MEMORANDUM

To: Selectboard

From: Peter B. Elwell, Town Manager

Re: Long Term Financial Plan (LTFP)

Date: September 30, 2020

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 FY26. 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 FY22 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 2020 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
FY22	3.65 cents	2.8%
FY23	3.46 cents	2.6%
FY24	3.98 cents	2.9%
FY25	3.87 cents	2.7%
FY26	3.66 cents	2.5%

- This property tax rate forecast predicts an average annual increase in municipal property taxes of approximately $70 (less than $18 per quarter) for more than half of the homeowners in Brattleboro.

- The first year of 1% Sales Tax collections far exceeded our expectations, even though the final two quarters were affected by the widespread economic impacts of COVID-19. Based on actual FY20 receipts of $833,775 and employing our practice of estimating revenues conservatively, we have included $825,000 of Sales Tax revenue in each year of the forecast.

- After years of steady and significant increases, revenue from the 1% Meals+Rooms Tax declined by 14% in FY20 from $437,489 to $375,512. Our forecast predicts small but steady Meals+Rooms collection increases of $10,000 per year as the restaurant and lodging industries recover from COVID-19 impacts.

- Employee Contributions to Health Insurance Premiums are predicted to increase by $45,000 in FY22 (when employee contributions will increase from 1% of the applicable premiums to 3% of the applicable premiums) and by another $55,000 in FY23 (when employee contributions will increase to 5% of the applicable premiums). The forecast assumes that the contribution rate remains at 5% of the applicable premiums for the remaining 3 years of the forecast period, resulting in small incremental increases in total employee contributions for those years.

- Planning permit fees are predicted to be $30,000 in each of the 5 years of the forecast period. This is reduced from the $40,000 estimate that had been included in recent budgets and prior LTFPs because the Town has substantially under collected this revenue (compared to budget) for several years in a row.

- Rental Income in the Police Department revenue forecast is predicted to decline by $10,000 from FY21 to FY22 and then to increase slightly in each of the subsequent years. This is because of a reduction in rent paid by the Brattleboro Reformer from $12.73 per square foot to $8 per square foot for calendar year 2021 and the expectation that this rental payment will then bounce back from this COVID-impacted reduction.

- 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%) and since these funds should only be used for non-recurring expenditures, staff will continue to recommend that each year's available fund balance be used to supplement the transfer from the General Fund to the Capital Fund as further described below.

- This forecast reflects the Town's continuing commitment to budget at least $1 million each year for capital projects and equipment. Since $1 million is less than is required annually to continue catching up on our long-term infrastructure needs and to maintain a steady approach to funding major equipment replacement, the forecast shows planned increases in the transfer to capital of $100,000 in FY23, $50,000 in FY24, and $50,000 in FY25. In addition, as described immediately above, staff will continue to recommend that annual budget surpluses be invested in capital by using transfers of excess fund balance to supplement the annual transfer to capital that is shown in this LTFP.

- At the recommendation of Representative Town Meeting's (RTM's) Finance Committee, we plan to incorporate the Town's Solid Waste revenues and expenditures as line items in the General Fund budget beginning in FY22. Those revenues and expenditures already have been credited to/against the General Fund, but the Solid Waste budget

was shown separately and the overall impact to the General Fund was shown as a single line item in the amount of the transfer from the General Fund to Solid Waste. This problem was compounded by the fact that volatility in global recycling markets and less-than-expected revenue from pay-as-you-throw garbage bag sales have resulted in annual supplemental transfers from the General Fund to Solid Waste above and beyond the amounts shown in the annual budget. From FY22 forward, all Solid Waste revenues and expenditures will be more transparently documented in the LTFP, in the annual budget, and in all our other budget-related financial reports.

- The cost of the Town's commitment to professional and proactive human resources management will be consolidated into a separate Human Resources departmental budget beginning in FY22. Our expenditure estimate for that first-year HR budget is $110,230, but most of this ($97,730 or 89%) is offset by reductions in the Town Manager's Office and General Services budgets.

- The forecast anticipates an average annual increase in total employee salaries Townwide of 2.76%. This reflects 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.

- The annual cost for pre-funding retirement benefits for General Fund employees is expected to increase by approximately $60,000 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 FY21 budget for retirement benefits for General Fund employees is approximately $35,000 below the FY17 budget for the prior benefits.)

- We have stabilized the rate of increase for employee benefits overall. This had been a rapidly escalating expense in the Town's budget, but actions taken in 2015 through 2019 reduced the rate of increase in last year's forecast to approximately 3.4%. This year's forecast maintains that 3.4% rate of increase for the FY22-FY26 forecast period.

- Annual departmental expenses (the non-personnel costs of each department's operations) are forecast to increase by approximately $375,000 overall between FY21 and FY26. This rate of increase of approximately 3.5% per year is primarily because of significant increases in the "Public Works Drainage" program that is required for the Town to comply with stormwater management regulations imposed by the State of Vermont. The annual cost of that program is expected to increase by approximately $83,000 (nearly double the FY21 amount of $84,500 for stormwater management) and this one program accounts for almost a quarter of the overall increase in departmental expenses. The balance of the increase in departmental expenses is comprised of small incremental increases in many different line items.

- In the first LTFP (back in 2016) and in every LTFP update since then, we have reported on the Town's excessively escalating workers' compensation costs and the efforts being made to contain them. Our increased emphasis on avoiding work-related injuries and on returning injured employees to work as soon as possible has halted the large annual cost increases for workers' compensation (that increase was 19.6% from FY18 to FY19) and actually resulted in a cost reduction of 2.8% from FY19 to FY20. However, a single large claim can have a significant impact on the following years' premiums so, employing our practice of estimating expenditures conservatively, the forecast shows 5% annual increases for workers' compensation expenditures (down from 10% annual workers' compensation increases in all our prior LTFPs).

- We have projected Human Services funding to remain flat throughout the forecast period. That funding has been increased by RTM in each of the past 3 years. For FY22 and beyond, RTM has recommended that the Town commit 2% of the annual General Fund budget to Human Services funding. That recommendation will be considered by the Selectboard during the FY22 budget process and will likely receive additional consideration at the 2021 RTM. For the purposes of this LTFP update, we have applied the previously agreed upon informal standard of 1% of the General Fund budget and have found that level-funding of Human Services expenditures will slightly exceed that standard in every year of the forecast. If the 2% standard is adopted, annual Human Services funding will increase by approximately $200,000, requiring approximately 1.74 additional cents on the municipal property tax rate.

- Annual expenditures for ambulance services are projected to increase by approximately 14% ($38,000) 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 $277,375 (21.6%) from FY21 to FY26.

- Planning is continuing for future replacement of the Public Works Facility and several major components of the infrastructure at Living Memorial Park. In last year's Capital Improvement Plan, we included a placeholder estimate of approximately $5 million for these projects and showed them being funded by bonds. While we do not yet have updated cost estimates and must emphasize that future cost estimates might be higher or lower than the current conceptual placeholder, we have estimated the debt service on that amount of bonds (approximately $255,000 per year if the bonds are issued for a 30-year term at 3% interest) to be approximately equal to the amount of debt service that will be retired during the current forecast period.

- 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. We are currently completing a feasibility analysis to determine if the conceptual plan for sharing the building with the Windham and Windsor Housing Trust (housing on the upper two floors, Town offices on the first floor, offices and meeting rooms in the basement) is physically constructable and financially viable. In the next few months, it will become clearer whether and when this project may move forward. For now, since the timeframe and details for the renovation project are currently unknown, we have not attempted to reflect the operational impact of the project in this document.

On behalf of the Town's entire management team, I look forward to presenting the LTFP to you and the public at the October 6 Selectboard meeting and to using this resource together as we proceed through the FY22 budget process and beyond.

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

Long Term Financial Plan - 2020
Summary By Type of Revenue and Expenditure

	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY:2024	%	FORECAST FY:2025	%	FORECAST FY:2026	%
Revenue											
Taxes											
Property Taxes	$ 15,235,166	$ 15,654,983	2.8%	$ 16,053,306	2.5%	$ 16,510,515	2.8%	$ 16,955,143	2.7%	$ 17,376,282	2.5%
Meals/Rooms	$ 440,000	$ 385,000	-12.5%	$ 395,000	2.6%	$ 405,000	2.5%	$ 415,000	2.5%	$ 425,000	2.4%
Sales Tax	$ 630,000	$ 825,000	31.0%	$ 825,000	0.0%	$ 825,000	0.0%	$ 825,000	0.0%	$ 825,000	0.0%
In Lieu of Taxes	$ 180,000	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%
Total	$ 16,485,166	$ 17,044,983	3.4%	$ 17,453,306	2.4%	$ 17,920,515	2.7%	$ 18,375,143	2.5%	$ 18,806,282	2.3%
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	$ 22,500	$ 21,500	-4.4%	$ 21,500	0.0%	$ 21,500	0.0%	$ 21,500	0.0%	$ 21,500	0.0%
Fire	$ 83,250	$ 83,370	0.1%	$ 83,370	0.0%	$ 89,117	6.9%	$ 89,117	0.0%	$ 89,242	0.1%
Solid Waste	$ -	$ 307,000	100.0%	$ 307,000	0.0%	$ 307,000	0.0%	$ 307,000	0.0%	$ 307,000	0.0%
Municipal Center	$ 18,000	$ 18,000	0.0%	$ 18,000	0.0%	$ 18,000	0.0%	$ 18,000	0.0%	$ 18,000	0.0%
Police	$ 87,786	$ 88,020	0.3%	$ 88,270	0.3%	$ 88,520	0.3%	$ 88,770	0.3%	$ 89,020	0.3%
Rec & Parks	$ 238,200	$ 239,600	0.6%	$ 241,100	0.6%	$ 242,300	0.5%	$ 243,300	0.4%	$ 244,300	0.4%
Total	$ 554,736	$ 862,490	55.5%	$ 864,240	0.2%	$ 871,437	0.8%	$ 872,687	0.1%	$ 874,062	0.2%
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	$ 31,600	$ 31,600	0.0%	$ 31,600	0.0%	$ 31,600	0.0%	$ 31,600	0.0%	$ 31,600	0.0%
Planning	$ 40,000	$ 30,000	-25.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%
Police	$ 20	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%
Total	$ 121,620	$ 111,620	-8.2%	$ 111,620	0.0%	$ 111,620	0.0%	$ 111,620	0.0%	$ 111,620	0.0%
Other											
Governmental	$ 405,000	$ 420,000	3.7%	$ 422,500	0.6%	$ 425,000	0.6%	$ 427,500	0.6%	$ 430,000	0.6%
Employee Contributions	$ 20,000	$ 65,000	225.0%	$ 120,000	84.6%	$ 126,000	5.0%	$ 132,300	5.0%	$ 138,915	5.0%
Fund Balance	$ 223,000	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfers	$ 340,000	$ 346,800	2.0%	$ 353,736	2.0%	$ 360,811	2.0%	$ 368,027	2.0%	$ 375,387	2.0%
Misc	$ 135,635	$ 65,500	-51.7%	$ 75,500	15.3%	$ 85,500	13.2%	$ 95,500	11.7%	$ 105,500	10.5%
Total	$ 1,123,635	$ 897,300	-20.1%	$ 971,736	8.3%	$ 997,311	2.6%	$ 1,023,327	2.6%	$ 1,049,802	2.6%
Total Revenue	$ 18,444,957	$ 19,076,193	3.4%	$ 19,560,702	2.5%	$ 20,060,683	2.6%	$ 20,542,577	2.4%	$ 21,001,567	2.2%
Expenses											
Salaries											
Town Manager	$ 311,670	$ 251,785	-19.2%	$ 256,805	2.0%	$ 261,935	2.0%	$ 267,165	2.0%	$ 272,485	2.0%
Finance	$ 330,280	$ 332,835	0.8%	$ 341,120	2.5%	$ 349,610	2.5%	$ 358,320	2.5%	$ 367,260	2.5%
Human Resources	$ -	$ 69,080		$ 73,270		$ 74,735		$ 76,230		$ 77,755	
Town Clerk	$ 138,375	$ 142,665	3.1%	$ 145,962	2.3%	$ 149,335	2.3%	$ 154,210	3.3%	$ 157,720	2.3%
Assessor	$ 141,405	$ 150,240	6.2%	$ 156,905	4.4%	$ 160,910	2.6%	$ 165,015	2.6%	$ 168,635	2.2%
Planning	$ 235,515	$ 242,035	2.8%	$ 247,910	2.4%	$ 253,930	2.4%	$ 260,100	2.4%	$ 266,425	2.4%
Library	$ 504,665	$ 515,400	2.1%	$ 529,970	2.8%	$ 545,150	2.9%	$ 558,745	2.5%	$ 569,685	2.0%
Fire	$ 1,802,190	$ 1,850,793	2.7%	$ 1,904,025	2.9%	$ 1,950,855	2.5%	$ 1,998,705	2.5%	$ 2,041,910	2.2%
Facility Maintenance	$ 142,020	$ 145,175	2.2%	$ 148,420	2.2%	$ 151,750	2.2%	$ 155,155	2.2%	$ 158,645	2.2%
Police	$ 1,958,855	$ 2,021,090	3.2%	$ 2,091,578	3.5%	$ 2,157,350	3.1%	$ 2,222,998	3.0%	$ 2,283,778	2.7%
Dispatch	$ 543,125	$ 558,275	2.8%	$ 575,495	3.1%	$ 593,290	3.1%	$ 610,585	2.9%	$ 627,955	2.8%
DPW	$ 1,086,695	$ 1,109,590	2.1%	$ 1,158,770	4.4%	$ 1,183,695	2.2%	$ 1,219,150	3.0%	$ 1,248,530	2.4%
Rec & Parks	$ 518,405	$ 537,872	3.8%	$ 549,557	2.2%	$ 564,161	2.7%	$ 578,683	2.6%	$ 588,920	1.8%
Total	$ 7,713,200	$ 7,926,835	2.8%	$ 8,179,787	3.2%	$ 8,396,706	2.7%	$ 8,625,061	2.7%	$ 8,829,703	2.4%
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	$ 566,500	$ 577,830	2.0%	$ 589,387	2.0%	$ 601,174	2.0%	$ 613,198	2.0%	$ 625,462	2.0%
Employee Retirement	$ 575,255	$ 586,760	2.0%	$ 598,495	2.0%	$ 610,465	2.0%	$ 622,675	2.0%	$ 635,128	2.0%
Health Insurance	$ 1,777,695	$ 1,866,580	5.0%	$ 1,959,909	5.0%	$ 2,057,904	5.0%	$ 2,160,799	5.0%	$ 2,268,839	5.0%
Opt Out / HSA	$ 180,000	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%
HRA Expense	$ 215,000	$ 215,000	0.0%	$ 215,000	0.0%	$ 215,000	0.0%	$ 215,000	0.0%	$ 215,000	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	$ 33,075	$ 34,729	5.0%	$ 36,465	5.0%	$ 38,288	5.0%	$ 40,203	5.0%	$ 42,213	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	$ 3,399,025	$ 3,512,399	3.3%	$ 3,630,756	3.4%	$ 3,754,332	3.4%	$ 3,883,375	3.4%	$ 4,018,142	3.5%
Department Expense											
Town Manager	$ 9,300	$ 8,650	-7.0%	$ 8,650	0.0%	$ 8,650	0.0%	$ 8,650	0.0%	$ 8,650	0.0%
Finance	$ 34,300	$ 32,050	-6.6%	$ 32,050	0.0%	$ 32,050	0.0%	$ 32,050	0.0%	$ 32,050	0.0%
Human Resources	$ -	$ 41,150	100.0%	$ 41,150	0.0%	$ 41,150	0.0%	$ 41,150	0.0%	$ 41,150	0.0%
Town Clerk	$ 54,200	$ 58,700	8.3%	$ 60,200	2.6%	$ 59,700	-0.8%	$ 61,200	2.5%	$ 59,700	-2.5%
Assessor	$ 21,500	$ 20,200	-6.0%	$ 20,400	1.0%	$ 20,700	1.5%	$ 21,400	3.4%	$ 21,500	0.5%

Long Term Financial Plan - 2020
Summary By Type of Revenue and Expenditure

	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY:2024	%	FORECAST FY:2025	%	FORECAST FY:2026	%
Planning	$ 34,400	$ 33,200	-3.5%	$ 33,200	0.0%	$ 33,420	0.7%	$ 34,500	3.2%	$ 33,500	-2.9%
Library	$ 151,680	$ 159,110	4.9%	$ 163,250	2.6%	$ 168,690	3.3%	$ 171,455	1.6%	$ 174,025	1.5%
Fire	$ 255,450	$ 264,610	3.6%	$ 273,240	3.3%	$ 281,270	2.9%	$ 287,960	2.4%	$ 293,890	2.1%
Facility Maintenance	$ 1,825	$ 1,825	0.0%	$ 1,825	0.0%	$ 1,825	0.0%	$ 1,825	0.0%	$ 1,825	0.0%
Police	$ 345,875	$ 344,802	-0.3%	$ 355,680	3.2%	$ 368,296	3.5%	$ 375,956	2.1%	$ 383,867	2.1%
Dispatch	$ 12,450	$ 12,185	-2.1%	$ 12,185	0.0%	$ 12,220	0.3%	$ 12,220	0.0%	$ 12,220	0.0%
DPW	$ 829,460	$ 877,325	5.8%	$ 924,485	5.4%	$ 960,065	3.8%	$ 993,550	3.5%	$ 1,025,675	3.2%
Rec & Parks	$ 291,475	$ 302,395	3.7%	$ 308,855	2.1%	$ 316,850	2.6%	$ 324,230	2.3%	$ 329,245	1.5%
Total	$ 2,041,915	$ 2,156,202	5.6%	$ 2,235,170	3.7%	$ 2,304,886	3.1%	$ 2,366,146	2.7%	$ 2,417,297	2.2%
General											
General Services	$ 261,250	$ 244,800	-6.3%	$ 250,625	2.4%	$ 256,455	2.3%	$ 262,295	2.3%	$ 268,175	2.2%
Municipal Center	$ 89,415	$ 82,255	-8.0%	$ 83,925	2.0%	$ 86,485	3.1%	$ 88,745	2.6%	$ 91,375	3.0%
Debt/Debt Service	$ 1,285,375	$ 1,259,075	-2.0%	$ 1,109,300	-11.9%	$ 1,061,000	-4.4%	$ 1,032,000	-2.7%	$ 1,008,000	-2.3%
Risk	$ 845,000	$ 885,750	4.8%	$ 928,538	4.8%	$ 973,464	4.8%	$ 1,020,638	4.8%	$ 1,070,169	4.9%
Attorney	$ 116,917	$ 119,136	1.9%	$ 121,398	1.9%	$ 123,706	1.9%	$ 126,060	1.9%	$ 127,850	1.4%
Human Services	$ 190,105	$ 210,339	10.6%	$ 210,339	0.0%	$ 210,339	0.0%	$ 210,339	0.0%	$ 210,339	0.0%
Auxiliary Services	$ 529,548	$ 539,300	1.8%	$ 545,900	1.2%	$ 552,615	1.2%	$ 559,300	1.2%	$ 566,300	1.3%
Solid Waste	$ -	$ 897,825	100.0%	$ 920,201	2.5%	$ 943,415	2.5%	$ 967,502	2.6%	$ 992,498	2.6%
Windham Regional	$ 27,822	$ 28,378	2.0%	$ 28,946	2.0%	$ 29,525	2.0%	$ 30,115	2.0%	$ 30,718	2.0%
County Tax	$ 87,000	$ 88,000	1.1%	$ 89,000	1.1%	$ 90,000	1.1%	$ 91,000	1.1%	$ 91,000	0.0%
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	$ 3,512,432	$ 4,434,858	26.3%	$ 4,368,172	-1.5%	$ 4,407,005	0.9%	$ 4,467,994	1.4%	$ 4,536,425	1.5%
To Capital	$ 1,223,000	$ 1,000,000	-18.2%	$ 1,100,000	10.0%	$ 1,150,000	4.5%	$ 1,200,000	4.3%	$ 1,200,000	0.0%
To Solid Waste	$ 555,385	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
To Parking Fund	$ -	$ 45,900.00	100.0%	$ 46,818.00	2.0%	$ 47,754.00	2.0%	$ -	-100.0%	$ -	0.0%
Total	$ 1,778,385	$ 1,045,900	-41.2%	$ 1,146,818	9.6%	$ 1,197,754	4.4%	$ 1,200,000	0.2%	$ 1,200,000	0.0%
Total Expenses	$ 18,444,957	$ 19,076,193	3.4%	$ 19,560,702	2.5%	$ 20,060,683	2.6%	$ 20,542,577	2.4%	$ 21,001,567	2.2%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Town Manager's Office														
Donations	$ 50	$ 75	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
MM - Investment Income	$ 36,637	$ 106,202	$ 93,821	$ 100,000	$ 30,000	-70.0%	$ 40,000	33.3%	$ 50,000	25.0%	$ 60,000	20.0%	$ 70,000	16.7%
In Lieu of Taxes	$ 155,330	$ 180,329	$ 181,513	$ 180,000	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%
Miscellaneous Revenue	$ 4,960	$ 5,484	$ 5,290	$ 2,500	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
	$ 196,977	$ 292,091	$ 280,625	$ 282,500	$ 212,500	-24.8%	$ 222,500	4.7%	$ 232,500	4.5%	$ 242,500	4.3%	$ 252,500	4.1%
Taxes														
Current Taxes	$ 14,291,696	$ 14,800,546	$ 14,725,185	$ 15,155,166	$ 15,574,983	2.8%	$ 15,973,306	2.6%	$ 16,430,515	2.9%	$ 16,875,143	2.7%	$ 17,296,282	2.5%
Downtown District	$ -	$ -	$ 79,687	$ 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	$ 421,187	$ 437,489	$ 375,512	$ 440,000	$ 385,000	-12.5%	$ 395,000	2.6%	$ 405,000	2.5%	$ 415,000	2.5%	$ 425,000	2.4%
Sales Tax	$ -	$ -	$ 833,775	$ 630,000	$ 825,000	31.0%	$ 825,000	0.0%	$ 825,000	0.0%	$ 825,000	0.0%	$ 825,000	0.0%
Interest	$ 53,929	$ 59,470	$ 70,739	$ 60,000	$ 60,000	0.0%	$ 60,000	0.0%	$ 60,000	0.0%	$ 60,000	0.0%	$ 60,000	0.0%
Penalty	$ 50,167	$ 67,219	$ 65,137	$ 55,000	$ 55,000	0.0%	$ 55,000	0.0%	$ 55,000	0.0%	$ 55,000	0.0%	$ 55,000	0.0%
Collection Charges	$ 11,358	$ 10,132	$ 14,258	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
	$ 14,828,337	$ 15,374,855	$ 16,164,294	$ 16,440,166	$ 16,999,983	3.4%	$ 17,408,306	2.4%	$ 17,875,515	2.7%	$ 18,330,143	2.5%	$ 18,761,282	2.4%
Finance Department														
Business Licenses	$ 51,702	$ 49,953	$ 45,385	$ 50,000	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Reimbursements/Insurance	$ 672	$ -	$ 664	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Interest on Receivables	$ 431	$ 72	$ 200	$ -	$ -	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	$ 3,150	$ 0	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 53,055	$ 53,174	$ 46,249	$ 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	$ 10,170	$ 9,664	$ 9,305	$ 9,600	$ 9,600	0.0%	$ 9,600	0.0%	$ 9,600	0.0%	$ 9,600	0.0%	$ 9,600	0.0%
Dog License Revenue	$ 20,982	$ 21,945	$ 16,360	$ 22,000	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%
Town Clerk Fees	$ 93,503	$ 86,854	$ 121,710	$ 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	$ 2,547	$ 895	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 125,970	$ 121,010	$ 148,270	$ 136,600	$ 136,600	0.0%	$ 136,600	0.0%	$ 136,600	0.0%	$ 136,600	0.0%	$ 136,600	0.0%
Assessor's Office														
Personal Property Fines	$ (700)	$ 2,399	$ (300)	$ 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	$ -	$ -	$ 1,098	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ (700)	$ 2,399	$ 798	$ 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	$ 620	$ -	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
Restitution	$ 219	$ 1,475	$ 525	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
	$ 839	$ 1,475	$ 525	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
Planning														
ZBA & Planning Commission	$ -	$ 284	$ 155	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Planning Permit Fees	$ 30,321	$ 28,811	$ 25,115	$ 40,000	$ 30,000	-25.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%
Planning Fines	$ -	$ -	$ 2											
Planning Misc Revenue	$ -	$ 485	$ 47	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 30,321	$ 29,580	$ 25,319	$ 40,000	$ 30,000	-25.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Benefits														
Employee Contributions	$ -	$ -	$ -	$ 20,000	$ 65,000	225.0%	$ 120,000	84.6%	$ 126,000	5.0%	$ 132,300	5.0%	$ 138,915	5.0%
Cobra Health Insurance Payment	$ 4,221	$ -	$ -	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
Miscellaneous Revenue	$ -	$ -	$ 1,000	$ -	$ -		$ -		$ -		$ -		$ -	
	$ 4,221	$ -	$ 1,000	$ 20,000.00	$ 65,000.00	225.0%	$ 120,000.00	84.6%	$ 126,000.00	5.0%	$ 132,300.00	5.0%	$ 138,915.00	5.0%
Library														
Library Copier Revenue	$ 6,307	$ 6,268	$ 4,324	$ 6,500	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%
Reimbursements	$ 1,918	$ 1,903	$ 1,552	$ 2,000	$ 3,500	75.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%
Library Fines	$ 12,972	$ 240	$ 197	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Non-Resident Fees	$ 14,048	$ 16,793	$ 12,924	$ 16,000	$ 15,000	-6.3%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Gift Books & Replacement	$ 3,085	$ 2,653	$ 1,341	$ 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	$ 142	$ 82	$ 43	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Miscellaneous Income	$ 88	$ 1,669	$ 1,338	$ 3,000	$ 4,000	33.3%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
	$ 38,559	$ 29,607	$ 21,718	$ 31,500	$ 33,000	4.8%	$ 33,000	0.0%	$ 33,000	0.0%	$ 33,000	0.0%	$ 33,000	0.0%
Fire														
Tower Rent	$ 250		$ 6,567	$ 6,000	$ 6,120	2.0%	$ 6,120	0.0%	$ 6,242	2.0%	$ 6,242	0.0%	$ 6,367	2.0%
Insurance Proceeds	$ 926	$ 979	$ 8,120	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Fire Dept - Banner	$ 10,200	$ 10,350	$ 6,750	$ 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	$ -	$ -	$ 21,750	$ 56,250	$ 56,250	0.0%	$ 56,250	0.0%	$ 61,875	10.0%	$ 61,875	0.0%	$ 61,875	0.0%
Fire Outside Revenue	$ 12,388	$ 16,980	$ 6,524	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
	$ 23,764	$ 28,308	$ 49,711	$ 83,250	$ 83,370	0.1%	$ 83,370	0.0%	$ 89,117	6.9%	$ 89,117	0.0%	$ 89,242	0.1%
Solid Waste														
Refuse Bag Revenue	$ -	$ -	$ -	$ -	$ 305,000	100.0%	$ 305,000	0.0%	$ 305,000	0.0%	$ 305,000	0.0%	$ 305,000	0.0%
Container Sales	$ -	$ -	$ -	$ -	$ 2,000	100.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
	$ -	$ -	$ -	$ -	$ 307,000	100.0%	$ 307,000	0.0%	$ 307,000	0.0%	$ 307,000	0.0%	$ 307,000	0.0%
Municipal Center														
Municipal Center Rental	$ 8,200	$ 27,212	$ 19,996	$ 18,000	$ 18,000	0.0%	$ 18,000	0.0%	$ 18,000	0.0%	$ 18,000	0.0%	$ 18,000	0.0%
Reimbursements	$ -	$ -	$ 300	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 8,200	$ 27,212	$ 20,296	$ 18,000	$ 18,000	0.0%	$ 18,000	0.0%	$ 18,000	0.0%	$ 18,000	0.0%	$ 18,000	0.0%
Police														
Town Ordinance	$ 11,687	$ 15,264	$ 12,301	$ 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	$ 13	$ 20	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%	$ 20	0.0%
Police Dept Copy Charges	$ 940	$ 1,437	$ 577	$ 750	$ 1,000	33.3%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Police Dept Donations	$ -	$ 1,000	$ 6,300	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Contract Buy-Outs		$ 13,275	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Rental Income	$ 26,708	$ 27,197	$ 27,456	$ 28,016	$ 18,000	-35.8%	$ 18,250	1.4%	$ 18,500	1.4%	$ 18,750	1.4%	$ 19,000	1.3%
Up-Fit Reimbursement	$ 11,269	$ 11,269	$ 11,269	$ 5,635	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Reimbursements/Insurance	$ 8,925	$ 1,104	$ 140	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
False Alarm Fees	$ 4,629	$ 3,594	$ 3,729	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Miscellaneous Revenue	$ 1,626	$ 1,885	$ 673	$ 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	$ 3,796	$ 3,252	$ 131	$ 10,000	$ 20,000	100.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Animal Control	$ 1,620	$ 1,780	$ 750	$ 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	$ 48,020	$ 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%
	$ 119,241	$ 129,098	$ 111,359	$ 118,441	$ 113,040	-4.6%	$ 113,290	0.2%	$ 113,540	0.2%	$ 113,790	0.2%	$ 114,040	0.2%
Public Works														
Insurance/Reimbursements	$ 10,575	$ 11,329	$ 17,049	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Miscellaneous Revenue	$ 759	$ 1,590	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Public Works Outside Reve	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 11,334	$ 12,918	$ 17,049	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Public Works Gas														
Gasoline Sales	$ 100	$ 21,169	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 100	$ 21,169	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Regional														
Railroad Revenue Sharing	$ 4,840	$ 5,108	$ 5,108	$ 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	$ 229,737	$ 229,699	$ 235,647	$ 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	$ 175,968	$ 173,444	$ 187,080	$ 170,000	$ 185,000	8.8%	$ 187,500	1.4%	$ 190,000	1.3%	$ 192,500	1.3%	$ 195,000	1.3%
Overweight Permits	$ 290	$ 225	$ 265	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 410,835	$ 408,476	$ 428,100	$ 405,000	$ 420,000	3.7%	$ 422,500	0.6%	$ 425,000	0.6%	$ 427,500	0.6%	$ 430,000	0.6%
Recreation & Parks														
Reimbursements	$ 126	$ 14,468.43	$ 1,342	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Basketball	$ 5,425	$ 4,800.00	$ 5,275	$ 5,000	$ 5,000	0.0%	$ 5,500	10.0%	$ 5,500	0.0%	$ 5,500	0.0%	$ 5,500	0.0%
Softball Field Rental	$ 25,485	$ 26,210.00	$ 955	$ 26,000	$ 26,000	0.0%	$ 26,000	0.0%	$ 26,000	0.0%	$ 26,000	0.0%	$ 26,000	0.0%
Swimming Pool	$ 22,791	$ 22,826.27	$ 12,350	$ 22,000	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%	$ 22,000	0.0%
Snack Bar	$ 1,465	$ 1,341.00	$ 2,239	$ 1,500	$ 2,000	33.3%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Kiwanis Shelter	$ 3,800	$ 4,122.50	$ 1,725	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Skating Rink Revenue	$ 114,388	$ 110,700.38	$ 112,764	$ 115,000	$ 115,000	0.0%	$ 115,000	0.0%	$ 115,000	0.0%	$ 115,000	0.0%	$ 115,000	0.0%
Gibson-Aiken Center	$ 6,273	$ 5,862.59	$ 5,884	$ 6,200	$ 6,600	6.5%	$ 6,600	0.0%	$ 6,800	3.0%	$ 6,800	0.0%	$ 6,800	0.0%
Day Camp	$ 17,668	$ 27,753.65	$ 22,810	$ 24,500	$ 25,000	2.0%	$ 25,000	0.0%	$ 25,000	0.0%	$ 25,000	0.0%	$ 25,000	0.0%
Facilities Use Fees	$ 3,300	$ 5,337.50	$ 5,251	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Miscellaneous Revenue	$ 16,726	$ 17,595.63	$ 9,286	$ 12,000	$ 15,000	25.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Cemetery Plots	$ 900	$ 2,950.00	$ 850	$ 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	$ -	$ 430.66	$ 4,354	$ 4,500	$ 4,500	0.0%	$ 4,500	0.0%	$ 4,500	0.0%	$ 4,500	0.0%	$ 4,500	0.0%
Non-Resident Fees	$ 25,370	$ 27,673.50	$ 16,563	$ 26,000	$ 26,000	0.0%	$ 27,000	3.8%	$ 28,000	3.7%	$ 29,000	3.6%	$ 30,000	3.4%
	$ 243,716	$ 272,072.11	$ 201,648	$ 254,700	$ 259,100	1.7%	$ 260,600	0.6%	$ 261,800	0.5%	$ 262,800	0.4%	$ 263,800	0.4%
Fund Balance														
Use of Fund Balance	$ -	$ -	$ -	$ 223,000	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ -	$ -	$ -	$ 223,000	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfers														
Transfer Rec Self Support	$ 5,000	$ 5,000	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfer Skate Rink Imp	$ 7,500	$ 10,000	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfer Utility Fund	$ 260,000	$ 265,200	$ 290,004	$ 295,000	$ 300,900	2.0%	$ 306,918	2.0%	$ 313,056	2.0%	$ 319,317	2.0%	$ 325,704	2.0%
Transfer Parking Fund	$ 55,500	$ 37,500	$ 40,000	$ 45,000	$ 45,900	2.0%	$ 46,818	2.0%	$ 47,754	2.0%	$ 48,709	2.0%	$ 49,684	2.0%
	$ 328,000	$ 317,700	$ 330,004	$ 340,000	$ 346,800	2.0%	$ 353,736	2.0%	$ 360,811	2.0%	$ 368,027	2.0%	$ 375,387	2.0%
TOTAL REVENUE	$ 16,426,008	$ 17,121,145	$ 17,846,965	$ 18,444,957	$ 19,076,193	3.4%	$ 19,560,702	2.5%	$ 20,060,683	2.6%	$ 20,542,577	2.4%	$ 21,001,567	2.2%
EXPENDITURES														
Town Manager's Office														
Department Head Salary	$ 100,796	$ 102,843	$ 105,715	$ 107,150	$ 109,290	2.0%	$ 111,470	2.0%	$ 113,700	2.0%	$ 115,970	2.0%	$ 118,280	2.0%
Staff Salaries	$ 118,291	$ 123,413	$ 188,623	$ 195,720	$ 133,190	-31.9%	$ 135,845	2.0%	$ 138,555	2.0%	$ 141,320	2.0%	$ 144,135	2.0%
Vacation BB - Retire Pay	$ 5,815	$ 8,683	$ 8,964	$ 8,800	$ 9,305	5.7%	$ 9,490	2.0%	$ 9,680	2.0%	$ 9,875	2.0%	$ 10,070	2.0%
Equipment	$ 168	$ -	$ -	$ 300	$ 150	-50.0%	$ 150	0.0%	$ 150	0.0%	$ 150	0.0%	$ 150	0.0%
Training	$ -	$ -	$ 153	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Conferences/Memberships	$ 253	$ 695	$ 346	$ 1,000	$ 750	-25.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%
Postage Expense	$ 179	$ 143	$ 178	$ 500	$ 250	-50.0%	$ 250	0.0%	$ 250	0.0%	$ 250	0.0%	$ 250	0.0%
Office Supplies	$ 1,955	$ 2,493	$ 1,527	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Transportation	$ 5,263	$ 6,532	$ 5,655	$ 6,500	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%
	$ 232,718	$ 244,802	$ 311,160	$ 320,970	$ 260,435	-18.9%	$ 265,455	1.9%	$ 270,585	1.9%	$ 275,815	1.9%	$ 281,135	1.9%
Finance														
Department Head Salary	$ 76,538	$ 78,108	$ 63,474	$ 81,430	$ 87,975	8.0%	$ 89,730	2.0%	$ 91,520	2.0%	$ 93,345	2.0%	$ 95,210	2.0%
Staff Salaries	$ 224,207	$ 235,604	$ 240,435	$ 248,850	$ 244,860	-1.6%	$ 251,390	2.7%	$ 258,090	2.7%	$ 264,975	2.7%	$ 272,050	2.7%
Vacation BB - Retire Pay	$ 2,944	$ 1,104	$ 6,781	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Equipment	$ 459	$ 15	$ -	$ 500	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
Training	$ 739	$ 978	$ 145	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Conferences/Memberships	$ 632	$ 333	$ 70	$ 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	$ -	$ -	$ 1,200	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Computer Supplies	$ -	$ -	$ 90	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Payroll Services	$ 28,069	$ 32,579	$ 19,581	$ 15,000	$ 12,000	-20.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%
Tax Bills	$ 527	$ 647	$ -	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Finance Consultant	$ -	$ -	$ 22,487		$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Reimbursable Expense	$ 500	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Bank Service Charges	$ 105	$ 132	$ 24	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Postage Expense	$ 7,850	$ 8,603	$ 8,564	$ 8,500	$ 9,000	5.9%	$ 9,000	0.0%	$ 9,000	0.0%	$ 9,000	0.0%	$ 9,000	0.0%
Office Supplies	$ 4,140	$ 3,935	$ 4,257	$ 4,000	$ 4,250	6.3%	$ 4,250	0.0%	$ 4,250	0.0%	$ 4,250	0.0%	$ 4,250	0.0%
	$ 346,720	$ 362,037	$ 365,909	$ 364,580	$ 364,885	0.1%	$ 373,170	2.3%	$ 381,660	2.3%	$ 390,370	2.3%	$ 399,310	2.3%
Human Resources														
Department Head Salary	$ -	$ -	$ -	$ -	$ 69,080	100.0%	$ 73,270	6.1%	$ 74,735	2.0%	$ 76,230	2.0%	$ 77,755	2.0%
Vacation BB - Retire Pay	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Equipment	$ -	$ -	$ -	$ -	$ 150	#DIV/0!	$ 150	0.0%	$ 150	0.0%	$ 150	0.0%	$ 150	0.0%
Personnel Mgmt Expense	$ -	$ -	$ -	$ -	$ 20,000	100.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Employee Recognition	$ -	$ -	$ -	$ -	$ 2,000	100.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Training	$ -	$ -	$ -	$ -	$ -	#DIV/0!	$ -	#DIV/0!	$ -	#DIV/0!	$ -	#DIV/0!	$ -	#DIV/0!
Conferences/Memberships	$ -	$ -	$ -	$ -	$ 750	#DIV/0!	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%
Computer Supplies	$ -	$ -	$ -	$ -	$ 250	#DIV/0!	$ 250	0.0%	$ 250	0.0%	$ 250	0.0%	$ 250	0.0%
KRONOS & NEMRC	$ -	$ -	$ -	$ -	$ 12,000	100.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%
Advertising	$ -	$ -	$ -	$ -	$ 5,000	1000.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Office Supplies	$ -	$ -	$ -	$ -	$ 500	100.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
Transportation	$ -	$ -	$ -	$ -	$ 500	#DIV/0!	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
					$ 110,230	#DIV/0!	$ 114,420	3.8%	$ 115,885	1.3%	$ 117,380	1.3%	$ 118,905	1.3%
Attorney														
Contracted Legal Services	$ 105,020	$ 106,610	$ 108,742	$ 110,917	$ 113,136	2.0%	$ 115,398	2.0%	$ 117,706	2.0%	$ 120,060	2.0%	$ 121,850	1.5%
Conferences/Memberships	$ 706	$ 732	$ -	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Litigation Expenses	$ 1,896	$ 441	$ 766	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
	$ 107,622	$ 107,783	$ 109,508	$ 116,917	$ 119,136	1.9%	$ 121,398	1.9%	$ 123,706	1.9%	$ 126,060	1.9%	$ 127,850	1.4%
Town Clerk														
Department Head Salary	$ 62,992	$ 65,526	$ 68,279	$ 70,435	$ 71,835	2.0%	$ 73,270	2.0%	$ 74,730	2.0%	$ 76,220	2.0%	$ 77,740	2.0%
Staff Salaries	$ 65,414	$ 67,649	$ 69,624	$ 67,940	$ 69,490	2.3%	$ 71,325	2.6%	$ 73,210	2.6%	$ 75,145	2.6%	$ 77,135	2.6%
Vacation BB - Retire Pay	$ -	$ -	$ -	$ -	$ 1,340	0.0%	$ 1,367	0.0%	$ 1,395	0.0%	$ 2,845	0.0%	$ 2,845	0.0%
Election Salaries	$ 3,686	$ 8,403	$ 4,831	$ 8,500	$ 5,000	-41.2%	$ 8,500	70.0%	$ 5,000	-41.2%	$ 8,500	70.0%	$ 5,000	-41.2%
Conferences/Memberships	$ 962	$ 813	$ 626	$ 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	$ -	$ 5,975	-	$ 6,000	100.0%	-	-100.0%	$ 6,000	100.0%	$ -	-100.0%	$ 6,000	100.0%
Computer - Land Records	$ 11,718	$ 11,997	$ 10,543	$ 16,000	$ 20,000	25.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Election Expense	$ 7,272	$ 13,800	$ 6,395	$ 20,000	$ 17,000	-15.0%	$ 21,000	23.5%	$ 18,000	-14.3%	$ 22,000	22.2%	$ 18,000	-18.2%
Copier Expense	$ 1,053	$ 2,059	$ 1,109	$ 1,100	$ 2,100	90.9%	$ 2,100	0.0%	$ 2,100	0.0%	$ 2,100	0.0%	$ 2,100	0.0%
Postage Expense	$ 2,290	$ 2,482	$ 3,145	$ 2,500	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Office Supplies	$ 4,169	$ 3,877	$ 4,122	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Equipment Maintenance	$ 154	$ -	$ -	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
	$ 165,732	$ 176,605	$ 174,649	$ 192,575	$ 201,365	4.6%	$ 206,162	2.4%	$ 209,035	1.4%	$ 215,410	3.0%	$ 217,420	0.9%
Assessor's Office														
Department Head Salary	$ 61,055	$ 62,366	$ 64,198	$ 65,135	$ 69,080	6.1%	$ 73,270	6.1%	$ 74,730	2.0%	$ 76,220	2.0%	$ 77,740	2.0%
Staff Salaries	$ 64,828	$ 70,870	$ 66,674	$ 76,270	$ 81,160	6.4%	$ 83,635	3.0%	$ 86,180	3.0%	$ 88,795	3.0%	$ 90,895	2.4%
Vacation BB - Retire Pay	$ 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	$ 761	$ 31	$ -	$ 800	$ 2,000	150.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,500	25.0%	$ 2,500	0.0%
Professional Services	$ 10,650	$ 686	$ 290	$ 2,500	$ 1,250	-50.0%	$ 1,250	0.0%	$ 1,250	0.0%	$ 1,250	0.0%	$ 1,250	0.0%
Training	$ 425	$ -	$ 331	$ 2,500	$ 1,200	-52.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%
Conferences/Memberships	$ 276	$ 297	$ 523	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Tax Map Maintenance	$ 1,350	$ 2,700	$ 2,550	$ 2,600	$ 2,800	7.7%	$ 2,900	3.6%	$ 3,000	3.4%	$ 3,100	3.3%	$ 3,100	0.0%
Annual Software Fees	$ 3,526	$ 4,891	$ 5,079	$ 5,000	$ 5,100	2.0%	$ 5,200	2.0%	$ 5,300	1.9%	$ 5,400	1.9%	$ 5,400	0.0%
Postage Expense	$ 1,395	$ 1,207	$ 1,315	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Office Supplies	$ 917	$ 417	$ 1,224	$ 950	$ 1,200	26.3%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,200	0.0%
Equipment Maintenance Fee	$ 1,067	$ 1,331	$ 1,492	$ 1,200	$ 1,200	0.0%	$ 1,200	0.0%	$ 1,300	8.3%	$ 1,300	0.0%	$ 1,400	7.7%
Transportation	$ 1,301	$ 594	$ 338	$ 1,500	$ 1,000	-33.3%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
	$ 150,252	$ 147,338	$ 145,963	$ 162,905	$ 170,440	4.6%	$ 177,305	4.0%	$ 181,610	2.4%	$ 186,415	2.6%	$ 190,135	2.0%
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	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%
IT Salaries	$ -	$ -	$ 5,020	$ 8,050	$ 8,275	2.8%	$ 8,525	3.0%	$ 8,780	3.0%	$ 9,045	3.0%	$ 9,350	3.4%
Personnel Mgmt Expense	$ 45,090	$ 9,100	$ 25,990	$ 20,000	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Employee Recognition	$ 2,253	$ 1,849	$ 1,938	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Conferences/Memberships	$ 19,648	$ 18,766	$ 38,176	$ 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	$ 60,334	$ 60,421	$ 60,126	$ 62,500	$ 65,000	4.0%	$ 67,500	3.8%	$ 70,000	3.7%	$ 72,500	3.6%	$ 75,000	3.4%
Software Licenses	$ 10,271	$ 11,295	$ 16,163	$ 15,000	$ 16,000	6.7%	$ 17,000	6.3%	$ 18,000	5.9%	$ 19,000	5.6%	$ 20,000	5.3%
Printing & Public Notices	$ 9,586	$ 12,026	$ 17,817	$ 12,000	$ 7,000	-41.7%	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%
Professional Services	$ 14,602	$ 5,419	$ 75	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Administrative Services	$ -	$ 5,617	$ 12,251	$ 13,000	$ 15,000	15.4%	$ 16,000	6.7%	$ 17,000	6.3%	$ 18,000	5.9%	$ 19,000	5.6%
Technical Services	$ -	$ 19,845	$ 7,654	$ 13,000	$ 15,000	15.4%	$ 16,000	6.7%	$ 17,000	6.3%	$ 18,000	5.9%	$ 19,000	5.6%
Town Report	$ 3,803	$ 3,931	$ 4,621	$ 3,500	$ 3,750	7.1%	$ 3,750	0.0%	$ 3,750	0.0%	$ 3,750	0.0%	$ 3,750	0.0%
GIS Mapping	$ 13,172	$ 13,146	$ 14,020	$ 19,000	$ 19,000	0.0%	$ 19,000	0.0%	$ 19,000	0.0%	$ 19,000	0.0%	$ 19,000	0.0%
Auditing	$ 10,419	$ 18,541	$ 12,725	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Telephone	$ 16,604	$ 17,967	$ 17,649	$ 17,000	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%	$ 17,000	0.0%
Postage Expense	$ 1,909	$ 2,153	$ 5,202	$ 2,000	$ 2,075	3.8%	$ 2,150	3.6%	$ 2,225	3.5%	$ 2,300	3.4%	$ 2,375	3.3%
Office Supplies	$ 880	$ 899	$ 849	$ 1,500	$ 2,000	33.3%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Tax Abatements	$ 31,670	$ 17,654	$ 88,084	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Interest Abatements	$ 3,312	$ 1,383	$ 529	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Penalty Abatements	$ 1,762	$ 438	$ 168	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Other Abatements	$ 488	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Miscellaneous	$ 550	$ -	$ 153	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 263,353	$ 237,450	$ 346,208	$ 261,250	$ 244,800	-6.3%	$ 250,625	2.4%	$ 256,455	2.3%	$ 262,295	2.3%	$ 268,175	2.2%
Risk Management														
Worker's Compensation	$ 511,038	$ 611,698	$ 594,819	$ 655,000	$ 687,750	5.0%	$ 722,138	5.0%	$ 758,244	5.0%	$ 796,157	5.0%	$ 835,964	5.0%
General Liability	$ 122,642	$ 156,715	$ 158,657	$ 160,000	$ 168,000	5.0%	$ 176,400	5.0%	$ 185,220	5.0%	$ 194,481	5.0%	$ 204,205	5.0%
Occupational Health	$ 24,896	$ 17,458	$ 3,092	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Insurance Deductible	$ 2,000	$ 8,424	$ 5,129	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
	$ 660,577	$ 794,295	$ 761,697	$ 845,000	$ 885,750	4.8%	$ 928,538	4.8%	$ 973,464	4.8%	$ 1,020,638	4.8%	$ 1,070,169	4.9%
Planning														
Department Head Salary	$ 71,297	$ 67,120	$ 72,645	$ 76,705	$ 79,040	3.0%	$ 80,615	2.0%	$ 82,225	2.0%	$ 83,865	2.0%	$ 85,540	2.0%
Staff Salaries	$ 121,395	$ 80,562	$ 108,508	$ 158,810	$ 162,995	2.6%	$ 167,295	2.6%	$ 171,705	2.6%	$ 176,235	2.6%	$ 180,885	2.6%
Vacation BB - Retire Pay	$ 4,102	$ 6,043	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Equipment	$ 1,512	$ 361	$ 295	$ 800	$ 900	12.5%	$ 900	0.0%	$ 1,000	11.1%	$ 1,000	0.0%	$ 1,000	0.0%
Training	$ 318	$ 562	$ 571	$ 2,000	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Conferences/Memberships	$ 1,770	$ 1,978	$ 1,475	$ 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	$ 1,336	$ 1,692	$ 2,000	$ 2,080	4.0%	$ 2,080	0.0%	$ 2,120	1.9%	$ 2,160	1.9%	$ 2,160	0.0%
Legal Notices	$ 2,866	$ 1,526	$ 1,192	$ 2,000	$ 2,080	4.0%	$ 2,080	0.0%	$ 2,120	1.9%	$ 2,160	1.9%	$ 2,160	0.0%
Professional Services	$ 1,204	$ 23,920	$ 18,820	$ 8,000	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,000	0.0%	$ 8,000	0.0%
Sustainability Programming	$ -	$ -	$ -	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Document Production	$ 196	$ 1,510	$ 217	$ 2,000	$ 1,000	-50.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 2,000	100.0%	$ 1,000	-50.0%
Postage Expense	$ 1,029	$ 944	$ 681	$ 1,200	$ 1,000	-16.7%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Office Supplies	$ 1,159	$ 1,004	$ 923	$ 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	$ 530	$ 450	$ 1,500	$ 1,640	9.3%	$ 1,640	0.0%	$ 1,680	2.4%	$ 1,680	0.0%	$ 1,680	0.0%
Transportation	$ 468	$ 1,155	$ 699	$ 1,400	$ 1,000	-28.6%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Miscellaneous Expenses	$ 132	$ 172	$ 492	$ 500	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
MPG Parking Study Match	$ 4,000	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 212,818	$ 188,723	$ 208,660	$ 269,915	$ 275,235	2.0%	$ 281,110	2.1%	$ 287,350	2.2%	$ 294,600	2.5%	$ 299,925	1.8%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Benefits														
Vacation Accrual	$ (31,606)	$ 39,236	$ (8,523)	$ 30,000	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%
Social Security	$ 511,679	$ 521,564	$ 556,495	$ 566,500	$ 577,830	2.0%	$ 589,387	2.0%	$ 601,174	2.0%	$ 613,198	2.0%	$ 625,462	2.0%
Employee Retirement	$ 496,552	$ 494,684	$ 564,473	$ 575,255	$ 586,760	2.0%	$ 598,495	2.0%	$ 610,465	2.0%	$ 622,675	2.0%	$ 635,128	2.0%
Health Insurance	$ 1,329,493	$ 1,437,731	$ 1,651,724	$ 1,777,695	$ 1,866,580	5.0%	$ 1,959,909	5.0%	$ 2,057,904	5.0%	$ 2,160,799	5.0%	$ 2,268,839	5.0%
Life Insurance	$ 25,907	$ 25,631	$ 28,040	$ 33,075	$ 34,729	5.0%	$ 36,465	5.0%	$ 38,288	5.0%	$ 40,203	5.0%	$ 42,213	5.0%
Opt-Out & HSA Payments	$ 180,562	$ 173,875	$ 185,000	$ 180,000	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%	$ 180,000	0.0%
HRA Expense	$ 171,486	$ 191,954	$ 194,213	$ 215,000	$ 215,000	0.0%	$ 215,000	0.0%	$ 215,000	0.0%	$ 215,000	0.0%	$ 215,000	0.0%
HRA Administration	$ 7,804	$ 7,471	$ 11,017	$ 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	$ 1,507	$ 13,210	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Dependent Care Administration	$ 240	$ 240	$ 144	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
	$ 2,698,483	$ 2,893,891	$ 3,195,795	$ 3,399,025	$ 3,512,399	3.3%	$ 3,630,756	3.4%	$ 3,754,332	3.4%	$ 3,883,375	3.4%	$ 4,018,142	3.5%
Bonds/Notes														
Bond Principal	$ 848,333	$ 803,333	$ 803,333	$ 798,350	$ 793,350	-0.6%	$ 793,350	0.0%	$ 768,500	-3.1%	$ 768,500	0.0%	$ 768,500	0.0%
Note Principal	$ 232,000	$ 158,000	$ 208,000	$ 50,000	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%	$ 50,000	0.0%
Bond Interest	$ 341,226	$ 332,000	$ 318,693	$ 299,500	$ 279,300	-6.7%	$ 257,700	-7.7%	$ 235,400	-8.7%	$ 207,600	-11.8%	$ 184,750	-11.0%
Note Interest	$ 8,203	$ 4,778	$ 14,193	$ 10,600	$ 9,500	-10.4%	$ 8,250	-13.2%	$ 7,100	-13.9%	$ 5,900	-16.9%	$ 4,750	-19.5%
Accrued Interest	$ (8,560)	$ 3,411	$ (9,517)	$ -	$ -	0.0%	$ -	0.0%		0.0%		0.0%		0.0%
Lease Expense	$ 126,920	$ 126,920	$ 126,920	$ 126,925	$ 126,925	0.0%	$ -	-100.0%		0.0%		0.0%		0.0%
	$ 1,548,123	$ 1,428,442	$ 1,461,623	$ 1,285,375	$ 1,259,075	-2.0%	$ 1,109,300	-11.9%	$ 1,061,000	-4.4%	$ 1,032,000	-2.7%	$ 1,008,000	-2.3%
Human Services														
Senior Solutions	$ 3,000	$ 3,000	$ 3,000	$ 2,700	$ 2,970	10.0%	$ 2,970	0.0%	$ 2,970	0.0%	$ 2,970	0.0%	$ 2,970	0.0%
Brattleboro Senior Meals	$ 7,000	$ 7,000	$ 7,000	$ 5,250	$ 5,775	10.0%	$ 5,775	0.0%	$ 5,775	0.0%	$ 5,775	0.0%	$ 5,775	0.0%
Youth Services	$ 7,500	$ 10,000	$ 10,000	$ 10,200	$ 11,220	10.0%	$ 11,220	0.0%	$ 11,220	0.0%	$ 11,220	0.0%	$ 11,220	0.0%
Windham Child Care Assoc	$ 5,500	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Women's Freedom Center	$ -	$ 5,000	$ 12,370	$ 14,250	$ 15,675	10.0%	$ 15,675	0.0%	$ 15,675	0.0%	$ 15,675	0.0%	$ 15,675	0.0%
Brattleboro Area Hospice	$ 1,200	$ 1,200	$ 1,825	$ 2,550	$ 2,805	10.0%	$ 2,805	0.0%	$ 2,805	0.0%	$ 2,805	0.0%	$ 2,805	0.0%
VNA & Hospice of VT & NH	$ 12,200	$ 10,000	$ 12,200	$ 10,980	$ 12,078	10.0%	$ 12,078	0.0%	$ 12,078	0.0%	$ 12,078	0.0%	$ 12,078	0.0%
Green Mountain RSVP	$ -	$ 700	$ 700	$ 700	$ 770	0.0%	$ 770	0.0%	$ 770	0.0%	$ 770	0.0%	$ 770	0.0%
Vt Center for Ind Living	$ 1,600	$ 1,600	$ 1,600	$ 1,600	$ 1,760	10.0%	$ 1,760	0.0%	$ 1,760	0.0%	$ 1,760	0.0%	$ 1,760	0.0%
Aids Project of So. Vt.	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,200	10.0%	$ 2,200	0.0%	$ 2,200	0.0%	$ 2,200	0.0%	$ 2,200	0.0%
SEVCA	$ 12,000	$ 12,000	$ 12,000	$ 11,400	$ 12,540	10.0%	$ 12,540	0.0%	$ 12,540	0.0%	$ 12,540	0.0%	$ 12,540	0.0%
The Gathering Place	$ 4,000	$ 4,000	$ 4,000	$ 3,750	$ 4,125	10.0%	$ 4,125	0.0%	$ 4,125	0.0%	$ 4,125	0.0%	$ 4,125	0.0%
Boys & Girls Club	$ -	$ 15,000	$ 17,275	$ 17,000	$ 18,700	0.0%	$ 18,700	0.0%	$ 18,700	0.0%	$ 18,700	0.0%	$ 18,700	0.0%
Vt Assoc for the Blind	$ -	$ -	$ -	$ 700	$ 770	10.0%	$ 770	0.0%	$ 770	0.0%	$ 770	0.0%	$ 770	0.0%
HCRS	$ 3,500	$ 3,500	$ 7,725	$ 7,500	$ 8,250	10.0%	$ 8,250	0.0%	$ 8,250	0.0%	$ 8,250	0.0%	$ 8,250	0.0%
Summer Lunch Program	$ 6,000	$ 6,000	$ 7,500	$ 6,375	$ 7,012	10.0%	$ 7,012	0.0%	$ 7,012	0.0%	$ 7,012	0.0%	$ 7,012	0.0%
Kidsplayce	$ 4,000	$ 4,000	$ 4,000	$ 4,000	$ 4,400	10.0%	$ 4,400	0.0%	$ 4,400	0.0%	$ 4,400	0.0%	$ 4,400	0.0%
Turning Point	$ 8,500	$ 10,000	$ 17,375	$ 15,000	$ 16,500	10.0%	$ 16,500	0.0%	$ 16,500	0.0%	$ 16,500	0.0%	$ 16,500	0.0%
VT Adult Learning	$ 3,000	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
American Red Cross	$ 5,000	$ 1,000	$ 3,950	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Family Garden	$ 2,500	$ 2,500	$ 2,500	$ 2,500	$ 2,750	10.0%	$ 2,750	0.0%	$ 2,750	0.0%	$ 2,750	0.0%	$ 2,750	0.0%
Windham Co. Safe Place	$ 1,500	$ 1,500	$ 2,500	$ 2,700	$ 2,970	10.0%	$ 2,970	0.0%	$ 2,970	0.0%	$ 2,970	0.0%	$ 2,970	0.0%
Meeting Waters YMCA	$ 5,000	$ 5,000	$ 7,500	$ 7,125	$ 7,837	10.0%	$ 7,837	0.0%	$ 7,837	0.0%	$ 7,837	0.0%	$ 7,837	0.0%
Groundworks Colaborative	$ 20,000	$ 20,000	$ 20,000	$ 19,000	$ 20,900	10.0%	$ 20,900	0.0%	$ 20,900	0.0%	$ 20,900	0.0%	$ 20,900	0.0%
Green Mountain Crossroads	$ 5,000	$ 3,000	$ 6,625	$ 8,500	$ 9,350	10.0%	$ 9,350	0.0%	$ 9,350	0.0%	$ 9,350	0.0%	$ 9,350	0.0%
Big Brothers Big Sisters	$ -	$ 7,500	$ 7,500	$ 6,375	$ 7,012	0.0%	$ 7,012	0.0%	$ 7,012	0.0%	$ 7,012	0.0%	$ 7,012	0.0%
Bratt Centre for Children	$ -	$ 4,000	$ 5,000	$ 4,500	$ 4,950	0.0%	$ 4,950	0.0%	$ 4,950	0.0%	$ 4,950	0.0%	$ 4,950	0.0%
The Root	$ -	$ 5,000	$ -	$ 5,250	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,000	0.0%
Vermont Family Network	$ -	$ 1,500	$ 2,150	$ -	$ -	0%	$ -	0%	$ -	0%	$ -	0%	$ -	0%
Brattleboro Are Prevention	$ -	$ -	$ 6,300	$ 11,250	$ 12,375	10.0%	$ 12,375	0.0%	$ 12,375	0.0%	$ 12,375	0.0%	$ 12,375	0.0%
Windham County Humane Society	$ -	$ -	$ 1,000	$ 1,000	$ 1,100	10.0%	$ 1,100	0.0%	$ 1,100	0.0%	$ 1,100	0.0%	$ 1,100	0.0%
Brattleboro Area Community Justice	$ -	$ -	$ -	$ 5,950	$ 6,545	10.0%	$ 6,545	0.0%	$ 6,545	0.0%	$ 6,545	0.0%	$ 6,545	0.0%
	$ 120,000	$ 146,000	$ 185,595	$ 190,105	$ 210,339	10.6%	$ 210,339	0.0%	$ 210,339	0.0%	$ 210,339	0.0%	$ 210,339	0.0%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Auxilliary Services														
Street Lights	$ 136,006	$ 120,962	$ 128,158	$ 130,000	$ 130,000	0.0%	$ 130,000	0.0%	$ 130,000	0.0%	$ 130,000	0.0%	$ 130,000	0.0%
Public Sanitation	$ -	$ -	$ 7,021	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Civil Defense	$ 2,488	$ 1,892	$ -	$ 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	$ 222,601	$ 240,792	$ 253,563	$ 265,000	$ 280,000	5.7%	$ 285,600	2.0%	$ 291,315	2.0%	$ 297,000	2.0%	$ 303,000	2.0%
Museum & Art Center	$ 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%
Women's Freedom Center	$ 3,765	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
BCTV		$ -	$ 5,000	$ 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	$ -	$ 4,940	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
West River Watershed	$ -	$ 1,000	$ 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	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
Business Promotion	$ -	$ -	$ 42,119	$ 43,748	$ 38,500	-12.0%	$ 39,500	2.6%	$ 40,500	2.5%	$ 41,500	2.5%	$ 42,500	2.4%
Arts Promotion	$ -	$ -	$ 15,000	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
	$ 431,860	$ 421,946	$ 514,100	$ 529,548	$ 539,300	1.8%	$ 545,900	1.2%	$ 552,615	1.2%	$ 559,300	1.2%	$ 566,300	1.3%
Library														
Department Head Salary	$ 73,030	$ 74,809	$ 76,601	$ 77,495	$ 79,040	2.0%	$ 80,615	2.0%	$ 82,225	2.0%	$ 83,865	2.0%	$ 85,540	2.0%
Staff Salaries	$ 373,447	$ 374,008	$ 407,250	$ 423,170	$ 431,360	1.9%	$ 444,355	3.0%	$ 456,925	2.8%	$ 468,880	2.6%	$ 481,145	2.6%
Custodian	$ 30,961	$ 29,091	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Vacation BB - Retire Pay	$ -	$ 8,900	$ 3,109	$ 4,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 3,000	0.0%
Office Equipment	$ 4,039	$ 4,165	$ 3,738	$ 4,000	$ 4,500	12.5%	$ 4,500	0.0%	$ 4,500	0.0%	$ 4,500	0.0%	$ 4,500	0.0%
Training	$ 200	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Conferences/Memberships	$ 500	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Lost Book Refund Pmt Fees	$ 257	$ 211	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Computer Equipment Maint	$ 15,075	$ 14,887	$ 11,153	$ 15,300	$ 16,000	4.6%	$ 16,000	0.0%	$ 16,000	0.0%	$ 16,000	0.0%	$ 16,500	3.1%
Computer Supplies	$ 3,413	$ 3,054	$ 3,399	$ 3,600	$ 4,000	11.1%	$ 4,000	0.0%	$ 4,250	6.3%	$ 4,250	0.0%	$ 4,250	0.0%
Book & Non-Print Supplies	$ 4,008	$ 4,000	$ 5,380	$ 4,000	$ 5,000	25.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Professional Services	$ -	$ 45	$ 53	$ 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	$ 1,918	$ 1,739	$ 1,552	$ 800	$ 3,500	337.5%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%
Fuel Expense	$ 11,672	$ 16,330	$ 9,376	$ 16,500	$ 11,740	-28.8%	$ 12,330	5.0%	$ 12,945	5.0%	$ 13,595	5.0%	$ 14,270	5.0%
Electric	$ 25,352	$ 21,447	$ 17,448	$ 21,500	$ 18,150	-15.6%	$ 18,875	4.0%	$ 19,630	4.0%	$ 20,415	4.0%	$ 21,230	4.0%
Utilities	$ 1,876	$ 1,998	$ 1,702	$ 2,080	$ 1,770	-14.9%	$ 1,845	4.2%	$ 1,915	3.8%	$ 1,995	4.2%	$ 2,075	4.0%
Building Equip & Maint	$ 16,833	$ 16,840	$ 17,312	$ 19,000	$ 19,000	0.0%	$ 20,000	5.3%	$ 21,000	5.0%	$ 22,000	4.8%	$ 22,000	0.0%
Maintenance Supplies	$ 3,123	$ 3,173	$ 2,512	$ 3,500	$ 4,000	14.3%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Telephone	$ 4,955	$ 2,477	$ 2,247	$ 2,500	$ 3,000	20.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Postage Expense	$ 6,408	$ 1,500	$ 3,504	$ 5,500	$ 7,500	36.4%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%
Office Supplies	$ 3,859	$ 3,604	$ 2,713	$ 3,500	$ 4,000	14.3%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Books - General	$ 6,000	$ 5,000	$ 5,000	$ 5,000	$ 6,000	20.0%	$ 6,500	8.3%	$ 7,000	7.7%	$ 7,000	0.0%	$ 7,000	0.0%
Reference Sources	$ 18,650	$ 17,000	$ 17,587	$ 18,000	$ 18,250	1.4%	$ 18,500	1.4%	$ 18,750	1.4%	$ 19,000	1.3%	$ 19,000	0.0%
Juvenile Books	$ 8,961	$ 7,361	$ 5,986	$ 7,500	$ 9,000	20.0%	$ 9,500	5.6%	$ 9,500	0.0%	$ 9,500	0.0%	$ 9,500	0.0%
Young Adult Sources	$ 1,492	$ 1,500	$ 1,478	$ 1,500	$ 2,000	33.3%	$ 2,000	0.0%	$ 2,500	25.0%	$ 2,500	0.0%	$ 2,500	0.0%
Replacement Books	$ 1,500	$ 1,669	$ 1,499	$ 1,500	$ 2,500	66.7%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Periodicals & Newspapers	$ 6,928	$ 7,000	$ 6,890	$ 7,200	$ 7,500	4.2%	$ 7,500	0.0%	$ 8,000	6.7%	$ 8,000	0.0%	$ 8,000	0.0%
Non-Print Materials/Adult	$ 5,406	$ 4,998	$ 3,015	$ 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	$ 3,723	$ 2,917	$ 3,609	$ 3,800	$ 4,300	13.2%	$ 4,300	0.0%	$ 4,800	11.6%	$ 4,800	0.0%	$ 4,800	0.0%
Equipment Maintenance	$ 842	$ 1,656	$ 1,500	$ 1,500	$ 2,000	33.3%	$ 2,000	0.0%	$ 2,500	25.0%	$ 2,500	0.0%	$ 3,000	20.0%
	$ 634,439	$ 631,379	$ 615,612	$ 656,345	$ 674,510	2.8%	$ 693,220	2.8%	$ 713,840	3.0%	$ 730,200	2.3%	$ 743,710	1.9%
Fire														
Department Head Salary	$ 83,924	$ 85,614	$ 87,591	$ 89,020	$ 90,800	2.0%	$ 92,585	2.0%	$ 94,425	2.0%	$ 96,300	2.0%	$ 98,215	2.0%
Staff Salaries	$ 1,234,985	$ 1,303,843	$ 1,342,721	$ 1,385,865	$ 1,425,628	2.9%	$ 1,468,715	3.0%	$ 1,505,905	2.5%	$ 1,544,185	2.5%	$ 1,579,275	2.3%
Retroactive Pay	$ 61,121	$ 39	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Vacation BB - Retire Pay	$ 17,158	$ 9,993	$ 9,450	$ 10,250	$ 10,750	4.9%	$ 11,000	2.3%	$ 11,250	2.3%	$ 11,250	0.0%	$ 11,250	0.0%
Incentive Pay	$ 41,921	$ 52,220	$ 54,287	$ 59,370	$ 60,135	1.3%	$ 62,090	3.3%	$ 63,695	2.6%	$ 65,345	2.6%	$ 66,850	2.3%
Overtime	$ 84,689	$ 95,310	$ 91,029	$ 100,000	$ 102,000	2.0%	$ 104,040	2.0%	$ 106,125	2.0%	$ 108,245	2.0%	$ 110,410	2.0%
Fire Outside Overtime	$ 4,161	$ 2,171	$ 2,334	$ 5,000	$ 5,100	2.0%	$ 5,200	2.0%	$ 5,305	2.0%	$ 5,410	2.0%	$ 5,520	2.0%
Banner Outside Overtime	$ 5,699	$ 6,414	$ 4,763	$ 6,200	$ 6,325	2.0%	$ 6,450	2.0%	$ 6,580	2.0%	$ 6,710	2.0%	$ 6,845	2.0%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Rental Housing Overtime	$ -	$ -	$ 4,244	$ 51,000	$ 52,000	2.0%	$ 53,000	1.9%	$ 54,000	1.9%	$ 55,000	1.9%	$ 56,000	1.8%
Holiday Pay	$ 31,297	$ 41,173	$ 41,027	$ 50,000	$ 51,395	2.8%	$ 53,070	3.3%	$ 54,440	2.6%	$ 55,850	2.6%	$ 57,135	2.3%
Auxiliary Staff	$ 5,826	$ 4,788	$ 5,877	$ 6,000	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%
Clerical	$ 35,097	$ 36,543	$ 38,581	$ 39,485	$ 40,660	3.0%	$ 41,875	3.0%	$ 43,130	3.0%	$ 44,410	3.0%	$ 44,410	0.0%
Equipment	$ 21,767	$ 18,810	$ 18,083	$ 19,500	$ 23,500	20.5%	$ 24,000	2.1%	$ 24,250	1.0%	$ 24,500	1.0%	$ 24,500	0.0%
Training	$ 7,508	$ 6,449	$ 3,395	$ 9,000	$ 10,000	11.1%	$ 10,500	5.0%	$ 10,500	0.0%	$ 11,000	4.8%	$ 11,000	0.0%
Conferences/Memberships	$ 3,397	$ 4,787	$ 3,682	$ 5,250	$ 6,000	14.3%	$ 6,000	0.0%	$ 6,250	4.2%	$ 6,250	0.0%	$ 6,300	0.8%
Reimbursable Expense	$ 953	$ 979	$ 8,428	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Propane	$ 30,550	$ 20,218	$ 19,586	$ 20,250	$ 19,385	-4.3%	$ 20,355	5.0%	$ 21,375	5.0%	$ 22,440	5.0%	$ 23,565	5.0%
Gasoline	$ 3,572	$ 7,251	$ 6,653	$ 6,300	$ 6,615	5.0%	$ 6,945	5.0%	$ 7,295	5.0%	$ 7,660	5.0%	$ 7,660	0.0%
Diesel	$ 15,703	$ 13,615	$ 11,593	$ 13,650	$ 14,335	5.0%	$ 15,050	5.0%	$ 15,800	5.0%	$ 16,600	5.1%	$ 16,600	0.0%
Electric	$ 23,637	$ 26,834	$ 25,200	$ 27,000	$ 26,210	-2.9%	$ 27,260	4.0%	$ 28,350	4.0%	$ 29,485	4.0%	$ 30,660	4.0%
Utilities	$ 9,480	$ 12,654	$ 12,415	$ 12,750	$ 12,915	1.3%	$ 13,430	4.0%	$ 14,000	4.2%	$ 14,525	3.8%	$ 15,105	4.0%
Building Repairs	$ 5,194	$ 6,692	$ 8,915	$ 7,000	$ 7,000	0.0%	$ 7,000	0.0%	$ 7,500	7.1%	$ 7,500	0.0%	$ 8,000	6.7%
Telephone	$ 11,650	$ 11,797	$ 11,271	$ 10,500	$ 11,000	4.8%	$ 11,250	2.3%	$ 11,250	0.0%	$ 11,300	0.4%	$ 11,300	0.0%
Postage Expense	$ 411	$ 388	$ 561	$ 600	$ 700	16.7%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%
Office Supplies	$ 13,227	$ 7,634	$ 7,500	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,500	5.0%	$ 10,500	0.0%	$ 10,500	0.0%
Operating Supplies	$ 13,854	$ 14,957	$ 19,393	$ 12,500	$ 12,750	2.0%	$ 13,000	2.0%	$ 13,000	0.0%	$ 13,000	0.0%	$ 13,000	0.0%
Clothing	$ 12,237	$ 24,762	$ 27,665	$ 31,000	$ 31,500	1.6%	$ 31,500	0.0%	$ 32,000	1.6%	$ 32,000	0.0%	$ 32,000	0.0%
Fire Prevention	$ 542	$ 377	$ 235	$ 650	$ 700	7.7%	$ 1,000	42.9%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Fire Alarm Repair	$ 16,416	$ 14,424	$ 16,216	$ 18,500	$ 18,500	0.0%	$ 19,000	2.7%	$ 20,000	5.3%	$ 21,000	5.0%	$ 22,000	4.8%
Equipment Maintenance	$ 3,996	$ 5,733	$ 5,307	$ 6,000	$ 6,250	4.2%	$ 6,250	0.0%	$ 6,500	4.0%	$ 6,500	0.0%	$ 7,000	7.7%
Vehicle Maintenance	$ 56,006	$ 40,811	$ 38,464	$ 45,000	$ 47,250	5.0%	$ 50,000	5.8%	$ 51,000	2.0%	$ 52,000	2.0%	$ 53,000	1.9%
Transfers	$ 31,000	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 1,886,975	$ 1,877,282	$ 1,926,463	$ 2,057,640	$ 2,115,403	2.8%	$ 2,177,265	2.9%	$ 2,232,125	2.5%	$ 2,286,665	2.4%	$ 2,335,800	2.1%
Solid Waste														
Refuse Collection	$ -	$ -	$ -	$ -	$ 141,240	100.0%	$ 144,065	2.0%	$ 146,946	2.0%	$ 149,885	2.0%	$ 152,883	2.0%
Recycling Collection	$ -	$ -	$ -	$ -	$ 286,770	100.0%	$ 292,505	2.0%	$ 298,356	2.0%	$ 304,323	2.0%	$ 310,409	2.0%
Town Dumpsters	$ -	$ -	$ -	$ -	$ 42,540	100.0%	$ 43,391	2.0%	$ 44,259	2.0%	$ 45,144	2.0%	$ 46,047	2.0%
Tipping Fee - Refuse	$ -	$ -	$ -	$ -	$ 95,000	100.0%	$ 95,000	0.0%	$ 95,000	0.0%	$ 95,000	0.0%	$ 95,000	0.0%
Tipping Fee - Recycling	$ -	$ -	$ -	$ -	$ 180,000	100.0%	$ 189,000	5.0%	$ 198,450	5.0%	$ 208,375	5.0%	$ 218,795	5.0%
Tipping Fee - Compost	$ -	$ -	$ -	$ -	$ 40,000	100.0%	$ 40,000	0.0%	$ 40,000	0.0%	$ 40,000	0.0%	$ 40,000	0.0%
WSWMD Assessment	$ -	$ -	$ -	$ -	$ 79,275	100.0%	$ 83,240	5.0%	$ 87,405	5.0%	$ 91,775	5.0%	$ 96,365	5.0%
Management & Education	$ -	$ -	$ -	$ -	$ 2,000	100.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Refuse Containers	$ -	$ -	$ -	$ -	$ 1,000	100.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Refuse Bags	$ -	$ -	$ -	$ -	$ 30,000	100.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%	$ 30,000	0.0%
	$ -	$ -	$ -	$ -	$ 897,825	100.0%	$ 920,201	2.5%	$ 943,415	2.5%	$ 967,502	2.6%	$ 992,498	2.6%
Facilities Maintenance														
Staff Salaries	$ -	$ -	$ 129,668	$ 132,020	$ 135,175	2.4%	$ 138,420	2.4%	$ 141,750	2.4%	$ 145,155	2.4%	$ 148,645	2.4%
Vacation Buy Back	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Overtime	$ -	$ -	$ 13,081	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Seasonal Employees	$ -	$ -	$ 735	$ -	$ -		$ -		$ -		$ -		$ -	
Clothing	$ -	$ -	$ 1,125	$ 1,125	$ 1,125	0.0%	$ 1,125	0.0%	$ 1,125	0.0%	$ 1,125	0.0%	$ 1,125	0.0%
Automotive Maintenance	$ -	$ -	$ 10	$ 700	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%	$ 700	0.0%
	$ -	$ -	$ 144,618	$ 143,845	$ 147,000	2.2%	$ 150,245	2.2%	$ 153,575	2.2%	$ 156,980	2.2%	$ 160,470	2.2%
Municipal Center														
Staff Salaries	$ 51,168	$ 44,458	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Vacation BB - Retire Pay	$ -	$ 1,960	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Overtime	$ 7,177	$ 8,936	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Equipment	$ 3,005	$ 6,609	$ 626	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
Fuel Expense	$ 20,396	$ 28,814	$ 24,144	$ 27,260	$ 21,655	-20.6%	$ 22,340	3.2%	$ 23,875	6.9%	$ 25,070	5.0%	$ 26,325	5.0%
Electric	$ 27,590	$ 21,651	$ 19,330	$ 22,000	$ 20,105	-8.6%	$ 20,910	4.0%	$ 21,745	4.0%	$ 22,615	4.0%	$ 23,520	4.0%
Utilities	$ 4,290	$ 4,280	$ 4,322	$ 4,455	$ 4,495	0.9%	$ 4,675	4.0%	$ 4,865	4.1%	$ 5,060	4.0%	$ 5,530	9.3%
Building Repairs	$ 13,318	$ 19,832	$ 12,000	$ 15,000	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
Maintenance Supplies	$ 4,698	$ 3,551	$ 5,050	$ 6,000	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,000	0.0%
Maintenance Contracts	$ 7,652	$ 9,566	$ 9,324	$ 10,200	$ 10,500	2.9%	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%	$ 10,500	0.0%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Grounds Maintenance	$ 1,385	$ 654	$ 955	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Clothing	$ 379	$ 193	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Automotive Maintenance	$ 72	$ 1,004	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 141,129	$ 151,506	$ 75,751	$ 89,415	$ 82,255	-8.0%	$ 83,925	2.0%	$ 86,485	3.1%	$ 88,745	2.6%	$ 91,375	3.0%
Police														
Department Head Salary	$ 94,349	$ 96,178	$ 98,747	$ 99,860	$ 101,765	1.9%	$ 103,715	1.9%	$ 105,705	1.9%	$ 107,735	1.9%	$ 109,810	1.9%
Staff Salaries	$ 1,170,753	$ 1,259,061	$ 1,367,224	$ 1,525,100	$ 1,579,720	3.6%	$ 1,638,210	3.7%	$ 1,691,865	3.3%	$ 1,745,040	3.1%	$ 1,799,050	3.1%
Vacation BB - Retire Pay	$ 17,341	$ 21,220	$ 6,582	$ 8,500	$ 8,500	0.0%	$ 8,500	0.0%	$ 8,500	0.0%	$ 8,500	0.0%	$ 8,500	0.0%
Educational Incentive	$ 23,501	$ 34,118	$ 36,436	$ 36,985	$ 26,125	-29.4%	$ 26,455	1.3%	$ 26,700	0.9%	$ 26,955	1.0%	$ 27,215	1.0%
Overtime	$ 229,937	$ 212,538	$ 143,844	$ 125,000	$ 135,200	8.2%	$ 140,608	4.0%	$ 146,233	4.0%	$ 152,081	4.0%	$ 152,081	0.0%
Police Outside Overtime	$ 3,742	$ 2,851	$ 253	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Holiday Pay	$ 25,496	$ 23,447	$ 26,250	$ 28,995	$ 32,380	11.7%	$ 33,630	3.9%	$ 34,750	3.3%	$ 35,875	3.2%	$ 37,015	3.2%
Auxiliary Staff	$ 14,693	$ 24,248	$ 1,545	$ 5,000	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Clerical	$ 109,447	$ 105,557	$ 115,129	$ 119,415	$ 122,400	2.5%	$ 125,460	2.5%	$ 128,597	2.5%	$ 131,812	2.5%	$ 135,107	2.5%
Equipment	$ 5,354	$ 7,377	$ 4,833	$ 13,000	$ 8,400	-35.4%	$ 8,400	0.0%	$ 8,600	2.4%	$ 8,600	0.0%	$ 8,800	2.3%
Poundkeeper	$ 8,321	$ 8,192	$ 8,725	$ 10,000	$ 12,000	20.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%	$ 12,000	0.0%
Training	$ 13,834	$ 28,412	$ 22,915	$ 27,000	$ 30,000	11.1%	$ 33,000	10.0%	$ 33,000	0.0%	$ 35,000	6.1%	$ 35,000	0.0%
Conferences/Memberships	$ 3,530	$ 4,294	$ 3,668	$ 5,700	$ 4,500	-21.1%	$ 4,500	0.0%	$ 4,800	6.7%	$ 4,800	0.0%	$ 4,800	0.0%
Computer Supplies	$ 10,013	$ 9,838	$ 3,115	$ 10,500	$ 9,000	-14.3%	$ 9,000	0.0%	$ 10,000	11.1%	$ 10,000	0.0%	$ 10,000	0.0%
Professional Services	$ -	$ -	$ 1,950	$ -	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Project Care	$ -	$ -	$ -	$ 16,000	$ 16,000	0.0%	$ 16,000	0.0%	$ 16,000	0.0%	$ 16,000	0.0%	$ 16,000	0.0%
Reimbursements/Insurance	$ 9,397	$ 1,659	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Heating Fuel	$ 20,177	$ 20,694	$ 17,493	$ 22,575	$ 19,455	-13.8%	$ 20,430	5.0%	$ 21,450	5.0%	$ 22,525	5.0%	$ 23,650	5.0%
Gasoline	$ 27,381	$ 31,381	$ 30,957	$ 36,750	$ 38,590	5.0%	$ 40,515	5.0%	$ 45,545	12.4%	$ 44,670	-1.9%	$ 46,903	5.0%
Diesel	$ 291	$ -	$ 209	$ 500	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%	$ 500	0.0%
Electric	$ 19,801	$ 25,124	$ 23,927	$ 25,000	$ 24,885	-0.5%	$ 25,880	4.0%	$ 26,915	4.0%	$ 27,995	4.0%	$ 29,110	4.0%
Utilities	$ 3,730	$ 4,163	$ 4,283	$ 4,330	$ 4,455	2.9%	$ 4,635	4.0%	$ 4,820	4.0%	$ 5,010	3.9%	$ 5,210	4.0%
Building Maintenance	$ 24,907	$ 5,373	$ 14,116	$ 10,000	$ 10,404	4.0%	$ 10,612	2.0%	$ 10,824	2.0%	$ 11,041	2.0%	$ 11,262	2.0%
Maintenance Supplies	$ 4,856	$ 2,474	$ 1,773	$ 3,500	$ 3,788	8.2%	$ 3,864	2.0%	$ 3,941	2.0%	$ 4,020	2.0%	$ 4,100	2.0%
Grounds Maintenance	$ 17,885	$ 12,670	$ 14,333	$ 13,000	$ 13,781	6.0%	$ 14,470	5.0%	$ 15,194	5.0%	$ 15,954	5.0%	$ 16,752	5.0%
Telephone	$ 26,143	$ 25,028	$ 25,326	$ 25,000	$ 26,000	4.0%	$ 26,500	1.9%	$ 27,500	3.8%	$ 28,000	1.8%	$ 29,000	3.6%
VIBRS/VLETS	$ 13,708	$ 16,217	$ 11,862	$ 20,000	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%	$ 20,000	0.0%
Office Furniture	$ 557	$ 108	$ -	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 2,000	100.0%	$ 2,000	0.0%	$ 2,500	25.0%
Copier Expense	$ 4,524	$ 4,658	$ 3,847	$ 6,000	$ 5,000	-16.7%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%	$ 5,000	0.0%
Postage Expense	$ 1,035	$ 913	$ 812	$ 2,000	$ 1,000	-50.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,000	0.0%
Office Supplies	$ 6,936	$ 4,940	$ 6,193	$ 6,120	$ 6,494	6.1%	$ 6,624	2.0%	$ 6,756	2.0%	$ 6,892	2.0%	$ 7,030	2.0%
Books/Reference	$ 229	$ 229	$ 229	$ 200	$ 250	25.0%	$ 250	0.0%	$ 250	0.0%	$ 250	0.0%	$ 250	0.0%
Operating Supplies	$ 15,431	$ 8,593	$ 7,686	$ 10,700	$ 11,300	5.6%	$ 11,500	1.8%	$ 11,700	1.7%	$ 11,700	0.0%	$ 12,000	2.6%
Clothing	$ 12,513	$ 24,128	$ 16,545	$ 24,000	$ 24,500	2.1%	$ 25,000	2.0%	$ 25,000	0.0%	$ 25,500	2.0%	$ 25,500	0.0%
Equipment Maintenance	$ 6,995	$ 2,410	$ 14,688	$ 20,000	$ 18,000	-10.0%	$ 18,500	2.8%	$ 19,000	2.7%	$ 20,000	5.3%	$ 20,000	0.0%
Automotive Equipment	$ -	$ -	$ 1,192	$ 1,000	$ 2,000	100.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%	$ 2,000	0.0%
Automotive Maintenance	$ 16,119	$ 21,590	$ 23,442	$ 22,000	$ 22,000	0.0%	$ 22,500	2.3%	$ 22,500	0.0%	$ 23,000	2.2%	$ 23,000	0.0%
Prisoner Expense	$ 3,440	$ 3,818	$ 3,535	$ 4,000	$ 4,000	0.0%	$ 4,500	12.5%	$ 4,500	0.0%	$ 5,000	11.1%	$ 5,000	0.0%
Crime Prevention	$ -	$ 2,113	$ 702	$ 2,000	$ 2,500	25.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%	$ 2,500	0.0%
Transportation	$ 1,300	$ 3,275	$ 1,562	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
	$ 1,967,665	$ 2,058,887	$ 2,065,929	$ 2,304,730	$ 2,365,892	2.7%	$ 2,447,258	3.4%	$ 2,525,646	3.2%	$ 2,598,954	2.9%	$ 2,667,645	2.6%
Dispatch														
Chief Dispatcher	$ 48,307	$ 49,584	$ 51,442	$ 52,895	$ 54,485	3.0%	$ 56,120	3.0%	$ 57,805	3.0%	$ 59,540	3.0%	$ 60,455	1.5%
Staff Salaries	$ 316,645	$ 290,737	$ 316,594	$ 382,500	$ 397,190	3.8%	$ 412,260	3.8%	$ 427,940	3.8%	$ 442,890	3.5%	$ 459,205	3.7%
Vacation Buy	$ 6,597	$ 2,776	$ 3,465	$ 3,600	$ 3,600	0.0%	$ 3,700	2.8%	$ 3,700	0.0%	$ 3,700	0.0%	$ 3,700	0.0%
Educational Incentive	$ 6,634	$ 7,781	$ 7,352	$ 8,000	$ 6,600	-17.5%	$ 6,780	2.7%	$ 6,970	2.8%	$ 7,110	2.0%	$ 7,250	2.0%
Overtime	$ 84,710	$ 130,647	$ 124,396	$ 90,000	$ 90,000	0.0%	$ 90,000	0.0%	$ 90,000	0.0%	$ 90,000	0.0%	$ 90,000	0.0%
Holiday Pay	$ 6,013	$ 5,987	$ 5,918	$ 6,130	$ 6,400	4.4%	$ 6,635	3.7%	$ 6,875	3.6%	$ 7,345	6.8%	$ 7,345	0.0%
Equipment	$ 3,388	$ 2,410	$ 2,953	$ 4,000	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Training	$ 257	$ 395	$ 832	$ 3,000	$ 3,500	16.7%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%	$ 3,500	0.0%
Telephone	$ 580	$ 124	$ 250	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Office Supplies	$ 481	$ 621	$ 469	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Operating Supplies	$ 2,327	$ 1,635	$ 1,443	$ 2,000	$ 1,785	-10.8%	$ 1,785	0.0%	$ 1,820	2.0%	$ 1,820	0.0%	$ 1,820	0.0%
Uniforms	$ 244	$ 213	$ -	$ 250	$ 200	-20.0%	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%	$ 200	0.0%
Equipment Maintenance	$ 1,568	$ 461	$ 440	$ 2,000	$ 1,500	-25.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
	$ 477,750	$ 493,370	$ 515,554	$ 555,575	$ 570,460	2.7%	$ 587,680	3.0%	$ 605,510	3.0%	$ 622,805	2.9%	$ 640,175	2.8%
Public Works														
Department Head Salary	$ 37,856	$ 43,511	$ 47,539	$ 48,700	$ 49,655	2.0%	$ 50,640	2.0%	$ 51,640	2.0%	$ 52,660	2.0%	$ 53,700	2.0%
Staff Salaries	$ 604,409	$ 607,253	$ 658,221	$ 678,450	$ 702,590	3.6%	$ 727,315	3.5%	$ 754,185	3.7%	$ 780,270	3.5%	$ 802,860	2.9%
Mechanics Staff Salaries	$ 145,881	$ 141,646	$ 146,309	$ 161,435	$ 170,485	5.6%	$ 178,670	4.8%	$ 184,375	3.2%	$ 190,320	3.2%	$ 194,115	2.0%
Vacation BB - Retire Pay	$ 6,796	$ 4,510	$ 971	$ 3,000	$ 3,000	0.0%	$ 15,000	400.0%	$ 3,000	-80.0%	$ 3,000	0.0%	$ 3,000	0.0%
Overtime	$ 126,707	$ 102,762	$ 89,195	$ 102,750	$ 94,000	-8.5%	$ 95,000	1.1%	$ 96,000	1.1%	$ 96,000	0.0%	$ 96,000	0.0%
Holiday/Weekend Pay	$ 16,428	$ 10,093	$ 17,847	$ 16,390	$ 16,715	2.0%	$ 17,045	2.0%	$ 17,390	2.0%	$ 17,735	2.0%	$ 18,090	2.0%
Clerical	$ 45,645	$ 44,767	$ 45,915	$ 51,970	$ 48,665	-6.4%	$ 50,130	3.0%	$ 51,635	3.0%	$ 53,185	3.0%	$ 54,785	3.0%
Seasonal Help	$ -	$ -	$ -	$ 24,000	$ 24,480	2.0%	$ 24,970	2.0%	$ 25,470	2.0%	$ 25,980	2.0%	$ 25,980	0.0%
Conferences/Memberships	$ 598	$ 435	$ 973	$ 3,000	$ 3,100	3.3%	$ 3,100	0.0%	$ 3,100	0.0%	$ 3,100	0.0%	$ 3,100	0.0%
Professional Services	$ 13,532	$ 16,753	$ 9,682	$ 12,000	$ 12,500	4.2%	$ 12,500	0.0%	$ 13,000	4.0%	$ 13,500	3.8%	$ 14,000	3.7%
Equip Rental - Outside	$ 16,198	$ 17,024	$ 23,438	$ 17,000	$ 19,000	11.8%	$ 19,500	2.6%	$ 20,000	2.6%	$ 20,500	2.5%	$ 21,000	2.4%
Reimbursable Expense	$ 13,541	$ 11,237	$ 4,223	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Telephone	$ 8,057	$ 8,206	$ 7,272	$ 5,400	$ 5,400	0.0%	$ 5,500	1.9%	$ 5,600	1.8%	$ 5,700	1.8%	$ 5,800	1.8%
Copier Expense	$ 1,774	$ 1,088	$ 761	$ 800	$ 900	12.5%	$ 900	0.0%	$ 1,000	11.1%	$ 1,000	0.0%	$ 1,100	10.0%
Postage Expense	$ 98	$ 30	$ 96	$ 250	$ 300	20.0%	$ 350	16.7%	$ 400	14.3%	$ 450	12.5%	$ 500	11.1%
Office Supplies	$ 3,982	$ 4,589	$ 3,186	$ 3,900	$ 4,100	5.1%	$ 4,100	0.0%	$ 4,200	2.4%	$ 4,200	0.0%	$ 4,300	2.4%
Clothing	$ 5,983	$ 6,274	$ 6,000	$ 6,000	$ 6,000	0.0%	$ 6,500	8.3%	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,500	0.0%
Safety Equipment	$ 4,522	$ 6,209	$ 6,971	$ 6,000	$ 7,000	16.7%	$ 7,000	0.0%	$ 7,500	7.1%	$ 7,500	0.0%	$ 7,500	0.0%
	$ 1,052,007	$ 1,026,386	$ 1,068,599	$ 1,141,045	$ 1,167,890	2.4%	$ 1,218,220	4.3%	$ 1,244,995	2.2%	$ 1,281,600	2.9%	$ 1,312,330	2.4%
Public Works Bridges														
Painting & Repair	$ 12,099	$ 10,265	$ 9,336	$ 12,000	$ 14,000	16.7%	$ 15,000	7.1%	$ 16,000	6.7%	$ 17,000	6.3%	$ 18,000	5.9%
	$ 12,099	$ 10,265	$ 9,336	$ 12,000	$ 14,000	16.7%	$ 15,000	7.1%	$ 16,000	6.7%	$ 17,000	6.3%	$ 18,000	5.9%
Public Works Drainage														
Stormwater Upgrades	$ -	$ -	$ 792	$ 40,000	$ 50,000	25.0%	$ 70,000	40.0%	$ 80,000	14.3%	$ 90,000	12.5%	$ 100,000	11.1%
Engineering	$ -	$ -	$ -	$ 10,000	$ 10,300	3.0%	$ 10,610	3.0%	$ 10,930	3.0%	$ 11,255	3.0%	$ 11,600	3.1%
Permits & Compliance	$ -	$ -	$ 12,110	$ 10,000	$ 20,000	100.0%	$ 25,000	25.0%	$ 25,750	3.0%	$ 26,500	2.9%	$ 27,800	4.9%
Pipes	$ 6,221	$ 11,031	$ 7,298	$ 10,000	$ 10,300	3.0%	$ 10,600	2.9%	$ 11,000	3.8%	$ 11,300	2.7%	$ 11,600	2.7%
Grates & Risers	$ 3,612	$ 4,094	$ 4,318	$ 4,500	$ 4,700	4.4%	$ 4,800	2.1%	$ 4,900	2.1%	$ 5,000	2.0%	$ 5,100	2.0%
Other Materials	$ 9,809	$ 7,915	$ 10,481	$ 10,000	$ 10,300	3.0%	$ 10,600	2.9%	$ 11,000	3.8%	$ 11,300	2.7%	$ 11,600	2.7%
	$ 19,641	$ 23,041	$ 34,999	$ 84,500	$ 105,600	25.0%	$ 131,610	24.6%	$ 143,580	9.1%	$ 155,355	8.2%	$ 167,700	7.9%
Public Works Equipment														
Parts	$ 101,730	$ 149,824	$ 99,731	$ 100,000	$ 102,000	2.0%	$ 104,000	2.0%	$ 106,000	1.9%	$ 108,000	1.9%	$ 110,000	1.9%
Tires & Accessories	$ 17,009	$ 18,020	$ 11,122	$ 15,000	$ 12,500	-16.7%	$ 12,500	0.0%	$ 12,500	0.0%	$ 13,000	4.0%	$ 13,500	3.8%
Small Tools	$ 5,315	$ 6,137	$ 6,588	$ 6,500	$ 6,500	0.0%	$ 6,500	0.0%	$ 6,800	4.6%	$ 6,800	0.0%	$ 6,800	0.0%
	$ 124,054	$ 173,980	$ 117,441	$ 121,500	$ 121,000	-0.4%	$ 123,000	1.7%	$ 125,300	1.9%	$ 127,800	2.0%	$ 130,300	2.0%
Public Works Gas & Oil														
Gasoline Pump Maintenance	$ 100	$ 20,564	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Gasoline	$ 5,475	$ 7,317	$ 5,708	$ 8,000	$ 8,820	10.3%	$ 9,260	5.0%	$ 9,725	5.0%	$ 10,210	5.0%	$ 10,500	2.8%
Diesel	$ 68,247	$ 84,605	$ 70,565	$ 80,000	$ 88,200	10.3%	$ 92,610	5.0%	$ 97,240	5.0%	$ 102,105	5.0%	$ 107,200	5.0%
Lube & Oil	$ 6,202	$ 5,655	$ 8,311	$ 7,500	$ 8,000	6.7%	$ 8,000	0.0%	$ 8,500	6.3%	$ 8,500	0.0%	$ 8,500	0.0%
	$ 80,025	$ 118,141	$ 84,584	$ 95,500	$ 105,020	10.0%	$ 109,870	4.6%	$ 115,465	5.1%	$ 120,815	4.6%	$ 126,200	4.5%
Public Works Summer Roads														
Chloride	$ 26,842	$ 21,156	$ 23,650	$ 26,000	$ 27,500	5.8%	$ 28,000	1.8%	$ 28,500	1.8%	$ 28,500	0.0%	$ 28,500	0.0%
Hot Mix	$ 40,741	$ 29,800	$ 23,526	$ 32,000	$ 33,000	3.1%	$ 33,000	0.0%	$ 35,000	6.1%	$ 35,000	0.0%	$ 36,000	2.9%
Cold Patch	$ 1,727	$ 1,073	$ 1,737	$ 1,000	$ 1,000	0.0%	$ 1,000	0.0%	$ 1,100	10.0%	$ 1,100	0.0%	$ 1,200	9.1%
Gravel	$ 28,878	$ 51,834	$ 30,601	$ 34,000	$ 34,500	1.5%	$ 35,000	1.4%	$ 35,500	1.4%	$ 36,000	1.4%	$ 36,500	1.4%
Guard Rails	$ 6,251	$ 5,311	$ 4,854	$ 12,000	$ 12,000	0.0%	$ 12,500	4.2%	$ 12,500	0.0%	$ 13,000	4.0%	$ 13,000	0.0%
	$ 104,439	$ 109,174	$ 84,369	$ 105,000	$ 108,000	2.9%	$ 109,500	1.4%	$ 112,600	2.8%	$ 113,600	0.9%	$ 115,200	1.4%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Public Works Sidewalks														
Sidewalk Repairs	$ 11,088	$ 12,978	$ 22,637	$ 27,500	$ 30,000	9.1%	$ 32,500	8.3%	$ 35,000	7.7%	$ 37,500	7.1%	$ 38,000	1.3%
	$ 11,088	$ 12,978	$ 22,637	$ 27,500	$ 30,000	9.1%	$ 32,500	8.3%	$ 35,000	7.7%	$ 37,500	7.1%	$ 38,000	1.3%
Public Works Streets Misc														
Retaining Walls & Rails	$ 7,673	$ 13,074	$ 2,283	$ 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	$ 6,055	$ 9,760	$ 9,446	$ 12,500	$ 13,500	8.0%	$ 13,500	0.0%	$ 14,000	3.7%	$ 14,000	0.0%	$ 14,000	0.0%
Broom Material	$ 1,060	$ 2,735	$ 1,275	$ 3,000	$ 3,400	13.3%	$ 3,500	2.9%	$ 3,600	2.9%	$ 3,600	0.0%	$ 3,600	0.0%
Traffic Safety	$ 1,129	$ 9,999	$ 7,928	$ 10,000	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%	$ 10,000	0.0%
Line Striping	$ 21,466	$ 24,492	$ 22,701	$ 27,000	$ 27,500	1.9%	$ 28,000	1.8%	$ 28,500	1.8%	$ 29,000	1.8%	$ 30,000	3.4%
Tree Removal	$ 10,020	$ 31,094	$ 7,000	$ 12,000	$ 12,000	0.0%	$ 12,500	4.2%	$ 12,500	0.0%	$ 13,000	4.0%	$ 13,000	0.0%
Tree Care	$ 475	$ 438	$ 938	$ 2,000	$ 2,000	0.0%	$ 2,500	25.0%	$ 2,500	0.0%	$ 3,000	20.0%	$ 3,000	0.0%
	$ 47,878	$ 91,593	$ 51,570	$ 81,500	$ 83,400	2.3%	$ 85,000	1.9%	$ 86,100	1.3%	$ 87,600	1.7%	$ 88,600	1.1%
Public Works Winter Roads														
Salt	$ 132,758	$ 129,120	$ 121,189	$ 126,000	$ 125,010	-0.8%	$ 127,510	2.0%	$ 130,060	2.0%	$ 132,665	2.0%	$ 135,315	2.0%
Sand	$ 25,134	$ 38,536	$ 37,921	$ 32,000	$ 32,805	2.5%	$ 33,465	2.0%	$ 34,130	2.0%	$ 34,815	2.0%	$ 35,510	2.0%
Chains & Blades	$ 12,513	$ 24,536	$ 19,834	$ 15,600	$ 15,700	0.6%	$ 15,800	0.6%	$ 15,800	0.0%	$ 15,800	0.0%	$ 15,800	0.0%
Equipment Maintenance	$ 52,017	$ 29,900	$ 21,031	$ 21,000	$ 21,500	2.4%	$ 21,500	0.0%	$ 22,000	2.3%	$ 22,000	0.0%	$ 22,500	2.3%
	$ 222,421	$ 222,093	$ 199,974	$ 194,600	$ 195,015	0.2%	$ 198,275	1.7%	$ 201,990	1.9%	$ 205,280	1.6%	$ 209,125	1.9%
Public Works Yard Expense														
Fuel Expense	$ 11,341	$ 14,521	$ 13,554	$ 12,000	$ 11,710	-2.4%	$ 12,295	5.0%	$ 12,910	5.0%	$ 13,555	5.0%	$ 14,235	5.0%
Electric	$ 10,261	$ 8,897	$ 10,326	$ 9,000	$ 10,740	19.3%	$ 11,170	4.0%	$ 11,615	4.0%	$ 12,080	4.0%	$ 12,565	4.0%
Utilities	$ 5,637	$ 6,833	$ 7,051	$ 7,110	$ 7,335	3.2%	$ 7,630	4.0%	$ 7,935	4.0%	$ 8,250	4.0%	$ 8,580	4.0%
Building Repairs	$ 16,465	$ 16,861	$ 27,416	$ 15,000	$ 15,000	0.0%	$ 16,000	6.7%	$ 16,000	0.0%	$ 17,000	6.3%	$ 17,000	0.0%
Maintenance Supplies	$ 1,028	$ 1,636	$ 1,232	$ 1,000	$ 1,050	5.0%	$ 1,100	4.8%	$ 1,150	4.5%	$ 1,200	4.3%	$ 1,250	4.2%
Refuse Charges	$ 455	$ 948	$ 955	$ 900	$ 1,400	55.6%	$ 1,400	0.0%	$ 1,500	7.1%	$ 1,500	0.0%	$ 1,600	6.7%
	$ 45,186	$ 49,695	$ 60,534	$ 45,010	$ 47,235	4.9%	$ 49,595	5.0%	$ 51,110	3.1%	$ 53,585	4.8%	$ 55,230	3.1%
Public Works Traffic Lght														
Electric	$ 3,751	$ 4,199	$ 4,328	$ 4,000	$ 4,505	12.6%	$ 4,685	4.0%	$ 4,870	3.9%	$ 5,065	4.0%	$ 5,270	4.0%
Contractual Repairs	$ 1,000	$ 6,895	$ 1,725	$ 1,000	$ 2,000	100.0%	$ 2,500	25.0%	$ 3,000	20.0%	$ 3,500	16.7%	$ 4,000	14.3%
Parts	$ 3,361	$ 5,515	$ 3,028	$ 3,000	$ 3,250	8.3%	$ 3,500	7.7%	$ 3,750	7.1%	$ 4,000	6.7%	$ 4,250	6.3%
	$ 8,112	$ 16,609	$ 9,081	$ 8,000	$ 9,755	21.9%	$ 10,685	9.5%	$ 11,620	8.8%	$ 12,565	8.1%	$ 13,520	7.6%
Regional														
Windham Regional	$ 26,471	$ 26,862	$ 27,276	$ 27,822	$ 28,378	2.0%	$ 28,946	2.0%	$ 29,525	2.0%	$ 30,115	2.0%	$ 30,718	2.0%
County Tax	$ 75,639	$ 81,366	$ 83,159	$ 87,000	$ 88,000	1.1%	$ 89,000	1.1%	$ 90,000	1.1%	$ 91,000	1.1%	$ 91,000	0.0%
	$ 102,110	$ 108,228	$ 110,435	$ 114,822	$ 116,378	1.4%	$ 117,946	1.3%	$ 119,525	1.3%	$ 121,115	1.3%	$ 121,718	0.5%
Recreation & Parks														
Department Head Salary	$ 68,519	$ 73,057	$ 75,859	$ 77,895	$ 79,440	2.0%	$ 81,015	2.0%	$ 82,625	2.0%	$ 84,265	2.0%	$ 85,940	2.0%
Staff Salaries	$ 68,643	$ 75,362	$ 74,342	$ 78,645	$ 76,840	-2.3%	$ 78,740	2.5%	$ 80,685	2.5%	$ 82,675	2.5%	$ 84,720	2.5%
Vacation BB - Retire Pay	$ 6,387	$ 4,159	$ 3,499	$ 7,500	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%	$ 7,500	0.0%
Overtime	$ 3,679	$ 2,168	$ 2,545	$ 4,100	$ 4,200	2.4%	$ 4,300	2.4%	$ 4,400	2.3%	$ 4,400	0.0%	$ 4,400	0.0%
Clerical	$ 31,449	$ 33,365	$ 35,662	$ 36,260	$ 37,605	3.7%	$ 38,750	3.0%	$ 39,925	3.0%	$ 41,140	3.0%	$ 42,385	3.0%
Conferences/Memberships	$ 1,105	$ 755	$ 800	$ 800	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%
Insurable Expense	$ -	$ 3,246	$ 393	$ -	$ -	0.0%	$ -	0.0%	$ -		$ -		$ -	
Telephone	$ 6,568	$ 5,866	$ 5,675	$ 7,000	$ 7,400	5.7%	$ 7,400	0.0%	$ 7,400	0.0%	$ 7,400	0.0%	$ 7,400	0.0%
Postage Expense	$ 561	$ 706	$ 606	$ 900	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%	$ 900	0.0%
Office Supplies	$ 3,833	$ 3,565	$ 3,966	$ 3,800	$ 3,900	2.6%	$ 3,900	0.0%	$ 3,900	0.0%	$ 3,900	0.0%	$ 3,900	0.0%
Transportation	$ 535	$ 547	$ 384	$ 1,500	$ 1,700	13.3%	$ 1,700	0.0%	$ 1,700	0.0%	$ 1,800	5.9%	$ 1,800	0.0%
	$ 191,278	$ 202,795	$ 203,730	$ 218,400	$ 220,285	0.9%	$ 225,005	2.1%	$ 229,835	2.1%	$ 234,780	2.2%	$ 239,745	2.1%
Gibson-Aiken Center														
Staff Salaries	$ 38,770	$ 40,670	$ 40	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Vacation BB - Retire Pay	$ 1,347	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Fuel Expense	$ 15,565	$ 20,907	$ 16,964	$ 19,365	$ 17,815	-8.0%	$ 18,705	5.0%	$ 19,640	5.0%	$ 20,620	5.0%	$ 21,650	5.0%
Electric	$ 15,954	$ 15,487	$ 14,366	$ 15,500	$ 14,945	-3.6%	$ 15,540	4.0%	$ 16,160	4.0%	$ 16,810	4.0%	$ 17,480	4.0%
Utilities	$ 4,563	$ 4,661	$ 4,447	$ 4,850	$ 4,625	-4.6%	$ 4,810	4.0%	$ 5,005	4.1%	$ 5,205	4.0%	$ 5,415	4.0%
Building Repairs	$ 15,746	$ 19,643	$ 14,638	$ 14,000	$ 14,000	0.0%	$ 14,000	0.0%	$ 14,500	3.6%	$ 14,500	0.0%	$ 14,500	0.0%
Maintenance Supplies	$ 3,429	$ 2,228	$ 3,751	$ 4,000	$ 4,000	0.0%	$ 4,200	5.0%	$ 4,200	0.0%	$ 4,200	0.0%	$ 4,200	0.0%
Maintenance Contracts	$ -	$ 25,571	$ 45	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
	$ 95,374	$ 129,167	$ 54,252	$ 57,715	$ 55,385	-4.0%	$ 57,255	3.4%	$ 59,505	3.9%	$ 61,335	3.1%	$ 63,245	3.1%
Parks														
Staff Salaries	$ 154,638	$ 157,255	$ 177,797	$ 177,385	$ 188,905	6.5%	$ 192,660	2.0%	$ 196,490	2.0%	$ 200,400	2.0%	$ 204,375	2.0%
Vacation BB - Retire Pay	$ -	$ 669	$ -	$ 750	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%	$ 750	0.0%
Overtime	$ 9,199	$ 8,755	$ 14,614	$ 9,500	$ 9,507	0.1%	$ 9,792	3.0%	$ 10,086	3.0%	$ 10,388	3.0%	$ 10,700	3.0%
Holiday/Weekend Pay	$ 5,934	$ 2,951	$ 5,536	$ 7,780	$ 7,930	1.9%	$ 8,085	2.0%	$ 8,250	2.0%	$ 8,415	2.0%	$ 8,580	2.0%
Seasonal Employees	$ 17,961	$ 22,085	$ 19,533	$ 25,000	$ 26,000	4.0%	$ 28,000	7.7%	$ 30,000	7.1%	$ 32,000	6.7%	$ 32,000	0.0%
Equipment	$ 7,156	$ 5,488	$ 6,567	$ 7,000	$ 7,200	2.9%	$ 7,200	0.0%	$ 7,400	2.8%	$ 7,400	0.0%	$ 7,400	0.0%
Contractual Repairs	$ -	$ 800	$ 986	$ 800	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%	$ 800	0.0%
Training	$ 315	$ 615	$ 315	$ 600	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%	$ 600	0.0%
Propane	$ 4,435	$ 4,768	$ 3,602	$ 5,000	$ 5,295	5.9%	$ 5,560	5.0%	$ 5,385	-3.1%	$ 6,125	13.7%	$ 6,125	0.0%
Gasoline	$ 4,738	$ 4,449	$ 3,798	$ 5,500	$ 7,170	30.4%	$ 7,525	5.0%	$ 7,900	5.0%	$ 8,300	5.1%	$ 8,300	0.0%
Electric	$ 21,224	$ 12,980	$ 8,634	$ 13,000	$ 8,980	-30.9%	$ 9,340	4.0%	$ 9,715	4.0%	$ 10,100	4.0%	$ 10,505	4.0%
Utilities	$ 5,589	$ 4,789	$ 7,157	$ 5,000	$ 7,445	48.9%	$ 7,745	4.0%	$ 8,055	4.0%	$ 8,375	4.0%	$ 8,710	4.0%
Building Repairs	$ 6,385	$ 6,324	$ 10,000	$ 9,500	$ 10,000	5.3%	$ 10,000	0.0%	$ 10,500	5.0%	$ 10,500	0.0%	$ 10,500	0.0%
Maintenance Supplies	$ 350	$ 1,504	$ 1,542	$ 1,400	$ 1,500	7.1%	$ 1,500	0.0%	$ 1,600	6.7%	$ 1,600	0.0%	$ 1,600	0.0%
Refuse/Landfill	$ 293	$ 327	$ 514	$ 300	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%	$ 300	0.0%
Grounds Maintenance	$ 16,578	$ 15,505	$ 21,460	$ 21,500	$ 21,500	0.0%	$ 21,500	0.0%	$ 21,500	0.0%	$ 21,500	0.0%	$ 21,500	0.0%
Equipment Parts	$ 5,476	$ 4,426	$ 4,770	$ 4,200	$ 4,000	-4.8%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%	$ 4,000	0.0%
Tires	$ 2,404	$ 438	$ -	$ 1,000	$ 1,100	10.0%	$ 1,100	0.0%	$ 1,100	0.0%	$ 1,100	0.0%	$ 1,100	0.0%
Clothing	$ 1,560	$ 1,678	$ 1,517	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Safety Equipment	$ 784	$ 649	$ 1,823	$ 1,400	$ 1,400	0.0%	$ 1,400	0.0%	$ 1,400	0.0%	$ 1,400	0.0%	$ 1,400	0.0%
Lube & Oil	$ 754	$ 600	$ 597	$ 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	$ 6,869	$ 4,795	$ 3,972	$ 6,000	$ 6,000	0.0%	$ 6,000	0.0%	$ 6,200	3.3%	$ 6,200	0.0%	$ 6,200	0.0%
Miscellaneous	$ 1,567	$ 2,752	$ 1,863	$ 2,700	$ 2,700	0.0%	$ 2,700	0.0%	$ 2,800	3.7%	$ 2,800	0.0%	$ 2,800	0.0%
	$ 274,210	$ 264,600	$ 296,598	$ 307,915	$ 321,682	4.5%	$ 329,157	2.3%	$ 337,431	2.5%	$ 345,653	2.4%	$ 350,845	1.5%
Cemetery Maintenance														
Contractual Repairs	$ 13,499	$ 24,348	$ 22,841	$ 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	$ 4,476	$ 300	$ 400	$ 3,000	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%	$ 3,000	0.0%
	$ 17,974	$ 24,648	$ 23,241	$ 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	$ 8,575	$ 9,273	$ 8,786	$ 9,000	$ 10,000	11.1%	$ 10,000	0.0%	$ 8,500	-15.0%	$ 11,000	29.4%	$ 11,000	0.0%
	$ 8,575	$ 9,273	$ 8,786	$ 9,000	$ 10,000	11.1%	$ 10,000	0.0%	$ 8,500	-15.0%	$ 11,000	29.4%	$ 11,000	0.0%
Senior Center														
Staff Salaries	$ -	$ -	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Building Maint Contract	$ 1,563	$ 1,753	$ 1,593	$ 1,900	$ 1,900	0.0%	$ 1,900	0.0%	$ 2,000	5.3%	$ 2,000	0.0%	$ 2,000	0.0%
Operating Supplies	$ 2,363	$ 2,699	$ 2,518	$ 2,300	$ 2,300	0.0%	$ 2,300	0.0%	$ 2,400	4.3%	$ 2,400	0.0%	$ 2,400	0.0%
	$ 3,926	$ 4,453	$ 4,111	$ 4,200	$ 4,200	0.0%	$ 4,200	0.0%	$ 4,400	4.8%	$ 4,400	0.0%	$ 4,400	0.0%
Skating Rink														
Staff Salaries	$ 10,954	$ 11,137	$ 11,137	$ 11,500	$ 12,700	10.4%	$ 12,700	0.0%	$ 13,900	9.4%	$ 13,900	0.0%	$ 13,900	0.0%
Propane	$ 17,835	$ 20,592	$ 17,924	$ 22,000	$ 24,255	10.3%	$ 25,470	5.0%	$ 26,745	5.0%	$ 28,085	5.0%	$ 28,085	0.0%
Electric	$ 23,359	$ 27,689	$ 31,284	$ 28,000	$ 32,540	16.2%	$ 33,840	4.0%	$ 35,195	4.0%	$ 36,600	4.0%	$ 38,065	4.0%
Utilities	$ 6,406	$ 4,762	$ 9,028	$ 6,000	$ 9,390	56.5%	$ 9,765	4.0%	$ 10,155	4.0%	$ 10,565	4.0%	$ 10,985	4.0%
Building Repairs	$ 7,041	$ 8,487	$ 6,820	$ 7,500	$ 7,700	2.7%	$ 7,700	0.0%	$ 7,700	0.0%	$ 7,700	0.0%	$ 7,700	0.0%
Operating Supplies	$ 11,854	$ 12,764	$ 16,490	$ 11,500	$ 11,600	0.9%	$ 11,600	0.0%	$ 11,700	0.9%	$ 11,700	0.0%	$ 11,700	0.0%
	$ 77,448	$ 85,431	$ 92,684	$ 86,500	$ 98,185	13.5%	$ 101,075	2.9%	$ 105,395	4.3%	$ 108,550	3.0%	$ 110,435	1.7%

Long Term Financial Plan - 2020

	ACTUAL FY: 2018	ACTUAL FY: 2019	ACTUAL FY: 2020	BUDGET FY: 2021	FORECAST FY: 2022	%	FORECAST FY: 2023	%	FORECAST FY: 2024	%	FORECAST FY: 2025	%	FORECAST FY: 2026	%
Day Camp														
Staff Salaries	$ 31,640	$ 34,093	$ 34,443	$ 35,350	$ 38,000	7.5%	$ 38,000	0.0%	$ 41,000	7.9%	$ 41,000	0.0%	$ 41,000	0.0%
	$ 31,640	$ 34,093	$ 34,443	$ 35,350	$ 38,000	7.5%	$ 38,000	0.0%	$ 41,000	7.9%	$ 41,000	0.0%	$ 41,000	0.0%
Pool														
Staff Salaries	$ 33,734	$ 32,857	$ 34,337	$ 37,740	$ 38,495	2.0%	$ 39,265	2.0%	$ 40,050	2.0%	$ 40,850	2.0%	$ 41,670	2.0%
Electric	$ 6,588	$ 6,442	$ 3,753	$ 6,500	$ 3,905	-39.9%	$ 4,060	4.0%	$ 4,225	4.1%	$ 4,390	3.9%	$ 4,570	4.1%
Utilities	$ 5,554	$ 7,075	$ 6,373	$ 7,360	$ 6,630	-9.9%	$ 6,895	4.0%	$ 7,170	4.0%	$ 7,455	4.0%	$ 7,755	4.0%
Building Repairs	$ 1,255	$ 991	$ 1,428	$ 1,500	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%	$ 1,500	0.0%
Operating Supplies	$ 11,769	$ 8,983	$ 10,553	$ 10,700	$ 15,000	40.2%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%	$ 15,000	0.0%
	$ 58,900	$ 56,348	$ 56,443	$ 63,800	$ 65,530	2.7%	$ 66,720	1.8%	$ 67,945	1.8%	$ 69,195	1.8%	$ 70,495	1.9%
Irene Projects														
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	$ 75,000	$ 78,000	$ 80,000	$ 80,000	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%	$ 80,000	0.0%
	$ 75,000	$ 78,000	$ 80,000	$ 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	$ 1,844,192	$ 1,715,000	$ 1,295,000	$ 1,223,000	$ 1,000,000	-18.2%	$ 1,100,000	10.0%	$ 1,150,000	4.5%	$ 1,200,000	4.3%	$ 1,200,000	0.0%
Transfer to Solid Waste	$ 536,836	$ 510,000	$ 550,000	$ 555,385	$ -	-100.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfer Skatepark Fund	$ -	$ 60,000	$ -	$ -	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%	$ -	0.0%
Transfer to Parking Fund	$ -	$ -	$ 90,000	$ -	$ 45,900	100.0%	$ 46,818	2.0%	$ 47,754	2.0%	$ -	-100.0%	$ -	#DIV/0!
	$ 2,381,028	$ 2,285,000	$ 1,935,000	$ 1,778,385	$ 1,045,900	-41.2%	$ 1,146,818	9.6%	$ 1,197,754	4.4%	$ 1,200,000	0.2%	$ 1,200,000	0.0%
TOTAL EXPENDITURES	$ 17,075,661	$ 17,497,728	$ 17,767,642	$ 18,444,957	$ 19,076,193	3.4%	$ 19,560,702	2.5%	$ 20,060,683	2.6%	$ 20,542,577	2.4%	$ 21,001,567	2.2%
SURPLUS (DEFICIT)	$ (649,653)	$ (376,582)	$ 79,323	$ -	$ -		$ -		$ -		$ -		$ -	