

# **TOWN OF THETFORD**

**TOWN MANAGER**

**PROPOSED BUDGET**

**FOR**

**JANUARY 1, 2022**

**TO**

**DECEMBER 31, 2022**

**December 4, 2021**



# Town of Thetford Vermont

3910 Vermont Route 113 • P.O. Box 126 • Thetford Center, VT 05075  
802-785-2922 • [thetfordvermont.us](http://thetfordvermont.us)

December 4, 2021

Town of Thetford Selectboard & Residents

Re: 2022 Proposed Town Manager Budget

Dear Selectboard Members and Residents,

It is my pleasure to present my first Town Manager Proposed Budget for fiscal year 2022. Drafting the budget has been a very educational experience for me and has provided the opportunity to immerse myself in the various financial and operational components that encompass our annual budget. I have endeavored to reformat the look of the budget so it will be easier to understand while providing the financial information necessary to make sound and practical budgetary decisions.

## **Executive Summary**

I am proposing a total budget of \$3,038,153 or a 2.88% increase over 2021 budget of \$2,953,219, which equates to a 2.84% or increase in total municipal taxes. This would increase the estimated tax rate to \$846.15 per \$100,000 of assessed value or a \$23.38 increase per \$100,000 from 2021 rate of \$822.78.

Please see the Estimated Tax Rate and Budget Summaries for additional details regarding the breakdown of revenues and expenses and the impact on the estimated tax rate.

## **General Fund**

### **Proposed Total Revenues**

The 2022 budget raises \$1,355,929 in tax revenues or an increase of \$107,208 (8.59%) compared to the 2021 budget. The non-tax revenues are \$400,356 or an increase of \$20,462 (5.39%) from 2021, for a total of \$1,756,285 in total revenues for 2022.

I undertook a thorough analysis of the non-tax revenues and made adjustments that I feel represent an accurate reflection of what we can expect of receive. In addition, I do not anticipate there will be any surplus funds available from 2021 to utilize in 2022.

## **Proposed Expenditures**

The 2022 budget proposes \$1,756,285 (7.84%) increase in spending from the 2021 budget. Provided below is a general overview of selected department expenditures. Please refer to the departmental budget detail sheets for additional information.

### **General Administration**

Expenditures for General Administration increase by \$69,669 (9.23%). The primary increase for expenditures was the re-inclusion of the Transfer Station expenditures (\$58,171) from the Department of Public Works. This was done at the recommendation of our external auditor who reallocated this department's expenses back to the General Fund for 2021. Cost of living adjustments (COLA) for wages account for a majority of the other increases. As you review the detail for each department, you will see my proposed COLA increases varies by position and are primary based on current and projected economic inflation factors to ensure we provide competitive wages to our dedicated staff.

Overall operational expenses for the various departments are level funded or have a decrease are from 2021, with the following exceptions:

Town Lands – The Conservation Committee requested an additional \$5,000 for continued funding for the Taylor Floodplain Restoration Project. This is a multi-year project with the majority of the cost being offset from the sale of town land in 2021.

Transfer Station – I have increased personnel cost for the Transfer Station to fund four part-time positions, one coordinator and three assistants. Besides staffing the Transfer Station on Saturdays, the staff also work during the week for assorted reasons. This past year we have had staff volunteer additional hours, which we cannot expect them to do on a continuous basis.

Planning & Zoning – I have refunded the clerical support position for the Planning Commission as it not practical to assume a Commission member will take on the additional responsibility of taking minutes. In addition, due to the retirement of the former zoning administrator in 2021, there is an increase in benefits for the new zoning administrator.

### **Recreation**

With the hiring of a new recreation coordinator in 2021, we have begun to reestablish our recreation programs. The recreation coordinator has been expanding the programs offered and the 2022 budget includes an increase of \$3,110 (12.55%), which \$2000 is for the purchase of team uniforms. This expense will be offset by anticipated revenue as we will now charge for uniforms, which the participant will be able to keep and potentially reuse.

Treasure Island continues to be a community asset and the slight increase in staffing cost and supplies & equipment will allow us to continue operating it at its current level. Currently, my proposed budget does not include any costs for major repairs as we will continue to look for grant opportunities for such projects.

## **Public Safety**

Police Department - Overall, the Police Department's budget increased by \$26,379 (6.66%), which includes anticipated personnel cost decreases and increases. With the recent announcement of Chief Evans resignation, effective January 1, 2022, further modification to the budget might be required prior to the Town Meeting.

Animal Control – I have reestablished the \$500 stipend for the Animal Control Officer (ACO). This position warrants compensation given the nature of the work they are required to perform.

## **Fixed Costs**

County Tax – The current estimate I received from Orange County for our contribution for 2022 County Taxes is \$13,202 (13.57%) more than what was budgeted for 2021. In addition, it is \$19,550 (21.49%) more than our actual expenditure for 2021. In conversation with the County Treasurer, there could potentially be a reduction in the tax amount, but I will not know until early to mid-January 2022. Once known, I will adjust accordingly.

Upper Valley Ambulance – UVA costs are based on current U.S. Census data for the town (2775) and their per capita cost, which for 2022 is \$49. The census data reflects an increase of 187 individuals from prior census data and they increased their per capita cost by \$3, which generated their \$16,927 in increased cost for 2022.

## **Social Service Appropriations**

For the most part the appropriations for social services are level funded from last year except for Senior Solutions, which is seeking an increase from \$500 to \$1,400.

## **DEPARTMENT OF PUBLIC WORKS**

### **Proposed Total Revenues**

The proposed 2022 budget raises \$1,238,953 in tax revenues a decrease of (-3.02%) compared to 2021 budget. The proposed non-tax revenues are level funded from 2021 at \$134,400, and I have included \$50,000 in anticipated surplus from the 2021 budget. There is a potential to utilize additional surplus funding depending on estimated fiscal year-end figures as of December 31, 2021.

## **Proposed Expenditures**

The 2022 budget proposes \$1,423,353 (.96%) increase in spending from the 2021 budget. Provided below is a general overview of selected department expenditures. Please refer to the departmental budget detail sheets for additional information.

Administration – There is a decrease in administrative cost associated with not funding the Director of Public Works position. This past year I have assumed this responsibility and will continue to do so in 2022. The increase in cost in Road Crew wages is reflective of ratification of the collective bargaining agreement in 2021 and includes funding for an additional road crew position.

Roads and Structures – The increase of \$143,950 (121.99%) for the Route 132 capital project is to fund the debt service of \$331,710 for 2022. Funds already allocated in the 2021 budget will also be used to offset this expenditure.

Highway Maintenance – There is an overall decrease of \$53,550 (-18.13%) from 2021. I have decreased the amounts for contractual services and winter supplies to be reflective of actual expenses.

Engineering Service – I have established a budget of \$7,500 for engineering services for the department. The purpose of this line item is to provide for engineering services outside of the scope of a capital project.

## **10-Year Capital Plans**

I have made minor adjustments to the Police Capital plan while leaving the DPW Capital Plan static based on anticipate fund balances. As we transition to electric driven vehicles for both departments in the future our anticipated annual contribution will most likely increase.

## **Closing Thanks**

I want to thank all the Department Heads and Staff who assisted me in gathering the financial data and educating me on development of the budget. Without their help, it would have been a momentous task to do on my own.



Bryan Gazda  
Town Manager

**2022**  
**Est. Grand List**  
**3,590,542**

2021	2020	2019
<b>Grand List</b>	<b>Grand List</b>	<b>Grand List</b>
3,590,542	3,569,682	3,535,930

Municipal taxes per \$100,000:	\$ 846.15	\$822.78	\$811.63	\$777.00	\$747.60	\$703.10
Prior Year \$ Difference:	\$23.38					
5-year % change:	13.18%	\$11.15	\$34.63	\$29.40	\$44.50	\$48.10
Average % change per year:	3.79%					

**TOWN MANAGER  
PROPOSED 2022 BUDGET**

<b>SUMMARY</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>2021 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>General Administration</b>							
Selectboard & Town Manager	489,542	520,460	283,909	-42.01%	269,090	286,435	0.89%
Town Hall & Town Lands	119,075	119,637	101,777	-14.53%	90,647	101,415	-0.36%
Town Clerk & Elections	74,969	103,215	126,412	68.62%	119,822	132,134	4.53%
Town Treasurer	97,735	95,024	137,487	40.67%	112,293	129,803	-5.59%
Listers	65,636	54,546	64,634	-1.53%	46,947	66,427	2.77%
Transfer Station		<i>Moved to DPW Fund</i>			44,786	58,171	
Planning and Zoning	34,810	30,033	40,587	16.60%	44,786	50,090	23.41%
<b>Total General Administration</b>	<b>881,766</b>	<b>922,915</b>	<b>754,806</b>	<b>-14.40%</b>	<b>728,371</b>	<b>824,476</b>	<b>9.23%</b>
<b>Recreation</b>							
Adminstration	60,761	48,626	25,980	-57.24%	22,165	26,155	0.67%
Parks and Recreation	32,990	26,880	24,790	-24.86%	13,134	27,900	12.55%
Treasure Island	55,013	57,583	49,026	-10.88%	49,977	50,424	2.85%
<b>Total Recreation</b>	<b>148,763</b>	<b>133,089</b>	<b>99,796</b>	<b>-32.92%</b>	<b>85,276</b>	<b>104,479</b>	<b>4.69%</b>
<b>Public Safety</b>							
Police Department	333,664	313,400	396,279	18.77%	419,584	422,658	6.66%
Police Contracted Detail	17,116	8,825	18,368	7.32%	9,284	20,210	10.03%
Emergency Management (EMS)	14,700	14,884	19,044	29.55%	10,432	19,044	0.00%
Fire Warden	2,814	2,771	2,847	1.17%	2,758	2,758	-3.13%
Health Officer	265	0	588	121.73%	-	588	0.00%
Animal Control	999	273	900	-9.90%	300	1,238	37.58%
<b>Total Public Safety</b>	<b>369,559</b>	<b>340,152</b>	<b>438,027</b>	<b>18.53%</b>	<b>442,358</b>	<b>466,497</b>	<b>6.50%</b>
<b>Fixed Costs</b>							
Regional Dues & County Tax	249,212	243,274	254,366	2.07%	248,025	284,194	11.73%
Tax Appropriations	900	900	900	0.00%	900	900	0.00%
Tri-Town Commission	28,568	27,879	28,622	0.19%	28,268	29,423	2.80%
Miscellaneous	10,750	18,261	15,750	46.51%	745	9,500	-39.68%
<b>Total Fixed Costs</b>	<b>289,430</b>	<b>290,313</b>	<b>299,638</b>	<b>3.53%</b>	<b>277,938</b>	<b>324,017</b>	<b>8.14%</b>
<b>Social Service Appropriations</b>							
See Detail Budget for List	41,526	40,226	36,276	-12.64%	36,276	36,816	1.49%
<b>Total Social Service appropriations</b>	<b>41,526</b>	<b>40,226</b>	<b>36,276</b>	<b>-12.64%</b>	<b>36,276</b>	<b>36,816</b>	<b>1.49%</b>
<b>Expenditure Subtotals</b>							
Expenditure Subtotals	1,731,044	1,726,696	1,628,543	-5.92%	1,570,219	1,756,285	7.84%
Less Previous Year Surplus	(150,000)		-		-	-	
Less Non-Tax Revenues	(401,628)	(438,731)	(379,894)	-5.41%	408,570	(400,356)	5.39%
<b>GENERAL FUND TOTALS</b>	<b>1,179,416</b>	<b>1,287,965</b>	<b>1,248,649</b>	<b>5.87%</b>	<b>1,978,788</b>	<b>1,355,929</b>	<b>8.59%</b>



**TOWN MANAGER  
PROPOSED 2022 BUDGET**

<b>SUMMARY</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>2021 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>Highway Fund - Department of Public Works</b>							
Administration	547,789	399,663	484,233	-11.60%	359,020	455,613	-5.91%
Facilities	17,050	17,948	17,300	1.47%	11,422	16,800	-2.89%
Roads & Structures	241,090	313,893	349,590	45.00%	357,436	491,540	40.60%
Highway Maintenance	298,050	366,272	295,050	-1.01%	118,812	241,550	-18.13%
Engineering					5,426	7,500	
Vehicles	268,350	235,425	211,350	-21.24%	189,248	210,350	-0.47%
<b>Total</b>	<b>1,372,329</b>	<b>1,333,201</b>	<b>1,357,523</b>	<b>-1.08%</b>	<b>1,041,364</b>	<b>1,423,353</b>	<b>4.85%</b>
<b>Transfer Station</b>	<b>53,798</b>	<b>49,491</b>	<b>52,348</b>	<b>-2.69%</b>	<i>Moved to General Fund</i>		
<b>Total Transfer Station</b>	<b>53,798</b>	<b>49,491</b>	<b>52,348</b>	<b>-2.69%</b>	<i>Moved to General Fund</i>		
<b>Expenditure Subtotal</b>	<b>1,426,127</b>	<b>1,382,692</b>	<b>1,409,871</b>	<b>-1.14%</b>	<b>1,041,364</b>	<b>1,423,353</b>	<b>0.96%</b>
<i>Less Previous Year Surplus</i>	-	-	-			(50,000)	
<i>Less Non-Tax Revenues</i>	(134,400)	(199,354)	(134,400)	0.00%	(150,833)	(134,400)	0.00%
<b>Public Works Subtotal</b>	<b>1,291,727</b>	<b>1,183,338</b>	<b>1,275,471</b>	<b>-1.26%</b>	<b>890,531</b>	<b>1,238,953</b>	<b>-2.86%</b>
<b>Additional Appropriations</b>							
Thetford Library Federation	107,585	107,585	116,190	8.00%	\$ 116,190	\$ 116,190	0.00%
Thetford Volunteer Fire Dept.	198,437	198,437	302,410	52.40%	\$ 302,410	\$ 316,581	4.69%
<b>Total</b>	<b>414,401</b>	<b>414,401</b>	<b>418,600</b>	<b>1.01%</b>	<b>418,600</b>	<b>432,771</b>	<b>3.39%</b>
<b>GENERAL AND HIGHWAY FUND SUMMARY</b>							
Total Budget	2,471,143	2,471,302	2,524,120	2.14%	2,869,319	2,594,882	2.80%
Additional Appropriations	414,401	414,401	418,600	1.01%	418,600	432,771	3.39%
Veterans Exemption	8,500		8,500	0.00%		8,500	0.00%
Local Agreements	4,000		1,000	-75.00%		1,000	0.00%
Upper Valley Fish & Game Club			1,000			1,000	0.00%
<b>Total</b>	<b>2,898,044</b>	<b>2,885,703</b>	<b>2,953,220</b>	<b>1.90%</b>	<b>3,287,919</b>	<b>3,038,153</b>	<b>2.88%</b>



<b>GENERAL FUND REVENUES</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>General Fund Tax Revenue</b>	<b>1,179,416</b>	<b>1,287,965</b>	<b>1,248,649</b>	<b>1,355,929</b>	<b>1,355,929</b>	<b>8.59%</b>
<b>General Non-Tax Revenues</b>						
100-2000-01.00 Hold Harmless (Current Use)	160,000	166,015	165,000	177,254	172,500	4.55%
100-2030-00.00 Interest on Delinquent Taxes	20,000	24,383	22,000	23,279	22,000	0.00%
100-2035-00.00 Late Homestead Penalty	10,000	8,367	10,000	198	8,000	-20.00%
100-2040-00.00 School Tax Billing Fee	12,500	12,496	12,500	11,983	12,500	0.00%
100-2101-00.00 Liquor Taxes	280	420	280	280	280	0.00%
100-2110-00.00 Dog Penalties (late fee)	500	-	500	32	-	-100.00%
100-2120-00.00 Dog Licenses	2,700	2,412	2,400	2,488	2,400	0.00%
100-2121-01.00 Zoning Permits	5,500	3,875	5,000	7,120	5,000	0.00%
100-2121-02.00 SubDivision Permits	-	275	-	-	-	
100-2211-00.00 Penalty on Taxes	18,000	20,986	18,000	17,823	18,000	0.00%
100-2310-00.00 Town Clerk Fees	21,500	28,458	24,000	33,993	27,000	12.50%
100-2351-00.00 Use of Town Records	280	265	250	347	250	0.00%
100-2400-00.00 Traffic/Civil Fines	2,500	1,988	2,000	900	1,500	-25.00%
100-2400-10.00 Police Receipts	1,200	340	500	1,080	500	0.00%
100-2400-15.00 Police Contracted Services	23,971	18,911	24,267	14,557	24,500	0.96%
100-2400-20.00 Misc Police Receipts		500	-	-	-	
100-2630-00.00 Recycling Sticker Revenue	14,500	14,070	15,000	15,425	15,000	0.00%
100-2634-02.00 Recycling Receipts	8,000	15,768	8,500	10,426	10,000	17.65%
100-2690-00.00 Sale Town Owned Property	-		-		-	
100-2700-00.00 Treasure Island Receipts	37,500	25,026	25,000	30,997	28,000	12.00%
100-2700-00.01 Recreation Donations	-	-		9,000	-	
100-2750-00.00 Recreation Receipts	30,000	10,993	10,000	18,785	13,000	30.00%
100-2750-00.00 Uniform Receipts		New Line Item			2,000	
100-2810-00.00 Insurance Claim Receipts	-	-	-		-	
100-2850-00.00 Municipal Fine Receipts		-		-	-	
100-2930-00.00 Bank Interest	12,000	12,545	13,500	6,815	8,000	-40.74%
100-2985-00.00 Flood Cont-Water Resource	3,675	3,675	3,675	3,675	3,675	0.00%
100-2986-00.00 Tri-Town Commission Stipend		500		500	500	
100-2987-00.00 Forest & Parks Tax	21	-	21	-	-	-100.00%
100-2989-00.00 PILOT Revenues	16,500	14,234	16,500	13,886	13,750	-16.67%
100-2990-00.00 Miscellaneous Receipts	500	52,228	-	5,226	-	
100-2992-00.00 Town Land Maint. Revenue	-	-	-	-	-	

100-2994-00.00 AT&T Telecommuncations Tower			1,000	2,500	12,000	1100.00%
100-2999-00.00 Fish & Game Lease	1	1	1	1	1	0.00%
<b>Total General Non-Tax Revenes</b>	<b>401,628</b>	<b>438,731</b>	<b>379,894</b>	<b>408,570</b>	<b>400,356</b>	<b>5.39%</b>
<b>TOTAL REVENUES</b>	<b>1,581,044</b>	<b>1,726,696</b>	<b>1,628,543</b>	<b>1,764,498</b>	<b>1,756,285</b>	<b>7.84%</b>

<b>SELECTBOARD &amp; TOWN MANAGER</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>SELECTBOARD</b>							
100-3000-10.01 Selectboard Stipend	5,000	4,000	5,000	0.00%	4,000	5,000	0.00%
100-3000-11.00 Selectboard Assistant	7,825	16,563	11,372	45.33%	11,154	11,714	3.00%
100-3000-14.00 Social Security	383	306	1,252	227.45%	1,159	1,279	2.08%
100-3000-15.00 Selectboard Contingency	5,000	4,884	5,000	0.00%	7,524	5,000	0.00%
100-3000-15.02 Benefits - Richard Group	-	-	-		1,092	1,092	
100-3000-15.03 Retirement			527		0	615	16.69%
100-3000-20.00 Supplies/Publications	250	643	250	0.00%	155	250	0.00%
100-3000-30.00 Advertising	3,500	3,008	3,500	0.00%	1,122	2,000	-42.86%
100-3000-40.01 Dues/Meetings/Travel	1,000	376	1,000	0.00%	212	750	-25.00%
100-3000-60.00 Legal Services	24,000	55,340	25,000	4.17%	38,481	25,000	0.00%
100-3000-80.00 Professional Audit	22,500	27,966	25,000	11.11%	18,147	25,000	0.00%
100-3000-85.00 Transfer to Planning/Consulting (#314)	4,000	4,000	4,000	0.00%	4,000	4,000	0.00%
<b>Subtotal</b>	<b>305,437</b>	<b>349,581</b>	<b>81,902</b>	<b>-73.19%</b>	<b>87,046</b>	<b>81,699</b>	<b>-0.25%</b>
<b>TOWN MANAGER</b>							
100-3100-10.00 Town Manager	96,000	92,266	82,500	-14.06%	77,375	83,985	1.80%
100-3100-14.00 Social Security	7,344	7,056	6,311	-14.06%	5,890	6,425	1.80%
100-3100-15.02 Benefits			22,154		16,715	21,264	-4.02%
100-3100-15.03 Retirement			3,816		3,165	4,409	15.55%
100-3100-40.00 Dues/Meetings/Travel	1,500	85	2,500	66.67%	2,295	1,000	-60.00%
100-3440-20.00 Del. Taxes – Supplies	100	-	100	0.00%	45	100	0.00%
100-3440-35.00 Del. Taxes – Postage	925	669	925	0.00%	687	925	0.00%
100-3440-60.00 Del. Taxes - Legal Fees	300	-	300	0.00%	-	300	0.00%
100-3440-65.00 Del. Taxes - Publication	100	-	100	0.00%	-	100	0.00%
100-3440-10.00 Del. Tax - Collection Clerk	9,336	4,309	(Discontinued)				
100-3440-14.00 Del. Tax - Social Security	714	330	-				
100-3440-40.00 Del. Tax - Dues/Meetings/Travel	100	-	-				
<b>Subtotal</b>	<b>116,419</b>	<b>104,714</b>	<b>118,706</b>	<b>1.96%</b>	<b>106,172</b>	<b>118,508</b>	<b>-0.17%</b>
<b>TOWN OPERATIONS</b>							
100-3210-20.00 Supplies	3,500	3,204	1,500	-57.14%	1,576	2,000	33.33%
100-3210-23.00 Copier Contract Support	600	1,013	1,464	144.00%	1,823	2,000	36.61%
100-3210-24.00 Copier Maintenance/Supplies	75	-	75	0.00%	-	75	0.00%
100-3210-26.00 Computer/IT Support	12,951	11,733	-	-100.00%	-		
100-3210-27.00 Computer Support and Licensing	19,135	23,938	32,000	67.23%	26,469	32,000	0.00%
100-3210-28.00 Computer Supplies	400	1,040	500	25.00%	55	500	0.00%
100-3210-34.00 Telecommunications	7,100	9,905	11,376	60.23%	10,050	11,400	0.21%
100-3210-42.00 Unemployment	1,102	1,102	770	-30.13%	770	903	17.27%
100-3210-48.00 PACIF Liability			11,642		11,642	14,037	20.57%
100-3210-48.01 Workers Compensation			1,235		1,746	1,573	27.37%

<b>SELECTBOARD &amp; TOWN MANAGER</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
100-3210-68.00 Equipment Maintenance/Repairs	200	145	200	0.00%	-	200	0.00%
100-3210-83.00 Equipment/Tools	2,000	3,562	2,000	0.00%	2,709	1,000	-50.00%
<b>Subtotal</b>	<b>47,063</b>	<b>55,641</b>	<b>62,762</b>	<b>33.36%</b>	<b>56,840</b>	<b>65,688</b>	<b>4.66%</b>
<b>COMMITTEES</b>							
100-4000-20.00 Transfer to SAHC (#333)	2,500	2,500	1,000	-60.00%	1,000	1,000	0.00%
100-4000-50.00 Energy Committee	2,885	224	1,500	-48.01%	362	1,500	0.00%
100-4000-60.00 Transfer to Energy (#324)	400	400	2,500	525.00%	2,500	2,500	0.00%
100-4000-70.00 Regional Energy Coordinator	14,838	7,400	15,540	4.73%	15,170	15,540	0.00%
<b>Subtotal</b>	<b>20,623</b>	<b>10,524</b>	<b>20,540</b>	<b>-0.40%</b>	<b>19,032</b>	<b>20,540</b>	<b>0.00%</b>
<b>TOTAL</b>	<b>489,542</b>	<b>520,460</b>	<b>283,910</b>	<b>-42.00%</b>	<b>269,090</b>	<b>286,435</b>	<b>0.89%</b>

<b>TOWN HALL &amp; TOWN LANDS</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>TOWN HALL</b>							
100-3710-20.00 Supplies	500	314	500	0.00%	705	500	0.00%
100-3710-48.00 PACIF Liability			4,638		4,638	4,390	-5.35%
100-3710-56.00 Rubbish Removal/Recycling	2,200	1,971	500	-77.27%	-	500	0.00%
100-3710-60.00 Contracted Custodial Services	5,200	5,772	6,200	19.23%	5,130	6,500	4.84%
100-3710-68.00 Maintenance/Repairs	3,500	7,205	3,500	0.00%	2,459	3,000	-14.29%
100-3710-76.00 Utilities	9,000	7,578	9,000	0.00%	6,365	8,000	-11.11%
100-3710-80.00 Alarm Service	350	230	350	0.00%	230	350	0.00%
100-3710-83.00 Equipment	500	76	500	0.00%	262	500	0.00%
100-3710-84.00 Transfer to Town Hall (#308)	22,500	22,500	20,000	-11.11%	20,000	10,000	-50.00%
100-3710-90.00 Town Hall Bond Payment	33,300	33,300	25,985	-21.97%	25,985	31,500	21.22%
<b>Subtotal</b>	<b>77,050</b>	<b>78,946</b>	<b>71,173</b>	<b>-7.63%</b>	<b>65,774</b>	<b>65,240</b>	<b>-8.34%</b>
<b>TIMOTHY FROST BUILDING</b>							
100-3750-48.00 PACIF Liability			2,554		2,554	2,075	-18.75%
100-3750-76.00 Utilities	250	295	300	20.00%	252	300	0.00%
100-3750-94.00 Transfer to Timothy Frost (#339)	-	-	-		-	-	
<b>Subtotal</b>	<b>250</b>	<b>295</b>	<b>2,854</b>	<b>1041.60%</b>	<b>2,806</b>	<b>2,375</b>	<b>-16.78%</b>
<b>TOWN LANDS</b>							
100-3800-20.00 Conservation Supplies	850	-	750	-11.76%	51	800	6.67%
100-3800-80.00 Transfer to Conservation (#306)	4,000	4,000	2,500	-37.50%	2,500	2,500	0.00%
100-3800-90.00 Mowing/Maintenance	8,925	10,041	12,000	34.45%	9,591	13,000	8.33%
100-3800-92.00 Transfer to Town Lands (#342)	10,000	10,000	2,500	-75.00%	2,500	7,500	200.00%
100-3000-91.00 Town Lands Maintenance	4,000	4,090			<i>Moved to 100-3800-90.00</i>		
<b>Subtotal</b>	<b>27,775</b>	<b>28,131</b>	<b>17,750</b>	<b>-36.09%</b>	<b>14,642</b>	<b>23,800</b>	<b>34.08%</b>
<b>CEMETERIES</b>							
100-6820-01.00 Mowing	8,500	7,365	7,500	-11.76%	7,425	7,500	0.00%
100-6820-20.00 Supplies	500	-	-	-100.00%	-	-	
100-6820-68.00 Maintenance/Repairs	5,000	4,900	2,500	-50.00%	-	2,500	0.00%
<b>Subtotal</b>	<b>14,000</b>	<b>12,265</b>	<b>10,000</b>	<b>-28.57%</b>	<b>7,425</b>	<b>10,000</b>	<b>0.00%</b>
<b>TOTALS</b>	<b>119,075</b>	<b>119,637</b>	<b>101,777</b>	<b>-14.53%</b>	<b>90,647</b>	<b>101,415</b>	<b>-0.36%</b>

<b>TOWN CLERK &amp; ELECTIONS</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>TOWN CLERK</b>							
100-3500-10.00 Town Clerk	34,000	34,630	34,688	2.02%	31,486	36,858	6.25%
100-3500-10.01 Assistant Town Clerk	21,851	21,619	34,117	56.14%	31,116	35,141	3.00%
100-3500-14.00 Social Security	2,601	2,380	5,264	102.37%	4,789	5,508	4.64%
100-3500-15.02 Benefits	<i>New Item</i>		32,766		32,599	31,548	-3.72%
100-3500-15.03 Retirement	<i>New Item</i>		3,182		4,948	3,780	18.79%
100-3500-20.00 Supplies	<i>New Item</i>		1,750		2,099	1,750	0.00%
100-3500-25.00 Town Hall Technology Initiati	2,000	27,641	2,000	0.00%	-	2,000	0.00%
100-3500-35.00 Postage	1,000	1,429	1,000	0.00%	1,501	1,800	80.00%
100-3500-40.00 Dues/Meetings/Travel	2,500	871	1,500	-40.00%	897	2,500	66.67%
100-3500-14.01 Soc. Sec. Assistant Town Clerk	1,672	1,654	<i>(Moved to 100-3500-14.00)</i>				
<b>Subtotal</b>	<b>65,624</b>	<b>90,224</b>	<b>116,267</b>	<b>77.17%</b>	<b>109,435</b>	<b>120,884</b>	<b>3.97%</b>
<b>RECORDS</b>							
100-3080-62.00 Town Report	4,500	4,297	4,500	0.00%	4,294	4,500	0.00%
100-3080-65.00 Transfer to Restoration (#302)		-	1,000		1,000	1,000	
<b>Subtotal</b>	<b>4,500</b>	<b>4,297</b>	<b>5,500</b>	<b>22.22%</b>	<b>5,294</b>	<b>5,500</b>	<b>0.00%</b>
<b>BOARD OF CIVIL AUTHORITY</b>							
100-3300-10.02 Expenses	200	190	200	0.00%	(10)	200	0.00%
100-3300-40.00 Dues/Meetings/Travel	100	-	100	0.00%	-	100	0.00%
<b>Subtotal</b>	<b>300</b>	<b>190</b>	<b>300</b>	<b>0.00%</b>	<b>(10)</b>	<b>300</b>	<b>0.00%</b>
<b>ELECTIONS</b>							
100-3310-10.00 Officials	500	270	200	-60.00%	-	300	50.00%
100-3310-21.00 Supplies	645	3,496	645	0.00%	1,119	650	0.78%
100-3310-23.00 Tabulator Programming/Ballot	2,400	3,277	1,000	-58.33%	1,594	3,000	200.00%
100-3310-35.00 Postage	1,000	1,461	2,500	150.00%	2,390	1,500	-40.00%
<b>Subtotal</b>	<b>4,545</b>	<b>8,504</b>	<b>4,345</b>	<b>-4.40%</b>	<b>5,103</b>	<b>5,450</b>	<b>25.43%</b>
<b>TOTALS</b>	<b>74,969</b>	<b>103,215</b>	<b>126,412</b>	<b>68.62%</b>	<b>119,822</b>	<b>132,134</b>	<b>4.53%</b>

<b>TREASURER</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>TREASURER</b>							
100-3400-10.00 Treasurer	34,000	34,808	34,688	2.02%	31,486	36,858	6.25%
100-3400-11.00 Assistant Treasurer	51,959	49,591	52,998	2.00%	45,412	54,597	3.02%
100-3400-14.00 Social Security	2,601	2,393	6,708	157.90%	5,883	6,996	4.30%
100-3400-15.02 Benefits	<i>New Item</i>		34,357		23,770	21,108	-38.56%
100-3400-15.03 Retirement	<i>New Item</i>		3,836		2,140	4,344	13.24%
100-3400-20.00 Supplies	1,600	1,871	1,600	0.00%	1,467	1,600	0.00%
100-3400-35.00 Postage	1,800	1,500	1,800	0.00%	1,462	1,800	0.00%
100-3400-40.00 Dues/Meetings/Travel	1,800	993	1,500	-16.67%	673	2,500	66.67%
<b>TOTAL</b>	<b>97,735</b>	<b>95,024</b>	<b>137,487</b>	<b>40.67%</b>	<b>112,293</b>	<b>129,803</b>	<b>-5.59%</b>



<b>LISTERS OFFICE</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>LISTERS</b>							
100-3430-10.00 Lister Staff	42,211	36,976	41,046	-2.76%	35,749	38,279	-6.74%
100-3430-11.00 Lister Clerk	10,424	8,720	10,632	2.00%	3,996	12,684	19.30%
100-3430-14.00 Social Security	3,229	2,805	3,822	18.35%	3,003	3,899	2.01%
100-3430-15.03 Retirement			680		(714)	666	-2.14%
100-3430-20.00 Supplies	950	476	750	-21.05%	548	650	-13.33%
100-3430-23.00 Service Contracts	4,125	3,674	3,857	-6.49%	3,714	4,100	6.30%
100-3430-34.00 Advertising	150	54	150	0.00%	484	150	0.00%
100-3430-35.00 Postage	500	524	250	-50.00%	19	250	0.00%
100-3430-40.00 Dues/Meetings/Travel	750	50	750	0.00%	78	750	0.00%
100-3430-68.00 Professional Services	2,500	500	2,500	0.00%	70	5,000	100.00%
<b>TOTAL</b>	<b>65,636</b>	<b>54,546</b>	<b>64,438</b>	<b>-1.83%</b>	<b>46,947</b>	<b>66,427</b>	<b>3.09%</b>

<b>TRANSFER STATION</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>TRANSFER STATION</b>							
100-6340-10.00 Transfer Station Staff	15,000	16,001	17,707	18.05%	17,969	21,810	23.17%
100-6340-14.00 Social Security	1,148	1,224	1,355	18.05%	1,399	1,668	23.17%
100-6340-20.00 Supplies	1,000	1,182	1,000	0.00%	1,124	1,000	0.00%
100-6340-34.00 Utilities			250		340	900	260.00%
100-6340-40.00 Comingled NRRA	30,000	24,632	24,000	-20.00%	16,679	23,000	-4.17%
100-6340-42.00 Unemployment			115		115	129	12.17%
100-6340-48.01 Workers Compensation			1,671		1,486	3,264	95.33%
100-6340-50.00 Community Education	100	-	100	0.00%	-	100	0.00%
100-6340-74.00 Dues/Meetings/Travel	300	-	200	-33.33%	129	200	0.00%
100-6340-75.00 Maintenance/Repairs	1,000	1,218	1,000	0.00%	1,087	1,000	0.00%
100-6340-76.00 Portable Toilets	1,500	1,400	1,500	0.00%	1,080	1,600	6.67%
100-6340-80.00 Composting	750	668	250	-66.67%	131	250	0.00%
100-6340-82.00 Green-Up Day	500	666	700	40.00%	747	750	7.14%
100-6340-90.00 Transfer to Recycling (#303)	2,500	2,500	2,500	0.00%	2,500	2,500	0.00%
<b>TOTAL</b>	<b>53,798</b>	<b>49,491</b>	<b>52,348</b>	<b>-2.69%</b>	<b>44,786</b>	<b>58,171</b>	<b>11.13%</b>

<b>PLANNING &amp; ZONING</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>PLANNING</b>							
100-3650-10.01 Clerical Support	1,416	2,454	<i>Not Funded</i>		1,570	1,197	
100-3650-14.01 Social Security	108	136		-100.00%	120	92	
100-3650-21.00 Printing	500	-	250	-50.00%	-	250	0.00%
100-3650-30.00 Advertising	350	97	250	-28.57%	237	250	0.00%
100-3650-35.00 Postage	80	-	100	25.00%	-	100	0.00%
100-3650-40.00 Dues/Meetings/Travel	100	-	100	0.00%	-	100	0.00%
<b>Subtotal</b>	<b>2,680</b>	<b>2,686</b>	<b>700</b>	<b>-73.88%</b>	<b>1,927</b>	<b>1,989</b>	<b>184.08%</b>
<b>ZONING</b>							
100-3620-10.00 Zoning Administrator	13,847	21,014	21,611	56.07%	24,484	21,140	-2.18%
100-3620-14.00 Social Security	1,059	1,584	1,653	56.07%	1,819	1,617	-2.18%
100-3620-15.02 Benefits			11,123		12,812	19,584	76.07%
100-3620-15.03 Retirement			1,000		2,661	1,110	10.99%
100-3620-20.00 Supplies	800	115	500	-37.50%	429	500	0.00%
100-3620-30.00 Advertising	500	304	500	0.00%	770	500	0.00%
100-3620-35.00 Postage	500	319	500	0.00%	621	650	30.00%
100-3620-40.00 Dues/Meetings/Travel	500	-	500	0.00%	-	500	0.00%
<b>Subtotal</b>	<b>32,130</b>	<b>27,347</b>	<b>37,387</b>	<b>16.36%</b>	<b>43,596</b>	<b>45,601</b>	<b>21.97%</b>
<b>BUILDING REGULATION</b>							
100-4300-10.00 - Engineering Services	<i>New Item</i>		2,500		-	2,500	0.00%
<b>Subtotal</b>			<b>2,500</b>		<b>-</b>	<b>2,500</b>	<b>0.00%</b>
<b>TOTALS</b>	<b>34,810</b>	<b>30,033</b>	<b>40,587</b>	<b>16.60%</b>	<b>45,523</b>	<b>50,090</b>	<b>23.41%</b>

RECREATION & TREASURE ISLAND	2020 Budget	2020 Actual	2021 Budget	% Change	As of 11/30/21	2022 Proposed	% Change
<b>ADMINISTRATION</b>							
100-7000-10.00 Parks & Recreation Director	56,443	45,261			163		
100-7000-12.00 Parks & Recreation Coordinator	-		20,800		17,430	21,174	1.80%
100-7000-14.00 Social Security	4,318	3,365	1,591	-63.15%	1,345	1,620	1.80%
100-7000-42.00 Unemployment			304		304	258	-15.13%
100-7000-48.00 PACIF Liability			<i>New Line Item</i>			594	
100-7000-48.01 Workers Compensation			3,285		2,923	2,509	-23.62%
<b>Subtotal</b>	<b>60,761</b>	<b>48,626</b>	<b>25,980</b>	<b>-57.24%</b>	<b>22,165</b>	<b>26,155</b>	<b>0.67%</b>

<b>RECREATION</b>							
100-7000-20.00 Supplies	300	1,036	300	0.00%	-	200	-33.33%
100-7000-20.01 Youth Sports Equipment	6,300	7,022	5,000	-20.63%	3,346	4,000	-20.00%
100-7000-20.02 Youth Sports Uniforms			<i>New Line Item</i>			2,000	
100-7000-27.00 Licensing Agreements (MyRec)	2,440	2,595	2,440	0.00%	2,395	3,000	22.95%
100-7000-30.00 Advertising	500	-	500	0.00%	-	250	-50.00%
100-7000-34.00 Utilities	200	445	500	150.00%	448	500	0.00%
100-7000-40.00 Dues/Meetings/Travel	800	-	500	-37.50%	100	300	-40.00%
100-7000-40.01 Skiing Program	8,500	7,145	6,000	-29.41%	-	6,000	0.00%
100-7000-40.02 Cross-Country Skiing Program	50	-	-	-100.00%	-	-	
100-7000-40.03 Adult Programs	100	-	-	-100.00%	-	-	
100-7000-40.10 Special Events	50	-	-	-100.00%	-	100	
100-7000-50.00 Officials' Fees	3,000	2,605	1,000	-66.67%	250	2,250	125.00%
100-7000-50.01 Tournaments	2,200	918	1,000	-54.55%	1,405	1,500	50.00%
100-7000-50.03 Instructor and Registration	1,500	-	1,000	-33.33%	900	1,500	50.00%
100-7000-50.04 Summer Camps	500	-	500	0.00%	-	-	-100.00%
100-7000-50.90 Transfer to Recreation (#325)	3,000	3,000	3,000	0.00%	3,000	3,000	0.00%
100-7000-68.00 Maintenance/Repairs	1,500	922	1,500	0.00%	102	1,500	0.00%
100-7000-76.00 Portable Toilets	1,550	692	1,550	0.00%	1,188	1,550	0.00%
100-7000-80.00 Transfer to Scholarship (#345)	500	500		-100.00%	-	250	
<b>Subtotal</b>	<b>32,990</b>	<b>26,880</b>	<b>24,790</b>	<b>-24.86%</b>	<b>13,134</b>	<b>27,900</b>	<b>12.55%</b>

<b>TREASURE ISLAND</b>							
100-7005-10.00 Treasure Island Staff	25,000	19,219	18,000	-28.00%	19,543	20,000	11.11%
100-7005-14.00 Social Security	1,913	1,321	1,530	-20.00%	1,495	1,530	0.00%
100-7005-17.00 Property Taxes	13,500	13,919	14,000	3.70%	13,722	14,000	0.00%
100-7005-22.00 Supplies & Equipment	1,800	1,182	1,800	0.00%	1,883	2,500	38.89%
100-7005-30.00 Advertising	300	300	300	0.00%	-	200	-33.33%
100-7005-34.00 Telephone	600	963	600	0.00%	696	650	8.33%
100-7005-48.00 PACIF Liability			896		896	594	-33.71%
			<i>New Item</i>				

<b>RECREATION &amp; TREASURE ISLAND</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
100-7005-68.00 Maintenance/Repairs	5,000	13,911	5,000	0.00%	5,907	5,000	0.00%
100-7005-76.00 Utilities	400	418	400	0.00%	295	450	12.50%
100-7005-79.00 Training/Certifications	1,500	1,350	1,500	0.00%	540	1,500	0.00%
100-7005-99.00 Transfer to Treasure Island (#344	5,000	5,000	5,000	0.00%	5,000	4,000	-20.00%
<b>Subtotal</b>	<b>55,013</b>	<b>57,583</b>	<b>49,026</b>	<b>-10.88%</b>	<b>49,977</b>	<b>50,424</b>	<b>2.85%</b>
<b>Totals</b>	<b>148,763</b>	<b>133,089</b>	<b>99,796</b>	<b>-32.92%</b>	<b>85,276</b>	<b>104,479</b>	<b>4.69%</b>

<b>PUBLIC SAFETY</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>POLICE DEPARTMENT</b>							
100-4100-10.00 Chief of Police	76,834	77,477	76,834	0.00%	71,136	66,184	-13.86%
100-4100-10.01 Patrol	137,439	141,104	113,073	-17.73%	129,949	152,844	35.17%
100-4100-10.02 Patrol Overtime	10,000	5,949	8,000	-20.00%	6,651	8,000	0.00%
100-4100-10.07 Admin. Assistant	4,012	2,470	3,581	-10.75%	2,844	3,646	1.82%
100-4100-14.00 Social Security	5,878	5,876	15,414	162.23%	15,491	17,647	14.49%
100-4100-15.02 Benefits	<b>New Item</b>		58,600		58,343	44,942	-23.31%
100-4100-15.03 Retirement	<b>New Item</b>		15,585		17,288	20,776	33.31%
100-4100-20.00 Office Supplies	800	206	500	-37.50%	441	500	0.00%
100-4100-21.00 Police Supplies	3,500	1,841	2,500	-28.57%	2,093	2,500	0.00%
100-4100-25.00 Uniforms	5,500	4,378	4,000	-27.27%	2,610	5,500	37.50%
100-4100-34.00 Telecommunications	6,400	5,459	5,500	-14.06%	3,304	5,500	0.00%
100-4100-35.00 Postage	250	30	200	-20.00%	28	100	-50.00%
100-4100-36.00 Radio/Dispatch	2,600	1,836	2,600	0.00%	-	2,000	-23.08%
100-4100-40.00 Dues/Meetings/Travel	860	589	860	0.00%	619	860	0.00%
100-4100-42.00 Training	6,300	2,643	5,000	-20.63%	2,396	5,000	0.00%
100-4100-47.00 Unemployment	<b>New Item</b>		296		296	312	5.41%
100-4100-48.00 PACIF Liability	<b>New Item</b>		9,275		9,275	9,084	-2.06%
100-4100-48.01 Workers Compensation	<b>New Item</b>		19,960		16,471	22,063	10.54%
100-4100-60.00 Contracted Services	4,680	1,515	2,000	-57.26%	323	3,200	60.00%
100-4100-68.00 Vehicle Repair	9,525	7,766	9,000	-5.51%	15,727	8,000	-11.11%
100-4100-74.00 Police Fuel	10,500	8,020	9,000	-14.29%	8,512	9,000	0.00%
100-4100-83.00 Equipment Repair	2,000	723	1,500	-25.00%	1,457	1,500	0.00%
100-4100-91.00 Transfer to Small Equipment (#327)	2,500	2,500	2,500	0.00%	2,500	2,500	0.00%
100-4100-93.00 Transfer to Capital Equipment (#301)	32,000	32,000	30,000	-6.25%	30,000	31,000	3.33%
100-4100-95.00 Grant Matching	500	-	500	0.00%		-	-100.00%
<b>Subtotal</b>	<b>333,664</b>	<b>313,400</b>	<b>396,279</b>	<b>18.77%</b>	<b>397,754</b>	<b>422,658</b>	<b>6.66%</b>
<b>POLICE DETAILS</b>							
100-4100-10.06 UVD Contracted Detail	8,550	6,051	8,550	0.00%	7,660	9,200	7.60%
100-4100-10.08 Other Contracted Details	7,350	2,331	7,350	0.00%	999	8,200	11.56%
100-4100-14.04 Social Security	1,216	443	1,216	0.00%	625	1,331	9.43%
NEW LINE ITEM - Retirement		172	1,252			1,479	18.12%
<b>Subtotal</b>	<b>17,116</b>	<b>8,825</b>	<b>18,368</b>	<b>7.32%</b>	<b>9,284</b>	<b>20,210</b>	<b>10.03%</b>
<b>EMERGENCY MANAGEMENT</b>							
100-3900-10.00 Emergency Management Director	-	5,000	4,500		4,500	4,500	0.00%
100-3900-14.00 Social Security	-	383	344		344	344	0.00%
100-3900-30.00 Emergency Management	10,200	5,001	10,200	0.00%	1,588	10,200	0.00%
100-3900-90.00 Transfer to Emer. Infrs. (#334)	4,500	4,500	4,000	-11.11%	4,000	4,000	0.00%
<b>Subtotal</b>	<b>14,700</b>	<b>14,884</b>	<b>19,044</b>	<b>29.55%</b>	<b>10,432</b>	<b>19,044</b>	<b>0.00%</b>

<b>PUBLIC SAFETY</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>FIRE WARDEN</b>							
100-4500-10.01 Fire Warden	2,814	2,771	2,847	1.17%	1,276	2,758	-3.13%
<b>Subtotal</b>	<b>2,814</b>	<b>2,771</b>	<b>2,847</b>	<b>1.17%</b>	<b>1,276</b>	<b>2,758</b>	<b>-3.13%</b>
<b>HEALTH OFFICER</b>							
100-6140-10.00 Health Officer	200	-	500	150.00%	500	500	0.00%
100-6140-14.00 Social Security	15	-	38	150.00%	38	38	0.00%
100-6140-40.00 Dues/Meetings/Travel	50	-	50	0.00%	-	50	0.00%
<b>Subtotal</b>	<b>265</b>	<b>-</b>	<b>588</b>	<b>121.73%</b>	<b>538</b>	<b>588</b>	<b>0.00%</b>
<b>ANIMAL CONTROL</b>							
100-6150-10.00 Animal Control	371	<i>Delegated to Police Department</i>			-	500	
100-6150-14.00 Social Security	28	-		-100.00%	-	38	
100-6150-15.00 Pound Fees	100	<i>Moved to 100-6150-22.00</i>			-		
100-6150-22.00 Animal Control Supplies	100	-	500	400.00%	17	300	-40.00%
100-6150-37.00 Licensing Supplies (Town Clerk)	300	273	300	0.00%	283	300	0.00%
100-6150-40.00 Dues/Meetings/Travel	100	-	100	0.00%	-	100	0.00%
100-6150-74.00 Travel	<i>(Moved to 100-6150-40.00)</i>						
<b>Subtotal</b>	<b>999</b>	<b>273</b>	<b>900</b>	<b>-9.90%</b>	<b>300</b>	<b>1,238</b>	<b>37.58%</b>
<b>TOTAL</b>	<b>369,559</b>	<b>340,152</b>	<b>438,027</b>	<b>18.53%</b>	<b>419,584</b>	<b>466,497</b>	<b>6.50%</b>



<b>FIXED COSTS</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>REGIONAL DUES &amp; COUNTY TAX</b>							
100-9300-00.00 County Tax	97,320	91,398	97,320	0.00%	90,973	110,523	13.57%
100-9300-10.00 GMEDC Dues	1,297	1,281	1,275	-1.70%	1,281	1,266	-0.71%
100-9300-20.00 GUVSWMD Dues	28,468	28,468	28,468	0.00%	28,468	27,750	-2.52%
100-9300-30.00 TRORC Dues	3,960	3,960	3,960	0.00%	3,960	4,385	10.73%
100-9300-40.00 Upper Valley Ambulance	113,872	113,872	119,048	4.55%	119,048	135,975	14.22%
100-9300-50.00 VLCT Dues	4,295	4,295	4,295	0.00%	4,295	4,295	0.00%
<b>Subtotal</b>	<b>249,212</b>	<b>243,274</b>	<b>254,366</b>	<b>2.07%</b>	<b>248,025</b>	<b>284,194</b>	<b>11.73%</b>
<b>TAX APPROPRIATIONS</b>							
100-9900-01.00 Veterans' Flags	400	400	400	0.00%	400	400	0.00%
100-9900-02.00 Scholarships	500	500	500	0.00%	500	500	0.00%
<b>Subtotal</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>0.00%</b>	<b>900</b>	<b>900</b>	<b>0.00%</b>
<b>TRI-TOWN COMMISSION</b>							
100-6960-00.00 Annual Allocation	1,617	946	2,222	37.41%	1,864	3,523	58.55%
100-6960-84.00 Dam Bond Payment	26,951	26,933	26,400	-2.04%	26,404	25,900	-1.89%
<b>Subtotal</b>	<b>28,568</b>	<b>27,879</b>	<b>28,622</b>	<b>0.19%</b>	<b>28,268</b>	<b>29,423</b>	<b>2.80%</b>
<b>MISC.</b>							
100-9990-04.00 Real Estate Abatements	5,000	16,640	10,000	100.00%	745	7,000	-30.00%
100-9990-10.00 Interest on Loans	5,750	1,596	5,750	0.00%	-	2,500	-56.52%
<b>Subtotal</b>	<b>10,750</b>	<b>18,261</b>	<b>15,750</b>	<b>46.51%</b>	<b>745</b>	<b>9,500</b>	<b>-39.68%</b>
<b>TOTAL</b>	<b>289,430</b>	<b>290,313</b>	<b>299,638</b>	<b>3.53%</b>	<b>277,938</b>	<b>324,017</b>	<b>8.14%</b>

<b>SOCIAL SERVICE APPROPRIATIONS</b>	<b>2020 Budget</b>	<b>2020 Actual</b>	<b>2021 Budget</b>	<b>% Change</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>% Change</b>
<b>APPROPRIATIONS</b>							
100-6900-01.00 Clara Martin Center	4,266	4,266	4,266	0.00%	4,266	4,266	0.00%
100-6900-10.00 VNA/VNH	13,000	13,000	13,000	0.00%	13,000	13,000	0.00%
100-6900-40.00 WR Council on Aging	4,950	4,950	4,950	0.00%	4,950	5,000	1.01%
100-6900-53.00 The Family Place	300	300	300	0.00%	300	300	0.00%
100-6900-58.00 Orange County Restorative Justice	500	500	500	0.00%	500	500	0.00%
100-6900-62.00 Safeline	1,300	-	1,300	0.00%	1,300	-	-100.00%
100-6900-81.00 Orange County Parent Child Center						750	
100-6900-83.00 Tri-Valley Transit (formerly Stagecoach)	3,200	3,200	3,200	0.00%	3,200	3,200	0.00%
100-6900-84.00 Senior Solutions	500	500	500	0.00%	500	1,400	180.00%
100-6900-90.00 Lake Fairlee Association	5,250	5,250	-	-100.00%	-	-	
100-6900-92.00 Community Nurse of Thetford	8,000	8,000	8,000	0.00%	8,000	8,000	0.00%
100-6900-94.00 Public Health Council of the Upper Valley	260	260	260	0.00%	260	-	-100.00%
100-6900-95 WISE							
			<i>New Organization</i>			400	
<b>Totals</b>	<b>41,526</b>	<b>40,226</b>	<b>36,276</b>	<b>-12.64%</b>	<b>36,276</b>	<b>36,816</b>	<b>1.49%</b>

**DEPARTMENT OF PUBLIC WORKS REVENUES**

	2020 Budget	2020 Actual	2021 Budget	As of 11/30/21	2022 Proposed	% Change
<b>DPW Tax Revenue</b>	<b>1,073,679</b>	<b>1,073,679</b>	<b>1,275,470</b>	<b>1,275,178</b>	<b>1,238,953</b>	<b>-2.86%</b>
<b>Public Works Non-Tax-Revenues</b>						
200-2232-00.00 State Highway Aid	134,000	173,853	134,000	146,294	134,000	0.00%
200-2240-00.00 Grant Receipts	-	-	-	-	-	
200-2250-00.00 FEMA/FHA Flood Repair	-	22,094	-	-	-	
200-2509-00.00 DPW Receipts	-	2,800	-	-	-	
200-2519-00.00 Materials Receipt	-	152	-	274	-	
200-2800-00.00 Insurance Refunds	-	-	-	3,815	-	
200-2700-10.00 Overweight Permit Fees	400	455	400	450	400	0.00%
<b>Total DPW Non-Tax Revenues</b>	<b>134,400</b>	<b>199,354</b>	<b>134,400</b>	<b>150,833</b>	<b>134,400</b>	<b>0.00%</b>
<b>TOTAL REVENUES</b>	<b>1,208,079</b>	<b>1,273,033</b>	<b>1,409,870</b>	<b>1,426,011</b>	<b>1,373,353</b>	<b>-3.02%</b>

<b>DEPARTMENT OF PUBLIC WORKS</b>	<b>2020 Budget</b>	<b>2,020 Actual</b>	<b>2021 Budget</b>	<b>Change %</b>	<b>As of 11/30/21</b>	<b>2022 Proposed</b>	<b>Change %</b>
<b>ADMINISTRATION</b>							
200-5000-10.02 Public Works Director	55,390	20,269	62,000	11.93%	9,684		-100.00%
200-5000-10.00 Road Crew	220,000	160,837	177,812	-19.18%	164,057	232,825	30.94%
200-5000-11.00 Road Crew Overtime	25,000	12,359	25,000	0.00%	12,968	20,000	-20.00%
200-5100-05.01 Retirement	12,048	8,422	12,248	1.66%	8,791	13,536	10.51%
200-5100-15.00 Benefits	109,903	91,019	111,514	1.47%	85,607	100,440	-9.93%
200-5100-15.01 Social Security			20,258		14,158	19,724	-2.64%
200-5100-17.03 Clothing Expense	2,000	1,240	2,000	0.00%	-	2,000	0.00%
200-5100-20.00 Supplies	1,000	499	1,000	0.00%	713	800	-20.00%
200-5100-34.00 Telecommunications	2,000	721	2,000	0.00%	1,020	1,000	-50.00%
200-5100-36.00 Radio Maintenance	5,000	-	2,500	-50.00%	1,064	2,000	-20.00%
200-5100-40.00 Dues/Meetings	2,500	15	2,500	0.00%	153	1,500	-40.00%
200-5100-42.00 Unemployment	518		831	60.42%	631	415	-50.06%
200-5100-48.00 PACIF Liability	19,594	20,112	14,813	-24.40%	15,112	16,432	10.93%
200-5100-48.01 Workers' Compensation	15,390	14,049	16,058	4.34%	13,394	12,042	-25.01%
200-5100-74.00 Mileage			1,200		405	400	-66.67%
200-5100-80.00 Project Loan Interest	56,379	53,465	32,500	-42.35%	31,263	32,500	0.00%
<b>Subtotal</b>	<b>547,789</b>	<b>399,663</b>	<b>484,233</b>	<b>-11.60%</b>	<b>359,020</b>	<b>455,613</b>	<b>-5.91%</b>
<b>200-5310 FACILITIES</b>							
200-5310-22.00 Supplies	3,000	3,620	2,500	-16.67%	1,870	2,500	0.00%
200-5310-68.00 Maintenance/Repairs	2,500	5,797	2,500	0.00%	945	2,500	0.00%
200-5310-76.00 Utilities	5,250	4,010	5,500	4.76%	2,114	5,000	-9.09%
200-5310-80.00 Alarm Service	300	270	300	0.00%	235	300	0.00%
200-5310-83.00 Equipment	2,500	895	1,500	-40.00%	1,258	1,500	0.00%
200-5310-85.000 Transfer to Facilities (#332)	2,500	2,500	5,000	100.00%	5,000	5,000	0.00%
<b>Subtotal</b>	<b>17,050</b>	<b>17,948</b>	<b>17,300</b>	<b>1.47%</b>	<b>11,422</b>	<b>16,800</b>	<b>-2.89%</b>
<b>ROADS AND STRUCTURES</b>							
200-5120-22.00 Transfer to Paving Fund (#336)	125,000	225,000	125,000	0.00%	125,000	128,000	2.40%
200-5120-25.00 Transfer to Paving Fund (#336) - Route 132			118,000		118,000	261,950	121.99%
200-5120-50.00 Transfer to Structures (#310)	17,500	17,500	20,000	14.29%	20,000	20,000	0.00%
200-5120-56.00 Gravel Resurfacing	60,000	24,004	60,000	0.00%	64,031	60,000	0.00%
200-5120-60.00 - Contract Services - Sayre Bridge Repair					3,815		
200-5120-70.00 MRGP Fee (Act 64)	1,590	1,350	1,590	0.00%	1,590	1,590	0.00%
200-5120-99.00 Transfer to Better Roads (#323)	25,000	25,000	25,000	0.00%	25,000	20,000	-20.00%
<b>Subtotal</b>	<b>241,090</b>	<b>313,893</b>	<b>349,590</b>	<b>45.00%</b>	<b>357,436</b>	<b>491,540</b>	<b>40.60%</b>
<b>HIGHWAY MAINTENANCE</b>							
200-5110-22.00 Road Maintenance Supplies	65,000	33,453	60,000	-7.69%	15,742	60,000	0.00%
200-5110-25.00 Contract Services	25,000	52,051	60,000	140.00%	29,001	35,000	-41.67%

200-5110-60.00 Guardrails	20,000	139,064	10,000	-50.00%	-	5,000	-50.00%
200-5110-35.00 Winter Road Supplies	165,000	97,997	145,000	-12.12%	60,013	125,000	-13.79%
200-5110-36.00 Streetlights	2,200	2,375	2,200	0.00%	3,025	3,200	45.45%
200-5100-38.00 Sidewalk Maintenance	3,600	4,562	3,600	0.00%	-	4,100	13.89%
200-5110-40.00 Traffic Signs	6,000	26,770	3,000	-50.00%	1,031	3,000	0.00%
200-5110-42.00 Striping	1,000	-	1,000	0.00%	-	1,000	0.00%
200-5110-44.00 Tree Warden Operations	250	-	250	0.00%	-	250	0.00%
200-5110-46.00 Tree Warden Stipend	-	-	-	-	-	-	-
200-5110-48.00 Transfer to Town Tree (#340)	10,000	10,000	10,000	0.00%	10,000	5,000	-50.00%
<b>Subtotal</b>	<b>298,050</b>	<b>366,272</b>	<b>295,050</b>	<b>-1.01%</b>	<b>118,812</b>	<b>241,550</b>	<b>-18.13%</b>

#### 200-5140 ENGINEERING

200-5140-65.00 Engineering Services					5,426	7,500	
-------------------------------------	--	--	--	--	-------	-------	--

#### Subtotal

5,426 7,500

#### 200-5330 VEHICLES

200-5330-10.00 Transfer to Capital Equipment (#304	154,000	154,000	125,000	-18.83%	125,000	129,000	3.20%
200-5330-20.00 Transportation Fuel	45,000	33,040	45,000	0.00%	27,055	40,000	-11.11%
200-5330-21.00 Vehicle Oil	2,500	1,282	2,000	-20.00%	-	2,000	0.00%
200-5330-22.00 Vehicle Supplies	350	36	350	0.00%	47	350	0.00%
200-5330-23.00 Vehicle DEF Fluid	1,500	1,169	1,500	0.00%	985	1,500	0.00%
200-5330-56.00 Equipment	5,000	4,068	2,500	-50.00%	1,418	2,500	0.00%
200-5330-68.00 Vehicle Maintenance	60,000	3,641	35,000	-41.67%	691	35,000	0.00%
200-5330-68.01 Repairs - Truck 1		3,316			6,658		
200-5330-68.02 Repairs - Truck 2		857			6,529		
200-5330-68.03 Repairs - Truck 3		10,800			1,907		
200-5330-68.04 Repairs - Truck 4		3,955			1,381		
200-5330-68.05 Repairs - Tractor JD		-			1,244		
200-5330-68.06 Repairs - Grader		5,547			8,992		
200-5330-68.07 Repairs - Excavator		6,526			816		
200-5330-68.08 Repairs - Chipper		-			-		
200-5330-68.09 Repairs - Chainsaw		90			-		
200-5330-68.10 Repairs - Chloride Trailer		-			20		
200-5330-68.11 Repairs - Roller		-			-		
200-5330-68.13 Repairs-Rock Rake		100			-		
200-5330-68.14 Repairs - Mower		-			-		
200-5330-68.15 Repairs - Pole Saw		28			-		
200-5330-68.16 Repairs - Trimmer		-			-		
200-5330-68.17 Repairs - Water Pump		328					
200-5330-68.18 Repairs - Wheel Loader		5,622			505		
200-5330-68.22 Repairs - DPW Hot Box		163			17		
200-5330-68.23 Repairs - JD 310D Backhoe		233			-		

200-5330-68.50 Repairs - Truck 5		623			5,983		
200-5330-68.00 Maintenance & Repairs (Total)	60,000	41,829	35,000	-41.67%	34,743	35,000	0.00%
Subtotal	268,350	235,425	211,350	-21.24%	189,248	210,350	-0.47%
Total	1,372,329	1,333,201	1,357,523	-1.08%	1,041,364	1,423,353	4.85%

**POLICE CAPITAL EQUIPMENT FUND- 10-YEAR PPROJECT**

<b>Fund (\$ thousands)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>
Anticipated Fund Balance as of Jan 1	50.0	80.0	66.0	53.0	86.0	65.1	45.1	26.1	63.1	41.1	29.1	17.1
Added to fund	30.0	31.0	32.0	33.0	34.0	35.0	36.0	37.0	38.0	48.0	48.0	48.0
Increase in Contribution	-6%	3%	3%	3%	3%	3%	3%	3%	3%	26%	0%	0%
Trade/Sale	-	-	-	-	5	5	5	5	5.0	5.0	5.0	5.0
<b>Estimated Revenue</b>	<b>79.9</b>	<b>111.0</b>	<b>98.1</b>	<b>86.1</b>	<b>125.1</b>	<b>105.1</b>	<b>86.1</b>	<b>63.1</b>	<b>101.1</b>	<b>94.4</b>	<b>82.1</b>	<b>70.1</b>
<b>Anticipated Police Equipment Purchases (\$ thousands)</b>												
EQ1 - 2015 Ford Cruiser			45.0				60.0				60.0	
EQ2 - 2015 Ford Cruiser		45.0				60.0				60.0		
EQ3 - 2018 Ford F150					60.0				60.0			
Total Payments from Fund	-	45.0	45.0	-	60.0	60.0	60.0	-	60.0	60.0	60.0	-
<b>Anticipated Fund Balance as of Dec 31</b>	<b>80.0</b>	<b>66.0</b>	<b>53.0</b>	<b>86.0</b>	<b>65.1</b>	<b>45.1</b>	<b>26.1</b>	<b>63.1</b>	<b>41.1</b>	<b>29.1</b>	<b>17.1</b>	<b>65.1</b>

Note: figures are approximate



# Public Works Capital Equipment Fund- 10 Year Projection

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2032	2033
<b>Fund (\$ thousands)</b>											
Fund Balance as of Jan 1	99.8	87.8	71.8	90.6	189.9	256.3	244.9	200.3	170.3	158.4	
Added to fund	125.00	128.75	132.61	136.6	140.69	144.9	149.26	153.73	158.3	183.3	192.5
Increase in Contribution	-23%	3%	3%	3%	3%	3%	3%	3%	3%	5%	
<b>Anticipated Public Works Equipment Purchases (\$ thousands)</b>											
Truck 1 F550 - 5 yrs. (2018)						25.0	25.0	15.0			
Truck 2 10WL - 8 yrs. (2016)	31.0	31.0			37.0	37.0	37.0	37.0	37.0	-	
Truck 3 10WL - 8 yrs. ( 2017)	29.5	29.5	29.5			37.5	37.5	37.5	37.5	37.5	
Truck 4 6WL - 8 yrs (2017)	28.1	28.1	28.1			37.5	37.5	37.5	37.5	37.5	
Truck 5 10WL - 8 yrs (2018)	36.9	36.9	36.9				37.5	37.5	37.5	37.5	
Grader - 20 yrs (2010)										60.0	
Excavator - 20 yrs (2013)											
Loader - 15 yrs (2008)		19.3	19.3	19.3	19.3	19.3	19.3	19.3			
Tractor - Discontinued											
Mower - Discontinued (2017)	11.5										
Chipper - 20 yrs (2008)				18.0	18.0						
Roller - 20 yrs (2013)											
Total Payments from Fund	137.0	144.8	113.8	37.3	74.3	156.3	193.8	183.8	149.5	172.5	
<b>Fund Balance as of Dec 31</b>	<b>87.8</b>	<b>71.8</b>	<b>90.6</b>	<b>189.9</b>	<b>256.3</b>	<b>244.9</b>	<b>200.3</b>	<b>170.3</b>	<b>179.1</b>	<b>169.2</b>	

Note: figures are approximate