

TOWN OF SHREWSBURY

FY 21 Financial Plan – Fiscal Projection Two

July 20, 2020

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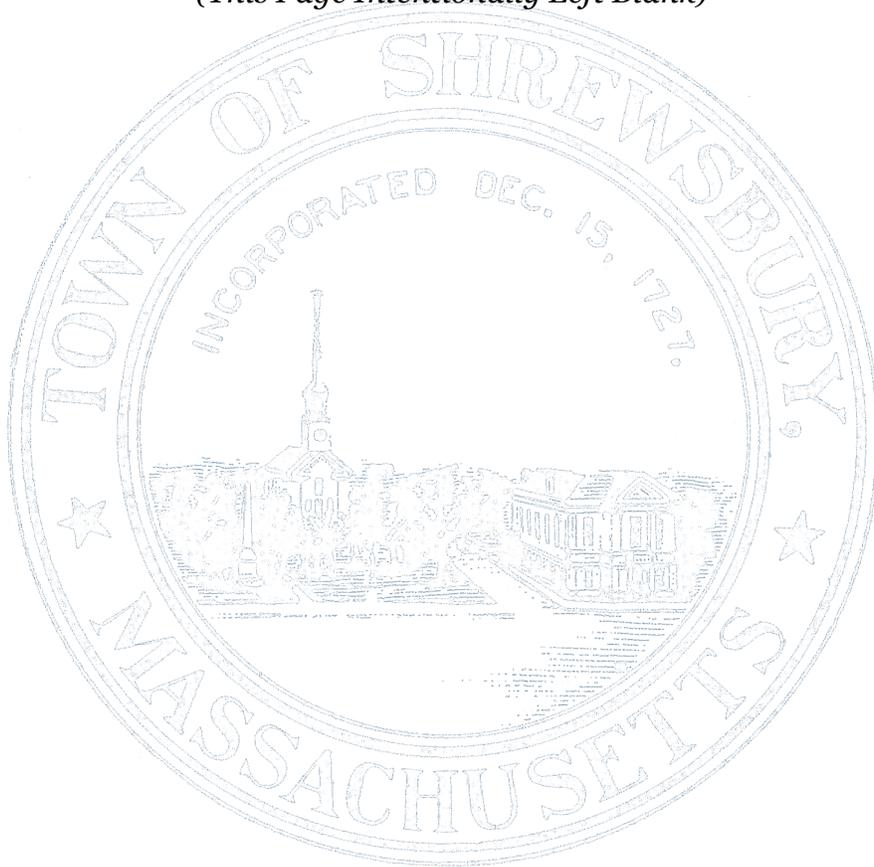


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INTRO/RESIDENT'S GUIDE TO THE BUDGET

The Annual Budget and Financial Plan is a reflection our community's values, priorities and goals and is the Town's annual income and spending plan that serves as a roadmap for the delivery of services to the residents of Shrewsbury. The budget document provides an itemized account of planned spending and establishes a priority of how funds are allocated between Town departments and program areas. We hope this document provides our readers an overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Shrewsbury.

Budget Calendar

The Town's budget operates in a fiscal year format from June 30th to July 1st of the following year.

August/September

Identify Goals & Strategic Needs

October

Selectmen Discuss Revenue Trends & Projections
Capital Budget requests to Department Heads

November

Selectmen set Fiscal Policies
Town Manager releases Budget Guidance to Department Heads
Capital Requests due to Town Manager

December

Operating Budget requests due to the Town Manager

January

Selectmen Budget Workshops

February

Town Manager releases Initial Budget projection in Fiscal Projection One
Finance Committee Hearings on Budget

March

Financial Plan distributed to Board of Selectmen and Finance Committee Finance

April

Town Manager releases final Budget projection in Fiscal Projection 2
Finance Committee recommended budget submitted to Town Meeting

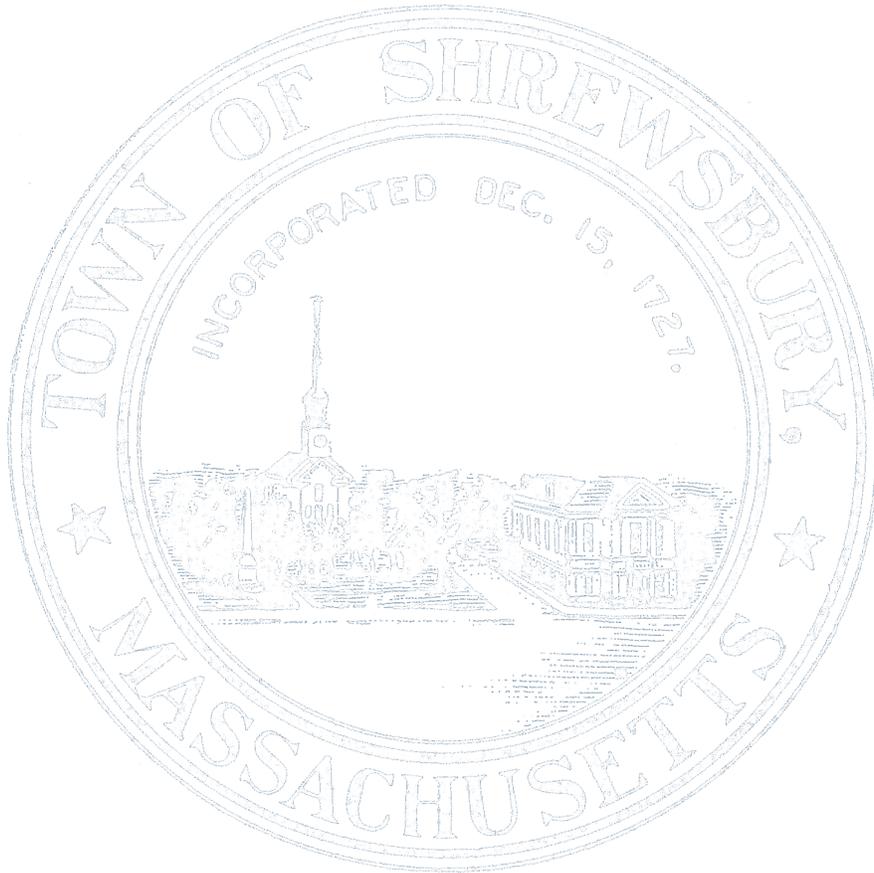
May

Town Meeting adopts Operating and Capital Budgets

June/July

Current Fiscal Year Ends on June 30th
New Fiscal Year Begins on July 1st

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Finance Committee - Budget Hearing Schedule
FISCAL 2021

DATE AND DEPT.	BUDGET NO.	PAGE	APPROXIMATE TIME	MEET WITH
Thursday, Feb. 27, 2020				
Town Manager Budget Overview	-	-	7:05 PM	TM
<i>Public Safety</i>				
Police	0210	97	7:20 PM	Chief
Fire	0220	100	7:50 PM	Chief
Emergency Management	0291	103	8:20 PM	Chief & Deputy Chief
<i>Community Development</i>				
Planning & Economic Development	0174	128	8:25 PM	ATM
Planning Board	0175	129		ATM
Building Inspector	0241	131	8:45 PM	Bldg Insp
Board of Appeals	0176	130		Bldg Insp
Conservation Commission	0171	127	9:00 PM	TM
Adjourn for the day			9:15 PM	
Saturday, Feb. 29, 2020				
<i>Human Services</i>				
Board of Health	0510	135	9:00 AM	Director
Council on Aging	0541	136	9:30 AM	Director and COA
Commission on Disabilities	0549	139	10:00 AM	TM & ATM
Veterans' Services	0543	138	10:15 AM	Director
Library	0610	140	10:45 AM	Director & Trustees
<i>Administration & Finance</i>				
Accountant	0135	84		Accountant
<i>Retirement</i>				
Pension	01031	104	11:15 PM	Accountant
OPEB	01031	104		Accountant
<i>Administration & Finance</i>				
Town Counsel	0151	90	11:45 AM	TM & Counsel
			Lunch Break 12:00 PM	
<i>Public Works</i>				
Public Facilities	0192	108	1:00 PM	Supt & Div. Mgr.
Parks & Rec	0650	121	1:20 PM	Supt & Div. Mgr.
Cemetery	0491	120		Supt & Div. Mgr.
Public Works Administration	0410	113	1:40 PM	DPW Dir. & Div. Mgr.
Highway, Forestry, Sealer of Wghts	0421, 0244, 0295	111, 112,116	1:50 PM	DPW Dir. & Highway Div. Mgr.

**Finance Committee - Budget Hearing Schedule
FISCAL 2021**

DATE AND DEPT.	BUDGET NO.	PAGE	APPROXIMATE TIME	MEET WITH
Saturday, Feb. 29, 2020				
Engineering	0411	114	2:05 PM	DPW Dir. & Div. Mgr.
Stormwater	0422	158	2:25 PM	TM & DPW Dir.
Sewer	0440	154	2:55 PM	Supt
Water	0450	150		Supt
Solid Waste	0425	147	3:25 PM	TM
Street Lighting	0424	119	3:40 PM	TM
Adjourn for the day			3:45 PM	

Saturday, March 07, 2020

Education

School	0300		9:00 AM	Supt, Assist Supt., & School Committee
Lunch Break 12:00 PM				

Administration & Finance

Information & Technology (MIS)	0159	91	1:00 PM	CIO
Town Clerk/ Elec & Registration	0161,0162	93,95	1:20 PM	Town Clerk
Assessors	0141	86	1:40 PM	Assessor
Treasurer/Collector	0145	88		

Debt & Interest

Interest & Debt	0710,0751	143	2:00 PM	Treasurer/Coll
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Administration & Finance

Operating Support	0159	91	2:45 PM	TM
Personnel Board	0119	79		"
Selectmen	0122	80		"
Town Manager	0123	81		"
Finance Committee	0131	83		"

Adjourn for the day 3:45 PM

Budget Process

Town Budget

The development of the Town budget is a cooperative effort between the Town Manager, the Superintendent of Schools and among the officials on the Board of Selectmen, the School Committee and the Finance Committee.

In the late Fall of each year, Town departments review programs and services and begin to estimate how much the Town will have to spend to operate the Town in the 12 months beginning July 1 of the following year.

Around the same time, the Board of Selectmen, working with the Town Manager, sets Fiscal Policy Directives to provide policy direction and strategic goals for the next year. The Town Manager works with the Town departments to determine how much it will cost to maintain or enhance the services expected by residents and businesses. The level of service that the Town can provide is ultimately determined by how much revenue the Town expects to receive in the fiscal year.

The Town Manager's proposed budget, which includes the income the Town can expect along with the proposed expenditures from the Town departments, is then presented to the Board of Selectmen and the Finance Committee for their review and a discussion of priorities as Fiscal Projection One released in February. After discussion and the budget hearings, a more finalized version, Fiscal Projection 2, is released. The Board of Selectmen and Finance Committee vote on Fiscal Projection 2 in April and Town meeting has the final vote in May.

School Budget

In the late fall of each year, The School Department's budget process begins with the School Committee setting its priorities and providing guidance to the Superintendent of Schools on the development of the succeeding year budget. Their priorities and guidance are based upon the District's Five-Year Strategic Plan which reflects the expectations, input, and aspirations of our entire community for its public school system.

Over the course of the fall and early winter months, the Superintendent of Schools then develops a detailed budget plan to match the School Committee priorities and guidance. He delivers the budget plan each January and the School Committee. During the months of February and leading up to the Annual Town Meeting the School Committee hears detailed reports on the Superintendent's budget recommendation and they then vote their recommended budget amount which is presented at the Annual Town Meeting.

Town Meetings Role

Town Meeting is the legislative body and appropriating authority of our Town government. The Finance Committee is the advisory committee to the Town Meeting.

The Town of Shrewsbury operates in a representative form of government as established by legislation in 1953. The legislative body of Shrewsbury is a Representative Town Meeting in which registered voters elect representatives from their precinct to represent them at Town Meeting. The Representative Town meeting consists of 240 elected town meeting members distributed fairly evenly among the 10 precincts based on population.

As the legislative body, Town Meeting enacts bylaws and other measures necessary for the operation of municipal government and the administration of Town affairs. As the appropriating authority, Town Meeting also approves the annual budget and authorizes specific expenditures. Town Meeting may vote a municipal budget on a line-item basis, in which case each separate line item constitutes a separate appropriation. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects except for specific instances where statutes or regulations do not require information. Any amendments to appropriations require Town Meeting vote.

However, in most cases the Town Meeting votes appropriations in a more general manner to allow department heads a measure of flexibility in how funds are spent to operate their departments. This is accomplished by voting on departmental budgets at the aggregate Salary & Wage level, the aggregate Operational Expense level, and the Separate Appropriations opposed to individual line items. The school budget, per state law, can only be voted on its grand total, thereby providing the school department the highest degree of flexibility to use its funds as necessary during the fiscal year.

A two-thirds vote by Town Meeting is required to approve the issuance of all Town debt and make appropriations from the stabilization fund. State law requires that the Town adopt a balanced budget (a budget in which estimated revenues equal estimated expenditures). It is only after approval by the Town Meeting that the budget becomes the income and spending plan for the Town.

It is important to note that the financial and budgetary information presented in the Annual Budget & Financial Plan are projections and are subject to change prior to Town Meeting. For definitions of terms used in the Annual Budget & Financial Plan, see the Glossary of Terms located in the Appendix. For past budgets and plans, plus additional financial documents please visit:

<https://shrewsburyma.gov/157/Budget>

Additionally, The Town of Shrewsbury has implemented new budgeting software for the FY 2021 Budget Cycle through a partnership with ClearGov, a leading municipal transparency and bench-marking platform, to launch an info graphic-based financial transparency center.

This new tool provides the public with an easy-to-understand, visual breakdown of the Town's finances, as well as insights into its demographics and maybe located at:

<https://www.cleargov.com/massachusetts/worcester/town/shrewsbury>

Community Profile

History: The Township was granted to certain persons in 1717, most of whom belonged to Marlboro. Boundaries of Shrewsbury were established on December 6, 1720. (Prov. Laws, Vol XI, p. 236)

First Meeting House built May 4, 1721. Incorporated as a town, December 15, 1727. Part of Shrewsbury was:

Annexed to Lancaster, February 27, 1768

Established as Boylston, March 1, 1786

Annexed to Westborough, March 2, 1793

Annexed to Grafton, March 3, 1826

Location: Adjacent to the City of Worcester, 36 miles West of Boston and 183 miles from New York City.

Land Area: Approximately 20.78 square miles (13,971.2 acres)

Lakes & Ponds: Approximately 1.05 square miles

Elevation: Municipal Building approximately 633 feet above sea level.
Highest point in Town, Rawson Hill, 755 feet above sea level.

Roads: State Roads 18.41 miles
Town Roads 153.61 miles
Private Roads 12.48 miles
Subdivision Roads 2.01 miles

Transportation: Served by Route 9, 70, 140, U.S. 20 and Interstate 290
Easy access to Massachusetts Turnpike and Route 495

Population: 35,608 (2010 Census)

Registered Voters: December 31, 2019: 22,171

Town Government: Representative Town Government 1953

School Structure: K – 12

Public Utilities: Municipally owned Water System since 1905
Municipally owned Light Department since 1908
Combined Sewer and Water Department since 1963
Municipally owned CATV since 1983
Municipally owned Stormwater since 2019

FY 2020 Tax Rate: \$12.47 per \$1,000

FY 2020 Average Single Family Home Value: \$478,603

Coordinates: 42.2969° N, 71.7123° W

Address: Town of Shrewsbury
Richard D. Carney Municipal Office Building
100 Maple Avenue
Shrewsbury, MA 01545

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TOWN OF SHREWSBURY
Richard D. Carney Municipal Office Building
100 Maple Avenue
Shrewsbury, Massachusetts 01545-5338

July 20, 2020

To the Honorable Board of Selectmen, Finance Committee, and the residents and taxpayers of Shrewsbury:

I am pleased to present this revised financial plan for fiscal year 2021. These revisions come after several challenging months of working through the challenges of the global Coronavirus pandemic. COVID-19 has not only challenged our operations but our ability to plan for fiscal year 2021 and beyond. Significant uncertainty remains with regards to both the virus's impact on residents and on the Town's revenues and future expenses.

With the above in mind, this plan details revenue and proposed expenditures for the Town of Shrewsbury for this period. The expenditures detailed in the plan total \$148,946,189, which is \$6,477,596 more than the expenditures planned in the current fiscal year. Included herein is the operating budget, Capital Improvements and various other charges and expenditures. All planned expenditures will be funded by the revenue sources detailed, thus a balance budget is presented.

In any given fiscal year, relatively minor changes are made to the financial plan, normally at a special town meeting in the fall. Because of COVID-19 the State has yet to pass a fiscal year 2021 budget in place. Given this and many other unknowns related to COVID-19, the revenue model used for this budget has a higher level of uncertainty than a normal budget. Significant changes to this financial plan are likely at some point in the fiscal year.

This financial plan illustrates the collaborative work of the Board of Selectmen, School Committee, the Superintendent of Schools and Town staff members to address the needs for current and future Shrewsbury residents. I want to thank the Board of Selectmen for its leadership and for its active engagement in this process. We look forward to working with the Finance Committee and Town Meeting members throughout the balance of this process.

I want to thank all Town employees and the residents of Shrewsbury for their extraordinary response to the challenges we have faced throughout this prolonged budget process.

Best Regards,

Kevin J. Mizikar
Town Manager

EXECUTIVE SUMMARY

This document details the anticipated revenue and proposed expenditures for the Town of Shrewsbury's fiscal year that begins July 1, 2020 and ends June 30, 2021. This document has been developed using narrative and figures in several levels of detail in order to illustrate how the funds entrusted to the Town have been prioritized to meet ongoing and ever-changing needs. This plan may change throughout the coming months based upon the input of taxpayers, residents, Committee Members, the Board of Selectmen and staff and as revenue and expenditure estimates mature. The goal throughout this collaborative budget development process is to bring forth the best plan for consideration by Town Meeting on August 8, 2020.

This proposed financial plan for fiscal year 2021 (FY21) details the expenditure of \$144,940,996 across all funds, which is \$413,405 (0.28%) more than the expenditures planned in the current fiscal year. Detailed herein is the operating budget which totals \$137,111,275, Capital Improvements of \$5,006,282 of which \$3,903,762 are utility capital improvements, offsets and charges of \$1,315,934, and program and project funding through warrant articles totaling \$1,179,052.

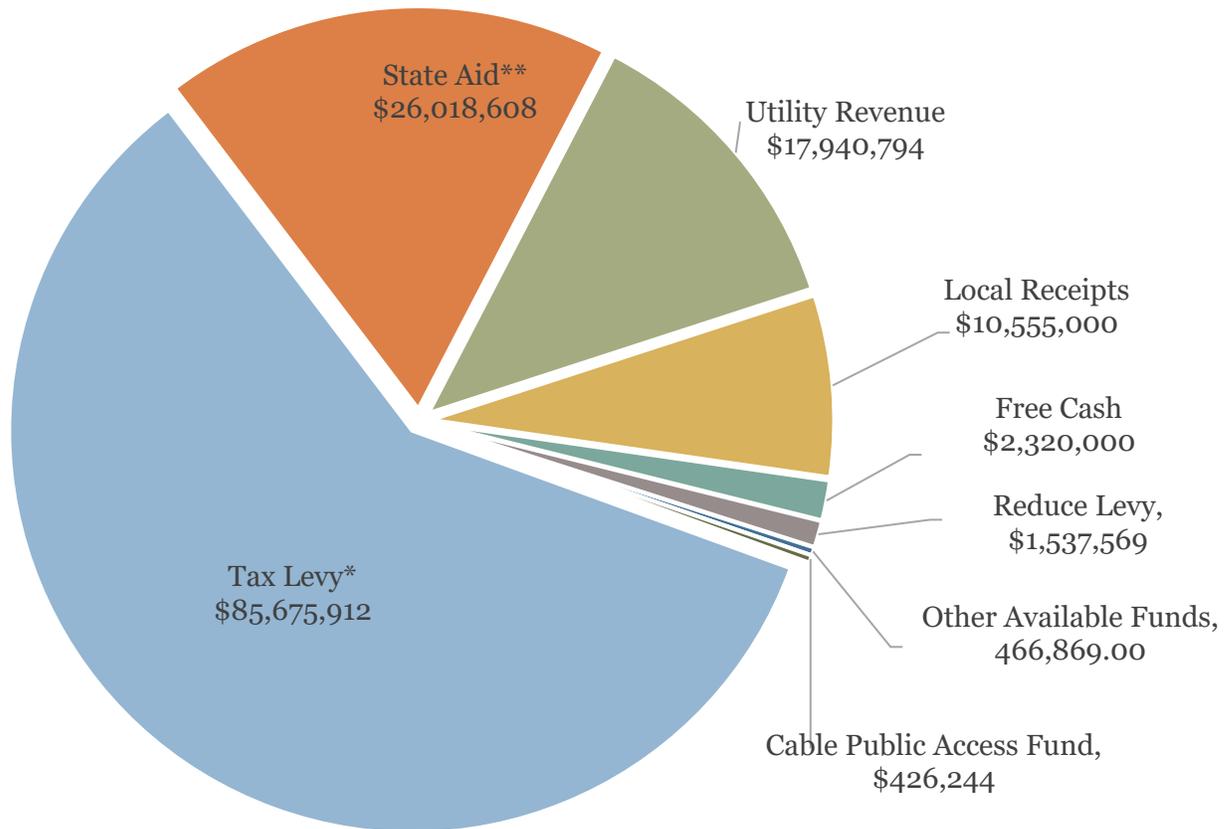
The operating budget of \$137,111,275, is a 3.64% increase over FY20, includes expenditures for all municipal departments and the School Department. Municipal operations (except Utilities) and certain expenses in support of the School Department make up 41.53% or \$56,944,635; and \$67,080,000 is allocated to the School Department. Direct utility operating expenditures, including Water, Sewer, Solid Waste and Stormwater, are proposed at \$12,660,396 which is \$1,212,841 or 10.59% greater than FY20.

Unfortunately, due to the challenges of COVID-19, this operating budget includes reduced service levels in some departments in comparison to Fiscal Year 2020. Many changes have occurred since the publication of Fiscal Projection One. Fortunately, this plan includes funding for the same number of Full Time Equivalents (employees) as Fiscal Year 2020. However, some positions can only be funded for part of the year. These positions are currently vacant and backfilling these positions will be delayed for up to six months beyond the start of the fiscal year. Approximately six months of funding is included for a new part-time Benefits Coordinator within the Treasurer/Collector's Office and is possible because of other expense reductions within the department. Other impacted positions include partial year funding for a Heavy Equipment Operator in the Highway Department, three Patrol Officers in the Police Department and the Management Analyst Position within the Office of the Town Manager.

All non-union employees' wages were frozen as of June 30, 2020. All department heads have agreed to a year-long wage freeze. The Police Patrol Officers, Police Superiors, Fire Fighters, Public Works and Custodian unions have all agreed to wage concession for fiscal year 2021. This leaves only the dispatchers union that was unwilling make some type of wage concession given the extraordinary circumstances related to COVID-19.

Details on the expenditure of funds by the School Department can be found in Superintendent Dr. Joseph Sawyer's budget document which will be published to the School's website. <https://schools.shrewsburyma.gov/sc/fy-2021-budget>

REVENUE

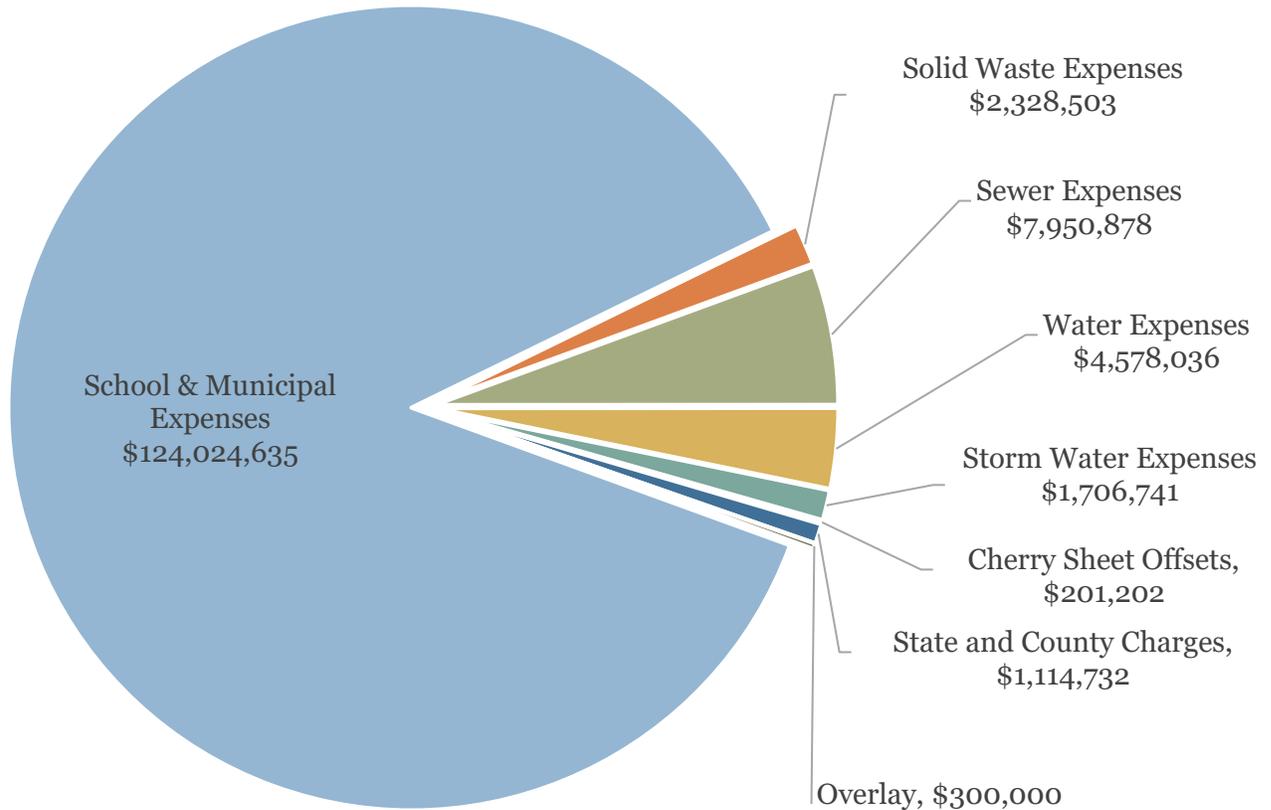


REVENUE SOURCE	FY 21 FP One	FY21 FP Two	% of Budget
Tax Levy*	\$85,713,912	\$85,675,912	59.11%
State Aid**	\$27,535,981	\$26,018,608	17.95%
Utility Revenue	\$18,212,673	\$17,940,794	12.38%
Local Receipts	\$11,871,993	\$10,555,000	7.28%
Free Cash	\$3,174,948	\$2,320,000	1.60%
Reduce Levy	\$1,537,569	\$1,537,569	1.06%
Other Available Funds	\$472,869	\$466,869	0.32%
Stabilization	\$0	\$0	0.00%
Cable Public Access Fund	\$426,244	\$426,244	0.29%
TOTAL	\$148,946,189	\$144,940,996	100%

*Includes Exempted Tax Levy

**Includes SBA payments and Chapter 90 payments

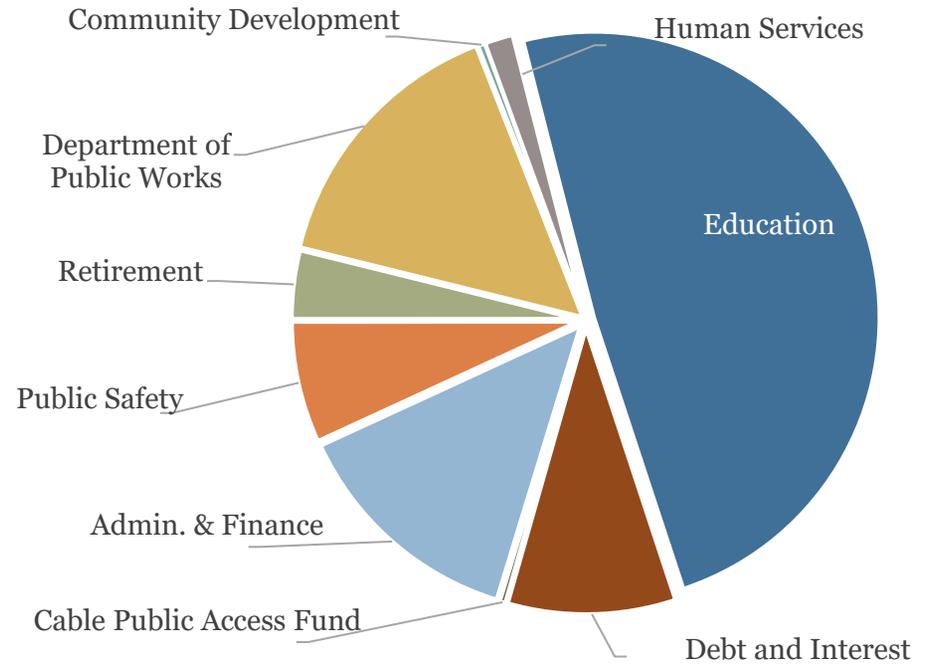
EXPENDITURES



EXPENDITURE CATEGORY	FY21 FP One	FY21 FP Two	% of Budget
School & Municipal Expenses	\$126,121,788	\$124,024,635	85.57%
Solid Waste Expenses	\$2,358,503	\$2,328,503	1.61%
Sewer Expenses*	\$8,021,345	\$7,950,878	5.49%
Water Expenses*	\$4,782,485	\$4,578,036	3.16%
Storm Water Expenses*	\$1,704,060	\$1,706,741	1.18%
Cherry Sheet Offsets	\$201,202	\$201,202	0.14%
State and County Charges	\$1,114,732	\$1,114,732	0.77%
CMPRC	\$10,453	\$10,453	0.01%
Overlay	\$300,000	\$300,000	0.21%
Overlay Deficit	\$0	\$0	0.00%
ATM/STM Reserve	\$0	\$0	0.00%
FY 2020 Deficits/Bills Prior Year	\$0	\$0	0.00%
Sale of Lots	\$18,000	\$18,000	0.01%
Cable Public Access Fund	\$426,244	\$426,244	0.29%
Capital Improvement Plan	\$1,877,544	\$1,102,520	0.76%
Other Warrant Articles	\$2,009,833	\$1,179,052	0.81%
TOTAL	\$148,946,189	\$144,940,996	100%

*Includes Utility Capital Expenses

SUMMARY OF FUNCTIONAL AREAS



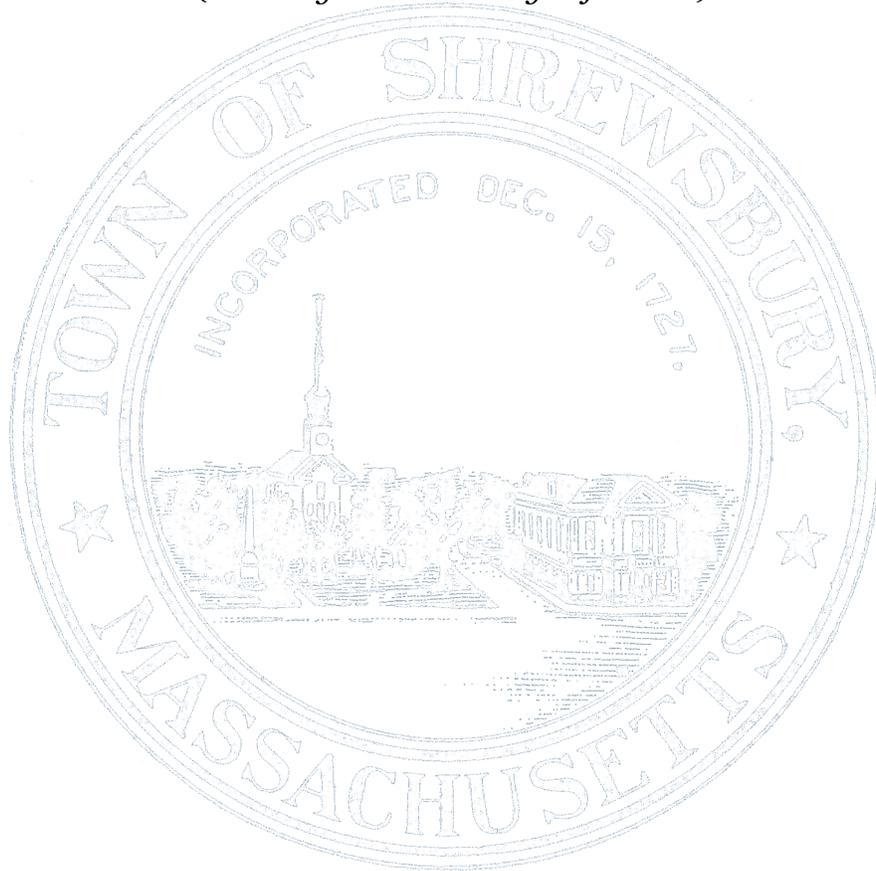
	FY 2021 TM Fiscal Proj. Two	FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget*	FY 2019 Actuals	FY 2018 Actuals	% Change from FY2020	\$ Change from FY2020	% of Total Budget
Admin. & Finance**	\$18,404,165	\$18,971,286	\$19,265,485	\$17,979,986	\$15,927,779	\$15,126,613	2.31%	\$415,073	13.42%
Public Safety	\$9,393,549	\$9,636,575	\$9,730,645	\$9,256,312	\$8,757,155	\$8,297,907	1.48%	\$137,237	6.85%
Retirement	\$5,292,000	\$5,687,965	\$4,766,884	\$5,674,609	\$5,674,609	\$5,549,124	-6.81%	-\$386,644	3.86%
Public Works***	\$20,805,860	\$21,045,078	\$21,436,445	\$19,432,097	18,744,665	\$15,694,090	7.06%	\$1,372,161	15.17%
Community Dev.	\$538,739	\$557,014	\$638,304	\$525,042	\$439,286	\$378,253	2.61%	\$13,697	0.39%
Human Services	\$2,173,314	\$2,220,805	\$2,240,084	\$2,143,994	\$1,997,092	\$1,914,309	1.37%	\$29,319	1.59%
Education	\$67,080,000	\$67,668,322	\$67,961,773	\$66,302,041	\$64,135,935	\$62,473,425	1.17%	\$777,959	48.93%
Debt and Interest	\$12,997,405	\$12,997,405	\$12,980,401	\$10,536,812	\$8,987,001	\$9,347,232	23.35%	\$2,460,593	9.48%
Cable Public Access Fund	\$426,244	\$426,244	\$426,244	\$440,000	\$0	\$0	-3.13%	-\$13,756	0.31%
TOTAL	\$137,111,275	\$139,210,694	\$139,446,264	\$132,290,893	124,663,522	\$118,780,952	3.63%	\$4,805,638	100.00%

*FY 2020 Budget reflects the ATM Appropriation unless otherwise noted

**Includes some Educational Expenses

***Utility Operating Budgets without Capital Expenses

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OPERATING BUDGET BY DEPARTMENT

	FY 2021 TM Fiscal Proj. Two	FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget	FY 2019 Actuals	FY 2018 Actuals	% Change from FY2020	\$ Change from FY2020	% of Total Expend
PERSONNEL BOARD	\$167,000	\$261,751	\$255,184	\$295,472	\$29,342	\$15,684	-43.48%	-\$128,472	0.12%
SELECTMEN	\$21,635	\$22,530	\$22,200	\$22,250	\$20,526	\$20,718	-2.76%	-\$615	0.02%
TOWN MANAGER	\$571,670	\$592,994	\$598,801	\$560,500	\$485,521	\$409,548	1.99%	\$11,170	0.42%
FINANCE COMMITTEE	\$233,945	\$220,738	\$226,230	\$233,970	\$901	\$750	-0.01%	-\$25	0.17%
ACCOUNTANT	\$259,754	\$263,669	\$263,669	\$245,724	\$244,247	\$240,261	5.71%	\$14,029	0.19%
ASSESSORS	\$337,053	\$348,053	\$375,053	\$326,425	\$294,145	\$298,860	3.26%	\$10,628	0.25%
TREASURER-COLLECTOR	\$428,148	\$441,865	\$447,379	\$413,055	\$353,636	\$369,613	3.65%	\$15,093	0.31%
TOWN COUNSEL	\$171,710	\$179,200	\$185,325	\$179,200	\$152,379	\$174,946	-4.18%	-\$7,490	0.13%
TOWN CLERK	\$169,517	\$173,467	\$173,467	\$169,872	\$168,005	\$161,787	-0.21%	-\$355	0.12%
ELECTION & REGISTRATION	\$168,017	\$175,382	\$177,320	\$136,879	\$163,821	\$88,522	22.75%	\$31,138	0.12%
CONSERVATION COMM.	\$300	\$300	\$29,200	\$1,900	\$876	\$3,847	-84.21%	-\$1,600	0.00%
PLANNING & ECON. DEV.	\$78,463	\$79,643	\$101,140	\$95,848	\$68,565	\$61,442	-18.14%	-\$17,385	0.06%
PLANNING BOARD	\$1,930	\$2,000	\$2,000	\$2,000	\$1,027	\$1,391	-3.50%	-\$70	0.00%
BOARD OF APPEALS	\$2,900	\$3,650	\$3,650	\$3,650	\$1,258	\$276	-20.55%	-\$750	0.00%
PUBLIC BUILDINGS	\$4,157,559	\$4,338,741	\$4,543,077	\$4,156,741	\$3,957,028	\$3,847,310	0.02%	\$818	3.03%
POLICE DEPARTMENT	\$5,526,450	\$5,645,810	\$5,713,872	\$5,523,925	\$5,067,446	\$4,761,497	0.05%	\$2,525	4.03%
FIRE DEPARTMENT	\$3,854,328	\$3,977,945	\$4,003,953	\$3,719,566*	\$3,678,662	\$3,524,370	3.62%	\$134,762	2.81%
BUILDING INSPECTOR	\$455,146	\$471,421	\$502,314	\$421,644	\$367,560	\$311,298	7.95%	\$33,502	0.33%
WEIGHTS & MEASURES	\$8,900	\$9,000	\$9,000	\$9,000	\$7,950	\$6,528	-1.11%	-\$100	0.01%
EMERGENCY MANAGEMENT	\$12,771	\$12,820	\$12,820	\$12,820	\$11,047	\$12,040	-0.38%	-\$49	0.01%
FORESTRY	\$81,900	\$82,150	\$92,708	\$82,575	\$59,517	\$65,507	-0.82%	-\$675	0.06%
OPEB	\$402,000	\$451,191	\$451,191	\$358,916			12.00%	\$43,084	0.29%
PENSIONS	\$4,890,000	\$5,236,774	\$4,315,693	\$5,315,693	\$5,674,609	\$5,549,124	-8.01%	-\$425,693	3.57%
PUBLIC WORKS – ADMIN.	\$683,975	\$674,375	\$719,280	\$518,052	\$0	\$0	32.03%	\$165,923	0.50%
TOWN ENGINEER	\$373,232	\$386,147	\$424,247	\$357,038	\$564,758	\$570,491	4.54%	\$16,194	0.27%
HIGHWAY	\$2,111,003	\$2,186,528	\$2,341,487	\$2,128,278	\$1,842,844	\$2,148,572	-0.81%	-\$17,276	1.54%
STREET LIGHTING	\$110,000	\$110,000	\$110,000	\$147,000	\$148,152	\$161,635	-25.17%	-\$37,000	0.08%
SOLID WASTE	\$2,328,503	\$2,358,503	\$2,358,503	\$2,254,969	\$1,833,979	\$1,801,412	3.26%	\$73,534	1.70%

	FY 2021 TM Fiscal Proj. Two	FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget	FY 2019 Actuals	FY 2018 Actuals	% Change from FY2020	\$ Change from FY2020	% of Total Expend
SEWER	\$6,313,978	\$6,304,264	\$6,254,264	\$5,588,709	\$5,144,606	\$4,988,846	12.98%	\$725,269	4.61%
WATER	\$2,561,174	\$2,545,836	\$2,443,836	\$2,398,799	\$1,792,815	\$1,599,173	6.77%	\$162,375	1.87%
STORMWATER	\$1,456,741	\$1,457,060	\$1,457,060	\$1,205,078	\$0	\$0	20.88%	\$251,663	1.06%
CABLE PUBLIC ACCESS FUND	\$426,244	\$426,244	\$426,244	\$440,000	\$0	\$0	-3.13%	-\$13,756	0.31%
CEMETERIES	\$151,253	\$118,593	\$153,593	\$114,263	\$102,906	\$101,958	32.37%	\$36,990	0.11%
HEALTH	\$228,042	\$222,755	\$222,755	\$221,292	\$208,971	\$200,942	3.05%	\$6,750	0.17%
COUNCIL ON AGING	\$283,853	\$294,759	\$308,823	\$292,067	\$269,202	\$250,736	-2.81%	-\$8,214	0.21%
VETERAN'S SERVICES	\$212,960	\$212,960	\$212,960	\$211,820	\$178,040	\$188,642	0.54%	\$1,140	0.16%
COMM. ON DISABILITIES	\$483	\$500	\$500	\$500	\$644	\$125	-3.50%	-\$18	0.00%
LIBRARY	\$1,447,976	\$1,489,832	\$1,495,047	\$1,418,315	\$1,340,236	\$1,273,864	2.09%	\$29,662	1.06%
PARKS AND RECREATION	\$467,643	\$476,883	\$529,392	\$471,595	\$424,824	\$402,659	-0.84%	-\$3,952	0.34%
SCHOOLS	\$67,080,000	\$67,668,322	\$67,961,773	\$66,302,041	\$64,135,935	\$62,473,425	1.17%	\$777,959	48.92%
INTEREST & MATURING DEBT	\$12,997,405	\$12,997,405	\$12,980,401	\$10,536,812	\$8,987,001	\$9,347,232	23.35%	\$2,460,593	9.48%
Employee Assistance Program	\$2,750	\$2,750	\$2,750	\$2,750	\$995	\$3,980	0.00%	\$0	0.00%
Group Health & Life Ins.	\$12,390,000	\$12,780,600	\$13,000,000	\$11,900,000	\$10,835,034	\$10,473,533	4.12%	\$490,000	9.04%
Medicare	\$1,060,000	\$1,101,721	\$1,101,721	\$1,059,347	\$1,009,820	\$999,258	0.06%	\$653	0.77%
Unemployment Comp. Ins.	\$200,000	\$90,000	\$90,000	\$100,000	\$49,564	\$40,070	100.00%	\$100,000	0.15%
Radio Maintenance	\$10,421	\$10,421	\$10,421	\$10,421	\$10,421	\$10,421	0.00%	\$0	0.01%
Gasoline and Oil	\$349,530	\$395,000	\$395,000	\$395,000	\$321,661	\$248,181	-11.51%	-\$45,470	0.25%
Printing/Postage/Stationary	\$94,000	\$98,000	\$98,000	\$95,000	\$90,120	\$70,762	-1.05%	-\$1,000	0.07%
Memorial Day	\$4,000	\$5,500	\$5,500	\$5,500	\$4,140	\$3,865	-27.27%	-\$1,500	0.00%
General Insurance	\$867,500	\$900,000	\$900,000	\$888,620	\$814,654	\$766,596	-2.38%	-\$21,120	0.63%
Information & Technology	\$865,000	\$875,131	\$904,951	\$896,000	\$821,844	\$698,701	-3.46%	-\$31,000	0.63%
Telephone System	\$32,515	\$32,515	\$32,515	\$44,000	\$57,005	\$30,556	-26.10%	-\$11,485	0.02%
OPERATING SUPPORT (UNCLASSIFIED)	\$15,875,716	\$16,291,638	\$16,540,858	\$15,396,638	\$14,015,257	\$13,345,924	3.11%	\$479,078	11.58%
TOTAL	\$137,111,275	\$139,210,694	\$139,446,264	\$132,290,893	124,663522	\$118,780,952	3.64%	\$4,820,382	100.00%

OPERATING BUDGET BY DEPARTMENT – CONT'D

The average municipal departmental operating budget decreases for FY 2021 is 1.29% over FY 2020 Budgeted and a reduction of 3.41% from FY 21 Fiscal Projection One. This average includes all general municipal departments with the exception of the costs associated with the Utilities' operations, Debt Service, and Health Insurance. Some of the more significant budget changes include:

Public Safety: Increase of \$136,837 over FY 2020 Budget

Across Public Safety, which includes Police, Fire, and Emergency Management the current budget proposes increases in the amount of \$136,837 of which \$134,726 are allocated to the Fire Department as a result of contractual obligations, the establishment of the Lieutenant rank, and the Town's portion of expenses for the addition of four (4) new Fire Fighters in accordance to the awarded SAFER grant in September 2019. The proposed amount reflects a reduction of \$243,246 from FY 21 Fiscal Projection One.

Department of Public Works (DPW): Increase of \$1,370,036 over FY 2020 Budget

The DPW budget proposes increases in the amount of \$160,922 spread across Public Facilities, Forestry, Weights and Measures, DPW Administration, Highway, Street Lighting, Cemeteries, and Parks & Recreation. The development of the Public Works Administration Department in FY 2020 has allowed for the consolidation of some operational expenditures across the remaining DPW departments. The Street Lighting proposes decreasing expenditures by \$37,000. To date, roughly, 85% of the conventional Street lights have been replaced with LED counterparts. The LED savings were discounted over four years starting in FY 2020 to allow SELCO to recover the capital and installation costs. The proposed amount reflects a reduction of \$240,678 from FY 21 Fiscal Projection One.

Total enterprise increases amount to \$1,212,841 across the Solid Waste, Sewer, Water, and Stormwater enterprises. The largest single component for the enterprise increases resides with Sewer in the amount of \$725,269 as a result of contractual obligations, increasing capital investment and maintenance, increasing treatment costs at the Westborough Treatment Plant, and the redirection of flow to the Upper Blackstone treatment plant through Worcester. Stormwater expenses will increase \$251,663 in part related to the initial five-year outlook and as a result of more accurate indirect cost allocations. \$73,534 in Solid Waste increases are proposed relating to contractual obligations and a more accurate representation of indirect costs. The proposed amount reflects a reduction of \$5,267 from FY 21 Fiscal Projection One.

Debt & Interest: Increase of \$2,460,593 over FY 2020 Budget

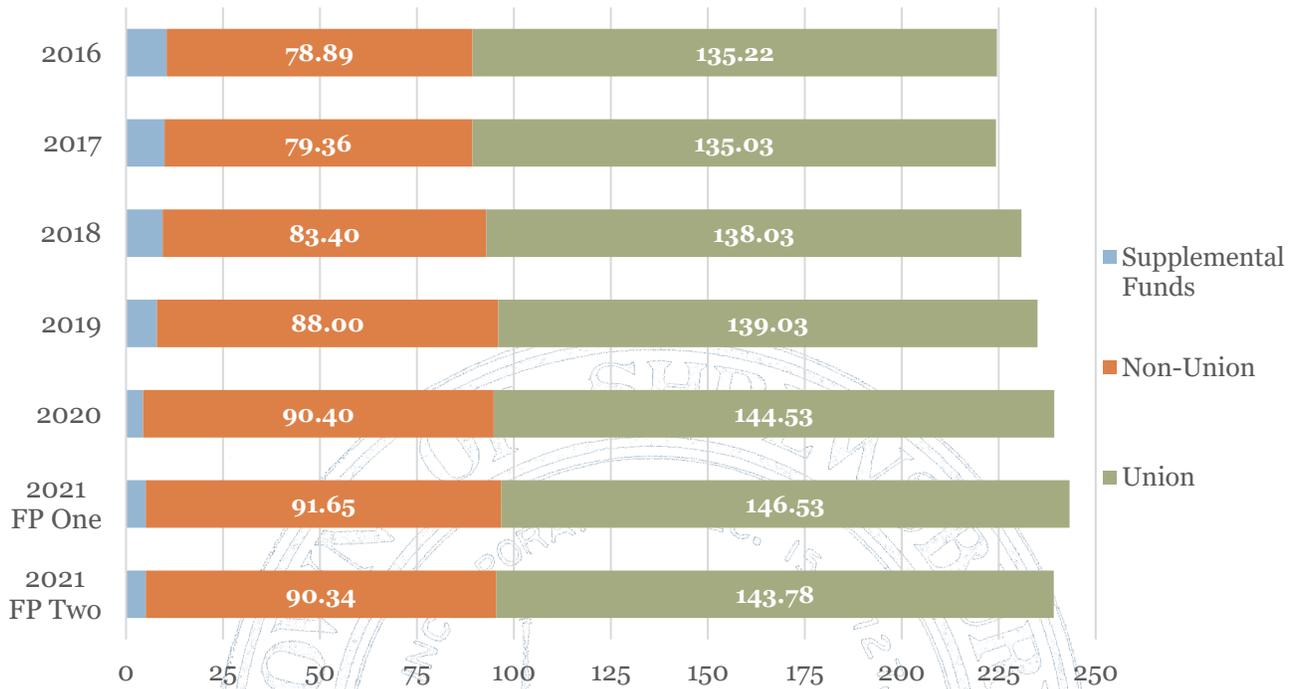
Debt and Interest expenses will increase by a net of \$2,460,593 and is attributed to the borrowing/re-financing of funds for the construction of: The Beal Early Childhood Center, The Fire Station, and the Water Treatment Plant.

Collective Bargaining and Employee Relations

All Town employee unions have contracts in place through the close of the proposed fiscal year, FY2021, except the Shrewsbury Custodians, AFSCME Council 93, Local 1708, and Shrewsbury Public Works, SEIU Local 888. Bargaining with these unions are ongoing.

TOWN PERSONNEL TRENDS

FY 2021 – 2016



	2021 FP Two	2021 FP One	2020	2019	2018	2017	2016
Supplemental Funds	5.06	5.06	4.39	7.96	9.44	9.92	10.44
Non-Union	90.34	91.65	90.40	88.00	83.40	79.36	78.89
Union	143.78	146.53	144.53	139.03	138.03	135.03	135.22
TOTAL	239.18	243.24	239.32	234.99	230.87	224.31	224.55

The above figure depicts the Full-Time Equivalent (FTE) personnel funded in the Town's budget for a given fiscal year. These figures and totals do not include the FTEs funded within the Schools Budget for the same fiscal years. The Supplemental funding sources for the FTEs depicted above include non-major Governmental funds received as Federal and State Grants, and departmental revolving accounts such as:

- School Grants
- Public Safety Grants
- Arts Lottery Council Grant
- Conservation Commission
- Community Compact IT Grant
- Council on Aging Van Revolving
- COA Formula Grant
- Donahue Rowing Center Revolving
- Highway Grants
- Filing Fees
- Library Grants
- Gifts & Donations
- Park Improvement Grant
- Parks & Recreation Revolving

Healthcare/Other Post-Employment Benefits (OPEB):

Healthcare premiums are budgeted to increase by an average of 4.12% in the FY2021 budget. In FY2021, the Town will shift \$42,275 from Pension funding to OPEB for a total appropriation of \$401,191, which is an increase of \$11.78% over FY 2020. The table below provides information regarding the Town's OPEB Trust Fund and OPEB liability.

Town of Shrewsbury OPEB Liability				
Year Ending	Total Liability	Total Assets	Net Liability	% Funded
6/30/2019	\$55,412,888	\$4,272,599	\$51,140,289	7.7%
6/30/2018	\$52,647,307	\$3,886,898	\$48,760,409	7.4%
6/30/2017	\$48,107,891	\$3,292,451	\$44,815,440	6.8%

COMPARATIVE DATA

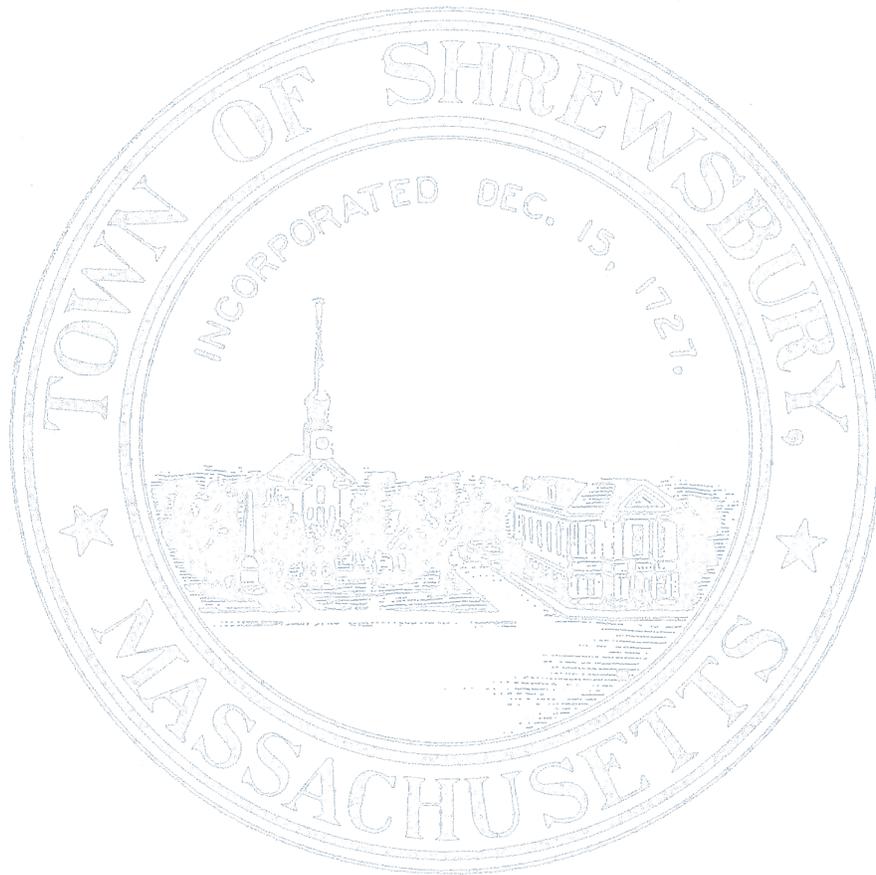
The FY2021 Annual Budget & Financial Plan includes a set of comparable communities that includes Billerica, Braintree, Chelmsford, Franklin, Grafton, Marlborough, Natick, Northborough, Reading, Tewksbury, Walpole, Westborough, Westford, and Woburn. These communities were selected during the 2019 Classification and Compensation Study based on a number of factors including; population, Income per Capita, Equalized Value Per Capita, Total Assessed Value, Tax Levy, State Aid, Total Budget, and Proximity.

Among the comparable communities, the Town of Shrewsbury is in the top 40% for population density. While there are still growth opportunities the Town is evolving into a more densely populated and built out community (Table 1 on page 16). Revenue from growth in the tax base ranks six (6) among a group of fourteen (14) comparable communities (see Table 2), slightly above the statewide average. Another indicator of the Town's ability to and opportunity to raise revenue is a measure developed by the Department of Revenue called Municipal Revenue Growth Factor (MRGF). It measures a community's ability to raise revenue, taking into consideration a community's tax levy limit, new growth, state aid, and local receipts. As you can see from Table 3, the statewide average and average of the twelve other comparable communities' MRGF is 4.38 and 4.49 respectively. Shrewsbury's is 4.54, which is five percentage points above the state average.

Another factor that poses a challenge to the Town's financial structure is its tax base. The majority of the Town's tax base is residential at 87.45% of the total Levy. The commercial and industrial sector makes up remaining 12.55%. Table 5 shows that Shrewsbury's commercial and industrial tax base ranks 12th out of 14 comparable communities. The average of these communities is 25.92%, more than two times that of Shrewsbury. This challenges the Town's ability to raise revenue, and places a heavier tax burden on the residential sector. The tax burden, when measured several different ways, is below the average of the fourteen (14) comparable communities. In fact, the Town ranks 15th in taxes per capita (Table 5), and 12th of fourteen (14) in average single family tax Bill as a percent of median household income (Table 7).

A look at how the Town's spending levels impact the Town's financial position shows that the Town's spending per capita is below the state average and the average of the fourteen (14)

comparable communities. Shrewsbury ranks 15th of the fifteen (15) comparable communities in overall expenditures per capita (see Table 6). The spending average of the other comparable communities is approximately 20% greater than Shrewsbury. With spending below average for comparable communities, and challenges with revenue growth, it is plausible that the Town is facing a structural revenue problem much less than an expenditure concern.



COMPARATIVE DATA

TABLE 1		TABLE 2		TABLE 3		TABLE 4	
Municipality	Population Density Pop./sq. mile	Municipality	New Growth Avg. FY17- FY20	Municipality	FY 2020 Municipal Revenue Growth Factor	Municipality	CIP as % of Total Levy
Woburn	3,196	Woburn	2.79%	Tewksbury	5.76%	Woburn	49.65%
Braintree	2,709	Tewksbury	2.63%	Marlborough	4.78%	Marlborough	44.79%
Reading	2,546	Marlborough	2.44%	Braintree	4.72%	Billerica	42.82%
Natick	2,423	Franklin	2.30%	Grafton	4.68%	Braintree	37.70%
Marlborough	1,908	Grafton	2.05%	Westborough	4.67%	Westborough	30.71%
Shrewsbury	1,832	Shrewsbury	1.95%	Woburn	4.61%	Tewksbury	25.68%
Billerica	1,712	Walpole	1.82%	Billerica	4.59%	Northborough	25.30%
Chelmsford	1,579	Westborough	1.69%	Franklin	4.54%	Chelmsford	21.19%
Tewksbury	1,516	Chelmsford	1.63%	Shrewsbury	4.54%	Natick	20.73%
Franklin	1,248	Natick	1.48%	Walpole	4.30%	Franklin	19.26%
Walpole	1,233	Billerica	1.44%	Reading	4.27%	Walpole	16.65%
Westborough	932	Northborough	1.35%	Chelmsford	4.18%	Shrewsbury	12.55%
Grafton	828	Reading	1.17%	Northborough	3.99%	Westford	11.86%
Northborough	817	Braintree	1.13%	Natick	3.95%	Grafton	9.01%
Westford	803	Westford	1.00%	Westford	3.29%	Reading	7.51%
Avg. w/o Shrewsbury	1,675	Avg. w/o Shrewsbury	1.78%	Avg. w/o Shrewsbury	4.45%	Avg. w/o Shrewsbury	25.92%
		State Average	1.65%	State Average	4.38%		

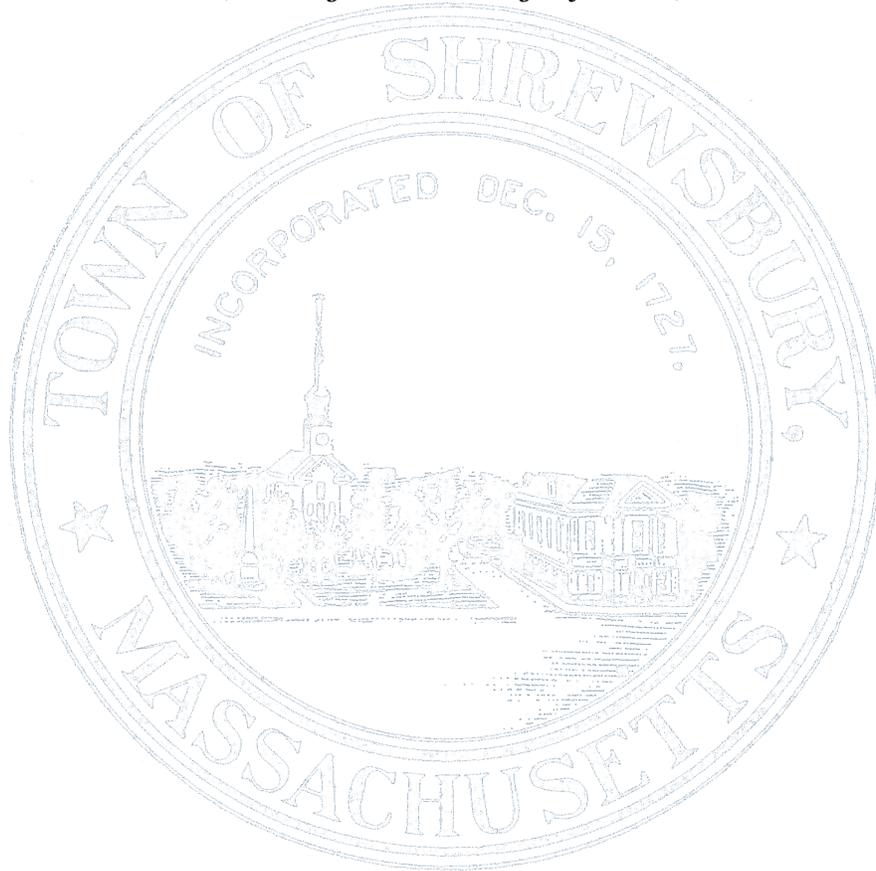
COMPARATIVE DATA

TABLE 5		TABLE 6		TABLE 7		TABLE 8		TABLE 9	
Municipality	FY 2020 Tax Levy per Capita	Municipality	FY 18 Total Expend. Per Capita	Municipality	FY 18 Avg. Single Family Tax Bill as % of FY 14-Fy 18 Median Income	Municipality	FY 20 Avg. Single Family Tax Bill	Municipality	FY 20 Res. Tax Rate
Westborough	4,055	Westborough	\$4,729	Westborough	8.03%	Westborough	\$9,775	Westborough	\$18.32
Northborough	\$3,511	Westford	\$4,206	Natick	6.80%	Westford	\$9,238	Northborough	\$17.25
Westford	3,368	Natick	\$3,827	Walpole	6.58%	Natick	\$8,410	Grafton	\$16.50
Natick	\$3,355	Northborough	\$3,764	Chelmsford	6.53%	Walpole	\$7,973	Chelmsford ³	\$16.45
Tewksbury	\$3,010	Chelmsford	\$3,562	Northborough	6.46%	Northborough	\$7,965	Westford	\$16.33
Reading	\$3,004	Reading	\$3,493	Marlborough	6.41%	Reading ²	\$7,486	Tewksbury	\$15.97
Walpole	\$3,000	Walpole	\$3,436	Tewksbury	6.20%	Chelmsford	\$7,362	Walpole	\$14.99
Chelmsford	2,999	Franklin	\$3,382	Grafton	6.10%	Tewksbury	\$6,921	Franklin	\$14.51
Billerica	\$2,961	Woburn	\$3,306	Westford	5.96%	Grafton	\$6,920	Marlborough ³	\$14.18
Woburn	\$2,797	Braintree	\$3,290	Franklin	5.36%	Franklin	\$6,680	Reading	\$13.95
Marlborough	\$2,738	Marlborough	\$3,097	Shrewsbury	5.25%	Shrewsbury	\$5,968	Natick	\$13.61
Braintree	\$2,578	Billerica	\$3,058	Braintree	4.95%	Billerica	\$5,522	Billerica	\$12.99
Franklin	\$2,437	Tewksbury	\$2,962	Billerica	4.93%	Marlborough	\$5,444	Shrewsbury	\$12.47
Grafton	\$2,377	Grafton	\$2,937	Woburn	4.87%	Braintree	\$5,088	Braintree ³	\$9.86
Shrewsbury	\$2,112	Shrewsbury	\$2,913	Reading ¹	0.00%	Woburn	\$4,677	Woburn ³	\$9.32
Avg. w/o Shrewsbury	\$3,014	Avg. w/o Shrewsbury	\$3,504	Avg. w/o Shrewsbury	6.09%	Avg. w/o Shrewsbury	\$7,104	Avg. w/o Shrewsbury	\$14.59
State Average	\$2,888	State Average	\$3,697	State Average	7.49%	State Average	\$5,986	State Average	\$14.95

1. DLS does not have sufficient data to calculate an average single-family tax bill for communities that have adopted the residential exemption (MGL c59:5C).
2. Reading Average Residential Tax Bill used is from FY 2017
3. Chelmsford, Marlborough, Braintree, and Woburn are communities whose tax-rate varies by tax group.
Commercial/Industrial Tax Rates: \$21.18, \$25.22, \$21.81, \$23.20 respectively.

REVENUES

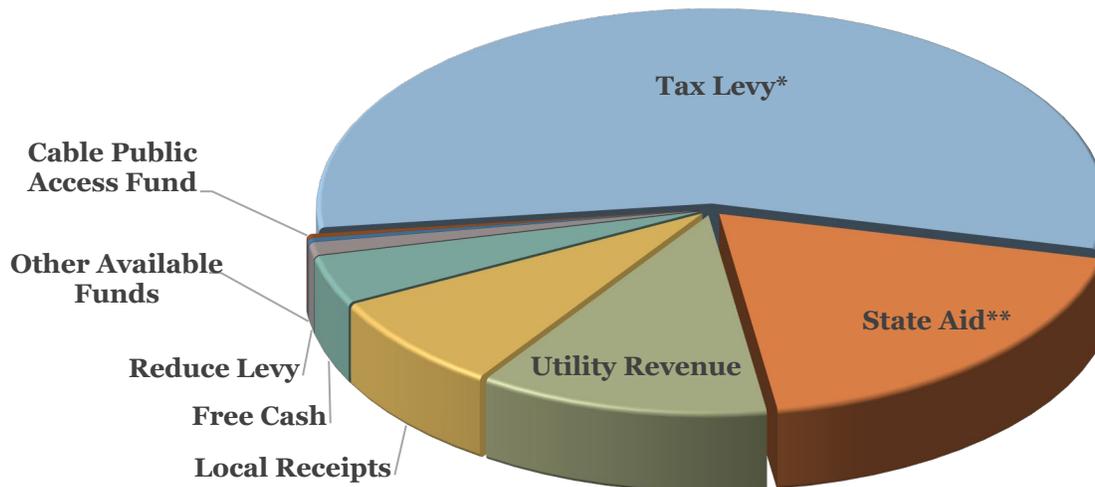
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Overview of Budgeted Revenues – Fiscal Year 2020

The Town of Shrewsbury’s single largest source of revenue is derived through the taxation of real and personal property in accordance with Massachusetts General Laws Chapter 59. For Fiscal Year 2020 (FY 20), property taxes comprise 55.52%. The second largest revenue category is aid from the Commonwealth of Massachusetts which totaled 18.94%. The third largest revenue category of revenue comes charges for utility services, 11.86%. The fourth largest category, known as local receipts, comes from variety of fees for service, permit and license fees, and excise taxes which totaled 8.01% of all FY 20 budgeted income. Free cash represented 3.98% of the Town’s revenue in FY 20. 1.06% of FY 20’s revenue is derived from SELCO payments and Free Cash to Reduce the Levy. Roughly 1/3 of a percent (0.33%) of the revenue is comprised of other internal funds such as the Sale of Cemetery Lots and Title V Repayments. Finally, the last 0.30% of revenue is comprised of the franchise fees collected for use of the Town’s Cable Television, Public, Education, and Governmental Access Enterprise.

FY 20 REVENUE BREAKOUT



REVENUE SOURCE	FY20 Budget	% of Budget
Tax Levy*	\$80,294,726	55.52%
State Aid**	\$27,353,902	18.94%
Utility Revenue	\$17,091,512	11.86%
Local Receipts	\$11,382,318	8.01%
Free Cash	\$5,742,502	3.98%
Reduce Levy	\$1,537,569	1.06%
Other Available Funds	\$482,887	0.33%
Cable Public Access Fund	\$440,000	0.30%
Stabilization	\$0	0.0%
TOTAL	\$144,325,416	100%

*Includes Exempted Tax Levy

**Includes SBA payments and Chapter 90 payments

REVENUE SUMMARY FISCAL YEAR 2021

Total revenue for FY21 is projected at \$144,941,000 which is a net increase of \$437,809 or 0.30% over FY 20 Budgeted and a reduction of \$3,999,189 or -2.69% from FY 21 Fiscal Projection One. The single largest increase is attributed to the increase in debt exclusion related to the development of the new Beal Early Childhood Center.

The property tax levy in accordance with the provisions of Proposition 2½ will increase to \$77,608,980 which is \$2,644,121 or 3.53% greater than FY 20. This includes a 2.5% increase over the FY 20 levy plus \$770,000 in estimated new growth. Property tax revenues dedicated to debt service, which has been excluded from the provisions of Proposition 2½, will provide \$8,066,932 which is \$2,854,777 greater than FY 20. Total property tax revenues, including the debt exclusions, will exceed FY 20 by \$5,426,528 or 6.76%. The total projected FY21 Tax Levy is \$85,675,912

State Aid estimates are made up of three components, (1) Cherry Sheet Aid, the annually recurring aid for education, general government, and other categories, (2) School Construction Aid, State reimbursements to the Town for borrowing costs the Town incurred for state-eligible school building projects under the for state system for such projects, and (3) Highway construction, preservation and improvement aid through the Chapter 90 formula. The State Aid is projected to decrease by 5.13% over FY 20 Budgeted to \$26,018,608. This decrease is a reduction of \$1,517,373 or 5.83% from FY 21 Fiscal Projection One.

The Town's utility operations, solid waste, water and sewer, and stormwater are projected to raise \$17,940,794 in revenue during FY 21. Additional funds may be appropriated from available funds in the Treasury to fund other on-going capital and maintenance projects for these operations.

Local Receipts revenues are forecasted to yield \$10,555,000 which is a decrease of \$1,016,112 from FY 20 budgeted revenue and a reduction of \$1,316,993 from FY 21 Fiscal Projection One.

A total of \$8,631,981 in Free Cash was certified by the Department of Revenue as of June 30, 2019. \$2,031,486 was appropriated at the October 21, 2019 Special Town Meeting leaving a revised balance of \$6,600,495. The appropriation of these funds must be done so in accordance with the Town's Reserve Fund Policy.

The remaining Other Available Funds including revenues related to the sale of Cemetery Lots, Cemetery Trust, Debt Service revenue from SELCO and Title V Loans, Internal Account Transfers, Bond Interest Reserve, Cable Public Access Fund, and SELCO revenue to further reduce the tax rate are projected at \$2,430,682 in FY21.

REVENUE SUMMARY FISCAL YEAR 2021

REVENUE SOURCE	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Tax Levy*	\$85,675,912	\$85,713,912	\$80,249,383	\$76,610,941	\$73,720,021	\$69,745,014
State Aid**	\$26,018,608	\$27,535,981	\$27,353,902	\$27,071,598	\$26,764,047	\$26,969,382
Utility Revenue	\$17,940,794	\$18,212,673	\$17,125,835	\$21,477,346	\$14,685,315	\$12,976,334
Local Receipts	\$10,555,000	\$11,871,993	\$11,571,112	\$13,038,851	\$12,402,864	\$11,763,692
Free Cash***	\$2,320,000	\$3,174,948	\$5,742,502	\$4,119,846	\$2,776,639	\$3,347,697
Reduce Levy	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569
Other Available Funds****	\$466,869	\$472,869	\$482,887	\$1,884,187	\$1,472,061	\$863,449
Stabilization	\$0	\$0	\$0	\$0	\$0	\$0
Cable Public Access Fund	\$426,244	\$426,244	\$440,000	\$0	\$0	\$0
TOTAL	\$144,940,996	\$148,946,189	\$144,503,190	\$145,743,071	\$133,348,516	\$127,199,092

* Includes Exempted Tax Levy

**Includes SBA payments and Chapter 90 payments

*** Substantial reduction in Free Cash due to development of Water Enterprise

**** Includes \$16,018 in TNC Funds. This amount represents two-years of service

All Revenue	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual	FY14 Actual	FY13 Actual
Tax Levy*	\$85,675,912	\$85,713,912	\$80,249,383	\$76,610,941	\$73,720,021	\$69,745,014	\$67,548,981	\$65,297,926	\$58,039,617	\$55,850,333
State Aid**	\$26,018,608	\$27,535,981	\$27,353,902	\$27,071,598	\$26,764,047	\$26,969,382	\$26,943,629	\$26,366,279	\$26,273,312	\$26,130,010
Utility Revenue	\$17,940,794	\$18,212,673	\$17,125,835	\$21,477,346	\$14,685,315	\$12,976,334	\$13,243,033	\$12,939,290	\$13,115,678	\$11,472,403
Local Receipts w/o water	\$10,555,000	\$11,871,993	\$11,571,612	\$13,038,851	\$12,402,864	\$11,113,677	\$10,864,542	\$11,012,809	\$8,451,538	\$9,286,728
Free Cash	\$2,320,000	\$3,174,948	\$5,742,502	\$4,119,846	\$3,770,000	\$3,847,697	\$3,709,000	\$3,860,003	\$4,439,580	\$3,091,495
Reduce Levy	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569	\$1,530,380	\$1,428,717
Other Available Funds	\$466,869	\$472,869	\$482,887	\$1,884,187	\$1,472,061	\$863,449	\$1,275,883	\$1,236,100	\$980,174	\$1572,958
Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cable Public Access Fund	\$426,244	\$426,244	\$440,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$144,940,996	\$147,941,189	\$144,503,190	\$145,743,071	\$134,351,877	\$127,053,122	\$125,122,637	\$122,249,976	\$112,830,279	\$108,832,644
Annual Rev. Increase	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual	FY14 Actual	FY13 Actual
Tax Levy*	\$5,426,528	\$5,464,528	\$3,638,442	\$2,890,920	\$3,975,007	\$2,196,033	\$2,251,055	\$7,258,309	\$2,189,284	\$2,831,449
State Aid**	(\$1,335,294)	\$182,079	\$282,304	\$314,711	(\$205,335)	(\$67,527)	\$666,585	\$92,967	\$143,302	(\$497,986)
Utility Revenue	\$814,959	\$1,086,838	(\$4,351,511)	\$6,792,031	\$1,708,981	(\$266,699)	\$303,743	(\$176,388)	\$1,643,275	\$1,026,596
Local Receipts w/o water	(\$1,016,112)	\$300,881	\$696,112	\$636,077	\$639,082	\$650,014	\$248,136	(\$145,266)	\$1,724,080	(\$304,426)
Free Cash	(\$3,422,502)	(\$2,567,554)	\$1,622,656	\$1,353,207	(\$581,058)	\$138,697	(\$151,003)	(\$579,577)	\$848,085	(\$305,296)
Reduce Levy	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,189	\$101,663	\$54,613
Other Available Funds	(\$16,018)	(\$10,018)	(\$1,401,300)	\$412,126	\$608,612	(\$412,434)	\$39,783	\$255,926	(\$592,784)	\$496,252
Stabilization	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cable Public Access Fund	(\$13,756)	(\$13,756)	\$440,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$437,805	\$4,442,998	\$871,156	\$12,399,072	\$6,144,907	\$2,238,084	\$3,358,299	\$6,713,160	\$6,056,905	\$3,301,202
% of Total Rev.	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual	FY16 Actual	FY15 Actual	FY14 Actual	FY13 Actual
Tax Levy*	59.11%	58.32%	55.53%	52.57%	55.29%	54.83%	54.06%	53.70%	50.52%	51.32%
State Aid**	17.95%	18.74%	18.93%	18.58%	20.27%	21.20%	21.63%	21.63%	22.87%	24.01%
Utility Revenue	12.38%	12.39%	11.85%	14.96%	11.01%	10.20%	10.60%	10.64%	11.42%	10.54%
Local Receipts w/o water	7.28%	8.08%	8.01%	7.57%	9.30%	9.25%	8.89%	8.94%	9.58%	8.53%
Free Cash	1.60%	2.16%	3.97%	2.87%	2.07%	2.63%	2.76%	3.16%	3.43%	2.84%
Reduce Levy	1.06%	1.05%	1.06%	1.07%	1.15%	1.21%	1.23%	1.23%	1.33%	1.31%
Other Available Funds	0.32%	0.32%	0.33%	1.31%	1.10%	.68%	1.02%	1.02%	0.85%	1.45%
Stabilization	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Cable Public Access Fund	0.29%	0.29%	0.30%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTAL	100.00%	100%								

* Includes Exempted Tax Levy

**Includes SBA payments and Chapter 90 payments

FP One and FP Two are compared to FY 20 Budget

Changes Proposed in FY 21

One of the most notable changes proposed in FY 21 revenue is the reduction in use of Free Cash. This may most directly be related to the establishment of the Water Enterprise in FY 20. Enterprise Funds established through MGL Chapter 44 Section 53F1/2 were created to manage the Town's drinking water utility and for the management of the new stormwater utility. Rather than Water Revenue generated through the rates flowing to the Free Cash Balance to then later be transferred back to the Water Surplus Fund; the establishment of the Water Enterprise permits the revenue generated through the Water Fees to remain within the enterprise and a fund separate from the General Fund.



TAX LEVY

Description:

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Shrewsbury, property taxes represent approximately 56% of annual revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Shrewsbury's non-manufacturing businesses. State law mandates that community's update their property values at least every five years and obtain State certification that such values represent full and fair cash value. A revaluation was conducted in FY16 and the next revaluation will be conducted in FY 21.

Legal Authority:

M.G.L. c.59, s.21c

Fiscal Capacity:

Under the Provisions of Proposition 2 1/2, property taxes, in the aggregate, may not exceed 2 1/2 % of their "full and fair cash value." This limit is known as the "levy ceiling." Annual levy increases may not exceed 2 1/2 % of the previous year's levy plus the taxes from any new or renovated property added to the tax rolls (known as new growth). Any Proposition 2 1/2 override or debt exclusion amounts approved by voters are added to the levy limit, while all related school construction reimbursements from the State are subtracted.

Forecast Assumption(s):

Property values and new growth for FY21 are preliminary estimates used to project the levy limit. The FY20 levy limit was \$74,964,859. The 2 1/2 % increase allowed for FY21 is \$1,874,121. New growth from construction not previously on the tax rolls is expected to add \$770,000 to the levy. An additional \$8,066,932 is added to the tax levy to cover the cost of debt service for projects approved by the voters as Proposition 2 1/2 debt exclusion overrides/exclusions. This added debt exclusion amount is net of state reimbursements estimated at \$2,854,777.

Budget Recommendation:

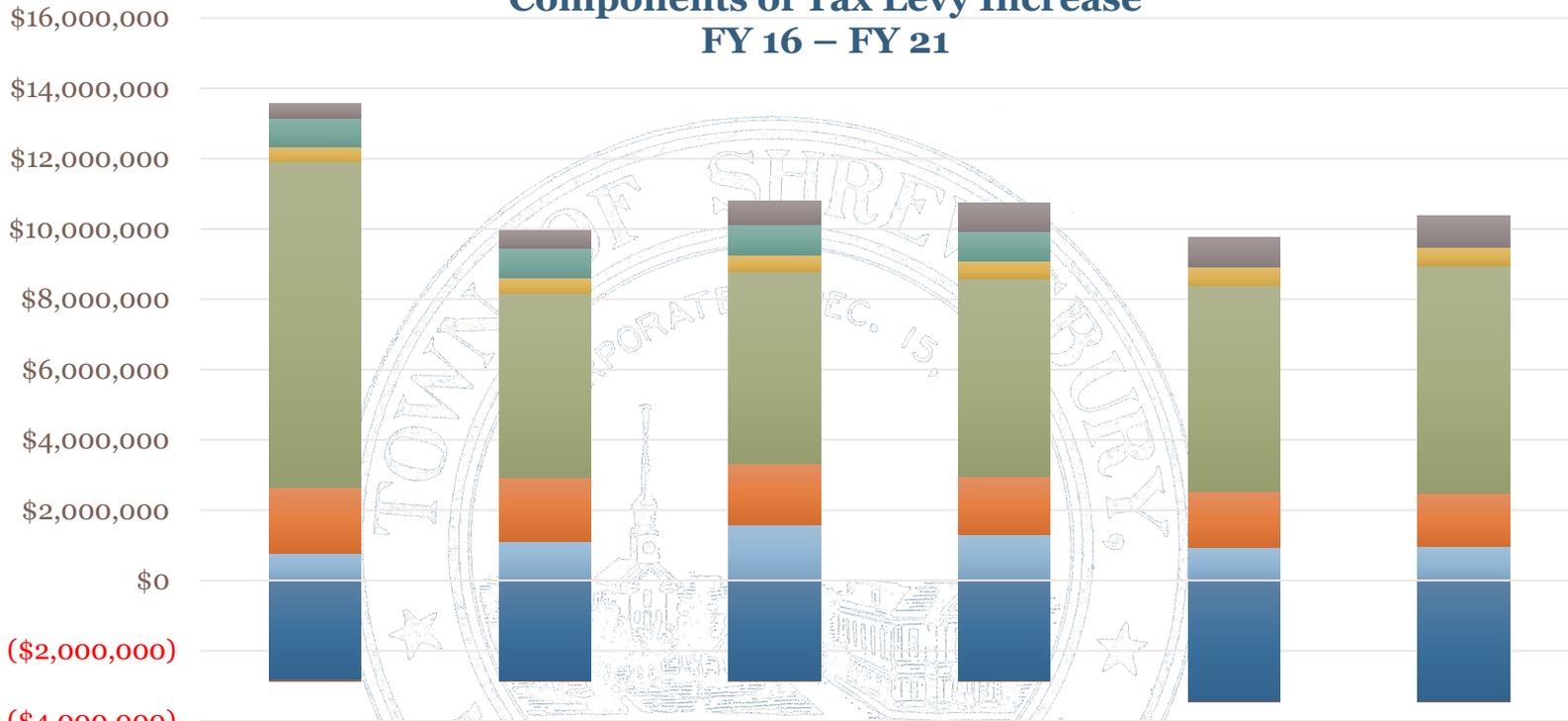
Utilizing the historic data on hand and the forecasting approaches detailed above the projection for FY21 Tax Levy is \$85,675,912, which is a reduction of \$38,000 in New Growth from FY 21 Fiscal Projection One. A break out of the Taxation revenue is specified on the following page.

REVENUE SOURCE	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Base Tax Levy	\$77,608,980	\$77,646,980	\$74,964,859	\$71,981,775	\$68,788,408	\$65,970,001
Debt Exclusion						
<i>Land Acquisitions*</i>	\$416,325	\$416,325	\$530,050	\$696,275	\$828,475	\$858,875
<i>High School**</i>	\$3,122,375	\$3,122,375	\$3,277,875	\$3,433,875	\$3,585,250	\$3,742,000
<i>Oak Middle School</i>	\$407,235	\$407,235	\$422,143	\$436,580	\$450,630	\$464,780
<i>Fire Facilities</i>	\$433,250	\$433,250	\$443,137	\$489,083	\$502,383	\$514,733
<i>Sherwood Middle School</i>	\$1,490,000	\$1,490,000	\$1,540,000	\$1,580,000	\$1,615,000	\$1,650,000
<i>Library</i>	\$810,394	\$810,394	\$831,194	\$856,054	\$816,044	\$0
<i>BAN Beal</i>	\$0	\$0	\$137,500	\$0	\$0	\$0
<i>Beal Early Childhood Center</i>	\$4,242,130	\$4,242,130	\$963,976	\$0	\$0	\$0
<i>Sub-total Debt Exclusions</i>	\$10,921,709	\$10,921,709	\$8,145,875	\$7,491,867	\$7,797,782	\$7,230,388
<i>SBA Funding (Floral)</i>	\$0	\$0	\$0	\$0	\$0	(\$585,681)
<i>SBA Funding (HS)</i>	(\$2,764,695)	(\$2,764,695)	(\$2,764,695)	(\$2,764,695)	(\$2,764,695)	(\$2,764,695)
<i>Oak Middle MSBA</i>	(\$40,671)	(\$40,671)	(\$40,671)	(\$40,671)	(\$40,671)	(\$40,671)
<i>Sherwood Middle Bond Prem.</i>	(\$47,231)	(\$47,231)	(\$52,051)	(\$55,906)	(\$59,280)	(\$62,653)
<i>CenTech North Bond Prem.</i>	(\$1,287)	(\$1,287)	(\$1,358)	(\$1,429)	(\$1,523)	(\$1,675)
<i>Library Construction.</i>	(\$893)	(\$893)	(\$2,575)	\$0	\$0	\$0
<i>Net Tax Levy Exempted</i>	\$8,066,932	\$8,066,932	\$5,284,524	\$4,629,166	\$4,931,613	\$3,775,013
TOTAL	\$85,675,912	\$85,713,912	\$80,249,383	\$76,610,941	\$73,720,021	\$69,745,014

*Total of four (4) land acquisitions

** FY 22 marks the last scheduled payment for the High School

Components of Tax Levy Increase FY 16 – FY 21



	2021 Proj	2020 Bud.	2019	2018	2017	2016
Land Acq. Offset	(\$1,287)	(\$1,358)	(\$1,429)	(\$1,523)	(\$1,675)	(\$1,817)
School Debt Offset	(\$2,852,597)	(\$2,857,417)	(\$2,861,272)	(\$2,864,646)	(\$3,453,700)	(\$3,456,592)
Land Acq. Excluded Debt	\$416,325	\$530,050	\$696,275	\$828,475	\$858,875	\$888,900
Library Excluded Debt	\$810,394	\$831,194	\$856,054	\$816,044	\$0	\$0
Fire Excluded Debt	\$433,250	\$443,137	\$489,083	\$502,383	\$514,733	\$527,083
School Excluded Debt	\$9,261,740	\$5,240,018	\$5,450,455	\$5,650,880	\$5,856,780	\$6,480,583
2.5% Increase	\$1,874,121	\$1,801,055	\$1,718,130	\$1,644,287	\$1,580,934	\$1,516,778
New Growth	\$770,000	\$1,121,615	\$1,597,448	\$1,299,856	\$953,186	\$959,612

STATE AID

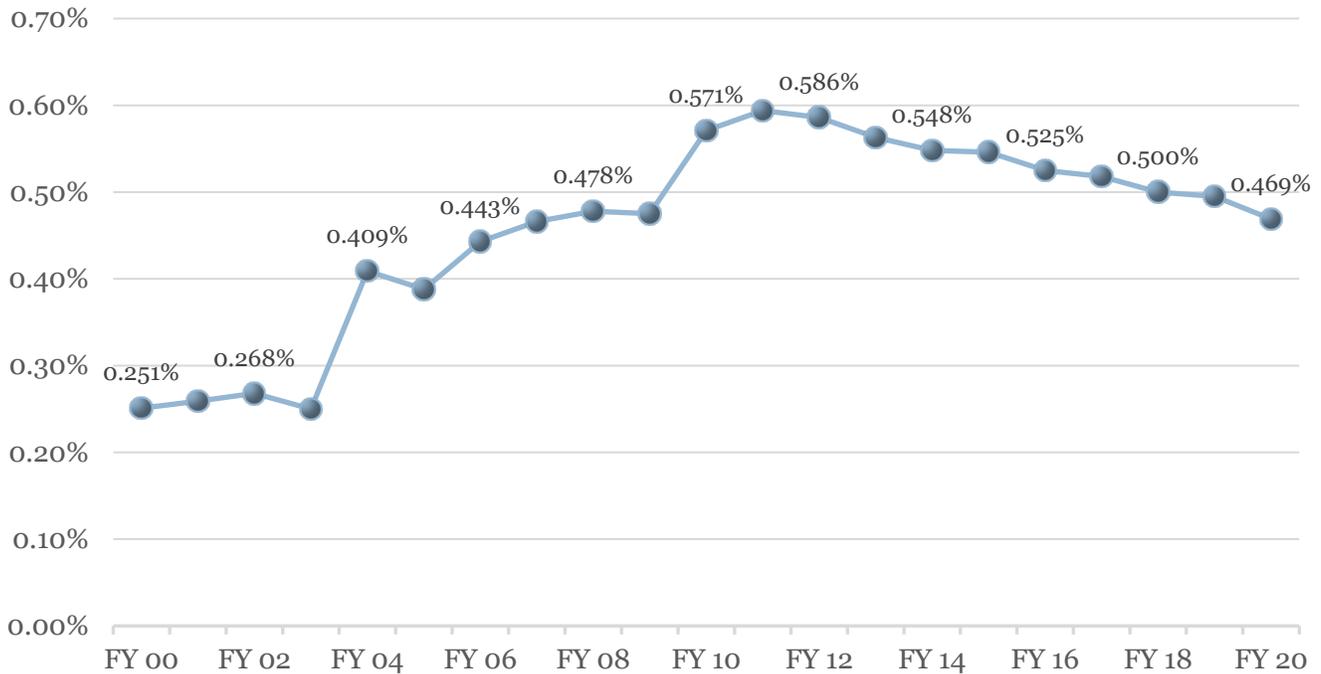
Description:

Annually the Commonwealth of Massachusetts provides both restricted and unrestricted aid to municipalities. Funding amounts are calculated through a variety of formulas and other means as defined in various statutes. The Governor of Massachusetts normally releases the initial State budget in late January each year. The Governor's budget provides municipalities with the first look at aid that the State provide to cities and towns. The two primary aid categories are Chapter 70 School Aid and an Unrestricted General Government Aid. This aid is also known as Cherry Sheet revenue.

Narrative:

Over the past twenty (20) years Shrewsbury seen a growth rate of 5.15% (CAGR). More recently the past five (5) years have witnessed a growth of 0.60% (CAGR). The more recent leveling of funding is apparent in the graph below which depicts Shrewsbury's State Aid as a percentage of total State Aid over the past ten (10) fiscal years.

Shrewsbury's percentage of total State Aid FY 00 – FY 20



Forecast Assumption(s):

Prior to the January 2020 release of the Governor's state budget and to avoid potential revenue deficits; a conservative 0.60% increase, based on the five (5) CAGR, has been applied to parts of General Government Aid and School Aid. In situations where other values were more appropriate for forecasting they replaced the 0.60% increase and were called out in the specific section. School Construction Assistance through the SBA Program was reported as actual and the remaining revenue comprised within Tax Exemption Aid and the Cherry Sheet offsets was projected to remain level with FY20. Since the release of the Governor's budget in January 2020, the State Aid funding has been adjusted accordingly; however, it is important to note that these figures are subject to change.

Budget Recommendation:

Utilizing the historic data on hand and the forecasting approaches detailed above, the projection for FY21 State Aid is \$26,018,608, which is a reduction of \$1,517,373 from FY 21 Fiscal Projection One.

STATE AID SUMMARY	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Gen. Government Aid	\$2,796,262	\$3,185,758	\$3,202,586	\$3,115,554	\$3,001,485	\$2,914,198
School Aid	\$19,176,418	\$20,292,506	\$20,098,149	\$19,914,202	\$19,735,545	\$19,570,831
School Construction	\$2,764,695	\$2,764,695	\$2,764,695	\$2,764,695	\$2,764,695	\$3,350,376
Tax Exemptions	\$101,987	\$101,987	\$103,693	\$99,186	\$94,769	\$95,423
Cherry Sheet Offsets	\$191,694	\$201,202	\$194,946	\$194,338	\$182,211	\$42,014
Chapter 90	\$987,552	\$989,833	\$989,833	\$986,356	\$980,915	\$992,495
TOTAL	\$26,018,608	\$27,535,981	\$27,353,902	\$27,074,331	\$26,759,620	\$26,965,337

General Government State Aid

Description:

UNRESTRICTED GENERAL GOVERNMENT AID (UGGA)

As historical background, in FY10, the Additional Assistance category was combined with Lottery Aid under a new category called Unrestricted General Government Aid. Between these two aid categories, Shrewsbury received in excess of \$3,129,155 in FY08. While the UGGA account has increased year over year since its inception, the initial combination between Additional Assistance with Lottery Aid resulted in a reduction of \$674,805 to the Town.

VETERANS' BENEFITS

Chapter 115, Section 6, calls for the reimbursement to cities and towns of the costs of providing assistance to veterans and their dependents. Benefits paid out in accordance with state guidelines are eligible for 75% reimbursement.

STATE OWNED LAND

Payment in lieu of taxes for state-owned land that is not subject to local property taxes.

CHAPTER 90

Municipalities providing documentation in compliance with Chapter 149, sections 44J and 26-27F may receive state funds allocated for capital improvement such as highway construction, preservation and improvement projects.

Narrative:

Over the past twenty (20) years, General Government State Aid have seen a growth rate of 1.58% (CAGR) with an increase of 2.06% in the compound annual growth rate over the past five (5) years.

Forecast Assumption(s):

The State Aid estimate for General Government funding was initially based on the Governor's projection of the State revenues in January 2020 wherein the current policy increases UGGA aid similar to state revenue increases. Due to the current economic condition brought on by the pandemic a reduction has been applied across the board to State Aid.

Budget Recommendation:

In accordance with the **State Aid Budget Recommendation for FY21** found on page 36, the Fiscal Projection Two recommendation for General Government State Aid is \$3,783,814 and broken out as follows:

GENERAL GOVERNMENT	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
UGGA	\$2,655,283	\$3,040,867	\$2,958,042	\$2,880,275	\$2,782,874	\$2,678,416
Veteran's Benefits	\$112,425	\$115,545	\$131,516	\$113,841	\$97,173	\$107,134
State Owned Land	\$28,554	\$29,346	\$113,028	\$121,438	\$121,438	\$128,648
Chapter 90	\$987,552	\$989,833	\$989,833	\$986,356	\$980,915	\$992,495
TOTAL	\$3,783,814	\$4,175,591	\$4,192,419	\$4,101,910	\$3,982,400	\$3,906,693

School Aid

Description:

SCHOOL AID - CHAPTER 70

The distribution formula calculates a foundation budget for each school district, which represents the minimum spending level needed to provide an adequate education. The calculated foundation budget is adjusted each year to ensure it properly reflects student enrollment and demographic changes in the districts. A target local contribution, based on both a municipality's aggregated property value and personal income, is established to determine the level each district should contribute toward their respective foundation budget.

In FY 21, the Chapter 70 aid calculation starts with the FY20 Chapter 70 apportionment. If the sum of that amount and the required local contribution is less than the districts foundation budget aid is added to cover the caps. Each district is guaranteed to receive at least \$30 per pupil in additional Chapter 70 aid. In FY 20 Shrewsbury and 194 other districts received the minimum aid increase.

CHARTER SCHOOL TUITION ASSESSMENT REIMBURSEMENT

General Laws Chapter 71, Section 89 mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School and reimburse sending districts for the tuition they pay to Commonwealth charter schools. Municipalities and school districts are reimbursed for this assessment based on funding schedule that is supposed to follow a pattern of in year one, an amount equal to 100% for the net increase in tuition cost; in year two, an amount equal to 60% for the net increase in tuition cost; in year three; and amount equal to 40% for the net increase in tuition cost; and 0% for all years following. This reimbursement is subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. In previous fiscal years the Governor and Legislature have appropriated sufficient funds to fund only the first year reimbursement.

Narrative:

Over the past twenty (20) years School Aid has seen a growth rate of 5.75% (CAGR). An analysis of the compound annual growth rate over the past five (5) years reveals a 0.55% growth in State Aid. Although slightly varying in percentage, both the twenty (20) and five (5) CAGR trend for School Aid closely follows the growth trend in Total State Aid over the same period.

Budget Recommendation:

In accordance with the **State Aid Budget Recommendation for FY21** found on page 36, the initial recommendation for School Aid is \$19,140,841. Both the Chapter 70 fund and Charter Tuition Reimbursement are estimated at a 5.5% reduction under the value initially projected in FY 21 Fiscal Projection One.

SCHOOL AID	FY21 FP One	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Chapter 70	\$19,140,841	\$20,254,858	\$20,068,648	\$19,887,358	\$19,706,038	\$19,524,868
Charter Tuition Reimbursement	\$35,577	\$37,648	\$29,501	\$26,844	\$29,507	\$45,963
TOTAL	\$19,176,418	\$20,292,506	\$20,098,149	\$19,914,202	\$19,735,545	\$19,570,831

School Construction

Description:

SCHOOL CONSTRUCTION AID

The school construction aid the Town currently receives is for projects completed under an old State school building assistance program, the SBA program under which cities and towns borrowed the full amount of debt for a school building project and the state reimbursed the cities and towns for its share of the project. In 2004, the Governor signed Chapter 210 of the Act of 2004, which made substantial changes to the School Building Assistance (SBA) Program. This legislation (Ch. 208) transferred responsibility for the School Building Assistance Program from the Department of Education to the Massachusetts School Building Authority (MSBA), operating under the Office of the State Treasurer. The authority is a new and independent governing body comprised of seven members. The reform legislation dedicates one cent of the state sales tax to the new off-budget school building trust. Funding is no longer subject to an annual appropriation from the Legislature and approval of the Governor, allowing MSBA to prepay its share of project expenses. This streamlined process saves local communities millions in avoided interest costs and enables the MSBA to participate in more projects and the Commonwealth.

Forecast Assumption(s):

The Shrewsbury High School is the Town's the last school project to receive reimbursement under the old SBA process.

Budget Recommendation:

In accordance with the **State Aid Budget Recommendation for FY21** found on page 36, the, FY21 the SBA Program reimbursement will be \$2,764,695. The last construction aid payments for the Shrewsbury High School occur in FY 22 which coincides with the closeout of the Town's debt service with this project.

SCHOOL CONSTRUCTION	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
SBA Program (Floral)		\$0	\$0	\$0	\$0	\$585,681
SBA Program (HS)		\$2,764,695	\$2,764,695	\$2,764,695	\$2,764,695	\$2,764,695
TOTAL		\$2,764,695	\$2,764,695	\$2,764,695	\$2,764,695	\$3,350,376

Tax Exemptions

Description:

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. Veterans, blind persons, surviving spouses, and elderly who meet exemption requirements are eligible. Elderly persons (at least 65 years of age) who meet certain whole estate or total assets, annual income, and residency requirements, are eligible for an exemption. The number of exemptions granted is multiplied by the statutory reimbursement of \$500, subject to appropriation. However, if a municipality has adopted Clause 41B or 41C (Shrewsbury has adopted this section which increases exemption amount to \$1,300), the number of exemptions for which it is reimbursed cannot exceed the number reimbursed in the most recent year under Clause 41. In addition, municipalities that have adopted Clause 41B or 41C will be reimbursed for additional costs incurred in determining eligibility of applicants under these clauses in an amount not to exceed two dollars per exemption granted. For property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elderly persons, the exemption and reimbursement amounts are as follows:

- Surviving spouses, minor children, and elderly persons:
 Clause 17 - \$175, full reimbursement
 Clauses 17C, 17C1/2, 17D - \$227.50, reimbursement cannot exceed the amount reimbursed on Clause 17.
- Veterans:
 Clause 22(a-f) - \$520 exempted, \$225 reimbursed
- Paraplegic veterans, surviving spouses:
 Full amount, 100% minus \$175 reimbursed (§8A)
- Veterans, loss of one arm, foot, or eye:
 Clause 22A - \$975 exempted, \$575 reimbursed
- Veterans, loss of two arms, two feet, one arm and one leg, or loss of sight:
 Clause 22B - \$1,625 exempted, \$1,075 reimbursed
- Veterans, special adapted housing:
 Clause 22C - \$1,950 exempted, \$1,325 reimbursed
- Veterans, surviving spouses of service members who died in combat zone or who are missing in action and presumed dead due to combat: Adopted May 2019
 Clause 22D - 100% exempted- 1st five years of exemption, \$2,500 thereafter
- Veterans, 100 percent disability:
 Clause 22E - \$1,300 exempted, \$825 reimbursed
 Clause 37A - \$650 exempted, \$87.50 reimbursed

Budget Recommendation:

In accordance with the **State Aid Budget Recommendation for FY21** found on page 36, the FY 21 Tax Exemption Aid will be \$101,987.

TAX EXMEMPTION AID	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Tax Exemption Aid	\$101,987	\$101,987	\$103,693	\$99,186	\$94,769	\$95,423

Cherry Sheet Offsets

Description:

Included in the estimated amount of aid to be received from the State are grant funds for School Choice tuition and libraries. These grants are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State Aid estimate is also included in the non-appropriated expense section as offsetting debits.

The Town has traditionally received three such annual grants — one for the school lunch, one for school choice, and one for public libraries. In FY16, the State started to account for the school lunch program differently and it is no longer be reflected on the Cherry Sheet.

SCHOOL CHOICE RECEIVING TUITION

School Choice tuition rates are set at 75 percent of the prior fiscal year operating cost per full-time equivalent pupil for the receiving school district, with a cap of \$5,000. In addition, the actual special education cost for each pupil with an individualized education plan is paid in full by the sending district. That amount is determined using the same rate methodology for specific services as is used in the special education circuit breaker program.

PUBLIC LIBRARIES

The library grant is actually three separate grants — the Library Incentive Grant (LIG), Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC).

The Board of Library Commissioners measures compliance with all requirements before voting to certify or deny applicants for grant payments. To qualify for funding, certain requirements must be met and the municipal Library Director must submit an application to the Board of Library Commissioners each year. Requirements include:

The city or town's appropriation to operate the public libraries must be equal to or greater than 102.5% of the average of the 3 preceding years' appropriations for free public library service. The Board of Library Commissioners may grant waivers of this requirement to a limited number of municipalities.

The library must have complied with the minimum standards for free public library service in the preceding year. There are minimum standards in such areas as library director's education, number of hours open, and expenditures for library materials. The library must submit annual report data as specified by the Board of Library Commissioners.

The three funding formulas to determine amounts for each municipality are as follows:

1. The Library Incentive Grant (LIG) is distributed to municipalities as follows:
 - a. Population under 2,500: an amount equal to the amount appropriated for free public library service in the preceding year; distribution not to exceed \$1,250.
 - b. Population of 2,500 or over: up to \$.50 per capita, provided that at least \$1,250 was appropriated for public library service in the preceding year.

2. The Municipal Equalization Grant (MEG) distributes the balance in the LIG/MEG account according to the lottery formula so that municipalities with lower property values receive proportionately more aid than those with greater property values.

3. The Nonresident Circulation Offset (NRC) is distributed annually by the Board of Library Commissioners, based upon each community's share of the total Statewide-circulated items.

Budget Recommendation:

In accordance with the **State Aid Budget Recommendation for FY21** found on page 36, the FY 21 Fiscal Projection Two recommendation for Cherry Sheet offsets is \$191,964 broken out as follows:

CHERRY SHEET OFFSETS	FY21	FY21	FY20	FY19	FY18	FY17
	FP Two.	FP One.	Budget	Budget	Actual	Actual
School Choice Receiving Tuition	\$137,542	\$145,547	\$141,547	\$145,604	\$139,913	\$0
Libraries	\$54,152	\$55,655	\$53,399	\$48,734	\$42,298	\$42,014
TOTAL	\$191,694	\$201,202	\$194,946	\$194,338	\$182,211	\$42,014

UTILITY REVENUE

Description:

Utility revenue is comprised of the funds generated through the Water, Sewer, Stormwater Solid Waste, and Cable Public Access Utilities/Enterprises.

Legal Authority:

Water – Chapter 105 Acts of 1903
Sewer – Chapter 502 Acts of 1954
Stormwater – M.G.L. c. 83 sec. 16
Solid Waste – M.G.L. c. 44 sec. 28c
Enterprise Accounts – M.G.L. c.44 sec. 53f 1/2

Fiscal Capacity:

Water and Sewer rates are reviewed regularly by the Water Commissioners (Board of Selectmen) and Sewer Commissioners to ensure that the fees generated accurately support the cost to supply the specific service to the community. Likewise, the pricing of both the PAY-T bags and bulky waste stickers may be adjusted to ensure the receipts received by the Solid Waste Enterprise offset approximately 50% of the enterprise's cost.

Narrative:

SOLID WASTE ENTERPRISE

The Solid Waste Enterprise was established in FY 2009 when the Town implemented a Pay-As-You Throw (PAY-T) program. Through PAY-T programs, residents are charged for the collection of municipal solid waste—ordinary household trash—based on the amount they throw away. This creates a direct economic incentive to recycle more and to generate less waste. The fees generated through the sale of PAY-T are used to offset the cost of solid waste disposal from the general tax levy. The revenues from this program were never intended to cover the entire cost of the Town's solid waste program. Over the past decade, the revenue generated through the PAY-T program has seen a negative growth rate of 0.39% (CAGR). It should be noted that \$55,734.23 was received in FY 20 but represents FY 19 late payments from a retailer. Re-calculating the CAGR over the past decade the Town has seen a positive growth of 0.23%. During this time, the prices of the PAY-T bags and bulky-waste stickers have remained consistent with the pricing set at the inception of the PAY-T program.

WATER

The Shrewsbury Water Department is the Town's first utility established in 1905. The Board of Selectmen serve as the Town's Water Commissioners and are charged with setting the Water Rates. Water rates are set to ensure the full cost of the operating utility, including day-to-day operations, administrative support provided by other Town Departments like accounting and investments in replacing and maintain the system infrastructure are covered by the users of the system. The Town uses a conservation based-rate structure that encourages the efficient use of water by charging customers a higher rate as their water consumption increases. Over the past twenty (20) years, charges for Water Services have seen a growth of 4.07% (CAGR) and between FY10 – FY 19 the average Water Surplus or ensuing impact on the Free Cash balance is calculated at \$615,383. FY 19 marked the final Year of Water Surplus' impact on the Free Cash Balance as the revenue will remain within the Enterprise.

SEWER SPECIAL REVENUE FUND

The Town established a special revenue fund through which it manages the financial aspects of the Sewer Utility. Sewer fees, which are set by the Sewer Commission, are based upon water consumption and are set to ensure the full cost of the operating the utility, including day-to-day operations, administrative support provided by other Town Departments like accounting and investments in replacing and maintain the system infrastructure are covered by the users of the system. Over the past fifteen (15) years, Sewer revenue has seen a growth of 8.78% (CAGR); however, more recently the past five (5) years have witnessed a growth of 0.06% (CAGR).

STORMWATER

The Town of Shrewsbury uses a written Stormwater Management Plan (“SWMP”), created with guidance from the United States Environmental Protection Agency (“USEPA”) through the National Pollutant Discharge Elimination System (“NPDES”) General Permit for Small Municipal Separate Storm Sewer Systems (“MS4”). From the SWMP, Shrewsbury works to implement best management practices (“BMPs”) for stormwater runoff such as cleaning catch basins, and street sweeping.

On May 2007, Article 21, the Stormwater Management Bylaw, was approved by Town Meeting to set up the authority and enforcement of the prohibition of illicit discharges into our MS4 (discharges that are not entirely comprised of stormwater), and to provide the framework for the utility fee and stormwater management permit.

On July 2018, the MS4-2016 Permit went into effect and, on October 2018, the Town of Shrewsbury submitted their Notice of Intent for the permit which was for approved by the USEPA and established May 2019.

Forecast Assumption(s):

SOLID WASTE ENTERPRISE

Starting July 1, 2019, the Town began both its new Solid Waste and Collection contract, and recycling disposal contract. Additionally, global changes in the recycling market introduced new recycling disposal costs for the Town’s Solid Waste Enterprise. Thus, the PAY-T FY 20 budgeted Tax Levy requirement is calculated at \$1,286,469 or 57.05% of the enterprise budgeted expenditures. The FY 21 Solid Waste Enterprise revenue forecast assumes an increase in the PAY-T fees as stipulated in the [October 3, 2019 Draft PAY-T Fee Analysis](#) included in the Appendix.

WATER

FY20 Water revenue projections were tabulated from the [May 8, 2018 Water Rate Study](#) conducted out of the Town Manager’s Office. This study was conducted at the outset of setting the FY18 Water Rate Schedule and includes the following projected water revenues: Water Conservation Fund, Water – Article Closeouts, Water Systems Improvements/Retained Earnings, Non-Water Revenue, and Water Rate revenue. Water revenue for FY 20 Year-end produced \$167,581 less than budgeted. It is believed that this reduction in revenue may be due to the extended payment period incurred during the Pandemic. FY 21 Water Revenues have been reduced out of caution and will be reviewed within the first six (6) months of the fiscal year.

SEWER

Recently, necessary infrastructure projects have drawn heavily on the Sewer Surplus account. In the ensuing years, it will be prudent to conduct a Sewer analysis to better understand the financial health of the enterprise. At this point in time, the Sewer Surplus projection will be reduced in accordance with the Water usage reduction as mentioned on the previous page. The Sewer I & I account has been projected at 75% of the available funds.

It is predicted that additional funds may be appropriated from available funds in the Treasury and reserves from prior fiscal years to fund other on-going capital and maintenance projects for the Water and Sewer operations.

STORMWATER

Both of the MS4-2003 and MS4-2016 Permits are unfunded federal mandates with the MS4-2016 Permit being far more comprehensive and demanding than the previous MS4-2003 Permit, requiring operators to bolster and provide additional services to their stormwater management program.

On November 2018, the Board of Sewer Commissioners held a public hearing to discuss the Draft Stormwater Management Rules & Regulations found [here](#) (updated January 10, 2019). The Rules & Regulations provides the framework for the Stormwater Utility Rates for properties within the Town of Shrewsbury and the Stormwater Management Permit on any activity-disturbing equal to or more than 5,000 square feet. The Town estimated the average cost to comply with the MS4-2016 Permit to be \$1.75 million per year for the first 5 years.

Budget Recommendation:

Utilizing the historic data on hand and the forecasting approaches detailed on the previous page, the initial projection for FY21 Utility Revenue is \$17,940,794 and broken out as follows:

REVENUE SOURCE	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Water Fees	\$5,450,000	\$5,654,270	\$5,652,858	\$5,438,554	\$4,705,582	\$3,916,316
Solid Waste Enterprise**	\$1,191,798	\$1,191,798	\$922,500	\$863,577	\$878,500	\$870,500
Solid Waste Retained Earnings	\$20,000	\$20,000	\$46,000	\$45,000	\$45,000	\$45,000
Sewer Surplus	\$7,816,844	\$7,887,173	\$7,447,775	\$13,883,979	\$8,331,233	\$7,140,352
Sewer I & I Account*	\$880,000	\$880,900	\$610,245	\$1,000,000	\$360,000	\$427,000
Storm Water Fees	\$1,885,022	\$1,883,250	\$1,560,500	\$5,400	\$0	\$0
Stormwater Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0
Water Systems Improv.*	\$656,640	\$656,640	\$835,957	\$1,916,169	\$315,000	\$427,166
Water Conversation Fund	\$39,590	\$39,590	\$50,000	\$50,000	\$50,000	\$150,000
TOTAL	\$17,940,794	\$18,212,673	\$17,125,835	\$23,202,679	\$14,685,315	\$12,976,334

*Includes Article Closeouts

** See Appendix – Draft PAY-T Fee Analysis dated October 3, 2019

CABLE PUBLIC ACCESS FUND

Description:

May 16, 2018, the Public, Education, Governmental (PEG) Access Programming and Services Agreement was signed between the Town of Shrewsbury and the non-profit, Shrewsbury Media Connection for the purpose of the provision of PEG Access programming, and PEG Access services, facilities, training, and equipment. The revenue for the fund is comprised of the franchise fees collected for use of the Town’s Cable Television, Public, Education, and Governmental Access Enterprise.

Legal Authority:

Enterprise Accounts – M.G.L. c.44 sec. 53f 1/2
 Cable Public Access Fund – M.G.L. c.44 sect 53f 3/4

Fiscal Capacity:

Cities and towns may reserve the franchise fees and other cable related revenues for appropriation to support PEG access services, monitor compliance with the franchise agreement or prepare for license renewal by accepting G.L. c. 44, § 53F3/4 and establishing a PEG Access and Cable Related Fund.

Narrative:

At the May 2019 Annual Town Meeting, Article 10 passed and created a Cable Television, Public, Educational and Governmental Access Enterprise to fund services provided through Shrewsbury Media Connection. As per Massachusetts General Law, cities and towns may accept G.L. c. 44, § 53F1/2 and establish an enterprise fund to separately account for all revenues and expenditures in connection with operating cable PEG access service for city or town residents, whether the service is operated by a city or town department or a contractor.

Forecast Assumption(s):

As per the May 2018 agreement, the Town shall provide 4.25% of Gross Annual Revenue from cable operations to provide for PEG programming of which is paid to the Town by the cable licensee, SELCO.

Budget Recommendation:

The projection for FY21 Cable Public Access Fund Revenue is \$426,244.

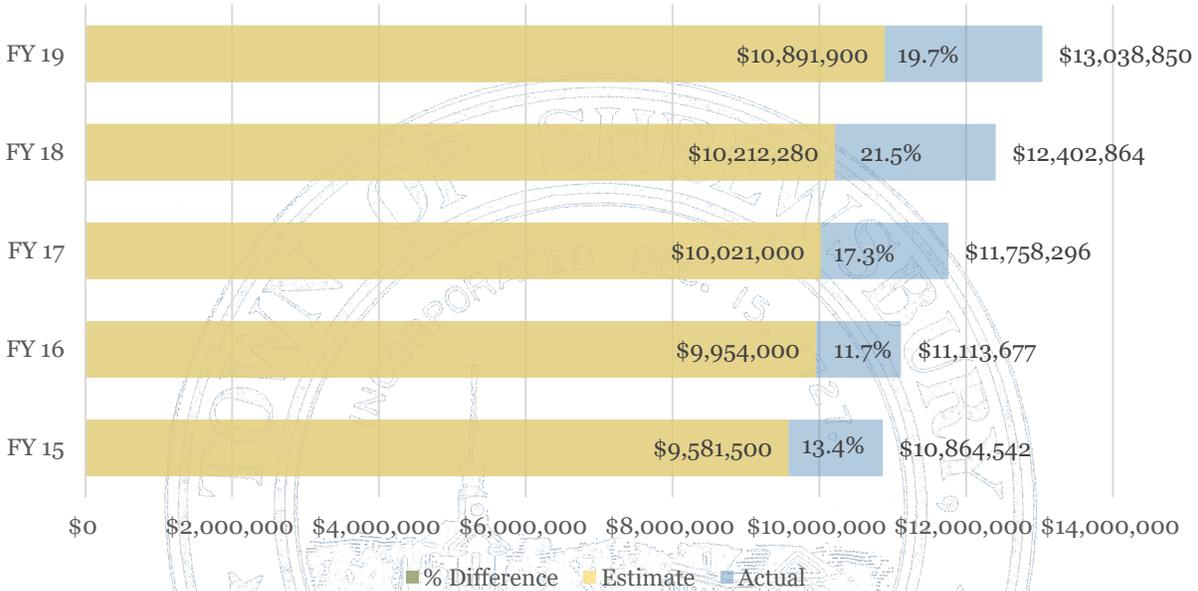
CABLE PUBLIC ACCESS FUND	FY 21 FP Two	FY 21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
	\$426,244	\$426,244	\$440,000	\$0	\$0	\$0

LOCAL RECEIPTS

Description:

Local receipts are locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown the Tax Rate Recapitulation sheet of the Town’s annual budget. Projections of local revenues are often based on the previous year’s receipts and represent funding sources necessary to support the community’s annual budget.

Local Receipts FY15-FY19 w/o Water Revenue – Actual vs Estimate



Legal Authority:

Detailed by receipt

Fiscal Capacity:

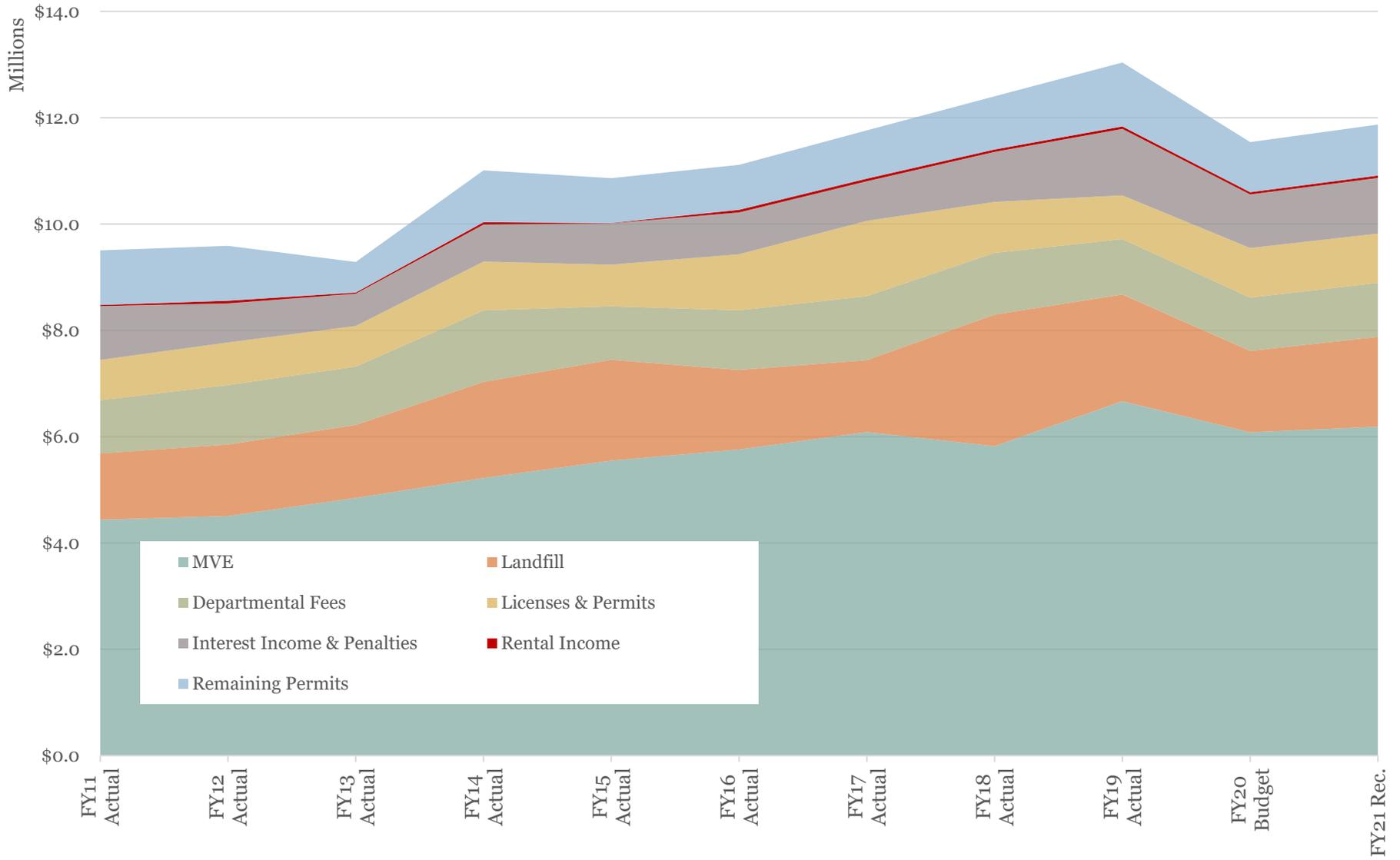
Detailed by receipt

Narrative:

The largest component of annual Local Receipts, approximately 50%, is derived from Motor Vehicle Excise. Landfill charges for services pertaining to Ash Disposal and Metals Recovery comprise approximately 15% of annual Local Receipts. Various Departmental Fees equate to 10% annually, and Licenses & Permits equate to 8% annual. The remaining 9% is comprised of a variety of other remaining local receipts. The following page provides a visual representation of the Local Receipt composition from FY 11 – FY 21 recommendation

Over the past twenty (20) years, Local Receipts have realized a Compounded Annual Growth Rate (CAGR) of 3.28%. Additional analysis of these three revenues sources and an aggregate of the remaining receipts can be found on the following pages.

Local Receipts History FY 11 – FY 21 – Actual vs Estimate



Forecast Assumption(s):

Over the past five (5) years, the average difference between local receipts budgeted versus actual is calculated at 16.7% with an average value of \$1,702,508. The goal is to budget local receipts more accurately in future years. This will enable the Town to realize the full benefit of this funding source. To ensure the Town's revenues are balanced and capable of supporting the desired levels of services, forecast for Local Receipts shall be conservative based on historical trend analyses and shall use generally accepted forecasting techniques and appropriate data as detailed below.

In the forecasting of Schedule A - Local Receipt revenues, historic data of actual receipts collected from FY99-FY19 was gathered. The Town averaged the results of three forecasting techniques:

1. A Three-Year Moving Average Trend and Forecast Analysis (MA3),
2. Holt Exponential Smoothing Analysis (Holt ES), and
3. Damped Trend Exponential Smoothing Analysis (Damped ES).

The averaging of these three forecasting techniques helps to correct for the potential noise and error within the modeling (a procedure recommended by the GFOA). The FY21 recommendations were then calculated at ninety (90) percent of the averaged forecasted value.

To avoid potential revenue deficits, the calculated recommended forecast values were compared against the two (2)-year CAGR increase on prior year actuals and 100% of the prior three (3) year's average actual collections. The CAGR percentage in FY 21 is based on a twenty (20) year-period with the intent increasing the running value with each subsequent year. Finally, at no point were Local Receipt recommendations in excess 98% of prior year actuals.

This forecasting approach has been applied to the aggregate of Local receipts, MVE revenue, Landfill - Ash Disposal and Metals Recovery receipts, Departmental Fees, Licenses and Permits revenues, Interest Income & Penalties, Rental Income and the remaining receipts (grouped). The budgeting approaches and policies as a whole are intended to outline objectives, provide direction, and define authority to help ensure sound fiscal stewardship and management practices. Each should be periodically reviewed and updated as necessary.

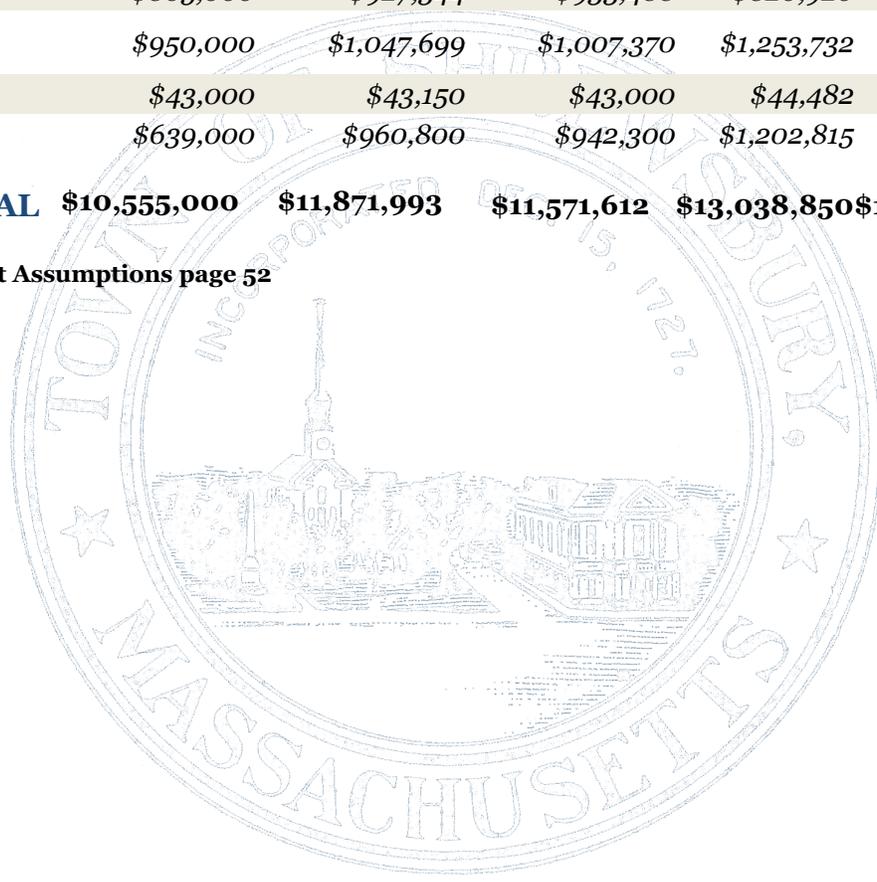
In light of the current financial landscape brought on by the recent Pandemic, FY 21 Local Receipts revenue projections have been reduced from FY 21 Fiscal Projection One based on the FY 20 Actual revenues received. FY 21 Fiscal Projection Two is a reduction of \$1,316,993 or -11.10% from FY 21 Fiscal Projection One.

Budget Recommendation FY 21:

Utilizing the historic data on hand and the forecasting approaches detailed above, in the projection for the total FY21 Schedule-A Local Receipts is \$10,555,000 and comprised of the following:

SCHEDULE A – LOCAL RECEIPTS	FY 21 FP Two	FY 21 FP One	FY20 Budget.	FY19 Actual	FY18 Actual	FY17 Actual
MVE*	\$6,100,000	\$6,188,000	\$6,112,454	\$6,666,281	\$5,822,526	\$6,087,450
Landfill	\$1,500,000	\$1,690,000	\$1,530,000	\$2,009,241	\$2,475,224	\$1,353,409
Departmental Fees	\$518,000	\$1,015,000	\$1,003,000	\$1,041,378	\$1,159,559	\$1,202,721
Licenses & Permits	\$805,000	\$927,344	\$933,488	\$820,920	\$958,277	\$1,414,038
Interest Income & Penalties	\$950,000	\$1,047,699	\$1,007,370	\$1,253,732	\$942,165	\$745,332
Rental Income	\$43,000	\$43,150	\$43,000	\$44,482	\$44,121	\$45,721
Remaining Receipts	\$639,000	\$960,800	\$942,300	\$1,202,815	\$1,000,902	\$909,624
TOTAL	\$10,555,000	\$11,871,993	\$11,571,612	\$13,038,850	\$12,402,864	\$11,758,296

*See MVE Forecast Assumptions page 52

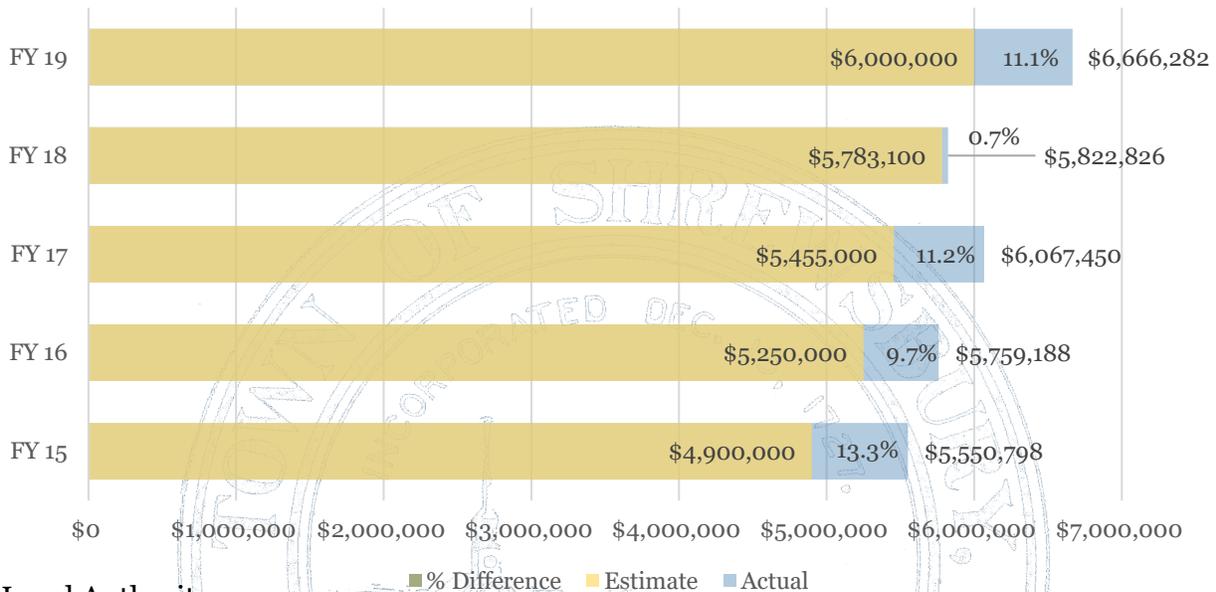


Motor Vehicle Excise Tax (MVE)

Description:

A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the Town of Shrewsbury, in accordance with MGL Chapter 60A. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to the Town.

Motor Vehicle Excise FY14-FY18 – Actual vs Estimate



Legal Authority:

M.G.L. c.60A
M.G.L. c.59, s.2

Fiscal Capacity:

The excise tax rate is set by State statute at \$25.00 per \$1000 of vehicle value. The excise tax law (M.G.L. c.60A, s.1) establishes its own formula for valuation for state tax purposes whereby only the manufacturer's list price and the age of the motor vehicle are considered. Every motor vehicle owner must pay an excise tax based on valuation of at least ten percent of the manufacturer's list price; thus, owners of vehicles older than five years should have a fixed excise tax bill for succeeding years of ownership. Even though an owner may have applied for an abatement that may reduce an excise tax bill, no excise shall be less than \$5.00.

Narrative:

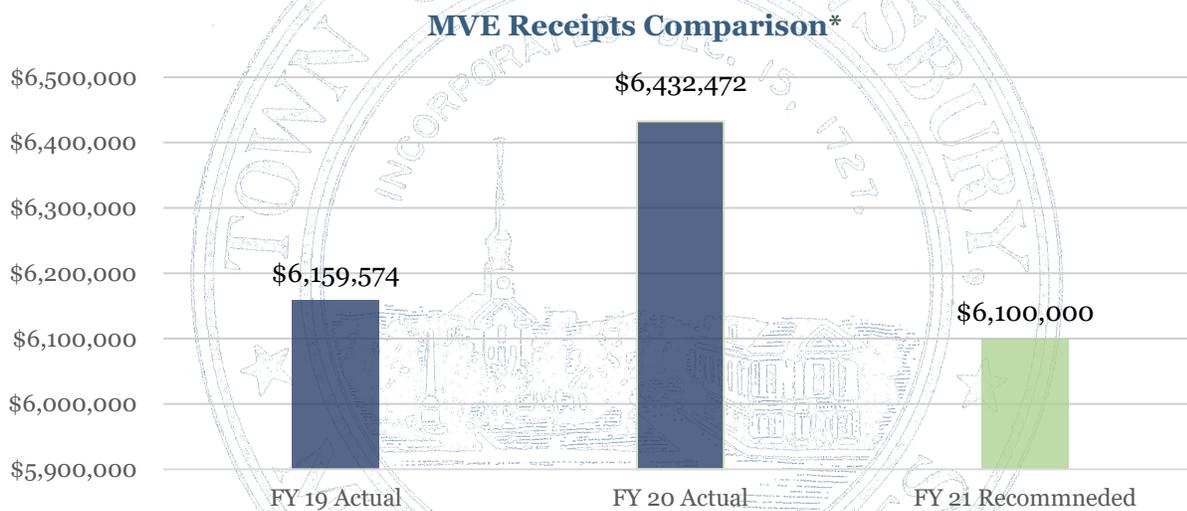
Over the past twenty (20) years, MVE receipts have realized a CAGR of 3.18%. Over the past five (5) years, the average difference between MVE receipts budgeted versus actual is calculated at 9.20% with an average value of \$495,688. In fiscal year 2018 due to factors outside of the control of the Town, MVE billing was delayed resulting in lower receipts actually collected in comparison to the historic trend. It should be noted that the total amount of MVE billed during FY18 is consistent with the overall five-year trend.

Forecast Assumption(s):

In considering the FY21 estimate for MVE receipts, it is important to review in greater detail the timing of the FY18 commitments (billing). \$633,261 in commitments dated June 27, 2018 would have normally been billed in May increasing the likelihood that those revenues would have been received in FY18. Assuming a conservative estimate wherein 80% of commitments were collected prior to June 30, 2018, FY18 receipts should have generated \$6,329,134 and an 8.63% margin between budgeted and actual. For the sake of our analysis this corrected value of \$6,329,134 will be used for the FY18 actuals value and a corrected value of \$6,159,134 will be used for FY19 actuals. Since the release of the Revenue Manual in November 2019, the Town has had the benefit to review the FY 2020 MVE commitments and develop a historic trend of these commitments.

Budget Recommendation:

In accordance with the **Budget Recommendation for FY21** found on page 50, the recommendation for MVE receipts is \$6,100,000 which is approximately a -5.16% reduction from FY 20 Actuals.



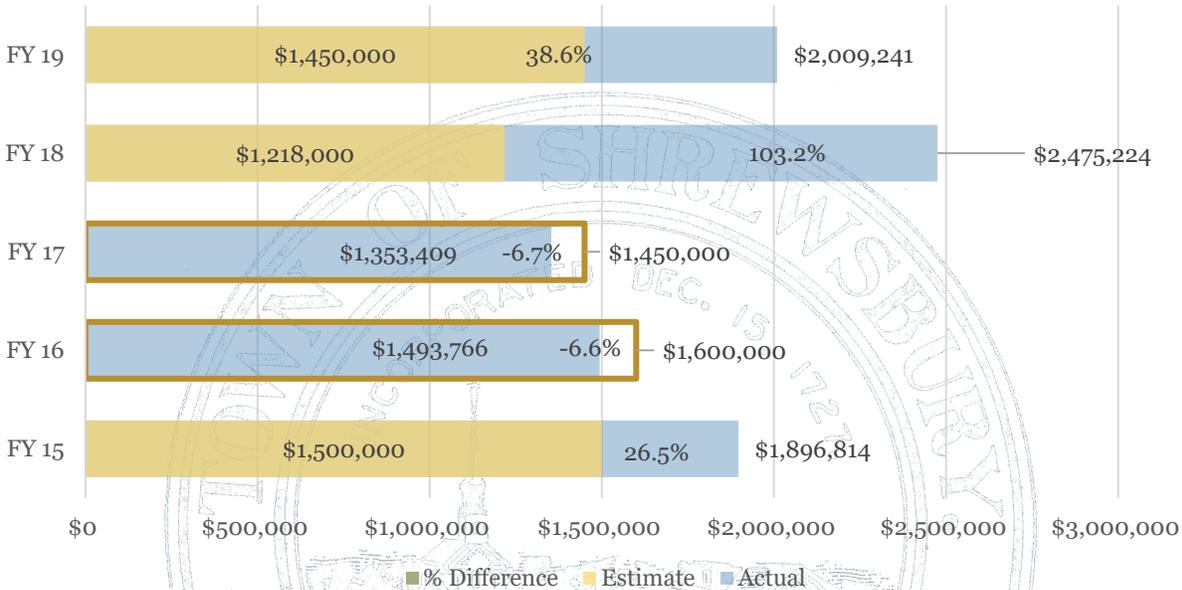
***As indicated in the Forecast assumptions the FY18 actuals used in this estimate were corrected with the late commitments and the FY19 actual revenue was adjusted accordingly.**

Landfill – Ash Disposal & Metals Recovery

Description:

An annual fee collected in monthly installments, based on cubic yardage (CY) of airspace consumed for the storage of materials deposited in the Landfill by Wheelabrator, Millbury Inc. along with the annual fee collected in monthly installments for the metals recovery activities.

Landfill Receipts FY15-FY19 – Actual vs Estimate*



* FY 17, FY 18, and FY 19 receipts includes payments for the Metals Recovery activities of \$109,157, \$86,126, \$119,907 respectively.

Legal Authority:

Terms set forth in the 2007 Landfill Operation Agreement between the Town of Shrewsbury and Wheelabrator Millbury Inc. and the Amendment dated July 1, 2015.

Landfill/Trash collection Charges c. 44, § 28 C(f)

Fiscal Capacity:

Ash Disposal - Contract details fee tranche ranges of cubic yardage (CY) of ash disposed multiplied by a Base Landfill Disposal Fee (BLDF) corrected by a yearly change in CPI. The total annual fee paid to the Town is paid in monthly installments equal to one-twelfth (1/12) of the fee for the current fiscal year computed by assuming that the volume of the Landfill Acceptable Waste that will be deposited at the Landfill will be the same as the prior fiscal year. At the end of the fiscal year, the NET CY consumed is reconciled and any additional payment is made to the Town.

Metals Recovery - Wheelabrator will pay an annual fee, in lieu of all municipal personal property taxes on the installed metals recovery equipment, not including any mobile equipment, located at the landfill, calculated based on the assessed value of the equipment during the first year of the operation, at the established Town tax rate for personal property during the first year of commercial operation. The agreed upon initial value was \$81,869 per

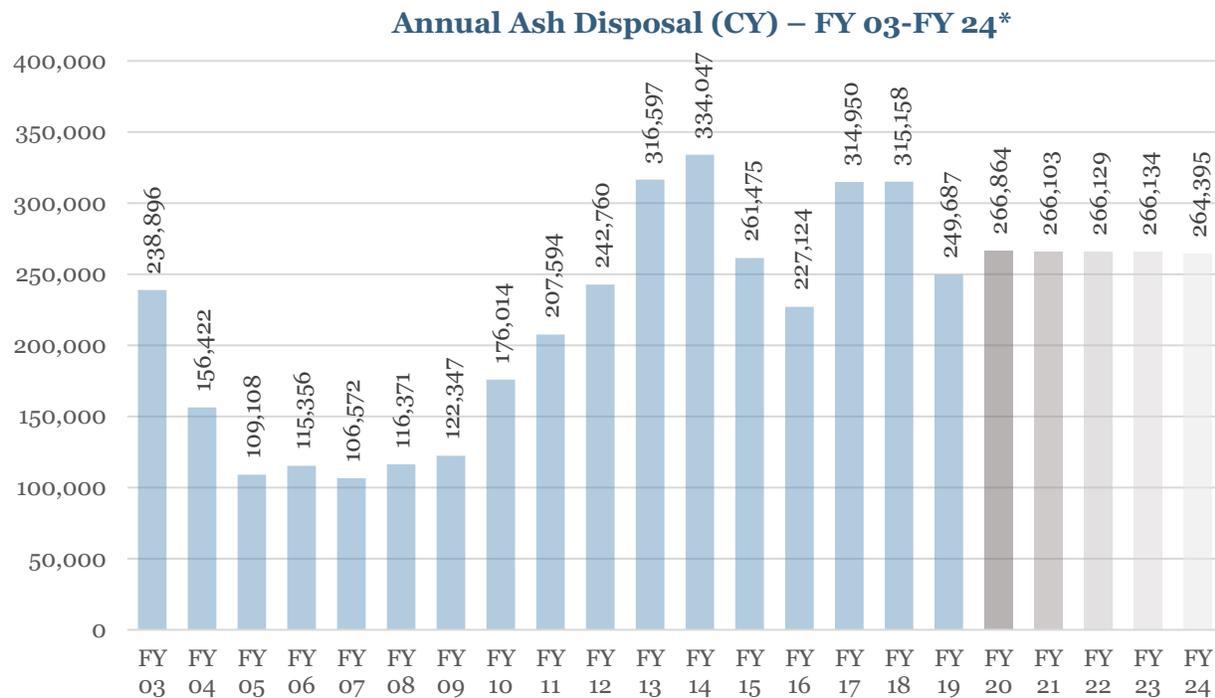
year which will escalate at seventy-five (75) percent of any increase in CPI concurrent with the Ash Disposal fee.

Narrative:

Over the past twenty (20) years, charges for services related to Ash Disposal at the Town’s Landfill receipts have seen a compound annual growth rate of 0.73%. Over the past five (5) years, the average difference between Ash Disposal receipts budgeted vs actual is calculated at 31.0% with a value of \$402,090. There are few nuances worth noting. (1) The decline in receipts in FY16 – FY17 and the subsequent increase in receipts in FY18 may best be explained by the construction and addition of the Recyclable Metals Recovery Operation at Wheelabrator Millbury Inc. wherein now additional ash may be processed on a yearly basis. (2) An overpayment in the amount of \$420,184.26 was made to the Town in FY19. Following a January 2020 meeting with the Wheelabrator Site Manager, and due to the current position of the FY 2020 receipts the intent is to finance the entire overpayment in FY 2020 opposed to applying \$204,960 in FY 2021.

Forecast Assumption(s):

With the successful completion of the Recyclable Metals Recovery program the volume of ash disposed is expected remain steady year over year through FY24.



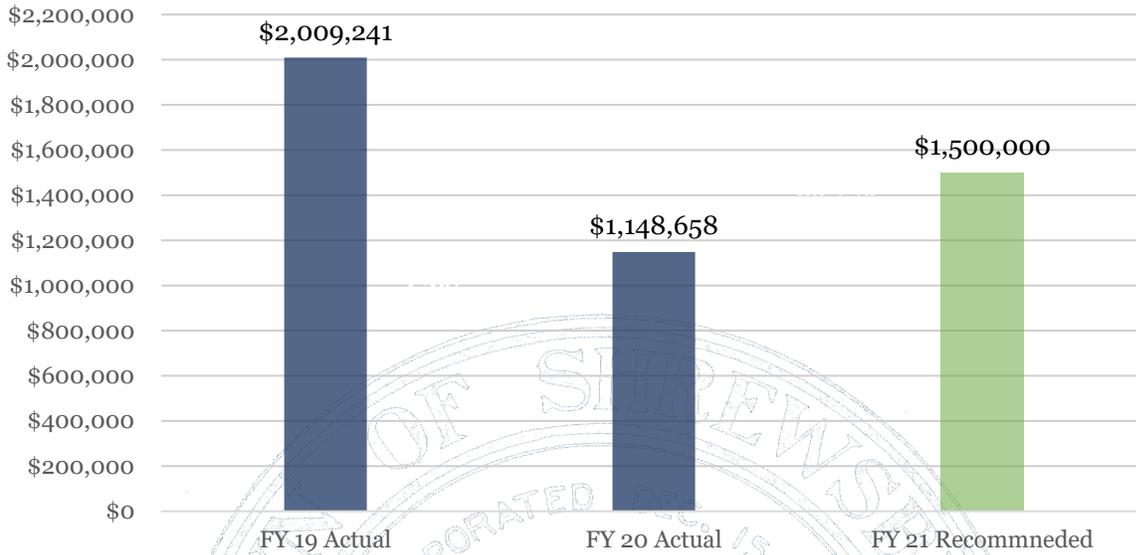
***FY 20 – FY 24 are projected cubic yardages provided by Wheelabrator**

It must be noted, the term of the current landfill agreement with the Town of Shrewsbury and Wheelabrator Millbury Inc. ends in 2028 at which point the landfill is expected to be full. It is feasible additional land might be acquired for the construction of new disposal cells; however, the Town should also seek alternative revenue options over the coming years, as a means to better transition, if the ash disposal receipts are no longer viable after 2028.

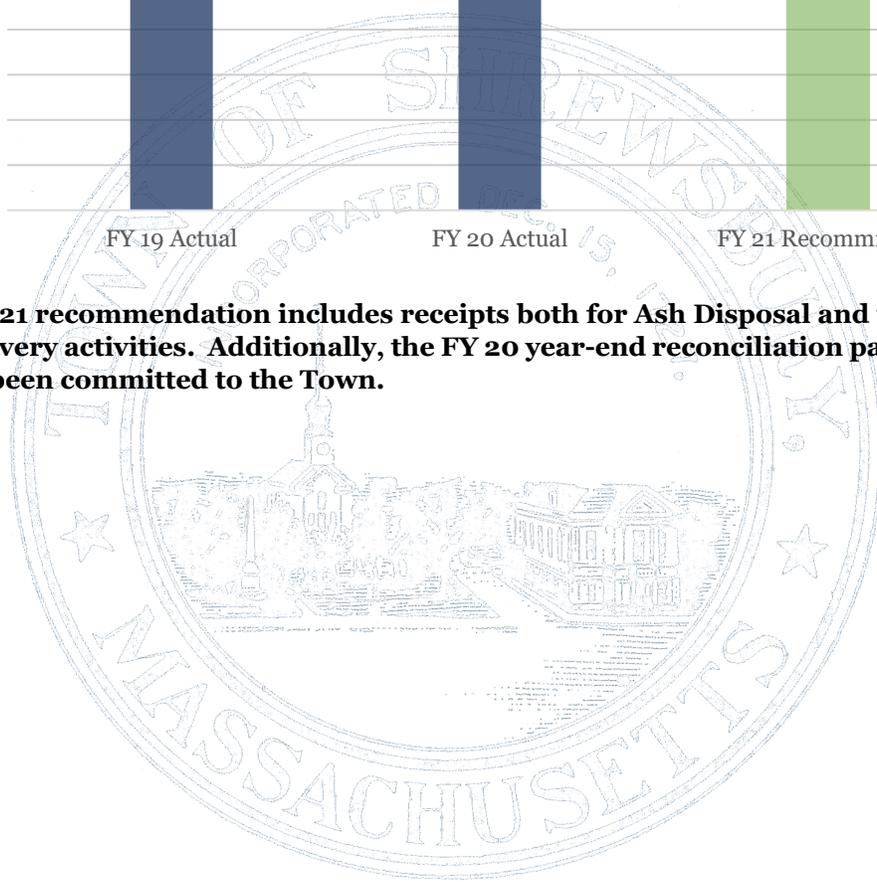
Budget Recommendation:

The recommendation for Ash Disposal receipts is \$1,500,000 of which \$80,000 is expected to be derived from the Metals Recovery activities. This recommendation has been developed in accordance with the **Budget Recommendation for FY21** found on page 48.

Disposal Receipts Comparison*



***FY20 & FY 21 recommendation includes receipts both for Ash Disposal and for the Metals Recovery activities. Additionally, the FY 20 year-end reconciliation payment has not yet been committed to the Town.**

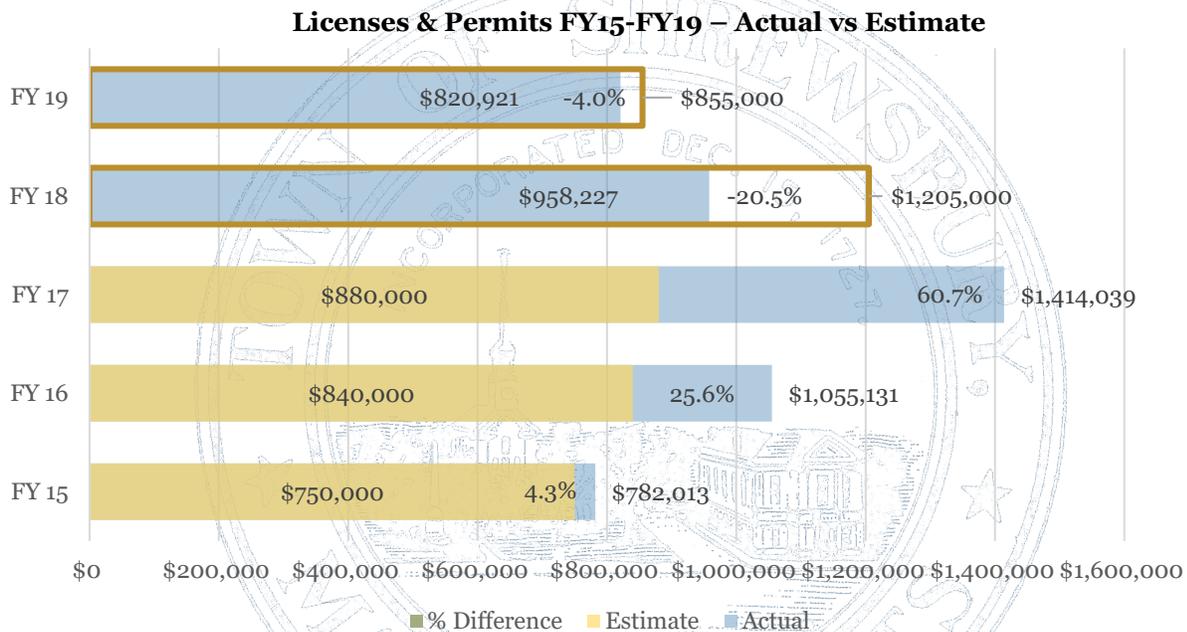


Licenses & Permits

Description:

Fees charged for activities regulated through the Town of Shrewsbury Bylaws concerning the health, safety, and welfare of the public that included revenues from alcoholic beverage licenses, including temporary (one day) licenses; any license or permit fee collected by a department including marriage and victualer's licenses, building, electrical, plumbing and gas permits.

The primary revenue source in this category are building permits which comprise roughly 70% of the total revenue. The Town must issue a building permit before any construction, alteration, moving, demolition, or repair is performed on a new or existing structure within the Town limits.



Legal Authority:

Commonwealth of Massachusetts State Building Code, 8th Edition (780 CMR)
 IRC-2009, IBC-2009, IECC-2015, IEBC-2009
 Commonwealth of Massachusetts Fuel Gas and Plumbing Code (248 CMR 1-7)
 M.G.L. c.136, M.G.L. c.138, M.G.L. c.140, M.G.L. c.148
 Board of Selectmen

Fiscal Capacity:

Building permit fees for both residential and commercial projects are based on the value of the work to be performed. Our fee structure has been established by authorization designated in the statutes listed above. The fee is calculated based upon the total cost listed on the Application for Permit to build by the applicant.

Narrative:

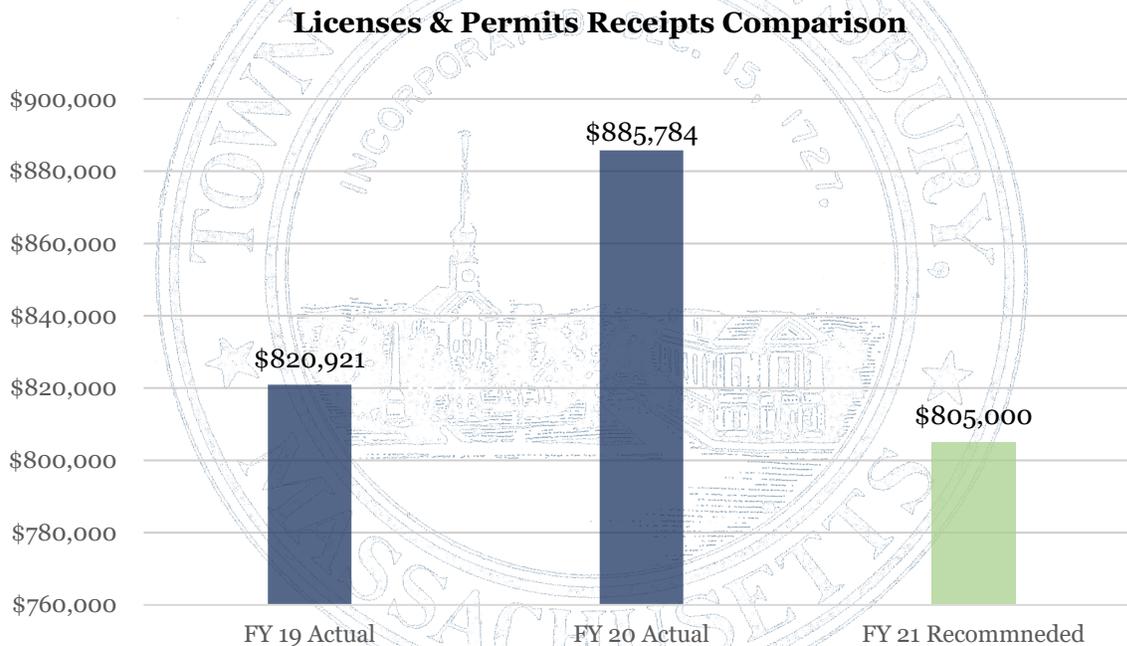
Over the past twenty (20) years, receipts for Licenses & Permits have seen a growth rate of 4.43% (CAGR). Over the past five (5) years, the average difference between Licenses & Permits budgeted vs actual is calculated at 13.20% with an average value of \$100,066.

Forecast Assumption(s):

The impressive growth in FY17 receipts may best be attributed to the construction of a 60 acre mixed use development known as Lakeway Commons. Unfortunately, in the final calculations of receipts in setting the FY18 tax rate, too great an emphasis was placed on one time fees actually realized in FY17. Though the FY 8 receipts showed a year over year growth, the -20.5% difference between budgeted and actual is directly related to this overemphasis on one time fees. It is anticipated by FY2020, Electrical Inspections will be transferred from SELCO and fall under the preview of the Building Department. This transition will generate roughly \$100,000 in additional receipts. Benefiting from six-months the Licenses & Permits estimate was able to be increased since the release of the Revenue Manual in November 2019. The projected increases are tied to the Route 20 re-development at the Edgemere Drive-In.

Budget Recommendation:

In accordance with the **Budget Recommendation for FY21** found on page 50, the recommendation for Licenses & Permit receipts is \$805,344. This projection reflects a \$122,344 from FY 21 Fiscal Projection One.

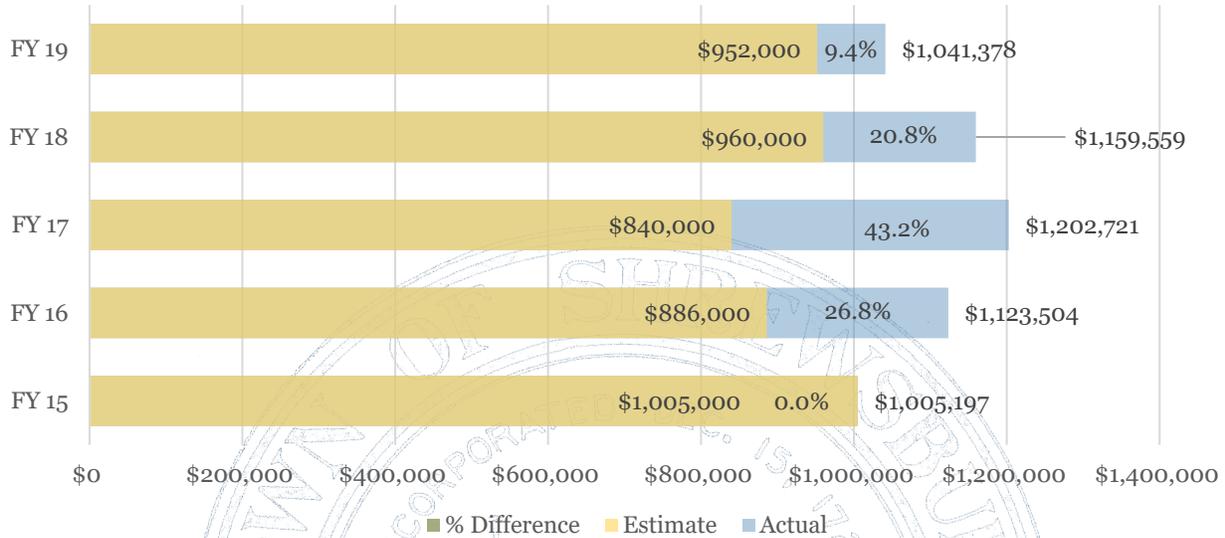


Departmental Fees

Description:

Including fees charged for various departmental activities, fines and forfeitures.

Departmental Fees FY15-FY19 – Actual vs Estimate



Legal Authority:

Board of Selectmen
 Board of Health
 Various Town Departments

Fiscal Capacity:

The diversity of this revenue category makes it challenging to accurately describe its fiscal capacity.

Narrative:

Over the past twenty (20) years, the Departmental Fees have seen a growth rate of 2.81% (CAGR). Over the past five (5) years, the average difference between the Departmental Fees budgeted vs actual is calculated at 20.0% with an average value of \$177,871.

Misc. Recurring – Medicaid

The School-Based Medicaid Program (SBMP) offers local educational agencies like the Town of Shrewsbury the opportunity to receive federal dollars to offset costs associated with providing certain Medicaid-covered services in a school setting.

Throughout the year, the School Department submits interim claims for Covered Services provided to eligible MassHealth-enrolled members through MassHealth’s Medicaid Management Information System (MMIS). After the conclusion of the fiscal year on June 30, a Cost Report is submitted to determine the total Medicaid-allowable costs the School Department incurred that year, which is called the Gross Medicaid Reimbursable Amount. All of the School-Based Medicaid Provider’s interim claims are reconciled to the Gross Medicaid Reimbursable Amount as determined by the certified Cost Report. Interim claims paid throughout the year are deducted from the total reimbursable amount, and the remaining amount is paid to the Town.

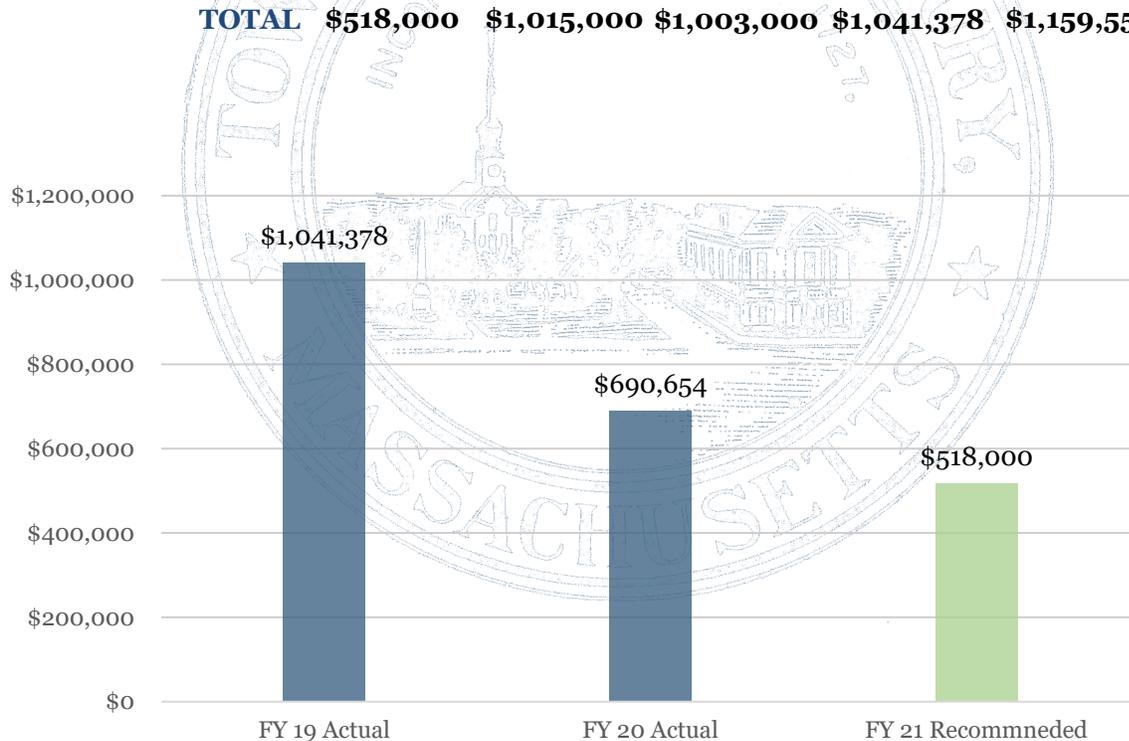
Forecast Assumption(s):

Departmental Fees are projected on the most part to remain unchanged in FY 21 with the exception Cemetery revenues, Fines & Forfeits, and Medicaid reimbursements based on FY 19 actual receipts for these categories.

Budget Recommendation:

In accordance with the **Budget Recommendation for FY21** found on page 50, the recommendation for the Remaining receipts is \$518,000. This projection reflects a \$497,000 or -48.97% reduction from FY 21 Fiscal Projection One.

Departmental Fees	FY 21 FP Two	FY 21 FP One	FY20 Budget.	FY19 Actual	FY18 Actual	FY17 Actual
Fees	\$140,000	\$143,000	\$143,000	\$148,952	\$150,606	\$172,778
Depart Rev – Schools	\$20,000	\$20,000	\$20,000	(\$1,240)	\$10,849	\$52,044
Depart Rev – Library	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Depart Rev - Cemeteries	\$38,000	\$35,000	\$35,000	\$39,858	\$37,177	\$36,630
Other Depart Rev	\$200,000	\$265,000	\$265,000	\$255,177	\$270,585	\$260,365
Fines & Forfeits	\$75,000	\$140,000	\$140,000	\$136,414	\$184,890	\$153,827
Misc. – Recurring (Medicaid)	\$25,000	\$415,000	\$400,000	\$462,214	\$505,449	\$527,075
TOTAL	\$518,000	\$1,015,000	\$1,003,000	\$1,041,378	\$1,159,559	\$1,041,378

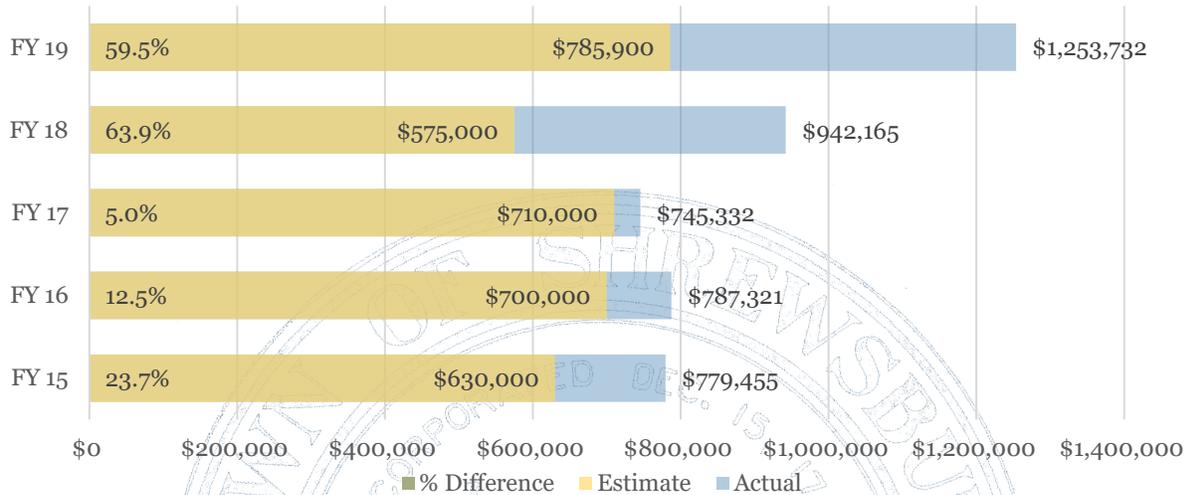


Interest Income & Penalties

Description:

It is made up of two components: investment income and interest and penalties associated with delinquent tax payments.

Interest Income & Penalties FY15-FY19 – Actual vs Estimate



Fiscal Capacity:

Investment income can vary widely depending upon market interest rates, available cash balances, cash flows, and investment practices. Investment income dropped from a high of \$1,986,314 million in FY08 to \$696,481 in FY14. This is due to dramatic fluctuations in interest rates. As interest rates continue to change, the Town will monitor interest income.

Narrative:

Over the past twenty (20) years, the Investment Income & Penalties have seen a growth rate of -2.04% (CAGR). Over the past five (5) years, the average difference between the Interest Income and Penalties budgeted vs actual is calculated at 32.9% with an average value of \$221,421.

Forecast Assumption(s):

Interest Income is projected to remain stable. As interest rates continue to change, the Town will monitor interest income.

Budget Recommendation:

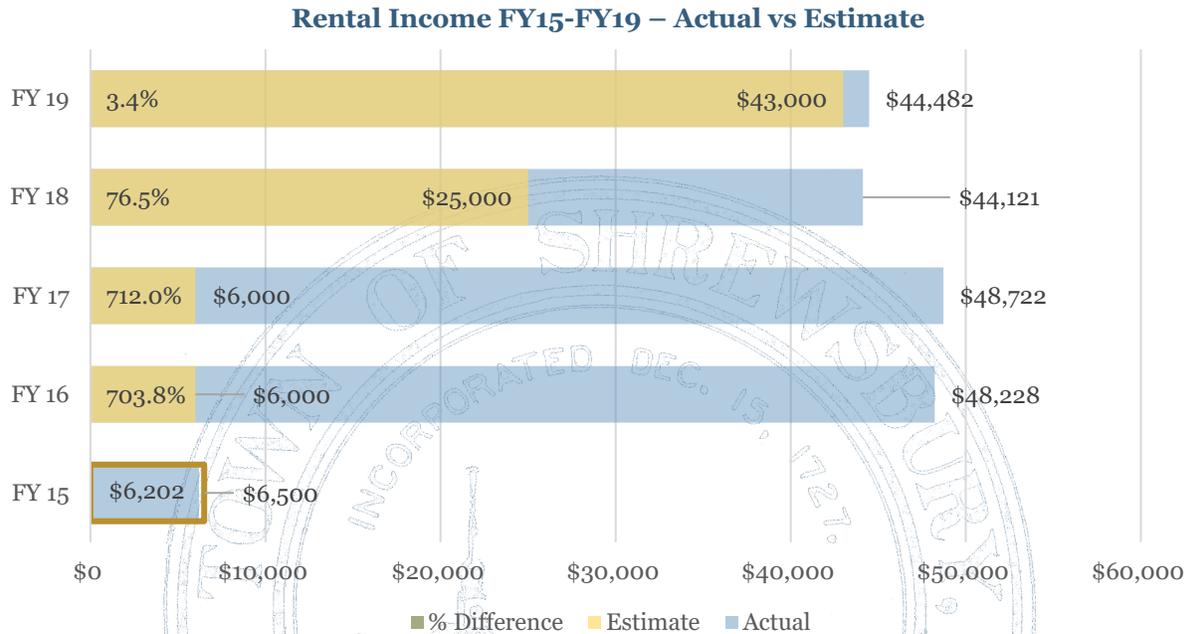
In accordance with the **Budget Recommendation for FY21** found on page 50, the recommendation for the Interest Income and Penalties is \$950,000.

Interest Income & Penalties	FY 21 FP TWO	FY 21 FP One	FY20 Budget.	FY19 Actual	FY18 Actual	FY17 Actual
Investment Income	\$700,000	\$717,699	\$677,370	\$961,110	\$615,506	\$427,166
Penalties & Interest	\$250,000	\$330,000	\$330,000	\$295,621	\$326,658	\$318,165
TOTAL	\$950,000	\$1,047,699	\$1,007,370	\$1,253,732	\$942,165	\$745,332

Rental Income

Description:

The Town derives income from the renting of several Town-owned properties including the Edgemere Diner, the Allen Farm Barn, and Board of Health fees associated with the mobile home sites at 151 Hartford Turnpike.



Legal Authority:

Assignment of Lease and Ground Lease Edgemere Diner, 2006
 Rules of 151 Hartford Turnpike, September 2013

Fiscal Capacity:

Edgemere Diner

As per Article IV of the Ground Lease for the Edgemere Diner, the monthly rental payments are adjusted on July 1 of year based on the change in the Consumer Price Index for Urban Wage Earners and Clerical Workers – Northeast Urban from June 2006 to the current year.

Allen Farm Barn

As per the specifications of the Lease of the Allen Farm Barn located at 385 South Street, the tenant shall pay a monthly rent in the amount of \$1,400 per month.

Edgemere Mobile Home

The Operating Manager and holder of the permit for the Edgemere Mobile Home provides monthly payments to the Town in the amount of rate of \$12/rented site. Max rental capacity for the mobile home park is 44 sites.

Misc. Room Rentals

These revenues are derived from miscellaneous room rentals at Town Facilities and do not occur regularly.

Narrative:

Over the past twenty (20) years, the Rental Revenue has seen a growth rate of 6.86% (CAGR). Over the past five (5) years, the average difference between the Rental revenue budgeted vs actual is calculated at 298.2% with an average value of \$21,051.

Forecast Assumption(s):

Edgemere Diner

Due to the transitioning of Town staff a lease payment adjustment was not completed in July 1, 2017 and July 1, 2018. To reduce the burden on the Lessee a stepped increase was developed for the FY 20 rental payments. FY 21 estimated revenue holds the monthly payment for the latter half of FY 20 steady at \$1,817.15 per month.

Allen Farm Barn

Revenues projected to remain level with FY 20 Budgeted values

Edgemere Mobile Home

Revenues projected to remain level with FY 20 Budgeted values

Misc. Room Rentals

Revenues projected to remain level with FY 20 Budgeted values

Initial Budget Recommendation:

In accordance with the **Budget Recommendation for FY21** found on page 50, the initial recommendation for Rental Income is \$43,000.

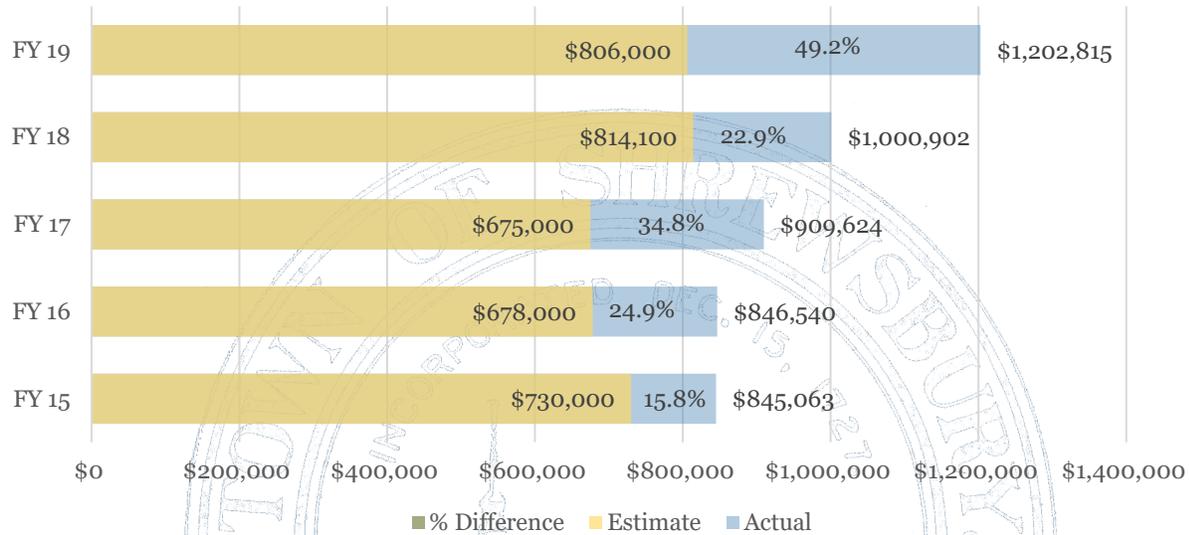
Rental Income	FY 21 FP Two	FY 21 FP One	FY20 Budget.	FY19 Actual	FY18 Actual	FY17 Actual
Edgemere Diner	\$21,655	\$21,805	\$21,655	\$21,285	\$21,265	\$23,030
Allen Farm Barn	\$16,800	\$16,800	\$16,800	\$16,800	\$16,800	\$16,800
Edgemere Mobile Home	\$4,545	\$4,545	\$4,545	\$5,556	\$4,465	\$5,791
Misc. Room Rentals	\$0	\$0	\$0	\$840	\$1,680	\$0
TOTAL	\$43,000	\$43,150	\$43,000	\$44,482	\$44,121	\$48,722

Remaining Receipts

Description:

Including fees charged for activities regulated through the Meals & Hotel Tax, Payment in Lieu of Taxes for the Shrewsbury Housing Authority, Cannabis Impact Host Community agreements, Street Betterments, Supplemental Real estate Tax, Miscellaneous State reimbursements and a SELCO Solar reimbursement.

Remaining Receipts FY15-FY19 – Actual vs Estimate



Legal Authority:

830 CMR 64H.6.5: Sales Tax on Meals

830 CMR 64G.1.1: Establishments Subject to Room Occupancy Excise Tax

M.G.L. c.59 sec. 2D

760 CMR 4

Board of Selectmen

Site License & Use Agreement, Shrewsbury Landfill, January 2018

Host Community Agreement for Siting of a Marijuana Retail Establishment, 2018

Fiscal Capacity:

Meals & Hotel

In 2009, the Legislature gave the authority to Town Meeting to adopt optional increases to the meals and hotel taxes. At that time, only the State collected revenue from the meals tax of 5%. Cities and towns were allowed to add an additional 0.75%. The State allowed cities and towns to increase the room occupancy tax by 1% to a total of 5%. Both of these optional taxes were adopted by Town Meeting in the fall of 2009 to go into effect January 1, 2010. For communities that adopted these taxes with this effective date, they were allowed to estimate six months of collections in FY2010, eleven months in FY2011, and a full twelve months thereafter.

Legislation was signed into law in December, 2018 which expands the room occupancy excise, G.L. c. 64G, to short-term rentals of property for more than 14 days in a calendar year. As of

December 31, 2019 there are ten (10) registered short-term rentals in Shrewsbury for which the Town may receive excise starting July 1, 2019.

PILOT

State law precludes municipalities from collecting property tax on housing projects owned by the federal government or by local public housing authorities, regardless of who manages the project. Payments in Lieu of Taxes received from the Shrewsbury Housing Authority. The PILOT payment is broken out into two parts. (1) A State reimbursement Not to exceed the amount of 1/2 Full Value Tax Rate + \$100 times the number of bedrooms; and (2) a Federal Housing reimbursement.

Cannabis Impact & Excise

Once operations begin the two establishments permitted to operate in Town will each make quarterly payments to the Town in the amount of three percent (3%) of the gross sales from the Facility over a three-month period (each a “quarterly payment”).

At the April 24, 2018 STM, Town Meeting Members unanimously voted in favor to accept Chapter 64N of the General Laws, as amended by Section 13 of Chapter 55 of the Acts of 2017, to impose a local sales tax on the retail sale of marijuana or marijuana products at a rate of three percent (3%). This local excise would be raised in addition to the three percent (3%) Host Community Agreement for a total of six percent (6%). Budget projections will be adjusted in future years once consistent payments and data are made available.

Special Assessments

Consisting mostly of Street Betterments. A Street Betterment represents the cost of an improvement, such as a new sidewalk, made to a limited area of the town. Betterments are assessed as a way of apportioning the cost of these projects that are limited in scope, to the property owners that actually receive the benefit of these improvements rather than apportioning the cost to all taxpayers in town through the regular property tax.

Misc. Recurring Supplemental Real-estate Tax

The Town of Shrewsbury has adopted Chapter 203 of the Acts of 1998 (adding General Law Chapter 59, Section 2D) which is the supplemental tax assessment on new construction. An additional real estate tax, known as the Supplemental Real Estate Tax, may be issued to a taxpayer who has been issued an occupancy permit for a newly built home. The bill is based on the increase in value on the parcel and the number of days remaining in the fiscal year. Please be aware that this tax may be assessed on your property based on the date of your occupancy permit. This tax is collected in the same manner as real estate tax.

Misc. Recurring Homeless Transportation

Reimbursement for the cost of transportation of nonresident pupils as required by the federal McKinney-Vento Homeless Assistance Act, Public Law 100-77, as amended.

Misc. Recurring Solar

As per the January 2018 agreement between the Town and SELCO, an annual license fee is paid to the Town for the Licenses and the use of the Premises. The amount of the fee is \$3,666 per MW of the nameplate capacity of the System (3.0 MW) with a twenty-five (25) year term.

Misc. Recurring E RATE

E-rate is a federal program that provides technology discounts for schools and libraries. E-rate is administered by the Universal Services Administrative Company (USAC) under the oversight of the Federal Communications Commission (FCC).

The Town of Shrewsbury is eligible to receive discounts on the following products and services:

Category 1: Internet/broadband (and for a limited time, voice)

Category 2: Internal connections, managed internal broadband services, and basic maintenance of internal connections.

Products and services must be purchased from eligible contracts, and an application must be approved by USAC. Currently, the School Department works with a consultant for the submittals to the USAC. The Town’s Cable and Electric Company, SELCO is a qualifying contract and services provided by SELCO to the School are counted towards this reimbursement.

Misc. Recurring Gas/Oil

Cable and Light reimbursements for unleaded/diesel usages and the collection of Worker’s Compensation payments.

Narrative:

Over the past twenty (20) years, the Remaining Receipts have seen a growth rate of 12.67% (CAGR). Over the past five (5) years, the average difference between the Remaining Receipts budgeted vs actual is calculated at 29.5% with an average value of \$220,368.

Forecast Assumption(s):

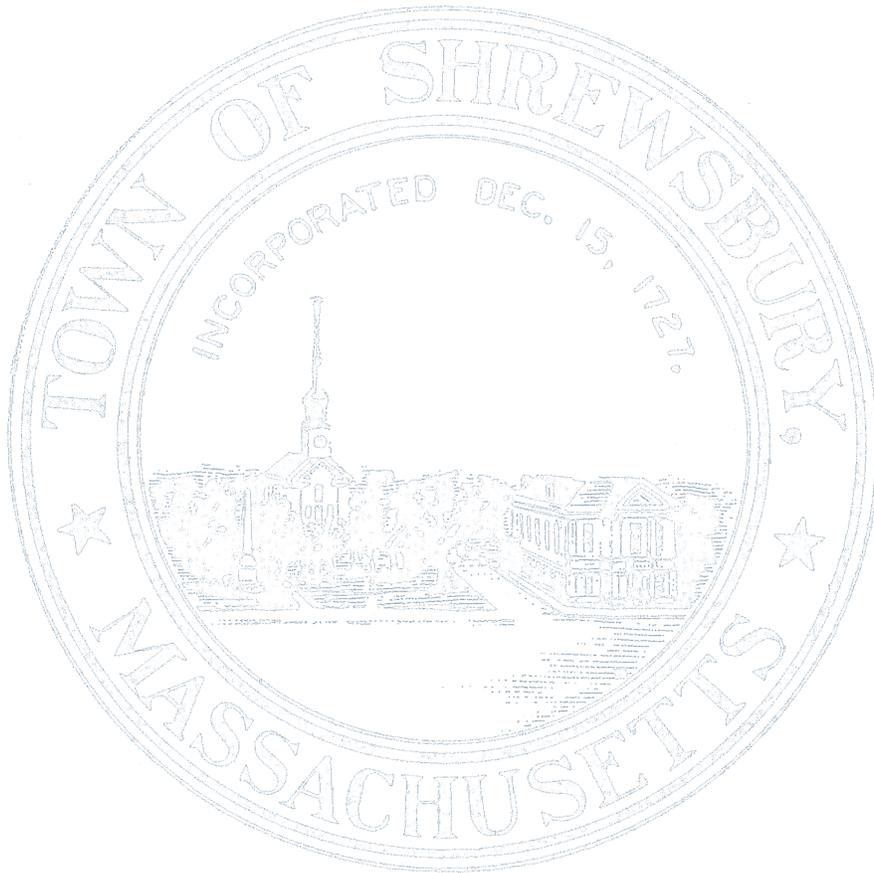
In grouping the remaining receipts into a single category, it is imperative to remain conservative in our forecasting projections as to not over or under articulate the nuances of each receipt. The averaging of the three forecasting methods and comparing them with the compounded annual growth rate proved helpful in the creation of a conservative trend. As time allows, individual receipts may be broken out and analyzed separately so that we may better understand the nuances of each.

Budget Recommendation:

In accordance with the **Budget Recommendation for FY21** found on page 50, the initial recommendation for the Remaining receipts is \$639,000, which is a \$321,800 or -33.49% reduction from FY 21 Fiscal Projection One.

Remaining Receipts	FY 21 FP Two	FY 21 FP One	FY20 Budget.	FY19 Actual	FY18 Actual	FY17 Actual
Other Excise (Hotel)	\$50,000	\$120,000	\$120,000	\$124,873	\$130,900	\$115,170
Other Excise (Meal)	\$400,000	\$537,000	\$511,000	\$562,928	\$523,501	\$453,553
PILOT	\$45,000	\$40,000	\$37,000	\$42,227	\$41,482	\$38,181
Cannabis Impact & Excise	\$0	\$0	\$0	\$5,000	\$0	\$0
Special Assessments	\$10,000	\$13,000	13,000	\$18,145	\$107,171	\$16,391
Misc. – Recurring (Supp. Tax)	\$17,000	\$85,800	\$85,800	\$248,549	\$44,588	\$89,735
Misc. – Homeless Transport.	\$17,000	\$0.0	\$0.0	\$17,093	\$17,615	\$0.0
Misc. – Recurring Solar	\$45,000	\$45,000	\$45,000	\$0.0	\$0.0	\$0.0
Misc. – Recurring Gas/Oil	\$50,000	\$95,000	\$105,000	\$97,512	\$108,807	\$70,566
Misc. – E-Rate	\$25,000	\$25,000	\$25,000	\$48,723	\$25,013	\$42,180
Misc. – Impact Aid Non Recurring	\$0	\$0	\$0	\$12,994	\$0	\$0

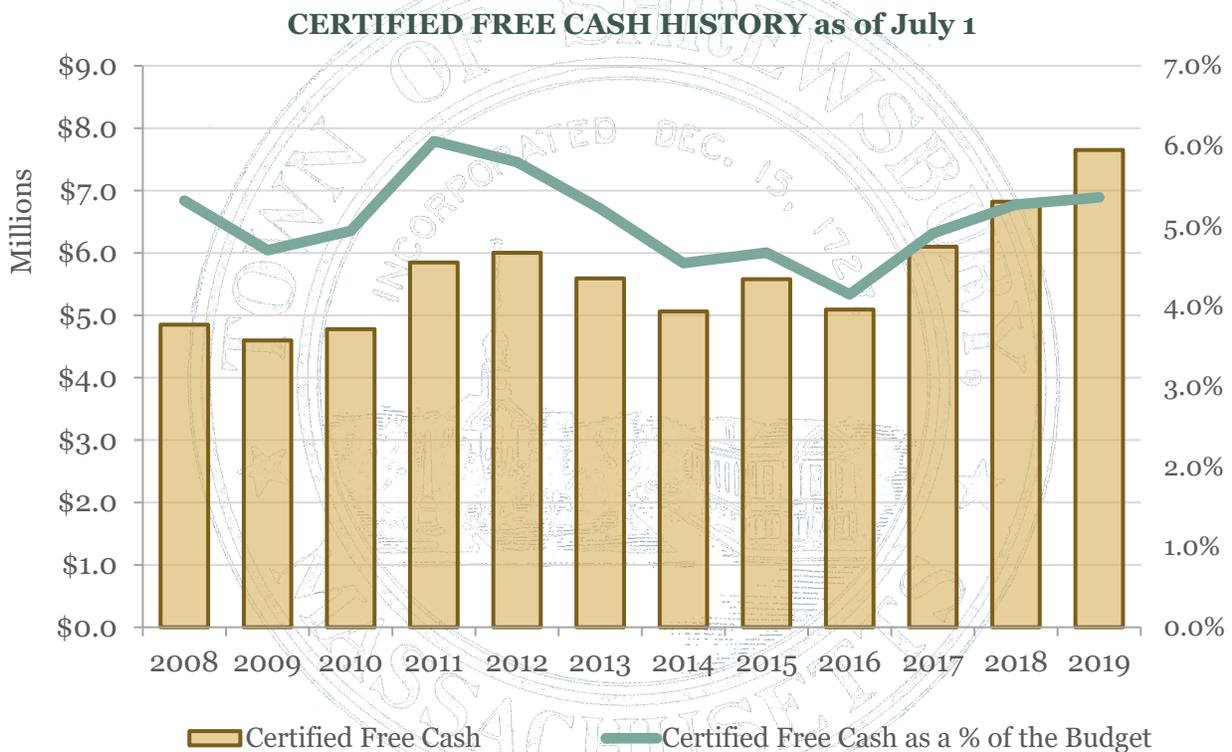
Misc. – Bond/Ban Proceeds Non Recurring	\$0	\$0	\$0	\$24,768	\$1,822	\$83,845
TOTAL	\$639,000	\$960,800	\$942,300	\$1,202,815	\$1,000,902	\$909,624



FREE CASH

Description:

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year, to support the ensuing fiscal year's budget, to reduce the tax levy, or to serve as emergency reserves. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/ or when actual expenditures are less than amounts that were appropriated. It is also affected by increases or decreases in uncollected property taxes, deficits in non-General Fund funds, and any other legally incurred operating deficits, such as snow removal overdrafts.



Legal Authority:

Commonwealth's Department of Revenue
 Finance Committee
 Board of Selectmen

Fiscal Capacity:

The DOR recommends that towns maintain a Free Cash balance equal to no less than 5% of their fiscal year operating budget. In November 2018, the Board of Selectmen adopted a fiscal policy endeavoring to generate Certified Free Cash equivalent to the amount of 3-5% of the annual general fund budget while amounts in excess of 2.5% of the proposed operating budget will be available for capital or other one-time expenses.

Narrative:

Over the past decade, the average Free Cash balance as a percentage of the Operating Budget is 5.1% after adjusting for water revenue. FY 20 will mark the final year that Water Revenue will impact the Free Cash Balance as the revenue will remain within the enterprise.

Forecast Assumption(s):

Every effort will be made to maintain as high a Free Cash balance as possible to prepare the community for future fiscal years. The forecast and budget approach of FY 20 drew on additional anticipated Local Receipt revenue that would have typically flowed into the Free Cash balance and the Free Cash recommendation should reflect an equal offset.

Initial Budget Recommendation:

The Town's Free Cash balance as of June 30, 2019 was \$8,631,981. In accordance with Town policy, it is recommended that \$2,320,000 of the existing balance, be appropriated towards FY21 and allocated as follows:

- Warrant Articles ATM
 - Counseling and Education Services \$150,000
 - Lake Quinsigamond Commission \$30,000
 - Fund General Stabilization \$0
- Capital Improvements \$992,620
- Operating Budget \$1,147,380
\$2,320,000

FREE CASH	FY 21 FP Two	FY 21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Free Cash Appropriated	\$2,320,000	\$3,174,948	\$5,742,502	\$4,119,846	\$2,776,639	\$3,547,697

Note: From FY 21 Fiscal Projection One, \$850,000 in Free Cash was removed from appropriation to Fund the General Stabilization Account. \$776,025 was reduced from the Non-Utility Capital Budget and the use of Free Cash in support of the Operating Budget was increased by \$835,000.

REDUCE LEVY

Description:

Revenues comprised within this category include Free Cash and SELCO revenue to further reduce the Tax Rate.

Legal Authority:

Board of Selectmen

Fiscal Capacity:

The diversity of this revenue category makes it challenging to accurately describe its fiscal capacity.

Narrative:

Between FY11 – FY 19 the revenues comprised within the Reduce Levy Funds category have accounted for an average of \$1,494,136 or 1.24% of the Total Revenues. The capacity derived from these sources are unique and roughly 67% of the revenue within this category are generated through an agreement with SELCO.

Forecast Assumption(s):

To avoid potential revenue deficits projected revenues within the Other Available Funds category have been held level with FY 20.

Budget Recommendation:

Utilizing the historic data on hand and the forecasting approaches detailed above the projection for FY21 Reduce Levy Funds is \$1,537,569 broken out as follows:

REDUCE LEVY FUNDS	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Free Cash (reduce levy)	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Municipal Light (reduce levy)	\$237,569	\$237,569	\$237,569	\$237,569	\$237,569	\$237,569
CATV Revenue (reduce levy)	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
TOTAL	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569	\$1,537,569

OTHER AVAILABLE FUNDS

Description:

Revenues comprised within this category include those related to the sale of Cemetery Lots, Cemetery Trust/Stabilization, Debt Service revenue from SELCO and Title V Loans, internal Account Transfers, and Bond Interest Reserve.

Legal Authority:

M.G.L. c.114
310 CMR 15.000 – MA DEP
St. 2016, c. 187, § 8(a)

Fiscal Capacity:

The diversity of this revenue category makes it challenging to accurately describe its fiscal capacity.

Narrative:

Between FY11 – FY 19 the revenues comprised within the Other Available Funds category have accounted for an average of \$1,432,821 or 1.19% of the Total Revenues. The capacity derived from these various sources are unique with a majority of the revenue within this category generated through an agreement with SELCO.

Transportation Network Company (TNC):

Chapter 187 of the Acts of 2016 established a Commonwealth Transportation Infrastructure Fund (“Fund”). As required, each TNC has submitted to the Division the number of rides from the previous calendar year that originated within each city or town and a per-ride assessment of \$0.20, which has been credited to the Fund. One-half (1/2) of the amount received from the Fund will be distributed proportionately to each city and town based on the number of rides that originated in that city or town.

Forecast Assumption(s):

To avoid potential revenue deficits projected revenues within the Other Available Funds the funding associated with the Sale of Cemetery Lots will be held level. Alternate values are readily available for Light Revenue associated with Debt Service and Title V Loan Repayments. For both Account Transfers and funds associated with the Transportation Network Company Fund (TNC) projections will be held at \$0.00 until more information is made available.

Transportation Network Company (TNC):

The distributed funds are special revenue and must be appropriated by Town Meeting. The funds must be used “to address the impact of transportation network services on municipal roads, bridges and other transportation infrastructure or any other public purpose substantially related to the operation of transportation network services in the city or town including, but not limited to, the complete streets program established in [G.L. c. 90I, § 1] and other programs that support alternative modes of transportation.

The FY 20 budgeted amount of \$16,018 in TNC revenue is representative of two years of reimbursements, revenue generated over FY 16 – FY 17. Projections of future fund amounts are difficult as the revenue stream is fairly new. Additionally, the appropriations of these

funds are very particular. Therefore revenue projections for TNC funds will be held at zero until more concrete data is made available.

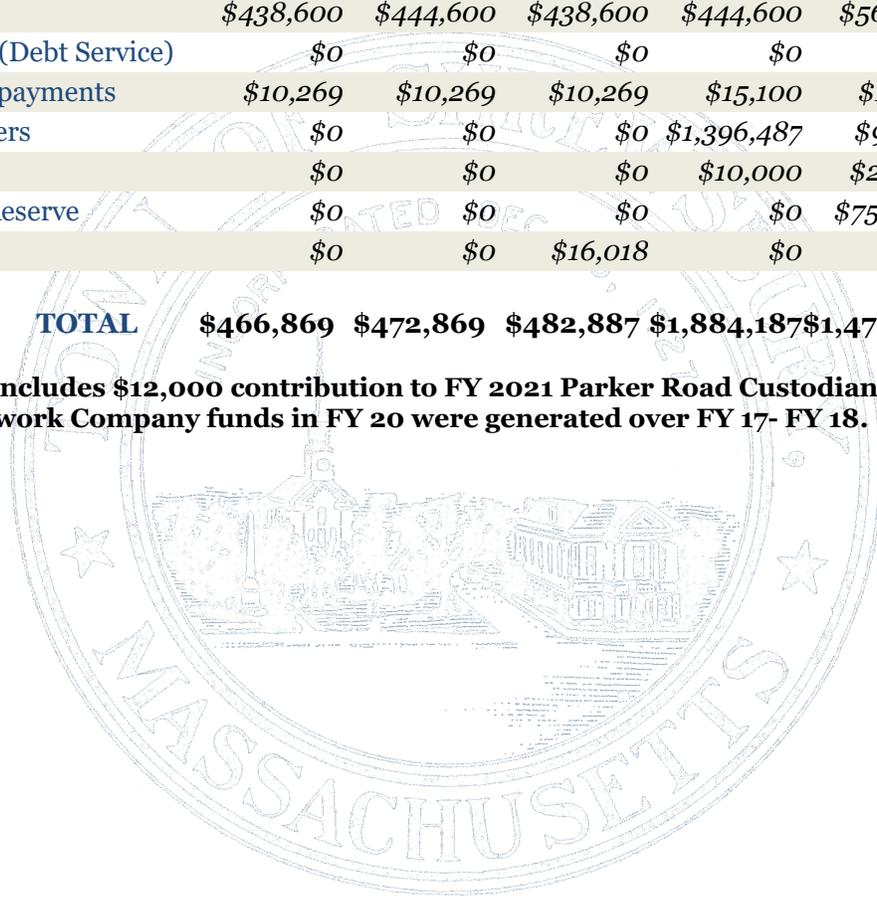
Budget Recommendation:

Utilizing the historic data on hand and the forecasting approaches detailed above the initial projection for FY21 Other Available Funds is \$466,869 broken out as follows:

OTHER AVAILABLE FUNDS	FY21 FP Two	FY21 FP One	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Sale of Cemetery Lots	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Light Revenue	\$438,600	\$444,600	\$438,600	\$444,600	\$564,225	\$578,475
CATV Revenue (Debt Service)	\$0	\$0	\$0	\$0	\$0	\$0
Title V Loan Repayments	\$10,269	\$10,269	\$10,269	\$15,100	\$15,100	\$15,100
Account Transfers	\$0	\$0	\$0	\$1,396,487	\$99,736	\$242,974
Cemetery Trust	\$0	\$0	\$0	\$10,000	\$25,000	\$0
Bond Interest Reserve	\$0	\$0	\$0	\$0	\$750,000	\$8,900
TNC**	\$0	\$0	\$16,018	\$0	\$0	\$0
TOTAL	\$466,869	\$472,869	\$482,887	\$1,884,187	\$1,472,061	\$863,449

*Light Revenue includes \$12,000 contribution to FY 2021 Parker Road Custodian.

**Transport Network Company funds in FY 20 were generated over FY 17- FY 18.



CLOSING COMMENTS

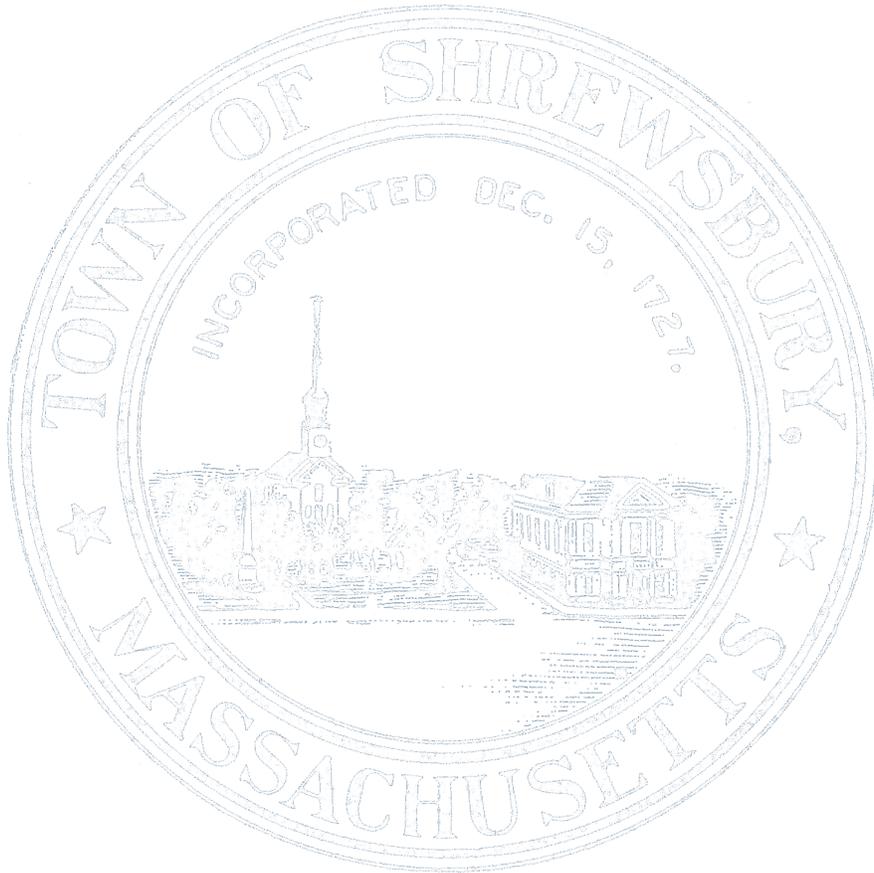
The revenue projections and figures represented throughout this document are accurate as of the date of this publication. As previously indicated, the intent and purpose of this document is to encourage and develop a clear and transparent budgetary process by providing an in depth detail of the Town's revenues. This revenue manual is a living document that will serve as a guiding budgetary baseline for the departments throughout the preparation of the FY20 budget and will evolve several times throughout the process.

Please do not hesitate to reach out to Town Manager Kevin J. Mizikar at 508-841-8508 or kmizikar@shrewsburyma.gov with any questions or concerns regarding the Revenue Manual and the preparation of the FY21 budget.



EXPENDITURES

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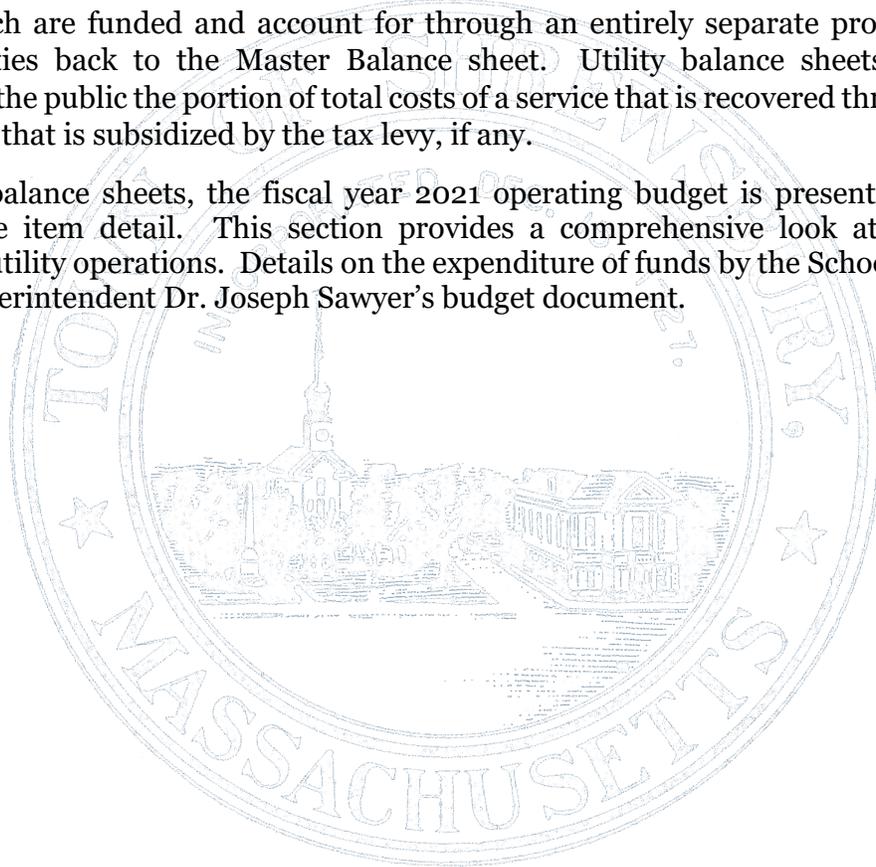


EXPENDITURES

The following sections detail how the revenues projected for fiscal year 2021 will be allocated and expended. The Town of Shrewsbury is required to pass a balanced budget meaning that it can only propose to spend the funds that it can lawfully raise. This section is arranged in progressively detailed layers to hopefully enable readers to both understand how the revenues detailed in the previous sections are categorically divided for expenditure and dive deep into the line items where ever dollar to be spent is accounted for.

The first section includes four balance sheets. The Master Balance Sheet includes all revenues and expenditures proposed for fiscal year 2021 on a single sheet of paper. Following thereafter are balance sheets for each of the four utilities of the Town. Note that this does not include SELCO operations which are funded and account for through an entirely separate process. Each utility balance sheet ties back to the Master Balance sheet. Utility balance sheets are provided to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any.

Following the balance sheets, the fiscal year 2021 operating budget is presented both summary format and line item detail. This section provides a comprehensive look at expenditures for municipal and utility operations. Details on the expenditure of funds by the School Department can be found in Superintendent Dr. Joseph Sawyer's budget document.



MASTER BALANCE SHEET

REVENUE	Fiscal Projection One	Fiscal Projection Two
TAXATION	\$76,838,980	\$76,868,980
New Growth	\$808,000	\$770,000
Exempted Tax Levy	\$8,066,932	\$8,066,932
STATE AID (INCLUDES SBAB PAYMENT)	\$27,535,981	\$26,018,608
OVERESTIMATES	\$0	\$0
SCHEDULE A RECEIPTS	\$11,871,993	\$10,555,000
SOLID WASTE REVENUE	\$1,211,798	\$1,211,798
SEWER REVENUE	\$8,768,073	\$8,697,744
WATER REVENUE	\$6,350,500	\$6,146,230
STORM WATER REVENUE	\$1,882,302	\$1,885,022
FREE CASH	\$3,174,948	\$2,320,000
OTHER AVAILABLE FUNDS		
Sale of Cemetery Lots	\$18,000	\$18,000
Light Revenue (for Debt Service)	\$444,600	\$438,600
Title V Loan Repayments	\$10,269	\$10,269
Account Transfers (ATM)	\$0	\$0
Cemetery Trust/Stabilization	\$0	\$0
Bond Interest Reserve	\$0	\$0
Cable Public Access Enterprise Fund	\$426,244	\$426,244
REDUCE LEVY		
Free Cash	\$500,000	\$500,000
Municipal Light	\$237,569	\$237,569
CATV Revenue	\$800,000	\$800,000
	Total Revenue	
	\$148,946,189	\$144,940,996
CHARGES		
SCHOOL & MUNICIPAL EXPENSES	\$126,121,788	\$124,024,635
SOLID WASTE EXPENSES	\$2,358,503	\$2,328,503
SEWER EXPENSES	\$8,621,345	\$7,950,878
WATER EXPENSES	\$4,782,485	\$4,578,036
STORM WATER EXPENSES	\$1,704,060	\$1,706,741
CHERRY SHEET OFFSETS	\$201,202	\$201,202
STATE AND COUNTY CHARGES	\$1,114,732	\$1,114,732
CMRPC	\$10,453	\$10,453
OVERLAY	\$300,000	\$300,000
OVERLAY DEFICIT	\$0	\$0
ATM/STM RESERVE	\$0	\$0
FY 2019 DEFICITS/BILLS PRIOR YEAR	\$0	\$0
SALE OF LOTS	\$18,000	\$18,000
CABLE PUBLIC ACCESS FUND	\$426,244	\$426,244
CAPITAL IMPROVEMENT PLAN	\$1,877,544	\$1,102,520
OTHER WARRANT ARTICLES	\$2,009,833	\$1,179,052
	Total Charges	
	\$149,455,409	\$144,940,996
	Surplus/(Deficit)	
	\$0	\$0

OPERATING BUDGET

GENERAL GOVERNMENT

The Town Manager's FY2021 Fiscal Projection Two operating budget proposal totals \$137,111,275 which is a 3.64% increase over fiscal year 2020 (FY2020). Municipal operations (except Utilities) and certain expenses in support of the School Department make up 41.53% or \$56,944,635. This initial proposal includes \$67,080,000 for the School Department, which is an increase of \$777,959 or 1.17% over the FY2020 funding level. Direct utility operating expenditures, including Water, Sewer, Solid Waste and Stormwater, are proposed at \$12,660,396 which is \$1,212,841 or 10.59% greater than FY20.

The operating budget of \$137,111,275, is a 3.64% increase over FY20, includes expenditures for all municipal departments and the School Department. Municipal operations (except Utilities) and certain expenses in support of the School Department make up 41.53% or \$56,944,635; and \$67,080,000 is allocated to the School Department. Direct utility operating expenditures, including Water, Sewer, Solid Waste and Stormwater, are proposed at \$12,660,396 which is \$1,212,841 or 10.59% greater than FY20.

Unfortunately, due to the challenges of COVID-19, this operating budget includes reduced service levels in some departments in comparison to Fiscal Year 2020. Many changes have occurred since the publication of Fiscal Projection One. Fortunately, this plan includes funding for the same number of Full Time Equivalents (employees) as Fiscal Year 2020. However, some positions can only be funded for part of the year. These positions are currently vacant and backfilling these positions will be delayed for up to six months beyond the start of the fiscal year. Approximately six months of funding is included for a new part-time Benefits Coordinator within the Treasurer/Collector's Office and is possible because of other expense reductions within the department. Other impacted positions include partial year funding for a Heavy Equipment Operator in the Highway Department, three Patrol Officers in the Police Department and the Management Analyst Position within the Office of the Town Manager.

All non-union employees' wages were frozen as of June 30, 2020. All department heads have agreed to a year-long wage freeze. The Police Patrol Officers, Police Superiors, Fire Fighters, Public Works and Custodian unions have all agreed to wage concession for fiscal year 2021. This leaves only the dispatchers union that was unwilling make some type of wage concession given the extraordinary circumstances related to COVID-19.

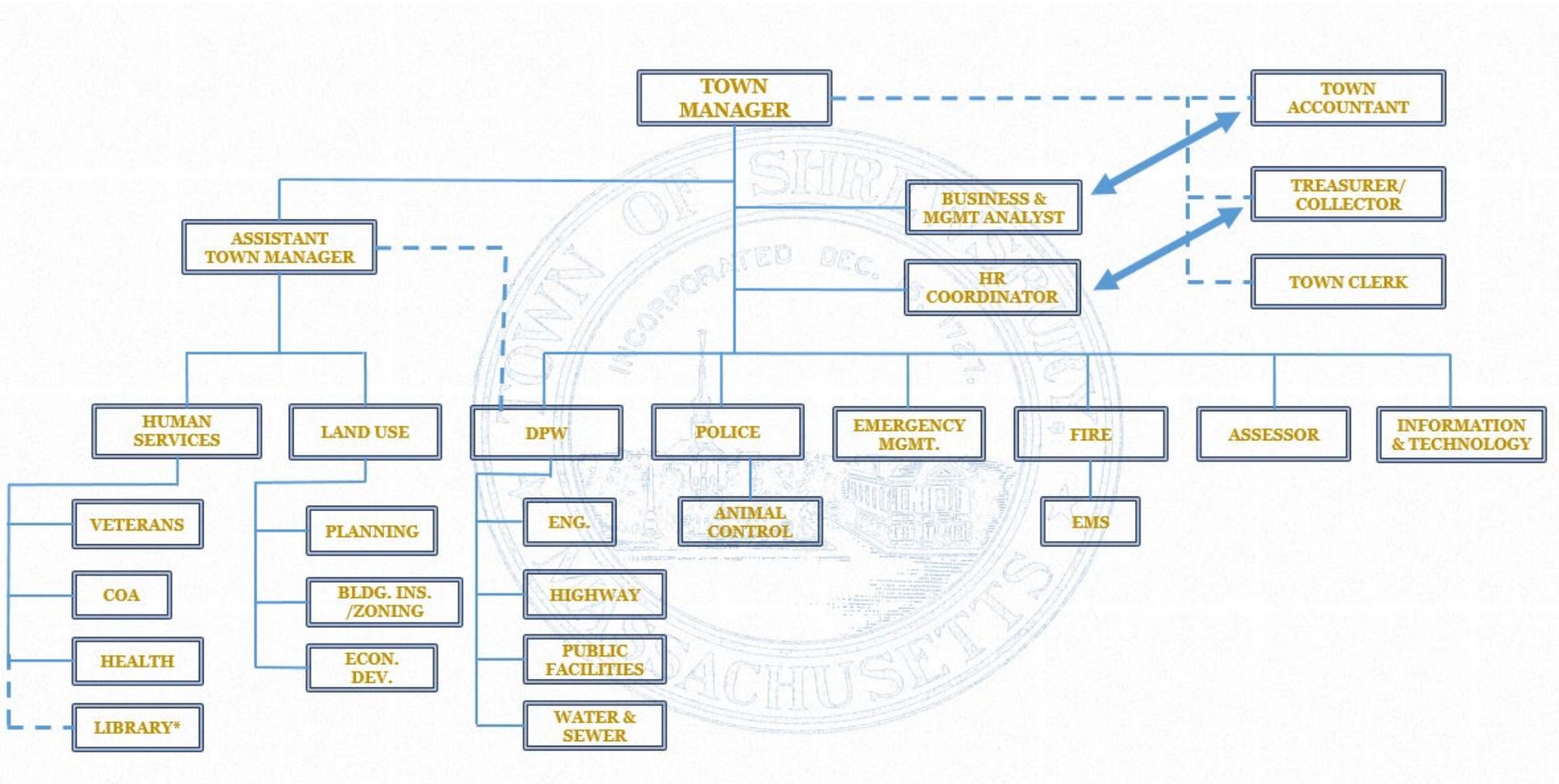
This initial proposal is subject change throughout the balance of the budget process which will culminate at the August 8, 2020 Annual Town Meeting. Departmental budgets will be reviewed in great detail at several public meetings and hearings to be held by the Board of Selectmen, School Committee and Finance Committee prior to the Annual Town Meeting. A schedule for those meetings can be found on the calendar of the Town website which is www.shrewsburyma.gov.

OPERATING BUDGET BY DEPARTMENT

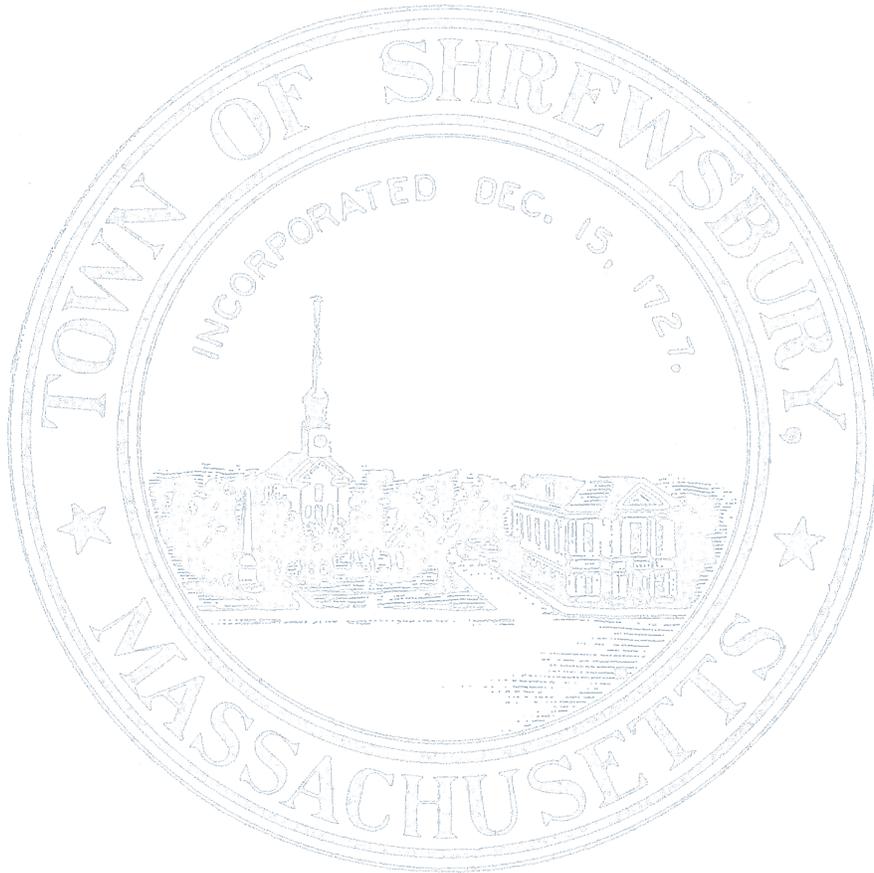
	FY 2021 TM Fiscal Proj. Two	FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget	FY 2019 Actuals	FY 2018 Actuals	% Change from FY2020	\$ Change from FY2020	% of Total Expend
PERSONNEL BOARD	\$167,000	\$261,751	\$255,184	\$295,472	\$29,342	\$15,684	-43.48%	-\$128,472	0.12%
SELECTMEN	\$21,635	\$22,530	\$22,200	\$22,250	\$20,526	\$20,718	-2.76%	-\$615	0.02%
TOWN MANAGER	\$571,670	\$592,994	\$598,801	\$560,500	\$485,521	\$409,548	1.99%	\$11,170	0.42%
FINANCE COMMITTEE	\$233,945	\$220,738	\$226,230	\$233,970	\$901	\$750	-0.01%	-\$25	0.17%
ACCOUNTANT	\$259,754	\$263,669	\$263,669	\$245,724	\$244,247	\$240,261	5.71%	\$14,029	0.19%
ASSESSORS	\$337,053	\$348,053	\$375,053	\$326,425	\$294,145	\$298,860	3.26%	\$10,628	0.25%
TREASURER-COLLECTOR	\$428,148	\$441,865	\$447,379	\$413,055	\$353,636	\$369,613	3.65%	\$15,093	0.31%
TOWN COUNSEL	\$171,710	\$179,200	\$185,325	\$179,200	\$152,379	\$174,946	-4.18%	-\$7,490	0.13%
TOWN CLERK	\$169,517	\$173,467	\$173,467	\$169,872	\$168,005	\$161,787	-0.21%	-\$355	0.12%
ELECTION & REGISTRATION	\$168,017	\$175,382	\$177,320	\$136,879	\$163,821	\$88,522	22.75%	\$31,138	0.12%
CONSERVATION COMM.	\$300	\$300	\$29,200	\$1,900	\$876	\$3,847	-84.21%	-\$1,600	0.00%
PLANNING & ECON. DEV.	\$78,463	\$79,643	\$101,140	\$95,848	\$68,565	\$61,442	-18.14%	-\$17,385	0.06%
PLANNING BOARD	\$1,930	\$2,000	\$2,000	\$2,000	\$1,027	\$1,391	-3.50%	-\$70	0.00%
BOARD OF APPEALS	\$2,900	\$3,650	\$3,650	\$3,650	\$1,258	\$276	-20.55%	-\$750	0.00%
PUBLIC BUILDINGS	\$4,157,559	\$4,338,741	\$4,543,077	\$4,156,741	\$3,957,028	\$3,847,310	0.02%	\$818	3.03%
POLICE DEPARTMENT	\$5,526,450	\$5,645,810	\$5,713,872	\$5,523,925	\$5,067,446	\$4,761,497	0.05%	\$2,525	4.03%
FIRE DEPARTMENT	\$3,854,328	\$3,977,945	\$4,003,953	\$3,719,566*	\$3,678,662	\$3,524,370	3.62%	\$134,762	2.81%
BUILDING INSPECTOR	\$455,146	\$471,421	\$502,314	\$421,644	\$367,560	\$311,298	7.95%	\$33,502	0.33%
WEIGHTS & MEASURES	\$8,900	\$9,000	\$9,000	\$9,000	\$7,950	\$6,528	-1.11%	-\$100	0.01%
EMERGENCY MANAGEMENT	\$12,771	\$12,820	\$12,820	\$12,820	\$11,047	\$12,040	-0.38%	-\$49	0.01%
FORESTRY	\$81,900	\$82,150	\$92,708	\$82,575	\$59,517	\$65,507	-0.82%	-\$675	0.06%
OPEB	\$402,000	\$451,191	\$451,191	\$358,916			12.00%	\$43,084	0.29%
PENSIONS	\$4,890,000	\$5,236,774	\$4,315,693	\$5,315,693	\$5,674,609	\$5,549,124	-8.01%	-\$425,693	3.57%
PUBLIC WORKS – ADMIN.	\$683,975	\$674,375	\$719,280	\$518,052	\$0	\$0	32.03%	\$165,923	0.50%
TOWN ENGINEER	\$373,232	\$386,147	\$424,247	\$357,038	\$564,758	\$570,491	4.54%	\$16,194	0.27%
HIGHWAY	\$2,111,003	\$2,186,528	\$2,341,487	\$2,128,278	\$1,842,844	\$2,148,572	-0.81%	-\$17,276	1.54%
STREET LIGHTING	\$110,000	\$110,000	\$110,000	\$147,000	\$148,152	\$161,635	-25.17%	-\$37,000	0.08%
SOLID WASTE	\$2,328,503	\$2,358,503	\$2,358,503	\$2,254,969	\$1,833,979	\$1,801,412	3.26%	\$73,534	1.70%

	FY 2021 TM Fiscal Proj. Two	FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget	FY 2019 Actuals	FY 2018 Actuals	% Change from FY2020	\$ Change from FY2020	% of Total Expend
SEWER	\$6,313,978	\$6,304,264	\$6,254,264	\$5,588,709	\$5,144,606	\$4,988,846	12.98%	\$725,269	4.61%
WATER	\$2,561,174	\$2,545,836	\$2,443,836	\$2,398,799	\$1,792,815	\$1,599,173	6.77%	\$162,375	1.87%
STORMWATER	\$1,456,741	\$1,457,060	\$1,457,060	\$1,205,078	\$0	\$0	20.88%	\$251,663	1.06%
CABLE PUBLIC ACCESS FUND	\$426,244	\$426,244	\$426,244	\$440,000	\$0	\$0	-3.13%	-\$13,756	0.31%
CEMETERIES	\$151,253	\$118,593	\$153,593	\$114,263	\$102,906	\$101,958	32.37%	\$36,990	0.11%
HEALTH	\$228,042	\$222,755	\$222,755	\$221,292	\$208,971	\$200,942	3.05%	\$6,750	0.17%
COUNCIL ON AGING	\$283,853	\$294,759	\$308,823	\$292,067	\$269,202	\$250,736	-2.81%	-\$8,214	0.21%
VETERAN'S SERVICES	\$212,960	\$212,960	\$212,960	\$211,820	\$178,040	\$188,642	0.54%	\$1,140	0.16%
COMM. ON DISABILITIES	\$483	\$500	\$500	\$500	\$644	\$125	-3.50%	-\$18	0.00%
LIBRARY	\$1,447,976	\$1,489,832	\$1,495,047	\$1,418,315	\$1,340,236	\$1,273,864	2.09%	\$29,662	1.06%
PARKS AND RECREATION	\$467,643	\$476,883	\$529,392	\$471,595	\$424,824	\$402,659	-0.84%	-\$3,952	0.34%
SCHOOLS	\$67,080,000	\$67,668,322	\$67,961,773	\$66,302,041	\$64,135,935	\$62,473,425	1.17%	\$777,959	48.92%
INTEREST & MATURING DEBT	\$12,997,405	\$12,997,405	\$12,980,401	\$10,536,812	\$8,987,001	\$9,347,232	23.35%	\$2,460,593	9.48%
Employee Assistance Program	\$2,750	\$2,750	\$2,750	\$2,750	\$995	\$3,980	0.00%	\$0	0.00%
Group Health & Life Ins.	\$12,390,000	\$12,780,600	\$13,000,000	\$11,900,000	\$10,835,034	\$10,473,533	4.12%	\$490,000	9.04%
Medicare	\$1,060,000	\$1,101,721	\$1,101,721	\$1,059,347	\$1,009,820	\$999,258	0.06%	\$653	0.77%
Unemployment Comp. Ins.	\$200,000	\$90,000	\$90,000	\$100,000	\$49,564	\$40,070	100.00%	\$100,000	0.15%
Radio Maintenance	\$10,421	\$10,421	\$10,421	\$10,421	\$10,421	\$10,421	0.00%	\$0	0.01%
Gasoline and Oil	\$349,530	\$395,000	\$395,000	\$395,000	\$321,661	\$248,181	-11.51%	-\$45,470	0.25%
Printing/Postage/Stationary	\$94,000	\$98,000	\$98,000	\$95,000	\$90,120	\$70,762	-1.05%	-\$1,000	0.07%
Memorial Day	\$4,000	\$5,500	\$5,500	\$5,500	\$4,140	\$3,865	-27.27%	-\$1,500	0.00%
General Insurance	\$867,500	\$900,000	\$900,000	\$888,620	\$814,654	\$766,596	-2.38%	-\$21,120	0.63%
Information & Technology	\$865,000	\$875,131	\$904,951	\$896,000	\$821,844	\$698,701	-3.46%	-\$31,000	0.63%
Telephone System	\$32,515	\$32,515	\$32,515	\$44,000	\$57,005	\$30,556	-26.10%	-\$11,485	0.02%
OPERATING SUPPORT (UNCLASSIFIED)	\$15,875,716	\$16,291,638	\$16,540,858	\$15,396,638	\$14,015,257	\$13,345,924	3.11%	\$479,078	11.58%
TOTAL	\$137,111,275	\$139,210,694	\$139,446,264	\$132,290,893	124,663522	\$118,780,952	3.64%	\$4,820,382	100.00%

ORGANIZATIONAL CHART
FISCAL YEAR 2019



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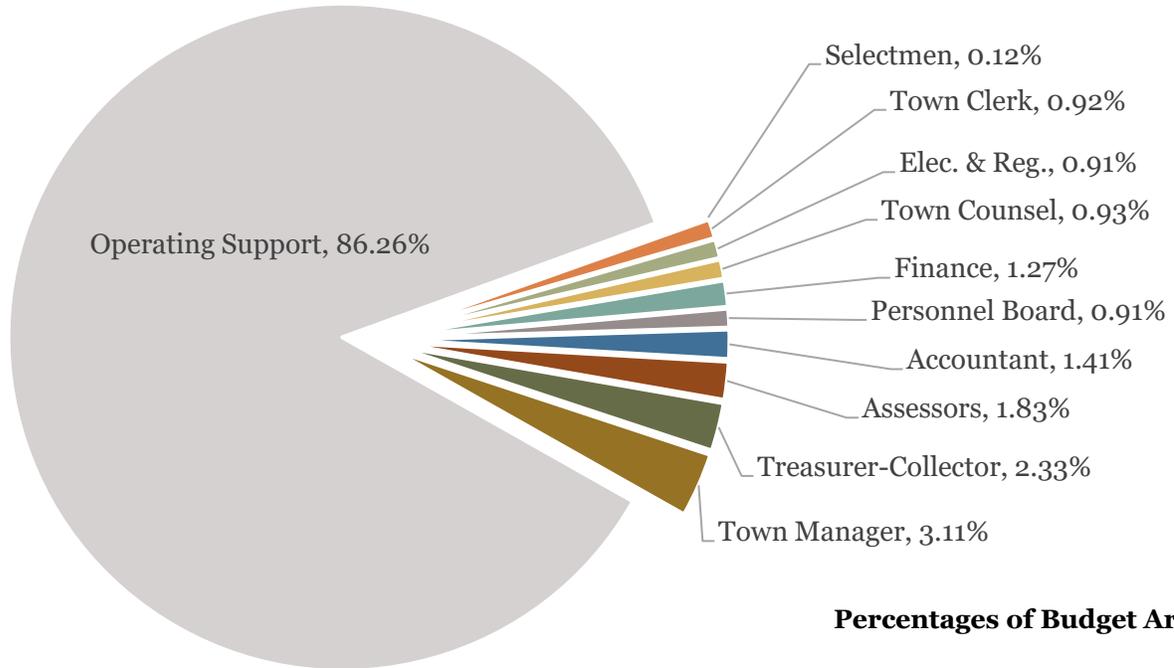
ADMINISTRATION & FINANCE

Description:

The Administration and Finance departments provide critical support to taxpayers, residents and the Town's physical, financial and human resources.

Fiscal 2021:

The FY 21 budget for Administration & Finance functional area proposes a reduction of \$387,121 or 2.04% from the FY 21 Fiscal Projection One.



Percentages of Budget Area

	FY 2021 TM Fiscal Proj. Two	FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget	FY 2019 Actuals	FY 2018 Actuals
Personnel 1-2-3	\$1,702,037	\$1,740,791	\$1,717,531	\$1,609,982	\$1,532,115	\$1,389,514
Expenses 4-5-6	\$379,612	\$412,013	\$481,327	\$415,694	\$317,358	\$334,575
Equipment Less Trade 08	\$500	\$3,700	\$3,700	\$3,300	\$0	\$0
Separate Approp. 09	\$16,322,015	\$16,814,782	\$17,063,427	\$15,951,110	\$14,078,306	\$13,402,524
Total	\$18,404,165	\$18,971,286	\$19,265,985	\$17,980,086	\$15,927,779	\$15,126,613

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	6	6	6	6
Supervisors & Advanced Technical	7	7.48	7.5	7
Administrative & Technical	10.12	10.12	10.38	10.12
Total FTE	23.12	23.60	23.62	23.12

ADMINISTRATION & FINANCE
PERSONNEL BOARD

Mission:

The Personnel Board is a three member body appointed by the Town Moderator and is responsible for the administration of the classification and compensation plan and charged with establishing policies, procedures and regulations for the administration of these plans.

Fiscal Projection Two:

The Professional Improvement and Professional Services line items which initially were held level with FY 2020 have been reduced by \$11,050. The New Salary Schedules line item has been reduced \$83,701. This change reflects the elimination or reduction of cost of living increases for nearly every Town employee. In total, the Personnel Board budget has decreased \$94,751 from the FY 2020 Appropriated budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2020 Dept. Req.	2020 Budget	2019 Actual	2018 Actuals
Personnel								
01011904	510900	Professional Improvement	\$17,000	\$28,050	\$28,050	\$28,050	\$11,800	\$684
01011904	520130	Professional Services	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$0
		Sub-Total 4-5-6	\$22,000	\$32,500	\$32,500	\$32,500	\$11,800	\$684
01011909	510400	New Salary Schedules	\$97,000	\$180,701	\$174,134	\$215,804	\$15,800	\$15,000
01011909	520260	Class & Compensation Study PAT	\$0	\$0	\$0	\$0	\$1,645	\$0
01011909	570000	Other Charges & Expend	\$48,000	\$48,000	\$48,000	\$47,068	\$97	\$0
		Sub-Total 8-9	\$144,894	\$228,701	\$15,000	\$228,701	\$17,452	\$15,000
		Personnel Totals	\$167,000	\$261,751	\$255,184	\$261,751	\$29,342	\$15,684

ADMINISTRATION & FINANCE
BOARD OF SELECTMEN

Mission:

The Board of Selectmen acts as the Town's Chief Executive Body responsible for the community's general welfare following guidelines set forth in Operational Policies.

Fiscal Projection Two:

FY 2021 budget for the Board of Selectmen proposes a reduction of \$895 from the FY 2020 Appropriated budget. The Board of Selectmen have reduced their salaries by 50% and are prepared to fund special initiatives throughout the fiscal year related to COVID-19 and matters of diversity and inclusion.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Selectmen								
01012201	510010	S & W - Full Time	\$4,375	\$8,750	\$8,750	\$8,750	\$8,458	\$8,750
01012202	510010	S & W - Full Time	\$1,650	\$1,650	\$1,650	\$1,400	\$1,195	\$1,209
		Sub-Total 1-2-3	\$6,025	\$10,400	\$10,400	\$10,400	\$9,653	\$9,959
01012204	520040	Utility - Telephone	\$1,150	\$1,150	\$1,150	\$1,150	\$684	\$750
01012204	520100	Advertising & Binding	\$980	\$1,100	\$1,100	\$1,250	\$582	\$924
01012204	540150	Print Postage Stationary	\$175	\$250	\$250	\$300	\$111	\$0
01012204	540220	Office Supplies	\$300	\$475	\$475	\$500	\$247	\$369
01012204	570010	Car Allowance/Mileage	\$1,680	\$1,680	\$1,350	\$1,750	\$1,624	\$1,680
01012204	570020	Dues & Memberships	\$6,075	\$6,075	\$6,075	\$5,750	\$6,252	\$5,603
01012204	570030	Travel	\$1,000	\$1,400	\$1,400	\$1,400	\$1,227	\$1,434
01012204	570035	Training/Conferences	\$0	\$0	\$0	\$0	\$0	\$0
01012204	570180	Other - Not Classified	\$4,250	\$0	\$0	\$0	\$94	\$0
		Sub-Total 4-5-6	\$15,360	\$12,130	\$11,800	\$12,130	\$9,248	\$10,759
		Selectmen Totals	\$21,635	\$22,530	\$22,200	\$22,530	\$10,873	\$20,718

ADMINISTRATION & FINANCE
TOWN MANAGER

Mission:

The Town Manager acts as the Town's Chief Administrative and Fiscal Officer responsible for the overall operation of the community under the provisions of Chapter 559 of the Acts of 1953, which is better known as the Selectmen-Town Manager Act. The Office of the Town Manager provides leadership and support to all Town Departments.

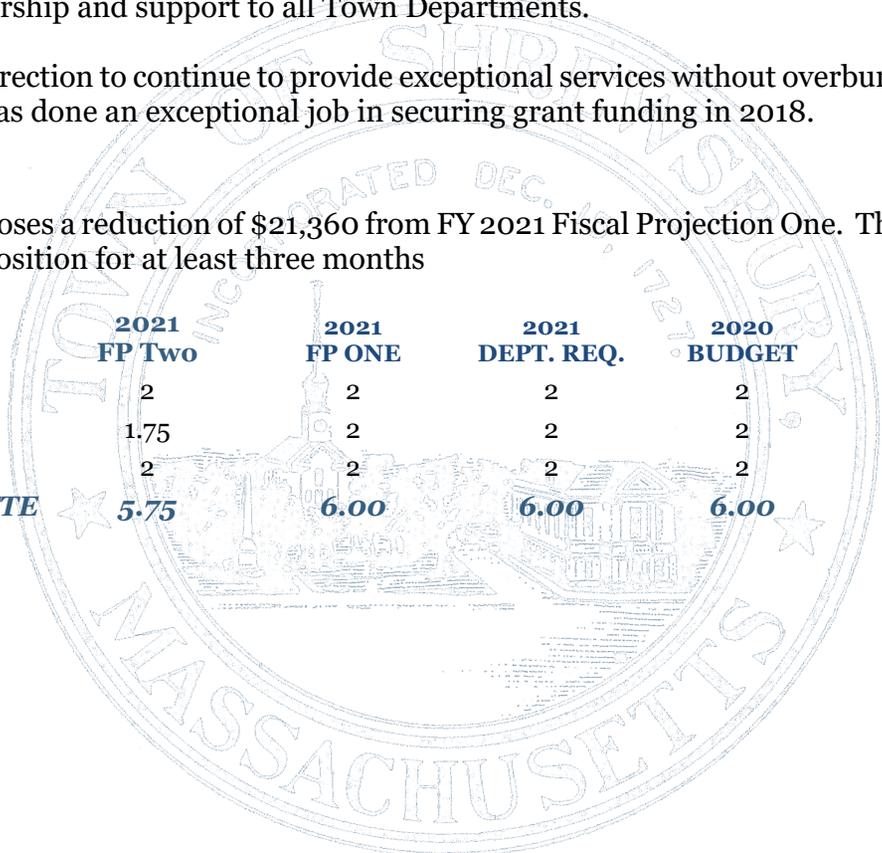
Under the Board of Selectmen’s direction to continue to provide exceptional services without overburdening residents and taxpayers, the Office of the Town Manager has done an exceptional job in securing grant funding in 2018.

Fiscal Projection Two:

FY 21 Town Manager Budget proposes a reduction of \$21,360 from FY 2021 Fiscal Projection One. This includes a delay in backfilling the vacant management analyst position for at least three months

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	2	2	2	2
Supervisors & Advanced Technical	1.75	2	2	2
Administrative & Technical	2	2	2	2
Total FTE	5.75	6.00	6.00	6.00



ADMINISTRATION & FINANCE
TOWN MANAGER

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Town Manager								
01012301	510010	S & W - Full Time	\$307,405	\$308,703	\$308,703	\$300,744	\$182,921.04	\$202,113
01012301	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$3,432.69	\$3,365
01012301	510085	Sick Leave Plan III	\$0	\$0	\$0	\$0	\$1,716.35	\$0
01012301	510100	Longevity	\$200	\$200	\$200	\$125	\$0	\$0
01012302	510010	S & W - Full Time	\$98,735	\$97,560	\$97,560	\$93,685	\$50,961	\$82,900
01012302	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$394
01012302	510085	Sick Leave Plan III	\$0	\$0	\$0	\$0	\$295	\$0
01012302	510090	Overtime	\$800	\$1,000	\$1,000	\$1,000	\$2,907	\$970
01012303	510010	S & W - Full Time	\$118,800	\$142,778	\$142,778	\$134,416	\$220,836	\$99,187
01012303	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,071	\$0
01012303	510090	Overtime	\$0	\$0	\$826	\$1,000	\$181	\$0
01012303	510100	Longevity	\$0	\$0	\$0	\$0	\$125	\$125
		Sub-Total 1-2-3	\$525,940	\$550,265	\$551,067	\$530,970	\$551,067	\$389,055
01012304	520040	Utility - Telephone	\$1,380	\$3,204	\$3,204	\$3,200	\$3,294	\$3,126
01012304	520100	Advertising & Binding	\$400	\$400	\$400	\$1,075	\$1,126	\$314
01012304	520130	Professional Services	\$23,757	\$22,257	\$24,257	\$5,000	\$0	\$0
01012304	540150	Print Postage Stationary	\$150	\$150	\$150	\$150	\$108	\$0
01012304	540220	Office Supplies	\$815	\$850	\$850	\$850	\$1,035	\$848
01012304	570010	Car Allowance/Mileage	\$6,480	\$4,620	\$4,620	\$4,500	\$3,600	\$3,600
01012304	570020	Dues & Memberships	\$2,748	\$2,748	\$2,748	\$3,250	\$3,283	\$2,993
01012304	570030	Travel	\$3,000	\$2,000	\$3,505	\$3,505	\$1,121	\$1,372
01012304	570035	Training/Conferences	\$4,000	\$3,000	\$4,500	\$4,500	\$1,500	\$0
01012304	570180	Other - Not Classified	\$3,000	\$3,500	\$3,500	\$3,500	\$6,008	\$8,240
		Sub-Total 4-5-6	\$45,730	\$42,729	\$47,734	\$29,530	\$15,512	\$20,493
Town Manager Totals			\$571,670	\$592,994	\$598,801	\$560,500	\$485,521	\$409,548

ADMINISTRATION & FINANCE
FINANCE COMMITTEE

Mission:

The Finance Committee is a nine member body appointed by the Town Moderator and are charged with considering matters relating to the appropriation, the borrowing and the expenditure of money by the Town, its indebtedness, the methods of administration of its various offices and departments, property valuation and assessments and other municipal affairs and may make recommendations to the Town or to any town board, officer or committee relative to such matters.

The Committee is also oversees the reserve fund, which is appropriated annually to allow for any unforeseen expense, which may occur throughout a given fiscal year.

FY 2021 Objectives:

- Review and recommend on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.

Fiscal Projection Two:

FY 2021 budget for the Finance Committee proposes a level service budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Finance Committee								
01013104	520220	Services-Not Classified						\$0
01013104	570020	Dues & Memberships	\$345	\$345	\$345	\$345	\$345	\$345
01013104	570030	Travel	\$100	\$100	\$100	\$125	\$0	\$0
01013104	570180	Other - Not Classified	\$500	\$650	\$650	\$500	\$556	\$405
		Sub-Total 4-5-6	\$945	\$1,095	\$1,095	\$1,095	\$901	\$750
01013109	570200	Reserve Fund	233,000	\$219,643	\$225,135	\$233,000	\$0	\$0
		Sub-Total 8-9	\$233,000	\$219,643	\$225,135	\$233,000	\$0	\$0
Finance Committee Totals			\$233,945	\$220,738	\$226,230	\$233,970	\$901	\$750

ADMINISTRATION & FINANCE
ACCOUNTANT

Mission:

The Accounting Office ensures the Town is in compliance with Generally Accepted Accounting Principles, Federal and state laws, and Town Meeting authorizations. The Town Accountant serves as an ex-officio member of the Shrewsbury Retirement Board.

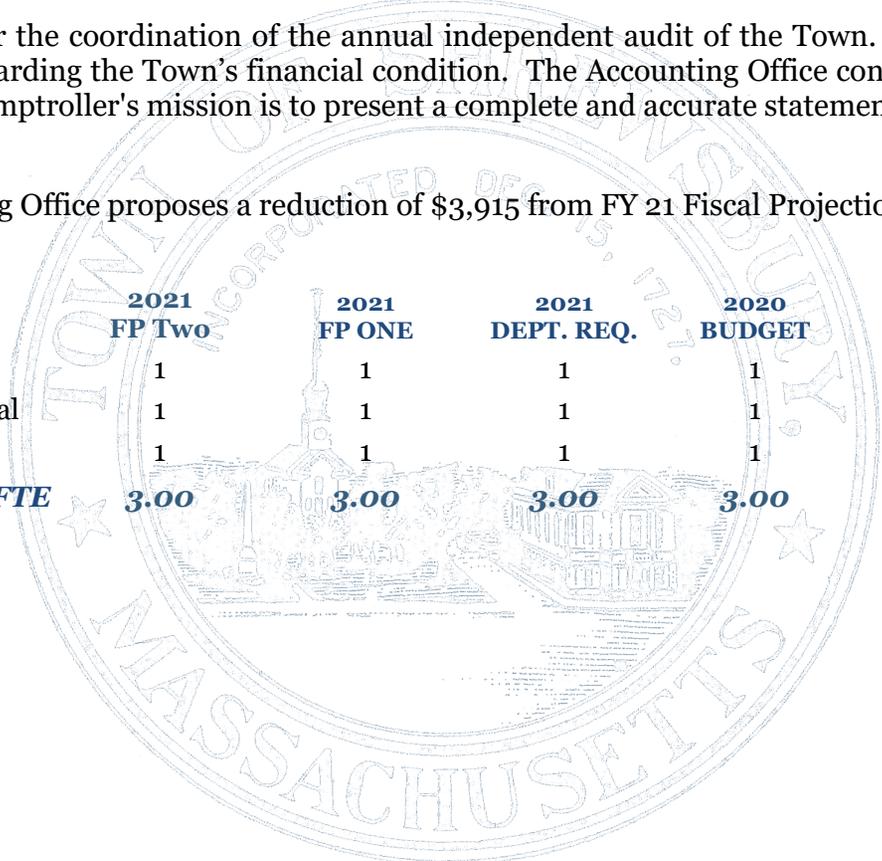
The Accountant is responsible for the coordination of the annual independent audit of the Town. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition. The Accounting Office continues to perform all duties in a timely and professional manner. The Comptroller's mission is to present a complete and accurate statement of the Town's financial condition.

Fiscal Projection Two:

FY 2021 budget for the Accounting Office proposes a reduction of \$3,915 from FY 21 Fiscal Projection One.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	1	1	1	1
Administrative & Technical	1	1	1	1
Total FTE	3.00	3.00	3.00	3.00



ADMINISTRATION & FINANCE
ACCOUNTANT

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Accountant								
01013501	510010	S & W - Full Time	\$98,410	\$98,410	\$98,410	\$96,850	\$96,111	\$94,227
01013501	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,772	\$1,812
01013501	510100	Longevity	\$400	\$400	\$400	\$400	\$400	\$400
01013502	510010	S & W - Full Time	\$56,826	\$56,826	\$56,826	\$48,103	\$106,863	\$104,768
01013502	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$3,083	\$2,015
01013502	510100	Longevity	\$300	\$300	\$300	\$300	\$550	\$500
01013503	510010	S & W - Full Time	\$67,240	\$67,240	\$67,240	\$59,579	\$0	\$0
01013503	510100	Longevity	\$300	\$300	\$300	\$300	\$0	\$0
		Sub-Total 1-2-3	\$223,477	\$223,477	\$223,477	\$223,477	\$209,780	\$203,721
01013504	520040	Utility - Telephone	\$492	\$492	\$492	\$492	\$715	\$456
01013504	520100	Advertising & Binding	\$0	\$100	\$100	\$100	\$0	\$0
01013504	520130	Professional Services	\$300	\$300	\$300	\$300	\$0	\$0
01013504	540150	Print Postage Stationary	\$0	\$50	\$50	\$50	\$7.90	\$58
01013504	540220	Office Supplies	\$200	\$625	\$625	\$625	\$288	\$473
01013504	570010	Car Allowance/Mileage	\$100	\$400	\$400	\$400	\$368	\$541
01013504	570020	Dues & Memberships	\$185	\$185	\$185	\$185	\$185	\$185
01013504	570030	Travel	\$0	\$1,860	\$1,860	\$1,860	\$1,095	\$1,111
01013504	570035	Training/Conferences	\$0	\$1,180	\$1,180	\$1,180	\$809	\$1,716
		Sub-Total 4-5-6	\$1,277	\$5,192	\$5,192	\$5,192	\$3,467	\$4,540
01013509	520230	Town Audit	\$35,000	\$35,000	\$35,000	\$35,000	\$31,000	\$32,000
		Sub-Total 8-9	\$35,000	\$35,000	\$35,000	\$35,000	\$31,000	\$32,000
		Accountant Totals	\$259,754	\$263,669	\$263,669	\$245,724	\$244,267	\$240,261

ADMINISTRATION & FINANCE
ASSESSORS

Mission:

The Assessors Department maintains an assessment system that can develop fair and equitable values for all classes of property through the use of a sophisticated computer-assisted mass appraisal system. This process involves discovering, listing, and valuing all residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are over 400 commercial and industrial properties and nearly 600 personal property accounts, which must be reviewed on an annual basis. The office also receives over 35,000 motor vehicles excise records from the Registry of Motor Vehicles, which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regard to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of “new growth;” monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Shrewsbury; receiving and processing with the Board of Assessors all real estate and personal property abatement applications and exemptions within statutory timelines; conducting taxpayer scheduled abatement hearings; representing the Town of Shrewsbury at the Appellate Tax Board; assisting realtors, appraisers and taxpayers seeking information on Shrewsbury’s 13,000 Real and Personal property accounts; and supplying the Select Board with all the information required for the setting the tax rate at the annual classification hearing. This office also provides quality service to all customers in the performance of its described duties.

FY 2021 Objectives:

- Maintain fair and equitable and consistent assessing practices for all properties.
- Ensure the accuracy of all assessments for real and personal property accounts.
- Provide public access to property records and information that will be helpful to taxpayers.
- Continue to improve all functions of the Assessor’s Office to serve the taxpayers more efficiently.

Fiscal Projection Two:

FY 2021 budget for the Assessor’s office proposes a reduction of \$11,000 from FY 21 Fiscal Projection One.

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	2	2	2	2
Administrative & Technical	1.6	1.6	1.6	1.6
Total FTE	4.6	4.6	4.6	4.6

ADMINISTRATION & FINANCE
ASSESSORS

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Assessors								
01014101	510010	S & W - Full Time	\$98,787	\$98,787	\$98,787	\$96,850	\$96,111	\$93,828
01014101	510020	S & W - Part Time	\$3,000	\$3,000	\$3,000	\$3,000	\$2,875	\$3,000
01014101	510100	Longevity	\$513	\$513	\$513	\$513	\$200	\$125
01014102	510010	S & W - Full Time	\$63,458	\$63,458	\$63,458	\$62,452	\$478,822	\$146,459
01014102	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,192	\$0
01014102	510090	Overtime	\$0	\$0	\$0	\$0	\$441	\$0
01014102	510100	Longevity	\$0	\$0	\$0	\$0	\$250	\$250
01014103	510010	S & W - Full Time	\$85,754	\$85,754	\$85,754	\$87,153	\$0	\$0
01014103	510020	S & W - Part Time	\$27,765	\$27,765	\$27,765	\$26,758	\$23,527	\$25,946
		Sub-Total 1-2-3	\$279,278	\$279,278	\$279,278	\$279,278	\$270,417	\$269,607
01014104	520040	Utility - Telephone	\$1,200	\$1,200	\$1,200	\$1,200	\$956	\$816
01014104	520080	R & M - Equipment	\$400	\$400	\$400	\$400	\$0	\$0
01014104	520100	Advertising & Binding	\$0	\$250	\$250	\$250	\$0	\$0
01014104	520120	Data Processing	\$0	\$0	\$0	\$0	\$0	\$1,500
01014104	520130	Professional Services	\$20,500	\$21,000	\$25,000	\$13,500	\$1,924	\$5,385
01014104	540140	Books Periodicals Subs	\$775	\$775	\$775	\$500	\$125	\$115
01014104	540150	Print Postage Stationary	\$750	\$750	\$750	\$750	\$188	\$220
01014104	540220	Office Supplies	\$900	\$900	\$900	\$900	\$548	\$188
01014104	570010	Car Allowance/Mileage	\$6,525	\$7,200	\$7,200	\$7,200	\$6,525	\$6,750
01014104	570020	Dues & Memberships	\$650	\$650	\$650	\$650	\$812	\$522
01014104	570030	Travel	\$2,000	\$2,000	\$2,500	\$1,750	\$0	\$4,155
01014104	570035	Training/Conferences	\$2,000	\$2,650	\$3,650	\$2,500	\$2,651	\$0
		Sub-Total 4-5-6	\$32,275	\$37,775	\$64,775	\$29,600	\$13,728	\$19,653
01014108	580010	Office Equipment	\$500	\$500	\$500	\$100	\$0	\$0
01014109	520240	RE/Pers Prop Discovery	\$25,000	\$30,500	\$30,500	\$20,100	\$10,000	\$9,600
		Sub-Total 8-9	\$25,500	\$31,000	\$31,000	\$20,100	\$10,000	\$9,600
		Assessors Totals	\$337,053	\$348,053	\$375,053	\$326,425	\$294,145	\$298,560

ADMINISTRATION & FINANCE
TREASURER-COLLECTOR

Mission:

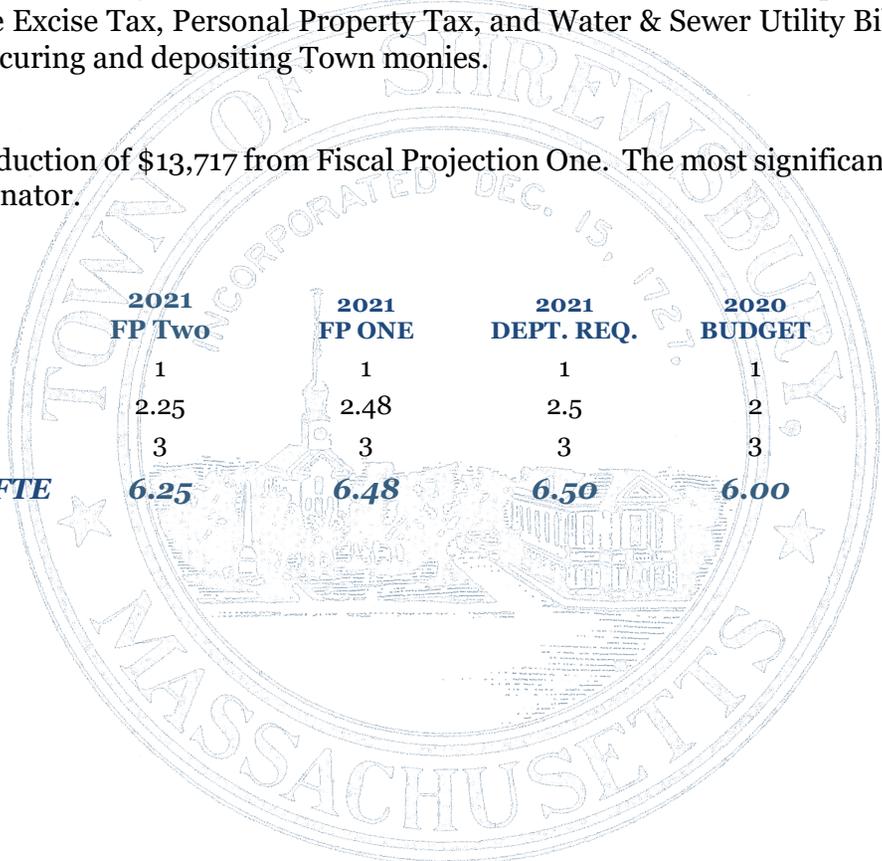
The Office of the Treasurer and Collector of Taxes is responsible for the management, collection, and custodianship of all funds and receipts belonging to the Town of Shrewsbury. The Town Treasurer and Collector of Taxes is responsible for managing and collecting all Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, and Water & Sewer Utility Billing,; receiving all monies from Town and School departments, securing and depositing Town monies.

Fiscal Projection Two:

The FY 2021 budget proposes a reduction of \$13,717 from Fiscal Projection One. The most significant change will include the delay in hiring of a new part-time benefits coordinator.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	2.25	2.48	2.5	2
Administrative & Technical	3	3	3	3
Total FTE	6.25	6.48	6.50	6.00



ADMINISTRATION & FINANCE
TREASURER-COLLECTOR

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Treasurer-Collector								
01014501	510010	S & W - Full Time	\$98,410	\$98,410	\$98,410	\$96,850	\$92,991	\$83,262
01014501	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,769	\$0
01014501	510085	Sick Leave Plan III	\$0	\$0	\$0	\$0	\$924	\$0
01014501	510100	Longevity	\$0	\$0	\$0	\$0	\$0	\$0
01014501	510140	Stipends	\$2,000	\$2,000	\$2,000	\$1,000	\$500	\$375
01014502	510010	S & W - Full Time	\$194,458	\$189,897	\$189,897	\$172,984	\$192,140	\$217,292
01014502	510030	S & W - Temporary	\$14,000	\$26,000	\$0	\$0	\$0	\$0
01014502	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,237	\$0
01014502	510090	Overtime	\$2,500	\$3,000	\$3,000	\$2,000	\$4,980	\$2,007
01014502	510100	Longevity	\$0	\$0	\$0	\$125	\$0	\$0
01014503	510010	S & W - Full Time	\$67,240	\$67,240	\$67,240	\$59,579	\$0	\$0
		Sub-Total 1-2-3	\$378,608	\$386,548	\$360,548	\$386,548	\$294,541	\$302,936
01014504	520040	Utility - Telephone	\$750	\$750	\$750	\$750	\$1,017	\$433
01014504	520080	R & M - Equipment	\$0	\$950	\$950	\$950	\$0	\$0
01014504	520130	Professional Services	\$29,000	\$29,000	\$60,514	\$61,700	\$45,496	\$55,879
01014504	520140	Rental of Equipment	\$0	\$0	\$0	\$0	\$1,126	\$1,126
01014504	540140	Books Periodicals Subs	\$0	\$100	\$100	\$100	\$0	\$0
01014504	540150	Print Postage Stationary	\$5,900	\$5,900	\$5,900	\$5,900	\$5,981	\$4,966
01014504	540220	Office Supplies	\$2,000	\$3,000	\$3,000	\$3,000	\$1,441	\$2,868
01014504	570010	Car Allowance/Mileage	\$1,440	\$1,440	\$1,440	\$1,440	\$1,440	\$120
01014504	570020	Dues & Memberships	\$350	\$577	\$577	\$577	\$180	\$335
01014504	570030	Travel	\$1,000	\$3,500	\$3,500	\$3,500	\$50	\$870
01014504	570035	Training/Conferences	\$800	\$800	\$800	\$800	\$0	\$0
01014504	570180	Other - Not Classified	\$0	\$50	\$81	\$0	\$0	\$81
		Sub-Total 4-5-6	\$41,240	\$46,017	\$77,531	\$77,017	\$54,588	\$66,678
01014508	580010	Office Equipment	\$2,800	\$3,500	\$3,500	\$3,500	\$0	\$0
01014509	570700	Clearing & Sale Tax Title	\$5,500	\$5,800	\$5,800	\$0	\$4,056	\$0
		Sub-Total 8-9	\$8,300	\$9,300	\$9,300	\$3,500	\$4,056	\$0
Treasurer-Collector Totals			\$428,148	\$441,865	\$447,379	\$413,055	\$353,636	\$369,613

ADMINISTRATION & FINANCE
TOWN COUNSEL

Mission:

Town Counsel, appointed by the Board of Selectmen, is the Town’s legal counsel charged with legal opinions, drafting, defense and prosecution of all matters of law.

FY 2021 Objectives:

- ❑ Defend and pursue the Town’s interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town’s rights and policies regarding land use and development.
- ❑ Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- ❑ Develop and promulgate requested legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies.

Fiscal Projection Two:

FY 2021 budget for Town Counsel proposes a reduction of \$7,490 from the FY 2020 appropriation.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Town Counsel								
01015104	520130	Professional Services	\$168,000	\$175,000	\$181,125	\$175,000	\$152,379	\$174,146
01015104	520220	Services-Not Classified	\$900	\$900	\$900	\$900	\$0	\$150
01015104	570020	Dues & Memberships	\$300	\$300	\$300	\$300	\$0	\$0
01015104	570180	Other - Not Classified	\$2,510	\$3,000	\$3,000	\$3,000	\$0	\$650
Town Counsel Totals			\$171,710	\$179,200	\$185,325	\$179,200	\$152,379	\$174,946

ADMINISTRATION & FINANCE

OPERATING SUPPORT

Mission:

This is a budgetary department that details various expenditures that are not allocated to specific function or organizations including health and general liability insurance and Town payroll tax obligations as an employer.

<i>Employee Assist Program</i>	Trainings for the well-being of employees
<i>Group Health & Life Insurance</i>	Insurance for Town and School active and retired employees. Life insurance is required to be provided to all employees in the amount of \$10,000 which is split 50% town funded and 50% employee funded.
<i>Medicare Employer Match</i>	Costs are the federally required 1.45% of the salary of all employees hired after April 1986. Employees must also contribute 1.45% of their salary.
<i>Unemployment Compensation</i>	Insurance is paid for the actual employees who have been laid off from their positions. Unlike private employers, the town does not pay a premium. The Town hires an outside firm to closely monitor our claims and to appeal any irregularities.
<i>R & M Equipment</i>	Costs associated with the Town's radio equipment.
<i>Oil & Fuel</i>	Oil & Fuel costs for Town Operations. Projections are based on previous years pricing and price estimations. The Town contracts for diesel and gasoline are completed under a Cooperative purchasing bid with the City of Worcester, and the Worcester Housing Authority. Following the award of the bid each entity issues their own contract. The Town's gasoline contract runs on a calendar year cycle and the first six-month pricing is known each year. The Diesel contract operates on a Fiscal Year and rates are estimated.
<i>Print Postage Stationary</i>	Printing, postage and stationary costs for the municipal building.
<i>Memorial Day</i>	Municipal expenses related to Memorial Day recognition,
<i>General Insurance</i>	Insurance includes property insurance and automobile insurance coverage. Property insurance is provided for all of the Town and School buildings and covered for general liability. Automobile insurance is required for all the Town and School vehicles. Public Official Liability insurance covers all public officials, who in the performance of their official duties, may be sued for those actions.

ADMINISTRATION & FINANCE
OPERATING SUPPORT

Fiscal Projection Two:

FY 2021 budget for Operating Support proposes a reduction of \$415,923 from FY 21 Fiscal Projection One. This reduction includes a 4.11% increase in Health Insurance costs and a 122% increase in Unemployment Compensation.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Operating Support								
01015909	510310	Employee Assist Program	\$2,750	\$2,750	\$2,750	\$2,750	\$995	\$3,980
01015909	510330	Grp Health & Life Ins	\$12,390,000	\$12,780,600	\$13,000,000	\$11,900,000	\$10,835,034	\$10,473,533
01015909	510340	Medicare Employer Match	\$1,060,000	\$1,101,721	\$1,101,721	\$1,059,347	\$1,009,820	\$999,258
01015909	510380	Unemployment Comp.	\$200,000	\$90,000	\$90,000	\$100,000	\$49,564	\$40,070
01015909	520080	R & M - Equipment	\$10,421	\$10,421	\$10,421	\$10,421	\$10,421	\$10,421
01015909	540020	Oil & Fuel	\$349,530	\$395,000	\$395,000	\$395,000	\$321,661	\$248,181
01015909	540150	Print Postage Stationary	\$94,000	\$98,000	\$98,000	\$95,000	\$90,120	\$70,762
01015909	570220	Memorial Day	\$4,000	\$5,500	\$5,500	\$5,500	\$4,140	\$3,865
01015909	570230	General Insurance	\$867,500	\$900,000	\$900,000	\$888,620	\$814,654	\$766,596
01015909	572030	MIS Support	\$865,000	\$875,131	\$904,951	\$896,000	\$821,844	\$698,701
01015909	580370	Telecom & Network Equip.	\$32,515	\$32,515	\$32,515	\$44,000	\$57,005	\$30,556
Operating Support Totals			\$15,875,716	\$16,291,638	\$16,540,858	\$15,396,638	\$14,015,257	\$13,345,924

ADMINISTRATION & FINANCE

TOWN CLERK

Mission:

The Town Clerk is considered the center of town government and is a major source of information for the residents by providing accurate compliance with the changing State Laws relative to the Town Clerk and Registrars of Voters.

FY 2021 Objectives:

- Conduct all elections in conformance with federal and state laws and regulations, prepare the ballot for local elections, certify and report results, and administer campaign finance laws for local elections.
- Record, file, index, and certify all documents, licenses, permits, and vital statistics
- Serve as Clerk to Town Meeting, take attendance, certify votes, submit bylaw articles to the Attorney General for approval, and publish and codify the Town’s Zoning and General Bylaws.
- Swear in newly elected officials, police officers, and appointed/ reappointed committee members.
- Certify nomination papers, petition forms, residency, voter certificates, and warrant articles.

Fiscal Projection Two:

FY 2021 budget for the Town Clerk proposes reduction of \$3,950 from FY 21 Fiscal Projection One.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	0	0	0	0
Administrative & Technical	1.54	1.54	1.54	1.54
Total FTE	2.54	2.54	2.54	2.54

ADMINISTRATION & FINANCE
TOWN CLERK

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Town Clerk								
01016101	510010	S & W - Full Time	\$89,417	\$89,417	\$89,417	\$87,663	\$86,994	\$84,960
01016101	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,673	\$1,312
01016101	510100	Longevity	\$400	\$400	\$400	\$400	\$400	\$400
01016102	510010	S & W - Full Time	\$22,039	\$22,039	\$22,039	\$21,605	\$70,532	\$65,154
01016102	510020	S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$4,734
01016102	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,115	\$162
01016102	510090	Overtime	\$1,000	\$1,000	\$1,000	\$1,000	\$897	\$322
01016102	510100	Longevity	\$200	\$200	\$200	\$200	\$325	\$200
01016103	510010	S & W - Full Time	\$53,186	\$53,186	\$53,186	\$51,719	\$0	\$0
01016103	510100	Longevity	\$125	\$125	\$125	\$125	\$0	\$0
		Sub-Total 1-2-3	\$166,367	\$166,367	\$166,367	\$166,367	\$162,935	\$157,244
01016104	520040	Utility - Telephone	\$300	\$300	\$300	\$500	\$219	\$240
01016104	520080	R & M - Equipment	\$250	\$250	\$250	\$150	\$250	\$125
01016104	520100	Advertising & Binding	\$200	\$1,000	\$1,000	\$1,000	\$255	\$1,195
01016104	540150	Print Postage Stationary	\$600	\$1,000	\$1,000	\$1,000	\$526	\$480
01016104	540220	Office Supplies	\$700	\$1,600	\$1,600	\$1,600	\$1,173	\$520
01016104	570010	Car Allowance/Mileage	\$500	\$500	\$500	\$500	\$500	\$500
01016104	570020	Dues & Memberships	\$600	\$600	\$600	\$560	\$560	\$600
01016104	570030	Travel	\$0	\$750	\$750	\$750	\$637	\$782
01016104	570035	Training/Conferences	\$0	\$1,000	\$1,000	\$1,000	\$850	\$0
01016104	570040	Insurance & Bonds	\$100	\$100	\$100	\$100	\$100	\$100
		Sub-Total 4-5-6	\$3,250	\$7,100	\$7,100	\$7,160	\$5,069	\$4,543
		Town Clerk	\$169,517	\$173,467	\$173,467	\$169,872	\$168,005	\$161,787

ADMINISTRATION & FINANCE
ELECTION & REGISTRATION

Mission:

The Elections and Registrations department is staffed on a day-to-day basis by the Office of the Town Clerk and funds the costs associated with elections and legislative processes of the Town.

Fiscal Projection Two:

FY 2021 budget for Election & Registration proposes an increase of \$31,088 within Salaries & Wages reflective of the costs associated with a Federal election year.

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	0	0	0	0
Supervisors & Advanced Tech.	0	0	0	0
Administrative & Technical	0.98	0.98	0.98	0.98
Total FTE	0.98	0.98	0.98	0.98

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Election & Reg.								
01016201	510020	S & W - Part Time	\$2,650	\$2,650	\$2,650	\$2,500	\$2,604	\$2,100
01016202	510010	S & W - Full Time	\$22,019	\$22,019	\$22,019	\$21,605	\$21,443	\$23,190
01016202	510020	S & W - Part Time	\$20,741	\$20,741	\$20,741	\$20,741	\$18,825	\$18,498
01016202	510030	S & W - Temporary	\$41,985	\$41,985	\$41,985	\$30,468	\$47,701	\$3,429
01016202	510090	Overtime	\$4,985	\$7,000	\$9,000	\$1,000		\$803
01016202	510100	Longevity	\$63	\$63	\$0	\$0		\$0
01016203	510030	S & W - Temporary	\$30,000	\$30,000	\$30,000	\$15,040	\$29,772	\$8,973
		Sub-Total 1-2-3	\$122,442	\$124,457	\$126,395	\$91,354	\$120,344	\$56,992
01016204	520080	R & M - Equipment	\$4,075	\$4,075	\$4,075	\$3,575	\$2,660	\$2,475
01016204	520100	Advertising & Binding	\$0	\$0	\$0		\$0	\$0
01016204	520130	Professional Services	\$17,950	\$17,950	\$17,950	\$15,200	\$22,692	\$11,800
01016204	540150	Print Postage Stationary	\$22,350	\$24,500	\$24,500	\$22,350	\$17,090	\$16,903
01016204	540220	Office Supplies	\$1,200	\$1,200	\$1,200	\$1,200	\$1,035	\$352
		Sub-Total 4-5-6	\$45,575	\$47,725	\$47,725	\$42,325	\$43,477	\$31,530
01016208	580010	Office Equipment	\$0	\$0	\$3,200	\$3,200	\$0	\$0
		Sub-Total 8-9	\$0	\$0	\$3,200	\$3,200	\$0	\$0
Election & Registration Totals			\$168,017	\$172,1820	\$177,320	\$136,879	\$163,821	\$88,522

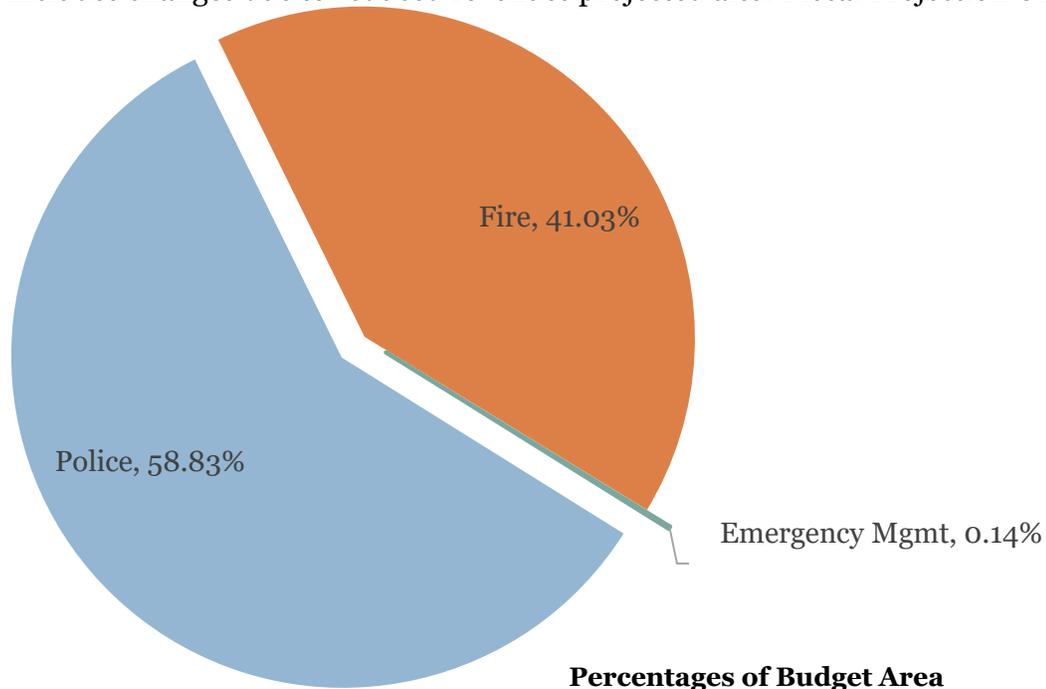
PUBLIC SAFETY

Description:

This functional area includes the Police, Fire and the Emergency Management departments. Collectively these departments are charged with the public safety and well-being of our community.

Fiscal 2021:

The FY2021 TM Fiscal Projection Two column presented for the following Public Safety Departments reflects the Town Manager’s recommendations following the review of the FY 2021 Department Requests and includes changes due to reduced revenues projected after Fiscal Projection One..



	FY 2021 TM Fiscal Proj. Two	FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget	FY 2019 Actuals	FY 2018 Actuals
Personnel 1-2-3	\$8,727,264	\$8,917,091	\$8,981,510	\$8,590,978	\$8,109,847	\$7,710,775
Expenses 4-5-6	\$550,907	\$592,774	\$613,874	\$557,124	\$499,094	\$475,954
Equipment Less Trade 08	\$115,378	\$126,710	\$126,710	\$108,210	\$148,214	\$111,178
Separate Approp. 09	\$0	\$0	\$8,551	\$0	\$0	\$0
Total	\$9,393,549	\$9,636,575	\$9,730,645	\$9,256,312	\$8,757,155	\$8,297,907

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	3	3	3	3
Supervisors & Advanced Technical	96.5	98	99	98
Administrative & Technical	5.5	6	6	6
Total FTE	105.00	107.00	108.00	107.00

**PUBLIC SAFETY
POLICE**

Mission:

It is the mission of the Shrewsbury Police Department to consistently deliver quality police service to the community we serve. We dedicate ourselves to a proactive problem solving approach when addressing crime, disorder, fear of crime and issues in the community that effect public peace and security. Our employees are committed to strive for excellence by delivering our services with the highest degree of professionalism and integrity. We believe that by doing so earns the trust and respect of the community we serve, allows public partnerships to be formed, and promotes a higher quality of life for all citizens we serve.



FY 2021 Objectives:

- Work in cooperation with public schools to provide a safe and secure environment for students and staff through the school resource officer program.
- Works in partnership with the Council on Aging and the Fire Department to address public safety needs and concerns of our senior residents.
- Continue Proactive problem solving approach when addressing crime, disorder, fear of crime and issues in the community that affect public peace and security.

Fiscal Projection Two:

FY 2021 budget for the Police Department proposes reduced staffing levels in both administrative and sworn personnel (Advanced Technical).

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	56.5	58	59	58
Administrative & Technical	4.5	5	5	5
Total FTE	62.00	64.00	65.00	64.00

**PUBLIC SAFETY
POLICE**

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Police								
01021001	510010	S & W - Full Time	\$119,132	\$119,132	\$119,132	\$117,243	\$116,765	\$114,067
01021001	510040	Holiday	\$2,739	\$2,739	\$2,739	\$2,684	\$2,237	\$2,457
01021001	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0		\$2,194
01021001	510100	Longevity	\$400	\$400	\$400	\$400	\$400	\$400
01021002	510010	S & W - Full Time	\$256,801	\$278,760	\$278,760	\$272,030	\$258,420	\$256,835
01021002	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,266	\$1,473
01021002	510090	Overtime	\$0	\$0	\$0	\$0	\$116	\$81
01021002	510100	Longevity	\$925	\$925	\$925	\$1,000	\$1,000	\$1,000
01021003	510010	S & W - Full Time	\$3,685,275	\$3,742,730	\$3,800,573	\$3,661,429	\$3,292,429	\$3,082,603
01021003	510040	Holiday	\$190,000	\$204,000	\$210,219	\$197,137	\$143,774	\$133,486
01021003	510050	Vacation	\$78,000	\$80,000	\$80,000	\$80,000	\$75,591	\$67,825
01021003	510060	Sick Leave	\$58,500	\$65,000	\$65,000	\$65,000	\$50,070	\$37,278
01021003	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$849	\$846
01021003	510090	Overtime	\$8,000	\$10,000	\$10,000	\$0	\$0	\$156
01021003	510100	Longevity	\$9,375	\$9,375	\$9,375	\$9,075	\$8,575	\$7,525
01021003	510110	Work Incentive Program	\$0	\$0	\$0	\$0	\$1,800	\$5,100
01021003	510160	Court Time	\$45,000	\$45,000	\$40,000	\$40,000	\$52,166	\$76,201
01021003	510160	Time Owed	\$25,000	\$25,000	\$30,000	\$30,000	\$19,594	\$23,417
01021003	510160	Investigations	\$45,000	\$45,000	\$45,000	\$45,000	\$42,632	\$45,417
01021003	510160	Miscellaneous	\$80,000	\$80,000	\$80,000	\$80,000	\$123,031	\$76,993
01021003	510160	Training	\$55,000	\$55,000	\$51,000	\$50,000	\$68,745	\$68,790
01021003	510180	Master Patrolmen Incentive	\$0	\$0	\$0	\$3,400	\$3,400	\$3,400
01021003	510190	Education Incentive	\$455,000	\$455,000	\$455,000	\$462,376	\$445,816	\$386,283
01021003	510200	Night Shift Differential	\$62,000	\$62,000	\$62,000	\$62,000	\$51,792	\$51,409
01021003	510600	Other Salaries	\$0	\$0	\$0	\$0	\$3,405	\$427
		Sub-Total 1-2-3	\$5,176,151	\$5,280,060	\$5,340,122	\$5,280,060	\$4,763,872	\$5,178,776
01021004	520040	Utility - Telephone	\$28,500	\$29,000	\$29,000	\$28,500	\$39,222	\$25,710
01021004	520080	R & M - Equipment	\$46,500	\$48,000	\$48,000	\$47,000	\$33,245	\$46,443
01021004	520100	Advertising & Binding	\$250	\$500	\$500	\$500	\$0	\$0
01021004	520110	Hospital & Medical	\$850	\$1,500	\$1,500	\$1,500	\$0	\$0
01021004	520120	Data Processing	\$0	\$1,500	\$1,500	\$1,500	\$445	\$696
01021004	520130	Professional Services	\$3,250	\$5,000	\$5,000	\$5,000	\$1,550	\$1,600
01021004	520140	Rental of Equipment	\$500	\$500	\$500	\$500	\$0	\$0
01021004	520170	Dog Disposal	\$250	\$250	\$250	\$250	\$0	\$15
01021004	520200	Board of Dogs	\$1,500	\$1,650	\$1,650	\$1,500	\$1,260	\$0

**PUBLIC SAFETY
POLICE**

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Police								
01021004	520220	Services-Not Classified	\$1,850	\$2,500	\$2,500	\$2,500	\$304	\$630
01021004	540010	Automotive	\$49,250	\$52,000	\$56,000	\$50,000	\$47,252	\$47,595
01021004	540110	Public Safety	\$42,000	\$42,000	\$46,000	\$40,000	\$40,867	\$31,069
01021004	540120	Clothing & Uniforms	\$81,000	\$82,000	\$82,000	\$79,350	\$69,077	\$71,817
01021004	540140	Books Periodicals Subs	\$0	\$500	\$500	\$500	\$670	\$100
01021004	540150	Print Postage Stationary	\$1,800	\$2,000	\$2,000	\$2,000	\$2,466	\$1,318
01021004	540170	Medical & Dental	\$2,000	\$2,500	\$2,500	\$2,500	\$1,827	\$1,574
01021004	540190	Custodial Supplies	\$6,000	\$6,200	\$6,200	\$5,125	\$5,282	\$6,887
01021004	540200	Educational Supplies	\$450	\$500	\$500	\$500	\$0	\$395
01021004	540220	Office Supplies	\$8,000	\$9,500	\$9,500	\$9,000	\$6,961	\$6,886
01021004	540230	Supplies - Not Classified	\$900	\$1,000	\$1,000	\$1,000	\$627	\$316
01021004	540240	Small Tools & Misc Equip	\$300	\$300	\$300	\$300	\$316	\$98
01021004	570010	Car Allowance/Mileage	\$0	\$500	\$500	\$500	\$0	\$0
01021004	570020	Dues & Memberships	\$2,500	\$2,500	\$2,500	\$2,500	\$3,035	\$2,605
01021004	570030	Travel	\$500	\$500	\$500	\$500	\$1,435	\$2,274
01021004	570035	Training/Conferences	\$500	\$1,000	\$1,000	\$1,000	\$181	\$0
01021004	570090	Damage Claims Reimbs	\$950	\$1,000	\$1,000	\$1,000	\$0	\$0
01021004	570180	Other - Not Classified	\$3,550	\$3,600	\$3,600	\$3,500	\$3,607	\$3,125
01021004	570760	Training	\$15,500	\$15,500	\$15,500	\$15,375	\$15,521	\$15,235
		Sub-Total 4-5-6	\$299,150	\$313,500	\$321,500	\$303,400	\$275,151	\$266,389
01021008	580010	Office Equipment	\$900	\$1,000	\$1,000	\$1,000	\$0	\$631
01021008	580060	Radio Equipment	\$13,250	\$13,250	\$13,250	\$10,000	\$11,071	\$13,803
01021008	580070	Electrical & Mechanical	\$18,000	\$18,000	\$18,000	\$16,400	\$4,762	\$28,576
01021008	581030	New Officer Equipment	\$19,000	\$20,000	\$20,000	\$14,350	\$12,591	\$6,437
		Sub-Total 8-9	\$51,150	\$52,250	\$52,250	\$41,750	\$28,424	\$49,447
		Police Totals	\$5,526,450	\$5,645,810	\$5,713,872	\$5,523,925	\$5,067,446	\$4,761,497

**PUBLIC SAFETY
FIRE**



Mission:

It is the mission of the Shrewsbury Fire Department to Protect Life, Property and the Environment through Public Education, Fire Prevention and Emergency Response. Be helpful, courteous and professional.

Fiscal Projection Two:

The FY 2021 Fire budget proposes an increase in the amount of \$258,378 as a result of contractual obligations, the establishment of the Lieutenant rank, and the Town's portion of expenses for the addition of four (4) Fire Fighters in accordance to the awarded SAFER grant in September 2019.

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	2	2	2	2
Supervisors & Advanced Technical	40	40	40	40
Administrative & Technical	1	1	1	1
Total FTE	43.00	43.00	43.00	43.00

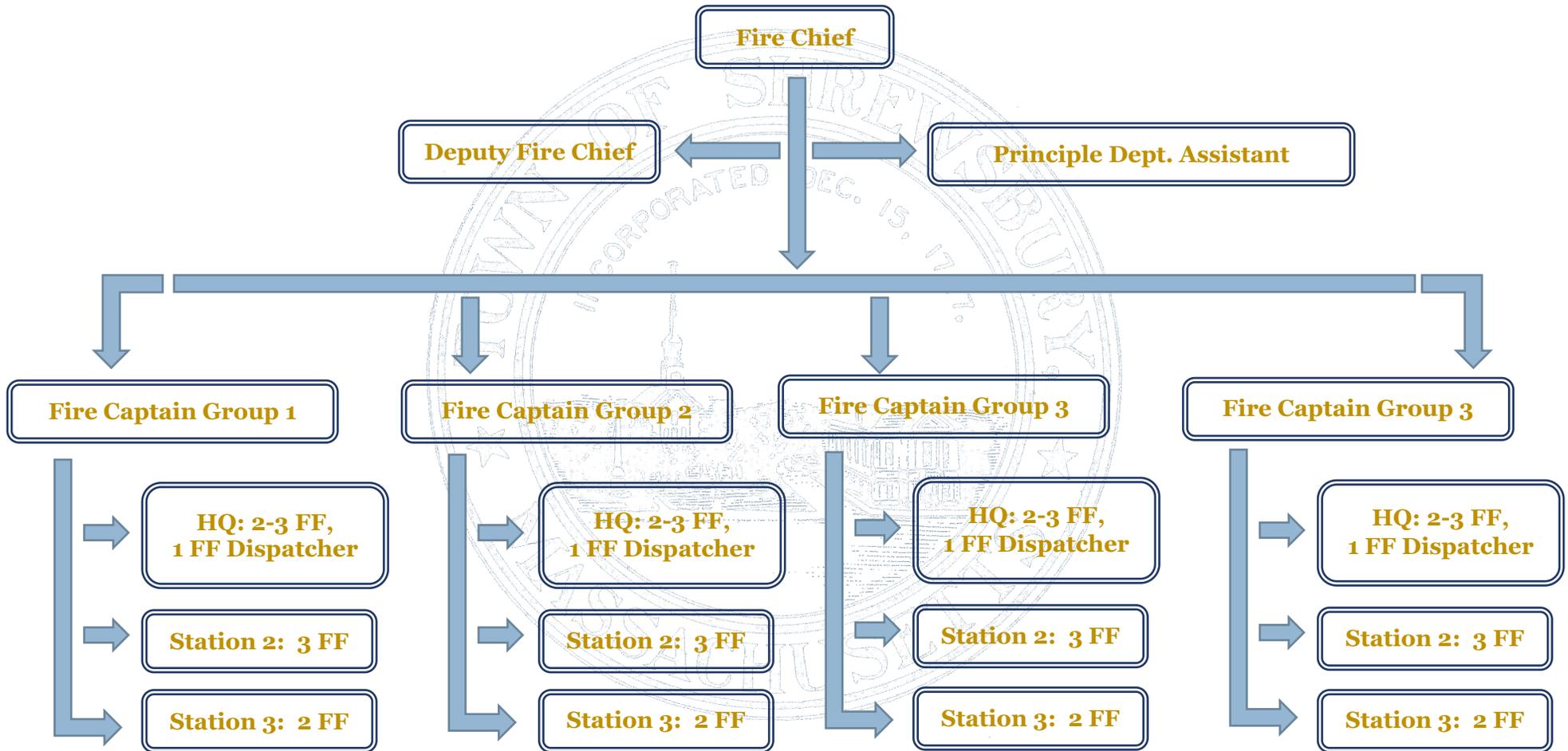
Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Fire								
01022001	510010	S & W - Full Time	\$217,542	\$217,542	\$217,542	\$209,094	\$211,824	\$208,294
01022001	510040	Holiday	\$0	\$3,334	\$3,334	\$3,269	\$0	\$0
01022001	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$5,204	\$2,194
01022001	510100	Longevity	\$650	\$650	\$650	\$800	\$800	\$750
01022002	510010	S & W - Full Time	\$49,427	\$49,427	\$49,427	\$48,103	\$44,620	\$45,975
01022002	510100	Longevity	\$0	\$0	\$0	\$0	\$0	\$125
01022003	510010	S & W - Full Time	\$2,476,805	\$2,453,148	\$2,453,148	\$2,307,143	\$2,291,499	\$2,240,400
01022003	510040	Holiday	\$137,768	\$137,768	\$137,768	\$128,186	\$116,842	\$113,646
01022003	510050	Vacation	\$161,737	\$161,737	\$161,737	\$148,404	\$171,688	\$141,819
01022003	510060	Sick Leave	\$117,893	\$117,893	\$117,893	\$116,479	\$114,317	\$152,349
01022003	510090	Overtime	\$0	\$0	\$0	\$0	\$0	\$269
01022003	510100	Longevity	\$6,825	\$6,825	\$6,825	\$7,450	\$7,050	\$6,475
01022003	510110	Work Incentive Program	\$5,051	\$7,580	\$10,102	\$7,192	\$1,199	\$3,427
01022003	510160	Extra Duty	\$96,175	\$149,633	\$149,633	\$142,648	\$201,734	\$174,006
01022003	510170	Call Men	\$11,160	\$20,160	\$20,160	\$20,160	\$8,246	\$11,794
01022003	510190	Education Incentive	\$222,427	\$222,427	\$222,427	\$191,090	\$109,194	\$87,999
01022003	510210	Medical Training	\$11,081	\$18,369	\$18,369	\$16,120	\$7,288	\$14,492
01022003	510220	Compensatory Time	\$17,600	\$17,600	\$19,436	\$17,622	\$8,702	\$7,031
01022003	510600	Other Salaries	\$14,400	\$14,400	\$14,400	\$14,400	\$14,400	\$12,600
01022003	510940	Training Stipend	\$2,575	\$36,737	\$36,737	\$32,243	\$29,668	\$39,770
		Sub-Total 1-2-3	\$3,549,114	\$3,635,231	\$3,639,588	\$3,410,402	\$3,344,275	\$3,263,414

PUBLIC SAFETY

FIRE

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
01022004	520040	Utility - Telephone	\$28,764	\$28,764	\$28,764	\$14,764	\$11,208	\$13,345
01022004	520080	R & M - Equipment	\$43,000	\$48,000	\$51,600	\$47,600	\$42,946	\$36,079
01022004	520100	Advertising & Binding	\$100	\$100	\$100	\$100	\$0	\$0
01022004	520110	Hospital & Medical	\$2,400	\$2,400	\$2,400	\$1,000	\$3,778	\$551
01022004	520120	Data Processing	\$13,500	\$13,500	\$15,000	\$7,000	\$4,304	\$4,059
01022004	520125	Insurance Deductible	\$250	\$250	\$250	\$250	\$0	\$0
01022004	520130	Professional Services	\$16,300	\$20,300	\$20,300	\$19,000	\$31,424	\$12,087
01022004	520220	Services-Not Classified	\$4,500	\$4,500	\$4,500	\$4,500	\$3,503	\$925
01022004	540010	Automotive	\$43,500	\$48,500	\$53,500	\$53,500	\$47,480	\$37,684
01022004	540030	Building	\$1,500	\$1,500	\$1,500	\$1,500	\$1,831	\$6,428
01022004	540060	Salt & Chemicals	\$600	\$600	\$600	\$600	\$0	\$160
01022004	540110	Public Safety	\$9,500	\$9,500	\$9,500	\$9,500	\$8,769	\$9,704
01022004	540120	Clothing & Uniforms	\$51,000	\$56,000	\$56,000	\$50,300	\$40,040	\$55,789
01022004	540140	Books Periodicals Subs	\$1,000	\$3,000	\$3,000	\$3,000	\$0	\$1,558
01022004	540150	Print Postage Stationary	\$1,700	\$1,700	\$1,700	\$1,700	\$248	\$310
01022004	540170	Medical & Dental	\$2,000	\$2,000	\$2,000	\$2,000	\$0	\$834
01022004	540180	Textbooks	\$500	\$1,500	\$1,500	\$1,500	\$1,070	\$502
01022004	540190	Custodial Supplies	\$6,000	\$6,000	\$6,000	\$6,000	\$4,999	\$5,753
01022004	540220	Office Supplies	\$3,000	\$3,000	\$3,000	\$3,000	\$1,022	\$2,956
01022004	540230	Supplies - Not Classified	\$1,000	\$1,000	\$1,000	\$1,000	\$459	\$2,508
01022004	540240	Small Tools & Misc Equip	\$7,500	\$10,000	\$11,000	\$9,750	\$5,104	\$6,730
01022004	570010	Car Allowance/Mileage	\$4,000	\$4,000	\$4,000	\$4,000	\$3,360	\$3,360
01022004	570020	Dues & Memberships	\$6,400	\$6,400	\$6,400	\$6,400	\$5,113	\$5,278
01022004	570030	Travel	\$1,500	\$1,500	\$2,500	\$1,500	\$354	\$2,141
01022004	570035	Training/Conferences	\$0	\$3,000	\$4,000	\$2,000	\$5,297	\$0
01022004	570180	Other - Not Classified	\$700	\$700	\$700	\$700	\$644	(\$57)
		Sub-Total 4-5-6	\$250,214	\$277,714	\$290,814	\$252,164	\$222,953	\$208,685
01022008	580060	Radio Equipment	\$15,000	\$20,000	\$20,000	\$17,000	\$13,984	\$10,010
01022008	580120	Equip - Not Classified	\$40,000	\$45,000	\$45,000	\$40,000	\$97,450	\$42,261
01022009	570000	Other Charges & Expend	\$0	\$0	\$8,551	\$0	\$0	\$0
		Sub-Total 8-9	\$55,000	\$65,000	\$73,551	\$57,000	\$111,433	\$52,271
		Fire Totals	\$3,854,328	\$3,977,945	\$4,003,953	\$3,719,566	\$3,678,662	\$3,524,370

PUBLIC SAFETY
FIRE FY 2020 Organizational Chart



PUBLIC SAFETY
EMERGENCY MANAGEMENT

Mission:

The Shrewsbury Emergency Management Agency (SEMA) - is responsible for the coordination of all emergency response disaster operations.

FY 2021 Objectives:

- Work to ensure that the Town is ready to respond to potential extreme weather events related to climate change.
- Improve emergency sheltering plans to align with industry best practices as well as to facilitate and administer relevant shelter training to members of the public safety community and town officials.
- Proposed and/or existing emergency sheltering locations will undergo a review for suitability of use and ensure compliance with standards outlined within the Americans with Disabilities Act (ADA).

Fiscal Projection Two:

FY 2021 budget for Emergency Management proposes a level service budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Emergency Mgmt.								
01029101	510020	S & W - Part Time	\$2,000	\$1,800	\$1,800	\$1,800	\$1,700	\$1,700
		Sub-Total 1-2-3	\$2,000	\$1,800	\$1,800	\$1,800	\$1,700	\$1,700
01029104	520040	Utility - Telephone	\$1,080	\$1,080	\$1,080	\$1,080	\$990	\$880
01029104	570180	Other - Not Classified	\$463	\$480	\$480	\$480	\$0	\$0
		Sub-Total 4-5-6	\$1,543	\$1,560	\$1,560	\$1,560	\$990	\$880
01029108	580060	Radio Equipment	\$9,228	\$9,460	\$9,460	\$9,460	\$8,357	\$9,460
		Sub-Total 8-9	\$9,228	\$9,460	\$9,460	\$9,460	\$8,357	\$9,460
Emergency Management Totals			\$12,771	\$12,820	\$12,820	\$12,820	\$11,047	\$12,040

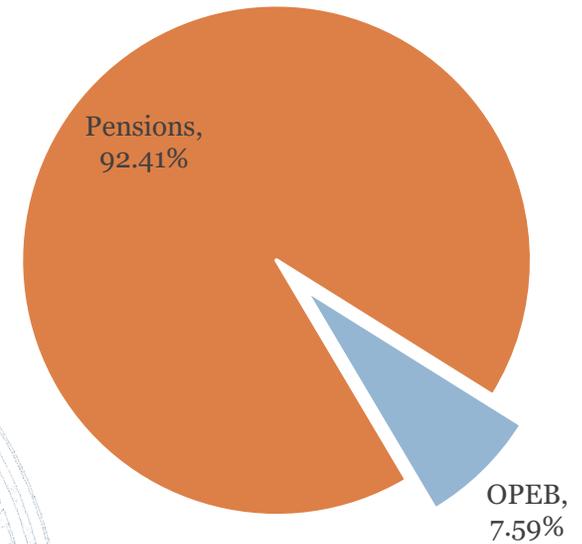
**RETIREMENT
PENSION FUNDING & OPEB**

Description:

The Shrewsbury Retirement System is one of 104 state and municipal retirement systems in Massachusetts. The system is administered by a 5 member Retirement Board consisting of:

- 1 ex officio member
- 1 member appointed by the 4 previously mentioned board members
- 1 member appointed by the Board of Selectmen
- 2 elected members

The Board, while operating independently, is bound by M.G.L. c 32 which establishes benefits, contribution requirements and an accounting and funds structure for all municipal retirement systems. The Retirement Office is made up of the director who is responsible for over 946 active, inactive and retired members and beneficiaries.



Percentages of Budget Area

Fiscal Projection Two:

In FY2021, the Town will shift \$43,804 from Pension funding to OPEB for a total appropriation of \$402,000 which is an increase of \$11.78% over FY 2020.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
OPEB								
01031009	570650	OPEB Fund	\$402,000	\$451,191	\$451,191	\$358,916	\$0	\$0
Pensions								
01031109	510350	Pensions & Annuities – Contrib.	\$4,890,000	\$5,236,774	\$4,315,693	\$5,315,693	\$5,674,609	\$5,549,124
Retirement Totals			\$5,292,000	\$5,236,774	\$4,315,693	\$5,315,693	\$5,674,609	\$5,549,124

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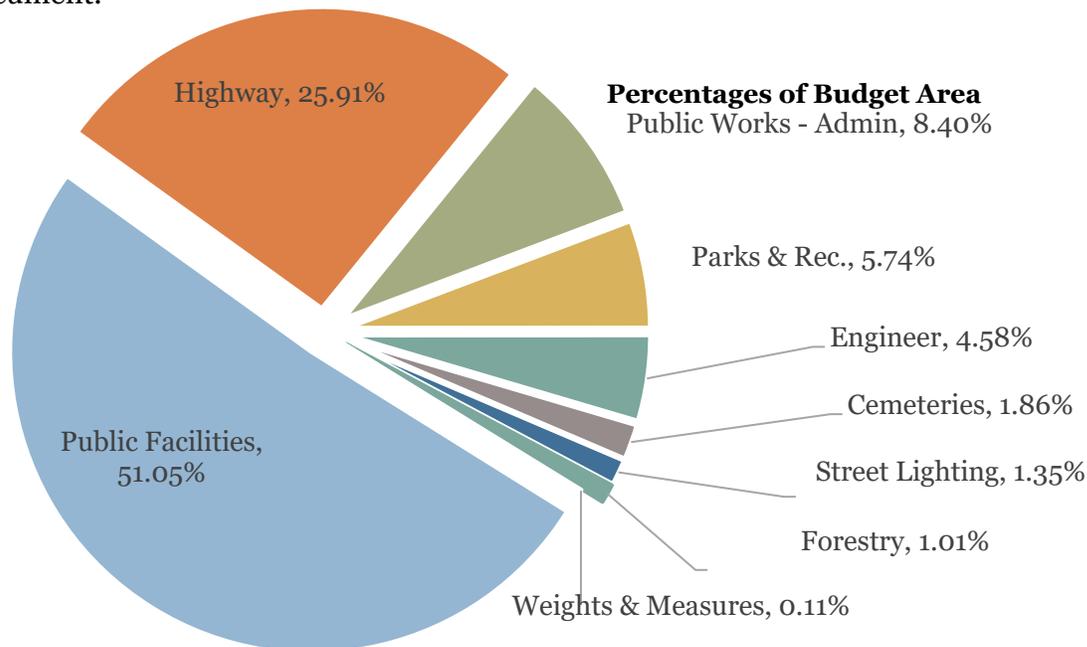
DEPARTMENT OF PUBLIC WORKS (DPW)

Description:

On June 26, 2018, the Shrewsbury Board of Selectmen unanimously voted to approve the creation of a Department of Public Works pursuant to Section 11 of the Town Manager Act. The Public Works has oversight over Shrewsbury public infrastructure, including roadways, parks & recreation, the cemetery and our utilities.

Fiscal 2021:

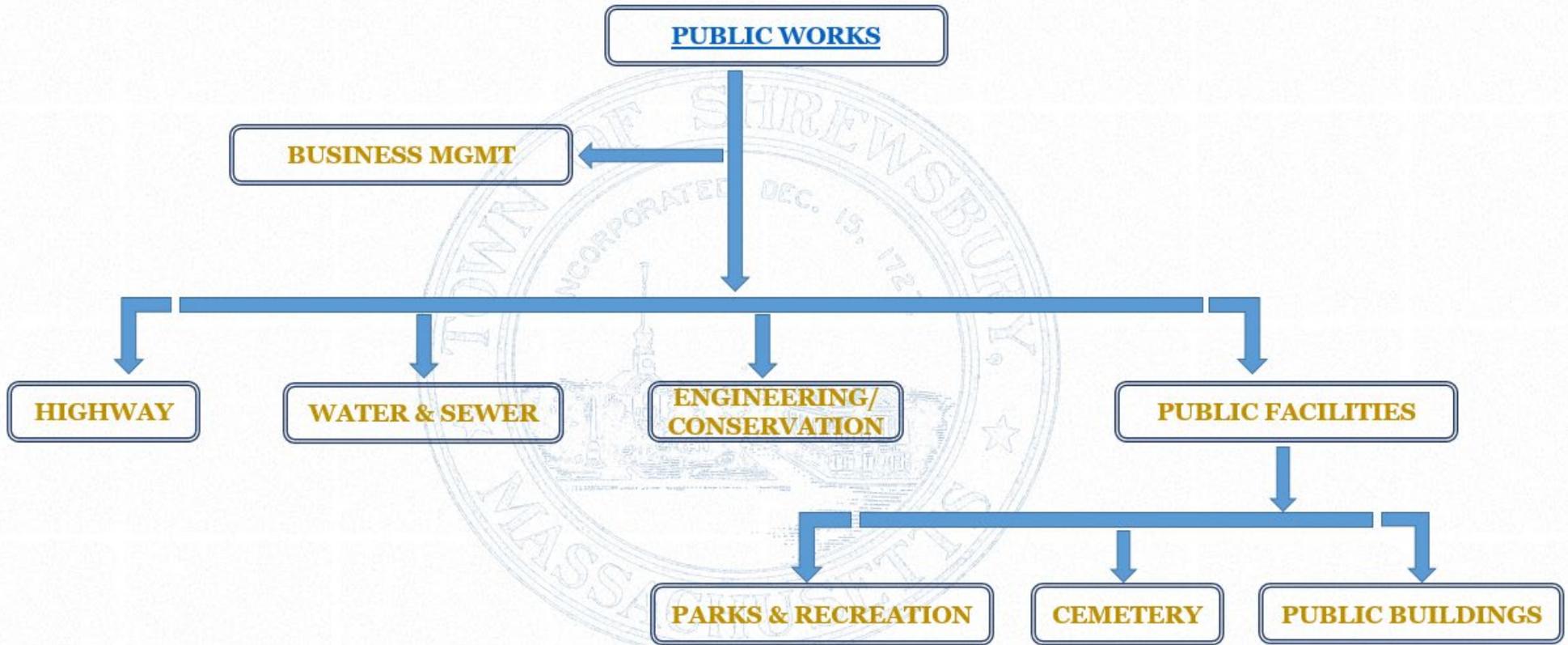
The FY2021 TM Fiscal Projection Two column presented for the following Public Works' Departments reflects the Town Manager's recommendations following the review of the FY 2021 Department Requests and reductions given the revenue adjustments made after Fiscal Projection One. The utility budgets are not included below and as they are reviewed separately in this document.



	FY 2021 TM Fiscal Proj. One	FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget	FY 2019 Actuals	FY 2018 Actuals
Personnel 1-2-3	\$3,508,724	\$3,511,371	\$3,778,746	\$3,436,411	\$3,562,719	\$3,483,363
Expenses 4-5-6	\$4,181,198	\$4,313,988	\$4,550,826	\$4,122,025	\$4,303,171	\$4,282,954
Equipment Less Trade 08	\$41,500	\$43,000	\$74,500	\$77,000	\$35,115	\$51,365
Separate Approp. 09	\$414,041	\$470,335	\$518,710	\$349,106	\$999,791	\$1,086,149
Total	\$8,143,862	\$8,382,415	\$8,922,782	\$8,393,548	\$8,900,796	\$8,903,831

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	7	7	7	7
Supervisors & Advanced Technical	40.82	42.07	45.07	42.07
Administrative & Technical	6.7	6.7	7	6.4
Total FTE	54.52	55.77	59.07	55.47

DEPARTMENT OF PUBLIC WORKS
ORGANANIZATIONAL CHART



DPW
PUBLIC BUILDINGS

Mission:

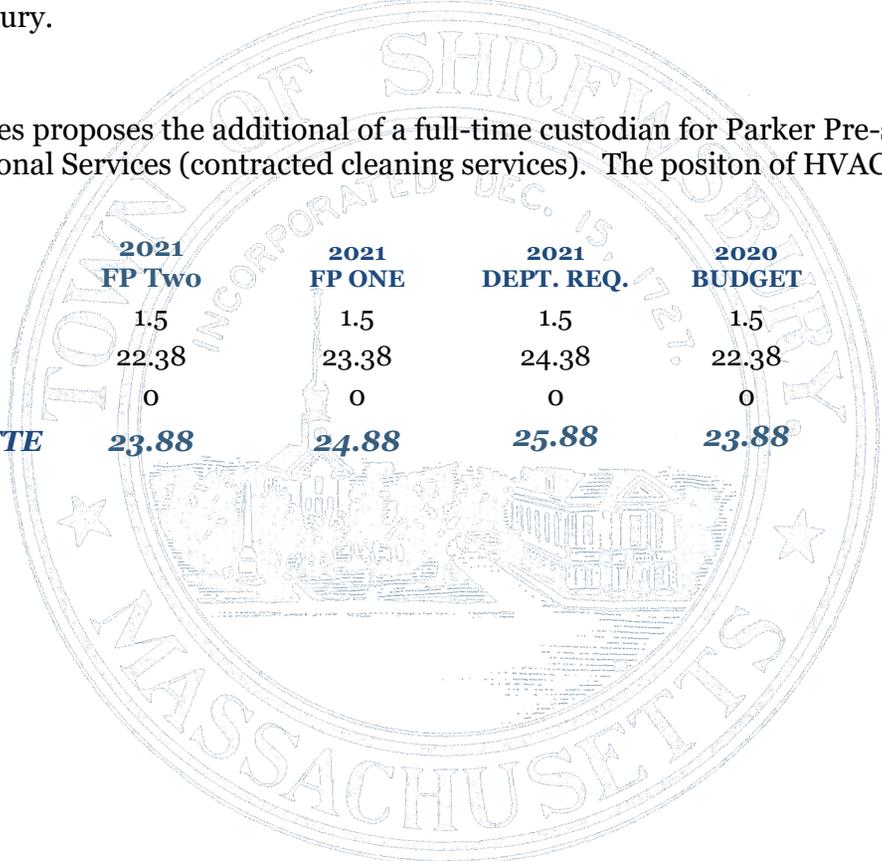
The Public Buildings Division is administratively aligned with the Department of Public Facilities within the Department of Public Work. The Division is proudly responsible for the maintenance and upkeep of public facilities and the response to the needs of facility users within the Town of Shrewsbury.

Fiscal Projection Two:

FY 2021 budget for Public Facilities proposes the additional of a full-time custodian for Parker Pre-school of which the costs will be offset by the reduction of Professional Services (contracted cleaning services). The position of HVAC Technician was eliminated.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1.5	1.5	1.5	1.5
Supervisors & Advanced Technical	22.38	23.38	24.38	22.38
Administrative & Technical	0	0	0	0
Total FTE	23.88	24.88	25.88	23.88



DPW
PUBLIC BUILDINGS

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Public Buildings								
01019201	510010	S & W - Full Time	\$54,125	\$54,125	\$54,125	\$53,269	\$69,195	\$103,651
01019201	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,033	\$0
01019201	510100	Longevity	\$0	\$0	\$0	\$0	\$400	\$400
01019202	510010	S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$45,135
01019202	510100	Longevity	\$0	\$0	\$0	\$0	\$0	\$300
01019203	510010	S & W - Full Time	\$1,233,652	\$1,251,801	\$1,336,999	\$1,237,147	\$1,127,008	\$980,984
01019203	510020	S & W - Part Time	\$22,257	\$10,629	\$22,629	\$22,407	\$24,619	\$17,068
01019203	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$10,401	\$3,141
01019203	510090	Overtime	\$55,075	\$55,000	\$60,000	\$55,000	\$73,508	\$35,738
01019203	510100	Longevity	\$3,650	\$3,650	\$3,650	\$3,075	\$2,950	\$2,725
01019203	510240	Standby Pay	\$17,340	\$17,340	\$17,340	\$17,000	\$11,658	\$5,722
		Sub-Total 1-2-3	\$1,384,098	\$1,392,545	\$1,494,742	\$1,387,898	\$1,321,772	\$1,194,862
01019204	520010	Utility - Electricity	\$730,000	\$738,075	\$750,750	\$715,000	\$717,268	\$709,264
01019204	520020	Utility - Natural Gas	\$233,715	\$233,715	\$236,250	\$225,000	\$237,195	\$231,005
01019204	520030	Utility - Heating Oil	\$0	\$0	\$0	\$0	\$68	\$0
01019204	520040	Utility - Telephone	\$3,800	\$3,800	\$3,800	\$3,800	\$3,913	\$3,645
01019204	520060	Utility - Water	\$54,000	\$54,000	\$54,000	\$54,000	\$54,586	\$36,412
01019204	520070	Utility - Sewer	\$20,000	\$20,000	\$20,000	\$139,000	\$24,835	\$14,667
01019204	520080	R & M - Equipment	\$33,000	\$33,000	\$33,000	\$8,000	\$376	\$5,854
01019204	520090	R & M - Building	\$234,000	\$240,000	\$275,000	\$193,752	\$122,432	\$254,461
01019204	520100	Advertising & Binding	\$1,000	\$1,000	\$1,000	\$1,000	\$772	\$393
01019204	520110	Hospital & Medical	\$250	\$250	\$250	\$250	\$60	\$154
01019204	520120	Data Processing	\$0	\$0	\$0	\$0	\$0	\$0
01019204	520130	Professional Services	\$890,000	\$931,000	\$950,000	\$890,000	\$882,938	\$883,524
01019204	520140	Rental of Equipment	\$7,000	\$7,700	\$7,700	\$2,000	\$301	\$1,977
01019204	520220	Services-Not Classified	\$4,500	\$5,000	\$5,000	\$5,000	\$4,150	\$4,095
01019204	520530	Parker Rd-Beal West Rental	\$0	\$32,760	\$32,760	\$32,760	\$32,760	\$32,760
01019204	540010	Automotive	\$12,000	\$13,000	\$13,000	\$9,200	\$13,200	\$9,080
01019204	540030	Building	\$148,400	\$160,000	\$180,000	\$130,000	\$124,900	\$118,322
01019204	540070	Asphalt & Bit Materials	\$0	\$0	\$0	\$0	\$202	\$0
01019204	540100	Seed, Loam & Fertilizer	\$0	\$0	\$0	\$1,500	\$1,159	\$1,486
01019204	540110	Public Safety	\$0	\$0	\$0	\$0	\$0	\$0
01019204	540120	Clothing & Uniforms	\$11,000	\$11,400	\$11,400	\$10,600	\$9,287	\$7,674
01019204	540150	Print Postage Stationary	\$0	\$0	\$400	\$400	\$250	\$320

DPW
PUBLIC BUILDINGS

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Public Buildings								
01019204	540190	Custodial Supplies	\$11,580	\$12,000	\$12,000	\$8,000	\$9,428	\$2,460
01019204	540220	Office Supplies	\$0	\$0	\$0	\$400	\$333	\$218
01019204	540230	Supplies - Not Classified	\$0	\$200	\$200	\$200	\$0	\$0
01019204	540240	Small Tools & Misc Equip	\$9,650	\$10,000	\$10,000	\$7,000	\$4,528	\$5,240
01019204	570010	Car Allowance/Mileage	\$0	\$0	\$0	\$1,200	\$0	\$0
01019204	570020	Dues & Memberships	\$0	\$0	\$750	\$550	\$413	\$275
01019204	570030	Travel	\$0	\$0	\$0	\$1,000	\$256	\$98
01019204	570035	Training/Conferences	\$0	\$0	\$4,000	\$3,000	\$185	\$0
01019204	570080	Inspection Fees	\$14,875	\$14,875	\$14,875	\$8,875	\$4,590	\$8,285
01019204	570180	Other - Not Classified	\$0	\$200	\$200	\$200	\$943	\$885
		Sub-Total 4-5-6	\$2,419,370	\$2,521,975	\$2,616,335	\$2,451,687	\$2,251,687	\$2,332,553
01019208	580040	Trucks & Tractors	\$0	\$0	\$26,500	\$26,500	\$0	\$0
01019208	580070	Electrical & Mechanical	\$5,000	\$5,500	\$5,500	\$5,500	\$4,674	\$0
01019209	585120	Major Building Repairs	\$349,091	\$375,000	\$400,000	\$285,156	\$379,256	\$0
		Sub-Total 8-9	\$354,091	\$380,500	\$432,000	\$317,156	\$577,748	\$319,895
		Public Buildings Totals	\$4,157,159	\$4,295,020	\$4,543,077	\$4,156,741	\$4,150,643	\$4,167,206

DPW
WEIGHTS & MEASURES

Description:

In calendar year 2018, weighing and measuring of devices in all places of business were tested and 508 articles where sealed.

One (1) article was condemned

One (1) device was adjusted

Fiscal Projection Two:

FY 2021 budget for Weights & Measures proposes a level service budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Weights & Measures								
01024401	510140	Stipends	\$7,000	\$7,000	\$7,000	\$7,000	\$6,600	\$6,000
		Sub-Total 1-2-3	\$7,000	\$7,000	\$7,000	\$7,000	\$6,600	\$6,000
01024404	570010	Car Allowance/Mileage	\$1,200	\$1,200	\$1,200	\$1,200	\$1,100	\$0
01024404	570030	Travel	\$300	\$300	\$300	\$300	\$175	\$230
01024404	570180	Other - Not Classified	\$400	\$500	\$500	\$500	\$75	\$298
		Sub-Total 4-5-6	\$1,900	\$2,000	\$2,000	\$2,000	\$1,350	\$528
		Weights & Measures Totals	\$8,900	\$9,000	\$9,000	\$9,000	\$7,950	\$6,528

DPW
FORESTRY

Mission:

The Town of Shrewsbury Forestry Division performs tree trimming and removal to dying or damaged trees along the roadside and on town owned properties that pose a liability to the public and property. The tree removal work is carried out primarily by a private contractor throughout the year, but the Highway Division assists.

Fiscal Projection Two:

FY 2021 budget for Forestry proposes a level service budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Forestry								
01029403	510140	Stipends	\$1,000	\$500	\$500	\$500	\$500	\$500
		Sub-Total 1-2-3	\$1,000	\$500	\$500	\$500	\$500	\$500
01029404	520080	R & M - Equipment	\$400	\$500	\$500	\$500	\$0	\$0
01029404	520100	Advertising & Binding	\$100	\$100	\$100	\$100	\$0	\$218
01029404	520160	Removal Tree Trim, Rubbish	\$79,000	\$79,000	\$89,133	\$79,000	\$58,361	\$64,060
01029404	540010	Automotive	\$200	\$300	\$300	\$300	\$0	\$0
01029404	540100	Seed, Loam & Fertilizer	\$500	\$800	\$800	\$800	\$0	\$0
01029404	540140	Books Periodicals Subs	\$0	\$0	\$50	\$50	\$0	\$0
01029404	540240	Small Tools & Misc Equip	\$500	\$750	\$750	\$750	\$572	\$370
01029404	570020	Dues & Memberships	\$0	\$0	\$125	\$125	\$85	\$15
01029404	570030	Travel	\$0	\$0	\$250	\$250	\$0	\$240
01029404	570180	Other - Not Classified	\$200	\$200	\$200	\$200	\$0	\$103
		Sub-Total 4-5-6	\$80,900	\$81,650	\$92,208	\$82,075	\$59,017	\$65,007
		Forestry Totals	\$81,900	\$82,150	\$92,708	\$82,575	\$59,517	\$65,507

DPW

PUBLIC WORKS - ADMINISTRATION

Description:

The Business Management Division - established on October 1st, 2018 and staffed by 7 full time Administrative Assistants and a Division Manager - serves all other divisions that encompass the newly created Department of Public Works, which include: Public Facilities, Parks & Cemetery, Water & Sewer, Highway & Forestry, Solid Waste, Engineering and Conservation.

FY 2021 Objectives:	STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
<input type="checkbox"/> Policies & Procedures	Director & Senior Managers	2	2	2	2
<input type="checkbox"/> New Technologies	Supervisors & Advanced Tech.	0	0	0	0
<input type="checkbox"/> Document/Record Management	Administrative & Technical	6.7	6.7	7	6.4
	Total FTE	8.70	8.70	9.00	8.40

Fiscal Projection Two:

The 2021 budget for Public Works – Administrations reflects to consolidation of expenses across the varying DPW departments including the following operating expenses: Print/Postage/Stationary, Office Supplies, Dues & Memberships, Travel and Training. The expenditure requested under Other Charges and Expenses pertains to the Town’s Stormwater Fees.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Public Works Administration								
01041001	510010	S & W - Full Time	\$119,132	\$119,132	\$119,132	\$143,443	\$0	\$0
01041001	510100	Longevity	\$125	\$125	\$125	\$0	\$0	\$0
01041001	510140	Stipends	\$14,400	\$14,400	\$14,400	\$125	\$0	\$0
01041002	510010	S & W - Full Time	\$330,318	\$320,318	\$334,723	\$286,132	\$0	\$0
01041002	510100	Longevity	\$1,200	\$1,200	\$1,200	\$1,550	\$0	\$0
01041003	510010	S & W - Full Time	\$84,000	\$88,075	\$88,075	\$86,676	\$0	\$0
01041003	510100	Longevity	\$125	\$125	\$125	\$125	\$0	\$0
		Sub-Total 1-2-3	\$548,975	\$543,375	\$557,780	\$518,052	\$0	\$0
01041004	540140	Books Periodicals Subs	\$500	\$1,000	\$1,000	\$0	\$0	\$0
01041004	540150	Print Postage Stationary	\$2,000	\$2,000	\$13,000	\$0	\$0	\$0
01041004	540220	Office Supplies	\$4,000	\$4,000	\$8,000	\$0	\$0	\$0
01041004	570020	Dues & Membership	\$4,000	\$4,000	\$7,000	\$0	\$0	\$0
01041004	570030	Travel	\$0	\$0	\$2,500	\$0	\$0	\$0
01041004	570035	Training/Conferences	\$14,500	\$10,000	\$20,000	\$0	\$0	\$0
01041004	570000	Other Charges and Expenses	\$110,000	\$110,000	\$110,000	\$0	\$0	\$0
		Sub-Total 4-5-6	\$135,000	\$131,000	\$161,500	\$0	\$0	\$0
		Public Works Admin Totals	\$683,975	\$674,375	\$719,280	\$518,052	\$0	\$0

DPW
ENGINEERING

Description:

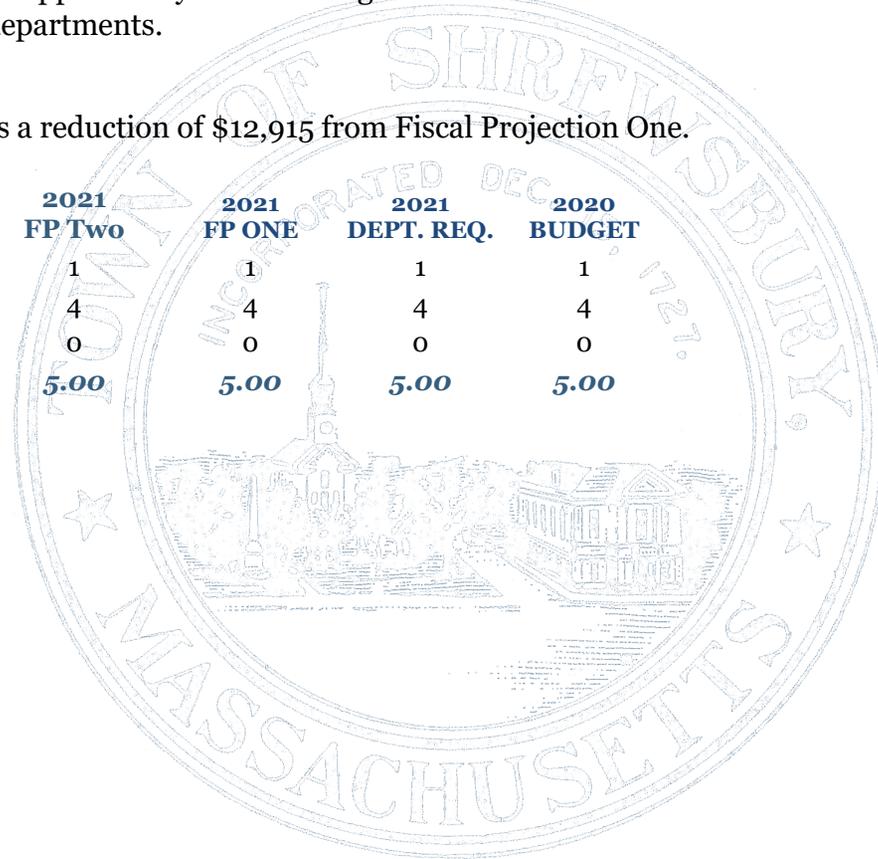
Provides survey, design, and inspection services for town-funded infrastructure improvement projects. We also provide construction inspection services for all projects approved by the Planning Board and Conservation Commission, as well as technical support to town boards, commissions, and departments.

Fiscal Projection Two:

FY 2021 budget for Engineering is a reduction of \$12,915 from Fiscal Projection One.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	4	4	4	4
Administrative & Technical	0	0	0	0
Total FTE	5.00	5.00	5.00	5.00



DPW
ENGINEERING

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Engineering								
01041101	510010	S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$113,628
01041102	510010	S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$28,077
01041102	510100	Longevity	\$0	\$0	\$0	\$0	\$0	\$300
01041103	510010	S & W - Full Time	\$337,442	\$337,442	\$337,442	\$333,893	\$537,249	\$413,197
01041103	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$9,711	\$5,586
01041103	510085	Sick Leave Plan III	\$0	\$0	\$0	\$0	\$176	\$0
01041103	510090	Overtime	\$0	\$0	\$5,000	\$0	\$0	\$0
01041103	510100	Longevity	\$1,200	\$1,200	\$1,200	\$1,500	\$1,575	\$1,400
		Sub-Total 1-2-3	\$338,642	\$338,642	\$343,642	\$335,393	\$548,711	\$562,189
01041104	520040	Utility - Telephone	\$1,500	\$1,500	\$1,500	\$1,440	\$1,932	\$1,216
01041104	520080	R & M - Equipment	\$4,000	\$4,500	\$4,500	\$4,500	\$1,562	\$174
01041104	520100	Advertising & Binding	\$500	\$500	\$500	\$500	\$0	\$105
01041104	520130	Professional Services	\$16,785	\$29,000	\$54,000	\$0	\$0	(\$204)
01041104	520220	Services-Not Classified	\$0	\$0	\$0	\$150	\$702	\$0
01041104	540010	Automotive	\$3,500	\$3,500	\$3,500	\$3,500	\$4,248	\$1,330
01041104	540140	Books Periodicals Subs	\$0	\$0	\$0	\$250	\$0	\$0
01041104	540150	Print Postage Stationary	\$0	\$0	\$1,000	\$1,000	\$1,788	\$899
01041104	540220	Office Supplies	\$0	\$0	\$200	\$0	\$1,050	\$1,500
01041104	540230	Supplies - Not Classified	\$0	\$0	\$0	\$1,500	\$1,041	\$1,000
01041104	540240	Small Tools & Misc Equip	\$1,200	\$1,400	\$1,400	\$1,000	\$0	\$350
01041104	570010	Car Allowance/Mileage	\$3,000	\$3,000	\$3,000	\$3,000	\$2,400	\$3,000
01041104	570020	Dues & Memberships	\$0	\$0	\$700	\$700	\$394	\$420
01041104	570030	Travel	\$0	\$0	\$0	\$300	\$85	\$375
01041104	570035	Training/Conferences	\$0	\$0	\$1,200	\$1,200	\$738	\$0
01041104	570080	Inspection Fees	\$105	\$105	\$105	\$105	\$105	\$105
		Sub-Total 4-5-6	\$30,590	\$43,505	\$71,605	\$19,145	\$16,047	\$8,302
01041108	580010	Office Equipment	\$4,000	\$4,000	\$9,000	\$2,500	\$0	\$0
		Sub-Total 8-9	\$4,000	\$4,000	\$9,000	\$2,500	\$0	\$0
		Engineering Totals	\$373,232	\$386,147	\$424,247	\$357,038	\$564,758	\$570,491

DPW
HIGHWAY

Description:

The Highway Division maintains more than 152.34 miles of roadway, along with 100 or more miles of sidewalk in the Town of Shrewsbury. Residents who operate vehicles on town roads, rely on the Highway Division to keep them moving. Roadways must be repaired, cleaned and striped for safe driving.

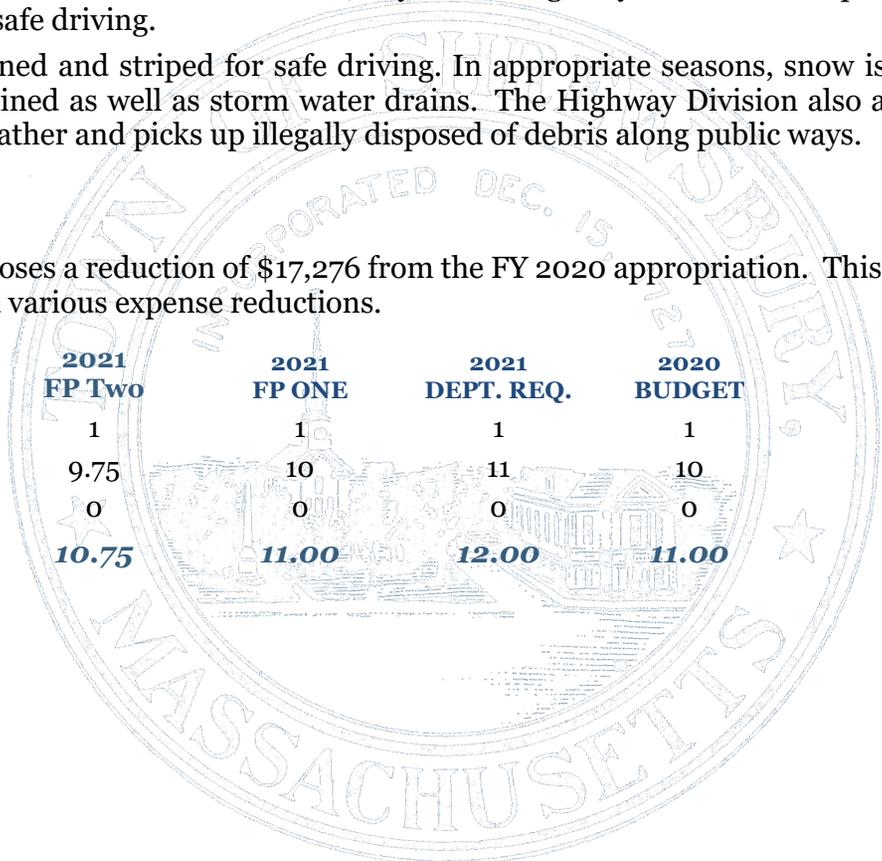
Roadways must be repaired, cleaned and striped for safe driving. In appropriate seasons, snow is cleared from the roadways. In addition, catch basins are maintained as well as storm water drains. The Highway Division also assists in removing town-owned trees that have fallen in severe weather and picks up illegally disposed of debris along public ways.

Fiscal Projection Two:

FY 2021 budget for Highway proposes a reduction of \$17,276 from the FY 2020 appropriation. This includes part-year funding for a Heavy Equipment Operator position and various expense reductions.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	9.75	10	11	10
Administrative & Technical	0	0	0	0
Total FTE	10.75	11.00	12.00	11.00



DPW
HIGHWAY

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Highway								
01042101	510010	S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$93,864
01042101	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$1,450
01042101	510100	Longevity	\$0	\$0	\$0	\$0	\$0	\$450
01042102	510010	S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$51,717
01042102	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$900
01042102	510100	Longevity	\$0	\$0	\$0	\$0	\$0	\$300
01042103	510010	S & W - Full Time	\$649,399	\$649,399	\$746,534	\$633,671	\$588,793	\$530,823
01042103	510030	S & W - Temporary	\$30,000	\$30,000	\$30,000	\$30,000	\$7,499	\$14,823
01042103	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,971	\$2,444
01042103	510090	Overtime	\$180,000	\$180,000	\$180,000	\$166,464	\$186,650	\$180,669
01042103	510100	Longevity	\$1,325	\$1,325	\$1,325	\$1,125	\$1,075	\$1,375
		Sub-Total 1-2-3	\$860,724	\$860,724	\$957,859	\$831,260	\$786,988	\$878,814
01042104	520010	Utility - Electricity	\$20,000	\$21,000	\$21,000	\$21,000	\$14,202	\$15,289
01042104	520020	Utility - Natural Gas	\$15,000	\$15,000	\$15,000	\$15,000	\$14,013	\$14,083
01042104	520040	Utility - Telephone	\$5,500	\$7,000	\$7,000	\$7,000	\$4,053	\$3,918
01042104	520060	Utility - Water	\$1,500	\$1,500	\$1,500	\$400	\$1,429	\$380
01042104	520070	Utility - Sewer	\$500	\$500	\$500	\$250	\$131	\$129
01042104	520080	R & M - Equipment	\$45,000	\$50,000	\$55,000	\$50,000	\$36,391	\$23,897
01042104	520090	R & M - Building	\$24,000	\$25,000	\$40,000	\$20,000	\$19,953	\$26,560
01042104	520100	Advertising & Binding	\$1,000	\$1,000	\$1,000	\$1,000	\$1,077	\$2,156
01042104	520110	Hospital & Medical	\$500	\$500	\$500	\$500	\$0	\$308
01042104	520130	Professional Services	\$50,000	\$50,000	\$50,000	\$45,000	\$52,096	\$46,995
01042104	520140	Rental of Equipment	\$339,000	\$339,000	\$339,000	\$339,000	\$260,392	\$368,548
01042104	520180	Asphalt & Bit Contractors	\$50,000	\$80,000	\$80,000	\$80,000	\$10,423	\$65,663
01042104	540010	Automotive	\$175,000	\$177,500	\$180,000	\$175,000	\$165,449	\$153,460
01042104	540030	Building	\$12,000	\$12,000	\$12,000	\$12,000	\$11,424	\$1,424
01042104	540050	Sand, Stone & Gravel	\$24,360	\$32,500	\$40,000	\$40,000	\$2,020	\$33,405
01042104	540060	Salt & Chemicals	\$375,000	\$375,000	\$375,000	\$375,000	\$365,312	\$193,540
01042104	540070	Asphalt & Bit Materials	\$30,000	\$30,000	\$30,000	\$30,000	\$25,355	\$25,168
01042104	540080	Pipe Fittings	\$10,000	\$10,000	\$10,000	\$10,000	\$7,828	\$3,262
01042104	540100	Seed, Loam & Fertilizer	\$500	\$500	\$500	\$500	\$0	\$4,139
01042104	540110	Public Safety	\$16,000	\$17,000	\$17,000	\$17,000	\$13,985	\$12,924
01042104	540120	Clothing & Uniforms	\$13,618	\$13,618	\$13,618	\$13,618	\$8,794	\$7,353
01042104	540140	Books Periodicals Subs	\$0	\$0	\$200	\$200	\$0	\$0
01042104	540150	Print Postage Stationary	\$0	\$0	\$200	\$200	\$98	\$49

DPW
HIGHWAY

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Highway								
01042104	540170	Medical & Dental	\$1,500	\$1,500	\$1,500	\$1,500	\$1,315	\$480
01042104	540190	Custodial Supplies	\$1,500	\$1,500	\$1,500	\$1,500	\$1,493	\$906
01042104	540220	Office Supplies	\$0	\$0	\$500	\$500	\$171	\$72
01042104	540230	Supplies - Not Classified	\$100	\$100	\$100	\$100	\$92	\$0
01042104	540240	Small Tools & Misc Equip	\$9,000	\$10,000	\$10,000	\$10,000	\$7,882	\$7,186
01042104	570020	Dues & Memberships	\$0	\$0	\$850	\$850	\$274	\$578
01042104	570030	Travel	\$0	\$0	\$1,200	\$1,200	\$1,126	\$775
01042104	570035	Training/Conferences	\$0	\$0	\$1,500	\$0	\$0	\$0
01042104	570080	Inspection Fees	\$3,200	\$3,200	\$3,200	\$3,200	\$2,425	\$2,285
01042104	570090	Damage Claims Reimbs	\$2,500	\$2,500	\$2,500	\$2,500	\$1,869	\$2,482
01042104	570180	Other - Not Classified	\$3,000	\$3,000	\$3,000	\$3,000	\$2,856	\$3,826
		Sub-Total 4-5-6	\$1,230,278	\$1,280,418	\$1,314,868	\$1,277,018	\$1,033,929	\$1,021,244
01042108	580070	Elect. & Mechanical	\$20,000	\$20,000	\$20,000	\$20,000	\$21,927	\$33,635
01042109	571400	STM Art 6 Replace Dump Truck	\$0	\$25,385	\$48,760	\$0	\$0	\$214,879
		Sub-Total 8-9	\$20,000	\$45,385	\$68,760	\$20,000	\$21,927	\$248,514
		Highway Totals	\$2,110,003	\$2,186,528	\$2,341,487	\$2,128,278	\$1,842,844	\$2,148,572

DPW
STREET LIGHTING

Description:

In 2017 SELCO received a grant to cover 1/2 of the fixture cost to replace 2,000 more lights. One of the requirements of the grant is to discount the annual LED savings over a 4 year period. SELCO continues replacing the older high pressure sodium (HPS) and mercury vapor (MV) street light fixtures and discounting the annual LED savings over 4 years to recover the capital and installation costs. Approximately 2700 conventional street lights have been replaced with the LED style and the remaining 400 fixtures will be replaced as time and resources allow.

Street Light Budget Summary

Period	FY YEAR	Cost/ kWhr	Budget No LED savings	Budget (W/ LED Savings)	LED Savings
Jul 1,2016 to Jun 30, 2017	2017	\$0.1146	\$180,035	\$180,035	0
Jul 1,2017 to Jun 30, 2018	2018	\$0.1054	\$165,730	\$165,730	0
Jul 1,2018 to Jun 30, 2019	2019	\$0.1008	\$157,092	\$145,846	\$11,246
Jul 1,2019 to Jun 30, 2020	2020	\$0.1077	\$170,068	\$146,036	\$24,031
Jul 1,2020 to Jun 30, 2021	2021	\$0.1017	\$160,593	\$106,573	\$54,020

Fiscal Projection Two:

FY2021 the savings amounts to \$54,020 over the conventional lights and the year over year budget represents a \$37,000 reduction.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Street Lighting								
01042404	520010	Utility - Electricity	\$110,000	\$110,000	\$110,000	\$147,000	\$148,152	\$161,635
Street Lighting Totals			\$110,000	\$110,000	\$110,000	\$147,000	\$148,152	\$161,635

DPW
CEMETERIES

Description:

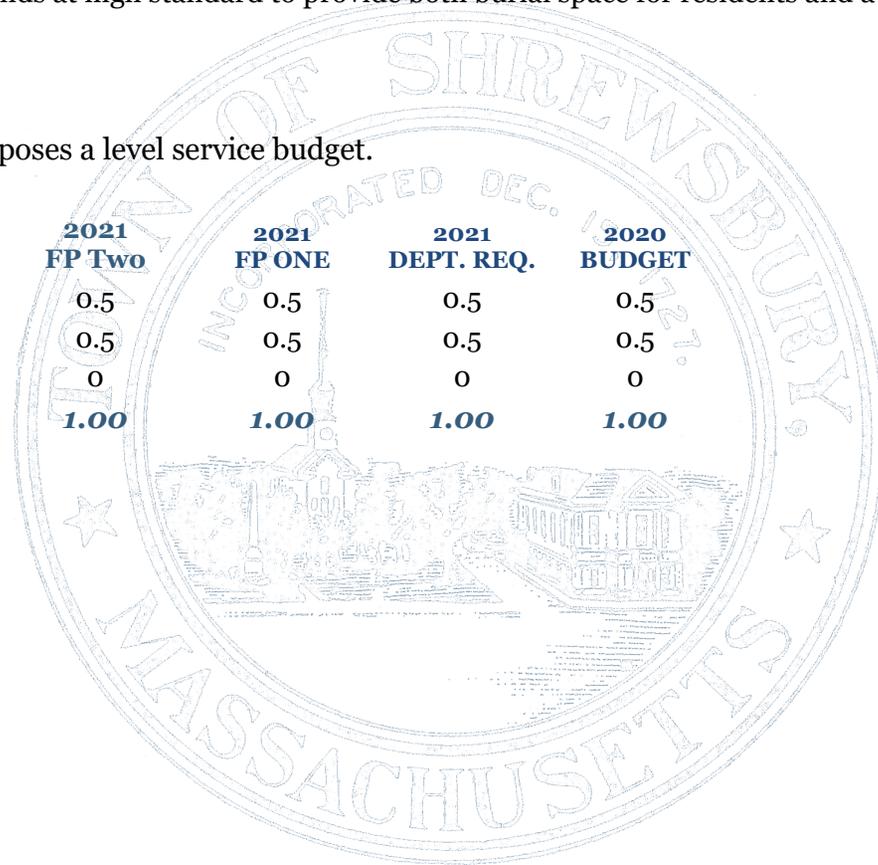
The Town of Shrewsbury operates Mountain View Cemetery under the jurisdiction of the Parks and Cemetery Commissioners. With the mission to maintain cemetery grounds at high standard to provide both burial space for residents and a place for individuals to remember and honor their loved ones.

Fiscal Projection Two:

FY 2021 budget for Cemetery proposes a level service budget.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	0.5	0.5	0.5	0.5
Supervisors & Advanced Technical	0.5	0.5	0.5	0.5
Administrative & Technical	0	0	0	0
Total FTE	1.00	1.00	1.00	1.00



DPW
CEMETERIES

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Cemeteries								
01049101	510010	S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$18,845
01049102	510010	S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$8,999
01049103	510010	S & W - Full Time	\$74,593	\$74,593	\$74,593	\$70,263	\$36,522	\$32,690
01049103	510090	Overtime	\$3,900	\$4,000	\$4,000	\$4,000	\$2,907	\$2,424
		Sub-Total 1-2-3	\$78,493	\$78,593	\$78,593	\$74,263	\$39,430	\$62,958
01049104	520010	Utility - Electricity	\$0	\$0	\$0	\$0	\$261	\$224
01049104	520020	Utility - Natural Gas	\$0	\$0	\$0	\$0	\$2,447	\$2,482
01049104	520040	Utility - Telephone	\$0	\$0	\$0	\$0	\$87	\$96
01049104	520060	Utility - Water	\$0	\$0	\$0	\$0	\$471	\$370
01049104	520070	Utility - Sewer	\$0	\$0	\$0	\$0	\$1	\$2
01049104	520080	R & M - Equipment	\$0	\$0	\$0	\$0	\$1,356	\$116
01049104	520090	R & M - Building	\$0	\$0	\$0	\$0	\$3,134	\$21
01049104	520100	Advertising & Binding	\$0	\$0	\$0	\$0	\$513	\$447
01049104	520130	Professional Services	\$0	\$0	\$0	\$0	\$0	(\$3,608)
01049104	520150	R & M - Public Property	\$0	\$0	\$0	\$0	\$1,886	\$1,486
01049104	520160	Removal Tree Trim, Rubbish	\$0	\$0	\$0	\$0	\$11,645	\$0
01049104	520220	Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$157
01049104	520810	Grounds Maintenance	\$72,760	\$40,000	\$75,000	\$40,000	\$37,188	\$32,148
01049104	540050	Sand, Stone & Gravel	\$0	\$0	\$0	\$0	\$1,541	\$0
01049104	540100	Seed, Loam & Fertilizer	\$0	\$0	\$0	\$0	\$323	\$1,843
01049104	540150	Print Postage Stationary	\$0	\$0	\$0	\$0	\$240	\$0
01049104	540220	Office Supplies	\$0	\$0	\$0	\$0	\$191	\$260
01049104	540230	Supplies - Not Classified	\$0	\$0	\$0	\$0	\$1,554	\$2,471
01049104	570180	Other - Not Classified	\$0	\$0	\$0	\$0	\$639	\$484
		Sub-Total 4-5-6	\$72,760	\$40,000	\$75,000	\$40,000	\$63,477	\$38,999
		Cemeteries Totals	\$151,253	\$118,593	\$153,593	\$114,263	\$102,906	\$101,958

DPW
PARKS & RECREATION



Description:

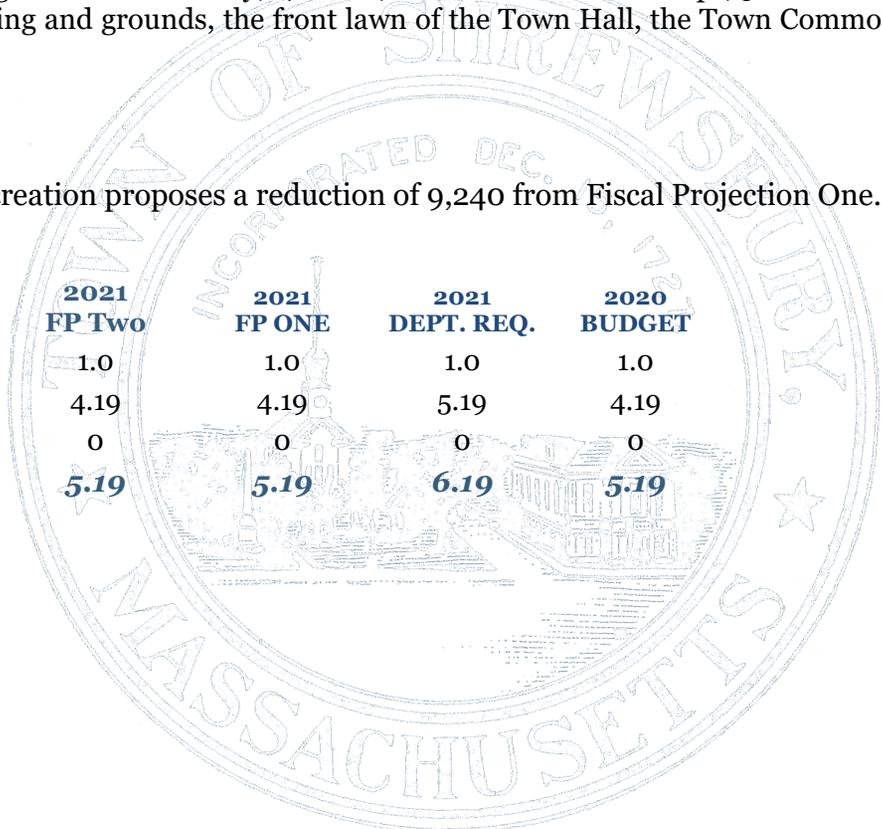
The Shrewsbury Parks and Recreation Department is responsible for the planning and coordination of the town's recreational activities and park facilities. We have several sports programs and many activities that we run throughout the year. We maintain the following for our community; 17 Parks, 2 State owned boat ramps, 5 School Athletic facilities, The Donahue Rowing Center building and grounds, the front lawn of the Town Hall, the Town Common and Veterans Squares.

Fiscal Projection Two:

FY 2021 budget for Parks and Recreation proposes a reduction of 9,240 from Fiscal Projection One.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1.0	1.0	1.0	1.0
Supervisors & Advanced Technical	4.19	4.19	5.19	4.19
Administrative & Technical	0	0	0	0
Total FTE	5.19	5.19	6.19	5.19



DPW
PARKS & RECREATION

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Parks & Recreation								
01065001	510010	S & W - Full Time	\$54,125	\$54,125	\$54,125	\$53,269	\$75,593	\$75,381
01065001	510020	S & W - Part Time	\$200	\$600	\$600	\$600	\$400	\$400
01065001	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,236	\$1,631
01065001	510100	Longevity	\$250	\$250	\$250	\$250	\$250	\$250
01065002	510010	S & W - Full Time	\$624	\$0	\$0	\$0	\$8,996	\$3,600
01065002	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,010	\$900
01065002	510090	Overtime	\$0	\$624	\$624	\$612		\$0
01065002	510100	Longevity	\$500	\$500	\$500	\$0	\$350	\$300
01065003	510010	S & W - Full Time	\$180,630	\$180,630	\$229,269	\$174,723	\$171,555	\$131,610
01065003	510030	S & W - Temporary	\$45,763	\$45,763	\$45,763	\$45,590	\$46,849	\$44,959
01065003	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$3,326	\$1,255
01065003	510090	Overtime	\$7,500	\$7,500	\$7,500	\$7,000	\$8,656	\$5,679
		Sub-Total 1-2-3	\$289,793	\$289,993	\$338,632	\$282,045	\$319,220	\$266,214
01065004	520010	Utility - Electricity	\$4,000	\$4,000	\$4,000	\$4,000	\$2,855	\$3,003
01065004	520040	Utility - Telephone	\$1,900	\$2,000	\$2,000	\$2,000	\$1,944	\$1,584
01065004	520060	Utility - Water	\$625	\$625	\$625	\$625	\$528	\$486
01065004	520070	Utility - Sewer	\$125	\$125	\$125	\$125	\$65	\$83
01065004	520080	R & M - Equipment	\$8,900	\$9,000	\$9,000	\$9,000	\$7,085	\$2,849
01065004	520090	R & M - Building	\$2,000	\$2,000	\$2,000	\$2,000	\$2,939	\$334
01065004	520100	Advertising & Binding	\$1,000	\$1,000	\$1,000	\$1,000	\$66	\$582
01065004	520130	Professional Services	\$34,850	\$35,000	\$35,000	\$35,000	\$19,206	\$23,865
01065004	520140	Rental of Equipment	\$625	\$625	\$625	\$625	\$0	\$0
01065004	520150	R & M - Public Property	\$9,000	\$9,000	\$9,000	\$7,000	\$5,356	\$5,956
01065004	520160	Removal Tree Trim, Rubbish	\$14,800	\$17,000	\$17,000	\$17,000	\$14,055	\$17,680
01065004	520220	Services-Not Classified	\$625	\$625	\$625	\$625	\$0	\$0
01065004	540010	Automotive	\$4,380	\$4,380	\$4,380	\$4,000	\$4,542	\$3,701
01065004	540050	Sand, Stone & Gravel	\$800	\$1,000	\$1,000	\$1,000	\$373	\$616
01065004	540100	Seed, Loam & Fertilizer	\$1,500	\$1,500	\$1,500	\$0	\$0	\$0
01065004	540120	Clothing & Uniforms	\$2,500	\$2,690	\$2,690	\$2,130	\$1,977	\$1,457
01065004	540170	Medical & Dental	\$500	\$500	\$500	\$500	\$190	\$475
01065004	540190	Custodial Supplies	\$4,200	\$4,200	\$4,200	\$4,000	\$4,546	\$5,868
01065004	540220	Office Supplies	\$0	\$0	\$0	\$850	\$1,305	\$373

DPW
PARKS & RECREATION

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Parks & Recreation								
01065004	540230	Supplies - Not Classified	\$4,000	\$4,000	\$4,000	\$4,000	\$4,254	\$4,020
01065004	540240	Small Tools & Misc Equip	\$2,900	\$3,000	\$3,000	\$1,600	\$1,366	\$1,510
01065004	570010	Car Allowance/Mileage	\$0	\$0	\$0	\$1,200	\$3,300	\$3,120
01065004	570020	Dues & Memberships	\$0	\$0	\$870	\$650	\$750	\$770
01065004	570030	Travel	\$0	\$0	\$0	\$1,000	\$0	\$685
01065004	570035	Training/Conferences	\$0	\$0	\$3,000	\$2,000	\$1,015	\$0
01065004	570080	Inspection Fees	\$570	\$570	\$570	\$570	\$750	\$430
01065004	570180	Other - Not Classified	\$600	\$600	\$600	\$600	\$475	\$342
		Sub-Total 4-5-6	\$100,400	\$103,440	\$107,310	\$103,100	\$78,941	\$79,789
01065008	580070	Electrical & Mechanical	\$1,500	\$1,500	\$1,500	\$1,500	\$1,358	\$399
01065008	580120	Equip - Not Classified	\$0	\$0	\$0	\$0	\$223	\$3,995
01065008	580140	Playground Equipment	\$11,000	\$12,000	\$12,000	\$12,000	\$6,934	\$3,864
01065008	580530	Trailer	\$0	\$0	\$0	\$9,000	\$0	\$5,200
01065009	510090	Overtime - SHS Athl Clean Up	\$3,300	\$3,300	\$3,300	\$3,300	\$2,868	\$2,753
01065009	520130	Professional Services	\$9,000	\$9,000	\$9,000	\$9,000	\$4,275	\$1,850
01065009	520450	Custodial Cafe and Police Serv	\$650	\$650	\$650	\$650	\$414	\$242
01065009	571170	High School Fields	\$25,000	\$27,000	\$27,000	\$27,000	\$0	\$23,532
01065009	571180	Other School Playfields	\$18,000	\$20,000	\$20,000	\$15,000	\$5,822	\$10,799
01065009	580220	Fencing	\$9,000	\$10,000	\$10,000	\$9,000	\$3,293	\$0
		Sub-Total 8-9	\$77,450	\$83,450	\$83,450	\$86,450	\$26,664	\$56,906
Parks & Recreation Totals			\$467,643	\$476,883	\$529,392	\$471,595	\$424,824	\$402,658

CABLE PUBLIC ACCESS FUND

Description:

May 16, 2018, the Public, Education, Governmental (PEG) Access Programming and Services Agreement was signed between the Town of Shrewsbury and the non-profit, Shrewsbury Media Connection for the purpose of the provision of PEG Access programming, and PEG Access services, facilities, training, and equipment. The revenue for the fund is comprised of the franchise fees collected for use of the Town's Cable Television, Public, Education, and Governmental Access Enterprise.

Fiscal Projection Two:

As per the May 2018 agreement, the Town shall provide 4.25% of Gross Annual Revenue from cable operations to provide for PEG programming of which is paid to the Town by the cable licensee, SELCO.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Cable Public Access			\$426,244	\$426,244	\$426,244	\$440,000	\$0	\$0
		Cable Public Access Totals	\$426,244	\$426,244	\$426,244	\$440,000	\$0	\$0

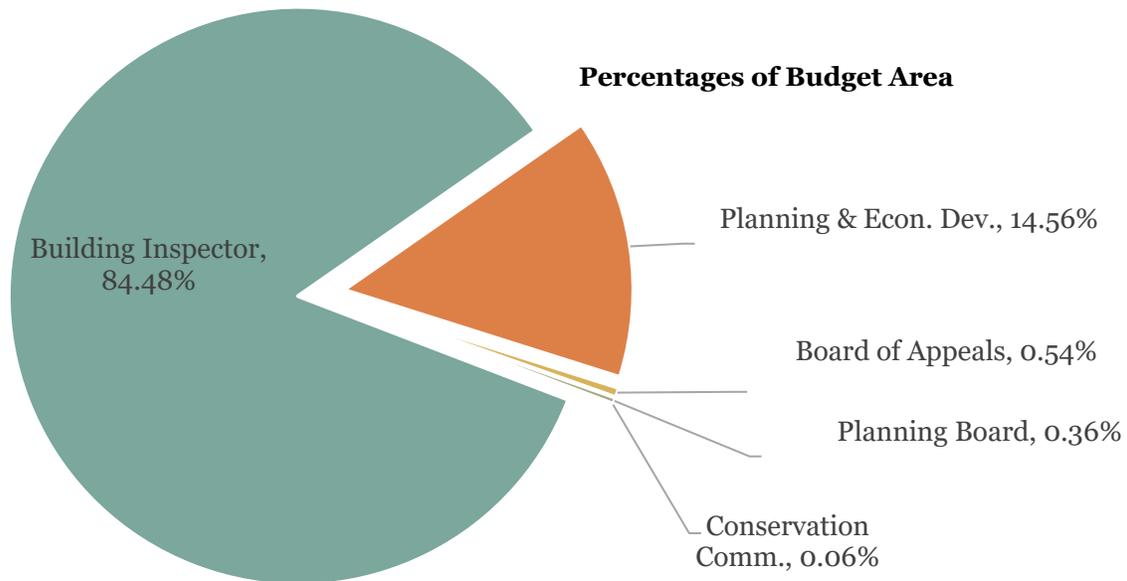
COMMUNITY DEVELOPMENT

Description:

This functional area includes the Conservation Commission, Planning and Economic Development Department, Planning Board, Board of Appeals, and the Building inspector.

Fiscal 2021:

The FY2021 TM Fiscal Projection One column presented for the following Community Development Departments reflects the Town Manager's recommendations following the review of the FY 2021 Department Requests. The utility budgets are not included below and as they are reviewed separately in this document.



	FY 2021 TM Fiscal Proj. Two	FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget	FY 2019 Actuals	FY 2018 Actuals
Personnel 1-2-3	\$497,444	\$497,444	\$547,959	\$459,472	\$376,965	\$309,252
Expenses 4-5-6	\$39,295	\$57,570	\$88,345	\$62,445	\$62,321	\$68,672
Equipment Less Trade 08	\$2,000	\$2,000	\$2,000	\$3,125	\$0	\$330
Separate Approp. 09	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$538,739	\$557,014	\$638,304	\$525,042	\$439,286	\$378,253

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	5	5	5	4.29
Administrative & Technical	1.6	1.6	2	2
Total FTE	7.60	7.60	8.00	7.29

COMMUNITY DEVELOPMENT
CONSERVATION COMMISSION

Mission:

To preserve and protect the local wetland resource areas, as defined in the Massachusetts Wetlands Protection Act.

Fiscal Projection Two:

FY 2021 budget for Conservation Commission proposes a level service budget. Dues & Membership and Training/Conferences have been aggregated under the Public Works Administration Department.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Conservation Comm.								
01017104	540140	Books Periodicals Subs	\$0	\$0	\$0	\$350	\$0	\$0
01017104	540220	Office Supplies	\$0	\$0	\$0	\$250	\$15	\$90
01017104	570010	Car Allowance/Mileage	\$300	\$300	\$300	\$300	\$102	\$0
01017104	570020	Dues & Memberships	\$0	\$0	\$800	\$800	\$759	\$746
01017104	570030	Travel	\$0	\$0	\$0	\$100	\$0	\$125
01017104	570035	Training/Conferences	\$0	\$0	\$100	\$100	\$0	\$0
01017104	570930	Repair & Maint. Cons Property	\$0	\$0	\$28,000	\$0	\$0	\$2,886
		Sub-Total 4-5-6	\$300	\$300	\$29,200	\$1,300	\$861	\$3,847
		Conservation Commission Totals	\$300	\$300	\$29,200	\$1,900	\$876	\$3,847

COMMUNITY DEVELOPMENT
PLANNING & ECONOMIC DEVELOPMENT

Mission:

Provides guidance, coordination and advisory planning services to the Town with a focus is on land use, planning, zoning, economic development, affordable housing, open space and land preservation.

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	0	0	0	0
Supervisors & Advanced Tech.	1	1	1	1
Administrative & Technical	0.10	0.10	0.50	0.50
Total FTE	1.10	1.10	1.50	1.50

Fiscal Projection Two:

The funding of 0.4 FTE of the Planning Departments Administrative Assistant split with the Building Inspector's office will be offset by Planning Inspection Fees.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Planning & Econ. Development								
01017401	510010	S & W - Full Time	\$75,011	\$75,011	\$75,011	\$71,876	\$67,080	\$60,050
01017401	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0
01017401	510100	Longevity	\$0	\$0	\$0	\$0	\$0	\$0
01017401	510100	S & W - Full Time	\$1,736	\$1,736	\$23,234	\$21,077	\$0	\$0
01017401	510100	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0
01017402	510020	S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0
		Sub-Total 1-2-3	\$76,748	\$76,748	\$98,245	\$92,953	\$67,080	\$60,050
01017404	520040	Utility - Telephone	\$240	\$240	\$240	\$240	\$93	\$96
01017404	520100	Advertising & Binding	\$50	\$300	\$300	\$300	\$0	\$0
01017404	520130	Professional Services	\$0	\$0	\$0	\$0	\$0	\$0
01017404	520150	R & M - Public Property	\$0	\$0	\$0	\$0	\$0	\$0
01017404	520220	Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0
01017404	540140	Books Periodicals Subs	\$0	\$100	\$100	\$100	\$0	\$0
01017404	540150	Print Postage Stationary	\$50	\$100	\$100	\$100	\$179	\$0
01017404	540220	Office Supplies	\$50	\$300	\$300	\$300	\$251	\$0
01017404	540230	Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0
01017404	570010	Car Allowance/Mileage	\$50	\$300	\$300	\$300	\$112	\$212
01017404	570020	Dues & Memberships	\$725	\$725	\$725	\$725	\$372	\$556
01017404	570030	Travel	\$50	\$100	\$100	\$100	\$28	\$528
01017404	570035	Training/Conferences	\$500	\$730	\$730	\$730	\$450	\$0
		Sub-Total 4-5-6	\$1,715	\$1,855	\$1,855	\$1,855	\$962	\$1,392
Planning & Economic Development Totals			\$78,463	\$79,643	\$101,140	\$95,848	\$68,565	\$61,442

COMMUNITY DEVELOPMENT
PLANNING BOARD

Mission:

The Planning Board is responsible for guiding development of land and growth within the Town of Shrewsbury. In accordance with the Zoning Bylaws, Subdivision Regulations, and professional guidance of various town departments; the Planning Board reviews and approves commercial and residential development.

Fiscal Projection Two:

FY 2021 budget for the Planning Board proposes a level service budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Planning Board								
01017501	510020	S & W - Part Time	\$1,000	\$1,000	\$1,000	\$1,000	\$800	\$800
01017501	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0
01017502	510020	S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0
		Sub-Total 1-2-3	\$1,000	\$1,000	\$1,000	\$1,000	\$800	\$800
01017504	520040	Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0
01017504	520100	Advertising & Binding	\$250	\$300	\$300	\$300	\$168	\$516
01017504	520130	Professional Services	\$0	\$0	\$0	\$0	\$0	\$0
01017504	520220	Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0
01017504	540140	Books Periodicals Subs	\$0	\$0	\$0	\$100	\$0	\$0
01017504	540150	Print Postage Stationary	\$100	\$100	\$100	\$100	\$0	\$0
01017504	540220	Office Supplies	\$200	\$200	\$200	\$100	\$24	\$0
01017504	570010	Car Allowance/Mileage	\$30	\$50	\$50	\$50	\$0	\$0
01017504	570020	Dues & Memberships	\$50	\$50	\$50	\$50	\$0	\$0
01017504	570030	Travel	\$0	\$0	\$0	\$0	\$0	\$75
01017504	570035	Training/Conferences	\$0	\$300	\$300	\$300	\$35	\$0
		Sub-Total 4-5-6	\$630	\$1,000	\$1,000	\$1,000	\$227	\$591
01017509	571310	Economic Dev Assess Tool	\$0	\$0	\$0	\$0	\$0	\$0
		Sub-Total 8-9	\$0	\$0	\$0	\$0	\$0	\$0
		Planning Board Totals	\$1,930	\$2,000	\$2,000	\$2,000	\$1,027	\$1,391

COMMUNITY DEVELOPMENT
BOARD OF APPEALS

Description:

The Zoning Board of Appeals (ZBA) is established in accordance with the provisions of Section 12 of Chapter 40A of the Massachusetts General Laws. It consists of five (5) members all appointed by the Board of Selectmen.

Fiscal Projection Two:

FY 2021 budget for the Board of Appeals proposes a level service budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Board of Appeals								
01017602	510020	S & W - Part Time	\$1,000	\$1,000	\$1,000	\$1,750	\$663	\$141
01017602	510090	Overtime	\$750	\$750	\$750	\$0	\$528	\$105
		Sub-Total 1-2-3	\$1,750	\$1,750	\$1,750	\$1,191	246	\$246
01017604	520130	Professional Services	\$0	\$0	\$0	\$0	\$0	\$0
01017604	540150	Print Postage Stationary	\$650	\$650	\$650	\$650	\$0	\$0
01017604	540220	Office Supplies	\$500	\$500	\$500	\$500	\$68	\$0
01017604	570020	Dues & Memberships	\$0	\$250	\$250	\$250	\$0	\$0
01017604	570030	Travel	\$0	\$250	\$250	\$250	\$0	\$30
01017604	570035	Training/Conferences	\$0	\$250	\$250	\$250	\$0	\$0
		Sub-Total 4-5-6	\$1,150	\$1,900	\$1,900	\$1,900	\$68	\$30
Board of Appeals Totals			\$2,900	\$3,650	\$3,650	\$3,650	\$1,258	\$276

**COMMUNITY DEVELOPMENT
BUILDING INSPECTOR**

Mission:

Responsible for the enforcement of the Commonwealth of Massachusetts State Building Code and the Zoning Bylaw and is the primary contact for the Shrewsbury Zoning Board of Appeals.

INSPECTIONAL SERVICES	CY2016 Actual	CY2017 Actual	CY2018 Actual	CY2019 Actual
Building Permits	993	1,066	1,084	1,113
Plumbing & Gas Permits	1,422	1,432	1,329	1,353
Wiring Permits	-	-	-	846
Sheet Metal	89	118	70	97
Total Permits	2,504	2,616	2,483	3,538
Revenue	\$787,584	\$1,141,680	\$673,206	\$542,963

Fiscal Projection Two:

The FY 2021 budget for the Building Inspector's office propose funding of an additional Assistant Building Inspector a net FTE change of 0.62 FTE. In addition to the transferring of 0.48 FTE from 03 Part Time Salary & Wages, the cost of the position has been offset by a reduction in contracted inspection services in the amount of \$8,000. The overall Fiscal Projection Two budget is a reduction of \$16,275 from Fiscal Projection One

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	4	4	4	3.29
Administrative & Technical	1.5	1.5	1.5	1.5
Total FTE	6.50	6.50	6.50	5.79

COMMUNITY DEVELOPMENT
BUILDING INSPECTOR

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Building Inspector								
01024101	510010	S & W - Full Time	\$103,278	\$103,278	\$103,278	\$96,850	\$96,111	\$94,227
01024101	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,403	\$1,450
01024101	510100	Longevity	\$300	\$300	\$300	\$300	\$300	\$300
01024102	510010	S & W - Full Time	\$69,543	\$69,543	\$83,698	\$66,597	\$48,571	\$43,281
01024102	510030	S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0
01024102	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0
01024102	510090	Overtime	\$0	\$0	\$0	\$0	\$15	\$85
01024102	510100	Longevity	\$0	\$0	\$0	\$63	\$0	\$0
01024103	510010	S & W - Full Time	\$242,200	\$242,200	\$253,063	\$174,876	\$145,526	\$89,354
01024103	510020	S & W - Part Time	\$0	\$0	\$0	\$18,458	\$11,833	\$18,881
01024103	510030	S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0
01024103	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,988	\$446
01024103	510090	Overtime	\$2,500	\$2,500	\$6,500	\$6,500	\$1,147	\$134
01024103	510100	Longevity	\$125	\$125	\$125	\$125	\$0	\$0
		Sub-Total 1-2-3	\$417,946	\$417,946	\$446,964	\$363,769	\$307,894	\$248,156
01024104	520040	Utility - Telephone	\$3,000	\$3,000	\$4,000	\$4,000	\$4,000	\$2,540
01024104	520100	Advertising & Binding	\$0	\$500	\$500	\$0	\$485	\$245
01024104	520130	Professional Services	\$1,000	\$1,000	\$1,000	\$1,000	\$16,792	\$0
01024104	520220	Services-Not Classified	\$500	\$1,000	\$1,000	\$0	\$0	\$0
01024104	540010	Automotive	\$0	\$0	\$0	\$0	\$0	\$0
01024104	540140	Books Periodicals Subs	\$1,000	\$4,125	\$5,000	\$3,200	\$2,303	\$172
01024104	540150	Print Postage Stationary	\$200	\$350	\$350	\$650	\$285	\$232
01024104	540220	Office Supplies	\$500	\$500	\$500	\$500	\$229	\$549
01024104	570010	Car Allowance/Mileage	\$18,000	\$18,000	\$18,000	\$14,400	\$12,600	\$9,585
01024104	570020	Dues & Memberships	\$0	\$1,000	\$1,000	\$1,000	\$385	\$310
01024104	570030	Travel	\$0	\$1,000	\$1,000	\$1,000	\$424	\$0
01024104	570035	Training/Conferences	\$0	\$1,000	\$1,000	\$1,000	\$595	\$0
01024104	570080	Inspection Fees	\$11,000	\$20,000	\$20,000	\$28,000	\$22,878	\$49,179
		Sub-Total 4-5-6	\$35,200	\$51,475	\$53,350	\$54,750	\$59,665	\$62,567
01024108	580010	Office Equipment	\$2,000	\$2,000	\$2,000	\$3,125	\$0	\$330
		Sub-Total 8-9	\$2,000	\$2,000	\$2,000	\$3,125	\$0	\$330
		Building Inspector Totals	\$455,146	\$471,421	\$502,314	\$421,644	\$367,560	\$311,298

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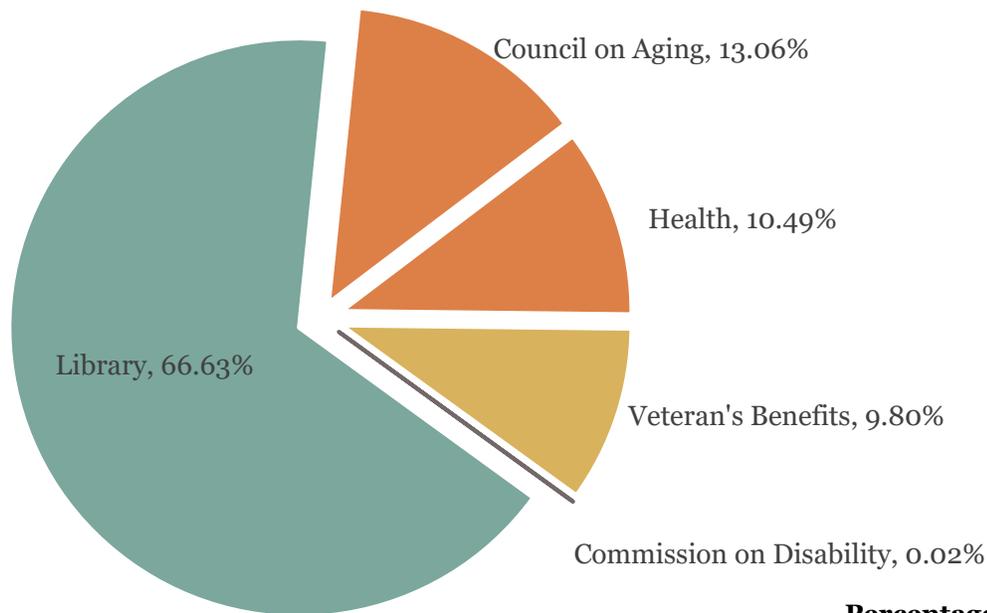
HUMAN SERVICES

Description:

The Human Services Functional area is responsible for the health, safety, and wellbeing of all Shrewsbury residents. The Departments that constitute this functional area are the Health Department, the Council on Aging, Veterans' Services, the Commission on Disabilities, and the Library.

Fiscal 2021:

The FY2021 TM Fiscal Projection Two column presented for the following Health Services' Departments reflects the Town Manager's recommendations following the review of the FY 2021 Fiscal Projection One.



Percentages of Budget Area

		FY 2021 TM Fiscal Proj. One	FY 2021 Dept. Req.	FY 2020 Budget	FY 2019 Actuals	FY 2018 Actuals
Personnel 1-2-3	\$1,403,725	\$1,424,931	\$1,438,995	\$1,382,274	\$1,317,720	\$1,261,938
Expenses 4-5-6	\$769,589	\$795,874	\$796,874	\$761,719	\$679,372	\$652,372
Equipment Less Trade 08	\$0	\$0	\$4,215	\$0	\$0	\$0
Separate Approp. 09	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,173,314	\$2,220,805	\$2,240,084	\$2,143,994	\$1,997,092	\$1,914,309

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	2	2	2	2
Supervisors & Advanced Technical	1.64	1.64	1.64	1.48
Administrative & Technical	23.11	23.11	23.11	23.11
Total FTE	26.67	26.75	26.75	26.59

**HUMAN SERVICES
HEALTH**



Mission:

The Central Mass Regional Public Health Alliance is a coalition of 7 municipalities (Grafton, Holden, Leicester, Millbury, Shrewsbury, West Boylston, and the City of Worcester) working cooperatively to create and sustain a viable, cost-effective, and labor-efficient regional public health district.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	0	0	0	0
Supervisors & Advanced Technical	0	0	0	0
Administrative & Technical	1	1	1	1
Total FTE	1.00	1.00	1.00	1.00

Fiscal Projection Two:

The FY 2021 budget for the Health Department proposes a level service budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Health								
01051001	510020	S & W - Part Time	\$900	\$900	\$900	\$900	\$600	\$600
01051001	510100	Longevity	\$0	\$0	\$0	\$0	\$0	\$0
01051002	510010	S & W - Full Time	\$45,524	\$45,524	\$45,524	\$45,524	\$44,886	\$42,529
01051002	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$551	\$360
01051002	510090	Overtime	\$750	\$1,750	\$1,750	\$1,750	\$18	\$54
01051002	510100	Longevity	\$125	\$125	\$125	\$63	\$125	\$125
		Sub-Total 1-2-3	\$47,299	\$48,299	\$48,299	\$48,237	\$46,180	\$43,668
01051004	520040	Utility - Telephone	\$579	\$600	\$600	\$600	\$153	\$168
01051004	520080	R & M - Equipment	\$100	\$100	\$100	\$100	\$100	\$0
01051004	520100	Advertising & Binding	\$500	\$500	\$500	\$300	\$258	\$192
01051004	520130	Professional Services	\$172,356	\$168,355	\$168,355	\$168,355	\$158,219	\$153,711
01051004	540150	Print Postage Stationary	\$385	\$400	\$400	\$400	\$325	\$216
01051004	540170	Medical Waste & Flu Clinics	\$5,395	\$3,000	\$3,000	\$2,000	\$2,436	\$2,588
01051004	540220	Office Supplies	\$385	\$400	\$400	\$400	\$400	\$399
01051004	540240	Small Tools & Misc. Equip	\$483	\$500	\$500	\$500	\$500	\$0
01051004	570010	Car Allowance/Mileage	\$0	\$0	\$0	\$0	\$0	\$0
01051004	570020	Dues & Memberships	\$385	\$400	\$400	\$200	\$200	\$0
01051004	570030	Travel	\$175	\$200	\$200	\$200	\$200	\$0
		Sub-Total 4-5-6	\$180,742	\$174,455	\$174,455	\$173,055	\$162,790	\$157,275
		Health Totals	\$228,041	\$222,755	\$222,755	\$221,292	\$208,971	\$200,942

HUMAN SERVICES
COUNCIL ON AGING

Mission:

Serves the needs and issues of Shrewsbury's seniors (60 and over), or families with senior issues.

Fiscal 2021 Objectives:

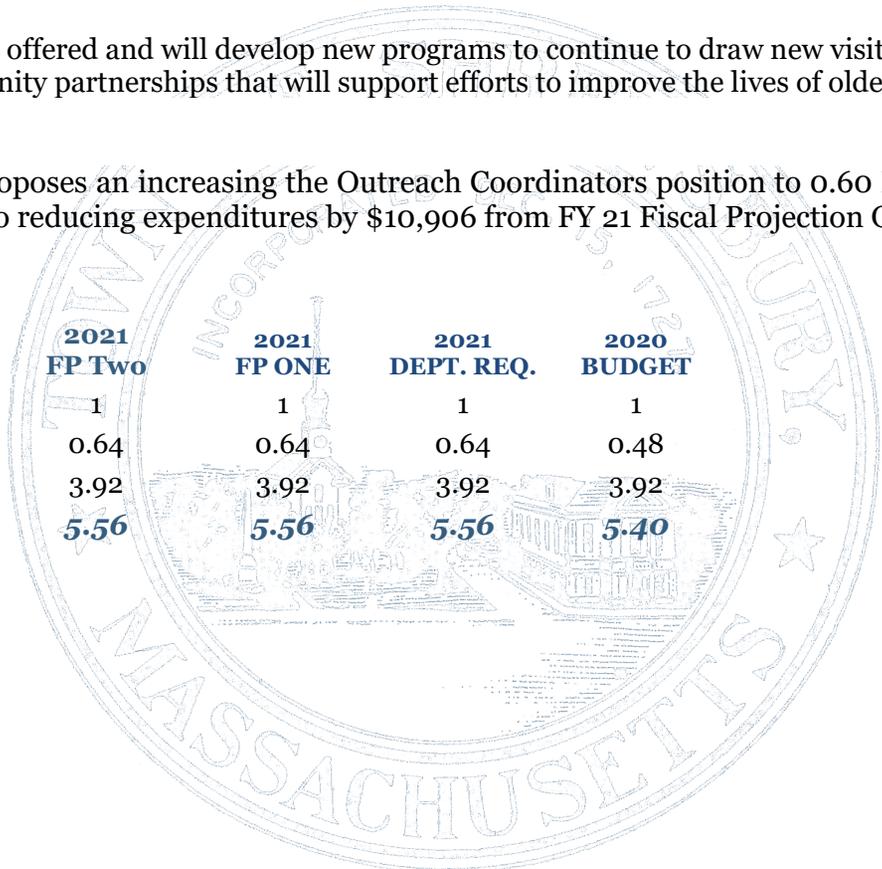
- Staff will evaluate programs offered and will develop new programs to continue to draw new visitors to the senior center.
- Continue to expand community partnerships that will support efforts to improve the lives of older residents.

Fiscal Projection Two:

The FY 2021 Council on Aging proposes an increasing the Outreach Coordinators position to 0.60 FTE from 0.48 FTE to meet the needs of the community while also reducing expenditures by \$10,906 from FY 21 Fiscal Projection One.

STAFFING PLAN

	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	0.64	0.64	0.64	0.48
Administrative & Technical	3.92	3.92	3.92	3.92
Total FTE	5.56	5.56	5.56	5.40



HUMAN SERVICES
COUNCIL ON AGING

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Council on Aging								
01054101	510010	S & W - Full Time	\$75,011	\$75,011	\$89,075	\$87,663	\$86,994	\$85,288
01054101	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,175	\$492
01054101	510100	Longevity	\$0	\$0	\$0	\$300	\$300	\$300
01054102	510010	S & W - Full Time	\$70,721	\$70,721	\$70,721	\$66,867	\$53,195	\$47,050
01054102	510020	S & W - Part Time	\$36,087	\$33,287	\$33,287	\$20,741	\$20,233	\$21,170
01054102	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,010	\$540
01054102	510100	Longevity	\$300	\$300	\$300	\$300	\$300	\$300
01054103	510020	S & W - Part Time	\$76,279	\$76,279	\$76,279	\$79,227	\$67,656	\$65,452
		Sub-Total 1-2-3	\$258,399	\$255,599	\$269,663	\$255,098	\$231,862	\$220,591
01054104	520040	Utility - Telephone	\$1,860	\$1,860	\$1,860	\$2,100	\$2,307	\$1,510
01054104	520080	R & M - Equipment	\$0	\$0	\$0	\$4,500	\$0	\$627
01054104	520100	Advertising & Binding	\$0	\$0	\$0	\$250	\$0	\$0
01054104	520110	Hospital & Medical	\$800	\$800	\$800	\$675	\$1,425	\$75
01054104	520220	Services-Not Classified	\$6,400	\$8,400	\$8,400	\$0	\$0	\$2,115
01054104	540140	Books Periodicals Subs	\$0	\$0	\$0	\$4,800	\$3,902	\$2,889
01054104	540150	Print Postage Stationary	\$4,200	\$15,000	\$15,000	\$10,000	\$14,685	\$13,630
01054104	540220	Office Supplies	\$1,000	\$1,500	\$1,500	\$3,000	\$4,549	\$2,318
01054104	570010	Car Allowance/Mileage	\$8,106	\$8,400	\$8,400	\$7,124	\$5,671	\$5,381
01054104	570020	Dues & Memberships	\$0	\$0	\$0	\$1,620	\$1,518	\$0
01054104	570030	Travel	\$1,158	\$1,200	\$1,200	\$1,200	\$2,416	\$560
01054104	570035	Training/Conferences	\$1,930	\$2,000	\$2,000	\$1,700	\$866	\$1,040
		Sub-Total 4-5-6	\$25,454	\$39,160	\$39,160	\$36,969	\$37,339	\$30,145
Council on Aging Totals			\$283,853	\$294,759	\$308,823	\$292,067	\$269,202	\$250,736

HUMAN SERVICES
VETERANS' SERVICES

Description:

The Town of Shrewsbury belongs to the Central Massachusetts Veterans Services District. The Town of Shrewsbury has entered into a district with the towns of Grafton, Westborough and Northborough as part of the Commonwealth of Massachusetts Department of Veterans Services. All services for Shrewsbury resident veterans, veterans' spouses and their dependents are handled by the district.

Major Accomplishments for 2019

- ❑ The Director was elected as President of the Worcester County Veterans Service Officers Association for a one- year term. In this capacity, he worked with state and local officials, representing over 80 Veteran Service Officers that provide services to the 60 cities and towns that make up Worcester County.
- ❑ The Director participated as a member of the VA's (Veterans Integrated Service Network) VISN 1 Strategic Planning Seminar, offering feedback to VA leaders on services provided within the VA Boston Healthcare System.
- ❑ Federal Veterans Administration (VA) funds for service connected disabilities or VA pensions can reduce both local and state expenditures for clients currently enrolled in the state veteran benefits program. All VA funds received are tax-free and infused back into the local economy. In the most recent data published by the VA accounting department (November 2019), there were 338 Shrewsbury residents receiving VA funds, totaling \$407,972.43 per month. Since July 2018, the Director has seen a steady increase in the number of veterans filing for Federal VA benefits.

Performance / Workload Indicators Veterans' Services

	FY2017 Actual	FY2018 Actual	FY2019 Actual	FY2020 estimate
Department of Veteran Services Clients (DVS)	40	35	25	30
Department of Veteran Services Benefits paid	\$101,547	\$149,54	\$133,031	\$150,000
Federal Veterans' Affairs Clients (VA)	60	100	110	125
Federal VA revenue provided to local veterans	4.25 million	5 million	4.9 million	5 million

HUMAN SERVICES
VETERANS' SERVICES

FY2021 Objectives

- ❑ Continue to increase awareness of veteran benefits through local and social media outlets such as the Central MA Veterans Services District Facebook page, www.centralmassvets.org, the Veterans Advisory Board and their Facebook page, Shrewsbury Media Connection, the Shrewsbury Council on Aging News Letter, Memorial Day and Veterans Day events, and other public events in the future.
- ❑ Provide support services enabling veterans and dependents to access federal, state, and local benefits and services to enhance and maintain their quality of life.
- ❑ Continue to support veterans seeking assistance filing for state and/or federal level benefits, as well as providing local support including food assistance, heating assistance and tax assistance.
- ❑ Conduct Memorial Day and Veteran's Day ceremonies as well as other events honoring the service of local veterans and families.

Fiscal Projection Two:

There FY2021 budget for Veteran Services' proposes a level service budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Veterans' Services								
01054304	520040	Utility - Telephone	\$100	\$100	\$100	\$100	\$44	\$48
01054304	520570	Regional Veterans Assessment	\$51,660	\$51,660	\$51,660	\$50,420	\$40,223	\$35,813
01054304	540220	Office Supplies	\$200	\$200	\$200	\$200	\$0	\$0
01054304	570130	Veterans Benefits	\$161,000	\$161,000	\$161,000	\$161,000	\$137,773	\$152,781
		Sub-Total 4-5-6	\$212,960	\$212,960	\$212,960	\$211,820	\$178,040	\$188,642
		Veterans' Services Totals	\$212,960	\$212,960	\$212,960	\$211,820	\$178,040	\$188,642

HUMAN SERVICES
 COMMISSION ON DISABILITIES

Mission:

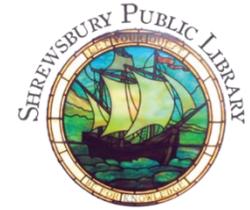
The Commission on Disabilities Commission on Disabilities aims to bring about full and equal participation of people with disabilities in all aspects of life. It works to assure the advancement of legal rights and for the promotion of maximum opportunities, supportive services, accommodations and accessibility in a manner, which fosters dignity and self-determination.

Fiscal Projection Two:

The FY 2021 budget for the Commission on Disabilities proposes a level service budget.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Comm. On Disabilities								
01054904	520000	Purchase of Services	\$483	\$500	\$500	\$500	\$644	\$125
01054904	540000	Supplies	\$0	\$0	\$0	\$0	\$0	\$0
01054904	570000	Other Charges & Expend	\$0	\$0	\$0	\$0	\$0	\$0
01054904	570010	Car Allowance/Mileage	\$0	\$0	\$0	\$0	\$0	\$0
01054904	570030	Travel	\$0	\$0	\$0	\$0	\$0	\$0
Commission on Disabilities Totals			\$483	\$500	\$500	\$500	\$644	\$125

HUMAN SERVICES LIBRARY



Mission:

Shrewsbury Public Library provides a welcoming space, resources and expertise to support the recreational, learning and enrichment needs of all its users.

Vision - Shrewsbury Public Library will be a vibrant community hub, welcoming people of all ages and backgrounds to engage in intellectual pursuits, to access information and technology resources, to enjoy leisure activities and to build community connections.

Strategic Plan of Service – From the Library Strategic Plan of Service FY20 – 24

- ❑ **Service Priority #1: Celebrate Diversity: Cultural Awareness**
 - GOAL 1A To offer programs, services and resources that celebrate our community’s diversity
- ❑ **Service Priority #2: Know Your Community; Community Resources & Services**
 - GOAL 2C: Ensure that Library Programs and Services are advertised broadly in various publicity forums
 - GOAL 2D: Develop staff capacities and skills on helping patrons find information about the town.
- ❑ **Service Priority #3: Stimulate the Imagination: Reading, Viewing & Listening**
 - GOAL 3A: To improve collections for the public and make it easier for patrons to find items they are seeking.
 - GOAL 3B: Expand formats of collections to maximize access to materials and information.
- ❑ **Service Priority #4: Visit a Comfortable & Welcoming Place: Physical & Virtual Places**
 - GOAL 4A: To make patrons who visit and use the library feel it is a place that is pleasant, simple to use and welcoming
- ❑ **Service Priority #5: Satisfy Curiosity: Lifelong Learning**
 - GOAL 5C: Increase evening and weekend programming for children and teens
 - GOAL 5E: Enhance the learning experience of library visits for children and families

Fiscal Projection Two:

The FY 2021 budget for the Library proposes a \$41,856 reduction from FY 21 Fiscal Projection One.

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	1	1	1	1
Supervisors & Advanced Technical	1	1	1	1
Administrative & Technical	18.11	18.19	18.19	18.19
Total FTE	20.11	20.19	20.19	20.19

HUMAN SERVICES
LIBRARY

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Library								
01061001	510010	S & W - Full Time	\$95,000	\$108,253	\$108,253	\$106,537	\$105,724	\$103,651
01061001	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$1,220	\$1,595
01061001	510100	Longevity	\$200	\$200	\$200	\$300	\$300	\$200
01061002	510010	S & W - Full Time	\$246,500	\$246,500	\$246,500	\$224,432	\$634,365	\$613,123
01061002	510020	S & W - Part Time	\$250,060	\$251,640	\$251,640	\$249,101	\$244,000	\$230,205
01061002	510030	S & W - Temporary	\$0	\$0	\$0	\$0	\$12,492	\$14,493
01061002	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$6,516	\$2,885
01061002	510080	Sick Leave Plan III	\$0	\$0	\$0	\$0	\$1,204	\$0
01061002	510100	Longevity	\$963	\$963	\$963	\$713	\$1,463	\$1,200
01061003	510010	S & W - Full Time	\$466,756	\$473,021	\$473,021	\$461,532	\$0	\$0
01061003	510030	S & W - Temporary	\$37,674	\$39,581	\$39,581	\$35,501	\$32,574	\$29,802
01061003	510100	Longevity	\$875	\$875	\$875	\$825	\$0	\$525
		Sub-Total 1-2-3	\$1,098,026	\$1,121,033	\$1,121,033	\$1,078,940	\$1,039,678	\$997,678
01061004	520040	Utility - Telephone	\$3,500	\$3,500	\$3,500	\$3,500	\$2,099	\$2,187
01061004	520080	R & M - Equipment	\$45,000	\$47,849	\$47,849	\$41,349	\$47,717	\$24,646
01061004	520100	Advertising & Binding	\$250	\$250	\$250	\$250	\$0	\$0
01061004	520130	Professional Services	\$55,320	\$55,320	\$55,320	\$53,876	\$51,773	\$50,788
01061004	520140	Rental of Equipment	\$400	\$400	\$400	\$400	\$243	\$235
01061004	540010	Automotive	\$400	\$400	\$400	\$400	\$213	\$97
01061004	540140	Library Materials	\$178,000	\$194,000	\$194,000	\$172,000	\$138,810	\$141,215
01061004	540150	Print Postage Stationary	\$30,800	\$30,800	\$30,800	\$30,600	\$27,425	\$28,711
01061004	540190	Custodial Supplies	\$9,300	\$9,300	\$9,300	\$9,200	\$8,143	\$9,212
01061004	540200	Educational Supplies	\$1,310	\$1,310	\$1,310	\$1,300	\$1,145	\$925
01061004	540220	Office Supplies	\$6,650	\$6,650	\$7,650	\$7,500	\$5,084	\$5,965
01061004	540230	Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$399
01061004	540270	Library Supplies	\$13,000	\$13,000	\$13,000	\$13,000	\$14,614	\$8,980
01061004	570010	Car Allowance/Mileage	\$2,020	\$2,020	\$2,020	\$2,000	\$1,006	\$722
01061004	570020	Dues & Memberships	\$1,500	\$1,500	\$1,500	\$1,500	\$560	\$534
01061004	570035	Training/Conferences	\$0	\$0	\$0	\$0	\$200	\$0
01061004	570180	Other - Not Classified	\$2,500	\$2,500	\$2,500	\$2,500	\$1,526	\$1,570
		Sub-Total 4-5-6	\$349,950	\$368,799	\$369,799	\$339,375	\$300,558	\$276,186
01061008	580120	Equip - Not Classified	\$0	\$0	\$4,215	\$0	\$0	\$0
		Sub-Total 8-9	\$0	\$0	\$4,215	\$0	\$0	\$0
		Library Totals	\$1,447,976	\$1,489,832	\$1,495,047	\$1,418,315	\$1,340,236	\$1,273,864

EDUCATION

Description:

The Shrewsbury Public School Buildings are comprised of nine buildings totaling 863,333 square feet. The Public Facilities Division is responsible for maintenance of the following school buildings:

- Shrewsbury High School
- Oak Middle School
- Sherwood Middle School
- Paton Elementary School
- Spring Street Elementary
- Coolidge Elementary School
- Floral Street Elementary School
- Beal Early Childhood Center
- Parker Road Preschool

Mission:

The Shrewsbury Public Schools, in partnership with the community, will provide students with the skills and knowledge for the 21st century, an appreciation of our democratic tradition, and the desire to continue to learn throughout life.

Fiscal 2020:

Details on the expenditure of funds by the School Department can be found in Superintendent Dr. Joseph Sawyer's budget document which will be published to the School's website.

Org.	Object	Account Description	2021 FP Two	2021 FP One	2020 Budget	2019 Actuals	2018 Actual
Education			\$67,080,000	\$67,961,773	\$66,302,041	\$64,135,935	\$62,375,000
Education Totals			\$67,080,000	\$67,961,773	\$66,302,041	\$64,135,935	\$62,375,000

DEBT & INTEREST

Description:

Includes both the long and short term interest and debt obligations on Town-wide projects.

Fiscal 2021:

June 31, 2020 the following debt obligations will be retired:

- \$1,760,000 – Assabet River CWMP #1
- \$168,653 – Assabet River CWMP #2

Org.	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Long-term Debt						
01071009	\$9,304,642	\$9,304,642	\$9,304,642	\$7,147,022	\$6,844,354	\$6,940,434
Short-term Debt						
01075109	\$3,692,763	\$3,692,763	\$3,675,759	\$3,229,790	\$2,116,397	\$2,253,760
Short-term Borrowing						
01075209	\$0	\$0	\$0	\$160,000	\$26,250	\$153,038
Debt & Interest Totals	\$12,997,405	\$12,997,405	\$12,997,405	\$10,536,812	\$8,987,001	\$9,347,232

DEBT & INTEREST
LONG-TERM DEBT

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Debt								
01071009	590010	Elementary School	\$0	\$0	\$0	\$0	\$0	\$0
01071009	590020	CATV	\$0	\$0	\$0	\$0	\$0	\$0
01071009	590030	Water	\$65,000	\$65,000	\$65,000	\$65,000	\$70,000	\$70,000
01071009	590050	Light	\$0	\$0	\$0	\$0	\$0	\$0
01071009	590090	Open Space Land Acq	\$0	\$0	\$0	\$0	\$40,000	\$145,000
01071009	590100	High School Land Acq	\$0	\$0	\$0	\$0	\$110,000	\$115,000
01071009	590120	Title V Loan	\$10,269	\$10,269	\$10,269	\$10,269	\$15,099	\$0
01071009	590130	Assabet River Consortium	\$26,505	\$26,505	\$26,505	\$24,049	\$24,409	\$15,099
01071009	590140	New High School Construction	\$2,905,000	\$2,905,000	\$2,905,000	\$2,915,000	\$2,925,000	\$24,846
01071009	590160	Open Space Land Acq (2)	\$0	\$0	\$0	\$105,000	\$105,000	\$2,930,000
01071009	590170	Light Dept Upgrade	\$0	\$0	\$0	\$0	\$0	\$105,000
01071009	590190	Oak Street Middle Renovation	\$380,000	\$380,000	\$380,000	\$390,000	\$400,000	\$105,000
01071009	590200	Parker Road Pre School	\$0	\$0	\$0	\$80,000	\$80,000	\$410,000
01071009	590220	Fire Facilities Project	\$340,000	\$340,000	\$340,000	\$380,000	\$380,000	\$85,000
01071009	590230	Water Systems Improvements	\$0	\$0	\$0	\$0	\$0	\$380,000
01071009	590240	Sherwood Middle School	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$125,000
01071009	590250	Land Acq - Credit Union	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$1,000,000
01071009	590260	Land Acq - South St (Allen)	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$70,000
01071009	590270	Sewer Interceptor	\$42,319	\$42,319	\$42,319	\$41,418	\$40,538	\$305,000
01071009	590280	Spring St School	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$39,676
01071009	590290	Centech Substation	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$65,000
01071009	590300	Sewer Intercept Ph 2&3	\$171,527	\$171,527	\$171,527	\$167,879	\$164,308	\$300,000
01071009	590310	Library Building Project	\$530,000	\$530,000	\$530,000	\$530,000	\$534,000	\$160,813
01071009	590320	Water Treatment Plant	\$499,022	\$499,022	\$499,022	\$488,407	\$0	\$490,000
01071009	590330	Paton/Spring HVAC	\$215,000	\$215,000	\$215,000	\$215,000	\$221,000	\$0
01071009	590340	Beal Elementary Sch 2020	\$2,340,000	\$2,340,000	\$2,340,000	\$0	\$0	\$0
01071009	590350	Water Treat Plant Design	\$45,000	\$45,000	\$45,000	\$0	\$0	\$0
Long Term Debt Totals			\$9,304,642	\$9,304,642	\$9,304,642	\$7,147,022	\$6,844,354	\$6,940,434

DEBT & INTEREST

LONG-TERM INTEREST & SHORT TERM BORROWING

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Interest								
01075109	590010	Elementary School	\$0	\$0	\$0	\$0	\$0	\$0
01075109	590020	CATV	\$0	\$0	\$0	\$0	\$0	\$0
01075109	590030	Water	\$3,250	\$3,250	\$3,250	\$4,550	\$5,900	\$7,300
01075109	590050	Light	\$0	\$0	\$0	\$0	\$0	\$0
01075109	590090	Open Space Land Acq	\$0	\$0	\$0	\$0	\$1,300	\$5,650
01075109	590100	High School Land Acq	\$0	\$0	\$0	\$0	\$3,575	\$7,025
01075109	590130	Assabet River Consortium	\$0	\$0	\$0	\$259	\$518	\$0
01075109	590140	New High School Construction	\$217,375	\$217,375	\$217,375	\$362,875	\$508,875	\$802
01075109	590160	Open Space Land Acq (2)	\$0	\$0	\$0	\$2,625	\$7,875	\$655,250
01075109	590170	Light Dept Upgrade	\$0	\$0	\$0	\$0	\$0	\$13,125
01075109	590190	Oak Street Middle Renovation	\$27,235	\$27,235	\$27,235	\$32,143	\$36,580	\$2,625
01075109	590200	Parker Road Pre School	\$0	\$0	\$0	\$500	\$1,400	\$40,630
01075109	590220	Fire Facilities Project	\$93,250	\$93,250	\$93,250	\$96,353	\$109,083	\$2,225
01075109	590230	Water Systems Improvements	\$0	\$0	\$0	\$0	\$0	\$122,383
01075109	590240	Sherwood Middle School	\$490,000	\$490,000	\$490,000	\$540,000	\$580,000	\$4,375
01075109	590250	Land Acq - Credit Union	\$4,875	\$4,875	\$4,875	\$8,125	\$10,725	\$615,000
01075109	590260	Land Acq - South St (Allen)	\$111,325	\$111,325	\$111,325	\$117,425	\$123,525	\$13,100
01075109	590270	Sewer Interceptor	\$12,558	\$12,558	\$12,558	\$13,387	\$14,198	\$132,675
01075109	590280	Spring St School	\$6,100	\$6,100	\$6,100	\$7,400	\$8,700	\$14,991
01075109	590290	Centech Substation	\$132,600	\$132,600	\$132,600	\$138,600	\$144,600	\$11,300
01075109	590300	Sewer Intercept Ph 2&3	\$60,075	\$60,075	\$60,075	\$63,432	\$66,719	\$156,600
01075109	590310	Library Building Project	\$280,394	\$280,394	\$280,394	\$301,794	\$322,054	\$69,935
01075109	590320	Water Treatment Plant	\$243,726	\$243,726	\$243,726	\$236,597	\$82,506	\$333,998
01075109	590330	Paton/Spring HVAC	\$75,275	\$75,275	\$75,275	\$81,725	\$88,265	\$0
01075109	590340	Beal Elementary Sch 2020	\$1,902,130	\$1,902,130	\$1,902,130	\$1,222,000	\$0	\$44,772
01075109	590350	Water Treat Plant Design	\$32,595	\$32,595	\$32,595	\$0	\$0	\$0
Long Term Interest Totals			\$3,692,763	\$3,692,763	\$3,675,759	\$3,229,790	\$2,116,397	\$2,253,760
Short Term								
01075209	590080	Anticipation Interest	\$0	\$0	\$0	\$160,000	\$26,250	\$153,038
Short Term Debt Totals			\$0	\$0	\$0	\$160,000	\$26,250	\$153,038

UTILITY FUND BALANCE SHEETS

Description:

The Town operates four utilities providing solid waste, drinking water and sanitary sewer services and maintaining the infrastructure related to these service areas, and stormwater to meet unfunded mandates from the Federal Environmental Protection Agency. The financial management and accounting of these utilities are held separate from the General Fund in order to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any.

A separate balance sheet has been provided for each utility below. Direct costs include the salaries, and wages of employees while that exclusively work on the delivery of the service, as well as the materials and supplies, and other associated operating costs such as utilities, training and travel. Indirect costs include shared administrative expenses within the work unit and in one or more support functions outside the work unit (e.g., legal, finance, human resources, facilities, maintenance, technology). Direct costs are detailed in the operating budget of the respective utility while indirect costs are within the Town Department that provides the service to the utility. All revenue and expenses are accounted for on the Master Balance Sheet.

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SOLID WASTE

Description:

In 2008, Shrewsbury adopted the Pay-As-You Throw (PAY-T) model that partially funds solid waste and recycling collection through a fee residents pay for town-distributed blue trash bags. The program's fee structure has been designed to cover roughly 50% of the program expenses.

Fiscal 2021:

Historically, in the determination of the Tax Levy Impact of the Solid Waste Enterprise the Town utilized Direct Costs only. To enhance the reporting and level of transparency, Indirect-costs, which include shared administrative expenses among the Town Operating Budget have been included. This approach will endeavor to bring clarity to the costs of services provided through the Solid Waste Enterprise.

Fiscal Projection Two:

FY 2020 marked the onset of a new line item within the Solid Waste enterprise expenditures in Recycling Disposal costs. These costs are akin to our refuse disposal costs in that the Town is assessed a fee per ton of processed recycling materials. Whereas in previous years the recycling market proved profitable, Towns across the Commonwealth and Country are now incurring costs to dispose of unmarketable recyclables. Thus far, the first half of FY 2020 the recycling disposal costs have been manageable and the Town has expended approximately 36% of the budgeted expenditure. We will continue to monitor recycling disposal costs each month to insure the Town is in good standings.

The revenues reflected on the following page in the Solid Waste Balance sheet are projected based on the PAY-T Fee adjustment that was approved by the Board of Selectmen October 2019 effective as of July 1, 2020 and are as follows:

	Proposed \$/bag	Proposed \$/roll	Current \$/bag	Current \$/roll	Variance \$/bag	Variance \$/roll
<i>Small</i>	\$1.10	\$5.50	\$0.75	\$3.75	\$0.35	\$1.75
<i>Large</i>	\$2.25	\$11.25	\$1.50	\$7.50	\$0.75	\$3.75
<i>Recycling Bins</i>	\$15.00	-	\$11.00	-	\$4.00	-
<i>Bulk waste</i>	\$12.00	-	\$10.00	-	\$2.00	-

SOLID WASTE CONTINUED

REVENUE

PAY-T BAG FEES	\$1,135,073
BULKWASTE FEES	\$42,600
MISC. REVENUE	\$4,125
RETAINED EARNINGS	\$20,000
RDP GRANT ACCOUNT	\$10,000

Total Revenue **\$1,211,798**

CHARGES

DIRECT CHARGES

Expenses 4-5-6	
Collection	\$1,526,334
Disposal – Refuse	\$485,771
Disposal – Recycling	\$115,920
PAY-T Bags	\$170,000
Hauler Fuel Surcharge	\$7,500
Bulk Waste Stickers	\$1,000
Recycling Bins	\$3,500
Recycling Materials	\$6,250
Code Red	\$5,500
Tree collection	\$6,728
HHW	\$0

TOTAL DIRECT CHARGES **\$2,328,503**

INDIRECT CHARGES –

Accounted for in Town Operating Budget

DEBT SERVICE

\$0

TOTAL DEBT SERVICE **\$0**

INDIRECT COSTS

General Financial Administration	\$6,185
DPW Administrative Support	\$49,785
IT Support	\$4,687
Health Insurance Active	\$0
Life Insurance Active	\$0
Life Insurance Retired	\$0
Medicare (On All Salaries)	\$0
Pension	\$0
Workers Compensation	\$45
Property, Gl & Boiler	\$50
Invoice Printing	\$500
Postage	\$1,00

TOTAL INDIRECT OPERATING COSTS **\$62,252**

TOTAL INDIRECT CHARGES **\$62,252**

TOTAL SOLID WASTE CHARGES **\$2,390,755**

SURPLUS/(LEVY) **(\$1,178,957)**

SOLID WASTE CONTINUED

Fund	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Solid Waste								
1830	520050	Disposal - Refuse	\$485,771	\$485,771	\$485,771	\$465,000	\$455,172	\$438,683
1830	520160	Collections	\$1,526,334	\$1,526,334	\$1,526,334	\$1,481,219	\$1,199,341	\$1,181,617
1830	540380	PAYT Bags	\$170,000	\$180,000	\$180,000	\$180,000	\$0	\$0
1830	540390	Disposal - Recycle	\$115,920	\$115,920	\$115,920	\$112,000	\$0	\$0
1830	570000	Other Charges & Expend	\$30,478	\$50,478	\$50,478	\$9,250	\$179,465	\$181,112
1830	570180	Other – Not Classified	\$0	\$0	\$0	\$0	\$0	\$0
Solid Waste Totals			\$2,328,503	\$2,358,503	\$2,358,503	\$2,254,969	\$1,839,741	\$1,801,412

Fiscal 2021:

In FY 2020, the allocation of Solid Waste Expenditures was modified to enhance the transparency of expenditures within the enterprise. Years prior to FY 2020, the PAY-T bags were expended out of the Other Charges & Expenditures line item.

WATER

Description:

The Water Enterprise was established in accordance to Massachusetts General Laws Chapter 44 Section 53 F^{1/2} at the May 2019 Annual Town Meeting. An enterprise fund, authorized by MGL Ch. 44 § 53 F^{1/2}, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses.

Fiscal Projection Two:

FY21 Water revenue projections have been tabulated from the May 8, 2018 Water Rate Study conducted out of the Town Manager's Office. This study was conducted at the outset of setting the FY18 Water Rate Schedule and includes the following projected water revenues: Water Conservation Fund, Water – Article Closeouts, Water Systems Improvements/Retained Earnings, Non-Water Revenue, and Water Rate revenue.

REVENUE

WATER RATES	\$5,450,000
WATER SYSTEM IMPROV.ACCOUNT	\$656,640
WATER CONSERVATION FUNDS	\$39,590
WATER PROJECT/ACRTICLE CLOSEOUTS	\$0
Total Revenue	\$6,146,230

CHARGES

DIRECT CHARGES

OPERATIONS

Salaries 1	\$55,209
Salaries 2	\$0
Salaries 3	\$511,493
Expenses 4-5-6	\$981,600
New Equipment 8	\$0
Separate Appropriations 9	\$1,012,872
Total Operations	\$2,561,174

CAPITAL INVESTMENTS

Water Main Replacement	\$1,543,862
Replace Pump/West Main Booster	\$50,000
Replace Trk #60 - 2013 Chevy pickup	\$0
Replace Trk #061 - 2003 Chevy pickup	\$16,000
Replace Trk #79 2013 Chevy utility	\$0
Replace John Deere riding mower	\$9,000
Purchase valve exercising equipment	\$50,000
Purchase & Demo 268 North Quinsigamond Avenue	\$245,000
Purchase 274 North Quinsigamond Avenue	\$103,000

Total Capital Investments \$2,016,862

TOTAL DIRECT CHARGES \$4,578,036

WATER CONTINUED

INDIRECT CHARGES –

Accounted for in Town Operating Budget

DEBT SERVICE

Water System Improvements 2009	\$68,250
Water Treatment Plant (Design Fees)	\$77,595
Water Treatment Plant 2018 Permanent	\$742,595
TOTAL DEBT SERVICE	\$888,594

INDIRECT COSTS

General Financial Administration	\$61,852
DPW Administrative Support	\$170,202
IT Support	\$46,873
Health Insurance Active - DPW Dir, Biz Mgr. GIS	\$9,811
Health Insurance Active - Business Mgmt Div Staff	\$21,982
Health Insurance Active – Workers	\$59,691
Health Insurance Retired	\$53,109
Life Insurance Active	\$364
Life Insurance Retired	\$520
Medicare (On All Salaries)	\$10,405
Pension	\$96,258
Gasoline & Diesel	\$32,293
Workers Compensation	\$0
Property, GI & Boiler	\$7,962
Auto	\$16,368
Bill Printing	\$3,520
Postage	\$5,622
Transfer to OPEB Trust	\$72,000
TOTAL INDIRECT OPERATING COSTS	\$68,831

TOTAL INDIRECT CHARGES \$1,57,425

TOTAL WATER CHARGES \$6,135,461

SURPLUS/(LEVY) (\$0)

STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	0.5	0.5	0.5	0.5
Supervisors & Advanced Technical	9.23	9.23	9.23	8.23
Administrative & Technical	0	0	0	0
Total FTE	9.73	9.73	9.73	8.73

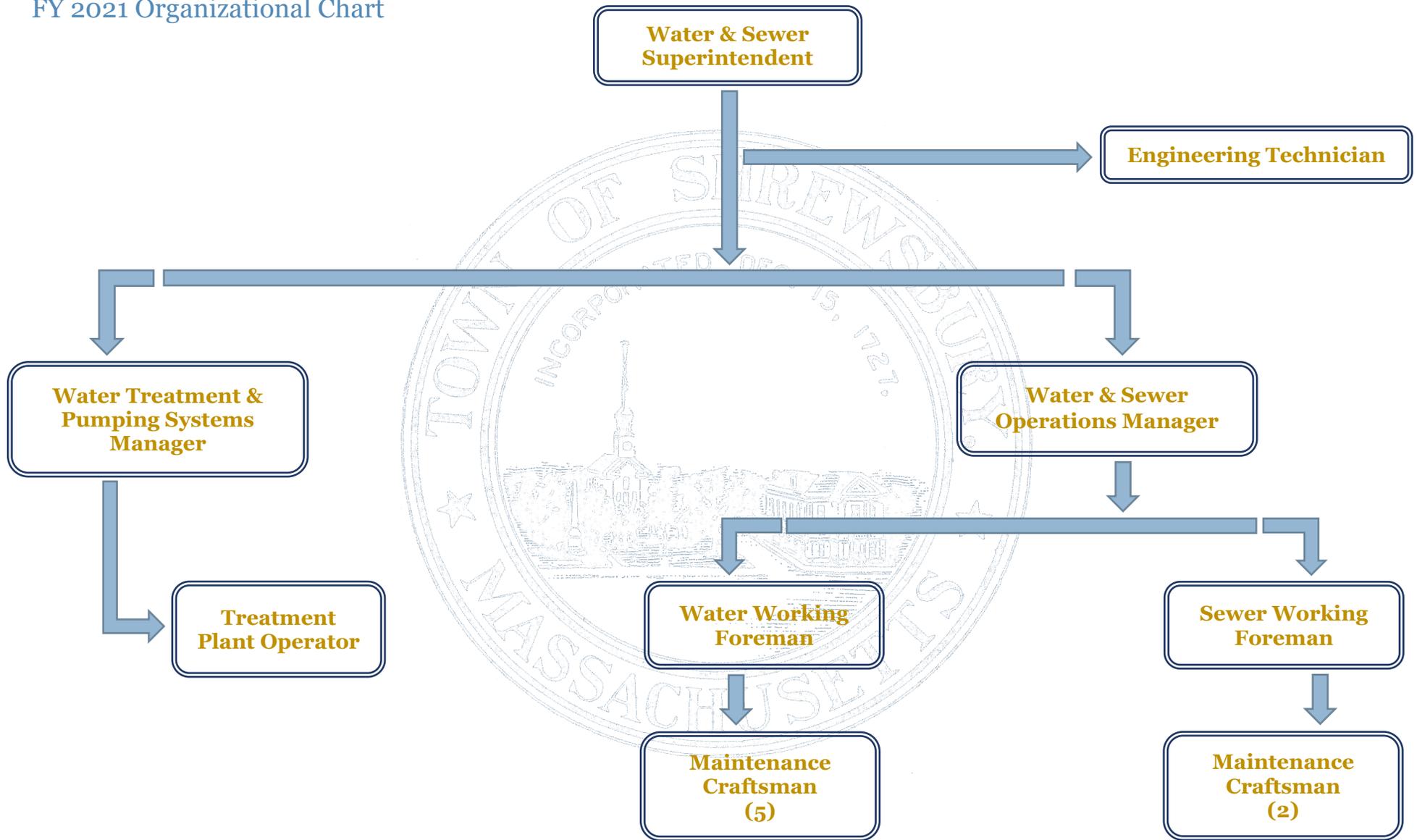
WATER CONTINUED

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Water								
01045001	510010	S & W - Full Time	\$55,209	\$54,126	\$54,126	\$55,045	\$72,658	\$51,825
01045001	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,033	\$1,993
01045001	510100	Longevity	\$0	\$0	\$0	\$0	\$175	\$175
01045002	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,446	\$900
01045002	510090	Overtime	\$0	\$0	\$0	\$0	\$947	\$2,806
01045002	510100	Longevity	\$0	\$0	\$0	\$0	\$325	\$275
01045003	510010	S & W - Full Time	\$401,238	\$389,983	\$389,983	\$342,790	\$265,350	\$270,619
01045003	510020	S & W - Part Time	\$0	\$0	\$0	\$0	\$9,858	\$9,934
01045003	510030	S & W - Temporary	\$7,680	\$7,680	\$7,680	\$5,424	\$4,526	\$3,900
01045003	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,321	\$2,276
01045003	510090	Overtime	\$100,000	\$100,000	\$100,000	\$96,000	\$108,447	\$99,673
01045003	510100	Longevity	\$2,575	\$2,575	\$2,575	\$2,125	\$2,075	\$1,875
01045003	510110	Work Incentive Program	\$0	\$0	\$0	\$0	\$50	\$50
		Sub-Total 1-2-3	\$566,702	\$554,346	\$554,346	\$501,584	\$539,470	\$512,076
01045004	520010	Utility - Electricity	\$175,000	\$175,000	\$175,000	\$175,000	\$139,881	\$131,973
01045004	520020	Utility - Natural Gas	\$20,000	\$20,000	\$20,000	\$15,000	\$15,721	\$16,596
01045004	520040	Utility - Telephone	\$12,000	\$12,000	\$12,000	\$16,000	\$10,203	\$7,498
01045004	520080	R & M - Equipment	\$178,000	\$178,000	\$178,000	\$120,935	\$200,546	\$104,779
01045004	520090	R & M - Building	\$25,000	\$25,000	\$25,000	\$15,000	\$0	\$0
01045004	520100	Advertising & Binding	\$4,000	\$4,000	\$4,000	\$4,000	\$846	\$707
01045004	520130	Professional Services	\$180,000	\$180,000	\$180,000	\$172,784	\$74,791	\$93,937
01045004	520140	Rental of Equipment	\$3,000	\$3,000	\$3,000	\$3,000	\$1,197	\$0
01045004	520150	R & M - Public Property	\$30,000	\$30,000	\$30,000	\$60,000	\$12,000	\$0
01045004	520220	Services-Not Classified	\$10,000	\$10,000	\$10,000	\$5,000	\$483	\$0
01045004	540010	Automotive	\$45,000	\$45,000	\$45,000	\$45,000	\$15,272	\$34,241
01045004	540020	Oil & Fuel	\$1,000	\$1,000	\$1,000	\$1,000	\$319	\$744
01045004	540030	Building	\$0	\$0	\$0	\$10,000	\$0	\$0
01045004	540050	Sand, Stone & Gravel	\$25,000	\$25,000	\$25,000	\$34,000	\$18,772	\$23,108
01045004	540070	Asphalt & Bit Materials	\$22,500	\$22,500	\$22,500	\$50,000	\$15,093	\$21,403
01045004	540080	Pipe Fittings	\$130,000	\$130,000	\$130,000	\$130,000	\$78,122	\$67,524
01045004	540090	Water Meter Parts	\$5,000	\$5,000	\$5,000	\$8,000	\$0	\$2,038
01045004	540100	Seed, Loam & Fertilizer	\$2,500	\$2,500	\$2,500	\$2,500	\$1,397	\$132
01045004	540110	Public Safety	\$1,000	\$1,000	\$1,000	\$2,000	\$95	\$0

WATER CONTINUED

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
01045004	540120	Clothing & Uniforms	\$9,000	\$9,000	\$9,000	\$5,000	\$9,425	\$7,826
01045004	540140	Books Periodicals Subs	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$69
01045004	540150	Print Postage Stationary	\$12,000	\$12,000	\$12,000	\$12,000	\$285	\$7,580
01045004	540170	Medical & Dental	\$1,000	\$1,000	\$1,000	\$1,000	\$475	\$385
01045004	540190	Custodial Supplies	\$3,000	\$3,000	\$3,000	\$5,000	\$0	\$2,059
01045004	540220	Office Supplies	\$4,500	\$4,500	\$4,500	\$4,500	\$1,600	\$1,931
01045004	540240	Small Tools & Misc Equip	\$35,000	\$35,000	\$35,000	\$28,000	\$30,629	\$27,353
01045004	540330	Pump Parts & Maintenance	\$10,000	\$10,000	\$10,000	\$6,500	\$0	\$170
01045004	570020	Dues & Memberships	\$2,500	\$2,500	\$2,500	\$2,500	\$340	\$524
01045004	570030	Travel	\$10,000	\$10,000	\$10,000	\$8,000	\$307	\$4,143
01045004	570035	Training/Conferences	\$1,100	\$1,100	\$1,100	\$500	\$2,764	\$0
01045004	570080	Inspection Fees	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$0
01045004	570090	Damage Claims Reimbs	\$1,000	\$1,000	\$1,000	\$1,000	\$0	\$0
01045004	570180	Other - Not Classified	\$10,000	\$10,000	\$10,000	\$10,000	\$9,118	\$6,998
01045004	570560	DEP Water Assessment	\$12,500	\$12,500	\$12,500	\$12,500	\$11,253	\$11,176
		Sub-Total 4-5-6	\$981,600	\$981,600	\$981,600	\$958,000	\$650,932	\$574,896
01045009	510010	S & W - Full Time	\$147,872	\$147,872	\$147,872	\$129,989	\$127,678	\$125,173
01045009	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$2,430	\$1,374
01045009	510090	Overtime	\$30,000	\$30,000	\$30,000	\$30,000	\$26,734	\$21,913
01045009	520010	Utility - Electricity	\$0	\$0	\$0	\$0	\$0	\$72
01045009	520020	Utility - Natural Gas	\$8,000	\$8,000	\$8,000	\$8,000	\$0	\$0
01045009	520040	Utility - Telephone	\$0	\$0	\$0	\$0	\$54	\$0
01045009	540060	Calicquest	\$23,000	\$23,000	\$23,000	\$23,000	\$12,106	\$23,011
01045009	540060	Fluoride	\$15,000	\$15,000	\$15,000	\$23,500	\$7,890	\$4,636
01045009	540060	Chlorine	\$10,000	\$10,000	\$10,000	\$11,500	\$5,407	\$19,200
01045009	540060	KOH	\$250,000	\$250,000	\$250,000	\$300,000	\$133,662	\$37,577
01045009	540060	Plant Supplies	\$2,000	\$2,000	\$2,000	\$5,000	\$1,650	\$939
01045009	540060	Lab Supplies	\$12,000	\$12,000	\$12,000	\$10,000	\$8,556	\$15,102
01045009	540060	Contracted Services	\$60,000	\$60,000	\$60,000	\$50,000	\$5,538	\$14,836
01045009	540060	Power	\$295,000	\$295,000	\$295,000	\$295,000	\$270,680	\$248,368
01045009	580240	Water Treatment Ops	\$160,000	\$157,000	\$157,000	\$55,000	\$0	\$0
		Sub-Total 8-9	\$1,012,872	\$1,009,872	\$1,009,872	\$940,989	\$602,385	\$512,199.23
		Water Totals	\$2,561,174	\$2,545,836	\$2,545,836	\$2,400,573	\$1,792,815	\$1,599,172

WATER/SEWER
FY 2021 Organizational Chart



SEWER

Description:

The Sewer Operations is managed through a Special Revenue Fund established through special legislation in 1954 and accepted by the Town April 4, 1955. Akin to M.G.L. c. 44 section 53 F1/2, Chapter 502 Acts of 1954 stipulates that the Town may adopt a sewerage system wherein a separate accounting and financial reporting mechanism for sewer services for which a fee is charged in exchange for goods or services. Similar to an Enterprise Fund, this special legislation allows a community to demonstrate to the public the portion of total costs of the sewerage system that is recovered through user charges.

Fiscal Projection One:

The FY 2021 budget for Sewer proposes increases in the amount of \$723,495 in operating costs as a result of contractual obligations, increasing capital investment and maintenance, increasing treatment costs at the Westborough Treatment Plant, and the redirection of flow to the Upper Blackstone through Worcester.

REVENUE

SEWER RATES	\$7,400,000
SEWER REVENUE FUND/"SURPLUS"	\$407,173
INFLOW & INFILTRATION FUND	430,900
SEWER PROJECT/ACRTICLE CLOSEOUTS	\$450,000
Total Revenue	\$8,697,744

CHARGES

DIRECT CHARGES

OPERATIONS

Salaries 1	\$54,126
Salaries 2	\$0
Salaries 3	\$384,019
Expenses 4-5-6	\$739,750
New Equipment 8	\$0
Separate Appropriations 9	\$5,135,000

TOTAL OPERATIONS \$6,313,978

CAPITAL INVESTMENTS

Inflow & Infiltration Work	\$430,900
Sewer Pump Station Evaluation	\$160,000
Radio Telemetry Upgrade/SCADA @ 17 Remaining Stations	\$475,000
Sewer Pump Station Improvements	\$500,000
Replace Tk #60 - 2013 Chevy pickup	\$0
Replace Tk #61 - 2012 Chevy utility	\$71,000
Replace Tk #72 - 2013 Chevy utility	\$0

TOTAL CAPITAL INVESTMENTS \$1,636,900

TOTAL DIRECT CHARGES \$7,950,878

SEWER CONTINUED

INDIRECT CHARGES –

Accounted for in Town Operating Budget

DEBT SERVICE

MWPAT Projects	\$26,506
Sewer Interceptor #1	\$54,877
Sewer Interceptor #2	\$231,602
TOTAL DEBT SERVICE	\$312,985

INDIRECT OPERATING COSTS

General Financial Administration	\$61,852
DPW Administrative Support	\$170,202
IT Support	\$46,873
Health Insurance Active	\$8,920
Health Insurance Retired	\$22,155
Life Insurance Active - Workers	\$208
Life Insurance Retired	\$156
Medicare (On All Salaries)	\$6,369
Pension	\$16,239
Gasoline & Diesel	\$6,648
Workers Compensation	\$7,534
Property, Gl & Boiler	\$7,962
Auto	\$3,274
Bill Printing	\$3,520
Postage	\$5,622
Transfer to OPEB Trust	\$20,000
TOTAL INDIRECT OPERATING COSTS	\$433,866

TOTAL INDIRECT CHARGES \$46,728

TOTAL SEWER CHARGES \$8,768,073

SURPLUS/(LEVY) (\$0)

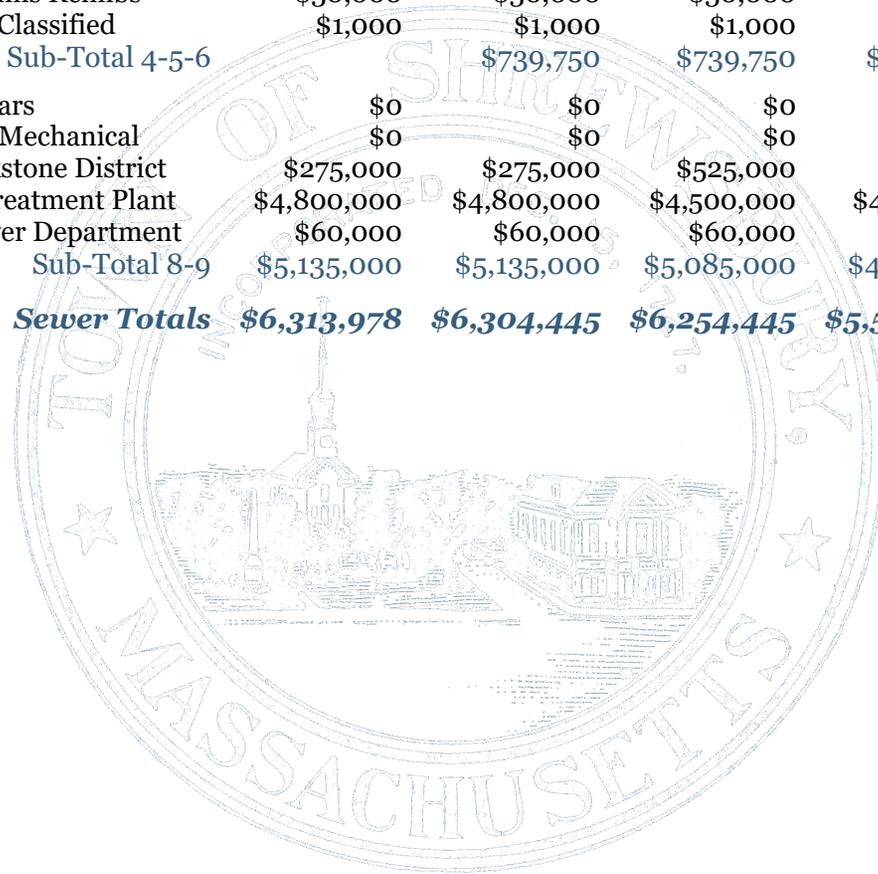
STAFFING PLAN	2021 FP Two	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	0.5	0.5	0.5	0.5
Supervisors & Advanced Technical	5.23	5.23	5.23	5.23
Administrative & Technical	0	0	0	0
Total FTE	5.73	5.73	5.73	5.73

SEWER CONTINUED

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Sewer								
19044001	510010	S & W - Full Time	\$54,126	\$54,126	\$54,126	\$55,045	\$51,943	\$51,825
19044001	510100	Longevity	\$0	\$0	\$0	\$200	\$175	\$175
19044002	510010	S & W - Full Time	\$0	\$0	\$0	\$0	\$68,177	\$65,520
19044002	510100	Longevity	\$0	\$0	\$0	\$0	\$325	\$275
19044003	510010	S & W - Full Time	\$304,014	\$295,563	\$295,563	\$289,211	\$263,875	\$251,117
19044003	510030	S & W - Temporary	\$7,680	\$7,680	\$7,680	\$5,424	\$1,537	\$2,659
19044003	510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$647	\$1,007
19044003	510090	Overtime	\$72,000	\$72,000	\$72,000	\$72,000	\$63,052	\$57,911
19044003	510100	Longevity	\$325	\$325	\$325	\$725	\$725	\$975
		Sub-Total 1-2-3	\$438,228	\$429,695	\$429,695	\$422,604	\$450,455	\$431,465
19044004	520010	Utility - Electricity	\$190,000	\$190,000	\$190,000	\$170,000	\$172,378	\$145,411
19044004	520020	Utility - Natural Gas	\$5,000	\$5,000	\$5,000	\$5,000	\$3,101	\$3,552
19044004	520040	Utility - Telephone	\$5,000	\$5,000	\$5,000	\$8,000	\$2,486	\$1,504
19044004	520080	R & M - Equipment	\$350,000	\$350,000	\$350,000	\$173,629	\$176,677	\$167,526
19044004	520090	R & M - Building	\$10,000	\$10,000	\$10,000	\$0	\$0	\$0
19044004	520130	Professional Services	\$15,000	\$15,000	\$15,000	\$0	\$100	\$100
19044004	520140	Rental of Equipment	\$3,000	\$3,000	\$3,000	\$3,000	\$0	\$0
19044004	520150	R & M - Public Property	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$756
19044004	520220	Services-Not Classified	\$2,000	\$2,000	\$2,000	\$0	\$89.25	\$0
19044004	540010	Automotive	\$15,000	\$15,000	\$15,000	\$16,216	\$8,174	\$6,029
19044004	540020	Oil & Fuel	\$2,500	\$2,500	\$2,500	\$2,500	\$1,606	\$0
19044004	540060	Salt & Chemicals	\$20,000	\$20,000	\$20,000	\$87,500	\$15,112	\$16,373
19044004	540080	Pipe Fittings	\$20,000	\$20,000	\$20,000	\$20,000	\$13,017	\$10,840
19044004	540120	Clothing & Uniforms	\$3,500	\$3,500	\$3,500	\$3,500	\$2,800	\$1,842
19044004	540140	Books Periodicals Subs	\$500	\$500	\$500	\$0	\$0	\$0
19044004	540170	Medical & Dental	\$500	\$500	\$500	\$500	\$95	\$0
19044004	540190	Custodial Supplies	\$12,500	\$12,500	\$12,500	\$7,000	\$11,540	\$5,992
19044004	540220	Office Supplies	\$250	\$250	\$250	\$0	\$14	\$158
19044004	540240	Small Tools & Misc Equip	\$15,000	\$15,000	\$15,000	\$8,500	\$12,319	\$7,734
19044004	540330	Pump Parts & Maintenance	\$25,000	\$25,000	\$25,000	\$22,000	\$4,027	\$6,921
19044004	570020	Dues & Memberships	\$2,500	\$2,500	\$2,500	\$1,000	\$0	\$0
19044004	570030	Travel	\$500	\$500	\$500	\$2,000	\$65	\$180
19044004	570035	Training/Conferences		\$5,500	\$5,500	\$0	\$100	\$0

SEWER CONTINUED

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
19044004	570080	Inspection Fees	\$500	\$500	\$500	\$0	\$0	\$0
19044004	570090	Damage Claims Reimbs	\$30,000	\$30,000	\$30,000	\$35,000	\$0	\$0
19044004	570180	Other - Not Classified	\$1,000	\$1,000	\$1,000	\$0	\$439	\$35
		Sub-Total 4-5-6		\$739,750	\$739,750	\$568,000	424,041	\$374,952
19044008	580030	Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0
19044008	580070	Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0
19044009	569910	Upper Blackstone District	\$275,000	\$275,000	\$525,000	\$118,693	\$78,635	\$58,561
19044009	569920	Westboro Treatment Plant	\$4,800,000	\$4,800,000	\$4,500,000	\$4,484,879	\$4,191,476	\$4,123,877
19044009	569950	Grafton Sewer Department	\$60,000	\$60,000	\$60,000	\$20,000	\$0	(\$10)
		Sub-Total 8-9	\$5,135,000	\$5,135,000	\$5,085,000	\$4,599,879	\$4,270,111	\$4,182,428
		Sewer Totals	\$6,313,978	\$6,304,445	\$6,254,445	\$5,590,483	\$5,144,607	\$4,988,845



STORMWATER

Description:

The Stormwater Enterprise was established in accordance to Massachusetts General Laws Chapter 44 Section 53 F¹/₂ at the May 2019 Annual Town Meeting. An enterprise fund, authorized by MGL Ch. 44 § 53 F¹/₂, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services.

With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or retained earnings generated by the operation of the enterprise rather than closing it out to the general fund at year-end.

The Town of Shrewsbury uses a written Stormwater Management Plan ("SWMP"), created with guidance from the United States Environmental Protection Agency ("USEPA") through the National Pollutant Discharge Elimination System ("NPDES") General Permit for Small Municipal Separate Storm Sewer Systems ("MS4"). From the SWMP, Shrewsbury works to implement best management practices ("BMPs") for stormwater runoff such as cleaning catch basins, and street sweeping.

Fiscal Projection One:

The FY 2021 budget for Stormwater proposes increases in the amount of \$251,681 over FY 2020 as laid out in the Stormwater Management Plan.

REVENUE

STORMWATER FEES	\$1,882,302
STORMWATER RETAINED EARNINGS	\$0
Total Revenue	\$1,882,302

CHARGES

DIRECT CHARGES

OPERATIONS

Salaries 3	\$155,241
Expenses 4-5-6	\$1,301,500
New Equipment 8	\$0
Separate Appropriations 9 & Allowance for Abatements	\$0
Total Operations	\$1,456,741

CAPITAL INVESTMENTS

Drainage Projects	\$250,000
Total Capital Investments	\$250,000

TOTAL DIRECT CHARGES	\$1,706,741
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STORMWATER CONTINUED

INDIRECT CHARGES - Accounted for in Town Operating Budget

DEBT SERVICE

TOTAL DEBT SERVICE **\$0**

INDIRECT COSTS

General Financial Administration	\$30,926
DPW Administrative Support	\$72,160
IT Support	\$23,437
Catch Basin Cleaning by Highway Staff	\$30,000
Health Insurance Active	\$7,266
Health Insurance Retired	\$0
Life Insurance Active	\$52
Life Insurance Retired	\$0
Medicare (On All Salaries)	\$2,251
Pension	\$650
Gasoline & Diesel	\$624
Workers Compensation	\$90
Property, GI & Boiler	\$100
Auto	\$1,309
Bill Printing	\$3,520
Postage	\$5,622
Transfer to OPEB Trust	\$275
TOTAL INDIRECT OPERATING COSTS	\$178,281

TOTAL INDIRECT CHARGES **\$178,242**

TOTAL STORMWATER CHARGES **\$1,885,022**

SURPLUS/(LEVY) **(\$0)**

STAFFING PLAN

	2021 FP ONE	2021 DEPT. REQ.	2020 BUDGET
Director & Senior Managers	0	0	0
Supervisors & Advanced Technical	2	2	2
Administrative & Technical	0	0	0
Total FTE	2.00	2.00	2.00

STORMWATER CONTINUED

Org.	Object	Account Description	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actuals
Stormwater								
18545503	510010	S & W - Full Time	\$151,672	\$151,672	\$151,672	\$149,260	\$0	\$0
18545503	510100	Longevity	\$525	\$525	\$525	\$300	\$0	\$0
		Sub-Total 1-2-3	\$152,197	\$152,197	\$152,560	\$149,560	\$0	\$0
18545504	520000	Purchase of Services	\$751,000	\$751,000	\$751,000	\$690,000	\$0	\$0
18545504	570000	Other Charges & Expenses	\$550,500	\$550,500	\$550,500	\$195,500	\$0	\$0
		Sub-Total 4-5-6	\$1,301,500	\$1,301,500	\$1,301,500	\$885,500	\$0	\$0
18545508		Equipment Less Trade	\$0	\$0	\$0	\$0	\$0	\$0
18545509	572050	Stormwater Projects	\$0	\$0	\$0	\$170,000	\$0	\$0
		Sub-Total 8-9	\$0	\$0	\$0	\$170,000	\$0	\$0
		Stormwater Totals	\$1,456,741	\$1,456,741	\$1,455,017	\$1,205,060	\$0	\$0

CABLE PUBLIC ACCESS FUND

At the May 2019 Annual Town Meeting, Article 10 will be proposed for the creation of a Cable Television, Public, Educational and Governmental Access Enterprise to fund services provided through Shrewsbury Media Connection. As per Massachusetts General Law, cities and towns may accept G.L. c. 44, § 53F1/2 and establish an enterprise fund to separately account for all revenues and expenditures in connection with operating cable PEG access service for city or town residents, whether the service is operated by a city or town department or a contractor.

Those monies include fees collected from customers by the cable operator in connection with the franchise and in support of public, educational and government (PEG) programming. In addition to the imposition of these franchise fees, cable licensing agreements typically require that cable companies provide services, facilities and equipment for PEG channels, deliver cable television programming to municipal buildings, and maintain customer service quality. Under state law, cable operators also pay the municipality an annual license fee, which is based on the number of cable customers. All of these monies are general fund revenues, absent a special act treating them otherwise.

Fiscal Projection Two:

As per the May 2018 agreement, the Town shall provide 4.25% of Gross Annual Revenue from cable operations to provide for PEG programming of which is paid to the Town by the cable licensee, SELCO.

	2021 FP Two	2021 FP One	2021 Dept. Req.	2020 Budget	2019 Actuals	2018 Actual
Cable Public Access	\$426,244	\$426,244	\$426,244	\$440,000	\$0	\$0
<i>Cable Public Access</i>	<i>\$426,244</i>	<i>\$426,244</i>	<i>\$426,244</i>	<i>\$440,000</i>	<i>\$0</i>	<i>\$0</i>

CAPITAL IMPROVEMENT PLAN

OVERVIEW

The Town of Shrewsbury is a full service municipality serving a population of nearly 37,000 residents. The operational requirements of the municipal and school departments along with accompanying public infrastructure required to serve the residents of Shrewsbury necessitate a steady and sustainable plan to acquire, maintain and replace capital assets. The Town's buildings and properties are currently valued at over \$222,621,213, vehicles and heavy equipment are valued at \$10,550,910, and in addition owns and maintains 206 miles of water mains, 320 lane miles of roadways and related storm water drainage systems and 170 miles of sewer mains.

Capital investments are defined and managed in accordance with the Town's Capital Improvement Policy which can be reviewed [here](#). The Town funds capital investments for the water, sewer and stormwater utilities through user fee revenues. Utility investments are proposed under a separate plan.

The Town almost exclusively relies upon State Highway aid (Chapter 90) for its roadway maintenance and improvement projects. Vehicle and heavy equipment purchases have been funded using previous year fund balance, known as Free Cash, and other reserves. For fiscal year 2019 the Town's non-utility capital plan which totaled \$2,441,500 was funded entirely through Free Cash or other unexpended balances.

More significant investments like major repairs, improvements and the construction of new buildings have been funded through long term debt. The Town has more often than not, received voter approval to exclude the debt service for these projects from the provisions of Proposition 2 1/2. This means that once the debt is paid off the revenue source ceases to exist. The Town's non-utility related debt service schedule for fiscal year 2020 totaled \$8,821,579 with \$8,298,829 excluded and \$522,750 paid within the tax levy limit.

CAPITAL IMPROVEMENT PLAN

The Town Manager's proposed FY2021 Capital Improvement Plan totals \$1,101,520 for new projects and investments. The primary goal of the investments, similar to FY2020, is to maintain rather than expand, the Town's services and assets. The FY2021 investment equals 0.47% of the Town's total building and vehicle and equipment capital assets. Non-Utility requests for capital improvements in FY21 totaled \$4,626,144. The complete list can be found at the end of this document.

The largest single year purchase through this plan is the replacement of the roof and air handling units at the Parker Road Preschool. This tar and gravel roof has reached the end of its useful life and there have been several significant leaks that have caused mainly cosmetic damage to the building. This project will also include the replacement of insulation where appropriate. The total estimated cost of this project, which is in final design by an architect, is \$630,000. The Town will apply for a grant through the Green Community Program for the balance of the project.

The full FY 2021 Capital Improvement Plan follows on the next page.

NON-UTILITY CAPITAL IMPROVEMENT

Proposed FY2021 Capital Improvement Plan¹

Town Clerk

Poll Pads – Electronic Voter Verification	\$29,020
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DPW

Engineering

Design & Improvements to Public Ways & Assets	\$50,000
Emergency Action Plans: Old Mill & Newton Pond Dam	\$20,000

Highway

Replace 1999 Truck 7 – Plow/Sander	\$240,000
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Parks, Recreations and Cemetery

Ballfield Renovations – Dean Park	\$145,000 ²
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Public Buildings

Replace Roof & Air Handling Units – Parker Road Preschool	\$500,000 ³
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DPW Sub-Total	\$955,000
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Police

Replacement 2 Marked Police Vehicles	\$117,500
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NON-UTILITY SUBTOTAL	\$1,101,520
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¹Does not include previously financed capital projects, which are currently being paid for through the debt service schedule, included below

²Total Project Cost \$195,000; balance to be funded \$40,000 Parks Gift Account, \$10,000 Little League Contribution

³Total Project Cost \$630,000; balance to be funded with Green Communities Grant

FUNDING MODEL

As initiated in FY2020 in order to improve the consistency and sustainability of its capital improvement program, the Town has begun diversifying its funding model by gradually increasing the use of the general tax levy. The general tax levy can continue be used to fund debt service for capital projects as well as for capital improvements that do not require borrowing. The amount of general tax levy used for capital projects annually should at minimum remain the same, or more desirably increase consistent with the operating revenues. The Town will continue to service its debt through a declining debt service model through which principal payments remain the same over the entire term of the borrowing and debt is retired paying the least amount of interest.

The funding sources for non-utility capital improvements for Fiscal Year 2020 are as follows:

General Tax Levy	\$ 540,150
Free Cash	<u>\$992,620</u>
Total FY2020 Capital Investment	\$1,532,770

The \$540,150 General Tax Levy will be used as follows:

Existing Non-Exempt Capital Debt Service	\$ 431,250
FY2020 Pay-Go Projects	\$ 108,900

Existing Capital Improvements in Debt Service Schedule

Not Excluded from Proposition 2 1/2

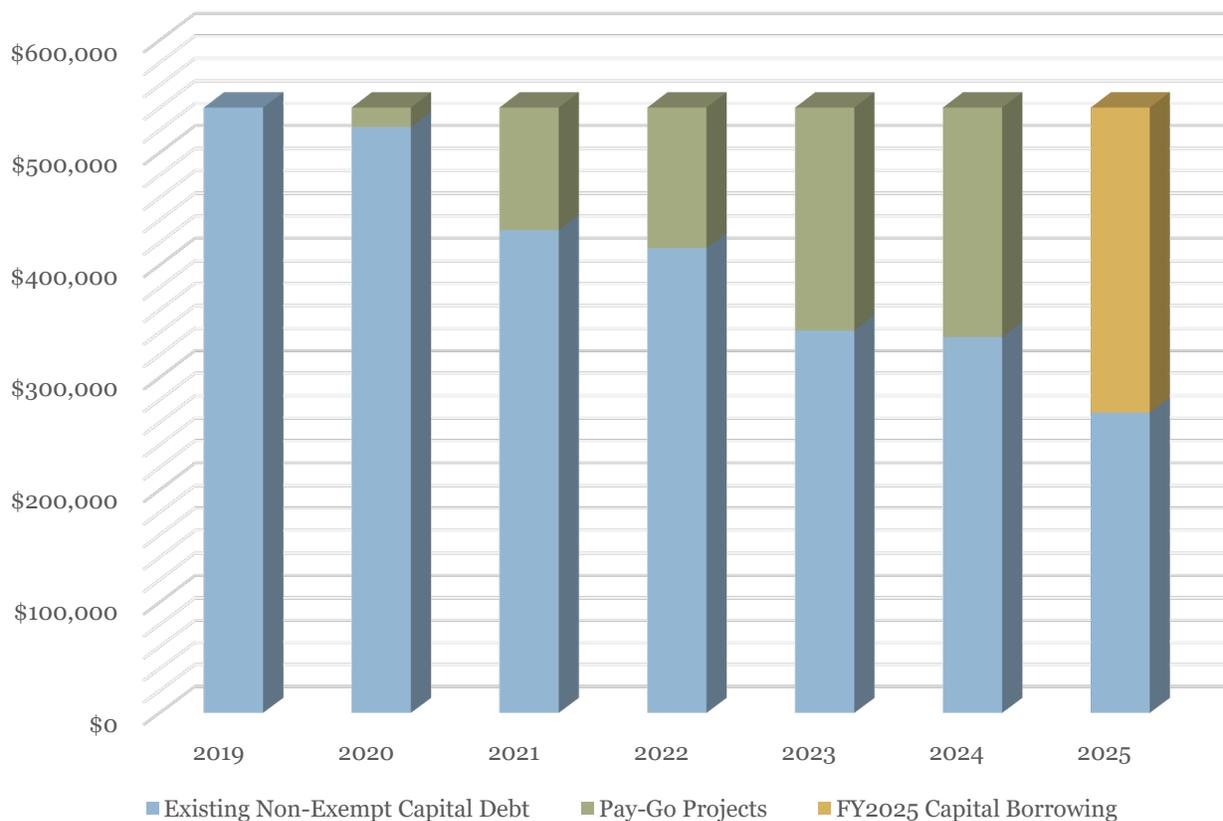
PROGRAM/PROJECT (Original amount borrowed)	FY 2021 Payment
School Heating System Replacement Projects (\$3,196,000)	\$290,275
Spring Street School (\$635,000)	\$71,100
Credit Union Land Purchase (\$680,000)	\$69,875
North Shore School (\$1,250,000) Obligation retired in FY20	\$0
Total Existing Capital Debt Service	\$431,250

The commitment to dedicate a set amount of the general tax levy to fund capital projects provides the ability to afford significant capital investments, a consistent schedule for all aspects of planning and added flexibility when compared to solely using Free Cash. Starting with the debt service schedule for FY2020 and beyond that includes funding for one time capital projects as proposed above illustrates the advantages of this approach, which can be summarized as follows:

- Borrowing enables this critical project without reducing the ability to fund other critical projects
- The declining debt service schedule will provide additional funding opportunities during the next five years if the tax levy commitment remains as follows:
 - Current: \$108,840
 - FY22: \$124,840
 - FY23: \$198,340
 - FY24: \$204,140
 - FY25: \$271,375

- ❑ Planning efforts will be undertaken to determine if a new borrowing is warranted in any year show in the chart below. If there is a need to finance a higher cost project in any year, the Pay-Go amount indicated below would be dedicated to the borrowing.
- ❑ The cycle show on the following page is for illustration purposes only. A five-year FY2025 borrowing could be as much as \$1,250,000 without any additional impact to taxpayers. This amount is calculated using the difference between FY2025 debt service obligations for non-excluded debt service and the base year of FY2019.

Example of Use of Tax Levy for Capital Investment Plan



CONCLUSION

The proposed Fiscal Year 2021 Capital Improvement Plan with \$1,877,544 in new investments is 22.14% less than the investment proposed in non-utility projects in Fiscal Year 2020. The planned investment represents 0.81% of the Town’s total building, vehicle and equipment assets. Like the previous year, this plan primarily focuses on maintaining the existing assets. This plan maintains the new initiative from the previous year using existing debt service for capital projects that utilize revenues from the General Tax Levy which are not excluded from the provisions of proposition 2 1/2, and how those revenues should be utilized as debt is repaid over time.

**NON-UTILITY CAPITAL IMPROVEMENT
PROJECT REQUESTS: FY2021 - FY2025**

Project	Project Value	Schedule of Project Cost by Years				
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Clerk						
Poll Pads - to be used for Early Voting	\$28,620	\$28,620	\$5,000	\$5,000	\$5,000	\$5,000
Council on Aging						
COA Van Replacement	\$68,000	\$68,000	\$0	\$0	\$0	\$0
Engineering						
Toblin Hill Road Bridge Replacement	\$1,300,000	\$1,300,000				
DCR Dam Inspections	\$20,000	\$4,000	\$4,000	\$4,000		\$8,000
Public Ways/Asset Improvements	\$1,000,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Traffic Counter and Software	\$9,000	\$3,000	\$3,000	\$3,000		
Townwide GIS Streetview Survey	\$67,000	\$55,000	\$3,000	\$3,000	\$3,000	\$3,000
Mandatory Emergency Action Plan for Old Mill and Newton Pond Dams	\$20,000	\$20,000				
Fire						
Ford Escape Replacement	\$65,000	\$65,000				
Car 3 Command Vehicle - Chevy Tahoe	\$70,000		\$70,000			
2002 KME R-1 Replacement	\$950,000			\$950,000		
Highway						
Replace Tr. 1 2015 Chevy pickup	\$50,000	\$50,000				
Replace Tr. 3 1988 Mack dump	\$175,000			\$175,000		
Replace Tr. 4 2000 Intl. plow/spreader	\$240,000		\$240,000			
Replace Tr. 5 1993 Mack AWD plow/spreader	\$280,000		\$280,000			
Replace Tr. 6 2007 Intl. dump	\$200,000					\$200,000
Replace Tr. 7 1999 Intl. plow/spreader	\$240,000	\$240,000				
Replace Tr. 11 1996 CB cleaner	\$260,000				\$260,000	
Replace Tr. 12 2001 Intl. AWD plow/spreader	\$280,000			\$280,000		
Purchase New Roadside Mower	\$165,000	\$165,000				
Replace Tr. 16 1997 Cat Loader	\$215,000	\$215,000				
Replace Tr. 17 2007 plow/dump/spreader	\$250,000				\$250,000	
Replace Tr. 21 1998 Intl. dump	\$175,000			\$175,000		
Replace Tr. 22 2004 Intl. plow/spreader	\$250,000				\$250,000	
Replace Tr. 23 1998 Intl. dump	\$175,000			\$175,000		
Replace Tr. 26 2004 Chevy pickup	\$65,000		\$65,000			

**NON-UTILITY CAPITAL IMPROVEMENT
PROJECT REQUESTS: FY2021 - FY2025**

Project	Project Value	FY 2021	Schedule of Project Cost by Years				
			FY 2022	FY 2023	FY 2024	FY 2025	
Highway – Cont'd							
Replace Tr. 27 2009 Chevy pickup	\$65,000						\$65,000
Replace Tr. 28 1996 MT Trackless	\$125,000		\$125,000				
Replace Tr.32 1992 Bandit chipper	\$70,000				\$70,000		
Replace Tr. 29 2012 Ford dump	\$80,000						\$80,000
Replace Tr. 30 1990 Intl. dump	\$175,000						\$175,000
Replace Tr.34 2009 Elgin sweeper	\$225,000		\$225,000				
Purchase Salt Brine Generator	\$90,000	\$90,000					
Library							
Upgrade of one third of library computers. Thirty-six computers at \$1,209 each.	\$133,224	\$43,524	\$44,400	\$45,300			
Parks and Recreation							
Truck replacement	\$104,000	\$44,000	\$60,000				
Dean Park Ball field renovation	\$195,000	\$195,000					
Dean Park Playground	\$125,000	\$125,000					
Lake Street Park	\$1,195,000	\$185,000	\$540,000	\$320,000	\$150,000		
Maple Ave Roof	\$25,000	\$25,000					
Basketball courts	\$600,000		\$300,000	\$300,000			
Maple Ave	\$881,000		\$881,000				
Baseball lights	\$375,000		\$375,000				
Oak Track	\$125,000		\$125,000				
Municipal Field	\$700,000		\$700,000				
Dean Park Trail	\$150,000				\$150,000		
Cemetery Paving	\$25,000			\$25,000			
Columbarium	\$75,000						\$75,000
Cemetery Expansion	\$500,000						\$500,000
Police							
Cruiser Replacements	\$1,275,000	\$235,000	\$250,000	\$260,000	\$265,000	\$265,000	\$265,000
Public Buildings							
Parker Road Preschool Replace Roof and AHU	\$500,000	\$500,000					
Replace 1999 pickup truck 105	\$35,000	\$35,000					
Replace 2001 Van (former Library)	\$35,000	\$35,000					
Cleaning equipment for SHS	\$45,000	\$45,000					

**NON-UTILITY CAPITAL IMPROVEMENT
PROJECT REQUESTS: FY2021 - FY2025**

Project	Project Value	Schedule of Project Cost by Years					
		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	
Public Buildings Cont'd							
Remodel A/V Collaborative-SHS	\$330,000	\$30,000	\$300,000				
Reclaim and Repave Oak Parking lot	\$250,000	\$250,000					
Re-seam SHS roof	\$375,000	\$375,000					
Feasibility Study Coolidge School	\$250,000		\$250,000				
High School- exterior work, metal panels, window sills etc.	\$400,000		\$400,000				
Replace 2009 Chevy Malibu	\$30,000		\$30,000				
Replace 2009 Chevy pickup	\$35,000		\$35,000				
Floral HVAC control upgrades	\$500,000		\$500,000				
Additional space Parker Road	\$350,000		\$350,000				
Crew leader vehicle-New	\$25,000		\$25,000				
High School Press Box	\$150,000		\$150,000				
Floral Roof Replacement	\$400,000			\$400,000			
Floral Driveway, playground repave	\$225,000			\$225,000			
Senior Center Roof Replacement	\$150,000			\$150,000			
Senior Center HVAC equipment Upgrades	\$100,000			\$100,000			
Floral replace fire alarm system	\$400,000			\$400,000			
Replace Cleaning Equip-Town wide	\$75,000			\$75,000			
Replace 2009 Maintenance Van	\$40,000				\$40,000		
Maintenance Garage Addition-Oak	\$250,000				\$250,000		
Replace 2016 Supervisor vehicle- former Police Dept. vehicle.	\$35,000				\$35,000		
Fire Alarm system upgrades Spring, Paton, Oak	\$1,500,000					\$1,500,000	
Replace 2014 Maintenance van	\$40,000					\$40,000	
TOTAL - ALL PROJECTS - ALL YEARS		\$20,455,844					
ANNUAL TOTALS			\$4,626,144	\$6,535,400	\$4,270,300	\$1,928,000	\$3,116,000

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NON-APPROPRIATED EXPENSES

Description:

This category includes mandated assessments and expenditures, which are automatically added to the tax rate without appropriation. Overall, non-appropriated expenses are budgeted to increase \$129,330 (8.63%) in FY2021. The total projected State Assessments for FY2021' are \$1,114,732, an increase of \$74,878 from FY2020. The Charter School Sending Tuition requirement accounts for \$455,477 of this total and is increasing 6.52%. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement Overlay. These items total \$511,655 which is an increase of \$54,452 from FY2019 final Recap figure. The FY2021 Overlay will be adjusted when the final tax rate is set in the fall. All state assessment figures are estimates, subject to final assessments made once the State budget is approved.

State Assessments	FY21 Rec.	FY20 Budget	FY19 Actual	FY18 Actual	FY17 Actual
Mosquito Control Projects	\$87,996	\$85,758	\$79,922	\$80,811	\$76,750
Air Pollution Districts	\$12,526	\$12,121	\$11,974	\$11,679	\$11,501
RMV Non-Renewal Surcharge	\$24,020	\$28,240	\$22,020	\$22,020	\$26,060
MBTA	\$171,128	\$171,946	\$170,066	\$162,651	\$158,953
Regional Transit	\$86,313	\$79,994	\$75,752	\$78,379	\$80,539
Special Education	\$20,303	\$7,104	\$3,353	\$1,360	\$0
School Choice Sending Tuition	\$256,969	\$227,088	\$256,161	\$135,540	\$171,845
Charter School Sending Tuition	\$455,477	\$427,603	\$389,534	\$645,516	\$727,084
Sub-total	\$1,114,732	\$1,039,854	\$1,008,782	\$1,002,416	\$1,252,732
Cherry Sheet Offsets	\$201,202	\$194,946	\$194,338	\$182,211	\$42,014
Tax Abatement Overlay	\$300,000	\$252,058	\$292,836	\$534,414	\$736,103
CMPRC	\$10,453	\$10,199	\$10,199	\$10,133	\$11,679
Court Judgements/Deficits/Other	\$0		\$3,155		\$1,396
TOTAL	\$1,626,387	\$1,497,057	\$1,509,310	\$1,729,174	\$2,043,924

Descriptive narratives for the State Assessments provided by Division of Local Services, within the Massachusetts Department of Revenue. For the complete list of assessments please visit: <https://www.cmmcp.org/sites/cmmcp/files/uploads/cherrysheetmanual.pdf>

Mosquito Control Projects

General Laws Chapter 252, Section 5A, requires that communities be assessed for the costs associated with mosquito control services. There are eight mosquito control districts whose costs are apportioned to member municipalities on the Cherry Sheet. Each district is also allocated a proportional share of expenses for the State Reclamation Board that administers these programs. Each district relies on a separate formula to apportion its assessment to its member municipalities.

Air Pollution Districts

General Laws Chapter 111, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one-half in proportion to the EQV's and one-half by the population of each community.

RMV Non-Renewal Surcharge

If after proper notices, a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount.

MBTA

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority (MTA), and 161 additional communities, which are receiving direct MBTA service. Chapter 161A of the Acts of 2000 increased the number of communities that constitute the MBTA from 78 to 175. The additional 97 communities have been receiving MBTA service; however, the original authorizing language made no provision for these communities to be assessed. The Authority is required to assess each community's share of the overall Authority's assessments. All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$136,026,868. After FY2006, this amount was adjusted each July 1 by the rate of inflation, but not more than 102.5% of the previous year's assessment. Each community's MBTA assessment shall equal its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation should be the most recent from the United States Census Bureau. Assessments are also weighted by the level of service within each community.

Regional Transit

General Laws Chapter 161B, Section 9, requires that communities be assessed to provide for a system of regional transportation authorities to develop, finance, and contract for the operation of transportation facilities and service outside the Metropolitan Boston area. Between 25-50 percent of the total net cost of service of each regional transit authority is assessed to its member municipalities in proportion to the estimated cost of operating routes through those municipalities. A net operating deficit for each regional transit authority is calculated as the difference between the revenue sources (fares, advertisements and federal assistance) and the operating costs. This deficit is funded through assessments to member municipalities and state contract assistance.

Special Education

General Laws Chapter 161B, Section 9, requires that communities be assessed to partially reimburse the state for providing special needs education to children enrolled in state hospital schools. The cost that each municipality is charged is the average per pupil cost of education within the school district multiplied by the Full Time Equivalent of resident pupils served by the state. Current year charges are for pupils served in the prior school year.

School Choice Sending Tuition

This is an assessment to the Town of Shrewsbury for pupils attending another school district under school choice. School choice tuition charges are assessed against a sending district and paid to a receiving school district. Per pupil tuition rates are based on the receiving district's per pupil costs for the prior fiscal year. Costs are based on instruction, pupil services, administration, maintenance, and fixed charges. A student's tuition equals 75 percent of the per pupil cost, up to a limit of \$5,000, so effectively the Town is charged \$5,000 per student, except for students with an individualized education plan, in which case a special education increment augments that tuition.

Charter School Sending Tuition

The purpose of this program is to assess the sending municipality or regional school district for pupils attending charter schools. Charter school tuition charges are assessed against the sending district and paid to the charter school district. Charter Schools receive per-pupil payments from sending districts equal to the average cost per student in that district, plus a capital funding share equal to the state average of what districts pay per pupil in principal and interest for land and buildings. Cherry Sheet assessments for the upcoming fiscal year are based on pre-enrollment data from October of the current fiscal year. Final assessments are based upon March 15 figures.

Cherry Sheet Offsets

Included in the estimated amount of aid to be received from the state are grant funds for the Town's Public Libraries. These funds are reserved for direct expenditure by the Library and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expenses section as offsetting debits. For more detail on the Library grant programs please see the Revenue Section of this budget under Cherry Sheet Offsets.

Tax Abetment Overlay

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation, and is usually set at anywhere from 1% to 2.5% of the tax levy. In revaluation years, which occur every three years, the overlay account is usually set at a higher amount in anticipation of an increased number of abatements. Any surplus left in an overlay account is appropriated by Town Meeting in much the same manner as free cash. Under the Municipal Modernization Act, Ch. 218 of the Acts of 2016, municipalities changed from accounting for overlays for each tax year to combining all previous overlay accounts into a single fund. As of June 30, 2019, the balance in the overlay account was \$846,376.31.

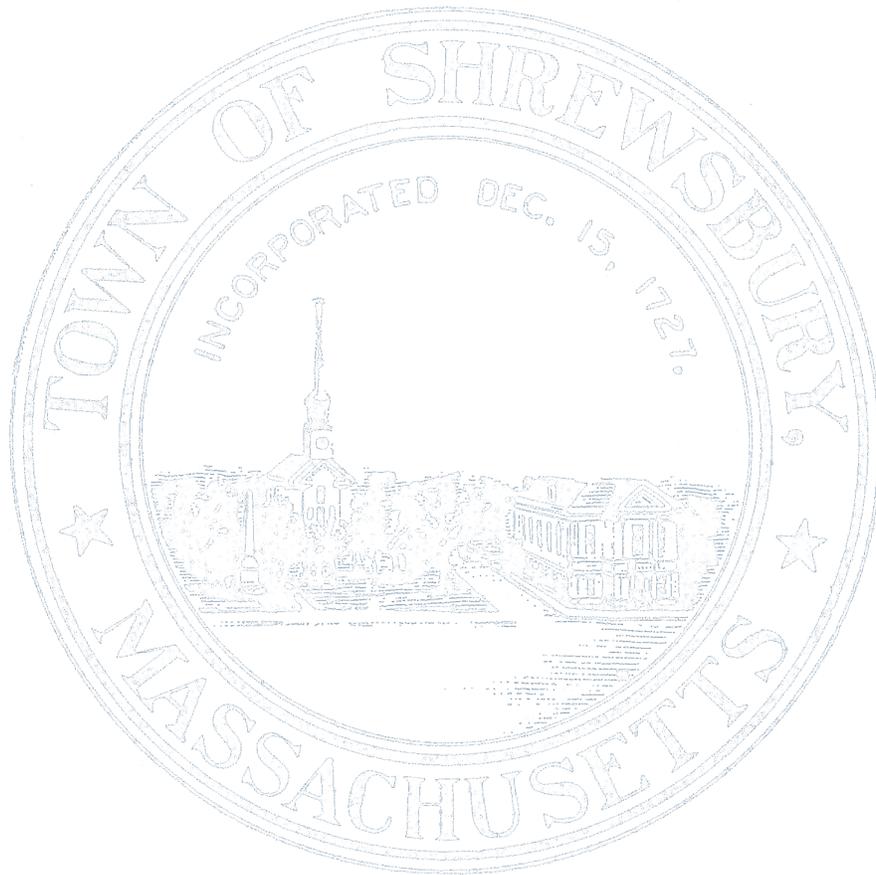
CMRPC

Central Massachusetts Regional Planning Committee provides comprehensive planning services, technical planning services, and a variety of grant preparation and administration assistance to its 40 community region. In addition, the Department conducts studies on a broad range of regional growth issues and development trends. Shrewsbury is assessed annual a per capita charge for the work associated with the Committee.

Court Judgements, Deficits, and Other

State law provides that if the Town receives a court judgment requiring the payment of funds, the Town Treasurer/Collector, with the Town Accountant's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate. From time to time, there are other non-appropriated expenses which have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, and snow and ice budgets, must be added to the following year's tax rate.

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FUND INFORMATION

Financial Funds and Basis of Accounting Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

The Town considers property tax revenues available if they are collected within 60 days after year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met. The following major governmental funds are reported:

- ❑ The general fund is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.
- ❑ The non-major governmental funds consist of special revenue, other capital projects, and permanent funds that are aggregated and presented in the non-major governmental funds column on the governmental funds financial statements.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- ❑ The sewer fund for the financing and operations of the Town's sewer system
- ❑ The solid waste fund for the financing and operations of the Town's solid waste enterprise.
- ❑ The Electric Light Fund used to account for activities of the government's electric distribution operations.
- ❑ The Cable Operations fund provides transmission of cable television signals, and the installations necessary for the customers to receive them.

Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the Town's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

The following fiduciary fund types are reported:

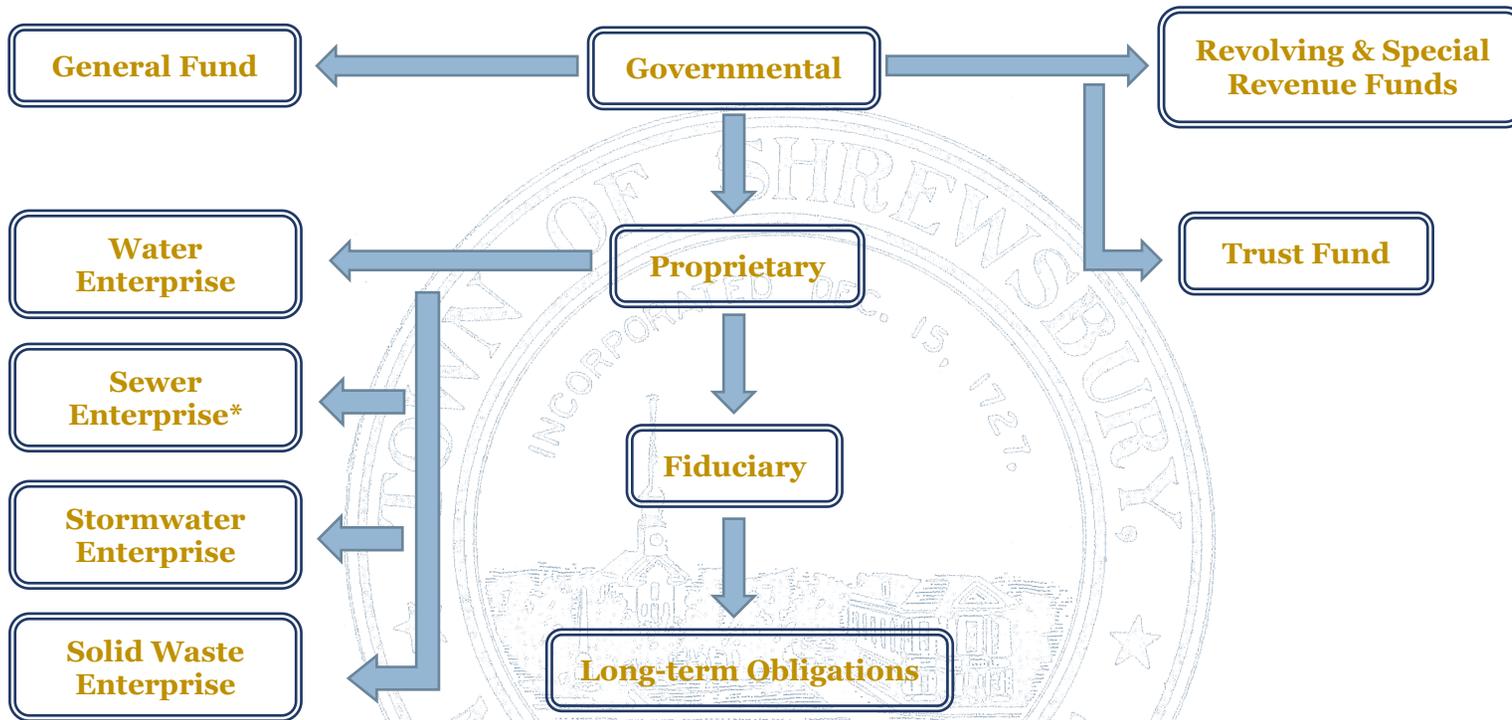
- ❑ The pension trust fund is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries and also cover expenses associated in managing and administering the retirement system is its assets.
- ❑ The other postemployment benefit trust fund is used to accumulate resources to provide funding for current future other postemployment benefits (OPEB) liabilities. These liabilities are the promised medical and life insurance benefits of eligible retirees. The assets of the OPEB Trust Fund cannot be used to support the Town's operations.
- ❑ The private-purpose trust fund is used to account for trust arrangements, other than those properly reported in the pension trust fund, other postemployment benefit trust, or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.

An annual budget is adopted for the Town's General and Enterprise Funds. The Town's annual budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from Generally Accepted Accounting Principles (GAAP).

The major differences between the budget and GAAP basis are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP).
3. The depreciation of Fixed Assets is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.

TOWN FUNDS

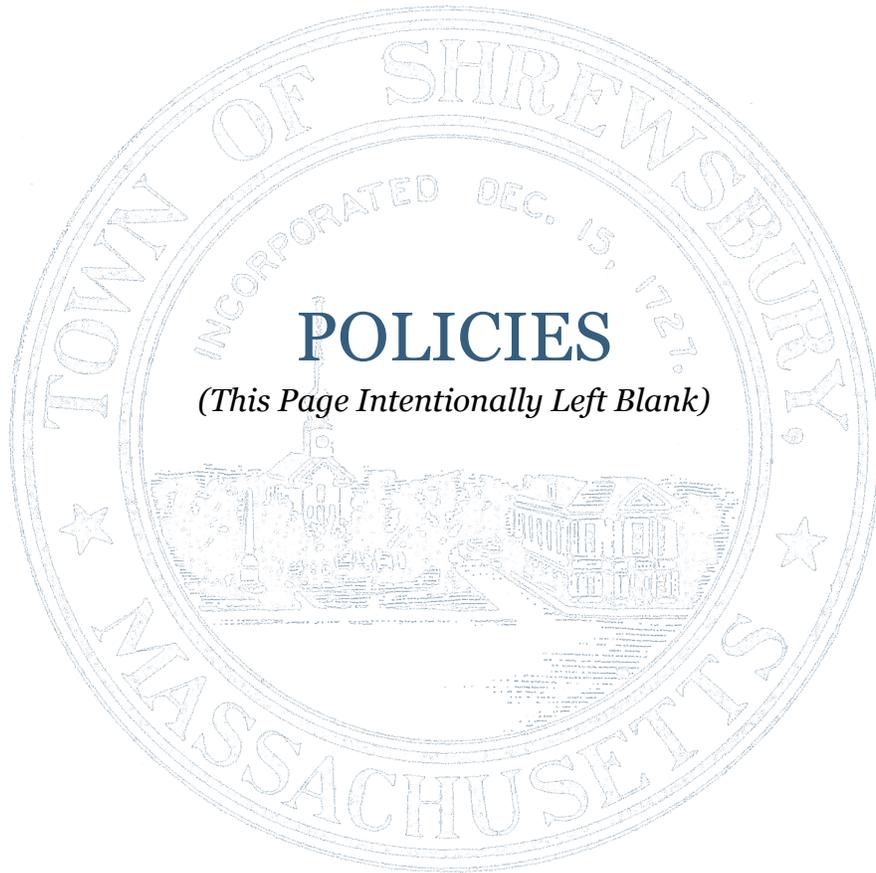


***NOTE: SEWER ENTERPRISE FUND - SPECIAL REVENUE FUND TREATED AS A UTILITY**

FUND CLASSIFICATION

The Town defines a fund balance as the difference between assets and liabilities reported in a government fund. This is also known as fund equity. The Town classifies the funds as follows: General Fund, Enterprise Funds, Reserve Funds and Revolving Funds.

General Fund	The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.
Free Cash	“Free Cash” is a revenue source that results from the calculation, as of July 1, of a community’s remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year.
Enterprise Fund	An enterprise fund, authorized by MGL Ch. 44 Sec.53F ½ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered user charges and the portion that is subsidized by the tax levy, if any.
Revolving Fund	A revolving fund allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For department revolving funds, MGL Ch. 44 Sec. 53E ½ stipulates that each fund must be reauthorized each year at annual Town Meeting and that a limit on the total amount that may be spent from each fund must be established at that time.
Reserve Fund	An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for “extraordinary or unforeseen” expenditures. Other uses of the fund require budgetary transfers by Town Meeting.
Stabilization Fund	In accordance with Massachusetts General Law, Chapter 40, Section 5B, the Town may appropriate in any year an amount not exceeding, in the aggregate, 10% of the amount raised in the preceding fiscal year’s tax levy. The Town may appropriate funds from the Long Term Stabilization Fund for any lawful purpose with a two-thirds vote of Town Meeting.



POLICIES

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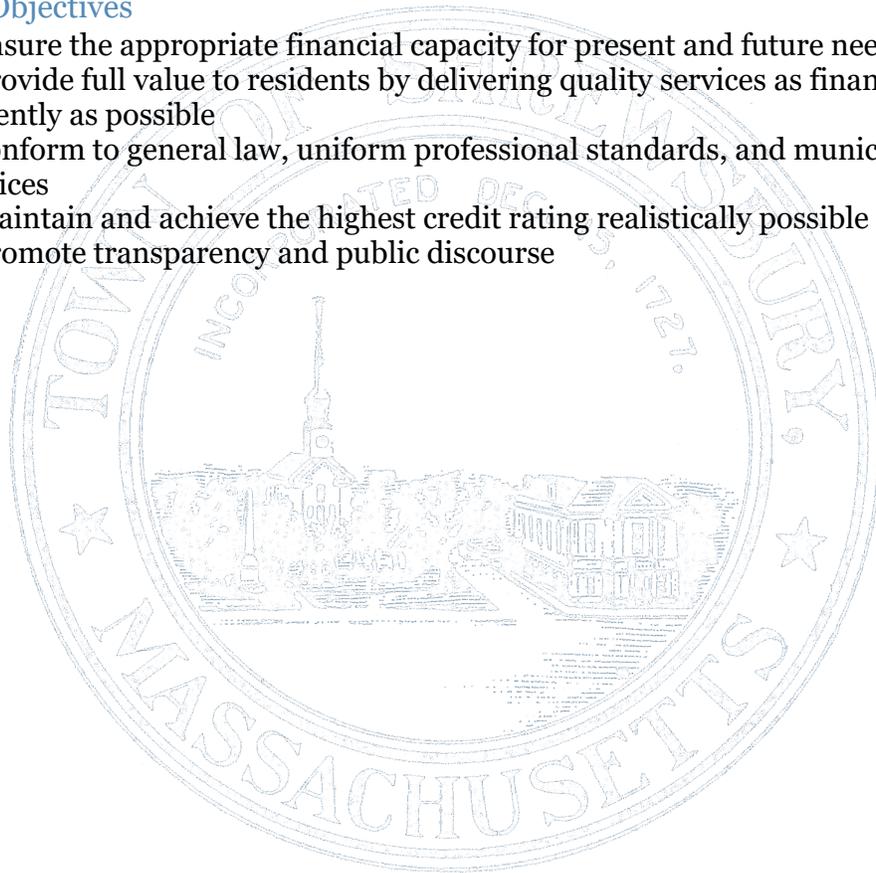
POLICY MANUAL

This Policy Manual has been prepared by the Town of Shrewsbury's Town Manager's Office under the guidance of the Board of Selectmen. The adoption of formal financial policies provides instructive guidance and promotes consistency as local official's plan, direct, monitor, and protect municipal assets and resources.

If you have any questions, please contact Town Manager Kevin J. Mizikar at 508-841-8508 or kmizikar@shrewsburyma.gov.

Key Policy Objectives

1. To ensure the appropriate financial capacity for present and future needs
2. To provide full value to residents by delivering quality services as financially efficiently as possible
3. To conform to general law, uniform professional standards, and municipal best practices
4. To maintain and achieve the highest credit rating realistically possible
5. To promote transparency and public discourse



A – RESERVE POLICY

Background:

Formal written policies that establish guidelines for funding and maintaining reserves can help a community sustain operations during difficult economic periods. Reserves can be used to finance unforeseen or emergency needs, to hold money for specific future purposes, or in limited instances, to serve as a revenue source for the annual budget. Reserve balances and policies can also positively impact a community's credit rating and as a consequence, the long-term cost to fund major projects. The discussion of reserves, and the attention of credit rating agencies, is generally focused on free cash, and stabilization funds. A review of the public finance literature generally reveals five reasons local governments create and maintain reserves:

- A. **Operational Needs** – These are contingency reserves which are typically appropriated as part of the annual budget. The purpose is to meet unexpected increases in department operational costs such as legal fees, major equipment repairs and other extraordinary costs.
- B. **Catastrophic or Emergency Expenditures** – These are contingency reserves which provide emergency funds for use in a major calamity such as a hurricane, blizzard, uninsured loss or damage to a capital asset.
- C. **Maintenance of Assets** – These are restricted reserves used to replenish the continuing depreciation or replacement of buildings and equipment. The Town is required to show the depreciation of certain fixed assets.
- D. **Liquidity or Cash Flow** – These are unrestricted reserves used to reduce the need for short-term borrowing, generate investment income and to maintain a strong credit rating.
- E. **Unfunded Liabilities** – These are restricted reserves used to fund an unfunded liability that has been incurred during the current or prior years, but which does not have to be paid until a future year, and for which adequate reserves have not been set aside. These liabilities may not be apparent in typical financial records in a way that makes their impact easy to assess. This type of liability accumulates gradually over time and may go unnoticed until it has created severe financial problems. Unfunded liabilities are predominantly pension obligations and postemployment benefits.

The Town of Shrewsbury's reserves include: A Stabilization Fund, Free Cash, and an operating budget Reserve Fund, Solid Waste Enterprise retained earnings, Water System Improvements Account, Sewer Enterprise Fund Surplus account, Other Post-Employment Benefits (OPEB) and Pension Trust Funds.

The overall level of Financial Reserves is critical to maintaining and improving the Town's Bond Rating and ensuring sufficient funds to manage unanticipated needs. Funds shall be appropriated from Reserves only after an analysis has been prepared by the Town Manager and presented to the Finance Committee and Board of Selectmen. The analysis shall provide

sufficient evidence to establish that the remaining balance is adequate to offset potential downturns in revenue sources and provide sufficient cash balance for daily financial needs.

A.1 – Reserve: General Stabilization

Background:

The General Stabilization Fund is the Town’s main reserve fund designed to provide financial stability for all aspects of Town operations, while improving the Town’s credit worthiness and flexibility. The provisions of this fund are dictated by Massachusetts General Law (MGL), Chapter 40, Section 5B. Under State law, a municipality may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed 10% of the prior year’s tax levy. A majority vote of Town Meeting is required to establish, amend the purpose of, or appropriate money into the general stabilization fund, and a two-thirds majority is required to appropriate money from the general stabilization fund. Any interest generated by a fund must be added to and become a part of the fund. The total of all stabilization fund balances shall not exceed 10% of a municipality’s equalized values. A stabilization fund is designed to accumulate amounts for emergency, extraordinary or unforeseen events, although it may be appropriated for any lawful purpose.

General Stabilization Policy:

The Town shall maintain a General Stabilization Fund of at least 5% of the annual general fund budget for the purpose of extraordinary or unforeseen expenditures. The Town will endeavor to leave this balance unspent, except in the event of an emergency or extraordinary or unforeseen events. If it is necessary to draw down from the General Stabilization Fund, the Town will ensure that it is restored through the appropriation of revenues such as free cash and/or any other lawful appropriation.

A.2 – Reserve: Free Cash

Background:

The Massachusetts Division of Local Service’s (DLS) Municipal Finance Glossary (May 2008) defines Free Cash as follows:

Free Cash (Also Budgetary Fund Balance) – Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the prior year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community’s auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts.

Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, an emergency, or other unanticipated expenditure, non-recurring capital expenditures and uneven cash flow. Free cash can serve as a source for funding capital projects or replenish other reserves.

The Government Finance Officers' Association (GFOA) notes it is essential that governments maintain adequate levels of fund balance to mitigate current and future risks (e.g., revenue shortfalls and unanticipated expenditures).

DLS recommends that a municipality strive to generate free cash in an amount equal to 3-to-5% of its annual budget.

Free Cash Policy:

Except as approve below, the Town of Shrewsbury will not use Free Cash to fund the operating budget. Free Cash is considered a non-recurring source of funds, and should only be used for non-recurring purposes, including replenishing reserves.

The Town will endeavor to generate Certified Free Cash equivalent to the amount of 3-5% of the annual general fund budget. Amounts in excess of 2.5% of the proposed operating budget will be available for capital or other one-time expenses, while the target amount will be left unspent from year-to-year.

Free cash shall not be depleted in any year, so that the following year's calculation will begin with a positive balance. Conservative revenue projections and departmental expenditures shall be managed to produce excess income and departmental budget turn backs when possible.

Free Cash may be used for certain one-time expenditures, such as capital projects, emergencies, other unanticipated expenditures, or to support other reserves.

The Town has historically used some portion of its Free Cash to subsidize the ensuing year's annual operating budget. However, it is the Town's goal to limit the amount of Free Cash used in the operating budget to a sustainable level and to use these available funds for non-recurring one-time expenses, such as capital items.

For purposes of this policy, the following are deemed to be appropriate uses of Free Cash:

1. Appropriated Reserve within Operating Budget– an amount to provide for extraordinary or unforeseen expenditures as authorized by MGL Chapter 40, Sec. 6.
2. Operating Budget – in order to pursue a gradual transition from using Free Cash to fund recurring operational expenses, the Town will reduce its annual appropriation each year until such time that Free Cash is no longer utilized or until such time the provisions of this policy are met.
3. Stabilization Funds – to fund or replenish any Stabilization Fund.
4. Capital Improvement Program – to fund any projects in accordance with the policy defined “Capital Planning”
5. Special Use – to augment the trust funds related to fringe benefits and unfunded liabilities related to employee fringe benefits and retiree benefits.
6. Extraordinary Deficits – to fund any potential deficits that would otherwise be carried over to the following fiscal year.
7. Emergency Appropriations – to allow for fiscal flexibility in any given fiscal year.

A.3 – Reserve: Operating Budget Reserve Fund

Background:

Annually, the Town funds a reserve fund within the operating budget, which is managed by the Finance Committee, to cover unforeseen and extraordinary operating expenses for that particular fiscal year. The Town has funded this line item at \$280,000 for at least the last fifteen years. In FY19 the amount was decreased by the Finance Committee to remove a consistently recurring expense that was funded through the reserve fund.

Operating Budget Reserve Fund Policy:

The Town shall fund operating budget reserve fund within the operating budget which shall be equal to or greater than 5% of the expense line items <4,5,6> of the proposed operating budget.

A.4 – Reserve: Enterprise and Utility Reserve Funds

Background:

The Town of Shrewsbury utilizes enterprise fund accounting to manage its utility services. In accordance with financial management best practices, this method of management and accounting is utilized to help ensure equity when charging for these services. Utility user fees cover the costs of the operation of the utilities rather than relying upon the general tax levy.

Enterprise and Utility Reserve Policy:

The Town shall maintain a reserves of at least 5% of the annual recurring operating costs of each utility fund for the purpose of extraordinary or unforeseen expenditures. Reserves may be dedicated for infrastructure replacement and enhancement as need to ensure the viability of the utility. Special purpose stabilization funds for each utility shall be established and funded so long as the current capital needs of the system are being satisfied. In extraordinary circumstances the Town General Stabilization Account may be used to cover expenses of utilities.

References:

[M.G.L. c. 40, § 5B](#)

[M.G.L. c. 59, §23](#)

[M.G.L. c. 59, § 25](#)

[M.G.L. c. 44, § 53F^{1/2}](#)

DLS Best Practices: [Free Cash](#), [Reserve Policies](#), [Special Purpose Stabilization Funds](#)

DLS Departmental Procedure Manual: [Enterprise Funds](#)

DLS Informational Guideline Releases 17-20: [Stabilization Funds](#)

Government Finance Officers Association Best Practices: [Fund Balance Guidelines for the General Fund](#) and [Working Capital Targets for Enterprise Funds](#)

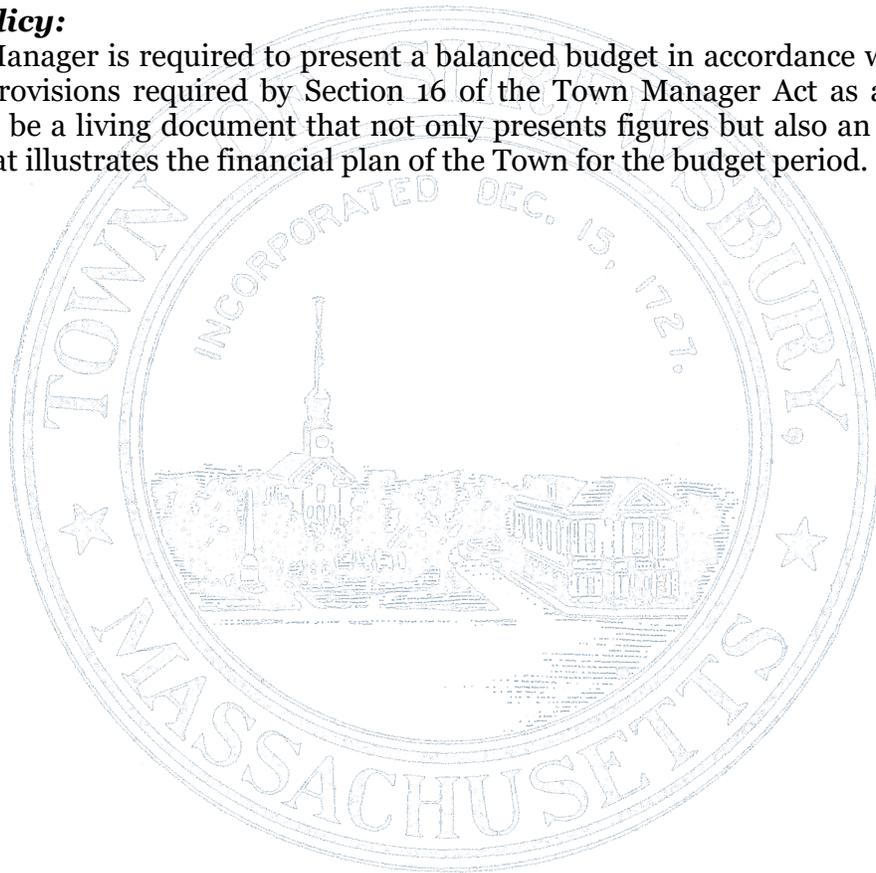
B – SUBMISSION OF BUDGET AND BUDGET MESSAGE

Background:

The Town defines a balanced budget as a budget in which receipts are greater than (or equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.

Budget Policy:

The Town Manager is required to present a balanced budget in accordance with the timing and other provisions required by Section 16 of the Town Manager Act as amended. The budget shall be a living document that not only presents figures but also an accompanying narrative that illustrates the financial plan of the Town for the budget period.



C – CAPITAL PLANNING

Background:

To effectively maintain the Town’s infrastructure and protect the value of its capital assets, this policy outlines guidance for planning, reviewing, and coordinating capital improvements. Adherence to this policy will help the Town meet its capital needs despite limited resources. This policy establishes a framework for long-term capital improvements, sets guidelines and expectations for all Town departments in planning for and requesting capital projects, and outlines consensus budgetary goals for the Board of Selectmen and Finance Committee.

Capital Planning Policy:

The Town will maintain its physical assets by providing funding in the operating budget or through separate appropriations to protect its capital investments and minimize future maintenance and replacement costs. To provide and preserve the infrastructure needed for achieving the highest levels of public services and quality of life possible within available financial resources, the Town will maintain an annually updated, five-year plan for capital improvements. The Town will emphasize preventive maintenance as a cost effective approach to capital reinvestment and replace exhausted goods as necessary.

1. Definition of a Capital Improvement

A capital improvement is a tangible asset or project estimated to cost over \$25,000 and to have or to extend five (5) or more years of useful life. These include:

1. Real property acquisitions, construction, and long-life capital equipment
2. Major improvements to physical infrastructure, including streets, sidewalks, storm-water drains, water distribution systems, and sanitary sewer systems
3. Major renovations of existing capital items that extend their useful lifespans, as distinguished from normal operating expenditures
4. Acquisition of equipment, certain classes of motor vehicles and items related thereto
5. Planning, feasibility studies, and designs for potential capital projects
6. Items obtained under a long-term capital lease
7. Bulk purchases of similar items, like software or furniture, with expected useful life spans of five or more years that, when aggregated, have total costs exceeding the capital threshold

B. Inventory

To support a systematic acquisition and replacement schedule, the Town Manager will annually update and maintain a detailed inventory of all capital assets, which shall include dates built, acquired or last improved, original cost, current condition, expected and remaining useful life spans, depreciated value, extent of use, and any scheduled replacement or expansion dates.

C. Evaluation of Capital Projects

The Town Manager shall establish a review process through which departments request funding for capital purchases. The Town Manager will evaluate and prioritize the capital requests received from departments and may use the criteria below:

1. Eliminates a hazard to public health and safety
2. Required by state or federal laws or regulations
3. Uses outside financing sources, such as grants
4. Stabilizes or reduces operating costs
5. Replaces a clearly obsolete facility, makes better use of an existing facility, or relieves an overburdened situation
6. Maintains or improves productivity or existing standards of service
7. Supports adopted plans, goals, objectives, and policies of the Town
8. Directly benefits the Town's economic base by protecting and increasing property values
9. Provides new programs having social, cultural, historic, economic, or aesthetic value

D. Multi-year Capital Improvement Plan (CIP)

The Town Manager will annually update and propose to the Finance Committee and Board of Selectmen a five-year CIP, including the upcoming fiscal year's capital budget and a four-year projection of capital needs and expenditures that details their estimated costs, descriptions, and anticipated funding sources.

Throughout the year, the Town Accountant will monitor active capital projects to ensure they remain properly funded and will report any issues to the Town Manager.

D. Capital Financing

Long-term debt is an appropriate funding source for certain types of projects, while short-term debt and current revenues should be used for assets with short useful lifespans. Funding shall be derived from a combination of property taxes and the Free Cash and any capital stabilization funds, so established.

The CIP shall be prepared and financed in accordance with the following policies:

1. Special revenue sources (e.g., grants, revolving funds) shall be evaluated as funding options whenever practical.
2. The annual operating costs of each proposed capital project, as well its debt service costs, shall be identified before any long-term, bonded capital project is recommended.
3. Short-term debt may be used to fully finance purchases with useful lifespans of less than 10 years.

4. Major capital projects, such as new construction or major renovations to existing facilities, may be accomplished through capital or debt exclusions.
5. Infrastructure or facility maintenance budgets built into the general operating budget will not be reduced to fund other departmental budgets.
6. To the fullest extent feasible, all capital projects associated with the Town's water, sewer and any other enterprise funds shall be financed from user fees.

F. Capital Project Closeouts

The Town will endeavor to close out all capital projects within six months of completion or discontinuation. As they are closed out, the Town Accountant will do the following:

1. For bonded projects with residual balances less than \$50,000, the Town Accountant and Treasurer will propose the Board of Selectmen approve applying the balances to debt service.
2. For bonded projects with residual balances in excess of \$50,000, the Town Accountant and Treasurer will propose appropriating the balances for other capital projects for which the Town may borrow for an equal or greater term as the original loan was issued.
3. For projects funded with available revenue (tax levy or reserves) having residual balances, the Town Accountant will propose reallocating the balances for other capital projects or will close the balances to the appropriate fund surplus.

References:

[M.G.L. c. 44, § 20](#)

[M.G.L. c. 44, § 33B](#)

Division of Local Services Best Practice: [Presenting and Funding Major Capital Projects](#)

DLS Financial Management Guidance: [Capital Improvement Planning Manual](#) and [Capital Improvement Planning Guide – Developing a Comprehensive Community Program](#)

D – DEBT MANAGEMENT

Background:

To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Policy adherence will help the Town to responsibly address capital needs, provide flexibility in current and future operating budgets, control borrowing, sustain capital investment capacity, and maintain or enhance the Town's bond rating so as to achieve long-term interest savings.

Debt Management Policy:

Under the requirements of federal and state laws, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other assets or to refinance existing debt. The Town will issue and manage debt obligations in such a manner as to obtain the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers. Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted to be issued under Massachusetts law, will only be issued to construct, reconstruct, or purchase capital assets that cannot be acquired with current revenues.

A. Debt Financing

In financing with debt, the Town will:

1. Long-term borrowing will take place only for objects or purposes authorized by state law under M.G.L. Ch. 44, sec. 7 and 8, and will be confined to infrastructure and capital projects too expensive to be financed from current revenues. In general, the Town will attempt to finance purchases costing less than \$1,000,000 with operating revenues.
2. Refrain from using debt to fund any recurring purpose, such as current operating and maintenance expenditures.
3. Long-term debt should not be incurred without a clear identification of its financing sources. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources.
4. Where possible, the town will use special assessment, revenues or other self-supporting revenues to fund general obligation bonds. (ex: light, cable, water)
5. To the extent practicable, user fees will be set to cover the capital costs of Enterprise type services or activities - whether purchased on a pay-as-you-go basis or through debt financing - to avoid imposing a burden on the property tax levy.

B. Debt Limits

The Town will adhere to a debt parameter wherein the outstanding debt shall not exceed three (3) percent of the Town of Shrewsbury Assessed value.

C. Structure and Term of Debt

The following shall be the Town's guidelines on debt terms and structure:

1. Issue long term debt only for capital projects or assets that have a long useful life. It should be issued to pay for the cost of significant infrastructure and capital projects. Long-term debt should not be issued for recurring, small capital purchases with a useful life of less than five years.
2. The town will maintain good communications with bond rating agencies about its financial condition. The town will follow a policy of full disclosure on every financial report and bond prospectus.

D. Bond Refunding

To achieve potential debt service savings on long-term, tax-exempt debt through bond refunding the Town will:

1. Bonds will be paid back within a period not to exceed the expected useful life of the capital project or the period defined by state law; whichever is shorter.
2. The Town should attempt rapid debt repayment schedules. This ensures cost savings to the community and seeks to avoid strapping future generations with large debt obligations. This policy recognizes that capital needs continue and that new debt will continue to be identified and issued.

E. Protection of Bond Rating

To protect its bond rating, the Town will:

1. The town will retire bond anticipation debt within 6 months after completion of the project. Exception- Town may carry BAN(s) longer if market conditions are not favorable.
2. Refunding bonds should be issued only if the present value of debt service saving exceeds 3 percent of the debt service amount of the refunded bonds.
3. The Town will strive to limit annual increases in debt to a level that will not materially jeopardize the Town's AAA credit rating.

References:

M.G.L. c. 41, § 59	M.G.L. c. 44, § 6A	M.G.L. c. 44, § 19
M.G.L. c. 41, § 61	M.G.L. c. 44, § 7	M.G.L. c. 44, § 20
M.G.L. c. 44, § 4	M.G.L. c. 44, § 8	M.G.L. c. 44, § 21A
M.G.L. c. 44, § 6	M.G.L. c. 44, § 17	26 USC § 148

DLS Borrowing Guidelines: [Asset Useful Life - Borrowing Limits](#)

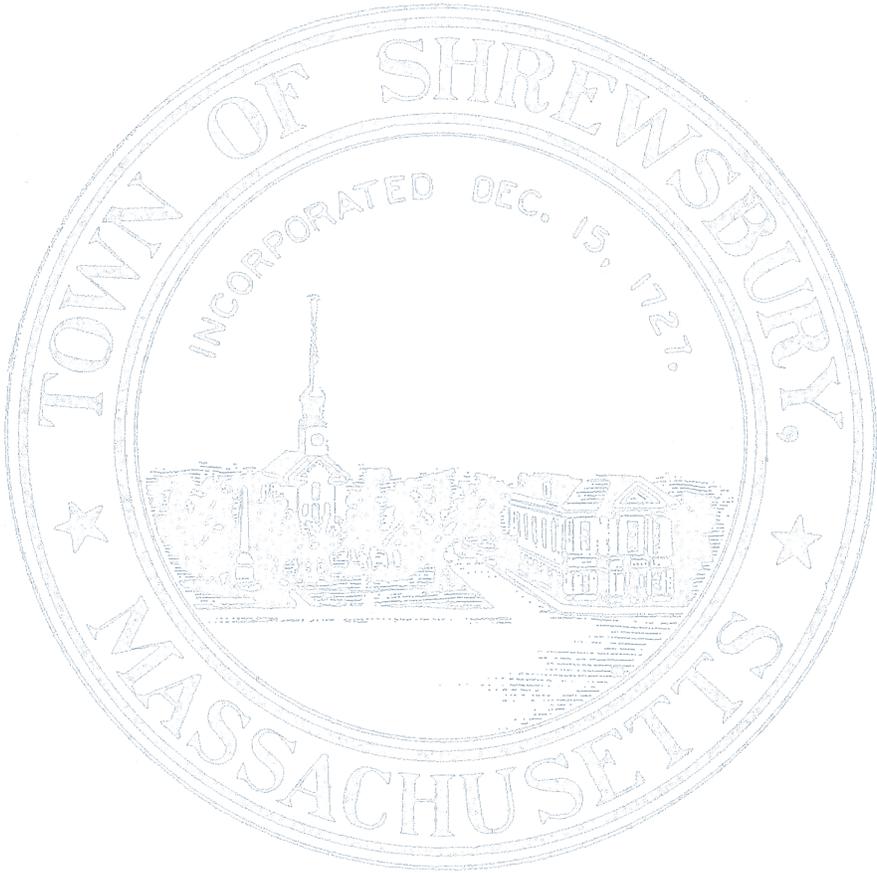
DLS Best Practice: [Understanding Municipal Debt](#)

DLS Informational Guideline Releases 17-21: [Borrowing](#) and 17-22: [Premiums and Surplus Proceeds for Proposition 2½ Excluded Debt](#)

Government Finance Officers Association Best Practices: [Refunding Municipal Bonds](#)

Internal Revenue Service Guidance: [Arbitrage Guidance for Tax-Exempt Bonds](#)

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APPENDIX

BACK UP MATERIALS

TITLE	PURPOSE	PAGE
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TAX RATE RECAPITULATIONS

	BUDGET FY 20	ACTUAL FY 19	ACTUAL FY 18	ACTUAL FY 17	ACTUAL FY 16	ACTUAL FY 15	ACTUAL FY 14
CHARGES							
APPROPRIATIONS	\$142,974,497	\$142,002,514	\$128,648,547	\$123,166,289	\$121,454,658	\$117,989,602	\$109,611,071
OVERLAY DEFICITS	\$0	\$0	\$0	\$1,396	\$4,799	\$0	\$0
CHERRY SHEET OFFSETS	\$194,946	\$194,338	\$182,211	\$42,014	\$51,267	\$73,860	\$137,643
CMRPC (OTHER)	\$10,197	\$13,354	\$9,706	\$11,679	\$9,238	\$9,013	\$8,793
STATE AND COUNTY CHARGES	\$1,039,854	\$1,008,782	\$1,002,416	\$1,252,732	\$1,610,178	\$1,700,006	\$1,807,169
OVERLAY	\$252,050	\$292,836	\$534,414	\$736,103	\$638,530	\$513,182	\$763,800
TOTAL TO BE RAISED	\$144,471,544	\$143,511,824	\$130,377,294	\$125,210,213	\$123,768,670	\$120,285,663	\$112,328,476
REVENUE							
STATE AID (INCLUDES SBAB)	\$26,364,069	\$26,085,242	\$25,783,132	\$25,976,884	\$25,553,814	\$25,385,557	\$25,287,118
SCHEDULE A RECEIPTS	\$11,571,112	\$15,005,196	\$14,180,200	\$13,716,000	\$13,654,000	\$13,281,500	\$12,232,271
SOLID WASTE ENTERPRISE	\$968,500	\$878,500	\$878,500	\$870,500	\$870,500	\$870,000	\$885,000
FREE CASH & RETAINED EARNINGS	\$5,742,502	\$4,164,846	\$2,811,639	\$3,392,697	\$3,249,000	\$3,390,003	\$3,969,580
OTHER AVAILABLE FUNDS							
SALE OF CEMETERY LOTS	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
SEWER SURPLUS/I&I FUND	\$8,058,021	\$14,883,979	\$8,691,233	\$7,567,352	\$7,146,603	\$6,922,726	\$7,531,863
LIGHT REVENUE	\$438,600	\$444,600	\$564,225	\$578,475	\$592,200	\$606,420	\$130,750
CATV REVENUE	\$0	\$0	\$0	\$0	\$0	\$0	\$348,400
OTHER FUNDS (CHAPTER 90)	\$989,833	\$986,356	\$980,915	\$992,495	\$1,479,320	\$980,722	\$986,194
BUDGET/FUND TRANSFERS	\$40,417	\$1,463,988	\$99,736	\$242,974	\$575,583	\$571,581	\$407,923
TITLE V RESERVE	\$10,269	\$15,100	\$15,100	\$15,100	\$15,100	\$15,099	\$15,101
WATER SYSTEM IMPROVEMENTS	\$6,488,816	\$1,357,507	\$50,000	\$427,166	\$1,308,000	\$1,353,524	\$878,082
WATER CONSERVATION FUND	\$50,000	\$50,000	\$50,000	\$150,000	\$145,000	\$30,000	\$10,000
STORMWATER	\$1,560,500						
CABLE PUBLIC ACCESS	\$440,000						
CEMETERY TRUST FUNDS	\$0	\$10,000	\$25,000	\$0	\$75,000	\$0	\$0
HIGHWAY IMPROVEMENTS	\$0	\$0	\$35,000	\$0	\$0	\$0	\$0
SALE OF PROPERTY	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SEWER CONSTRUCTION	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FREE CASH (REDUCE LEVY)	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
MUNICIPAL LIGHT (REDUCE LEVY)	\$237,569	\$237,569	\$237,569	\$237,569	\$237,569	\$237,569	\$237,569
CATV REVENUE (REDUCE LEVY)	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$792,811
BOND INTEREST RESERVE	\$0	\$0	\$8,100	\$8,900	\$0	\$25,000	\$60,000
TOTAL REVENUE	\$64,278,208	\$66,900,883	\$56,478,349	\$55,494,112	\$56,219,689	\$54,987,701	\$54,290,662
TOTAL LEVY	\$80,193,336	\$76,610,941	\$73,898,945	\$69,716,101	\$67,548,981	\$65,297,962	\$58,037,814
TAX RATE	\$12.47	\$12.57	\$12.66	\$12.83	\$13.00	\$13.21	\$12.17
Tax Levy as Percent of Total Spending	55.51%	56.68%	53.38%	56.68%	55.68%	54.58%	54.29%
Net State Aid as Percent of Total Spending	17.39%	18.87%	17.34%	18.87%	19.71%	19.30%	19.63%

COMBINED DEBT SERVICE SCHEDULES

No.	Issue/Re-Issue	Purpose	Payment	2021	2022	2023	2024	2025	2026	2027 - 2045	Total Outstanding		
4	8/15/2001 4/15/2010	High School	Principal	\$2,905,000	\$2,895,000						\$8,715,000		
			Interest	\$58,900,000	\$217,375	\$72,375						\$652,625	
			Total		\$3,122,375	\$2,967,375							\$9,367,625
7	7/26/2001 2/1/2005	Assabet River CWMP #1	Principal	\$15,698							\$28,940		
			Interest	\$1,760,000	\$0							\$259	
			Total		\$15,698								\$29,199
8	8/1/2004	Title V Loan Program #2	Principal	\$5,541	\$5,670	\$5,670					\$22,422		
			Interest	\$105,896	\$0	\$0						\$0	
			Total		\$5,541	\$5,670	\$5,670						\$22,422
9	11/15/2004 4/12/2013	Oak Middle School	Principal	\$380,000	\$370,000	\$360,000	\$350,000	\$340,000			\$2,190,000		
			Interest	\$7,400,000	\$27,235	\$21,990	\$16,245	\$10,038	\$3,400			\$111,051	
			Total		\$407,235	\$391,990	\$376,245	\$360,038	\$343,400				\$2,301,051
11	10/24/2005	Title V Loan Program #3	Principal	\$4,728	\$4,728	\$4,728	\$4,728	\$4,728	\$4,728	\$4,728	\$0	\$33,096	
			Interest	\$94,573	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
			Total		\$4,728	\$4,728	\$4,728	\$4,728	\$4,728	\$4,728	\$4,728	\$0	\$0
12	12/18/2007 12/10/2009	Assabet River CWMP #2	Principal	\$10,808								\$21,616	
			Interest	\$168,653	\$0								\$0
			Total		\$10,808								\$21,616
15	7/14/2011	Sherwood Middle School	Principal	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$6,000,000	\$13,000,000	
			Interest	\$20,000,000	\$490,000	\$440,000	\$390,000	\$345,000	\$305,000	\$265,000	\$745,000		\$3,520,000
			Total		\$1,490,000	\$1,440,000	\$1,390,000	\$1,345,000	\$1,305,000	\$1,265,000	\$6,745,000		\$16,520,000
16	7/14/2011	Credit Union Land Purchase	Principal	\$65,000	\$65,000							\$195,000	
			Interest	\$680,000	\$4,875	\$1,625							\$14,625
			Total		\$69,875	\$66,625							\$209,625
17	11/15/2012	Water System Improvements	Principal	\$65,000	\$65,000	\$65,000						\$260,000	
			Interest	\$681,000	\$3,250	\$1,950	\$650						\$10,400
			Total		\$68,250	\$66,950	\$65,650						\$270,400
18	11/15/2012	Land Acquisition - South St	Principal	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$2,135,000	\$4,270,000	
			Interest	\$6,100,000	\$111,325	\$105,034	\$98,172	\$90,738	\$82,731	\$74,153	\$251,130		\$930,708
			Total		\$416,325	\$410,034	\$403,172	\$395,738	\$387,731	\$379,153	\$2,386,130		\$5,200,708
19	3/29/2013	Sewer Interceptor #1	Principal	\$42,319	\$43,238	\$44,178	\$45,138	\$46,119	\$47,122	\$359,810		\$669,342	
			Interest	\$956,875	\$12,558	\$11,712	\$10,847	\$9,964	\$9,061	\$8,139	\$29,403		\$105,071
			Total		\$54,877	\$54,950	\$55,025	\$55,102	\$55,180	\$55,261	\$389,213		\$774,413
20	1/23/2014	Spring Street School	Principal	\$65,000	\$60,000	\$60,000	\$60,000					\$310,000	
			Interest	\$635,000	\$6,100	\$4,800	\$3,300	\$1,800					\$23,400
			Total		\$71,100	\$64,800	\$63,300	\$61,800					\$333,400
21	1/23/2014	Light Plant Upgrade - CenTech	Principal	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$2,400,000	\$4,500,000	
			Interest	\$6,000,000	\$132,600	\$126,600	\$119,100	\$111,600	\$102,600	\$93,600	\$81,600		\$1,206,300
			Total		\$432,600	\$426,600	\$419,100	\$411,600	\$402,600	\$393,600	\$2,781,600		\$5,706,300
22	1/7/2015	Sewer Interceptor #2	Principal	\$171,527	\$175,255	\$179,064	\$182,956	\$186,932	\$190,995	\$197,000	\$1,917,000	\$3,171,607	
			Interest	\$4,146,710	\$60,075	\$56,644	\$53,139	\$49,558	\$45,899	\$42,160	\$197,192		\$568,098
			Total		\$231,602	\$231,899	\$232,203	\$232,514	\$232,830	\$233,154	\$2,114,192		\$4,201,479
23	7/28/2016	Library Project - July 2016	Principal	\$490,000	\$490,000	\$490,000	\$490,000	\$490,000	\$490,000	\$490,000	\$5,335,000	\$8,765,000	
			Interest	\$9,745,000	\$267,244	\$247,644	\$228,044	\$208,444	\$188,844	\$169,244	\$830,259		\$2,426,566
			Total		\$757,244	\$737,644	\$718,044	\$698,444	\$678,844	\$659,244	\$6,165,259		\$11,191,566
24	7/19/2017	Library Project - July 2017	Principal	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$245,000	\$525,000	
			Interest	\$569,000	\$13,150	\$11,950	\$10,950	\$10,150	\$9,150	\$7,950	\$25,725		\$103,375
			Total		\$53,150	\$51,950	\$50,950	\$50,150	\$49,150	\$47,950	\$270,725		\$628,375

No.	Issue/Re- Issue	Purpose	Payment	2021	2022	2023	2024	2025	2026	2027 - 2045	Total Outstanding
School Heating System Replacement I											
25	7/19/2017		Principal	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$105,000	\$210,000
		\$229,000	Interest	\$5,325	\$4,875	\$4,500	\$4,200	\$3,825	\$3,375	\$11,025	\$42,900
			Total	\$20,325	\$19,875	\$19,500	\$19,200	\$18,825	\$18,375	\$116,025	\$252,900
School Heating System Replacement II											
26	7/19/2017		Principal	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,365,000	\$2,765,000
		\$2,967,000	Interest	\$69,950	\$63,950	\$58,950	\$54,950	\$49,950	\$43,950	\$143,325	\$560,975
			Total	\$269,950	\$263,950	\$258,950	\$254,950	\$249,950	\$243,950	\$1,508,325	\$3,325,975
27	9/12/2018	Water Treatment Plant	Principal	\$499,022	\$509,867	\$520,948	\$532,271	\$543,839	\$555,658	\$8,424,019	\$12,074,031
		\$12,074,031	Interest	\$243,726	\$232,881	\$221,800	\$210,478	\$198,909	\$187,090	\$1,231,703	\$2,780,928
			Total	\$742,749	\$742,748	\$742,748	\$742,749	\$742,749	\$742,748	\$9,655,729	\$14,854,960
28	7/18/2019	Beal Early Childhood Center	Principal	\$2,340,000	\$2,340,000	\$2,340,000	\$2,340,000	\$2,340,000	\$2,340,000	\$32,621,000	\$46,661,000
		\$65,056,712	Interest	\$1,902,130	\$1,785,130	\$1,668,130	\$1,551,130	\$1,434,130	\$1,317,130	\$7,776,955	\$18,398,711
			Total	\$4,242,130	\$4,125,130	\$4,008,130	\$3,891,130	\$3,774,130	\$3,657,130	\$38,042,140	\$65,059,712
29	7/18/2019	Water Treatment Plant #2	Principal	\$45,000	\$45,000	\$45,000	\$40,000	\$40,000	\$40,000	\$539,000	\$794,000
		\$1,009,519	Interest	\$32,595	\$30,345	\$28,095	\$25,970	\$23,970	\$21,970	\$125,995	\$305,519
			Total	\$77,595	\$75,345	\$73,095	\$65,970	\$63,970	\$61,970	\$665,000	\$1,099,519
30	7/18/2019	Fire Facilities (re-finance)	Principal	\$340,000	\$340,000	\$340,000	\$340,000	\$340,000	\$335,000	\$0	\$2,035,000
		\$2,289,653	Interest	\$93,250	\$76,250	\$59,250	\$42,250	\$25,250	\$8,375	\$0	\$304,625
			Total	\$433,250	\$416,250	\$399,250	\$382,250	\$365,250	\$343,375	\$0	\$2,339,625
Existing Debt Service											
			Principal	\$9,304,643	\$9,268,758	\$6,314,588	\$6,245,093	\$6,191,618	\$5,863,503	\$61,445,829	\$62,291,054
			Interest	\$3,692,763	\$3,295,755	\$2,971,171	\$2,726,269	\$2,482,719	\$2,242,135	\$11,749,313	\$13,073,516
			Total	\$12,997,406	\$12,564,512	\$9,285,759	\$8,971,362	\$8,674,336	\$8,105,638	\$70,804,817	\$75,364,570
Existing Debt Service by Funding Source											
				\$431,250	\$415,250	\$341,750	\$335,950	\$268,775	\$262,325	\$1,624,350	\$4,202,400
				\$10,921,709	\$10,540,373	\$7,345,791	\$7,122,750	\$6,903,505	\$6,351,852	\$55,965,069	\$110,769,772
			Light	\$432,600	\$426,600	\$419,100	\$411,600	\$402,600	\$393,600	\$2,781,600	\$5,706,300
			CATV	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
			Sewer	\$312,985	\$286,849	\$287,228	\$287,616	\$288,010	\$288,415	\$2,503,405	\$5,026,707
			Title V	\$10,269	\$10,398	\$10,398	\$4,728	\$4,728	\$4,728	\$0	\$55,518
			Water	\$888,594	\$885,043	\$881,493	\$808,719	\$806,719	\$804,718	\$10,286,214	\$15,125,360
			Total	\$12,997,407	\$12,564,513	\$9,285,760	\$8,971,363	\$8,674,337	\$8,105,638	\$70,804,823	\$140,886,057
				\$10,921,709	\$10,540,373	\$7,345,791	\$7,122,750	\$6,903,505	\$6,351,852	\$55,965,069	\$113,159,423
				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
				(\$2,764,695)	(\$2,764,695)	\$0	\$0	\$0	\$0	\$0	(\$8,294,085)
				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
				(\$40,671)	(\$40,671)	(\$40,671)	(\$40,671)	\$0	\$0	\$0	(\$203,355)
				(\$47,231)	(\$42,412)	(\$37,592)	(\$33,255)	(\$29,399)	(\$25,543)	(\$71,811)	(\$339,294)
				(\$1,287)	(\$1,215)	(\$1,135)	(\$1,049)	(\$957)	(\$858)	(\$2,904)	(\$10,763)
				(\$893)	(\$812)	(\$744)	(\$689)	(\$621)	(\$540)	\$0	\$0
				\$8,066,932	\$7,690,568	\$7,265,649	\$7,047,085	\$6,872,527	\$6,324,911	\$55,532,792	\$102,084,989
			Tax Rate Impact*	\$6.430 B	\$1.25	\$1.20	\$1.13	\$1.10	\$1.07	\$0.98	\$8.32
			Average Res Tax Bill (Outside Levy Limit)*	\$478,603	\$600.36	\$572.35	\$540.73	\$524.46	\$511.47	\$470.71	\$0

FREE CASH ESTIMATE

FISCAL YEAR END	BALANCE AS OF 7/1	AMOUNT APPROPRIATED	FOLLOWING YEAR BALANCE	GAIN/(LOSS)
2020	\$6,532,235			
2019	\$8,631,981	\$4,851,486	\$3,780,495	
2018	\$7,649,490	\$4,495,324	\$8,631,981	\$982,491
2017	\$6,822,465	\$4,521,837	\$7,649,490	\$827,025
2016	\$6,098,965	\$2,766,639	\$6,822,465	\$723,500
2015	\$5,092,731	\$3,254,209	\$6,098,965	\$1,006,234
2014	\$5,580,257	\$3,500,000	\$5,092,731	(\$487,526)
2013	\$5,062,332	\$3,250,003	\$5,580,257	\$517,925
2012	\$5,591,137	\$4,157,713	\$5,062,332	(\$528,805)
2011	\$6,002,067	\$3,567,495	\$5,591,137	(\$410,930)
2010	\$5,845,970	\$3,896,791	\$6,002,067	\$156,097
2009	\$4,778,074	\$1,931,069	\$5,845,970	\$1,067,896
2008	\$4,597,946	\$1,810,000	\$4,778,074	\$180,128
2007	\$4,850,038	\$3,500,000	\$4,597,946	(\$252,092)
2006	\$4,185,519	\$2,500,000	\$4,850,038	\$664,519
2005	\$1,930,113	\$1,750,000	\$4,185,519	\$2,255,406

The July 1, 2020 projected balances for Free Cash and the General Stabilization Account are \$6,532,235 and \$2,168,862 respectively. The combined balance of \$8,701,097 meets the objective set by the Board of Selectmen that seeks to maintain a Free Cash and Stabilization balance of no less than 4.0% of the total operating budget that is to be adopted at the August 2020 Annual Town Meeting.

SEWER SURPLUS ACCOUNT

Item	FY 20 Actual	FY 19 Actual	FY 18 Actual	FY 17 Actual	FY 16 Actual	FY 15 Actual	FY 14 Actual
Sewer Rates	\$7,003,498	\$6,890,718	\$6,877,542	\$6,991,078	\$6,839,511	\$6,791,683	\$6,713,153
Miscellaneous & E1 Pump	\$47,410	\$47,322	\$77,720	\$42,564	\$44,573	\$39,634	\$44,198
Special Assessments	\$17,670	\$15,698	\$84,140	\$1,532,707	\$103,116	\$85,249	\$79,521
Adv. Payments on Betterments	\$10,612	\$16,233	\$22,870	\$15,847	\$36,668	\$23,759	\$15,835
Adv. Payments on Interest	\$214	\$364	\$789	\$391	\$1,755	\$724	\$541
Un-apportioned Betterments	\$386	\$34,000	\$0	\$0	\$0	\$0	\$31,751
Un-apportioned Interest	\$13	\$56	\$0	\$0	\$0	\$0	\$450
Sewer Liens	\$256,307	\$408,932	\$446,236	\$432,243	\$457,462	\$423,961	\$416,606
Sewer Betterments	\$60,930	\$67,488	\$61,908	\$65,772	\$72,024	\$76,615	\$76,093
Betterments Committed Interest	\$22,224	\$20,234	\$23,946	\$26,776	\$32,452	\$36,878	\$29,660
Total	\$7,417,263	\$7,501,045	\$7,595,149	\$9,107,377	\$7,587,561	\$7,478,504	\$7,407,808
Unreserved Fund Balance on June 30	\$13,471,746	\$19,854,680	\$20,173,230	\$17,650,741	\$16,511,157	\$13,818,671	\$13,202,694
Reserved by Town Meeting	\$7,658,021	\$13,883,979	\$8,056,223	\$7,140,352	\$6,846,603	\$5,922,726	\$7,031,863
Fund Balance on July 1	\$5,813,725	\$5,970,701	\$12,117,007	\$10,510,389	\$9,664,554	\$7,895,945	\$6,170,831
Revenue for Fiscal Year	\$7,419,263	\$7,501,045	\$7,595,149	\$9,107,377	\$7,587,561	\$7,478,504	\$7,407,808
Budget Turn back/Closeouts/Other	\$0	\$0	\$0	\$572,220	\$398,626	\$1,136,708	\$240,032
	\$13,232,988	\$13,471,746	\$19,712,156	\$20,189,986	\$17,650,741	\$16,511,157	\$13,818,671
June 30, 2020 Balance	\$13,232,988						
				Appropriations			
				Operating Budget		\$6,313,978	
				Debt Service		\$312,985	
				Transfer to OPEB Trust		\$20,000	
				Inflow & Infiltration Work		\$430,900	
				Sewer Pump Station Evaluation		\$160,000	
				Radio Telemetry Upgrade		\$475,000	
				Vehicle Replacements		\$71,000	
				Sewer Pump Station Improvements		\$500,000	
				Indirect Costs		\$413,881	
				Less Transfer From I&I Account		(\$407,173)	
				Total		\$8,290,571	
				Projected Sewer Surplus Balance on 7/1/2020		\$4,942,417	

GLOSSARY OF TERMS

Glossary of Terms provided by Division of Local Services, within the Massachusetts Department of Revenue. The following list has been pared down from the twenty-two page list of terms. For the complete list of terms please visit:

<https://www.mass.gov/doc/municipal-finance-glossary/download>

Abatement – A reduction or elimination of a real or personal property tax, motor vehicle excise, fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Amended New Growth – When the assessors discover inadvertently omitted properties that would have been new growth, they may submit an Amended Tax Base Growth Report (Form LA-13A) to BLA before setting the tax rate for the next fiscal year. BLA will certify the amount of any additional tax base growth and notify BOA. BOA will then recalculate the community's levy limit and notify the assessors of the new base for the purposes of calculating the succeeding year's levy limit.

Amortization – The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation – An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Assessed Valuation – A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors. (See Ad Valorem; Full And Fair Cash Value)

Audit – An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor) resulting in a report on the fairness of financial statements and local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluating a community's fiscal performance.

Balance Sheet – A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit as of a specified date.

Bond – A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond Anticipation Note (BAN) – Short-term debt instrument used to generate cash for initial project costs with the expectation the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be reissued for up to 10 years, provided principal repayment begins after two years (MGL c. 44 § 17).

Bond Rating (Municipal) – A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard & Poor's, use rating systems that designate a letter or a combination of letters and numerals, where AAA is the highest rating and C1 is very low.

Capital Asset – Any tangible property used in the operation of government that is not easily converted into cash and that has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure, such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and minimum initial cost.

Capital Budget – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method to finance each recommended expenditure (e.g., tax levy or rates) and identify those items that were not recommended.

Capital Improvement Program – A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital plan. It coordinates community planning, fiscal capacity, and physical development. While all the community's needs should be identified in the program, there is a set of criteria that prioritize the expenditures.

Chapter 70 School Aid – Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.

Chapter 90 Highway Funds – State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects (MGL c. 90 § 34).

Cherry Sheet – Named for the cherry-colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns, and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services.

Cherry Sheet Assessments – Estimates of annual charges to cover the costs of certain state and county programs.

Cherry Sheet Offset Items – Local aid that may be spent without appropriation in the budget but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, and public library grants. (See Offset Receipts)

Classification of the Tax Rate – Each year, the select board or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor (MGL c. 40 § 56), and determining whether to offer an open space discount, a residential exemption (c. 59, § 5C), and/or a small commercial exemption (c. 59, § 5I) to property owners.

Collective Bargaining – The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.

Debt Exclusion – An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy but outside of the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Department of Elementary and Secondary Education (DESE) – State department providing resources to school administrators, teachers, students and parents in Massachusetts. The DESE Finance section deals with a wide range of school finance issues and takes a major role in determining state aid to municipalities for education via the Local Aid projects that make up the Cherry Sheet process.

Designated Unreserved Fund Balance – A limitation on the use of all or part of the expendable balance in a governmental fund.

DLS – The Department of Revenue's Division of Local Services

Encumbrance – A reservation of funds to cover an obligation arising from a purchase order, contract, or salary commitment chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Fund – Authorized by MGL c. 44 § 53F½, an enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of a service's total costs recovered through user charges and the portion subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital --are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus," or retained earnings, generated by the enterprise operation rather than closing this out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs) – An estimate of the full and fair cash value (FFCV) of all property in the state as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and in determining county

assessments and other costs. The Commissioner of Revenue, in accordance with MGL c. 58 § 10C, is charged with the responsibility of biennially determining an equalized valuation for each city and town in the state.

Excess Levy Capacity – The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the select board or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DLS when setting the tax rate.

Fiscal Year (FY) – Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. Since 1976, the federal government fiscal year has begun on October 1 and ended September 30. In each case, the designation of the fiscal year is that of the calendar year in which the fiscal year ends.

Free Cash – Remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year, actual receipts in excess of revenue estimated on the tax recapitulation sheet, and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the June 30 balance sheet, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Director of Accounts. (See Available Funds)

General Fund – The fund used to account for most financial resources and activities governed by the normal town meeting or city council appropriation process.

General Ledger (GL) – The accountant's record of original entry, a general ledger is a set of numbered accounts used to track financial transactions and prepare financial reports. Each account is a distinct record summarizing each type of asset, liability, equity, revenue and expense. A chart of accounts lists all the accounts in the general ledger.

Government Finance Officers Association (GFOA) – A nationwide association of public finance professionals.

Governmental Accounting Standards Board (GASB) – The ultimate authoritative accounting

and financial reporting standard-setting body for state and local governments.

Home Rule – Refers to the power of municipalities to regulate their affairs by bylaws/ordinances or home rule charters subject to certain limitations.

Indirect Cost – Costs of a service not reflected in the operating budget of the entity providing the service. The matter of indirect costs arises most often in the context of enterprise funds. An example of an indirect cost of providing water service would be the value of time spent by non-water-department employees who process water bills. A determination of these costs is necessary to analyze the total cost of service delivery.

Levy – The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is reestablished every year in accordance with Proposition 2½ provisions.

Levy Ceiling – A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL c. 59 § 21C (Proposition 2½). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, debt exclusion, or special exclusion.

Levy Limit – A levy limit is one of two types of levy (tax) restrictions imposed by MGL c. 59 § 21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

Local Aid – Revenue allocated by the state to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the Cherry Sheets. Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation.

Local Receipts – Locally generated revenues other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges.

Long-term Debt – Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more.

Massachusetts Certified Public Purchasing Official (MCPPO) – A certification and designation program for public officials responsible for municipal procurements in Massachusetts. (See Uniform Procurement Act)

Massachusetts School Building Authority (MSBA) – Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the community's or district's wealth and the category of reimbursement.

MGL – Massachusetts General Laws

Motor Vehicle Excise – A locally imposed annual tax assessed to owners of motor vehicles registered to addresses within the community (MGL c. 60A). The excise tax rate is set by statute at \$25.00 per \$1,000 of vehicle value.

Municipal Revenue Growth Factor (MRGF) – An estimate of the percentage change in a municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the levy limit, estimated new growth, change in selected unrestricted state aid categories, and the change in selected unrestricted local receipts (Education Reform Act of 1993).

Net School Spending (NSS) – School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches, and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Elementary and Secondary Education (Education Reform Act of 1993).

New Growth – The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or revaluations.

Nonrecurring Revenue Source – A one-time source of money available to a city or town. By its nature, a nonrecurring revenue source cannot be relied upon in future years, and therefore, such funds should not be used for operating or other expenses that continue from year to year.

Note – A short-term loan, typically with a maturity date of a year or less

OPEB (Other Postemployment Benefits) – Many public employees earn benefits over their years of service that they do not receive until after their government employment ends. While pensions are the most common of these, other postemployment benefits generally include combinations of health, dental, vision, and life insurances. These are provided to eligible retirees and sometime to their beneficiaries, and as a group, are referred to as OPEB.

Operating Budget – The plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlay (Overlay Reserve, or Allowance for Abatements and Exemptions) – An account that funds anticipated property tax abatements, exemptions, and uncollected taxes. Additions to the overlay reserve need not be funded by the normal appropriation process but instead raised on the tax rate recapitulation sheet.

Overlay Deficit – A deficit that occurs when the abatements and statutory exemptions charged to the overlay during a fiscal year exceed the account balance. Overlay deficits must be provided for in the next fiscal year.

Overlay Surplus – Any balance in the overlay account in excess of the amount remaining to be collected or abated can be transferred to this account. Within 10 days of a written request by the community's chief executive officer, the assessors must provide a certification of the excess amount of overlay available to transfer, if any. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is closed to surplus revenue; in other words, it becomes a part of free cash.

Override – A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.

Override Capacity – The difference between a community's levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.

Payment in Lieu of Taxes (PILOT) – An agreement between a municipality and an entity not subject to taxation, such as a charitable or

educational organization, whereby the organization agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Pension (or other employee benefit) Trust Funds – A fiduciary fund type used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, other postemployment benefit (OPEB) plans, or other employee benefit plans.

Pension Cost – A measure of the periodic cost of an employer's participation in a defined benefit pension plan.

Pension Plan – An arrangement for the provision of pension benefits to employees upon their retirements. All assets accumulated are used to pay benefits (including refunds of member contributions) to plan members or beneficiaries, as defined by the plan's terms.

PERAC (Public Employee Retirement Administration) - Oversees and directs the state retirement system and administers benefits for members.

Proposition 2½ – A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

Raise and Appropriate – A phrase used to identify an expenditure's funding source as money generated by the tax levy or other local receipt.

Receipts Reserved for Appropriation – Proceeds earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, ambulance charges may be appropriated to offset expenses in providing ambulance services.

Recurring Revenue Source – A source of money used to support municipal expenditures, which by its nature can be relied on, at some level, in future years. (See Nonrecurring Revenue Source)

Reserve Fund – An amount (not to exceed 5 percent of the tax levy for the preceding year) set aside annually within a community's budget to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for

"extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.

Retained Earnings – An equity account reflecting the accumulated earnings of an enterprise fund, which may be used to fund capital improvements, reimburse the general fund for prior-year subsidies, reduce user charges, or provide for enterprise revenue deficits (operating losses).

Revaluation – The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program depends on the assessors' analyses and consideration of many factors, including, but not limited to, the status of the existing valuation system, results of an in-depth sales ratio study, and accuracy of existing property record information. Every five years, assessors must submit property values to DLS for certification. Assessors must also maintain fair cash values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of property they own. (See five-year Certification)

Revolving Fund – A fund that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Cemetery Lots Fund – A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL c. 114 § 15.

Schedule A – A statement of revenues, expenditures, and other financing sources, uses, changes in fund balance, and certain balance sheet account information prepared annually by the accountant or auditor at the end of the fiscal year. This report is based on the fund account numbers and classifications contained in the UMAS manual.

Short-term Debt – The outstanding balance, at any given time, on amounts borrowed with maturity dates of 12 months or less. (See Note)

Special Revenue Fund – Funds, established by statute only, containing revenues that are earmarked

for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

Stabilization Fund – A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL c. 40 § 5B). Communities may establish one or more stabilization funds for different purposes and may appropriate any amounts into them. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from a stabilization fund. A majority vote of town meeting or city council is required to appropriate money into a stabilization fund.

Tax Rate – The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax Rate Recapitulation Sheet (the Tax Recap) – The document a city or town submits to DLS to set a property tax rate, the recap shows all estimated revenues and actual appropriations that affect the property tax rate. It should be submitted to DLS by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (to issue actual tax bills on or before December 31 in a quarterly community or a semiannual community issuing annual preliminary tax bills).

Unfunded OPEB Liability – This is the difference

between the value assigned to the benefits (other than retirement) already earned by a municipality's employees and the assets the local government will have on hand to meet these obligations. (See OPEB)

Unfunded Pension Liability – This is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is predetermined every three years and driven by assumptions about the interest rates at which a retirement system's assets will grow and the rate of the pensioners' future costs of living increases. (See Pension Plan)

Valuation – The legal requirement that a community's assessed value on property must reflect its market, or full and fair, cash value.

Warrant – An authorization for an action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amounts and from the persons listed.

Water Surplus – For water departments operating under MGL c. 41 § 69B, any unspent water appropriations or revenues in excess of estimated water receipts close out to a water surplus account. Water surplus may be appropriated to fund water-related general and capital expenses or to reduce water rates.