



# CITY OF HAVERHILL

Budget Plan July 1, 2024 to June 30, 2025

Mayor Melinda E. Barrett



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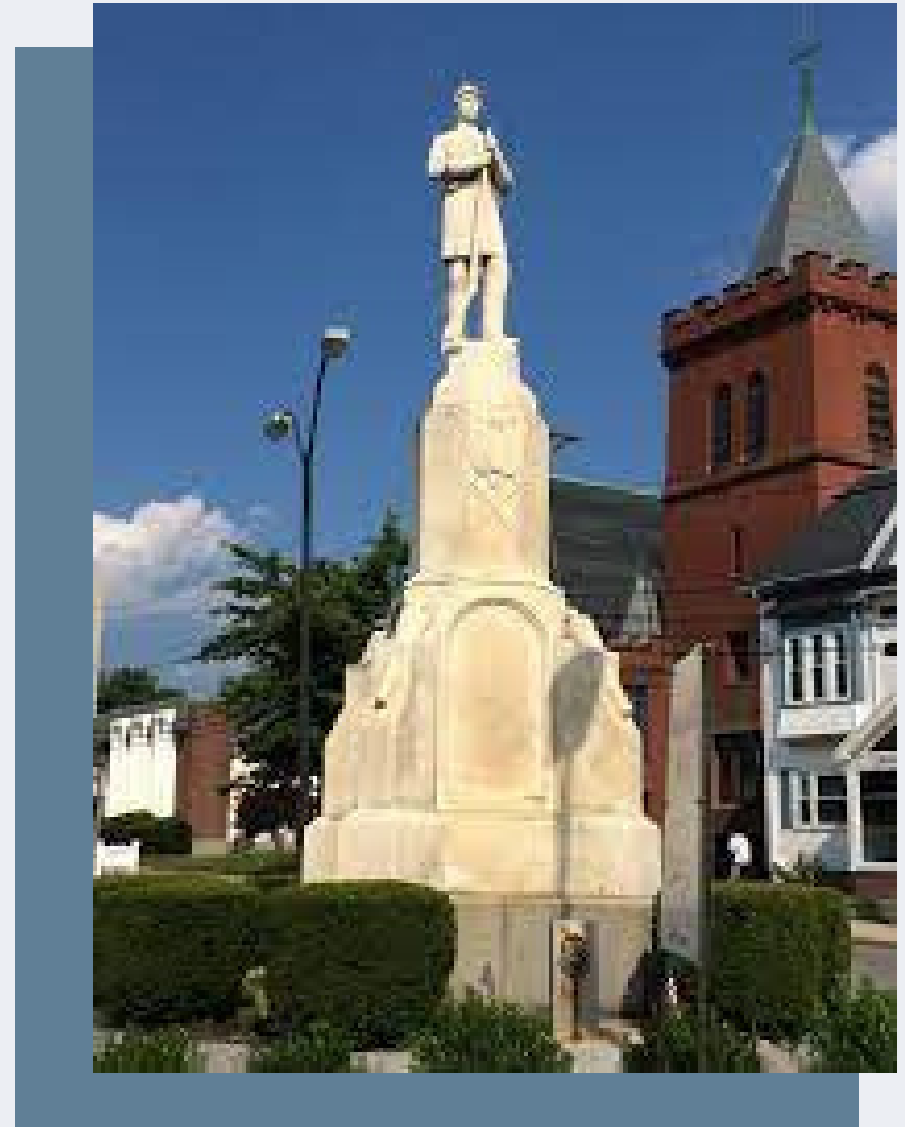
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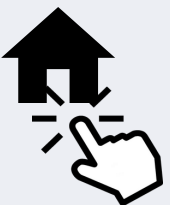






## City Hall of Haverhill

Located 28 miles north of Boston along the Merrimack River, Haverhill is one of the state's largest and most geographically diverse communities, with farming areas, dense urban neighborhoods, multiple commercial and residential villages, and a bustling downtown featuring celebrated restaurant and arts districts. The city is one of the oldest historic communities in the state. Established in 1640 as Pentucket, Haverhill was incorporated as a city in 1870. Although originally settled as farmland, the city evolved into a major industrial center through the establishment of saw and grist mills in the late 17th century, tanneries and boat yards in the early 18th century and shoe manufacturing, its leading industry for 180 years. Currently, computer technology and research industries thrive within Haverhill's seven industrial parks, business districts, and newly rehabilitated central business district.



## MAYOR

Melinda E. Barrett

## CITY COUNCIL

Thomas Sullivan, President

Timothy Jordan, Vice President

John Michitson

Colin LePage

Ralph Basiliere

Melissa Lewandowski

Michael McGonagle

Catherine Rogers

Devan Ferreira

Katrina Hobbs Everett

Shaun Toohey

## REPRESENTATION

### U.S. Senate

Edward Markey

Elizabeth Warren

### U.S. House

Lori Trahan

### MA Senate

Barry Finegold

Pavel Payano

### MA House

Andres Vargas

Ryan Hamilton



# Population, Economic Data & Housing Statistics

# Population



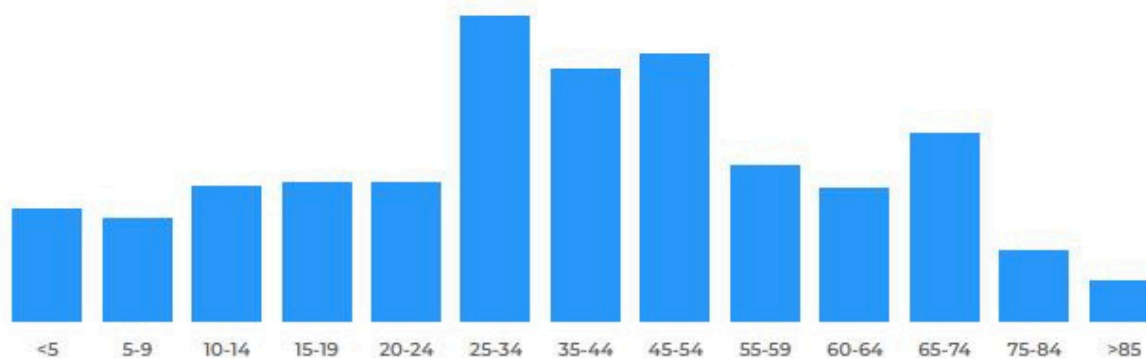
DAYTIME POPULATION

**55,163**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

*\* Data Source: American Community Survey 5-year estimates*

## POPULATION BY AGE GROUP



*Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.*

*\* Data Source: American Community Survey 5-year estimates*

# Population



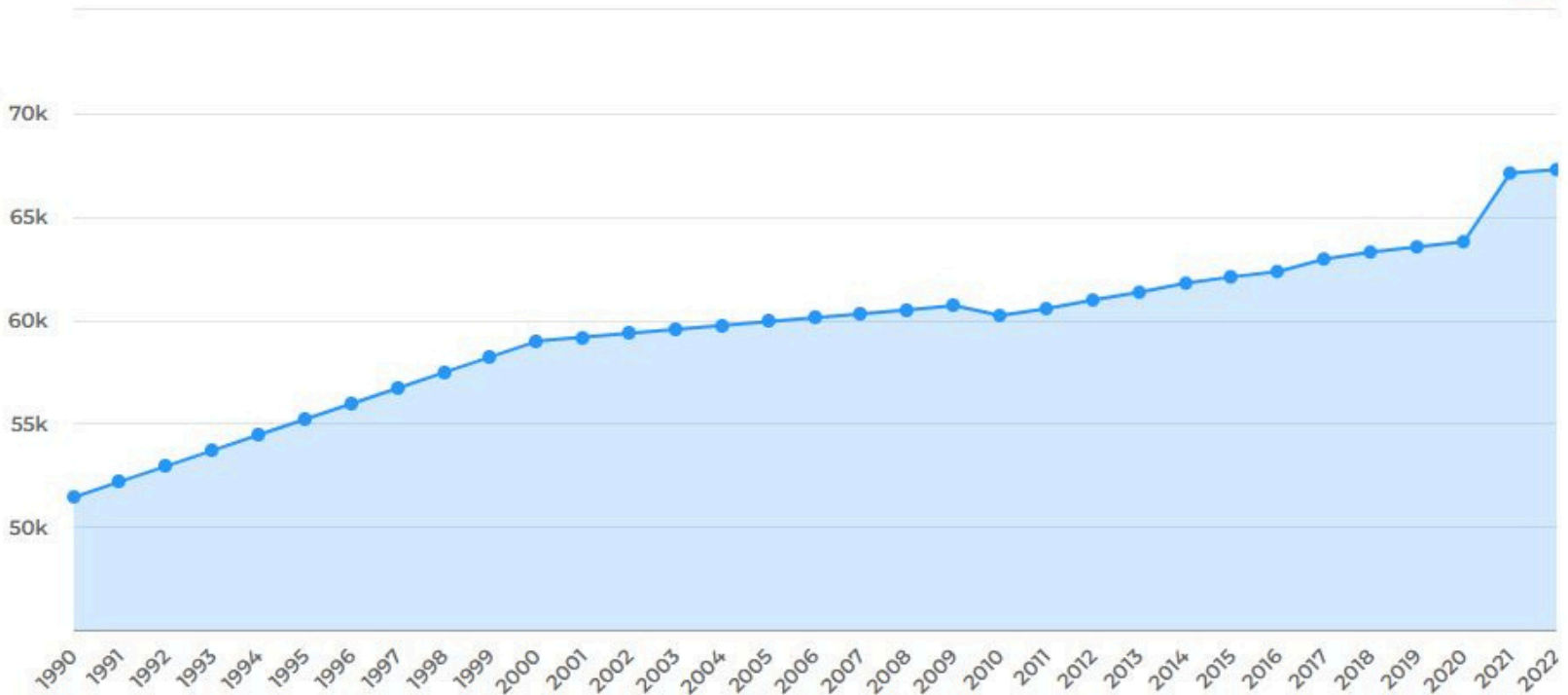
TOTAL POPULATION

**67,273**

▲ **.3%**  
vs. 2021

GROWTH RANK

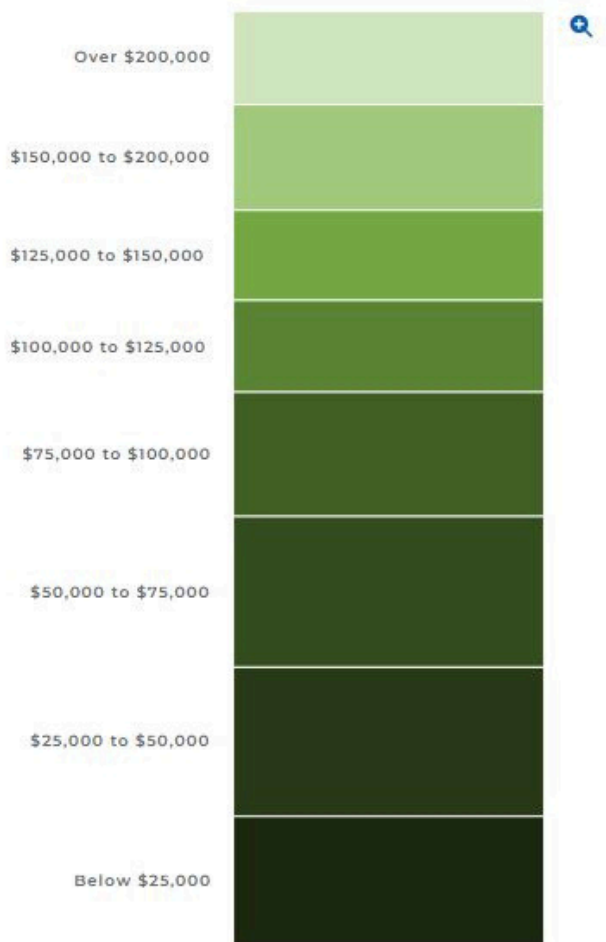
**123** out of **351** Municipalities in Massachusetts



\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses

# Economic Data

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



## HOUSEHOLD INCOME

Above \$200,000

**10%**

▼ **49%**  
lower than state average

Median Income

**\$81,989**

▼ **15%**  
lower than state average

Below \$25,000

**14%**

▼ **1%**  
lower than state average



\* Data Source: American Community Survey 5-year estimates

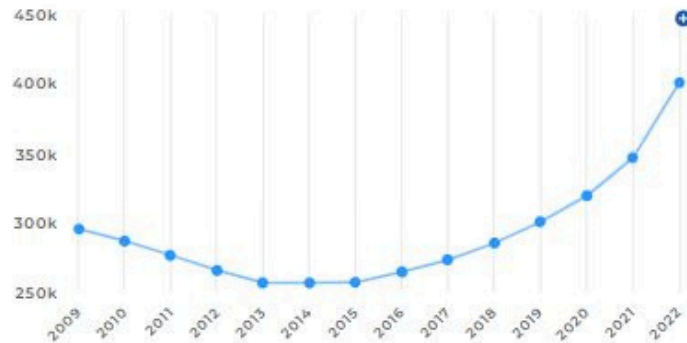


# Housing



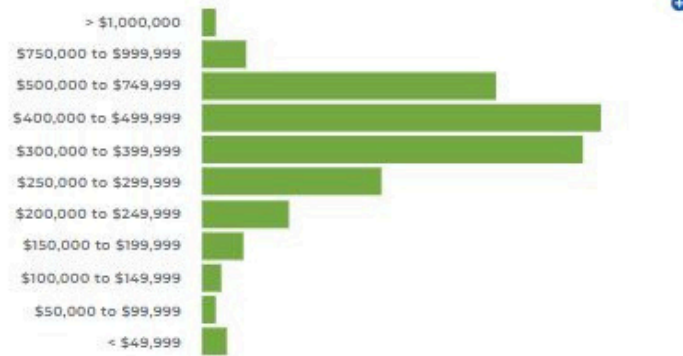
2022 MEDIAN HOME VALUE

**\$400,900**



\* Data Source: 2022 [US Census Bureau](#), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME VALUE DISTRIBUTION



\* Data Source: 2022 [US Census Bureau](#), American Community Survey. Home value data includes all types of owner-occupied housing.

HOME OWNERS VS RENTERS

Haverhill State Avg.



\* Data Source: 2022 [US Census Bureau](#), American Community Survey. Home value data includes all types of owner-occupied housing.



# Budget Calendar

# Budget Calendar



## Revenue Projections

Mayor & Budget Team meet to review current revenues, assess new revenue streams, and project estimated revenue for the upcoming fiscal year.

January

## Budget Directives

Mayor distributes budget directives to department heads for formulating and submitting operating and capital budget requests.

January

## Budget Review

Mayor & Budget Team meet with departments to review budget requests and determine priorities. Revenue estimates are updated and the maximum available budget is determined.

February

## State Budget

The State budget process begins in January and is typically finalized in July. The Governor's Office and the Legislature work together to pass a fiscally responsible budget each year.

January-July

(9)



# Budget Calendar



## Mayor's Budget

The final Mayor's budget is presented to City Council. The council has 45 days to approve, reduce or reject the Mayor's operating budget.

## City Council Budget Hearings

City Council holds public budget hearings with each city department in review of the proposed Mayor's budget.

## Budget Adoption

City Council votes to adopt an operating budget by June 30th. If a budget is not adopted the Mayor may submit a "continuing appropriation budget" on a month to month basis for a period not to exceed three months.

## Budget Implementation

The Auditor's Office records the new operating budget in the ledger and begins routine monitoring and reporting of revenues, expenditures and compliance matters.

May

May

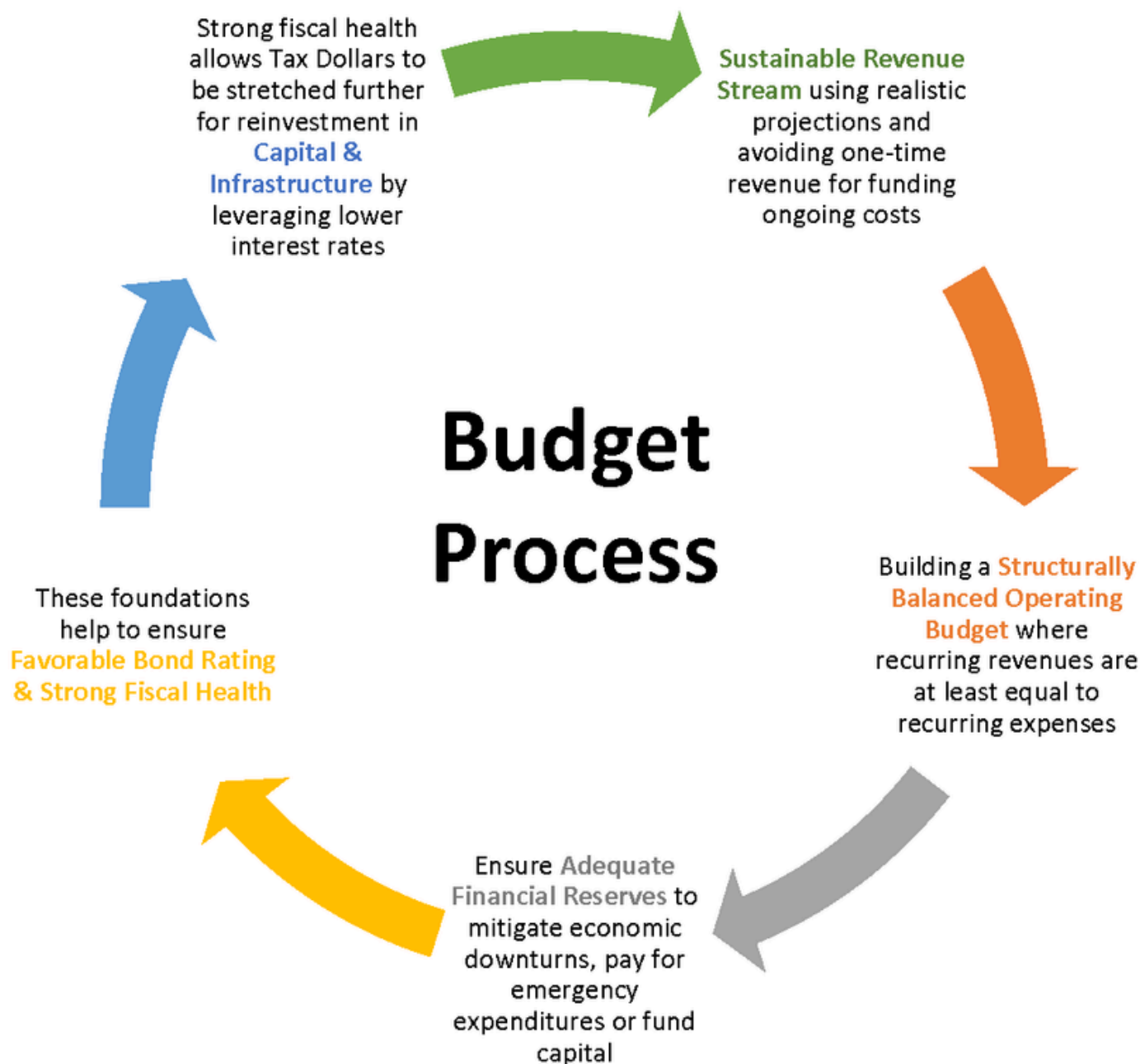
June

July-June

(10)



*In accordance with the Uniform Massachusetts Accounting System, the city uses a "Modified Accrual" basis of accounting meaning that revenue is recorded on a cash basis and year-end adjusting entries for certain transactions, such as encumbrances, are recorded.*



# Strategic Plan

# Strategic Plan

## Problem

## Description

## Solution

### OPEB Liability \$338 million

The City currently has a \$338 million unfunded OPEB liability and to date, it has not taken any meaningful steps to fund this.

Adopt an OPEB Trust Fund along with a Funding Schedule that would leverage the future savings from the Pension Unfunded Liability which will be fully funded in 2032.

### Lack of integrated Capital Plan

The City has historically funded capital on an ad hoc basis resulting in several unfunded or deferred capital needs and a resulting long term financial plan which is inaccurate.

City leadership will commit to maintain an up-to-date capital needs inventory and annually review the list in conjunction with the annual budget process.

### Free Cash Deficit

Over the past several years, the City has used an increasing amount of free cash to supplement the operating budget. In 2024 this practice has resulted in an insufficient balance for the City to be compliant with its own Financial Reserve Policy.

Budget local receipts conservatively in order to build free cash reserves and simultaneously reduce the levels of free cash used to supplement the annual operating budget.

### Lack of accessible data for Economic Development projects.

The City leadership often does not have a broad picture view of the total economic impact related to proposed development projects at the time council is asked to evaluate and approve such projects.

Work with Economic Development to create a communication stream that would include economic and financial data relevant to proposed projects be sent to city leadership prior to the formal approval process.

# Funds

# Fund Accounting

The City of Haverhill uses Fund Accounting to record annual appropriations which are adopted by the legislative body. The two funds used by the city to track operating revenue and expenditures are the **General Fund** and the **Enterprise Funds**.

## Governmental Funds

Governmental funds are used to account for activities primarily supported by taxes, grants and similar revenue sources. **The General fund is where all city department budgets are recorded except for Water & Wastewater which are classified as Enterprise funds.** The General fund uses the modified accrual basis of accounting for budgeting and reporting.



## Proprietary Funds

Proprietary funds are used to account for business-like activities and which receive most of their revenue from fees or charges in exchange for providing a service. Proprietary funds can be classified as either Enterprise funds or Internal Service funds. **The City of Haverhill has (2) Enterprise funds; Water and Wastewater.** Enterprise funds are budgeted using the modified accrual basis of accounting.



# General Fund

The General Fund is the largest and single most important fund of a local government. Most of a local government's revenue resources are accounted for in it and substantially all of the day-to-day departmental operating expenditures are financed and accounted for in it. The General Fund should be used to account for and report all financial resources not accounted for and reported in another fund.

Generally, all funds received by a governmental entity belong to the General Fund under **G.L. c. 44, § 53**, unless otherwise directed by Massachusetts General Laws or by Special Acts of the Massachusetts Legislature. The General Fund is considered an unrestricted operating fund.

Grants must be separated as well as funds received in which the entity is acting as a trustee or agent. It is improper for a governmental entity to reserve General Fund monies in any other fund without proper authority granted by legislation or by the Director of Accounts.

The principal revenue resources of the General Fund include real estate and personal property taxes (assessments for districts), motor vehicle and other excises, departmental receipts and state aid. With the exception of the portion of the annual budget which is funded through Enterprise and certain Special Revenue Funds, substantially all of the annual budget and recurring departmental expenditures are accounted for in the General Fund.



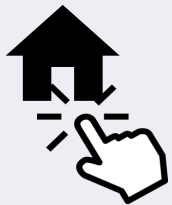
# Enterprise Funds

Increasingly, communities are establishing enterprise funds for their business-type services (e.g., water, sewer, trash disposal, ambulance services, skating rinks, golf courses, airports, etc.). A community adopts an enterprise by a vote of town meeting or city council with the mayor's approval.

The enterprise fund establishes a separate accounting and financial reporting mechanism for a municipal service for which a fee is charged in exchange for goods or services (M.G.L. c. 44, §53F<sup>1</sup>/<sub>2</sub>). Under enterprise accounting, the service's revenues and expenditures are segregated into a separate fund with its own financial statements, rather than being commingled with the revenues and expenses of all other governmental activities.

Enterprise accounting allows a community to demonstrate to the public the total cost of providing a service by consolidating all the program's direct and indirect costs (e.g., interdepartmental support, insurance costs, etc.), debt service, and capital expenditures into a segregated fund. To support the service, a community may choose to recover total costs through user charges (rates), through a tax levy subsidy, or through appropriation of other available funds.

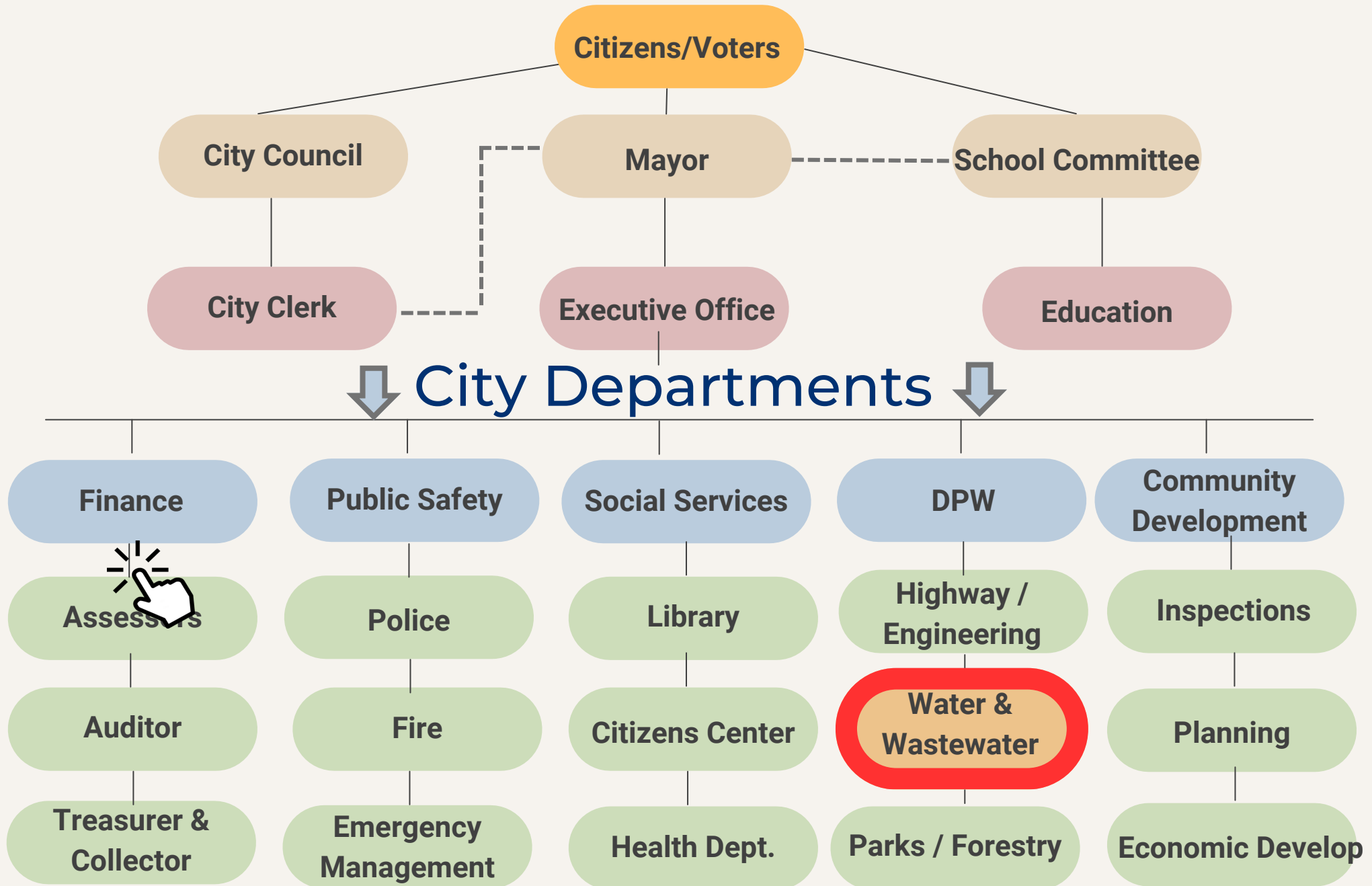
At year-end, the enterprise fund's performance is measured in terms of positive (surplus) or negative (deficit) operations. An operating surplus results from revenue collected in excess of estimates and appropriation turnbacks and translates into retained earnings, which are retained in the fund rather than closing to the general fund. The Division of Local Services (DLS) Director of Accounts must certify enterprise fund retained earnings as an available fund based on the community's submission of a June 30th balance sheet to DLS. Once certified, retained earnings may be appropriated only for expenditures relating to the enterprise fund.



# Organizational Chart

# Organizational Chart

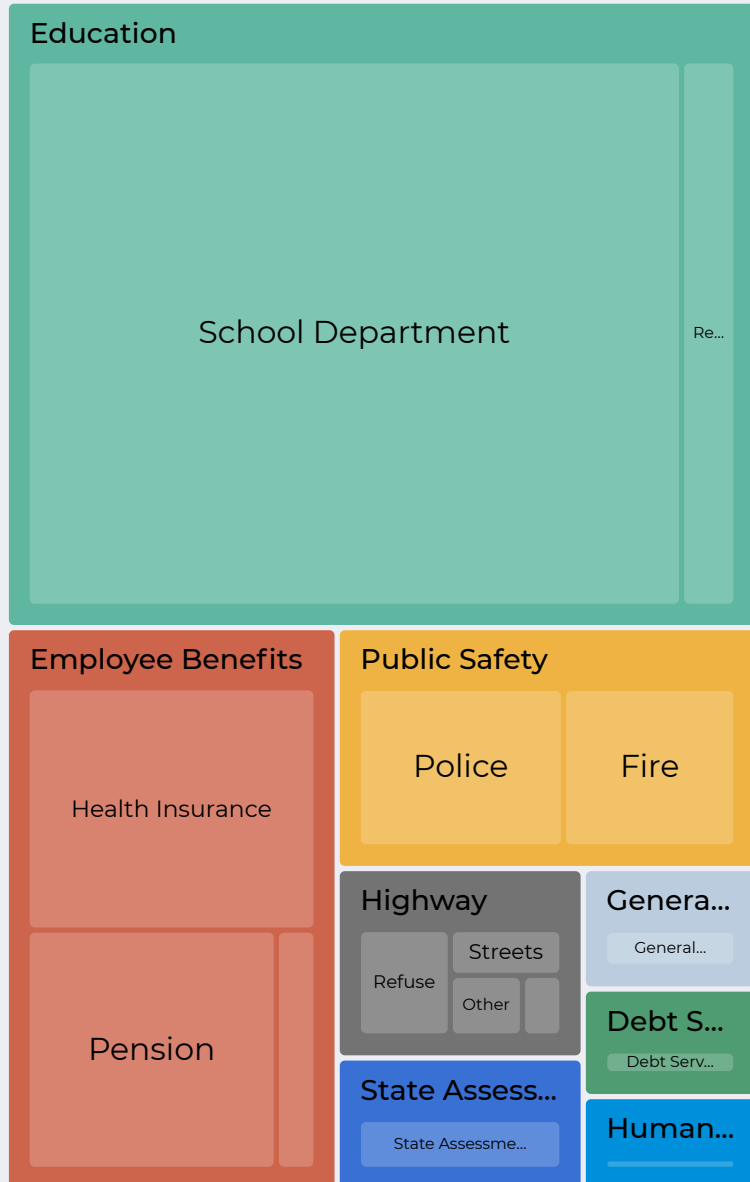
*\*All City Departments are reported in the **General Fund** except for Water & Wastewater which are **Enterprise Funds***



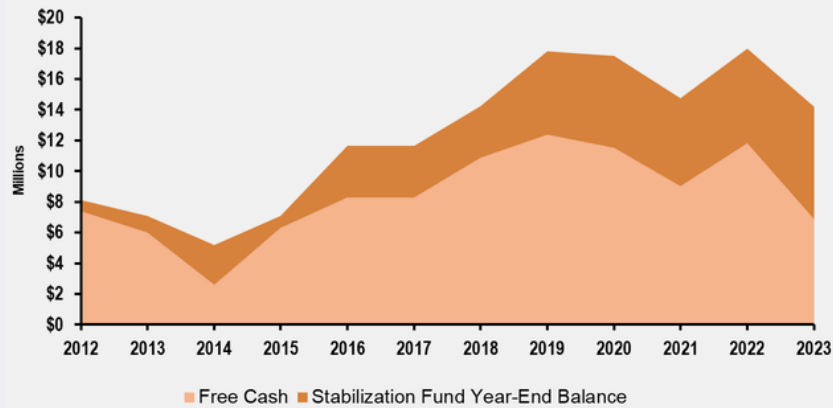
# Performance Measures

# Financial Performance Measures

## FY 2024 OPERATING BUDGET TREE CHART



Free Cash and Stabilization Fund Balances



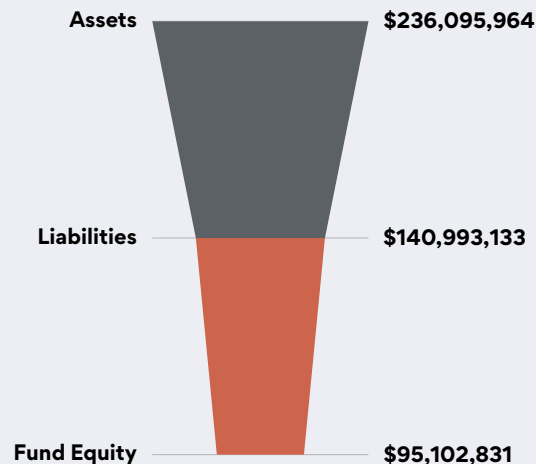
## FINANCIAL RESERVES

Reserves allows a community to finance emergencies and other unforeseen needs or hold money for specific future purposes. Reserves below 5-7% of revenues may be considered unfavorable.

**The City's combined reserves are 5.9% of net operating revenue.**

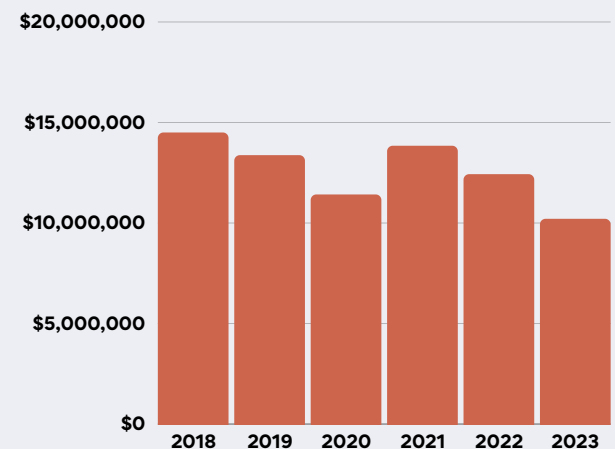
## BALANCE SHEET AS OF 6/30/23

City of Haverhill Combined Balance Sheet including Governmental, Proprietary, Fiduciary and Long-Term Debt Funds.



## GENERAL FUND BALANCE HISTORICAL PERFORMANCE

Summary of net position of the General Fund calculated in accordance with generally accepted accounting principals.



# Fiscal 2024 Revenue & Expenses

# Fiscal 2024 Revenue

## Year-to-Date with Historical

Year to Year Comparison					
Revenue Source	3/31/2022	3/31/2023	3/31/2024	FY 23 to 24 Change	FY 20-22 Trendline
Real Estate & Pers Property	\$ 86,475,170	\$ 89,695,696	\$ 92,018,916	↑ \$ 2,323,220	
Motor Vehicle Excise	\$ 5,912,207	\$ 6,046,426	\$ 6,233,722	↑ \$ 187,296	
Meals Excise	\$ 863,959	\$ 963,489	\$ 653,664	↓ \$ (309,825)	
Hotel / Room Excise	\$ 256,685	\$ 284,234	\$ 259,001	↓ \$ (25,233)	
Boat & Other Excise	\$ 2,331	\$ 2,557	\$ 9,618	↑ \$ 7,061	
Cannabis Excise	\$ 767,406	\$ 831,554	\$ 567,650	↓ \$ (263,905)	
Waste Disposal Facility Program	\$ 1,915,705	\$ 2,251,493	\$ 2,508,977	↑ \$ 257,484	
PILOT	\$ 16,382	\$ 16,348	\$ 21,525	↑ \$ 5,177	
Penalties & Interest	\$ 324,180	\$ 420,787	\$ 628,776	↑ \$ 207,989	
Fees	\$ 1,066,572	\$ 659,409	\$ 624,192	↓ \$ (35,217)	
Rentals	\$ 132,828	\$ 177,226	\$ 135,158	↓ \$ (42,068)	
Departmental Revenue	\$ 230,086	\$ 482,025	\$ 596,059	↑ \$ 114,034	
License & Permits	\$ 2,790,362	\$ 1,971,213	\$ 2,091,951	↑ \$ 120,738	
Fines & Forefits	\$ 497,781	\$ 605,949	\$ 570,137	↓ \$ (35,812)	
Investments	\$ 175,256	\$ 863,308	\$ 1,915,372	↑ \$ 1,052,064	
Medicaid Reimbursement	\$ 639,251	\$ 388,591	\$ 569,135	↑ \$ 180,544	
*Misc Revenue	\$ 1,566,289	\$ 136,889	\$ 103,047	↓ \$ (33,842)	
Comm of MA Cherry Sheet	\$ 56,250,006	\$ 65,692,341	\$ 72,083,186	↑ \$ 6,390,845	
Wastewater Enterprise Fund	\$ 10,222,551	\$ 10,962,334	\$ 11,353,678	↑ \$ 391,344	
Water Enterprise Fund	\$ 6,914,857	\$ 8,296,154	\$ 9,314,635	↑ \$ 1,018,481	
Other GF Rev - Trnsf From Sp Rev & Free Cash	\$ 1,639,816	\$ 1,208,915		↓ \$ (1,208,915)	
Total	\$ 178,659,680	\$ 191,956,938	\$ 202,258,399	\$ 10,301,461	
Total without Enterprise Funds	\$ 161,522,272	\$ 172,698,450	\$ 181,590,087	\$ 8,891,637	
			5.1%		

Overall, fiscal 2024 general fund revenue is trending on target through March. Motor vehicle excise (MVE) is starting to show moderate signs of improvement. Since COVID, (MVE) has been slow to recover. City investment income is up due to rising interest rates and the city's ability to invest ARPA funds in short term federal bonds. Additionally, the city has benefited from increased Chapter 70 state aid which has been allocated to the school department. This particular revenue source has increased almost \$23 million since fiscal 2022.

# Fiscal 2024 Expenditure

## Year-to-Date with Historical

	FY '22 through 3/31/22	FY '23 through 3/31/23	FY '24 through 3/31/24	Trendline
TOTAL GENERAL GOVERNMENT	\$ 3,098,499	\$ 3,432,552	\$ 3,705,306	
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	\$ 995,203	\$ 1,318,880	\$ 1,499,702	
TOTAL PUBLIC SAFETY	\$ 19,384,145	\$ 19,820,655	\$ 20,528,666	
TOTAL EDUCATION	\$ 76,975,275	\$ 84,313,125	\$ 88,243,802	
TOTAL PUBLIC WORKS	\$ 8,440,190	\$ 7,996,886	\$ 8,572,204	
TOTAL HUMAN SERVICES	\$ 2,194,978	\$ 2,271,874	\$ 2,475,968	
TOTAL DEBT SERVICE	\$ 4,460,784	\$ 5,215,579	\$ 3,549,689	
TOTAL EMPLOYEE BENEFITS	\$ 38,140,406	\$ 41,227,514	\$ 43,080,233	
TOTAL OTHER CITY EXPENSES	\$ 8,835,315	\$ 8,966,254	\$ 7,646,231	
TOTAL CITY EXPENDITURES	\$ 162,524,795	\$ 174,563,319	\$ 179,301,800	

The fiscal 2024 operating budget has seen increases above budgeted amounts in general liability insurance and workers' compensation insurance. The city plans to fund these projected deficits from the current year's budget reserves. The fiscal 2025 budget has been adjusted upward to account for these increases.



# 2025 General Fund Operating Budget

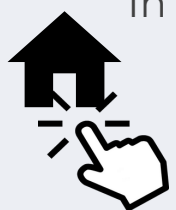
# Fiscal 2025 Budget Pressures

The fiscal 2024 budget used a record \$6,193,120 in free cash to fund the operating budget instead of using a larger portion of the available tax levy of \$6,472,558 to fund operations.

This strategy was used to artificially keep taxes low and was viable while free cash certifications remained in excess of \$9 million annually. However, when free cash is depleted and not restored, a structural deficit can begin to occur, meaning that recurring revenues do not cover recurring expenses. The city's free cash certification dipped to \$6.8 million in December 2023, due in large part to the depletion of the account to just \$800K on June 30, 2023. This downward trend in the account balance, from an ending balance of \$3.9 million in 2022 and (4.1 million in 2021 and \$6.4 million in 2020) highlights why this budget strategy is not sustainable.

To help the city avoid a structural deficit, the Mayor has recommended reducing the use of free cash to fund 2025 operations and work towards full compliance with the city's financial policy which states, **"The city will not balance the budget by using one time revenues to fund ongoing expenditures and no more than 20% of a non-recurring revenue item may be used for ongoing expenditures."**

In 2025, the Mayor's budget recommends reducing its use of free cash by \$893,120 with the goal of reducing this revenue stream by a total of \$5.4 million by 2033. To cover this revenue reduction in 2025, the city will instead use available tax levy.



# Fiscal 2025 Budget Pressures

The fiscal 2025 budget includes an increase for the partial funding of the Consentino Middle School construction project, which voters adopted as a debt exclusion in 2023. A debt exclusion is a temporary increase in property taxes, outside the limits of Proposition 2 ½, to raise the funds necessary to pay debt service costs for a specific capital project. Debt exclusion funds may only be used for that specific project. In fiscal 2026, the city can expect to see the second half of this increase with an approximated tax bill impact of \$120 for the average single-family home.

In fiscal 2024, the city settled several collective bargaining agreements, with the longest out-of-contract, the Haverhill Firefighters Local, spanning 2 years and 8 months. This contract alone has a budgetary impact of over \$1.5 million for fiscal 2025.

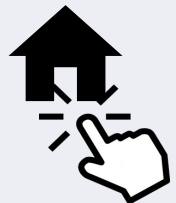
The 2025 House Ways and Means budget proposal allocates a net reduction to the city in the area of Unrestricted General Government Aid by suggesting a 1% or \$117,494 increase in revenue while state charges (assessments to the city) are proposed to increase by a hefty 4.7% or \$415,202, leaving the city with a net reduction in state aid of \$297,708.

In fiscal 2025, the School Department will be confronted with a significant revenue reduction with the expiration of its federal ESSER funds - Elementary and Secondary School Emergency Relief funds. In order to help mitigate the school's revenue loss and preserve high priority goals of the department, the city will contribute an additional \$800K.

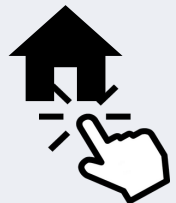
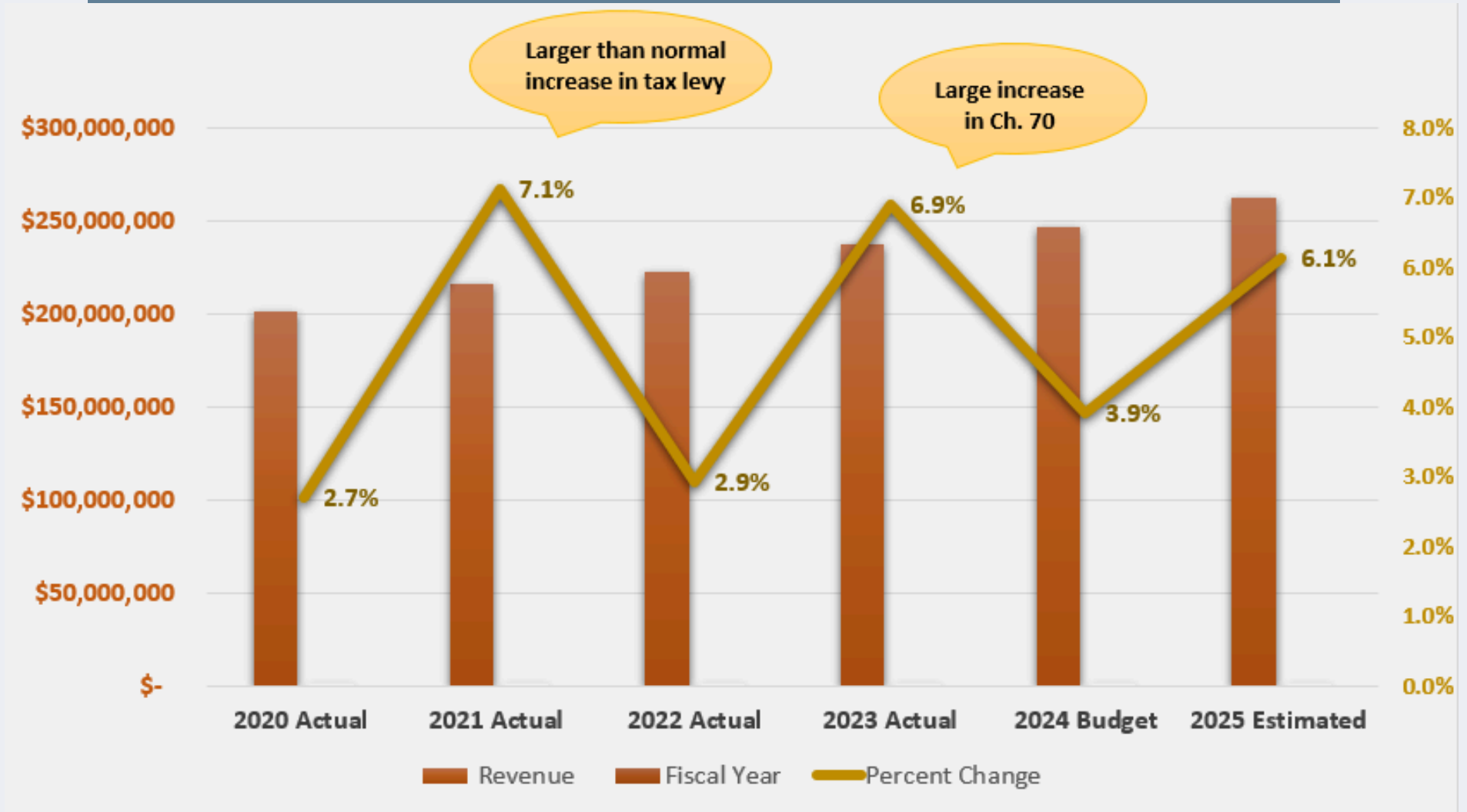


# Fiscal 2025 Budget in Brief - Revenue

Revenue	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual.	FY 23 Actual.	FY 24 Budget.	FY 25 Estimated	% Change Revenue.	\$ Change Revenue
OTHER AVAILABLE REVENUE SOURCES	\$ 5,909,135	\$ 8,714,455	\$ 6,539,817	\$ 7,717,830	\$ 7,412,382	\$ 6,575,592	● -11.29%	\$ (836,790)
TOTAL FEES	\$ 1,078,412	\$ 1,440,859	\$ 1,120,263	\$ 1,128,853	\$ 902,500	\$ 911,940	● 1.05%	\$ 9,440
TOTAL FINES & FORFEITS	\$ 720,541	\$ 452,635	\$ 738,716	\$ 867,029	\$ 726,200	\$ 726,200	● 0.00%	\$ -
TOTAL INVESTMENTS	\$ 636,074	\$ 275,614	\$ 282,915	\$ 1,606,088	\$ 1,200,000	\$ 800,000	● -33.33%	\$ (400,000)
TOTAL LICENSE & PERMITS	\$ 2,358,159	\$ 2,455,881	\$ 3,678,439	\$ 4,098,379	\$ 2,328,535	\$ 2,451,592	● 5.28%	\$ 123,057
TOTAL MEDICAID REIMBURSEMENT	\$ 309,974	\$ 792,585	\$ 1,069,782	\$ 789,022	\$ 750,000	\$ 800,000	● 6.67%	\$ 50,000
TOTAL MISC REV	\$ 1,509,361	\$ 913,825	\$ 1,782,442	\$ 212,916	\$ -	\$ -	● 0.00%	\$ -
TOTAL MVE	\$ 7,461,806	\$ 8,138,984	\$ 7,620,870	\$ 7,700,291	\$ 7,822,572	\$ 8,151,869	● 4.21%	\$ 329,297
TOTAL OTHER DEPT REVENUE	\$ 518,062	\$ 649,462	\$ 707,963	\$ 672,134	\$ 621,200	\$ 651,200	● 4.83%	\$ 30,000
TOTAL OTHER EXCISE	\$ 1,277,466	\$ 1,570,281	\$ 2,507,796	\$ 2,779,100	\$ 2,554,298	\$ 2,643,793	● 3.50%	\$ 89,495
TOTAL PENALTIES & INTEREST	\$ 372,945	\$ 652,723	\$ 473,484	\$ 609,464	\$ 500,500	\$ 530,530	● 6.00%	\$ 30,030
TOTAL PILOT/WASTE DISPOSAL FEE	\$ 2,415,706	\$ 2,463,392	\$ 2,603,112	\$ 2,762,606	\$ 2,624,200	\$ 2,676,364	● 1.99%	\$ 52,164
TOTAL RENTALS	\$ 152,449	\$ 217,954	\$ 152,470	\$ 191,513	\$ 180,000	\$ 189,000	● 5.00%	\$ 9,000
TOTAL STATE AID (CHERRY SHEET)	\$ 70,248,454	\$ 74,276,581	\$ 78,219,262	\$ 87,579,682	\$ 96,332,931	\$ 101,745,255	● 5.62%	\$ 5,412,324
TOTAL TAX LEVY	\$ 106,741,112	\$ 113,052,505	\$ 114,902,414	\$ 119,020,237	\$ 123,093,875	\$ 133,336,756	● 8.32%	\$ 10,242,881
<b>Grand Total</b>	<b>\$ 201,709,656</b>	<b>\$ 216,067,736</b>	<b>\$ 222,399,744</b>	<b>\$ 237,735,143</b>	<b>\$ 247,049,193</b>	<b>\$ 262,190,091</b>	<b>6.13%</b>	<b>\$ 15,140,898</b>



# General Fund Revenue

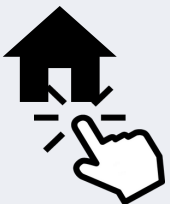


# Fiscal 2025 Budget in Brief - Revenue

The fiscal 2025 Mayor's budget proposal recommends a general fund revenue increase of 6.13% or \$15.1M compared to the fiscal 2024 budget which saw an increase of 5.8% or \$13.4M.

35% of this revenue increase (\$5.2M) is from the Commonwealth's increase in Chapter 70 school aid. The Chapter 70 program is the major program of state aid to public elementary and secondary schools. In addition to providing state aid to support school operations, it also establishes minimum spending requirements for each school district and minimum requirements for each municipality's share of school costs. This increase in Chapter 70 school aid has been allocated to the school department along with an additional \$2.2M in city contributions giving our schools a 16.3% increase over two fiscal years.

In 2025, the city is expecting a decrease to several revenue sources such as earnings on investments due to the city's ARPA funds (federal funds from the American Rescue Plan Act) being fully expended and therefore not available for investment as well as a decrease in fees, and the use of one-time funds such as free cash. As a result of these decreases in available revenue sources, the city will see a higher than average increase in the tax levy and consequently the tax bill.

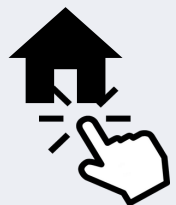
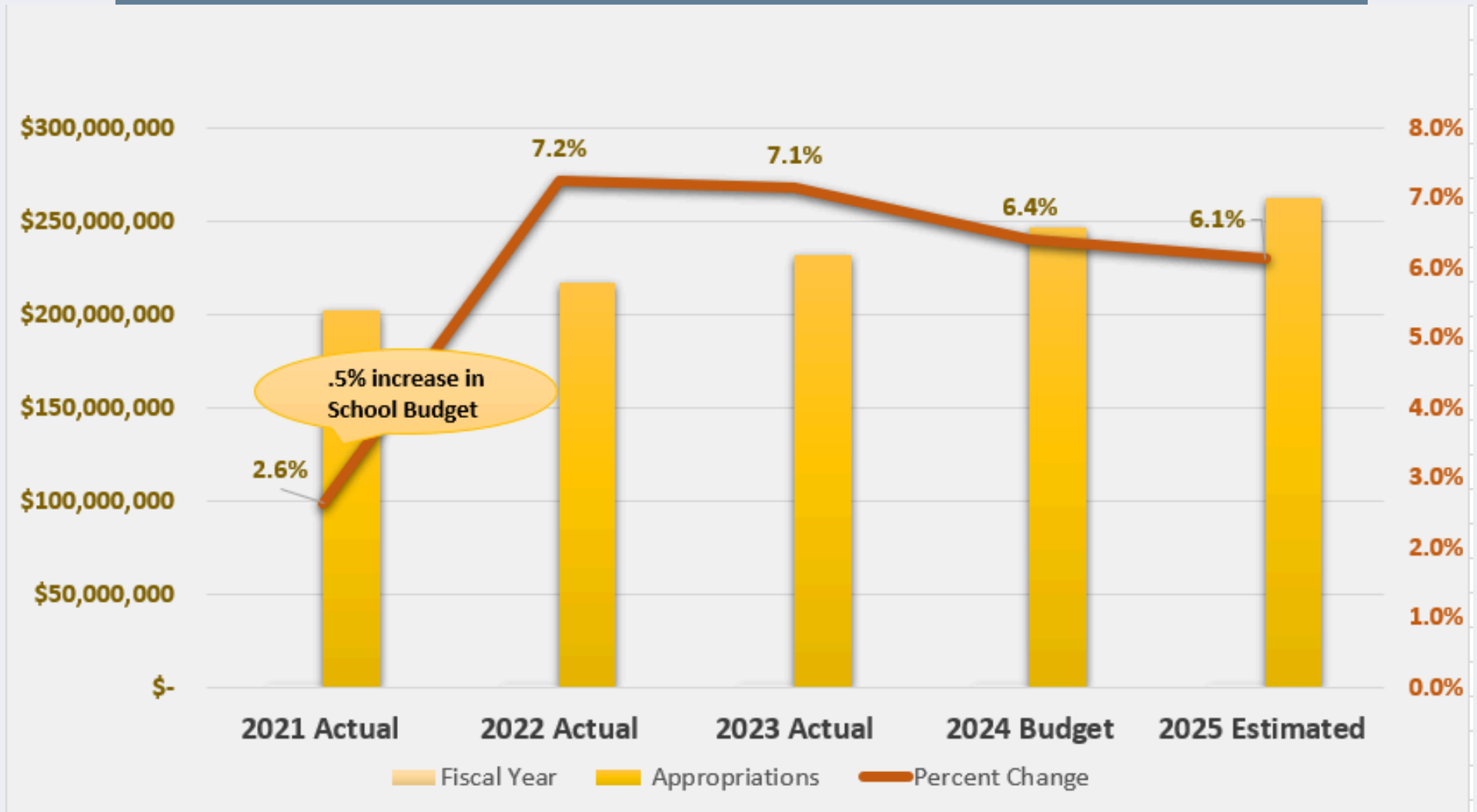


# Fiscal 2025 Budget in Brief - Budget Appropriations

Budget Appropriations	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Actual	FY 2024 Budget	FY 25 Mayor's Budget.	% Change Budget	\$ Change Budget
BUDGET RESERVE	\$ -	\$ -	\$ -	\$ 954,492	\$ 1,399,942	\$ 1,500,000	7.15%	\$ 100,058
DEBT SERVICE	\$ 7,486,092	\$ 7,729,734	\$ 7,631,997	\$ 6,428,070	\$ 5,086,898	\$ 7,458,939	46.63%	\$ 2,372,041
EMPLOYEE BENEFITS	\$ 40,451,450	\$ 43,036,346	\$ 44,826,993	\$ 48,003,300	\$ 50,855,674	\$ 52,496,896	3.23%	\$ 1,641,222
FIRE	\$ 10,713,461	\$ 11,316,544	\$ 11,664,147	\$ 11,908,693	\$ 12,586,337	\$ 14,173,967	12.61%	\$ 1,587,630
GENERAL GOVERNMENT	\$ 4,123,164	\$ 4,606,220	\$ 4,623,716	\$ 5,396,263	\$ 5,696,167	\$ 6,151,551	7.99%	\$ 455,384
LIABILITY INSURANCE	\$ 646,645	\$ 735,015	\$ 826,840	\$ 923,131	\$ 945,801	\$ 1,155,703	22.19%	\$ 209,902
LIBRARY	\$ 1,394,968	\$ 1,432,185	\$ 1,575,932	\$ 1,714,562	\$ 1,892,462	\$ 1,910,115	0.93%	\$ 17,653
OTHER HUMAN SERVICES	\$ 1,860,282	\$ 1,619,754	\$ 1,678,163	\$ 1,912,867	\$ 2,158,986	\$ 2,271,998	5.23%	\$ 113,012
OTHER PUBLIC SAFETY	\$ 380,131	\$ 399,248	\$ 370,367	\$ 342,915	\$ 446,385	\$ 398,940	-10.63%	\$ (47,445)
OVERLAY					\$ 429,191	\$ 450,000	4.85%	\$ 20,809
POLICE	\$ 12,404,281	\$ 13,189,400	\$ 13,442,447	\$ 14,579,748	\$ 15,214,044	\$ 16,638,210	9.36%	\$ 1,424,166
PUBLIC WORKS	\$ 8,201,297	\$ 8,635,988	\$ 8,953,407	\$ 9,685,741	\$ 11,471,438	\$ 11,065,730	-3.54%	\$ (405,708)
RECREATION	\$ 199,261	\$ 198,149	\$ 221,182	\$ 224,865	\$ 252,309	\$ 272,749	8.10%	\$ 20,440
SCHOOL DEPARTMENT	\$ 90,053,041	\$ 90,477,756	\$ 98,653,821	\$ 108,824,269	\$ 119,182,085	\$ 126,584,662	6.21%	\$ 7,402,577
SNOW & ICE	\$ 1,634,538	\$ 2,022,140	\$ 2,384,147	\$ 2,557,646	\$ 710,000	\$ 1,210,000	70.42%	\$ 500,000
STATE ASSESSMENTS & OFFSETS	\$ 6,397,262	\$ 6,685,970	\$ 7,709,183	\$ 8,370,284	\$ 8,827,111	\$ 9,242,313	4.70%	\$ 415,202
TRANSFERS / CAPITAL	\$ 1,728,492	\$ 673,924	\$ 2,854,406	\$ 1,147,414	\$ 423,901	\$ -	-100.00%	\$ (423,901)
WHITTIER/ESSEX TECH	\$ 9,215,832	\$ 9,315,583	\$ 9,291,965	\$ 9,213,351	\$ 9,470,463	\$ 9,208,318	-2.77%	\$ (262,145)
<b>Grand Total</b>	<b>\$ 196,890,198</b>	<b>\$ 202,073,954</b>	<b>\$ 216,708,713</b>	<b>\$ 232,187,611</b>	<b>\$ 247,049,194</b>	<b>\$ 262,190,091</b>	<b>6.13%</b>	<b>\$ 15,140,897</b>



# General Fund Appropriations



# Fiscal 2025 Budget in Brief - Budget Appropriations

The fiscal 2025 Mayor's Budget carefully considered a multitude of valuable budget requests from our city's departmental leaders. Although high-priority requests were funded, some requests were deferred due to budget constraints. When considering the current year's budget, the city considers the long-term sustainability of the operating budget to maintain fiscal stability. In addition, the city has several financial policies to assist in budget development and forecasting. Some of these guiding policies can be viewed in the appendix of this book beginning on page 231.

The Mayor's 2025 budget proposal incorporates an increase of \$15.1M for city and school operations. This reflects a reduction of \$15.3M from the requested departmental budgets. Despite not funding all department requests, the 2025 Mayor's Budget adds capital funding for high-priority projects, increases the snow and ice appropriation, and adds a budgetary reserve for emergency, unforeseen items. It also provides funding for all ratified collective bargaining agreements, allocates additional funding to the School Department and adds a newly created position of Elections Supervisor in the City Clerk's Office.

# Fiscal 2025

## Budget Requests not Funded

### CAPITAL

Due to budgetary constraints, only high-priority capital items, including the Citizens Center boiler, skylight and roof repair, and sewer pump, were funded in the fiscal 2025 budget proposal. Also funded were computer replacements for the Police Department and a core network overhaul for Information Technology. The total funded projects equal \$780,000. Capital requests not funded include the DPW yard rehabilitation, iNet replacement, animal shelter, Police Department HVAC and incident command vehicle, School Department parking lot repairs, and stadium restrooms rehabilitation.

### OTHER UN-FUNDED REQUESTS

Part-time custodian for city hall

Assistant Fire Chief

Several requests for pay adjustments or position reclassification were partially funded, not fully funded



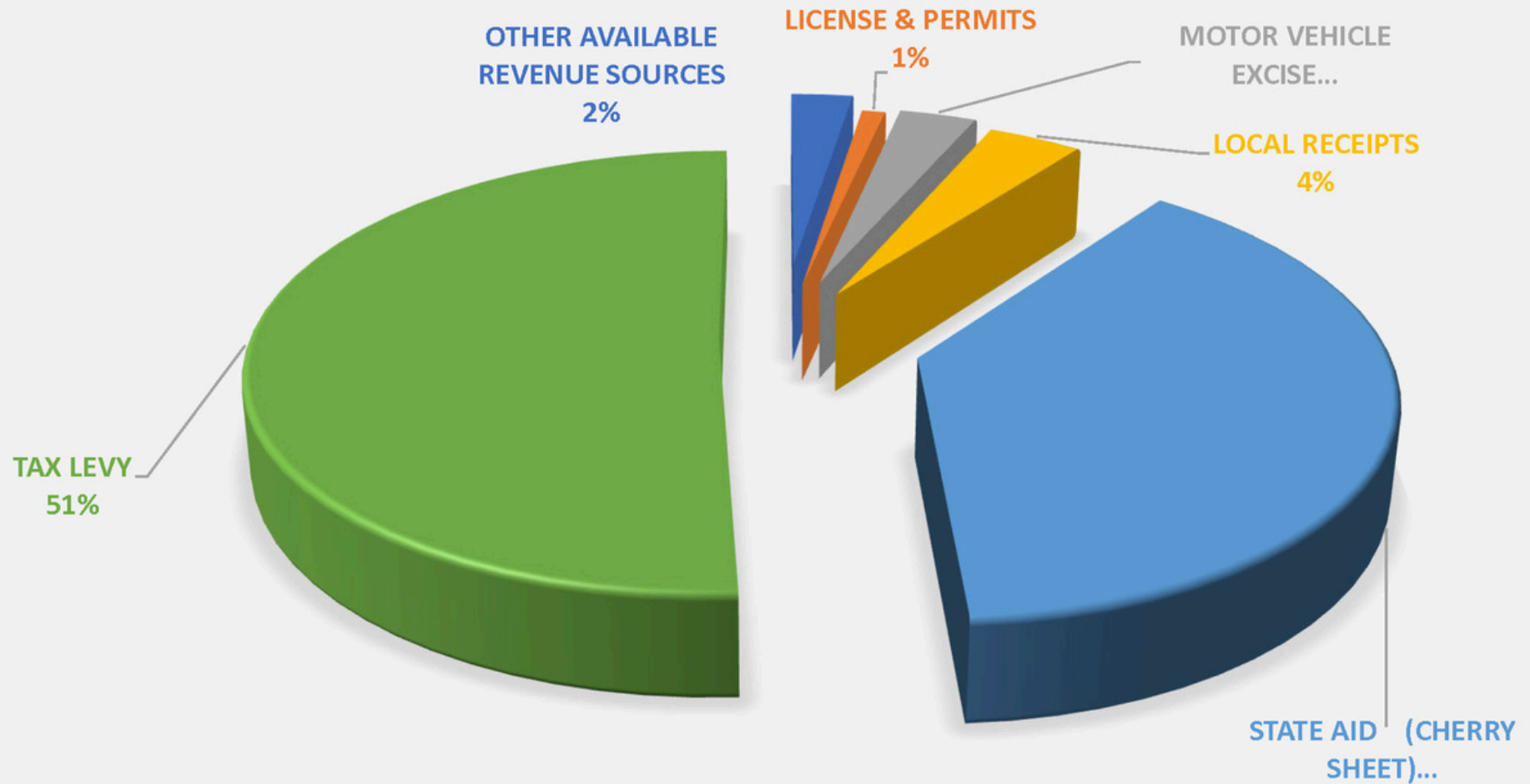
# General Fund Revenue

# Summary of General Fund Revenue

Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.	2021 to 2025 Trend
OTHER AVAILABLE REVENUE SOURCES	\$ 8,714,455	\$ 6,539,817	\$ 7,717,830	\$ 7,412,382	\$ 6,575,592	-11.29%	\$ (836,790)	
TOTAL FEES	\$ 1,440,859	\$ 1,120,263	\$ 1,128,853	\$ 902,500	\$ 911,940	1.05%	\$ 9,440	
TOTAL FINES & FORFEITS	\$ 452,635	\$ 738,716	\$ 867,029	\$ 726,200	\$ 726,200	0.00%	\$ -	
TOTAL INVESTMENTS	\$ 275,614	\$ 282,915	\$ 1,606,088	\$ 1,200,000	\$ 800,000	-33.33%	\$ (400,000)	
TOTAL LICENSE & PERMITS	\$ 2,455,881	\$ 3,678,439	\$ 4,098,379	\$ 2,328,535	\$ 2,451,592	5.28%	\$ 123,057	
TOTAL MEDICAID REIMBURSEMENT	\$ 792,585	\$ 1,069,782	\$ 789,022	\$ 750,000	\$ 800,000	6.67%	\$ 50,000	
TOTAL MISC REV	\$ 913,825	\$ 1,782,442	\$ 212,916	\$ -	\$ -	0.00%	\$ -	
TOTAL MVE	\$ 8,138,984	\$ 7,620,870	\$ 7,700,291	\$ 7,822,572	\$ 8,151,869	4.21%	\$ 329,297	
TOTAL OTHER DEPT REVENUE	\$ 649,462	\$ 707,963	\$ 672,134	\$ 621,200	\$ 651,200	4.83%	\$ 30,000	
TOTAL OTHER EXCISE	\$ 1,570,281	\$ 2,507,796	\$ 2,779,100	\$ 2,554,298	\$ 2,643,793	3.50%	\$ 89,495	
TOTAL PENALTIES & INTEREST	\$ 652,723	\$ 473,484	\$ 609,464	\$ 500,500	\$ 530,530	6.00%	\$ 30,030	
TOTAL PILOT/WASTE DISPOSAL FEE	\$ 2,463,392	\$ 2,603,112	\$ 2,762,606	\$ 2,624,200	\$ 2,676,364	1.99%	\$ 52,164	
TOTAL RENTALS	\$ 217,954	\$ 152,470	\$ 191,513	\$ 180,000	\$ 189,000	5.00%	\$ 9,000	
TOTAL STATE AID (CHERRY SHEET)	\$ 74,276,581	\$ 78,219,262	\$ 87,579,682	\$ 96,332,931	\$ 101,745,255	5.62%	\$ 5,412,324	
TOTAL TAX LEVY	\$ 113,052,505	\$ 114,902,414	\$ 119,020,237	\$ 123,093,875	\$ 133,336,756	8.32%	\$ 10,242,881	
<b>Grand Total</b>	<b>\$ 216,067,736</b>	<b>\$ 222,399,744</b>	<b>\$ 237,735,143</b>	<b>\$ 247,049,193</b>	<b>\$ 262,190,091</b>	<b>6.13%</b>	<b>\$ 15,140,898</b>	



# Summary of General Fund Revenue



# Tax Levy

The property tax levy is the revenue a community can raise through real and personal property taxes. In Massachusetts, municipal revenues to support local spending for schools, public safety and other public services are raised through the property tax levy, state aid, local receipts and other sources. The property tax levy is the largest source of revenue for most cities and towns.

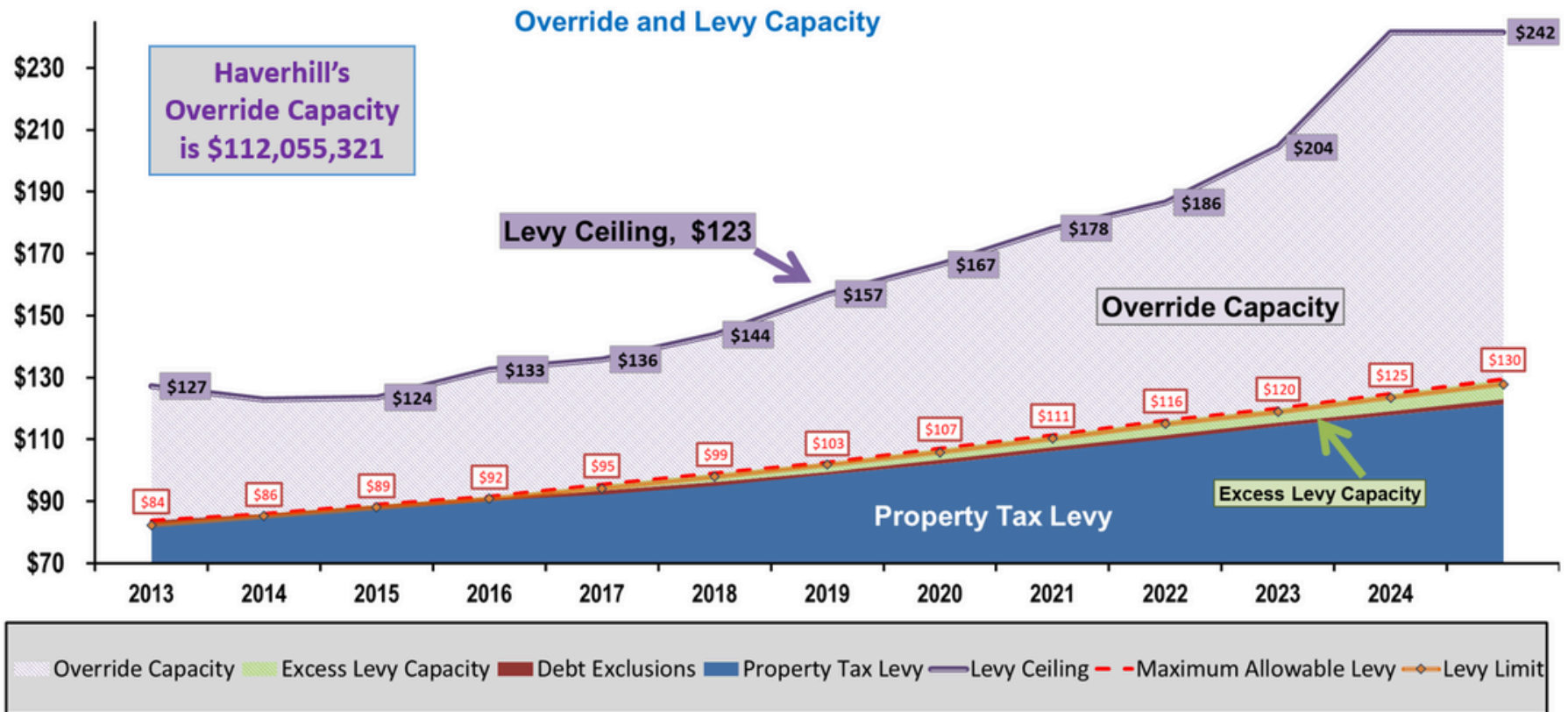
Proposition 2 ½ places constraints on the amount of levy raised by a city or town and on how much the levy can be increased from year to year. A community cannot levy more than 2.5 percent of the total full and fair cash value of all taxable real and personal property in the community. This is known as the levy ceiling. A community's levy is also constrained in that it can only increase by a certain amount from year to year. This is known as the levy limit. The levy limit will always be below, or at most, equal to the levy ceiling. The levy limit may not exceed the levy ceiling.

## Increases in the levy limit may result from the following:

- Each year, a community's levy limit automatically increases by 2.5 percent over the previous year's levy limit. This does not require any action from local officials; the Department of Revenue calculates this increase automatically.
- A community can increase its levy limit each year to reflect new growth in the tax base. Assessors must submit information on growth in the tax base for approval by the Department of Revenue as part of the tax rate-setting process.
- A community can increase its levy limit by successfully voting an override. The amount of the override becomes part of the levy limit base. *Note: Debt exclusions, capital outlay expenditure exclusions and overrides are all often referred to as "overrides" and enable a community either to permanently increase its levy limit or temporarily levy above its levy limit or levy ceiling.*

# Tax Levy

## FY 2025 Haverhill Borrowing Capacity Update



# Levy Limit Calculation

Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.
1. Prior Year Levy Limit	\$ 110,211,975	\$ 114,936,210	\$ 118,846,898	\$ 123,479,453	\$ 127,806,565	3.50%	\$ 4,327,112
2. 2 1/2% Increase	\$ 2,755,299	\$ 2,873,405	\$ 2,971,172	\$ 3,086,986	\$ 3,195,164	3.50%	\$ 108,178
3. Plus New Growth	\$ 1,968,936	\$ 1,037,283	\$ 1,661,382	\$ 1,240,126	\$ 1,240,126	0.00%	\$ -
4. Sub-Total Levy Limit	\$ 114,936,210	\$ 118,846,898	\$ 123,479,453	\$ 127,806,565	\$ 132,241,855	3.47%	\$ 4,435,290
5. Plus Debt Exclusion	\$ 1,200,893	\$ 1,188,293	\$ 1,180,606	\$ 1,759,868	\$ 3,533,597	100.79%	\$ 1,773,729
<b>6. Total Available Levy</b>	<b>\$ 116,137,103</b>	<b>\$ 120,035,191</b>	<b>\$ 124,660,059</b>	<b>\$ 129,566,433</b>	<b>\$ 135,775,452</b>	<b>4.79%</b>	<b>\$ 6,209,019</b>
7. Levy Amount Used	\$ 111,431,209	\$ 115,387,595	\$ 119,052,946	\$ 123,093,875	\$ 133,336,756	8.32%	\$ 10,242,881
8. Excess Levy Capacity	\$ 4,705,894	\$ 4,647,596	\$ 5,607,113	\$ 6,472,558	\$ 2,438,696	-62.32%	\$ (4,033,862)

The fiscal 2025 Mayor's budget utilizes an additional \$10.2 million in tax levy to fund the 2025 operating budget.

\*\$1.7 million is for the debt exclusion approved by voters for the construction of the Consentino Middle School.

\*\$673,000 is for new debt service for capital projects approved after the adoption of the 2024 budget.

\*\$3.7 million is for the settlement of both city and school collective bargaining agreements.

\*\$1.6 million is for increases in employee benefits.

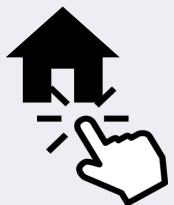
\*\$800,000 is to resolve the free cash deficit.

\*\$500,000 is for the snow and ice appropriation which has been historically underfunded.

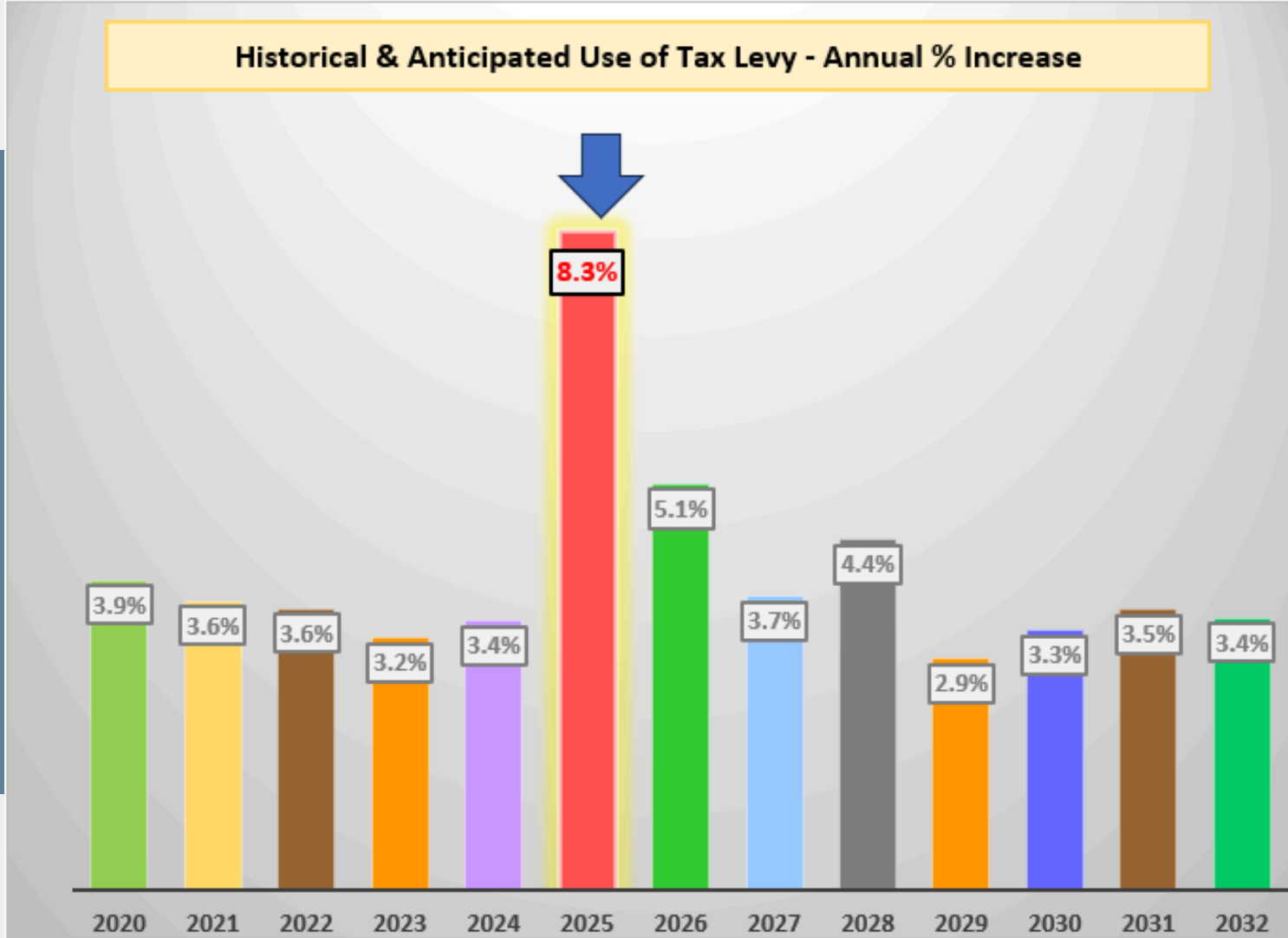
\*\$500,000 is for a budget reserve for emergency unforeseen items.

\*\$800,000 is for the school department to help mitigate the loss of ESSER funds.

Despite these increases, the Mayor's budget maintains an excess (untaxed) levy of \$2.4 million.



# Levy Limit Historical & Projected Use



The fiscal 2025 budget will have a considerable increase in the use of the tax levy, therefore resulting in a larger than historical increase in the tax bill. The details of this are outlined on the following pages.



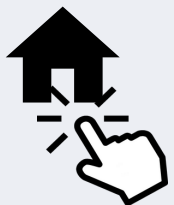
# Free Cash Calculation

FREE CASH CERTIFICATION YEAR	2018	2019	2020	2021	2022	2023
Free Cash Certified	\$ 12,380,502	\$ 11,536,359	\$ 9,009,989	\$ 11,837,912	\$ 9,917,009	\$ 6,875,538
Change in Free Cash from Prior Fiscal Year - Increase (Decrease)	↑ \$ 1,513,565	↓ \$ (844,143)	↓ \$ (2,526,370)	↑ \$ 2,827,923	↓ \$ (1,920,903)	↓ \$ (3,041,471)
Change in Fund Balance from Prior Fiscal Year - Increase (Decrease)	↑ \$ 467,301	↓ \$ (1,127,398)	↓ \$ (1,955,381)	↑ \$ 2,423,538	↓ \$ (1,413,401)	↓ \$ (2,220,384)
Amount Revenue Exceeded Expenditures	↑ \$ 3,976,007	↓ \$ (1,834,177)	↓ \$ (245,182)	↑ \$ 4,083,076	↓ \$ (1,157,580)	↓ \$ (2,317,574)
Ending Undesignated Fund Balance	\$ ↑ 14,969,905	\$ ↓ 13,375,206	\$ ↓ 11,419,825	\$ ↑ 13,843,363	\$ ↓ 12,429,962	\$ ↓ 10,209,486

As indicated above, certified free cash directly correlates to fund balance. One major driver of fund balance is the close-out of revenue and expenses. Generally, when revenues exceed expenditures, fund balance increases, and thus free cash increases. However, when expenditures exceed revenues, which can happen when a significant portion of free cash is expended, fund balance declines, resulting in a decrease in free cash certification.

By June 30, 2023, the city's free cash was reduced to just \$800,000 or \$3.1 million less than the prior fiscal year. As a result, the certified free cash confirmed subsequently was \$3,041,471 less than the prior fiscal year, thus reducing the amount available to subsidize the operating budget.

As a result, additional tax levy needed to be used in 2025 to maintain a level services budget.



# \$444 Estimated Tax Bill Increase

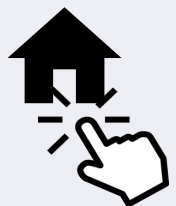
## Average Single Family Tax Bill



This is an estimate based on 2024 valuations. This amount may increase or decrease based on **2025 valuations** to be certified by the **Department of Revenue in September 2024.**

# Local Receipts

Local Receipts are revenue sources generated at the local level from a variety of sources other than property taxes. Some of the most common local receipts are excise taxes; regulatory fees (fines, licenses, and permits); user fees (charges for water, sewer and garbage services); departmental revenues and investment income. Local receipts are paid into the community's general fund unless earmarked for a specific departmental use in compliance with state statute. Some local receipts are dictated by statute (e.g., motor vehicle excise, hunting licenses, and firearms permits), while others may be negotiated (e.g., investment income and in-lieu-of-tax payments). Still others are established through the adoption of ordinances or bylaws. With user fees, a community can set charges to partially or fully fund a particular service and can periodically reassess those charges to assure an adequate revenue stream is available to support them.



# Local Receipts

## Penalties & Interest, PILOT and Waste Disposal Fees

Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.	2021 to 2025 Trend
Payment in Lieu of Taxes	\$ 16,390	\$ 16,382	\$ 16,348	\$ 16,000	\$ 16,000	0.00%	\$ -	
Penalties and Interest on Excise	\$ 116,412	\$ 97,288	\$ 92,246	\$ 110,000	\$ 116,600	6.00%	\$ 6,600	
Penalties and Interest on Taxes	\$ 536,311	\$ 376,197	\$ 517,218	\$ 390,500	\$ 413,930	6.00%	\$ 23,430	
Waste Disposal Facility Payment	\$ 2,447,002	\$ 2,586,730	\$ 2,746,258	\$ 2,608,200	\$ 2,660,364	2.00%	\$ 52,164	
<b>Grand Total</b>	<b>\$ 3,116,115</b>	<b>\$ 3,076,596</b>	<b>\$ 3,372,070</b>	<b>\$ 3,124,700</b>	<b>\$ 3,206,894</b>	<b>2.63%</b>	<b>\$ 82,194</b>	



# Local Receipts

## Fees

Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.	2021 to 2025 Trend
Abandoned Property Fee	\$ 24,000	\$ 17,250	\$ 22,750	\$ 22,000	\$ 22,000	0.00%	\$ -	
Ambulance Fee	\$ 149,972	\$ 91,420	\$ 150,000	\$ 90,000	\$ 96,300	7.00%	\$ 6,300	
Assessor		\$ 110	\$ -			0.00%	\$ -	
Clerk Fees	\$ 136,499	\$ 111,141	\$ 68,883	\$ 47,000	\$ 50,760	8.00%	\$ 3,760	
Conservation	\$ 72,449	\$ -	\$ -			0.00%	\$ -	
Fire	\$ 83,688	\$ 82,121	\$ 73,465	\$ 37,000	\$ 15,400	-58.38%	\$ (21,600)	
Fire Detail Admin. Fee	\$ 2,459	\$ 4,908	\$ 7,396	\$ 3,000	\$ 4,000	33.33%	\$ 1,000	
Planning & Appeals	\$ 39,892	\$ 31,205	\$ 40,981	\$ 37,000	\$ 10,930	-70.46%	\$ (26,070)	
Police Detail Administration Fee	\$ 72,261	\$ 94,455	\$ 95,017	\$ 90,000	\$ 90,000	0.00%	\$ -	
Police Misc Fees	\$ 4,060	\$ 3,723	\$ 3,720	\$ 1,000	\$ 1,050	5.00%	\$ 50	
Tax Collection Fees	\$ 854,168	\$ 682,868	\$ 665,771	\$ 575,000	\$ 621,000	8.00%	\$ 46,000	
Waterway Fee	\$ 1,411	\$ 1,062	\$ 870	\$ 500	\$ 500	0.00%	\$ -	
<b>Grand Total</b>	<b>\$ 1,440,859</b>	<b>\$ 1,120,263</b>	<b>\$ 1,128,853</b>	<b>\$ 902,500</b>	<b>\$ 911,940</b>	<b>1.05%</b>	<b>\$ 9,440</b>	



# Local Receipts

## Departmental Revenue

Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.	2021 to 2025 Trend
Cable Fee	\$ 254,323	\$ 342,653	\$ 336,306	\$ 342,000	\$ 342,000	0.00%	\$ -	
Compost Revenues	\$ 25,316	\$ 27,101	\$ 23,544	\$ 20,000	\$ 20,000	0.00%	\$ -	
Health Services	\$ 14,290	\$ 15,335	\$ 22,549	\$ 20,000	\$ 20,000	0.00%	\$ -	
Lease & Rentals	\$ 217,954	\$ 152,470	\$ 191,513	\$ 180,000	\$ 189,000	5.00%	\$ 9,000	
Medicare Part D Payments	\$ 64,576	\$ -				0.00%	\$ -	
Recycling Revenue	\$ 22,668	\$ 42,870	\$ 26,814	\$ 24,200	\$ 24,200	0.00%	\$ -	
Refuse Charges	\$ 108,607	\$ 98,703	\$ 123,448	\$ 65,000	\$ 95,000	46.15%	\$ 30,000	
Sale of Trash Bags/Carts	\$ 159,682	\$ 181,302	\$ 139,473	\$ 150,000	\$ 150,000	0.00%	\$ -	
School Medicaid	\$ 792,585	\$ 1,069,782	\$ 789,022	\$ 750,000	\$ 800,000	6.67%	\$ 50,000	
<b>Grand Total</b>	<b>\$ 1,660,001</b>	<b>\$ 1,930,216</b>	<b>\$ 1,652,669</b>	<b>\$ 1,551,200</b>	<b>\$ 1,640,200</b>	<b>5.74%</b>	<b>\$ 89,000</b>	



# Local Receipts

## Fines

Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.	2021 to 2025 Trend
Court Fines	\$ 166,136	\$ 203,181	\$ 29,824	\$ 211,200	\$ 211,200	0.00%	\$ -	
Non Criminal Fines	\$ 5,430	\$ 5,250	\$ 3,860	\$ 5,000	\$ 5,000	0.00%	\$ -	
Parking Fines	\$ 206,357	\$ 167,483	\$ 248,148	\$ 160,000	\$ 160,000	0.00%	\$ -	
Parking Meters	\$ 52,962	\$ 335,777	\$ 561,447	\$ 325,000	\$ 325,000	0.00%	\$ -	
Towing Fines	\$ 21,750	\$ 27,025	\$ 23,750	\$ 25,000	\$ 25,000	0.00%	\$ -	
<b>Grand Total</b>	<b>\$ 452,635</b>	<b>\$ 738,716</b>	<b>\$ 867,029</b>	<b>\$ 726,200</b>	<b>\$ 726,200</b>	<b>0.00%</b>	<b>\$ -</b>	



# Local Receipts

## Other Available Revenue

Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.	2021 to 2025 Trend
Free Cash (Budget Only)	\$ 5,100,000	\$ 4,900,000	\$ 6,508,915	\$ 6,193,120	\$ 5,300,000	-14.42%	\$ (893,120)	
Investment Income	\$ 275,614	\$ 282,915	\$ 1,606,088	\$ 1,200,000	\$ 800,000	-33.33%	\$ (400,000)	
State Offset Receipts Transfer to SRF				\$ 246,461	\$ 246,461	0.00%	\$ -	
Transfer from Capital Projects	\$ 800,000	\$ -				0.00%	\$ -	
Transfer From Enterprise	\$ 814,455	\$ 834,817	\$ 854,634	\$ 872,801	\$ 929,131	6.45%	\$ 56,330	
Transfer from General Fund		\$ 45,000				0.00%	\$ -	
Transfer from Special Revenue				\$ -		0.00%	\$ -	
Transfer from Special Revenue ARPA		\$ 760,000	\$ -	\$ -		0.00%	\$ -	
Transfer from Trust & Agency	\$ 2,000,000	\$ -	\$ 354,281	\$ 100,000	\$ 100,000	0.00%	\$ -	
<b>Grand Total</b>	<b>\$ 8,990,069</b>	<b>\$ 6,822,732</b>	<b>\$ 9,323,918</b>	<b>\$ 8,612,382</b>	<b>\$ 7,375,592</b>	<b>-14.36%</b>	<b>\$ (1,236,790)</b>	



# Local Excise & Other Local Options

New growth and certain local receipts are generally responsive to changes in the local economy. Periods of healthy economic activity are often linked to an increase in local economic development, which creates new growth for the property tax levy while also generating increases in permit fees related to new construction and an acquisition of business-related personal property. Additionally, periods of prosperity generally affect the meals and rooms taxes, and make it more likely that residents will purchase vehicles. Conversely, a downturn in the economy may lead to a decrease in these revenue-generating factors.

Municipalities may adopt certain local option statutes. Haverhill has adopted a 3% cannabis excise, a .75% meals tax and 6% room tax.

Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.	2021 to 2025 Trend
Boat Excise	\$ 7,544	\$ 9,140	\$ 9,246	\$ 11,198	\$ 9,200	-17.84%	\$ (1,998)	
Cannabis Excise	\$ 398,573	\$ 1,007,700	\$ 1,143,086	\$ 1,068,100	\$ 1,089,462	2.00%	\$ 21,362	
Farm Animal Excise	\$ 2,553	\$ 2,416	\$ 1,953	\$ -	\$ -	0.00%	\$ -	
Hotel Room Tax	\$ 211,232	\$ 323,058	\$ 345,181	\$ 310,000	\$ 345,181	11.35%	\$ 35,181	
Meals Tax	\$ 950,379	\$ 1,165,482	\$ 1,279,635	\$ 1,165,000	\$ 1,199,950	3.00%	\$ 34,950	
Motor Vehicle Excise	\$ 8,138,984	\$ 7,620,870	\$ 7,700,291	\$ 7,822,572	\$ 8,151,869	4.21%	\$ 329,297	
<b>Grand Total</b>	<b>\$ 9,709,265</b>	<b>\$ 10,128,666</b>	<b>\$ 10,479,391</b>	<b>\$ 10,376,870</b>	<b>\$ 10,795,662</b>	<b>4.04%</b>	<b>\$ 418,792</b>	



# Local License & Permits Fees

Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.	2021 to 2025 Trend
Building Permits	\$ 1,367,792	\$ 2,513,378	\$ 2,902,224	\$ 1,311,635	\$ 1,377,217	5.00%	\$ 65,582	
Clerk-All Other Licenses	\$ 128,481	\$ 91,789	\$ 315,965	\$ 100,100	\$ 280,000	179.72%	\$ 179,900	
Constable License Fee	\$ 1,690	\$ 1,640	\$ 1,285	\$ 1,000	\$ 1,000	0.00%	\$ -	
Fire	\$ 133,353	\$ 115,245	\$ 107,070	\$ 100,000	\$ 100,000	0.00%	\$ -	
Gas	\$ 78,160	\$ 69,250	\$ 62,481	\$ 58,000	\$ 62,060	7.00%	\$ 4,060	
Health Licenses	\$ 221,630	\$ 226,722	\$ 254,985	\$ 220,000	\$ 220,000	0.00%	\$ -	
Liquor License	\$ 188,290	\$ 229,778	\$ 95,529	\$ 224,400	\$ 95,000	-57.66%	\$ (129,400)	
Marriage	\$ 17,742	\$ 17,095	\$ 18,050	\$ 17,000	\$ 17,510	3.00%	\$ 510	
Other		\$ 48,262	\$ -	\$ -	\$ -	0.00%	\$ -	
Plumbing	\$ 102,316	\$ 109,259	\$ 116,270	\$ 85,000	\$ 91,800	8.00%	\$ 6,800	
Sealer Weights & Measures	\$ 21,945	\$ 24,825	\$ 22,005	\$ 26,400	\$ 22,005	-16.65%	\$ (4,395)	
Wire Inspector	\$ 194,482	\$ 231,196	\$ 202,515	\$ 185,000	\$ 185,000	0.00%	\$ -	
<b>Grand Total</b>	<b>\$ 2,455,881</b>	<b>\$ 3,678,439</b>	<b>\$ 4,098,379</b>	<b>\$ 2,328,535</b>	<b>\$ 2,451,592</b>	<b>5.28%</b>	<b>\$ 123,057</b>	



# State Aid (Cherry Sheet)

Named for the cherry-colored paper on which it was initially printed, the Cherry Sheet is the official notification from the Commissioner of Revenue of the upcoming fiscal year's state aid and assessments to cities, towns, and regional school districts.

The purpose of the Cherry Sheet is to ensure that local budgets reflect realistic estimates of the amount of revenue a municipality and regional school district will receive from the state during the upcoming year, as well as the amounts that will be assessed upon local governments to pay for a variety of state or sub-state programs in which they participate.

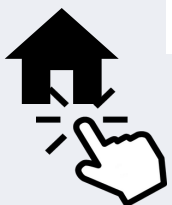
Revenue Type	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Estimated	2025 % Change.	2025 \$ Change.	2021 to 2025 Trend
Chapter 70 (State Aid)	\$ 63,349,956	\$ 64,982,434	\$ 73,906,308	\$ 82,633,811	\$ 87,968,052	6.46%	\$ 5,334,241	
Charter Reimbursement (State Aid)	\$ 734,487	\$ 1,311,770	\$ 1,944,831	\$ 1,377,211	\$ 1,356,679	-1.49%	\$ (20,532)	
General Aid (State Aid)	\$ 9,566,775	\$ 10,801,758	\$ 11,385,053	\$ 11,749,375	\$ 11,866,869	1.00%	\$ 117,494	
SBA (State Aid)		\$ -	\$ -		\$ -	0.00%	\$ -	
State Owned Land (State Aid)	\$ 964	\$ 1,127	\$ 1,445	\$ 1,714	\$ 1,715	0.06%	\$ 1	
Veterans Benefits (State Aid)	\$ 577,713	\$ 670,941	\$ 291,845	\$ 381,368	\$ 356,397	-6.55%	\$ (24,971)	
Vets/Blind/Widow & Elderly (State Aid)	\$ 46,686	\$ 451,232	\$ 50,200	\$ 189,452	\$ 195,543	3.22%	\$ 6,091	
Grand Total	\$ 74,276,581	\$ 78,219,262	\$ 87,579,682	\$ 96,332,931	\$ 101,745,255	5.62%	\$ 5,412,324	



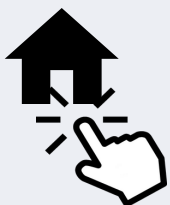
# General Fund Appropriations

# Summary of General Fund Appropriations

Account	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Mayor's Budget	2025 % Change.
Total - Assessors	\$ 343,275	\$ 376,247	\$ 526,559	\$ 445,889	\$ 465,452	4.4%
Total - Auditor's Office	\$ 383,967	\$ 447,517	\$ 485,605	\$ 472,894	\$ 487,464	3.1%
Total - Benefits	\$ 43,036,346	\$ 44,826,993	\$ 48,003,300	\$ 50,855,674	\$ 52,496,896	3.2%
Total - Building Inspections	\$ 304,248	\$ 275,367	\$ 342,915	\$ 446,385	\$ 398,940	-10.6%
Total - Building Maint.	\$ 352,854	\$ 324,366	\$ 374,841	\$ 369,627	\$ 379,127	2.6%
Total - Citizens Center	\$ 356,346	\$ 444,024	\$ 492,169	\$ 476,005	\$ 466,232	-2.1%
Total - City Clerk	\$ 472,949	\$ 509,497	\$ 616,191	\$ 732,862	\$ 767,687	4.8%
Total - City Council	\$ 192,515	\$ 192,689	\$ 200,924	\$ 224,420	\$ 242,016	7.8%
Total - Constituent Services	\$ 112,711	\$ 131,086	\$ 136,344	\$ 139,617	\$ 141,591	1.4%
Total - Crossing Guards	\$ 95,000	\$ 95,000	\$ -		\$ -	0.0%
Total - Debt Service	\$ 7,729,734	\$ 7,631,997	\$ 6,428,069	\$ 5,086,898	\$ 7,458,939	46.6%
Total - Economic Dev	\$ 232,993	\$ 237,606	\$ 308,066	\$ 331,541	\$ 339,320	2.3%
Total - Fire	\$ 11,316,544	\$ 11,664,147	\$ 11,908,693	\$ 12,586,338	\$ 14,173,967	12.6%
Total - Health	\$ -	\$ 27,905	\$ 140,004	\$ 248,071	\$ 251,083	1.2%
Total - Health Inspection	\$ 479,361	\$ 544,437	\$ 667,389	\$ 661,568	\$ 784,847	18.6%
Total - Highway	\$ 1,618,288	\$ 1,509,422	\$ 1,311,583	\$ 3,047,809	\$ 2,346,311	-23.0%
Total - HR	\$ 338,759	\$ 289,162	\$ 359,740	\$ 436,419	\$ 475,368	8.9%
Total - Legal	\$ 276,164	\$ 280,378	\$ 268,110	\$ 277,490	\$ 387,300	39.6%
Total - Liability Insurance	\$ 735,015	\$ 826,840	\$ 923,131	\$ 945,801	\$ 1,155,703	22.2%



Account	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2025 Mayor's Budget	2025 % Change.
Total - Library	\$ 1,432,185	\$ 1,575,932	\$ 1,714,562	\$ 1,892,462	\$ 1,910,115	0.9%
Total - Mayor's Office	\$ 391,795	\$ 395,020	\$ 428,445	\$ 453,698	\$ 637,934	40.6%
Total - MIS	\$ 707,300	\$ 678,104	\$ 909,422	\$ 1,010,415	\$ 1,010,721	0.0%
Total - Non-Budget Items	\$ -	\$ -	\$ -	\$ 429,191	\$ 450,000	4.8%
Total - Other Education Funding	\$ 15,000	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	0.0%
Total - Outdoor Lighting	\$ 839,937	\$ 619,678	\$ 906,404	\$ 605,000	\$ 718,000	18.7%
Total - Parking	\$ 270,381	\$ 388,834	\$ 376,652	\$ 429,518	\$ 434,156	1.1%
Total - Parks	\$ 570,023	\$ 565,032	\$ 859,331	\$ 912,550	\$ 923,601	1.2%
Total - Police	\$ 13,189,400	\$ 13,442,447	\$ 14,579,748	\$ 15,214,043	\$ 16,638,210	9.4%
Total - Public Works Admin	\$ 91,752	\$ 78,634	\$ 68,269	\$ 223,824	\$ 109,018	-51.3%
Total - Purchasing	\$ 131,563	\$ 115,559	\$ 123,524	\$ 120,965	\$ 109,701	-9.3%
Total - Recreation	\$ 198,149	\$ 221,182	\$ 224,865	\$ 252,309	\$ 272,749	8.1%
Total - Refuse	\$ 4,894,973	\$ 5,498,823	\$ 5,770,949	\$ 5,821,934	\$ 6,098,307	4.7%
Total - Regional Schools	\$ 9,300,583	\$ 9,291,965	\$ 9,198,351	\$ 9,455,463	\$ 9,193,318	-2.8%
Total - Reserves	\$ -	\$ -	\$ 954,493	\$ 1,399,942	\$ 1,500,000	7.1%
Total - School Department	\$ 90,477,756	\$ 98,653,821	\$ 108,824,269	\$ 119,182,085	\$ 126,584,662	6.2%
Total - Senior Center	\$ 93,004	\$ 11,141	\$ 11,683	\$ 14,800	\$ 14,800	0.0%
Total - Snow & Ice	\$ 2,022,140	\$ 2,384,147	\$ 2,557,646	\$ 710,000	\$ 1,210,000	70.4%
Total - Stadium	\$ 13,357	\$ 14,258	\$ 14,443	\$ 54,000	\$ 55,000	1.9%
Total - State Assessments	\$ 6,685,970	\$ 7,709,183	\$ 8,370,284	\$ 8,827,111	\$ 9,242,313	4.7%
Total - Street Marking	\$ 105,918	\$ 87,293	\$ 112,483	\$ 112,483	\$ 115,483	2.7%
Total - Transfers	\$ 673,924	\$ 2,854,406	\$ 1,147,414	\$ 423,901	\$ -	-100.0%
Total - Treasurer/Collector	\$ 669,374	\$ 646,486	\$ 658,492	\$ 680,330	\$ 707,870	4.0%
Total - Vehicle Maintenance	\$ 244,716	\$ 205,691	\$ 280,070	\$ 318,320	\$ 320,854	0.8%
Total - Veterans	\$ 677,686	\$ 636,399	\$ 587,179	\$ 704,542	\$ 700,036	-0.6%
Grand Total	\$ 202,073,954	\$ 216,708,713	\$ 232,187,611	\$ 247,049,194	\$ 262,190,091	6.1%





## City Council

City Councils act as the legislative branch in communities with a city form of government, as well as the policymaking body. City Council is a representative body, somewhat like a local version of Congress.

### Powers and Responsibilities

- Approve, reduce or reject the budget proposal submitted by the chief executive (but cannot increase it)
- Authorize debt and placement of any Proposition 2½ question on the local ballot
- Pass local legislation, known as ordinances
- Consider the city's goals, major projects, infrastructure improvements, community growth, land use, finances and strategic planning.

## Fiscal 2024 Accomplishments

The City Council has held twelve Council meetings so far in 2024 in which three special permit hearings and four utility hearings were held. There are twenty-one council meetings scheduled for the remainder of the year.

The Public Safety Committee has had one meeting where they discussed a possible truck exclusion on 8th Avenue and city-wide pedestrian safety plan. The Administration and Finance Committee held two meetings approving the 2024 Council Rules, the Ordinance regarding Officers and Employees, and the Cannabis Social Equity Best Practices.

The Council has sent several letters to the State Legislative Delegation regarding Merrimack Valley Holy Family Hospital, remote participation for Council meetings, priorities for the FY25 State Budget, endorsement of the Haverhill School Committee Resolution for adjusting Chapter 70 Aid, increased funding for Public School projects, and support of Senate Bill 60 for legislation to dedicate one percent of the recreational marijuana excise to youth substance use prevention.

## Fiscal 2025 Goals

The funds budgeted for FY25 will be adequate to run our department.

However, the Council respectfully requests the Mayor look into replacing the antiquated system used in Council Chambers to recognize Councilors who wish to speak during meetings.

























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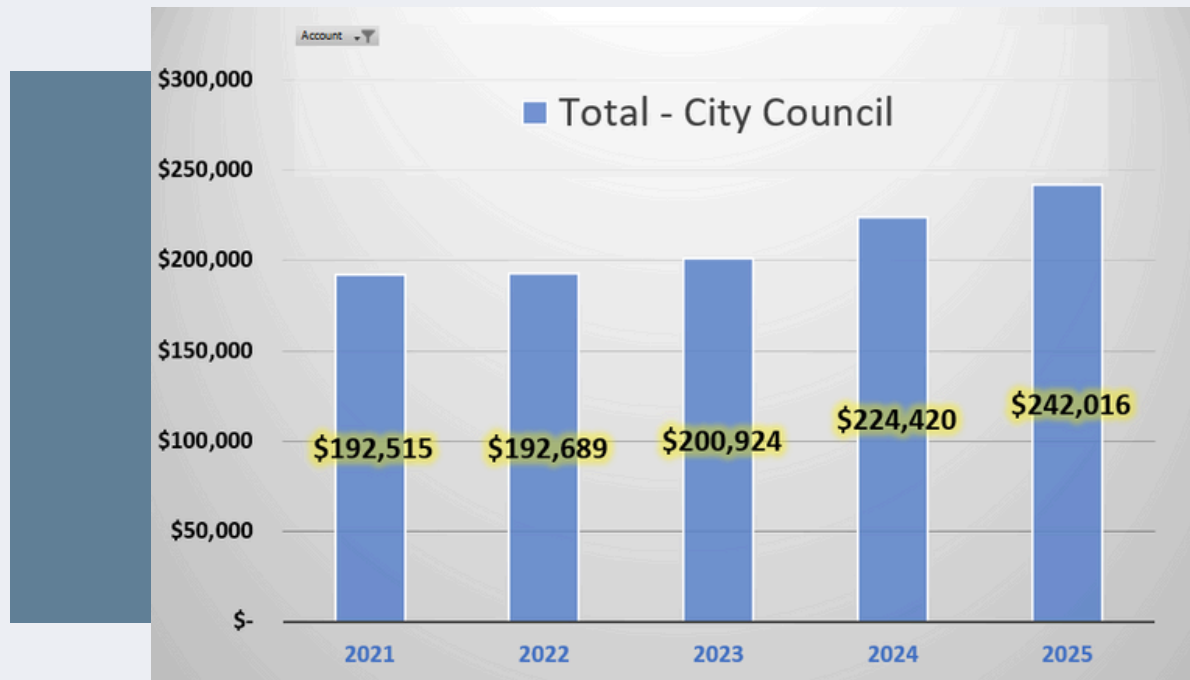


(978) 374 2328

# City Council

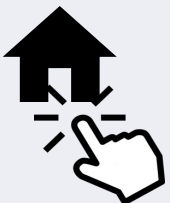
	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>City Council</b>												
5110: Council-Salaries & Wages	\$ 188,088	\$ 185,324		\$ 195,631		\$ 214,020	\$ 240,000	12.14%	\$ 25,980	\$ 232,616	8.69%	\$ 18,596
5151: Council-Longevity	\$ 1,400	\$ 1,400		\$ -		\$ 1,300	\$ 1,300		\$ -	\$ 1,300		\$ -
5240: Council-Office Supplies	\$ 296	\$ 2,675		\$ 921		\$ 2,400	\$ 1,400	-41.67%	\$ (1,000)	\$ 1,400	-41.67%	\$ (1,000)
5240: Repairs & Maint. Office Equipment	\$ 1,818	\$ 3,213		\$ 1,818		\$ 4,000	\$ 4,000		\$ -	\$ 4,000		\$ -
5710: City Council- Travel/Training	\$ 914	\$ -		\$ 649		\$ 1,500	\$ 1,500		\$ -	\$ 1,500		\$ -
5783: City Councillors Expense	\$ -	\$ 78		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5785: Council-Office Equipment	\$ -	\$ -		\$ 1,905		\$ 1,200	\$ 1,200		\$ -	\$ 1,200		\$ -
<b>City Council Total</b>	<b>\$ 192,515</b>	<b>\$ 192,689</b>		<b>\$ 200,924</b>		<b>\$ 224,420</b>	<b>\$ 249,400</b>	<b>11.13%</b>	<b>\$ 24,980</b>	<b>\$ 242,016</b>	<b>7.84%</b>	<b>\$ 17,596</b>

*The fiscal 2025 City Council budget adds two new City Councilors beginning January 1, 2024.*



# City Council

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
City Council							
Administrative Assistant							
Salary	1.0	1.0	\$ 54,109	1.0	\$ 62,431	0.0	\$ 8,322
Step Increase	0.0	0.0	\$ 6,911	0.0	\$ 2,185	0.0	\$ (4,726)
Administrative Assistant Total	1.0	1.0	\$ 61,020	1.0	\$ 64,616	0.0	\$ 3,596
City Councilor							
Salary	9.0	11.0	\$ 153,000	11.0	\$ 168,000	0.0	\$ 15,000
City Councilor Total	9.0	11.0	\$ 153,000	11.0	\$ 168,000	0.0	\$ 15,000
City Council Total	10.0	12.0	\$ 214,020	12.0	\$ 232,616	0.0	\$ 18,596





## Mayor's Office

The Mayor's Office provides executive leadership to the city by directing, monitoring, and coordinating the work of all City departments. The Mayor's Office supports the mayor in executing her official duties and responsibilities and serves as a liaison between the mayor and the public.



(978) 374 2300

## Fiscal 2024 Accomplishments

Mayor Melinda E. Barrett was sworn in on January 2, 2024 as the first woman Mayor in the city's history. Since taking office, she resolved a 900-day contract dispute with Haverhill Firefighters Local 1011, hired law firm Mead, Talerman & Costa to serve as City Solicitor, and revamped the IT Department by integrating IT services across the city and school system, which will save the city money and provide the city with better service.

Additionally, the Mayor has worked intently on encouraging increased cross collaboration and communication between city departments to ensure the delivery of quality services and project initiatives to the public.





























## Fiscal 2025 Goals

The goals for 2025 are to continue work collaboratively with the City Council, city departments, local businesses, and community organizations to make Haverhill one of the best cities in the Commonwealth to live, work, and visit. The Mayor's Office will develop and implement policies, initiatives, and services that address the unique community, economic development, public safety, education, and infrastructure needs of Haverhill.

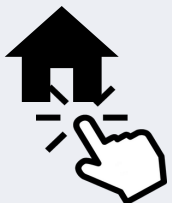


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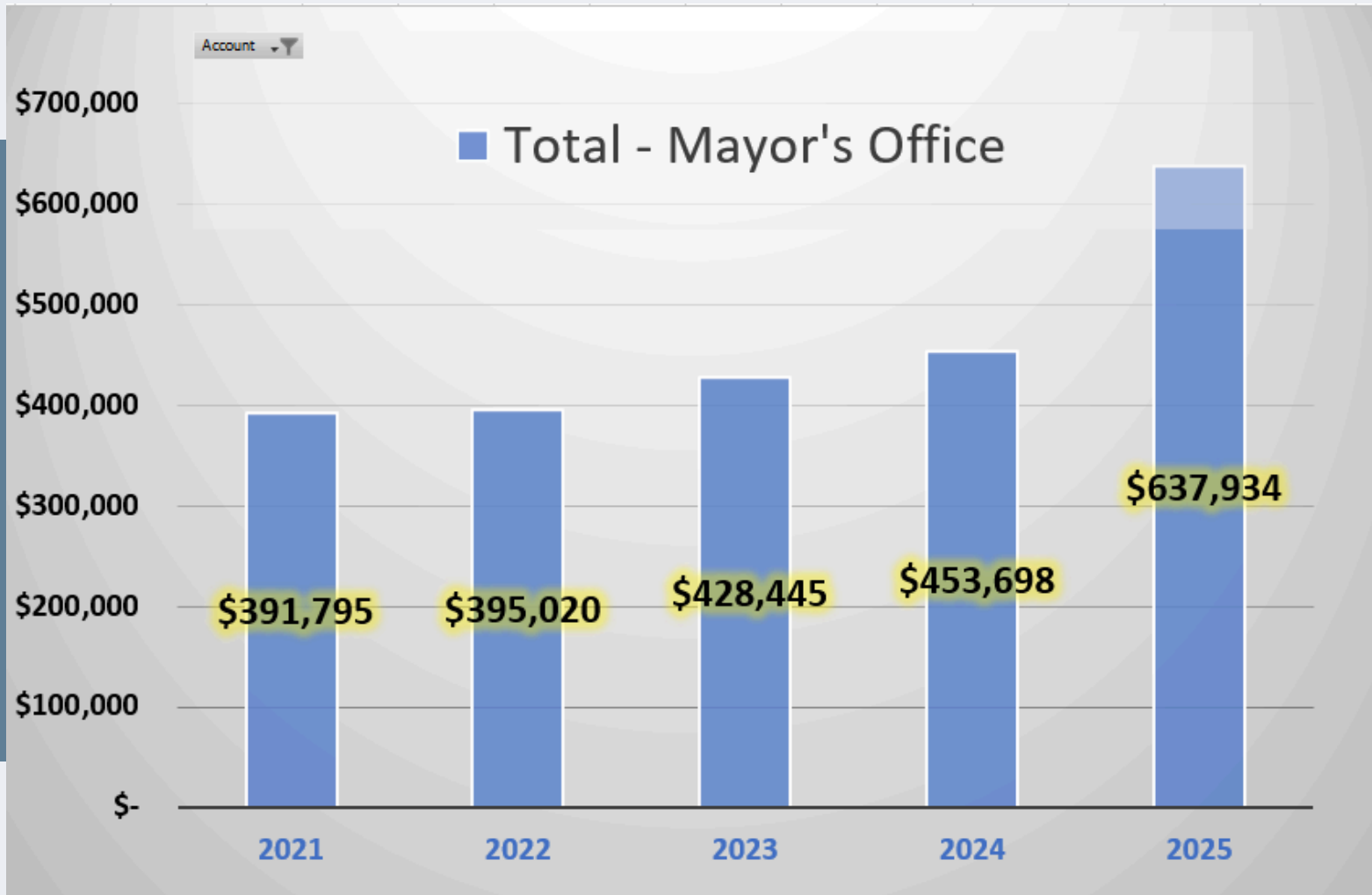
# Mayor's Office

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Mayor's Office</b>												
5110: Mayor - Salaries & Wages	\$ 357,190	\$ 356,605		\$ 389,591		\$ 410,998	\$ 426,084	3.67%	\$ 15,086	\$ 426,084	3.67%	\$ 15,086
5151: Mayor - Longevity	\$ 1,000	\$ 2,000		\$ 2,900		\$ 2,600	\$ 1,350	-48.08%	\$ (1,250)	\$ 1,350	-48.08%	\$ (1,250)
5240: Repairs & Maint. Office Equip.	\$ 1,926	\$ 3,548		\$ 1,818		\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5275: Mayor - Mail Delivery Service	\$ 3,280	\$ 3,007		\$ 3,234		\$ 3,600	\$ 3,000	-16.67%	\$ (600)	\$ 3,000	-16.67%	\$ (600)
5301: Mayor - Consultant Grant Writers	\$ -	\$ -		\$ -		\$ -	\$ 172,000		\$ 172,000	\$ 172,000		\$ 172,000
5317: Mayor - Advertising	\$ 300	\$ -		\$ 160		\$ -	\$ -		\$ -	\$ -		\$ -
5340: Mayor - Telephone	\$ 1,512	\$ 3,304		\$ 2,502		\$ 2,500	\$ 2,500		\$ -	\$ 2,500		\$ -
5420: Mayor-Office Supplies	\$ 11,221	\$ 10,328		\$ 8,839		\$ 12,000	\$ 10,000	-16.67%	\$ (2,000)	\$ 10,000	-16.67%	\$ (2,000)
5710: Mayor-Travel & Training	\$ -	\$ 601		\$ 3,234		\$ 3,000	\$ 4,000	33.33%	\$ 1,000	\$ 4,000	33.33%	\$ 1,000
5730: Mayor-Dues/Subscriptions	\$ 15,367	\$ 15,627		\$ 16,167		\$ 16,000	\$ 16,000		\$ -	\$ 16,000		\$ -
<b>Mayor's Office Total</b>	<b>\$ 391,795</b>	<b>\$ 395,020</b>		<b>\$ 428,445</b>		<b>\$ 453,698</b>	<b>\$ 637,934</b>	<b>40.61%</b>	<b>\$ 184,236</b>	<b>\$ 637,934</b>	<b>40.61%</b>	<b>\$ 184,236</b>

*The fiscal 2025 Mayor's Office budget adds \$172,000 for grant writers that were previously budgeted in the Highway Department.*

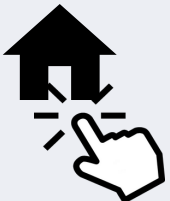


# Mayor's Office



# Mayor's Office

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Mayor's Office</b>							
Administrative Assistant							
Salary	1.0	1.0	\$ 77,898	1.0	\$ 65,000	0.0	\$ (12,898)
Step Increase	0.0	0.0	\$ -	0.0	\$ 2,275	0.0	\$ 2,275
Supplemental Pay	0.0	0.0	\$ 1,500			0.0	\$ (1,500)
Administrative Assistant Total	1.0	1.0	\$ 79,398	1.0	\$ 67,275	0.0	\$ (12,123)
Chief of Staff							
Salary	1.0	1.0	\$ 111,000	1.0	\$ 114,120	0.0	\$ 3,120
Step Increase	0.0	0.0	\$ -	0.0	\$ 3,994	0.0	\$ 3,994
Chief of Staff Total	1.0	1.0	\$ 111,000	1.0	\$ 118,114	0.0	\$ 7,114
Communications Director							
Supplemental Pay	0.0	0.0	\$ 10,000			0.0	\$ (10,000)
Communications Director Total	0.0	0.0	\$ 10,000			0.0	\$ (10,000)
Deputy Chief of Staff							
Salary	1.0	1.0	\$ 70,000	1.0	\$ 77,000	0.0	\$ 7,000
Step Increase	0.0	0.0	\$ -	0.0	\$ 2,695	0.0	\$ 2,695
Deputy Chief of Staff Total	1.0	1.0	\$ 70,000	1.0	\$ 79,695	0.0	\$ 9,695
Intern							
Salary	0.0	0.0	\$ 10,600		\$ 11,000	0.0	\$ 400
Intern Total	0.0	0.0	\$ 10,600		\$ 11,000	0.0	\$ 400
Mayor							
Salary	1.0	1.0	\$ 130,000	1.0	\$ 150,000	0.0	\$ 20,000
Mayor Total	1.0	1.0	\$ 130,000	1.0	\$ 150,000	0.0	\$ 20,000
<b>Mayor's Office Total</b>	<b>4.0</b>	<b>4.0</b>	<b>\$ 410,998</b>	<b>4.0</b>	<b>\$ 426,084</b>	<b>0.0</b>	<b>\$ 15,086</b>





## Constituent Services

The City of Haverhill's 311 call center provides quality constituent services for City Hall. Trained operators are available over the phone during business hours to respond to non-emergency questions and concerns from residents. Anyone within city limits can dial 311 to speak to an operator. 311 streamlines service requests for residents, making it easier to report issues, such as potholes, street light outages, downed trees, and trash issues.

## Fiscal 2024 Accomplishments

The 311 call center receives anywhere between 100 to 400 calls per day. Those calls are answered in a timely manner and routed to the appropriate departments for further attention, if necessary. 311 creates service requests and sends them to the appropriate department to address.

## Fiscal 2025 Goals

The goals for 2025 are to continue to provide quality constituent services to the residents of Haverhill and work across departments to close out service requests that originate from 311.

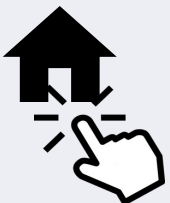


"311"

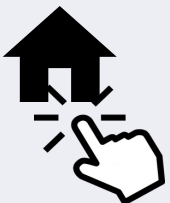
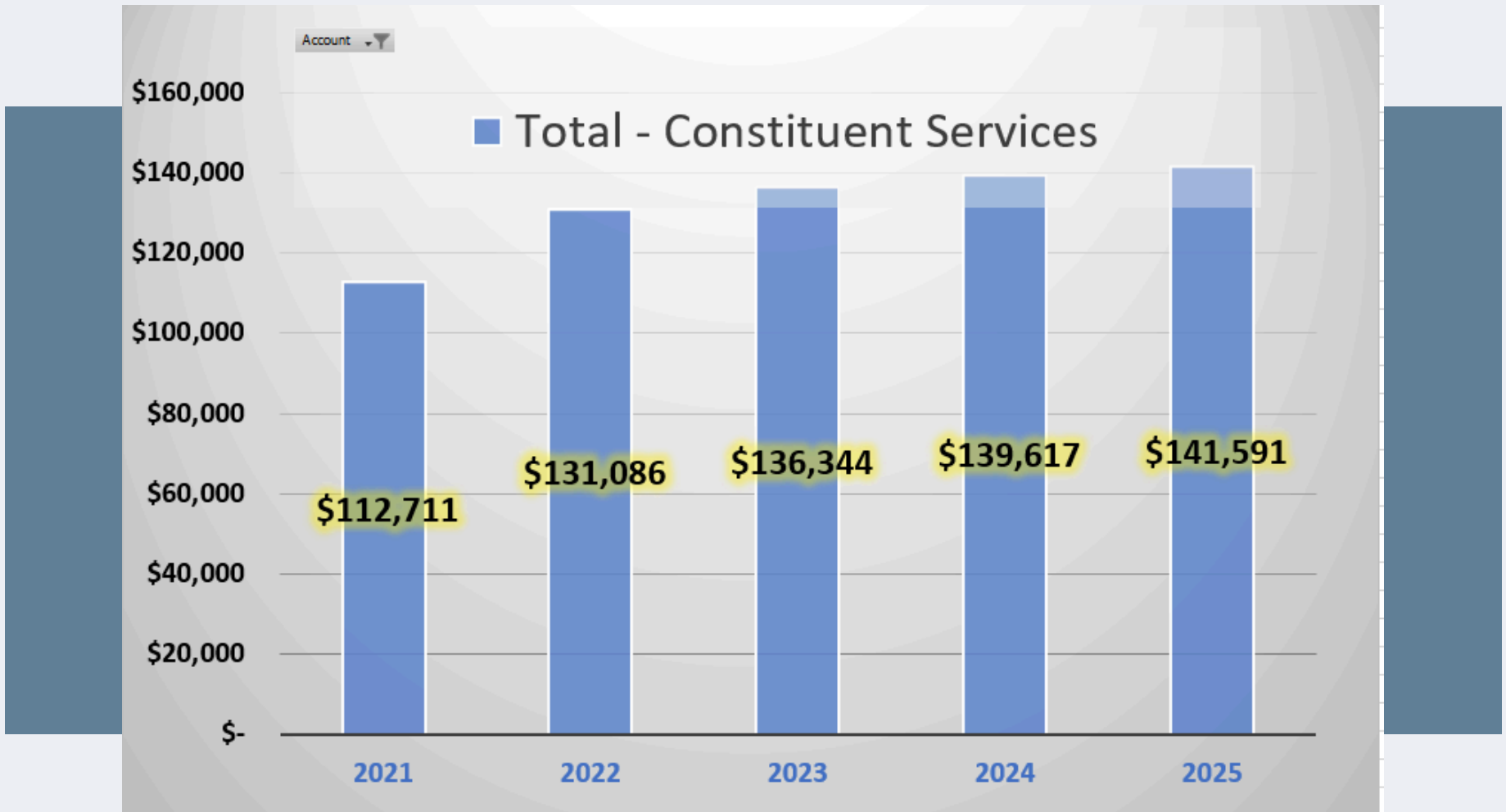
# Constituent Services / "311"

	2021 Actual	2022 Actual	▲ ▲ ▼	2023 Actual	▲ ▲ ▼	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Constituent Services</b>												
5110: Constituent Services Salaries & Wages	\$ 83,545	\$ 103,059	▲	\$ 122,541	▲	\$ 101,617	\$ 103,591	1.94%	\$ 1,974	\$ 103,591	1.94%	\$ 1,974
5130: Constituent Services - Overtime	\$ 1,762	\$ -	▼	\$ -	▲	\$ 5,000	\$ 5,000		\$ -	\$ 5,000		\$ -
5317: Constituent Services Publicity	\$ 284	\$ 149	▼	\$ -	▼	\$ 500	\$ 500		\$ -	\$ 500		\$ -
5340: Constituent Services Communications	\$ 13,560	\$ 22,485	▲	\$ 7,814	▼	\$ 18,000	\$ 18,000		\$ -	\$ 18,000		\$ -
5585: Constituent Services Software & Training	\$ 13,406	\$ 5,394	▼	\$ 5,639	▲	\$ 14,000	\$ 14,000		\$ -	\$ 14,000		\$ -
5871: Constituent Services Computers & Monit	\$ 154	\$ -	▼	\$ 350	▲	\$ 500	\$ 500		\$ -	\$ 500		\$ -
<b>Constituent Services Total</b>	<b>\$ 112,711</b>	<b>\$ 131,086</b>	▼	<b>\$ 136,344</b>	▼	<b>\$ 139,617</b>	<b>\$ 141,591</b>	<b>1.41%</b>	<b>\$ 1,974</b>	<b>\$ 141,591</b>	<b>1.41%</b>	<b>\$ 1,974</b>

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Constituent Services</b>							
311 Call Center							
Salary	2.0	2.0	\$ 100,617	2.0	\$ 100,618	0.0	\$ 1
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,973	0.0	\$ 1,973
Supplemental Pay	0.0	0.0	\$ 1,000		\$ 1,000	0.0	\$ -
<b>311 Call Center Total</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 101,617</b>	<b>2.0</b>	<b>\$ 103,591</b>	<b>0.0</b>	<b>\$ 1,974</b>
<b>Constituent Services Total</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 101,617</b>	<b>2.0</b>	<b>\$ 103,591</b>	<b>0.0</b>	<b>\$ 1,974</b>



# Constituent Services / "311"





## Auditors

The mission of the Auditing Office is to present a complete and accurate statement of the city's financial condition.

The department is responsible for ensuring that all city departments expend tax dollars appropriately and lawfully. Responsibilities include performing pre-audits of all invoices and payrolls submitted for payment by the city departments, producing timely and accurate financial reporting and preparing, forecasting and maintaining the city's operating and capital budgets as well as monitoring the city's fiscal performance, reserves and debt.

## Fiscal 2024 Accomplishments

A proud accomplishment for the Auditor's Office this year was receiving the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the first time in the city's history. GFOA established the Distinguished Budget Presentation Awards Program in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal. Approximately 1,800 governments, including states, cities, counties, special districts, school districts, and more have been recognized for transparency in budgeting.

## Fiscal 2025 Goals

Upon the retirement of two long-time city employees, the Auditor's Office will begin the process of hiring and training new staff to uphold the high standard of friendly and professional assistance set by their predecessors. Additionally, the department will prioritize attending professional training and educational courses, with two new professional certifications scheduled for 2025.





































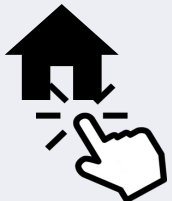
[cityofhaverhill.com/departments/finance\\_department/auditor\\_s\\_office](https://cityofhaverhill.com/departments/finance_department/auditor_s_office)



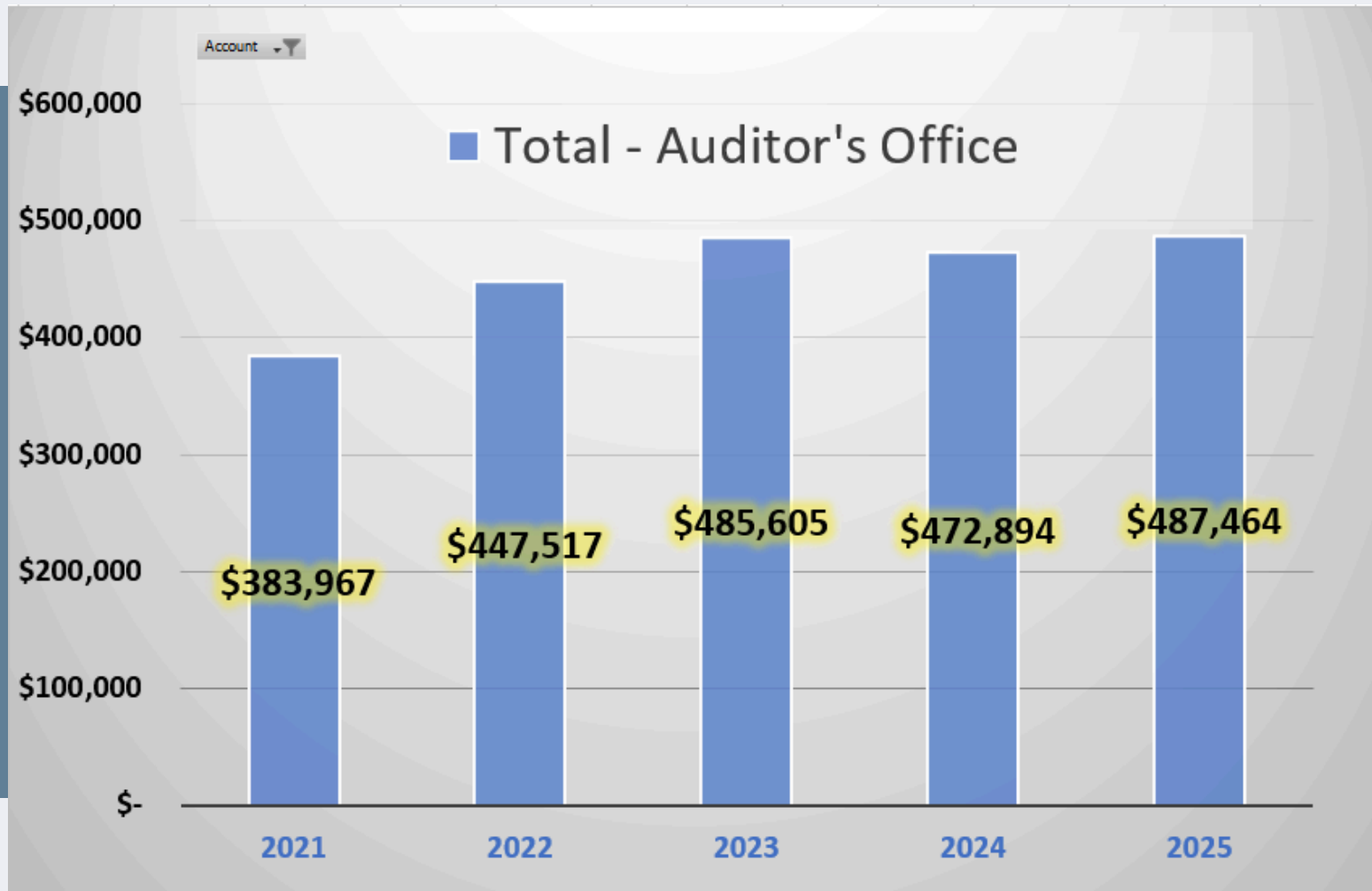
(978) 374 2306

# Auditor's Office

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request			2025 Mayor's Budget Proposal		
								to 2024	to 2024.		To '2024.	To '2024
City Auditor's Office												
5110: Auditor-Salaries & Wages	\$ 269,629	\$ 327,437		\$ 356,766		\$ 363,306	\$ 362,583	-0.20%	\$ (723)	\$ 362,583	-0.20%	\$ (723)
5130: Auditor-Overtime	\$ -	\$ 620		\$ 8,510		\$ -	\$ -		\$ -	\$ -		\$ -
5136: Auditor-Out of Grade	\$ 2,800	\$ 3,038		\$ 14		\$ -	\$ -		\$ -	\$ -		\$ -
5151: Auditor-Longevity	\$ 3,650	\$ 4,750		\$ 4,550		\$ 4,550	\$ 2,500	-45.05%	\$ (2,050)	\$ 2,500	-45.05%	\$ (2,050)
5240: Repairs & Maint. Office Equipment	\$ 942	\$ 1,152		\$ 1,727		\$ 1,400	\$ 1,600	14.29%	\$ 200	\$ 1,600	14.29%	\$ 200
5301: Auditor-Audit/Actuarial Services	\$ 106,508	\$ 109,729		\$ 111,000		\$ 100,000	\$ 113,000	13.00%	\$ 13,000	\$ 113,000	13.00%	\$ 13,000
5420: Auditor-Office Supplies	\$ 218	\$ 531		\$ 336		\$ 675	\$ 1,500	122.22%	\$ 825	\$ 1,500	122.22%	\$ 825
5421: Auditor-Printer Supplies	\$ -	\$ -		\$ 1,240		\$ -	\$ 1,200		\$ 1,200	\$ 1,200		\$ 1,200
5710: Auditor - Training	\$ -	\$ -		\$ -		\$ 1,000	\$ 3,000	200.00%	\$ 2,000	\$ 3,000	200.00%	\$ 2,000
5710: Auditor-Travel	\$ -	\$ -		\$ 1,157		\$ 300	\$ 300		\$ -	\$ 300		\$ -
5730: Auditor-Dues/Memberships	\$ 220	\$ 260		\$ 305		\$ 1,663	\$ 1,781	7.10%	\$ 118	\$ 1,781	7.10%	\$ 118
City Auditor's Office Total	\$ 383,967	\$ 447,517		\$ 485,605		\$ 472,894	\$ 487,464	3.08%	\$ 14,570	\$ 487,464	3.08%	\$ 14,570

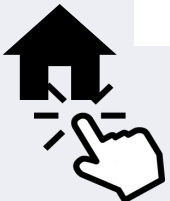


# Auditor's Office



# Auditor's Office

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Auditors</b>							
Assistant City Auditor							
Salary	1.0	1.0	\$ 87,056	1.0	\$ 87,056	0.0	\$ -
Step Increase					\$ 3,047	0.0	\$ 3,047
Supplemental Pay	0.0	0.0	\$ 1,000	0.0		0.0	\$ (1,000)
Assistant City Auditor Total	1.0	1.0	\$ 88,056	1.0	\$ 90,103	0.0	\$ 2,047
Chief Financial Officer/Auditor							
Salary	1.0	1.0	\$ 148,569	1.0	\$ 151,169	0.0	\$ 2,600
Contract Increase					\$ 3,023	0.0	\$ 3,023
Chief Financial Officer/Auditor Total	1.0	1.0	\$ 148,569	1.0	\$ 154,192	0.0	\$ 5,623
Head Administration							
Professional Development	0.0	0.0	\$ 962	0.0	\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 55,726	1.0	\$ 47,333	0.0	\$ (8,393)
Head Administration Total	1.0	1.0	\$ 56,688	1.0	\$ 48,295	0.0	\$ (8,393)
Out of Grade							
(blank)	0.0	0.0		0.0		0.0	\$ -
Out of Grade Total	0.0	0.0		0.0		0.0	\$ -
Senior Accountant							
Salary	1.0	1.0	\$ 69,993	1.0	\$ 67,626	0.0	\$ (2,367)
Step Increase					\$ 2,367	0.0	\$ 2,367
Senior Accountant Total	1.0	1.0	\$ 69,993	1.0	\$ 69,993	0.0	\$ (0)
<b>Auditors Total</b>	<b>4.0</b>	<b>4.0</b>	<b>\$ 363,306</b>	<b>4.0</b>	<b>\$ 362,583</b>	<b>0.0</b>	<b>\$ (723)</b>





## Purchasing

The Purchasing Office procures large quality supplies, special services, building repairs and construction, and public works projects for all City departments following applicable state laws and city ordinances. Procurement processes are conducted in a manner that ensures open and fair competition, with the objective of acquiring the needed item or service at the lowest possible cost, consistent with expected delivery and quality requirements.

## Fiscal 2024 Accomplishments

The Purchasing Office carried out thirty-four (34) formal advertised Invitation for Bids and Request for Proposals/Qualifications solicitation and contracting processes in FY24 (as of 5/1/24). Some of the more significant projects and services procured included DPW Road Services, School Parking Lots, Water & Sewer Engineering, HHS Tennis Building, Parking Deck Demolition and Consentino School Construction.

The Purchasing Office reviewed and approved 6,529 Purchase Order requests worth a total of \$86,815,061 in FY24 (as of 5/1/24). The FY23 number was 7,907 POs for a combined total of \$98,645,543.

## Fiscal 2025 Goals

The goal of the Purchasing Office is to provide friendly and professional service to all city departments and implements and administers the purchasing policies and procedures of the city as well as to ensure that all purchases are made in accordance with state procurement regulations and city ordinances; that they are open, fair, and competitive; and that low-cost and high-quality standards are met.



[cityofhaverhill.com/departments/finance\\_department/purchasing\\_s\\_office](https://cityofhaverhill.com/departments/finance_department/purchasing_s_office)



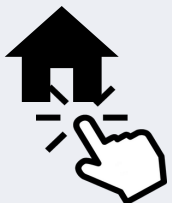
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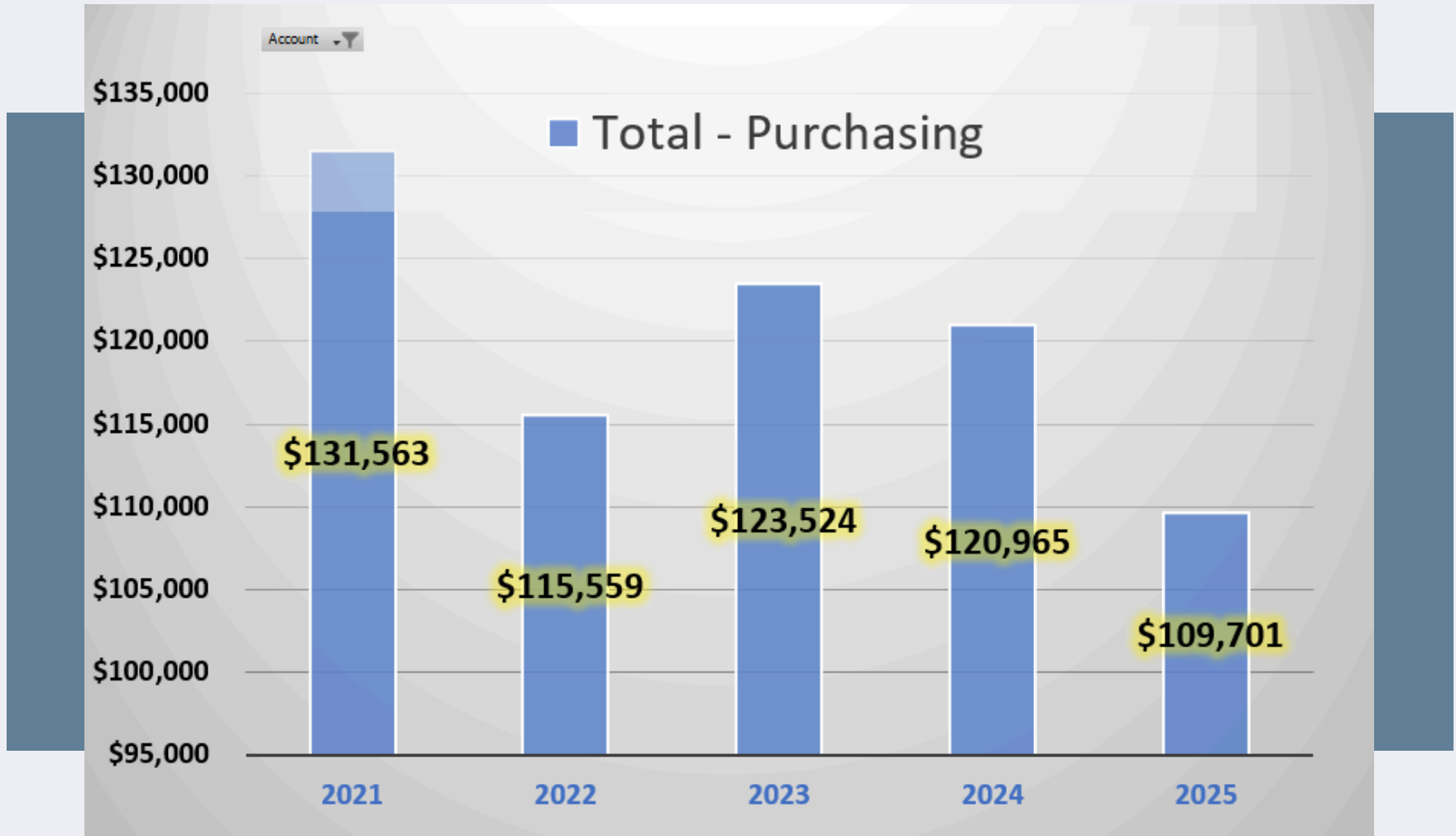
# Purchasing Office

	2021 Actual	2022 Actual	▲ =	2023 Actual	▲ =	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Purchasing</b>												
5110: Purchasing-Salaries & Wages	\$ 123,786	\$ 104,964	▼	\$ 113,747	▲	\$ 112,365	\$ 97,301	-13.41%	\$ (15,064)	\$ 97,301	-13.41%	\$ (15,064)
5151: Purchasing - Longivity	\$ -	\$ -	■	\$ 1,300	■	\$ -	\$ 1,300		\$ 1,300	\$ 1,300		\$ 1,300
5240: Repairs & Maint. Office Equipment	\$ 1,818	\$ 2,408	▲	\$ 1,818	▼	\$ 2,500	\$ 2,500		\$ -	\$ 2,500		\$ -
5317: Purchasing-Advertising	\$ 2,739	\$ 3,174	▲	\$ 1,740	▼	\$ 2,500	\$ 5,000	100.00%	\$ 2,500	\$ 5,000	100.00%	\$ 2,500
5340: Purchasing - Communications	\$ -	\$ -	■	\$ -	■	\$ -	\$ -		\$ -	\$ -		\$ -
5341: Purchasing-Postage	\$ 26	\$ 55	▲	\$ 9	▼	\$ 100	\$ 100		\$ -	\$ 100		\$ -
5420: Purchasing-Office Supplies	\$ 3,119	\$ 4,807	▲	\$ 4,274	▼	\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5710: Purchasing-Travel/Training	\$ -	\$ 135	■	\$ 509	▲	\$ -	\$ -		\$ -	\$ -		\$ -
5730: Purchasing-Dues and Memberships	\$ 75	\$ 15	▼	\$ 127	▲	\$ 500	\$ 500		\$ -	\$ 500		\$ -
<b>Purchasing Total</b>	<b>\$ 131,563</b>	<b>\$ 115,559</b>	▲	<b>\$ 123,524</b>	▲	<b>\$ 120,965</b>	<b>\$ 109,701</b>	<b>-9.31%</b>	<b>\$ (11,264)</b>	<b>\$ 109,701</b>	<b>-9.31%</b>	<b>\$ (11,264)</b>

*The fiscal 2025 Purchasing budget removes the part-time Administrative Assistant.*

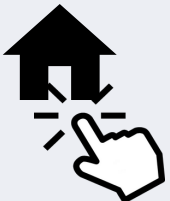


# Purchasing Office



# Purchasing Office

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Purchasing Administrative Assistant Salary	0.3	0.3	\$ 15,064	0.0		-0.3	\$ (15,064)
Administrative Assistant Total	0.3	0.3	\$ 15,064	0.0		-0.3	\$ (15,064)
Purchasing Agent Salary	1.0	1.0	\$ 97,301	1.0	\$ 97,301	0.0	\$ 0
Supplemental Pay	0.0	0.0	\$ -	0.0		0.0	\$ -
Purchasing Agent Total	1.0	1.0	\$ 97,301	1.0	\$ 97,301	0.0	\$ 0
Purchasing Total	1.3	1.3	\$ 112,365	1.0	\$ 97,301	-0.3	\$ (15,064)





## Assessor

The Assessing department provides fiscal stability by ensuring that the city's personal and real property tax base is promptly, fairly, and equitably evaluated and classified.

The Assessing department determines fair market value of all property for purposes of taxation and assesses property taxes and administers motor vehicle excise abatements in a fair and efficient manner.



[cityofhaverhill.com/departments/finance\\_department/assessor\\_s\\_office](http://cityofhaverhill.com/departments/finance_department/assessor_s_office)

## Fiscal 2024 Accomplishments

An Assistant Assessor was onboarded in 2024. Assistants can directly help with valuation as allowed by the DOR after completing educational requirements. This has freed up time for the Principal Assessor to delve deeper into the methodology behind Haverhill's Payment in Lieu of Tax agreements with solar as well as other future green energy projects. A new energy consultant was brought on to share her expertise in this area and I am confident that this collaboration will yield accurate valuations for these projects.

Additionally the office has scrutinized the analysis of our Income and Expense returns to better chart the "post" covid changing environment for our Commercial & Industrial properties.

## Fiscal 2025 Goals

The goals for 2025 are to continue to create solid PILOT agreements for green energy, as well as chart the city's Commercial & Industrial sales and income and expense trends within this increased interest rate environment.

The 2025 budget will also allow for appraisals on some large properties going before the Appellate Tax Board and to keep in-house updates of our many Assessor maps. Finally the office will be updating our Tax Increment Financing agreement terminology and fine tuning our skills with the new Assessor database software, coming aboard this June.



(978) 374 2316

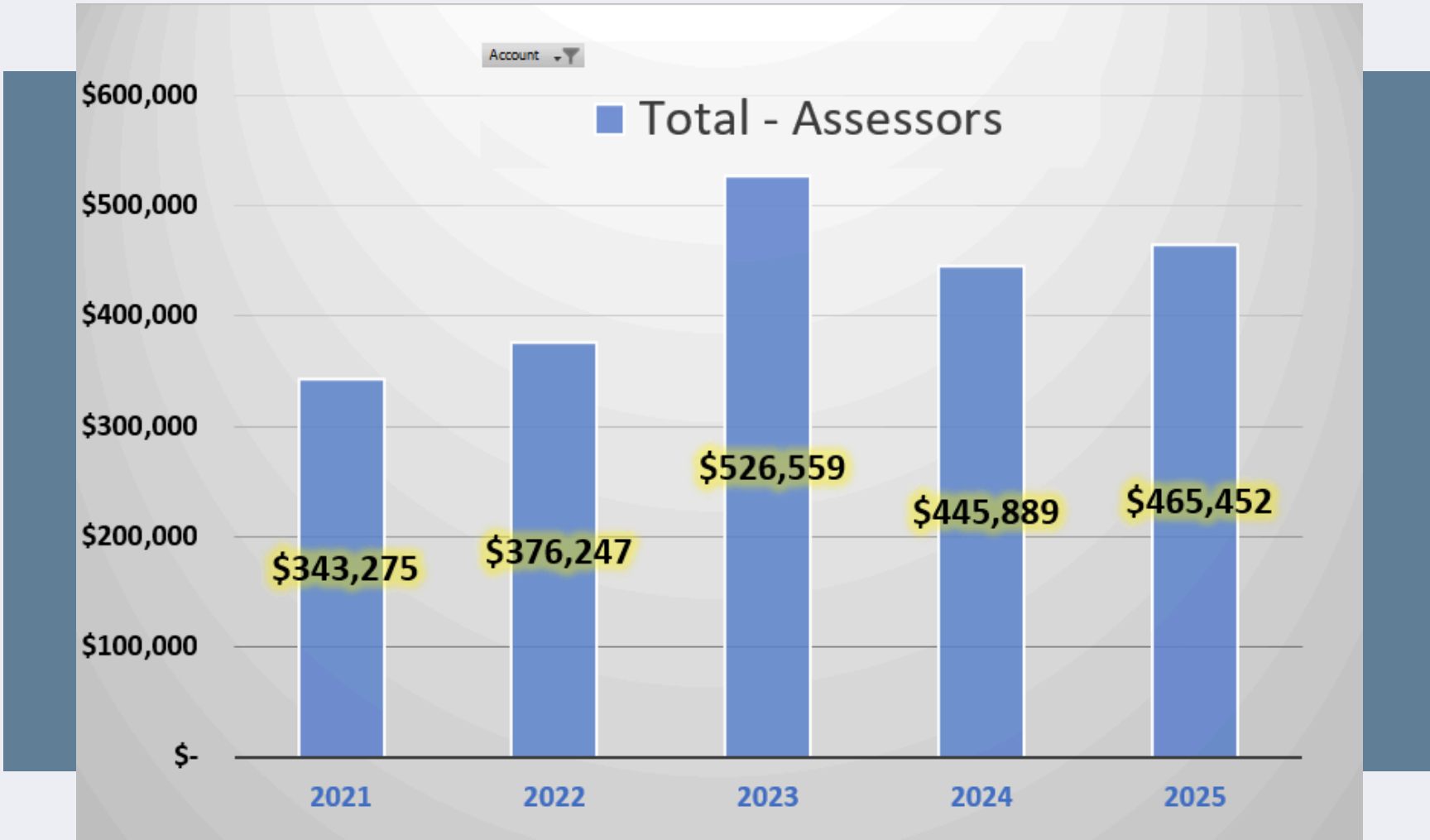
# Assessor's Office

	2021 Actual	2022 Actual	▲ ▲ ▼	2023 Actual	▲ ▲ ▼	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Assessor's Office</b>												
5110: Assessor-Salaries & Wages	\$ 240,356	\$ 248,010	▲	\$ 244,577	▼	\$ 257,889	\$ 274,582	6.47%	\$ 16,693	\$ 269,502	4.50%	\$ 11,613
5130: Assessor-Overtime	\$ 6,164	\$ 5,910	▼	\$ 6,800	▲	\$ 6,900	\$ -	-100.00%	\$ (6,900)	\$ -	-100.00%	\$ (6,900)
5136: Assessor Out of Grade	\$ 336	\$ 504	▲	\$ 490	▼	\$ 500	\$ -	-100.00%	\$ (500)	\$ -	-100.00%	\$ (500)
5151: Assessor-Longevity	\$ 2,400	\$ 3,800	▲	\$ 5,100	▲	\$ 5,100	\$ 5,100		\$ -	\$ 5,100		\$ -
5199: Assessor-Board Stipends	\$ 11,000	\$ 11,086	▲	\$ 11,009	▼	\$ 11,000	\$ 11,000		\$ -	\$ 11,000		\$ -
5240: Repairs & Maint. Office Equipment	\$ 994	\$ 1,152	▲	\$ 1,727	▲	\$ 2,000	\$ 2,000		\$ -	\$ 2,000		\$ -
5302: Assessor - Digital Aerial	\$ -	\$ -	▲	\$ 4,568	▲	\$ -	\$ -		\$ -	\$ -		\$ -
5310: Assessor-Revaluation Services	\$ 65,778	\$ 90,861	▲	\$ 236,430	▲	\$ 156,740	\$ 156,740		\$ -	\$ 156,740		\$ -
5311: Assessor-Software & Licenses	\$ 10,850	\$ 10,850	▲	\$ 10,000	▼	\$ -	\$ -		\$ -	\$ -		\$ -
5312: Assessor-Appraisal	\$ -	\$ -	▲	\$ -	▲	\$ -	\$ 15,000		\$ 15,000	\$ 15,000		\$ 15,000
5312: Assessor-Mapping/Planning	\$ 403	\$ 625	▲	\$ 958	▲	\$ 1,050	\$ 1,650	57.14%	\$ 600	\$ 1,650	57.14%	\$ 600
5342: Assessor-Abstracts Printing	\$ -	\$ -	▲	\$ -	▲	\$ 210	\$ 210		\$ -	\$ 210		\$ -
5420: Assessor-Office Supplies	\$ 3,442	\$ 2,181	▼	\$ 3,071	▲	\$ 2,750	\$ 2,750		\$ -	\$ 2,750		\$ -
5480: Assessor-Vehicular Supplies	\$ 171	\$ 53	▼	\$ 55	▲	\$ 250	\$ -	-100.00%	\$ (250)	\$ -	-100.00%	\$ (250)
5730: Assessor-Dues and Memberships	\$ 1,379	\$ 1,216	▼	\$ 1,774	▲	\$ 1,500	\$ 1,500		\$ -	\$ 1,500		\$ -
<b>Assessor's Office Total</b>	<b>\$ 343,275</b>	<b>\$ 376,247</b>	▲	<b>\$ 526,559</b>	▲	<b>\$ 445,889</b>	<b>\$ 470,532</b>	<b>5.53%</b>	<b>\$ 24,643</b>	<b>\$ 465,452</b>	<b>4.39%</b>	<b>\$ 19,563</b>

*The fiscal 2025 Assessor's budget adds funding for additional appraisal services for properties that have open cases with the Appellate Tax Board.*

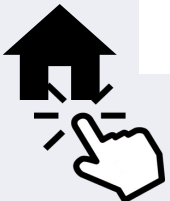


# Assessor's Office



# Assessor's Office

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Assessor							
Assessor							
Salary	1.0	1.0	\$ 103,832	1.0	\$ 103,832	0.0	\$ (0)
Step Increase					\$ 3,116	0.0	\$ 3,116
Assessor Total	1.0	1.0	\$ 103,832	1.0	\$ 106,948	0.0	\$ 3,116
Assistant Assessor							
Position Reclassification	0.0	0.0	\$ 8,500	0.0	\$ 1,820	0.0	\$ (6,680)
Professional Development	0.0	0.0	\$ -	0.0		0.0	\$ -
Salary	1.0	1.0	\$ 55,726	1.0	\$ 68,173	0.0	\$ 12,447
Assistant Assessor Total	1.0	1.0	\$ 64,226	1.0	\$ 69,993	0.0	\$ 5,767
Consultant							
Retiring 6/30/23	0.0	0.0	\$ -	0.0		0.0	\$ -
Consultant Total	0.0	0.0	\$ -	0.0		0.0	\$ -
Head Clerk							
Professional Development	0.0	0.0	\$ 962	0.0	\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 45,822	1.0	\$ 48,788	0.0	\$ 2,966
Step Increase	0.0	0.0	\$ 1,146	0.0		0.0	\$ (1,146)
Head Clerk Total	1.0	1.0	\$ 47,930	1.0	\$ 49,750	0.0	\$ 1,820
Head Clerk/Floater							
Floater Stipend	0.0	0.0	\$ 1,300	0.0	\$ 1,300	0.0	\$ -
Professional Development	0.0	0.0	\$ 962	0.0	\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 38,505	1.0	\$ 39,415	0.0	\$ 910
Step Increase	0.0	0.0	\$ 1,134	0.0	\$ 1,134	0.0	\$ -
Head Clerk/Floater Total	1.0	1.0	\$ 41,901	1.0	\$ 42,811	0.0	\$ 910
Assessor Total	4.0	4.0	\$ 257,889	4.0	\$ 269,502	0.0	\$ 11,613





## Treasurer & Collector

The Treasurer & Collector's Office is dedicated to securely and accurately collecting all taxes and bills committed by the Assessors.

Upholding equity, we will persist in collecting past-due accounts within the bounds of the law. Our team is committed to providing approximately sixty-eight thousand residents with timely and relevant account information, adhering to guidelines set forth by the Department of Revenue, the State, and local City Ordinances. We are responsible for receiving and investing all city revenue, as well as overseeing additional funds such as trust funds, tax title, and foreclosure accounts. We aim to achieve maximum returns with minimal risk.

## Fiscal 2024 Accomplishments

We are continuously expanding our array of bank accounts to capitalize on the higher interest rates offered by the money market, U.S. Treasury bonds, and certificate of deposit accounts.

We have boosted revenue by addressing outstanding tailings checks, resulting in the recovery of over fourteen thousand dollars in fiscal year 2024. The department has enhanced internal and external controls through the implementation of a Cash Handling Policy as well as enhanced the collection of outstanding tax title agreements by implementing additional reminders throughout the year. The department has established a comprehensive contact database and has improved the clarity of real estate and personal property tax bills to emphasize delinquent balances.

## Fiscal 2025 Goals

The goals of the Treasurer & Collector's Office for 2025 is to enhance the process of issuing parking tickets by equipping officers with handheld devices, thereby improving accuracy and efficiency compared to the current handwritten method.

The department also wants to establish a presence on social media platforms to disseminate due date reminders and Massachusetts tax information to a broad audience.



[cityofhaverhill.com/departments/finance\\_department/treasurer\\_tax\\_collector](https://cityofhaverhill.com/departments/finance_department/treasurer_tax_collector)



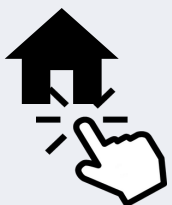
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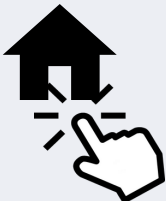
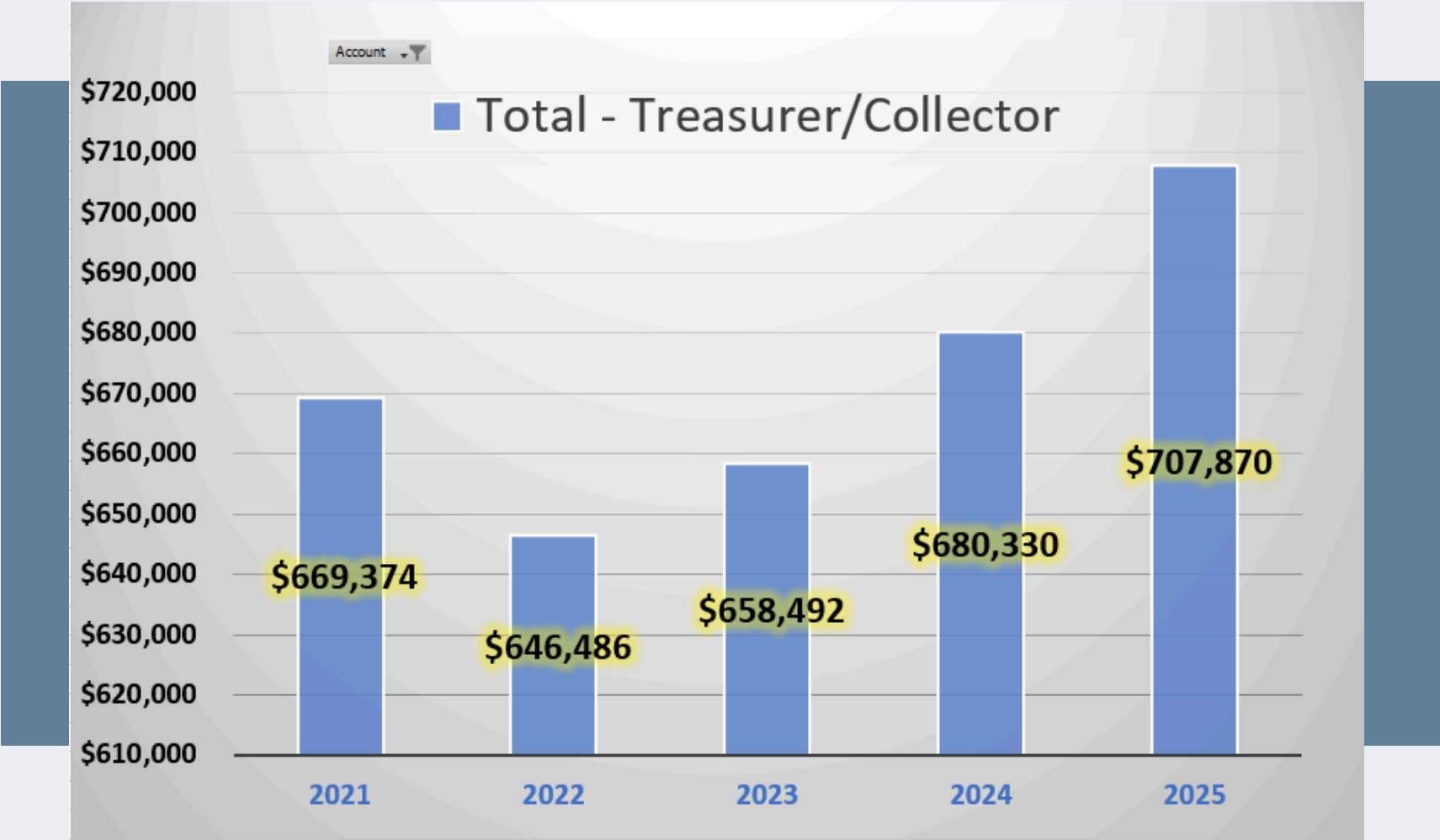
# Treasurer & Collector's Office

	2021 Actual	2022 Actual	▲ ▲ ▼	2023 Actual	▲ ▲ ▼	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Treasurer &amp; Collector</b>												
5110: Treas/Coll-Salaries & Wages	\$ 428,702	\$ 444,142	▲	\$ 436,430	▼	\$ 440,630	\$ 449,123	1.93%	\$ 8,493	\$ 447,020	1.45%	\$ 6,390
5130: Treas/Coll-Overtime	\$ 1,446	\$ 858	▼	\$ 1,148	▲	\$ -	\$ -		\$ -	\$ -		\$ -
5137: Treasurer/Collector-Out of Grade	\$ 70	\$ 668	▲	\$ 1,400	▲	\$ 1,000	\$ 1,000		\$ -	\$ 1,000		\$ -
5151: Treas/Coll-Longevity	\$ 5,800	\$ 9,600	▲	\$ 7,000	▼	\$ 7,700	\$ 3,950	-48.70%	\$ (3,750)	\$ 3,950	-48.70%	\$ (3,750)
5240: Repairs & Maint. Office Equipment	\$ 1,012	\$ 2,305	▲	\$ 3,812	▲	\$ 2,000	\$ 3,700	85.00%	\$ 1,700	\$ 2,000		\$ -
5240: Treas/Coll-Office Supplies	\$ 4,666	\$ 6,971	▲	\$ 7,394	▲	\$ 7,000	\$ 7,500	7.14%	\$ 500	\$ 7,000		\$ -
5241: Treas/Coll-Printed Supplies	\$ 5,171	\$ 7,338	▲	\$ 11,227	▲	\$ 7,000	\$ 24,200	245.71%	\$ 17,200	\$ 23,400	234.29%	\$ 16,400
5316: Outside Consultant Service	\$ 78,089	\$ 86,487	▲	\$ 79,060	▼	\$ 90,000	\$ 90,000		\$ -	\$ 90,000		\$ -
5317: Treas/Coll-Advertising	\$ -	\$ -	▲	\$ 3,040	▲	\$ 4,000	\$ 4,000		\$ -	\$ 4,000		\$ -
5341: Treas/Coll-Postage	\$ 44,653	\$ 48,154	▲	\$ 60,527	▲	\$ 65,000	\$ 72,000	10.77%	\$ 7,000	\$ 72,000	10.77%	\$ 7,000
5389: Treas/Coll-Tax Title	\$ 84,785	\$ 35,857	▼	\$ 43,081	▲	\$ 50,000	\$ 51,500	3.00%	\$ 1,500	\$ 51,500	3.00%	\$ 1,500
5391: Treas/Coll-Bonds-Personal	\$ 1,400	\$ 1,200	▼	\$ 678	▼	\$ 2,000	\$ 2,000		\$ -	\$ 2,000		\$ -
5710: Treasurer/Collector Travel	\$ 289	\$ 2,906	▲	\$ 3,695	▲	\$ 4,000	\$ 5,000	25.00%	\$ 1,000	\$ 4,000		\$ -
5780: Treas/Coll-Other Unclassified	\$ 13,289	\$ -	▼	\$ -	▲	\$ -	\$ -		\$ -	\$ -		\$ -
<b>Treasurer &amp; Collector Total</b>	<b>\$ 669,374</b>	<b>\$ 646,486</b>	▲	<b>\$ 658,492</b>	▲	<b>\$ 680,330</b>	<b>\$ 713,973</b>	<b>4.95%</b>	<b>\$ 33,643</b>	<b>\$ 707,870</b>	<b>4.05%</b>	<b>\$ 27,540</b>

*The fiscal 2025 Treasurer's budget includes additional funding for printed supplies and postage which is reflective of the increased vendor charges associated with printing and mailing tax bills.*

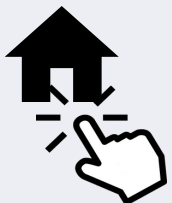


# Treasurer & Collector's Office



# Treasurer & Collector's Office

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Treasurer</b>							
Assistant Treasurer							
Salary	1.0	1.0	\$ 70,266	1.0	\$ 74,658	0.0	\$ 4,392
Step Increase	0.0	0.0	\$ 2,440		\$ 3,107	0.0	\$ 667
Assistant Treasurer Total	1.0	1.0	\$ 72,706	1.0	\$ 77,765	0.0	\$ 5,059
<b>Data Entry Operator</b>							
Professional Development	0.0	0.0	\$ 962		\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 55,395	1.0	\$ 57,215	0.0	\$ 1,820
Data Entry Operator Total	1.0	1.0	\$ 56,357	1.0	\$ 58,177	0.0	\$ 1,820
<b>Head Administration</b>							
Professional Development	0.0	0.0	\$ 1,924		\$ 1,924	0.0	\$ -
Salary	2.0	2.0	\$ 100,170	2.0	\$ 95,103	0.0	\$ (5,067)
Step Increase	0.0	0.0	\$ 2,753		\$ 2,783	0.0	\$ 30
Head Administration Total	2.0	2.0	\$ 104,847	2.0	\$ 99,810	0.0	\$ (5,037)
<b>Head Clerk/Floater</b>							
Floater Stipend	0.0	0.0	\$ 1,300		\$ 1,300	0.0	\$ -
Professional Development	0.0	0.0	\$ 962		\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 39,639	1.0	\$ 40,325	0.0	\$ 686
Step Increase	0.0	0.0	\$ 1,166		\$ 1,134	0.0	\$ (32)
Head Clerk/Floater Total	1.0	1.0	\$ 43,067	1.0	\$ 43,721	0.0	\$ 654
<b>Office Manager</b>							
Professional Development	0.0	0.0	\$ 962		\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 49,444	1.0	\$ 41,441	0.0	\$ (8,003)
Office Manager Total	1.0	1.0	\$ 50,406	1.0	\$ 42,403	0.0	\$ (8,003)
<b>Treasurer/Collector</b>							
Salary	1.0	1.0	\$ 111,027	1.0	\$ 116,645	0.0	\$ 5,618
Step Increase	0.0	0.0	\$ 2,221		\$ 3,499	0.0	\$ 1,278
Parking Clerk Stipend	0.0	0.0	\$ -	0.0	\$ 5,000	0.0	\$ 5,000
Treasurer/Collector Total	1.0	1.0	\$ 113,247	1.0	\$ 125,144	0.0	\$ 11,897
<b>Treasurer Total</b>	<b>7.0</b>	<b>7.0</b>	<b>\$ 440,630</b>	<b>7.0</b>	<b>\$ 447,020</b>	<b>0.0</b>	<b>\$ 6,390</b>





## Legal

The Office of the City Solicitor performs a variety of legal functions, including: advising the Mayor, City Council, City Departments, and City Boards and Commissions on a wide range of legal issues; representing the City in judicial and administrative proceedings; providing legal services in transactional matters, including contracts and real estate transactions; drafting and reviewing ordinances and regulations; responding to requests for documents under the Massachusetts Public Records Law and pursuant to subpoenas; drafting and reviewing documents pertaining to eminent domain and to the laying out, discontinuance, change or improvement of streets; managing outside counsel; conducting real estate transaction and responding to open meeting law complaints as well as conducting training for municipal volunteers and employees.

## Fiscal 2024 Accomplishments

In 2024, long-time City Solicitor, William “Bill” Cox, Jr. retired from the City of Haverhill after 36 years of service. Bill served under the previous 5 Mayors and served as Personnel Director from (1984-1988), as Assistant City Solicitor from (1994-2004) and as City Solicitor from (2004-2024).





























Thank you for all your years of service to the City of Haverhill!

## Fiscal 2025 Goals

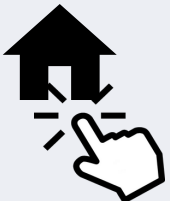
To continue to transition to the new City Solicitor handled by Mead, Talerman & Costa, LLC.

We welcome Attorney Mead and her team to the City of Haverhill!

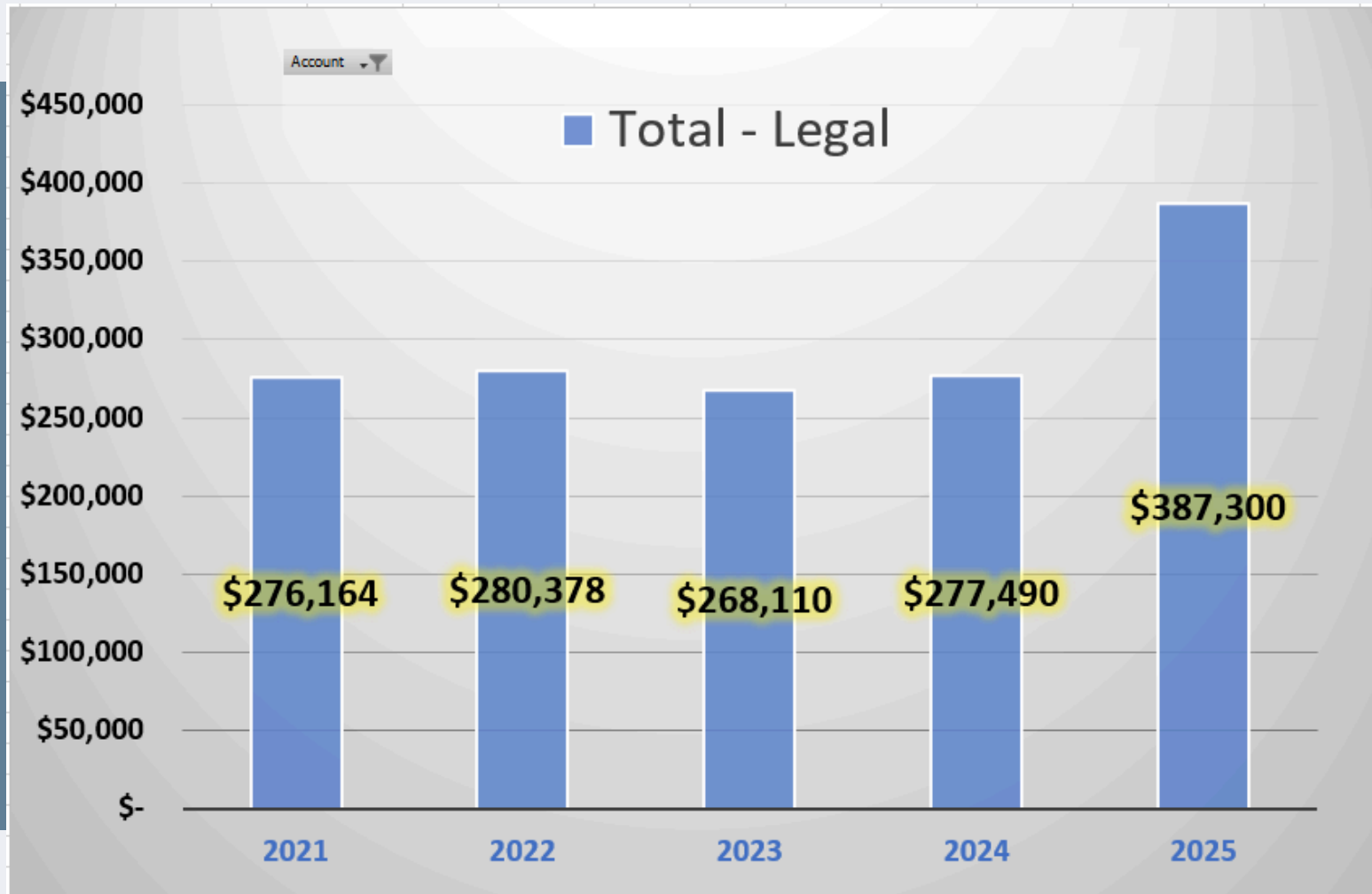
# Legal Department

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Legal Department</b>												
5110: Legal-Salaries & Wages	\$ 81,802	\$ 83,627		\$ 111,041		\$ 108,590	\$ 45,900	-57.73%	\$ (62,690)	\$ 45,900	-57.73%	\$ (62,690)
5151: Legal-Longevity	\$ 1,400	\$ 1,400		\$ 3,600		\$ -	\$ -		\$ -	\$ -		\$ -
5306: Legal Consultant Services	\$ 164,463	\$ 149,739		\$ 122,068		\$ 120,000	\$ 292,500	143.75%	\$ 172,500	\$ 292,500	143.75%	\$ 172,500
5307: Legal-Clerical Services	\$ 10,500	\$ 10,500		\$ 10,500		\$ 10,500	\$ 10,500		\$ -	\$ 10,500		\$ -
5340: Legal-Communications	\$ 1,900	\$ 1,900		\$ 1,900		\$ 1,900	\$ 1,900		\$ -	\$ 1,900		\$ -
5341: Legal-Postage	\$ 3,500	\$ 3,500		\$ 3,500		\$ 3,500	\$ 3,500		\$ -	\$ 3,500		\$ -
5710: Legal-Travel	\$ 3,000	\$ 3,000		\$ 3,000		\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5789: Legal-Insurance/Deductible	\$ 9,600	\$ 26,712		\$ 12,501		\$ 30,000	\$ 30,000		\$ -	\$ 30,000		\$ -
<b>Legal Department Total</b>	<b>\$ 276,164</b>	<b>\$ 280,378</b>		<b>\$ 268,110</b>		<b>\$ 277,490</b>	<b>\$ 387,300</b>	<b>39.57%</b>	<b>\$ 109,810</b>	<b>\$ 387,300</b>	<b>39.57%</b>	<b>\$ 109,810</b>

*The fiscal 2025 Legal budget reflects the costs associated with transitioning from an in-house City Solicitor to outsourcing to an independent law firm.*

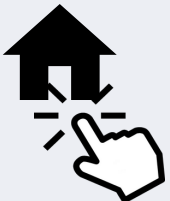


# Legal Department



# Legal Department

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Legal							
Assistant City Solicitor Salary	0.5	0.5	\$ 47,500		\$ 45,900	-0.5	\$ (1,600)
Assistant City Solicitor Total	0.5	0.5	\$ 47,500		\$ 45,900	-0.5	\$ (1,600)
City Solicitor Salary	0.0	0.0	\$ 61,090			0.0	\$ (61,090)
City Solicitor Total	0.0	0.0	\$ 61,090			0.0	\$ (61,090)
Legal Total	0.5	0.5	\$ 108,590		\$ 45,900	-0.5	\$ (62,690)





## Human Resources

The HR Department is responsible for Employment/Recruitment, Benefits, Training and Development, Collective Bargaining and Employee Relations. HR is responsible for administering health, life and dental insurance benefits for active city employees and all retirees. We also oversee disability plan options, FSA plan, HRA plan, Deferred Compensation plans, and EAP plan for employees. We have 343 active employees and 1339 retirees enrolled in GIC insurance coverage. We monitor and administer worker's compensation claims for the city and school departments.

## Fiscal 2024 Accomplishments

The HR office processed 365 personnel action forms. We are in constant contact with the Payroll Office to ensure new employees are entered correctly and are paid accurately. The HR Department posted and advertised 58 positions during fiscal 2024. We received 1,509 applications and filled 41 of those positions. In addition, we hired 4 Police Officers and 22 Firefighters through civil service guidelines. We also advertised and appointed 21 summer/seasonal employees. HR has participated on 17 interview boards for various positions. We processed 36 retirements, 41 resignations and 4 terminations during the fiscal 24 budget year. We have processed 325 worker's compensation claims during 2024, 28 of which were city employees. Currently we have 2 open cases and 2 out of work due to their injuries.

## Fiscal 2025 Goals

In fiscal 2025, Human Resources will continue to provide a competent well-trained workforce and promote the municipality's ability to run effectively.

We will continue to enhance recruitment, retention, and DEI efforts. We will manage employee benefits, establish and monitor policies and procedures, and provide quality customer service.



[cityofhaverhill.com/departments/human\\_resources](https://cityofhaverhill.com/departments/human_resources)



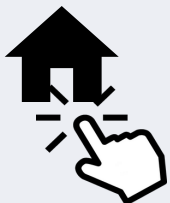
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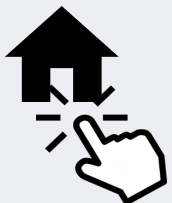
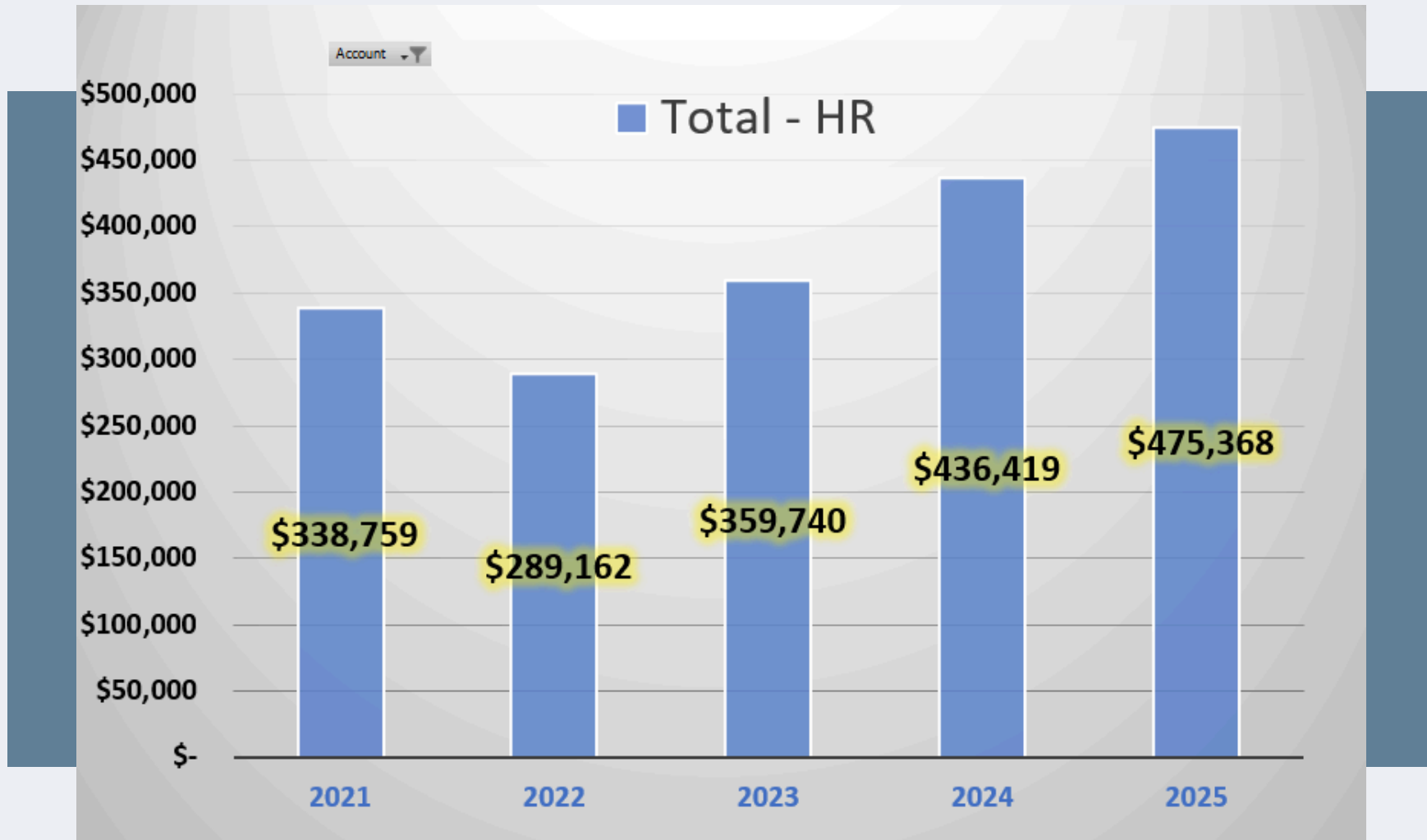
# Human Resources

	2021 Actual	2022 Actual	▲ ▼	2023 Actual	▲ ▼	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Human Resources</b>												
5110: HR-Salaries & Wages	\$ 202,577	\$ 197,739	▼	\$ 221,397	▲	\$ 272,219	\$ 295,918	8.71%	\$ 23,699	\$ 295,918	8.71%	\$ 23,699
5151: HR-Longevity	\$ 2,150	\$ 1,400	▼	\$ 2,000	▲	\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5178: HR-Employee Assis Program	\$ 7,647	\$ 3,879	▼	\$ 2,728	▼	\$ 7,500	\$ 7,500		\$ -	\$ 7,500		\$ -
5195: HR-Tuition Reimbursement	\$ 1,325	\$ 4,166	▲	\$ 2,225	▼	\$ 7,500	\$ 7,500		\$ -	\$ 7,500		\$ -
5240: Repairs & Maint. Office Equipment	\$ 1,922	\$ 2,675	▲	\$ 2,260	▼	\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5275: HR - Mail Delivery Service	\$ 916	\$ 869	▼	\$ 580	▼	\$ 700	\$ 750	7.14%	\$ 50	\$ 750	7.14%	\$ 50
5306: HR-Diversity Consultant	\$ -	\$ -	■	\$ -	■	\$ 30,000	\$ 30,000		\$ -	\$ 30,000		\$ -
5307: HR-Employee Engagement	\$ -	\$ -	■	\$ -	■	\$ 2,500	\$ 2,500		\$ -	\$ 2,500		\$ -
5317: HR-Advertising	\$ 647	\$ 1,857	▲	\$ 1,160	▼	\$ 2,500	\$ 2,500		\$ -	\$ 2,500		\$ -
5341: HR - Postage	\$ 85,725	\$ 54,877	▼	\$ 103,624	▲	\$ 66,000	\$ 70,000	6.06%	\$ 4,000	\$ 70,000	6.06%	\$ 4,000
5384: HR-Physical Exams	\$ 32,376	\$ 17,780	▼	\$ 17,597	▼	\$ 35,000	\$ 45,000	28.57%	\$ 10,000	\$ 45,000	28.57%	\$ 10,000
5385: HR-Record Storage	\$ 2,340	\$ 3,048	▲	\$ 4,756	▲	\$ 4,800	\$ 7,200	50.00%	\$ 2,400	\$ 6,000	25.00%	\$ 1,200
5420: HR-Office Supplies	\$ 1,050	\$ 725	▼	\$ 785	▲	\$ 1,500	\$ 1,500		\$ -	\$ 1,500		\$ -
5710: HR-Travel	\$ 86	\$ 147	▲	\$ 628	▲	\$ 200	\$ 200		\$ -	\$ 200		\$ -
<b>Human Resources Total</b>	<b>\$ 338,759</b>	<b>\$ 289,162</b>	▲	<b>\$ 359,740</b>	▲	<b>\$ 436,419</b>	<b>\$ 476,568</b>	<b>9.20%</b>	<b>\$ 40,149</b>	<b>\$ 475,368</b>	<b>8.92%</b>	<b>\$ 38,949</b>

*The fiscal 2025 Human Resources budget reflects position re-classifications for the two Technicians.*

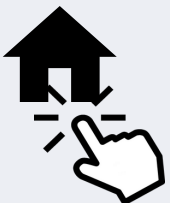


# Human Resources



# Human Resources

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Human Resources							
Head Clerk/Floater							
Professional Development	0.0	0.0	\$ 962	0.0	\$ 962	0.0	\$ -
Salary	0.0	1.0	\$ 50,000	1.0	\$ 40,325	0.0	\$ (9,675)
Step Increase	0.0	0.0	\$ 2,117	0.0	\$ 1,134	0.0	\$ (983)
Stipend				0.0	\$ 1,300	0.0	\$ 1,300
Head Clerk/Floater Total	0.0	1.0	\$ 53,079	1.0	\$ 43,721	0.0	\$ (9,358)
HR Director							
Salary	1.0	1.0	\$ 107,586	1.0	\$ 109,737	0.0	\$ 2,151
School Dept Offset	0.0	0.0	\$ (6,500)	0.0	\$ (6,500)	0.0	\$ -
Step Increase				0.0	\$ 3,841	0.0	\$ 3,841
Stipend	0.0	0.0	\$ 6,500	0.0	\$ 6,500	0.0	\$ -
Supplemental Pay	0.0	0.0	\$ 1,000	0.0	\$ 1,000	0.0	\$ -
HR Director Total	1.0	1.0	\$ 108,586	1.0	\$ 114,578	0.0	\$ 5,992
HR Technician							
Salary	2.0	2.0	\$ 109,254	2.0	\$ 131,244	0.0	\$ 21,990
Step Increase	0.0	0.0	\$ 1,300	0.0	\$ 6,375	0.0	\$ 5,075
HR Technician Total	2.0	2.0	\$ 110,554	2.0	\$ 137,619	0.0	\$ 27,065
Human Resources Total	3.0	4.0	\$ 272,219	4.0	\$ 295,918	0.0	\$ 23,699





## Information Technology

The Information Technology Department provides city departments with technology solutions and support. The department strives to provide timely support, and stable technology systems to address the needs of its users. The IT Department also ensures current and reliable data security for the city's technology infrastructure as well as ongoing training programs for end users related to technology security protocols.

## Fiscal 2024 Accomplishments

Modernizing engineering applications which includes replacing three legacy on-premise custom applications with cloud-based equivalents. Completed data transformation by modernizing the critical daily data transfer from two core systems GIS and AssessPro to the City's permitting system, OpenGov. This move makes monitoring, troubleshooting and issue resolution less costly in the future.









































Implemented Multiple Factor Authentication (MFA) to reinforce the strong security posture for the city.

Implemented Microsoft Tenant Consolidation. This initiative corrected an initial flaw in a core infrastructure design from the early 2000s and adds a layer of security missing from the current design and flexibility when sharing information between departments. Completed Active Directory Overhaul by migrating from legacy Active Directory software/hardware to modern hybrid solution to support new cloud-based initiatives.

## Fiscal 2025 Goals

Fiscal 2025 goals include transitioning IT support to shared services model with school IT. Implementing departmental SharePoint Deployment by re-training and migrating all department files from network file shares to SharePoint to reduce burden on on-premises storage/future capital expenditures. Plan for INet replacement strategy and proof of concept. Complete strategy, planning and procurement for phone system migration in FY26.

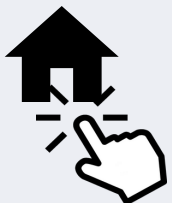
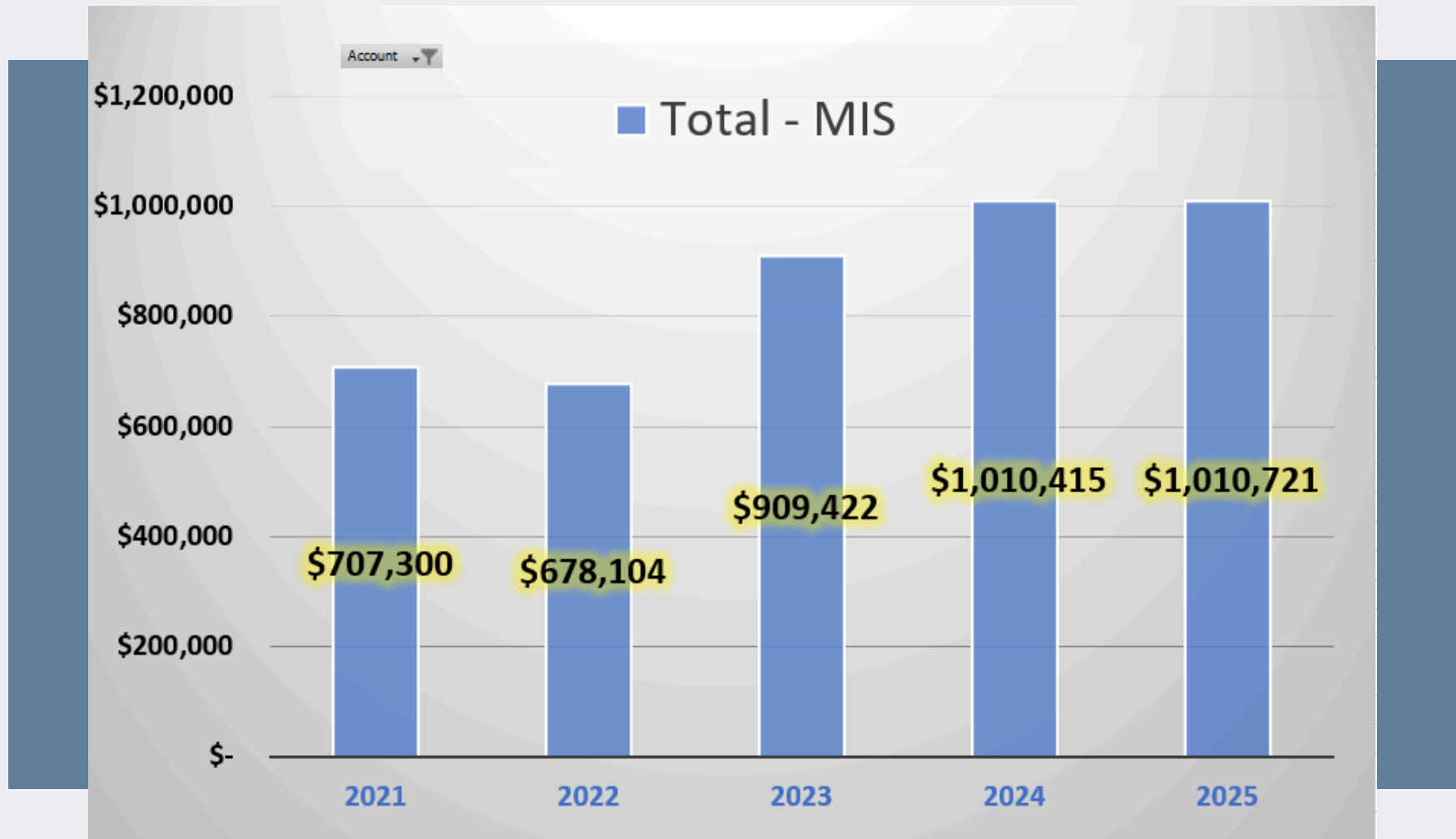
# Management Information Systems - MIS

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Information Technology</b>												
5110: MIS-Salaries & Wages	\$ 102,360	\$ 41,207		\$ 43,585		\$ 75,000	\$ 100,000	33.33%	\$ 25,000	\$ 60,000	-20.00%	\$ (15,000)
5151: MIS-Longevity	\$ 1,400	\$ 1,400		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5240: MIS - Repairs & Maint. Office Equipment	\$ 2,687	\$ 2,158		\$ 1,818		\$ 10,000	\$ 20,000	100.00%	\$ 10,000	\$ 2,000	-80.00%	\$ (8,000)
5302: MIS-Computer System Support	\$ 263,223	\$ 354,735		\$ 554,407		\$ 481,543	\$ 513,720	6.68%	\$ 32,177	\$ 413,720	-14.08%	\$ (67,823)
5313: MIS-Computer Service On-Line	\$ 130,937	\$ 139,518		\$ 148,058		\$ 201,468	\$ 266,273	32.17%	\$ 64,805	\$ 266,273	32.17%	\$ 64,805
5314: MIS-Computer Supplies	\$ 306	\$ -		\$ 7,970		\$ 72,796	\$ -	-100.00%	\$ (72,796)	\$ -	-100.00%	\$ (72,796)
5314: MIS-Computer Training	\$ 14	\$ -		\$ 1,854		\$ 5,000	\$ 10,000	100.00%	\$ 5,000	\$ -	-100.00%	\$ (5,000)
5340: MIS-Communications	\$ 65,175	\$ 47,739		\$ 64,083		\$ 101,531	\$ 105,809	4.21%	\$ 4,278	\$ 105,809	4.21%	\$ 4,278
5420: MIS-Office Supplies	\$ 68	\$ -		\$ -		\$ -	\$ 2,500		\$ 2,500	\$ 500		\$ 500
5583: MIS Cyber Realtd	\$ -	\$ -		\$ -		\$ -	\$ 119,362		\$ 119,362	\$ 97,587		\$ 97,587
5585: MIS-Software Upgrades	\$ -	\$ -		\$ 869		\$ -	\$ 10,000		\$ 10,000	\$ -		\$ -
5586: MIS-Software Licenses	\$ 137,750	\$ 91,347		\$ 59,938		\$ 35,077	\$ 36,832	5.00%	\$ 1,755	\$ 36,832	5.00%	\$ 1,755
5788: MIS-Technology Wiring	\$ -	\$ -		\$ -		\$ 3,000	\$ 10,000	233.33%	\$ 7,000	\$ 3,000		\$ -
5871: MIS-Replace Technology Equipment	\$ 3,380	\$ -		\$ 26,840		\$ 25,000	\$ 25,000		\$ -	\$ 25,000		\$ -
<b>Information Technology Total</b>	<b>\$ 707,300</b>	<b>\$ 678,104</b>		<b>\$ 909,422</b>		<b>\$ 1,010,415</b>	<b>\$ 1,219,496</b>	<b>20.69%</b>	<b>\$ 209,081</b>	<b>\$ 1,010,721</b>	<b>0.03%</b>	<b>\$ 306</b>

*The fiscal 2025 MIS budget reflects the transition to an in-house, shared IT Department with Haverhill Public Schools.*

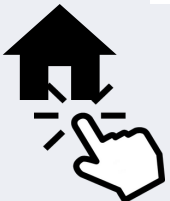


# Management Information Systems - MIS



# Management Information Systems - MIS

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
IT							
Assistant Director Salary				0.3	\$ 15,000	0.3	\$ 15,000
Assistant Director Total				0.3	\$ 15,000	0.3	\$ 15,000
Implementation Specialist - NEW Salary	0.0	0.5	\$ 25,000	0.0	\$ -	-0.5	\$ (25,000)
Implementation Specialist - NEW Total	0.0	0.5	\$ 25,000	0.0	\$ -	-0.5	\$ (25,000)
IT Analyst Salary	0.5	0.5	\$ 50,000	0.0		-0.5	\$ (50,000)
IT Analyst Total	0.5	0.5	\$ 50,000	0.0		-0.5	\$ (50,000)
IT Director Salary		0.0	\$ -	0.3	\$ 30,000	0.3	\$ 30,000
IT Director Total		0.0	\$ -	0.3	\$ 30,000	0.3	\$ 30,000
Senior Technology Facilitator Salary				0.3	\$ 5,000	0.3	\$ 5,000
Senior Technology Facilitator Total				0.3	\$ 5,000	0.3	\$ 5,000
Systems Network Engineer Salary				0.3	\$ 10,000	0.3	\$ 10,000
Systems Network Engineer Total				0.3	\$ 10,000	0.3	\$ 10,000
IT Total	0.5	1.0	\$ 75,000	1.0	\$ 60,000	0.0	\$ (15,000)





## City Clerk

The City Clerk is the head of the city's department of records and keeper of the city archives, keeper of vital statistics, and the custodian of the city seal and all public records belonging to the city. In addition, the City Clerk is the administrator of the oath of office to all city officers and performs all duties with regard to the conduct of elections and other such matters provided by general laws.



[cityofhaverhill.com/government/city\\_clerk](http://cityofhaverhill.com/government/city_clerk)



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## Fiscal 2024 Accomplishments

In fiscal 2024, the City Clerks Office has issued and/or completed the following:

- 2,343 birth certificates
- 543 births registered
- 5,040 death certificates
- 961 deaths registered
- 818 marriage certificates
- 355 marriage intentions filed
- 350 marriages recorded
- 2,462 god licenses
- 45 flammable registrations
- 156 yard sale permits
- 670 documents notarized
- 168 oaths administered for notaries
- 224 business certificates
- 16 special permits
- 30 agendas drafted
- 4 elections administered
- 1 recount administered
- 17,869 ballots mailed
- 9,027 signatures certified on petitions and nominations
- 73 liquor licenses for restaurants
- 29 liquor licenses for package stores
- 115 common victuallers issued
- 146 entertainment licenses issued
- 61 car dealer licenses issued

## Fiscal 2025 Goals

The fiscal 2025 budget will greatly assist the City Clerk's office by providing appropriate funding to continue operating at our current level of service and to assist us in areas where we have had shortfalls in the past. This budget increases our Assistant City Clerk salary to make it comparable and competitive with other communities. Further, this budget adds an additional staff member to our office, whose primary focus will be on election work. As we approach the height of the 2024 Presidential Election cycle, having a staff member solely dedicate to election work will maximize our abilities to process vote by mail requests and automatic voter registrations – both which are unfunded mandates designed by the state legislature. In turn, this will also help to reduce the amount of unpaid overtime that has previously fallen on the backs of the City Clerk and Assistant City Clerk during election season.

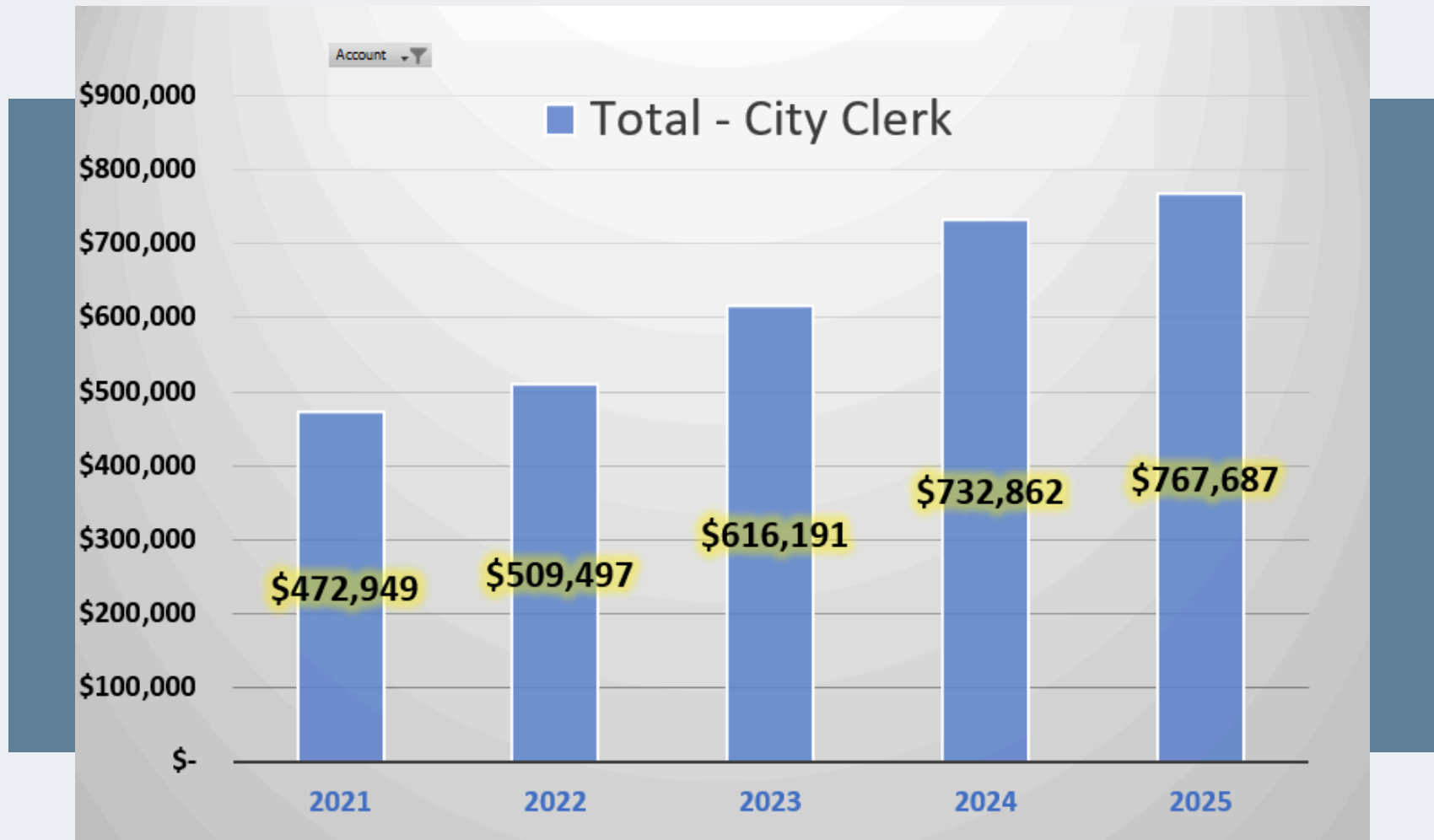
# City Clerk's Office

	2021 Actual	2022 Actual	▲ ▲ ▼	2023 Actual	▲ ▲ ▼	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>City Clerk</b>												
5110: Clerk-Salaries & Wages	\$ 269,190	\$ 321,267	▲	\$ 345,396	▲	\$ 358,411	\$ 450,404	25.67%	\$ 91,993	\$ 444,736	24.09%	\$ 86,325
5130: Clerk-Overtime	\$ 3,392	\$ 2,280	▼	\$ 3,596	▲	\$ 4,000	\$ 3,600	-10.00%	\$ (400)	\$ 3,600	-10.00%	\$ (400)
5147: Clerk-Precinct Officers	\$ 99,110	\$ 51,755	▼	\$ 102,000	▲	\$ 200,000	\$ 150,000	-25.00%	\$ (50,000)	\$ 150,000	-25.00%	\$ (50,000)
5151: Clerk-Longevity	\$ 3,600	\$ 4,200	▲	\$ 4,800	▲	\$ -	\$ 4,750		\$ 4,750	\$ 4,750		\$ 4,750
5191: Clerk-Professional Development	\$ -	\$ -	▲	\$ -	▲	\$ -	\$ 1,100		\$ 1,100	\$ 1,100		\$ 1,100
5240: Repairs & Maint. Office Equipment	\$ 3,477	\$ 4,347	▲	\$ 4,354	▲	\$ 4,680	\$ 4,680		\$ -	\$ 4,680		\$ -
5316: Clerk-Books & Binding	\$ 1,932	\$ 1,675	▼	\$ 1,423	▼	\$ 1,871	\$ 1,871		\$ -	\$ 1,871		\$ -
5317: Clerk-Advertising	\$ 13,942	\$ 11,995	▼	\$ 8,410	▼	\$ 15,000	\$ 15,000		\$ -	\$ 15,000		\$ -
5343: Clerk-Annual Street & Voting List	\$ 22,102	\$ 51,346	▲	\$ 50,521	▼	\$ 30,600	\$ 33,000	7.84%	\$ 2,400	\$ 33,000	7.84%	\$ 2,400
5383: Clerk-Recodification	\$ 14,469	\$ 4,970	▼	\$ 10,925	▲	\$ 10,000	\$ 10,000		\$ -	\$ 10,000		\$ -
5420: Clerk-Office Supplies	\$ 8,076	\$ 8,962	▲	\$ 13,317	▲	\$ 10,200	\$ 15,000	47.06%	\$ 4,800	\$ 15,000	47.06%	\$ 4,800
5421: Clerk-Printed Supplies	\$ 3,343	\$ 2,571	▼	\$ 4,347	▲	\$ 8,000	\$ 8,000		\$ -	\$ 8,000		\$ -
5422: Clerk-Ballots	\$ 8,381	\$ 22,322	▲	\$ -	▼	\$ 20,000	\$ -	-100.00%	\$ (20,000)	\$ -	-100.00%	\$ (20,000)
5423: Clerk-Certificates & Licenses	\$ -	\$ -	▲	\$ -	▲	\$ 1,000	\$ 1,000		\$ -	\$ 1,000		\$ -
5580: Clerk-Election Materials/Supplies	\$ 21,355	\$ 19,734	▼	\$ 65,864	▲	\$ 65,000	\$ 70,000	7.69%	\$ 5,000	\$ 70,000	7.69%	\$ 5,000
5710: Clerk-Travel	\$ 95	\$ 954	▲	\$ -	▼	\$ 700	\$ 700		\$ -	\$ 700		\$ -
5730: Clerk-Dues and Memberships	\$ 210	\$ 988	▲	\$ 820	▼	\$ 900	\$ 1,500	66.67%	\$ 600	\$ 1,500	66.67%	\$ 600
5781: Clerk-Meals-Election	\$ 275	\$ 131	▼	\$ 418	▲	\$ 500	\$ 750	50.00%	\$ 250	\$ 750	50.00%	\$ 250
5782: Clerk-Recording Fees	\$ -	\$ -	▲	\$ -	▲	\$ -	\$ -		\$ -	\$ -		\$ -
5785: Clerk-Office Equipment	\$ -	\$ -	▲	\$ -	▲	\$ 2,000	\$ 2,000		\$ -	\$ 2,000		\$ -
<b>City Clerk Total</b>	<b>\$ 472,949</b>	<b>\$ 509,497</b>	▲	<b>\$ 616,191</b>	▲	<b>\$ 732,862</b>	<b>\$ 773,355</b>	<b>5.53%</b>	<b>\$ 40,493</b>	<b>\$ 767,687</b>	<b>4.75%</b>	<b>\$ 34,825</b>

*The fiscal 2025 City Clerk's budget adds a full-time Election Supervisor as well as a pay re-classification for the Assistant City Clerk.*

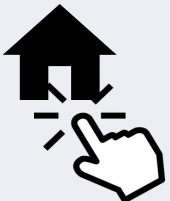


# City Clerk's Office



# City Clerk's Office

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>City Clerk</b>							
Administrative Assistant							
Salary	1.0	1.0	\$ 50,000	1.0	\$ 52,530	0.0	\$ 2,530
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,576	0.0	\$ 1,576
Administrative Assistant Total	1.0	1.0	\$ 50,000	1.0	\$ 54,106	0.0	\$ 4,106
<b>Assistant City Clerk</b>							
Salary	1.0	1.0	\$ 52,870	1.0	\$ 53,928	0.0	\$ 1,058
Pay Adjustment					\$ 13,698	0.0	\$ 13,698
Assistant City Clerk Total	1.0	1.0	\$ 52,870	1.0	\$ 67,626	0.0	\$ 14,756
<b>City Clerk</b>							
Salary	1.0	1.0	\$ 92,886	1.0	\$ 93,756	0.0	\$ 870
Step Increase	0.0	0.0	\$ -	0.0	\$ 3,751	0.0	\$ 3,751
Stipend Board of Registrars	0.0	0.0	\$ 1,400		\$ 5,000	0.0	\$ 3,600
Stipend City Council	0.0	0.0	\$ 4,000		\$ 4,000	0.0	\$ -
City Clerk Total	1.0	1.0	\$ 98,286	1.0	\$ 106,507	0.0	\$ 8,221
<b>Consulting - NEW</b>							
Consulting	0.0	0.0	\$ 10,000			0.0	\$ (10,000)
Consulting - NEW Total	0.0	0.0	\$ 10,000			0.0	\$ (10,000)
<b>Election Staff Member - NEW</b>							
Salary				1.0	\$ 67,626	1.0	\$ 67,626
Election Staff Member - NEW Total				1.0	\$ 67,626	1.0	\$ 67,626
<b>Head Administration</b>							
Professional Development	0.0	0.0	\$ 962		\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 52,820	1.0	\$ 53,756	0.0	\$ 936
Head Administration Total	1.0	1.0	\$ 53,782	1.0	\$ 54,718	0.0	\$ 936
<b>Head Clerk/Floater</b>							
Professional Development	0.0	0.0	\$ 962		\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 39,639	1.0	\$ 40,575	0.0	\$ 936
Step Increase	0.0	0.0	\$ 1,166			0.0	\$ (1,166)
Stipend	0.0	0.0	\$ 1,300		\$ 1,300	0.0	\$ -
Head Clerk/Floater Total	1.0	1.0	\$ 43,067	1.0	\$ 42,837	0.0	\$ (230)
<b>Office Manager</b>							
Professional Development	0.0	0.0	\$ 962		\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 49,444	1.0	\$ 50,354	0.0	\$ 910
Step Increase						0.0	\$ -
Office Manager Total	1.0	1.0	\$ 50,406	1.0	\$ 51,316	0.0	\$ 910
<b>City Clerk Total</b>	<b>6.0</b>	<b>6.0</b>	<b>\$ 358,411</b>	<b>7.0</b>	<b>\$ 444,736</b>	<b>1.0</b>	<b>\$ 86,325</b>





## Economic Development

The Economic Development and Planning Department continues to actively pursue its mission of implementing the City's master plan through actively undertaking business retention and expansion strategies aimed at keeping our existing companies strong and helping them to grow and flourish here. We are actively involved in recruitment of new businesses to the city to expand the commercial tax base and add vital jobs to our local economy.

Additionally, we oversee land use regulation through the Planning Board and Zoning Board of Appeals.



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## Fiscal 2024 Accomplishments

The department is actively engaged in the pursuit of a new business park as well as working in our existing business parks to pursue expansion and densification opportunities. We are working directly with 3-4 new companies interested in locating in the city. We are conducting ongoing outreach to existing businesses in our business parks to assist companies with their expansion needs including financing and workforce development assistance. The department is also actively engaged in pursuing the continued development of the downtown including the 160 million downtown redevelopment project and the new exciting opportunities being presented by the presence and expansion of Historic New England in our downtown district.

## Fiscal 2025 Goals

Residentially the city continues to pursue a policy of growth balanced between preservation of our rural character and open space, while continuing to meet housing needs across the spectrum of needs while recognizing the necessity of working within our infrastructure capacities. We are engaged in ongoing review of all housing projects and making recommendations to the city council and appropriate boards to assist in their decision making. The approval of this proposed budget will enable the department to continue to implement its goals and add to our achievements.



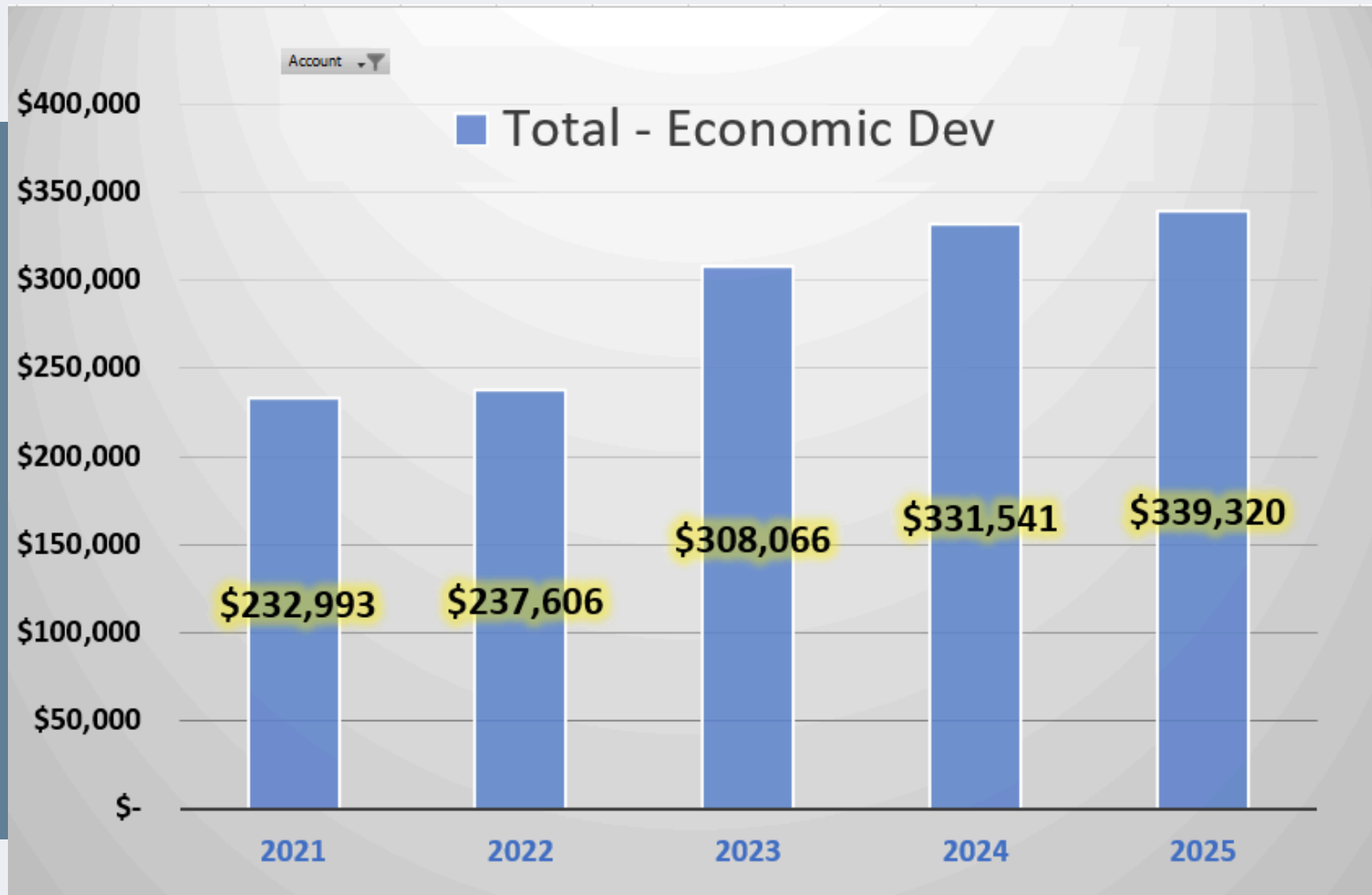
[cityofhaverhill.com/departments/economic\\_development\\_and\\_planning](https://cityofhaverhill.com/departments/economic_development_and_planning)

# Economic Development

	2021 Actual	2022 Actual	▲ ▲ ▼	2023 Actual	▲ ▲ ▼	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Economic Development</b>												
5110: Economic Dev-Salaries & Wages	\$ 190,931	\$ 194,259	▲	\$ 240,854	▲	\$ 269,023	\$ 273,558	1.69%	\$ 4,535	\$ 273,558	1.69%	\$ 4,535
5130: Economic Dev-Overtime	\$ 1,100	\$ 841	▼	\$ 696	▼	\$ -	\$ -		\$ -	\$ -		\$ -
5151: Economic Dev-Longevity	\$ 2,400	\$ 2,700	▲	\$ 4,900	▲	\$ 3,800	\$ 6,400	68.42%	\$ 2,600	\$ 6,400	68.42%	\$ 2,600
5240: Repairs & Maint. Office Equipment	\$ 1,766	\$ 2,158	▲	\$ 1,818	▼	\$ 2,278	\$ 2,278		\$ -	\$ 2,278		\$ -
5301: Consultant	\$ -	\$ -	▲	\$ 21,698	▲	\$ 7,751	\$ 15,000	93.52%	\$ 7,249	\$ 15,000	93.52%	\$ 7,249
5317: Economic Dev-Advertising	\$ 5,361	\$ 5,569	▲	\$ 4,692	▼	\$ 6,100	\$ 6,100		\$ -	\$ 6,100		\$ -
5340: Planning - Communications	\$ 1,348	\$ 498	▼	\$ 498	▲	\$ 441	\$ 441		\$ -	\$ 441		\$ -
5420: Economic Dev-Office Supplies	\$ 1,566	\$ 1,256	▼	\$ 1,504	▲	\$ 8,786	\$ 1,537	-82.51%	\$ (7,249)	\$ 1,537	-82.51%	\$ (7,249)
5690: Merr Valley Plan Comm	\$ 23,910	\$ 24,506	▲	\$ 25,116	▲	\$ 25,862	\$ 26,506	2.49%	\$ 644	\$ 26,506	2.49%	\$ 644
5780: Economic Dev-Directors Expense	\$ 4,611	\$ 5,819	▲	\$ 6,290	▲	\$ 7,500	\$ 7,500		\$ -	\$ 7,500		\$ -
<b>Economic Development Total</b>	<b>\$ 232,993</b>	<b>\$ 237,606</b>	▼	<b>\$ 308,066</b>	▲	<b>\$ 331,541</b>	<b>\$ 339,320</b>	<b>2.35%</b>	<b>\$ 7,779</b>	<b>\$ 339,320</b>	<b>2.35%</b>	<b>\$ 7,779</b>

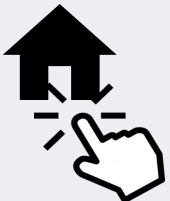


# Economic Development



# Economic Development

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Economic Development</b>							
Assistant Director							
CDBG Offset	-0.2	-0.2	\$ (10,459)	-0.2	\$ (10,459)	0.0	\$ 0
Salary	1.0	1.0	\$ 78,889	1.0	\$ 71,125	0.0	\$ (7,764)
Assistant Director Total	0.8	0.8	\$ 68,430	0.8	\$ 60,666	0.0	\$ (7,764)
Director							
CDBG Offset	-0.2	-0.2	\$ (19,000)	-0.2	\$ (19,000)	0.0	\$ -
CDBG Stipend	0.0	0.0	\$ 4,518	0.0	\$ 4,518	0.0	\$ (0)
Salary	1.0	1.0	\$ 120,000	1.0	\$ 127,847	0.0	\$ 7,847
Step Increase	0.0	0.0	\$ 2,400	0.0		0.0	\$ (2,400)
Supplemental Pay	0.0	0.0	\$ 1,600	0.0	\$ 2,000	0.0	\$ 400
Director Total	0.8	0.8	\$ 109,518	0.8	\$ 115,365	0.0	\$ 5,847
Head Clerk							
Professional Development	0.0	0.0	\$ 962	0.0	\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 42,006	1.0	\$ 44,155	0.0	\$ 2,149
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,270	0.0	\$ 1,270
Head Clerk Total	1.0	1.0	\$ 42,968	1.0	\$ 46,387	0.0	\$ 3,419
Head Clerk/Floater							
COLA	0.0	0.0	\$ 921	0.0		0.0	\$ (921)
Floater Stipend	0.0	0.0	\$ 1,300	0.0	\$ 2,300	0.0	\$ 1,000
Professional Development	0.0	0.0	\$ 962	0.0	\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 44,924	1.0	\$ 47,878	0.0	\$ 2,954
Head Clerk/Floater Total	1.0	1.0	\$ 48,107	1.0	\$ 51,140	0.0	\$ 3,033
<b>Economic Development Total</b>	<b>3.6</b>	<b>3.6</b>	<b>\$ 269,023</b>	<b>3.6</b>	<b>\$ 273,558</b>	<b>0.0</b>	<b>\$ 4,535</b>





## Building Maintenance

The Building Maintenance department is responsible for the repair and maintenance of city hall including cleaning and custodial services as well as the coordination of contractors and sub-contractors.

The day-to-day cleaning and upkeep of City Hall is accomplished by a full-time city custodian, supported by a contracted night cleaning service. Annual and periodic preventative maintenance and minor repairs to the buildings various components and systems are carried out by a number of local and contracted service providers.

## Fiscal 2024 Accomplishments

Some of the more significant capital maintenance projects that the Purchasing Director accomplished at City Hall in FY24 include (Mostly with ARPA Funding):

Upgrading the City Council Chambers & Office to Accommodate Additional Elected Officials, Renovating the City Hall Irrigation System (that was out of service for many years), Replacing the Flooring and Hallway Runners in the Basement, Replacement of the Main Electrical Switch, Installation of a New Hot Water Heater, Replacement and Upgrade of the Main Water Service, Replacement of the 2nd Floor Roof.

## Fiscal 2025 Goals

Fiscal 2025 goals of the Building Maintenance department is to assess future capital improvement needs of the city's public building so that a more accurate capital improvement plan can be utilized by city administration.





































[cityofhaverhill.com/departments/finance\\_department/purchasing\\_s\\_office](https://cityofhaverhill.com/departments/finance_department/purchasing_s_office)

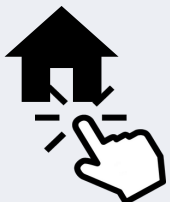


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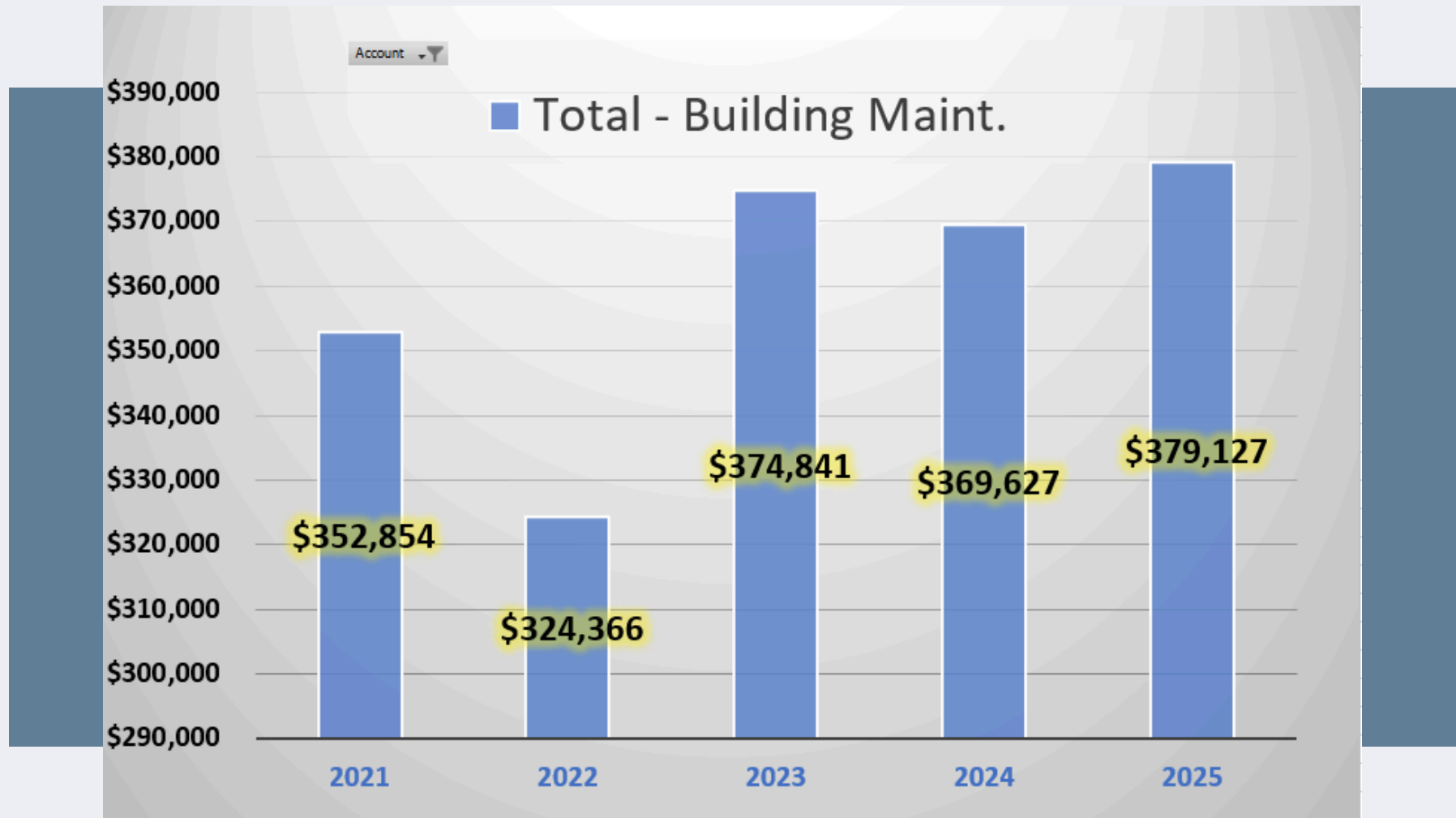
# Building Maintenance

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Building Maintenance</b>												
5110: Building Maint-Salaries & Wages	\$ 145,220	\$ 111,989		\$ 76,756		\$ 101,627	\$ 76,627	-24.60%	\$ (25,000)	\$ 76,627	-24.60%	\$ (25,000)
5130: Building Maint.-Overtime	\$ 1,643	\$ 3,077		\$ 1,230		\$ 1,500	\$ 4,000	166.67%	\$ 2,500	\$ 4,000	166.67%	\$ 2,500
5192: Building Maint-Clothing Allowance	\$ -	\$ 500		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5210: Building Maint-City Hall Utilities	\$ 3,362	\$ 5,628		\$ 3,149		\$ 4,500	\$ 4,500		\$ -	\$ 4,500		\$ -
5211: Building Maint - Electricity School 22%	\$ 62,719	\$ 58,268		\$ 55,457		\$ 55,000	\$ 60,000	9.09%	\$ 5,000	\$ 60,000	9.09%	\$ 5,000
5212: Building Maint - Heat School 22%	\$ 45,997	\$ 52,399		\$ 95,161		\$ 75,000	\$ 80,000	6.67%	\$ 5,000	\$ 80,000	6.67%	\$ 5,000
5220: City Hall Cleaning Services	\$ -	\$ -		\$ 37,044		\$ 40,000	\$ 50,000	25.00%	\$ 10,000	\$ 50,000	25.00%	\$ 10,000
5240: Repairs & Maint. Office Equipment	\$ -	\$ 2,450		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5241: Building Maint-City Hall Bldg Maint	\$ 81,680	\$ 73,857		\$ 86,054		\$ 70,000	\$ 75,000	7.14%	\$ 5,000	\$ 75,000	7.14%	\$ 5,000
5242: Fire Dept Bldgs Maint	\$ 450	\$ 335		\$ 1,160		\$ -	\$ -		\$ -	\$ -		\$ -
5247: Repairs & Maint. Elevator	\$ 3,959	\$ 3,469		\$ 7,030		\$ 5,000	\$ 7,000	40.00%	\$ 2,000	\$ 7,000	40.00%	\$ 2,000
5248: Other Mun Bldgs Maint	\$ 1,998	\$ 3,312		\$ -		\$ 10,000	\$ 10,000		\$ -	\$ 10,000		\$ -
5450: Building Maint-Custodial Supplies 22%	\$ 5,825	\$ 9,082		\$ 11,800		\$ 7,000	\$ 12,000	71.43%	\$ 5,000	\$ 12,000	71.43%	\$ 5,000
<b>Building Maintenance Total</b>	<b>\$ 352,854</b>	<b>\$ 324,366</b>		<b>\$ 374,841</b>		<b>\$ 369,627</b>	<b>\$ 379,127</b>	<b>2.57%</b>	<b>\$ 9,500</b>	<b>\$ 379,127</b>	<b>2.57%</b>	<b>\$ 9,500</b>

*The fiscal 2025 Building Maintenance budget removes the part-time position of Capital Projects Manager which was never filled. It also reflects the increase in utility and cleaning costs.*

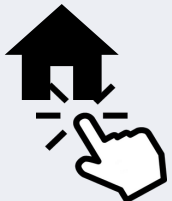


# Building Maintenance



# Building Maintenance

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Building Maintenance</b>							
Building Maintenance Coordinator Stipend	0.0	0.0	\$ 26,000		\$ 26,000	0.0	\$ -
Building Maintenance Coordinator Total	0.0	0.0	\$ 26,000		\$ 26,000	0.0	\$ -
Capital Projects Manager - NEW							
Salary	0.0	0.0	\$ 25,000			0.0	\$ (25,000)
Capital Projects Manager - NEW Total	0.0	0.0	\$ 25,000			0.0	\$ (25,000)
Custodian							
Salary	1.0	1.0	\$ 50,627	1.0	\$ 50,627	0.0	\$ 0
Custodian Total	1.0	1.0	\$ 50,627	1.0	\$ 50,627	0.0	\$ 0
<b>Building Maintenance Total</b>	<b>1.8</b>	<b>1.0</b>	<b>\$ 101,627</b>	<b>1.0</b>	<b>\$ 76,627</b>	<b>0.0</b>	<b>\$ (25,000)</b>





## Police

The Haverhill Police Department, consisting of 112 sworn officers and 23 civilian employees, is committed to the safety and well-being of the community.

Despite unprecedented societal challenges, our members have demonstrated resilience, innovation, and dedication in upholding the highest standards of law enforcement. The Haverhill Police Department continues to maintain our commitment to professionalism and excellence by certifying all officers with new POST regulations successfully maintaining CALEA (one of only six in the Commonwealth) and MPAC accreditations. These achievements serve as a testament to our adherence to best practices, rigorous standards, training, and continuous improvement in all facets of policing.



[www.haverhillpolice.com](http://www.haverhillpolice.com)





















































## Fiscal 2024 Accomplishments

The Police Department achieved a 7% reduction in the overall crime rate in 2023 compared to 2022. These successes are a testament to our officers, including those assigned to our numerous specialty units such as the BRU, SRO's, traffic safety, gangs, drugs, Federal task forces, NEMLEC, animal control, and conservation. Our Behavioral Response Unit continues to showcase the department's proactive approach to mental health issues. While investigating 645 mental health related cases, the unit emphasizes empathy, and de-escalation. Our officers have also demonstrated exceptional dedication in combating drug-related offenses. A team of four detectives assigned to narcotics and gangs, along with our investigative and patrol officers, has made remarkable strides completing over 170 bookings for drug-related offenses. The Investigations Division investigated a total of 2,054 cases, demonstrating their commitment in resolving criminal matters within our community. The Traffic Safety Division has been instrumental in promoting road safety through ongoing efforts to uphold traffic laws and ensure the safety of motorists and pedestrians, the Traffic Safety Division conducted thousands of traffic stops and issued 2400 citations.

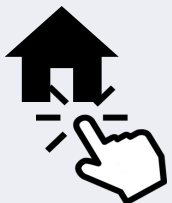
## Fiscal 2025 Goals

The department is actively collaborating with the current administration to enhance the education incentive for our officers. An increased pay for higher education, serves as a powerful magnet, attracting highly qualified and motivated individuals to pursue careers as police officers while empowering current officers to gain knowledge and skills necessary to excel in their roles. The proposed budget allows us to continue these successes and the current level of services. However, it is crucial to highlight the potential detrimental effect that a cut in manpower via less positions and/or overtime funding would have on the efficacy of the department and level of full service currently afforded to our community. Maintaining optimal staffing levels is essential to carrying out our commitment to make Haverhill a safe and desirable place to live, work or visit while partnering with the community to solve problems and improve public safety in a manner that is fair, impartial, transparent, and consistent.



























































# Police Department

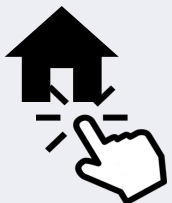
	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request			2025 Mayor's Budget Proposal		
								to 2024	to 2024.		To '2024.	To '2024
<b>Police Department</b>												
5110: Police-Salaries & Wages	\$ 7,775,587	\$ 7,898,216		\$ 8,206,823		\$ 8,605,082	\$ 9,042,254	5.08%	\$ 437,172	\$ 9,042,254	5.08%	\$ 437,172
5115: Police-Salaries & Wages - Retro	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5116: Police-Incentive Pay	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ 327,762		\$ 327,762
5120: Police-Holiday Pay	\$ 69,536	\$ 74,874		\$ 89,937		\$ 80,061	\$ 95,558	19.36%	\$ 15,497	\$ 95,558	19.36%	\$ 15,497
5130: Police-Overtime	\$ 2,718,164	\$ 2,703,859		\$ 3,220,359		\$ 3,366,155	\$ 3,899,756	15.85%	\$ 533,601	\$ 3,733,073	10.90%	\$ 366,918
5132: Police-Night Differential	\$ 362,417	\$ 498,674		\$ 483,614		\$ 512,595	\$ 603,753	17.78%	\$ 91,158	\$ 603,753	17.78%	\$ 91,158
5133: Police-Specialist	\$ 42,975	\$ 51,395		\$ 55,120		\$ 55,900	\$ 59,540	6.51%	\$ 3,640	\$ 59,540	6.51%	\$ 3,640
5134: Police-Dispatch Stipend	\$ 4,274	\$ 912		\$ 871		\$ 1,200	\$ 1,200		\$ -	\$ 1,200		\$ -
5136: Police-Admin Assist Out of Grade	\$ -	\$ -		\$ 210		\$ 140	\$ 140		\$ -	\$ 140		\$ -
5143: Police-Seniority Premium	\$ 207	\$ -		\$ -		\$ -	\$ 2,507		\$ 2,507	\$ 2,507		\$ 2,507
5151: Police-Longevity	\$ 62,125	\$ 66,100		\$ 71,525		\$ 68,350	\$ 74,450	8.92%	\$ 6,100	\$ 74,450	8.92%	\$ 6,100
5190: Police-Uniform Allowance	\$ -	\$ 1,575		\$ 888		\$ -	\$ -		\$ -	\$ -		\$ -
5192: Police-Clothing Allowance Civilians	\$ 3,800	\$ 1,577		\$ 2,740		\$ 2,800	\$ 4,600	64.29%	\$ 1,800	\$ 4,600	64.29%	\$ 1,800
5193: Police-Fire Arms Allowance	\$ 200	\$ 100		\$ 100		\$ 200	\$ 200		\$ -	\$ 200		\$ -
5195: Police-Tuition Reimbursement	\$ 5,400	\$ 11,400		\$ 8,400		\$ 8,300	\$ 9,000	8.43%	\$ 700	\$ 9,000	8.43%	\$ 700
5196: Police-Tool Allowance	\$ 400	\$ 400		\$ 800		\$ 600	\$ 600		\$ -	\$ 600		\$ -
5197: Police-Hazardous Duty	\$ 1,750	\$ 1,050		\$ 1,050		\$ 1,750	\$ 1,750		\$ -	\$ 1,750		\$ -
5198: Police-College Credits	\$ 521,982	\$ 529,654		\$ 521,313		\$ 450,308	\$ 526,348	16.89%	\$ 76,040	\$ 526,348	16.89%	\$ 76,040
5210: Police-Utilities	\$ 118,553	\$ 121,343		\$ 152,310		\$ 128,334	\$ 128,334		\$ -	\$ 118,334	-7.79%	\$ (10,000)
5240: Repairs & Maint. Office Equipment	\$ 8,895	\$ 11,412		\$ 8,637		\$ 11,210	\$ 11,210		\$ -	\$ 11,210		\$ -
5243: Police-Dog Pound Maint	\$ 1,983	\$ 4,910		\$ 4,457		\$ 19,243	\$ 19,300	0.30%	\$ 57	\$ 19,300	0.30%	\$ 57

*The fiscal 2025 Police budget reflects the collective bargaining agreement increase for union personnel as well as additional funding for vehicle and equipment replacement.*

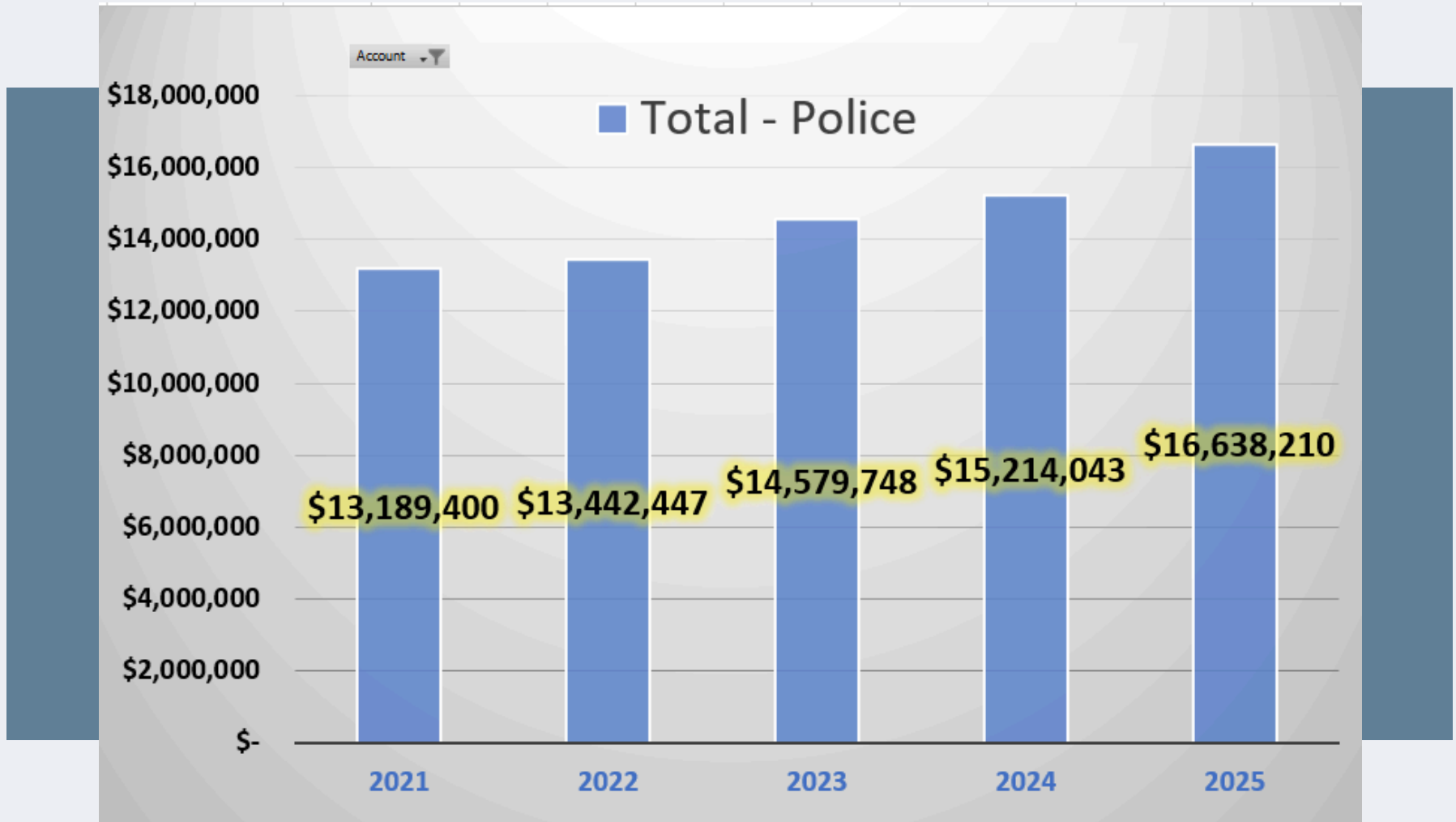


# Police Department

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
5248: Police-Other Mun Bldgs Maint	\$ 140,157	\$ 122,071		\$ 147,367		\$ 130,000	\$ 158,440	21.88%	\$ 28,440	\$ 130,000		\$ -
5250: Police-Repairs & Maint Auto Body	\$ 9,329	\$ 10,400		\$ 13,000		\$ 13,000	\$ 13,000		\$ -	\$ 13,000		\$ -
5251: Police-Repairs & Maint. Vehicles	\$ 95,216	\$ 110,882		\$ 122,138		\$ 100,000	\$ 150,000	50.00%	\$ 50,000	\$ 100,000		\$ -
5253: Police-Repair & Maint Equip	\$ 110,049	\$ 107,748		\$ 225,000		\$ 215,000	\$ 215,000		\$ -	\$ 205,000	-4.65%	\$ (10,000)
5302: Police-Computer System Support	\$ 309,112	\$ 251,521		\$ 276,807		\$ 295,830	\$ 295,830		\$ -	\$ 291,830	-1.35%	\$ (4,000)
5306: Police-Legal Consultant Services	\$ 10,275	\$ 17,546		\$ 6,858		\$ 15,000	\$ 15,000		\$ -	\$ 15,000		\$ -
5320: Police-Training	\$ 143,715	\$ 121,717		\$ 187,999		\$ 189,000	\$ 189,000		\$ -	\$ 186,000	-1.59%	\$ (3,000)
5324: Police-Auxiliary Police	\$ -	\$ 6,283		\$ 6,300		\$ 4,300	\$ -	-100.00%	\$ (4,300)	\$ -	-100.00%	\$ (4,300)
5340: Police-Communications	\$ 19,055	\$ 20,175		\$ 26,700		\$ 24,835	\$ 26,000	4.69%	\$ 1,165	\$ 26,000	4.69%	\$ 1,165
5387: Police-Animal Disposal MSPCA	\$ 471	\$ 812		\$ 1,097		\$ 1,000	\$ 1,500	50.00%	\$ 500	\$ 1,500	50.00%	\$ 500
5388: Police-Radio Communications	\$ 33,603	\$ 38,373		\$ 33,745		\$ 33,800	\$ 34,400	1.78%	\$ 600	\$ 34,400	1.78%	\$ 600
5420: Police-Office Supplies	\$ 8,189	\$ 8,320		\$ 8,488		\$ 8,700	\$ 8,700		\$ -	\$ 8,700		\$ -
5425: Police-Supplies for Records	\$ 4,000	\$ 4,000		\$ 4,000		\$ 4,000	\$ 4,000		\$ -	\$ 4,000		\$ -
5431: Police-Radio Maintenance	\$ 133,980	\$ 100,119		\$ 117,649		\$ 238,900	\$ 239,900	0.42%	\$ 1,000	\$ 239,900	0.42%	\$ 1,000
5480: Police-Vehicular Supplies	\$ 137,467	\$ 217,650		\$ 238,434		\$ 209,999	\$ 227,700	8.43%	\$ 17,701	\$ 227,700	8.43%	\$ 17,701
5502: Police-Medical Supplies	\$ 5,638	\$ 6,485		\$ 5,550		\$ 7,100	\$ 7,100		\$ -	\$ 7,100		\$ -
5583: Police-Computer Supplies	\$ 42,138	\$ 37,559		\$ 47,210		\$ 40,000	\$ 40,000		\$ -	\$ 40,000		\$ -
5588: Police-Photo/Fingerprint	\$ 935	\$ 427		\$ 552		\$ 1,000	\$ 1,000		\$ -	\$ 1,000		\$ -
5589: Police-Public Safety Supplies	\$ 74,441	\$ 72,291		\$ 92,611		\$ 100,000	\$ 100,000		\$ -	\$ 95,000	-5.00%	\$ (5,000)
5781: Police-Meals	\$ 2,000	\$ 4,500		\$ 5,000		\$ 6,500	\$ 6,500		\$ -	\$ 6,500		\$ -
5793: Police-Narcotic Division	\$ 9,555	\$ 3,690		\$ 12,500		\$ 10,500	\$ 10,500		\$ -	\$ 10,500		\$ -
5872: Police - Tasers	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ 10,501		\$ 10,501
5873: Police-Vehicle Replacement	\$ 201,829	\$ 202,427		\$ 171,589		\$ 253,351	\$ 410,000	61.83%	\$ 156,649	\$ 353,000	39.33%	\$ 99,649
<b>Police Department Total</b>	<b>\$ 13,189,400</b>	<b>\$ 13,442,447</b>		<b>\$ 14,579,748</b>		<b>\$ 15,214,043</b>	<b>\$ 16,634,070</b>	<b>9.33%</b>	<b>\$ 1,420,027</b>	<b>\$ 16,638,210</b>	<b>9.36%</b>	<b>\$ 1,424,167</b>

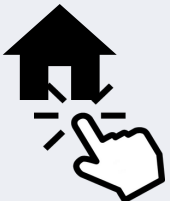


# Police Department



# Police Department

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Police</b>							
Animal Control							
Salary	1.0	1.0	\$ 43,680	2.0	\$ 96,267	1.0	\$ 52,587
Animal Control Total	1.0	1.0	\$ 43,680	2.0	\$ 96,267	1.0	\$ 52,587
<b>Building Craftsman</b>							
Salary	1.0	1.0	\$ 43,167	1.0	\$ 44,030	0.0	\$ 864
Step Increase	0.0	0.0	\$ 864		\$ -	0.0	\$ (864)
Building Craftsman Total	1.0	1.0	\$ 44,030	1.0	\$ 44,030	0.0	\$ 0
<b>Chief Admin Clerk</b>							
COLA	0.0	0.0	\$ 1,093		\$ -	0.0	\$ (1,093)
Professional Development	0.0	0.0	\$ 962		\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 54,633	1.0	\$ 56,636	0.0	\$ 2,003
Chief Admin Clerk Total	1.0	1.0	\$ 56,688	1.0	\$ 57,598	0.0	\$ 910
<b>Conservation Officer</b>							
Salary	0.8	0.8	\$ 36,400	0.5	\$ 40,040	-0.3	\$ 3,640
Conservation Officer Total	0.8	0.8	\$ 36,400	0.5	\$ 40,040	-0.3	\$ 3,640
<b>Crime Analyst/I</b>							
Salary	1.0	1.0	\$ 66,993	1.0	\$ 68,332	0.0	\$ 1,339
Supplemental Pay	0.0	0.0	\$ 1,000		\$ 1,000	0.0	\$ -
Webmaster					\$ 7,500	0.0	\$ 7,500
Crime Analyst/I Total	1.0	1.0	\$ 67,993	1.0	\$ 76,832	0.0	\$ 8,839
<b>Crisis Intervention</b>							
Consultant	0.0	0.0	\$ 236,774		\$ -	0.0	\$ (236,774)
Cannabis Offset 33%	0.0	0.0	\$ (78,135)		\$ -	0.0	\$ 78,135
Crisis Intervention Total	0.0	0.0	\$ 158,639		\$ -	0.0	\$ (158,639)
<b>Custodian</b>							
Salary				1.0	\$ 41,537	1.0	\$ 41,537
Custodian Total				1.0	\$ 41,537	1.0	\$ 41,537



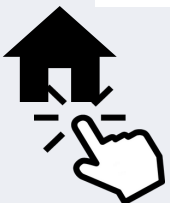
# Police Department

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Deputy Chief							
COLA	0.0	0.0	\$ 8,274		\$ -	0.0	\$ (8,274)
Salary	1.0	1.0	\$ 206,856	1.0	\$ 228,210	0.0	\$ 21,354
Deputy Chief Total	1.0	1.0	\$ 215,130	1.0	\$ 228,210	0.0	\$ 13,080
Director of Officers							
Salary	1.0	1.0	\$ 59,000	1.0	\$ 60,195	0.0	\$ 1,195
Director of Officers Total	1.0	1.0	\$ 59,000	1.0	\$ 60,195	0.0	\$ 1,195
Domestic Violence							
Salary	0.5	0.5	\$ 26,000	0.5	\$ 26,520	0.0	\$ 520
Domestic Violence Total	0.5	0.5	\$ 26,000	0.5	\$ 26,520	0.0	\$ 520
Head Clerk/Records							
Professional Development	0.0	0.0	\$ 2,886		\$ 2,886	0.0	\$ -
Salary	3.0	3.0	\$ 120,254	3.0	\$ 136,188	0.0	\$ 15,933
Step Increase	0.0	0.0	\$ 2,500		\$ -	0.0	\$ (2,500)
Head Clerk/Records Total	3.0	3.0	\$ 125,640	3.0	\$ 139,074	0.0	\$ 13,434
Lead Dispatcher							
Salary	1.0	1.0	\$ 53,435	1.0	\$ 61,526	0.0	\$ 8,091
Step Increase	0.0	0.0	\$ 2,672		\$ 3,076	0.0	\$ 405
Lead Dispatcher Total	1.0	1.0	\$ 56,107	1.0	\$ 64,603	0.0	\$ 8,496
Motor Equipment							
Salary	1.0	1.0	\$ 72,800	1.0	\$ 74,256	0.0	\$ 1,456
Step Increase	0.0	0.0	\$ 1,456		\$ -	0.0	\$ (1,456)
Motor Equipment Total	1.0	1.0	\$ 74,256	1.0	\$ 74,256	0.0	\$ -
NFI case worker							
Consultant	0.0	0.0	\$ 96,000		\$ -	0.0	\$ (96,000)
Cannabis Offset 100%	0.0	0.0	\$ (96,000)		\$ -	0.0	\$ 96,000
NFI case worker Total	0.0	0.0	\$ -		\$ -	0.0	\$ -
Office Manager							
Upgrade	0.0	0.0	\$ 4,094		\$ -	0.0	\$ (4,094)
Office Manager Total	0.0	0.0	\$ 4,094		\$ -	0.0	\$ (4,094)



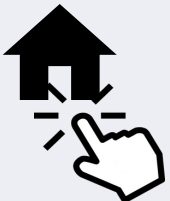
# Police Department

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Police Captain							
COLA	0.0	0.0	\$ 5,823		\$ -	0.0	\$ (5,823)
Salary	3.0	3.0	\$ 291,194	3.0	\$ 310,535	0.0	\$ 19,341
Police Captain Total	3.0	3.0	\$ 297,018	3.0	\$ 310,535	0.0	\$ 13,517
Police Chief							
COLA	0.0	0.0	\$ 9,632		\$ -	0.0	\$ (9,632)
Salary	1.0	1.0	\$ 240,802	1.0	\$ 265,660	0.0	\$ 24,858
5th & 6th weeks	0.0	0.0	\$ 5,000		\$ 5,000	0.0	\$ -
Emergency Management Stipend	0.0	0.0	\$ 8,000		\$ 8,000	0.0	\$ -
Police Chief Total	1.0	1.0	\$ 263,434	1.0	\$ 278,660	0.0	\$ 15,226
Police Civilian Dispatch							
Salary	11.0	11.0	\$ 523,806	11.0	\$ 619,780	0.0	\$ 95,973
Step Increase	0.0	0.0	\$ 9,006		\$ -	0.0	\$ (9,006)
Police Civilian Dispatch Total	11.0	11.0	\$ 532,813	11.0	\$ 619,780	0.0	\$ 86,967
Police Lieutenant							
COLA	0.0	0.0	\$ 8,573		\$ -	0.0	\$ (8,573)
Salary	9.0	9.0	\$ 771,935	9.0	\$ 744,871	0.0	\$ (27,065)
Step Increase	0.0	0.0	\$ 18,305		\$ -	0.0	\$ (18,305)
Police Lieutenant Total	9.0	9.0	\$ 798,813	9.0	\$ 744,871	0.0	\$ (53,943)
Police Officer							
Salary	82.0	82.0	\$ 4,938,868	82.0	\$ 5,361,410	0.0	\$ 422,542
Step Increase	0.0	0.0	\$ 44,900		\$ -	0.0	\$ (44,900)
Vacant	5.0	5.0	\$ 69,781	5.0	\$ -	0.0	\$ (69,781)
Police Officer Total	87.0	87.0	\$ 5,053,549	87.0	\$ 5,361,410	0.0	\$ 307,862



# Police Department

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Police Sergeant							
COLA	0.0	0.0	\$ 12,538	0.0	\$ 80,496	0.0	\$ 67,958
Promotion	0.0	0.0	\$ 13,056		\$ -	0.0	\$ (13,056)
Salary	11.0	11.0	\$ 845,111	11.0	\$ 907,668	0.0	\$ 62,557
Step Increase	0.0	0.0	\$ 4,286		\$ -	0.0	\$ (4,286)
Police Sergeant Total	11.0	11.0	\$ 874,991	11.0	\$ 988,164	0.0	\$ 113,173
Sr. Animal Control Vacant	1.0	1.0	\$ 52,236		\$ -	-1.0	\$ (52,236)
Sr. Animal Control Total	1.0	1.0	\$ 52,236		\$ -	-1.0	\$ (52,236)
State 911 Grant Offset State 911 Grant Offset	-6.0	-6.0	\$ (293,328)	-6.0	\$ (353,328)	0.0	\$ (60,000)
State 911 Grant Offset Total	-6.0	-6.0	\$ (293,328)	-6.0	\$ (353,328)	0.0	\$ (60,000)
Superior Officers Accreditation Stipend Stipend	0.0	0.0	\$ 24,000		\$ 110,000	0.0	\$ 86,000
Superior Officers Accreditation Stipend Total	0.0	0.0	\$ 24,000		\$ 110,000	0.0	\$ 86,000
Uniform Stipend Stipend	0.0	0.0	\$ 33,900		\$ 33,000	0.0	\$ (900)
Uniform Stipend Total	0.0	0.0	\$ 33,900		\$ 33,000	0.0	\$ (900)
Police Total	129.3	129.3	\$ 8,605,082	130.0	\$ 9,042,254	0.7	\$ 437,172





## Fire

The Haverhill Fire Department is dedicated to safeguarding life, property, and the environment by delivering timely and professional fire protection, fire prevention, EMS, and public education services to Haverhill's residents and businesses. It is a full-service municipal fire department serving the City of Haverhill, with an estimated population of 70,000 residents and a 36 square mile landscape that includes a downtown area, farmlands, lakes, ponds, and a large stretch of the Merrimack River. The city also has a commuter rail line and Route 495 passing through it, as well as five bridges connecting it to Bradford, Groveland, Methuen, and West Newbury.

## Fiscal 2024 Accomplishments

Comprised of 102 uniformed personnel and five civilian employees, the department operates out of four Full-time and two Call Fire Stations. The Haverhill Fire Department received a 4.1-million-dollar federal staffing grant in FY 24. This grant will allow the department to add a second ladder truck, which will be housed at our Bradford station. Additional FY24 Grants include, Staffing for Adequate Fire and Emergency Response (SAFER) \$4,106,373.44, Firefighter Safety Equipment Grant \$25,974.89, Massachusetts Municipal Public Safety Grant \$75,000, SAFE & Senior SAFE for Fire Prevention and Safety Education- \$9,458. In 2024 we completed the Interior painting of the first-floor office, stairwell, and second-floor living area at Water Street. We also replaced the floors of the first-floor bathroom, office, and stairwell, as well as the second-floor hallway, bathrooms, and office. In preparation for our new rescue boat, the docks were replaced. We completed several repairs at High Street, 16th Ave., Bradford and Rocks Village. including roof repairs

























































## Fiscal 2025 Goals

Goals for fiscal 2025 include continuation of station repairs and renovations and expand and develop the department's training and education needs based on current standards. We will also maintain the department's vehicle maintenance program to meet the demands placed on the apparatus. We will continue our replacement program for aged and worn truck equipment.



[cityofhaverhill.com/departments/fire\\_department](https://cityofhaverhill.com/departments/fire_department)































































# Fire Department

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Fire Department</b>												
5110: Fire-Salaries & Wages	\$ 6,384,743	\$ 6,412,518		\$ 6,483,122		\$ 6,798,209	\$ 7,377,925	8.53%	\$ 579,716	\$ 7,377,925	8.53%	\$ 579,716
5120: Fire - Holiday Pay	\$ 484,200	\$ 489,954		\$ 500,831		\$ 551,501	\$ 570,186	3.39%	\$ 18,685	\$ 570,186	3.39%	\$ 18,685
5130: Fire-Overtime	\$ 2,099,973	\$ 2,292,555		\$ 2,202,077		\$ 2,400,000	\$ 2,795,000	16.46%	\$ 395,000	\$ 2,695,000	12.29%	\$ 295,000
5131: Fire-Private Detail Stipend	\$ -	\$ -		\$ -		\$ -	\$ 5,000		\$ 5,000	\$ 5,000		\$ 5,000
5132: Fire-Pay Differential	\$ 641,812	\$ 671,356		\$ 669,646		\$ 708,912	\$ 893,884	26.09%	\$ 184,972	\$ 893,884	26.09%	\$ 184,972
5133: Funding for Captains not Included in Grant	\$ -	\$ -		\$ -		\$ -	\$ 73,564		\$ 73,564	\$ 73,564		\$ 73,564
5135: Fire-EMT Stipend	\$ 221,463	\$ 216,701		\$ 233,505		\$ 258,700	\$ 490,000	89.41%	\$ 231,300	\$ 490,000	89.41%	\$ 231,300
5137: Fire - Admin Assist Out of Grade	\$ -	\$ -		\$ 3,640		\$ 3,640	\$ 3,640		\$ -	\$ 3,640		\$ -
5137: Fire - Out of Grade	\$ 635	\$ 100		\$ 164		\$ 1,800	\$ 1,800		\$ -	\$ 1,800		\$ -
5138: Fire - Sr Deputy Differential	\$ 7,552	\$ 7,809		\$ 7,541		\$ 8,225	\$ 8,886	8.04%	\$ 661	\$ 8,886	8.04%	\$ 661
5139: Fire - Training Deputy Differential	\$ 6,770	\$ 7,009		\$ 6,877		\$ 7,199	\$ 7,688	6.79%	\$ 489	\$ 7,688	6.79%	\$ 489
5140: Fire - Fire Alarm Differential	\$ 6,770	\$ 7,009		\$ 6,877		\$ 7,199	\$ 7,607	5.67%	\$ 408	\$ 7,607	5.67%	\$ 408
5141: Fire - Fire Prevention Differential	\$ 29,323	\$ 30,376		\$ 29,839		\$ 31,550	\$ 32,768	3.86%	\$ 1,218	\$ 32,768	3.86%	\$ 1,218
5142: Fire - Hose Repairer	\$ -	\$ 183		\$ 291		\$ 2,800	\$ 2,800		\$ -	\$ 2,800		\$ -
5143: Fire - Sr Stipend	\$ 43,436	\$ 44,451		\$ 23,742		\$ 52,463	\$ 42,463	-19.06%	\$ (10,000)	\$ 42,463	-19.06%	\$ (10,000)
5144: Fire - Lead Operator Stipend	\$ 6,896	\$ 7,140		\$ 7,005		\$ 7,375	\$ 7,759	5.21%	\$ 384	\$ 7,759	5.21%	\$ 384
5145: Fire - Infectious Control Officer	\$ 5,000	\$ 5,000		\$ 10,000		\$ 10,000	\$ 10,000		\$ -	\$ 10,000		\$ -
5146: Fire - On-Call Fire	\$ 13,999	\$ 12,169		\$ 22,134		\$ 18,000	\$ 26,000	44.44%	\$ 8,000	\$ 26,000	44.44%	\$ 8,000
5148: Day Stipend - Fire	\$ 16,784	\$ 19,040		\$ 16,261		\$ 20,592	\$ 20,798	1.00%	\$ 206	\$ 20,798	1.00%	\$ 206
5151: Fire-Longevity	\$ 3,800	\$ 5,200		\$ 5,800		\$ 6,000	\$ 6,000		\$ -	\$ 6,000		\$ -
5153: Fire Vacation Buy-Back	\$ 41,870	\$ 63,688		\$ 63,096		\$ 64,552	\$ 66,843	3.55%	\$ 2,291	\$ 66,843	3.55%	\$ 2,291
5180: Fire - MFA Education	\$ 134,741	\$ 146,985		\$ 153,087		\$ 157,461	\$ 175,100	11.20%	\$ 17,639	\$ 175,100	11.20%	\$ 17,639
5192: Fire-Uniform Allowance	\$ 149,057	\$ 142,932		\$ 149,980		\$ 169,963	\$ 175,762	3.41%	\$ 5,799	\$ 175,762	3.41%	\$ 5,799
5197: Fire-Hazardous Materials	\$ 146,450	\$ 140,650		\$ 149,350		\$ 147,457	\$ 265,000	79.71%	\$ 117,543	\$ 265,000	79.71%	\$ 117,543
5198: Fire-College Credits	\$ 206,034	\$ 204,194		\$ 206,669		\$ 215,162	\$ 226,909	5.46%	\$ 11,747	\$ 226,909	5.46%	\$ 11,747

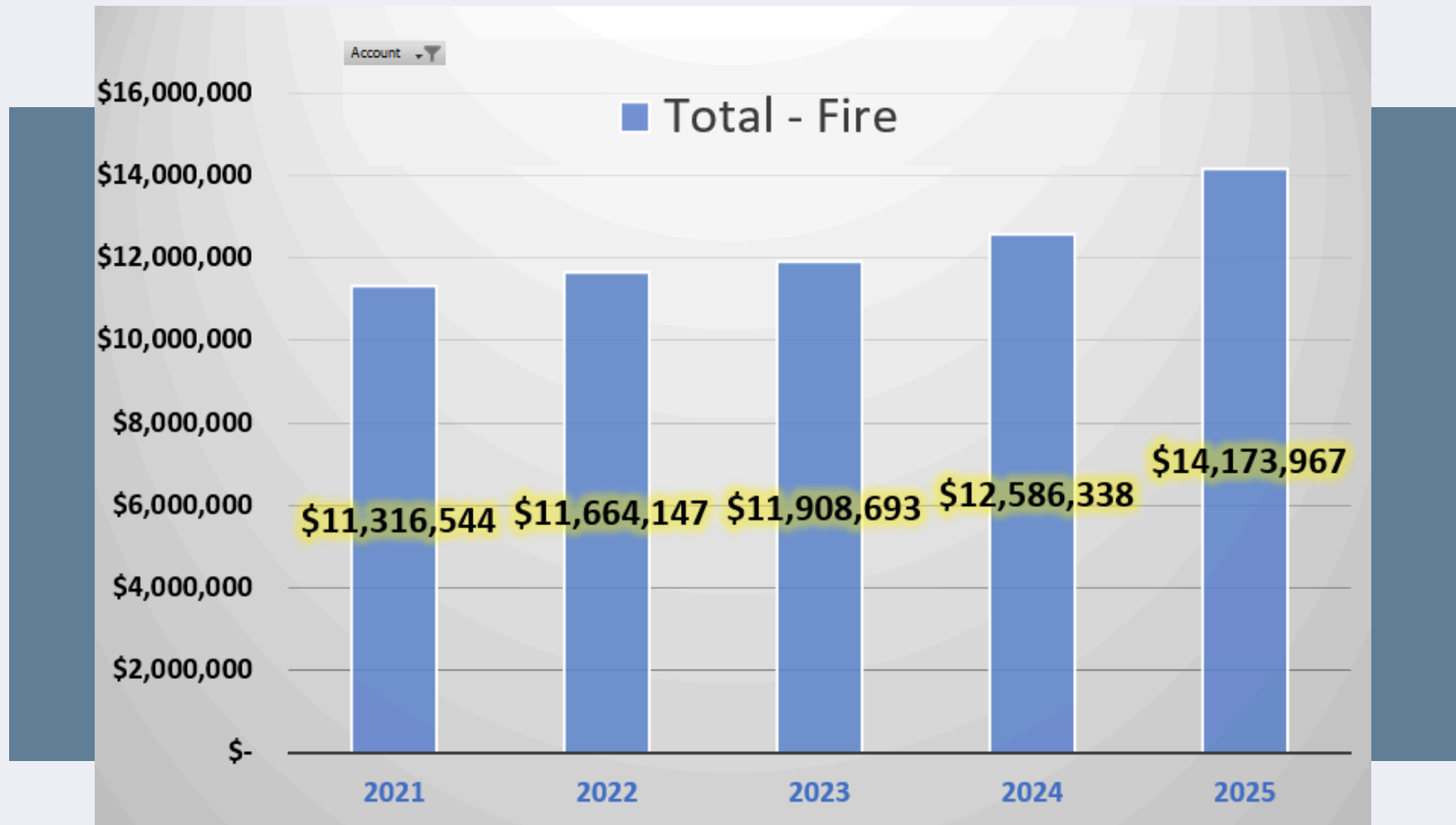
*The fiscal 2025 Fire budget reflects the collective bargaining agreement increase for union personnel as well as additional funding to supplement the SAFER grant award.*



# Fire Department

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
5210: Fire-Utilities	\$ 67,526	\$ 77,899		\$ 83,946		\$ 74,968	\$ 70,468	-6.00%	\$ (4,500)	\$ 70,468	-6.00%	\$ (4,500)
5240: Repairs & Maint. Office Equipment	\$ 3,126	\$ 1,152		\$ 1,727		\$ 4,250	\$ 4,250		\$ -	\$ 4,250		\$ -
5242: Fire Dept Bldgs Mtce	\$ 111,232	\$ 78,998		\$ 116,745		\$ 93,000	\$ 93,000		\$ -	\$ 93,000		\$ -
5249: Fire Alarm Maintenance	\$ 14,586	\$ 24,578		\$ 36,135		\$ 36,859	\$ 36,859		\$ -	\$ 36,859		\$ -
5252: Fire-Traffic Signal Control	\$ 41,422	\$ 36,981		\$ 50,383		\$ 50,208	\$ 65,339	30.14%	\$ 15,131	\$ 65,339	30.14%	\$ 15,131
5271: Fire - Equipment Lease	\$ 22,057	\$ 16,257		\$ 10,998		\$ 28,000	\$ 28,000		\$ -	\$ 28,000		\$ -
5274: Fire - Harbormaster	\$ 42,488	\$ 39,962		\$ 38,025		\$ 66,700	\$ 66,700		\$ -	\$ 66,700		\$ -
5319: Fire-Safety Testing	\$ 34,411	\$ 39,190		\$ 43,967		\$ 39,000	\$ 49,000	25.64%	\$ 10,000	\$ 49,000	25.64%	\$ 10,000
5320: Fire-Training	\$ 12,562	\$ 13,656		\$ 13,777		\$ 15,000	\$ 16,000	6.67%	\$ 1,000	\$ 16,000	6.67%	\$ 1,000
5325: Consulting Services	\$ 5,000	\$ 5,000		\$ 5,000		\$ 5,000	\$ 5,000		\$ -	\$ 5,000		\$ -
5340: Fire-Communications	\$ 27,206	\$ 25,096		\$ 26,483		\$ 29,733	\$ 33,109	11.35%	\$ 3,376	\$ 33,109	11.35%	\$ 3,376
5420: Fire-Office Supplies	\$ 3,669	\$ 2,261		\$ 3,833		\$ 4,300	\$ 4,300		\$ -	\$ 4,300		\$ -
5431: Fire-Radio Maintenance	\$ 7,384	\$ 5,096		\$ 15,670		\$ 10,500	\$ 10,500		\$ -	\$ 10,500		\$ -
5450: Fire-Custodial Supplies	\$ 14,447	\$ 10,777		\$ 14,725		\$ 15,000	\$ 16,000	6.67%	\$ 1,000	\$ 16,000	6.67%	\$ 1,000
5480: Fire-Vehicular Supplies	\$ 59,888	\$ 96,863		\$ 100,435		\$ 90,000	\$ 92,000	2.22%	\$ 2,000	\$ 92,000	2.22%	\$ 2,000
5481: Fire-Apparatus Repair & Supply	\$ 89,435	\$ 136,688		\$ 143,435		\$ 125,000	\$ 135,000	8.00%	\$ 10,000	\$ 135,000	8.00%	\$ 10,000
5501: Fire Prevention	\$ 3,063	\$ 3,271		\$ 6,968		\$ 5,000	\$ 5,000		\$ -	\$ 5,000		\$ -
5501: Fire-Ambulance Equip/Supplies	\$ 13,189	\$ 17,155		\$ 16,617		\$ 17,340	\$ 15,340	-11.53%	\$ (2,000)	\$ 15,340	-11.53%	\$ (2,000)
5583: Fire-Computer Supplies	\$ 10,174	\$ 6,183		\$ 11,167		\$ 12,000	\$ 12,000		\$ -	\$ 12,000		\$ -
5584: Fire-Protective Clothing	\$ 24,482	\$ 43,552		\$ 100,000		\$ 110,000	\$ 115,000	4.55%	\$ 5,000	\$ 115,000	4.55%	\$ 5,000
5585: Fire - Software Upgrades	\$ 11,765	\$ 15,076		\$ 35,417		\$ 40,720	\$ 40,720		\$ -	\$ 40,720		\$ -
5591: Fire Hose	\$ 17,920	\$ 20,519		\$ 10,951		\$ 26,500	\$ 26,500		\$ -	\$ 26,500		\$ -
5786: Fire-Equip/Fire Dept Apparatus	\$ 27,958	\$ 19,672		\$ 46,337		\$ 35,000	\$ 37,000	5.71%	\$ 2,000	\$ 37,000	5.71%	\$ 2,000
5787: Fire-Fire Station Feasibility Study	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5787: Fire-Furniture & Fixtures	\$ 246	\$ 441		\$ 22,485		\$ 1,000	\$ 1,000		\$ -	\$ 1,000		\$ -
5832: Fire - Villages PPE & Equip	\$ -	\$ 804		\$ 1,933		\$ 2,500	\$ 2,500		\$ -	\$ 2,500		\$ -
5873: Fire - Vehicle Replacement	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
<b>Fire Department Total</b>	<b>\$ 11,316,544</b>	<b>\$ 11,664,147</b>		<b>\$ 11,908,693</b>		<b>\$ 12,586,338</b>	<b>\$ 14,273,967</b>	<b>13.41%</b>	<b>\$ 1,687,629</b>	<b>\$ 14,173,967</b>	<b>12.61%</b>	<b>\$ 1,587,629</b>

# Fire Department



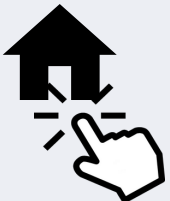
# Fire Department

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Fire							
Chief's Administrator							
Professional Development	0.0	0.0		0.0	\$ 962	0.0	\$ 962
Salary	1.0	1.0	\$ 56,688	1.0	\$ 56,688	0.0	\$ -
Chief's Administrator Total	1.0	1.0	\$ 56,688	1.0	\$ 57,650	0.0	\$ 962
Fire Captain							
Salary	5.0	5.0	\$ 381,649	6.0	\$ 499,831	1.0	\$ 118,182
Fire Captain Total	5.0	5.0	\$ 381,649	6.0	\$ 499,831	1.0	\$ 118,182
Fire Chief							
Salary	1.0	1.0	\$ 220,646	1.0	\$ 225,059	0.0	\$ 4,413
Fire Chief Total	1.0	1.0	\$ 220,646	1.0	\$ 225,059	0.0	\$ 4,413
Fire Deputy Chief							
Salary	5.0	5.0	\$ 426,777	5.0	\$ 465,951	0.0	\$ 39,174
Fire Deputy Chief Total	5.0	5.0	\$ 426,777	5.0	\$ 465,951	0.0	\$ 39,174
Fire Lieutenant							
Salary	22.0	22.0	\$ 1,495,127	21.0	\$ 1,546,919	-1.0	\$ 51,793
Fire Lieutenant Total	22.0	22.0	\$ 1,495,127	21.0	\$ 1,546,919	-1.0	\$ 51,793
Head Clerk							
Professional Development	0.0	0.0		0.0	\$ 962	0.0	\$ 962
Salary	1.0	1.0	\$ 47,930	1.0	\$ 47,930	0.0	\$ -
Head Clerk Total	1.0	1.0	\$ 47,930	1.0	\$ 48,892	0.0	\$ 962



# Fire Department

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Maintenance Salary	1.0	1.0	\$ 39,000	1.0	\$ 39,000	0.0	\$ -
Maintenance Total	1.0	1.0	\$ 39,000	1.0	\$ 39,000	0.0	\$ -
Master Mechanic Salary	1.0	1.0	\$ 71,061	1.0	\$ 76,578	0.0	\$ 5,517
Master Mechanic Total	1.0	1.0	\$ 71,061	1.0	\$ 76,578	0.0	\$ 5,517
Mechanic Salary	1.0	1.0	\$ 59,184	1.0	\$ 64,614	0.0	\$ 5,431
Mechanic Total	1.0	1.0	\$ 59,184	1.0	\$ 64,614	0.0	\$ 5,431
Private Salary	65.0	65.0	\$ 3,754,497	65.0	\$ 4,085,044	0.0	\$ 330,547
Private Total	65.0	65.0	\$ 3,754,497	65.0	\$ 4,085,044	0.0	\$ 330,547
Private - NEW WATER STREET Salary	0.0	4.0	\$ 186,068	4.0	\$ 203,372	0.0	\$ 17,304
Private - NEW WATER STREET Total	0.0	4.0	\$ 186,068	4.0	\$ 203,372	0.0	\$ 17,304
Signal Maintainer Salary	1.0	1.0	\$ 59,584	1.0	\$ 65,014	0.0	\$ 5,430
Signal Maintainer Total	1.0	1.0	\$ 59,584	1.0	\$ 65,014	0.0	\$ 5,430
Fire Total	104.0	108.0	\$ 6,798,211	108.0	\$ 7,377,925	0.0	\$ 579,715





## Building Inspections

The City of Haverhill's Health & Inspectional Services department is responsible for the enforcement of all federal, state and local laws and regulations pertaining to building, wiring, plumbing, gas, health and environmental issues. The department's ultimate responsibility is to protect the public health and assure that residents live in a safe and environmentally sound community.



[cityofhaverhill.com/departments/health\\_and\\_inspections](http://cityofhaverhill.com/departments/health_and_inspections)

## Fiscal 2024 Accomplishments

The Building Inspections Department has issued 8,672 permits, generated \$3,921,744 in revenue, recorded 31,621 inspections, completed 158 code team inspections, mailed 1,355 violation letters and tickets, and filed 101 court cases. In addition the department received and handled 916 complaints.

## Fiscal 2025 Goals

Fiscal 2025 goals of the Building Inspections Department include completing trainings for inspections in food, camps, bathing beach, lead determinations, housing and swimming pool codes.

Complete continuing education courses and seminars for Building Officials, Electrical and Plumbing Inspectors.





















We anticipate an increase in demand for inspections due to the projects currently underway or approved.

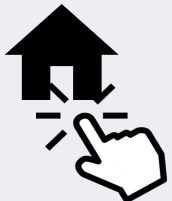


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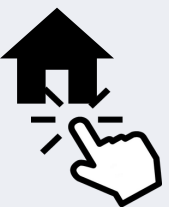
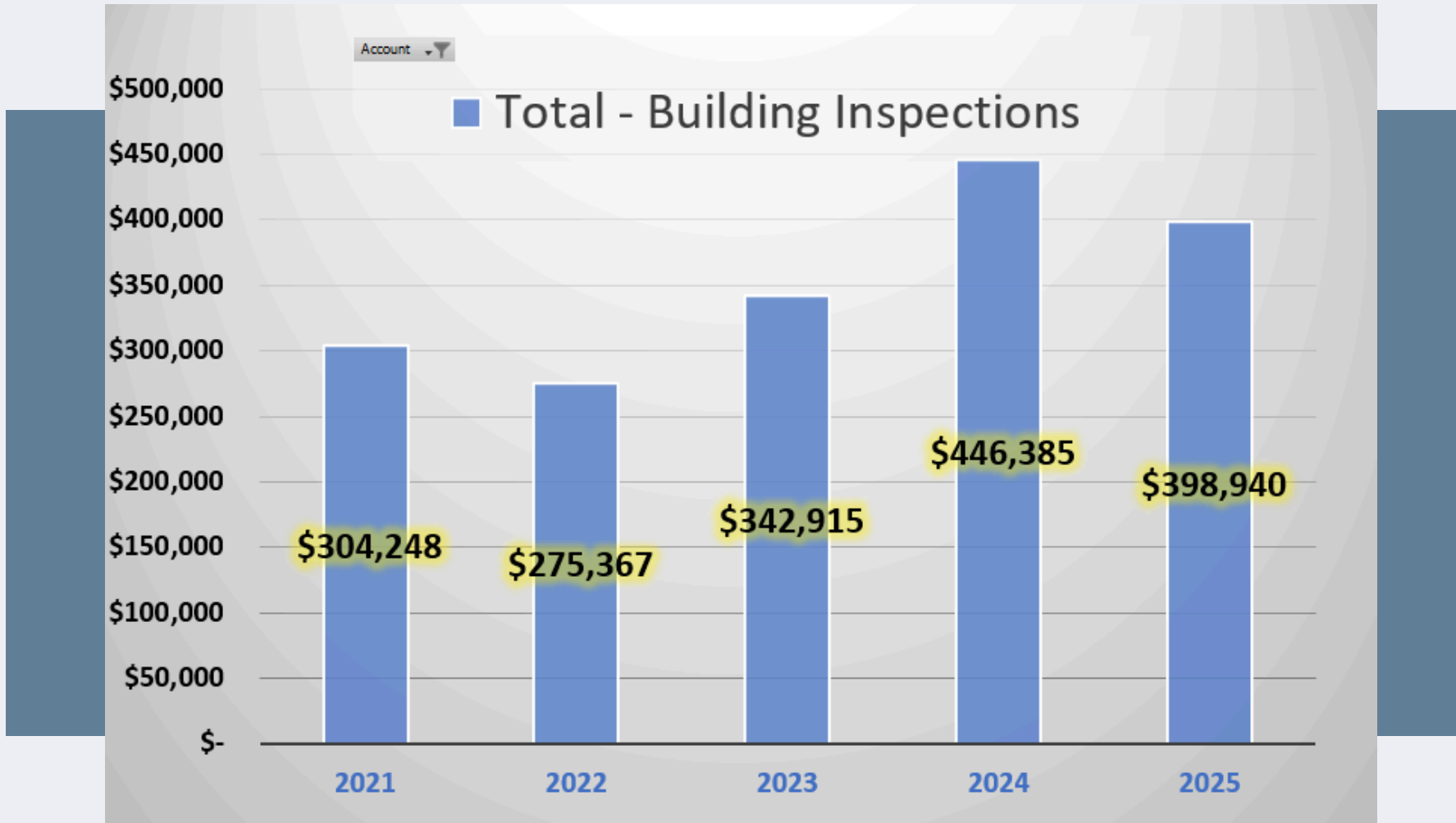
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# Building Inspections

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Building Inspections</b>												
5110: Building Inspection-Salaries & Wages	\$ 301,090	\$ 272,417		\$ 338,765		\$ 438,635	\$ 396,290	-9.65%	\$ (42,345)	\$ 396,290	-9.65%	\$ (42,345)
5130: Building Inspection-Overtime	\$ 333	\$ -		\$ -		\$ 1,500	\$ -	-100.00%	\$ (1,500)	\$ -	-100.00%	\$ (1,500)
5151: Building Inspection-Longevity	\$ 2,000	\$ 2,000		\$ 3,200		\$ 3,950	\$ 2,650	-32.91%	\$ (1,300)	\$ 2,650	-32.91%	\$ (1,300)
5194: Boot Allowance	\$ 825	\$ 950		\$ 950		\$ 2,300	\$ -	-100.00%	\$ (2,300)	\$ -	-100.00%	\$ (2,300)
<b>Building Inspections Total</b>	<b>\$ 304,248</b>	<b>\$ 275,367</b>		<b>\$ 342,915</b>		<b>\$ 446,385</b>	<b>\$ 398,940</b>	<b>-10.63%</b>	<b>\$ (47,445)</b>	<b>\$ 398,940</b>	<b>-10.63%</b>	<b>\$ (47,445)</b>

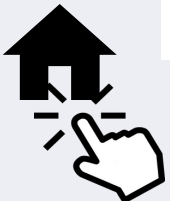


# Building Inspections



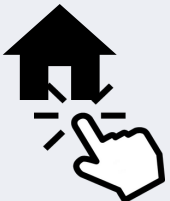
# Building Inspections

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Building Inspection</b>							
Building Inspector							
CDBG Offset	0.0	0.0	\$ (9,302)	0.0		0.0	\$ 9,302
Salary	1.0	1.0	\$ 93,018	1.0	\$ 97,725	0.0	\$ 4,707
Step Increase	0.0	0.0	\$ 2,791	0.0	\$ 2,932	0.0	\$ 141
<b>Building Inspector Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 86,507</b>	<b>1.0</b>	<b>\$ 100,657</b>	<b>0.0</b>	<b>\$ 14,150</b>
<b>Compliance Inspector</b>							
CDBG Offset	-0.3	-0.3	\$ (8,768)	-0.3	\$ (19,144)	-0.1	\$ (10,376)
Salary	1.0	1.0	\$ 75,074	1.0	\$ 76,576	0.0	\$ 1,502
Step Increase	0.0	0.0	\$ 1,501	0.0		0.0	\$ (1,501)
Stipend	0.0	0.0	\$ 500	0.0	\$ 500	0.0	\$ -
<b>Compliance Inspector Total</b>	<b>0.8</b>	<b>0.8</b>	<b>\$ 68,308</b>	<b>0.7</b>	<b>\$ 57,932</b>	<b>-0.1</b>	<b>\$ (10,376)</b>
<b>Electrical Inspector</b>							
Salary	1.0	1.0	\$ 61,034	1.0	\$ 76,220	0.0	\$ 15,186
<b>Electrical Inspector Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 61,034</b>	<b>1.0</b>	<b>\$ 76,220</b>	<b>0.0</b>	<b>\$ 15,186</b>
<b>Inspector - NEW</b>							
Salary	0.0	1.0	\$ 65,000	0.0		-1.0	\$ (65,000)
<b>Inspector - NEW Total</b>	<b>0.0</b>	<b>1.0</b>	<b>\$ 65,000</b>	<b>0.0</b>		<b>-1.0</b>	<b>\$ (65,000)</b>
<b>Local Building Inspector</b>							
CDBG Offset	-0.2	-0.2	\$ (15,015)	-0.2	\$ (15,315)	0.0	\$ (300)
Salary	1.0	1.0	\$ 75,074	1.0	\$ 76,576	0.0	\$ 1,502
Step Increase	0.0	0.0	\$ 1,501	0.0		0.0	\$ (1,501)
Stipend	0.0	0.0	\$ 500	0.0	\$ 500	0.0	\$ -
<b>Local Building Inspector Total</b>	<b>0.8</b>	<b>0.8</b>	<b>\$ 62,061</b>	<b>0.8</b>	<b>\$ 61,761</b>	<b>0.0</b>	<b>\$ (300)</b>



# Building Inspections

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Mechanical Inspector							
Salary	0.0	0.0	\$ 5,000	0.0	\$ 7,500	0.0	\$ 2,500
Mechanical Inspector Total	0.0	0.0	\$ 5,000	0.0	\$ 7,500	0.0	\$ 2,500
Plumbing & Gas Inspector							
Salary	1.0	1.0	\$ 74,725	1.0	\$ 76,220	0.0	\$ 1,495
Plumbing & Gas Inspector Total	1.0	1.0	\$ 74,725	1.0	\$ 76,220	0.0	\$ 1,495
Sub Inspector - Building							
Salary	0.0	0.0	\$ 1,000	0.0	\$ 1,000	0.0	\$ -
Sub Inspector - Building Total	0.0	0.0	\$ 1,000	0.0	\$ 1,000	0.0	\$ -
Sub Inspector - Electrical							
Salary	0.0	0.0	\$ 7,500	0.0	\$ 7,500	0.0	\$ -
Sub Inspector - Electrical Total	0.0	0.0	\$ 7,500	0.0	\$ 7,500	0.0	\$ -
Sub Inspector - Plumbing / Gas							
Salary	0.0	0.0	\$ 7,500	0.0	\$ 7,500	0.0	\$ -
Sub Inspector - Plumbing / Gas Total	0.0	0.0	\$ 7,500	0.0	\$ 7,500	0.0	\$ -
Building Inspection Total	4.6	5.6	\$ 438,635	4.5	\$ 396,290	-1.1	\$ (42,345)



# Regional Schools

















## Whittier Tech - MISSION STATEMENT

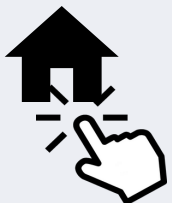
Whittier has a unified commitment to excellence in meeting the educational needs of individuals in the Whittier District, while being accountable to its member communities.

This commitment is to enable students to be successful in their chosen technical pursuits and to become productive members of society.

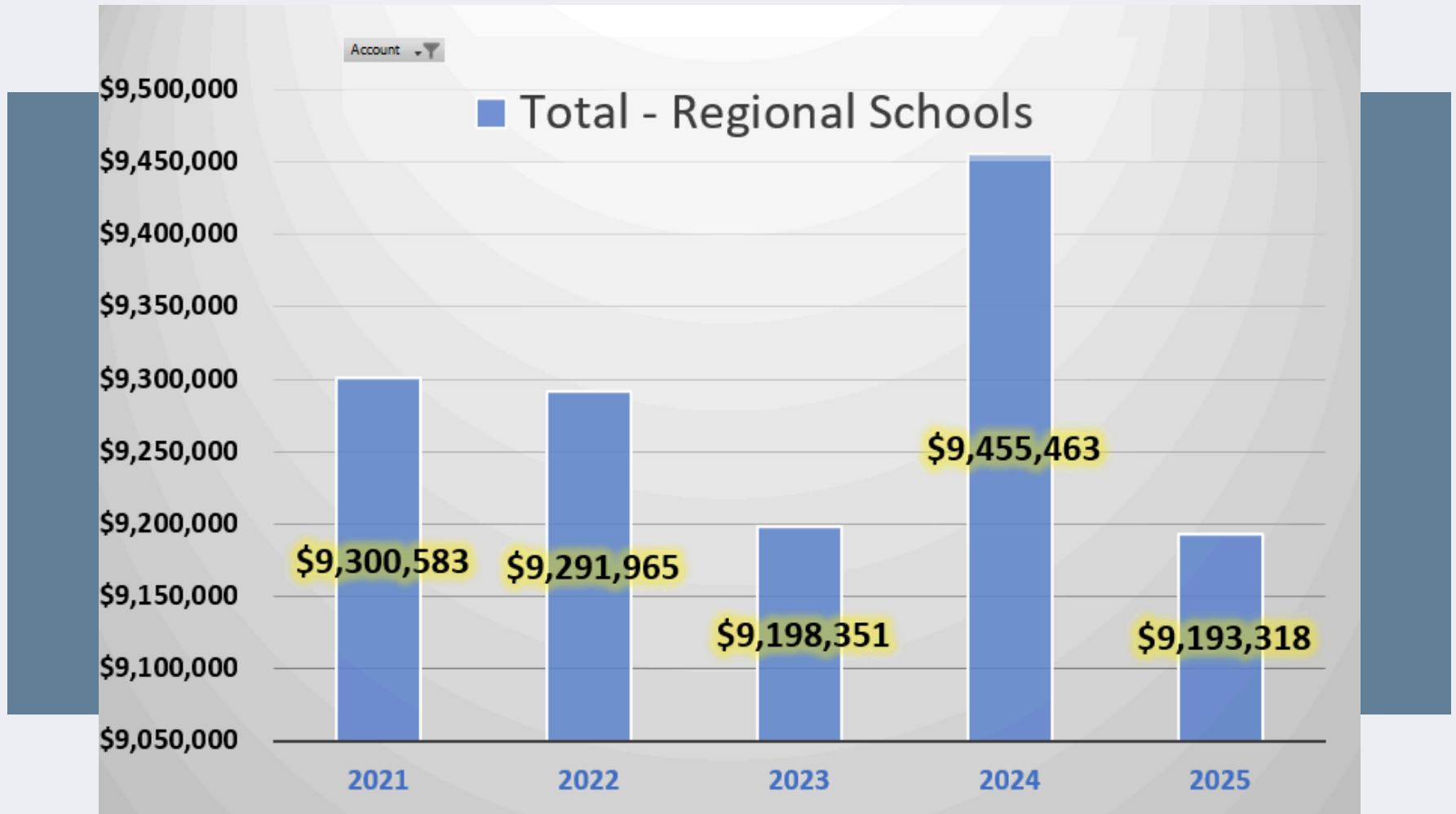
## Essex Tech - MISSION STATEMENT

The mission of Essex North Shore Agricultural & Technical School is to create a culture of academic and technical excellence, encourage continuous intellectual growth, and promote professionalism, determination, and citizenship for all students, as they develop into architects, artisans, and authors of the 21st century community.

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
Regional Schools												
5692: Essex North Shore Tech	\$ 658,598	\$ 618,106		\$ 528,730		\$ 799,659	\$ 688,876	-13.85%	\$ (110,783)	\$ 688,876	-13.85%	\$ (110,783)
5692: Whittier Reg Tech	\$ 8,641,985	\$ 8,673,859		\$ 8,669,621		\$ 8,655,804	\$ 9,175,152	6.00%	\$ 519,348	\$ 8,504,442	-1.75%	\$ (151,362)
Regional Schools Total	\$ 9,300,583	\$ 9,291,965		\$ 9,198,351		\$ 9,455,463	\$ 9,864,028	4.32%	\$ 408,565	\$ 9,193,318	-2.77%	\$ (262,145)

















# Regional Schools

















# School Department

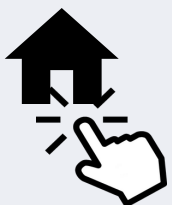
## Haverhill Public Schools- MISSION STATEMENT

The Haverhill Public School system is dedicated to ensuring each learner meets or exceeds rigorous academic standards to become a citizen with integrity, skills, and the resources to succeed in the global community.

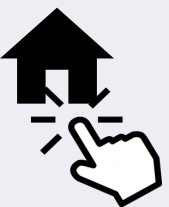
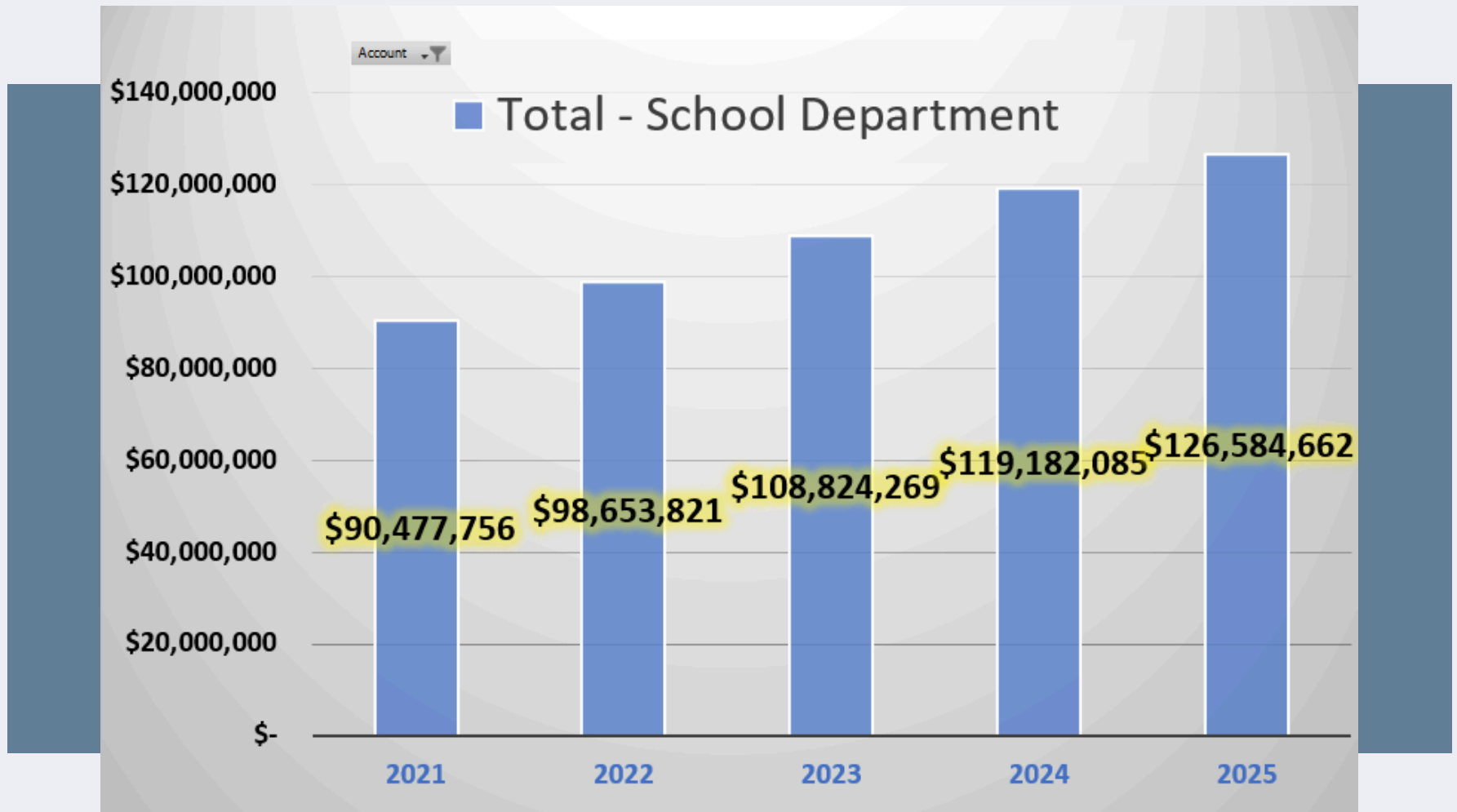
	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
Other Education Funding												
5200: Other Education Funding	\$ 15,000	\$ -		\$ 15,000		\$ 15,000	\$ 15,000		\$ -	\$ 15,000		\$ -
Other Education Funding Total	\$ 15,000	\$ -		\$ 15,000		\$ 15,000	\$ 15,000		\$ -	\$ 15,000		\$ -

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
School Department												
School Department	\$ 90,477,756	\$ 98,653,821		\$ 108,824,269		\$ 119,182,085	\$ 136,486,483	14.52%	\$ 17,304,398	\$ 126,584,662	6.21%	\$ 7,402,577
School Department Total	\$ 90,477,756	\$ 98,653,821		\$ 108,824,269		\$ 119,182,085	\$ 136,486,483	14.52%	\$ 17,304,398	\$ 126,584,662	6.21%	\$ 7,402,577

*\*The fiscal 2025 School Department budget includes the increase in Chapter 70 funding in the amount of \$5,202,577 as well as an additional \$2.2M in city contributions.*



# School Department





## Highway

The Mission of the Public Works department is to provide effective and high quality public works services to enhance the living and working environment in the City of Haverhill.

### Departments Include:

- Administration
- Highway
- Snow & Ice Removal
- Outdoor Lighting
- Vehicle Maintenance
- Street Marking
- Refuse
- Parking
- Parks



[cityofhaverhill.com/departments/public\\_works\\_department](https://cityofhaverhill.com/departments/public_works_department)

## Fiscal 2024 Accomplishments

The Department of Public Works has effectively utilized its budget allocation for 2024 to achieve notable progress and success. The Highway Department paved 18.64 miles of roadway, fixed 3.451 miles, and replaced 4.087 miles of sidewalks. The Parks Department successfully maintained 65 parks, planted 377 trees, and extended support to Brightside, Team Haverhill, and Tree City USA. The Snow and Ice budget effectively cleared and treated 243 miles of roadway, sidewalks, and City lots. The Refuse Department made significant strides in improving outreach to residents, received \$36,500 from Mass DEP to operate the Recycling Center, reconciled scrap metal accounts from previous years, recycled flat-screen TVs and propane tanks, and implemented a new pricing system to generate \$15,000 in revenue for 2024.

































(978) 374 2364

## Fiscal 2025 Goals

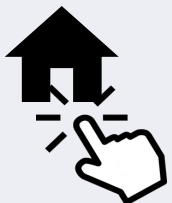
We are pleased to present our budget goals for FY25 DPW, which prioritize safety, accessibility, and maintenance.

Our unwavering commitment to preserving the City's infrastructure drives us to focus on repairing and maintaining sidewalks and roadways to ensure the safety and well-being of all residents. In addition, our plans include upgrading parking facilities, rejuvenating aging bridges, planting more shade trees, and improving public spaces. Furthermore, we anticipate essential upgrades to the DPW Yard, replacement garage doors and heating system, and the Park Barn. These projects will be funded through the FY25 DPW Budget, Chapter 90, and APRA. We are also working to secure contract agreements for the remaining ARPA funds, which the DPW will utilize by December 31, 2024. As part of our outreach efforts, we are updating trash and recycling information, preventing illegal dumping, and evaluating our trash barrel program. We are confident that these initiatives will positively impact our community, and we remain committed to making our city a better, safer, and more accessible place for all.

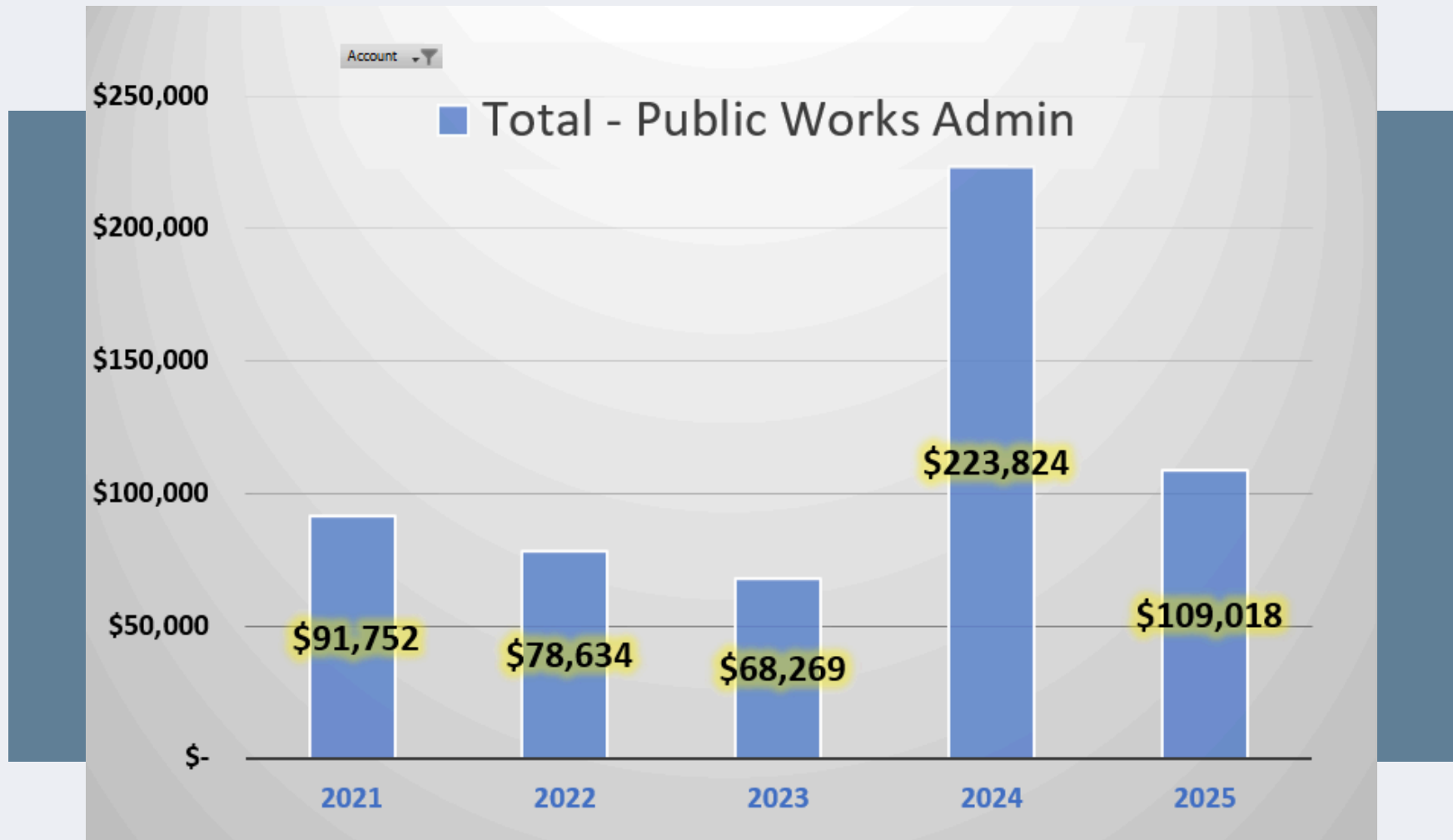
# Public Works Administration

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Public Works Administration</b>												
5110: Public Works Admin - Salaries	\$ 64,500	\$ 44,921		\$ 36,341		\$ 184,442	\$ 58,922	-68.05%	\$ (125,520)	\$ 57,766	-68.68%	\$ (126,676)
5151: Public Works Admin - Longevity	\$ 4,059	\$ 4,059		\$ -		\$ 567	\$ 567		\$ -	\$ 567		\$ -
5240: R & M Office Equip	\$ -	\$ 290		\$ 153		\$ 900	\$ 900		\$ -	\$ 900		\$ -
5251: Rep & Maint Vehicles	\$ 215	\$ -		\$ -		\$ 800	\$ 800		\$ -	\$ 800		\$ -
5306: Grant Writer	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5340: Communications	\$ 3,064	\$ 2,445		\$ 1,036		\$ 1,525	\$ 1,525		\$ -	\$ 1,525		\$ -
5420: Office Supplies	\$ 3,298	\$ 355		\$ 502		\$ 475	\$ 475		\$ -	\$ 475		\$ -
5463: Brightside	\$ 15,003	\$ 23,537		\$ 25,000		\$ 30,400	\$ 42,270	39.05%	\$ 11,870	\$ 42,270	39.05%	\$ 11,870
5480: Vehicle Gas & Oil	\$ -	\$ -		\$ 365		\$ 300	\$ 300		\$ -	\$ 300		\$ -
5710: Travel	\$ 6	\$ 2,352		\$ 3,210		\$ 3,210	\$ 3,210		\$ -	\$ 3,210		\$ -
5730: Dues & Memberships	\$ 1,606	\$ 675		\$ 1,662		\$ 1,205	\$ 1,205		\$ -	\$ 1,205		\$ -
<b>Public Works Administration Total</b>	<b>\$ 91,752</b>	<b>\$ 78,634</b>		<b>\$ 68,269</b>		<b>\$ 223,824</b>	<b>\$ 110,174</b>	<b>-50.78%</b>	<b>\$ (113,650)</b>	<b>\$ 109,018</b>	<b>-51.29%</b>	<b>\$ (114,806)</b>

*The fiscal 2025 Public Works Administration budget moves the city grant writers from this budget to the Mayor's Office budget.*

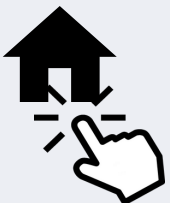


# Public Works Administration































































# Public Works Administration

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Public Works Admin							
DPW Director							
Salary	0.3	0.3	\$ 63,442	0.3	\$ 57,766	0.0	\$ (5,676)
Water/Wastewater Offset	0.0	0.0	\$ -			0.0	\$ -
DPW Director Total	0.3	0.3	\$ 63,442	0.3	\$ 57,766	0.0	\$ (5,676)
Grant Writer							
Salary	0.0	0.0	\$ 50,000			0.0	\$ (50,000)
Outsource	0.0	0.0	\$ 71,000			0.0	\$ (71,000)
Grant Writer Total	0.0	0.0	\$ 121,000			0.0	\$ (121,000)
Public Works Admin Total	0.3	0.3	\$ 184,442	0.3	\$ 57,766	0.0	\$ (126,676)

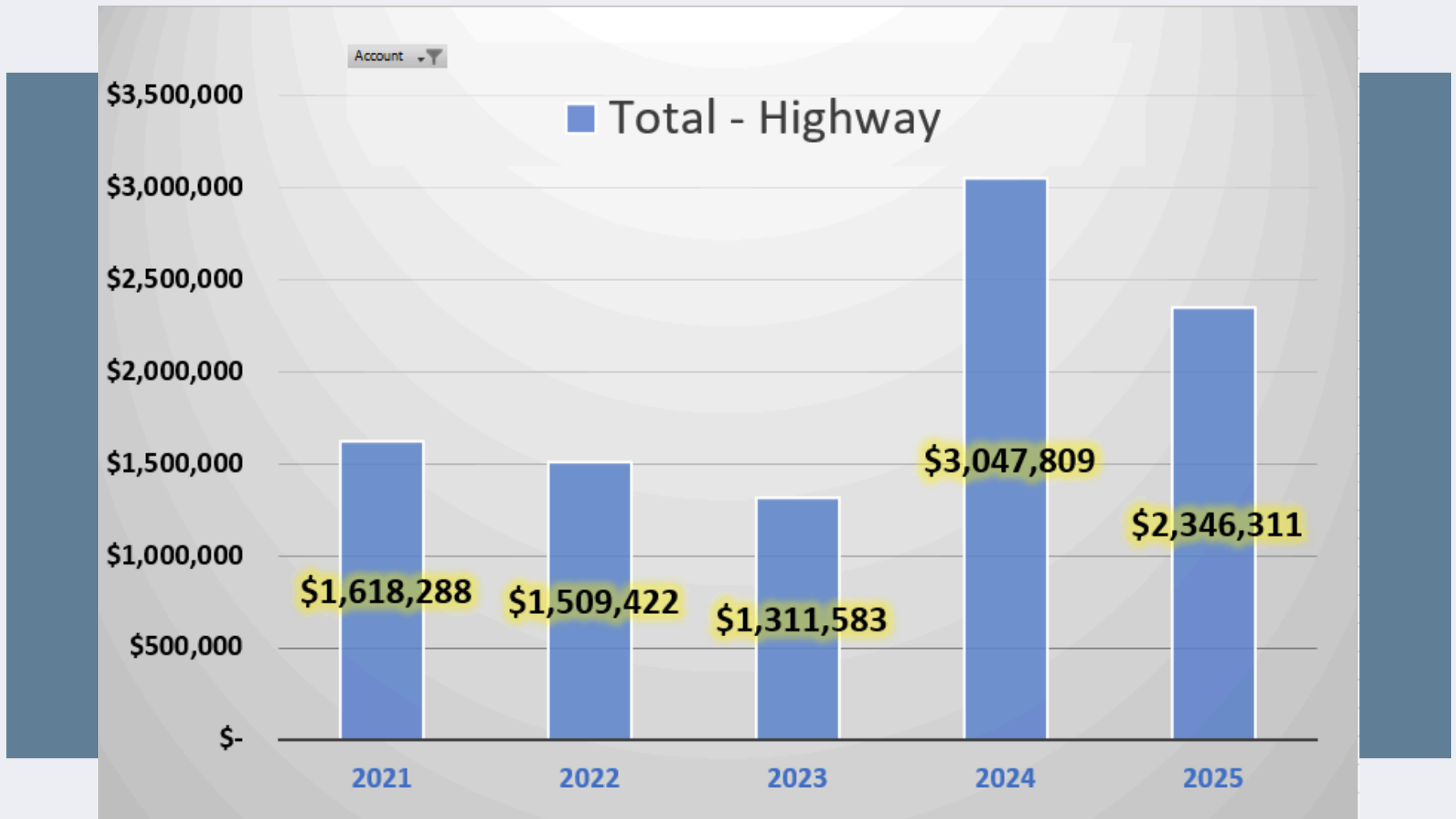


# Highway

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
Highway												
5110: Highway-Salaries & Wages	\$ 854,440	\$ 842,581		\$ 876,433		\$ 1,164,696	\$ 1,265,432	8.65%	\$ 100,736	\$ 1,263,714	8.50%	\$ 99,018
5130: Highway-Overtime	\$ 60,328	\$ 79,554		\$ 90,155		\$ 65,000	\$ 79,747	22.69%	\$ 14,747	\$ 79,747	22.69%	\$ 14,747
5151: Highway-Longevity	\$ 6,600	\$ 5,200		\$ 5,200		\$ 13,300	\$ 10,850	-18.42%	\$ (2,450)	\$ 10,850	-18.42%	\$ (2,450)
5192: Highway-Clothing Allowance	\$ 7,500	\$ 4,500		\$ 8,700		\$ 10,800	\$ 10,800		\$ -	\$ 10,800		\$ -
5196: Highway-Tool Allowance	\$ 500	\$ 800		\$ 1,100		\$ 1,200	\$ 1,200		\$ -	\$ 1,200		\$ -
5253: Highway-Repair & Maint Equip	\$ 81,938	\$ 71,819		\$ 79,594		\$ 80,000	\$ 100,000	25.00%	\$ 20,000	\$ 100,000	25.00%	\$ 20,000
5271: Highway - Equipment Lease	\$ 68,992	\$ 49,572		\$ 75,857		\$ 75,355	\$ 75,355		\$ -	\$ 75,355		\$ -
5292: Yard Waste Removal Program	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5306: Highway - Eng. Consultant Service	\$ -	\$ 5,000		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5388: Highway-Radio Communications	\$ 10,944	\$ 8,426		\$ 8,363		\$ 11,000	\$ 13,200	20.00%	\$ 2,200	\$ 13,200	20.00%	\$ 2,200
5396: Highway-Roadway/Sidewalk Mtce	\$ 270,126	\$ 267,788		\$ -		\$ 1,250,813	\$ 1,250,813		\$ -	\$ 500,000	-60.03%	\$ (750,813)
5397: Highway-Safety Program	\$ 727	\$ 1,351		\$ 872		\$ 1,500	\$ 1,500		\$ -	\$ 1,500		\$ -
5398: Highway-Clean-Up Program	\$ 46,579	\$ 48,718		\$ 49,477		\$ 49,645	\$ 49,645		\$ -	\$ 49,645		\$ -
5420: Highway-Office Supplies	\$ 7,549	\$ 5,000		\$ 5,485		\$ 5,000	\$ 5,800	16.00%	\$ 800	\$ 5,800	16.00%	\$ 800
5461: Highway-Fence - City Wide	\$ 338	\$ 2,450		\$ 8,325		\$ 9,000	\$ 9,000		\$ -	\$ 9,000		\$ -
5462: Highway-Guard Rails	\$ 1,495	\$ 12,193		\$ 9,000		\$ 9,000	\$ 14,000	55.56%	\$ 5,000	\$ 14,000	55.56%	\$ 5,000
5480: Highway-Vehicular Supplies	\$ 62,534	\$ 100,689		\$ 76,399		\$ 75,000	\$ 75,000		\$ -	\$ 75,000		\$ -
5531: Highway-Lumber	\$ 1,016	\$ 2,001		\$ 3,216		\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5533: Highway-DPW Supplies	\$ 1,254	\$ 1,623		\$ 1,317		\$ 1,500	\$ 1,500		\$ -	\$ 1,500		\$ -
5710: Highway-Travel	\$ 175	\$ 157		\$ 125		\$ 20,000	\$ 20,000		\$ -	\$ 20,000		\$ -
5832: Highway-Capital	\$ 3,826	\$ -		\$ 11,965		\$ 112,000	\$ 112,000		\$ -	\$ 112,000		\$ -
5832: Highway-Capital EV Charging Stations	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5832: Highway-Capital Little River	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5832: Highway-Farrwood Drive	\$ -	\$ -		\$ -		\$ 90,000	\$ -	-100.00%	\$ (90,000)	\$ -	-100.00%	\$ (90,000)
5870: Highway-Equip Replace	\$ 55,000	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5873: Highway - Vehicle Replacement	\$ 76,427	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
Highway Total	\$ 1,618,288	\$ 1,509,422		\$ 1,311,583		\$ 3,047,809	\$ 3,098,842	1.67%	\$ 51,033	\$ 2,346,311	-23.02%	\$ (701,498)

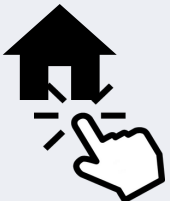
*The fiscal 2025 Highway budget reduces funding for streets and sidewalks repair from \$1.25M to \$500,000. This line item was increased by \$1M in fiscal 2024, however there are still significant ARPA funds available which have already been allocated for this purpose.*

# Highway



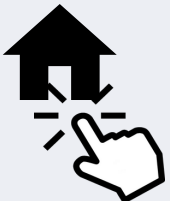
# Highway

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Highway							
Account Clerk/Dispatcher							
Professional Development	0.0	0.0	\$ 962		\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 47,739	1.0	\$ 47,878	0.0	\$ 139
Account Clerk/Dispatcher Total	1.0	1.0	\$ 48,701	1.0	\$ 48,840	0.0	\$ 139
General Foreman							
Salary	1.0	1.0	\$ 75,046	1.0	\$ 76,544	0.0	\$ 1,498
General Foreman Total	1.0	1.0	\$ 75,046	1.0	\$ 76,544	0.0	\$ 1,498
Head Administration							
Professional Development	0.0	0.0	\$ 962		\$ 962	0.0	\$ -
Salary	1.0	1.0	\$ 36,739	1.0	\$ 52,441	0.0	\$ 15,702
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,289	0.0	\$ 1,289
Head Administration Total	1.0	1.0	\$ 37,701	1.0	\$ 54,692	0.0	\$ 16,991
Highway Superintendent							
Salary	1.0	1.0	\$ 108,974	1.0	\$ 111,155	0.0	\$ 2,181
Highway Superintendent Total	1.0	1.0	\$ 108,974	1.0	\$ 111,155	0.0	\$ 2,181
Mason							
Salary	2.0	2.0	\$ 108,452	2.0	\$ 112,605	0.0	\$ 4,153
Step Increase	0.0	0.0	\$ -	0.0	\$ 2,642	0.0	\$ 2,642
Mason Total	2.0	2.0	\$ 108,452	2.0	\$ 115,247	0.0	\$ 6,795
MEO B&G							
Salary	9.0	7.0	\$ 297,702	7.0	\$ 361,772	0.0	\$ 64,070
Step Increase	0.0	0.0	\$ -	0.0	\$ 4,035	0.0	\$ 4,035
MEO B&G Total	9.0	7.0	\$ 297,702	7.0	\$ 365,807	0.0	\$ 68,105
MEO Groundswork							
Salary	1.0	1.0	\$ 47,549	1.0	\$ 49,311	0.0	\$ 1,762
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,310	0.0	\$ 1,310
MEO Groundswork Total	1.0	1.0	\$ 47,549	1.0	\$ 50,621	0.0	\$ 3,072
MEO L&H							
Salary	2.0	2.0	\$ 107,183	2.0	\$ 109,319	0.0	\$ 2,136
MEO L&H Total	2.0	2.0	\$ 107,183	2.0	\$ 109,319	0.0	\$ 2,136

























# Highway

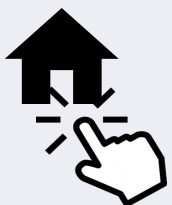
Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
MEO LHS							
Salary	1.0	1.0	\$ 48,963	1.0	\$ 53,804	0.0	\$ 4,841
MEO LHS Total	1.0	1.0	\$ 48,963	1.0	\$ 53,804	0.0	\$ 4,841
MEO LHS PW Laborer							
Salary	1.0	1.0	\$ 54,434	1.0	\$ 50,691	0.0	\$ (3,743)
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,373	0.0	\$ 1,373
MEO LHS PW Laborer Total	1.0	1.0	\$ 54,434	1.0	\$ 52,064	0.0	\$ (2,370)
Night Differential							
Night Differential	0.0	0.0	\$ 4,668		\$ 4,668	0.0	\$ -
Night Differential Total	0.0	0.0	\$ 4,668		\$ 4,668	0.0	\$ -
Out of Grade							
Out of Grade	0.0	0.0	\$ 2,000		\$ 2,000	0.0	\$ -
Out of Grade Total	0.0	0.0	\$ 2,000		\$ 2,000	0.0	\$ -
PT Position for Sheriffs Crews							
PT position for Sheriffs crews	0.0	0.0	\$ 22,633			0.0	\$ (22,633)
PT Position for Sheriffs Crews Total	0.0	0.0	\$ 22,633			0.0	\$ (22,633)
Safety & Training							
Safety & Training	0.0	0.0	\$ 4,160		\$ 4,160	0.0	\$ -
Safety & Training Total	0.0	0.0	\$ 4,160		\$ 4,160	0.0	\$ -
Seasonal Positions							
Salary	0.0	0.0	\$ 13,200		\$ 13,200	0.0	\$ -
Seasonal Positions Total	0.0	0.0	\$ 13,200		\$ 13,200	0.0	\$ -
Working Foreman							
Salary	3.0	3.0	\$ 183,330	3.0	\$ 201,593	0.0	\$ 18,263
Working Foreman Total	3.0	3.0	\$ 183,330	3.0	\$ 201,593	0.0	\$ 18,263
Highway Total	23.0	21.0	\$ 1,164,696	21.0	\$ 1,263,714	0.0	\$ 99,018



















# Snow & Ice Removal

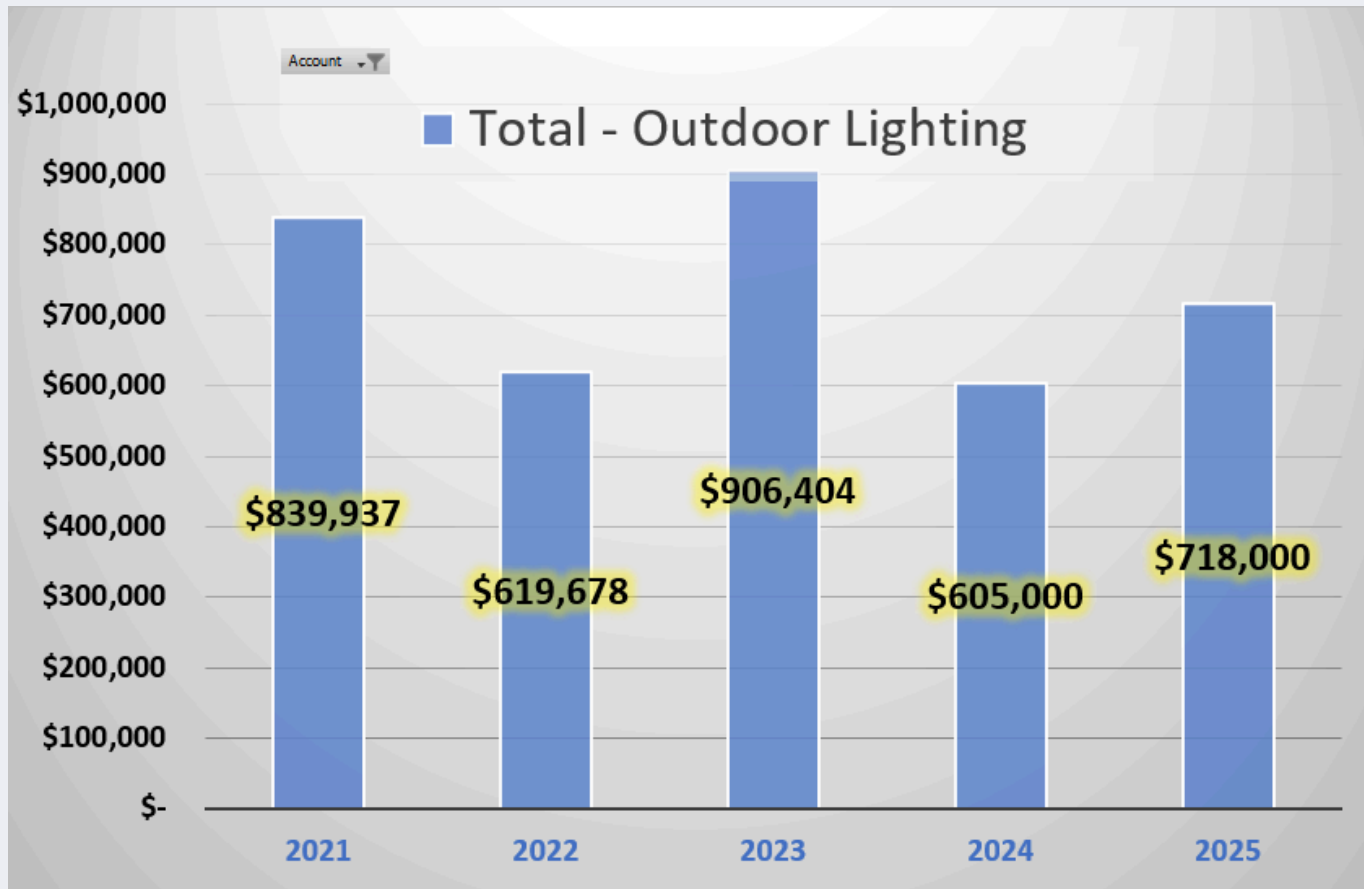
	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Snow &amp; Ice</b>												
5110: Snow/Ice-Salaries & Wages	\$ 7,712	\$ 12,666		\$ 13,236		\$ 8,330	\$ 8,330		\$ -	\$ 8,330		\$ -
5130: Snow/Ice-Overtime	\$ 186,538	\$ 215,221		\$ 218,712		\$ 220,019	\$ 220,019		\$ -	\$ 221,000	0.45%	\$ 981
5251: Snow/Ice-Repairs & Maint. Vehicles	\$ 253,528	\$ 273,580		\$ 201,465		\$ 127,925	\$ 127,925		\$ -	\$ 200,000	56.34%	\$ 72,075
5400: Snow/Ice-Truck Hire	\$ 1,132,952	\$ 1,310,147		\$ 1,105,576		\$ 223,869	\$ 223,869		\$ -	\$ 500,000	123.34%	\$ 276,131
5534: Snow/Ice-Rock Salt & Sand	\$ 441,410	\$ 572,533		\$ 1,018,657		\$ 129,857	\$ 129,857		\$ -	\$ 280,670	116.14%	\$ 150,813
<b>Snow &amp; Ice Total</b>	<b>\$ 2,022,140</b>	<b>\$ 2,384,147</b>		<b>\$ 2,557,646</b>		<b>\$ 710,000</b>	<b>\$ 710,000</b>		<b>\$ -</b>	<b>\$ 1,210,000</b>	<b>70.42%</b>	<b>\$ 500,000</b>

*The fiscal 2025 Snow & Ice budget has been increased by \$500,000 as it was significantly underfunded. MGL c.44 s.31D allows communities to deficit spend in this appropriation as long as the current year's appropriation equals or exceeds the previous year's.*





























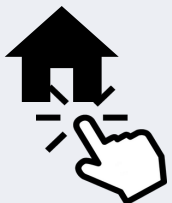
# Outdoor Lighting

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
Outdoor Lighting												
5215: Outdoor Lighting	\$ 778,482	\$ 555,869		\$ 842,616		\$ 540,000	\$ 640,000	18.52%	\$ 100,000	\$ 640,000	18.52%	\$ 100,000
5246: Street Light Maintenance	\$ 61,455	\$ 63,809		\$ 63,788		\$ 65,000	\$ 78,000	20.00%	\$ 13,000	\$ 78,000	20.00%	\$ 13,000
Outdoor Lighting Total	\$ 839,937	\$ 619,678		\$ 906,404		\$ 605,000	\$ 718,000	18.68%	\$ 113,000	\$ 718,000	18.68%	\$ 113,000

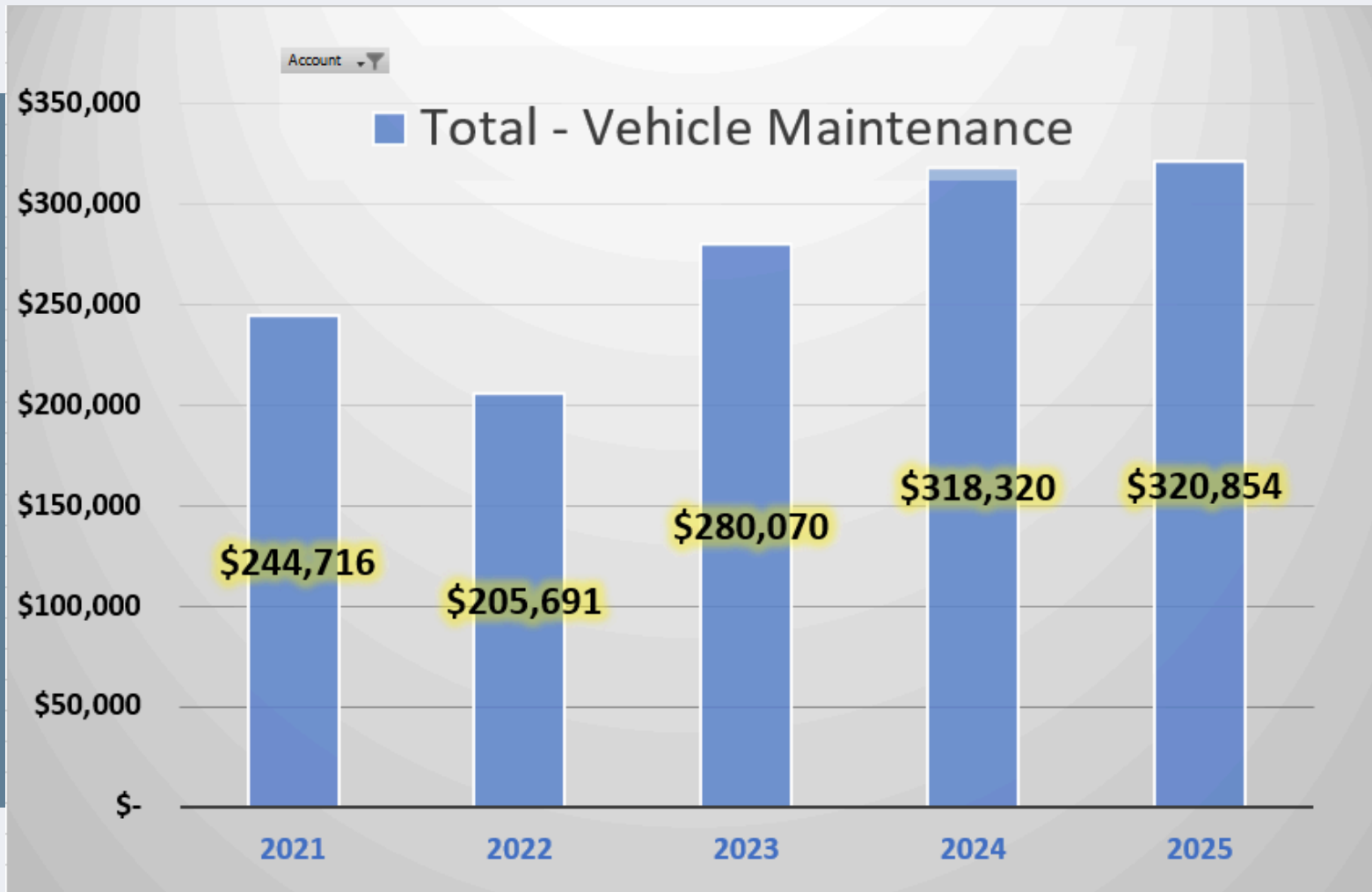


# Vehicle Maintenance

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Vehicle Maintenance</b>												
5110: Vehicle Maint-Salaries & Wages	\$ 181,868	\$ 139,820		\$ 193,306		\$ 240,390	\$ 251,972	4.82%	\$ 11,582	\$ 242,674	0.95%	\$ 2,284
5130: Vehicle Maint-Overtime	\$ 491	\$ 57		\$ 3,412		\$ 500	\$ 500		\$ -	\$ 500		\$ -
5151: Vehicle Maint-Longevity	\$ 6,350	\$ 3,550		\$ 3,550		\$ 3,550	\$ 3,800	7.04%	\$ 250	\$ 3,800	7.04%	\$ 250
5192: Vehicle Maint-Clothing Allowance	\$ 2,000	\$ 1,500		\$ 2,100		\$ 2,400	\$ 2,400		\$ -	\$ 2,400		\$ -
5196: Vehicle Maint - Tool Allowance	\$ 2,000	\$ 1,500		\$ 1,500		\$ 2,400	\$ 2,400		\$ -	\$ 2,400		\$ -
5211: Vehicle Maint-Electricity	\$ 23,891	\$ 28,757		\$ 26,964		\$ 36,000	\$ 36,000		\$ -	\$ 36,000		\$ -
5212: Vehicle Maint-Heat	\$ 20,448	\$ 24,414		\$ 43,411		\$ 27,000	\$ 32,257	19.47%	\$ 5,257	\$ 27,000		\$ -
5420: Vehicle Maint-Office Supplies	\$ -	\$ 991		\$ 747		\$ 1,000	\$ 1,000		\$ -	\$ 1,000		\$ -
5430: Building Maintenance-Capital	\$ 7,668	\$ 5,102		\$ 5,080		\$ 5,080	\$ 20,000	293.70%	\$ 14,920	\$ 5,080		\$ -
<b>Vehicle Maintenance Total</b>	<b>\$ 244,716</b>	<b>\$ 205,691</b>		<b>\$ 280,070</b>		<b>\$ 318,320</b>	<b>\$ 350,329</b>	<b>10.06%</b>	<b>\$ 32,009</b>	<b>\$ 320,854</b>	<b>0.80%</b>	<b>\$ 2,534</b>

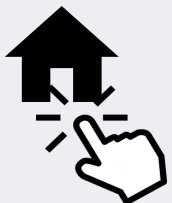


# Vehicle Maintenance























# Vehicle Maintenance

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Vehicle Maintenance							
ME Repairperson							
Salary	1.0	1.0	\$ 58,219	1.0	\$ 50,065	0.0	\$ (8,154)
ME Repairperson Total	1.0	1.0	\$ 58,219	1.0	\$ 50,065	0.0	\$ (8,154)
MEO Repairperson							
Salary	1.0	1.0	\$ 58,219	1.0	\$ 59,363	0.0	\$ 1,144
MEO Repairperson Total	1.0	1.0	\$ 58,219	1.0	\$ 59,363	0.0	\$ 1,144
Welder/Mechanic							
Salary	1.0	1.0	\$ 58,219	1.0	\$ 59,363	0.0	\$ 1,144
Welder/Mechanic Total	1.0	1.0	\$ 58,219	1.0	\$ 59,363	0.0	\$ 1,144
Working Foreman							
Salary	1.0	1.0	\$ 65,333	1.0	\$ 73,383	0.0	\$ 8,050
Working Foreman Total	1.0	1.0	\$ 65,333	1.0	\$ 73,383	0.0	\$ 8,050
(blank)							
Out of Grade	0.0	0.0	\$ 400		\$ 500	0.0	\$ 100
(blank) Total	0.0	0.0	\$ 400		\$ 500	0.0	\$ 100
Vehicle Maintenance Total	4.0	4.0	\$ 240,390	4.0	\$ 242,674	0.0	\$ 2,284









































# Street Marking

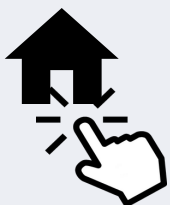
	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Street Marking</b>												
5535: Street Marking-Paint	\$ 61	\$ -		\$ 2,500		\$ 2,500	\$ 5,500	120.00%	\$ 3,000	\$ 5,500	120.00%	\$ 3,000
5536: Street Marking-Pavement Marking	\$ 89,687	\$ 64,672		\$ 85,383		\$ 85,383	\$ 85,383		\$ -	\$ 85,383		\$ -
5537: Street Marking-Safety Program	\$ 2,678	\$ 4,292		\$ 3,000		\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5538: Street Marking-Signs	\$ 13,492	\$ 18,329		\$ 21,600		\$ 21,600	\$ 21,600		\$ -	\$ 21,600		\$ -
<b>Street Marking Total</b>	<b>\$ 105,918</b>	<b>\$ 87,293</b>		<b>\$ 112,483</b>		<b>\$ 112,483</b>	<b>\$ 115,483</b>	<b>2.67%</b>	<b>\$ 3,000</b>	<b>\$ 115,483</b>	<b>2.67%</b>	<b>\$ 3,000</b>



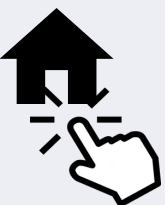
# Refuse

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Refuse Collection</b>												
5110: Refuse Collection & Disp - Salaries	\$ 140,110	\$ 139,523		\$ 136,124		\$ 193,119	\$ 216,000	11.85%	\$ 22,881	\$ 206,793	7.08%	\$ 13,674
5130: Collection & Disposal Overtime	\$ 4,538	\$ 3,965		\$ 5,713		\$ 4,000	\$ 7,731	93.28%	\$ 3,731	\$ 7,731	93.28%	\$ 3,731
5194: Collection & Disp - Boot Allowance	\$ 548	\$ 1,038		\$ 975		\$ 975	\$ 975		\$ -	\$ 975		\$ -
5240: R & M Equipment	\$ 6,707	\$ 9,376		\$ 5,000		\$ 9,000	\$ 15,000	66.67%	\$ 6,000	\$ 15,000	66.67%	\$ 6,000
5271: Equipment Lease	\$ -	\$ -		\$ 50,600		\$ 15,000	\$ 15,000		\$ -	\$ 15,000		\$ -
5292: Waste Removal Program	\$ 47,900	\$ 80,000		\$ 63,695		\$ 120,750	\$ 100,000	-17.18%	\$ (20,750)	\$ 100,000	-17.18%	\$ (20,750)
5303: Refuse-Contract-Disposal Area	\$ 1,366,000	\$ 1,307,054		\$ 1,453,838		\$ 1,512,282	\$ 1,728,000	14.26%	\$ 215,718	\$ 1,696,000	12.15%	\$ 183,718
5304: Refuse-Contract-Pick Up & Hauling	\$ 3,153,955	\$ 3,714,337		\$ 3,739,520		\$ 3,611,000	\$ 3,818,000	5.73%	\$ 207,000	\$ 3,701,000	2.49%	\$ 90,000
5305: Refuse-Recycling	\$ 33,882	\$ 42,423		\$ 57,989		\$ 43,000	\$ 43,000		\$ -	\$ 43,000		\$ -
5318: Landfill Legal & Consulting	\$ 138,464	\$ 197,258		\$ 250,000		\$ 300,000	\$ 300,000		\$ -	\$ 300,000		\$ -
5480: Vehicular Supplies	\$ 823	\$ -		\$ -		\$ 950	\$ 950		\$ -	\$ 950		\$ -
5710: Travel & Training	\$ 2,045	\$ 3,849		\$ 94		\$ 4,000	\$ 4,000		\$ -	\$ 4,000		\$ -
5870: Equipment Replacement	\$ -	\$ -		\$ 7,401		\$ 7,858	\$ 7,858		\$ -	\$ 7,858		\$ -
<b>Refuse Collection Total</b>	<b>\$ 4,894,973</b>	<b>\$ 5,498,823</b>		<b>\$ 5,770,949</b>		<b>\$ 5,821,934</b>	<b>\$ 6,256,514</b>	<b>7.46%</b>	<b>\$ 434,580</b>	<b>\$ 6,098,307</b>	<b>4.75%</b>	<b>\$ 276,373</b>

*The fiscal 2025 Refuse budget includes a contractual increase of 3% for refuse disposal as well as a 2% increase in the tonnage being disposed of over the prior fiscal year. It also includes a contractual 2.5% increase for trash pick-up and hauling.*

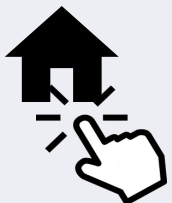


# Refuse



# Refuse

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Refuse</b>							
Part Time Recycling Center Salary	1.0	1.0	\$ 64,000	1.0	\$ 80,000	0.0	\$ 16,000
Part Time Recycling Center Total	1.0	1.0	\$ 64,000	1.0	\$ 80,000	0.0	\$ 16,000
Salary Reserve (blank)	0.0	0.0	\$ 1,553	0.0	\$ -	0.0	\$ (1,553)
Salary Reserve Total	0.0	0.0	\$ 1,553	0.0	\$ -	0.0	\$ (1,553)
Solid Waste Manager Salary	1.0	1.0	\$ 77,646	1.0	\$ 82,203	0.0	\$ 4,557
Solid Waste Manager Total	1.0	1.0	\$ 77,646	1.0	\$ 82,203	0.0	\$ 4,557
Waste Reduction Salary	1.0	1.0	\$ 49,920	1.0	\$ 44,590	0.0	\$ (5,330)
Waste Reduction Total	1.0	1.0	\$ 49,920	1.0	\$ 44,590	0.0	\$ (5,330)
<b>Refuse Total</b>	<b>3.0</b>	<b>3.0</b>	<b>\$ 193,119</b>	<b>3.0</b>	<b>\$ 206,793</b>	<b>0.0</b>	<b>\$ 13,674</b>

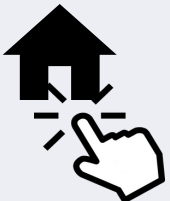


# Parking

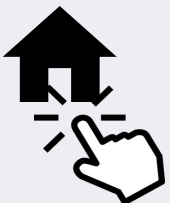
	2021 Actual	2022 Actual		2023 Actual		2024 Budget	2025 Department Request	% to 2024	\$ to 2024	2025 Mayor's Budget Proposal	% To '2024	\$ To '2024
<b>Parking</b>												
5110: Parking-Salaries & Wages	\$ 43,271	\$ 48,058	▲	\$ 30,774	▼	\$ 51,067	\$ 49,455	-3.16%	\$ (1,612)	\$ 49,455	-3.16%	\$ (1,612)
5192: Parking - Clothing Allowance	\$ 500	\$ 500	■	\$ 1,067	▲	\$ 500	\$ 600	20.00%	\$ 100	\$ 600	20.00%	\$ 100
5215: Parking-Lighting	\$ 9,240	\$ 7,017	▼	\$ 9,113	▲	\$ 10,000	\$ 10,000		\$ -	\$ 10,000		\$ -
5241: Parking - Repairs & Maint	\$ 92,427	\$ 90,020	▼	\$ 80,431	▼	\$ 115,134	\$ 115,134		\$ -	\$ 115,134		\$ -
5246: Parking-Light Maintenance	\$ -	\$ -	■	\$ -	■	\$ 250	\$ 250		\$ -	\$ 250		\$ -
5252: Parking - Signage	\$ 2,276	\$ 2,000	▼	\$ 3,000	▲	\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5301: Parking Enforcement	\$ 48,000	\$ 62,593	▲	\$ 84,049	▲	\$ 74,050	\$ 76,804	3.72%	\$ 2,754	\$ 76,804	3.72%	\$ 2,754
5305: Parking - Contract Mgmt Fee	\$ 56,347	\$ 168,841	▲	\$ 166,191	▼	\$ 169,792	\$ 173,188	2.00%	\$ 3,396	\$ 173,188	2.00%	\$ 3,396
5306: Parking - Consultant Fees	\$ 18,099	\$ 9,500	▼	\$ 1,440	▼	\$ 5,000	\$ 5,000		\$ -	\$ 5,000		\$ -
5420: Parking - Office Supplies	\$ -	\$ -	■	\$ 98	■	\$ 225	\$ 225		\$ -	\$ 225		\$ -
5421: Parking - Printed Supplies	\$ 220	\$ 305	▲	\$ 489	▲	\$ 500	\$ 500		\$ -	\$ 500		\$ -
<b>Parking Total</b>	<b>\$ 270,381</b>	<b>\$ 388,834</b>	▲	<b>\$ 376,652</b>	▲	<b>\$ 429,518</b>	<b>\$ 434,156</b>	<b>1.08%</b>	<b>\$ 4,638</b>	<b>\$ 434,156</b>	<b>1.08%</b>	<b>\$ 4,638</b>

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Parking</b>							
Laborer							
Salary	1.0	1.0	\$ 50,107	1.0	\$ 48,165	0.0	\$ (1,942)
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,290	0.0	\$ 1,290
Safety & Training	0.0	0.0	\$ 960			0.0	\$ (960)
<b>Laborer Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 51,067</b>	<b>1.0</b>	<b>\$ 49,455</b>	<b>0.0</b>	<b>\$ (1,612)</b>
<b>Parking Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 51,067</b>	<b>1.0</b>	<b>\$ 49,455</b>	<b>0.0</b>	<b>\$ (1,612)</b>













































*Parking revenue is estimated at \$485,000 in the fiscal 2025 budget.*



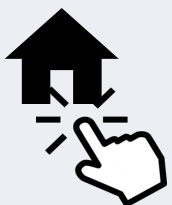
# Parking



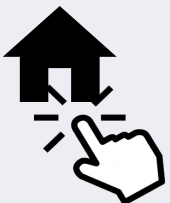
# Parks

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Parks Department</b>												
5110: Parks-Salaries & Wages	\$ 295,218	\$ 289,773		\$ 376,541		\$ 538,877	\$ 551,662	2.37%	\$ 12,785	\$ 548,377	1.76%	\$ 9,500
5130: Parks-Overtime	\$ 20,242	\$ 21,505		\$ 24,351		\$ 22,000	\$ 23,880	8.55%	\$ 1,880	\$ 23,880	8.55%	\$ 1,880
5151: Parks-Longevity	\$ 4,450	\$ 4,500		\$ 4,500		\$ 5,500	\$ 5,500		\$ -	\$ 5,500		\$ -
5192: Parks-Clothing Allowance	\$ 3,000	\$ 3,000		\$ 4,300		\$ 6,000	\$ 6,000		\$ -	\$ 6,000		\$ -
5196: Park - Tool Allowance	\$ 500	\$ 500		\$ 500		\$ 600	\$ 600		\$ -	\$ 600		\$ -
5211: Parks-Electricity	\$ 17,947	\$ 22,474		\$ 15,099		\$ 22,000	\$ 22,000		\$ -	\$ 22,000		\$ -
5212: Parks-Heat	\$ 3,058	\$ 2,945		\$ 7,955		\$ 4,300	\$ 6,971	62.12%	\$ 2,671	\$ 6,971	62.12%	\$ 2,671
5251: Parks-Repairs & Maint. Vehicles	\$ 21,847	\$ 19,491		\$ 25,472		\$ 25,000	\$ 30,000	20.00%	\$ 5,000	\$ 30,000	20.00%	\$ 5,000
5271: Park Dept - Equipment Lease	\$ 9,398	\$ 8,570		\$ 126,456		\$ 15,000	\$ 15,000		\$ -	\$ 15,000		\$ -
5399: Parks-Tree Removal	\$ 77,018	\$ 78,242		\$ 90,889		\$ 85,000	\$ 95,500	12.35%	\$ 10,500	\$ 95,000	11.76%	\$ 10,000
5430: Parks-Bldg Equip & Repairs	\$ 1,526	\$ 116		\$ 18,457		\$ 10,000	\$ 10,000		\$ -	\$ 10,000		\$ -
5463: Parks - City Beautification	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5463: Parks-Trees & Shrubs	\$ 34,936	\$ 25,884		\$ 58,383		\$ 63,273	\$ 63,273		\$ -	\$ 43,273	-31.61%	\$ (20,000)
5480: Parks-Vehicular Supplies	\$ 13,872	\$ 12,894		\$ 10,935		\$ 14,000	\$ 14,000		\$ -	\$ 14,000		\$ -
5531: Parks-Cemetery Supplies	\$ 17,530	\$ 23,655		\$ 42,501		\$ 44,500	\$ 46,500	4.49%	\$ 2,000	\$ 46,500	4.49%	\$ 2,000
5533: Parks-DPW Supplies	\$ 49,480	\$ 51,483		\$ 52,992		\$ 56,500	\$ 56,500		\$ -	\$ 56,500		\$ -
<b>Parks Department Total</b>	<b>\$ 570,023</b>	<b>\$ 565,032</b>		<b>\$ 859,331</b>		<b>\$ 912,550</b>	<b>\$ 947,386</b>	<b>3.82%</b>	<b>\$ 34,836</b>	<b>\$ 923,601</b>	<b>1.21%</b>	<b>\$ 11,051</b>

*The fiscal 2025 Parks budget includes a 20% increase in the cost of materials, tools, labor and equipment for vehicle repairs as well as an additional \$10,000 for tree removal based on current vendor estimates.*

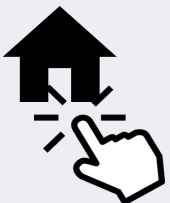


# Parks



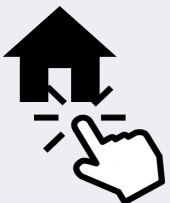
# Parks

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Parks</b>							
General Foreman							
Salary	1.0	1.0	\$ 75,067	1.0	\$ 76,544	0.0	\$ 1,477
General Foreman Total	1.0	1.0	\$ 75,067	1.0	\$ 76,544	0.0	\$ 1,477
Groundsworker							
Salary	2.0	2.0	\$ 100,256	2.0	\$ 104,881	0.0	\$ 4,625
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,789	0.0	\$ 1,789
Groundsworker Total	2.0	2.0	\$ 100,256	2.0	\$ 106,670	0.0	\$ 6,414
MEO B&G							
Salary	1.0	1.0	\$ 54,434	1.0	\$ 51,126	0.0	\$ (3,308)
MEO B&G Total	1.0	1.0	\$ 54,434	1.0	\$ 51,126	0.0	\$ (3,308)
MEO Laborer							
Salary	1.0	3.0	\$ 153,879	3.0	\$ 151,351	0.0	\$ (2,528)
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,622	0.0	\$ 1,622
MEO Laborer Total	1.0	3.0	\$ 153,879	3.0	\$ 152,973	0.0	\$ (906)
MEO LHS Sr. Gro							
Salary	1.0	1.0	\$ 52,749	1.0	\$ 55,515	0.0	\$ 2,766
MEO LHS Sr. Gro Total	1.0	1.0	\$ 52,749	1.0	\$ 55,515	0.0	\$ 2,766
Out of Grade							
Out of Grade	0.0	0.0	\$ 500		\$ 1,000	0.0	\$ 500
Out of Grade Total	0.0	0.0	\$ 500		\$ 1,000	0.0	\$ 500



# Parks

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Pest/Tree Crew Diff. Stipend	0.0	0.0	\$ 2,500		\$ 3,750	0.0	\$ 1,250
Pest/Tree Crew Diff. Total	0.0	0.0	\$ 2,500		\$ 3,750	0.0	\$ 1,250
Safety & Training Training	0.0	0.0	\$ 4,160		\$ 4,160	0.0	\$ -
Safety & Training Total	0.0	0.0	\$ 4,160		\$ 4,160	0.0	\$ -
Seasonal Positions Salary	0.0	0.0	\$ 30,000		\$ 30,000	0.0	\$ -
Seasonal Positions Total	0.0	0.0	\$ 30,000		\$ 30,000	0.0	\$ -
Working Foreman Salary	1.0	1.0	\$ 65,333	1.0	\$ 66,639	0.0	\$ 1,306
Working Foreman Total	1.0	1.0	\$ 65,333	1.0	\$ 66,639	0.0	\$ 1,306
<b>Parks Total</b>	<b>7.0</b>	<b>9.0</b>	<b>\$ 538,878</b>	<b>9.0</b>	<b>\$ 548,377</b>	<b>0.0</b>	<b>\$ 9,499</b>





## Health Inspections

The City of Haverhill Inspectional Services department is responsible for the enforcement of all federal, state and local laws and regulations pertaining to building, wiring, plumbing, gas, health and environmental issues. The department's ultimate responsibility is to protect the public health and assure that we live in a safe and environmentally sound community.



[cityofhaverhill.com/departments/health\\_and\\_inspections](https://cityofhaverhill.com/departments/health_and_inspections)

## Fiscal 2024 Accomplishments

The Building Inspections Department has issued 8,672 permits, generated \$3,921,744 in revenue, recorded 31,621 inspections, completed 158 code team inspections, mailed 1,355 violation letters and tickets, and filed 101 court cases. In addition the department received and handled 916 complaints.

## Fiscal 2025 Goals

Fiscal 2025 goals of the Building Inspections Department include completing trainings for inspections in food, camps, bathing beach, lead determinations, housing and swimming pool codes.

Complete continuing education courses and seminars for Building Officials, Electrical and Plumbing Inspectors.

















































We anticipate an increase in demand for inspections due to the projects currently underway or approved.



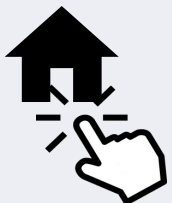
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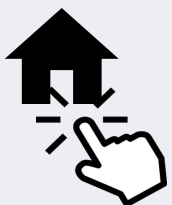
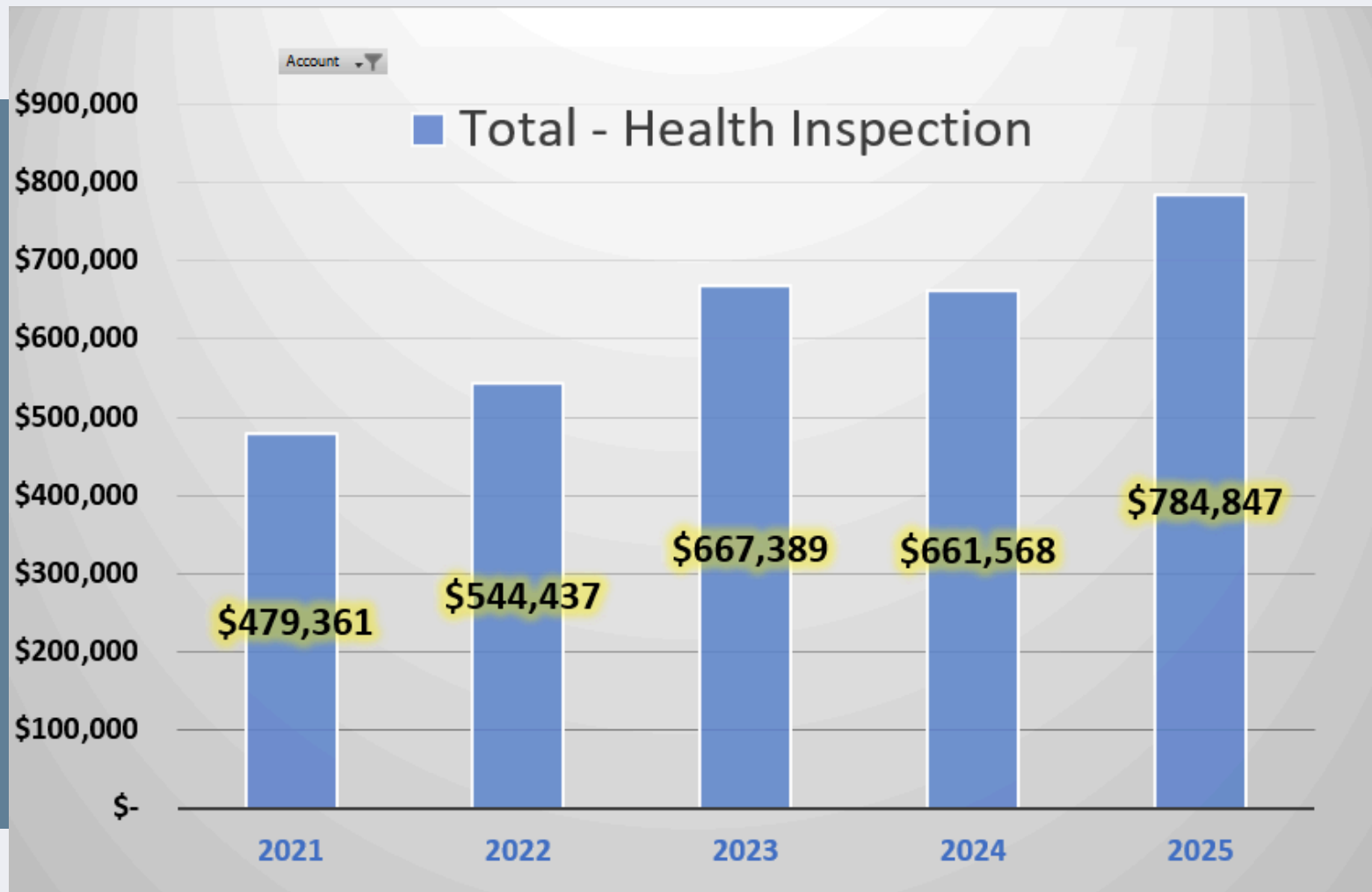
# Health / Inspections

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Health &amp; Inspections</b>												
5110: Health/Inspection-Salaries & Wages	\$ 443,297	\$ 496,768		\$ 612,100		\$ 600,032	\$ 720,425	20.06%	\$ 120,393	\$ 718,147	19.68%	\$ 118,115
5130: Health/Inspection-Overtime	\$ 1,507	\$ 2,467		\$ 460		\$ 1,500	\$ 5,000	233.33%	\$ 3,500	\$ 5,000	233.33%	\$ 3,500
5151: Health/Inspection-Longevity	\$ 3,400	\$ 5,700		\$ 7,500		\$ 6,400	\$ 6,450	0.78%	\$ 50	\$ 6,450	0.78%	\$ 50
5191: Health/Inspection-Professional Devel	\$ -	\$ -		\$ 4,750		\$ 2,886	\$ 9,200	218.78%	\$ 6,314	\$ 9,200	218.78%	\$ 6,314
5194: Health/Inspection-Boot Allowance	\$ 3,300	\$ 4,750		\$ -		\$ 6,900	\$ -	-100.00%	\$ (6,900)	\$ -	-100.00%	\$ (6,900)
5199: Health/Inspection-Board Stipends	\$ 501	\$ 1,081		\$ -		\$ 1,500	\$ 1,500		\$ -	\$ 1,500		\$ -
5240: Repairs & Maint. Office Equipment	\$ 1,766	\$ 2,158		\$ 1,818		\$ 2,500	\$ 2,500		\$ -	\$ 2,500		\$ -
5251: Repairs & Maint. Vehicles	\$ 1,133	\$ 3,194		\$ 5,277		\$ 4,635	\$ 7,000	51.02%	\$ 2,365	\$ 7,000	51.02%	\$ 2,365
5317: Health/Inspection-Advertising	\$ -	\$ 313		\$ 14		\$ 1,000	\$ 1,000		\$ -	\$ 1,000		\$ -
5318: Abandoned Property	\$ (998)	\$ (640)		\$ 760		\$ -	\$ 1,000		\$ 1,000	\$ 1,000		\$ 1,000
5340: Health/Inspection-Communications	\$ 10,191	\$ 10,926		\$ 11,044		\$ 12,000	\$ 12,000		\$ -	\$ 12,000		\$ -
5386: Health/Inspection-Special Programs	\$ 2,725	\$ 3,729		\$ 3,814		\$ 4,415	\$ 4,550	3.06%	\$ 135	\$ 4,550	3.06%	\$ 135
5420: Health/Inspection-Office Supplies	\$ 3,997	\$ 2,972		\$ 8,281		\$ 4,500	\$ 4,500		\$ -	\$ 4,500		\$ -
5421: Health/Inspection-Printed Supplies	\$ 2,101	\$ 1,846		\$ 2,139		\$ 4,000	\$ 4,500	12.50%	\$ 500	\$ 3,500	-12.50%	\$ (500)
5480: Vehicular Supplies	\$ 3,782	\$ 6,854		\$ 6,954		\$ 5,000	\$ 5,000		\$ -	\$ 5,000		\$ -
5583: Computer Supplies	\$ 1,862	\$ 730		\$ -		\$ 1,100	\$ 1,100		\$ -	\$ 1,100		\$ -
5710: Health/Inspection-Travel	\$ 407	\$ 84		\$ 944		\$ 1,200	\$ 1,200		\$ -	\$ 1,200		\$ -
5730: Dues and Memberships	\$ 390	\$ 1,504		\$ 1,534		\$ 2,000	\$ 1,200	-40.00%	\$ (800)	\$ 1,200	-40.00%	\$ (800)
<b>Health &amp; Inspections Total</b>	<b>\$ 479,361</b>	<b>\$ 544,437</b>		<b>\$ 667,389</b>		<b>\$ 661,568</b>	<b>\$ 788,125</b>	<b>19.13%</b>	<b>\$ 126,557</b>	<b>\$ 784,847</b>	<b>18.63%</b>	<b>\$ 123,279</b>

*The fiscal 2025 Health & Inspection budget shifts one full-time Compliance Inspector from the Building Inspections budget to the Health Inspections budget. The budget also adds a part-time Animal Inspector.*

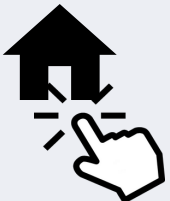


# Health / Inspections



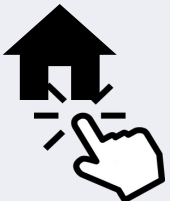
# Health / Inspections

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Health &amp; Inspections</b>							
Animal Inspector							
TBD	0.0	0.0	\$ -		\$ 20,000	0.0	\$ 20,000
<b>Animal Inspector Total</b>	0.0	0.0	\$ -		\$ 20,000	0.0	\$ 20,000
<b>Chief Administration</b>							
Professional Development	1.0	0.0	\$ -		\$ 962	0.0	\$ 962
Salary	1.0	1.0	\$ 50,303	1.0	\$ 46,423	0.0	\$ (3,880)
Step Increase	0.0	0.0	\$ 2,512		\$ 1,384	0.0	\$ (1,128)
<b>Chief Administration Total</b>	2.0	1.0	\$ 52,815	1.0	\$ 48,769	0.0	\$ (4,046)
<b>Compliance / Building Inspector</b>							
TBD	0.0	0.0	\$ -	1.0	\$ 65,000	1.0	\$ 65,000
<b>Compliance / Building Inspector Total</b>	0.0	0.0	\$ -	1.0	\$ 65,000	1.0	\$ 65,000
<b>Compliance Inspector</b>							
CDBG Offset	-0.5	-0.3	\$ (18,769)	-0.3	\$ (19,144)	-0.1	\$ (375)
Salary	2.0	1.0	\$ 75,074	1.0	\$ 76,576	0.0	\$ 1,502
Step Increase	0.0	0.0	\$ 1,501			0.0	\$ (1,501)
Hazard Pay	0.0	0.0	\$ -		\$ 500	0.0	\$ 500
<b>Compliance Inspector Total</b>	1.5	0.8	\$ 57,807	0.7	\$ 57,932	-0.1	\$ 125
<b>Deputy Director Head</b>							
Salary	1.0	1.0	\$ 74,415	1.0	\$ 78,180	0.0	\$ 3,765
Step Increase	0.0	0.0	\$ 2,232		\$ 2,345	0.0	\$ 113
<b>Deputy Director Head Total</b>	1.0	1.0	\$ 76,647	1.0	\$ 80,525	0.0	\$ 3,878



# Health / Inspections

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Director</b>							
Additional Hours Worked	0.0	0.0	\$ 11,760			0.0	\$ (11,760)
CDBG Offset	-0.2	-0.2	\$ (14,000)	-0.2	\$ (14,000)	0.0	\$ -
Salary	0.6	0.6	\$ 66,240	0.8	\$ 78,000	0.2	\$ 11,760
<b>Director Total</b>	<b>0.4</b>	<b>0.4</b>	<b>\$ 64,000</b>	<b>0.6</b>	<b>\$ 64,000</b>	<b>0.2</b>	<b>\$ -</b>
<b>Head Clerk</b>							
Professional Development	0.0	0.0	\$ -		\$ 1,924	0.0	\$ 1,924
Salary	2.0	2.0	\$ 78,867	2.0	\$ 81,130	0.0	\$ 2,263
Step Increase	0.0	0.0	\$ 3,944		\$ 2,334	0.0	\$ (1,610)
<b>Head Clerk Total</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 82,811</b>	<b>2.0</b>	<b>\$ 85,388</b>	<b>0.0</b>	<b>\$ 2,577</b>
<b>Sanitary Inspector</b>							
Salary	1.0	1.0	\$ 44,482	1.0	\$ 67,735	0.0	\$ 23,253
Step Increase	0.0	0.0	\$ 3,263		\$ 1,906	0.0	\$ (1,357)
Hazard Pay	1.0	0.0	\$ -		\$ 500	0.0	\$ 500
<b>Sanitary Inspector Total</b>	<b>2.0</b>	<b>1.0</b>	<b>\$ 47,745</b>	<b>1.0</b>	<b>\$ 70,141</b>	<b>0.0</b>	<b>\$ 22,396</b>
<b>Sealer Weights</b>							
Step Increase	0.0	0.0	\$ 3,375			0.0	\$ (3,375)
Stipend	0.0	0.0	\$ 13,500		\$ 16,875	0.0	\$ 3,375
<b>Sealer Weights Total</b>	<b>0.0</b>	<b>0.0</b>	<b>\$ 16,875</b>		<b>\$ 16,875</b>	<b>0.0</b>	<b>\$ -</b>
<b>Senior Sanitary Inspector</b>							
CDBG Offset	-0.2	-0.2	\$ (13,860)	-0.1	\$ (7,173)	0.1	\$ 6,687
Salary	3.0	3.0	\$ 208,282	3.0	\$ 215,190	0.0	\$ 6,908
Step Increase	0.0	0.0	\$ 6,909			0.0	\$ (6,909)
Hazard Pay	2.0	0.0	\$ -		\$ 1,500	0.0	\$ 1,500
<b>Senior Sanitary Inspector Total</b>	<b>4.8</b>	<b>2.8</b>	<b>\$ 201,331</b>	<b>2.9</b>	<b>\$ 209,517</b>	<b>0.1</b>	<b>\$ 8,186</b>
<b>Health &amp; Inspections Total</b>	<b>13.7</b>	<b>8.9</b>	<b>\$ 600,032</b>	<b>10.2</b>	<b>\$ 718,147</b>	<b>1.3</b>	<b>\$ 118,116</b>





## Human Services

The mission of Human Services, through its various divisions, is to provide educational and innovative programming and services to the citizens of Haverhill while enhancing their quality of life.

### Departments Include:

Public Health  
Senior Center  
Veterans Services  
Citizens Center  
Recreation  
Commission on Disability Issues  
Cultural Council

## Fiscal 2024 Accomplishments

The Citizens Center is a multi-purpose facility that houses the Department of Human Services and its divisions. It is primarily used during the day for Council on Aging activities and it is rented out to the public and private groups during the evenings and weekends. Besides providing services for Council on Aging, Recreation, Veterans, Public Health and Cultural Council the center also provides Monday Night Meals, Senior Lunches, Meals on Wheels and North East Legal Aid who is funded by CDBG and provides legal assistance to low income individuals. In 2024 the Recreation Department issued 1,147 permits for softball, 603 permits for baseball, 397 permits for multi-use fields, and 1641 permits for Veterans Memorial Rink.

## Fiscal 2025 Goals

In 2025, we will be completing much needed work on the Citizen Center by replacing a leaking skylight and surrounding roof area as well as replace a 40 year old boiler that cannot be repaired. We will also be replacing the sewer pump.



[cityofhaverhill.com/departments/human\\_services](https://cityofhaverhill.com/departments/human_services)



(978) 374 2388

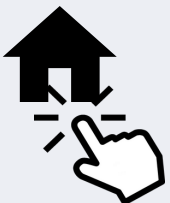
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# Human Services

The mission of Human Services, through its various divisions, is to provide educational and innovative programming and services to the citizens of Haverhill while enhancing their quality of life.

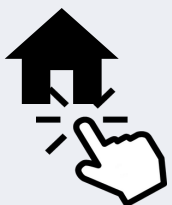
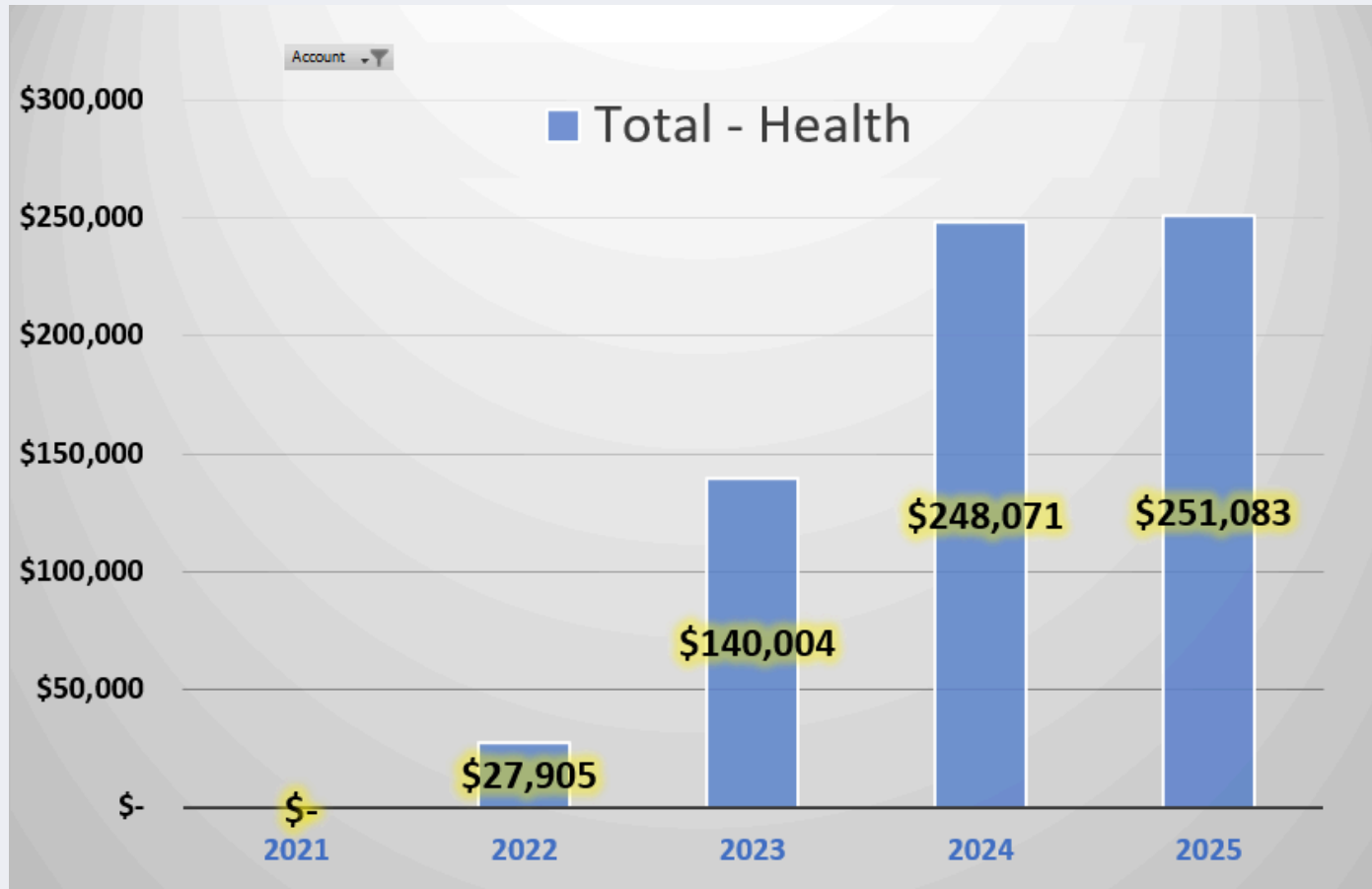


1938 Winter Carnival at Winnekenni Park.



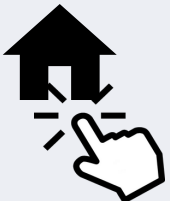
# Public Health

	2021 Actual	2022 Actual		2023 Actual		2024 Budget		2025 Department Request	% to 2024	\$ to 2024		2025 Mayor's Budget Proposal	% To '2024	\$ To '2024
Public Health Department														
5110: Public Health Salaries	\$ -	\$ 27,020		\$ 131,075		\$ 237,421		\$ 237,420	0.00%	\$ (1)		\$ 240,733	1.39%	\$ 3,312
5151: Public Health Longevity	\$ -	\$ -		\$ 1,650		\$ 1,650		\$ 1,350	-18.18%	\$ (300)		\$ 1,350	-18.18%	\$ (300)
5240: Public Health Supplies	\$ -	\$ 885		\$ 7,279		\$ 9,000		\$ 9,000		\$ -		\$ 9,000		\$ -
Public Health Department Total	\$ -	\$ 27,905		\$ 140,004		\$ 248,071		\$ 247,770	-0.12%	\$ (301)		\$ 251,083	1.21%	\$ 3,012
























# Public Health

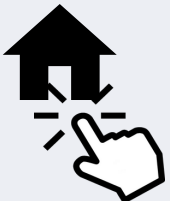
Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Public Health</b>							
Administrative Assistant							
COLA	0.0	0.0	\$ 956	0.0		0.0	\$ (956)
Salary	1.0	1.0	\$ 47,803	1.0	\$ 48,758	0.0	\$ 955
<b>Administrative Assistant Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 48,759</b>	<b>1.0</b>	<b>\$ 48,758</b>	<b>0.0</b>	<b>\$ (1)</b>
Community Health Nurse							
COLA	0.0	0.0	\$ 1,856	0.0		0.0	\$ (1,856)
Director Stipend	0.0	0.0	\$ 10,000	0.0	\$ 10,000	0.0	\$ -
Salary	1.0	1.0	\$ 92,820	1.0	\$ 97,990	0.0	\$ 5,170
<b>Community Health Nurse Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 104,676</b>	<b>1.0</b>	<b>\$ 107,990</b>	<b>0.0</b>	<b>\$ 3,314</b>
Hospital Trust Offset							
Offset			\$ (40,000)	0.0	\$ (40,000)	0.0	\$ -
<b>Hospital Trust Offset Total</b>			<b>\$ (40,000)</b>	<b>0.0</b>	<b>\$ (40,000)</b>	<b>0.0</b>	<b>\$ -</b>
Public Health Nurse							
COLA	0.0	0.0	\$ 1,339	0.0		0.0	\$ (1,339)
Salary	1.0	1.0	\$ 66,923	1.0	\$ 68,261	0.0	\$ 1,338
<b>Public Health Nurse Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 68,262</b>	<b>1.0</b>	<b>\$ 68,261</b>	<b>0.0</b>	<b>\$ (1)</b>
Social Outreach							
COLA	0.0	0.0	\$ 1,093	0.0		0.0	\$ (1,093)
Salary	1.0	1.0	\$ 54,631	1.0	\$ 55,724	0.0	\$ 1,093
<b>Social Outreach Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 55,724</b>	<b>1.0</b>	<b>\$ 55,724</b>	<b>0.0</b>	<b>\$ -</b>
<b>Public Health Total</b>	<b>4.0</b>	<b>4.0</b>	<b>\$ 237,421</b>	<b>4.0</b>	<b>\$ 240,733</b>	<b>0.0</b>	<b>\$ 3,312</b>



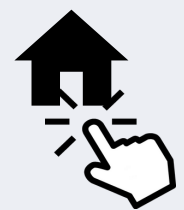
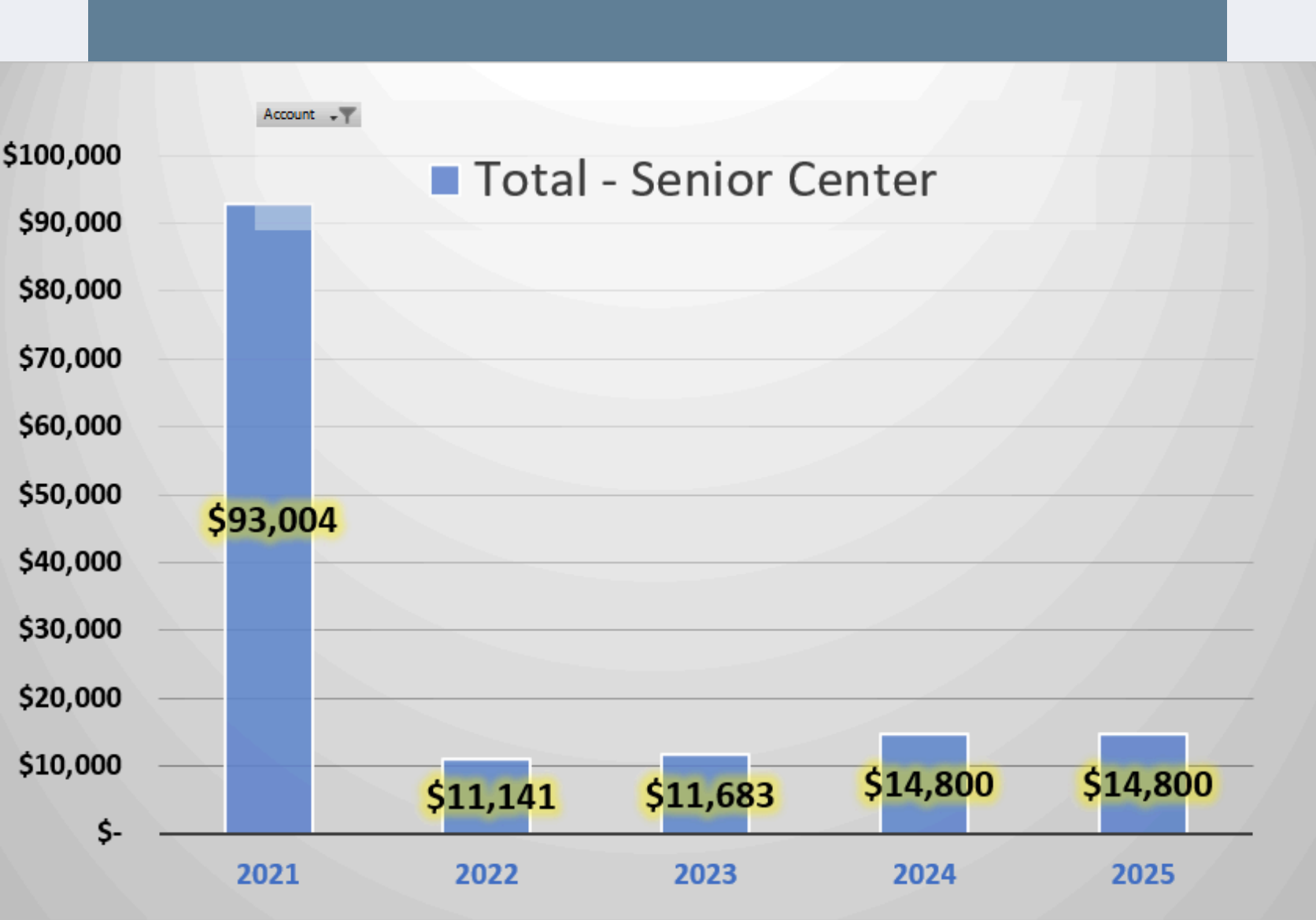
# Senior Center

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Senior Center</b>												
5110: Senior Ctr-Salaries & Wages	\$ 90,152	\$ 8,743		\$ 9,998		\$ 10,000	\$ 10,000		\$ -	\$ 10,000		\$ -
5151: Senior Ctr-Longevity	\$ 1,000	\$ 1,000		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5192: Senior Ctr-Clothing Allowance	\$ -	\$ -		\$ -		\$ 2,100	\$ 2,100		\$ -	\$ 2,100		\$ -
5240: Repairs & Maint. Office Equipment	\$ 942	\$ 1,152		\$ 1,456		\$ 1,700	\$ 1,700		\$ -	\$ 1,700		\$ -
5420: Senior Ctr-Office Supplies	\$ 910	\$ 246		\$ 229		\$ 1,000	\$ 1,000		\$ -	\$ 1,000		\$ -
<b>Senior Center Total</b>	<b>\$ 93,004</b>	<b>\$ 11,141</b>		<b>\$ 11,683</b>		<b>\$ 14,800</b>	<b>\$ 14,800</b>		<b>\$ -</b>	<b>\$ 14,800</b>		<b>\$ -</b>

































Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Senior Center Director Stipend	0.2	0.2	\$ 10,000	0.2	\$ 10,000	0.0	\$ -
<b>Director Total</b>	<b>0.2</b>	<b>0.2</b>	<b>\$ 10,000</b>	<b>0.2</b>	<b>\$ 10,000</b>	<b>0.0</b>	<b>\$ -</b>
<b>Senior Center Total</b>	<b>0.2</b>	<b>0.2</b>	<b>\$ 10,000</b>	<b>0.2</b>	<b>\$ 10,000</b>	<b>0.0</b>	<b>\$ -</b>



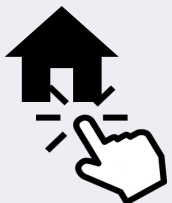
# Senior Center



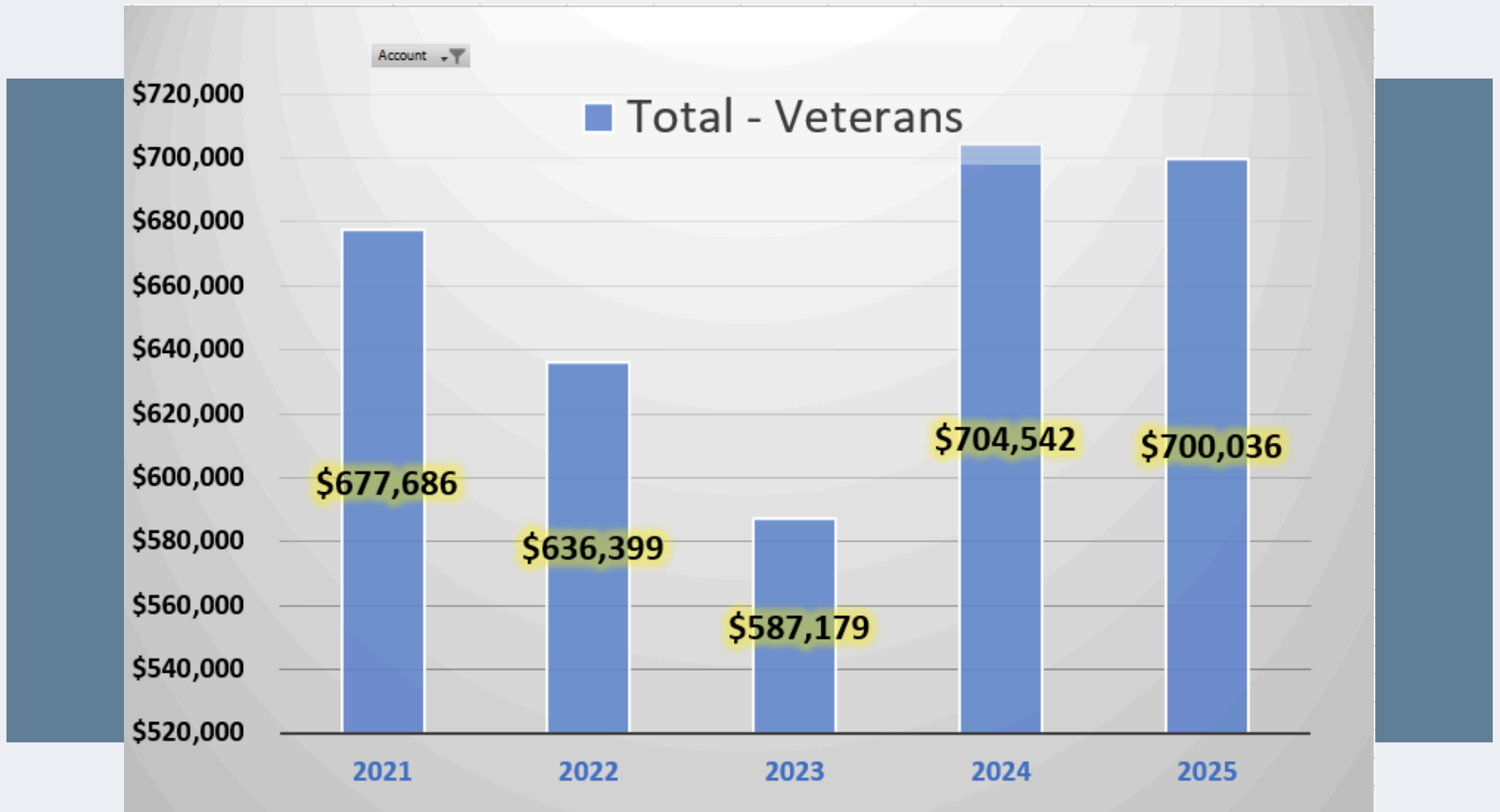
# Veterans Services

	2021 Actual	2022 Actual	 	2023 Actual	 	2024 Budget	2025 Department Request	% to 2024	\$ to 2024.	2025 Mayor's Budget Proposal	% To '2024.	\$ To '2024
<b>Veterans Services</b>												
5110: Veterans-Salaries & Wages	\$ 87,199	\$ 78,605		\$ 107,991		\$ 109,942	\$ 109,936	-0.01%	\$ (6)	\$ 109,936	-0.01%	\$ (6)
5340: Veterans-Communications	\$ 498	\$ 498		\$ 498		\$ 500	\$ 500		\$ -	\$ 500		\$ -
5390: Veterans Grave Reg	\$ 633	\$ 323		\$ 660		\$ 700	\$ 700		\$ -	\$ 700		\$ -
5392: Veterans-Cash Payments	\$ 572,290	\$ 537,929		\$ 441,681		\$ 550,000	\$ 555,000	0.91%	\$ 5,000	\$ 555,000	0.91%	\$ 5,000
5393: Veterans-Mem Day Parade	\$ 1,262	\$ 1,725		\$ 3,417		\$ 3,500	\$ 3,900	11.43%	\$ 400	\$ 3,900	11.43%	\$ 400
5394: Veterans-Pearl Harbor Day Parade	\$ -	\$ 440		\$ -		\$ 400	\$ -	-100.00%	\$ (400)	\$ -	-100.00%	\$ (400)
5395: Veterans Day Parade	\$ 257	\$ 2,500		\$ 2,500		\$ 2,500	\$ -	-100.00%	\$ (2,500)	\$ -	-100.00%	\$ (2,500)
5401: Veterans-Burial	\$ 6,260	\$ 4,000		\$ 16,000		\$ 20,000	\$ 12,000	-40.00%	\$ (8,000)	\$ 12,000	-40.00%	\$ (8,000)
5420: Veterans-Office Supplies	\$ 520	\$ 582		\$ 1,479		\$ 1,500	\$ 1,500		\$ -	\$ 1,500		\$ -
5426: Veterans-Flag Account	\$ 7,511	\$ 8,111		\$ 9,836		\$ 9,000	\$ 12,000	33.33%	\$ 3,000	\$ 12,000	33.33%	\$ 3,000
5730: Veterans Director Expenses	\$ 260	\$ 641		\$ 100		\$ 1,500	\$ 1,500		\$ -	\$ 1,500		\$ -
5780: Veterans Educational Programs	\$ 998	\$ 1,045		\$ 3,017		\$ 5,000	\$ -	-100.00%	\$ (5,000)	\$ -	-100.00%	\$ (5,000)
5872: Veterans Lease Payment Vehicles	\$ -	\$ -		\$ -		\$ -	\$ 3,000		\$ 3,000	\$ 3,000		\$ 3,000
<b>Veterans Services Total</b>	<b>\$ 677,686</b>	<b>\$ 636,399</b>		<b>\$ 587,179</b>		<b>\$ 704,542</b>	<b>\$ 700,036</b>	<b>-0.64%</b>	<b>\$ (4,506)</b>	<b>\$ 700,036</b>	<b>-0.64%</b>	<b>\$ (4,506)</b>













































Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Veterans</b>							
Driver							
Salary	1.0	1.0	\$ 38,486	1.0	\$ 38,480	0.0	\$ (6)
<b>Driver Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 38,486</b>	<b>1.0</b>	<b>\$ 38,480</b>	<b>0.0</b>	<b>\$ (6)</b>
<b>Veterans Services Director</b>							
Salary	1.0	1.0	\$ 71,456	1.0	\$ 71,456	0.0	\$ 0
<b>Veterans Services Director Total</b>	<b>1.0</b>	<b>1.0</b>	<b>\$ 71,456</b>	<b>1.0</b>	<b>\$ 71,456</b>	<b>0.0</b>	<b>\$ 0</b>
<b>Veterans Total</b>	<b>2.0</b>	<b>2.0</b>	<b>\$ 109,942</b>	<b>2.0</b>	<b>\$ 109,936</b>	<b>0.0</b>	<b>\$ (6)</b>

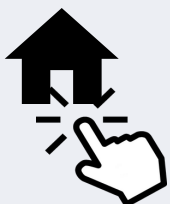


# Veterans Services

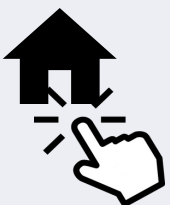
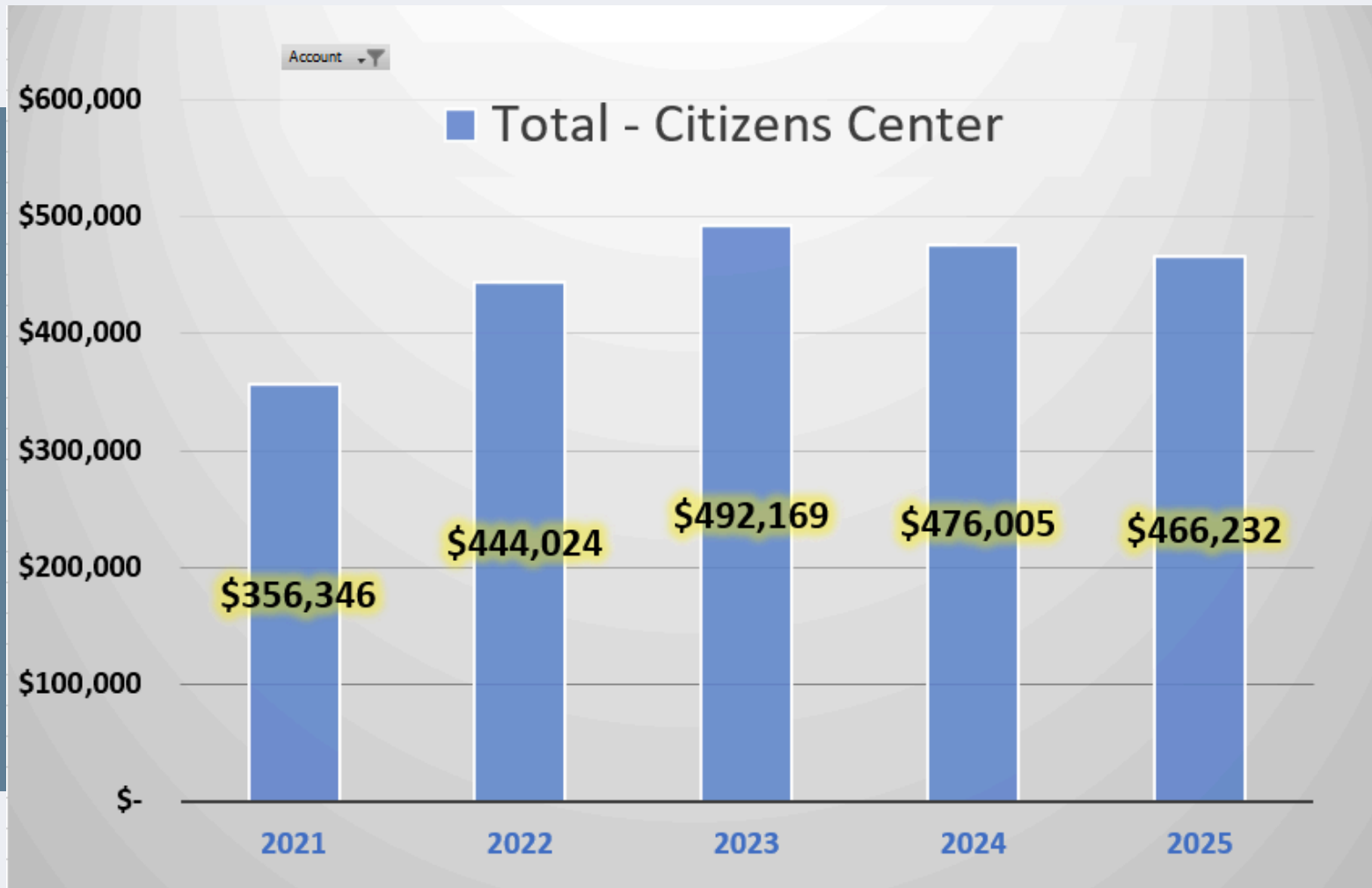


# Citizens Center

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Citizens Center</b>												
5110: Citizen Ctr-Salaries & Wages	\$ 241,777	\$ 282,201		\$ 280,373		\$ 289,255	\$ 283,277	-2.07%	\$ (5,978)	\$ 278,027	-3.88%	\$ (11,228)
5130: Citizen Ctr - Overtime	\$ 5,229	\$ 4,989		\$ 10,102		\$ 7,500	\$ 7,500		\$ -	\$ 7,500		\$ -
5151: Citizen Ctr-Longevity	\$ 6,800	\$ 10,400		\$ 9,850		\$ 9,600	\$ 5,750	-40.10%	\$ (3,850)	\$ 5,750	-40.10%	\$ (3,850)
5191: Citizen Ctr-Professional Devel	\$ 3,600	\$ 4,900		\$ 5,600		\$ 3,500	\$ 6,300	80.00%	\$ 2,800	\$ 6,300	80.00%	\$ 2,800
5211: Citizen Ctr-Electricity	\$ 36,485	\$ 39,222		\$ 46,810		\$ 45,000	\$ 45,000		\$ -	\$ 45,000		\$ -
5212: Citizen Ctr-Heat	\$ 19,726	\$ 25,013		\$ 59,802		\$ 35,000	\$ 35,000		\$ -	\$ 35,000		\$ -
5240: Repairs & Maint. Office Equipment	\$ 2,473	\$ 2,518		\$ 3,735		\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5244: Repairs & Maint Fire Equipment	\$ 159	\$ 700		\$ 258		\$ 750	\$ 750		\$ -	\$ 750		\$ -
5245: Citizen Ctr Bldg. Maint	\$ 21,875	\$ 27,762		\$ 32,817		\$ 32,000	\$ 35,000	9.38%	\$ 3,000	\$ 35,000	9.38%	\$ 3,000
5247: Repairs & Maint. Elevator	\$ 3,176	\$ 6,377		\$ 7,234		\$ 5,000	\$ 5,000		\$ -	\$ 5,000		\$ -
5350: Annual Fireworks Entertainment	\$ -	\$ 18,000		\$ 20,000		\$ 22,000	\$ 22,000		\$ -	\$ 22,000		\$ -
5381: Citizen Ctr-Security Services	\$ -	\$ -		\$ -		\$ 400	\$ 400		\$ -	\$ 400		\$ -
5382: Citizen Ctr-Pest Control Services	\$ 504	\$ 378		\$ 462		\$ 500	\$ 500		\$ -	\$ 500		\$ -
5420: Citizen Ctr-Office Supplies	\$ 2,869	\$ 1,756		\$ 1,983		\$ 3,000	\$ 3,000		\$ -	\$ 3,000		\$ -
5480: Citizen Ctr-Vehicular Supplies	\$ 8,828	\$ 15,464		\$ 10,483		\$ 10,500	\$ 10,005	-4.71%	\$ (495)	\$ 10,005	-4.71%	\$ (495)
5780: Citizen Ctr-All Other	\$ 2,843	\$ 4,344		\$ 2,660		\$ 9,000	\$ 9,000		\$ -	\$ 9,000		\$ -
<b>Citizens Center Total</b>	<b>\$ 356,346</b>	<b>\$ 444,024</b>		<b>\$ 492,169</b>		<b>\$ 476,005</b>	<b>\$ 471,482</b>	<b>-0.95%</b>	<b>\$ (4,523)</b>	<b>\$ 466,232</b>	<b>-2.05%</b>	<b>\$ (9,773)</b>

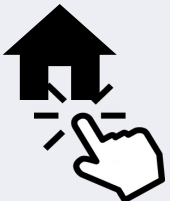


# Citizens Center





















# Citizens Center

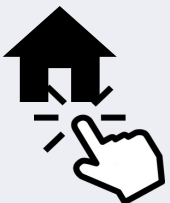
Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Citizens Center</b>							
Building Maintenance							
Salary	2.0	2.0	\$ 112,860	2.0	\$ 112,860	0.0	\$ -
Building Maintenance Total	2.0	2.0	\$ 112,860	2.0	\$ 112,860	0.0	\$ -
Human Services							
Salary	0.5	0.5	\$ 44,543	0.5	\$ 39,825	0.0	\$ (4,718)
Human Services Total	0.5	0.5	\$ 44,543	0.5	\$ 39,825	0.0	\$ (4,718)
Office Manager							
Salary	1.0	1.0	\$ 49,444	1.0	\$ 49,444	0.0	\$ -
Office Manager Total	1.0	1.0	\$ 49,444	1.0	\$ 49,444	0.0	\$ -
Offset Wood School							
Offset Wood School	-0.3	-0.3	\$ (10,000)	-0.3	\$ (10,000)	0.0	\$ -
Offset Wood School Total	-0.3	-0.3	\$ (10,000)	-0.3	\$ (10,000)	0.0	\$ -
Principal Account Clerk							
Salary	2.0	1.0	\$ 42,126	1.0	\$ 34,536	0.0	\$ (7,590)
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,080	0.0	\$ 1,080
Principal Account Clerk Total	2.0	1.0	\$ 42,126	1.0	\$ 35,616	0.0	\$ (6,510)
Program Coordinator							
Salary	1.0	1.0	\$ 50,282	1.0	\$ 50,282	0.0	\$ -
Program Coordinator Total	1.0	1.0	\$ 50,282	1.0	\$ 50,282	0.0	\$ -
<b>Citizens Center Total</b>	<b>6.2</b>	<b>5.2</b>	<b>\$ 289,255</b>	<b>5.2</b>	<b>\$ 278,027</b>	<b>0.0</b>	<b>\$ (11,228)</b>



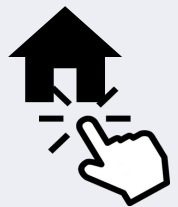
# Recreation

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Recreation</b>												
5110: Rec-Salaries & Wages	\$ 114,705	\$ 138,326		\$ 136,889		\$ 164,309	\$ 184,749	12.44%	\$ 20,440	\$ 184,749	12.44%	\$ 20,440
5211: Rec-Electricity	\$ 933	\$ 1,971		\$ 1,963		\$ 7,000	\$ 7,000		\$ -	\$ 7,000		\$ -
5248: Rec-Other Mun Bldgs Maint	\$ 82,511	\$ 80,885		\$ 86,013		\$ 81,000	\$ 81,000		\$ -	\$ 81,000		\$ -
<b>Recreation Total</b>	<b>\$ 198,149</b>	<b>\$ 221,182</b>		<b>\$ 224,865</b>		<b>\$ 252,309</b>	<b>\$ 272,749</b>	<b>8.10%</b>	<b>\$ 20,440</b>	<b>\$ 272,749</b>	<b>8.10%</b>	<b>\$ 20,440</b>

*The fiscal 2025 budget adds funding for the second Laborer that was added to the 2024 budget but not funded. It also increase the Skating Rink offset from \$48,000 to \$62,000.*

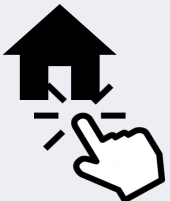


# Recreation





















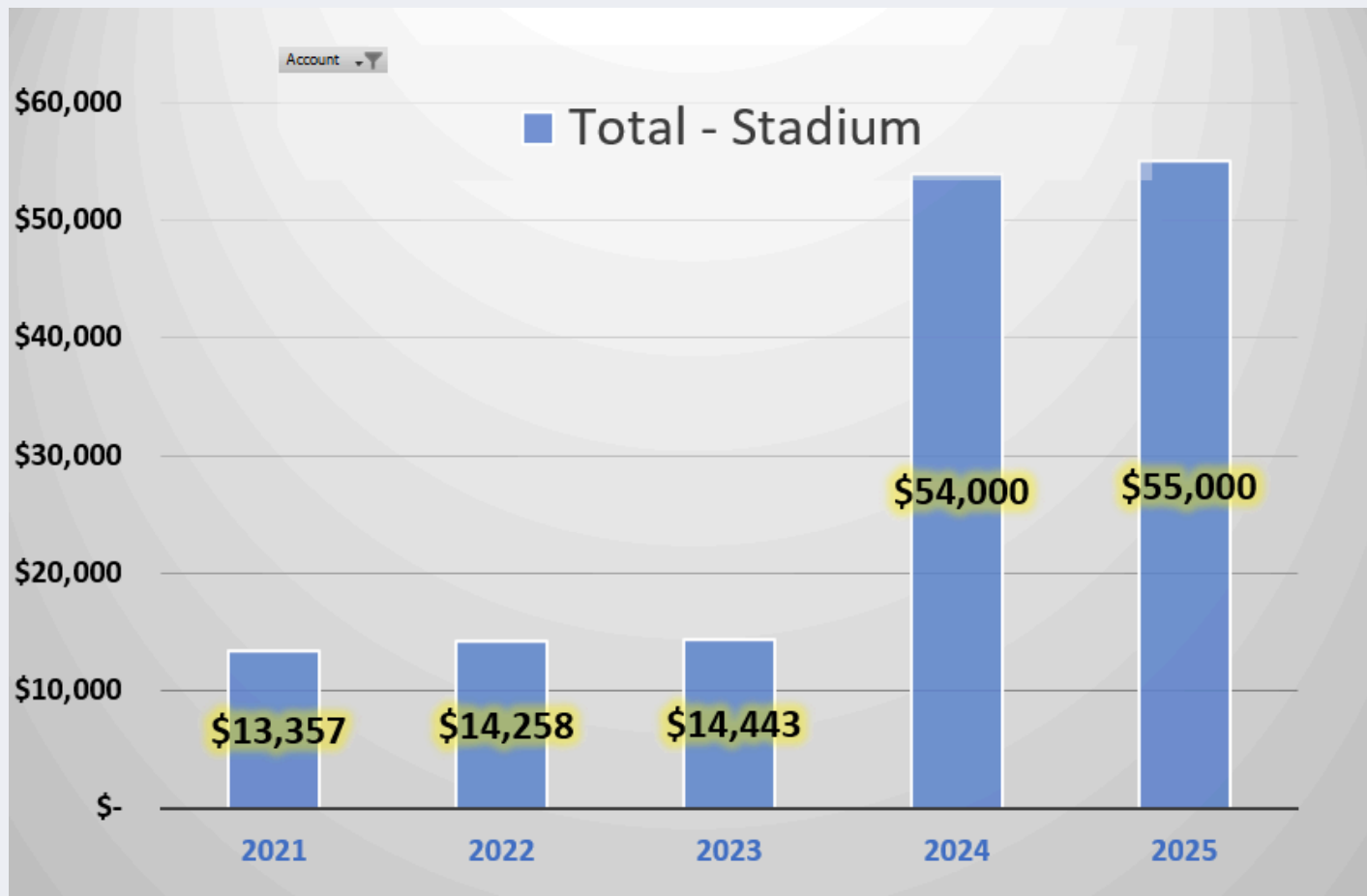
# Recreation

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Recreation</b>							
<b>Laborer</b>							
Rink Offset	0.0	0.0	\$ -	0.0	\$ (17,000)	0.0	\$ (17,000)
Salary	0.0	1.0	\$ -	1.0	\$ 32,056	0.0	\$ 32,056
<b>Laborer Total</b>	0.0	1.0	\$ -	1.0	\$ 15,056	0.0	\$ 15,056
<b>Laborer Supervisor</b>							
Rink Offset	0.0	0.0	\$ (48,000)	0.0	\$ (28,777)	0.0	\$ 19,223
Salary	0.0	1.0	\$ 56,430	1.0	\$ 57,554	0.0	\$ 1,124
<b>Laborer Supervisor Total</b>	0.0	1.0	\$ 8,430	1.0	\$ 28,777	0.0	\$ 20,347
<b>Lifeguard/Park</b>							
Salary	0.0	0.0	\$ 47,000	0.0	\$ 45,000	0.0	\$ (2,000)
<b>Lifeguard/Park Total</b>	0.0	0.0	\$ 47,000	0.0	\$ 45,000	0.0	\$ (2,000)
<b>Recreation Director</b>							
Salary	1.0	1.0	\$ 57,082	1.0	\$ 63,516	0.0	\$ 6,434
Step Increase	0.0	0.0	\$ 5,189	0.0		0.0	\$ (5,189)
<b>Recreation Director Total</b>	1.0	1.0	\$ 62,271	1.0	\$ 63,516	0.0	\$ 1,245
<b>Skilled Laborer</b>							
Rink Offset	0.0	0.0	\$ -	0.0	\$ (17,000)	0.0	\$ (17,000)
Salary	1.0	1.0	\$ 46,608	1.0	\$ 49,400	0.0	\$ 2,792
<b>Skilled Laborer Total</b>	1.0	1.0	\$ 46,608	1.0	\$ 32,400	0.0	\$ (14,208)
<b>Recreation Total</b>	2.0	4.0	\$ 164,309	4.0	\$ 184,749	0.0	\$ 20,440



# Stadium

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Stadium</b>												
5211: Stadium-Electricity	\$ 8,149	\$ 9,856		\$ 9,327		\$ 13,000	\$ 15,000	15.38%	\$ 2,000	\$ 15,000	15.38%	\$ 2,000
5212: Stadium-Heat	\$ 5,208	\$ 4,402		\$ 5,116		\$ 6,000	\$ 5,000	-16.67%	\$ (1,000)	\$ 5,000	-16.67%	\$ (1,000)
5248: Other Mun Bldgs Maint	\$ -	\$ -		\$ -		\$ 35,000	\$ 35,000		\$ -	\$ 35,000		\$ -
<b>Stadium Total</b>	<b>\$ 13,357</b>	<b>\$ 14,258</b>		<b>\$ 14,443</b>		<b>\$ 54,000</b>	<b>\$ 55,000</b>	<b>1.85%</b>	<b>\$ 1,000</b>	<b>\$ 55,000</b>	<b>1.85%</b>	<b>\$ 1,000</b>





## Library

The Haverhill Public Library is the institution in the city that connects our community to lifelong learning and enrichment. The Haverhill Public Library serves as a focal point of our community, meeting the lifelong learning needs of all people. That Library provides exceptional service, materials, and programs to meet those informational, recreational, and cultural needs.



[www.haverhillpl.org](http://www.haverhillpl.org)

## Fiscal 2024 Accomplishments

In 2024 the Library established two language learning support groups, English and Spanish.

We implemented the installation of free menstrual product dispensers in all restrooms. We had over 100 Whittier freshmen register for library cards during outreach event. We held a Summer Foods program for kids and we Re-worked the summer reading list for grades k-12 in partnership with HPS. We expanded school based events and outreach for all grade levels and expanded partnership with Haverhill Promise. We also dealt with major water incursion event in January 2024 but reopened the building as quickly as possible and reverted to some Covid protocols in order to offer limited services while work was completed. We improved Wi-Fi infrastructure throughout the building and continued the popular Book Chauffeur and Book Concierge delivery and subscription services. We continued work on the Senter Digital Archive project, expanding access to digital photos and other historic items.

















































## Fiscal 2025 Goals

In 2025, the Haverhill Public Library intends to expand adult programming in all respects, including offsite events and partnerships. We plan to expand language learning conversation groups and increase the number and variety of technology help classes. We will continue the development of the building renovation plan. We will continue to build better cooperation with Haverhill Public Schools and expand circulating collection of tech items such as hotspots, laptops, etc.

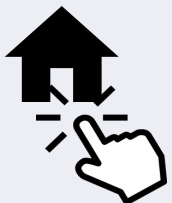


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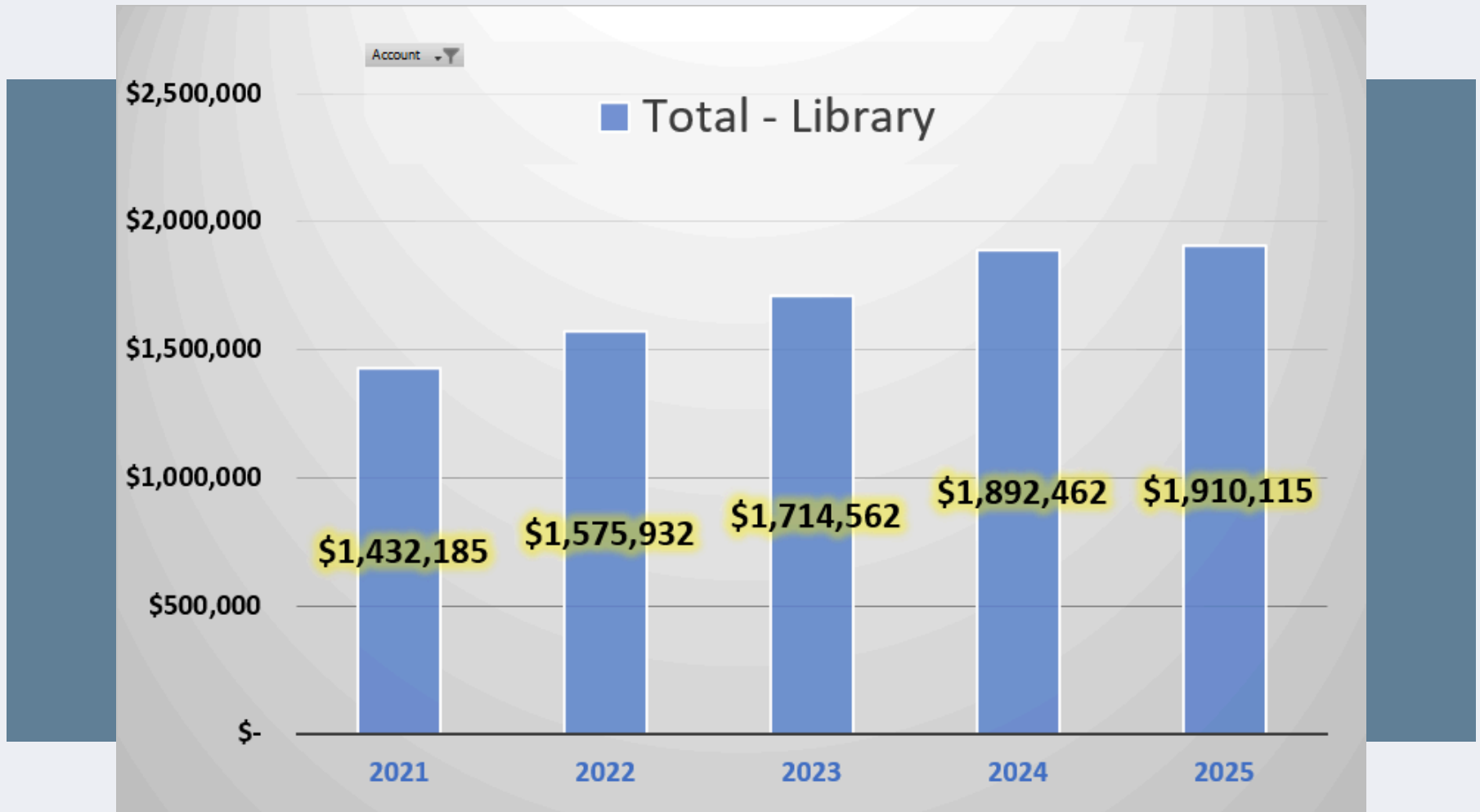
# Library

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Library</b>												
5110: Library-Salaries & Wages	\$ 1,061,454	\$ 1,164,563		\$ 1,298,134		\$ 1,446,907	\$ 1,491,780	3.10%	\$ 44,873	\$ 1,479,162	2.23%	\$ 32,255
5130: Library-Overtime	\$ 25,321	\$ 30,813		\$ 36,954		\$ 30,000	\$ 30,000		\$ -	\$ 30,000		\$ -
5132: Library - Shift Differential	\$ 850	\$ 7,471		\$ 8,079		\$ 7,500	\$ 7,500		\$ -	\$ 7,500		\$ -
5151: Library-Longevity	\$ 6,100	\$ 8,100		\$ 14,900		\$ 12,100	\$ 14,375	18.80%	\$ 2,275	\$ 14,375	18.80%	\$ 2,275
5191: Library-Professional Devel	\$ 9,300	\$ 8,250		\$ 14,950		\$ 13,000	\$ 13,400	3.08%	\$ 400	\$ 13,400	3.08%	\$ 400
5210: Library-Utilities	\$ 84,631	\$ 94,723		\$ 77,182		\$ 110,000	\$ 110,000		\$ -	\$ 110,000		\$ -
5240: Repairs & Maint. Office Equipment	\$ 7,911	\$ 13,714		\$ 10,991		\$ 11,000	\$ 11,000		\$ -	\$ 11,000		\$ -
5248: Library-Bldg & Grounds Service	\$ 83,791	\$ 82,271		\$ 86,360		\$ 86,700	\$ 86,700		\$ -	\$ 86,700		\$ -
5311: Information Technology Services	\$ 4,443	\$ 3,970		\$ 4,278		\$ 4,500	\$ 4,500		\$ -	\$ 4,500		\$ -
5340: Library-Communications	\$ 3,116	\$ 2,962		\$ 3,023		\$ 3,750	\$ 3,750		\$ -	\$ 3,750		\$ -
5341: Library-Postage	\$ 1,065	\$ 2,639		\$ 1,080		\$ 4,100	\$ 4,100		\$ -	\$ 4,100		\$ -
5420: Library-Office Supplies	\$ 3,976	\$ 4,664		\$ 5,359		\$ 4,000	\$ 4,000		\$ -	\$ 4,000		\$ -
5430: Repairs Maint. Supplies	\$ 16,599	\$ 19,393		\$ 19,763		\$ 20,000	\$ 20,000		\$ -	\$ 20,000		\$ -
5480: Library - Vehicular Supplies	\$ 41	\$ 188		\$ 155		\$ 300	\$ 300		\$ -	\$ 300		\$ -
5691: Library Consortium	\$ 75,657	\$ 75,657		\$ 84,028		\$ 85,845	\$ 68,568	-20.13%	\$ (17,277)	\$ 68,568	-20.13%	\$ (17,277)
5780: Library-Other	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5791: Library-Circulation System	\$ 18,601	\$ 19,599		\$ 18,295		\$ 24,660	\$ 24,660		\$ -	\$ 24,660		\$ -
5792: Library-Outreach Delivery	\$ 29,328	\$ 36,955		\$ 31,031		\$ 28,100	\$ 28,100		\$ -	\$ 28,100		\$ -
<b>Library Total</b>	<b>\$ 1,432,185</b>	<b>\$ 1,575,932</b>		<b>\$ 1,714,562</b>		<b>\$ 1,892,462</b>	<b>\$ 1,922,733</b>	<b>1.60%</b>	<b>\$ 30,271</b>	<b>\$ 1,910,115</b>	<b>0.93%</b>	<b>\$ 17,653</b>

*The fiscal 2025 Library budget adds additional funding for both union and non-union positions based on requests submitted by the Library Director.*

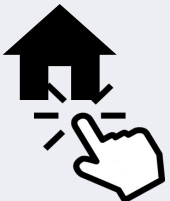


# Library



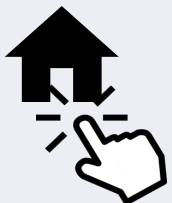
# Library

Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
<b>Library</b>							
Administrative Assistant Salary	0.8	0.8	\$ 36,707	0.8	\$ 36,707	0.0	\$ 0
Administrative Assistant Total	0.8	0.8	\$ 36,707	0.8	\$ 36,707	0.0	\$ 0
Assistant Director Salary	1.0	1.0	\$ 79,050	1.0	\$ 79,050	0.0	\$ 0
Step Increase					\$ 2,767	0.0	\$ 2,767
Assistant Director Total	1.0	1.0	\$ 79,050	1.0	\$ 81,817	0.0	\$ 2,767
Business Manager Salary	1.0	1.0	\$ 54,375	1.0	\$ 54,375	0.0	\$ (0)
Business Manager Total	1.0	1.0	\$ 54,375	1.0	\$ 54,375	0.0	\$ (0)
Division Head Salary	6.5	7.0	\$ 377,440	8.0	\$ 426,261	1.0	\$ 48,821
Step Increase	0.0	0.0	\$ -	0.0	\$ 5,635	0.0	\$ 5,635
Division Head Total	6.5	7.0	\$ 377,440	8.0	\$ 431,896	1.0	\$ 54,456
Head Archival Salary	1.0	1.0	\$ 66,163	1.0	\$ 66,163	0.0	\$ (0)
Step Increase					\$ 3,970	0.0	\$ 3,970
Head Archival Total	1.0	1.0	\$ 66,163	1.0	\$ 70,133	0.0	\$ 3,970
Librarian I Salary	3.0	3.0	\$ 210,347	3.0	\$ 210,404	0.0	\$ 57
Step Increase					\$ 6,562	0.0	\$ 6,562
Librarian I Total	3.0	3.0	\$ 210,347	3.0	\$ 216,966	0.0	\$ 6,620























# Library

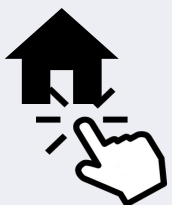
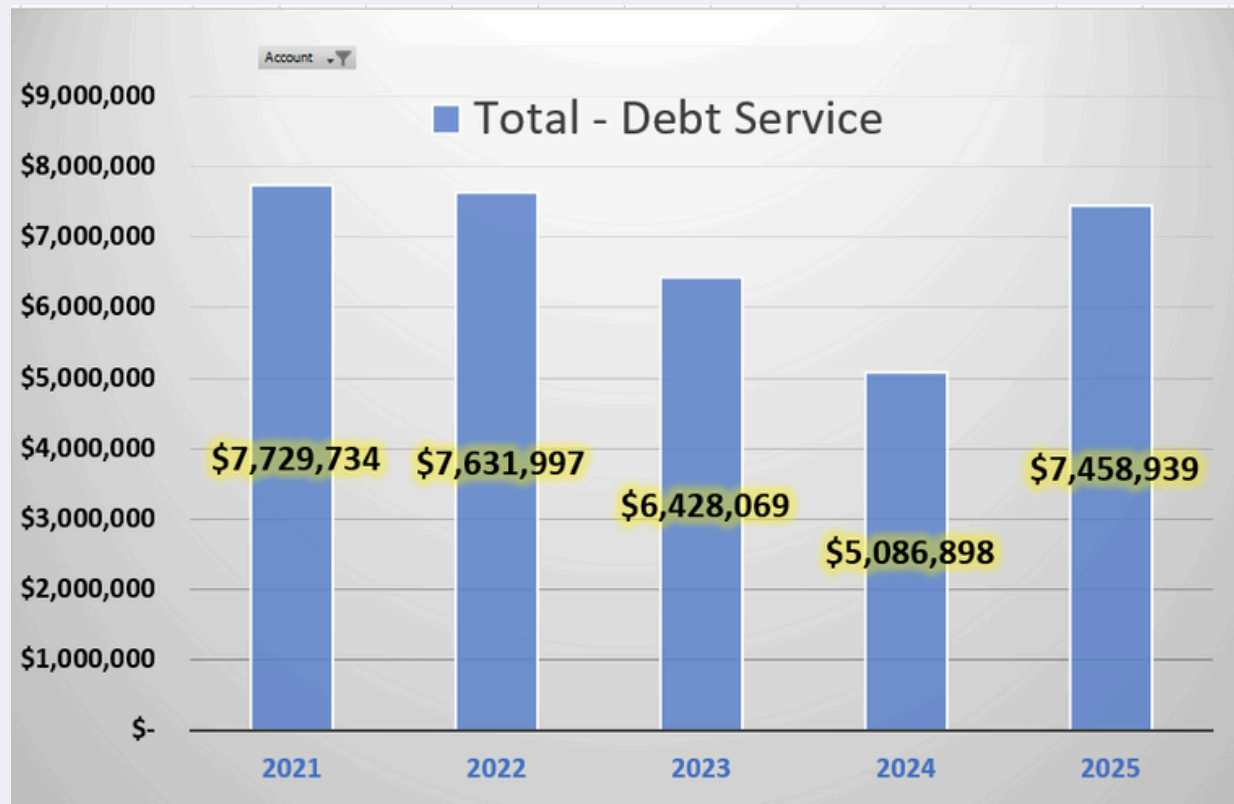
Position Title	2023 FTE.	2024 FTE.	2024 Budget	2025 FTE.	2025 Budget	24 to 25 FTE Change	24 to 25 [\$] Change
Library Assistant							
Salary	3.0	3.0	\$ 149,226	3.0	\$ 147,832	0.0	\$ (1,394)
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,394	0.0	\$ 1,394
Library Assistant Total	3.0	3.0	\$ 149,226	3.0	\$ 149,226	0.0	\$ (0)
Library Clerk							
Salary	0.9	0.9	\$ 35,212	0.6	\$ 35,211	-0.3	\$ (1)
Library Clerk Total	0.9	0.9	\$ 35,212	0.6	\$ 35,211	-0.3	\$ (1)
Library Director							
Salary	1.0	1.0	\$ 116,525	1.0	\$ 116,525	0.0	\$ 0
Step Increase					\$ 4,078	0.0	\$ 4,078
Library Director Total	1.0	1.0	\$ 116,525	1.0	\$ 120,603	0.0	\$ 4,079
Library Page							
Salary	0.3	0.3	\$ 11,700	0.3	\$ 11,700	0.1	\$ -
Library Page Total	0.3	0.3	\$ 11,700	0.3	\$ 11,700	0.1	\$ -
Security							
Vendor	0.0	0.0	\$ 40,000		\$ 50,000	0.0	\$ 10,000
Security Total	0.0	0.0	\$ 40,000		\$ 50,000	0.0	\$ 10,000
Systems Admin.							
Salary	0.8	0.8	\$ 49,794	0.8	\$ 49,755	0.0	\$ (39)
Step Increase	0.0	0.0	\$ -	0.0	\$ 2,805	0.0	\$ 2,805
Systems Admin. Total	0.8	0.8	\$ 49,794	0.8	\$ 52,560	0.0	\$ 2,765
Tech. Assistant							
Salary	5.0	5.0	\$ 220,368	4.0	\$ 166,946	-1.0	\$ (53,422)
Step Increase	0.0	0.0	\$ -	0.0	\$ 1,022	0.0	\$ (41,115)
Tech. Assistant Total	5.0	5.0	\$ 220,368	4.0	\$ 167,968	-1.0	\$ (94,537)
Library Total	24.2	24.7	\$ 1,446,907	24.4	\$ 1,479,162	-0.3	\$ (9,883)



# Debt Services

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Debt Services</b>												
5308: Debt Underwriter	\$ 22,932	\$ 9,132		\$ 8,050		\$ 35,000	\$ 75,000	114.29%	\$ 40,000	\$ 101,814	190.90%	\$ 66,814
5910: Debt-Principal on Long Term Debt	\$ 5,838,511	\$ 5,944,710		\$ 4,856,720		\$ 3,114,531	\$ 6,398,752	105.45%	\$ 3,284,221	\$ 3,920,068	25.86%	\$ 805,537
5915: Debt-Interest on Long Term Debt	\$ 1,735,633	\$ 1,600,593		\$ 1,522,466		\$ 1,862,367	\$ 1,697,742	-8.84%	\$ (164,625)	\$ 2,862,057	53.68%	\$ 999,690
5925: Debt-Interest on Short Term Debt	\$ 132,658	\$ 77,562		\$ 40,833		\$ 75,000	\$ 200,000	166.67%	\$ 125,000	\$ 575,000	666.67%	\$ 500,000
<b>Debt Services Total</b>	<b>\$ 7,729,734</b>	<b>\$ 7,631,997</b>		<b>\$ 6,428,069</b>		<b>\$ 5,086,898</b>	<b>\$ 8,371,494</b>	<b>64.57%</b>	<b>\$ 3,284,596</b>	<b>\$ 7,458,939</b>	<b>46.63%</b>	<b>\$ 2,372,041</b>

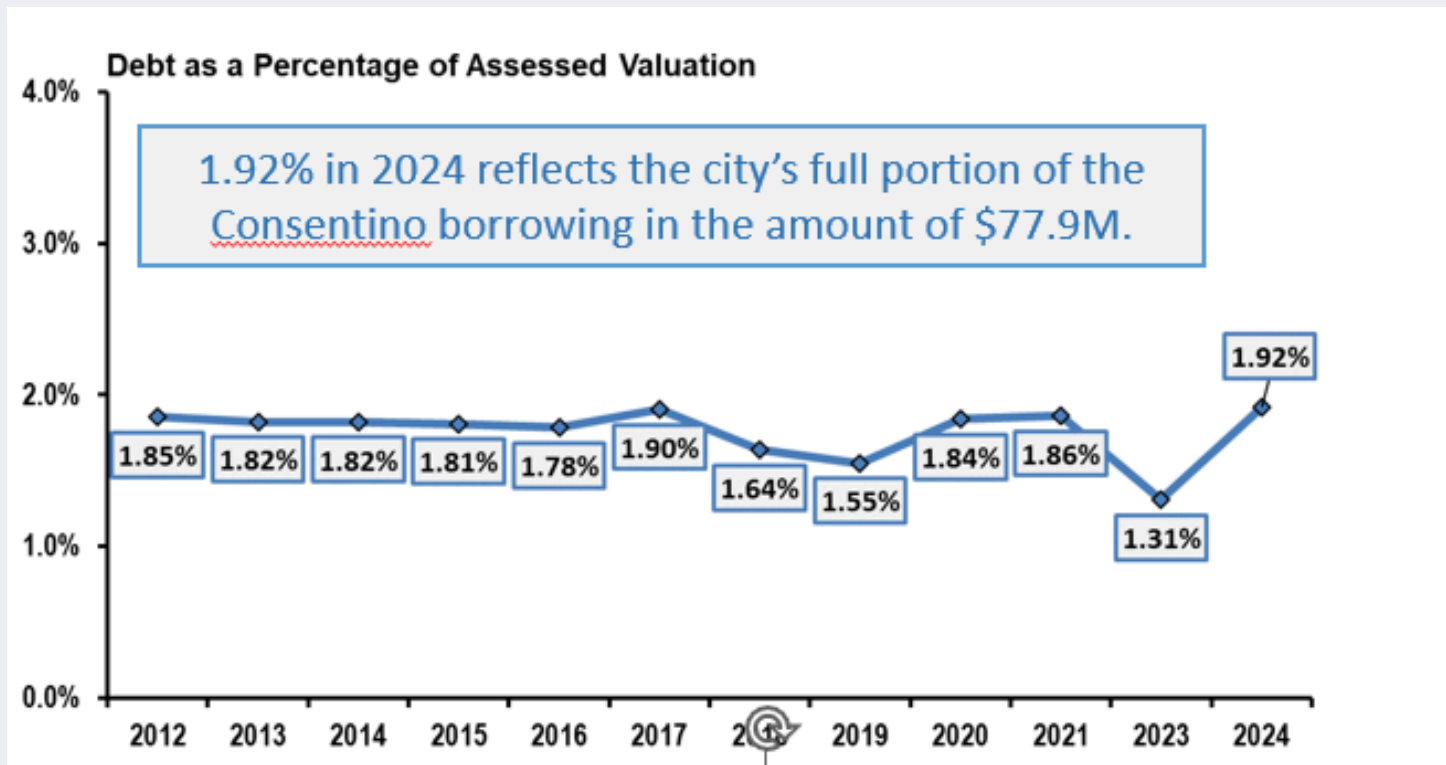
*The fiscal 2025 Debt budget adds partial year funding for \$62 million in debt service appropriations for the Consentino School, other School Department capital, a ladder truck, road improvements and a tennis / pickleball facility.*



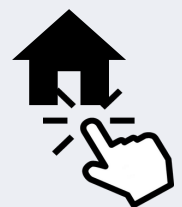
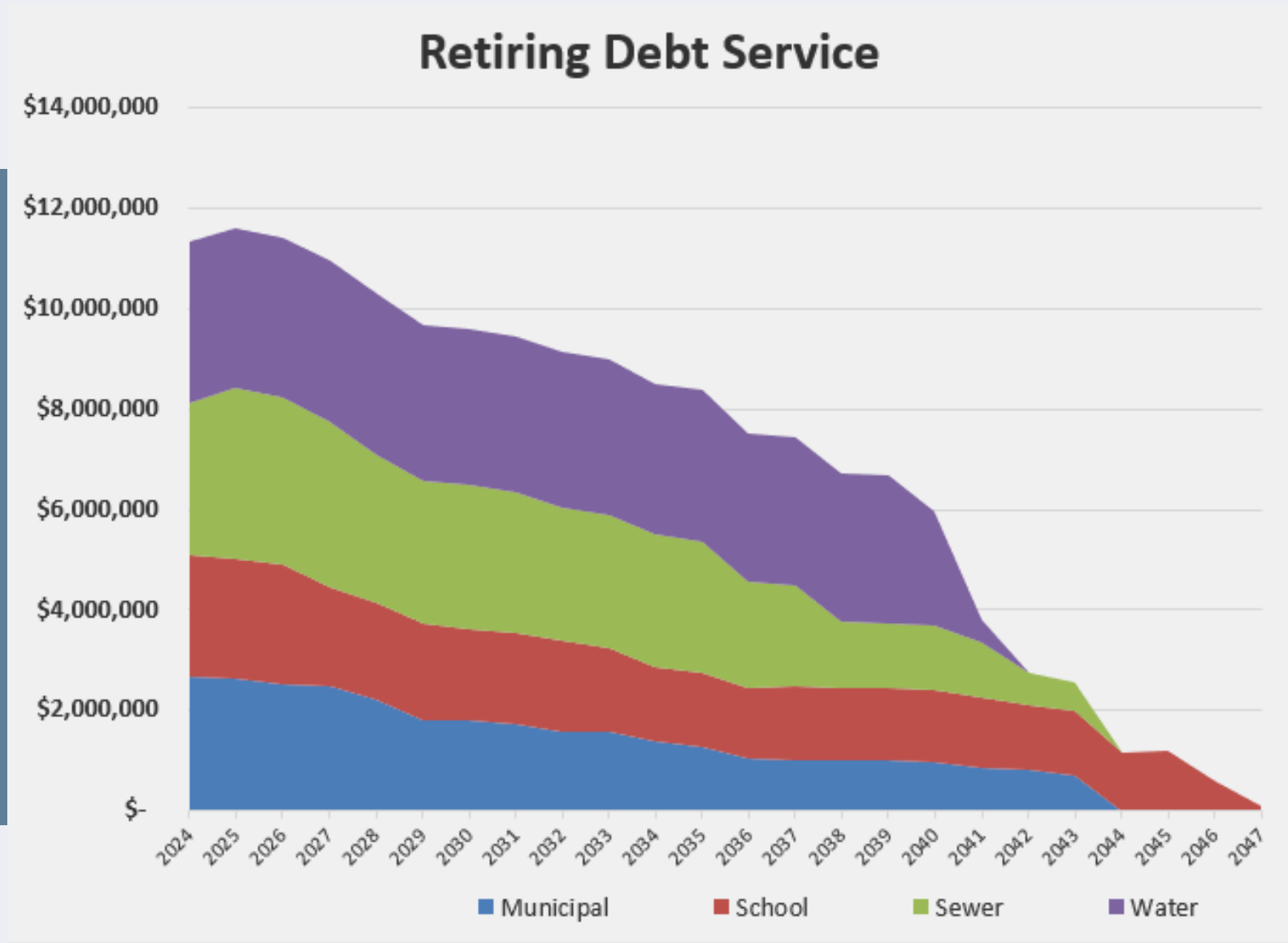
# Long Term Debt

Total long-term debt in excess of 5 percent of a community's assessed valuation is generally prohibited under MGL Chapter 44 §10, and approaching this limit is often considered a warning sign by bond rating agencies. Evaluating a community's debt in this way is an indicator of both a community's overall debt burden as well as its effort in consistently investing in its capital assets. While a high debt load may be an indication of fiscal strain, low and decreasing debt may indicate underinvestment in capital assets and infrastructure.

Massachusetts Department of Revenue, Division of Local Services

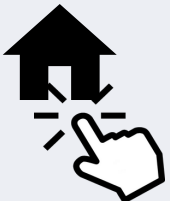


# Retiring Debt Presentation



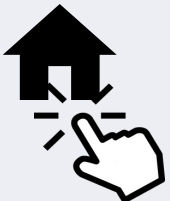
# City Departments Outstanding Debt

Project Name	Borrowing Amount Issued	Balance 6/30/24
2022 City Hall Repairs (I)	\$ 430,000	\$ 380,000
2022 North Ave Road & Bridge Planning (I)	\$ 853,000	\$ 510,000
2022 Parking Kiosks (I)	\$ 321,388	\$ 190,000
2023 City Hall Retaining Wall	\$ 1,200,000	\$ 1,165,000
2023 Land Acquisition	\$ 780,141	\$ 755,000
2023 Salt Truck	\$ 359,859	\$ 285,000
Aerial Bucket Truck (ISQ)	\$ 195,000	\$ 90,000
Bridge Repairs (ISQ)	\$ 205,000	\$ 100,000
Citizen Center Improvements (ISQ)	\$ 638,000	\$ 285,000
City Hall Boiler Replacement (I)	\$ 500,000	\$ 380,000
Cur Ref of 11 1 09 Ladder Truck (I)	\$ 138,000	\$ 4,800
Cur Ref of 11 1 09 Willow Ave. Drainage (I)	\$ 97,261	\$ 13,300
Dock Improvements (ISQ)	\$ 100,000	\$ 30,000
DPW One Ton Truck (I)	\$ 63,000	\$ 35,000
East Broadway Bridge Repairs (ISQ)	\$ 400,000	\$ 190,000
Fire Pumper Truck (ISQ)	\$ 508,900	\$ 240,000
Fire Rescue Truck (I)	\$ 700,000	\$ 580,000
Fire Truck (I)	\$ 1,025,000	\$ 855,000
Fire Truck (ISQ)	\$ 680,000	\$ 270,000



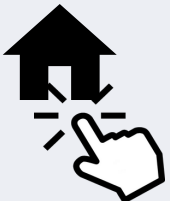
# City Departments Outstanding Debt

Project Name	Borrowing Amount Issued	Balance 6/30/24
MCWT CWP-10-23 (O)	\$ 3,636,820	\$ 1,423,167
MCWT CWP-12-14 (I)	\$ 5,176,671	\$ 2,287,482
MWPAT CW-00-54A (I)	\$ 675,579	\$ 45,000
MWPAT CW-00-54B (O)	\$ 1,500,000	\$ 225,000
MWPAT CW-00-54C (O)	\$ 300,000	\$ 44,938
MWPAT CW-06-38 (O)	\$ 575,500	\$ 228,053
MWPAT CW-08-28 (I)	\$ 743,851	\$ 294,766
MWPAT CW-08-28-A (O)	\$ 71,925	\$ 31,316
Police Fleet Maintenance Facility (ISQ)	\$ 900,000	\$ 630,000
Police Radio System (I)	\$ 1,389,275	\$ 635,000
Police Station Repairs (I)	\$ 1,172,700	\$ 930,000
Police Station Repairs (ISQ)	\$ 350,000	\$ 245,000
Skating Rink Roof (ISQ)	\$ 325,000	\$ 100,000
Streetlight Replacement (I)	\$ 495,100	\$ 345,000
Trinity Stadium (ISQ)	\$ 350,000	\$ 245,000
<b>Grand Total</b>	<b>\$ 26,856,970</b>	<b>\$ 14,067,822</b>



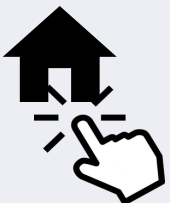
# School Department Outstanding Debt

Project Name	Borrowing Amount Issued	Balance 6/30/24
2011 Series A (SQ) -New Money - School 2 (ISQ)	\$ 1,500,000	\$ 725,000
2022 High School Gym Roof Replacement (O)	\$ 371,866	\$ 330,000
2022 Hunking Middle School (OE)	\$ 200,000	\$ 185,000
2023 Consentino School	\$ 7,840,000	\$ 7,595,000
Boiler Replacement Hunking, Tilton, Whittier (ISQ)	\$ 640,000	\$ 74,200
Green Communities School Remodeling (O)	\$ 1,568,450	\$ 1,320,000
High School Pool Building Repair (I)	\$ 170,000	\$ 140,000
High School Remodel (ISQ)	\$ 8,203,000	\$ 1,155,600
High School Remodeling I (ISQ)	\$ 1,081,701	\$ 820,000
High School Remodeling II (ISQ)	\$ 311,299	\$ 235,000
High School Track (I)	\$ 578,100	\$ 415,000
Hunking Middle School (OESQ)	\$ 10,000,000	\$ 8,340,000
Hunking Middle School I (OESQ)	\$ 8,775,100	\$ 7,725,100
Hunking Middle School II (OESQ)	\$ 1,874,900	\$ 1,659,900
Hunking School Feasibility (OSQ)	\$ 284,000	\$ 205,000
Pool Building (I)	\$ 400,000	\$ 320,000
School Remodeling (ISQ)	\$ 400,000	\$ 200,000
Series A (SQ) -New Money - School 1 (ISQ)	\$ 387,705	\$ 190,000
Series A (SQ) -New Money - School 2 (ISQ)	\$ 112,295	\$ 55,000
Softball Field Construction (I)	\$ 1,838,850	\$ 1,250,000
Whittier School (I)	\$ 500,000	\$ 400,000
<b>Grand Total</b>	<b>\$ 47,037,266</b>	<b>\$ 33,339,800</b>



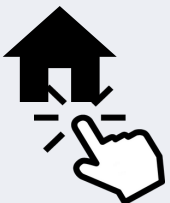
# Wastewater Outstanding Debt

Project Name	Borrowing Amount Issued	Balance 6/30/24
April 27 2022 -Sewer (O)	\$ 575,000	\$ 515,000
Cur Ref of 11 1 09 Sewer (I)	\$ 66,500	\$ 47,100
Flood Control Improvements (ISQ)	\$ 95,000	\$ 75,000
June 29 2022 MCWT Sewer System Improv	\$ 7,948,783	\$ 7,948,783
Marsh Ave. Sewer Repairs (I)	\$ 450,000	\$ 400,000
MCWT CW-14-18 revised	\$ 2,326,243	\$ 2,057,676
MCWT CW-17-14 (I)	\$ 7,108,944	\$ 6,477,480
MCWT CW-19-12 (I)	\$ 1,469,490	\$ 1,141,138
MCWT CWP-14-15 revised	\$ 6,518,372	\$ 5,765,822
MWPAT CW-03-34 (I)	\$ 6,490,000	\$ 5,685,000
MWPAT CW-04-09 (I)	\$ 1,367,927	\$ 837,114
MWPAT CW-05-06 (O)	\$ 738,674	\$ 502,230
MWPAT CW-05-17 (I) Original	\$ 488,962	\$ 387,780
MWPAT CW-09-05 (I) Revised	\$ 585,725	\$ 464,191
Sewer - Lake St. & Water St. (ISQ)	\$ 265,000	\$ 235,000
Sewer CSO (I)	\$ 405,000	\$ 355,000
Sewer Phase II CSO Control Plan I (ISQ)	\$ 595,000	\$ 525,000
Sewer Phase II CSO Control Plan II (ISQ)	\$ 235,000	\$ 205,000
Sewer System (I)	\$ 1,980,000	\$ 1,760,000
Sewer System Cleaning Truck (I)	\$ 360,000	\$ 280,000
Wastewater Treatment Facility (I)	\$ 1,765,000	\$ 1,595,000
<b>Grand Total</b>	<b>\$ 41,834,620</b>	<b>\$ 37,259,314</b>





























# Water Outstanding Debt

Project Name	Borrowing Amount Issued	Balance 6/30/24
April 27 2022 -Water System Protection Land Acquisition (O)	\$ 150,000	\$ 130,000
MCWT DW-05-10-A (O)	\$ 1,139,912	\$ 952,192
MCWT DWP-16-05 (O)	\$ 7,573,515	\$ 6,819,353
MCWT DWP-16-05-A (O)	\$ 28,551,797	\$ 24,583,880
MCWT DWP-16-07 (O)	\$ 2,199,848	\$ 1,980,790
MCWT DWP-18-06 (O)	\$ 7,147,421	\$ 5,912,433
Merrimack Riverbank Restoration (I)	\$ 630,000	\$ 530,000
MWPAT DW-05-10 (O) Revised	\$ 392,670	\$ 266,979
Water Distribution System (O)	\$ 455,000	\$ 395,000
Water System Protection Land Acq (O)	\$ 255,000	\$ 225,000
<b>Grand Total</b>	<b>\$ 48,495,163</b>	<b>\$ 41,795,627</b>



# State Assessments (Cherry Sheet)

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>State Assessments</b>												
5631: State-Special Education	\$ 61,142	\$ 71,053		\$ 46,790		\$ 48,662	\$ 41,660	-14.39%	\$ (7,002)	\$ 41,660	-14.39%	\$ (7,002)
5639: State-Mosquito Control	\$ 136,403	\$ 140,602		\$ 144,859		\$ 148,317	\$ 153,937	3.79%	\$ 5,620	\$ 153,937	3.79%	\$ 5,620
5640: State-Air Pollution Control Districts	\$ 17,586	\$ 18,107		\$ 19,010		\$ 19,743	\$ 20,202	2.32%	\$ 459	\$ 20,202	2.32%	\$ 459
5646: State-RMV Non-Renewal Surcharge	\$ 119,900	\$ 126,140		\$ 100,280		\$ 100,280	\$ 120,880	20.54%	\$ 20,600	\$ 120,880	20.54%	\$ 20,600
5663: State-Regional Transit Authorities	\$ 726,605	\$ 829,355		\$ 850,089		\$ 871,341	\$ 893,125	2.50%	\$ 21,784	\$ 893,125	2.50%	\$ 21,784
5668: State-School Choice	\$ 931,026	\$ 929,378		\$ 952,062		\$ 986,813	\$ 984,883	-0.20%	\$ (1,930)	\$ 984,883	-0.20%	\$ (1,930)
5670: State-Charter School Charges	\$ 4,693,308	\$ 5,594,548		\$ 6,257,194		\$ 6,651,955	\$ 7,027,626	5.65%	\$ 375,671	\$ 7,027,626	5.65%	\$ 375,671
<b>State Assessments Total</b>	<b>\$ 6,685,970</b>	<b>\$ 7,709,183</b>		<b>\$ 8,370,284</b>		<b>\$ 8,827,111</b>	<b>\$ 9,242,313</b>	<b>4.70%</b>	<b>\$ 415,202</b>	<b>\$ 9,242,313</b>	<b>4.70%</b>	<b>\$ 415,202</b>

**Special Education Assessment:** The purpose is to partially reimburse the state for providing special needs education to children enrolled in state hospital schools.

**State Mosquito Control:** The purpose is to assess municipalities for the costs of mosquito control services.

**State Air Pollution Control Districts:** The purpose is to assess municipalities for a portion of the costs incurred by the Department of Environmental Protection in monitoring air pollution levels and enforcing air quality standards at industrial, commercial, and institutional facilities.

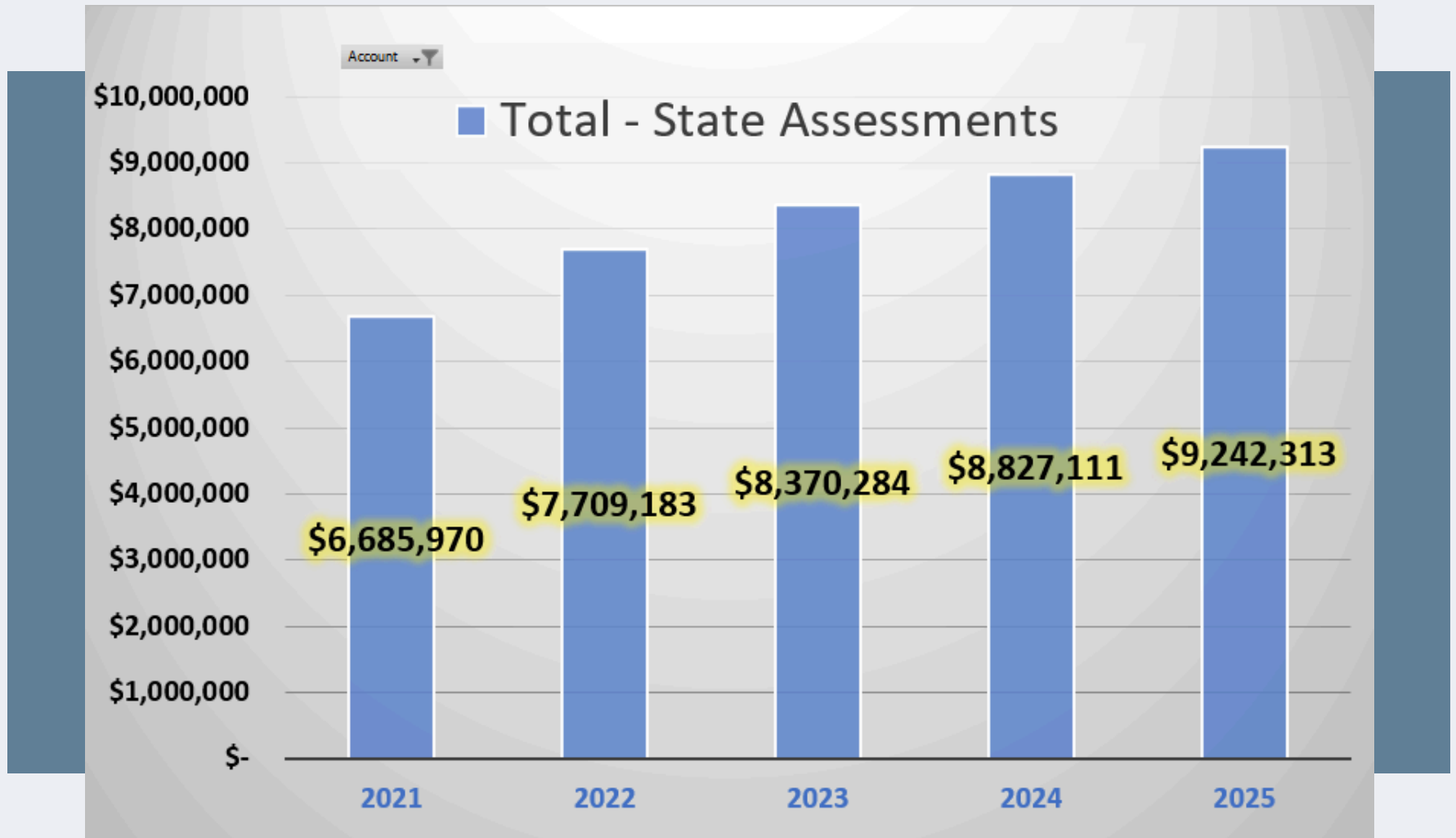
**State Non-Renewal Surcharge:** The purpose is to reimburse the Registry of Motor Vehicles for "marking" a license or registration for non-renewal due to: 1. non-payment of parking violations 2. non-payment of motor vehicle excise 3. non-payment of abandoned vehicle costs

**State Regional Transit Authorities:** The purpose is to assess municipalities in order to provide for a system of regional transportation authorities to develop, finance, and contract for the operation of transportation facilities and service outside the Metropolitan Boston area.

**State School Choice:** The purpose is to assess the sending municipality or regional school district for pupils attending another school district under school choice.

**State Charter School Charges:** The purpose is to assess the sending municipality or regional school district for pupils attending charter schools.

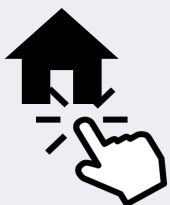
# State Assessments (Cherry Sheet)



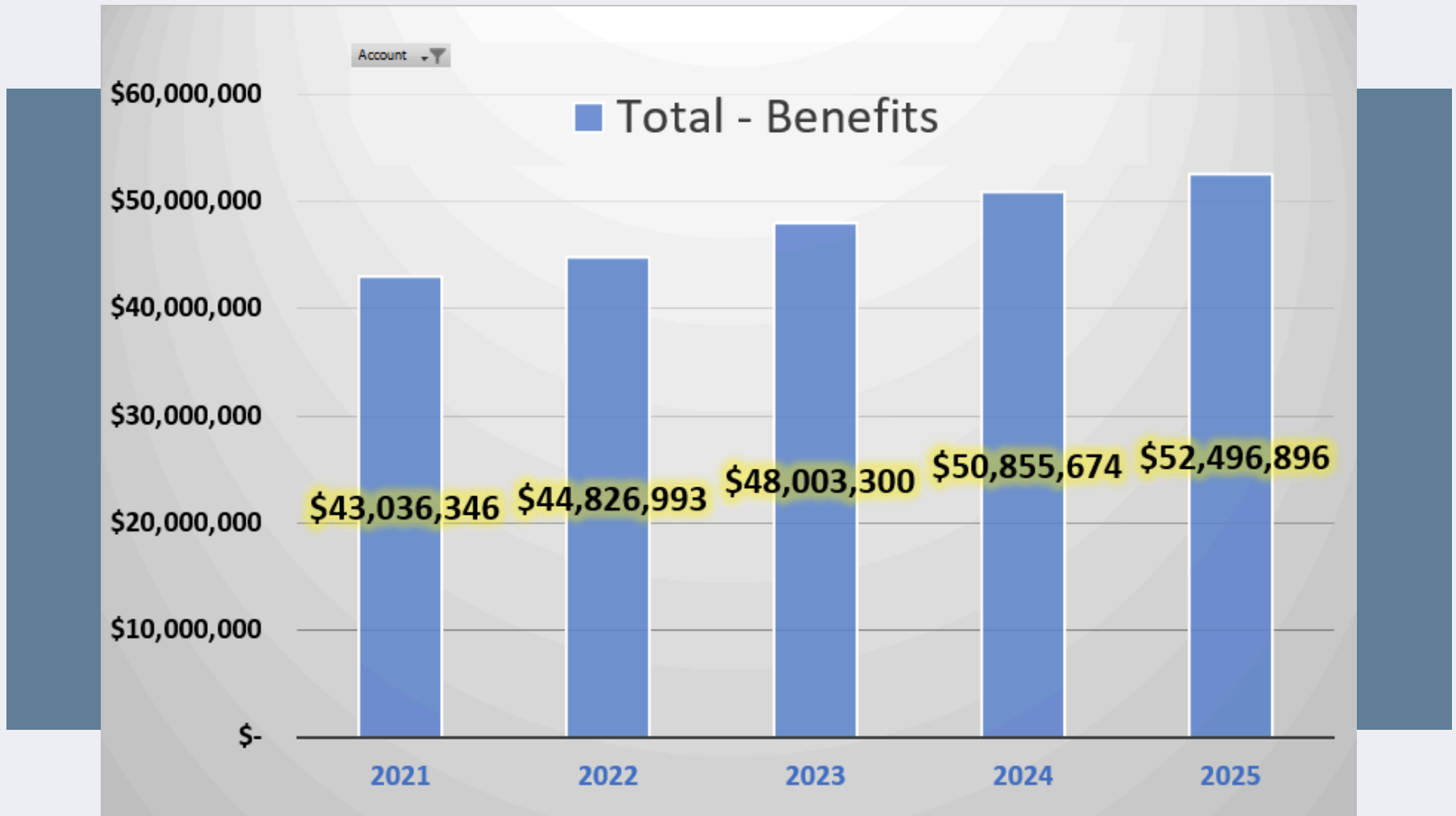
# Employee Benefits

	2021 Actual	2022 Actual	▲ ▲ ▼	2023 Actual	▲ ▲ ▼	2024 Budget	2025 Department Request	% to 2024	\$ to 2024	2025 Mayor's Budget Proposal	% To '2024	\$ To '2024
<b>Employee Benefits</b>												
5152: Benefits-Sick Leave Bank	\$ 206,977	\$ 38,164	▼	\$ 167,378	▲	\$ 100,000	\$ 120,000	20.00%	\$ 20,000	\$ 120,000	20.00%	\$ 20,000
5153: Benefits-Vacation Buy-Back	\$ 7,791	\$ 28,411	▲	\$ 34,769	▲	\$ 51,000	\$ 50,000	-1.96%	\$ (1,000)	\$ 50,000	-1.96%	\$ (1,000)
5160: Benefits-Injured on Duty Medical Claims	\$ 125,392	\$ 203,554	▲	\$ 132,126	▼	\$ 225,000	\$ 250,000	11.11%	\$ 25,000	\$ 250,000	11.11%	\$ 25,000
5162: Benefits-Unemployment - School	\$ 348,177	\$ 76,089	▼	\$ 261,293	▲	\$ 450,000	\$ 450,000		\$ -	\$ 450,000		\$ -
5163: Benefits-Workers Comp School	\$ 362,620	\$ 756,060	▲	\$ 730,826	▼	\$ 620,000	\$ 750,000	20.97%	\$ 130,000	\$ 750,000	20.97%	\$ 130,000
5170: Benefits-Group Insurance	\$ 11,801,754	\$ 12,125,797	▲	\$ 12,450,077	▲	\$ 13,793,981	\$ 15,173,379	10.00%	\$ 1,379,398	\$ 13,779,299	-0.11%	\$ (14,682)
5170: Benefits-School Group Insurance	\$ 9,290,774	\$ 9,793,403	▲	\$ 11,198,223	▲	\$ 11,933,060	\$ 13,126,366	10.00%	\$ 1,193,306	\$ 12,674,646	6.21%	\$ 741,586
5171: Benefits-Pension Assessment	\$ 18,715,885	\$ 19,649,956	▲	\$ 20,836,109	▲	\$ 21,646,740	\$ 22,106,951	2.13%	\$ 460,211	\$ 22,106,951	2.13%	\$ 460,211
5172: Benefits-Unemployment Insurance	\$ 79,813	\$ 19,791	▼	\$ 59,331	▲	\$ 40,000	\$ 20,000	-50.00%	\$ (20,000)	\$ 20,000	-50.00%	\$ (20,000)
5173: Benefits-Workers Comp City	\$ 334,623	\$ 348,556	▲	\$ 216,536	▼	\$ 185,000	\$ 256,000	38.38%	\$ 71,000	\$ 256,000	38.38%	\$ 71,000
5175: Benefits-Medicare	\$ 1,523,989	\$ 1,692,874	▲	\$ 1,859,135	▲	\$ 1,710,893	\$ 1,975,000	15.44%	\$ 264,107	\$ 1,975,000	15.44%	\$ 264,107
5177: Benefits-Retiree Medical Claims	\$ 238,551	\$ 94,338	▼	\$ 57,497	▼	\$ 100,000	\$ 65,000	-35.00%	\$ (35,000)	\$ 65,000	-35.00%	\$ (35,000)
5740: Benefits-Long Term Disability Ins	\$ -	\$ -	▲	\$ -	▲	\$ -	\$ -		\$ -	\$ -		\$ -
<b>Employee Benefits Total</b>	<b>\$ 43,036,346</b>	<b>\$ 44,826,993</b>	▲	<b>\$ 48,003,300</b>	▲	<b>\$ 50,855,674</b>	<b>\$ 54,342,696</b>	<b>6.86%</b>	<b>\$ 3,487,022</b>	<b>\$ 52,496,896</b>	<b>3.23%</b>	<b>\$ 1,641,222</b>















*The fiscal 2025 budget includes a significant increase in Workers Compensation insurance as well as Medicare tax. The increase in Medicare tax is attributable to the increase in salaries & wages which is due to the settlement of several collective bargaining agreements.*





















# Employee Benefits



# Insurance, Budget Reserves & Transfers

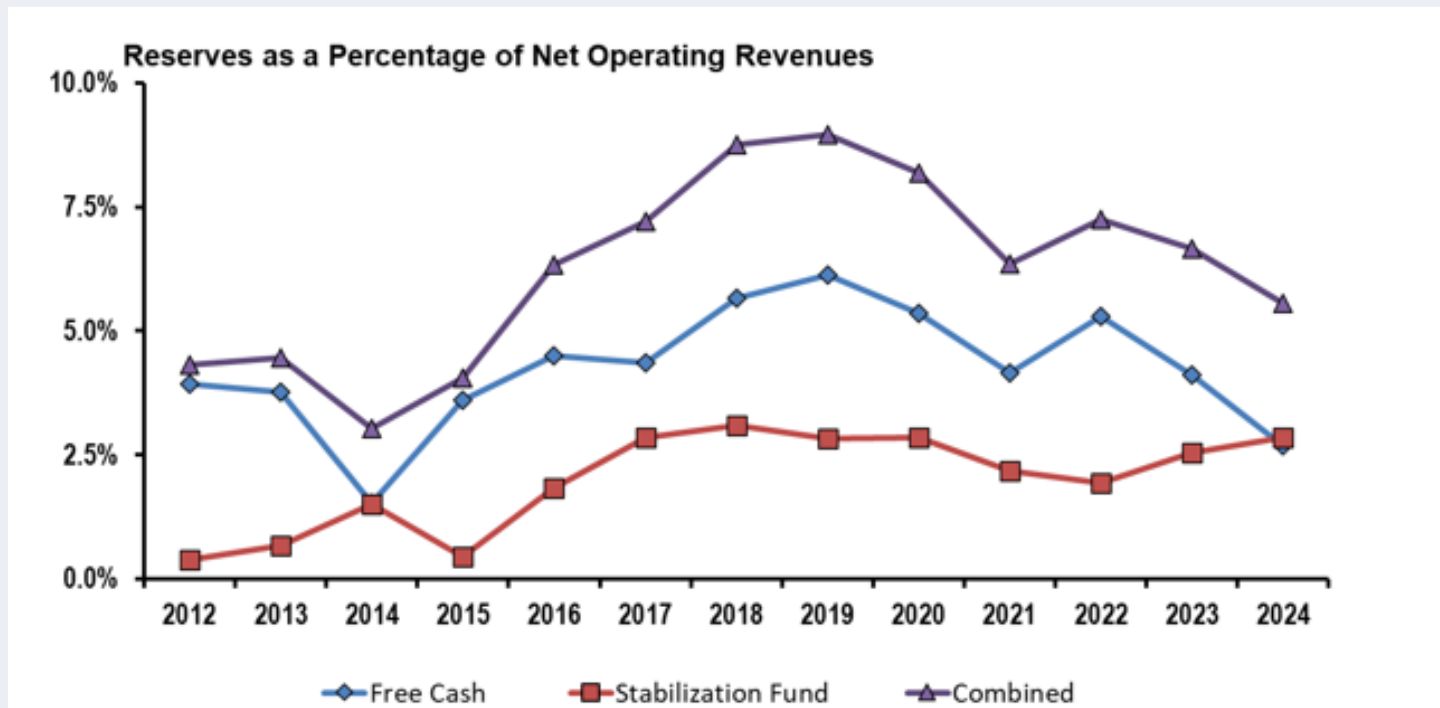
	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Liability Insurance</b>												
5740: Liability Insurance Premiums	\$ 735,015	\$ 826,840		\$ 923,131		\$ 945,801	\$ 1,155,703	22.19%	\$ 209,902	\$ 1,155,703	22.19%	\$ 209,902
<b>Liability Insurance Total</b>	<b>\$ 735,015</b>	<b>\$ 826,840</b>		<b>\$ 923,131</b>		<b>\$ 945,801</b>	<b>\$ 1,155,703</b>	<b>22.19%</b>	<b>\$ 209,902</b>	<b>\$ 1,155,703</b>	<b>22.19%</b>	<b>\$ 209,902</b>

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Reserves</b>												
5101: Fire Dept. -Budget Salary Reserves	\$ -	\$ -		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5101: Other-Budget Salary Reserves	\$ -	\$ -		\$ 589,068		\$ 795,697	\$ 235,871	-70.36%	\$ (559,826)	\$ 1,000,000	25.68%	\$ 204,303
5799: Other-Budget Reserve	\$ -	\$ -		\$ 365,425		\$ 604,245	\$ 1,800,000	197.89%	\$ 1,195,755	\$ 500,000	-17.25%	\$ (104,245)
<b>Reserves Total</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ 954,493</b>		<b>\$ 1,399,942</b>	<b>\$ 2,035,871</b>	<b>45.43%</b>	<b>\$ 635,929</b>	<b>\$ 1,500,000</b>	<b>7.15%</b>	<b>\$ 100,058</b>













# Reserves

Maintaining a healthy level of reserves allows a city or town to finance emergencies and other unforeseen needs, hold money for specific future purposes, or, in limited instances, serve as revenue sources for the annual budget. Reserve balances and policies can also positively impact the City's credit rating and its long-term cost to fund major projects.

Declining reserves as a percentage of a city's net operating revenue is considered a warning indicator by credit rating agencies, and may indicate a declining ability to finance city obligations in the face of an emergency. Reserves below 5-7% of revenues may be considered unfavorable. Ideally, city reserve levels should be set by policy.



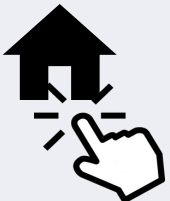
# Insurance, Budget Reserves & Transfers

	2021 Actual	2022 Actual		2023 Actual		2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
Other												
5796: Deficits (Snow & Ice)	\$ -	\$ -		\$ -		\$ 29,191	\$ -	-100.00%	\$ (29,191)	\$ -	-100.00%	\$ (29,191)
5998: Overlay (Overlay)	\$ -	\$ -		\$ -		\$ 400,000	\$ 450,000	12.50%	\$ 50,000	\$ 450,000	12.50%	\$ 50,000
Other Total	\$ -	\$ -		\$ -		\$ 429,191	\$ 450,000	4.85%	\$ 20,809	\$ 450,000	4.85%	\$ 20,809

*The fiscal 2025 budget includes an appropriation for upcoming collective bargaining agreements that will expire 7/1/24 as well as COLAs for non-union personnel. The budget reserve in the amount of \$500,000 is for emergency, unforeseen expenses so the city does not need to rely on free cash alone. The overlay account is a reserve account, required by the Department of Revenue, for real estate and personal property abatements and exemptions.*

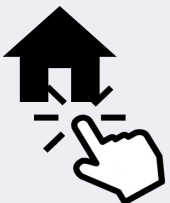
# Position Summary

City-wide Positions	2023 FTE	2024 FTE	2025 FTE
311 Call Center	2.0	2.0	2.0
Account Clerk/Dispatcher	1.0	1.0	1.0
Administrative Assistant	5.1	5.1	4.8
Animal Control	1.0	1.0	2.0
Assessor	1.0	1.0	1.0
Assistant Assessor	1.0	1.0	1.0
Assistant City Auditor	1.0	1.0	1.0
Assistant City Clerk	1.0	1.0	1.0
Assistant City Solicitor	0.5	0.5	
Assistant Director	1.8	1.8	2.1
Assistant Treasurer	1.0	1.0	1.0
Building Craftsman	1.0	1.0	1.0
Building Inspector	1.0	1.0	1.0
Building Maintenance	2.0	2.0	2.0
Building Maintenance Supervisor - REMOVE	0.5	0.0	
Business Manager	1.0	1.0	1.0
Chief Admin Clerk	1.0	1.0	1.0
Chief Administration	2.0	1.0	1.0
Chief Financial Officer/Auditor	1.0	1.0	1.0
Chief of Staff	1.0	1.0	1.0



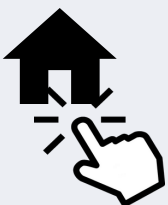
# Position Summary

City-wide Positions	2023 FTE	2024 FTE	2025 FTE
Chief's Administrator	1.0	1.0	1.0
City Clerk	1.0	1.0	1.0
City Councilor	9.0	11.0	11.0
Community Health Nurse	1.0	1.0	1.0
Compliance / Building Inspector	0.0	0.0	1.0
Compliance Inspector	2.3	1.5	1.4
Conservation Officer	0.8	0.8	0.5
Crime Analyst/I	1.0	1.0	1.0
Custodian	1.0	1.0	2.0
Data Entry Operator	1.0	1.0	1.0
Deputy Chief	1.0	1.0	1.0
Deputy Chief of Staff	1.0	1.0	1.0
Deputy Director Head	1.0	1.0	1.0
Director	1.4	1.4	1.6
Director of Officers	1.0	1.0	1.0
Division Head	6.5	7.0	8.0
Domestic Violence	0.5	0.5	0.5
DPW Director	0.3	0.3	0.3
Driver	1.0	1.0	1.0
Election Staff Member - NEW			1.0
Electrical Inspector	1.0	1.0	1.0
Fire Captain	5.0	5.0	6.0
Fire Chief	1.0	1.0	1.0
Fire Deputy Chief	5.0	5.0	5.0



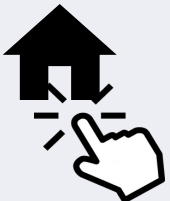
# Position Summary

City-wide Positions	2023 FTE	2024 FTE	2025 FTE
Fire Lieutenant	22.0	22.0	21.0
General Foreman	2.0	2.0	2.0
Groundswoker	2.0	2.0	2.0
Head Administration	5.0	5.0	5.0
Head Archival	1.0	1.0	1.0
Head Clerk	5.0	5.0	5.0
Head Clerk/Floater	4.0	5.0	5.0
Head Clerk/Records	3.0	3.0	3.0
Highway Superintendent	1.0	1.0	1.0
HR Director	1.0	1.0	1.0
HR Technician	2.0	2.0	2.0
Human Services	0.5	0.5	0.5
Implementation Specialist - NEW	0.0	0.5	0.0
Inspector - NEW	0.0	1.0	0.0
IT Analyst	0.5	0.5	0.0
IT Director		0.0	0.3
Laborer	1.0	2.0	2.0
Laborer Supervisor	0.0	1.0	1.0
Lead Dispatcher	1.0	1.0	1.0
Librarian I	3.0	3.0	3.0
Library Assistant	3.0	3.0	3.0
Library Clerk	0.9	0.9	0.6
Library Director	1.0	1.0	1.0
Library Page	0.3	0.3	0.3



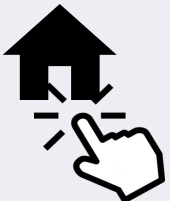
# Position Summary

City-wide Positions	2023 FTE	2024 FTE	2025 FTE
Lifeguard/Park	0.0	0.0	0.0
Local Building Inspector	0.8	0.8	0.8
Maintenance	1.0	1.0	1.0
Mason	2.0	2.0	2.0
Master Mechanic	1.0	1.0	1.0
Mayor	1.0	1.0	1.0
ME Repairperson	1.0	1.0	1.0
Mechanic	1.0	1.0	1.0
Mechanical Inspector	0.0	0.0	0.0
MEO B&G	10.0	8.0	8.0
MEO Groundswork	1.0	1.0	1.0
MEO L&H	2.0	2.0	2.0
MEO Laborer	1.0	3.0	3.0
MEO LHS	1.0	1.0	1.0
MEO LHS PW Laborer	1.0	1.0	1.0
MEO LHS Sr. Gro	1.0	1.0	1.0
MEO Repairperson	1.0	1.0	1.0
Motor Equipment	1.0	1.0	1.0
Office Manager	3.0	3.0	3.0
Part Time Recycling Center	1.0	1.0	1.0
Plumbing & Gas Inspector	1.0	1.0	1.0
Police Captain	3.0	3.0	3.0
Police Chief	1.0	1.0	1.0



# Position Summary

City-wide Positions	2023 FTE	2024 FTE	2025 FTE
Police Civilian Dispatch	11.0	11.0	11.0
Police Lieutenant	9.0	9.0	9.0
Police Officer	87.0	87.0	87.0
Police Sergeant	11.0	11.0	11.0
Principal Account Clerk	2.0	1.0	1.0
Private	65.0	65.0	65.0
Private - NEW WATER STREET	0.0	4.0	4.0
Program Coordinator	1.0	1.0	1.0
Public Health Nurse	1.0	1.0	1.0
Purchasing Agent	1.0	1.0	1.0
Recreation Director	1.0	1.0	1.0
Sanitary Inspector	2.0	1.0	1.0
Senior Accountant	1.0	1.0	1.0
Senior Sanitary Inspector	4.8	2.8	2.9
Senior Technology Facilitator			0.3
Signal Maintainer	1.0	1.0	1.0
Skilled Laborer	1.0	1.0	1.0
Social Outreach	1.0	1.0	1.0
Solid Waste Manager	1.0	1.0	1.0
Sr. Animal Control	1.0	1.0	
Sub Inspector - Building	0.0	0.0	0.0
Sub Inspector - Electrical	0.0	0.0	0.0
Sub Inspector - Plumbing / Gas	0.0	0.0	0.0
Systems Admin.	0.8	0.8	0.8
Systems Network Engineer			0.3
Tech. Assistant	5.0	5.0	4.0
Treasurer/Collector	1.0	1.0	1.0
Veterans Services Director	1.0	1.0	1.0
Waste Reduction	1.0	1.0	1.0
Welder/Mechanic	1.0	1.0	1.0
Working Foreman	5.0	5.0	5.0
<b>Grand Total</b>	<b>382.1</b>	<b>386.9</b>	<b>387.7</b>

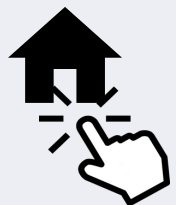


# Budget Forecast

"It is important to recognize that forecasting is more an art than an exact science. A simple, commonsense approach may be just as useful and accurate as an intricate, econometric model."

"Accuracy declines rapidly as you move beyond five years. "

Massachusetts Department of Revenue, Division of Local Services, Annual Budget Best Practices, Revenue & Expenditure Forecasting

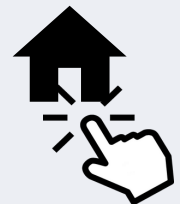


# Revenue Forecast

## Fiscal 2026-2030

Revenue Source	2026	2027	2028	2029	2030
OTHER AVAILABLE REVENUE SOURCES	\$ 6,075,592	\$ 5,575,592	\$ 5,075,592	\$ 5,075,592	\$ 5,075,592
TOTAL FEES	\$ 930,179	\$ 948,782	\$ 967,758	\$ 987,113	\$ 1,006,855
TOTAL FINES & FORFEITS	\$ 747,986	\$ 770,426	\$ 793,538	\$ 817,344	\$ 841,865
TOTAL INVESTMENTS	\$ 824,000	\$ 848,720	\$ 874,182	\$ 896,036	\$ 913,957
TOTAL LICENSE & PERMITS	\$ 2,537,397	\$ 2,626,206	\$ 2,718,124	\$ 2,813,258	\$ 2,911,722
TOTAL MEDICAID REIMBURSEMENT	\$ 824,000	\$ 848,720	\$ 874,182	\$ 900,407	\$ 927,419
TOTAL MISC REV					
TOTAL MVE	\$ 8,412,729	\$ 8,681,936	\$ 8,959,758	\$ 9,246,470	\$ 9,542,357
TOTAL OTHER DEPT REVENUE	\$ 667,480	\$ 684,167	\$ 701,271	\$ 718,803	\$ 736,773
TOTAL OTHER EXCISE	\$ 2,723,107	\$ 2,804,800	\$ 2,888,944	\$ 2,975,612	\$ 3,064,881
TOTAL PENALTIES & INTEREST	\$ 551,751	\$ 568,304	\$ 585,353	\$ 602,913	\$ 621,001
TOTAL PILOT/WASTE DISPOSAL FEE	\$ 2,756,655	\$ 2,839,355	\$ 2,924,535	\$ 3,012,271	\$ 3,102,639
TOTAL RENTALS	\$ 194,670	\$ 200,510	\$ 206,525	\$ 212,721	\$ 219,103
TOTAL STATE AID (CHERRY SHEET)	\$ 106,832,518	\$ 111,105,818	\$ 114,438,993	\$ 116,727,773	\$ 119,062,328
TOTAL TAX LEVY	\$ 140,166,811	\$ 145,354,896	\$ 151,779,517	\$ 156,202,535	\$ 161,328,339
<b>Grand Total</b>	<b>\$ 274,244,875</b>	<b>\$ 283,858,232</b>	<b>\$ 293,788,272</b>	<b>\$ 301,188,850</b>	<b>\$ 309,354,832</b>

*Projected revenue increases are based on historical trends and average conservatively, an increase of 2.8% per year. Fiscal years 2018 through 2022 produced an annual revenue increase of 5% per year, including the revenue decline experienced during COVID.*



# Appropriation Forecast

## Fiscal 2026-2030

Appropriation	2026	2027	2028	2029	2030
BUDGET RESERVE	\$ 1,500,000	\$ 1,500,000	\$ 1,530,000	\$ 1,530,000	\$ 1,430,000
DEBT SERVICE	\$ 9,336,264	\$ 10,356,645	\$ 10,061,198	\$ 9,638,379	\$ 9,540,875
EMPLOYEE BENEFITS	\$ 55,981,859	\$ 58,221,134	\$ 60,549,979	\$ 62,669,228	\$ 65,175,998
FIRE	\$ 14,563,751	\$ 14,964,254	\$ 16,985,513	\$ 17,325,224	\$ 17,671,728
GENERAL GOVERNMENT	\$ 6,305,340	\$ 6,462,973	\$ 6,624,548	\$ 6,757,039	\$ 6,892,179
LIABILITY INSURANCE	\$ 1,139,894	\$ 1,168,392	\$ 1,197,601	\$ 1,227,541	\$ 1,258,230
LIBRARY	\$ 1,957,868	\$ 2,006,815	\$ 2,067,019	\$ 2,108,359	\$ 2,150,527
OTHER HUMAN SERVICES	\$ 2,328,798	\$ 2,387,018	\$ 2,458,628	\$ 2,507,801	\$ 2,557,957
OTHER PUBLIC SAFETY	\$ -	\$ -	\$ -	\$ -	\$ -
POLICE	\$ 17,095,761	\$ 17,565,894	\$ 18,048,956	\$ 18,409,935	\$ 18,778,134
PUBLIC WORKS	\$ 11,397,702	\$ 11,711,139	\$ 12,033,195	\$ 12,273,859	\$ 12,519,336
RECREATION	\$ 279,568	\$ 286,557	\$ 295,154	\$ 301,057	\$ 307,078
SCHOOL DEPARTMENT	\$ 131,648,048	\$ 135,597,490	\$ 139,665,415	\$ 143,506,214	\$ 147,452,634
SNOW & ICE	\$ 1,210,000	\$ 1,210,000	\$ 1,210,000	\$ 1,210,000	\$ 1,210,000
WHITTIER/ESSEX TECH & OTHER EDUCATION	\$ 9,576,651	\$ 9,959,717	\$ 10,358,105	\$ 10,772,430	\$ 11,203,327
STATE ASSESSMENTS & OFFSETS	\$ 9,473,371	\$ 9,710,205	\$ 9,952,960	\$ 10,201,784	\$ 10,456,829
TRANSFERS / CAPITAL		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
OVERLAY	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000
FUND OPEB WITH RETIRED PENSION FUNDS					
<b>Grand Total</b>	<b>\$ 274,244,875</b>	<b>\$ 283,858,232</b>	<b>\$ 293,788,272</b>	<b>\$ 301,188,850</b>	<b>\$ 309,354,832</b>

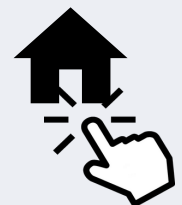
*The projected appropriation increases are between 2-4% annually for most departments with up to 4% included for employee benefits. This forecasts adds funding in 2028 to replace the SAFER grant which is expected to end. The actual debt service payments have been included with a placeholder for the remaining debt service associated with Consentino School. This projection also includes a placeholder in 2027 for a potential general obligation borrowing in the amount of \$20M over 20 years to fund some of the city's unfunded capital needs.*

# Levy Forecast

## Fiscal 2026-2030

LEVY LIMIT CALCULATION	2026	2027	2028	2029	2030
1. Prior Year Levy Limit	\$ 132,241,855	\$ 136,812,830	\$ 141,523,378	\$ 146,377,494	\$ 151,379,284
2. Plus 2 1/2% Increase	\$ 3,306,046	\$ 3,420,321	\$ 3,538,084	\$ 3,659,437	\$ 3,784,482
3. Plus New Growth	\$ 1,264,929	\$ 1,290,227	\$ 1,316,032	\$ 1,342,352	\$ 1,369,199
<b>4. Sub-Total Levy Limit</b>	<b>\$ 136,812,830</b>	<b>\$ 141,523,378</b>	<b>\$ 146,377,494</b>	<b>\$ 151,379,284</b>	<b>\$ 156,532,965</b>
5. Plus Debt Exclusion	\$ 6,034,024	\$ 6,038,374	\$ 6,036,574	\$ 6,041,524	\$ 6,039,899
<b>6. Total Available Levy</b>	<b>\$ 142,846,854</b>	<b>\$ 147,561,752</b>	<b>\$ 152,414,068</b>	<b>\$ 157,420,808</b>	<b>\$ 162,572,864</b>
7. Levy Amount Used	\$ 140,166,811	\$ 145,354,896	\$ 151,779,517	\$ 156,202,535	\$ 161,328,339
<b>8. Excess Levy Capacity</b>	<b>\$ 2,680,043</b>	<b>\$ 2,206,856</b>	<b>\$ 634,551</b>	<b>\$ 1,218,273</b>	<b>\$ 1,244,525</b>

Using the above projections, the city's excess tax levy dips to approximately \$634K in 2028 with the addition of a new potential general obligation bond issue for \$20 million to fund building and capital improvements (see list of unfunded capital projects). Since the last forecast a number of items have changed the financial landscape of the city. Some of these major items include the loss of ESSER funds for the school department, the additional bond authorizations for JG Whittier modular classrooms, the construction of the pickleball/tennis courts, the settlements of several collective bargaining agreements that spanned multiple years, and the addition of firefighters in 2028 after the SAFER grant ends.

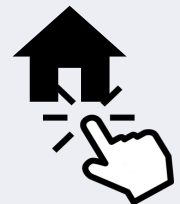


# Revenue Forecast

## Fiscal 2031-2035

Revenue Source	2031	2032	2033	2034	2035
OTHER AVAILABLE REVENUE SOURCES	\$ 5,075,592	\$ 5,131,424	\$ 4,131,424	\$ 3,131,424	\$ 2,131,424
TOTAL FEES	\$ 1,026,993	\$ 1,047,532	\$ 1,068,483	\$ 1,089,853	\$ 1,111,650
TOTAL FINES & FORFEITS	\$ 867,121	\$ 893,134	\$ 919,928	\$ 947,526	\$ 975,952
TOTAL INVESTMENTS	\$ 932,236	\$ 950,881	\$ 969,898	\$ 989,296	\$ 1,009,082
TOTAL LICENSE & PERMITS	\$ 2,999,074	\$ 3,089,046	\$ 3,181,717	\$ 3,277,169	\$ 3,375,484
TOTAL MEDICAID REIMBURSEMENT	\$ 955,242	\$ 983,899	\$ 1,008,497	\$ 1,033,709	\$ 1,059,552
TOTAL MISC REV					
TOTAL MVE	\$ 9,847,713	\$ 10,162,839	\$ 10,488,050	\$ 10,823,668	\$ 11,170,025
TOTAL OTHER DEPT REVENUE	\$ 755,192	\$ 774,072	\$ 793,424	\$ 813,260	\$ 833,591
TOTAL OTHER EXCISE	\$ 3,156,827	\$ 3,251,532	\$ 3,349,078	\$ 3,449,550	\$ 3,553,037
TOTAL PENALTIES & INTEREST	\$ 639,631	\$ 658,820	\$ 678,584	\$ 698,942	\$ 719,910
TOTAL PILOT/WASTE DISPOSAL FEE	\$ 3,195,719	\$ 3,291,590	\$ 3,390,338	\$ 3,492,048	\$ 3,596,809
TOTAL RENTALS	\$ 225,676	\$ 232,446	\$ 239,420	\$ 246,602	\$ 254,000
TOTAL STATE AID (CHERRY SHEET)	\$ 121,443,575	\$ 123,872,446	\$ 126,349,895	\$ 128,876,893	\$ 131,454,431
TOTAL TAX LEVY	\$ 167,043,185	\$ 172,772,417	\$ 178,326,682	\$ 183,739,230	\$ 190,137,331
<b>Grand Total</b>	<b>\$ 318,163,775</b>	<b>\$ 327,112,079</b>	<b>\$ 334,895,418</b>	<b>\$ 342,609,169</b>	<b>\$ 351,382,279</b>

*Projected revenue increases are based on historical trends and average conservatively, an increase of 2.8% per year. Fiscal years 2018 through 2022 produced an annual revenue increase of 5% per year, including the revenue decline experienced during COVID.*



# Appropriation Forecast

## Fiscal 2031-2035

Appropriation	2031	2032	2033	2034	2035
BUDGET RESERVE	\$ 1,430,000	\$ 1,330,000	\$ 1,356,600	\$ 1,383,732	\$ 1,411,407
DEBT SERVICE	\$ 9,459,359	\$ 9,304,516	\$ 14,845,400	\$ 14,485,135	\$ 14,374,490
EMPLOYEE BENEFITS	\$ 67,783,037	\$ 70,494,359	\$ 48,314,133	\$ 50,246,699	\$ 52,256,567
FIRE	\$ 18,113,521	\$ 18,566,359	\$ 19,123,350	\$ 19,697,050	\$ 20,287,962
GENERAL GOVERNMENT	\$ 7,030,023	\$ 7,205,773	\$ 7,421,947	\$ 7,644,605	\$ 7,873,943
LIABILITY INSURANCE	\$ 1,289,686	\$ 1,321,928	\$ 1,354,976	\$ 1,388,851	\$ 1,423,572
LIBRARY	\$ 2,204,290	\$ 2,259,397	\$ 2,327,179	\$ 2,396,994	\$ 2,468,904
OTHER HUMAN SERVICES	\$ 2,621,906	\$ 2,687,454	\$ 2,768,077	\$ 2,851,120	\$ 2,936,653
OTHER PUBLIC SAFETY	\$ -	\$ -	\$ -	\$ -	
POLICE	\$ 19,247,587	\$ 19,728,777	\$ 20,320,640	\$ 20,930,260	\$ 21,558,167
PUBLIC WORKS	\$ 12,832,319	\$ 13,153,127	\$ 13,547,721	\$ 13,954,153	\$ 14,372,778
RECREATION	\$ 314,755	\$ 322,624	\$ 332,302	\$ 342,271	\$ 352,540
SCHOOL DEPARTMENT	\$ 151,507,582	\$ 155,674,040	\$ 160,344,262	\$ 165,154,589	\$ 170,109,227
SNOW & ICE	\$ 1,210,000	\$ 1,210,000	\$ 1,210,000	\$ 1,210,000	\$ 1,210,000
WHITTIER/ESSEX TECH & OTHER EDUCATION	\$ 11,651,460	\$ 12,117,518	\$ 12,602,219	\$ 13,106,308	\$ 13,630,560
STATE ASSESSMENTS & OFFSETS	\$ 10,718,250	\$ 10,986,206	\$ 11,260,861	\$ 11,542,382	\$ 11,830,942
TRANSFERS / CAPITAL	\$ 300,000	\$ 300,000	\$ 309,000	\$ 318,270	\$ 327,818
OVERLAY	\$ 450,000	\$ 450,000	\$ 456,750	\$ 456,750	\$ 456,750
FUND OPEB WITH RETIRED PENSION FUNDS			\$ 17,000,000	\$ 15,500,000	\$ 14,500,000
<b>Grand Total</b>	<b>\$ 318,163,775</b>	<b>\$ 327,112,079</b>	<b>\$ 334,895,418</b>	<b>\$ 342,609,169</b>	<b>\$ 351,382,279</b>

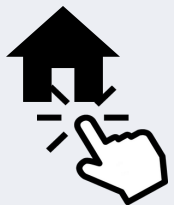
*This projection includes a debt service placeholder in 2033 of \$4.5M for a potential, additional school building project. It also adds a \$1.2M debt service placeholder for a new fire station. The city's unfunded pension liability is scheduled to be fully funded in 2032 resulting in an annual pension assessment decrease of approximately \$25M. It is recommended these excess funds be appropriated to fund the city's unfunded OPEB (Other Post Employment Benefits) liability which is currently estimated at \$338,981,005 and to help fund the city's unfunded capital needs.*

# Levy Forecast

## Fiscal 2031-2035

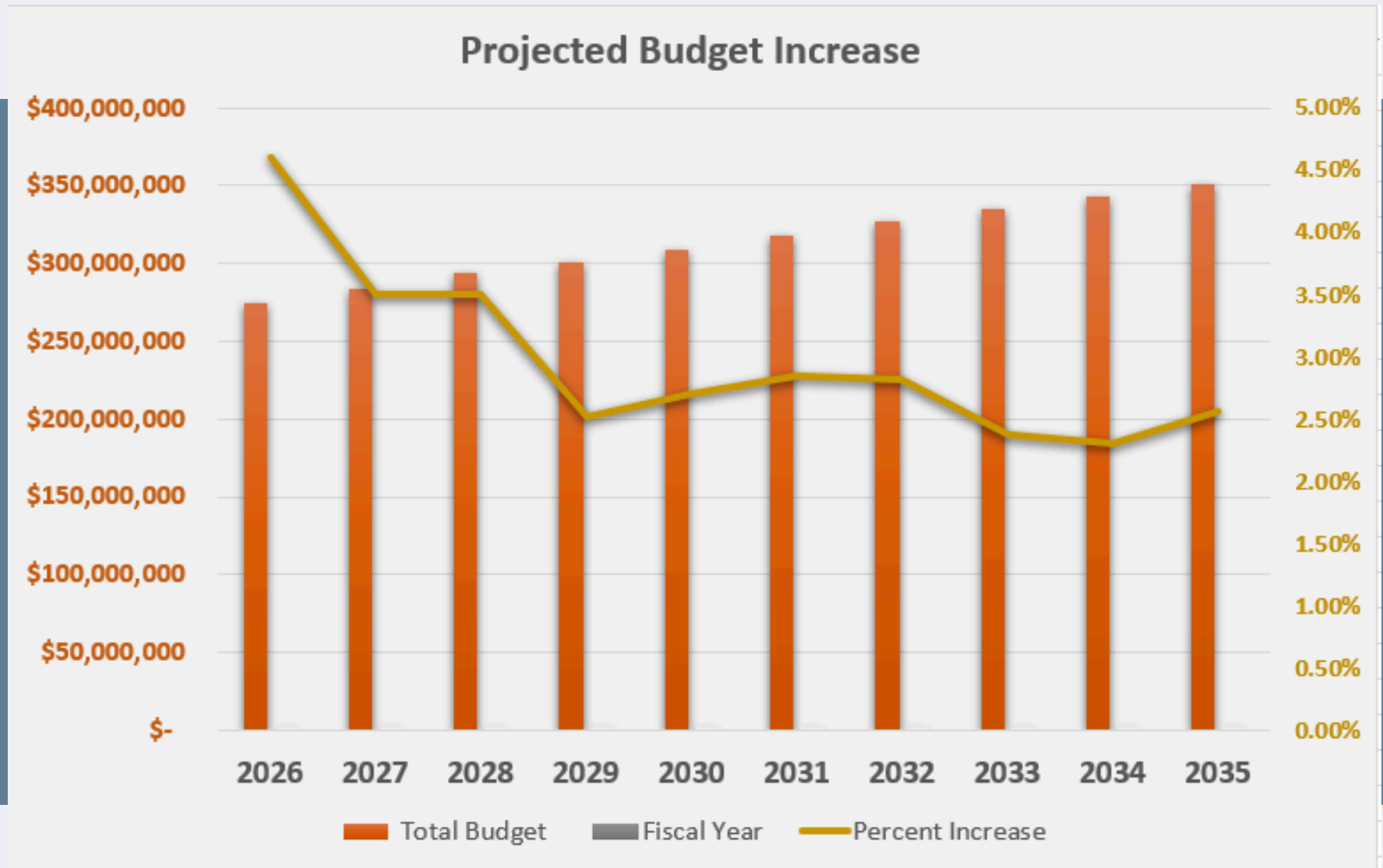
LEVY LIMIT CALCULATION	2031	2032	2033	2034	2035
1. Prior Year Levy Limit	\$ 156,532,965	\$ 161,842,872	\$ 167,313,459	\$ 172,949,301	\$ 178,755,099
2. Plus 2 1/2% Increase	\$ 3,913,324	\$ 4,046,072	\$ 4,182,836	\$ 4,323,733	\$ 4,468,877
3. Plus New Growth	\$ 1,396,583	\$ 1,424,515	\$ 1,453,005	\$ 1,482,065	\$ 1,511,707
<b>4. Sub-Total Levy Limit</b>	<b>\$ 161,842,872</b>	<b>\$ 167,313,459</b>	<b>\$ 172,949,301</b>	<b>\$ 178,755,099</b>	<b>\$ 184,735,683</b>
5. Plus Debt Exclusion	\$ 6,038,987	\$ 6,043,337	\$ 6,034,487	\$ 6,035,987	\$ 6,040,921
<b>6. Total Available Levy</b>	<b>\$ 167,881,859</b>	<b>\$ 173,356,796</b>	<b>\$ 178,983,788</b>	<b>\$ 184,791,086</b>	<b>\$ 190,776,604</b>
7. Levy Amount Used	\$ 167,043,185	\$ 172,772,417	\$ 178,326,682	\$ 183,739,230	\$ 190,137,331
<b>8. Excess Levy Capacity</b>	<b>\$ 838,674</b>	<b>\$ 584,379</b>	<b>\$ 657,106</b>	<b>\$ 1,051,856</b>	<b>\$ 639,273</b>

*The above forecast uses a 5-year historical average to estimate new growth. This forecast also assumes the city will utilize the savings in pension funds to begin funding the city's OPEB - Other Post Employment Benefits beginning in 2033.*



# Budget Forecast

## Fiscal 2026-2035



# Enterprise Funds

# Enterprise Funds

Increasingly, communities are establishing enterprise funds for their business-type services (e.g., water, sewer, trash disposal, ambulance services, skating rinks, golf courses, airports, etc.). A community adopts an enterprise by a vote of town meeting or city council with the mayor's approval.

The enterprise fund establishes a separate accounting and financial reporting mechanism for a municipal service for which a fee is charged in exchange for goods or services (M.G.L. c. 44, §53F $\frac{1}{2}$ ). Under enterprise accounting, the service's revenues and expenditures are segregated into a separate fund with its own financial statements, rather than being commingled with the revenues and expenses of all other governmental activities.

Enterprise accounting allows a community to demonstrate to the public the total cost of providing a service by consolidating all the program's direct and indirect costs (e.g., interdepartmental support, insurance costs, etc.), debt service, and capital expenditures into a segregated fund. To support the service, a community may choose to recover total costs through user charges (rates), through a tax levy subsidy, or through appropriation of other available funds.

At year-end, the enterprise fund's performance is measured in terms of positive (surplus) or negative (deficit) operations. An operating surplus results from revenue collected in excess of estimates and appropriation turnbacks and translates into retained earnings, which are retained in the fund rather than closing to the general fund. The Division of Local Services (DLS) Director of Accounts must certify enterprise fund retained earnings as an available fund based on the community's submission of a June 30th balance sheet to DLS. Once certified, retained earnings may be appropriated only for expenditures relating to the enterprise fund.





## Wastewater

The City of Haverhill's Water & Wastewater Divisions provide potable water and sewer services for the residents and businesses of Haverhill. The City owns, maintains, and operates the water and sewer systems. The following is a brief description of the services we provide.

Wastewater Treatment is responsible for operating and maintaining Haverhill's wastewater treatment facility. The wastewater treatment plant provides treatment for the wastewater collected by the City's wastewater collection system.



[cityofhaverhill.com/departments/public\\_works\\_department/water\\_wastewater](https://cityofhaverhill.com/departments/public_works_department/water_wastewater)

## Fiscal 2024 Accomplishments

The budget allocated for the Wastewater Division during FY24 is \$14,681,925. As of now, the division has spent \$9,982,527 on maintaining and upgrading the wastewater system. This budget has enabled the division to make significant progress in ensuring a reliable, efficient, and sustainable wastewater system of high quality for the community. The division plans to continue its efforts toward the betterment of the system, with a focus on optimizing available resources and achieving increased operational efficiency. The achievements made possible by the FY24 budget include maintaining compliance with our NPDES Permit and Consent Decree, completing repairs from the catastrophic storm events in August 2023, finishing a portion of Phase I CSO separation work for the Locke Street Area, selecting an Engineer for the major WWTP Secondary Upgrade Project, and starting preliminary design.



(978) 374 2382

## Fiscal 2025 Goals

The proposed budget plan for fiscal year 2025 aims to secure adequate funding for the Wastewater Division to carry out crucial capital projects. These projects include replacing influent screening, designing a WWTP Upgrade, and rehabilitating three pump stations. With a total budget of \$16,198,734, this plan reflects a significant 10.3% increase of \$1,516,809 from the previous year. The FY25 budget aims to allocate funds for redundant equipment and cover the operating expenses for the treatment plant and collection system.

Its objectives are multifaceted, including completing preliminary design work on the WWTP Upgrade, finalizing construction projects at three pump stations, ensuring compliance with the WWTP's NPDES permit and Consent Decree, maximizing flow to the treatment plant to reduce combined sewer overflows while minimizing secondary bypass activations, and launching the design for Phase II of the Locke Street Area Sewer Combined Separation Project.

(207)

# Wastewater

## Five-Year Forecast

*As part of the annual financial planning process, the Wastewater Division develops a five-year financial forecast of revenues, expenses and required rates. To assemble this forecast, the Division estimates the level of expenditures to maintain and operate the wastewater system, provide basic services, and meet financial obligations. Estimates of water demands are made to calculate user rate revenues. Projected expenses, revenues, and rates are set forth below.*

*The five-year forecast includes estimated debt payments to fund capital improvements listed on the Five-Year Capital Project List. Debt is the largest projected budget increase over the next five years. Many of these projects are required under the Consent Decree including the Wastewater Treatment Plant upgrade, the Locke Street combined sewer separation, pumping stations, and sewer system needs which are all subject to enforcement by EPA and MassDEP under the Consent Decree. These projects are estimated at \$111 million over the next five years.*

*The proposed user rate for FY25 is \$7. 71. The proposed rates shown below for FY25 through FY29 are the rates need to balance revenues and expenses.*

*Based on the projected rates shown below for FY25 through FY29, annual charges for the average Haverhill household will increase from \$576 in FY25 to \$800 in FY29.*

# Wastewater

## Forecast Summary

### 5-Year Forecast - Summary

	Budget FY24	Budget Request FY25	Mayor Allowed FY24	Forecast FY26	Forecast FY27	Forecast FY28	Forecast FY29
<b>User rate</b>	<b>\$6.96</b>	<b>\$7.71</b>	<b>\$7.71</b>	<b>\$7.82</b>	<b>\$8.25</b>	<b>\$10.19</b>	<b>\$10.70</b>
Percent increase	6.3%	10.8%	10.8%	1.4%	5.5%	23.6%	5.0%
<b>Total Revenue</b>	\$ 14,715,947	\$ 16,205,888	\$ 16,205,888	\$ 16,425,662	\$ 17,326,813	\$ 21,165,804	\$ 22,253,722
<b>Total Expenditures</b>	\$ 14,681,925	\$ 16,198,734	\$ 16,198,734	\$ 16,370,516	\$ 17,267,203	\$ 21,079,028	\$ 22,146,028
<b>Surplus/(Deficit)</b>	\$ 34,022	\$ 7,154	\$ 7,154	\$ 55,146	\$ 59,610	\$ 86,776	\$ 107,694
<b>Year End Retained Earnings</b>	\$ 3,871,430	\$ 3,878,584	\$ 3,878,584	\$ 3,933,730	\$ 3,993,340	\$ 4,080,116	\$ 4,187,810
<b>Min. Retained Earnings (15%)</b>	\$ 2,202,289	\$ 2,429,810	\$ 2,429,810	\$ 2,455,577	\$ 2,590,080	\$ 3,161,854	\$ 3,321,904

### Impact to Rate Payer

Ave. Residential Bill	\$520	\$576	\$576	\$584	\$616	\$762	\$800
Ave. Annual Increase	\$31	\$56	\$56	\$8	\$32	\$145	\$38

Average residential bill is based on usage of 60 gallons per person per day and 2.56 persons per household. This methodology is consistent with MWRA's Appendix C of their 2017 rate survey document.

# Wastewater

## Forecast Detail

5-Year Forecast - Detail							
	Budget FY24	Budget Request FY25	Mayor Allowed FY26	Forecast FY26	Forecast FY27	Forecast FY28	Forecast FY29
<b>Wastewater-Revenue</b>							
<b>User rate</b>	<b>\$6.96</b>	<b>\$7.71</b>	<b>\$7.71</b>	<b>\$7.82</b>	<b>\$8.25</b>	<b>\$10.19</b>	<b>\$10.70</b>
Percent increase	6.3%	10.8%	10.8%	1.4%	5.5%	23.6%	5.0%
Sewer-Residential Usage	958,058	962,848	962,848	967,662	972,501	977,363	982,250
Sewer-Commercial Usage	935,756	940,435	940,435	945,137	949,863	954,612	959,385
Residential Usage	\$ 6,668,083	\$ 7,421,827	\$ 7,421,827	\$ 7,563,361	\$ 8,019,242	\$ 9,961,342	\$ 10,511,707
Commercial Usage	\$ 6,512,864	\$ 7,249,061	\$ 7,249,061	\$ 7,387,301	\$ 7,832,571	\$ 9,729,462	\$ 10,267,015
Charge for Services	\$ 1,315,000	\$ 1,315,000	\$ 1,315,000	\$ 1,315,000	\$ 1,315,000	\$ 1,315,000	\$ 1,315,000
Other Revenue	\$ 220,000	\$ 220,000	\$ 220,000	\$ 160,000	\$ 160,000	\$ 160,000	\$ 160,000
Stormwater	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Revenue</b>	<b>\$ 14,715,947</b>	<b>\$ 16,205,888</b>	<b>\$ 16,205,888</b>	<b>\$ 16,425,662</b>	<b>\$ 17,326,813</b>	<b>\$ 21,165,804</b>	<b>\$ 22,253,722</b>
<b>Wastewater-Expenditures</b>							
Salaries-Highway	\$ 118,042	\$ 130,179	\$ 130,179	\$ 134,268	\$ 137,538	\$ 140,889	\$ 144,323
Expenses-Highway	\$ 44,000	\$ 44,000	\$ 44,000	\$ 45,280	\$ 46,598	\$ 47,954	\$ 49,350
Salaries	\$ 2,621,969	\$ 2,700,716	\$ 2,700,716	\$ 2,812,482	\$ 2,883,415	\$ 2,956,154	\$ 3,030,743
Benefits	\$ 1,343,308	\$ 1,412,063	\$ 1,412,063	\$ 1,465,668	\$ 1,538,201	\$ 1,614,362	\$ 1,694,330
Expenses	\$ 5,808,911	\$ 6,467,677	\$ 6,467,677	\$ 6,661,707	\$ 6,861,558	\$ 7,067,405	\$ 7,279,427
Stormwater	\$ 520,330	\$ 520,330	\$ 520,330	\$ 531,814	\$ 543,630	\$ 555,790	\$ 568,301
Debt	\$ 3,575,796	\$ 4,004,200	\$ 4,004,200	\$ 4,100,000	\$ 4,482,000	\$ 7,967,000	\$ 8,034,605
Insurance	\$ 94,569	\$ 94,569	\$ 94,569	\$ 99,297	\$ 104,262	\$ 109,475	\$ 114,949
Capital	\$ 555,000	\$ 825,000	\$ 825,000	\$ 520,000	\$ 670,000	\$ 620,000	\$ 1,230,000
<b>Total Expenditures</b>	<b>\$ 14,681,925</b>	<b>\$ 16,198,734</b>	<b>\$ 16,198,734</b>	<b>\$ 16,370,516</b>	<b>\$ 17,267,203</b>	<b>\$ 21,079,028</b>	<b>\$ 22,146,028</b>
Surplus/(Deficit)	\$ 34,022	\$ 7,154	\$ 7,154	\$ 55,146	\$ 59,610	\$ 86,776	\$ 107,694
<b>Year End Retained Earnings</b>	<b>\$ 3,871,430</b>	<b>\$ 3,878,584</b>	<b>\$ 3,878,584</b>	<b>\$ 3,933,730</b>	<b>\$ 3,993,340</b>	<b>\$ 4,080,116</b>	<b>\$ 4,187,810</b>
<b>Min. Retained Earnings (15%)</b>	<b>\$ 2,202,289</b>	<b>\$ 2,429,810</b>	<b>\$ 2,429,810</b>	<b>\$ 2,455,577</b>	<b>\$ 2,590,080</b>	<b>\$ 3,161,854</b>	<b>\$ 3,321,904</b>



















































































# Wastewater Revenue

Revenues									
Description	Actual		YTD Actual	Budget	Budget	Mayor	Mayor	Budget	Budget
	FY22	FY23	2/16/24 FY24		Request FY25	Allowed FY25		Change	Percent Change
Sewer-Penalties and Interest on Utility Charge	\$ -	\$ 150,500	\$ 67,424	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ -	0.0%
Sewer-Residential Usage	\$ 6,374,145	\$ 6,250,468	\$ 3,490,979	\$ 6,668,083	\$ 7,421,827	\$ 7,421,827	\$ -	\$ 753,744	11.3%
Sewer-Commercial Usage	\$ 6,248,637	\$ 6,200,604	\$ 3,739,398	\$ 6,512,864	\$ 7,249,061	\$ 7,249,061	\$ -	\$ 736,197	11.3%
Sewer-Groveland Usage	\$ 192,490	\$ 271,718	160,018	\$ 165,000	\$ 165,000	\$ 165,000	\$ -	\$ -	0.0%
Sewer-Septage Usage	\$ 537,810	\$ 573,758	387,316	\$ 625,000	\$ 625,000	\$ 625,000	\$ -	\$ -	0.0%
Sewer Misc	\$ 476,441	\$ 493,356	282,572	\$ 450,000	\$ 450,000	\$ 450,000	\$ -	\$ -	0.0%
Wastewater Betterment Collections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Wastewater CSO Impact Fee	\$ 106,494	\$ 165,121	244,351	\$ 110,000	\$ 110,000	\$ 110,000	\$ -	\$ -	0.0%
Wastewater Infrastructure Fee	\$ 42,900	\$ 133,247	184,832	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	0.0%
Aggregate Reimbursement - Debt	\$ 66,077	\$ 62,490	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ -	\$ -	0.0%
	\$ 14,044,993	\$ 14,301,262	\$ 8,556,890	\$ 14,715,947	\$ 16,205,888	\$ 16,205,888	\$ -	\$ 1,489,941	10.1%

*Revenue sources for Wastewater include user rates, Combined Sewer Overflow (CSO) fees, sewer betterment receipts, the Groveland contract, septage receipts, industrial surcharges, and interest. The budgeted revenue for FY25 is \$16,205,888.*















































*User rates are the primary revenue source providing \$14,670,888 or 91 % of anticipated revenues. The projected revenue from residential customers is \$7,421,827 and \$7,249,061 from commercial, industrial, and multi-unit residential.*

# Wastewater Expenses

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Wastewater</b>												
5110: Salaries & Wages	\$ 1,893,813	\$ 1,868,483		\$ 1,920,675		\$ 2,105,365	\$ 2,209,344	4.94%	\$ 103,979	\$ 2,209,344	4.94%	\$ 103,979
5130: Overtime	\$ 321,011	\$ 300,455		\$ 356,412		\$ 430,987	\$ 464,889	7.87%	\$ 33,902	\$ 464,889	7.87%	\$ 33,902
5151: Longevity	\$ 18,650	\$ 22,150		\$ 36,350		\$ 32,817	\$ 23,683	-27.83%	\$ (9,134)	\$ 23,683	-27.83%	\$ (9,134)
5191: Professional Development	\$ 1,000	\$ 1,000		\$ 1,750		\$ 2,800	\$ 2,800		\$ -	\$ 2,800		\$ -
5194: Boot Allowance	\$ 2,800	\$ 3,286		\$ 9,300		\$ 6,692	\$ 6,300	-5.86%	\$ (392)	\$ 6,300	-5.86%	\$ (392)
5195: Tuition Reimbursement	\$ -	\$ 69		\$ 1,110		\$ 4,000	\$ 4,000		\$ -	\$ 4,000		\$ -
5196: Tool Allowance	\$ 4,724	\$ 5,142		\$ 6,650		\$ 6,229	\$ 6,334	1.69%	\$ 105	\$ 6,334	1.69%	\$ 105
5211: Electricity	\$ 817,028	\$ 804,667		\$ 893,645		\$ 863,750	\$ 904,000	4.66%	\$ 40,250	\$ 904,000	4.66%	\$ 40,250
5212: Heat & Hot Water	\$ 109,469	\$ 112,558		\$ 210,732		\$ 155,000	\$ 164,283	5.99%	\$ 9,283	\$ 164,283	5.99%	\$ 9,283
5253: Normal Maintenance	\$ 148,985	\$ 191,339		\$ 138,742		\$ 165,000	\$ 165,000		\$ -	\$ 165,000		\$ -
5258: Lift Station-Operation & Maintenance	\$ 128,893	\$ 144,437		\$ 124,184		\$ 170,900	\$ 150,900	-11.70%	\$ (20,000)	\$ 150,900	-11.70%	\$ (20,000)
5270: Rent/City Hall	\$ 18,963	\$ 18,963		\$ 19,437		\$ 19,437	\$ 19,437		\$ -	\$ 19,437		\$ -
5273: Uniform Rental	\$ 9,492	\$ 9,868		\$ 10,834		\$ 13,500	\$ 13,500		\$ -	\$ 13,500		\$ -
5290: Service Contracts	\$ 243,589	\$ 308,701		\$ 280,115		\$ 341,835	\$ 353,028	3.27%	\$ 11,193	\$ 353,028	3.27%	\$ 11,193
5291: Sludge Disposal	\$ 1,460,254	\$ 1,620,706		\$ 2,402,997		\$ 2,571,943	\$ 3,086,332	20.00%	\$ 514,389	\$ 3,086,332	20.00%	\$ 514,389
5302: Information Technology	\$ -	\$ 32		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5306: Legal Consultant Services	\$ 18,322	\$ 26,841		\$ 29,247		\$ 30,000	\$ 40,000	33.33%	\$ 10,000	\$ 40,000	33.33%	\$ 10,000
5310: Sewer Assessment & Inspection	\$ 83,542	\$ 121,850		\$ 124,811		\$ 270,000	\$ 275,475	2.03%	\$ 5,475	\$ 275,475	2.03%	\$ 5,475
5317: Advertising	\$ 301	\$ 326		\$ 804		\$ 1,425	\$ 1,425		\$ -	\$ 1,425		\$ -
5323: Industrial Pretreatment Program	\$ 51,202	\$ 48,228		\$ 46,417		\$ 45,700	\$ 50,700	10.94%	\$ 5,000	\$ 50,700	10.94%	\$ 5,000
5340: Communications	\$ 20,604	\$ 26,298		\$ 22,173		\$ 29,028	\$ 28,400	-2.16%	\$ (628)	\$ 28,400	-2.16%	\$ (628)
5341: Postage	\$ 15,322	\$ 8,743		\$ 10,471		\$ 13,000	\$ 13,000		\$ -	\$ 13,000		\$ -
5386: Household Hazardous Waste Program	\$ 24,375	\$ 14,489		\$ 27,809		\$ 40,700	\$ 37,265	-8.44%	\$ (3,435)	\$ 37,265	-8.44%	\$ (3,435)
5420: Office Supplies	\$ 9,360	\$ 13,349		\$ 26,559		\$ 32,500	\$ 15,000	-53.85%	\$ (17,500)	\$ 15,000	-53.85%	\$ (17,500)
5480: Vehicular Supplies	\$ 23,360	\$ 35,793		\$ 38,174		\$ 36,811	\$ 37,415	1.64%	\$ 604	\$ 37,415	1.64%	\$ 604
5539: Sludge Dewatering Chemicals	\$ 91,029	\$ 96,667		\$ 96,382		\$ 124,573	\$ 135,247	8.57%	\$ 10,674	\$ 135,247	8.57%	\$ 10,674
5540: Chlorine	\$ 33,711	\$ 28,434		\$ 89,736		\$ 119,390	\$ 115,072	-3.62%	\$ (4,318)	\$ 115,072	-3.62%	\$ (4,318)
5542: Polymer	\$ 29,047	\$ 26,370		\$ 34,402		\$ 41,632	\$ 44,165	6.08%	\$ 2,533	\$ 44,165	6.08%	\$ 2,533
5543: Other Chemicals	\$ -	\$ -		\$ -		\$ 2,400	\$ 2,400		\$ -	\$ 2,400		\$ -
5593: Equipment Rebuild	\$ 61,440	\$ 97,210		\$ 71,468		\$ 72,000	\$ 72,000		\$ -	\$ 72,000		\$ -
5595: Laboratory Expense	\$ 33,397	\$ 34,038		\$ 33,453		\$ 40,000	\$ 43,000	7.50%	\$ 3,000	\$ 43,000	7.50%	\$ 3,000
5693: In-Kind Services Water	\$ 609,010	\$ 624,235		\$ 639,841		\$ 652,638	\$ 665,691	2.00%	\$ 13,053	\$ 665,691	2.00%	\$ 13,053
5710: Tech & Training Seminars	\$ 6,025	\$ 5,790		\$ 10,704		\$ 11,890	\$ 11,370	-4.37%	\$ (520)	\$ 11,370	-4.37%	\$ (520)
5730: Dues and Memberships	\$ 4,216	\$ 3,536		\$ 1,890		\$ 6,938	\$ 6,938		\$ -	\$ 6,938		\$ -
5963: Transfer to Capital Projects Fund	\$ -	\$ -		\$ 580,000		\$ -	\$ -		\$ -	\$ -		\$ -
<b>Wastewater Total</b>	<b>\$ 6,292,934</b>	<b>\$ 6,624,054</b>		<b>\$ 8,297,274</b>		<b>\$ 8,460,880</b>	<b>\$ 9,168,393</b>	<b>8.36%</b>	<b>\$ 707,513</b>	<b>\$ 9,168,393</b>	<b>8.36%</b>	<b>\$ 707,513</b>





































# Wastewater

## Sewer, Stormwater & Wastewater Capital

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Sewer</b>												
5110: Salaries & Wages	\$ 57,471	\$ 47,815		\$ 61,747		\$ 114,642	\$ 126,079	9.98%	\$ 11,437	\$ 126,079	9.98%	\$ 11,437
5130: Overtime	\$ 918	\$ 114		\$ 1,297		\$ 1,000	\$ 1,500	50.00%	\$ 500	\$ 1,500	50.00%	\$ 500
5151: Longevity	\$ 1,400	\$ 1,400		\$ 1,400		\$ 1,400	\$ 1,400		\$ -	\$ 1,400		\$ -
5192: Clothing Allowance	\$ 1,579	\$ 500		\$ 600		\$ 1,000	\$ 1,200	20.00%	\$ 200	\$ 1,200	20.00%	\$ 200
5261: Sewer & Drain Program	\$ 41,184	\$ 29,169		\$ 37,942		\$ 40,000	\$ 40,000		\$ -	\$ 40,000		\$ -
5432: Tools & Equipment	\$ -	\$ -		\$ -		\$ 2,000	\$ 2,000		\$ -	\$ 2,000		\$ -
5541: Pipe Casting & Cement	\$ -	\$ -		\$ -		\$ 2,000	\$ 2,000		\$ -	\$ 2,000		\$ -
<b>Sewer Total</b>	<b>\$ 102,552</b>	<b>\$ 78,997</b>		<b>\$ 102,986</b>		<b>\$ 162,042</b>	<b>\$ 174,179</b>	<b>7.49%</b>	<b>\$ 12,137</b>	<b>\$ 174,179</b>	<b>7.49%</b>	<b>\$ 12,137</b>
<b>Stormwater</b>												
5110: Salaries & Wages	\$ 47,750	\$ 69,944		\$ 60,707		\$ 93,230	\$ 93,230		\$ -	\$ 93,230		\$ -
5326: Storm Water Expense	\$ 185,184	\$ 293,016		\$ 253,064		\$ 275,100	\$ 305,100	10.91%	\$ 30,000	\$ 305,100	10.91%	\$ 30,000
5870: Stormwater Capital	\$ -	\$ 49,854		\$ 17,300		\$ 122,000	\$ 122,000		\$ -	\$ 122,000		\$ -
<b>Stormwater Total</b>	<b>\$ 232,934</b>	<b>\$ 412,814</b>		<b>\$ 331,071</b>		<b>\$ 490,330</b>	<b>\$ 520,330</b>	<b>6.12%</b>	<b>\$ 30,000</b>	<b>\$ 520,330</b>	<b>6.12%</b>	<b>\$ 30,000</b>
<b>Wastewater Capital</b>												
5831: Wastewater Capital Outlay	\$ 138,315	\$ 368,157		\$ 335,446		\$ 360,000	\$ 570,000	58.33%	\$ 210,000	\$ 570,000	58.33%	\$ 210,000
5834: Storm Drainage Infrastructure	\$ 61,275	\$ 88		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5840: Infrastructure Expense	\$ 15,415	\$ 88,713		\$ 68,940		\$ 100,000	\$ 125,000	25.00%	\$ 25,000	\$ 125,000	25.00%	\$ 25,000
5870: Computer Hardware/Software	\$ -	\$ 46,472		\$ 44,784		\$ 50,000	\$ 65,000	30.00%	\$ 15,000	\$ 65,000	30.00%	\$ 15,000
5873: Vehicle Replacement	\$ -	\$ -		\$ 14,500		\$ 45,000	\$ 65,000	44.44%	\$ 20,000	\$ 65,000	44.44%	\$ 20,000
<b>Wastewater Capital Total</b>	<b>\$ 215,005</b>	<b>\$ 503,429</b>		<b>\$ 463,670</b>		<b>\$ 555,000</b>	<b>\$ 825,000</b>	<b>48.65%</b>	<b>\$ 270,000</b>	<b>\$ 825,000</b>	<b>48.65%</b>	<b>\$ 270,000</b>

# Wastewater

## Debt Service, Employee Benefits, Insurance

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Wastewater Debt Service</b>												
5308: MCWT Admin. Fee	\$ 96,613	\$ 38,635		\$ 40,423		\$ 100,000	\$ 100,000		\$ -	\$ 100,000		\$ -
5910: Principal on Long Term Debt	\$ 1,934,090	\$ 2,345,949		\$ 2,442,260		\$ 2,614,346	\$ 2,900,000	10.93%	\$ 285,654	\$ 2,900,000	10.93%	\$ 285,654
5915: Interest on Long Term Debt	\$ 734,233	\$ 804,890		\$ 823,839		\$ 861,450	\$ 1,004,200	16.57%	\$ 142,750	\$ 1,004,200	16.57%	\$ 142,750
5925: Interest on Short Term Debt	\$ -	\$ 3,163		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
<b>Wastewater Debt Service Total</b>	<b>\$ 2,764,936</b>	<b>\$ 3,192,636</b>		<b>\$ 3,306,523</b>		<b>\$ 3,575,796</b>	<b>\$ 4,004,200</b>	<b>11.98%</b>	<b>\$ 428,404</b>	<b>\$ 4,004,200</b>	<b>11.98%</b>	<b>\$ 428,404</b>
<b>Wastewater Employee Benefits</b>												
5170: Group Insurance	\$ 382,571	\$ 398,173		\$ 409,935		\$ 515,950	\$ 554,646	7.50%	\$ 38,696	\$ 554,646	7.50%	\$ 38,696
5171: Pension Assessment	\$ 703,051	\$ 726,421		\$ 771,370		\$ 782,358	\$ 812,417	3.84%	\$ 30,059	\$ 812,417	3.84%	\$ 30,059
5173: Unemployment	\$ -	\$ 731		\$ -		\$ -	\$ -		\$ -	\$ -		\$ -
5173: Workers Compensation	\$ 5,062	\$ 49,856		\$ 82,099		\$ 15,000	\$ 15,000		\$ -	\$ 15,000		\$ -
5175: Medicare	\$ 28,273	\$ 28,895		\$ 31,811		\$ 30,000	\$ 32,000	6.67%	\$ 2,000	\$ 32,000	6.67%	\$ 2,000
<b>Wastewater Employee Benefits Total</b>	<b>\$ 1,118,956</b>	<b>\$ 1,204,076</b>		<b>\$ 1,295,215</b>		<b>\$ 1,343,308</b>	<b>\$ 1,414,063</b>	<b>5.27%</b>	<b>\$ 70,755</b>	<b>\$ 1,414,063</b>	<b>5.27%</b>	<b>\$ 70,755</b>
<b>Wastewater Insurance Premiums</b>												
5740: Insurance Premiums	\$ 94,569	\$ 94,569		\$ 94,569		\$ 94,569	\$ 94,569		\$ -	\$ 94,569		\$ -
<b>Wastewater Insurance Premiums Total</b>	<b>\$ 94,569</b>	<b>\$ 94,569</b>		<b>\$ 94,569</b>		<b>\$ 94,569</b>	<b>\$ 94,569</b>		<b>\$ -</b>	<b>\$ 94,569</b>		<b>\$ -</b>

The Wastewater Division budget covers a wide range of expenses critical to maintaining our infrastructure. This includes the wastewater treatment plant, collection system, and pumping stations, which require resources like fuel, treatment chemicals, legal and consulting services, office equipment, and equipment repairs. The budget also remits payment to the General Fund for In-Kind services essential to the Wastewater Division's functioning, such as Purchasing, IT, Auditing, and Treasurers, which contribute to the overall success of the budget. The FY25 expense budget is \$6,467,677, an increase of 11.3% or \$658,766 more than the FY24 budget. The increase can be attributed to the rising cost of sludge disposal, which accounts for \$514,389 of the total increase. This increase in cost is being driven by recent regulations, reflecting the importance of environmental compliance and protection.

# Wastewater





## Water

Water Maintenance is responsible for operating, maintaining and repairing the water distribution system; installing new water mains, implementing the backflow prevention program; reviewing plans for new water mains and services; approving new water service applications; and maintaining records of the distribution system.

Water Treatment is responsible for operating and maintaining the water treatment facility, pumping stations and water storage tanks; inspecting the drinking water supplies and their watersheds; and monitoring water quality.



[cityofhaverhill.com/departments/public\\_works\\_department/water\\_wastewater](https://cityofhaverhill.com/departments/public_works_department/water_wastewater)

## Fiscal 2024 Accomplishments

As a result of the FY24 budget, we have successfully initiated several critical projects. These initiatives include a cybersecurity assessment, a discharge management program, approval to extend unattended operating hours, staff training, progress on the radial collector well project, an upgrade of the water system telemetry system, resolution of issues from the plant renovation project, replacement of carbon in one filter bed, commencement of design to replace two water booster stations, and the completion of 30 samples and analyses for the lead and copper monitoring program. Implementing these initiatives is of the utmost importance to ensure the Water Treatment Plant operates efficiently. Our commitment is to provide all residents with safe and sustainable clean drinking water.



(978) 374 2385

## Fiscal 2025 Goals

The plant will prioritize recruiting staff to fill open positions, ensuring it has the necessary resources to operate at full capacity. Secondly, the plant will change the carbon on one filter bed to maintain efficient and effective filtration.

The plant will also continue replacing two water booster stations to maintain consistent water pressure throughout the community. The maintenance budget for the plant will be increased to meet the needs of new equipment, ensuring the plant can operate at peak efficiency.

To further reassure the community, the plant will fund three Phase one dam inspections and two Emergency Action Plan (EAP) updates. This will help identify and mitigate potential risks associated with the plant's operations.

Finally, the plant has proposed funding to remedy issues with the sand filters, ensuring that the water supplied to the community meets all relevant safety standards.

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# Water

## Five-Year Forecast

*As part of the annual financial planning process, the Water Division develops a five-year financial forecast of revenues, expenses, and rate requirements. To assemble this forecast, the Division estimates the level of expenditures to maintain and operate the water system, provide essential services, and meet financial obligations. Estimates of water demands are made to calculate user rate revenues. Projected rates are set forth below.*

*Debt payments have had the largest impact on user rates. The five-year forecast shows existing and proposed debt payments for water system improvements including additional water supply, water main improvements, and pumping station improvements. Debt payments increase the budget by \$1.4 million over the next five years.*

*Over the last few years the water budget used \$6.8 million from Retained Earnings to offset rate increases to pay for the water treatment plant upgrade. By implementing the FY25 budget rate increase, we can effectively rebuild our retained earnings while simultaneously minimizing the need for future rate increases.*

*The annual average household water bill for FY25 is \$430, which is \$62 or 16.8% more than FY24. Over the next five years, the average yearly household bill is projected to increase from \$430 to \$499.*

# Water

## Forecast Summary

### 5-Year Forecast - Summary

	Budget FY24	Budget Request FY25	Mayor Allowed FY25	Forecast FY26	Forecast FY27	Forecast FY28	Forecast FY29
User rate	\$4.93	\$5.76	\$5.76	\$5.90	\$6.20	\$6.35	\$6.67
Percent Change	18.8%	16.8%	16.8%	2.5%	5.0%	2.5%	5.0%
Total Revenue	\$ 12,429,755	\$ 14,345,770	\$ 14,345,770	\$14,742,379	\$15,491,681	\$15,922,810	\$ 16,737,330
Total Expenditures	\$ 13,336,521	\$ 14,343,546	\$ 14,343,546	\$ 14,641,792	\$ 15,159,784	\$ 15,282,607	\$ 16,479,450
Surplus/(Deficit)	\$ (906,766)	\$ 2,224	\$ 2,224	\$ 100,587	\$ 331,897	\$ 640,203	\$ 257,880
<b>Year End Retained Earnings</b>	<b>\$ 1,511,793</b>	<b>\$ 1,514,017</b>	<b>\$ 1,514,017</b>	<b>\$ 1,614,604</b>	<b>\$ 1,946,500</b>	<b>\$ 2,586,704</b>	<b>\$ 2,844,584</b>
<b>Min. Retained Earnings (15%)</b>	<b>\$ 2,000,478</b>	<b>\$ 2,151,532</b>	<b>\$ 2,151,532</b>	<b>\$ 2,196,269</b>	<b>\$ 2,273,968</b>	<b>\$ 2,292,391</b>	<b>\$ 2,471,917</b>

### Average Impact to Rate Payer

Ave. Household Bill	\$369	\$430	\$430	\$441	\$463	\$475	\$499
Ave. Annual Increase	\$58	\$62	\$0	\$11	\$22	\$12	\$24

Average residential bill is based on usage of 60 gallons per person per day and 2.56 persons per household. This methodology is consistent with MWRA's Annual Water and Sewer Rate Survey.

# Water - Forecast Detail

5-Year Forecast - Detail							
	Budget FY24	Budget Request FY25	Mayor Allowed FY26	Forecast FY26	Forecast FY27	Forecast FY28	Forecast FY29
<b>Water-Revenue</b>							
User rate	\$4.93	\$5.76	\$5.76	\$5.90	\$6.20	\$6.35	\$6.67
Percent Change	18.8%	16.8%	16.8%	2.5%	5.0%	2.5%	5.0%
Water-Residential Usage	1,177,680	1,177,680	1,177,680	1,183,568	1,189,486	1,195,433	1,201,410
Water-Commercial Usage	1,108,682	1,108,682	1,108,682	1,114,226	1,119,797	1,125,396	1,131,023
Residential Usage	\$ 5,826,914	\$ 6,781,362	\$ 6,781,362	\$ 6,985,651	\$ 7,371,608	\$ 7,593,678	\$ 8,013,228
Commercial Usage	\$ 5,422,491	\$ 6,384,058	\$ 6,384,058	\$ 6,576,378	\$ 6,939,723	\$ 7,148,782	\$ 7,543,752
Charge for Services	\$ 841,500	\$ 841,500	\$ 841,500	\$ 841,500	\$ 841,500	\$ 841,500	\$ 841,500
Water Infrastructure Fee	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Water Supply Fee	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000
Other Revenue	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Engineering Revenue	\$ 153,850	\$ 153,850	\$ 153,850	\$ 153,850	\$ 153,850	\$ 153,850	\$ 153,850
<b>Total Revenue</b>	<b>\$ 12,429,755</b>	<b>\$ 14,345,770</b>	<b>\$ 14,345,770</b>	<b>\$14,742,379</b>	<b>\$15,491,681</b>	<b>\$15,922,810</b>	<b>\$ 16,737,330</b>
<b>Water-Expenditures</b>							
Salaries-Water	\$ 2,690,351	\$ 2,776,429	\$ 2,776,429	\$ 2,761,122	\$ 2,830,491	\$ 2,901,966	\$ 2,975,269
Benefits - Water & Engineering	\$ 1,521,755	\$ 1,606,777	\$ 1,606,777	\$ 1,669,168	\$ 1,734,051	\$ 1,801,733	\$ 1,872,122
Expenses-Water	\$ 3,212,709	\$ 3,401,848	\$ 3,401,848	\$ 3,503,903	\$ 3,609,021	\$ 3,717,291	\$ 3,828,810
Engineering	\$ 734,551	\$ 792,219	\$ 792,219	\$ 807,809	\$ 830,185	\$ 851,714	\$ 873,808
Conservation	\$ 113,798	\$ 117,020	\$ 117,020	\$ 119,823	\$ 122,698	\$ 125,644	\$ 128,665
Debt	\$ 3,772,011	\$ 4,331,407	\$ 4,331,407	\$ 4,647,920	\$ 4,862,850	\$ 4,805,090	\$ 5,195,180
Insurance	\$ 142,834	\$ 142,834	\$ 142,834	\$ 148,547	\$ 154,489	\$ 160,669	\$ 167,096
Capital	\$ 1,148,512	\$ 1,175,012	\$ 1,175,012	\$ 983,500	\$ 1,016,000	\$ 918,500	\$ 1,438,500
<b>Total Expenditures</b>	<b>\$ 13,336,521</b>	<b>\$ 14,343,546</b>	<b>\$ 14,343,546</b>	<b>\$ 14,641,792</b>	<b>\$ 15,159,784</b>	<b>\$ 15,282,607</b>	<b>\$ 16,479,450</b>
Surplus/(Deficit)	\$ (906,766)	\$ 2,224	\$ 2,224	\$ 100,587	\$ 331,897	\$ 640,203	\$ 257,880
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<b>Min. Retained Earnings (15%)</b>	<b>\$ 2,000,478</b>	<b>\$ 2,151,532</b>	<b>\$ 2,151,532</b>	<b>\$ 2,196,269</b>	<b>\$ 2,273,968</b>	<b>\$ 2,292,391</b>	<b>\$ 2,471,917</b>
<b>Average Impact to Rate Payer</b>							
<b>User Rate</b>	<b>\$4.93</b>	<b>\$5.76</b>	<b>\$5.76</b>	<b>\$5.90</b>	<b>\$6.20</b>	<b>\$6.35</b>	<b>\$6.67</b>
Percent Change	18.8%	16.8%	16.8%	2.5%	5.0%	2.5%	5.0%
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Ave. Annual Increase	\$58	\$62	\$62	\$11	\$22	\$12	\$24

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# Water Revenue









































































Revenues										
Description	Actual FY22	Actual FY23	YTD Actual 2/26/24 FY24	Budget FY24	Budget Request FY25	Mayor Allowed FY25	Mayor Change	Budget Change	Budget Percent Change	
Water-Penalties and Interest on Utility Charge	\$ 85,873	\$ 95,161	\$ 42,531	\$ 76,000	\$ 76,000	\$ 76,000	\$ -	\$ -	0.0%	
Water-Penalties and Interest on Labor	\$ 5,567	\$ 10,797	\$ 3,770	\$ 4,500	\$ 4,500	\$ 4,500	\$ -	\$ -	0.0%	
Water-Penalties and Interest on Fire Service	\$ 990	\$ 1,267	\$ 714	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	0.0%	
Water-Residential Usage	\$4,348,685	\$4,799,178	\$ 3,080,681	\$ 5,826,914	\$ 6,781,362	\$ 6,781,362	\$ -	\$ 954,448	16.4%	
Water-Commercial Usage	\$3,933,883	\$4,592,691	\$ 3,245,554	\$ 5,422,491	\$ 6,384,058	\$ 6,384,058	\$ -	\$ 961,567	17.7%	
Water-Labor Fee	\$ 352,043	\$ 405,890	\$ 177,322	\$ 350,000	\$ 350,000	\$ 350,000	\$ -	\$ -	0.0%	
Water-Service Repairs	\$ 35,715	\$ 27,484	\$ 11,800	\$ 80,000	\$ 80,000	\$ 80,000	\$ -	\$ -	0.0%	
Water-Service Entrance	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ -	\$ -	0.0%	
Water-Main Pipe Entrance	\$ 9,400	\$ -	\$ 1,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	0.0%	
Water-Fire Service	\$ 248,510	\$ 251,501	\$ 123,012	\$ 230,000	\$ 230,000	\$ 230,000	\$ -	\$ -	0.0%	
Water-Real Estate Transfer	\$ 64,044	\$ 50,974	\$ 25,216	\$ 55,000	\$ 55,000	\$ 55,000	\$ -	\$ -	0.0%	
Water Betterment Collections	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	
Analysis/Misc Water	\$ 4,721	\$ 3,885	\$ 150	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	0.0%	
Water Infrastructure Fee	\$ 35,704	\$ 81,665	\$ 161,042	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	0.0%	
Water Supply Fee	\$ 56,018	\$ 226,095	\$ 97,200	\$ 125,000	\$ 125,000	\$ 125,000	\$ -	\$ -	0.0%	
	\$ 9,181,153	\$ 10,546,588	\$ 6,969,992	\$ 12,275,905	\$ 14,191,920	\$ 14,191,920	\$ -	\$ 1,916,015	15.6%	

Revenue sources for Water include user rates and fixed fees. The projected revenue for FY25 is \$14,191,920, which is \$1,916,015 or 15.6% more than the FY24 budget revenue. User rates are the primary revenue source providing \$13,165,420 or 93% of FY25 anticipated revenues. Fixed fees are charged to customers for providing specific services, the costs of which are not passed on to the general ratepayer. Fixed fee revenue sources include labor, service repairs, service connections, main pipe extension fees, plan review, fire service fees, and connection fees.

Fixed fee revenues are anticipated to be \$1,026,500 and make up 7% of the revenues.

























































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# Water Expenses

	2021 Actual	2022 Actual		2023 Actual		2024 Budget	2025 Department Request	% to 2024	\$ to 2024	2025 Mayor's Budget Proposal	% To '2024	\$ To '2024
<b>Water Expenses</b>												
5194: Boot Allowance	\$ 1,050	\$ 1,050		\$ 750		\$ 1,200	\$ 3,000	150.00%	\$ 1,800	\$ 3,000	150.00%	\$ 1,800
5270: Rent/City Hall	\$ 18,963	\$ 18,963		\$ 19,437		\$ 19,437	\$ 19,437		\$ -	\$ 19,437		\$ -
5290: Service Contracts	\$ 79,676	\$ 159,160		\$ 178,242		\$ 194,000	\$ 250,737	29.25%	\$ 56,737	\$ 250,737	29.25%	\$ 56,737
5306: Legal Consultant Services	\$ 32,999	\$ 33,465		\$ 68,688		\$ 110,000	\$ 68,000	-38.18%	\$ (42,000)	\$ 68,000	-38.18%	\$ (42,000)
5317: Advertising	\$ -	\$ 987		\$ 965		\$ 1,000	\$ 1,000		\$ -	\$ 1,000		\$ -
5340: Communications	\$ 19,568	\$ 29,527		\$ 27,000		\$ 21,300	\$ 21,300		\$ -	\$ 21,300		\$ -
5341: Postage	\$ 22,411	\$ 6,000		\$ 5,492		\$ 1,900	\$ 10,900	473.68%	\$ 9,000	\$ 10,900	473.68%	\$ 9,000
5420: Office Supplies	\$ 15,180	\$ 17,668		\$ 18,137		\$ 19,755	\$ 19,755		\$ -	\$ 19,755		\$ -
5480: Vehicular Supplies	\$ 86,412	\$ 122,402		\$ 133,678		\$ 110,000	\$ 110,000		\$ -	\$ 110,000		\$ -
5595: Laboratory Expense	\$ 45,109	\$ 53,364		\$ 51,371		\$ 62,023	\$ 90,964	46.66%	\$ 28,941	\$ 90,964	46.66%	\$ 28,941
5693: In-Kind Services Water	\$ 205,445	\$ 210,581		\$ 214,793		\$ 220,163	\$ 224,566	2.00%	\$ 4,403	\$ 224,566	2.00%	\$ 4,403
5963: Transfer to Capital Projects Fund	\$ 390,000	\$ -		\$ 150,000		\$ 75,000	\$ -	-100.00%	\$ (75,000)	\$ -	-100.00%	\$ (75,000)
5192: Clothing Allowance	\$ 11,779	\$ 9,800		\$ 8,500		\$ 13,800	\$ 14,600	5.80%	\$ 800	\$ 14,600	5.80%	\$ 800
5195: Tuition Reimbursement	\$ 3,657	\$ 4,620		\$ 4,195		\$ 4,000	\$ 4,000		\$ -	\$ 4,000		\$ -
5211: Electricity	\$ 723,285	\$ 764,443		\$ 857,911		\$ 796,883	\$ 817,284	2.56%	\$ 20,401	\$ 817,284	2.56%	\$ 20,401
5213: Pumping Fuel & Heat	\$ 46,974	\$ 81,905		\$ 93,269		\$ 77,933	\$ 85,536	9.76%	\$ 7,603	\$ 85,536	9.76%	\$ 7,603
5253: Repairs & Maintenance Equipment	\$ -	\$ -		\$ 953		\$ -	\$ -		\$ -	\$ -		\$ -
5254: Meter Expenses & Supplies	\$ 92,656	\$ 152,356		\$ 123,094		\$ 205,065	\$ 254,521	24.12%	\$ 49,456	\$ 254,521	24.12%	\$ 49,456
5255: Water Treatment Maintenance	\$ 59,376	\$ 64,631		\$ 62,954		\$ 91,000	\$ 84,000	-7.69%	\$ (7,000)	\$ 84,000	-7.69%	\$ (7,000)
5256: Distribution Maintenance	\$ 38,333	\$ 33,982		\$ 44,585		\$ 40,550	\$ 48,660	20.00%	\$ 8,110	\$ 48,660	20.00%	\$ 8,110
5257: Pumping Bldg Maintenance	\$ 26,252	\$ 22,113		\$ 19,010		\$ 22,000	\$ 25,000	13.64%	\$ 3,000	\$ 25,000	13.64%	\$ 3,000
5302: Computer System Support	\$ 41,194	\$ 38,253		\$ 11,567		\$ 9,600	\$ 24,600	156.25%	\$ 15,000	\$ 24,600	156.25%	\$ 15,000
5430: Small Main Replacement	\$ 26,067	\$ 32,594		\$ 25,871		\$ 35,000	\$ 35,000		\$ -	\$ 35,000		\$ -
5530: Water Treatment Tools/Instruments	\$ 513	\$ 198		\$ 501		\$ 600	\$ 600		\$ -	\$ 600		\$ -
5539: Chemicals	\$ 251,937	\$ 364,504		\$ 527,322		\$ 790,110	\$ 666,423	-15.65%	\$ (123,687)	\$ 666,423	-15.65%	\$ (123,687)
5541: Distribution Fittings & Supplies	\$ 93,304	\$ 99,145		\$ 103,411		\$ 163,849	\$ 163,849		\$ -	\$ 163,849		\$ -
5582: Water Conservation Supplies	\$ -	\$ 4,520		\$ -		\$ 2,500	\$ 5,000	100.00%	\$ 2,500	\$ 5,000	100.00%	\$ 2,500
5592: Fire Hydrant Repair	\$ 39,392	\$ 32,249		\$ 80,362		\$ 65,730	\$ 98,565	49.95%	\$ 32,835	\$ 98,565	49.95%	\$ 32,835
5594: Fire Hydrant Repair	\$ -	\$ -		\$ 25		\$ -	\$ -		\$ -	\$ -		\$ -
5596: Distribution Constr/Mtls	\$ 64,175	\$ 54,297		\$ 66,891		\$ 109,590	\$ 131,508	20.00%	\$ 21,918	\$ 131,508	20.00%	\$ 21,918
5597: Leak Detection & Repair	\$ 30,250	\$ 1,760		\$ 678		\$ 42,400	\$ 55,000	29.72%	\$ 12,600	\$ 55,000	29.72%	\$ 12,600
5610: Fed Drink Water Assessment Fee	\$ 18,225	\$ 17,616		\$ 19,062		\$ 18,699	\$ 19,991	6.91%	\$ 1,292	\$ 19,991	6.91%	\$ 1,292
5611: Storage Taxes	\$ 8,852	\$ 9,178		\$ 9,422		\$ 9,658	\$ 10,088	4.45%	\$ 430	\$ 10,088	4.45%	\$ 430
5710: Travel/Outside Meetings/Conference	\$ 8,711	\$ 11,174		\$ 14,947		\$ 27,964	\$ 37,964	35.76%	\$ 10,000	\$ 37,964	35.76%	\$ 10,000
<b>Water Expenses Total</b>	<b>\$ 2,501,743</b>	<b>\$ 2,452,504</b>		<b>\$ 2,943,082</b>		<b>\$ 3,362,709</b>	<b>\$ 3,401,848</b>	<b>1.16%</b>	<b>\$ 39,139</b>	<b>\$ 3,401,848</b>	<b>1.16%</b>	<b>\$ 39,139</b>















































# Water

## Conservation & Engineering

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Conservation Commission</b>												
5151: Longevity	\$ 1,400	\$ 1,400		\$ 3,600		\$ 2,500	\$ 3,600	44.00%	\$ 1,100	\$ 3,600	44.00%	\$ 1,100
5110: Salaries & Wages	\$ 71,386	\$ 77,291		\$ 87,881		\$ 107,098	\$ 109,220	1.98%	\$ 2,122	\$ 109,220	1.98%	\$ 2,122
5191: Professional Development	\$ -	\$ -		\$ -		\$ 750	\$ 750		\$ -	\$ 750		\$ -
5420: Office Supplies	\$ 203	\$ -		\$ -		\$ 250	\$ 250		\$ -	\$ 250		\$ -
5480: Vehicular Supplies	\$ 35	\$ 234		\$ 135		\$ 750	\$ 750		\$ -	\$ 750		\$ -
5340: Communications	\$ 565	\$ 621		\$ 621		\$ 1,150	\$ 1,150		\$ -	\$ 1,150		\$ -
5582: Field Equipment Supplies	\$ -	\$ -		\$ -		\$ 250	\$ 250		\$ -	\$ 250		\$ -
5730: Dues and Memberships	\$ 690	\$ 645		\$ 692		\$ 1,050	\$ 1,050		\$ -	\$ 1,050		\$ -
<b>Conservation Commission Total</b>	<b>\$ 74,279</b>	<b>\$ 80,191</b>		<b>\$ 92,929</b>		<b>\$ 113,798</b>	<b>\$ 117,020</b>	<b>2.83%</b>	<b>\$ 3,222</b>	<b>\$ 117,020</b>	<b>2.83%</b>	<b>\$ 3,222</b>
<b>Engineering</b>												
5151: Longevity	\$ 3,550	\$ 4,950		\$ 6,950		\$ 6,650	\$ 7,950	19.55%	\$ 1,300	\$ 7,950	19.55%	\$ 1,300
5110: Salaries & Wages	\$ 395,951	\$ 421,341		\$ 486,743		\$ 565,051	\$ 599,721	6.14%	\$ 34,670	\$ 599,721	6.14%	\$ 34,670
5130: Overtime	\$ 951	\$ 3,003		\$ 2,656		\$ 1,500	\$ 7,500	400.00%	\$ 6,000	\$ 7,500	400.00%	\$ 6,000
5191: Professional Development	\$ 625	\$ 1,250		\$ 1,000		\$ 1,750	\$ 1,750		\$ -	\$ 1,750		\$ -
5306: Legal Consultant Services	\$ 1,050	\$ 17,236		\$ 7,595		\$ 58,500	\$ 58,500		\$ -	\$ 58,500		\$ -
5340: Communications	\$ 1,841	\$ 2,019		\$ 2,682		\$ 5,000	\$ 5,000		\$ -	\$ 5,000		\$ -
5420: Office Supplies	\$ 5,212	\$ 5,310		\$ 10,275		\$ 7,000	\$ 7,000		\$ -	\$ 7,000		\$ -
5480: Vehicular Supplies	\$ 1,915	\$ 1,495		\$ 3,720		\$ 6,000	\$ 6,000		\$ -	\$ 6,000		\$ -
5730: Dues and Memberships	\$ 245	\$ 345		\$ 255		\$ 600	\$ 600		\$ -	\$ 600		\$ -
5240: Repairs & Maint. Office Equipment	\$ 21,489	\$ 3,173		\$ 7,953		\$ 7,000	\$ 7,000		\$ -	\$ 7,000		\$ -
5309: Clerk Work/Engineering	\$ 48,815	\$ 43,310		\$ 48,313		\$ 55,000	\$ 55,000		\$ -	\$ 55,000		\$ -
5383: GIS Expense	\$ 5,990	\$ 7,420		\$ 5,056		\$ 13,000	\$ 28,698	120.75%	\$ 15,698	\$ 28,698	120.75%	\$ 15,698
5396: Pavement Repair/Street Opening	\$ 504	\$ 1,032		\$ -		\$ 7,500	\$ 7,500		\$ -	\$ 7,500		\$ -
<b>Engineering Total</b>	<b>\$ 488,138</b>	<b>\$ 511,885</b>		<b>\$ 583,198</b>		<b>\$ 734,551</b>	<b>\$ 792,219</b>	<b>7.85%</b>	<b>\$ 57,668</b>	<b>\$ 792,219</b>	<b>7.85%</b>	<b>\$ 57,668</b>







































# Water

## Office & Maintenance Salary & Capital Outlay

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Water Office Salary</b>												
5151: Longevity	\$ 13,019	\$ 13,250		\$ 13,500		\$ 14,167	\$ 14,067	-0.71%	\$ (100)	\$ 14,067	-0.71%	\$ (100)
5110: Salaries & Wages	\$ 909,640	\$ 898,533		\$ 838,336		\$ 1,090,691	\$ 1,156,221	6.01%	\$ 65,530	\$ 1,156,221	6.01%	\$ 65,530
5130: Overtime	\$ 62,992	\$ 123,254		\$ 142,507		\$ 101,322	\$ 74,566	-26.41%	\$ (26,756)	\$ 74,566	-26.41%	\$ (26,756)
5191: Professional Development	\$ -	\$ 1,400		\$ 2,500		\$ 3,150	\$ 3,150		\$ -	\$ 3,150		\$ -
<b>Water Office Salary Total</b>	<b>\$ 985,651</b>	<b>\$ 1,036,437</b>		<b>\$ 996,843</b>		<b>\$ 1,209,330</b>	<b>\$ 1,248,004</b>	<b>3.20%</b>	<b>\$ 38,674</b>	<b>\$ 1,248,004</b>	<b>3.20%</b>	<b>\$ 38,674</b>
<b>Water Maintenance Salary</b>												
5110: Salaries & Wages	\$ 1,026,395	\$ 1,001,742		\$ 987,760		\$ 1,172,426	\$ 1,234,844	5.32%	\$ 62,418	\$ 1,234,844	5.32%	\$ 62,418
5130: Overtime	\$ 291,690	\$ 274,455		\$ 326,120		\$ 287,644	\$ 276,131	-4.00%	\$ (11,513)	\$ 276,131	-4.00%	\$ (11,513)
5151: Longevity	\$ 16,800	\$ 15,450		\$ 24,250		\$ 19,150	\$ 15,650	-18.28%	\$ (3,500)	\$ 15,650	-18.28%	\$ (3,500)
5191: Professional Development	\$ 1,500	\$ 1,814		\$ 2,950		\$ 1,800	\$ 1,800		\$ -	\$ 1,800		\$ -
<b>Water Maintenance Salary Total</b>	<b>\$ 1,336,385</b>	<b>\$ 1,293,461</b>		<b>\$ 1,341,080</b>		<b>\$ 1,481,020</b>	<b>\$ 1,528,425</b>	<b>3.20%</b>	<b>\$ 47,405</b>	<b>\$ 1,528,425</b>	<b>3.20%</b>	<b>\$ 47,405</b>
<b>Water Capital Outlay</b>												
5480: Vehicular Supplies	\$ 91,673	\$ 51,436		\$ 186,788		\$ 59,000	\$ 140,000	137.29%	\$ 81,000	\$ 140,000	137.29%	\$ 81,000
5840: Infrastructure Expense	\$ 44,766	\$ 47,252		\$ 42,184		\$ 60,000	\$ 60,000		\$ -	\$ 60,000		\$ -
5248: Garage Maintenance	\$ 8,551	\$ 10,917		\$ 12,339		\$ 19,500	\$ 15,000	-23.08%	\$ (4,500)	\$ 15,000	-23.08%	\$ (4,500)
5255: Water Treatment Maintenance	\$ 19,808	\$ 25,129		\$ 27,928		\$ 30,000	\$ 50,000	66.67%	\$ 20,000	\$ 50,000	66.67%	\$ 20,000
5272: Computer Hardware/Software	\$ (23,230)	\$ 95,906		\$ 52,883		\$ 50,012	\$ 10,012	-79.98%	\$ (40,000)	\$ 10,012	-79.98%	\$ (40,000)
5832: Water Supplies	\$ 16,778	\$ 25,000		\$ 24,848		\$ 25,000	\$ 25,000		\$ -	\$ 25,000		\$ -
5870: Capital Outlay	\$ 114,166	\$ 448,775		\$ 329,906		\$ 560,000	\$ 530,000	-5.36%	\$ (30,000)	\$ 530,000	-5.36%	\$ (30,000)
<b>Water Capital Outlay Total</b>	<b>\$ 272,512</b>	<b>\$ 704,415</b>		<b>\$ 676,875</b>		<b>\$ 803,512</b>	<b>\$ 830,012</b>	<b>3.30%</b>	<b>\$ 26,500</b>	<b>\$ 830,012</b>	<b>3.30%</b>	<b>\$ 26,500</b>

# Water

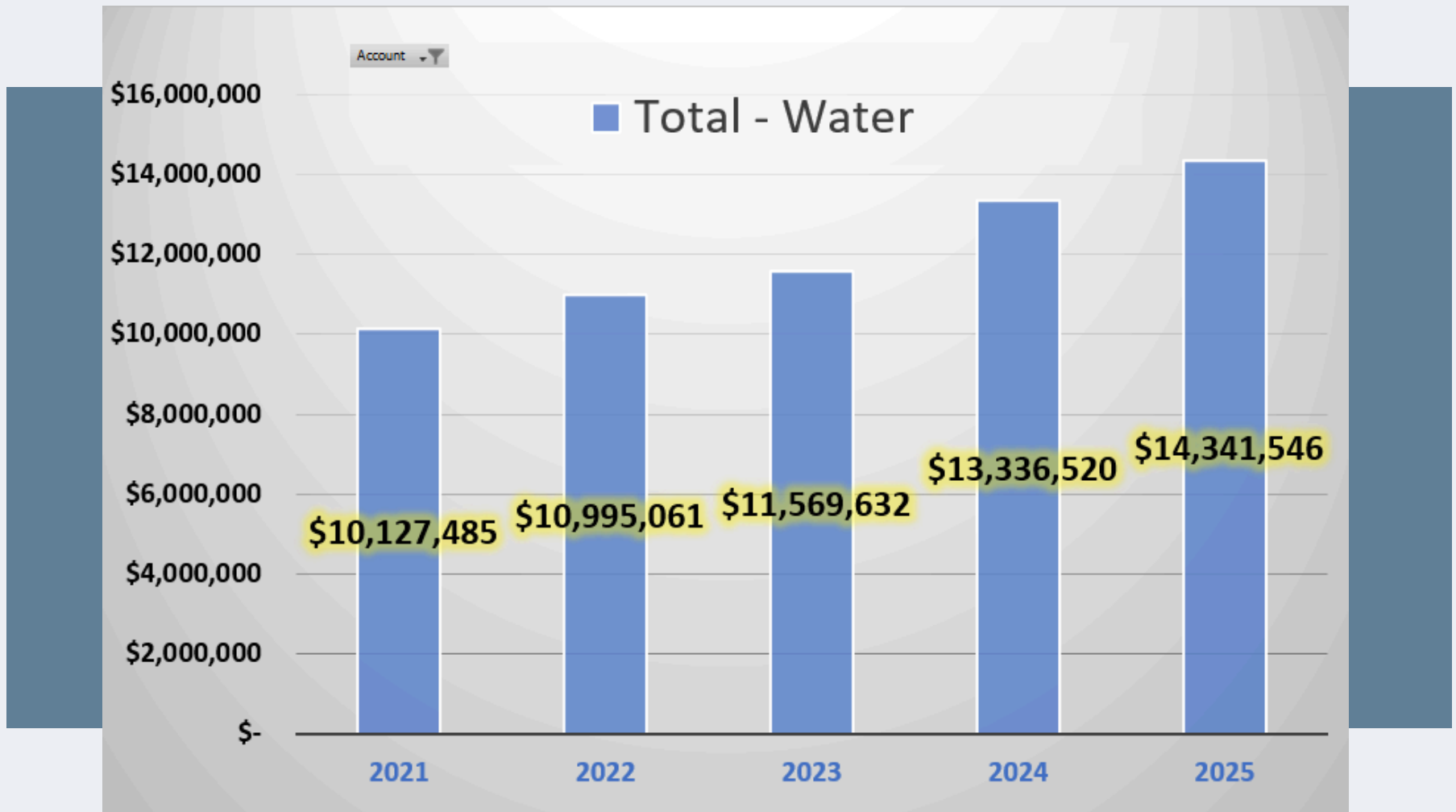
## Debt Service, Employee Benefits and Insurance

	2021 Actual	2022 Actual	  	2023 Actual	  	2024 Budget	2025 Department Request	 to 2024	 to 2024.	2025 Mayor's Budget Proposal	 To '2024.	 To '2024
<b>Water Debt Service</b>												
5308: MCWT Admin. Fee	\$ 152	\$ 68,859		\$ 68,735		\$ 100,000	\$ 125,000	25.00%	\$ 25,000	\$ 125,000	25.00%	\$ 25,000
5915: Interest on Long Term Debt	\$ 938,468	\$ 954,266		\$ 949,420		\$ 1,070,114	\$ 1,205,555	12.66%	\$ 135,441	\$ 1,205,555	12.66%	\$ 135,441
5875: Future Carb Repl Filters	\$ -	\$ -		\$ -		\$ 320,000	\$ 320,000		\$ -	\$ 320,000		\$ -
5878: Broadway Booster Station	\$ -	\$ -		\$ -		\$ 25,000	\$ 25,000		\$ -	\$ 25,000		\$ -
5910: Principal on Long Term Debt	\$ 2,272,017	\$ 2,536,460		\$ 2,477,385		\$ 2,601,897	\$ 3,000,852	15.33%	\$ 398,955	\$ 3,000,852	15.33%	\$ 398,955
<b>Water Debt Service Total</b>	<b>\$ 3,210,637</b>	<b>\$ 3,559,586</b>		<b>\$ 3,495,541</b>		<b>\$ 4,117,011</b>	<b>\$ 4,676,407</b>	<b>13.59%</b>	<b>\$ 559,396</b>	<b>\$ 4,676,407</b>	<b>13.59%</b>	<b>\$ 559,396</b>
<b>Water Employee Benefits</b>												
5170: Group Insurance	\$ 441,406	\$ 458,039		\$ 497,581		\$ 568,836	\$ 772,749	35.85%	\$ 203,913	\$ 772,749	35.85%	\$ 203,913
5171: Pension Assessment	\$ 637,484	\$ 715,014		\$ 760,397		\$ 752,919	\$ 782,028	3.87%	\$ 29,109	\$ 782,028	3.87%	\$ 29,109
5173: Workers Compensation	\$ 6,259	\$ 8,270		\$ 7,419		\$ 10,000	\$ 10,000		\$ -	\$ 10,000		\$ -
5172: Unemployment Insurance	\$ (774)	\$ -		\$ -		\$ 10,000	\$ 10,000		\$ -	\$ 10,000		\$ -
5175: Medicare	\$ 29,430	\$ 31,035		\$ 30,374		\$ 30,000	\$ 30,000		\$ -	\$ 30,000		\$ -
<b>Water Employee Benefits Total</b>	<b>\$ 1,113,806</b>	<b>\$ 1,212,358</b>		<b>\$ 1,295,770</b>		<b>\$ 1,371,755</b>	<b>\$ 1,604,777</b>	<b>16.99%</b>	<b>\$ 233,022</b>	<b>\$ 1,604,777</b>	<b>16.99%</b>	<b>\$ 233,022</b>
<b>Water Insurance Premiums</b>												
5740: Insurance Premiums	\$ 142,834	\$ 142,834		\$ 142,834		\$ 142,834	\$ 142,834		\$ -	\$ 142,834		\$ -
<b>Water Insurance Premiums Total</b>	<b>\$ 142,834</b>	<b>\$ 142,834</b>		<b>\$ 142,834</b>		<b>\$ 142,834</b>	<b>\$ 142,834</b>		<b>\$ -</b>	<b>\$ 142,834</b>		<b>\$ -</b>

*The Water Divisions expense budget covers the day-to-day operations and maintenance costs. These include electricity, heating fuel, vehicle fuel, treatment chemicals, legal and consulting services, office equipment and supplies, billing, metering, equipment repair and replacement, leak detection, pipe, valves, fire hydrant maintenance, repair, replacement and in-kind services related to water.*

*The FY25 capital budget amounts to \$1,175,012, which is slightly higher than the FY24 budget by \$26,500 or 2.3%. The budget includes funds for several items, such as radio read units for water meters, building repairs and maintenance to the Water Maintenance Building, minor equipment repair and replacement at the Water Treatment Plant, replacement of trucks, media for the carbon filters, and miscellaneous water distribution improvements.*

# Water

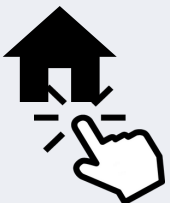


# Capital

# 5-Year Listing of Unfunded Capital

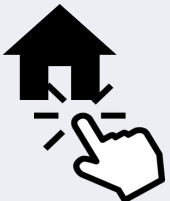
Capital Request	2025	2026	2027	2028	2029	Grand Total
<b>Building Maintenance</b>						
City Hall 2nd Floor Roof Replacement	\$ 100,000					\$ 100,000
City Hall Auditorium Air Conditioning				\$ 770,000		\$ 770,000
City Hall Auditorium Balcony Railings			\$ 200,000			\$ 200,000
City Hall Fire Alarm & Protection Systems	\$ 250,000					\$ 250,000
Winnekenni Castle Repairs and Restorations			\$ 3,300,000			\$ 3,300,000
<b>Building Maintenance Total</b>	<b>\$ 350,000</b>		<b>\$ 3,500,000</b>	<b>\$ 770,000</b>		<b>\$ 4,620,000</b>
<b>Fire</b>						
Chevrolet Tahoe C-1 - Fire			\$ 45,000			\$ 45,000
Chevrolet Tahoe C-2 - Fire				\$ 45,000		\$ 45,000
Chevrolet Traverse C-4 - Fire				\$ 35,000		\$ 35,000
Ford F-250 M-1 - Fire			\$ 45,000			\$ 45,000
Ford Fusion C-6 - Fire		\$ 35,000				\$ 35,000
New Fire Station				\$ 20,000,000		\$ 20,000,000
Pierce Ladder Truck - Fire					\$ 1,600,000	\$ 1,600,000
Pierce Pumper - Fire			\$ 650,000	\$ 650,000		\$ 1,300,000
<b>Fire Total</b>		<b>\$ 35,000</b>	<b>\$ 740,000</b>	<b>\$ 20,730,000</b>	<b>\$ 1,600,000</b>	<b>\$ 23,105,000</b>

The Mayor is dedicated to reviewing the city's long-term capital needs and allocating funding in the annual budget process. It is important to note that funds may not be allocated in the fiscal years listed above; the intention is to maintain an up-to-date schedule of projects so that grant opportunities can be easily matched, and priorities can be established.



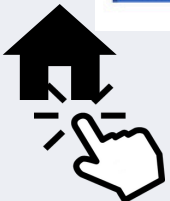
# 5-Year Listing of Unfunded Capital

Capital Request	2025	2026	2027	2028	2029	Grand Total
<b>Highway</b>						
DPW Yard Rehabilitation	\$ 320,000	\$ 20,000	\$ 20,000	\$ 20,000		\$ 380,000
Heating System Highway Garage	\$ 50,000					\$ 50,000
Landfill Northern Mound Closure	\$ 7,785,500					\$ 7,785,500
Little River Dam Removal		\$ 8,000,000				\$ 8,000,000
Merrimack St Redevelopment Project - Sidewalks/Streets				\$ 3,000,000		\$ 3,000,000
Parking Lots - Elliott Place		\$ 50,000				\$ 50,000
Parking Lots - Essex St / Locke St	\$ 50,000					\$ 50,000
Parking Lots - Haverhill Place	\$ 50,000					\$ 50,000
Parking Lots - Locke Street			\$ 50,000			\$ 50,000
Parking Lots - Pheonix Row		\$ 50,000				\$ 50,000
Parking Lots - Washington St				\$ 50,000		\$ 50,000
Replace bricks in downtown sidewalks	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000		\$ 40,000
Shade Trees for Parks		\$ 25,000	\$ 25,000	\$ 25,000		\$ 75,000
Sidewalks General		\$ 500,000	\$ 500,000	\$ 500,000		\$ 1,500,000
Supplemental Street Paving		\$ 1,500,000	\$ 1,500,000	\$ 1,500,000		\$ 4,500,000
Telephone Systems - Highway	\$ 30,000					\$ 30,000
Street Trees - Additional 100,000		\$ 100,000	\$ 100,000	\$ 100,000		\$ 300,000
<b>Highway Total</b>	<b>\$ 8,295,500</b>	<b>\$ 10,255,000</b>	<b>\$ 2,205,000</b>	<b>\$ 5,205,000</b>		<b>\$ 25,960,500</b>



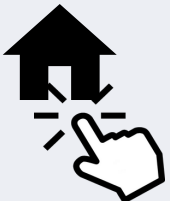
# 5-Year Listing of Unfunded Capital

Capital Request	2025	2026	2027	2028	2029	Grand Total
<b>IT</b>						
Backup System Redundancy - IT	\$ 25,972					\$ 25,972
Comcast iNet Replacement - IT	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 5,000,000
Core Network Overhaul - IT	\$ 75,000	\$ 103,870				\$ 178,870
Desktop Imaging/Golden Image Solution - IT	\$ 46,972					\$ 46,972
DPW Internet Resilience - IT		\$ 54,972				\$ 54,972
Fire Station Internet Resilience- IT		\$ 54,972				\$ 54,972
Firewall Upgrade - IT		\$ 57,940				\$ 57,940
Human Resources Information Management - IT		\$ 438,750				\$ 438,750
Legacy Wiring Clean Up - IT		\$ 38,972				\$ 38,972
Server Hardware Refresh - IT		\$ 56,972				\$ 56,972
Server Room Upgrade - IT		\$ 43,240				\$ 43,240
<b>IT Total</b>	<b>\$ 1,147,944</b>	<b>\$ 1,849,688</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 5,997,632</b>
<b>Parks</b>						
Riverside Park (Pugellie Field) Upgrades - NON QCT				\$ 450,000		\$ 450,000
<b>Parks Total</b>				<b>\$ 450,000</b>		<b>\$ 450,000</b>
<b>Police</b>						
Animal Shelter - Police	\$ 1,725,000					\$ 1,725,000
Incident Command Vehicle - Police	\$ 250,000					\$ 250,000
Police HVAC	\$ 330,000					\$ 330,000



# 5-Year Listing of Unfunded Capital

Capital Request	2025	2026	2027	2028	2029	Grand Total
<b>School</b>						
School Ceiling Refurbishments	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 50,000
Bradford Elem HVAC		\$ 1,000,000				\$ 1,000,000
Parking Lot Repairs	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 2,500,000
Nettle Elevator Replacement	\$ 100,000					\$ 100,000
Nettle Drainage	\$ 100,000					\$ 100,000
Tilton School Radiator Covers	\$ 50,000					\$ 50,000
Walnut Square Playground Equip		\$ 250,000				\$ 250,000
<b>School Total</b>	<b>\$ 760,000</b>	<b>\$ 1,760,000</b>	<b>\$ 510,000</b>	<b>\$ 510,000</b>	<b>\$ 510,000</b>	<b>\$ 4,050,000</b>
<b>Stadium</b>						
Stadium Restrooms	\$ 100,000					\$ 100,000
<b>Stadium Total</b>	<b>\$ 100,000</b>					<b>\$ 100,000</b>
<b>Grand Total</b>	<b>\$ 12,958,444</b>	<b>\$ 13,899,688</b>	<b>\$ 7,955,000</b>	<b>\$ 28,665,000</b>	<b>\$ 3,110,000</b>	<b>\$ 66,588,132</b>



# Budget Policies

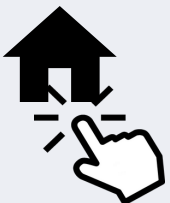
# Budget Policies

**Budget Policy 1:** The city will develop balanced budgets in which current revenues (non-one-time) equal or exceed current expenditures; with the exception of revenue from budget policy 2.

**Budget Policy 2:** The city will not balance the budget by using one time revenues to fund ongoing expenditures. No more than 20% of a non-recurring revenue item may be used for ongoing expenditures.

**Budget Policy 3:** The city will not use budgetary procedures that balance the budget at the expense of meeting future year's expenses, such as: postponing or deferring expenditures, accruing future year revenues, or rolling over short-term debt.

The purpose of Budget Policies One, Two and Three is to prevent the use of procedures that appear to balance the budget at the expense of our future. Delaying building and equipment maintenance or postponing the cost of operations are two of the most common procedures used to artificially create the appearance of a balanced budget. These actions merely pass today's costs onto future taxpayers and residents, and these costs usually grow as they are deferred.

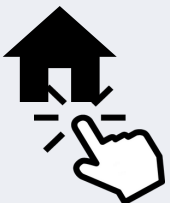


# Budget Policies

Budget Policy One was developed to ensure that the city does not spend more than it receives in revenue in any one year and therefore does not degrade its overall financial condition. This ensures that the city does not “live beyond its means” and builds a structural deficit into its budget.

Budget Policy Two helps ensure that the city does not use one-time revenue to support ongoing operations. Simply put, this policy prevents the use of temporary funding to support ongoing needs. Such expenditures are considered inadvisable because the ongoing expenditure need will still exist after the non-recurring revenue disappears. Use of non-recurring revenue for recurring purposes only delays appropriate action to correct what would otherwise be a budget imbalance.

Budget Policy Three prevents the use of gimmicks such as expenditure deferral, booking future revenue in the current fiscal year or the inappropriate rolling over of debt. These fiscal maneuvers generally occur in times of poor financial performance and only serve to delay necessary expenditures and increase the overall cost for a community.

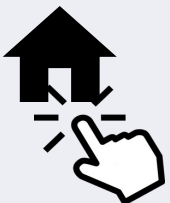


# Budget Policies

**Budget Policy 4:** The budget proposed to the City Council shall include the following sections: a summary of the city's financial condition, an analysis of revenues used in the proposed budget, an analysis of outstanding debt and a summary of the city's capital condition (buildings, infrastructure, rolling stock and information technology).

**Budget Policy 5:** The city's annual budget shall be adopted by the City Council at the organization group level (these are broad classifications of expenditures, i.e., salaries, expenses and capital).

Budget Policies Four and Five guide the development of the city's annual budget. Budget Policy Four requires that certain information be provided to the City Council and the public along with the budget. This policy mandates communication with the City Council regarding the most pressing financial issues before the city – overall fiscal condition, debt, revenues and capital needs and condition. This information will allow the Council to make decisions on the annual budget with necessary information regarding the city's overall financial condition, the condition of our capital assets and other matters of importance.

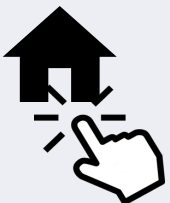


# Budget Policies

Budget Policy Five sets forth the form of budget passage by the City Council. This provides the Council with maximum oversight with regard to budgetary expenditures but permits some level of flexibility to departmental managers by allowing them to transfer funding among certain line items previously approved by the City Council.

**Budget Policy 6:** The budget will provide for adequate maintenance and the replacement of capital plant and equipment. All budgetary procedures will conform with existing state and local regulations.

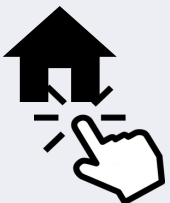
Budget Policy Six ensures that the annual operating budget funds necessary maintenance and capital investment. The capital investment portion of this policy will take time to be fully enacted – the city has under-invested in its capital infrastructure for many years – though this policy will help ensure that necessary maintenance is conducted. Required maintenance is critical if our taxpayers are to receive the maximum return on their dollars invested. The delay in routine maintenance to a roof, for instance, may lead to the premature replacement of the roof and also avoidable damage within the building. Budget Policy Six is intended to prevent this.



# Budget Policies

**Budget Policy 7:** The City Auditor shall issue a monthly report on revenues and expenditures (at the line item level).

Budget Policy Seven provides a tool for the City Council and public to monitor expenditures and ensure that revenue projections are being met. Provision of this information is necessary to ensure accountability and prevent problems from going unnoticed by the public and policymakers.



# Financial Reserve Policies

# Financial Reserve Policies

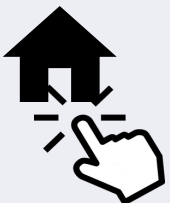
**Reserve Policy 1:** The city shall maintain an undesignated fund balance of between 5% and 15% of general fund revenues, less debt exclusions and Chapter 70 aid.

**Reserve Policy 2:** In the event that the city's undesignated fund balance falls below 5% of general fund revenues, less debt exclusions and Chapter 70 Aid, (the "Fund Balance Floor"), a plan for specific expenditure reductions and/or revenue increases shall be submitted to the City Council during the next budget cycle.

**Reserve Policy 3:** The amount of money to be held in 'Free Cash' shall not be less than 2% or more than 8% of the approved general fund operating revenue, less debt exclusions and Chapter 70 (School Aid).

**Reserve Policy 4:** The city shall maintain the stabilization reserve fund of at least 3% of operating revenues, less debt exclusions and Chapter 70 (School Aid). As prescribed by Massachusetts General Law, however, at no time may an appropriation into this fund exceed 10% of the previous year's real property tax levy, nor can the fund exceed 10% of the equalized value of the city.

Financial reserves protect the city from unforeseen increases in expenditures, reductions in revenues, unforeseen downturns in the economy, or any other extraordinary events. Reserves are also a source of funding for capital construction and replacement projects. Reserves should normally average between 5% and 15% of the City's General Fund operating revenue less debt exclusions and Chapter 70 (School Aid).



# Financial Reserve Policies

The maintenance of adequate operating reserves is essential to the financial strength and flexibility of the city as a whole. Adequate operating reserves are an integral part of the financial structure of the city and allow it to mitigate current and future financial risks associated with revenue shortfalls, unanticipated expenditures and natural disasters.

Reserve Policy One requires the maintenance of an undesignated fund balance of between 5% and 15% of General Fund operating revenues. This will ensure sufficient cash flow to finance ongoing operations and permit the city to absorb unpredictable revenue shortfalls.

Reserve Policy Two requires that specific action be taken if the city's undesignated fund balance falls below 5%. Fund balances below this level result in a risk that the city may not be able to absorb unforeseen financial problems or finance ongoing cash needs. This policy mandates that corrective action be taken during the next budget cycle to restore adequate undesignated fund balance levels

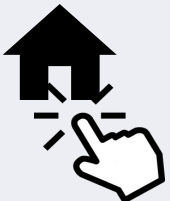
Reserve Policy Three requires that between 2% and 8% of General Fund operating revenues be held as Free Cash. Free Cash is the portion of undesignated fund balance certified by the Department of Revenue, Division of Local Services, as available for appropriation during the current fiscal year, or which may be used as a revenue during the next budget cycle. Free Cash provides for the temporary financing of unforeseen opportunities or needs of an emergency nature and is the most flexible of all general reserve funds.



# Financial Reserve Policies

Reserve Policy Four requires that at least 3% of the city's general fund operating revenue be held in the Stabilization Reserve Fund. The purpose of this reserve is to provide long term financial stability for the city while improving our financial flexibility and credit worthiness. The legal structure for stabilization reserve funds is detailed in Chapter 40 section 5B of Massachusetts General Law (MGL).

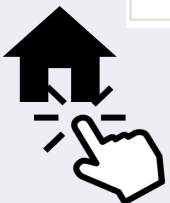
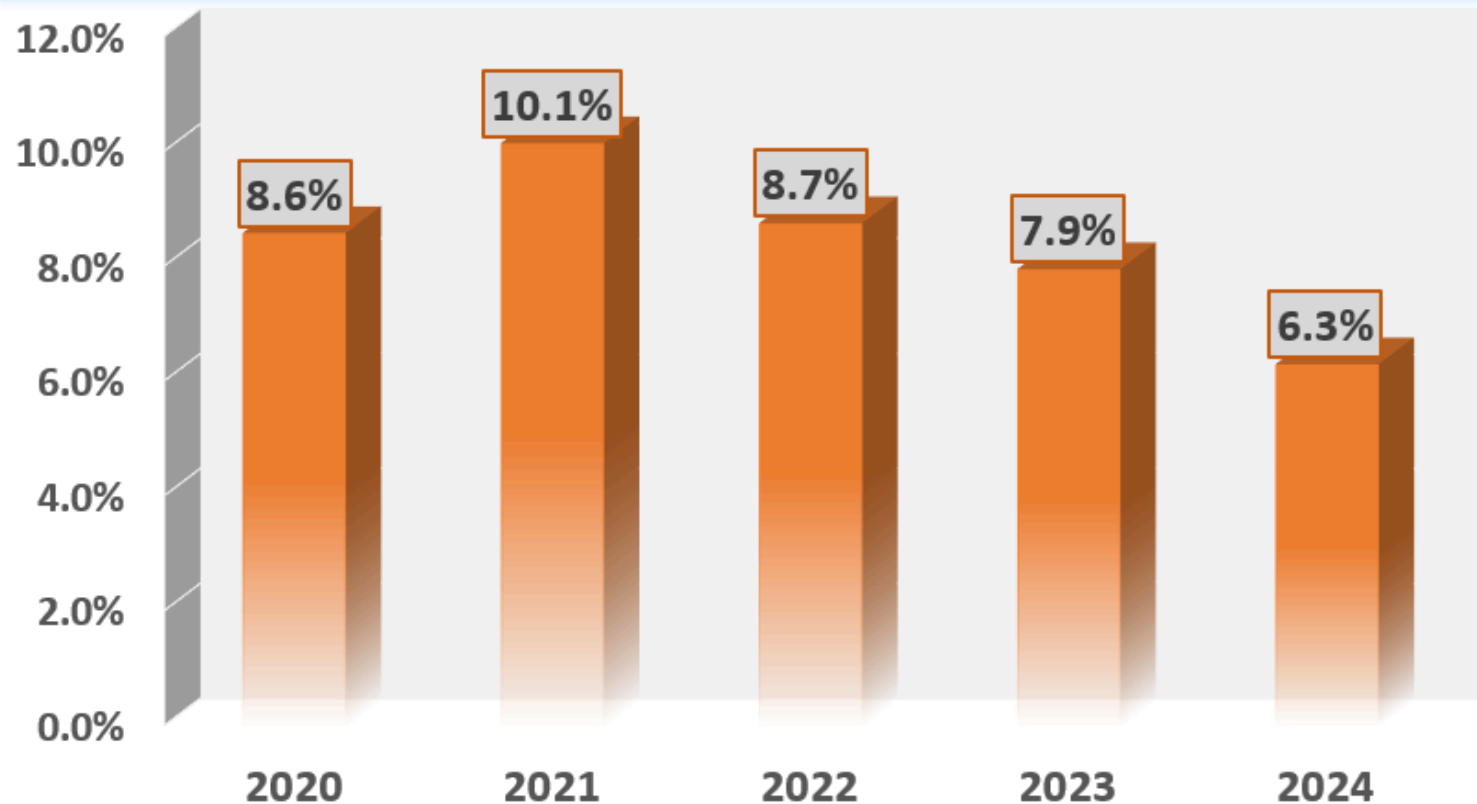
Money in the stabilization reserve fund may be appropriated for any purpose for which the city would be authorized to borrow money under section seven or eight of Chapter 44 of MGL or for any other lawful purpose. Appropriations from the Fund require a 2/3 affirmative vote of the City Council.



# Reserve Policy #1

## Reserve Policy 1:

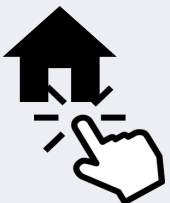
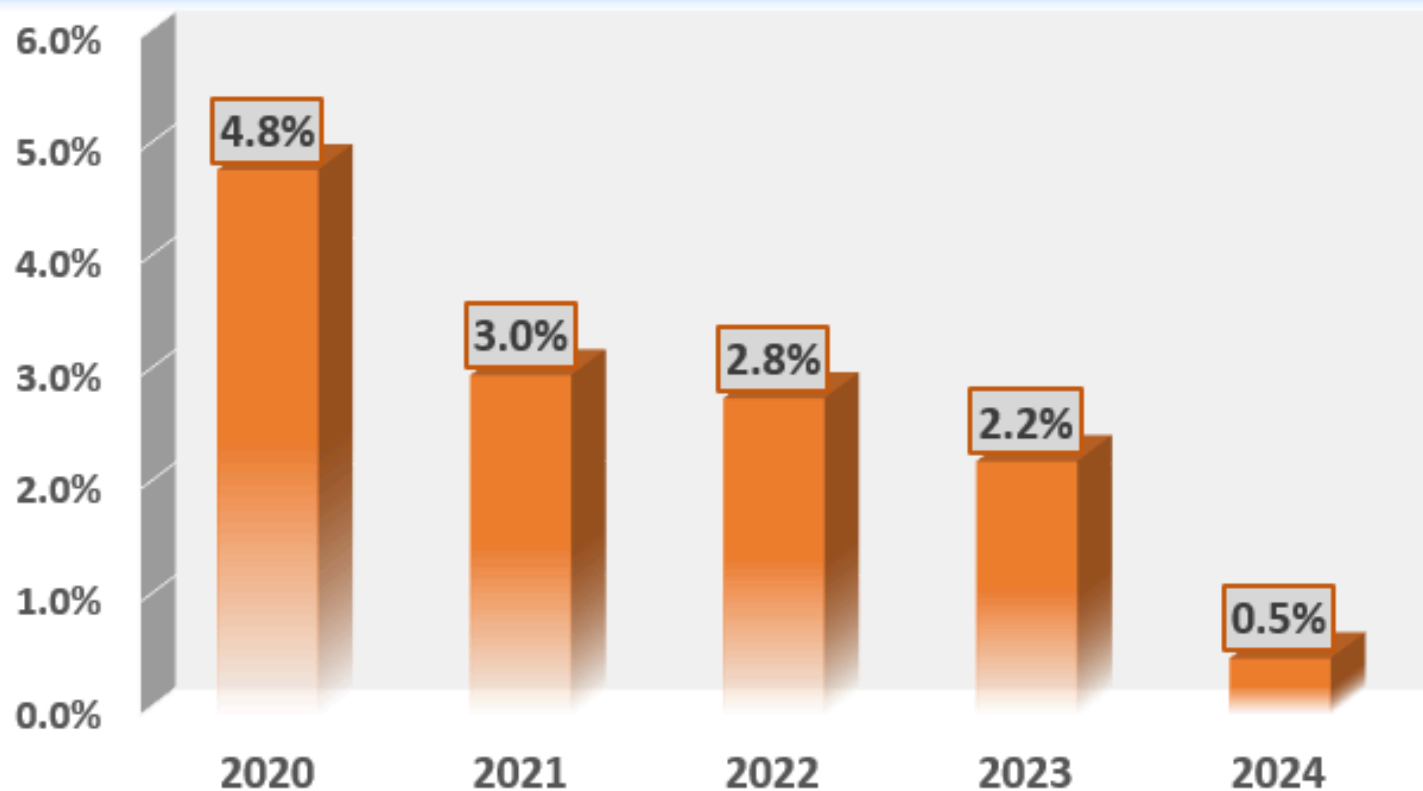
The city shall maintain an undesignated fund balance between **5% and 15%** of general fund revenues, less debt exclusions and chapter 70 aid.



# Reserve Policy #3

## Reserve Policy 3:

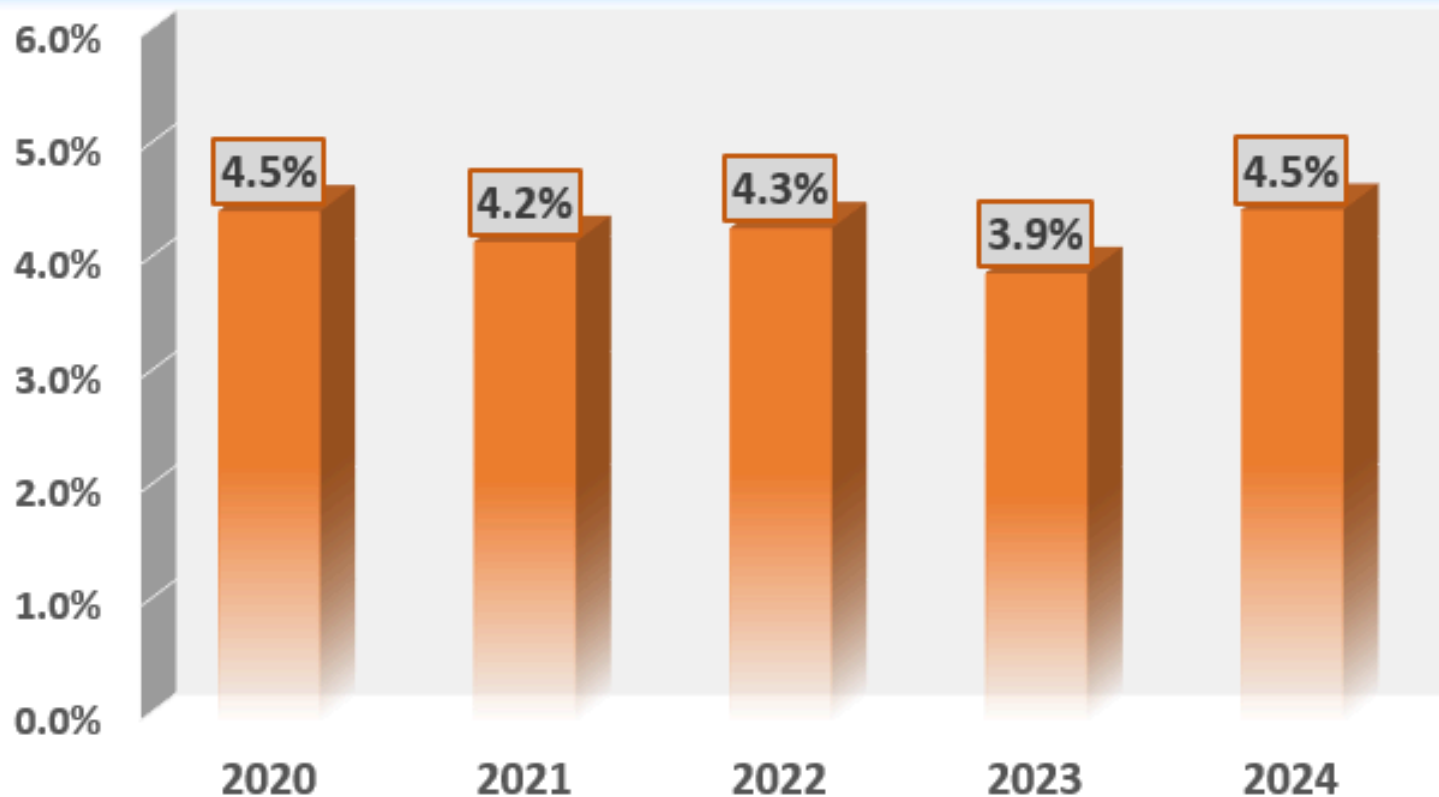
The amount of money to be held in free cash shall not be less than **2%** or more than **8%** of general fund revenues, less debt exclusions and chapter 70 aid.



# Reserve Policy #4

## Reserve Policy 4:

The city shall maintain the stabilization reserve of at least **3%** of general fund operating revenue, less debt exclusions and chapter 70 aid.



# Glossary

# Glossary of Terms

**Abatement** - A complete or partial cancellation of a tax levy imposed by a governmental unit. These are administered by the local board of assessors.

**Accounting System** - A system of financial record keeping, which record, classify and report information on the financial status and operation of a governmental unit or any of its funds, account groups, and organizational components.

**Adopted Budget** - The resulting budget that has been approved by the Town Meeting or City Council.

**Annual Budget** - An estimate of expenditures for specific purposes during the fiscal year (July 1-June 30) and the proposed means (estimated revenues) for financing those activities.

**Appropriation** - An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended. Only town meeting or city council can authorize money appropriated for one purpose to be used for another. Any amount that is appropriated may be encumbered (see encumbrance). Any part of an annual operating appropriation not spent or encumbered by June 30 automatically reverts to the undesignated fund balance that may result in free cash. If departments know of remaining unpaid bills at the close of the fiscal year and properly notify the accountant/auditor (MGL Ch. 41 § 58), the departmental appropriation is encumbered to extend the annual spending authorization until such time that the bill is paid or it is decided not to spend the funds. If these encumbrances are not acted on within a year, the accountant generally notifies the department and closes them out. A special purpose appropriation, on the other hand, may carry forward from year to year until spent for the designated purpose or transferred by town meeting/city council vote to another account.

# Glossary of Terms

**Arbitrage** - Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

**Assessed Valuation** - A valuation set upon real or personal property by the local board of assessors as a basis for levying taxes.

**Audit** - A study of the city's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and local charter.

**Balanced Budget**- A budget in which receipts are greater than (or equal to) expenditures. This is a requirement for all Massachusetts cities and towns.

**Bond Anticipation Notes** - Notes issued in anticipation of later issuance of bonds, usually payable from the proceeds of the sale of the bonds or renewal notes.

**Bond Rating (Municipal)** - A credit rating to help investors determine the risk of losing money on a given fixed-income investment. Agencies specializing in municipal bonds assign a rating, designated by letters or a combination of letters and numerals, based on their opinion of the future ability, legal obligation, and willingness of a bond issuer to make timely debt service payments.

**Budget (Operating)** - A plan of financial operation embodying an estimate of proposed expenditures for a given time period and the proposed means of financing.



# Glossary of Terms

**Budget Calendar**- The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

**Budget Message**-A statement by the municipality's policy makers summarizing the plans and policies contained in the budget report, including an explanation of the principal budget items, an outline of the municipality's experience during the past year and its financial status at the time of the message, and recommendations regarding financial policy for the coming fiscal year.

**Capital Improvements Program** - A comprehensive plan for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures. The capital program is a plan for capital expenditures that usually extends at least five years beyond the capital budget.

**Chapter 90 Highway Funds** - The state legislature authorizes and issues transportation capital bonds every few years. In each Transportation Bond, funds are apportioned to communities based on a formula under the provisions of MGL Ch. 90 § 34, hence the term Chapter 90 funds. The Chapter 90 highway formula is comprised of three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), employment figures (20.83 percent) from the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Under this formula, those communities with a larger number of road miles receive proportionately more aid than those with fewer road miles. These funds are reimbursed to communities based on certified expenditure reports submitted to MHD.



# Glossary of Terms

**Cherry Sheets** - Named for the cherry colored paper on which they were originally printed, the Cherry Sheets are the official notification of the next fiscal year's state aid and assessments to communities and regional school districts from the Commissioner of Revenue. State aid to municipalities and regional school districts consists of two major types -- distributions and reimbursements. Distributions provide funds based on formulas while reimbursements provide funds for costs incurred during a prior period for certain programs or services. In addition, communities may receive "offset items" that must be spent on specific programs. Cherry Sheet Assessments are advance estimates of state assessments and charges. Local assessors are required to use these figures in setting the local tax rate. Because these figures are estimates, it should be noted that based on filing requirements and/or actual information, the final aid or assessment may differ.

**Debt Limit** - The maximum amount of debt that a municipality may have authorized for qualified purposes under state law.

**Debt Service** - The cost, usually stated in annual terms, of the principal repayment and interest of any particular issue.

**Deficit** - The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

**Department** - A principal, functional and administrative entity created by the manager in accordance with the Charter to carry out specified public services.

**Encumbrance** - Obligations in the form of purchase orders and contracts which are chargeable to an appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.



# Glossary of Terms

**Enterprise Funds** - An accounting mechanism that allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery-direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or retained earnings generated by the operation of the enterprise rather than closing it out to the general fund at year-end. According to MGL Ch. 44 § 53F½, the services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

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

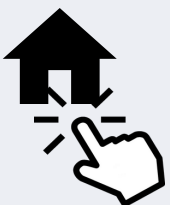
**Expenditures**- The amount of money, cash or checks, actually paid or obligated for payment from the treasury.

**Fiscal Year**- Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2000 fiscal year is July 1, 1999 to June 30, 2000 and is usually written as FY2000. Since 1976, the federal government has had a fiscal year that begins October 1 and ends September 30.

# Glossary of Terms

**Free Cash** - Unrestricted funds from operations of the previous fiscal year that are certified by the Director of Accounts as available for appropriation. Remaining funds include unexpended free cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. A community should maintain a free cash balance to provide a hedge against unforeseen expenditures and to ensure there will be an adequate reserve to prevent sharp fluctuations in the tax rate. Maintenance of an adequate free cash level is not a luxury but a necessary component of sound local fiscal management. Credit rating agencies and other members of the financial community expect municipalities to maintain free cash reserves and make judgments regarding a community's fiscal stability, in part, on the basis of free cash.

**Full and Fair Cash Value (FFCV)** - Fair cash value has been defined by the Supreme Judicial Court as "fair market value, which is the price an owner is willing but not under compulsion to sell to receive from one willing but not under compulsion to buy." It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549,566 (1956)).



# Glossary of Terms

**Fund** - An accounting entity with a self- balancing set of accounts that is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting** - Organizing the financial records of a municipality into multiple funds. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

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

**General Obligation Bonds** - Bonds issued by a municipality that are backed by the full faith and credit of its taxing authority.

**Grant-** A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

**Interfund** Transactions- Payments from one administrative budget fund to another or from one trust fund to another, which result in the recording of a receipt and an expenditure.

# Glossary of Terms

**Levy**- The amount a community raises through the property tax. The levy can be any amount up to the levy limit.

**Levy Ceiling** --The maximum levy assessed on real and personal property may not exceed 2 ½ percent of the total full and fair cash value of all taxable property (MGL Ch. 59 § 21 C). Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion.

**Levy Limit** -The maximum amount a community can levy in a given year. The limit can grow each year by 2 ½ percent of the prior year's levy limit plus new growth and any overrides. (MGL Ch. 59 § 21 C (f & g)). The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

**Modified Accrual Accounting** -The purpose of modified accrual accounting is to measure flows of current financial resources in governmental fund financial statements. Modified accrual is a combination of cash basis and full accrual basis. Revenues are recognized when they are both measurable and available. Expenditures, however, are recorded on a full accrual basis because they are always measurable when they are incurred.

**Net School Spending (NSS)** - School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS requirement established annually by the Department of Education (DOE) (Education Reform Act of 1993).

# Glossary of Terms

**New Growth** - The taxing capacity added by new construction and other increases in the property tax base. New growth is calculated by multiplying all increases in value which are not the result of revaluation by the tax rate of the previous fiscal year. For example, FY 2003 new growth is determined by multiplying the value on January 1, 2002 by the FY 2002 tax rate. Assessors must submit documentation of new growth to the BLA annually before setting the tax rate.

**Operating Budget**- A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Overlay** (Overlay Reserve or Allowance for Abatements and Exemptions) - An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.

**Override** - A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.

**Override Capacity** - The difference between a community's levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.

# Glossary of Terms

**Personal Property Tax** - Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.

**Proposition 2 ½** - A law which became effective on December 4, 1980. The two main components of the tax law relating to property taxes are: 1 ) the tax levy cannot exceed 2 ½% of the full and fair cash value, and 2) for cities and towns at or below the above limit, the tax levy cannot exceed the maximum tax levy allowed for the prior by more than 2 ½% (except in cases of property added to the tax rolls and for valuation increases of at least 50% other than as part of a general revaluation).

**Purchase Order** - A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated estimated price. Outstanding purchase orders are called encumbrances .

**Rating Agencies** - This term usually refers to Moody's Investors Service and Standard and Poor's Corporation. These services are the two major agencies which issue credit ratings on municipal bonds.

**Registered Bonds** - Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.



# Glossary of Terms

**Reserve Fund** - An amount set aside annually within the budget of a city (not to exceed 3% of the tax levy for the preceding year) or town (not to exceed 5% of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.

**Revaluation** - The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every five years, assessors must submit property values to the DOR for certification. Assessors must also maintain current values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property.

**Revenues** - All monies received by a governmental unit from any source.



# Glossary of Terms

**Revolving Fund** - Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch. 44 § 53E½ stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits. Revolving funds for other programs as provided by statute are still allowed, and a departmental revolving fund may be implemented in addition to or in conjunction with other existing statutory revolving funds, provided that the departmental revolving fund does not conflict with provisions of other revolving funds.

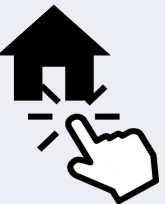
**Stabilization Fund** -A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose. (MGL Ch. 40 § 58). Communities may appropriate into this fund in any year an amount not to exceed ten percent of the prior year's tax levy or a larger amount with the approval of the Emergency Finance Board. The aggregate of the stabilization fund shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the fund. A two-thirds vote of town meeting or city council is required to appropriate money to and from the stabilization fund.

**Tax Anticipation Notes** - Notes issued in anticipation of taxes, which are retired from taxes collected.

# Glossary of Terms

**Tax Rate** - The amount of tax stated in terms of a unit of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a City or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial, and personal property). Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial, and personal property must not exceed 150% of the full rate. Property may not be classified until the State Department of Revenue has certified that all property has been assessed at its full value.

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



# Glossary of Terms

**Tax Title** -A collection procedure that secures a lien on real property and protects the municipality's right to payment of overdue property taxes. Without following this procedure, the lien on real property expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer.

**Override** -A vote by a community to permanently decrease the tax levy limit. As such, it is the exact opposite of an override.

**Unreserved Fund Balance (Surplus Revenue Account)** - The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. Its akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected.

**Valuation** (100%) - The legal requirement that a community's assessed value on property must be the same as its market or full and fair cash value.

**Warrant** - An authorization for an action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amount and from the persons listed, respectively.

