

**To: Carlisle Town Department Heads, Boards and Commission Chairs**

**Subject: Fiscal Year 2018 Budget Process**

The Carlisle Finance Committee (FinCom) requests budget information to assist us as we work towards preparing the Town budget guidelines for Fiscal Year 2018 (FY18).

Massachusetts general law allows for a maximum increase in the levy limit of 2½% without an override. Additional revenue growth is supplied by an increase in the tax base due to new housing construction. For the past several years, we have seen a very modest number of new housing starts and we expect this trend to continue in FY18. We are forecasting that state aid will be flat. These factors combine to produce a minimal increase in revenues. In addition, debt service payments for the Concord Carlisle Regional School District building project are at peak levels in FY18, applying additional pressure to our taxpayers.

We are therefore asking each department, board, and commission (referred to in the rest of this letter as “department”) to prepare a budget that presumes a maximum of zero percent (0%) increase in departmental funding for FY18, excluding salary and wages (we’ve attached a copy of the FY17 budget numbers for your convenience). Please do not include contractual and/or cost-of-living salary increases – allowances will be made to cover increases in payroll costs for existing personnel due to pre-existing or anticipated contractual obligations and/or cost of living increases recommended by the Personnel Board. If you are considering hiring additional staff, adding hours for or changing the job description of existing staff, please present such requests and gain the recommendation of the Personnel Board before presenting your budget request to FinCom.

The Long Term Capital Requirements Committee will continue the practice of meeting jointly with FinCom regarding significant capital expenditures. Please include any long term capital requests, extending out five years, as part of your budget request.

Our budget process will occur in two phases:

1. Certain departments (Carlisle Public Schools, Concord-Carlisle Regional School District, Police Department, Fire Department, Council on Aging, Long Term Capital Requirements Committee) will be contacted to schedule a strategic review session in October or November. If you are not one of these departments but believe your department cannot accommodate the restriction of a zero-based budget, you should contact FinCom directly as soon as possible to schedule a meeting. All such meetings must be held prior to November 14, 2016 and are for gathering budget information, not making final decisions. While we understand that budgetary needs may arise during the fiscal year, we stress the importance of planning ahead and therefore limiting the surprises that the town has to face during the budget process.

These sessions will start with a review of your department’s actual FY16 and FY 17 expenses, and anticipated FY18 expenses and capital requirements. Please prepare this information in advance, preferably with your FinCom liaison (see list at end of this letter). FinCom liaisons will work with you to understand and

structure your department's forecasted FY18 expenses by program or service deliverable. Please note that some departments are being asked to provide a three-year budget plan. This continues our expectation that going forward all departments will be asked for three-year budget projections.

2. After reviewing the budget requests from all selected and requesting departments, FinCom will develop an overall "guideline" budget that it feels will fairly allocate anticipated revenue from all sources (e.g. property taxes, local receipts, state aid) to all departments. In December, you will receive the FY18 guideline budget target for your department. There will be a final round of meetings scheduled during January to finalize each departmental budget and to combine them into a balanced Town budget. In March, FinCom will present a recommendation to the Board of Selectmen (BOS) for the FY18 Budget to be presented and approved at Town Meeting.

FinCom remains committed to balancing the needs of the Town and the demands placed on our taxpayers. Our members are prepared to work with you individually on both the process and the issues that are identified. We urge each department to review its FY18 budget sooner rather than later. If you have any questions, please contact Town Administrator Tim Goddard (TGoddard@carlisle.mec.edu) or your FinCom liaison.

Regards,  
Carlisle Finance Committee

Scott Triola, Chairman  
striola@gmail.com

Michael Bishop  
Jim Darr  
John Keller  
Lynne Lipinsky  
Kevin Perkins  
Thomas Smith

Attachments:  
FinCom Liaison assignments for FY 2018  
FY 2017 Budget

## FinCom Liaison Assignments for FY2018

Board of Health: Lynne Lipinsky

Carlisle Public Schools: Scott Triola

Community Preservation Committee: Lynne Lipinsky

Concord Carlisle Regional School: Thomas Smith

Conservation Commission: John Keller

Council on Aging: Kevin Perkins

Fire Department: Jim Darr

Housing Authority: Lynne Lipinsky

Library: Scott Triola

Long Term Capital Requirements Committee: Jim Darr, John Keller, Michael Bishop

Minuteman Vocational School: Kevin Perkins

Personnel Board: Lynne Lipinsky

Planning Board: Thomas Smith

Recreation Committee: Michael Bishop

Town Departments and DPW: John Keller

Police Department: Jim Darr

### **Committees and Other**

FinTeam: Jim Darr

Energy Task Force: Thomas Smith

Communications Committee: Lynne Lipinsky

Technology Committee: Michael Bishop

Greenough Barn Demolition: Thomas Smith

If you don't already know how to contact your department's FinCom liaison person, you can reach them via Town Administrator Tim Goddard (TGoddard@carlisle.mec.edu)

# Departmental Budgets for FY 2017

## General Government

General Expense & Town Hall	786,674
Citizen Recognition	275
Treasurer	186,888
Town Clerk	78,510
Registrar & elections	19,237
Assessors	137,939
Planning Board	98,583

## Protection of Person & Property

Police	1,487,100
Fire (net of ambulance fund support)	492,809
Communications	352,088
Conservation	111,283
Dog & animal control	14,998
Inspection services	35,814
Street Lighting	24,000

## Board of Health

106,292

## Public Works

DPW (incl trees)	741,356
Snow & Ice	65,785
Road Maintenance	88,416
Transfer Station	264,684

## Public Assistance

Youth Commission	3,651
Council on Aging	203,047
Senior Tax Voucher Program	25,000
Veteran's Agent	11,600

## Education

Carlisle public school	10,629,420
CCRSD (w/o debt)	6,107,238
CCRSD debt service	1,344,047
MMRHS, including debt service	173,559

## Library

618,899

## Recreation

159,973

## Insurance and Benefits

Blanket insurance	220,000
Group insurance & medicare	900,000
OPEB Trust	225,000

Unemployment Insurance	50,000
<b>Unclassified</b>	
Interest, fees, & costs	1,000
Public Celebrations	1,000
Reserve Fund	150,000
<b>County Retirement</b>	820,032
<b>Long Term Capital Requests</b>	377,295