

TOWN ADMINISTRATOR'S PRELIMINARY FISCAL YEAR 2018 BUDGET MEMORANDUM

Delivered to the Board of Selectmen: Monday, February 27, 2017
Connor Read, Acting Town Administrator

Introduction.

Fiscal Year 2018 will be a very challenging year for the Town. Numerous factors varying from routine to unforeseen on both sides of the ledger continue to constrain our ability to deliver quality services to the public. Familiar revenue challenges persist, and unexpected expenditures cut into our already meager funds available after uncontrollable costs.

Revenue.

Cities and Towns in Massachusetts are constrained in their ability to increase the property tax levy to 2 and ½ percent plus new growth each year. Easton has and will continue to levy property taxes to the extent allowed by Proposition 2 and ½, and has worked vigorously to promote new growth to shore up our tax base over the years. Beyond taxation, Easton captures revenue from local receipts, state aid, and a combination of other funding sources. This memo will discuss the preliminary projections for each of these revenue categories, highlighting the many challenges before us on this side of the ledger.

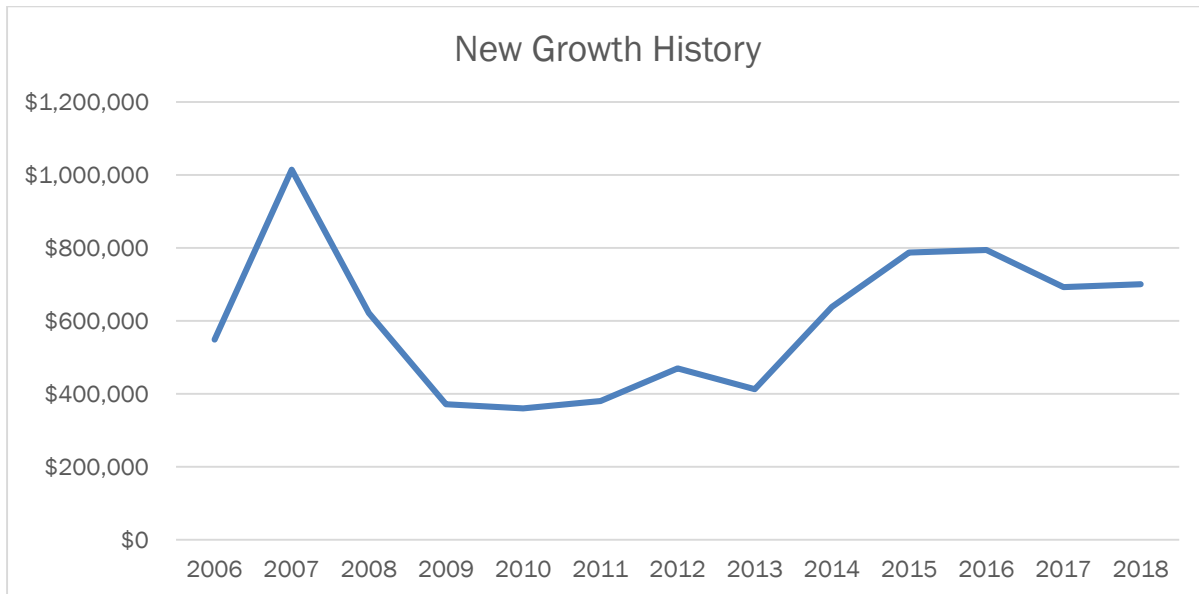
Revenue: Taxation.

The preliminary FY2018 budget projects an increase in total taxation revenue of 3.77 percent, or \$1,981,717, yielding a total of \$54,481,377. Taxation is the largest source of revenue for the Town, and continues to grow as a total percentage of our revenue with each passing year. This trend is troubling as it continually increases our reliance on taxpayers and reserves to fund an increasing portion of our budget just to deliver level services. As time goes on and other revenue sources continue to underperform, this reliance will only increase, placing a premium on the Town's ability to incentivize new growth. The following chart depicts taxation as a percentage of our total revenue over several years.

Taxation as a Percentage of General Fund Revenue				
	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Projected
Taxation	48,941,862	50,747,504	52,499,660	54,481,377
State Aid	12,855,146	13,047,167	13,416,080	13,533,967
Local Receipts	6,016,797	6,157,592	6,698,825	6,802,497
Other Funding Sources	<u>2,256,827</u>	<u>2,664,251</u>	<u>2,114,191</u>	<u>1,867,846</u>
Total	<u>70,070,632</u>	<u>72,616,514</u>	<u>74,728,756</u>	<u>76,685,687</u>
Taxation as % of Total	69.85%	69.88%	70.25%	71.05%

As the Town becomes increasingly reliant on taxation to balance the budget, it is

imperative that we foster an environment which encourages new growth. Simply put, new growth is the value of new property built in a prior fiscal year subject to taxation¹. The preliminary FY2018 budget is projecting new growth to come in at \$700,000, an increase of \$7,218 (1.04 percent) over FY2017. While this increase is modest, it is generally in line with the average new growth in the post-recession years.



While the estimated new growth for FY2018 is within reasonable expectations, efforts towards increasing growth must continue if the Town wishes to adequately fund its operations. To put the significance of new growth into perspective, the estimated revenue of \$700,000 is sufficient to fund just over a fifth of the Department of Public Works projected FY2018 budget. Previous years' budget memos have gone into great detail explaining the steps the Town has undertaken to promote new growth, so I will not reiterate them at length here². Striking a balance between preserving our open and wetland spaces and promoting growth will continue to challenge the leadership of Easton for years to come.

Revenue: Local Receipts and State Revenue.

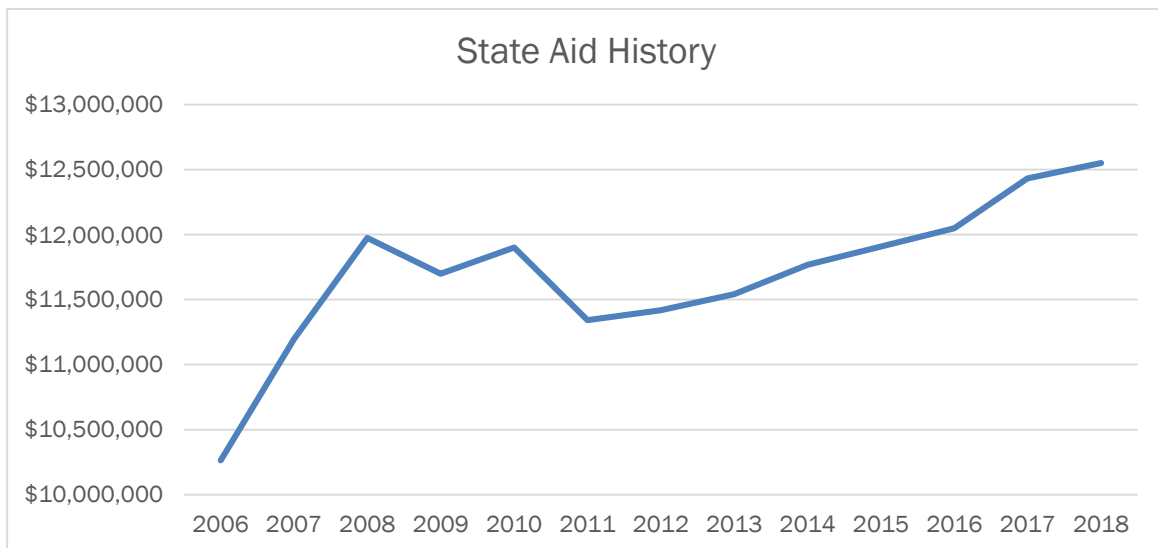
Local receipts and state revenue comprise our third and second largest sources of revenue, respectively. Local receipts are composed of various fees and taxes such as motor vehicle excise tax, ambulance fees, and local meals taxes. While local receipts have been steadily

¹ For more detailed definitions of municipal budgeting terminology, see the Glossary of the Town of Easton Fiscal Year 2017 Budget, pages 121-129, available at www.easton.ma.us or by [clicking here](#).

² Expansion of infrastructure, adoption of improved zoning, and implementation of streamlined permitting all promote new growth. See pages 15-17 of the Town of Easton Fiscal Year 2017 Budget, available at www.easton.ma.us or by [clicking here for more details](#).

growing in recent years, particularly excise taxes and ambulance receipts, the preliminary FY2018 budget projects a small increase of \$103,672 (1.55 percent). Although it is expected that this projection will be refined in the coming months, we must take care to be conservative in doing so. Historically, our conservative estimation of local receipts has been one of the most significant contributors to our free cash. The projected increase brings the total local receipts in the preliminary FY2018 budget to \$6,802,497.

Although growth in local receipts is projected to slow down in FY2018, the most significant revenue challenge before us is the nearly nonexistent increase in state aid. Prior to the recession, state aid had historically increased each year, some years by nearly 10 percent. As the graph below displays, state aid reached a high point in FY2008 and began declining in actual dollars until FY2012. While state aid stopped declining in FY2012, revenue did not return to FY2008 levels until FY2016. During that same time period, expenditures had increased by approximately 28%, and the minimal growth to state aid since then has only widened the gap. This familiar challenge persists in the preliminary FY2018 budget, which projects state aid (cherry sheet revenue) at \$12,549,987, an increase of \$117,887 (0.95 percent)³.



This marginal increase in state aid is offset nearly entirely by increases in state assessments to the Town in the amount of \$81,506 (9.62 percent). The result is a net increase in available state revenue to the Town of \$36,381. Clearly, this is not sustainable.

Despite minimal growth, state aid remains our second largest source of revenue. Earlier in this memo I outlined the challenges inherent in our continued reliance on property taxation, and dismal increases in state aid only exacerbate them. As it is currently projected, state aid will constitute 17.65 percent of our revenue in FY2018, down from nearly 25 percent a decade ago.

³ This number reflects the Governor's FY2018 Budget for the Commonwealth of Massachusetts.

State Aid as a Percentage of General Fund Revenue				
	FY15 Budget	FY16 Budget	FY17 Budget	FY18 Projected
Taxation	48,941,862	50,747,504	52,499,660	54,481,377
State Aid*	12,855,146	13,047,167	13,416,080	13,533,967
Local Receipts	6,016,797	6,157,592	6,698,825	6,802,497
Other Funding Sources	2,256,827	2,664,251	2,114,191	1,867,846
Total	<u>70,070,632</u>	<u>72,616,514</u>	<u>74,728,756</u>	<u>76,685,687</u>
State Aid as % of Total	18.35%	17.97%	17.95%	17.65%

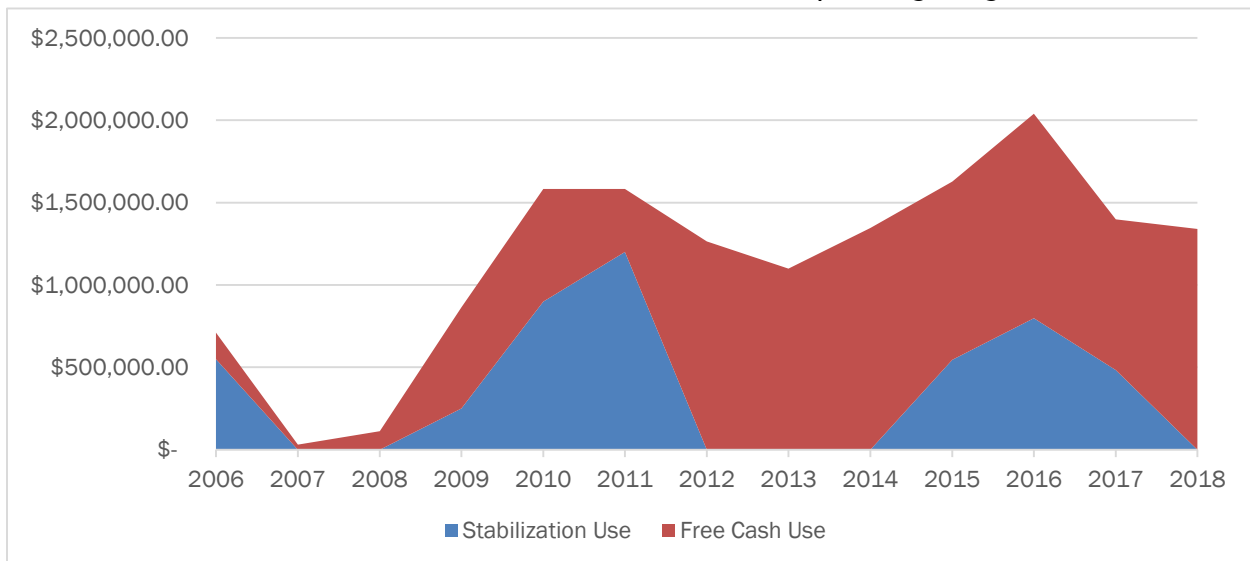
*State Aid in this figure includes MSBA reimbursement.

As state aid dwindled as a percentage of total revenue, the Town historically turned to reserve funds to bridge the gap, which leads us to the next section of this memo.

Revenue: Reserves and Other Financing Sources.

Since the onset of the recession and subsequent stagnation of state aid to the Town, we have been using reserve funds (free cash and stabilization funds) to close a revenue deficit at an unsustainable rate. Last year, the Board of Selectmen adopted a series of Financial Management Guidelines outlining the intended use of free cash and stabilization funds⁴.

Use of Free Cash & Stabilization Funds for Operating Budget



These guidelines recommend that the Town use no more than 50 percent of available free cash to fund the coming year’s operating budget, and that a minimum of 25 percent of said free cash be transferred to the stabilization fund. It is also recommended that stabilization funds be used in the event of “a multiple year economic recession or a rare, catastrophic expenditure.”

⁴ See Policy 52A of the Board of Selectmen’s Policy Book, available at www.easton.ma.us or by [clicking here](#).

In an attempt to honor the spirit of these guidelines, the preliminary FY2018 budget projects a decrease in other financing sources of \$246,345 (-11.65 percent) from the prior year. The result, a total revenue of \$1,867,846, is the lowest budgeted amount in this category since FY2014. The bulk of this reduction is in stabilization and trust fund use, down from \$607,681 in FY2017 to only \$5,525 in FY2018 (-99.09 percent). The elimination of stabilization funds in this revenue category is reflective of the stated intent of the guidelines to limit the use of said funds for operational budgeting.

While we are not in the midst of a recession, it is clear that our revenues are being outpaced by expenditures, and the preliminary expenditure budget for FY2018 also includes an employment settlement which may warrant use of stabilization funds. Given the dismal increase in state aid and leveling off of growth in our local receipts, the Town may wish to consider implementing these financial management guidelines, insofar as they pertain to the allocation of free cash and stabilization funds, over the course of two or more years.

Expenses.

While the Town has enjoyed great success in expenditure reductions in the areas of energy and health insurance in recent years, we have also been subject to significant increases beyond our control in other areas of our expense budgets. Each year, the Town must appropriate funds sufficient to meet certain fixed costs (i.e. expenditures over which we have little to no immediate control). A small sample of these fixed costs include debt and interest, employee health insurance premiums, pension assessment, and property and liability insurance.

- **Employee Health Insurance.** Two years ago the Town entered into a three-year agreement with its union employees and retirees to move from its existing health insurer to the Group Insurance Commission (GIC). This move saved both the Town and its employees money. The Town saved more than \$335,000 at the time of this switch. Under the GIC, employees have more plan choices at a variety of premium levels. However, the preliminary FY2018 budget is projecting an increase of \$464,536 (6 percent) in employee health insurance. This increase is only an estimate, and rates are expected to be set in March.
- **Snow and Ice.** We all remember the winter of 2014-2015 and the \$894,103 snow and ice deficit that it created. We opted to amortize this deficit over three years, as permitted by the state in response to the record snowfall. The FY2018 payment will be the third and final payment in the amount of \$298,035. Winter is not over yet, and we are close to exceeding our snow and ice budget for FY2017. Any future snow events could increase the snow and ice deficit to be raised in FY2018.

- **Pensions.** The Bristol County Retirement Board has informed us that our pension assessment will increase by \$302,102 (8.05 percent). This increase is significant and is reflective of the early payment discount.
- **Regional School Assessment.** Although the regional school assessment is not finalized, we are expecting a sizable increase of \$165,478 (20.11 percent) in part due to increased enrollment.

The total increase in fixed costs, including the Regional School Assessment, in the preliminary FY2018 budget is \$1,148,119. The significance of these increases cannot be understated, as they erode our projected \$1,956,931 increase in general fund revenue and leave a paltry \$808,812 to fund *all* operational budget increases for the Town of Easton and Easton Public Schools in the third and most expensive year for most of our collective bargaining agreements. The preliminary operating budgets summarized below reflect budgets as submitted by department heads.

FY2018 PRELIMINARY BUDGET SUMMARY

a. Revenue by source and % change over FY2017

i. Taxation	\$54,481,377	+3.77%
ii. Local Receipts	\$6,802,497	+1.55%
iii. Local Aid	\$12,549,987	+ .95%
iv. School Building	\$983,980	0.00%
v. Other Sources	\$1,867,846	-11.65%
vi. Enterprise	<u>\$4,408,633</u>	<u>+ .84%</u>
vii. Total Revenue	<u>\$81,094,320</u>	<u>+2.52%</u>

b. Expenditures by use and % change over FY2017

i. Town Departments	\$17,084,260	+6.60%
ii. School Department	\$40,646,017	+4.42%
iii. Regional School	\$988,252	+20.11%
iv. Debt Service	\$5,091,027	+1.80%
v. EE Benefits, Etc.	\$13,757,885	+6.22%
vi. Other	\$1,637,191	5.57%
vii. Enterprise	<u>\$3,860,880</u>	<u>+ .96%</u>
viii. Total Expenditures	<u>\$83,065,512</u>	<u>+5.01%</u>

Approaching a Balanced Budget.

The preliminary FY2018 budget is projecting a total increase in revenue of \$1,993,630 (2.52 percent). Challenges on both sides of the ledger yield a budget that is currently projecting a deficit of \$1,971,192. While an exact dollar figure has not yet been calculated, it is unlikely that the scant increase in available funds not lost to fixed cost increases will be sufficient to meet the obligations included in our collective bargaining agreements. Absent a new source of revenue, a staggered implementation of the financial management

guidelines, or use of stabilization funds, the FY2018 budget may be unable to balance without layoffs and/or reductions in services.

That being said, the Town has been in this position before and has overcome similar deficits. These projections are preliminary at this stage, and may still vary in a beneficial manner. While the Governor's budget does not paint a rosy picture for increases to state aid, it is possible that the House budget will increase funding to Easton. In the coming months, departmental budgets will be refined to the extent possible to reduce increases in operational expenditures.

Recommendations.

1. Consider a set of fee increases for programs and services across the Town and School.

Having user fees that accurately reflect the cost of the program or service reduces the reliance on taxation. The report of the operational audit of the Town and Easton Public Schools is imminent, and it will include a review of our fee schedules for programs and services. Should the audit reveal any fees which lag compared to our peers, the Town may wish to increase the fees to offset the cost of our programs.

2. Consider partial implementation of financial management guidelines.

While it is a best practice that the Town adhere to clear financial management guidelines, it is also important to consider the impacts of sudden implementation versus a gradual roll out. Given the minimal increases in revenues, combined with growing fixed costs and unforeseen expenditures, it may be in the best interest of the Town and its citizens to stagger the implementation of these guidelines and consider limited, responsible use of stabilization funds and free cash to fund the FY2018 budget.

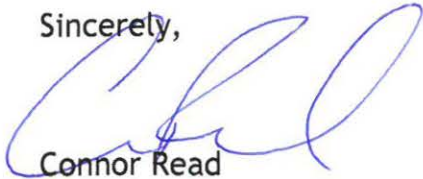
3. Consider re-opening the health insurance agreement with all unions to shift additional premium cost from the Town to the employees.

The Town, only two years ago, entered into an agreement with its union employees and retirees to move from its health insurer to the Group Insurance Commission. This move saved over \$335,000. I echo the previous budget's recommendation that we consider reopening the health insurance agreement with our unions to increase the employee contribution to their annual healthcare premium. Any consideration of this recommendation will bring with it significant challenges, as any shift in insurance premiums will have to be bargained with employee unions and associations.

These recommendations are merely the first steps in the budget process. Additional attention will be required to reduce departmental and other expenditures wherever possible before we can reasonably expect to balance the budget. Attached are preliminary

FY2018 budget summary sheets reflective of this memo. I look forward to working with the Board and the Town to deliver a balanced budget to Town Meeting this May.

Sincerely,



Connor Read
Acting Town Administrator

**TOWN OF EASTON
FISCAL YEAR 2018 PRELIMINARY BUDGET**

	FY15 Actual	FY15 Budget	FY16 Actual	FY16 Budget	FY17 Budget	FY18 Preliminary	FY18 Recomm. vs. FY17 Bud \$ Difference	FY18 Recomm. vs. FY17 Bud % Difference
REVENUES								
TAXATION								
Prior Year Levy Limit	43,884,820	44,467,167	45,904,976	46,381,975	48,330,878	50,244,071	1,913,193	3.96%
Proposition 2 1/2 levy limit increase	1,112,077	1,112,077	1,159,549	1,159,549	1,208,392	1,256,102	47,710	3.95%
New Growth	786,804	786,804	794,155	794,155	692,782	700,000	7,218	1.04%
TAX LEVY LIMIT	45,783,701	46,366,048	47,858,680	48,335,679	50,232,052	52,200,173	1,968,121	3.92%
Debt Exclusion	2,575,814	2,575,814	2,411,825	2,411,825	2,267,608	2,281,204	13,596	0.60%
Other Taxes	965,244	-	279,269	-	-	-	-	-
TOTAL TAXATION	49,324,759	48,941,862	50,270,505	50,747,504	52,499,660	54,481,377	1,981,717	3.77%
LOCAL RECEIPTS								
Motor Vehicle Excise	3,362,887	2,975,000	3,434,255	3,075,000	3,300,000	3,399,000	99,000	3.00%
Licenses & Permits	724,717	675,000	1,072,791	700,000	750,000	714,070	(35,930)	-4.79%
Ambulance	1,310,509	1,025,000	1,595,298	1,100,000	1,310,000	1,339,000	29,000	2.21%
Fees	239,121	250,000	322,494	235,000	250,000	239,724	(10,276)	-4.11%
Meals Tax	299,599	275,000	314,957	285,000	300,000	303,000	3,000	1.00%
Penalties and Interest	587,065	335,000	316,340	335,000	315,000	341,734	26,734	8.49%
Fines and Forfeitures	18,955	30,000	29,295	18,000	20,000	18,362	(1,638)	-8.19%
Investment Income	26,691	20,000	34,473	25,000	30,000	25,503	(4,497)	-14.99%
Medicare D. Subsidy	219,855	125,000	55,382	50,000	0	-	-	0.00%
Medicaid Reimbursement	173,200	100,000	169,762	100,000	165,000	152,510	(12,490)	-7.57%
SE Regional School Reimb	50,000	50,000	50,000	50,000	0	50,000	50,000	0.00%
Supplemental Taxes	54,777	55,000	41,552	42,000	80,000	42,844	(37,156)	-46.45%
Miscellaneous Revenue	244,958	101,797	246,345	142,592	178,825	176,750	(2,075)	-1.16%
TOTAL: LOCAL RECEIPTS	7,312,334	6,016,797	7,682,944	6,157,592	6,698,825	6,802,497	103,672	1.55%
CHERRY SHEET REVENUE (STATE AID)								
State Aid Chapter 70	9,531,741	9,531,741	9,624,016	9,624,016	9,823,611	9,896,571	72,960	0.74%
Unrestricted General Government Aid	1,948,596	1,948,596	2,018,745	2,018,745	2,105,551	2,187,668	82,117	3.90%
Charter Tuition Reimbursement	28,908	9,823	10,702	39,867	34,733	42,882	8,149	23.46%
Veterans Benefits	193,094	196,741	217,236	195,066	289,160	244,717	(44,443)	-15.37%
State Owned Land	87,151	87,151	87,151	87,151	86,113	86,113	-	0.00%
Exemptions: Vets, Blind, Surv Sp & Elderly	98,956	97,114	85,484	98,342	92,932	92,036	(896)	-0.96%
Homeless Transportation	19,369	0	5,408	0	0	-	-	0.00%
TOTAL: CHERRY SHEET REVENUE (STATE AID)	11,907,815	11,871,166	12,048,742	12,063,187	12,432,100	12,549,987	117,887	0.95%
SCHOOL BLDG ASSISTANCE	983,980	983,980	983,980	983,980	983,980	983,980	-	-
OTHER FINANCIAL SOURCES (OFS) - RECURRING								
Transfer from Special Revenue (Ames Funds/Septic Bett)	610,527	610,527	523,685	623,685	592,571	522,571	(70,000)	-11.81%
Transfer from Trust Funds (Stabilization, Conservation)	551,239	551,239	797,278	797,278	607,681	5,525	(602,156)	-99.09%
Use of Free Cash	1,082,332	1,082,332	1,243,288	1,243,288	913,939	1,339,750	425,811	46.59%
Other	12,729	12,729	0	0	0	-	-	0.00%
TOTAL: OTHER FINANCING SOURCES (OFS)	2,256,827	2,256,827	2,564,251	2,664,251	2,114,191	1,867,846	(246,345)	-11.65%
TOTAL GENERAL FUND REVENUE	71,785,715	70,070,632	73,550,422	72,616,514	74,728,756	76,685,687	1,956,931	2.62%
ENTERPRISE FUNDS								
Sewer Enterprise Fund	504,474	275,000	328,944	350,000	350,000	350,000	-	0.00%
Water Enterprise Fund	3,101,162	2,852,584	3,247,308	2,888,409	2,821,934	2,858,633	36,699	1.30%
Solid Waste & Recycling Enterprise Fund	1,076,399	1,020,000	1,125,113	1,019,000	1,200,000	1,200,000	-	0.00%
TOTAL ENTERPRISE FUND REVENUE	4,682,035	4,147,584	4,701,365	4,257,409	4,371,934	4,408,633	36,699	0.84%
GRAND TOTAL: ALL REVENUES	76,467,750	74,218,216	78,251,787	76,873,923	79,100,690	81,094,320	1,993,630	2.52%

**TOWN OF EASTON
FISCAL YEAR 2018 PRELIMINARY BUDGET**

	FY15 Actual	FY15 Budget	FY16 Actual	FY16 Budget	FY17 Budget	FY18 Preliminary	FY18 Recomm. vs. FY17 Bud \$ Difference	FY18 Recomm. vs. FY17 Bud % Difference
EXPENDITURES								
GENERAL GOVERNMENT - 100's								
Selectmen	350,484	350,506	360,931	361,021	374,025	585,401	211,376	56.51%
Finance Committee	1,154	1,500	1,996	2,300	1,500	1,500	-	0.00%
Reserve Fund	-	60,000		60,000	60,000	60,000	-	0.00%
Town Accountant	202,893	204,237	217,886	218,081	222,226	232,226	10,000	4.50%
Assessors	242,842	244,076	233,908	244,076	244,886	255,115	10,229	4.18%
Treasurer/Collector	332,473	344,823	366,691	371,248	353,163	358,139	4,976	1.41%
Town Counsel	139,916	140,000	155,825	157,000	140,000	150,000	10,000	7.14%
Information Technology	203,383	203,804	209,405	209,414	209,414	212,534	3,120	1.49%
Town Clerk	213,107	213,107	213,332	213,333	227,301	230,195	2,894	1.27%
Planning & Community Development	268,079	268,121	268,872	271,029	309,680	322,389	12,709	4.10%
Other General Government	91,790	91,900	102,920	105,485	98,900	99,900	1,000	1.01%
TOTAL: GENERAL GOVERNMENT	2,046,121	2,122,074	2,131,766	2,212,987	2,241,095	2,507,399	266,304	11.88%
PUBLIC SAFETY - 200's								
Police	3,907,807	3,908,285	3,972,792	4,046,737	4,136,567	4,328,791	192,224	4.65%
Public Safety Dispatch	557,646	588,439	516,524	578,887	637,387	627,262	(10,125)	-1.59%
Fire	3,179,422	3,181,172	3,400,360	3,411,954	3,536,849	3,735,041	198,192	5.60%
Ambulance	585,527	607,127	594,678	572,801	602,901	691,703	88,802	14.73%
Inspectional Services	292,483	300,512	296,184	319,070	284,536	300,555	16,019	5.63%
TOTAL: PUBLIC SAFETY	8,522,885	8,585,535	8,780,538	8,929,449	9,198,240	9,683,352	485,112	5.27%
PUBLIC WORKS - 400's								
General Operating	533,312	559,509	500,544	562,475	571,278	568,163	(3,115)	-0.55%
Buildings and Grounds	973,924	883,902	948,775	895,594	897,326	1,093,958	196,632	21.91%
Highway	980,131	1,043,978	1,097,307	1,096,586	1,113,837	1,180,723	66,886	6.01%
Snow and Ice	1,082,803	188,700	488,700	488,700	488,700	493,700	5,000	1.02%
TOTAL: PUBLIC WORKS	3,570,170	2,676,089	3,035,326	3,043,355	3,071,141	3,336,544	265,403	8.64%
HEALTH AND COMMUNITY SERVICES								
Health and Community Services	-	-	977,276	1,013,559	1,015,088	1,044,262	29,174	2.87%
Board of Health	218,189	225,618		-	-			
Council on Aging	280,442	280,442		-	-			
Veterans Agent	350,539	352,216		-	-			
Recreation	41,950	41,950		-	-			
TOTAL: HEALTH AND COMMUNITY SERVICES	891,120	900,226	977,276	1,013,559	1,015,088	1,044,262	29,174	2.87%
LIBRARY								
LIBRARY	478,964	478,964	520,981	520,981	500,649	512,703	12,054	2.41%
TOTAL: LIBRARY	478,964	478,964	520,981	520,981	500,649	512,703	12,054	2.41%
SUBTOTAL - TOWN DEPARTMENT COSTS	15,509,260	14,762,888	15,445,887	15,720,331	16,026,213	17,084,260	1,058,047	6.60%
EDUCATION								
School Department	36,727,461	36,799,137	37,866,897	38,157,137	38,924,060	40,646,017	1,721,957	4.42%
Southeastern Regional School Assessment	592,575	592,576	705,868	706,492	822,774	988,252	165,478	20.11%
SUBTOTAL - EDUCATION	37,320,036	37,391,713	38,572,765	38,863,629	39,746,834	41,634,269	1,887,435	4.75%
FIXED COSTS								
Debt and Interest								
Non-exempt Town	1,058,239	1,051,629	1,223,919	1,268,802	1,438,406	1,512,954	74,548	5.18%
Non-exempt School	189,818	212,007	217,305	218,298	310,841	312,889	2,048	0.66%
Exempt Town	-	-	-	-	-	-	-	0.00%
Exempt School	3,494,301	3,559,794	3,395,805	3,395,805	3,251,588	3,265,184	13,596	0.42%
Capital Budget Reserve	-	431		0	0	-	-	0.00%
SUBTOTAL - Debt Service	4,742,358	4,823,861	4,837,029	4,882,905	5,000,835	5,091,027	90,192	1.80%

**TOWN OF EASTON
FISCAL YEAR 2018 PRELIMINARY BUDGET**

	FY15 Actual	FY15 Budget	FY16 Actual	FY16 Budget	FY17 Budget	FY18 Preliminary	FY18 Recomm. vs. FY17 Bud \$ Difference	FY18 Recomm. vs. FY17 Bud % Difference
EMPLOYEE BENEFITS AND OTHER INSURANCE								
Employee Health Insurance	7,639,700	7,658,925	7,279,599	7,323,925	7,742,267	8,206,803	464,536	6.00%
Health Town Active	1,705,029	1,738,061	1,457,453	1,673,061	1,499,022	1,588,963	89,941	6.00%
Health School Active	4,014,515	3,947,377	3,557,879	3,772,377	3,636,840	3,855,050	218,210	6.00%
Health Town Retiree	617,149	614,342	659,743	584,342	724,609	768,086	43,477	6.00%
Health School Retiree	1,303,007	1,359,145	1,604,524	1,294,145	1,881,796	1,994,704	112,908	6.00%
Retirement Assessment	3,093,467	3,093,467	3,494,709	3,494,713	3,751,909	4,054,011	302,102	8.05%
Workers Compensation Insurance	168,881	210,000	278,897	260,000	312,995	326,145	13,150	4.20%
Town Employees	31,407	35,000	73,553	70,000	76,823	80,664	3,841	5.00%
School Employees	114,644	140,000	159,720	140,000	186,172	195,481	9,309	5.00%
Police IOD Medical	9,535	20,000	18,169	25,000	25,000	25,000	-	0.00%
Fire IOD Medical	13,295	15,000	27,455	25,000	25,000	25,000	-	0.00%
Property/Liability Insurance	408,170	405,000	390,997	420,000	427,072	448,426	21,354	5.00%
Town	228,873	220,000	229,963	230,000	236,670	248,504	11,834	5.00%
School	179,297	185,000	161,034	190,000	190,402	199,922	9,520	5.00%
Medicare-Town Share	169,050	170,000	177,957	170,000	195,000	205,000	10,000	5.13%
Medicare-School Share	410,282	420,000	428,869	440,000	455,000	475,000	20,000	4.40%
Collective Bargaining Reserve	-	-	-	39,059	40,000	40,000	-	0.00%
Other	3,584	2,500	3,735	2,500	27,500	2,500	(25,000)	-90.91%
SUBTOTAL - EE BENEFITS AND OTHER INS.	11,893,134	11,959,892	12,054,763	12,150,197	12,951,743	13,757,885	806,142	6.22%
SUBTOTAL: GENERAL FUND APPROPRIATIONS	69,464,788	68,938,354	70,910,444	71,617,062	73,725,625	77,567,441	3,841,816	5.21%
OTHER EXPENDITURES								
County and State Assessments	811,201	747,784	807,459	836,671	847,651	929,157	81,506	9.62%
Other Amounts to be Raised	932,247	932,247	710,534	710,534	703,233	708,034	4,801	0.68%
Snow & Ice Deficit/Other Deficits	523,174	523,174	300,534	300,534	298,034	298,034	-	0.00%
Overlay	409,073	409,073	410,000	410,000	405,199	410,000	4,801	1.18%
Transfer to Trust Funds (Stabilization, etc.)	-	-	-	-	-	-	-	-
TOTAL: OTHER EXPENDITURES	1,743,448	1,680,031	1,517,993	1,547,205	1,550,884	1,637,191	86,307	5.57%
SUBTOTAL: GENERAL FUND	71,208,236	70,618,385	72,428,437	73,164,267	75,276,509	79,204,632	3,928,123	5.22%
ENTERPRISE								
Sewer	274,659	275,000	314,761	350,000	350,000	350,000	-	0.00%
Water	2,206,348	2,304,831	2,175,262	2,340,656	2,274,181	2,310,880	36,699	1.61%
Solid Waste & Recycling	1,011,669	1,020,000	1,134,190	1,019,000	1,200,000	1,200,000	-	0.00%
SUBTOTAL: ENTERPRISE	3,492,676	3,599,831	3,624,213	3,709,656	3,824,181	3,860,880	36,699	0.96%
GRAND TOTAL: ALL EXPENDITURES	74,700,912	74,218,216	76,052,650	76,873,923	79,100,690	83,065,512	3,964,822	5.01%
BUDGET GAP	1,766,838	-	2,199,137	-	-	(1,971,192)	(1,971,192)	