

## MONTAGUE FINANCE COMMITTEE - MEETING NOTICE

**Wednesday, October 19, 2022 at 6:00 PM**

Town Hall, One Avenue A, Turners Falls, MA 01376

This meeting will be held remotely.

Join Zoom Meeting <https://us02web.zoom.us/j/89260462613>

Meeting ID: 892 6046 2613

One tap mobile

+13126266799,,89260462613# US (Chicago)

+16465588656,,89260462613# US (New York)

### Meeting Being Recorded

### Votes May Be Taken

Recordings are archived at <https://vimeo.com/mctvchannel17/videos>

1. 6:00 **Call to order**, including announcing that the meeting is being recorded, roll call, welcome to visitors, and guidelines for participation
2. 6:05 **Review of Meeting Minutes:** September 21, 2022
3. 6:10 **Scribe position**
4. 6:15 **Follow up on STM votes, if needed**
5. 6:20 **Updates from Town Administrator and Town Accountant**
  - a. School Regionalization (STRPB) Focus Group Meeting
  - b. 5 Year Budget Forecast
  - c. Free Cash and Retained Earnings
6. 7:00 **Finalize recommended financial policies: A1** (Annual Budget Process)
7. 7:10 **Consider limits on DPW Discretionary Account** total balance and individual purchases
8. 7:20 **Future meeting topics**
9. 7:25 **Topics not anticipated** within 48 hours of posting

Meeting materials: <https://montague-ma.gov/d/7704/Finance-Committee>

More info: <https://montague-ma.gov/g/45/Finance-Committee1100>

## MONTAGUE FINANCE COMMITTEE

### Draft Minutes

Wednesday, September 21, 2022 at 6:00 p.m.

This meeting was held via Zoom and recorded: <https://vimeo.com/752574808>

**PRESENT:** Chair Francia Wisnewski, Vice-Chair Greg Garrison, Clerk Dorinda Bell-Upp, Chris Menegoni and Jennifer Waryas, members; Town Accountant Carolyn Olsen; Town Administrator Steve Ellis and Scribe BettyLou Mallet.

#### 1. CALL THE MEETING TO ORDER

The meeting was called to order at 6:00 p.m. by Chair Francia Wisnewski. The meeting is being recorded by CO and aired on MCTV. FW reviewed the agenda with the members and viewing audience.

#### 2. REVIEW OF MEETING MINUTES OF SEPTEMBER 14, 2022

The members received the draft minutes of September 14, 2022. There were no questions or comments. **On a motion by JH and second by JW, the members voted to accept the minutes of September 14, 2022 as written. DB-U, aye; GG, aye; JH, aye; CM, aye; JW, aye; FW, aye. Minutes approved.**

#### 3. UPDATES FROM TOWN ADMINISTRATOR AND TOWN ACCOUNTANT

**a. Town Administrator** – Steve told the committee that the union negotiations with UE and NAGE were finalized this afternoon; therefore, it will be discussed at the Special Town Meeting. He also noted that the Selectboard appointed a new hiring committee for the Town Planner position. He received word that the Health Director is leaving. He met with the Board of Health to define the hiring process. The Selectboard along with Steve Ellis, will deviate from past practices and create a broader hiring committee.

Steve also mentioned that the low bidder for the town hall roof withdrew the bid. Therefore the work will begin with the next lowest bidder. Bids for the next phase of the Avenue A Streetscapes Project have been received. This phase begins at the Shea Theatre to Between The Uprights. Information regarding the Streetscapes design can be found at the town hall or can receive a digital version from Walter Ramsey. JW asked for more information regarding the bidding process for projects and SE gave detailed information starting with receiving the bids and unforeseen conditions which require change orders.

**b. Town Accountant** – CO stated Free Cash has been certified. She will detail the entire process at a later meeting.

#### 4. DISCUSS AND VOTE RECOMMENDATIONS FOR SPECIAL ARTICLES

The motions for the Special Town Meeting was placed on the screen for all of the members and viewing audience to review.

**Moved:** That the Town vote to appropriate the sum of \$37,940 for the purpose of funding the implementation of a collective bargaining agreement with the New England Police Benevolent Association for Fiscal Year 2023, with increases to be paid retroactively to July 1, 2022, said sum to be raised from Taxation. **This motion was moved by JH and second by GG. No discussion DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to amend the Classification Plan to add the position of DPW Lead Operator at Grade E. CO stated this article allows an employee to be in the lead position from Grade D to an E. **Moved by GG and second by JH. No discussion. DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$19,732 for the purpose of funding the implementation of a collective bargaining agreement with the United Electrical, Radio and Machine Workers of America, Local 274 for Fiscal Year 2023, with increases to be paid retroactively to July 1, 2022, with \$17,831 to be raised from Taxation and \$1,901 to be raised from Sewer User Fees. **Moved by JH and second by GG. DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$34,834 for the purpose of funding the implementation of a collective bargaining agreement with the National Association of Government Employees for Fiscal Year 2023, with increases to be paid retroactively to July 1, 2022, with \$34,142 to be raised from Taxation and \$692 to be raised from Sewer User Fees. **Moved by JH and second by GG.** Discussion – CO stated this is mostly the 3% COLA and a slight shift differential. SE also noted that Juneteenth was been added as a holiday. Also, first year employees will no longer be granted a 1 weeks of vacation but increased to 2 weeks. **DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to amend the vote taken pursuant to Article 7 of the May 7, 2022 Annual Town Meeting by increasing the annual salary of the Treasurer/Tax Collector to \$75,009 and increasing the annual salary of the Town Clerk to \$78,423. **Moved by JH and second by GG.** The only addition to this article is the 3% COLA to the salary. FW asked about gender equity and pay scale. SE stated all of the positions and scales start and end points are for all employees according to skill and experience. **DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to amend the vote taken pursuant to Article 8 of the May 7, 2022 Annual Town Meeting by changing the wage ranges for the following Non-Union employees as shown. **Moved by JH and second by GG.** No discussion. **DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$22,318 for the purpose of funding a Wage Adjustment for the pay schedule for elected officials shown on Schedule I for Fiscal Year 2023 as set forth under Article 5 of this warrant and non-union employees shown on Schedule II for Fiscal Year 2023 as set forth under Article 6 of this Warrant, with increases to be paid retroactively to July 1, 2022, with \$19,636 to be raised from Taxation and \$2,682 to be raised from Sewer User Fees. **JH moved and sec-**

**and by GG.** JW asked about the source coming from sewer user fees. CO stated it is the salary of the Superintendent who is non-union. No other discussion. **CM, aye; JW, aye; JH, aye; GG, aye; DB-U, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$12,500 for the purpose of purchasing and installing cable related equipment for MCTV and anything incidental or related thereto said sum to be raised from PEG Access Funds. **JH moved and second by GG.** JW inquires of this is done every year. CO stated once the money is received from Comcast, it is appropriated. **CM, aye; JW, aye; JH, aye; GG, aye; DB-U, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$3,684 for the purpose of paying prior year bills of the Clean Water Facility operating budget, said sum to be raised from Sewer User Fees. **Moved by JH and second by GG.** CO explained about the lingering bills from last year. **DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$4,432 for the purpose of increasing the Sealer of Weights FY2023 budget, said sum to be raised from Taxation. **JH moved and second by GG.** SE stated the State has changed the cost of the service for the Sealer of Weights which was discussed at the last meeting. This is an annual bill. **DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to establish a special purpose Opioid Settlement Stabilization Fund in accordance with MGL Chapter 40 Section 5B and dedicate 100% of the opioid settlement revenues to the Opioid Settlement Stabilization Fund, effective for the fiscal year beginning on July 1, 2023. **GG moved and second by JH.** CO will be attaching the background information regarding the opioid settlement to the article as more of a description. **CM, aye; JW, aye; JH, aye; GG, aye; DB-U, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$22,000 for the purpose of designing and constructing the replacement of the Colle Building roof and any related improvements, including any and all incidental and related costs, said sum to be raised from Colle Receipts Reserved for Appropriation. **GG made the motion and second by JH.** SE stated this is the first time the Colle roof has been done and will be done simultaneously with the Shea. **DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to amend Section 6 of Article II of the Town of Montague General Bylaws, relating to the Capital Improvements Committee, with the deletions as shown in strikeout and additions shown **bold** below.

Section 6: Capital Improvements Committee: There shall be a Capital Improvements Committee consisting of ~~one member appointed by and from the Planning Board, and four additional~~ **five** members to be appointed by the Moderator **for a term of one year each**, with powers and duties to include (a) to conduct an annual review of the capital improvements program of the Town as well as proposals for the construction of municipal buildings and acquisition of property, (b) to make recommendations to the Town Meeting regarding the above, and (c) to prepare an annual report. **The terms of the existing members of the Capital Improvements Committee shall terminate on June 30, 2023 and the Moderator shall appoint five individuals to fill those positions for one year terms beginning on July 1, 2023.**

**Moved by JH and second by GG.** GG stated that all members are now appointed by the Moderator. **CM, aye; JW, aye; JH, aye; GG, aye; DB-U, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$60,000 for the purpose of designing and constructing improvements to floors in the Hillcrest Elementary School and any related improvements, including any and all incidental and related costs, said sum to be raised from the GMRSD Stabilization Fund. **GG moved and second by JH.** FW stated there was a comprehensive discussion regarding this article at last week's meeting Joanne Blier is available for additional information. **CM, aye; JW, aye; JH, aye; GG, aye; DB-U, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$22,100 for the purpose of increasing the FY2023 budgets for the following departments to accommodate expected increases in electricity costs, said sum to be raised from Taxation. **GG moved and second by JH.** FW stated there was a comprehensive discussion at the last meeting with SE. **DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to reduce the FY2023 MEDIC Budget by \$3,077. **GG made the motion and second by JH.** CO informed the members that the MEDIC coordinator duties are now part of the Assistant Town Administrator's job description so no additional stipend is needed. **CM, aye; JW, aye; JH, aye; GG, aye; DB-U, aye; FW, aye. This article is approved by the Finance Committee.**

**Moved:** That the Town vote to appropriate the sum of \$12,000 for the purpose of funding professional engineering services associated with the closure of the Burn Dump Landfill on Sandy Lane and anything incidental or related thereto, said sum to be funded from Taxation. **GG moved and second by JH.** SE stated the Burn Dump Landfill has been closed and supplemental information will be given at the STM. **CM, aye; JW, aye; JH, aye; GG, aye; DB-U, aye; FW, aye. This article is approved by the Finance Committee.**

**5. CONSIDER LIMITS ON DPW DISCRETIONARY ACCOUNT TOTAL BALANCE AND INDIVIDUAL PURCHASES.**

FW recapped last week's discussion regarding the Discretionary Account for the members who were not in attendance. JH stated the fund goes way back and allowed flexibility to spend funds from year to year due to the costs and commitment needed in a short period of time. CO stated Tom Bergeron would like to change the procedure to receive the \$100,000 each year along with what funds are left from the previous year. There should also be a cap placed on the amount he is able to spend as well as the size of the vehicles. GG stated this discretionary fund has worked through past practices however due to the increase in cost of vehicles, the CIC is considering a change in the distribution of funds as well as placing a cap on spending. CM feels if the \$100,000 is maintained year, it is fine. He does feel however, that a new line in the budget for large equipment along with other departments such as the Police Department, would allow more flexibility.

GG states this is an ongoing discussion. Mr. Bergeron's needs have been recognized and the CIC will be continuing the discussion. The Finance Committee is in support of the \$100,000 to be carried forward and further adjustments to be made such as a cap on large purchases and will bring forth a more definitive agreement once the CIC has refined its decision.

**6. FUTURE MEETING TOPICS** – The next meeting will be after the Special Town Meeting. It will be held on Wednesday, October 19, 2022 at 6:00 p.m. The Committee will continue discussion on the financial policy A-1 (Annual Budget Process).

**7. TOPICS NOT ANTICIPATED WITHIN 48 HOURS OF THE POSTING** – None

**8. ADJOURNMENT** - On a motion by GG and second by JW, the meeting adjourned at 7:40 p.m. **DB-U, aye; GG, aye; JH, aye; JW, aye; CM, aye; FW, aye. Meeting adjourned.**

Respectfully submitted,  
BettyLou Mallet  
Scribe

Meeting materials - Agenda 09/21/2022, Draft Minutes 09/14/2022, Special Town Meeting draft warrant 10-13-2022, Actual and Budgeted Expenses and Encumbrances 9/20/2022.

DRAFT

## Notes on Financial Forecasting

Because I had a hard time wrapping my head around the forecasting tool, I tried to essentially recreate it using the budget file as a starting point. I changed the Revenue Projections Detail Tab to the CO Forecasting tab. Then I expanded the columns for revenue estimates and added the department info from the Working Budget tab. I then worked with both files to try to get comparable numbers using the different projection methods. This wasn't always possible. For instance, the Forecasting file breaks out separate increases for wages and expenses.

The bottom line is two-fold; both show no major budget problems in the next five years, and the net variances between the two are not really significant in light of \$25-\$30 million budgets.

### Changes to Forecasting file:

1. Removed Enterprise Fund and Colle revenues and expenditures from the summary tab. I found it confusing, as the imbedded projections resulted in enterprise fund deficits, and since they are self-balancing except for the tax share of CWF (which I added as a separate exp line), it didn't meet my needs.
2. This file showed the overlay, cherry sheet offsets, and cherry sheet estimates as expenditures rather than as reductions to revenues as shown in the budget file. So I showed adjusted revenues and expenditures after netting these out so the final revenues and expenditures were more clearly comparable to the budget file.
3. I reviewed projection assumptions and made changes where I felt appropriate. Most of these are noted on the relevant tabs. But the FCTS assessment is highly unlikely to increase 10% each year, and I think that most of the original line item increases under employee benefits were too high based on historical data.
4. I chose to consolidate wage/cola changes within the department budget. This file originally had non-updated (and time consuming to update) wages by union that had a calculated COLA, and additional wage increases by department.

### Projections in CO file:

1. As much as possible, I tried to keep these comparable to revised projections in the Forecasting file.
2. I did not break out increases in wages and expenses separately, but used a general 2% (remember this is a long range plan with general annual changes, not a "things will increase this much next year, level off for 2 years, then increase again" kind of projection) except where note. For instance, the police budget has increased more on average over time due to staff growth, and it seems likely that this could continue. And if it doesn't, something else will.
3. The FY24 starting point contains the wage increases per new contracts and estimated electricity increase to account for the pro-rated increase shown for FY23.



## TOWN OF MONTAGUE

### 5 YEAR SUMMARY OF PROJECTED REVENUES AND EXPENDITURES

#### REMOVED ENTERPRISE FUND ACTIVITY

All revenues from Revenue Projections Tab

	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031
<b>Revenues</b>								
Property Tax Levy	21,491,273	22,087,638	22,696,397	23,215,260	23,837,595	24,127,018	24,805,433	25,495,609
State Aid	2,029,430	2,067,220	2,105,777	2,145,116	2,185,252	2,226,202	2,267,982	2,310,607
Local Receipts	2,026,406	2,062,514	2,099,338	2,136,893	2,175,192	2,214,250	2,254,084	2,294,707
Available Funds/Other Financing	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Free Cash	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
<b>Total Revenues</b>	<b>26,147,109</b>	<b>26,817,372</b>	<b>27,501,513</b>	<b>28,097,269</b>	<b>28,798,039</b>	<b>29,167,471</b>	<b>29,927,499</b>	<b>30,700,924</b>
Less overlay, CS Offsets	-119,651	-120,661	-121,681	-122,711	-123,752	-124,803	-125,865	-126,937
Less CS Charges	-95,793	-97,709	-99,663	-101,657	-103,690	-105,764	-107,879	-110,036
<b>NET REVENUES</b>	<b>25,931,664</b>	<b>26,599,002</b>	<b>27,280,168</b>	<b>27,872,901</b>	<b>28,570,598</b>	<b>28,936,904</b>	<b>29,693,755</b>	<b>30,463,950</b>

All revenues Expenditure Projections Tab

#### Expenditures

General Government	1,596,144	1,637,678	1,680,612	1,724,996	1,770,882	1,818,322	1,867,372	1,918,090
Public Safety	2,596,415	2,677,838	2,762,033	2,849,095	2,939,124	3,032,222	3,128,497	3,228,059
Education	12,789,211	13,148,443	13,517,224	13,798,381	14,191,427	14,594,825	15,008,857	15,433,814
Public Works	2,600,190	2,675,988	2,754,394	2,835,503	2,919,411	3,006,222	3,096,042	3,188,979
Human Services	305,438	312,857	320,556	328,546	336,837	345,442	354,373	363,643
Culture & Recreation	638,934	657,516	676,732	696,606	717,162	738,423	760,416	783,166
Debt Service	1,162,582	1,167,080	1,168,276	1,163,736	1,124,392	756,720	760,797	760,443
Intergovernmental	112,241	113,883	115,576	117,321	119,119	120,974	122,886	124,858
Employee Benefits	2,597,563	2,687,991	2,782,345	2,880,819	2,983,617	3,090,953	3,203,053	3,320,154
Tax Share CWF	225,000	236,250	248,063	260,466	273,489	287,163	301,521	316,597
Other Amounts to be Raised (Overlay,CS	119,651	120,661	121,681	122,711	123,752	124,803	125,865	126,937
State and County Assessments	95,793	97,709	99,663	101,657	103,690	105,764	107,879	110,036
Special Articles/Capital	677,946	691,290	704,960	718,966	733,314	748,014	720,510	735,149
Appropriations to Reserves	297,821	299,171	304,790	310,898	316,764	322,754	328,871	335,118
<b>Total Expenditures</b>	<b>25,814,928</b>	<b>26,524,355</b>	<b>27,256,906</b>	<b>27,909,700</b>	<b>28,652,980</b>	<b>29,092,601</b>	<b>29,886,938</b>	<b>30,745,043</b>
Less overlay, CS Offsets	-119,651	-120,661	-121,681	-122,711	-123,752	-124,803	-125,865	-126,937
Less CS Charges	-95,793	-97,709	-99,663	-101,657	-103,690	-105,764	-107,879	-110,036
<b>Net Expenditures</b>	<b>25,599,483</b>	<b>26,305,985</b>	<b>27,035,562</b>	<b>27,685,332</b>	<b>28,425,538</b>	<b>28,862,034</b>	<b>29,653,195</b>	<b>30,508,070</b>

<b>Surplus/Deficit</b>	<b>332,181</b>	<b>293,016</b>	<b>244,607</b>	<b>187,569</b>	<b>145,059</b>	<b>74,870</b>	<b>40,560</b>	<b>-44,120</b>
If no addition to Gen Stab	114,467	70,844	72,800	74,801	76,849	78,945	81,091	83,287
<b>Final Surplus/Deficit</b>	<b>446,648</b>	<b>363,861</b>	<b>317,406</b>	<b>262,370</b>	<b>221,908</b>	<b>153,815</b>	<b>121,651</b>	<b>39,167</b>

**TOWN OF MONTAGUE FIVE-YEAR** Resession tab - suggest changing to % increase basis

<b>Revenue Projections</b> <b>MONTAGUE</b>	<b>FY2024</b> Projected	<b>FY2025</b> Projected	<b>FY2026</b> Projected	<b>FY2027</b> Projected	<b>FY2028</b> Projected	<b>FY2029</b> Projected	<b>FY2030</b> Projected	<b>FY2031</b> Projected
<b>PROPERTY TAX LEVY</b>								
Prior Year Tax Levy Limit	20,231,333	20,812,116	21,407,419	22,017,604	22,643,044	23,284,120	23,941,223	24,614,754
2.5% Increase	505,783	520,303	535,185	550,440	566,076	582,103	598,531	615,369
Prop 2 1/2 Override	0	0	0	0	0	0	0	0
Certified New Growth	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
<b>TAX Levy Limit Total</b>	<b>20,812,116</b>	<b>21,407,419</b>	<b>22,017,604</b>	<b>22,643,044</b>	<b>23,284,120</b>	<b>23,941,223</b>	<b>24,614,754</b>	<b>25,305,123</b>
Debt Exclusions	1,179,157	1,180,218	1,178,793	1,072,216	1,053,475	685,795	690,679	690,486
Maximum Allowable Levy	21,991,273	22,587,638	23,196,397	23,715,260	24,337,595	24,627,018	25,305,433	25,995,609
Excess Tax Levy Capacity	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<b>TOTAL Actual Tax Levy</b>	<b>21,491,273</b>	<b>22,087,638</b>	<b>22,696,397</b>	<b>23,215,260</b>	<b>23,837,595</b>	<b>24,127,018</b>	<b>24,805,433</b>	<b>25,495,609</b>
<b>STATE AID CHERRY SHEET</b>								
Unrestricted General Government Aid	1,649,976	1,682,976	1,716,636	1,750,968	1,785,988	1,821,707	1,858,142	1,895,304
Veterans Benefits	66,176	66,176	66,176	66,176	66,176	66,176	66,176	66,176
Exemptions VBS and Elderly	36,734	36,367	36,003	35,643	35,286	34,934	34,584	34,238
State-Owned Land	257,893	263,051	268,312	273,678	279,151	284,734	290,429	296,238
Public Libraries Offset	18,651	18,651	18,651	18,651	18,651	18,651	18,651	18,651
<b>TOTAL Cherry Sheet</b>	<b>2,029,430</b>	<b>2,067,220</b>	<b>2,105,777</b>	<b>2,145,116</b>	<b>2,185,252</b>	<b>2,226,202</b>	<b>2,267,982</b>	<b>2,310,607</b>
<b>ESTIMATED LOCAL RECEIPTS</b>								
Motor Vehicle Excise	892,500	910,350	928,557	947,128	966,071	985,392	1,005,100	1,025,202
Other Excise	0	0	0	0	0	0	0	0
Meals Excise	61,200	62,424	63,672	64,946	66,245	67,570	68,921	70,300
Penalties and Interest on Taxes	142,800	145,656	148,569	151,541	154,571	157,663	160,816	164,032
Payments in Lieu of Taxes	14,280	14,566	14,857	15,154	15,457	15,766	16,082	16,403
Charges for Service - Solid Waste	288,660	294,433	300,322	306,328	312,455	318,704	325,078	331,580
Rentals	170,006	173,066	176,181	179,353	182,581	185,867	189,213	192,619
Other Dept. Revenue	61,200	62,424	63,672	64,946	66,245	67,570	68,921	70,300
Licenses and Permits	175,440	178,949	182,528	186,178	189,902	193,700	197,574	201,525
Fines and Forfeits	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575
Investment Income	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172
Miscellaneous Recurring	204,000	204,000	204,000	204,000	204,000	204,000	204,000	204,000
Miscellaneous Non-Recurring	0	0	0	0	0	0	0	0
<b>TOTAL Local Receipts</b>	<b>2,026,406</b>	<b>2,062,514</b>	<b>2,099,338</b>	<b>2,136,893</b>	<b>2,175,192</b>	<b>2,214,250</b>	<b>2,254,084</b>	<b>2,294,707</b>
Colle Building Receipts Reserved								
Other Available Funds (incl Cann Imp to 23)	0	0	0	0	0	0	0	0
Other Available Funds - Capital Purposes	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
<b>TOTAL Other Available Funds</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>FREE CASH</b>								
Free Cash - Operating Expenses	0	0	0	0	0	0	0	0
Free Cash Appropriated to Reserves		0	0	0	0	0	0	0
Free Cash for Capital Outlay	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
<b>TOTAL Free Cash</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>
<b>TOTAL REVENUES</b>	<b>26,147,109</b>	<b>26,817,372</b>	<b>27,501,513</b>	<b>28,097,269</b>	<b>28,798,039</b>	<b>29,167,471</b>	<b>29,927,499</b>	<b>30,700,924</b>

<b>Expenditure Projections MONTAGUE</b>	<b>FY2024 Projected</b>	<b>FY2025 Projected</b>	<b>FY2026 Projected</b>	<b>FY2027 Projected</b>	<b>FY2028 Projected</b>	<b>FY2029 Projected</b>	<b>FY2030 Projected</b>	<b>FY2031 Projected</b>
<b>GENERAL GOVERNMENT</b>								
<b>Town Meeting</b>	2,390	2,390	2,390	2,390	2,390	2,390	2,390	2,390
<b>Selectmen</b>								
Salaries	299,591	310,077	320,929	332,162	343,788	355,820	368,274	381,164
Expenses	24,291	24,533	24,779	25,027	25,277	25,530	25,785	26,043
<b>Subtotal</b>	<b>323,882</b>	<b>334,610</b>	<b>345,708</b>	<b>357,189</b>	<b>369,064</b>	<b>381,350</b>	<b>394,059</b>	<b>407,206</b>
<b>Finance Committee Expenses</b>	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
<b>Reserve Fund</b>	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Town Accountant</b>								
Salaries	81,168	84,009	86,949	89,992	93,142	96,402	99,776	103,268
Expenses	12,586	12,711	12,839	12,967	13,097	13,228	13,360	13,493
<b>Subtotal</b>	<b>93,753</b>	<b>96,720</b>	<b>99,788</b>	<b>102,959</b>	<b>106,239</b>	<b>109,629</b>	<b>113,136</b>	<b>116,762</b>
<b>Assessors</b>								
Salaries	124,778	129,145	133,665	138,343	143,185	148,197	153,383	158,752
Expenses	70,766	71,473	72,188	72,910	73,639	74,375	75,119	75,870
<b>Subtotal</b>	<b>195,543</b>	<b>200,618</b>	<b>205,853</b>	<b>211,253</b>	<b>216,824</b>	<b>222,572</b>	<b>228,503</b>	<b>234,622</b>
<b>Treasurer/Collector</b>								
Salaries	167,197	173,049	179,106	185,374	191,862	198,578	205,528	212,721
Expenses	58,045	58,625	59,211	59,804	60,402	61,006	61,616	62,232
<b>Subtotal</b>	<b>225,242</b>	<b>231,674</b>	<b>238,317</b>	<b>245,178</b>	<b>252,264</b>	<b>259,583</b>	<b>267,143</b>	<b>274,953</b>
<b>Town Counsel</b>	62,526	62,526	62,526	62,526	62,526	62,526	62,526	62,526
<b>Information Technology</b>	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000
<b>Shared Costs</b>	78,860	79,648	80,445	81,249	82,062	82,882	83,711	84,548
<b>Town Clerk</b>								
Salaries	162,052	168,534	175,275	182,286	189,578	197,161	205,047	213,249
Expenses	40,425	40,830	41,238	41,650	42,067	42,487	42,912	43,341
<b>Subtotal</b>	<b>202,477</b>	<b>209,363</b>	<b>216,513</b>	<b>223,936</b>	<b>231,644</b>	<b>239,648</b>	<b>247,959</b>	<b>256,590</b>
<b>Planning</b>								
Salaries	122,831	127,745	132,854	138,168	143,695	149,443	155,421	161,638
Expenses	11,009	11,119	11,230	11,343	11,456	11,571	11,686	11,803
<b>Subtotal</b>	<b>133,840</b>	<b>138,864</b>	<b>144,085</b>	<b>149,511</b>	<b>155,151</b>	<b>161,014</b>	<b>167,107</b>	<b>173,441</b>
<b>Zoning Board of Appeals</b>	309	309	309	309	309	309	309	309
<b>MEDIC</b>	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Utilities - Public Buildings</b>	145,322	148,955	152,679	156,496	160,408	164,419	168,529	172,742
<b>TOTAL GENERAL GOVERNMENT</b>	<b>1,596,144</b>	<b>1,637,678</b>	<b>1,680,612</b>	<b>1,724,996</b>	<b>1,770,882</b>	<b>1,818,322</b>	<b>1,867,372</b>	<b>1,918,090</b>
<b>PUBLIC SAFETY</b>								
<b>Police</b>								
Salaries & Wages	1,718,177	1,778,313	1,840,554	1,904,973	1,971,647	2,040,655	2,112,078	2,186,000
Expenses	220,544	222,749	224,977	227,226	229,499	231,794	234,111	236,453
Capital Outlay	54,540	55,085	55,636	56,193	56,755	57,322	57,895	58,474

<b>Expenditure Projections MONTAGUE</b>	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	FY2031 Projected
<b>Subtotal</b>	1,993,260	2,056,147	2,121,166	2,188,392	2,257,900	2,329,770	2,404,085	2,480,927
<b>Dispatch</b>								
Salaries & Wages	383,221	396,634	410,516	424,884	439,755	455,147	471,077	487,564
Expenses	7,676	7,753	7,830	7,909	7,988	8,068	8,148	8,230
<b>Subtotal</b>	390,897	404,387	418,346	432,793	447,743	463,214	479,225	495,794
<b>Building Inspector</b>								
Salaries & Wages	134,960	139,683	144,572	149,632	154,870	160,290	165,900	171,707
Expenses	10,373	10,476	10,581	10,687	10,794	10,902	11,011	11,121
<b>Subtotal</b>	145,333	150,160	155,154	160,319	165,663	171,192	176,911	182,828
<b>Sealer of Weights/Measures</b>	7,182	7,182	7,182	7,182	7,182	7,182	7,182	7,182
<b>Emergency Management</b>	5,765	5,765	5,765	5,765	5,765	5,765	5,765	5,765
<b>Animal Control - Shared</b>	21,983	22,202	22,425	22,649	22,875	23,104	23,335	23,568
<b>Forest and Tree Warden</b>	31,995	31,995	31,995	31,995	31,995	31,995	31,995	31,995
<b>TOTAL PUBLIC SAFETY</b>	<b>2,596,415</b>	<b>2,677,838</b>	<b>2,762,033</b>	<b>2,849,095</b>	<b>2,939,124</b>	<b>3,032,222</b>	<b>3,128,497</b>	<b>3,228,059</b>
<b>EDUCATION</b>								
<b>Franklin County Tech</b>	1,070,749	1,113,579	1,158,122	1,204,447	1,252,624	1,302,729	1,354,839	1,409,032
<b>Gill-Montague RSD</b>	11,718,462	12,034,864	12,359,102	12,593,935	12,938,803	13,292,095	13,654,018	14,024,781
<b>TOTAL SCHOOL EXPENSES</b>	<b>12,789,211</b>	<b>13,148,443</b>	<b>13,517,224</b>	<b>13,798,381</b>	<b>14,191,427</b>	<b>14,594,825</b>	<b>15,008,857</b>	<b>15,433,814</b>
<b>PUBLIC WORKS &amp; FACILITIES</b>								
<b>Public Works</b>								
Salaries	1,075,007	1,112,632	1,151,574	1,191,879	1,233,595	1,276,771	1,321,458	1,367,709
Expenses	538,507	543,892	549,331	554,824	560,372	565,976	571,636	577,352
Capital lease	0	0	0	0	0	0	0	0
<b>Subtotal</b>	1,613,514	1,656,524	1,700,905	1,746,703	1,793,967	1,842,747	1,893,094	1,945,061
<b>Snow Removal</b>								
Salaries	107,692	111,461	115,362	119,400	123,579	127,904	132,381	137,014
Expenses	178,770	180,558	182,363	184,187	186,029	187,889	189,768	191,666
<b>Subtotal</b>	286,462	292,019	297,725	303,587	309,608	315,793	322,149	328,680
<b>Solid Waste</b>								
Salaries	13,908	14,395	14,899	15,420	15,960	16,519	17,097	17,695
Expenses	668,616	695,361	723,175	752,102	782,186	813,474	846,013	879,853
<b>Subtotal</b>	682,524	709,756	738,074	767,522	798,146	829,992	863,109	897,548
<b>Charging Station</b>	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250
<b>Cemeteries</b>	13,440	13,440	13,440	13,440	13,440	13,440	13,440	13,440
<b>TOTAL PUBLIC WORKS &amp; FACILITIES</b>	<b>2,600,190</b>	<b>2,675,988</b>	<b>2,754,394</b>	<b>2,835,503</b>	<b>2,919,411</b>	<b>3,006,222</b>	<b>3,096,042</b>	<b>3,188,979</b>
<b>HUMAN SERVICES</b>								
<b>Board of Health Salaries</b>								
Salaries	125,732	130,761	135,992	141,431	147,088	152,972	159,091	165,455
Expenses	44,740	45,187	45,639	46,096	46,557	47,022	47,492	47,967
<b>Subtotal</b>	170,472	175,948	181,631	187,527	193,645	199,994	206,583	213,422

<b>Expenditure Projections MONTAGUE</b>	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	FY2031 Projected
<b>Council on Aging</b>								
Salaries	45,275	47,086	48,970	50,929	52,966	55,084	57,288	59,579
Expenses	13,191	13,323	13,456	13,590	13,726	13,863	14,002	14,142
<b>Subtotal</b>	<b>58,466</b>	<b>60,409</b>	<b>62,426</b>	<b>64,519</b>	<b>66,692</b>	<b>68,948</b>	<b>71,290</b>	<b>73,721</b>
<b>Veterans' Services</b>	<b>76,500</b>	<b>76,500</b>	<b>76,500</b>	<b>76,500</b>	<b>76,500</b>	<b>76,500</b>	<b>76,500</b>	<b>76,500</b>
<b>TOTAL HUMAN SERVICES</b>	<b>305,438</b>	<b>312,857</b>	<b>320,556</b>	<b>328,546</b>	<b>336,837</b>	<b>345,442</b>	<b>354,373</b>	<b>363,643</b>
<b>CULTURE AND RECREATION</b>								
<b>Library</b>								
Salaries & Wages	318,408	329,553	341,087	353,025	365,381	378,169	391,405	405,104
Other Expenses	159,546	161,141	162,753	164,380	166,024	167,684	169,361	171,055
<b>Subtotal</b>	<b>477,954</b>	<b>490,694</b>	<b>503,840</b>	<b>517,405</b>	<b>531,405</b>	<b>545,853</b>	<b>560,766</b>	<b>576,159</b>
<b>Recreation</b>								
Salaries	141,816	147,489	153,389	159,524	165,905	172,541	179,443	186,621
Expenses	16,963	17,133	17,304	17,477	17,652	17,828	18,007	18,187
<b>Subtotal</b>	<b>158,779</b>	<b>164,622</b>	<b>170,693</b>	<b>177,001</b>	<b>183,557</b>	<b>190,370</b>	<b>197,450</b>	<b>204,807</b>
<b>Historical Commission &amp; Memorials</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>TOTAL CULTURE &amp; RECREATION</b>	<b>638,934</b>	<b>657,516</b>	<b>676,732</b>	<b>696,606</b>	<b>717,162</b>	<b>738,423</b>	<b>760,416</b>	<b>783,166</b>
<b>DEBT SERVICE</b>								
Debt Service - Excluded	1,068,584	1,074,026	1,076,981	1,072,216	1,053,475	685,795	690,679	690,486
Debt Service - Non Excluded	73,998	73,054	71,295	71,520	50,917	50,925	50,118	49,957
Short-term Interest	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
<b>TOTAL DEBT SERVICE</b>	<b>1,162,582</b>	<b>1,167,080</b>	<b>1,168,276</b>	<b>1,163,736</b>	<b>1,124,392</b>	<b>756,720</b>	<b>760,797</b>	<b>760,443</b>
<b>INTERGOVERNMENTAL</b>								
Franklin Regional Council Govts	51,558	51,558	51,558	51,558	51,558	51,558	51,558	51,558
FRCOG Emerg Communications	7,519	7,895	8,290	8,704	9,139	9,596	10,076	10,580
FCSWMD	32,398	33,046	33,707	34,381	35,069	35,770	36,486	37,215
FRCOG REPC	150	150	150	150	150	150	150	150
Veterans' District	20,615	21,234	21,871	22,527	23,203	23,899	24,616	25,354
<b>TOTAL INTERGOVERNMENTAL</b>	<b>112,241</b>	<b>113,883</b>	<b>115,576</b>	<b>117,321</b>	<b>119,119</b>	<b>120,974</b>	<b>122,886</b>	<b>124,858</b>
<b>EMPLOYEE BENEFITS/RISK MAN.</b>								
Non-Contributory Retirement	2,045	2,045	2,045	2,045	2,045	2,045	2,045	2,045
County Retirement	1,117,821	1,175,948	1,237,097	1,301,426	1,369,100	1,440,294	1,515,189	1,593,979
Workers' Compensation Insurance	44,440	44,884	45,333	45,787	46,244	46,707	47,174	47,646
Unemployment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Group Health Insurance	1,208,700	1,232,874	1,257,531	1,282,682	1,308,336	1,334,502	1,361,193	1,388,416
Group Life Insurance	17,665	17,665	17,665	17,665	17,665	17,665	17,665	17,665
Medicare (Town Share)	74,900	80,143	85,753	91,756	98,179	105,051	112,405	120,273
General Insurance	121,992	124,432	126,920	129,459	132,048	134,689	137,383	140,130
<b>TOTAL BENEFITS &amp; RISK MANAGEMENT</b>	<b>2,597,563</b>	<b>2,687,991</b>	<b>2,782,345</b>	<b>2,880,819</b>	<b>2,983,617</b>	<b>3,090,953</b>	<b>3,203,053</b>	<b>3,320,154</b>
<b>ENTERPRISE FUND</b>								

<b>Expenditure Projections MONTAGUE</b>	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected	FY2029 Projected	FY2030 Projected	FY2031 Projected
Clean Water								
Airport								
<b>TOTAL ENTERPRISE FUND</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OTHER AMOUNTS TO BE RAISED</b>								
Cherry Sheet offset	18,651	18,651	18,651	18,651	18,651	18,651	18,651	18,651
Overlay	101,000	102,010	103,030	104,060	105,101	106,152	107,214	108,286
CPA Other Unappropriated/Unreserved	0	0	0	0	0	0	0	0
<b>TOTAL AMOUNTS RAISED</b>	<b>119,651</b>	<b>120,661</b>	<b>121,681</b>	<b>122,711</b>	<b>123,752</b>	<b>124,803</b>	<b>125,865</b>	<b>126,937</b>
<b>STATE and COUNTY ASSESSMENTS</b>								
Air Pollution	2,448	2,497	2,547	2,598	2,650	2,703	2,757	2,812
RMV Non-Renewal Surcharge	14,545	14,836	15,133	15,435	15,744	16,059	16,380	16,708
Regional Transit	78,800	80,376	81,984	83,623	85,296	87,002	88,742	90,517
<b>TOTAL ASSESSMENTS</b>	<b>95,793</b>	<b>97,709</b>	<b>99,663</b>	<b>101,657</b>	<b>103,690</b>	<b>105,764</b>	<b>107,879</b>	<b>110,036</b>
<b>SPECIAL ARTICLES/CAPITAL</b>								
Colle Building Expenses								
Free Cash - Capital	190,000	190,000	190,000	190,000	190,000	190,000	190,000	190,000
Other Capital Investment	355,000	355,000	355,000	355,000	355,000	355,000	355,000	355,000
Other Purposes/2% Bld. Renew./Equip Repl.	132,946	146,290	159,960	173,966	188,314	203,014	175,510	190,149
<b>TOTAL</b>	<b>677,946</b>	<b>691,290</b>	<b>704,960</b>	<b>718,966</b>	<b>733,314</b>	<b>748,014</b>	<b>720,510</b>	<b>735,149</b>
<b>APPROPRIATIONS TO RESERVES</b>								
Appropriations to OPEB Trust	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Appropriations to General Stabilization	70,649	70,844	72,800	74,801	76,849	78,945	81,091	83,287
Appropriations to Twn/EntCapital Stabilization Fu	135,833	136,358	139,266	142,485	145,518	148,613	151,771	154,994
Appropriations to Other Stabilization Funds	41,339	41,969	42,724	43,611	44,397	45,196	46,009	46,837
<b>TOTAL</b>	<b>297,821</b>	<b>299,171</b>	<b>304,790</b>	<b>310,898</b>	<b>316,764</b>	<b>322,754</b>	<b>328,871</b>	<b>335,118</b>
<b>TOTAL EXPENDITURES</b>	<b>25,589,928</b>	<b>26,288,105</b>	<b>27,008,843</b>	<b>27,649,234</b>	<b>28,379,491</b>	<b>28,805,438</b>	<b>29,585,417</b>	<b>30,428,446</b>

	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031
<u>TOC</u>	Proposed Budget							
	Estimates	Estimates	Estimates	Estimates	Estimates	Estimates	Estimates	Estimates
<b>Tax Levy</b>								
Prior Year Limit	20,231,333	20,812,116	21,407,419	22,017,604	22,643,044	23,284,120	23,941,223	24,614,754
2.50%	505,783	520,303	535,185	550,440	566,076	582,103	598,531	615,369
New Growth	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Debt Exclusion FY24 var to F=GM	1,186,549	1,180,883	1,179,426	1,072,934	1,053,044	686,253	691,093	690,855
Excess Capacity	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Subtotal Tax Levy	21,498,665	22,088,302	22,697,030	23,215,978	23,837,164	24,127,476	24,805,847	25,495,978
Less Allowance for A&E	(101,000)	(102,010)	(103,030)	(104,060)	(105,101)	(106,152)	(107,214)	(108,286)
Net Levy	21,397,665	21,986,292	22,594,000	23,111,918	23,732,063	24,021,324	24,698,633	25,387,692
<b>State Aid</b>	Gov Budg	with 2% increases						
Unrestricted Aid	1,649,976	1,682,976	1,716,636	1,750,969	1,785,988	1,821,708	1,858,142	1,895,305
Veterans' Benefits	66,176	66,176	66,176	66,176	66,176	66,176	66,176	66,176
Exemptions V/B/SS/Eld (Decr 1%/yr)	36,734	36,367	36,003	35,643	35,287	34,934	34,585	34,239
State Owned Land	257,893	263,051	268,312	273,678	279,152	284,735	290,430	296,239
Public Libraries	18,651	18,651	18,651	18,651	18,651	18,651	18,651	18,651
less offset	(18,651)	(18,651)	(18,651)	(18,651)	(18,651)	(18,651)	(18,651)	(18,651)
Subtotal Cherry Sheet	2,010,779	2,048,570	2,087,127	2,126,466	2,166,603	2,207,553	2,249,333	2,291,959
Less State Charges	(95,793)	(97,709)	(99,663)	(101,656)	(103,689)	(105,763)	(107,878)	(110,036)
Net State Revenue	1,914,986	1,950,861	1,987,464	2,024,810	2,062,914	2,101,790	2,141,455	2,181,923
<b>Local Receipts</b>	FY2024							
	Estimated	with 2% increases	except Kearsarge/Rent					
Motor Vehicle Excise	892,500	910,350	928,557	947,128	966,071	985,392	1,005,100	1,025,202
Other Excise	-	-	-	-	-	-	-	-
Meals Tax	61,200	62,424	63,672	64,945	66,244	67,569	68,920	70,298
Penalties & Interest	142,800	145,656	148,569	151,540	154,571	157,662	160,815	164,031
PILOT	14,280	14,566	14,857	15,154	15,457	15,766	16,081	16,403
Charges for Trash Disposal	288,660	294,433	300,322	306,328	312,455	318,704	325,078	331,580
Rental - 50% of Kearsarge + other rents	86,235	87,769	89,331	90,921	92,540	94,187	95,865	97,572
Other Charges for Service	61,200	62,424	63,672	64,945	66,244	67,569	68,920	70,298
Building Permits	130,560	133,171	135,834	138,551	141,322	144,148	147,031	149,972
Licenses & Permits	44,880	45,778	46,694	47,628	48,581	49,553	50,544	51,555
Fines & Forfeits	15,300	15,606	15,918	16,236	16,561	16,892	17,230	17,575
Investment Income	1,020	1,040	1,061	1,082	1,104	1,126	1,149	1,172
Miscellaneous Recurring	60,820	60,820	60,820	60,820	60,820	60,820	60,820	60,820
Total Local Receipts For AA	1,799,455	1,834,037	1,869,307	1,905,278	1,941,970	1,979,388	2,017,553	2,056,478

<u>TOC</u>	FY2024 Proposed Budget Estimates	FY2025 Estimates	FY2026 Estimates	FY2027 Estimates	FY2028 Estimates	FY2029 Estimates	FY2030 Estimates	FY2031 Estimates
Other Local Receipts								
FCTS SRO Reimb	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
GMRSD SRO Reimb	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
50% Kearsarge Lease	85,235	86,769	88,331	89,921	91,540	93,187	94,865	96,572
Grand Total Local Receipts	<u>2,026,690</u>	<u>2,062,806</u>	<u>2,099,638</u>	<u>2,137,199</u>	<u>2,175,510</u>	<u>2,214,575</u>	<u>2,254,418</u>	<u>2,295,050</u>
<b>Available Funds</b>								
Capital Stabilization	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Total Available Funds	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
<b>Free Cash</b>								
Individual Articles	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Total Free Cash	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>	<u>300,000</u>
	-	-	-	-	-	-	-	-
Grand Total General Revenue	<u>25,939,341</u>	<u>26,599,959</u>	<u>27,281,102</u>	<u>27,873,927</u>	<u>28,570,487</u>	<u>28,937,689</u>	<u>29,694,506</u>	<u>30,464,665</u>

var to Forecast = overlay, CS, ex debt var +2700



<u>TOC</u>	FY2024 Proposed Budget Estimates	FY2025 Estimates	FY2026 Estimates	FY2027 Estimates	FY2028 Estimates	FY2029 Estimates	FY2030 Estimates	FY2031 Estimates
GENERAL GOVERNMENT								
TOWN MEETING	2,390	2,438	2,487	2,537	2,588	2,640	2,693	2,747
SELECTBOARD	332,032	338,673	345,446	352,355	359,402	366,590	373,922	381,400
FINANCE COMMITTEE	2,000	2,040	2,081	2,123	2,165	2,208	2,252	2,297
RESERVE FUND	50,000	51,000	52,020	53,060	54,121	55,203	56,307	57,433
TOWN ACCOUNTANT	89,345	91,132	92,955	94,814	96,710	98,644	100,617	102,629
ASSESSORS	194,436	198,325	202,292	206,338	210,465	214,674	218,967	223,346
ASSESSORS ABATEMENT SOFTWARE	-	-	-	-	-	-	-	-
TREASURER/COLLECTOR	228,148	232,711	237,365	242,112	246,954	251,893	256,931	262,070
TOWN COUNSEL	75,000	76,500	78,030	79,591	81,183	82,807	84,463	86,152
INFORMATION TECHNOLOGY	79,000	80,580	82,192	83,836	85,513	87,223	88,967	90,746
SHARED COSTS	80,079	81,681	83,315	84,981	86,681	88,415	90,183	91,987
TOWN CLERK	200,238	204,243	208,328	212,495	216,745	221,080	225,502	230,012
PLANNING	138,639	141,412	144,240	147,125	150,068	153,069	156,130	159,253
ZONING BOARD OF APPEALS	700	714	728	743	758	773	788	804
MEDIC	1,000	1,020	1,040	1,061	1,082	1,104	1,126	1,149
PUBLIC BLDG UTILITIES	145,322	148,955	152,679	156,496	160,408	164,418	168,528	172,741
<b>TOTAL GENERAL GOVERNMENT</b>	<b>1,618,329</b>	<b>1,651,424</b>	<b>1,685,198</b>	<b>1,719,667</b>	<b>1,754,843</b>	<b>1,790,741</b>	<b>1,827,376</b>	<b>1,864,766</b>
PUBLIC SAFETY								
POLICE	1,914,527	2,010,253	2,110,766	2,216,304	2,327,119	2,443,475	2,565,649	2,693,931
POLICE CRUISER	54,000	55,080	56,182	57,306	58,452	59,621	60,813	62,029
DISPATCH	392,688	400,542	408,553	416,724	425,058	433,559	442,230	451,075
BUILDING INSPECTOR	140,858	143,675	146,549	149,480	152,470	155,519	158,629	161,802
SEALER OF WEIGHTS	7,182	7,326	7,473	7,622	7,774	7,929	8,088	8,250
EMERGENCY MANAGEMENT	6,265	6,390	6,518	6,648	6,781	6,917	7,055	7,196
ANIMAL CONTROL	21,765	22,200	22,644	23,097	23,559	24,030	24,511	25,001
FOREST WARDEN	1,710	1,744	1,779	1,815	1,851	1,888	1,926	1,965
TREE WARDEN	30,285	30,891	31,509	32,139	32,782	33,438	34,107	34,789
<b>TOTAL PUBLIC SAFETY</b>	<b>2,569,280</b>	<b>2,678,101</b>	<b>2,791,973</b>	<b>2,911,135</b>	<b>3,035,846</b>	<b>3,166,376</b>	<b>3,303,008</b>	<b>3,446,038</b>

<u>TOC</u>	FY2024 Proposed Budget Estimates	FY2025 Estimates	FY2026 Estimates	FY2027 Estimates	FY2028 Estimates	FY2029 Estimates	FY2030 Estimates	FY2031 Estimates
<b>PUBLIC WORKS</b>								
DEPT OF PUBLIC WORKS	1,627,970	1,660,529	1,693,740	1,727,615	1,762,167	1,797,410	1,833,358	1,870,025
DPW CAPITAL LEASE	-	-	-	-	-	-	-	-
SNOW & ICE	278,050	283,611	289,283	295,069	300,970	306,989	313,129	319,392
SOLID WASTE	656,964	683,243	710,573	738,996	768,556	799,298	831,270	864,521
CHARGING STATIONS	6,000	6,120	6,242	6,367	6,494	6,624	6,756	6,891
CEMETERIES	13,440	13,709	13,983	14,263	14,548	14,839	15,136	15,439
<b>TOTAL PUBLIC WORKS</b>	<b>2,582,424</b>	<b>2,647,212</b>	<b>2,713,821</b>	<b>2,782,310</b>	<b>2,852,735</b>	<b>2,925,160</b>	<b>2,999,649</b>	<b>3,076,268</b>
<b>HUMAN SERVICES</b>								
BOARD OF HEALTH	172,752	176,207	179,731	183,326	186,993	190,733	194,548	198,439
COUNCIL ON AGING	58,944	60,123	61,325	62,552	63,803	65,079	66,381	67,709
VETERANS' SERVICES	76,500	76,500	76,500	76,500	76,500	76,500	76,500	76,500
<b>TOTAL HUMAN SERVICES</b>	<b>308,196</b>	<b>312,830</b>	<b>317,556</b>	<b>322,378</b>	<b>327,296</b>	<b>332,312</b>	<b>337,429</b>	<b>342,648</b>
<b>CULTURE &amp; RECREATION</b>								
LIBRARIES	475,255	484,760	494,455	504,344	514,431	524,720	535,214	545,918
PARKS & RECREATION	156,198	159,322	162,508	165,758	169,073	172,454	175,903	179,421
HISTORICAL COMMISSION	500	510	520	530	541	552	563	574
WAR MEMORIALS	1,300	1,326	1,353	1,380	1,408	1,436	1,465	1,494
<b>TOTAL CULTURE &amp; RECREATION</b>	<b>633,253</b>	<b>645,918</b>	<b>658,836</b>	<b>672,012</b>	<b>685,453</b>	<b>699,162</b>	<b>713,145</b>	<b>727,407</b>
<b>DEBT SERVICE</b>								
DEBT SERVICE	1,163,685	1,167,080	1,168,288	1,163,685	1,129,151	756,721	761,211	760,812
<b>INTERGOVERNMENTAL</b>								
INTERGOVERNMENTAL	110,647	112,860	115,117	117,419	119,767	122,162	124,605	127,097
<b>MISCELLANEOUS</b>								
EMPLOYEE BENEFITS	2,486,981	2,536,721	2,587,455	2,639,204	2,691,988	2,745,828	2,800,745	2,856,760
GENERAL INSURANCE	123,000	125,460	127,969	130,528	133,139	135,802	138,518	141,288
<b>TOTAL MISCELLANEOUS</b>	<b>2,609,981</b>	<b>2,662,181</b>	<b>2,715,424</b>	<b>2,769,732</b>	<b>2,825,127</b>	<b>2,881,630</b>	<b>2,939,263</b>	<b>2,998,048</b>

<u>TOC</u>	FY2024 Proposed Budget Estimates	FY2025 Estimates	FY2026 Estimates	FY2027 Estimates	FY2028 Estimates	FY2029 Estimates	FY2030 Estimates	FY2031 Estimates
GRAND TOTAL GENERAL FUND	11,595,795	11,877,606	12,166,213	12,458,338	12,730,218	12,674,264	13,005,686	13,343,084
EDUCATION								
FCTS	1,070,749	1,102,871	1,135,957	1,170,036	1,205,137	1,241,291	1,278,530	1,316,886
GMRSD	11,718,228	12,069,775	12,431,868	12,804,824	13,188,969	13,584,638	13,992,177	14,411,942
TOTAL EDUCATION	12,788,977	13,172,646	13,567,825	13,974,860	14,394,106	14,825,929	15,270,707	15,728,828
Tax share CWF	225,000	236,250	248,063	260,466	273,489	287,163	301,521	316,597
GRAND TOTAL	24,609,772	25,286,502	25,982,101	26,693,664	27,397,813	27,787,356	28,577,914	29,388,509
PLUS SPECIAL ARTICLES/NEW REQUE Policy: Taxation transfer to FCTS Stabiliz:	FY2024	FY25	FY26	FY27	FY28	FY29	FY30	FY31
<b>SPECIAL ARTICLES</b>								
Operating Appropriation to OPEB	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Operating Appropriation to CI Stab	47,099	48,041	49,002	49,982	50,982	52,002	53,042	54,103
Operating Appropriation to Town Gen Sta	70,649	72,768	74,951	77,200	79,516	81,901	84,358	86,889
Add'l Approp to Town GSF to meet minim	43,818							
Add'l Approp to FCTS Stab per policy								
50% Kearsarge Lease - 48.5 % to GM Sta	41,339	42,083	42,840	43,611	44,397	45,196	46,009	46,837
Kearsarge Lease - 51.5 % to Town Cap S	87,792	89,372	90,980	92,618	94,286	95,983	97,710	99,469
Total Financial Transfers	340,697	302,264	307,773	313,411	319,181	325,082	331,119	337,298
Sp Art per Forecast file	677,946	691,290	704,960	718,966	733,314	748,014	720,510	735,149
Total Expenses	25,628,415	26,280,056	26,994,834	27,726,041	28,450,308	28,860,452	29,629,543	30,460,956
Surplus/Shortfall	<b>310,926</b>	<b>319,903</b>	<b>286,268</b>	<b>147,886</b>	<b>120,179</b>	<b>77,237</b>	<b>64,963</b>	<b>3,709</b>
Remove addition to Gen Stab	114,467	72,768	74,951	77,200	79,516	81,901	84,358	86,889
Alternate Surplus/Deficit	425,393	392,671	361,219	225,086	199,695	159,138	149,321	90,598

## **A-1 Annual Budget Process 8.24.22)**

### **PURPOSE**

The purpose of this policy is to state the principles to be followed in the formulation of the recommended annual budget, describe the process and procedures that culminate in the adoption of the annual budget, and identify the parties responsible for preparing and presenting the budget.

### **APPLICABILITY**

This policy applies to the Finance Committee, the Selectboard, the Town Administrator, the Town Accountant, the Director of Assessing, the Capital Improvements Committee (CIC), and Town Meeting.

The Town's annual operating budget (see definition below) is developed through a collaborative process that involves the Town Administrator and Financial Management Team (Accountant, Treasurer and Director of Assessing), the Selectboard, the Finance Committee, and the Capital Improvements Committee.

### **DEFINITIONS**

Annual Budget - comprised of requests for funding for general fund operations, enterprise fund operations, non-capital special article requests, and capital projects. The fiscal year for the Town's annual budget begins on July 1, and is named according to the calendar year in which it concludes, e.g. the annual budget for FY2023 starts July 1, 2022 and ends June 30, 2023.

Capital Project - a major, non-recurring expenditure that generally meets the following criteria:

- Massachusetts General Law permits the Town to issue bonds to finance the expenditure;
- Project cost is \$25,000 or greater;
- Proposed project or asset to be acquired has a useful life of 5 years or more including:
  - New public buildings, or additions to existing buildings, including land acquisition costs and equipment needed to furnish the new building or addition for the first time;
  - Alterations, renovations, or improvements to existing buildings;
  - Land acquisition and/or improvements, unrelated to public buildings, but necessary for conservation, recreation or off-street parking;
  - Major equipment acquisition, replacement or refurbishment, including but not limited to vehicles, furnishings, and information technology systems' hardware and software or other items that combined in purpose together make it a Capital Project;
  - New construction or major improvements to Town's physical infrastructure, including streets, sidewalks, stormwater drains, and the sanitary sewer system. Infrastructure improvements must extend the useful life of the infrastructure by at least ten (10) years to be appropriately classified as a Capital Project;

Feasibility studies, engineering design services, or consultant services which support and a part of a future Capital Project

Enterprise Fund - a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. Revenues and expenses of the service are segregated into a fund with financial statements separate from all other governmental activities.

General Fund - the primary fund used by a government entity. This fund is used to record all revenues and expenditures that are not associated with special-purpose funds, e.g., enterprise, capital project, grant, and revolving funds. The activities being paid for through the general fund constitute the core administrative and operational tasks of a municipality.

Gill-Montague Regional School District (GMRSD) Affordable Assessment – as a matter of policy, per the agreement captured in the 2009 Compact for Funding Education endorsed by the Administration and School Committee of the Gill-Montague Regional School District, the Selectboards and the Finance Committees of Gill and Montague, and reaffirmed by consensus of those boards in 2019, 48.5% estimated general fund revenues for the ensuing fiscal year shall be known as the “Affordable Assessment” and be allocated to support the recommended budget of the GMRSD.

For the purpose of calculating the Affordable Assessment, estimated general fund revenues for the ensuing fiscal year shall be exclusive of those revenues characterized as non-recurring and/or revenues targeted to support specific operating budget programs, e.g., veterans benefit reimbursements, solid waste fees, Council on Aging reimbursements from the Town of Gill, a portion of Kearsarge Lease Fees and School Resource Officer (SRO) reimbursements from the FCTS and the GMRSD.

Operating Budget – The plan of proposed expenditures for personnel, supplies, and other regular expenses for the coming fiscal year. Unused and unencumbered appropriation balances close at the end of the fiscal year.

Special Article – A separate appropriation for a specific purpose, which can be capital or non-capital in nature. Unless it adds to an operating budget’s appropriation, the unused balance does automatically close at the end of the year but remains until completely used, the purpose is completed, or the balance is appropriated for another purpose.

## **POLICY**

The following principles shall guide town officials in the preparation of the recommended annual operating budget for presentation to town meeting:

- As required by Massachusetts General Law (M.G.L. c.44, §31 and M.G.L. c.59, §§ 21C-23), the recommended annual operating budget shall be balanced; that is, total recommended appropriations shall be supported by estimates of revenue equal to those appropriations.
- Recommended appropriations shall be realistically budgeted and revenues shall be conservatively estimated.
- As a general rule, sources of estimated revenue shall be reasonably expected to recur annually to sustain recurring annual expenditures. The document presenting the recommended annual budget shall include a presentation of estimated revenues and the assumptions underlying the estimates.

- The Town will seek to avoid using budgetary relief offered by statute or regulation that balances the budget at the expense of future years, such as amortizing deficits over multiple years.
- The Town will not use one-time or non-recurring revenues to balance the budget, except in the event of emergency, extraordinary or unforeseen circumstances. Should such an event necessitate the use of one-time revenues to balance the budget, the Selectboard, Town Administrator, and Finance Committee shall present along with the budget a plan to return the town to a structurally balanced budget within three years.
- The Town shall maintain reserves for emergencies and other purposes (See Financial Reserves Policy) and shall maintain liquidity sufficient to pay bills on time to preclude the need to borrow in anticipation of revenue.

## **PROCEDURES**

The following procedures shall be followed in the development and presentation of the recommended annual operating budget:

- By October 1st, the multi-year revenue and expenditure forecasting tool, 6-year capital improvement plan, and financial policy guidelines have been prepared for use in the budget development process for the upcoming year. The Town Accountant and Town Administrator are responsible for keeping the forecasting tool up to date, the CIC maintains the capital plan, and the Finance Committee reviews the financial management policies annually and makes recommendations for any changes to the Selectboard.
- In October, the Capital Improvements Committee (CIC) develops and transmits to the Town Administrator, the Selectboard and the Finance Committee a calendar identifying dates including:
  - a schedule for the submission of capital project requests by Town departments and the GMRSD for years 1 through 6 of the Capital Improvement Plan (CIP).
  - a scheduling period within which departments requesting capital projects will appear before the CIC to respond to the Committee's questions about project proposals, and to provide information and answer questions regarding the cost estimates and scope for any projects proposed for the Capital Budget (Year 1 of the CIP).
  - a date (typically on or about January 15) by which the Town Administrator or their designee will submit to the CIC a finalized set of capital projects to comprise the Capital Budget.
  - a joint meeting of the Finance Committee and CIC (typically on or about March 15), at which the CIC and Town Administrator or their designee will present and discuss the recommended Capital Improvement Plan.

- By November 1st, the Town Accountant provides department heads and committee chairs with the forms they will use to submit their budget requests for the upcoming year and the GMRSD with a preliminary estimate of the Affordable Assessment. The Town Administrator brings information about substantive changes under consideration for town services/programs to the attention of the Selectboard and Finance Committee.
- By December 15th, departmental requests for the operating budget and non-capital articles are submitted to the Town Accountant, who incorporates them into the budget workbook and distributes the workbook, the accompanying narratives, and non-capital special article requests to the Selectboard, the Finance Committee, and the Town Administrator.
- By mid-January, the Finance Committee chair, the Selectboard chair, the Town Administrator and the Town Accountant shall agree on a schedule for the remainder of the budget process and proposed dates that include, but are not limited to, the following:
  - Presentation by the Town Administrator and Town Accountant to the Selectboard and the Finance Committee on the status of the current year's budget, and for the ensuing fiscal year: a) updated estimates of revenue, b) an overview of proposed expenditures related to the operation of town departments (including information about personnel and programmatic changes), and c) anticipated capital requests
  - Reviews of departmental and committee requests (These are scheduled and hosted by the Finance Committee.)
  - A New Growth estimate, which will inform the final budget figure for use in the Annual Budget Process and calculation of the final Affordable Assessment.
  - At least one joint meeting of the Finance Committee and Selectboard, with representatives of the Town of Gill the Franklin County Technical School and the GMRSD, to review the two school districts' assessments and capital requests for the upcoming year.
  - By March 15<sup>th</sup>, a joint meeting of the Finance Committee, Selectboard and Capital Improvements Committee to receive CIC's final report on capital projects and its recommendations, and to discuss funding sources for requests that are likely to appear on the warrant.
  - A meeting at which the Finance Committee makes recommendations for annual appropriations to Reserves and Trust Funds.
  - At least one joint meeting of the Finance Committee and the Selectboard to finalize the operating budget that will be recommended to the Annual Town Meeting and discuss other articles to be included in the Annual Town Meeting warrant.
  - Dates for the opening and closing of the warrant for the Annual Town Meeting; the date when Annual Town Meeting materials will be released. These materials include the Finance Committee's report on the recommended budget for the ensuing fiscal year.
  - The Annual Town Meeting, typically held on the first Saturday in May.

**REFERENCES**

M.G.L. c. 44, §31

M.G.L. c.59, §§ 21C-23

Town of Montague – Capital Planning policy

Town of Montague – Revenue and Expenditure Forecasting policy

Town of Montague – Financial Reserves policy

**ADOPTED BY:**

**DATE ADOPTED:**