

# Capital Planning

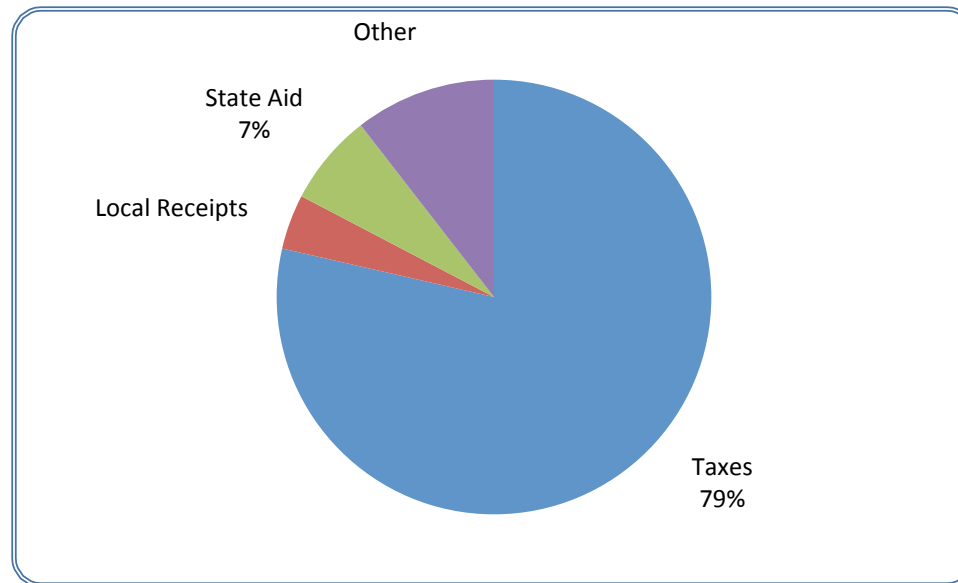
Michael Jaillet

Town of Westwood

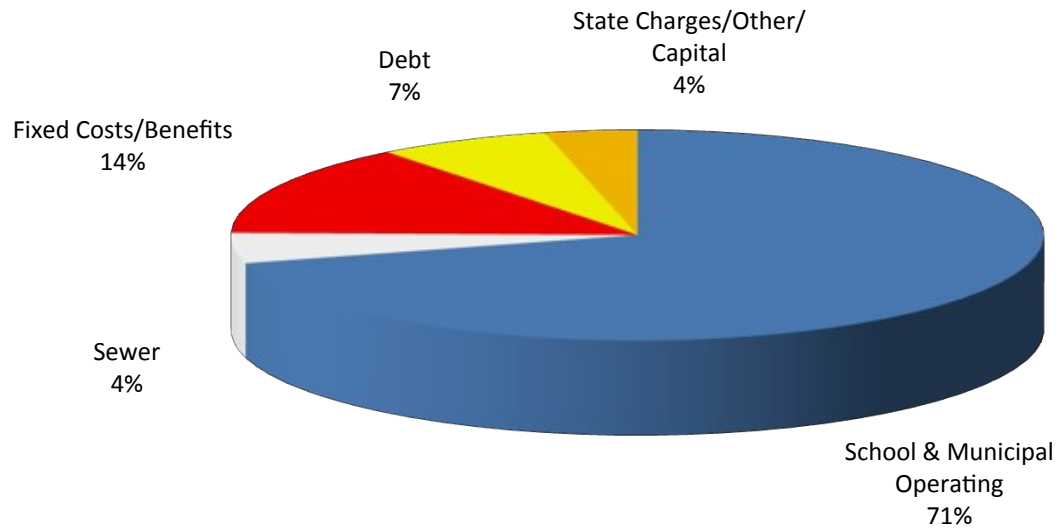
October 19, 2013

# Final FY13 Revenue

- Taxes - \$57M – on target.
  - Residential real estate collections remain strong.
- State aid - \$5.1M.
  - Increased in FY13 (\$4.5M in FY12).
  - State aid has been stabilized for few years.
  - No mid year cuts although threatened in FY13.
- Local Receipts - \$3.8 million
  - Consistent with FY12



### FY2014 Proposed Expenditure Summary



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	FY2013 Budget	FY2014 Proj	\$ Increase	% Increase
Total Municipal & School Operating Budgets	\$50,655,852	\$52,507,706	\$1,851,854	3.7%
Sewer Operating & Capital	\$3,718,904	\$3,455,477	(\$263,427)	-7.1%
Reserves/Benefits/Insurance	\$10,222,702	\$10,478,888	\$256,186	2.5%
Debt Service	\$5,379,818	\$5,126,338	(\$253,480)	-4.7%
Capital Budget - School & Municipal	\$823,000	\$1,018,000	\$195,000	23.7%
Overlay/State Charges/Other	\$1,200,161	\$1,191,489	(\$8,672)	-0.7%
Stabilization and OPEB Accounts Approp. - ongoing	\$485,000	\$535,000	\$50,000	10.3%
Prior Year Adjustments/Misc Articles	\$136,600	\$657,406	\$520,806	381.3%
Other Financial Articles	<u>\$664,000</u>	<u>\$650,231</u>	<u>(\$13,769)</u>	<u>-2.1%</u>
<b>Total Expenditures</b>	<b>\$73,286,037</b>	<b>\$75,620,535</b>	<b>\$2,334,498</b>	<b>3.2%</b>

# Reasons for Capital Planning

- Required for the delivery of services
- Slow depreciation masks the need to reinvest
- Interaction among capital assets make it complicated to schedule replacement
- Failure to reinvest can result in expediential cost increase
- Priorities must be established in a reasoned way
- Easy to avoid capital investment during fiscal crisis
- Maintaining a comprehensive capital list opens opportunities for financing or liquidation
- Planning for and investment in capital actually improves credit rating

# Objectives of Capital Planning

- To establish a comprehensive planning schedule of all capital investments over the next 5-years
- Increase the likelihood that current and future capital expenditures are being considered
- Decrease the likelihood that service delivery will be interrupted
- Ensures that the delivery of services will remain efficient
- Provide assurance to the residents, governing body, staff and investors that the city/town and its services are being well maintained

# Definition of Capital Assets in Westwood

- Requires an expenditure of at least \$10,000
- Has a useful life of more than 3 – 5 years
- Projects are different from normal operating expenditure, but necessary to operate
- Items that are obtained by a long-term lease of 3 – 5 years or more
- Furniture, technology and other such items aggregated to be considered capital assets.

# Example of Capital Assets

- School Buildings
- Municipal buildings
- Ambulance
- Police Cruisers
- Front end loaders
- Parks
- Athletic Fields
- Cemeteries
- Voting machines
- Computers
- Servers
- Mowers
- Copy machine
- Mail machine
- Phone system
- Sewer
- Roads
- Pumping stations
- Drainage systems
- Solid Waste Collection Trucks
- Distributed Recycling containers
- Transfer stations

# Preserving Capital Assets

- Service to certain capital assets, like boilers
- Painting to interior and exterior of buildings and repointing brick work
- Maintenance to athletic fields including artificial surfaces
- Routine maintenance to vehicles and equipment
- Crack sealing and overlaying roadways
- Infiltration and inflow upgrades to sewer systems

*All of these and many more maintenance programs need to be pursued to preserve and extend the life expectancy of capital assets and forestalling the need for significant reinvestment.*



# Prioritization

- Some considerations for establishing capital investment priorities:
  - Eminent threat to public health and safety
  - Requirement of federal and state law (asbestos clean up and gas tank replacement)
  - Necessary infrastructure for utilities (drains, sewer and water systems, streets and sidewalks)
  - Improvement to productivity (servers, computers, software, phones)
  - Overburdened facilities (athletic fields, town hall offices, cemeteries)
  - Improvement to the character of the community (parks, street treatments, period lights)
  - Improve competitiveness for commercial development (Main Street reconstruction, adding utility service to office park)

*In the municipal environment, no one approach to prioritization can be used to appropriately sort the priority of all potential capital investments.*

# Capital Planning Committee

- Many communities like to establish a Capital Planning Committee to review, discuss and set priorities in an annually updated capital plan. Individuals often identified for inclusion on such a committee include, but are not limited to:
  - Superintendent of School and/or School Committee member
  - Town Administrator/Manager and/or Board of Selectmen member
  - Finance Director and/or Town Treasurer and/or School Business Manager
  - Community Member at Large and/or member(s) of the Finance Commission
  - Department Heads from all or some of the larger departments
  - Member of the Permanent Building Committee, if one exists
  - Members of other various committee such as Planning, Economic Development, Sewer and/or Water Commission.

*In Westwood, we use a committee known as the Long Range Financial Planning Committee which has membership from all of the above categories not only to discuss and vet the 5-year capital plan as well as the town's financial policies, annual budget, economic development, possible Proposition 2 ½ Overrides, etc.*

# The Process

- Each year, Department Heads prepare capital requests for the next 5-years
- Each department consolidates all the requests into a 5-year spreadsheet
- All the departments are then consolidated into a 5-year comprehensive Capital Improvement Plan
- The Selectmen determines how much can be allocated to the capital budget for the upcoming year
- Department Heads meet to discuss the priority projects that are ready to move forward within available funds
- The Selectmen, School Committee and Sewer Commission approve the capital requests to be brought forward at Town Meeting.
- If certain projects exist that have separate funding source (revolving funds, contribution from developer, etc.) these will be brought forward in a separate article.

# Request Form

Town of Westwood  
Fiscal Years 2015-2019  
Capital Budget Request

1. Department		5. Project Cost	
2. Prepared By		6. Project Reference No.	
3. Date		7. FY015 Priority# out of Request	
4. Project Title		8. Previously Requested? If so, how many years?	

9. Capital Request Description and Justification

10. Funding Source (i.e., grants, state programs, trade-in, etc.)

11. Impact on Annual Operating Budget

12. Capital Cost Summary

Category	FY2015	FY2016	FY2017	FY2018	FY2019	Total
Building and Improvements						\$0
Plans						\$0
Machinery and Equipment						\$0
Furniture and Fixtures						\$0
Infrastructure/Land						\$0
Totals	\$0	\$0	\$0	\$0	\$0	\$0

# Consolidated Department 5-Year Capital Request Spreadsheet

SUMMARY CAPITAL OUTLAY SCHEDULE							
DEPARTMENT/AUTHORITY		Town Administrator					
Project Reference No.	Project or Acquisition Description	Expenditures per Fiscal Year					Total Costs*
		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	
122-0115	Renovation of Town Hall	\$225,000	\$2,080,000				\$2,305,000
122-0215	Kitchen - Islington Community Center	\$100,000					\$100,000
122-0315	Lift - Islington Community Center	\$175,000					\$175,000
122-0415	Renovation of Islington Community Ctr	\$850,000					\$850,000
							\$0
TOTALS		\$1,350,000	\$2,080,000	\$0	\$0	\$0	\$3,430,000
* For the five-year budget and program period only. Does not include interest cost unless indicated.							
Prepared by :		Michael Jaillet					
		Name					

# Capital Requests

Capital Project Request	FY2012 Request	FY2013 Request	FY2014 Request	FY2015 Request	FY2016 Request	Total
<b>Municipal Infrastructure</b>						
Road Improvement Project	\$2,500,000					\$2,500,000
<b>Category Subtotal</b>	<b>\$2,500,000</b>					<b>\$2,500,000</b>
<b>Municipal Buildings</b>						
Design Plans for Senior Center Addition	\$15,000					\$15,000
Senior Center Addition			\$400,000			\$400,000
Fire Station 1 Renovation	\$180,000	\$2,000,000				\$2,180,000
Fire Station 2 Renovation	\$180,000	\$1,000,000				\$1,180,000
Town Hall Renovation	\$227,000	\$1,000,000				\$1,227,000
Town Hall Landscaping	\$150,000					\$150,000
Michigan Community Center Lift		\$200,000	\$2,500,000	\$125,000		\$2,825,000
Colburn School Renovation				\$125,000		\$125,000
Michigan Community Center Kitchen/Theme	\$75,000					\$75,000
Town Center at Michigan State	\$150,000					\$150,000
Municipal Building Maintenance	\$300,000	\$100,000	\$100,000	\$100,000	\$100,000	\$700,000
<b>Category Subtotal</b>	<b>\$1,000,000</b>	<b>\$7,100,000</b>	<b>\$2,600,000</b>	<b>\$250,000</b>	<b>\$100,000</b>	<b>\$11,700,000</b>
<b>SPW Facilities</b>						
Municipal Facilities Management	\$15,000					\$15,000
Energy Efficiency Upgrade	\$1,000					\$1,000
<b>Garage</b>						
Bruck Street Cabinet Replacement	\$420,000					\$420,000
Sign Asset Management and Maintenance	\$10,000	\$20,000	\$20,000	\$10,000	\$30,000	\$90,000
Remediated Road Damage Signs	\$177,000	\$220,000				\$397,000
High Road/Close/Concert Traffic	\$10,000	\$20,000	\$30,000			\$90,000
Courtesy Repairs				\$70,000	\$60,000	\$130,000
Repair & Replacement Damage Signs	\$20,000	\$20,000	\$10,000	\$10,000	\$10,000	\$90,000
Public Outreach Sign - Medium/Term	\$10,000	\$10,000				\$20,000
<b>Public Works</b>						
35,000 GYW Dump, Sealer & Flow Truck	\$140,000					\$140,000
35,000 GYW Dump, Sealer & Flow Truck	\$140,000					\$140,000
Dependability Sales	\$20,000					\$20,000
Side Walk Trench	\$125,000					\$125,000
Over The Dump & Flow	\$45,000					\$45,000
Street Sweeper	\$210,000					\$210,000
Heavy Duty Truck, Sealer, & Flow	\$100,000					\$100,000
Over The Dump Truck & Flow	\$60,000					\$60,000
Engineer SUV	\$10,000					\$10,000
Heavy Duty Dump Truck, Sealer, & Flow	\$185,000					\$185,000
Over The Dump Truck, Sealer & Flow	\$100,000					\$100,000
Over The Dump Truck & Flow	\$60,000					\$60,000
4WD Tractor & Attachments	\$35,000					\$35,000
Over The Dump Truck & Flow		\$60,000				\$60,000
Heavy Duty Dump Truck, Sealer & Flow		\$45,000				\$45,000
Medium Dump Truck & Flow		\$10,000				\$10,000
Pickup Truck w/Flow		\$55,000				\$55,000
Thermostat Leader		\$20,000				\$20,000
57' Mower		\$15,000				\$15,000
Backhoe/Power Bad Leader		\$115,000				\$115,000
Superintendent Index		\$30,000				\$30,000
Rubbish Packer			\$125,000			\$125,000
Off-Highway Dump Truck, Sealer & Flow		\$440,000				\$440,000
Over The Dump Truck & Flow		\$65,000				\$65,000

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Capital Project Request	FY2012 Request	FY2013 Request	FY2014 Request	FY2015 Request	FY2016 Request	Total
<b>Police</b>						
Real Leader				\$45,000		\$45,000
Utility Truck & Flow				\$40,000		\$40,000
Off-Highway Dump Truck & Flow				\$130,000		\$130,000
Wind Chiller				\$40,000		\$40,000
Three-year Leader				\$100,000		\$100,000
Superintendent Index				\$30,000		\$30,000
<b>Department Total</b>	<b>\$1,247,000</b>	<b>\$1,220,000</b>	<b>\$970,000</b>	<b>\$800,000</b>	<b>\$1,315,000</b>	<b>\$5,552,000</b>
<b>Fire</b>						
Deputy Chief's Vehicle	\$34,000					\$34,000
Chief's Vehicle	\$24,000					\$24,000
Leather Truck	\$200,000	\$100,000	\$100,000	\$100,000	\$80,000	\$780,000
S.C.B.A. Upgrade & Replacement	\$17,000	\$17,000	\$17,000	\$17,000	\$18,000	\$86,000
Radio Upgrade & Replacement	\$7,000	\$7,000	\$7,000	\$7,000	\$7,000	\$35,000
Rescue Equipment	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$60,000
Tractor Over Chassis/Tractor		\$18,000				\$18,000
Leader Truck Overhaul		\$25,000				\$25,000
Engine Airline			\$200,000			\$200,000
Engine Engine			\$1,000,000			\$1,000,000
<b>Department Total</b>	<b>\$424,700</b>	<b>\$188,200</b>	<b>\$137,000</b>	<b>\$437,000</b>	<b>\$1,415,000</b>	<b>\$2,592,000</b>
<b>Information Technology</b>						
IT/IT Technology	\$75,000	\$75,000	\$80,000	\$80,000	\$80,000	\$390,000
<b>Department Total</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$390,000</b>
<b>Library</b>						
Automated Materials Sort Machine	\$100,000					\$100,000
<b>Department Total</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>
<b>Police</b>						
Replacement of Police Vehicles	\$125,127	\$100,132	\$135,137	\$140,750	\$140,750	\$641,996
Radio Infrastructure	\$20,000	\$20,000				\$40,000
Animal Control Office Vets	\$30,000					\$30,000
Cell Audio Monitoring System	\$15,000					\$15,000
<b>Department Total</b>	<b>\$190,127</b>	<b>\$120,132</b>	<b>\$135,137</b>	<b>\$140,750</b>	<b>\$140,750</b>	<b>\$756,896</b>
<b>School</b>						
Technology	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$3,990,000
Furniture, Fixtures, Equipment	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	\$625,000
IT/IT and Controls	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Building	\$178,400	\$178,400	\$178,400	\$178,400	\$178,400	\$895,600
Repair Issues	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$750,000
Copiers/Reproducers	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
Vehicles	\$15,000					\$15,000
<b>Department Total</b>	<b>\$2,848,400</b>	<b>\$2,848,400</b>	<b>\$2,848,400</b>	<b>\$2,848,400</b>	<b>\$2,848,400</b>	<b>\$14,440,000</b>

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# Town Meeting Process

- Westwood groups all of its capital requests into specific articles. The articles are broken down:
  - Municipal Capital Requests
  - School Capital Requests
  - Sewer Enterprise Capital Request
  - Other Special Funding

*The reason for grouping several capital requests is to avoid the need to have to seek modifications in the future. Requests are based on estimated costs which are sometimes set too high or too low. Grouping several items in an article provides the flexibility to adjust the estimates provided that the appropriation of the article is not exceeded in the aggregate.*

# Article 10

## Westwood 2013 Annual Town Meeting

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of Four Hundred Seventeen Thousand Dollars (\$417,000) for the purchase, lease or lease/purchase of the following capital equipment and improvements:

<u>Equipment/Project</u>	<u>R e q u e s t i n g Department</u>	<u>Cost</u>	<u>Funding Source</u>
Municipal building maintenance	DPW	\$50,000	Free Cash
Municipal buildings - energy efficiency upgrades	DPW	\$10,000	Free Cash
Fire Station 1 renovations	Fire	\$100,000	\$61,500 Taxation/ \$38,500 Free Cash
Fire alarm truck	Fire	\$35,000	Free Cash
End user technology	Information Technology	\$50,000	Free Cash
Replacement of police vehicles	Police	\$132,000	Free Cash
Police speed trailers	Police	\$40,000	Free Cash
Total		\$417,000	

each listed capital equipment or project must be authorized by majority vote of the Board of Selectmen prior to any purchase and/or implementation of project and/or expenditure of funds; and to direct the Board of Selectmen to trade as part of the purchase price or to sell or dispose of any equipment no longer necessary, and to authorize the Board of Selectmen to apply for and accept any State or Federal grant or assistance, or both, that may be available for any of the above purchases, or take any other action thereon.

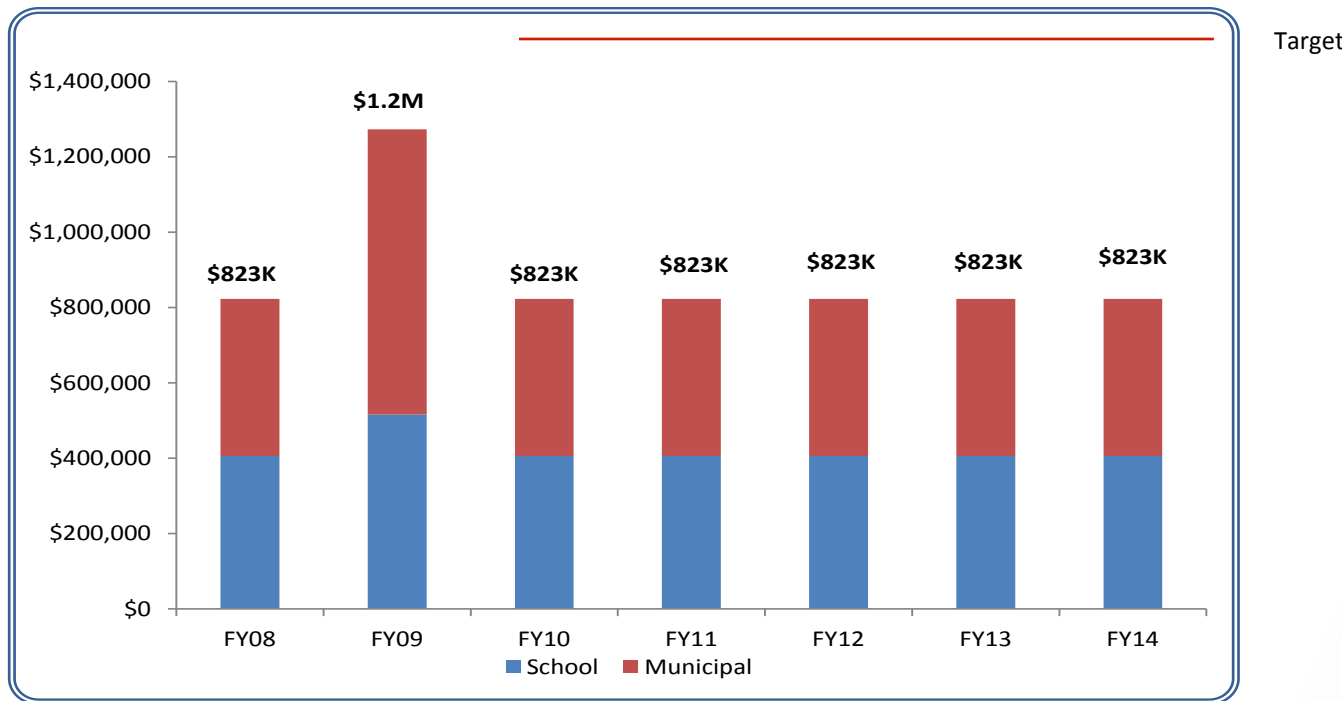
(Board of Selectmen)



# Continued Focus on Capital Needs

- Committed to ongoing base “pay as you go” budget- \$823K. (\$700K free cash)
- Additional capital beyond base.
- Additional capital approved through borrowing.

Capital Expenditures – Target \$1.8M



**Must continue to reach goal of increasing base capital through pay-as-you-go and debt financing.**

# Major Projects

- Major projects which require borrowing, are subjects of separate articles
- A decision has to be made whether or not the borrowing will be within or outside Proposition 2½
- For consistency, Westwood looks for opportunities to replace an existing debt that is reaching maturity by another borrowing for consistency, whether within or outside 2½
- Debt Exclusion Investments require a majority vote of the electorate, which is usually scheduled after Town Meeting so Town Meeting can serve as an education tool
- Initial appropriation usually for plans and bid documents with a subsequent appropriation for actual construction

# Design and Bid Documents

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of Seven Hundred Fifty-Seven Thousand Dollars (\$757,000) for the purchase, lease or lease/purchase of the following capital equipment and improvements:

<u>Equipment/Project</u>	<u>Requesting Department</u>	<u>Cost</u>	<u>Funding Source</u>
Main Library Building Plans/Proj. Manager	Library	\$45,000	Free Cash
Police Vehicles	Police	\$110,500	\$61,500 Taxation/ \$49,000 Free Cash
IS Townwide Software Upgrade	IS	\$135,000	Free Cash
Squad Truck Pumps	Fire	\$70,000	Free Cash
3 Yard Loader (1 <sup>st</sup> of 2 payments)	DPW	\$92,500	\$36,000 Westwood Station Guaranteed Payment/\$56,500 Free Cash
Heavy Duty Dump Truck, Sander, & Plow (1 <sup>st</sup> of 2 payments)	DPW	\$75,000	Westwood Station Guaranteed Payment
Vehicle Service Truck	DPW	\$26,000	
Backhoe	DPW	\$98,000	
One Ton Dump Truck & Plow	DPW	\$55,000	
One Heavy Duty Pickup Truck & Plow	DPW	\$50,000	

and to direct the Board of Selectmen to trade as part of the purchase price or to sell or dispose of any equipment no longer necessary, and to authorize the Board of Selectmen to apply for and accept any State or Federal grant or assistance, or both, that may be available for any of the above purchases, or take any other action thereon.  
(Board of Selectmen)

## Proposed New Library Article – Article and Recommendation language to be confirmed:

To see if the Town will vote to raise *and* appropriate and/or transfer from available funds and/or borrow the sum of Nine Million Three Hundred Thousand Dollars (\$9,300,000) to construct and equip the Westwood Public Library, and for the payment of all other costs necessary and incidental thereto, and to authorize the Library Trustees to apply for and accept any State or Federal grant or assistance, or both, that may be available for this project, said appropriation to be contingent upon a vote of the Town by ballot on April 27, 2010 which vote will exempt the amounts required to implement the said project from the limitations of Proposition 2 ½.

(Library Trustees)

# Pre-Planning Capital Investment

- In addition to a 5-year capital plan are other related documents
  - Road improvements master plan
  - School facility master plan
  - Municipal facility master plan
  - Sewer and/or water system replacement/expansion plan
  - Vehicle maintenance database
  - Library Strategic Plan
  - Comprehensive Master Plan

# Funding Sources

- There are various sources for funding capital investment. Often, these sources are one-time revenues, but not always:
  - Taxes, including property, excise and motor vehicles
  - Receipts and fees such as ambulance fees, cemetery lot sales, pool revenue, facility and park rental
  - Grants such as MassWorks, School Building Assistance, Library Grants
  - State funds such as Chapter 90 Funds for road improvements
  - Borrowing funds within Proposition 2½
  - Borrowing funds outside Proposition 2½
  - Mitigation payments received from developers
  - Certain one time revenues
    - Unexpected Interest Income
    - Fund from sale of property
    - Donations

# Westwood's Uses of Funds

- Smaller operating equipment needs are funded through a line item in the operating budget (i.e. mowers, breathing apparatus, defibrillator)
- Annual capital items are usually funded through using Free Cash, taxation or other non-renewable funds like closing out an overlay surplus account (i.e. Recreation Revolving Account, Ambulance Revolving Account)
- Lease/purchase are used for items such as copy machines or larger items such as ladder trucks and front end loaders to spread cost out
- Dedicated revenues
  - Ambulance receipts for ambulance for equipment
  - Cemetery lot sales for the expansion of the cemetery
  - Pool revolving fund for pool repairs and equipment
- Bond Anticipation Notes (BAN) are used to fund plans and bid documents
- Bonds, which incorporate the BAN funding, are used to fund construction

# Examples of Creative Approaches to Funding Capital

- Strict reliance on traditional sources of funding will leave many non-priority items unfunded
- Capital investments sometimes have to be made for the good of the community. Examples include:
  - Investments in a park area in the center of town to improve aesthetics
  - Construction of a tennis court in a neighborhood park meets demands of neighborhood
  - Replacement of equipment in a Tot-Lot adjacent to a school meets needs of young families in vicinity of school

The following are some examples of such investments made in Westwood over the years and the creative approach to fund them:



# School Street Playground



# Morrison Little League Park



# Stadium Lights at High School





# Artificial Field at High School



# New Library



# Veterans Park





# Traffic Calming Measures



# Washington Street – Islington Center





# MBTA Garage



# Islington Community Center



# Solid Waste Collection





Questions?



Thank you for your time, and attention

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- School Street Playground
- Morrison Park
  - Replacing Athletic field lights
  - Replacing a tennis court/little league field
- Stadium lights at High School and artificial surface
- New Library
- Veterans Park
- Traffic Calming Dover Road
- Washington Street view of landscaping and period lights
- MBTA Garage
- Islington Community Center

# 2013 ATM – Continued Stabilization to Budget

- Improved revenue after earlier years of decline.
  - Continued strong tax collections.
  - State aid stabilized.
  - Continued improvement in motor vehicle and permit receipts.
- Benefits of responsible budget decisions.
  - Limited operating budget increases.
  - Responsible labor contracts.
  - Significant changes to health insurance.
  - Aggressive debt repayment terms.
  - Commitment to base capital.
  - Commitment to progress on reserve accounts.
- Other contributing factors:
  - Historic low interest rates for borrowing costs.
  - State changes to employee benefit costs.



# Review of 2013 ATM Action

FY14 Operating budget – continued moderate increase:

- School and municipal budgets approximate 3% increase (following 0%, 0%, 2%, 3%).
  - Final municipal budget 4% increase with increased fire funding.
- Moderate 2.5% fixed cost budget increase.

Reserves – Continued progress through both one-time and ongoing revenue:

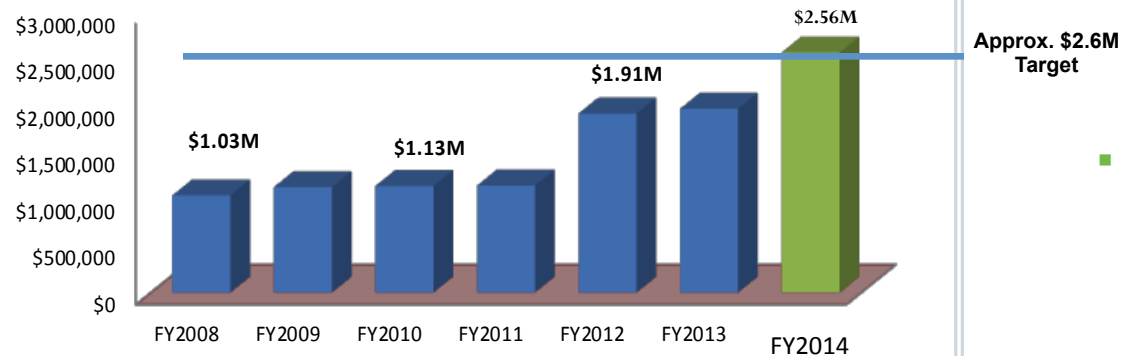
- Stabilization Fund:
  - \$500,000 transfer from free Cash.
  - \$100,000 annual appropriation built into budget.
- OPEB:
  - \$92,231 transferred from one time revenue.
  - \$503,000 annual appropriation built into budget.

Capital – Continuation of efforts to increase capital.

- Continuation of critical base capital of \$823,000 for school and municipal needs.
- Additional \$365,000 of capital needs approved above base.
- Funding for critical sewer infrastructure work through \$1.57M bond authorization.

# Continued Progress on Financial Reserves

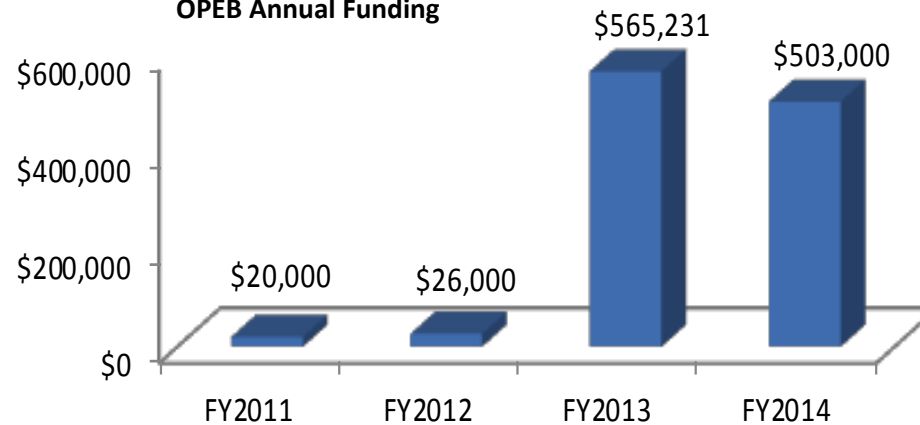
**Stabilization Fund - Target \$2.5M**



- \$100K annual appropriation built into budget.

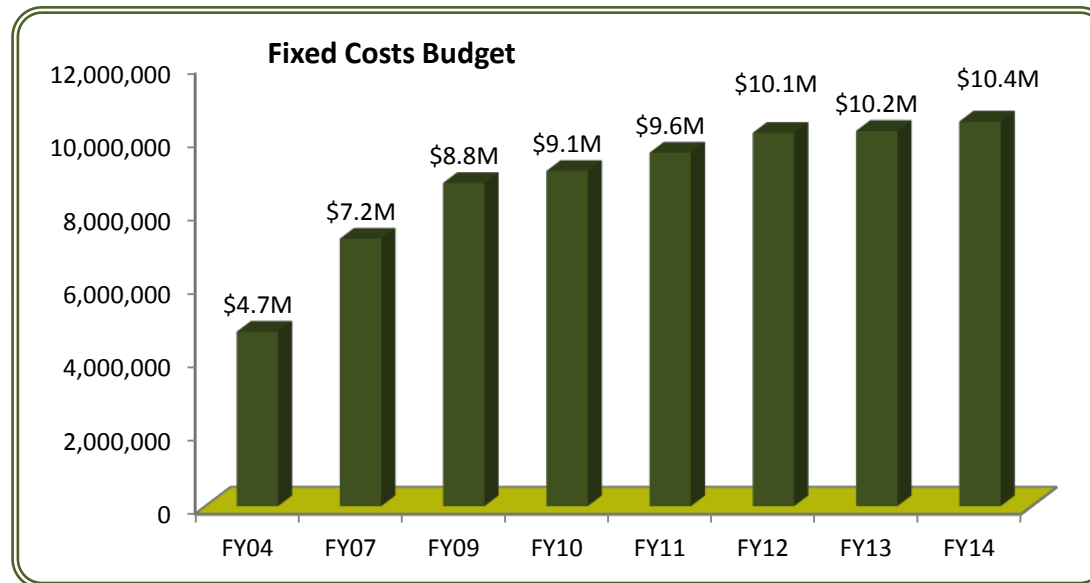
- Minimum \$500K annual appropriation built into budget.
- Goal to reach annual ARC of \$1.3M.

**OPEB Annual Funding**



# Fixed Costs – Continued Controlled Growth

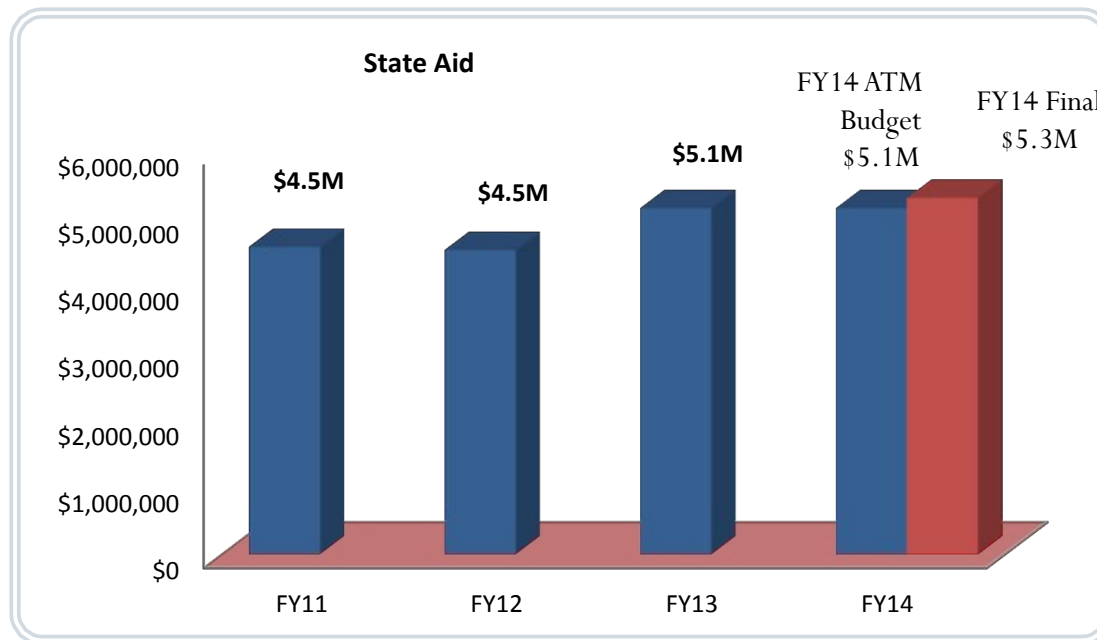
- Had been fastest growing area of budget.
- Now stabilized - FY14 – 2.5% increase.



Allows us to spend \$ on other priorities.

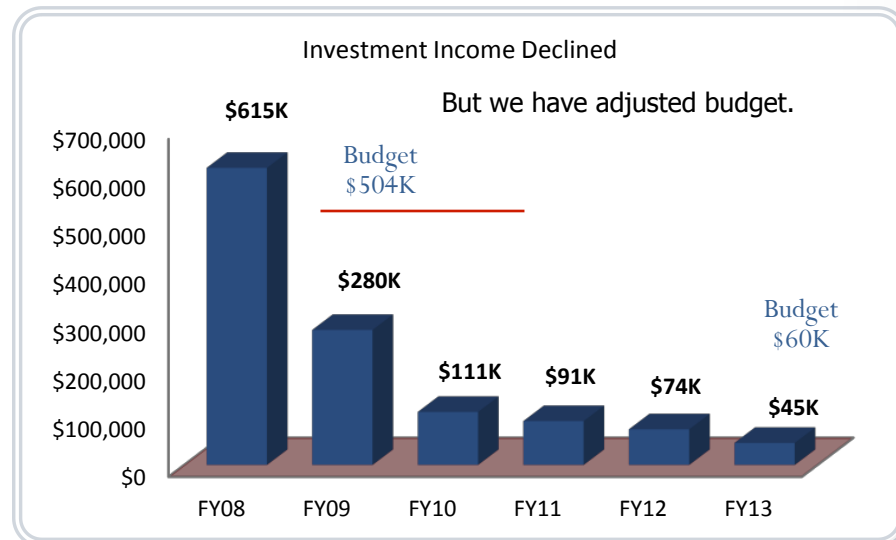
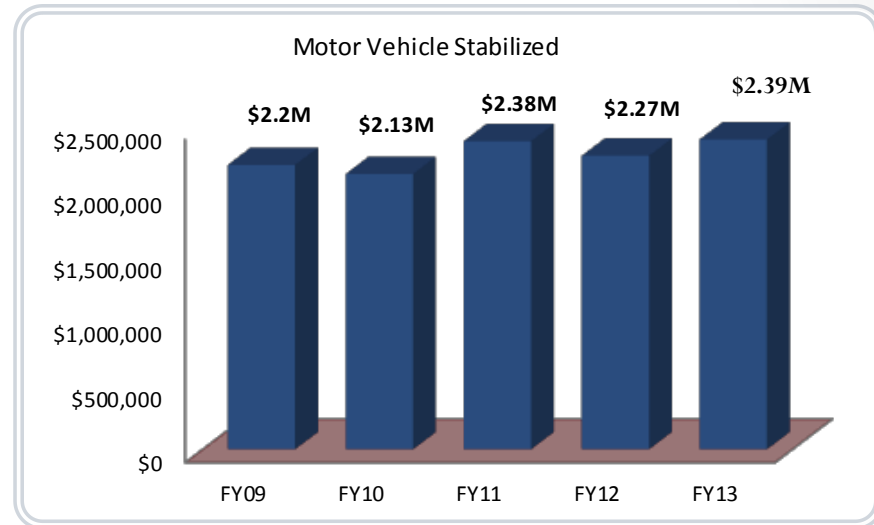
# Final FY14 State Aid

- Final FY14 budget increased total state aid by \$153K more than Town meeting budget of \$5.1M.
- Town Meeting budget had level funded state aid, even though Governor proposed increasing by more than \$600K.
- Additional funds to be voted at the November 18 Annual Fall Town Meeting.
  - \$146K Chapter 70 and \$14.5K municipal.



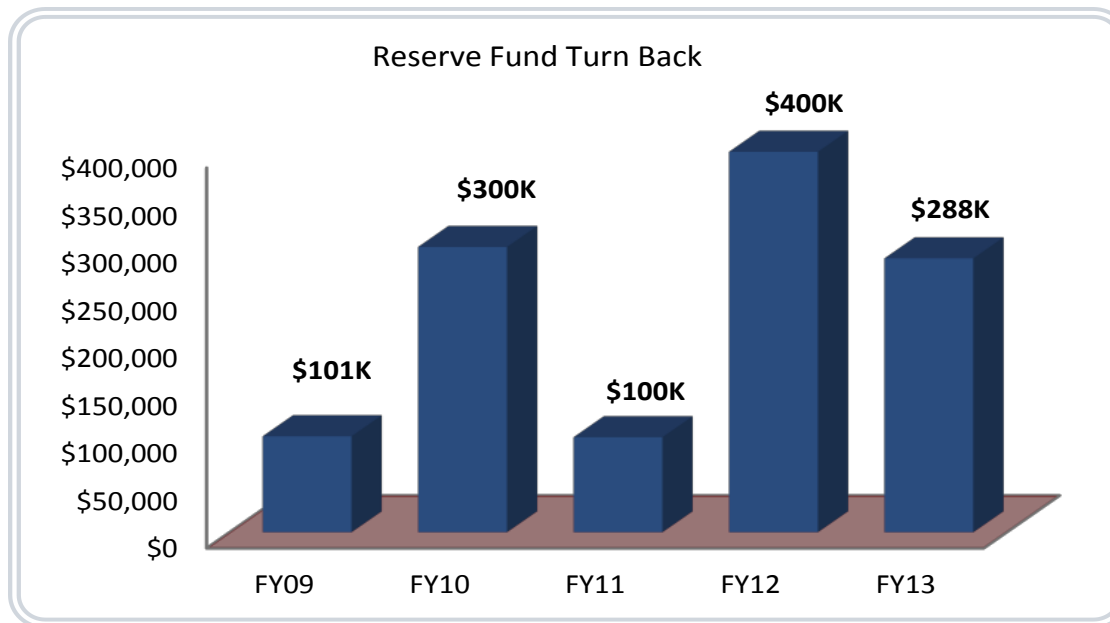
# Local Receipts – Strong Collections

- Local Receipts – Collections of \$3.8M, consistent with FY12.
  - Actual exceeded budget \$762K or 28%.
    - Strong collections.
    - Conservative budgets.
  - Motor Vehicle – stabilized - \$2.39M collections.
  - Building Permits – Strong.
  - Investment Income – Continues to decline but have reduced budget accordingly.



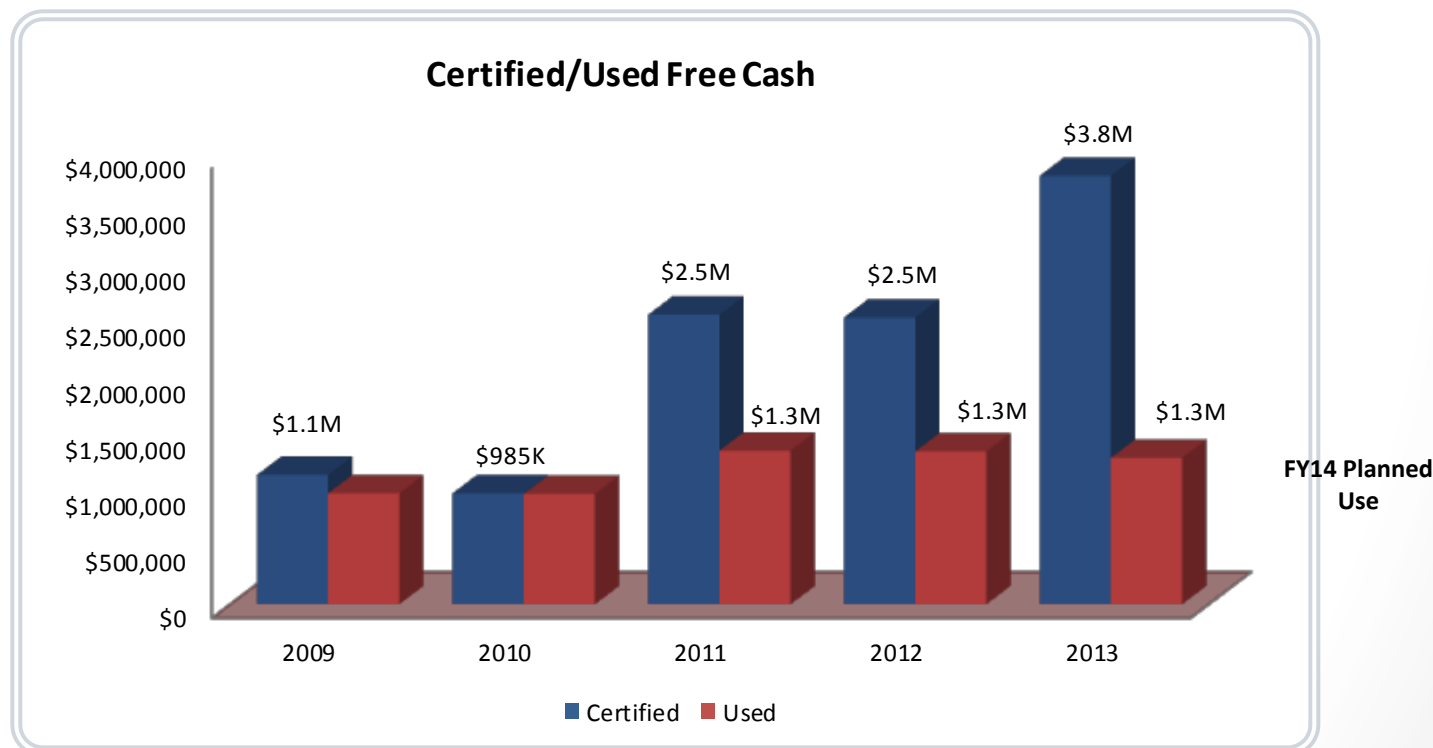
# FY13 Expenditure Results – Positive But Tight

- Overall expenditures 2% (\$1.3M) turn back – tight budgets.
  - Similar results to FY12 (\$1.2M) – 2%).
- Turn back by category:
  - Municipal - \$464K – 2.9%.
  - School - \$4K - 0%.
  - Benefits turn back - \$528K or 7.8% of budget.
  - Fincom reserve fund turn back - \$288K.



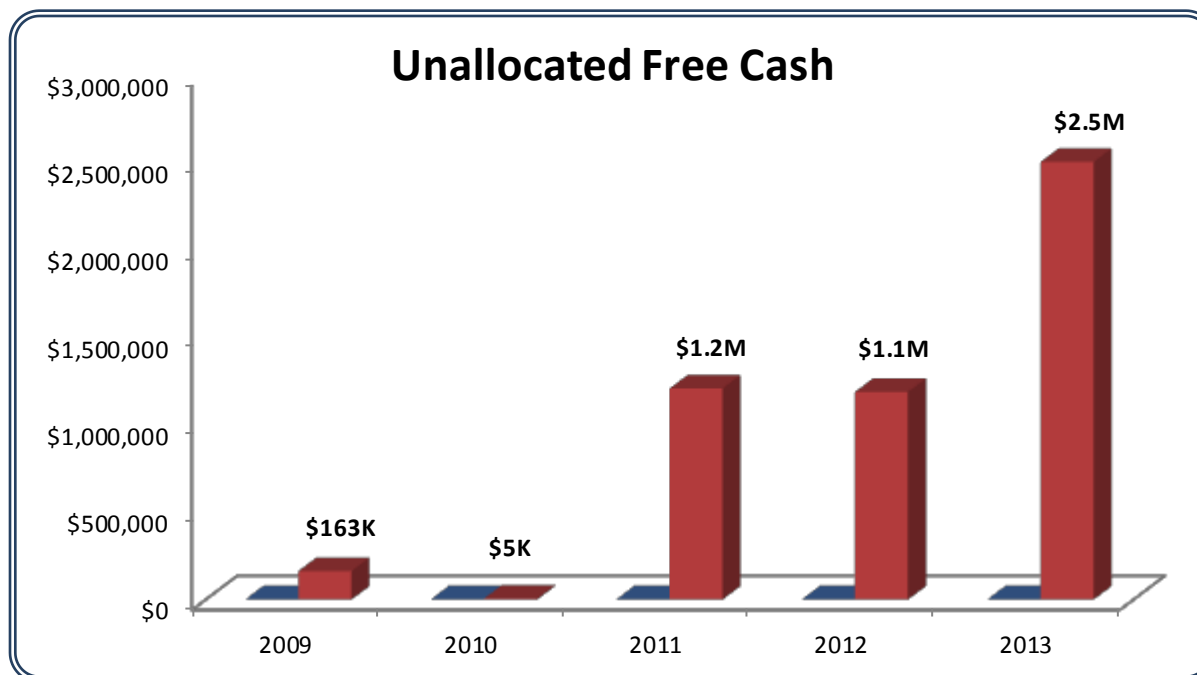
# Free Cash – Strong Position

- Free cash certification as of 6/30/2013 – \$3,806,582.
  - Free cash stabilized and strong.
  - Good FY13 budget to actual results.
- Disciplined use of prior year balance.
  - Not applied to operating budgets.
  - Not using full allowance.



# Unallocated Free Cash – Can Meet Financial Goal

- Unallocated free cash target - \$2.5M.
- If use similar amount in FY15 budget, we would be at target.
- Provides protection for the Town.





# Next Steps.....

- Begin FY15 budget.
  - Operating.
  - Capital.



