MEMORANDUM

To: Selectboard

From: Peter B. Elwell, Town Manager

Re: Long Term Financial Plan (LTFP)

Date: August 14, 2019

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 FY25. 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 FY21 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 2019 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
FY21	4.4 cents	3.5%
FY22	3.6 cents	2.7%
FY23	2.6 cents	1.9%
FY24	3.8 cents	2.7%
FY25	4.2 cents	3.0%

- The property tax rate forecast predicts an average annual increase in municipal property taxes of less than $72 (less than $18 per quarter) for more than half of the homeowners in town.

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

- We have been exceedingly cautious in our projection of Meals+Rooms Taxes and Local Option Sales Taxes. We project both as remaining flat throughout the forecast period even though the Meals+Rooms Tax has been growing significantly in recent years and our initial estimate for the Local Option Sales Tax didn't include internet purchases. We chose this extremely conservative approach because it is difficult to accurately predict future increases and we believe it is important to err on the side of caution to avoid making overly optimistic projections.

- There is one new line item of revenue in this year's forecast. We have created an "Employee Contributions" line item because Town employees will begin paying a portion of the Town's health insurance premiums beginning in 2020. The revenue projections for that line item reflect employee contributions of 1% in FY21, 3% in FY22, and 5% in FY23, FY24, and FY25.

- This forecast reflects our continuing commitment to budget at least $1 million each year for capital projects and equipment. It is important to remember that $1 million is less than what we will need annually to continue catching up on our long-term infrastructure needs and maintaining a steady approach to major equipment replacement. Therefore, staff will continue to recommend that annual budget surpluses be invested in capital by using transfers of excess fund balance to supplement the $1 million annual transfer to capital that is shown in this LTFP.

- 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 as described above.

- The forecast anticipates a Townwide increase in employee salaries of 4% for FY21 and between 2.5% and 3% for FY22 through FY25. The slightly larger increase in the first year reflects the implementation of new collective bargaining agreements with the four employee unions. The projections for all four years reflect a combination of inflationary across-the-board increases for all employees and step increases for eligible employees. No new employee positions are included in the forecast. We have initiated a review of non-union employee salaries and will have the results of that review for consideration during the upcoming FY21 budget process.

- The annual cost for pre-funding retirement benefits for General Fund employees is expected to increase by approximately $58,000 during the forecast period. However, because of retirement plan changes approved during 2016, the General Fund's FY24 retirement program costs are expected to be approximately equal to the FY17 budget, while all Town employees are enjoying a benefit that is equal or superior to the retirement plan that was offered prior to FY17. (The FY20 budget for retirement benefits for General Fund employees is almost $50,000 below the FY17 budget for the prior benefits.)

- Overall, we believe we have stabilized the rate of increase for employee benefits. This had been a rapidly escalating expense in the Town's budget, but for the FY20-FY25 forecast period we predict an average annual increase of approximately 3.4%. Moreover, future increases in the cost of health insurance benefits will be partially offset by employee contributions, as described above.

- Departmental expenses are forecast to increase by approximately $360,000 overall between FY20 and FY25. That is larger than the increase predicted in prior LTFP forecasts, primarily because of a new "Public Works Storm Water" program that is required for the Town to comply with new stormwater management regulations imposed by the State of Vermont. That program is forecast to begin at $60,000 (about half a penny on the property tax rate) in FY21 and then to increase by 3% each year thereafter. We also project larger than normal first-year increases for a few other departments, but the overall trend for the remainder of the forecast period is an increase of less than $50,000 (or just over 2%) Townwide.

- We have projected a 10% increase in workers' compensation expenses for each year of the forecast period (a total increase of almost $400,000 during the 5 years). This forecast is based on recent large increases in workers' compensation costs. We hope that improved procedures the Town has implemented during the past few years will reduce the magnitude of future increases and materially reduce the overall forecast for this expense.

- We have projected Human Services funding to remain flat throughout the forecast period. That funding has been increased by Representative Town Meeting in both 2018 and 2019, and some have suggested that it could potentially be set at 1% of the Town's General Fund each year. The funding projected for FY21 would exceed 1% of the projected FY21 General Fund budget, but Human Services funding shown for the remainder of the forecast period would fall short of 1% by approximately $2,000 in FY22, $6,000 in FY23, $10,000 in FY24, and $15,000 in FY25.

- 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 $440,000 from FY20 to FY25.

- Finally, expenses for operation and maintenance of the Municipal Center are projected in the LTFP as though the facility would continue to be operated in the current manner throughout the 5-year forecast period. In fact, we expect that the building and how we use it may be materially altered during this period. However, since the timeframe and details for those changes is currently unknown, we have not attempted to reflect the impact of those changes in this document at this time.

On behalf of the Town's entire management team, I look forward to presenting the LTFP to you and the public at the August 20 Selectboard meeting and to using this resource together as we proceed through the FY21 budget process and beyond.

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

Long Term Financial Plan - 2019
Summary By Type of Revenue and Expenditure

	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY:2024	%	FORECAST FY:2025	%
Revenue											
Taxes											
Property Taxes	$ 14,801,497	$ 15,312,102	3.4%	$ 15,720,374	2.7%	$ 16,021,851	1.9%	$ 16,459,885	2.7%	$ 16,948,268	3.0%
Meals/Rooms	$ 420,000	$ 420,000	0.0%	$ 420,000	0.0%	$ 420,000	0.0%	$ 420,000	0.0%	$ 420,000	0.0%
Sales Tax	$ 630,000	$ 630,000	0.0%	$ 630,000	0.0%	$ 630,000	0.0%	$ 630,000	0.0%	$ 630,000	0.0%
In Lieu of Taxes	$ 160,000	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%
Total	$ 16,011,497	$ 16,522,102	3.2%	$ 16,930,374	2.5%	$ 17,231,851	1.8%	$ 17,669,885	2.5%	$ 18,158,268	2.8%
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	$ 105,000	$ 105,000	0.0%	$ 105,000	0.0%	$ 105,000	0.0%	$ 105,000	0.0%	$ 105,000	0.0%
Library	$ 21,500	$ 21,500	0.0%	$ 21,500	0.0%	$ 21,500	0.0%	$ 21,500	0.0%	$ 21,500	0.0%
Fire	$ 83,250	$ 83,250	0.0%	$ 83,250	0.0%	$ 83,250	0.0%	$ 88,875	6.8%	$ 88,875	0.0%
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	$ 97,237	$ 98,036	0.8%	$ 98,596	0.6%	$ 99,168	0.6%	$ 99,751	0.6%	$ 100,345	0.6%
Rec & Parks	$ 235,700	$ 241,000	2.2%	$ 244,300	1.4%	$ 247,400	1.3%	$ 251,400	1.6%	$ 251,400	0.0%
Total	$ 562,687	$ 568,786	1.1%	$ 572,646	0.7%	$ 576,318	0.6%	$ 586,526	1.8%	$ 587,120	0.1%
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	$ 30,500	$ 31,600	3.6%	$ 31,600	0.0%	$ 31,600	0.0%	$ 31,600	0.0%	$ 31,600	0.0%
Planning	$ 50,000	$ 45,000	-10.0%	$ 45,000	0.0%	$ 45,000	0.0%	$ 45,000	0.0%	$ 45,000	0.0%
Police	$ 20	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%
Total	$ 130,520	$ 126,620	-3.0%	$ 126,620	0.0%	$ 126,620	0.0%	$ 126,620	0.0%	$ 126,620	0.0%
Other											
Governmental	$ 395,000	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%
Employee Contributions	$ -	$ 20,000	100.0%	$ 65,000	225.0%	$ 120,000	84.6%	$ 132,000	10.0%	$ 145,250	10.0%
Fund Balance	$ 337,119	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfers	$ 330,000	$ 336,600	2.0%	$ 343,332	2.0%	$ 350,199	2.0%	$ 357,203	2.0%	$ 364,347	2.0%
Misc	$ 141,569	$ 139,135	-1.7%	$ 133,500	-4.1%	$ 133,500	0.0%	$ 134,000	0.4%	$ 134,000	0.0%
Total	$ 1,203,688	$ 890,735	-26.0%	$ 936,832	5.2%	$ 998,699	6.6%	$ 1,018,203	2.0%	$ 1,038,597	2.0%
Total Revenue	$ 18,068,192	$ 18,268,043	1.1%	$ 18,726,272	2.5%	$ 19,093,288	2.0%	$ 19,561,033	2.4%	$ 20,070,405	2.6%
Expenses											
Salaries											
Town Manager	$ 298,551	$ 304,480	2.0%	$ 310,570	2.0%	$ 316,680	2.0%	$ 323,020	2.0%	$ 329,470	2.0%
Finance	$ 323,517	$ 320,360	-1.0%	$ 334,780	4.5%	$ 343,270	2.5%	$ 351,980	2.5%	$ 360,910	2.5%
Town Clerk	$ 133,336	$ 136,290	2.2%	$ 141,010	3.5%	$ 144,517	2.5%	$ 148,115	2.5%	$ 153,225	3.5%
Assessor	$ 138,333	$ 140,050	1.2%	$ 143,630	2.6%	$ 147,310	2.6%	$ 151,090	2.6%	$ 154,950	2.6%
Planning	$ 154,766	$ 172,450	11.4%	$ 176,900	2.6%	$ 181,470	2.6%	$ 186,170	2.6%	$ 190,980	2.6%
Library	$ 467,583	$ 481,845	3.1%	$ 495,600	2.9%	$ 509,805	2.9%	$ 524,375	2.9%	$ 539,360	2.9%
Fire	$ 1,745,820	$ 1,827,590	4.7%	$ 1,868,297	2.2%	$ 1,913,771	2.4%	$ 1,961,340	2.5%	$ 2,020,781	3.0%
Facility Maintenance	$ 137,297	$ 142,020	3.4%	$ 145,180	2.2%	$ 148,420	2.2%	$ 151,750	2.2%	$ 155,160	2.2%
Police	$ 1,872,355	$ 1,946,855	4.0%	$ 2,004,830	3.0%	$ 2,065,078	3.0%	$ 2,126,333	3.0%	$ 2,187,591	2.9%
Dispatch	$ 515,618	$ 528,940	2.6%	$ 545,608	3.2%	$ 562,919	3.2%	$ 580,764	3.2%	$ 600,105	3.3%
DPW	$ 1,005,347	$ 1,071,060	6.5%	$ 1,105,980	3.3%	$ 1,152,190	4.2%	$ 1,175,840	2.1%	$ 1,209,680	2.9%
Rec & Parks	$ 492,909	$ 507,441	2.9%	$ 523,452	3.2%	$ 534,827	2.2%	$ 542,056	1.4%	$ 563,309	3.9%
Total	$ 7,285,432	$ 7,579,381	4.0%	$ 7,795,837	2.9%	$ 8,020,257	2.9%	$ 8,222,833	2.5%	$ 8,465,521	3.0%
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	$ 550,000	$ 561,000	2.0%	$ 572,220	2.0%	$ 583,664	2.0%	$ 595,338	2.0%	$ 607,244	2.0%
Employee Retirement	$ 558,500	$ 569,670	2.0%	$ 581,063	2.0%	$ 592,685	2.0%	$ 604,538	2.0%	$ 616,629	2.0%
Health Insurance	$ 1,616,086	$ 1,696,890	5.0%	$ 1,781,735	5.0%	$ 1,870,822	5.0%	$ 1,964,363	5.0%	$ 2,062,581	5.0%
Opt Out / HSA	$ 200,000	$ 205,000	2.5%	$ 210,000	2.4%	$ 215,000	2.4%	$ 220,000	2.3%	$ 225,000	2.3%
HRA Expense	$ 279,125	$ 279,125	0.0%	$ 279,125	0.0%	$ 279,125	0.0%	$ 279,125	0.0%	$ 279,125	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	$ 31,500	$ 33,075	5.0%	$ 34,729	5.0%	$ 36,465	5.0%	$ 38,288	5.0%	$ 40,203	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	$ 3,286,711	$ 3,396,260	3.3%	$ 3,510,372	3.4%	$ 3,629,261	3.4%	$ 3,753,152	3.4%	$ 3,882,282	3.4%
Department Expense											
Town Manager	$ 8,800	$ 8,550	-2.8%	$ 8,550	0.0%	$ 8,550	0.0%	$ 8,550	0.0%	$ 8,550	0.0%
Finance	$ 34,300	$ 35,050	2.2%	$ 35,050	0.0%	$ 35,050	0.0%	$ 35,050	0.0%	$ 35,050	0.0%
Town Clerk	$ 48,000	$ 59,200	23.3%	$ 58,700	-0.8%	$ 60,200	2.6%	$ 59,700	-0.8%	$ 61,200	2.5%

Long Term Financial Plan - 2019
Summary By Type of Revenue and Expenditure

	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY:2024	%	FORECAST FY:2025	%
Assessor	$ 23,250	$ 19,700	-15.3%	$ 19,950	1.3%	$ 20,200	1.3%	$ 20,450	1.2%	$ 20,700	1.2%
Planning	$ 46,400	$ 41,420	-10.7%	$ 41,680	0.6%	$ 41,680	0.0%	$ 41,940	0.6%	$ 42,060	0.3%
Library	$ 146,025	$ 157,950	8.2%	$ 163,285	3.4%	$ 167,705	2.7%	$ 173,470	3.4%	$ 177,005	2.0%
Fire	$ 252,350	$ 262,480	4.0%	$ 257,410	-1.9%	$ 277,830	7.9%	$ 285,425	2.7%	$ 291,255	2.0%
Facility Maintenance	$ 700	$ 1,825	160.7%	$ 1,825	0.0%	$ 1,825	0.0%	$ 1,825	0.0%	$ 1,825	0.0%
Police	$ 309,750	$ 330,069	6.6%	$ 337,412	2.2%	$ 346,790	2.8%	$ 358,132	3.3%	$ 365,325	2.0%
Dispatch	$ 12,050	$ 12,185	1.1%	$ 12,185	0.0%	$ 12,185	0.0%	$ 12,220	0.3%	$ 12,220	0.0%
DPW	$ 741,570	$ 845,660	14.0%	$ 868,070	2.7%	$ 886,265	2.1%	$ 918,880	3.7%	$ 922,435	0.4%
Rec & Parks	$ 301,705	$ 313,710	4.0%	$ 321,615	2.5%	$ 329,600	2.5%	$ 338,605	2.7%	$ 347,845	2.7%
Total	$ 1,924,900	$ 2,087,799	8.5%	$ 2,125,732	1.8%	$ 2,187,880	2.9%	$ 2,254,247	3.0%	$ 2,285,470	1.4%
General											
General Services	$ 253,250	$ 261,325	3.2%	$ 264,875	1.4%	$ 268,200	1.3%	$ 270,530	0.9%	$ 272,870	0.9%
Municipal Center	$ 91,360	$ 94,475	3.4%	$ 97,735	3.5%	$ 100,845	3.2%	$ 104,405	3.5%	$ 107,835	3.3%
Debt/Debt Service	$ 1,471,325	$ 1,285,375	-12.6%	$ 1,259,075	-2.0%	$ 1,109,300	-11.9%	$ 1,061,000	-4.4%	$ 1,032,000	-2.7%
Risk	$ 845,000	$ 918,500	8.7%	$ 998,950	8.8%	$ 1,087,025	8.8%	$ 1,183,467	8.9%	$ 1,289,089	8.9%
Attorney	$ 114,200	$ 116,364	1.9%	$ 118,571	1.9%	$ 120,823	1.9%	$ 123,119	1.9%	$ 125,462	1.9%
Human Services	$ 185,595	$ 185,595	0.0%	$ 185,595	0.0%	$ 185,595	0.0%	$ 185,595	0.0%	$ 185,595	0.0%
Auxiliary Services	$ 612,919	$ 627,919	2.4%	$ 642,919	2.4%	$ 645,919	0.5%	$ 652,919	1.1%	$ 662,919	1.5%
Windham Regional	$ 27,500	$ 28,050	2.0%	$ 28,611	2.0%	$ 29,183	2.0%	$ 29,767	2.0%	$ 30,362	2.0%
County Tax	$ 85,000	$ 87,000	2.4%	$ 88,000	1.1%	$ 89,000	1.1%	$ 90,000	1.1%	$ 91,000	1.1%
Downtown Program	$ 80,000	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%
Total	$ 3,766,149	$ 3,684,603	-2.2%	$ 3,764,331	2.2%	$ 3,715,890	-1.3%	$ 3,780,802	1.7%	$ 3,877,132	2.5%
To Capital	$ 1,295,000	$ 1,000,000	-22.8%	$ 1,000,000	0.0%	$ 1,000,000	0.0%	$ 1,000,000	0.0%	$ 1,000,000	0.0%
To Solid Waste	$ 510,000	$ 520,000	2.0%	$ 530,000	1.9%	$ 540,000	1.9%	$ 550,000	1.9%	$ 560,000	1.8%
Total	$ 1,805,000	$ 1,520,000	-15.8%	$ 1,530,000	0.7%	$ 1,540,000	0.7%	$ 1,550,000	0.6%	$ 1,560,000	0.6%
Total Expenses	$ 18,068,192	$ 18,268,043	1.1%	$ 18,726,272	2.5%	$ 19,093,288	2.0%	$ 19,561,033	2.4%	$ 20,070,405	2.6%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Town Manager's Office														
Donations	$ 100	$ 50	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
MM - Investment Income	$ 8,480	$ 36,637	$ 42,000	$ 100,000	$ 100,000	0.0%	$ 100,000	0.0%	$ 100,000	0.0%	$ 100,000	0.0%	$ 100,000	0.0%
In Lieu of Taxes	$ 158,222	$ 155,330	$ 144,000	$ 160,000	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%	$ 160,000	0.0%
Miscellaneous Revenue	$ 1,299	$ 4,960	$ 2,500	$ 2,500	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
	$ 168,101	$ 196,977	$ 188,500	$ 262,500	$ 262,500	0.0%	$ 262,500	0.0%	$ 262,500	0.0%	$ 262,500	0.0%	$ 262,500	0.0%
Taxes														
Current Taxes	$ 13,940,726	$ 14,291,696	$ 14,876,643	$ 14,721,497	$ 15,232,102	3.5%	$ 15,640,374	2.7%	$ 15,941,851	1.9%	$ 16,379,885	2.7%	$ 16,868,268	3.0%
Downtown District	$ -	$ -	$ -	$ 80,000	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%
Meals, Alcohol and Rooms	$ 378,807	$ 421,187	$ 365,000	$ 420,000	$ 420,000	0.0%	$ 420,000	0.0%	$ 420,000	0.0%	$ 420,000	0.0%	$ 420,000	0.0%
Sales Tax	$ -	$ -	$ -	$ 630,000	$ 630,000	0.0%	$ 630,000	0.0%	$ 630,000	0.0%	$ 630,000	0.0%	$ 630,000	0.0%
Interest	$ 56,134	$ 53,929	$ 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	$ 66,828	$ 50,167	$ 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	$ 12,027	$ 11,358	$ 20,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
	$ 14,454,523	$ 14,828,337	$ 15,376,643	$ 15,986,497	$ 16,497,102	3.2%	$ 16,905,374	2.5%	$ 17,206,851	1.8%	$ 17,644,885	2.5%	$ 18,133,268	2.8%
Finance Department														
Business Licenses	$ 50,840	$ 51,702	$ 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	$ 672	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Interest on Receivables	$ 305	$ 431	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Sale of Fixed Assets	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Miscellaneous Income	$ -	$ 251	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 52,586	$ 53,055	$ 50,000	$ 50,000	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Attorney														
Litigation Reimbursement	-	$ 740	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	-	$ 740	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Town Clerk														
Liquor & Tobacco License	$ 9,480	$ 10,170	$ 9,000	$ 9,500	$ 9,600	1.1%	$ 9,600	0.0%	$ 9,600	0.0%	$ 9,600	0.0%	$ 9,600	0.0%
Dog License Revenue	$ 21,144	$ 20,982	$ 19,500	$ 21,000	$ 22,000	4.8%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%
Town Clerk Fees	$ 98,889	$ 93,503	$ 106,000	$ 105,000	$ 105,000	0.0%	$ 105,000	0.0%	$ 105,000	0.0%	$ 105,000	0.0%	$ 105,000	0.0%
Town Clerk Misc Income	$ -	$ 1,315	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 129,513	$ 125,970	$ 134,500	$ 135,500	$ 136,600	0.8%	$ 136,600	0.0%	$ 136,600	0.0%	$ 136,600	0.0%	$ 136,600	0.0%
Assessor's Office														
Personal Property Fines	$ 700	$ (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	$ 64	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 764	$ (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%
General Services														
Donations	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Reimbursements	$ -	$ 2,500	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ -	$ 2,500	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Risk Management														
Insurance Payments	$ 500	$ 620	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
Restitution	$ 861	$ 219	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
	$ 1,361	$ 839	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
Planning														
Planning Permit Fees	$ 46,324	$ 30,321	$ 54,000	$ 50,000	$ 45,000	-10.0%	$ 45,000	0.0%	$ 45,000	0.0%	$ 45,000	0.0%	$ 45,000	0.0%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Planning Misc Revenue	$ 30	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 46,354	$ 30,321	$ 54,000	$ 50,000	$ 45,000	-10.0%	$ 45,000	0.0%	$ 45,000	0.0%	$ 45,000	0.0%	$ 45,000	0.0%
Benefits														
Employee Contributions	$ -	$ -	$ -	$ -	$ 20,000	100%	$ 65,000	225.0%	$ 120,000	84.6%	$ 132,000	10.0%	$ 145,250	10.0%
Cobra Health Insurance Payment	$ 607	$ 4,221	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
	$ 607	$ 4,221	$ -	$ -	$ 20,000.00	0%	$ 65,000.00	0%	$ 120,000.00	0%	$ 132,000.00	0%	$ 145,250.00	0%
Library														
Library Copier Revenue	$ 6,254	$ 6,307	$ 6,500	$ 6,500	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%
Reimbursements	$ 3,846	$ 1,918	$ 800	$ 800	$ 3,500	337.5%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%
Library Fines	$ 14,909	$ 12,972	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Non-Resident Fees	$ 15,204	$ 14,048	$ 18,000	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Gift Books & Replacement	$ 2,529	$ 3,085	$ 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	$ 177	$ 142	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Audio Visual Rental	$ 10	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Miscellaneous Income	$ 68	$ 88	$ 5,000	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
	$ 42,997	$ 38,559	$ 34,300	$ 31,300	$ 34,000	8.6%	$ 34,000	0.0%	$ 34,000	0.0%	$ 34,000	0.0%	$ 34,000	0.0%
Fire														
Tower Rent	$ 500	$ 250		$ 6,000	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%
Insurance Proceeds	$ -	$ 926	$ -	$ -	$ -		$ -		$ -		$ -		$ -	
Fire Dept - Banner	$ 10,500	$ 10,200	$ 11,000	$ 11,000	$ 11,000	0.0%	$ 11,000	0.0%	$ 11,000	0.0%	$ 11,000	0.0%	$ 11,000	0.0%
Rental Housing Fees	$ -	$ -	$ -	$ 56,250	$ 56,250	0.0%	$ 56,250	0.0%	$ 56,250	0.0%	$ 61,875	10.0%	$ 61,875	0.0%
Fire Outside Revenue	$ 3,031	$ 12,388	$ 9,100	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
	$ 14,031	$ 23,764	$ 20,100	$ 83,250	$ 83,250	0.0%	$ 83,250	0.0%	$ 83,250	0.0%	$ 88,875	6.8%	$ 88,875	0.0%
Municipal Center														
Municipal Center Rental	$ 19,502	$ 8,200	$ 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	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 19,506	$ 8,200	$ 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	$ 15,309	$ 11,687	$ 20,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Bicycle Registration	$ 21	$ 21	$ -	$ 20	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%
Police Dept Copy Charges	$ 876	$ 940	$ 750	$ 750	$ 1,000	33.3%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Rental Income	$ 15,329	$ 26,708	$ 26,928	$ 27,467	$ 28,016	2.0%	$ 28,576	2.0%	$ 29,148	2.0%	$ 29,731	2.0%	$ 30,325	2.0%
Up-Fit Reimbursement	$ 5,634	$ 11,269	$ 11,269	$ 11,269	$ 5,635	-50.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Reimbursements/Insurance	$ 6,533	$ 8,925	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
False Alarm Fees	$ 3,433	$ 4,629	$ 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	$ 844	$ 1,626	$ 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	$ 13,958	$ 3,796	$ 37,505	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Animal Control	$ 3,783	$ 1,620	$ 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	$ 47,079	$ 48,020	$ 48,020	$ 48,020	$ 48,020	0.0%	$ 48,020	0.0%	$ 48,020	0.0%	$ 48,020	0.0%	$ 48,020	0.0%
	$ 112,800	$ 119,241	$ 150,472	$ 133,526	$ 128,691	-3.6%	$ 123,616	-3.9%	$ 124,188	0.5%	$ 124,771	0.5%	$ 125,365	0.5%
Public Works														
Insurance/Reimbursements	$ -	$ 10,575	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Miscellaneous Revenue	$ 33	$ 759	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Public Works Outside Reve	$ 537	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 570	$ 11,334	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Public Works Gas														
Gasoline Sales	$ 3,473	$ 100	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 3,473	$ 100	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Regional														
Railroad Revenue Sharing	$ 5,065	$ 4,840	$ 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	$ 230,592	$ 229,737	$ 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	$ 161,868	$ 175,968	$ 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	$ 255	$ 290	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 397,780	$ 410,835	$ 395,000	$ 395,000	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%	$ 395,000	0.0%
Recreation & Parks														
Reimbursements	$ -	$ 126	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Basketball	$ 5,345	$ 5,425	$ 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	$ 24,945	$ 25,485	$ 24,000	$ 25,000	$ 24,500	-2.0%	$ 24,500	0.0%	$ 24,500	0.0%	$ 25,000	2.0%	$ 25,000	0.0%
Swimming Pool	$ 19,758	$ 22,791	$ 21,000	$ 21,000	$ 22,000	4.8%	$ 22,500	2.3%	$ 23,000	2.2%	$ 23,500	2.2%	$ 23,500	0.0%
Snack Bar	$ 1,625	$ 1,465	$ 2,000	$ 1,500	$ 2,000	33.3%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Kiwanis Shelter	$ 3,525	$ 3,800	$ 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	$ 122,403	$ 114,388	$ 120,000	$ 120,000	$ 124,000	3.3%	$ 126,000	1.6%	$ 128,000	1.6%	$ 130,000	1.6%	$ 130,000	0.0%
Gibson-Aiken Center	$ 6,646	$ 6,273	$ 6,200	$ 6,200	$ 6,400	3.2%	$ 6,600	3.1%	$ 6,600	0.0%	$ 6,800	3.0%	$ 6,800	0.0%
Day Camp	$ 21,093	$ 17,668	$ 23,000	$ 21,000	$ 24,500	16.7%	$ 25,000	2.0%	$ 25,500	2.0%	$ 26,000	2.0%	$ 26,000	0.0%
Facilities Use Fees	$ 3,299	$ 3,300	$ 2,500	$ 4,000	$ 2,700	-32.5%	$ 2,700	0.0%	$ 2,700	0.0%	$ 2,900	7.4%	$ 2,900	0.0%
Miscellaneous Revenue	$ 18,930	$ 16,726	$ 12,000	$ 16,000	$ 12,000	-25.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%
Cemetery Plots	$ 4,615	$ 900	$ 3,000	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Sr Program Donations	$ -	$ -	$ -	$ -	$ 4,500	100.0%	$ 4,500	0.0%	$ 4,500	0.0%	$ 5,000	11.1%	$ 5,000	0.0%
Non-Resident Fees	$ 22,678	$ 25,370	$ 22,700	$ 25,000	$ 22,900	-8.4%	$ 23,000	0.4%	$ 23,100	0.4%	$ 23,200	0.4%	$ 23,200	0.0%
	$ 254,861	$ 243,716	$ 245,400	$ 251,700	$ 257,500	2.5%	$ 260,800	1.3%	$ 263,900	1.2%	$ 268,400	1.7%	$ 268,400	0.0%
Fund Balance														
Use of Fund Balance	$ -	$ -	$ 770,000	$ 337,119	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ -	$ -	$ 770,000	$ 337,119	$ -	0.0%	$ -	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	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfer Skate Rink Imp	$ 7,500	$ 7,500	$ 7,500	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfer Utility Fund	$ 250,000	$ 260,000	$ 265,200	$ 290,000	$ 295,800	2.0%	$ 301,716	2.0%	$ 307,750	2.0%	$ 313,905	2.0%	$ 320,183	2.0%
Transfer Parking Fund	$ 36,900	$ 55,500	$ 37,500	$ 40,000	$ 40,800	2.0%	$ 41,616	2.0%	$ 42,448	2.0%	$ 43,297	2.0%	$ 44,163	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	$ 328,000	$ 315,200	$ 330,000	$ 336,600	2.0%	$ 343,332	2.0%	$ 350,199	2.0%	$ 357,203	2.0%	$ 364,347	2.0%
TOTAL REVENUE	$ 15,999,226	$ 16,426,008	$ 17,755,915	$ 18,068,192	$ 18,268,043	1.1%	$ 18,726,272	2.5%	$ 19,093,288	2.0%	$ 19,561,033	2.4%	$ 20,070,405	2.6%
EXPENDITURES														
Town Manager's Office														
Department Head Salary	$ 99,206	$ 100,796	$ 103,011	$ 105,060	$ 107,150	2.0%	$ 109,290	2.0%	$ 111,470	2.0%	$ 113,700	2.0%	$ 115,970	2.0%
Staff Salaries	$ 113,755	$ 118,291	$ 181,059	$ 184,691	$ 188,330	2.0%	$ 192,080	2.0%	$ 195,910	2.0%	$ 199,820	2.0%	$ 203,800	2.0%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Vacation BB - Retire Pay	$ 3,967	$ 5,815	$ 8,600	$ 8,800	$ 9,000	2.3%	$ 9,200	2.2%	$ 9,300	1.1%	$ 9,500	2.2%	$ 9,700	2.1%
Equipment	$ 313	$ 168	$ 300	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
Training	$ -	$ -	$ 500	$ 500	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
Conferences/Memberships	$ 831	$ 253	$ 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	$ 399	$ 179	$ 1,000	$ 1,000	$ 750	-25.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%
Office Supplies	$ 898	$ 1,955	$ 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	$ 5,500	$ 5,263	$ 5,000	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
	$ 224,869	$ 232,718	$ 301,470	$ 307,351	$ 313,030	1.8%	$ 319,120	1.9%	$ 325,230	1.9%	$ 331,570	1.9%	$ 338,020	1.9%
Finance														
Department Head Salary	$ 75,325	$ 76,538	$ 78,268	$ 79,840	$ 81,430	2.0%	$ 83,060	2.0%	$ 84,720	2.0%	$ 86,410	2.0%	$ 88,130	2.0%
Staff Salaries	$ 220,618	$ 224,207	$ 229,088	$ 237,177	$ 238,930	0.7%	$ 251,720	5.4%	$ 258,550	2.7%	$ 265,570	2.7%	$ 272,780	2.7%
Vacation BB - Retire Pay	$ -	$ 2,944	$ 2,150	$ 6,500	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Equipment	$ 34	$ 459	$ 500	$ 500	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
Training	$ 643	$ 739	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Conferences/Memberships	$ 884	$ 632	$ 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	$ -	$ -	$ 600	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Payroll Services	$ 26,009	$ 28,069	$ 30,000	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Tax Bills	$ 535	$ 527	$ 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	$ 500	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Bank Service Charges	$ 637	$ 105	$ 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	$ 7,574	$ 7,850	$ 8,500	$ 8,500	$ 9,000	5.9%	$ 9,000	0.0%	$ 9,000	0.0%	$ 9,000	0.0%	$ 9,000	0.0%
Office Supplies	$ 3,845	$ 4,140	$ 4,000	$ 4,000	$ 4,250	6.3%	$ 4,250	0.0%	$ 4,250	0.0%	$ 4,250	0.0%	$ 4,250	0.0%
	$ 336,680	$ 346,720	$ 358,806	$ 357,817	$ 355,410	-0.7%	$ 369,830	4.1%	$ 378,320	2.3%	$ 387,030	2.3%	$ 395,960	2.3%
Attorney														
Contracted Legal Services	$ 102,000	$ 105,020	$ 106,080	$ 108,200	$ 110,364	2.0%	$ 112,571	2.0%	$ 114,823	2.0%	$ 117,119	2.0%	$ 119,462	2.0%
Conferences/Memberships	$ 679	$ 706	$ 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	$ 2,101	$ 1,896	$ 5,000	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
	$ 104,780	$ 107,622	$ 112,080	$ 114,200	$ 116,364	1.9%	$ 118,571	1.9%	$ 120,823	1.9%	$ 123,119	1.9%	$ 125,462	1.9%
Town Clerk														
Department Head Salary	$ 69,640	$ 62,992	$ 65,695	$ 67,005	$ 68,350	2.0%	$ 69,710	2.0%	$ 71,100	2.0%	$ 72,520	2.0%	$ 73,970	2.0%
Staff Salaries	$ 62,847	$ 65,414	$ 65,004	$ 66,331	$ 67,940	2.4%	$ 69,960	3.0%	$ 72,050	3.0%	$ 74,200	3.0%	$ 76,410	3.0%
Vacation BB - Retire Pay	$ 21,407	$ -	$ -	$ -	$ -	0.0%	$ 1,340	0.0%	$ 1,367	0.0%	$ 1,395	0.0%	$ 2,845	0.0%
Election Salaries	$ 5,604	$ 3,686	$ 6,000	$ 4,500	$ 8,500	88.9%	$ 5,000	-41.2%	$ 8,500	70.0%	$ 5,000	-41.2%	$ 8,500	70.0%
Conferences/Memberships	$ 1,073	$ 962	$ 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	$ -	$ 6,020	-	$ 6,000	-	-100.0%	$ 6,000	100.0%	-	-100.0%	$ 6,000	100.0%	$ -	100.0%
Computer - Land Records	$ 11,513	$ 11,718	$ 16,000	$ 16,000	$ 20,000	25.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Election Expense	$ 14,031	$ 7,272	$ 15,000	$ 12,000	$ 20,000	66.7%	$ 17,000	-15.0%	$ 21,000	23.5%	$ 18,000	-14.3%	$ 22,000	22.2%
Copier Expense	$ 1,164	$ 1,053	$ 1,025	$ 1,100	$ 2,100	90.9%	$ 2,100	0.0%	$ 2,100	0.0%	$ 2,100	0.0%	$ 2,100	0.0%
Postage Expense	$ 2,688	$ 2,290	$ 2,300	$ 2,300	$ 2,500	8.7%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Office Supplies	$ 3,540	$ 4,169	$ 4,000	$ 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	$ 154	$ 300	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
	$ 193,635	$ 165,732	$ 177,124	$ 181,336	$ 195,490	7.8%	$ 199,710	2.2%	$ 204,717	2.5%	$ 207,815	1.5%	$ 214,425	3.2%
Assessor's Office														
Department Head Salary	$ 66,619	$ 61,055	$ 68,027	$ 63,788	$ 65,070	2.0%	$ 66,360	2.0%	$ 67,690	2.0%	$ 69,040	2.0%	$ 70,410	2.0%
Staff Salaries	$ 74,251	$ 64,828	$ 85,480	$ 74,545	$ 74,980	0.6%	$ 77,270	3.1%	$ 79,620	3.0%	$ 82,050	3.1%	$ 84,540	3.0%
Vacation BB - Retire Pay	$ 687	$ 750	$ -	$ -	$ -	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	$ 1,146	$ 761	$ 1,750	$ 1,750	$ 1,750	0.0%	$ 1,750	0.0%	$ 1,750	0.0%	$ 1,750	0.0%	$ 1,750	0.0%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Professional Services	$ 647	$ 10,650	$ 1,000	$ 5,000	$ 1,250	-75.0%	$ 1,250	0.0%	$ 1,250	0.0%	$ 1,250	0.0%	$ 1,250	0.0%
Training	$ 135	$ 425	$ 1,200	$ 1,200	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%
Conferences/Memberships	$ 935	$ 276	$ 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	$ 32	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Tax Map Maintenance	$ 1,275	$ 1,350	$ 2,600	$ 2,600	$ 2,700	3.8%	$ 2,800	3.7%	$ 2,900	3.6%	$ 3,000	3.4%	$ 3,100	3.3%
Annual Software Fees	$ 4,200	$ 3,526	$ 4,600	$ 4,600	$ 5,000	8.7%	$ 5,100	2.0%	$ 5,200	2.0%	$ 5,300	1.9%	$ 5,400	1.9%
Postage Expense	$ 1,041	$ 1,395	$ 1,700	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Office Supplies	$ 884	$ 917	$ 950	$ 950	$ 950	0.0%	$ 950	0.0%	$ 950	0.0%	$ 950	0.0%	$ 950	0.0%
Equipment Maintenance Fee	$ 726	$ 1,067	$ 800	$ 1,200	$ 1,400	16.7%	$ 1,450	3.6%	$ 1,500	3.4%	$ 1,550	3.3%	$ 1,600	3.2%
Transportation	$ 506	$ 1,301	$ 750	$ 1,500	$ 1,000	-33.3%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
	$ 155,035	$ 150,252	$ 171,807	$ 161,583	$ 159,750	-1.1%	$ 163,580	2.4%	$ 167,510	2.4%	$ 171,540	2.4%	$ 175,650	2.4%
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%
IT Salaries	$ -	$ -	$ -	$ 7,800	$ 8,050	3.2%	$ 8,275	2.8%	$ 8,525	3.0%	$ 8,780	3.0%	$ 9,045	3.0%
Personnel Mgmt Expense	$ 2,065	$ 45,090	$ 15,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Employee Recognition	$ 1,390	$ 2,253	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Conferences/Memberships	$ 16,817	$ 19,648	$ 17,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Computer Equipment Maint	$ 56,330	$ 60,334	$ 57,000	$ 60,000	$ 59,000	-1.7%	$ 60,000	1.7%	$ 61,000	1.7%	$ 61,000	0.0%	$ 61,000	0.0%
Software Licenses	$ 570	$ 10,271	$ 5,000	$ 10,000	$ 15,000	50.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Printing & Public Notices	$ 7,512	$ 9,586	$ 12,000	$ 12,000	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%
Professional Services	$ 34,790	$ 14,602	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Administrative Services	$ -	$ -	$ 13,000	$ 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	$ 13,000	$ 14,000	7.7%	$ 15,000	7.1%	$ 16,000	6.7%	$ 17,000	6.3%	$ 18,000	5.9%
Town Report	$ 3,077	$ 3,803	$ 3,250	$ 3,250	$ 3,500	7.7%	$ 3,750	7.1%	$ 3,750	0.0%	$ 3,750	0.0%	$ 3,750	0.0%
GIS Mapping	$ 16,464	$ 13,172	$ 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	$ 18,361	$ 10,419	$ 20,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Telephone	$ 16,593	$ 16,604	$ 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	$ 1,937	$ 1,909	$ 2,875	$ 2,000	$ 2,075	3.8%	$ 2,150	3.6%	$ 2,225	3.5%	$ 2,300	3.4%	$ 2,375	3.3%
Office Supplies	$ 1,101	$ 880	$ 2,000	$ 1,500	$ 2,000	33.3%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Tax Abatements	$ 5,805	$ 31,670	$ 15,000	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Interest Abatements	$ 1,033	$ 3,312	$ 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	$ 322	$ 1,762	$ 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	$ 488	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Miscellaneous	$ 270	$ 550	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 205,207	$ 263,353	$ 230,825	$ 253,250	$ 261,325	3.2%	$ 264,875	1.4%	$ 268,200	1.3%	$ 270,530	0.9%	$ 272,870	0.9%
Risk Management														
Worker's Compensation	$ 446,884	$ 511,038	$ 591,975	$ 655,000	$ 720,500	10.0%	$ 792,550	10.0%	$ 871,805	10.0%	$ 958,986	10.0%	$ 1,054,884	10.0%
General Liability	$ 134,313	$ 122,642	$ 130,800	$ 160,000	$ 168,000	5.0%	$ 176,400	5.0%	$ 185,220	5.0%	$ 194,481	5.0%	$ 204,205	5.0%
Occupational Health	$ 17,481	$ 24,896	$ 15,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Insurance Deductible	$ 8,058	$ 2,000	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
	$ 606,735	$ 660,577	$ 747,775	$ 845,000	$ 918,500	8.7%	$ 998,950	8.8%	$ 1,087,025	8.8%	$ 1,183,467	8.9%	$ 1,289,089	8.9%
Planning														
Department Head Salary	$ 67,393	$ 71,297	$ 73,119	$ 71,596	$ 75,160	5.0%	$ 76,660	2.0%	$ 78,190	2.0%	$ 79,750	2.0%	$ 81,340	2.0%
Staff Salaries	$ 112,709	$ 121,395	$ 120,239	$ 83,170	$ 97,290	17.0%	$ 100,240	3.0%	$ 103,280	3.0%	$ 106,420	3.0%	$ 109,640	3.0%
Vacation BB - Retire Pay	$ -	$ 4,102	$ 4,200	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Equipment	$ 225	$ 1,512	$ 800	$ 800	$ 800	0.0%	$ 900	12.5%	$ 900	0.0%	$ 1,000	11.1%	$ 1,000	0.0%
Training	$ 1,000	$ 318	$ 2,000	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Conferences/Memberships	$ 1,029	$ 1,770	$ 3,000	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Computer Supplies	$ -	$ 921	$ 2,000	$ 2,000	$ 2,040	2.0%	$ 2,080	2.0%	$ 2,080	0.0%	$ 2,120	1.9%	$ 2,160	1.9%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Legal Notices	$ 1,730	$ 2,866	$ 2,000	$ 2,000	$ 2,040	2.0%	$ 2,080	2.0%	$ 2,080	0.0%	$ 2,120	1.9%	$ 2,160	1.9%
Professional Services	$ 2,480	$ 1,204	$ 6,000	$ 30,000	$ 25,000	-16.7%	$ 25,000	0.0%	$ 25,000	0.0%	$ 25,000	0.0%	$ 25,000	0.0%
Document Production	$ 149	$ 196	$ 2,000	$ 2,000	$ 2,040	2.0%	$ 2,080	2.0%	$ 2,080	0.0%	$ 2,120	1.9%	$ 2,160	1.9%
Postage Expense	$ 991	$ 1,029	$ 1,000	$ 1,200	$ 1,000	-16.7%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Office Supplies	$ 1,005	$ 1,159	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Equipment Maintenance	$ 1,421	$ 450	$ 1,500	$ 1,500	$ 1,600	6.7%	$ 1,640	2.5%	$ 1,640	0.0%	$ 1,680	2.4%	$ 1,680	0.0%
Transportation	$ 396	$ 468	$ 1,400	$ 1,400	$ 1,400	0.0%	$ 1,400	0.0%	$ 1,400	0.0%	$ 1,400	0.0%	$ 1,400	0.0%
Miscellaneous Expenses	$ 56	$ 132	$ 500	$ 500	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
MPG Parking Study Match	$ 2,000	$ 4,000	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 192,583	$ 212,818	$ 220,758	$ 201,166	$ 213,870	6.3%	$ 218,580	2.2%	$ 223,150	2.1%	$ 228,110	2.2%	$ 233,040	2.2%
Benefits														
Vacation Accrual	$ (5,504)	$ (31,606)	$ 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	$ 502,253	$ 511,679	$ 568,075	$ 550,000	$ 561,000	2.0%	$ 572,220	2.0%	$ 583,664	2.0%	$ 595,338	2.0%	$ 607,244	2.0%
Employee Retirement	$ 516,253	$ 496,552	$ 524,500	$ 558,500	$ 569,670	2.0%	$ 581,063	2.0%	$ 592,685	2.0%	$ 604,538	2.0%	$ 616,629	2.0%
Health Insurance	$ 1,384,981	$ 1,329,493	$ 1,431,305	$ 1,616,086	$ 1,696,890	5.0%	$ 1,781,735	5.0%	$ 1,870,822	5.0%	$ 1,964,363	5.0%	$ 2,062,581	5.0%
Life Insurance	$ 24,948	$ 25,907	$ 30,000	$ 31,500	$ 33,075	5.0%	$ 34,729	5.0%	$ 36,465	5.0%	$ 38,288	5.0%	$ 40,203	5.0%
Opt-Out & HSA Payments	$ 180,627	$ 180,562	$ 215,000	$ 200,000	$ 205,000	2.5%	$ 210,000	2.4%	$ 215,000	2.4%	$ 220,000	2.3%	$ 225,000	2.3%
HRA Expense	$ 165,474	$ 171,486	$ 232,560	$ 279,125	$ 279,125	0.0%	$ 279,125	0.0%	$ 279,125	0.0%	$ 279,125	0.0%	$ 279,125	0.0%
HRA Administration	$ 7,200	$ 7,804	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Unemployment Compensation	$ -	$ 6,366	$ 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	$ 417	$ 240	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
	$ 2,776,649	$ 2,698,483	$ 3,052,940	$ 3,286,711	$ 3,396,260	3.3%	$ 3,510,372	3.4%	$ 3,629,261	3.4%	$ 3,753,152	3.4%	$ 3,882,282	3.4%
Bonds/Notes														
Bond Principal	$ 648,333	$ 848,333	$ 803,500	$ 803,500	$ 798,350	-0.6%	$ 793,350	-0.6%	$ 793,350	0.0%	$ 768,500	-3.1%	$ 768,500	0.0%
Note Principal	$ 232,000	$ 232,000	$ 158,000	$ 208,000	$ 50,000	-76.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Bond Interest	$ 339,500	$ 341,226	$ 332,000	$ 318,700	$ 299,500	-6.0%	$ 279,300	-6.7%	$ 257,700	-7.7%	$ 235,400	-8.7%	$ 207,600	-11.8%
Note Interest	$ 11,701	$ 8,203	$ 4,775	$ 14,200	$ 10,600	-25.4%	$ 9,500	-10.4%	$ 8,250	-13.2%	$ 7,100	-13.9%	$ 5,900	-16.9%
Accrued Interest	$ 27,180	$ (8,560)	$ 15,000	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%		0.0%		0.0%
Lease Expense	$ 193,899	$ 126,920	$ 126,925	$ 126,925	$ 126,925	0.0%	$ 126,925	0.0%	$ -	-100.0%		0.0%		0.0%
	$ 1,452,612	$ 1,548,123	$ 1,440,200	$ 1,471,325	$ 1,285,375	-12.6%	$ 1,259,075	-2.0%	$ 1,109,300	-11.9%	$ 1,061,000	-4.4%	$ 1,032,000	-2.7%
Human Services														
Senior Solutions	$ 2,800	$ 3,000	$ 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	$ 7,500	$ 7,500	$ 10,000	$ 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	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Windham Child Care Assoc	$ 5,500	$ 5,500	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Women's Freedom Center	$ 3,765	$ -	$ 5,000	$ 12,370	$ 12,370	0.0%	$ 12,370	0.0%	$ 12,370	0.0%	$ 12,370	0.0%	$ 12,370	0.0%
Brattleboro Area Hospice	$ 1,200	$ 1,200	$ 1,200	$ 1,825	$ 1,825	0.0%	$ 1,825	0.0%	$ 1,825	0.0%	$ 1,825	0.0%	$ 1,825	0.0%
VNA & Hospice of VT & NH	$ 7,500	$ 12,200	$ 10,000	$ 12,200	$ 12,200	0.0%	$ 12,200	0.0%	$ 12,200	0.0%	$ 12,200	0.0%	$ 12,200	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	$ 12,000	$ 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	$ 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%
Boys & Girls Club	$ 15,200	$ -	$ 15,000	$ 17,275	$ 17,275	0.0%	$ 17,275	0.0%	$ 17,275	0.0%	$ 17,275	0.0%	$ 17,275	0.0%
HCRS	$ -	$ 3,500	$ 3,500	$ 7,725	$ 7,725	0.0%	$ 7,725	0.0%	$ 7,725	0.0%	$ 7,725	0.0%	$ 7,725	0.0%
Summer Lunch Program	$ 6,000	$ 6,000	$ 6,000	$ 7,500	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%
Kidsplayce	$ 4,000	$ 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	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Turning Point	$ 7,000	$ 8,500	$ 10,000	$ 17,375	$ 17,375	0.0%	$ 17,375	0.0%	$ 17,375	0.0%	$ 17,375	0.0%	$ 17,375	0.0%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
VT Adult Learning	$ -	$ 3,000	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
American Red Cross	$ 5,000	$ 5,000	$ 1,000	$ 3,950	$ 3,950	0.0%	$ 3,950	0.0%	$ 3,950	0.0%	$ 3,950	0.0%	$ 3,950	0.0%
Family Garden	$ 2,500	$ 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	$ 2,500	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Meeting Waters YMCA	$ 5,000	$ 5,000	$ 5,000	$ 7,500	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%
Groundworks Colaborative	$ 20,000	$ 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	$ 6,625	$ 6,625	0.0%	$ 6,625	0.0%	$ 6,625	0.0%	$ 6,625	0.0%	$ 6,625	0.0%
Big Brothers Big Sisters	$ -	$ -	$ 7,500	$ 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	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
The Root	$ -	$ -	$ 5,000	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Vermont Family Network	$ -	$ -	$ 1,500	$ 2,150	$ 2,150	0.0%	$ 2,150	0%	$ 2,150	0%	$ 2,150	0%	$ 2,150	0%
Brattleboro Are Prevention	$ -	$ -	$ -	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Windham County Humane Societ	$ -	$ -	$ -	$ 6,300	$ 6,300	0.0%	6300	0.0%	6300	0.0%	6300	0.0%	6300	0.0%
	$ 140,765	$ 120,000	$ 146,000	$ 185,595	$ 185,595	0.0%	$ 185,595	0.0%	$ 185,595	0.0%	$ 185,595	0.0%	$ 185,595	0.0%
Auxilliary Services														
Street Lights	$ 146,045	$ 136,006	$ 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	$ 2,279	$ 2,488	$ 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	$ 217,054	$ 222,601	$ 250,000	$ 250,000	$ 265,000	6.0%	$ 280,000	5.7%	$ 283,000	1.1%	$ 290,000	2.5%	$ 300,000	3.4%
Museum & Art Center	$ -	$ 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%
Women's Freedom Center	$ -	$ 3,765	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
BCTV				$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Climate Protection	$ -	$ 10,000	$ 10,000	$ 100,000	$ 100,000	0.0%	$ 100,000	0.0%	$ 100,000	0.0%	$ 100,000	0.0%	$ 100,000	0.0%
West River Watershed	$ -	$ -	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Green Up Day	$ -	$ -	$ 300	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
Business Promotion	$ -	$ -	$ -	$ 42,119	$ 42,119	0.0%	$ 42,119	0.0%	$ 42,119	0.0%	$ 42,119	0.0%	$ 42,119	0.0%
Arts Promotion	$ -	$ -	$ -	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
	$ 415,379	$ 431,860	$ 460,800	$ 612,919	$ 627,919	2.4%	$ 642,919	2.4%	$ 645,919	0.5%	$ 652,919	1.1%	$ 662,919	1.5%
Library														
Department Head Salary	$ 71,685	$ 73,030	$ 74,489	$ 75,981	$ 77,495	2.0%	$ 79,040	2.0%	$ 80,615	2.0%	$ 82,225	2.0%	$ 83,870	2.0%
Staff Salaries	$ 362,332	$ 373,447	$ 381,075	$ 388,602	$ 401,350	3.3%	$ 413,560	3.0%	$ 426,190	3.1%	$ 439,150	3.0%	$ 452,490	3.0%
Custodian	$ 14,952	$ 30,961	$ 15,515	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Vacation BB - Retire Pay	$ 746	$ -	$ -	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Office Equipment	$ 4,238	$ 4,039	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,500	12.5%	$ 4,500	0.0%	$ 4,500	0.0%	$ 4,500	0.0%
Training	$ 171	$ 200	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Conferences/Memberships	$ 900	$ 500	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Lost Book Refund Pmt Fees	$ 240	$ 257	$ 400	$ -	$ -	100.0%	$ -	#DIV/0!	$ -	#DIV/0!	$ -	#DIV/0!	$ -	#DIV/0!
Computer Equipment Maint	$ 13,855	$ 15,075	$ 15,000	$ 15,300	$ 15,300	0.0%	$ 15,300	0.0%	$ 15,300	0.0%	$ 15,300	0.0%	$ 15,300	0.0%
Computer Supplies	$ 2,038	$ 3,413	$ 3,500	$ 3,600	$ 4,000	11.1%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,250	6.3%	$ 4,250	0.0%
Book & Non-Print Supplies	$ 4,000	$ 4,008	$ 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	$ -	$ -	$ 400	$ 400	$ 400	0.0%	$ 400	0.0%	$ 400	0.0%	$ 400	0.0%	$ 400	0.0%
Bindery Services	$ -	$ 13	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Reimbursable Expense	$ 1,240	$ 1,918	$ 800	$ 800	$ 3,500	337.5%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%
Fuel Expense	$ 6,862	$ 11,672	$ 11,200	$ 12,000	$ 12,600	5.0%	$ 13,230	5.0%	$ 13,890	5.0%	$ 14,590	5.0%	$ 15,315	5.0%
Electric	$ 26,347	$ 25,352	$ 27,794	$ 25,425	$ 26,450	4.0%	$ 27,500	4.0%	$ 28,600	4.0%	$ 29,750	4.0%	$ 30,940	4.0%
Utilities	$ 1,944	$ 1,876	$ 1,872	$ 2,000	$ 2,100	5.0%	$ 2,205	5.0%	$ 2,315	5.0%	$ 2,430	5.0%	$ 2,550	4.9%
Building Equip & Maint	$ 17,778	$ 16,833	$ 17,000	$ 17,000	$ 18,000	5.9%	$ 19,000	5.6%	$ 20,000	5.3%	$ 21,000	5.0%	$ 22,000	4.8%
Maintenance Supplies	$ 3,076	$ 3,123	$ 3,200	$ 3,500	$ 3,200	-8.6%	$ 3,200	0.0%	$ 3,200	0.0%	$ 3,200	0.0%	$ 3,200	0.0%
Telephone	$ 3,940	$ 4,955	$ 2,500	$ 2,500	$ 3,000	20.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Postage Expense	$ 2,277	$ 6,408	$ 1,500	$ 2,500	$ 2,500	0.0%	$ 2,750	10.0%	$ 3,000	9.1%	$ 3,250	8.3%	$ 3,500	7.7%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Office Supplies	$ 2,999	$ 3,859	$ 3,500	$ 3,500	$ 4,000	14.3%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Books - General	$ 8,300	$ 6,000	$ 5,000	$ 5,000	$ 5,500	10.0%	$ 6,000	9.1%	$ 6,500	8.3%	$ 7,000	7.7%	$ 7,000	0.0%
Reference Sources	$ 17,815	$ 18,650	$ 17,000	$ 18,000	$ 18,000	0.0%	$ 18,250	1.4%	$ 18,500	1.4%	$ 18,750	1.4%	$ 19,000	1.3%
Juvenile Books	$ 9,150	$ 8,961	$ 7,500	$ 7,500	$ 9,000	20.0%	$ 9,000	0.0%	$ 9,500	5.6%	$ 9,500	0.0%	$ 9,500	0.0%
Young Adult Sources	$ 838	$ 1,492	$ 1,500	$ 1,500	$ 2,000	33.3%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,500	25.0%	$ 2,500	0.0%
Replacement Books	$ 1,200	$ 1,500	$ 2,000	$ 1,500	$ 2,000	33.3%	$ 2,500	25.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Periodicals & Newspapers	$ 6,775	$ 6,928	$ 7,000	$ 7,200	$ 7,500	4.2%	$ 7,500	0.0%	$ 7,500	0.0%	$ 8,000	6.7%	$ 8,000	0.0%
Non-Print Materials/Adult	$ 5,250	$ 5,406	$ 5,000	$ 3,500	$ 5,000	42.9%	$ 5,500	10.0%	$ 5,500	0.0%	$ 5,500	0.0%	$ 5,500	0.0%
Non-Print Mat./Children	$ 3,792	$ 3,723	$ 3,800	$ 3,800	$ 4,300	13.2%	$ 4,300	0.0%	$ 4,300	0.0%	$ 4,800	11.6%	$ 4,800	0.0%
Special Programs/Adult	$ 48	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Special Programs/Children	$ 100	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Equipment Maintenance	$ 1,178	$ 842	$ 1,500	$ 1,500	$ 1,600	6.7%	$ 1,650	3.1%	$ 1,700	3.0%	$ 1,750	2.9%	$ 1,750	0.0%
	$ 596,065	$ 634,439	$ 618,045	$ 613,608	$ 639,795	4.3%	$ 658,885	3.0%	$ 677,510	2.8%	$ 697,845	3.0%	$ 716,365	2.7%
Fire														
Department Head Salary	$ 82,600	$ 83,924	$ 85,590	$ 87,281	$ 89,020	2.0%	$ 90,800	2.0%	$ 92,600	2.0%	$ 94,500	2.1%	$ 96,300	1.9%
Staff Salaries	$ 1,188,300	$ 1,234,985	$ 1,293,266	$ 1,337,988	$ 1,405,170	5.0%	$ 1,436,400	2.2%	$ 1,472,400	2.5%	$ 1,509,700	2.5%	$ 1,555,910	3.1%
Retroactive Pay	$ -	$ 61,121	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Vacation BB - Retire Pay	$ 41,455	$ 17,158	$ 10,000	$ 10,250	$ 10,500	2.4%	$ 10,750	2.4%	$ 11,000	2.3%	$ 11,250	2.3%	$ 11,250	0.0%
Incentive Pay	$ 41,603	$ 41,921	$ 53,991	$ 56,415	$ 59,370	5.2%	$ 60,710	2.3%	$ 62,260	2.6%	$ 63,870	2.6%	$ 68,880	7.8%
Overtime	$ 117,477	$ 84,689	$ 98,838	$ 100,000	$ 102,830	2.8%	$ 104,890	2.0%	$ 106,990	2.0%	$ 109,130	2.0%	$ 111,312	2.0%
Fire Outside Overtime	$ 5,557	$ 4,161	$ 7,000	$ 5,000	$ 5,100	2.0%	$ 5,202	2.0%	$ 5,306	2.0%	$ 5,412	2.0%	$ 5,520	2.0%
Banner Outside Overtime	$ 3,450	$ 5,699	$ 6,120	$ 6,200	$ 6,365	2.7%	$ 6,500	2.1%	$ 6,630	2.0%	$ 6,763	2.0%	$ 6,898	2.0%
Rental Housing Overtime	$ -	$ -	$ -	$ 50,000	$ 51,000		$ 52,000		$ 53,000		$ 54,000		$ 55,000	
Holiday Pay	$ 34,545	$ 31,297	$ 46,552	$ 48,216	$ 50,750	5.3%	$ 51,885	2.2%	$ 53,210	2.6%	$ 54,585	2.6%	$ 56,300	3.1%
Auxiliary Staff	$ 6,036	$ 5,826	$ 10,000	$ 8,000	$ 8,000	0.0%	$ 8,500	6.3%	$ 8,500	0.0%	$ 9,000	5.9%	$ 9,000	0.0%
Clerical	$ 35,470	$ 35,097	$ 35,748	$ 36,470	$ 39,485	8.3%	$ 40,660	3.0%	$ 41,875	3.0%	$ 43,130	3.0%	$ 44,410	3.0%
Equipment	$ 16,113	$ 21,767	$ 17,500	$ 17,500	$ 18,500	5.7%	$ 18,500	0.0%	$ 19,500	5.4%	$ 19,500	0.0%	$ 19,500	0.0%
Training	$ 5,914	$ 7,508	$ 8,000	$ 8,000	$ 8,500	6.3%	$ 8,500	0.0%	$ 9,000	5.9%	$ 9,000	0.0%	$ 9,000	0.0%
Conferences/Memberships	$ 4,173	$ 3,397	$ 5,250	$ 5,250	$ 5,250	0.0%	$ 6,000	14.3%	$ 6,000	0.0%	$ 6,250	4.2%	$ 6,250	0.0%
Reimbursable Expense	$ -	$ 953	$ -	$ -	$ -		$ -		$ -		$ -		$ -	
Heating Oil Expense	$ 9,220	$ -	$ -	$ -	$ -		$ -		$ -		$ -		$ -	
Propane	$ 3,253	$ 30,550	$ 27,000	$ 29,000	$ 30,450	5.0%	$ 31,975	5.0%	$ 33,570	5.0%	$ 35,250	5.0%	$ 37,015	5.0%
Gasoline	$ 3,455	$ 3,572	$ 6,000	$ 6,000	$ 6,300	5.0%	$ 6,615	5.0%	$ 6,945	5.0%	$ 7,295	5.0%	$ 7,660	5.0%
Diesel	$ 10,339	$ 15,703	$ 13,500	$ 13,000	$ 13,650	5.0%	$ 14,335	5.0%	$ 15,050	5.0%	$ 15,800	5.0%	$ 16,600	5.1%
Electric	$ 14,765	$ 23,637	$ 23,520	$ 21,600	$ 22,680	5.0%	$ 12,815	-43.5%	$ 25,005	95.1%	$ 26,255	5.0%	$ 27,570	5.0%
Utilities	$ 3,978	$ 9,480	$ 4,300	$ 12,500	$ 13,000	4.0%	$ 13,520	4.0%	$ 14,060	4.0%	$ 14,625	4.0%	$ 15,210	4.0%
Building Repairs	$ 4,523	$ 5,194	$ 5,500	$ 6,000	$ 6,000	0.0%	$ 6,500	8.3%	$ 6,500	0.0%	$ 7,000	7.7%	$ 7,000	0.0%
Telephone	$ 8,268	$ 11,650	$ 9,750	$ 9,750	$ 10,500	7.7%	$ 10,500	0.0%	$ 10,500	0.0%	$ 11,000	4.8%	$ 11,000	0.0%
Postage Expense	$ 586	$ 411	$ 700	$ 600	$ 700	16.7%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%
Office Supplies	$ 4,682	$ 13,227	$ 10,500	$ 10,500	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%
Operating Supplies	$ 13,604	$ 13,854	$ 12,500	$ 12,500	$ 12,750	2.0%	$ 12,750	0.0%	$ 13,000	2.0%	$ 13,000	0.0%	$ 13,000	0.0%
Clothing	$ 22,045	$ 12,237	$ 22,050	$ 30,000	$ 31,000	3.3%	$ 31,500	1.6%	$ 31,500	0.0%	$ 32,000	1.6%	$ 32,000	0.0%
Fire Prevention	$ 567	$ 542	$ 650	$ 650	$ 700	7.7%	$ 700	0.0%	$ 750	7.1%	$ 750	0.0%	$ 750	0.0%
Fire Alarm Repair	$ 18,264	$ 16,416	$ 16,000	$ 18,500	$ 18,500	0.0%	$ 18,500	0.0%	$ 19,000	2.7%	$ 20,000	5.3%	$ 21,000	5.0%
Equipment Maintenance	$ 4,210	$ 3,996	$ 6,000	$ 6,000	$ 6,250	4.2%	$ 6,250	0.0%	$ 6,250	0.0%	$ 6,500	4.0%	$ 6,500	0.0%
Vehicle Maintenance	$ 48,748	$ 56,006	$ 45,000	$ 45,000	$ 47,250	5.0%	$ 47,250	0.0%	$ 50,000	5.8%	$ 50,000	0.0%	$ 50,000	0.0%
Transfers	$ -	$ 31,000	$ -	$ -	$ -		$ -		$ -		$ -		$ -	
	$ 1,753,198	$ 1,886,975	$ 1,880,825	$ 1,998,170	$ 2,090,070	4.6%	$ 2,125,707	1.7%	$ 2,191,601	3.1%	$ 2,246,765	2.5%	$ 2,312,036	2.9%
Facilities Maintenance														
Staff Salaries	$ -	$ -	$ -	$ 127,297	$ 132,020	3.7%	$ 135,180	2.4%	$ 138,420	2.4%	$ 141,750	2.4%	$ 145,160	2.4%
Vacation Buy Back	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Overtime	$ -	$ -	$ -	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Clothing	$ -	$ -	$ -	$ -	$ 1,125	100.0%	$ 1,125	0.0%	$ 1,125	0.0%	$ 1,125	0.0%	$ 1,125	0.0%
Automotive Maintenance	$ -	$ -	$ -	$ 700	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%
	$ -	$ -	$ -	$ 137,997	$ 143,845	4.2%	$ 147,005	2.2%	$ 150,245	2.2%	$ 153,575	2.2%	$ 156,985	2.2%
Municipal Center														
Staff Salaries	$ 37,717	$ 51,168	$ 51,169	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Vacation BB - Retire Pay	$ 897	$ -	$ 1,000	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Overtime	$ 7,569	$ 7,177	$ 8,500	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Equipment	$ 2,109	$ 3,005	$ 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	$ 16,189	$ 20,396	$ 23,600	$ 25,960	$ 27,260	5.0%	$ 28,620	5.0%	$ 30,055	5.0%	$ 31,555	5.0%	$ 33,135	5.0%
Electric	$ 29,712	$ 27,590	$ 35,000	$ 25,200	$ 26,535	5.3%	$ 27,945	5.3%	$ 29,425	5.3%	$ 30,985	5.3%	$ 32,625	5.3%
Utilities	$ 4,681	$ 4,290	$ 5,600	$ 4,500	$ 4,680	4.0%	$ 4,870	4.1%	$ 5,065	4.0%	$ 5,265	3.9%	$ 5,475	4.0%
Building Repairs	$ 11,738	$ 13,318	$ 3,525	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Maintenance Supplies	$ 4,631	$ 4,698	$ 6,000	$ 6,000	$ 6,100	1.7%	$ 6,200	1.6%	$ 6,200	0.0%	$ 6,300	1.6%	$ 6,300	0.0%
Maintenance Contracts	$ 17,285	$ 7,652	$ 10,200	$ 10,200	$ 10,300	1.0%	$ 10,400	1.0%	$ 10,400	0.0%	$ 10,500	1.0%	$ 10,500	0.0%
Grounds Maintenance	$ 647	$ 1,385	$ 1,500	$ 1,500	$ 1,600	6.7%	$ 1,700	6.3%	$ 1,700	0.0%	$ 1,800	5.9%	$ 1,800	0.0%
Clothing	$ 300	$ 379	$ 400	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Automotive Maintenance	$ 1,080	$ 72	$ 700	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 134,559	$ 141,129	$ 150,194	$ 91,360	$ 94,475	3.4%	$ 97,735	3.5%	$ 100,845	3.2%	$ 104,405	3.5%	$ 107,835	3.3%
Police														
Department Head Salary	$ 92,914	$ 94,349	$ 96,151	$ 97,981	$ 99,860	1.9%	$ 101,770	1.9%	$ 103,720	1.9%	$ 105,710	1.9%	$ 107,740	1.9%
Staff Salaries	$ 1,209,177	$ 1,170,753	$ 1,436,724	$ 1,449,792	$ 1,515,615	4.5%	$ 1,561,470	3.0%	$ 1,610,200	3.1%	$ 1,659,630	3.1%	$ 1,708,700	3.0%
Vacation BB - Retire Pay	$ 21,364	$ 17,341	$ 8,500	$ 8,500	$ 8,500	0.0%	$ 8,500	0.0%	$ 8,500	0.0%	$ 8,500	0.0%	$ 8,500	0.0%
Educational Incentive	$ 30,153	$ 23,501	$ 29,871	$ 29,360	$ 27,690	-5.7%	$ 27,970	1.0%	$ 28,250	1.0%	$ 28,530	1.0%	$ 28,820	1.0%
Overtime	$ 218,527	$ 229,937	$ 125,000	$ 125,000	$ 130,000	4.0%	$ 135,200	4.0%	$ 140,608	4.0%	$ 146,233	4.0%	$ 152,081	4.0%
Police Outside Overtime	$ 10,195	$ 3,742	$ 28,850	$ 20,000	$ 15,000	-25.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Holiday Pay	$ 26,111	$ 25,496	$ 29,527	$ 30,127	$ 30,960	2.8%	$ 31,950	3.2%	$ 32,980	3.2%	$ 34,020	3.2%	$ 35,060	3.1%
Auxiliary Staff	$ 2,000	$ 14,693	$ 2,000	$ 3,000	$ 5,000	66.7%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Clerical	$ 106,703	$ 109,447	$ 111,585	$ 108,595	$ 114,230	5.2%	$ 117,970	3.3%	$ 120,820	2.4%	$ 123,710	2.4%	$ 126,690	2.4%
Equipment	$ 6,695	$ 5,354	$ 8,000	$ 8,000	$ 8,200	2.5%	$ 8,400	2.4%	$ 8,400	0.0%	$ 8,600	2.4%	$ 8,600	0.0%
Poundkeeper	$ 10,367	$ 8,321	$ 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	$ 19,274	$ 13,834	$ 25,000	$ 25,000	$ 25,500	2.0%	$ 26,000	2.0%	$ 26,500	1.9%	$ 27,000	1.9%	$ 27,500	1.9%
Conferences/Memberships	$ 2,820	$ 3,530	$ 4,200	$ 4,200	$ 4,500	7.1%	$ 4,600	2.2%	$ 4,700	2.2%	$ 4,800	2.1%	$ 4,900	2.1%
Computer Supplies	$ 4,510	$ 10,013	$ 10,000	$ 10,500	$ 12,000	14.3%	$ 12,000	0.0%	$ 12,500	4.2%	$ 12,500	0.0%	$ 13,000	4.0%
Professional Services	$ 1,899	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Reimbursements/Insurance	$ 7,051	$ 9,397	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Heating Fuel	$ -	$ 20,177	$ 19,740	$ 21,500	$ 22,575	5.0%	$ 23,705	5.0%	$ 24,890	5.0%	$ 26,135	5.0%	$ 27,440	5.0%
Gasoline	$ 21,850	$ 27,381	$ 33,600	$ 35,000	$ 36,750	5.0%	$ 38,590	5.0%	$ 40,515	5.0%	$ 45,545	12.4%	$ 44,670	-1.9%
Diesel	$ -	$ 291	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Electric	$ -	$ 19,801	$ 25,200	$ 23,130	$ 27,173	17.5%	$ 28,260	4.0%	$ 29,390	4.0%	$ 30,566	4.0%	$ 31,789	4.0%
Utilities	$ 1,591	$ 3,730	$ 5,250	$ 5,400	$ 5,615	4.0%	$ 5,840	4.0%	$ 6,075	4.0%	$ 6,320	4.0%	$ 6,570	4.0%
Building Maintenance	$ 365	$ 24,907	$ 35,700	$ 10,000	$ 10,200	2.0%	$ 10,404	2.0%	$ 10,612	2.0%	$ 10,824	2.0%	$ 11,041	2.0%
Maintenance Supplies	$ -	$ 4,856	$ 3,570	$ 3,500	$ 3,714	6.1%	$ 3,788	2.0%	$ 3,864	2.0%	$ 3,941	2.0%	$ 4,020	2.0%
Grounds Maintenance	$ 5,625	$ 17,885	$ 9,530	$ 12,000	$ 13,125	9.4%	$ 13,781	5.0%	$ 14,470	5.0%	$ 15,194	5.0%	$ 15,954	5.0%
Telephone	$ 19,182	$ 26,143	$ 21,712	$ 25,000	$ 25,500	2.0%	$ 26,000	2.0%	$ 26,500	1.9%	$ 27,500	3.8%	$ 28,000	1.8%
VIBRS/VLETS	$ 10,148	$ 13,708	$ 20,000	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Office Furniture	$ 988	$ 557	$ 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	$ 3,227	$ 4,524	$ 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	$ 1,684	$ 1,035	$ 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	$ 7,588	$ 6,936	$ 6,120	$ 6,120	$ 6,367	4.0%	$ 6,494	2.0%	$ 6,624	2.0%	$ 6,756	2.0%	$ 6,892	2.0%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Books/Reference	$ 229	$ 229	$ 200	$ 200	$ 250	25.0%	$ 250	0.0%	$ 250	0.0%	$ 250	0.0%	$ 250	0.0%
Operating Supplies	$ 10,495	$ 15,431	$ 10,700	$ 10,700	$ 11,100	3.7%	$ 11,300	1.8%	$ 11,500	1.8%	$ 11,700	1.7%	$ 11,700	0.0%
Clothing	$ 16,908	$ 12,513	$ 23,000	$ 23,000	$ 24,500	6.5%	$ 24,500	0.0%	$ 25,000	2.0%	$ 25,000	0.0%	$ 25,500	2.0%
Equipment Maintenance	$ 4,375	$ 6,995	$ 4,000	$ 17,000	$ 17,500	2.9%	$ 18,000	2.9%	$ 18,500	2.8%	$ 19,000	2.7%	$ 20,000	5.3%
Automotive Equipment	$ 523	$ -	$ 1,000	$ 1,000	$ 2,000	100.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Automotive Maintenance	$ 20,389	$ 16,119	$ 20,000	$ 20,000	$ 22,000	10.0%	$ 22,000	0.0%	$ 22,500	2.3%	$ 22,500	0.0%	$ 23,000	2.2%
Prisoner Expense	$ 3,169	$ 3,440	$ 3,500	$ 3,500	$ 4,000	14.3%	$ 4,000	0.0%	$ 4,500	12.5%	$ 4,500	0.0%	$ 5,000	11.1%
Crime Prevention	$ 1,872	$ -	$ 2,000	$ 2,000	$ 2,500	25.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Transportation	$ 2,882	$ 1,300	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
	$ 1,902,851	$ 1,967,665	$ 2,183,230	$ 2,182,105	$ 2,276,924	4.3%	$ 2,342,242	2.9%	$ 2,411,868	3.0%	$ 2,484,465	3.0%	$ 2,552,916	2.8%
Dispatch														
Chief Dispatcher	$ 47,599	$ 48,307	$ 49,738	$ 50,739	$ 52,900	4.3%	$ 54,490	3.0%	$ 56,120	3.0%	$ 57,810	3.0%	$ 59,540	3.0%
Staff Salaries	$ 299,420	$ 316,645	$ 356,295	$ 364,974	$ 376,180	3.1%	$ 389,290	3.5%	$ 402,830	3.5%	$ 416,890	3.5%	$ 432,360	3.7%
Vacation Buy	$ 4,155	$ 6,597	$ 3,500	$ 3,500	$ 3,600	2.9%	$ 3,600	0.0%	$ 3,700	2.8%	$ 3,700	0.0%	$ 3,700	0.0%
Educational Incentive	$ 6,354	$ 6,634	$ 6,846	$ 7,968	$ 6,220	-21.9%	$ 6,340	1.9%	$ 6,470	2.1%	$ 6,600	2.0%	$ 6,730	2.0%
Overtime	$ 74,314	$ 84,710	$ 80,651	$ 80,600	$ 83,910	4.1%	$ 85,558	2.0%	$ 87,269	2.0%	$ 89,014	2.0%	$ 90,795	2.0%
Holiday Pay	$ 5,409	$ 6,013	$ 6,942	$ 7,837	$ 6,130	-21.8%	$ 6,330	3.3%	$ 6,530	3.2%	$ 6,750	3.4%	$ 6,980	3.4%
Equipment	$ 3,461	$ 3,388	$ 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	$ 219	$ 257	$ 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	$ 180	$ 580	$ 600	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Office Supplies	$ 539	$ 481	$ 500	$ 500	$ 600	20.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Operating Supplies	$ 1,295	$ 2,327	$ 1,750	$ 1,750	$ 1,785	2.0%	$ 1,785	0.0%	$ 1,785	0.0%	$ 1,820	2.0%	$ 1,820	0.0%
Uniforms	$ 86	$ 244	$ 200	$ 200	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%
Equipment Maintenance	$ 998	$ 1,568	$ 1,500	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
	$ 444,030	$ 477,750	$ 516,022	$ 527,668	$ 541,125	2.6%	$ 557,793	3.1%	$ 575,104	3.1%	$ 592,984	3.1%	$ 612,325	3.3%
Public Works														
Department Head Salary	$ 45,670	$ 37,856	$ 44,298	$ 47,749	$ 48,700	2.0%	$ 49,660	2.0%	$ 50,640	2.0%	$ 51,640	2.0%	$ 52,660	2.0%
Staff Salaries	$ 567,477	$ 604,409	$ 636,423	$ 636,551	$ 674,130	5.9%	$ 697,720	3.5%	$ 722,410	3.5%	$ 748,250	3.6%	$ 772,950	3.3%
Mechanics Staff Salaries	$ 157,594	$ 145,881	$ 159,262	$ 162,021	$ 159,870	-1.3%	$ 167,080	4.5%	$ 172,420	3.2%	$ 177,980	3.2%	$ 183,780	3.3%
Vacation BB - Retire Pay	$ 3,955	$ 6,796	$ 7,000	$ 1,000	$ 3,000	200.0%	$ 3,000	0.0%	$ 15,000	400.0%	$ 3,000	-80.0%	$ 3,000	0.0%
Overtime	$ 119,939	$ 126,707	$ 92,000	$ 92,000	$ 93,000	1.1%	$ 94,000	1.1%	$ 95,000	1.1%	$ 96,000	1.1%	$ 96,000	0.0%
Holiday/Weekend Pay	$ 15,524	$ 16,428	$ 15,903	$ 16,221	$ 16,390	1.0%	$ 16,720	2.0%	$ 17,050	2.0%	$ 17,390	2.0%	$ 17,740	2.0%
Clerical	$ 42,523	$ 45,645	$ 48,157	$ 49,805	$ 51,970	4.3%	$ 53,320	2.6%	$ 54,700	2.6%	$ 56,110	2.6%	$ 57,570	2.6%
Seasonal Help	$ -	$ -	$ -	$ -	$ 24,000	100.0%	$ 24,480	2.0%	$ 24,970	2.0%	$ 25,470	2.0%	$ 25,980	2.0%
Conferences/Memberships	$ 764	$ 598	$ 3,000	$ 3,000	$ 3,000	0.0%	$ 3,100	3.3%	$ 3,100	0.0%	$ 3,100	0.0%	$ 3,100	0.0%
Professional Services	$ 11,506	$ 13,532	$ 10,000	$ 10,000	$ 12,000	20.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 14,000	16.7%	$ 14,000	0.0%
Equip Rental - Outside	$ 18,517	$ 16,198	$ 17,000	$ 17,000	$ 18,000	5.9%	$ 19,000	5.6%	$ 19,000	0.0%	$ 20,000	5.3%	$ 20,000	0.0%
Reimbursable Expense	$ 8,365	$ 13,541	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Telephone	$ 4,674	$ 8,057	$ 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	$ 617	$ 1,774	$ 800	$ 800	$ 800	0.0%	$ 900	12.5%	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%
Postage Expense	$ 94	$ 98	$ 300	$ 300	$ 400	33.3%	$ 450	12.5%	$ 450	0.0%	$ 500	11.1%	$ 500	0.0%
Office Supplies	$ 2,718	$ 3,982	$ 3,900	$ 3,900	$ 4,000	2.6%	$ 4,100	2.5%	$ 4,100	0.0%	$ 4,200	2.4%	$ 4,200	0.0%
Clothing	$ 5,101	$ 5,983	$ 5,500	$ 6,000	$ 5,500	-8.3%	$ 5,700	3.6%	$ 5,700	0.0%	$ 5,700	0.0%	$ 5,700	0.0%
Safety Equipment	$ 6,265	$ 4,522	$ 6,000	$ 6,000	$ 6,500	8.3%	$ 7,000	7.7%	$ 7,000	0.0%	$ 7,500	7.1%	$ 7,500	0.0%
	$ 1,011,302	$ 1,052,007	$ 1,054,943	$ 1,057,747	$ 1,126,660	6.5%	$ 1,163,630	3.3%	$ 1,209,840	4.0%	$ 1,237,140	2.3%	$ 1,270,980	2.7%
Public Works Bridges														
Painting & Repair	$ 10,367	$ 12,099	$ 10,000	$ 10,000	$ 13,000	30.0%	$ 14,000	7.7%	$ 15,000	7.1%	$ 16,000	6.7%	$ 17,000	6.3%
	$ 10,367	$ 12,099	$ 10,000	$ 10,000	$ 13,000	30.0%	$ 14,000	7.7%	$ 15,000	7.1%	$ 16,000	6.7%	$ 17,000	6.3%

Public Works Drainage

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Pipes	$ 5,535	$ 6,221	$ 6,600	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Grates & Risers	$ 6,046	$ 3,612	$ 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	$ 8,897	$ 9,809	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
	$ 20,477	$ 19,641	$ 21,100	$ 24,500	$ 24,600	0.4%	$ 24,700	0.4%	$ 24,800	0.4%	$ 24,900	0.4%	$ 25,000	0.4%
Public Works Equipment														
Parts	$ 94,877	$ 101,730	$ 95,000	$ 98,000	$ 100,000	2.0%	$ 102,000	2.0%	$ 104,000	2.0%	$ 106,000	1.9%	$ 108,000	1.9%
Tires & Accessories	$ 8,138	$ 17,009	$ 12,000	$ 12,000	$ 12,000	0.0%	$ 12,500	4.2%	$ 12,500	0.0%	$ 12,500	0.0%	$ 13,000	4.0%
Small Tools	$ 6,729	$ 5,315	$ 5,600	$ 6,500	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%
	$ 109,744	$ 124,054	$ 112,600	$ 116,500	$ 118,500	1.7%	$ 121,000	2.1%	$ 123,000	1.7%	$ 125,000	1.6%	$ 127,500	2.0%
Public Works Gas & Oil														
Gasoline Pump Maintenance	$ 3,473	$ 100	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Gasoline	$ 4,073	$ 5,475	$ 8,000	$ 8,000	$ 8,400	5.0%	$ 8,820	5.0%	$ 9,260	5.0%	$ 9,725	5.0%	$ 10,210	5.0%
Diesel	$ 61,031	$ 68,247	$ 80,000	$ 80,000	$ 84,000	5.0%	$ 88,200	5.0%	$ 92,610	5.0%	$ 97,240	5.0%	$ 102,105	5.0%
Lube & Oil	$ 5,578	$ 6,202	$ 7,500	$ 7,500	$ 8,000	6.7%	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,500	6.3%	$ 8,500	0.0%
	$ 74,156	$ 80,025	$ 95,500	$ 95,500	$ 100,400	5.1%	$ 105,020	4.6%	$ 109,870	4.6%	$ 115,465	5.1%	$ 120,815	4.6%
Public Works Summer Roads														
Chloride	$ 21,974	$ 26,842	$ 26,000	$ 26,000	$ 27,000	3.8%	$ 27,500	1.9%	$ 28,000	1.8%	$ 28,500	1.8%	$ 28,500	0.0%
Hot Mix	$ 29,104	$ 40,741	$ 32,000	$ 32,000	$ 33,000	3.1%	$ 33,000	0.0%	$ 33,000	0.0%	$ 35,000	6.1%	$ 35,000	0.0%
Cold Patch	$ 940	$ 1,727	$ 900	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,100	10.0%	$ 1,100	0.0%
Gravel	$ 42,159	$ 28,878	$ 32,000	$ 32,000	$ 33,000	3.1%	$ 33,500	1.5%	$ 34,000	1.5%	$ 34,500	1.5%	$ 34,500	0.0%
Guard Rails	$ 459	$ 6,251	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
	$ 94,636	$ 104,439	$ 100,900	$ 101,000	$ 104,000	3.0%	$ 105,000	1.0%	$ 106,000	1.0%	$ 109,100	2.9%	$ 109,100	0.0%
Public Works Sidewalks														
Sidewalk Repairs	$ 7,746	$ 11,088	$ 25,000	$ 25,000	$ 27,500	10.0%	$ 30,000	9.1%	$ 32,500	8.3%	$ 35,000	7.7%	$ 37,500	7.1%
	$ 7,746	$ 11,088	$ 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	$ 16,801	$ 7,673	$ 11,000	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Signs & Street Markings	$ 10,254	$ 6,055	$ 12,500	$ 12,500	$ 13,000	4.0%	$ 13,500	3.8%	$ 13,500	0.0%	$ 14,000	3.7%	$ 14,000	0.0%
Broom Material	$ -	$ 1,060	$ 3,000	$ 3,000	$ 3,300	10.0%	$ 3,400	3.0%	$ 3,500	2.9%	$ 3,600	2.9%	$ 3,600	0.0%
Traffic Safety	$ 5,233	$ 1,129	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Line Striping	$ 24,153	$ 21,466	$ 27,300	$ 27,000	$ 27,500	1.9%	$ 27,500	0.0%	$ 27,500	0.0%	$ 27,700	0.7%	$ 27,700	0.0%
Tree Removal	$ 3,440	$ 10,020	$ 10,000	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Tree Care	$ -	$ 475	$ 2,000	$ 2,000	$ 4,000	100.0%	$ 5,000	25.0%	$ 6,000	20.0%	$ 7,000	16.7%	$ 7,000	0.0%
	$ 59,881	$ 47,878	$ 75,800	$ 79,500	$ 82,800	4.2%	$ 84,400	1.9%	$ 85,500	1.3%	$ 87,300	2.1%	$ 87,300	0.0%
Public Works Winter Roads														
Salt	$ 171,138	$ 132,758	$ 120,000	$ 120,000	$ 126,000	5.0%	$ 127,000	0.8%	$ 128,000	0.8%	$ 129,000	0.8%	$ 129,000	0.0%
Sand	$ 36,145	$ 25,134	$ 29,000	$ 29,000	$ 31,000	6.9%	$ 32,000	3.2%	$ 33,000	3.1%	$ 34,000	3.0%	$ 34,000	0.0%
Chains & Blades	$ 21,848	$ 12,513	$ 15,600	$ 15,600	$ 15,700	0.6%	$ 15,700	0.0%	$ 15,800	0.6%	$ 15,800	0.0%	$ 15,800	0.0%
Equipment Maintenance	$ 19,546	$ 52,017	$ 21,000	$ 21,000	$ 21,500	2.4%	$ 21,500	0.0%	$ 21,500	0.0%	$ 22,000	2.3%	$ 22,000	0.0%
	$ 248,677	$ 222,421	$ 185,600	$ 185,600	$ 194,200	4.6%	$ 196,200	1.0%	$ 198,300	1.1%	$ 200,800	1.3%	$ 200,800	0.0%
Public Works Yard Expense														
Fuel Expense	$ 8,429	$ 11,341	$ 11,200	$ 12,000	$ 12,600	5.0%	$ 13,230	5.0%	$ 13,895	5.0%	$ 14,590	5.0%	$ 15,315	5.0%
Electric	$ 9,386	$ 10,261	$ 11,130	$ 10,170	$ 10,680	5.0%	$ 11,215	5.0%	$ 11,775	5.0%	$ 12,365	5.0%	$ 1,290	-89.6%
Utilities	$ 5,589	$ 5,637	$ 5,600	$ 5,700	$ 5,390	-5.4%	$ 6,165	14.4%	$ 6,415	4.1%	$ 6,670	4.0%	$ 6,935	4.0%
Building Repairs	$ 8,569	$ 16,465	$ 20,000	$ 15,000	$ 25,000	66.7%	$ 25,000	0.0%	$ 25,000	0.0%	$ 30,000	20.0%	$ 30,000	0.0%
Maintenance Supplies	$ 441	$ 1,028	$ 1,500	$ 1,000	$ 1,600	60.0%	$ 1,600	0.0%	$ 1,600	0.0%	$ 1,700	6.3%	$ 1,700	0.0%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Refuse Charges	$ 426	$ 455	$ 1,200	$ 900	$ 1,300	44.4%	$ 1,400	7.7%	$ 1,400	0.0%	$ 1,500	7.1%	$ 1,500	0.0%
	$ 32,839	$ 45,186	$ 50,630	$ 44,770	$ 56,570	26.4%	$ 58,610	3.6%	$ 60,085	2.5%	$ 66,825	11.2%	$ 56,740	-15.1%
Public Works Traffic Lght														
Electric	$ 3,750	$ 3,751	$ 4,368	$ 3,800	$ 3,990	5.0%	$ 4,190	5.0%	$ 4,400	5.0%	$ 4,620	5.0%	$ 4,850	5.0%
Contractual Repairs	$ 3,320	$ 1,000	$ 1,000	$ 1,000	$ 2,000	100.0%	$ 3,000	50.0%	$ 3,000	0.0%	$ 4,000	33.3%	$ 4,000	0.0%
Parts	$ 6,648	$ 3,361	$ 2,000	$ 2,000	$ 2,500	25.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 3,000	20.0%	$ 3,000	0.0%
	$ 13,719	$ 8,112	$ 7,368	$ 6,800	$ 8,490	24.9%	$ 9,690	14.1%	$ 9,900	2.2%	$ 11,620	17.4%	$ 11,850	2.0%
Public Works Storm Water														
Engineering	$ -	$ -	$ -	$ -	$ 10,000	100.0%	$ 10,300	3.0%	$ 10,610	3.0%	$ 10,930	3.0%	$ 11,255	3.0%
Stormwater Upgrades	$ -	$ -	$ -	$ -	$ 40,000	100.0%	$ 41,200	3.0%	$ 42,440	3.0%	$ 43,710	3.0%	$ 45,020	3.0%
Permits & Compliance	$ -	$ -	$ -	$ -	$ 10,000	100.0%	$ 10,300	3.0%	$ 10,610	3.0%	$ 10,930	3.0%	$ 11,255	3.0%
					$ 60,000	100.0%	$ 61,800	3.0%	$ 63,660	3.0%	$ 65,570	3.0%	$ 67,530	3.0%
Regional														
Windham Regional	$ 22,180	$ 26,471	$ 30,600	$ 27,500	$ 28,050	2.0%	$ 28,611	2.0%	$ 29,183	2.0%	$ 29,767	2.0%	$ 30,362	2.0%
County Tax	$ 84,384	$ 75,639	$ 85,000	$ 85,000	$ 87,000	2.4%	$ 88,000	1.1%	$ 89,000	1.1%	$ 90,000	1.1%	$ 91,000	1.1%
	$ 106,564	$ 102,110	$ 115,600	$ 112,500	$ 115,050	2.3%	$ 116,611	1.4%	$ 118,183	1.3%	$ 119,767	1.3%	$ 121,362	1.3%
Recreation & Parks														
Department Head Salary	$ 67,449	$ 68,519	$ 69,877	$ 74,332	$ 75,810	2.0%	$ 77,310	2.0%	$ 78,850	2.0%	$ 80,410	2.0%	$ 82,010	2.0%
Staff Salaries	$ 67,852	$ 68,643	$ 69,729	$ 71,151	$ 74,370	4.5%	$ 76,210	2.5%	$ 78,090	2.5%	$ 80,020	2.5%	$ 82,000	2.5%
Vacation BB - Retire Pay	$ 5,208	$ 6,387	$ 7,500	$ 7,500	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%
Overtime	$ 3,631	$ 3,679	$ 3,900	$ 3,900	$ 4,100	5.1%	$ 4,200	2.4%	$ 4,300	2.4%	$ 4,400	2.3%	$ 4,400	0.0%
Clerical	$ 31,135	$ 31,449	$ 32,101	$ 32,757	$ 36,260	10.7%	$ 37,340	3.0%	$ 38,450	3.0%	$ 39,600	3.0%	$ 40,780	3.0%
Conferences/Memberships	$ 833	$ 1,105	$ 755	$ 800	$ 755	-5.6%	$ 755	0.0%	$ 755	0.0%	$ 755	0.0%	$ 755	0.0%
Telephone	$ 6,713	$ 6,568	$ 7,400	$ 7,000	$ 7,400	5.7%	$ 7,400	0.0%	$ 7,400	0.0%	$ 7,400	0.0%	$ 7,400	0.0%
Postage Expense	$ 690	$ 561	$ 900	$ 900	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%
Office Supplies	$ 3,927	$ 3,833	$ 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	$ 1,152	$ 535	$ 2,300	$ 1,500	$ 2,300	53.3%	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,300	0.0%
	$ 188,591	$ 191,278	$ 198,262	$ 203,640	$ 213,295	4.7%	$ 217,815	2.1%	$ 222,445	2.1%	$ 227,185	2.1%	$ 231,945	2.1%
Gibson-Aiken Center														
Staff Salaries	$ 37,788	$ 38,770	$ 37,106	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Vacation BB - Retire Pay	$ 1,258	$ 1,347	$ 702	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Fuel Expense	$ 13,311	$ 15,565	$ 17,000	$ 18,700	$ 19,635	5.0%	$ 20,620	5.0%	$ 21,650	5.0%	$ 22,730	5.0%	$ 23,870	5.0%
Electric	$ 16,126	$ 15,954	$ 18,603	$ 18,900	$ 19,845	5.0%	$ 20,840	5.0%	$ 21,880	5.0%	$ 22,975	5.0%	$ 24,125	5.0%
Utilities	$ 4,081	$ 4,563	$ 4,975	$ 4,975	$ 5,175	4.0%	$ 5,380	4.0%	$ 5,600	4.1%	$ 5,820	3.9%	$ 6,055	4.0%
Building Repairs	$ 15,854	$ 15,746	$ 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	$ 4,190	$ 3,429	$ 4,000	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
	$ 92,607	$ 95,374	$ 95,386	$ 59,575	$ 61,655	3.5%	$ 63,840	3.5%	$ 66,130	3.6%	$ 68,525	3.6%	$ 71,050	3.7%
Parks														
Staff Salaries	$ 152,383	$ 154,638	$ 166,885	$ 168,508	$ 174,050	3.3%	$ 177,510	2.0%	$ 181,040	2.0%	$ 184,640	2.0%	$ 188,310	2.0%
Vacation BB - Retire Pay	$ 636	$ -	$ 702	$ 716	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%
Overtime	$ 10,650	$ 9,199	$ 8,711	$ 9,500	$ 9,231	-2.8%	$ 9,507	3.0%	$ 9,792	3.0%	$ 10,086	3.0%	$ 10,388	3.0%
Holiday/Weekend Pay	$ 5,745	$ 5,934	$ 7,544	$ 7,695	$ 7,780	1.1%	$ 7,930	1.9%	$ 8,090	2.0%	$ 8,250	2.0%	$ 8,420	2.1%
Seasonal Employees	$ 20,434	$ 17,961	$ 21,538	$ 24,000	$ 24,000	0.0%	$ 26,000	8.3%	$ 28,000	7.7%	$ 30,000	7.1%	$ 32,000	6.7%
Equipment	$ 7,353	$ 7,156	$ 7,000	$ 7,000	$ 7,200	2.9%	$ 7,200	0.0%	$ 7,200	0.0%	$ 7,400	2.8%	$ 7,400	0.0%
Contractual Repairs	$ 700	$ -	$ 800	$ 800	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%
Training	$ -	$ 315	$ 600	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Propane	$ 3,462	$ 4,435	$ 4,200	$ 4,800	$ 5,040	5.0%	$ 5,295	5.1%	$ 5,560	5.0%	$ 5,385	-3.1%	$ 6,125	13.7%

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Gasoline	$ 4,651	$ 4,738	$ 8,000	$ 6,500	$ 6,825	5.0%	$ 7,170	5.1%	$ 7,525	5.0%	$ 7,900	5.0%	$ 8,300	5.1%
Electric	$ 17,830	$ 21,224	$ 23,846	$ 21,600	$ 22,680	5.0%	$ 23,815	5.0%	$ 25,005	5.0%	$ 26,255	5.0%	$ 27,570	5.0%
Utilities	$ 4,220	$ 5,589	$ 4,867	$ 5,000	$ 5,200	4.0%	$ 5,400	3.8%	$ 5,625	4.2%	$ 5,850	4.0%	$ 6,085	4.0%
Building Repairs	$ 6,327	$ 6,385	$ 9,500	$ 9,500	$ 10,000	5.3%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,500	5.0%	$ 10,500	0.0%
Maintenance Supplies	$ 555	$ 350	$ 1,400	$ 1,400	$ 1,500	7.1%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,600	6.7%	$ 1,600	0.0%
Refuse/Landfill	$ 40	$ 293	$ 300	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
Grounds Maintenance	$ 14,758	$ 16,578	$ 17,500	$ 21,500	$ 20,000	-7.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Equipment Parts	$ 4,294	$ 5,476	$ 4,000	$ 4,200	$ 4,000	-4.8%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Tires	$ 30	$ 2,404	$ 1,000	$ 1,000	$ 1,000	0.0%	$ 1,100	10.0%	$ 1,100	0.0%	$ 1,100	0.0%	$ 1,100	0.0%
Clothing	$ 1,053	$ 1,560	$ 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	$ 1,061	$ 784	$ 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	$ 590	$ 754	$ 1,100	$ 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	$ 5,090	$ 6,869	$ 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	$ 2,507	$ 1,567	$ 2,700	$ 2,700	$ 2,700	0.0%	$ 2,700	0.0%	$ 2,700	0.0%	$ 2,700	0.0%	$ 2,700	0.0%
	$ 264,371	$ 274,210	$ 300,893	$ 307,119	$ 313,456	2.1%	$ 321,377	2.5%	$ 329,387	2.5%	$ 337,916	2.6%	$ 346,748	2.6%
Cemetery Maintenance														
Contractual Repairs	$ 22,052	$ 13,499	$ 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	$ 4,476	$ 3,000	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
	$ 23,402	$ 17,974	$ 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	$ 8,703	$ 8,575	$ 8,000	$ 9,000	$ 9,000	0.0%	$ 10,000	11.1%	$ 10,000	0.0%	$ 8,500	-15.0%	$ 11,000	29.4%
	$ 8,703	$ 8,575	$ 8,000	$ 9,000	$ 9,000	0.0%	$ 10,000	11.1%	$ 10,000	0.0%	$ 8,500	-15.0%	$ 11,000	29.4%
Senior Center														
Staff Salaries	$ -	$ -	$ -	$ -	$ -		$ -		$ -					
Building Maint Contract	$ 1,607	$ 1,563	$ 1,800	$ 1,800	$ 1,900	5.6%	$ 1,900	0.0%	$ 1,900	0.0%	$ 2,000	5.3%	$ 2,000	0.0%
Operating Supplies	$ 2,403	$ 2,363	$ 2,200	$ 2,400	$ 2,300	-4.2%	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,400	4.3%	$ 2,400	0.0%
	$ 4,010	$ 3,926	$ 4,000	$ 4,200	$ 4,200	0.0%	$ 4,200	0.0%	$ 4,200	0.0%	$ 4,400	4.8%	$ 4,400	0.0%
Skating Rink														
Staff Salaries	$ 10,698	$ 10,954	$ 10,300	$ 11,500	$ 11,500	0.0%	$ 12,700	10.4%	$ 12,700	0.0%	$ 13,900	9.4%	$ 13,900	0.0%
Propane	$ 17,550	$ 17,835	$ 19,425	$ 22,000	$ 23,100	5.0%	$ 24,255	5.0%	$ 25,470	5.0%	$ 26,745	5.0%	$ 28,085	5.0%
Electric	$ 25,353	$ 23,359	$ 30,513	$ 28,000	$ 29,400	5.0%	$ 30,870	5.0%	$ 32,415	5.0%	$ 34,040	5.0%	$ 35,745	5.0%
Utilities	$ 16,363	$ 6,406	$ 5,500	$ 6,000	$ 6,240	4.0%	$ 6,490	4.0%	$ 6,750	4.0%	$ 7,020	4.0%	$ 7,300	4.0%
Building Repairs	$ 5,978	$ 7,041	$ 7,500	$ 7,500	$ 7,500	0.0%	$ 7,700	2.7%	$ 7,700	0.0%	$ 7,700	0.0%	$ 7,700	0.0%
Operating Supplies	$ 12,808	$ 11,854	$ 11,500	$ 11,500	$ 11,600	0.9%	$ 11,600	0.0%	$ 11,600	0.0%	$ 11,700	0.9%	$ 11,700	0.0%
	$ 88,751	$ 77,448	$ 84,738	$ 86,500	$ 89,340	3.3%	$ 93,615	4.8%	$ 96,635	3.2%	$ 101,105	4.6%	$ 104,430	3.3%
Day Camp														
Staff Salaries	$ 29,226	$ 31,640	$ 31,950	$ 35,350	$ 35,350	0.0%	$ 38,000	7.5%	$ 38,000	0.0%	$ 33,950	-10.7%	$ 41,000	20.8%
	$ 29,226	$ 31,640	$ 31,950	$ 35,350	$ 35,350	0.0%	$ 38,000	7.5%	$ 38,000	0.0%	$ 33,950	-10.7%	$ 41,000	20.8%
Pool														
Staff Salaries	$ 29,959	$ 33,734	$ 32,895	$ 37,000	$ 37,740	2.0%	$ 38,495	2.0%	$ 39,265	2.0%	$ 40,050	2.0%	$ 40,851	2.0%
Electric	$ 4,547	$ 6,588	$ 5,649	$ 6,030	$ 6,335	5.1%	$ 6,655	5.1%	$ 6,990	5.0%	$ 7,340	5.0%	$ 7,710	5.0%
Utilities	$ 11,272	$ 5,554	$ 8,000	$ 7,000	$ 7,280	4.0%	$ 7,570	4.0%	$ 7,875	4.0%	$ 8,190	4.0%	$ 8,520	4.0%
Building Repairs	$ 3,170	$ 1,255	$ 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	$ 15,066	$ 11,769	$ 10,700	$ 10,700	$ 15,000	40.2%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
	$ 64,013	$ 58,900	$ 58,744	$ 62,230	$ 67,855	9.0%	$ 69,220	2.0%	$ 70,630	2.0%	$ 72,080	2.1%	$ 73,581	2.1%

Irene Projects

Long Term Financial Plan - 2019

	ACTUAL FY: 2017	ACTUAL FY: 2018	BUDGET FY: 2019	BUDGET FY: 2020	FORECAST FY: 2021	%	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%
Cooke Road Temp Bridge	$ -	$ 3,840	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Cooke Road Bridge APRVD	$ -	$ (18,810)	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ -	$ (14,970)	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Downtown Association														
Downtown Alliance	$ 78,000	$ 75,000	$ 78,000	$ 80,000	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%
	$ 78,000	$ 75,000	$ 78,000	$ 80,000	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%
Transfers														
Transfer to Capital Fund	$ 959,000	$ 1,844,192	$ 1,715,000	$ 1,295,000	$ 1,000,000	-22.8%	$ 1,000,000	0.0%	$ 1,000,000	0.0%	$ 1,000,000	0.0%	$ 1,000,000	0.0%
Transfer to Solid Waste	$ 472,640	$ 536,836	$ 470,000	$ 510,000	$ 520,000	2.0%	$ 530,000	1.9%	$ 540,000	1.9%	$ 550,000	1.9%	$ 560,000	1.8%
Transfer Skatepark Fund	$ -	$ -	$ 60,000	$ -	$ -		$ -		$ -					
	$ 1,431,640	$ 2,381,028	$ 2,245,000	$ 1,805,000	$ 1,520,000	-15.8%	$ 1,530,000	0.7%	$ 1,540,000	0.7%	$ 1,550,000	0.6%	$ 1,560,000	0.6%
TOTAL EXPENDITURES	$ 15,699,053	$ 17,075,661	$ 17,755,915	$ 18,068,192	$ 18,268,043	1.1%	$ 18,726,272	2.5%	$ 19,093,288	2.0%	$ 19,561,033	2.4%	$ 20,070,405	2.6%
SURPLUS (DEFICIT)	$ 300,173	$ (649,653)	$ -	$ -	$ -		$ -		$ -		$ -		$ -	