FISCAL YEAR 2020 BUDGET PRESENTATION



TO THE
BOARD OF SELECTMEN
AND FINANCE COMMITTEE

Presented by: Keith R. Hickey Town Manager

Town Manager's Recommended Budget



- What's included in the budget book?
 - Transmittal letter outlining proposals included in my proposed budget.
 - Balanced, detailed budgets for the General, Water, Wastewater and Transfer Station Funds.
 - Revenue information including estimated Cherry Sheet revenues, local receipts and other available funds.
 - School, Water, Sewer and Transfer Station Indirect Cost calculations including supporting calculations.
 - Town Manager's PowerPoint Budget presentation.

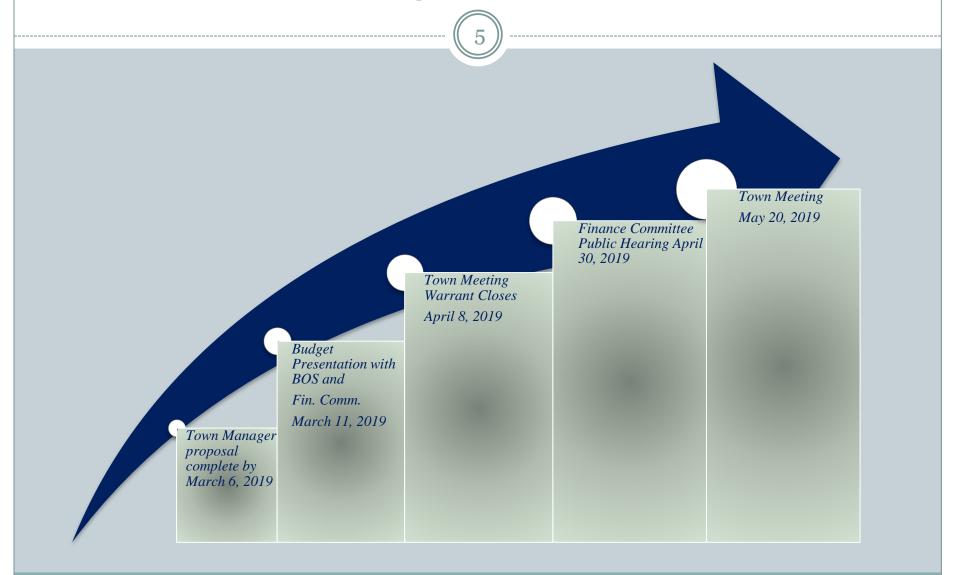
Budget Priorities

- Present a balanced budget that meets the needs of the community without impairing the financial condition of the Town in future years.
- Provide the necessary resources to adequate level of critical services
- Fairly and accurately calculate indirect costs for the Enterprise Funds and School Department.
- Provide all information used in the development of the budget to provide transparency in the budget process.

Future Budget Goals

- Continue to present a balanced budget from year to year while planning for the long term financial needs of the community.
- Preserve critical services to improve/sustain quality of life for Winchendon residents.
- Forecast revenues conservatively to increase/replenish reserves
- Replenish Stabilization Fund to 5% of budget (currently 4.0%)
- Adhere to financial policies approved by the Board of Selectmen and Finance Committee
- Proactively evaluate performance financial trends to aid in future budgeting decisions
- Explore opportunities to share resources with school, consider regionalizing services where appropriate.

Budget Process



Anticipated Warrant Articles

ARTICLE	DESCRIPTION	COST	SOURCE
	SPECIAL TOWN MEETING		
1	Committee Report	N/A	N/A
2	FY19 General Fund Budget – Land Use Professional Services	\$79,000.00	Free Cash
3	FY19 Wastewater Budget	\$12,894.00	Retained Earnings
4	FY19 Transfer Station Budget	\$17,000.00	User Fees
	ANNUAL TOWN MEETING		
1	Committee Report	N/A	N/A
2	Establish/Discharge Committees	N/A	N/A
3	Authorize New Revolving Fund	N/A	N/A
4	Senior Tax Work-Off Program	\$8,800.00	Raise and Appropriate
5	Community Action Committee Non-Profit Support	\$25,000.00	Raise and Appropriate
6	FY20 General Government Budget	\$15,074,999.85	Raise/Appropriate and/or Transfer
7	FY20 Water Dept. Enterprise Budget	\$1,128,984.33	User Fees/Retained Earnings
8	FY20 Wastewater Enterprise Budget	\$1,457,859.82	User Fees/Retained Earnings/Betterment Rev.
9	FY20 Transfer Station Enterprise Budget	\$200,574.72	User Fees
10	FY20 School Budget	\$13,781,095.98	Raise/Appropriate and/or Transfer
11	FY20 Monty Tech's Assessment	\$856,996.00	Raise and Appropriate
12	Repair Department of Public Works Roof	\$250,000.00	Issuance of Debt
13	Board of Selectmen Recommended Charter Amendment	N/A	N/A
14	Accept Public Ways Portions of Central Street.	N/A	Purchase, gift, eminent domain or otherwise
15	Acquire permanent and temporary easements located in certain parcels of land near Central Street	N/A	Purchase, gift, eminent domain or otherwise
16	Sale of Town Property On Morse Avenue	N/A	N/A
17	Zoning Admendment to Article 6.11.4 Solar Energy Collection Systems	N/A	N/A
18	Zoning Amendment to Article 6.12 Marijuana	N/A	N/A
19	Zoning Admendment to Article 5 Use Table	N/A	N/A

Special Town Meeting Articles

Proposed Special Town Meeting Articles

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ARTICLE	DESCRIPTION	COST	SOURCE
	SPECIAL TOWN MEETING		
1	Committee Report	N/A	N/A
	FY19 General Fund Budget –		F 6 1
2	Land Use Professional Services	\$79,000.00	Free Cash
3	FY19 Wastewater Budget	\$12,894.00	Retained Earnings
4	FY19 Transfer Station Budget	\$17,000.00	User Fees

Special Town Meeting Articles

- Article 2 Demolition of sections of a dilapidated, privately owned building on Lincoln Ave. Extension funded with FY18 Free Cash in the amount of \$79,000.
- Article 3 Amend the FY19 Wastewater Fund budget to fund unanticipated employee separation in the amount of \$12,894.
- Article 4 Amend the FY19 Transfer Station budget to fund increased cost of disposing of recyclable materials in the amount of \$17,000. Fees to fund this request were increased in July,2018.

Demolition of Lincoln Ave. Extension Dilapidated Building

To see if the Town will vote to transfer from Free Cash the sum of \$79,000 to demolish and properly dispose of a portion of building located at 283 Lincoln Avenue Extension, Tax Map 2D2-0-1, or act in relation thereto.

Demolition of Lincoln Ave. Extension Dilapidated Building





12)

To see if the Town will vote to transfer from Wastewater Retained Earnings an additional sum of \$12,894 to be added to the Wastewater Enterprise Fund Operator Personnel Account voted under Article 8 of the May 21, 2018 Annual Town Meeting, for a total appropriation for FY 2019 of \$1,235,534 or act in relation thereto.

To see if the Town will vote the additional sum of \$17,000 to be added to the Transfer Station Fund Recycling Expense Account voted under Article 9 of the May 21, 2018 Annual Town Meeting, for a total appropriation for FY 2019 of \$194,203.45 or act in relation thereto.

Annual Town Meeting Articles

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Anticipated Town Meeting Articles

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ARTICLE	DESCRIPTION	COST	SOURCE
	ANNUAL TOWN MEETING		
1	Committee Report	N/A	N/A
2	Establish/Discharge Committees	N/A	N/A
3	Authorize New Revolving Fund	N/A	N/A
4	Senior Tax Work-Off Program	\$8,800.00	Raise and Appropriate
5	Community Action Committee Non-Profit Support	\$25,000.00	Raise and Appropriate
6	FY20 General Government Budget	\$15,074,999.85	Raise/Appropriate and/or Transfer
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10	FY20 School Budget	\$13,781,095.98	Raise/Appropriate and/or Transfer
11	FY20 Monty Tech's Assessment	\$856,996.00	Raise and Appropriate
12	Repair Department of Public Works Roof	\$250,000.00	Issuance of Debt
13	Board of Selectmen Recommended Charter Amendment	N/A	N/A
14	Accept Public Ways Portions of Central Street.	N/A	Purchase, gift, eminent domain or otherwise
15	Acquire permanent and temporary easements located in certain parcels of land near Central Street	N/A	Purchase, gift, eminent domain or otherwise
16	Sale of Town Property On Morse Avenue	N/A	N/A
17	Zoning Admendment to Article 6.11.4 Solar Energy Collection Systems	N/A	N/A
18	Zoning Amendment to Article 6.12 Marijuana	N/A	N/A
19	Zoning Admendment to Article 5 Use Table	N/A	N/A

Annual Town Meeting Articles



- Article 1 Hear and act on the report of the Finance Committee
- Article 2 Appoint or discharge committees
- Article 3 Authorize New Revolving Funds
 - Establish a CDBG Program Income Revolving Loan fund
- Article 4 Raise and appropriate \$8,800 for the Senior Work-off Program
- Article 5 Raise and appropriate \$25,000 for the Community Action Committee. This is increase of \$7,000 from previous year requests.
- Article 6 FY19 Town Operating Budget of \$15,074,999,85.

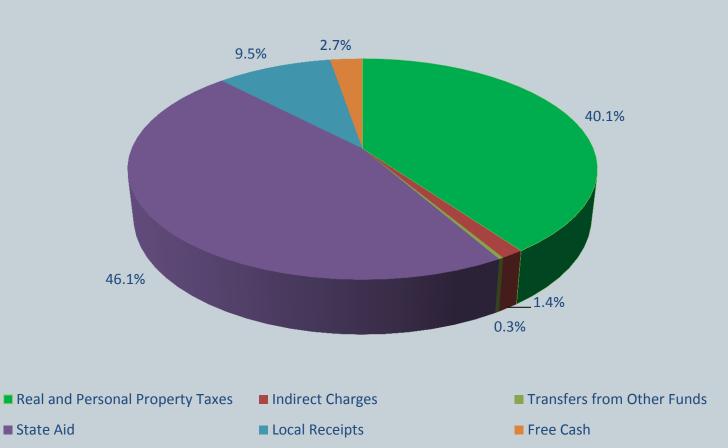
Article 6 Annual General Fund Budget Summary

Budget Reconcil	liatio	<u>n</u>	
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Real and Personal Property Taxes		\$	12,571,865.92
Less: Property Tax Levy Surplus			
State Aid		\$	14,015,605.00
Local Receipts		\$	3,165,415.11
Indirect Charges		\$	282,198.15
Transfers From Other Funds		\$	88,550.64
Free Cash-Capital			
Transfer from Stablization			
Total Budget Sources		\$	30,123,634.83
Total Town Appropriation		\$	16,342,538.85
Total School Appropriaton		\$	13,781,095.98
Total Appropriations		\$	30,123,634.83

BUDGET SOURCES (REVENUES)

Annual Summary of General Fund Budget Sources





Annual Real and Personal Property Taxes

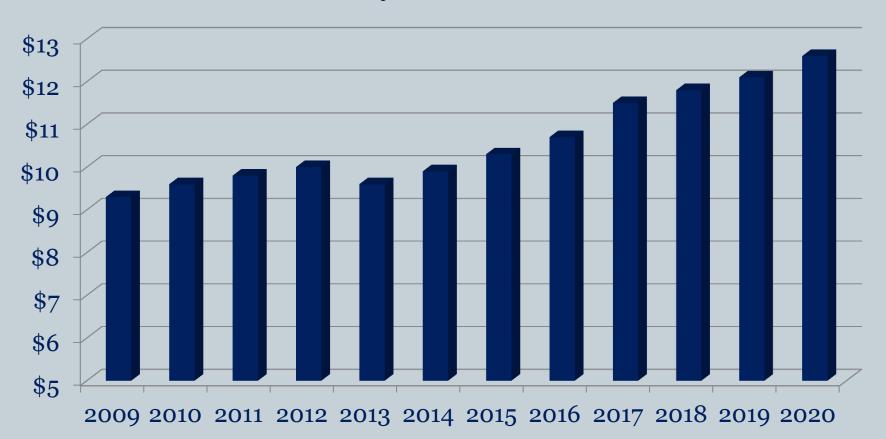
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LEVY COMPONENT	AMOUNT
Levy Limit 2019	\$ 11,873,546
Proposition 2 1/2 % increase	296,839
New Growth Estimate	65,000
Debt Exclusions (Police Station, Fire	
Truck)	336,481
Maximum Allowable Levy 2019	<u>\$12,571,866</u>

Annual Levy Amount

(21)

Levy in millions



Debt Exclusion



- One of Management's important goals is the adequate stewardship of municipal infrastructure.
- It is challenging for the Town to carry out a sufficient capital improvement plan without assistance from the taxpayer outside the boundaries of Proposition 2 ½.
- This is accomplished through debt and capital exclusions, which, when approved by the voters, allows the Town to assess taxes above the Proposition 2 ½ limits set by law.
- Debt exclusion amounts for fiscal 2020 equals \$336,481. As mentioned earlier the debt exclusions are for the police station renovations, fire ladder truck, library access renovations and school generator.

Estimated State Aid



- Estimated State Revenue Included in Governor's budget:
 - The Governor has included state revenues of \$14,015,605 for Winchendon.
 - Governor's budget needs to be approved by both House and Senate Ways and Means.
 - Modifications to Winchendon's budget will be proposed if changes are made to the proposed Governor's budget. Future changes not expected to have significant impact on budget.

Detail of State Aid

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Distribution Type	2019	2020
Chapter 70	\$ 11,450,030	\$ 11,477,410
Charter School Reimbursements	59,422	30,492
Unrestricted Local Aid	1,739,507	1,786,474
Veterans' Benefits	256,000	286,290
Other	121,402	<u>133,196</u>
Total	\$ 13,626,361	\$ 13,713,862
Cherry Sheet Offsets	325,993	301,743
Total State Aid	13,952,354	<u>\$14,015,605</u>
State and County Assessment	<u>\$ 1,347,409</u>	<u>\$ 1,417,225</u>

Indirect Charges



What are they?

- Charges incurred by the General Fund on behalf of the Water, Sewer and Transfer Station Enterprise Funds.
- Allocated back to Water, Sewer and Transfer Enterprise Funds based on a reasonable and methodical allocation process.
- Includes administrative fees such as Accounting, Treasury, Collector, and Data Processing, employee benefits etc.

	<u>FY19</u>	<u>FY20</u>
Water	\$142,943	\$130,895
Wastewater	167,948	133,516
Transfer Station	21,995	17,787
Total	<u>\$322,886</u>	<u>\$282,198</u>

Indirect Charges



Water indirect Charge history

Sewer indirect charge history





Transfers From Other Funds



- Annually, amounts are transferred from various available funds to supplement the sources in the operating budgets
 - Stabilization infrastructure transfer of \$68,888 is used to offset the debt service associated with the landfill cover and other landfill associated costs incurred by the general fund.
 - Cemetery trust transfer of \$3,246 subsidize a portion of the costs of the cemetery.
 - o Title V lien redemption transfers subsidize a portion of the debt service associated with the activity. The FY20 subsidy is \$16,417.

BUDGET USES (APPROPRIATIONS)

Comparison of General Fund Budget Uses FY17-FY20

	20	17	20	018	2019	2020 Proposed	
Description	Budget	Actual	Budget	Actual	Budget	Budget	 Change
General Government	\$ 1,820,777	\$ 1,624,613	\$ 1,867,995	\$ 1,626,079	\$ 1,974,038	\$ 2,037,619	\$ 63,581
Public Safety	\$ 2,564,387	\$ 2,507,722	\$ 2,722,927	\$ 2,672,339	\$ 2,951,081	\$ 3,089,610	\$ 138,529
Education	\$ 15,160,106	\$ 15,066,893	\$ 15,521,111	\$ 15,506,022	\$ 15,766,130	\$15,990,300	\$ 224,170
Public Works	\$ 1,140,107	\$ 1,105,260	\$ 1,307,940	\$ 1,280,877	\$ 1,168,704	\$ 1,157,163	\$ (11,541)
Health and Human Sevices	\$ 710,756	\$ 605,737	\$ 708,732	\$ 656,551	\$ 665,887	\$ 691,912	\$ 26,025
Culture and Recreation	\$ 318,900	\$ 300,710	\$ 201,388	\$ 191,622	\$ 208,514	\$ 216,076	\$ 7,562
Debt Service	\$ 1,737,981	\$ 1,728,756	\$ 2,264,015	\$ 2,260,916	\$ 1,225,875	\$ 1,138,950	\$ (86,925)
State Assessments	\$ 1,469,748	\$ 1,411,718	\$ 1,505,828	\$ 1,260,188	\$ 1,334,710	\$ 1,417,225	\$ 82,515
Pension and Fringe Benefits	\$ 3,943,027	\$ 3,595,489	\$ 3,676,911	\$ 3,430,546	\$ 3,735,682	\$ 3,823,037	\$ 87,355
Other	\$ 145,500	\$ 151,364	\$ 670,287	\$ 684,455	\$ 402,000	\$ 185,000	\$ (217,000)
Grand Total Uses	\$ 29,011,289	\$28,098,262	\$ 30,447,134	\$ 29,569, <u>595</u>	\$ 29,432,621	\$29,746,892	\$ 314,271

Summary does not include allowance for abatements.

Explanation of Significant Changes in Funding Requests

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General Government

- Town Manager Includes \$125,000 for compensation adjustments for union and non union personnel.
- Finance Comm. Snow and Ice Reserve of \$93,000
 Elimination of Supplemental Reserve (\$94,000)

Public Safety

- × Increase in Police electricity of \$13,500 for new communication tower.
- × Funding of admin./dispatch position for full year \$21,000.
- ▼ Local share of funding for 3 firefighter positions funded through SAFER grant \$83,000.

Public Works

Personnel includes funding of two new Equipment Operator positions \$77,678

Health and Human Services

Increase in Veterans Benefits of \$17,684

Pension and Fringe Benefits

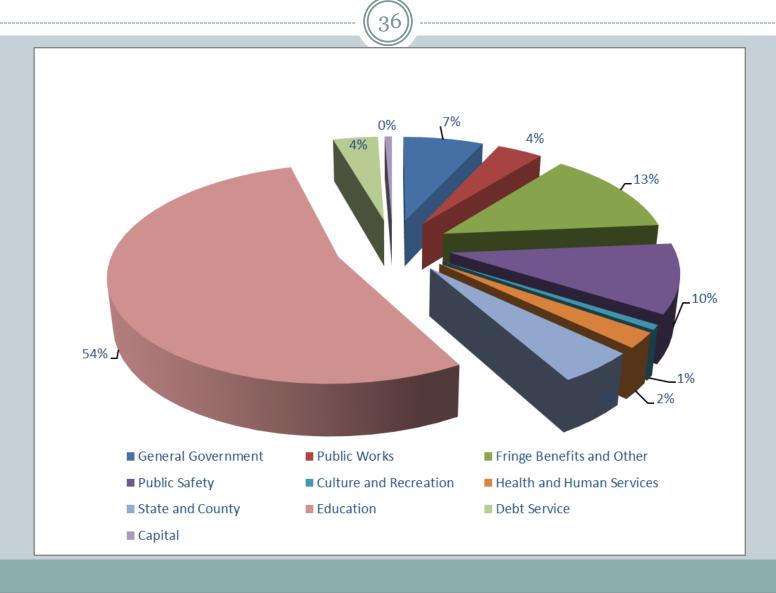
- Increase in Pension costs of \$161,668
- Decrease in Health Insurance costs of (\$67,476)
- Decrease in Unemployment costs of (\$20,374)

Proposed Funding for Education

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	20	17		20	18		2019	Z020 Proposed		
Description	Budget		Actual	Budget		Actual	Budget		Budget	Change
Education										
School Budget	\$ 12,846,644	\$	12,846,644	\$ 13,045,110	\$	13,045,110	\$ 13,379,062	\$	13,781,096	\$ 402,034
School Articles	1,432,306		1,346,109	1,529,194		1,516,602	1,454,461		1,348,777	\$ (105,684)
Regional Assessment	877,890		870,874	943,460		940,962	929,176		856,996	\$ (72,180)
Other Regional Assessments	3,266		3,266	3,348		3,348	3,431		3,431	\$ -
Total	\$ 15,160,106	\$	15,066,893	\$ 15,521,111	\$	15,506,022	\$ 15,766,130	\$	15,990,300	\$ 224,170

Proposed Summary of General Fund Budget Uses by Function



Proposed Article 5-Town Operating Budget Capital Items

(37)

• The proposed General Fund Capital budget includes three items.

× Two Police Cruisers \$ 90,000

Leasing of a Cemetery One Ton Dump Truck \$ 20,000

× Repair of Retaining Wall on

Middle/High School Property \$ 75,000

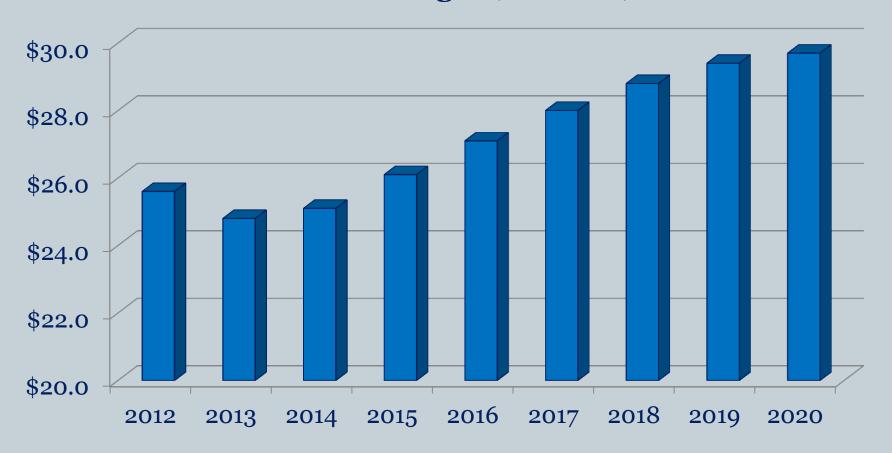
Total Capital Request \$185,000

Note: The capital funding requests are supported by the Capital Planning Committee.

Annual Budget Comparison



Annual Budget (millions)



Article 7 Proposed Water Fund Budget

- The recommended water budget requires an increase to the current water rate of 12¢ per thousand cubic feet, from \$5.27 to \$5.39. This equates to a 2.32% increase in rates.
- Leasing of a water emergency response truck in the amount of \$21,000. I am proposing a three year lease/purchase. The current emergency response truck can no longer be inspected.

Article 7 Water Fund Budget Comparison FY18-Fy20

		2018	2019	2020	2020
2020 De	ept Head & Town Manager Budget Request	BUDGET	BUDGET	DEPT. HEAD	TOWN MANAGER
WATER 1	ENTERPRISE PERSONNEL	\$192,114.37	\$203,534.66	\$216,014.38	\$216,014.38
WATER 1	ENTERPRISE EXPENSES	\$528,927.00	\$502,148.00	\$498,550.00	\$498,550.00
WATER 1	ENTERPRISE DEBT SERVICE	\$213,076.44	\$246,037.87	\$247,524.81	\$247,524.81
WATER 1	ENTERPRISE INDIRECTS	\$170,137.87	\$142,942.59	\$130,895.14	\$130,895.14
WATER 1	ENTERPRISE CAPITAL	\$120,000.00	\$15,000.00	\$15,000.00	\$36,000.00
	GRAND TOTAL	\$1,224,255.68	\$1,109,663.11	\$1,107,984.33	\$1,128,984.33

Article 7 Estimated Water Revenues and Rate for FY20

41))		 	
		FY20	FY19	FY18
Funding Request	\$	1,128,984	\$ 1,149,663	\$ 1,117,755
Lien Redemptions		(10,000)	(10,000)	(10,000)
Connection Fees		(3,500)	(3,500)	(3,500)
Clean Water Assessment		(1,500)	(1,500)	(1,500)
Lien Revenue		(78,000)	(125,000)	(125,000)
Interest and Penalties		(15,000)	(15,000)	(15,000)
Miscellaneous Revenues		(10,000)	(10,000)	(10,000)
Water Retained Earnings		(80,000)	(102,000)	
Amount to be Raised by Water Rate	\$	930,984	\$ 882,663	\$ 952,755
Annual Water Usage to Calculate Water Bill		17,265,675	16,759,006	18,076,195
Proposed Water Rate to Fund FY18 Budget per 100 Cubic Ft.	\$	5.39	\$ 5.27	\$ 5.27
Existing Water Rate	\$	5.27	\$ 5.27	\$ 5.06
Proposed Increase	\$	0.12	\$ (0.00)	\$ 0.21
		2.32%	0.00%	4.17%

Article 8 Proposed Wastewater Fund Budget

• The Wastewater budget reflects the outsourcing of all operations required within the wastewater property to Veolia North America. Veolia began managing the wastewater operations in February 2019.

Article 8 Wastewater Fund Budget Comparison FY18-Fy20

	2018	2019	2020	2020
	BUDGET	BUDGET	DEPT. HEAD	TOWN MANAGER
SEWER ENTERPRISE PERSONNEL	\$205,074.00	\$208,309.00	\$11,500.00	\$11,500.00
SEWER ENTERPRISE EXPENSES	\$590,971.00	\$603,620.00	\$907,390.00	\$907,390.00
SEWER ENTERPRISE DEBT SERVICE	\$420,006.12	\$423,605.49	\$421,494.26	\$405,453.56
SEWER ENTERPRISE INDIRECTS	\$185,568.03	\$167,948.10	\$133,516.26	\$133,516.26
SEWER ENTERPRISE CAPITAL	\$ 55,000	\$ -	\$ -	\$ -
GRAND TOTA	L \$1,456,619.15	\$1,403,482.59	\$1,473,900.52	\$1,457,859.82

Article 7
Estimated Wastewater Revenues and Rate for FY20

Funding Request \$ Tax Title Betterment Connection Fees Lier Betterment	FY20 1,457,860 (2,200) (14,000)	FY19 \$ 1,403,483	
Tax Title Betterment Connection Fees	(2,200)	(2,200	
Connection Fees	` ' '	` ′	(2,000)
Connection Fees	` ' '	` ′	(2,000)
	(14,000)	(14,000	
Lian Davience		(14,000	(7,500)
Lien Revenue	(82,000)	(72,000	(250,000)
Interest and Penalties	(6,000)	(5,500	(14,000)
Sewer Retained Earnings	(178,000)	(158,000	(18,000)
Fund Balance Betterment	(310,000)	(310,000	(270,000)
Amount to be Raised by Wastewater Rate \$	865,660	\$ 841,783	\$ 866,019
Annual Water Usage to Calculate Sewer Bill	10,538,365	10,482,117	10,782,000
Proposed Wastewater Rate to Fund FY20 Budget \$	8.21	\$ 8.03	\$ 8.03
Existing Wastewater Rate \$	8.03	\$ 8.03	\$ 8.03
Proposed Increase \$	0.18	\$ 0.00	\$ 0.00
Anticipated Wastewater Rate Impact	2.30%		

Article 9 Proposed Transfer Station Budget

- The Transfer Station Fund was established as a self supporting fund, similar to the Water and Sewer Funds. This fund also has run in a deficit over the past few years and has only recently begun covering costs through user charges.
- The proposed Transfer Station budget is based on single stream recycling in an effort to reduce costs and improve recycling rates. The Transfer Station schedule would no longer be open on Wednesday.

Article 9 Transfer Station Budget Comparison FY18-Fy20

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		2018	2019	2020	2020
		BUDGET	BUDGET	DEPT. HEAD	FOWN MANAGER
TRANSF	ER STATION PERSONNEL	\$48,546.00	\$38,943.76	\$39,062.97	\$39,062.97
TRANSF	ER STATION EXPENSES	\$112,446.00	\$116,265.00	\$143,725.00	\$143,725.00
TRANSF	ER STATON INDIRECTS	\$31,616.00	\$21,994.69	\$17,786.76	\$17,786.76
	GRAND TOTAL	\$192,608.00	\$177,203.45	\$200,574.72	\$200,574.72

Article 9 Estimated Transfer Station Revenues

		(4/)				
Revenue Sources	Actual	Budget	Actual	Budget	FY19	Budget
	<u>FY17</u>	<u>FY18</u>	<u>FY18</u>	<u>FY19</u>	<u>Actual 12/31</u>	<u>FY20</u>
Trash Bag Sales-Large	55,262	60,000	62,472	65,000	33,042	57,650
Trash Bag Sales-Small	15,266	15,600	19,213	15,300	10,960	16,300
Landfill Decals	38,195	40,000	45,660	40,000	46,483	56,000
Demolition Materials	30,284	30,800	47,002	45,375	29,045	48,125
DPW Roadside Trash Fees		7,500		7,500		7,500
Recycling	4,354	3,000	6,410	5,000	3,873	15,000
Sale of Truck and Roll Off Containers	6,600	8,000	7,150			
General Fund Subsidy		27,707	27,707			
Total Actual/Anticipated Revenue	\$ 149,961	\$ 192,607	\$ 215,614	178,175	123,403	200,575
Approved/Proposed Budget	\$ 182,108	\$ 192,607	\$ 192,607	\$ 177,203		200,575
Difference	\$ (32,147)	\$ (0)	\$ 23,007	\$ 972		\$ -

Proposed Fee Schedule

	C	urrent	Pr	oposed
Trash Bag Sales-Large	\$	4.00	\$	4.00
Trash Bag Sales-Small	\$	2.00	\$	2.00
Landfill Decals	\$	70.00	\$	70.00
Demolition Materials (per ton)	\$	165.00	\$	175.00

Assumptions Used in Revenue Estimates

	Actual		Anticipated	
	<u>FY17</u>	FY18	<u>FY19</u>	<u>FY20</u>
Number of Bags Sold/Estimated - Large	13,816	15,618	14,000	14,000
Number of Bags Sold/Estimated - Small	7,633	9,607	7,650	7,650
Landfill Decals	758	652	800	800
Demolition Materials (per ton)	293	285	275	275

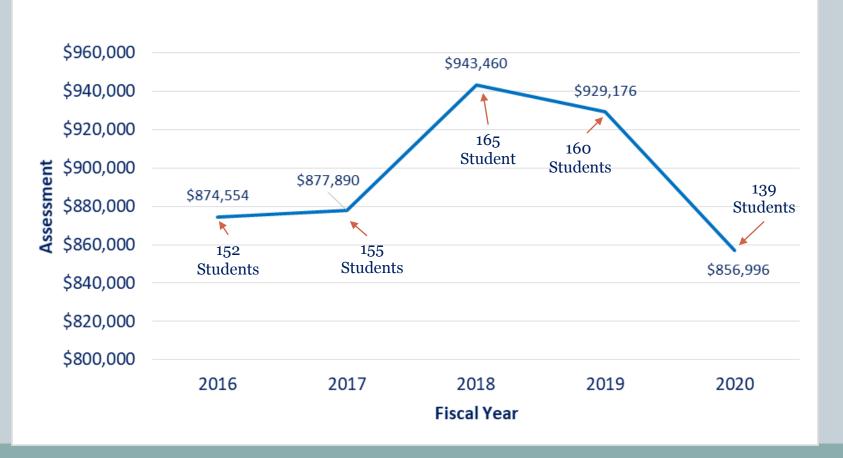
Article 10 Proposed School Budget

Town of Winchendon Calculation of Net Local and State School Spending For Fiscal Year 2020

	FY20
	Manager
Chapter 70 Funding	\$ 11,477,410.00
Local Contributuion	\$ 5,080,095.00
Half of Solar PILOT Revenue	\$ 50,000.00
Prior Override w/ Inflation Adjustment	\$ 339,423.00
Less: Indirect Costs	\$ (3,165,832.02)
Net Local and State School Spending	\$ 13,781,095.98

Article 11 Monty Tech Assessment





Article 12 Roof Repair of Public Works Building

To see if the Town will vote to raise and appropriate, transfer or borrow the sum of \$ 250,000, more or less, to repair the roof of the Department of Public Works and to pay all incidental costs related thereto; and to accept up to a 3 year grant commitment of \$ 250,000 from the Robinson Broadhurst Foundation to offset said cost, or take any action relative thereto.

Anticipated funding sources:

Robinson Broadhurst Grant

\$250,000

Questions



