



# **FY2027-FY2031**

## **LONG RANGE FINANCIAL FORECAST**

January 13, 2026



# SUMMARY

- Benefits are single biggest driver of cost: 12% increase in FY27, no meaningful relief in sight
- ARPA ends Dec. 2026 (midway through FY2027)
  - While largely inoculated to “ARPA shock” there is community desire to continue some pilot programs, particularly Senior Med. Transit
- State unlikely to come to our rescue; federal funding at risk
- Town structural deficit: \$2.9M
  - Assumes continuity of current services & policies
- Schools assumed structural deficit: \$13.5M
  - Does not include efficiencies/proposals expected 12/18 from School Dep’t
- School Cost pressures: Collective Bargaining, Special Education, Benefits
- Town Cost pressures: Collective Bargaining, Inflation, Benefits

# PRIMARY ASSUMPTIONS

## Revenue

- Within the Property Tax projections, \$2.5M assumed for new growth, including out-years
- FY26 new growth driven by personal property
- State aid assumes 1% growth in UGGA, 2.5% in Ch. 70
- Local Receipts show 4.1% growth in FY26, modest growth in out-years

## Expenditures

- 6 positions continued to be held open to fund Police contract
- Health Insurance rate increases of 12% in FY27, FY27 -29 assume 10% + continued subscriber growth 20/15 S/T.
- Pension- follows funding schedule based on valuation as of 1/1/24, appropriation increase is 7.85%
- 1.5% Collective Bargaining increases in FY27, 2% in FY28, FY29 Fire CB "tail" in FY28
- Continued funding of OPEB's per the Town's funding schedule.
- All formal Financial Policies (CIP, Free Cash, Reserves) are continued.

# RECENT HISTORY

- In FY12 - FY14, Forecast dynamic of balanced Town budget vs \$1.5M - \$2M+ deficit for Schools.
- Budgets ultimately balanced by a combination of increases in local revenues, realizing additional State Aid, lower growth in Health Insurance rates, and reductions in the School budget.
- In FY15 “Bridge year” GIC rate savings allowed the town to delay implementation of a Parking Meter rate increase
- FY16-FY18 Three-year funding plan provided \$7.665M of addl. tax capacity (override funds) plus \$2.3M in non-tax revenue primarily from the Parking Meter Rate Increase and Town expenditure reductions
- FY19 - 21 Three-year funding plan disrupted by COVID-19 pandemic in the third year. Reductions to Town and School budgets
- FY22 - Recovery budget with some restorations and growth in revenue
- FY23 – ARPA funds used for School expenses, departmental budgets still constrained under escalating inflationary pressures
- FY24-FY26 – Three-year funding plan

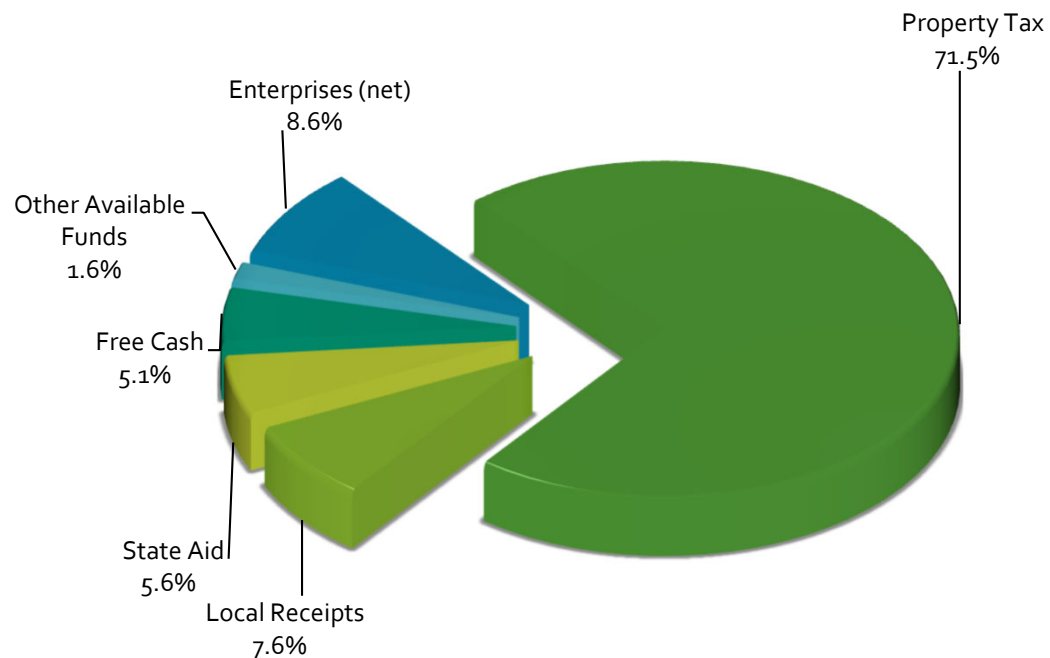
	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
<b><u>REVENUE</u></b>						
Property Taxes	332,554,581	349,452,499	360,438,187	371,761,674	382,631,951	393,779,676
Local Receipts	34,886,166	36,378,878	36,993,024	37,567,018	38,156,309	38,547,570
State Aid	25,915,570	26,438,368	27,091,499	27,760,959	28,447,155	29,150,506
Other Available Funds	4,948,498	4,487,480	4,706,060	4,890,153	5,138,390	4,311,795
Free Cash	21,303,316	20,200,000	20,967,559	21,849,267	22,511,258	23,192,931
<b>TOTAL REVENUE</b>	<b>419,608,131</b>	<b>436,957,224</b>	<b>450,196,330</b>	<b>463,829,071</b>	<b>476,885,063</b>	<b>488,982,477</b>
\$\$ Increase	19,465,721	17,349,093	13,239,106	13,632,741	13,055,992	12,097,414
% Increase	4.9%	4.1%	3.0%	3.0%	2.8%	2.5%
<b><u>EXPENDITURES</u></b>						
Departmental	98,868,974	102,214,316	105,660,968	108,841,037	111,142,107	114,391,454
Schools	142,792,591	152,745,067	158,371,400	165,663,919	177,265,426	185,135,639
Non-Departmental - Benefits	90,794,899	100,693,892	110,227,652	121,439,945	122,306,692	127,758,685
Non-Departmental - General	8,554,977	7,611,957	8,572,176	8,646,548	8,743,192	8,845,193
Non-Departmental - Debt Service	43,467,385	49,425,313	49,993,389	52,372,098	52,746,905	53,310,555
Non-Departmental - Reserve Fund	3,415,094	3,570,679	3,701,523	3,817,321	3,935,559	4,056,845
Special Appropriations (CIP)	20,045,169	23,556,095	24,395,265	24,313,462	25,345,154	26,232,020
Non-Appropriated	11,669,041	10,903,173	11,161,792	11,426,876	11,698,587	11,977,091
<b>TOTAL EXPENDITURES</b>	<b>419,608,130</b>	<b>450,720,491</b>	<b>472,084,165</b>	<b>496,521,206</b>	<b>513,183,622</b>	<b>531,707,483</b>
\$\$ Increase	19,465,721	31,112,361	21,363,673	24,437,042	16,662,415	18,523,862
% Increase	4.9%	7.4%	4.7%	5.2%	3.4%	3.6%
<b>CUMULATIVE SURPLUS/(DEFICIT)</b>	<b>0</b>	<b>(13,763,267)</b>	<b>(21,887,835)</b>	<b>(32,692,136)</b>	<b>(36,298,558)</b>	<b>(42,725,006)</b>
<b>DEFICIT AS A % OF OP REV</b>		<b>-3.3%</b>	<b>-5.1%</b>	<b>-7.4%</b>	<b>-8.0%</b>	<b>-9.2%</b>
<b>Total Town Surplus / (Deficit)</b>	<b>0</b>	<b>(2,990,563)</b>	<b>(5,529,095)</b>	<b>(8,321,606)</b>	<b>(5,811,556)</b>	<b>(6,686,081)</b>
<b>Total School Surplus / (Deficit)</b>	<b>0</b>	<b>(10,772,704)</b>	<b>(16,358,740)</b>	<b>(24,370,530)</b>	<b>(30,487,003)</b>	<b>(36,038,925)</b>

\*NOTE: Free cash not certified for FY27 use.

# GENERAL FUND REVENUE COMPOSITION

- In FY25, Property Taxes comprise almost  $\frac{3}{4}$ 's of the Town's General Fund revenue and over 80% of Operating Revenue

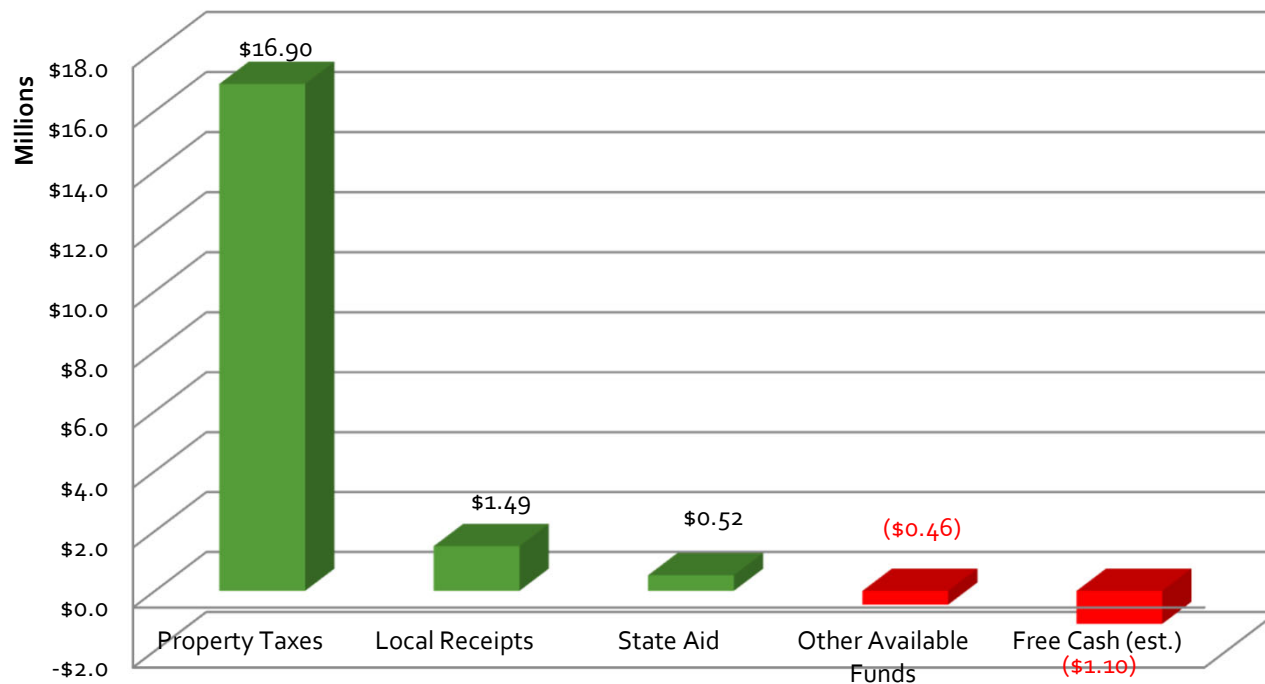
## FY25 REVENUES



# GENERAL FUND REVENUE SUMMARY

- Total FY27 increase in revenue of \$17.3M (4.1%)

## FY27 GENERAL FUND REVENUE CHANGES



In the out-years, annual operating revenue increases of 2.9%

# PROPERTY TAXES

- In FY27, increase \$16.8 million (5.1%)

PROPERTY TAXES	2026	2027	2028	2029	2030	2031
Prior Year Levy Limit	293,111,746	303,973,332	314,072,665	324,424,482	335,035,094	345,910,971
Amended Growth - Prior Year	(26,766)					
2 1/2 % Increase	7,327,125	7,599,333	7,851,817	8,110,612	8,375,877	8,647,774
New Growth	3,561,227	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
General Override						
<i>SUB-TOTAL ANNUAL LEVY LIMIT</i>	<i>303,973,332</i>	<i>314,072,665</i>	<i>324,424,482</i>	<i>335,035,094</i>	<i>345,910,971</i>	<i>357,058,746</i>
Excess Capacity	(15,611)					
<b>ANNUAL LEVY LIMIT</b>	<b>303,957,721</b>	<b>314,072,665</b>	<b>324,424,482</b>	<b>335,035,094</b>	<b>345,910,971</b>	<b>357,058,746</b>
Debt Exclusion (Debt Service Costs)	28,596,860	35,379,833	36,013,706	36,726,580	36,720,980	36,720,930
<b>ANNUAL LEVY</b>	<b>332,554,581</b>	<b>349,452,499</b>	<b>360,438,187</b>	<b>371,761,674</b>	<b>382,631,951</b>	<b>393,779,676</b>
\$\$ Increase	20,021,821	16,897,917	10,985,689	11,323,487	10,870,277	11,147,724
% Increase	6.4%	5.1%	3.1%	3.1%	2.9%	2.9%



# Debt Exclusion

DEBT EXCLUSION	2026	2027	2028	2029	2030	2031
Debt Exclusion (Debt Service Costs)						
<u>Actual-</u>						
Florida Ruffin Ridley School (2015) 1st borrowing	2,172,693	2,171,693	2,172,943	2,176,193	2,176,193	2,172,943
Florida Ruffin Ridley School (2015) 2nd borrowing	617,413	616,913	615,663	618,663	615,663	615,663
High School (2018) 1st borrowing	947,338	948,588	948,588	947,338	944,838	946,838
High School (2018) 2nd borrowing	1,016,744	1,016,244	1,014,494	1,016,494	1,016,994	1,017,194
High School (2018) 3rd borrowing	7,265,013	7,265,013	7,265,763	7,261,763	7,262,763	7,263,013
High School (2018) 4th borrowing	1,563,475	1,562,075	1,564,275	1,564,875	1,563,875	1,566,275
Driscoll School (2019) 1st borrowing	1,354,194	1,354,694	1,353,444	1,355,444	1,350,444	1,353,694
Driscoll School (2019) 2nd borrowing	4,560,144	4,558,944	4,563,544	4,563,544	4,563,944	4,559,544
Driscoll School (2021) Geothermal	307,875	309,375	305,375	306,125	306,375	306,125
Newbury College (2020)	757,275	760,775	758,025	759,275	759,275	758,025
Fire Station renovations (2023) 1st borrowing	301,120	303,770	303,020	302,020	300,770	304,270
Fire Station renovations (2023) 2nd borrowing	1,563,874	1,566,681	1,565,431	1,562,931	1,564,181	1,563,931
Pierce School Construction (2024) 1st borrowing	1,150,780	1,147,130	1,150,630	1,147,880	1,149,130	1,149,130
Pierce School Construction (2024) 2nd borrowing	5,018,925	5,021,981	5,017,981	5,019,981	5,022,481	5,020,231
 <u>Projected-</u>						
Fire Station Renovations (3rd borrowing \$18.5M)		1,312,620	1,312,620	1,312,620	1,312,620	1,312,620
Fire Station Renovations (4th borrowing \$9M)			638,572	638,572	638,572	638,572
Fire Station Renovations (5th borrowing \$10M)				709,525	709,525	709,525
*Pierce School (3rd borrowing \$77M)		5,463,339	5,463,339	5,463,339	5,463,339	5,463,339
	28,596,860	35,379,833	36,013,706	36,726,580	36,720,980	36,720,930
<b>ANNUAL LEVY</b>	<b>332,597,628</b>	<b>349,480,620</b>	<b>360,067,012</b>	<b>370,981,219</b>	<b>381,431,985</b>	<b>392,149,710</b>
Debt exclusion as % Of Levy	8.6%	10.1%	10.0%	9.9%	9.6%	9.4%

\* Assumes MSBA estimate of \$30M

# STATE AID

- In FY27, assuming 1% increase for UGGA and 2.5% for Chapter 70

	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
<i>General Government Aid</i>	7,917,525	7,995,701	8,193,094	8,395,422	8,602,809	8,815,380
Unrestricted General Gov't Aid	7,817,560	7,895,736	8,093,129	8,295,457	8,502,844	8,715,415
Veterans' Benefits	99,965	99,965	99,965	99,965	99,965	99,965
<i>School Aid</i>	17,813,724	18,258,346	18,714,084	19,181,216	19,660,025	20,150,805
Chapter 70	17,784,893	18,229,515	18,685,253	19,152,385	19,631,194	20,121,974
Charter Tuition Assesment Reimb.	28,831	28,831	28,831	28,831	28,831	28,831
<i>Tax Abatement Aid</i>	28,004	28,004	28,004	28,004	28,004	28,004
<i>Offset Aid (Libraries)</i>	156,317	156,317	156,317	156,317	156,317	156,317
<b>TOTAL STATE AID</b>	<b>25,915,570</b>	<b>26,438,368</b>	<b>27,091,499</b>	<b>27,760,959</b>	<b>28,447,155</b>	<b>29,150,506</b>
\$\$ Increase	1,108,796	522,798	653,131	669,460	686,196	703,351
% Increase	4.5%	2.0%	2.5%	2.5%	2.5%	2.5%

# LOCAL RECEIPTS

- In FY27, an increase of \$1.5M (4.3%)
  - Primary driver is parking meter revenue based on prior year actuals
- Less than 10% of overall budget
- Major sources of past surpluses are declining: building permit revenue continues to decrease, interest income unreliable & will lessen as ARPA funds are spent

<b>LOCAL RECEIPTS</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
Motor Vehicle Excise (MVE)	6,500,000	6,883,112	7,020,774	7,161,189	7,304,413	7,450,501
Local Option Taxes	5,360,000	5,462,200	5,616,444	5,722,773	5,831,228	5,941,853
Licenses & Permits	1,114,250	1,114,250	1,114,250	1,114,250	1,114,250	1,114,250
Parking / Court Fines	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
General Government	4,017,971	4,054,474	4,091,379	4,128,693	4,166,418	4,204,562
Interest Income	1,511,473	1,549,259	1,587,991	1,627,691	1,668,383	1,710,092
PILOT's / 121A's	1,932,802	1,971,459	2,010,888	2,051,105	2,092,128	2,133,970
Refuse Fee	4,688,994	4,871,575	5,061,638	5,259,303	5,464,875	5,464,875
Departmental & Other	7,160,676	7,872,550	7,889,661	7,902,014	7,914,614	7,927,466
<b>TOTAL LOCAL REVENUE</b>	<b>34,886,166</b>	<b>36,378,878</b>	<b>36,993,024</b>	<b>37,567,018</b>	<b>38,156,309</b>	<b>38,547,570</b>
\$\$ Increase	3,022,154	1,492,712	614,147	573,993	589,292	391,261
% Increase	10.1%	4.3%	1.7%	1.6%	1.6%	1.0%

In the out-years, avg annual increase of approx. 1.5%

# OTHER AVAILABLE FUNDS

- A decrease of \$461K (9.3%)
  - Shows loss of HCA funds, but Opioid funding continues
  - Uncertainty on continuation of food services reimbursement
  - On out-years pension relief for Enterprise funds, similar to General Fund

	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>
Opioid / HCA Stabilization Funds	671,021	350,000	350,000	300,000	300,000	300,000
Walnut Hill Cemetery Fund	100,000	100,000	100,000	100,000	100,000	100,000
Golf Enterprise Fund Reimbursement	297,423	277,841	292,478	308,138	324,894	243,969
Recreation Revolving Fund Reimbursement	576,575	634,233	697,656	767,422	844,164	928,580
Water and Sewer Enterprise Fund Reimbursement	3,003,478	3,125,405	3,265,926	3,414,594	3,569,333	2,739,245
School Food Services Reimbursement	300,000	0	0	0	0	0
<b>TOTAL OTHER AVAILABLE FUNDS</b>	<b>4,948,498</b>	<b>4,487,480</b>	<b>4,706,060</b>	<b>4,890,153</b>	<b>5,138,390</b>	<b>4,311,795</b>
\$ Increase	(2,381,082)	(461,018)	218,580	184,093	248,237	(826,595)
% Increase	-33.9%	-9.3%	4.9%	3.9%	5.1%	-16.1%

# FREE CASH

- Needs to be Certified
- Free Cash is used in accordance with the Town's Free Cash Policies:
  1. Budget Reserve – ¼ of the annual "Reserve Fund"
  2. Unreserved Fund Balance / Stabilization Fund – maintain at a minimum of 20% of revenue
  3. Liability / Catastrophe Fund – maintain at 1% of net revenue
  4. CIP – bring CIP funding up to 8.1% from the 6.6% CIP Policy
  5. Affordable Housing Trust Fund – deposit if the fund balance is less than \$5M
  6. Special Use – augment trust funds for fringe benefits, unfunded liabilities related to employee benefits, and other one-time uses, including additional funding for the CIP

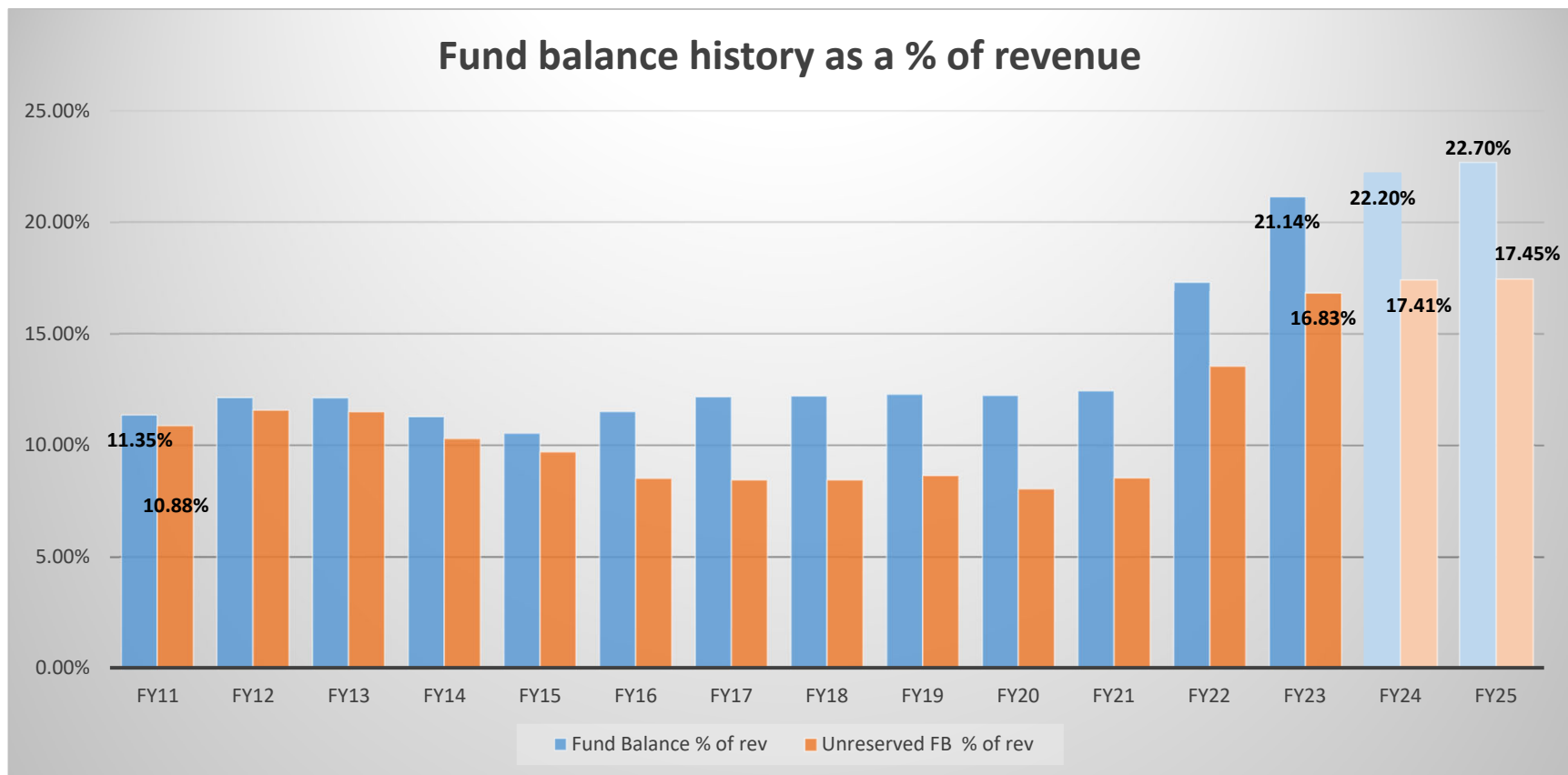
Free Cash Estimate		\$23,000,000
1. Operating Budget Reserve		\$892,670
2. Unreserved Fund Balance/Stabilization Fund		\$6,300,000
3. Liability Reserve (to get fund to 1% of Prior Yr Net Revenue)		\$2,182,237
4. Capital Improvements (to get to 8.1% of Prior Yr Net Revenue)		\$5,356,018
5. Affordable Housing Trust Fund (since Fund Balance below \$5M)		<u>\$1,240,361</u>
Sub-Total		\$15,971,286
Amt available for Special Use (#6)		\$7,028,714
6. Special Use:		
Additional CIP		\$7,028,714

Amount Appropriated

\$20,200,000

# FUND BALANCE

- Ratings agencies look for a Aaa-rated community to have a ratio of Fund Balance as a percentage of revenue of approx. 20%
- Revised policy based on changes to Moody's metrics

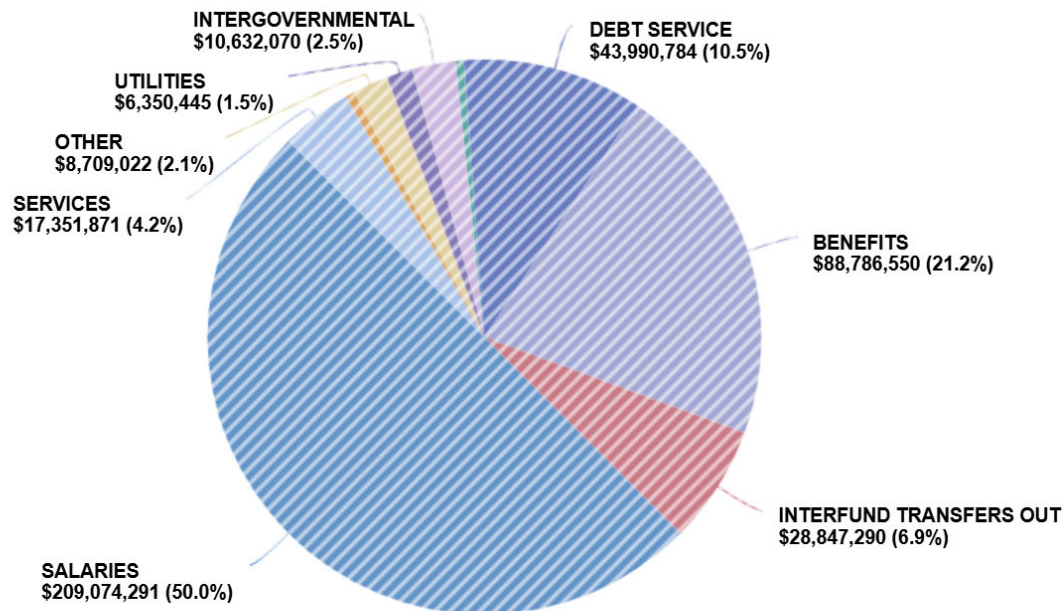


# GENERAL FUND BUDGET

- In FY26, total General Fund budget of \$419M
- Personnel costs (wages + benefits) comprise 71.2% of the Operating Budget

## FY26 Section 2 Budget Summary Details

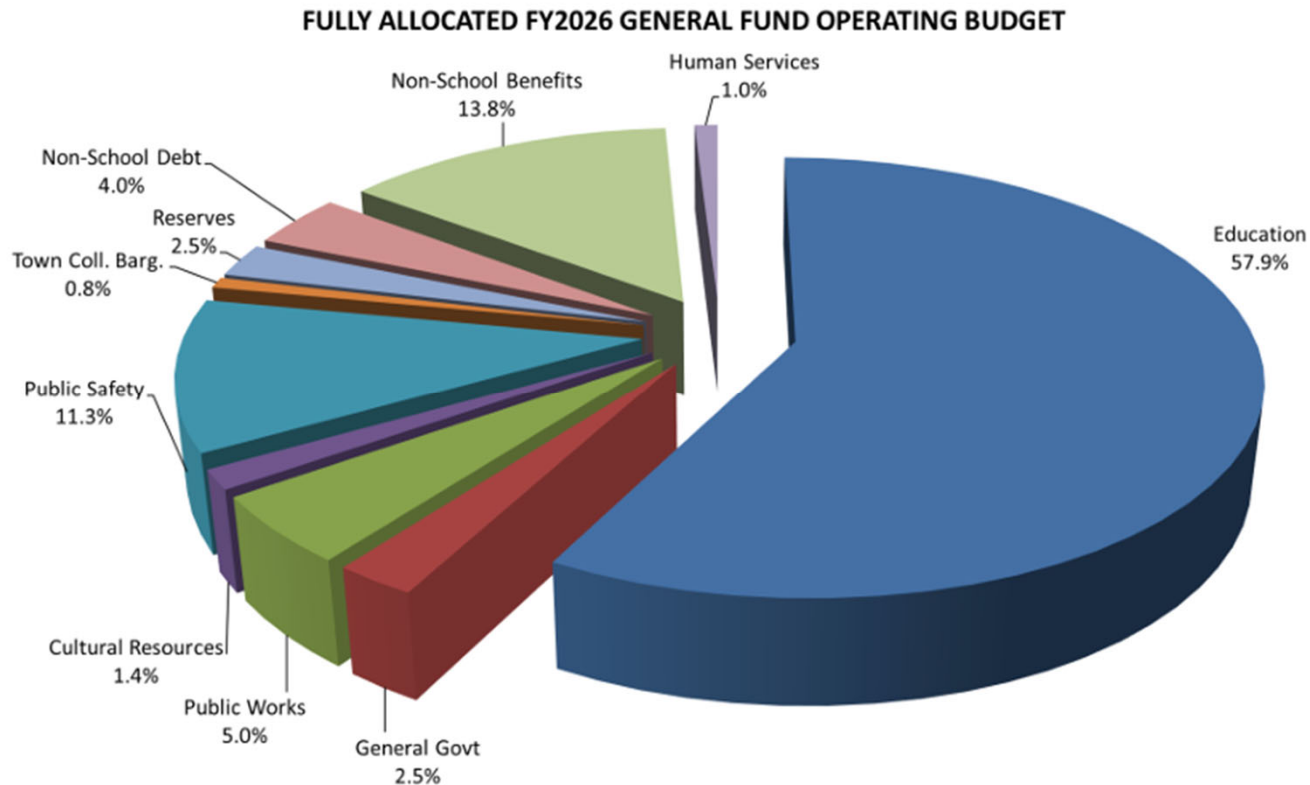
Visualization



Data filtered by EXPENSES, GENERAL FUND and exported on December 8, 2025. Created with OpenGov

# FULLY-ALLOCATED EXPENDITURES

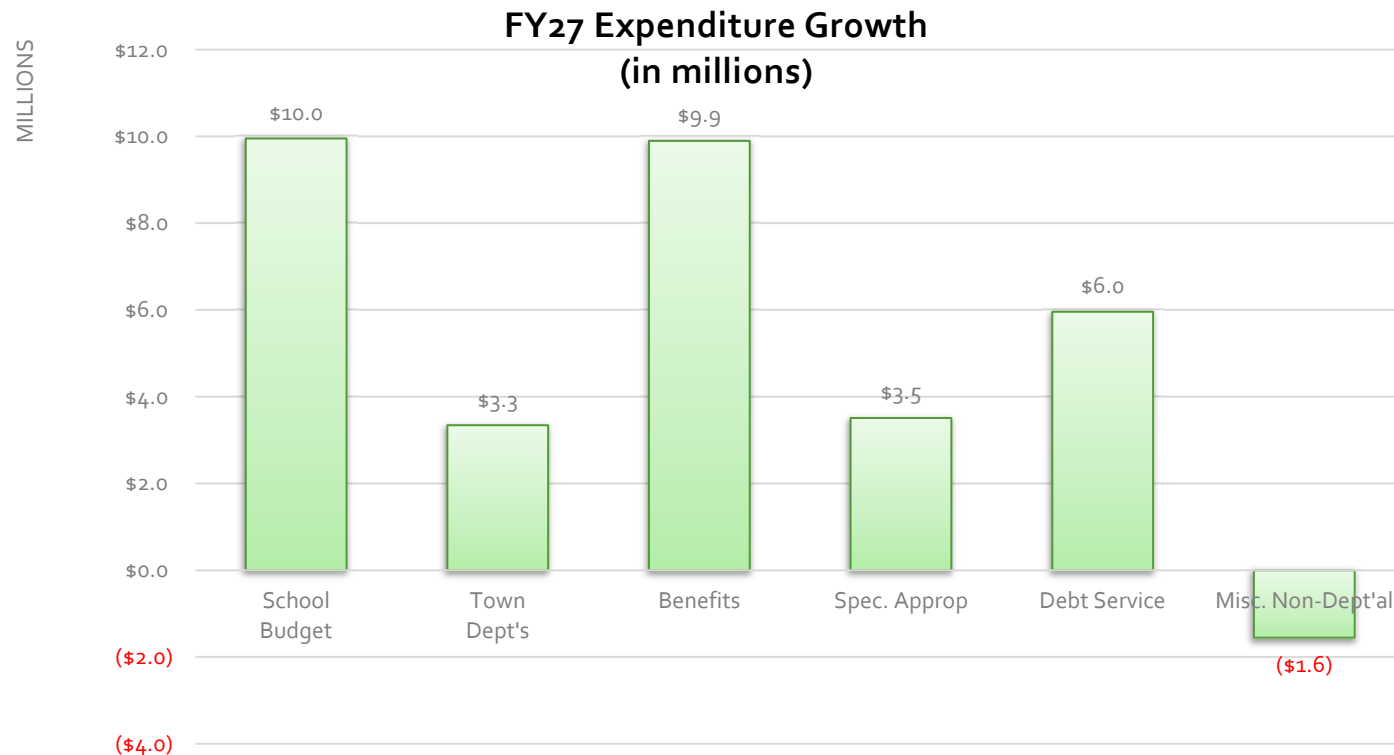
- In FY26, expenses associated with Education comprise 57.9% of the Operating budget
- The next largest areas are non-School Benefits and Public Safety





# EXPENDITURE SUMMARY

- For FY27, est. total increase in expenditures of \$31.3M (7.5%)



In the out-years, annual increase average 4.2%

# Town / School Split

	<u>FY26</u>	<u>FY27</u>	<u>Variance</u>
REVENUE	\$419,608,131	\$436,957,224	\$17,349,093
NON-DEPARTMENTAL FIXED COSTS	\$177,946,566	\$195,761,108	\$17,814,542
AVAILABLE FOR TOWN/SCHOOL	\$241,661,565	\$241,196,116	(\$465,449)
APPLY PRIOR YEAR % TO AVAILABLE FUNDS	\$ 98,678,548	\$ 142,517,567	
ADJUST ALLOCATED COSTS FOR SERVICES* (Utilities, R&M, Payroll, IT, Purchasing)	\$ (218,841) \$ 218,841	\$ 524,162 \$ (524,162)	Town adjustments School adjustments
TOWN	98,868,973.56	\$99,202,710	333,737 0.3%
SCHOOL	142,792,591.00	\$141,993,405	(799,186) -0.6%
TOWN	40.9%	41.1%	
SCHOOL	59.1%	58.9%	

\* FY26 directs year 3 override funds to school budget, reflects reduction to School R&M. FY27 reflects projected utility increases.

# BENEFITS

- Total estimated FY27 increase of \$9.5M (10.4%)
- Assuming 12% for Group Health for FY27-29
- Continuation of OPEB funding plan

	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Pensions	38,070,807	41,066,415	44,290,129	47,766,904	44,088,421	7,276,167
Group Health	41,625,292	47,593,348	53,439,642	60,604,038	64,559,281	69,401,228
Retiree Group Health Trust Fund (OPEB's)	4,931,980	5,181,980	5,431,980	5,681,980	5,931,980	42,994,233
Group Life	148,625	152,341	156,149	160,053	164,054	168,156
Disability Insurance	46,000	50,000	50,000	50,000	50,000	50,000
Workers' Compensation	2,200,000	2,400,000	2,369,159	2,428,388	2,489,098	2,551,326
Public Safety IOD Medical Expenses	350,000	250,000	350,000	350,000	350,000	350,000
Unemployment Compensation	0	250,000	250,000	250,000	250,000	250,000
Medical Disabilities	40,000	40,000	40,000	40,000	40,000	40,000
Medicare Coverage	3,382,196	3,608,803	3,850,593	4,108,582	4,383,857	4,677,576
<b>TOTAL</b>	<b>90,794,899</b>	<b>100,592,885</b>	<b>110,227,652</b>	<b>121,439,945</b>	<b>122,306,692</b>	<b>127,758,685</b>
\$\$ Change	2,586,593	9,797,986	9,634,766	11,212,293	866,747	5,451,993
% Change	2.9%	10.8%	9.6%	10.2%	0.7%	4.5%

# BENEFITS – MAJOR ACCOUNTS

- **Health Insurance (\$47.6M)**

- Assuming an 12% rate increase
- Assuming 45 new subscribers (15 T / 30 S)
- Total increase of \$5.6 million
- Each 1% increase in rates equals ~\$421,000

- **Pensions (\$41.1M)**

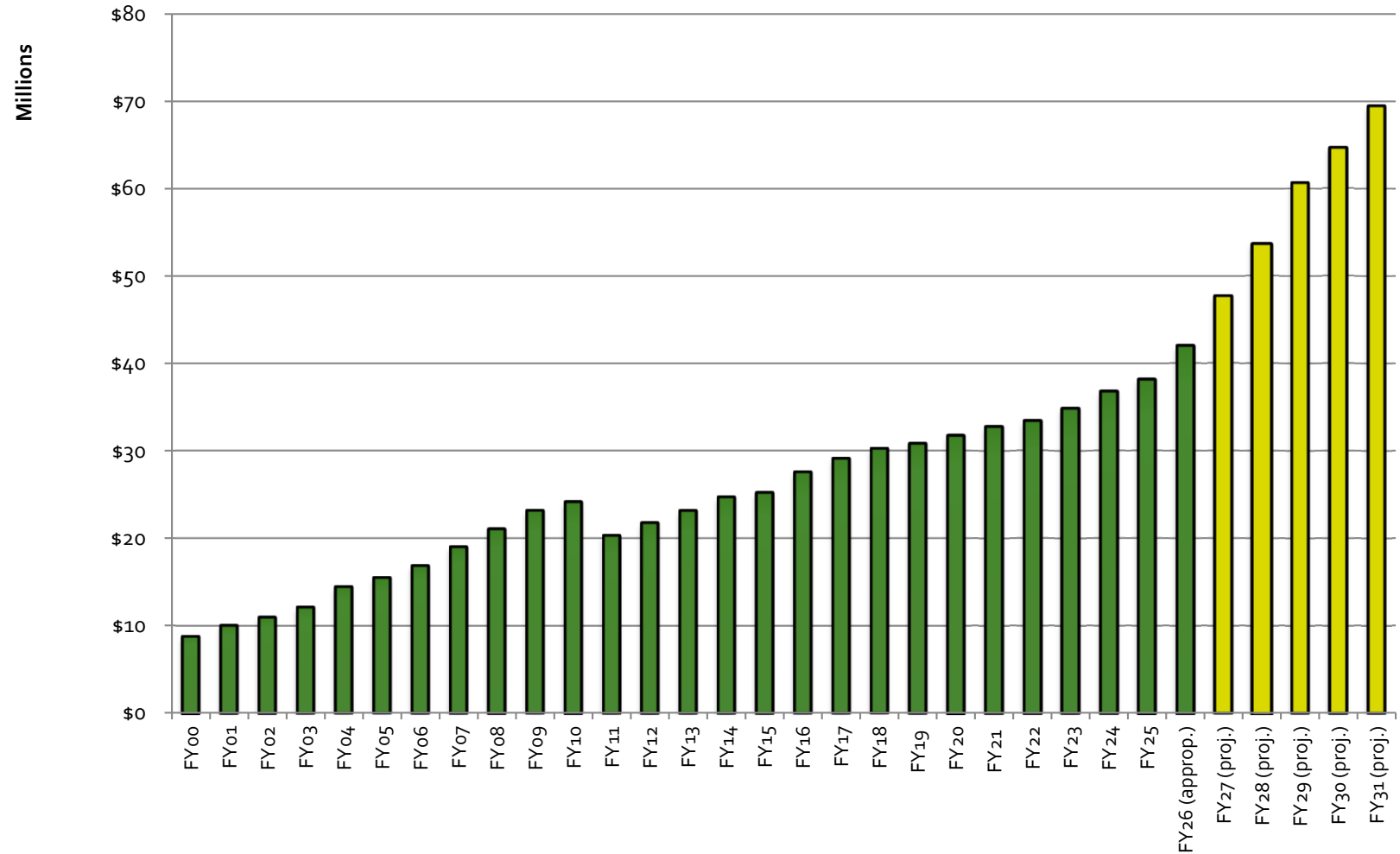
- For FY27, increase of \$3M based on funding schedule
- Annual appropriation increases 7.85% continues to put strain on future budgets as we get closer to 2030

- **OPEB's (\$5.2M)**

- During FY21-22 paused \$250K annual increase, resumed in FY23, paused in FY26
- Increase operating budget funding from \$4.9M to \$5.2M
- Continue assessing special revenue funds

# BENEFITS – Group Health

## GROUP HEALTH APPROPRIATION



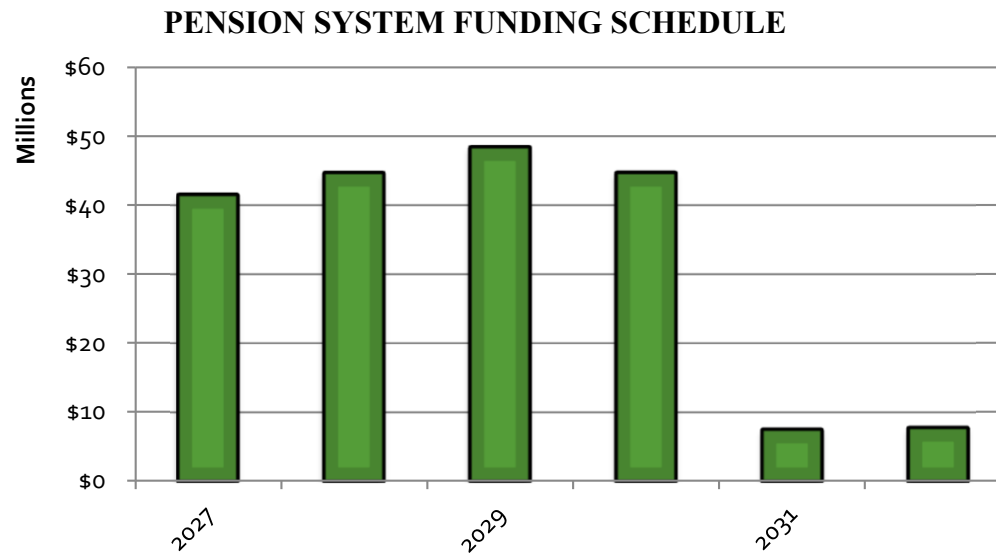
# OPEBs

- Continue:
  - Increasing funding from operating revenue by \$250K / yr.
  - Assessing special revenue funds with personnel
  - Using the “run-off” from funding for Non-Contributory retirees (included in Operating Revenue)

	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
Special Rev Funds	248,888	248,888	248,888	248,888	248,888	248,888
Operating Revenue	4,683,092	4,933,092	5,183,092	5,433,092	5,683,092	42,745,345
Free Cash						
<b>TOTAL</b>	<b>4,931,980</b>	<b>5,181,980</b>	<b>5,431,980</b>	<b>5,681,980</b>	<b>5,931,980</b>	<b>42,994,233</b>
\$\$ Change	(500,000)	250,000	250,000	250,000	250,000	37,062,253
Percentage Change	-9.2%	5.1%	4.8%	4.6%	4.4%	624.8%

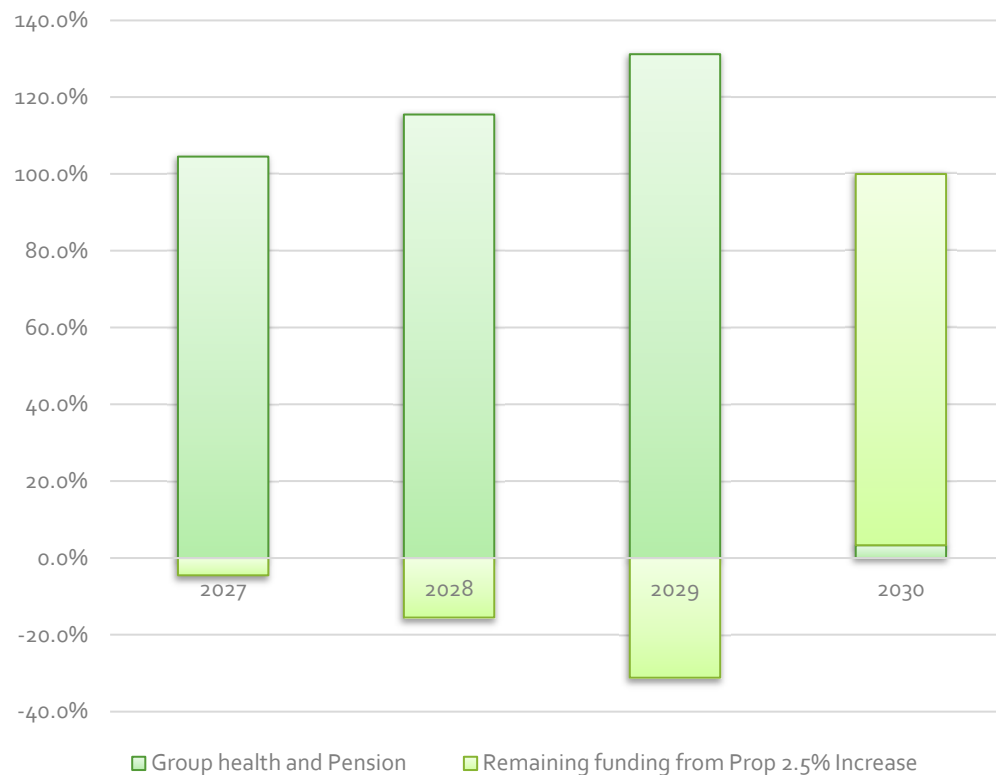
# PENSION FUNDING

- Full funding date of 2030
- Rate of Return 6.8% (was 6.9%)
- FY27 increase of \$2.9M (7.9%)



# ANNUAL INCREASE IN BENEFITS

- The annual increase in appropriations for Pensions and Health Insurance is absorbing most of the annual 2 ½% increase in Prop Taxes
- Doesn't account for other increases, such as OPEB's
- Figures assume 12% in FY27-29 Health Insurance cost



Run off from  
pension funding  
– can be used  
for unfunded  
OPEB liability



# DEBT SERVICE / TAX-SUPPORTED CIP

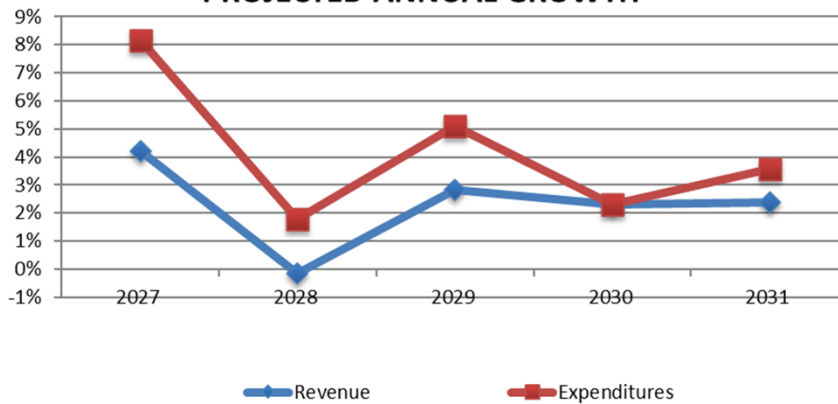
- All years of Forecast follow CIP Policies
- In FY27, the “6.6% Policy” total increases \$4M
  - Last year reverted back to 6% policy and reduced CIP by \$970K to provide School contingency
- In FY27, new debt service for Roof Repairs, Pierce, Fire Renovations
  - Plan on Spring, 2026 bond sale
  - Alston Settlement funded within debt service budget (FY27 impact is \$1.2M).
- In the out-years, Debt Service supports:
  - Larz Anderson Park
  - Davis Path Footbridge
  - Washington Street Complete Streets

# NON-APPROPRIATED

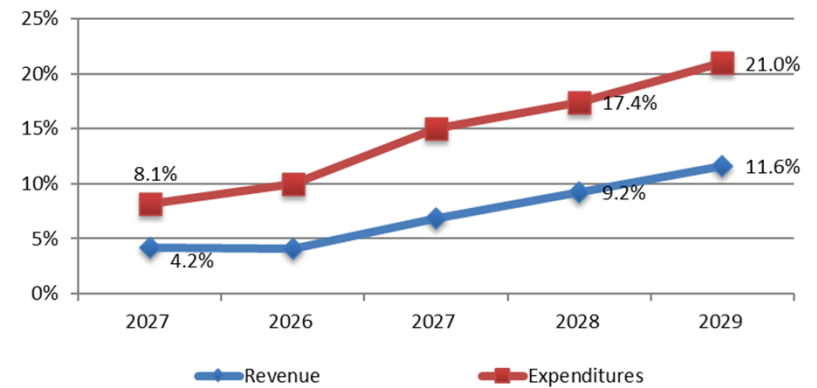
	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>
STATE ASSESSMENTS						
County Assessments	1,111,549	1,139,338	1,167,821	1,197,017	1,226,942	1,257,616
Air Pollution Dist.	35,824	36,720	37,638	38,579	39,543	40,532
MAPC	38,185	39,140	40,118	41,121	42,149	43,203
MBTA	6,441,217	6,602,247	6,767,304	6,936,486	7,109,898	7,287,646
RMV Surcharge	179,800	179,800	179,800	179,800	179,800	179,800
School Choice Sending Tuition	70,830	70,830	70,830	70,830	70,830	70,830
Charter School Sending Tuition	126,484	126,484	126,484	126,484	126,484	126,484
TOTAL STATE ASSESSMENTS	8,003,889	8,194,558	8,389,994	8,590,316	8,795,647	9,006,110
Cherry Sheet Offsets	156,317	156,317	156,317	156,317	156,317	156,317
Overlay	3,483,835	2,527,298	2,590,480	2,655,242	2,721,623	2,789,664
Tax Titles/Deficits/Judgments	25,000	25,000	25,000	25,000	25,000	25,000
<b>TOTAL</b>	<b>11,669,041</b>	<b>10,903,173</b>	<b>11,161,792</b>	<b>11,426,876</b>	<b>11,698,587</b>	<b>11,977,091</b>
\$\$ Change	1,345,713	(765,868)	258,619	265,084	271,711	278,504
Percentage Change	13.0%	-6.6%	2.4%	2.4%	2.4%	2.4%

# FUTURE REVENUE & EXPENDITURE GROWTH

PROJECTED ANNUAL GROWTH



PROJECTED CUMULATIVE GROWTH



# FY27 Deficit Closure Plan

- **Level fund OPEBs:** \$100k savings
- **CIP reductions:** 6.6% to 6% = ~\$2M to split b/w Town & Schools
- **Revisit Override Commitments:** past initiatives like short-term rental monitoring, planning capacity, rodent control
- **Reductions in Services**
  - Position reductions (4 in override scenario; 18+ no override)
  - Currently analyzing vacancies
  - Position review committee

# Potential Contours of Override

## SAMPLE PROPOSAL - NOT FINAL

<u>Dept</u>	<u>Item</u>	<u>Departmental Ask</u>	<u>Current Alloted</u>
<b>(multiple)</b>	Continuity of Service	\$2,949,230.00	\$1,350,000
<b>FIRE</b>	New Contract	\$910,000.00	\$910,000
<b>FIRE</b>	Overtime Adjustments	\$800,000.00	\$800,000
<b>DPW</b>	Sustainability & Other Unfunded Programs	\$800,000.00	\$625,000
<b>POLICE</b>	Restoring 6 Officers	\$600,000.00	\$600,000
<b>(multiple)</b>	Collective Bargaining Reserve	\$0.00	\$400,000
<b>COA</b>	Senior Center Transportation Program	\$325,000.00	\$325,000
<b>POLICE</b>	Operating Adjustments (Larimore, Command Staff)	\$300,000.00	\$300,000
<b>Subtotal</b>		<b>\$6,684,230.00</b>	<b>\$5,310,000.00</b>
<b>DPW</b>	Roadway Reg. Repair & Maintenance	\$2,800,000.00	\$1,000,000
<b>(multiple)</b>	Digitization/IT Infrastructure	\$750,000.00	\$350,000
<b>(multiple)</b>	Modernize Parking Meter Operations	\$175,000.00	\$125,000
<b>Subtotal</b>		<b>\$10,409,230.00</b>	<b>\$6,785,000.00</b>
<b>DPW</b>	Pay & Class	\$875,000.00	\$100,000
<b>SB</b>	Budget Analyst (ARPA Transition)	\$125,000.00	\$125,000
		<b>\$11,409,230.00</b>	<b>\$7,010,000.00</b>

## Continuity of Service

-\$2,949,230 gap

\$1,482,500 cuts

\$ 354,000 revenue

\$1,350,000 override

**\$ 237,270** for stabilization

# Revenue Opportunities

## SAMPLE REVNUES - NOT VERIFIED/FINAL

<u>Dept</u>	<u>Item</u>	<u>Amount</u>	<u>Description</u>
<b>BLD</b>	Building Permit fee increase	<b>\$70,000.00</b>	Assumes 5% increase
<b>FIN</b>	Tax Demand fee increase	<b>\$14,000.00</b>	
<b>POLICE</b>	Parking Violation fee increase	<b>\$260,000.00</b>	Initial Est.: \$900k; deduct modernization costs, run split, assume 90%
	ZBA/Preservation fee		
<b>DPCD</b>	increases	<b>\$5,000.00</b>	Assumes 10% increase
<b>BLD</b>	Increase Rental Fees	<b>\$5,000.00</b>	TBC
<b>TOTAL</b>		<b>\$354,000.00</b>	

# FY27 Potential Cuts

Department	Item	FY27
Fire	Personnel	90,500
Health	Personnel	88,000
HR	Personnel	15,000
HR	Services	36,000
Planning	Personnel	78,500
Police	Overtime	50,000
Rec	Personnel	73,500
SB	Services	30,000
OPEBs	Level Funding	100,000
CIP	6% instead of 6.6%	876,000
	Benefits	45,000
	Total	1,482,500

(4 FTEs)



# FY27 Potential No Override Scenario

- 18 FTEs
- Significant reduction in operational capacity
- Likely paired with suggested warrant articles to repeal unfunded services
- Future capacity for new growth, particularly commercial development, limited

Department	Item	FY27
Building	Personnel	87,800
COA	Personnel	10,000
DPW	Personnel	56,000
DPW	Services	30,000
Finance	Personnel	180,000
Fire	Personnel	90,500
Health	Personnel	88,000
Health	Programming	56,000
HR	Personnel	15,000
HR	Services	86,000
IT	Training	3,000
Legal	Services	30,000
ODEICR	Services	28,000
Planning	Personnel	242,000
Planning	Services	30,000
Police	Personnel	57,000
Police	Overtime	100,000
Rec	Personnel	73,500
SB	Personnel	60,000
SB	Programming	10,000
SB	Services	45,000
OPEBs	Level fund - town share	100,000
CIP	6% instead of 6.6%	876,000
	Benefits	180,000
	Total	2,533,800