

**APPENDIX B
FY2020 GENERAL FUND BUDGET**

	FY2016 ACTUALS	FY2017 ACTUALS	FY2018 ACTUALS	FY2019 BUDGET	FY2020 PROJECTED	FY19/20 BUDGET	
						\$ Change	% Change
GENERAL GOVERNMENT							
<i>122 Selectmen</i>							
Personnel Expenses	28,895.85	31,232.98	39,423.43	32,135.00	37,624.95	5,489.95	17.1%
Operating Expenses	6,437.50	1,574.00	5,930.99	15,850.00	6,800.00	(9,050.00)	-57.1%
<i>Total Selectmen</i>	<u>35,333.35</u>	<u>32,806.98</u>	<u>45,354.42</u>	<u>47,985.00</u>	<u>44,424.95</u>	<u>(3,560.05)</u>	<u>-7.4%</u>
<i>123 Town Manager</i>							
Personnel Expenses	179,882.06	188,627.58	265,505.28	201,647.51	292,533.59	90,886.08	45.1%
Operating Expenses	76,004.58	93,884.74	81,336.13	112,068.60	112,020.76	(47.84)	0.0%
<i>Total Town Manager</i>	<u>255,886.64</u>	<u>282,512.32</u>	<u>346,841.41</u>	<u>313,716.11</u>	<u>404,554.35</u>	<u>90,838.24</u>	<u>29.0%</u>
<i>132 Fin Com/Reserve</i>							
Expenses	176.00	176.00	325.00	390.00	3,425.00	3,035.00	778.2%
Reserve Fund	-	-	-	100,000.00	100,000.00	-	0.0%
<i>Total Fin Com</i>	<u>176.00</u>	<u>176.00</u>	<u>325.00</u>	<u>100,390.00</u>	<u>103,425.00</u>	<u>3,035.00</u>	<u>3.0%</u>
<i>135 Finance/IT Dept</i>							
Personnel Expenses	167,090.49	124,852.66	188,048.23	226,123.01	237,833.57	11,710.56	5.2%
Operating Expenses	247,146.15	223,527.64	175,793.50	172,660.48	223,927.78	51,267.30	29.7%
Capital Expenses	22,814.36	5,220.07	3,208.39	1,500.00	3,500.00	2,000.00	133.3%
<i>Total Finance/IT Dept</i>	<u>437,051.00</u>	<u>353,600.37</u>	<u>367,050.12</u>	<u>400,283.49</u>	<u>465,261.35</u>	<u>64,977.86</u>	<u>16.2%</u>
<i>141 Assessor</i>							
Personnel Expenses	149,374.08	153,934.50	159,073.26	162,816.48	166,975.07	4,158.59	2.6%
Operating Expenses	17,787.18	15,789.11	8,373.05	21,566.00	21,566.00	-	0.0%
<i>Total Assessor</i>	<u>167,161.26</u>	<u>169,723.61</u>	<u>167,446.31</u>	<u>184,382.48</u>	<u>188,541.07</u>	<u>4,158.59</u>	<u>2.3%</u>
<i>145 Treasurer/Collector</i>							
Personnel Expenses	176,559.43	173,224.31	185,420.35	194,316.68	198,183.56	3,866.88	2.0%
Operating Expenses	37,710.34	40,128.43	37,241.21	49,700.00	50,200.00	500.00	1.0%
<i>Total Treasurer/Collector</i>	<u>214,269.77</u>	<u>213,352.74</u>	<u>222,661.56</u>	<u>244,016.68</u>	<u>248,383.56</u>	<u>4,366.88</u>	<u>1.8%</u>

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<i>151 Town Counsel</i>							
Retainer	33,000.00	36,000.00	35,500.00	42,000.00	42,000.00	-	0.0%
Expenses	71,439.00	89,434.03	109,552.78	95,000.00	95,000.00	-	0.0%
<i>Total Town Counsel</i>	<u>104,439.00</u>	<u>125,434.03</u>	<u>145,052.78</u>	<u>137,000.00</u>	<u>137,000.00</u>	-	0.0%
<i>161 Town Clerk</i>							
Personnel Expenses	89,416.80	99,586.01	97,738.45	113,997.00	116,494.59	2,497.59	2.2%
Operating Expenses	19,509.14	10,703.64	12,975.40	13,920.00	14,050.00	130.00	0.9%
<i>Total Town Clerk</i>	<u>108,925.94</u>	<u>110,289.65</u>	<u>110,713.85</u>	<u>127,917.00</u>	<u>130,544.59</u>	<u>2,627.59</u>	<u>2.1%</u>
<i>162 Elections & Registration</i>							
Personnel Expenses	10,246.72	17,212.24	6,454.51	21,167.80	18,190.09	(2,977.71)	-14.1%
Operating Expenses	15,440.63	18,514.97	17,197.30	23,900.00	24,220.00	320.00	1.3%
<i>Total Elections & Registration</i>	<u>25,687.35</u>	<u>35,727.21</u>	<u>23,651.81</u>	<u>45,067.80</u>	<u>42,410.09</u>	<u>(2,657.71)</u>	<u>-5.9%</u>
<i>171 Conservation Commission</i>							
Personnel Expenses	28,254.08	29,524.32	30,607.24	32,538.13	39,959.42	7,421.29	22.8%
Operating Expenses	1,085.87	746.00	3,649.00	1,925.00	1,925.00	-	0.0%
<i>Total Conservation Commission</i>	<u>29,339.95</u>	<u>30,270.32</u>	<u>34,256.24</u>	<u>34,463.13</u>	<u>41,884.42</u>	<u>7,421.29</u>	<u>21.5%</u>
<i>172 Planning</i>							
Personnel Expenses	103,869.92	108,019.18	112,662.42	114,354.60	117,550.24	3,195.64	2.8%
Operating Expenses	38,293.92	1,810.12	6,089.66	4,850.00	21,350.00	16,500.00	340.2%
<i>Total Planning</i>	<u>142,163.84</u>	<u>109,829.30</u>	<u>118,752.08</u>	<u>119,204.60</u>	<u>138,900.24</u>	<u>19,695.64</u>	<u>16.5%</u>
<i>174 Chebacco Woods</i>							
Operating Expenses	784.99	2,500.00	2,500.00	2,500.00	2,500.00	-	0.0%
<i>Total Chebacco Woods</i>	<u>784.99</u>	<u>2,500.00</u>	<u>2,500.00</u>	<u>2,500.00</u>	<u>2,500.00</u>	-	0.0%
<i>192 Facilities</i>							
Personnel Expenses	59,652.79	68,781.30	67,378.75	87,275.00	83,000.00	(4,275.00)	-4.9%
Operating Expenses	193,907.95	233,185.87	210,618.57	204,921.00	199,942.50	(4,978.50)	-2.4%
<i>Total Facilities</i>	<u>253,560.74</u>	<u>301,967.17</u>	<u>277,997.32</u>	<u>292,196.00</u>	<u>282,942.50</u>	<u>(9,253.50)</u>	<u>-3.2%</u>
Subtotal General Government	<u>1,774,779.83</u>	<u>1,768,189.70</u>	<u>1,862,602.90</u>	<u>2,049,122.29</u>	<u>2,230,772.12</u>	<u>181,649.83</u>	<u>8.9%</u>

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						\$ Change	% Change
PUBLIC SAFETY							
<i>210 Police Department</i>							
Personnel Expenses	1,344,799.20	1,382,633.90	1,414,441.76	1,502,283.39	1,627,937.41	125,654.02	8.4%
Operating Expenses	102,144.64	103,351.38	115,370.15	117,398.67	125,126.00	7,727.33	6.6%
Capital Expenses	36,899.00	-	-	-	-	-	0.0%
<i>Total Police Department</i>	<u>1,483,842.84</u>	<u>1,485,985.28</u>	<u>1,529,811.91</u>	<u>1,619,682.06</u>	<u>1,753,063.41</u>	<u>133,381.35</u>	<u>8.2%</u>
<i>233 Emergency Report Center</i>							
Personnel Expenses	237,839.20	246,800.12	267,310.72	282,977.23	297,133.44	14,156.21	5.0%
Operating Expenses	41,272.22	50,277.46	50,255.46	39,108.75	39,853.75	745.00	1.9%
<i>Total Emergency Report Center</i>	<u>279,111.42</u>	<u>297,077.58</u>	<u>317,566.18</u>	<u>322,085.98</u>	<u>336,987.19</u>	<u>14,901.21</u>	<u>4.6%</u>
<i>220 Fire Department</i>							
Personnel Expenses	485,632.42	548,704.91	610,842.81	644,879.17	635,596.22	(9,282.95)	-1.4%
Operating Expenses	72,241.69	66,753.75	75,874.30	80,133.12	158,807.83	78,674.71	98.2%
Capital Expenses	27,818.74	3,810.98	7,480.75	17,222.48	1,500.00	(15,722.48)	-91.3%
<i>Total Fire Department</i>	<u>585,692.85</u>	<u>619,269.64</u>	<u>694,197.86</u>	<u>742,234.77</u>	<u>795,904.05</u>	<u>53,669.28</u>	<u>7.2%</u>
<i>241 Inspectional Services</i>							
Personnel Expenses	118,369.86	88,291.41	102,447.32	59,508.90	50,768.70	(8,740.20)	-14.7%
Operating Expenses	5,378.46	1,758.30	4,198.42	15,284.00	2,700.00	(12,584.00)	-82.3%
Assessment	-	-	-	79,399.00	105,033.00	25,634.00	32.3%
<i>Total Inspectional Services</i>	<u>123,748.32</u>	<u>90,049.71</u>	<u>106,645.74</u>	<u>154,191.90</u>	<u>158,501.70</u>	<u>4,309.80</u>	<u>2.8%</u>
<i>291 Emergency Management</i>							
Operating Expenses	-	941.97	-	1,100.00	1,100.00	-	0.0%
<i>Total Emergency Management</i>	<u>-</u>	<u>941.97</u>	<u>-</u>	<u>1,100.00</u>	<u>1,100.00</u>	<u>-</u>	<u>0.0%</u>
<i>292 Animal Control</i>							
Personnel Expenses	26,030.84	28,338.54	29,800.08	17,800.00	33,930.00	16,130.00	90.6%
Operating Expenses	1,414.99	2,093.00	2,011.67	1,590.00	1,850.00	260.00	16.4%
<i>Total Animal Control</i>	<u>27,445.83</u>	<u>30,431.54</u>	<u>31,811.75</u>	<u>19,390.00</u>	<u>35,780.00</u>	<u>16,390.00</u>	<u>84.5%</u>
<i>919 Street Lights</i>							
Operating Expenses	33,677.31	1,076.00	20,448.70	20,000.00	23,000.00	3,000.00	15.0%
<i>Total Street Lights</i>	<u>33,677.31</u>	<u>1,076.00</u>	<u>20,448.70</u>	<u>20,000.00</u>	<u>23,000.00</u>	<u>3,000.00</u>	<u>278.8%</u>
Subtotal Public Safety	<u>2,533,518.57</u>	<u>2,524,831.72</u>	<u>2,700,482.14</u>	<u>2,878,684.71</u>	<u>3,104,336.35</u>	<u>225,651.64</u>	<u>7.8%</u>

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DEPARTMENT OF PUBLIC WORKS							
<i>421 Public Works</i>							
Personnel Expenses	146,144.80	107,838.14	147,413.75	154,268.36	242,990.79	88,722.43	57.5%
Operating Expenses	72,870.75	66,872.71	106,991.29	46,487.58	44,381.56	(2,106.02)	-4.5%
<i>Total Public Works</i>	<u>219,015.55</u>	<u>174,710.85</u>	<u>254,405.04</u>	<u>200,755.94</u>	<u>287,372.35</u>	<u>86,616.41</u>	<u>43.1%</u>
<i>422 Highway</i>							
Personnel Expenses	266,932.52	269,841.13	277,786.71	233,799.05	244,417.84	10,618.79	4.5%
Operating Expenses	209,014.14	212,999.67	181,678.07	191,900.00	191,900.00	-	0.0%
Capital Expenses	72,367.00	43,900.00	-	-	-	-	0.0%
<i>Total Highway</i>	<u>548,313.66</u>	<u>526,740.80</u>	<u>459,464.78</u>	<u>425,699.05</u>	<u>436,317.84</u>	<u>10,618.79</u>	<u>2.5%</u>
<i>423 Snow & Ice</i>							
Personnel Expenses	58,386.17	78,323.19	82,227.73	89,175.00	89,175.00	-	0.0%
Operating Expenses	120,781.94	173,821.02	179,597.33	179,250.00	179,250.00	-	0.0%
<i>Total Snow & Ice</i>	<u>179,168.11</u>	<u>252,144.21</u>	<u>261,825.06</u>	<u>268,425.00</u>	<u>268,425.00</u>	<u>-</u>	<u>0.0%</u>
<i>425 Vehicle Maintenance</i>							
Personnel Expenses	-	-	-	84,772.60	88,583.48	3,810.88	4.5%
Operating Expenses	-	-	-	70,995.00	71,350.00	355.00	0.5%
<i>Total Vehicle Maintenance</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>155,767.60</u>	<u>159,933.48</u>	<u>4,165.88</u>	<u>2.7%</u>
<i>429 Cemetery</i>							
Personnel Expenses	73,809.91	81,149.14	73,187.34	81,364.67	85,513.69	4,149.02	5.1%
Operating Expenses	9,291.34	8,945.39	8,519.46	9,700.00	9,700.00	-	0.0%
<i>Total Cemetery</i>	<u>83,101.25</u>	<u>90,094.53</u>	<u>81,706.80</u>	<u>91,064.67</u>	<u>95,213.69</u>	<u>4,149.02</u>	<u>4.6%</u>
<i>433 Waste, Recycling & Landfill</i>							
Personnel Expenses	-	-	4,265.51	4,594.02	5,016.53	422.51	9.2%
Operating Expenses	-	24,000.00	656,434.73	724,676.00	749,310.00	24,634.00	3.4%
Enterprise Subsidy	323,138.02	609,302.00	-	-	-	-	0.0%
<i>Total Waste, Recycling & Landfill</i>	<u>323,138.02</u>	<u>633,302.00</u>	<u>660,700.24</u>	<u>729,270.02</u>	<u>754,326.53</u>	<u>25,056.51</u>	<u>3.4%</u>

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<i>650 Parks & Fields</i>							
Personnel Expenses	32,506.53	49,763.15	56,455.05	65,469.01	68,952.00	3,482.99	5.3%
Operating Expenses	9,044.51	26,284.03	7,457.14	8,750.00	8,750.00	-	0.0%
Capital Expenses	30,927.00	-	-	-	-	-	0.0%
<i>Total Parks & Fields</i>	<u>72,478.04</u>	<u>76,047.18</u>	<u>63,912.19</u>	<u>74,219.01</u>	<u>77,702.00</u>	<u>3,482.99</u>	<u>4.7%</u>
<i>651 HWRSD Fields & Grounds</i>							
Personnel Expenses	14,894.44	10,880.21	11,668.76	-	-	-	0.0%
<i>Total HWRSD Fields & Grounds</i>	<u>14,894.44</u>	<u>10,880.21</u>	<u>11,668.76</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
Subtotal Public Works	<u>1,440,109.07</u>	<u>1,763,919.78</u>	<u>1,793,682.87</u>	<u>1,945,201.29</u>	<u>2,079,290.89</u>	<u>134,089.60</u>	<u>6.9%</u>
HEALTH & HUMAN SERVICES							
<i>511 Public Health Dept</i>							
Personnel Expenses	110,369.56	113,625.34	121,765.20	131,784.00	133,724.71	1,940.71	1.5%
Operating Expenses	2,196.28	3,113.33	3,407.99	5,760.00	6,610.00	850.00	14.8%
<i>Total Public Health Dept</i>	<u>112,565.84</u>	<u>116,738.67</u>	<u>125,173.19</u>	<u>137,544.00</u>	<u>140,334.71</u>	<u>2,790.71</u>	<u>2.0%</u>
<i>541 Council on Aging</i>							
Personnel Expenses	61,857.63	70,353.13	79,619.20	82,776.20	86,849.52	4,073.32	4.9%
Operating Expenses	26,045.04	27,795.40	27,039.58	30,163.08	32,475.84	2,312.76	7.7%
<i>Total Council on Aging</i>	<u>87,902.67</u>	<u>98,148.53</u>	<u>106,658.78</u>	<u>112,939.28</u>	<u>119,325.36</u>	<u>6,386.08</u>	<u>5.7%</u>
<i>543 Veterans Benefits</i>							
Operating Expenses	18,091.75	33,019.80	18,676.17	30,000.00	30,000.00	-	0.0%
Administration Fee	27,490.32	30,243.08	31,920.32	35,094.00	36,343.00	1,249.00	3.6%
<i>Total Veterans Benefits</i>	<u>45,582.07</u>	<u>63,262.88</u>	<u>50,596.49</u>	<u>65,094.00</u>	<u>66,343.00</u>	<u>1,249.00</u>	<u>1.9%</u>
Subtotal Health & Human Services	<u>246,050.58</u>	<u>278,150.08</u>	<u>282,428.46</u>	<u>315,577.28</u>	<u>326,003.07</u>	<u>10,425.79</u>	<u>3.3%</u>
CULTURE & RECREATION							
<i>610 Library</i>							
Assessment	715,197.08	696,354.96	722,436.12	758,664.21	843,339.60	84,675.39	11.2%
Indirect Costs	21,072.00	22,718.03	22,627.47	22,235.77	25,141.21	2,905.44	13.1%
State contribution	12,300.26	12,269.69	12,211.48	12,224.00	12,314.00	90.00	0.7%
<i>Total Library</i>	<u>748,569.34</u>	<u>731,342.68</u>	<u>757,275.07</u>	<u>793,123.98</u>	<u>880,794.81</u>	<u>87,670.83</u>	<u>11.1%</u>

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<i>630 Recreation</i>								
	Personnel Expenses	80,894.13	88,402.76	99,900.40	125,930.10	130,476.81	4,546.71	3.6%
	Operating Expenses	18,897.36	18,146.36	20,917.65	28,405.00	27,015.00	(1,390.00)	-4.9%
	<i>Total Recreation</i>	99,791.49	106,549.12	120,818.05	154,335.10	157,491.81	3,156.71	2.0%
Subtotal Culture & Recreation		848,360.83	837,891.80	878,093.12	947,459.08	1,038,286.62	90,827.54	9.6%
UNCLASSIFIED								
	692 Celebrations	2,867.27	3,853.74	6,033.97	12,545.00	12,250.00	(295.00)	-2.4%
	722 Debt Service	1,046,774.77	990,339.50	978,375.97	942,808.00	941,608.00	(1,200.00)	-0.1%
	820 State Assessments	230,532.00	232,015.00	234,072.00	234,072.00	241,322.00	7,250.00	3.1%
	911 Retirement	721,863.00	794,132.00	789,304.00	921,648.00	997,523.00	75,875.00	8.2%
	913 Unemployment	-	25,502.05	3,790.80	10,000.00	23,820.00	13,820.00	138.2%
	914 Health & Life Insurance	800,985.73	738,329.07	755,497.72	874,142.00	936,055.00	61,913.00	7.1%
	916 Other Insurance	184,933.33	191,216.44	209,542.68	228,895.68	254,092.00	25,196.32	11.0%
	917 Medicare Tax	50,762.37	54,615.41	61,937.55	71,674.00	76,342.00	4,668.00	6.5%
Subtotal Unclassified		3,038,718.47	3,030,003.21	3,038,554.69	3,295,784.68	3,483,012.00	187,227.32	5.7%
SCHOOLS								
<i>300 Schools</i>								
	HWRSD Assessment	16,417,016.00	16,837,974.00	16,776,063.00	17,746,437.94	18,893,308.00	1,146,870.06	6.5%
	ENSATSD Assessment	197,798.00	227,628.00	205,457.00	191,079.00	183,745.00	(7,334.00)	-3.8%
	HWRSD Debt Service	573,916.62	568,136.39	625,208.40	639,057.06	255,156.00	(383,901.06)	-60.1%
	ENSATSD Debt Service	30,536.00	24,082.00	15,576.00	21,877.00	19,885.00	(1,992.00)	-9.1%
	<i>Total Schools</i>	17,219,266.62	17,657,820.39	17,622,304.40	18,598,451.00	19,352,094.00	753,643.00	4.1%
TOTAL ARTICLE 2019/4 2-4		27,100,803.97	27,860,806.68	28,178,148.58	30,030,280.33	31,613,795.05	1,583,514.72	5.3%
ARTICLE 2019/4 2-1	433 Waste, Recycling & Landfill	-	-	-	-	5,750.00	5,750.00	0.0%
ARTICLE 2019/4 2-3	149 Capital Spending	-	210,993.18	602,890.79	449,483.00	308,003.00	(141,480.00)	-31.5%
ARTICLE 2019/4 2-10	997 Transfer to Agency - HDC	65,000.00	65,000.00	65,000.00	65,000.00	74,880.00	9,880.00	15.2%

**APPENDIX B
FY2020 GENERAL FUND BUDGET**

		FY2016 ACTUALS	FY2017 ACTUALS	FY2018 ACTUALS	FY2019 BUDGET	FY2020 PROJECTED	FY19/20 BUDGET	
							\$ Change	% Change
ARTICLE 2019/4 2-11	996 Transfer to OPEB	25,000.00	75,000.00	100,000.00	125,000.00	125,000.00	-	0.0%
ARTICLE 2019/4 2-12	992 Transfer to Patton Homestead	-	-	22,422.42	90,011.00	86,343.00	(3,668.00)	-4.1%
ARTICLE 2019/4 2-13	996 Transfer to Stabilization	-	-	-	-	322,654.00	322,654.00	0.0%
ARTICLE 2019/4 2-14	996 Transfer to Capital Stabilization	-	-	-	-	579,122.00	579,122.00	0.0%
ARTICLE 2019/4 2-15	992 Transfer to Special Revenue	-	-	-	-	4,396.94	4,396.94	0.0%
ARTICLE 2019/4 2-16	148 Salary Reserve	-	-	-	-	87,415.00	87,415.00	0.0%
TOTAL GENERAL FUND		27,190,803.97	28,211,799.86	28,968,461.79	30,759,774.33	33,207,358.99	2,447,584.66	8.0%