

**FY2021 GENERAL FUND PROJECTED BUDGET**

	FY2017 ACTUALS	FY2018 ACTUALS	FY2019 ACTUALS	FY2020 BUDGET	FY2021 PROJECTED	FY20/21 BUDGET	
						\$ Change	% Change
<b>GENERAL GOVERNMENT</b>							
<i>122 Selectmen</i>							
Personnel Expenses	31,232.98	39,423.43	39,469.77	37,624.95	38,555.27	930.32	2.5%
Operating Expenses	1,574.00	5,930.99	170.00	6,800.00	6,800.00	-	0.0%
<i>Total Selectmen</i>	<u>32,806.98</u>	<u>45,354.42</u>	<u>39,639.77</u>	<u>44,424.95</u>	<u>45,355.27</u>	<u>930.32</u>	<u>2.1%</u>
<i>123 Town Manager</i>							
Personnel Expenses	188,627.58	265,505.28	183,081.67	292,533.59	293,363.75	830.16	0.3%
Operating Expenses	93,884.74	81,336.13	92,781.08	112,060.01	259,600.00	147,539.99	131.7%
<i>Total Town Manager</i>	<u>282,512.32</u>	<u>346,841.41</u>	<u>275,862.75</u>	<u>404,593.60</u>	<u>552,963.75</u>	<u>148,370.15</u>	<u>36.7%</u>
<i>132 Fin Com/Reserve</i>							
Expenses	176.00	325.00	180.00	3,425.00	425.00	(3,000.00)	-87.6%
Reserve Fund	-	-	-	84,670.50	100,000.00	15,329.50	18.1%
<i>Total Fin Com</i>	<u>176.00</u>	<u>325.00</u>	<u>180.00</u>	<u>88,095.50</u>	<u>100,425.00</u>	<u>12,329.50</u>	<u>14.0%</u>
<i>135 Finance/IT Dept</i>							
Personnel Expenses	124,852.66	188,048.23	180,417.25	240,824.36	248,632.69	7,808.33	3.2%
Operating Expenses	223,527.64	175,793.50	175,557.75	228,757.28	188,375.55	(40,381.73)	-17.7%
Capital Expenses	5,220.07	3,208.39	1,669.66	3,500.00	3,500.00	-	0.0%
<i>Total Finance/IT Dept</i>	<u>353,600.37</u>	<u>367,050.12</u>	<u>357,644.66</u>	<u>473,081.64</u>	<u>440,508.24</u>	<u>(32,573.40)</u>	<u>-6.9%</u>
<i>141 Assessor</i>							
Personnel Expenses	153,934.50	159,073.26	165,874.48	169,149.35	165,955.72	(3,193.63)	-1.9%
Operating Expenses	15,789.11	8,373.05	17,078.66	20,566.00	15,591.00	(4,975.00)	-24.2%
<i>Total Assessor</i>	<u>169,723.61</u>	<u>167,446.31</u>	<u>182,953.14</u>	<u>189,715.35</u>	<u>181,546.72</u>	<u>(8,168.63)</u>	<u>-4.3%</u>
<i>145 Treasurer/Collector</i>							
Personnel Expenses	173,224.31	185,420.35	197,336.50	198,009.45	178,276.06	(19,733.39)	-10.0%
Operating Expenses	40,128.43	37,241.21	37,134.02	51,041.64	48,325.00	(2,716.64)	-5.3%
<i>Total Treasurer/Collector</i>	<u>213,352.74</u>	<u>222,661.56</u>	<u>234,470.52</u>	<u>249,051.09</u>	<u>226,601.06</u>	<u>(22,450.03)</u>	<u>-9.0%</u>

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<i>151 Town Counsel</i>							
Retainer	36,000.00	35,500.00	36,583.37	94,500.00	96,000.00	1,500.00	1.6%
Expenses	89,434.03	109,552.78	87,181.29	42,643.50	42,000.00	(643.50)	-1.5%
<i>Total Town Counsel</i>	<u>125,434.03</u>	<u>145,052.78</u>	<u>123,764.66</u>	<u>137,143.50</u>	<u>138,000.00</u>	<u>856.50</u>	<u>0.6%</u>
<i>161 Town Clerk</i>							
Personnel Expenses	99,586.01	97,738.45	112,071.15	116,494.59	121,279.30	4,784.71	4.1%
Operating Expenses	10,703.64	12,975.40	13,503.75	14,050.00	14,620.00	570.00	4.1%
<i>Total Town Clerk</i>	<u>110,289.65</u>	<u>110,713.85</u>	<u>125,574.90</u>	<u>130,544.59</u>	<u>135,899.30</u>	<u>5,354.71</u>	<u>4.1%</u>
<i>162 Elections &amp; Registration</i>							
Personnel Expenses	17,212.24	6,454.51	15,392.61	18,190.09	21,895.35	3,705.26	20.4%
Operating Expenses	18,514.97	17,197.30	17,938.51	24,220.00	26,720.00	2,500.00	10.3%
<i>Total Elections &amp; Registration</i>	<u>35,727.21</u>	<u>23,651.81</u>	<u>33,331.12</u>	<u>42,410.09</u>	<u>48,615.35</u>	<u>6,205.26</u>	<u>14.6%</u>
<i>171 Conservation Commission</i>							
Personnel Expenses	29,524.32	30,607.24	33,273.88	39,959.42	32,282.04	(7,677.38)	-19.2%
Operating Expenses	746.00	3,649.00	885.52	1,925.00	1,925.00	-	0.0%
<i>Total Conservation Commission</i>	<u>30,270.32</u>	<u>34,256.24</u>	<u>34,159.40</u>	<u>41,884.42</u>	<u>34,207.04</u>	<u>(7,677.38)</u>	<u>-18.3%</u>
<i>172 Planning</i>							
Personnel Expenses	108,019.18	112,662.42	115,918.96	117,550.24	151,342.76	33,792.52	28.7%
Operating Expenses	1,810.12	6,089.66	1,521.74	21,350.00	15,450.00	(5,900.00)	-27.6%
<i>Total Planning</i>	<u>109,829.30</u>	<u>118,752.08</u>	<u>117,440.70</u>	<u>138,900.24</u>	<u>166,792.76</u>	<u>27,892.52</u>	<u>20.1%</u>
<i>174 Chebacco Woods</i>							
Operating Expenses	2,500.00	2,500.00	1,940.71	2,500.00	2,500.00	-	0.0%
<i>Total Chebacco Woods</i>	<u>2,500.00</u>	<u>2,500.00</u>	<u>1,940.71</u>	<u>2,500.00</u>	<u>2,500.00</u>	<u>-</u>	<u>0.0%</u>
<i>192 Facilities</i>							
Personnel Expenses	68,781.30	67,378.75	70,138.10	83,000.00	84,499.40	1,499.40	1.8%
Operating Expenses	233,185.87	210,618.57	181,366.46	205,374.87	192,763.75	(12,611.12)	-6.1%
<i>Total Facilities</i>	<u>301,967.17</u>	<u>277,997.32</u>	<u>251,504.56</u>	<u>288,374.87</u>	<u>277,263.15</u>	<u>(11,111.72)</u>	<u>-3.9%</u>
<b>Subtotal General Government</b>	<u>1,768,189.70</u>	<u>1,862,602.90</u>	<u>1,778,466.89</u>	<u>2,230,719.84</u>	<u>2,350,677.64</u>	<u>119,957.80</u>	<u>5.4%</u>

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<b>PUBLIC SAFETY</b>							
<i>210 Police Department</i>							
Personnel Expenses	1,382,633.90	1,414,441.76	1,484,694.46	1,650,434.51	1,714,621.08	64,186.57	3.9%
Operating Expenses	103,351.38	115,370.15	111,652.81	110,256.70	114,745.00	4,488.30	4.1%
Capital Expenses	-	-	-	14,284.12	16,500.00	2,215.88	15.5%
<i>Total Police Department</i>	<u>1,485,985.28</u>	<u>1,529,811.91</u>	<u>1,596,347.27</u>	<u>1,774,975.33</u>	<u>1,845,866.08</u>	<u>70,890.75</u>	<u>4.0%</u>
<i>233 Emergency Report Center</i>							
Personnel Expenses	246,800.12	267,310.72	268,121.65	297,133.44	308,932.74	11,799.30	4.0%
Operating Expenses	50,277.46	50,255.46	46,085.69	39,853.75	41,044.75	1,191.00	3.0%
<i>Total Emergency Report Center</i>	<u>297,077.58</u>	<u>317,566.18</u>	<u>314,207.34</u>	<u>336,987.19</u>	<u>349,977.49</u>	<u>12,990.30</u>	<u>3.9%</u>
<i>220 Fire Department</i>							
Personnel Expenses	548,704.91	610,842.81	598,381.94	640,204.78	698,835.53	58,630.75	9.2%
Operating Expenses	66,753.75	75,874.30	77,300.49	95,502.25	102,787.01	7,284.76	7.6%
Capital Expenses	3,810.98	7,480.75	29,693.26	91,829.58	111,711.58	19,882.00	21.7%
<i>Total Fire Department</i>	<u>619,269.64</u>	<u>694,197.86</u>	<u>705,375.69</u>	<u>827,536.61</u>	<u>913,334.12</u>	<u>85,797.51</u>	<u>10.4%</u>
<i>241 Inspectional Services</i>							
Personnel Expenses	88,291.41	102,447.32	61,106.79	51,961.73	55,427.30	3,465.57	6.7%
Operating Expenses	1,758.30	4,198.42	73,783.46	2,700.00	2,700.00	-	0.0%
Assessment	-	-	-	105,033.00	129,413.00	24,380.00	23.2%
<i>Total Inspectional Services</i>	<u>90,049.71</u>	<u>106,645.74</u>	<u>134,890.25</u>	<u>159,694.73</u>	<u>187,540.30</u>	<u>27,845.57</u>	<u>17.4%</u>
<i>291 Emergency Management</i>							
Operating Expenses	941.97	-	1,099.22	1,100.00	1,100.00	-	0.0%
<i>Total Emergency Management</i>	<u>941.97</u>	<u>-</u>	<u>1,099.22</u>	<u>1,100.00</u>	<u>1,100.00</u>	<u>-</u>	<u>0.0%</u>
<i>292 Animal Control</i>							
Personnel Expenses	28,338.54	29,800.08	29,800.08	33,930.00	33,930.00	-	0.0%
Operating Expenses	2,093.00	2,011.67	269.98	1,850.00	1,850.00	-	0.0%
<i>Total Animal Control</i>	<u>30,431.54</u>	<u>31,811.75</u>	<u>30,070.06</u>	<u>35,780.00</u>	<u>35,780.00</u>	<u>-</u>	<u>0.0%</u>
<i>919 Street Lights</i>							
Operating Expenses	1,076.00	20,448.70	17,369.96	23,000.00	27,000.00	4,000.00	17.4%
<i>Total Street Lights</i>	<u>1,076.00</u>	<u>20,448.70</u>	<u>17,369.96</u>	<u>23,000.00</u>	<u>27,000.00</u>	<u>4,000.00</u>	<u>371.7%</u>
<b>Subtotal Public Safety</b>	<u>2,524,831.72</u>	<u>2,700,482.14</u>	<u>2,799,359.79</u>	<u>3,159,073.86</u>	<u>3,360,597.99</u>	<u>201,524.13</u>	<u>6.4%</u>

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<b>DEPARTMENT OF PUBLIC WORKS</b>							
<i>421 Public Works</i>							
Personnel Expenses	107,838.14	147,413.75	155,427.57	244,177.64	254,899.32	10,721.68	4.4%
Operating Expenses	66,872.71	106,991.29	37,758.40	44,381.56	30,300.00	(14,081.56)	-31.7%
<i>Total Public Works</i>	174,710.85	254,405.04	193,185.97	288,559.20	285,199.32	(3,359.88)	-1.2%
<i>422 Highway</i>							
Personnel Expenses	269,841.13	277,786.71	197,021.41	244,417.84	237,221.80	(7,196.04)	-2.9%
Operating Expenses	212,999.67	181,678.07	133,096.81	191,900.00	165,400.00	(26,500.00)	-13.8%
Capital Expenses	43,900.00	-	-	-	-	-	#DIV/0!
<i>Total Highway</i>	526,740.80	459,464.78	330,118.22	436,317.84	402,621.80	(33,696.04)	-7.7%
<i>423 Snow &amp; Ice</i>							
Personnel Expenses	78,323.19	82,227.73	74,363.59	89,175.00	89,175.00	-	0.0%
Operating Expenses	173,821.02	179,597.33	112,303.97	179,250.00	179,250.00	-	0.0%
<i>Total Snow &amp; Ice</i>	252,144.21	261,825.06	186,667.56	268,425.00	268,425.00	-	0.0%
<i>425 Vehicle Maintenance</i>							
Personnel Expenses	-	-	86,446.00	88,583.48	92,517.11	3,933.63	4.4%
Operating Expenses	-	-	58,645.36	71,350.00	68,637.50	(2,712.50)	-3.8%
<i>Total Vehicle Maintenance</i>	-	-	145,091.36	159,933.48	161,154.61	1,221.13	0.8%
<i>429 Cemetery</i>							
Personnel Expenses	81,149.14	73,187.34	79,451.96	85,513.69	87,118.66	1,604.97	1.9%
Operating Expenses	8,945.39	8,519.46	8,405.92	9,700.00	10,000.00	300.00	3.1%
<i>Total Cemetery</i>	90,094.53	81,706.80	87,857.88	95,213.69	97,118.66	1,904.97	2.0%
<i>433 Waste, Recycling &amp; Landfill</i>							
Personnel Expenses	-	4,265.51	4,345.52	5,016.53	5,355.58	339.05	6.8%
Operating Expenses	24,000.00	656,434.73	719,358.39	755,060.00	789,850.00	34,790.00	4.6%
Enterprise Subsidy	609,302.00	-	-	-	-	-	#DIV/0!
<i>Total Waste, Recycling &amp; Landfill</i>	633,302.00	660,700.24	723,703.91	760,076.53	795,205.58	35,129.05	4.6%
<i>650 Parks &amp; Fields</i>							
Personnel Expenses	49,763.15	56,455.05	64,340.85	68,952.00	70,328.22	1,376.22	2.0%
Operating Expenses	26,284.03	7,457.14	1,908.91	8,750.00	5,150.00	(3,600.00)	-41.1%
<i>Total Parks &amp; Fields</i>	76,047.18	63,912.19	66,249.76	77,702.00	75,478.22	(2,223.78)	-2.9%

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<i>651 HWRSD Fields &amp; Grounds</i>							
Personnel Expenses	10,880.21	11,668.76	-	-	-	-	#DIV/0!
<i>Total HWRSD Fields &amp; Grounds</i>	10,880.21	11,668.76	-	-	-	-	0.0%
<b>Subtotal Public Works</b>	<b>1,763,919.78</b>	<b>1,793,682.87</b>	<b>1,732,874.66</b>	<b>2,086,227.74</b>	<b>2,085,203.19</b>	<b>(1,024.55)</b>	<b>0.0%</b>
<b>HEALTH &amp; HUMAN SERVICES</b>							
<i>511 Public Health Dept</i>							
Personnel Expenses	113,625.34	121,765.20	127,686.49	135,102.04	137,540.97	2,438.93	1.8%
Operating Expenses	3,113.33	3,407.99	2,663.42	6,610.00	19,235.00	12,625.00	191.0%
<i>Total Public Health Dept</i>	116,738.67	125,173.19	130,349.91	141,712.04	156,775.97	15,063.93	10.6%
<i>541 Council on Aging</i>							
Personnel Expenses	70,353.13	79,619.20	78,268.06	86,849.52	94,297.63	7,448.11	8.6%
Operating Expenses	27,795.40	27,039.58	26,765.84	42,975.84	38,661.16	(4,314.68)	-10.0%
<i>Total Council on Aging</i>	98,148.53	106,658.78	105,033.90	129,825.36	132,958.79	3,133.43	2.4%
<i>543 Veterans Benefits</i>							
Operating Expenses	33,019.80	18,676.17	21,908.74	30,000.00	32,000.00	2,000.00	6.7%
Administration Fee	30,243.08	31,920.32	35,093.91	36,343.00	39,069.00	2,726.00	7.5%
<i>Total Veterans Benefits</i>	63,262.88	50,596.49	57,002.65	66,343.00	71,069.00	4,726.00	7.1%
<b>Subtotal Health &amp; Human Services</b>	<b>278,150.08</b>	<b>282,428.46</b>	<b>292,386.46</b>	<b>337,880.40</b>	<b>360,803.76</b>	<b>22,923.36</b>	<b>6.8%</b>
<b>CULTURE &amp; RECREATION</b>							
<i>610 Library</i>							
Assessment	696,354.96	722,436.12	758,664.20	843,339.60	879,299.26	35,959.66	4.3%
Indirect Costs	22,718.03	22,627.47	22,235.76	25,141.21	31,262.34	6,121.13	24.3%
State contribution	12,269.69	12,211.48	12,148.94	12,314.00	12,314.00	-	0.0%
<i>Total Library</i>	731,342.68	757,275.07	793,048.90	880,794.81	922,875.60	42,080.79	4.8%
<i>630 Recreation</i>							
Personnel Expenses	88,402.76	99,900.40	127,410.78	131,691.04	136,752.30	5,061.26	3.8%
Operating Expenses	18,146.36	20,917.65	29,729.48	27,015.00	23,400.00	(3,615.00)	-13.4%
<i>Total Recreation</i>	106,549.12	120,818.05	157,140.26	158,706.04	160,152.30	1,446.26	0.9%
<b>Subtotal Culture &amp; Recreation</b>	<b>837,891.80</b>	<b>878,093.12</b>	<b>950,189.16</b>	<b>1,039,500.85</b>	<b>1,083,027.90</b>	<b>43,527.05</b>	<b>4.2%</b>

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<b>UNCLASSIFIED</b>									
692	Celebrations	3,853.74	6,033.97	11,623.00	12,250.00	12,950.00	700.00	5.7%	
722	Debt Service	990,339.50	978,375.97	933,607.50	941,608.00	662,628.50	(278,979.50)	-29.6%	
820	State Assessments	232,015.00	234,072.00	241,322.00	241,322.00	247,755.00	6,433.00	2.7%	
911	Retirement	794,132.00	789,304.00	921,648.00	997,523.00	1,061,030.00	63,507.00	6.4%	
913	Unemployment	25,502.05	3,790.80	8,049.81	23,820.00	23,820.00	-	0.0%	
914	Health & Life Insurance	738,329.07	755,497.72	743,670.56	936,055.00	990,525.00	54,470.00	5.8%	
916	Other Insurance	191,216.44	209,542.68	218,055.40	254,092.00	269,890.00	15,798.00	6.2%	
917	Medicare Tax	54,615.41	61,937.55	60,320.52	76,342.00	81,095.00	4,753.00	6.2%	
992	Transfer to Special Revenue	-	-	-	4,396.94	-	(4,396.94)	-100.0%	
<b>Subtotal Unclassified</b>		<b>3,030,003.21</b>	<b>3,038,554.69</b>	<b>3,138,296.79</b>	<b>3,487,408.94</b>	<b>3,349,693.50</b>	<b>(137,715.44)</b>	<b>-3.9%</b>	
<b>SCHOOLS</b>									
300	Schools								
	HWRSD Assessment	16,837,974.00	16,776,063.00	17,746,438.00	18,686,427.00	20,227,833.00	1,541,406.00	8.2%	
	ENSATSD Assessment	227,628.00	205,457.00	186,867.00	183,745.00	229,890.00	46,145.00	25.1%	
	HWRSD Debt Service	568,136.39	625,208.40	627,646.91	255,156.00	263,904.00	8,748.00	3.4%	
	ENSATSD Debt Service	24,082.00	15,576.00	21,877.00	19,885.00	23,634.00	3,749.00	18.9%	
	<b>Total Schools</b>	<b>17,657,820.39</b>	<b>17,622,304.40</b>	<b>18,582,828.91</b>	<b>19,145,213.00</b>	<b>20,745,261.00</b>	<b>1,600,048.00</b>	<b>8.4%</b>	
<b>ARTICLE 2019/4 2-4</b>		<b>27,860,806.68</b>	<b>28,178,148.58</b>	<b>29,274,402.66</b>	<b>31,486,024.63</b>	<b>33,335,264.98</b>	<b>1,849,240.35</b>	<b>5.9%</b>	
<b>ARTICLE 2019/4 2-3</b>	149 Capital Spending	210,993.18	602,890.79	289,836.81	383,003.00	507,000.00			
<b>ARTICLE 2019/4 2-10</b>	997 Transfer to Agency - HDC	65,000.00	65,000.00	65,000.00	74,880.00	75,014.00			
<b>ARTICLE 2019/4 2-11</b>	996 Transfer to OPEB	75,000.00	100,000.00	125,000.00	125,000.00	125,000.00			
<b>ARTICLE 2019/4 2-12</b>	992 Transfer to Patton Homestead	-	22,422.42	90,011.00	86,343.00	118,272.00			
<b>ARTICLE 2019/4 2-13</b>	996 Transfer to Stabilization				321,087.00	251,722.00			
<b>ARTICLE 2019/4 2-14</b>	996 Transfer to Capital Stabilization				503,023.00	363,799.00			
<b>ARTICLE 2019/4 2-16</b>	148 Salary Reserve				20,277.42	59,438.22			
<b>TOTAL GENERAL FUND</b>						<b>34,835,510.20</b>			
						<b>34,835,510.20</b>			
<b>TOTAL TOWN (EXCLUDING HWRSD)</b>						<b>12,544,441.63</b>	<b>12,843,527.98</b>	<b>299,086.35</b>	<b>2.4%</b>

FY2021 GENERAL FUND PROJECTED BUDGET

	FY2017 ACTUALS	FY2018 ACTUALS	FY2019 ACTUALS	FY2020 BUDGET	FY2021 PROJECTED	FY20/21 BUDGET	
						\$ Change	% Change
TOTAL TOWN (EXCLUDING HWRSD & FINANCIAL RESERVE TRANSFERS)				#REF!	#REF!	#REF!	#REF!

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