MEMORANDUM

To: Selectboard

From: Peter B. Elwell, Town Manager

Re: Long Term Financial Plan (LTFP)

Date: August 16, 2018

Town staff is pleased to distribute this annual update of the Long Term Financial Plan (LTFP). This document is not a budget. It is a 5-year forecast that represents staff's best estimates of how the Town's General Fund revenues and expenditures are expected to change between now and FY24. The Selectboard does not need to formally approve this document as the LTFP does not authorize any particular action(s). It is intended to highlight areas of Town finances that need additional attention and to provide useful long-term context for the financial and programmatic decisions we will make during the FY20 budget process and throughout the year ahead.

A word of warning in our use of the LTFP: While some items are known and very precisely identified within the plan (such as changes in debt service obligations), most items include some degree of uncertainty. Our actual experience on those items will vary from the forecast, usually by a little but sometimes by a lot. All items will be reviewed annually and future LTFP updates will show changes in items that are affected positively or negatively by changed circumstances or new community priorities. The overall forecast will remain useful even as individual items become temporarily less accurate. For this reason, particularly in the "out years" of the forecast, it is important not to focus too much attention on individual line items but to look for trends and related impacts in broader areas (such as departments, programs, or types of revenue and expenditure).

This LTFP update is comprised of this memorandum and the following attachments:

- Summary by Type of Revenue and Expenditure
- Detailed Forecast using the Town's usual budget line items

Here is what I believe to be the most important information in (and about) the 2018 LTFP:

- Staff was not aggressively optimistic in any of our assumptions. Where we have a high degree of certainty, we included numbers that reflect our actual expectations. As the degree of uncertainty increased for any given item, so did the conservatism of our forecast. It is likely, therefore, that we have underestimated total revenues and overestimated total expenditures, allowing the Town to achieve the policy objectives reflected in the LTFP with smaller future property tax rate increases than those that are included in the forecast, as follows:

Year	In Cents	By Per Cent
FY20	3.6 cents	2.8%
FY21	2.6 cents	1.9%
FY22	3.6 cents	2.6%
FY23	2.7 cents	1.9%
FY24	3.4 cents	2.4%

- The property tax rate forecast predicts an annual increase in municipal property taxes of less than $65 (less than $17 per quarter) for more than half of the property owners in town.

- The total amount of property tax rate increase anticipated in the 5-year forecast has been reduced in each annual update of the LTFP. In 2016, the 5-year total was 18.3 cents (or 14.4%). In 2017, the 5-year total was 16.4 cents (or 12.61%). In 2018, the 5-year total is 15.9 cents (or 11.6%).

- We assume that non-tax General Fund revenues will remain essentially flat throughout the forecast period.

- We have one new voluntary fee in lieu of taxes that will provide more than $16,000 of additional annual revenue.

- This forecast reflects our expectation that FY20 will be the budget year in which we reach the Town's goal of allocating a minimum of $1 million of current revenues to capital projects and equipment. This has been a high priority in recent years, resulting in an increase from $357,000 in FY16 to $509,775 in FY17 to $744,215 in FY18 to $965,000 in FY19 and now to our projection of $1 million in FY20 and beyond. Reaching this goal will be a significant achievement, but it is important to remember that $1 million is the bare minimum necessary to continue catching up on our long-term infrastructure and equipment needs. Those needs exceed $1 million per year.

- We assume no Use of Fund Balance as a revenue source for any of the years in the forecast. Since the Town usually has hundreds of thousands of dollars of fund balance available to use as a revenue in any given year (due to average annual operating surpluses in the range of 2% to 4%), we anticipate being able to increase the commitment to capital projects and equipment above the $1 million annual allocation that is shown in the forecast.

- Annual overall increases in employee salaries are projected to range between 1.2% and 3.1%. All four of the Town's collective bargaining agreements (CBAs) with employee unions will expire at the end of FY19 and actual future salary increases will be determined in large part by the outcome of negotiations for the next set of CBAs. The increases in the forecast are based on the following two assumptions: a 2% across-the-board increase each year and continuation of step increases as contained in the current CBAs. No new employee positions are included in the forecast.

- The annual cost for providing retirement benefits to General Fund employees is expected to increase by approximately $55,000 during the forecast period. However, because of retirement plan changes approved during 2016, the General Fund's FY24 retirement program costs are expected to still be about $25,000 below the FY17 budget, while most Town employees are enjoying a superior benefit.

- Departmental expenses are forecast to increase by approximately $270,000 overall between FY18 and FY23. That is larger than the increase predicted in prior LTFP forecasts, primarily because of the recent rapid increase in the cost of petroleum products. This forecast assumes 10% increases in the cost of heating oil and propane in FY20 and FY21, and 5% increases in the cost of those products in FY22, FY23, and FY24.

- We have projected a 10% increase in workers' compensation expenses for each year of the forecast period, even though we are starting to see some positive impacts from changes the Town has implemented in that area. Our "experience modification" declined from 1.25 in 2017 to 1.08 in 2018 (where 1.0 indicates statistically average costs of workers' compensation claims in the prior year), but the rate impact of that and other improvements will lag due to a continuing "hard market" for workers' compensation coverage and the multi-year averaging that is inherent in setting workers' compensation premium rates.

- Ambulance expenses are projected to increase by approximately 20% ($50,000) during the forecast period as we complete the 6-year phase-out of an obsolete discount on the Town's annual per capita charges paid to Rescue, Inc.

- Annual debt service payments on the Town's current General Fund obligations will decline by approximately $380,000 from FY19 to FY24.

On behalf of the Town's entire management team, I look forward to presenting the LTFP to you and the public at the August 21 Selectboard meeting and to using this resource together as we proceed through the FY20 budget process and beyond.

PBE:
Attachments
c: Patrick Moreland, Assistant Town Manager
All Department Heads

Long Term Financial Plan - 2018
Summary By Type of Revenue and Expenditure

	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY:2024	%
Revenue											
Taxes											
Property Taxes	$ 14,876,643	$ 15,294,550	2.8%	$ 15,591,362	1.9%	$ 16,003,462	2.6%	$ 16,311,678	1.9%	$ 16,703,334	2.4%
Meals/Rooms	$ 365,000	$ 375,000	2.7%	$ 385,000	2.7%	$ 395,000	2.6%	$ 405,000	2.5%	$ 415,000	2.5%
In Lieu of Taxes	$ 144,000	$ 160,000	11.1%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%
Total	$ 15,385,643	$ 15,829,550	2.9%	$ 16,136,362	1.9%	$ 16,558,462	2.6%	$ 16,876,678	1.9%	$ 17,278,334	2.4%
Penalties/Interest											
Finance	$ 135,000	$ 135,000	0.0%	$ 135,000	0.0%	$ 135,000	0.0%	$ 135,000	0.0%	$ 135,000	0.0%
Listers	$ 1,800	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%
Police	$ 23,000	$ 23,000	0.0%	$ 23,000	0.0%	$ 23,000	0.0%	$ 23,000	0.0%	$ 23,000	0.0%
Total	$ 159,800	$ 159,800	0.0%	$ 159,800	0.0%	$ 159,800	0.0%	$ 159,800	0.0%	$ 159,800	0.0%
Fees for Service											
Town Clerk	$ 106,000	$ 106,500	0.5%	$ 106,500	0.0%	$ 106,500	0.0%	$ 106,500	0.0%	$ 106,500	0.0%
Library	$ 24,500	$ 24,500	0.0%	$ 25,500	4.1%	$ 25,500	0.0%	$ 25,500	0.0%	$ 26,500	3.9%
Fire	$ 20,100	$ 20,782	3.4%	$ 20,968	0.9%	$ 21,157	0.9%	$ 21,350	0.9%	$ 21,547	0.9%
Municipal Center	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Police	$ 114,203	$ 96,737	-15.3%	$ 97,286	0.6%	$ 97,846	0.6%	$ 98,418	0.6%	$ 99,001	0.6%
Rec & Parks	$ 233,400	$ 237,200	1.6%	$ 241,000	1.6%	$ 244,300	1.4%	$ 247,400	1.3%	$ 251,400	1.6%
Total	$ 518,203	$ 505,719	-2.4%	$ 511,254	1.1%	$ 515,303	0.8%	$ 519,168	0.7%	$ 524,948	1.1%
License/Permits											
Finance	$ 50,000	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Town Clerk	$ 28,500	$ 29,100	2.1%	$ 29,650	1.9%	$ 30,200	1.9%	$ 30,750	1.8%	$ 31,300	1.8%
Planning	$ 54,000	$ 50,000	-7.4%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Total	$ 132,500	$ 129,100	-2.6%	$ 129,650	0.4%	$ 130,200	0.4%	$ 130,750	0.4%	$ 131,300	0.4%
Other											
Governmental	$ 395,000	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%
Fund Balance	$ 770,000	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfers	$ 315,200	$ 308,754	-2.0%	$ 314,929	2.0%	$ 321,228	2.0%	$ 327,652	2.0%	$ 334,205	2.0%
Misc	$ 79,569	$ 81,069	1.9%	$ 76,934	-5.1%	$ 72,900	-5.2%	$ 74,400	2.1%	$ 75,900	2.0%
Total	$ 1,559,769	$ 784,823	-49.7%	$ 786,863	0.3%	$ 789,128	0.3%	$ 797,052	1.0%	$ 805,105	1.0%
Total Revenue	$ 17,755,915	$ 17,408,992	-2.0%	$ 17,723,928	1.8%	$ 18,152,893	2.4%	$ 18,483,448	1.8%	$ 18,899,487	2.3%
Expenses											
Salaries											
Town Manager	$ 292,670	$ 297,360	1.6%	$ 303,239	2.0%	$ 309,334	2.0%	$ 315,545	2.0%	$ 321,877	2.0%
Finance	$ 309,506	$ 315,942	2.1%	$ 322,299	2.0%	$ 326,480	1.3%	$ 333,038	2.0%	$ 339,723	2.0%
Town Clerk	$ 130,699	$ 133,335	2.0%	$ 138,774	4.1%	$ 141,515	2.0%	$ 144,311	2.0%	$ 147,161	2.0%
Assessor	$ 153,507	$ 138,334	-9.9%	$ 141,133	2.0%	$ 143,988	2.0%	$ 146,899	2.0%	$ 149,867	2.0%
Planning	$ 197,558	$ 156,266	-20.9%	$ 161,533	3.4%	$ 164,762	2.0%	$ 168,055	2.0%	$ 171,412	2.0%
Library	$ 471,080	$ 483,430	2.6%	$ 493,245	2.0%	$ 503,349	2.0%	$ 513,547	2.0%	$ 523,941	2.0%
Fire	$ 1,647,105	$ 1,701,314	3.3%	$ 1,745,853	2.6%	$ 1,799,022	3.0%	$ 1,861,663	3.5%	$ 1,907,181	2.4%
Municipal Center	$ 60,669	$ 61,859	2.0%	$ 63,122	2.0%	$ 64,359	2.0%	$ 65,647	2.0%	$ 66,959	2.0%
Police	$ 1,868,207	$ 1,889,175	1.1%	$ 1,972,996	4.4%	$ 2,028,483	2.8%	$ 2,084,893	2.8%	$ 2,143,802	2.8%
Dispatch	$ 503,972	$ 520,901	3.4%	$ 536,934	3.1%	$ 551,493	2.7%	$ 567,252	2.9%	$ 583,399	2.8%
DPW	$ 1,003,043	$ 1,006,641	0.4%	$ 1,037,360	3.1%	$ 1,065,292	2.7%	$ 1,103,606	3.6%	$ 1,117,159	1.2%
Rec & Parks	$ 509,440	$ 525,555	3.2%	$ 535,957	2.0%	$ 546,160	1.9%	$ 556,229	1.8%	$ 556,293	0.0%
Total	$ 7,147,457	$ 7,230,112	1.2%	$ 7,452,445	3.1%	$ 7,644,237	2.6%	$ 7,860,683	2.8%	$ 8,028,773	2.1%
Employee Benefits											
Vacation Accrual	$ 30,000	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%
Social Security	$ 568,075	$ 579,437	2.0%	$ 591,025	2.0%	$ 602,846	2.0%	$ 614,903	2.0%	$ 627,201	2.0%
Employee Retirement	$ 524,500	$ 534,990	2.0%	$ 545,690	2.0%	$ 556,604	2.0%	$ 567,736	2.0%	$ 579,090	2.0%
Health Insurance	$ 1,431,305	$ 1,502,870	5.0%	$ 1,578,014	5.0%	$ 1,656,914	5.0%	$ 1,739,760	5.0%	$ 1,826,748	5.0%
Opt Out / HSA	$ 215,000	$ 220,000	2.3%	$ 225,000	2.3%	$ 230,000	2.2%	$ 235,000	2.2%	$ 240,000	2.1%
HRA Expense	$ 232,560	$ 232,560	0.0%	$ 232,560	0.0%	$ 232,560	0.0%	$ 232,560	0.0%	$ 232,560	0.0%
HRA Administration	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Unemployment	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Life insurance	$ 30,000	$ 31,500	5.0%	$ 33,075	5.0%	$ 34,729	5.0%	$ 36,465	5.0%	$ 38,288	5.0%
Dependant Care	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Total	$ 3,052,940	$ 3,152,857	3.3%	$ 3,256,864	3.3%	$ 3,365,153	3.3%	$ 3,477,924	3.4%	$ 3,595,388	3.4%
Department Expense											
Town Manager	$ 8,800	$ 9,800	11.4%	$ 9,800	0.0%	$ 9,800	0.0%	$ 9,800	0.0%	$ 9,800	0.0%
Finance	$ 49,300	$ 34,550	-29.9%	$ 34,550	0.0%	$ 34,550	0.0%	$ 34,550	0.0%	$ 33,200	-3.9%
Town Clerk	$ 46,425	$ 50,950	9.7%	$ 51,975	2.0%	$ 53,000	2.0%	$ 53,025	0.0%	$ 54,050	1.9%
Assessor	$ 18,300	$ 19,300	5.5%	$ 19,500	1.0%	$ 19,700	1.0%	$ 19,900	1.0%	$ 19,900	0.0%
Planning	$ 23,200	$ 47,140	103.2%	$ 47,140	0.0%	$ 47,420	0.6%	$ 47,420	0.0%	$ 47,700	0.6%
Library	$ 146,966	$ 152,466	3.7%	$ 156,443	2.6%	$ 161,580	3.3%	$ 164,066	1.5%	$ 168,602	2.8%

Long Term Financial Plan - 2018
Summary By Type of Revenue and Expenditure

	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY:2024	%
Fire	$ 233,720	$ 239,945	2.7%	$ 250,920	4.6%	$ 256,400	2.2%	$ 266,661	4.0%	$ 272,978	2.4%
Police	$ 315,022	$ 333,662	5.9%	$ 340,456	2.0%	$ 346,523	1.8%	$ 352,208	1.6%	$ 358,520	1.8%
Dispatch	$ 12,050	$ 12,050	0.0%	$ 12,185	1.1%	$ 12,185	0.0%	$ 12,185	0.0%	$ 12,220	0.3%
DPW	$ 736,398	$ 764,952	3.9%	$ 784,133	2.5%	$ 804,625	2.6%	$ 813,918	1.2%	$ 844,512	3.8%
Rec & Parks	$ 299,532	$ 310,746	3.7%	$ 319,068	2.7%	$ 325,919	2.1%	$ 331,708	1.8%	$ 338,830	2.1%
Total	$ 1,889,713	$ 1,975,561	4.5%	$ 2,026,171	2.6%	$ 2,071,703	2.2%	$ 2,105,441	1.6%	$ 2,160,312	2.6%
General											
General Services	$ 230,825	$ 236,150	2.3%	$ 250,725	6.2%	$ 255,050	1.7%	$ 259,625	1.8%	$ 262,125	1.0%
Municipal Center	$ 89,525	$ 103,260	15.3%	$ 106,850	3.5%	$ 109,493	2.5%	$ 112,030	2.3%	$ 114,864	2.5%
Debt/Debt Service	$ 1,440,200	$ 1,471,325	2.2%	$ 1,285,375	-12.6%	$ 1,259,075	-2.0%	$ 1,109,300	-11.9%	$ 1,061,000	-4.4%
Risk	$ 747,775	$ 813,513	8.8%	$ 885,497	8.8%	$ 964,336	8.9%	$ 1,050,699	9.0%	$ 1,145,319	9.0%
Attorney	$ 112,080	$ 114,202	1.9%	$ 116,366	1.9%	$ 118,573	1.9%	$ 120,824	1.9%	$ 123,121	1.9%
Human Services	$ 146,000	$ 146,000	0.0%	$ 146,000	0.0%	$ 146,000	0.0%	$ 146,000	0.0%	$ 146,000	0.0%
Auxiliary Services	$ 460,800	$ 470,800	2.2%	$ 480,800	2.1%	$ 490,800	2.1%	$ 500,800	2.0%	$ 510,800	2.0%
Windham Regional	$ 30,600	$ 31,212	2.0%	$ 31,836	2.0%	$ 32,473	2.0%	$ 33,122	2.0%	$ 33,785	2.0%
County Tax	$ 85,000	$ 86,000	1.2%	$ 87,000	1.2%	$ 88,000	1.1%	$ 89,000	1.1%	$ 90,000	1.1%
Downtown Program	$ 78,000	$ 78,000	0.0%	$ 78,000	0.0%	$ 78,000	0.0%	$ 78,000	0.0%	$ 78,000	0.0%
Total	$ 3,420,805	$ 3,550,461	3.8%	$ 3,468,449	-2.3%	$ 3,541,800	2.1%	$ 3,499,401	-1.2%	$ 3,565,014	1.9%
To Capital	$ 1,715,000	$ 1,000,000	-41.7%	$ 1,000,000	0.0%	$ 1,000,000	0.0%	$ 1,000,000	0.0%	$ 1,000,000	0.0%
To Solid Waste	$ 470,000	$ 500,000	6.4%	$ 520,000	4.0%	$ 530,000	1.9%	$ 540,000	1.9%	$ 550,000	1.9%
Transfer Skatepark Fund	$ 60,000	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Total	$ 2,245,000	$ 1,500,000	-33.2%	$ 1,520,000	1.3%	$ 1,530,000	0.7%	$ 1,540,000	0.7%	$ 1,550,000	0.6%
Total Expenses	$ 17,755,915	$ 17,408,992	-2.0%	$ 17,723,928	1.8%	$ 18,152,893	2.4%	$ 18,483,448	1.8%	$ 18,899,487	2.3%
Balance	$ -	$ -		$ -		$ -		$ -		$ -	

Long Term Fir al Plan - 2018

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORE . . FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Town Manager's Office														
Donations	$ 50	$ 100	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
MM - Investment Income	$ 9,464	$ 8,480	$ 6,000	$ 42,000	$ 43,000	2.4%	$ 44,000	2.3%	$ 45,000	2.3%	$ 46,000	2.2%	$ 47,000	2.2%
In Lieu of Taxes	$ 132,484	$ 158,222	$ 144,000	$ 144,000	$ 160,000	11.1%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%
Miscellaneous Revenue	$ 2,458	$ 1,299	$ 2,500	$ 2,500	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
	$ 144,456	$ 168,101	$ 152,500	$ 188,500	$ 205,500	9.0%	$ 206,500	0.5%	$ 207,500	0.5%	$ 208,500	0.5%	$ 209,500	0.5%
Taxes														
Current Taxes	$ 13,558,736	$ 13,940,726	$ 14,277,946	$ 14,876,643	$ 15,294,550	2.8%	$ 15,591,362	1.9%	$ 16,003,462	2.6%	$ 16,311,678	1.9%	$ 16,703,334	2.4%
Meals, Alcohol and Rooms	$ 377,271	$ 378,807	$ 350,000	$ 365,000	$ 375,000	2.7%	$ 385,000	2.7%	$ 395,000	2.6%	$ 405,000	2.5%	$ 415,000	2.5%
Interest	$ 58,057	$ 56,134	$ 60,000	$ 60,000	$ 60,000	0.0%	$ 60,000	0.0%	$ 60,000	0.0%	$ 60,000	0.0%	$ 60,000	0.0%
Penalty	$ 58,982	$ 66,828	$ 55,000	$ 55,000	$ 55,000	0.0%	$ 55,000	0.0%	$ 55,000	0.0%	$ 55,000	0.0%	$ 55,000	0.0%
Collection Charges	$ 26,704	$ 12,027	$ 25,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
	$ 14,079,750	$ 14,454,523	$ 14,767,946	$ 15,376,643	$ 15,804,550	2.8%	$ 16,111,362	1.9%	$ 16,533,462	2.6%	$ 16,851,678	1.9%	$ 17,253,334	2.4%
Finance Department														
Business Licenses	$ 51,665	$ 50,840	$ 50,000	$ 50,000	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Reimbursements/Insurance	$ -	$ 1,441	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Interest on Receivables	$ 555	$ 305	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Sale of Fixed Assets	$ 185	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 52,405	$ 52,586	$ 50,000	$ 50,000	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Town Clerk														
Liquor & Tobacco License	$ 8,195	$ 9,480	$ 9,000	$ 9,000	$ 9,100	1.1%	$ 9,150	0.5%	$ 9,200	0.5%	$ 9,250	0.5%	$ 9,300	0.5%
Dog License Revenue	$ 20,404	$ 21,144	$ 19,500	$ 19,500	$ 20,000	2.6%	$ 20,500	2.5%	$ 21,000	2.4%	$ 21,500	2.4%	$ 22,000	2.3%
Town Clerk Fees	$ 106,564	$ 98,889	$ 106,000	$ 106,000	$ 106,500	0.5%	$ 106,500	0.0%	$ 106,500	0.0%	$ 106,500	0.0%	$ 106,500	0.0%
	$ 135,163	$ 129,513	$ 134,500	$ 134,500	$ 135,600	0.8%	$ 136,150	0.4%	$ 136,700	0.4%	$ 137,250	0.4%	$ 137,800	0.4%
Assessor's Office														
Personal Property Fines	$ 1,199	$ 700	$ 1,800	$ 1,800	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%
Listers Office Misc	$ 56	$ 64	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 1,255	$ 764	$ 1,800	$ 1,800	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%
Risk Management														
Insurance Payments	-	$ 500	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
Restitution	960	$ 861	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
	960	$ 1,361	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
Planning														
ZBA & Planning Commission	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Planning Permit Fees	$ 66,727	$ 46,324	$ 65,000	$ 54,000	$ 50,000	-7.4%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Planning Misc Revenue	$ -	$ 30	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 66,727	$ 46,354	$ 65,000	$ 54,000	$ 50,000	-7.4%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Benefits														
Cobra Health Insurance Payment		$ 606.82	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
	-	$ 606.82	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
Library														
Library Copier Revenue	$ 4,935	$ 6,254	$ 6,700	$ 6,500	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%

Long Term Fi al Plan - 2018

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Reimbursements	$ 1,568	$ 3,846	$ -	$ 800	$ 800	0.0%	$ 800	0.0%	$ 900	12.5%	$ 900	0.0%	$ 900	0.0%
Library Fines	$ 15,842	$ 14,909	$ 16,000	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Non-Resident Fees	$ 16,997	$ 15,204	$ 18,000	$ 18,000	$ 18,000	0.0%	$ 19,000	5.6%	$ 19,000	0.0%	$ 19,000	0.0%	$ 20,000	5.3%
Gift Books & Replacement	$ 3,408	$ 2,529	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Library Postage Revenue	$ 466	$ 177	$ 200	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Audio Visual Rental	$ 27	$ 10	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Miscellaneous Income	$ 657	$ 68	$ 700	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
	$ 43,900	$ 42,997	$ 45,600	$ 34,300	$ 34,300	0.0%	$ 35,300	2.9%	$ 35,400	0.3%	$ 35,400	0.0%	$ 36,400	2.8%
Fire														
Tower Rent	$ -	$ 500			$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
Fire Dept - Banner	$ 6,200	$ 10,500	$ 11,100	$ 11,000	$ 11,000	0.0%	$ 11,000	0.0%	$ 11,000	0.0%	$ 11,000	0.0%	$ 11,000	0.0%
Fire Outside Revenue	$ 24,048	$ 3,031	$ 10,400	$ 9,100	$ 9,282	2.0%	$ 9,468	2.0%	$ 9,657	2.0%	$ 9,850	2.0%	$ 10,047	2.0%
	$ 51,871	$ 14,031	$ 21,500	$ 20,100	$ 20,782	3.4%	$ 20,968	0.9%	$ 21,157	0.9%	$ 21,350	0.9%	$ 21,547	0.9%
Municipal Center														
Municipal Center Rental	$ 19,888	$ 19,502	$ 20,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Reimbursements	$ -	$ 4	$ -	$ -	$ -		$ -		$ -		$ -		$ -	
	$ 19,888	$ 19,506	$ 20,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Police														
Town Ordinance	$ 13,636	$ 15,309	$ 37,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Bicycle Registration	$ 23	$ 21	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Police Dept Copy Charges	$ 1,915	$ 876	$ 500	$ 750	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%
Rental Income	$ -	$ 15,329	$ 26,400	$ 26,928	$ 27,467	2.0%	$ 28,016	2.0%	$ 28,576	2.0%	$ 29,148	2.0%	$ 29,731	2.0%
Up-Fit Reimbursement	$ -	$ 5,634	$ 7,200	$ 11,269	$ 11,269	0.0%	$ 5,634	-50.0%	$ -	-100.0%	$ -	0.0%	$ -	0.0%
Reimbursements/Insurance	$ 3,772	$ 6,533	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	
False Alarm Fees	$ 2,775	$ 3,433	$ 3,000	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Miscellaneous Revenue	$ 438	$ 844	$ 2,000	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Police Outside Revenue	$ 21,222	$ 13,958	$ 45,500	$ 37,505	$ 19,500	-48.0%	$ 19,500	0.0%	$ 19,500	0.0%	$ 19,500	0.0%	$ 19,500	0.0%
Animal Control	$ 980	$ 3,783	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Rescue Inc Dispatch Fees	$ 45,708	$ 47,079	$ 48,020	$ 48,020	$ 48,020	0.0%	$ 48,020	0.0%	$ 48,020	0.0%	$ 48,020	0.0%	$ 48,020	0.0%
	$ 90,518	$ 112,800	$ 170,620	$ 150,472	$ 133,006	-11.6%	$ 127,920	-3.8%	$ 122,846	-4.0%	$ 123,418	0.5%	$ 124,001	0.5%
Public Works														
Insurance/Reimbursements	$ 7,454	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Miscellaneous Revenue	$ -	$ 33	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Public Works Outside Reve	$ 602	$ 537	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 8,056	$ 570	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Public Works Gas														
Gasoline Sales	$ 435	$ 3,473	$ 4,000	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 435	$ 3,473	$ 4,000	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Regional														
Railroad Revenue Sharing	$ 5,065	$ 5,065	$ 5,000	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
State Road Construction	$ 230,584	$ 230,592	$ 230,000	$ 230,000	$ 230,000	0.0%	$ 230,000	0.0%	$ 230,000	0.0%	$ 230,000	0.0%	$ 230,000	0.0%
State Current Use Payment	$ 159,132	$ 161,868	$ 160,000	$ 160,000	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%
Overweight Permits	$ 275	$ 255	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 395,056	$ 397,780	$ 395,000	$ 395,000	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Recreation & Parks														
Basketball	$ 5,150	$ 5,345	$ 5,500	$ 5,500	$ 5,500	0.0%	$ 5,500	0.0%	$ 5,500	0.0%	$ 5,500	0.0%	$ 5,500	0.0%
Softball Field Rental	$ 24,016	$ 24,945	$ 24,000	$ 24,000	$ 24,000	0.0%	$ 24,500	2.1%	$ 24,500	0.0%	$ 24,500	0.0%	$ 25,000	2.0%
Swimming Pool	$ 23,506	$ 19,758	$ 20,000	$ 21,000	$ 21,500	2.4%	$ 22,000	2.3%	$ 22,500	2.3%	$ 23,000	2.2%	$ 23,500	2.2%
Snack Bar	$ 2,030	$ 1,625	$ 2,000	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Kiwanis Shelter	$ 3,500	$ 3,525	$ 3,500	$ 3,500	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%
Skating Rink Revenue	$ 124,473	$ 122,403	$ 115,000	$ 120,000	$ 122,000	1.7%	$ 124,000	1.6%	$ 126,000	1.6%	$ 128,000	1.6%	$ 130,000	1.6%
Gibson-Aiken Center	$ 5,493	$ 6,646	$ 6,200	$ 6,200	$ 6,400	3.2%	$ 6,400	0.0%	$ 6,600	3.1%	$ 6,600	0.0%	$ 6,800	3.0%
Day Camp	$ 27,176	$ 21,093	$ 23,000	$ 23,000	$ 24,000	4.3%	$ 24,500	2.1%	$ 25,000	2.0%	$ 25,500	2.0%	$ 26,000	2.0%
Facilities Use Fees	$ 3,143	$ 3,299	$ 2,200	$ 2,500	$ 2,500	0.0%	$ 2,700	8.0%	$ 2,700	0.0%	$ 2,700	0.0%	$ 2,900	7.4%
Miscellaneous Revenue	$ 13,991	$ 18,930	$ 11,000	$ 12,000	$ 12,500	4.2%	$ 13,000	4.0%	$ 13,500	3.8%	$ 14,000	3.7%	$ 14,500	3.6%
Cemetery Plots	$ 3,000	$ 4,615	$ 3,000	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Non-Resident Fees	$ 23,882	$ 22,678	$ 22,000	$ 22,700	$ 22,800	0.4%	$ 22,900	0.4%	$ 23,000	0.4%	$ 23,100	0.4%	$ 23,200	0.4%
	$ 259,359	$ 254,861	$ 237,400	$ 245,400	$ 249,700	1.8%	$ 254,000	1.7%	$ 257,800	1.5%	$ 261,400	1.4%	$ 265,900	1.7%
Fund Balance														
Use of Fund Balance	$ -	$ -	$ 1,099,975	$ 770,000	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ -	$ -	$ 1,099,975	$ 770,000	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfers														
Transfer Capital Fund	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
Transfer Rec Self Support	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfer Skate Rink Imp	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfer Utility Fund	$ 250,000	$ 250,000	$ 260,000	$ 265,200	$ 270,504	2.0%	$ 275,914	2.0%	$ 281,432	2.0%	$ 287,061	2.0%	$ 292,802	2.0%
Transfer Parking Fund	$ 36,900	$ 36,900	$ 55,500	$ 37,500	$ 38,250	2.0%	$ 39,015	2.0%	$ 39,795	2.0%	$ 40,591	2.0%	$ 41,403	2.0%
Transfer Utility Clerical	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
Transfer Utility Garage	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
Transfer Parking Legal	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
Transfer Parking Accting	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
Transfer Utility Dispatch	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
Transfer Parking Dispatch	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
Transfer Parking Electric	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
	$ 299,400	$ 299,400	$ 328,000	$ 315,200	$ 308,754	-2.0%	$ 314,929	2.0%	$ 321,228	2.0%	$ 327,652	2.0%	$ 334,205	2.0%
TOTAL REVENUE	$ 15,696,255	$ 15,999,226	$ 17,493,841	$ 17,755,915	$ 17,408,992	-2.0%	$ 17,723,928	1.8%	$ 18,152,893	2.4%	$ 18,483,448	1.8%	$ 18,899,487	2.3%
EXPENDITURES														
Town Manager's Office														
Department Head Salary	$ 97,641	$ 99,206	$ 101,003	$ 103,011	$ 105,068	2.0%	$ 107,165	2.0%	$ 109,304	2.0%	$ 111,486	2.0%	$ 113,712	2.0%
Staff Salaries	$ 114,763	$ 113,755	$ 118,667	$ 181,059	$ 183,493	1.3%	$ 187,174	2.0%	$ 190,929	2.0%	$ 194,759	2.0%	$ 198,665	2.0%
Vacation BB - Retire Pay	$ 4,011	$ 3,967	$ 4,400	$ 8,600	$ 8,800	2.3%	$ 8,900	1.1%	$ 9,100	2.2%	$ 9,300	2.2%	$ 9,500	2.2%
Equipment	$ 23	$ 313	$ 300	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
Training	$ -	$ -	$ 300	$ 500	$ 1,000	100.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Conferences/Memberships	$ 145	$ 831	$ 500	$ 1,000	$ 1,500	50.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Postage Expense	$ 497	$ 399	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Office Supplies	$ 766	$ 898	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Transportation	$ 5,000	$ 5,500	$ 5,000	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
	$ 222,845	$ 224,869	$ 232,170	$ 301,470	$ 307,160	1.9%	$ 313,039	1.9%	$ 319,134	1.9%	$ 325,345	1.9%	$ 331,677	1.9%

Long Term Fi[illegible]al Plan - 2018

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Finance														
Department Head Salary	$ 74,290	$ 75,325	$ 76,737	$ 78,268	$ 79,830	2.0%	$ 81,422	2.0%	$ 83,047	2.0%	$ 84,704	2.0%	$ 86,394	2.0%
Staff Salaries	$ 214,190	$ 220,618	$ 222,617	$ 229,088	$ 233,912	2.1%	$ 238,627	2.0%	$ 243,434	2.0%	$ 248,334	2.0%	$ 253,330	2.0%
Vacation BB - Retire Pay	$ -	$ -	$ 11,000	$ 2,150	$ 2,200	2.3%	$ 2,250	2.3%	$ -	-100.0%	$ -	0.0%	$ -	0.0%
Equipment	$ -	$ 34	$ 500	$ 500	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
Training	$ 736	$ 643	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 150	-90.0%
Conferences/Memberships	$ 648	$ 884	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Office Equipment Maint	$ 11	$ 11	$ 1,200	$ 1,200	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%
Computer Supplies	$ 170	$ -	$ 600	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Payroll Services	$ 26,069	$ 26,009	$ 28,000	$ 30,000	$ 14,500	-51.7%	$ 14,500	0.0%	$ 14,500	0.0%	$ 14,500	0.0%	$ 14,500	0.0%
Tax Bills	$ 802	$ 535	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Reimbursable Expense	$ -	$ 565	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Bank Service Charges	$ 686	$ 637	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Postage Expense	$ 8,795	$ 7,574	$ 8,000	$ 8,500	$ 9,000	5.9%	$ 9,000	0.0%	$ 9,000	0.0%	$ 9,000	0.0%	$ 9,000	0.0%
Office Supplies	$ 3,508	$ 3,845	$ 4,000	$ 4,000	$ 4,250	6.3%	$ 4,250	0.0%	$ 4,250	0.0%	$ 4,250	0.0%	$ 4,250	0.0%
	$ 329,905	$ 336,680	$ 357,154	$ 358,806	$ 350,492	-2.3%	$ 356,849	1.8%	$ 361,030	1.2%	$ 367,588	1.8%	$ 372,923	1.5%
Attorney														
Contracted Legal Services	$ 101,170	$ 102,000	$ 104,000	$ 106,080	$ 108,202	2.0%	$ 110,366	2.0%	$ 112,573	2.0%	$ 114,824	2.0%	$ 117,121	2.0%
Conferences/Memberships	$ 710	$ 679	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Litigation Expenses	$ 934	$ 2,101	$ 5,000	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
	$ 102,814	$ 104,780	$ 110,000	$ 112,080	$ 114,202	1.9%	$ 116,366	1.9%	$ 118,573	1.9%	$ 120,824	1.9%	$ 123,121	1.9%
Town Clerk														
Department Head Salary	$ 67,017	$ 69,640	$ 64,600	$ 65,695	$ 67,005	2.0%	$ 68,341	2.0%	$ 69,704	2.0%	$ 71,094	2.0%	$ 72,511	2.0%
Staff Salaries	$ 58,740	$ 62,847	$ 63,699	$ 65,004	$ 66,331	2.0%	$ 67,683	2.0%	$ 69,062	2.0%	$ 70,467	2.0%	$ 71,899	2.0%
Vacation BB - Retire Pay	$ 3,803	$ 21,407	$ -	$ -	$ -	0.0%	$ 2,750	0.0%	$ 2,750	0.0%	$ 2,750	0.0%	$ 2,750	0.0%
Election Salaries	$ 3,916	$ 5,604	$ 4,000	$ 6,000	$ 4,500	-25.0%	$ 6,500	44.4%	$ 4,500	-30.8%	$ 6,500	44.4%	$ 4,500	-30.8%
Conferences/Memberships	$ 1,052	$ 1,073	$ 1,800	$ 1,800	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%	$ 1,800	0.0%
Records Restoration	$ 5,883	$ -	$ 6,000	-	$ 6,000	100.0%	-	-100.0%	$ 6,000	100.0%	-	-100.0%	$ 6,000	100.0%
Computer - Land Records	$ 15,446	$ 11,513	$ 16,000	$ 16,000	$ 19,000	18.8%	$ 20,000	5.3%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Election Expense	$ 10,414	$ 14,031	$ 11,000	$ 15,000	$ 12,000	-20.0%	$ 16,000	33.3%	$ 13,000	-18.8%	$ 17,000	30.8%	$ 14,000	-17.6%
Copier Expense	$ 1,440	$ 1,164	$ 1,000	$ 1,025	$ 1,050	2.4%	$ 1,075	2.4%	$ 1,100	2.3%	$ 1,125	2.3%	$ 1,150	2.2%
Postage Expense	$ 2,243	$ 2,688	$ 2,300	$ 2,300	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,300	0.0%
Office Supplies	$ 3,406	$ 3,540	$ 2,500	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Equipment Maintenance	$ -	$ 129	$ 300	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
	$ 173,360	$ 193,635	$ 173,199	$ 177,124	$ 184,285	4.0%	$ 190,749	3.5%	$ 194,515	2.0%	$ 197,336	1.4%	$ 201,211	2.0%
Assessor's Office														
Department Head Salary	$ 65,242	$ 66,619	$ 66,714	$ 68,027	$ 63,788	-6.2%	$ 65,060	2.0%	$ 66,357	2.0%	$ 67,680	2.0%	$ 69,030	2.0%
Staff Salaries	$ 73,180	$ 74,251	$ 84,840	$ 85,480	$ 74,545	-12.8%	$ 76,073	2.0%	$ 77,631	2.0%	$ 79,218	2.0%	$ 80,837	2.0%
Vacation BB - Retire Pay	$ 2,412	$ 687	$ 2,400	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Board Salaries	$ 1,950	$ 1,950	$ 1,950	$ 1,950	$ 1,950	0.0%	$ 1,950	0.0%	$ 1,950	0.0%	$ 1,950	0.0%	$ 1,950	0.0%
Equipment Purchases	$ 1,716	$ 1,146	$ 1,750	$ 1,750	$ 1,750	0.0%	$ 1,750	0.0%	$ 1,750	0.0%	$ 1,750	0.0%	$ 1,750	0.0%
Professional Services	$ 139	$ 647	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Training	$ 988	$ 135	$ 1,200	$ 1,200	$ 2,000	66.7%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Conferences/Memberships	$ 946	$ 935	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Grand List	$ 128	$ 32	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Tax Map Maintenance	$ 2,400	$ 1,275	$ 2,600	$ 2,600	$ 2,600	0.0%	$ 2,600	0.0%	$ 2,600	0.0%	$ 2,600	0.0%	$ 2,600	0.0%
Annual Software Fees	$ 4,000	$ 4,200	$ 4,400	$ 4,600	$ 4,800	4.3%	$ 5,000	4.2%	$ 5,200	4.0%	$ 5,400	3.8%	$ 5,400	0.0%

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Postage Expense	$ 624	$ 1,041	$ 1,200	$ 1,700	$ 1,700	0.0%	$ 1,700	0.0%	$ 1,700	0.0%	$ 1,700	0.0%	$ 1,700	0.0%
Office Supplies	$ 974	$ 884	$ 950	$ 950	$ 950	0.0%	$ 950	0.0%	$ 950	0.0%	$ 950	0.0%	$ 950	0.0%
Equipment Maintenance Fee	$ 658	$ 726	$ 800	$ 800	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%
Transportation	$ 83	$ 506	$ 750	$ 750	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%
	$ 155,440	$ 155,035	$ 171,554	$ 171,807	$ 157,634	-8.2%	$ 160,633	1.9%	$ 163,688	1.9%	$ 166,799	1.9%	$ 169,767	1.8%
General Services														
Board Salaries	$ 17,000	$ 17,000	$ 17,000	$ 17,000	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%
BCA Salaries	$ -	$ -	$ 700	$ 700	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%
Personnel Mgmt Expense	$ 5,549	$ 2,065	$ 5,000	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Employee Recognition	$ 1,309	$ 1,390	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Conferences/Memberships	$ 19,197	$ 16,817	$ 16,500	$ 17,000	$ 17,500	2.9%	$ 18,000	2.9%	$ 18,500	2.8%	$ 19,000	2.7%	$ 19,500	2.6%
Computer Equipment Maint	$ 30,780	$ 56,330	$ 30,000	$ 57,000	$ 58,000	1.8%	$ 59,000	1.7%	$ 60,000	1.7%	$ 61,000	1.7%	$ 61,000	0.0%
Software Licenses	$ -	$ 570	$ -	$ 5,000	$ 5,500	10.0%	$ 6,000	9.1%	$ 6,500	8.3%	$ 7,000	7.7%	$ 7,000	0.0%
Printing & Public Notices	$ 16,477	$ 7,512	$ 11,500	$ 12,000	$ 12,000	0.0%	$ 12,500	4.2%	$ 12,500	0.0%	$ 13,000	4.0%	$ 13,000	0.0%
Professional Services	$ 29,712	$ 34,790	$ 18,500	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Administrative Services	$ -	$ -	$ -	$ 13,000	$ 14,000	7.7%	$ 15,000	7.1%	$ 16,000	6.7%	$ 17,000	6.3%	$ 18,000	5.9%
Technical Services	$ -	$ -	$ -	$ 13,000	$ 14,000	7.7%	$ 15,000	7.1%	$ 16,000	6.7%	$ 17,000	6.3%	$ 18,000	5.9%
Town Report	$ 3,699	$ 3,077	$ 3,250	$ 3,250	$ 3,500	7.7%	$ 3,500	0.0%	$ 3,750	7.1%	$ 3,750	0.0%	$ 3,750	0.0%
GIS Mapping	$ 18,997	$ 16,464	$ 19,000	$ 19,000	$ 20,000	5.3%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Auditing	$ 34,022	$ 18,361	$ 18,000	$ 20,000	$ 20,000	0.0%	$ 30,000	50.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%
Telephone	$ 16,877	$ 16,593	$ 17,000	$ 17,000	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%
Postage Expense	$ 2,152	$ 1,937	$ 2,800	$ 2,875	$ 2,950	2.6%	$ 3,025	2.5%	$ 3,100	2.5%	$ 3,175	2.4%	$ 3,175	0.0%
Office Supplies	$ 1,269	$ 1,101	$ 2,000	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Tax Abatements	$ 32,144	$ 5,805	$ 20,000	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Interest Abatements	$ 2,866	$ 1,033	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Penalty Abatements	$ 688	$ 322	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Other Abatements	$ -	$ 3,769	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
Miscellaneous	$ 250	$ 270	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
	$ 284,077	$ 205,207	$ 183,250	$ 230,825	$ 236,150	2.3%	$ 250,725	6.2%	$ 255,050	1.7%	$ 259,625	1.8%	$ 262,125	1.0%
Risk Management														
Worker's Compensation	$ 403,110	$ 446,884	$ 492,700	$ 591,975	$ 651,173	10.0%	$ 716,290	10.0%	$ 787,919	10.0%	$ 866,711	10.0%	$ 953,382	10.0%
General Liability	$ 170,928	$ 134,313	$ 136,950	$ 130,800	$ 137,340	5.0%	$ 144,207	5.0%	$ 151,417	5.0%	$ 158,988	5.0%	$ 166,938	5.0%
Occupational Health	$ 17,504	$ 17,481	$ 15,000	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Insurance Deductible	$ 8,018	$ 8,058	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
	$ 599,561	$ 606,735	$ 654,650	$ 747,775	$ 813,513	8.8%	$ 885,497	8.8%	$ 964,336	8.9%	$ 1,050,699	9.0%	$ 1,145,319	9.0%
Planning														
Department Head Salary	$ 64,671	$ 67,393	$ 71,707	$ 73,119	$ 71,596	-2.1%	$ 75,166	5.0%	$ 76,665	2.0%	$ 78,195	2.0%	$ 79,755	2.0%
Staff Salaries	$ 112,504	$ 112,709	$ 118,797	$ 120,239	$ 83,170	-30.8%	$ 84,866	2.0%	$ 86,596	2.0%	$ 88,360	2.0%	$ 90,157	2.0%
Vacation BB - Retire Pay	$ 7,886	$ -	$ 4,021	$ 4,200	$ 1,500	-64.3%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Equipment	$ -	$ 225	$ 800	$ 800	$ 820	2.5%	$ 820	0.0%	$ 840	2.4%	$ 840	0.0%	$ 860	2.4%
Training	$ 755	$ 1,000	$ 2,000	$ 2,000	$ 2,040	2.0%	$ 2,040	0.0%	$ 2,080	2.0%	$ 2,080	0.0%	$ 2,120	1.9%
Conferences/Memberships	$ 1,142	$ 1,029	$ 2,500	$ 3,000	$ 3,060	2.0%	$ 3,060	0.0%	$ 3,120	2.0%	$ 3,120	0.0%	$ 3,180	1.9%
Computer Supplies	$ 521	$ -	$ 1,000	$ 2,000	$ 2,040	2.0%	$ 2,040	0.0%	$ 2,080	2.0%	$ 2,080	0.0%	$ 2,120	1.9%
Legal Notices	$ 2,155	$ 1,730	$ 2,400	$ 2,000	$ 2,040	2.0%	$ 2,040	0.0%	$ 2,080	2.0%	$ 2,080	0.0%	$ 2,120	1.9%
Professional Services	$ 8,588	$ 2,480	$ 6,000	$ 6,000	$ 30,000	400.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%
Document Production	$ 1,678	$ 149	$ 2,000	$ 2,000	$ 2,040	2.0%	$ 2,040	0.0%	$ 2,080	2.0%	$ 2,080	0.0%	$ 2,120	1.9%
Postage Expense	$ 1,217	$ 991	$ 1,400	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Office Supplies	$ 1,956	$ 1,005	$ 1,400	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Equipment Maintenance	$ 450	$ 1,421	$ 1,000	$ 1,500	$ 1,600	6.7%	$ 1,600	0.0%	$ 1,640	2.5%	$ 1,640	0.0%	$ 1,680	2.4%
Transportation	$ 1,103	$ 396	$ 1,400	$ 1,400	$ 1,000	-28.6%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Miscellaneous Expenses	$ 149	$ 56	$ 500	$ 500	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
MPG Parking Study Match	$ -	$ 2,000	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 208,012	$ 192,583	$ 216,925	$ 220,758	$ 203,406	-7.9%	$ 208,673	2.6%	$ 212,182	1.7%	$ 215,475	1.6%	$ 219,112	1.7%
Benefits														
Vacation Accrual	$ 44,219	$ (5,504)	$ 30,000	$ 30,000	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%
Social Security	$ 490,730	$ 502,253	$ 556,925	$ 568,075	$ 579,437	2.0%	$ 591,025	2.0%	$ 602,846	2.0%	$ 614,903	2.0%	$ 627,201	2.0%
Employee Retirement	$ 543,493	$ 516,253	$ 492,000	$ 524,500	$ 534,990	2.0%	$ 545,690	2.0%	$ 556,604	2.0%	$ 567,736	2.0%	$ 579,090	2.0%
Health Insurance	$ 1,557,661	$ 1,384,981	$ 1,465,000	$ 1,431,305	$ 1,502,870	5.0%	$ 1,578,014	5.0%	$ 1,656,914	5.0%	$ 1,739,760	5.0%	$ 1,826,748	5.0%
Life Insurance	$ 23,106	$ 24,948	$ 28,650	$ 30,000	$ 31,500	5.0%	$ 33,075	5.0%	$ 34,729	5.0%	$ 36,465	5.0%	$ 38,288	5.0%
Opt-Out & HSA Payments	$ 184,092	$ 180,627	$ 210,000	$ 215,000	$ 220,000	2.3%	$ 225,000	2.3%	$ 230,000	2.2%	$ 235,000	2.2%	$ 240,000	2.1%
HRA Expense	$ 26,528	$ 165,474	$ 172,500	$ 232,560	$ 232,560	0.0%	$ 232,560	0.0%	$ 232,560	0.0%	$ 232,560	0.0%	$ 232,560	0.0%
HRA Administration	$ 1,364	$ 7,200	$ 20,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Unemployment Compensation	$ 6,130	$ -	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Dependent Care Administra	$ 532	$ 417	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
	$ 2,877,856	$ 2,776,649	$ 2,986,575	$ 3,052,940	$ 3,152,857	3.3%	$ 3,256,864	3.3%	$ 3,365,153	3.3%	$ 3,477,924	3.4%	$ 3,595,388	3.4%
Bonds/Notes														
Bond Principal	$ 663,333	$ 648,333	$ 848,500	$ 803,500	$ 803,500	0.0%	$ 798,350	-0.6%	$ 793,350	-0.6%	$ 793,350	0.0%	$ 768,500	-3.1%
Note Principal	$ 177,333	$ 232,000	$ 232,000	$ 158,000	$ 208,000	31.6%	$ 50,000	-76.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Bond Interest	$ 197,965	$ 339,500	$ 351,875	$ 332,000	$ 318,700	-4.0%	$ 299,500	-6.0%	$ 279,300	-6.7%	$ 257,700	-7.7%	$ 235,400	-8.7%
Note Interest	$ 5,264	$ 11,701	$ 8,225	$ 4,775	$ 14,200	197.4%	$ 10,600	-25.4%	$ 9,500	-10.4%	$ 8,250	-13.2%	$ 7,100	-13.9%
Accrued Interest	$ 20,503	$ 27,180	$ -	$ 15,000	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%
Lease Expense	$ 193,899	$ 193,899	$ 126,925	$ 126,925	$ 126,925	0.0%	$ 126,925	0.0%	$ 126,925	0.0%	$ -	-100.0%		0.0%
	$ 1,258,297	$ 1,452,612	$ 1,567,525	$ 1,440,200	$ 1,471,325	2.2%	$ 1,285,375	-12.6%	$ 1,259,075	-2.0%	$ 1,109,300	-11.9%	$ 1,061,000	-4.4%
Human Services														
Senior Solutions	$ 2,800	$ 2,800	$ 3,000	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Brattleboro Senior Meals	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%
Youth Services	$ 10,000	$ 7,500	$ 7,500	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Museum & Art Center	$ 7,000	$ 7,000	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Windham Child Care Assoc	$ 5,500	$ 5,500	$ 5,500	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Women's Freedom Center	$ 3,765	$ 3,765	$ -	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Brattleboro Area Hospice	$ 1,700	$ 1,200	$ 1,200	$ 1,200	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%
VNA & Hospice of VT & NH	$ 10,000	$ 7,500	$ 12,200	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Green Mountain RSVP	$ 700	$ 700	$ -	$ 700	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%
Vt Center for Ind Living	$ 1,600	$ 1,600	$ 1,600	$ 1,600	$ 1,600	0.0%	$ 1,600	0.0%	$ 1,600	0.0%	$ 1,600	0.0%	$ 1,600	0.0%
Aids Project of So. Vt.	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
SEVCA	$ 9,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%
The Gathering Place	$ 2,000	$ 2,000	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Boys & Girls Club	$ 13,220	$ 15,200	$ -	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
HCRS	$ 2,000	$ -	$ 3,500	$ 3,500	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%
Summer Lunch Program	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%
Kidsplayce	$ 3,500	$ 4,000	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Climate Protection	$ 10,000	$ 10,000	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Turning Point	$ 6,500	$ 7,000	$ 8,500	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
VT Adult Learning	$ 700	$ -	$ 3,000	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
American Red Cross	$ 4,000	$ 5,000	$ 5,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Family Garden	$ 2,000	$ 2,500	$ 2,500	$ 2,500	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Windham Co. Safe Place	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Meeting Waters YMCA	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Groundworks Colaborative	$ -	$ 20,000	$ 20,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Vermont Wilderness School	$ -	$ 4,000	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Green Mountain Crossroads	$ -	$ -	$ 5,000	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Big Brothers Big Sisters	$ -	$ -	$ -	$ 7,500	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%
Bratt Centre for Children	$ -	$ -	$ -	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
The Root	$ -	$ -	$ -	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Vermont Family Network	$ -	$ -	$ -	$ 1,500	$ 1,500	0%	$ 1,500		$ 1,500	0%	$ 1,500	0%	$ 1,500	0%
	$ 140,765	$ 140,765	$ 120,000	$ 146,000	$ 146,000	0.0%	$ 146,000	0.0%	$ 146,000	0.0%	$ 146,000	0.0%	$ 146,000	0.0%
Auxilliary Services														
Street Lights	$ 137,385	$ 146,045	$ 140,000	$ 140,000	$ 140,000	0.0%	$ 140,000	0.0%	$ 140,000	0.0%	$ 140,000	0.0%	$ 140,000	0.0%
Civil Defense	$ 2,851	$ 2,279	$ 2,500	$ 2,500	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Local Bus Service	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Ambulance Service	$ 203,335	$ 217,054	$ 233,500	$ 250,000	$ 260,000	4.0%	$ 270,000	3.8%	$ 280,000	3.7%	$ 290,000	3.6%	$ 300,000	3.4%
Museum & Art Center	$ -	$ -	$ 7,000	$ 7,000	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%
Women's Freedom Center	$ -	$ -	$ 3,765	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Climate Protection	$ -	$ -	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000		$ 10,000	0.0%	$ 10,000	0.0%
West River Watershed	$ -	$ -	$ -	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000		$ 1,000	0.0%	$ 1,000	0.0%
Green Up Day	$ -	$ -	$ -	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300		$ 300	0.0%	$ 300	0.0%
	$ 393,571	$ 415,379	$ 446,765	$ 460,800	$ 470,800	2.2%	$ 480,800	2.1%	$ 490,800	2.1%	$ 500,800	2.0%	$ 510,800	2.0%
Library														
Department Head Salary	$ 71,009	$ 71,685	$ 73,037	$ 74,489	$ 75,981	2.0%	$ 77,497	2.0%	$ 79,042	2.0%	$ 80,619	2.0%	$ 82,228	2.0%
Staff Salaries	$ 356,659	$ 362,332	$ 376,894	$ 381,075	$ 388,602	2.0%	$ 396,564	2.0%	$ 404,679	2.0%	$ 412,949	2.0%	$ 421,404	2.0%
Custodian	$ 15,968	$ 14,952	$ 15,190	$ 15,515	$ 15,847	2.1%	$ 16,184	2.1%	$ 16,528	2.1%	$ 16,878	2.1%	$ 17,209	2.0%
Vacation BB - Retire Pay	$ 18,286	$ 746	$ -	$ -	$ 3,000	100.0%	$ 3,000	0.0%	$ 3,100	0.0%	$ 3,100	0.0%	$ 3,100	0.0%
Office Equipment	$ 1,945	$ 4,238	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,500	12.5%	$ 4,500	0.0%	$ 4,500	0.0%
Training	$ 242	$ 171	$ 200	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Conferences/Memberships	$ 954	$ 900	$ 500	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Lost Book Refund Pmt Fees	$ 387	$ 240	$ 300	$ 400	$ 400	0.0%	$ 400	0.0%	$ 400	0.0%	$ 400	0.0%	$ 400	0.0%
Computer Equipment Maint	$ 13,389	$ 13,855	$ 15,000	$ 15,000	$ 15,500	3.3%	$ 15,500	0.0%	$ 16,000	3.2%	$ 16,000	0.0%	$ 16,500	3.1%
Computer Supplies	$ 3,247	$ 2,038	$ 4,000	$ 3,500	$ 4,000	14.3%	$ 4,000	0.0%	$ 4,500	12.5%	$ 4,500	0.0%	$ 4,500	0.0%
Book & Non-Print Supplies	$ 4,500	$ 4,000	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Professional Services	$ 500	$ -	$ 400	$ 400	$ 400	0.0%	$ 400	0.0%	$ 400	0.0%	$ 400	0.0%	$ 400	0.0%
Bindery Services	$ 400	$ -	$ 300	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Reimbursable Expense	$ 1,522	$ 1,240	$ -	$ 800	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%
Fuel Expense	$ 14,463	$ 6,862	$ 13,200	$ 11,200	$ 12,320	10.0%	$ 13,552	10.0%	$ 14,230	5.0%	$ 14,941	5.0%	$ 15,688	5.0%
Electric	$ 24,534	$ 26,347	$ 26,470	$ 27,794	$ 28,349	2.0%	$ 28,916	2.0%	$ 29,495	2.0%	$ 30,085	2.0%	$ 30,686	2.0%
Utilities	$ 1,689	$ 1,944	$ 1,800	$ 1,872	$ 1,947	4.0%	$ 2,025	4.0%	$ 2,106	4.0%	$ 2,190	4.0%	$ 2,278	4.0%
Building Equip & Maint	$ 14,436	$ 17,778	$ 17,000	$ 17,000	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%
Maintenance Supplies	$ 3,000	$ 3,076	$ 3,000	$ 3,200	$ 3,200	0.0%	$ 3,200	0.0%	$ 3,200	0.0%	$ 3,200	0.0%	$ 3,200	0.0%
Telephone	$ 1,689	$ 3,940	$ 6,000	$ 2,500	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,700	8.0%	$ 2,700	0.0%	$ 2,700	0.0%
Postage Expense	$ 9,600	$ 2,277	$ 7,500	$ 1,500	$ 1,700	13.3%	$ 1,750	2.9%	$ 1,800	2.9%	$ 1,850	2.8%	$ 1,900	2.7%
Office Supplies	$ 4,037	$ 2,999	$ 4,000	$ 3,500	$ 4,000	14.3%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Books - General	$ 8,465	$ 8,300	$ 6,000	$ 5,000	$ 5,000	0.0%	$ 5,500	10.0%	$ 6,000	9.1%	$ 6,500	8.3%	$ 7,000	7.7%
Reference Sources	$ 19,397	$ 17,815	$ 19,000	$ 17,000	$ 17,500	2.9%	$ 17,500	0.0%	$ 18,000	2.9%	$ 18,000	0.0%	$ 18,500	2.8%

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Juvenile Books	$ 8,914	$ 9,150	$ 9,000	$ 7,500	$ 9,000	20.0%	$ 9,000	0.0%	$ 9,000	0.0%	$ 9,500	5.6%	$ 9,500	0.0%
Young Adult Sources	$ 1,207	$ 838	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 2,000	33.3%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,500	25.0%
Replacement Books	$ 1,200	$ 1,200	$ 1,500	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,500	25.0%	$ 2,500	0.0%	$ 2,500	0.0%
Periodicals & Newspapers	$ 7,039	$ 6,775	$ 7,000	$ 7,000	$ 7,000	0.0%	$ 7,500	7.1%	$ 7,500	0.0%	$ 7,500	0.0%	$ 8,000	6.7%
Non-Print Materials/Adult	$ 4,975	$ 5,250	$ 5,500	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,500	10.0%	$ 5,500	0.0%	$ 5,500	0.0%
Non-Print Mat./Children	$ 3,720	$ 3,792	$ 3,800	$ 3,800	$ 3,800	0.0%	$ 4,300	13.2%	$ 4,300	0.0%	$ 4,300	0.0%	$ 4,800	11.6%
Special Programs/Adult	$ 4	$ 48	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Special Programs/Children	$ 100	$ 100	$ 100	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Equipment Maintenance	$ 1,805	$ 1,178	$ 1,600	$ 1,500	$ 1,550	3.3%	$ 1,600	3.2%	$ 1,650	3.1%	$ 1,700	3.0%	$ 1,750	2.9%
	$ 619,281	$ 596,065	$ 627,791	$ 618,045	$ 635,896	2.9%	$ 649,688	2.2%	$ 664,929	2.3%	$ 677,612	1.9%	$ 692,543	2.2%
Fire														
Department Head Salary	$ 82,843	$ 82,600	$ 83,919	$ 85,590	$ 87,281	2.0%	$ 89,014	2.0%	$ 90,783	2.0%	$ 92,586	2.0%	$ 94,426	2.0%
Staff Salaries	$ 1,210,241	$ 1,188,300	$ 1,275,776	$ 1,293,266	$ 1,337,988	3.5%	$ 1,374,598	2.7%	$ 1,419,077	3.2%	$ 1,472,238	3.7%	$ 1,509,552	2.5%
Vacation BB - Retire Pay	$ 14,940	$ 41,455	$ 13,214	$ 10,000	$ 10,250	2.5%	$ 10,500	2.4%	$ 10,750	2.4%	$ 11,000	2.3%	$ 11,250	2.3%
Incentive Pay	$ 45,739	$ 41,603	$ 53,742	$ 53,991	$ 56,415	4.5%	$ 57,995	2.8%	$ 59,926	3.3%	$ 62,251	3.9%	$ 63,859	2.6%
Overtime	$ 127,311	$ 117,477	$ 96,900	$ 98,838	$ 100,815	2.0%	$ 102,830	2.0%	$ 104,890	2.0%	$ 106,990	2.0%	$ 109,130	2.0%
Fire Outside Overtime	$ 14,923	$ 5,557	$ 8,000	$ 7,000	$ 7,140	2.0%	$ 7,283	2.0%	$ 7,428	2.0%	$ 7,577	2.0%	$ 7,729	2.0%
Banner Outside Overtime	$ -	$ 3,450	$ 6,000	$ 6,120	$ 6,240	2.0%	$ 6,365	2.0%	$ 6,500	2.1%	$ 6,630	2.0%	$ 6,763	2.0%
Holiday Pay	$ 35,351	$ 34,545	$ 37,991	$ 46,552	$ 48,216	3.6%	$ 49,567	2.8%	$ 51,220	3.3%	$ 53,184	3.8%	$ 54,515	2.5%
Auxiliary Staff	$ 9,347	$ 6,036	$ 10,000	$ 10,000	$ 10,500	5.0%	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%
Clerical	$ 33,228	$ 35,470	$ 35,039	$ 35,748	$ 36,470	2.0%	$ 37,201	2.0%	$ 37,947	2.0%	$ 38,708	2.0%	$ 39,458	1.9%
Equipment	$ 14,775	$ 16,113	$ 17,500	$ 17,500	$ 17,500	0.0%	$ 18,500	5.7%	$ 18,500	0.0%	$ 19,500	5.4%	$ 19,500	0.0%
Training	$ 4,842	$ 5,914	$ 8,000	$ 8,000	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,000	0.0%
Conferences/Memberships	$ 4,489	$ 4,173	$ 5,000	$ 5,250	$ 5,250	0.0%	$ 5,250	0.0%	$ 5,250	0.0%	$ 5,250	0.0%	$ 5,250	0.0%
Heating Oil Expense	$ 10,624	$ 9,220	$ -	$ -	$ -		$ -		$ -		$ -		$ -	
Propane	$ 3,475	$ 3,253	$ 27,000	$ 27,000	$ 29,700	10.0%	$ 32,670	10.0%	$ 34,304	5.0%	$ 36,019	5.0%	$ 37,820	5.0%
Gasoline	$ 4,566	$ 3,455	$ 6,500	$ 6,000	$ 6,300	5.0%	$ 6,615	5.0%	$ 6,945	5.0%	$ 7,290	5.0%	$ 7,655	5.0%
Diesel	$ 8,099	$ 10,339	$ 14,500	$ 13,500	$ 14,175	5.0%	$ 14,885	5.0%	$ 15,630	5.0%	$ 16,410	5.0%	$ 17,231	5.0%
Electric	$ 12,570	$ 14,765	$ 14,000	$ 23,520	$ 23,990	2.0%	$ 24,470	2.0%	$ 24,960	2.0%	$ 25,459	2.0%	$ 25,968	2.0%
Utilities	$ 4,109	$ 3,978	$ 4,400	$ 4,300	$ 4,475	4.1%	$ 4,655	4.0%	$ 4,840	4.0%	$ 5,035	4.0%	$ 5,236	4.0%
Building Repairs	$ 9,384	$ 4,523	$ 2,000	$ 5,500	$ 5,500	0.0%	$ 5,775	5.0%	$ 5,775	0.0%	$ 6,000	3.9%	$ 6,000	0.0%
Telephone	$ 9,279	$ 8,268	$ 10,000	$ 9,750	$ 9,750	0.0%	$ 10,000	2.6%	$ 10,000	0.0%	$ 10,250	2.5%	$ 10,250	0.0%
Postage Expense	$ 666	$ 586	$ 750	$ 700	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%
Office Supplies	$ 5,269	$ 4,682	$ 14,000	$ 10,500	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%
Operating Supplies	$ 11,492	$ 13,604	$ 12,000	$ 12,500	$ 12,500	0.0%	$ 12,750	2.0%	$ 12,750	0.0%	$ 13,000	2.0%	$ 13,000	0.0%
Clothing	$ 19,584	$ 22,045	$ 21,000	$ 22,050	$ 23,155	5.0%	$ 24,310	5.0%	$ 25,525	5.0%	$ 26,800	5.0%	$ 28,140	5.0%
Fire Prevention	$ 394	$ 567	$ 600	$ 650	$ 650	0.0%	$ 700	7.7%	$ 700	0.0%	$ 750	7.1%	$ 750	0.0%
Fire Alarm Repair	$ 6,484	$ 18,264	$ 15,000	$ 16,000	$ 16,800	5.0%	$ 17,640	5.0%	$ 18,522	5.0%	$ 19,448	5.0%	$ 20,479	5.3%
Equipment Maintenance	$ 6,401	$ 4,210	$ 6,000	$ 6,000	$ 6,000	0.0%	$ 6,250	4.2%	$ 6,250	0.0%	$ 6,250	0.0%	$ 6,500	4.0%
Vehicle Maintenance	$ 32,114	$ 48,748	$ 60,000	$ 45,000	$ 45,000	0.0%	$ 47,250	5.0%	$ 47,250	0.0%	$ 50,000	5.8%	$ 50,000	0.0%
	$ 1,747,047	$ 1,753,198	$ 1,858,831	$ 1,880,825	$ 1,941,260	3.2%	$ 1,996,773	2.9%	$ 2,055,422	2.9%	$ 2,128,324	3.5%	$ 2,180,159	2.4%
Municipal Center														
Staff Salaries	$ 46,589	$ 37,717	$ 47,787	$ 51,169	$ 52,189	2.0%	$ 53,228	2.0%	$ 54,289	2.0%	$ 55,371	2.0%	$ 56,474	2.0%
Vacation BB - Retire Pay	$ 880	$ 897	$ -	$ 1,000	$ 1,000	0.0%	$ 1,050	5.0%	$ 1,050	0.0%	$ 1,075	2.4%	$ 1,100	2.3%
Overtime	$ 5,096	$ 7,569	$ 8,325	$ 8,500	$ 8,670	2.0%	$ 8,843	2.0%	$ 9,020	2.0%	$ 9,201	2.0%	$ 9,385	2.0%
Equipment	$ 2,841	$ 2,109	$ 3,000	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Reimbursable Expense	$ -	$ 4	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Fuel Expense	$ 18,724	$ 16,189	$ 23,600	$ 23,600	$ 25,960	10.0%	$ 28,556	10.0%	$ 29,984	5.0%	$ 31,483	5.0%	$ 33,057	5.0%

Long Term Fi al Plan - 2018

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Electric	$ 34,359	$ 29,712	$ 40,500	$ 35,000	$ 35,700	2.0%	$ 36,414	2.0%	$ 37,142	2.0%	$ 37,885	2.0%	$ 38,643	2.0%
Utilities	$ 4,886	$ 4,681	$ 5,600	$ 5,600	$ 4,500	-19.6%	$ 4,680	4.0%	$ 4,867	4.0%	$ 5,062	4.0%	$ 5,264	4.0%
Building Repairs	$ 7,391	$ 11,738	$ 15,000	$ 3,525	$ 15,000	325.5%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Maintenance Supplies	$ 5,710	$ 4,631	$ 6,000	$ 6,000	$ 6,100	1.7%	$ 6,100	0.0%	$ 6,200	1.6%	$ 6,200	0.0%	$ 6,300	1.6%
Maintenance Contracts	$ 8,243	$ 17,285	$ 10,200	$ 10,200	$ 10,300	1.0%	$ 10,300	0.0%	$ 10,400	1.0%	$ 10,400	0.0%	$ 10,500	1.0%
Grounds Maintenance	$ 693	$ 647	$ 1,500	$ 1,500	$ 1,600	6.7%	$ 1,600	0.0%	$ 1,700	6.3%	$ 1,700	0.0%	$ 1,800	5.9%
Clothing	$ 258	$ 300	$ 350	$ 400	$ 400	0.0%	$ 450	12.5%	$ 450	0.0%	$ 500	11.1%	$ 500	0.0%
Automotive Maintenance	$ 649	$ 1,080	$ 650	$ 700	$ 700	0.0%	$ 750	7.1%	$ 750	0.0%	$ 800	6.7%	$ 800	0.0%
	$ 136,320	$ 134,559	$ 162,512	$ 150,194	$ 165,119	9.9%	$ 169,972	2.9%	$ 173,853	2.3%	$ 177,677	2.2%	$ 181,823	2.3%
Police														
Department Head Salary	$ 91,695	$ 92,914	$ 94,341	$ 96,151	$ 97,990	1.9%	$ 99,866	1.9%	$ 101,780	1.9%	$ 103,731	1.9%	$ 105,722	1.9%
Staff Salaries	$ 1,115,720	$ 1,209,177	$ 1,451,119	$ 1,436,724	$ 1,466,629	2.1%	$ 1,544,854	5.3%	$ 1,594,622	3.2%	$ 1,645,263	3.2%	$ 1,698,265	3.2%
Vacation BB - Retire Pay	$ 14,230	$ 21,364	$ 6,500	$ 8,500	$ 8,500	0.0%	$ 8,500	0.0%	$ 8,500	0.0%	$ 8,500	0.0%	$ 8,500	0.0%
Educational Incentive	$ 20,922	$ 30,153	$ 21,724	$ 29,871	$ 30,302	1.4%	$ 30,721	1.4%	$ 31,139	1.4%	$ 31,531	1.3%	$ 31,928	1.3%
Overtime	$ 225,560	$ 218,527	$ 125,000	$ 125,000	$ 125,000	0.0%	$ 125,000	0.0%	$ 125,000	0.0%	$ 125,000	0.0%	$ 125,000	0.0%
Police Outside Overtime	$ 17,885	$ 10,195	$ 35,000	$ 28,850	$ 15,000	-48.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Holiday Pay	$ 23,565	$ 26,111	$ 30,496	$ 29,527	$ 30,844	4.5%	$ 31,894	3.4%	$ 32,975	3.4%	$ 34,074	3.3%	$ 35,209	3.3%
Auxiliary Staff	$ 790	$ 2,000	$ 2,000	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Clerical	$ 106,225	$ 106,703	$ 108,753	$ 111,585	$ 112,910	1.2%	$ 115,160	2.0%	$ 117,468	2.0%	$ 119,794	2.0%	$ 122,178	2.0%
Equipment	$ 7,886	$ 6,695	$ 8,000	$ 8,000	$ 8,200	2.5%	$ 8,200	0.0%	$ 8,400	2.4%	$ 8,400	0.0%	$ 8,600	2.4%
Poundkeeper	$ 8,973	$ 10,367	$ 10,000	$ 10,000	$ 12,000	20.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%
Training	$ 20,974	$ 19,274	$ 23,000	$ 25,000	$ 25,000	0.0%	$ 25,000	0.0%	$ 25,000	0.0%	$ 25,000	0.0%	$ 25,000	0.0%
Conferences/Memberships	$ 3,301	$ 2,820	$ 4,000	$ 4,200	$ 4,200	0.0%	$ 4,200	0.0%	$ 4,400	4.8%	$ 4,400	0.0%	$ 4,400	0.0%
Computer Supplies	$ 4,946	$ 4,510	$ 12,000	$ 10,000	$ 22,000	120.0%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%
Professional Services	$ -	$ 1,899	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Reimbursements/Insurance	$ 1,424	$ 7,051	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Heating Fuel	$ -	$ -	$ 18,800	$ 19,740	$ 21,714	10.0%	$ 23,885	10.0%	$ 25,080	5.0%	$ 26,334	5.0%	$ 27,650	5.0%
Gasoline	$ 22,766	$ 21,850	$ 32,000	$ 33,600	$ 35,280	5.0%	$ 37,044	5.0%	$ 38,896	5.0%	$ 40,841	5.0%	$ 42,883	5.0%
Electric	$ -	$ -	$ 24,000	$ 25,200	$ 25,704	2.0%	$ 26,218	2.0%	$ 26,742	2.0%	$ 27,277	2.0%	$ 27,823	2.0%
Utilities	$ -	$ 1,591	$ 5,000	$ 5,250	$ 5,460	4.0%	$ 5,678	4.0%	$ 5,906	4.0%	$ 6,142	4.0%	$ 6,387	4.0%
Building Maintenance	$ -	$ 365	$ 35,000	$ 35,700	$ 36,414	2.0%	$ 37,142	2.0%	$ 37,885	2.0%	$ 38,643	2.0%	$ 39,416	2.0%
Maintenance Supplies	$ -	$ -	$ 3,500	$ 3,570	$ 3,641	2.0%	$ 3,714	2.0%	$ 3,788	2.0%	$ 3,864	2.0%	$ 3,941	2.0%
Grounds Maintenance	$ -	$ 5,625	$ 1,500	$ 9,530	$ 10,007	5.0%	$ 10,507	5.0%	$ 11,032	5.0%	$ 11,584	5.0%	$ 12,163	5.0%
Telephone	$ 19,687	$ 19,182	$ 20,400	$ 21,712	$ 22,000	1.3%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%
VIBRS/VLETS	$ 13,287	$ 10,148	$ 25,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Office Furniture	$ 375	$ 988	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Copier Expense	$ 3,282	$ 3,227	$ 6,000	$ 6,000	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%
Postage Expense	$ 2,221	$ 1,684	$ 2,000	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Office Supplies	$ 7,370	$ 7,588	$ 6,000	$ 6,120	$ 6,242	2.0%	$ 6,367	2.0%	$ 6,494	2.0%	$ 6,624	2.0%	$ 6,756	2.0%
Books/Reference	$ -	$ 229	$ -	$ 200	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%
Operating Supplies	$ 9,520	$ 10,495	$ 10,500	$ 10,700	$ 10,900	1.9%	$ 11,100	1.8%	$ 11,300	1.8%	$ 11,500	1.8%	$ 11,700	1.7%
Clothing	$ 9,785	$ 16,908	$ 23,000	$ 23,000	$ 20,000	-13.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Equipment Maintenance	$ 2,984	$ 4,375	$ 4,000	$ 4,000	$ 4,200	5.0%	$ 4,200	0.0%	$ 4,400	4.8%	$ 4,400	0.0%	$ 4,600	4.5%
Automotive Equipment	$ 275	$ 523	$ 2,000	$ 1,000	$ 2,000	100.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Automotive Maintenance	$ 18,608	$ 20,389	$ 20,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Prisoner Expense	$ 3,763	$ 3,169	$ 3,500	$ 3,500	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%
Crime Prevention	$ 1,962	$ 1,872	$ 2,000	$ 2,000	$ 2,000	0.0%	$ 2,500	25.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Transportation	$ 3,646	$ 2,882	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
	$ 1,783,626	$ 1,902,851	$ 2,181,133	$ 2,183,229	$ 2,222,837	1.8%	$ 2,313,452	4.1%	$ 2,375,006	2.7%	$ 2,437,101	2.6%	$ 2,502,322	2.7%

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	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORE[illegible] FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORE[illegible]T FY: 2024	%
Dispatch														
Chief Dispatcher	$ 47,045	$ 47,599	$ 48,755	$ 49,738	$ 50,742	2.0%	$ 51,767	2.0%	$ 52,811	2.0%	$ 53,851	2.0%	$ 54,936	2.0%
Staff Salaries	$ 293,416	$ 299,420	$ 332,086	$ 356,295	$ 370,056	3.9%	$ 382,856	3.5%	$ 394,363	3.0%	$ 406,887	3.2%	$ 419,809	3.2%
Vacation Buy	$ 3,672	$ 4,155	$ 1,900	$ 3,500	$ 3,500	0.0%	$ 3,600	2.9%	$ 3,600	0.0%	$ 3,700	2.8%	$ 3,700	0.0%
Educational Incentive	$ 5,810	$ 6,354	$ 5,732	$ 6,846	$ 7,111	3.9%	$ 7,311	2.8%	$ 7,438	1.7%	$ 7,568	1.7%	$ 7,700	1.7%
Overtime	$ 89,458	$ 74,314	$ 79,070	$ 80,651	$ 82,264	2.0%	$ 83,910	2.0%	$ 85,558	2.0%	$ 87,269	2.0%	$ 89,014	2.0%
Holiday Pay	$ 4,875	$ 5,409	$ 6,940	$ 6,942	$ 7,228	4.1%	$ 7,490	3.6%	$ 7,722	3.1%	$ 7,977	3.3%	$ 8,239	3.3%
Equipment	$ 2,870	$ 3,461	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Training	$ 221	$ 219	$ 3,500	$ 3,500	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%
Telephone	$ 263	$ 180	$ 600	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Office Supplies	$ 582	$ 539	$ 500	$ 500	$ 500	0.0%	$ 600	20.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Operating Supplies	$ 1,740	$ 1,295	$ 1,750	$ 1,750	$ 1,750	0.0%	$ 1,785	2.0%	$ 1,785	0.0%	$ 1,785	0.0%	$ 1,820	2.0%
Uniforms	$ -	$ 86	$ 200	$ 200	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%
Equipment Maintenance	$ 2,349	$ 998	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
	$ 452,298	$ 444,030	$ 486,533	$ 516,022	$ 532,951	3.3%	$ 549,119	3.0%	$ 563,678	2.7%	$ 579,437	2.8%	$ 595,619	2.8%
Public Works														
Department Head Salary	$ 45,231	$ 45,670	$ 43,443	$ 44,298	$ 47,749	7.8%	$ 48,692	2.0%	$ 49,654	2.0%	$ 50,635	2.0%	$ 51,636	2.0%
Staff Salaries	$ 550,707	$ 567,477	$ 612,135	$ 636,423	$ 635,451	-0.2%	$ 659,708	3.8%	$ 681,069	3.2%	$ 700,700	2.9%	$ 719,455	2.7%
Mechanics Staff Salaries	$ 151,133	$ 157,594	$ 155,934	$ 159,262	$ 162,421	2.0%	$ 165,630	2.0%	$ 168,905	2.0%	$ 172,246	2.0%	$ 175,654	2.0%
Vacation BB - Retire Pay	$ 3,913	$ 3,955	$ 1,020	$ 7,000	$ 3,000	-57.1%	$ 3,000	0.0%	$ 3,000	0.0%	$ 15,000	400.0%	$ 3,000	-80.0%
Overtime	$ 56,236	$ 119,939	$ 92,000	$ 92,000	$ 92,000	0.0%	$ 93,000	1.1%	$ 94,000	1.1%	$ 95,000	1.1%	$ 96,000	1.1%
Holiday/Weekend Pay	$ 15,029	$ 15,524	$ 15,440	$ 15,903	$ 16,221	2.0%	$ 16,546	2.0%	$ 16,877	2.0%	$ 17,214	2.0%	$ 17,559	2.0%
Clerical	$ 44,573	$ 42,523	$ 46,000	$ 48,157	$ 49,800	3.4%	$ 50,784	2.0%	$ 51,787	2.0%	$ 52,811	2.0%	$ 53,855	2.0%
Conferences/Memberships	$ 466	$ 764	$ 3,000	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,100	3.3%	$ 3,100	0.0%	$ 3,100	0.0%
Professional Services	$ 14,215	$ 11,506	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 12,000	20.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 14,000	16.7%
Equip Rental - Outside	$ 15,730	$ 18,517	$ 17,000	$ 17,000	$ 18,000	5.9%	$ 18,000	0.0%	$ 19,000	5.6%	$ 19,000	0.0%	$ 20,000	5.3%
Reimbursable Expense	$ 12,127	$ 8,365	$ -	$ -	$ -		$ -		$ -		$ -		$ -	
Telephone	$ 4,892	$ 4,674	$ 5,400	$ 5,400	$ 5,400	0.0%	$ 5,400	0.0%	$ 5,400	0.0%	$ 5,400	0.0%	$ 5,400	0.0%
Copier Expense	$ 807	$ 617	$ 800	$ 800	$ 800	0.0%	$ 800	0.0%	$ 900	12.5%	$ 900	0.0%	$ 900	0.0%
Postage Expense	$ 268	$ 94	$ 300	$ 300	$ 400	33.3%	$ 400	0.0%	$ 450	12.5%	$ 450	0.0%	$ 500	11.1%
Office Supplies	$ 3,906	$ 2,718	$ 3,900	$ 3,900	$ 4,000	2.6%	$ 4,000	0.0%	$ 4,100	2.5%	$ 4,100	0.0%	$ 4,200	2.4%
Clothing	$ 5,518	$ 5,101	$ 5,500	$ 5,500	$ 5,500	0.0%	$ 5,500	0.0%	$ 5,700	3.6%	$ 5,700	0.0%	$ 5,700	0.0%
Safety Equipment	$ 5,528	$ 6,265	$ 6,000	$ 6,000	$ 6,500	8.3%	$ 6,500	0.0%	$ 7,000	7.7%	$ 7,000	0.0%	$ 7,500	7.1%
	$ 938,045	$ 1,011,302	$ 1,017,872	$ 1,054,943	$ 1,060,241	0.5%	$ 1,092,960	3.1%	$ 1,122,942	2.7%	$ 1,161,256	3.4%	$ 1,178,459	1.5%
Public Works Bridges														
Painting & Repair	$ 7,624	$ 10,367	$ 8,200	$ 10,000	$ 12,000	20.0%	$ 13,000	8.3%	$ 14,000	7.7%	$ 15,000	7.1%	$ 16,000	6.7%
	$ 7,624	$ 10,367	$ 8,200	$ 10,000	$ 12,000	20.0%	$ 13,000	8.3%	$ 14,000	7.7%	$ 15,000	7.1%	$ 16,000	6.7%
Public Works Drainage														
Pipes	$ 6,892	$ 5,535	$ 6,600	$ 6,600	$ 6,700	1.5%	$ 6,800	1.5%	$ 6,900	1.5%	$ 7,000	1.4%	$ 7,100	1.4%
Grates & Risers	$ 4,758	$ 6,046	$ 4,500	$ 4,500	$ 4,600	2.2%	$ 4,700	2.2%	$ 4,800	2.1%	$ 4,900	2.1%	$ 5,000	2.0%
Other Materials	$ 10,164	$ 8,897	$ 10,000	$ 10,000	$ 10,500	5.0%	$ 10,500	0.0%	$ 11,000	4.8%	$ 11,000	0.0%	$ 11,500	4.5%
	$ 21,813	$ 20,477	$ 21,100	$ 21,100	$ 21,800	3.3%	$ 22,000	0.9%	$ 22,700	3.2%	$ 22,900	0.9%	$ 23,600	3.1%
Public Works Equipment														
Parts	$ 109,428	$ 94,877	$ 90,000	$ 95,000	$ 100,000	5.3%	$ 100,000	0.0%	$ 102,500	2.5%	$ 102,500	0.0%	$ 105,000	2.4%
Tires & Accessories	$ 11,238	$ 8,138	$ 12,000	$ 12,000	$ 12,500	4.2%	$ 12,500	0.0%	$ 13,000	4.0%	$ 13,000	0.0%	$ 13,500	3.8%

Long Term Fi al Plan - 2018

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Small Tools	$ 5,374	$ 6,729	$ 5,600	$ 5,600	$ 5,800	3.6%	$ 5,800	0.0%	$ 6,000	3.4%	$ 6,000	0.0%	$ 6,200	3.3%
	$ 126,040	$ 109,744	$ 107,600	$ 112,600	$ 118,300	5.1%	$ 118,300	0.0%	$ 121,500	2.7%	$ 121,500	0.0%	$ 124,700	2.6%
Public Works Gas & Oil														
Gasoline Pump Maintenance	$ 435	$ 3,473	$ -	$ -	$ -		$ -		$ -		$ -		$ -	
Gasoline	$ 5,302	$ 4,073	$ 8,000	$ 8,000	$ 8,500	6.3%	$ 8,600	1.2%	$ 8,700	1.2%	$ 8,800	1.1%	$ 8,900	1.1%
Diesel	$ 39,949	$ 61,031	$ 80,000	$ 80,000	$ 82,500	3.1%	$ 82,500	0.0%	$ 85,000	3.0%	$ 85,000	0.0%	$ 87,500	2.9%
Lube & Oil	$ 8,158	$ 5,578	$ 7,500	$ 7,500	$ 7,500	0.0%	$ 8,000	6.7%	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,500	6.3%
	$ 53,844	$ 74,156	$ 95,500	$ 95,500	$ 98,500	3.1%	$ 99,100	0.6%	$ 101,700	2.6%	$ 101,800	0.1%	$ 104,900	3.0%
Public Works Summer Roads														
Chloride	$ 20,541	$ 21,974	$ 26,000	$ 26,000	$ 26,500	1.9%	$ 27,000	1.9%	$ 27,500	1.9%	$ 28,000	1.8%	$ 28,500	1.8%
Hot Mix	$ 25,092	$ 29,104	$ 32,000	$ 32,000	$ 32,500	1.6%	$ 33,000	1.5%	$ 33,000	0.0%	$ 33,000	0.0%	$ 35,000	6.1%
Cold Patch	$ -	$ 940	$ 900	$ 900	$ 900	0.0%	$ 1,000	11.1%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,100	10.0%
Gravel	$ 40,983	$ 42,159	$ 31,500	$ 32,000	$ 32,500	1.6%	$ 33,000	1.5%	$ 33,500	1.5%	$ 34,000	1.5%	$ 34,500	1.5%
Guard Rails	$ 5,871	$ 459	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
	$ 92,486	$ 94,636	$ 100,400	$ 100,900	$ 102,400	1.5%	$ 104,000	1.6%	$ 105,000	1.0%	$ 106,000	1.0%	$ 109,100	2.9%
Public Works Sidewalks														
Sidewalk Repairs	$ 10,144	$ 7,746	$ 25,000	$ 25,000	$ 27,500	10.0%	$ 30,000	9.1%	$ 32,500	8.3%	$ 35,000	7.7%	$ 37,500	7.1%
	$ 10,144	$ 7,746	$ 25,000	$ 25,000	$ 27,500	10.0%	$ 30,000	9.1%	$ 32,500	8.3%	$ 35,000	7.7%	$ 37,500	7.1%
Public Works Streets Misc														
Retaining Walls & Rails	$ 5,554	$ 16,801	$ 11,000	$ 11,000	$ 12,000	9.1%	$ 12,000	0.0%	$ 13,000	8.3%	$ 13,000	0.0%	$ 14,000	7.7%
Signs & Street Markings	$ 15,591	$ 10,254	$ 12,500	$ 12,500	$ 13,000	4.0%	$ 13,000	0.0%	$ 13,500	3.8%	$ 13,500	0.0%	$ 14,000	3.7%
Broom Material	$ -	$ -	$ 3,000	$ 3,000	$ 3,200	6.7%	$ 3,300	3.1%	$ 3,400	3.0%	$ 3,500	2.9%	$ 3,600	2.9%
Traffic Safety	$ 4,390	$ 5,233	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,500	5.0%	$ 10,500	0.0%	$ 10,500	0.0%
Line Striping	$ 24,402	$ 24,153	$ 27,300	$ 27,300	$ 27,300	0.0%	$ 27,500	0.7%	$ 27,500	0.0%	$ 27,500	0.0%	$ 27,700	0.7%
Tree Removal	$ 11,400	$ 3,440	$ 12,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Tree Care	$ -	$ -	$ -	$ 2,000	$ 3,000	100%	$ 4,000	33.3%	$ 5,000	25.0%	$ 6,000	20.0%	$ 7,000	16.7%
	$ 61,337	$ 59,881	$ 75,800	$ 75,800	$ 78,500	3.6%	$ 79,800	1.7%	$ 82,900	3.9%	$ 84,000	1.3%	$ 86,800	3.3%
Public Works Winter Roads														
Salt	$ 70,839	$ 171,138	$ 120,000	$ 120,000	$ 125,000	4.2%	$ 126,000	0.8%	$ 127,000	0.8%	$ 128,000	0.8%	$ 129,000	0.8%
Sand	$ 26,290	$ 36,145	$ 29,000	$ 29,000	$ 30,000	3.4%	$ 31,000	3.3%	$ 32,000	3.2%	$ 33,000	3.1%	$ 34,000	3.0%
Chains & Blades	$ 14,068	$ 21,848	$ 15,600	$ 15,600	$ 15,600	0.0%	$ 15,700	0.6%	$ 15,700	0.0%	$ 15,800	0.6%	$ 15,800	0.0%
Equipment Maintenance	$ 23,036	$ 19,546	$ 21,000	$ 21,000	$ 21,000	0.0%	$ 21,500	2.4%	$ 21,500	0.0%	$ 21,500	0.0%	$ 22,000	2.3%
	$ 134,234	$ 248,677	$ 185,600	$ 185,600	$ 191,600	3.2%	$ 194,200	1.4%	$ 196,200	1.0%	$ 198,300	1.1%	$ 200,800	1.3%
Public Works Yard Expense														
Fuel Expense	$ 10,713	$ 8,429	$ 11,200	$ 11,200	$ 12,320	10.0%	$ 13,552	10.0%	$ 14,230	5.0%	$ 14,941	5.0%	$ 15,688	5.0%
Electric	$ 10,549	$ 9,386	$ 10,600	$ 11,130	$ 11,353	2.0%	$ 11,580	2.0%	$ 11,811	2.0%	$ 12,047	2.0%	$ 12,288	2.0%
Utilities	$ 5,711	$ 5,589	$ 5,600	$ 5,600	$ 5,824	4.0%	$ 6,057	4.0%	$ 6,299	4.0%	$ 6,551	4.0%	$ 6,813	4.0%
Building Repairs	$ 11,338	$ 8,569	$ 20,000	$ 20,000	$ 20,000	0.0%	$ 25,000	25.0%	$ 25,000	0.0%	$ 25,000	0.0%	$ 30,000	20.0%
Maintenance Supplies	$ 1,066	$ 441	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 1,600	6.7%	$ 1,600	0.0%	$ 1,600	0.0%	$ 1,700	6.3%
Refuse Charges	$ 565	$ 426	$ 1,200	$ 1,200	$ 1,300	8.3%	$ 1,300	0.0%	$ 1,400	7.7%	$ 1,400	0.0%	$ 1,500	7.1%
	$ 39,942	$ 32,839	$ 50,100	$ 50,630	$ 52,297	3.3%	$ 59,089	13.0%	$ 60,340	2.1%	$ 61,540	2.0%	$ 67,990	10.5%
Public Works Traffic Lght														
Electric	$ 3,825	$ 3,750	$ 4,160	$ 4,368	$ 4,455	2.0%	$ 4,544	2.0%	$ 4,635	2.0%	$ 4,728	2.0%	$ 4,823	2.0%

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FOREC.T FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FOREC.ST FY: 2024	%
Contractual Repairs	$ 14,741	$ 3,320	$ 1,000	$ 1,000	$ 2,000	100.0%	$ 2,000	0.0%	$ 3,000	50.0%	$ 3,000	0.0%	$ 4,000	33.3%
Parts	$ 1,420	$ 6,648	$ 2,000	$ 2,000	$ 2,000	0.0%	$ 2,500	25.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 3,000	20.0%
	$ 19,987	$ 13,719	$ 7,160	$ 7,368	$ 8,455	14.8%	$ 9,044	7.0%	$ 10,135	12.1%	$ 10,228	0.9%	$ 11,823	15.6%
Regional														
Windham Regional	$ 22,180	$ 22,180	$ 30,000	$ 30,600	$ 31,212	2.0%	$ 31,836	2.0%	$ 32,473	2.0%	$ 33,122	2.0%	$ 33,785	2.0%
County Tax	$ 78,652	$ 84,384	$ 88,200	$ 85,000	$ 86,000	1.2%	$ 87,000	1.2%	$ 88,000	1.1%	$ 89,000	1.1%	$ 90,000	1.1%
	$ 100,832	$ 106,564	$ 118,200	$ 115,600	$ 117,212	1.4%	$ 118,836	1.4%	$ 120,473	1.4%	$ 122,122	1.4%	$ 123,785	1.4%
Recreation & Parks														
Department Head Salary	$ 66,388	$ 67,449	$ 68,524	$ 69,877	$ 74,332	6.4%	$ 75,807	2.0%	$ 77,311	2.0%	$ 78,845	2.0%	$ 80,410	2.0%
Staff Salaries	$ 66,596	$ 67,852	$ 70,655	$ 69,729	$ 71,155	2.0%	$ 72,612	2.0%	$ 74,097	2.0%	$ 75,611	2.0%	$ 77,154	2.0%
Vacation BB - Retire Pay	$ 3,767	$ 5,208	$ 3,927	$ 7,500	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%
Overtime	$ 2,862	$ 3,631	$ 3,800	$ 3,900	$ 4,000	2.6%	$ 4,100	2.5%	$ 4,200	2.4%	$ 4,300	2.4%	$ 4,400	2.3%
Clerical	$ 30,730	$ 31,135	$ 31,009	$ 32,101	$ 32,760	2.1%	$ 33,433	2.1%	$ 34,118	2.0%	$ 34,816	2.0%	$ 35,528	2.0%
Conferences/Memberships	$ 757	$ 833	$ 755	$ 755	$ 755	0.0%	$ 755	0.0%	$ 755	0.0%	$ 755	0.0%	$ 755	0.0%
Telephone	$ 6,809	$ 6,713	$ 7,500	$ 7,400	$ 7,400	0.0%	$ 7,400	0.0%	$ 7,400	0.0%	$ 7,400	0.0%	$ 7,400	0.0%
Postage Expense	$ 339	$ 690	$ 900	$ 900	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%
Office Supplies	$ 3,970	$ 3,927	$ 3,800	$ 3,800	$ 3,900	2.6%	$ 3,900	0.0%	$ 3,900	0.0%	$ 3,900	0.0%	$ 3,900	0.0%
Transportation	$ 1,014	$ 1,152	$ 2,300	$ 2,300	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,300	0.0%
	$ 183,231	$ 188,591	$ 193,170	$ 198,262	$ 205,003	3.4%	$ 208,706	1.8%	$ 212,481	1.8%	$ 216,328	1.8%	$ 220,247	1.8%
Gibson-Aiken Center														
Staff Salaries	$ 37,237	$ 37,788	$ 36,052	$ 37,106	$ 37,834	2.0%	$ 38,579	2.0%	$ 39,338	2.0%	$ 40,113	2.0%	$ 40,903	2.0%
Vacation BB - Retire Pay	$ 624	$ 1,258	$ 640	$ 702	$ 716	2.0%	$ 730	2.0%	$ 745	0.0%	$ 760	0.0%	$ 775	2.0%
Fuel Expense	$ 16,823	$ 13,311	$ 19,000	$ 17,000	$ 18,700	10.0%	$ 20,570	10.0%	$ 22,627	10.0%	$ 23,758	5.0%	$ 24,946	5.0%
Electric	$ 15,905	$ 16,126	$ 17,717	$ 18,603	$ 18,975	2.0%	$ 19,354	2.0%	$ 19,741	2.0%	$ 20,136	2.0%	$ 20,539	2.0%
Utilities	$ 4,083	$ 4,081	$ 4,784	$ 4,975	$ 5,175	4.0%	$ 5,381	4.0%	$ 5,596	4.0%	$ 5,819	4.0%	$ 6,052	4.0%
Building Repairs	$ 11,733	$ 15,854	$ 13,000	$ 13,000	$ 13,000	0.0%	$ 13,000	0.0%	$ 13,000	0.0%	$ 13,000	0.0%	$ 13,000	0.0%
Maintenance Supplies	$ 3,664	$ 4,190	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
	$ 90,069	$ 92,607	$ 95,193	$ 95,386	$ 98,400	3.2%	$ 101,615	3.3%	$ 105,048	3.4%	$ 107,587	2.4%	$ 110,216	2.4%
Parks														
Staff Salaries	$ 146,797	$ 152,383	$ 156,836	$ 166,885	$ 174,063	4.3%	$ 177,943	2.2%	$ 181,479	2.0%	$ 184,269	1.5%	$ 187,938	2.0%
Vacation BB - Retire Pay	$ 967	$ 636	$ 1,020	$ 702	$ 725	3.3%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Overtime	$ 8,461	$ 10,650	$ 14,153	$ 8,711	$ 8,971	3.0%	$ 9,231	2.9%	$ 9,507	3.0%	$ 9,792	3.0%	$ 10,086	3.0%
Holiday/Weekend Pay	$ 5,221	$ 5,745	$ 7,324	$ 7,544	$ 7,695	2.0%	$ 7,849	2.0%	$ 8,006	2.0%	$ 8,166	2.0%	$ 8,329	2.0%
Seasonal Employees	$ 17,262	$ 20,434	$ 20,138	$ 21,538	$ 22,000	2.1%	$ 22,500	2.3%	$ 23,000	2.2%	$ 23,500	2.2%	$ 14,000	-40.4%
Equipment	$ 5,279	$ 7,353	$ 7,000	$ 7,000	$ 7,000	0.0%	$ 7,200	2.9%	$ 7,200	0.0%	$ 7,200	0.0%	$ 7,400	2.8%
Contractual Repairs	$ 590	$ 700	$ 800	$ 800	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%
Training	$ 425	$ -	$ 600	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Propane	$ 3,201	$ 3,462	$ 5,000	$ 4,200	$ 4,410	5.0%	$ 4,631	5.0%	$ 4,862	5.0%	$ 5,105	5.0%	$ 5,360	5.0%
Gasoline	$ 5,145	$ 4,651	$ 8,500	$ 8,000	$ 8,400	5.0%	$ 8,820	5.0%	$ 9,261	5.0%	$ 9,724	5.0%	$ 10,210	5.0%
Electric	$ 20,953	$ 17,830	$ 22,710	$ 23,846	$ 24,322	2.0%	$ 24,809	2.0%	$ 25,305	2.0%	$ 25,811	2.0%	$ 26,327	2.0%
Utilities	$ 4,493	$ 4,220	$ 4,680	$ 4,867	$ 5,061	4.0%	$ 5,263	4.0%	$ 5,473	4.0%	$ 5,691	4.0%	$ 5,919	4.0%
Building Repairs	$ 9,695	$ 6,327	$ 9,500	$ 9,500	$ 9,500	0.0%	$ 10,000	5.3%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,500	5.0%
Maintenance Supplies	$ 1,401	$ 555	$ 1,400	$ 1,400	$ 1,400	0.0%	$ 1,500	7.1%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,600	6.7%
Refuse/Landfill	$ 673	$ 40	$ 300	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
Grounds Maintenance	$ 19,034	$ 14,758	$ 17,500	$ 17,500	$ 17,500	0.0%	$ 17,500	0.0%	$ 17,500	0.0%	$ 17,500	0.0%	$ 17,500	0.0%
Equipment Parts	$ 4,145	$ 4,294	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FOREC FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Tires	$ 215	$ 30	$ 800	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,100	10.0%	$ 1,100	0.0%	$ 1,100	0.0%
Clothing	$ 1,394	$ 1,053	$ 1,300	$ 1,300	$ 1,300	0.0%	$ 1,300	0.0%	$ 1,300	0.0%	$ 1,300	0.0%	$ 1,300	0.0%
Safety Equipment	$ 627	$ 1,061	$ 1,400	$ 1,400	$ 1,400	0.0%	$ 1,400	0.0%	$ 1,400	0.0%	$ 1,400	0.0%	$ 1,400	0.0%
Lube & Oil	$ 698	$ 590	$ 1,300	$ 1,100	$ 1,100	0.0%	$ 1,100	0.0%	$ 1,100	0.0%	$ 1,100	0.0%	$ 1,100	0.0%
Lawn and Tree Care	$ 5,359	$ 5,090	$ 6,000	$ 6,000	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%
Miscellaneous	$ 3,393	$ 2,507	$ 2,700	$ 2,700	$ 2,700	0.0%	$ 2,700	0.0%	$ 2,700	0.0%	$ 2,700	0.0%	$ 2,700	0.0%
	$ 265,427	$ 264,371	$ 294,961	$ 300,892	$ 310,247	3.1%	$ 316,445	2.0%	$ 322,393	1.9%	$ 327,558	1.6%	$ 324,470	-0.9%
Cemetery Maintenance														
Contractual Repairs	$ 22,335	$ 22,052	$ 24,000	$ 24,000	$ 24,000	0.0%	$ 24,000	0.0%	$ 24,000	0.0%	$ 24,000	0.0%	$ 24,000	0.0%
Lawn & Tree Care	$ -	$ 1,350	$ 3,000	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
	$ 22,335	$ 23,402	$ 27,000	$ 27,000	$ 27,000	0.0%	$ 27,000	0.0%	$ 27,000	0.0%	$ 27,000	0.0%	$ 27,000	0.0%
Gibson Aiken Programs														
Staff Salaries	$ 7,697	$ 8,703	$ 8,000	$ 8,000	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,500	6.3%	$ 8,500	0.0%	$ 8,500	0.0%
	$ 7,697	$ 8,703	$ 8,000	$ 8,000	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,500	6.3%	$ 8,500	0.0%	$ 8,500	0.0%
Senior Center														
Staff Salaries	$ -	$ -	$ -	$ -	$ -		$ -		$ -		$ -			
Building Maint Contract	$ 1,721	$ 1,607	$ 1,800	$ 1,800	$ 1,800	0.0%	$ 1,900	5.6%	$ 1,900	0.0%	$ 1,900	0.0%	$ 2,000	5.3%
Operating Supplies	$ 2,388	$ 2,403	$ 2,200	$ 2,200	$ 2,200	0.0%	$ 2,300	4.5%	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,400	4.3%
	$ 4,109	$ 4,010	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,200	5.0%	$ 4,200	0.0%	$ 4,200	0.0%	$ 4,400	4.8%
Skating Rink														
Staff Salaries	$ 12,744	$ 10,698	$ 9,800	$ 10,300	$ 10,300	0.0%	$ 10,500	1.9%	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%
Propane	$ 17,550	$ 17,550	$ 18,500	$ 19,425	$ 21,368	10.0%	$ 23,504	10.0%	$ 24,679	5.0%	$ 25,913	5.0%	$ 27,209	5.0%
Electric	$ 27,821	$ 25,353	$ 29,060	$ 30,513	$ 31,123	2.0%	$ 31,746	2.0%	$ 32,381	2.0%	$ 33,028	2.0%	$ 33,689	2.0%
Utilities	$ 3,266	$ 16,363	$ 6,000	$ 5,500	$ 5,775	5.0%	$ 6,006	4.0%	$ 6,246	4.0%	$ 6,495	4.0%	$ 6,755	4.0%
Building Repairs	$ 8,233	$ 5,978	$ 7,500	$ 7,500	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,700	2.7%	$ 7,700	0.0%	$ 7,700	0.0%
Operating Supplies	$ 11,431	$ 12,808	$ 11,500	$ 11,500	$ 11,500	0.0%	$ 11,600	0.9%	$ 11,600	0.0%	$ 11,600	0.0%	$ 11,700	0.9%
	$ 81,046	$ 88,751	$ 82,360	$ 84,738	$ 87,566	3.3%	$ 90,856	3.8%	$ 93,106	2.5%	$ 95,237	2.3%	$ 97,553	2.4%
Day Camp														
Staff Salaries	$ 28,440	$ 29,226	$ 30,000	$ 31,950	$ 31,950	0.0%	$ 32,950	3.1%	$ 32,950	0.0%	$ 33,950	3.0%	$ 33,950	0.0%
	$ 28,440	$ 29,226	$ 30,000	$ 31,950	$ 31,950	0.0%	$ 32,950	3.1%	$ 32,950	0.0%	$ 33,950	3.0%	$ 33,950	0.0%
Pool														
Staff Salaries	$ 30,788	$ 29,959	$ 32,250	$ 32,895	$ 33,553	2.0%	$ 34,224	2.0%	$ 34,908	2.0%	$ 35,607	2.0%	$ 36,319	2.0%
Electric	$ 5,069	$ 4,547	$ 5,380	$ 5,649	$ 5,762	2.0%	$ 5,877	2.0%	$ 5,995	2.0%	$ 6,115	2.0%	$ 6,237	2.0%
Utilities	$ 9,704	$ 11,272	$ 9,200	$ 8,000	$ 8,320	4.0%	$ 8,652	4.0%	$ 8,998	4.0%	$ 9,357	4.0%	$ 9,731	4.0%
Building Repairs	$ 1,473	$ 3,170	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Operating Supplies	$ 14,177	$ 15,066	$ 10,700	$ 10,700	$ 15,000	40.2%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
	$ 61,211	$ 64,013	$ 59,030	$ 58,744	$ 64,135	9.2%	$ 65,253	1.7%	$ 66,401	1.8%	$ 67,578	1.8%	$ 68,787	1.8%
Downtown Association														
Downtown Alliance	$ 78,000	$ 78,000	$ 75,000	$ 78,000	$ 78,000	0.0%	$ 78,000	0.0%	$ 78,000	0.0%	$ 78,000	0.0%	$ 78,000	0.0%
	$ 78,000	$ 78,000	$ 75,000	$ 78,000	$ 78,000	0.0%	$ 78,000	0.0%	$ 78,000	0.0%	$ 78,000	0.0%	$ 78,000	0.0%
Transfers														
Transfer to Capital Fund	$ 357,000	$ 959,000	$ 1,844,192	$ 1,715,000	$ 1,000,000	-41.7%	$ 1,000,000	0.0%	$ 1,000,000	0.0%	$ 1,000,000	0.0%	$ 1,000,000	0.0%

Long Term Fi al Plan - 2018

	ACTUAL FY: 2016	ACTUAL FY: 2017	BUDGET FY: 2018	BUDGET FY: 2019	FORECAST FY: 2020	%	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%
Transfer to TS Irene Fund	$ -	$ -	$ -	$ -	$ -		$ -		$ -		$ -			
Transfer to Solid Waste	$ 555,500	$ 472,640	$ 431,836	$ 470,000	$ 500,000	6.4%	$ 520,000	4.0%	$ 530,000	1.9%	$ 540,000	1.9%	$ 550,000	1.9%
Transfer Skatepark Fund	$ -	$ -	$ -	$ 60,000	$ -		$ -		$ -		$ -			
	$ 912,500	$ 1,431,640	$ 2,276,028	$ 2,245,000	$ 1,500,000	-33.2%	$ 1,520,000	1.3%	$ 1,530,000	0.7%	$ 1,540,000	0.7%	$ 1,550,000	0.6%
TOTAL EXPENDITURES	$ 14,825,467	$ 15,699,053	$ 17,493,841	$ 17,755,915	$ 17,408,992	-2.0%	$ 17,723,928	1.8%	$ 18,152,893	2.4%	$ 18,483,448	1.8%	$ 18,899,487	2.3%
SURPLUS (DEFICIT)	$ (870,787)	$ 300,173	$ -	$ -	$ -		$ -		$ -		$ -		$ -	