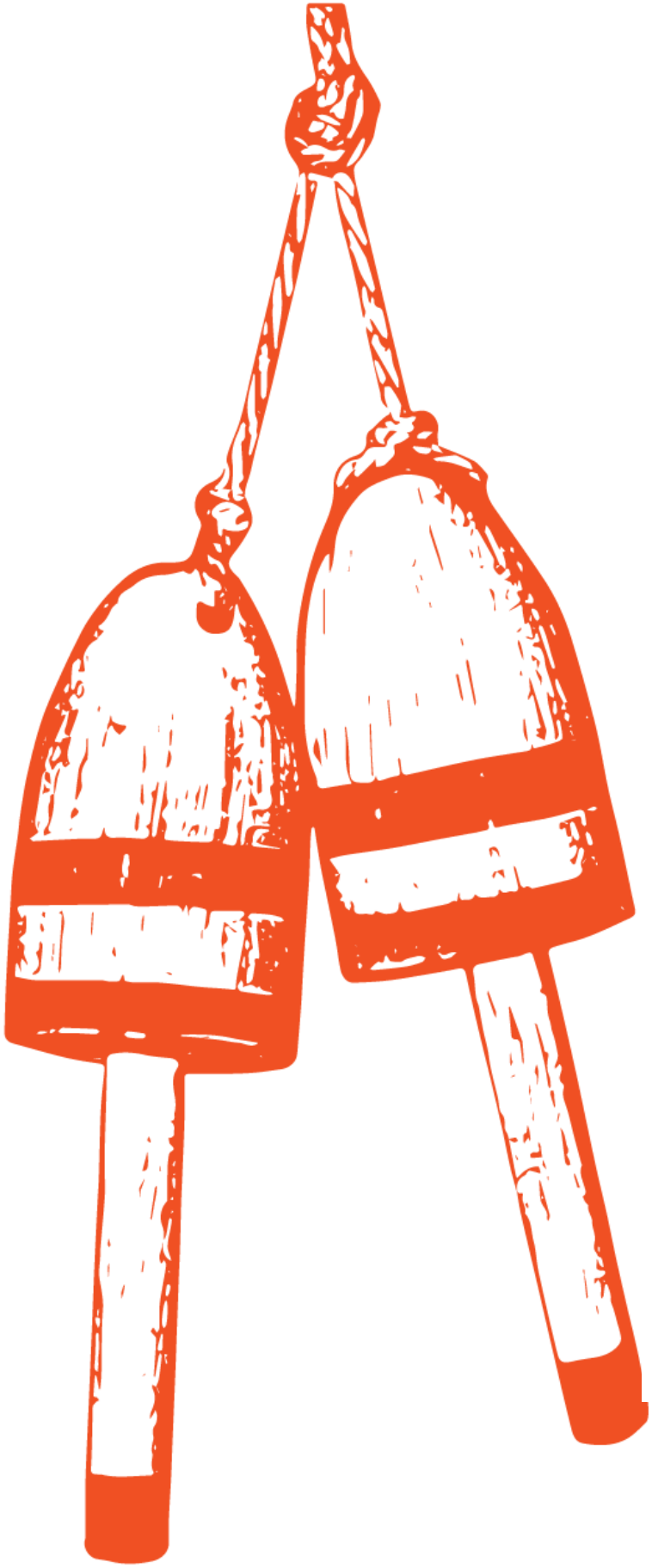


Town of Wells FY22 Proposed Budget

February 16, 2021

Dear Members of the Board of Selectmen,

Our annual budget process is not just about numbers; it is a time each year when we take the opportunity to identify on our community priorities and build a budget that reflects what we value. There are parameters (LD1 is a State of Maine limit that we must respect), but when the budget is complete it should raise what is needed financially to provide the services the people of Wells want most.

This is my first year preparing a budget for the Town of Wells, and COVID-19 precautions have prevented me from engaging with the public as I would have liked prior to building this budget. I look forward to a public process pre-budget preparation next year so that I can hear from the people we serve what services our residents and business owners most benefit from, any areas they would like to see greater investment in, and places where services may no longer be needed at current levels.

The table below provides an overview of the proposed FY22 budget. Please note that the figures for school and county budgets represent an estimated 3% increase over FY21.

	FY21	FY22	$ Change	% Change
Town	$11,495,222	$12,046,288	$551,066	4.8%
County	$1,771,180	$1,825,000	$53,820	3.0%
School	$20,326,227	$20,936,000	$609,773	3.0%
Overlay	$739,239	$150,000	($589,239)	-79.7%
Total	$34,331,868	$34,957,288	$625,420	1.8%

The most significant change shown above is in estimated overlay. While overlay is decided by the Assessor each year, the Town of Wells has successfully used overlay monies in the past few years to rebuild a diminished fund balance. Our current fund balance level is right where we want to be. If we allow it to continue to grow, our policy directs us to redistribute the unrestricted balance to other funds or to return the money to our taxpayers. This decrease in overlay keeps our fund balance stable and allows us to also decrease the amount of money we have historically budgeted from our surplus.

This budget proposal provides funding for the priorities identified by the Board in our meeting last fall. The paving budget has increased by $200,000, and we are continuing to place money into an emergency infrastructure reserve account. There is funding for new audio and video equipment in the meeting room. The tree removal budget has remained the same at $15,000, but there is a commitment by DPW to make full use of the budget in FY22 and to explore in-house tree removal as well. This budget, as proposed, comes in $490,319 below the LD1 limit.

Included in this budget are requests for approval of four new positions: two fire fighters, one public safety dispatcher, and one shared position that will work in human resources and in communications. I look forward to a thorough conversation with the Board and with the Budget Committee about the need for these positions. As Wells continues to grow and as our community requires higher levels of service, we will need to be thoughtful in adding staff. I believe these four positions meet our current needs and am pleased that through reduction of staff costs in other areas, the increase for salaries and benefits is only 3.3%.

Also included in this proposal, and another acknowledgment of our growing population and changing service needs, is a technology infrastructure bundle. This request includes funding for upgrades to the audio and video system in the meeting room, new software modules that will allow greater online service access and improved internal efficiency, and new copiers for departments where the current machines have reached the end of their serviceable life.

Two final budget drivers of note: an increase in estimated Maine State Revenue Sharing and an increase in the amount of money raised towards a future revaluation. I have estimated our Maine State Revenue Sharing at $425,000, a $225,000 increase over the FY21 budget. This is still a conservative estimate; this year we have already collected $259,064 through December 31, 2020 and expect to collect close to $500,000 by June 30, 2021. The increase in revaluation reserves is $160,000. This amount will bring us closer to the anticipated $600,000 needed to complete a full measure and list revaluation in FY23 or FY24.

In closing, I want to thank the senior staff for their time and effort on this budget. This is the first year that they have submitted their budgets through our financial software, Munis, and I am grateful to each of them for being open to this new system and for their collaboration in developing the final proposal. A special thank you goes to Finance Director Jodie Sanborn and my Executive Assistant Marianne Goodine for their patience with my ideas and questions and their expertise in pulling this all together. Wells is overflowing with great beaches, natural spaces, and wonderful businesses. We are equally fortunate to have the talent, commitment, and integrity of the people leading our departments.

Sincerely,

Larissa L. Crockett
Town Manager

An Introduction to Your Municipal Budget

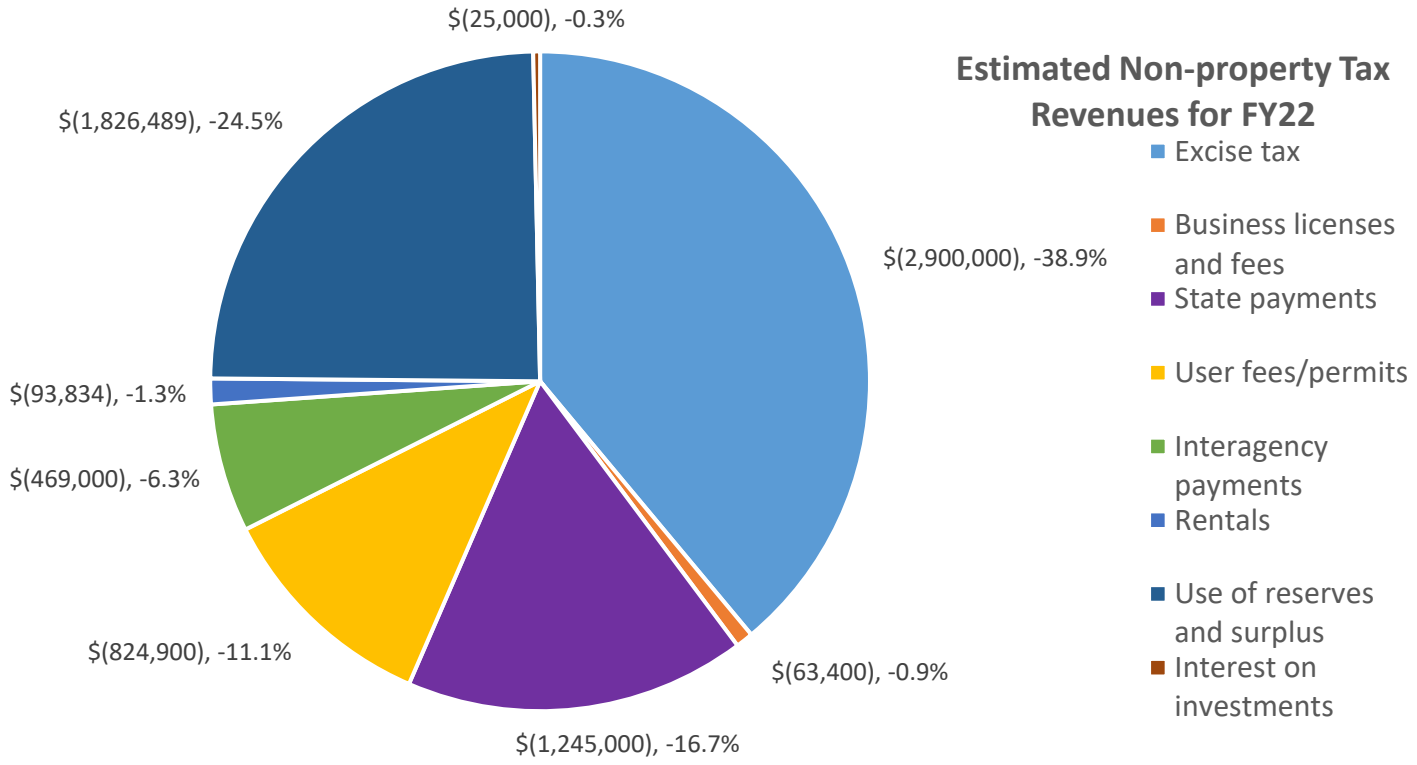
The table below shows a snapshot of the total costs associated with providing services in the Town of Wells. The last two columns compare FY22's proposed budget with FY21's approved budget.

	FY21	FY22	$ Change	% Change
Town	$11,495,222	$12,046,288	$551,066	4.8%
County*	$1,771,180	$1,825,000	$53,820	3.0%
School*	$20,326,227	$20,936,000	$609,773	3.0%
Overlay	$739,239	$150,000	($589,239)	-79.7%
Total	$34,331,868	$34,957,288	$625,420	1.8%

*The school and county budgets shown for FY22 reflects an estimated 3.0% increase

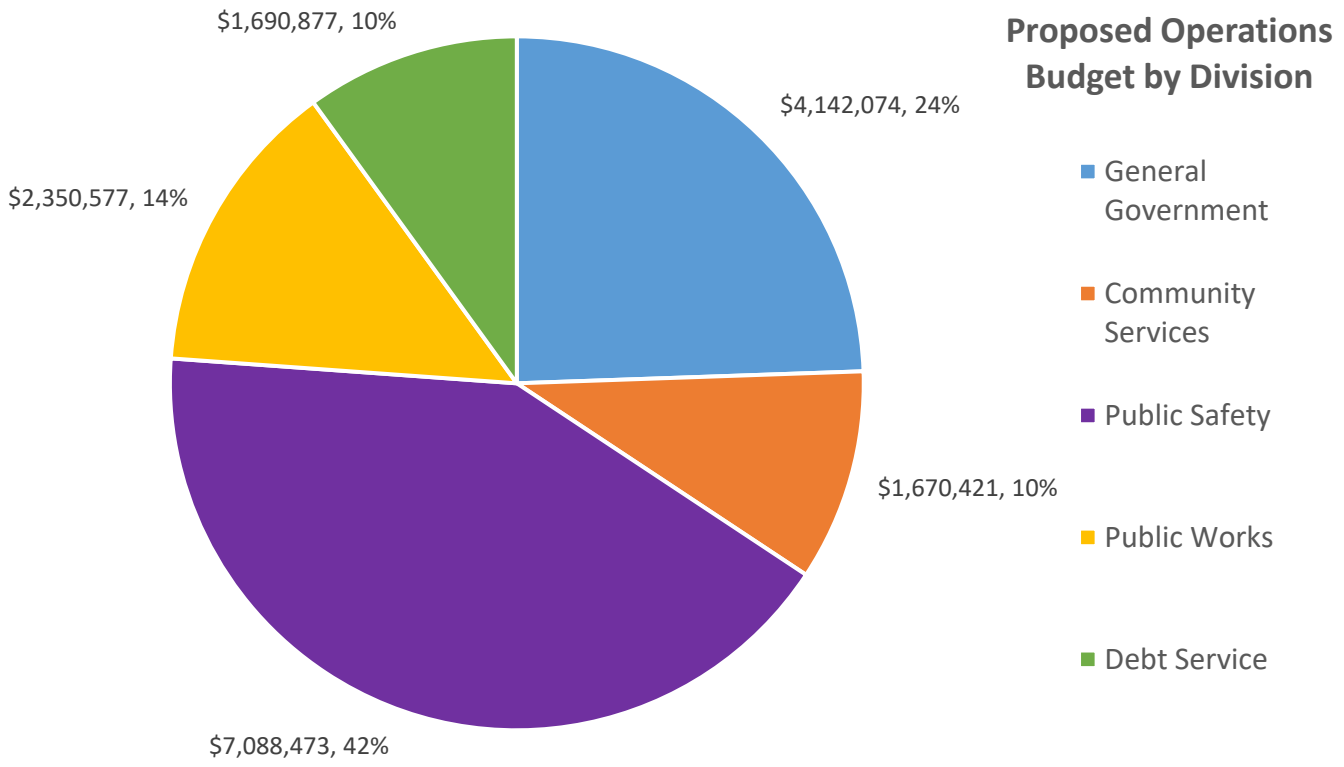
Revenues

Estimated revenues are just that, estimates. Non-property tax revenue estimate totals are deducted from the proposed budget expenditures to identify the amount of money needed to be raised through property taxation. In determining the annual tax rate, also referred to as the mil rate, this net expenditure figure is used.



Expenditures

The following graph shows how the municipal operating budget is divided among the municipal departments in FY22. General Government includes the Executive, Finance, Planning, Code Enforcement, Assessing, and Human Resources Departments. All legal fees and insurance payments are also included under General Government. Community Services includes Parks & Recreation, the Wells Public Library, the Harbor, the Activity Center, the train station, the cable channel, and grants to outside agencies. Public Safety includes fire, police, communications, EMA, and WEMS services. Debt Service is the amount we pay in principal and interest on the total municipal debt held.

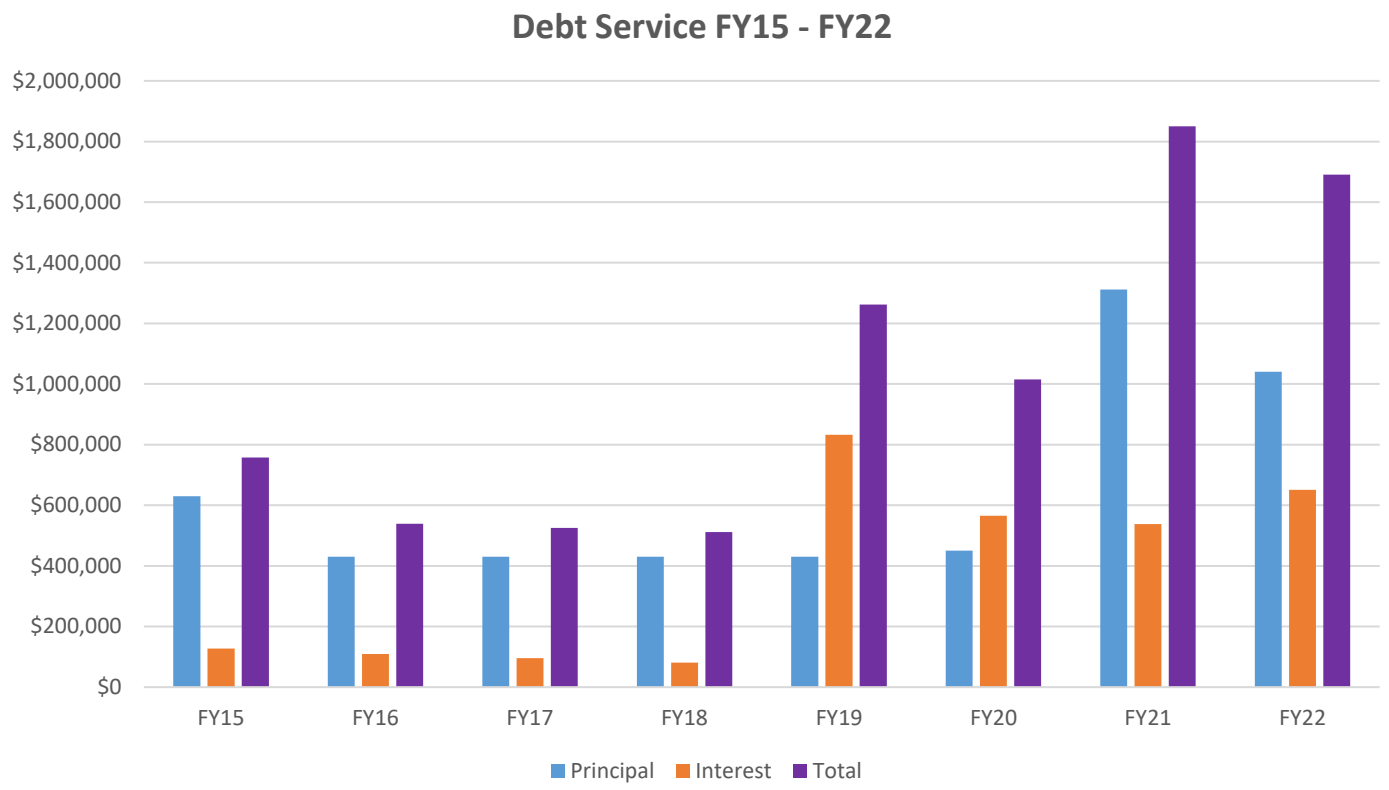


Debt and Debt Service

Some expenditures are better shared with future users of the investment. A school building or a seawall are both very expensive items that serve current and future residents of Wells. Financing expenditures allows the Town to share the cost of an investment with all of the people who will benefit from it. When the Town borrows money to fund an investment it only does so for a period of time equal to or less than the expected life of the investment. If we expect a fire truck to serve the community for 15 years, the loan to pay for that truck may be for 10 years but never more than 15. Each year's annual budget does include debt service. This is the amount of money that needs to be paid in interest and principal payments each year.

Earlier this year the Town of Wells secured $4.5M in financing to support infrastructure projects around town. The Town was awarded an improved credit rating from Moody's Investors Service from an Aa1 to an Aa2. They cited our "continued operating surpluses which have materially increased available fund balance. Additionally, the rating reflects a growing tax base with a large presence of secondary and vacation homes, and very low long term liabilities including debt, pension, and OPEB." Our S&P rating remained the same - a still strong AA+.

The graph below shows the principal, interest, and total debt service for the past eight years. We will continue to track this metric and make careful choices about when to finance purchases, when to save in reserve accounts, and when to raise and appropriate funding for purchases.

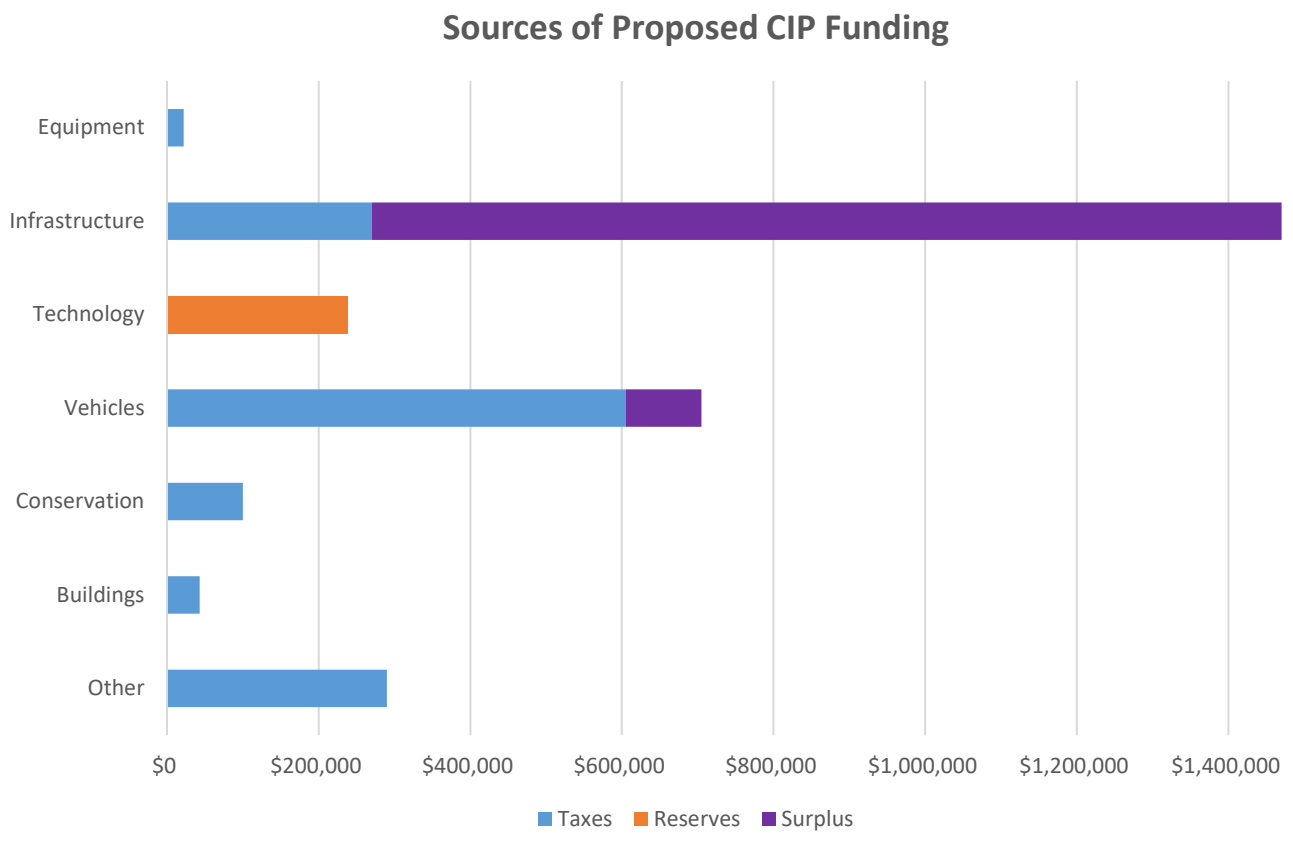


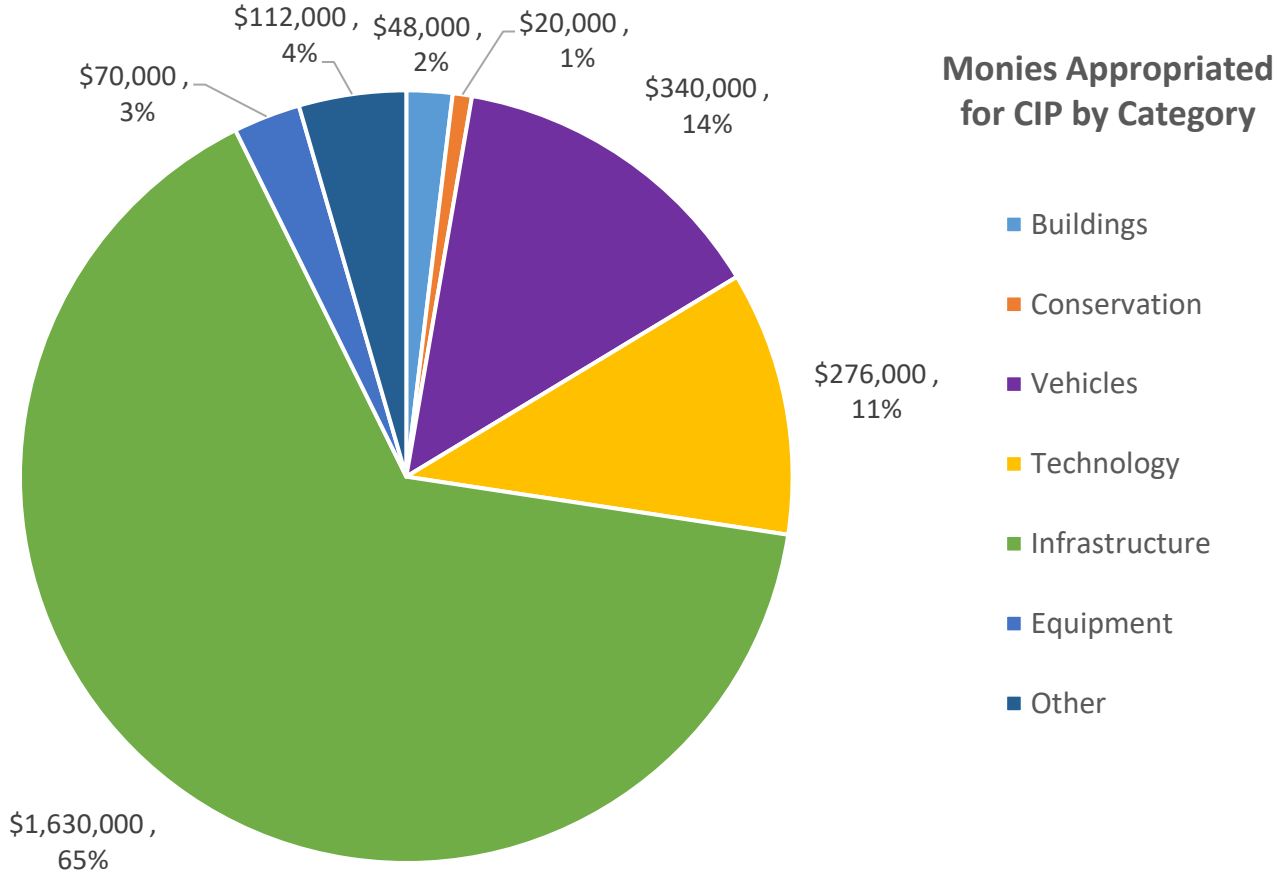
Capital Budget

Our CIP, or capital improvement program, budget is complicated. We raise monies through taxation to put into reserve accounts for future purchases. We appropriate money from these reserves and from taxation to purchase in the current year. We also use monies from surplus to fund some of our capital improvements. This budget reflects an effort to reduce the amount we budget from surplus. While historically we have not often needed to access this surplus funding because of unspent money in other lines being able to cover the amount needed, this year's operations lines have been better aligned with historical spending and we expect less money unspent. By shifting slowly away from budgeted surplus we will, eventually, be able to budget for what is needed each year through appropriation of reserves and taxes. This will reduce the exposure to surplus and will decrease the likelihood of lowering our fund balance.

The charts below show the source of money for proposed capital improvements and how much money will be spent in each CIP category in FY22. The largest category, by far, is infrastructure. This includes all paving, bridge, and culvert maintenance, a contribution to an emergency reserve for infrastructure needs, new floats at the harbor, and money set aside for a future parking lot at the public safety building. The next largest category is vehicles which includes money set in reserves for fire trucks, Public Works vehicles, and a new ambulance. It also includes the purchase of two new plow trucks to continue meeting the goals of the Public Works vehicle replacement schedule. $276,000 is proposed to be spent on technology. This money will purchase new software that will allow residents to access far more municipal services online and will allow for greater internal efficiencies. The technology proposal also includes much needed upgrades to the meeting room's audio and video systems and new copiers to replace those that are at end of serviceable life.

The remaining categories include the annual contribution to the conservation land bank, routine building maintenance and improvement, minor equipment purchases, and other capital that is not easily categorized. The largest part of this uncategorized group is money set aside towards a revaluation in FY23 or FY24. Recent estimates for the cost of a revaluation are just over $600,000. We currently have $80,000 in reserve and will need to be aggressive in saving the remaining balance prior to starting this important work.


Sources of Proposed CIP Funding
Equipment
Infrastructure
Technology
Vehicles
Conservation
Buildings
Other
$0
$200,000
$400,000
$600,000
$800,000
$1,000,000
$1,200,000
$1,400,000
Taxes
Reserves
Surplus


Monies Appropriated for CIP by Category
$112,000 , 4%
$48,000 , 2%
$20,000 , 1%
$70,000 , 3%
$340,000 , 14%
$276,000 , 11%
$1,630,000 , 65%
Buildings
Conservation
Vehicles
Technology
Infrastructure
Equipment
Other

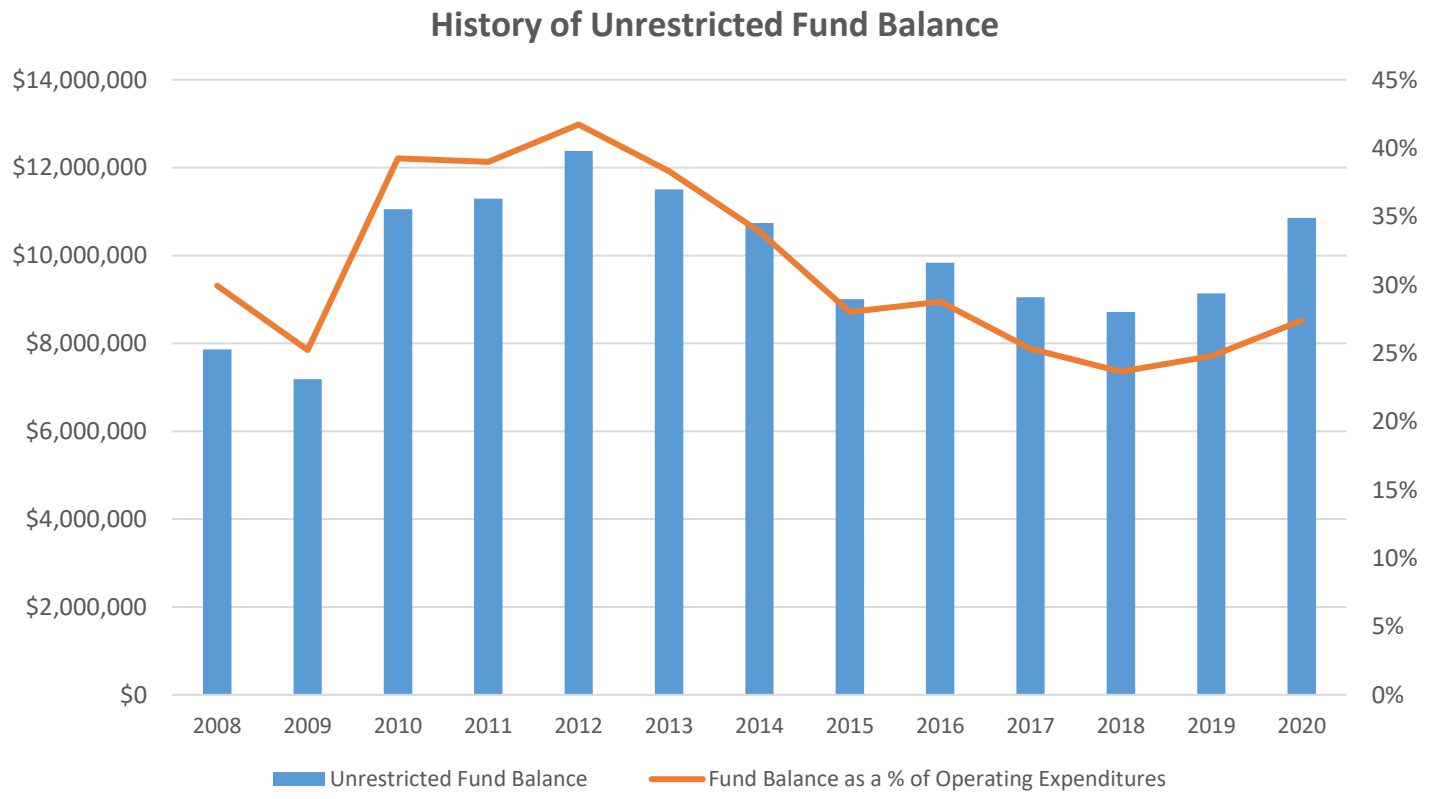
Bringing it All Together: Tax Rate Computation

The budgeted expenditures and anticipated revenues are entered into a formula that also includes the estimated town assessed valuation to calculate a tax rate for the year. The table below shows an estimate range for the rate of valuation increase using an average of the past 11 non-revaluation years. The range is this average minus one standard deviation and plus one standard deviation. If the tax rate is calculated using the cautious estimate for town assessed value it will be higher than if the tax rate is calculated using a more optimistic town assessed value.

For FY22	Cautious	Mid-Range	Optimistic
Estimated Rate of Valuation Increase	1.08%	1.57%	2.05%
Estimated Town Assessed Value	$3,311,358,895	$3,327,269,867	$3,343,180,838
Estimated Tax Rate	$10.54	$10.49	$10.44

Why would the Assessor, in the final commitment, choose to go with a lower estimate if it will result in a higher tax rate? The tax rate is applied equally to all of the taxable properties in town. If the Assessor chooses a high assessed value the resulting tax rate may be too low to generate enough revenue to cover the costs proposed in this budget.

What happens if the Assessor chooses an estimated town assessed value that results in more money than was needed to cover the costs of providing services? All money left in the general fund at the end of the fiscal year is added to the fund balance to provide greater fiscal stability or may be used, in part, to offset the amount needed to be raised by taxation in a future year. The amount of fund balance is governed by Town of Wells policy and is important to bond rating agencies when assessing the fiscal health and resiliency of the Town. The graph below shows the relationship between unrestricted fund balance and operating expenditures. This relationship is one that bond agencies look at as part of the bond rating assessment for the town.



The Select Board has adopted a fund balance policy that states, “It is the intent of the Town of Wells to maintain a minimum balance of one month, 8.33%, of operating expenditures. The targeted balance is 2 months or 16.66%, and the maximum balance is not to exceed 25% of the operating expenditures[.]” (Town of Wells Fund Balance Policy, adopted 4/2/2013) This commitment to a stable fund balance is the major reason Moody’s improved the Town’s bond rating this winter.

Next Steps in the Budget Process

After the Select Board accepts the proposed budget from the Town Manager, it is passed along to the Budget Committee for their review. Weekly meetings will be held on Wednesday evenings at 5:30 beginning February 17. These meetings will be streamed live on our Town of Wells Facebook page, facebook.com/townofwellsmaine, and will be shown on our local cable access channel.

After the Budget Committee review is complete, the Committee meets with the Select Board to discuss the Budget Committee recommendations. If the Select Board agrees with their recommendations, the budget moves forward to a public hearing. If there are articles the Select Board wishes to review further, that review will take place during Select Board meetings. The Select Board, with the Budget Committee, will then schedule and hold a public hearing on the proposed budget prior to a final Board vote that moves the budget and its accompanying warrant articles to Town Meeting.

Once the warrant book is printed, a copy will be mailed to every mailing address in the Town of Wells. Copies will also be available online and at the Town Hall and Public Library for viewing. Town Meeting will take place on Tuesday, June 8, 2021 with voting taking place at the Junior High from 8:00 am to 8:00 pm.

All of the above information, as well as the complete budget proposal and a calendar of budget process meetings, can be found on the Town of Wells website on our new Budget Hub page, wellstown.org/802/Budget.

SUMMARY FOR ALL DEPARTMENTS	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
REVENUES	$ (36,162,393)	$ (38,505,700)	$ (39,979,616)	$ (42,831,473)	$ (42,752,808)	$ (22,287,066)	$ (42,346,022)	$ 406,786	-0.95%
SALARY & BENEFITS	$ 5,388,146	$ 6,430,560	$ 8,176,737	$ 9,050,610	$ 9,062,951	$ 5,016,911	$ 9,365,179	$ 302,228	3.33%
OPERATIONS	$ 28,199,327	$ 29,673,578	$ 30,340,196	$ 33,210,461	$ 33,107,860	$ 20,606,338	$ 32,386,285	$ (721,575)	-2.18%
TOTALS	$ (2,574,920)	$ (2,401,562)	$ (1,462,683)	$ (570,402)	$ (581,997)	$ 3,336,184	$ (594,558)	$ (12,561)	
DEPARTMENT REVENUE SUMMARY									
TOWN CLERK	$ (81,502)	$ (82,718)	$ (78,523)	$ (80,300)	$ (80,300)	$ (14,888)	$ (79,600)	$ 700	-0.87%
FINANCE	$ (35,332,593)	$ (37,255,662)	$ (38,580,734)	$ (41,477,521)	$ (41,398,856)	$ (21,494,088)	$ (41,011,088)	$ 387,768	-0.94%
POLICE	$ (117,377)	$ (111,896)	$ (187,388)	$ (151,500)	$ (151,500)	$ (49,890)	$ (161,900)	$ (10,400)	6.86%
DISPATCH	$ (37,000)	$ (95,000)	$ (100,000)	$ (105,000)	$ (105,000)	$ (52,500)	$ (105,000)	$ -	0.00%
PLANNING	$ (19,746)	$ (22,119)	$ (20,747)	$ (20,000)	$ (20,000)	$ (7,549)	$ (20,700)	$ (700)	3.50%
CODE ENFORCEMENT	$ (303,323)	$ (269,004)	$ (238,238)	$ (277,000)	$ (277,000)	$ (152,524)	$ (267,000)	$ 10,000	-3.61%
PUBLIC WORKS	$ (1,717)	$ (550)	$ (1,627)	$ -	$ -	$ (1,090)	$ (1,000)	$ (1,000)	100.00%
LOCAL ROADS REIMBURSEMENT	$ (202,992)	$ (201,408)	$ (207,204)	$ (200,000)	$ (200,000)	$ (196,368)	$ (200,000)	$ -	0.00%
TRANSFER STATION	$ -	$ (373,767)	$ (415,069)	$ (367,000)	$ (367,000)	$ (261,038)	$ (374,500)	$ (7,500)	2.04%
HARBOR	$ (55,837)	$ (81,489)	$ (89,199)	$ (88,952)	$ (88,952)	$ (55,970)	$ (90,484)	$ (1,532)	1.72%
LIBRARY	$ (10,305)	$ (10,756)	$ (8,560)	$ (10,200)	$ (10,200)	$ (1,085)	$ (9,750)	$ 450	-4.41%
TRAIN STATION	$ -	$ (1,329)	$ (2,328)	$ (4,000)	$ (4,000)	$ (75)	$ -	$ 4,000	-100.00%
FIXED CHARGES	$ -	$ -	$ (50,000)	$ (50,000)	$ (50,000)	$ -	$ (25,000)	$ 25,000	-50.00%
SUBTOTAL REVENUES	**$ (36,162,393)**	**$ (38,505,700)**	**$ (39,979,616)**	**$ (42,831,473)**	**$ (42,752,808)**	**$ (22,287,066)**	**$ (42,346,022)**	$ 406,786	**-0.95%**
DEPARTMENT SALARY & BENEFIT SUMMARY									
TOWN CLERK	$ 190,683	$ 234,958	$ 320,763	$ 334,803	$ 343,739	$ 199,600	$ 264,118	$ (79,621)	-23.16%
FINANCE	$ 282,998	$ 330,870	$ 456,723	$ 462,481	$ 474,164	$ 272,921	$ 480,068	$ 5,904	1.25%
ASSESSING	$ 181,611	$ 194,386	$ 243,993	$ 278,319	$ 292,333	$ 169,535	$ 279,733	$ (12,600)	-4.31%
TOWN MANAGER	$ 175,849	$ 209,915	$ 282,787	$ 329,390	$ 334,900	$ 179,606	$ 267,513	$ (67,387)	-20.12%
HUMAN RESOURCES	$ 93,043	$ 105,649	$ 135,176	$ 130,028	$ 135,634	$ 82,209	$ 220,441	$ 84,807	62.53%
SELECTMEN	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,385	$ 5,385	100.00%
GENERAL GOVERNMENT	$ 49,439	$ 54,203	$ 71,648	$ 74,854	$ 76,429	$ 46,266	$ -	$ (76,429)	-100.00%
POLICE	$ 1,809,540	$ 2,057,861	$ 2,672,197	$ 2,805,102	$ 2,820,414	$ 1,564,446	$ 2,975,835	$ 155,421	5.51%
FIRE	$ 908,561	$ 1,045,430	$ 1,331,342	$ 1,437,458	$ 1,468,857	$ 794,217	$ 1,611,720	$ 142,863	9.73%
DISPATCH	$ 360,379	$ 440,398	$ 556,274	$ 580,549	$ 591,821	$ 389,793	$ 684,707	$ 92,886	15.69%
PLANNING	$ 126,614	$ 148,536	$ 196,121	$ 211,913	$ 222,004	$ 127,014	$ 219,823	$ (2,181)	-0.98%
EMA (CIVIL DEFENSE)	$ 1,900	$ 807	$ -	$ 5,383	$ 5,383	$ -	$ 5,383	$ -	0.00%
CODE ENFORCEMENT	$ 284,760	$ 328,035	$ 404,410	$ 428,661	$ 439,583	$ 241,839	$ 460,055	$ 20,472	4.66%
PUBLIC WORKS	$ 620,789	$ 675,075	$ 789,552	$ 899,590	$ 957,146	$ 523,437	$ 1,003,989	$ 46,843	4.89%
TRANSFER STATION	$ -	$ 178,745	$ 211,502	$ 234,008	$ 234,008	$ 126,123	$ 233,128	$ (880)	-0.38%
CABLE TV STUDIO	$ 3,560	$ 3,519	$ 4,545	$ 10,528	$ 10,528	$ 1,067	$ 6,675	$ (3,853)	-36.60%
PARKS AND RECREATION	$ 228,521	$ 271,258	$ 354,051	$ 370,150	$ 377,969	$ 208,449	$ 379,387	$ 1,418	0.38%
HARBOR	$ 66,380	$ 75,797	$ 110,142	$ 116,081	$ 119,802	$ 66,343	$ 122,285	$ 2,483	2.07%
FACILITIES MANAGEMENT	$ -	$ -	$ -	$ -	$ -	$ -	$ 73,399	$ 73,399	100.00%

	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
TRAIN STATION	$ -	$ 27,446	$ 34,427	$ 41,312	$ 42,155	$ 23,082	$ 36,835	$ (5,320)	-12.62%
UNION/NON UNION SALARY	$ 3,519	$ 47,672	$ 1,085	$ 300,000	$ 116,082	$ 966	$ 34,700	$ (81,382)	-70.11%
SUBTOTAL SALARY & BENEFITS	**$ 5,388,146**	**$ 6,430,560**	**$ 8,176,737**	**$ 9,050,610**	**$ 9,062,951**	**$ 5,016,911**	**$ 9,365,179**	$ 302,228	**3.33%**
DEPARTMENT OPERATIONS SUMMARY									
TOWN CLERK	$ 21,099	$ 27,674	$ 31,330	$ 39,000	$ 39,488	$ 9,160	$ 28,150	$ (11,338)	-28.71%
FINANCE	$ 91,307	$ 108,868	$ 139,597	$ 1,084,400	$ 823,639	$ 27,718	$ 208,400	$ (615,239)	-74.70%
ASSESSING	$ 17,702	$ 12,490	$ 13,500	$ 14,800	$ 14,800	$ 3,908	$ 14,900	$ 100	0.68%
TOWN MANAGER	$ 124,086	$ 81,297	$ 151,719	$ 159,850	$ 159,850	$ 98,948	$ 174,000	$ 14,150	8.85%
HUMAN RESOURCES	$ 29,937	$ 26,871	$ 40,987	$ 62,810	$ 63,781	$ 15,557	$ 43,580	$ (20,201)	-31.67%
SELECTMEN	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,500	$ 7,500	100.00%
GENERAL GOVERNMENT	$ 383,920	$ 374,736	$ 328,027	$ 412,633	$ 412,633	$ 174,714	$ 67,220	$ (345,413)	-83.71%
CONSERVATION COMMISSION	$ 4,582	$ 3,038	$ 3,203	$ 4,500	$ 4,500	$ 3,503	$ 5,450	$ 950	21.11%
POLICE	$ 467,726	$ 576,566	$ 448,597	$ 541,800	$ 639,800	$ 201,717	$ 641,850	$ 2,050	0.32%
FIRE	$ 292,130	$ 306,135	$ 261,221	$ 264,450	$ 264,450	$ 79,513	$ 387,450	$ 123,000	46.51%
DISPATCH	$ 87,686	$ 128,002	$ 92,204	$ 130,370	$ 157,370	$ 66,836	$ 100,400	$ (56,970)	-36.20%
PUBLIC SAFETY FACILITY	$ -	$ -	$ -	$ 125,100	$ 125,100	$ 83,230	$ 139,900	$ 14,800	11.83%
PLANNING	$ 12,220	$ 17,352	$ 14,547	$ 40,200	$ 48,401	$ 31,992	$ 39,300	$ (9,101)	-18.80%
EMA (CIVIL DEFENSE)	$ 7,329	$ 49,502	$ 38,387	$ 54,200	$ 54,200	$ 7,962	$ 53,700	$ (500)	-0.92%
CODE ENFORCEMENT	$ 14,327	$ 19,033	$ 18,597	$ 22,500	$ 22,500	$ 6,820	$ 18,200	$ (4,300)	-19.11%
PUBLIC WORKS	$ 413,360	$ 353,656	$ 476,406	$ 688,800	$ 688,800	$ 252,387	$ 681,960	$ (6,840)	-0.99%
TRANSFER STATION	$ 100,000	$ 369,305	$ 409,610	$ 409,500	$ 409,500	$ 234,281	$ 431,500	$ 22,000	5.37%
IT INFRASTRUCTURE	$ 228,477	$ 241,333	$ 282,492	$ 307,641	$ 331,141	$ 154,780	$ 337,988	$ 6,847	2.07%
CABLE TV STUDIO	$ 6,789	$ 23,424	$ 14,951	$ 22,300	$ 22,300	$ 18,837	$ 12,000	$ (10,300)	-46.19%
PARKS AND RECREATION	$ 51,760	$ 52,749	$ 56,665	$ 58,320	$ 58,320	$ 20,872	$ 65,700	$ 7,380	12.65%
HARBOR	$ 28,904	$ 33,189	$ 33,259	$ 35,050	$ 35,050	$ 20,056	$ 41,563	$ 6,513	18.58%
FACILITIES MANAGEMENT	$ -	$ -	$ -	$ -	$ -	$ -	$ 60,960	$ 60,960	100.00%
LIBRARY	$ 105,325	$ 126,601	$ 101,200	$ 119,000	$ 119,000	$ 46,087	$ 117,550	$ (1,450)	-1.22%
ANIMAL CONTROL	$ 16,487	$ 15,355	$ 15,409	$ 16,150	$ 16,150	$ 6,664	$ 15,050	$ (1,100)	-6.81%
AMBULANCE	$ 215,000	$ 238,000	$ 315,000	$ 365,000	$ 365,000	$ 273,750	$ 390,000	$ 25,000	6.85%
GRANTS	$ 87,500	$ 90,500	$ 92,250	$ 112,250	$ 112,250	$ 86,000	$ 112,127	$ (123)	-0.11%
EDUCATION	$ 19,323,541	$ 19,833,029	$ 20,199,403	$ 20,326,227	$ 20,326,227	$ 11,856,966	$ 20,936,000	$ 609,773	3.00%
TRAIN STATION	$ -	$ 33,625	$ 27,558	$ 53,700	$ 53,700	$ 16,315	$ 45,300	$ (8,400)	-15.64%
COUNTY TAX	$ 1,695,518	$ 1,688,904	$ 1,731,739	$ 1,771,180	$ 1,771,180	$ 1,771,180	$ 1,825,000	$ 53,820	3.04%
INFORMATION CENTER	$ 42,090	$ 45,218	$ 46,435	$ 47,482	$ 47,482	$ 47,482	$ 55,900	$ 8,418	17.73%
ACTIVITY CENTER	$ 26,245	$ 19,331	$ 14,398	$ 30,230	$ 30,230	$ 10,844	$ 23,210	$ (7,020)	-23.22%
EMPLOYEE BENEFITS	$ 778,461	$ 561,541	$ 14,661	$ 49,300	$ 49,300	$ 7,932	$ 16,000	$ (33,300)	-67.55%
FIXED CHARGES	$ 511,300	$ 1,262,081	$ 1,015,488	$ 1,849,707	$ 1,849,707	$ 1,592,212	$ 1,690,877	$ (158,830)	-8.59%
INSURANCES	$ 447,294	$ 459,331	$ 504,946	$ 665,911	$ 665,911	$ 443,356	$ 600,000	$ (65,911)	-9.90%
WARRANT ARTICLES	$ 72,582	$ 64,341	$ 159,626	$ 415,000	$ 415,000	$ 23,659	$ 355,000	$ (60,000)	-14.46%
CAPITAL OUTLAY (PROPOSED)	$ 2,494,644	$ 2,430,500	$ 3,246,786	$ 2,911,100	$ 2,911,100	$ 2,911,100	$ 2,642,600	$ (268,500)	-9.22%
SUBTOTAL OPERATIONS	**$ 28,199,327**	**$ 29,673,578**	**$ 30,340,196**	**$ 33,210,461**	**$ 33,107,860**	**$ 20,606,338**	**$ 32,386,285**	$ (721,575)	**-2.18%**

TOWN CLERK	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
ALCOHOLIC BEVERAGES	$ (2,330)	$ (2,350)	$ (2,060)	$ (2,000)	$ (2,000)	$ (330)	$ (2,000)	$ -	0.00%
HUNTING & FISHING AGENT FEE	$ (2,764)	$ (2,567)	$ (1,924)	$ (2,500)	$ (2,500)	$ (749)	$ (2,000)	$ 500	-20.00%
BUS LICENSES & OTHER	$ (29,085)	$ (29,432)	$ (26,559)	$ (29,000)	$ (29,000)	$ (10,282)	$ (29,000)	$ -	0.00%
TOWN LODGING REVENUE	$ (29,110)	$ (30,140)	$ (30,170)	$ (29,000)	$ (29,000)	$ -	$ (29,000)	$ -	0.00%
LEGAL ADS	$ (3,920)	$ (4,116)	$ (3,626)	$ (3,900)	$ (3,900)	$ (588)	$ (3,900)	$ -	0.00%
BACKGROUND CHECKS	$ (1,050)	$ (900)	$ (650)	$ (900)	$ (900)	$ (65)	$ (700)	$ 200	-22.22%
BOATS	$ (11,127)	$ (11,038)	$ (11,434)	$ (11,000)	$ (11,000)	$ (2,256)	$ (11,000)	$ -	0.00%
RECORDING FEE	$ (2,117)	$ (2,176)	$ (2,099)	$ (2,000)	$ (2,000)	$ (618)	$ (2,000)	$ -	0.00%
SUBTOTAL REVENUE	**$ (81,502)**	**$ (82,718)**	**$ (78,523)**	**$ (80,300)**	**$ (80,300)**	**$ (14,888)**	**$ (79,600)**	$ 700	**-0.87%**
REGULAR	$ 63,279	$ 65,262	$ 67,677	$ 69,974	$ 69,974	$ 41,508	$ 72,220	$ 2,246	3.21%
OVERTIME	$ 1,238	$ 1,040	$ 1,877	$ 2,000	$ 2,000	$ 868	$ 1,500	$ (500)	-25.00%
FULL-TIME DEPUTY	$ 120,099	$ 128,669	$ 144,733	$ 139,363	$ 139,363	$ 76,923	$ 98,904	$ (40,459)	-29.03%
ELECTION WORKERS	$ 6,067	$ 10,299	$ 9,064	$ 20,000	$ 28,936	$ 29,520	$ 7,500	$ (21,436)	-74.08%
FICA	$ -	$ 4,951	$ 15,527	$ 17,697	$ 17,697	$ 10,044	$ 12,707	$ (4,990)	-28.20%
MSRS + ICMA	$ -	$ 3,855	$ 14,321	$ 13,380	$ 13,380	$ 8,828	$ 15,073	$ 1,693	12.65%
HEALTH INSURANCE	$ -	$ 20,883	$ 67,563	$ 72,389	$ 72,389	$ 31,911	$ 56,214	$ (16,175)	-22.34%
SUBTOTAL SALARY & BENEFITS	**$ 190,683**	**$ 234,958**	**$ 320,763**	**$ 334,803**	**$ 343,739**	**$ 199,600**	**$ 264,118**	$ (79,621)	**-23.16%**
POSTAGE	$ 673	$ 876	$ 1,806	$ 1,700	$ 1,700	$ 3,237	$ 1,700	$ -	0.00%
PRINTING & BINDING	$ 2,700	$ 2,700	$ 2,700	$ 2,700	$ 2,700	$ -	$ 2,700	$ -	0.00%
TELEPHONE	$ 1,589	$ 2,166	$ 2,256	$ 2,300	$ 2,300	$ 1,300	$ 1,850	$ (450)	-19.57%
COMPUTERS	$ 175	$ 30	$ 800	$ 800	$ 800	$ 75	$ 500	$ (300)	-37.50%
TECHNOLOGY	$ 583	$ 647	$ 705	$ 1,000	$ 1,000	$ 221	$ 800	$ (200)	-20.00%
OTHER SERVICES AND CHARGES	$ 549	$ 794	$ 146	$ 1,300	$ 1,300	$ 90	$ 800	$ (500)	-38.46%
CODE UPDATES	$ 5,540	$ 2,224	$ 4,321	$ 6,000	$ 6,000	$ 2,930	$ -	$ (6,000)	-100.00%
LEGAL ADS	$ 2,262	$ 2,461	$ 2,216	$ 2,300	$ 2,300	$ 682	$ 2,300	$ -	0.00%
BACKGROUND CHECKS	$ 462	$ 378	$ 21	$ 500	$ 500	$ -	$ 500	$ -	0.00%
OFFICE SUPPLIES	$ 967	$ 1,727	$ 1,144	$ 2,400	$ 2,518	$ 239	$ 2,000	$ (518)	-20.57%
ELECTIONS	$ 5,598	$ 13,673	$ 15,216	$ 18,000	$ 18,370	$ 387	$ 15,000	$ (3,370)	-18.35%
SUBTOTAL OPERATIONS	**$ 21,099**	**$ 27,674**	**$ 31,330**	**$ 39,000**	**$ 39,488**	**$ 9,160**	**$ 28,150**	$ (11,338)	**-28.71%**
TOTAL TOWN CLERK	**$ 130,279**	**$ 179,914**	**$ 273,570**	**$ 293,503**	**$ 302,927**	**$ 193,871**	**$ 212,668**	$ (90,259)	**-29.80%**

FINANCE									
PERSONAL PROPERTY	$ (229,406)	$ (269,635)	$ (296,115)	$ (297,000)	$ (223,708)	$ (127,235)	$ (224,000)	$ (292)	0.13%
REAL ESTATE TAX	$ (31,309,545)	$ (32,654,838)	$ (33,284,574)	$ (34,454,500)	$ (34,108,160)	$ (18,364,534)	$ (34,674,399)	$ (566,239)	1.66%
EXCISE TAX ON VEHICLES	$ (2,701,343)	$ (2,911,394)	$ (2,906,408)	$ (2,850,000)	$ (2,850,000)	$ (1,753,931)	$ (2,900,000)	$ (50,000)	1.75%
APPROPRIATION FROM SURPLUS	$ -	$ -	$ -	$ (2,515,000)	$ (2,697,096)	$ -	$ (1,655,000)	$ 1,042,096	-38.64%
USE OF CIP RESERVES	$ (1,184)	$ (126,900)	$ (692,086)	$ (218,986)	$ (218,986)	$ (218,986)	$ (171,489)	$ 47,497	-21.69%
USE OF ENTERPRISE FUNDS	$ (64,135)	$ (69,000)	$ (25,000)	$ (25,000)	$ (25,000)	$ (25,000)	$ -	$ 25,000	-100.00%
INTEREST & PENALTIES	$ (71,185)	$ (64,566)	$ (56,289)	$ (65,000)	$ (65,000)	$ (27,403)	$ (58,000)	$ 7,000	-10.77%
CABLE TV	$ (165,787)	$ (197,832)	$ (199,753)	$ (195,000)	$ (195,000)	$ (57,689)	$ (197,000)	$ (2,000)	1.03%

FINANCE CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
MISCELLANEOUS	$ (13,118)	$ (3,843)	$ (1,330)	$ (3,000)	$ (3,000)	$ (15)	$ (1,500)	$ 1,500	-50.00%
TOWN FEE AUTO REG	$ (38,360)	$ (39,414)	$ (46,669)	$ (39,000)	$ (39,000)	$ (27,682)	$ (50,000)	$ (11,000)	28.21%
CHICK A DEE	$ (418)	$ (268)	$ (195)	$ (335)	$ (335)	$ -	$ (200)	$ 135	-40.30%
INTEREST EARNED	$ (85,723)	$ (195,050)	$ (119,302)	$ (90,000)	$ (90,000)	$ (12,013)	$ (25,000)	$ 65,000	-72.22%
GRANT - RACHEL CARSON	$ (17,436)	$ (8,964)	$ (7,772)	$ (8,000)	$ (8,000)	$ -	$ (8,000)	$ -	0.00%
REVENUE SHARING	$ (222,648)	$ (241,579)	$ (392,033)	$ (220,000)	$ (220,000)	$ (259,065)	$ (425,000)	$ (205,000)	93.18%
TREE GROWTH	$ (38,480)	$ (32,053)	$ (31,405)	$ (35,000)	$ (35,000)	$ (29,961)	$ (30,000)	$ 5,000	-14.29%
SNOWMOBILE REGISTRATION	$ (1,629)	$ (1,582)	$ (1,688)	$ (1,500)	$ (1,500)	$ -	$ (1,500)	$ -	0.00%
VETERAN REIMBURSEMENT	$ (11,116)	$ (12,980)	$ (12,949)	$ (11,000)	$ (11,000)	$ (13,221)	$ (13,000)	$ (2,000)	18.18%
GENERAL ASSISTANCE	$ (8,195)	$ (3,139)	$ (16,261)	$ (3,000)	$ (3,000)	$ (4,677)	$ (5,000)	$ (2,000)	66.67%
HOMESTEAD EXEMPTION REIMBURSE	$ (294,038)	$ (356,139)	$ (402,485)	$ (380,000)	$ (535,348)	$ (504,153)	$ (500,000)	$ 35,348	-6.60%
STATE PARK FEE SHARING	$ -	$ -	$ -	$ (1,200)	$ (1,200)	$ -	$ -	$ 1,200	-100.00%
BUS EQUIP TAX EXEMPTION REIMBUF	$ (58,848)	$ (66,486)	$ (88,420)	$ (65,000)	$ (68,523)	$ (68,523)	$ (72,000)	$ (3,477)	5.07%
SUBTOTAL REVENUE	**$ (35,332,593)**	**$ (37,255,662)**	**$ (38,580,734)**	**$ (41,477,521)**	**$ (41,398,856)**	**$ (21,494,088)**	**$ (41,011,088)**	$ 387,768	**-0.94%**
REGULAR	$ 75,007	$ 77,603	$ 89,275	$ 89,625	$ 93,183	$ 55,124	$ 95,727	$ 2,544	2.73%
ADMINISTRATIVE	$ 205,261	$ 210,548	$ 225,839	$ 224,774	$ 232,087	$ 134,874	$ 241,342	$ 9,255	3.99%
OVERTIME	$ 2,731	$ 1,031	$ 335	$ 2,000	$ 2,000	$ 236	$ 1,000	$ (1,000)	-50.00%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ 812	$ 812	$ -	$ (812)	-100.00%
FICA	$ -	$ 7,687	$ 24,416	$ 24,205	$ 24,205	$ 14,193	$ 24,135	$ (70)	-0.29%
MSRS + ICMA	$ -	$ 6,113	$ 21,379	$ 19,880	$ 19,880	$ 13,278	$ 29,623	$ 9,743	49.01%
HEALTH INSURANCE	$ -	$ 27,888	$ 95,479	$ 101,997	$ 101,997	$ 54,403	$ 88,241	$ (13,756)	-13.49%
SUBTOTAL SALARY & BENEFITS	**$ 282,998**	**$ 330,870**	**$ 456,723**	**$ 462,481**	**$ 474,164**	**$ 272,921**	**$ 480,068**	$ 5,904	**1.25%**
POSTAGE	$ 15,552	$ 15,102	$ 15,395	$ 17,500	$ 17,500	$ 1,666	$ 16,000	$ (1,500)	-8.57%
TRANSPORTATION	$ 330	$ 321	$ 192	$ 500	$ 500	$ -	$ 300	$ (200)	-40.00%
PRINTING & BINDING	$ 8,440	$ 8,864	$ 10,000	$ 10,000	$ 10,000	$ 102	$ 10,000	$ -	0.00%
TELEPHONE	$ 1,919	$ 1,664	$ 1,588	$ 2,000	$ 2,000	$ 1,440	$ 2,500	$ 500	25.00%
AGREEMENTS/CONTRACTS	$ 22,010	$ 22,649	$ 23,716	$ 27,500	$ 27,500	$ 1,994	$ 3,600	$ (23,900)	-86.91%
AUDIT SERVICES	$ 8,000	$ 10,900	$ 9,350	$ 14,000	$ 14,000	$ 6,438	$ 16,000	$ 2,000	14.29%
OTHER SERVICES AND CHARGES	$ 2,286	$ 1,031	$ 777	$ 2,400	$ 2,400	$ 501	$ 1,500	$ (900)	-37.50%
ABATEMENTS/OVERLAY	$ 23,739	$ 38,443	$ 72,319	$ 1,000,000	$ 739,239	$ 10,248	$ 150,000	$ (589,239)	-79.71%
OPERATING SUPPLIES	$ 1,416	$ 2,164	$ 2,284	$ 2,000	$ 2,000	$ 1,144	$ -	$ (2,000)	-100.00%
OFFICE SUPPLIES	$ 4,623	$ 5,935	$ 2,977	$ 5,500	$ 5,500	$ 1,661	$ 5,500	$ -	0.00%
GENERAL - TRAINING	$ 2,993	$ 1,794	$ 997	$ 3,000	$ 3,000	$ 2,525	$ 3,000	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 91,307**	**$ 108,868**	**$ 139,597**	**$ 1,084,400**	**$ 823,639**	**$ 27,718**	**$ 208,400**	$ (615,239)	**-74.70%**
TOTAL FINANCE	**$ (34,958,288)**	**$ (36,815,924)**	**$ (37,984,414)**	**$ (39,930,640)**	**$ (40,101,053)**	**$ (21,193,449)**	**$ (40,322,620)**	$ (221,567)	**0.55%**

ASSESSING									
REGULAR	$ 80,867	$ 67,275	$ 73,288	$ 73,570	$ 76,855	$ 45,469	$ 78,963	$ 2,108	2.74%
PART-TIME	$ 22,370	$ 22,693	$ 23,607	$ 23,980	$ 24,586	$ 16,594	$ 17,500	$ (7,086)	-28.82%
ADMINISTRATIVE	$ 78,375	$ 84,682	$ 78,148	$ 93,732	$ 103,314	$ 57,613	$ 107,640	$ 4,326	4.19%
RESERVE/SEASONAL	$ -	$ 3,188	$ 8,973	$ 12,000	$ 12,000	$ 8,008	$ 10,000	$ (2,000)	-16.67%

ASSESSING CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ 541	$ 541	$ -	$ (541)	-100.00%
FICA	$ -	$ 4,110	$ 13,142	$ 15,551	$ 15,551	$ 9,969	$ 16,178	$ 627	4.03%
MSRS + ICMA	$ -	$ 3,231	$ 11,427	$ 12,213	$ 12,213	$ 8,563	$ 16,234	$ 4,021	32.92%
HEALTH INSURANCE	$ -	$ 9,208	$ 35,409	$ 47,273	$ 47,273	$ 22,778	$ 33,218	$ (14,055)	-29.73%
SUBTOTAL SALARY & BENEFITS	**$ 181,611**	**$ 194,386**	**$ 243,993**	**$ 278,319**	**$ 292,333**	**$ 169,535**	**$ 279,733**	$ (12,600)	**-4.31%**
POSTAGE	$ 377	$ 338	$ 516	$ 800	$ 800	$ 101	$ 600	$ (200)	-25.00%
TRANSPORTATION	$ 698	$ 839	$ 882	$ 1,000	$ 1,000	$ 375	$ 800	$ (200)	-20.00%
PRINTING & BINDING	$ 466	$ 492	$ 371	$ 800	$ 800	$ -	$ 700	$ (100)	-12.50%
TELEPHONE	$ 783	$ 854	$ 854	$ 900	$ 900	$ 770	$ 900	$ -	0.00%
OTHER SERVICES AND CHARGES	$ 856	$ 1,168	$ 896	$ 400	$ 400	$ 539	$ 700	$ 300	75.00%
TAX MAP UPDATE	$ 10,170	$ 3,800	$ 4,800	$ 4,000	$ 4,000	$ -	$ 4,500	$ 500	12.50%
ABSTRACTS	$ 422	$ -	$ 10	$ 1,300	$ 1,300	$ 109	$ 1,000	$ (300)	-23.08%
SUBSCRIPTIONS/DUES/MEMBERSHIP	$ 1,489	$ 1,564	$ 1,698	$ 1,600	$ 1,600	$ 1,603	$ 1,600	$ -	0.00%
OFFICE SUPPLIES	$ 1,124	$ 1,212	$ 1,902	$ 2,000	$ 2,000	$ 351	$ 1,600	$ (400)	-20.00%
UNIFORMS	$ -	$ -	$ -	$ -	$ -	$ -	$ 500	$ 500	100.00%
GENERAL - TRAINING	$ 1,318	$ 2,222	$ 1,571	$ 2,000	$ 2,000	$ 60	$ 2,000	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 17,702**	**$ 12,490**	**$ 13,500**	**$ 14,800**	**$ 14,800**	**$ 3,908**	**$ 14,900**	$ 100	**0.68%**
TOTAL ASSESSING	**$ 199,313**	**$ 206,877**	**$ 257,493**	**$ 293,119**	**$ 307,133**	**$ 173,443**	**$ 294,633**	$ (12,500)	**-4.07%**

TOWN MANAGER									
REGULAR	$ 121,438	$ 124,496	$ 126,520	$ 156,587	$ 156,587	$ 87,340	$ 119,025	$ (37,562)	-23.99%
PART-TIME	$ 6,847	$ 6,563	$ 6,956	$ 9,694	$ 10,162	$ 4,526	$ 8,000	$ (2,162)	-21.28%
OVERTIME	$ 383	$ 1,117	$ 1,147	$ 1,100	$ 1,100	$ 188	$ 1,000	$ (100)	-9.09%
TOWN MANAGER'S ASSISTANT	$ 47,181	$ 49,324	$ 51,240	$ 51,436	$ 56,478	$ 33,137	$ 57,954	$ 1,476	2.61%
TM TRANSPORTATION STIPEND	$ -	$ -	$ 4,800	$ 4,800	$ 4,800	$ 3,200	$ 4,800	$ -	0.00%
PERFORMANCE BONUS	$ -	$ -	$ 541	$ -	$ -	$ -	$ -	$ -	0.00%
FICA	$ -	$ 4,435	$ 13,740	$ 17,107	$ 17,107	$ 9,261	$ 13,825	$ (3,282)	-19.19%
MSRS + ICMA	$ -	$ 11,209	$ 38,782	$ 48,305	$ 48,305	$ 18,270	$ 22,933	$ (25,372)	-52.52%
HEALTH INSURANCE	$ -	$ 12,771	$ 39,060	$ 40,361	$ 40,361	$ 23,684	$ 39,976	$ (385)	-0.95%
SUBTOTAL SALARY & BENEFITS	**$ 175,849**	**$ 209,915**	**$ 282,787**	**$ 329,390**	**$ 334,900**	**$ 179,606**	**$ 267,513**	$ (67,387)	**-20.12%**
POSTAGE	$ 1,012	$ 162	$ 1,085	$ 1,300	$ 1,300	$ -	$ 1,000	$ (300)	-23.08%
TRANSPORTATION	$ 4,948	$ 5,757	$ 202	$ 1,600	$ 1,600	$ 128	$ 500	$ (1,100)	-68.75%
PRINTING & BINDING	$ 3,898	$ 5,152	$ 4,145	$ 5,800	$ 5,800	$ 108	$ 5,200	$ (600)	-10.34%
TELEPHONE	$ 1,293	$ 1,371	$ 1,047	$ 1,700	$ 1,700	$ 408	$ 1,500	$ (200)	-11.76%
AGREEMENTS/CONTRACTS	$ 1,078	$ 5,648	$ 2,959	$ 3,000	$ 3,000	$ 635	$ 2,500	$ (500)	-16.67%
MMA MEMBERSHIP	$ -	$ -	$ 19,466	$ 21,000	$ 21,000	$ 19,408	$ 21,000	$ -	0.00%
EASTERN TRAIL DUES	$ -	$ -	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ -	0.00%
LEGAL SERVICES	$ 105,936	$ 51,912	$ 112,000	$ 112,500	$ 112,500	$ 70,591	$ 115,000	$ 2,500	2.22%
OTHER SERVICES AND CHARGES	$ 1,600	$ 968	$ 755	$ 1,400	$ 1,400	$ 749	$ 1,200	$ (200)	-14.29%
CONTINGENCY FUND	$ 1,036	$ 547	$ 1,017	$ 1,100	$ 1,100	$ -	$ 1,000	$ (100)	-9.09%
CODE UPDATES	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,000	$ 6,000	100.00%

TOWN MANAGER CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
LEGAL ADS	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000	$ 10,000	100.00%
OPERATING SUPPLIES	$ 246	$ 346	$ 343	$ 700	$ 700	$ 160	$ 400	$ (300)	-42.86%
OFFICE SUPPLIES	$ 913	$ 6,939	$ 1,217	$ 1,500	$ 1,500	$ 756	$ 1,200	$ (300)	-20.00%
GENERAL - TRAINING	$ 2,127	$ 2,493	$ 2,482	$ 3,250	$ 3,250	$ 1,005	$ 2,500	$ (750)	-23.08%
SUBTOTAL OPERATIONS	**$ 124,086**	**$ 81,297**	**$ 151,719**	**$ 159,850**	**$ 159,850**	**$ 98,948**	**$ 174,000**	$ 14,150	**8.85%**
TOTAL TOWN MANAGER	**$ 299,934**	**$ 291,212**	**$ 434,505**	**$ 489,240**	**$ 494,750**	**$ 278,554**	**$ 441,513**	$ (53,237)	**-10.76%**

HUMAN RESOURCES									
REGULAR	$ 74,971	$ 73,682	$ 74,771	$ 75,100	$ 77,336	$ 45,750	$ 123,123	$ 45,787	**59.21%**
PT VOLUNTEER COORDINATOR	$ 18,072	$ 19,609	$ 19,482	$ 21,216	$ 24,586	$ 12,245	$ 25,447	$ 861	3.50%
PERFORMANCE BONUS	$ -	$ -	$ 541	$ -	$ -	$ -	$ -	$ -	0.00%
FICA	$ -	$ 1,933	$ 6,118	$ 7,368	$ 7,368	$ 3,785	$ 10,030	$ 2,662	36.13%
MSRS + ICMA	$ -	$ 1,485	$ 5,323	$ 5,257	$ 5,257	$ 3,424	$ 10,711	$ 5,454	103.75%
HEALTH INSURANCE	$ -	$ 8,940	$ 28,940	$ 21,087	$ 21,087	$ 17,005	$ 51,130	$ 30,043	142.47%
SUBTOTAL SALARY & BENEFITS	**$ 93,043**	**$ 105,649**	**$ 135,176**	**$ 130,028**	**$ 135,634**	**$ 82,209**	**$ 220,441**	$ 84,807	**62.53%**
POSTAGE	$ 13	$ -	$ 126	$ 200	$ 200	$ 26	$ 100	$ (100)	-50.00%
TRANSPORTATION	$ 696	$ 573	$ 502	$ 800	$ 800	$ -	$ 600	$ (200)	-25.00%
PRINTING & BINDING	$ 304	$ 194	$ 196	$ 400	$ 400	$ 62	$ 300	$ (100)	-25.00%
TELEPHONE	$ 389	$ 424	$ 424	$ 430	$ 430	$ 736	$ 850	$ 420	97.67%
COMP/SOFTWARE	$ -	$ 379	$ -	$ 300	$ 300	$ -	$ 300	$ -	0.00%
COMMUNICATIONS	$ 5,869	$ 5,760	$ 1,429	$ 7,000	$ 7,000	$ 1,429	$ 2,000	$ (5,000)	-71.43%
EMPLOYEE ASSISTANCE PROGRAM	$ -	$ 1,500	$ 100	$ 2,500	$ 2,500	$ -	$ 1,000	$ (1,500)	-60.00%
OTHER SERVICES AND CHARGES	$ 3,384	$ 1,738	$ 264	$ 3,500	$ 3,500	$ 176	$ 1,000	$ (2,500)	-71.43%
EMPLOYEE RECOGNITION	$ 3,880	$ 3,605	$ 4,579	$ 5,550	$ 6,521	$ 1,920	$ 5,500	$ (1,021)	-15.66%
WELLNESS WORKS EXPENSE	$ 495	$ 315	$ 933	$ 2,000	$ 2,000	$ -	$ 2,000	$ -	0.00%
EVENT SUPPORT	$ -	$ 847	$ 3,596	$ 5,000	$ 5,000	$ 479	$ 5,000	$ -	0.00%
HARBOR PARK CONCERT SERIES	$ -	$ -	$ 8,500	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ -	0.00%
OFFICE SUPPLIES	$ 723	$ 860	$ 930	$ 800	$ 800	$ 258	$ 600	$ (200)	-25.00%
PUBLICATIONS	$ 170	$ 50	$ 25	$ 330	$ 330	$ 50	$ 330	$ -	0.00%
PERSONNEL TRAINING	$ 2,180	$ 729	$ 807	$ 3,000	$ 3,000	$ 160	$ 3,000	$ -	0.00%
COLLECTIVE BARGAINING	$ 4,046	$ 3,116	$ 15,630	$ 15,000	$ 15,000	$ -	$ 5,000	$ (10,000)	-66.67%
BLOODPATHOGEN/DRUG/ALCOHOL	$ 7,787	$ 6,781	$ 2,946	$ 8,000	$ 8,000	$ 2,263	$ 8,000	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 29,937**	**$ 26,871**	**$ 40,987**	**$ 62,810**	**$ 63,781**	**$ 15,557**	**$ 43,580**	$ (20,201)	**-31.67%**
TOTAL HUMAN RESOURCES	**$ 122,980**	**$ 132,520**	**$ 176,163**	**$ 192,838**	**$ 199,415**	**$ 97,766**	**$ 264,021**	$ 64,606	**32.40%**

SELECTMEN	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
SELECTMEN STIPEND	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000	100.00%
FICA	$ -	$ -	$ -	$ -	$ -	$ -	$ 385	$ 385	100.00%
SUBTOTAL SALARY & BENEFITS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,385**	$ 5,385	**100.00%**
BOS CONTINGENCY FUND	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,500	$ 7,500	100.00%
SUBTOTAL OPERATIONS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,500**	$ 7,500	**100.00%**
TOTAL SELECTMEN	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 12,885**	$ 12,885	**100.00%**

GENERAL GOVERNMENT									
REGULAR	$ 40,947	$ 42,489	$ 47,644	$ 47,118	$ 48,152	$ 28,683	$ -	$ (48,152)	-100.00%
OVERTIME	$ 3,492	$ 904	$ (367)	$ 2,000	$ 2,000	$ 104	$ -	$ (2,000)	-100.00%
SELECTMEN STIPEND	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ -	$ (5,000)	-100.00%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ 541	$ 541	$ -	$ (541)	-100.00%
FICA	$ -	$ 1,098	$ 3,688	$ 4,140	$ 4,140	$ 2,460	$ -	$ (4,140)	-100.00%
MSRS + ICMA	$ -	$ 952	$ 3,365	$ 3,438	$ 3,438	$ 2,161	$ -	$ (3,438)	-100.00%
HEALTH INSURANCE	$ -	$ 3,760	$ 12,318	$ 13,158	$ 13,158	$ 7,316	$ -	$ (13,158)	-100.00%
SUBTOTAL SALARY & BENEFITS	**$ 49,439**	**$ 54,203**	**$ 71,648**	**$ 74,854**	**$ 76,429**	**$ 46,266**	**$ -**	$ (76,429)	**-100.00%**
TRANSPORTATION	$ 3,620	$ 3,292	$ 4,056	$ 6,904	$ 6,904	$ 2,672	$ -	$ (6,904)	-100.00%
SEWER	$ 956	$ 775	$ 894	$ 2,678	$ 2,678	$ 414	$ 700	$ (1,978)	-73.86%
ELECTRICITY	$ 121,785	$ 115,782	$ 75,684	$ 117,000	$ 117,000	$ 34,401	$ 18,000	$ (99,000)	-84.62%
WATER	$ 4,162	$ 13,918	$ 1,401	$ 3,000	$ 3,000	$ 1,645	$ 1,300	$ (1,700)	-56.67%
HEATING FUEL	$ 5,599	$ 3,064	$ 4,353	$ 6,000	$ 6,000	$ 1,694	$ 5,000	$ (1,000)	-16.67%
TELEPHONE	$ 7,383	$ 8,093	$ 8,684	$ 10,000	$ 10,000	$ 6,436	$ 5,100	$ (4,900)	-49.00%
CABLE/INTERNET	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,120	$ 3,120	100.00%
BUILDING	$ 39,115	$ 23,869	$ 23,911	$ 24,500	$ 24,500	$ 10,389	$ 24,000	$ (500)	-2.04%
AGREEMENTS/CONTRACTS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
GROUNDS	$ 15,466	$ 9,466	$ 8,959	$ 13,000	$ 13,000	$ 5,531	$ 10,000	$ (3,000)	-23.08%
TRAFFIC LIGHT REPAIR EQUIP	$ 5,794	$ 18,144	$ 13,037	$ 10,000	$ 10,000	$ 6,909	$ -	$ (10,000)	-100.00%
TOWNWIDE BEAUTIFICATION	$ -	$ 22,359	$ 19,118	$ 27,500	$ 27,500	$ 14,483	$ -	$ (27,500)	-100.00%
HARBOR PARK BENCH R&M	$ -	$ 3,004	$ 350	$ 7,000	$ 7,000	$ 3,007	$ -	$ (7,000)	-100.00%
GENERAL GOV LEGAL SERVICES	$ 7,432	$ 9,304	$ 10,351	$ 11,000	$ 11,000	$ 2,386	$ -	$ (11,000)	-100.00%
OTHER SERVICES AND CHARGES	$ 5,533	$ 4,846	$ 2,012	$ 5,900	$ 5,900	$ 1,616	$ -	$ (5,900)	-100.00%
CONTINGENCY FUND	$ 11,545	$ 562	$ 870	$ 10,000	$ 10,000	$ 3,033	$ -	$ (10,000)	-100.00%
OPERATING SUPPLIES	$ 2,116	$ 2,613	$ 3,437	$ 2,800	$ 2,800	$ 1,685	$ -	$ (2,800)	-100.00%
HYDRANT RENTAL	$ 153,413	$ 135,644	$ 150,910	$ 155,351	$ 155,351	$ 78,413	$ -	$ (155,351)	-100.00%
SUBTOTAL OPERATIONS	**$ 383,920**	**$ 374,736**	**$ 328,027**	**$ 412,633**	**$ 412,633**	**$ 174,714**	**$ 67,220**	$ (345,413)	**-83.71%**
TOTAL GENERAL GOVERNMENT	**$ 433,360**	**$ 428,939**	**$ 399,675**	**$ 487,487**	**$ 489,062**	**$ 220,980**	**$ 67,220**	$ (421,842)	**-86.26%**

WELLS CONSERVATION COMMITTEE	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
TRAIL MAINTENANCE	$ -	$ -	$ 416	$ 100	$ 100	$ 175	$ 3,000	$ 2,900	2900.00%
COMMUNICATIONS	$ 966	$ 1,373	$ 1,955	$ 1,350	$ 1,350	$ 595	$ 350	$ (1,000)	-74.07%
CONSULTANT	$ 300	$ -	$ -	$ 1,350	$ 1,350	$ -	$ 350	$ (1,000)	-74.07%
OTHER SERVICES AND CHARGES	$ 2,432	$ 691	$ 832	$ 350	$ 350	$ 2,733	$ 350	$ -	0.00%
SCHOLARSHIP	$ 670	$ 670	$ -	$ 1,250	$ 1,250	$ -	$ 1,250	$ -	0.00%
POSTER CONTEST	$ 213	$ 305	$ -	$ 100	$ 100	$ -	$ 150	$ 50	50.00%
SUBTOTAL OPERATIONS	**$ 4,582**	**$ 3,038**	**$ 3,203**	**$ 4,500**	**$ 4,500**	**$ 3,503**	**$ 5,450**	$ 950	**21.11%**
TOTAL CONSERVATION	**$ 4,582**	**$ 3,038**	**$ 3,203**	**$ 4,500**	**$ 4,500**	**$ 3,503**	**$ 5,450**	$ 950	**21.11%**

POLICE									
MISCELLANEOUS	$ (775)	$ (947)	$ (1,184)	$ (1,000)	$ (1,000)	$ -	$ (1,000)	$ -	0.00%
ALARM	$ (1,300)	$ -	$ -	$ -	$ -	$ (850)	$ -	$ -	0.00%
POLICE FINES	$ (26,891)	$ (16,076)	$ (29,429)	$ (16,000)	$ (16,000)	$ (31,695)	$ (24,000)	$ (8,000)	50.00%
GUN PERMITS	$ (1,170)	$ (1,335)	$ (1,109)	$ (500)	$ (500)	$ (657)	$ (900)	$ (400)	80.00%
ACCIDENT REPORTS	$ (2,858)	$ (3,446)	$ (3,894)	$ (2,000)	$ (2,000)	$ (1,343)	$ (2,000)	$ -	0.00%
POLICE SALARY REIMBURSEMENT	$ (84,383)	$ (90,092)	$ (151,771)	$ (132,000)	$ (132,000)	$ (15,345)	$ (134,000)	$ (2,000)	1.52%
SUBTOTAL REVENUE	**$ (117,377)**	**$ (111,896)**	**$ (187,388)**	**$ (151,500)**	**$ (151,500)**	**$ (49,890)**	**$ (161,900)**	$ (10,400)	**6.86%**
REGULAR	$ 1,173,052	$ 1,161,833	$ 1,304,286	$ 1,361,621	$ 1,361,621	$ 671,013	$ 1,403,025	$ 41,404	3.04%
CUSTODIAL	$ -	$ -	$ 13,824	$ 23,142	$ 23,828	$ 14,259	$ 24,898	$ 1,070	4.49%
ADMINISTRATIVE	$ 337,434	$ 363,279	$ 377,442	$ 383,814	$ 397,899	$ 232,881	$ 406,989	$ 9,090	2.28%
RESERVE/SEASONAL	$ 76,154	$ 79,538	$ 119,407	$ 149,250	$ 149,250	$ 59,642	$ 153,725	$ 4,475	3.00%
BANKED HOLIDAYS	$ 65,705	$ 66,431	$ 58,070	$ 113,630	$ 113,630	$ 68,007	$ 62,000	$ (51,630)	-45.44%
OVERTIME	$ 157,195	$ 211,075	$ 185,974	$ 151,116	$ 151,116	$ 121,155	$ 184,000	$ 32,884	21.76%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ 541	$ 541	$ -	$ (541)	-100.00%
FICA	$ -	$ 43,701	$ 144,909	$ 166,966	$ 166,966	$ 91,410	$ 165,360	$ (1,606)	-0.96%
MSRS + ICMA	$ -	$ 31,476	$ 128,330	$ 114,688	$ 114,688	$ 115,677	$ 236,855	$ 122,167	106.52%
HEALTH INSURANCE	$ -	$ 100,527	$ 339,954	$ 340,875	$ 340,875	$ 189,861	$ 338,983	$ (1,892)	-0.56%
SUBTOTAL SALARY & BENEFITS	**$ 1,809,540**	**$ 2,057,861**	**$ 2,672,197**	**$ 2,805,102**	**$ 2,820,414**	**$ 1,564,446**	**$ 2,975,835**	$ 155,421	**5.51%**
POSTAGE	$ 1,616	$ 1,545	$ 1,690	$ 1,200	$ 1,200	$ 724	$ 1,200	$ -	0.00%
VEHICLE REPLACEMENT	$ 191,018	$ 102,721	$ -	$ 100,000	$ 198,000	$ 66,760	$ 110,000	$ (88,000)	-44.44%
ELECTRICITY	$ 9,492	$ 10,407	$ 15,556	$ 1,000	$ 1,000	$ 7	$ 1,000	$ -	0.00%
ELECTRICITY/R&M STREET LIGHTS	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,000	$ 100,000	100.00%
TELEPHONE	$ 17,703	$ 17,949	$ 25,088	$ 12,500	$ 12,500	$ 5,645	$ 12,500	$ -	0.00%
CELL PHONE MODEM	$ 7,430	$ 10,201	$ 2,548	$ 11,400	$ 11,400	$ 3,223	$ 8,000	$ (3,400)	-29.82%
BUILDING	$ 20,490	$ 78,300	$ 65,405	$ 68,400	$ 68,400	$ 6,298	$ 50,000	$ (18,400)	-26.90%
AGREEMENTS/CONTRACTS	$ 26,495	$ 48,141	$ 50,339	$ 50,500	$ 50,500	$ 20,283	$ 52,000	$ 1,500	2.97%
COMPUTERS	$ 32,234	$ 39,405	$ 37,836	$ 39,200	$ 39,200	$ 5,489	$ 35,000	$ (4,200)	-10.71%
REPAIR & MAINT EQUIPMENT	$ 22,204	$ 22,660	$ 21,515	$ 22,500	$ 22,500	$ 18,178	$ 24,000	$ 1,500	6.67%
TRAFFIC LIGHT R&M	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,000	$ 12,000	100.00%
COMMUNICATIONS	$ 124	$ 30,752	$ 17,566	$ 20,000	$ 20,000	$ 10,344	$ 20,000	$ -	0.00%

POLICE CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
OTHER SERVICES AND CHARGES	$ 6,647	$ 6,080	$ 6,773	$ 6,100	$ 6,100	$ 1,150	$ 6,100	$ -	0.00%
EQUIPMENT	$ 12,834	$ 25,925	$ 28,091	$ 30,000	$ 30,000	$ 2,883	$ 30,000	$ -	0.00%
OFFICE SUPPLIES	$ 4,755	$ 5,346	$ 5,533	$ 5,000	$ 5,000	$ 1,771	$ 5,000	$ -	0.00%
UNIFORMS	$ 12,843	$ 22,986	$ 26,597	$ 22,000	$ 22,000	$ 13,562	$ 24,000	$ 2,000	9.09%
OTHER UNIFORMS	$ 2,047	$ 4,524	$ 4,395	$ 4,600	$ 4,600	$ 3,387	$ 4,600	$ -	0.00%
BULLET PROOF VESTS	$ 73	$ 5,216	$ 22	$ 4,200	$ 4,200	$ -	$ 4,200	$ -	0.00%
TIRES AND TUBES	$ 6,375	$ 10,750	$ 18,132	$ 11,500	$ 11,500	$ 8,458	$ 11,500	$ -	0.00%
GAS & OIL	$ 55,067	$ 87,859	$ 73,787	$ 88,000	$ 88,000	$ 21,979	$ 83,000	$ (5,000)	-5.68%
GENERAL - TRAINING	$ 16,131	$ 17,584	$ 20,181	$ 16,250	$ 16,250	$ 6,422	$ 18,000	$ 1,750	10.77%
ADMIN TRAINING	$ 3,406	$ 5,424	$ 4,523	$ 4,500	$ 4,500	$ 2,306	$ 4,500	$ -	0.00%
NON-DEADLY	$ 3,254	$ 3,252	$ 3,209	$ 3,000	$ 3,000	$ 584	$ 3,000	$ -	0.00%
MAJOR INCIDENT RESPONSE	$ 1,137	$ 2,299	$ 2,228	$ 2,000	$ 2,000	$ -	$ 2,000	$ -	0.00%
NEW OFFICER PROCESSING	$ 2,975	$ 2,897	$ 3,400	$ 3,000	$ 3,000	$ 650	$ 3,000	$ -	0.00%
DOGS	$ 7,075	$ 9,354	$ 8,356	$ 9,250	$ 9,250	$ 623	$ 9,250	$ -	0.00%
BICYCLE PATROL	$ 823	$ 2,439	$ 2,776	$ 2,700	$ 2,700	$ 581	$ 5,000	$ 2,300	85.19%
INVESTIGATIVE SERVICES	$ 3,477	$ 2,550	$ 3,052	$ 3,000	$ 3,000	$ 410	$ 3,000	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 467,726**	**$ 576,566**	**$ 448,597**	**$ 541,800**	**$ 639,800**	**$ 201,717**	**$ 641,850**	$ 2,050	**0.32%**
TOTAL POLICE	**$ 2,159,889**	**$ 2,522,531**	**$ 2,933,406**	**$ 3,195,402**	**$ 3,308,714**	**$ 1,716,273**	**$ 3,455,785**	$ 147,071	**4.44%**

FIRE									
FIRE REPORTS	$ -	$ -	$ (50)	$ -	$ -	$ (25)	$ -	$ -	0.00%
SUBTOTAL REVENUE	**$ -**	**$ -**	**$ (50)**	**$ -**	**$ -**	**$ (25)**	**$ -**	$ -	**0.00%**
REGULAR	$ 495,776	$ 549,791	$ 556,034	$ 610,028	$ 637,123	$ 363,339	$ 811,524	$ 174,401	27.37%
ADMINISTRATIVE	$ 47,559	$ 49,283	$ 51,401	$ 51,771	$ 53,315	$ 31,694	$ 55,869	$ 2,554	4.79%
RESERVE/SEASONAL	$ 22,439	$ 3,881	$ 2,636	$ 22,224	$ 22,224	$ 6,485	$ -	$ (22,224)	-100.00%
BANKED HOLIDAYS	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,000	$ 25,000	100.00%
OVERTIME	$ 189,711	$ 208,000	$ 267,662	$ 208,000	$ 208,000	$ 152,347	$ 143,000	$ (65,000)	-31.25%
FIRE CHIEF	$ 85,067	$ 83,473	$ 76,414	$ 92,000	$ 94,760	$ 56,481	$ 98,077	$ 3,317	3.50%
FIRE CALL STIPEND	$ 68,009	$ 64,778	$ 72,615	$ 87,622	$ 87,622	$ 4,750	$ 60,000	$ (27,622)	-31.52%
PERFORMANCE BONUS	$ -	$ -	$ 541	$ -	$ -	$ -	$ -	$ -	0.00%
FICA	$ -	$ 23,527	$ 74,270	$ 81,981	$ 81,981	$ 44,804	$ 86,586	$ 4,605	5.62%
MSRS + ICMA	$ -	$ 15,666	$ 62,895	$ 65,522	$ 65,522	$ 41,007	$ 125,405	$ 59,883	91.39%
HEALTH INSURANCE	$ -	$ 47,032	$ 166,875	$ 218,310	$ 218,310	$ 93,311	$ 206,259	$ (12,051)	-5.52%
SUBTOTAL SALARY & BENEFITS	**$ 908,561**	**$ 1,045,430**	**$ 1,331,342**	**$ 1,437,458**	**$ 1,468,857**	**$ 794,217**	**$ 1,611,720**	$ 142,863	**9.73%**
POSTAGE	$ 176	$ 268	$ 17	$ 300	$ 300	$ -	$ 150	$ (150)	-50.00%
PRINTING & BINDING	$ 1,967	$ 2,272	$ 2,005	$ 3,000	$ 3,000	$ 748	$ 2,000	$ (1,000)	-33.33%
ELECTRICITY	$ 11,865	$ 13,535	$ 18,460	$ 3,500	$ 3,500	$ 1,629	$ 4,500	$ 1,000	28.57%
HEATING FUEL	$ 9,815	$ 11,096	$ 11,382	$ 6,000	$ 6,000	$ 2,279	$ 6,000	$ -	0.00%
TELEPHONE	$ 8,425	$ 9,837	$ 10,006	$ 6,500	$ 6,500	$ 1,456	$ 3,500	$ (3,000)	-46.15%
BUILDING	$ 11,761	$ 60,975	$ 12,194	$ 6,500	$ 6,500	$ 1,268	$ 3,000	$ (3,500)	-53.85%
COMP/SOFTWARE	$ 9,969	$ 9,085	$ 10,395	$ 10,800	$ 10,800	$ 2,790	$ 9,700	$ (1,100)	-10.19%

FIRE CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
PORTABLE RADIO & PAGER	$ 3,890	$ 9,793	$ 200	$ 2,000	$ 2,000	$ 1,774	$ 3,000	$ 1,000	50.00%
SMALL ENGINES	$ -	$ 2,044	$ -	$ 2,300	$ 2,300	$ 1,621	$ 2,300	$ -	0.00%
VEHICLES	$ 96,094	$ 64,912	$ 70,356	$ 96,000	$ 96,000	$ 16,214	$ 80,000	$ (16,000)	-16.67%
YEARLY TESTING (MANDATORY)	$ 10,045	$ 10,952	$ 12,536	$ 13,000	$ 13,000	$ 11,879	$ 14,000	$ 1,000	7.69%
OTHER SERVICES AND CHARGES	$ 6,946	$ 5,707	$ 18,516	$ 4,500	$ 4,500	$ 746	$ 4,500	$ -	0.00%
EQUIPMENT	$ 31,095	$ 19,363	$ 11,346	$ 19,400	$ 19,400	$ 1,217	$ 16,000	$ (3,400)	-17.53%
TURNOUT GEAR (BOOTS, GLOVES)	$ 17,365	$ 12,887	$ 14,600	$ 13,000	$ 13,000	$ 2,843	$ 10,000	$ (3,000)	-23.08%
NOZZLES	$ 4,292	$ -	$ 1,761	$ 1,500	$ 1,500	$ -	$ 1,500	$ -	0.00%
HOSE	$ -	$ 977	$ -	$ 3,500	$ 3,500	$ -	$ 3,500	$ -	0.00%
AIR PACKS	$ 1,202	$ 5,000	$ 1,115	$ 5,000	$ 5,000	$ 674	$ 5,000	$ -	0.00%
OPERATING SUPPLIES	$ 3,586	$ 3,268	$ 3,710	$ 4,000	$ 4,000	$ 2,171	$ 3,500	$ (500)	-12.50%
MEDICAL	$ 2,710	$ 2,903	$ 6,966	$ 4,000	$ 4,000	$ 2,115	$ 4,000	$ -	0.00%
OFFICE SUPPLIES	$ 631	$ 307	$ 708	$ 1,250	$ 1,250	$ 144	$ 800	$ (450)	-36.00%
UNIFORMS	$ 8,309	$ 7,922	$ 7,383	$ 8,500	$ 8,500	$ 5,280	$ 8,500	$ -	0.00%
GAS & OIL	$ 17,767	$ 15,312	$ 11,917	$ 15,000	$ 15,000	$ 5,463	$ 14,000	$ (1,000)	-6.67%
RENTALS	$ 4,757	$ 5,762	$ 5,862	$ 2,500	$ 2,500	$ 1,400	$ 2,500	$ -	0.00%
HYDRANT RENTAL	$ -	$ -	$ -	$ -	$ -	$ -	$ 155,000	$ 155,000	100.00%
GENERAL - TRAINING	$ 18,877	$ 18,845	$ 19,707	$ 20,500	$ 20,500	$ 13,949	$ 20,500	$ -	0.00%
HAZARDOUS MATERIALS REPAIR	$ 503	$ -	$ 248	$ 900	$ 900	$ -	$ -	$ (900)	-100.00%
ERP	$ 3,926	$ 1,920	$ -	$ 1,000	$ 1,000	$ 462	$ -	$ (1,000)	-100.00%
COMMUNITY OUT REACH	$ 6,157	$ 11,193	$ 9,831	$ 10,000	$ 10,000	$ 1,390	$ 10,000	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 292,130**	**$ 306,135**	**$ 261,221**	**$ 264,450**	**$ 264,450**	**$ 79,513**	**$ 387,450**	$ 123,000	**46.51%**
TOTAL FIRE	**$ 1,200,691**	**$ 1,351,565**	**$ 1,592,513**	**$ 1,701,908**	**$ 1,733,307**	**$ 873,705**	**$ 1,999,170**	$ 265,863	**15.34%**

DISPATCH									
DISPATCH - OGT	$ (37,000)	$ (95,000)	$ (100,000)	$ (105,000)	$ (105,000)	$ (52,500)	$ (105,000)	$ -	0.00%
SUBTOTAL REVENUE	**$ (37,000)**	**$ (95,000)**	**$ (100,000)**	**$ (105,000)**	**$ (105,000)**	**$ (52,500)**	**$ (105,000)**	$ -	**0.00%**
REGULAR	$ 260,033	$ 311,450	$ 345,513	$ 349,517	$ 360,789	$ 235,693	$ 397,570	$ 36,781	10.19%
PART-TIME	$ 44,956	$ 32,005	$ 35,660	$ 45,000	$ 45,000	$ 14,029	$ 24,000	$ (21,000)	-46.67%
BANKED HOLIDAYS	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,000	$ 13,000	100.00%
OVERTIME	$ 55,390	$ 60,522	$ 52,841	$ 60,000	$ 60,000	$ 50,655	$ 62,000	$ 2,000	3.33%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
FICA	$ -	$ 10,054	$ 31,506	$ 34,771	$ 34,771	$ 21,967	$ 36,481	$ 1,710	4.92%
MSRS + ICMA	$ -	$ 6,731	$ 23,624	$ 24,571	$ 24,571	$ 27,461	$ 55,861	$ 31,290	127.35%
HEALTH INSURANCE	$ -	$ 19,636	$ 67,130	$ 66,690	$ 66,690	$ 39,988	$ 95,795	$ 29,105	43.64%
SUBTOTAL SALARY & BENEFITS	**$ 360,379**	**$ 440,398**	**$ 556,274**	**$ 580,549**	**$ 591,821**	**$ 389,793**	**$ 684,707**	$ 92,886	**15.69%**
TELEPHONE	$ 16,130	$ 14,741	$ 7,986	$ -	$ -	$ 146	$ -	$ -	0.00%
TECHNOLOGY	$ 16,716	$ 21,501	$ 16,736	$ 23,500	$ 30,000	$ 3,209	$ 20,000	$ (10,000)	-33.33%
PSAP SERVICES	$ 24,738	$ 49,809	$ 45,532	$ 46,120	$ 46,120	$ 35,806	$ 36,000	$ (10,120)	-21.94%
REPAIR & MAINT EQUIPMENT	$ 5,277	$ 8,180	$ 4,715	$ 7,600	$ 7,600	$ 4,454	$ 7,600	$ -	0.00%
OPERATING SUPPLIES	$ 2,228	$ 2,116	$ 2,668	$ 6,100	$ 6,100	$ 1,119	$ 4,000	$ (2,100)	-34.43%

DISPATCH CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
UNIFORMS	$ 2,032	$ 8,526	$ 7,353	$ 6,750	$ 6,750	$ 966	$ 6,750	$ -	0.00%
RADIO CONSOLE	$ 17,314	$ 19,150	$ 2,725	$ 36,550	$ 57,050	$ 20,985	$ 22,050	$ (35,000)	-61.35%
GENERAL - TRAINING	$ 3,253	$ 3,980	$ 4,488	$ 3,750	$ 3,750	$ 150	$ 4,000	$ 250	6.67%
SUBTOTAL OPERATIONS	**$ 87,686**	**$ 128,002**	**$ 92,204**	**$ 130,370**	**$ 157,370**	**$ 66,836**	**$ 100,400**	$ (56,970)	**-36.20%**
TOTAL DISPATCH	**$ 411,065**	**$ 473,401**	**$ 548,478**	**$ 605,919**	**$ 644,191**	**$ 404,129**	**$ 680,107**	$ 35,916	**5.58%**
PUBLIC SAFETY FACILITY									
SEWER	$ -	$ -	$ -	$ 2,500	$ 2,500	$ 1,006	$ 2,500	$ -	0.00%
ELECTRICITY	$ -	$ -	$ -	$ 36,000	$ 36,000	$ 16,521	$ 36,000	$ -	0.00%
WATER	$ -	$ -	$ -	$ 4,000	$ 4,000	$ 3,769	$ 7,400	$ 3,400	85.00%
TELEPHONE	$ -	$ -	$ -	$ 27,900	$ 27,900	$ 21,038	$ 36,000	$ 8,100	29.03%
PROPANE/NATURAL GAS	$ -	$ -	$ -	$ 17,000	$ 17,000	$ 3,621	$ 8,000	$ (9,000)	-52.94%
BUILDING	$ -	$ -	$ -	$ 27,800	$ 27,800	$ 31,520	$ 40,000	$ 12,200	43.88%
TOWER LEASE	$ -	$ -	$ -	$ 9,900	$ 9,900	$ 5,755	$ 10,000	$ 100	1.01%
SUBTOTAL OPERATIONS	**$ -**	**$ -**	**$ -**	**$ 125,100**	**$ 125,100**	**$ 83,230**	**$ 139,900**	$ 14,800	**11.83%**
								$ -	
TOTAL PUBLIC SAFETY FACILITY	**$ -**	**$ -**	**$ -**	**$ 250,200**	**$ 250,200**	**$ 166,461**	**$ 279,800**	$ 29,600	**11.83%**
PLANNING									
MISCELLANEOUS	$ (383)	$ (307)	$ (62)	$ (500)	$ (500)	$ (50)	$ (200)	$ 300	-60.00%
TOWN PLANNER'S TIME	$ (58)	$ -	$ -	$ (500)	$ (500)	$ -	$ -	$ 500	-100.00%
PLANNING BOARD APPLICATIONS	$ (16,646)	$ (18,565)	$ (18,305)	$ (16,000)	$ (16,000)	$ (6,864)	$ (18,000)	$ (2,000)	12.50%
STAFF REVIEW FEES	$ (1,760)	$ (1,898)	$ (1,430)	$ (2,000)	$ (2,000)	$ (486)	$ (1,500)	$ 500	-25.00%
PLAN/CEO APPLICATION FEES	$ (900)	$ (1,350)	$ (950)	$ (1,000)	$ (1,000)	$ (150)	$ (1,000)	$ -	0.00%
SUBTOTAL REVENUE	**$ (19,746)**	**$ (22,119)**	**$ (20,747)**	**$ (20,000)**	**$ (20,000)**	**$ (7,549)**	**$ (20,700)**	$ (700)	**3.50%**
REGULAR	$ 78,982	$ 81,750	$ 86,080	$ 86,397	$ 94,138	$ 55,707	$ 96,767	$ 2,629	2.79%
RESERVE/SEASONAL	$ -	$ -	$ -	$ 11,000	$ 11,000	$ 3,387	$ -	$ (11,000)	-100.00%
PLANNER'S ASSISTANT	$ 47,632	$ 49,486	$ 53,234	$ 53,082	$ 55,432	$ 32,672	$ 57,325	$ 1,893	3.41%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
FICA	$ -	$ 2,972	$ 9,280	$ 11,512	$ 11,512	$ 6,251	$ 10,850	$ (662)	-5.75%
MSRS + ICMA	$ -	$ 2,672	$ 9,409	$ 9,234	$ 9,234	$ 6,506	$ 13,533	$ 4,299	46.56%
HEALTH INSURANCE	$ -	$ 11,656	$ 38,117	$ 40,688	$ 40,688	$ 22,492	$ 41,348	$ 660	1.62%
SUBTOTAL SALARY & BENEFITS	**$ 126,614**	**$ 148,536**	**$ 196,121**	**$ 211,913**	**$ 222,004**	**$ 127,014**	**$ 219,823**	$ (2,181)	**-0.98%**
POSTAGE	$ 340	$ 351	$ 433	$ 400	$ 400	$ 2,546	$ 400	$ -	0.00%
TRANSPORTATION	$ 584	$ 470	$ 350	$ 500	$ 500	$ -	$ 500	$ -	0.00%
PRINTING & BINDING	$ 2,946	$ 3,087	$ 3,799	$ 3,500	$ 3,500	$ 1,858	$ 3,500	$ -	0.00%
COMPUTERS	$ -	$ 73	$ -	$ 300	$ 300	$ -	$ 200	$ (100)	-33.33%
DUES- SMRPC	$ 5,745	$ 5,900	$ 6,952	$ 22,400	$ 22,400	$ 22,160	$ 22,400	$ -	0.00%
SURVEY & APPRAISAL	$ -	$ 4,678	$ -	$ 10,000	$ 18,201	$ 4,500	$ 10,000	$ (8,201)	-45.06%
OTHER SERVICES AND CHARGES	$ 718	$ 581	$ 780	$ 800	$ 800	$ 409	$ -	$ (800)	-100.00%
OFFICE SUPPLIES	$ 1,385	$ 1,496	$ 1,883	$ 1,500	$ 1,500	$ 220	$ 1,500	$ -	0.00%

PLANNING CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
GENERAL - TRAINING	$ 427	$ 715	$ 351	$ 600	$ 600	$ 299	$ 600	$ -	0.00%
MATERIALS	$ 75	$ -	$ -	$ 200	$ 200	$ -	$ 200	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 12,220**	**$ 17,352**	**$ 14,547**	**$ 40,200**	**$ 48,401**	**$ 31,992**	**$ 39,300**	$ (9,101)	**-18.80%**
TOTAL PLANNING	**$ 119,088**	**$ 143,768**	**$ 189,921**	**$ 232,113**	**$ 250,405**	**$ 151,456**	**$ 238,423**	$ (11,982)	**-4.79%**
EMA (CIVIL DEFENSE)									
PART-TIME	$ 1,900	$ 750	$ -	$ 5,000	$ 5,000	$ -	$ 5,000	$ -	0.00%
FICA	$ -	$ 57	$ -	$ 383	$ 383	$ -	$ 383	$ -	0.00%
MSRS + ICMA	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
HEALTH INSURANCE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
SUBTOTAL SALARY & BENEFITS	**$ 1,900**	**$ 807**	**$ -**	**$ 5,383**	**$ 5,383**	**$ -**	**$ 5,383**	$ -	**0.00%**
TRANSPORTATION	$ -	$ -	$ -	$ 500	$ 500	$ -	$ -	$ (500)	-100.00%
TELEPHONE	$ 1,115	$ 1,663	$ 1,229	$ 400	$ 400	$ 412	$ 400	$ -	0.00%
GENERATOR	$ 2,149	$ 2,255	$ 2,150	$ 4,000	$ 4,000	$ -	$ 4,000	$ -	0.00%
OPERATING SUPPLIES	$ 1,006	$ 44,943	$ 34,549	$ 40,000	$ 40,000	$ 7,356	$ 40,000	$ -	0.00%
OFFICE SUPPLIES	$ 684	$ 642	$ 435	$ 1,300	$ 1,300	$ 195	$ 1,300	$ -	0.00%
DISASTER	$ 2,376	$ -	$ 25	$ 8,000	$ 8,000	$ -	$ 8,000	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 7,329**	**$ 49,502**	**$ 38,387**	**$ 54,200**	**$ 54,200**	**$ 7,962**	**$ 53,700**	$ (500)	**-0.92%**
TOTAL EMA (CIVIL DEFENSE)	**$ 9,229**	**$ 50,310**	**$ 38,387**	**$ 59,583**	**$ 59,583**	**$ 7,962**	**$ 59,083**	$ (500)	**-0.84%**
CODE ENFORCEMENT									
APPEALS BOARD	$ (800)	$ (430)	$ (700)	$ (1,000)	$ (1,000)	$ (100)	$ (500)	$ 500	-50.00%
CEO MISCELLANEOUS	$ (1,526)	$ (776)	$ (499)	$ (1,000)	$ (1,000)	$ (84)	$ (500)	$ 500	-50.00%
PLUMBING PERMITS	$ (47,638)	$ (39,438)	$ (39,675)	$ (36,000)	$ (36,000)	$ (22,885)	$ (35,000)	$ 1,000	-2.78%
BUILDING PERMITS	$ (190,327)	$ (164,414)	$ (137,040)	$ (175,000)	$ (175,000)	$ (97,190)	$ (175,000)	$ -	0.00%
ROAD OPENING PERMITS	$ (1,537)	$ (723)	$ (1,044)	$ (1,000)	$ (1,000)	$ (1,150)	$ (1,000)	$ -	0.00%
TOWN PLUMBING SURCHARGE	$ (4,260)	$ (3,903)	$ (3,430)	$ (4,000)	$ (4,000)	$ (2,250)	$ (4,000)	$ -	0.00%
STOPWORK ORDER	$ (6,650)	$ (13,550)	$ (13,100)	$ (8,000)	$ (8,000)	$ (3,500)	$ (8,000)	$ -	0.00%
BASE FEE	$ (38,113)	$ (37,262)	$ (28,880)	$ (40,000)	$ (40,000)	$ (19,615)	$ (30,000)	$ 10,000	-25.00%
RE-INSPECTIONS	$ (960)	$ (760)	$ (330)	$ (1,000)	$ (1,000)	$ (240)	$ (1,000)	$ -	0.00%
ZBA LEGAL ADS REIMBURSEMENT	$ (883)	$ (299)	$ (924)	$ (1,000)	$ (1,000)	$ -	$ (1,000)	$ -	0.00%
ZBA POSTAGE REIMBURSEMENT	$ (678)	$ (377)	$ (516)	$ (500)	$ (500)	$ -	$ (500)	$ -	0.00%
FLOOD PERMITS	$ (8,866)	$ (6,633)	$ (11,390)	$ (7,000)	$ (7,000)	$ (5,490)	$ (10,000)	$ (3,000)	42.86%
LODGING ENFORCEMENT	$ (90)	$ -	$ -	$ (500)	$ (500)	$ -	$ (500)	$ -	0.00%
SIGN PERMITS	$ (998)	$ (442)	$ (710)	$ (1,000)	$ (1,000)	$ (21)	$ -	$ 1,000	-100.00%
SUBTOTAL REVENUE	**$ (303,323)**	**$ (269,004)**	**$ (238,238)**	**$ (277,000)**	**$ (277,000)**	**$ (152,524)**	**$ (267,000)**	$ 10,000	**-3.61%**
REGULAR	$ 284,760	$ 300,793	$ 307,667	$ 319,457	$ 330,379	$ 182,920	$ 342,029	$ 11,650	3.53%
RESERVE/SEASONAL	$ -	$ -	$ 3,146	$ 7,500	$ 7,500	$ 1,733	$ 7,500	$ -	0.00%
OVERTIME	$ -	$ -	$ -	$ 1,500	$ 1,500	$ -	$ 500	$ (1,000)	-66.67%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%

CODE ENFORCEMENT CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
FICA	$ -	$ 7,531	$ 23,009	$ 25,128	$ 25,128	$ 13,914	$ 26,733	$ 1,605	6.39%
MSRS + ICMA	$ -	$ 4,502	$ 15,366	$ 15,437	$ 15,437	$ 10,235	$ 22,111	$ 6,674	43.23%
HEALTH INSURANCE	$ -	$ 15,210	$ 55,222	$ 59,639	$ 59,639	$ 33,037	$ 61,182	$ 1,543	2.59%
SUBTOTAL SALARY & BENEFITS	**$ 284,760**	**$ 328,035**	**$ 404,410**	**$ 428,661**	**$ 439,583**	**$ 241,839**	**$ 460,055**	$ 20,472	**4.66%**
POSTAGE	$ 966	$ 820	$ 1,326	$ 2,000	$ 2,000	$ 499	$ 2,000	$ -	0.00%
TRANSPORTATION	$ 2,138	$ 3,378	$ 2,271	$ 4,000	$ 4,000	$ 816	$ 1,500	$ (2,500)	-62.50%
PRINTING & BINDING	$ 2,614	$ 4,397	$ 2,351	$ 4,000	$ 4,000	$ 940	$ 3,000	$ (1,000)	-25.00%
TELEPHONE	$ 2,838	$ 3,602	$ 3,692	$ 3,200	$ 3,200	$ 2,341	$ 3,700	$ 500	15.63%
FICA - CONTRACT EMPLOYEE	$ -	$ 161	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
OTHER SERVICES AND CHARGES	$ 1,346	$ 1,256	$ 194	$ 1,800	$ 1,800	$ 286	$ 1,500	$ (300)	-16.67%
OFFICE SUPPLIES	$ 2,216	$ 1,827	$ 1,259	$ 1,500	$ 1,500	$ 957	$ 1,500	$ -	0.00%
GENERAL - TRAINING	$ 1,344	$ 2,169	$ 3,805	$ 4,000	$ 4,000	$ 105	$ 3,000	$ (1,000)	-25.00%
OTHER SERVICES AND CHARGES ZBA	$ -	$ 81	$ 2,318	$ 500	$ 500	$ 45	$ 500	$ -	0.00%
LEGAL ADS ZBA	$ 775	$ 562	$ 819	$ 1,000	$ 1,000	$ 336	$ 1,000	$ -	0.00%
MATERIALS	$ 90	$ 782	$ 563	$ 500	$ 500	$ 495	$ 500	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 14,327**	**$ 19,033**	**$ 18,597**	**$ 22,500**	**$ 22,500**	**$ 6,820**	**$ 18,200**	$ (4,300)	**-19.11%**
TOTAL CODE ENFORCEMENT	**$ (4,236)**	**$ 78,064**	**$ 184,769**	**$ 174,161**	**$ 185,083**	**$ 96,134**	**$ 211,255**	$ 26,172	**14.14%**

PUBLIC WORKS									
MISCELLANEOUS	$ (1,717)	$ (550)	$ (1,627)	$ -	$ -	$ (1,090)	$ (1,000)	$ (1,000)	100.00%
SUBTOTAL REVENUE	**$ (1,717)**	**$ (550)**	**$ (1,627)**	**$ -**	**$ -**	**$ (1,090)**	**$ (1,000)**	$ (1,000)	**100.00%**
REGULAR	$ 538,900	$ 536,752	$ 515,754	$ 558,403	$ 615,959	$ 351,820	$ 644,404	$ 28,445	4.62%
RESERVE/SEASONAL	$ 16,731	$ 19,129	$ 25,913	$ 17,750	$ 17,750	$ 12,777	$ 20,000	$ 2,250	12.68%
OVERTIME	$ 49,345	$ 49,051	$ 39,415	$ 50,000	$ 50,000	$ 15,443	$ 50,000	$ -	0.00%
GRAVESITE BEAUTIFICATION/MAINT	$ 15,813	$ 12,996	$ 5,865	$ 16,500	$ 16,500	$ 3,249	$ 10,000	$ (6,500)	-39.39%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
FICA	$ -	$ 12,358	$ 41,347	$ 49,163	$ 49,163	$ 27,135	$ 55,253	$ 6,090	12.39%
MSRS + ICMA	$ -	$ 8,131	$ 29,298	$ 33,851	$ 33,851	$ 20,450	$ 47,831	$ 13,980	41.30%
HEALTH INSURANCE	$ -	$ 36,657	$ 131,960	$ 173,923	$ 173,923	$ 92,563	$ 176,501	$ 2,578	1.48%
SUBTOTAL SALARY & BENEFITS	**$ 620,789**	**$ 675,075**	**$ 789,552**	**$ 899,590**	**$ 957,146**	**$ 523,437**	**$ 1,003,989**	$ 46,843	**4.89%**
ELECTRICITY	$ -	$ -	$ 14,608	$ 16,000	$ 16,000	$ 3,696	$ 16,000	$ -	0.00%
HEATING FUEL	$ -	$ -	$ 6,864	$ 11,700	$ 11,700	$ 2,821	$ 9,500	$ (2,200)	-18.80%
TELEPHONE	$ -	$ -	$ 3,765	$ 3,500	$ 3,500	$ 1,475	$ 3,500	$ -	0.00%
CABLE/INTERNET	$ -	$ -	$ 827	$ 1,000	$ 1,000	$ 420	$ 1,260	$ 260	26.00%
HIGHWAY DEPT REP/MAINT EQUIP	$ -	$ -	$ -	$ 95,000	$ 95,000	$ 37,998	$ 95,000	$ -	0.00%
BUILDING R&M	$ -	$ -	$ 3,327	$ 7,000	$ 7,000	$ 3,600	$ 8,200	$ 1,200	17.14%
AGREEMENTS/CONTRACTS	$ -	$ -	$ 11,943	$ 7,400	$ 7,400	$ 4,658	$ 12,400	$ 5,000	67.57%
OPERATING SUPPLIES - BUILDING	$ -	$ -	$ 3,591	$ 4,000	$ 4,000	$ 1,006	$ 2,000	$ (2,000)	-50.00%
HIGHWAY SAFTEY/COMMUNICATION	$ 60	$ 497	$ 540	$ 1,000	$ 1,000	$ 712	$ 800	$ (200)	-20.00%
HISTORIC PRESERVATION	$ -	$ 384	$ 612	$ 1,500	$ 1,500	$ 1,202	$ 1,500	$ -	0.00%
EQUIPMENT RENTALS	$ 5,704	$ 75	$ 5,065	$ 5,000	$ 5,000	$ 956	$ 5,000	$ -	0.00%

PUBLIC WORKS CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
TREE REMOVAL	$ 9,413	$ 8,400	$ 8,250	$ 15,000	$ 15,000	$ 8,600	$ 15,000	$ -	0.00%
STORM REPAIR	$ 16,192	$ 6,799	$ 320	$ 14,000	$ 14,000	$ -	$ 10,000	$ (4,000)	-28.57%
SHOP TOOLS	$ -	$ -	$ -	$ 5,000	$ 5,000	$ 3,690	$ 7,000	$ 2,000	40.00%
CULVERTS	$ 3,514	$ 6,681	$ 8,923	$ 10,000	$ 10,000	$ 617	$ 7,000	$ (3,000)	-30.00%
SIGNS	$ 9,373	$ 6,558	$ 8,916	$ 10,000	$ 10,000	$ 2,930	$ 15,300	$ 5,300	53.00%
SHOP OPERATING SUPPLIES	$ 23,750	$ 19,281	$ 12,821	$ 20,000	$ 20,000	$ 5,430	$ 20,000	$ -	0.00%
UNIFORMS	$ 11,319	$ 13,050	$ 14,930	$ 13,000	$ 13,000	$ 8,347	$ 14,000	$ 1,000	7.69%
GRAVEL AND STONE	$ 3,062	$ 4,277	$ 5,117	$ 5,500	$ 5,500	$ 1,177	$ 5,500	$ -	0.00%
COLD PATCH	$ 4,989	$ 4,820	$ 3,514	$ 5,000	$ 5,000	$ 1,555	$ 5,000	$ -	0.00%
FUEL AND LUBRICANTS	$ 71,512	$ 42,113	$ 28,143	$ 55,000	$ 55,000	$ 13,927	$ 50,000	$ (5,000)	-9.09%
TRAINING	$ 289	$ 930	$ 649	$ 1,200	$ 1,200	$ 2,008	$ 2,000	$ 800	66.67%
OUTSIDE SERVICES	$ -	$ -	$ 4,457	$ 5,000	$ 5,000	$ 653	$ -	$ (5,000)	-100.00%
HIRED EQUIP/OPERATOR SNOW/ICE	$ 64,438	$ 97,002	$ 87,206	$ 95,000	$ 95,000	$ 25,513	$ 95,000	$ -	0.00%
LINE STRIPING	$ -	$ -	$ 60,141	$ 60,000	$ 60,000	$ 60,488	$ 61,000	$ 1,000	1.67%
CATCH BASIN CLEANING	$ -	$ -	$ 400	$ 10,000	$ 10,000	$ 9,100	$ 10,000	$ -	0.00%
ROAD SWEEPING	$ -	$ -	$ 3,322	$ 5,000	$ 5,000	$ -	$ 5,000	$ -	0.00%
GRADING	$ -	$ -	$ 15,112	$ 7,000	$ 7,000	$ 4,703	$ 15,000	$ 8,000	114.29%
SALT	$ 189,745	$ 142,788	$ 163,045	$ 200,000	$ 200,000	$ 45,105	$ 190,000	$ (10,000)	-5.00%
SUBTOTAL OPERATIONS	**$ 413,360**	**$ 353,656**	**$ 476,406**	**$ 688,800**	**$ 688,800**	**$ 252,387**	**$ 681,960**	$ (6,840)	**-0.99%**
TOTAL PUBLIC WORKS	**$ 2,528,664**	**$ 3,176,780**	**$ 3,291,892**	**$ 1,549,467**	**$ 3,369,898**	**$ 78,006**	**$ 4**	$ (3,369,894)	**-100.00%**

LOCAL ROAD REIMBURSEMENT									
LOCAL ROAD REIMBURSE REVENUE	$ (202,992)	$ (201,408)	$ (207,204)	$ (200,000)	$ (200,000)	$ (196,368)	$ (200,000)	$ -	0.00%
SUBTOTAL REVENUE	**$ (202,992)**	**$ (201,408)**	**$ (207,204)**	**$ (200,000)**	**$ (200,000)**	**$ (196,368)**	**$ (200,000)**	$ -	**0.00%**
TOTAL LOCAL ROAD REIMBURSE	**$ (202,992)**	**$ (201,408)**	**$ (207,204)**	**$ (200,000)**	**$ (200,000)**	**$ (196,368)**	**$ (200,000)**	$ -	**0.00%**

TRANSFER STATION									
TRANSFER STATION MISC	$ -	$ (8,195)	$ (7,693)	$ (8,000)	$ (8,000)	$ (3,604)	$ (8,000)	$ -	0.00%
TIRES	$ -	$ (2,140)	$ (3,017)	$ (2,000)	$ (2,000)	$ (1,667)	$ (2,000)	$ -	0.00%
TRASH BAGS	$ -	$ (191,355)	$ (223,347)	$ (190,000)	$ (190,000)	$ (145,901)	$ (200,000)	$ (10,000)	5.26%
METAL & WHITE GOOD REVENUE	$ -	$ (8,998)	$ (4,785)	$ (6,500)	$ (6,500)	$ (1,496)	$ (2,000)	$ 4,500	-69.23%
BRUSH REVENUE	$ -	$ (7,315)	$ (7,149)	$ (7,000)	$ (7,000)	$ (4,553)	$ (7,000)	$ -	0.00%
TRANSFER STATION DEMO	$ -	$ (143,976)	$ (156,682)	$ (143,000)	$ (143,000)	$ (100,280)	$ (145,000)	$ (2,000)	1.40%
SHINGLES REVENUE	$ -	$ (5,788)	$ (6,396)	$ (4,500)	$ (4,500)	$ (537)	$ (4,500)	$ -	0.00%
RENTAL INCOME	$ -	$ (6,000)	$ (6,000)	$ (6,000)	$ (6,000)	$ (3,000)	$ (6,000)	$ -	0.00%
SUBTOTAL REVENUE	**$ -**	**$ (373,767)**	**$ (415,069)**	**$ (367,000)**	**$ (367,000)**	**$ (261,038)**	**$ (374,500)**	$ (7,500)	**2.04%**
REGULAR	$ -	$ 135,774	$ 127,975	$ 140,376	$ 140,376	$ 83,287	$ 144,394	$ 4,018	2.86%
PART-TIME	$ -	$ 16,849	$ 18,797	$ 12,854	$ 12,854	$ 3,366	$ 12,854	$ -	0.00%
OVERTIME	$ -	$ 5,883	$ 5,642	$ 10,000	$ 10,000	$ 2,460	$ 6,000	$ (4,000)	-40.00%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%

TRANSFER STATION CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
FICA	$ -	$ 3,786	$ 10,842	$ 12,487	$ 12,487	$ 6,257	$ 11,759	$ (728)	-5.83%
MSRS + ICMA	$ -	$ 2,022	$ 6,026	$ 7,223	$ 7,223	$ 3,980	$ 8,199	$ 976	13.51%
HEALTH INSURANCE	$ -	$ 14,431	$ 42,220	$ 51,068	$ 51,068	$ 26,774	$ 49,922	$ (1,146)	-2.24%
SUBTOTAL SALARY & BENEFITS	**$ -**	**$ 178,745**	**$ 211,502**	**$ 234,008**	**$ 234,008**	**$ 126,123**	**$ 233,128**	$ (880)	**-0.38%**
ELECTRICITY	$ -	$ 5,285	$ 5,024	$ 5,500	$ 5,500	$ 2,189	$ 5,500	$ -	0.00%
TELEPHONE	$ -	$ 674	$ 692	$ 700	$ 700	$ 351	$ 700	$ -	0.00%
BUILDING	$ -	$ 808	$ 3,240	$ 10,000	$ 10,000	$ 802	$ 5,000	$ (5,000)	-50.00%
COMP/SOFTWARE	$ -	$ 808	$ 230	$ 600	$ 600	$ -	$ 600	$ -	0.00%
EQUIPMENT	$ -	$ 12,652	$ 10,590	$ 10,500	$ 10,500	$ 3,529	$ 10,500	$ -	0.00%
OTHER SERVICES AND CHARGES	$ 100,000	$ 1,463	$ 2,472	$ 3,000	$ 3,000	$ 2,001	$ 3,000	$ -	0.00%
HAZMAT DAY	$ -	$ 2,982	$ 4,805	$ 3,500	$ 3,500	$ 3,662	$ 3,900	$ 400	11.43%
LANDFILL MONITORING	$ -	$ 4,970	$ 7,250	$ 8,000	$ 8,000	$ 1,088	$ 8,000	$ -	0.00%
CREDIT CARD FEES	$ -	$ 1,645	$ 2,740	$ 2,000	$ 2,000	$ 2,333	$ 3,000	$ 1,000	50.00%
OPERATING SUPPLIES	$ -	$ 41,404	$ 6,324	$ 5,000	$ 5,000	$ 4,179	$ 6,500	$ 1,500	30.00%
TRASH BAG PURCHASES	$ -	$ -	$ 45,511	$ 35,000	$ 35,000	$ 30,868	$ 40,000	$ 5,000	14.29%
OFFICE SUPPLIES	$ -	$ 464	$ 1,517	$ 1,200	$ 1,200	$ 1,088	$ 1,200	$ -	0.00%
UNIFORMS	$ -	$ 1,794	$ 2,579	$ 2,000	$ 2,000	$ 2,124	$ 2,600	$ 600	30.00%
TIRES AND TUBES	$ -	$ 1,259	$ -	$ 1,500	$ 1,500	$ 13,876	$ 1,500	$ -	0.00%
TIPPING / TOLLS	$ -	$ 149,181	$ 160,724	$ 155,000	$ 155,000	$ 81,007	$ 160,000	$ 5,000	3.23%
BRUSH	$ -	$ 5,600	$ 15,200	$ 10,000	$ 10,000	$ 85	$ 20,000	$ 10,000	100.00%
WHITE GOODS EXPENSE	$ -	$ -	$ -	$ 2,000	$ 2,000	$ -	$ 1,000	$ (1,000)	-50.00%
HAULING	$ -	$ 40,655	$ 33,220	$ 50,000	$ 50,000	$ 20,655	$ 50,000	$ -	0.00%
DEMO	$ -	$ 90,680	$ 101,131	$ 95,000	$ 95,000	$ 59,628	$ 100,000	$ 5,000	5.26%
SHINGLE DISPOSAL	$ -	$ 2,417	$ 2,635	$ 3,000	$ 3,000	$ 2,207	$ 3,000	$ -	0.00%
TIRE DISPOSAL	$ -	$ 1,818	$ 2,605	$ 3,000	$ 3,000	$ 2,324	$ 3,000	$ -	0.00%
GAS & OIL	$ -	$ 2,417	$ 1,119	$ 2,500	$ 2,500	$ 285	$ 2,000	$ (500)	-20.00%
GENERAL - TRAINING	$ -	$ 328	$ -	$ 500	$ 500	$ -	$ 500	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 100,000**	**$ 369,305**	**$ 409,610**	**$ 409,500**	**$ 409,500**	**$ 234,281**	**$ 431,500**	$ 22,000	**5.37%**
TOTAL TRANSFER STATION	**$ 100,000**	**$ 174,282**	**$ 206,042**	**$ 276,508**	**$ 276,508**	**$ 99,366**	**$ 290,128**	$ 13,620	**4.93%**

IT INFRASTRUCTURE									
MAINTENANCE	$ 228,477	$ 235,693	$ 264,450	$ 281,353	$ 304,853	$ 154,543	$ 312,300	$ 7,447	2.44%
TECHNOLOGY COMMITTEE	$ -	$ 5,640	$ 18,042	$ 26,288	$ 26,288	$ 237	$ 25,688	$ (600)	-2.28%
SUBTOTAL OPERATIONS	**$ 228,477**	**$ 241,333**	**$ 282,492**	**$ 307,641**	**$ 331,141**	**$ 154,780**	**$ 337,988**	$ 6,847	**2.07%**
								$ -	
TOTAL IT INFRASTRUCTURE	**$ 228,477**	**$ 241,333**	**$ 282,492**	**$ 307,641**	**$ 331,141**	**$ 154,780**	**$ 337,988**	$ 6,847	**2.07%**

	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
CABLE TV STUDIO									0.00%
PART-TIME	$ 3,560	$ 3,410	$ 4,222	$ 9,780	$ 9,780	$ 991	$ 6,200	$ (3,580)	-36.61%
FICA	$ -	$ 109	$ 323	$ 748	$ 748	$ 76	$ 475	$ (273)	-36.50%
MSRS + ICMA	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
HEALTH INSURANCE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
SUBTOTAL SALARY & BENEFITS	**$ 3,560**	**$ 3,519**	**$ 4,545**	**$ 10,528**	**$ 10,528**	**$ 1,067**	**$ 6,675**	$ (3,853)	**-36.60%**
CABLE ACCESS TV, COST & EQUIP	$ 6,789	$ 23,424	$ 14,951	$ 22,300	$ 22,300	$ 18,837	$ 12,000	$ (10,300)	-46.19%
SUBTOTAL OPERATIONS	**$ 6,789**	**$ 23,424**	**$ 14,951**	**$ 22,300**	**$ 22,300**	**$ 18,837**	**$ 12,000**	$ (10,300)	**-46.19%**
TOTAL CABLE TV STUDIO	**$ 10,349**	**$ 26,943**	**$ 19,496**	**$ 32,828**	**$ 32,828**	**$ 19,904**	**$ 18,675**	$ (14,153)	**-43.11%**
PARKS AND RECREATION									
REGULAR	$ 142,786	$ 146,951	$ 155,451	$ 154,754	$ 159,361	$ 94,521	$ 164,159	$ 4,798	3.01%
ADMINISTRATIVE	$ 36,197	$ 37,722	$ 39,283	$ 39,458	$ 40,621	$ 23,836	$ 43,056	$ 2,435	5.99%
RESERVE/SEASONAL	$ 3,989	$ 6,150	$ 6,004	$ 7,000	$ 7,000	$ -	$ 7,000	$ -	0.00%
OVERTIME	$ 3,520	$ 4,243	$ 2,773	$ 3,000	$ 3,000	$ 859	$ 3,000	$ -	0.00%
MAINTENANCE	$ 42,029	$ 43,935	$ 46,329	$ 46,405	$ 48,454	$ 28,361	$ 49,920	$ 1,466	3.03%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
FICA	$ -	$ 5,666	$ 17,142	$ 19,172	$ 19,172	$ 10,130	$ 18,324	$ (848)	-4.42%
MSRS + ICMA	$ -	$ 4,908	$ 17,337	$ 17,053	$ 17,053	$ 10,993	$ 22,283	$ 5,230	30.67%
HEALTH INSURANCE	$ -	$ 21,684	$ 69,731	$ 83,308	$ 83,308	$ 39,750	$ 71,645	$ (11,663)	-14.00%
SUBTOTAL SALARY & BENEFITS	**$ 228,521**	**$ 271,258**	**$ 354,051**	**$ 370,150**	**$ 377,969**	**$ 208,449**	**$ 379,387**	$ 1,418	**0.38%**
POSTAGE	$ 196	$ 139	$ 129	$ 200	$ 200	$ 54	$ 200	$ -	0.00%
ELECTRICITY	$ 6,708	$ 5,853	$ 6,539	$ 6,900	$ 6,900	$ 4,122	$ 12,800	$ 5,900	85.51%
HEATING FUEL	$ 3,369	$ 3,672	$ 3,007	$ 5,700	$ 5,700	$ 983	$ 4,000	$ (1,700)	-29.82%
TELEPHONE	$ 6,583	$ 5,885	$ 7,145	$ 6,500	$ 6,500	$ 3,046	$ 7,200	$ 700	10.77%
OTHER SERVICES AND CHARGES	$ 2,465	$ 2,901	$ 2,799	$ 2,900	$ 2,900	$ 425	$ 2,900	$ -	0.00%
OPERATING SUPPLIES	$ 28,334	$ 30,804	$ 33,135	$ 32,520	$ 32,520	$ 11,718	$ 35,000	$ 2,480	7.63%
OFFICE SUPPLIES	$ 4,081	$ 3,046	$ 3,910	$ 3,000	$ 3,000	$ 524	$ 3,000	$ -	0.00%
GENERAL - TRAINING	$ 24	$ 448	$ -	$ 600	$ 600	$ -	$ 600	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 51,760**	**$ 52,749**	**$ 56,665**	**$ 58,320**	**$ 58,320**	**$ 20,872**	**$ 65,700**	$ 7,380	**12.65%**
TOTAL PARKS AND RECREATION	**$ 280,281**	**$ 324,007**	**$ 410,716**	**$ 428,470**	**$ 436,289**	**$ 229,321**	**$ 445,087**	$ 8,798	**2.02%**
HARBOR									
BAIT LOCKER	$ (200)	$ (1,150)	$ (2,950)	$ (2,400)	$ (2,400)	$ -	$ (2,900)	$ (500)	20.83%
PUBLIC HOIST	$ (100)	$ (150)	$ (150)	$ (200)	$ (200)	$ -	$ -	$ 200	-100.00%
PUBLIC PUMP OUT	$ -	$ -	$ (20)	$ (100)	$ (100)	$ (20)	$ -	$ 100	-100.00%
HARBOR RESTAURANT	$ (50,092)	$ (74,580)	$ (80,302)	$ (80,302)	$ (80,302)	$ (50,000)	$ (81,454)	$ (1,152)	1.43%
HARBOR MARINA	$ (5,445)	$ (5,609)	$ (5,777)	$ (5,950)	$ (5,950)	$ (5,950)	$ (6,130)	$ (180)	3.03%
SUBTOTAL REVENUE	**$ (55,837)**	**$ (81,489)**	**$ (89,199)**	**$ (88,952)**	**$ (88,952)**	**$ (55,970)**	**$ (90,484)**	$ (1,532)	**1.72%**
REGULAR	$ 59,928	$ 56,965	$ 66,235	$ 67,012	$ 69,007	$ 40,826	$ 70,893	$ 1,886	2.73%

HARBOR CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
PART-TIME	$ 6,452	$ 11,072	$ 14,239	$ 17,715	$ 18,358	$ 6,753	$ 18,400	$ 42	0.23%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ 1,083	$ 1,083	$ -	$ (1,083)	-100.00%
FICA	$ -	$ 1,803	$ 5,842	$ 6,482	$ 6,482	$ 3,536	$ 6,836	$ 354	5.46%
MSRS + ICMA	$ -	$ 1,400	$ 4,731	$ 4,691	$ 4,691	$ 3,056	$ 6,168	$ 1,477	31.49%
HEALTH INSURANCE	$ -	$ 4,557	$ 19,094	$ 20,181	$ 20,181	$ 11,088	$ 19,988	$ (193)	-0.96%
SUBTOTAL SALARY & BENEFITS	**$ 66,380**	**$ 75,797**	**$ 110,142**	**$ 116,081**	**$ 119,802**	**$ 66,343**	**$ 122,285**	$ 2,483	**2.07%**
TRANSPORTATION	$ 2,482	$ 2,648	$ 2,871	$ 2,800	$ 2,800	$ 2,332	$ 4,663	$ 1,863	66.54%
ELECTRICITY	$ 1,556	$ 1,483	$ 1,079	$ 1,400	$ 1,400	$ 494	$ 1,400	$ -	0.00%
HEATING FUEL	$ 689	$ 553	$ 564	$ 800	$ 800	$ 202	$ 800	$ -	0.00%
TELEPHONE	$ 1,560	$ 1,543	$ 1,434	$ 1,700	$ 1,700	$ 914	$ 1,700	$ -	0.00%
CABLE/INTERNET	$ 2,429	$ 2,634	$ 2,894	$ 2,400	$ 2,400	$ 1,748	$ 2,900	$ 500	20.83%
EQUIPMENT	$ 3,515	$ 3,820	$ 3,982	$ 4,750	$ 4,750	$ 517	$ 5,000	$ 250	5.26%
BOAT	$ 517	$ 1,222	$ 978	$ 1,500	$ 1,500	$ 1,250	$ 1,750	$ 250	16.67%
PIER MAINTENANCE EXP	$ 2,381	$ 4,613	$ 5,245	$ 4,500	$ 4,500	$ 6,458	$ 5,000	$ 500	11.11%
FLOAT MAINTENANCE	$ -	$ 1,470	$ 963	$ 1,500	$ 1,500	$ -	$ 1,500	$ -	0.00%
MOORING MAINTENANCE	$ 1,680	$ 1,461	$ 1,603	$ 1,500	$ 1,500	$ 1,344	$ 3,500	$ 2,000	133.33%
ON LINE MOORING	$ 1,778	$ 1,875	$ 2,083	$ 1,800	$ 1,800	$ 1,875	$ 2,300	$ 500	27.78%
OTHER SERVICES AND CHARGES	$ 8,450	$ 4,198	$ 4,317	$ 4,500	$ 4,500	$ 1,977	$ 4,500	$ -	0.00%
OPERATING SUPPLIES	$ 1,482	$ 3,815	$ 2,965	$ 3,000	$ 3,000	$ 670	$ 3,000	$ -	0.00%
HARBOR RESTAURANT EXP	$ 189	$ 188	$ 301	$ 200	$ 200	$ 124	$ 200	$ -	0.00%
UNIFORMS	$ -	$ -	$ -	$ -	$ -	$ -	$ 450	$ 450	100.00%
GAS & OIL	$ 196	$ 825	$ 793	$ 1,500	$ 1,500	$ 153	$ 1,500	$ -	0.00%
GENERAL - TRAINING	$ -	$ 841	$ 1,186	$ 1,200	$ 1,200	$ -	$ 1,400	$ 200	16.67%
SUBTOTAL OPERATIONS	**$ 28,904**	**$ 33,189**	**$ 33,259**	**$ 35,050**	**$ 35,050**	**$ 20,056**	**$ 41,563**	$ 6,513	**18.58%**
TOTAL HARBOR	**$ 39,447**	**$ 27,498**	**$ 54,203**	**$ 62,179**	**$ 65,900**	**$ 30,429**	**$ 73,364**	$ 7,464	**11.33%**

FACILITIES MANAGEMENT									
REGULAR	$ -	$ -	$ -	$ -	$ -	$ -	$ 49,587	$ 49,587	100.00%
OVERTIME	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000	$ 2,000	100.00%
FICA	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,640	$ 3,640	100.00%
MSRS + ICMA	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,476	$ 4,476	100.00%
HEALTH INSURANCE	$ -	$ -	$ -	$ -	$ -	$ -	$ 13,696	$ 13,696	100.00%
SUBTOTAL SALARY & BENEFITS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 73,399**	$ 73,399	**100.00%**
TRANSPORTATION	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000	100.00%
SEWER	$ -	$ -	$ -	$ -	$ -	$ -	$ 300	$ 300	100.00%
WATER	$ -	$ -	$ -	$ -	$ -	$ -	$ 200	$ 200	100.00%
TELEPHONE	$ -	$ -	$ -	$ -	$ -	$ -	$ 960	$ 960	100.00%
AGREEMENTS/CONTRACTS	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,500	$ 7,500	100.00%
TOWNWIDE BEAUTIFICATION	$ -	$ -	$ -	$ -	$ -	$ -	$ 25,000	$ 25,000	100.00%
HARBOR PARK BENCH R&M	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000	$ 10,000	100.00%
PROFESSIONAL SERVICES	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000	$ 2,000	100.00%

FACILITIES MGMT CONTINUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
OTHER SERVICES AND CHARGES	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
EQUIPMENT	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,000	$ 4,000	100.00%
OPERATING SUPPLIES	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,000	$ 5,000	100.00%
UNIFORMS	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000	$ 1,000	100.00%
SUBTOTAL OPERATIONS	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 60,960**	$ 60,960	**100.00%**
TOTAL FACILITIES MANAGEMENT	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 134,359**	$ 134,359	**100.00%**

LIBRARY									
COMMUNITY ROOM RENTAL INCOME	$ -	$ -	$ (300)	$ -	$ -	$ -	$ (150)	$ (150)	100.00%
MEETINGROOM RENTAL INCOME	$ -	$ (50)	$ (100)	$ -	$ -	$ -	$ (100)	$ (100)	100.00%
FEES AND FINES	$ (10,305)	$ (10,706)	$ (8,160)	$ (10,200)	$ (10,200)	$ (1,085)	$ (9,500)	$ 700	-6.86%
SUBTOTAL REVENUE	**$ (10,305)**	**$ (10,756)**	**$ (8,560)**	**$ (10,200)**	**$ (10,200)**	**$ (1,085)**	**$ (9,750)**	$ 450	**-4.41%**
REGULAR	$ 150,578	$ 184,758	$ 182,653	$ 210,606	$ 214,700	$ 107,118	$ 219,106	$ 4,406	2.05%
PART-TIME	$ 168,388	$ 138,305	$ 150,915	$ 147,405	$ 153,658	$ 89,294	$ 155,542	$ 1,884	1.23%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
FICA	$ -	$ 7,537	$ 22,939	$ 27,388	$ 27,388	$ 13,818	$ 26,993	$ (395)	-1.44%
MSRS + ICMA	$ -	$ 4,938	$ 18,059	$ 19,920	$ 19,920	$ 10,670	$ 25,273	$ 5,353	26.87%
HEALTH INSURANCE	$ -	$ 14,253	$ 72,966	$ 88,617	$ 88,617	$ 42,204	$ 85,166	$ (3,451)	-3.89%
SUBTOTAL SALARY & BENEFITS	**$ 318,966**	**$ 349,791**	**$ 447,532**	**$ 493,936**	**$ 504,283**	**$ 263,104**	**$ 512,080**	$ 7,797	**1.55%**
POSTAGE	$ 1,725	$ 477	$ 329	$ 600	$ 600	$ 157	$ 400	$ (200)	-33.33%
PRINTING & BINDING	$ 272	$ 139	$ 60	$ 200	$ 200	$ 23	$ 150	$ (50)	-25.00%
SEWER	$ 452	$ 378	$ 558	$ 1,000	$ 1,000	$ 269	$ 700	$ (300)	-30.00%
ELECTRICITY	$ 13,054	$ 11,461	$ 8,294	$ 13,000	$ 13,000	$ 3,926	$ 13,000	$ -	0.00%
WATER	$ 335	$ 1,244	$ 1,891	$ 2,450	$ 2,450	$ 1,846	$ 2,000	$ (450)	-18.37%
HEATING FUEL	$ 5,114	$ 5,214	$ 4,369	$ 5,800	$ 5,800	$ 1,610	$ 5,500	$ (300)	-5.17%
TELEPHONE	$ 2,907	$ 4,905	$ 4,545	$ 4,000	$ 4,000	$ 2,958	$ 5,000	$ 1,000	25.00%
GROUNDS	$ 2,493	$ 7,379	$ 6,727	$ 7,500	$ 7,500	$ 1,755	$ 7,000	$ (500)	-6.67%
BUILDING	$ 16,607	$ 30,626	$ 13,879	$ 17,000	$ 17,000	$ 4,567	$ 16,700	$ (300)	-1.76%
AGREEMENTS/CONTRACTS	$ 13,778	$ 14,138	$ 16,077	$ 15,500	$ 15,500	$ 11,312	$ 16,000	$ 500	3.23%
EQUIPMENT	$ 2,017	$ 2,200	$ 936	$ 2,250	$ 2,250	$ 947	$ 2,000	$ (250)	-11.11%
PROGRAMMING	$ 900	$ 870	$ 1,018	$ 900	$ 900	$ -	$ 900	$ -	0.00%
TECHNOLOGY	$ 1,417	$ 3,193	$ 139	$ 3,000	$ 3,000	$ 1,150	$ 2,000	$ (1,000)	-33.33%
OTHER SERVICES AND CHARGES	$ 2,673	$ 3,331	$ 1,248	$ 3,200	$ 3,200	$ 632	$ 3,000	$ (200)	-6.25%
OPERATING SUPPLIES	$ 3,000	$ 2,397	$ 2,311	$ 3,000	$ 3,000	$ 748	$ 2,700	$ (300)	-10.00%
OFFICE SUPPLIES	$ 1,706	$ 1,543	$ 1,143	$ 1,600	$ 1,600	$ 290	$ 1,500	$ (100)	-6.25%
MATERIALS	$ 36,877	$ 37,107	$ 37,677	$ 38,000	$ 38,000	$ 13,900	$ 39,000	$ 1,000	2.63%
SUBTOTAL OPERATIONS	**$ 105,325**	**$ 126,601**	**$ 101,200**	**$ 119,000**	**$ 119,000**	**$ 46,087**	**$ 117,550**	$ (1,450)	**-1.22%**
TOTAL LIBRARY	**$ 413,986**	**$ 465,636**	**$ 540,172**	**$ 602,736**	**$ 613,083**	**$ 308,106**	**$ 619,880**	$ 6,797	**1.11%**

	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
ANIMAL CONTROL									
REGULAR	$ 47,353	$ 40,945	$ 42,110	$ 46,301	$ 47,549	$ 28,395	$ 51,314	$ 3,765	7.92%
RESERVE/SEASONAL	$ 2,440	$ 254	$ -	$ 3,100	$ 3,100	$ -	$ 3,100	$ -	0.00%
PERFORMANCE BONUS	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
FICA	$ -	$ 980	$ 2,733	$ 3,779	$ 3,779	$ 1,879	$ 3,625	$ (154)	-4.08%
MSRS + ICMA	$ -	$ 797	$ 2,576	$ 2,778	$ 2,778	$ 1,704	$ 3,079	$ 301	10.84%
HEALTH INSURANCE	$ -	$ 5,696	$ 19,023	$ 20,508	$ 20,508	$ 11,404	$ 21,360	$ 852	4.15%
SUBTOTAL SALARY & BENEFITS	**$ 49,792**	**$ 48,672**	**$ 66,443**	**$ 76,466**	**$ 77,714**	**$ 43,381**	**$ 82,478**	$ 4,764	**6.13%**
EQUIPMENT	$ 798	$ 771	$ 922	$ 800	$ 800	$ -	$ 800	$ -	0.00%
GENERAL - TRAINING	$ 2,360	$ 1,255	$ 1,159	$ 850	$ 850	$ -	$ 850	$ -	0.00%
SHELTER	$ 13,329	$ 13,329	$ 13,329	$ 14,500	$ 14,500	$ 6,664	$ 13,400	$ (1,100)	-7.59%
SUBTOTAL OPERATIONS	**$ 16,487**	**$ 15,355**	**$ 15,409**	**$ 16,150**	**$ 16,150**	**$ 6,664**	**$ 15,050**	$ (1,100)	**-6.81%**
TOTAL ANIMAL CONTROL	**$ 66,279**	**$ 64,027**	**$ 81,851**	**$ 92,616**	**$ 93,864**	**$ 50,045**	**$ 97,528**	$ 3,664	**3.90%**
AMBULANCE									
QUARTERLY PAYMENT	$ 215,000	$ 238,000	$ 315,000	$ 365,000	$ 365,000	$ 273,750	$ 390,000	$ 25,000	6.85%
SUBTOTAL OPERATIONS	**$ 215,000**	**$ 238,000**	**$ 315,000**	**$ 365,000**	**$ 365,000**	**$ 273,750**	**$ 390,000**	$ 25,000	**6.85%**
								$ -	
TOTAL AMBULANCE	**$ 215,000**	**$ 238,000**	**$ 315,000**	**$ 365,000**	**$ 365,000**	**$ 273,750**	**$ 390,000**	$ 25,000	**6.85%**
GRANTS									
RED CROSS	$ 4,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ -	$ 2,000	$ -	0.00%
CARING UNLIMITED	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 2,877	$ 877	43.85%
OCEAN VIEW CEMETERY	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ -	0.00%
SO MAINE AGENCY ON AGING	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ -	0.00%
YORK COUNTY COMMUNITY ACTION	$ 6,500	$ 6,500	$ 6,500	$ 6,500	$ 6,500	$ 6,500	$ 6,500	$ -	0.00%
MAINEHEALTH CARE AT HOME	$ 8,000	$ 8,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ -	0.00%
HISTORICAL SOCIETY OF WELLS	$ 15,000	$ 17,500	$ 20,000	$ 37,000	$ 37,000	$ 37,000	$ 34,000	$ (3,000)	-8.11%
YORK COUNTY SHELTER INC	$ 7,000	$ 3,500	$ 3,500	$ 3,500	$ 3,500	$ -	$ 3,500	$ -	0.00%
KIDS FREE TO GROW	$ 500	$ 500	$ 750	$ 750	$ 750	$ -	$ 750	$ -	0.00%
LAUDHOLM TRUST	$ 5,000	$ 6,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ 7,000	$ -	0.00%
WELLS OGUNQUIT SENIOR CENTER	$ -	$ -	$ -	$ 3,000	$ 3,000	$ 3,000	$ 5,000	$ 2,000	66.67%
SHORELINE TROLLEY	$ 20,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 5,000	$ 25,000	$ -	0.00%
SOUTHERN MAINE SNO-GOERS	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ -	0.00%
PATRIOT RIDERS OF AMERICA	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ -	0.00%
SO ME VETERANS' CEMETERY ASSOC	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ 1,000	$ -	0.00%
LIFEFLIGHT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 87,500**	**$ 90,500**	**$ 92,250**	**$ 112,250**	**$ 112,250**	**$ 86,000**	**$ 112,127**	$ (123)	**-0.11%**
TOTAL GRANTS	**$ 87,500**	**$ 90,500**	**$ 92,250**	**$ 112,250**	**$ 112,250**	**$ 86,000**	**$ 112,127**	$ (123)	**-0.11%**

	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
EDUCATION									
MONTHY PAYMENT	$ 19,323,541	$ 19,833,029	$ 20,199,403	$ 20,326,227	$ 20,326,227	$ 11,856,966	$ 20,936,000	$ 609,773	3.00%
SUBTOTAL OPERATIONS	**$ 19,323,541**	**$ 19,833,029**	**$ 20,199,403**	**$ 20,326,227**	**$ 20,326,227**	**$ 11,856,966**	**$ 20,936,000**	$ 609,773	**3.00%**
TOTAL EDUCATION	**$ 19,323,541**	**$ 19,833,029**	**$ 20,199,403**	**$ 20,326,227**	**$ 20,326,227**	**$ 11,856,966**	**$ 20,936,000**	$ 609,773	**3.00%**
TRAIN STATION									
TRAIN STA REV	$ -	$ (1,329)	$ (2,328)	$ (4,000)	$ (4,000)	$ (75)	$ -	$ 4,000	-100.00%
SUBTOTAL REVENUE	**$ -**	**$ (1,329)**	**$ (2,328)**	**$ (4,000)**	**$ (4,000)**	**$ (75)**	**$ -**	$ 4,000	**-100.00%**
PART-TIME	$ -	$ 26,380	$ 31,980	$ 37,876	$ 38,719	$ 21,441	$ 34,216	$ (4,503)	-11.63%
OVERTIME	$ -	$ 392	$ -	$ 500	$ 500	$ -	$ -	$ (500)	-100.00%
FICA	$ -	$ 675	$ 2,447	$ 2,936	$ 2,936	$ 1,640	$ 2,619	$ (317)	-10.80%
MSRS + ICMA	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
HEALTH INSURANCE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
SUBTOTAL SALARY & BENEFITS	**$ -**	**$ 27,446**	**$ 34,427**	**$ 41,312**	**$ 42,155**	**$ 23,082**	**$ 36,835**	$ (5,320)	**-12.62%**
SEWER	$ -	$ 412	$ 338	$ 400	$ 400	$ 173	$ 500	$ 100	25.00%
ELECTRICITY	$ -	$ 6,521	$ 5,528	$ 7,500	$ 7,500	$ 2,172	$ 7,000	$ (500)	-6.67%
HEATING FUEL	$ -	$ 2,474	$ 2,250	$ 2,500	$ 2,500	$ 965	$ 2,500	$ -	0.00%
TELEPHONE	$ -	$ 372	$ 387	$ 400	$ 400	$ 263	$ 400	$ -	0.00%
CABLE/INTERNET	$ -	$ 1,207	$ 1,568	$ 1,400	$ 1,400	$ 999	$ 1,600	$ 200	14.29%
BUILDING	$ -	$ 7,848	$ 4,826	$ 5,000	$ 5,000	$ 4,349	$ 5,000	$ -	0.00%
GROUNDS	$ -	$ 1,105	$ 598	$ 1,300	$ 1,300	$ 175	$ 1,300	$ -	0.00%
OUTSIDE SERVICES	$ -	$ 11,475	$ 10,300	$ 31,000	$ 31,000	$ 7,200	$ 25,000	$ (6,000)	-19.35%
OPERATING SUPPLIES	$ -	$ 1,427	$ 1,232	$ 3,400	$ 3,400	$ -	$ 1,500	$ (1,900)	-55.88%
OFFICE SUPPLIES	$ -	$ 783	$ 531	$ 800	$ 800	$ 18	$ 500	$ (300)	-37.50%
SUBTOTAL OPERATIONS	**$ -**	**$ 33,625**	**$ 27,558**	**$ 53,700**	**$ 53,700**	**$ 16,315**	**$ 45,300**	$ (8,400)	**-15.64%**
TOTAL TRAIN STATION	**$ -**	**$ 59,741**	**$ 59,656**	**$ 91,012**	**$ 91,855**	**$ 39,321**	**$ 82,135**	$ (9,720)	**-10.58%**
UNION NON-UNION SALARY									
UNION NON-UNION SAL ADJS	$ 3,519	$ 47,672	$ 1,085	$ 300,000	$ 116,082	$ 966	$ 30,000	$ (86,082)	-74.16%
FICA	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,300	$ 2,300	100.00%
MSRS + ICMA	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,400	$ 2,400	100.00%
SUBTOTAL SALARY & BENEFITS	**$ 3,519**	**$ 47,672**	**$ 1,085**	**$ 300,000**	**$ 116,082**	**$ 966**	**$ 34,700**	$ (81,382)	**-70.11%**
TOTAL UNION NON-UNION SALARY	**$ 3,519**	**$ 47,672**	**$ 1,085**	**$ 300,000**	**$ 116,082**	**$ 966**	**$ 34,700**	$ (81,382)	**-70.11%**
COUNTY TAX									
COUNTY TAX	$ 1,695,518	$ 1,688,904	$ 1,731,739	$ 1,771,180	$ 1,771,180	$ 1,771,180	$ 1,825,000	$ 53,820	
SUBTOTAL OPERATIONS	**$ 1,695,518**	**$ 1,688,904**	**$ 1,731,739**	**$ 1,771,180**	**$ 1,771,180**	**$ 1,771,180**	**$ 1,825,000**	$ 53,820	**3.04%**
TOTAL COUNTY TAX	**$ 1,695,518**	**$ 1,688,904**	**$ 1,731,739**	**$ 1,771,180**	**$ 1,771,180**	**$ 1,771,180**	**$ 1,825,000**	$ 53,820	**3.04%**

	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
INFORMATION CENTER									
OTHER SERVICES AND CHARGES	$ 42,090	$ 45,218	$ 46,435	$ 47,482	$ 47,482	$ 47,482	$ 55,900	$ 8,418	17.73%
SUBTOTAL OPERATIONS	**$ 42,090**	**$ 45,218**	**$ 46,435**	**$ 47,482**	**$ 47,482**	**$ 47,482**	**$ 55,900**	$ 8,418	**17.73%**
TOTAL INFORMATION CENTER	**$ 42,090**	**$ 45,218**	**$ 46,435**	**$ 47,482**	**$ 47,482**	**$ 47,482**	**$ 55,900**	$ 8,418	**17.73%**
ACTIVITY CENTER									
SEWER	$ 310	$ 357	$ 325	$ 375	$ 375	$ 119	$ 375	$ -	0.00%
ELECTRICITY	$ 8,299	$ 3,241	$ 2,248	$ 3,300	$ 3,300	$ 1,017	$ 3,300	$ -	0.00%
WATER	$ 196	$ 299	$ 152	$ 315	$ 315	$ 82	$ 315	$ -	0.00%
TELEPHONE	$ 350	$ 372	$ 370	$ 600	$ 600	$ 484	$ 600	$ -	0.00%
PROPANE	$ 8,013	$ 6,838	$ 1,954	$ 7,000	$ 7,000	$ 1,323	$ 7,000	$ -	0.00%
BUILDING	$ 5,103	$ 3,737	$ 2,796	$ 4,150	$ 4,150	$ 700	$ 5,170	$ 1,020	24.58%
OTHER SERVICES AND CHARGES	$ 2,360	$ 2,985	$ 4,000	$ 4,950	$ 4,950	$ 4,052	$ 4,950	$ -	0.00%
OPERATING SUPPLIES	$ 1,615	$ 1,502	$ 2,554	$ 9,540	$ 9,540	$ 3,067	$ 1,500	$ (8,040)	-84.28%
SUBTOTAL OPERATIONS	**$ 26,245**	**$ 19,331**	**$ 14,398**	**$ 30,230**	**$ 30,230**	**$ 10,844**	**$ 23,210**	$ (7,020)	**-23.22%**
TOTAL ACTIVITY CENTER	**$ 26,245**	**$ 19,331**	**$ 14,398**	**$ 30,230**	**$ 30,230**	**$ 10,844**	**$ 23,210**	$ (7,020)	**-23.22%**
EMPLOYEE BENEFITS									
FICA	$ -	$ 543	$ 181	$ -	$ -	$ -	$ -	$ -	0.00%
MSRS + ICMA	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
HEALTH INSURANCE	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
SUBTOTAL SALARY & BENEFITS	**$ -**	**$ 543**	**$ 181**	**$ -**	**$ -**	**$ -**	**$ -**	$ -	**0.00%**
FICA	$ 430,640	$ 292,239	$ -	$ 15,300	$ 15,300	$ -	$ -	$ (15,300)	-100.00%
MSRS & ICMA	$ 344,451	$ 258,267	$ (68)	$ 14,000	$ 14,000	$ -	$ -	$ (14,000)	-100.00%
UNEMPLOYMENT	$ 3,371	$ 11,036	$ 14,730	$ 20,000	$ 20,000	$ 7,932	$ 16,000	$ (4,000)	-20.00%
SUBTOTAL OPERATIONS	**$ 778,461**	**$ 561,541**	**$ 14,661**	**$ 49,300**	**$ 49,300**	**$ 7,932**	**$ 16,000**	$ (33,300)	-67.55%
TOTAL EMPLOYEE BENEFITS	**$ 778,461**	**$ 562,084**	**$ 14,842**	**$ 49,300**	**$ 49,300**	**$ 7,932**	**$ 16,000**	$ (33,300)	**-67.55%**
FIXED CHARGES									
ENTERPRISE LOAN REPAYMENT	$ -	$ -	$ (50,000)	$ (50,000)	$ (50,000)	$ -	$ (25,000)	$ 25,000	-50.00%
SUBTOTAL REVENUE	**$ -**	**$ -**	**$ (50,000)**	**$ (50,000)**	**$ (50,000)**	**$ -**	**$ (25,000)**	$ 25,000	**-50.00%**
PRINCIPAL	$ 430,000	$ 430,000	$ 450,000	$ 1,311,719	$ 1,311,719	$ 1,311,718	$ 1,040,000	$ (271,719)	-20.71%
INTEREST	$ 81,300	$ 832,081	$ 565,488	$ 537,988	$ 537,988	$ 280,494	$ 650,877	$ 112,889	20.98%
SUBTOTAL OPERATIONS	**$ 511,300**	**$ 1,262,081**	**$ 1,015,488**	**$ 1,849,707**	**$ 1,849,707**	**$ 1,592,212**	**$ 1,690,877**	$ (158,830)	**-8.59%**
TOTAL FIXED CHARGES	**$ 511,300**	**$ 1,262,081**	**$ 965,488**	**$ 1,799,707**	**$ 1,799,707**	**$ 1,592,212**	**$ 1,665,877**	$ (133,830)	**-7.44%**

	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
INSURANCES									
PROPERTY & CASUALTY INS	$ 237,998	$ 242,004	$ 267,167	$ 292,201	$ 292,201	$ 246,286	$ 300,000	$ 7,799	2.67%
WORKERS COMPENSATION	$ 209,296	$ 217,327	$ 237,779	$ 373,710	$ 373,710	$ 197,070	$ 300,000	$ (73,710)	-19.72%
SUBTOTAL OPERATIONS	**$ 447,294**	**$ 459,331**	**$ 504,946**	**$ 665,911**	**$ 665,911**	**$ 443,356**	**$ 600,000**	$ (65,911)	**-9.90%**
TOTAL INSURANCES	**$ 447,294**	**$ 459,331**	**$ 504,946**	**$ 665,911**	**$ 665,911**	**$ 443,356**	**$ 600,000**	$ (65,911)	**-9.90%**
WARRANT ARTICLES									
FICA	$ -	$ 15	$ 13	$ -	$ -	$ -	$ -	$ -	0.00%
MSRS + ICMA	$ -	$ 11	$ 11	$ -	$ -	$ -	$ -	$ -	0.00%
HEALTH INSURANCE	$ -	$ 35	$ 29	$ -	$ -	$ -	$ -	$ -	0.00%
SUBTOTAL SALARY & BENEFITS	**$ -**	**$ 62**	**$ 53**	**$ -**	**$ -**	**$ -**	**$ -**	$ -	**0.00%**
RETIREMENT BENEFIT REIMB	$ 7,000	$ -	$ -	$ 25,000	$ 25,000	$ -	$ 15,000	$ (10,000)	-40.00%
WORKERS COMP	$ 3,671	$ 4,954	$ 179	$ 25,000	$ 25,000	$ -	$ -	$ (25,000)	-100.00%
EDUCATIONAL REIMB	$ 7,670	$ 6,292	$ 4,421	$ 10,000	$ 10,000	$ 1,500	$ 10,000	$ -	0.00%
LEGAL SERVICES	$ -	$ -	$ 50,589	$ 75,000	$ 75,000	$ -	$ 75,000	$ -	0.00%
SELF INSURANCE CLAIMS	$ -	$ 3,109	$ -	$ 10,000	$ 10,000	$ -	$ 10,000	$ -	0.00%
EMERGENCY FUEL AND UTILITIES	$ -	$ -	$ -	$ 40,000	$ 40,000	$ -	$ 30,000	$ (10,000)	-25.00%
EMERGENCY FACIILITY REPAIR-EKS	$ 22,320	$ 26,610	$ 31,283	$ 50,000	$ 50,000	$ 6,000	$ 50,000	$ -	0.00%
SHORTFALL IN REV SHARE PROJECT	$ -	$ -	$ -	$ 40,000	$ 40,000	$ -	$ 40,000	$ -	0.00%
HRA FUNDING	$ 19,107	$ 17,061	$ 20,829	$ 30,000	$ 30,000	$ 12,800	$ 30,000	$ -	0.00%
GENERAL ASSISTANCE	$ 12,814	$ 6,314	$ 22,326	$ 60,000	$ 60,000	$ 3,359	$ 45,000	$ (15,000)	-25.00%
BUILDING IMPROVEMENT (EKSTEAD)	$ -	$ -	$ 30,000	$ 50,000	$ 50,000	$ -	$ 50,000	$ -	0.00%
SUBTOTAL OPERATIONS	**$ 72,582**	**$ 64,341**	**$ 159,626**	**$ 415,000**	**$ 415,000**	**$ 23,659**	**$ 355,000**	$ (60,000)	**-14.46%**
TOTAL WARRANT ARTICLES	**$ 72,582**	**$ 64,402**	**$ 159,679**	**$ 415,000**	**$ 415,000**	**$ 23,659**	**$ 355,000**	$ (60,000)	**-14.46%**
CAPITAL OUTLAY									
BUILDING & BUILDING IMPROVEMEN	$ 39,964	$ 105,500	$ -	$ 102,000	$ 102,000	$ 102,000	$ 43,000	$ (59,000)	-57.84%
CONSERVATION	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ -	0.00%
VEHICLES	$ 510,000	$ 392,500	$ 700,586	$ 780,000	$ 780,000	$ 780,000	$ 705,000	$ (75,000)	-9.62%
TECHNOLOGY PLAN	$ 191,770	$ 127,500	$ 169,500	$ 14,100	$ 14,100	$ 14,100	$ 12,600	$ (1,500)	-10.64%
EQUIPMENT	$ 76,250	$ 157,000	$ 224,200	$ 145,000	$ 145,000	$ 145,000	$ 22,000	$ (123,000)	-84.83%
INFRASTRUCTURE	$ 1,398,525	$ 1,289,500	$ 1,916,500	$ 1,560,000	$ 1,560,000	$ 1,560,000	$ 1,470,000	$ (90,000)	-5.77%
OTHER CIP PROJECTS EXP	$ 178,135	$ 258,500	$ 136,000	$ 210,000	$ 210,000	$ 210,000	$ 290,000	$ 80,000	38.10%
SUBTOTAL OPERATIONS	**$ 2,494,644**	**$ 2,430,500**	**$ 3,246,786**	**$ 2,911,100**	**$ 2,911,100**	**$ 2,911,100**	**$ 2,642,600**	$ (268,500)	**-9.22%**
TOTAL CAPITAL OUTLAY	**$ 2,494,644**	**$ 2,430,500**	**$ 3,246,786**	**$ 2,911,100**	**$ 2,911,100**	**$ 2,911,100**	**$ 2,642,600**	$ (268,500)	**-9.22%**
	$ (36,162,393)	$ (38,505,700)	$ (39,979,666)	$ (42,831,473)	$ (42,752,808)	$ (22,287,091)	$ (42,346,022)	$ 406,786	-0.95%
	$ 5,756,904	$ 6,829,627	$ 8,690,946	$ 9,621,012	$ 9,644,948	$ 5,323,396	$ 9,959,737	$ 314,789	3.26%
	$ 28,199,327	$ 29,673,578	$ 30,340,196	$ 33,210,461	$ 33,107,860	$ 20,606,338	$ 32,386,285	$ (721,575)	-2.18%
TOTAL GENERAL FUND	**$ (2,206,161)**	**$ (2,002,495)**	**$ (948,525)**	**$ -**	**$ -**	**$ 3,642,644**	**$ -**	$ -	

012 TOWN CLERK ADDITIONAL ACCOUNT DETAIL

11012000 31221 - ALCOHOLIC BEVERAGES	-2,000.00
11012000 31225 - HUNTING & FISHING AGENT FEE Seen decrease of hunting/fishing licenses in office. More residents using online system.	-2,000.00
11012000 31229 - BUS LICENSES & OTHER	-29,000.00
11012000 31230 - TOWN LODGING REVENUE	-29,000.00
11012000 31250 - LEGAL ADS	-3,900.00
11012000 31251 - BACKGROUND CHECKS	-700.00
11012000 31261 - BOATS	11,000.00
11012000 31263 - RECORDING FEE Part of dog registration that stays with Town.	-2,000.00
11012011 41101 - REGULAR	72,220.00
11012011 41107 - OVERTIME	1,500.00
11012011 41108 - FULL-TIME DEPUTY	98,904.00
11012011 41126 - ELECTION WORKERS	7,500.00
11012011 41132 - PERFORMANCE BONUS	.00
11012011 41150 - FICA	12,707.00

11012011 41151 - MSRS + ICMA	15,073.00
11012011 41154 - HEALTH INSURANCE	56,214.00
11012021 52210 - POSTAGE	1,700.00
11012023 52250 - PRINTING & BINDING	2,700.00
11012024 50005 - TELEPHONE	1,850.00
11012025 52229 - COMPUTERS	500.00
11012025 52240 - TECHNOLOGY Used for BEU agreement for copier and printers.	800.00
11012029 52275 - OTHER SERVICES AND CHARGES Used for trainings, organization memberships, cover Town Clerk Annual Conference attendance.	800.00
11012029 52276 - CODE UPDATES Moved to Town Managers budget	.00
11012029 52282 - LEGAL ADS	2,300.00
11012029 52283 - BACKGROUND CHECKS	500.00
11012032 53351 - OFFICE SUPPLIES	2,000.00
11012032 53361 - ELECTIONS	15,000.00
TOTAL TOWN CLERK	212,668.00

11013000 31310 - PERSONAL PROPERTY Estimate of what personal property tax commitment will be.	-224,000.00
11013000 31311 - REAL ESTATE TAX Estimate of what real estate tax commitment will be.	34,733,288.00
11013000 31312 - EXCISE TAX ON VEHICLES Increased to reflect what is being collected.	2,900,000.00
11013000 31315 - APPROPRIATION FROM SURPLUS Use of Surplus and Expose from Surplus in proposed budget.	-1,755,000.00
11013000 31317 - USE OF CIP RESERVES Use of prior CIP remaining funds to fund Technology Committee request.	12,600.00
11013000 31318 - USE OF ENTERPRISE FUNDS	.00
11013000 31319 - INTEREST & PENALTIES BOS extended interest due on second installment of 2020 in prior year by a month. Collection of interest and penalties come after 1st and 2nd installment due dates as well as in Jan/Feb during tax foreclosure time. Reduced to match actuals collected.	58,000.00
11013000 31320 - CABLE TV	-197,000.00
11013000 31327 - MISCELLANEOUS	1,500.00
11013000 31335 - TOWN FEE AUTO REG	50,000.00

11013000 31337 - CHICK A DEE This is from the money collected at the beach for the viewing devices at Casino Square.	200.00
11013000 31365 - INTEREST EARNED Interest earned on bank accounts and investments. High amounts are for interest booked for Public Safety Bond prior to project expenses using up funds in the bank. Interest rates are down now.	25,000.00
11013000 39730 - GRANT - RACHEL CARSON	-8,000.00
11013000 39841 - REVENUE SHARING	425,000.00
11013000 39843 - TREE GROWTH	30,000.00
11013000 39844 - SNOWMOBILE REGISTRATION	-1,500.00
11013000 39845 - VETERAN REIMBURSEMENT	-13,000.00
11013000 39846 - GENERAL ASSISTANCE	5,000.00
11013000 39847 - HOMESTEAD EXEMPTION REIMBURSE	-500,000.00
11013000 39850 - STATE PARK FEE SHARING	.00
11013000 39871 - BUS EQUIP TAX EXEMPTION REIMBURSE	-72,000.00
11013011 41101 - REGULAR	95,727.00
11013011 41103 - ADMINISTRATIVE	241,342.00
11013011 41107 - OVERTIME	1,000.00

11013011 41132 - PERFORMANCE BONUS	.00	
11013011 41150 - FICA		24,135.00
11013011 41151 - MSRS + ICMA		29,623.00
11013011 41154 - HEALTH INSURANCE		88,241.00
11013021 52210 - POSTAGE		16,000.00

Used to mail property tax bills, certified mailing for lien and foreclosure
Notices, all accounts payable checks and some paystubs.

11013022 52260 - TRANSPORTATION	300.00

Used to reimburse employees for mileage or pay for gas in Town vehicle
to attend trainings for motor vehicle and MMTCTA.

11013023 52250 - PRINTING & BINDING	10,000.00

Printing costs of both installment of tax bills and inserts.

11013024 50005 - TELEPHONE	2,500.00
11013025 52227 - AGREEMENTS/CONTRACTS	3,600.00

Used for Admin's portion of BEU printer and copier agreement,
Bill trust 7-year retention PDF bills fee, rug contract for finance office.

Bill trust	$600
BEU	$2000
Cintas	$1000

11013027 52271 - AUDIT SERVICES	16,000.00

Will need to go out to bid for FY 2022.

11013029 52275 - OTHER SERVICES AND CHARGES	1,500.00
Used for replacement or upgrade of office equipment, funding for items to eliminate ergonomic concerns. Was hoping to replace a couple office chairs in FY 2020 but couldn't do that during budget spending freeze.	
11013029 52293 - ABATEMENTS/OVERLAY	150,000.00
11013032 53350 - OPERATING SUPPLIES	.00
Merged with Office Supplies	
11013032 53351 - OFFICE SUPPLIES	5,500.00
Used for pens, pencils, highlighters, paper, supplies for receipt printers, file folders, labels, certified mailing envelopes, hanging file folders, paper clips, postage machine supplies, and paper.	
11013047 52200 - GENERAL - TRAINING	3,000.00
Pay for annual MMTCTA memberships for staff, GFOA and MEGFOA Membership for Finance Director. Trainings to stay certified. Additional funding if attending any annual conference that may require overnight stay.	
TOTAL FINANCE	-40,322,620.00

014 ASSESSING ADDITIONAL ACCOUNT DETAIL

11014011 41101 - REGULAR	78,963.00
11014011 41102 - PART-TIME	17,500.00
11014011 41103 - ADMINISTRATIVE	107,640.00
11014011 41104 - RESERVE/SEASONAL	10,000.00
11014011 41132 - PERFORMANCE BONUS	.00
11014011 41150 - FICA	16,178.00
11014011 41151 - MSRS + ICMA	16,234.00
11014011 41154 - HEALTH INSURANCE	33,218.00
11014021 52210 - POSTAGE	600.00
11014022 52260 - TRANSPORTATION	800.00
11014023 52250 - PRINTING & BINDING	700.00
11014024 50005 - TELEPHONE	900.00
11014029 52275 - OTHER SERVICES AND CHARGES	700.00
11014029 52277 - TAX MAP UPDATE	4,500.00
11014029 52278 - ABSTRACTS	1,000.00

11014029 52288 - SUBSCRIPTIONS/DUES/MEMBERSHIP	1,600.00
11014032 53351 - OFFICE SUPPLIES	1,600.00
11014032 53353 – UNIFORMS	500.00
11014047 52200 - GENERAL - TRAINING	2,000.00
TOTAL ASSESSING	294,633.00

016 TOWN MANAGER ADDITIONAL ACCOUNT DETAIL

11016011 41101 - REGULAR	119,025.00
11016011 41102 - PART-TIME	8,000.00
11016011 41107 - OVERTIME	1,000.00
11016011 41115 - TOWN MANAGER'S ASSISTANT	57,954.00
11016011 41131 - TM TRANSPORTATION STIPEND	4,800.00
11016011 41132 - PERFORMANCE BONUS	.00
11016011 41150 - FICA	13,825.00
11016011 41151 - MSRS + ICMA	22,933.00
11016011 41154 - HEALTH INSURANCE	39,976.00
11016021 52210 - POSTAGE	1,000.00
11016022 52260 - TRANSPORTATION	500.00
11016023 52250 - PRINTING & BINDING	5,200.00
11016024 50005 - TELEPHONE	1,500.00
11016025 52227 - AGREEMENTS/CONTRACTS	2,500.00
11016025 54494 - MMA MEMBERSHIP	21,000.00

11016025 55577 - EASTERN TRAIL DUES	5,000.00
11016027 52270 - LEGAL SERVICES	115,000.00
11016029 52275 - OTHER SERVICES AND CHARGES	1,200.00
11016029 52276 - CONTINGENCY FUND	1,000.00
11016029 52280 - CODE UPDATES	6,000.00
Previously in town clerk. Used to pay for updates to the Code book. New line in Town Manger Budget as of FY22.	
11016029 52282 - LEGAL ADS	10,000.00
Previously in general government. Used for posting of legal ads. New line in Town Manager Budget as of FY22.	
11016032 53350 - OPERATING SUPPLIES	400.00
11016032 53351 - OFFICE SUPPLIES	1,200.00
11016047 52200 - GENERAL - TRAINING	2,500.00
TOTAL TOWN MANAGER	441,513.00

017 HUMAN RESOURCES ADDITIONAL ACCOUNT DETAIL

11017011 41101 - REGULAR	123,123.00
11017011 41102 - PT VOLUNTEER COORDINATOR	25,447.00
11017011 41132 - PERFORMANCE BONUS	.00
11017011 41150 - FICA	10,030.00
11017011 41151 - MSRS + ICMA	10,711.00
11017011 41154 - HEALTH INSURANCE	51,130.00
11017021 52210 - POSTAGE	100.00
Reduced by $100, annual enrollment mailings are done electronically and/or online.	
11017022 52260 - TRANSPORTATION	600.00
Mileage reimbursement for HR Director and Volunteer and Events Coordinator to attend conferences/trainings/meetings and networking events.	
11017023 52250 - PRINTING & BINDING	300.00
Volunteer Coordinator print needs for upcoming events (Harbor Fest, Taste of Wells, Brew Fest, etc.)	
11017024 50005 - TELEPHONE	850.00
HR/Volunteer Coordinator Land Lines and HR Director Cell Phone	
11017025 52229 - COMP/SOFTWARE	300.00
Possible computer/printer replacements or software purchases.	

11017026 54426 - COMMUNICATIONS 2,000.00

Employment postings - Jobs in ME annual subscription $1429.00.

11017027 52275 - EMPLOYEE ASSISTANCE PROGRAM 1,000.00

Employee Assistance Program is provided by MMEHT through health insurance for all employee groups, at no additional cost to the Town. Budget has been reduced to keep some emergency funding only.

11017029 52275 - OTHER SERVICES AND CHARGES 1,000.00

Background checks, pre-employment physicals and drug testing. Federal Motor Carrier annual screening requirements for CDL employees at Public Works.

11017029 52291 - EMPLOYEE RECOGNITION 5,500.00

Volunteer Appreciation Banquet $2900.00, Employee Appreciation BBQ $1,000.00, Volunteer Coordinator coffee gatherings $50.00 quarterly, awards, plaques, certificates.

11017029 52295 - WELLNESS WORKS EXPENSE 2,000.00

Safety Incentive Program and Wellness and Benefits Fair.

11017029 52296 - EVENT SUPPORT 5,000.00

Advertising, t-shirts, banners and equipment to support Harbor Fest, Taste of Wells, Holiday Celebrations, etc.

11017029 55565 - HARBOR PARK CONCERT SERIES 8,000.00

Amount for harbor concerts that is transferred to harbor concert fund.

11017032 53351 - OFFICE SUPPLIES 600.00

General office supplies - HR and Volunteer and Events Coordinator Files, binders, labels, etc.

11017032 55501 - PUBLICATIONS SHRM, MLGHRA and IPMA-HR Memberships	330.00
11017047 52201 - PERSONNEL TRAINING IPMA-HR Certification, Misc. MMA Trainings, GA Trainings	3,000.00
11017080 57701 - COLLECTIVE BARGAINING As needed mediation, PPC and grievance costs.	5,000.00
11017080 57703 - BLOODPATHOGEN/DRUG/ALCOHOL Annual required hearing tests, DOT physicals, fit for duty evaluations, phycological evaluations, and HEP B vaccinations and screenings.	8,000.00
TOTAL HR / PERSONNEL	264,021.00

018 SELECTMEN ADDITIONAL ACCOUNT DETAIL

11018011 41120 - SELECTMEN STIPEND Used to be account 11019011-41120	5,000.00
11018011 41150 - FICA Was previously in 11019011-41150	385.00
11018029 52276 - BOS CONTINGENCY FUND Used to be account 11019029-52276.	7,500.00
TOTAL SELECTMEN	12,885.00

11019011 41101 - REGULAR	.00
Moved to 16053011-41101	
11019011 41107 - OVERTIME	.00
11019011 41120 - SELECTMEN STIPEND	.00
11019011 41132 - PERFORMANCE BONUS	.00
11019011 41150 - FICA	.00
Moved to 16053011-41150	
11019011 41151 - MSRS + ICMA	.00
Moved to 16053011-41151	
11019011 41154 - HEALTH INSURANCE	.00
Moved to 16053011-41154	
11019022 52260 - TRANSPORTATION	.00
Moved to Facilities Dept. 16053022-52260.	

11019024 50001 - SEWER 700.00

Split with General Government and Facilities. This is just Town Hall portion. Last year Town Hall actual was $651.70 or 73% of the expense. Remaining funding is in Facilities for Boy Scout building, main street and vacant piece of land on Sanford Rd.

11019024 50002 - ELECTRICITY 18,000.00

Prior budget included streetlights and Realterm repairs and monthly maintenance fees. Actual FY 20 expense for Town Hall was $16,813.69. Realterm expense were $22,698.67 and are moved to PD budget in FY 22. Street light portion actual in FY 20 was $36,172.10 and is moving to PD budget in FY 22.

11019024 50003 - WATER 1,300.00

Previously budgeted for Town Hall, Boy Scout building, Old Post Office (11 Main), Buffam Hill Cemetery, south island Rt1 & 109 and Rt 1 sprinklers. Actual Town Hall expense in FY 20 was $1,223.68. Remaining amount was for other locations which are moved to facilities in FY 22 account 16053024-50003.

11019024 50004 - HEATING FUEL 5,000.00

Town Hall heating costs.

11019024 50005 - TELEPHONE 5,100.00

Prior years included Facility manger cell phone, cable/internet for Town Hall, and phone lines for security system, fax machines, etc. FY 20 actual cable cost in line were $3,119.88 ($260/month average), AT&T Cell bill was $649.80 (plan averages 82/month, some coded to TM phone line), remaining phone lines for building were $4,914.58.

11019024 50009 - CABLE/INTERNET 3,120.00

Was previously in telephone line.

11019025 52225 - BUILDING 24,000.00

Majority of prior year charges were for agreements/contracts for service at Town Hall. Majority of Building and operating supplies lines were used to capture contracts for service at Town Hall (elevator service, sprinkler and fire extinguishers, pest control, flooring mats, waste disposal, water service, HVAC repairs and annual contract, and security system.

11019025 52227 - AGREEMENTS/CONTRACTS .00

11019025 52230 - GROUNDS 10,000.00

Used for ground maintenance at Town Hall.

11019025 52231 - TRAFFIC LIGHT REPAIR EQUIP .00

Moving to Police Department in FY 22.

11019025 52241 - TOWNWIDE BEAUTIFICATION	.00
Moving to facilities in FY 22 16053025-52241.	
11019025 52242 - HARBOR PARK BENCH R&M	.00
Moving to facilities in FY 22, 16053025-52242.	
11019027 52270 - GENERAL GOV LEGAL SERVICES	.00
Moving to Town Manager in FY 22. Used in the past for legal ad postings. New account is 11016029-52282.	
11019029 52275 - OTHER SERVICES AND CHARGES	.00
Used primarily in the past for items Ken needed such as tools and kitchen supplies at Town Hall.	
11019029 52276 - CONTINGENCY FUND	.00
Moved to Org 11018*	
11019032 53350 - OPERATING SUPPLIES	.00
11019040 54440 - HYDRANT RENTAL	.00
Move to Fire Department for FY 2022.	
TOTAL GENERAL GOVERNMENT	67,220.00

020 CONSERVATION COMMITTEE ADDITIONAL ACCOUNT DETAIL

11020025 52238 - TRAIL MAINTENANCE	3,000.00
11020026 54426 - COMMUNICATIONS	350.00
11020027 52272 - CONSULTANT	350.00
11020029 52275 - OTHER SERVICES AND CHARGES	350.00
11020080 57704 - SCHOLARSHIP	1,250.00
11020080 57705 - POSTER CONTEST	150.00
TOTAL CONSERVATION COMMITTEE	5,450.00

021 POLICE ADDITIONAL ACCOUNT DETAIL

12021000 31327 - MISCELLANEOUS	1,000.00
12021000 32219 - ALARM	.00
12021000 32222 - POLICE FINES	-24,000.00
Parking Fines, etc.	
12021000 32224 - GUN PERMITS	900.00
Concealed Weapons Permits	
12021000 32270 - ACCIDENT REPORTS	2,000.00
Accident Reports	
12021000 32271 - POLICE SALARY REIMBURSEMENT	-134,000.00
Police Details, SRO's, DMV, Blood Tech Reimbursement, etc.	
12021011 41101 - REGULAR	1,403,025.00
12021011 41102 - CUSTODIAL	24,898.00
12021011 41103 - ADMINISTRATIVE	406,989.00
12021011 41104 - RESERVE/SEASONAL	153,725.00
P/T and Seasonal Staffing	

12021011 41106 - BANKED HOLIDAYS	62,000.00
12021011 41107 - OVERTIME	184,000.00

Overtime Costs for Short Shifts, Details, Extra Details, Forced Overtime, etc.

12021011 41132 - PERFORMANCE BONUS	.00
12021011 41150 - FICA	165,360.00
12021011 41151 - MSRS + ICMA	236,855.00
12021011 41154 - HEALTH INSURANCE	338,983.00
12021021 52210 - POSTAGE	1,200.00
12021022 52261 - VEHICLE REPLACEMENT	110,000.00

Replacement of aging vehicles
Cost increase due to Hybrid Vehicles
Equipment and setup for new vehicles

12021024 50002 - ELECTRICITY	1,000.00

Speed Signage Drakes Island Road and Abenaki Building.
Adding electricty for all street lights to this line
from general government account.

12021024 50002S - ELECTRICITY/R&M STREET LIGHTS	100,000.00

New account to PD
Pay for electricity for street lights
Pays for repair to street lights

12021024 50005 - TELEPHONE	12,500.00
GWI cell phones - admin, detectives, cruisers, etc... Cell phone reimbursement per contract	
12021024 50007 - CELL PHONE MODEM	8,000.00
Modems for computers in cruisers, etc...	
12021025 52225 - BUILDING	50,000.00
Carpet cleaning, repair, furniture, paper products, vacuums, rug/mats, paper products, bags, cleaning, etc...	
12021025 52227 - AGREEMENTS/CONTRACTS	52,000.00
Contract and Licensing Fees For IMC, Camera, Open Fox, Imageware and Radar Trailers, etc... New agreement - Livescan $2,800	
12021025 52229 - COMPUTERS	35,000.00
Laptops, Key Boards, desktops, Monitors And Other Computer Related Equipment and Expenses. Cost of projects - Logically	
12021025 52231 - REPAIR & MAINT EQUIPMENT	24,000.00

12021025 52231T - TRAFFIC LIGHT R&M	12,000.00
Previously in General Government. Prior year actuals were 2020 = $13,037; 2019 = $12365; 2018 = $5794; 2017 = $12365. New account – 4-year average is just shy of $11,000	
12021026 54426 - COMMUNICATIONS	20,000.00
Portable/Cruiser Radios and Accessories	
12021029 52275 - OTHER SERVICES AND CHARGES	6,100.00
Community Outreach, Floral Arrangements, Holiday Festivities, etc.	
12021032 52231 - EQUIPMENT	30,000.00
Weapons, Radars, LPR, Thermal Imager, Ammunition, etc.	
12021032 53351 - OFFICE SUPPLIES	5,000.00
Usual Office Supplies	
12021032 53353 - UNIFORMS	24,000.00
FT/PT Employee Uniforms	
12021032 53354 - OTHER UNIFORMS	4,600.00
Administration Uniforms and Clothing Costs.	
12021032 53355 - BULLET PROOF VESTS	4,200.00
New/Replacement Vests	

12021032 53358 - TIRES AND TUBES Replacement/Snow, etc...	11,500.00
12021038 50000 - GAS & OIL Fuel, Oil Changes, Maintenance, etc...	83,000.00
12021047 52200 - GENERAL - TRAINING Yearly Mandatory Trainings, JPMA, Specialized Trainings, ARIDE, DRE, etc...	18,000.00
12021047 52201 - ADMIN TRAINING Yearly Mandatory and Professional Development, MCOP, IACP Conference	4,500.00
12021047 52204 - NON-DEADLY Tasers, Targets, Cartridges, etc...	3,000.00
12021047 52205 - MAJOR INCIDENT RESPONSE Incident Planning and Purchasing, etc...	2,000.00
12021047 52206 - NEW OFFICER PROCESSING Polygraphs, Psych. Evals., and Physicals, etc...	3,000.00
12021080 57710 - DOGS Dues, Fees, Certifications, Medical Costs, etc...	9,250.00

12021080 57711 - BICYCLE PATROL	5,000.00
Bikes, Helmets, Lights, Repairs, Bags, etc...	
12021080 57717 - INVESTIGATIVE SERVICES	3,000.00
Blood Testing, Drug Testing, Interpreter, etc...	
TOTAL POLICE	3,455,785.00

022 FIRE

12022000 32270 - FIRE REPORTS	.00
12022011 41101 - REGULAR	811,524.00
12022011 41103 - ADMINISTRATIVE	55,869.00
12022011 41104 - RESERVE/SEASONAL	.00
For Seasonal Work	
12022011 41106 - BANKED HOLIDAYS	25,000.00
12022011 41107 - OVERTIME	143,000.00
Firefighter Overtime	
12022011 41109 - FIRE CHIEF	98,077.00
12022011 41125 - FIRE CALL STIPEND	60,000.00
Call Firefighter pay	
12022011 41132 - PERFORMANCE BONUS	.00
12022011 41150 - FICA	86,586.00
12022011 41151 - MSRS + ICMA	125,405.00
12022011 41154 - HEALTH INSURANCE	206,259.00

12022021 52210 - POSTAGE	150.00
Postage, Shipping & Handling	
12022023 52250 - PRINTING & BINDING	2,000.00
Printing Supplies, Copier Supplies, Copier monthly fees etc.	
12022024 50002 - ELECTRICITY	4,500.00
Electricity for All FD stations	
12022024 50004 - HEATING FUEL	6,000.00
Heating Fuel for all FD Buildings	
12022024 50005 - TELEPHONE	3,500.00
Telephones at Fire Stations and Cell phones for Chief, Admin and Engine	
12022025 52225 - BUILDING	3,000.00
Building Expenses. Building maintenance, changes, repairs, additions, etc.	
12022025 52229 - COMP/SOFTWARE	9,700.00
Computer and Software related expenses. Internet and cable included	

12022025 52231B - PORTABLE RADIO & PAGER 3,000.00

Portable radios and all related expenses such as pagers and portable radio belts

12022025 52231C - SMALL ENGINES 2,300.00

Small Engines and related parts and/or service.

12022025 52231V - VEHICLES 80,000.00

Vehicle Service and Repairs

12022026 54430 - YEARLY TESTING (MANDATORY) 14,000.00

Annual testing of pumps, ladders, hose and other equipment

12022029 52275 - OTHER SERVICES AND CHARGES 4,500.00

Other Services and Certifications

12022032 52231 - EQUIPMENT 16,000.00

Equipment.

12022032 52231D - TURNOUT GEAR (BOOTS, GLOVES) 10,000.00

Turnout Gear and All other PPE

12022032 52231N - NOZZLES 1,500.00

Nozzles and related equipment

12022032 52231P - HOSE	3,500.00
Hose	
12022032 52231Q - AIR PACKS	5,000.00
Air Packs	
12022032 53350 - OPERATING SUPPLIES	3,500.00
Operating Supplies	
12022032 53350M - MEDICAL	4,000.00
Medical	
12022032 53351 - OFFICE SUPPLIES	800.00
Office Supplies	
12022032 53353 - UNIFORMS	8,500.00
Uniforms	
12022038 50000 - GAS & OIL	14,000.00
Gas & Oil	
12022040 54440 - RENTALS	2,500.00
Rental fees of radio repeaters throughout Town	

12022040 54440H - HYDRANT RENTAL	155,000.00
Moved in FY 22 to Fire Department from General Government.	
12022047 52200 - GENERAL - TRAINING	20,500.00
Training & Training Equipment	
12022080 57713 - HAZARDOUS MATERIALS REPAIR	.00
Hazardous Material Supplies	
12022080 57714 - ERP	.00
ERP	
12022080 57718 - COMMUNITY OUTREACH	10,000.00
Community Outreach	
TOTAL FIRE	1,999,170.00

023 DISPATCH

12023000 32275 - DISPATCH - OGT	-105,000.00
Dispatching services for Oqunquit PD and FD	
12023011 41101 - REGULAR	397,570.00
12023011 41102 - PART-TIME	24,000.00
summer dispatchers, year-round PT dispatchers, etc...	
12023011 41106 - BANKED HOLIDAYS	13,000.00
12023011 41107 - OVERTIME	62,000.00
long term vacancies, coverage for sick, vacation, coverage, etc...	
12023011 41132 - PERFORMANCE BONUS	.00
12023011 41150 - FICA	36,481.00
12023011 41151 - MSRS + ICMA	55,861.00
12023011 41154 - HEALTH INSURANCE	95,795.00
12023024 50005 - TELEPHONE	.00
12023024 50008 - TECHNOLOGY	20,000.00
Computers, printers, computer accessories, connectivity to state, etc...	

12023025 52227 - PSAP SERVICES	36,000.00
Contracted with York PD	
12023025 52231 - REPAIR & MAINT EQUIPMENT	7,600.00
Chairs, copiers, file cabinets, repairs to equipment, etc...	
12023032 53350 - OPERATING SUPPLIES	4,000.00
paper, toner pens, file folder, hanging folders, etc...	
12023032 53353 - UNIFORMS	6,750.00
FT & PT uniforms	
12023040 54440 - RADIO CONSOLE	22,050.00
Lease and maintenance contract, etc...	
12023047 52200 - GENERAL - TRAINING	4,000.00
State mandated training for FT & PT, CPR, elective training, etc...	
TOTAL DISPATCH	680,107.00

024 PUBLIC SAFETY FACILITY

12024024 50001 - SEWER	2,500.00
12024024 50002 - ELECTRICITY	36,000.00
12024024 50003 - WATER	7,400.00
12024024 50005 - TELEPHONE	36,000.00
GWI, copper lines for entire building, etc...	
12024024 50006 - PROPANE/NATURAL GAS	8,000.00
Sprague, Unitil, Heating/Cooling for PC Complex, etc... Change due to usage	
12024025 52225 - BUILDING	40,000.00
Pest control, lawn care, fire alarm, building cameras, snow removal supplies, trash removal, cable, internet, flags, maintenance (windows, painting, etc...), repairs, elevators, etc... Increase due to usage which was unknown last year	
12024040 54441 - TOWER LEASE	10,000.00
Bald Hill and Tatnic	
TOTAL PUBLIC SAFETY FACILITY	139,900.00

025 PLANNING

11025000 31327 - MISCELLANEOUS -200.00

Fees charged for copying plans or file/application information

11025000 31411 - TOWN PLANNER'S TIME .00

Fees charged to applicants for excess Planner or Assistant Planner time at $30/$25 per hour.

11025000 32723 - PLANNING BOARD APPLICATIONS 18,000.00

Fees collected from Site Plan and subdivision applications reviewed by the Planning Board.

11025000 32724 - STAFF REVIEW FEES -1,500.00

Fees collected for site plan applications to the Staff Review Committee.

11025000 32739 - PLAN/CEO APPLICATION FEES 1,000.00

Fees collected for Site Plan applications to the Code and Planning Office.

11025011 41101 - REGULAR 96,767.00

11025011 41104 - RESERVE/SEASONAL .00

Funds for stormwater mapping project by intern – no plan for intern in 2021

11025011 41115 - PLANNER'S ASSISTANT	57,325.00
11025011 41132 - PERFORMANCE BONUS	.00
11025011 41150 - FICA	10,850.00
11025011 41151 - MSRS + ICMA	13,533.00
11025011 41154 - HEALTH INSURANCE	41,348.00
11025021 52210 - POSTAGE	400.00

Postage costs

11025022 52260 - TRANSPORTATION	500.00

Mileage reimbursement for travel expenses.

11025023 52250 - PRINTING & BINDING	3,500.00

Copier expenses for Planning Board and SRC application review packets, Planning Department copies and other Town department copies.

11025025 52229 - COMPUTERS	200.00

Miscellaneous computer needs such as new monitor, mouse, keyboard, etc.

11025029 52262 - DUES- SMRPC	22,400.00
SMPDC Annual dues of $7160 and $15,000 contribution to a Sustainability/Coastal Coordinator shared with Kittery, York, Ogunquit, Kennebunk and Kennebunkport.	
11025029 52269 - SURVEY & APPRAISAL	10,000.00
Funds for boundary surveys of Town land or Town roads.	
11025029 52275 - OTHER SERVICES AND CHARGES	.00
Services by non-Town providers such as copying or cell phone service.	
11025032 53351 - OFFICE SUPPLIES	1,500.00
Expenses for items such as folders, file boxes, pens, pencils, highlighters, etc..	
11025047 52200 - GENERAL - TRAINING	600.00
Expenses for seminars for training and continued education requirements.	
11025075 55501 - MATERIALS	200.00
Expenses for miscellaneous materials such as grade stakes, flagging, measuring tapes, etc.	
TOTAL PLANNING	238,423.00

026 EMA (CIVIL DEFENSE)

12026011 41102 - PART-TIME	5,000.00
12026011 41150 - FICA	383.00
12026011 41151 - MSRS + ICMA	.00
12026011 41154 - HEALTH INSURANCE	.00
12026022 52260 - TRANSPORTATION	.00
Transportation	
12026024 50005 - TELEPHONE	400.00
Telephone and communications	
12026025 54448 - GENERATOR	4,000.00
Generator expenses and maintenance	
12026032 53350 - OPERATING SUPPLIES	40,000.00
Operating Supplies	
12026032 53351 - OFFICE SUPPLIES	1,300.00
Office Supplies	

12026047 52207 - DISASTER	8,000.00
Disaster Expenses	
TOTAL EMA (CIVIL DEFENSE)	59,083.00

027 CODE ENFORCEMENT

11027000 32721 - APPEALS BOARD		500.00
11027000 32725 - CEO MISCELLANEOUS		500.00
Miscellaneous fees that are collected that may not fall under existing designated acccounts		
11027000 32727 - PLUMBING PERMITS		-35,000.00
11027000 32728 - BUILDING PERMITS		-175,000.00
11027000 32729 - ROAD OPENING PERMITS		-1,000.00
11027000 32730 - TOWN PLUMBING SURCHARGE		-4,000.00
11027000 32731 - STOPWORK ORDER		8,000.00
11027000 32732 - BASE FEE		30,000.00
11027000 32733 - RE-INSPECTIONS		1,000.00
11027000 32734 - ZBA LEGAL ADS REIMBURSEMENT		-1,000.00
This revenue charge is based on the actual amount of a legal ad for the ZBA.		
11027000 32735 - ZBA POSTAGE REIMBURSEMENT	-500.00	
This revenue charge is based on the actual amount of postage for abutters notices the ZBA.		

11027000 32736 - FLOOD PERMITS	10,000.00
11027000 32737 - LODGING ENFORCEMENT	-500.00
11027000 32738 - SIGN PERMITS	.00
11027011 41101 - REGULAR	342,029.00
11027011 41104 - RESERVE/SEASONAL	7,500.00
11027011 41107 - OVERTIME	500.00
11027011 41132 - PERFORMANCE BONUS	.00
11027011 41150 - FICA	26,733.00
11027011 41151 - MSRS + ICMA	22,111.00
11027011 41154 - HEALTH INSURANCE	61,182.00
11027021 52210 - POSTAGE	2,000.00
11027022 52260 - TRANSPORTATION	1,500.00
11027023 52250 - PRINTING & BINDING	3,000.00

This line item is used for the purchase of:
2 carbonless inspection sheets
3 part carbonless certificate of occupancy certificates
Labels for plumbing permits
Business cards

11027024 50005 - TELEPHONE	3,700.00
This covers the expense of 9 phones.	
11027025 41150 - FICA - CONTRACT EMPLOYEE	.00
11027029 52275 - OTHER SERVICES AND CHARGES	1,500.00
This is used for: Safety equipment/gear Seasonal gear Equipment in the field	
11027032 53351 - OFFICE SUPPLIES	1,500.00
Office supplies to run the office.	
11027047 52200 - GENERAL - TRAINING	3,000.00
This is used for training and hosting trainings for Code Officers.	
11027050 52275 - OTHER SERVICES AND CHARGES ZBA	500.00
Used for legal expenses for ZBA.	
11027050 52282 - LEGAL ADS ZBA	1,000.00
Used for paying legal ads and charged back to applicant.	

11027075 55501 - MATERIALS	500.00
This is used for training materials and supplies for trainings.	
TOTAL CODE ENFORCEMENT	211,255.00

031 PUBLIC WORKS

13031000 31327 - MISCELLANEOUS	1,000.00
Receipt of funds for street signs purchased by citizens.	
13031011 41101 - REGULAR	644,404.00
13031011 41104 - RESERVE/SEASONAL	20,000.00
13031011 41107 - OVERTIME	50,000.00
13031011 41116 - GRAVESITE BEAUTIFICATION/MAINT	10,000.00
13031011 41132 - PERFORMANCE BONUS	.00
13031011 41150 - FICA	55,253.00
13031011 41151 - MSRS + ICMA	47,831.00
13031011 41154 - HEALTH INSURANCE	176,501.00
13031024 50002 - ELECTRICITY	16,000.00
13031024 50004 - HEATING FUEL	9,500.00
Reduced use of evaporator could allow for reduction in line.	
13031024 50005 - TELEPHONE	3,500.00
Covers department issued cell phones and four telephone lines in the building.	

13031024 50009 - CABLE/INTERNET	1,260.00
13031025 52223 - HIGHWAY DEPT REP/MAINT EQUIP	95,000.00
13031025 52225 - BUILDING R&M	8,200.00
13031025 52227 - AGREEMENTS/CONTRACTS	12,400.00

Moving outside service budget here. Line also includes equipment transportation services and outside inspections or consultants.

13031025 53350 - OPERATING SUPPLIES - BUILDING	2,000.00

Breakroom supplies, office supplies, restroom supplies.

13031026 54426 - HIGHWAY SAFTEY/COMMUNICATION	800.00

Fire extinguisher contract, safety equipment for staff that is replaced as needed to fit current or new staff.

13031029 52221 - HISTORIC PRESERVATION	1,500.00
13031029 52265 - EQUIPMENT RENTALS	5,000.00
13031029 53350 - TREE REMOVAL	15,000.00

Trees close to structures or that are very large are running around $1000 for one tree.

13031029 55505 - STORM REPAIR	10,000.00

Used for ocean storms, heavy rainstorms or possible events that don't meet FEMA requirements.

13031032 52231S - SHOP TOOLS 7,000.00

Scan tool upgrades and yearly service. Department needs a plasma cutter ($2000). Line is used to cover repair/maintenance of handheld tools.

13031032 52263 - CULVERTS 7,000.00

13031032 52264 - SIGNS 15,300.00

13031032 53350 - SHOP OPERATING SUPPLIES 20,000.00

Supplies used in shop/mechanic area.

13031032 53353 - UNIFORMS 14,000.00

Budgeted to match last year's actual less Facilities Manager uniform and boot allowance that were moved to this budget.

13031032 55506 - GRAVEL AND STONE 5,500.00

13031032 55526 - COLD PATCH 5,000.00

13031038 50000 - FUEL AND LUBRICANTS 50,000.00

13031047 52200 - TRAINING 2,000.00

Training for new foreman and continued training for both mechanics.

13031525 52289 - OUTSIDE SERVICES .00

Moved to agreement/contract line.

13031525 55508 - HIRED EQUIP/OPERATOR SNOW/ICE	95,000.00
13031525 55527 - LINE STRIPING	61,000.00
13031525 55528 - CATCH BASIN CLEANING	10,000.00
13031525 55529 - ROAD SWEEPING	5,000.00
13031525 55531 - GRADING	15,000.00
13031525 55537 - SALT	190,000.00
TOTAL PUBLIC WORKS	1,684,949.00

032 LOCAL ROAD REIMBURSEMENT PROG

13032000 31001 - LOCAL ROAD REIMBURSE REVENUE	200,000.00
TOTAL LOCAL ROAD REIMBURSEMENT PROG	-200,000.00

036 TRANSFER STATION

14036000 31327 - TRANSFER STATION MISC	-8,000.00
14036000 33654 - TIRES	-2,000.00
14036000 33657 - TRASH BAGS	200,000.00
14036000 33665 - METAL & WHITE GOOD REVENUE	-2,000.00

Private vendor takes this for free or reduced price and is located on Willey Hill Rd prior to transfer station.

14036000 33666 - BRUSH REVENUE	7,000.00
14036000 33669 - TRANSFER STATION DEMO	-145,000.00
14036000 33672 - SHINGLES REVENUE	4,500.00
14036000 33675 - RENTAL INCOME	6,000.00
14036011 41101 - REGULAR	144,394.00
14036011 41102 - PART-TIME	12,854.00
14036011 41107 - OVERTIME	6,000.00
14036011 41132 - PERFORMANCE BONUS	.00
14036011 41150 - FICA	11,759.00
14036011 41151 - MSRS + ICMA	8,199.00

14036011 41154 - HEALTH INSURANCE	49,922.00
14036024 50002 - ELECTRICITY	5,500.00
14036024 50005 - TELEPHONE	700.00
14036025 52225 - BUILDING	5,000.00
14036025 52229 - COMP/SOFTWARE	600.00
14036025 52231 - EQUIPMENT	10,500.00
14036029 52275 - OTHER SERVICES AND CHARGES	3,000.00
14036029 52298 - HAZMAT DAY	3,900.00
Based on resident use.	
14036029 52299 - LANDFILL MONITORING	8,000.00
14036032 50300 - CREDIT CARD FEES	3,000.00
14036032 53350 - OPERATING SUPPLIES	6,500.00
14036032 53350T - TRASH BAG PURCHASES	40,000.00
14036032 53351 - OFFICE SUPPLIES	1,200.00
14036032 53353 - UNIFORMS	2,600.00
14036032 53358 - TIRES AND TUBES	1,500.00
14036032 53359 - TIPPING / TOLLS	160,000.00

14036032 53362 - BRUSH	20,000.00
14036032 53364 - WHITE GOODS EXPENSE	1,000.00
14036032 53365 - HAULING	50,000.00
14036032 53366 - DEMO	100,000.00
14036032 53367 - SHINGLE DISPOSAL	3,000.00
14036032 53368 - TIRE DISPOSAL	3,000.00
14036038 50000 - GAS & OIL	2,000.00
14036047 52200 - GENERAL - TRAINING	500.00
TOTAL TRANSFER STATION	290,128.00

047 IT INFRASTRUCTURE

11047025 52231 - MAINTENANCE	312,300.00
11047025 52240 - TECHNOLOGY COMMITTEE	25,688.00
TOTAL IT INFRASTRUCTURE	337,988.00

048 CABLE TV STUDIO

11048011 41102 - PART-TIME	6,200.00
11048011 41150 - FICA	475.00
11048011 41151 - MSRS + ICMA	.00
11048011 41154 - HEALTH INSURANCE	.00
11048032 53352 - CABLE ACCESS TV, COST & EQUIP	12,000.00
TOTAL CABLE TV STUDIO	18,675.00

051 PARKS AND RECREATION

15051011 41101 - REGULAR	164,159.00
15051011 41103 - ADMINISTRATIVE	43,056.00
15051011 41104 - RESERVE/SEASONAL	7,000.00
15051011 41107 - OVERTIME	3,000.00
15051011 41116 - MAINTENANCE	49,920.00
15051011 41132 - PERFORMANCE BONUS	.00
15051011 41150 - FICA	18,324.00
15051011 41151 - MSRS + ICMA	22,283.00
15051011 41154 - HEALTH INSURANCE	1,645.00
15051021 52210 - POSTAGE	200.00

For USPS mailings.

15051024 50002 - ELECTRICITY	12,800.00

Electricity costs and electrical repairs for the Rec office, Garage, Public Bathrooms, Tennis Hut, Area parking lot lights, and Pavilion with concessions stand and multi-purpose room.

15051024 50004 - HEATING FUEL	4,000.00

Propane Gas and K1 for the heating systems at the office/park.

15051024 50005 - TELEPHONE 7,200.00

Includes Department 6 VOIP lines and cell phone plan for the year.

15051029 52275 - OTHER SERVICES AND CHARGES 2,900.00

NRPA (National Rec & Park Assoc.) dues, MRPA (Maine Rec & Park Assoc) dues, SMART (Southern Maine Area Rec Technicians) dues, Conferences for employees. Flowers & gifts of condolences for employees and Commission members and volunteers.

15051032 53350 - OPERATING SUPPLIES 35,000.00

Misc. hardware, small equipment replacement, general repairs to existing fences, buildings, trails, courts, playgrounds, bathrooms, & sheds. Paint supplies, tools, bathroom supplies, rubbish supplies, paper products, fire extinguisher inspections, small equipment repairs, equipment rentals, mower repairs and maintenance, cleaning supplies, outside contractors for opening & closing bathrooms (licensed plumber), PPE for maintenance, truck and van maintenance, vehicle repairs, Spectrum Wi-Fi, Water Cooler supplies, well water quality tests, water filters, salt for softener, yearly service for filtration system, lumber for repairs to tables, etc., vandalism repair supplies and general maintenance of 70 acres of trails, grounds, and fields. General maintenance of office, pavilion, garage, sheds and other structures. Winterizing and spring opening of irrigation system for the fields. Uniforms for staff. American Security Door alarm monitoring. $18,500

Contractor for field fertilizing & grub control plan,	$4,000
Mosquito & Tick Treatment to rec park,	$3,7000
Internet WI-FI from Spectrum ($315/month),	$3,780
Annual Deep Tyne aeration to softball field	$5,000

15051032 53351 - OFFICE SUPPLIES 3,000.00

Office equipment maintenance and general supplies for photo copier and printers, office chair, calendars, pens, pencils, batteries, laminating sheets, sheet protectors, tape, staples, labels, poster paper, copy paper, memory sticks, DVD discs, markers, white out other misc supplies.

15051047 52200 - GENERAL - TRAINING	600.00

Summer staff training, speakers, trainers, team building materials.
Employee training- webinars and training classes.

TOTAL PARKS AND RECREATION	445,087.00

052 HARBOR

16052000 35281 - BAIT LOCKER	-2,900.00
16052000 35283 - PUBLIC HOIST	.00
16052000 35284 - PUBLIC PUMP OUT	.00
16052000 35285 - HARBOR RESTAURANT	-81,454.00
16052000 35287 - HARBOR MARINA	-6,130.00
16052011 41101 - REGULAR	70,893.00
16052011 41102 - PART-TIME	18,400.00
16052011 41132 - PERFORMANCE BONUS	.00
16052011 41150 - FICA	6,836.00
16052011 41151 - MSRS + ICMA	6,168.00
16052011 41154 - HEALTH INSURANCE	19,988.00
16052022 52260 - TRANSPORTATION	4,663.00

This line is for a leased vehicle.

16052024 50002 - ELECTRICITY 1,400.00

This line is for electricity use of the waterfront Harbor area including lighting, security cameras and server, Bait coolers, Ice machine, dock outlets and Harbor Master office.

16052024 50004 - HEATING FUEL 800.00

This line is used to heat the Harbor Master Office and workshop.

16052024 50005 - TELEPHONE 1,700.00

This line is used for cellular telephone and office phone.

16052024 50009 - CABLE/INTERNET 2,900.00

This line represents cable and internet for the Harbor Master office, as well as the server for security cameras located in the Harbor, Eastern shore parking, Jetty camera, and Drakes Island parking lot.

16052025 52231 - EQUIPMENT 5,000.00

This line represents all the equipment it requires to keep the Harbor and assets maintained, as well as equipment replacement and repairs.

16052025 52232 - BOAT 1,750.00

This line represents all boat repairs and maintenance.

16052025 52235 - PIER MAINTENANCE EXP 5,000.00

This line represents all repairs to the pier including all the commercial fishing necessities such as the Bait coolers, Ice machine and hoist.

16052025 52236 - FLOAT MAINTENANCE 1,500.00

This line remains the same as 2020.

16052025 52237 - MOORING MAINTENANCE 3,500.00

This line I have used to acquire mooring chain the last two years. This amount purchases one barrel of chain which in turn repairs four moorings. The summer of 2020 mooring inspections showed almost all mooring chains close to failure point. The Select Board gave me $6,000.00 emergency repair funds to acquire additional chain. I am requesting an increase for 2021 to continue to purchase chain and shackles, as well as paying for a diver.

16052029 52266 - ON LINE MOORING 2,300.00

This line pays for our cloud-based program which accounts for all billing, contact info, waitlist and revenue streams. This is a slight increase of $75.00 to represent the actual bill.

16052029 52275 - OTHER SERVICES AND CHARGES 4,500.00

This line is the same amount requested last year.

16052029 53350 - OPERATING SUPPLIES 3,000.00

This line is the same amount requested last year and is a substantial decrease from 2018 and 2019

16052029 53357 - HARBOR RESTAURANT EXP 200.00

This line remains the same as last year.

16052032 53353 - UNIFORMS 450.00

16052038 50000 - GAS & OIL	1,500.00
This request remains the same as last year.	
16052047 52200 - GENERAL - TRAINING	1,400.00
This is a $200.00 increase	
TOTAL HARBOR	73,364.00

053 FACILITIES MANAGEMENT

16053011 41101 - REGULAR 49,587.00

Was previously in General Government.

16053011 41107 - OVERTIME 2,000.00

Was previously in general government.

16053011 41150 - FICA 3,640.00

Was previously in general government.

16053011 41151 - MSRS + ICMA 4,476.00

Was previously in general government.

16053011 41154 - HEALTH INSURANCE 13,696.00

Was previously in general government.

16053022 52260 - TRANSPORTATION 5,000.00

Was previously in general government. Lease payment is 310.38/month. Also used for gas and tolls.

16053024 50001 - SEWER 300.00

Was previously in general government. Sewer for Boy Scouts of America, Cole Property on Main St, and Vacant land on Sanford Rd.

16053024 50003 - WATER	200.00

Previously in general government. Used for water at 13 Main St, 11 Main St, 753 Post Rd, Corner R1 & 109 and sprinkler on Route 109.

16053024 50005 - TELEPHONE	960.00

Used for cell phone for facilities manager. Bill runs around $82.00/month.

16053025 52227 - AGREEMENTS/CONTRACTS	7,500.00
16053025 52241 - TOWNWIDE BEAUTIFICATION	25,000.00

Used for upkeep of Buffam Hill Cemetery, landscaping of Rt 1 & 109 and welcome to wells locations.

16053025 52242 - HARBOR PARK BENCH R&M	10,000.00
16053027 52272 - PROFESSIONAL SERVICES	2,000.00

New line to budget for professionals or contractor services for town facilities not included in other department budgets. IE boy scout building, 1810 house, buff hill cemetery, etc.

16053029 52275 - OTHER SERVICES AND CHARGES	.00

Was previously in general government and used as a catch all for supplies need for town hall. Harbor Master to determine if line is still needed for facilities manager.

16053032 52231 - EQUIPMENT	4,000.00

Not sure if you want an equipment/tools line for Ken. New for 2022.

16053032 53350 - OPERATING SUPPLIES	5,000.00
Moved from general government to account for supplies the facility manger needs to perform work.	
16053032 53353 - UNIFORMS	1,000.00
Uniforms from Unifirst cost $15.00/week. Boot allowance per contract. Previously in public works budget.	
TOTAL FACILITIES MANAGEMENT	134,359.00

055 LIBRARY

15055000 33675 - COMMUNITY ROOM RENTAL INCOME	-150.00
15055000 33675A - MEETINGROOM RENTAL INCOME	-100.00
15055000 37855 - FEES AND FINES	9,500.00
15055011 41101 - REGULAR	219,106.00
15055011 41102 - PART-TIME	155,542.00
15055011 41132 - PERFORMANCE BONUS	.00
15055011 41150 - FICA	26,993.00
15055011 41151 - MSRS + ICMA	25,273.00
15055011 41154 - HEALTH INSURANCE	85,166.00
15055021 52210 - POSTAGE	400.00
Reduced based on historical spending	
15055023 52250 - PRINTING & BINDING	150.00
Reduction based on historical spending	
15055024 50001 - SEWER	700.00
Reduction based on historical spending	

15055024 50002 - ELECTRICITY	13,000.00
15055024 50003 - WATER	2,000.00
15055024 50004 - HEATING FUEL	5,500.00
15055024 50005 - TELEPHONE	5,000.00
Increased cost of new GWI phone service	
15055025 52224 - GROUNDS	7,000.00
15055025 52225 - BUILDING	16,700.00
Replace 2 fire doors estimated at $3500 each	
15055025 52227 - AGREEMENTS/CONTRACTS	16,000.00
Increase in van delivery cost	
15055025 52231 - EQUIPMENT	2,000.00
15055025 52233 - PROGRAMMING	900.00
15055025 52240 - TECHNOLOGY	2,000.00
15055029 52275 - OTHER SERVICES AND CHARGES	3,000.00
Stefanie Claydon to attend MLA conference: Registration 2-day conference $195 Meals $50 Tolls & Mileage: $260.80	

15055032 53350 - OPERATING SUPPLIES	2,700.00
15055032 53351 - OFFICE SUPPLIES	1,500.00
15055075 55501 - MATERIALS	39,000.00
Increase to meet Maine Library standards	
TOTAL LIBRARY	619,880.00

057 ANIMAL CONTROL

12057011 41101 - REGULAR	51,314.00
12057011 41104 - RESERVE/SEASONAL	3,100.00
12057011 41132 - PERFORMANCE BONUS	.00
12057011 41150 - FICA	3,625.00
12057011 41151 - MSRS + ICMA	3,079.00
12057011 41154 - HEALTH INSURANCE	21,360.00
12057022 52231 - EQUIPMENT	800.00
Nets, Catch Poles, Leashes, traps, kennels, etc. as needed.	
12057047 52200 - GENERAL - TRAINING	850.00
Annual/Specialized Training ACO	
12057080 57715 - SHELTER	13,400.00
Contracted Costs	
TOTAL ANIMAL CONTROL	97,528.00

058 AMBULANCE

12058080 55580 - QUARTERLY PAYMENT	390,000.00
TOTAL AMBULANCE	390,000.00

059 GRANTS

15059070 54470 - RED CROSS	2,000.00
15059070 54471 - CARING UNLIMITED	2,877.00
15059070 54474 - OCEAN VIEW CEMETERY	8,000.00
15059070 54479 - SO MAINE AGENCY ON AGING	8,000.00
15059070 54481 - YORK COUNTY COMMUNITY ACTION	6,500.00
15059070 54482 - MAINEHEALTH CARE AT HOME	6,000.00
15059070 54488 - HISTORICAL SOCIETY OF WELLS	34,000.00
15059070 54491 - YORK COUNTY SHELTER INC	3,500.00
15059070 54493 - KIDS FREE TO GROW	750.00
15059070 54496 - LAUDHOLM TRUST	7,000.00
15059070 55570 - WELLS OGUNQUIT SENIOR CENTER	5,000.00
15059070 55578 - SHORELINE TROLLEY	25,000.00
15059070 55581 - SOUTHERN MAINE SNO-GOERS	1,000.00
15059070 55582 - PATRIOT RIDERS OF AMERICA	1,500.00
15059070 55583 - SO ME VETERANS' CEMETERY ASSOC	1,000.00

15059070 55584 - LIFEFLIGHT	.00
TOTAL GRANTS	112,127.00

060 EDUCATION

17060080 55580 - MONTHY PAYMENT	20,936,000.00
TOTAL EDUCATION	20,936,000.00

070 TRAIN STATION

11070000 31001 - TRAIN STA REV	.00
11070011 41102 - PART-TIME	34,216.00
11070011 41107 - OVERTIME	.00
11070011 41150 - FICA	2,619.00
11070011 41151 - MSRS + ICMA	.00
11070011 41154 - HEALTH INSURANCE	.00
11070024 50001 - SEWER	500.00
11070024 50002 - ELECTRICITY	7,000.00
11070024 50004 - HEATING FUEL	2,500.00
11070024 50005 - TELEPHONE	400.00
11070024 50009 - CABLE/INTERNET	1,600.00
11070025 52225 - BUILDING	5,000.00
11070025 52230 - GROUNDS	1,300.00
11070027 52289 - OUTSIDE SERVICES	25,000.00
11070032 53350 - OPERATING SUPPLIES	1,500.00

11070032 53351 - OFFICE SUPPLIES	500.00
TOTAL TRAIN STATION	82,135.00

071 UNION NON-UNION SALARY

11071012 41130 - UNION NON-UNION SALARY	30,000.00
11071012 41150 - FICA	2,300.00
FICA for salary adjustments	
11071012 41151 - MSRS + ICMA	2,400.00
Estimated retirement for salary adjustments calculated at 8%.	
TOTAL UNION NON-UNION SALARY	34,700.00

080 COUNTY TAX

18080080 59999 - COUNTY TAX	1,825,000.00
TOTAL COUNTY TAX	1,825,000.00

086 INFORMATION CENTER

15086029 52275 - OTHER SERVICES AND CHARGES	55,900.00
TOTAL INFORMATION CENTER	55,900.00

087 ACTIVITY CENTER

15087024 50001 - SEWER	375.00
Cost for sewer at the Activity Center.	
15087024 50002 - ELECTRICITY	3,300.00
Electricity cost for WAC.	
15087024 50003 - WATER	315.00
Water use in the WAC	
15087024 50005 – TELEPHONE	600.00
Telephone land line in WAC	
15087024 50006 - PROPANE	7,000.00
Cost for Air conditioning and Heat as well as repairs to HVAC system and inspections	
15087025 52225 - BUILDING	5,170.00
15087025 52275 - OTHER SERVICES AND CHARGES	4,950.00
15087025 53350 - OPERATING SUPPLIES	1,500.00
TOTAL ACTIVITY CENTER	23,210.00

092 EMPLOYEE BENEFITS

11092070 41150 - FICA	.00
11092070 41151 - MSRS + ICMA	.00
11092070 41154 - HEALTH INSURANCE	.00
11092070 56650 - FICA	.00
11092070 56651 - MSRS & ICMA	.00
11092070 56653 - UNEMPLOYMENT	16,000.00
TOTAL EMPLOYEE BENEFITS	16,000.00

093 DEBT SERVICE

11093000 39872 - ENTERPRISE LOAN REPAYMENT	-25,000.00
11093080 56640 - PRINCIPAL	1,040,000.00
11093080 56641 - INTEREST	650,877.00
TOTAL DEBT SERVICE	1,665,877.00

096 INSURANCES

11096096 59960 - PROPERTY & CASUALTY INS	300,000.00
11096096 59961 - WORKERS COMPENSATION	300,000.00
TOTAL INSURANCES	600,000.00

098 WARRANT ARTICLES

11098070 41150 - FICA	.00
11098070 41151 - MSRS + ICMA	.00
11098070 41154 - HEALTH INSURANCE	.00
11098070 51307A - RETIREMENT BENEFIT REIMB	15,000.00
11098070 51307B - WORKERS COMP	.00
11098070 51307C - EDUCATIONAL REIMB	10,000.00
11098070 51308A - LEGAL SERVICES	75,000.00
11098070 51308B - SELF INSURANCE CLAIMS	10,000.00
11098070 51308C - EMERGENCY FUEL AND UTILITIES	30,000.00
11098070 51308D - EMERGENCY FACIILITY REPAIR-EKS	50,000.00
11098070 51308E - SHORTFALL IN REV SHARE PROJECT	40,000.00
11098070 51308F - HRA FUNDING	30,000.00
11098070 51311 - GENERAL ASSISTANCE	45,000.00
11098070 51320 - BUILDING IMPROVEMENT (EKSTEDT)	50,000.00
TOTAL WARRANT ARTICLES	355,000.00

099 CAPITAL OUTLAY

11099070 58001 - BUILDING & BUILDING IMPROVE 43,000.00

Add 10,000 to 0840 for Fire - Substation Sprinkler System
Add 23,000 to 0817 for Library - Air Conditioner Replacement
Add 10,000 for 0906 for repairs to 1710 House

11099070 58002 - CONSERVATION 100,000.00

Add 100,000 to 0705 for future conservation land purchases.

11099070 58003 - VEHICLES 705,000.00

Add 200,000 to 0703 for Fire - Fire Truck Replacement
Add 25,000 to 0703 for Fire - Utility 9 Replacement
Add 400,000 to 0701 for Public Works - Equipment Reserve
Add 80,000 to 0715 for WEMS - Ambulance

11099070 58004 - TECHNOLOGY PLAN 12,600.00

Add 12,600 to 0830 for future replacement of library
patron computers and add to GIS reserve for aerial photography project in FY 2023.

11099070 58005 - EQUIPMENT 22,000.00

Add 7,000 to 0734 for Fire - Heart Monitor
Add 15,000 to 0735 for WEMS - Major Medical Devices

11099070 58006 - INFRASTRUCTURE	1,470,000.00

Add 30,000 to 0013 for Harbor - Floats
Add 1,200,000 to 0723 for Public Works - Paving/Culverts & Bridges
Add 40,000 to 0843 for Public Safety - Parking Lot
Add 200,000 to 0708 for Town Manager - Infrastructure

11099070 58007 - OTHER CIP PROJECTS EXP	290,000.00

Add 200,000 to 0744 for Assessing - Revaluation
Add 30,000 to 0805 for Harbor - Future Dredge Funding
Add 60,000 to 0721 for Public Works - Crushing

TOTAL CAPITAL OUTLAY	2,642,600.00

TABLE 5
CIP FUNDING PROGRAM

							Town Manager Proposed From				
	EXISTING	Balance	CIP FY 22	CIP FY 22	CIP FY 22	CIP FY 22		Undistributed		Use of	
	FUND	1/31/2021	DH Proposed	DH Appropriate	TM Proposed	TM Appropriate	Taxes	Budget	Reserves	Revenues	Enterprise Funds
Buildings and Building Improvements											
Fire - Substation Sprinkler System	0840	132,435.22	60,000.00	-	10,000.00	-	10,000.00				
Library - Air Conditioner Replacement	0817	186,363.65	47,000.00	47,000.00	23,000.00	23,000.00	23,000.00				
Town Manager - 1710 House	0906	26,625.91	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00				
Town Manager - Town Hall Siding	0817	186,363.65		15,000.00	-	15,000.00	-				
Sub Total- Building Improvements			**117,000.00**	**72,000.00**	**43,000.00**	**48,000.00**	**43,000.00**	**-**	**-**	**-**	**-**
Conservation											
Conservation - Land Acquistion + Maint.	0705	259,086.35	100,000.00	20,000.00	100,000.00	20,000.00	100,000.00				
Sub Total- Conservation			**100,000.00**	**20,000.00**	**100,000.00**	**20,000.00**	**100,000.00**	**-**	**-**	**-**	**-**
Vehicles											
Fire - Fire Truck Replacement	0703	882,824.58	250,000.00	-	200,000.00	-	200,000.00				
Fire - Utility 9 Replacement	0703	882,824.58	25,000.00	-	25,000.00		25,000.00				
Public Works - Equipment Reserve	0701	606,609.10	470,000.00	470,000.00	400,000.00	340,000.00	200,000.00	200,000.00			
WEMS - Ambulance	0715	160,175.85	80,000.00	-	80,000.00	-	80,000.00				
Sub Total- Vehicles			**825,000.00**	**470,000.00**	**705,000.00**	**340,000.00**	**505,000.00**	**200,000.00**	**-**	**-**	**-**
Technology Plan											
IT - Tech Committee	0830	46,610.34	12,600.00		12,600.00				12,600.00		
Town Manager - Technology Infrastructure	0713	504,614.00		226,000.00		226,000.00					
Town Manager - Technology Refresh	0740	299,993.51		50,000.00		50,000.00					
Sub Total- Technology Plan			**12,600.00**	**276,000.00**	**12,600.00**	**276,000.00**	**-**	**-**	**12,600.00**	**-**	**-**
Infrastructure											
Harbor - Floats	0013	-1,108.61	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00				
Public Works - Paving/Culverts& Bridges	0723	271,708.21	1,600,000.00	1,600,000.00	1,200,000.00	1,200,000.00		1,200,000.00			
Public Safety - Additional Parking Lot	0843	40,000.00	40,000.00		40,000.00		40,000.00				
Town Manager - Infrastrucuture	0708	1,081,180.69	400,000.00	400,000.00	200,000.00	400,000.00	200,000.00				
Sub Total- Infrastrucure			**2,070,000.00**	**2,030,000.00**	**1,470,000.00**	**1,630,000.00**	**270,000.00**	**1,200,000.00**	**-**	**-**	**-**
Equipment											
Fire - Heart Monitor	0734	283,512.01	7,000.00	30,000.00	7,000.00	30,000.00	7,000.00				
WEMS- Major Medical Devices	0735	48,804.15	15,000.00	40,000.00	15,000.00	40,000.00	15,000.00				
Sub Total- Equipment			**22,000.00**	**70,000.00**	**22,000.00**	**70,000.00**	**22,000.00**	**-**	**-**	**-**	**-**
Other											
Assessing - Revaluation	0744	80,000.00	200,000.00	-	200,000.00	-	200,000.00				
Harbor - Future Dredge Funding	0805	106,454.12	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00				
Public Works - Crushing	0721	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00				
Town Manager - Comp Plan Update	0739	220,896.65	-	10,000.00	-	10,000.00	-				
Town Manager - Way Finder Year	0739	220,896.65	-	12,000.00	-	12,000.00	-				
Sub Total - Other			**290,000.00**	**112,000.00**	**290,000.00**	**112,000.00**	**290,000.00**	**-**	**-**	**-**	**-**
Grand Total			**3,436,600.00**	**3,050,000.00**	**2,642,600.00**	**2,496,000.00**	**1,230,000.00**	**1,400,000.00**	**12,600.00**	**-**	**-**
FY 2021 Totals			**2,911,100.00**	**2,242,470.00**	**2,911,100.00**	**2,242,470.00**	**672,738.00**	**2,000,000.00**	**213,362.00**	**-**	**25,000.00**
Difference			525,500.00	807,530.00	(268,500.00)	253,530.00	557,262.00	(600,000.00)	(200,762.00)	-	(25,000.00)

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Assessing	Project/Item Name: Revaluation
Project Cost: $600,000	Date: 2/1/2021
Effective Life of Project/Item (years):	Annual Maintenance Cost:

1. Description of Project/Item:
Town wide full measure and list revaluation of

2. Need for and impact of Project/Item:
Would like to set aside funds for this in order to start the revaluation in the summer of 2023

3. Describe how the project might be implemented (if applicable):
In 2013 this project cost close to $200,000 without having a full measure and list. The last four years we have been budgeting to set aside

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

2019	$25,000
2020	$15,000
2021	$40,000

5. New personnel, equipment, or supplies required:
None, Vision provided everything in the reval of 2013

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation to add money to Reserve. Pay out of Reserve.

7. Other Information:

8. Project description for Town Meeting Warrant Book:

The assessor requests to set aside funds over the next few years to do a full measure and list of commercial and residential properties. Revaluation would take place the summer of 2023 and would be reflected on fall bills for FY 2023/2024.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 Add $200,000
FY 2024 Spend $600,000. Add remaining funds needed for project.
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:						
Amount to be Added to Reserve in Budget Year:	200,000.00	200,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Town Manager	Project/Item Name: Technology Infrastructure
Project Cost: $ 226,000.00	Date: 2/2/2021
Effective Life of Project/Item (years) 10	Annual Maintenance Cost:

1. Description of Project/Item: This is a bundle of technology infrastructure investments that will allow us to better and more efficienctly serve a growing population. They include: 1. $18,000 for the replacement of copiers, 2. $26,000 for upgrades to the Town Hall meeting room, 3. $182,000 Munis modules that will allow for far greater online service including payment of bills, licensing, and permitting.

2. Need for and impact of Project/Item:
The copiers that are being replaced are approaching end of servicable life. The meeting room needs improved audio and video equipment to be able to produce high-quality vidoe for sharing the meetings online. In order to continue to serve the increasing number of residents without increasing staff in front facing offices we need to provide a way for more municipal services to be accessed online. This is also better customer service and an expectation for an increasing percent of the population we serve.

3. Describe how the project might be implemented (if applicable):
Upon approval by the Town Meeting we will secure the copiers from BEU, our current printer and copier provider. We will go to bid on the meeting room upgrades needed. We will purchase the Munis modules with intent of implemnting them over the course of the following 6 months.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
The finds for this will come from spending from the Inland Golf Reserve Account 0713.

7. Other Information:

8. Project description for Town Meeting Warrant Book:
This is a bundle of technology infrastructure investments that will allow us to better and more efficienctly serve a growing population. They include: 1. Replacement of copiers, 2. Upgrades to the Town Hall meeting room, 3. Munis modules that will allow for far greater online service including payment of bills, licensing, and permitting. The Capital Improvement Reserve Account funds can only be used for items that are directly related to the increase in residential growth. All of the above items are needed to serve a growing population.
9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:	226,000.00	226,000.00				
Amount to be Added to Reserve in Budget Year:						

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST

Wells Capital Improvements Plan Committee

For All Capital Items and Capital Projects

Project Description Form

Department: Town Manager	Project/Item Name: Town Hall Siding
Project Cost: $ 15,000.00	Date: 1/20/2021
Effective Life of Project/Item (years): 10	Annual Maintenance Cost: $ 3,000.00

1. Description of Project/Item:

The Town Hall current siding is not holding the paint and is peeling. A consutlant has been hired to help assess how to correct the water damage that is occuring prior to painting or staining the building. Additional funding is requested to cover those repairs.

2. Need for and impact of Project/Item:

The Town Hall siding is failing. The original building was built in 1986 and then an addition went on in the late 1990's. The building has undergone several paintings and is not holding up as expected. Maintennace is being unddertaken on dry rot. This has been a project that staff has been working on with contractors to determine the appropriate cause of

3. Describe how the project might be implemented (if applicable):

Sub-contracted

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

FY 2019 25,000

FY 2020 17,000

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):

Additional spending from reserve account.

7. Other Information:

8. Project description for Town Meeting Warrant Book:

Request is to allow additional funding to resolve the water damage that is occuring at Town Hall prior to painting or staining the facility.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DH	TM	BC	SELECT		
Amount of Check Needed for Year:	15,000.00	15,000.00				
Amount to be Added to Reserve for Year:						

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Town Manager	Project/Item Name: Infrastructure
Project Cost: $ 400,000.00	Date: 1/20/2021
Effective Life of Project/Item (years): 10	Annual Maintenance Cost:

1. Description of Project/Item:
The Infrastructure Reserve account is both a mid and longterm projoct account planning spanning a variety of large projects by setting asside funds to undertake them.

2. Need for and impact of Project/Item:
Continue to set aside funding for future infrastructure needs and allow spending up to $400,000 if necessary.

3. Describe how the project might be implemented (if applicable):
All the projects require Engineering Plans and bidding documents.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
Annually

5. New personnel, equipment, or supplies required:
3rd Party

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation or Surplus

7. Other Information:

8. Project description for Town Meeting Warrant Book:

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 $600,000
FY 2024 $600,000
FY 2025 $600,000
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DH	TM	BC	SELECT		
Amount of Check Needed for Year:	400,000.00	200,000.00				
Amount to be Added to Reserve for Year:	400,000.00	400,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan
For All Capital Items and Capital Projects
Project Description Form

Department: Town Manager	Project/Item Name: Technology Refresh
Project Cost: $ 50,000.00	Date: 1/20/2021
Effective Life of Project/Item (years): 10	Annual Maintenance Cost:

1. Description of Project/Item:
The Town's IT provider has indicated that many computers in the network need to be upgraded. They upgrade project is projected to cost $50,000.

2. Need for and impact of Project/Item:
Update computers that are running operating systems that are soon to be obsolete.

3. Describe how the project might be implemented (if applicable):
IT provider will provide a detailed listing of the machines to be upgraded and discuss the upgrade options with the Town Manager and Technology Committee.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

5. New personnel, equipment, or supplies required:
3rd Party

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Spend from Reserve

7. Other Information:

8. Project description for Town Meeting Warrant Book:

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DH	TM	BC	SELECT		
Amount of Check Needed for Year:	50,000.00	50,000.00				
Amount to be Added to Reserve for Year:						

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST

Wells Capital Improvements Plan Committee

For All Capital Items and Capital Projects

Project Description Form

Department: Town Manager	Project/Item Name: 1710 House Updates
Project Cost: $ 10,000.00	Date: 1/20/2021
Effective Life of Project/Item (years): 10	Annual Maintenance Cost: $ 3,000.00

1. Description of Project/Item:
The scope of work will also include scraping, caulking and preparing the structure for paint or stain. The back of the structure has shingles that are in extremely poor condition that may need to be replaced. We will continue to work closely with the Maine Historical Commission throughout the process.

2. Need for and impact of Project/Item:
This building is on the National Historical Register and should be maintained.

3. Describe how the project might be implemented (if applicable):
Sub-contracted

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
FY 2019 25,000
FY 2020 17,000

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation

7. Other Information:

8. Project description for Town Meeting Warrant Book:
The 1710 House is in need of painting or staining. Working cosely with the Maine Historical Commission the Town wishes to complete the necessary exterior maintenace the building requires.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DH	TM	BC	SELECT		
Amount of Check Needed for Year:	10,000.00	10,000.00				
Amount to be Added to Reserve for Year:	10,000.00	10,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST

Wells Capital Improvements Plan Committee

For All Capital Items and Capital Projects

Project Description Form

Department: Town Manager	Project/Item Name: Comp Plan Update
Project Cost: $ 10,000.00	Date: 1/20/2021
Effective Life of Project/Item (years): 10	Annual Maintenance Cost: $ 3,000.00

1. Description of Project/Item:
To update the 2005 Town Comprehensive Plan through the ordinance that was voted on 11/5/19.

2. Need for and impact of Project/Item:
The Comp Plan was attempted to be updated in 2016 and failed with the Selectmen stopping the project in 2018. Funds of $50,000 were placed in the FY'20 Budget. In reviewing cost of other communities, funds are being spent on an independent Consultant to work on the project which is ranging from $80 to $110,000.

3. Describe how the project might be implemented (if applicable):
The project will follow the Comp Plan Ordinance passed on 11/5/19

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Allocate additional spending from reserve account.

7. Other Information:

8. Project description for Town Meeting Warrant Book:
The New Comprehensive Plan Ordinance was voted in on 11/5/19. The work to update the 2005 Comprehensive has started with the appointment of a committee and acceptance of a Request for Proposals for a Consultant to work with the Committee on updating the Comp Plan for Wells. $50,000 was appropriated in the FY'20 Budget and in FY'21, an additional $25,000. The entire project is estimated to cost around $100,000. FY 2022 request is to allow additional spending of $10,000 from Reserve Fund 0739.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DH	TM	BC	SELECT		
Amount of Check Needed for Year:	10,000.00	10,000.00				
Amount to be Added to Reserve for Year:						

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST

Wells Capital Improvements Plan Committee

For All Capital Items and Capital Projects

Project Description Form

Department: Town Manager	Project/Item Name: Wayfinding Signs
Project Cost: $ 12,000.00	Date: 1/20/2021
Effective Life of Project/Item (years): 10	Annual Maintenance Cost: $ 3,000.00

1. Description of Project/Item:
The Wayfinder Project Committee has worked over the last two year to develop signage and branding for the Town of Wells. This CIP Request is for continued fabrication and installation of the new signage.

2. Need for and impact of Project/Item:
The Wayfinder Committee has completed their work w/ the consultant and the first round of signage has been ordered in hopes of installation this spring.

3. Describe how the project might be implemented (if applicable):
Welch signs is fabricating the signs. DPW may be utilized to help with installation.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
61,000 in 3 yrs

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Additional spending from reserve account.

7. Other Information:

8. Project description for Town Meeting Warrant Book:
Request is to allow additional funding to continue with the fabrication and installation of the Wayfinder Signs.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DH	TM	BC	SELECT		
Amount of Check Needed for Year:	12,000.00	12,000.00				
Amount to be Added to Reserve for Year:						

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects
Project Description Form

Department: Human Resources/Town Manager	Project/Item Name: HR/Communications Coordinator
Project Cost: $ 70,810.00	Date: 7/1/2021
Effective Life of Project/Item (years):	Annual Maintenance Cost:

1. Description of Project/Item:
HR/Communications Support Staff

2. Need for and impact of Project/Item:
A P/T individual is desired to assist with daily tasks of doing background checks, V.O.E's, wc filing, wc salary statements, recordkeeping for all function of the HR Department- including file maintenance and applicant tracking, I-9 verifications, new hire onboarding, requesting and answering salary surveys, open enrollment, annual reporting, etc. The HR Department has also taken on the functions of the Town's General Assistance Program. This P/T individual will be required to assist with GA functions as needed. The Town is also in need of someone to focus on increase communications with the public. This position will allow for 20 hours per week to be spent maintaining the website, editing the weekly newsletter, building a social media presence, and helping curate content for our cable channel and upcoming YouTube channel.

3. Describe how the project might be implemented (if applicable):

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
N/A

5. New personnel, equipment, or supplies required:
Human Resources/Communications Coordintor

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation

7. Other Information:

8. Project description for Town Meeting Warrant Book:

Human Resources/Communications Coordinator: Shall the Town vote to add 1 full-time Human Resources/Communications Coordinator
9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2022
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:	70,810.00					
Amount to be Added to Reserve in Budget Year:						

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan
For All Capital Items and Capital Projects
Project Description Form

Department: Conservation Commission	Project/Item Name: Conservation Land Acquisition
Projects Cost: $100,000	Date: 11.18.2020
Effective Life of Project/Item (years) Perpetual	Annual Maintenance Cost: Volunteer

1. Description of Project/Item:
Add yearly funding to conservation reserve and allow up to $20,000 to be used for land maintenace.

2. Need for and impact of Project/Item

3. Describe how the project might be implemented (if applicable):

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

5. New personnel, equipment, or supplies required:
Volunteer labor.

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):

7. Other Information:

8. Project description for Town Meeting Warrant Book:

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023:
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

IMPLEMENTATION SCHEDULE (Fiscal Years)

	DH	TM	BC	SELECT		
Amount of Check Needed per Year:	20,000.00	20,000.00				
Amount to be Added to Reserve per Year:	100,000.00	100,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan Committee
For All Capital Items and Capital Projects
Project Description Form

Department: Public Safety	Project/Item Name: Public Safety Parking Lot
Project Cost: $ 120,000.00	Date: 1/20/2021
Effective Life of Project/Item (years): 10	Annual Maintenance Cost: $ 3,000.00

1. Description of Project/Item:
To turn a vacant lot into a parking lot as required by the site plan approval.

2. Need for and impact of Project/Item:
Required by site plan and needed additonal public parking for public safety complex.

3. Describe how the project might be implemented (if applicable):

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
FY 2021 40,000

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation

7. Other Information:

8. Project description for Town Meeting Warrant Book:

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 Add additional $40,000 for project and spend $120,000 to complete project by August 19, 2022.
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DH	TM	BC	SELECT		
Amount of Check Needed for Year:						
Amount to be Added to Reserve for Year:	40,000.00	40,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan
For All Capital Items and Capital Projects
Project Description Form

Department: FIRE DEPARTMENT	Project/Item Name: HEART MONITOR
Project Cost: $30,000/$7,000	Date: 2022
Effective Life of Project/Item (years):	Annual Maintenance Cost:

1. Description of Project/Item:
REPLACE AN OLD HEART MONITOR AND REPLACE WITH NEWER AND MATCHING MONITOR WITH WEMS

2. Need for and impact of Project/Item:
CURRENT HEART MONITOR IS OLD AND IS BECOMING UNRELIABLE. NEW MONITOR WILL BE IDENTICAL TO WEMS UNITS AND ENHANCES INTEROPERABILITY

3. Describe how the project might be implemented (if applicable):
NEW UNIT WILL BE PLACED IN SERVICE WITH OLD UNIT TO BE PLACED IN RESERVE AS A BACKUP UNIT OR SECONDARY IF TWO INCIDENTS OCCUR SIMULTANEOULSY

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
TOTAL = $23,000

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
TAXATION

7. Other Information:

8. Project description for Town Meeting Warrant Book:

FINAL FUNDING TO REPLACE OLD HEART MONITOR AND TO IMPROVE INTEROPERABILITY BETWEEN WEMS AND FIRE.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:	30,000.00	30,000.00				
Amount to be Added to Reserve in Budget Year:	7,000.00	7,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan
For All Capital Items and Capital Projects
Project Description Form

Department: FIRE DEPARTMENT	Project/Item Name: SUB-STATION SPRINKLER SYSTEM
Project Cost: $180,000/$60,000	Date: 2022
Effective Life of Project/Item (years) 25 YEARS	Annual Maintenance Cost: $200

1. Description of Project/Item:
INCRIMENTAL FUNDING TO ADD SPRINKLER SYSTEM TO FIRE SUBSTATION TO ALLOW PERSONNEL TO BE HOUSED THERE IN THE FUTURE

2. Need for and impact of Project/Item:
NFPA 101 REQUIRES SPRINKLERS PER STATE FIRE CODE IF BUILDING WILL EVER BE STAFFED

3. Describe how the project might be implemented (if applicable):
BUDGET $60,000 PER YEAR UNTIL FULL PROJECT COST CAN BE FUNDED THEN INSTALL SYSTEM IN FINAL YEAR

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
FUNDING REQUESTED IN 2020 BUT NOT APPROVED

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
TAXATION

7. Other Information:

8. Project description for Town Meeting Warrant Book:

PROJECT WOULD ADD STATE REQUIRED SPRINKLER SYSTEM TO SUBSTATION TO ALLOW FOR OVERNIGHT STAFFING IN FUTURE

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 60000*
FY 2024 60000*
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
NOTE: TOTAL COST OF PROJECT HAS NOT BEEN ESTIMATED YET WITH A SPRINKLER CONTRACTOR AND WILL NEED TO BE DONE SOON TO ESTABLISH A PLAN

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:						
Amount to be Added to Reserve in Budget Year:	60,000.00	10,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan
For All Capital Items and Capital Projects
Project Description Form

Department: Fire Department	Project/Item Name: Tower Ladder Replacement
Project Cost: $1,500,000/$250,000	Date: 2022
Effective Life of Project/Item (years) 20	Annual Maintenance Cost: $ 4,000.00

1. Description of Project/Item:
INCREMENTAL FUNDING TOWARD REPLACEMENT OF 2000 PIERCE 85' TOWER TRUCK WITH 500 GALLON TANK AND FIRE PUMP

2. Need for and impact of Project/Item:
REPLACEMENT OF AGING 20 YEAR OLD PIERCE TRUCK. SINCE ITS PURCHASE THERE HAS BEEN $282,538 SPENT ON VEHICLE REPAIRS AND MAINTENANCE FOR 47% OF ITS ORIGINAL COST

3. Describe how the project might be implemented (if applicable):
I WOULD LIKE THE BUDGET COMMITTEE TO CONSIDER A LEASE ON THIS TRUCK. THIS WILL ALLOW THE TRUCK TO BE PURCHASED THIS YEAR WITHOUT ADDITIONAL INTEREST COSTS AND CAN FREE CONSIDERABLE CASH TO PUT TOWARDS THE TRUCK EACH YEAR OR TO FUND OTHER PROJECTS

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
2018-$250,000 2020-$200,000 Current Avaialble Total = $837,824.58
2019- $225,000 2021-$200,000

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
FROM TAXATION OR SURPLUS

7. Other Information:
A LEASE WILL ALLOW THE $250,000 FUNDING THIS YEAR TO BE UTILIZED ELSEWHERE IF NEEDED.

8. Project description for Town Meeting Warrant Book:

THE FIRE CHIEF REQUESTS THAT FUTURE FUNDING BE PLACED INTO THE FUND FOR THE ANTICIPATED FUTURE REPLACEMENT OF THE TOWER TRUCK

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 $250,000* IF COMMITTEE CHOSES TO BUY OUTRIGHT INSTEAD OF LEASE
FY 2024 $125,000* IF COMMITTEE CHOOSES TO BUY OUTRIGHT INSTEAD OF LEASE
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
NOTES: * THIS AMOUNT IS SUBJECT TO INCREASE DUE TO 5% INCREASE IN TRUCK COST ANNUALLY

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:						
Amount to be Added to Reserve in Budget Year:	250,000.00	200,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan
For All Capital Items and Capital Projects
Project Description Form

Department: FIRE DEPARTMENT	Project/Item Name: UTILITY 9 PICKUP
Project Cost: $80,000/$25,000	Date: 2022
Effective Life of Project/Item (years) 10	Annual Maintenance Cost: N/A

1. Description of Project/Item:
ON-GOING INCREMENTAL FUNDING TOWARD REPLACEMENT OF UTILITY 9 PICKUP

2. Need for and impact of Project/Item:
RUST CORROSION AND MILEAGE PROGRESSIVELY IMPACTING SAFETY AND RELIABILITY

3. Describe how the project might be implemented (if applicable):
NEW UTILITY TRUCK WILL BECOME THE NEW BRUSH TRUCK AND THE OLD BRUSH TRUCK WILL BECOME THE NEW UTILITY TRUCK. THIS ALLOWS US TO CONTINUE USING AN OLDER TRUCK TO PUT MILES ON ALLOWING THE BRUSH TRUCK TO RUN UP HIGH MILEAGE

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
2018- $25,000 2019- $0.00 2020-$0.00 2021-$20,000

5. New personnel, equipment, or supplies required:
N/A

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
TAXATION

7. Other Information:
N/A

8. Project description for Town Meeting Warrant Book:

ONGOING FUNDING FOR FUTURE REPLACEMENT OF UTILITY 9 PICKUP TRUCK

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 $10,000
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:						
Amount to be Added to Reserve in Budget Year:	25,000.00	25,000.00				

Attach on separate page(s) additional information (if needed).

FULL-TIME (40 HOURS) FIREFIGHTER JOB DESCRIPTION

PURPOSE:

To provide an understanding of the duties and requirements of the position of firefighter.

OBJECTIVE:

Those members who obtain rank of firefighter within the fire department will be able to perform these duties.

PROCEDURE:

Members desiring to attain a membership and to become a firefighter within the Wells Fire Department must first submit an application to the department. Upon receiving the application, the individual will be contacted as to what process they will have to follow to become a member.

NATURE OF WORK:

Performs fire suppression, rescue such as water, ice, rope, motor vehicle incidents, off road, emergency medical service, mitigating of hazardous materials incidents, disaster response to protect lives, property and the environment; performs all other related or similar work as required which can include fire inspections, fire prevention and education. This list is not all inclusive.

Works under the general direction of the Fire Chief as part of a team. Firefighters receive direct orders from a supervisor who indicates the general work to be performed and outlines the services to be provided. While an employee receives work instructions on the job, employee exercises independent judgment and initiative in the provision of service within the Incident Command System and polices and procedures of the Wells Fire Department and may serve as incident commander when required in the absence of a superior officer.

Employee as a regular or continuing part of the job may lead other employees in accomplishing assigned work and also performs non-supervisory work that is usually of the same kind and levels.

Firefighters are alerted to calls by alarm or pager and will be subject to recalls and are expected to respond, whenever available to do so.

Work is performed under typical emergency conditions consisting primarily of operations at fires, accidents, potential explosions, medical incidents and hazardous emergencies. Work may be performed under stressful conditions, poor weather and during nighttime. Work may involve considerable personal danger, including exposure to fire, toxic substances, and other hazards.

Most contact is with supervisor or the fire chief for the purpose of receiving work assignments and instructions. Other contact is with co-workers for exchanging information about the work at hand and completing tasks at a fire scene or emergencies. Makes contact with the public for reporting potential safety hazards or supplying general information or assistance and regular contact with fire victims or persons in need of medical attention. Contact is in person, in writing, email and or by telephone.

Errors in judgment, performance of duties and in the use of equipment in accordance with established procedures could lead to adverse public relations, endangerment of public health and safety, as well as their own personnel safety; monetary loss, reduced levels of service, confusion and delay in the provision of services and could have legal and/or financial repercussions for the town.

Essential Functions

The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

Drives and operates heavy and light fire apparatus/trucks including pumpers, aerial ladders and rescue trucks. Drives and operates the Town of Wells Ambulances when called upon to., shall be able to operate all power and hand tools, pneumatic tools, medical equipment, personal computers, portable pumps, extraction tools, portable generators, hose, air packs, fire suppression turnout gear, electrical and other fire fighting and rescue equipment including hydraulic and rescue tools, positive pressure ventilators, forcible entry tools and other fire department equipment including standard office equipment.

Provides emergency medical care at emergency scenes as a Licensed Emergency Medical Technician at the basic or higher license level.

Can assist in the investigation of accidents and fires to determine origin and cause including assisting in documenting the incident.

Maintains apparatus, tools, and equipment in accordance with departmental procedures and based on those of the manufacturers.

Attends training programs and meetings in town and with outside agencies as required by the Chief of the department

KNOWLEDGE, ABILITIES AND SKILLS

Knowledge: Working knowledge of firefighting principles and practices as well as basic medical techniques and rescue procedures. Working knowledge of occupational hazards and of safety precautions to be exercised to ensure safe operation of fire apparatus and equipment to assure the safety of fellow workers and the public.

Ability: Ability to interact in a positive and effective manner with employees and the public. Ability to execute oral and written instructions in a precise manner. Ability to command and control emergencies under emergency conditions. Ability to perform mathematical calculations and to interpret results. Ability to perform prolonged physical labor under hazardous and adverse emergency conditions.

Skill: Excellent employee relations and public relations skills and ability to handle multiple tasks. Good judgment, motor operating skills and able to maintain effective staff and customer relations. Skill in use of hand tools, power equipment, and other related equipment to the job of a firefighter within the Wells Fire Department.

Physical and Mental Requirements

Moderate to heavy physical effort for prolonged periods required in connection with fire, rescue, and emergency medical services. Physical demands may require regular pushing, pulling, lifting and dragging of objects more than 175 pounds. Physical agility required accessing all areas of a fire or emergency scene. There is likely to be a great deal of standing, walking, crouching, crawling, ladder climbing, and talking or hearing; use of hand or fingers, handle or feel objects, tools or controls and to reach with hands and arms, bending and climbing and working in lit and unlit areas. Must be able to hear normal sounds, distinguish sound as voice patterns, and communicate orally. Specific vision requirements include close vision and the ability to adjust and focus. Performance of duties and use of equipment is often conducted in hazardous conditions, and Firefighters must be watchful at all times for potential safety hazards to themselves and other fire personnel. Must be able to work in confined areas with little or no visibility while wearing protective clothing and SCBA and must be able to work at elevated heights from ladders and structures. Must be able to maintain composure and carry out responsibilities under pressure.

Minimum Qualifications

This job description is designed to be for all members of the fire department who desire to be members classified as a firefighter. For those members who are applying for a fulltime position it shall be noted directly in this description as to what applies immediately and what areas apply during their probation period.

Education and Experience

High School Degree or equivalent; minimum age of 18 years
Completion of State of Maine or equivalent Firefighter I/II (Required for fulltime employment)
Maine Basic EMT Certification (Required for fulltime employment)

Valid State of Maine Driver's License (18 years of age to be able to drive/operate in an emergency response (Required for fulltime employment))
Basic Pumps or equivalent approved by the Fire Chief (Required for fulltime employment)

Training and Experience

Must be obtained within the probationary period or as soon as practicable

NIMS-ICS IS 700, ICS 100, ICS 200
EVOC/AVOC (Required for fulltime)
Certification on the apparatus assigned. (Required for fulltime Employment)

FY 2022 CIP REQUEST
Wells Capital Improvements Plan Committee
For All Capital Items and Capital Projects
Project Description Form

Department: Public Safety	Project/Item Name Public Safety Parking Lot
Project Cost: $ 71,000.00	Date: 1/20/2021
Effective Life of Project/Item (years) 10	Annual Maintenance Cost:

1. Description of Project/Item:
To hire a 7th public safety dispatcher to have increase the hours with double coverage. We have been augmenting our full-time staff with part-time employees.

2. Need for and impact of Project/Item:
See attached memo from Captain Chabot.

3. Describe how the project might be implemented (if applicable):
As soon as the position is approved we will go through a hiring process.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

5. New personnel, equipment, or supplies required:
Dispatcher

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation

7. Other Information:
Wells receives $105,000.00 from the Town of Oqunquit to provide them with dispatching services for their fire and police.

8. Project description for Town Meeting Warrant Book:
ADDITIONAL PUBLIC SAFETY DISPATCHER: Shall the town vote to create an additional Public Safety Dispatcher position.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023

FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DH	TM	BC	SELECT		
Amount of Check Needed for Year:	71,000.00					
Amount to be Added to Reserve for Year:						

Attach on separate page(s) additional information (if needed).

Wells Police Department

Memo

To: Chief Jo-Ann Putnam

From: Capt. Kevin Chabot, Dispatch Supervisor

Date: January 19, 2021

Re: Additional Dispatch Position

We have been understaffed for many years and augmented with seasonal reserve staffing in our dispatch center. The profession of dispatch has evolved with technology; we are well beyond the days of dispatch having "radio" only responsibilities. This profession continues to require more initial mandatory training (12 weeks), continuing education, and has higher demand. We have placed a strain on our center juggling their multi-task environment while continuing to deliver a high customer service approach; we have continued to avoid automated call answering found in other dispatch centers. The practice of using part-time or seasonal staff is inefficient and poses a threat to the continuity of our center. Like the communities of Wells & Ogunquit, we continue to grow both in call volume and increased responsibility.

I am proposing an additional entry-level dispatch position to ensure 16 hours of coverage with two dispatchers during peak times (from 1000-0200). By adding a 7th dispatch position, we may also free time up for our state mandated quality assurance reviews, and audits. Attached is a dispatch analysis of our center compared to our surrounding centers; with a 7th dispatch position, we are still considered "understaffed" in call volume compared to other centers, but we have at least begun to close the gap.

Entry-Level Pay: (Assumed: Family plan health POS-C)

WEEKLY	ANNUAL	MEDICARE	FICA	RETIREMENT	HEALTH INSURANCE	TOTAL ANNUAL COST
$854.14	$44,415.28	$644.02	$2,753.75	$4,796.85	$18,385.64	**$70,995.54**

Dispatch Center Analysis: January 2021

	Calls for Service	FT Staff	E-911 Transfers	Combined Calls	EMD/EF	Dispatches for:
Biddeford*	47,484	15	19,061	66,560	Yes	Biddeford | FD: Hollis, Alfred, Dayton, Lyman, Waterb
Buxton	14,499	5	0	14,499	No	Buxton (dispatch only)
Kennebunkport	14,300	4	0	14,300	No	Kennebunkport (dispatch only)
Kittery	36,000	6	0	36,000	Yes	Kittery | Eliot
Portsmouth, NH	50,000	10	0	50,000	No	Portsmouth (dispatches only)
Saco	35,000	9	0	35,000	Yes	Saco
Scarborough*	55,162	12	?	55,162	Yes	Scarborough | OOB | Buxton 9-1-1 transfer/EMD
Wells	38,130	6	0	38,130	Yes	Wells | Ogunquit
Waterville	50,000	9	0	50,000	Yes	7 towns (4 police departments)
York*	31,000	8	13,000	44,000	Yes	York

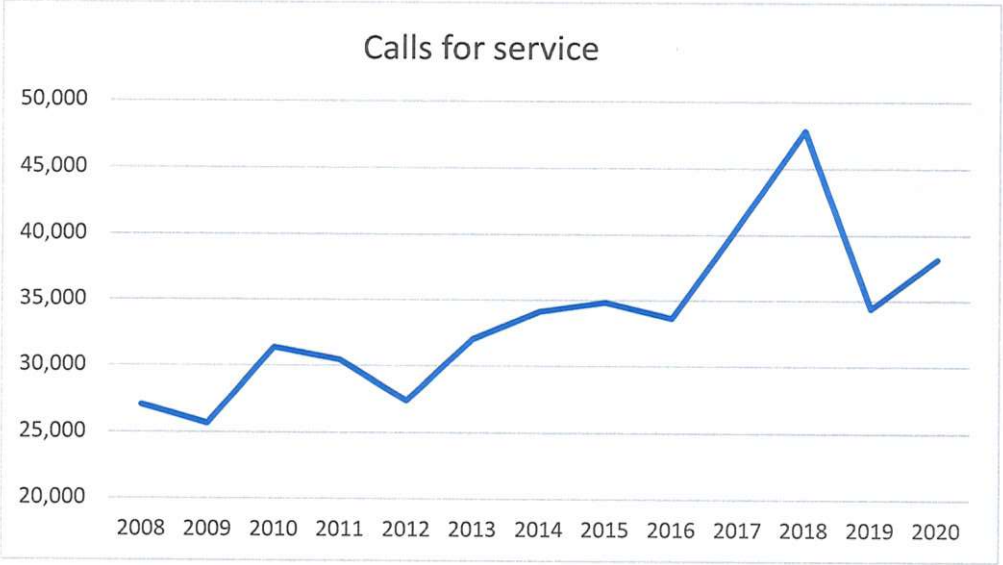
*Denotes PSAP Center

Average combined calls per dispatcher: 4,805

Wells Dispatch calls per dispatcher 6,355

Prior to 2000 - CTO required
2008 - Required EMD
2017 - Required EFD
2017 - ETC becomes required
2017 - Approved for 6th dispatch position

Year	Calls for service	EFD	EMD
2008	27,043		ND
2009	25,668		ND
2010	31,367		ND
2011	30,405		ND
2012	27,395		ND
2013	32,000		ND
2014	34,090		ND
2015	34,808		ND
2016	33,599		ND
2017	40,650	ND	ND
2018	47,787	ND	ND
2019	34,364	343	1,127
2020	38,130	304	1,135



Wells Dispatch Analysis: January 2021

Services Provided:

1. Call in for police, fire, ems (business purposes)
2. Call for emergency police, fire, ems
3. Walk-in complaints for police service
4. Sex offender check in
5. Probationer check in
6. Bail condition (court directed) check in
7. Parking ticket grievance
8. Concealed gun permit issuance (after hours)
9. Record requests
10. Maintenance of sites in system (Cautions, Business sites)
11. Quality assurance 100 EMD & 100 EFD calls per month (takes 15 mins per call)
12. Controls: Wells PD & FD, Ogunquit PD & FD, Wells Public works, Lifeguard channels.
13. CMP power outage calls
14. Sewer District after-hours
15. I am Responding pre-alert system
16. Teletype system monitoring and sending

Additional Services not typical:

1. Good Morning Program
3. Permit to operate uninspected/unregistered
4. AVL (GPS for town vehicles)
5. Rapid SOS tracking
6. Camera monitoring of building / Door access controls for building
7. Drug Take Back (in lobby)
8. Notary Public

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Public Works	Project/Item Name: Paving/Culverts/Bridges
Project Cost: $1,600,000	Date: 1/27/2021
Effective Life of Project/Item (years) 10years	Annual Maintenance Cost:

1. Description of Project/Item:
Funding for the annual paving and construction projects.

2. Need for and impact of Project/Item:
Up keep and improvements for town streets and roads.

3. Describe how the project might be implemented (if applicable):

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

FY 21	$1,100,000	FY 18	$ 1,000,000	FY 15	$ 950,000
FY 20	$1,000,000	FY 17	$ 1,000,000		
FY 19	$1,008,000	FY 16	$ 1,000,000		

5. New personnel, equipment, or supplies required:
None

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation and/or surplus.

7. Other Information:

8. Project description for Town Meeting Warrant Book:

The Public Works Director has a long list of paving projects and additional surface coats to streets previously reconstructed.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 Add and Spend $1,800,000
FY 2024 Add and Spend $1,800,000
FY 2025 Add and Spend $1,500,000
FY 2026 Add and Spend $1,000,000
FY 2027 Add and Spend $1,000,000
FY 2028 Add and Spend $1,000,000
FY 2029 Add and Spend $1,000,000
FY 2030 Add and Spend $1,000,000
FY 2031 Add and Spend $1,000,000

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to be Spent in Budget Year	1,600,000.00	1,200,000.00				
Amount to be Added to Reserve in Budget Year	1,600,000.00	1,200,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Public Works	Project/Item Name: Equipment Replacement
Project Cost: $480,000.00	Date: 1/27/2021
Effective Life of Project/Item (years) 7 to 10 y	Annual Maintenance Cost: 1100.00/unit

1. Description of Project/Item:

Replacement of Trucks and Heavy Equipment.

Truck 4	$173,787	JD Excavator	$135,000
Truck 5	$173,787		

2. Need for and impact of Project/Item:

Trucks and Equipment are worn out and beyond life expectancy.

3. Describe how the project might be implemented (if applicable):

Equipment listed in the third year is essential for the department to continue to operate effectively.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

FY 21	$480,000	FY 18	$200,000
FY 20	$318,086	FY 17	$150,000
FY 19	$100,000	FY 16	$25,000

5. New personnel, equipment, or supplies required:

No new employees.

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):

Add fund from taxation and spend from fund 0701.

7. Other Information:

8. Project description for Town Meeting Warrant Book:

Public Works Equipment Replacement over a 6 year plan. Year 3 replaces 2 trucks and purchases an excavator.

9. Future project funding requests for next 9 years (listed by fiscal year)	
FY 2023	Add and Spend $465,000.00 Truck 7 $185,000 Truck 11 $95,000 Truck 10 $185,000
FY 2024	Add $250,000 and Spend $100,000 Chipper $40,000 20 Ton Trailer $60,000
FY 2025	Add $250,000 and Spend $195,000 Bob Cat $130,000 Pavement Saw $10,000 2 - Plate Compactors $10,000
FY 2026	Add $250,000
FY 2027	Add $100,000
FY 2028	Add $100,000
FY 2029	Add $100,000
FY 2030	Add $100,000
FY 2031	Add $100,000

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to be Spent in Budget Year	470,000.00	340,000.00				
Amount to be Added to Reserve in Budget Yea	470,000.00	400,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Public Works	Project/Item Name: Crushing old material
Project Cost: $60,000	Date: 1/26/2021
Effective Life of Project/Item (years) 1 year	Annual Maintenance Cost: none

1. Description of Project/Item:
This project is proposed to crush the large pieces of asphalt and concrete thta have been dumped in the pit for years into small pieces that can be used as gravel.

2. Need for and impact of Project/Item:
This project will produce a useable material for DPW maintenance operations. The existing pieces are very large and some of the concrete contains steel which makes it useless in its present condition. The end product of the crushing will save the cost of purchasing gravel for DPW work.

3. Describe how the project might be implemented (if applicable):
Like last year, a bid package would be used to solict bids for the work. The project would then be suggested to be awarded to the lowest responsible bidder.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
2020

5. New personnel, equipment, or supplies required:
none

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
taxation

7. Other Information:
Even after this second year of crushing, a large pile of big pieces of asphalt and concrete will remain.

8. Project description for Town Meeting Warrant Book:
For many years old pieces of asphalt and concrete from public and private projects were dumped in the pit behind DPW. These pieces are too large to be useable, but they can be crushed to produce a material that can be used for gravel. The gravel in the pit has been depleted, so DPW has had to purchase gravel. This proposed project will turn unuable material into gravel.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 $60,000
FY 2024 $60,000
FY 2025 $60,000
FY 2026 $60,000
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:	60,000.00	60,000.00				
Amount to be Added to Reserve in Budget Year:	60,000.00	60,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Technology Committee	Project/Item Name: Tech Committee
Project Cost: $ 12,600.00	Date: 1/28/2021
Effective Life of Project/Item (years) Various	Annual Maintenance Cost:

1. Description of Project/Item:
Funding for future purchase of public computers at the library. Put in $2,000 into fund. Put $10,600 into the fund for GIS funding needs.

2. Need for and impact of Project/Item:
The library public computers are used frequently by patrons. Saving for new computers for future replacement as needed. GIS funding is for orthoimagery replenishment for funding needed in FY 2023 for aerial imagery/LIDAR purchase.

3. Describe how the project might be implemented (if applicable):
Funding for future projects.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

FY 16	$41,682	FY 19	$12,500
FY 17	$41,682	FY 20	$2,500
FY 18	$41,600	FY 21	$14,100

5. New personnel, equipment, or supplies required:
New computers in the future.

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation

7. Other Information:

8. Project description for Town Meeting Warrant Book:

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 Add 12,000 to fund for GIS and Library Computers. Spend $25,000 for aerial imagery.
FY 2024 Add 12,000 to fund for GIS and Library Computers.
FY 2025 Add 12,000 to fund for GIS and Library Computers. Spend $10,000 for computers.
FY 2026 Add 12,000 to fund for GIS and Library Computers.
FY 2027 Add 12,000 to fund for GIS and Library Computers.
FY 2028 Add 12,000 to fund for GIS and Library Computers.
FY 2029 Add 12,000 to fund for GIS and Library Computers. Spend $10,000 for computers.
FY 2030 Add 12,000 to fund for GIS and Library Computers.
FY 2031 Add 12,000 to fund for GIS and Library Computers.

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:						
Amount to be Added to Reserve in Budget Year:	12,600.00	12,600.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Harbor	Project/Item Name: Dredge CIP
Project Cost: $750,000.00	Date: 1/26/2021
Effective Life of Project/Item (years) 10	Annual Maintenance Cost:

1. Description of Project/Item:
This project is to fund future dredging and enviromental permitting.

2. Need for and impact of Project/Item:
Wells harbor is always in need of maintanance dredging and is currntly on the USACOE list for a complete dredge within 5 years.

3. Describe how the project might be implemented (if applicable):

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation.

7. Other Information:
Wells Harbor is on the U.S. Army Corps fo Engineers list for a complete dredge in the next 5 years.

8. Project description for Town Meeting Warrant Book:

Future Wells Harbor dredge projects.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2022 $30,000.00
FY 2023 $30,000.00
FY 2024 $30,000.00
FY 2025 $30,000.00
FY 2026 $30,000.00
FY 2027 $30,000.00
FY 2028 $30,000.00
FY 2029 $30,000.00
FY 2030 $ 30, 000.00

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:	30,000.00	30,000.00				
Amount to be Added to Reserve in Budget Year:	30,000.00	30,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Harbor	Project/Item Name: Float replacement fund
Project Cost: $480,000.00	Date: 1/25/2021
Effective Life of Project/Item (years) 30	Annual Maintenance Cost: $ 1,500.00

1. Description of Project/Item:
The pupose of this project is to save funds for future replaceme nt.

2. Need for and impact of Project/Item:
The Town has over 80 floats reaching the end of their useful life expectancy. A 24'x6' float cost about $6000.00 each

3. Describe how the project might be implemented (if applicable):
The floats can be replaced one by one as safety becomes a issue.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
20000

5. New personnel, equipment, or supplies required:
None

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation

7. Other Information:

8. Project description for Town Meeting Warrant Book:

Wells Harbor float replacement fund.

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023 30,000.00
FY 2024 30,000.00
FY 2025 30,000.00
FY 2026 30,000.00
FY 2027 30,000.00
FY 2028 30,000.00
FY 2029 30,000.00
FY 2030 30,000.00
FY 2031 30,000.00

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:	30,000.00	30,000.00				
Amount to be Added to Reserve in Budget Y	30,000.00	30,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan
For All Capital Items and Capital Projects
Project Description Form

Department: Library	Project/Item Name: Air Conditioner Replacement
Project Cost: $47,000	Date: 1/29/2021
Effective Life of Project/Item (years) 20	Annual Maintenance Cost: $1,500

1. Description of Project/Item:

Refrigerant recovery; Removal and disposal of the (4) air handlers, and condensing units. The installation of (4) 60,000 BTU "Trane" high efficiency air handlers, and condensing units. New insulated duct transitions. Reconnection of the existing refrigerant and condensate piping. Reconnection of the line and low voltage wiring. Secondary (emergency) drain pans with water sensors. Low ambiant and hard start accessories. MERV-13 air filtration. Start, set up, and test the (4) new a/c systems.

2. Need for and impact of Project/Item:
Remaining four (4) air conditioner condensers need to be replaced due to age and maintenance costs. The existing units are 29 years old. New units will be more energy efficient.

3. Describe how the project might be implemented (if applicable):
There are 5 units. One was approved for replacement in FY 21 and will be replaced in spring 2021. The other 4 would be replaced in the fall after the need for air conditioning has abated.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
2021 $10,000 1 A/C unit and handler

5. New personnel, equipment, or supplies required:
None

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Taxation

7. Other Information:

8. Project description for Town Meeting Warrant Book:
Library air conditioners and air handlers replacement

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:	47,000.00	23,000.00				
Amount to be Added to Reserve in Budget Year:	47,000.00	23,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan
For All Capital Items and Capital Projects
Project Description Form

Department: Wells EMS	Project/Item Name: Ambulance Replacement
Project Cost: $80,000.00	Date: 1/26/2021
Effective Life of Project/Item (years):	Annual Maintenance Cost: $2,000.00

1. Description of Project/Item: Request monies to be added annually to the Wells EMS Ambulance account #0715 for the purpose of replacing an ambulance as part of a 3 year replacement plan.

2. Need for and impact of Project/Item:
Wells EMS has 3 ambulances that are used to cover calls for service. With the annual increase in calls for service, mileage and general wear on the vehicle increases as does the cost of maintenance. In 2013 the Board of Selectmen approved a 3 year ambulance replacement plan.

3. Describe how the project might be implemented (if applicable):
$80,000.00 per year would be added to the CIP ambulance account which would total $240,000.00 after 3 years. Any cost above the $240,000.00 would be brought to the Selectmens attention of a plan to be implemented to cover the overage.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
Since 2013 $60,000 per year has been added to the ambulance account. The account was used for the purchase of a new ambulance in 2019. In FY 20 the amount was raised to $80,000.

5. New personnel, equipment, or supplies required:
None

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Additions to fund from taxation and spending from CIP Reserve Accoutn #0715

7. Other Information:

8. Project description for Town Meeting Warrant Book:

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:						
Amount to be Added to Reserve in Budget Year:	80,000.00	80,000.00				

Attach on separate page(s) additional information (if needed).

Request # _____

FY 2022 CIP REQUEST

Wells Capital Improvements Plan Committee

For All Capital Items and Capital Projects

Project Description Form

Department: Wells EMS	Project/Item Name: Major Medical Devices
Project Cost: $20,000	Date: 1/26/2021
Effective Life of Project/Item (years):	Annual Maintenance Cost: $5,000

1. Description of Project/Item:
Replace two (2) PhysioControl LifePak 15 monitor/defibrillators. These units according to the company have reached their life span. Company will no longer support the devices. Both units are over 10 yrs old. Cost is $38,000.00

2. Need for and impact of Project/Item:
Wells EMS uses three (3) 12 Lead Cardiac Monitors on the ambulances as well as 6 AED's used in Police Patrol vehicles. Other major equipment to be replaced or purchased include new ambulance stretchers, Mechanical CPR devices, video Laryngoscopes, IV Pumps and the cardiac monitors/AEDs.

3. Describe how the project might be implemented (if applicable):
Wells EMS currently has 3 new 12 Lead Monitors on the ambulances as wells as 6 new AED's in Wells PD Patrol Cars. Ambulance stretchers need to be replaced every 10 yrs. Current pricing for stretchers is $16,000.00 each.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):
Account #0735 was established in FY 10. Each year $15,000 has been placed in account via CIP requests. Beginning in FY 20 the amount was increased to $20,000.00

5. New personnel, equipment, or supplies required:
None

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Additions to come from taxation and spending from exisiting CIP Reserve Account #0735.

7. Other Information:

8. Project description for Town Meeting Warrant Book:

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023: Replace one (1) PhysioControl LifePake 15 monitor/defibrillator. This unit according to the company has reached its life span. Company will no longer support the device. Unit will be over 10 yrs old. Cost will be $16,000.00
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

IMPLEMENTATION SCHEDULE (Fiscal Years)

	DH	TM	BC	BOS		
Amount of Check Needed per Year:	40,000.00	40,000.00				
Amount to be Added to Reserve per Year:	15,000.00	15,000.00				

Attach on separate page(s) additional information (if needed).

Special Revenue Funds by Fund Number
Special revenue funds are established to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

Fund Name and Description	Type	Account #	Bal 6/30/16	Bal 6/30/17	Bal 6/30/18	Bal 6/30/19	Bal 6/30/20	Bal 1/31/21
Moorings & Floats (0012) – This fund is used to account for transactions related to the rental of the moorings and floats.	Special	0012	183,495	190,965	278,832	330,713	400,417	413,832
Harbor Mooring Tender (0013) - This fund is used to account for transactions related to the repair of moorings and floats.	Special	0013	28,971	38,701	62,983	-10,113	-18,891	1,109
Background Checks (0470) – Fees required when business applications involved massage, taxi or an ice cream vendor.	Special	0470	270	315	390	405	405	405
Smoke/Carbon Monoxide Program Fund (0480) - To account for transactions related to a program run by the Code Enforcement Office to help get smoke/carbon monoxide detectors in homes of income eligible citizens.	Special	0480	917	809	809	809	809	809
Wells Activity Center (0522) - Used to account for transactions related to all the special functions held at the Wells Activity Center.	Special	0522	25,456	33,509	38,774	29,598	24,037	20,442
Central Area Dev Beautification (0550) – This fund is used to account for transactions related to beautification of town owned properties.	Special	0550	20,111	20,111	20,111	20,111	20,111	20,111
Boat Tank Pumpout System Grant (0570) – This fund is used to account for transactions relating to the maintenance of the pumpout system.	Special	0570	6,022	6,022	6,022	-10,798	-1,035	-1,035
Public Works Equip Res (0701)	Capital	0701	46,842	197,575	378,414	447,208	130,749	606,609
Fire Truck Reserve (0703)	Capital	0703	975,542	651,002	356,725	448,725	662,825	882,825
Sidewalk & Bicycle Reserve (0704) – This fund is used to account for transactions related to repair and construction of sidewalks & bicycle paths.	Special	0704	235,749	137,979	168,442	167,931	242,931	163,381
Conservation Landbank Reserve (0705) – This fund is used to account for transactions related to the purchase of land for conservation and open space.	Special	0705	622,670	477,861	291,463	189,924	280,603	259,086
Municipal Land Reserve (0706) – This fund is used to account for transactions related to the purchase of property for municipal facilities and to capitalize on real estate opportunities.	Special	0706	50,027	89,910	89,910	89,910	89,909	89,909
Infrastructure Reserve (0708) – This fund is used to account for transactions related to replacement of seawalls and bridges.	Special	0708	617,573	554,321	410,195	574,438	751,799	1,081,181
Inland Golf (0713) – To account for fees received from the sale of lots at the Old Marsh Golf Course and residential community located on Route 9B. Funds can be used by the Town for specific purposes.	Special	0713	220,700	430,700	685,700	806,700	354,614	504,614

Special Revenue Funds by Fund Number
Special revenue funds are established to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

Fund Name and Description	Type	Account #	Bal 6/30/16	Bal 6/30/17	Bal 6/30/18	Bal 6/30/19	Bal 6/30/20	Bal 1/31/21
Ambulance (0715) – This fund is used to account for transactions related to ambulance replacement in conjunction with the Wells Emergency Services.	Special	0715	176	60,176	120,176	176	80,176	160,176
Wells Transport Center (0717) – This fund is used to account for transactions related to the operational shortfalls at the transportation center.	Special	0717	-9,243	-23,342	-1,163	0	0	0
Public Works Crushing (0721) - This fund was created in FY 2021 to account for funds to convert asphalt and concrete into gravel that can be used by the department.	Special	0721	0	0	0	0	0	60,000
Pavings/Bridges/Culverts (0723) - This fund is used for transactions related to repair and replacement of roads, bridges, and culverts.	Capital	0723	0	0	55,764	264	217,044	271,708
Beautification Reserve (0727) - Originally approved at the FY 2005 Town meeting with subsequent additions in FY 06 and FY 07 for beautification projects on town-owned land and facilities.	Special	0727	35,288	55,994	37,102	24,951	24,951	54,951
Activity Center Parking (0729) - Approved at the FY 2005 Town Meeting for parking lot improvements and enlargement.	Special	0729	3,780	3,780	3,780	3,780	3,780	3,780
Library Beautification Fund (0731) - Approved at the FY2006 Town Meeting to improve landscaping and signage.	Special	0731	20,000	20,000	20,000	20,000	20,000	20,000
Rec Site Plan (0732) - Approved at the FY 2007 Town Meeting to develop a site plan for the Recreation Department as part of its long range strategic plan.	Special	0732	5,000	5,000	5,000	5,000	5,000	5,000
FD Misc Op Equip Res. (0734)	Capital	0734	43,079	16,831	47,219	80,231	193,676	283,512
WEMS EKG/DEFIB (0735)	Capital	0735	10,804	25,804	40,804	55,804	33,804	48,804
TC Voting Machines (0736) - This fund is used to account for transactions related to lease/purchase of machines to according to State and Federal guidelines.	Capital	0736	45,618	43,010	36,622	34,014	25,679	23,273
PD Donations (0738)	Capital	0738	3,103	3,103	3,103	3,103	3,200	3,200
Town Wide Misc (0739) – Approved at FY 11 Town Meeting for unknown daily maintenance throughout the Town.	Special	0739	22,179	35,060	38,383	90,923	170,897	220,897
Work Station Refresh (0740) – Rotating three year program to refresh/update Town computers.	Special	0740	83,217	201,805	323,189	392,164	300,488	299,994
Sans 2 (0741) – Upgrades for Town servers to stabilize domain.	Special	0741	68,259	61,849	61,849	61,849	849	849

Special Revenue Funds by Fund Number
Special revenue funds are established to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

Fund Name and Description	Type	Account #	Bal 6/30/16	Bal 6/30/17	Bal 6/30/18	Bal 6/30/19	Bal 6/30/20	Bal 1/31/21
PD Recorder/Misc Oper Equip(0742) – Used to record the emergency and business phones in Dispatch and the Police, Fire and EMS radio traffic. Also includes tower project and other equipment purchases.	Special	0742	13,870	13,690	13,690	115,190	612,330	634,494
Asessor Revaluation (0744) - Used to record funding for revaluations.	Special	0744	0	0	0	25,000	40,000	80,000
Solar Panel Buy-Out (0745) - Used to track funds to purchase solar panels at time of buy out option	Special	0745	0	10,000	20,000	30,000	40,000	11,000
Eastern Trail Design Work (0746) - Used to track funds for the design work for the Eastern Trail	Special	0746	0	-891	-891	-891	-891	-891
Walden Renewables - Solar (0747) - Created in FY 19. Used to track transactions involving the feasibility study of leasing Town land for solar projects. Eventually it will be used for lease payment transactions.	Special	0747	0	0	0	4,160	7,084	7,084
Pay Classification (0803) – This fund is used to account for transactions related to pay scale studies at the Town Office.	Special	0803	5,624	5,624	5,624	5,624	5,624	0
Beach Erosion Reserve (0804) – This fund is used to account for transactions related to federal and state matching grants for restoring sand to the beaches.	Restricted	0804	123,533	167,800	212,273	258,173	301,333	341,596
Harbor Dredge (0805) – This fund is used to account for transactions related to harbor dredge incidents.	Special	0805	0	0	0	60,000	90,000	106,454
Future Beach Sand Purchase (0806) - This fund is used to account for transactions related to future beach sand purchases from local area dredges.	Special	0806	194,652	192,405	192,405	192,405	192,405	0
Cable Studio Upgrades (0807) - Created FY 15 to account for transactions relating to upgrading cable studio	Special	0807	46,754	46,754	14,356	6,387	6,387	6,387
Sick Leave (0808) – This fund is used to account for transactions related to the cost of replacing employees that are out for long term care.	Special	0808	-3,728	-3,728	-3,728	-3,728	-3,727	-3,727
Traffic Study (0814) – This fund is used to account for transactions related to the traffic impact study.	Special	0814	15,596	35,596	23,945	21,925	21,925	21,925
Wells Conservation (0816) – This fund is used to account for transactions related to the special conservation projects or improvements.	Special	0816	16,281	16,281	16,281	16,281	16,281	0
Building Improvements (0817) – This fund is used to account for transactions related to repairs and maintenance on the transfer station roof.	Special	0817	-6,073	17,493	70,144	101,364	101,364	186,364
Walter Marsh Field Area (0824) – This fund is used to account for transactions related to repairs and maintenance of the recreation field on 9A.	Special	0824	1,389	1,389	1,389	1,389	1,389	1,389

Special Revenue Funds by Fund Number
Special revenue funds are established to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

Fund Name and Description	Type	Account #	Bal 6/30/16	Bal 6/30/17	Bal 6/30/18	Bal 6/30/19	Bal 6/30/20	Bal 1/31/21
Revolving Vehicle Loan (0827) – This fund is used to account for transactions related to the purchase and refunding for new vehicles.	Special	0827	53,886	62,049	62,049	62,049	56,016	52,348
Tech Comm/Mapping (0830) – This fund is used to account for transactions related to computer mapping project as part of the GIS master plan.	Special	0830	75,706	92,545	59,274	43,998	35,410	46,610
Public Safety Facility (0840)	Capital	0840	93,431	44,078	13,409,261	4,623,994	1,357,985	132,435
Public Safety Beautification (0841) - Formed in FY 19 to account for beautification projects at the public safety facility on Route 1.	Special	0841	0	0	0	47,779	61,016	-305
Public Safety Additional Parking (0843) - Formed in FY 21 to account for funding needed to complete the additional parking area for the public safet complex on Route 1.	Special	0843	0	0	0	0	0	40,000
Library (0851) – This fund is used to account for transactions related to the library building expansion.	Special	0851	6,518	-6,605	260,949	80,273	63,236	64,039
Library Board (0852) - Used for disbursements/donations for the library.	Special	0852	-44	-44	-44	-44	-44	-44
Library Donations (0853) – This fund is used to account for transactions relating to the library.	Special	0853	12,479	9,272	12,320	13,485	18,399	20,905
Town Maps (0901) – This fund is used to account for transactions involved with repairs and replacement of the engineering copier.	Special	0901	5,663	5,895	6,265	6,265	6,339	6,339
School House 9 (0903) – This fund is used to account for transactions related to the upkeep of the school house.	Special	0903	20,405	20,405	20,413	20,293	20,293	20,293
Preservation (0906) - Originally approved at the FY 2005 Town Meeting with an addition in FY 06 for restoration work in conjunction the Town Historic Preservation Commission at the 1710 Cape (located adjacent to the Town Hall). The Town acquired the house in 1999. Renamed in FY 19 to Preservation to account for preservation transactions for Town owned properties.	Special	0906	97	57	57	30,323	30,323	26,626
Harbor Park General (0907) – This fund is used to account for transactions related to improvements and repairs at the harbor park. Also used for rentals of gazebo and pavillion.	Special	0907	34,628	48,194	48,771	51,949	54,860	57,308
Harbor Park Burke Memorial (0909) – Funds used to maintain the Joan Burke path.	Special	0909	863	863	863	863	863	863
Joseph Bednarz Memorial (0910) – This fund is used to account for transactions related to a park bench.	Special	0910	1,081	572	722	3,824	5,094	7,539

Special Revenue Funds by Fund Number
Special revenue funds are established to account for the proceeds of specific revenue sources (other than expendable trusts or for major capital projects) that are legally restricted to expenditures for specific purposes.

Fund Name and Description	Type	Account #	Bal 6/30/16	Bal 6/30/17	Bal 6/30/18	Bal 6/30/19	Bal 6/30/20	Bal 1/31/21
Harbor Park Concerts (0914) – This fund is used to account for transactions related to summer concerts in the park.	Special	0914	11,942	11,606	8,536	3,294	6,598	8,103
Harbor Park Pavilion (0915) – This fund is used to account for transactions related to the building or the pavilion by the Rotary Club.	Special	0915	4,909	4,535	4,535	4,535	4,535	4,535
Dry Hydrants (0922) – This fund is used to account for transactions related to installation and maintenance of dry hydrants.	Special	0922	17,737	17,737	17,737	17,737	17,737	17,737
Wells Police Association (0925) – This fund is used to account for transactions related to employee to employee concerns.	Restricted	0925	2,146	3,842	4,606	2,493		
Fire Grants (0940) - Used to account for transactions related to grants applied for and subsequently received by the Fire Department.	Restricted	0940	10,606	20,747	20,747	20,747	20,747	20,747
Police Grants (0941) - Used to account for transactions related to grants applied for and subsequently received by the Police Department.	Restricted	0941	0	0	4,748	4,748	4,748	4,748
Wellness Works (0942) – Grants related to activities of the Town's wellness committee.	Restricted	0942	573	52	253	-334	150	150
Harbor Plan Update (0944) - This fund is used to account for transactons related to updating the Harbor Plan.	Special	0944	-2,502	-2,502	-2,502	-2,502	-2,502	-2,502
Dispatch - OGT (0947) - This fund is used to account for transactions for shared dispatch services with Ogunquit	Special	0947	119,583	117,417	115,256	29,506	506	506
Maine Coastal Program Grant (0948) - This fund was established to account for matching grant funds used for coastal grant projects.	Special	0948	-10,745	3,272	28,719	1,023	4,766	4,766
FEMA Map Study (0950) - Created FY 14 to account for transactions related to the FEMA Map Study in 2014	Special	0950	-12,640	-12,640	-12,640	-12,640	-12,640	-12,640
Harbor Grants (0951) - Created FY 15 to account for various grants that the Harbor Master is awarded	Special	0951	19,700	-12,405	-12,405	-12,405	-12,405	-12,405
FLAP Grant - Furbish Rd (0952) - Created FY 19 to account for transactions related to the grant application for the Furbish Rd Project.	Special	0952	0	0	0	-11,486	-16,488	-32,790
FLAP Grant - Harbor Rd (0953) - Created FY 19 to account for transactions related to the grant application for the Harbor Rd Project.	Special	0953	0	0	0	-4,594	-18,516	-72,493
GRAND TOTALS			4,239,525	4,270,205	18,204,577	9,716,275	7,157,357	7,294,914

TABLE 7
ENTERPRISE CAPITAL IMPROVEMENT PROGRAM

					Proposed From				
	EXISTING	Balance	CIP FY 22	CIP FY 22		Undistributed			
	FUND	1/31/2021	Allocate for Expense	Spend from Fund	Taxes	Budget	Reserves	Use of Revenues	Enterprise Funds
Buildings and Building Improvements									
Sub Total- Building Improvements			**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Conservation									
Sub Total- Conservation			**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Vehicles									
Sub Total- Vehicles			**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Technology Plan									
Sub Total- Technology Plan			**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Infrastructure									
Recreation - Parking Lot Extension	0505	614,315.19		56,000.00					
Sub Total- Infrastrucure			**0.00**	**56,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Equipment									
Recreation - Mower Replacement	0505	614,315.19	4,000.00	15,000.00					4,000.00
Sub Total- Equipment			**4,000.00**	**15,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**4,000.00**
Other									
Sub Total - Other			**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Grand Total			**4,000.00**	**71,000.00**	**0.00**	**0.00**	**0.00**	**0.00**	**4,000.00**
FY 2021 Totals			**228,000.00**	**277,500.00**	**0.00**	**0.00**	**0.00**	**0.00**	**232,000.00**
Difference			-224,000.00	-206,500.00	0.00	0.00	0.00	0.00	-228,000.00

FY 2022 CIP REQUEST
Wells Capital Improvements Plan

For All Capital Items and Capital Projects

Project Description Form

Department: Recreation	Project/Item Name: Equipment: Ztrak Mower
Project Cost: $15,000	Date: 2/1/2021
Effective Life of Project/Item (years):	Annual Maintenance Cost:

1. Description of Project/Item: Ztrak Riding Mower & Hopper to maintain 2 Multi-Sports fields and lawns around office and playground area.
2. Need for and impact of Project/Item: Current Mower is old and is ready to be replaced.
3. Describe how the project might be implemented (if applicable):
4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable): Currently have $11,465.06 in reserve to replace mower
5. New personnel, equipment, or supplies required:
6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.): Enterprise - Equipment 0505
7. Other Information:
8. Project description for Town Meeting Warrant Book:

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:	15,000.00	15,000.00				
Amount to be Added to Reserve in Budget Year:	4,000.00	4,000.00				

Attach on separate page(s) additional information (if needed).

FY 2022 CIP REQUEST
Wells Capital Improvements Plan
For All Capital Items and Capital Projects
Project Description Form

Department: Recreation	Project/Item Name: Infrast.: Parking Lot Ext
Project Cost: $ 220,000.00	Date: 1/28/2021
Effective Life of Project/Item (years):	Annual Maintenance Cost:

1. Description of Project/Item:
Extend existing parking lot at Walter Marsh Recreation Area to include 62 additonal parking spaces.

2. Need for and impact of Project/Item:

3. Describe how the project might be implemented (if applicable):
Need an additional $70,000 to be spent from the Enterprise Account for the difference in cost of the project.

4. Years previously on the CIP; funding received in each of the past five (5) years (if applicable):

5. New personnel, equipment, or supplies required:

6. Funds to come from what Funding Source (i.e. existing CIP Reserve Fund, Taxation, Grants, etc.):
Enterprise: 0505

7. Other Information:

8. Project description for Town Meeting Warrant Book:

9. Future project funding requests for next 9 years (listed by fiscal year)
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030
FY 2031

BUDGET REVIEW PROCESS

	DEPT	TM	BC	SELECT		
Amount to Be Spent in Budget Year:	70,000.00	70,000.00				
Amount to be Added to Reserve in Budget Year:						

Attach on separate page(s) additional information (if needed).

SUMMARY FOR ALL ENTERPRISE	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
REVENUES	$ (1,109,409)	$ (1,244,970)	$ (848,296)	$ (1,168,500)	$ (1,168,500)	$ (384,574)	$ (871,500)	$ 297,000	-25.42%
SALARY & BENEFITS	$ 437,471	$ 434,191	$ 539,044	$ 590,349	$ 590,349	$ 315,860	$ 511,999	$ (78,350)	-13.27%
OPERATIONS	$ 532,062	$ 535,175	$ 481,060	$ 843,660	$ 843,660	$ 270,428	$ 521,100	$ (322,560)	-38.23%
TOTALS	**$ (139,875)**	**$ (275,604)**	**$ 171,808**	**$ 265,509**	**$ 265,509**	**$ 201,714**	**$ 161,599**	**$ (103,910)**	**-39.14%**
ENTERPRISE REVENUE SUMMARY									
BEACH	$ (525,702)	$ (560,165)	$ (501,389)	$ (575,000)	$ (575,000)	$ (313,012)	$ (549,000)	$ 26,000	-4.52%
RECREATION	$ (583,707)	$ (684,805)	$ (346,907)	$ (593,500)	$ (593,500)	$ (71,562)	$ (322,500)	$ 271,000	-45.66%
SUBTOTAL REVENUES	**$ (1,109,409)**	**$ (1,244,970)**	**$ (848,296)**	**$ (1,168,500)**	**$ (1,168,500)**	**$ (384,574)**	**$ (871,500)**	**$ 297,000**	**-25.42%**
ENTERPRISE SALARY & BENEFITS SUMMARY									
BEACH	$ 247,607	$ 230,735	$ 335,361	$ 347,710	$ 347,710	$ 255,662	$ 338,025	$ (9,685)	-2.79%
PARKS & RECREATION	$ 189,864	$ 203,455	$ 203,683	$ 242,639	$ 242,639	$ 60,198	$ 173,974	$ (68,665)	-28.30%
SUBTOTAL SALARY & BENEFITS	**$ 437,471**	**$ 434,191**	**$ 539,044**	**$ 590,349**	**$ 590,349**	**$ 315,860**	**$ 511,999**	**$ (78,350)**	**-13.27%**
ENTERPRISE OPERATIONS SUMMARY									
BEACH	$ 274,460	$ 324,389	$ 245,619	$ 300,360	$ 300,360	$ 193,633	$ 288,600	$ (11,760)	-3.92%
PARKS & RECREATION	$ 257,603	$ 210,786	$ 235,441	$ 543,300	$ 543,300	$ 76,796	$ 232,500	$ (310,800)	-57.21%
SUBTOTAL OPERATIONS	**$ 532,062**	**$ 535,175**	**$ 481,060**	**$ 843,660**	**$ 843,660**	**$ 270,428**	**$ 521,100**	**$ (322,560)**	**-38.23%**
BEACH									
MISCELLANEOUS	$ (362)	$ (179)	$ (126)	$ -	$ -	$ -	$ -	$ -	0.00%
EASTERN SHORE	$ (126,564)	$ (131,053)	$ (123,796)	$ (130,000)	$ (130,000)	$ (112,208)	$ (125,000)	$ 5,000	-3.85%
JETTY LOT	$ (79,853)	$ (77,668)	$ (77,732)	$ (80,000)	$ (80,000)	$ (78,182)	$ (80,000)	$ -	0.00%
GROSS LOT	$ (61,477)	$ (60,802)	$ (53,176)	$ (61,000)	$ (61,000)	$ (52,058)	$ (53,000)	$ 8,000	-13.11%
MILE ROAD LOT	$ (41,007)	$ (44,163)	$ (47,360)	$ (40,000)	$ (40,000)	$ (32,842)	$ (44,000)	$ (4,000)	10.00%
CRESCENT BEACH LOT	$ (11,844)	$ (11,845)	$ (12,004)	$ (12,000)	$ (12,000)	$ (8,861)	$ (12,000)	$ -	0.00%
SEASONAL PASS REVENUE	$ (204,595)	$ (229,715)	$ (187,195)	$ (252,000)	$ (252,000)	$ (28,860)	$ (235,000)	$ 17,000	-6.75%
PARKING ATTENDANT TOKEN SALES	$ -	$ (4,740)	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
SUBTOTAL REVENUES	**$ (525,702)**	**$ (560,165)**	**$ (501,389)**	**$ (575,000)**	**$ (575,000)**	**$ (313,012)**	**$ (549,000)**	**$ 26,000**	**0.00%**
PART-TIME SALARIES	$ 12,497	$ 5,569	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
PARKING ENFORCMENT	$ 4,870	$ 26,543	$ 44,209	$ 35,000	$ 35,000	$ 32,458	$ 35,000	$ -	0.00%
PART-TIME LIFEGUARD	$ 166,319	$ 144,668	$ 220,011	$ 225,000	$ 225,000	$ 171,161	$ 225,000	$ -	0.00%
RESERVE/SEASONAL	$ 31,024	$ 20,444	$ 16,900	$ 30,000	$ 30,000	$ 14,809	$ 22,000	$ (8,000)	-26.67%
OVERTIME	$ 6,770	$ 1,679	$ 1,989	$ 3,000	$ 3,000	$ 558	$ 2,000	$ (1,000)	-33.33%
MAINTENANCE/TRASH	$ 19,690	$ 17,197	$ 15,540	$ 18,000	$ 18,000	$ 8,605	$ 17,000	$ (1,000)	-5.56%
ENVIRONMENTAL MAINTENANCE	$ 6,438	$ 10,051	$ 13,000	$ 12,000	$ 12,000	$ 8,822	$ 13,000	$ 1,000	8.33%
FICA	$ -	$ 4,584	$ 23,712	$ 24,710	$ 24,710	$ 19,248	$ 24,025	$ (685)	-2.77%
SUBTOTAL SALARY & BENEFITS	**$ 247,607**	**$ 230,735**	**$ 335,361**	**$ 347,710**	**$ 347,710**	**$ 255,662**	**$ 338,025**	**$ (9,685)**	**-2.79%**
SEWER	$ 5,056	$ 5,011	$ 5,128	$ 5,100	$ 5,100	$ 2,617	$ 5,200	$ 100	1.96%
PORTABLE TOLIETS	$ 16,180	$ 11,898	$ 11,780	$ 15,000	$ 15,000	$ 3,215	$ 13,000	$ (2,000)	-13.33%
ELECTRICITY	$ 3,651	$ 3,945	$ 4,242	$ 4,000	$ 4,000	$ 2,973	$ 4,300	$ 300	7.50%

BEACH CONTNUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED BUDGET	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
WATER	$ 5,867	$ 7,414	$ 5,308	$ 7,600	$ 7,600	$ 4,620	$ 7,000	$ (600)	-7.89%
TELEPHONE	$ 1,703	$ 626	$ 433	$ 700	$ 700	$ 549	$ 700	$ -	0.00%
CREDIT CARD FEES	$ 14,531	$ 20,091	$ 24,341	$ 22,000	$ 22,000	$ 22,297	$ 25,000	$ 3,000	13.64%
METER RENTAL & SUPPLIES	$ 2,830	$ 8,949	$ 9,786	$ 7,000	$ 7,000	$ 9,424	$ 11,000	$ 4,000	57.14%
PIPING PLOVER PROJECT	$ 3,245	$ 3,660	$ 3,381	$ 4,000	$ 4,000	$ 4,053	$ 4,500	$ 500	12.50%
GENERAL - GUARD TRAINING	$ 3,135	$ 2,172	$ 2,373	$ 7,000	$ 7,000	$ (266)	$ 7,000	$ -	0.00%
RESTROOM MAINTENANCE	$ 5,041	$ 7,316	$ 3,281	$ 7,000	$ 7,000	$ 2,173	$ 5,000	$ (2,000)	-28.57%
BEACH REPAIR & MAINTENANCE	$ 3,966	$ 20,549	$ 4,642	$ 5,000	$ 5,000	$ 279	$ 5,000	$ -	0.00%
PARKING LOT MAINTENANCE	$ 4,756	$ 1,067	$ 9,208	$ 4,500	$ 4,500	$ 14,081	$ 15,000	$ 10,500	233.33%
TRANSPORTATION	$ 630	$ -	$ 310	$ 1,000	$ 1,000	$ -	$ 1,000	$ -	0.00%
OTHER SERVICES AND CHARGES	$ 25,445	$ 2,584	$ 916	$ 2,000	$ 2,000	$ 27,424	$ 30,000	$ 28,000	1400.00%
OTHER CHARGE/SERVICE - FEMA	$ 31,440	$ 24,734	$ 1,439	$ 25,000	$ 25,000	$ -	$ -	$ (25,000)	-100.00%
WASTE REMOVAL	$ 17,297	$ 52,220	$ 40,664	$ 55,000	$ 55,000	$ 34,125	$ 60,000	$ 5,000	9.09%
OTHER SERVICE & CHARGE - MAINT	$ 499	$ 449	$ 202	$ 1,000	$ 1,000	$ -	$ 1,000	$ -	0.00%
RESTROOM CLEANING - OUTSOURCED	$ -	$ 12,188	$ 16,645	$ 21,000	$ 21,000	$ 5,149	$ 21,000	$ -	0.00%
BEACH PARKING STUDY	$ -	$ -	$ 25,697	$ 10,000	$ 10,000	$ 188	$ -	$ (10,000)	-100.00%
OPERATING SUPPLIES	$ 7,573	$ 5,672	$ 4,886	$ 8,000	$ 8,000	$ 1,564	$ 6,500	$ (1,500)	-18.75%
LIFEGUARD OPERATING SUPPLIES	$ 13,034	$ 15,270	$ 13,793	$ 24,000	$ 24,000	$ 1,707	$ 23,000	$ (1,000)	-4.17%
FUEL FOR JETSKI	$ 1,880	$ 4	$ 1,244	$ 2,000	$ 2,000	$ 3,533	$ 4,000	$ 2,000	100.00%
RESTROOM OPERATING SUPPLIES	$ 5,746	$ 6,626	$ 4,068	$ 7,000	$ 7,000	$ -	$ 7,000	$ -	0.00%
RENTALS	$ 12,611	$ 2,008	$ 12,051	$ 15,360	$ 15,360	$ 8,034	$ 13,000	$ (2,360)	-15.36%
BEACH MONITORING	$ -	$ -	$ 1,800	$ 3,000	$ 3,000	$ 3,000	$ 4,000	$ 1,000	33.33%
FICA	$ 18,338	$ 16,131	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
MSRS & ICMA	$ 879	$ 420	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
UNEMPLOYMENT	$ 969	$ 807	$ -	$ 1,400	$ 1,400	$ -	$ 1,400	$ -	0.00%
HEALTH INSURANCE	$ 2,411	$ 1,944	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
CIP - EQUIPMENT	$ (7,134)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
CIP - INFRASTRUCTURE	$ -	$ 12,038	$ -	$ -	$ -	$ 9,483	$ -	$ -	0.00%
OTHER CIP PROJECTS	$ 2,180	$ -	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
CIP FUNDS TRANSFER EXP	$ 64,135	$ 69,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ -	$ (25,000)	-100.00%
WORKERS COMPENSATION	$ 6,567	$ 9,598	$ 13,003	$ 10,700	$ 10,700	$ 8,413	$ 14,000	$ 3,300	30.84%
SUBTOTAL OPERATIONS	**$ 274,460**	**$ 324,389**	**$ 245,619**	**$ 300,360**	**$ 300,360**	**$ 193,633**	**$ 288,600**	**$ (11,760)**	**-3.92%**
TOTAL BEACH	**$ (3,635)**	**$ (5,040)**	**$ 79,591**	**$ 73,070**	**$ 73,070**	**$ 136,282**	**$ 77,625**	**$ 4,555**	**6.23%**

PARKS & RECREATION									
SUMMER PROGRAM REV	$ (272,337)	$ (233,402)	$ (73,630)	$ (250,000)	$ (250,000)	$ (5,682)	$ (75,000)	$ 175,000	-70.00%
FALL PROGRAM REV	$ (17,651)	$ (9,645)	$ (13,629)	$ (17,000)	$ (17,000)	$ (7,190)	$ (15,000)	$ 2,000	-11.76%
WINTER PROGRAM REV	$ (47,101)	$ (43,424)	$ (44,219)	$ (46,000)	$ (46,000)	$ (5,085)	$ (30,000)	$ 16,000	-34.78%
SPRING PROGRAM REV	$ (23,927)	$ (27,128)	$ (6,936)	$ (25,000)	$ (25,000)	$ -	$ (25,000)	$ -	0.00%
REC COMMISSION REVENUE	$ (19,489)	$ (18,893)	$ (24,798)	$ (15,000)	$ (15,000)	$ (9,427)	$ (8,000)	$ 7,000	-46.67%
TENNIS REVENUE	$ (2,865)	$ (2,646)	$ (2,225)	$ (3,000)	$ (3,000)	$ (1,418)	$ (2,500)	$ 500	-16.67%

PARKS & RECREATION CONTNUED	FY 2018 ACTUALS	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 PROPOSED	FY 2021 REVISED BUDGET	FY 2021 YTD ACTUALS	TOWN MANAGER PROPOSED	DOLLAR CHANGE	PCT CHANGE
WRESTLING REVENUE	$ (8,120)	$ (17,560)	$ (17,627)	$ (17,500)	$ (17,500)	$ -	$ (17,000)	$ 500	-2.86%
BEFORE/AFTER PROGRAM REVENUE	$ (192,217)	$ (207,107)	$ (163,844)	$ (220,000)	$ (220,000)	$ (42,761)	$ (150,000)	$ 70,000	-31.82%
CIP PROJECT REVENUE	$ -	$ (125,000)	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
SUBTOTAL REVENUES	**$ (583,707)**	**$ (684,805)**	**$ (346,907)**	**$ (593,500)**	**$ (593,500)**	**$ (71,562)**	**$ (322,500)**	**$ 271,000**	**-45.66%**
REGULAR	$ 25,682	$ 24,394	$ 24,018	$ 28,141	$ 28,141	$ 16,626	$ 30,451	$ 2,310	8.21%
ADMINISTRATIVE	$ 3,624	$ 3,683	$ 4,043	$ 3,950	$ 3,950	$ 2,564	$ 4,784	$ 834	21.11%
RESERVE/SEASONAL	$ 115,056	$ 113,635	$ 88,173	$ 120,000	$ 120,000	$ 9,672	$ 60,000	$ (60,000)	-50.00%
OVERTIME	$ 377	$ 347	$ 81	$ 1,000	$ 1,000	$ -	$ 1,000	$ -	0.00%
BEFORE/AFTER CARE	$ 45,125	$ 52,889	$ 62,325	$ 60,000	$ 60,000	$ 20,075	$ 50,000	$ (10,000)	-16.67%
FICA	$ -	$ 4,752	$ 13,454	$ 16,301	$ 16,301	$ 3,613	$ 14,323	$ (1,978)	-12.13%
MSRS + ICMA	$ -	$ 568	$ 2,086	$ 2,247	$ 2,247	$ 1,424	$ 2,547	$ 300	13.35%
HEALTH INSURANCE	$ -	$ 3,187	$ 9,503	$ 11,000	$ 11,000	$ 6,225	$ 10,869	$ (131)	-1.19%
SUBTOTAL SALARY & BENEFITS	**$ 189,864**	**$ 203,455**	**$ 203,683**	**$ 242,639**	**$ 242,639**	**$ 60,198**	**$ 173,974**	**$ (68,665)**	**-28.30%**
REC CREDIT CARD FEES	$ 9,580	$ 10,667	$ 8,527	$ 11,000	$ 11,000	$ 2,319	$ 9,000	$ (2,000)	-18.18%
TRANSPORTATION	$ -	$ 4,018	$ 2,512	$ 5,000	$ 5,000	$ 632	$ 2,000	$ (3,000)	-60.00%
SUMMER PROGRAM EXPENSE	$ 68,304	$ 61,449	$ 53,941	$ 69,000	$ 69,000	$ 5,999	$ 25,000	$ (44,000)	-63.77%
FALL PROGRAM EXPENSE	$ 7,918	$ 9,984	$ 17,834	$ 13,000	$ 13,000	$ 3,908	$ 10,000	$ (3,000)	-23.08%
WINTER PROGRAM EXPENSE	$ 37,789	$ 22,692	$ 23,289	$ 40,000	$ 40,000	$ 12,042	$ 15,000	$ (25,000)	-62.50%
SPRING PROGRAM EXPENSE	$ 12,620	$ 21,547	$ 9,107	$ 24,000	$ 24,000	$ 189	$ 20,000	$ (4,000)	-16.67%
WRESTLING EXPENSE	$ 5,510	$ 17,466	$ 17,723	$ 17,500	$ 17,500	$ -	$ 16,000	$ (1,500)	-8.57%
REC COMMISSION EXP	$ 15,343	$ 20,000	$ 13,225	$ 10,000	$ 10,000	$ 6,685	$ 8,000	$ (2,000)	-20.00%
TENNIS EXPENSE	$ 230	$ 320	$ 598	$ 400	$ 400	$ 110	$ 500	$ 100	25.00%
PLAYGROUND EXP	$ -	$ -	$ -	$ 2,500	$ 2,500	$ 3,986	$ -	$ (2,500)	-100.00%
BEFORE/AFTER PROGRAM EXPENSE	$ 7,047	$ 9,578	$ 9,823	$ 15,000	$ 15,000	$ 1,872	$ 8,000	$ (7,000)	-46.67%
DEBT REPAYMENT TO TOWN	$ -	$ -	$ 50,000	$ 50,000	$ 50,000	$ -	$ 25,000	$ (25,000)	-50.00%
FICA	$ 11,537	$ 9,562	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
UNEMPLOYMENT	$ 608	$ 501	$ -	$ 900	$ 900	$ -	$ -	$ (900)	-100.00%
CIP- BUILDING & BUILDING IMPROVE	$ -	$ 2,150	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
CIP - VEHICLES	$ -	$ -	$ -	$ 67,000	$ 67,000	$ -	$ -	$ (67,000)	-100.00%
CIP - EQUIPMENT	$ -	$ -	$ -	$ 43,500	$ 43,500	$ 19,995	$ 15,000	$ (28,500)	-65.52%
CIP - INFRASTRUCTURE	$ 75,396	$ 11,919	$ 20,101	$ 167,000	$ 167,000	$ 13,068	$ 70,000	$ (97,000)	-58.08%
OTHER CIP PROJECTS	$ 350	$ 1,946	$ -	$ -	$ -	$ -	$ -	$ -	0.00%
WORKERS COMPENSATION	$ 5,371	$ 6,986	$ 8,761	$ 7,500	$ 7,500	$ 5,990	$ 9,000	$ 1,500	20.00%
SUBTOTAL OPERATIONS	**$ 257,603**	**$ 210,786**	**$ 235,441**	**$ 543,300**	**$ 543,300**	**$ 76,796**	**$ 232,500**	**$ (310,800)**	**-57.21%**
TOTAL P & R ENTERPRISE	$ (136,240)	$ (270,564)	$ 92,217	$ 192,439	$ 192,439	$ 65,432	$ 83,974	**$ (108,465)**	**-56.36%**