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# ***Report to Special Town Meeting***

*State of the Town*

*Budget Outlook*

*Operating Override*

*February 11, 2019*

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# Agenda

## ■ State of the Town and Budget Outlook

- Lance Grenzeback, Select Board

## ■ Municipal Departments Budget

- Lisa Wong, Town Manager

## ■ School Department Budget

- Judy Evans, Superintendent of Schools

## ■ Capital Program Budget

- Roger McPeck, Capital Planning Committee

## ■ Tax Impacts

- Mariano Goluboff, Select Board

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# ***Budget Overview***

*Budget Process*

*Budget Options*

*Budget Drivers*

*Outlook*

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## ***Bottom Line***

- **Property tax revenues increase at 2.5% per year**
  - **Maximum rate allowed by Proposition 2½ without an override vote**
- **Expenditures are increasing at about 5% per year**
  - **More residents, more students, more classrooms and teachers, higher health care costs...**
- **To balance our budgets, we have cut back staff and expenses and drawn down our reserve funds, but we have now reached a tipping point**
- **To maintain current services and keep pace with foreseeable needs over the next 3-4 years, we need an additional ...**
  - **\$10 million to support the operating budget**
  - **\$2 million to replenish the capital and building stabilization funds**

## **Use of Override Funds**

*(\$ millions)*

	Approved	FY2020	FY2021	FY2022
<b>Override</b>	<b>\$12</b>	--	--	--
<b>Operating Budget</b>	<b>\$10</b>	<b>\$4.5</b>	<b>\$3.5</b>	<b>\$2</b>
<b>Capital Budget</b>	<b>\$2</b>	<b>\$2.0</b>	--	--
<b>Amount Used</b>	--	<b>\$6.5</b>	<b>\$3.5</b>	<b>\$2</b>
<b>Cumulative Used</b>	--	<b>\$6.5</b>	<b>\$10.0</b>	<b>\$12</b>

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# *Budget Process*

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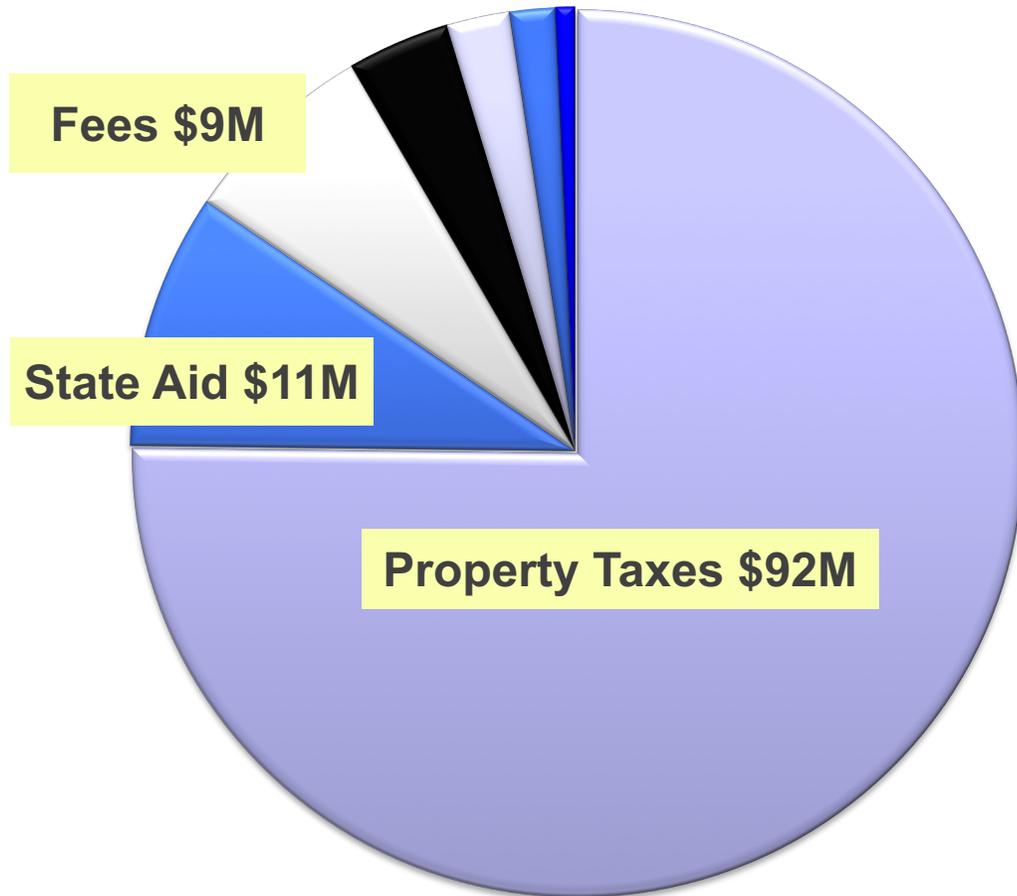
## ***FY2019 Budget \$122M***

<b>Education</b>	<b>\$50.5</b>
<b>Debt Service</b>	<b>13.0</b>
<b>Health Insurance</b>	<b>11.2</b>
<b>Public Safety</b>	<b>10.1</b>
<b>Public Works</b>	<b>7.1</b>
<b>Pensions/Benefits</b>	<b>6.3</b>
<b>Transfers</b>	<b>5.0</b>
<b>Water &amp; Sewer Enterprise</b>	<b>4.8</b>
<b>General Government</b>	<b>4.8</b>
<b>Energy</b>	<b>2.2</b>
<b>Capital Expenses</b>	<b>2.1</b>
<b>Library/Archives</b>	<b>2.0</b>
<b>All Other</b>	<b>2.9</b>

## ***Annual Budget Process***

- **Departmental requests** (*January*)
- **Town Manager's budget** (*February*)
- **Finance Committee budget** (*April*)
- **Town Meeting budget** (*May*)
- **Annual Audit** (*in Sept/Oct for prior fiscal year*)

## FY2019 Revenues \$122M



## Operating Override

- Town has voted operating overrides about every 10 years; the last in 2008
- Funds a permanent increase in the Town's property tax revenues
- Requires a townwide majority vote to override the Proposition 2½ tax-levy limit
- Authorizes a lump-sum increase in the tax levy limit
- However, Town Meeting controls how much of the override increase is appropriated and spent each fiscal year

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# *Budget Options*

# FY2019 Budget

(\$ millions; % increase FY2020 over FY2019)

- Used \$2M of reserve funds to balance budget
- Maintained most staffing, services and capital projects
- Did not keep pace with growth or needs

	FY2019 Budget	FY2020 Austerity Budget	FY2020 No Action	FY2020 Override Budget
<b>Revenues</b>	\$122.4			
<b>Expenditures</b>	\$122.4			
<b>Surplus/(Deficit)</b>	\$0.0			

# **FY2020 No Action Budget**

*(\$ millions; % increase FY2020 over FY2019)*

- Assumes current level of staffing and services
- Assumes no use of reserve funds
- Creates \$4.3M deficit
- Does not keep pace with growth or needs

	FY2019 Budget	FY2020 Austerity Budget	FY2020 No Action	FY2020 Override Budget
<b>Revenues</b>	\$122.4		\$121.7* (0.01%)	
<b>Expenditures</b>	\$122.4		\$126.0 2.94%	
<b>Surplus/(Deficit)</b>	\$0.0		<b>(\$4.3)</b>	

\* Assumes 2.5% annual increase in property tax revenue; no use of reserves; somewhat lower new growth revenue, state aid and local fees, etc.

# ***FY2020 Austerity Budget***

*(\$ millions; % increase FY2020 over FY2019)*

- Uses \$2M of reserve funds; fund nears 6% minimum
- Cuts \$2M+ from staff, services and capital projects
- Delays most capital projects
- Balances budget
- Does not keep pace with growth or needs

	<b>FY2019 Budget</b>	<b>FY2020 Austerity Budget</b>	<b>FY2020 No Action</b>	<b>FY2020 Override Budget</b>
<b>Revenues</b>	<b>\$122.4</b>	<b>\$123.7</b> <i>1.06%</i>	<b>\$121.7</b> <i>(0.01%)</i>	
<b>Expenditures</b>	<b>\$122.4</b>	<b>\$123.7</b> <i>1.06%</i>	<b>\$126.0</b> <i>2.94%</i>	
<b>Surplus/(Deficit)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$4.3)</b>	

# **FY2020 Override Budget**

*(\$ millions; % increase FY2020 over FY2019)*

- Uses \$4.5M of override for operations
- Uses \$2.0M of override for capital program
- Uses \$1.5M of reserve funds
- Rebuilds staff, services and capital projects
- Keeps pace with growth and needs

	<b>FY2019 Budget</b>	<b>FY2020 Austerity Budget</b>	<b>FY2020 No Action</b>	<b>FY2020 Override Budget</b>
<b>Revenues</b>	<b>\$122.4</b>	<b>\$123.7</b> <i>1.06%</i>	<b>\$121.7</b> <i>(0.01%)</i>	<b>\$129.8</b> <i>6.05%</i>
<b>Expenditures</b>	<b>\$122.4</b>	<b>\$123.7</b> <i>1.06%</i>	<b>\$126.0</b> <i>2.94%</i>	<b>\$129.8</b> <i>6.05%</i>
<b>Surplus/(Deficit)</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>(\$4.3)</b>	<b>\$0.0</b>

# Departmental Budgets

(\$ millions; % increase FY2020 over FY2019)

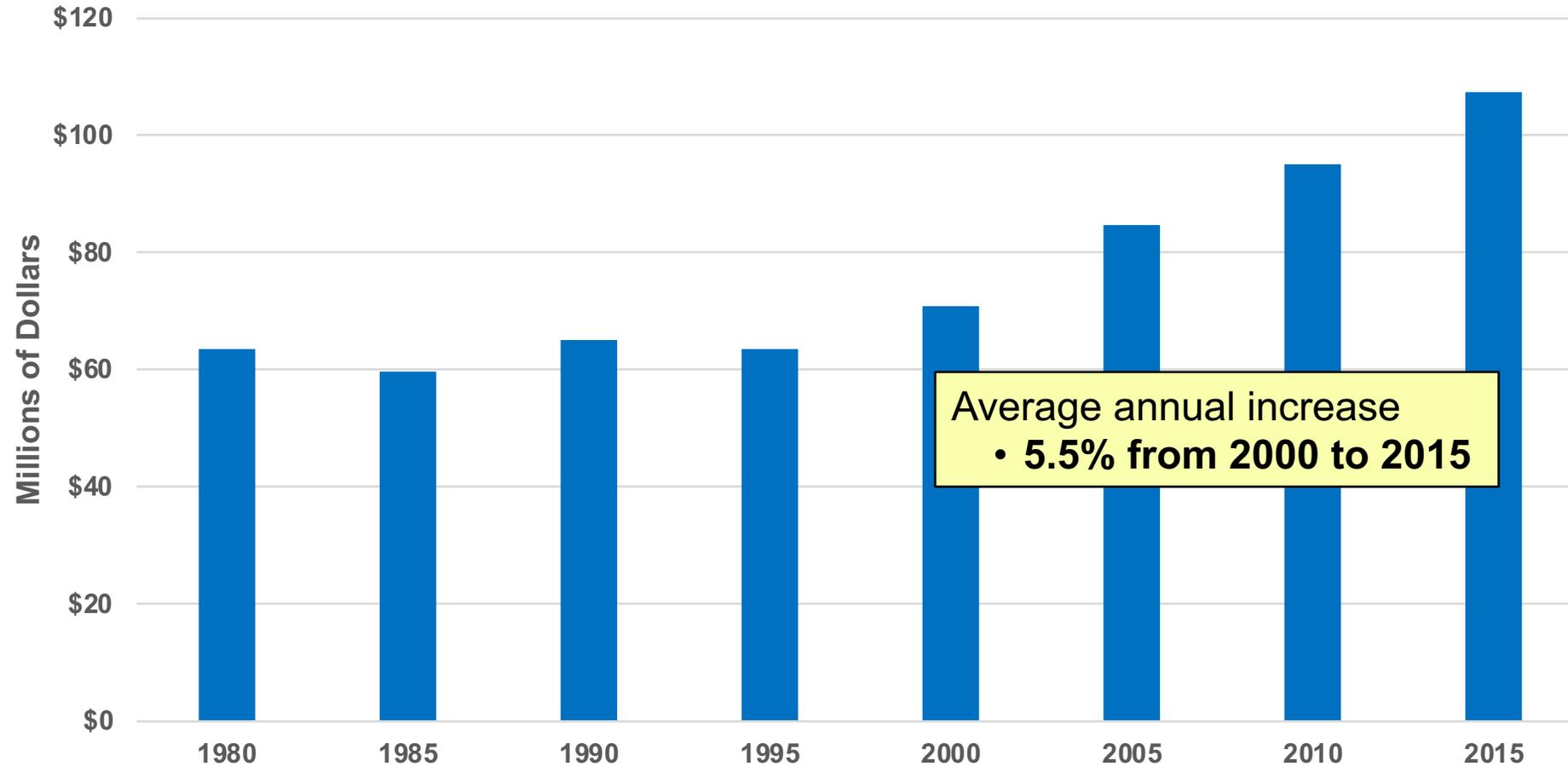
	FY2019 Budget	FY2020 Austerity Budget	FY2020 No Action	FY2020 Override Budget
<b>Municipal</b> (Police, Fire, DPW, Library, Admin. ...)	\$24.6	\$24.6 0.00%	\$25.5 3.66%	\$26.0 5.69%
<b>Schools</b> (incl. Vocational)	\$50.5	\$52.4 3.76%	\$53.4 5.74%	\$54.8 8.51%
<b>Capital</b> (Projects, Transfers)	\$7.1	\$6.4 (9.86%)	\$6.7 (5.61%)	\$7.9 11.74%
<b>All Other</b> (Debt, Health, Pensions, OPEB, Energy...)	\$40.2	\$40.3 (1.27%)	\$40.4 (0.42%)	\$41.1 1.06%
<b>Total</b>	\$122.4	\$123.7 1.06%	\$126.0 2.94%	\$129.8 6.05%

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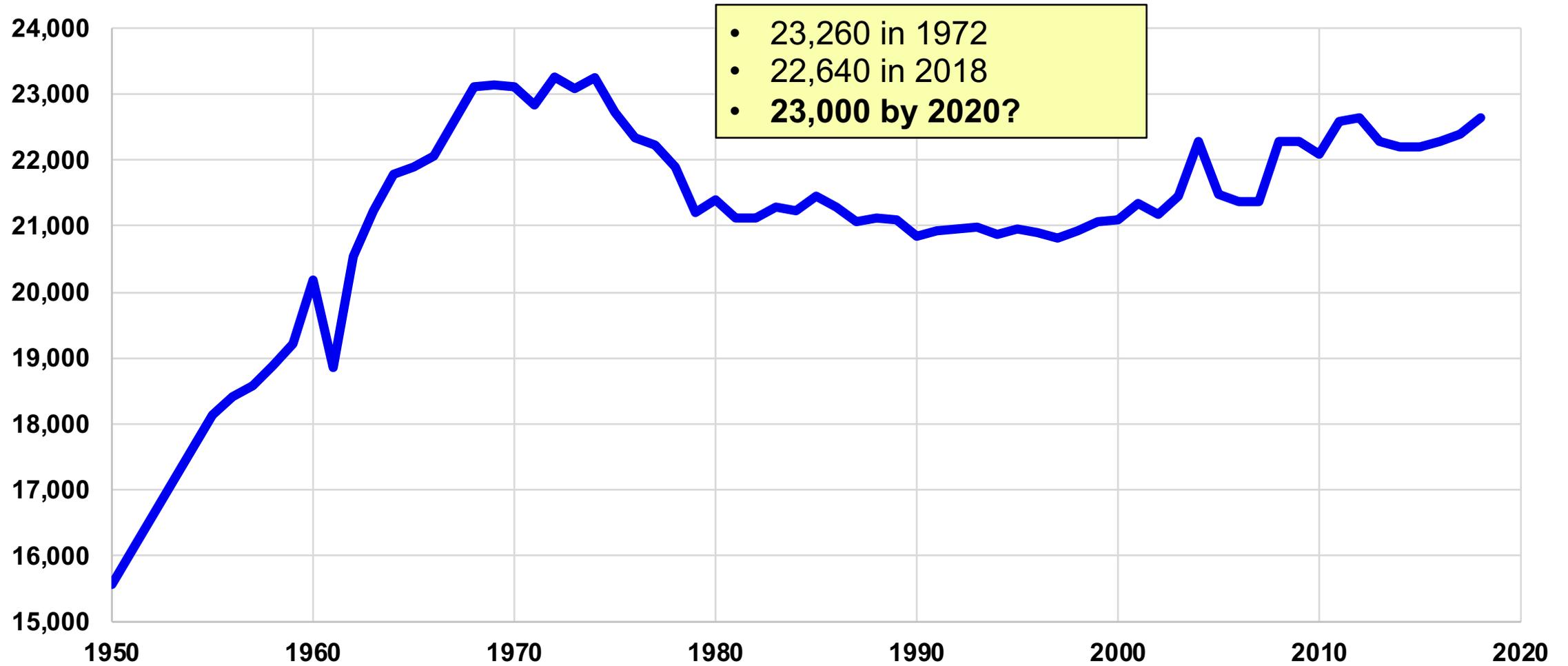
# *Budget Drivers*

# Operating Appropriations, 1980-2015

Constant (inflation-adjusted) 2015 Dollars



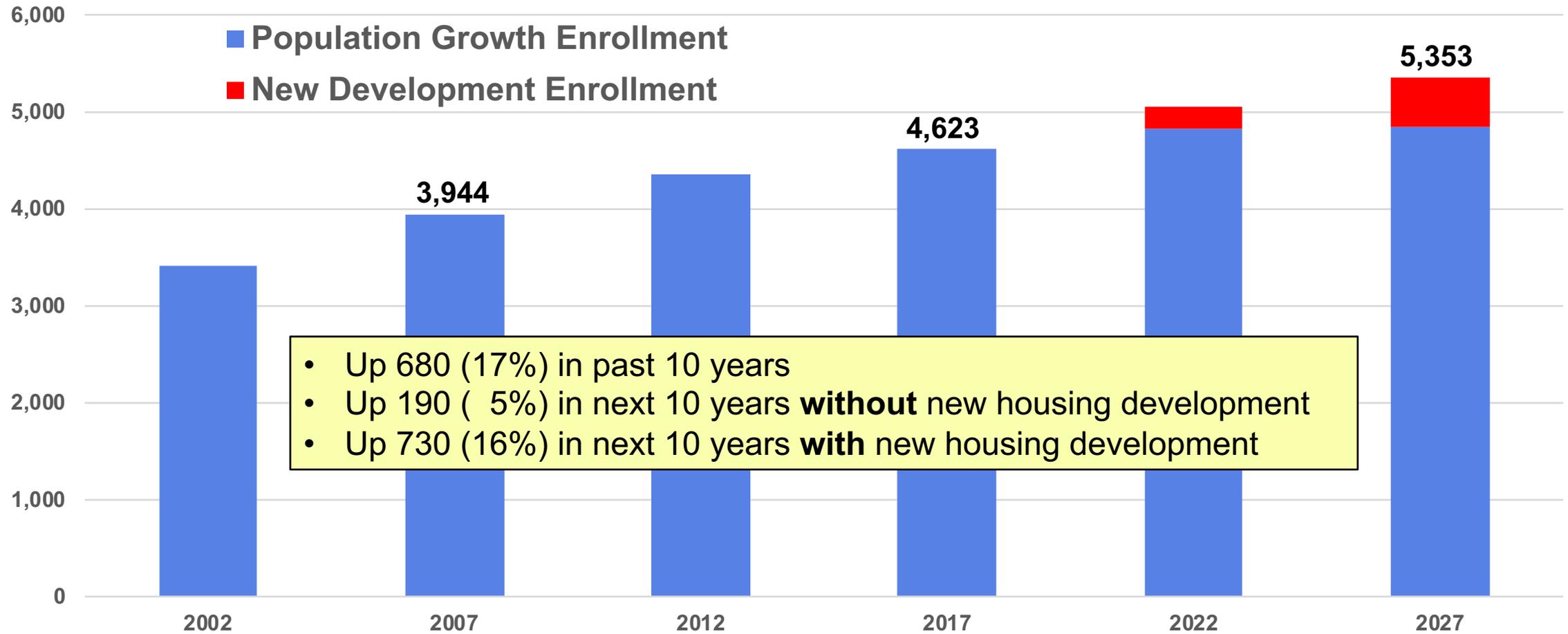
# Town Population, 1950-2018



Source: Winchester Town Census Reports, Town Clerk's Office

# School Enrollment

2002-2017 Actual, 2022-2027 Projected

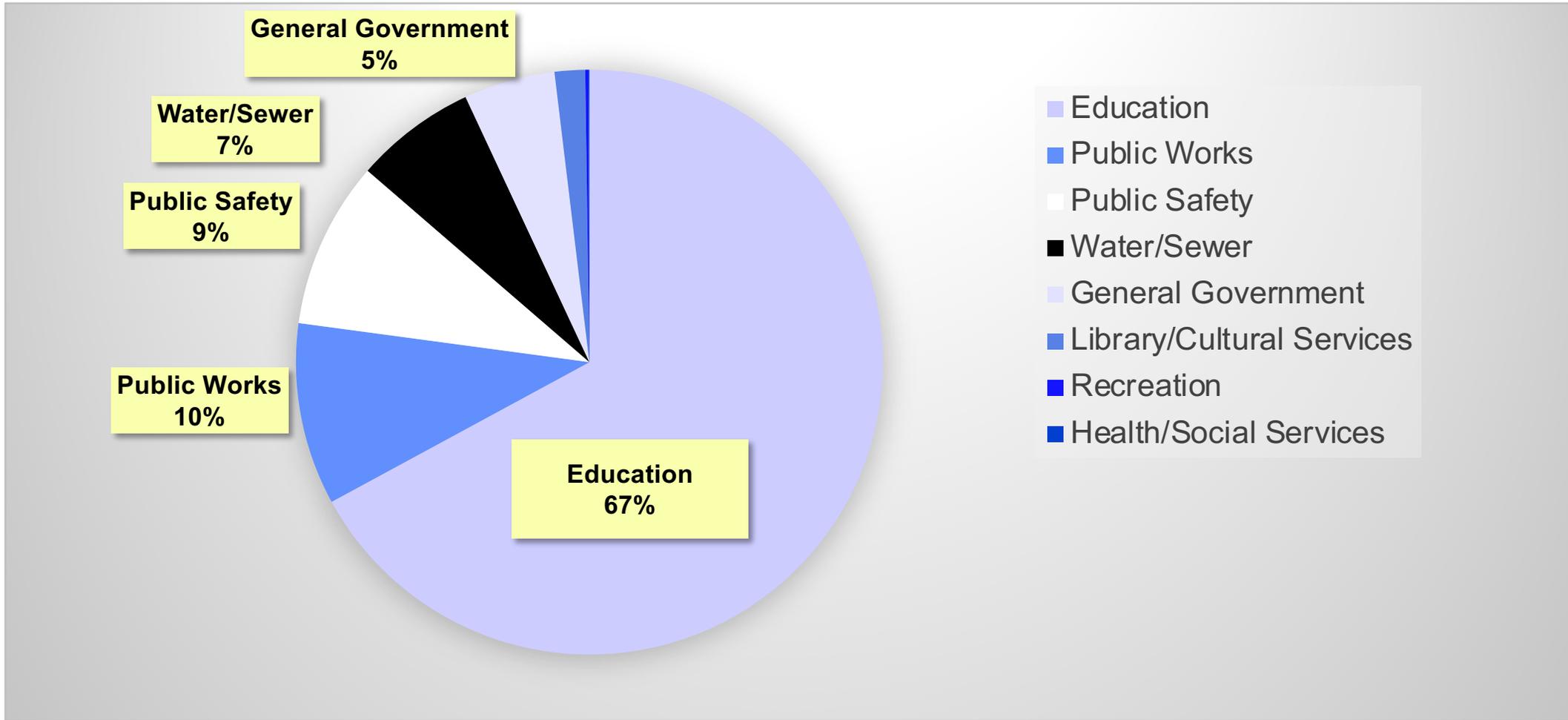


Source: WPS, 2017 WPS 10-year Facilities Master Plan

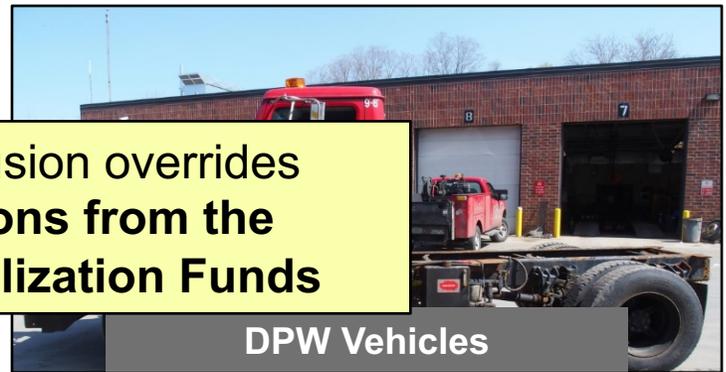
# Services Expenditures, FY2019

(with overhead costs allocated)

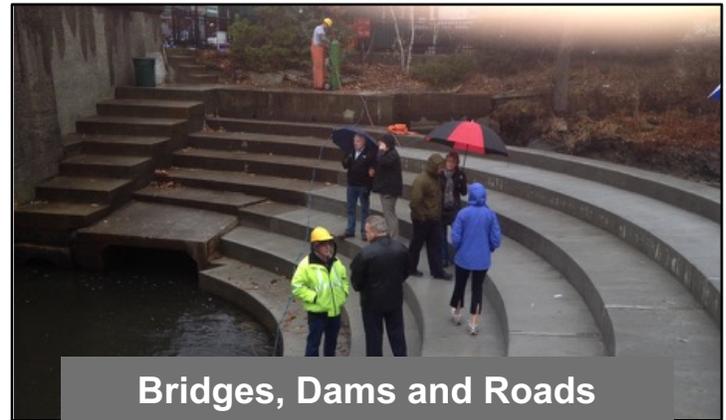
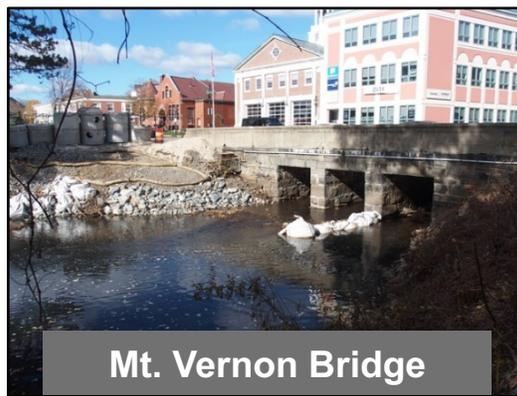
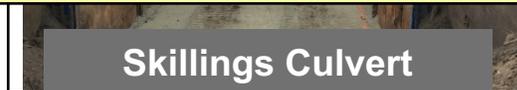
• Education is Winchester's major "industry"



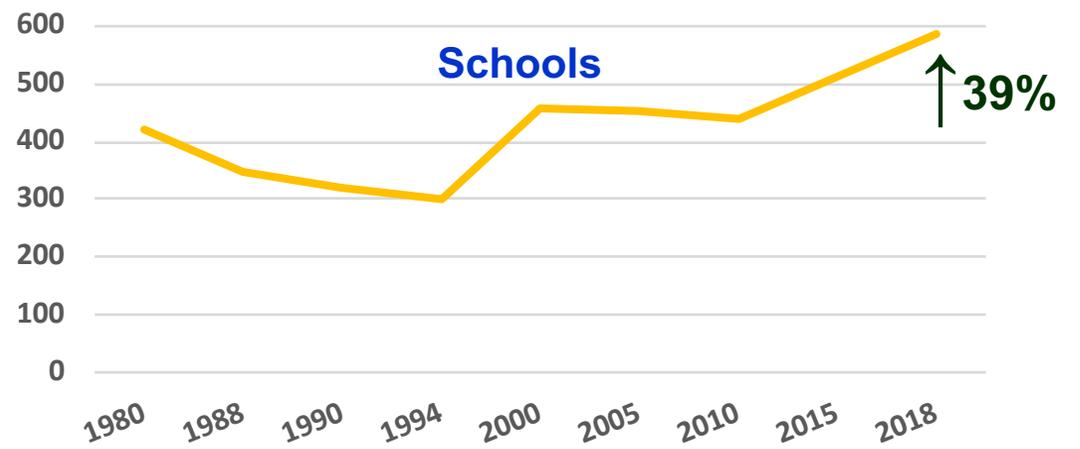
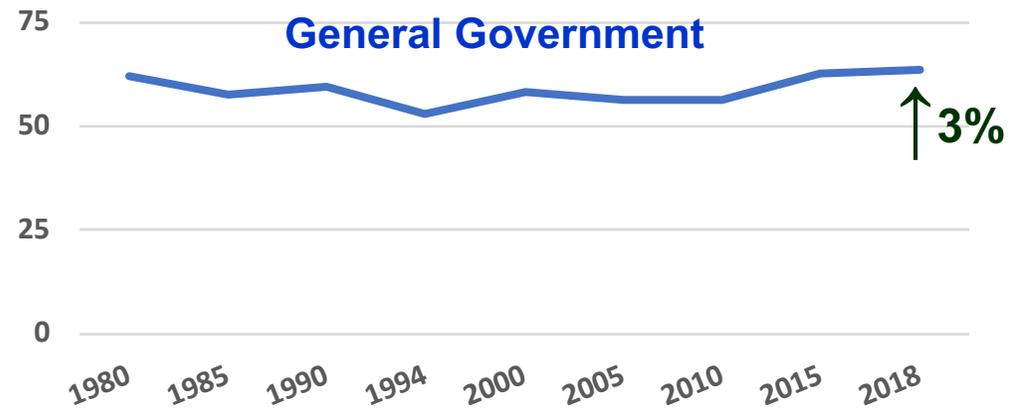
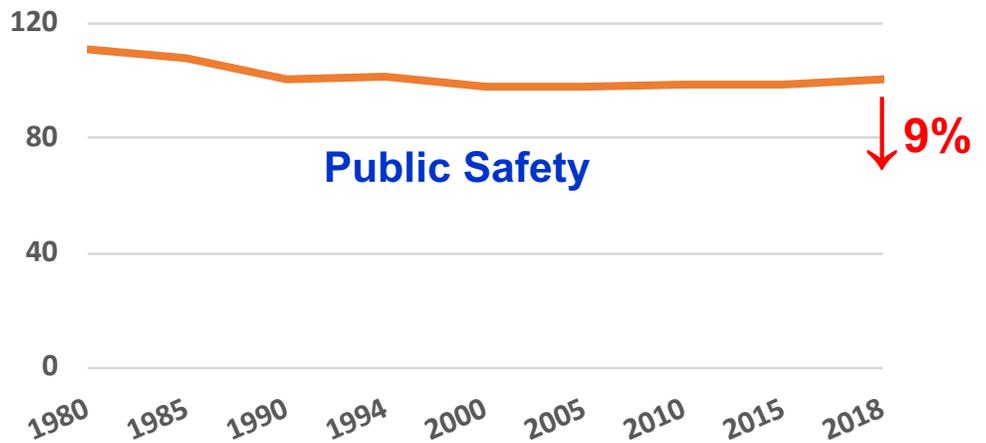
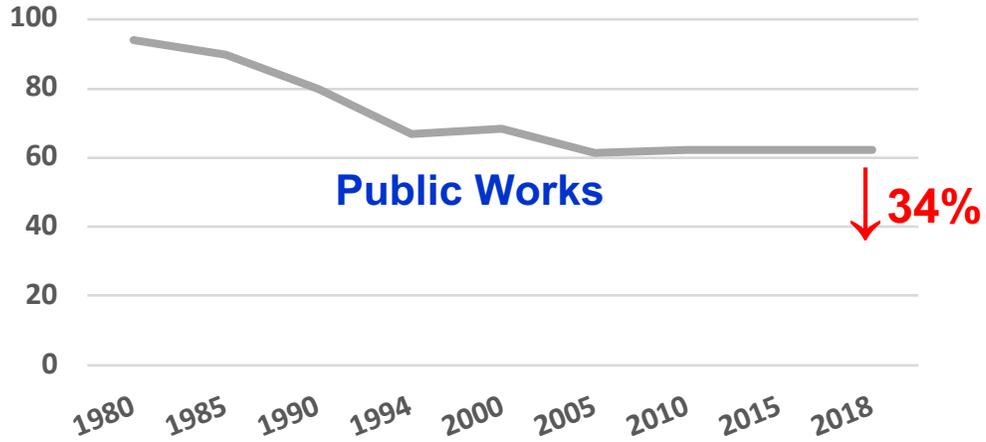
# Capital Expenditures



• Major improvements are funded by specific debt exclusion overrides  
• All other improvements are funded by appropriations from the operating budget to the Capital and Building Stabilization Funds



# Staffing, 1980 to 2018



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# *Outlook*

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## *Operating Override Due*

- **Town has voted operating overrides about every 10 years**
  - **2002**
    - **\$4,550,000** (*~\$6.5 million in current, inflation-adjusted dollars*)
      - \$1,900,000 for operating budget
      - \$2,650,000 for capital and building stabilization funds
  - **2008**
    - **\$1,347,000** for operating budget (*~\$1.9 million in current, inflation-adjusted dollars*)
- **To maintain current services and keep pace with foreseeable needs over the next 3-4 years, we need an additional ...**
  - **\$10 million to support the operating budget**
  - **\$2 million to replenish the capital and building stabilization funds**

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# Outlook

## ■ **WITHOUT an override, we must accept cutbacks in Town staff and services**

- Fewer teachers and larger classes
- Smaller DPW, police and fire departments
- Higher school and town fees
- More potholes and fewer traffic safety improvements
- Potential loss of our Aaa bond rating and higher borrowing costs
- Risk of lower property values

## ■ **WITH an override, we can maintain current services and keep pace with foreseeable needs**

- Keep up with projected school enrollments
- Maintain class sizes
- Update our educational programs
- Keep enough police and fire personnel to meet accreditation standards
- Pay-as-you-go on most capital projects; fewer bonded projects
- Reduce (but not eliminate) capital projects backlog

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# ***Municipal Departments***

*Lisa Wong, Town Manager*

# Proposed Municipal Budgets

(\$ millions; % increase FY2020 over FY2019)

	FY2019 Budget	FY2020 Austerity Budget	FY2020 No Action	FY2020 Override Budget
<b>Municipal</b> (Police, Fire, DPW, Library, Admin. ...)	<b>\$24.6</b>	<b>\$24.6</b> 0.00%	<b>\$25.5</b> 3.66%	<b>\$26.0</b> 5.69%

# Impact on Municipal Personnel

Department	FY2020 Austerity Budget	Current Staffing	FY2020 Override Budget
Police	<ul style="list-style-type: none"> <li>– 2 Patrol Officers</li> <li>– 2 PT Parking Enforcement</li> <li>– Lose K9 Unit</li> <li>– 12 Crossing Guards</li> </ul>	<ul style="list-style-type: none"> <li>• 36 Uniformed Officers</li> <li>• 5 FT, 2 PT Dispatchers</li> <li>• 23-25 Crossing Guards</li> </ul>	<ul style="list-style-type: none"> <li>+ 4 Uniformed Officers</li> <li>+ 1 FT Dispatcher</li> <li>+ 1 PT Dispatcher</li> </ul>
Fire	<ul style="list-style-type: none"> <li>– 4 Firefighters</li> </ul>	<ul style="list-style-type: none"> <li>• 50 Firefighters</li> </ul>	<ul style="list-style-type: none"> <li>Retain 2 Firefighter positions when grant ends</li> </ul>
DPW	<ul style="list-style-type: none"> <li>– 1 Custodian</li> <li>– 15 PT Summer jobs</li> <li>– Transfer Station closed Tues evenings</li> </ul>	<ul style="list-style-type: none"> <li>• 62.4 DPW Staff (including 26 Custodians)</li> </ul>	<ul style="list-style-type: none"> <li>+ 3 Custodians</li> </ul>
Engineering/ Planning	<ul style="list-style-type: none"> <li>– \$20K for Traffic/ Engineering safety studies</li> </ul>	<ul style="list-style-type: none"> <li>• \$50K Traffic/Engineering safety studies/projects</li> <li>• \$35K Planning Professional Services (Master Plan)</li> </ul>	<ul style="list-style-type: none"> <li>+ \$25K for Traffic/Engineering</li> <li>+ \$30K for Planning Professional Services</li> </ul>

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# *Municipal Outlook*

## ■ **WITHOUT an override**

- Smaller police and fire departments and longer response times
- Fewer school crossing guards and traffic safety/traffic calming improvements
- More potholes and higher town fees
- Potential loss of our Aaa bond rating and higher borrowing costs
- Less upkeep, maintenance and repair of public buildings, parks and playgrounds
- Lower quality of life

## ■ **WITH an override**

- Enough police and fire personnel to meet accreditation standards
  - Retain 4 firefighters, 2 police officers and 12 crossing guards
  - Add 4 police officers and 1.5 dispatchers
- Funding for traffic safety improvements
- Transfer station stays open Tuesdays
- Enough staff to maintain the new VO, McCall and WHS classrooms
- Maintain Aaa bond rating and lower long-term borrowing costs
- Better quality of life

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# ***School Department***

*Judy Evans, Superintendent of Schools*

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## Proposed Schools Budgets

*(\$ millions; % increase FY2020 over FY2019)*

	FY2019 Budget	FY2020 Austerity Budget	FY2020 No Action	FY2020 Override Budget
<b>Schools</b> (incl. Vocational)	<b>\$50.5</b>	<b>\$52.4</b> 3.76%	<b>\$53.4</b> 5.74%	<b>\$54.8</b> 8.51%

# Impact on School Personnel

	FY2020 Austerity Budget	Current Staffing	FY2020 Override Budget
<b>Classroom Teachers and Aides</b>	<ul style="list-style-type: none"> <li>- 15 to 18 FTE Teachers</li> <li>+ 1.0 Specialists (SPED)*</li> <li>+ 8.0 Teaching Assistants (SPED)*</li> </ul>	<ul style="list-style-type: none"> <li>• 425 FTE Teachers</li> </ul>	<ul style="list-style-type: none"> <li>+ 5.8 FTE Teachers (K-12)</li> <li>+ 3.0 FTE Teachers (Languages)</li> <li>+ 2.9 FTE Aides (Kindergarten)</li> <li>+ 2.0 FTE Specialists (SPED)*</li> <li>+ 8.0 FTE Teaching Assistants (SPED)*</li> </ul>
<b>Counselors</b>		<ul style="list-style-type: none"> <li>• 1.0 Counselor (K-5)</li> </ul>	<ul style="list-style-type: none"> <li>+ 1.0 Counselor (K-5)</li> </ul>
<b>Course/Professional Development</b>		<ul style="list-style-type: none"> <li>• No Instructional Coaches</li> </ul>	<ul style="list-style-type: none"> <li>+ 1.5 Instructional Coaches</li> </ul>
<b>Technology Support</b>		<ul style="list-style-type: none"> <li>• No Technology Director</li> </ul>	<ul style="list-style-type: none"> <li>+ 1.0 Technology Director</li> </ul>

\* Indicates mandated staffing

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# Schools Outlook

## ■ WITHOUT an Override

- Increase average class sizes K-12
- Reduce course offerings
- Cut athletics 20% by reducing teams and contests, and increasing fees
- Cut music lessons and increase fees
- Reduce books/supplies/technology
- 12 fewer crossing guards
- No school safety/resource officer for McCall and elementary schools

## ■ WITH an Override

- Add teachers to keep class sizes reasonable
- Fund curriculum improvements and provide better teacher training
- Add drama, technology and PE teachers (Grades 6-12)
- Add Grade 6 world language options
- Add K-5 adjustment counselor
- Replace outdated computers/networks
- Replace outdated texts, materials and educational software

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# ***Capital Program***

*Roger McPeck, Capital Planning Committee*

# Proposed Capital Program Budgets

(\$ thousands; % increase FY2020 over FY2019)

- No retiring debt to Capital
- Total increase in Capital of \$1,397
- Net increase from Override \$1,224

	FY2019 Budget	FY2020 Austerity Budget	FY2020 No Action	FY2020 Override Budget
<b>Capital Programs</b>	<b>\$1,874</b>	<b>\$1,747</b> (6.7%)	<b>\$2,121</b> 13%	<b>\$3,271</b> 75%

## Impact on Capital Program: Override Budget

	2020	2021	2022	2023	2024
<b>Bridges</b>		<ul style="list-style-type: none"> <li>• Waterfield Rd Bridge \$700K</li> </ul>	<ul style="list-style-type: none"> <li>• Lake Street Bridge \$???</li> </ul>		
<b>Traffic Safety</b>	<ul style="list-style-type: none"> <li>• Highland and Main Construct. \$150K</li> </ul>	<ul style="list-style-type: none"> <li>• Intersection Projects \$475K</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Studies \$450K</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Calming Projects \$650K</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic signal upgrades \$750K</li> </ul>
<b>Roads/ Sidewalks</b>	<ul style="list-style-type: none"> <li>• Current Funding \$325K</li> </ul>	<ul style="list-style-type: none"> <li>• Past Requests \$400K</li> </ul>	<ul style="list-style-type: none"> <li>• Resurfacing \$450K</li> </ul>	<ul style="list-style-type: none"> <li>• Resurfacing \$500K</li> </ul>	<ul style="list-style-type: none"> <li>• Resurfacing \$550K</li> </ul>
<b>Schools/ Buildings</b>	<ul style="list-style-type: none"> <li>• Emergency Generators \$350K</li> </ul>	<ul style="list-style-type: none"> <li>• Lynch Repairs \$1.5M+</li> </ul>	<ul style="list-style-type: none"> <li>• Muraco Repairs \$1.3M+</li> </ul>	<ul style="list-style-type: none"> <li>• West Side Fire Station \$2.1M</li> </ul>	<ul style="list-style-type: none"> <li>• McCall + Mystic Roofs \$2.3M</li> </ul>
<b>Equipment</b>	<ul style="list-style-type: none"> <li>• Public Safety Radios \$125K</li> </ul>	<ul style="list-style-type: none"> <li>• Fire Equipment \$1.3M</li> </ul>	<ul style="list-style-type: none"> <li>• DPW Trucks Ambulance \$980K</li> </ul>	<ul style="list-style-type: none"> <li>• Front-End Loader Salters \$600K</li> </ul>	<ul style="list-style-type: none"> <li>• DPW Trucks \$450K</li> </ul>
<b>Sports Fields</b>		<ul style="list-style-type: none"> <li>• McDonald + Leonard \$565K</li> </ul>	<ul style="list-style-type: none"> <li>• Knowlton Turf \$850K</li> </ul>	<ul style="list-style-type: none"> <li>• Mullen + \$750K</li> </ul>	<ul style="list-style-type: none"> <li>• Playgrounds + \$800K</li> </ul>

# Impact on Capital Program: Austerity Budget

	2020	2021	2022	2023	2024
<b>Bridges</b>		<ul style="list-style-type: none"> <li>• Waterfield Rd Bridge \$700K</li> </ul>	<ul style="list-style-type: none"> <li>• Lake Street Bridge \$??</li> </ul>		
<b>Traffic Safety</b>		<ul style="list-style-type: none"> <li>• Highland and Main Intersection \$150K</li> </ul>	<ul style="list-style-type: none"> <li>• Intersection Projects \$475K</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Studies \$450K</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Calming Projects \$650K</li> </ul>
<b>Roads/ Sidewalks</b>	<ul style="list-style-type: none"> <li>• Reduced Funding \$300K</li> </ul>	<ul style="list-style-type: none"> <li>• Resurfacing \$300K</li> </ul>	<ul style="list-style-type: none"> <li>• Resurfacing \$300K</li> </ul>	<ul style="list-style-type: none"> <li>• Resurfacing \$300K</li> </ul>	<ul style="list-style-type: none"> <li>• Resurfacing \$330K</li> </ul>
<b>Schools/ Buildings</b>	<ul style="list-style-type: none"> <li>• Emergency Generators \$350K</li> </ul>		<ul style="list-style-type: none"> <li>• Lynch Repairs \$1.5M+</li> </ul>	<ul style="list-style-type: none"> <li>• Muraco Repairs \$1.3M+</li> </ul>	<ul style="list-style-type: none"> <li>• West Side Fire Station \$2.1M</li> </ul>
<b>Equipment</b>	<ul style="list-style-type: none"> <li>• Public Safety Radios \$125K</li> </ul>		<ul style="list-style-type: none"> <li>• Fire Equipment \$1.3M</li> </ul>	<ul style="list-style-type: none"> <li>• DPW Trucks Ambulance \$980K</li> </ul>	<ul style="list-style-type: none"> <li>• Front-End Loader Salters \$600K</li> </ul>
<b>Sports Fields</b>				<ul style="list-style-type: none"> <li>• McDonald + Leonard \$565K</li> </ul>	<ul style="list-style-type: none"> <li>• Knowlton Turf \$850K</li> </ul>

**Most capital projects postponed 2-3 years**

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# Capital Program Outlook

## ■ WITHOUT an Override

- Immediate project cuts (ADA, Highland at Main Street intersection reconstruction...)
- Critical repairs to Waterfield Rd. and Lake St. bridges delayed
- Essential school repair projects delayed or deferred
- Loss of the strategic maintenance program (\$100,000/year)
- Bonding required for most major equipment and projects

## ■ WITH an Override

- Approved FY2020 projects (ADA, traffic improvements...) restored
- Critical bridge repairs started
- Sustain/maintain Lynch and Muraco buildings until replacement
- Pay-as-you-go on most capital projects; fewer bonded projects
- Reduce (but not eliminate) capital projects backlog

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# ***Tax Impacts***

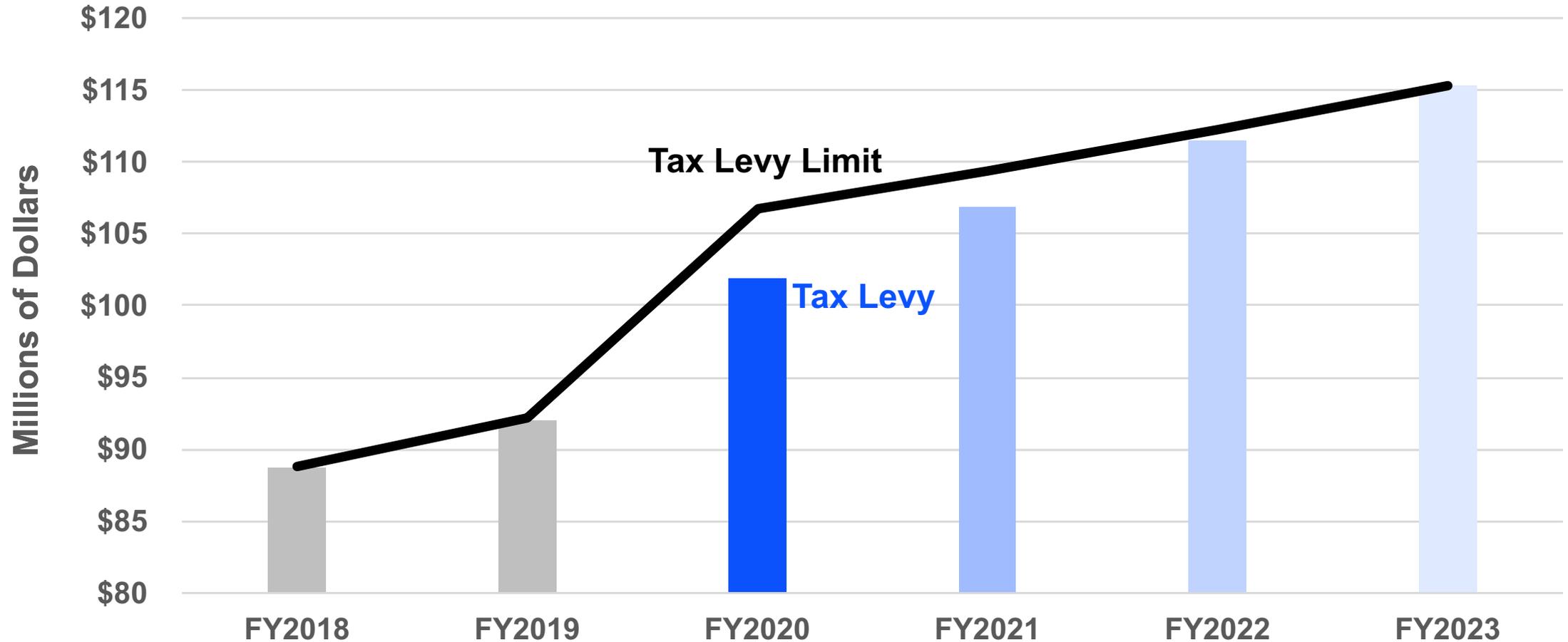
*Mariano Goluboff, Select Board*

## **Use of Override Funds**

*(\$ millions)*

	<b>Approved</b>	<b>FY2020</b>	<b>FY2021</b>	<b>FY2022</b>
<b>Override</b>	<b>\$12</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Operating Budget</b>	<b>\$10</b>	<b>\$4.5</b>	<b>\$3.5</b>	<b>\$2</b>
<b>Capital Budget</b>	<b>\$2</b>	<b>\$2.0</b>	<b>--</b>	<b>--</b>
<b>Amount Used</b>	<b>--</b>	<b>\$6.5</b>	<b>\$3.5</b>	<b>\$2</b>
<b>Cumulative Used</b>	<b>--</b>	<b>\$6.5</b>	<b>\$10.0</b>	<b>\$12</b>

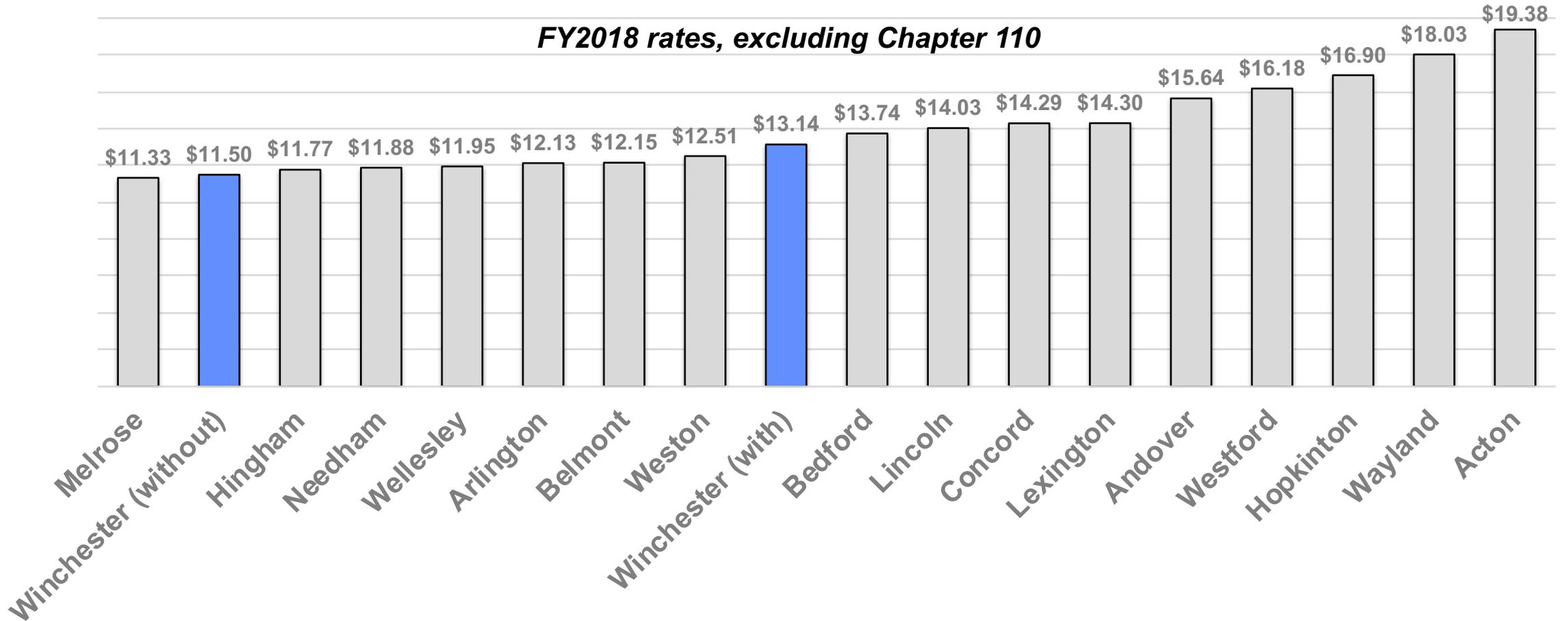
# Tax Levy Limit and Annual Tax Levy



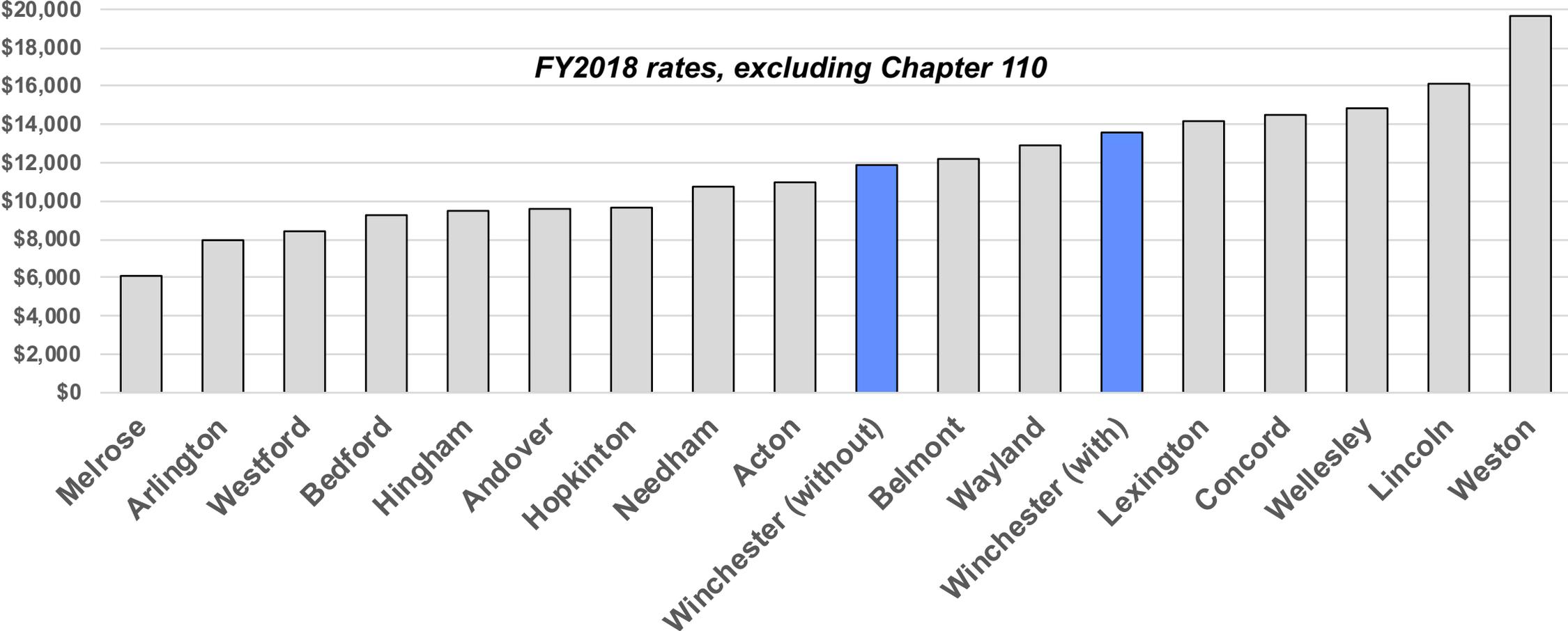
## Tax Impact by Residential Property Value

	FY2020	FY2021	FY2022	Total
<b>Per \$100K</b>				
<b>Override Impact &gt;&gt;</b>	<b>+\$85</b>	<b>+\$45</b>	<b>+\$27</b>	<b>+\$157</b>
<b>2.5% &amp; Exclusions &gt;&gt;</b>	<b>+\$15</b>	<b>+\$20</b>	<b>+\$30</b>	
<b>Impact of Override for Residential Property Assessed at:</b>				
<b>\$500K</b>	<b>\$425</b>	<b>\$225</b>	<b>\$135</b>	<b>\$785</b>
<b>\$750K</b>	<b>\$638</b>	<b>\$338</b>	<b>\$203</b>	<b>\$1,178</b>
<b>\$1.0M</b>	<b>\$850</b>	<b>\$450</b>	<b>\$270</b>	<b>\$1,570</b>
<b>\$1.5M</b>	<b>\$1,275</b>	<b>\$675</b>	<b>\$405</b>	<b>\$2,355</b>
<b>\$2.0M</b>	<b>\$1,700</b>	<b>\$900</b>	<b>\$540</b>	<b>\$3,140</b>

# Residential Tax Rate with and without Override Comparison with Similar Towns, FY2018



# Average Single-Family Home Tax Bill with and without Override Comparison with Similar Towns, FY2018



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## ***Tax Relief Options***

- **Property Tax Exemption: Up to \$1,000**
- **Work Program: Credit up to \$1,250 for work at Library, schools, etc.**
- **Voluntary Contribution Fund: Up to \$500**
- **Property Tax Deferral Program: Up to ALL property tax can be deferred until home is sold**



- **Circuit Breaker Property Tax exemption: Proposal at Spring Town Meeting to match with Property Tax credit for those who receive State Income Tax Circuit Breaker Credit**

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## ***Next Steps***

- **Select Board votes Override ballot question and amount** (*o/b February 15*)
- **Town Manager submits FY2020 Budget to Finance Committee** (*February 15th*)
  - Two versions ... with and without override funds
- **Override Question on Town Election Ballot** (*March 26, 2019*)
- **Spring 2019 Town Meeting appropriates FY2020 budget** (*May 6, 2019*)

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# ***Report to Special Town Meeting***

*State of the Town*

*Budget Outlook*

*Operating Override*

*February 11, 2019*