



## MEMORANDUM

**TO: City Council**  
**From: Louise Miller, CFO**  
**Cc: Mayor Charles Sisitsky**  
**Michael Tusino, COO**  
**Jennifer Pratt, Assistant CFO**  
**Date: May 3, 2022**  
**Re: Budget Summary Operating and Capital Budget Recommendations FY2023**

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### **Budget Summary FY2023 Operating and Capital Budgets**

Framingham was hit particularly hard by the COVID-19 pandemic. For the City, the pandemic meant additional pandemic response expenses throughout most departments and a shortfall in revenues, resulting in unbalanced budgets funded with one-time Federal and State monies on both the expense and revenue side for FY2020, FY2021, and FY2022. The FY2023 budget aims to correct the imbalance in the prior year budgets. Revenues were reviewed carefully and projections were developed conservatively. For FY2023, the City is grateful to the Governor and the City's legislative delegation for proposing and supporting a substantial increase in State Aid funding, which helps ease the return to structurally balanced budgets. On the expense side, the City is examining operations carefully and working to improve service delivery more efficiently and more cost-effectively. Due to the short-time for the review of departmental operations, revenue projections, and budget development, much work will continue into FY2023, the benefits of which will be reaped in FY2024.

The Budget Summary combines both Operating and Capital budgets for each of the City's Divisions and Departments. Each budget summary title sets forth whether the budget is level fund, level service, or an increase service. Spreadsheets are attached to this memorandum that detail the departmental requests and the recommendations. There are notes next to certain recommendations for increases or decreases in the spreadsheets to specific line items to explain the reasoning for the recommended changes. The Budget Summary begins with the operating and capital budgets challenges for FY2023 and the near future. Maintaining a balanced budget while working to meet the service needs of the community requires careful planning and may require that the manner in which certain services are delivered be reviewed and possibly modified.

Looking ahead to the FY2024 budget development, departments will be asked to provide goals and metrics by which to measure performance in achieving goals. The goals may be annual, multi-year, or one-time goals. The performance metrics will be used annually to measure progress in achieving the departmental goals.

## FY2023 Preliminary Financial Information

### FY2023 Budget Sustainability: Recurring vs. Non-Recurring Revenue and Expenditures

Prior to any discussion of revenue or expenditures for FY2023, it is important to distinguish recurring and non-recurring revenue and recurring and non-recurring expenses.

Recurring revenue is revenue that is anticipated to be collected year after year. Non-recurring revenue is revenue that can only be counted on in the year in which it is received either because

the amount can vary or because it does not occur annually. The same applies to expenditures.

Recurring expenditures are those that occur on an annual basis with little change. Non-recurring expenditures are one-time or periodic expenditures. One of the basic premises of sustainable budgets is to match revenue and expenditures as recurring and non-recurring, with sufficient recurring revenue to support recurring expenses and non-recurring revenue used only for non-recurring expenses.

#### FY2023 – Return to Sustainable Operating Budgets

- *Eliminate one-time sources of funding*
- *Reduce reliance on non-recurring revenue with a multi-year approach to eliminating use of non-recurring revenue*

#### Sustainable Budgeting

- *Recurring revenue covers recurring expenses*
- *Non-recurring revenue is used for non-recurring expenses only*

FY2023 will be a difficult year to manage fiscally. In both FY2021 and FY2022, tax levy revenue was substantially supplemented with non-recurring funding from Federal Coronavirus Relief Funds, commonly referred to CARES and ARPA funding. The revenue has also been supplemented on an annual basis with other non-recurring sources of revenue.

Each of the City's revenue categories will be reviewed and the historical funding for each revenue category will be discussed, concluding with a proposal for a model of funding going forward. Expenses associated with the COVID-19 pandemic have been reviewed and addressed with each City department. At this time, it does not appear that items of expenses associated with the pandemic will be needed. Should that change going forward, appropriate funding sources will need to be determined.

### Financial Indicators

Framingham has Aa2 stable bond rating from Moody's thanks to the City's diverse economy that has resulted in a steady growth in its tax base. The City has also taxed substantially below its levy limit. For FY2022, the levy limit was \$235,742,790, with a total amount of \$200,061,161 raised from taxes on the FY2022 Tax Recap. This leaves approximately \$35 million in unraised tax levy.

#### Moody's AA2 stable bond rating

- *Diverse steadily growing tax base*
- *Taxing below levy limits*
- *Possible upgrade if grow reserves and liquidity, reduce debt burden, and strengthen resident income levels*

Framingham could see an upgrade in its Aa2 bond rating if there is a growth in reserves and liquidity, a significant decline in debt burden and strengthening of resident income levels. On the other hand, there could be a downgrade if there is a decline in reserves and liquidity as a percent of revenue, a multi-year trend of tax base value declines, or there is continued growth in debt burden. At this time, Framingham is seeing a decline in its undesignated fund balance for the general fund and in retained earnings from the Enterprise Fund. The undesignated fund balance is the unreserved portion of the General Fund

balance at fiscal year-end that has not been designated for specific purposes and is available for appropriation, as reflected in the audited financial statements of the City. Free cash is that portion of the undesignated fund balance that the Massachusetts Department of Revenue (MassDOR) certifies may be appropriated. In FY2022, the City's undesignated fund balance dropped significantly, and, with it, certified free cash. Unless the City begins generating excess revenue over expenses, the undesignated fund balance will continue to be substantially depleted and the City runs the risk of not having any Free Cash certified in the next few budget years.

The Enterprise Fund undesignated fund balance represents the investment income and surplus after all expenses have been accounted for. Retained earnings are the amount certified by MassDOR that remains with the Enterprise Fund and may then be appropriated in the same way as free cash. The Enterprise Fund has operated at a deficit for the past few years, completely depleting all reserves and carrying forward into FY2023 a substantial Retained Earnings deficit, which MassDOR will require be rectified.

Beginning in FY2023, Framingham can restore its fund balances in the General Fund and the Enterprise Fund by ensuring continuing growth in revenue, and, in turn, by supporting continued tax levy growth through economic development, stabilizing the tax levy through modeling and raising taxes sustainably, setting fair rates to cover the Enterprise Fund expenses, and by stabilizing debt services levels in the General Fund and Enterprise Fund through adoption of a capital investment plan that meets the City's needs while being fiscally sensible.

FY2023 – Restoration of Fund Balances

- *Regenerate General Fund Free Cash*
- *Rebuild Enterprise Fund Retained Earnings*
- *Encourage economic development*
- *Stabilize tax levy through controlled tax increase*
- *Set realistic Enterprise Fund rates*
- *Establish fiscally sensible debt services level goals*

**FY2023 Operating and Capital Budget Challenges**

The two primary departmental budget challenges for FY2023 that will require careful balancing of governmental services are collective bargaining settlements and energy costs. Other budget drivers for the operating budget are health insurance, inflation and debt service costs. Inflation and debt service costs affect both the operating and capital budgets.

**Collective Bargaining/ Salary Increases**

**FY2023:** During FY2022, the City has received an arbitration award and has settled a number of collective bargaining agreements, all of which are included in the recommended salary for relevant departments. Many of these contracts were unsettled for two or more years. These contracts were settled with retroactive salary increases as well as increases for FY2023. The FY2022 budget did not include a salary reserve or other funding source for salary growth. Accordingly, the FY2023 salary increases for settled

FY2023 Operating Budget Challenges

- *Collective bargaining/ salary (Multi-year contractual catch-up)*
- *Energy*
- *Health Insurance*

bargaining units include multiple years of increases, since increases are cumulative. In addition, the Mayor has requested a 2% increase in salaries for non-union employees, which has also been recommended for funding in FY2023. The last increase to non-union salary tables was a 1% increase in FY2018. A number of collective bargaining agreements are currently under negotiations and will also require funding in FY2023 once settled.

Looking ahead: Framingham is facing the same labor shortage as the US as a whole. Certain departments are already facing workforce gaps that will require a rethinking of how services are delivered in Framingham. The labor shortage may also lead to increased labor costs as well as growing difficulties in maintaining the workforce. In FY2023 and beyond, the City will need to review departmental structures, job descriptions, and promotional paths to attract and retain the talent necessary for City operations.

### **Energy Costs**

Anticipating inflationary pressure and consequent high energy costs going forward, a bid for the supply of natural gas for the City was issued in an attempt to reign in costs for FY2023. The bid was timed and the City issued a contract that will result in approximately \$250,000 savings in natural gas costs in FY2023 compared to FY2022. The favorable natural gas contract will be in effect for the heating seasons in FY 2023, 2024 and 2025. After further analysis and conferring with the City's energy consultant, gas budgets were developed using actual expenditures for FY2021 reduced by 15% in FY2023 to reflect the favorable natural gas supply contract and anticipated increases in the cost of delivery of gas, which is set by the Department of Public Utilities. The contract includes all City departments, including the School Department.

Energy

- *Favorable electricity and gas supply contracts for FY2023 and FY2024 offset increasing costs of delivery*

Framingham also benefits from a very favorable electricity supply contract which was effective for part of FY2022 and is effective in FY2023. Because FY2022 reflects two different contracts and the increase to the cost of delivery of electricity in FY2023, the electricity budget reflects a 3% reduction from FY2021 actual costs.

Framingham relies on State bid contracts for vehicle and equipment fuel. There are currently no contracts available locking in future gasoline and diesel fuel prices for FY2023.

Looking ahead: The situation in Ukraine has exacerbated the inflationary pressures on energy costs. We currently project all energy costs to increase and remain at a high level for the next two fiscal years.<sup>1</sup> We will continue to monitor contracts carefully and look out for opportunities to control prices.

### **Health Insurance**

Framingham is a member of the Group Insurance Commission (GIC). The cost of all plans is increasing for FY2023. In addition, the City must budget the incremental cost of the transfer of Fallon Health plan

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<sup>1</sup> A World Bank press release on April 26, 2022, <https://www.worldbank.org/en/news/press-release/2022/04/26/food-and-energy-price-shocks-from-ukraine-war>

enrollees to another plan, Fallon Health will no longer offer commercial health plans as of June 30, 2022. Fallon Health was the least expensive health coverage option.

## **Inflation**

FY2023: National and worldwide inflationary pressures are resulting in significantly higher than budgeted bids. The inflation is caused by a number of factors, including supply chain bottlenecks resulting from the pandemic, labor shortages, global stimulus funding, the increase in energy costs, and an increase in demand in goods.<sup>2</sup> Economists differ on the anticipated length of the inflationary pressures and the result, with one view being that inflation will be here for an extended period of time while the other believes that inflation will come down as the demand in goods decreases.

*FY2023 Operating and Capital Budget  
Challenges*

- *Inflation*
- *Debt Service*

Looking ahead: Regardless of the length of time that the US sees increased rates of inflation, Framingham will face difficult budgets for the next several years. If inflation continues at high levels, the City will be faced with increased costs of labor and expenses, without increased revenue sources. If inflation increases with a decrease in demand in goods, the U.S. may head into a recession, which will place further pressure on the revenue side of Framingham's budget.

## **Debt Service**

FY2023: Increases in debt service costs as the Federal Reserve Bank increases interest rates to control inflation will make the costs of capital improvements more expensive.

Looking ahead: Further increases in interest rates by the Federal Reserve Bank will increase the cost of capital projects. Continued inflation and rising interest rates will also put pressure on the real estate market, which, in turn, will put pressure on the revenue side of the budget. As the City moves forward with capital projects, careful planning and scheduling of projects will be key to achieving the City's capital goals.

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<sup>2</sup> The International Monetary Fund has recently begun the publication of a series on the future of inflation, where the IMF seems to support the view that inflation will be with us for a while.

<https://www.imf.org/en/Publications/fandd/issues/2022/03/Future-of-inflation-part1-Agarwal-kimball>

The Brookings Institute likewise published about the future of inflation, where it supported a view that inflation will curb with a decreased demand in consumer goods.

**FY2023 Operating and Capital Budgets by Division and Department**

**1. City Council**

**City Council: Level Service - Total Operating Budget increase: \$9,238 or 2.74%; No Capital Budget**

The City Council salaries budget is recommended to increase by \$12,788 or 2.74% for FY2023, reflecting funding for the position partially funded in FY2022 for a full-time employee to support the work of the Council.

The budget for education and training was reduced by \$4,000 to reflect more accurately actual expenditures by the Council in prior years.

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|---|
| <p><i>City Council</i></p> <ul style="list-style-type: none"> <li>• <i>Level Service</i></li> <li>• <i>Increase \$9,238 or 2.74%</i></li> </ul> |
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**City Council Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>City Council</b>										
Stipend	\$ 57,978	\$ 57,500	\$ 57,500	2.0	\$ -	0.00%	\$ 58,650	2.0	\$ 1,150	2.00%
Salary & Wages - Regular	\$ 66,828	\$ 132,840	\$ 145,628		\$ 12,788	9.63%	\$ 145,628		\$ 12,788	9.63%
Salary & Wages - Overtime	\$ 17,035	\$ 15,000	\$ 15,000		\$ -	0.00%	\$ 15,000		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 141,841</b>	<b>\$ 205,340</b>	<b>\$ 218,128</b>		<b>\$ 12,788</b>	<b>6.23%</b>	<b>\$ 219,278</b>		<b>\$ 13,938</b>	<b>6.79%</b>
Maintenance - Building	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Maintenance - Software	\$ 6,979	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Professional and Technical Services	\$ 94,512	\$ 110,000	\$ 110,000		\$ -	0.00%	\$ 110,000		\$ -	0.00%
Printing and Communications	\$ 2,064	\$ 4,800	\$ 4,400		\$ (400)	-8.33%	\$ 4,400		\$ (400)	-8.33%
Phones and Radios	\$ -	\$ 100	\$ -		\$ (100)	-100.00%	\$ -		\$ (100)	-100.00%
Supplies - Office	\$ 1,154	\$ 2,775	\$ 2,575		\$ (200)	-7.21%	\$ 2,575		\$ (200)	-7.21%
Mileage Reimbursement	\$ -	\$ 1,000	\$ 500		\$ (500)	0.00%	\$ 500		\$ (500)	0.00%
Education, Training, Dues, etc.	\$ 340	\$ 10,240	\$ 6,240		\$ (4,000)	-39.06%	\$ 6,240		\$ (4,000)	-39.06%
<b>Total Operating Expenses</b>	<b>\$ 105,050</b>	<b>\$ 128,915</b>	<b>\$ 123,715</b>		<b>\$ (5,200)</b>	<b>-4.03%</b>	<b>\$ 123,715</b>		<b>\$ (5,200)</b>	<b>-4.03%</b>
<b>Operating Capital</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ 3,000</b>		<b>\$ 500</b>	<b>0.00%</b>	<b>\$ 3,000</b>		<b>\$ 500</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 246,891</b>	<b>\$ 336,755</b>	<b>\$ 344,843</b>	<b>2.0</b>	<b>\$ 8,088</b>	<b>2.40%</b>	<b>\$ 345,993</b>	<b>2.0</b>	<b>\$ 9,238</b>	<b>2.74%</b>

## 2. Non-Departmental Committees

### **Other Committees: Level Funded Operating Budget; No Capital Budget**

Other Committees (EDIC, Disability, and Traffic)

- Level Fund – No change in budget

### Other Committees Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>EDIC</b>										
Salary & Wages - Regular	\$ -	\$ 26,000	\$ 26,000	0.5	\$ -	0.00%	\$ 26,000	0.5	\$ -	0.00%
Salary & Wages - Overtime	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ -</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 26,000</b>		<b>\$ -</b>	<b>0.00%</b>
Professional and Technical Services	\$ -	\$ 60,000	\$ 60,000		\$ -	0.00%	\$ 60,000		\$ -	0.00%
Printing and Communications	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Phones and Radios	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Supplies - Office	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Special Awards	\$ -	\$ 10,000	\$ 10,000		\$ -	0.00%	\$ 10,000		\$ -	0.00%
Education, Training, Dues, etc.	\$ -	\$ 11,000	\$ 11,000		\$ -	0.00%	\$ 11,000		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ -</b>	<b>\$ 81,000</b>	<b>\$ 81,000</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 81,000</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ 107,000</b>	<b>\$ 107,000</b>	<b>0.5</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ 107,000</b>	<b>0.5</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Disability Commission</b>										
Professional and Technical Services	\$ 969	\$ 2,000	\$ 2,000		\$ -	0.00%	\$ 2,000		\$ -	0.00%
Maintenance - Software	\$ -	\$ 24,000	\$ 24,000		\$ -	0.00%	\$ 24,000		\$ -	0.00%
Supplies - Office	\$ -	\$ 2,000	\$ 2,000		\$ -	0.00%	\$ 2,000		\$ -	0.00%
Education, Training, Dues, etc.	\$ 500	\$ 4,500	\$ 4,500		\$ -	0.00%	\$ 4,500		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 1,469</b>	<b>\$ 32,500</b>	<b>\$ 32,500</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 32,500</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 1,469</b>	<b>\$ 32,500</b>	<b>\$ 32,500</b>	<b>0.0</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ 32,500</b>	<b>0.0</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Traffic Commission</b>										
Professional and Technical Services	\$ 26,048	\$ 54,750	\$ 54,750		\$ -	0.00%	\$ 54,750		\$ -	0.00%
Maintenance - Software	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Supplies - Public Works	\$ 23,885	\$ 9,000	\$ 9,000		\$ -	0.00%	\$ 9,000		\$ -	0.00%
Education, Training, Dues, etc.	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 49,933</b>	<b>\$ 63,750</b>	<b>\$ 63,750</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 63,750</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 49,933</b>	<b>\$ 63,750</b>	<b>\$ 63,750</b>	<b>0.0</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ 63,750</b>	<b>0.0</b>	<b>\$ -</b>	<b>0.00%</b>

### 3. Capital Projects and Facilities Management

**Capital Projects and Facilities Management: Level Service - Total Operating Budget increase: \$37,439 or 1.77%; Total Capital: \$170,000 - Energy Sustainability Projects only in FY2023; \$767,620 in FY2024 for Energy Sustainability, Design of Mechanical and Roofing Projects**

The Capital Projects and Facilities Management budget for FY2023 is level service funded. The operating budget needs to be reviewed during FY2023 to determine whether the funding at the departmental level is able to support the level of work to maintain the City's buildings. A maintenance and capital plan will be updated for all buildings during FY2023.

With respect to the capital budget, the departmental request for FY2023-FY2027 includes a number of roof and HVAC/mechanical projects. Design is recommended for funding in the year prior to the construction of the various projects. Cost estimates may need adjustments in future years depending on inflation. For FY2023 and FY2024, while plans are being developed, the focus is on sustainability projects that would reduce the City's electricity consumption or convert the City from non-renewable to renewable energy sources. No Capital Projects and Facilities Management projects are recommended in FY2023. The Division currently has 22 open projects, many of which are completed but need to be closed out. The Division has \$3.6 million in capital appropriations, including major exterior envelope work at the Memorial Building and repairs to the Pearl Street Garage. The Capital Projects and Facilities Management Division also manages other Divisions' building construction, currently including Fire Station renovations and upgrades, Library renovations and interior projects, and the planning of a joint public safety communications center, all of which will take place during FY2023.

#### Capital Projects and Facilities Management

- *Operating Budget*
  - *Level Service*
  - *Increase of \$37,439 or 1.77%*
  - *Update maintenance and capital plan for all non-school buildings*
- *Capital Budget*
  - *Energy Sustainability projects: Climate Action Plan Phase 1; Green Communities projects*
  - *Catch-up on capital projects backlog*
  - *Design future construction projects*

## Capital Projects and Facilities Management Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Capital Projects and Facilities Management</b>										
Salary & Wages - Regular	\$ 1,063,978	\$ 990,032	\$ 1,000,695	14.0	\$ 10,663	1.08%	\$ 1,020,709	14.0	\$ 30,677	3.10%
Salary & Wages - Overtime	\$ 34,424	\$ 61,000	\$ 61,000		\$ -	0.00%	\$ 61,000		\$ -	0.00%
Salary & Wages - Other	\$ 25,203	\$ 16,944	\$ 16,444		\$ (500)	-2.95%	\$ 16,444		\$ (500)	-2.95%
Other Reimbursements	\$ 6,250	\$ 6,050	\$ 6,050		\$ -	0.00%	\$ 6,050		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 1,129,855</b>	<b>\$ 1,074,026</b>	<b>\$ 1,084,189</b>		<b>\$ 10,163</b>	<b>0.95%</b>	<b>\$ 1,104,203</b>		<b>\$ 30,177</b>	<b>2.81%</b>
Maintenance - Building	\$ 148,770	\$ 157,243	\$ 157,243		\$ -	0.00%	\$ 157,243		\$ -	0.00%
Maintenance - Equipment	\$ 96,109	\$ 145,180	\$ 145,180		\$ -	0.00%	\$ 145,180		\$ -	0.00%
Maintenance - Vehicles	\$ 8,969	\$ 8,000	\$ 8,000		\$ -	0.00%	\$ 8,000		\$ -	0.00%
Equipment Rental	\$ 861	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
CSX Lease	\$ 25,000	\$ 25,000	\$ 25,000		\$ -	0.00%	\$ 25,000		\$ -	0.00%
Bank Service Charges	\$ 11,106	\$ 7,550	\$ 13,500		\$ 5,950	78.81%	\$ 13,500		\$ 5,950	78.81%
Professional and Technical Services	\$ 82,386	\$ 118,000	\$ 118,000		\$ -	0.00%	\$ 118,000		\$ -	0.00%
Printing and Communications	\$ 82	\$ 650	\$ 650		\$ -	0.00%	\$ 650		\$ -	0.00%
Phones and Radios	\$ 10,282	\$ 11,100	\$ 8,100		\$ (3,000)	-27.03%	\$ 8,100		\$ (3,000)	-27.03%
Medical Costs - Employees	\$ 420	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Supplies - Office	\$ 4,180	\$ 3,925	\$ 3,925		\$ -	0.00%	\$ 3,925		\$ -	0.00%
Supplies - Building	\$ 96,463	\$ 148,250	\$ 152,450		\$ 4,200	2.83%	\$ 152,450		\$ 4,200	2.83%
Mileage Reimbursement	\$ 4	\$ 300	\$ 300		\$ -	0.00%	\$ 300		\$ -	0.00%
Fuel	\$ 6,939	\$ 16,450	\$ 18,725		\$ 2,275	13.83%	\$ 18,725		\$ 2,275	13.83%
Education, Training, Dues, etc.	\$ 2,948	\$ 3,910	\$ 3,910		\$ -	0.00%	\$ 3,910		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 494,519</b>	<b>\$ 645,558</b>	<b>\$ 654,983</b>		<b>\$ 9,425</b>	<b>1.46%</b>	<b>\$ 654,983</b>		<b>\$ 9,425</b>	<b>1.46%</b>
Electricity	\$ 286,831	\$ 326,713	\$ 347,705		\$ 20,992	6.43%	\$ 334,584		\$ 7,871	2.41%
Fuel Oil	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Natural Gas	\$ 59,223	\$ 66,898	\$ 67,850		\$ 952	0.00%	\$ 56,863		\$ (10,035)	-15.00%
<b>Total Energy</b>	<b>\$ 346,055</b>	<b>\$ 393,611</b>	<b>\$ 415,555</b>		<b>\$ 21,944</b>	<b>5.58%</b>	<b>\$ 391,448</b>		<b>\$ (2,163)</b>	<b>-0.55%</b>
<b>Operating Capital</b>	<b>\$ 5,280</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 1,975,709</b>	<b>\$ 2,113,195</b>	<b>\$ 2,154,727</b>	<b>14.0</b>	<b>\$ 41,532</b>	<b>1.97%</b>	<b>\$ 2,150,634</b>	<b>14.0</b>	<b>\$ 37,439</b>	<b>1.77%</b>

**Capital Projects and Facilities Management Capital Budget**

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Capital Projects & Facilities Management	Green Communities	\$ 200,000	\$ 100,000	Grant			
Capital Projects & Facilities Management	Climate Action Plan	\$ 138,075	\$ 70,000	Free Cash		\$ 68,075	Grants/ Free Cash
Capital Projects & Facilities Management	Roof Replacement - Fire Station #7 (Water Street)				\$ 247,320	\$ 25,000	Bond
Capital Projects & Facilities Management	Energy Resiliency Enhancements				\$ 200,000	\$ 200,000	Grants
Capital Projects & Facilities Management	HVAC System Enhancements: DPW Headquarters				\$ 79,545	\$ 79,545	Free Cash
Capital Projects & Facilities Management	Citywide Solar Alternative Energy and Resiliency Procurement				\$ 25,000		Grants
Capital Projects & Facilities Management	Vehicle Electrification Initiative: Phase 2				\$ 250,000	\$ 250,000	Grants
Capital Projects & Facilities Management	Building Electrification: Fire Station #7 HVAC					\$ 15,000	Bond
Capital Projects & Facilities Management	Roof Replacement - Memorial Building					\$ 120,000	Bond
Capital Projects & Facilities Management	Main Library Roof Replacement						
Capital Projects & Facilities Management	HVAC System Renovation: Police Department Headquarters						
Capital Projects & Facilities Management	Heat Pump System Upgrade & Expansion: Memorial Hall						
Capital Projects & Facilities Management	Roof Replacement- Police Headquarters						
<b>Capital Projects &amp; Facilities Management Total</b>		<b>\$ 338,075</b>	<b>\$ 170,000</b>		<b>\$ 801,865</b>	<b>\$ 757,620</b>	

#### 4. City Clerk

The City Clerk is responsible for two departments: The City Clerk’s Office and Elections.

**City Clerk: Level Service - Total Operating Budget increase: \$45,950 or 12.18%; No Capital requested**

While the City Clerk’s office is funded for level services, the request is an increase of 12.98% to reflect a reclassification and compensation analysis for the City Clerk and Assistant City Clerk. A salary survey will be conducted to determine the salary for both the City Clerk and Assistant City Clerk. The salaries used for the budget are based on the request by the City Clerk.

- City Clerk
- *Level Service Clerk’s Office but review salary for Clerk and Assistant Clerk*
  - *Increase of \$45,950 or 12.18%*

**Elections: Increase Level of Service - Total Operating Budget increase: \$81,908 or 131.24%; Capital requested in FY2023 recommended for funding in FY2022**

One additional full-time employee is recommended for the Elections Department. Framingham’s Elections Department, under the management of the City Clerk, currently has only one full-time employee, an Elections Coordinator. Election workers work part-time. The request would bring the total staffing for the Elections Department to 2 full-time employees by adding an Elections Supervisor. Currently, the City Clerk supplements the staffing needs of the Elections Department with City Clerk’s Office staff. This has resulted in a backlog of necessary work within the City Clerk’s Office, including such functions as issuance of vital records. The City Clerk coordinates work between the two departments to meet the immediate needs of both. The position description for the new Elections Supervisor position will be reviewed to ensure that work can continue to be coordinated and functions of each department covered by the other department as needed.

- Elections
- *Increase Service for Elections*
    - *Add 1 FTE – Elections Supervisor*
  - *Increase of \$81,908 or 131.24%*

## City Clerk and Elections Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Clerk</b>										
Salary & Wages - Regular	\$ 269,264	\$ 349,205	\$ 388,485	5.0	\$ 39,280	11.25%	\$ 396,255	5.0	\$ 47,050	13.47%
Salary & Wages - Overtime	\$ 9,460	\$ 5,500	\$ 5,000		\$ (500)	-9.09%	\$ 5,000		\$ (500)	-9.09%
Salary & Wages - Other	\$ 500	\$ 750	\$ 800		\$ 50	6.67%	\$ 800		\$ 50	6.67%
Other Reimbursements	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 279,224</b>	<b>\$ 355,455</b>	<b>\$ 394,285</b>		<b>\$ 38,830</b>	<b>10.92%</b>	<b>\$ 402,055</b>		<b>\$ 46,600</b>	<b>13.11%</b>
Maintenance - Equipment	\$ 99	\$ 200	\$ 200		\$ -	0.00%	\$ 200		\$ -	0.00%
Phones	\$ 482	\$ 660	\$ 10		\$ (650)	-98.48%	\$ 10		\$ (650)	-98.48%
Printing and Postage	\$ 10,618	\$ 12,500	\$ 12,500		\$ -	0.00%	\$ 12,500		\$ -	0.00%
Supplies - Office	\$ 3,726	\$ 5,300	\$ 5,300		\$ -	0.00%	\$ 5,300		\$ -	0.00%
Education, Training, Dues, etc.	\$ 640	\$ 2,735	\$ 2,735		\$ -	0.00%	\$ 2,735		\$ -	0.00%
Mileage Reimbursement	\$ 40	\$ 400	\$ 400		\$ -	0.00%	\$ 400		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 15,606</b>	<b>\$ 21,795</b>	<b>\$ 21,145</b>		<b>\$ (650)</b>	<b>-2.98%</b>	<b>\$ 21,145</b>		<b>\$ (650)</b>	<b>-2.98%</b>
<b>Total</b>	<b>\$ 294,830</b>	<b>\$ 377,250</b>	<b>\$ 415,430</b>	<b>5.0</b>	<b>\$ 38,180</b>	<b>10.12%</b>	<b>\$ 423,200</b>	<b>5.0</b>	<b>\$ 45,950</b>	<b>12.18%</b>
<b>Elections</b>										
Salary & Wages - Regular	\$ 57,345	\$ 55,459	\$ 130,752	2.0	\$ 75,293	135.76%	\$ 133,367	2.0	\$ 77,908	140.48%
Salary & Wages - Overtime	\$ 6,427	\$ 5,000	\$ 9,000		\$ 4,000	80.00%	\$ 9,000		\$ 4,000	80.00%
Salary & Wages - Other	\$ 1,950	\$ 1,950	\$ 1,950		\$ -	0.00%	\$ 1,950		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 65,722</b>	<b>\$ 62,409</b>	<b>\$ 141,702</b>		<b>\$ 79,293</b>	<b>127.05%</b>	<b>\$ 144,317</b>		<b>\$ 81,908</b>	<b>131.24%</b>
Maintenance - Equipment	\$ 8,069	\$ 11,700	\$ 12,700		\$ 1,000	8.55%	\$ 12,700		\$ -	0.00%
Police Details	\$ 32,723	\$ 35,000	\$ 35,000		\$ -	0.00%	\$ 35,000		\$ -	0.00%
Printing and Postage	\$ 23,973	\$ 20,000	\$ 25,000		\$ 5,000	25.00%	\$ 25,000		\$ 5,000	25.00%
Supplies - Office	\$ 27,060	\$ 55,500	\$ 32,000		\$ (23,500)	-42.34%	\$ 33,500		\$ (22,000)	-39.64%
Election Workers	\$ 36,628	\$ 83,700	\$ 83,500		\$ (200)	-0.24%	\$ 83,500		\$ (200)	-0.24%
Education, Training, Dues, etc.	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Mileage Reimbursement	\$ 127	\$ 325	\$ 500		\$ 175	53.85%	\$ 500		\$ 175	53.85%
<b>Total Operating Expenses</b>	<b>\$ 128,581</b>	<b>\$ 206,225</b>	<b>\$ 188,700</b>		<b>\$ (17,525)</b>	<b>-8.50%</b>	<b>\$ 190,200</b>		<b>\$ (16,025)</b>	<b>-7.77%</b>
<b>Total</b>	<b>\$ 194,303</b>	<b>\$ 268,634</b>	<b>\$ 330,402</b>	<b>2.0</b>	<b>\$ 61,768</b>	<b>22.99%</b>	<b>\$ 334,517</b>	<b>2.0</b>	<b>\$ 65,883</b>	<b>24.53%</b>

### 5. Finance Division

As a first step toward Citywide governmental efficiency, each department manager in the Finance Division was asked to review the staffing and expenses of the department and provide proposals for cost effective and resource effective delivery of services. The Finance Division is hit particularly hard by labor shortages. The Finance Division draws upon the same pool of workers as the financial, real estate, and technology services industries. Each department head was asked to evaluate every vacancy prior to filling and determine whether there may be a more cost-efficient or labor-efficient way to provide the services. The FY2023 Finance Division are a good first step to achieving these goals. The review of how departments provide services will be a continuing discussion, not just within the Finance Division, but Citywide.

#### **Accounting: Level Service - Total Operating Budget increase: \$23,587 or 3.99%; No Capital Budget**

A request to restore a previously cut position in Accounting is postponed pending review and reorganization of Citywide financial and administrative staff during FY2023.

Accounting

- Level Service
- Increase of \$23,587 or 3.99%

### Accounting Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Accounting</b>										
Salary & Wages - Regular	\$ 570,665	\$ 578,663	\$ 631,306	8.6	\$ 52,643	9.10%	\$ 599,052	7.6	\$ 20,389	3.52%
Salary & Wages - Overtime	\$ 327	\$ 975	\$ 1,975		\$ 1,000	0.00%	\$ 1,975		\$ 1,000	102.56%
Salary & Wages - Other	\$ 1,350	\$ 1,552	\$ 1,350		\$ (202)	-13.02%	\$ 1,350		\$ (202)	-13.02%
Other Reimbursements	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 572,342</b>	<b>\$ 581,190</b>	<b>\$ 634,631</b>		<b>\$ 53,441</b>	<b>9.20%</b>	<b>\$ 602,377</b>		<b>\$ 21,187</b>	<b>3.65%</b>
Professional Services	\$ -	\$ 1,000	\$ 1,000		\$ -	0.00%	\$ -		\$ (1,000)	-100.00%
Phones	\$ 72	\$ 125	\$ -		\$ (125)	-100.00%	\$ -		\$ (125)	-100.00%
Printing and Postage	\$ 256	\$ 550	\$ 550		\$ -	0.00%	\$ 550		\$ -	0.00%
Supplies - Office	\$ 3,179	\$ 5,200	\$ 5,300		\$ 100	1.92%	\$ 5,300		\$ 100	1.92%
Education, Training, Dues, etc.	\$ 468	\$ 3,005	\$ 8,630		\$ 5,625	187.19%	\$ 6,430		\$ 3,425	113.98%
<b>Total Operating Expenses</b>	<b>\$ 3,975</b>	<b>\$ 9,880</b>	<b>\$ 15,480</b>		<b>\$ 5,600</b>	<b>56.68%</b>	<b>\$ 12,280</b>		<b>\$ 2,400</b>	<b>24.29%</b>
Operating Capital	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total</b>	<b>\$ 576,316</b>	<b>\$ 591,070</b>	<b>\$ 650,111</b>	<b>8.6</b>	<b>\$ 59,041</b>	<b>9.99%</b>	<b>\$ 614,657</b>	<b>7.6</b>	<b>\$ 23,587</b>	<b>3.99%</b>

**Assessing: Level Service - Total Operating Budget increase: \$23,716 or 3.77%; FY2023 Capital Request postponed to FY2024; Fund Assessing Software Upgrade and Electric Inspection Vehicle in FY2024**

The Assessing Department is currently operating with 3.0 full-time employees and a part-time temporary employee, less than half the positions in the Department, which operates with 7.5 FTEs when fully staffed. Vacancies include positions from customer service representative to the Chief Assessor position. Communities statewide are experiencing the same shortage of assessing staff. Assessing is a key function for the City to accurately issue tax bills. Massachusetts Department of Revenue’s Division of Local Services issued a Bulletin with guidelines on how municipalities in Massachusetts can share assessing services. While joining another community may be a possible avenue in the long-term, it is not viable for FY2023. During the past few months, the CFO’s Office has focused on hiring for vacant positions. For FY2023, the focus on hiring a Chief Assessor will continue. The Department will be reorganized to create a Deputy Chief Assessor position. The customer service position, which is an entry level position, has been advertised and candidates are being interviewed. In addition, two Field Assessor positions are advertised and some potential candidates will be interviewed shortly.

In working to fill the needs of the Department for FY2022, various contracts were awarded to outside firms to provide some of the assessing functions. The City Council has been supportive of the Departmental needs and the requests to shift funding as appropriate to provide for contractual services. For FY2023, the personal property function will be outsourced. This may become a long-term solution that will be evaluated in the fall. The viability of candidates for the other open positions will determine the direction of the Department in FY2023 and beyond.

- Assessing

  - *Operating Budget*
    - *Level Service*
    - *Increase of \$23,716 or 3.77%*
    - *FY2023 – evaluation year for service delivery and department organization*
  - *Capital Budget*
    - *Replacement of assessing software postponed to FY2024*
    - *Purchase electric fleet vehicle (grant)*

Given the level of staffing at this time and the anticipated training required of new staff in FY2023, a request to upgrade the Assessing Department’s software is postponed to FY2024. In FY2024, the City

will look at both replacing the Assessing Department’s software and purchasing an electrical vehicle for inspections. The electrical vehicle meets the City’s goals for energy sustainability.

### Assessing Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Assessing</b>										
Salary & Wages - Regular	\$ 496,496	\$ 513,394	\$ 548,920	7.5	\$ 35,526	6.92%	\$ 467,320	6.5	\$ (46,074)	-8.97%
Salary & Wages - Overtime	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Salary & Wages - Other	\$ 2,000	\$ 6,250	\$ 6,200		\$ (50)	-0.80%	\$ 6,200		\$ (50)	-0.80%
Other Reimbursements	\$ 136	\$ 600	\$ 600		\$ -	0.00%	\$ 600		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 498,632</b>	<b>\$ 520,244</b>	<b>\$ 555,720</b>		<b>\$ 35,476</b>	<b>6.82%</b>	<b>\$ 474,120</b>		<b>\$ (46,124)</b>	<b>-8.87%</b>
Professional Services - Assessing	\$ 14,400	\$ 19,650	\$ 19,650		\$ -	-	\$ 89,650		\$ 70,000	-
Professional Services - Legal	\$ 39,975	\$ 57,000	\$ 57,000		\$ -	0.00%	\$ 57,000		\$ -	0.00%
Phones	\$ 113	\$ 160	\$ -		\$ (160)	-100.00%	\$ -		\$ (160)	-100.00%
Printing and Postage	\$ 5,400	\$ 4,100	\$ 4,100		\$ -	0.00%	\$ 4,100		\$ -	0.00%
Supplies - Office	\$ 3,639	\$ 4,600	\$ 4,600		\$ -	0.00%	\$ 4,600		\$ -	0.00%
Education, Training, Dues, etc.	\$ 2,442	\$ 4,500	\$ 4,500		\$ -	0.00%	\$ 4,500		\$ -	0.00%
Employee Mileage Reimbursement	\$ 3,853	\$ 5,000	\$ 5,000		\$ -	0.00%	\$ 5,000		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 69,822</b>	<b>\$ 95,010</b>	<b>\$ 94,850</b>		<b>\$ (160)</b>	<b>-0.17%</b>	<b>\$ 164,850</b>		<b>\$ 69,840</b>	<b>73.51%</b>
<b>Operating Capital</b>	<b>\$ 10,307</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 14,000</b>		<b>\$ 14,000</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 578,761</b>	<b>\$ 629,254</b>	<b>\$ 664,570</b>	<b>7.5</b>	<b>\$ 35,316</b>	<b>5.61%</b>	<b>\$ 652,970</b>	<b>6.5</b>	<b>\$ 23,716</b>	<b>3.77%</b>

### Assessing Capital Budget

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Assessing	Patriot Properties AP5 Upgrade Proposal	\$ 29,500				\$ 29,500	Free Cash
Assessing	Electric Vehicle for Field Inspections	\$ 25,000				\$ 25,000	Grants
<b>Assessing Total</b>		<b>\$ 54,500</b>	<b>\$ -</b>		<b>\$ -</b>	<b>\$ 54,500</b>	

**Chief Financial Officer: Increased Level of Service - Total Operating Budget increase: \$154,624 or 20.58%; No Capital**

The office of the Chief Financial Officer is being reorganized to review whether certain administrative positions in City departments should be reassigned to a more central administrative oversight. The CFO’s office provides a substantial amount of support the various divisions and departments throughout the City on financial, procurement, and grant-related issues. This is a first step in evaluating how to most efficiently support the finance and administrative needs in each department. The office of the CFO has also requested a new summer internship program with two interns, which is recommended for funding. The FY2023 summer projects would include one intern focusing on updating the budget documents on the website through the OpenGov portal. The second intern would focus on collecting and updating financial policies, all of which predate the City form of government in Framingham. The education and training budget line is also increasing to provide staff in the office with municipal finance training and allow attendance at municipal finance legal and administrative conferences.

- CFO

  - Increase Services by adding summer internship program
  - Restore funding for CFO
  - Centralize financial and administrative functions
  - Increase of \$154,624 or 20.58%

### Chief Financial Officer Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Chief Financial Officer</b>										
Salary & Wages - Regular	\$ 362,190	\$ 272,536	\$ 383,103	3.0	\$ 110,567	40.57%	\$ 390,765	3.0	\$ 118,229	43.38%
Salary & wages - Interns							\$ 14,000			
Salary & Wages - Other	\$ 500	\$ 300	\$ 300		\$ -	0.00%	\$ 300		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 362,690</b>	<b>\$ 272,836</b>	<b>\$ 383,403</b>		<b>\$ 110,567</b>	<b>40.53%</b>	<b>\$ 405,065</b>		<b>\$ 132,229</b>	<b>48.46%</b>
Maintenance - Software	\$ 4,213	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Professional Services	\$ 415	\$ 4,200	\$ 24,000		\$ 19,800	471.43%	\$ 6,000		\$ 1,800	42.86%
Phones	\$ 21	\$ 50	\$ -		\$ (50)	-100.00%	\$ -		\$ (50)	-100.00%
Printing and Postage	\$ 263	\$ 200	\$ 200		\$ -	0.00%	\$ 200		\$ -	0.00%
Computer Hardware and Software	\$ 174	\$ 350	\$ 600		\$ 250	71.43%	\$ 600		\$ 250	71.43%
Supplies - Office	\$ -	\$ -	\$ 1,500		\$ 1,500	0.00%	\$ 1,500		\$ 1,500	0.00%
Education, Training, Dues, etc.	\$ 970	\$ 360	\$ 5,050		\$ 4,690	1302.78%	\$ 5,050		\$ 4,690	1302.78%
<b>Total Operating Expenses</b>	<b>\$ 6,057</b>	<b>\$ 5,160</b>	<b>\$ 31,350</b>		<b>\$ 26,190</b>	<b>507.56%</b>	<b>\$ 13,350</b>		<b>\$ 8,190</b>	<b>158.72%</b>
Electricity - Net Metering	\$ 443,136	\$ 473,504	\$ 473,504		\$ -	0.00%	\$ 487,709		\$ 14,205	3.00%
<b>Total Energy</b>	<b>\$ 443,136</b>	<b>\$ 473,504</b>	<b>\$ 473,504</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 487,709</b>		<b>\$ 14,205</b>	<b>3.00%</b>
<b>Total</b>	<b>\$ 811,882</b>	<b>\$ 751,500</b>	<b>\$ 888,257</b>	<b>3.0</b>	<b>\$ 136,757</b>	<b>18.20%</b>	<b>\$ 906,124</b>	<b>3.0</b>	<b>\$ 154,624</b>	<b>20.58%</b>

**Media: Level Service - Total Operating Budget increase: \$3,094 or 0.78%; No Capital Budget**

The Media Department is recommended for level service funding. The Department reviewed staffing needs and reduced its request for part-time funding in FY2023 based on needs. The expenses budget carried a small line for insurance that is not needed separate from the City's insurance. Operating capital is an annual appropriation. For FY2023, projects planned include upgrades to Nevins Hall sound system to replace obsolete equipment and to provide for hosting of public hearings for large groups, and replacement of field and studio equipment for reliability.

Media

- *Level Service*
- *Increase of \$3,094 or 0.78%*

### Media Operating Budget

	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Media</b>								
Salary & Wages - Regular	\$ 182,607	3.0	\$ (3,458)	-1.86%	\$ 186,259	3.0	\$ 194	0.10%
Salary & Wages - Overtime	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Salary & Wages - Other	\$ 300		\$ (50)	0.00%	\$ 300		\$ (50)	0.00%
Other Reimbursements	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 182,907</b>		<b>\$ (3,508)</b>	<b>-1.88%</b>	<b>\$ 186,559</b>		<b>\$ 144</b>	<b>0.08%</b>
Maintenance - Buildings and Grounds	\$ 3,000		\$ -	0.00%	\$ 3,000		\$ -	0.00%
Maintenance - Vehicles	\$ 2,000		\$ -	0.00%	\$ 2,000		\$ -	0.00%
Maintenance - Equipment	\$ 3,000		\$ -	0.00%	\$ 3,000		\$ -	0.00%
Maintenance - Software	\$ 7,750		\$ -	0.00%	\$ 7,750		\$ -	0.00%
Professional and Technical Services	\$ 35,500		\$ -	0.00%	\$ 36,500		\$ 1,000	2.82%
Phones	\$ 3,300		\$ (200)	-5.71%	\$ 3,300		\$ (200)	-5.71%
Printing and Postage	\$ 200		\$ -	0.00%	\$ 200		\$ -	0.00%
Supplies - Office	\$ 5,250		\$ -	0.00%	\$ 5,250		\$ -	0.00%
Supplies - Videotapes	\$ 2,650		\$ (350)	-11.67%	\$ 2,650		\$ (350)	-11.67%
Fuel	\$ 250		\$ -	0.00%	\$ 250		\$ -	0.00%
Education, Training, Dues, etc.	\$ 12,950		\$ (2,500)	-16.18%	\$ 12,950		\$ (2,500)	-16.18%
Insurance Premium	\$ 1,000		\$ -	0.00%	\$ -		\$ (1,000)	-100.00%
<b>Total Operating Expenses</b>	<b>\$ 76,850</b>		<b>\$ (3,050)</b>	<b>-3.82%</b>	<b>\$ 76,850</b>		<b>\$ (3,050)</b>	<b>-3.82%</b>
<b>Operating Capital</b>	<b>\$ 134,728</b>		<b>\$ 6,000</b>	<b>4.66%</b>	<b>\$ 134,728</b>		<b>\$ 6,000</b>	<b>4.66%</b>
<b>Total</b>	<b>\$ 394,485</b>	<b>3.0</b>	<b>\$ (558)</b>	<b>-0.14%</b>	<b>\$ 398,137</b>	<b>3.0</b>	<b>\$ 3,094</b>	<b>0.78%</b>

**Purchasing: Level Service - Total Operating Budget increase: \$88,212 or 43.20%; No Capital Budget**

The procurement function in Framingham is nominally centralized in Purchasing. The Purchasing Department operates under the direction of the Assistant CFO who is the Chief Procurement Officer for the City. Much of the purchasing function for the City, however, has operated in a decentralized way. In FY2022, one full-time employee is budgeted in Purchasing who is responsible for the coordination of Citywide procurement and for all departmental procurements. There is one full-time position funded in the Department of Public Works Administrative Department that is also entirely dedicated to capital procurement. The remainder of the purchasing functions are scattered throughout the various departments, including the School Department. The coordination of multiple employees, who spend only part of their time on procurement can lead to an inefficient and sometimes lengthy process. The FY2023 budget recommendation continues a process of centralization that had already been underway and includes consolidating into one department the two positions whose functions are entirely purchasing. This means that one position funded in DPW has been moved to the Purchasing Department and is funded in the Purchasing Department in FY2023. While moving the position to Purchasing will lead to increased efficiency and better coordination Citywide, this change is not an increase in services.

Purchasing

- *Begin centralization by moving procurement staff from DPW to Purchasing*
- *Level service*
- *Increase of \$88,212 or 43.20%*

### Purchasing Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Purchasing</b>										
Salary & Wages - Regular	\$ 78,333	\$ 79,901	\$ 152,969	2.0	\$ 73,068	91.45%	\$ 156,028	2.0	\$ 76,127	95.28%
Salary & Wages - Overtime	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Salary & Wages - Other	\$ 250	\$ 250	\$ 500		\$ 250	100.00%	\$ 500		\$ 250	100.00%
Other Reimbursements	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 78,583</b>	<b>\$ 80,151</b>	<b>\$ 153,469</b>		<b>\$ 73,318</b>	<b>91.47%</b>	<b>\$ 156,528</b>		<b>\$ 76,377</b>	<b>95.29%</b>
Postage Machine	\$ 10,971	\$ 11,000	\$ -		\$ (11,000)	-100.00%	\$ 11,000		\$ -	0.00%
Professional Services	\$ -	\$ 1,000	\$ -		\$ (1,000)	-100.00%	\$ 1,000		\$ -	0.00%
Copier Leases	\$ 85,007	\$ 92,000	\$ -		\$ (92,000)	-100.00%	\$ 92,000		\$ -	0.00%
Phones	\$ 13	\$ 50	\$ -		\$ (50)	-100.00%	\$ 50		\$ -	0.00%
Communications & Postage	\$ 2,319	\$ 2,600	\$ -		\$ (2,600)	-100.00%	\$ 2,600		\$ -	0.00%
Supplies - Postage	\$ 917	\$ 1,500	\$ -		\$ (1,500)	-100.00%	\$ 1,500		\$ -	0.00%
Supplies - Office	\$ 5,586	\$ 8,725	\$ -		\$ (8,725)	-100.00%	\$ 8,360		\$ (365)	-4.18%
Education, Training, Dues, etc.	\$ 3,850	\$ 6,795	\$ -		\$ (6,795)	-100.00%	\$ 6,795		\$ -	0.00%
Budgetary Reserve							\$ 12,560		\$ 12,560	n/a
<b>Total Operating Expenses</b>	<b>\$ 108,663</b>	<b>\$ 123,670</b>	<b>\$ 185,505</b>		<b>\$ (123,670)</b>	<b>-100.00%</b>	<b>\$ 135,865</b>		<b>\$ 12,195</b>	<b>9.86%</b>
Operating Capital	\$ 349	\$ 360	\$ 360		\$ -	0.00%	\$ -		\$ (360)	0.00%
<b>Total</b>	<b>\$ 187,595</b>	<b>\$ 204,181</b>	<b>\$ 339,334</b>	<b>2.0</b>	<b>\$ (50,352)</b>	<b>-24.66%</b>	<b>\$ 292,393</b>	<b>2.0</b>	<b>\$ 88,212</b>	<b>43.20%</b>

**Technology: Level Service - Total Operating Budget increase: \$45,928 or 2.13%; Total Capital: \$905,782 – Firewall and Web and Mail Filter and Storage Replacements in FY2023; \$250,000 in FY2024 for Continued Fiber Rollout**

With the retirement of a senior employee, the Technology Services Department reviewed the position responsibilities within the Department and eliminated one position by reallocating job duties. The salaries portion of the budget includes \$10,000. The FY2023 operating budget includes annually increased costs of software maintenance, offset by savings for the maintenance of the City’s Barracuda Appliance. Barracuda provides server and mail filter as well as mail archiver and backup. The hardware and software need replacement and are recommended for funding in the FY2023 Capital Improvement Plan. If the project is not funded in FY2023, then \$142,500 will need to be added to the Department’s operating budget to cover the cost of one year of hardware and software maintenance. The other capital project recommended for funding in FY2023 is replacement of the City’s firewall, which is necessary to maintain security.

Technology Services

- **Operating Budget**
  - Eliminate one position and reassign duties
  - Level service
  - Increase of \$45,928 or 2.13%
- **Capital Budget**
  - Firewall replacement
  - Barracuda Appliance replacement

### Technology Services Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend FTE	\$ Change	% Change
<b>Technology</b>									
Salary & Wages - Regular	\$ 829,604	\$ 842,799	\$ 787,036	9.0	\$ (55,763)	-6.62%	\$ 812,777	\$ (30,022)	-3.56%
Salary & Wages - Overtime	\$ 6,074	\$ 9,170	\$ 9,170		\$ -	0.00%	\$ -	\$ (9,170)	0.00%
Salary & Wages - Other	\$ 850	\$ 1,200	\$ 850		\$ (350)	-29.17%	\$ 850	\$ (350)	-29.17%
Other Reimbursements	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -	\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 836,527</b>	<b>\$ 853,169</b>	<b>\$ 797,056</b>		<b>\$ (56,113)</b>	<b>-6.58%</b>	<b>\$ 813,627</b>	<b>\$ (39,542)</b>	<b>-4.63%</b>
Maintenance - Phone	\$ 87,129	\$ 97,632	\$ 76,504		\$ (21,128)	-21.64%	\$ 76,504	\$ (21,128)	-21.64%
Maintenance - Peripheral	\$ 86,475	\$ 161,196	\$ 164,726		\$ 3,530	2.19%	\$ 164,726	\$ 3,530	2.19%
Maintenance - Computer	\$ 13,006	\$ 14,606	\$ 14,583		\$ (23)	-0.16%	\$ 14,583	\$ (23)	-0.16%
Maintenance - Software	\$ 873,298	\$ 961,070	\$ 1,151,650		\$ 190,580	19.83%	\$ 1,009,150	\$ 48,080	5.00%
Professional Services	\$ -	\$ -	\$ 10,000		\$ 10,000	0.00%	\$ 10,000	\$ 10,000	0.00%
Rental and Leases	\$ 250,553	\$ -	\$ -		\$ -	0.00%	\$ -	\$ -	0.00%
Phones	\$ 24,614	\$ 43,138	\$ 52,620		\$ 9,482	21.98%	\$ 52,620	\$ 9,482	21.98%
Communications & Postage	\$ 47	\$ 300	\$ 300		\$ -	0.00%	\$ 300	\$ -	0.00%
Supplies - Computer	\$ 12,557	\$ 16,205	\$ 16,205		\$ -	0.00%	\$ 16,205	\$ -	0.00%
Supplies - Office	\$ 1,294	\$ 1,800	\$ 1,800		\$ -	0.00%	\$ 1,800	\$ -	0.00%
Education, Training, Dues, etc.	\$ 12,932	\$ 9,957	\$ 34,836		\$ 24,879	249.86%	\$ 34,836	\$ 24,879	249.86%
<b>Total Operating Expenses</b>	<b>\$ 1,361,905</b>	<b>\$ 1,305,904</b>	<b>\$ 1,523,224</b>		<b>\$ 217,320</b>	<b>16.64%</b>	<b>\$ 1,380,724</b>	<b>\$ 74,820</b>	<b>5.73%</b>
<b>Operating Capital</b>	<b>\$ 12,948</b>	<b>\$ -</b>	<b>\$ 10,650</b>		<b>\$ 10,650</b>	<b>0.00%</b>	<b>\$ 10,650</b>	<b>\$ 10,650</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 2,211,380</b>	<b>\$ 2,159,073</b>	<b>\$ 2,330,930</b>	<b>9.0</b>	<b>\$ 171,857</b>	<b>7.96%</b>	<b>\$ 2,205,001</b>	<b>\$ 45,928</b>	<b>2.13%</b>

### Technology Services Capital Budget

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Technology Services	Barracuda Appliance replacement	\$ 499,000	\$ 499,000	Bond			
Technology Services	Firewall replacement	\$ 406,782	\$ 406,782	Bond			
Technology Services	Continue Fiber Rollout				\$ 250,000	\$ 250,000	Bond
Technology Services	Fire Department Laptop Replacement						
Technology Services	Wireless Access Points						
Technology Services	Data Storage and Virtual Environment Upgrade						
Technology Services	Network Infrastructure Upgrade						
<b>Technology Services Total</b>		<b>\$ 905,782</b>	<b>\$ 905,782</b>		<b>\$ 250,000</b>	<b>\$ 250,000</b>	

**Treasurer/Collector: Level Service - Total Operating Budget increase: \$22,624 or 3.97%; No Capital Budget**

The Treasurer/Collector has reviewed the staffing needs of her Department with two vacancies providing an opportunity for some restructuring of duties. While the total number of employees in the Department will not change, the positions are being realigned to better meet customer service demands. The increase in the Treasurer/Collector's budget is increasing in FY2023 primarily to cover the increased cost of postage. The Department is responsible for mailing tax bills.

*Treasurer/Collector*

- *Level service*
- *Increase of \$22,624 or 3.97%*

### Treasurer/Collector Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Treasurer/Collector</b>										
Salary & Wages - Regular	\$ 452,194	\$ 483,761	\$ 478,009	7.5	\$ (5,752)	-1.19%	\$ 490,110	7.5	\$ 6,349	1.31%
Salary & Wages - Overtime	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Salary & Wages - Other	\$ 6,115	\$ 7,050	\$ 7,150		\$ 100	1.42%	\$ 7,150		\$ -	0.00%
Other Reimbursements	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 458,309</b>	<b>\$ 490,811</b>	<b>\$ 485,159</b>		<b>\$ (5,652)</b>	<b>-1.15%</b>	<b>\$ 497,260</b>		<b>\$ 6,449</b>	<b>1.31%</b>
Maintenance - Equipment	\$ 2,283	\$ 2,376	\$ 2,376		\$ -	0.00%	\$ 2,376		\$ -	0.00%
Professional Services	\$ -	\$ 2,500	\$ 2,500		\$ -	0.00%	\$ 2,500		\$ -	0.00%
Borrowing Fees	\$ -	\$ 3,025	\$ 3,025		\$ -	0.00%	\$ 3,025		\$ -	0.00%
Phones	\$ 138	\$ 225	\$ -		\$ (225)	-100.00%	\$ -		\$ (225)	-100.00%
Printing	\$ 15,044	\$ 22,898	\$ 22,898		\$ -	0.00%	\$ 22,898		\$ -	0.00%
Postage	\$ 83,816	\$ 68,017	\$ 88,000		\$ 19,983	29.38%	\$ 85,500		\$ 17,483	25.70%
Supplies - Office	\$ 3,309	\$ 4,686	\$ 4,686		\$ -	0.00%	\$ 4,686		\$ -	0.00%
Education, Training, Dues, etc.	\$ 400	\$ 550	\$ 467		\$ (83)	-15.10%	\$ 467		\$ (83)	-15.10%
<b>Total Operating Expenses</b>	<b>\$ 104,990</b>	<b>\$ 104,277</b>	<b>\$ 123,952</b>		<b>\$ 19,675</b>	<b>18.87%</b>	<b>\$ 121,452</b>		<b>\$ 17,175</b>	<b>16.47%</b>
<b>Total</b>	<b>\$ 563,299</b>	<b>\$ 595,088</b>	<b>\$ 609,111</b>	<b>7.5</b>	<b>\$ 14,023</b>	<b>2.36%</b>	<b>\$ 618,712</b>	<b>7.5</b>	<b>\$ 23,624</b>	<b>3.97%</b>

### 6. Human Resources Division

#### **Human Resources - Increased Level of Service - Total Operating Budget increase: \$93,428 or 17.98%; No Capital**

The Human Resources Department budget for FY2023 restores the salary for the Human Resources Director for a full year. The Department's budget includes an additional \$15,000 for compensation studies which have not been done in approximately 10 years.

Human Resources

- Restore funding for HR Director
- Fund compensation studies
- Increase of \$93,428 or 17.98%

### Human Resources Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Human Resources</b>										
Salary & Wages - Regular	\$ 485,629	\$ 432,723	\$ 502,989	7.0	\$ 70,266	16.24%	\$ 513,049	7.0	\$ 80,326	18.56%
Salary & Wages - Overtime	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Salary & Wages - Other	\$ 250	\$ 250	\$ 250		\$ -	0.00%	\$ 250		\$ -	0.00%
Other Reimbursements	\$ 2,000	\$ 5,000	\$ 5,000		\$ -	0.00%	\$ 5,000		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 487,879</b>	<b>\$ 437,973</b>	<b>\$ 508,239</b>		<b>\$ 70,266</b>	<b>16.04%</b>	<b>\$ 518,299</b>		<b>\$ 80,326</b>	<b>18.34%</b>
Maintenance - Software	\$ -	\$ -	\$ 400		\$ 400	0.00%	\$ 400		\$ 400	0.00%
Professional Services	\$ 27,910	\$ 49,500	\$ 49,500		\$ -	0.00%	\$ 64,500		\$ 15,000	30.30%
Phones	\$ 530	\$ 300	\$ -		\$ (300)	-100.00%	\$ -		\$ (300)	-100.00%
Printing and Communications	\$ 9,409	\$ 11,000	\$ 11,000		\$ -	0.00%	\$ 11,000		\$ -	0.00%
Supplies - Office	\$ 3,444	\$ 6,600	\$ 4,600		\$ (2,000)	-30.30%	\$ 4,600		\$ (2,000)	-30.30%
Education, Training, Dues, etc.	\$ 6,027	\$ 13,900	\$ 13,900		\$ -	0.00%	\$ 13,900		\$ -	0.00%
Mileage Reimbursement	\$ -	\$ 325	\$ 325		\$ -	0.00%	\$ 325		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 47,320</b>	<b>\$ 81,625</b>	<b>\$ 79,725</b>		<b>\$ (1,900)</b>	<b>-2.33%</b>	<b>\$ 94,725</b>		<b>\$ 13,100</b>	<b>16.05%</b>
<b>Total</b>	<b>\$ 535,199</b>	<b>\$ 519,598</b>	<b>\$ 587,964</b>	<b>7.0</b>	<b>\$ 68,366</b>	<b>13.16%</b>	<b>\$ 613,024</b>	<b>7.0</b>	<b>\$ 93,426</b>	<b>17.98%</b>

**Veterans Services Department - Level Service - Total Operating Budget increase: \$150,633 or 26.08%; No Capital**

Veterans Services has two full-time employees. FY2023 restores full funding for both positions. The increase in the operating budget reflects an adjustment to the cost of living (COLA) for veterans benefits and the growing number of veterans for whom the department processes benefits. The City receives 75% reimbursement from the State for veterans' benefits in State Aid.

Veterans' Services

- *Level Service*
- *Increase \$150,633 or 26.08% based on greater demand for veterans' benefits*
- *75% reimbursement from State for veterans' benefits*

**Veterans Services Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Veterans</b>										
Salary & Wages - Regular	\$ 123,787	\$ 110,952	\$ 121,278	2.0	\$ 10,326	9.31%	\$ 123,703	2.0	\$ 12,751	11.49%
<b>Total Salary &amp; Wages</b>	<b>\$ 123,787</b>	<b>\$ 110,952</b>	<b>\$ 121,278</b>		<b>\$ 10,326</b>	<b>9.31%</b>	<b>\$ 123,703</b>		<b>\$ 12,751</b>	<b>11.49%</b>
Professional and Technical Services	\$ -	\$ 500	\$ 500		\$ -	0.00%	\$ 500		\$ -	0.00%
Phones	\$ 38	\$ 100	\$ 100		\$ -	0.00%	\$ 100		\$ -	0.00%
Printing and Postage	\$ 183	\$ 700	\$ 700		\$ -	0.00%	\$ 700		\$ -	0.00%
Supplies - Office	\$ 349	\$ 525	\$ 1,045		\$ 520	99.05%	\$ 1,045		\$ 520	99.05%
Education, Training, Dues, etc.	\$ 199	\$ 800	\$ 800		\$ -	0.00%	\$ 800		\$ -	0.00%
Mileage Reimbursement	\$ -	\$ 200	\$ 200		\$ -	0.00%	\$ 200		\$ -	0.00%
Veterans' Benefits	\$ 336,239	\$ 463,775	\$ 671,137		\$ 207,362	44.71%	\$ 601,137		\$ 137,362	29.62%
<b>Total Operating Expenses</b>	<b>\$ 337,007</b>	<b>\$ 466,600</b>	<b>\$ 674,482</b>		<b>\$ 207,882</b>	<b>44.55%</b>	<b>\$ 604,482</b>		<b>\$ 137,882</b>	<b>29.55%</b>
<b>Total</b>	<b>\$ 460,794</b>	<b>\$ 577,552</b>	<b>\$ 795,760</b>	<b>2.0</b>	<b>\$ 218,208</b>	<b>37.78%</b>	<b>\$ 728,185</b>	<b>2.0</b>	<b>\$ 150,633</b>	<b>26.08%</b>

**7. Inspectional Services Division**

**Building Inspection: Level Service - Total Operating Budget decrease \$9,997 or .85%; No Capital Budget**

The Building Inspection Department was reorganized during FY2022 with changed position descriptions. The result of the reorganization was a small amount of savings in salaries. The budget cut of approximately \$10,000 is a budget adjustment to reflect more accurately annual expenditures.

Building Inspection

- *Level Service*
- *Decrease \$9,997 or -.085%*

### Building Inspection Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Building Inspection</b>										
Salary & Wages - Regular	\$ 1,031,892	\$ 1,081,361	\$ 1,072,984	16.6	\$ (8,377)	-0.77%	\$ 1,081,764	16.6	\$ 403	0.04%
Salary & Wages - Overtime	\$ 7,413	\$ 20,000	\$ 20,000		\$ -	0.00%	\$ 10,000		\$ (10,000)	-50.00%
Salary & Wages - Other	\$ 450	\$ 5,700	\$ 5,300		\$ (400)	-7.02%	\$ 5,300		\$ (400)	-7.02%
Other Reimbursements	\$ 4,333	\$ 4,780	\$ 4,780		\$ -	0.00%	\$ 4,780		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 1,044,089</b>	<b>\$ 1,111,841</b>	<b>\$ 1,103,064</b>		<b>\$ (8,777)</b>	<b>-0.79%</b>	<b>\$ 1,101,844</b>		<b>\$ (9,997)</b>	<b>-0.90%</b>
Professional and Technical Services	\$ 26,620	\$ 16,000	\$ 16,000		\$ -	0.00%	\$ 16,000		\$ -	0.00%
Maintenance - Buildings	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Maintenance - Equipment	\$ 2,177	\$ 1,000	\$ 1,000		\$ -	0.00%	\$ 1,000		\$ -	0.00%
Maintenance - Vehicles	\$ 7,157	\$ 9,000	\$ 9,000		\$ -	0.00%	\$ 9,000		\$ -	0.00%
Phones	\$ 6,472	\$ 6,800	\$ 6,800		\$ -	0.00%	\$ 6,800		\$ -	0.00%
Printing and Postage	\$ 4,560	\$ 7,200	\$ 7,200		\$ -	0.00%	\$ 7,200		\$ -	0.00%
Supplies - Office	\$ 11,961	\$ 9,500	\$ 9,500		\$ -	0.00%	\$ 9,500		\$ -	0.00%
Supplies - Vehicles	\$ 3,142	\$ 500	\$ 500		\$ -	0.00%	\$ 500		\$ -	0.00%
Fuel	\$ 7,019	\$ 10,000	\$ 10,000		\$ -	0.00%	\$ 10,000		\$ -	0.00%
Education, Training, Dues, etc.	\$ 2,384	\$ 6,600	\$ 6,600		\$ -	0.00%	\$ 6,600		\$ -	0.00%
Travel	\$ 5	\$ 500	\$ 500		\$ -	0.00%	\$ 500		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 71,497</b>	<b>\$ 67,100</b>	<b>\$ 67,100</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 67,100</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 1,115,585</b>	<b>\$ 1,178,941</b>	<b>\$ 1,170,164</b>	<b>16.6</b>	<b>\$ (8,777)</b>	<b>-0.74%</b>	<b>\$ 1,168,944</b>	<b>16.6</b>	<b>\$ (9,997)</b>	<b>-0.85%</b>

**Weights and Measures: Level Service - Total Operating Budget increase \$1,278 or 1.58%; No Capital Budget**

The Weights and Measures Budget is recommended for Level Services.

Weights and Measures

- Level Service
- Increase of \$1,278 or 1.58%

### 8. Legal Department

**Legal Department: Change in Service Delivery – Total Budget decrease -\$135,000 or -18.49%; No Capital Budget**

The lead attorney for outside counsel who serves as the City Solicitor, has announced his retirement at the end of FY2022, resulting in a re-evaluation of the delivery of legal services to the City. Based on review of the legal budget and the anticipated need for legal services on an annual basis, a new Legal Department, which will be headed by an in-house City Solicitor appointed by the Mayor, is proposed with a total of 4 employees: a City Solicitor, an Assistant City Solicitor, a City Attorney, and a paralegal or administrative staff. The precise staffing of the Department will be determined by the City Solicitor who will be the first appointment to the Department. In addition to the in-house legal staff, the Department would have a budget for outside legal services for matters that require more specialized legal work.

Legal

- New in-house department
- 4 FTES
- Change in service delivery
- Decrease of \$135,000 or 18.49%

## Legal Department Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	%Change
<b>Legal</b>										
Salary & Wages - Regular	\$ -	\$ -	\$ 429,500	4.0	\$ 429,500	0.00%	\$ 429,500	4.0	\$ 429,500	0.00%
Salary & Wages - Overtime	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Salary & Wages - Other	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Other Reimbursements	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 429,500</b>		<b>\$ 429,500</b>	<b>0.00%</b>	<b>\$ 429,500</b>		<b>\$ 429,500</b>	<b>0.00%</b>
Professional and Technical Services	\$ 641,287	\$ 730,000	\$ 150,000		\$ (580,000)	-79.45%	\$ 165,500		\$ (564,500)	-77.33%
Maintenance - Buildings	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Maintenance - Equipment	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Maintenance - Vehicles	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Phones	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Printing and Postage	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Supplies - Office	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Supplies - Vehicles	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Fuel	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Education, Training, Dues, etc.	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Travel	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 641,287</b>	<b>\$ 730,000</b>	<b>\$ 150,000</b>		<b>\$ (580,000)</b>	<b>-79.45%</b>	<b>\$ 165,500</b>		<b>\$ (564,500)</b>	<b>-77.33%</b>
<b>Operating Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>		<b>\$ 5,000</b>	<b>0.00%</b>	<b>\$ 5,000</b>		<b>\$ 5,000</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 641,287</b>	<b>\$ 730,000</b>	<b>\$ 584,500</b>	<b>4.0</b>	<b>\$ (145,500)</b>	<b>-19.93%</b>	<b>\$ 600,000</b>	<b>4.0</b>	<b>\$ (135,000)</b>	<b>-18.49%</b>

### 9. Public Library

**Library: Level Service – Total Budget Increase \$91,129 or 2.73%; No Capital recommended for FY2023 – \$125,000 Interior Space Renovation for FY2024**

The Library budget is recommended for level service funding in FY2023. The only increase to the Library budget is the implementation of a new book checking system in FY2022 to replace an obsolete system. The annual cost of the system is \$43,000, which will be paid half from the operating budget and half from the Library’s State Aid account in FY2023. The electricity budget has been reduced by \$70,000 since the first draft of the operating budget following a recalculation of the actual electricity usage at the Main Library and the Branch Library. No capital projects are recommended for the Library FY2023. A capital project to renovate interior space at the Main Library (the Literacy Unlimited Area) is recommended for funding totaling \$125,000 for FY2024.

<p><i>Library</i></p> <ul style="list-style-type: none"> <li>● <i>Level Service</i></li> <li>● <i>Increase \$91,129 or 2.73%</i></li> </ul>
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### Library Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	%Change
<b>Library</b>										
Salary & Wages - Regular	\$ 2,225,316	\$ 2,572,006	\$ 2,614,653	41.0	\$ 42,647	1.66%	\$ 2,614,653	41.0	\$ 42,647	1.66%
Salary & Wages - Overtime	\$ 3,447	\$ 6,500	\$ 6,500		\$ -	0.00%	\$ 6,500		\$ -	0.00%
Salary & Wages - Other	\$ 47,159	\$ 136,088	\$ 165,973		\$ 29,885	0.00%	\$ 165,973		\$ 29,885	0.00%
Other Reimbursements	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 2,275,922</b>	<b>\$ 2,714,594</b>	<b>\$ 2,787,126</b>		<b>\$ 72,532</b>	<b>2.67%</b>	<b>\$ 2,787,126</b>		<b>\$ 72,532</b>	<b>2.67%</b>
Maintenance - Buildings	\$ 3,170	\$ 4,000	\$ 4,000		\$ -	0.00%	\$ 4,000		\$ -	0.00%
Maintenance - Equipment	\$ 1,888	\$ 2,200	\$ 45,856		\$ 43,656	1984.36%	\$ 24,028		\$ 21,828	992.18%
Maintenance - Vehicles	\$ -	\$ 2,400	\$ 2,400		\$ -	0.00%	\$ 2,400		\$ -	0.00%
Maintenance - Hardware & Software	\$ 77,972	\$ 79,703	\$ 79,703		\$ -	0.00%	\$ 79,703		\$ -	0.00%
Maintenance - Library Materials	\$ 489	\$ 1,200	\$ 1,200		\$ -	0.00%	\$ 1,200		\$ -	0.00%
Professional and Technical Services	\$ 625	\$ 5,000	\$ 7,000		\$ 2,000	40.00%	\$ 7,000		\$ -	0.00%
Phones	\$ 14,403	\$ 13,885	\$ 13,085		\$ (800)	-5.76%	\$ 13,085		\$ (800)	-5.76%
Printing and Postage	\$ 1,965	\$ 4,200	\$ 4,700		\$ 500	11.90%	\$ 4,700		\$ 500	11.90%
Supplies - Office	\$ 18,328	\$ 20,610	\$ 21,844		\$ 1,234	5.99%	\$ 21,844		\$ 1,234	5.99%
Supplies - Building	\$ 456	\$ 1,000	\$ 1,000		\$ -	0.00%	\$ 1,000		\$ -	0.00%
Supplies - Library Materials	\$ 225,980	\$ 328,209	\$ 337,413		\$ 9,204	2.80%	\$ 337,413		\$ 9,204	2.80%
Supplies - Vehicles	\$ -	\$ 500	\$ 530		\$ 30	6.00%	\$ 530		\$ 30	6.00%
Fuel	\$ 564	\$ 2,200	\$ 3,000		\$ 800	36.36%	\$ 3,000		\$ 800	36.36%
Education, Training, Dues, etc.	\$ 179	\$ 250	\$ 250		\$ -	0.00%	\$ 250		\$ -	0.00%
Travel	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 346,018</b>	<b>\$ 465,357</b>	<b>\$ 521,981</b>		<b>\$ 56,624</b>	<b>12.17%</b>	<b>\$ 500,153</b>		<b>\$ 34,796</b>	<b>7.48%</b>
Electricity	\$ 144,394	\$ 137,252	\$ 194,860		\$ 57,608	41.97%	\$ 124,860		\$ (12,392)	-9.03%
Natural Gas	\$ 26,345	\$ 25,385	\$ 25,385		\$ -	0.00%	\$ 21,577		\$ (3,808)	-15.00%
<b>Total Energy</b>	<b>\$ 170,739</b>	<b>\$ 162,637</b>	<b>\$ 220,245</b>		<b>\$ 57,608</b>	<b>35.42%</b>	<b>\$ 146,437</b>		<b>\$ (16,200)</b>	<b>-9.96%</b>
<b>Operating Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 2,792,678</b>	<b>\$ 3,342,588</b>	<b>\$ 3,529,352</b>	<b>41.0</b>	<b>\$ 186,764</b>	<b>5.59%</b>	<b>\$ 3,433,717</b>	<b>41.0</b>	<b>\$ 91,129</b>	<b>2.73%</b>

### Library Capital Budget

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Library	Branch Library Parking Lot Expansion	\$ 195,500					
Library	Literacy Unlimited Area (Main Library Space Plan Phase 3)				\$ 125,000	\$ 125,000	Bond
Library	FPL Living Room: Magazines and Periodicals Browsing Area (Main Library Space Plan Phase 4)						
Library	FPL Main Library Learning Yard Outdoor Experience Space						
<b>Library Total</b>		<b>\$ 195,500</b>	<b>\$ -</b>		<b>\$ 125,000</b>	<b>\$ 125,000</b>	

## 10. Mayor's Office

### **Mayor's Office – Increase Service – Total operating budget increase \$89,638 or 9.42%; No Capital**

The Mayor's Office budget includes funding the same number of employees as the FY2022 staffing. The budget includes \$37,500 for a community outreach program that was started during the pandemic and is staffed with Library part-time staff. The community outreach program was funded through CARES in FY2021 and partially through CARES and partially with Library

#### *Mayor's Office*

- *Increase services to continue community outreach program funded during the pandemic*
- *Fund same number of employees as FY2022*
- *Increase \$89,638 or 9.42%*

operating budget funds in FY2022. The program has been helpful to members of the community seeking general information about Town government. The training and dues budget has also been increased to provide flexibility to the Mayor’s Office to join professional organizations.

### Mayor’s Office Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	%Change
<b>Mayor</b>										
Salary & Wages - Regular	\$ 837,090	\$ 904,982	\$ 949,468	9.0	\$ 44,486	4.92%	\$ 968,457	9.0	\$ 63,475	7.01%
Salary & Wages - Overtime	\$ 1,750	\$ 6,000	\$ 6,000		\$ -	0.00%	\$ 6,000		\$ -	0.00%
Salary & Wages - Other	\$ -	\$ -	\$ 450		\$ 450	0.00%	\$ 450		\$ 450	0.00%
Other Reimbursements	\$ 3,000	\$ 3,000	\$ -		\$ (3,000)	0.00%	\$ -		\$ (3,000)	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 841,840</b>	<b>\$ 913,982</b>	<b>\$ 955,918</b>		<b>\$ 41,936</b>	<b>4.59%</b>	<b>\$ 974,907</b>		<b>\$ 60,925</b>	<b>6.67%</b>
Rental Equipment	\$ 850	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Maintenance - Equipment	\$ -	\$ 1,075	\$ -		\$ (1,075)	0.00%	\$ -		\$ (1,075)	0.00%
Maintenance - Hardware & Software	\$ 131	\$ 312	\$ -		\$ (312)	0.00%	\$ -		\$ (312)	0.00%
Professional and Technical Services	\$ 4,170	\$ 15,000	\$ 15,000		\$ -	0.00%	\$ 15,000		\$ -	0.00%
Phones	\$ 1,757	\$ 1,750	\$ 1,550		\$ (200)	0.00%	\$ 1,550		\$ (200)	0.00%
Printing and Postage	\$ 6,357	\$ 8,500	\$ 10,000		\$ 1,500	0.00%	\$ 10,000		\$ 1,500	0.00%
Supplies - Office	\$ 1,181	\$ 3,100	\$ 3,400		\$ 300	0.00%	\$ 3,400		\$ 300	0.00%
Education, Training, Dues, etc.	\$ 30,622	\$ 8,000	\$ 36,500		\$ 28,500	0.00%	\$ 36,500		\$ 28,500	0.00%
Meals - Special Functions	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 45,068</b>	<b>\$ 37,737</b>	<b>\$ 66,450</b>		<b>\$ 28,713</b>	<b>76.09%</b>	<b>\$ 66,450</b>		<b>\$ 28,713</b>	<b>76.09%</b>
<b>Operating Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 886,908</b>	<b>\$ 951,719</b>	<b>\$ 1,022,368</b>	<b>9.0</b>	<b>\$ 70,649</b>	<b>7.42%</b>	<b>\$ 1,041,357</b>	<b>9.0</b>	<b>\$ 89,638</b>	<b>9.42%</b>

### 11. Parks, Recreation, and Cultural Affairs

The Parks, Recreation, and Cultural Affairs Division is comprised of many departments with differing needs and providing significantly different services to the community. Bringing these diverse departments under a single umbrella with multiple governing boards and committees is challenging. To address some of the challenges, one position is being moved from the Division to the Finance Division to provide broader support to the Division. The Edgell Grove Cemetery Trustees have also requested that the Cemetery Department be separated from the Division and become a separate division. The City Charter supports an independent Cemetery Division, which does not affect the FY2023 budget. Overall, the Parks, Recreation, and Cultural Affairs budget for FY2023 is recommended to increase to restore positions that were furloughed during COVID and to begin a multi-year program of increasing funding for maintenance of the City’s parks, recreational facilities, and cultural assets.

**Council on Aging: Level Service – Total Operating Budget increase \$14,579 or 2.73%; No Capital Budget**

The Council on Aging is recommended for level service.

<p><i>Council on Aging</i></p> <ul style="list-style-type: none"> <li>• <i>Level Service</i></li> <li>• <i>Increase \$14,579 or 2.73%</i></li> </ul>
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**Council on Aging Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	%Change
<b>Council on Aging</b>										
Salary & Wages - Regular	\$ 445,844	\$ 516,898	\$ 539,019	6.8	\$ 22,121	4.28%	\$ 531,440	6.8	\$ 14,542	2.81%
Salary & Wages - Overtime	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Salary & Wages - Other	\$ -	\$ 300	\$ 300		\$ -	0.00%	\$ 300		\$ -	0.00%
Other Reimbursements	\$ -	\$ -	\$ 170		\$ 170	0.00%	\$ 170		\$ 170	0.00%
								\$ -		
<b>Total Salary &amp; Wages</b>	<b>\$ 445,844</b>	<b>\$ 517,198</b>	<b>\$ 539,489</b>		<b>\$ 22,291</b>	<b>4.31%</b>	<b>\$ 531,910</b>		<b>\$ 14,712</b>	<b>2.84%</b>
Maintenance - Buildings and Grounds	\$ -	\$ 800	\$ 800		\$ -	0.00%	\$ 800		\$ -	0.00%
Professional Services - Consultants	\$ 240	\$ 500	\$ 500		\$ -	0.00%	\$ 500		\$ -	0.00%
Maintenance - Equipment	\$ 1,140	\$ 1,140	\$ 1,140		\$ -	0.00%	\$ 1,140		\$ -	0.00%
Maintenance - Vehicles	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Dial-A-Ride	\$ 3,187	\$ 2,200	\$ 2,200		\$ -	0.00%	\$ 2,200		\$ -	0.00%
Maintenance - Hardware and Software	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Printing and Postage	\$ 4,230	\$ 2,915	\$ 2,815		\$ (100)	-3.43%	\$ 2,815		\$ (100)	-3.43%
Phones	\$ 1,347	\$ 1,523	\$ 2,040		\$ 517	33.95%	\$ 2,040		\$ 517	33.95%
Supplies - Office	\$ 2,841	\$ 3,638	\$ 3,638		\$ -	0.00%	\$ 3,638		\$ -	0.00%
Meals - Special Functions	\$ -	\$ 2,000	\$ 2,000		\$ -	0.00%	\$ 2,000		\$ -	0.00%
Education, Training, Dues, etc.	\$ 339	\$ 845	\$ 540		\$ (305)	-36.09%	\$ 540		\$ (305)	-36.09%
Mileage Reimbursement	\$ 124	\$ 200	\$ 200		\$ -	0.00%	\$ 200		\$ -	0.00%
Travel	\$ 96	\$ 130	\$ 130		\$ -	0.00%	\$ 130		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 13,544</b>	<b>\$ 15,891</b>	<b>\$ 16,003</b>		<b>\$ 112</b>	<b>0.70%</b>	<b>\$ 16,003</b>		<b>\$ 112</b>	<b>0.70%</b>
<b>Operating Capital</b>	<b>\$ 450</b>	<b>\$ 245</b>	<b>\$ -</b>		<b>\$ (245)</b>	<b>-100.00%</b>	<b>\$ -</b>		<b>\$ (245)</b>	<b>-100.00%</b>
<b>Total</b>	<b>\$ 459,838</b>	<b>\$ 533,334</b>	<b>\$ 555,492</b>	<b>6.8</b>	<b>\$ 22,158</b>	<b>4.15%</b>	<b>\$ 547,913</b>	<b>6.8</b>	<b>\$ 14,579</b>	<b>2.73%</b>

**Cemeteries - Increased Level of Service - Total Operating Budget increase: \$27,537 or 8.05%; No Capital**

An increased level of services is recommended for the Cemeteries Department, including a small handicap accessibility project for the Cemetery Office, and the purchase of a leaf blower to enable better maintenance. The Edgell Grove Cemetery Trustees have approached the Mayor with a request that the Cemeteries Department be a separate division as set forth in the City Charter. The Cemeteries budget stands alone and recognizing a Cemeteries as a separate division does not affect the budget. This document maintains the Cemeteries in Parks, Recreation, and Cultural Arts because that is the way that the budget was submitted. There is no request for capital by the Cemeteries Department. The Edgell Grove Cemetery Trustees are currently reviewing the capital needs of the Edgell Grove Cemetery and will submit a five-year capital plan in the near future. The capital projects are anticipated to be funded through cemetery trust funds but may require future City funding.

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|---|
| <p><u>Cemeteries</u></p> <ul style="list-style-type: none"> <li>• Recognize separate division</li> <li>• Increase level of service</li> <li>• Make office handicap accessible</li> <li>• Purchase maintenance equipment</li> <li>• Increase of \$27,537 or 8.05%</li> </ul> |
|---|

### Cemeteries Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Cemeteries</b>										
Salary & Wages - Regular	\$ 178,363	\$ 202,582	\$ 207,066	3.8	\$ 4,484	2.21%	\$ 211,207	3.8	\$ 8,625	4.26%
Salary & Wages - Overtime	\$ 16,789	\$ 25,000	\$ 25,000		\$ -	0.00%	\$ 25,500		\$ 500	2.00%
Salary & Wages - Other	\$ 1,225	\$ 2,875	\$ 250		\$ (2,625)	-91.30%	\$ 250		\$ (2,625)	-91.30%
LIUNA Pension Contribution	\$ -	\$ 8,603	\$ -		\$ (8,603)	-100.00%	\$ -		\$ (8,603)	-100.00%
Other Reimbursements	\$ 300	\$ 700	\$ -		\$ (700)	-100.00%	\$ -		\$ (700)	-100.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 196,677</b>	<b>\$ 239,760</b>	<b>\$ 232,316</b>		<b>\$ (7,444)</b>	<b>-3.10%</b>	<b>\$ 236,957</b>		<b>\$ (2,803)</b>	<b>-1.17%</b>
Maintenance - Buildings and Grounds	\$ 46,923	\$ 45,250	\$ 46,750		\$ 1,500	3.31%	\$ 46,750		\$ 1,500	3.31%
Professional Services - Consultants	\$ 275	\$ 15,530	\$ 20,000		\$ 4,470	28.78%	\$ 20,000		\$ 4,470	28.78%
Maintenance - Equipment	\$ 643	\$ 10,500	\$ 10,500		\$ -	0.00%	\$ 10,500		\$ -	0.00%
Maintenance - Vehicles	\$ 4,739	\$ 7,500	\$ 8,500		\$ 1,000	0.00%	\$ 8,500		\$ 1,000	0.00%
Maintenance - Software	\$ 9,052	\$ 8,250	\$ 12,315		\$ 4,065	49.27%	\$ 12,315		\$ 4,065	49.27%
Printing and Postage	\$ -	\$ 260	\$ 260		\$ -	0.00%	\$ 260		\$ -	0.00%
Phones	\$ 4,131	\$ 1,480	\$ 3,000		\$ 1,520	102.70%	\$ 3,000		\$ 1,520	102.70%
Supplies - Office	\$ 626	\$ 915	\$ 1,300		\$ 385	42.08%	\$ 1,300		\$ 385	42.08%
Fuel	\$ 3,172	\$ 4,690	\$ 6,360		\$ 1,670	35.61%	\$ 6,360		\$ 1,670	35.61%
Education, Training, Dues, etc.	\$ -	\$ 100	\$ 100		\$ -	0.00%	\$ 100		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 69,559</b>	<b>\$ 94,475</b>	<b>\$ 109,085</b>		<b>\$ 14,610</b>	<b>15.46%</b>	<b>\$ 109,085</b>		<b>\$ 14,610</b>	<b>15.46%</b>
Electricity	\$ 2,649	\$ 6,000	\$ 8,000		\$ 2,000	33.33%	\$ 6,180		\$ 180	3.00%
Natural Gas	\$ 1,986	\$ 2,000	\$ 3,000		\$ 1,000	0.00%	\$ 2,550		\$ 550	27.50%
<b>Total Energy</b>	<b>\$ 4,635</b>	<b>\$ 8,000</b>	<b>\$ 11,000</b>		<b>\$ 3,000</b>	<b>37.50%</b>	<b>\$ 8,730</b>		<b>\$ 730</b>	<b>9.13%</b>
<b>Operating Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,038</b>		<b>\$ 44,038</b>	<b>0.00%</b>	<b>\$ 15,000</b>		<b>\$ 15,000</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 270,871</b>	<b>\$ 342,235</b>	<b>\$ 396,439</b>	<b>3.8</b>	<b>\$ 54,204</b>	<b>15.84%</b>	<b>\$ 369,772</b>	<b>3.8</b>	<b>\$ 27,537</b>	<b>8.05%</b>

**Loring Arena - Increased Level of Service - Total Operating Budget increase: \$68,200 or 8.70%; Total Capital: \$100,000 for Loring Arena sound system in FY2023 and \$110,000 for Zamboni replacement in FY2024**

The total budget increase recommended for the Loring Arena is \$68,700 or 8.7%. The pandemic significantly affected the operations of the Loring Arena and resulted in furloughs and reduction in programming. The FY2023 restores the furloughed positions since programming is returning to pre-pandemic levels. The maintenance budget at the Loring Arena is also being increased to reflect the needs of the facility. The total requested increase for funding for salaries and expenses for the Department was not recommended for FY2023 due to budgetary constraints and will be reevaluated for FY2024. The programming at the Arena is revenue generating. The Department will review the fee schedule to ensure that the fees are updated regularly in line with other communities.

Two capital projects are recommended for the Loring Arena in FY2023 and FY2024. The renovation of the Loring Arena was substantially completed in FY2020. Remaining funding in the appropriation will be used to upgrade lighting at the facility for energy efficiency. The Department has requested funding for sound system upgrade in FY2023. The lighting and sound upgrades will finish the Loring Arena renovation. The FY2024 funding recommendation is to replace an essential piece of equipment required for operations.

**Loring Arena**

- Increase level of service
- Restore positions furloughed during pandemic
- Increase of \$68,700 or 8.7%
- Finish renovation to Loring Arena – fund \$100,000 for sound system

### Loring Arena Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	%Change
<b>Loring Arena</b>										
Salary & Wages - Regular	\$ 286,149	\$ 316,992	\$ 356,067	5.3	\$ 39,075	12.33%	\$ 349,387	5.6	\$ 32,395	10.22%
Salary & Wages - Overtime	\$ 3,558	\$ 4,620	\$ 5,493		\$ 873	18.90%	\$ 5,493		\$ 873	18.90%
Salary & Wages - Other	\$ 12,262	\$ 11,828	\$ 12,200		\$ 372	3.15%	\$ 12,200		\$ 372	3.15%
LIUNA Pension Contribution	\$ 11,702	\$ 11,650	\$ 11,652		\$ 2	0.02%	\$ 11,652		\$ 2	0.02%
Other Reimbursements	\$ 2,000	\$ 2,000	\$ 2,000		\$ -	0.00%	\$ 2,000		\$ -	0.00%
							\$ -			
<b>Total Salary &amp; Wages</b>	<b>\$ 315,671</b>	<b>\$ 347,090</b>	<b>\$ 387,412</b>		<b>\$ 40,322</b>	<b>11.62%</b>	<b>\$ 380,732</b>		<b>\$ 33,642</b>	<b>9.69%</b>
Maintenance - Buildings and Grounds	\$ 44,800	\$ 44,056	\$ 64,000		\$ 19,944	45.27%	\$ 57,500		\$ 13,444	30.52%
Professional Services - Consultants	\$ 4,324	\$ 4,450	\$ 4,450		\$ -	0.00%	\$ 4,450		\$ -	0.00%
Maintenance - Equipment	\$ 2,485	\$ 2,500	\$ 2,500		\$ -	0.00%	\$ 2,500		\$ -	0.00%
Maintenance - Vehicles	\$ 4,910	\$ 4,500	\$ 4,500		\$ -	0.00%	\$ 4,500		\$ -	0.00%
Maintenance - Software	\$ 4,572	\$ 2,170	\$ 3,890		\$ 1,720	79.26%	\$ 3,890		\$ 1,720	79.26%
Printing and Postage	\$ -	\$ 505	\$ 200		\$ (305)	-60.40%	\$ 200		\$ (305)	-60.40%
Phones	\$ 2,390	\$ 2,281	\$ 2,121		\$ (160)	-7.01%	\$ 2,121		\$ (160)	-7.01%
Supplies - Office	\$ 1,595	\$ 1,025	\$ 1,025		\$ -	0.00%	\$ 1,025		\$ -	0.00%
Supplies - Building	\$ 33,709	\$ 35,000	\$ 41,500		\$ 6,500	18.57%	\$ 35,000		\$ -	0.00%
Supplies - Vehicles	\$ 876	\$ 3,000	\$ 3,000		\$ -	0.00%	\$ 3,000		\$ -	0.00%
Fuel	\$ 546	\$ 660	\$ 900		\$ 240	36.36%	\$ 900		\$ 240	36.36%
Education, Training, Dues, etc.	\$ 175	\$ 175	\$ 175		\$ -	0.00%	\$ 175		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 100,383</b>	<b>\$ 100,322</b>	<b>\$ 128,261</b>		<b>\$ 27,939</b>	<b>27.85%</b>	<b>\$ 115,261</b>		<b>\$ 14,939</b>	<b>14.89%</b>
Electricity	\$ 108,515	\$ 140,000	\$ 140,000		\$ -	0.00%	\$ 144,200		\$ 4,200	3.00%
Natural Gas	\$ 15,477	\$ 17,206	\$ 17,206		\$ -	0.00%	\$ 14,625		\$ (2,581)	-15.00%
<b>Total Energy</b>	<b>\$ 123,992</b>	<b>\$ 157,206</b>	<b>\$ 157,206</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 158,825</b>		<b>\$ 1,619</b>	<b>1.03%</b>
<b>Operating Capital</b>	<b>\$ 18,719</b>	<b>\$ 6,750</b>	<b>\$ 3,000</b>		<b>\$ (3,750)</b>	<b>0.00%</b>	<b>\$ 3,000</b>		<b>\$ 3,000</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 558,765</b>	<b>\$ 611,368</b>	<b>\$ 675,879</b>	<b>5.3</b>	<b>\$ 64,511</b>	<b>10.55%</b>	<b>\$ 657,818</b>	<b>5.6</b>	<b>\$ 53,200</b>	<b>8.70%</b>

### Loring Arena Capital Budget

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Parks & Recreation	Audio Upgrades at Loring Arena	\$ 100,000	\$ 100,000	Free Cash			
Parks & Recreation	Replacement of Loring Arena Zamboni (1997)				\$ 110,000	\$ 110,000	Free Cash

**Parks Department - Increased Level of Service - Total Operating Budget increase: \$230,759 or 8.35%; Total Capital: \$8,485,959 in FY2023, including potential purchase of property and \$446,677 in FY2024**

The Parks Department operating budget includes restoration of a position referred to as a construction project manager. The position coordinated with volunteer groups and worked on beautification. The position also helped with overtime needs of the Department for management during weekends. In reviewing the job, the position should be a citywide position and the job description will need to be reviewed and approved. The funding for FY2023 aims to consolidate administration with other Parks, Recreation, and Cultural Affairs departments and reallocates one administrative staff salary to the construction project manager salary. The FY2023 budget also restores seasonal positions that were furloughed during the pandemic.

The Parks Department capital projects for FY2023 include replacement of the Winch Tennis and Basketball courts, replacement of the Arlington Street playground, and phase I of a fence and backstop replacement program throughout the City. The City is seeking alternative funding sources for the Winch Tennis and Basketball courts renovation and for the playground project. If alternative funding is not available, the projects are recommended to be bonded. Both projects are also eligible for Community Preservation Act funding. The CFO's office will work closely with the Parks Department to prioritize requests for funding and seek appropriate funding for the various sources available. The equipment replacement request has been reduced to due funding constraints. The request for a portable stage has been deferred to allow time for potential alternative funding sources to be explored. The last item in the Parks Department capital request is funding for the purchase of property at the Bruce Freeman Rail Trail. Given the magnitude of the projects recommended for funding in FY2023, two smaller projects are recommended in FY2024: the Arlington Street Park redesign and Phase I of a park signage program. The balance of the recommended capital is for equipment and vehicle replacement. The total amount of capital recommended for FY2024 is \$446,677. The Parks Department has also been working on the planning of the environmental remediation work necessary at the Mary Dennison Park prior to the construction of the Park, which will be a major project.

*Parks Department*

- *Operating Budget*
  - *Increase Level of Service*
  - *Restore seasonal positions furloughed during pandemic*
  - *Fund construction project manager to support capital projects*
  - *Operating Budget increase of \$230,759 or 8.35%*
- *Capital Budget*
- *Review capital needs and increase capital investment in parks facilities*
- *FY2023 Capital recommendation of \$8,485,959 including purchase of rail trail property*

## Parks Department Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Parks</b>										
Salary & Wages - Regular	\$ 1,617,568	\$ 1,938,968	\$ 2,154,816	35.7	\$ 215,848	11.13%	\$ 2,105,416	35.7	\$ 166,448	8.58%
Salary & Wages - Overtime	\$ 117,878	\$ 143,000	\$ 143,000		\$ -	0.00%	\$ 143,000		\$ -	0.00%
Salary & Wages - Other	\$ 15,847	\$ 19,500	\$ 18,950		\$ (550)	-2.82%	\$ 18,950		\$ (550)	-2.82%
LIUNA Pension Contribution	\$ 46,550	\$ 47,732	\$ 51,612		\$ 3,880	8.13%	\$ 51,612		\$ 3,880	8.13%
Other Reimbursements	\$ 12,710	\$ 13,220	\$ 605		\$ (12,615)	-95.42%	\$ 605		\$ (12,615)	-95.42%
							\$ -			
<b>Total Salary &amp; Wages</b>	<b>\$ 1,810,553</b>	<b>\$ 2,162,420</b>	<b>\$ 2,368,983</b>		<b>\$ 206,563</b>	<b>9.55%</b>	<b>\$ 2,319,583</b>		<b>\$ 157,163</b>	<b>7.27%</b>
Maintenance - Buildings and Grounds	\$ 141,405	\$ 180,218	\$ 250,216		\$ 69,998	38.84%	\$ 215,216		\$ 34,998	19.42%
Professional Services - Consultants	\$ 43,515	\$ 14,560	\$ 50,560		\$ 36,000	247.25%	\$ 25,000		\$ 10,440	71.70%
Maintenance - Equipment	\$ 9,299	\$ 9,500	\$ 12,500		\$ 3,000	31.58%	\$ 11,500		\$ 2,000	21.05%
Maintenance - Vehicles	\$ 19,787	\$ 22,000	\$ 25,000		\$ 3,000	0.00%	\$ 24,000		\$ 2,000	9.09%
Maintenance - Software	\$ 4,105	\$ 5,135	\$ 5,705		\$ 570	11.10%	\$ 5,705		\$ 570	11.10%
Police Details	\$ 2,806	\$ 2,905	\$ 4,272		\$ 1,367	47.06%	\$ 4,272		\$ 1,367	47.06%
Printing and Postage	\$ 354	\$ 6,300	\$ 5,800		\$ (500)	-7.94%	\$ 5,800		\$ (500)	-7.94%
Phones	\$ 6,105	\$ 8,123	\$ 7,023		\$ (1,100)	-13.54%	\$ 7,023		\$ (1,100)	-13.54%
Supplies - Office	\$ 2,354	\$ 3,425	\$ 4,000		\$ 575	16.79%	\$ 4,000		\$ 575	16.79%
Supplies - Buildings and Grounds	\$ 136,484	\$ 170,694	\$ 170,694		\$ -	0.00%	\$ 160,694		\$ (10,000)	-5.86%
Supplies - Vehicles	\$ 43,113	\$ 45,000	\$ 45,000		\$ -	0.00%	\$ 45,000		\$ -	0.00%
Fuel	\$ 34,354	\$ 40,690	\$ 54,600		\$ 13,910	34.19%	\$ 54,600		\$ 13,110	32.22%
Education, Training, Dues, etc.	\$ 3,160	\$ 6,788	\$ 7,546		\$ 758	11.17%	\$ 7,546		\$ 758	11.17%
<b>Total Operating Expenses</b>	<b>\$ 446,840</b>	<b>\$ 515,338</b>	<b>\$ 642,916</b>		<b>\$ 127,578</b>	<b>24.76%</b>	<b>\$ 570,356</b>		<b>\$ 55,018</b>	<b>10.68%</b>
Electricity	\$ 42,557	\$ 73,762	\$ 77,197		\$ 3,435	4.66%	\$ 75,975		\$ 2,213	3.00%
Natural Gas	\$ 13,257	\$ 12,000	\$ 15,000		\$ 3,000	25.00%	\$ 12,750		\$ 750	6.25%
<b>Total Energy</b>	<b>\$ 55,813</b>	<b>\$ 85,762</b>	<b>\$ 92,197</b>		<b>\$ 6,435</b>	<b>7.50%</b>	<b>\$ 88,725</b>		<b>\$ 2,963</b>	<b>3.45%</b>
Operating Capital	\$ 35,065	\$ -	\$ 35,615		\$ 35,615	0.00%	\$ 15,615		\$ 15,615	0.00%
<b>Total</b>	<b>\$ 2,348,271</b>	<b>\$ 2,763,520</b>	<b>\$ 3,139,711</b>	<b>35.7</b>	<b>\$ 376,191</b>	<b>13.61%</b>	<b>\$ 2,994,279</b>	<b>35.7</b>	<b>\$ 230,759</b>	<b>8.35%</b>

**Parks Department Capital Budget**

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Parks & Recreation	Equipment and Vehicle Replacement Program	\$ 404,032	\$ 150,000	Free Cash		\$ 250,000	Free Cash/ Bond
Parks & Recreation	Winch Tennis and Basketball Court Replacement	\$ 1,448,399	\$ 1,448,399	Bond/ CPA			
Parks & Recreation	Arlington Street Playground Replacement Project	\$ 140,000	\$ 140,000	Bond/ CPA			
Parks & Recreation	Fence and Backstop Replacement Program - Phase I	\$ 326,895	\$ 326,895	Bond			
Parks & Recreation	Audio Upgrades at Loring Arena	\$ 100,000	\$ 100,000	Free Cash			
Parks & Recreation	Portable Stage for Cultural Events	\$ 166,633		alternative funding			
Parks & Recreation	Equipment and Vehicle Replacement Program				\$ 393,849		
Parks & Recreation	Replacement of Loring Arena Zamboni (1997)				\$ 110,000	\$ 110,000	Free Cash
Parks & Recreation	Arlington Street Park Redesign Project				\$ 50,000	\$ 50,000	Free Cash/ CPA
Parks & Recreation	Synthetic Field Design				\$ 150,000		
Parks & Recreation	Open Space Land Acquisition - Cushing Memorial Park				\$ 2,500,000		
Parks & Recreation	Parks Signage Program Phase I				\$ 36,677	\$ 36,677	Free Cash
Parks & Recreation	Bruce Freeman Trail	\$ 6,000,000	\$ 6,000,000	Bond/ CPA			
Parks & Recreation	Mary Dennison Park					TBD	Bond
<b>Parks &amp; Recreation</b>							
<b>Total</b>		\$ 8,585,959	\$ 8,165,294		\$ 3,240,526	\$ 446,677	

## 12. Planning and Community Development Division

### **Planning and Community Development - Increased Level of Service - Total Operating Budget increase: \$206,361 or 28.76%; No Capital**

The Planning and Community Development operating budget for FY2023 includes restoration of funding for the Planning Director and restoration of committee support staff for the various committees served by this Division. Most of the planning and economic development staff have left the Division in the last year and the head of the Conservation Department will retire before the end of FY2022. The Department, with a new Planning Director, is anticipated to be reorganized in FY2023.

***Planning and Community Development***

- *Hiring of new Planning Director*
- *Restore budget for Planning Director*
- *FY2023 reorganization of Department and filling of vacancies*
- *Increase Conservation Department maintenance budget for ponds and lakes*
- *Increase of \$206,361 or 28.76%*

The proposed operating expenses include two new initiatives: an increase in pond and lake maintenance in the Conservation Department and an increase in consulting services to support economic development. The increase in pond and lake maintenance supports the goal of opening and keeping Framingham’s beaches open during the summer. The consulting services will support the work of the division in economic development.

### Planning and Community Development Division Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Planning, Community and Economic Development</b>										
Salary & Wages - Regular	\$ 585,506	\$ 589,695	\$ 743,099	12.0	\$ 153,404	26.01%	\$ 757,961	12.0	\$ 168,266	28.53%
Salary & Wages - Overtime	\$ 2,814	\$ 11,000	\$ 11,000		\$ -	0.00%	\$ 6,000		\$ (5,000)	-45.45%
Salary & Wages - Other	\$ -	\$ 350	\$ -		\$ (350)	-100.00%	\$ -		\$ (350)	-100.00%
							\$ -			
<b>Total Salary &amp; Wages</b>	<b>\$ 588,320</b>	<b>\$ 601,045</b>	<b>\$ 754,099</b>		<b>\$ 153,054</b>	<b>25.46%</b>	<b>\$ 763,961</b>		<b>\$ 162,916</b>	<b>27.11%</b>
Maintenance - Buildings and Grounds	\$ 7,463	\$ 8,000	\$ 8,000		\$ -	0.00%	\$ 8,000		\$ -	0.00%
Professional Services - Consultants	\$ 4,968	\$ 9,400	\$ 37,400		\$ 28,000	297.87%	\$ 25,000		\$ 15,600	165.96%
Maintenance - Equipment	\$ 750	\$ 750	\$ 900		\$ 150	20.00%	\$ 900		\$ 150	20.00%
Maintenance - Vehicles	\$ 100	\$ 2,000	\$ 2,000		\$ -	0.00%	\$ 2,000		\$ -	0.00%
Maintenance - Lakes and Ponds	\$ 49,962	\$ 50,000	\$ 64,500		\$ 14,500	29.00%	\$ 64,500		\$ 14,500	29.00%
Rent	\$ -	\$ -	\$ 5,000		\$ 5,000	0.00%	\$ -		\$ -	0.00%
Police Details	\$ -	\$ 1,000	\$ 1,000		\$ -	0.00%	\$ 1,000		\$ -	0.00%
Printing and Postage	\$ 8,516	\$ 18,500	\$ 26,550		\$ 8,050	43.51%	\$ 26,550		\$ 8,050	43.51%
Phones	\$ 3,181	\$ 4,105	\$ 3,200		\$ (905)	-22.05%	\$ 3,200		\$ (905)	-22.05%
Supplies - Office	\$ 3,356	\$ 6,350	\$ 8,900		\$ 2,550	40.16%	\$ 8,900		\$ 2,550	40.16%
Supplies - Buildings and Grounds	\$ 772	\$ 1,500	\$ 1,500		\$ -	0.00%	\$ 1,500		\$ -	0.00%
Supplies - Vehicles	\$ 676	\$ 1,500	\$ 1,500		\$ -	0.00%	\$ 1,500		\$ -	0.00%
Fuel	\$ 503	\$ 2,000	\$ 2,500		\$ 500	25.00%	\$ 2,500		\$ (300)	-15.00%
Education, Training, Dues, etc.	\$ 3,713	\$ 9,200	\$ 11,700		\$ 2,500	27.17%	\$ 11,700		\$ 2,500	27.17%
Mileage Reimbursement	\$ 1	\$ 2,100	\$ 2,600		\$ 500	23.81%	\$ 2,600		\$ 500	23.81%
<b>Total Operating Expenses</b>	<b>\$ 83,962</b>	<b>\$ 116,405</b>	<b>\$ 177,250</b>		<b>\$ 60,845</b>	<b>52.27%</b>	<b>\$ 159,850</b>		<b>\$ 43,445</b>	<b>37.32%</b>
<b>Total</b>	<b>\$ 672,281</b>	<b>\$ 717,450</b>	<b>\$ 931,349</b>	<b>12.0</b>	<b>\$ 213,899</b>	<b>29.81%</b>	<b>\$ 923,811</b>	<b>12.0</b>	<b>\$ 206,361</b>	<b>28.76%</b>

### 13. Public Health Division

**Public Health - Increased Level of Service - Total Operating Budget increase: \$782 or .06%; No Capital**

The Public Health Division budget for FY2023 is currently level funded. Negotiations are ongoing with the primary collective bargaining unit to which employees in this Department belong. The budget has been reduced since the submission of the draft budget. The City learned very recently of the grants it would receive in FY2023, which can offset the additional services that will be providing to address hoarding issues.

Public Health

- Increased level of service to address hoarding issues
- Increased grant funding from State offsets departmental budget
- Increase \$782 or 0.06%

#### Public Health Division Operation Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	%Change
<b>Public Health</b>										
Salary & Wages - Regular	\$ 913,813	\$ 1,051,722	\$ 1,047,314	15.75	\$ (4,408)	-0.42%	\$ 1,057,314	15.75	\$ 5,592	0.53%
Salary & Wages - Overtime	\$ 15,435	\$ 6,500	\$ 8,000		\$ 1,500	23.08%	\$ 8,160		\$ 1,660	25.54%
Salary & Wages - Other	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Other Reimbursements	\$ 37	\$ 2,000	\$ 2,000		\$ -	0.00%	\$ 2,000		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 929,284</b>	<b>\$ 1,060,222</b>	<b>\$ 1,057,314</b>		<b>\$ (2,908)</b>	<b>-0.27%</b>	<b>\$ 1,067,474</b>		<b>\$ 7,252</b>	<b>0.68%</b>
Rent	\$ 30,000	\$ 30,000	\$ 30,000		\$ -	0.00%	\$ 30,000		\$ -	0.00%
Maintenance - Vehicular	\$ 406	\$ 750	\$ 750		\$ -	0.00%	\$ 750		\$ -	0.00%
Professional Services	\$ 16,405	\$ 41,500	\$ 41,500		\$ -	0.00%	\$ 41,500		\$ -	0.00%
Maintenance - Software	\$ 7,500	\$ 8,000	\$ 8,000		\$ -	0.00%	\$ 8,000		\$ -	0.00%
Mosquito Control	\$ 59,154	\$ 60,526	\$ 60,526		\$ -	0.00%	\$ 60,526		\$ -	0.00%
Printing and Postage	\$ 3,800	\$ 4,650	\$ 4,650		\$ -	0.00%	\$ 4,650		\$ -	0.00%
Phones	\$ 6,445	\$ 6,620	\$ 6,620		\$ -	0.00%	\$ 6,620		\$ -	0.00%
Supplies - Medical	\$ 5,497	\$ 3,000	\$ 3,000		\$ -	0.00%	\$ 3,000		\$ -	0.00%
Supplies - Office	\$ 2,454	\$ 4,300	\$ 4,300		\$ -	0.00%	\$ 4,300		\$ -	0.00%
Supplies - Vehicular	\$ 286	\$ 500	\$ 500		\$ -	0.00%	\$ 500		\$ -	0.00%
Fuel	\$ 401	\$ 625	\$ 625		\$ -	0.00%	\$ 625		\$ -	0.00%
Meals - Special Functions	\$ 73	\$ 400	\$ 400		\$ -	0.00%	\$ 400		\$ -	0.00%
Education, Training, Dues, etc.	\$ 2,588	\$ 10,000	\$ 10,000		\$ -	0.00%	\$ 10,000		\$ -	0.00%
Mileage Reimbursement	\$ 46	\$ 4,000	\$ 4,000		\$ -	0.00%	\$ 4,000		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 135,055</b>	<b>\$ 174,871</b>	<b>\$ 174,871</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 170,221</b>		<b>\$ (4,650)</b>	<b>-2.66%</b>
Electricity	\$ 3,150	\$ 6,000	\$ 6,000		\$ -	0.00%	\$ 4,180		\$ (1,820)	-30.33%
Natural Gas	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Energy</b>	<b>\$ 3,150</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 4,180</b>		<b>\$ (1,820)</b>	<b>-30.33%</b>
<b>Total</b>	<b>\$ 1,067,489</b>	<b>\$ 1,241,093</b>	<b>\$ 1,238,185</b>	<b>15.75</b>	<b>\$ (2,908)</b>	<b>-0.23%</b>	<b>\$ 1,241,875</b>	<b>15.75</b>	<b>\$ 782</b>	<b>0.06%</b>

### 14. Public Safety

**Animal Control: Level Service – Total Operating Budget increase \$1,766 or 0.96%; No Capital Budget**

The Animal Control Department is recommended for level service.

Animal Control

- Level Service
- Increase of \$1,766 or .98%

### Animal Control Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Animal Control</b>										
Salary & Wages - Regular	\$ 156,814	\$ 160,502	\$ 160,502	2.5	\$ (0)	0.00%	\$ 163,712		\$ 3,210	2.00%
Salary & Wages - Overtime	\$ -	\$ 700	\$ 700		\$ -	0.00%	\$ 714		\$ 14	2.00%
Salary & Wages - Other	\$ 350	\$ 750	\$ 800		\$ 50	6.67%	\$ 800		\$ 50	6.67%
Other Reimbursements	\$ -	\$ 1,500	\$ 1,500		\$ -	0.00%	\$ 1,500		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 157,164</b>	<b>\$ 163,452</b>	<b>\$ 163,502</b>		<b>\$ 50</b>	<b>0.03%</b>	<b>\$ 166,726</b>		<b>\$ 3,274</b>	<b>2.00%</b>
Maintenance - Buildings	\$ 950	\$ 1,200	\$ 1,200		\$ -	0.00%	\$ 1,200		\$ -	0.00%
Professional Services - Veterinary	\$ 1,000	\$ 5,258	\$ 5,250		\$ (8)	-0.15%	\$ 5,250		\$ (8)	-0.15%
Maintenance - Vehicles	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Phones	\$ 289	\$ 300	\$ 300		\$ -	0.00%	\$ 300		\$ -	0.00%
Supplies - Animal Control	\$ -	\$ 100	\$ 100		\$ -	0.00%	\$ 100		\$ -	0.00%
Supplies - Building	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Fuel	\$ 2,033	\$ 4,000	\$ 5,200		\$ 1,200	30.00%	\$ 5,200		\$ 1,200	30.00%
Education, Training, Dues, etc.	\$ -	\$ 300	\$ 300		\$ -	0.00%	\$ 300		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 4,271</b>	<b>\$ 11,158</b>	<b>\$ 12,350</b>		<b>\$ 1,192</b>	<b>10.68%</b>	<b>\$ 12,350</b>		<b>\$ 1,192</b>	<b>10.68%</b>
Electricity	\$ 3,116	\$ 6,400	\$ 6,400		\$ -	0.00%	\$ 4,000		\$ (2,400)	-37.50%
Natural Gas	\$ 1,735	\$ 2,000	\$ 2,000		\$ -	0.00%	\$ 1,700		\$ (300)	-15.00%
<b>Total Energy</b>	<b>\$ 4,851</b>	<b>\$ 8,400</b>	<b>\$ 8,400</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 5,700</b>		<b>\$ (2,700)</b>	<b>-32.14%</b>
<b>Total</b>	<b>\$ 166,287</b>	<b>\$ 183,010</b>	<b>\$ 184,252</b>	<b>2.5</b>	<b>\$ 1,242</b>	<b>0.68%</b>	<b>\$ 184,776</b>		<b>\$ 1,766</b>	<b>0.96%</b>

**Fire Department: Level Service – Total Operating Budget increase \$1,210,659 or 8.12%; Total Capital: \$988,671 for FY2023 and \$1,040,000 for FY2024**

While budgeted at level service, the Fire Department operating budget is recommended at an 8.12% increase due to a collective bargaining arbitration award. In order to minimize the increase to the budget, filling a certain number of currently vacant firefighter positions are being deferred to later in the fiscal year, providing some salary savings.

The capital budget funds replacement of a fire engine, a shift commander vehicle and turnout gear for firefighters. The turnout gear is the first year of a replacement cycle being put into place. After the first year of the replacement cycle in FY2023, the turnout gear is recommended to be budgeted annually in the operating budget. The level of funding in FY2023 is the level required on an annual basis to provide each firefighter with two sets of turnout gear no more than 10 years old.

- Fire Department
- *Operating Budget*
    - *Level Service*
    - *Collective Bargaining Arbitration*
    - *Phase in hiring of certain vacant positions during FY2023*
  - *Capital Budget*
    - *Replace Engine 3*
    - *Year 1 of Turnout Gear replacement cycle*
    - *Increase Operating Budget \$1,210,659 or 8.12%*

## Fire Department Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change
<b>Fire</b>									
Salary & Wages - Regular	\$ 9,861,076	\$ 10,352,875	\$ 11,107,263	154.5	\$ 754,388	7.29%	\$ 10,957,263	154.5	\$ 604,388
Salary & Wages - Overtime	\$ 1,697,942	\$ 1,300,000	\$ 1,765,919		\$ 465,919	35.84%	\$ 1,565,919		\$ 265,919
Salary & Wages - Other	\$ 2,145,818	\$ 2,385,808	\$ 2,762,781		\$ 376,973	15.80%	\$ 2,662,781		\$ 276,973
Other Reimbursements	\$ 75,992	\$ 63,590	\$ 63,590		\$ -	0.00%	\$ 63,590		\$ -
LIUNA Pension Contribution	\$ 6,285	\$ 6,499	\$ 6,499		\$ -	0.00%	\$ 6,499		\$ -
<b>Total Salary &amp; Wages</b>	<b>\$ 13,787,113</b>	<b>\$ 14,108,772</b>	<b>\$ 15,706,052</b>		<b>\$ 1,597,280</b>	<b>11.32%</b>	<b>\$ 15,256,052</b>		<b>\$ 1,147,280</b>
Maintenance - Buildings	\$ 35,607	\$ 84,496	\$ 84,496		\$ -	0.00%	\$ 84,496		\$ -
Maintenance - Equipment	\$ 69,416	\$ 83,000	\$ 85,825		\$ 2,825	3.40%	\$ 85,825		\$ 2,825
Maintenance - Vehicles	\$ 55,047	\$ 54,500	\$ 54,500		\$ -	0.00%	\$ 54,500		\$ -
Maintenance - Software	\$ 31,858	\$ 30,000	\$ 47,784		\$ 17,784	59.28%	\$ 47,784		\$ 17,784
IOD Medical	\$ 90,853	\$ 95,000	\$ 95,000		\$ -	0.00%	\$ 95,000		\$ -
Professional and Technical Services	\$ 13,074	\$ 15,400	\$ 24,900		\$ 9,500	61.69%	\$ 24,900		\$ 9,500
Printing and Communications	\$ 737	\$ 5,700	\$ 5,700		\$ -	0.00%	\$ 5,700		\$ -
Phones	\$ 24,055	\$ 40,300	\$ 40,300		\$ -	0.00%	\$ 40,300		\$ -
Supplies - Office	\$ 12,085	\$ 16,350	\$ 16,350		\$ -	0.00%	\$ 16,350		\$ -
Supplies - Building	\$ 62,407	\$ 56,000	\$ 56,000		\$ -	0.00%	\$ 56,000		\$ -
Supplies - Vehicles	\$ 83,430	\$ 71,700	\$ 71,700		\$ -	0.00%	\$ 71,700		\$ -
Supplies - Fire	\$ 7,675	\$ 3,500	\$ 110,005		\$ 106,505	3043.00%	\$ 3,500		\$ -
Fuel	\$ 54,674	\$ 63,275	\$ 94,100		\$ 30,825	48.72%	\$ 91,000		\$ 27,725
Education, Training, Dues, etc.	\$ 6,439	\$ 13,500	\$ 13,500		\$ -	0.00%	\$ 13,500		\$ -
Travel	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -
Mileage Reimbursement	\$ 128	\$ 300	\$ 300		\$ -	0.00%	\$ 300		\$ -
Meals - Special Events	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -
<b>Total Operating Expenses</b>	<b>\$ 547,486</b>	<b>\$ 633,021</b>	<b>\$ 800,460</b>		<b>\$ 167,439</b>	<b>26.45%</b>	<b>\$ 690,855</b>		<b>\$ 57,834</b>
Electricity	\$ 132,757	\$ 117,970	\$ 156,135		\$ 38,165	32.35%	\$ 132,425		\$ 14,455
Natural Gas	\$ 40,172	\$ 46,630	\$ 57,700		\$ 11,070	23.74%	\$ 40,545		\$ (6,085)
<b>Total Energy</b>	<b>\$ 172,929</b>	<b>\$ 164,600</b>	<b>\$ 213,835</b>		<b>\$ 49,235</b>	<b>29.91%</b>	<b>\$ 172,970</b>		<b>\$ 8,370</b>
<b>Operating Capital</b>	<b>\$ 2,823</b>	<b>\$ 2,825</b>	<b>\$ -</b>		<b>\$ (2,825)</b>	<b>-100.00%</b>	<b>\$ -</b>		<b>\$ (2,825)</b>
<b>Total</b>	<b>\$ 14,510,351</b>	<b>\$ 14,909,218</b>	<b>\$ 16,720,347</b>	<b>170.0</b>	<b>\$ 1,811,129</b>	<b>12.15%</b>	<b>\$ 16,119,877</b>	<b>154.5</b>	<b>\$ 1,210,659</b>

**Fire Department Capital Budget**

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Fire	Engine 3 Fire Truck Asset Replacement	\$ 816,844	\$ 816,844	Bond			
Fire	Shift Commander SUV (Car 2) - Fire Apparatus Asset Replacement	\$ 61,827	\$ 61,827	Bond			
Fire	Replacement of Fire Gear (12 sets)	\$ 35,976	\$ 110,000	Free Cash			
Fire	Fire Chief SUV (Car 1) - Fire Apparatus Asset Replacement	\$ 70,000				\$ 70,000	Bond/ Free Cash
Fire	Rescue 1 Fire Truck Asset Replacement				\$ 970,000	\$ 970,000	Bond
Fire	Ladder 3 Fire Truck Asset Replacement						
Fire	Engine 1 Fire Truck Asset Replacement						
Fire	Firefighter Gear Equipment Asset Replacement						
Fire	Engine 5 Fire Truck Asset Replacement						
<b>Fire Total</b>		<b>\$ 984,647</b>	<b>\$ 988,671</b>		<b>\$ 970,000</b>	<b>\$ 1,040,000</b>	

**Emergency Management – Level Fund; No Capital**

The Emergency Management Department has no personnel and consists of the operations of the Emergency Operations Center. The Department is recommended to be level-funded in FY2023.

*Emergency Management*

- *Level fund*

**Emergency Management Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>FREMA</b>										
Other Reimbursements	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>
Maintenance - Software	\$ 38,830	\$ 38,831	\$ 38,831		\$ -	0.00%	\$ 38,831		\$ -	0.00%
Phones	\$ 3	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Supplies - Office	\$ 1,182	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Supplies - Uniforms - FREMA	\$ 7,158	\$ 3,000	\$ 3,000		\$ -	0.00%	\$ 3,000		\$ -	0.00%
Education, Training, Dues, etc.	\$ -	\$ 5,408	\$ 5,200		\$ (208)	-3.85%	\$ 5,200		\$ (208)	-3.85%
<b>Total Operating Expenses</b>	<b>\$ 47,173</b>	<b>\$ 47,239</b>	<b>\$ 47,031</b>		<b>\$ (208)</b>	<b>-0.44%</b>	<b>\$ 47,031</b>		<b>\$ (208)</b>	<b>-0.44%</b>
<b>Operating Capital</b>	<b>\$ 15,136</b>	<b>\$ 15,000</b>	<b>\$ 15,705</b>		<b>\$ 705</b>	<b>4.70%</b>	<b>\$ 15,705</b>		<b>\$ 705</b>	<b>4.70%</b>
<b>Total</b>	<b>\$ 62,309</b>	<b>\$ 62,239</b>	<b>\$ 62,736</b>	<b>0.0</b>	<b>\$ 497</b>	<b>0.80%</b>	<b>\$ 62,736</b>	<b>0.0</b>	<b>\$ 497</b>	<b>0.80%</b>

**Police Department: Increase Level of Service – Total Operating Budget increase \$647,432 or 3.92%; Total Capital: \$100,000 for FY2023 and \$10,000,000 for FY2024**

The Police Department budget is recommended for an increase in service from FY2022 by restoring 4 furloughed Police positions. Due to budgetary constraints, the filling of the positions will be delayed to

different times within the fiscal year in FY2023. The operating budget includes an increase to the cost of replacement for the Police Department cruisers. The City is purchasing hybrid vehicles for the Police Department. The cost of each hybrid vehicle is approximately \$5,000 higher than the cost of a non-hybrid cruiser. The City is exploring grant funding for the difference in cost but has not secured any funding to date.

The capital recommendation for the Police Department is funding of \$100,000 for a joint dispatch center. The current dispatch center is too small for the staff and for the needs of the Police, Fire, and Emergency Medical Response. The City is exploring the possibility of a joint regional dispatch center in Framingham and grant funding from the State to build such a regional dispatch center.

- Police Department
- Increase level of service
  - Restore 4 positions furloughed during the pandemic – delay start of positions to roll in during FY2023
  - Fund replacement of police cruisers with hybrid vehicles
  - Recommend \$100,000 for site assessment funding for a joint dispatch center – possibly regional
  - Budget increase \$647,432 or 3.92%

**Police Department Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Police</b>										
Salary & Wages - Regular	\$ 9,629,037	\$ 11,066,611	\$ 11,447,876	170.0	\$ 381,265	3.45%	\$ 11,287,876	170.0	\$ 221,265	2.00%
Salary & Wages - Overtime	\$ 1,227,341	\$ 1,260,675	\$ 1,257,825		\$ (2,850)	-0.23%	\$ 1,257,825		\$ (2,850)	-0.23%
Salary & Wages - Other	\$ 2,504,188	\$ 2,907,533	\$ 3,233,790		\$ 326,257	11.22%	\$ 3,199,790		\$ 292,257	10.05%
Other Reimbursements	\$ 9,179	\$ 8,150	\$ 14,600		\$ 6,450	79.14%	\$ 14,600		\$ 6,450	79.14%
LIUNA Pension Contribution	\$ 5,022	\$ 4,500	\$ 9,000		\$ 4,500	100.00%	\$ 9,000		\$ 4,500	100.00%
<b>Total Salary &amp; Wages</b>	\$ 13,374,767	\$ 15,247,469	\$ 15,963,091		\$ 715,622	4.69%	\$ 15,769,091		\$ 521,622	3.42%
Maintenance - Buildings	\$ 1,830	\$ 6,000	\$ 6,000		\$ -	0.00%	\$ 6,000		\$ -	0.00%
Maintenance - Equipment	\$ 10,736	\$ 20,000	\$ 37,500		\$ 17,500	87.50%	\$ 25,000		\$ 5,000	25.00%
Maintenance - Vehicles	\$ 13,397	\$ 24,000	\$ 38,500		\$ 14,500	60.42%	\$ 27,000		\$ 3,000	12.50%
Maintenance - Software	\$ 33,464	\$ 49,900	\$ 49,900		\$ -	0.00%	\$ 49,900		\$ -	0.00%
Equipment Rental	\$ -	\$ 4,000	\$ 4,000		\$ -	0.00%	\$ 4,000		\$ -	0.00%
SubStation Rental	\$ 8,400	\$ 8,400	\$ 8,400		\$ -	0.00%	\$ 8,400		\$ -	0.00%
IOD Medical	\$ 129,599	\$ 85,000	\$ 85,000		\$ -	0.00%	\$ 85,000		\$ -	0.00%
Professional and Technical Services	\$ 117,706	\$ 211,000	\$ 211,000		\$ -	0.00%	\$ 211,000		\$ -	0.00%
Printing and Communications	\$ 7,895	\$ 9,500	\$ 9,500		\$ -	0.00%	\$ 9,500		\$ -	0.00%
Phones	\$ 72,791	\$ 85,061	\$ 88,100		\$ 3,039	3.57%	\$ 88,100		\$ 3,039	3.57%
Supplies - Office	\$ 30,653	\$ 22,000	\$ 22,000		\$ -	0.00%	\$ 22,000		\$ -	0.00%
Supplies - Building	\$ 10,377	\$ 15,000	\$ 15,000		\$ -	0.00%	\$ 15,000		\$ -	0.00%
Supplies - Vehicles	\$ 52,346	\$ 68,000	\$ 68,000		\$ -	0.00%	\$ 68,000		\$ -	0.00%
Supplies - Police	\$ 69,507	\$ 58,500	\$ 58,500		\$ -	0.00%	\$ 58,500		\$ -	0.00%
Fuel	\$ 114,201	\$ 250,000	\$ 325,000		\$ 75,000	30.00%	\$ 325,000		\$ 75,000	30.00%
Education, Training, Dues, etc.	\$ 124,117	\$ 124,800	\$ 144,500		\$ 19,700	15.79%	\$ 144,500		\$ 19,700	15.79%
Travel	\$ 331	\$ 10,000	\$ 10,000		\$ -	0.00%	\$ 10,000		\$ -	0.00%
<b>Total Operating Expenses</b>	\$ 797,348	\$ 1,051,161	\$ 1,180,900		\$ 129,739	12.34%	\$ 1,156,900		\$ 105,739	10.06%
Electricity	\$ 1,534	\$ 2,375	\$ 4,000		\$ 1,625	68.42%	\$ 2,446		\$ 71	3.00%
Natural Gas	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Energy</b>	\$ 1,534	\$ 2,375	\$ 4,000		\$ 1,625	68.42%	\$ 2,446		\$ 71	3.00%
<b>Operating Capital</b>	\$ 187,786	\$ 200,000	\$ 200,000		\$ -	0.00%	\$ 220,000		\$ 20,000	10.00%
<b>Total</b>	\$ 14,361,435	\$ 16,501,005	\$ 17,347,991	170.0	\$ 846,986	5.13%	\$ 17,148,437	170.0	\$ 647,432	3.92%

**Police Department Capital Budget**

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Public Safety	Joint Dispatch	\$ 100,000	\$ 100,000	Bond	\$ 10,000,000		Grants
<b>Public Safety</b>							
<b>Total</b>		\$ 100,000	\$ 100,000		\$ 10,000,000	\$ -	

## 15. Public Works Division

The Public Works Division has funded a number of positions for past years through the capital budget. This means the position salaries have been paid with borrowed funds. Funding salaries through the capital budget is not budgeting best practice. The FY2023 funding recommendation for the Public Works Division identifies all positions that are funded through capital and recommends moving the position to the operating budget where possible.

The capital budget for the Public Works Division is handled separately in a single division discussion and not as part of each departmental review. For all Public Works departments, including the Water and Sewer Enterprise Fund, capital requests for vehicle replacement has been deferred one year to allow time to review and evaluate the Public Works fleet and to create a fleet replacement cycle that meets operational needs in a fiscally sustainable manner.

### **Public Works Administration – Level service with increased funding for capital-funded position – budget increase of \$31,011 or 6.47%**

The Public Works Administration Budget includes moving the procurement administrator out of the Administration Department's budget to the Purchasing Department in Finance Division. The budget defers funding the Deputy Director of Public Works and replaces the recently vacant position of Assistant Director of Administration and Finance with a lower graded position consistent with best practices in DPW Administration and Finance. Finally, the budget includes transferring the Senior Communications Project Manager to the operating budget. This last position should be reviewed to determine whether it properly belongs solely with the Public Works Division or should be a

Citywide position providing communications support for the entire City. Certain other Divisions and Departments, notably the Parks, Recreation and Cultural Arts and the Mayor's Office could benefit from sharing this position.

#### Public Works

- *Bring employees currently funded through capital to the operating budget*
- *Review and evaluate fleet – arrive at a fleet replacement cycle and budget for all departments and water and sewer enterprise fund*

#### Public Works Administration

- *Move procurement administrator to Purchasing Department*
- *Review Public Works administrative leadership*
- *Review administrative functions in Public Works*
- *Budget increase \$31,011 or 6.47%*

**Public Works Administration Department Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Administration</b>										
Salary & Wages - Regular	\$ 399,985	\$ 457,639	\$ 627,190	6.0	\$ 169,551	37.05%	\$ 488,774	5.0	\$ 31,135	6.80%
Salary & Wages - Overtime	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Salary & Wages - Other	\$ 650	\$ 703	\$ 200		\$ (503)	-71.55%	\$ 200		\$ (503)	-71.55%
Other Reimbursements	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 400,635</b>	<b>\$ 458,342</b>	<b>\$ 627,390</b>		<b>\$ 169,048</b>	<b>36.88%</b>	<b>\$ 488,974</b>		<b>\$ 30,632</b>	<b>6.68%</b>
Maintenance - Buildings	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Maintenance - Equipment	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Maintenance - Vehicles	\$ 782	\$ 500	\$ 500		\$ -	0.00%	\$ 500		\$ -	0.00%
Maintenance - Software	\$ 9,186	\$ 10,700	\$ 11,178		\$ 478	4.47%	\$ 11,178		\$ 478	4.47%
Copier Leases	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Professional and Technical Services	\$ 5,161	\$ 2,700	\$ 2,700		\$ -	0.00%	\$ 2,700		\$ -	0.00%
Printing and Communications	\$ 1,714	\$ 1,630	\$ 1,630		\$ -	0.00%	\$ 1,630		\$ -	0.00%
Phones and Internet	\$ 2,337	\$ 2,239	\$ 2,203		\$ (36)	-1.61%	\$ 2,203		\$ (36)	-1.61%
Supplies - Office	\$ 2,494	\$ 700	\$ 700		\$ -	0.00%	\$ 700		\$ -	0.00%
Supplies - Public Works	\$ 169	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Mileage Reimbursement	\$ 1	\$ 50	\$ 50		\$ -	0.00%	\$ 50		\$ -	0.00%
Meals	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Fuel	\$ 300	\$ 1,155	\$ 1,147		\$ (8)	-0.69%	\$ 1,147		\$ (8)	-0.69%
Education, Training, Dues, etc.	\$ 2,336	\$ 1,649	\$ 1,594		\$ (55)	-3.34%	\$ 1,594		\$ (55)	-3.34%
Travel	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 24,480</b>	<b>\$ 21,323</b>	<b>\$ 21,702</b>		<b>\$ 379</b>	<b>1.78%</b>	<b>\$ 21,702</b>		<b>\$ 379</b>	<b>1.78%</b>
<b>Operating Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 425,115</b>	<b>\$ 479,665</b>	<b>\$ 649,092</b>	<b>6.0</b>	<b>\$ 169,427</b>	<b>35.32%</b>	<b>\$ 510,676</b>	<b>5.0</b>	<b>\$ 31,011</b>	<b>6.47%</b>

**Public Works Engineering – Level service with increased funding for capital-funded positions – budget increase of \$194,976 or 20.36%**

The Engineering Department budget is increasing significantly while maintaining level service due to the number of positions funded within the capital budget. The FY2023 budget recommendation includes funding 2.33 positions previously funded in the capital budget, including the Deputy Chief Engineer. Due to budgetary constraints, there is one additional engineering position funded through capital, which would be brought into the FY2024 operating budget. The legal budget lines in the Engineering budget have been removed with the centralization of legal work in a Legal Department.

- Engineering*

  - *Move 2.33 capital funded positions into FY2023 budget – defer 1 capital funded position to FY2024*
  - *Remove legal budget and centralize legal services*
  - *Budget increase \$194,976 or 20.36%*

**Public Works Engineering Department Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Engineering</b>										
Salary & Wages - Regular	\$ 817,712	\$ 828,199	\$ 1,098,156	10.7	\$ 269,957	32.60%	\$ 1,025,004	10.7	\$ 196,805	23.76%
Salary & Wages - Overtime	\$ 2,611	\$ 2,500	\$ 1,500		\$ (1,000)	-40.00%	\$ 1,500		\$ (1,000)	-40.00%
Salary & Wages - Other	\$ 8,940	\$ 9,159	\$ 9,090		\$ (69)	-0.75%	\$ 9,090		\$ (69)	-0.75%
Other Reimbursements	\$ -	\$ 600	\$ 600		\$ -	0.00%	\$ 600		\$ -	0.00%
LIUNA Pension Contribution	\$ 7,751	\$ 8,901	\$ 8,238		\$ (663)	-7.45%	\$ 8,238		\$ (663)	-7.45%
<b>Total Salary &amp; Wages</b>	<b>\$ 837,013</b>	<b>\$ 849,359</b>	<b>\$ 1,117,584</b>		<b>\$ 268,225</b>	<b>31.58%</b>	<b>\$ 1,044,432</b>		<b>\$ 195,073</b>	<b>22.97%</b>
Maintenance - Equipment	\$ 895	\$ 1,500	\$ 1,200		\$ (300)	-20.00%	\$ 1,200		\$ (300)	-20.00%
Maintenance - Vehicles	\$ 40	\$ 1,500	\$ 750		\$ (750)	-50.00%	\$ 750		\$ (750)	-50.00%
Maintenance - Software	\$ 1,549	\$ 6,300	\$ 7,031		\$ 731	11.60%	\$ 7,031		\$ 731	11.60%
Copier Leases	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Recording Fees	\$ 108	\$ 500	\$ 500		\$ -	0.00%	\$ -		\$ (500)	-100.00%
Legal Fees	\$ 11,000	\$ 7,000	\$ 32,000		\$ 25,000	357.14%	\$ -		\$ (7,000)	-100.00%
Professional and Technical Services	\$ 19,181	\$ 55,250	\$ 92,400		\$ 37,150	67.24%	\$ 60,000		\$ 4,750	8.60%
Printing and Communications	\$ 4,501	\$ 2,700	\$ 2,700		\$ -	0.00%	\$ 2,700		\$ -	0.00%
Phones	\$ 3,670	\$ 4,287	\$ 2,328		\$ (1,959)	-45.69%	\$ 2,328		\$ (1,959)	-45.69%
Supplies - Office	\$ 4,562	\$ 5,500	\$ 5,500		\$ -	0.00%	\$ 5,500		\$ -	0.00%
Supplies - Building	\$ -	\$ 750	\$ 250		\$ (500)	-66.67%	\$ 250		\$ (500)	-66.67%
Supplies - Engineering	\$ 222	\$ 7,046	\$ 6,450		\$ (596)	-8.46%	\$ 6,450		\$ (596)	-8.46%
Mileage Reimbursement	\$ 6	\$ 500	\$ 250		\$ (250)	-50.00%	\$ 250		\$ (250)	-50.00%
Fuel	\$ 1,393	\$ 3,873	\$ 4,698		\$ 825	21.30%	\$ 4,698		\$ 825	21.30%
Education, Training, Dues, etc.	\$ 7,730	\$ 11,605	\$ 17,056		\$ 5,451	46.97%	\$ 17,056		\$ 5,451	46.97%
Travel	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 54,857</b>	<b>\$ 108,311</b>	<b>\$ 173,113</b>		<b>\$ 64,802</b>	<b>59.83%</b>	<b>\$ 108,213</b>		<b>\$ (98)</b>	<b>-0.09%</b>
<b>Operating Capital</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ -</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 891,871</b>	<b>\$ 957,670</b>	<b>\$ 1,290,698</b>	<b>10.7</b>	<b>\$ 333,028</b>	<b>34.77%</b>	<b>\$ 1,152,646</b>	<b>10.7</b>	<b>\$ 194,976</b>	<b>20.36%</b>

**Public Works Fleet Department – Level service budget decrease of \$5,938 or -0.47%**

The Public Works Fleet Department budget was reviewed carefully given that it is a department that would be affected by inflationary pressures for fuel parts and labor costs. The Department is maintained at level service for FY2023 and inflation factors have been applied to vehicular supplies.

Public Works Fleet

- Level Service
- Budget decrease of \$5,938 or .47%

### Fleet Department Operating Budget

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	%Change
<b>Fleet</b>										
Salary & Wages - Regular	\$ 507,831	\$ 533,464	\$ 548,838	7.0	\$ 15,374	2.88%	\$ 551,038	10.7	\$ 17,574	3.29%
Salary & Wages - Overtime	\$ 20,462	\$ 25,613	\$ 27,125		\$ 1,512	5.90%	\$ 27,125		\$ 1,512	5.90%
Salary & Wages - Other	\$ 32,641	\$ 33,974	\$ 32,400		\$ (1,574)	-4.63%	\$ 32,400		\$ (1,574)	-4.63%
Other Reimbursements	\$ 12,762	\$ 15,100	\$ 15,100		\$ -	0.00%	\$ 15,100		\$ -	0.00%
LIUNA Pension Contribution	\$ 19,181	\$ 25,799	\$ 21,588		\$ (4,211)	-16.32%	\$ 21,588		\$ (4,211)	-16.32%
<b>Total Salary &amp; Wages</b>	<b>\$ 592,877</b>	<b>\$ 633,950</b>	<b>\$ 645,051</b>		<b>\$ 11,101</b>	<b>1.75%</b>	<b>\$ 647,251</b>		<b>\$ 13,301</b>	<b>2.10%</b>
Maintenance - Building	\$ 37,645	\$ 35,000	\$ 42,500		\$ 7,500	21.43%	\$ 42,500		\$ 7,500	21.43%
Maintenance - Equipment	\$ 4,447	\$ 12,700	\$ 12,700		\$ -	0.00%	\$ 12,700		\$ -	0.00%
Maintenance - Vehicles	\$ 108,067	\$ 137,000	\$ 137,000		\$ -	0.00%	\$ 137,000		\$ -	0.00%
Maintenance - Software	\$ 2,032	\$ 7,200	\$ 7,268		\$ 68	0.94%	\$ 7,268		\$ 68	0.94%
Rental of Office Trailer	\$ -	\$ -	\$ 25,788		\$ 25,788	0.00%	\$ -		\$ -	0.00%
Copier Lease	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Medical Costs - Employees	\$ 225	\$ 225	\$ 300		\$ 75	33.33%	\$ 300		\$ 75	33.33%
Professional and Technical Services	\$ 220	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Printing and Communications	\$ -	\$ 250	\$ 400		\$ 150	60.00%	\$ 400		\$ 150	60.00%
Phones and Radios	\$ 6,142	\$ 5,364	\$ 2,304		\$ (3,060)	-57.05%	\$ 2,304		\$ (3,060)	-57.05%
Supplies - Office	\$ 1,029	\$ 2,900	\$ 2,000		\$ (900)	-31.03%	\$ 2,000		\$ (900)	-31.03%
Supplies - Building	\$ 12,412	\$ 15,000	\$ 12,000		\$ (3,000)	-20.00%	\$ 12,000		\$ (3,000)	-20.00%
Supplies - Medical	\$ 1,128	\$ 1,000	\$ 1,000		\$ -	0.00%	\$ 1,000		\$ -	0.00%
Supplies - Vehicular	\$ 241,467	\$ 300,000	\$ 357,500		\$ 57,500	19.17%	\$ 330,000		\$ 30,000	10.00%
Supplies - Public Works	\$ 6,697	\$ 6,000	\$ 8,500		\$ 2,500	41.67%	\$ 8,500		\$ 2,500	41.67%
Mileage Reimbursement	\$ 107	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Fuel	\$ 2,766	\$ 6,213	\$ 4,801		\$ (1,412)	-22.73%	\$ 4,801		\$ (1,412)	-22.73%
Education, Training, Dues, etc.	\$ 4,285	\$ 3,600	\$ 3,600		\$ -	0.00%	\$ 3,600		\$ -	0.00%
Travel	\$ -	\$ 125	\$ 125		\$ -	0.00%	\$ 125		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 428,670</b>	<b>\$ 532,577</b>	<b>\$ 617,786</b>		<b>\$ 85,209</b>	<b>16.00%</b>	<b>\$ 564,498</b>		<b>\$ 31,921</b>	<b>5.99%</b>
Electricity	\$ 36,442	\$ 37,576	\$ 37,576		\$ -	0.00%	\$ 38,703		\$ 1,127	3.00%
Natural Gas	\$ 16,289	\$ 15,247	\$ 17,692		\$ 2,445	0.00%	\$ 12,960		\$ (2,287)	0.00%
<b>Total Energy</b>	<b>\$ 52,731</b>	<b>\$ 52,823</b>	<b>\$ 55,268</b>		<b>\$ 2,445</b>	<b>4.63%</b>	<b>\$ 51,663</b>		<b>\$ (1,160)</b>	<b>-2.20%</b>
<b>Operating Capital</b>	<b>\$ 59,941</b>	<b>\$ 50,000</b>	<b>\$ -</b>		<b>\$ (50,000)</b>	<b>0.00%</b>	<b>\$ -</b>		<b>\$ (50,000)</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 1,134,220</b>	<b>\$ 1,269,350</b>	<b>\$ 1,318,105</b>	<b>7.0</b>	<b>\$ 48,755</b>	<b>3.84%</b>	<b>\$ 1,263,412</b>	<b>10.7</b>	<b>\$ (4,778)</b>	<b>-0.38%</b>

### Public Works Highway Department – Level service with increased funding for capital-funded position – budget increase of \$78,894 or 2.07%

The Public Works Highway Department is being particularly hard hit by the nationwide labor shortages for holders of CDL (Commercial Driver License) licenses. The FY2023 budget recommends budgeting half of the 8 current vacant positions partly through FY2023 and providing the needed Highway Department services through outside vendors. The FY2023 budget could not support funding for 1 project manager currently funded through capital, which is deferred until FY2024. Other cost increases include increases in the costs of supplies, contractual services (primarily caused by labor shortages), and fuel.

#### Public Works Highway

- Shortage of qualified labor
- Reevaluating manner of delivery of services
- Move 1 project manager from capital budget deferred to FY2024
- Inflationary pressure on cost of supplies, contractual services, and fuel.
- Budget increase of \$78,894 or 2.07%

**Public Works Highway Department Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Highway</b>										
Salary & Wages - Regular	\$ 1,704,065	\$ 1,845,746	\$ 2,000,605	33.0	\$ 154,859	8.39%	\$ 1,812,105	33.0	\$ (33,641)	-1.82%
Salary & Wages - Overtime	\$ 350,169	\$ 277,860	\$ 267,705		\$ (10,155)	-3.65%	\$ 267,705		\$ (10,155)	-3.65%
Salary & Wages - Other	\$ 119,368	\$ 175,222	\$ 161,573		\$ (13,649)	-7.79%	\$ 161,573		\$ (13,649)	-7.79%
Other Reimbursements	\$ 27,548	\$ 39,300	\$ 39,300		\$ -	0.00%	\$ 39,300		\$ -	0.00%
LIUNA Pension Contribution	\$ 80,900	\$ 113,116	\$ 111,036		\$ (2,080)	-1.84%	\$ 111,036		\$ (2,080)	-1.84%
<b>Total Salary &amp; Wages</b>	<b>\$ 2,282,050</b>	<b>\$ 2,451,244</b>	<b>\$ 2,580,219</b>		<b>\$ 128,975</b>	<b>5.26%</b>	<b>\$ 2,391,719</b>		<b>\$ (59,525)</b>	<b>-2.43%</b>
Maintenance - Building	\$ 8,381	\$ 27,000	\$ 28,350		\$ 1,350	5.00%	\$ 28,350		\$ 1,350	5.00%
Maintenance - Equipment	\$ 15,624	\$ 12,000	\$ 12,600		\$ 600	5.00%	\$ 12,600		\$ 600	5.00%
Maintenance - Roadway	\$ 426,968	\$ 473,456	\$ 535,000		\$ 61,544	13.00%	\$ 535,000		\$ 61,544	13.00%
Maintenance - Vehicles	\$ 25,071	\$ 45,150	\$ 47,408		\$ 2,258	5.00%	\$ 47,408		\$ 2,258	5.00%
Maintenance - Software	\$ 14,758	\$ 18,700	\$ 15,004		\$ (3,696)	-19.76%	\$ 15,004		\$ (3,696)	-19.76%
Equipment Rental	\$ 14,923	\$ 11,887	\$ 8,000		\$ (3,887)	0.00%	\$ 8,000		\$ (3,887)	0.00%
Copier Lease	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
CSX Lease	\$ 423	\$ 450	\$ 450		\$ -	0.00%	\$ 450		\$ -	0.00%
Construction Material Disposal	\$ 1,990	\$ 8,000	\$ 8,800		\$ 800	10.00%	\$ 8,800		\$ 800	10.00%
Professional and Technical Services	\$ 12,020	\$ 18,500	\$ 18,500		\$ -	0.00%	\$ 18,500		\$ -	0.00%
Printing and Communications	\$ 1,113	\$ 1,500	\$ 1,500		\$ -	0.00%	\$ 1,500		\$ -	0.00%
Phones and Radios	\$ 15,276	\$ 14,619	\$ 11,656		\$ (2,963)	-20.27%	\$ 11,656		\$ (2,963)	-20.27%
Medical Costs - Employees	\$ 525	\$ 1,238	\$ 1,238		\$ -	0.00%	\$ 1,238		\$ -	0.00%
Mosquito Control	\$ -	\$ 10,000	\$ 10,000		\$ -	0.00%	\$ 10,000		\$ -	0.00%
Police Details	\$ 73,660	\$ 60,000	\$ 60,000		\$ -	0.00%	\$ 60,000		\$ -	0.00%
Supplies - Office	\$ 2,766	\$ 6,375	\$ 6,375		\$ -	0.00%	\$ 6,375		\$ -	0.00%
Supplies - Building	\$ 7,054	\$ 6,000	\$ 6,000		\$ -	0.00%	\$ 6,000		\$ -	0.00%
Supplies - Medical	\$ 3,332	\$ 3,750	\$ 4,000		\$ 250	6.67%	\$ 4,000		\$ 250	6.67%
Supplies - Vehicular	\$ 60,850	\$ 20,000	\$ 30,000		\$ 10,000	50.00%	\$ 30,000		\$ 10,000	50.00%
Supplies - Public Works	\$ 296,863	\$ 373,000	\$ 403,600		\$ 30,600	8.20%	\$ 403,600		\$ 30,600	8.20%
Mileage Reimbursement	\$ 96	\$ 500	\$ 500		\$ -	0.00%	\$ 500		\$ -	0.00%
Fuel	\$ 112,816	\$ 139,032	\$ 213,434		\$ 74,402	53.51%	\$ 189,000		\$ 49,968	35.94%
Education, Training, Dues, etc.	\$ 19,833	\$ 25,800	\$ 50,304		\$ 24,504	94.98%	\$ 26,304		\$ 504	1.95%
Travel	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 1,114,341</b>	<b>\$ 1,276,957</b>	<b>\$ 1,472,719</b>		<b>\$ 195,762</b>	<b>15.33%</b>	<b>\$ 1,424,285</b>		<b>\$ 147,328</b>	<b>11.54%</b>
Electricity	\$ 28,453	\$ 29,629	\$ 29,629		\$ -	0.00%	\$ 30,518		\$ 889	3.00%
Natural Gas	\$ 8,639	\$ 8,653	\$ 8,986		\$ 333	0.00%	\$ 7,355		\$ (1,298)	0.00%
<b>Total Energy</b>	<b>\$ 37,092</b>	<b>\$ 38,282</b>	<b>\$ 38,615</b>		<b>\$ 333</b>	<b>0.87%</b>	<b>\$ 37,873</b>		<b>\$ (409)</b>	<b>-1.07%</b>
<b>Operating Capital</b>	<b>\$ 13,000</b>	<b>\$ 38,500</b>	<b>\$ 30,000</b>		<b>\$ (8,500)</b>	<b>0.00%</b>	<b>\$ 30,000</b>		<b>\$ (8,500)</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 3,446,483</b>	<b>\$ 3,804,983</b>	<b>\$ 4,121,553</b>	<b>33.0</b>	<b>\$ 316,570</b>	<b>8.32%</b>	<b>\$ 3,883,877</b>	<b>33.0</b>	<b>\$ 78,894</b>	<b>2.07%</b>

**Public Works Sanitation Department – Level service budget increase of \$544,878 or 11.52%; No Capital Budget**

The Sanitation Department is seeing high increases in its expenses due to the increase costs of fuel and labor shortages. An inflation measure has been applied to each of the budget lines anticipated to be affected by inflation. The Sanitation Department’s contract for solid waste disposal and leaf and brush disposal have also increased substantially in FY2022. The contracts for solid waste and recycling are currently being reviewed and may be amended. The contract for leaf and brush disposal will also be reviewed for possible amendment. The Department is also seeing the shortages in labor with CDL licenses, which are required for driving sanitation trucks, which may become problematic going forward.

- Public Works Sanitation

  - Level Service
  - Shortage of qualified labor
  - Review of waste disposal contracts

**Public Works Sanitation Department Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	%Change
<b>Sanitation</b>										
Salary & Wages - Regular	\$ 1,165,123	\$ 1,274,136	\$ 1,296,380	21.0	\$ 22,244	1.75%	\$ 1,296,380	21.0	\$ 22,244	1.75%
Salary & Wages - Overtime	\$ 282,794	\$ 253,856	\$ 257,745		\$ 3,889	1.53%	\$ 257,745		\$ 3,889	1.53%
Salary & Wages - Other	\$ 72,117	\$ 97,655	\$ 98,218		\$ 563	0.58%	\$ 98,218		\$ 563	0.58%
Other Reimbursements	\$ 27,975	\$ 27,900	\$ 27,900		\$ -	0.00%	\$ 27,900		\$ -	0.00%
LIUNA Pension Contribution	\$ 55,181	\$ 66,654	\$ 65,559		\$ (1,095)	-1.64%	\$ 65,559		\$ (1,095)	-1.64%
<b>Total Salary &amp; Wages</b>	<b>\$ 1,603,190</b>	<b>\$ 1,720,201</b>	<b>\$ 1,745,802</b>		<b>\$ 25,601</b>	<b>1.49%</b>	<b>\$ 1,745,802</b>		<b>\$ 25,601</b>	<b>1.49%</b>
Maintenance - Building	\$ 7,142	\$ 9,450	\$ 9,450		\$ -	0.00%	\$ 9,450		\$ -	0.00%
Maintenance - Equipment	\$ 4,327	\$ 5,000	\$ 5,000		\$ -	0.00%	\$ 5,000		\$ -	0.00%
Maintenance - Vehicles	\$ 19,274	\$ 50,000	\$ 60,000		\$ 10,000	20.00%	\$ 55,000		\$ 5,000	10.00%
Maintenance - Software	\$ 10,124	\$ 15,864	\$ 13,001		\$ (2,863)	-18.05%	\$ 13,001		\$ (2,863)	-18.05%
Equipment Rental	\$ 33,762	\$ 49,333	\$ 61,100		\$ 11,767	0.00%	\$ 54,600		\$ 5,267	10.68%
Copier Lease	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
CSX Lease	\$ 1,008	\$ 1,015	\$ 1,075		\$ 60	0.00%	\$ 1,075		\$ 60	5.91%
Solid Waste Disposal	\$ 1,507,211	\$ 1,723,938	\$ 2,138,239		\$ 414,301	24.03%	\$ 2,063,239		\$ 339,301	19.68%
Recycling Disposal	\$ 562,066	\$ 647,285	\$ 704,230		\$ 56,945	8.80%	\$ 704,230		\$ 56,945	8.80%
Hazardous Waste Disposal	\$ 20,152	\$ 40,000	\$ 40,000		\$ -	0.00%	\$ 40,000		\$ -	0.00%
Leaf and Brush Disposal	\$ 96,793	\$ 118,000	\$ 198,400		\$ 80,400	68.14%	\$ 153,400		\$ 35,400	30.00%
Professional and Technical Services	\$ 691	\$ 1,000	\$ 1,000		\$ -	0.00%	\$ 1,000		\$ -	0.00%
Printing and Communications	\$ 5,860	\$ 10,000	\$ 10,000		\$ -	0.00%	\$ 10,000		\$ -	0.00%
Phones and Radios	\$ 4,121	\$ 3,562	\$ 2,837		\$ (725)	-20.35%	\$ 2,837		\$ (725)	-20.35%
Medical Costs - Employees	\$ 385	\$ 750	\$ 750		\$ -	0.00%	\$ 750		\$ -	0.00%
Police Details	\$ 7,406	\$ 7,000	\$ 7,000		\$ -	0.00%	\$ 7,000		\$ -	0.00%
Supplies - Office	\$ 3,420	\$ 4,038	\$ 4,038		\$ -	0.00%	\$ 4,038		\$ -	0.00%
Supplies - Building	\$ 3,187	\$ 4,000	\$ 4,000		\$ -	0.00%	\$ 4,000		\$ -	0.00%
Supplies - Medical	\$ 2,996	\$ 5,000	\$ 5,000		\$ -	0.00%	\$ 3,000		\$ (2,000)	-40.00%
Supplies - Vehicular	\$ 50,543	\$ 25,000	\$ 27,500		\$ 2,500	10.00%	\$ 27,500		\$ 2,500	10.00%
Supplies - Public Works	\$ 19,637	\$ 28,000	\$ 30,800		\$ 2,800	10.00%	\$ 30,800		\$ 2,800	10.00%
Mileage Reimbursement	\$ 64	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Fuel	\$ 183,940	\$ 180,970	\$ 272,259		\$ 91,289	50.44%	\$ 243,000		\$ 62,030	34.28%
Education, Training, Dues, etc.	\$ 11,946	\$ 8,800	\$ 18,274		\$ 9,474	107.66%	\$ 11,274		\$ 2,474	28.11%
Travel	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 2,556,056</b>	<b>\$ 2,938,005</b>	<b>\$ 3,613,953</b>		<b>\$ 675,948</b>	<b>23.01%</b>	<b>\$ 3,444,194</b>		<b>\$ 506,189</b>	<b>17.23%</b>
Electricity	\$ 37,523	\$ 42,445	\$ 37,910		\$ (4,535)	-10.68%	\$ 39,047		\$ (3,398)	-8.00%
Natural Gas	\$ 10,602	\$ 10,761	\$ 13,575		\$ 2,814	0.00%	\$ 9,147		\$ (1,614)	-15.00%
<b>Total Energy</b>	<b>\$ 48,125</b>	<b>\$ 53,206</b>	<b>\$ 51,485</b>		<b>\$ (1,721)</b>	<b>-3.23%</b>	<b>\$ 48,194</b>		<b>\$ (5,012)</b>	<b>-9.42%</b>
<b>Operating Capital</b>	<b>\$ 15,546</b>	<b>\$ 19,400</b>	<b>\$ 75,000</b>		<b>\$ 55,600</b>	<b>0.00%</b>	<b>\$ 37,500</b>		<b>\$ 18,100</b>	<b>93.30%</b>
<b>Total</b>	<b>\$ 4,222,916</b>	<b>\$ 4,730,812</b>	<b>\$ 5,486,240</b>	<b>21.0</b>	<b>\$ 755,428</b>	<b>15.97%</b>	<b>\$ 5,275,690</b>	<b>21.0</b>	<b>\$ 544,878</b>	<b>11.52%</b>

**Public Works Street Lights and Signals Department – Level service budget increase of \$49,677 or 5.27%**

The Public Works Street Lights and Signals Department is recommended for level service. Almost half of the Department budget increase is primarily an increase in costs of electricity, due to the City’s ESCO lease.

<p align="center"><i>Public Works Street Light and Signals</i></p> <ul style="list-style-type: none"> <li>• Level Service</li> <li>• Increase in ESCO lease</li> <li>• Budget increase of \$49,677 or 5.27%</li> </ul>
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**Public Works Street Lights and Signals Department**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Lights and Signals</b>										
Salary & Wages - Regular	\$ 322,492	\$ 348,228	\$ 361,116	4.3	\$ 12,888	3.70%	\$ 361,116	4.3	\$ 12,888	3.70%
Salary & Wages - Overtime	\$ 25,077	\$ 23,782	\$ 24,743		\$ 961	4.04%	\$ 24,743		\$ 961	4.04%
Salary & Wages - Other	\$ 14,183	\$ 11,734	\$ 14,337		\$ 2,603	22.18%	\$ 14,337		\$ 2,603	22.18%
Other Reimbursements	\$ 13,050	\$ 13,500	\$ 13,850		\$ 350	2.59%	\$ 13,850		\$ 350	2.59%
LIUNA Pension Contribution	\$ 11,899	\$ 14,195	\$ 12,921		\$ (1,274)	-8.97%	\$ 12,921		\$ (1,274)	-8.97%
<b>Total Salary &amp; Wages</b>	<b>\$ 386,702</b>	<b>\$ 411,439</b>	<b>\$ 426,967</b>		<b>\$ 15,528</b>	<b>3.77%</b>	<b>\$ 426,967</b>		<b>\$ 15,528</b>	<b>3.77%</b>
Maintenance - Building	\$ 112	\$ 35,050	\$ 35,050		\$ -	0.00%	\$ 35,050		\$ -	0.00%
Maintenance - Equipment	\$ 7,846	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Maintenance - Vehicles	\$ 21,954	\$ 7,050	\$ 9,500		\$ 2,450	34.75%	\$ 9,500		\$ 2,450	34.75%
Maintenance - Software	\$ -	\$ 8,050	\$ 9,260		\$ 1,210	15.03%	\$ 9,260		\$ 1,210	15.03%
Professional and Technical Services	\$ 661	\$ -	\$ 675		\$ 675	0.00%	\$ 675		\$ 675	0.00%
Printing and Communications	\$ 131	\$ 100	\$ 150		\$ 50	50.00%	\$ 150		\$ 50	50.00%
Phones and Radios	\$ 2,825	\$ 3,580	\$ 2,820		\$ (760)	-21.23%	\$ 2,820		\$ (760)	-21.23%
Medical Costs - Employees	\$ 150	\$ 175	\$ 175		\$ -	0.00%	\$ 175		\$ -	0.00%
Police Details	\$ 3,504	\$ 4,558	\$ 4,558		\$ -	0.00%	\$ 4,558		\$ -	0.00%
Supplies - Office	\$ 2,851	\$ 475	\$ 475		\$ -	0.00%	\$ 475		\$ -	0.00%
Supplies - Vehicular	\$ 15,412	\$ 3,730	\$ 4,103		\$ 373	10.00%	\$ 4,103		\$ 373	10.00%
Supplies - Public Works	\$ 68,196	\$ 65,000	\$ 69,550		\$ 4,550	7.00%	\$ 69,550		\$ 4,550	7.00%
Fuel	\$ 7,390	\$ 9,584	\$ 11,708		\$ 2,124	22.16%	\$ 11,708		\$ 2,124	22.16%
Education, Training, Dues, etc.	\$ 1,163	\$ 2,875	\$ 6,275		\$ 3,400	118.26%	\$ 6,275		\$ 3,400	118.26%
<b>Total Operating Expenses</b>	<b>\$ 132,195</b>	<b>\$ 140,227</b>	<b>\$ 154,299</b>		<b>\$ 14,072</b>	<b>10.04%</b>	<b>\$ 154,299</b>		<b>\$ 14,072</b>	<b>10.04%</b>
Electricity	\$ 372,870	\$ 390,951	\$ 405,605		\$ 14,654	3.75%	\$ 411,029		\$ 20,078	5.14%
Natural Gas	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total Energy</b>	<b>\$ 372,870</b>	<b>\$ 390,951</b>	<b>\$ 405,605</b>		<b>\$ 14,654</b>	<b>3.75%</b>	<b>\$ 411,029</b>		<b>\$ 20,078</b>	<b>5.14%</b>
Operating Capital	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total</b>	<b>\$ 891,767</b>	<b>\$ 942,617</b>	<b>\$ 986,871</b>	<b>4.3</b>	<b>\$ 44,254</b>	<b>4.69%</b>	<b>\$ 992,294</b>	<b>4.3</b>	<b>\$ 49,677</b>	<b>5.27%</b>

**Public Works Snow and Ice Removal – Level Fund at \$1,654,688**

*Snow and Ice Removal*

- *Level Fund – no change to the budget*

**Snow and Ice Removal Operating Budget**

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	% Change	FY23 Recommend	FTE	\$ Change	% Change
<b>Snow and Ice</b>										
<b>Total Salary</b>	<b>\$ 608,211</b>	<b>\$ 519,338</b>	<b>\$ 519,338</b>	<b>0.0</b>	<b>\$ -</b>	<b>0.00%</b>	<b>\$ 519,338</b>	<b>0.0</b>	<b>\$ -</b>	<b>0.00%</b>
<b>Total Operating Expenses</b>	<b>\$ 1,751,759</b>	<b>\$ 1,135,350</b>	<b>\$ 1,135,350</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 1,135,350</b>		<b>\$ -</b>	<b>0.00%</b>
Operating Capital	\$ -	\$ -	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
<b>Total</b>	<b>\$ 2,359,970</b>	<b>\$ 1,654,688</b>	<b>\$ 1,654,688</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 1,654,688</b>		<b>\$ -</b>	<b>0.00%</b>

**Public Works Capital**

The Public Works Division requested \$24.2 million in new projects for FY2023 and an additional \$32.4 million in FY2024. A similar approach to capital funding in FY2023 is recommended for DPW as was recommended for Capital Projects and Facilities Maintenance. There are a total of 18 open projects in the Capital Plan totaling \$3.6 million. In addition, Public Works has a number of projects funded through Chapter 90 and various grants. Finally, Framingham will receive additional ARPA funds in the first half of FY2023.

FY2023 will be a year for Public Works to catch up on open projects. The projects recommended in FY2023 include annual road maintenance totaling \$2,000,000, various drainage, stormwater and water quality projects, including work on drainage to Waushakum beach, totaling \$950,000, sidewalk repairs and handicap accessibility on Flagg Drive totaling \$572,000. A roof replacement project for \$53,000 at 110 Western Avenue will be deferred due to significantly higher than anticipated costs. The Public Works Division also receives grants that supplement the capital appropriations, including Chapter 90 funding for roads and Municipal

<p><u>Public Works Capital</u></p> <ul style="list-style-type: none"><li>• <i>FY2023</i><ul style="list-style-type: none"><li>○ <i>\$2 million for roads</i></li><li>○ <i>\$950,000 for stormwater and drainage, including Waushakum beach</i></li><li>○ <i>\$572,000 for sidewalk repairs and handicap accessibility on Flagg Drive</i></li></ul></li></ul>
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Vulnerability Program funding for flooding and stormwater. The FY2024 budget for Public Works is recommended to be restored to a baseline of approximately \$15 million. The Public Works capital recommendation going forward is based on three assumptions: first, that a financial model for the City’s capital plan is developed in FY2023 and the projects recommend fit within the plan; second, that the Public Works Division has completed some of the open projects and grant opportunities and other infrastructure funding that is currently available has been exhausted; third, that approximately \$15 million annually is financially sustainable.

As stated earlier, no fleet replacement has been scheduled for FY2023 pending a full review of the vehicles and equipment in the fleet and creation of a fiscally sustainable replacement cycle.

**Public Works Capital FY2023 and FY2024**

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Public Works	110 Western Ave - Roof Replacement	\$ 53,100	\$ 53,100	Bond			
Public Works	Cedar Street area roadway - Construction	\$ 2,819,520				\$ 2,850,000	Bond
Public Works	Central St Road and Drains - Design	\$ 676,000				\$ 680,000	Bond
Public Works	Consolidated Vehicle/Equipment - General Fund	\$ 2,459,000				\$ 500,000	Free Cash/ Bond
Public Works	Drainage System & Surface Water Quality Projects - FY23	\$ 550,000	\$ 250,000	Bond		\$ 300,000	Bond
Public Works	Edgell Rd/Central St Intersection, Construction Oversight and Nonparticipating Costs	\$ 432,000	\$ 400,000	Bond			
Public Works	Flagg Drive - Sidewalks / ADA	\$ 572,000	\$ 572,000	Bond			
Public Works	Fountain St/Dudley Rd Intersection - Construction	\$ 3,880,000				\$ 3,900,000	Bond
Public Works	Hartford Street Culvert Design and Construction	\$ 747,000				\$ 750,000	Bond
Public Works	Herbert Street, Badger Road, and Parmenter Road Culvert Design and Construction	\$ 400,000				\$ 400,000	Bond
Public Works	Lake Waushakum Stormwater Quality Improvements	\$ 199,800	\$ 200,000	Bond			
Public Works	Catchment Investigations (MS4 Permit)	\$ 327,950	\$ 100,000	Free Cash		\$ 230,000	Free Cash
Public Works	Priority Drainage Headwall Replacements	\$ 99,500				\$ 100,000	Bond
Public Works	Rt 126/135 & Railroads Intersection Improvements - Concept Design	\$ 500,000				\$ 500,000	Bond
Public Works	School St Bridge Replacement - Design	\$ 500,000				\$ 500,000	Bond
Public Works	Traffic Calming - FY23	\$ 150,000				\$ 150,000	Free Cash
Public Works	Unaccepted Streets Improvements - Candlestick Ln, Gaslight Ln, Lantern Rd	\$ 1,100,000				\$ 1,100,000	
Public Works	Various Road Improvements, sidewalks, and ADA compliance - FY23	\$ 8,787,000	\$ 2,000,000	Bond			
<b>Public Works Total</b>		<b>\$ 24,252,870</b>	<b>\$ 3,575,100</b>		<b>\$ 32,470,000</b>	<b>\$ 14,895,000</b>	

## 16. Schools

### **Keefe Technical Assessment: \$10,333,928 or 3.5%**

This budget is the assessment received from Keefe Technical school based on the number of students enrolled.

#### Keefe Technical

- *Assessment of \$10,333,928 or 3.5% increase*

### **School Department – School Committee voted budget: \$154,198,044 or 5.02% increase over FY2022**

### **School Department Capital – FY2023: \$10,485,105 and FY2024: \$25,862,020**

The School Department Capital for FY2023 and FY2024 includes funding for the purchase of the Bethany property and design for a new elementary school on the property. The Massachusetts School Building Authority process for seeking grant funding for the construction of the new school. Other capital projects in FY2023 include roof replacement at the Farley School for \$3,375,000. The amount recommended is more than the amount requested based on a revised cost estimate. The increase is due to inflation from supply chain disruptions, fuel cost increases, and labor cost increases. The exterior envelope work at Walsh Middle school is recommended for the requested amount of \$1,161,705. The McCarthy School roof replacement design is recommended for funding with the expectation that an updated cost estimate will be obtained in FY2023 prior to a recommendation on the construction appropriation in FY2024. Handicap accessibility upgrades throughout the School District are recommended at \$300,000. Roof replacements and exterior envelope work is planned for FY2024, continuing the repair and renovation cycle for Framingham's schools. While the FY2024 capital plan includes amounts for the construction costs of the various projects, they may need to be revised during the budget preparation next year.

#### School Capital

- *FY2023 purchase of property for new elementary school*
- *Roof Replacement at Farley School*
- *Exterior envelope work at Walsh Middle School*
- *ADA accessibility throughout the district*

### School Capital Budget

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
City/Schools	Purchase of Bethany property	\$ 6,000,000	\$ 6,000,000	Bond			
<b>City/Schools Total</b>		<b>\$ 6,000,000</b>	<b>\$ 6,000,000</b>		<b>\$ -</b>	<b>\$ -</b>	
Schools	Roof Replacement - Farley	\$ 2,818,400	\$ 3,375,000	Bond - non MSBA			
Schools	Exterior Envelope - Walsh Middle School (Phase 2)	\$ 1,161,705	\$ 1,161,705	Bond			
Schools	Roof Repairs/Replacement - McCarthy Phase I/Dunning	\$ 5,643,437	\$ 565,000	Bond		\$ 5,100,000	Bond
Schools	Paving Replacement/Storm Water - Walsh Middle & McCarthy Elementary School's	\$ 1,060,000				\$ 1,060,000	Bond
Schools	ADA Upgrades for Compliance - FHS, Walsh, Districtwide	\$ 300,000	\$ 300,000	Bond			
Schools	Asbestos Abatement - Floor Tile, Ceiling Tile, Pipe Insulation - Brophy	\$ 660,000				\$ 660,000	Bond
Schools	Fire Alarm Upgrades - Hemenway, Brophy, and Potter Road Schools	\$ 88,383					
Schools	Security Upgrades - Districtwide	\$ 302,000				\$ 302,000	Bond
Schools	Farley Generator Installation - Farley Building	\$ 350,350				\$ 350,350	Bond
Schools	MSBA Major Renovation/Replacement Project				\$ 111,000,000	\$ 15,000,000	Bond/MSBA
Schools	Exterior Envelope - King and Framingham High School				\$ 1,549,910	\$ 1,549,910	Bond
Schools	Paving Replacement/Storm Water - Barbieri				\$ 628,800	\$ 628,800	Bond
Schools	Roof Replacement - Potter Road and Brophy Schools				\$ 5,827,286	\$ 650,000	Bond/MSBA
Schools	Asbestos Abatement - Floor Tile, Ceiling Tile, Pipe Insulation - Hemenway				\$ 561,000	\$ 561,000	Bond
<b>Schools Total</b>		<b>\$ 12,384,275</b>	<b>\$ 5,401,705</b>		<b>\$ 120,235,796</b>	<b>\$ 25,862,060</b>	

**17. Operating Reserves – Reserve Fund level funded at \$400,000 and Salary Reserve increase funding at \$575,000**

The FY2023 budget recommends that the Reserve Fund be level funded at \$400,000 and the Salary Reserve be funded at \$575,000 to cover unsettled collective bargaining agreements.

Operating Reserves

- *Level fund Reserve Fund at \$400,000*
- *Salary Reserve at \$575,000*

**18. Unclassified Expenses**

The City has little or no direct control over the expenses budgeted in unclassified expenses.

Framingham is a member of the Group Insurance Commission (GIC). The Health Insurance budget is based on the increases to each health insurance provider's premium increases for FY2023. In addition, the City must budget the incremental cost of the transfer of Fallon Health plan enrollees to another plan, since Fallon Health will no longer offer commercial health plans as of June 30, 2022. Fallon Health was the least expensive health coverage option. While the highest estimate for the Health Insurance budget is closer to 10%, the recommended budget increase is 7%.

Unclassified Expenses

- *Health Insurance increase of \$2,346,714 or 6.96%*
- *Decrease for the Medicaid reimbursement consultant of \$20,000 or 21.05%*
- *Level fund tax title services – no change*
- *Retirement assessment increase of \$1,287,976 or 6.9%*
- *Medicare increase of \$127,545 or 5.20%*
- *Debt service within the levy increase of \$1,101,580 or 10.07%*
- *Excluded debt service increase \$883,150 or 59.54%*

The budget for the consultant for Medicaid reimbursement is based on average costs for the past years. The amount collected by the City ranges between \$1 million and \$1.5 million.

Tax Title services funds the amount required on an annual basis for tax title work. Tax title work results in payment of delinquent taxes and in property foreclosure generating revenue for the City.

The retirement budget must equal the assessment of the Retirement Board.

The Medicare budget is based on total salaries paid. It has been underbudgeted in prior years. The FY2023 budget should bring the Medicare line to fully budgeting.

The Debt Service Within the Levy is based on existing debt service schedules. Excluded Debt for FY2023 is also based on existing debt service schedules. Annual debt service is based on projects authorized by City Council and by voters. This line item needs to be reviewed carefully. There should not be fluctuations in the amounts that are reflected historically. At this time, there has not been sufficient time to review and evaluate the financial model for capital planning. Projects should be rolled into a financial model that allows for fiscally prudent as well as proactive for asset maintenance and preservation. The budget for debt service should also allow flexibility to market time interest rates more advantageously. FY2023

### Unclassified Expenses

	FY21 Actual	FY22 Budget	FY23 Request	FTE	\$ Change	%Change	FY23 Recommend	FTE	\$ Change	%Change
Health Insurance	\$ 32,583,401	\$ 33,733,490	\$ 36,080,204		\$ 2,346,714	6.96%	\$ 36,080,204		\$ 2,346,714	6.96%
Consultant for Medicaid Reimbursement	\$ 63,432	\$ 95,000	\$ 95,000		\$ -	0.00%	\$ 75,000		\$ (20,000)	-21.05%
Tax Title Services	\$ 72,633	\$ 58,000	\$ 59,000		\$ 1,000	1.72%	\$ 58,000		\$ -	0.00%
Retirement	\$ 17,428,935	\$ 18,654,134	\$ 19,942,110		\$ 1,287,976	6.90%	\$ 19,942,110		\$ 1,287,976	6.90%
Medicare	\$ 2,337,351	\$ 2,450,890	\$ 2,678,435		\$ 227,545	9.28%	\$ 2,578,435		\$ 127,545	5.20%
Debt Service Within the Levy	\$ 12,819,632	\$ 10,940,420	\$ 12,042,000		\$ 1,101,580	10.07%	\$ 12,042,000		\$ 1,101,580	10.07%
<b>Total Unclassified Within the Levy</b>	<b>\$ 65,305,385</b>	<b>\$ 66,331,934</b>	<b>\$ 71,296,749</b>		<b>\$ 4,964,815</b>	<b>7.48%</b>	<b>\$ 71,175,749</b>		<b>\$ 4,843,815</b>	<b>7.30%</b>
Excluded Debt Service	\$ 422,074	\$ 1,483,246	\$ 2,366,396		\$ 883,150	59.54%	\$ 2,366,396		\$ 883,150	59.54%
<b>Total Unclassified</b>	<b>\$ 65,727,459</b>	<b>\$ 67,815,180</b>	<b>\$ 73,663,145</b>		<b>\$ 5,847,965</b>	<b>8.62%</b>	<b>\$ 73,542,145</b>		<b>\$ 5,726,965</b>	<b>8.44%</b>

### FY2023 Projected Revenue (updated May 5, 2022)

For consistency with required State reporting, projected City revenues are divided into MassDOR categories. Over the past 10 years, the City has relied less on the tax levy and more on State Aid and Local Receipts to fund its operating budget. The reliance on both State Aid and Local Receipts can be problematic since they are sources of funding that the City cannot control. The table below illustrates the direction in which the City has moved with the various categories of revenue.

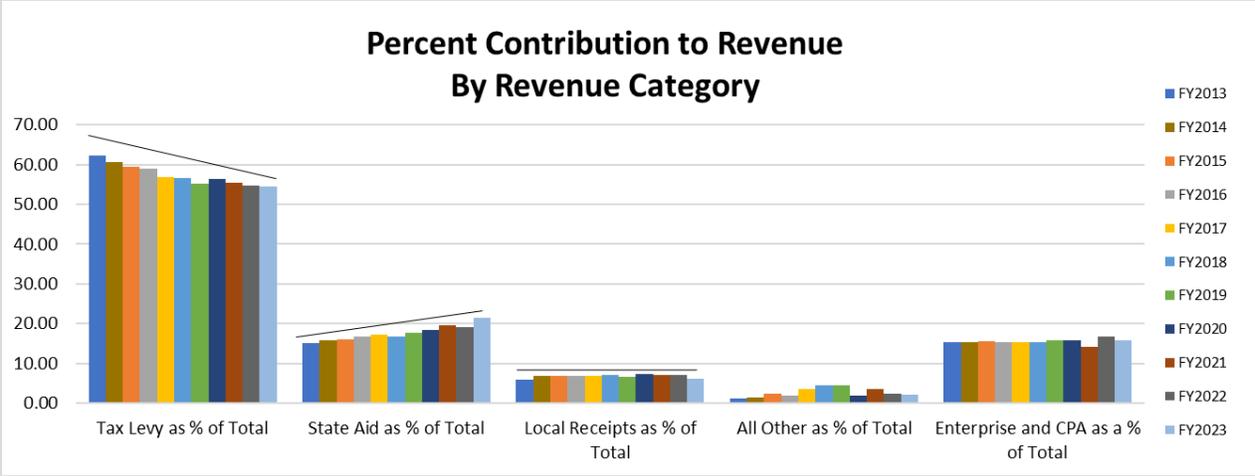
<b>Revenue By Category - Percent Contribution to Total</b>					
<b>Fiscal Year</b>	<b>Tax Levy</b>	<b>State Aid</b>	<b>Local Receipts</b>	<b>All Other &amp; Free Cash</b>	<b>Enterprise &amp; CPA Funds</b>
FY2013	62.26%	15.17%	5.92%	1.31%	15.35%
FY2014	60.63%	15.88%	6.79%	1.44%	15.26%
FY2015	59.36%	16.03%	6.75%	2.28%	15.59%
FY2016	58.90%	16.88%	6.87%	1.93%	15.42%
FY2017	56.98%	17.24%	6.79%	3.66%	15.34%
FY2018	56.58%	16.76%	7.02%	4.39%	15.25%
FY2019	55.30%	17.79%	6.63%	4.46%	15.82%
FY2020	56.42%	18.53%	7.29%	1.84%	15.92%
FY2021	55.51%	19.67%	7.01%	3.58%	14.22%
FY2022	54.65%	19.05%	7.20%	2.35%	16.75%
FY2023	54.44%	21.51%	6.17%	2.08%	15.80%

*FY2023 Revenue Budget Adjustments*

- *Account for increased State Aid*
- *Decrease reliance on Free Cash and other non-recurring sources of funding*
- *Project Local Receipts realistically*
- *Increase Tax Levy to replace FY2022 one-time revenue*
- *Return Enterprise Fund to financial viability*

FY2023 projected revenue continues the same trend in reduced reliance on the tax levy versus other sources of revenue, with some caveats. The increase in State Aid reliance is based on the State’s commitment to continued increased State aid to help cover school budgets. The decrease in reliance on Free Cash and other sources of funding reduces the City’s reliance on non-recurring funding. In FY2022, the City

also relied on one-time funding from ARPA which will not be available in FY2023, and which will need to be replaced by tax levy. The decrease in reliance on local receipts for FY2023 reflect adjustments made to provide a more predictable revenue projection for future years. Local receipts have not been projected accurately in the past resulting in MassDOR notifying the City that the FY2023 budget would need to include realistic projections when the tax rates are set. Finally, the FY2023 budget reflects the return to financial sustainability for the Enterprise Fund. The graph below illustrates the trends in the contribution of each category of revenue to the City’s overall revenue budget.



Overall the projected FY2023 Revenue budget increases revenue by 5.02%. The largest total dollar increase is in State Aid at \$13M, accounting for 65.5% of the total revenue budget increase for FY2023. Please note that the amount of projected net State Aid is almost \$1M less totaling \$12M, after accounting for increases in State Assessments. The table below show the FY2023 projected revenue budget and includes historical information to FY2017.

	FY 2023 Projected	FY2022 Tax Recap	FY2021 Actual	FY2020 Actual	FY2019 Actual	FY2018 Actual	FY2017 Actual
Total Tax Levy	\$209,319,603	\$200,061,161	\$195,618,399	\$196,153,144	\$191,224,338	\$188,453,913	\$182,403,845
Tax Levy (w/o excl debt)	\$203,453,207	\$195,011,670	\$191,849,499	\$192,612,967	\$187,673,291	\$184,913,733	\$178,900,118
New Growth	\$3,500,000	\$3,566,245	\$3,346,826	\$3,227,116	\$3,224,491	\$3,202,598	\$3,155,119
Excluded Debt	\$2,366,396	\$1,483,246	\$422,074	\$313,061	\$326,556	\$337,582	\$348,608
State Aid (Cherry Sheet)	\$82,707,592	\$69,729,344	\$69,312,996	\$63,102,775	\$59,095,692	\$53,682,420	\$53,043,013
Local Receipts	\$23,162,459	\$26,368,052	\$22,399,466	\$22,582,660	\$28,510,604	\$25,014,451	\$23,091,600
Free Cash	\$3,000,000	\$6,514,282	\$9,788,361	\$5,500,668	\$6,596,983	\$11,148,613	\$8,401,893
All Other	\$2,000,000	\$2,099,613	\$2,842,898	\$912,826	\$8,825,850	\$3,482,613	\$3,308,083
Enterprise	\$60,755,750	\$59,332,378	\$50,113,678	\$55,344,577	\$54,726,645	\$50,793,074	\$49,092,186
CPA	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$382,945,404</b>	<b>\$366,104,830</b>	<b>\$350,075,798</b>	<b>\$343,596,650</b>	<b>\$348,980,112</b>	<b>\$332,575,084</b>	<b>\$319,340,620</b>

**Analysis of FY2023 Projected Revenue by Revenue Category**

1. Community Preservation Act Surcharge

- a. Community Preservation Act is a new tax surcharge that is separate from the General Fund and is expended upon the recommendation of the Community Preservation Committee for the specific purposes authorized by state statute (preservation of open space, affordable housing, historic preservation, and certain types of recreation). The Community Preservation surcharge in Framingham is 1% of the tax levy subject to certain exclusions. For the FY2023 Revenue projection, the Community Preservation Act Surcharge is level funded. A final number for the budget will be determined in the coming weeks.

CPA

- *Level budget – depends on tax levy*

- b. Looking ahead: the Community Preservation Committee will be developing guidelines and an application process for funding of projects within the scope of the CPA.

Recommendations for possible CPA eligible projects will be developed as part of the 5-year Capital Investment Plan.

## 2. Enterprise Fund

- a. The Water and Sewer Enterprise Fund is currently operating at a deficit, and the fund's retained earnings are also at a deficit. MassDOR has allowed to City to amortize its FY2020 deficit of \$1.3M over 3 years beginning in FY2022. However, because the Enterprise Fund is still showing a deficit and the deficit increased in FY2021, MassDOR will not allow the amortization in FY2023. The budget for the Enterprise Fund includes a full

repayment of the deficit as of the end of FY2021 totaling \$3.3M. A continuing revenue to expenditure gap was anticipated in FY2022, which was bridged with one-time ARPA funding totaling \$6.35M, bringing the total anticipated revenue shortfall for FY2023 at \$10M. Beginning in FY2023, the City must operate the Enterprise Fund at a surplus and recover the retained earnings deficit through water and sewer rates. Otherwise, MassDOR will require that the City raise the deficit from the Tax Levy. To that end, the draft Enterprise Fund expenditures budget will be level funded - including assuming no increase in debt service for FY2023 - with two exceptions. First the Enterprise Fund budget will reflect the transfer of positions that are currently funded through capital projects into the operating budget. These positions are currently being funded through debt rather than the tax levy, a practice that the City should consider ending. The second exception is the full repayment of the deficit. If rates are raised to match the expenditures budget, the City should be able to bring the Enterprise Fund out of deficit and have sufficient room for gradual increases in rates in coming years. The required rate increase will also depend on the FY2022 realized revenue, which is still being projected.

### Enterprise Fund – return to sustainability

- *Bring capital funded positions into operating budget*
- *No new debt service for FY2023*
- *Budget full repayment of deficit*
- *Eliminate reliance on non-recurring revenue*

- b. Looking ahead: Projected rates and a revenue model for the Enterprise Fund will be addressed separately from this discussion. A forecast for predictable and sustainable budgets and rates will be developed, and a rate hearing will be scheduled later in the Spring.

## 3. All Other

- a. The All Other revenue line captures the Public Access fees from the cable companies that provide service in Framingham and which total approximately \$800k to \$900k.

The other elements of this revenue line vary greatly.

### All Other

- *Last year for Health Insurance Trust funds*

	FY 2023 Projected	FY2022 Tax Recap	FY2021 Actual	FY2020 Actual	FY2019 Actual	FY2018 Actual	FY2017 Actual
All Other	\$2,000,000	\$2,099,613	\$2,842,898	\$912,826	\$8,825,850	\$3,482,613	\$3,308,083

In FY2022 and FY2023, the balance of the \$2 million will be comprised of Health Insurance Trust monies, which will be used in FY2023 but will then be exhausted as a funding source.

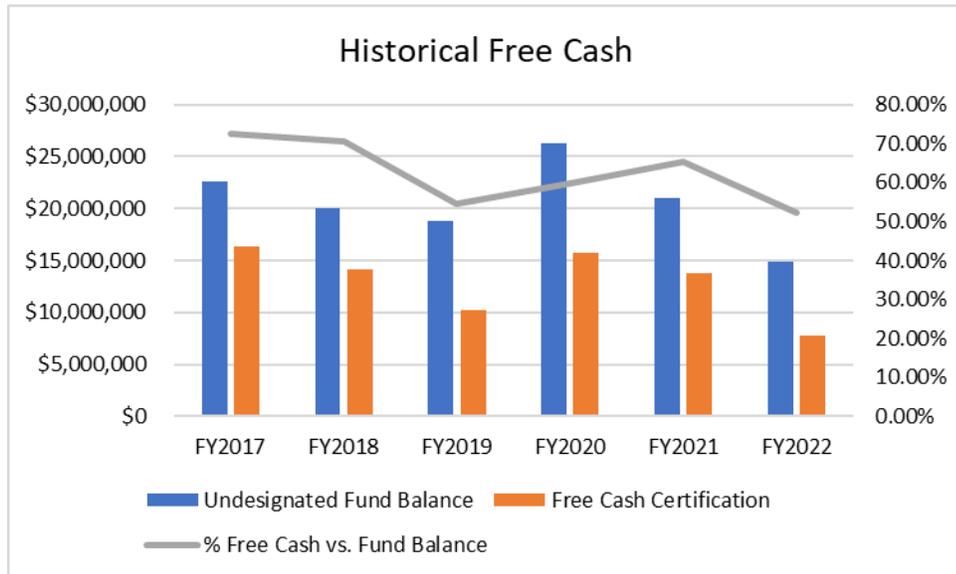
- b. Looking ahead: Beginning in FY2024, this revenue line will be limited to the Public Access fees, creating a revenue shortfall that will need to be bridged in FY2024.

4. Free Cash

- a. The City’s reliance on Free Cash to balance the operating budget has been uneven over the past few years. In addition, the amount of Free Cash certified by MassDOR has also been uneven depending on the amount of undesignated fund balance. The chart below shows historical fluctuation in undesignated fund balance and in Free Cash. The City generally shows declining Free Cash, with a boost in FY2020 due to 2 one-time revenue boosts: an increase in building permit fees for some large projects and state reimbursements for old grant funded projects.

Free Cash

- Depleted fund balance with no source of replenishment
- Anticipate significantly reduced Free Cash certification for FY2023
- Budget conservative revenue and realistic expenses



In FY2022, the operating budget expenses are supported by \$6M in Free Cash. The FY2022 Free Cash certification was \$7.8M. Some of the \$7.8M will need to be used in FY2022 to purchase needed operational and capital items and to supplement the

FY2022 operating budget. The FY2022 operating budget did not include funding for salary increases. Most employees had not received raises for two fiscal years. In addition, the City was in arbitration with one union. The arbitration outcome and settlement of collective bargaining agreements will result in a need to use Free Cash in FY2022 beyond the amounts already appropriated in FY2021 as part of the budget process.

Free Cash results from higher than estimated revenue, one-time revenue, and operational surplus at the end of the year. Based on the level of undesignated fund balance at the end of FY2021, which is significantly less than prior years and the projections regarding revenue surplus FY2022 unbudgeted expenditures, Framingham should anticipate a much smaller level of Free Cash certified and must reduce its Free Cash use for FY2023. Accordingly, the FY2023 budget projects Free Cash use at \$4 million, a \$2 million reduction from FY2022. Initially, it was projected that the Free Cash budget would decrease by \$3 million to \$3 million. However, the operating budget cannot support a 50% cut in Free Cash subsidy. Instead, the reliance on Free Cash will be reduced over a longer period of time.

- b. Looking ahead: Given the undesignated fund balance at the end of FY2021 and the lack of anticipated revenue or budgetary surplus to replenish the fund by the end of FY2022, the City should anticipate a significantly reduced amount of Free Cash in FY2023. This

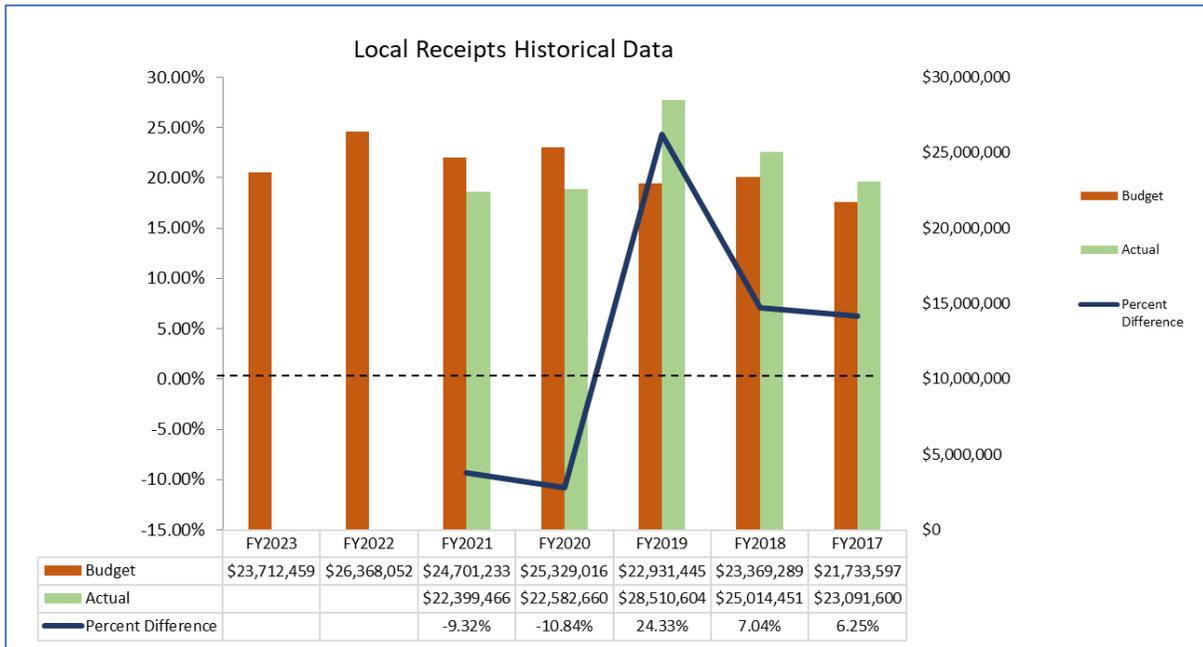
	Undesignated Fund Balance	Free Cash Certification
FY2017	\$22,647,008	\$16,395,114
FY2018	\$19,996,935	\$14,144,287
FY2019	\$18,767,339	\$10,253,247
FY2020	\$26,226,418	\$15,701,938
FY2021	\$21,058,290	\$13,750,675
FY2022	\$14,923,272	\$7,823,173

will affect the FY2024 budget which is projected to rely on no Free Cash. Beginning in FY 2023, the City should budget revenue conservatively to

avoid further revenue shortfalls. Operational expenses should be budgeted realistically, which will generally result in 2% and 3% of the budget as Free Cash annually. This would place Free Cash between \$7 million and \$11 million. Once Free Cash is stabilized, it can be looked at as a source of funding the City’s Capital Improvement Plan and as a funding source for specific items that are classified as capital and included in the CIP but are either not truly capital items (e.g., Fire Department turnout gear) or are recurring (e.g., roads infrastructure investment). Free Cash could also become a source for reserves for larger projects, allowing the City to reduce excluded debt service burden. In addition, changes to capital planning should provide for a higher level of capital investment in the future. Some changes will require increases to the operating budget. For instance, those items that are not capital but currently funded through the capital budget should be moved to the operating budget in the long term. For those items that are truly capital but are recurring, the City should consider moving to paying for those items with cash rather than borrowing. The advantages of this approach will be discussed in further detail during the CIP review.

5. Local Receipts

- a. The City overestimated Local Receipts in FY2020 and FY2021. In years prior to FY2020, Local Receipts exceeded budget by at least 5% resulting in revenue surplus that contributed to the undesignated fund balance. FY2019 Local Receipts exceeded budget significantly due to a particular high year for issuing building permits. This was a one-year bump only, however. FY2020 and FY2021 assumed higher than average building permits as well as high assumptions in other categories that resulted in revenue shortfalls. In addition, the COVID-19 pandemic contributed to loss of revenue in Local Receipts, primarily related to Meals Tax and Room Tax.



The table below show the history of local receipts budgeted versus actual by line.

	FY2021 Budget	FY2021 Actual	FY2020 Budget	FY2020 Actual	FY2019 Budget	FY2019 Actual	FY2018 Budget	FY2018 Actual	FY2017 Budget	FY2017 Actual
MOTOR VEHICLE EXCISE	8,675,000	8,322,896	8,573,024	8,430,661	8,470,400	8,573,025	8,520,000	8,586,689	8,135,000	8,519,812
OTHER EXCISE	0	0	0	0	0	0	0	0	0	0
a Meals	1,208,167	1,044,805	1,527,405	1,405,231	1,411,255	1,527,407	1,411,255	1,511,223	1,455,000	1,411,255
b Room	440,000	316,382	1,475,089	1,180,790	1,490,725	1,475,080	1,490,725	1,546,947	1,610,000	1,490,725
c Other	230,000	224,330	209,640	231,668	220,000	223,681	213,000	221,323	220,000	213,834
d Cannabis	350,000	408,693	0	0	0	0	0	0	0	0
PENALTIES AND INTEREST ON TAXES AND EXCISES	1,091,344	1,122,023	970,439	958,472	1,415,701	970,439	867,340	1,379,950	1,142,000	867,405
PAYMENTS IN LIEU OF TAXES	657,949	562,229	657,949	479,660	671,564	684,814	727,912	677,441	667,084	727,920
CHARGES FOR SERVICES - SOLID WASTE FEES	311,500	355,126	288,505	214,863	276,184	288,505	257,151	290,742	250,000	257,155
OTHER CHARGES FOR SERVICES	750,000	555,552	635,775	748,313	142,600	767,720	156,659	141,202	150,000	156,659
FEES	802,100	544,998	791,518	691,214	489,316	791,517	581,421	737,933	735,000	581,423
a Cannabis Impact Fee	50,000	50,000	50,000	100,000	0	0	0	0	0	0
RENTALS	178,723	181,076	166,816	170,277	159,532	166,816	158,778	163,748	176,100	158,779
DEPARTMENTAL REVENUE - SCHOOLS	500,000	500,000	755,000	500,000	800,000	755,000	800,000	762,500	800,000	800,000
DEPARTMENTAL REVENUE - LIBRARIES	25,000	751	36,650	24,380	30,000	36,650	31,355	36,089	30,000	31,355
DEPARTMENTAL REVENUE - CEMETRIES	180,000	0	0	0	0	0	0	0	0	0
DEPARTMENTAL REVENUE - RECREATION	450,000	334,795	456,045	466,003	535,062	456,045	463,095	431,337	465,000	463,096
OTHER DEPARTMENTAL REVENUE	100,000	147,684	114,898	101,746	76,204	114,898	237,447	131,628	98,000	247,500
LICENSES AND PERMITS	4,100,000	3,824,813	4,969,497	3,371,788	3,605,015	6,921,130	3,502,645	3,764,466	3,112,000	3,502,658
FINES AND FORFEITS	400,050	306,743	320,936	362,414	404,855	320,936	447,075	372,501	425,000	447,075
INVESTMENT INCOME	560,000	496,140	296,534	572,073	61,778	647,460	182,528	321,433	100,000	182,528
MEDICAID REIMBURSEMENT	1,500,000	936,389	1,517,959	1,042,100	2,100,000	1,517,959	1,700,000	2,005,528	1,450,000	1,770,962
MISCELLANEOUS RECURRING	301,600	202,946	305,923	235,159	308,358	305,923	190,510	314,075	217,792	190,511
MISCELLANEOUS NON-RECURRING	1,839,800	1,961,295	1,209,414	1,295,788	262,896	1,965,579	1,429,593	1,617,696	495,621	1,070,948
<b>TOTAL</b>	<b>24,701,233</b>	<b>22,399,466</b>	<b>25,329,016</b>	<b>22,582,660</b>	<b>22,931,445</b>	<b>28,510,604</b>	<b>23,369,289</b>	<b>25,014,451</b>	<b>21,733,597</b>	<b>23,091,600</b>

- b. For FY2023, a budget is recommended based on the average of FY2017 through FY2021. The next table shows the projected revenue for Local Receipts by line for FY2023 and references the change from the FY2022 budget.

	FY2023 Proposed	Difference Between FY2022 and FY2023 Budget	FY2022 Budget	Average Budget FY2017-FY2021	Average Actual FY2017-FY2021	Average Percent Difference FY2017-FY2021
MOTOR VEHICLE EXCISE	8,500,000	24,500	8,475,500	8,474,685	8,486,617	0.20%
OTHER EXCISE						
a.Meals	1,500,000	100,000	1,400,000	1,402,616	1,379,984	-1.84%
b.Room	1,200,000	600,000	600,000	1,301,308	1,201,987	-10.55%
c.Other	224,000	0	224,000	218,688	222,969	2.09%
d.Cannabis	800,000	300,000	500,000	70,000	81,739	3.35%
PENALTIES AND INTEREST ON TAXES AND EXCISES	1,000,000	-448,200	1,448,200	1,097,365	1,059,658	1.04%
PAYMENTS IN LIEU OF TAXES	604,302	0	604,302	676,492	628,413	-7.20%
CHARGES FOR SERVICES - SOLID WASTE FEES	360,000	0	360,000	276,668	281,278	1.77%
OTHER CHARGES FOR SERVICES	475,000	-288,875	763,875	367,007	473,889	84.94%
FEES	675,000	-115,400	790,400	679,871	669,389	4.61%
a.Cannabis Impact Fee	0	-213,667	213,667	20,000	30,000	20.00%
RENTALS	165,000	-13,897	178,897	167,990	168,139	0.25%
DEPARTMENTAL REVENUE - SCHOOLS	500,000	100,000	400,000	731,000	663,500	-8.82%
DEPARTMENTAL REVENUE - LIBRARIES	0	0	0	30,601	25,845	-17.74%
DEPARTMENTAL REVENUE - CEMETERIES	200,000	200,000	0	36,000	0	-20.00%
DEPARTMENTAL REVENUE - RECREATION	450,000	93,500	356,500	473,840	430,255	-9.09%
OTHER DEPARTMENTAL REVENUE	150,000	-83,970	233,970	125,310	148,691	39.00%
LICENSES AND PERMITS	3,800,000	-38,800	3,838,800	3,857,831	4,276,971	14.63%
FINES AND FORFEITS	360,000	-27,100	387,100	399,583	361,934	-8.52%
INVESTMENT INCOME	499,157	0	499,157	240,168	443,927	237.64%
MEDICAID REIMBURSEMENT	1,000,000	-451,000	1,451,000	1,653,592	1,454,588	-11.31%
MISCELLANEOUS RECURRING	250,000	-41,865	291,865	264,837	249,723	-0.86%
MISCELLANEOUS NON-RECURRING	1,000,000	-2,350,819	3,350,819	1,047,465	1,580,261	157.37%
TOTAL	23,712,459	-2,655,593	26,368,052	23,612,916	24,319,756	2.99%

Local receipts were particularly questioned by MassDOR in FY2022 and need to be projected conservatively. By presenting a conservative recommendation, the City will benefit two-fold. First, the City will avoid a revenue deficit, which would then need to be covered in the following year through the Levy or through service cuts. Second, revenue surplus will revert to Free Cash in the following fiscal year, allowing for a healthy cycle of Free Cash that can then be used to supplement the budget to provide for non-recurring services or be incorporated in capital planning. Two primary changes between FY2022 Local Receipts budget and the FY2023 Local Receipts budget is the drop in miscellaneous non-recurring revenue, which represent the use of \$2.4M of ARPA funds in FY2022 to replace revenue loss from the COVID-19 pandemic. All other adjustments in the budget reflect the average collection of receipts for specific line items.

Local Receipts

- Return to conservative estimates to avoid revenue shortfalls

- c. Looking ahead: Certain line items in Local Receipts will not longer be collected by the City beginning in FY2024, such as the rent for the Farley School Building totaling \$400,000. Other line items will need to be reviewed, such as the Impact Fee for Marijuana establishments. Those revenue sources may result in a readjustment to the base level for Local Receipts

6. State Aid

- a. State Aid distributions to Framingham have generally increased in the recent past. The increases, however, have not been uniform year over year. As the State Aid amounts have increased, the City's reliance on State Aid, has also increased.

State Aid

- Substantial increase proposed in the Governor's Budget
- Unreliability in year over year increases cautions against full use of increase to support operating expenses

Total Cherry Sheet State Aid By Year

	Fiscal Year	Final	Net Final	% Increase
Receipts	2017	\$53,043,013	\$46,225,314	
Charges/Assessments		\$6,817,699		
Receipts	2018	\$53,682,420	\$46,081,726	-0.31%
Charges/Assessments		\$7,600,694		
Receipts	2019	\$59,095,692	\$51,191,336	11.09%
Charges/Assessments		\$7,904,356		
Receipts	2020	\$63,102,775	\$54,860,807	7.17%
Charges/Assessments		\$8,241,968		
Receipts	2021	\$69,312,996	\$60,635,902	10.53%
Charges/Assessments		\$8,677,094		
Receipts	2022	\$69,729,344	\$60,800,050	0.27%
Charges/Assessments		\$8,929,294		
Receipts	2023			19.81%
Charges/Assessments				

The FY2023 Proposed Governor's State Aid includes a \$12M increase in State Aid, primarily in the Chapter 70 (School Aid) line. The Proposed Governor's State Aid increase accounts for more than half of the increase in projected revenue for FY2023. As seen in the table below, past experience shows that the Governor's budget is a good approximation of the final State Aid budget. The House Preliminary Budget has been released, which would increase the State Aid bottom line budget by approximately \$200,000. However, it is prudent to wait until the Senate Preliminary budget prior to adjusting budget projections.

	Fiscal Year	Governor's	Net Governor's	House Preliminary	Net House	Senate Preliminary	Net Senate	Final	Net Final	% Increase
Receipts	2017	\$51,543,014	\$44,787,592	\$51,238,532	\$44,341,976	\$52,951,632	\$46,055,076	\$53,043,013	\$46,225,314	
Charges/Assessments		\$6,755,422		\$6,896,556		\$6,896,556		\$6,817,699		
Receipts	2018	\$53,479,723	\$46,137,715	\$53,636,253	\$46,136,973	\$53,647,394	\$46,135,132	\$53,682,420	\$46,081,726	-0.31%
Charges/Assessments		\$7,342,008		\$7,499,280		\$7,512,262		\$7,600,694		
Receipts	2019	\$58,237,963	\$50,580,099	\$58,500,768	\$50,681,547	\$59,095,507	\$51,275,146	\$59,095,692	\$51,191,336	11.09%
Charges/Assessments		\$7,657,864		\$7,819,221		\$7,820,361		\$7,904,356		
Receipts	2020	\$62,039,064	\$53,641,482	\$62,266,369	\$54,013,578	\$63,087,630	\$54,808,294	\$63,102,775	\$54,860,807	7.17%
Charges/Assessments		\$8,397,582		\$8,252,791		\$8,279,336		\$8,241,968		
Receipts	2021	\$69,112,379	\$60,612,399	\$69,192,671	\$60,692,691	\$69,202,133	\$60,702,153	\$69,312,996	\$60,635,902	10.53%
Charges/Assessments		\$8,499,980		\$8,499,980		\$8,499,980		\$8,677,094		
Receipts	2022	\$69,807,623	\$60,729,970	\$69,589,642	\$60,719,517	\$69,580,645	\$60,792,879	\$69,729,344	\$60,800,050	0.27%
Charges/Assessments		\$9,077,653		\$8,870,125		\$8,787,766		\$8,929,294		
Receipts	2023	\$82,707,592	\$72,845,367	\$82,760,518	\$73,055,569		\$0			19.81%
Charges/Assessments		\$9,862,225		\$9,704,949						

Note: FY2021 had a preliminary and revised Governor's Budget and the Final Budget differed from Conference. This analysis looks at the revised Governor's and the Final Budgets. A number of fiscal years had a Final Budget that Differed from Conference. This analysis uses the Final Budget rather than Conference.

- b. Looking ahead: The City should be cautious. To the extent that FY2023 State Aid is significantly higher than in FY2022, the expenditure budget recommendation for the increase should be evaluated to determine the level of confidence that the budget will be supportable going forward and the effect on revenue or services if State Aid is not increased commensurate with maintenance of the services going forward.

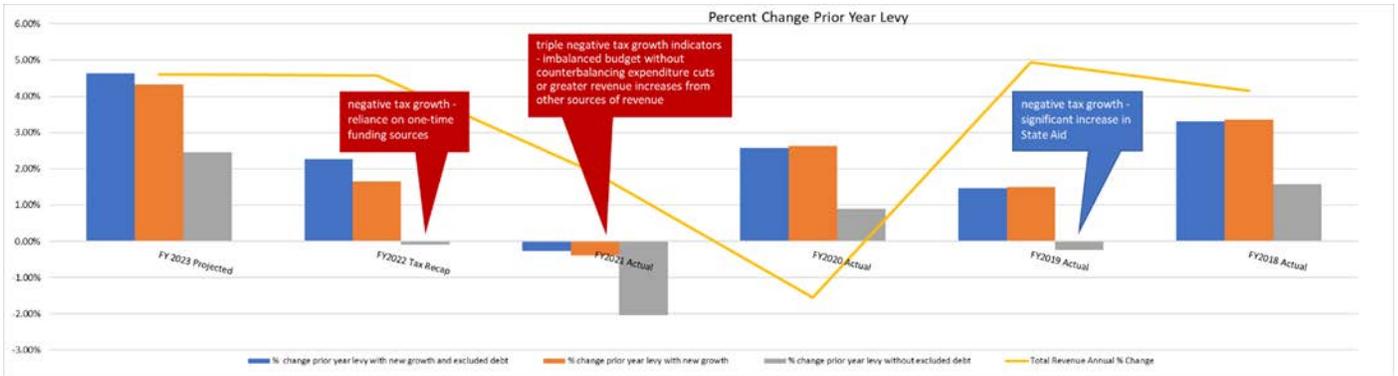
7. Tax Levy

- a. New Growth: New growth has been stable at just under 1% of the levy for each of the past 5 years, including during the COVID-19 pandemic. The New Growth projection for FY2023 is in line with prior year New Growth.

New Growth as a Percent of Prior Year Levy

FY 2023 Projected	FY2022 Tax Recap	FY2021 Actual	FY2020 Actual	FY2019 Actual	FY2018 Actual
0.91%	0.97%	0.96%	0.94%	0.92%	0.96%

- b. Year-over-year tax levy: the City has not maintained consistent year-over-year tax levies, with 3 of the last 5 years showing a negative levy after accounting for New Growth and for excluded debt. While reducing the tax levy can be beneficial because it maintains unraised tax levy, the City may wish to consider the level of the unraised tax levy and the consequences to the operating budget of tax levy decreases. Of the last 5 fiscal years, Framingham had 3 years with effective tax levy decreases. In FY2019, the City experienced a negative tax levy, relying on a significant State Aid increase to balance its budget. In FY2021, the City faced potential fiscal consequences of the COVID-19 pandemic. FY2021 showed tripled tax growth indicators. This means that, even taking into consideration the effect of excluded debt and new growth, the City cut its tax revenue. In FY2021, there were cuts made to the expenditures budget and there was a strong reliance on one-time funding to balance the budget. In FY2022, the City once again showed a negative year over year tax levy and once again relied on one-time sources of funding to balance the budget.



The FY2023 projected revenue raises the tax levy by the allowable 2.5%, accounts for New Growth, and increases taxes to meet the authorized excluded debt. Balancing the FY2023 budget will be difficult even with a 2.5% increase in the levy, because of the

Tax Levy

- 1% projection for New Growth
- 2.5% increase in tax levy

elimination of one-time revenue and the reduction in non-recurring revenue to fund operations.

- c. Looking ahead: a strong economic development plan is necessary to provide for consistent New Growth. In addition, formulating multi-year expense projections will help with more predictable tax levies.

1. Enterprise Fund

a. Deficit Position

The Water and Sewer Enterprise Fund has operated at a deficit. For the past few years, the City has used one-time and non-recurring revenue as well as retained earnings to fund the Fund's operating and capital budget.

MassDOR has allowed to City to amortize its FY2020 deficit of \$1.3M over 3 years beginning in FY2022. However, because the Enterprise Fund is still showing a deficit and the deficit increased in FY2021, MassDOR will not allow the amortization in FY2023. The budget for the Enterprise Fund includes a full repayment of the deficit as of the end of FY2021 totaling \$3.3M. A continuing revenue to expenditure gap was anticipated in FY2022, which was bridged with one-time ARPA funding totaling \$6.35M, bringing the total anticipated revenue shortfall for FY2023 at \$10M. Beginning in FY2023, the City must operate the Enterprise Fund at a surplus and recover the retained earnings deficit through water and sewer rates. Otherwise, MassDOR will require that the City raise the deficit from the Tax Levy. To that end, the draft Enterprise Fund expenditures budget will be level funded - including assuming no increase in debt service for FY2023 - with two exceptions. First the Enterprise Fund budget will reflect the transfer of positions that are currently funded through capital projects into the operating budget. These positions are currently being funded through debt rather than the tax levy, a practice that the City should consider ending. The second exception is the full repayment of the deficit. If rates are raised to match the expenditures budget, the City should be able to bring the Enterprise Fund out of deficit and have sufficient room for gradual increases in rates in coming years. The required rate increase will also depend on the FY2022 realized revenue, which is still being projected.

Enterprise Fund – return to sustainability

- *Bring capital funded positions into operating budget*
- *No new debt service for FY2023*
- *Budget full repayment of deficit*
- *Eliminate reliance on non-recurring revenue*

- b. Looking ahead: Projected rates and a revenue model for the Enterprise Fund will be reviewed at a public meeting on May 19 and a public hearing in June.

c. FY2023 Expense Budget

Below are the FY2023 budgets for the Sewer and Water Enterprise Fund. Each Enterprise Fund salary line includes the addition of 1 senior project manager and .33 capital projects director from capital projects to the operating budget. With respect to other staff, the Enterprise fund is facing the same challenges are other departments within the Public Works Division with a shortage of employees with Commercial Drivers Licenses. Expenses are budgeted at level service. The Debt Service line is recommended to be budget as close to level fund as possible with FY2022. The debt service is dropping in FY2023 but will increase again when projects that were appropriated but have not been completed are bonded. There are 16 open projects in the Sewer and Water Enterprise Fund totaling \$16.5 million. The FY2023 capital recommendation for Sewer and Water is similar to Public Works, with FY2023 as a year with fewer appropriations to allow projects already appropriated to be completed, while maintaining the Sewer and Water infrastructure. Sewer infrastructure projects include sewer improvements at Cedar Street for \$110,000, Sewer Pump Station Rehabilitation at Gates Street and Garvey Street totaling \$1.4 million, various sewer system improvements and repairs throughout the City totaling \$803,000, sewer pump station equipment replacement and a sanitary sewer evaluation study report for \$500,000. The water infrastructure projects recommended for funding in FY2023 include the Cedar Street area water improvements for \$1,765,500, Merriam Hill and Goodnow Water tank rehabilitation for \$400,000 and fire flow restoration and improvement for \$800,000.

The expense budgets include a line for indirect costs, which are costs budgeted within the General Fund but covered by the Enterprise Fund. The indirect cost calculation is currently being reviewed to determine the exact amount of General Fund expenses to be allocated to the Enterprise Fund.

Water and Sewer Enterprise Fund

- *Operating Budget*
  - *Add \$122,000 to each budget to bring 1 senior project manager and .33 of capital projects director from capital projects to operating budget.*
  - *Shortage of qualified labor*
  - *Level Service expenses*
  - *Level Budget Debt Service*
  - *Include repayment of full deficit as directed by Massachusetts Department of Revenue*
- *Capital Budget*

### Sewer Operating Budget

	FY21 Actual	FY22 Budget	FY23 Budget	FTE	\$ Change	% Change
<b>Sewer Enterprise Fund</b>						
Salary & Wages - Regular	\$ 1,966,437	\$ 2,188,695	\$ 2,380,933		\$ 192,238	8.78%
Salary & Wages - Overtime	\$ 226,365	\$ 203,089	\$ 211,744		\$ 8,655	4.26%
Other Reimbursements	\$ 33,128	\$ 36,800	\$ 34,550		\$ (2,250)	-6.11%
LIUNA Pension Contribution	\$ 71,833	\$ 100,623	\$ 95,865		\$ (4,758)	-4.73%
Health Insurance	\$ 180,691	\$ 327,581	\$ 350,512		\$ 22,931	7.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 2,478,454</b>	<b>\$ 2,856,788</b>	<b>\$ 3,073,604</b>		<b>\$ 216,816</b>	<b>7.59%</b>
Maintenance - Buildings	\$ 76,868	\$ 65,500	\$ 100,425		\$ 34,925	53.32%
Maintenance - Equipment	\$ 14,063	\$ 43,810	\$ 43,760		\$ (50)	-0.11%
Maintenance - Vehicles	\$ 50,344	\$ 52,716	\$ 52,716		\$ -	0.00%
Maintenance - Software	\$ 32,788	\$ 37,790	\$ 38,575		\$ 785	2.08%
Maintenance - Sewer Infrastructure	\$ 155,871	\$ 180,000	\$ 168,000		\$ (12,000)	-6.67%
Equipment Rental	\$ 23,898	\$ 16,200	\$ 11,200		\$ (5,000)	-30.86%
Easements - CSX	\$ 21,493	\$ 22,400	\$ 24,085		\$ 1,685	7.52%
Disposal - Construction Materials	\$ 48,058	\$ 50,500	\$ 54,000		\$ 3,500	6.93%
Septage Removal	\$ 2,879	\$ 8,500	\$ 6,000		\$ (2,500)	-29.41%
Professional and Technical Services	\$ 95,467	\$ 134,025	\$ 117,915		\$ (16,110)	-12.02%
Legal Fees and Settlements	\$ 371	\$ 20,000	\$ 30,000		\$ 10,000	50.00%
Bond Preparation	\$ -	\$ -	\$ -		\$ -	
Testing	\$ 5,082	\$ 8,500	\$ 8,500		\$ -	0.00%
Pump Station Chemicals	\$ 24,864	\$ 32,000	\$ 36,000		\$ 4,000	12.50%
Printing and Communications	\$ 33,315	\$ 57,108	\$ 35,653		\$ (21,455)	-37.57%
Phone and Alarm	\$ 10,469	\$ 10,664	\$ 9,430		\$ (1,234)	-11.57%
Police Details	\$ 62,930	\$ 75,040	\$ 75,040		\$ -	0.00%
Supplies - Office	\$ 9,103	\$ 9,200	\$ 9,200		\$ -	0.00%
Supplies - Building	\$ 3,973	\$ 10,000	\$ 7,000		\$ (3,000)	-30.00%
Supplies - Vehicles	\$ 68,656	\$ 49,785	\$ 49,785		\$ -	0.00%
Supplies - Public Works	\$ 172,073	\$ 182,000	\$ 183,000		\$ 1,000	0.55%
Fuel	\$ 66,795	\$ 73,634	\$ 94,650		\$ 21,016	28.54%
Education, Training, Dues, etc.	\$ 21,422	\$ 27,520	\$ 40,720		\$ 13,200	47.97%
Miscellaneous	\$ 705	\$ 1,156	\$ 1,156		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 1,001,487</b>	<b>\$ 1,168,048</b>	<b>\$ 1,196,810</b>		<b>\$ 28,762</b>	<b>2.46%</b>
Electricity	\$ 297,921	\$ 316,440	\$ 346,362		\$ 29,922	9.46%
Natural Gas	\$ 38,898	\$ 38,343	\$ 37,266		\$ (1,077)	-2.81%
<b>Total Energy</b>	<b>\$ 336,819</b>	<b>\$ 354,783</b>	<b>\$ 383,628</b>		<b>\$ 28,845</b>	<b>8.13%</b>
<b>Operating Capital</b>	<b>\$ 120,132</b>	<b>\$ 75,803</b>	<b>\$ 105,803</b>		<b>\$ 30,000</b>	<b>39.58%</b>
<b>MWRA Assessment</b>	<b>\$ 13,209,393</b>	<b>\$ 13,764,605</b>	<b>\$ 13,770,784</b>		<b>\$ 6,179</b>	<b>0.04%</b>
<b>Debt Service</b>	<b>\$ 11,624,087</b>	<b>\$ 11,246,272</b>	<b>\$ 10,335,117</b>		<b>\$ (246,272)</b>	<b>-2.19%</b>
Debt Service Levelling			\$ 664,883			
<b>Indirects</b>	<b>\$ -</b>	<b>\$ 1,687,000</b>	<b>\$ 1,687,000</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Amortization of Fund Deficit</b>		<b>\$ 332,500</b>	<b>\$ 3,303,551</b>		<b>\$ 2,971,051</b>	<b>893.55%</b>
<b>Town/School Sewer Usage</b>	<b>\$ 47,306</b>	<b>\$ 72,500</b>	<b>\$ 72,500</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 28,817,677</b>	<b>\$ 31,558,299</b>	<b>\$ 34,593,680</b>		<b>\$ 3,035,381</b>	<b>9.62%</b>

### Sewer Capital Budget

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Z Sewer Enterprise	Cedar St Sewer Improvements	\$ 110,000	\$ 110,000	Bond			
Z Sewer Enterprise	Consolidated Vehicle/Equipment - Sewer	\$ 685,000					
Z Sewer Enterprise	Edgell Road Force Main Abandonment and Sewer Replacement - Design and Construction	\$ 556,500				\$ 556,500	Bond
Z Sewer Enterprise	Gates Street Sewer Pump Station Rehabilitation - Design & Construction	\$ 2,250,000	\$ 330,000	Bond		\$ 1,950,000	Bond
Z Sewer Enterprise	Lomas Dr. Pump Station Replacement- Design	\$ 296,000				\$ 296,000	Bond
Z Sewer Enterprise	Pleasant St Area Sewers Phase 1 - Construction	\$ 6,083,000					
Z Sewer Enterprise	Sewer Defects Repairs Ph 3 – Design & Construction	\$ 1,063,450	\$ 400,000	Bond			
Z Sewer Enterprise	Sewer Pump Stations Eqpt Replacements - FY23	\$ 545,600	\$ 920,000	Bond			
Z Sewer Enterprise	SSES Report, Ph #7 - Study	\$ 500,000	\$ 500,000	Bond			
Z Sewer Enterprise	Various Sewer Improvements - FY23	\$ 403,700	\$ 403,700	Bond			
Z Sewer Enterprise	Worcester Rd Sewer Phase II - Construction	\$ 3,732,700					
Z Sewer Enterprise	Flanagan SPS Replacement - Construction				\$ 2,135,000	\$ 2,135,000	Bond
Z Sewer Enterprise	Lowther Rd SPS Replacement - Design				\$ 290,000	\$ 290,000	Bond
Z Sewer Enterprise	SCADA Master Plan				\$ 100,000		
Z Sewer Enterprise	Arlington St Area Sewers Ph 1 - Construction				\$ 1,443,000		
Z Sewer Enterprise	Arlington St Sewers Ph 2 & 3 - Design				\$ 160,000		
Z Sewer Enterprise	Consolidated Vehicle/Equipment - Sewer				\$ 373,500	\$ 250,000	Retained Earnings/ Bond
Z Sewer Enterprise	Edgell Rd Corridor Sewers - Design				\$ 750,000	\$ 750,000	Bond
Z Sewer Enterprise	Garvey Rd Sewer Pump Station Replacement - Construction		\$ 1,100,000	Bond	\$ 1,100,000		
Z Sewer Enterprise	Walnut St Sewer Force Main and sewer gravity to EFSIP ( Grant St) Construction				\$ 6,000,000	\$ 6,000,000	Bond
<b>Z Sewer Enterprise Total</b>		<b>\$ 16,225,950</b>	<b>\$ 3,763,700</b>		<b>\$ 15,176,500</b>	<b>\$ 12,227,500</b>	

## Water Operating Budget

	FY23 Budget	FTE	\$ Change	% Change	FY23 Budget	FTE	\$ Change	% Change
<b>Water Enterprise Fund</b>								
Salary & Wages - Regular	\$ 2,433,539		\$ 156,141	6.86%	\$ 2,433,539		\$ 156,141	6.86%
Salary & Wages - Overtime	\$ 410,354		\$ 23,764	6.15%	\$ 410,354		\$ 23,764	6.15%
Other Reimbursements	\$ 42,920		\$ (2,000)	-4.45%	\$ 42,920		\$ (2,000)	-4.45%
LIUNA Pension Contribution	\$ 115,685		\$ (2,272)	-1.93%	\$ 115,685		\$ (2,272)	-1.93%
Health Insurance	\$ 428,151		\$ 28,010	7.00%	\$ 428,151		\$ 28,010	7.00%
<b>Total Salary &amp; Wages</b>	<b>\$ 3,430,649</b>		<b>\$ 203,643</b>	<b>6.31%</b>	<b>\$ 3,430,649</b>		<b>\$ 203,643</b>	<b>6.31%</b>
Maintenance - Buildings	\$ 73,335		\$ 22,835	45.22%	\$ 73,335		\$ 22,835	45.22%
Maintenance - Equipment	\$ 26,233		\$ (2,000)	-7.08%	\$ 26,233		\$ (2,000)	-7.08%
Maintenance - Vehicles	\$ 39,000		\$ -	0.00%	\$ 39,000		\$ -	0.00%
Maintenance - Software	\$ 42,491		\$ 9,651	29.39%	\$ 42,491		\$ 9,651	29.39%
Maintenance - Water Infrastructure	\$ 110,000		\$ 10,000	10.00%	\$ 110,000		\$ 10,000	10.00%
Equipment Rental	\$ 5,000		\$ -	0.00%	\$ 5,000		\$ -	0.00%
Easements - CSX	\$ 3,237		\$ 137	4.42%	\$ 3,237		\$ 137	4.42%
Disposal - Construction Materials	\$ 70,000		\$ -	0.00%	\$ 70,000		\$ -	0.00%
Professional and Technical Services	\$ 118,209		\$ (5,816)	-4.69%	\$ 118,209		\$ (5,816)	-4.69%
Legal Fees and Settlements	\$ 10,000		\$ -	0.00%	\$ 10,000		\$ -	0.00%
Bond Preparation	\$ -		\$ -	0.00%	\$ -		\$ -	0.00%
Chemicals	\$ -		\$ (1,000)	-100.00%	\$ -		\$ (1,000)	-100.00%
Printing and Communications	\$ 37,433		\$ (23,038)	-38.10%	\$ 37,433		\$ (23,038)	-38.10%
Phone and Alarm	\$ 6,721		\$ (1,838)	-21.47%	\$ 6,721		\$ (1,838)	-21.47%
Police Details	\$ 93,500		\$ 13,500	16.88%	\$ 93,500		\$ 13,500	16.88%
Supplies - Office	\$ 6,540		\$ (2,250)	-25.60%	\$ 6,540		\$ (2,250)	-25.60%
Supplies - Building	\$ 7,000		\$ (3,000)	-30.00%	\$ 7,000		\$ (3,000)	-30.00%
Supplies - Vehicles	\$ 60,000		\$ 10,000	20.00%	\$ 60,000		\$ 10,000	20.00%
Supplies - Public Works	\$ 400,700		\$ 77,850	24.11%	\$ 400,700		\$ 77,850	24.11%
Fuel	\$ 116,119		\$ 27,700	31.33%	\$ 116,119		\$ 27,700	31.33%
Education, Training, Dues, etc.	\$ 42,650		\$ 17,500	69.58%	\$ 32,650		\$ 7,500	29.82%
Miscellaneous	\$ 1,269		\$ -	0.00%	\$ 1,269		\$ -	0.00%
					\$ -		\$ -	0.00%
<b>Total Operating Expenses</b>	<b>\$ 1,269,437</b>		<b>\$ 150,231</b>	<b>13.42%</b>	<b>\$ 1,259,437</b>		<b>\$ 123,050</b>	<b>10.99%</b>
Electricity	\$ 328,007		\$ 527	0.16%	\$ 337,304		\$ 9,824	3.00%
Natural Gas	\$ 25,937		\$ 2,520	10.76%	\$ 19,904		\$ (3,513)	-15.00%
<b>Total Energy</b>	<b>\$ 353,944</b>		<b>\$ 3,047</b>	<b>0.87%</b>	<b>\$ 357,209</b>		<b>\$ 6,312</b>	<b>1.80%</b>
<b>Operating Capital</b>	<b>\$ 172,716</b>		<b>\$ 30,000</b>	<b>21.02%</b>	<b>\$ 172,716</b>		<b>\$ 30,000</b>	<b>21.02%</b>
					\$ -		\$ -	0.00%
<b>MWRA Assessment</b>	<b>\$ 9,531,024</b>		<b>\$ 243,356</b>	<b>2.62%</b>	<b>\$ 9,531,024</b>		<b>\$ 243,356</b>	<b>2.62%</b>
<b>DEP Assessment</b>	<b>\$ 21,000</b>				<b>\$ 21,000</b>		<b>\$ -</b>	<b>0.00%</b>
					\$ -		\$ -	0.00%
<b>Debt Service</b>	<b>\$ 9,224,163</b>		<b>\$ (51,173)</b>	<b>-0.54%</b>	<b>\$ 9,224,163</b>		<b>\$ (44,438)</b>	<b>-0.47%</b>
Debt Service Levelling	\$ 235,837				\$ 242,572			
<b>Indirects</b>	<b>\$ 1,820,800</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 1,820,800</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Amortization of Fund Deficit</b>	<b>\$ -</b>		<b>\$ (167,500)</b>	<b>-100.00%</b>	<b>\$ -</b>		<b>\$ (167,500)</b>	<b>-100.00%</b>
<b>Town/School Sewer Usage</b>	<b>\$ 102,500</b>		<b>\$ -</b>	<b>0.00%</b>	<b>\$ 102,500</b>		<b>\$ -</b>	<b>0.00%</b>
<b>Total</b>	<b>\$ 26,162,070</b>		<b>\$ 411,604</b>	<b>1.60%</b>	<b>\$ 26,162,070</b>		<b>\$ 394,423</b>	<b>1.53%</b>

### Water Capital Budget

Department	Project	FY2023	FY2023 Recommended	Funding Source	FY2024	FY2024 Recommended	Funding Source
Z Water Enterprise	Cedar St Area Water Improvements	\$ 1,765,500	\$ 1,765,500	Bond			
Z Water Enterprise	Edgell Road Water Main improvements - south of Belknap - Construction	\$ 544,500				\$ 544,500	Bond
Z Water Enterprise	Fire Flow Restoration and Improvement Program - FY23	\$ 1,100,000	\$ 800,000	Bond		\$ 300,000	Bond
Z Water Enterprise	Merriam Hill and Goodnow Water Tank Rehabilitation	\$ 2,430,000	\$ 400,000	Bond		\$ 2,450,000	Bond
Z Water Enterprise	Pleasant St and Temple St Water Mains - Construct Ph 1	\$ 3,470,000				\$ 3,470,000	Bond
Z Water Enterprise	Worcester Rd Phase II - Construction	\$ 4,510,300					
Z Water Enterprise	Consolidated Vehicle/Equipment - Water				\$ 237,000	\$ 237,000	Retained Earnings/ Bond
<b>Z Water Enterprise Total</b>		<b>\$ 14,485,300</b>	<b>\$ 2,965,500</b>		<b>\$ 5,985,000</b>	<b>\$ 7,001,500</b>	