

**FISCAL YEAR 2023
BUDGET PROPOSAL**

STURBRIDGE

MASSACHUSETTS



Presented to:

Board of Selectmen
Finance Committee

Prepared by:

Robert Reed, Interim Town Administrator
Barbara A. Barry, Finance Director

Budget Message



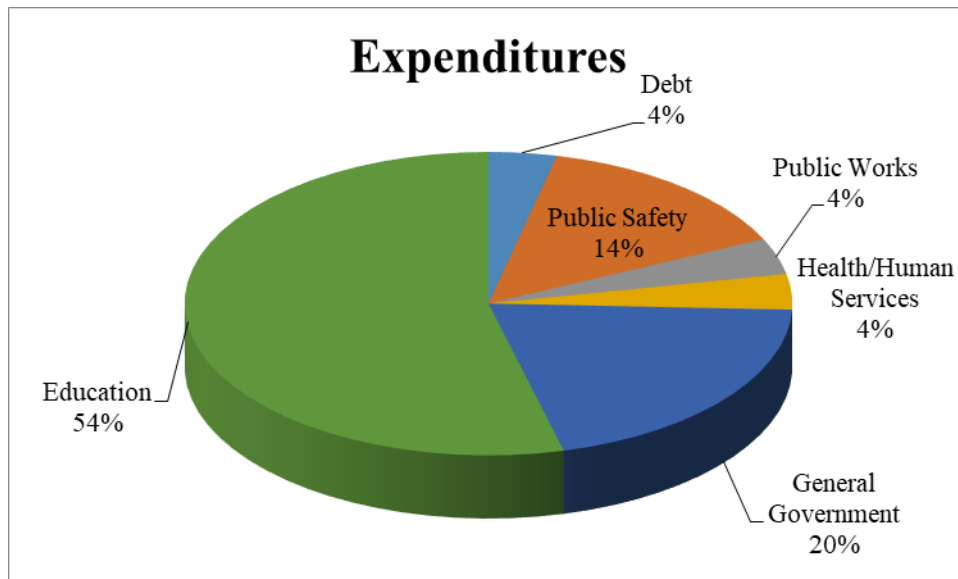
Town of Sturbridge

BUDGET MESSAGE FY2023

The proposed budget before you is balanced to the extent that the expenditures do not exceed available revenue projections. The proposed budget totals \$38,118,529.00 an increase of \$1,594,818.00 or 4.4%. (7.5% General Government, 2.1% Burgess, 1.4% Tantasqua)

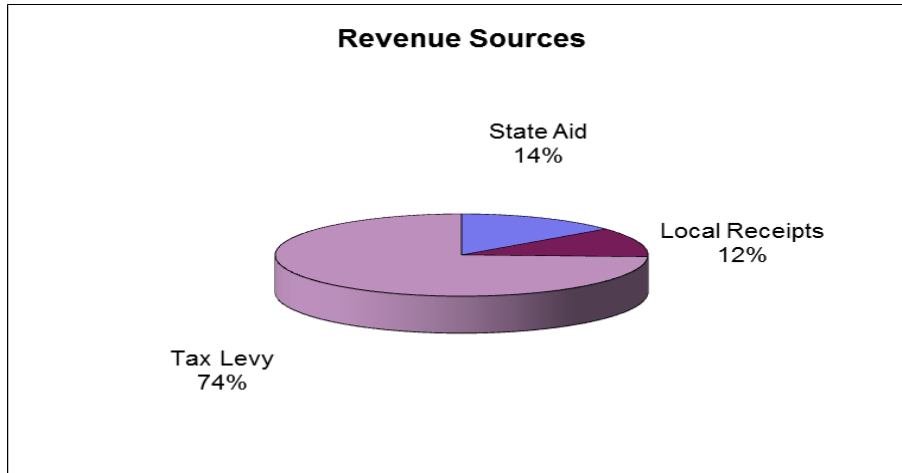
The major categories of the proposed FY2023 budget are as follows:

General Government	\$ 7,764,025.00
Public Safety	\$ 5,495,244.00
Public Works	\$ 1,464,641.00
Health/Human Services	\$ 1,442,461.00
Debt	\$ 1,374,818.00
Education	<u>\$20,577,340.00</u>
Total Proposed FY23 Budget:	\$38,118,529.00



REVENUES

Property taxes make up 74% of the Town's FY 23 revenue stream. State Aid represents 14% and Local Receipts represent 12%. The State Aid revenue projections will be refined as additional information is obtained from the Commonwealth.



Financial Outlook

As you review the proposed FY2023 Operating Budget you will note that this budget represents taxing to the levy limit with only \$3,325 of excess levy capacity. The cost of providing services to the residents and taxpayers of Sturbridge is growing at a rate greater than the annual increase to the levy limit and increases in local and state revenues.

Requested increases in staffing from the Police Department and Fire Department cannot all be met with current budget dollars available. In addition to the staffing requested by these departments, there is a need to add an HR position and custodial hours.

There will also be additional financial needs, such as staffing and utilities, once the Senior Center Project is complete. This budget does not factor increases to that budget in the five (5) year forecast and does not represent future debt obligations for this project.

Budget Process

Like most municipal budgets, this budget has been developed upon projected assumptions of available revenue, thereby accepting the limits of the Town's financial resources. The budget is based upon an established ceiling of revenue derived from local property taxes in accordance with Proposition 2 ½. Added to these revenues are State Aid, Local Receipts (miscellaneous revenues such as fees, permits, and interest earned), and available funds such as Free Cash and Special Revenues Funds. The one exception to this process is exempt projects whereby voters determine that a particular project is worthy of an increase in taxation and vote a debt exclusion. The Burgess Elementary School, the Town Hall Renovation Project and the Senior Center project are funded through debt exclusions.

While the projection of available revenues creates a budget ceiling for the Town, an expenditure floor is created by calculating certain fixed or semi-fixed costs such as debt payments, employee benefits, various assessments, and dedication of state education aid. These costs subtracted from projected revenues leaves remaining funds that are available for discretionary spending such as education, public safety, infrastructure maintenance, municipal administration, and community services. It should be noted that school spending must meet the state calculated minimum level of spending as set forth by statute. For more detailed information about this, please refer to www.doe.mass.edu/finance/chapter70/.

Capital Budget

The final report of the Capital Planning Committee is detailed in the FY2023 Budget Proposal.

Staffing Increases/Changes

The FY2023 operating budget includes the following changes to staffing levels:

- Payroll/Benefits Coordinator - 35 hours per week - \$40,121
- Full-time Detective - \$94,988.
- Full-time Fire Inspector - \$84,488
- Full-time Firefighter/Paramedic - \$61,968

In addition to these positions the Board of Selectmen authorized the Fire Chief to apply for a SAFER grant to hire three (3) new fire fighters. It is unknown when we will find out if we were successful in receiving this grant. The Firefighter/Paramedic position that is listed above will only be filled if the town is not successful in receiving the SAFER grant.

Conclusion

Through prudent fiscal management Sturbridge has been able to place itself in a comparatively stable fiscal position with its reserves and ability to balance its budget without tapping into those reserves. However, it must be cognizant of the signs that this may not continue. Staffing is also comparatively low and the addition of any staff is a permanent, sizeable commitment in wages and benefits. Numerous and substantial capital needs are also on the horizon and the Town may soon not have the luxury of being able to pay for capital out of free cash. A long term capital plan is a necessity in order to be able to identify and finance these needs and financing will be very difficult if the town is to avoid increasing tax bills which are among the highest in the area. Reserves must be protected in order to maintain financial stability and a favorable bond rating which will be important for the inevitable borrowing. As with all communities the impacts of proposition 2 ½ eventually make themselves felt and long term fiscal planning is a necessity.

I would like to thank department heads and the Board of Selectmen for their continued support and in particular Barbara Barry, Finance Director, who is the true author of the budget document and this budget message.

Respectfully;
Robert T. Reed
Interim Town Administrator

Budget Overview

Departmental Budget Overview Fiscal Year 2023

The purpose of this overview is to highlight individual budget requests made by departments and provide some additional information as to why certain line items were funded at the level requested. This overview will provide clarification as you review the individual budgets.

Non-union wages (General Wage Adjustment) have been budgeted at 3% and the Police Union contract reflects a 3% increase. The Fire Union Agreement expired on 6/30/2021 and the new contract has not yet been settled. The DPW contract expires on 6/30/22 and negotiations are expected to begin soon.

Finance Director

- The Salaries/Wages budget includes funding for a 35 hour per week Payroll/Benefits Coordinator position. The primary responsibilities of this position will be processing the bi-weekly payroll, coordination of all employee benefits, onboarding all new employees and completing all termination paperwork. This position will also be responsible for all internal and external reporting related to payroll and employee benefits. The amount budgeted for this position is \$40,121.

Information Technology

- The Capital Outlay Budget continues funding of the Town's Computer Replacement Program. In most instances computers are replaced every five (5) years. This year's budget for this line item reflects \$7,400 for computer and printer replacement. This amount is lower than the normal yearly computer replacement (usually approx. \$25,000 per year) due to purchasing several computers and laptops with CARES Act funding.
- The Capital Outlay Budget reflects a request for \$28,000 for firewalls. The current firewalls are reaching end-of-life. This will replace the firewalls located at the DPW, Senior Center, Safety Complex and Town Hall. This budget also reflects a request for \$10,000 for upgrading the voice server.
- The IT Purchase of Services budget reflects the cost of software for recreation and facilities. (Dude Solutions) The recreation software will be used to schedule town fields and will also keep track of league registrations and insurance binders. The facilities software will be used to keep track of work orders, assets, and maintenance of buildings. This software works with the recreation software and will also allow the ability to maintain information on town fields.
- The IT Purchase of Services budget reflects an increase of \$24,000 for Charter services. The internet speed needs to be increased to 1G to accommodate current needs and we will also be increasing call pathways for our phone system.

- The IT Purchase of Services budget includes \$18,900 for Verizon cell and data devices. Some of these costs were previously budgeted in other line items but will now be managed by IT to ensure the best prices for these services.
- The IT Purchase of Services budget includes \$4,032 for Google Workspace. This is for the email for the police and fire departments. Email for both departments was free through this platform but this will no longer be the case.

Elections & Registrations

- There are three (3) elections in FY23: State Primary, Town Election, November State Election. The State Primary and November State Election will have two (2) weeks of Early Voting with eight (8) weekend hours (Minimum State Requirement).

Conservation

- An increase in hours for the Administrative Assistant position was requested. The Administrative Assistant currently works 30 hours per week with 75 extra hours a year budgeted for night meetings. An increase of hours is not reflected in this year's budget.

Planner

- The Purchase of Services budget reflects an increase in GIS Services of \$6,000. This increase reflects an increase in the hosting fee and increased costs due to more departments using GIS.

Economic Development/Tourism

- The Purchase of Services budget reflects an increase for funds for Promotional Items and Meeting Supplies. Promotional items (\$1,000) would be distributed to the public at local events like the Harvest Festival or tourism trade shows such as the AAA Annual Show or the annual trip to Beacon Hill. Meeting supplies (\$2,000) would be used for Business Breakfasts, which were held pre-Covid. This amount also includes funds to purchase stand up banners or other logo related items for displays at public meetings.

Facilities

- The various building budgets include funding to update the security system panels at the Library, Town Hall, Center Office Building, Recycling Center and DPW. (\$15,000)
- The Facilities Purchase of Services budget includes \$5,100 for basement blackout shades and window shades for the library.

- The Facilities Supplies budget includes \$4,000 to address storage needs. Items expected to be purchased are plastic storage bins, containers, and shelving.
- Oil and propane budgets in the various building budgets has been budgeted at \$4.00 per gallon. At this point in time, we have not locked into a contract for FY23. Given the uncertainty of the market this amount may or may not be sufficient.

Safety Complex

- The Purchase of Services budget includes the following one-times expenses:
Powerwashing - \$3,000 – Roof surfaces and vinyl siding are turning green.
Roof repairs at (3) dormers - \$4,875
Shades - \$4,400 – Window shades are proposed for the main floor offices, locker rooms and day areas.
- The Safety Complex Supplies account includes \$1,800 for a new refrigerator for the Police break room.

Police Department

- The Police Chief requested funding for a Detective position for the entire year and a full-time police officer to be hired on 1/1/2023. The budget includes funding for the Detective position in the amount of \$94,988 plus benefits.

The Chief's staffing memo can be found in Appendix A of this document.

- The Purchase of Services budget includes \$3,500 to send a new police officer to the Police Academy. This allows the Chief the flexibility to hire someone that is not academy trained.
- This year's budget includes funding for two (2) fully equipped police cruisers under Operating Capital as per the town's cruiser replacement plan.

Fire Department

- The Fire Chief requested funding for three (3) new firefighter/paramedics on 7/1/2022 and one (1) new firefighter/paramedic on 1/1/2023. The budget includes funding for a full-time fire inspector (\$84,488) approved by the Board of Selectman and expected to be filled in FY22 and a FT Firefighter/Paramedic (\$61,968). These amounts do not include benefits.

The Chief's staffing memo can be found in Appendix A of this document.

- The Fire Department has submitted a SAFER Grant for three (3) additional firefighter/paramedics. The FT Firefighter/Paramedic position will only be filled through the operating budget if the town does not receive the SAFER Grant. It is unlikely that the Town will know if we receive grant funding prior to Town Meeting.
- A request for \$15,300 was made for Cancer Screening Examinations. The cost of this screening is \$850 per person and the screening is recommended to be done once every five (5) years. This is not funded in the current budget pending further discussions with the next Town Administrator.

Tree Warden

- The Purchase of Services budget reflects an increase of \$5,130 for approximately three (3) additional days of tree work in an attempt to address damage created by caterpillars and the ash borer.

DPW

- The Snow & Ice Overtime budget has been increased slightly to keep up with General Wage adjustments.
- The DPW Overtime budget has been increased by \$6,000. Current weather patterns have resulted in overtime being used for damage from wind storms on a more frequent basis.
- The Purchase of Services budget includes \$20,000 for Wood Grinding. There are many years of accumulated stumps, tree debris and brush at the Landfill. These funds will address this and get rid of all that has been accumulated over the years.
- The Purchase of Services budget includes funding of \$15,000 for MS4 requirements. These funds provide funding for storm water sampling, catchment investigations and a Nitrogen Structural BMP Retrofit Feasibility Evaluation.
- The Purchase of Services budget includes \$5,000 for field maintenance.

Landfill/Recycling Center

- The Purchase of Services budget includes an increase of \$10,100 for Cover Material for the Landfill. The DPW changed the sand/salt mix to a straight salt mix. This has resulted in a reduction in sweeping material that is available to be combined with the cover material resulting in more cover material needing to be purchased. The cost for cover material is greater than anticipated in FY22.

Board of Health

- The Purchase of Services budget includes \$4,000 for Food and Housing software. This software is used for food inspections and housing/hotel inspections. This new software package is expected to reduce inspection time by as much as 25% - 30%. This reduction in paperwork and office time will allow the Health Inspector to handle other inspectional services work and reduce the need for an additional employee.

Council on Aging

- The Transportation line has been decreased by \$2,000 due to a credit applied due to COVID.

Recreation

- The Salaries/Wages Account for the Summer Recreation Program has been increased to reflect the increase in minimum wage.
- The Purchase of Services budget has a one-time expense of \$4,940 for electrical upgrades at the Cedar Rec pavilion. Both interior and exterior lighting fixtures will be upgraded to LED. The exterior fixtures will be motion sensor lighting to help prevent vandalism.
- The Purchase of Services budget includes \$4,631 for mosquito and tick treatments.

Unclassified

- Group Insurance – The Town received a 1.64% increase in Health Insurance costs from MIIA. The health insurance budget represents an increase of \$265,000 or 14.6%. This increase is due to the elimination of the one-month premium holiday received in FY22, current enrollment and yearly ACA penalty.
- The Worcester Regional Retirement budget is based on the actual assessment number for next year with a discount for paying the full assessment in one payment in July. The increase to this budget is \$150,859.
- The Reserve Fund has been budgeted at .5% of last year's operating budget minus debt as outlined in the Town's Fiscal Management Policies. The amount budgeted is \$175,000.

I hope that this overview is helpful as you begin to review the individual departmental budgets. Please let me know if you have any questions or need additional clarification on any of the budget requests.

Barbara Barry
Finance Director

FinCom Handbook

Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Board of Selectmen										
11222-52000	Purchase of Services	625	2,200	2,200	2,200	2,200	0	0.0%		
11222-57000	Other Charges	60	1,400	1,400	1,400	1,400	0	0.0%		
	Total Expenses	685	3,600	3,600	3,600	3,600	0	0.0%		1
	Board of Selectmen Total	685	3,600	3,600	3,600	3,600	0	0.0%		
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Town Administrator										
	Department Head Salaries	150,000	153,000	170,000	170,000	170,000	17,000	11.1%		
	Merit Based Pay Incentive	23,099	27,211	29,910	29,910	29,910	2,699	9.9%		
	Salaries/ Wages	38,942	42,574	43,862	43,862	43,862	1,288	3.0%		
11231	Personnel Costs	212,041	222,785	243,772	243,772	243,772	20,987	9.4%		2
11232-52000	Purchase of Services	16,487	19,000	19,000	19,000	19,000	0	0.0%		
11232-54000	Supplies	2,338	3,150	3,150	3,150	3,150	0	0.0%		
11232-57000	Other Charges	3,162	6,500	6,500	6,500	6,500	0	0.0%		
11232-58000	Matching Grant Funds	0	5,000	5,000	5,000	5,000	0	0.0%		
	Total Expenses	21,987	33,650	33,650	33,650	33,650	0	0.0%		3
	Town Administrator Total	234,028	256,435	277,422	277,422	277,422	20,987	8.2%		
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Finance Committee										
11311	Personnel Costs	966	3,873	4,108	4,108	4,108	235	6.1%		4
11312-52000	Purchase of Services	665	3,200	3,200	3,200	3,200	0	0.0%		
11312-57000	Other Charges	180	200	200	200	200	0	0.0%		
	Total Expenses	845	3,400	3,400	3,400	3,400	0	0.0%		5
	Finance Committee Total	1,811	7,273	7,508	7,508	7,508	235	3.2%		

This salary is for the Recording Secretary not any Finance Committee members.

Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Town Accountant										
	Department Head Salaries	81,695	86,724	91,559	91,559	91,559	4,835	5.6%		
	Salaries/ Wages	15,884	16,758	17,688	17,688	17,688	930	5.5%		
	Longevity	150	150	0	0	0	-150	-100.0%		
11351	Personnel Costs	97,729	103,632	109,247	109,247	109,247	5,615	5.4%	_____	6
11352-52000	Purchase of Services	2,575	2,900	400	400	400	-2,500	-86.2%		
11352-54000	Supplies	601	700	700	700	700	0	0.0%		
11352-57000	Other Charges	50	50	550	550	550	500	1000.0%		
	Total Expenses	3,226	3,650	1,650	1,650	1,650	-2,000	-54.8%	_____	7
	Town Accountant Total	100,955	107,282	110,897	110,897	110,897	3,615	3.4%		
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Board of Assessors										
	Department Head Salaries	85,169	91,114	96,194	96,194	96,194	5,080	5.6%		
	Salaries/ Wages	30,081	32,621	34,424	34,424	34,424	1,803	5.5%		
	Longevity	250	250	250	250	250	0	0.0%		
11411	Personnel Costs	115,500	123,985	130,868	130,868	130,868	6,883	5.6%	_____	8
11412-52000	Purchase of Services	25,776	30,751	29,531	29,531	29,531	-1,220	-4.0%		
11412-54000	Supplies	939	1,700	1,700	1,700	1,700	0	0.0%		
11412-57000	Other Charges	272	1,340	1,253	1,253	1,253	-87	-6.5%		
	Total Expenses	26,987	33,791	32,484	32,484	32,484	-1,307	-3.9%	_____	9
	Board of Assessors Total	142,487	157,776	163,352	163,352	163,352	5,576	3.5%		
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Finance Director										
	Department Head Salaries	112,139	117,813	121,347	121,347	121,347	3,534	3.0%		
	Salaries/ Wages	116,631	125,823	173,170	173,170	173,170	47,347	37.6%		
	Certification Stipend	1,000	1,000	1,000	1,000	1,000	0	0.0%		
	Longevity	950	1,100	1,100	1,100	1,100	0	0.0%		
11451	Personnel Costs	230,720	245,736	296,617	296,617	296,617	50,881	20.7%	_____	10
11452-52000	Purchase of Services	12,796	27,150	27,750	27,750	27,750	600	2.2%		
11452-54000	Supplies	5,136	4,775	4,100	4,100	4,100	-675	-14.1%		
11452-57000	Other Charges	185	1,575	2,275	2,275	2,275	700	44.4%		
	Total Expenses	18,117	33,500	34,125	34,125	34,125	625	1.9%	_____	11
	Finance Director Total	248,837	279,236	330,742	330,742	330,742	51,506	18.4%		

Town of Sturbridge -- Budget FY23

ACCOUNT NUMBER	DEPARTMENT	ACTUAL	ACCEPTED	ADMINISTRATOR	SELECTMEN	FINCOM	VARIANCE		ADOPTED TOWN MEETING	LINE NUMBER
		EXPENDED FY21	BUDGET FY22	RECOMMEND FY23	RECOMMEND FY23	RECOMMEND FY23	FINCOM VS FY22			
							\$	%		
Town Counsel										
11512-52000	Purchase of Services	89,777	110,000	110,000	110,000	110,000	0	0.0%		
	Total Expense	89,777	110,000	110,000	110,000	110,000	0	0.0%		12
	Town Counsel Total	89,777	110,000	110,000	110,000	110,000	0	0.0%		
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Information Technology										
	Department Head Salaries	66,303	71,236	75,574	75,574	75,574	4,338	6.1%		
11551	Personnel Costs	66,303	71,236	75,574	75,574	75,574	4,338	6.1%		13
11552-52000	Purchase of Services	63,819	111,524	168,760	168,760	168,760	57,236	51.3%		
11552-54000	Supplies	3,470	5,000	5,000	5,000	5,000	0	0.0%		
11552-58050	Capital Outlay	29,018	16,700	45,400	45,400	45,400	28,700	171.9%		
	Total Expense	96,307	133,224	219,160	219,160	219,160	85,936	64.5%		14
	Information Technology Total	162,610	204,460	294,734	294,734	294,734	90,274	44.2%		
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Town Clerk										
	Department Head Salaries	70,000	75,540	80,141	80,141	80,141	4,601	6.1%		
	Salaries/ Wages	37,801	40,414	42,880	42,880	42,880	2,466	6.1%		
	Certification Stipend	0	1,000	1,000	1,000	1,000	0	0.0%		
	Longevity	0	0	150	150	150	150	NEW		
11611	Personnel Costs	107,801	116,954	124,171	124,171	124,171	7,217	6.2%		15
11612-52000	Purchase of Services	1,036	1,580	1,680	1,680	1,680	100	6.3%		
11612-54000	Supplies	1,321	1,400	2,650	2,650	2,650	1,250	89.3%		
11612-57000	Other Charges	739	1,500	2,550	2,550	2,550	1,050	70.0%		
	Total Expenses	3,096	4,480	6,880	6,880	6,880	2,400	53.6%		16
	Town Clerk Total	110,897	121,434	131,051	131,051	131,051	9,617	7.9%		
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Elections & Registration										
	Board Salaries	300	350	500	500	500	0	42.9%		
	Salaries/ Wages	12,991	9,220	19,962	19,962	19,962	10,742	116.5%		
11621	Personnel Costs	13,291	9,570	20,462	20,462	20,462	10,892	113.8%		17
11622-52000	Purchase of Services	10,970	10,375	12,725	12,725	12,725	2,350	22.7%		
11622-54000	Supplies	2,708	2,342	3,725	3,725	3,725	1,383	59.1%		
	Total Expenses	13,678	12,717	16,450	16,450	16,450	3,733	29.4%		18
	Elections & Registration Total	26,969	22,287	36,912	36,912	36,912	14,625	65.6%		

Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Conservation Commission										
	Department Head Salaries	64,349	73,341	77,807	77,807	77,807	4,466	6.1%		
	Salaries/ Wages	21,868	29,465	31,261	31,261	31,261	1,796	6.1%		
	Longevity	0	0	300	300	300	300	NEW		
11711	Personnel Costs	86,217	102,806	109,368	109,368	109,368	6,562	6.4%	_____	19
11712-52000	Purchase of Services	4,302	6,068	7,600	7,600	7,600	1,532	25.2%		
11712-54000	Supplies	1,375	1,650	3,600	3,600	3,600	1,950	118.2%		
11712-57000	Other Charges	453	667	550	550	550	-117	-17.5%		
	Total Expenses	6,130	8,385	11,750	11,750	11,750	3,365	40.1%	_____	20
Conservation Commission Total		92,347	111,191	121,118	121,118	121,118	9,927	8.9%		
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Town Planner										
	Department Head Salaries	99,226	104,247	107,374	107,374	107,374	3,127	3.0%		
	Salaries/ Wages	36,632	38,952	41,327	41,327	41,327	2,375	6.1%		
	Longevity	300	450	450	450	450	0	0.0%		
11751	Personnel Costs	136,158	143,649	149,151	149,151	149,151	5,502	3.8%	_____	21
11752-52000	Purchase of Services	36,226	40,340	49,090	49,090	49,090	8,750	21.7%		
11752-54000	Supplies	2,258	3,750	5,169	5,169	5,169	1,419	37.8%		
11752-56000	Intergovernmental	2,721	2,789	2,859	2,859	2,859	70	2.5%		
11752-57000	Other Charges	696	1,270	1,270	1,270	1,270	0	0.0%		
	Total Expenses	41,901	48,149	58,388	58,388	58,388	10,239	21.3%	_____	22
Planning Department Total		178,059	191,798	207,539	207,539	207,539	15,741	8.2%		
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Zoning Board of Appeals										
11762-52000	Purchase of Services	393	500	500	500	500	0	0.0%		
11762-54000	Supplies	0	0	0	0	0	0	0.0%		
11762-57000	Other Charges	0	90	90	90	90	0	0.0%		
	Total Expenses	393	590	590	590	590	0	0.0%	_____	23
Zoning Board of Appeals Total		393	590	590	590	590	0	0.0%		

Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Economic Development										
	Salaries/ Wages	17,898	29,665	31,472	31,472	31,472	1,807	6.1%		
11771	Personnel Costs	17,898	29,665	31,472	31,472	31,472	1,807	6.1%	_____	24
11772-52000	Purchase of Services	0	150	1,500	1,500	1,500	1,350	900.0%		
11772-54000	Supplies	127	1,700	2,700	2,700	2,700	1,000	58.8%		
11772-57000	Other Charges	0	900	895	895	895	-5	-0.6%		
	Total Expenses	127	2,750	5,095	5,095	5,095	2,345	85.3%	_____	25
Economic Development Total		18,025	32,415	36,567	36,567	36,567	4,152	12.8%		
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Facilities										
	Department Head Salaries	67,762	71,204	75,540	75,540	75,540	4,336	6.1%		
	Salaries/ Wages	37,588	57,875	60,795	60,795	60,795	2,920	5.0%		
11911	Personnel Costs	105,350	129,079	136,335	136,335	136,335	7,256	5.6%	_____	26
11912-52000	Purchase of Services	566	5,160	8,600	8,600	8,600	3,440	66.7%		
11912-54000	Supplies	3,607	6,400	10,400	10,400	10,400	4,000	62.5%		
11912-57000	Other Charges	930	990	990	990	990	0	0.0%		
	Total Expenses	5,103	12,550	19,990	19,990	19,990	7,440	59.3%	_____	27
Facilities Total		110,453	141,629	156,325	156,325	156,325	14,696	10.4%		
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Town Hall										
11932-52000	Purchase of Services	36,639	37,970	36,836	36,836	36,836	-1,134	-3.0%		
11932-54000	Supplies	1,832	0	0	0	0	0	0.0%		
	Total Expenses	38,471	37,970	36,836	36,836	36,836	-1,134	-3.0%	_____	28
Town Hall Total		38,471	37,970	36,836	36,836	36,836	-1,134	-3.0%		
<hr/>										
Center Office Building										
11942-52000	Purchase of Services	30,635	32,980	33,446	33,446	33,446	466	1.4%		
11942-54000	Supplies	5,516	0	0	0	0	0	0.0%		
	Total Expenses	36,151	32,980	33,446	33,446	33,446	466	1.4%	_____	29
Center Office Building Total		36,151	32,980	33,446	33,446	33,446	466	1.4%		
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Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Senior Center Building										
11952-52000	Purchase of Services	20,154	24,910	30,296	30,296	30,296	5,386	21.6%		
11952-54000	Supplies	2,372	0	0	0	0	0	0.0%		
	Total Expenses	22,526	24,910	30,296	30,296	30,296	5,386	21.6%		30
	Senior Center Building Total	22,526	24,910	30,296	30,296	30,296	5,386	21.6%		
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Joshua Hyde Library Building										
11962-52000	Purchase of Services	18,884	23,270	33,190	33,190	33,190	9,920	42.6%		
11962-54000	Supplies	1,125	1,650	1,700	1,700	1,700	50	3.0%		
	Total Expenses	20,009	24,920	34,890	34,890	34,890	9,970	40.0%		31
	Joshua Hyde Library Building Total	20,009	24,920	34,890	34,890	34,890	9,970	40.0%		
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Safety Complex										
11972-52000	Purchase of Services	51,652	74,853	93,473	93,473	93,473	18,620	24.9%		
11972-54000	Supplies	7,061	14,000	13,300	13,300	13,300	-700	-5.0%		
	Total Expenses	58,713	88,853	106,773	106,773	106,773	17,920	20.2%		32
	Safety Complex Total	58,713	88,853	106,773	106,773	106,773	17,920	20.2%		
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Nursery School										
11982-52000	Purchase of Services	3,360	3,580	5,525	5,525	5,525	1,945	54.3%		
11982-54000	Supplies	0	0	0	0	0	0	0.0%		
	Total Expenses	3,360	3,580	5,525	5,525	5,525	1,945	54.3%		33
	Nursery School Total	3,360	3,580	5,525	5,525	5,525	1,945	54.3%		
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8 Brookfield Road										
11985-52000	Purchase of Services	0	0	0	0	0	0	0.0%		
	Total Expenses	0	0	0	0	0	0	0.0%		34
	8 Brookfield Road	0	0	0	0	0	0	0.0%		
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Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Police Department										
	Department Head Salaries	75,008	149,940	154,527	154,527	154,527	4,587	3.1%		
	Salaries/ Wages	2,034,253	2,439,539	2,557,497	2,557,497	2,557,497	117,958	4.8%		
	Longevity	6,400	7,500	7,700	7,700	7,700	200	2.7%		
	Stipend Emergency Mgmt	0	6,000	6,000	6,000	6,000	0	0.0%		
	Overtime	364,759	463,281	494,025	494,025	494,025	30,744	6.6%		
12101	Personnel Costs	2,480,420	3,066,260	3,219,749	3,219,749	3,219,749	153,489	5.0%		35
12102-52000	Purchase of Services	81,526	96,060	98,108	98,108	98,108	2,048	2.1%		
12102-54000	Supplies	59,036	65,850	83,834	83,834	83,834	17,984	27.3%		
12102-57000	Other Charges	4,544	10,257	10,047	10,047	10,047	-210	-2.0%		
12102-58050	Capital Outlay	53,514	121,700	132,000	132,000	132,000	10,300	8.5%		
	Total Expenses	198,620	293,867	323,989	323,989	323,989	30,122	10.3%		36
	Police Department Total	2,679,040	3,360,127	3,543,738	3,543,738	3,543,738	183,611	5.5%		
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Fire Department										
	Department Head Salaries	114,483	120,276	123,884	123,884	123,884	3,608	3.0%		
	Salaries/ Wages	1,053,546	1,220,960	1,336,862	1,336,862	1,336,862	115,902	9.5%		
	Overtime	222,243	242,274	262,764	262,764	262,764	20,490	8.5%		
	Longevity	1,650	2,250	1,900	1,900	1,900	-350	-15.6%		
12201	Personnel Costs	1,391,922	1,585,760	1,725,410	1,725,410	1,725,410	139,650	8.8%		37
12202-52000	Purchase of Services	108,803	106,562	133,116	133,116	133,116	26,554	24.9%		
12202-54000	Supplies	77,579	76,500	88,700	88,700	88,700	12,200	15.9%		
12202-57000	Other Charges	2,657	4,600	4,280	4,280	4,280	-320	-7.0%		
	Total Expenses	189,039	187,662	226,096	226,096	226,096	38,434	20.5%		38
	Fire Department Total	1,580,961	1,773,422	1,951,506	1,951,506	1,951,506	178,084	10.0%		
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Building Inspector										
	Department Head Salaries	85,643	91,114	93,848	93,848	93,848	2,734	3.0%		
	Salaries/ Wages	40,323	43,115	45,742	45,742	45,742	2,627	6.1%		
	Longevity	300	300	300	300	300	0	0.0%		
12411	Personnel Costs	126,266	134,529	139,890	139,890	139,890	5,361	4.0%		39
12412-52000	Purchase of Services	0	1,620	1,620	1,620	1,620	0	0.0%		
12412-54000	Supplies	1,879	3,039	3,039	3,039	3,039	0	0.0%		
12412-57000	Other Charges	1,400	700	700	700	700	0	0.0%		
	Total Expenses	3,279	5,359	5,359	5,359	5,359	0	0.0%		40
	Building Inspector Total	129,545	139,888	145,249	145,249	145,249	5,361	3.8%		

Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Sealer of Weights & Measures										
12442-52000	Purchase of Services	5,300	5,350	5,350	5,350	5,350	0	0.0%		
	Total Expenses	5,300	5,350	5,350	5,350	5,350	0	0.0%		41
	Sealer of Weights & Measures Total	5,300	5,350	5,350	5,350	5,350	0	0.0%		
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Inspectors (Electric and Plumbing)										
	Salaries/ Wages	56,950	50,000	50,000	50,000	50,000	0	0.0%		
	Personnel Costs	56,950	50,000	50,000	50,000	50,000	0	0.0%		42
12452-52000	Purchase of Services	0	593	593	593	593	0	0.0%		
12452-54000	Supplies	0	220	220	220	220	0	0.0%		
12452-57000	Other Charges	2,100	2,465	2,465	2,465	2,465	0	0.0%		
	Total Expenses	2,100	3,278	3,278	3,278	3,278	0	0.0%		43
	Inspectors Total	59,050	53,278	53,278	53,278	53,278	0	0.0%		
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Tree Warden										
12941	Salaries/ Wages	8,787	8,963	9,232	9,232	9,232	269	3.0%		
	Personnel Costs	8,787	8,963	9,232	9,232	9,232	269	3.0%		44
12942-52000	Purchase of Services	15,165	16,956	22,500	22,500	22,500	5,544	32.7%		
12942-54000	Supplies	600	675	0	0	0	-675	-100.0%		
12942-57000	Other Charges	600	1,185	960	960	960	-225	-19.0%		
	Total Expenses	16,365	18,816	23,460	23,460	23,460	4,644	24.7%		45
	Tree Warden Total	25,152	27,779	32,692	32,692	32,692	4,913	17.7%		
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Education										
13002-53000	Burgess Elementary School	12,396,224	12,379,567	12,634,439	12,634,439	12,634,439	254,872	2.1%		
	Total Burgess	12,396,224	12,379,567	12,634,439	12,634,439	12,634,439	254,872	2.1%		46
13002-53200	Tantasqua Town Share	7,373,098	7,708,896	7,845,210	7,845,210	7,845,210	136,314	1.8%		
13002-53210	Tant. Transportation Assessment	106,405	116,504	92,691	92,691	92,691	-23,813	-20.4%		
	Total Tantasqua	7,479,503	7,825,400	7,937,901	7,937,901	7,937,901	112,501	1.4%		47
13002-53801	Charter School Transportation	0	6,000	5,000	5,000	5,000	-1,000	-16.7%		
	Total Charter School	0	6,000	5,000	5,000	5,000	-1,000			48
	Education Total	19,875,727	20,210,967	20,577,340	20,577,340	20,577,340	366,373	1.8%		

Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Department of Public Works										
	Department Head Salaries	83,275	88,052	90,114	90,114	90,114	2,062	2.3%		
	Salaries/ Wages	777,381	881,913	908,989	908,989	908,989	27,076	3.1%		
	Overtime	12,042	14,000	20,000	20,000	20,000	6,000	42.9%		
	Longevity	1,250	750	1,050	1,050	1,050	300	40.0%		
14101	Personnel Costs	873,948	984,715	1,020,153	1,020,153	1,020,153	35,438	3.6%		49
14102-52000	Purchase of Services	70,141	80,750	110,900	110,900	110,900	30,150	37.3%		
14102-54000	Supplies	94,157	96,000	98,000	98,000	98,000	2,000	2.1%		
14102-57000	Other Charges	2,004	6,800	6,800	6,800	6,800	0	0.0%		
	Total Expenses	166,302	183,550	215,700	215,700	215,700	32,150	17.5%		50
	Department of Public Works Total	1,040,250	1,168,265	1,235,853	1,235,853	1,235,853	67,588	5.8%		
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Town Road Maintenance										
14212-52410	Private Road Maintenance	4,259	6,000	6,000	6,000	6,000	0	0.0%		
	Total Expenses	4,259	6,000	6,000	6,000	6,000	0	0.0%		51
	Town Road Maintenance Total	4,259	6,000	6,000	6,000	6,000	0	0.0%		
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Snow & Ice Removal										
	Overtime	70,391	51,250	52,788	52,788	52,788	1,538	3.0%		
14231	Personnel Costs	70,391	51,250	52,788	52,788	52,788	1,538	3.0%		
	Purchase of Services	74,338	70,000	70,000	70,000	70,000	0	0.0%		
	Supplies	138,468	100,000	100,000	100,000	100,000	0	0.0%		
14232	Total Expenses	212,806	170,000	170,000	170,000	170,000	0	0.0%		
14231/14232	Snow & Ice Control Total	283,197	221,250	222,788	222,788	222,788	1,538	0.7%		52
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Landfill/Recycling Center										
	Salaries/ Wages	108,357	126,340	127,842	127,842	127,842	1,502	1.2%		
	Overtime	397	1,500	1,500	1,500	1,500	0	0.0%		
	Longevity	100	400	400	400	400	0	0.0%		
14301	Personnel Costs	108,854	128,240	129,742	129,742	129,742	1,502	1.2%		53
14302-52000	Purchase of Services	138,264	174,535	188,875	188,875	188,875	14,340	8.2%		
14302-54000	Supplies	2,617	5,000	5,050	5,050	5,050	50	1.0%		
	Total Expenses	140,881	179,535	193,925	193,925	193,925	14,390	8.0%		54
	Landfill/Recycling Center Total	249,735	307,775	323,667	323,667	323,667	15,892	5.2%		

Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Board of Health										
	Department Head Salaries	74,757	80,104	82,507	82,507	82,507	2,403	3.0%		
	Salaries/ Wages	21,982	26,258	27,055	27,055	27,055	797	3.0%		
15101	Personnel Costs	96,739	106,362	109,562	109,562	109,562	3,200	3.0%	_____	55
15102-52000	Purchase of Services	555	4,450	8,450	8,450	8,450	4,000	89.9%		
15102-54000	Supplies	2,512	2,350	2,350	2,350	2,350	0	0.0%		
15102-57000	Other Charges	930	1,800	1,800	1,800	1,800	0	0.0%		
	Total Expenses	3,997	8,600	12,600	12,600	12,600	4,000	46.5%	_____	56
	Board of Health Total	100,736	114,962	122,162	122,162	122,162	7,200	6.3%		
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Community Health										
15152-53850	Community Health Care Total	4,000	5,000	5,000	5,000	5,000	0	0.0%		
	Total Expenses	4,000	5,000	5,000	5,000	5,000	0	0.0%	_____	57
	Community Health Care Total	4,000	5,000	5,000	5,000	5,000	0	0.0%		
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Inspections & Testing										
15202	Public Health Inspector	47,338	51,047	54,153	54,153	54,153	3,106	6.1%		
	Personnel Costs	47,338	51,047	54,153	54,153	54,153	3,106	6.1%	_____	58
	Inspections & Testing Total	47,338	51,047	54,153	54,153	54,153	3,106	6.1%		
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Council on Aging										
15411	Department Head Salaries	60,212	71,204	75,540	75,540	75,540	4,336	6.1%		
	Salaries/ Wages	48,259	70,265	74,136	74,136	74,136	3,871	5.5%		
	Longevity	175	625	700	700	700	75	12.0%		
15411	Personnel Costs	108,646	142,094	150,376	150,376	150,376	8,282	5.8%	_____	59
15412-52000	Purchase of Services	1,238	2,140	2,060	2,060	2,060	-80	-3.7%		
15412-54000	Supplies	702	1,700	1,700	1,700	1,700	0	0.0%		
15412-57000	Other Charges	180	725	725	725	725	0	0.0%		
15412-57110	Transportation	0	4,000	2,000	2,000	2,000	-2,000	-50.0%		
	Total Expenses	2,120	8,565	6,485	6,485	6,485	-2,080	-24.3%	_____	60
	Council on Aging Total	110,766	150,659	156,861	156,861	156,861	6,202	4.1%		

Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Veterans' Services										
	Salaries/ Wages	9,651	9,844	10,139	10,139	10,139	295	3.0%		
15431	Personnel Costs	9,651	9,844	10,139	10,139	10,139	295	3.0%	_____	61
15432-52000	Purchase of Services	0	250	250	250	250	0	0.0%		
15432-54000	Supplies	354	575	575	575	575	0	0.0%		
15432-54100	American Legion	808	1,600	2,400	2,400	2,400	800	50.0%		
15432-54400	Memorial/Veterans' Day	2,421	3,200	3,200	3,200	3,200	0	0.0%		
15432-57000	Other Charges	85	500	500	500	500	0	0.0%		
15432-57700	Veterans' Benefits	50,866	55,000	58,300	58,300	58,300	3,300	6.0%		
	Total Expenses	54,534	61,125	65,225	65,225	65,225	4,100	6.7%	_____	62
	Veterans' Services Total	64,185	70,969	75,364	75,364	75,364	4,395	6.2%		
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Joshua Hyde Library Operations										
	Department Head Salaries	84,115	94,000	96,820	96,820	96,820	2,820	3.0%		
	Salaries/ Wages	284,675	313,820	332,616	332,616	332,616	18,796	6.0%		
	Longevity	1,550	1,100	1,100	1,100	1,100	0	0.0%		
16101	Personnel Costs	370,340	408,920	430,536	430,536	430,536	21,616	5.3%	_____	63
16102-52000	Purchase of Services	17,023	19,672	20,045	20,045	20,045	373	1.9%		
16102-54000	Supplies	3,596	3,600	4,060	4,060	4,060	460	12.8%		
16102-55820	Library Materials	100,000	105,000	113,000	113,000	113,000	8,000	7.6%		
16102-57000	Other Charges	385	2,400	2,700	2,700	2,700	300	12.5%		
	Total Expenses	121,004	130,672	139,805	139,805	139,805	9,133	7.0%	_____	64
	Joshua Hyde Library Operations Total	491,344	539,592	570,341	570,341	570,341	30,749	5.7%		
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Recreation										
	Department Head Salaries	49,055	61,109	64,831	64,831	64,831	3,722	6.1%		
	Salaries/ Wages	24,376	33,114	34,772	34,772	34,772	1,658	5.0%		
	Longevity	0	0	100	100	100	100	NEW		
16301	Personnel Costs	73,431	94,223	99,703	99,703	99,703	5,480	5.8%	_____	65
16302-52000	Purchase of Services	12,039	12,507	24,181	24,181	24,181	11,674	93.3%		
16302-54000	Supplies	2,650	4,205	3,319	3,319	3,319	-886	-21.1%		
16302-56320	Team Sports	4,098	7,500	7,500	7,500	7,500	0	0.0%		
16302-57000	Other Charges	149	210	210	210	210	0	0.0%		
	Total Expenses	18,936	24,422	35,210	35,210	35,210	10,788	44.2%	_____	66
	Recreation Total	92,367	118,645	134,913	134,913	134,913	16,268	13.7%		
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Town of Sturbridge -- Budget FY23

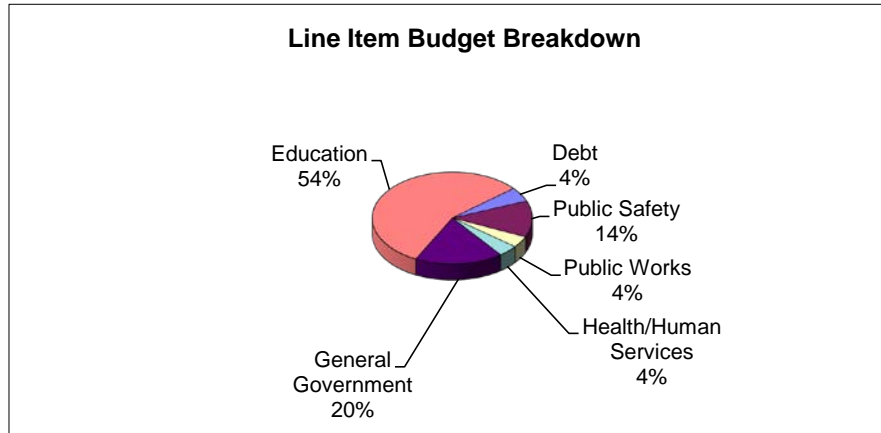
<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
Trails Committee										
16502-52000	Purchase of Services	0	0	200	200	200	200	100.0%		
16502-57000	Other Charges	0	0	100	100	100	100	100.0%		
	Total Expenses	0	0	300	300	300	300	100.0%		67
	Trails Committee Total	0	0	300	300	300	300	100.0%		
<hr/>										
Historical Commission										
16902-52000	Purchase of Services	0	1,750	1,750	1,750	1,750	0	0.0%		
16902-54000	Supplies	0	100	100	100	100	0	0.0%		
16902-57000	Other Charges	0	200	200	200	200	0	0.0%		
	Total Expenses	0	2,050	2,050	2,050	2,050	0	0.0%		68
	Historical Commission Total	0	2,050	2,050	2,050	2,050	0	0.0%		
<hr/>										
Debt Service Principal										
17102-59193	Burgess Elementary Project	915,000	915,000	914,000	914,000	914,000	-1,000	-0.1%		
17102-59192	Town Hall	170,000	170,000	162,000	162,000	162,000	-8,000	-4.7%		
	Total Expense	1,085,000	1,085,000	1,076,000	1,076,000	1,076,000	-9,000	-0.8%		69
	Debt Service Principal Total	1,085,000	1,085,000	1,076,000	1,076,000	1,076,000	-9,000	-0.8%		
<hr/>										
Debt Service Interest										
17502-59250	Short-Term Interest	0	5,000	10,000	10,000	10,000	5,000	100.0%		
17502-59193	Burgess Elementary School	310,966	279,229	247,124	247,124	247,124	-32,105	-11.5%		
17502-59192	Town Hall	53,303	52,214	41,694	41,694	41,694	-10,520	-20.1%		
	Total Expenses	364,269	336,443	298,818	298,818	298,818	-37,625	-11.2%		70
	Debt Service Interest Total	364,269	336,443	298,818	298,818	298,818	-37,625	-11.2%		
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Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22</u>		<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
							<u>\$</u>	<u>%</u>		
	Unclassified									
19102-51700	Group Insurance	1,724,992	1,820,000	2,085,000	2,085,000	2,085,000	265,000	14.6%		
19102-51750	Unemployment	19,063	25,000	25,000	25,000	25,000	0	0.0%		
19102-51800	Worcester Retirement System	1,507,644	1,674,824	1,825,683	1,825,683	1,825,683	150,859	9.0%		
19102-51950	Medicare Tax	230,571	255,000	268,000	268,000	268,000	13,000	5.1%		
19102-52110	Street Lights	30,130	60,000	60,000	60,000	60,000	0	0.0%		
19102-52119	Energy Consulting	2,800	4,000	4,000	4,000	4,000	0	0.0%		
19102-52273	Engineering/Professional Services	0	20,000	20,000	20,000	20,000	0	0.0%		
19102-52630	Town Audit	26,000	31,000	31,000	31,000	31,000	0	0.0%		
19102-52640	School Audit	4,000	0	0	0	0	0	0.0%		
19102-52650	OPEB Study	1,750	7,500	1,500	1,500	1,500	-6,000	-80.0%		
19102-53030	Legal Fees	2,393	10,000	10,000	10,000	10,000	0	0.0%		
19102-53070	Tax Title	1,418	5,000	5,000	5,000	5,000	0	0.0%		
19102-53090	Town Report	2,443	3,000	3,000	3,000	3,000	0	0.0%		
19102-57410	Insurance Blanket	371,381	397,000	407,000	407,000	407,000	10,000	2.5%		
19102-57926	Insurance Deductible	5,000	5,000	5,000	5,000	5,000	0	0.0%		
19102-57800	Reserve Fund	28,960	169,000	175,000	175,000	175,000	6,000	3.6%		
19102-58318	Student Activity	0	0	0	0	0	0	0.0%		
19102-58326	Future Wage Obligations	23,974	0	0	0	0	0	0.0%		
	Total Expenses	3,982,519	4,486,324	4,925,183	4,925,183	4,925,183	438,859	9.8%		71
	Total Unclassified	3,982,519	4,486,324	4,925,183	4,925,183	4,925,183	438,859	9.8%		
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	Central Purchasing									
19152-52310	Telephone	29,883	35,000	29,500	29,500	29,500	-5,500	-15.7%		
19152-52315	Postage	20,892	21,000	21,000	21,000	21,000	0	0.0%		
19152-54800	Gasoline	109,822	150,000	200,000	200,000	200,000	50,000	33.3%		
19152-52320	Water/Sewer	8,530	12,000	13,000	13,000	13,000	1,000	8.3%		
19152-54200	Copiers	4,253	6,100	6,100	6,100	6,100	0	0.0%		
19152-53420	Slate Roof Maint Plan	0	7,000	0	0	0	-7,000	-100.0%		
19152-56553	Fleet Vehicles	563	0	0	0	0	0	0.0%		
19152-56559	Window Cleaning	0	6,000	0	0	0	-6,000	-100.0%		
19152-56561	Exterior Painting TH/COB	0	0	0	0	0	0	0.0%		
19152-57927	E-Z Pass	271	1,200	1,200	1,200	1,200	0	0.0%		
19152-57928	Electricity	80,000	80,000	80,000	80,000	80,000	0	0.0%		
19152-58327	Trash Removal/Recycling	7,659	7,000	7,000	7,000	7,000	0	0.0%		
19152-58328	Fire Extinguishers (Bldgs.)	2,786	3,000	6,000	6,000	6,000	3,000	100.0%		
	Total Expenses	264,659	328,300	363,800	363,800	363,800	35,500	10.8%		72
	Central Purchasing Total	264,659	328,300	363,800	363,800	363,800	35,500	10.8%		
	GRAND TOTAL	34,236,962	36,523,711	38,118,529	38,118,529	38,118,529	1,594,818	4.4%		

Town of Sturbridge -- Budget FY23

<u>ACCOUNT NUMBER</u>	<u>DEPARTMENT</u>	<u>ACTUAL EXPENDED FY21</u>	<u>ACCEPTED BUDGET FY22</u>	<u>ADMINISTRATOR RECOMMEND FY23</u>	<u>SELECTMEN RECOMMEND FY23</u>	<u>FINCOM RECOMMEND FY23</u>	<u>VARIANCE FINCOM VS FY22 \$ %</u>	<u>ADOPTED TOWN MEETING</u>	<u>LINE NUMBER</u>
BUDGET SUMMARY									
(For illustration purposes only)									
	General Government Salaries	7,013,657	8,131,177	8,637,578	8,637,578	8,637,578	506,401 6.2%		
	General Government Expenses	7,347,578	8,187,567	8,908,611	8,908,611	8,908,611	721,044 8.8%		
	Total General Government	14,361,235	16,318,744	17,546,189	17,546,189	17,546,189	1,227,445 7.5%		
	Total Burgess	12,396,224	12,379,567	12,634,439	12,634,439	12,634,439	254,872 2.1%		
	Total Tantasqua	7,479,503	7,825,400	7,937,901	7,937,901	7,937,901	112,501 1.4%		
	Total Charter School	0	6,000	5,000	5,000	5,000	-1,000 -16.7%		
	Grand Total	34,236,962	36,523,711	38,118,529	38,118,529	38,118,529	1,594,818 4.4%		
	General Government % of Total	41.9%	44.7%	46.0%	46.0%	46.0%			
	Burgess % of Total	36.2%	33.9%	33.1%	33.1%	33.1%			
	Tantasqua % of Total	21.8%	21.4%	20.8%	20.8%	20.8%			
	Total	100.0%	100.0%	100.0%	100.0%	100.0%			



Detailed Budget

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FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Board of Selectmen	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Total Salaries	0	0	0	0
Purchase of Services				
Advertising	1,200	1,200	1,200	1,200
Registration	1,000	1,000	1,000	1,000
Total Purchase of Services	2,200	2,200	2,200	2,200
Supplies				
Supplies				
Total Supplies	0	0	0	0
Other Charges				
Travel	1,400	1,400	1,400	1,400
Total Other Charges	1,400	1,400	1,400	1,400
Department Totals	3,600	3,600	3,600	3,600

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Town Administrator	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Department Head Salary	150,000	153,000	170,000	170,000
Merit Based Pay Incentive	26,602	27,211	29,910	29,910
Salaries/Wages	38,967	42,574	43,862	43,862
Total Salaries	215,569	222,785	243,772	243,772
Purchase of Services				
Training	1,750	1,750	1,750	1,750
Recruiting	7,500	7,500	7,500	7,500
Conference Registration	1,500	1,500	1,500	1,500
Signage	250	250	250	250
Records Destruction	1,500	1,500	1,500	1,500
Project Funds	7,000	6,500	6,500	6,500
Total Purchase of Services	19,500	19,000	19,000	19,000
Supplies				
Office Supplies	2,850	3,150	3,150	3,150
Total Supplies	2,850	3,150	3,150	3,150
Matching Grant Funds				
Matching Grant Funds	5,000	5,000	5,000	5,000
Total Matching Grant Funds	5,000	5,000	5,000	5,000
Other Charges				
Travel Expenses	3,000	3,000	3,000	3,000
Dues	3,000	3,500	3,500	3,500
Total Other Charges	6,000	6,500	6,500	6,500
Department Totals	248,919	256,435	277,422	277,422

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Finance Committee	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Salaries/Wages (Recording Secretary)	3,688	3,873	4,108	4,108
Total Salaries	3,688	3,873	4,108	4,108
Purchase of Services				
Printing	3,200	3,000	3,000	3,000
Conference Registration	200	200	200	200
Total Purchase of Services	3,400	3,200	3,200	3,200
Supplies				
Total Supplies	0	0	0	0
Other Charges				
Dues	200	200	200	200
Total Other Charges	200	200	200	200
Department Totals	7,288	7,273	7,508	7,508

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Accountant	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Department Head Salary	81,695	86,724	91,559	91,559
Salaries/Wages	15,884	16,758	17,688	17,688
Longevity	150	150	0	0
Total Salaries	97,729	103,632	109,247	109,247
Purchase of Services				
Registration Fees	400	400	400	400
Tuition Reimbursement	2,500	2,500	0	0
Total Purchase of Services	2,900	2,900	400	400
Supplies				
Forms	175	200	200	200
Office Supplies	500	500	500	500
Total Supplies	675	700	700	700
Other Charges				
Dues	125	50	50	50
Travel	100	0	500	500
Total Other Charges	225	50	550	550
Department Totals	101,529	107,282	110,897	110,897

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Assessor's	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Department Head Salary	85,169	91,114	96,194	96,194
Salaries/Wages	31,200	32,621	34,424	34,424
Longevity	250	250	250	250
Total Salaries	116,619	123,985	130,868	130,868
Purchase of Services				
Certification Courses	1,350	2,000	2,000	2,000
ATB Cases	2,000	2,000	2,000	2,000
VISION Software/Service	8,384	9,222	10,144	10,144
Registry of Deeds Fees	200	200	300	300
Multiple Listing Software	400	400	400	400
Commercial Inspection	2,500	2,500	0	0
Cama/ Webhosting	2,836	3,029	3,287	3,287
Data Collection Services	9,900	9,900	9,900	9,900
Personal Property Software Support	1,500	1,500	1,500	1,500
Total Purchase of Services	29,070	30,751	29,531	29,531
Supplies				
Office Supplies	1,500	1,500	1,500	1,500
Forms	200	200	200	200
Total Supplies	1,700	1,700	1,700	1,700
Other Charges				
Dues	340	340	403	403
Mileage	300	300	300	300
Travel	550	700	550	550
Total Other Charges	1,190	1,340	1,253	1,253
Department Totals	148,579	157,776	163,352	163,352

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Information Technology				
IT Specialist	66,303	71,236	75,574	75,574
Total Salaries	66,303	71,236	75,574	75,574
Purchase of Services				
IT Support - Tantasqua	2,500	2,000	0	0
MUNIS Support	43,000	46,219	47,000	47,000
Town Website	5,300	5,300	5,300	5,300
Backup Maintenance Agreement	1,200	2,200	2,500	2,500
.gov Domain Name	400	400	400	400
Firewall Maintenance	2,500	2,500	7,271	7,271
CodeRed	6,000	6,000	6,000	6,000
Warranty Support Plotter	0	1,800	0	0
CISCO Maint. Agreement (Phone)	2,000	2,000	4,500	4,500
Help Desk	600	600	600	600
Anti-virus 3 year	0	8,500	0	0
Business Essentials (Outlook Email)	2,700	2,700	3,300	3,300
Google Workspace (Email PD & FD)	0	0	4,032	4,032
Cyber Security Awareness	1,000	1,000	1,000	1,000
Pro Support for TH Nodes	1,600	1,600	2,400	2,400
Pro Support for PSC Nodes	0	0	2,400	2,400
Software Support for TH Nodes	0	0	2,000	2,000
Software Support for PSC Nodes	0	0	2,000	2,000
Professional Development	2,695	2,695	2,695	2,695
Barracuda Replacement Coverage	1,500	3,000	3,200	3,200
Vehicle GPS	0	2,500	2,500	2,500
Social Media Archiving	0	2,500	3,000	3,000
Website Update/Redesign	0	4,500	0	0
Dude Solutions for Rec	0	0	4,500	4,500
Dude Solutions for Facilities	0	0	7,500	7,500
Charter Services	0	13,510	38,592	38,592
Verizon Cell/Data Devices	0	0	16,070	16,070
Total Purchase of Services	72,995	111,524	168,760	168,760
Supplies				
Tech Equipment	5,000	5,000	5,000	5,000
Total Supplies	5,000	5,000	5,000	5,000
Capital Outlay				
Computer Replacement	14,850	6,400	7,400	7,400
Nutanix Upgrade and Expansion TH	28,026	0	0	0
Phone System Upgrade	0	4,000	0	0
Voice Router	0	6,300	0	0
Firewalls	0	0	28,000	28,000
Unity Migration Voice Server	0	0	10,000	10,000
Total Other Charges	42,876	16,700	45,400	45,400
Department Totals	187,174	204,460	294,734	294,734

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Elections & Registration	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Board Salaries	300	350	500	500
Salaries/Wages	15,100	9,220	19,962	19,962
Total Salaries	15,400	9,570	20,462	20,462
Purchase of Services				
Annual Town Census	1,500	1,875	1,975	1,975
Street Listing	1,175	900	950	950
Printing of Ballots & Memory Cards	6,800	2,000	2,000	2,000
Poll Pad - Maintenance Agreement		1,200	1,200	1,200
Constables	2,100	1,700	5,475	5,475
Voting Machine Maintenance	990	1,100	1,125	1,125
OSV - Rental	2,400	1,600	0	0
Truck Rental	300	0	0	0
Advertising	85	0	0	0
Total Purchase of Services	15,350	10,375	12,725	12,725
Supplies				
Election Supplies	900	400	600	600
Food For Elections	1,200	500	1,100	1,100
Early Voting Storage	0	1,442	0	0
Ballot Storage	528	0	0	0
Crowd Control	153	0	0	0
Utility Wagon (one-time)			100	100
Poll Pad (one-time)			1,525	1,525
Replacement sign (one-time)			400	400
Total Supplies	2,781	2,342	3,725	3,725
Other Charges				
Total Other Charges	0	0	0	0
Department Totals	33,531	22,287	36,912	36,912

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Conservation				
Salaries				
Department Head Salary	64,349	73,341	77,807	77,807
Salaries/Wages	21,868	29,465	31,261	31,261
Longevity			300	300
Total Salaries	86,217	102,806	109,368	109,368
Purchase of Services				
Training Programs	1,450	1,450	2,500	2,500
Lakes Testing Program	4,368	4,368	4,800	4,800
Legal Ads	250	250	300	300
Consulting Services	5,000	0	0	0
Total Purchase of Services	11,068	6,068	7,600	7,600
Supplies				
Office Supplies	1,100	1,100	1,100	1,100
Magazine Subscription	100	100	0	0
Supplies - Lake Testing Program	100	100	50	50
Clothing Allowance	250	250	250	250
Field Supplies	100	100	50	50
Stewardship and Educational Materials			200	200
Office Furniture (Desks)			1,950	1,950
Total Supplies	1,650	1,650	3,600	3,600
Other Charges				
Dues	517	517	500	500
Mileage	150	150	50	50
Total Other Charges	667	667	550	550
Department Totals	99,602	111,191	121,118	121,118

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Town Planner	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Department Head Salary	99,226	104,247	107,374	107,374
Salaries/Wages	36,632	38,952	41,327	41,327
Longevity	300	450	450	450
Total Salaries	136,158	143,649	149,151	149,151
Purchase of Services				
Printing	2,000	2,000	2,000	2,000
Conferences	2,395	2,395	2,395	2,395
Advertising	1,500	1,500	1,500	1,500
Maintenance Fee - ESRI	1,950	1,950	1,700	1,700
Permitting Software Maint	10,800	10,800	10,800	10,800
GIS Web Hosting	3,500	3,500	3,500	3,500
GIS Services	17,000	17,000	23,000	23,000
Annual Maint. - Ecode	0	1,195	1,195	1,195
Code Updates			3,000	3,000
Total Purchase of Services	39,145	40,340	49,090	49,090
Supplies				
Office Supplies	3,750	3,750	3,750	3,750
Lateral Filing Cabinet (one-time)			1,419	1,419
Total Supplies	3,750	3,750	5,169	5,169
Intergovernmental				
CMRPC Assessment	2,721	2,789	2,859	2,859
Total Intergovernmental	2,721	2,789	2,859	2,859
Other Charges				
Travel	500	500	500	500
Dues	725	770	770	770
Total Other Charges	1,225	1,270	1,270	1,270
Department Totals	182,999	191,798	207,539	207,539

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

ZBA	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Total Salaries	0	0	0	0
Purchase of Services				
Conferences	500	500	500	500
Total Purchase of Services	500	500	500	500
Supplies				
Total Supplies	0	0	0	0
Other Charges				
Travel Reimbursement	90	90	90	90
Total Other Charges	90	90	90	90
Department Totals	590	590	590	590

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Economic Dev./Tourism	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Salaries/Wages	19,868	29,665	31,472	31,472
Total Salaries	19,868	29,665	31,472	31,472
Purchase of Services				
Economic Development Promotional Items	150	150	1,000	1,000
Registration			500	500
Total Purchase of Services	150	150	1,500	1,500
Supplies				
Supplies	1,000	1,000	500	500
Meeting Supplies	0	500	2,000	2,000
Subscriptions	0	200	200	200
Total Supplies	1,000	1,700	2,700	2,700
Other Charges				
Dues	0	600	595	595
Travel Reimbursement	150	300	300	300
Total Other Charges	150	900	895	895
Department Totals	21,168	32,415	36,567	36,567

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Facilities	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Facilities Manager	67,762	71,204	75,540	75,540
Custodians	49,655	57,875	60,795	60,795
Total Salaries	117,417	129,079	136,335	136,335
Purchase of Services				
Training	850	0	200	200
North Cemetery Pest Control	0	260	300	300
Town Common Electrical Updates	0	4,900	0	0
JHL - Basement Blackout Shades			900	900
JHL - Window Shades			4,200	4,200
JHL - Replace Security System			3,000	3,000
Total Purchase of Services	850	5,160	8,600	8,600
Supplies				
Supplies	1,500	1,500	1,500	1,500
Building Supplies (TH, COB, Senior Center)	0	4,900	4,900	4,900
Carpet Cleaning Machine(s)	2,600	0	0	0
Building Storage & Organization			4,000	4,000
Total Supplies	4,100	6,400	10,400	10,400
Other Charges				
Dues	800	990	990	990
Total Other Charges	800	990	990	990
Department Totals	123,167	141,629	156,325	156,325

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Center Office Building				
	0	0	0	0
Purchase of Services				
Oil	10,815	10,000	9,000	9,000
Fire Alarm Monitoring & Insp.	1,400	1,300	1,300	1,300
Elevator PM & Inspection	2,122	2,500	1,836	1,836
Repairs	10,000	10,000	10,000	10,000
Pest Control	650	1,080	1,080	1,080
HVAC Services	2,575	2,600	2,600	2,600
Boiler Inspection	50	50	50	50
Fire Suppression Monitoring & Insp.	1,030	800	800	800
Security System Monitoring		650	780	780
Interior/Exterior Maintenance	4,000	4,000	3,000	3,000
Replace Stair Heater add 2nd	3,500	0	0	0
Replace Security System			3,000	3,000
Total Purchase of Services	36,142	32,980	33,446	33,446
Supplies				
Supplies	1,200	0	0	0
Conference Room to Office	4,500	0	0	0
Total Supplies	5,700	0	0	0
Other Charges				
Total Other Charges	0	0	0	0
Department Totals	41,842	32,980	33,446	33,446

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Safety Complex				
	0	0	0	0
Purchase of Services				
Air/Heating Maint Contract	4,500	4,500	6,000	6,000
Annual Inspection Boilers	150	150	150	150
Annual Inspection Fire Alarm	1,600	1,633	1,633	1,633
Annual Maint Gun Firing Range	750	900	900	900
Annual Maint Radio Systems	3,000	3,000	3,000	3,000
Cross Connection Fee	315	315	315	315
Bottled Water	1,200	1,200	1,200	1,200
Emergency Decontamination Service	450	450	800	800
Exterior Maintenance	2,500	2,500	2,000	2,000
Garage Door Maintenance	500	0	0	0
Generator Maint Contract	500	500	500	500
Charter Services	2,035	0	0	0
Oil	41,250	41,250	44,000	44,000
Pest Control	650	960	400	400
Radio Repairs	3,500	3,500	5,000	5,000
Radio System Phone Line	3,700	3,700	3,700	3,700
Annual Cleaning of Cells	295	295	600	600
Repairs	10,000	10,000	11,000	11,000
Powerwashing Ext. & Roof (one-time)			3,000	3,000
Roof repairs (3) dormers			4,875	4,875
Shades (one-time)			4,400	4,400
Total Purchase of Services	76,895	74,853	93,473	93,473
Supplies				
Supplies, General Cleaning	6,000	6,000	6,500	6,500
Supplies, General Maintenance	1,500	1,500	2,000	2,000
Supplies, Office Shared	2,000	2,300	3,000	3,000
Dispatch Lighting		3,000	0	0
PD Mailboxes		1,200	0	0
PD Kitchen Fridge (one-time)			1,800	1,800
Total Supplies	9,500	14,000	13,300	13,300
Other Charges				
Total Other Charges	0	0	0	0
Department Totals	86,395	88,853	106,773	106,773

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Nursery School				
	0	0	0	0
Purchase of Services				
Oil	1,000	1,000	1,000	1,000
Repairs	2,000	1,500	1,500	1,500
Fire Alarm Monitoring & Insp.	700	700	700	700
Pest Control Services	0	380	960	960
Install gate at rear playground (one-time)			1,365	1,365
Total Purchase of Services	3,700	3,580	5,525	5,525
Supplies				
Supplies for Repairs				
Total Supplies	0	0	0	0
Other Charges				
Total Other Charges	0	0	0	0
Department Totals	3,700	3,580	5,525	5,525

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Police Department				
Salaries				
Department Head Salary	125,000	149,940	154,527	154,527
Stipend Emergency Management	0	6,000	6,000	6,000
Salaries/Wages	2,292,216	2,439,539	2,600,705	2,557,497
Overtime	464,728	463,281	500,314	494,025
Longevity	8,200	7,500	7,700	7,700
Total Salaries	2,890,144	3,066,260	3,269,246	3,219,749
Purchase of Services				
IMC Contract	18,744	19,659	20,647	20,647
Live Scan Maintenance	1,768	1,965	1,965	1,965
Software Maintenance	1,000	1,000	1,000	1,000
Verizon Contract	8,340	6,960	0	0
TrackStar AVL License	945	0	0	0
CJIS Computer Maintenance	1,402	1,402	1,402	1,402
Cruiser Repairs	8,168	8,168	8,168	8,168
Tuition	12,716	12,716	12,716	12,716
Training	21,704	23,513	24,233	24,233
Drug and Alcohol Testing	1,250	1,250	1,250	1,250
Radio Repairs	3,000	3,000	3,000	3,000
Jail Cell Blanket Cleaning	1,560	1,680	1,680	1,680
Animal Control	3,100	3,180	3,180	3,180
Dispatch Licensing Fees	350	350	350	350
New Hire Physical & Psych Eval	1,681	1,681	1,681	1,681
Marijuana Civil Filing Fee	600	0	0	0
Emergency Management	1,825	1,825	1,825	1,825
Cruiser Camera Warranty	4,500	5,825	5,500	5,500
Records Destruction	400	400	400	400
Calibration Radar Units (every 3 years)	0	0	855	855
Crash Data Software	1,050	0	0	0
BT Warranty	838	838	838	838
Scheduling Software Renewal Fee		648	864	864
New Hire Academy Course			3,500	3,500
PMAM			1,554	1,554
TraffiCloud Software			1,500	1,500
Total Purchase of Services	94,941	96,060	98,108	98,108
Supplies				
Jail Supplies (Prisoner Meals)	1,344	1,344	1,344	1,344
Supplies	9,695	9,695	9,720	9,720
Defibrillation Pads	1,360	1,360	1,360	1,360
Training Supplies	10,714	11,235	11,739	11,739
Clothing Allowance (per contract)	23,000	23,500	25,500	25,500
Cruiser Repairs	9,100	9,100	10,000	10,000
Animal Control	1,400	1,400	1,400	1,400
Emergency Management	2,910	2,910	2,910	2,910
BT Instruments	400	400	400	400
Portable Radio Batteries	1,089	906	1,811	1,811
New Officer Equipment Hire	4,000	4,000	27,300	17,650
Total Supplies	65,012	65,850	93,484	83,834
Other Charges				
Dues/Memberships	6,237	6,237	6,027	6,027
Chief's Training	2,500	2,500	2,500	2,500
Travel Expenses	1,520	1,520	1,520	1,520
Total Other Charges	10,257	10,257	10,047	10,047
Operating Capital				
2 Fully Equipped Police Cruisers	61,800	121,700	132,000	132,000
Total Other Charges	61,800	121,700	132,000	132,000
Department Totals	3,122,154	3,360,127	3,602,885	3,543,738

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Fire Department				
Salaries				
Department Head Salary	114,483	120,276	126,290	123,884
Salaries/Wages	1,188,061	1,220,960	1,497,275	1,336,862
Overtime	254,952	242,274	273,810	262,764
Longevity	2,050	2,250	1,900	1,900
Total Salaries	1,559,546	1,585,760	1,899,275	1,725,410
Purchase of Services				
Advertising	1,000	1,000	1,000	1,000
Annual Ambulance Inspection	600	600	705	705
Annual Ambulance Licensing Fee	1,800	1,800	1,950	1,950
Annual Personnel EMS Licensing Fee	2,285	1,680	3,080	3,080
Annual Inspection - Fire Extinguishers	425	0	0	0
Annual Service/Insp - Rescue Equip	2,100	2,100	2,100	2,100
Annual Service - Plymovent	1,500	1,500	1,500	1,500
Annual Testing - Aerial Ladder	1,185	1,350	1,350	1,350
Annual Testing - Fire Apparatus	1,525	1,525	1,525	1,525
Annual Testing - Ground Ladders	700	700	700	700
Annual Testing - Fire Hose	5,300	5,300	5,300	5,300
Annual Testing - SCBA	2,740	2,815	3,025	3,025
Annual Testing - SCBA Compressor	1,970	1,970	2,035	2,035
Annual Testing - Vehicle Safety Lane	1,525	2,025	2,250	2,250
Annual Service Stretchers/Stair Chairs	1,100	1,100	1,500	1,500
CMED	5,900	5,900	6,500	6,500
Ambulance Maintenance	8,000	8,000	9,000	9,000
Vehicle Maintenance	15,000	15,000	16,000	16,000
Maint. Radio/Communication Equip	2,000	2,500	2,500	2,500
Maintenance Fire Extinguishers	400	400	400	400
Maintenance Contract - Heart Monitors	10,404	10,404	11,444	11,444
Physical Exams	8,345	8,345	8,345	8,345
Software Support Agreements	4,093	4,398	10,596	10,596
Training	12,000	12,000	12,000	12,000
NDT Test (Ladders) Every 5 Years	0	600	0	0
Fire Prevention Laptop Air Card	960	960	960	960
Inspect ER	960	960	1,056	1,056
ER/IMC CAD Integration Annual Fee	2,431	2,195	2,415	2,415
Tuition Reimbursement	5,000	5,000	5,000	5,000
Emergency Reporting Fire/EMS Pkg	3,780	3,955	4,350	4,350
OIC- Duty Cell Phone	600	480	480	480
Lexipol Implementation (one-time)	9,796	0	0	0
First Due MDT Software (one-time)			7,400	7,400
First Due MDT Software Annual Sub.			6,650	6,650
Cancer Screenings			15,300	0
Total Purchase of Services	115,424	106,562	148,416	133,116
Supplies				
Training Supplies	2,000	2,000	3,000	3,000
Dive & Rescue Team	500	500	0	0
Fire Supplies, Suppression Operations	12,000	12,000	13,000	13,000
Ambulance Supplies	37,000	37,000	40,000	40,000
Uniforms and Safety Equipment	17,600	17,600	43,800	22,800
Supplies, Living Quarters	400	400	400	400
Replacement of Hose	3,500	4,000	6,000	6,000
Office Supplies	2,800	3,000	3,500	3,500
Total Supplies	75,800	76,500	109,700	88,700
Other Charges				
Dues/Memberships	2,600	2,600	2,280	2,280
Travel Expenses	4,300	2,000	2,000	2,000
Total Other Charges	6,900	4,600	4,280	4,280
Department Totals	1,757,670	1,773,422	2,161,671	1,951,506

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Building Inspector				
Salaries				
Department Head Salary	85,643	91,114	93,848	93,848
Salaries/Wages	40,323	43,115	45,742	45,742
Longevity	300	300	300	300
Total Salaries	126,266	134,529	139,890	139,890
Purchase of Services				
Annual Certification/Training	1,620	1,620	1,620	1,620
Total Purchase of Services	1,620	1,620	1,620	1,620
Supplies				
Office Supplies	1,200	1,200	1,200	1,200
Code Books	540	1,589	1,589	1,589
Building Apparel	250	250	250	250
Total Supplies	1,990	3,039	3,039	3,039
Other Charges				
Dues/Memberships	200	200	200	200
Travel Expenses	500	500	500	500
Total Other Charges	700	700	700	700
Department Totals	130,576	139,888	145,249	145,249

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Sealer	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Total Salaries	0	0	0	0
Purchase of Services				
Contract with State	5,350	5,350	5,350	5,350
Total Purchase of Services	5,350	5,350	5,350	5,350
Supplies				
Total Supplies	0	0	0	0
Other Charges				
Total Other Charges	0	0	0	0
Department Totals	5,350	5,350	5,350	5,350

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Inspectors				
Salaries				
Electrical Inspector	25,000	25,000	25,000	25,000
Plumbing Inspector	25,000	25,000	25,000	25,000
Total Salaries	50,000	50,000	50,000	50,000
Purchase of Services				
Training / Recertification	593	593	593	593
Total Purchase of Services	593	593	593	593
Supplies				
Code Books	341	220	220	220
Total Supplies	341	220	220	220
Other Charges				
Mileage	2,400	2,400	2,400	2,400
Dues	65	65	65	65
Total Other Charges	2,465	2,465	2,465	2,465
Department Totals	53,399	53,278	53,278	53,278

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Tree Warden				
Salaries				
Salaries/Wages	8,787	8,963	9,232	9,232
Total Salaries	8,787	8,963	9,232	9,232
Purchase of Services				
Police Details	1,620	1,620	1,800	1,800
Tree Removal and Maintenance	9,870	9,870	15,000	15,000
Ash Tree Removal	3,766	3,766	4,000	4,000
Ash Tree Treatment	1,400	1,400	1,400	1,400
Registration Fees	300	300	300	300
Total Purchase of Services	16,956	16,956	22,500	22,500
Supplies				
Grounds Keeping	425	425	0	0
Office Supplies	250	250	0	0
Total Supplies	675	675	0	0
Other Charges				
Travel	660	660	660	660
Dues/Memberships	525	525	300	300
Total Other Charges	1,185	1,185	960	960
Department Totals	27,603	27,779	32,692	32,692

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

DPW	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Department Head Salary	83,275	88,052	90,114	90,114
Salaries/Wages	832,076	881,913	908,989	908,989
Overtime	14,000	14,000	20,000	20,000
Longevity	1,250	750	1,050	1,050
Snow & Ice Overtime	50,000	51,250	52,788	52,788
Total Salaries	980,601	1,035,965	1,072,941	1,072,941
Purchase of Services				
Engineering	6,600	0	0	0
Advertising	2,500	2,500	2,500	2,500
Drug Testing	1,400	1,400	1,400	1,400
First Aid Kit (monthly service)	1,500	0	0	0
Oil	18,350	18,350	16,500	16,500
Security	460	500	500	500
MS4 Storm Water Sampling	0	4,000	4,000	4,000
Catchment Investigation			4,000	4,000
Nitrogen Evaluation			7,000	7,000
Training	0	2,000	2,000	2,000
Uniforms (Cleaning)	11,000	8,500	9,000	9,000
Charter Services	1,200	0	0	0
Building Repairs	6,000	6,000	10,000	10,000
Vehicle Repairs/Maintenance	23,000	25,000	26,000	26,000
Dam Inspections	0	12,000	0	0
(Every 5 Years - 2017)				
Fleet Vehicles	0	500	0	0
Field Maintenance (Softball)			5,000	5,000
Wood Grinding			20,000	20,000
Replace Security System			3,000	3,000
Snow & Ice				
Plowing Contractors	70,000	70,000	70,000	70,000
Total Purchase of Services	142,010	150,750	180,900	180,900
Supplies				
Office Supplies	2,500	3,000	3,000	3,000
Building Supplies	7,500	7,500	7,500	7,500
Grease, Eng. Oil, Hyd Oil	2,500	2,500	2,500	2,500
Uniforms	11,500	11,500	11,500	11,500
Lawnmower Supplies	500	500	500	500
Cemetery Supplies	3,000	3,000	3,000	3,000
Vehicle/General Supplies	65,000	65,000	68,000	68,000
Fleet Vehicles	1,000	1,000	0	0
Signs	2,000	2,000	2,000	2,000
Snow & Ice Supplies	100,000	100,000	100,000	100,000
Total Supplies	194,500	196,000	198,000	198,000
Other Charges				
Hydraulic Licenses	2,300	2,300	2,300	2,300
Dues/Memberships	4,500	4,500	4,500	4,500
Total Other Charges	6,800	6,800	6,800	6,800
Department Totals	1,323,911	1,389,515	1,458,641	1,458,641

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Board of Health	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Department Head Salary	74,757	80,104	82,507	82,507
Salaries/Wages	26,506	26,258	27,055	27,055
Public Health Inspector	47,338	51,047	54,153	54,153
Total Salaries	148,601	157,409	163,715	163,715
Purchase of Services				
Training	3,000	3,000	3,000	3,000
Dead Animal Prep	450	500	500	500
Legal Ads	750	700	700	700
Printing Services	250	250	250	250
Food and Housing Software License			4,000	4,000
Community Health	4,000	5,000	5,000	5,000
Total Purchase of Services	8,450	9,450	13,450	13,450
Supplies				
Office/Field Supplies	2,150	2,000	2,000	2,000
Pool Test Kit	100	100	100	100
BOH Apparel	350	250	250	250
Total Supplies	2,600	2,350	2,350	2,350
Other Charges				
Dues	800	800	800	800
Instate Travel	1,000	1,000	1,000	1,000
Total Other Charges	1,800	1,800	1,800	1,800
Department Totals	161,451	171,009	181,315	181,315

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Council on Aging	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Department Head Salary	60,880	71,204	75,540	75,540
Salaries/Wages	72,750	70,265	74,136	74,136
Longevity	475	625	700	700
Total Salaries	134,105	142,094	150,376	150,376
Purchase of Services				
Professional Development	750	750	750	750
My Senior Center Software Support	1,000	1,090	1,100	1,100
P.O. Box Rental	90	90	0	0
Motion Picture License	190	210	210	210
Total Purchase of Services	2,030	2,140	2,060	2,060
Supplies				
Office Supplies	1,700	1,700	1,700	1,700
Newspaper	275	0	0	0
Total Supplies	1,975	1,700	1,700	1,700
Other Charges				
Travel	250	250	250	250
Memberships	475	475	475	475
Total Other Charges	725	725	725	725
Transportation				
Transportation for Seniors	4,000	4,000	2,000	2,000
Total Medical Transportation	4,000	4,000	2,000	2,000
Department Totals	142,835	150,659	156,861	156,861

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Veteran's Agent	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Salaries/Wages	9,651	9,844	10,139	10,139
Total Salaries	9,651	9,844	10,139	10,139
Purchase of Services				
Training	250	250	250	250
American Legion	1,600	1,600	2,400	2,400
Memorial/Veteran's Day	3,200	3,200	3,200	3,200
Total Purchase of Services	5,050	5,050	5,850	5,850
Supplies				
Office Supplies	575	575	575	575
Total Supplies	575	575	575	575
Veteran's Benefits				
Veteran's Benefits	51,500	55,000	58,300	58,300
Total Veteran's Benefits	51,500	55,000	58,300	58,300
Other Charges				
In-State Travel	400	400	400	400
Dues	100	100	100	100
Total Other Charges	500	500	500	500
Department Totals	67,276	70,969	75,364	75,364

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Library	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Department Head Salary	86,115	94,000	96,820	96,820
Salaries/Wages	300,264	313,820	332,616	332,616
Longevity	1,550	1,100	1,100	1,100
Total Salaries	387,929	408,920	430,536	430,536
Purchase of Services				
Registration	850	850	850	850
C/W Mars	15,707	15,672	15,995	15,995
Copier/Printer Software C/W Mars	3,150	3,150	3,200	3,200
Total Purchase of Services	19,707	19,672	20,045	20,045
Supplies				
Office Supplies	3,600	3,600	3,600	3,600
Library Cards			460	460
Library Materials 19% (.2345679)	100,000	105,000	113,000	113,000
Total Supplies	103,600	108,600	117,060	117,060
Other Charges				
Memberships	450	450	550	550
Mileage Reimbursement	950	950	950	950
Travel	1,000	1,000	1,200	1,200
Total Other Charges	2,400	2,400	2,700	2,700
Department Totals	513,636	539,592	570,341	570,341

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Recreation				
Salaries				
Salaries/Wages - Summer Rec	31,457	33,114	34,772	34,772
Recreation Director	49,055	61,109	64,831	64,831
Longevity	0	0	100	100
Total Salaries	80,512	94,223	99,703	99,703
Purchase of Services				
Christmas Santa	175	175	200	200
Concert Signs	540	540	540	540
Advertisements	500	500	500	500
Conference Registration	240	240	240	240
Printing-Concert Flyers	379	379	379	379
Plumbing-Rec. Area	500	650	650	650
Porta-Potty	4,565	4,565	6,470	6,470
Cedar Lake Testing	1,400	1,400	1,400	1,400
CPR Training Class	600	600	600	600
Lawn Care Program	3,180	3,458	3,631	3,631
Electrical - Cedar Rec (one-time)			4,940	4,940
Mosquito & Tick Treatments (Fields)			4,631	4,631
Team Sports	7,500	7,500	7,500	7,500
Total Purchase of Services	19,579	20,007	31,681	31,681
Supplies				
Seed & Loam	950	950	950	950
Stone Dust	250	250	250	250
Paint/Hardware	250	250	250	250
Letterhead/Envelopes	100	100	100	100
Office Supplies	350	350	350	350
Trash Bags	150	150	150	150
Skating Rink Liner	230	250	604	604
AED Battery Pack and Pads	400	400	400	400
Benches (one time purchase)		1,505	0	0
Two Player Benches - Turner's Field				
Sign Board (one-time)			265	265
Total Supplies	2,680	4,205	3,319	3,319
Other Charges				
Dues/Memberships	110	110	110	110
Mileage Reimbursement	100	100	100	100
Total Other Charges	210	210	210	210
Department Totals	102,981	118,645	134,913	134,913

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

Trails Committee	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Salaries				
Total Salaries	0	0	0	0
Purchase of Services				
Registration	110	0	200	200
Total Purchase of Services	110	0	200	200
Supplies				
Total Supplies	0	0	0	0
Other Charges				
Mileage Reimbursement	100	0	100	100
Total Other Charges	100	0	100	100
Department Totals	210	0	300	300

FISCAL YEAR 2023 BUDGET RECOMMENDATIONS

	Fiscal Year 2021	Fiscal Year 2022	Department Requested FY2023	Administrator Recommended FY2023
Debt Service				
	0	0	0	0
Principal				
Town Hall/Center Office	170,000	170,000	162,000	162,000
Burgess School Project	915,000	915,000	914,000	914,000
Total Principal	1,085,000	1,085,000	1,076,000	1,076,000
Interest				
Short Term Interest	5,000	5,000	10,000	10,000
Town Hall/Center Office	53,303	52,214	41,694	41,694
Burgess School Project	310,966	279,229	247,124	247,124
Total Interest	369,269	336,443	298,818	298,818
	0	0	0	0
Department Totals	1,454,269	1,421,443	1,374,818	1,374,818

Five-Year Forecast

**FIVE-YEAR FINANCIAL FORECAST
EXECUTIVE SUMMARY
FY23-FY27**

Purpose

The following spreadsheets are meant to be a forecasting tool to be used by the Board of Selectmen and Finance Committee to review trends and determine the effects of decisions that are made. Financial forecasting is not an exact science, especially in the municipal environment where revenues are dependent upon multiple sources including those outside of local control. It cannot predict economic downturns and/or major state aid reductions or increases beyond what can be estimated based on past trends.

These spreadsheets are a useful single point of reference for the Town's recent past, and anticipated short-term future, financial environment.

Method

The spreadsheets contain actual data that was collected over the past five years, the proposed budget for the upcoming fiscal year, and general trends ascribed through the experience of the Finance Director and Town Administrator for the ensuing five fiscal years.

Revenue Projections

The revenue projections include an increase in the levy limit of \$673,741 and a new growth estimate of \$200,000.

Local revenues are estimated to increase this year by approximately \$1,128,950. This reflects a return of local revenues to pre-Covid levels and new revenue estimates related to the opening of our two Cannabis retailers. Excise tax remains conservatively budgeted due to the lack of new car inventory and investment income estimates are budgeted based on the current interest rate environment.

Revenue projections at this time reflect an increase to State Aid of \$595,579 based on the Governor's Budget. This is attributable to an increase for Unrestricted General Aid (\$22,990), Chapter 70 (\$372,729) and Charter Tuition Reimbursement (\$191,472). It is important to note that even though our State Aid numbers went up, Assessments also increased by \$227,555 primarily attributed to Charter School Sending Tuition (\$255,520). The net increase to State Aid was approximately \$368,024. These numbers will be updated throughout the budget process as we receive additional information from the State.

The budget as presented is balanced with \$3,325 available in excess levy capacity.

Expenditures

As stated above, the expenditure forecast spreadsheets are based on trend analysis, historic trends for spending from the various town departments, known increases/decreases in fixed costs such as debt service and insurance costs and inflationary estimates where appropriate. The operating budget reflects an increase of \$1,594,818 over FY22 or 4.4%.

Budgets attributable to this increase are:

<u>New Positions:</u>	
• Payroll/Benefits Coordinator	\$ 40,121
• Police Detective	\$ 94,988
• Fire Inspector	\$ 84,488
• Firefighter/Paramedic	\$ 61,968
• General Government Salary Increases	\$224,836
• Burgess	\$254,872
• Tantasqua	\$136,314
• Health Insurance	\$265,000
• Worcester Regional Retirement	\$150,859
• Information Technology	\$ 85,936
• Gasoline/Diesel	\$ 50,000
• Heating Oil/Propane	\$ 21,600

The proposed budget does not fund reserves at the level they were being funded prior to COVID. The budget as presented increases reserves by \$248,000 over FY22 levels. Steps need to be taken each year to increase these reserves back to pre-Covid funding levels while continuing to balance the needs of departments and addressing the increase in fixed costs of the Town.

Conclusion

Over the past several years the town has taxed to the levy limit in order to have a balanced budget. Budget requests have been growing at a rate greater than the annual increases to the levy limit and annual increases to local and state revenues. The need for additional staffing continues to be an issue in many departments. The need for an HR position and additional custodial services also needs to be addressed. While these needs are recognized, existing revenues do not allow these positions to be added under the constraints of Proposition 2 ½.

The Town remains in a strong financial position due to our conservative budgeting approach. It is important that the town continues to fund our reserves on an annual basis. Strong reserves have allowed the town to weather many economic downturns over the years including the financial impacts of COVID. Continuation of this approach to budgeting is necessary in order to maintain the Town’s AA+ bond rating and continue financial stability for the town for years to come.

Budget Analysis of Revenue vs. Expenditures

FY22 Levy Limit	26,949,635.00
2.50%	673,741
New Growth	200,000.00 Estimated
Debt Exclusion - Town Hall Project	203,694.00
Debt Exclusion - Burgess	1,161,124.00

Total:	29,188,194.00
Local Receipts	4,682,884.00
State Receipts	5,563,801.00
Adjusted Total:	39,434,879.00
Total Revenues:	39,434,879.00

Expenses:	
Budget:	38,118,529.00 Est.
Cherry Sheet Offsets	645,025.00 Est.
Snow/Ice Deficit	0.00 Free Cash
Overlay Deficit	0.00 Est.
Overlay	130,000.00 Est.
Under. Est. Assess.	0.00
Warrant Articles	538,000.00 *
Total:	\$39,431,554.00

*Ambulance Stabilization Fund	\$30,000.00
*OPEB Funding	\$100,000.00
*Revaluation	\$20,000.00
*Town Roads	\$150,000.00
*Capital Stabilization	\$188,000.00
*Fire Vehicle Stabilization Fund	\$50,000.00
*TOTAL	\$538,000.00

Budget Surplus	\$3,325.00
Use of Free Cash	TBD **
<i>Excess Levy Capacity</i>	<i>\$3,325</i>

<u>ORG</u>	<u>OBI LINE</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
LOCAL RECEIPTS:											
Motor Vehicle Excise:											
10415	41500 MOTOR VEHICLE EXCISE	1,492,440	1,450,243	1,356,611	1,527,906	1,342,000	1,400,000	1,414,000	1,428,140	1,442,421	1,456,846
Other Excise:											
10416	41600 BOAT EXCISE	3,002	3,258	3,497	3,437	3,000	3,200	3,200	3,200	3,200	3,200
10416	41610 TRAILER EXCISE	36,612	34,864	31,344	36,372	31,000	33,000	33,000	33,000	33,000	33,000
10419	41900 HOTEL/MOTEL ROOM TAX	674,436	730,963	635,549	302,319	375,833	730,000	744,600	759,492	774,682	790,175
10460	46646 MEALS TAX	464,677	481,991	453,782	332,577	331,000	520,000	530,400	541,008	551,828	562,865
10460	41630 CANNIBUS TAX	-	-	-	7,833	-	210,000	210,000	210,000	210,000	210,000
Penalties/Interest on Taxes/Excises:											
10417	41700 INT ON REAL/PERS.	37,343	36,620	23,892	65,469	35,000	35,000	35,000	35,000	35,000	35,000
10417	41710 INT ON MV	40,815	37,042	20,517	43,419	35,000	35,000	35,000	35,000	35,000	35,000
10417	41720 INT ON TAX TITLE	46,031	123,136	82,138	58,299	50,000	40,000	40,000	40,000	40,000	40,000
10417	41740 INT ON BOAT	171	283	114	354	125	125	125	125	125	125
Payment in Lieu of Taxes:											
10418	41800 P.L.L.O.T.	21,660	27,463	39,101	28,008	28,000	28,000	28,000	28,000	28,000	28,000
Other Charges for Services:											
10420	42000 AMBULANCE	515,747	585,101	541,651	545,367	541,000	585,000	585,000	600,000	600,000	600,000
Fees:											
10427	42710 TOWN HALL COPY RCPTS	1,035	1,115	1,111	1,069	1,000	1,000	1,000	1,000	1,000	1,000
10427	42720 TOWN CLERK - MISC	20,533	27,375	19,575	22,847	20,000	20,000	20,000	20,000	20,000	20,000
10427	42740 POLICE - RECORDS REQUEST	2,131	456	1,025	-	-	-	-	-	-	-
10427	42755 CANNIBUS IMPACT FEES	-	-	-	-	-	210,000	210,000	210,000	210,000	210,000
10427	43200 COLLECTOR'S FEES	11,705	11,102	13,198	19,279	13,000	13,000	13,000	13,000	13,000	13,000
10427	43210 SITE PLAN REVIEW	8,812	2,640	14,188	87,583	5,000	5,000	5,000	5,000	5,000	5,000
10427	43220 ZBA CHARGES	1,650	925	872	975	1,000	1,000	1,000	1,000	1,000	1,000
10427	43260 REGISTRY MARKINGS	9,100	10,270	8,390	9,160	8,000	8,000	8,000	8,000	8,000	8,000
10427	43280 INS. REQUEST - FD	70	40	35	25	-	-	-	-	-	-
10427	43270 LOCAL WETLAND FILING FEE	4,769	2,958	2,490	5,455	2,000	2,000	2,000	2,000	2,000	2,000
Departmental Revenue - Libraries:											
10477	47710 LIBRARY FINES	1,238	751	308	261	-	-	-	-	-	-
10427	42705 LIBRARY FAX/COPIER	896	2,207	1,335	50	1,000	1,000	1,000	1,000	1,000	1,000
Departmental Revenues - Cemeteries:											
10424	42300 GRAVE OPENINGS/PUR.	9,980	4,803	7,271	7,949	4,000	4,000	4,000	4,000	4,000	4,000
Other Departmental Revenues:											
10427	42730 BD OF HEALTH - SEPTIC	8,570	14,740	17,045	26,590	7,500	7,500	7,500	7,500	7,500	7,500
10468	46810 MEDICAID REIMBURSEMENT	155,898	110,617	89,007	96,897	80,000	100,000	100,000	100,000	100,000	100,000
Licenses/Permits:											
10441	44100 ALCOHOL LICENSES	62,025	51,275	53,390	55,765	54,000	54,000	54,000	54,000	54,000	54,000
10442	44200 OTHER LICENSES	8,380	6,950	7,349	6,951	7,000	7,000	7,000	7,000	7,000	7,000
10442	44510 BUILDING PERMITS	105,728	124,448	123,469	353,125	105,000	135,000	135,000	135,000	135,000	135,000
10442	44515 PLUMBING PERMITS	28,368	31,165	25,925	33,039	26,000	26,000	26,000	26,000	26,000	26,000
10442	44520 B.O.H. PERMITS	43,510	38,040	36,185	50,180	36,000	36,000	36,000	36,000	36,000	36,000
10442	44530 FIRE DEPT PERMITS	7,785	10,092	9,696	13,785	5,000	8,500	8,500	8,500	8,500	8,500
10442	44535 FIRE INSPECTIONS	11,575	10,760	8,250	12,650	7,000	7,500	7,500	7,500	7,500	7,500
10442	44540 POLICE DEPT PERMITS	5,525	6,950	5,800	8,213	4,000	4,000	4,000	4,000	4,000	4,000

<u>ORG</u>	<u>OBI LINE</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
10442	44550 DRIVEWAY PERMITS	650	450	1,050	1,750	500	500	500	500	500	500
10442	44300 TRANSIENT VENDORS	4,350	4,330	1,740	390	1,500	3,500	3,500	3,500	3,500	3,500
10427	43100 DOG LICENSES	14,892	13,766	13,266	14,912	13,000	13,000	13,000	13,000	13,000	13,000
10442	44505 ELECTRICAL PERMITS	27,108	35,370	33,739	48,556	27,000	35,000	35,000	35,000	35,000	35,000
Fines and Forefeits:											
10468	46800 COURT FINES	154,323	166,752	128,176	91,494	91,000	95,000	100,000	100,000	100,000	100,000
10477	47720 DOG FINES	2,525	2,480	1,205	1,400	1,500	1,500	1,500	1,500	1,500	1,500
10427	42745 POLICE FALSE ALARM FINES	3,600	3,900	1,625	550	1,500	1,100	1,100	1,100	1,100	1,100
10477	47740 PARKING FINES	205	895	230	350	200	350	350	350	350	350
10477	47760 NON-CRIMINAL DISPOSITIONS	1,805	1,500	705	25	-	-	-	-	-	-
Investment Income:											
10480	48200 EARNINGS ON INVEST.	81,148	195,106	198,900	39,613	40,000	20,000	25,000	80,000	80,000	80,000
Miscellaneous Recurring:											
10427	43700 POLICE - 10% ADMIN FEE	17,177	21,733	21,454	23,404	15,000	25,000	25,000	25,000	25,000	25,000
10427	43272 UNION 61 REIMBURSEMENT	116,567	120,980	128,175	165,277	100,000	130,000	130,000	130,000	130,000	130,000
10460	46645 THAMES RIVER FLOOD	22,218	-	11,109	-	11,109	11,109	11,109	11,109	11,109	11,109
10477	47790 ABANDONED VEHICLES	2,750	2,270	2,000	4,020	-	-	-	-	-	-
10480	49510 REIM. PAYROLL DEDUCTIONS	13,433	19,283	30,034	28,261	15,000	23,000	23,000	23,000	23,000	23,000
10414	41729 MOUNTAINBROOK BETTERMENT	27,944	33,644	20,194	13,953	7,500	7,500	7,500	7,500	7,500	7,500
10414	49151 CARON & VALLEY BETTERMENT	23,935	12,178	11,997	11,817	8,500	8,500	8,500	8,500	8,500	8,500
10427	43273 CAFETERIA REIMBURSEMENT	2,553	-	-	-	-	-	-	-	-	-
Miscellaneous Non-Recurring:											
10480	48400 MISC REVENUES	155,956	257,748	309,642	504,825	62,167	38,000	38,000	38,000	38,000	38,000
10419	41910 FOREST PRODUCTS TAX	-	-	-	-	-	-	-	-	-	-
10412	41210 ROLL BACK TAXES	35,445	3,498	-	5,235	-	-	-	-	-	-
10480	48600 SALE OF SURPLUS EQUIP.	-	2,929	-	56,222	-	-	-	-	-	-
10480	48000 SALE OF FORECLOSED PROPERTY	-	-	-	-	-	-	-	-	-	-
TOTAL LOCAL RECEIPTS:		4,550,801	4,879,455	4,549,351	4,775,262	3,553,934	4,682,884	4,731,884	4,841,524	4,881,815	4,922,770

<u>ORG</u>	<u>OBJ LINE</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
STATE FUNDING:											
10460	46100 STATE OWNED LAND	133,827	133,827	143,347	147,076	167,079	166,985	167,079	167,079	167,079	167,079
10460	46110 EXEMPTIONS	29,088	25,413	-	-	34,576	38,562	38,562	38,562	38,562	38,562
10460	46120 ELDERLY	8,032	7,028	6,526	6,526	-	-	-	-	-	-
10460	46200 CHAPTER 70	3,795,214	3,821,314	3,848,141	3,846,634	3,870,754	4,243,483	4,285,918	4,328,777	4,372,065	4,415,785
10460	46610 VETS BENEFITS	19,848	21,489	37,234	33,297	34,943	39,439	40,000	40,000	40,000	40,000
10460	46620 UNRESTRICTED GENERAL AID	773,978	801,067	822,696	822,696	851,490	874,480	883,225	892,057	900,978	909,987
10460	46625 CHARTER SCHOOL REIM.	128,534	11,073	11,455	42,002	9,380	200,852	201,000	201,000	201,000	201,000
TOTAL STATE RECEIPTS		4,888,521	4,821,211	4,869,399	4,898,231	4,968,222	5,563,801	5,615,784	5,667,475	5,719,683	5,772,414
TOTAL LOCAL RECEIPTS		4,550,801	4,879,455	4,549,351	4,775,262	3,553,934	4,682,884	4,731,884	4,841,524	4,881,815	4,922,770
TOTAL RECEIPTS		9,439,322	9,700,666	9,418,750	9,673,493	8,522,156	10,246,685	10,347,668	10,508,999	10,601,499	10,695,184

<u>LINE NO.</u>	<u>ITEM</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
BOARD OF SELECTMEN											
11222-52000	PURCHASE OF SERVICES	1,250	1,264	903	625	2,200	2,200	2,200	2,200	2,200	2,200
11222-57000	OTHER CHARGES	355	630	1,403	60	1,400	1,400	1,400	1,400	1,400	1,400
	TOTAL SELECTMEN:	1,605	1,894	2,306	685	3,600	3,600	3,600	3,600	3,600	3,600
TOWN ADMINISTRATOR											
11231-51120	DEPT. HEAD SALARY	140,039	137,938	150,000	150,000	153,000	170,000	175,100	180,353	185,764	191,336
11231-51130	SALARIES/WAGES	32,961	31,099	33,060	38,942	42,574	43,862	46,055	48,358	50,776	53,315
11232-51170	MERIT BASED INCENTIVE	18,763	17,289	27,187	23,099	27,211	29,910	30,807	31,732	32,683	33,664
11232-52000	PURCHASE OF SERVICES	6,500	16,334	14,147	16,487	19,000	19,000	20,000	21,000	21,000	21,000
11232-54000	SUPPLIES	2,688	1,121	2,419	2,338	3,150	3,150	3,250	3,300	3,350	3,350
11232-57000	OTHER CHARGES	6,502	3,040	6,411	3,162	6,500	6,500	6,500	6,500	6,500	6,500
11232-58000	MATCHING GRANT FUNDS	4,074	6,834	4,000	0	5,000	5,000	5,000	5,000	5,000	5,000
	TOTAL ADMINISTRATOR:	211,528	213,655	237,224	234,028	256,435	277,422	286,712	296,242	305,073	314,165
FINANCE COMMITTEE											
11311-51130	SALARIES/WAGES	869	1,469	1,752	966	3,873	4,108	4,313	4,529	4,756	4,993
11312-52000	PURCHASE OF SERVICES	1,728	2,350	1,936	665	3,200	3,200	3,500	3,500	3,500	3,500
11312-57000	OTHER CHARGES	180	180	180	180	200	200	225	225	225	225
	TOTAL FINCOM:	2,777	3,999	3,868	1,811	7,273	7,508	8,038	8,254	8,481	8,718
TOWN ACCOUNTANT											
11351-51120	DEPT. HEAD SALARY	68,496	71,683	77,260	81,695	86,724	91,559	94,306	97,135	100,049	103,050
11351-51130	SALARIES/WAGES	12,492	14,372	15,588	15,884	16,758	17,688	18,572	19,501	20,476	21,500
11351-51150	LONGEVITY	0	0	150	150	150	0	0	0	0	150
11352-52000	PURCHASE OF SERVICES	290	2,790	0	2,575	2,900	400	500	500	500	500
11352-54000	SUPPLIES	875	466	294	601	700	700	700	700	700	700
11352-57000	OTHER CHARGES	50	50	50	50	50	550	550	550	550	550
	TOTAL ACCOUNTANT:	82,203	89,361	93,342	100,955	107,282	110,897	114,628	118,386	122,275	126,450
BOARD OF ASSESSORS											
11411-51120	DEPT. HEAD SALARY	69,935	75,010	80,687	85,169	91,114	96,194	99,080	102,052	105,114	108,267
11411-51130	SALARIES/WAGES	28,433	28,405	30,513	30,081	32,621	34,424	36,145	37,952	39,850	41,843
11411-51150	LONGEVITY	0	0	250	250	250	250	250	475	475	475
11412-52000	PURCHASE OF SERVICES	29,148	27,247	21,254	25,776	30,751	29,531	30,000	31,000	32,000	33,000
11412-54000	SUPPLIES	1,217	804	1,104	939	1,700	1,700	1,800	1,800	1,800	1,800
11412-57000	OTHER CHARGES	924	915	526	272	1,340	1,253	1,300	1,325	1,350	1,350
	TOTAL ASSESSORS:	129,656	132,381	134,334	142,487	157,776	163,352	168,575	174,605	180,589	186,735
FINANCE DIRECTOR											
11451-51120	DEPT. HEAD SALARY	99,438	105,514	110,755	112,139	117,813	121,347	124,987	128,737	132,599	136,577
11451-51130	SALARIES/WAGES	114,559	121,402	116,162	116,631	125,823	173,170	181,829	190,920	200,466	210,489
11451-51170	CERTIFICATION STIPEND	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000

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11451-51150	LONGEVITY	1,400	1,100	1,400	950	1,100	1,100	1,400	1,400	1,400	1,400
11452-52000	PURCHASE OF SERVICES	4,776	5,687	4,898	12,796	27,150	27,750	28,000	28,000	28,000	28,000
11452-54000	SUPPLIES	6,310	6,655	6,887	5,136	4,775	4,100	4,200	4,200	4,300	4,300
11452-57000	OTHER CHARGES	643	1,011	529	185	1,575	2,275	2,275	2,300	2,300	2,300
	TOTAL FINANCE DIRECTOR:	228,127	242,369	241,631	248,837	279,236	330,742	343,691	356,557	370,065	384,066
TOWN COUNSEL											
11512-52000	TOWN COUNSEL	126,717	79,032	88,218	89,777	110,000	110,000	115,000	115,000	115,000	115,000
	TOTAL TOWN COUNSEL:	126,717	79,032	88,218	89,777	110,000	110,000	115,000	115,000	115,000	115,000
INFORMATION TECHNOLOGY											
11552-51130	DEPARTMENT HEAD SALARIES	0	44,558	62,301	66,303	71,236	75,574	77,841	80,176	82,582	85,059
11552-52000	PURCHASE OF SERVICES	80,850	68,850	75,921	63,819	111,524	168,760	173,823	179,037	184,409	189,941
11552-54000	SUPPLIES	821	5,372	4,583	3,470	5,000	5,000	5,000	5,000	5,000	5,000
11552-58050	CAPITAL OUTLAY	54,986	36,936	40,965	29,018	16,700	45,400	30,000	30,000	35,000	35,000
	TOTAL IT:	136,656	155,716	183,770	162,610	204,460	294,734	286,664	294,214	306,990	315,000
TOWN CLERK											
11611-51120	DEPT. HEAD SALARY	60,564	62,744	70,000	70,000	75,540	80,141	82,545	85,022	87,572	90,199
11611-51130	SALARIES/WAGES	32,766	32,238	32,629	37,801	40,414	42,880	45,024	47,275	49,639	52,121
11611-51170	CERTIFICATION STIPEND	0	1,000	0	0	1,000	1,000	1,000	1,000	1,000	1,000
11611-51150	LONGEVITY	0	0	0	0	0	150	150	150	150	150
11612-52000	PURCHASE OF SERVICES	669	584	499	1,036	1,580	1,680	1,700	1,700	1,700	1,700
11612-54000	SUPPLIES	1,400	2,434	1,525	1,321	1,400	2,650	1,900	1,900	1,900	1,900
11612-57000	OTHER CHARGES	603	839	301	739	1,500	2,550	1,500	1,500	1,500	1,500
	TOTAL TOWN CLERK:	96,003	99,839	104,954	110,897	121,434	131,051	133,819	138,547	143,461	148,570
ELECTIONS/REG.											
11621-51100	BOARD SALARIES	300	350	300	300	350	500	500	500	500	500
11621-51130	SALARIES/WAGES	3,791	10,272	8,260	12,991	9,220	19,962	10,000	22,000	12,000	23,000
11622-52000	PURCHASE OF SERVICES	6,252	10,384	8,176	10,970	10,375	12,725	8,500	13,000	8,500	13,000
11622-54000	SUPPLIES	1,084	1,782	3,808	2,708	2,342	3,725	2,300	2,300	2,500	2,500
	TOTAL ELECTIONS:	11,426	22,788	20,544	26,969	22,287	36,912	21,300	37,800	23,500	39,000
CONSERVATION COMMISSION											
11711-51120	DEPT. HEAD SALARY	53,672	55,040	60,128	64,349	73,341	77,807	80,141	82,545	85,022	87,572
11711-51130	SALARIES/WAGES	17,568	13,981	19,546	21,868	29,465	31,261	32,824	34,465	36,189	37,998
11711-51150	LONGEVITY	0	0	0	0	0	300	300	300	300	300
11712-52000	PURCHASE OF SERVICES	6,588	4,907	5,216	4,302	6,068	7,600	7,600	7,800	7,800	7,800
11712-54000	SUPPLIES	941	1,498	760	1,375	1,650	3,600	1,700	1,700	1,700	1,700
11712-57000	OTHER CHARGES	335	440	642	453	667	550	550	550	575	575
	TOTAL CONCOM:	79,104	75,866	86,292	92,347	111,191	121,118	123,115	127,361	131,585	135,945

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TOWN PLANNER											
11751-51120	DEPT. HEAD SALARY	84,447	89,421	95,053	99,226	104,247	107,374	110,595	113,913	117,330	120,850
11751-51130	SALARIES/WAGES	33,431	28,269	35,675	36,632	38,952	41,327	43,393	45,563	47,841	50,233
11751-51150	LONGEVITY	475	450	300	300	450	450	450	450	450	450
11752-52000	PURCHASE OF SERVICES	34,737	31,817	36,308	36,226	40,340	49,090	50,000	50,000	52,000	52,000
11752-54000	SUPPLIES	3,400	1,953	1,065	2,258	3,750	5,169	3,800	3,800	3,800	3,800
11752-56000	REGIONAL DISTRICT ASSESS.	2,526	2,590	2,655	2,721	2,789	2,859	2,930	3,004	3,079	3,156
11752-57000	OTHER CHARGES	649	291	1,264	696	1,270	1,270	1,300	1,300	1,300	1,300
	TOTAL PLANNING:	159,665	154,791	172,320	178,059	191,798	207,539	212,469	218,030	225,800	231,789
ZONING BOARD OF APPEALS											
11762-52000	PURCHASE OF SERVICES	75	0	147	393	500	500	500	500	500	500
11762-54000	SUPPLIES	350	215	0	0	0	0	0	0	0	0
11762-57000	OTHER CHARGES	0	0	0	0	90	90	90	90	90	90
	TOTAL ZBA:	425	215	147	393	590	590	590	590	590	590
ECONOMIC DEVELOPMENT											
11771-51130	SALARIES/ WAGES	0	0	16,444	17,898	29,665	31,472	32,416	33,389	34,390	35,422
11772-52000	PURCHASE OF SERVICES	125	49	75	0	150	1,500	1,500	1,500	1,500	1,500
11772-54000	SUPPLIES	1,086	560	335	127	1,700	2,700	2,700	2,700	2,700	2,700
11772-57000	OTHER CHARGES	129	105	20	0	900	895	900	900	900	900
	TOTAL ECONOMIC DEV:	1,340	714	16,874	18,025	32,415	36,567	37,516	38,489	39,490	40,522
FACILITIES											
11911-51120	DEPARTMENT HEAD SALARIES	0	0	58,302	67,762	71,204	75,540	77,806	80,140	82,545	85,021
11911-51120	SALARIES/ WAGES	49,497	55,577	39,633	37,588	57,875	60,795	63,835	67,026	70,378	73,897
11911-52000	PURCHASE OF SERVICES	196	0	950	566	5,160	8,600	1,000	1,000	1,000	1,000
11912-54000	SUPPLIES	113	534	1,317	3,607	6,400	10,400	6,500	6,500	6,700	6,700
11912-57000	OTHER CHARGES	0	0	38	930	990	990	1,000	1,000	1,000	1,000
	TOTAL FACILITIES:	49,806	56,111	100,240	110,453	141,629	156,325	150,141	155,667	161,622	167,618
TOWN HALL											
11932-52000	PURCHASE OF SERVICES	45,721	35,009	35,741	36,639	37,970	36,836	37,000	37,500	38,000	38,500
11932-54000	SUPPLIES	1,309	2,343	2,218	1,832	0	0	0	0	0	0
	TOTAL TOWN HALL:	47,030	37,352	37,959	38,471	37,970	36,836	37,000	37,500	38,000	38,500
CENTER OFFICE BUILDING											
11942-52000	PURCHASE OF SERVICES	24,300	20,434	29,762	30,635	32,980	33,446	34,000	34,500	35,000	35,500
11942-54000	SUPPLIES	775	1,067	1,113	5,516	0	0	0	0	0	0
	TOTAL CENTER OFFICE:	25,075	21,501	30,875	36,151	32,980	33,446	34,000	34,500	35,000	35,500
SENIOR CENTER BUILDING											
11952-52000	PURCHASE OF SERVICES	19,273	17,020	24,891	20,154	24,910	30,296	30,500	31,000	31,500	32,000

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11952-54000	SUPPLIES	1,700	2,123	1,913	2,372	0	0	0	0	0	0
	TOTAL SENIOR CENTER:	20,973	19,143	26,804	22,526	24,910	30,296	30,500	31,000	31,500	32,000
LIBRARY BUILDING											
11962-52000	PURCHASE OF SERVICES	31,449	20,199	21,815	18,884	23,270	33,190	33,500	34,000	34,500	35,000
11962-54000	SUPPLIES	1,547	1,550	1,076	1,125	1,650	1,700	1,750	1,750	1,750	1,750
	TOTAL LIBRARY:	32,996	21,749	22,891	20,009	24,920	34,890	35,250	35,750	36,250	36,750
SAFETY COMPLEX											
11972-52000	PURCHASE OF SERVICES	99,345	87,667	78,770	51,652	74,853	93,473	81,000	81,000	83,000	83,000
11972-54000	SUPPLIES	7,862	9,252	7,305	7,061	14,000	13,300	14,000	14,000	14,500	14,500
	TOTAL SAFETY COMPLEX:	107,207	96,919	86,075	58,713	88,853	106,773	95,000	95,000	97,500	97,500
NURSERY SCHOOL											
11982-52000	PURCHASE OF SERVICES	1,000	1,295	1,012	3,360	3,580	5,525	4,000	4,000	4,000	4,000
11982-54000	SUPPLIES	0	0	0	0	0	0	0	0	0	0
	TOTAL NURSERY SCHOOL:	1,000	1,295	1,012	3,360	3,580	5,525	4,000	4,000	4,000	4,000
8 BROOKFIELD ROAD											
11985-52000	PURCHASE OF SERVICES	2,907	0	0	0	0	0	0	0	0	0
11985-54000	SUPPLIES	0	0	0	0	0	0	0	0	0	0
	TOTAL 8 BROOKFIELD ROAD:	2,907	0	0	0	0	0	0	0	0	0
POLICE											
12101-51120	DEPT. HEAD SALARY	124,494	142,488	126,742	75,008	149,940	154,527	159,163	163,938	168,856	173,921
12101-51130	SALARIES/WAGES	1,702,360	1,858,473	2,031,919	2,034,253	2,439,539	2,557,497	2,634,222	2,713,249	2,794,646	2,878,485
12101-51150	LONGEVITY	6,950	7,800	7,100	6,400	7,500	7,700	8,600	8,600	8,600	8,600
12101-51170	STIPEND EMERGENCY MGMT	6,000	6,000	5,267	0	6,000	6,000	6,000	6,000	6,000	6,000
12101-51300	OVERTIME	404,648	441,768	413,484	364,759	463,281	494,025	508,846	524,111	539,834	556,029
12102-52000	PURCHASE OF SERVICES	54,722	64,331	71,514	81,526	96,060	98,108	101,000	103,000	105,000	107,000
12102-54000	SUPPLIES	51,287	46,698	76,124	59,036	65,850	83,834	85,000	87,000	89,000	91,000
12102-57000	OTHER CHARGES	5,665	5,702	5,866	4,544	10,257	10,047	10,500	10,500	11,000	11,000
12102-58050	CAPITAL OUTLAY	102,335	104,440	109,755	53,514	121,700	132,000	134,000	136,000	138,000	140,000
	TOTAL POLICE:	2,458,462	2,677,700	2,847,771	2,679,040	3,360,127	3,543,738	3,647,330	3,752,397	3,860,936	3,972,036
FIRE DEPARTMENT											
12201-51120	DEPT. HEAD SALARY	107,100	110,313	113,070	114,483	120,276	123,884	127,601	131,429	135,371	139,433
12201-51130	SALARIES/WAGES	772,640	867,478	940,143	1,053,546	1,220,960	1,336,862	1,376,968	1,418,277	1,460,825	1,504,650
12201-51300	OVERTIME	193,071	167,094	176,588	222,243	242,274	262,764	270,647	278,766	287,129	295,743
12201-51150	LONGEVITY	2,150	1,650	1,550	1,650	2,250	1,900	2,400	2,400	2,400	2,400
12202-52000	PURCHASE OF SERVICES	89,724	92,725	101,199	108,803	106,562	133,116	135,000	137,000	139,000	141,000
12202-54000	SUPPLIES	80,827	75,385	73,946	77,579	76,500	88,700	90,000	90,000	92,000	92,000
12202-57000	OTHER CHARGES	2,772	2,655	2,830	2,657	4,600	4,280	4,300	4,350	4,400	4,450
	TOTAL FIRE DEPT:	1,248,283	1,317,300	1,409,326	1,580,961	1,773,422	1,951,506	2,006,915	2,062,222	2,121,126	2,179,676

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BUILDING INSPECTOR											
12411-51120	DEPT. HEAD SALARY	73,764	76,894	81,404	85,643	91,114	93,848	96,663	99,563	102,550	105,627
12411-51130	SALARIES/WAGES	35,217	36,819	39,481	40,323	43,115	45,742	48,029	50,431	52,952	55,600
12411-51150	LONGEVITY	0	0	150	300	300	300	300	300	450	450
12412-52000	PURCHASE OF SERVICES	300	105	25	0	1,620	1,620	1,620	1,620	1,650	1,650
12412-54000	SUPPLIES	1,039	1,494	892	1,879	3,039	3,039	3,100	3,100	3,100	3,100
12412-57000	OTHER CHARGES	270	210	135	1,400	700	700	725	725	725	725
	TOTAL BLDG. INSPECTOR:	110,590	115,522	122,087	129,545	139,888	145,249	150,438	155,739	161,427	167,151
SEALER											
12442-52000	PURCHASE OF SERVICES	5,300	5,300	5,300	5,300	5,350	5,350	5,350	5,350	5,350	5,350
	TOTAL SEALER:	5,300	5,300	5,300	5,300	5,350	5,350	5,350	5,350	5,350	5,350
INSPECTORS (Electric / Plumbing)											
12451-51130	SALARIES	37,960	44,250	37,150	56,950	50,000	50,000	55,000	55,000	55,000	55,000
12452-52000	PURCHASE OF SERVICES	0	0	0	0	593	593	600	600	600	600
12452-54000	SUPPLIES	69	0	0	0	220	220	250	250	250	250
12452-57000	OTHER CHARGES	2,400	2,400	2,400	2,100	2,465	2,465	2,500	2,500	2,500	2,500
	TOTAL INSPECTORS:	40,429	46,650	39,550	59,050	53,278	53,278	58,350	58,350	58,350	58,350
TREE WARDEN											
12941-51120	SALARIES/WAGES	2,575	8,139	2,251	8,787	8,963	9,232	9,509	9,794	10,088	10,391
12942-52000	PURCHASE OF SERVICES	14,077	43,483	15,932	15,165	16,956	22,500	22,950	23,409	23,877	24,355
12942-54000	SUPPLIES	529	529	13	600	675	0	675	675	675	675
12942-57000	OTHER CHARGES	927	982	602	600	1,185	960	1,000	1,000	1,000	1,000
	TOTAL TREE WARDEN:	18,108	53,133	18,798	25,152	27,779	32,692	34,134	34,878	35,640	36,420
EDUCATION											
13002-53000	BURGESS	11,019,494	11,297,798	12,253,714	12,396,224	12,379,567	12,634,439	13,013,472	13,403,876	13,805,993	14,220,172
13002-53200	TANTASQUA	6,563,877	6,890,586	7,080,029	7,373,098	7,708,896	7,845,210	8,080,566	8,322,983	8,572,673	8,829,853
13002-53210	TANTASQUA TRANS	148,829	131,083	118,577	106,405	116,504	92,691	100,000	105,000	110,000	115,000
13002-53801	CHARTER SCHOOL TRANS	1,955	0	0	0	6,000	5,000	5,000	5,000	5,000	5,000
	TOTAL EDUCATION:	17,734,155	18,319,467	19,452,320	19,875,727	20,210,967	20,577,340	21,199,038	21,836,860	22,493,665	23,170,025
DEPARTMENT OF PUBLIC WORKS											
14101-51120	DEPT. HEAD SALARY	75,137	82,054	79,326	83,275	88,052	90,114	92,817	95,602	98,470	101,424
14101-51130	SALARIES/WAGES	612,347	694,260	785,108	777,381	881,913	908,989	936,259	964,346	993,277	1,023,075
14101-51300	OVERTIME	8,982	12,227	13,724	12,042	14,000	20,000	20,000	20,000	20,000	20,000
14101-51150	LONGEVITY	2,050	2,100	1,400	1,250	750	1,050	1,050	1,050	1,050	1,050
14102-52000	PURCHASE OF SERVICES	68,492	65,532	72,140	70,141	80,750	110,900	112,000	113,000	114,000	115,000
14102-54000	SUPPLIES	75,959	80,957	90,952	94,157	96,000	98,000	98,000	100,000	100,000	100,000
14102-57000	OTHER CHARGES	1,359	1,419	2,108	2,004	6,800	6,800	7,000	7,000	7,000	7,000
	TOTAL DPW:	844,325	938,549	1,044,758	1,040,250	1,168,265	1,235,853	1,267,126	1,300,998	1,333,797	1,367,549

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ROADS											
14212-52410	PRIVATE ROAD MAINTENANCE	6,000	5,978	4,679	4,259	6,000	6,000	6,000	6,000	6,000	6,000
	TOTAL ROADS:	6,000	5,978	4,679	4,259	6,000	6,000	6,000	6,000	6,000	6,000
SNOW & ICE											
14231-51300	OVERTIME	38,629	45,973	40,065	70,391	51,250	52,788	54,372	56,003	57,683	59,413
14232-52000	PURCHASE OF SERVICES	123,743	99,378	82,649	74,338	70,000	70,000	75,000	75,000	75,000	75,000
14232-54000	SUPPLIES	179,575	122,425	95,587	138,468	100,000	100,000	125,000	125,000	125,000	125,000
	TOTAL SNOW REMOVAL:	341,947	267,776	218,301	283,197	221,250	222,788	254,372	256,003	257,683	259,413
LANDFILL/RECYCLING CENTER											
14301-51130	SALARIES/WAGES	95,083	101,818	103,485	108,357	126,340	127,842	131,677	135,628	139,696	143,887
14301-51300	OVERTIME	0	0	386	397	1,500	1,500	2,500	2,500	2,500	2,500
14301-51150	LONGEVITY	0	0	0	100	400	400	400	400	400	400
14302-52000	PURCHASE OF SERVICES	124,997	153,877	174,079	138,264	174,535	188,875	195,000	200,000	205,000	210,000
14302-54000	SUPPLIES	7,018	6,209	6,314	2,617	5,000	5,050	5,200	5,200	5,200	5,200
	TOTAL LANDFILL:	227,098	261,904	284,264	249,735	307,775	323,667	334,777	343,728	352,796	361,987
BOARD OF HEALTH											
15101-51120	DEPT. HEAD SALARY	40,097	32,928	67,588	74,757	80,104	82,507	84,982	87,532	90,158	92,862
15101-51130	SALARIES/WAGES	27,302	24,849	25,788	21,982	26,258	27,055	28,408	29,828	31,320	32,886
15102-52000	PURCHASE OF SERVICES	4,299	5,299	2,556	555	4,450	8,450	8,500	8,500	8,600	8,600
15102-54000	SUPPLIES	1,977	2,480	1,606	2,512	2,350	2,350	2,400	2,400	2,450	2,450
15102-57000	OTHER CHARGES	1,171	1,218	728	930	1,800	1,800	1,850	1,850	1,850	1,850
	TOTAL BOARD OF HEALTH:	74,845	66,774	98,266	100,736	114,962	122,162	126,140	130,110	134,377	138,648
COMMUNITY HEALTH											
15152-53850	COMMUNITY HEALTH	3,440	3,800	4,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000
	TOTAL COMM HEALTH	3,440	3,800	4,000	4,000	5,000	5,000	5,000	5,000	5,000	5,000
INSPECTIONS & TESTING											
15202-53150	PUBLIC HEALTH INSPECTOR	41,273	37,897	46,016	47,338	51,047	54,153	56,861	59,704	62,689	65,823
	TOTAL INSPECTIONS:	41,273	37,897	46,016	47,338	51,047	54,153	56,861	59,704	62,689	65,823
COUNCIL ON AGING											
15411-51120	DEPT. HEAD SALARY	46,368	55,503	53,575	60,212	71,204	75,540	77,806	80,140	82,545	85,021
15411-51130	SALARIES/WAGES	69,879	65,162	61,379	48,259	70,265	74,136	77,843	81,735	85,822	90,113
15411-51150	LONGEVITY	500	625	175	175	625	700	625	625	625	625
15412-52000	PURCHASE OF SERVICES	1,321	1,090	1,036	1,238	2,140	2,060	2,200	2,200	2,200	2,200
15412-54000	SUPPLIES	1,682	1,700	1,749	702	1,700	1,700	1,750	1,750	1,800	1,800
15412-57000	OTHER CHARGES	1,854	818	561	180	725	725	725	750	750	750
15412-57110	TRANSPORTATION	2,737	1,506	319	0	4,000	2,000	4,000	4,000	4,000	4,000
	TOTAL COUNCIL ON AGING:	124,341	126,404	118,794	110,766	150,659	156,861	164,949	171,200	177,741	184,509

<u>LINE NO.</u>	<u>ITEM</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
VETERANS SERVICES											
15431-51120	SALARIES/WAGES	5,150	7,174	9,533	9,651	9,844	10,139	10,443	10,756	11,079	11,412
15432-52000	PURCHASE OF SERVICES	0	152	0	0	250	250	250	250	250	250
15432-54000	SUPPLIES	73	520	0	354	575	575	600	600	600	600
15432-54100	AMERICAN LEGION	1,600	1,581	1,432	808	1,600	2,400	1,600	1,600	1,600	1,600
15432-54400	MEMORIAL & VETERANS DAY	2,710	2,938	2,001	2,421	3,200	3,200	3,200	3,200	3,200	3,200
15432-57000	OTHER CHARGES	443	0	210	85	500	500	500	500	500	500
15432-57700	VETERANS BENEFITS	26,813	41,095	43,950	50,866	55,000	58,300	60,000	60,000	60,000	60,000
	TOTAL VETERAN'S:	36,789	53,460	57,126	64,185	70,969	75,364	76,593	76,906	77,229	77,562
LIBRARY											
16101-51120	DEPT. HEAD SALARY	74,986	79,408	85,052	84,115	94,000	96,820	99,725	102,716	105,798	108,972
16101-51130	SALARIES/WAGES	276,631	283,858	279,140	284,675	313,820	332,616	349,247	366,709	385,045	404,297
16101-51150	LONGEVITY	1,200	1,100	1,400	1,550	1,100	1,100	1,400	1,400	1,400	1,400
16102-52000	PURCHASE OF SERVICES	20,568	17,218	16,380	17,023	19,672	20,045	21,000	22,000	23,000	24,000
16102-54000	SUPPLIES	3,499	3,600	3,438	3,596	3,600	4,060	4,100	4,100	4,100	4,100
16102-55820	BOOK/MEDIA (19%)	94,494	96,533	98,345	100,000	105,000	113,000	115,260	117,565	119,917	122,315
16102-57000	OTHER CHARGES	2,565	2,565	1,554	385	2,400	2,700	2,800	2,900	3,000	3,100
	TOTAL LIBRARY:	473,944	484,282	485,309	491,344	539,592	570,341	593,531	617,391	642,259	668,183
PARKS & RECREATION											
16301-51120	DEPT. HEAD SALARY	30,425	32,175	40,872	49,055	61,109	64,831	66,776	68,779	70,843	72,968
16301-51130	SALARIES/WAGES	22,846	23,890	29,022	24,376	33,114	34,772	35,815	36,890	37,996	39,136
16301-51150	LONGEVITY	0	0	0	0	0	100	100	100	100	100
16302-52000	PURCHASE OF SERVICES	10,936	10,045	9,403	12,039	12,507	24,181	20,000	21,000	22,000	23,000
16302-54000	SUPPLIES	432	1,397	1,152	2,650	4,205	3,319	3,100	3,100	3,200	3,200
16302-56320	TEAM SPORTS	7,500	7,500	7,500	4,098	7,500	7,500	7,500	7,500	7,500	7,500
16302-57000	OTHER CHARGES	100	100	100	149	210	210	225	225	225	225
	TOTAL PARKS/REC:	72,239	75,107	88,049	92,367	118,645	134,913	133,516	137,594	141,864	146,129
TRAILS COMMITTEE											
16502-52000	PURCHASE OF SERVICES	0	1,000	80	0	0	200	250	250	250	250
16502-57000	OTHER CHARGES	0	1,140	26	0	0	100	100	100	100	100
	TOTAL TRAILS COMMITTEE:	0	2,140	106	0	0	300	350	350	350	350
HISTORICAL COMMISSION											
16902-52000	PURCHASE OF SERVICES	175	88	166	0	1,750	1,750	1,750	1,750	1,750	1,750
16902-54000	SUPPLIES	4	0	0	0	100	100	100	100	100	100
16902-57000	OTHER CHARGES	100	0	0	0	200	200	200	200	200	200
	TOTAL HISTORICAL COMM:	279	88	166	0	2,050	2,050	2,050	2,050	2,050	2,050
DEBT SERVICE - PRINCIPAL											
17102-59192	DEBT P TOWN HALL PROJECT	175,000	176,000	175,000	170,000	170,000	162,000	159,300	160,000	165,000	165,000

<u>LINE NO.</u>	<u>ITEM</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
17102-59193	DEBT P BURGESS ELEM	915,000	918,000	918,000	915,000	915,000	914,000	914,500	915,000	915,000	915,000
	TOTAL DEBT PRINCIPAL:	1,090,000	1,094,000	1,093,000	1,085,000	1,085,000	1,076,000	1,073,800	1,075,000	1,080,000	1,080,000
DEBT SERVICE - INTEREST											
17502-59250	DEBT I SHORT TERM INT.	0	0	0	0	5,000	10,000	10,000	10,000	10,000	10,000
17502-59192	DEBT I TOWN HALL PROJECT	80,368	67,240	60,203	53,303	52,214	41,694	35,268	28,882	22,382	15,782
17502-59193	DEBT I BURGESS	419,331	371,269	341,639	310,966	279,229	247,124	215,810	184,664	152,251	120,301
	TOTAL DEBT INTEREST:	499,699	438,509	401,842	364,269	336,443	298,818	261,078	223,546	184,633	146,083
UNCLASSIFIED											
19102-51700	GROUP INSURANCE	1,506,878	1,692,628	1,785,428	1,724,992	1,820,000	2,085,000	2,189,250	2,298,713	2,413,648	2,534,331
19102-51750	UNEMPLOYMENT	17,161	18,306	18,680	19,063	25,000	25,000	25,000	25,000	25,000	25,000
19102-51800	RETIREMENT	1,171,263	1,275,676	1,371,067	1,507,644	1,674,824	1,825,683	2,008,251	2,209,076	2,429,984	2,672,982
19102-51950	MEDICARE	202,564	215,740	227,578	230,571	255,000	268,000	276,040	284,321	292,851	301,636
19102-52110	STREET LIGHTS	55,535	40,506	47,378	30,130	60,000	60,000	60,000	60,000	60,000	60,000
19102-52119	ENERGY CONSULTING	1,318	272	1,640	2,800	4,000	4,000	4,000	4,000	4,000	4,000
19102-52273	ENGINEERING/PROF SERVICES	0	0	0	0	20,000	20,000	20,000	20,000	20,000	20,000
19102-52630	TOWN AUDIT	22,500	25,000	26,000	26,000	31,000	31,000	34,000	34,000	34,000	34,000
19102-52640	SCHOOL AUDIT	4,000	0	0	4,000	0	0	4,000	0	0	4,000
19102-52650	OPEB STUDY	6,695	500	7,500	1,750	7,500	1,500	7,500	1,500	7,500	1,500
19102-53030	LEGAL FEES	7,006	4,852	5,203	2,393	10,000	10,000	10,000	10,000	10,000	10,000
19102-53070	TAX TITLE	3,206	1,775	590	1,418	5,000	5,000	5,000	5,000	5,000	5,000
19102-53090	TOWN REPORT	2,222	1,872	1,942	2,443	3,000	3,000	3,000	3,000	3,000	3,000
19102-57410	INSURANCE BLANKET	319,576	336,644	349,468	371,381	397,000	407,000	431,420	457,305	484,744	513,828
19102-57926	INSURANCE DEDUCTABLES	0	1,000	3,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
19102-57800	RESERVE FUND	118,175	89,250	125,703	28,960	169,000	175,000	178,500	182,070	185,711	189,426
19102-58318	STUDENT ACT. ACCT AUDIT	3,500	0	0	0	0	0	0	0	0	0
19102-58326	FUTURE WAGE OBLIGATIONS	0	0	0	23,974	0	0	0	0	0	0
	TOTAL UNCLASSIFIED:	3,441,599	3,704,021	3,971,177	3,982,519	4,486,324	4,925,183	5,260,961	5,598,985	5,980,438	6,383,703
CENTRAL PURCHASING											
19152-52310	TELEPHONE	25,018	29,218	23,625	29,883	35,000	29,500	30,000	30,000	30,000	30,000
19152-52315	POSTAGE	20,723	20,905	20,511	20,892	21,000	21,000	21,000	21,000	21,000	21,000
19152-52320	WATER/SEWER	8,896	8,826	10,542	8,530	12,000	13,000	13,520	14,061	14,623	15,208
19152-54800	GASOLINE	118,659	131,308	112,541	109,822	150,000	200,000	150,000	150,000	150,000	150,000
19152-54200	COPIERS	3,783	6,100	5,892	4,253	6,100	6,100	6,100	6,100	6,100	6,100
19152-53420	SLATE ROOF MAINT PLAN	5,950	0	5,775	0	7,000	0	10,000	0	10,000	0
19152-56553	FLEET VEHICLES	563	160	0	563	0	0	0	0	0	0
19152-56559	WINDOW CLEANING	1,640	0	2,497	0	6,000	0	6,000	0	6,000	0
19152-56561	EXTERIOR PAINTING TH/COB	9,975	0	0	0	0	0	0	0	0	0
19152-57927	E-Z PASS	0	958	630	271	1,200	1,200	1,200	1,200	1,200	1,200

<u>LINE NO.</u>	<u>ITEM</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
19152-57928	ELECTRICITY	0	93,217	99,267	80,000	80,000	80,000	80,000	80,000	80,000	80,000
19152-58327	TRASH REMOVAL/RECYCLING	0	0	9,200	7,659	7,000	7,000	7,200	7,200	7,200	7,200
19152-58328	FIRE EXTINGUISHERS (BLDGS)	0	0	0	2,786	3,000	6,000	6,000	6,000	6,000	6,000
	TOTAL CENTRAL PURCH:	195,207	290,692	290,480	264,659	328,300	363,800	331,020	315,561	332,123	316,708
	TOTAL GENERAL FUND:	30,642,576	31,913,141	33,793,166	34,236,962	36,523,711	38,118,529	39,291,290	40,547,012	41,887,897	43,260,727
			4.15%	5.89%	1.31%	6.68%	4.37%	3.08%	3.20%	3.31%	3.28%
	TOTAL SCHOOLS	17,734,155	18,319,467	19,452,320	19,875,727	20,210,967	20,577,340	21,199,038	21,836,860	22,493,665	23,170,025
	G/F W/O SCHOOLS	12,908,422	13,593,674	14,340,846	14,361,235	16,312,744	17,541,189	18,092,251	18,710,153	19,394,232	20,090,702
	SCHOOL % +		3.30%	6.18%	2.18%	1.69%	1.81%	3.02%	3.01%	3.01%	3.01%
	G/F % +		5.31%	5.50%	0.14%	13.59%	7.53%	3.14%	3.42%	3.66%	3.59%
	% BUDGET SCHOOLS	57.87%	57.40%	57.56%	58.05%	55.34%	53.98%	53.95%	53.86%	53.70%	53.56%
	% BUDGET TOWN	42.13%	42.60%	42.44%	41.95%	44.66%	46.02%	46.05%	46.14%	46.30%	46.44%
	DEBT % of budget w/o Schools	12.32%	11.27%	10.42%	10.09%	8.71%	7.84%	7.38%	6.94%	6.52%	6.10%
	DEBT % of budget w/ Schools	5.19%	4.80%	4.42%	4.23%	3.89%	3.61%	3.40%	3.20%	3.02%	2.83%

SUMMARY

TOWN OF STURBRIDGE REVENUE AND EXPENDITURE FORECAST: FY2022 - FY2026

ANALYSIS OF REVENUE VS EXPENDITURES

	<u>2022*</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Prior Year Levy Limit	\$25,903,627.00	\$26,949,635.00	\$27,823,376.00	\$28,743,960.00	\$29,687,559.00
Amended New Growth	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.5% Increase	\$647,591.00	\$673,741.00	\$695,584.00	\$718,599.00	\$742,189.00
New Growth	\$398,417.00	\$200,000.00	\$225,000.00	\$225,000.00	\$225,000.00
 Sub Total:	 \$26,949,635.00	 \$27,823,376.00	 \$28,743,960.00	 \$29,687,559.00	 \$30,654,748.00
 Debt Exclusions:					
Town Hall Project	\$222,214.00	\$203,694.00	\$194,568.00	\$188,882.00	\$187,382.00
Burgess Elementary School	\$1,194,229.00	\$1,161,124.00	\$1,130,310.00	\$1,099,664.00	\$1,067,251.00
 Total Debt Exclusions:	 \$1,416,443.00	 \$1,364,818.00	 \$1,324,878.00	 \$1,288,546.00	 \$1,254,633.00
 Local Receipts	 \$3,553,934.00	 \$4,682,884.00	 \$4,731,884.00	 \$4,841,524.00	 \$4,881,815.00
State Receipts	\$4,968,222.00	\$5,563,801.00	\$5,615,784.00	\$5,667,475.00	\$5,719,683.00
 Total Revenues:	 \$36,888,234.00	 \$39,434,879.00	 \$40,416,506.00	 \$41,485,104.00	 \$42,510,879.00
 Operating Budget	 \$36,410,574.00	 \$38,118,529.00	 \$39,291,290.00	 \$40,547,012.00	 \$41,887,897.00
Cherry Sheet Offsets	\$417,470.00	\$645,025.00	\$666,100.00	\$669,150.00	\$672,200.00
Overlay	\$224,005.00	\$130,000.00	\$150,000.00	\$150,000.00	\$150,000.00
Warrant Articles - Raise and Appropriate	\$290,000.00	\$538,000.00	\$688,000.00	\$838,000.00	\$928,000.00
 Total Expenses:	 \$37,342,049.00	 \$39,431,554.00	 \$40,795,390.00	 \$42,204,162.00	 \$43,638,097.00
 Budget Surplus/Deficit:	 -\$453,815.00	 \$3,325.00	 -\$378,884.00	 -\$719,058.00	 -\$1,127,218.00
 Use of Free Cash:	 \$450,000.00	 \$0.00	 \$0.00	 \$0.00	 \$0.00
Use of ARPA Funds Revenue Replacement:	\$632,000.00	\$0.00	\$0.00	\$0.00	\$0.00
 Excess Levy Capacity:	 \$628,185.00	 \$3,325.00	 -\$378,884.00	 -\$719,058.00	 -\$1,127,218.00

*FY22 numbers reflect numbers used in setting the tax rate

**Forecasts due not represent costs associated with Senior Center Project - Debt Exclusion

PROPERTY TAXES

TOWN OF STURBRIDGE REVENUE AND EXPENDITURE FORECAST: FY2022 - FY2026

PROPERTY TAX	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Prior Year Levy Limit	\$25,903,627.00	\$26,949,635.00	\$27,823,376.00	\$28,743,960.00	\$29,687,559.00
Amended New Growth	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2.5% Increase	\$647,591.00	\$673,741.00	\$695,584.00	\$718,599.00	\$742,189.00
New Growth	\$398,417.00	\$200,000.00	\$225,000.00	\$225,000.00	\$225,000.00
Sub Total:	\$26,949,635.00	\$27,823,376.00	\$28,743,960.00	\$29,687,559.00	\$30,654,748.00
Debt Exclusions:					
Town Hall Project	\$222,214.00	\$203,694.00	\$194,568.00	\$188,882.00	\$187,382.00
Burgess Elementary School	\$1,194,229.00	\$1,161,124.00	\$1,130,310.00	\$1,099,664.00	\$1,067,251.00
Total Debt Exclusions:	\$1,416,443.00	\$1,364,818.00	\$1,324,878.00	\$1,288,546.00	\$1,254,633.00
Total Taxing Capacity:	\$28,366,078.00	\$29,188,194.00	\$30,068,838.00	\$30,976,105.00	\$31,909,381.00
Increase over Previous Fiscal Year					
Less Debt Exclusions		\$873,741.00	\$920,584.00	\$943,599.00	\$967,189.00
Increase %		3.24%	3.31%	3.28%	3.26%

**Forecasts due not represent costs associated with Senior Center Project - Debt Exclusion

STATE AID

TOWN OF STURBRIDGE REVENUE AND EXPENDITURE FORECAST: FY2022 - FY2026

State Aid	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Chapter 70	\$3,870,754.00	\$4,243,483.00	\$4,285,918.00	\$4,328,777.00	\$4,372,065.00
Charter Tuition Reimbursement	\$9,380.00	\$200,852.00	\$201,000.00	\$201,000.00	\$201,000.00
Unrestricted Gen Gov't Aid	\$851,490.00	\$874,480.00	\$883,225.00	\$892,057.00	\$900,978.00
Veterans Benefits	\$34,943.00	\$39,439.00	\$40,000.00	\$40,000.00	\$40,000.00
State Owned Land	\$167,079.00	\$166,985.00	\$167,079.00	\$167,079.00	\$167,079.00
Exemptions: VBS and Elderly	\$34,576.00	\$38,562.00	\$38,562.00	\$38,562.00	\$38,562.00
Public Libraries - Offset	\$20,571.00	\$19,927.00	\$19,946.00	\$19,946.00	\$19,946.00
TOTAL STATE AID:	\$4,988,793.00	\$5,583,728.00	\$5,635,730.00	\$5,687,421.00	\$5,739,630.00

STATE ASSESSMENTS

TOWN OF STURBRIDGE REVENUE AND EXPENDITURE FORECAST: FY2022 - FY2026

State Aid Assessments	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Mosquito Control Projects	\$108,797.00	\$111,522.00	\$115,000.00	\$118,000.00	\$121,000.00
Air Pollution Districts	\$2,994.00	\$3,083.00	\$3,100.00	\$3,150.00	\$3,200.00
RMV Non-Renewal Surcharge	\$10,040.00	\$9,380.00	\$10,000.00	\$10,000.00	\$10,000.00
Regional Transit	\$34,477.00	\$35,985.00	\$38,000.00	\$38,000.00	\$38,000.00
Special Education	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
School Choice Sending Tuition	\$102,632.00	\$71,005.00	\$85,000.00	\$85,000.00	\$85,000.00
Charter School Sending Tuition	\$158,530.00	\$414,050.00	\$415,000.00	\$415,000.00	\$415,000.00
TOTAL STATE AID:	\$417,470.00	\$645,025.00	\$666,100.00	\$669,150.00	\$672,200.00

SNOW & ICE EXPENDITURES

TOWN OF STURBRIDGE REVENUE AND EXPENDITURE : FY2018 - FY2022

Snow & Ice	<u>2018 ACTUAL</u>	<u>2019 ACTUAL</u>	<u>2020 ACTUAL</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGETED</u>	<u>2022 YTD*</u>
Personnel Costs	\$38,629.00	\$45,973.00	\$40,065.00	\$70,391.00	\$51,250.00	\$77,899.89
Purchase of Services	\$123,743.00	\$99,378.00	\$82,649.00	\$74,338.00	\$70,000.00	\$34,068.56
Supplies	\$179,575.00	\$122,425.00	\$95,587.00	\$138,468.00	\$100,000.00	\$216,983.79
TOTAL:	\$341,947.00	\$267,776.00	\$218,301.00	\$283,197.00	\$221,250.00	\$328,952.24

*As of 3/24/2022

EXPENSES RAISED ON RECAP SHEET

TOWN OF STURBRIDGE REVENUE AND EXPENDITURE FORECAST: FY2022 - FY2026

Other Expenses	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Snow & Ice Deficit	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Overlay	\$224,005.00	\$130,000.00	\$150,000.00	\$150,000.00	\$150,000.00
Total Other Expenses:	\$224,005.00	\$130,000.00	\$150,000.00	\$150,000.00	\$150,000.00

LOCAL RECEIPTS

TOWN OF STURBRIDGE REVENUE AND EXPENDITURE FORECAST: FY2022 - FY2026

Local Receipts	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Motor Vehicle Excise	\$1,342,000.00	\$1,400,000.00	\$1,414,000.00	\$1,428,140.00	\$1,442,421.00
Other Excise	\$34,000.00	\$36,200.00	\$36,200.00	\$36,200.00	\$36,200.00
Room Occupancy Tax	\$375,833.00	\$730,000.00	\$744,600.00	\$759,492.00	\$774,682.00
Meals Tax	\$331,000.00	\$520,000.00	\$530,400.00	\$541,008.00	\$551,828.00
Cannibus Tax	\$0.00	\$210,000.00	\$210,000.00	\$210,000.00	\$210,000.00
Penalties/Interest Taxes/Excises	\$120,125.00	\$110,125.00	\$110,125.00	\$110,125.00	\$110,125.00
Payment in Lieu of Taxes	\$28,000.00	\$28,000.00	\$28,000.00	\$28,000.00	\$28,000.00
Ambulance	\$541,000.00	\$585,000.00	\$585,000.00	\$600,000.00	\$600,000.00
Fees	\$50,000.00	\$260,000.00	\$260,000.00	\$260,000.00	\$260,000.00
Departmental Revenue: Library	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Departmental Revenue: Cemeteries	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00
Other Departmental Revenue	\$87,500.00	\$107,500.00	\$107,500.00	\$107,500.00	\$107,500.00
Licenses/Permits	\$286,000.00	\$330,000.00	\$330,000.00	\$330,000.00	\$330,000.00
Fines and Forfeits	\$94,200.00	\$97,950.00	\$102,950.00	\$102,950.00	\$102,950.00
Investment Income	\$40,000.00	\$20,000.00	\$25,000.00	\$80,000.00	\$80,000.00
Miscellaneous Recurring	\$157,109.00	\$205,109.00	\$205,109.00	\$205,109.00	\$205,109.00
Miscellaneous Non-Recurring	\$62,167.00	\$38,000.00	\$38,000.00	\$38,000.00	\$38,000.00
Total Local Receipts:	\$3,553,934.00	\$4,682,884.00	\$4,731,884.00	\$4,841,524.00	\$4,881,815.00
Increase %		31.77%	1.05%	2.32%	0.83%

DEPARTMENTAL EXPENDITURES

TOWN OF STURBRIDGE REVENUE AND EXPENDITURE FORECAST: FY2022 - FY2026

Expenditures by Department	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
Board of Selectmen	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00
Town Administrator	\$256,435.00	\$277,422.00	\$286,712.00	\$296,242.00	\$305,073.00
Finance Committee	\$7,273.00	\$7,508.00	\$8,038.00	\$8,254.00	\$8,481.00
Town Accountant	\$107,282.00	\$110,897.00	\$114,628.00	\$118,386.00	\$122,275.00
Board of Assessors	\$157,776.00	\$163,352.00	\$168,575.00	\$174,605.00	\$180,589.00
Finance Director	\$279,236.00	\$330,742.00	\$343,691.00	\$356,557.00	\$370,065.00
Town Council	\$110,000.00	\$110,000.00	\$115,000.00	\$115,000.00	\$115,000.00
Information Technology	\$204,460.00	\$294,734.00	\$286,664.00	\$294,214.00	\$306,990.00
Town Clerk	\$121,434.00	\$131,051.00	\$133,819.00	\$138,547.00	\$143,461.00
Elections/Registration	\$22,287.00	\$36,912.00	\$21,300.00	\$37,800.00	\$23,500.00
Conservation Commission	\$111,191.00	\$121,118.00	\$123,115.00	\$127,361.00	\$131,585.00
Town Planner	\$191,798.00	\$207,539.00	\$212,469.00	\$218,030.00	\$225,800.00
Zoning Board of Appeals	\$590.00	\$590.00	\$590.00	\$590.00	\$590.00
Economic Development	\$32,415.00	\$36,567.00	\$37,516.00	\$38,489.00	\$39,490.00
Facilities	\$141,629.00	\$156,325.00	\$150,141.00	\$155,667.00	\$161,622.00
Town Hall Building	\$37,970.00	\$36,836.00	\$37,000.00	\$37,500.00	\$38,000.00
Center Office Building	\$32,980.00	\$33,446.00	\$34,000.00	\$34,500.00	\$35,000.00
Senior Center Building	\$24,910.00	\$30,296.00	\$30,500.00	\$31,000.00	\$31,500.00
Library Building	\$24,920.00	\$34,890.00	\$35,250.00	\$35,750.00	\$36,250.00
Safety Complex Building	\$88,853.00	\$106,773.00	\$95,000.00	\$95,000.00	\$97,500.00
Nursery School Building	\$3,580.00	\$5,525.00	\$4,000.00	\$4,000.00	\$4,000.00
8 Brookfield Road Building	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Police	\$3,360,127.00	\$3,543,738.00	\$3,647,330.00	\$3,752,397.00	\$3,860,936.00
Fire	\$1,773,422.00	\$1,951,506.00	\$2,006,915.00	\$2,062,222.00	\$2,121,126.00
Building Inspector	\$139,888.00	\$145,249.00	\$150,438.00	\$155,739.00	\$161,427.00

Sealer	\$5,350.00	\$5,350.00	\$5,350.00	\$5,350.00	\$5,350.00
Inspectors (Plumbing/Electrical)	\$53,278.00	\$53,278.00	\$58,350.00	\$58,350.00	\$58,350.00
Tree Warden	\$27,779.00	\$32,692.00	\$34,134.00	\$34,878.00	\$35,640.00
Education	\$20,210,967.00	\$20,577,340.00	\$21,199,038.00	\$21,836,860.00	\$22,493,665.00
Department of Public Works	\$1,168,265.00	\$1,235,853.00	\$1,267,126.00	\$1,300,998.00	\$1,333,797.00
Private Road Maintenance	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
Snow & Ice Removal	\$221,250.00	\$222,788.00	\$254,372.00	\$256,003.00	\$257,683.00
Landfill/Recycling Center	\$307,775.00	\$323,667.00	\$334,777.00	\$343,728.00	\$352,796.00
Board of Health	\$114,962.00	\$122,162.00	\$126,140.00	\$130,110.00	\$134,377.00
Community Health	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
Inspections & Testing	\$51,047.00	\$54,153.00	\$56,861.00	\$59,704.00	\$62,689.00
Council on Aging	\$150,659.00	\$156,861.00	\$164,949.00	\$171,200.00	\$177,741.00
Veterans Services	\$70,969.00	\$75,364.00	\$76,593.00	\$76,906.00	\$77,229.00
Library	\$539,592.00	\$570,341.00	\$593,531.00	\$617,391.00	\$642,259.00
Parks & Recreation	\$118,645.00	\$134,913.00	\$133,516.00	\$137,594.00	\$141,864.00
Trails Committee	\$0.00	\$300.00	\$350.00	\$350.00	\$350.00
Historical Commission	\$2,050.00	\$2,050.00	\$2,050.00	\$2,050.00	\$2,050.00
Debt Service - Principal	\$1,085,000.00	\$1,076,000.00	\$1,073,800.00	\$1,075,000.00	\$1,080,000.00
Debt Service - Interest	\$336,443.00	\$298,818.00	\$261,078.00	\$223,546.00	\$184,633.00
Unclassified	\$4,486,324.00	\$4,925,183.00	\$5,260,961.00	\$5,598,985.00	\$5,980,438.00
Central Purchasing	\$328,300.00	\$363,800.00	\$331,020.00	\$315,561.00	\$332,123.00
Total Departmental Expenditures:	\$36,523,711.00	\$38,118,529.00	\$39,291,287.00	\$40,547,014.00	\$41,887,894.00
 Increase %		4.37%	3.08%	3.20%	3.31%

Capital Plan

CAPITAL IMPROVEMENT PLAN FISCAL YEAR 2023

Presented in this section is the proposed Fiscal Year 2023 Capital Improvement Plan. The Sturbridge Town Charter requires the Town Administrator to submit a Capital Improvement Plan to the Board of Selectmen each year. The Town of Sturbridge Comprehensive Fiscal Management Policies outline the criteria used for setting the yearly Capital Improvement Plan Budget.

The Capital Improvement Plan is an important tool that the Town of Sturbridge utilizes to help manage existing infrastructure and guide capital spending. It creates a process for evaluating the Town's needs and assigning priorities when resources cannot fund all requests.

Capital Planning Committee

Jean Bubon
John Grasso
Butch Jackson
Robert Reed
Kevin Smith

The Town of Sturbridge defines capital projects/items as an expenditure of \$5,000 or more with a useful life greater than three years that fall under one of the following categories:

- Acquisition of land
- Construction, expansion or renovation of a facility. Facilities include buildings, streets, bridges, sidewalks, parking lots, utilities, playing fields, cemeteries, playgrounds, etc.
- Acquisition of large capital items including vehicles, technology, communications equipment, etc.
- Facility maintenance projects including roof repair, HVAC, electrical, masonry, painting, carpeting, street resurfacing, sidewalk reconstruction, playground equipment/major repairs.
- Planning, feasibility, engineering or design studies related to a capital project.

Town departments seeking to replace or obtain a capital item must submit a "Capital Planning Request Form". Requests submitted include a brief description of the request, the reason for the request, the impact of granting the request (community benefit), the impact if not funded, a cost justification, and the department priority of the request. The proposals are then submitted to the Capital Planning Committee who meet with the departments and rate each project on a scale of 1 – 10 based on ten factors to ensure that the highest priorities and greatest needs of the Town are met.

The factors used are:

- Factor 1 – Public Safety and Health- Consideration of the impact of a request and its impact on existing conditions of public safety and health.
- Factor 2 – Infrastructure Needs – Consideration of the impact of a request in relation to infrastructure problems and needs of the community.
- Factor 3 – Quantity of Use – Consideration is given to the number of people that will utilize the facilities or equipment and/or how often the equipment will be used.
- Factor 4 – Efficiency of Services – Consideration given to requests that increase the efficiency of services provided by the Town to the public.
- Factor 5 – Legal Requirements – Consideration of requests based on mandates of local, state or federal regulations or laws.
- Factor 6 – Public Support – Consideration of requests in relation to public support of a specific project or program, specifically you should consider how the public will view the purchase or specific capital item.
- Factor 7 – Personnel Impact – Consideration of requests that are necessary based upon increased personnel or increased use of personnel.
- Factor 8 – Service Impact – Consideration of requests that are necessary due to increased, altered or new services the town is offering.
- Factor 9 – Budgetary Constraints – Consideration given to the effect of various request on the capital budget in total.
- Factor 10 – Administrative Needs – Consideration of requests that are necessary due to the administrative needs of various departments.

Funding

The Town needs to ensure that its capital needs are addressed on an annual basis to ensure that the Town does not find itself in a position of having to replace a lot of capital at one time causing unnecessary debt issuance and associated interest costs for capital replacement that could have been done in a planned manner without the issuance of debt.

The Annual Capital Budget is 1.5% of the Town’s budgeted annual expenditures. In FY23 this amount is \$546,159. Historically, the Town funds the majority of the Capital Budget through a Free Cash appropriation.

Capital projects/items may be funded using one of the following funding sources:

- Borrowing – Projects/items of \$100,000 or more with a useful life of at least 10 years may be considered for borrowing. The sources of revenues to support borrowing are:
 - General Fund – Within Proposition 2 ½
 - Sewer Fund and Water Fund
 - General Fund – With Debt Exclusion Vote
- Available Revenues – Projects/items of \$5,000 or more with a useful life of at least 3 years may be considered for funding with available revenues. The sources of available revenues are:

- Capital Improvement Budget as recommended by the Capital Improvement Committee
- Sewer Fund and Water Fund
- Free Cash Warrant Articles
- Departmental Operating Budget – Projects/items of less than \$5,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets.
 - General Fund
 - Sewer Fund and Water Fund
 - Departmental Revolving Funds

The annual operating cost of a proposed capital project, as well as debt services costs, will be identified before any long-term bonded capital is recommended. It is important to project the impact that the proposed capital project has on the operating budget so that the operating budget has adequate resources to meet long-term operating expenses.

Fiscal Year 2023 Capital Budget

Below are the proposed projects and funding sources rated high enough to be included in the FY2023 Capital Improvement Plan:

Fire – Ambulance - \$375,000

This request will fund the replacement of the 2010 ambulance. A portion of the cost (\$223,000) will be funded through the Ambulance Stabilization Fund.

Funding Source – Free Cash, Ambulance Stabilization Fund

Planning – Plotter - \$ 13,522

This request will replace a 2015 plotter. The current plotter model has been discontinued and we are currently not able to get replacement parts or a service contract for the plotter.

Funding Source – Free Cash

IT – Cisco Switches - \$38,621

This request will replace the Cisco switches located at Town Hall, Center Office Building, and the Public Safety Complex. With all town buildings being connected via fiber, we are looking to replace the current switches to allow for faster connections between buildings.

Funding Source- Free Cash

Fire – Fire Hose - \$74,000

This request will fund the purchase of new fire hose. Firehose has a limited life and although the hose is tested annually, best practice is to replace hose before it has a chance to fail. Hoses that have reached end of life will be replaced.

Funding Source – Free Cash

Public Safety Complex – Plymovent Exhaust System Addition - \$19,580

This request will fund an addition to the existing exhaust system. The original configuration of the Plymovent system was for the apparatus in inventory at the time of the initial installation. As apparatus has been replaced or new apparatus added, the existing system has not been modified for new vehicles.

Funding Source – Free Cash

Public Safety Complex – Turnout Gear/Hose Storage - \$11,005

This request will fund storage racks for turnout gear and spare fire hose. Currently turnout gear is stored in make-shift “cubbies”. These are not sufficient for all of the PPE firefighters need to store. Many times the gear is piled on the floor of the “cubbies”. This is not only hygienically unacceptable, but also degrades the gear because it cannot breathe when not in use. Similarly, hose is now piled on top of itself. Even after hanging to dry when stacked on itself the hose is not being properly stored.

Funding Source – Free Cash

DPW – Backhoe with attachments - \$200,000

This request will provide funding to replace a 1997 backhoe. The current backhoe has over 10,000 hours and is in need of multiple repairs.

Funding Source – Free Cash

Police – Six (6) Rifles and Magazines - \$6,150

This request will provide funding to purchase six (6) rifles and magazines for officer assigned cruisers. This purchase will complete the replacement of the current department rifles that are over fifteen years old.

Funding Source- Free Cash

IT – Security Cameras - \$8,024

This request will fund security cameras for the recreation area located at 60 Cedar Street. A security camera was added to the recreation area last year but two (2) additional cameras are needed for the pavilion area and the entrance to the bathrooms. These areas have been prone to vandalism.

Funding Source – Free Cash

In addition to the items mentioned above the police budget includes funding for two (2) fully equipped cruisers in the amount of \$132,000 and the IT budget includes funding for computers, firewalls and voice server migration in the amount of \$45,400.

FY2023 Capital Plan Proposed Funding Summary:

Free Cash - \$522,902

Ambulance Stabilization Fund - \$223,000

Total: \$745,902

FY23 Capital Budget Recommendations

<u>Department</u>	<u>Item</u>	<u>Est. Cost</u>
Fire	Ambulance	\$ 375,000.00
Planning/IT	Plotter	\$ 13,522.00
IT	Cisco Switches	\$ 38,621.00
Fire	Fire Hose	\$ 74,000.00
Public Safety Complex	Plymovent Exhaust System Addition	\$ 19,580.00
Public Safety Complex	Turnout Gear/Hose Storage	\$ 11,005.00
DPW	Backhoe with attachments	\$ 200,000.00
Police	Six (6) Rifles & Magazines	\$ 6,150.00
IT	Security Cameras	\$ 8,024.00

Total : \$ 745,902.00

TOWN OF STURBRIDGE - FIVE YEAR CAPITAL PLAN						
Department of Public Works	PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
	Backhoe with attachments	\$200,000				
	Fuel Tank Replacement	\$450,000				
	Basin Cleaner		\$300,000			
	Dump Truck		\$250,000			
	1 Ton Dump Truck			\$60,000		
	Street Sweeper			\$300,000		
	Grader				\$300,000	
	Dump Truck				\$250,000	
	Loader					\$200,000
	Brush Tractor					\$150,000
	<i>DPW ESTIMATE BY YEAR</i>	<i>\$650,000</i>	<i>\$550,000</i>	<i>\$360,000</i>	<i>\$550,000</i>	<i>\$350,000</i>
Fire Department	PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
	Ambulance	\$375,000			\$375,000	
	Firehose	\$74,000				
	PPE	\$80,000				
	Replace Squad 1		\$75,000			
	Replace Rescue 1 (1997 Freightliner)		\$750,000			
	Cardiac Monitor/ Lucas			\$60,000		
	Ford Explorer			\$60,000		
	Hydraulic Extrication Tool Set				\$75,000	
	SCBA				\$200,000	
	UTV					\$150,000
	<i>FIRE ESTIMATE BY YEAR</i>	<i>\$529,000</i>	<i>\$825,000</i>	<i>\$120,000</i>	<i>\$650,000</i>	<i>\$150,000</i>
Information Technology	PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
	Computer Replacement	\$7,400	\$20,000	\$20,000	\$13,000	\$13,000
	Security Cameras	\$8,024				
	Plotter	\$13,522				
	Migration Voice Server	\$10,000				
	Firewall Upgrade	\$28,000				
	Town Switches	\$38,621				
	Phones PSC		\$50,000			
	Copier		\$10,000	\$10,000		
	Watch Guard Server		\$10,000			
	Nutanix Upgrade and Expansion TH			\$80,000		
	Nutanix Upgrade and Expansion PSC				\$80,000	

	IT ESTIMATE BY YEAR	\$105,567	\$90,000	\$110,000	\$93,000	\$13,000
Police Department	PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
	Police Cruisers	\$123,000	\$123,000	\$124,000	\$128,000	\$130,000
	Patrol Rifles	\$6,150				
	ATV	\$12,965				
	Motorcycle		\$32,000			
	Portable Radios		\$22,500			
	K-9		\$20,000			
	Detective Vehicle		\$45,000			
	Side Arms			\$25,000		
	Drone				\$38,000	
	POLICE ESTIMATE BY YEAR	\$142,115	\$242,500	\$149,000	\$166,000	\$130,000
	BUILDING PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
Town Hall	Slate Roof		\$1,500		\$1,500	
Town Hall	Painting		\$8,000			
Town Hall	Masonry Repairs & Stoop		\$20,000			
Town Hall	Renovate portion of 2nd floor			TBD		
Town Hall	Seal Coat and restripe parking lot		TBD			
Town Hall	HVAC Controls (Green Communities)	\$98,705				
Town Hall	FACILITY ESTIMATE BY YEAR	\$98,705	\$29,500	\$0	\$1,500	\$0
	BUILDING PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
Center Office	Slate Roof		\$1,500		\$1,500	
Center Office	Painting		\$8,000	\$8,000		
Center Office	Seal Coat and restripe parking lot		TBD			
Center Office	HVAC Controls (Green Communities)		\$63,958			
Center Office	FACILITY ESTIMATE BY YEAR	\$0	\$73,458	\$8,000	\$1,500	\$0
	BUILDING PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
480 Main Street - Senior Center	FULL RENOVATION & ADDITION	\$2,862,500	\$2,862,500	\$2,862,500	\$2,862,500	
480 Main Street - Senior Center	Parking Lot - Design & Construction	Incl Above				
480 Main Street - Senior Center	Waterproof Foundation and Install Gutters	Incl Above				
480 Main Street - Senior Center	Masonry Repairs	Incl Above				
480 Main Street - Senior Center	Accessibility Improvements	Incl Above				
480 Main Street - Senior Center	Code Compliance Alterations	Incl Above				
480 Main Street - Senior Center	Fire Alarm Repairs	Incl Above				
480 Main Street - Senior Center	Replace VCT Flooring	Incl Above				
480 Main Street - Senior Center	Upgrade to Commercial Kitchen	Incl Above				
480 Main Street - Senior Center	New LED Lighting (Green Communities)	Incl Above				

<i>Public Safety Complex</i>	FACILITY ESTIMATE BY YEAR	\$30,585	\$5,274,800	\$1,035,000	\$700,000	\$0
	BUILDING PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
Nursery School	Slate Roof		\$1,500		\$1,500	
Nursery School	Code Compliance			\$20,000		
Nursery School	Install Gate at Rear Playground	\$1,365				
Nursery School	Replace pavement and repair driveway		TBD			
<i>Nursery School</i>	FACILITY ESTIMATE BY YEAR	\$1,365	\$1,500	\$20,000	\$1,500	\$0
	BUILDING PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
	RENOVATION or CONSTRUCTION PROJECT			\$3,750,000	\$3,750,000	\$3,750,000
DPW Building	Interior Painting			Incl Above		
DPW Building	Garage Painting			Incl Above		
DPW Building	Apparatus Door Replacement			Incl Above		
DPW Building	Boiler Replacement			Incl Above		
DPW Building	Camera System			Incl Above		
<i>DPW Building</i>	FACILITY ESTIMATE BY YEAR	\$0	\$0	\$3,750,000	\$3,750,000	\$3,750,000
	BUILDING PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
Animal Control Building	Kennel Improvements		\$10,000			
<i>Animal Control Building</i>	FACILITY ESTIMATE BY YEAR	\$0	\$10,000	\$0	\$0	\$0
	BUILDING PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
Wastewater Treatment Plant	New LED Lighting (Green Communities)		\$73,168			
Wastewater Treatment Plant	Weatherization (Green Communities)		\$1,000			
<i>Wastewater Treatment Plant</i>	FACILITY ESTIMATE BY YEAR	\$0	\$74,168	\$0	\$0	\$0
	BUILDING PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
Burgess Elementary	Field Improvements		TBD			
<i>Burgess Elementary</i>	FACILITY ESTIMATE BY YEAR	\$0	\$0	\$0	\$0	\$0
	BUILDING PROJECT/ ITEM	FY2023	FY2024	FY2025	FY2026	FY2027
Cedar Recreation Area	ADA Repairs		TBD			
<i>Cedar Recreation Area</i>	FACILITY ESTIMATE BY YEAR	\$0	\$0	\$0	\$0	\$0
			TBD			
	TOTAL	\$5,055,837	\$10,034,926	\$8,489,500	\$8,777,500	\$4,393,000

Betterment Budget

**BETTERMENT BUDGET
FISCAL YEAR 2023**

Presented in this section is the proposed Fiscal Year 2023 Betterment Budget. Through Special Legislation that was enacted in 1986 the Town of Sturbridge is authorized to set aside 16.25% of revenue from local room excise tax into a fund to be used for programs or projects that tend to enhance the beautification, recreational resources or public safety of the town and which are of clear mutual interest to the residents of and visitors to the town.

The Sturbridge Betterment Committee consists of five (5) members appointed by the Board of Selectmen as follows: one member of the Board of Selectmen, one representative from the hotel or motel trade, the Financial Manager, Executive Secretary, Town Manager or other administrative official of the town, one member of the Planning Board and one person who is a member of the Town Safety Committee, Recreation Committee, Route 20 Study Committee or similar public sector organization.

Betterment Committee

Mary Blanchard
Earl Dessert
Robert Reed
Vacant
Vacant

Fiscal Year 2023 Betterment Budget

In Fiscal Year 2023 requests for funding through the Betterment budget totaled \$224,509.00. Total funds available for appropriation in Fiscal Year 2023 are \$181,749. This represents an increase of \$61,964 over the amount of available betterments funds in FY22.

Below are the proposed projects approved by the Betterment Committee to be included in the FY23 Betterment Budget:

Flower Barrels – Annual Request - \$2,200 – Beautification

These funds are used to purchase seasonal flowers (and when needed replacement barrels) for the flower barrels that are placed throughout town. A group of volunteers spend many hours planting, maintaining, and adding their personal touches to these barrels.

Plantings – Bloom Committee – Annual Request - \$575 - Beautification

These funds are used to purchase seasonal flowers for the urns and planters by the Town Hall, Center Office Building and the Town Common.

Beautification Joshua Hyde Library – Annual Request - \$4,300 - Beautification

These funds are primarily used to hire a landscape company to maintain the garden beds, tree and shrub pruning and plant maintenance.

Wayfinding Streetscape Improvements – Annual Request - \$15,229 - Beautification

These funds will be used to implement recommendations of the Commercial Tourist District Revitalization Plan. All improvements and expenditures from this account will be consistent with the Commercial Tourist District Revitalization Plan and the approved Wayfinding Design.

Beautification at Town Hall and Center Office Buildings – Annual Request - \$2,500 - Beautification

These funds will be used for landscaping of the grounds around the Town Hall and Center Office Building as well as any projects that enhance the up-keep of the outside of both buildings.

Tree Warden - Tree Planting – Arbor Day Program – Annual Request - \$1,500 - Beautification

These funds are used for celebrating Arbor Day. Trees are planted and seedlings are handed out to students at Burgess, at the Senior Center and the Recycling Center for yard beautification. Sturbridge has received the Tree City USA Award for thirty-two (32) consecutive years.

Town Offices & Library Decorations – Annual Request - \$4,000 – Beautification

These funds will be used for professional decorating of the Town Hall, Center Office Building and Library during the holidays.

DPW - Lawn Care – Town Common and Town Buildings – NEW Request - \$5,000 – Beautification

These funds will be used for lawn care on the Town Common and town buildings to include fertilizer, weed control and grub control.

DPW - Sidewalk Maintenance – Annual Request - \$10,000 – Public Safety

These funds are used for maintenance of the sidewalks throughout town. These funds are carried forward from year to year in order to build up a balance to an amount that is suitable to mobilize a contractor.

DPW - Sidewalk Salt Spreader – NEW Request - \$3,500 – Public Safety

These funds will be used to purchase a salt spreader. The town is now responsible for clearing all of the sidewalks on Rt. 20 and Rt. 131. This purchase will allow sidewalks to be treated more efficiently during the winter months should icy conditions develop.

Tree Warden - Tree Maintenance (Town-wide) – Annual Request - \$10,000 – Public Safety

These funds are used for overall street tree maintenance (trimming, pruning, fertilization, mulch) for the town, including police details when needed.

Tree Warden - Town Common Tree Maintenance – Annual Request - \$5,000 – Public Safety

These funds are used to maintain the trees on the Town Common. These trees require annual pruning and selective fertilization/treatment to help maintain the trees.

Tree Warden - Main Street Tree and Park Maintenance (Street Landscaping) – Annual Request - \$2,000 – Public Safety

These funds are used for maintenance of trees/shrubs/flowers on town property along Route 20 and Route 131 as well as various parks and sitting areas.

Police - Special Events Overtime – Annual Request - \$10,000 – Public Safety

These funds are used to fund overtime for specific Town/Tourist related events.

Police – ATV for Access to Trails - NEW Request - \$12,965 – Public Safety

These funds will be used to purchase an ATV to be used on the trail systems throughout town.

Police – Bolo Wrap – NEW Request - \$3,338 – Public Safety

These funds will be used to purchase two (2) devices. These devices assist officers when dealing with a mentally ill person or a subject that is not willing to cooperate with an officers’ instructions. This is a low-level force option that works to achieve compliance from a subject in mental crisis.

Fire - Special Events Overtime – Annual Request - \$8,330 – Public Safety

These funds are used to fund overtime for specific Town/Tourist related events.

Fire – Protective Firefighting Gear – Annual Request - \$13,500 – Public Safety

These funds will be used to purchase protective firefighting equipment. This gear has a service life not to exceed ten (10) years. Because the town received a grant to purchase all new gear in 2013, we will be looking to replace the majority of the gear at the same time. These funds are carried forward from year to year and the goal is to have sufficient funds available to purchase new gear in FY2023. The estimated cost for each set of turnout gear is \$4,500.

Fire – Blitzfire Monitor – NEW Request - \$4,853 – Public Safety

These funds will be used to purchase a Task Force Tip Blitzfire Monitor. This item allows fire personnel to deploy an attack line, delivering large amounts of water with limited personnel. The water is delivered faster and in larger amounts ultimately reducing extinguishing time.

Recreation - Cedar Lake (Town Beach) Water Treatment – Annual Request - \$1,795 – Recreation

These funds will be used to keep up with the maintenance of the water management at the Town Beach.

Recreation - Town Common Summer Concert Series – Annual Request - \$4,000 – Recreation

These funds will be used to fund some of the Summer Concerts held on the Town Common.

Recreation - Decorations for Town Common – Annual Request - \$4,445 – Recreation

These funds will be used to furnish all labor, materials and equipment to install and remove LED lights on the large evergreen on the Common, as well as icicle lighting and garland around the gazebo, and garland on lamp posts around the Common.

Recreation –Dugouts – Turner’s Field – NEW Request - \$11,440 – Recreation

These funds will be used to for both Home and Away dugouts and Protective Fencing for Turners Field. The two dugouts will be 25’ wide. Currently teams use player’s benches which provide no protection from the sun or balls. The dugouts will follow the style found at the Tantasqua High School.

Recreation – Shed – NEW Request - \$5,235 – Recreation

These funds will be used to replace the storage shed at the Cedar Recreation Area. The current shed is rotting and the repairs necessary exceed the cost of a new shed.

Recreation – Bleachers – Town Barn Field – NEW Request - \$16,364 – Recreation

These funds will purchase two (2) bleachers, 5 row x 21’, seats 58. This also includes a chainlink guardrail system. Both sets of bleachers will be placed at the Town Barn softball field.

Recreation – Pet Waste Eliminator/Waste Stations (8) – NEW Request - \$2,500 – Recreation

These funds will purchase eight (8) dog waste stations to be installed at conservation land parking lots/trail heads and the Town Common. Each unit includes a dog waste dispenser, ten (10) gallon trash container with lid and sign. This unit includes 50 trash bags and 200 dog waste bags.

SLAC/Great Ponds Weed & Safety Program – Annual Request - \$6,000 – Recreation

These funds will be used to defray the costs of managing water quality and safety on the Great Ponds of Sturbridge. SLAC apportions these funds each year equitably to each of the Lake Associations. \$1,000 of these funds are used towards the cost of boating safety courses which are offered two times each year.

Town Bonfire – Annual Request - \$2,000 – Recreation

These funds support the funding for two (2) annual bonfires. This event was previously funded under the Special Events Committee line item but beginning in FY23 will be under the Recreation Department. This amount funds a band and a face painter

Special Events Committee – Funding for Special Events in the Community – Annual Request - \$6,000 - Recreation

These funds will be used for supporting special events in the community.

Trails Committee – Shed Construction – Riverlands – NEW Request - \$1,900 – Recreation

These funds will be used to purchase materials and supplies to build a 9 ft. x 10 ft. side shed addition to shed #1 located on the Riverlands for storage of town equipment used by the trails committee and DPW for trails, sidewalks and small maintenance/construction projects.

Trails Committee – TrafX IR Counters (2) – NEW Request – \$ 1,280 – Recreation

These funds will be used to purchase two (2) infrared people counters for use on the two new trail head parking lots (Plimpton Forest at 277 New Boston Road and the Long Pond property at 197 Brookfield Road). Trail use data provides information as to the number of people using the trails which can be used to support new trail grant applications as well as monitoring trail use for maintenance needs.

FY2023 Betterment Proposed Funding
\$ 181,749

<u>Category</u>	<u>Amount</u>	<u>% Allocated</u>
Beautification	\$ 35,304	19.42%
Public Safety	\$ 83,486	45.93%
Recreation	\$ 62,959	34.64%

BETTERMENT REQUEST	FY23	REQUESTED BY	RECURRING	CATEGORY
Flower Barrels	\$ 2,200.00	Polly Currier	Annual	Beautification
Plantings (Bloom Committee)	\$ 575.00	Recreation	Annual	Beautification
Beautification Joshua Hyde Library	\$ 4,300.00	Library	Annual	Beautification
Wayfinding Streetscape Improvements	\$ 15,229.00	Town Planner	Annual	Beautification
Beautification at Town Hall and Center Office Building	\$ 2,500.00	Finance Director	Annual	Beautification
Tree Planting - Arbor Day Program	\$ 1,500.00	Tree Warden	Annual	Beautification
Town Offices & Library Decorations	\$ 4,000.00	Recreation	Annual	Beautification
Lawn Care - Town Common and Town Buildings	\$ 5,000.00	DPW	NEW	Beautification
Sidewalk Maintenance	\$ 10,000.00	DPW	Annual	Public Safety
Sidewalk Salt Spreader	\$ 3,500.00	DPW	NEW	Public Safety
Tree Maintenance (town-wide)	\$ 10,000.00	Tree Warden	Annual	Public Safety
Town Common Tree Maintenance	\$ 5,000.00	Tree Warden	Annual	Public Safety
Main Street Tree and Park Maint. (Street Landscaping)	\$ 2,000.00	Tree Warden	Annual	Public Safety
Special Event Overtime	\$ 10,000.00	Police Department	Annual	Public Safety
ATV for Access to Trails	\$ 12,965.00	Police Department	NEW	Public Safety
Bolo Wrap	\$ 3,338.00	Police Department	NEW	Public Safety
Protective Firefighting Gear	\$ 13,500.00	Fire Department	Annual	Public Safety
Special Event Overtime	\$ 8,330.00	Fire Department	Annual	Public Safety
Blitzfire Monitor	\$ 4,853.00	Fire Department	NEW	Public Safety
Cedar Lake (Town Beach) Water Treatment	\$ 1,795.00	Recreation	Annual	Recreation
Town Common Summer Concert Series	\$ 4,000.00	Recreation	Annual	Recreation
Decorations for Town Common	\$ 4,445.00	Recreation	Annual	Recreation
Dugouts - Turner's Field	\$ 11,440.00	Recreation	NEW	Recreation
Recreation Shed	\$ 5,235.00	Recreation	NEW	Recreation
Bleachers - Town Barn Field	\$ 16,364.00	Recreation	NEW	Recreation
Pet Waste Eliminator/Waste Stations (8)	\$ 2,500.00	Recreation	NEW	Recreation
SLAC / Great Ponds Weed & Safety Program	\$ 6,000.00	SLAC	Annual	Recreation
Town Bonfire Funding	\$ 2,000.00	Recreation	Annual	Recreation
Funding for Special Events in the Community	\$ 6,000.00	Special Event Comm.	Annual	Recreation
Shed Construction - Riverlands	\$ 1,900.00	Trail Committee	NEW	Recreation
Trafx IR Counters (2)	\$ 1,280.00	Trail Committee	NEW	Recreation

	FY23
Available Funds	\$ 181,749.00
Approved by Betterment Committee	\$ 181,749.00
Balance:	\$ -

Category	Amount	% Allocated
Beautification	\$ 35,304.00	19.42%
Public Safety	\$ 83,486.00	45.93%
Recreation	\$ 62,959.00	34.64%
Total	\$ 181,749.00	

APPROVED

Appendix A



STURBRIDGE FIRE DEPARTMENT

STURBRIDGE, MASSACHUSETTS

346 Main Street • Sturbridge, Massachusetts 01566

Tel. (508) 347-2525 • Fax (508) 347-7904

JOHN A. GRASSO, JR., JD, MBA, MSOL
CHIEF OF DEPARTMENT



My budget for FY '23 includes funding for four additional full-time firefighters (three on July 1, 2022 and one on January 1, 2023). Both internal and external data suggests that based on our staffing model, which is classified as a combination department, we should be staffed with between 1.54 and 1.81¹ full-time firefighters per 1000 of our population. As we are at just under 10,000 residents, it is clear that we should strive to meet at least the lower end of this recommendation. Additionally, as we continue to see an increase in our call volume, particularly in the area of Emergency Medical Services (EMS), we need to augment our staff to ensure that we can meet the demands of our customers. Often times, we see unacceptable delays in providing assistance, especially in the area of Emergency Medical Services.

Over the past several years our demand for services, specifically in the area of EMS, has shown a steady increase. As referenced above, our staffing model suggests that we should have 16 full-time personnel. Frequently we find ourselves having to rely upon mutual aid from neighboring towns to handle what is clearly becoming our standard call volume. It is important to understand that we cannot continue to rely upon our neighbors to provide us with assistance in this fashion. The purpose of mutual aid is to help when the stricken town has exhausted its usual assets and resources based upon a particular incident, such as a working fire, or a serious auto accident, when multiple personnel and apparatus are needed. In short, we have a responsibility to handle our own call volume internally to the best of our ability.

A recent survey of the twenty-five (25) towns that make up Massachusetts Fire District 7 revealed that at average staffing there should be 1 firefighter per 323 residents. Of the 25 District 7 towns, Sturbridge is at the bottom of the list with 1 firefighter per 505 residents. This is not only less than Worcester (1 FF per 474), but it is also less than neighboring towns such as Charlton (1 FF per 428).

Our call volume continues to increase year after year. For calendar year 2021 we are on pace to respond to the highest number of calls in department history. The breakdown of the number of EMS calls for the past five years, along with the percentage increase of this year's calls over each respective year is as follows:

<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
2,076	1,540	1,630	1,705	1,405
-----	35%	27%	22%	41%

¹ US Fire Department profile - 2018 - NFPA. (n.d.). Retrieved December 10, 2021, from <https://www.nfpa.org/-/media/Files/News-and-Research/Fire-statistics-and-reports/Emergency-responders/osfdprofile.pdf>.

These numbers will only continue to rise, and because of our staffing level we will continue to increase our need for mutual aid which in turn will lead to an increased amount of revenue we are unable to recover.

Because of our current level of staffing we are requesting assistance from our mutual aid communities on a more frequent basis than ever before. For the period January 1, 2021 to December 10, 2021 we requested mutual aid for EMS related calls 144 times. To be clear we are not requesting mutual aid because we do not have the equipment necessary to respond to these calls. On the contrary, we have the equipment, but we do not have the personnel to staff it. Based on our current rates (BLS - \$950, ALS1 - \$1,400 & ALS2 - \$2,000) and percentage breakdown of types of calls, the potential amount of money we have not been able to bill this year is approximately:

BLS = 32% = 46.08 = \$43,776
 ALS1 = 66% = 95.04 = \$133,056
 ALS2 = 2% = 2.88 = \$5,760

TOTAL \$182,592*

*This figure represents the approximate amount of lost revenue because we did not have the staffing to respond to those 144 calls and needed to call in mutual aid to respond to them. Please note this figure is only for a partial year and not a full twelve (12) months.

Similarly, our total call volume continues to increase each year. The breakdown of the number of EMS calls for the past five years, along with the percentage increase of this year’s calls over each respective year is as follows:

<u>2021</u>	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>
2,377	1,818	1,851	1,988	1,694
-----	24%	22%	16%	29%

The issue of staffing has been controversial for many years. The Horn study that was completed in 2013 as well as others have identified that we lack in this area, and that additional staffing needs to be addressed. Looking not only at our immediate neighbors, but as well our comparable towns, those that operate under the same staffing model clearly demonstrate that on average, we are considerably understaffed. As our demands for service also demonstrate a steady increase, we can no longer ignore our need to increase our staff to a level that will meet these needs on a more consistent basis.

Our attempt to enhance our part-time staffing has been an endeavor that has proven futile. Given our demographics, with the bulk of our population being in the age range of 50 to 70 years, it is difficult to recruit qualified individuals who are capable of committing the time and effort required to be a part-time firefighter. Those that do wish to become involved are such that requires a considerable amount of expense to train in order to meet the minimum requirements to serve. In some cases, the Town would be looking at an investment of thousands of dollars, and 1 to 2 years

of training before the candidate would even be able to function. Often times, when candidates come to realize the level of commitment necessary, they find themselves unable to continue with the program. Sturbridge is not alone when it comes to this issue. As a society, the willingness and ability for people to participate in such a fashion has decreased, due to the demands of full-time employment and family obligations.

Recently the Board of Selectmen authorized me to apply for a SAFER Grant for 3 more full-time firefighters. This obviously acknowledges the need for additional staffing. While I am grateful for their support, there is no guarantee we will receive a SAFER Grant award. The need for additional personnel will remain and by the time grants awards have been made we will already be into FY '23. In fact, as evidenced by the facts stated above there is a significant loss of potential revenue by not having these positions now. In addition, the current staff is being forced to work on their days off up to 24 hours sometimes 2-3 times per week. This is detrimental for a number of reasons. First and foremost is the health and well-being of the firefighters. The need for proper rest is essential for critical thinking and general good health. Increased levels of fatigue are associated with compromise in cognitive function, impaired task performance, increased error and accident rates, and ultimately reduced safety.² Shift work, and working extended shifts (> 8 hours) have adverse effects on worker health, including increased risk of chronic disease, obesity, and risk of injury or accident.³ Fatigue is considered to be the largest identifiable and preventable cause of accidents in transport operations (between 15 to 20% of all accidents), surpassing that of alcohol or drug related incidents in all modes of transportation.⁴

The need for these additional full-time positions has never been greater. Our town is growing and the amount of traffic driving in and through town continues to increase. We are responding to more complicated traffic accidents which require more personnel and more time on scene than ever before. The town's population is aging which is great, but with that comes an increase in the need for EMS. The number of medical responses that require us to transport to UMass Memorial is higher than ever. Each time we leave town for one of these transports, two firefighters are no longer available, sometimes up to 2 hours depending on the nature of the call and how busy the hospital is. This happens multiples times a day some days. When it does, sometimes there are two, but more often than not there is only one firefighter left to cover the entire town. That one firefighter CANNOT fight a fire alone. That one firefighter CANNOT transport a patient to the hospital alone.

These positions are critical to providing the highest level of prehospital care to the stakeholders of Sturbridge. They are needed so that the fire department can respond to reports of fire or serious accidents with enough personnel to safely and efficiently mitigate the incident. They are essential to provide for the proper respite to ensure the health and well-being of our personnel which will contribute to reduced fatigue, reduced injury and reduced use of sick time.

Thank you in advance for your consideration.

² Ramey, Scott & MacQuarrie, Alexander & Cochrane, Alyson & McCann, Ivan & Johnston, William & Batt, Alan. (2019). Drowsy and dangerous? Fatigue in paramedics: an overview. 4. 10.32378/ijp.v4i1.175.

³ *Id.*

⁴ *Id.*




**TOWN OF STURBRIDGE
POLICE DEPARTMENT**
Office of the Chief of Police
Earl J. Dessert

346 Main Street, Sturbridge, MA 01566
Office (508) 347-2525 · Fax (508) 347-7904
<https://www.sturbridge.gov/police>



TO: Jeffrey K. Bridges Jr. – Town Administrator

FM: Earl J. Dessert- Chief of Police 

RE: Additional Staffing

DT: 11/30/21

This memorandum is a request to hire a full-time Detective effective July 1, 2022 and an additional full-time police officer effective January 1, 2023. In this memorandum, you will see that I have outlined the need for the additional positions. Although, I do know that the Sturbridge Police Department needs more than the two officers I am requesting, I feel it is appropriate to have an outside company conduct a staffing study before requesting additional officers. Please refer to the joint memo from Chief Grasso and myself requesting funds to pay for a staffing study.

For thirteen years Chief Ford requested that the Town of Sturbridge increase the staffing for the Sturbridge Police Department. He consistently requested adding police officers, a detective and several full-time dispatcher positions.

Since his original request in FY 08, we have added two full-time dispatcher position (FY16 and FY21) and one full-time School Resource Officer position (FY14). At the Special Town Meeting in October of 2018, Chief Ford made a plea for one additional full time dispatch position and an SRO position for Tantasqua Senior and Junior High Schools. These requests were supported favorably and added to the police department staffing.

The Mission of the Sturbridge Police Department is to work in partnership with the Community to protect life and property, solve neighborhood problems, and enhance the quality of life in our town.

The Town of Sturbridge is an Equal Opportunity Organization

The last manpower increase for patrol officers was in 2001. At that time the chief eliminated 9 part-time officers' positions and added two full-time officer positions that were partially funded by a federal grant. That same year the department received a School Resource Officer grant and hired an officer to fill that position.

The 2019 Uniformed Crime Report (UCR) prepared by the FBI reveals the average number of full-time law enforcement employees per 1000 inhabitants in New England is 3.5. Our latest census puts us at just under 10k inhabitants and our daytime population can swell above that. This number also does not accurately reflect the population that resides in our hotels and motels on any given day.

Currently, the Sturbridge Police Department has 7 full-time dispatchers and 3 part-time dispatchers, 14 Full-Time Police Officers (includes 2 F.T. SRO positions), 2 Part-Time Police Officers, 3 Sergeants, 2 Lieutenants, 1 Executive Assistant, and the Chief of Police. This puts us at 28 Full-Time Employees, this indicating we are 7 full-time law enforcement employees shy of being staffed comparable to other New England towns with a population under 10k according to the UCR.

In 2000, the Sturbridge Police answered approximately 25,000 calls for service and made 345 arrests. In 2019 the Sturbridge Police answered 27,651 calls for service and made 718 arrests. This equates to approximately 155 additional calls per officer per year and approximately 22 more arrests per officer per year. This equation only includes the fourteen officers and three sergeants that handle a majority of the calls for service. On the average the Sturbridge Police Department investigates/charges about 200 Felonies per year.

It is important to note that the expectations of law enforcement officers have changed over the past 20 years. How police officers handled calls 20 years ago is vastly different then how we handle calls today. Today, solid policies and procedures help guide officers to perform their duties with latest and best practices and therefore limiting liability to the community. This means officers are spending more time at calls, more time on investigations, more time on follow-ups, more time connecting people with additional resources/organizations and more time on reports.

The Sturbridge Police Department is an accredited police agency that prides itself on being a "full-service" policing organization. The Sturbridge Police Department has the responsibility for policing several sub-communities that exist within our municipality. Those communities consist of our seniors, our youth, the adult residents, the transient populous, the businesses and the schools. These sub-communities have their own unique policing and service requirements. However,

many of these sub-communities are beginning to experience a reduction in the levels of quality service that is expected.

About ten years ago, due to manpower shortages, the department was forced to eliminate the detective's position. Since then, the patrol officers are required to conduct their own extensive investigations and case follow ups. These case management requirements are absolutely necessary, and they do not come without a cost. The patrol officers are spending many hours conducting lengthy investigations and case management follow ups including all of the additional investigative duties of the detective's position. This has taken resources away from general patrol and thus at times we cannot support the needs for regular neighborhood patrols, business patrols, boat patrols and traffic enforcement along with other law enforcement functions. At times officers can be conducting interviews with victims/suspects or working on reports and be called away to answer additional incoming emergency calls.

There is a level of public safety service that the Town of Sturbridge requires and expects. The responsibilities, mandates, and service areas has grown and continues to grow without any addition to patrol staffing. As I prepare this memo there are numerous new businesses and developments that are in the works to include a large housing development, two large cold storage facilities, and several restaurants. These new developments will certainly impact the demands on our agency.

It should also be noted that mental health calls have been on the rise. These types of calls require a minimum of two officers, often times more. These calls are not only dangerous they often can take hours to work through using de-escalation techniques and result in waiting for other agencies to respond; such as clinicians or negotiators. For Example, in 2019 we responded to 117 mental health calls, 2020 we responded to 88 and 2021 to date we have responded to over 100.

Traffic complaints/congestions/accidents have been and continue to be a significant source of call for the police department. Generally, traffic crashes call for two officers to respond and sometimes more depending on how much traffic needs to be directed. Every year we apply for and receive grants through EOPSS that pay the officers overtime to conduct selected traffic enforcement such as, Distracted Driving, Click it or Ticket and Drive Sober or Get Pulled Over. These grants are great and have helped us focus on enforcing traffic laws but it too comes with a price of forcing officers to take the overtime shifts. Below you will see the traffic crashes that we have responded to in the past few years:

2019- 571 crashes

2020- 448 crashes

2021 up to the end of November- 465 crashes

The Sturbridge Police Department had to request mutual aid from surrounding communities and the state police approximately 70 times from January 1, 2020 through December 31, 2020. From January 1, 2021 to December, 2021 the Sturbridge Police Department had to request mutual aid a total of just over 100 times. These requests were made because the incoming call(s) were of emergency nature that required an emergency response that we could not handle because we were attending to other emergency calls at the same time. In 2020 the Sturbridge Police had to respond to our neighboring communities to assist them 11 times and 2021, 15 times.

The amount of times we are calling for outside agencies to help us with our calls is not acceptable and should not be happening in a community of our size. Mutual aid is great to have and use when needed but these calls are our calls and should be handled by our officers who can respond in a timely manner. We should not have to rely on any other agency to assist us to handle our general calls for service. Having even one victim, business, or resident of a crime in progress have to wait for other communities to respond and assist is one too many times never mind over 100 times.

Our minimum manning is currently at two officers per shift. In order to maintain our minimum staffing, officers are routinely denied benefit time off, forced into duty from their time off when other officers are sick, injured, on military leave, and for other unexpected emergencies and planned major events. As of the date of this memo, we have forced our officers into duty from their time off or held them over their shifts approximately 160 times this year. Our officers are fully aware that we are in a profession that requires forced overtime and benefit time being denied but there is a threshold and we reach it year after year.

With the constant forcing of officers, accompanied with work overload, it can and will lead to mental fatigue and “burn out”. Burnout begins when a police officer who was originally enthusiastic about the job begins to respond to the frustrations of police work in such ways as resenting superiors, negative attitudes, experiencing problems at home, they become apathetic opposed to empathetic and they cease to take initiatives on the job. This combination equals poor police services.

We are a tried, tested, recognized and a respected law enforcement agency. However, continuing to maintain this level of staffing is adversely affecting the men and women of the Sturbridge Police Department.

Therefore, I am pleading with the town to add a detective position for July 1, 2022 and a full-time officer January 1, 2023. By adding the detective position, I will be able to assign the detective to investigate all major crimes such as felonies, to include; sexual assaults, house breaks, car breaks and any other cases that may involve lengthy investigations. This will allow the patrol officers on-duty to respond to calls in a timelier manner and provide the quality of police services that are expected from this police department. The additional patrol officer will be assigned to a shift that will make the department more effective/efficient and will cause the least amount of forced shifts.

A detective with a Bachelor's Degree will cost approximately \$95,000 plus benefits. A police officer with a Bachelor's Degree for proposed amount of time in FY 23 will cost approximately \$45,300 plus benefits. Additional cost to get these officers started will be firearms, Tasers, uniforms and all necessary equipment. The approximate cost will be \$15,000 to fully equip two officers. I do continuously look for alternative funding such as grants however, there have been no grants for additional police officers that I have located.

In closing, it is my duty to make recommendations based on operational needs to adequately staff our police department in order to properly protect the community and continue to provide the community with excellence in police services. What has been put off in the past has caught up to us and it is absolutely necessary to add this staffing request. I am committed to develop and implement a strategic plan for future staffing to ensure our officers and the community are properly protected.

Thank you for your consideration and continued support.