

**TOWN MANAGER  
RECOMMENDED FY'22 BUDGET  
PRESENTATION TO BOARD OF SELECTMEN**

January 28, 2021

# FY'22 Budget Overview

- Follows Selectmen budget instructions
  - Level-service budget at 2.50%
- No new funding initiatives, funds some very minor increasing cost centers, reorganization & reallocation efforts where able
- FY'22 Capital Budget = net \$300,000 within current budget projections

# FY'22 Budget Presentation Overview

- Explain contents of FY'22 Budget binders
- “Financial Encyclopedia” overview & additions
- Recommended FY'22 Capital Budget
- Recommended FY'22 General Government Budget at 2.50%
- Overall budget trends, recent in-roads, future issues & concerns
- COVID-19 financial uncertainty, especially at State level with Ch. 70 School Aid largest area of concern
  - Prudence, Patience, Flexibility

# FY'22 Budget Binders

- FY'22 Budget Binders
  - Tab 1: Summary Information – Subject to Regular Changes
  - Tab 2: Financial History, Projections, & Analysis = “Town of Sandwich Financial Encyclopedia”
  - Tab 3: FY'22 Capital Budget
  - Tab 4: FY'22 General Government Budget
  - Tab 5: FY'22 School Department Budget – expected March 1
  - Tab 6: FY'22 UCCRVTs Budget – expected in March
  - Tab 7: Miscellaneous Budget Information
- Entire binder on [www.sandwichmass.org](http://www.sandwichmass.org) with direct link on homepage
- Reminder: please bring your budget binder information to all upcoming meetings

# FY'22 Budget Binders

## Summary Information – Tab 1

- FY'22 Budget presentation material
- FY'22 projected general fund revenues & expenses
  - Will be updated accordingly as FY'22 Budget process progresses
  - Alternative projections worked on & produced constantly
- FY'22 department operating budget totals
  - Unless significant changes required, will not be distributing departmental updates, just total budget summary
- “FY'22 Budget Thoughts & Recommendations” document

# FY'22 Budget Binders

## Financial History, Projections & Analysis – Tab 2

- Key summary information – Tab 2 of budget binders
  - 55 different worksheets with 66 pages of information
  - Executive Summary in words – updated for FY'22
  - Full explanation of revenues & expenses
  - 10+ years of financial, demographic, & historic data
    - Focused documentation on FY'10 – present unless data warranted additional years
  - Future budget projections
  - Explanation of important issues that impact budget the most
  - How tightly Sandwich budgets compared to neighboring communities
  - Where each dollar comes from & where each dollar goes
  - Updated annually with new issues highlighted each year
  - Best resource to increase knowledge of Sandwich's finances & demographics

# FY'22 Budget Binders – Tab 2

## Table of Contents & Executive Summary (pp. 2 & 3)

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EXECUTIVE SUMMARY	
1.	<b>Where Our Money Comes From &amp; Goes</b> - Pages 61-66 Approximately 78% Sandwich's income comes from taxes, with 12% coming from State Aid, and 10% from other sources. 62% of every dollar spent goes for educational costs and expenses, 35% for general government services, 5% for debt service, and 3% for overall expenses. See charts on pp. 62, 64, & 66.
2.	<b>Declining School Enrollment</b> - Pages 57-59 Since 2002, Sandwich Public School enrollment has declined substantially, losing 1,963 students from Sandwich. This represents a 47% decline in enrollment since the peak of the 2002-03 school year. Students taking advantage of other public, private, and home educational opportunities outside of Sandwich have increased significantly during this same period, totalling 781 students in the current school year, which represents 25% of Sandwich's Pre-K - 12 population. In addition, since the School Committee first voted to accept School Choice students from other towns in 2010, there are now 129 non-Sandwich students in the Sandwich Public Schools. Also, for COVID reasons, the number of homeschooled students for 2020-21 totalled 160, 100 more than the prior year.
3.	<b>Tuition Assessment Increase Impacts &amp; Shortfalls</b> - Pages 27-29 Since FY04, Tuition Assessments have increased from \$262,373 to \$4,373,860 in FY20, a staggering 1,333%. Even over the last 5 years, we have still experienced an average increase of 7%. This pattern has meant that more and more of Sandwich's overall budget is being sent out of town. Most tellingly, in FY21 State Tuition Assessments alone exceeded the total Discretionary Aid amount the Town received by \$2,020,770, making us a State Aid debtor community for the 9th consecutive year. Furthermore, Sandwich is receiving less than 1/3 of the State Charter Tuition Reimbursement formula, losing more than \$1.0 million in revenue each year. See chart of this
4.	<b>Stable, Aging Town Population</b> - Pages 56 & 60 The Town population has generally increased since the early 1990s to about 20,000 year-round residents, but the rate of increase has slowed significantly the last few years, with some annual decreases. The largest growing segment of our population continues to be those residents over-60, which now makes up 36% of our total population.
5.	<b>Sandwich Budget Culture of "Cutting It Close"</b> - Pages 43-45 For many years Sandwich has budgeted its total expenses extremely close to its estimated revenues. This is reflected in our low Free Cash certifications, our modest Stabilization Fund balance, and the fact that we have traditionally had no Excess Levy Capacity for more than a decade. Compared to our 3 most similar neighbors, our Free Cash certification is \$5.2 million below and our Stabilization Fund is \$5.1 million below their averages. See chart on p. 45.
6.	<b>Increasing Debt Payments As Major, Long-Standing Capital Needs Met</b> - Pages 19-20 By FY18, the Town's total annual outstanding exempt debt service obligations decreased by \$2.9 million since our recent high in FY06, a sign of Sandwich not issuing debt for long-needed, major capital projects. Thankfully, many of these projects - public safety buildings, public roads & infrastructure, wastewater, Library renovations, Center for Active Living - have been supported by the voters. The Long Range Capital Plan supported by the Board of Selectmen in November 2012, & follow-up multi-board summit meetings in 2016 & 2017, provided recommendations on issuing future debt to address significant capital needs. Addressing these needs is looked favorably upon by municipal bond rating agencies. See chart of exempt debt on p. 20.
7.	<b>Average Tax Bill</b> - Page 51 Since FY17, the Town's average tax bill has increased by a total of \$601, or 10.5%. This reflects an annual average increase of 2.62% over those 5 years. Much of this increase is derived from the added debt service approved by voters for the large-scale capital needs we have been addressing. For comparison purposes, Sandwich has been below the State average for the vast majority of the last 25 years. We have the second highest average tax bill on Cape Cod and the highest median household income. Demographically, Sandwich is much more similar to towns on the South Shore than Cape Cod.

# FY'22 General Government Budget Overview

## Capital Budget – Tab 3

- FY'22 Capital Budget – finalized internally
  - \$300,000 in net capital improvements
  - Continued commitment to annually fund at least \$125,000 each for Town & School building maintenance efforts
  - \$46,000 for public safety equipment & improvements, and DPW fuel depot IT upgrade (Amb. Fund)
    - fuel depot used by ALL departments except Marina & Golf
  - FY'22 Capital purposefully low due to COVID financial uncertainties – potential Fall STM to address more capital



# Oak Ridge & Forestdale Boilers MSBA Project

## Special Capital Item – Tab 3

- Energy efficiency project through Massachusetts School Building Authority
  - Hard deadline of June 30, 2021 for final decision
  - Estimated full cost = \$3.8 million
  - Projected MSBA reimbursement = \$1.5 million or 39%
  - Extensive review by MSBA approved engineer
  - Two extensions already granted by MSBA, largely due to COVID public health emergency
  - Only real way to fund = Capital Outlay Expenditure Exclusion of Proposition 2.5 for one year only

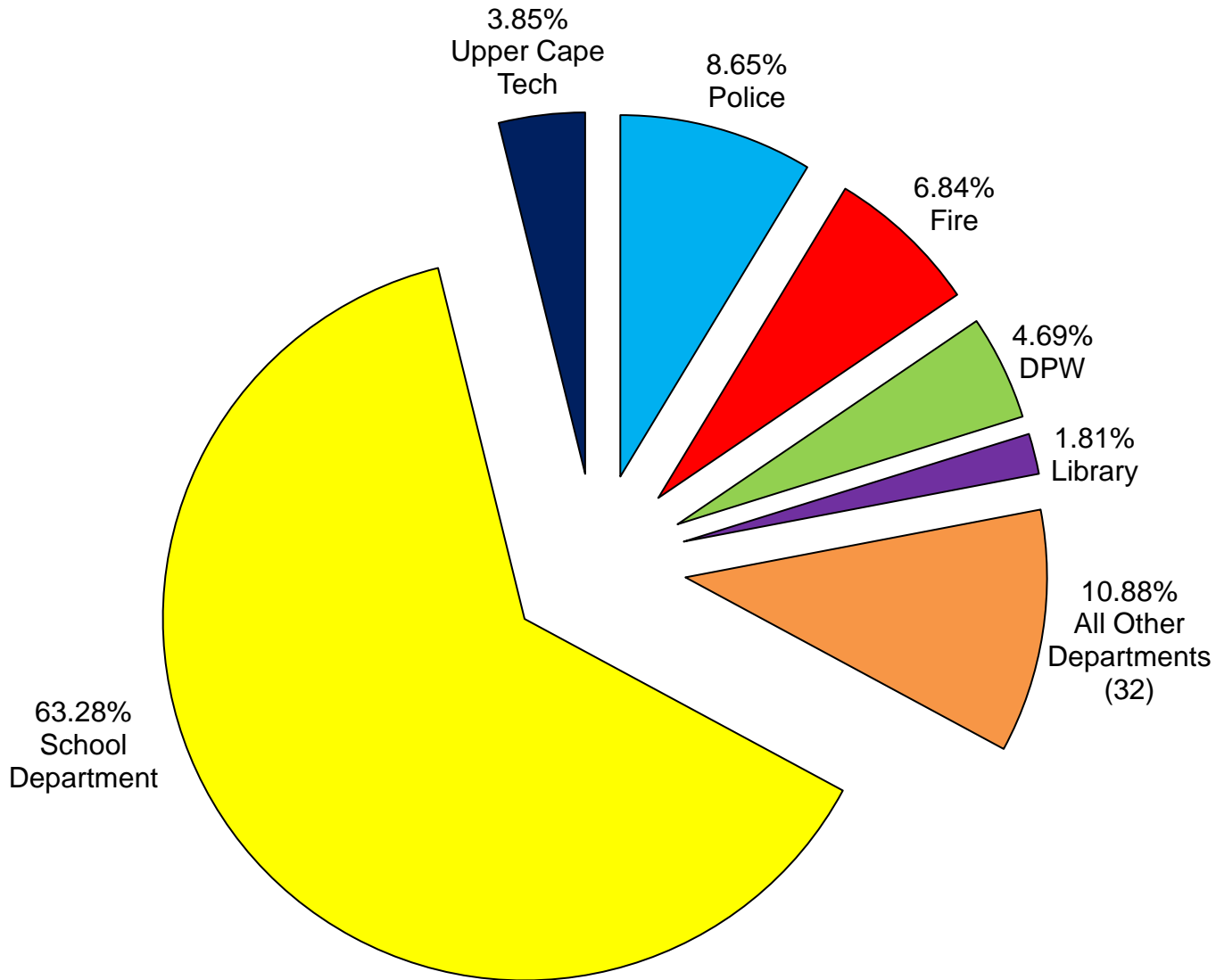
# FY'22 General Government Operating Budget Overview – Tab 4

- FY'22 Budget totals by departmental account
  - Process used to prepare, review, & recommend operating budgets
- FY'22 Budget reflects:
  - 2.50% Increase Over FY'21
  - Purely a level-service budget
  - Constantly considering new ways of providing services & addressing problems
  - Always take advantage of reorganization opportunities when presented...provided sufficient funding exists
  - 100 Route 6A consolidation will impact future operations...just don't know how much yet

# FY'22 General Government Operating Budget Overview – Tab 4

- Summary of significant budget changes (+/- \$10,000)
  - minor cost center increases (+/- \$5,000)
  - opportunities to address identified shortcomings
  - reorganization opportunities, when possible operationally & financially
- Needs budget summary for future fiscal years
- Overall budget issues & concerns

# WHAT MAKES UP THE TOWN'S FY'21 OPERATING BUDGET?



# FY'22 General Government Budget Overview

Summary of +/- \$10,000 Budget Changes at 2.50%

<u>Acct.</u>	<u>Budget - Description</u>		<u>Change</u>
123	Selectmen/Town Manager - Personnel Expense Adjustments		-11,040
162	Elections & Registrations - Down Year in Two-Year Cycle		-27,750
175	Planning & Development - LCP & Committee Support Needs		11,375
220	Fire - Additional Amb. Fund Transfer for Department Expenses		-100,000
420	DPW - Additional P-T & Seasonal Labor for DPW & Others		22,681

# FY'22 Enterprise Fund & Non-GG Operating Budgets

## Summary of +/- \$10,000 Budget Changes

<u>Acct.</u>	<u>Enterprise Fund Budget - Description</u>	<u>Change</u>
435	DPW - Sanitation - Selectmen Vote on GF Support to Budget <i>(Total DPW - Sanitation Budget Unchanged)</i>	60,500
620	Sandwich Hollows Golf Club - Seasonal Staff Line Items - More Realistically Budget Operating Budget Line Items	98,650 19,400
632	Marina - More Accurately Fund Expense Line Items	41,950

<u>Acct.</u>	<u>Non-General Government Operating Budget - Description</u>	<u>Change</u>
None		

# FY'22 General Government Budget Overview

Summary of +/- \$5,000 Funding Changes at 2.50%

<u>Acct.</u>	<u>Budget - Description</u>		<u>Change</u>
171	DNR - Workcamper Adjustment - Less Beach Parking Acct.		-9,000
630	Recreation - Program Staff Adjustments - More Beach Parking Acct		9,000
	<i>(Net Change = \$0)</i>		
650	DPW - Parks - Increase Tree Warden Program Appropriation		5,000
671	Hoxie House / Grist Mill - Closed for 2021 Season, Open for 2022		0
	<i>(No Change for FY'22 <b>BUT</b> Major Decision Needed for FY'23)</i>		

# Long-Term Prioritized Needs Budget List

<u>FY</u>	<u>Acct.</u>	<u>Budget - Description</u>	<u>Amount</u>
FY23	420	DPW - (3) Add'l Laborers	180,000
FY23	190	Facilities - (1) Add'l Building Maintenance	65,000
FY23	671	Hoxie House / Grist Mill Operational Decisions on GF Subsidy	
FY23	620	Golf - Irrigation System Upgrade through WIF?!	
FY24	420	DPW - Add'l Road & Infrastructure Maint. Funds Post-Road Bond	400,000
FY24	220	Fire - Add'l. OT Funding for Chronic Overruns	200,000
		School Admin. Renovations of HSB through Building Sale Funds	
			845,000
		<b><u>Longer-Term Needs</u></b>	
	Multiple	Streamline Organization Structure & Various Positions (8/16 Memo)	
	171 & 630	DNR & Recreation - Reduce Dependency on Beach Parking Acct.	
	420	DPW - Staff & \$ for HTW School Fields (Now = School Budget)	est. 125,000

- Significant DPW needs to address, including seasonal staff
- Public Safety substantially addressed since FY'15
- Reprioritize once 100 Route 6A consolidation is experienced
- Recognize no funding exists for additional needs, BUT don't want Board to forget our consistent, multi-year priorities



# Long-Term Prioritized Needs Budget List

## FY'23:

- DPW full-time staffing – 3 additional long term
- DPW seasonal needs – also impacts Recreation, Golf, Marina
- Facilities full-time staffing – 1 additional
- Hoxie House & Grist Mill operations – must subsidize to greater level due to mandated minimum wage rate increases
  - closed for 2022 season
- Sandwich Hollows Golf Course irrigation system upgrade – potential funding through Water Infrastructure Investment Fund

# Long-Term Prioritized Needs Budget List

## FY'24:

- \$400,000 in DPW operating budget once Road Bond expires
- Seemingly annual Fire OT deficit – about \$200,000
- School administration renovation of Human Services Building
  - Excellent use of Town building sale proceeds

# Long-Term Prioritized Needs Budget List

## Future Goals:

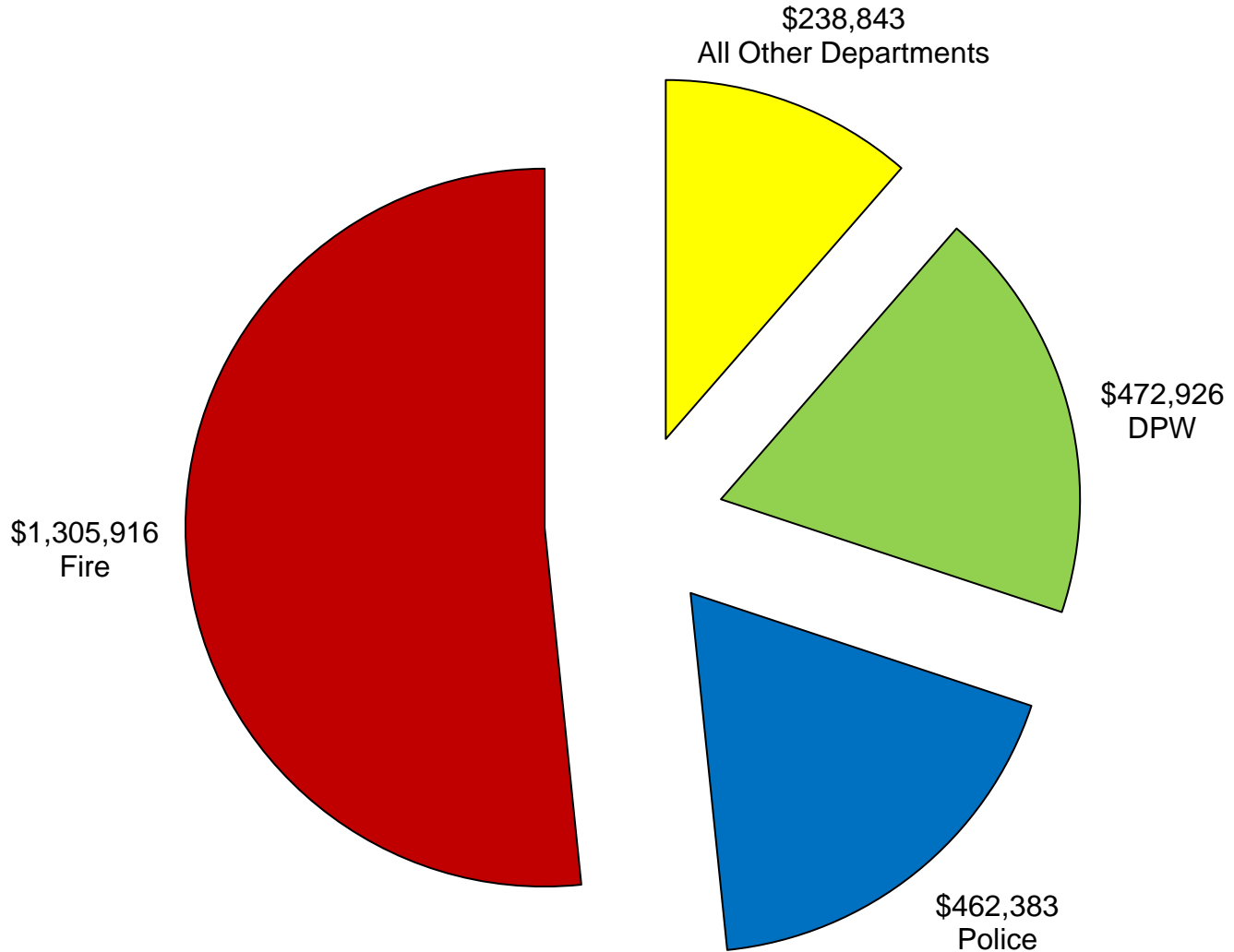
- Reprioritize once 100 Route 6A consolidation is experienced
- Reduce beach parking account dependency in Recreation & DNR
- School will continue to maintain & manage Wing School fields...if this changes, maintenance funds will need to migrate to DPW

# FY'22 General Government Budget Overview

## Recent Progress on Prioritized Needs: FY'15 – FY'22

<u>Budget - Description</u>	<u>FY Funded</u>	<u>Amount:</u>
<b>All Other GG Budgets</b>		
175 - Assistant Town Planner	FY'15	45,000
410 - GIS Analyst / Engineering Assistant (Net of Existing P-T Clerk Position)	FY'15	31,150
197 - Add'l. Funds to Cover IT Software Maintenance & Equipment Costs	FY'15	50,000
610 - Reduce Library Dependence on Donation Funds & Weston Fund Uncertainties	FY'15	29,500
171 - DNR Assistance & Conversion to F-T Animal Control Officer (\$50,000 Needed)	FY'15	10,000
630 - Recreation Department Program Coordinator	FY'16	41,600
541 - Increase Funded Hours of Council on Aging Drivers	FY'16	12,500
197 - Add'l Maintenance Coverage for Town Buildings	FY'18	13,325
197 - Software Improvements & MS Hosting Office 365 & E-Mail	FY'19	75,000
142 - Assessing Decrease in Administrative Assistant Position from Full-Time to Part-Time	FY'21	-19,907
123 - Selectmen/Manager Internal Office Reorganization	FY'22	-49,325
<b>Total All Other GG Departments</b>		<b>238,843</b>
<b>Department of Public Works</b>		
420 - (2) DPW Laborers & Reorganize Positions	FY'15	108,150
421 - More Realistically Fund DPW Snow & Ice Budget	FY'17	150,000
420 - Add DPW Lease / Purchase of Capital Equipment Line Item to Operating Budget	FY'17	150,000
420 - (1) DPW Laborer	FY'20	48,776
420 - Additional OT	FY'20	16,000
<b>Total DPW</b>		<b>472,926</b>
<b>Police Department</b>		
210 - General Operating Budget Increases	FY'15 & FY'16	40,000
210 - Police Detective	FY'16	65,500
210 - Net Cost Joint Civilian Dispatch: 5 Dispatchers = 1 Add'l Officer per Shift (6 Officers Total)	FY'16	172,214
210 - More Realistically Fund Police Department Overtime	FY'17	150,000
210 - Dispatch & Police Related OT Coverage	FY'18	18,169
210 - General Operating Budget Increases	FY'20	16,500
<b>Total Police Department</b>		<b>462,383</b>
<b>Fire Department</b>		
220 - 3rd Ambulance Crew - (4) Fire / EMS Staff (\$1,100,000 & 12 Needed Total)	FY'16	326,000
220 - More Realistically Fund Fire Department Overtime	FY'17	50,000
220 - 3rd Ambulance Crew - (8) Fire / EMS Staff - <i>Post Federal SAFER Grant Cost</i>	FY'17	750,000
220 - Increase OT & Holiday Comp Due to (8) Fire / EMS Staff	FY'18	167,916
220 - General Operating Budget Increases	FY'20	12,000
<b>Total Fire Department</b>		<b>1,305,916</b>

# GENERAL GOVERNMENT - RECENT STAFFING & OPERATING BUDGET ADDITIONS - FY'15 - FY'22



# FY'22 Budget Binders

## Tabs 5, 6, & 7

- Tab 5 = School Department Budget
- Tab 6 = Upper Cape Cod Regional Technical School Budget
- Tab 7 = Miscellaneous Information
  - FY'22 State Cherry Sheet receipts & assessments
  - Town Treasurer's official debt schedule with complete details (overall summary in Tab 2)
  - August 2016 Town Manager summary of recommended organizational streamlining and personnel needs

# Overall Budget Issues & Concerns

<b><u>Retention of Excess Levy Capacity Reserve &amp; Prudent Decisions when Used:</u></b>				
·	Any use of Town's Excess Levy Reserve (ELR) created by new Canal Unit #3 should be limited to major capital needs, increasing Sandwich's financial reserves, or identified recurring budget priorities; it's imperative that an Excess Levy Reserve at least equal to the anticipated Library & CAL bonding projections is maintained until these costs commence, likely in FY'22; ( <b><i>FY'22</i></b> = \$2.7 million ELR projected)			
<b><u>Emergency Reserves:</u></b>				
·	Stabilization Fund needs to be increased - compared to similar communities our size, Sandwich does not have a high enough Stabilization Fund; there are positive bond rating implications by increasing reserve balances; 5-year goal = \$2.5 million minimum; long-term goal = \$TBD; excellent source = ELR for one-time appropriations; ( <b><i>FY'22</i></b> = adding funds to Stabilization Fund for 7th consecutive year)			

# Overall Budget Issues & Concerns

<b>Tuition Assessments:</b>			
.	Tuition Assessments have been the largest budget impact over the last 15+ Years -		
	State Tuition Assessments have impacted Sandwich tremendously since FY'04; during		
	the same period, local enrollments have dropped almost 50% and Charter School		
	reimbursement formulas & commitments from the State have been significantly		
	underfunded and ignored; in FY'21 Tuition Assessments topped \$4.4 million &		
	exceeded the Town's total Discretionary Aid by \$2.0 million		



# Tuition Assessments Budget History

THE Largest Budget Impact over Last Decade

- Tuition assessments – Sandwich history = pp. 28-30 of Tab 2
- FY'21 tuition assessments = \$4.4 Million
  - Last override in FY'06 = \$2.62 Million
  - FY'06 tuition assessments = \$300,000
  - \$4.1 million increase since last override = 1,333%
  - Average annual increase last 5 years = 7.04%
  - \$2.25 million above UCCRVTs assessment
  - 47% local enrollment decrease since peak in FY'02
  - 25% of Pre-K – 12 students seek non-Sandwich educational opportunities

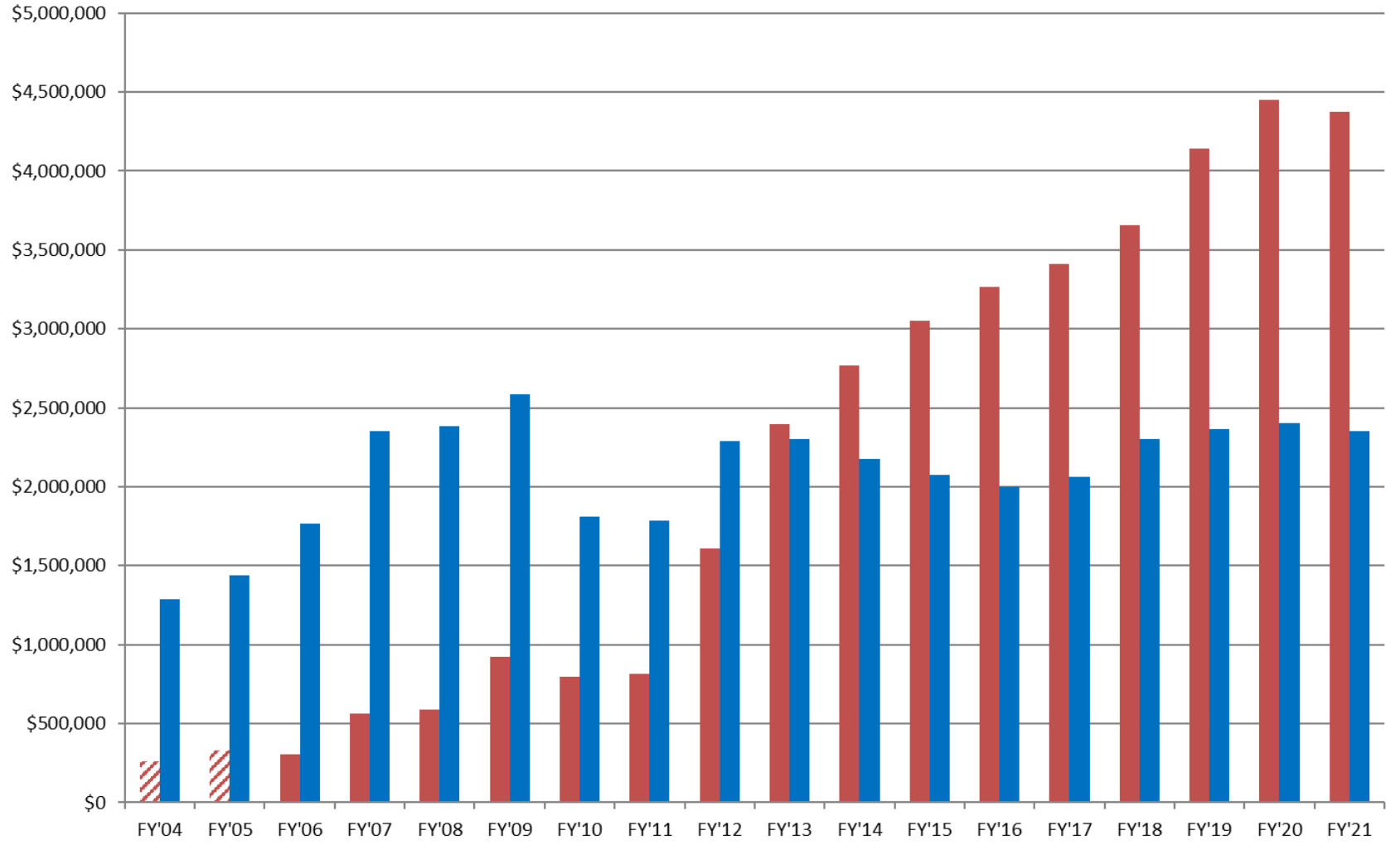
# Tuition Assessments Budget History

THE Largest Budget Impact over Last Decade

- “Debtor” community: tuition assessments vs. discretionary aid
  - Debtor status first occurred in FY’13, now \$2 million difference
  - Charter costs up, reimbursements down = counterintuitive & against State law, but true
  - State pays less than 1/3 of the required reimbursement amount meaning Sandwich loses more than \$1.0 million annually in revenue...even worse during COVID-19
- State budget process history – won’t know final assessment estimate until after July 1

## TUITION ASSESSMENTS & DISCRETIONARY AID RECEIPTS FY'04 - Present

■ Assessments   ■ Receipts



- FY'04 & FY'05: Tuition Assessments Paid From School Budget Per State Requirements

# Overall Budget Issues & Concerns

<b><u>Capital &amp; Maintenance Needs:</u></b>			
·	annual capital needs typically exceed available funding...but stronger focus last 7+ years; ( <b><i>FY'22</i></b> = Focusing funding on Building Maintenance & Repairs in COVID environment; \$150,000 each for Town & School)		
·	Boiler replacement project for Oak Ridge & Forestdale Schools through Massachusetts School Building Authority program; ( <b><i>FY'22</i></b> = decision needed by 6/30/21)		
·	large-scale projects substantially addressed ( <u>ex.</u> = Wastewater; HTW School; Center for Active Living (CAL); Library; Central Municipal Building; Beach; Etc.); downtown Fire Station & beach areas remain at risk; identified large-scale School needs may be able to be funded internally once expected benefits from solar projects are realized		

# Overall Budget Issues & Concerns

<b><u>Employee-Related Costs &amp; Employee / Debt Requirements:</u></b>			
·	increased cost of Town & School employee & liability programs, like health insurance, retirement assessment, OPEB, etc.; ( <b><i>EY'22</i></b> = 3rd year with MIA which has proven very successful & reduced OPEB Liability; amending contribution rates virtually impossible without School action first; annual OPEB appropriation for 7th consecutive year)		
·	OPEB liability - estimated long-term impact continues to grow (over \$100 million); need to identify methods of funding moving forward with a goal of annual OPEB Trust Fund appropriation increasing every year; ( <b><i>EY'22</i></b> = adding funds to OPEB for 7th consecutive year)		

# FY'22 Budget Overview

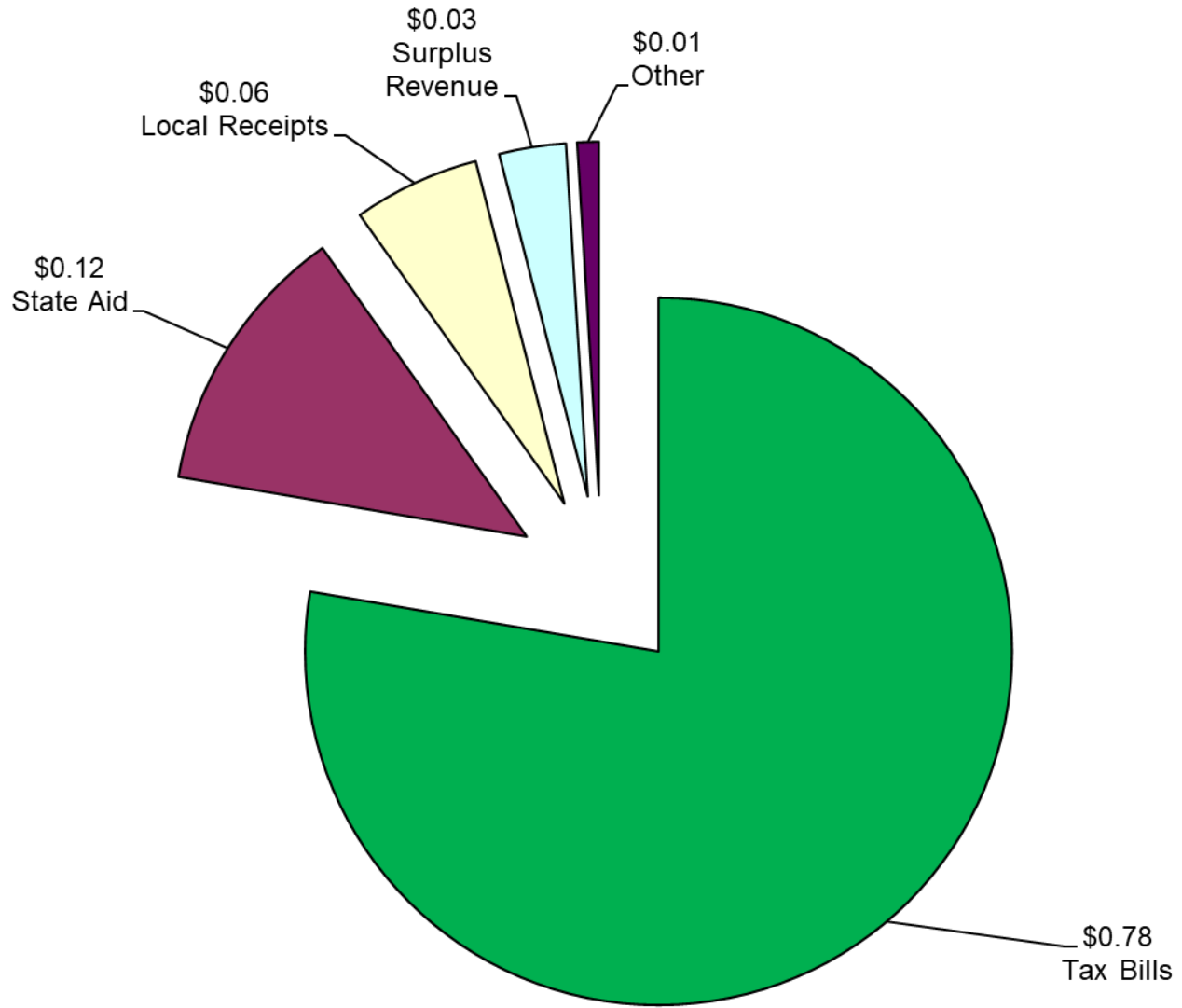
## FY'22 Projected General Fund Revenues & Expenses

- Changes since initial December 2020 FY'22 projection
  - Lower recommended General Gov't. operating budget (Good)
  - Final county retirement assessment much higher (Bad)
  - Preliminary health insurance increase lower (Good)
  - Transfer to OPEB Trust Fund retained (Good)
  - Transfer to Stabilization Fund retained & increased (Great)
  - Retention & increase of substantial excess levy capacity while paying first year of approved Library & CAL debt (Outstanding)
- Outside of our control & awaiting greater clarification
  - State Cherry Sheets: Discretionary Aid, Ch. 70 Aid, Tuition Assessments, Other Assessments
  - FY'21 Snow & Ice deficit...so far, so good
  - COVID related deficits...so far, so good
  - UCCRVTS budget assessment...Sandwich enrollment increased significantly

# FY'22 Projected General Fund Revenues & Expenses

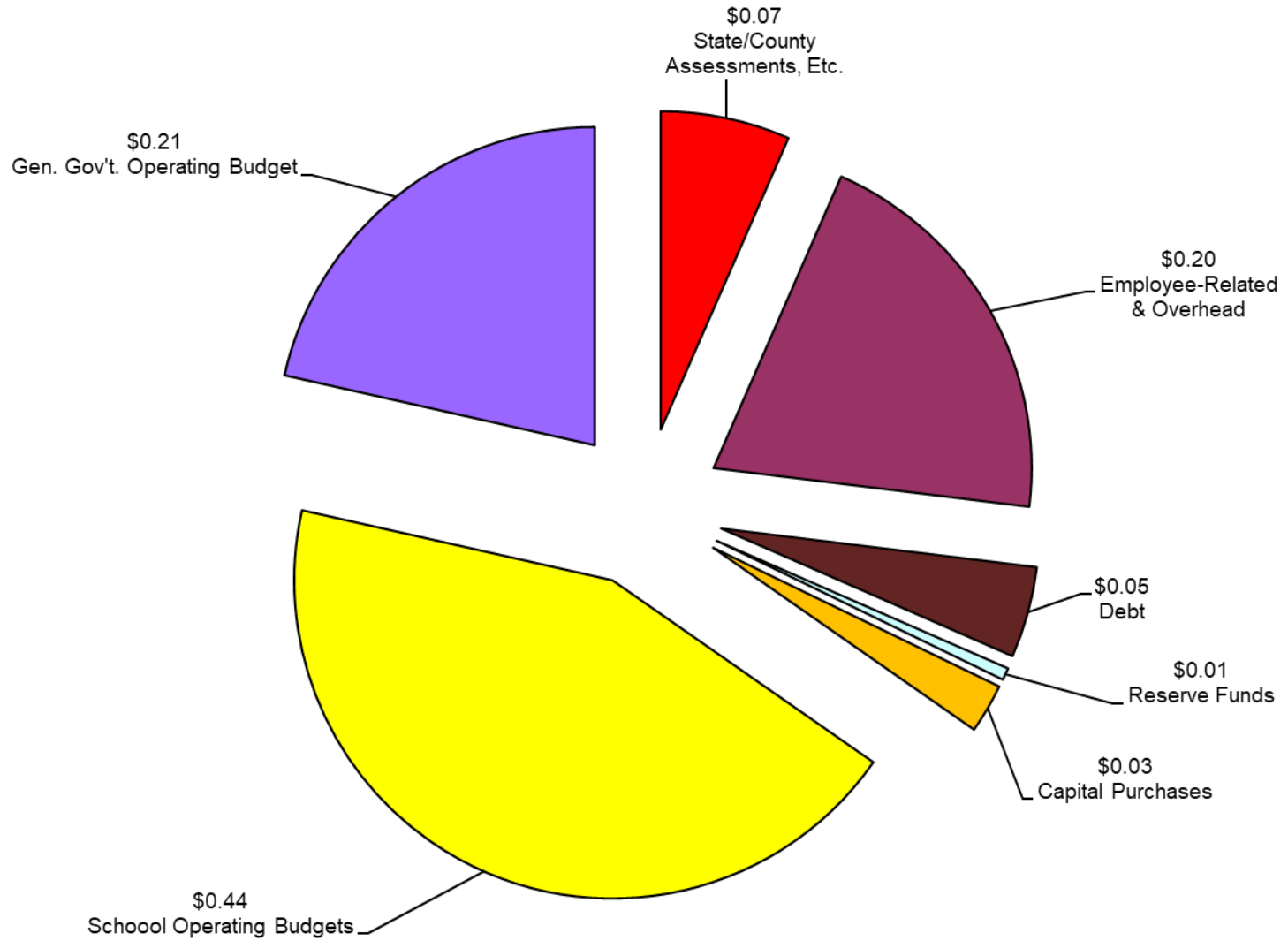
REVENUES			EXPENSES		
<u>FY'22 Tax Levy:</u>			<u>ReCap Sheet Items:</u>		
FY'21 Levy Limit	68,530,415		State Assess: Tuition Assess (10.00%)	4,811,246	
2.5% Increase	1,713,260		State Assess: All Other (6.14%)	705,893	
Est. New Growth	500,000		Abatements / Overlay	550,000	
Excess Levy Reserve Est.	-2,750,000		FY'21 Snow & Ice Deficit	150,000	6,217,139
Overrides / Exclusions	0		<u>Town Meeting Items:</u>		
County Assess. Outside 2.5: CCC	195,606		Group Health Insurance (4.35%)	12,000,000	
Exempt Debt: GF Outside Prop. 2.5	2,730,529	70,919,810	County Retirement Assess. (22.32%)	4,611,333	
<u>Other Revenue:</u>			Property & Liability Insurance (7.50%)	1,343,750	
Mass. School Building Authority Funds	0		Medicare (4.00%)	703,040	
State Aid: Discretionary (0.00%)	2,353,090		GF Enterprise Fund Approp.	60,500	
State Ch. 70 Aid: School (0.00%)	7,151,788		Unemployment Account	200,000	
Est. Local Receipts	5,000,000		OPEB Trust Fund	100,000	
Free Cash Certification (-STM Capital)	3,377,909		Exempt Debt: GF Outside Prop. 2.5	2,730,529	
Overlay Release	0		Non-Exempt Debt: GF Inside Prop. 2.5	1,274,880	
Transfer from Stabilization Fund	0	17,882,787	Borrowing Expenses	100,000	
<b>Total Estimated Revenues</b>			Reserve Fund	500,000	
		88,802,597	Capital Budget - ATM - Net	300,000	
			Capital Budget - Fall STM Placeholder	500,000	
			Transfer to Stabilization Fund	500,000	24,924,032
			<u>Operating Budgets:</u>		
			School Budget: Local (3.00%)	28,832,706	
			Ch. 70 (0.00%)	7,151,788	35,984,494
			UCCRVTS Budget (14.55%)		2,446,123
			General Gov't. Budget (2.50%)		18,712,511
<b>Stabilization Fund &amp; OPEB Trust Fund Balances:</b>			<b>Total Estimated Expenses</b>		
	<u>Stab. Fund</u>	<u>OPEB Fund</u>			88,284,299
Actual Balance on 12/31/20:	1,889,419	1,152,894	<b>ESTIMATED FY'22 BUDGET BALANCE</b>		
Proposed Transfer From/To Fund:	500,000	100,000			518,298
Projected Post ATM Balance:	2,389,419	1,252,894			

WHERE DOES EACH DOLLAR THE TOWN RECEIVES COME FROM? - FY'21

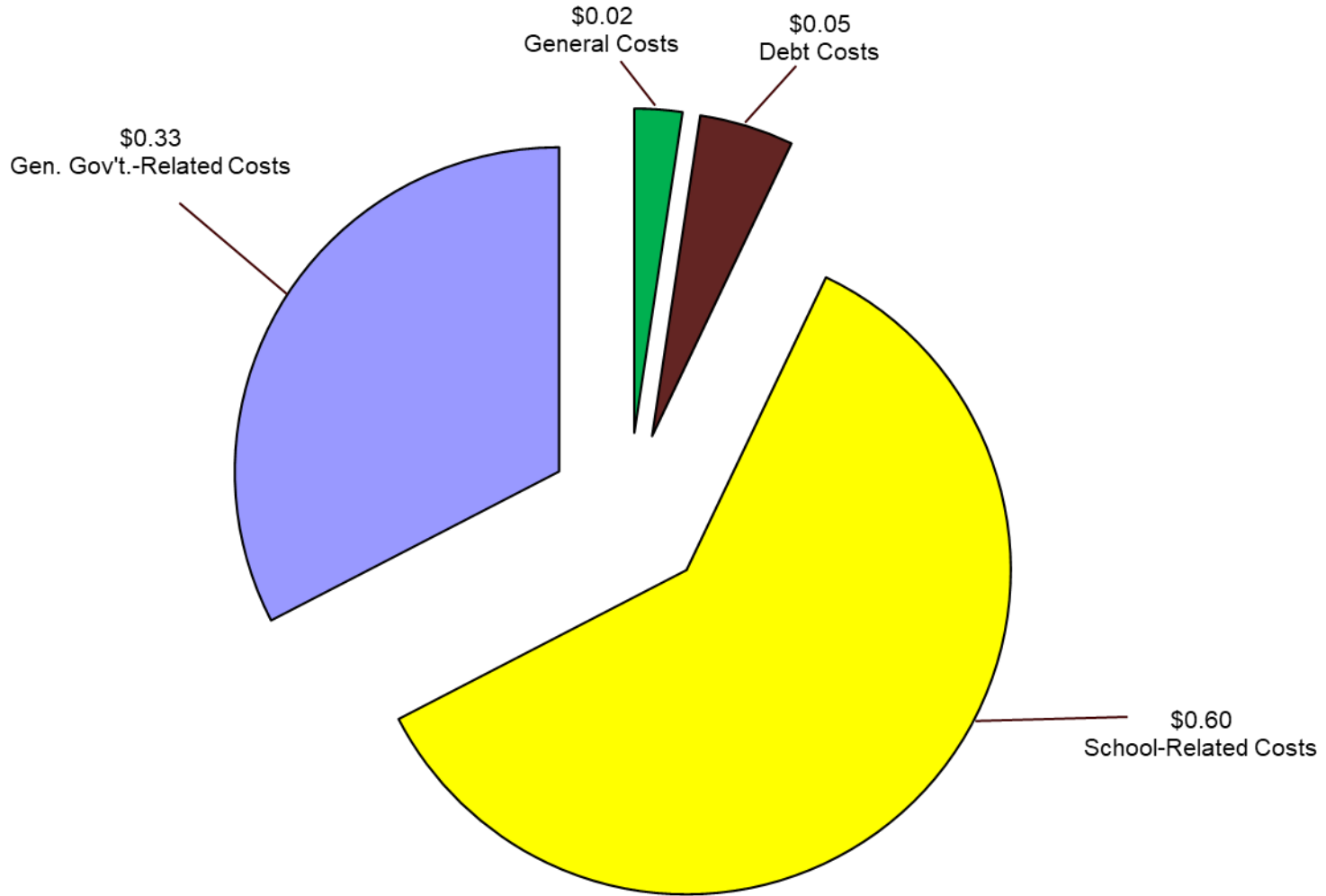




# WHERE DOES EACH DOLLAR THE TOWN SPENDS GO? - FY'21



**WHERE DOES EACH DOLLAR THE TOWN SPENDS GO? - FY'21**  
**School, General Government, & General Expenses**



# FY'22 Budget Overview

## Budget Issues to Monitor

- Estimated FY'22 local aid receipts...several months to go, but Governor's initial State budget is within our current projections
  - Ch. 70 School Aid is greatest concern – can federal assistance funds be used to offset any short-term losses?!
- Estimated FY'22 local aid assessments...several months to go...tuition assessments remain greatest concern
- FY'22 property & liability insurance costs still pending...health insurance costs very positive recent trend
- UCCRVTS budget estimate = awaiting final budget assessment figure; Sandwich enrollment up significantly

# FY'22 Budget Overview

## Budget Issues to Monitor

- As always, Town's central administrative staff will provide appropriate recommendations if current budget estimates need to be revised & operating budgets amended – contingency plans always developed
- Likely revenue & expenses to review, if necessary:
  - State Aid & Assessments
  - Local Receipts
  - Snow & Ice Deficit
  - Other Deficits (COVID?)
  - Property & Liability Insur.
  - Capital Budget
  - OPEB & Stabilization Transfer
  - Education Operating Budgets

# FY'22 Budget Overview

- Reminder: FY'22 Budget process has several months to go before being finalized for Town Meeting
- Estimated revenue & expenses will change regularly with updates provided at every Selectmen & Finance Committee meeting
- 17<sup>th</sup> fiscal year without an override request despite significant increases in tuition assessments, employee related costs, capital needs, etc.
- Finance Committee presentation on February 2 with weekly review to follow

# FY'22 Budget Overview

- Extensive staff input & support in preparing FY'22 Budget
- Must address MSBA project for Oak Ridge & Forestdale boilers at Annual Town Meeting
- Don't forget FY'22 mantras from December 2020 Tri-Board meeting = Patience, Prudence, Flexibility!
- Sandwich vs. other MA cities & towns, not only COVID-19
  - Unique culture & spirit of teamwork & cooperation
  - Great appreciation to Town & School staff

# CONCLUSION

- **Recommendation:** General Government at 2.50%
- Any questions about the General Government budget recommendation or the FY'22 Budget as a whole?

**THANK YOU!**