

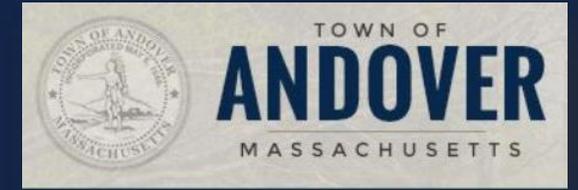


TOWN OF ANDOVER

FY 2021 BUDGET OVERVIEW

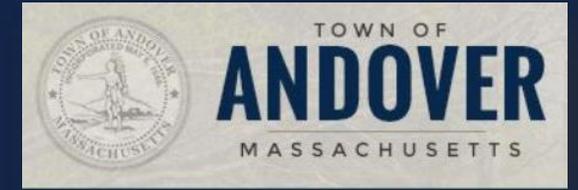
March 7, 2020

FY 2021 BUDGET GOALS



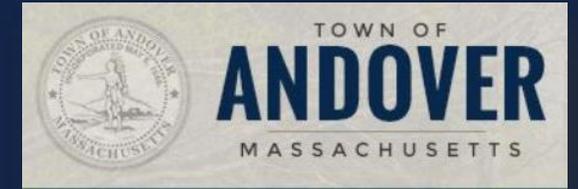
- Develop an FY 2021 budget that is within the limitations of Proposition 2 ½ and in compliance with Town and Select Board financial policies;
- Maintain a level service budget, while identifying opportunities to improve service delivery through efficiency and a commitment to collaboration and innovation;
- Maintain employee compensation in a manner that provides opportunities for equity through modest adjustments and is consistent with the Town's long term financial planning efforts;
- Continue to aggressively manage employee benefits and associated impacts, both short and long term;

FY 2021 BUDGET GOALS (CONT.)



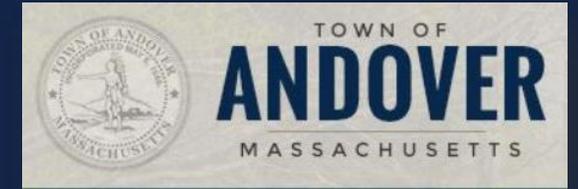
- Identify opportunities to reduce the Town's unfunded liabilities including pension and OPEB costs;
- Continue developing a long term financial model that provides for predictability and the opportunity to plan for sustainability of operations;
- Establish a capital program that is based on an annual spending target (6%) for cash and debt appropriations that provides the Town with the ability to expand capital capacity and fund investments in both infrastructure and facilities within the limitations of Proposition 2 ½ ; and
- Develop a budget document consistent with the recommended guidelines and best practices set forth by the Government Finance Officers Association (GFOA).

FY 2021 REVENUE ASSUMPTIONS



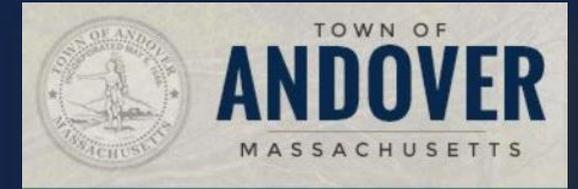
- **Tax Levy** to increase by the 2.5% (less Excess Levy Capacity) as allowed by Proposition 2 ½ plus New Growth;
- **New Growth (\$1,931,422)** projection is based on 10 year average
- **Local Receipts (\$13,497,890)** projection based on trend analysis on each individual category
- **State Aid** projections (**\$14,211,831**) have been adjusted to reflect the Governor's Budget;
- **Free Cash (\$3,560,000)** to be appropriated only for one time capital expenditures while maintaining a balance that will provide for a stable amount of Free Cash in future years.

FY 2021 EXPENDITURE ASSUMPTIONS



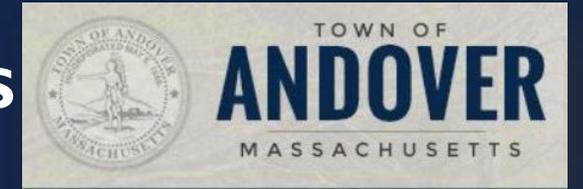
- **Town and School Operating Budgets** to increase only by the amount of funds available after meeting the funding requirements of all obligations;
- **Retirement** contribution to increase by 19.28% from current budget per the existing funding schedule, which includes an additional \$1.7M one time appropriation;
- General Fund **Other Post Employment Benefit (OPEB)** funding will increase by 2.5%. Additionally, the incremental savings in health insurance resulting from the OPEB Funding Plan will be appropriated into the trust;
- **Employee Health Insurance** expense to increase by 4.67%;
- Total appropriation to fund **Capital Expenditures** (cash and non-exempt debt) will be based on a percentage of budget (6%);
- Total Town budget to increase by 3.30% (2.75% plus 0.55% employee contributions to the ULO account)

FY 2021 BUDGET CHANGE EXPLANATIONS



Department	Increase over FY2020	Description
Schools	+\$3,316,893	Increase of 3.86% over the FY2020 budget
Public Works – Solid Waste	+\$344,258	Solid waste disposal costs are increasing 7.25% and recycling collection costs are increasing 23.3%
Public Works – Highway and Parks & Grounds	+\$50,000	Addition of a Public Grounds Laborer to maintain public assets and infrastructure, downtown, parks and playgrounds (no increase in headcount)
Community Development and Planning	+\$198,927	Transfer of Director of Business, Arts and Culture to the Planning Division, increase of 0.4 FTE Land Manager to assist in maintaining 2,000 acres of conservation land; replacement and maintenance of copy and office equipment.
Sustainability	+\$136,995	Addition of Sustainability Coordinator in FY2020, includes funding for position and expenses related to greenhouse gas inventory

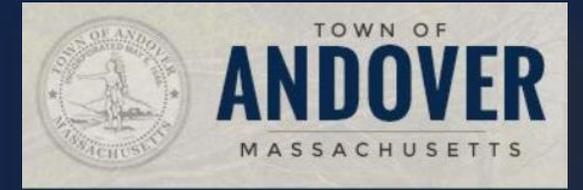
ADDRESSING UNFUNDED LIABILITIES AND FIXED COSTS



Fiscal Year	OPEB		Health Insurance		Retirement	
	<i>Appropriation</i>	<i>Savings from Reform</i>	<i>Appropriation</i>	<i>Savings from Reform</i>	<i>Appropriation</i>	<i>Savings from Reform</i>
FY2021	\$679,949	\$951,054	\$23,885,014	\$595,703	\$13,610,301	\$232,000
FY2020	\$663,365	\$906,194	\$22,629,144	\$382,108	\$11,410,355	-
FY2019	\$647,185	\$769,703	\$21,592,695	\$160,917	\$10,371,337	-
FY2018	\$631,400	\$632,938	\$19,889,938	-	\$9,428,488	-
FY2017	\$616,000	\$511,572	\$18,416,609	-	\$8,360,984	-
FY2016	\$500,000	-	\$17,052,416	-	\$7,946,015	-
FY2015	\$400,000	-	\$15,670,957	-	\$6,412,115	-
FY2014	\$325,000	-	\$14,000,000	-	\$5,935,944	-
FY2013	\$300,000	-	\$13,790,500	-	\$5,496,244	-
FY2012	-	-	\$14,355,000	-	\$5,085,067	-

- Over the last five years, an additional **\$5,142,189** in funding has been provided through reforms at the employee benefit level, with no impact to taxpayers.
- Over the next 10 years, these reforms will result in an additional **\$35,256,456** in funding and over the next 20 years, an additional **\$51,921,727**, with no impact to taxpayers

BUDGET INCLUDES NO ADDITIONAL BENEFITED FTES



- Select Board Goals and Objectives are integrated within the context of the operating budget, without adding to the number of full time, benefited positions.
- When vacancies occur, positions are evaluated in order to make decisions on how to best fill positions.

	Department	Title	FY 2020 Budget	FY 2020 Actual	FY 2021 Budget	Benefited
Addition	Sustainability	Sustainability Coordinator	0.00	1.00	1.00	Yes
Addition	Public Works	Public Grounds Laborer	0.00	0.00	1.00	Yes
Addition	Conservation	Land Manager	0.00	0.00	0.40	No
Reduction	Information Technology	Solutions Manager A	0.8	0.10	0.00	Yes
Reduction	Treasurer's Office	Office Administrator	1.00	1.00	0.00	Yes
Modification	Information Technology	Solutions Manager B	0.8	1.00	1.00	Yes
Modification	Information Technology	Solutions Manager C	0.00	0.50	0.50	No
Modification	Information Technology	Support Technician	0.7	0.7	1.00	Yes
Modification	IT/Police	Public Safety Network Administrator	1.00	1.00	1.00	Yes
		Total FTEs	3.30	4.30	4.90	
		Total Benefited FTEs	5.00	5.00	5.00	

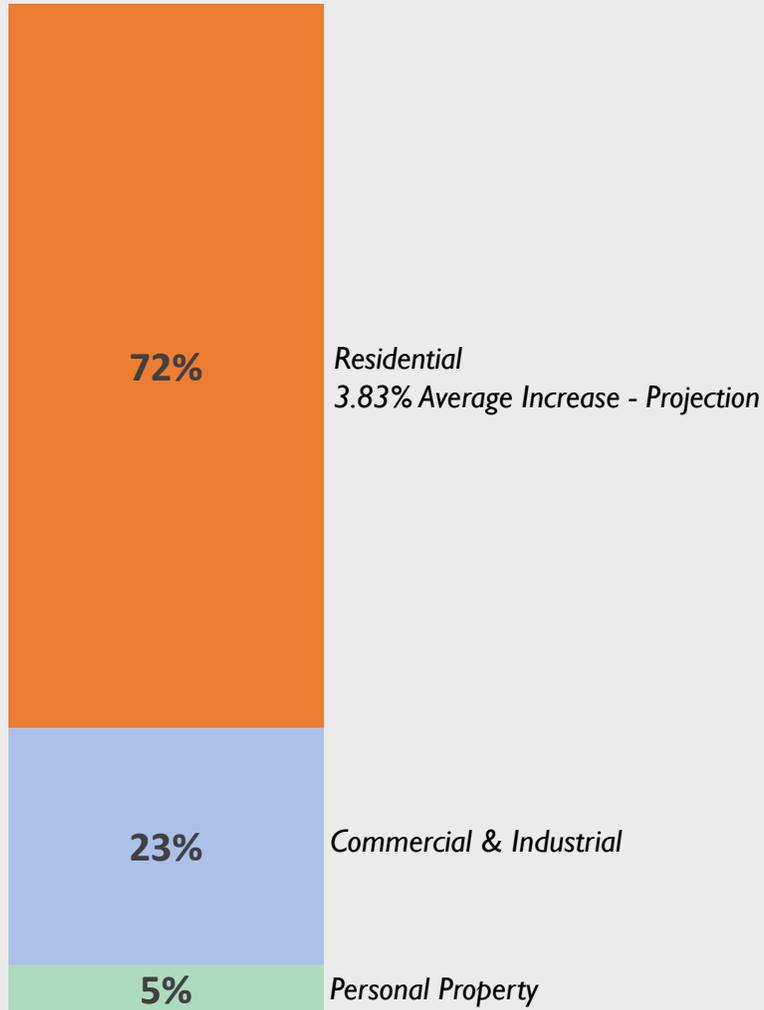
- *Third consecutive budget with no new full time benefited positions; only one new position added in the past five budgets.*

TAX LEVY BY PROPERTY CLASSIFICATION

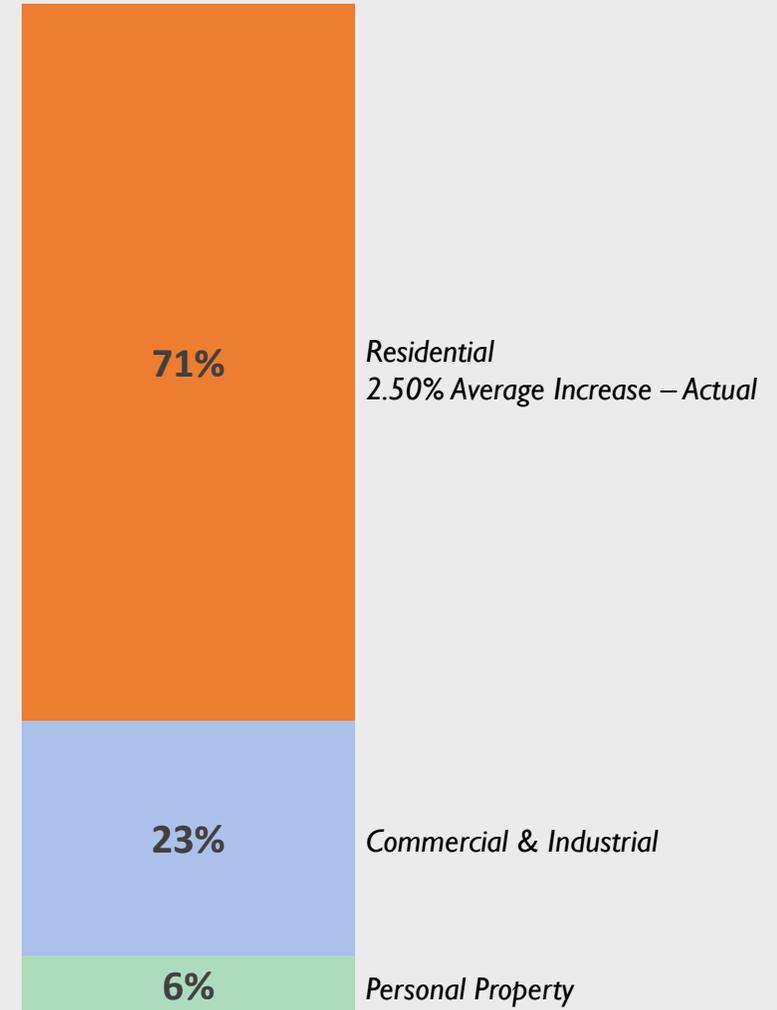
PROJECTION VS. ACTUAL



FY2020 Projection
\$151,768,397



FY2020 Actual
\$151,768,397



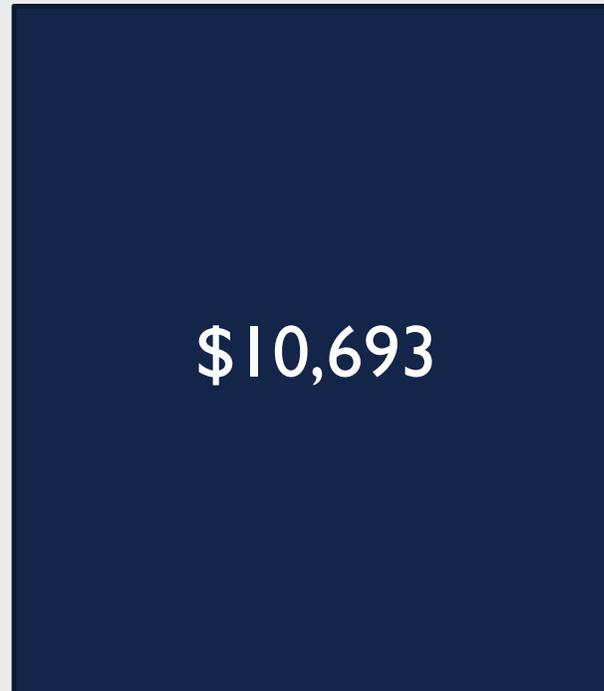
JULY 2019 PROJECTION TO MARCH 2020 PROJECTION



FY 2021 Projected Average Residential Tax Bill (July 2019)



FY 2021 Projected Average Residential Tax Bill (March 2020)

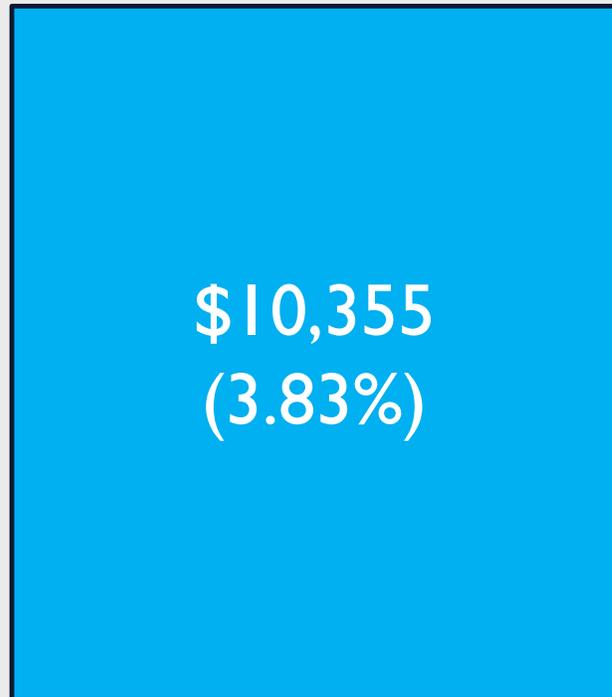


Projected Two Year Rate of Growth
3.53%

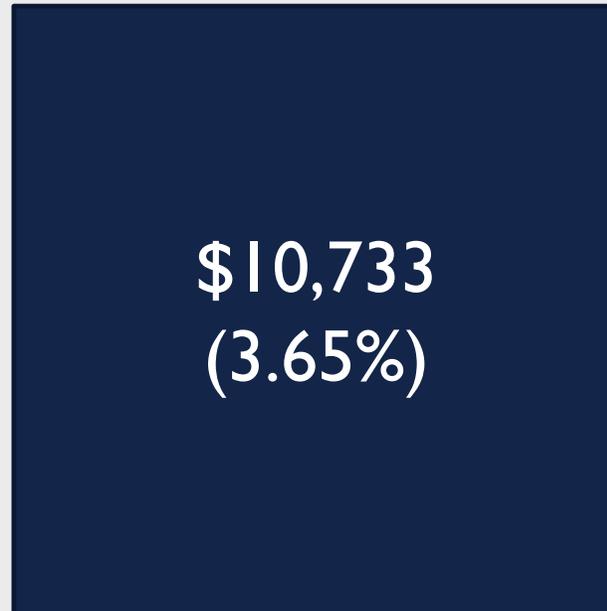
SELECT BOARD GOAL – JULY 2019



FY 2020 Projected Average Residential Tax Bill

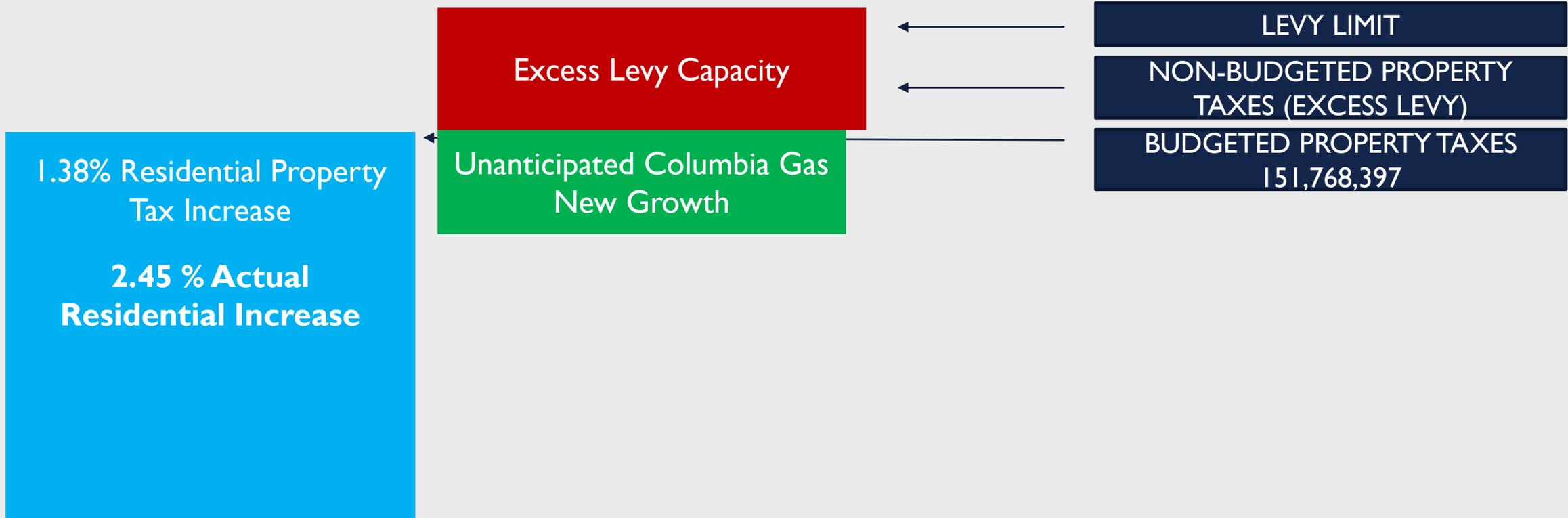
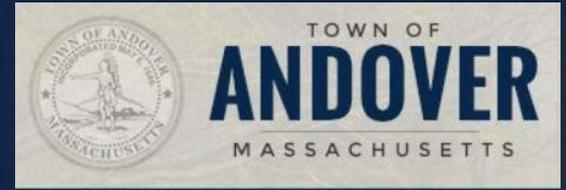


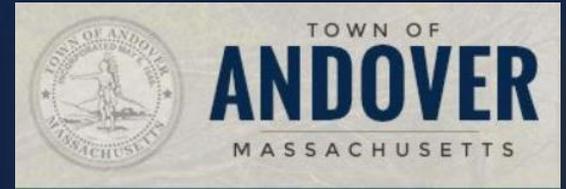
FY 2021 Projected Average Residential Tax Bill



Projected Two Year Rate of Growth
3.74%

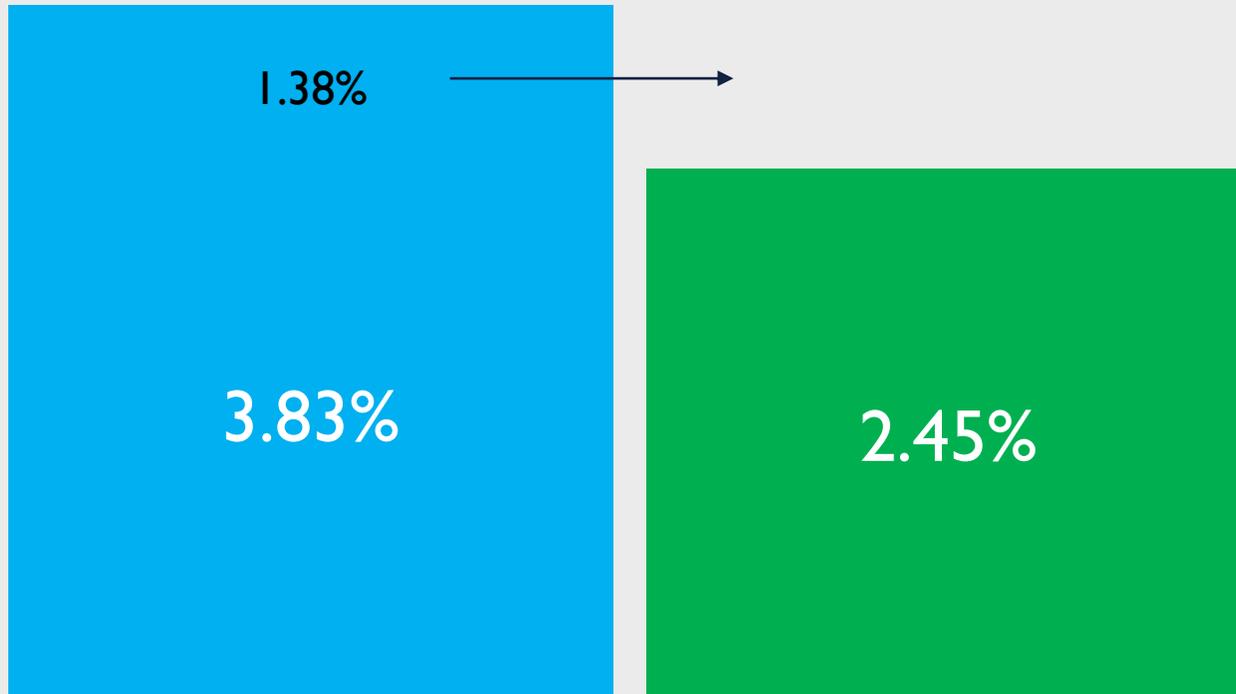
COMPOSITION OF FY 2020 TAX BILL





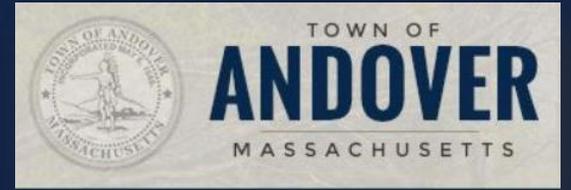
FY 2020 Projected Average Residential Tax Bill

FY 2020 Actual Average Residential Tax Bill



←	LEVY LIMIT
←	NON-BUDGETED PROPERTY TAXES (EXCESS LEVY)
←	BUDGETED PROPERTY TAXES 151,768,397

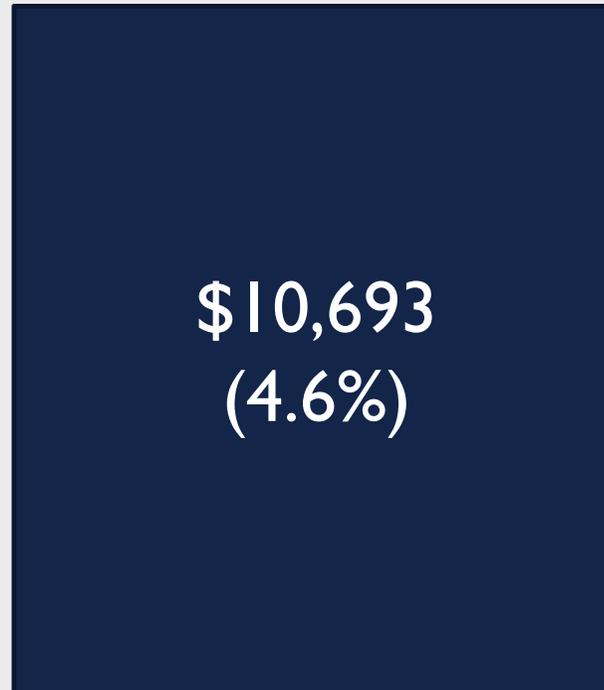
JULY 2019 PROJECTION TO MARCH 2020 PROJECTION



FY 2021 Projected Average Residential Tax Bill (July 2019)



FY 2021 Projected Average Residential Tax Bill (March 2020)

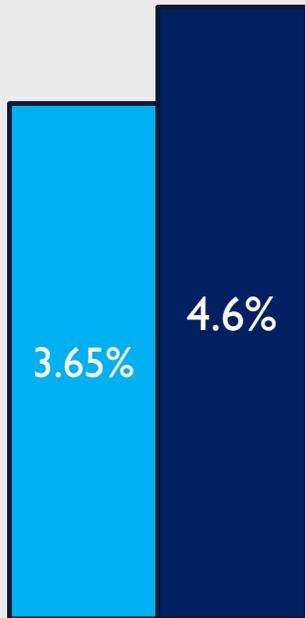


Projected Two Year Rate of Growth
3.53%

RATE OF GROWTH

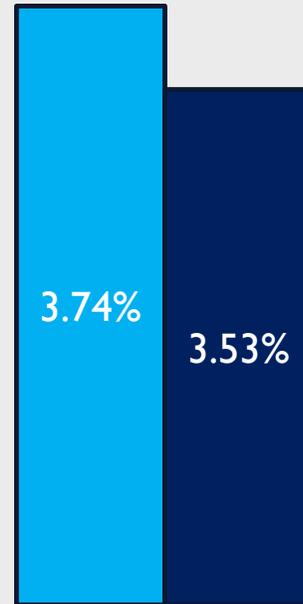


FY 2021
Rate of Growth



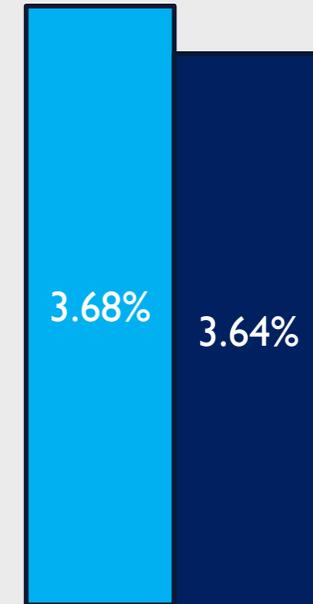
Initial Projection – July 2019

2 Year
Rate of Growth



Updated Projection – March 2020

10 Year
Rate of Growth



PROPERTY TAX SUMMARY



- FY 2021 Average Tax Bill approx. \$40 less than projected
- Rate of Growth less than projected
- Additional \$1.7M appropriation for unfunded pension liability

Increased Pension Appropriation
(0.95%)

Town Departments
(3.65 %)

COMMUNITY DEVELOPMENT & PLANNING

MICHAEL A. LINDSTROM, DEPUTY TOWN MANAGER

THOMAS CARBONE, DIRECTOR OF HEALTH

CHRISTOPHER CLEMENTE, INSPECTOR OF BUILDINGS

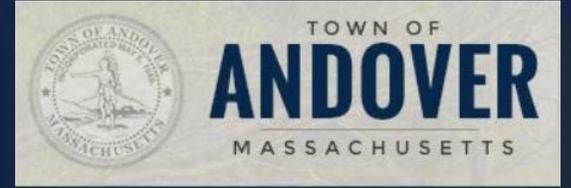
ROBERT DOUGLAS, DIRECTOR OF CONSERVATION

PAUL MATERAZZO, DIRECTOR OF PLANNING

PAGES 65-73



COMMUNITY DEVELOPMENT & PLANNING



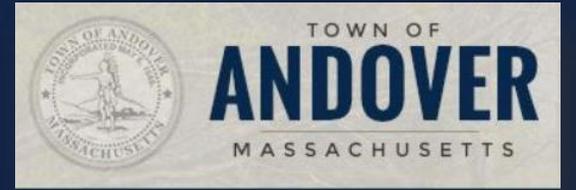
Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$1,765,533	\$1,948,249	10.35%	\$182,716
Expenses	\$225,990	\$242,201	7.17%	\$16,211
<i>From Reserve Funds</i>	\$25,000	\$25,000	-	-
<i>Total</i>	\$1,966,523	\$2,165,450	10.12%	\$198,927

FTEs				
FY17	FY18	FY19	FY20	FY21
19.7	20.1	20.1	20.6	22.0

Notable FY2021 Budget Changes

Transfer of Director of Business, Arts, Cultural Development from Town Manager's Office to CD&P, the addition of a 0.4 FTE, non-benefited Land Manager

COMMUNITY DEVELOPMENT & PLANNING CAPITAL



Description	Department Request	TM Recommended FY21	TM Plan FY22	TM Plan FY23	TM Plan FY24	TM Plan FY25	Funding Source
HMD Feasibility Study/Services to Support Land Disposition	\$40,000	\$40,000	-	-	-	-	General Fund Revenue
Conservation Land Management	\$15,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	General Fund Revenue

GENERAL GOVERNMENT

ANDREW P. FLANAGAN, TOWN MANAGER

MICHAEL A. LINDSTROM, DEPUTY TOWN MANAGER

PATRICK J. LAWLOR, ASSISTANT TOWN MANAGER

DONNA M. WALSH, FINANCE & BUDGET DIRECTOR

DAVID BILLARD, CHIEF ASSESSOR

HAYLEY GREEN, TOWN ACCOUNTANT

MICHAEL MORSE, TREASURER/COLLECTOR

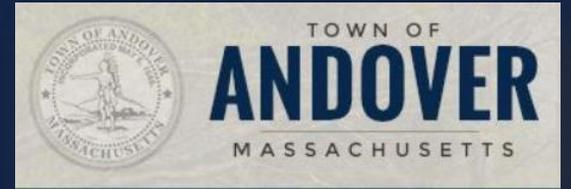
TERRI PEZNOLA, PURCHASING AGENT

JOYCE LOSICK- YANG, SUSTAINABILITY COORDINATOR

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TOWN MANAGER'S OFFICE



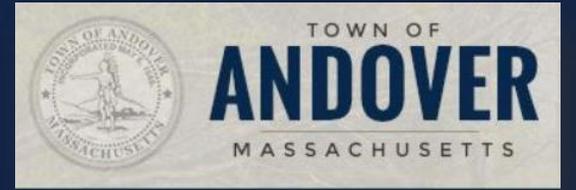
Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$505,087	\$554,921	9.87%	\$49,834
Expenses	\$46,300	\$43,000	(6.48%)	(\$3,000)
<i>Total</i>	\$551,387	\$598,221	8.49%	\$46,834

FTEs				
FY17	FY18	FY19	FY20	FY21
3.0	3.0	4.0	4.0	4.0

Notable FY2021 Budget Changes

Transfer of one employee from Finance Administration to Town Manager's Office.
 Transfer of one employee from Town Manager's Office to Planning.

TOWN MANAGER'S OFFICE CAPITAL



Description	Department Request	TM Recommended FY21	TM Plan FY22	TM Plan FY23	TM Plan FY24	TM Plan FY25	Funding Source
Town Offices Meeting Room and Public Access Improvements	\$625,000	\$625,000	-	-	-	-	Free Cash
Sidewalk Program	\$950,000	\$950,000	-	-	-	-	Free Cash
Conservation & Open Space Improvements Design	\$125,000	\$125,000	-	-	-	-	Free Cash
Tree Fund	\$250,000	\$250,000	-	-	-	-	Free Cash
Merrimack River Access	\$510,000	\$510,000	-	-	-	-	Free Cash

SUSTAINABILITY



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	-	\$84,745	100%	\$84,745
Expenses	-	\$52,250	100%	\$52,250
<i>Total</i>	-	\$136,995	100%	100%

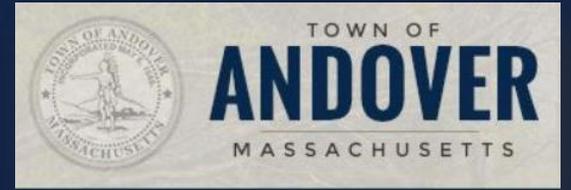
FTEs				
FY17	FY18	FY19	FY20	FY21
-	-	-	-	1.0

Notable FY2021 Budget Changes

New position as of FY2020, expenses include green house gas emission inventory, first step in Climate Action plan

FINANCE AND BUDGET

FINANCE ADMINISTRATION



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$340,248	\$242,415	(28.75%)	(\$97,833)
Expenses	\$121,610	\$137,610	13.16%	\$16,000
<i>Total</i>	<i>\$461,858</i>	<i>\$380,028</i>	<i>(17.72%)</i>	<i>(\$81,833)</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
2.0	3.0	3.0	3.0	2.0

Notable FY2021 Budget Changes

Transfer of one employee to Town Manager's Office; increase to Munis software support

FINANCE AND BUDGET

ASSESSOR'S OFFICE

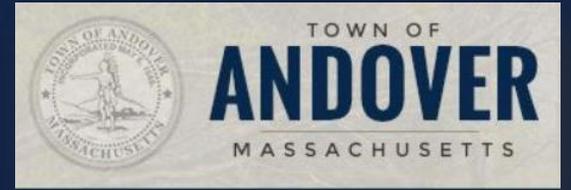


Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$388,808	\$401,168	3.18%	\$12,360
Expenses	\$28,700	\$28,700	-	-
<i>Total</i>	<i>\$417,508</i>	<i>\$429,868</i>	<i>2.96%</i>	<i>12,360</i>

FTEs			
FY17	FY18	FY19	FY20
5.0	5.0	5.0	5.0

FINANCE AND BUDGET

COLLECTOR/TREASURER



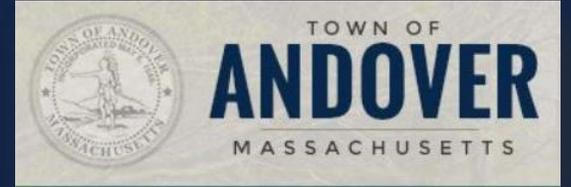
Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$381,991	\$340,425	(10.88%)	(\$41,566)
Expenses	\$73,200	\$72,300	(1.36%)	(\$1,000)
<i>Total</i>	<i>\$455,291</i>	<i>\$412,725</i>	<i>(9.35%)</i>	<i>(\$42,566)</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
5.0	5.0	5.0	5.0	4.0

Notable FY2021 Budget Changes
Reduction of one FTE in the Treasurer's Office

FINANCE AND BUDGET

CENTRAL PURCHASING



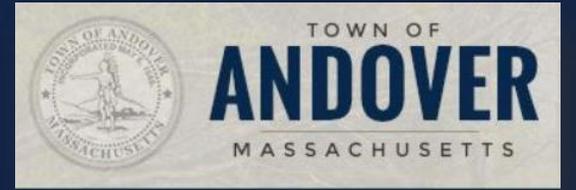
Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$120,828	\$124,932	3.40%	\$4,104
Expenses	\$13,800	\$13,800	-	-
<i>Total</i>	<i>\$134,628</i>	<i>\$138,732</i>	<i>3.05%</i>	<i>\$4,104</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
1.6	1.6	1.6	1.6	1.6

0.4 of the Purchasing Agent's salary is funded by the School Department

FINANCE AND BUDGET

TOWN ACCOUNTANT

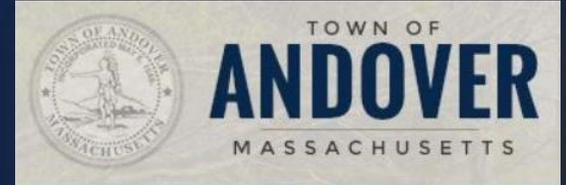


Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$378,152	\$389,464	2.99%	\$11,312
Expenses	\$83,400	\$85,200	2.16%	\$1,800
<i>Total</i>	\$461,552	\$474,664	2.84%	\$13,112

FTEs				
FY17	FY18	FY19	FY20	FY21
6.0	5.0	4.5	4.5	4.5

FINANCE AND BUDGET

CAPITAL



Description	Department Request	TM Recommended FY21	TM Plan FY22	TM Plan FY23	TM Plan FY24	TM Plan FY25	Funding Source
Munis Financial Software Improvements	\$10,000	\$10,000	\$10,000	\$50,000	\$10,000	\$10,000	General Fund Revenue

SELECT BOARD & FINANCE COMMITTEE



Select Board

Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$16,500	\$17,300	4.85%	\$800
Expenses	\$12,950	\$13,150	1.54%	\$200
<i>Total</i>	\$29,450	\$30,450	3.40%	\$1,000

Finance Committee

Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Expenses	\$28,900	\$28,900	-	-
<i>Total</i>	\$28,900	\$28,900	-	-

COMMISSION ON DISABILITY

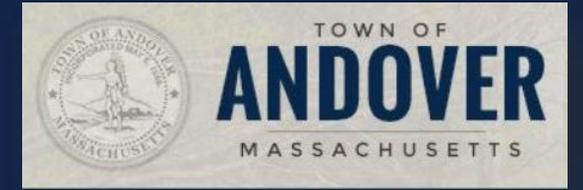


Commission on Disability

Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$1,200	\$1,200	-	-
Expenses	\$5,800	\$5,800	-	-
<i>Total</i>	<i>\$7,000</i>	<i>\$7,000</i>	-	-

OTHER GENERAL GOVERNMENT BUDGETS

TOWN COUNSEL, DAMAGES TO PERSONS/PROPERTY



Town Counsel

Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Expenses	\$350,000	\$254,000	(27.43%)	(\$96,000)
<i>Total</i>	<i>\$350,000</i>	<i>\$254,000</i>	<i>(27.43%)</i>	<i>(\$96,000)</i>

Notable FY2021 Budget Changes

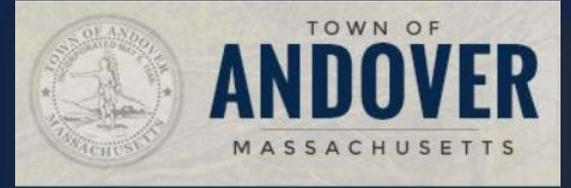
FY2021 Legal Budget represents a 40% savings in expenses since FY2019 or \$166,000

Damages to Persons/Property

Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Expenses	\$2,000	\$2,000	-	-
<i>Total</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>-</i>	<i>-</i>

OTHER GENERAL GOVERNMENT BUDGETS

EMPLOYEE BENEFITS, CENTRAL SERVICES



Employee Benefits

Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Expenses	\$972,834	\$999,114	2.71%	\$26,280
<i>Total</i>	\$972,834	\$972,000	2.71%	\$26,280

Notable FY2021 Budget Changes

Includes accumulated benefits (sick time) payments at retirement, life insurance and Medicare payments. Increase in FY2021 is attributable to Medicare

Central Services

Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Expenses	\$109,300	\$92,300	(15.55%)	(\$17,000)
<i>Total</i>	\$109,300	\$92,300	(15.55%)	(\$17,000)

Notable FY2021 Budget Changes

Decrease in postage costs as well as mail machine equipment rental

FIXED COSTS RETIREMENT



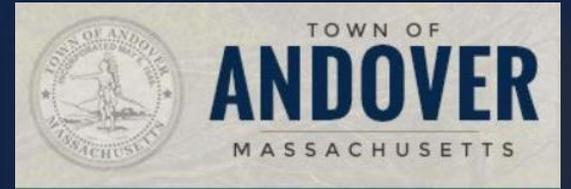
Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Pension Contributory	\$11,410,355	\$13,610,301	19.28%	\$2,199,946
<i>Total</i>	<i>\$11,410,355</i>	<i>\$13,610,301</i>	<i>19.28%</i>	<i>\$2,199,946</i>

Notable FY2021 Budget Changes

Recommended appropriation includes an additional \$1,700,000 funding for the pension system for FY2021

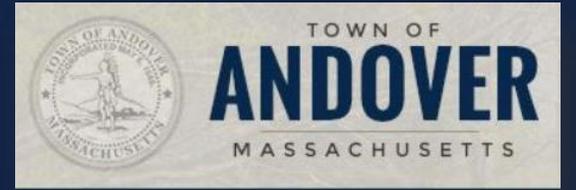
FIXED COSTS

OPEB



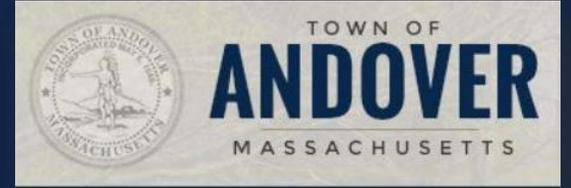
Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
OPEB	\$1,569,559	\$1,631,003	3.91%	\$61,444
<i>Total</i>	\$1,569,559	\$1,631,003	3.91%	\$61,444

FIXED COSTS HEALTH INSURANCE



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Health Insurance	\$21,340,842	\$22,338,257	4.67%	\$997,415
<i>Total</i>	\$21,340,842	\$22,338,257	4.67%	\$997,415

FIXED COSTS GENERAL INSURANCE



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Comprehensive	\$578,150	\$635,965	10.00%	\$57,815
Workers' Comp	\$486,323	\$734,956	51.13%	\$248,633
<i>Total</i>	<i>\$1,064,473</i>	<i>\$1,370,921</i>	<i>28.79%</i>	<i>\$306,448</i>

Notable FY2021 Budget Changes

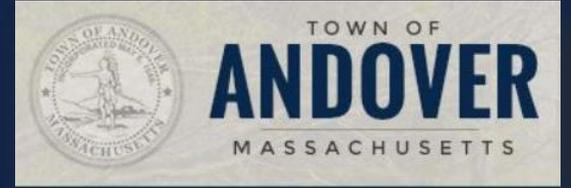
Town will be changing to a premium based workers' compensation plan in FY21 as MIIA will no longer offer the retro-pricing plan.

ANDOVER POLICE DEPARTMENT

CHIEF PATRICK KEEFE

PAGES 97-105

POLICE DEPARTMENT



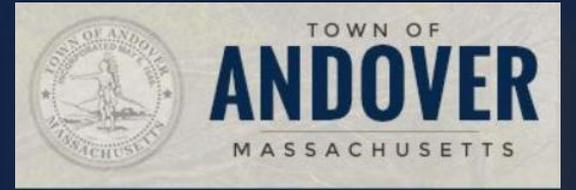
Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$6,692,641	\$6,875,739	2.74%	\$183,098
Expenses	\$939,000	\$922,000	(1.81%)	(\$17,000)
<i>From Sale of Service</i>	\$90,000	\$90,000	-	-
<i>From Reserve Funds</i>	-	\$64,947	100%	\$64,947
<i>Total</i>	\$7,541,641	\$7,642,792	1.34%	101,151

FTEs				
FY17	FY18	FY19	FY20	FY21
59.0	59.0	59.0	59.0	60.0

Notable FY2021 Budget Changes

Network Administrator moved from IT to Public Safety, Downtown Officer funded from Reserve Funds

POLICE DEPARTMENT CENTRAL DISPATCH



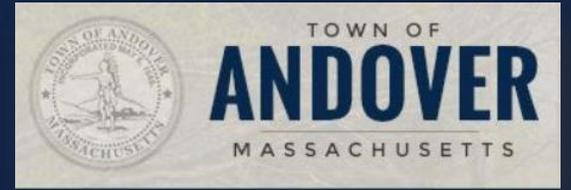
Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$910,287	\$910,287	-	-
Expenses	\$29,000	\$29,000	-	-
<i>Total</i>	\$939,287	\$939,287	-	-

FTEs				
FY17	FY18	FY19	FY20	FY21
11.0	11.0	11.0	11.0	11.0

Notable FY2021 Budget Changes

Contract with Public Safety Communicators not yet settled, Compensation Fund appropriation to be applied toward wages

POLICE DEPARTMENT PARKING CONTROL



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$91,489	\$94,209	2.97%	\$2,720
<i>From Reserve Funds</i>	\$89,073	\$94,209	5.77%	\$5,136
Expenses	\$51,000	\$51,500	0.98%	\$500
<i>From Reserve Funds</i>	\$51,000	\$51,500	0.98%	\$500
<i>Total</i>	\$2,416	-	(100%)	(\$2,416)

FTEs				
FY17	FY18	FY19	FY20	FY21
1.5	1.5	1.5	1.5	1.5

POLICE DEPARTMENT ANIMAL CONTROL



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$82,455	\$84,205	2.12%	\$1,750
Expenses	\$7,300	\$7,300	-	-
<i>Total</i>	\$89,755	\$91,505	1.95%	\$1,750

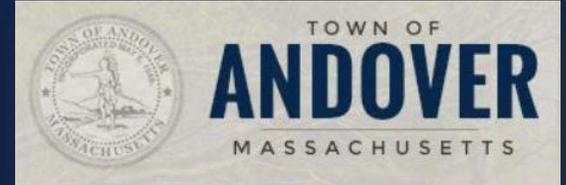
FTEs				
FY17	FY18	FY19	FY20	FY21
1.0	1.0	1.0	1.0	1.0

POLICE DEPARTMENT EMERGENCY MANAGEMENT



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Part Time Salaries	\$1,550	\$1,597	3.03%	\$47
Expenses	\$20,500	\$20,500	-	-
<i>Total</i>	\$22,100	\$22,100	0.21%	\$47

POLICE DEPARTMENT CAPITAL



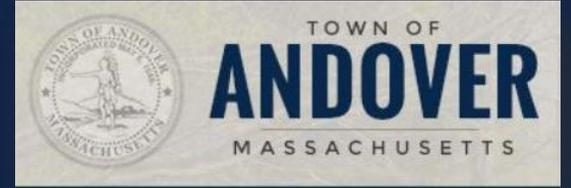
Description	Department Request	TM Recommended FY21	TM Plan FY22	TM Plan FY23	TM Plan FY24	TM Plan FY25	Funding Source
Police Vehicle Replacement	\$195,000	\$195,000	\$205,000	\$205,000	\$225,000	\$225,000	General Fund Revenue
Public Safety CAD/RMS System	\$332,000	\$332,000	-	-	-	-	General Fund Borrowing

ANDOVER FIRE RESCUE

CHIEF MICHAEL MANSFIELD

PAGES 107-113

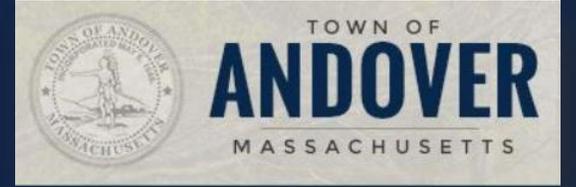
FIRE RESCUE



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$8,189,472	\$8,431,428	2.95%	\$241,956
Expenses	\$527,150	\$547,150	3.79%	\$20,000
<i>From Sale of Service</i>	<i>\$1,350,000</i>	<i>\$1,350,000</i>	-	-
<i>Total</i>	<i>\$7,366,622</i>	<i>\$7,628,578</i>	<i>3.56%</i>	<i>\$261,956</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
72.0	72.0	72.0	72.0	72.0

FIRE RESCUE CAPITAL



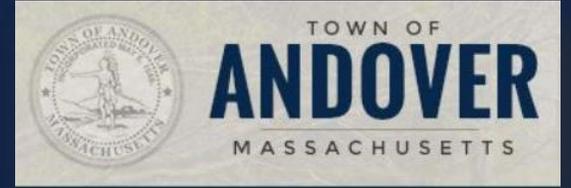
Description	Department Request	TM Recommended FY21	TM Plan FY22	TM Plan FY23	TM Plan FY24	TM Plan FY25	Funding Source
Fire Rescue Vehicles	\$795,000	\$725,000	\$430,000	\$70,000	\$440,000	\$200,000	General Fund Borrowing
SCBA Air Compressor System	\$96,00	\$96,000	-	-	-	-	General Fund Revenue
Bi-Directional Amplifier System	\$300,000	\$300,000	-	-	-	-	General Fund Borrowing

MEMORIAL HALL LIBRARY

BARBARA MCNAMARA, LIBRARY DIRECTOR

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MEMORIAL HALL LIBRARY



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$2,215,139	\$2,255,543	1.82%	\$40,404
Expenses	\$667,312	\$659,987	(1.10%)	(\$7,325)
<i>Total</i>	<i>\$2,882,451</i>	<i>\$2,915,530</i>	<i>1.15%</i>	<i>\$33,079</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
26.9	26.9	26.9	26.9	26.9

MEMORIAL HALL LIBRARY CAPITAL



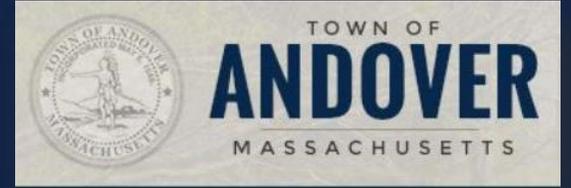
Description	Department Request	TM Recommended FY21	TM Plan FY22	TM Plan FY23	TM Plan FY24	TM Plan FY25	Funding Source
Library Level I Circulation Desk Replacement	\$35,000	\$35,000	-	-	-	-	General Fund Revenue
Relocate and Renovate Library Makerspace Design	\$15,000	\$15,000	\$225,000	-	-	-	General Fund Revenue

TOWN CLERK

AUSTIN SIMKO, TOWN CLERK AND CHIEF STRATEGY OFFICER

PAGES 45-49

TOWN CLERK



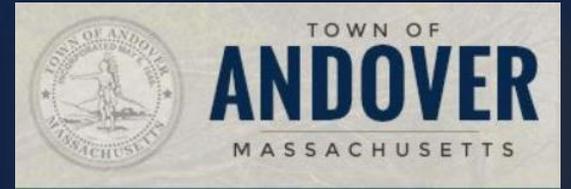
Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$365,850	\$425,407	16.28%	\$59,557
Expenses	\$76,361	\$72,911	(4.52%)	(\$3,450)
<i>Total</i>	<i>\$442,211</i>	<i>\$498,318</i>	<i>12.69%</i>	<i>\$56,107</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
4.0	4.0	4.0	4.0	4.0

Notable FY2021 Budget Changes

State election in FY2021 results in part time election staff; there was no state election in FY2020

TOWN MODERATOR



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$250	\$250	-	-
<i>Total</i>	\$250	\$250	-	-

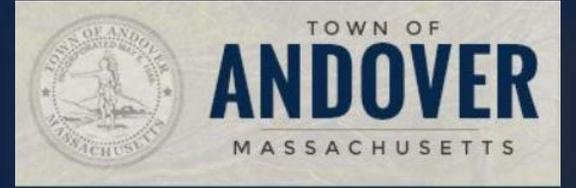
INFORMATION TECHNOLOGY

PAUL PUZZANGHERA, CHIEF INFORMATION OFFICER

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INFORMATION TECHNOLOGY

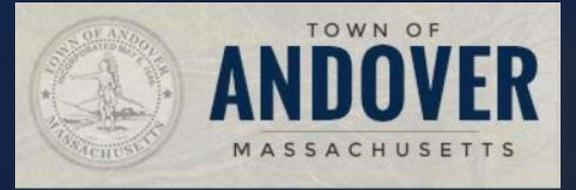


Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$1,961,662	\$1,970,186	0.43%	\$8,524
Expenses	\$459,030	\$482,590	5.13%	\$23,560
<i>Total</i>	\$2,420,692	\$2,452,776	1.33%	\$32,084

FTEs				
FY17	FY18	FY19	FY20	FY21
17.1	18.3	18.3	21.9*	21.2

**Transfer 3.7 positions from school*

INFORMATION TECHNOLOGY CAPITAL



Description	Department Request	TM Recommended FY21	TM Plan FY22	TM Plan FY23	TM Plan FY24	TM Plan FY25	Funding Source
Annual Staff Device Refresh	\$538,022	\$388,022	\$618,292	\$603,634	\$622,454	\$634,452	General Fund Revenue
Annual Student Device Refresh	\$540,086	450,086	\$569,886	\$596,793	\$579,910	\$504,760	General Fund Revenue Cable Funds
IT Infrastructure	\$198,500	\$100,000	\$942,500	\$689,500	\$542,500	\$67,500	General Fund Revenue General Fund Borrowing

DEPARTMENT OF FACILITIES

JANET NICOSIA, DIRECTOR OF FACILITIES

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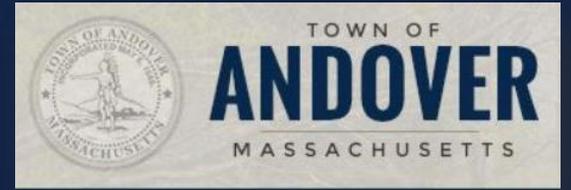
FACILITIES TOTAL



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$2,416,949	\$2,453,849	1.53%	\$36,900
Expenses	\$1,398,600	\$1,375,450	(1.66%)	(\$23,150)
<i>From Sale of Service</i>	\$88,000	\$88,000	-	-
<i>Total</i>	\$3,727,549	\$3,741,299	0.37%	\$13,750

FTEs				
FY17	FY18	FY19	FY20	FY21
32.5	33.1	30.5	30.5	30.5

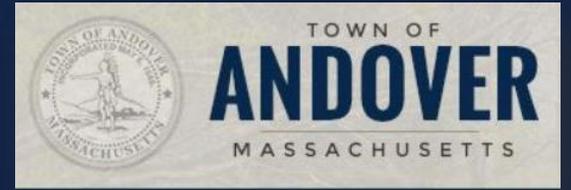
FACILITIES ADMINISTRATION



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$740,825	\$772,797	4.32%	\$31,972
Expenses	\$62,300	\$68,450	9.87%	\$6,150
<i>Total</i>	\$803,125	\$841,247	4.75%	\$38,122

FTEs				
FY17	FY18	FY19	FY20	FY21
7.6	7.6	6.0	8.0	8.0

FACILITIES FACILITY SERVICES



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$582,518	\$588,616	1.05%	\$6,098
Expenses	\$448,500	\$448,500	-	-
<i>From Sale of Service</i>	\$80,000	\$80,000	-	-
<i>AYF Gift</i>	\$8,000	\$8,000	-	-
<i>Total</i>	\$943,018	\$949,116	0.65%	\$6,098

FTEs				
FY17	FY18	FY19	FY20	FY21
9.4	10.0	9.0	9.0	9.0

FACILITIES

BUILDING MAINTENANCE

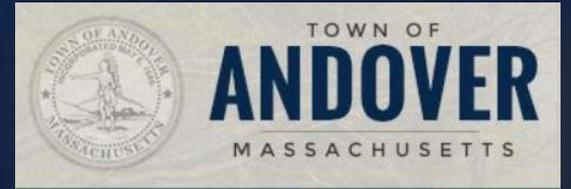


Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$513,561	\$513,216	(.07%)	(\$345)
Expenses	\$324,300	\$334,000	2.99%	\$9,700
<i>Total</i>	<i>\$837,861</i>	<i>\$847,216</i>	<i>1.12%</i>	<i>\$9,355</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
6.5	6.5	6.5	6.5	6.5

FACILITIES

MECHANICAL/ELECTRICAL

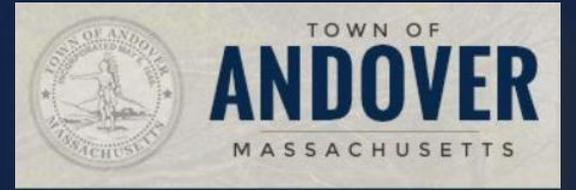


Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$580,045	\$579,220	(\$825)	(0.14%)
Expenses	\$413,500	\$404,500	(\$9,000)	(2.18%)
<i>Total</i>	\$993,545	\$983,720	(\$9,825)	(0.99%)

FTEs				
FY17	FY18	FY19	FY20	FY21
9.0	9.0	9.0	7.0	7.0

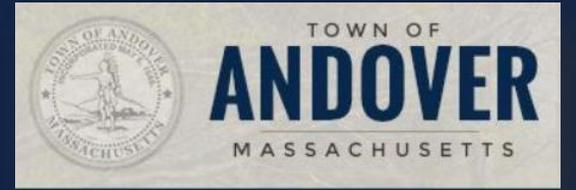
FACILITIES

STREET LIGHTING



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Expenses	\$150,000	\$120,000	(20.00%)	(\$30,000)
<i>Total</i>	<i>\$150,000</i>	<i>\$120,000</i>	<i>(20.00%)</i>	<i>(\$30,000)</i>

FACILITIES CAPITAL



Description	Department Request	TM Recommended FY21	TM Plan FY22	TM Plan FY23	TM Plan FY24	TM Plan FY25	Funding Source
Town Projects – Building Division	\$400,000	\$380,000	\$400,000	\$400,000	\$400,000	\$400,000	General Fund Revenue
Town Projects – Mechanical Electrical Division	\$311,000	\$280,000	\$311,000	\$311,000	\$311,000	\$311,000	General Fund Revenue
Town and School Security Projects	\$260,000	\$210,000	\$225,000	\$240,000	\$230,000	\$150,000	General Fund Revenue
Town Vehicle Replacement	\$35,000	\$35,000	\$222,000	\$122,000	\$170,000	\$105,000	General Fund Revenue
Town Parks and Playground Replacements	\$650,000	\$650,000	\$500,000	\$300,000	\$500,000	\$500,000	General Fund Revenue
Major Town Projects	\$825,000	\$825,000	\$1,180,000	\$1,180,000	\$1,050,000	\$850,000	General Fund Borrowing
Town & School Energy Initiatives	\$300,000	\$300,000	\$405,000	\$565,000	\$500,000	\$665,000	General Fund Borrowing
School Wide Maintenance Program	\$735,000	\$650,000	\$735,000	\$735,000	\$735,000	\$735,000	General Fund Revenue
School Projects – By Building	\$565,000	\$500,000	\$665,000	\$725,000	\$475,000	\$355,000	General Fund Revenue
Major School Projects	\$4,930,000	\$4,080,000	\$2,175,000	\$6,690,000	\$9,075,000	\$6,100,000	General Fund Borrowing

DEPARTMENT OF PUBLIC WORKS

CHRISTOPHER CRONIN, DIRECTOR OF PUBLIC WORKS

PAGES 115-129

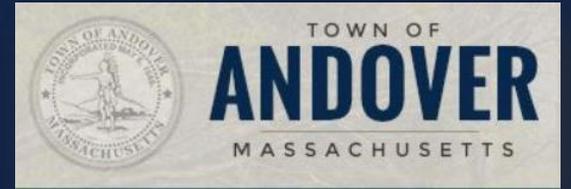
PUBLIC WORKS TOTAL



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$3,548,610	\$3,720,378	4.84%	\$171,768
Expenses	\$5,272,339	\$5,635,949	6.90%	\$363,610
<i>From Sale of Service</i>	\$60,000	\$60,000	-	-
<i>Total</i>	\$8,760,949	\$9,296,327	6.11%	\$535,378

FTEs				
FY17	FY18	FY19	FY20	FY21
39	39	41	41.1	42.1

PUBLIC WORKS ADMINISTRATION

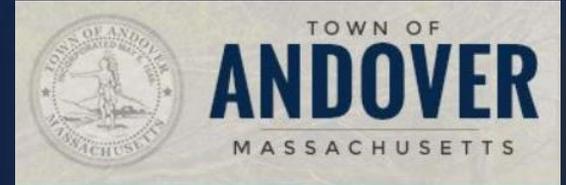


Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$224,833	\$238,330	6.23%	\$13,997
Expenses	\$1,150	\$8,700	656.52%	\$7,550
<i>Total</i>	\$225,983	\$247,530	9.53%	\$21,547

FTEs				
FY17	FY18	FY19	FY20	FY21
3.0	3.0	2.0	2.0	2.0

PUBLIC WORKS

DPW/FACILITIES BUSINESS OFFICE



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$261,404	\$270,451	3.46%	\$9,047
Expenses	\$17,150	\$17,150	-	-
<i>Total</i>	\$278,554	\$287,601	3.25%	\$9,047

FTEs				
FY17	FY18	FY19	FY20	FY21
-	-	3.0	3.1	3.1

PUBLIC WORKS ENGINEERING



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$302,120	\$320,476	6.08%	\$18,356
Expenses	\$91,050	\$91,050	-	-
<i>Total</i>	\$393,170	\$411,526	4.67%	\$18,356

FTEs				
FY17	FY18	FY19	FY20	FY21
3.0	3.0	3.0	3.0	3.0

PUBLIC WORKS HIGHWAY

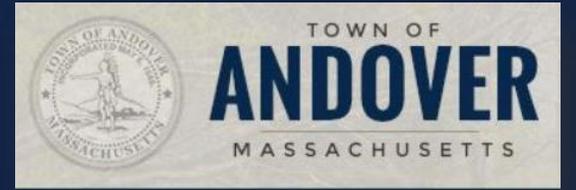


Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$1,139,361	\$1,203,223	5.61%	\$63,862
Expenses	\$515,098	\$521,900	1.32%	\$6,802
<i>Total</i>	<i>\$1,654,459</i>	<i>\$1,725,123</i>	<i>4.27%</i>	<i>\$70,664</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
15.0	15.0	15.0	15.0	15.5

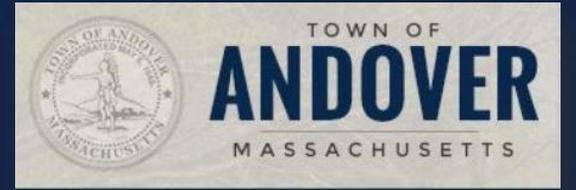
Notable FY2021 Budget Changes
 Additional 0.5 FTE – Public Grounds Laborer

PUBLIC WORKS SNOW AND ICE



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Overtime	\$198,000	\$198,000	-	-
Expenses	\$1,049,000	\$1,049,000	-	-
<i>Total</i>	<i>\$1,247,000</i>	<i>\$1,247,000</i>	-	-

PUBLIC WORKS SOLID WASTE



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Overtime	\$7,400	\$7,400	-	-
Expenses	\$2,802,646	\$3,146,904	12.28%	\$344,258
<i>Total</i>	\$2,810,046	\$3,154,304	12.25%	\$344,258

Notable FY2021 Budget Changes

Solid waste disposal contract increasing 7%
 Recycling collections contract increasing by 23%

PUBLIC WORKS FORESTRY

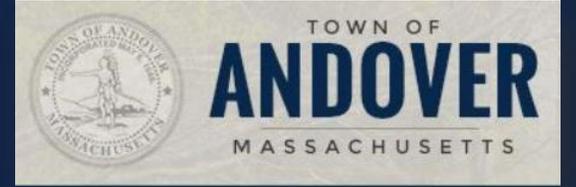


Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$285,925	\$290,042	1.44%	\$4,117
Expenses	\$118,250	\$108,250	(8.46%)	(\$10,000)
<i>Total</i>	\$404,175	\$398,292	(1.46%)	(\$5,883)

FTEs				
FY17	FY18	FY19	FY20	FY21
4.0	4.0	4.0	4.0	4.0

PUBLIC WORKS

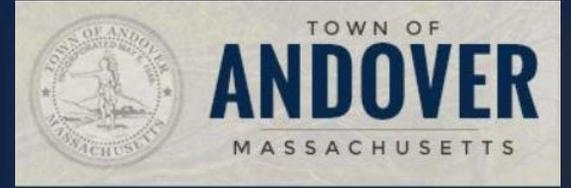
SPRING GROVE CEMETERY



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$209,837	\$221,262	5.44%	\$11,425
Expenses	\$44,945	\$44,945	-	-
<i>From Sale of Service</i>	\$60,000	\$60,000	-	-
<i>Total</i>	\$194,782	\$206,207	5.87%	\$11,425

FTEs				
FY17	FY18	FY19	FY20	FY21
3.0	3.0	3.0	3.0	3.0

PUBLIC WORKS PARKS & GROUNDS



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$581,151	\$621,232	6.90%	\$40,081
Expenses	\$131,850	\$146,850	11.38%	\$15,000
<i>Total</i>	<i>\$713,001</i>	<i>\$768,082</i>	<i>7.73%</i>	<i>\$55,081</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
7.0	7.0	7.0	7.0	7.5

Notable FY2021 Budget Changes
Additional 0.5 FTE – Public Grounds Laborer

PUBLIC WORKS VEHICLE MAINTENANCE



Description	FY2020 Budget	FY2021 Recommended	% Change	\$ Change
Salaries	\$338,579	\$349,462	3.21%	\$10,883
Expenses	\$501,200	\$501,200	-	-
<i>Total</i>	<i>\$839,779</i>	<i>\$850,662</i>	<i>1.30%</i>	<i>\$10,883</i>

FTEs				
FY17	FY18	FY19	FY20	FY21
4.0	4.0	4.0	4.0	4.0

PUBLIC WORKS CAPITAL



Description	Department Request	TM Recommended FY21	TM Plan FY22	TM Plan FY23	TM Plan FY24	TM Plan FY25	Funding Source
Major Annual Road Maintenance	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	State Chapter 90 Funds
Minor Sidewalk Repairs	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	General Fund Revenue
Two Way Radio System	\$100,000	\$75,000	-	-	-	-	General Fund Revenue
DPW Vehicles	\$700,000	\$700,000	\$763,000	\$785,000	\$672,000	\$465,000	General Fund Revenue General Fund Borrowing
Minor Storm Drainage Improvements	\$300,000	\$300,000	-	\$300,000	-	\$300,000	General Fund Borrowing
Spring Grove Cemetery	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	General Fund Revenue