

**APPENDIX B
FY2022 GENERAL FUND PROJECTED BUDGET**

	FY2018 ACTUALS	FY2019 ACTUALS	FY2020 ACTUALS	FY2021 BUDGET	FY2022 PROJECTED	FY21/22 BUDGET	
						\$ Change	% Change
GENERAL GOVERNMENT							
<i>122 Selectmen</i>							
Personnel Expenses	39,423.43	39,469.77	39,862.97	38,555.27	42,539.17	3,983.90	10.3%
Operating Expenses	5,930.99	170.00	-	4,800.00	3,300.00	(1,500.00)	-31.3%
<i>Total Selectmen</i>	<u>45,354.42</u>	<u>39,639.77</u>	<u>39,862.97</u>	<u>43,355.27</u>	<u>45,839.17</u>	<u>2,483.90</u>	<u>5.7%</u>
<i>123 Town Manager</i>							
Personnel Expenses	265,505.28	183,081.67	202,539.34	299,064.34	213,959.38	(85,104.96)	-28.5%
Operating Expenses	81,336.13	92,781.08	93,433.74	250,814.36	102,484.00	(148,330.36)	-59.1%
<i>Total Town Manager</i>	<u>346,841.41</u>	<u>275,862.75</u>	<u>295,973.08</u>	<u>549,878.70</u>	<u>316,443.38</u>	<u>(233,435.32)</u>	<u>-42.5%</u>
<i>132 Fin Com/Reserve</i>							
Expenses	325.00	180.00	180.00	425.00	425.00	-	0.0%
Reserve Fund	-	-	-	61,558.52	100,000.00	38,441.48	62.4%
<i>Total Fin Com</i>	<u>325.00</u>	<u>180.00</u>	<u>180.00</u>	<u>61,983.52</u>	<u>100,425.00</u>	<u>38,441.48</u>	<u>62.0%</u>
<i>135 Finance/IT Dept</i>							
Personnel Expenses	188,048.23	180,417.25	238,720.68	213,523.28	225,409.99	11,886.71	5.6%
Operating Expenses	175,793.50	175,557.75	174,857.81	184,895.55	197,613.35	12,717.80	6.9%
Capital Expenses	3,208.39	1,669.66	1,906.95	3,500.00	3,500.00	-	0.0%
<i>Total Finance/IT Dept</i>	<u>367,050.12</u>	<u>357,644.66</u>	<u>415,485.44</u>	<u>401,918.83</u>	<u>426,523.34</u>	<u>24,604.51</u>	<u>6.1%</u>
<i>141 Assessor</i>							
Personnel Expenses	159,073.26	165,874.48	149,959.72	165,955.72	161,467.74	(4,487.98)	-2.7%
Operating Expenses	8,373.05	17,078.66	3,745.31	17,691.00	16,091.00	(1,600.00)	-9.0%
<i>Total Assessor</i>	<u>167,446.31</u>	<u>182,953.14</u>	<u>153,705.03</u>	<u>183,646.72</u>	<u>177,558.74</u>	<u>(6,087.98)</u>	<u>-3.3%</u>
<i>145 Treasurer/Collector</i>							
Personnel Expenses	185,420.35	197,336.50	144,545.78	185,494.68	191,480.20	5,985.52	3.2%
Operating Expenses	37,241.21	37,134.02	38,290.29	47,385.00	47,750.00	365.00	0.8%
<i>Total Treasurer/Collector</i>	<u>222,661.56</u>	<u>234,470.52</u>	<u>182,836.07</u>	<u>232,879.68</u>	<u>239,230.20</u>	<u>6,350.52</u>	<u>2.7%</u>

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<i>151 Town Counsel</i>							
Retainer	35,500.00	36,583.37	80,604.55	84,000.00	84,000.00	-	0.0%
Expenses	109,552.78	87,181.29	32,885.40	42,000.00	42,000.00	-	0.0%
<i>Total Town Counsel</i>	<u>145,052.78</u>	<u>123,764.66</u>	<u>113,489.95</u>	<u>126,000.00</u>	<u>126,000.00</u>	-	0.0%
<i>152 Human Resources</i>							
Personnel Expenses	-	-	-	-	92,955.20	92,955.20	#DIV/0!
Operating Expenses	-	-	-	-	1,808.00	1,808.00	#DIV/0!
<i>Total Human Resources</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>94,763.20</u>	<u>94,763.20</u>	<u>#DIV/0!</u>
<i>161 Town Clerk</i>							
Personnel Expenses	97,738.45	112,071.15	83,612.26	123,970.30	127,586.28	3,615.98	2.9%
Operating Expenses	12,975.40	13,503.75	12,657.74	21,458.00	15,442.00	(6,016.00)	-28.0%
<i>Total Town Clerk</i>	<u>110,713.85</u>	<u>125,574.90</u>	<u>96,270.00</u>	<u>145,428.30</u>	<u>143,028.28</u>	<u>(2,400.02)</u>	<u>-1.7%</u>
<i>162 Elections & Registration</i>							
Personnel Expenses	6,454.51	15,392.61	10,399.77	34,351.35	11,762.80	(22,588.55)	-65.8%
Operating Expenses	17,197.30	17,938.51	14,352.25	31,520.00	20,570.00	(10,950.00)	-34.7%
<i>Total Elections & Registration</i>	<u>23,651.81</u>	<u>33,331.12</u>	<u>24,752.02</u>	<u>65,871.35</u>	<u>32,332.80</u>	<u>(33,538.55)</u>	<u>-50.9%</u>
<i>171 Conservation Commission</i>							
Personnel Expenses	30,607.24	33,273.88	29,321.15	30,612.31	31,844.19	1,231.88	4.0%
Operating Expenses	3,649.00	885.52	861.39	1,425.00	1,425.00	-	0.0%
<i>Total Conservation Commission</i>	<u>34,256.24</u>	<u>34,159.40</u>	<u>30,182.54</u>	<u>32,037.31</u>	<u>33,269.19</u>	<u>1,231.88</u>	<u>3.8%</u>
<i>172 Planning</i>							
Personnel Expenses	112,662.42	115,918.96	116,150.91	119,982.09	121,587.55	1,605.46	1.3%
Operating Expenses	6,089.66	1,521.74	12,488.84	15,450.00	4,700.00	(10,750.00)	-69.6%
<i>Total Planning</i>	<u>118,752.08</u>	<u>117,440.70</u>	<u>128,639.75</u>	<u>135,432.09</u>	<u>126,287.55</u>	<u>(9,144.54)</u>	<u>-6.8%</u>
<i>174 Chebacco Woods</i>							
Operating Expenses	2,500.00	1,940.71	1,275.59	2,500.00	2,500.00	-	0.0%
<i>Total Chebacco Woods</i>	<u>2,500.00</u>	<u>1,940.71</u>	<u>1,275.59</u>	<u>2,500.00</u>	<u>2,500.00</u>	-	0.0%
<i>192 Facilities</i>							
Personnel Expenses	67,378.75	70,138.10	72,121.11	84,499.40	83,881.09	(618.31)	-0.7%
Operating Expenses	210,618.57	181,366.46	185,537.13	173,563.75	191,506.25	17,942.50	10.3%
<i>Total Facilities</i>	<u>277,997.32</u>	<u>251,504.56</u>	<u>257,658.24</u>	<u>258,063.15</u>	<u>275,387.34</u>	<u>17,324.19</u>	<u>6.7%</u>
Subtotal General Government	<u>1,862,602.90</u>	<u>1,778,466.89</u>	<u>1,740,310.68</u>	<u>2,238,994.92</u>	<u>2,139,588.19</u>	<u>(99,406.73)</u>	<u>-4.4%</u>

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PUBLIC SAFETY							
<i>210 Police Department</i>							
Personnel Expenses	1,414,441.76	1,484,694.46	1,517,127.24	1,697,967.76	1,725,238.74	27,270.98	1.6%
Operating Expenses	115,370.15	111,652.81	92,059.02	111,445.00	124,262.25	12,817.25	11.5%
Capital Expenses	-	-	14,284.12	-	18,980.05	18,980.05	#DIV/0!
<i>Total Police Department</i>	<u>1,529,811.91</u>	<u>1,596,347.27</u>	<u>1,623,470.38</u>	<u>1,809,412.76</u>	<u>1,868,481.04</u>	<u>59,068.28</u>	<u>3.3%</u>
<i>233 Emergency Report Center</i>							
Personnel Expenses	267,310.72	268,121.65	290,548.85	312,149.52	316,408.12	4,258.60	1.4%
Operating Expenses	<u>50,255.46</u>	<u>46,085.69</u>	<u>38,956.05</u>	<u>41,044.75</u>	<u>43,952.25</u>	<u>2,907.50</u>	<u>7.1%</u>
<i>Total Emergency Report Center</i>	<u>317,566.18</u>	<u>314,207.34</u>	<u>329,504.90</u>	<u>353,194.27</u>	<u>360,360.37</u>	<u>7,166.10</u>	<u>2.0%</u>
<i>220 Fire Department</i>							
Personnel Expenses	610,842.81	598,381.94	596,667.98	674,124.47	723,784.41	49,659.94	7.4%
Operating Expenses	75,874.30	77,300.49	96,589.22	97,465.01	103,133.05	5,668.04	5.8%
Capital Expenses	<u>7,480.75</u>	<u>29,693.26</u>	<u>89,626.83</u>	<u>83,944.76</u>	<u>111,702.52</u>	<u>27,757.76</u>	<u>33.1%</u>
<i>Total Fire Department</i>	<u>694,197.86</u>	<u>705,375.69</u>	<u>782,884.03</u>	<u>855,534.24</u>	<u>938,619.98</u>	<u>83,085.74</u>	<u>9.7%</u>
<i>241 Inspectional Services</i>							
Personnel Expenses	102,447.32	61,106.79	52,365.72	55,427.30	187,214.22	131,786.92	237.8%
Operating Expenses	4,198.42	251.93	-	2,700.00	9,050.00	6,350.00	235.2%
Assessment	-	73,531.53	105,033.00	129,413.00	-	(129,413.00)	-100.0%
<i>Total Inspectional Services</i>	<u>106,645.74</u>	<u>134,890.25</u>	<u>157,398.72</u>	<u>187,540.30</u>	<u>196,264.22</u>	<u>8,723.92</u>	<u>4.7%</u>
<i>291 Emergency Management</i>							
Operating Expenses	-	1,099.22	839.78	21,100.00	21,100.00	-	0.0%
<i>Total Emergency Management</i>	<u>-</u>	<u>1,099.22</u>	<u>839.78</u>	<u>21,100.00</u>	<u>21,100.00</u>	<u>-</u>	<u>0.0%</u>
<i>292 Animal Control</i>							
Personnel Expenses	29,800.08	29,800.08	33,779.87	33,930.00	33,930.00	-	0.0%
Operating Expenses	<u>2,011.67</u>	<u>269.98</u>	<u>267.44</u>	<u>1,850.00</u>	<u>1,850.00</u>	<u>-</u>	<u>0.0%</u>
<i>Total Animal Control</i>	<u>31,811.75</u>	<u>30,070.06</u>	<u>34,047.31</u>	<u>35,780.00</u>	<u>35,780.00</u>	<u>-</u>	<u>0.0%</u>
<i>919 Street Lights</i>							
Operating Expenses	<u>20,448.70</u>	<u>17,369.96</u>	<u>16,854.47</u>	<u>27,000.00</u>	<u>27,000.00</u>	<u>-</u>	<u>0.0%</u>
<i>Total Street Lights</i>	<u>20,448.70</u>	<u>17,369.96</u>	<u>16,854.47</u>	<u>27,000.00</u>	<u>27,000.00</u>	<u>-</u>	<u>0.0%</u>
Subtotal Public Safety	<u>2,700,482.14</u>	<u>2,799,359.79</u>	<u>2,944,999.59</u>	<u>3,289,561.57</u>	<u>3,447,605.61</u>	<u>158,044.04</u>	<u>4.8%</u>

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DEPARTMENT OF PUBLIC WORKS							
<i>421 Public Works</i>							
Personnel Expenses	147,413.75	155,427.57	233,379.69	254,899.32	265,163.38	10,264.06	4.0%
Operating Expenses	106,991.29	37,758.40	37,447.00	28,300.00	27,100.00	(1,200.00)	-4.2%
<i>Total Public Works</i>	254,405.04	193,185.97	270,826.69	283,199.32	292,263.38	9,064.06	3.2%
<i>422 Highway</i>							
Personnel Expenses	277,786.71	197,021.41	196,922.42	227,890.06	245,103.46	17,213.40	7.6%
Operating Expenses	181,678.07	133,096.81	154,593.39	126,400.00	155,400.00	29,000.00	22.9%
Capital Expenses	-	-	-	-	-	-	#DIV/0!
<i>Total Highway</i>	459,464.78	330,118.22	351,515.81	354,290.06	400,503.46	46,213.40	13.0%
<i>423 Snow & Ice</i>							
Personnel Expenses	82,227.73	74,363.59	59,035.15	89,175.00	89,175.00	-	0.0%
Operating Expenses	179,597.33	112,303.97	102,087.20	179,250.00	179,250.00	-	0.0%
<i>Total Snow & Ice</i>	261,825.06	186,667.56	161,122.35	268,425.00	268,425.00	-	0.0%
<i>425 Vehicle Maintenance</i>							
Personnel Expenses	-	86,446.00	89,439.19	80,053.14	64,237.68	(15,815.46)	-19.8%
Operating Expenses	-	58,645.36	43,204.59	68,637.50	66,150.00	(2,487.50)	-3.6%
<i>Total Vehicle Maintenance</i>	-	145,091.36	132,643.78	148,690.64	130,387.68	(18,302.96)	-12.3%
<i>429 Cemetery</i>							
Personnel Expenses	73,187.34	79,451.96	81,388.31	75,605.32	90,705.64	15,100.32	20.0%
Operating Expenses	8,519.46	8,405.92	6,962.12	10,000.00	10,000.00	-	0.0%
<i>Total Cemetery</i>	81,706.80	87,857.88	88,350.43	85,605.32	100,705.64	15,100.32	17.6%
<i>433 Waste, Recycling & Landfill</i>							
Personnel Expenses	4,265.51	4,345.52	3,796.75	5,400.53	5,545.94	145.41	2.7%
Operating Expenses	656,434.73	719,358.39	754,156.12	773,650.00	800,980.00	27,330.00	3.5%
Enterprise Subsidy	-	-	-	-	-	-	#DIV/0!
<i>Total Waste, Recycling & Landfill</i>	660,700.24	723,703.91	757,952.87	779,050.53	806,525.94	27,475.41	3.5%
<i>650 Parks & Fields</i>							
Personnel Expenses	56,455.05	64,340.85	57,924.35	58,484.26	72,922.10	14,437.84	24.7%
Operating Expenses	7,457.14	1,908.91	8,656.31	5,150.00	5,150.00	-	0.0%
<i>Total Parks & Fields</i>	63,912.19	66,249.76	66,580.66	63,634.26	78,072.10	14,437.84	22.7%

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<i>651 HWRSD Fields & Grounds</i>							
Personnel Expenses	11,668.76	-	-	-	-	-	#DIV/0!
<i>Total HWRSD Fields & Grounds</i>	11,668.76	-	-	-	-	-	0.0%
Subtotal Public Works	1,793,682.87	1,732,874.66	1,828,992.59	1,982,895.13	2,076,883.20	93,988.07	4.7%
HEALTH & HUMAN SERVICES							
<i>511 Public Health Dept</i>							
Personnel Expenses	121,765.20	127,686.49	126,069.83	81,270.12	125,090.12	43,820.00	53.9%
Operating Expenses	3,407.99	2,663.42	3,569.46	19,235.00	32,110.00	12,875.00	66.9%
<i>Total Public Health Dept</i>	125,173.19	130,349.91	129,639.29	100,505.12	157,200.12	56,695.00	56.4%
<i>541 Council on Aging</i>							
Personnel Expenses	79,619.20	78,268.06	79,894.45	89,270.12	90,070.49	800.37	0.9%
Operating Expenses	27,039.58	26,765.84	34,384.56	34,286.16	29,361.16	(4,925.00)	-14.4%
<i>Total Council on Aging</i>	106,658.78	105,033.90	114,279.01	123,556.28	119,431.65	(4,124.63)	-3.3%
<i>543 Veterans Benefits</i>							
Operating Expenses	18,676.17	21,908.74	30,031.68	35,000.00	35,000.00	-	0.0%
Administration Fee	31,920.32	35,093.91	35,851.55	15,000.00	15,000.00	-	0.0%
<i>Total Veterans Benefits</i>	50,596.49	57,002.65	65,883.23	50,000.00	50,000.00	-	0.0%
Subtotal Health & Human Services	282,428.46	292,386.46	309,801.53	274,061.40	326,631.77	52,570.37	19.2%
CULTURE & RECREATION							
<i>610 Library</i>							
Assessment	722,436.12	758,664.20	843,339.60	879,299.26	823,895.09	(55,404.17)	-6.3%
Indirect Costs	22,627.47	22,235.76	25,141.21	31,262.34	27,095.47	(4,166.87)	-13.3%
State contribution	12,211.48	12,148.94	12,762.94	12,314.00	12,929.70	615.70	5.0%
<i>Total Library</i>	757,275.07	793,048.90	881,243.75	922,875.60	863,920.26	(58,955.34)	-6.4%
<i>630 Recreation</i>							
Personnel Expenses	99,900.40	127,410.78	132,096.71	136,752.30	142,297.98	5,545.68	4.1%
Operating Expenses	20,917.65	29,729.48	22,232.10	22,675.00	24,150.00	1,475.00	6.5%
<i>Total Recreation</i>	120,818.05	157,140.26	154,328.81	159,427.30	166,447.98	7,020.68	4.4%
Subtotal Culture & Recreation	878,093.12	950,189.16	1,035,572.56	1,082,302.90	1,030,368.24	(51,934.66)	-4.8%

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UNCLASSIFIED							
148 Salary Reserve	-	-	-	7,691.00	54,854.85	47,163.85	613.2%
149 Capital Spending	602,890.79	289,836.81	318,462.28	415,000.00	338,638.00	(76,362.00)	-18.4%
692 Celebrations	6,033.97	11,623.00	1,407.50	12,950.00	12,950.00	-	0.0%
722 Debt Service	978,375.97	933,607.50	912,753.18	669,000.35	714,418.77	45,418.42	6.8%
820 State Assessments	234,072.00	241,322.00	247,245.00	250,232.55	252,384.68	2,152.13	0.9%
911 Retirement	789,304.00	921,648.00	987,370.00	1,072,029.00	1,183,676.00	111,647.00	10.4%
913 Unemployment	3,790.80	8,049.81	35.61	48,820.00	47,640.00	(1,180.00)	-2.4%
914 Health & Life Insurance	755,497.72	743,670.56	782,328.81	960,350.00	986,004.00	25,654.00	2.7%
916 Other Insurance	209,542.68	218,055.40	231,968.75	256,721.00	272,216.00	15,495.00	6.0%
917 Medicare Tax	61,937.55	60,320.52	58,607.80	74,259.34	79,904.77	5,645.43	7.6%
992 Transfer to Special Revenue	22,422.42	90,011.00	90,739.94	91,391.75	-	(91,391.75)	-100.0%
996 Transfer to OPEB	100,000.00	125,000.00	125,000.00	125,000.00	125,000.00	-	0.0%
996 Transfer to Stabilization	-	-	321,087.00	247,757.00	346,035.87	98,278.87	39.7%
996 Transfer to Capital Stabilization	-	-	503,023.00	907,592.00	-	(907,592.00)	-100.0%
997 Transfer to Agency - HDC	65,000.00	65,000.00	74,880.00	50,000.00	66,051.00	16,051.00	32.1%
Subtotal Unclassified	3,828,867.90	3,708,144.60	4,654,908.87	5,188,793.99	4,479,773.94	(709,020.05)	-13.7%
SCHOOLS							
300 Schools							
HWRSD Assessment	16,776,063.00	17,746,438.00	18,686,626.00	20,227,833.00	21,131,336.00	903,503.00	4.5%
ENSATSD Assessment	205,457.00	186,867.00	183,462.00	229,890.00	259,623.00	29,733.00	12.9%
HWRSD Debt Service	625,208.40	627,646.91	255,156.95	263,904.00	370,848.00	106,944.00	40.5%
ENSATSD Debt Service	15,576.00	21,877.00	19,903.00	23,634.00	25,546.00	1,912.00	8.1%
Total Schools	17,622,304.40	18,582,828.91	19,145,147.95	20,745,261.00	21,787,353.00	1,042,092.00	5.0%
TOTAL GENERAL FUND	28,968,461.79	29,844,250.47	31,659,733.77	34,801,870.91	35,288,203.95	486,333.04	1.4%
TOTAL TOWN (EXCLUDING HWRSD)				14,310,133.91	13,786,019.95	(524,113.96)	-3.7%
TOTAL TOWN (EXCLUDING HWRSD & FINANCIAL RESERVE TRANSFERS)				13,154,784.91	13,439,984.08	285,199.17	2.2%