b>Dept 420-D.P.W.</b>						
Salaries	1,482,875.00	1,357,099.04	1,408,548.00	1,020,297.21	1,376,187.00	1,374,998.00
Expense	457,440.00	452,877.23	438,485.00	235,405.46	467,435.00	447,770.00
<b>Total</b>	<b>1,940,315.00</b>	<b>1,809,976.27</b>	<b>1,847,033.00</b>	<b>1,255,702.67</b>	<b>1,843,622.00</b>	<b>1,822,768.00</b>
<b>Dept 423-SNOW REMOVAL ACCOUNT</b>						
Salaries	232,911.01	232,911.01	15,000.00	97,063.03	115,000.00	15,000.00
Expense	391,107.28	391,107.28	77,900.00	242,819.78	302,900.00	323,000.00
<b>Total</b>	<b>624,018.29</b>	<b>624,018.29</b>	<b>92,900.00</b>	<b>339,882.81</b>	<b>417,900.00</b>	<b>338,000.00</b>
<b>Dept 424-STREET &amp; TRAFFIC LIGHTS</b>						
Expense	100,000.00	59,473.38	41,000.00	28,920.54	55,000.00	55,000.00
<b>Total</b>	<b>100,000.00</b>	<b>59,473.38</b>	<b>41,000.00</b>	<b>28,920.54</b>	<b>55,000.00</b>	<b>55,000.00</b>
<b>PUBLIC WORKS &amp; UTILITIES</b>						
<b>Total</b>	<b>2,664,333.29</b>	<b>2,493,467.94</b>	<b>1,980,933.00</b>	<b>1,624,506.02</b>	<b>2,316,522.00</b>	<b>2,215,768.00</b>

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Reg	Town Adm
<b>Function HUMAN SERVICES</b>						
<b>Dept 510-BOARD OF HEALTH</b>						
Salaries	179,051.73	179,051.73	182,566.00	128,502.72	167,683.00	168,743.00
Expense	7,280.00	5,268.73	7,430.00	5,025.87	7,630.00	7,320.00
<b>Total</b>	<b>186,331.73</b>	<b>184,320.46</b>	<b>189,996.00</b>	<b>133,528.59</b>	<b>175,313.00</b>	<b>176,063.00</b>
<b>Dept 515-POLL TASK FORCE/STORMWATER REM</b>						
Expense	1,000.00	0.00	700.00	0.00	350.00	300.00
<b>Total</b>	<b>1,000.00</b>	<b>0.00</b>	<b>700.00</b>	<b>0.00</b>	<b>350.00</b>	<b>300.00</b>
<b>Dept 523-SPECIAL WORKSHOP OPP.PROGRAM</b>						
Expense	5,181.00	4,231.08	4,500.00	2,695.00	0.00	4,500.00
<b>Total</b>	<b>5,181.00</b>	<b>4,231.08</b>	<b>4,500.00</b>	<b>2,695.00</b>	<b>0.00</b>	<b>4,500.00</b>
<b>Dept 540-COUNCIL ON AGING</b>						
Salaries	365,550.00	360,070.87	351,731.00	277,152.42	293,879.00	348,431.00
Expense	53,201.00	35,254.97	44,687.00	24,168.07	26,223.00	33,623.00
<b>Total</b>	<b>418,751.00</b>	<b>395,325.84</b>	<b>396,418.00</b>	<b>301,320.49</b>	<b>320,102.00</b>	<b>382,054.00</b>
<b>Dept 542-COMMISSION ON DIABILITIES</b>						
Expense	0.00	0.00	0.00	0.00	650.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>650.00</b>	<b>0.00</b>
<b>Dept 543-VETERAN'S SERVICES</b>						
Expense	172,352.00	172,307.48	176,325.00	156,203.23	179,926.00	179,926.00
<b>Total</b>	<b>172,352.00</b>	<b>172,307.48</b>	<b>176,325.00</b>	<b>156,203.23</b>	<b>179,926.00</b>	<b>179,926.00</b>
<b>Dept 544-MEMORIAL COMMUNITY BLDG.</b>						
Salaries	166,332.47	166,396.43	75,967.00	43,731.23	57,650.00	56,489.00
Expense	131,800.00	131,093.78	86,736.00	36,061.34	68,841.00	117,041.00
<b>Total</b>	<b>298,132.47</b>	<b>297,490.21</b>	<b>162,703.00</b>	<b>79,792.57</b>	<b>126,491.00</b>	<b>173,530.00</b>
<b>Dept 545-COMMUNITY BLDG COMMITTEE</b>						
Salaries	200.00	144.52	200.00	0.00	0.00	0.00
<b>Total</b>	<b>200.00</b>	<b>144.52</b>	<b>200.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
Function HUMAN SERVICES						
Dept 591-HUMAN SERVICE ORGANIZATIONS						
Expense	29,710.00	26,725.00	31,210.00	15,956.25	22,000.00	22,000.00
Total	29,710.00	26,725.00	31,210.00	15,956.25	22,000.00	22,000.00
HUMAN SERVICES						
Total	1,111,658.28	1,080,544.59	962,052.00	689,496.13	824,832.00	938,373.00

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>Function CULTURE AND RECREATION</b>						
<b>Dept 610-LIBRARY</b>						
Salaries	443,490.00	437,745.78	450,760.00	333,796.89	427,733.00	456,698.00
Expense	179,120.00	168,902.04	162,595.00	114,249.33	105,454.00	143,500.00
Total	622,610.00	606,647.82	613,355.00	448,046.22	533,187.00	600,198.00
<b>Dept 631-BOURNE RECREATION DEPT</b>						
Salaries	147,094.00	143,367.85	145,044.00	119,004.08	106,663.00	147,064.00
Expense	22,025.00	19,987.88	500.00	0.00	0.00	2,000.00
Total	169,119.00	163,355.73	145,544.00	119,004.08	106,663.00	149,064.00
<b>Dept 691-HISTORICAL COMMISSION</b>						
Expense	925.00	26.30	600.00	172.01	600.00	450.00
Total	925.00	26.30	600.00	172.01	600.00	450.00
<b>Dept 693-ARCHIVES COMMITTEE</b>						
Expense	8,125.00	7,306.91	6,875.00	4,491.45	6,700.00	6,100.00
Total	8,125.00	7,306.91	6,875.00	4,491.45	6,700.00	6,100.00
<b>CULTURE AND RECREATION</b>						
Total	800,779.00	777,336.76	766,374.00	571,713.76	647,150.00	755,812.00

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>Function DEBT SERVICES</b>						
<b>Dept 714-OTHER DEBT SERVICE COSTS</b>						
Expense	3,337,972.00	3,298,550.27	3,276,902.00	2,847,532.03	4,308,469.00	4,313,609.00
Total	3,337,972.00	3,298,550.27	3,276,902.00	2,847,532.03	4,308,469.00	4,313,609.00
<b>Dept 759-OTHER INTEREST &amp; TAX REFUNDS</b>						
Expense	26,850.00	25,874.53	10,000.00	0.00	10,000.00	10,000.00
Total	26,850.00	25,874.53	10,000.00	0.00	10,000.00	10,000.00
<b>DEBT SERVICES</b>						
Total	3,364,822.00	3,324,424.80	3,286,902.00	2,847,532.03	4,318,469.00	4,323,609.00

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>Function MISCELLANEOUS</b>						
<b>Dept 911-PUBLIC UTILITIES</b>						
Expense	0.00	0.00	1,140,000.00	752,722.20	1,140,000.00	1,140,000.00
Total	0.00	0.00	1,140,000.00	752,722.20	1,140,000.00	1,140,000.00
<b>Dept 913-UNEMPLOYMENT COMPENSATION</b>						
Expense	230,000.00	142,876.22	210,000.00	105,261.91	150,000.00	150,000.00
Total	230,000.00	142,876.22	210,000.00	105,261.91	150,000.00	150,000.00
<b>Dept 936-FICA/SOCIAL SEC. EXP</b>						
Expense	429,609.74	428,005.78	456,000.00	337,616.38	475,000.00	475,000.00
Total	429,609.74	428,005.78	456,000.00	337,616.38	475,000.00	475,000.00
<b>Dept 937-GROUP INSURANCE</b>						
Expense	7,150,000.00	7,088,270.75	7,487,325.00	5,649,216.80	7,750,000.00	7,750,000.00
Total	7,150,000.00	7,088,270.75	7,487,325.00	5,649,216.80	7,750,000.00	7,750,000.00
<b>Dept 938-COUNTY RETIREMENT</b>						
Expense	3,085,047.06	3,059,517.75	3,352,556.00	3,279,543.26	3,401,770.00	3,401,770.00
Total	3,085,047.06	3,059,517.75	3,352,556.00	3,279,543.26	3,401,770.00	3,401,770.00
<b>Dept 939-STATE RETIREMENT</b>						
Expense	866.00	865.96	866.00	865.96	866.00	866.00
Total	866.00	865.96	866.00	865.96	866.00	866.00
<b>Dept 941-COURT JUDGMENTS</b>						
Expense	0.00	290,000.00	0.00	0.00	0.00	0.00
Total	0.00	290,000.00	0.00	0.00	0.00	0.00
<b>Dept 945-INSURANCE</b>						
Expense	1,270,261.00	1,172,201.33	1,297,110.00	1,322,526.49	1,341,260.00	1,347,107.00
Total	1,270,261.00	1,172,201.33	1,297,110.00	1,322,526.49	1,341,260.00	1,347,107.00
<b>Dept 948-LIUNA PENSION FUND</b>						
Expense	148,799.20	148,799.20	184,000.00	119,701.25	189,000.00	189,000.00
Total	148,799.20	148,799.20	184,000.00	119,701.25	189,000.00	189,000.00

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>Function MISCELLANEOUS</b>						
<b>Dept 949-MEDICAID REIMBURSEMENT PROGRAM</b>						
Expense	2,500.00	1,884.02	2,500.00	1,452.54	2,500.00	2,500.00
Total	2,500.00	1,884.02	2,500.00	1,452.54	2,500.00	2,500.00
<b>MISCELLANEOUS</b>						
Total	12,317,083.00	12,332,421.01	14,130,357.00	11,568,906.79	14,450,396.00	14,456,243.00
<b>GENERAL FUND Total</b>	56,505,221.11	55,637,826.92	56,935,160.00	43,520,224.03	59,487,447.00	59,343,453.00
<b>Grand Total</b>	56,505,221.11	55,637,826.92	56,935,160.00	43,520,224.03	59,487,447.00	59,343,453.00



# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
Function PUBLIC WORKS & UTILITIES						
Dept 442-SEWERAGE COLLECTION & DISPOSAL						
Salaries	182,195.00	170,159.53	181,464.00	136,570.78	185,327.00	184,187.00
Expense	647,457.00	529,755.39	658,213.00	338,587.30	706,384.00	704,209.00
Total	829,652.00	699,914.92	839,677.00	475,158.08	891,711.00	888,396.00
PUBLIC WORKS & UTILITIES						
Total	829,652.00	699,914.92	839,677.00	475,158.08	891,711.00	888,396.00

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
Function MISCELLANEOUS						
Dept 947-MISCELLANEOUS						
Expense	15,000.00	0.00	50,000.00	0.00	50,000.00	35,000.00
Total	15,000.00	0.00	50,000.00	0.00	50,000.00	35,000.00
MISCELLANEOUS						
Total	15,000.00	0.00	50,000.00	0.00	50,000.00	35,000.00
SEWER ENTERPRISE Total	844,652.00	699,914.92	889,677.90	475,158.98	941,711.00	923,396.00

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
<b>Function PUBLIC WORKS &amp; UTILITIES</b>						
<b>Dept 439-LANDFILL</b>						
Salaries	1,993,962.00	1,767,498.43	2,012,554.00	1,384,227.10	2,032,352.00	2,030,312.00
Expense	6,172,602.00	6,054,847.30	5,723,067.00	3,818,172.16	5,814,349.00	5,713,849.00
Total	8,166,564.00	7,822,345.73	7,735,621.00	5,202,399.26	7,846,701.00	7,744,161.00
<b>PUBLIC WORKS &amp; UTILITIES</b>						
Total	8,166,564.00	7,822,345.73	7,735,621.00	5,202,399.26	7,846,701.00	7,744,161.00

# TOWN OF BOURNE

## 2017 Town Budget

	2015 App	2015 Exp	2016 App	2016 Exp	2017 Req	Town Adm
Function MISCELLANEOUS						
Dept 947-MISCELLANEOUS						
Expense	0.00	0.00	200,000.00	0.00	200,000.00	200,000.00
Total	0.00	0.00	200,000.00	0.00	200,000.00	200,000.00
Dept 991-TRANSFER TO GENERAL FUND						
Expense	800,000.00	774,020.03	600,000.00	531,015.71	800,000.00	800,000.00
Total	800,000.00	774,020.03	600,000.00	531,015.71	800,000.00	800,000.00
MISCELLANEOUS						
Total	800,000.00	774,020.03	800,000.00	531,015.71	1,000,000.00	1,000,000.00
LANDFILL ENTERPRISE	8,966,564.00	8,596,365.76	8,535,621.00	5,733,414.97	8,846,701.00	8,744,161.00
Grand Total	9,811,216.00	9,296,280.68	9,425,298.00	6,208,573.05	9,788,412.00	9,667,557.00

# **APPENDIX B**

**FISCAL YEAR 2017**

**CAPITAL BUDGET**

**CAPITAL IMPROVEMENT BUDGET  
FISCAL YEAR 2017**

DEPARTMENT	FY 2017 REQUEST	ADMINISTRATOR RECOMM'D	FREE CASH	GENERAL DEBT	ENTERPRISE DEBT	EXCLUDED DEBT	WATERWAYS FUND	ENTERPRISE FUND R/E	AVAILABLE FUNDS	OTHER FUNDING	COMMUNITY PRESERVATION
<b>POLICE DEPARTMENT</b>											
Police Cruisers	125,404.00	125,404.00		125,404.00							
Dispatch Console	144,914.00	144,914.00		144,914.00							
Portable Radios	51,520.00	51,520.00	48,284.92						3,235.08		
<b>Sub-Total Police</b>	<b>321,838.00</b>	<b>321,838.00</b>	<b>48,284.92</b>	<b>270,318.00</b>					<b>3,235.08</b>		
<b>FIRE DEPARTMENT</b>											
Engine 125	675,000.00										
Replace Car 141	54,500.00										
Lifepak 1000 AED's	50,000.00	50,000.00							50,000.00		
<b>Sub-Total Fire</b>	<b>779,500.00</b>	<b>50,000.00</b>							<b>50,000.00</b>		
<b>DEPARTMENT OF NATURAL RESOURCES</b>											
Replace Y-52 Animal Control Vehicle	49,000.00	49,000.00									
Monument Beach Marina Boat Ramp	600,000.00	600,000.00		200,000.00			100,000.00		49,000.00		
Municipal Harbor Plan	60,000.00	60,000.00					60,000.00				300,000.00
<b>Sub-Total DNR</b>	<b>709,000.00</b>	<b>709,000.00</b>		<b>200,000.00</b>			<b>160,000.00</b>		<b>49,000.00</b>		<b>300,000.00</b>
<b>BOURNE PUBLIC SCHOOLS</b>											
<b>Systemwide</b>											
Technology Plan	25,000.00	25,000.00							25,000.00		
Install VOIP Telephone System	200,000.00	120,000.00		120,000.00							
Purchase/Replace 2-SPED Mini Buses	120,000.00	60,000.00		60,000.00							
Flooring Replacement - Bourne Middle School & Admin Bldg	35,000.00	35,000.00							35,000.00		
Asbestos Abatement	150,000.00										
Soundproofing - Bourne Elementary School & Bourne High School	60,000.00	60,000.00	31,973.45						28,026.55		
<b>Bourne High School</b>											
Install A/C Library/Media Center	60,000.00	60,000.00	60,000.00								
<b>Bourne Middle School</b>											
Additional funding HVAC Management System	180,000.00	180,000.00		180,000.00							
<b>Sub-Total Bourne Schools</b>	<b>830,000.00</b>	<b>540,000.00</b>	<b>91,973.45</b>	<b>360,000.00</b>					<b>88,026.55</b>		
<b>DEPARTMENT OF PUBLIC WORKS</b>											
Bucket Truck	94,500.00	94,500.00		94,500.00							
T-3	174,000.00	174,000.00		174,000.00							
Sidewalk Loader	88,700.00	88,700.00		88,700.00							
Road Paving Management Program	200,000.00										
Plows	22,000.00	22,000.00	22,000.00								
<b>Sub-Total DPW</b>	<b>579,200.00</b>	<b>379,200.00</b>	<b>22,000.00</b>	<b>357,200.00</b>							

**CAPITAL IMPROVEMENT BUDGET  
FISCAL YEAR 2017**

DEPARTMENT	FY 2017 REQUEST	ADMINISTRATOR RECOMM'D	FREE CASH	GENERAL DEBT	ENTERPRISE DEBT	EXCLUDED DEBT	WATERWAYS FUND	ENTERPRISE FUND R/S	AVAILABLE FUNDS	OTHER FUNDING	COMMUNITY PRESERVATION
<b>Sub-Total</b>											
<b>SHORE &amp; HARBOR</b>											
Dredging/Ramp and Pier Repair and Maintenance	100,000.00	100,000.00					100,000.00				
<b>Sub-Total Shore &amp; Harbor</b>	100,000.00	100,000.00					100,000.00				
<b>FACILITIES</b>											
Town Hall Selective Roofing Replacement	80,000.00	75,000.00	75,000.00								
Town Hall Selective Flooring Replacement & Office	62,500.00	62,500.00	12,500.00								
Sagamore Fire Station HQ relocation/build-out	75,000.00	75,000.00		75,000.00					50,000.00		
Buzzards Bay Fire Station HVAC & mechanical upgrades	40,000.00	40,000.00							40,000.00		
Police Station Flooring upgrades (including asbestos removal)	20,000.00										
Pocasset Fire Station Floor repairs	20,000.00										
Community Building Accessibility upgrades	40,000.00										
Fire Station Operation and Feasibility Study	90,000.00	90,000.00								90,000.00	
<b>Sub-Total Facilities</b>	427,500.00	342,500.00	87,500.00	75,000.00					90,000.00	90,000.00	
<b>IT</b>											
Phone System Upgrade	50,000.00										
<b>Sub-Total IT</b>	50,000.00										
<b>SUB TOTAL TOWN AND SCHOOLS</b>	3,797,038.00	2,442,538.00	249,758.37	1,262,518.00			260,000.00		280,261.63	90,000.00	
<b>INTEGRATED SOLID WASTE MANAGEMENT</b>											
FY17 Request 84" Drum Vibrator Compactor	200,000.00	200,000.00						43,434.52	156,565.48		
FY 17 Request 20 Metric Ton Excavator	315,000.00	315,000.00			315,000.00						
Phase V Liner Construction	2,250,000.00	2,250,000.00			1,745,000.00			3,331.61	501,668.39		
<b>Sub-Total ISWM</b>	2,765,000.00	2,765,000.00			2,060,000.00			46,766.13	658,233.87		
<b>SEWER DEPARTMENT</b>											
Pumps & Panels and wet well piping	30,000.00	30,000.00						30,000.00			
<b>Sub-Total Sewer</b>	30,000.00	30,000.00						30,000.00			
<b>SUB TOTAL ENTERPRISE</b>	2,795,000.00	2,795,000.00			2,060,000.00			76,766.13	658,233.87		
<b>GRAND TOTAL</b>	6,592,038.00	5,237,538.00	249,758.37	1,262,518.00	2,060,000.00		260,000.00	76,766.13	938,495.50	90,000.00	300,000.00

Last updated: 04.14.2016

**CAPITAL OUTLAY PROGRAM REQUESTS  
FISCAL YEARS 2017 - 2021**

DEPARTMENT	ESTIMATED TOTAL COST	FY2016 - ATM APPROPRIATED	FY2016 - STM APPROPRIATED	FY2017 REQUEST	FY2018 REQUEST	FY2019 REQUEST	FY2020 REQUEST	FY2021 REQUEST
<b>POLICE DEPARTMENT</b>								
Cruisers		138,900.00						
Police Cruisers	627,020.00							
Dispatch Console	144,914.00			125,404.00	125,404.00	125,404.00	125,404.00	125,404.00
Portable Radios	51,520.00			144,914.00				
Police Station	15,000,000.00			51,520.00				
					15,000,000.00			
<b>Sub-Total Police</b>	<b>15,823,454.00</b>	<b>138,900.00</b>		<b>321,838.00</b>	<b>15,125,404.00</b>	<b>125,404.00</b>	<b>125,404.00</b>	<b>125,404.00</b>
<b>FIRE DEPARTMENT</b>								
Ambulance 135		252,000.00						
Paint Ladder Truck		48,000.00						
Ambulance 136			260,000.00					
Engine 125	675,000.00			675,000.00				
Replace Ambulance 134	275,000.00					275,000.00		
Replace Car 141	54,500.00			54,500.00				
Replace Car 142	60,000.00							60,000.00
Replace C-143 (Pick-up)	49,500.00					49,500.00		
Replace 800 and add 400 Radio System	535,000.00						535,000.00	
Replace POCASER and Monument Beach Station (into one station)	5,000,000.00				5,000,000.00			
Lifepak 1000 AED's	50,000.00			50,000.00				
<b>Sub-Total Fire</b>	<b>6,699,000.00</b>	<b>340,000.00</b>	<b>260,000.00</b>	<b>779,500.00</b>	<b>5,000,000.00</b>	<b>324,500.00</b>	<b>535,000.00</b>	<b>60,000.00</b>
<b>DEPARTMENT OF NATURAL RESOURCES</b>								
Repower Y-56 2009 P/O Boat		17,500.00						
Repower Y-57 2011 Carolina Skiff		12,500.00						
Repower 1970 Boston Whaler		13,000.00						
Repair Taylor Point Marina Parking Lot		250,000.00						
Replace Y-52 Animal Control Vehicle	49,000.00			49,000.00				
Repower Y-53 2008 Parker	55,000.00				55,000.00			
Replace Y-54 2011 Chevrolet 3/4 Ton Pick-up	43,000.00							43,000.00
Replace Dinghy Dock - Barlow's Landing	190,000.00			600,000.00	190,000.00			
Monument Beach Marina Boat Ramp	600,000.00					180,000.00		
Remove and Replace Underground Storage Tank at MBM	180,000.00						270,000.00	
Replace Floats at Monument Beach Marina	270,000.00							
Municipal Harbor Plan	60,000.00			60,000.00				
<b>Sub-Total DNR</b>	<b>1,447,000.00</b>	<b>293,000.00</b>		<b>709,000.00</b>	<b>245,000.00</b>	<b>180,000.00</b>	<b>270,000.00</b>	<b>43,000.00</b>
<b>BOURNE PUBLIC SCHOOLS</b>								
BHS Replace Carpeting Media Center		30,500.00						
BHS Repair Existing Columns		40,000.00						
BHS Replace Library Cupola Roof		70,000.00						
BMS Upgrade HVAC Management System		95,000.00						
Technology Plan		175,000.00						
Asbestos Abatement		110,000.00						



**CAPITAL OUTLAY PROGRAM REQUESTS**  
FISCAL YEARS 2017 - 2021

DEPARTMENT	ESTIMATED TOTAL COST	FY2016 - ATM APPROPRIATED	FY2016 - STM APPROPRIATED	FY2017 REQUEST	FY2018 REQUEST	FY2019 REQUEST	FY2020 REQUEST	FY2021 REQUEST
Systemwide								
Technology Plan	825,000.00			25,000.00	200,000.00	200,000.00	200,000.00	200,000.00
Install VOIP Telephone System	200,000.00			200,000.00				
Purchase/Replace 2-SPED Mini Buses	240,000.00			120,000.00		60,000.00		60,000.00
Flooring Replacement - Bourne Middle School & Admin Bldg	35,000.00			35,000.00				
Address Abatement	350,000.00			150,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Soundproofing - Bourne Elementary School & Bourne High School	60,000.00			60,000.00				
Bourne High School								
Replace A-Wing Roof	250,000.00				250,000.00			
Replace C-Wing Roof	250,000.00				250,000.00			
Repair Exterior Columns	40,000.00				40,000.00			
Install A/C Library/Media Center	60,000.00			60,000.00				
Replace Urinals	80,000.00				40,000.00		40,000.00	
Peebles School								
Construct new school	30,000,000.00				30,000,000.00			
Bourne Middle School								
Reconfigure front entrance	40,000.00				40,000.00			
Additional funding HVAC Management System	180,000.00			180,000.00				
Sub-Total Bourne Schools	32,610,000.00	520,000.00		830,000.00	30,870,000.00	310,000.00	290,000.00	310,000.00
DEPARTMENT OF PUBLIC WORKS								
M-6 F500 Dump Truck	12,000.00							
M-8 F500 Dump Truck	12,000.00							
T-6 Sander Plow	161,000.00							
MP8000 Multi-Purpose Refuse/Recycling Truck	250,000.00							
MP8000 Multi-Purpose Refuse/Recycling Truck	250,000.00							
Mobile 1	48,000.00							48,000.00
Mobile 2	46,000.00					46,000.00		
Mobile 3	42,000.00				42,000.00			
Tree Truck	110,000.00					110,000.00		
Bucket Truck	94,500.00			94,500.00				
M-6 F550 Dump/Plow	50,000.00					50,000.00		
M-8 F550 Dump/Plow	50,000.00						50,000.00	
T-3	174,000.00			174,000.00				
Screenner	100,000.00							100,000.00
3 CY Loader JD544	200,000.00						200,000.00	
Eager Beaver 20 Ton Trailer	26,550.00				20,550.00			
773 Bobcat Loader	42,000.00						42,000.00	
Compressor	15,000.00							
Beech Rake	85,000.00							15,000.00
Chipper Monhack	80,000.00							85,000.00
Kubota Tractor	50,460.00				80,000.00			
Vac Com Truck	265,000.00					50,460.00	265,000.00	
S-5	240,000.00					240,000.00		
Lawn Mower Equipment	35,000.00				35,000.00			

**CAPITAL OUTLAY PROGRAM REQUESTS**  
**FISCAL YEARS 2017 - 2021**

DEPARTMENT	ESTIMATED TOTAL COST	FY2016 - ATM APPROPRIATED	FY2016 - STM APPROPRIATED	FY2017 REQUEST	FY2018 REQUEST	FY2019 REQUEST	FY2020 REQUEST	FY2021 REQUEST
426 c loader	130,000.00				130,000.00			
Sidewalk Loader	88,700.00			88,700.00				
Road Paving Management Program	1,000,000.00			200,000.00	200,000.00	200,000.00	200,000.00	200,000.00
Plows	152,000.00			22,000.00	100,000.00			30,000.00
Sub-Total DPW	3,118,210.00	695,000.00		579,200.00	607,550.00	696,460.00	757,000.00	478,000.00
<b>SHORE &amp; HARBOR COMMITTEE</b>								
Annual Dredging		95,000.00						
Dredging/Ramp and Pier Repair and Maintenance	520,000.00			100,000.00	100,000.00	105,000.00	105,000.00	110,000.00
Sub-Total Shore and Harbor	520,000.00	95,000.00		100,000.00	100,000.00	105,000.00	105,000.00	110,000.00
<b>FACILITIES MAINTENANCE</b>								
Town Hall Selective Roofing Replacement	180,000.00			80,000.00			100,000.00	
Buzzards Bay Fire Station Selective Roofing replacement	240,000.00				140,000.00			100,000.00
Town Hall Selective Flooring Replacement & Office Renovations	112,500.00			62,500.00		50,000.00		
Sagamore Fire Station HQ relocation/build-out	75,000.00			75,000.00				
Community Building EMS Installation	100,000.00				100,000.00			
Sagamore Fire Station EMS upgrade	80,000.00					80,000.00		
Buzzards Bay Fire Station HVAC & mechanical upgrades	140,000.00			40,000.00		100,000.00		
Police Station Flooring upgrades (including asbestos removal)	20,000.00			20,000.00				
Town Hall Bathroom renovations	80,000.00				40,000.00		40,000.00	
Likely Selective Flooring Replacement	120,000.00				120,000.00			
Police Station Roof Replacement	150,000.00							150,000.00
Prosser Fire Station Floor repairs	220,000.00			20,000.00		200,000.00		
Sagamore Fire Station Door Slab repairs	50,000.00				50,000.00			
Town Hall chiller replacement	85,000.00							85,000.00
Community Building Security and Access Upgrades	75,000.00						75,000.00	
Community Building Accessibility upgrades	40,000.00			40,000.00				
Fire Station Operation and Feasibility Study	90,000.00			90,000.00				
Sub-Total Facilities	1,857,500.00			427,500.00	450,000.00	430,000.00	315,000.00	235,000.00
<b>ELECTION AND REGISTRATION</b>								
Autosmart Voter Assist Terminal (VAT)		10,000.00						
Sub-Total Election and Registration		10,000.00						
<b>IT</b>								
New Phone System		50,000.00						
New Backup System		32,800.00						
Phone System Upgrade - Police	50,000.00			50,000.00				
Sub-Total IT	50,000.00	82,800.00		50,000.00				
<b>SUB-TOTAL TOWN AND SCHOOLS</b>	62,125,164.00	2,124,700.00		3,797,438.00	52,397,954.00	2,171,364.00	2,397,404.00	1,361,404.00

**CAPITAL OUTLAY PROGRAM REQUESTS  
FISCAL YEARS 2017 - 2021**

DEPARTMENT	ESTIMATED TOTAL COST	FY2016 - ATM APPROPRIATED	FY2016 - STM APPROPRIATED	FY2017 REQUEST	FY2018 REQUEST	FY2019 REQUEST	FY2020 REQUEST	FY2021 REQUEST
<b>INTEGRATED SOLID WASTE MANAGEMENT</b>								
15 5CY Wheel Loader		425,000.00						
35 Ton Articulated Truck		500,000.00						
Phase IV Stage 1 Cap. & Closure		1,500,000.00						
FY17 Request 84" Drum Vibrator Compactor	200,000.00			200,000.00				
12 CAT D6 Dozer	275,000.00						275,000.00	
13 CAT 966K Wheel Loader	400,000.00							400,000.00
11 John Deere 244J Loader	77,899.00				77,899.00			
13 Cat 320E L Excavator	295,000.00							
FY 17 Request 20 Metric Ton Excavator	315,000.00			315,000.00				295,000.00
06 John Deere 350D Off-Road Truck	360,900.00				360,900.00			
30 Roll Off Truck	124,477.00					124,477.00		
10 Ford F550 DRW Cab/Chassis	66,771.00						66,771.00	
09 Ford F250 4x4 Pickup (LJ)	22,671.00				22,671.00			
00 Curb-Side-Recycle Vehicle	135,000.00						135,000.00	
13 Cat 277D Skid Steer (Track)	42,000.00						42,000.00	
Phase V Liner Construction	2,250,000.00			2,250,000.00				
Phase VI Liner Construction	3,745,500.00				3,745,500.00			
Sub-Total ISWM	8,310,218.00	2,425,000.00		2,765,000.00	4,206,970.00	124,477.00	518,771.00	695,000.00
<b>SEWER DEPARTMENT</b>								
Replacement of Sewer Truck		80,000.00						
Pumps & Panels		40,000.00						
Pumps & Panels and wet well piping	120,000.00			30,000.00	30,000.00	30,000.00	30,000.00	
Sub-Total Sewer	120,000.00	120,000.00		30,000.00	30,000.00	30,000.00	30,000.00	
SUB-TOTAL ENTERPRISE	8,430,218.00	2,545,000.00		2,795,000.00	4,236,970.00	154,477.00	548,771.00	695,000.00
GRAND TOTALS	70,555,382.00	4,669,700.00	260,000.00	6,592,038.00	56,634,924.00	2,325,841.00	2,946,175.00	2,056,404.00
Last updated: 04/14/2016								

# **APPENDIX C**

## **FISCAL YEAR 2017**

### **SUPPORTING INFORMATION**

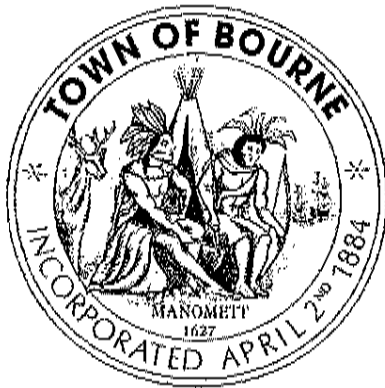
**Article 25. Plan of Easement – Trowbridge Rd**

**Article 29. Amendments to Bourne Charter**

**Bourne Rule**

**Long Term Financial Planning Model**





**TOWN OF BOURNE  
2015 CHARTER REVIEW  
COMMITTEE**

**REPORT  
TO  
TOWN MEETING**

**April 14, 2016**

Wesley Ewell, Chairman  
Joseph Carrara, Vice-Chairman  
Richard Anderson, Clerk  
Daniel Doucette  
James Mulvey  
David Pelonzi  
Dennis White

TOWN OF BOURNE  
2015 CHARTER REVIEW COMMITTEE REPORT  
TO TOWN MEETING

Introduction

The Town of Bourne elected a Charter Commission in 2000 to create the town's first home rule charter. The first charter was adopted by the town's registered voters on April 4, 2001. This charter changed Bourne's basic form of government from administration by a full-time three-person Board of Selectmen to administration by a professional Town Administrator, working under policies established by a part-time five-person Board of Selectmen.

One provision of the charter calls for review every five years by an appointed Charter Review Committee. The purpose—and sole power—of a Charter Review Committee is to report to the Town Meeting on how the charter is working and to recommend changes to make it work better. Unlike an elected Charter Commission, an appointed Charter Review Committee cannot make changes in the form or organization of government, such as going from an open town meeting to an elected representative town meeting. Its focus is limited to correcting minor problems, inconsistencies, errors, and procedures that have not worked well.

The 2005 Charter Review Committee dealt primarily with issues related to the transition from a full-time administrative Board of Selectmen to a part-time policy-setting Board of Selectmen working with a full-time professional Town Administrator. As such, its recommendations aimed at achieving two objectives: to clarify and strengthen the role of the Board of Selectmen as the chief policy-making body for the town; and to clarify the responsibility of the Town Administrator for the daily operation of the town.

The 2010 Charter Review Committee identified more than fifty issues for discussion. Most of these issues were internal conflicts and minor errors in spelling or grammar. Some were found to be outside of the scope of the charter or better dealt with by the Board of Selectmen or the Town Administrator. The 2010 committee drafted two articles for Town Meeting. The first was a housekeeping article to fix minor errors; the second recommended ten changes in the charter to fix problems that arose during the previous five years.

The 2015 Charter Review Committee was appointed by the Board of Selectmen on July 21, 2015 and convened its first meeting on August 12. Like the earlier committees, this group interviewed every public official and citizen who expressed a desire to meet with it. Unlike earlier committees, it did not conduct a public survey. The 2000 Charter Commission received more than 1100 responses to its survey. The 2005 Charter Review Committee received 35 responses to its survey. The 2010 committee received only eleven, and it appeared that several of them may have been written by the same person. Clearly, the charter was working well and widespread interest in it had waned to the point where it was not worth the time and effort to conduct another survey.

The 2015 committee considered 58 changes to the charter suggested by the people who were interviewed or who submitted written statements, or initiated by committee members. Most of the changes discussed were not brought to vote when it was clear that there was a unanimous or nearly unanimous consensus that the suggested change was not favored by the committee. All votes taken by the committee were decided unanimously except when there were abstentions.

The Charter Review Committee wants to especially thank Dick Anderson for taking minutes while also participating in discussions. The town was unable to supply promised clerical

TOWN OF BOURNE  
2015 CHARTER REVIEW COMMITTEE REPORT  
TO TOWN MEETING

assistance to the committee because of severe staff shortages resulting from its fiscal crisis. Dick did an admirable job of summarizing often extensive discussions on many issues.

Formal Interviews

The following public officials appeared before the committee to share their experience, expertise and concerns. The committee wishes to thank each of them for their time and their help in shaping its recommendations.

Thomas Guerino, Town Administrator

Robert Troy, Town Counsel

Donald Pickard, Selectman

Peter Meier, Selectman

Donald Ellis, Selectman

Stephen Mealy, Selectman

Barry Johnson, Town Clerk and Former Selectman

Dennis Woodside, Chief of Police

Norman Sylvester, Fire Chief

Mary Jane Mastrangelo, Finance Committee Chair

Other Participants

Judy Conron, Finance Committee Member and former Selectman

Richard Conron suggested changes and participated in several meetings

Michael Rausch, Reporter for The Bourne Enterprise covered many of the meetings

Public Hearing

A public hearing was held at the Bourne Veterans Memorial Community Center on April 13, 2016. Town Administrator Thomas Guerino, Selectman Donald Ellis, and one other person attended.

Meeting with Finance Committee

*(Scheduled for April 20)*

**RECOMMENDATIONS FOR CHANGES TO THE TOWN OF  
BOURNE HOME RULE CHARTER**



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2015 CHARTER REVIEW COMMITTEE REPORT  
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Existing wording is shown first, followed by recommended action in italics, then revised wording, and reason for the changes. Proposed changes are shown in bold letters or overstrikes.

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Section 2-5: Initiation of Warrant Articles

(b) The board of selectmen shall close the warrant not less than **75** days prior to the date for the annual town meeting and not less than **45** days prior to the date for any special town meeting. By **four-fifths** vote, the board of selectmen may waive the aforementioned requirements for the special town meeting in case of emergency.

*Action: Change 75 days to 50 days and 45 days to 25 days; and change vote from "four-fifths" to "majority".*

(b) The board of selectmen shall close the warrant not less than **50** days prior to the date for the annual town meeting and not less than **25** days prior to the date for any special town meeting. By **majority** vote, the board of selectmen may waive the aforementioned requirements for the special town meeting in case of emergency.

*Reason: Improvements in public communications allow more time for deliberation on issues before closing the warrant.*

---

Section 2-5: Initiation of Warrant Articles

(c) The voter handbook shall include the text of any annual or special town meeting warrant with the recommendations and counted votes of the finance committee, board of selectmen and any other appointed or elected board or committee proposing an article. In the voter handbook for the annual town meeting, the selectmen shall include the recommended operating budget with revenue projections, the departmental goals for the upcoming fiscal year and **5-year** financial, debt and capital projections. The voter handbook shall be available to the public at the town hall and the public library not less than 15 days before the annual town meeting.

*Action: Revise the second sentence to include the selectmen's budget goals and an organization table in the voter handbook; and to change "5-year" to "five-year".*

(c) The voter handbook shall include the text of any annual or special town meeting warrant with the recommendations and counted votes of the finance committee, board of selectmen and any other appointed or elected board or committee proposing an article. In the voter handbook for the annual town meeting, the selectmen shall include the recommended operating budget with revenue projections, **their budget goals**, departmental goals for the upcoming fiscal year, **an organization table, and five-year** financial, debt and capital projections. The voter handbook shall be available to the public at the town hall and the public library not less than 15 days before the annual town meeting.

*Reason: To strengthen the importance of the selectmen setting budget goals and adopting up to date organization tables.*

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Section 2-9: Finance Committee.

TOWN OF BOURNE  
2015 CHARTER REVIEW COMMITTEE REPORT  
TO TOWN MEETING

A finance committee shall be appointed as provided by by-law. Town employees, including school employees, shall not be eligible for appointment to, or service on, the finance committee. The finance committee shall choose from its members a chairperson and fill such other offices as it may create.

*Action: Add the wording: "It shall be the duty of this committee to investigate all proposals in the articles of the warrant for any town meeting that is budgetary in nature and affect the finances of the town and to recommend to the town at the time of said meeting a course of action thereon, and in general to make recommendations to the town in regard to any financial business of the town. It shall have control of the reserve fund of the town and make appropriations therefrom."*

A finance committee shall be appointed as provided by by-law. **It shall be the duty of this committee to investigate all proposals in the articles of the warrant for any town meeting that is budgetary in nature and affect the finances of the town and to recommend to the town at the time of said meeting a course of action thereon, and in general to make recommendations to the town in regard to any financial business of the town. It shall have control of the reserve fund of the town and make appropriations therefrom.** Town employees, including school employees, shall not be eligible for appointment to, or service on, the finance committee. The finance committee shall choose from its members a chairperson and fill such other offices as it may create.

*Reason: This wording from the Amherst charter limits the duties of the Finance Committee to budgetary matters, so that it need not have to act upon articles that do not affect town finances.*

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Section 3-3: Policy Role [of the selectmen]

The board of selectmen shall serve as the chief goal-setting and policy-making agency of the town, keeping in mind the goals, policies and action items of the local comprehensive plan, or LCP, and shall appoint a town administrator to carry out such policies. **Policies, and goals specific to each policy,** shall be filed with the town administrator not later than **45 days** after the regular spring town election. **An individual selectman shall have no independent authority unless specifically voted by the board of selectmen. Selectmen shall deal with administrative agencies and departments only through the town administrator.**

**Nothing in this section shall authorize a member of the board of selectmen, or a majority of its members, to become involved in the day-to-day administration of a town agency.** The board of selectmen shall act only through the adoption of written policy goals, policies and action items which shall be implemented by the town administrator and written in a policy book that shall be available to the public for review.

*Action: Change 45 days to July 1*

*Action: Add the following at end of the first paragraph: "...and also published in the annual Town Report"*

*Action: Change the second sentence by removing "Policies, and goals specific to each policy," and replacing it with "Annual goals as voted by the Board of Selectmen"*

TOWN OF BOURNE  
2015 CHARTER REVIEW COMMITTEE REPORT  
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*Action: Move the last two sentences in paragraph one of Section 3-3 to the second paragraph in Section 3-3.*

*Action: Replace the first sentence in the second paragraph with "Selectmen, individually or as a board, shall not become involved in the day-to-day administration of a town agency or department."*

The board of selectmen shall serve as the chief goal-setting and policy-making agency of the town, keeping in mind the goals, policies and action items of the local comprehensive plan, or LCP, and shall appoint a town administrator to carry out such policies. **Annual goals as voted by the board of selectmen** shall be filed with the town administrator not later than **July 1st** after the regular spring town election **and also published in the annual Town Report.**

**An individual selectman shall have no independent authority unless specifically voted by the board of selectmen. Selectmen shall deal with administrative agencies and departments only through the town administrator. Selectmen, individually or as a board, shall not become involved in the day-to-day administration of a town department.** The board of selectmen shall act only through the adoption of written policy goals, policies and action items which shall be implemented by the town administrator and written in a policy book that shall be available to the public for review.

*Reason: These changes further emphasize the stated role of the board of selectmen as a policy making body with no direct involvement in day-to-day operation of any town department.*

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**Section 3-5: Appointing Powers**

The board of selectmen shall appoint the town administrator, town counsel, registrars of voters, constables and members of all multi-member bodies for whom no other appointment provision is made in this charter or by by-law. All boards, committees and commissions appointed by the board of selectmen shall be responsible to the board of selectmen.

*Action: Add "Representatives of boards or committees specified as members of any committee shall be designated by their respective boards or committees."*

The board of selectmen shall appoint the town administrator, town counsel, registrars of voters, constables and members of all multi-member bodies for whom no other appointment provision is made in this charter or by by-law. **Representatives of boards or committees specified as members of any committee shall be designated by their respective boards or committees.** All boards, committees and commissions appointed by the board of selectmen shall be responsible to the board of selectmen.

*Reason: To clarify that the choice of which member represents a board or committee is the responsibility of that board or committee and may not be dictated by the selectmen.*

TOWN OF BOURNE  
2015 CHARTER REVIEW COMMITTEE REPORT  
TO TOWN MEETING

Section 3-6: Prohibitions

- (a) No member of the board of selectmen shall serve on an appointed town board established by this charter, by by-law, by town meeting or by the board of selectmen for which the board of selectmen is the appointing authority.
- (b) No member of the board of selectmen shall hold any other elected town office or full-time town employment during that member's term of office.
- (c) No former member of the board of selectmen shall hold an appointed town office for which compensation is paid or hold full-time town employment until 2 years after that former member's term of office on the board has expired.

*Action: Revise Section 3-6 (a) to read "No member of the board of selectmen shall serve on an elected or appointed town board or committee established by this charter, by by-law, or by town meeting, unless otherwise specified in the charter, by-law, by town meeting or by other applicable law.*

*Action: Remove "full-time" from paragraph (b)*

*Action: Revise Section 3-6 (c) to read: "No member of the board of selectmen may be employed by the town within two years after that former member's resignation or term of office has expired."*

- (a) No member of the board of selectmen shall serve on an **elected or appointed town board or committee** established by this charter, by by-law, or by town meeting, **unless otherwise specified in the charter, by-law, by town meeting or by other applicable law.**
- (b) No member of the board of selectmen shall hold any other elected town office or town employment during that member's term of office.
- (c) **No member of the board of selectmen may be employed by the town within two years after that former member's resignation or term of office has expired.**

*Reason: To bring the charter into compliance with the state ethics standards.*

---

Section 4-1 Appointment; Qualification; Term (of Town Administrator)

The board of selectmen shall appoint a town administrator search committee of not fewer than 5 and not more than 9 residents of the community to assist the board of selectmen in the recruitment and selection of the town administrator. If the board of selectmen does not select **1** of the candidates presented by the search committee within **30** days, then the search committee shall resume its search and submit an additional list of candidates to the board of selectmen within 60 days after it resumes the search.

*Action: Replace the numeral 1 with the word "one" and change the length of time allowed to select a candidate from 30 to 60 days.*

The board of selectmen shall appoint a town administrator search committee of not fewer than 5 and not more than 9 residents of the community to assist the board of selectmen in the recruitment and selection of the town administrator. If the board of selectmen does not select **one** of the candidates presented by the search committee within **60** days, then the search committee

TOWN OF BOURNE  
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shall resume its search and submit an additional list of candidates to the board of selectmen within 60 days after it resumes the search.

*Reason: Thirty days is an inadequate time to schedule and conduct interviews.*

(Section 4-1 continued)

The board of selectmen, by an affirmative vote of 4 members, shall appoint the town administrator for **an indefinite term** and fix the town administrator's compensation within the amount annually appropriated for that purpose. The town administrator shall be appointed solely on the basis of executive and administrative qualifications.

*Action: Replace the numeral "4" with the word "four" and change "an indefinite term" to "a term defined by contract".*

The board of selectmen, by an affirmative vote of **four** members, shall appoint the town administrator for **a term defined by contract** and fix the town administrator's compensation within the amount annually appropriated for that purpose. The town administrator shall be appointed solely on the basis of executive and administrative qualifications.

*Reason: "Indefinite" could be interpreted to mean "continuing with no specified end."*

(Section 4-1 continued)

The town administrator shall be a professionally qualified person of proven ability, especially fitted to perform the duties of the office by education, training and previous experience in municipal administration. The town administrator shall have at least a bachelor's degree, but preferably a master's degree, in public administration, business management or a related field, at least 7 years experience in an upper level executive municipal position or any equivalent combination of education and experience. The town administrator need not be a resident of the town when appointed but shall establish primary residence **within Barnstable, Bristol or Plymouth county with 1 year** after the date of appointment; provided, however, that the board of selectmen may, by simple majority vote of the selectmen in office at the time of appointment, extend ~~to a time certain~~ the time for establishing residence or otherwise allow the town administrator to reside **outside of those counties**.

*Action: Break this paragraph into two and require that the administrator establish primary residence in the Town of Bourne within one year after appointment; but keeping the authority of the selectmen to waive this requirement for any reason.*

The town administrator shall be a professionally qualified person of proven ability, especially fitted to perform the duties of the office by education, training and previous experience in municipal administration. The town administrator shall have at least a bachelor's degree, but preferably a master's degree, in public administration, business management or a related field, at least 7 years experience in an upper level executive municipal position or any equivalent combination of education and experience.

The town administrator need not be a resident of the town when appointed but shall establish primary residence **in the Town of Bourne within one year** after the date of appointment; provided, however, that the board of selectmen may, by simple majority vote of the selectmen in office at the time of appointment, extend the time for establishing residence or otherwise allow

TOWN OF BOURNE  
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the town administrator to reside **elsewhere**. **Once a residency exemption is granted to a specific administrator, it may not be rescinded in future contracts with that administrator.**

*Reason: While most people feel that the administrator would be more invested in the town if a resident, there may be times where such a restriction would discourage a highly qualified applicant from applying for the position.*

---

Section 4-4 Temporary Absence (of Town Administrator)

The town administrator **may**, by letter filed with the town clerk and board of selectmen, designate as acting town administrator, a qualified officer or employee of the town, to perform the duties of the town administrator during a temporary absence or disability. If the absence or disability **exceeds 30-days**, any designation made by the town administrator shall be subject to the approval of the board of selectmen. If the town administrator fails to make a designation or if the person so designated is unable to serve, the board of selectmen ~~may~~ designate some other qualified employee of the town to perform the duties of the town administrator until the town administrator shall return.

*Action: Change "may" to "shall" in the first and third sentences; and change the maximum period of absence from "exceeds 30 days" to "greater than ten business days."*

The town administrator **shall**, by letter filed with the town clerk and board of selectmen, designate as acting town administrator, a qualified officer or employee of the town, to perform the duties of the town administrator during a temporary absence or disability. If the absence or disability **greater than ten business days**, any designation made by the town administrator shall be subject to the approval of the board of selectmen. If the town administrator fails to make a designation or if the person so designated is unable to serve, the board of selectmen **shall** designate some other qualified employee of the town to perform the duties of the town administrator until the town administrator shall return.

*Reason: The current wording leaves the town without administrative leadership for too long and does not require that a temporary administrator be designated.*

---

Section 4-6 Powers and Duties (of Town Administrator)

(c) prepare and submit an annual operating budget and capital improvement program and budget in accordance with sections 7-1 and 7-2 of this charter;

*Action: Add "and in accordance with the policies and goals established by the Board of Selectmen." after "of the charter;"*

(c) prepare and submit an annual operating budget and capital improvement program and budget in accordance with sections 7-1 and 7-2 of this charter; **and in accordance with the policies and goals established by the Board of Selectmen.**

*Reason: To emphasize the importance of basing town budgets on adopted policies and goals.*

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TOWN OF BOURNE  
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(Section 4-6 continued)

(f) keep the board of selectmen fully informed **as to the** needs of the town and make recommendations to **the board**;

*Action: Replace "...as to the..." with "...of all issues and potential problems...", and "...the board..." with "...address such issues and problems".*

(f) keep the board of selectmen fully informed of **all issues and potential problems** or needs of the town and make recommendations to **address such issues and problems**;

*Reason: To clarify the administrator's obligation to keep the selectmen informed of all issues and problems that they need to address.*

---

(Section 4-6 continued)

(m) fix the compensation of all town employees and officers appointed by the town administrator within the limits of the town's compensation plan, collective bargaining agreements and other employment agreements;

*Action: Add "...and inform the Board of Selectmen of all changes in compensation made;"* (m) fix the compensation of all town employees and officers appointed by the town administrator within the limits of the town's compensation plan, collective bargaining agreements and other employment agreements; **and inform the Board of Selectmen of all changes in compensation made within 30 days**;

*Reason: Selectmen have stated that they have not been made aware of large changes in compensation made by the administrator.*

---

Section 5-1: Table of Organization

**The town administrator shall prepare for submission to the board of selectmen a table of organization establishing personnel requirements within the town agencies created by the charter, by by-law or by administrative code.** The table of organization shall become effective unless rejected by the board of selectmen within 30 days following its submission.

*Action: Remove the first sentence in its entirety and replace it with "The town administrator shall submit a table of organization establishing personnel requirements within all town departments to the board of selectmen by June 1<sup>st</sup> of each year."*

**The town administrator shall submit a table of organization establishing personnel requirements within all town departments to the board of selectmen by June 1<sup>st</sup> of each year.** The table of organization shall become effective unless rejected by the board of selectmen within 30 days following its submission.

*Reason: Current charter does not require annual review and sets no deadline, so the table of organization is rarely updated.*

---

**Article 5**

TOWN OF BOURNE  
2015 CHARTER REVIEW COMMITTEE REPORT  
TO TOWN MEETING

**Administrative Organization.**

*Action: Add the following Section 5-7: Police Department:*

**Section 5-7: Police Department:**

There shall be a Police Department under the control and supervision of an officer known as the Chief of Police. The Chief of Police is appointed pursuant to Section 4-6(b) of the Town Charter. The town administrator is the appointing authority for all police officers under control of the Chief of Police. The Chief of Police may from time to time make suitable regulations governing the police department, and the officers thereof, subject to approval of the town administrator; provided, that such regulations shall become effective without such approval upon the failure of the town administrator to take action thereon within thirty days after they have been submitted to the town administrator by the Chief of Police. The Chief of Police shall be in immediate control of all town property used by the police department, and of the police officers, whom he shall assign to their respective duties and who shall obey all orders of the Chief of Police.

*Action: Add the following Section 5-8: Chief of the Fire Department:*

**Section 5-8: Fire Department:**

There shall be a Fire Department under the control and supervision of an officer known as the Chief of the Fire Department. The Chief of the Fire Department is appointed pursuant to Section 4-6(b) of the Town Charter. The Chief of the Fire Department shall have charge of extinguishing fires in the town and the protection of life and property in case of fire. The Chief of the Fire Department shall purchase and keep in repair all property and apparatus used for and by the fire department, with the approval of the town administrator. The Chief of the Fire Department shall have and exercise all the powers and discharge all the duties conferred or imposed by statute upon fire chiefs in towns except as herein provided, and shall appoint deputy chiefs and such officers and firemen as he may think necessary; and may remove the same at any time for cause and after a hearing. The Chief of the Fire Department shall have full and absolute authority in the administration of the fire department, shall make all rules and regulations for its operation, shall report to the town administrator from time to time as the administrator may require, and shall annually report to the town the condition of the department with his recommendations thereon. In the expenditure of money the Chief of the Fire Department shall be subject to such further limitations as the town may from time to time prescribe.

*Reason: References to appointment of the Police Chief and Fire Chief were included in the charter when it was drafted in 2000, but removed in 2007. This wording adds those two departments to the charter and defines their chain of command.*

---

**Section 6-8: Housing Authority.**

There shall be a housing authority to consist of 5 members, 4 of whom shall be elected and 1 of whom shall be appointed by the secretary of housing and community development or as otherwise provided by law. Housing authority members shall serve for 3-year terms so arranged that as nearly an equal number of terms as possible shall expire each year.

*Action: Change the length of term to five years to be in compliance with MGL Chapter 121b.*



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There shall be a housing authority to consist of 5 members, 4 of whom shall be elected and 1 of whom shall be appointed by the secretary of housing and community development or as otherwise provided by law. Housing authority members shall serve for 5-year terms so arranged that as nearly an equal number of terms as possible shall expire each year.

*Reason: The current charter states the term to be 3 years, but that conflicts with MGL Chapter 121b which states the term should be 5 years.*

---

Section 7-3 Long Term Financial Forecast

The town administrator shall prepare annually a 5-year financial forecast of town revenue, expenditures and general financial condition of the town. The forecast shall include, but not be limited to, the identification of factors which impact the financial condition of the town; revenue and expenditure trends; potential sources of new or expanded revenues and any long or short term actions which may be taken that will enhance the financial condition of the town. The forecast shall be submitted to the board of selectmen and the board of selectmen shall make it available to the public for inspection.

*Action: Add at the end of the first sentence "...which shall be submitted to the Board of Selectmen as part of the annual budget message."*

The town administrator shall prepare annually a 5-year financial forecast of town revenue, expenditures and general financial condition of the town **which shall be submitted to the Board of Selectmen as part of the annual budget message**. The forecast shall include, but not be limited to, the identification of factors which impact the financial condition of the town; revenue and expenditure trends; potential sources of new or expanded revenues and any long or short term actions which may be taken that will enhance the financial condition of the town. The forecast shall be submitted to the board of selectmen and the board of selectmen shall make it available to the public for inspection.

*Reason: This change makes a connection between the 5-year financial forecast and the annual budget message so that it is more likely to be followed.*

---

Section 8-6 (c) Procedures for Multiple Member Bodies

(c) Each multiple member body shall provide for the keeping of the minutes of its proceedings. The minutes shall be a public record and a copy of the minutes shall be filed with the office of the town clerk ~~and posted on the town website for at least 5 years.~~

*Action: Remove the words "...and posted on the town website for at least 5 years."*

(c) Each multiple member body shall provide for the keeping of the minutes of its proceedings. The minutes shall be a public record and a copy of the minutes shall be filed with the office of the town clerk.

*Reason: This is an unreasonable and unnecessary requirement that has not been followed.*

---

TOWN OF BOURNE  
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Section 8-9 Definitions

*Action: Add the following definitions for "goal" and "policy" to the list of definitions.*

**"Goal", the desired outcome of a policy, program or other action**

**"Policy", a statement of preferred practice**

*Reason: These terms are frequently used in the charter but not currently defined.*

**Annual Town Meeting  
May 2, 2016**

**RESOLUTION – BOURNE RULE**

Mr. Moderator, on behalf of the Board of Selectmen, I move the following Resolution:

**RESOLUTION:** Be It Resolved that, at the commencement of this annual town meeting, the Moderator shall ask the Finance Committee and the Board of Selectmen to certify whether or not the total of all Finance Committee funding recommendations on all matters to be voted at the May 2, 2016 annual town meeting, and contained in the warrant for this annual town meeting if voted are equal to the maximum property tax levy limit for the Town of Bourne established by law for FY 2017. If the answer is in the negative, the Finance Committee and the Board of Selectmen shall certify the dollar amount which exceeds the Finance Committee dollar recommendations on all of the articles in the warrant, but is less than the maximum tax levy limit, which certified dollar amount shall be available for appropriation by this annual town meeting. If the answer is in the affirmative, then during this annual town meeting any motion to raise and appropriate funds in order to increase any appropriation recommended by the Finance Committee must state an equal dollar reduction in another recommended appropriation or appropriations. A recommendation of indefinite postponement by the Finance Committee shall be construed as a zero dollar funding recommendation.

Respectfully submitted.

# TOWN OF BOURNE LONG-TERM FINANCIAL PLANNING MODEL

## REVENUES

TAX LEVY	Actual Budget					Current Budget	Rate of Growth	FY '16	Future Projected Years				
	FY12	FY13	FY14	FY15	FY16				FY17	FY18	FY19	FY20	FY21
Previous Levy Limit	34,878,871.32	35,051,585.61	37,314,287.50	38,488,888.44	40,007,801.00	40,007,801.00	4.00%	40,007,801.00	41,659,480.03	\$43,101	\$44,528	\$46,982	\$49,028
+ 2.5% Allowance	871,959.28	901,289.89	932,666.84	961,747.46	1,000,168.03	1,000,168.03	4.00%	1,000,168.03	1,041,481.00	\$1,079	\$1,113	\$1,150	\$1,187
+ New Growth	298,875.00	361,352.00	222,806.00	576,154.00	13,076	13,076	13.07%	13,076	400,000.00	\$350	\$350	\$350	\$350
+ Override													
Levy Ceiling	35,051,585.61	37,314,287.50	38,488,888.44	40,007,801.00	41,659,480.03	41,659,480.03	4.03%	41,659,480.03	43,100,967.03	\$44,238	\$45,982	\$47,491	\$49,005
+ Excessed Debt Service	1,089,486.00	1,122,450.00	1,106,186.00	1,094,894.00	1,073,174.00	1,073,174.00	-1.66%	1,073,174.00	1,053,480.00	\$1,553	\$1,540	\$1,519	\$1,470
+ Cape Cod Comm Tax	184,039.00	168,140.00	172,419.00	176,729.00	177,953.00	177,953.00	0.36%	177,953.00	180,800.00	\$187	\$184	\$201	\$215
- Excess Levy Capacity	-1,597.00	-21,607.54	-2,375.43	-57,517.00	-38,888.00	-38,888.00	5.71%	-38,888.00	-30,000.00				
Totals	37,282,528.61	38,553,349.96	38,746,128.61	41,241,507.00	42,870,164.03	42,870,164.03	3.95%	42,870,164.03	44,805,027.03	\$46,254	\$47,725	\$49,211	\$51,089

STATE AID	Actual Budget					Current Budget	Rate of Growth	FY '16	Future Projected Years				
	FY12	FY13	FY14	FY15	FY16				FY17	FY18	FY19	FY20	FY21
Chapter 70	4,654,658.00	4,771,738.00	4,825,238.00	4,877,340.00	4,927,353.00	4,927,353.00	1.03%	4,927,353.00	4,985,983.00	\$5,023	\$5,087	\$5,140	\$5,198
Chapter 70B	430,021.00	258,324.00	462,540.00	228,328.00	247,526.00	247,526.00	8.85%	247,526.00	148,584.00	\$149	\$148	\$146	\$146
School Choice							0.00%						
School Lunch							0.00%						
Unspecified Govt Aid	1,238,000.00	1,238,000.00	1,258,209.00	1,304,497.00	1,351,358.00	1,351,358.00	3.97%	1,351,358.00	1,406,475.00	\$1,438	\$1,486	\$1,498	\$1,556
Veterans Benefits	78,858.00	73,267.00	58,301.00	81,457.00	103,188.00	103,188.00	12.67%	103,188.00	103,188.00	\$103	\$103	\$103	\$103
Exemptors - Vets. Benefit	86,185.00	21,160.00	104,023.00	105,159.00	105,159.00	105,159.00	0.00%	105,159.00	104,016.00	\$104	\$104	\$104	\$104
State Owned Land	510,958.00	511,133.00	521,175.00	530,849.00	530,849.00	530,849.00	0.00%	530,849.00	578,081.00	\$578	\$578	\$578	\$578
Public Libraries							0.44%						
Totals	7,336,227.00	7,147,956.00	7,643,672.00	7,934,266.00	8,082,801.00	8,082,801.00	1.82%	8,082,801.00	8,226,375.00	\$8,112	\$8,193	\$8,226	\$8,375

LOCAL RECEIPTS	Actual Budget					Current Budget	Rate of Growth	FY '16	Future Projected Years				
	FY12	FY13	FY14	FY15	FY16				FY17	FY18	FY19	FY20	FY21
Motor Vehicle Excise	2,137,768.00	2,247,789.87	2,475,976.81	2,665,296.02	2,690,000.00	2,690,000.00	6.25%	2,690,000.00	2,850,000.00	\$2,801	\$2,706	\$2,760	\$2,816
Other Excise	135,075.00	135,120.33	142,948.88	130,833.25	130,000.00	130,000.00	0.00%	130,000.00	130,000.00	\$131	\$131	\$134	\$135
Permittees & Interest	339,858.00	315,301.16	282,375.80	239,276.71	239,276.71	239,276.71	-5.97%	239,276.71	225,000.00	\$238	\$232	\$239	\$242
Payments in Lieu	25,868.00	25,468.10	25,468.10	25,468.10	25,468.10	25,468.10	0.00%	25,468.10	25,000.00	\$25	\$25	\$25	\$25
Dept - Reimburse DMV	1,172,339.00	1,195,865.60	1,186,276.69	1,190,259.02	1,190,259.02	1,190,259.02	0.41%	1,190,259.02	1,190,000.00	\$1,193	\$1,207	\$1,231	\$1,281
Other Dept Revenue	348,348.00	342,438.63	349,468.31	349,468.31	349,468.31	349,468.31	0.00%	349,468.31	349,000.00	\$349	\$349	\$349	\$349
Licensees & Permits	579,818.00	576,707.06	665,561.71	612,575.57	585,000.00	585,000.00	8.33%	585,000.00	585,000.00	\$585	\$585	\$585	\$585
Fees & Forfeits	129,245.00	136,358.15	158,814.26	134,820.55	130,000.00	130,000.00	0.00%	130,000.00	130,000.00	\$131	\$133	\$134	\$135
Investment Income	42,870.00	43,382.17	51,443.10	27,751.82	30,000.00	30,000.00	-16.67%	30,000.00	25,000.00	\$25	\$25	\$25	\$25
Medicaid	31,441.00	36,542.94	16,487.00	18,788.48	20,000.00	20,000.00	0.00%	20,000.00	20,000.00	\$20	\$20	\$21	\$21
Misc. Receipts Energy	51,825.00	587,533.16	573,937.01	271,647.35	71,552.00	71,552.00	-73.69%	71,552.00	600,000.00	\$600	\$600	\$600	\$600
Misc. - Non recurring	5,038,382.00	5,538,645.33	5,599,253.39	5,433,633.79	5,076,592.06	5,076,592.06	0.72%	5,076,592.06	49,427	\$49	\$49	\$49	\$49
Totals	10,336,382.00	10,538,645.33	10,599,253.39	10,433,633.79	10,076,592.06	10,076,592.06	2.35%	10,076,592.06	10,113,427.00	\$10,113	\$10,113	\$10,113	\$10,113

SPECIAL REVENUES	Actual Budget					Current Budget	Rate of Growth	FY '16	Future Projected Years				
	FY12	FY13	FY14	FY15	FY16				FY17	FY18	FY19	FY20	FY21
Conservation Comm.	15,000.00	20,000.00	30,000.00	30,000.00	30,000.00	30,000.00	0.00%	30,000.00	30,000.00	\$30	\$30	\$30	\$30
PL 874	185,000.00	190,000.00	130,000.00	130,000.00	130,000.00	130,000.00	66.71%	130,000.00	150,000.00	\$150	\$150	\$128	\$128
Ampliances Fees	800,000.00	900,000.00	900,000.00	900,000.00	900,000.00	900,000.00	16.88%	900,000.00	1,225,000.00	\$1,225	\$1,225	\$1,225	\$1,225
CPA (debt sv.)	733,460.00	718,784.00	686,722.00	686,722.00	686,722.00	686,722.00	-0.31%	686,722.00	682,683.00	\$681	\$683	\$681	\$681
Title 5 Loan Payments	30,460.00	30,460.00	30,460.00	30,460.00	30,460.00	30,460.00	-0.05%	30,460.00	30,387.00	\$31	\$31	\$31	\$31
Widowways for Budget	75,000.00	75,000.00	110,000.00	110,000.00	110,000.00	110,000.00	8.25%	110,000.00	167,452.00	\$167	\$201	\$216	\$216
Widowways for Capital	424,000.00	235,200.00	84,275.00	84,275.00	84,275.00	84,275.00	-1.14%	84,275.00	250,000.00	\$250	\$250	\$250	\$250
Borrowing for Capital	971,000.00	1,368,500.00	9,877,568.00	2,438,000.00	1,461,900.00	1,461,900.00	0.00%	1,461,900.00	1,257,516.00	\$1,258	\$1,258	\$1,258	\$1,258
Article Assessments for Capital	135,000.00	345,723.00	144,323.00	40,000.00	40,000.00	40,000.00	0.00%	40,000.00	250,982.00	\$251	\$251	\$251	\$251
CPA for Capital							0.00%		900,000.00	\$900	\$900	\$900	\$900
Stabilization for Capital							0.00%		30,000.00	\$30	\$30	\$30	\$30
Enterprise Capital Offsets	150,000.00	350,000.00	1,021,782.00	300,000.00	30,000.00	30,000.00	0.00%	30,000.00	129,051.00	\$129	\$129	\$129	\$129
Overhead Surplus	3,628,930.00	4,251,062.00	14,471,975.00	14,471,975.00	3,969,012.00	3,969,012.00	-16.82%	3,969,012.00	4,687,553.00	\$4,688	\$4,688	\$4,688	\$4,688
Totals	10,336,382.00	10,538,645.33	10,599,253.39	10,433,633.79	10,076,592.06	10,076,592.06	2.35%	10,076,592.06	10,113,427.00	\$10,113	\$10,113	\$10,113	\$10,113

OTHER SOURCES	Actual Budget					Current Budget	Rate of Growth	FY '16	Future Projected Years				
	FY12	FY13	FY14	FY15	FY16				FY17	FY18	FY19	FY20	FY21
ISMA GF Offset	1,763,655.00	1,845,857.00	1,851,445.00	1,874,583.00	1,985,354.00	1,985,354.00	0.89%	1,985,354.00	1,922,744.00	\$1,923	\$1,923	\$1,923	\$1,923
Sever GF Offset	130,142.00	321,876.00	122,827.00	128,029.00	131,863.00	131,863.00	4.72%	131,863.00	128,766.00	\$129	\$129	\$129	\$129
Host Community Fee	480,000.00	475,000.00	600,000.00	600,000.00	600,000.00	600,000.00	0.00%	600,000.00	600,000.00	\$600	\$600	\$600	\$600
Totals	2,344,397.00	2,442,813.00	2,499,972.00	2,499,972.00	2,499,972.00	2,499,972.00	0.69%	2,499,972.00	2,499,972.00	\$2,500	\$2,500	\$2,500	\$2,500

# TOWN OF BOURNE LONG-TERM FINANCIAL PLANNING MODEL

## EXPENDITURES

EXPENSE CATEGORIES	Actual Budget				Rate of Growth	Current Budget	Rate of Growth	Proposed Budget	Assumed Rate of Growth	Future Projected Years					
	FY'12	FY'13	FY'14	FY'15						FY'16	FY'17	FY'18	FY'19	FY'20	FY'21
General Government															
Salaries	1,574,832.67	1,785,506.85	1,786,538.74	1,864,388.48	-8.82%	1,821,161.00	3.92%	1,892,488.00	2.50%	\$1,940	\$1,998	\$2,038	\$2,069	\$2,141	\$2,141
Expenses	923,318.23	976,315.25	1,009,656.84	1,186,723.84	-10.29%	1,064,646.00	1.67%	1,082,476.00	1.50%	\$1,088	\$1,115	\$1,132	\$1,146	\$1,166	\$1,166
Public Safety															
Salaries	6,342,646.13	6,980,984.03	7,262,136.86	7,478,759.67	4.85%	7,841,423.00	3.10%	8,064,739.00	2.50%	\$8,237	\$8,494	\$8,706	\$8,924	\$9,147	\$9,147
Expenses	1,050,695.90	1,180,180.78	1,246,067.99	1,406,199.58	4.90%	1,288,283.00	-2.88%	1,207,385.00	1.50%	\$1,219	\$1,228	\$1,256	\$1,276	\$1,284	\$1,284
Public Works															
Salaries	1,481,046.14	1,619,257.04	1,562,064.33	1,590,010.05	-10.47%	1,423,548.00	-2.36%	1,388,998.00	2.50%	\$1,426	\$1,460	\$1,487	\$1,534	\$1,573	\$1,573
Expenses	581,504.03	757,006.63	810,387.19	904,140.06	-9.95%	567,985.00	-8.15%	826,770.00	1.50%	\$831	\$853	\$863	\$878	\$890	\$890
Health & Human Serv.															
Salaries	585,636.92	642,189.64	670,827.51	706,863.95	-13.49%	610,464.00	-6.03%	573,663.00	2.50%	\$688	\$693	\$698	\$703	\$709	\$709
Expenses	307,668.61	374,608.80	408,067.91	375,208.04	-6.30%	351,585.00	3.73%	384,710.00	1.50%	\$370	\$378	\$381	\$387	\$393	\$393
Culture & Recreation															
Salaries	419,284.93	568,036.59	583,336.67	681,113.63	2.53%	696,804.00	1.34%	693,782.00	2.50%	\$619	\$634	\$650	\$666	\$683	\$683
Expenses	197,657.20	216,311.26	216,240.46	186,287.14	-13.11%	170,670.00	-10.86%	182,050.00	1.50%	\$154	\$157	\$158	\$161	\$164	\$164
Education															
Bourne Schools	20,249,920.43	20,441,935.29	20,738,124.69	20,889,735.76	-1.65%	20,859,147.00	2.68%	21,088,684.00	2.50%	\$21,613	\$22,153	\$22,707	\$23,276	\$23,856	\$23,856
Upper Cape Tech.	1,690,955.00	1,789,111.00	2,162,193.00	2,911,817.00	13.14%	3,294,382.00	0.98%	3,306,806.00	3.00%	\$3,406	\$3,508	\$3,613	\$3,722	\$3,833	\$3,833
Debt Service															
Non-Exempt Issues	1,393,647.00	1,697,187.46	1,734,995.00	1,475,168.00	-24.72%	1,110,000.75	85.48%	2,095,216.00		\$1,619	\$1,475	\$1,743	\$1,482	\$1,315	\$1,315
Exempt Issues	1,043,324.00	1,120,146.74	1,106,166.00	1,090,614.00	-3.92%	1,067,698.00	49.20%	1,578,093.00		\$1,538	\$1,540	\$1,519	\$1,488	\$1,470	\$1,470
Interest on Term Debt	79,288.18	15,871.27	42,836.27	828.73%		440,700.00	-83.66%	72,900.00		\$100	\$150	\$45	\$90	\$150	\$150
Funded Debt-Supple	30,660.00	30,444.50	30,469.00	30,617.00	-0.05%	30,601.50	-0.05%	30,597.00		\$31	\$31	\$31	\$31	\$31	\$31
Land Bank	733,469.00	716,183.61	686,722.00	689,281.00	-3.31%	637,446.75	-3.09%	617,738.00		\$607	\$683	\$681	\$662	\$644	\$644
5 YEAR CAPITAL PLAN															
Total Debt Service	3,280,388.18	3,381,612.70	3,603,392.80	3,388,550.27	-0.66%	3,276,902.00	31.64%	4,313,608.00	-9.89%	\$3,888	\$3,778	\$3,918	\$3,616	\$3,167	\$3,167
Interest & Renewals															
		15,355.46		25,874.53	-51.25%	10,000.00	0.00%	10,000.00		\$1	\$1	\$1	\$1	\$1	\$1

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## Actual Budget

EXPENSE CATEGORIES	Actual Budget				Current Budget FY 16	Proposed Budget FY17	Assumed Rate of Growth FY 18-22	Future Projected Years						
	FY 12	FY 13	FY 14	FY 15				FY 18	FY 19	FY 20	FY 21	FY 22		
Shared Costs														
REDUCTION Temporary														
REDUCTION Permanent														
Public Utilities						1,140,000.00			\$	\$				
Unemployment	130,069.56	108,808.04	120,866.03	142,876.22	48.89%	210,000.00	-28.57%	1,140,000.00	2.00%	\$1,169	\$1,186	\$1,210	\$1,234	\$1,259
FICA/Medicare	965,430.31	899,095.33	420,176.34	438,005.79	6.54%	450,000.00	4.17%	150,000.00	1.00%	\$162	\$163	\$166	\$168	\$169
Group Insurance	6,317,064.92	8,630,230.63	6,797,266.31	7,088,270.75	5.05%	450,000.00	3.51%	475,000.00	2.50%	\$487	\$499	\$512	\$524	\$537
County Retirement	2,478,706.21	2,663,363.18	2,814,956.70	3,059,517.75	9.59%	7,497,326.00	3.51%	7,790,000.00	3.00%	\$8,138	\$8,544	\$8,972	\$9,420	\$9,881
State Retirement	965.96	965.96	866.96	965.96	0.00%	3,562,646.00	1.47%	3,407,770.00	3.00%	\$3,504	\$3,609	\$3,717	\$3,828	\$3,944
Insurance	787,714.67	1,076,543.14	1,178,320.51	1,172,201.33	10.66%	866.00	0.00%	866.00	5.00%	\$68	\$69	\$69	\$69	\$69
LIVAR Pension	97,062.46	117,554.81	132,913.17	148,790.20	23.68%	1,297,110.00	3.86%	1,347,107.00	3.00%	\$1,414	\$1,455	\$1,558	\$1,637	\$1,719
Medicaid Reimbursement	2,854.80	2,923.44	3,068.12	3,181,105.00	32.69%	164,000.00	2.72%	169,000.00	3.00%	\$195	\$201	\$207	\$213	\$219
Cherry Street Charges	2,803,142.00	3,036,162.00	3,381,105.00	3,739,736.00	6.19%	2,900.00	0.00%	2,921,728.00	0.00%	\$3	\$3	\$3	\$3	\$3
Cherry Street Offsets	2,803,142.00	3,036,162.00	3,381,105.00	3,739,736.00	6.19%	3,989,642.00	-1.21%	3,989,642.00	0.00%	\$4,118	\$4,224	\$4,540	\$4,767	\$5,005
Overhead Reserve	648,062.00	690,034.71	485,984.00	543,635.79	-8.13%	510,317.00	-3.65%	550,000.00	0.00%					
Deficits to be Raised	284.00	30.00	0.00	408,071.35	-28.68%	281,156.00	-100.00%	550,000.00	0.00%	\$800	\$800	\$500	\$650	\$650
General Fund Capital										\$	\$	\$	\$	\$
General Fund Capital Appropriation	3,558,000.00	2,086,950.00	13,079,165.00	2,816,762.00	-24.57%	2,124,700.00	15.19%	2,447,638.00						
General Articles														
S/M/M/T/M Articles	130,000.00		310,260.00	413,301.00	-52.79%	278,196.00	25.81%	360,000.00	4.00%	\$350				
Elemental/Officials/Open Space	53,256.00	53,951.00	56,181.00	56,556.00	2.00%	58,074.00	1.01%	58,662.00	2.00%	\$60	\$61	\$62	\$63	\$65
Reserve Fund	250,000.00	250,000.00	250,000.00	250,000.00	0.00%	250,000.00	48.00%	250,000.00	2.50%	\$257	\$262	\$268	\$275	\$282
Grand Totals	54,531,670.76	55,280,300.15	71,603,926.25	84,245,963.12	1.34%	66,103,926.00	3.96%	87,679,920.00	-1.53%	\$166,645	\$171,844	\$170,008	\$171,844	\$173,455

