



THE FISCAL IMPACT OF COVID-19

| YEAR END | FY17 | FY18 | FY19 | 3 Year Avg | FY20 |
|-----------------------------|-------------|-------------|-------------|-------------|--------------|
| Actual Revenue vs. Budgeted | \$4,968,814 | \$3,855,004 | \$4,101,003 | \$4,308,274 | -\$1,230,828 |
| | \$1,915,961 | \$1,582,141 | \$1,977,886 | \$1,825,329 | _ |
| Actual Expense Savings | \$1,915,901 | \$1,562,141 | \$1,977,000 | \$1,025,529 | \$4,314,401 |
| TOTAL "SURPLUS" | \$6,884,775 | \$5,437,145 | \$6,078,889 | \$6,133,603 | \$3,083,573 |
| | | | | | |
| Certified Free Cash | \$7,437,969 | \$5,124,534 | \$7,133,015 | \$6,565,173 | \$3,368,530 |

FY20 Revenues \$1.23M below estimates (99.3% collection rate)

Offset by Expense Management - higher than typical savings



MITIGATING THE COVID-19 IMPACT

Managing the Impacts of COVID-19

Prioritize Revenue Collection

Created a safe work schedule for our Collectors office that included a combination of inoffice and remote work that allowed for continued collection and processing of revenue.

Incentivize and simplify the paying of certain bills

Temporarily eliminated the fee the vendor charged for online CC payments.

Extended due dates for property and water/sewer bills.

Waived late fees and interest on certain tax and other bills.

Encouraged online payments as well as the use of a drop box outside Town Hall.

Resulted in a 99.3% collection rate for FY20



MITIGATING THE COVID-19 IMPACT

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Expense Management

Hiring Freeze ... including vacant positions (since lifted)

Furloughed 59 employees, for an average of 10 weeks each last Spring and Summer.

Freeze on Discretionary Spending – Started in FY20 and Continues

- All Expenditures over \$1,000 need Mayoral Approval

Froze salary increases for ALL non-union employees for Fiscal Year 2021.

History of Conservatively Realistic Budgets

- Have Not "Maxed Out" Resources nor Relied on One-Time Sources of Revenue



FY22 Budget - Cautiously Optimistic

| | BUDGETED REVENUE | FY 2020 | \$ Change | % Change | FY 2021 | \$ Change | % Change | FY 2022 | \$ Change | % Change |
|--|--------------------------|---------------|-------------|-------------|---------------|-------------|-------------|---------------|-------------|-------------|
| | Tax Levy | \$111,469,613 | \$4,823,630 | 4.5% | \$115,222,950 | \$3,753,337 | 3.4% | \$120,902,348 | \$5,679,398 | 4.9% |
| | Local Receipts/Transfers | \$23,666,741 | -\$1,240 | 0.0% | \$23,041,002 | -\$625,739 | -2.6% | \$22,924,681 | -\$116,321 | -0.5% |
| | Cherry Sheet (State Aid) | \$39,309,178 | \$974,846 | 2.5% | \$39,309,178 | \$0 | 0.0% | \$39,749,841 | \$440,663 | 1.1% |
| | OPERATING REVENUE | \$174,445,532 | \$5,797,235 | 3.4% | \$177,573,130 | \$3,127,598 | 1.8% | \$183,576,870 | \$6,003,740 | 3.4% |

Tax Levy Factors to Keep in Mind

FY21 Levy Limit was \$797,315 more than budgeted (available for FY22)

FY20 New Growth was Adjusted \$179,010 (available for FY22)

FY22 New Growth Estimated at \$1.8 million (based on 2020 construction)



FY22 BUDGET

| | FY21 | FY22 |
|--------------------------------|-------------------|-------------------|
| Previous Year Budget | \$ 174,445,532 | \$ 177,573,130 |
| | | |
| Fixed Expenses | | |
| Health Insurance | \$1,404,934 | \$472,862 |
| State Assessments | \$1,042,260 | (\$373,673) |
| Debt Service | \$586,387 | (\$1,059,386) |
| Property/Liability Insurance | \$400,000 | (\$125,000) |
| Pension/Retirement | \$367,574 | \$625,485 |
| Other Employee Benefits | \$0 | \$129,000 |
| Change in Fixed Expenses | \$3,801,155 | (\$330,712) |
| | | |
| Departments | | |
| Schools | \$772,978 | \$3,742,249 |
| Fire | \$131,376 | \$504,053 |
| Police | \$145,027 | \$456,514 |
| All Other Department Increases | \$51,476 | \$1,661,203 |
| Department Decreases | (\$1,774,414) | (\$29,567) |
| Change in Department Expenses | (\$673,557) | \$6,334,452 |
| | | |
| NET BUDGET CHANGE | \$3,127,598 | \$6,003,740 |
| FINAL BUDGET | \$177,573,130 | \$183,576,870 |



FY22 Budget - Progress Returns

New FY22 Operating Revenue = \$6,003,740

FY22 Budget Reductions = \$1,577,571

Available FY22 Funding = \$7,581,311

Notable Increased Budgets

Schools: \$3,742,249 - 5.0% Increase

Retirement: \$625,485 - 5.3% Increase

Fire: \$504,053 - 5.3% Increase

Health Insurance: \$472,862 - 2.0% Increase

Police: \$456,514 - 3.4% Increase

Reserve Fund: \$545,000 - Was \$0 in FY21

DPW: \$255,345 - 2.5% Increase

Asset Management: \$196,593 - 15.8% Increase (Utilities / Park Maintenance / Street Lights)



FY22 BUDGET – DEBT SERVICE

| | İ | |
|--------------|---|---|
| FY2021 | FY2022 | FY2023 |
| \$8,022,217 | \$7,890,363 | \$6,898,704 |
| \$2,152,081 | \$2,056,512 | \$2,396,006 |
| \$399,570 | \$198,554 | \$465,555 |
| | | |
| \$50,000 | \$50,000 | \$5,000 |
| | | |
| \$10,623,868 | \$10,195,429 | \$9,765,264 |
| | | |
| | | |
| \$0 | \$1,700,000 | \$1,785,000 |
| \$563,756 | \$3,777,900 | \$3,691,775 |
| \$261,771 | \$0 | \$78,779 |
| | | |
| \$825,527 | \$5,477,900 | \$5,555,554 |
| | | |
| \$11,449,395 | \$15,673,329 | \$15,320,818 |
| | \$8,022,217 \$2,152,081 \$399,570 \$50,000 \$10,623,868 \$0 \$563,756 \$261,771 \$825,527 | \$8,022,217 \$7,890,363 \$2,152,081 \$2,056,512 \$399,570 \$198,554 \$50,000 \$50,000 \$10,623,868 \$10,195,429 \$0 \$1,700,000 \$563,756 \$3,777,900 \$261,771 \$0 \$825,527 \$5,477,900 |



FY22 BUDGET – SCHOOLS

| FY21 SCHOOL BUDGET | \$74,392,872 | | |
|----------------------------------|--------------|-------------|------|
| FY22 REQUESTS | | | |
| Level Service Personnel | \$3,313,468 | | |
| Compliance Needs | \$205,496 | | |
| IT Leases | \$686,000 | | |
| Curriculum Cycle | \$123,000 | | |
| Non-Union Above COLA | \$100,285 | | |
| Free FDK | \$1,121,666 | | |
| | \$79,942,787 | \$5,549,915 | 7.5% |
| FUNDING PLAN | | | |
| Title 1 | -\$120,571 | | |
| Mayor's Budget | -\$3,742,249 | | |
| Reclass/Free Cash (21-075) | -\$686,000 | \$1,001,095 | |
| Two Options for Remaining | | | |
| Breakage Estimate | -\$909,285 | \$91,810 | |
| Esser II | -\$1,001,095 | \$0 | |



FY22 Budget – Expense Factors

Personnel

- 3% non-Union COLA and Step Increases (No Raises in FY21)
- Two years (FY21 and FY22) of Collective Bargaining Agreement Obligations for Police and Fire
 - Fire: Both fiscal years include a 2% across the board salary increase plus step increases
 - Police: Both fiscal years include a 2% across the board salary increase plus step increases
- \$1.3M additional needed for Town Personnel (4.5% increase)
- \$3.3M additional needed for School Personnel (4.5% increase)

Expenses

Utilities (gas, oil, electricity) are Increasing by 18.4% in the FY22

- 84% of the increase is in Street Lights and the New Tufts Library



FY22 BUDGET – "Safety Nets"

\$6,032,309 in Town Stabilization Fund

-Additional \$2,718,906 to be reimbursed from FY21 Free Cash (Nov., 2021)

Relief from American Rescue Plan Act

Estimated Direct Municipal Aid: \$17,769,379

The law identifies four eligible use categories:

- Response to the public health emergency or its negative economic consequences
- Provision of premium pay to eligible workers
- Revenue replacement (rélative to fiscal 2019 local revenue figures)
- Investments in water, sewer and broadband infrastructure

Estimated County Allocation (Goes to County): \$11,199,481

Estimated WPS funding (Esser III): \$6,528,000



FY22 WATER/SEWER BUDGET

| | 2020 <u>ACTUAL</u> | 2021 <u>BUDGET</u> | 2021 <u>YTD ACTUAL</u> | 2022 <u>PROPOSED</u> | PCT <u>CHANGE</u> |
|-----------------------|-----------------------|-----------------------|---------------------------|-------------------------|----------------------|
| Sewer Enterprise Fund | \$17,646,263 | \$17,698,305 | \$14,203,633 | \$17,698,098 | 0.0% |
| Water Enterprise Fund | \$9,626,658 | \$9,897,182 | \$5,913,192 | \$9,898,655 | 0.0% |



FY22 CPC BUDGET

| COMMUNITY PRESERVATION COMMITTEE | | | | |
|---|-----------|-------------|------------|--|
| Estimated Revenue | FY 21 | FY 22 | Change | |
| | | | | |
| 1% Surcharge | \$800,000 | \$860,000 | \$60,000 | |
| State Match | \$114,000 | \$195,000 | \$81,000 | |
| Investment Income | \$2,000 | \$2,000 | \$0 | |
| Interest & Penalties | \$2,000 | \$2,000 | \$0 | |
| Total Estimated Revenue | \$918,000 | \$1,059,000 | \$141,000 | |
| Budgeted Expenditures | | | | |
| Administrative Costs | | | | |
| Recording Secretary | \$2,500 | \$2,500 | \$0 | |
| Miscellaneous Expenses | \$23,400 | \$30,450 | \$7,050 | |
| Salary Allocation | \$20,000 | \$20,000 | \$0 | |
| Open Space & Recreation | | | | |
| Mandatory Set Aside Reserve | \$91,800 | \$105,900 | \$14,100 | |
| <u>Historic Resources</u> | | | | |
| Mandatory Set Aside Reserve | \$91,800 | \$105,900 | \$14,100 | |
| Community Housing | | | | |
| Mandatory Set Aside Reserve | \$91,800 | \$105,900 | \$14,100 | |
| <u>Debt Service</u> | | | | |
| Principal & Interest | \$111,499 | \$88,850 | (\$22,649) | |
| <u>General Reserve</u> | | | | |
| Total General Reserve | \$485,200 | \$599,500 | \$114,300 | |
| Total Appropriation Request | \$918,000 | \$1,059,000 | \$141,000 | |



Facilities and Fields Enterprise Fund

Facilities & Fields Enterprise Fund

REVENUE

| Legion | \$ 45,000.00 |
|----------------|-----------------|
| Lovell 1 | \$ 90,000.00 |
| Lovell 2 | \$ 90,000.00 |
| Lovell 3 | \$ 84,800.00 |
| Libby | \$ 31,000.00 |
| WHS | \$ 28,000.00 |
| Sponsorships | \$ 5,500.00 |
| Stella Tirrell | \$ 4,000.00 |

378,300

Total anticipated revenue

Facilities & Fields Enterprise Fund

EXPENSES (Cost Centers)

| | , |
|--|------------------|
| Building/office supplies | \$ 1,000.00 |
| Turf Maintenance (Supplies) | \$ 10,000.00 |
| Irrigation Maintenance (Contract) | \$ 32,000.00 |
| Field Equipment and Materials | \$ 10,000.00 |
| Employee Laborer (attendant - full time) | \$ 38,000.00 |
| Attendant (part time labor) | \$ 20,000.00 |
| Electric | \$ 36,000.00 |
| Retained earnings / Capital Fund | \$ 231,300.00 |
| | |

Total anticipated expenses \$ 378,300