

FY2023
BUDGET PRESENTATION
January 11, 2022



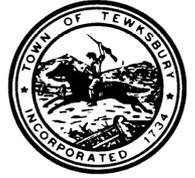
FY2023 BUDGET PRESENTATION



Presentation Contents

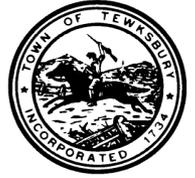
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 - Expenditures:
 - Overall FY23 Appropriations (Includes Town and School FY23 Budgets)
 - Other Local Expenditures
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 - Local Receipts
 - Other Available Funds
- FY23 Town and School Budgets
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FY2023 BUDGET PRESENTATION



Budget Process

- Budget Message
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 - Budget Guidelines:
 - Adjust salaries for contractual obligations
 - Level Service Operating Budgets
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- Budget Review
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FY2023 BUDGET PRESENTATION

FY2023 SUMMARY REVENUES AND EXPENDITURES

FY2023 BUDGET PRESENTATION



Review Revenues and Expenditures

- Expenditures:
 - Overall FY23 Town and School Budget
 - Other Local Expenditures
 - State and County Charges
- Revenues:
 - Tax Levy
 - State Aid
 - Local Receipts
 - Other Available Funds

FY2023 BUDGET PRESENTATION



Expenditures

FY2023 BUDGET PRESENTATION

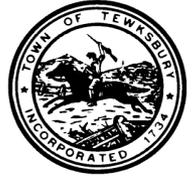


Expenditures

TOWN OF TEWKSBURY FINANCIAL RECAP FISCAL YEAR 2023

	Actual Budget FY17	Actual Budget FY18	Actual Budget FY19	Actual Budget FY20	Actual Budget FY21	Projected Budget FY22	Projected Budget FY23	FY23 Proj. Inc/(Dec) Over FY22 Proj.
Appropriations								
General Fund Budget (Includes all TM R&A and Transfers)	102,695,928	104,978,321	110,946,874	117,800,809	120,720,933	124,167,793	127,110,820	2,943,027
Transfer to Enterprise Funds	248,775	48,429	36,208	14,749	-	-	-	-
Reserve for Appropriation	-	-	-	-	-	-	-	-
Sewer Enterprise Fund Budget (R&A and Transfers)	5,806,008	5,663,059	5,905,338	6,703,563	6,623,932	6,805,503		(6,805,503)
Water Enterprise Fund Budget (R&A and Transfers)	6,890,460	7,565,043	6,887,912	7,162,649	7,346,811	7,502,694		(7,502,694)
Stormwater Enterprise Fund Budget (R&A and Transfers)	-	-	-	-	1,162,940	1,177,410		(1,177,410)
Cable TV Enterprise Fund Budget (R&A and Transfers)	-	600,000	600,000	361,319	392,219	546,928		(546,928)
Spring ATM Articles, Non-Budget R&A	43,926	46,250	47,254	51,308	204,437	-		-
Spring ATM Articles, Transfers	72,000	4,440,459	5,345,580	4,130,497	147,614	3,552,910		(3,552,910)
Spring STM Articles, Non-Budget R&A	-	-	-	-	-	-		-
Spring STM Articles, Transfers	9,395,614	600,000	600,000	600,000	600,000	600,000		(600,000)
Fall ATM Articles, Non-Budget R&A	1,300	18,946	191,671	1,150,972	79,472	3,796		(3,796)
Fall STM Articles, Transfers	5,892,661	-	4,242,434	4,197,154	2,705,815	4,380,482	-	(4,380,482)
Total Appropriations	131,046,672	123,960,508	134,803,271	142,173,020	139,984,173	148,737,516	127,110,820	(21,626,696)

FY2023 BUDGET PRESENTATION



Expenditures (Cont.)

	Actual Budget FY17	Actual Budget FY18	Actual Budget FY19	Actual Budget FY20	Actual Budget FY21	Projected Budget FY22	Projected Budget FY23	FY23 Proj. Inc/(Dec) Over FY22 Proj.
Appropriations								
Cherry Sheet Offsets	36,135	36,597	38,995	40,340	49,291	52,761	52,761	-
Other Local Expenditures								
Overlay Reserve	664,160	769,477	655,644	718,390	643,605	760,227	650,000	(110,227)
Overlay Deficit	-	-	-	-	-	-	-	-
Tax Title	-	-	-	-	-	-	-	-
Other Local Expenditures/Deficits	-	-	-	-	-	-	-	-
Debt not Appropriated	-	-	-	-	-	-	-	-
Final Judgements	43,947	-	-	-	-	-	-	-
Revenue Deficit	-	-	-	-	-	-	-	-
Snow/Ice Deficit	-	-	-	-	-	-	-	-
Projected Snow/Ice Reimbursement	-	-	-	-	-	-	-	-
Teacher Salary Deferral	606,651	519,979	433,297	346,630	259,955	173,278	86,678	(86,600)
Other - Unforeseen Charges/Assessments	-	-	-	-	-	-	-	-
Total Other Local Expenditures	1,314,758	1,289,456	1,088,941	1,065,020	903,560	933,505	736,678	(196,827)

Notes: Cherry Sheet Offsets are earmarked for the Library. The Teacher Salary Deferral will be completed in 2023.

FY2023 BUDGET PRESENTATION

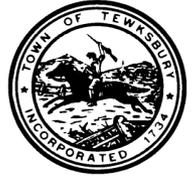


Expenditures (Cont.)

	Actual Budget FY17	Actual Budget FY18	Actual Budget FY19	Actual Budget FY20	Actual Budget FY21	Projected Budget FY22	Projected Budget FY23	FY23 Proj. Inc/(Dec) Over FY22 Proj.
Appropriations								
State and County Charges								
Retired Employees Health Insurance	-	-	-	-	-	-	-	-
Retired Teachers Health Insurance	-	-	-	-	-	-	-	-
Mosquito Control Projects	71,074	74,448	73,566	79,582	79,866	82,961	91,257	8,296
Air Pollution Districts	9,374	9,450	9,762	9,953	10,199	10,510	11,561	1,051
RMV Non-Renewal Surcharge	27,760	25,300	25,300	24,760	22,640	22,640	24,904	2,264
Regional Transit	258,266	264,723	271,341	278,125	285,078	292,205	321,426	29,221
Special Education	-	4,594	707	15,003	-	-	-	-
School Choice Sending Tuition	33,800	82,567	108,727	88,013	194,333	365,694	402,263	36,569
Charter School Assessment	1,081,690	1,164,867	1,261,699	1,117,347	917,155	1,139,384	1,253,322	113,938
Essex County Technical Institute Sending Tuition	-	-	-	-	-	-	-	-
Additional County Assessment	-	-	-	-	-	-	-	-
Total State and County Charges	1,481,964	1,625,949	1,751,102	1,612,783	1,509,271	1,913,394	2,104,733	191,339
Total Uses of Funding	133,879,529	126,912,510	137,682,309	144,891,163	142,446,295	151,637,176	130,004,992	(21,632,184)

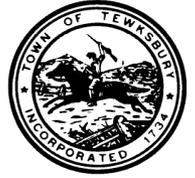
Notes: The Projection for all State and County Charges is based upon a 10% increase over FY21.

FY2023 BUDGET PRESENTATION



Revenues

FY2023 BUDGET PRESENTATION



Revenues

Revenue Assumptions - Property Taxes:

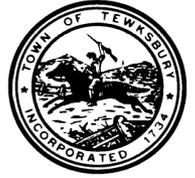
- Property Tax Levy is the revenue a community can raise through real and personal property taxes. We will refer to the property tax levy simply as the levy. In Massachusetts, municipal revenues to support local spending for schools, public safety and other public services are raised through the property tax levy, state aid, local receipts and other sources. The property tax levy is the largest source of revenue for most cities and towns.

Proposition 2 1/2 places constraints on the amount of the levy raised by a city or town and on how much the levy can be increased from year to year. A levy limit is a restriction on the amount of property taxes a community can levy. The maximum the levy can be in a given year is 2.5% on the previous year's limit plus certain allowable increases such as new growth, overrides and debt and capital exclusions.

The Levy is projected to increase 2.5% above the previous Fiscal Year's Property Tax Levy Limit as allowed under Proposition 2 1/2 and in addition New Growth is added to the levy limit and the Town excluded debt which causes the levy limit to increase more than 2.5% each year as well as property taxes.

- New Growth is additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY22 is based on new construction, etc. that occurred between January and December 2020. In the Fall of 2021, when new growth is being determined to set the FY22 levy limit, the FY21 tax rate is used in the calculation and will be added to the Property Tax Levy. The FY23 New Growth projection is \$850,000 and is based upon a recommendation and review by the Town's Chief Assessor and Town Manager.

FY2023 BUDGET PRESENTATION



Determining Proposition 2 1/2 Levy Limit

Example

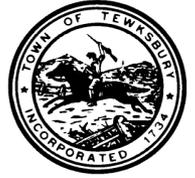
Determining Proposition 2 1/2 Levy Limit

Example

Step 1	Previous Year's Levy Limit	10,000,000
Step 2	Add 2.5 %	250,000
Step 3	New Growth	<u>200,000</u>
Step 4	New Levy Limit	10,450,000
If Applicable Step 5	Add Debt Exclusions	<u>1,000,000</u>
Step 6	Total Property Taxes - Levy Limit	11,450,000

Note: The figures above are for illustrative purposes only and are not part of the FY22 Budget. Also, the cap of 2.5% only pertains to the percentage increase of previous years Levy Limit. The actual Levy Limit can increase more than 2.5% after New Growth and any overrides or Debt Exclusions are added.

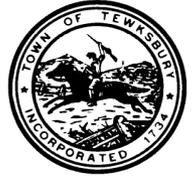
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Revenues - Property Taxes: New Growth

New Growth	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	Avg. FY11-FY22	Avg. % of NG
Residential	239,290	249,398	397,923	748,927	565,482	886,595	1,064,050	498,078	375,370	398,859	542,397	36%
Commercial	81,587	17,644	16,527	12,272	122,304	142,653	32,877	68,638	290,321	87,351	87,217	6%
Industrial	1,345	26,834	9,526	0	30,349	48,743	21,623	29,238	20,600	97,295	28,555	2%
Personal Property	545,578	533,421	674,273	938,911	956,042	1,354,241	1,062,638	573,119	803,064	1,049,712	849,100	56%
Total	867,800	827,297	1,098,249	1,700,110	1,674,177	2,432,232	2,181,188	1,169,073	1,489,355	1,633,217	1,507,270	100%
Utilities as Portion Of Above	72,333	120,059	331,207	423,556	559,129	1,075,319	716,589	291,362	539,934	457,493	471,170	31%
Personal Property New Growth	13%	23%	49%	45%	58%	79%	67%	51%	67%	44%	55%	

FY2023 BUDGET PRESENTATION



Revenues - Property Taxes

	<u>Actual Budget FY17</u>	<u>Actual Budget FY18</u>	<u>Actual Budget FY19</u>	<u>Actual Budget FY20</u>	<u>Actual Budget FY21</u>	<u>Projected Budget FY22</u>	<u>Projected Budget FY23</u>	<u>FY23 Proj. Inc/(Dec) Over FY22 Proj.</u>
Property Tax Levy								
Property Taxes	66,844,115	70,189,395	74,376,362	78,416,959	81,546,456	85,074,473	88,834,551	3,760,079
Add 2.5%	1,671,103	1,754,735	1,859,409	1,960,424	2,038,661	2,126,862	2,220,864	94,002
New Growth	1,674,177	2,432,232	2,181,188	1,169,073	1,489,355	1,633,217	850,000	(783,217)
Total Property Taxes	70,189,395	74,376,362	78,416,959	81,546,456	85,074,473	88,834,551	91,905,415	3,070,864
Add Debt Exclusions	8,496,963	8,100,749	9,125,434	13,013,933	12,369,670	12,042,522	11,524,944	(517,578)
Amortization of Bond Premium	(75,653)	(71,545)	(66,068)	(60,591)	(55,114)	(50,391)	(44,833)	5,558
Total Property Taxes - Levy Limit	78,610,705	82,405,566	87,476,325	94,499,798	97,389,029	100,826,682	103,385,526	2,558,844
								-
Total Property Taxes - Levied	78,550,516	82,392,297	87,419,780	94,484,460	97,381,555	100,812,797	103,385,526	2,572,729
Excess Levy Capacity	60,189	13,268	56,545	15,339	7,474	13,885	-	(13,885)

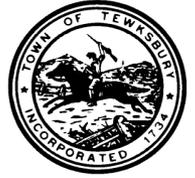
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Revenues Property Taxes (Cont.)

Residential and CIP Property Tax Historic Information							
	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023
Total Levy Amount	78,550,516	82,392,297	87,419,780	94,484,460	97,381,555	100,812,797	103,385,526
Tax Levy Increase over Previous Year	3,532,681	3,841,781	5,027,483	7,064,680	2,897,095	3,431,242	2,572,729
	4.7%	4.9%	6.1%	8.1%	3.1%	3.5%	2.6%
Tax Rate Shift	1.52	1.53	1.55	1.56	1.56	1.59	1.59
Taxrate							
Residential	16.31	16.13	15.84	15.97	15.72	15.20	15.59
Res. Increase(Decrease)	(0.04)	(0.18)	(0.29)	0.13	(0.25)	(0.52)	0.39
CIP	27.82	27.74	27.63	28.00	27.60	27.25	27.94
CIP Increase(Decrease)	0.36	(0.08)	(0.11)	0.37	(0.40)	(0.35)	0.70
Values							
AVERAGE SINGLE FAMILY HOME	358,079	375,355	404,963	433,362	454,977	489,065	489,065
Increase(Decrease)	14,655	17,276	29,608	28,399	21,615	34,088	-
Percentage Increase(Decrease)	4.3%	4.8%	7.9%	7.0%	5.0%	7.5%	0.0%
AVERAGE RESIDENTIAL CONDO	260,175	284,755	307,125	339,399	342,995	362,664	362,664
Increase(Decrease)	15,740	24,580	22,370	32,274	3,596	19,669	-
Percentage Increase(Decrease)	6.4%	9.4%	7.9%	10.5%	1.1%	5.7%	0.0%
AVERAGE COMMERCIAL	747,964	758,533	773,191	838,694	845,754	853,858	853,858
Increase(Decrease)	2,396	10,569	14,658	65,503	7,060	8,104	-
Percentage Increase(Decrease)	0.3%	1.4%	1.9%	8.5%	0.8%	1.0%	0.0%
AVERAGE INDUSTRIAL					846,705	894,687	894,687
Increase(Decrease)						47,982	-
Percentage Increase(Decrease)						5.7%	0.0%
Average Tax Bill							
AVERAGE SINGLE FAMILY HOME	5,840	6,055	6,415	6,921	7,152	7,434	7,624
Increase(Decrease)	225	214	360	506	231	282	190
Percentage Increase(Decrease)	4.0%	3.7%	5.9%	7.9%	3.3%	3.9%	2.6%
AVERAGE RESIDENTIAL CONDO	4,243	4,593	4,865	5,420	5,392	5,513	5,653
Increase(Decrease)	247	350	272	555	(28)	121	141
Percentage Increase(Decrease)	6.2%	8.2%	5.9%	11.4%	-0.5%	2.2%	2.6%
AVERAGE COMMERCIAL	20,808	21,040	21,363	23,482	23,343	23,264	23,858
Increase(Decrease)	334	232	323	2,119	(139)	(79)	594
Percentage Increase(Decrease)	1.6%	1.1%	1.5%	9.9%	-0.6%	-0.3%	2.6%
AVERAGE INDUSTRIAL					23,369	24,377	24,999
Increase(Decrease)						1,007	622
Percentage Increase(Decrease)						4.3%	2.6%

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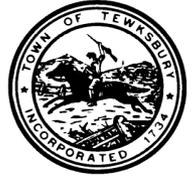


Revenues Property Taxes (Cont.)

Projected FY23 Tax Impact: Estimate is based upon tax levy increasing 2,572,729; all property values remaining the same; the Commercial, Industrial and Personal Property split remaining at 1.59.

	Fiscal Year 2023
Total Levy Amount	103,385,526
Tax Levy Increase over Previous Year	2,572,729
	2.6%
Tax Rate Shift	1.59
Taxrate	
Residential	15.59
Res. Increase(Decrease)	0.39
CIP	27.94
CIP Increase(Decrease)	0.70
Values	
AVERAGE SINGLE FAMILY HOME	489,065
Increase(Decrease)	-
Percentage Increase(Decrease)	0.0%
AVERAGE RESIDENTIAL CONDO	362,664
Increase(Decrease)	-
Percentage Increase(Decrease)	0.0%
AVERAGE COMMERCIAL	853,858
Increase(Decrease)	-
Percentage Increase(Decrease)	0.0%
AVERAGE INDUSTRIAL	894,687
Increase(Decrease)	-
Percentage Increase(Decrease)	0.0%
Average Tax Bill	
AVERAGE SINGLE FAMILY HOME	7,624
Increase(Decrease)	190
Percentage Increase(Decrease)	2.6%
AVERAGE RESIDENTIAL CONDO	5,653
Increase(Decrease)	141
Percentage Increase(Decrease)	2.6%
AVERAGE COMMERCIAL	23,858
Increase(Decrease)	594
Percentage Increase(Decrease)	2.6%
AVERAGE INDUSTRIAL	24,999
Increase(Decrease)	622
Percentage Increase(Decrease)	2.6%

FY2023 BUDGET PRESENTATION



Revenues Property Taxes (Cont.)

Projected FY23 Budget Impact with no tax Increase:

- In order to achieve no property tax increase the levy limit must remain the same and not increase 2,572,729.
- If the Tax Levy is not increased 2,572,729 then the FY23 recommended Town and School Budgets must be reduced.
- The total FY23 recommended budget is 127,110,820.
- Town and School Salaries make-up 57,466,872 of the recommended budget, cutting 2,572,729 from salaries would mean reduced services and layoffs.
- Town and School Operating, Shawsheen Regional Vocational School, Essex North Shore Agricultural and Tech. School District, Capital Outlay and Unclassified Budgets makeup 71,827,611 of the recommended budget. Of that amount 64,131,736 should not be cut leaving 7,695,875 throughout all Town and School Department budget line-items to potentially reduce 2,572,729 to avoid a tax increase. This reduction would impact Education, Public Safety and the overall delivery of services to the residents.

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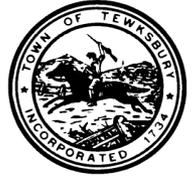


Revenues Property Taxes (Cont.)

Projected FY23 Tax Impact - No tax Increase: Line-items that should not be reduced totaling 64,131,736

Snow and Ice Budget - cannot be cut since we need to sand and plow roads during the winter for public safety	256,000
Solid Waste budget - cannot be cut unless service is reduced, a fee is charged or residents contract privately	2,858,367
Street Lights – cannot be cut we are committed to a LED retrofit program	72,750
Town Financial Software – cannot be cut since it is a integrated software for all Town and School accounting, billing and collection	174,973
Veteran Benefits – cannot be cut since the Town is obligated to provide these benefits	382,000
Elections - cannot be cut since we are required to hold elections within the Town	146,850
Town Building Repairs Maintenance - should not be cut or reduced since annual repair and maintenance to Town buildings is important.	451,946
Town Capital Outlay – this line-item should not be cut since it is for Police cruisers and will impact public safety	263,252
Town Workers Compensation Insurance - funding cannot be cut since we the Town are obligated to pay these costs	125,000
Town Non-Exempt and Exempt Debt - cannot be cut since the Town is obligated to repay its debt service	5,209,775
School Non Exempt and Exempt Debt - cannot be cut since the Town is obligated to repay its debt service	6,603,450
Town and School Utilities – regardless of staffing, buildings would still need to operate in order to provide services so this cannot be reduced	1,995,662
Town and School Legal costs – this cannot be cut since the Town and School has legal obligations to address annually	298,000
Town and School Middlesex Retirement Assessment - the Town is obligated to pay current retirements and unfunded liability	9,224,192
Town and School Group Health Insurance -State Statute obligates the Town to pay these benefits. Budget can be cut if staff is reduced	12,791,604
Town and School Medicare Tax - Federal requirements obligate the Town to pay this payroll tax. This budget can be cut if staff is reduced	816,867
Town and School Property and Liability Insurance - funding cannot be cut unless we reduce coverage and increase exposure and liability to the Town	1,014,732
Town and School Unemployment Compensation - funding cannot be cut since we the Town and School are obligated to pay these costs	160,000
North Middlesex Regional Emergency Communications Center	490,809
Shawsheen Tech Assessment - regional agreement and State requirements obligate the Town to fund this Budget	7,253,619
Essex Aggie Assessment - State requirements obligate the Town to fund this Budget	133,414
School Building Maintenance - based upon the current condition of the Elementary Schools and the need to maintain the other buildings, this should not be cut	1,157,085
School Special Ed Services - the Town is obligated to fund these services	2,239,643
School Technology Contracts - based upon the technology needs this should not be cut	422,866
School Transportation - the Town is obligated to fund these services	3,527,790
School Out of District Tuition - the Town is obligated to fund and pay for these services	4,158,324
School Textbooks and related software, instructional materials teaching and administrative Supplies - cutting or reducing this are would impact the delivery of education services	1,902,766
Total	64,131,736

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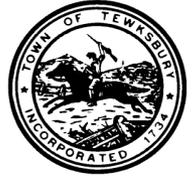


Revenues Property Taxes (Cont.)

FY2022 Average Residential Single Family Tax Comparison

Municipality	Average Single Family Value	Single Family Tax Bill*
Acton	665,787	12,950
Andover	759,465	11,088
North Reading	659,180	9,888
Westford	600,396	9,678
Reading	702,646	9,366
Littleton	518,250	9,178
Middleton	689,086	9,130
Maynard	414,137	8,498
North Andover	607,436	8,219
Chelmsford	496,467	7,829
Wakefield	633,262	7,802
Tewksbury	489,065	7,434
Wilmington	543,440	7,081
Hudson	439,328	6,968
Tyngsborough	455,571	6,806
Pepperell	382,992	6,568
Stoneham	610,402	6,354
Burlington	600,512	5,975
Billerica	469,999	5,941
Dracut	422,271	5,190

FY2023 BUDGET PRESENTATION



Revenues

Revenue Assumptions State Aid:

- State Aid is Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation. The Projection for FY23 is level funded to the amount received for FY22.

	Actual Budget FY17	Actual Budget FY18	Actual Budget FY19	Actual Budget FY20	Actual Budget FY21	Projected Budget FY22	Projected Budget FY23	FY23 Proj, Inc/(Dec) Over FY22 Proj.
State Aid								
Chapter 70 - School Aid	13,012,055	13,119,905	13,224,155	13,326,215	13,326,215	13,423,895	13,423,895	-
Charter School Tuition Assessment Reimbursement	74,119	71,440	114,930	62,826	49,661	239,748	239,748	-
Chapter 71 - School Transportation	-	-	-	-	-	-	-	-
School Lunch - Offset	-	-	-	-	-	-	-	-
Unrestricted General Fund Aid	2,676,112	2,780,480	2,877,797	2,955,498	2,955,498	3,058,940	3,058,940	-
Veteran's Benefits	324,441	288,324	241,762	230,636	211,514	202,227	202,227	-
Exemptions, Veterans, Blind and Surviving Spouses	105,144	106,423	185,821	176,491	211,371	209,547	209,547	-
State owned Land	182,381	182,208	190,628	217,738	223,401	262,524	262,524	-
Public Libraries - Offset	36,135	36,597	38,995	40,340	49,291	52,761	52,761	-
Total Estimated State Revenues	16,410,387	16,585,377	16,874,088	17,009,744	17,026,951	17,449,642	17,449,642	-

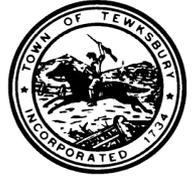
FY2023 BUDGET PRESENTATION



Revenues – Local Receipts

	Actual Budget FY17	Actual Budget FY18	Actual Budget FY19	Actual Budget FY20	Actual Budget FY21	Projected Budget FY22	Projected Budget FY23	FY23 Proj. Inc/(Dec) Over FY22 Proj.
Local Receipts								-
Motor Vehicle Excise Tax	5,024,172	5,097,049	5,313,845	5,024,645	5,340,420	4,522,180	4,806,378	284,198
Hotel/Motel Tax	1,072,823	1,145,575	1,479,458	957,376	657,734	424,142	252,410	(171,732)
Meals Tax	633,000	637,882	677,732	648,381	504,819	349,656	454,337	104,681
Other Excise Tax	3,359	3,711	2,581	3,568	3,260	3,217	3,295	78
Penalties and Interest on Taxes and Excises	334,917	302,728	218,157	242,631	285,458	218,367	248,749	30,382
Payment In-Lieu of Taxes (PILOT)	8,003	7,997	210,378	-	63,100	17,062	17,062	-
Charges for Services - Ambulance	1,384,138	1,455,737	1,559,006	1,711,836	1,653,000	1,403,105	1,487,700	84,595
Fees	419,595	365,783	541,647	378,471	480,631	340,623	432,568	91,945
Rentals	532,172	402,301	429,443	606,704	458,847	402,301	412,963	10,662
Other Departmental Revenue	-	-	-	-	-	-	-	-
Licenses and Permits	1,313,949	862,667	1,134,581	944,349	1,089,997	815,672	730,459	(85,213)
Fines and Forfeits	102,776	97,428	84,003	62,476	46,091	56,228	41,482	(14,746)
Interest Earnings	128,032	279,050	217,270	2,036,653	204,354	81,004	183,918	102,914
Misc. State and Other Revenue	-	-	-	-	-	-	-	-
SPED Medicaid Reimbursement	307,135	368,803	191,709	98,504	197,684	88,653	98,504	9,851
Recurring Revenue	455,812	364,881	152,531	333,377	136,461	-	-	-
Non-Recurring Revenue	995,752	79,321	27,695	335,461	23,451	-	-	-
Total Local Receipts	12,715,636	11,470,913	12,240,038	13,384,431	11,145,307	8,722,210	9,169,825	447,615

FY2023 BUDGET PRESENTATION



Revenues

Revenue Assumptions Local Receipts:

- Motor Vehicle Excise Tax** – A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community, in accordance with MGL Chapter 60A. The Excise Tax rate is set by statute at \$25.00 per \$1000 of vehicle value. The FY23 projection for Motor Vehicle Excise Tax is based on 90% of the actual collected in FY21.

<u>Motor Vehicle Excise Tax</u>							
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>	<u>FY23 Proj. Inc/(Dec)</u>
<u>Budget FY17</u>	<u>Budget FY18</u>	<u>Budget FY19</u>	<u>Budget FY20</u>	<u>Budget FY21</u>	<u>Budget FY22</u>	<u>Budget FY23</u>	<u>Over FY22 Proj.</u>
5,024,172	5,097,049	5,313,845	5,024,645	5,340,420	4,522,180	4,806,378	284,198

- Hotel/Motel Tax** - A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4%-6% percent of the charge for stays of less than 90 days at hotels, motels and lodging houses, in accordance with MGL 64L section 2(a). Tewksbury accepted this statute in May 2011 and assesses 6%. The Town has four hotels, one is for sale and the other may convert to apartments so The FY23 projection for Hotel/Motel Tax is based on 50% FY21 Actual.

<u>Hotel/Motel Tax</u>							
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>	<u>FY23 Proj. Inc/(Dec)</u>
<u>Budget FY17</u>	<u>Budget FY18</u>	<u>Budget FY19</u>	<u>Budget FY20</u>	<u>Budget FY21</u>	<u>Budget FY22</u>	<u>Budget FY23</u>	<u>Over FY22 Proj.</u>
1,072,823	1,145,575	1,479,458	957,376	657,734	424,142	252,410	(171,732)

- Meals Tax** - A local option tax upon the sale of restaurant meals originating within the city or town by a vendor at a rate of .75 per cent of the gross receipts of the vendor from the sale of restaurant meals, in accordance with MGL 64L section 2(a). Tewksbury accepted this statute in May 2011 and assesses .75% bringing the Meals Tax from 6.25% to 7%. The FY23 projection for Meals Tax is based on 90% of the actual collected in FY21.

<u>Meals Tax</u>							
<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Projected</u>	<u>Projected</u>	<u>FY23 Proj. Inc/(Dec)</u>
<u>Budget FY17</u>	<u>Budget FY18</u>	<u>Budget FY19</u>	<u>Budget FY20</u>	<u>Budget FY21</u>	<u>Budget FY22</u>	<u>Budget FY23</u>	<u>Over FY22 Proj.</u>
633,000	637,882	677,732	648,381	504,819	349,656	454,337	104,681



FY2023 BUDGET PRESENTATION

Revenues

Revenue Assumptions Local Receipts:

- Other Excise Tax (Boat) – In accordance with MGL Chapter 60B, this is an amount levied on boats and ships in lieu of a personal property tax for the privilege of using the Commonwealth’s waterways. Assessed annually as of July 1, the excise is paid to the community where the boat or ship is usually moored or docked. The FY23 projection was based upon a 5-year average actual collected FY17-FY21.

<u>Other Excise Tax (Boat Excise)</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
3,359	3,711	2,581	3,568	3,260	3,217	3,295	78

- Penalties and Interest On Taxes and Excises - A charge assessed for late payment of taxes and fees in accordance with MGL Ch. 59 section 57. The FY23 projection was based upon 3-year average actual collected FY19-FY21

<u>Penalties and Interest on Taxes and Excises</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
334,917	302,728	218,157	242,631	285,458	218,367	248,749	30,382

- P.I.L.O.T. – Payment In-Lieu of Taxes is an agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. The FY23 projection is based upon P.I.L.O.T agreements. The amounts owed are generated from agreements the Town has with the Housing Authority. In FY19 and FY21 the revenue was high since the Housing Authority owed tax payments from previous years.

<u>Payment In-Lieu of Taxes (PILOT)</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
8,003	7,997	210,378	-	63,100	17,062	17,062	-

FY2023 BUDGET PRESENTATION



Revenues

Revenue Assumptions Local Receipts:

- Charges for Services – Fees charged for use of the Ambulance Service. Fees are set using Medicare allowable rates as a base. Tewksbury's rates are 250% over 2019 Medicare allowable rates. The FY23 projection is based upon 90% of FY21 Actual.

<u>Charges for Services - Ambulance</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
1,384,138	1,455,737	1,559,006	1,711,836	1,653,000	1,403,105	1,487,700	84,595

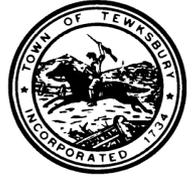
- Fees – These are Fees charged by Departments for a service such as Police Detail Administration fees, Sealer of Weights and Measures, Fire Inspections, and Record/Report request fees, to name a few. The FY23 projection is based upon 90% of FY21 Actual.

<u>Fees</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
419,595	365,783	541,647	378,471	480,631	340,623	432,568	91,945

- Rentals - Fees collected from Wireless Carriers for Cell Towers on Town property and for any other Town property that charges a fee for its use. FY23 Rentals are projected based upon 90% of FY21 actual. The actual amounts collected are determined from agreements with Wireless Communication Carriers.

<u>Rentals</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
532,172	402,301	429,443	606,704	458,847	402,301	412,963	10,662

FY2023 BUDGET PRESENTATION



Revenues

Revenue Assumptions Local Receipts:

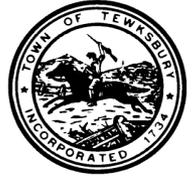
- Other Departmental Revenue - No projection for FY23 since amounts previously collected and allocated to this classification will be properly classified to the correct revenue in the future.
- License and Permits - Fees charged by Departments for licenses and permits such as liquor and other establishment licenses, building, electrical, plumbing and gas permits, DPW permits, Board of Health food establishment permits and Public Safety permits. The FY23 projection is based upon removing a unique Building Permit fee of 278,375 in FY21 and then 90% of FY21 Actual. Going forward this is an area to watch since development may slow down.

<u>Licenses and Permits</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
1,313,949	862,667	1,134,581	944,349	1,089,997	815,672	730,459	(85,213)

- Fines and Forfeits – Court Fines, Parking Fines and Zoning Fines. The FY23 projection based upon 90% of FY21 actual. This area of revenue has seen a decrease over the past few years since in the past Library were eliminated.

<u>Fines and Forfeits</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
102,776	97,428	84,003	62,476	46,091	56,228	41,482	(14,746)

FY2023 BUDGET PRESENTATION



Revenues

Revenue Assumptions Local Receipts:

- Interest Earnings – Interest earned on cash that the Town Treasurer has in the General Fund. There was a decline in this revenue from FY20 to FY21 since FY20 actual revenue was unique due to interest from the Elementary School and Fire Station Bonds. With interest rates being at an all time low, the projection for FY22 is based upon 90% of FY21 actual.

<u>Interest Earnings</u>							
Actual Budget FY17	Actual Budget FY18	Actual Budget FY19	Actual Budget FY20	Actual Budget FY21	Projected Budget FY22	Projected Budget FY23	FY23 Proj. Inc/(Dec) Over FY22 Proj.
128,032	279,050	217,270	2,036,653	204,354	81,004	183,918	102,914

- Miscellaneous State and Other Revenue - No projection for FY21 since no revenue has ever been collected and none expected.
- Medicaid Reimbursement – Revenue from the Federal Government for providing medically necessary Medicaid services (direct services) to eligible Mass Health-enrolled children. This would include outreach, and those activities that aid the delivery of direct services to Medicaid-enrolled children with individualized education plans (IEPs). Since the Federal Reimbursement is unpredictable and fluctuates greatly the projection is based upon FY20 Actual which was the lowest amount received in the past five years.

<u>SPED Medicaid Reimbursement</u>							
Actual Budget FY17	Actual Budget FY18	Actual Budget FY19	Actual Budget FY20	Actual Budget FY21	Projected Budget FY22	Projected Budget FY23	FY23 Proj. Inc/(Dec) Over FY22 Proj.
307,135	368,803	191,709	98,504	197,684	88,653	98,504	9,851

FY2023 BUDGET PRESENTATION



Revenues

Revenue Assumptions Local Receipts:

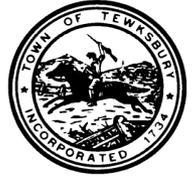
- Recurring Revenue** – No Revenue projection for FY22 because this source of revenue is unpredictable. Revenue from certain Medicaid Reimbursements were moved to the “Medicaid Reimbursement” classification. Revenue for this category included a Medicare Drug Subsidy the Town no longer receives and in addition Municipal Liens previously classified to this revenue have been moved to “Fees” in FY18. This category of revenue includes the collection of taxes on properties held in Tax Titles as well as Deferred Real Estate Taxes which are real estate taxes that eligible Seniors are allowed to postpone payment until they sell their house.

<u>Recurring Revenue</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
455,812	364,881	152,531	333,377	136,461	-	-	-

- Non-Recurring Revenue** - No projection for FY22 since it is revenue that is not reliable each year. FEMA and MEMA reimbursements and Special Medicaid reimbursements are examples of revenue allocated to this account in the past. Also Supplemental Tax Revenue was included in this category which should be allocated to Property Taxes.

<u>Non-Recurring Revenue</u>							
<u>Actual</u> <u>Budget FY17</u>	<u>Actual</u> <u>Budget FY18</u>	<u>Actual</u> <u>Budget FY19</u>	<u>Actual</u> <u>Budget FY20</u>	<u>Actual</u> <u>Budget FY21</u>	<u>Projected</u> <u>Budget FY22</u>	<u>Projected</u> <u>Budget FY23</u>	<u>FY23 Proj. Inc/(Dec)</u> <u>Over FY22 Proj.</u>
995,752	79,321	27,695	335,461	23,451	-	-	-

FY2023 BUDGET PRESENTATION



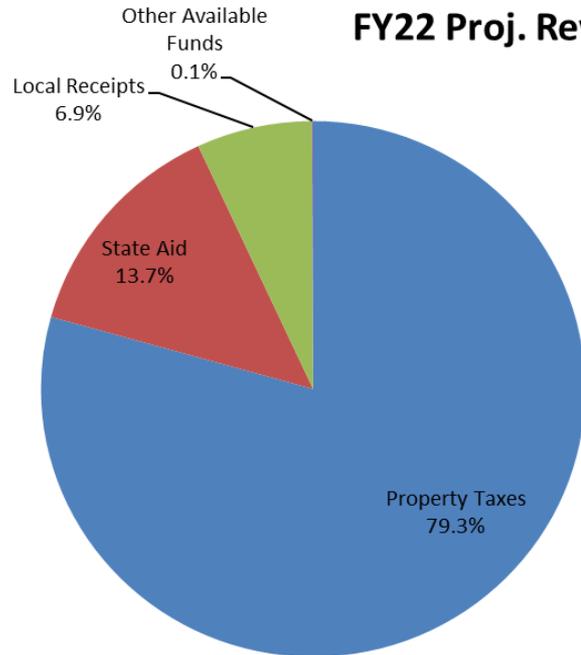
Revenues

	Actual Budget FY17	Actual Budget FY18	Actual Budget FY19	Actual Budget FY20	Actual Budget FY21	Projected Budget FY22	Projected Budget FY23	FY23 Proj. Inc/(Dec) Over FY22 Proj.
Other Available Funds								
Licensing and Keeping of Dogs	-	-	-	-	-	-	-	-
Wetland Protection Fund	-	-	-	-	-	-	-	-
Free Cash Spring Town Meetings	599,999	600,000	600,000	600,000	600,000	600,000	-	(600,000)
Free Cash Fall Town Meetings	4,316,361	-	3,260,434	3,497,154	2,705,815	4,120,482	-	(4,120,482)
Free Cash to reduce the Tax Levy	-	-	-	-	-	-	-	-
Teacher Salary Deferral	519,979	433,305	346,622	259,955	173,278	86,600	-	(86,600)
Overlay Surplus	25,000	25,000	125,000	52,500	52,500	25,000	-	(25,000)
Stabilization Fund	2,075,000	1,987,834	1,411,699	1,264,416	-	1,387,668	-	(1,387,668)
Sewer Enterprise Fund Revenue	5,828,734	5,663,059	7,049,859	6,714,265	6,643,742	6,810,992	-	(6,810,992)
Water Enterprise Fund Revenue	7,009,030	7,565,043	7,930,095	7,341,522	7,439,511	7,501,769	-	(7,501,769)
Stormwater Enterprise Revenue	-	-	-	-	1,190,700	1,190,700	-	(1,190,700)
Cable TV Enterprise Fund Revenue	-	600,000	669,511	600,000	600,000	600,000	-	(600,000)
Sewer Enterprise Fund Revenue Retained Earnings	4,328,000	1,817,500	642,500	370,000	55,000	72,500	-	(72,500)
Water Enterprise Fund Revenue Retained Earnings	3,064,615	-	2,238,500	2,470,000	95,000	2,107,500	-	(2,107,500)
Stormwater Enterprise Revenue Retained Earnings	-	-	-	-	-	-	-	-
Cable TV Enterprise Fund Revenue Retained Earnings	-	-	-	-	-	-	-	-
Community Preservation Fund	270,226	584,830	1,333,634	1,014,298	94,437	169,851	-	(169,851)
Other Available Funds	725,000	71,545	623,501	60,591	55,114	50,391	-	(50,391)
Misc. Revenue Funds	-	-	-	-	-	-	-	-
Budget/Article Transfers	-	-	-	-	-	-	-	-
Total Other Available Funds	28,761,943	19,348,116	26,231,355	24,244,701	19,705,097	24,723,453	-	(24,723,453)
TOTAL SOURCES OF FUNDING	136,438,482	129,796,704	142,765,260	149,123,336	145,258,909	151,708,102	130,004,992	(21,703,110)
SURPLUS (DEFICIT)	2,558,953	2,884,194	5,082,951	4,232,172.66	2,812,614	70,926	-	(70,926)

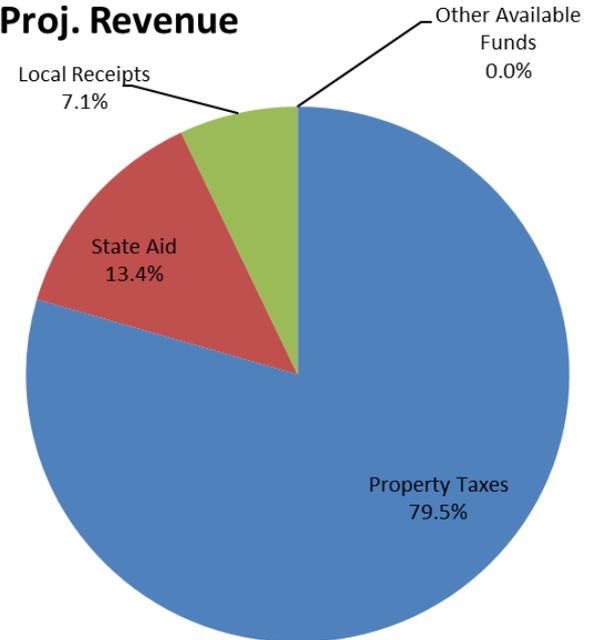
FY2023 BUDGET PRESENTATION



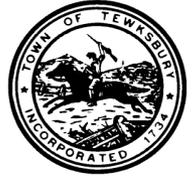
FY22 Proj. Revenue



FY23 Proj. Revenue



FY2023 BUDGET PRESENTATION

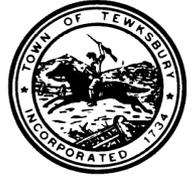


Summary

Summary Expenditures and Revenues

	Actual <u>Budget FY17</u>	Actual <u>Budget FY18</u>	Actual <u>Budget FY19</u>	Actual <u>Budget FY20</u>	Actual <u>Budget FY21</u>	Projected <u>Budget FY22</u>	Projected <u>Budget FY23</u>	FY23 Proj. Inc/(Dec) <u>Over FY22 Proj.</u>
<i>Uses of Funding (Amounts to be Raised)</i>								
Appropriations	102,944,703	105,026,751	110,983,082	117,815,558	120,720,933	124,167,793	127,110,820	2,943,027
Water, Sewer, Stormwater and Cable TV Enterprise Fund Budgets	12,696,468	13,828,102	13,393,250	14,227,531	15,525,902	16,032,535	-	(16,032,535)
Special Articles and Transfers	15,405,501	5,105,655	10,426,940	10,129,931	3,737,338	8,537,188	-	(8,537,188)
Cherry Sheet Offsets	36,135	36,597	38,995	40,340	49,291	52,761	52,761	-
Other Local Expenditures	1,314,758	1,289,456	1,088,941	1,065,020	903,560	933,505	736,678	(196,827)
State and County Charges	1,481,964	1,625,949	1,751,102	1,612,783	1,509,271	1,913,394	2,104,733	191,339
Total Use of Funding	133,879,529	126,912,510	137,682,309	144,891,163	142,446,295	151,637,176	130,004,992	(21,632,184)
<i>Sources of Funding</i>								
Property Taxes	70,129,206	74,363,094	78,360,415	81,531,117	85,066,999	88,820,667	91,905,415	3,084,748
Debt Exclusions	8,421,310	8,029,204	9,059,365	12,953,342	12,314,556	11,992,130	11,480,110	(512,020)
State Estimated Revenues	16,410,387	16,585,377	16,874,088	17,009,744	17,026,951	17,449,642	17,449,642	-
Local Estimated Revenues	12,715,636	11,470,913	12,240,038	13,384,431	11,145,307	8,722,210	9,169,825	447,615
Other Available Funds	28,761,943	19,348,116	26,231,355	24,244,701	19,705,097	24,723,453	-	(24,723,453)
Total Sources of Funding	136,438,482	129,796,704	142,765,260	149,123,336	145,258,909	151,708,102	130,004,992	(21,703,110)
Surplus/(Deficit)	2,558,953	2,884,194	5,082,951	4,232,173	2,812,614	70,926	-	(70,926)

FY2023 BUDGET PRESENTATION



FY2023 BUDGET

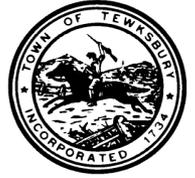


FY2023 BUDGET PRESENTATION

FY23 Revenue Split for Town and School

<i>Projected General Fund Surplus/Additional Revenue</i>	3,460,603	
Minus Debt Service For DPW/School Facility	(210,819)	
Minus Shawsheen	(410,582)	Projected 6% Increase
Essex Aggie	9,317	
Sub-Total	2,848,519	
School Additional Revenue Sub-Total	1,579,582	
School Health Insurance (Increase)/Decrease	(86,685)	5% Premium Increase, 5% Medex and 0% Dental Increase. Increase for Retirement Replacement
Minus School Retirement Increase	(107,675)	6.66% Increase
Minus School Medicare Increase	(12,106)	Increase Based Upon Payroll
Minus School Unemployment (Increase)/Decrease	-	
Minus School Debt	-	Actual
Minus School Prop. and Liab. Ins Increase	(157,891)	10% Premium Increase and premium increase for New Elementary School
Net School Appropriation For Salary and Operating needs	1,215,225	
Town Additional Revenue of Sub-Total	1,268,937	
Town Health Insurance (Increase)/Decrease	(61,471)	5% Premium Increase, 5% Medex and 0% Dental Increase. Increase for Retirement Replacement
Minus Town Retirement Increase	(503,043)	6.66% Increase
Minus Town Medicare Increase	(6,657)	Increase Based Upon Payroll
Minus Town Unemployment Increase	-	
Minus Town Debt	20,450	Actual
Minus Town Prop. and Liab. Ins Increase	(92,451)	10% Premium Increase, includes premium increase for new Fire Station, insurance for Drones, Ella Flemings School and additional coverage
Net Town Appropriation For Salary and Operating needs	625,765	

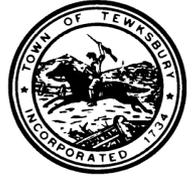
FY2023 BUDGET PRESENTATION



FY23 General Fund Budget Summary

General Fund Budgets	FY2019 Expended	FY2020 Expended	FY2021 Expended	FY2022 Budgeted	FY2023 TM Rec	Budget Inc/(Dec)
Town Budget	111,679,556	118,995,147	122,004,139	124,167,793	127,110,820	2,943,027
Total Town Budget Net Allocations and w/o Exempt Debt	38,043,018	38,776,020	40,273,425	42,521,647	44,001,405	1,479,758
Total Exempt Town Debt	6,106,524	5,402,142	5,111,661	5,000,834	4,921,494	(79,340)
Total School Budget w/o Exempt Debt	58,221,421	60,518,427	62,300,515	62,617,856	64,197,438	1,579,582
Total Exempt School Debt	2,982,702	7,597,042	7,258,007	7,041,688	6,603,450	(438,238)
Shawsheen Tech	6,201,732	6,593,936	6,924,597	6,843,037	7,253,619	410,582
Essex North Shore Agricultural and Tech. School District	124,159	107,581	135,934	142,731	133,414	(9,317)
Grand Total Net Enterprise Allocations	111,679,556	118,995,147	122,004,139	124,167,793	127,110,820	2,943,027

FY2023 BUDGET PRESENTATION



FY23 General Fund Budget Increase with Exempt Debt and Net Allocations: 2,943,027

(Includes 210,819 in Nonexempt Debt Service for a new DPW/School Maintenance Facility)

General Fund Budget Classification	FY2019 EXPENDED	FY2020 EXPENDED	FY2021 EXPENDED	FY2022 BUDGETED	FY2023 DEPT REQ	FY2023 TM REC	BUDGET INC/DEC
Total Moderator Budget	450	450	225	525	525	525	-
Total Board of Selectmen Budget	171,237	177,424	174,790	171,168	171,553	171,553	385
Total Town Manager Budget	485,696	571,278	617,007	567,589	607,336	607,336	39,747
Total Town Manager Budget Net of Allocations	468,782	551,942	597,235	547,817	586,624	586,624	38,807
Total Finance Committee Budget	2,622	1,053	810	78,194	78,204	78,204	10
Total Town Counsel Budget	155,112	126,521	118,013	150,000	150,000	150,000	-
Total Town Counsel Budget Net Allocations	155,112	126,521	118,013	150,000	150,000	150,000	-
Total Human Resources Budget	110,896	118,282	159,570	142,055	152,811	152,811	10,756
Total Human Resources Budget Net Allocations	107,844	115,000	156,204	138,237	148,641	148,641	10,404
Total Town Clerk Budget	254,480	274,393	284,664	299,586	318,874	318,874	19,288
Total Election Budget	34,315	27,908	83,928	45,200	146,850	146,850	101,650
Total Board of Registrars Budget	3,451	3,300	3,192	3,550	3,550	3,550	-
Total Computer Services Budget	195,108	230,695	280,331	348,595	342,531	342,531	(6,064)
Total Computer Services Budget Net Allocations	192,340	227,763	276,711	344,939	337,355	337,355	(7,584)
Total Accounting Budget	411,969	380,845	394,847	416,897	424,841	424,841	7,944
Total Accounting Budget Net Allocations	391,667	361,995	375,087	396,799	403,647	403,647	6,848
Total Assessor Budget	297,041	276,414	304,750	357,572	385,880	385,880	28,308
Total Treasurer/Collector Budget	459,440	464,552	452,961	476,694	492,547	492,547	15,853
Total Treasurer/Collector Budget Net Allocations	391,802	393,332	386,025	411,002	422,247	422,247	11,245
Total Veteran's Budget	370,892	386,997	338,281	498,849	501,833	501,833	2,984
Total Community Events Budget	32,695	31,407	27,347	38,100	38,100	38,100	-
Total Council on Aging Budget	398,615	417,019	395,554	418,578	426,645	426,645	8,067
Total Town Facilities and Grounds Budget	546,698	535,924	611,496	552,667	520,007	520,007	(32,660)
Total Town Hall Budget	257,322	303,515	300,268	246,181	259,856	259,856	13,675

FY2023 BUDGET PRESENTATION



FY23 General Fund Budget Increase with Exempt Debt and net Allocations: 2,943,027 (Includes 210,819 in Nonexempt Debt Service for a new DPW/School Maintenance Facility)

Total Cemeteries Budget	3,000	-	-	-	-	-	-
Total Library Budget	1,300,139	1,280,286	1,394,149	1,451,504	1,468,060	1,468,060	16,556
Total Community Development Budget	284,431	240,496	249,340	240,019	236,561	236,561	(3,458)
Total Building Department Budget	337,876	333,471	344,218	372,608	372,162	372,162	(446)
Total Board of Health Budget	286,527	282,636	294,028	283,046	297,322	297,322	14,276
Total Police Budget	7,759,590	7,875,853	8,003,278	7,897,873	8,245,721	8,245,721	347,848
Total Fire Budget	5,694,007	5,824,928	5,941,712	6,016,403	6,144,534	6,144,534	128,131
Total Emergency Management Budget	35,902	42,166	10,982	-	-	-	-
Total Parking Clerk Budget	5,200	4,495	4,343	5,200	5,200	5,200	-
Total Tewksbury School Budget	58,221,421	60,518,427	62,300,515	62,617,856	64,197,438	64,197,438	1,579,582
School Exempt Debt Principal	2,106,185	4,697,375	4,467,965	4,419,155	4,195,000	4,195,000	(224,155)
School Exempt Interest	876,517	2,899,667	2,790,042	2,622,533	2,408,450	2,408,450	(214,083)
Shawsheen Regional Vocational School	6,201,732	6,593,936	6,924,597	6,843,037	7,253,619	7,253,619	410,582
Essex North Shore Agricultural and Tech. School District	124,159	107,581	135,934	142,731	133,414	133,414	(9,317)
Total DPW Administration Budget	631,636	568,093	553,767	562,172	735,371	735,371	173,199
Total DPW Administration Budget Net Allocations	448,314	364,639	348,049	357,694	520,485	520,485	162,791
Total DPW Engineering Budget	501,407	517,947	537,495	565,377	574,128	574,128	8,751
Total DPW Engineering Budget Net Allocations	172,993	165,506	184,000	203,352	199,261	199,261	(4,091)
Total DPW Highway Budget	1,255,175	1,495,882	1,342,724	1,275,180	1,312,306	1,312,306	37,126
Total DPW Forestry Budget	89,934	120,569	128,416	113,255	117,200	117,200	3,945
Total DPW Fleet Maintenance Budget	842,561	859,197	875,829	837,443	904,938	904,938	67,495
Total DPW Fleet Maintenance Budget Net Allocations	676,157	652,943	664,629	623,853	676,882	676,882	53,029
Total DPW Snow and Ice Budget	875,094	634,989	741,001	256,000	256,000	256,000	-

FY2023 BUDGET PRESENTATION



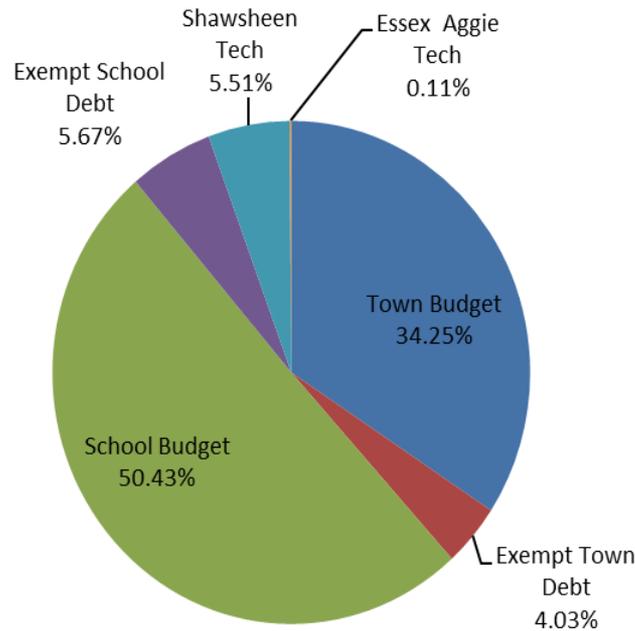
FY23 General Fund Budget Increase with Exempt Debt and Net Allocations: 2,943,027 (Includes 210,819 in Nonexempt Debt Service for a new DPW/School Maintenance Facility)

General Fund Budget Classification	FY2019 EXPENDED	FY2020 EXPENDED	FY2021 EXPENDED	FY2022 BUDGETED	FY2023 DEPT REQ	FY2023 TM REC	BUDGET INC/DEC
Total Street Lighting Budget	265,457	187,054	256,542	473,233	72,750	72,750	(400,483)
Total Solid Waste Budget	2,393,291	2,479,605	2,652,041	2,723,792	2,858,367	2,858,367	134,575
Non-Exempt Principal Debt	265,900	244,415	215,000	1,068,599	1,450,000	1,450,000	381,401
Non-Exempt Interest Debt	121,242	111,520	102,134	829,311	638,278	638,278	(191,033)
Interest Temporary Debt	-	10,649	-	-	-	-	-
Exempt Principal Debt	3,572,370	3,760,630	3,632,780	3,677,490	3,772,500	3,772,500	95,010
Exempt Interest Debt	2,534,154	1,641,512	1,478,881	1,323,344	1,148,994	1,148,994	(174,350)
Middlesex Retirement Assmt.	6,580,426	7,065,138	7,264,629	7,557,697	8,060,740	8,060,740	503,043
Water Enterprise Fund Allocation	(355,202)	(435,658)	(453,004)	(433,124)	(464,408)	(464,408)	(31,284)
Sewer Enterprise Fund Allocation	(79,196)	(64,048)	(69,209)	(80,323)	(86,065)	(86,065)	(5,742)
Cable Enterprise Fund Allocation	-	-	(11,940)	(12,550)	(13,445)	(13,445)	(895)
Total Retirement	6,146,028	6,565,432	6,730,476	7,031,700	7,496,822	7,496,822	465,122
Occupational Injury Reserve	125,000	125,000	125,000	125,000	125,000	125,000	-
Unemployment Compensation	1,749	7,296	4,063	10,000	10,000	10,000	-
Group Insurance	4,638,638	4,762,085	4,769,655	5,082,320	5,143,791	5,143,791	61,471
Water Enterprise Fund Allocation	(289,330)	(352,093)	(330,668)	(358,286)	(368,885)	(368,885)	(10,599)
Sewer Enterprise Fund Allocation	(112,723)	(131,469)	(138,669)	(132,241)	(127,887)	(127,887)	4,354
Cable Enterprise Fund Allocation	-	(15,443)	(15,443)	(15,443)	(16,176)	(16,176)	(733)
Total Group Insurance	4,236,585	4,263,080	4,284,875	4,576,350	4,630,843	4,630,843	54,493
Medicare Tax	303,174	298,051	289,848	295,878	302,535	302,535	6,657
Water Enterprise Fund Allocation	(19,381)	(20,252)	(19,764)	(21,990)	(24,511)	(24,511)	(2,521)
Sewer Enterprise Fund Allocation	(4,931)	(5,925)	(6,009)	(6,126)	(8,660)	(8,660)	(2,534)
Cable Enterprise Fund Allocation	-	(2,069)	(2,069)	(2,521)	(2,683)	(2,683)	(162)
Total Medicare Tax	278,862	269,805	262,006	265,241	266,681	266,681	1,440
Other-Post Employment Benefits	650,000	650,000	650,000	650,000	650,000	650,000	-
Property and Liability Insurance	335,752	410,698	490,369	598,902	691,353	691,353	92,451
Water Enterprise Fund Allocation	(64,845)	(66,757)	(70,762)	(90,939)	(103,061)	(103,061)	(12,122)
Sewer Enterprise Fund Allocation	(13,705)	(12,991)	(13,770)	(25,301)	(28,521)	(28,521)	(3,220)
Total Property and Liability	257,202	330,950	405,837	482,662	559,771	559,771	77,109
North Middlesex Regional Emergency Communications Center	-	-	500,000	490,809	490,809	490,809	-
Total Budget Before Transfers, Allocations and Offsets	113,407,683	120,979,621	124,019,313	126,239,766	129,294,483	129,294,483	3,054,717
Total Budget Before Transfers Net Allocations/Offsets	111,679,556	118,995,147	122,004,139	124,167,793	127,110,820	127,110,820	2,943,027

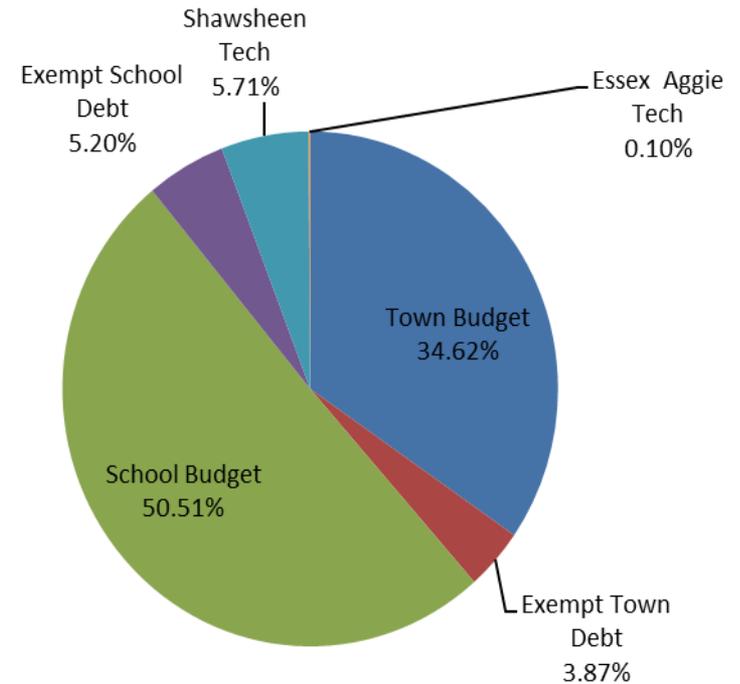


FY2023 BUDGET PRESENTATION

FY22 Town and School General Fund Budget



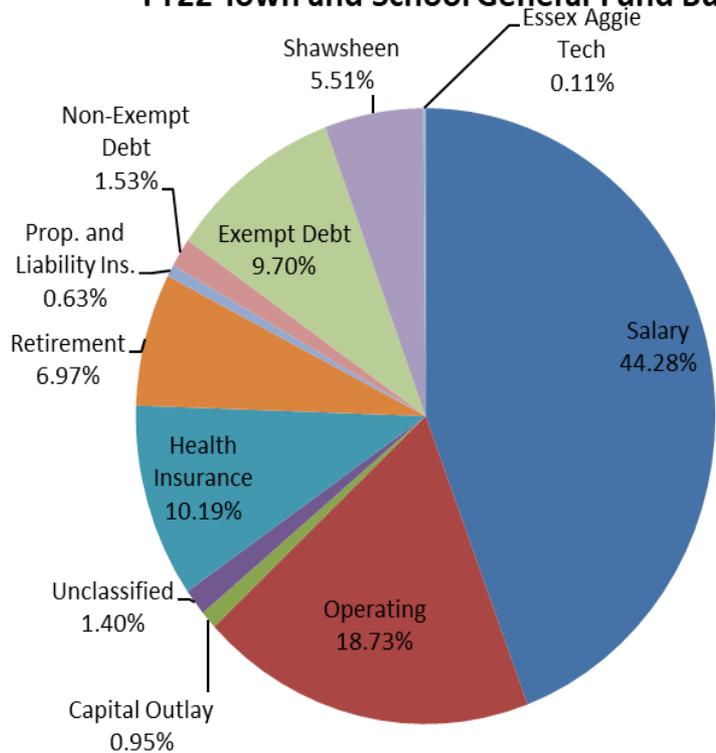
FY23 Town and School General Fund Budget



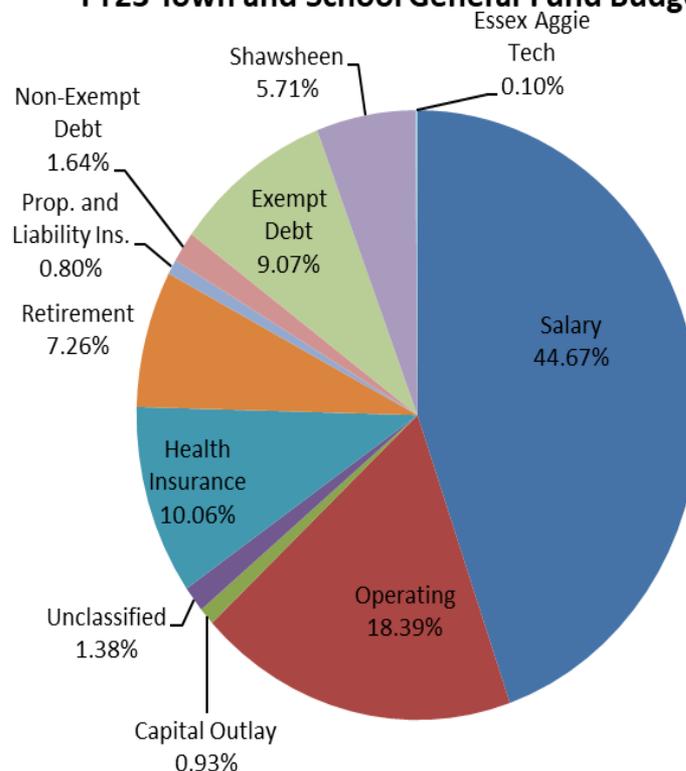


FY2023 BUDGET PRESENTATION

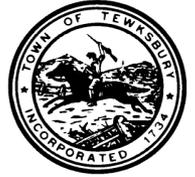
FY22 Town and School General Fund Budget



FY23 Town and School General Fund Budget



FY2023 BUDGET PRESENTATION



Town Budget Increase with Exempt Debt and Net Allocations: 1,400,418

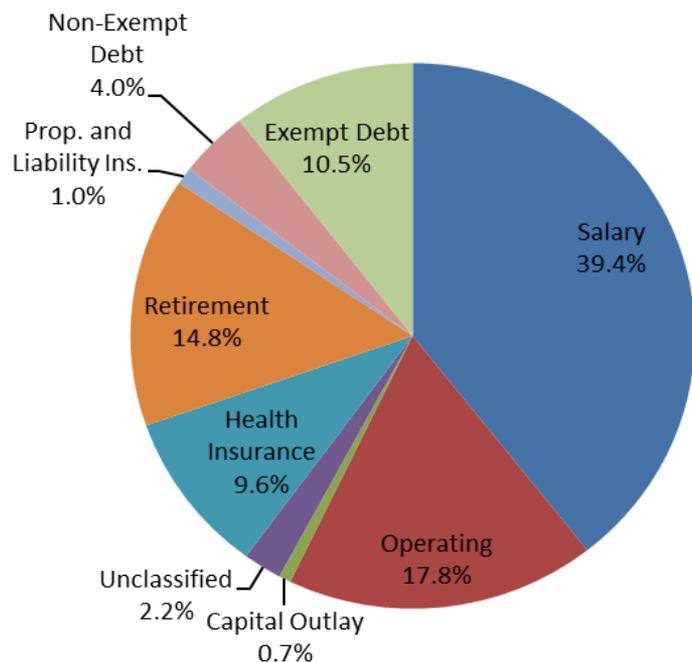
(Includes 210,819 in Nonexempt Debt Service for a new DPW/School Maintenance Facility)

Budget Summary	FY2019 EXPENDED	FY2020 EXPENDED	FY2021 EXPENDED	FY2022 BUDGETED	FY2023 TM REC	BUDGET INC/DEC
Total General Government	1,413,367	1,531,303	1,722,531	1,806,462	1,972,234	165,772
Total General Government Net Allocations	1,390,633	1,505,753	1,695,773	1,779,216	1,942,176	162,960
Total Finance Department	1,168,450	1,121,810	1,152,558	1,251,163	1,303,268	52,104
Total Finance Department Net Allocations	1,080,510	1,031,740	1,065,862	1,165,373	1,211,774	46,400
Total Community Services	403,587	418,404	365,629	536,949	539,933	2,984
Total Council on Aging Budget	398,615	417,019	395,554	418,578	426,645	8,067
Total Facilities	807,020	839,438	911,764	798,848	779,863	(18,985)
Total Library Budget	1,300,139	1,280,286	1,394,149	1,451,504	1,468,060	16,556
Total Planning and Development	908,834	856,603	887,587	895,673	906,045	10,372
Total Public Safety Budget	13,494,699	13,747,442	14,460,315	14,410,285	14,886,264	475,979
Total DPW Budget	6,854,554	6,863,335	7,087,816	6,806,452	6,831,060	24,608
Total DPW Budget Net Allocations	6,176,414	6,101,186	6,317,403	6,026,359	6,013,251	(13,108)
Town Unclassified Budget Minus Exempt Debt	13,021,881	13,684,852	13,910,698	16,217,707	17,071,697	853,990
Town Unclassified Budget Net Allocations Minus Exempt Debt	12,082,568	12,578,147	12,779,391	15,038,863	15,827,395	788,532
Town Exempt Principal Debt	3,572,370	3,760,630	3,632,780	3,677,490	3,772,500	95,010
Town Exempt Interest Debt	2,534,154	1,641,512	1,478,881	1,323,344	1,148,994	(174,350)
Total Town Budget	45,877,669	46,162,636	47,400,260	49,594,454	51,106,562	1,512,108
Total Town Budget Net Allocations	44,149,542	44,178,162	45,385,086	47,522,481	48,922,899	1,400,418

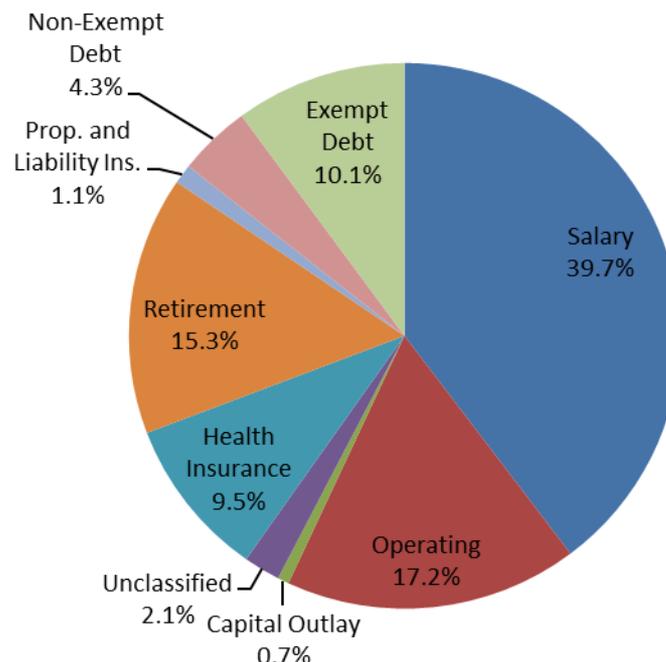


FY2023 BUDGET PRESENTATION

Cost as a Percentage of FY22 Town General Fund Budget



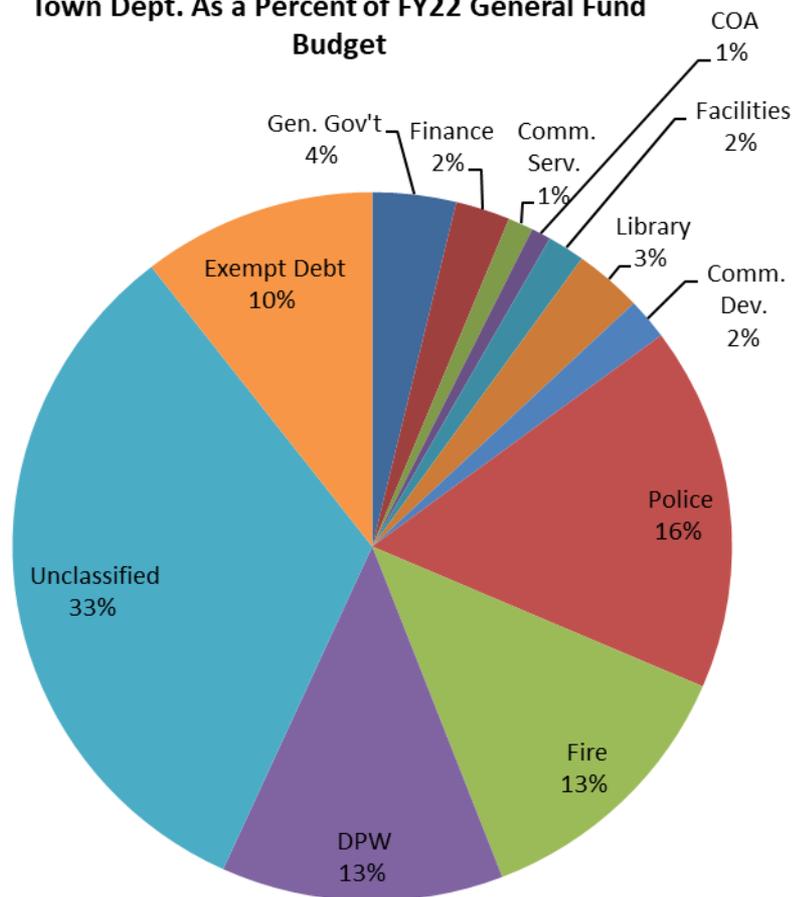
Cost as a Percentage of FY23 Town General Fund Budget



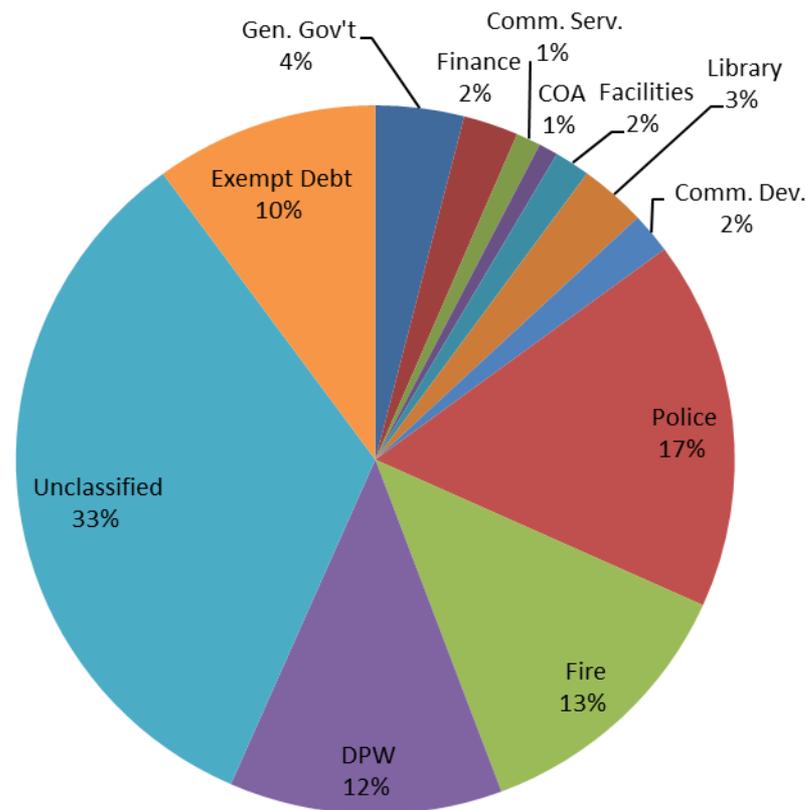


FY2023 BUDGET PRESENTATION

Town Dept. As a Percent of FY22 General Fund Budget



Town Dept. As a Percent of FY23 General Fund Budget



FY2023 BUDGET PRESENTATION



Town Budget Increase without Exempt Debt and Net Allocations: 1,479,758
(Includes 210,819 in Nonexempt Debt Service for a new DPW/School Maintenance Facility)

Summary General Government Major Changes/Increases:

- **Salary Increase: 714,093**
 - Includes Step Increases, Other Contractual Obligations and adjustments for new hires filling vacancy or retirees, does not include any new positions
 - Sick-leave Buyback – 221,108 (Fire 69,489 and DPW 151,619)
 - Elections – 64,600

There were reductions in other areas of departments' salaries that offset these costs as well as adjustments to water and sewer allocations.



FY2023 BUDGET PRESENTATION

Town Budget Increase without Exempt Debt and Net Allocations: 1,479,758

(Includes 210,819 in Nonexempt Debt Service for a new DPW/School Maintenance Facility)

Summary General Government Major Changes/Increases:

Operating Increase: (22,577)

- General Government Departments: 46,636 (*Increase in Town Manager Professional Services for Animal Control Service-20,256, Elections Postage -20,000 and Election Professional Services -8,300*).
- Finance Department: 6,956 (*Includes an increase for Munis Financial Software 5,890*)
- Community Services: 120
- COA: 614
- Town Facilities: 25,815 (*Includes an increase of 15,750 for Repairs and Maintenance of buildings, 6,165 for Leases and Contracts for grass cutting contract*)
- Library: 5,410 (*Includes an increase of 5,093 in Technology*)
- Planning and Development Department: 7,750 (*Increase in Building Department for new Code Books- 3,000, Health Department online permitting training and Staff Development - 4,675*)
- Police: 61,957 (*Lease and Contracts for maintenance agreement and annual contracts increased 16,369, Communication increased 11,414 for cost of replacing radios and maintaining phones and radio system, Computers increased 15,590 for the replacement of computers and supplies and All Other Supplies increased 6,035 for the increased cost in ammunition*)
- Fire: 5,339 (*Includes utilities increase of 1,242 for new Center Station, Professional Services increased 9,825, Office Supplies-2,000, Ambulance Supplies - 4,000. There was a decrease in funding for Grant Matches (4,335 and Uniforms for new recruits (8,998))*)
- DPW – 82,863 (*Increase was mainly in Highway Leases and Contracts – 21,750 for line painting, Road Resurfacing - 5,200 for increase cost of asphalt, Stormwater and Drainage Maintenance - 3,320 for police details and catch basin cleaning, Forestry increase 3,945 for roadside moving and Police Details. Fleet Maintenance increased 49,934 mainly for a projected increase in vehicle fuel.*)
- Streetlights (400,483) (*The Budget decreased since the short-term borrowing was paid and the cost of operating LEDS streetlights is less*)
- Solid Waste Collection and Disposal: 134,575 (*Includes the following increases: 3% for the contract with Republic Waste and an increase in the disposal of solid was from 90.00 per ton to 93.60 per ton*)

FY2023 BUDGET PRESENTATION



Town Budget Increase without Exempt Debt and Net Allocations: 1,479,758
(Includes 210,819 in Nonexempt Debt Service for a new DPW/School Maintenance Facility)

Summary General Government Major Changes/Increases:

Unclassified Budgets Increase: 788,532

- Health Insurance: 86,685 (*5% Premium Increase, 5% Medex and 0% Dental Increase. The budget increase is for new enrollment*)
- Unemployment Compensation: Level Funded
- Non-Exempt Debt Service: 210,819 added for debt service for the new DPW/School Maintenance Facility
- Retirement: 503,043 (*6.66% Increase Middlesex Retirement Assessment*)
- Property/Liability Insurance: 92,451 (*10% Premium Increase plus new Fire Station*)
- Medicare Tax: 6,657 (*Tax based upon payroll*)

Capital Outlay Increase: (290) Decrease in Facilities 35,000. There was an increase in Police 26,510 for an addition cruiser (5 instead 4 vehicles) and Elections increased 8,900 to purchase 1 additional vote tabulator for split precinct 5 and 1 additional poll pad with printer.

Allocations Increase: 111,690 - Water Enterprise increase: 78,599; Sewer Enterprise Increase: 31,301 and Cable Enterprise Increase: 1,790.



FY2023 BUDGET PRESENTATION

FY23 Budget Highlights Priorities Not Funded

- Additional staffing and operating funds for DPW to maintain roads, sidewalks, trees and drainage
- Additional staffing and operating funds Facilities and Grounds specifically to maintain buildings
- Additional staffing for the Police Department
- Additional overtime funding for the Police Department to properly cover shifts
- Additional training funding for the Police Department
- Additional staffing for the Fire Department to run a third Ambulance more often
- Additional overtime funding for the Fire Department to cover shifts and run a third Ambulance more often
- Additional training funding for the Fire Department
- Additional funding for the Council on Aging to fund Van Drivers within the Budget and not impact Grants
- Additional funding for the Council on Aging to fund a part-time Transportation Coordinator
- Review positions to ensure salaries are competitive to keep and attract talented employees
- Additional staffing and operating funding School Department
- Funding in Town and Schools Capital Budgets to purchase vehicles and equipment, maintain facilities and undertake projects



FY2023 BUDGET PRESENTATION

School Budget Increase Without Exempt Debt : 1,334,217

Summary Changes/Increases:

Salary: 1,074,482 (*Includes Cost of Living Increase, Longevity, Step Increases and Other Contractual Obligations and 1 new Elementary School position and 2 custodians at the new Elementary School*)

Operating Increase: 140,743

Capital Outlay: No change

Fixed Costs: 364,357

- Health Insurance: 86,685 (*5% Premium Increase, 5% Medex and 0% Dental Increase*)
- Retirement: 107,675 (*6.66% Increase Middlesex Retirement Assessment*)
- Property/Liability Insurance: 157,891 (*10% Premium Increase plus new Elementary School*)
- Medicare Tax: 12,106 (*Tax based upon payroll*)

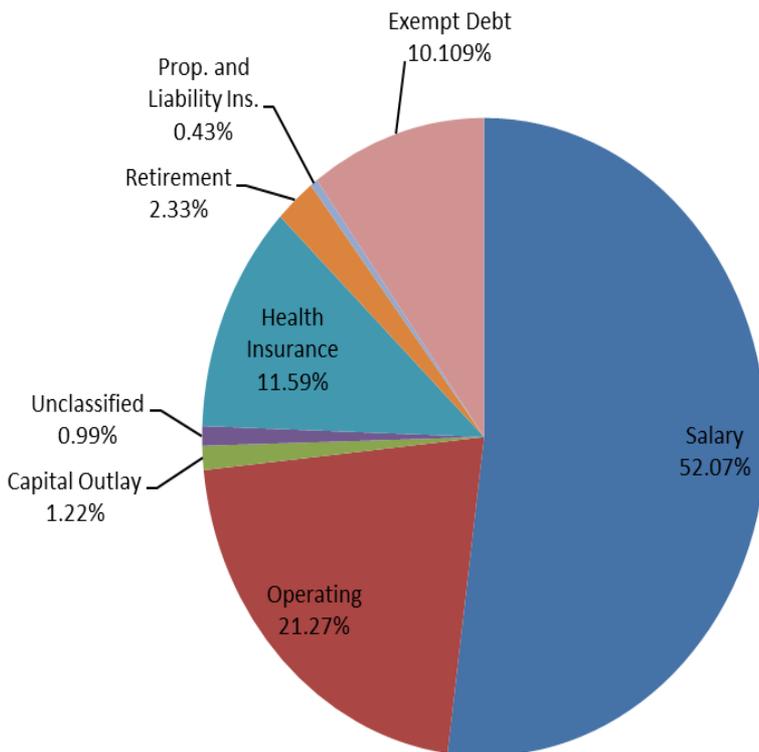
Shawsheen Regional Vocational School Increase Projected: 410,582 (*6% Projected increase*)

Essex North Shore Agricultural and Tech. School District: (9,307) (*Projected decrease based upon current enrollment*)

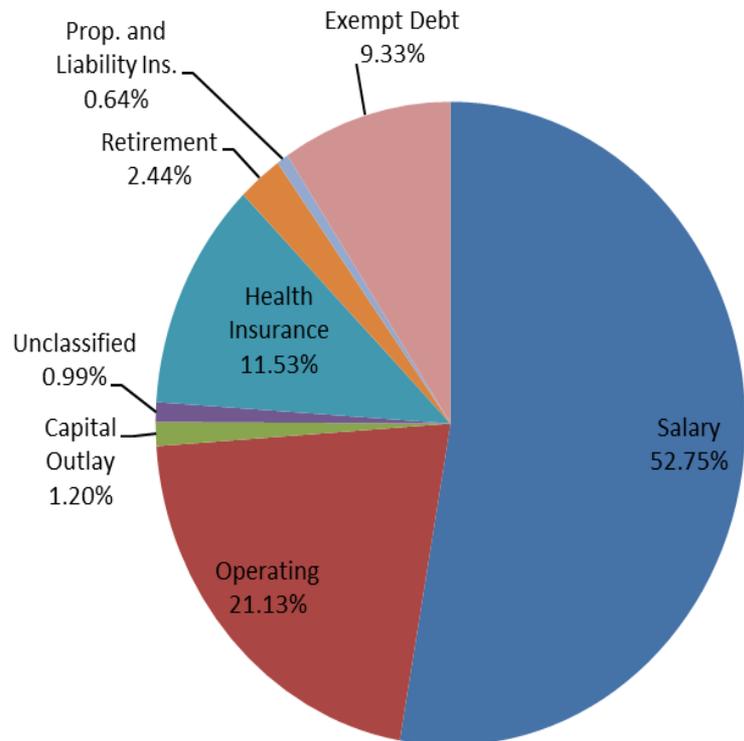


FY2023 BUDGET PRESENTATION

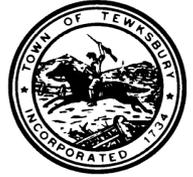
Costs As Percentage of FY22 School Budget



Costs As Percentage of FY23 School Budget



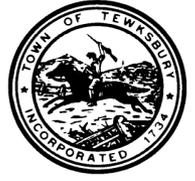
FY2023 BUDGET PRESENTATION



5 Year Budget Projection

TOWN OF TEWKSBURY FINANCIAL RECAP FISCAL YEAR 2021-2027 PROJECTIONS

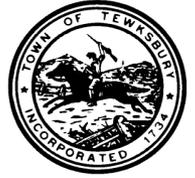
Appropriations	Approved Budget FY22	Projected Budget FY23	Projected Budget FY24	Projected Budget FY25	Projected Budget FY26	Projected Budget FY27	Projected Budget FY28
General Fund Budget							
School Budget							
Salaries	36,272,549	37,347,031	38,280,707	39,237,724	40,218,668	41,224,134	42,254,738
Operating	14,816,386	14,957,129	15,181,486	15,409,208	15,640,346	15,874,952	16,113,076
Capital Outlay	850,000	850,000	850,000	850,000	850,000	850,000	850,000
Health Insurance	8,074,076	8,160,761	8,364,780	8,573,900	8,788,247	9,007,953	9,233,152
Retirement	1,619,695	1,727,370	1,831,012	1,940,873	2,057,325	2,180,765	2,311,611
Debt	-	-	-	-	-	-	-
Other Fixed Costs	985,150	1,155,147	1,195,577	1,237,422	1,280,732	1,325,558	1,371,952
Total School Budget	62,617,856	64,197,438	65,703,562	67,249,127	68,835,318	70,463,362	72,134,528
Exempt Debt School	7,041,688	6,603,450	6,408,700	6,218,200	6,025,638	5,827,138	5,632,388
Shawsheen Tech	6,843,037	7,253,619	7,543,764	7,845,514	8,159,335	8,485,708	8,825,137
Essex Aggie	142,731	133,414	138,751	144,301	150,073	156,076	162,319
Town Budget							
Salaries	19,368,766	20,119,841	20,622,837	21,138,408	21,666,868	22,208,540	22,763,753
Operating	5,465,190	5,317,288	5,397,047	5,478,003	5,560,173	5,643,576	5,728,229
Solid Waste	2,723,792	2,858,367	2,944,118	3,032,442	3,123,415	3,213,117	3,313,631
Health Insurance	5,082,320	5,143,791	5,272,386	5,404,195	5,539,300	5,677,783	5,819,727
Retirement	7,557,697	8,060,740	8,544,384	9,057,047	9,600,470	10,176,499	10,787,088
Debt	1,897,910	2,088,278	2,067,828	2,057,578	2,047,328	2,039,128	2,032,978
North Middlesex RECC	490,809	490,809	505,533	520,699	536,320	552,410	568,982
Other Fixed Costs	1,679,780	1,778,888	1,841,149	1,905,590	1,972,285	2,041,315	2,112,761
Capital Outlay	327,357	327,067	333,608	340,281	347,086	354,028	361,108
Enterprise Fund Allocations	(2,071,973)	(2,183,664)	(2,271,010)	(2,361,851)	(2,456,325)	(2,554,578)	(2,656,761)
Total Town Budget	42,521,648	44,001,405	45,257,881	46,572,392	47,936,921	49,355,817	50,831,498
Exempt Debt Town	5,000,834	4,921,494	4,895,369	4,818,619	4,450,225	4,280,050	3,385,325
Transfer to Enterprise Funds	-	-	-	-	-	-	-
Town Meeting Raise and Appropriation	3,796	-	-	-	-	-	-
Total Budget Appropriations	124,171,589	127,110,820	129,948,026	132,848,153	135,557,510	138,568,150	140,971,194
Cherry Sheet Offsets	52,761	52,761	52,761	52,761	52,761	52,761	52,761
Other Local Expenditures	933,505	736,678	650,000	650,000	650,000	650,000	650,000
State and County Charges	1,913,394	2,104,733	2,209,970	2,320,469	2,436,492	2,558,317	2,686,232
Total Uses of Funding	127,071,249	130,004,992	132,860,757	135,871,383	138,696,763	141,829,227	144,360,187
Sources of Funding:		308,731	288,281	278,031	267,781	259,581	253,431
Property Taxes 2.5% Levy Limit	85,074,473	88,834,551	91,905,415	95,074,301	98,344,189	101,718,151	105,199,346
Add 2.5% Growth	2,126,862	2,220,864	2,297,635	2,376,858	2,458,605	2,542,954	2,629,984
New Growth	1,633,217	850,000	871,250	893,031	915,357	938,241	961,697
Total Property Taxes	88,834,551	91,905,415	95,074,301	98,344,189	101,718,151	105,199,346	108,791,026
Add Debt Exclusions	12,042,522	11,524,944	11,304,069	11,036,819	10,475,863	10,107,188	9,017,713
Amortization of Bond Premiums	(50,391)	(44,833)	(40,644)	(36,283)	(31,750)	(27,044)	(22,166)
Total Property Taxes Levy Limit:	100,826,682	103,385,526	106,337,725	109,344,725	112,162,264	115,279,489	117,786,573
Total Property Taxes Levied:	100,812,797	103,385,526	106,337,725	109,344,725	112,162,264	115,279,489	117,786,573
State Estimated Revenues:	17,449,642	17,449,642	17,449,642	17,449,642	17,449,642	17,449,642	17,449,642
Local Estimated Revenues:	8,722,210	9,169,825	9,169,825	9,169,825	9,169,825	9,169,825	9,169,825
Other Available Funds:	86,600	-	-	-	-	-	-
Total Sources of Funding	127,071,249	130,004,992	132,957,192	135,964,192	138,781,731	141,898,956	144,406,039
Surplus/(Deficit)	-	-	96,435	92,809	84,968	69,729	45,852



FY2023 BUDGET PRESENTATION

FINANCIAL ITEMS TO MONITOR IN THE FUTURE:

- Employee Recruitment
- State Aid & State and County charges
- Federal Budget and Federal requirement changes
- Solid Waste and Recycling costs
- Sutton Brook Remediation Costs
- Shawsheen Tech Assessment
- Unfunded Liabilities: Retirement and OPEB
- Stabilization Fund Use and Replenishing: Current Balance is \$11,294,659 which is 9.1% of the total FY22 Budget. The goal is to have a fund balance between 5% and 10% of the total Town Budget which we currently have. Based upon the FY23 projected Budget the fund balance would be 8.89% of the total budget if no funds were transferred for Capital Projects or one-time expenditures. The closer we get to 10% the better chance the Town's Bond Rating would be increased.
- Town and School Capital Improvements, vehicles, roads, sidewalks, drainage, buildings and technology
- Bond Rating: Current Bond Rating is AA+ and the goal is to become AAA



FY2023 BUDGET PRESENTATION

Board of Selectmen Financial Policy:

- The Town Manager shall annually prepare a balanced budget and comprehensive Budget Message as required by state law, Town Charter, and/or By-laws.
- Budgets will be established, and funds managed, using “generally accepted” accounting principles.
- Finances will be managed to maintain financial stability over the long term.
- Maintain facilities and provide services at a level that will ensure the public well-being and the safety of residents.
- The Town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years’ expenses, such as postponing expenditures, accruing future years’ revenues, or rolling over short-term debt.
- Ongoing operating costs will be funded by ongoing operating revenue sources. This protects the Town from fluctuating service levels and avoids concern when one-time revenues are reduced or removed.
- Fund Balances such as Certified Free Cash, Stabilization Fund, Overlay Surplus and Water and Sewer Net Assets Unrestricted (formerly Retained Earnings) should be used only for one-time expenditures such as capital improvements, capital equipment and unexpected or extraordinary expenses. In all cases, use of Fund Balances should be avoided for routine and recurring operational expenses.

FY2023 BUDGET PRESENTATION



Questions and Comments