

# TOWN OF BOURNE FISCAL YEAR 2022 BUDGET AND CAPITAL PROGRAM

RESPECTFULLY SUBMITTED  
ANTHONY SCHIAVI  
TOWN ADMINISTRATOR



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# TOWN ADMINISTRATOR

Budget Timeline

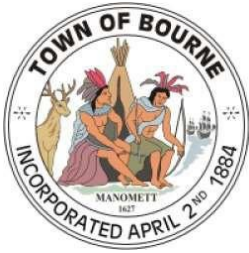
Budget Message

Long Term Financial Plan

Organizational Charts

# FY22 Budget-TM Timeline

	Task Name	No later than date	Reference	Duration	Start	Finish	% Complete	Status
1	BoS Votes Dates to Open and Close FTM Warrant			1d	08/04/20	08/04/20	100%	Complete
2	BOS Open the Fall Town Meeting Warrant	10/22/20		35d	08/10/20	09/25/20	100%	Complete
3	Free Cash Certification and Approval			7d	09/11/20	09/21/20	100%	Complete
4	TA and Finance Director Develop Budget Instructions			10d	09/21/20	10/02/20	100%	Complete
5	TA and Finance Director Issue Budget Instructions, Forms, etc			1d	10/08/20	10/08/20	100%	Complete
6	Departments Develop Budgets and submit to the TA/Finance Director	12/08/20	Bylaw Sec 1.2.7	16d	10/09/20	10/30/20	100%	Complete
7	Present Draft Warrant Articles to the BoS			1d	10/06/20	10/06/20	100%	Complete
8	Special Town Meeting Warrant Finalized with Motions			1d	10/09/20	10/09/20	100%	Complete
9	BoS vote final warrant and vote to post the Warrant			1d	10/20/20	10/20/20	100%	Complete
10	Warrant Posted by the Constable	11/02/20		1d	10/23/20	10/23/20	100%	Complete
11	Finance Dept inputs Department Data into Softwrite			4d	11/03/20	11/06/20	100%	Complete
12	NLT date to publish Voter Handbook			1d	11/06/20	11/06/20	100%	Complete
13	TA and Finance Director hold Departmental Reviews			13d	11/09/20	11/25/20	100%	Complete
14	Fall Special Town Meeting			1d	11/16/20	11/16/20	100%	Complete
15	Prior year financial review presented to the BoS/Fincom-Finance Director and TA			1d	12/08/20	12/08/20	100%	Complete
16	Tax Classification Hearing Held			1d	12/01/20	12/01/20	100%	Complete
17	Finance Dept updates Departmental Budgets			5d	11/30/20	12/04/20	100%	Complete
18	TA Prepares Budget for Presentation to BoS			19d	12/07/20	12/31/20	100%	Complete
19	BoS votes to Open ATM and STM warrants and votes the dates they will close			1d	01/05/21	01/05/21		
20	TA Presents Operating and Capital Budgets to BoS	01/15/20	Bylaw Sec 1.2.7/Charter 7-1	1d	01/05/21	01/05/21		
21	Board of Selectmen Budget and Capital Program Review			1d	01/12/21	01/12/21		
22	Board of Selectmen Budget and Capital Program Review			1d	01/19/21	01/19/21		
23	Board of Selectmen Budget and Capital Program Review			1d	01/26/21	01/26/21		
24	BoS forward budget and capital plan to Fincom	02/01/20	Bylaw Sec. 1.2.7	1d	02/02/21	02/02/21		
25	Warrant Closes - Annual Town Meeting	03/12/21	Charter 2-5;No <50 days	1d	02/26/21	02/26/21		
26	Warrant Closes - Special Town Meeting	04/08/21	Charter 2-5;No <25 days	1d	02/26/21	02/26/21		
27	School Budget voted at School Committee Meeting			1d	04/01/21	04/01/21		
28	Fincom report available at TH and Library	>21 days before ATM	Charter 7-4	1d	04/12/21	04/12/21		
29	ATM Voter Handbook available at TH and Library	>15 days before ATM	Charter 2-5	1d	04/16/21	04/16/21		
30	Post Warrant for Special Town Meeting	04/19/21	NLT 14 days prior	1d	03/30/21	03/30/21		
31	Post Warrant for Annual Town Meeting	04/26/21	NLT 7 days prior	1d	03/30/21	03/30/21		
32	Annual and Special Town Meeting	First Monday in May	Bylaw Sec 1.1.1	1d	05/03/21	05/03/21		



# TOWN OF BOURNE

Town Administrator  
24 Perry Avenue – Room 101  
Buzzards Bay, MA 02532  
[www.townofbourne.com](http://www.townofbourne.com)



Anthony E. Schiavi  
Town Administrator

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December 31, 2020

The Honorable Board of Selectmen  
Town of Bourne - Town Hall  
24 Perry Avenue  
Buzzards Bay, MA 02532

Dear Honorable Board Members:

As required by the Town of Bourne Charter, I am forwarding the proposed Fiscal Year 2022 (FY22) Operating Budget and Capital Program along with this budget message. This message includes a summation of projected revenues, anticipated expenditures and presents a **structurally** balanced budget for FY22, the towns first in at least 15 years. As mentioned in my budget message last year, I plan to bring a requirements/outcomes focused approach to developing an operating budget that will truly reflect a **policy document and statement of community values**. The FY22 budget represents the next step in that process as we will be publishing along with the budget, a budget book that will outline departmental descriptions, organizational structure, accomplishments from the prior year, and goals and investments planned moving forward; matching these planned investments to the newly developed Strategic Plan. Only in this way, matching resources to goals, will we be able to accomplish the needed investments outlined in the plan and prevent it from becoming simply a “paper” exercise.

The Town of Bourne remains in a good financial position overall with healthy reserves and an operating budget that maintains a “core” level of service to the community across all departments, while at the same time beginning the investments needed to address the town’s organizational construct. We continue to monitor the issue I highlighted last year in that certain “fixed costs” are rising faster than the rise in our revenue projections and the resultant pressure it puts on the operating budget. In that regard, we plan to investigate areas where we can generate internal savings that can then be reinvested back into the budget or used to support certain initiatives, e.g. considering an energy performance contract, further consolidating our energy contracts with the schools to achieve better rates.

Bourne continues to adhere to and remain in compliance with its financial policies as presented by the Finance Director in our recent FY20 financial review presentation. As I have stated since my arrival, in addition to structurally balancing the budget, one of my top goals along with the finance team is to have Bourne achieve the Government Finance

Officers Association (GFOA) “Distinguished Budget Presentation Award”. Although there are a number of steps we would need to accomplish in getting us to this level, the two most urgent ones were to structurally balance the operating budget, and move away from using the operating budget to fund capital debt service costs. Neither of these is considered a financial best practice, and are generally frowned upon. To that end, in addition to structurally balancing the budget for FY22, the Fall 2020 Special Town Meeting approved our request to move \$3M in free cash to the Capital Stabilization Fund for the purpose of paying the debt service on future capital borrowing, thereby relieving the operating budget of that stressor. Changes such as this will generate the need to re-work the town’s financial policy in order to bring them in line with, and to support this shift in focus and better align us with the future landscape while providing sound guidance for long-term sustainability. These moves or shifts in our business practices will also support our goal to protect the town’s strong credit and to position us to sustain and/or improve our bond rating to AAA.

I would like to highlight that even with our efforts and success in presenting a structurally balanced budget, we remained true to widely accepted practice of municipal finance to use a conservative approach to revenue estimates. To use this approach during normal times is important, but in the midst of an unprecedented pandemic, it is even more important. Thankfully, we received the final FY21 state budget in time for this budget presentation. Like last year, these state revenue numbers are carried forward for FY22. This approach is not only generally conservative, it also adds needed stability to the budget process by avoiding the tendency to “chase” hopeful revenue increases during the state budget development process. There is no avoiding the fact that the state budget process is subject to many political influences, none of which are in our control. In fact, it has become more common place that the state budget isn’t even final until well after the start of the fiscal year. Lastly, when and where the pandemic bottoms out as it relates economically, means that the fallout may not truly be felt until FY22 or even later.

For the reasons noted above, total general fund revenue estimates for the FY22 operating budget are expected to increase by 2.04% or \$1,548,985, which is slightly less than FY21. The main difference here, as compared to FY21, is that **zero dollars** of free cash was used to bring the FY22 budget into structural balance. It was not an especially easy task to get us here, given the long standing practice of using free cash to support the operating budget. I want to commend the finance team, Board of Selectmen, Finance Committee and others for their support. My finance team is to be especially thanked as they took my “tall order” to get us here faster not slower, and their counsel, ideas and ingenuity are to be especially recognized. Given that we made a number of major movements in the FY21 budget, it was especially important to get us to this point as we shift our methodology to one where free cash will now be used as intended; for those one-time, non-recurring expenses, such as funding capital projects and replenishing other reserves. This again underscores the need to refine our financial policy toward this new way of thinking and executing the town’s financial program.

As mentioned earlier, increases in “fixed” and “must pay” costs can quickly gobble up the available revenue, thereby decreasing the amount available for town/school expenses. The most notable increases were Health Insurance (3%), County Pension Assessment (3.33%), Insurances (3%) and contractual increases (2% town). It should be noted that although I negotiated a one-year extension to the Bourne Fire Department contract for FY21, contract negotiations will be commencing soon and will cover Fiscal Years 2022-2024.. In addition,

I will be negotiating several other individual contracts. You will see in the budget documents that I have established a contractual reserve line in the Town Administrator's section for this purpose. Likewise, the Bourne teacher's contract is also due to expire on June 30, 2021. The cumulative impact of these moving parts, are not fully known at this time.

For FY22, overall general government expenses are estimated to rise 2.95%, compared to 0.03% in FY21. The FY21 budget reflected our first major move toward future balancing of the operating budget (structurally), and requiring department heads to produce more accurate and realistic appropriation requests. The town's strategic plan began in FY20, with major progress being made at our retreat last summer and that work will be reflected in the new budget book due out later in January 2021. In addition to this work, I spent considerable time looking at the town's organizational structure and determining if there were any deficiencies, beyond some already identified, e.g. human resources, that needed addressing in FY22 in preparation for future initiatives. In this regard, two additional areas were identified; information technology and facilities. All three are vitally important and specialized to a degree, requiring personnel whose experience, training and education make them especially suited to the role. In addition, all three can be considered for potential partnership with the Schools, with some conversations having already occurred. Although an economic development position remains on the organizational chart, it will be looked at in FY23+ as we anticipate additional sources down the road. Funding will remain budgeted for consultant services in this area in the interim.

Similar to last year, I have met with and had discussions with the Superintendent of Bourne Public Schools (BPS) and staff regarding the BPS budget for FY22 and the plan for shifting our process to release additional revenue strains in the operating budget in the coming few years. In regards to opportunities to share high level, specialized positions like HR, IT and Facilities, we agreed that the town side would shoulder the cost burden to get this going on behalf of both of our interests in these important areas.

I am comfortable with both the revenue and expense budgets for the Integrated Solid Waste Management (ISWM) enterprise fund for FY22. The big news on the horizon for ISWM will be waiting for an answer on the extension to its operating permit, the application being sent to the Department of Environmental Protection this past fall. The Sewer Enterprise fund on the other hand will be looking at its most significant change since its inception. Most notably will be the addition of the new Waste Water Treatment Facility (WWTF) which will become operational right around the beginning of FY22. An additional sewer technician is being added in the FY22 budget as there is currently only one employee in the sewer division. As an offset to the added personnel cost, the Operations Manager has been moved fully to the DPW budget. The true operational costs for the new plant are still being worked on and its impact to the overall enterprise fund must be looked at in concert with the town's current agreement with Wareham, as well as, anticipated future capital expenses planned at their plant.

The Capital Outlay committee has not quite finished its process that will result in its recommendation to myself, the Board of Selectmen and the Finance Committee. What follows is my recommendation for the FY22 Capital Program. It proposes \$1,664,010 in Free Cash for Town and School Capital projects/items. It is further proposed that \$200,000 be used from the Waterways Fund and \$1,002,500 from enterprise retained earnings for

capital purchases. Total recommended capital funding for FY22 is \$2,866,510. This plan aligns with our strategy to move capital costs out of the operating budget and to shift capital debt service costs to the capital stabilization fund and utilize pay-as-you go capital spending through the use of free cash. Revision of our financial policies to reflect this new construct are underway and will be provided to the Board of Selectmen and others in the very near future.

In summary, the recommended TOTAL FY 2022 General Fund Operating Budget excluding Enterprise Funds is \$71,990,945 or a 2.04% increase from FY21. I would be remiss to not end with a big **Thank-you and recognition** as it clearly takes a team effort to pull together a complex budget such as this. I wish to thank all the department heads, members of my finance team and everyone who assisted me in crafting the FY22 Operating Budget and Capital Program as well as embracing an exciting future codified in our strategic plan and reflected in both individual department and collective goals/initiatives.

I look forward to discussing the budget in more detail with the Board of Selectman, Finance, School Committees and the residents of Bourne.

Respectfully

*Anthony E. Schiavi*  
Anthony Schiavi  
Town Administrator

# **Town of Bourne - Five Year Plan**

	Proposed Budget		Future Years Projected			Assumed Rate of Growth	Notes
	FY22	FY23	FY24	FY25	FY26		
Revenues							
Property Tax	\$ 56,293,119	\$ 57,875,729	\$ 59,395,482	\$ 61,126,299	\$ 62,871,357	Assumed Level New Growth of \$450K	
State Aid							
General/Non-earmarked Education	2,432,463	2,481,112	2,530,735	2,581,349	2,632,976	2.00%	Chapter 70/School Choice/Charter
	6,383,055	6,510,716	6,640,930	6,773,749	6,909,224	2.00%	
	8,815,518	8,991,828	9,171,665	9,355,098	9,542,200		
Local Receipts	7,592,149	7,743,992	7,898,872	8,056,849	8,217,986	2.00%	
Available Funds							
Free Cash	-	-	-	-	-		
General Stabilization							
Capital Stabilization	491,469	734,662	1,155,152	1,324,838	1,587,523	Per Estimated Debt Schedule	
ISWM Indirect	2,329,937	2,388,185	2,447,890	2,509,087	2,571,814	2.50%	
Sewer Indirect	148,315	152,023	155,823	159,719	163,712	2.50%	
Host Community Fee	Moved to Local Receipts per DOR						Level Ambulance, CPA/Septic Debt based on actual, 2% Water Way Increase
Transfers from SRF	2,366,220	2,191,507	2,010,605	1,994,021	1,832,495		
	5,335,941	5,466,377	5,769,470	5,987,665	6,155,545		
Total Revenue	\$ 78,036,727	\$ 80,077,926	\$ 82,235,489	\$ 84,525,912	\$ 86,787,088		
Expenses							
General Government	4,086,334	4,168,061	4,251,422	4,336,450	4,423,179	2.00%	
Public Safety	11,041,385	11,262,213	11,487,457	11,717,206	11,951,550	2.00%	
Public Works	2,726,650	2,781,183	2,836,807	2,893,543	2,951,414	2.00%	
Health & Human Services	1,105,973	1,128,092	1,150,654	1,173,667	1,197,141	2.00%	
Culture & Recreation	1,007,466	1,027,615	1,048,168	1,069,131	1,090,514	2.00%	
Education							
Bourne Schools	24,251,247	24,736,272	25,230,997	25,735,617	26,250,330	2.00%	
UCT	3,237,063	3,301,804	3,367,840	3,435,197	3,503,901	2.00%	
Debt Service							
Non-Exempt - Existing	1,508,743	1,165,134	953,128	746,252	554,674		
ST Pay downs/Future Borrowings	421,598	734,662	1,155,152	1,324,838	1,587,523		
Exempt	4,299,925	4,127,154	3,847,794	3,735,376	3,592,924		
Interest on Temporary Debt	78,015	75,000	75,000	75,000	75,000		
Funded Debt - Septic	19,485	19,470	19,455	10,023	10,023		
Funded Debt - CPA	651,734	454,753	271,025	260,975	105,000		
	6,979,500	6,576,172	6,321,554	6,152,463	5,925,144		
Shared Costs							
Public Utilities	1,615,000	1,647,300	1,680,246	1,713,851	1,748,128	2.00%	
OPEB	213,397	258,397	303,397	348,397	393,397	Per Current Financial Policy	
Unemployment	70,000	70,700	71,407	72,121	72,842	1.00%	
FICA/Medicare	530,000	543,250	556,831	570,752	585,021	2.50%	
Group Insurance	8,703,500	9,138,675	9,595,609	10,075,389	10,579,159	5.00%	
County Retirement	4,294,764	4,423,607	4,556,315	4,693,005	4,833,795	3.00%	
State Retirement	866	866	866	866	866		
Special Legislation Retirement	70,800	72,570	74,384	76,244	78,150	2.50%	
Insurance	1,755,000	1,807,650	1,861,880	1,917,736	1,975,268	3.00%	
LIUNA Pension	300,000	300,000	300,000	300,000	300,000	0.00%	
Medicaid Reimbursement	2,000	2,000	2,000	2,000	2,000		
	17,555,327	18,265,015	19,002,935	19,770,361	20,568,625		
Subtotal Operating Budget	71,990,945	73,246,427	74,697,834	76,283,636	77,861,798		
Reserve Fund	350,000	350,000	350,000	350,000	350,000	Level	
Article for elected official	-	Moved to Operating Budget					
Cherry Sheet Charges	4,725,428	4,961,699	5,209,784	5,470,274	5,743,787	5%	
Cherry Sheet Offsets	870,354	887,761	905,516	923,627	942,099	2%	
Overlay Reserve	100,000	100,000	100,000	100,000	100,000	Level	
	23,601,109	24,564,475	25,568,236	26,614,261	27,704,512		
Total Expenses	\$ 78,036,727	\$ 79,545,888	\$ 81,263,134	\$ 83,127,536	\$ 84,997,684		
Revenue/Expenses	\$ 0	\$ 532,039	\$ 972,354	\$ 1,398,376	\$ 1,789,404		
Revenue/Expenses	\$ 0	\$ 532,038.60	\$ 972,354.44	\$ 1,398,375.71	\$ 1,789,403.67		
Est Turn backs - 1% of Budget	780,367	795,459	812,631	831,275	849,977		
Estimated Increase (Decrease to FC)	\$ 780,367	\$ 1,327,497	\$ 1,784,986	\$ 2,229,651	\$ 2,639,381		



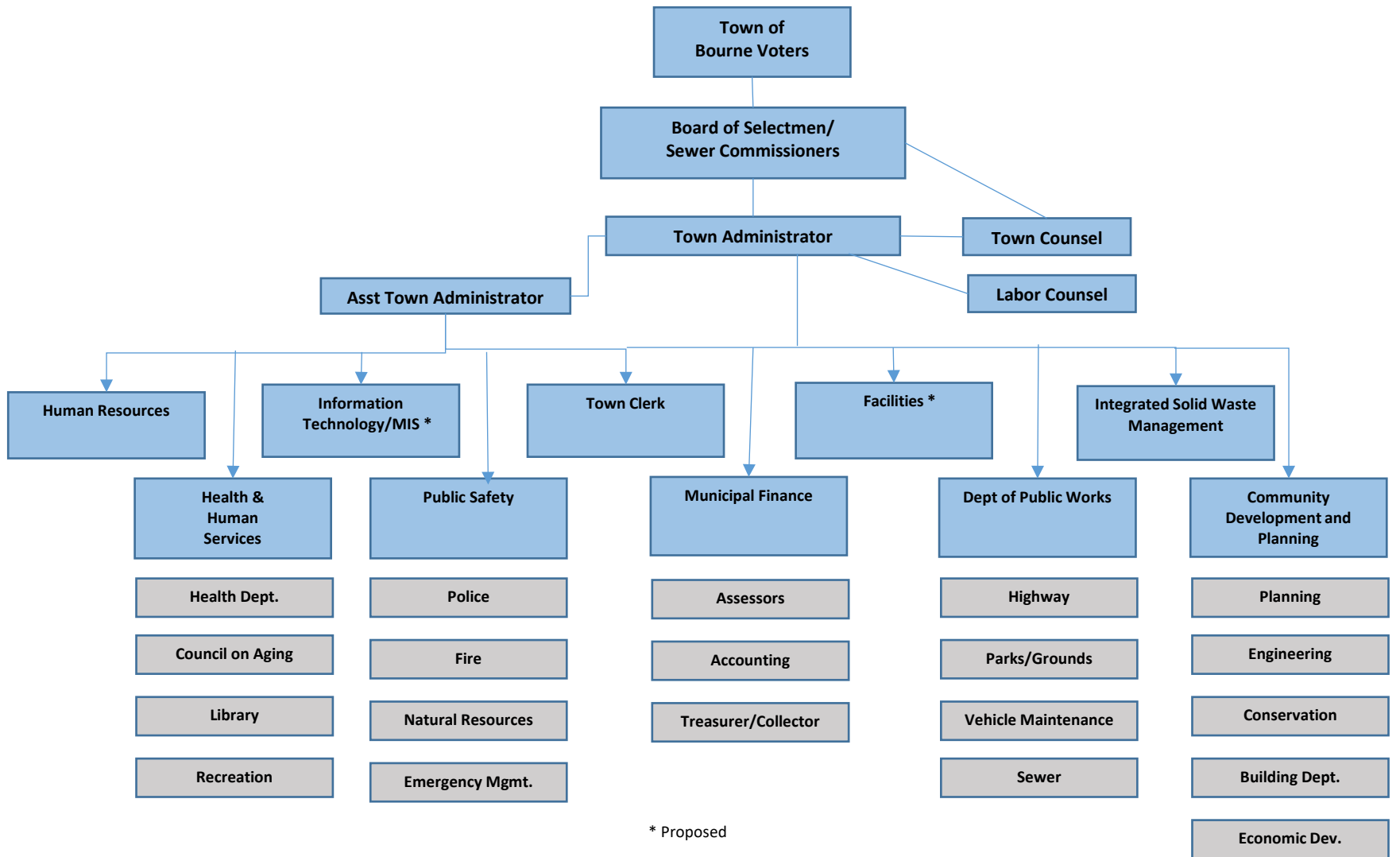
**Town of Bourne - Five Year Plan**

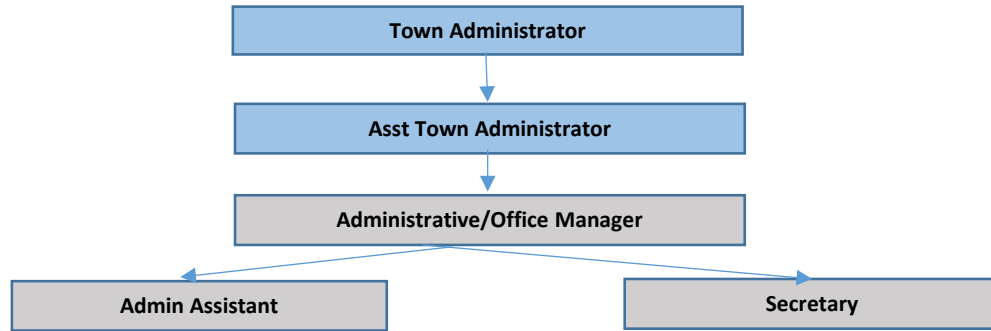
	Proposed					
	Budget	Future Years Projected				
	FY22	FY23	FY24	FY25	FY26	
Tax Calculations						
Prior Year Levy Limit	\$ 50,126,269	\$ 51,829,426	\$ 53,575,162	\$ 55,364,541	\$ 57,198,654	
2.5% Allowance	1,253,157	1,295,736	1,339,379	1,384,114	1,429,966	
New Growth	450,000	450,000	450,000	450,000	450,000	
Current Year Levy Limit	51,829,426	53,575,162	55,364,541	57,198,654	59,078,621	
Debt Exclusion	4,256,077	4,087,761	3,812,815	3,704,065	3,563,567	
Cape Cod Commission	207,616	212,806	218,126	223,580	229,169	
Max Allowable Levy	56,293,119	57,875,729	59,395,482	61,126,299	62,871,357	
Tax	56,293,119	57,875,729	59,395,482	61,126,299	62,871,357	
Unused Levy Capacity	\$ -	\$ -	\$ -	\$ -	\$ -	
Reservation Calculations						
Free Cash, BOY	\$ 10,867,188	\$ 4,703,688	\$ 2,601,817	\$ 2,457,502	\$ 2,517,950	
Less: Free Cash Expenditures (Budget)	(180,088)	-				
Less: Free Cash Expenditures (Non-Budget Art)	(936,132)	(250,000)	(250,000)	(250,000)	(250,000)	OPEB/Unpaid Bills/Comp Ab
Less: Free Cash for Capital	(2,327,280)	(276,876)	(978,382)	(750,583)	(871,958)	
Less: Free Cash for Capital Stabilization	(3,500,000)	(2,902,034)	(701,287)	(1,168,345)	(2,335,403)	Adjust for 5 Years of Future Debt Payments
Less: Free Cash For Stabilization						
Plus: Revenue Surplus (Deficit)	-	532,039	972,354	1,398,376	1,789,404	
Plus: Expenditure Turn backs	780,000	795,000	813,000	831,000	850,000	
Free Cash, EOY	\$ 4,703,688	\$ 2,601,817	\$ 2,457,502	\$ 2,517,950	\$ 1,699,993	
BOY Free Cash as a % of Budget	15.10%	6.42%	3.48%	3.22%	3.23%	
EOY Free Cash as a % of Budget	6.53%	3.55%	3.29%	3.30%	2.18%	
Stabilization Fund Balance, BOY	\$ 4,356,779	\$ 4,356,779	\$ 4,443,915	\$ 4,532,793	\$ 4,623,449	
Plus: Deposits		87,136	88,878	90,656	92,469	Assumed 2% ROI
Less: Withdrawals	-	-	-	-	-	
Stabilization Fund Balance, EOY	\$ 4,356,779	\$ 4,443,915	\$ 4,532,793	\$ 4,623,449	\$ 4,715,918	
BOY Stabilization as a % of Budget	6.05%	5.95%	5.95%	5.94%	5.94%	
EOY Stabilization as a % of Budget	6.05%	6.07%	6.07%	6.06%	6.06%	
Capital Stabilization Fund Balance, BOY	\$ 3,474,621	\$ 3,483,152	\$ 5,650,524	\$ 5,196,659	\$ 5,040,166	
Plus: Deposits	500,000	2,902,034	701,287	1,168,345	2,335,403	
Less: Withdrawals	(491,469)	(734,662)	(1,155,152)	(1,324,838)	(1,587,523)	
Capital Stabilization Fund Balance, EOY	\$ 3,483,152	\$ 5,650,524	\$ 5,196,659	\$ 5,040,166	\$ 5,788,046	
BOY Capital Stabilization as a % of Budget	4.83%	4.76%	7.56%	6.81%	6.47%	
EOY Capital Stabilization as a % of Budget	4.84%	7.71%	6.96%	6.61%	7.43%	

OPEB/Unpaid Bills/Comp Ab

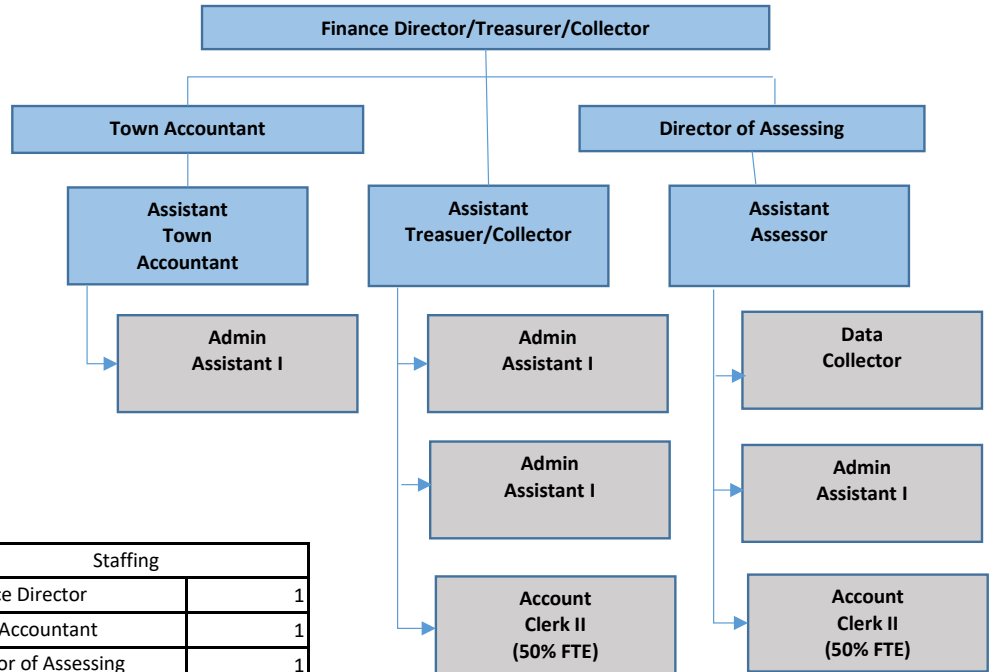
Adjust for 5 Years of Future Debt Payments

Assumed 2% ROI



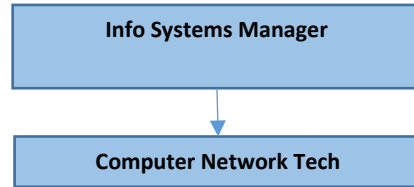


Staffing	
Town Administrator	1
Asst Town Administrator	1
Administrative/Office Mgr	1
Admin Asst	1
Secretary	0.4
<b>TOTAL</b>	<b>4.4</b>



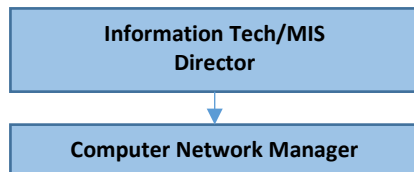
Staffing		
Finance Director		1
Town Accountant		1
Director of Assessing		1
Asst Town Accountant		1
Assistant Treasurer		1
Assistant Assessor		1
Data Collector		1
Account Clerk (2)		1
Admin Asst I		4
<b>TOTAL</b>		<b>12</b>

## CURRENT:

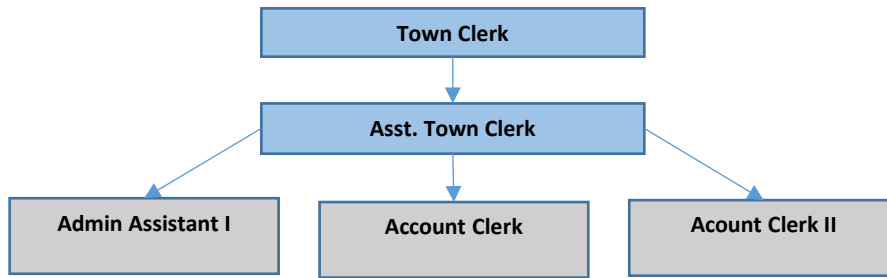


Staffing	
Info Systems Manager	1
Computer Network Mgr	1
<b>TOTAL</b>	<b>2</b>

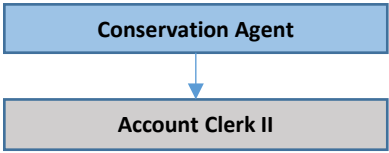
## PROPOSED:



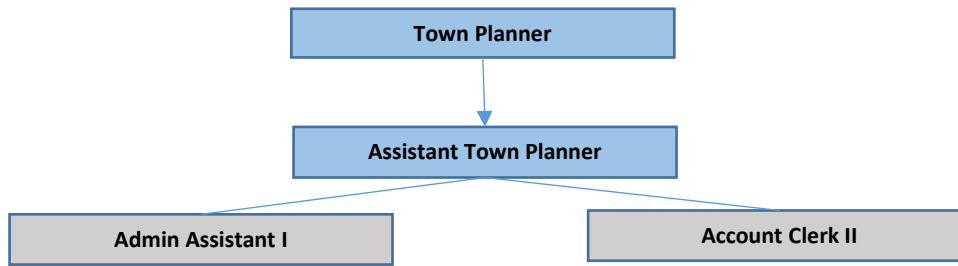
Staffing	
Information Tech/MIS Dir	1
Computer Network Mgr	1
<b>TOTAL</b>	<b>2</b>



Staffing	
Town Clerk	0.5
Asst Town Clerk	1
Admin Assistant	1
Account Clerk II	1
Account Clerk	0.5
<b>TOTAL</b>	<b>4</b>

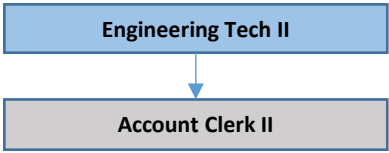


Staffing	
Conservation Agent	1
Account Clerk II	0.2
<b>TOTAL</b>	<b>1.2</b>

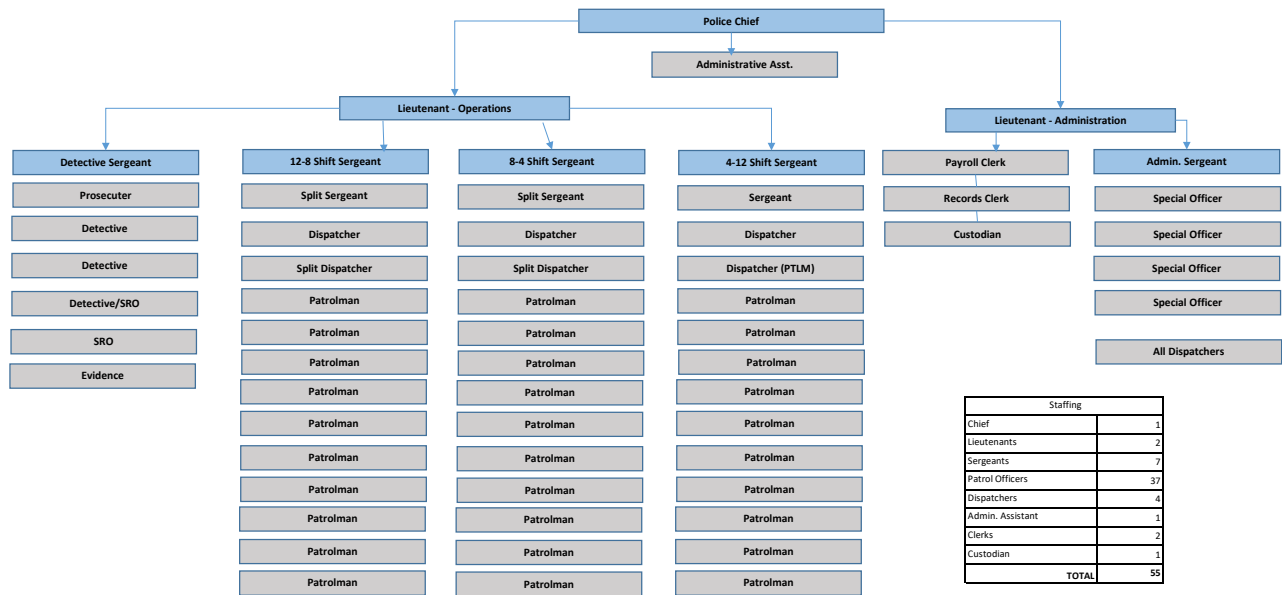


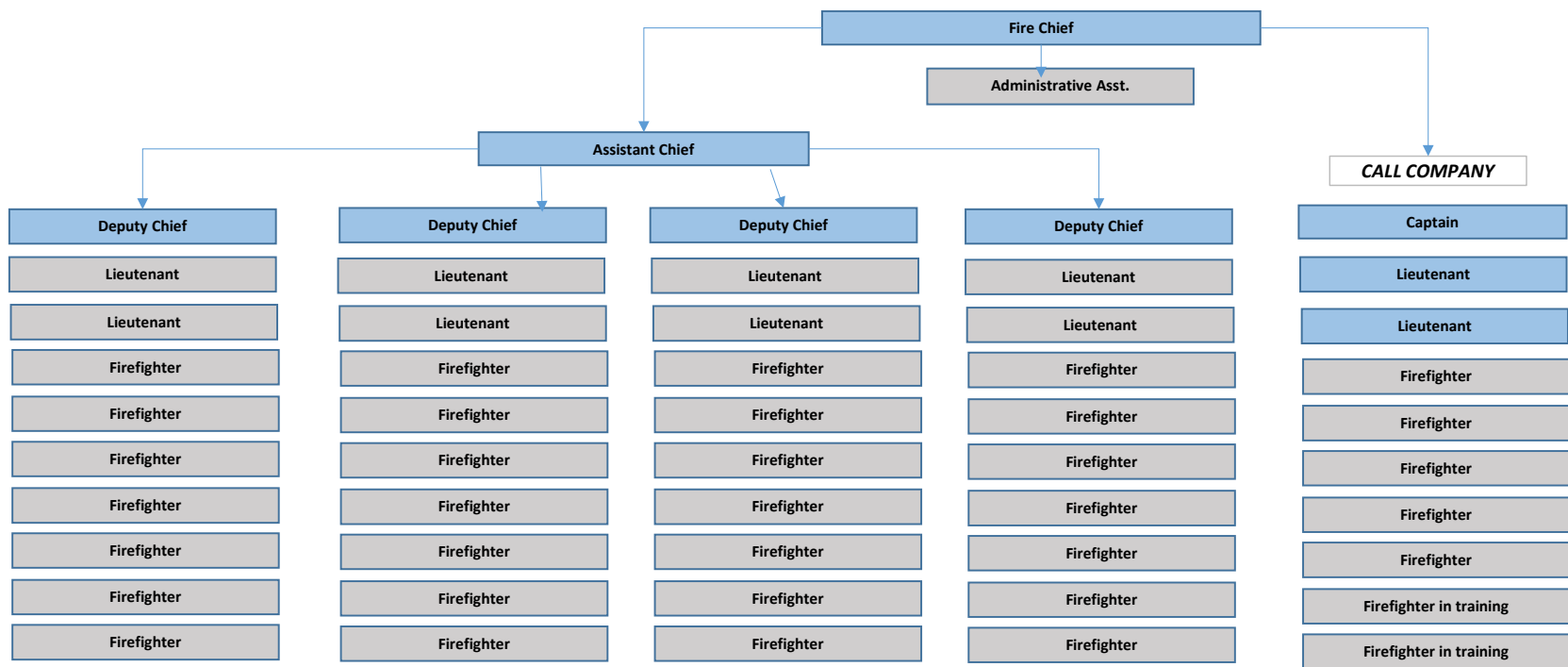
Staffing	
Town Planner	1
Asst Town Planner	1
Admin Assistant I	0.3
Account Clerk II	0.7
<b>TOTAL</b>	<b>3</b>





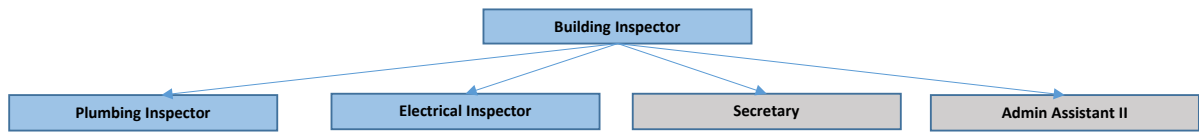
Staffing	
Engineering Tech II	1
Account Clerk II	0.1
<b>TOTAL</b>	<b>1.1</b>





Staffing	
Chief	1
Assistant Chief	1
Administrative	1
Deputy Chief	4
Lieutenants	8
Firefighters	28
<b>Total</b>	<b>43</b>

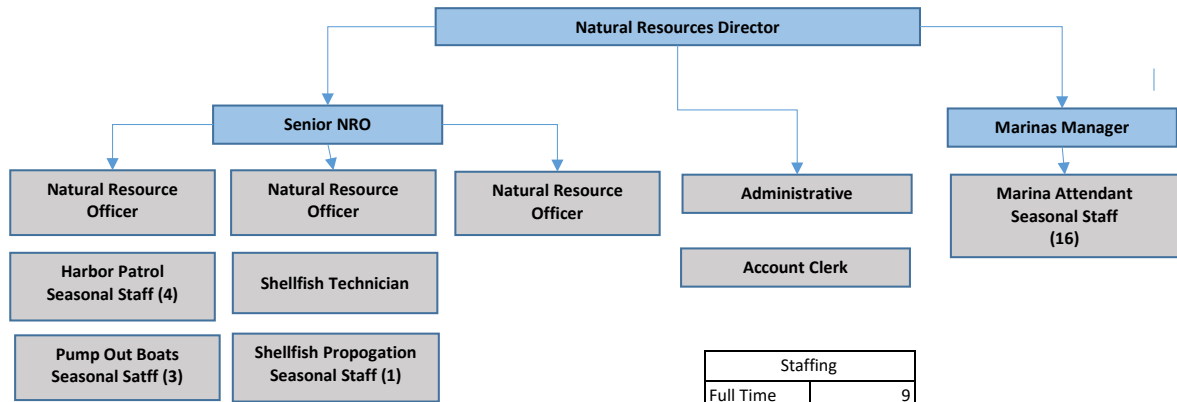
Call Staffing	
Captain	1
Lieutenants	1
Firefighters	7
<b>Total</b>	<b>10</b>



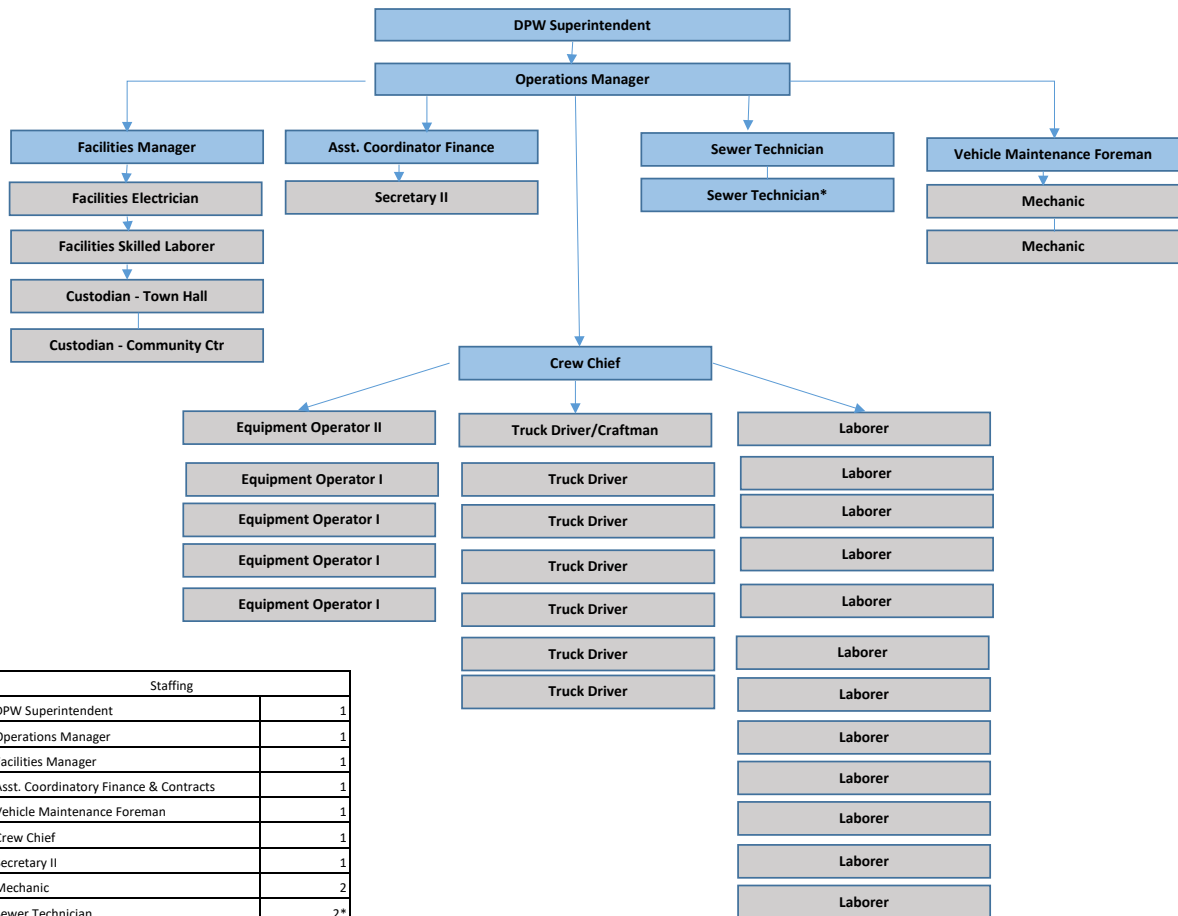
Staffing	
Building Inspector	1
Plumbing Inspector	0.5
Electrical Inspector	0.5
Secretary	1
Admin Assistant II	0.7
<b>TOTAL</b>	<b>3.7</b>

**Emergency Manager**

Staffing	
Emergency Manager	0.4
<b>TOTAL</b>	<b>0.4</b>



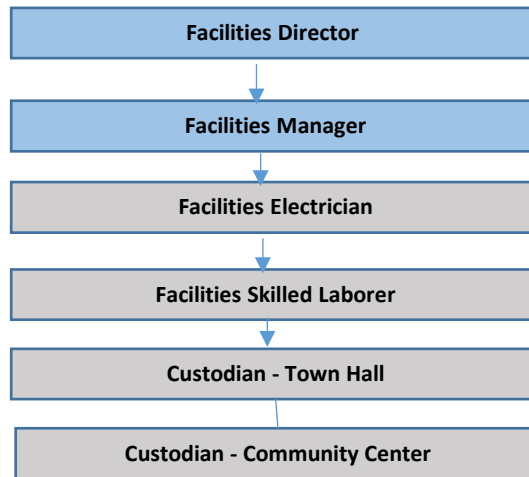
Staffing	
Full Time	9
Seasonal	24
<b>TOTAL</b>	<b>33</b>



Staffing	
DPW Superintendent	1
Operations Manager	1
Facilities Manager	1
Asst. Coordinatory Finance & Contracts	1
Vehicle Maintenance Foreman	1
Crew Chief	1
Secretary II	1
Mechanic	2
Sewer Technician	2*
Equipment Operator II	1
Equipment Operator I	4
Truck Driver/Craftsman	1
Truck Driver	6
Facilities Electrician - part time	0.5
Facilities Skilled Laborer	1
Laborer	12
Custodian - Town Hall	1
Custodian - Community Center	1
<b>TOTAL</b>	<b>38.5</b>

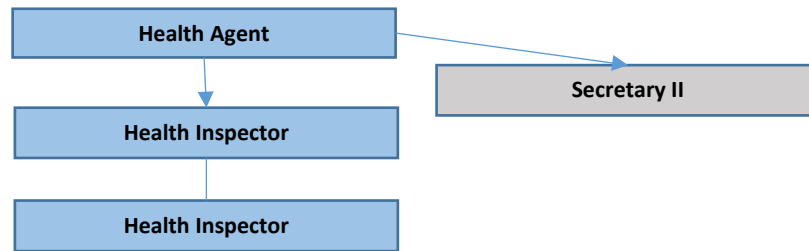
\* proposed

## PROPOSED:

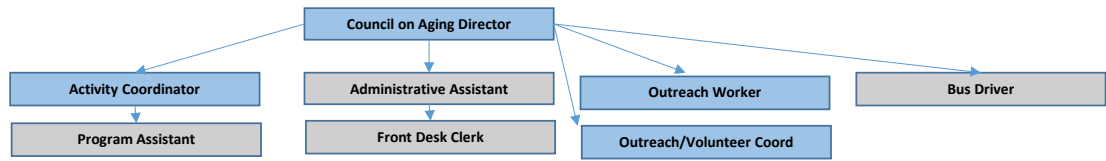


Staffing	
Facilities Director	1
Facilities Manager	1
Facilities Electrician	0.5
Facilities Skilled Labor	1
Custodian - Town Hall	1
Custodian - Community Ctr	1
<b>TOTAL</b>	<b>5.5</b>

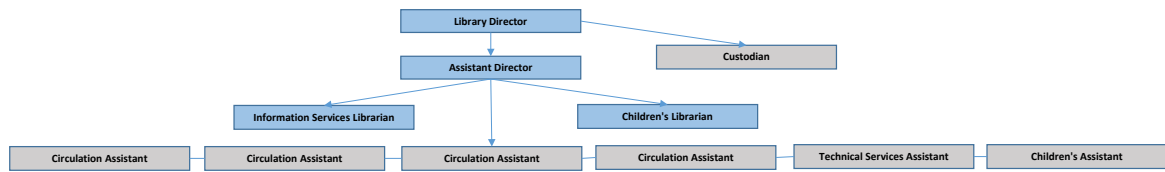




Staffing	
Health Agent	1
Health Inspector	1
Health Inspector	1
Secretary II	1
TOTAL	4

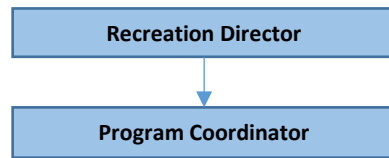


Staffing	
COA Director	1
Outreach/Volunteer	1
Front Desk Clerk	1
Admin Assistant	1
Outreach Worker	1
Activity Coordinator	1
Program Assistant	1
Bus Driver	1
<b>TOTAL</b>	<b>8</b>



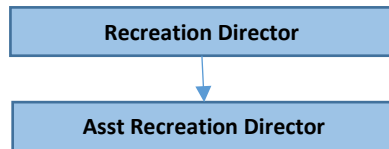
Staffing	
Library Director	1
Assistant Director	1
Info. Services Librarian	1
Children's Librarian	1
Circulation Assts	3.5
Technical Serv Assts	0.5
Children's Assistant	1
Custodian	0.5
<b>TOTAL</b>	<b>9.5</b>

## CURRENT:

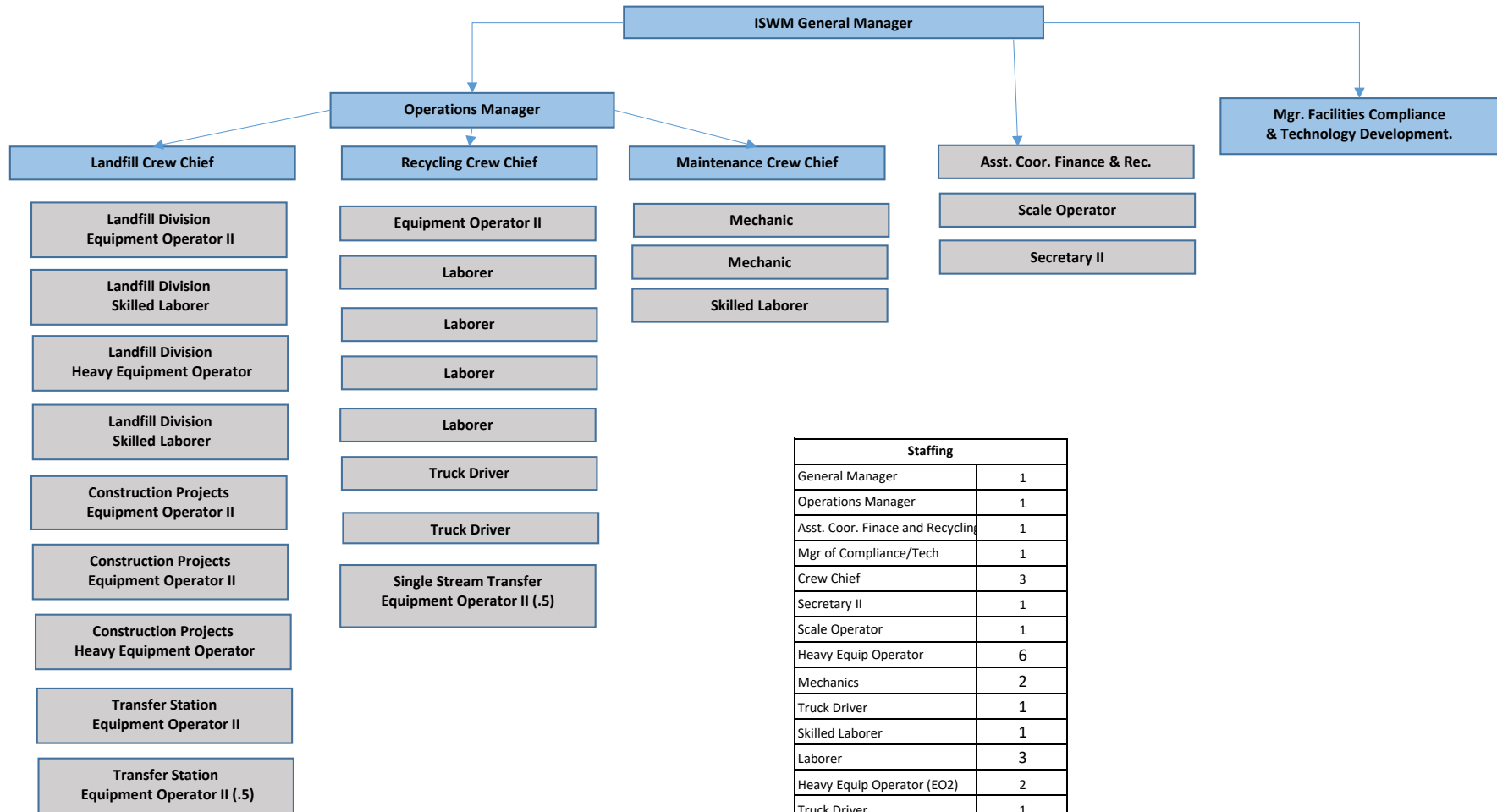


Staffing	
Recreation Director	1
Program Director	1
<b>TOTAL</b>	<b>2</b>

## PROPOSED: after reclassification



Staffing	
Recreation Director	1
Asst Recreation Director	1
<b>TOTAL</b>	<b>2</b>



Staffing	
General Manager	1
Operations Manager	1
Asst. Coord. Finance and Recycling	1
Mgr of Compliance/Tech	1
Crew Chief	3
Secretary II	1
Scale Operator	1
Heavy Equip Operator	6
Mechanics	2
Truck Driver	1
Skilled Laborer	1
Laborer	3
Heavy Equip Operator (EO2)	2
Truck Driver	1
Skilled Laborer	1
Laborer	1
<b>TOTAL</b>	<b>28</b>

# 2

## SOURCES & USES

Revenue Projections

Expenditures

<b>FISCAL 2021 &amp; 2022 SOURCES &amp; USES OF FUNDS</b>				
	<b>Budget 2021</b>	<b>Proposed Budget 2022</b>	<b>\$ Increase / Decrease over Prior Year</b>	<b>% Increase / Decrease over Prior Year</b>
<b>GENERAL FUND REVENUES</b>				
<u><b>Property Taxes</b></u>				
Prior Year Tax Levy Limit	\$ 48,442,777	\$ 50,126,269	\$ 1,683,492	3.48%
PY - Amended New Growth	(23,922)			
	48,418,855			
2.5% Allowance	1,210,471	1,253,157	42,685	3.53%
New Growth	496,943	450,000	(46,943)	-9.45%
Override	-	-	-	
<b>Sub-total</b>	<b>50,126,269</b>	<b>51,829,426</b>	<b>1,703,157</b>	<b>3.40%</b>
Debt Exclusion	4,456,287	4,256,077	(200,210)	-4.49%
Cape Cod Commission Tax	202,552	207,616	5,064	2.50%
Unused Levy Capacity	(35,487)		35,487	-100.00%
<b>Total Tax Levy</b>	<b>\$ 54,749,621</b>	<b>\$ 56,293,119</b>	<b>\$ 1,543,498</b>	<b>2.82%</b>
<u><b>State Aid</b></u>				
Cherry Sheet Net Revenue	\$ 478,043	\$ 489,785	\$ 11,742	2.46%
Cherry Sheet Assessments	4,737,170	4,725,428	(11,742)	-0.25%
Chapter 70 Total	5,215,213	5,215,213	-	0.00%
Charter School Reimbursement	272,704	325,382	52,678	19.32%
School Choice Receiving Tuition*	902,675	842,460	(60,215)	-6.67%
Unrestricted General Govt Aid	1,556,625	1,556,625	-	0.00%
Veterans Benefits	121,692	121,692	-	0.00%
Exemptions: Vets, Blind, Surv Sp & Elderly	109,932	109,932	-	0.00%
State Owned Land	596,439	616,320	19,881	3.33%
Public Libraries*	23,245	27,894	4,649	20.00%
<b>Total State Aid</b>	<b>\$ 8,798,525</b>	<b>\$ 8,815,518</b>	<b>\$ 16,993</b>	<b>0.19%</b>
<u><b>Local Receipts</b></u>				
Motor Vehicle Excise	\$ 3,155,894	\$ 3,080,589	\$ (75,305)	-2.39%
Other Excise - Meals Tax	375,000	300,000	(75,000)	-20.00%
Other Excise - Room/Hotel	100,000	150,000	50,000	50.00%
Other Excise - Boat	55,000	55,000	-	0.00%
Penalties & Interest	175,000	175,000	-	0.00%
Payments in Lieu	20,000	20,000	-	0.00%
Marinas	1,160,000	1,160,000	-	0.00%
Other Dept Revenue	275,000	275,000	-	0.00%
Licenses & Permits	700,000	700,000	-	0.00%
Fines & Forfeits	130,000	130,000	-	0.00%
Investment Income	100,000	100,000	-	0.00%
Miscellaneous-Recurring	30,000	630,000	600,000	2000.00%
Miscellaneous-Recurring Energy Credits	700,000	700,000	-	0.00%
Miscellaneous-Non Recurring	116,560	116,560	-	0.00%
<b>Total Local Receipts</b>	<b>\$ 7,092,454</b>	<b>\$ 7,592,149</b>	<b>\$ 499,695</b>	<b>7.05%</b>
<u><b>Other Sources</b></u>				
ISWM General Fund Support	\$ 2,261,996	\$ 2,329,937	\$ 67,941	3.00%
Sewer General Fund Support	140,944	148,315	7,371	5.23%
Host Community Fee	600,000	-	(600,000)	-100.00%
<b>Total Other Sources</b>	<b>\$ 3,002,940</b>	<b>\$ 2,478,252</b>	<b>\$ (524,688)</b>	<b>-17.47%</b>
<u><b>Special Revenues</b></u>				
Conservation Comm.	\$ 30,000	\$ 30,000	\$ -	0.00%
PL 874	156,750	200,000	43,250	27.59%
Ambulance Fees	1,325,000	1,325,000	-	0.00%
CPA Fund Debt Service	674,259	651,735	(22,524)	-3.34%
Title 5 Loan Repayments	29,754	19,485	(10,269)	-34.51%
Waterways Fund for Operating Budget	136,970	140,000	3,030	2.21%
<b>Total Special Revenue Funds</b>	<b>\$ 2,352,733</b>	<b>\$ 2,366,220</b>	<b>\$ 13,487</b>	<b>0.57%</b>
<b>Total General Fund Revenues</b>	<b>\$ 75,996,273</b>	<b>\$ 77,545,258</b>	<b>\$ 1,548,985</b>	<b>2.04%</b>
<u><b>Use of Reserves</b></u>				
Free Cash for Budget	\$ 1,018,552	\$ -	\$ (1,018,552)	-100.00%
Free Cash for Articles	3,900,373	-	(3,900,373)	
Capital Stabilization for Debt Service	-	491,469	491,469	
<b>Total Use of Reserves</b>	<b>\$ 4,918,925</b>	<b>\$ 491,469</b>	<b>\$ (4,427,456)</b>	<b>-90.01%</b>
<b>Grand Total Revenues</b>	<b>\$ 80,915,198</b>	<b>\$ 78,036,727</b>	<b>\$ (2,878,471)</b>	<b>-3.56%</b>

<b>FISCAL 2021 &amp; 2022 SOURCES &amp; USES OF FUNDS</b>				
	<b>Budget 2021</b>	<b>Proposed Budget 2022</b>	<b>\$ Increase / Decrease over Prior Year</b>	<b>% Increase / Decrease over Prior Year</b>
<b>GENERAL FUND EXPENSES</b>				
<b><u>Town Budget</u></b>				
Administrative Services-Salaries	\$ 2,268,521	\$ 2,697,219	\$ 428,698	18.90%
-Expenses	1,412,670	1,389,115	(23,555)	-1.67%
Public Safety Services-Salaries	9,346,500	9,472,380	125,880	1.35%
-Expenses	1,569,970	1,569,005	(965)	-0.06%
Public Works Services-Salaries	1,864,658	1,911,030	46,372	2.49%
-Expenses	886,080	815,620	(70,460)	-7.95%
Health & Human Services-Salaries	650,588	698,353	47,765	7.34%
-Expenses	428,900	407,620	(21,280)	-4.96%
Culture & Recreation Services-Salaries	766,678	805,266	38,588	5.03%
-Expenses	201,850	202,200	350	0.17%
Total Town	\$ 19,396,415	\$ 19,967,808	\$ 571,393	2.95%
<b><u>Schools</u></b>				
Bourne School Department	\$ 23,944,555	\$ 24,251,247	\$ 306,692	1.28%
Upper Cape Technical School	3,337,063	3,237,063	(100,000)	-3.00%
Total Schools	\$ 27,281,618	\$ 27,488,310	\$ 206,692	0.76%
<b><u>Shared Costs</u></b>				
Shared Costs-Public Utilities	\$ 1,200,000	\$ 1,615,000	\$ 415,000	34.58%
Shared Costs	15,308,908	15,940,327	631,419	4.12%
Total Shared Costs	\$ 16,508,908	\$ 17,555,327	\$ 1,046,419	6.34%
<b>Total Operating Budget</b>	<b>\$ 63,186,941</b>	<b>\$ 65,011,445</b>	<b>\$ 1,824,504</b>	<b>2.89%</b>
<b><u>Capital Budgets</u></b>				
Debt Service Budget Non Exempt	\$ 2,861,701	\$ 2,679,575	\$ (182,126)	-6.36%
Debt Service Budget Exempt	4,504,712	4,299,925	(204,787)	-4.55%
Total Debt Service	\$ 7,366,413	\$ 6,979,500	\$ (386,913)	-5.25%
<b>Total General Fund Budget</b>	<b>\$ 70,553,354</b>	<b>\$ 71,990,945</b>	<b>\$ 1,437,591</b>	<b>2.04%</b>
<b><u>General Articles</u></b>				
ATM Articles	\$ 160,000	\$ -	\$ (160,000)	-100.00%
STM Articles	4,241	-	(4,241)	-100.00%
FTM Articles	3,736,132	-	(3,736,132)	-100.00%
Elected Officials	62,347	-	(62,347)	-100.00%
Reserve Fund	351,900	350,000	(1,900)	-0.54%
Total General Articles	\$ 4,314,620	\$ 350,000	\$ (3,964,620)	-91.89%
<b><u>Off-Budget Expenditures</u></b>				
Cherry Sheet Assessments	\$ 4,737,170	\$ 4,725,428	\$ (11,742)	-0.25%
Cherry Sheet Offsets*	925,920	870,354	(55,566)	-6.00%
Overlay Reserve	384,134	100,000	(284,134)	-73.97%
Total Off Budget Expenses	\$ 6,047,224	\$ 5,695,782	\$ (351,442)	-5.81%
<b>Grand Total Expenses</b>	<b>\$ 80,915,198</b>	<b>\$ 78,036,727</b>	<b>\$ (2,878,471)</b>	<b>-3.56%</b>
<b>GENERAL CAPITAL</b>				
<b><u>Capital Financing Sources</u></b>				
Article Closeouts	\$ -	\$ -	\$ -	
Capital Premium Reserve	-	-	-	
Transfer from Enterprise	-	-	-	
CPA Fund for Capital Projects	-	-	-	
Waterways Fund for Capital Projects	205,000	200,000	(5,000)	-2.44%
Free Cash for Capital Projects	1,013,270	1,664,010	650,740	64.22%
ATM Borrowing	-	-	-	
STM/FTM Borrowing	1,350,000	-	(1,350,000)	-100.00%
Total Capital Financing Sources	\$ 2,568,270	\$ 1,864,010	\$ (704,260)	-27.42%
<b><u>Capital Expenditures</u></b>				
STM Articles Capital	\$ 2,168,270	\$ -	\$ (2,168,270)	-100.00%
ATM Separate Capital Articles	-	-	-	
ATM Articles Capital	400,000	1,864,010	1,464,010	366.00%
Total Capital Expenses	\$ 2,568,270	\$ 1,864,010	\$ (704,260)	-27.42%



FISCAL 2021 & 2022 SOURCES & USES OF FUNDS				
	Budget 2021	Proposed Budget 2022	\$ Increase / Decrease over Prior Year	% Increase / Decrease over Prior Year
<b>SEWER REVENUES</b>				
<u>Revenues</u>				
Retained Earnings	\$ 185,000	\$ 50,000	\$ (135,000)	-72.97%
Retained Earnings for Articles	30,000	-	(30,000)	100.00%
Sewer Enterprise Revenues	1,162,355	1,685,888	523,533	45.04%
<b>Total Revenues</b>	<b>\$ 1,377,355</b>	<b>\$ 1,735,888</b>	<b>\$ 358,533</b>	<b>26.03%</b>
<b>SEWER EXPENSES</b>				
<u>Expenditures</u>				
Salaries & Wages	\$ 197,680	\$ 214,020	\$ 16,340	8.27%
Expenses	908,731	1,323,553	414,822	45.65%
General Fund Admin. Fees	140,944	148,315	7,371	5.23%
<b>Total Operating Budget</b>	<b>\$ 1,247,355</b>	<b>\$ 1,685,888</b>	<b>\$ 438,533</b>	<b>35.16%</b>
<u>Off Budget Expenditures</u>				
Reserve Fund	\$ 100,000	\$ 50,000	\$ (50,000)	-50.00%
<b>Total Off Budget Expenditures</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>	<b>\$ (50,000)</b>	<b>-50.00%</b>
<u>General Articles</u>				
ATM Articles	\$ -	\$ -	\$ -	
STM Articles	-	-	-	
FTM Articles	30,000	-	(30,000)	
<b>Total General Articles</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ (30,000)</b>	
<b>Grand Total Expenses</b>	<b>\$ 1,377,355</b>	<b>\$ 1,735,888</b>	<b>\$ 358,533</b>	<b>26.03%</b>
<b>SEWER CAPITAL</b>				
<u>Capital Financing Sources</u>				
Retained Earnings	\$ 81,000	\$ -	\$ (81,000)	-100.00%
Available funds	-	-	-	
Bond Financing	-	-	-	
<b>Total Capital Financing Sources</b>	<b>\$ 81,000</b>	<b>\$ -</b>	<b>\$ (81,000)</b>	<b>-100.00%</b>
<u>Capital Expenditures</u>				
Project Costs	81,000	-	(81,000)	-100.00%
<b>Total Capital Expenses</b>	<b>\$ 81,000</b>	<b>\$ -</b>	<b>\$ (81,000)</b>	<b>-100.00%</b>
<b>ISWM REVENUES</b>				
<u>Operating Revenues</u>				
Retained Earnings	\$ 3,858,649	\$ 365,000	\$ (3,493,649)	-90.54%
Facility Receipts	11,680,771	12,585,188	904,417	7.74%
<b>Total Revenues</b>	<b>\$ 15,539,420</b>	<b>\$ 12,950,188</b>	<b>\$ (2,589,232)</b>	<b>-16.66%</b>
<u>Use of Reserves</u>				
Post Closure Reserves	\$ -	\$ -	\$ -	
Retained Earnings for Articles	760,000	-	(760,000)	
<b>Total Use of Reserves</b>	<b>\$ 760,000</b>	<b>\$ -</b>	<b>\$ (760,000)</b>	
<b>Grand Total Revenues</b>	<b>\$ 16,299,420</b>	<b>\$ 12,950,188</b>	<b>\$ (3,349,232)</b>	<b>-20.55%</b>
<b>ISWM EXPENSES</b>				
<u>Operating Expenditures</u>				
Salaries & Wages	\$ 2,287,580	\$ 2,230,751	\$ (56,829)	-2.48%
Expenses	9,489,844	6,889,500	(2,600,344)	-27.40%
General Fund Admin. Fees	2,261,996	2,329,937	67,941	3.00%
Host Community Fee	900,000	900,000	-	0.00%
<b>Total Expenditures</b>	<b>\$ 14,939,420</b>	<b>\$ 12,350,188</b>	<b>\$ (2,589,232)</b>	<b>-17.33%</b>
<u>Off Budget Expenditures</u>				
Reserve Fund	\$ 600,000	\$ 600,000	\$ -	0.00%
<b>Total Off Budget Expenditures</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>0.00%</b>
<u>General Articles</u>				
ATM Articles	\$ -	\$ -	\$ -	
STM Articles	-	-	-	
FTM Articles	760,000	-	(760,000)	-100.00%
<b>Total General Articles</b>	<b>\$ 760,000</b>	<b>\$ -</b>	<b>\$ (760,000)</b>	<b>-100.00%</b>
<b>Grand Total Expenses</b>	<b>\$ 16,299,420</b>	<b>\$ 12,950,188</b>	<b>\$ (3,349,232)</b>	<b>-20.55%</b>
<b>ISWM CAPITAL</b>				
<u>Capital Financing Sources</u>				
Retained Earnings	\$ 620,000	\$ 1,002,500	\$ 382,500	61.69%
Available funds	-	-	-	
Bond Financing	-	-	-	
<b>Total Capital Financing Sources</b>	<b>\$ 620,000</b>	<b>\$ 1,002,500</b>	<b>\$ 382,500</b>	<b>61.69%</b>
<u>Capital Expenditures</u>				
Project Costs	\$ 620,000	\$ 1,002,500	\$ 382,500	61.69%
<b>Total Capital Expenses</b>	<b>\$ 620,000</b>	<b>\$ 1,002,500</b>	<b>\$ 382,500</b>	<b>61.69%</b>

# 3

## CAPITAL IMPROVEMENT PROGRAM

5 Year Plan - FY2022-FY2026

Expenditure Categories

FY22 Funding Plan

Recommendations

**CAPITAL IMPROVEMENT PLAN  
FISCAL YEARS 2022 - 2026**

	<b>ESTIMATED</b>	<b>FY2021 - ATM</b>	<b>FY2021 - STM</b>	<b>FY2021 - STM</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
<b>DEPARTMENT</b>	<b>TOTAL COST</b>	<b>APPROPRIATED</b>	<b>APPROPRIATED</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>
<b><i>POLICE DEPARTMENT</i></b>									
Cruisers			92,500						
Electronic Control Weapons/Tasers (46 units)	100,000				100,000				
Police Vehicles (4)	1,117,859				210,560	216,876	223,382	230,083	236,958
Body Cameras	60,000					60,000			
<b>Sub-Total Police</b>	<b>1,277,859</b>	<b>-</b>	<b>92,500</b>	<b>-</b>	<b>310,560</b>	<b>276,876</b>	<b>223,382</b>	<b>230,083</b>	<b>236,958</b>
<b><i>FIRE DEPARTMENT</i></b>									
Pickup Replacement 2010 [C-146]	51,000				51,000				
Pickup to Replace Chevy Tahoe 2013 [C-144]	51,000				51,000				
Second set of PPE and Extractor/Dryers	200,000				200,000				
COMIRS Radio Upgrade	125,000						125,000		
Replace 2016 Ambulance - A135	380,000						380,000		
Replace 2017 Ambulance - A136	380,000							380,000	
Scott Pack Replacement/Cylinder Replacement	500,000								500,000
Station 4 Replacement	7,000,000					7,000,000			
Cardiac Monitors (4 units)	100,000							100,000	
<b>Sub-Total Fire</b>	<b>8,787,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>302,000</b>	<b>7,000,000</b>	<b>505,000</b>	<b>480,000</b>	<b>500,000</b>
<b><i>DEPARTMENT OF NATURAL RESOURCES</i></b>									
TP Guardrail			5,000						
Replace Pumpout System (Kingman Yacht Center)	25,000					25,000			
Replace Concrete Walkways/Steps (Taylor Pt Marina)	33,000					33,000			
Remove/Replace Underground Storage Tank at MBM	180,000						180,000		
Replace Y-54 2011 Chevy 3/4 Ton Pickup	50,000						50,000		
Repower Y-57 Carolina Skiff 60 HP Engine	15,500							15,500	
Replace Pumpout at TPM	25,000							25,000	
Replace Floats, Pier, Pilings, Harbormaster Shack MBM	2,000,000								2,000,000
<b>Sub-Total Department of Natural Resources</b>	<b>2,328,500</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>-</b>	<b>58,000</b>	<b>230,000</b>	<b>40,500</b>	<b>2,000,000</b>
<b><i>BOURNE PUBLIC SCHOOLS</i></b>									
WWTP Repairs			750,000						
BMS Roof, Window, Exterior Repairs			450,000						
<b>District</b>									
Technology Plan	936,000				293,000	293,000		175,000	175,000
Minibus (2)	393,000				123,000		135,000		135,000
WWTP Repairs	2,000,000							2,000,000	
<b>Bourne High School</b>									
Heating System	1,500,000								1,500,000
<b>Bournedale Elementary School</b>									
Universal Pre-K	1,200,000						200,000		1,000,000

**CAPITAL IMPROVEMENT PLAN  
FISCAL YEARS 2022 - 2026**

	<b>ESTIMATED</b>	<b>FY2021 - ATM</b>	<b>FY2021 - STM</b>	<b>FY2021 - STM</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
<b>DEPARTMENT</b>	<b>TOTAL COST</b>	<b>APPROPRIATED</b>	<b>APPROPRIATED</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>
<b>Bourne Middle School</b>									
Bourne Middle School Roof	1,000,000					1,000,000			
<b>Sub-Total Bourne Schools</b>	<b>7,029,000</b>	<b>-</b>	<b>1,200,000</b>	<b>-</b>	<b>416,000</b>	<b>1,293,000</b>	<b>335,000</b>	<b>2,175,000</b>	<b>2,810,000</b>
<b>DEPARTMENT OF PUBLIC WORKS</b>									
M-6 F550 Dump/Plow			81,370						
Truck Body Replacement			22,000						
3CY Front End Loader JD544	208,450				208,450				
Recycling Packer Peterbilt 520	375,000				375,000				
Air Compressor (Tow Behind - CPS185)	25,000				25,000				
M-1 Pickup	54,000					54,000			
Tree Truck	118,500						118,500		
M-4 F550 Dump/Plow	89,000							89,000	
M-5 F550 Dump/Plow	86,400						86,400		
M-10 F550 Dump/Plow	91,700								91,700
T-2 Dump/Sander	198,000							198,000	
T-4 Dump/Sander	189,000						189,000		
T-12 Dump/Sander	183,500					183,500			
T-15 Catch Basin Cleaner	317,000						161,000	156,000	
Screener Read RD-40	103,000					103,000			
Sweeper - 3 Eagle	288,500					288,500			
Sweeper 4 Elgin Pelican	267,800								267,800
773 Bocat Skid Steer	43,500					43,500			
Plows	48,000					24,000		24,000	
Lawn Mowing Equipment	40,000					40,000			
Cat 426C Backhoe	134,000							134,000	
Road Paving Maintenance	800,000					200,000	200,000	200,000	200,000
<b>Sub-Total DPW</b>	<b>3,660,350</b>	<b>-</b>	<b>103,370</b>	<b>-</b>	<b>608,450</b>	<b>936,500</b>	<b>754,900</b>	<b>801,000</b>	<b>559,500</b>
<b>SHORE &amp; HARBOR COMMITTEE</b>									
Annual Dredging/Ramp/Pier Repair & Improvement		200,000							
Annual Dredging/Ramp/Pier Repair & Improvement	1,000,000				200,000	200,000	200,000	200,000	200,000
<b>Sub-Total Shore and Harbor</b>	<b>1,000,000</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>FACILITIES MAINTENANCE</b>									
Fire Station #3 - Building EMS Upgrade			45,000						
M-14 Pickup /Plow			82,400						
Fire Station #1 - Selective Roofing Repair		200,000							
Bourne Archives - EPS Backup Generator & ATS	50,000								50,000
Bourne Library - Roof Replacement [Phase 1]	120,000					120,000			
Bourne Library - EPS Backup Generator & ATS	85,000					85,000			
Bourne Library - Selective Window Replacement	169,000						169,000		
Bourne Library - Roof Repair [Phase 2]	58,000							58,000	
Bourne Library - Chiller & Chiller Pump Replacement	202,000								202,000
Community Building - Chiller Replacement	117,000					117,000			

**CAPITAL IMPROVEMENT PLAN  
FISCAL YEARS 2022 - 2026**

	ESTIMATED	FY2021 - ATM	FY2021 - STM	FY2021 - STM	FY2022	FY2023	FY2024	FY2025	FY2026
DEPARTMENT	TOTAL COST	APPROPRIATED	APPROPRIATED	REQUEST	REQUEST	REQUEST	REQUEST	REQUEST	REQUEST
Community Building - Replacement RTU [Phase 1]	185,000								185,000
Fire Station #1 - Apperatus Bay HVAC Upgrade	25,000					25,000			
Fire Station #3 - HVAC Upgrade	52,000					52,000			
Fire Station #4 - Electrical	68,000						68,000		
Fire Station #4 - HVAC & Mechanical Upgrades	70,000							70,000	
Fire Station #4 - Boiler DHW Replacement	56,000								56,000
Town Hall - HVAC Replacement [DNR/Admin Office]	55,000					55,000			
Town Hall - Chiller Replacement	131,000					131,000			
Town Hall - Elevator Modernization	128,000						128,000		
Town Hall - Fire Alarm Replacement	140,000							140,000	
Town Hall - Selective Roofing Repairs	116,000							116,000	
<b>Sub-Total Facilities</b>	<b>1,827,000</b>	<b>200,000</b>	<b>127,400</b>	<b>-</b>	<b>-</b>	<b>585,000</b>	<b>365,000</b>	<b>384,000</b>	<b>493,000</b>
<b>TOWN CLERK</b>									
Electronic Voting - VTS - Ballot Boxes	200,000						200,000		
<b>Sub-Total Town Clerk</b>	<b>200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-</b>
<b>RECREATION</b>									
Vehicle (1)- Ford Transit Connect	27,000				27,000				
<b>Sub-Total Recreation</b>	<b>27,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>27,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EMERGENCY MANAGEMENT</b>									
Emergency AM Radio Station			25,000						
Variable Message Boards, Trailer Mounted			15,000						
<b>Sub-Total Emergency Management</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CONSERVATION</b>									
Comprehensive Wastewater Management Plan			600,000		-				
<b>Sub-Total Conservation</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUB-TOTAL TOWN AND SCHOOLS</b>	<b>25,936,709</b>	<b>400,000</b>	<b>2,168,270</b>	<b>-</b>	<b>1,864,010</b>	<b>10,349,376</b>	<b>2,813,282</b>	<b>4,310,583</b>	<b>6,799,458</b>
<b>INTEGRATED SOLID WASTE MANAGEMENT</b>									
Replace 2013 CAT 966K Loader			450,000						
Litter Fence Repair			145,000						
Ford F550 1-ton Container Truck	100,000				100,000				
25-ton Hydraulic Excavator	282,000				282,000				
Low Ground Pressure Dozer w/solid waste pkg and GPS	597,000				597,000				
Roll-Off Containers (4 units - 40 CY)	53,500				23,500			30,000	
2019 CAT Nexgen D6 Dozer	600,000							600,000	
2013 CAT 966K Loader	496,650								496,650
2016 CAT 966M Loader	470,000					470,000			
2016 CAT 323F Excavator	320,000						320,000		
2006 John Deere 350D Off Road Truck	700,000					700,000			
2013 CAT 277D Skid Steer [Track]	101,000					101,000			
2015 CAT 272D Skid Steer [Wheel]	72,000					72,000			
Volvo Roll-Off Truck	164,300						164,300		

**CAPITAL IMPROVEMENT PLAN  
FISCAL YEARS 2022 - 2026**

	<b>ESTIMATED</b>	<b>FY2021 - ATM</b>	<b>FY2021 - STM</b>	<b>FY2021 - STM</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
<b>DEPARTMENT</b>	<b>TOTAL COST</b>	<b>APPROPRIATED</b>	<b>APPROPRIATED</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>	<b>REQUEST</b>
2016 Ford F250 3/4 ton Crew Cab Pickup [L2]	57,000					57,000			
Weigh Scales	424,000							424,000	
1992 OSHKOSH Maintenance Truck*	250,000							250,000	
North & East Road Litter Fence Repair	232,000								232,000
Office/Maintenance Facility	7,000,000					7,000,000			
<b>Sub-Total ISWM</b>	<b>11,919,450</b>	<b>-</b>	<b>595,000</b>	<b>-</b>	<b>1,002,500</b>	<b>8,400,000</b>	<b>484,300</b>	<b>1,304,000</b>	<b>728,650</b>
<b>SEWER DEPARTMENT</b>									
Pumps and Alarms		56,000							
Safety Upgrades		25,000							
Pumps and Alarms	270,000					60,000	65,000	70,000	75,000
Safety Upgrades	50,000						25,000		25,000
Study of Sewer Line Repair and Replacement	100,000					100,000			
<b>Sub-Total Sewer</b>	<b>420,000</b>	<b>81,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>160,000</b>	<b>90,000</b>	<b>70,000</b>	<b>100,000</b>
<b>SUB-TOTAL ENTERPRISE</b>	<b>\$ 12,339,450</b>	<b>\$ 81,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,002,500</b>	<b>\$ 8,560,000</b>	<b>\$ 574,300</b>	<b>\$ 1,374,000</b>	<b>\$ 828,650</b>
<b>GRAND TOTALS</b>	<b>\$ 38,276,159</b>	<b>\$ 481,000</b>	<b>\$ 2,168,270</b>	<b>\$ -</b>	<b>\$ 2,866,510</b>	<b>\$ 18,909,376</b>	<b>\$ 3,387,582</b>	<b>\$ 5,684,583</b>	<b>\$ 7,628,108</b>
<b>Last updated 12.29.2020</b>									

CAPITAL IMPROVEMENT BUDGET									
FISCAL YEAR 2022									
EXPENDITURE CATEGORIES									

DEPARTMENT	FY 2022 REQUEST	ADMINISTRATOR RECOMMEND	PLANNING	INFRASTRUCTURE	TRANSPORTATION	TECHNOLOGY	EQUIPMENT
<b>POLICE DEPARTMENT</b>							
Electronic Control Weapons/Tasers (46 units)	100,000	100,000					100,000
Police Vehicles (4)	210,560	210,560			210,560		
Sub-Total Police	310,560	310,560	-	-	210,560	-	100,000
<b>FIRE DEPARTMENT</b>							
Pickup Replacement 2010 [C-146]	51,000	51,000			51,000		
Pickup to Replace Chevy Tahoe 2013 [C-144]	51,000	51,000			51,000		
Second set of PPE and Extractors/Dryers	200,000	200,000					200,000
Sub-Total Fire	302,000	302,000	-	-	102,000	-	200,000
<b>BOURNE PUBLIC SCHOOLS</b>							
Technology Plan	293,000	293,000					293,000
Minibus (2)	123,000	123,000			123,000		
Sub-Total Bourne Schools	416,000	416,000	-	-	123,000	-	293,000
<b>DEPARTMENT OF PUBLIC WORKS</b>							
3CY Front End Loader JD544	208,450	208,450					208,450
Recyling Packer Peterbilt 520	375,000	375,000			375,000		
Air Compressor (Tow Behind - CPS185)	25,000	25,000					25,000
Sub-Total DPW	608,450	608,450	-	-	375,000	-	233,450
<b>SHORE &amp; HARBOR</b>							
Annual Dredging/Ramp/Pier Repair & Improvement	200,000	200,000		200,000			
Sub-Total Shore & Harbor	200,000	200,000	-	200,000	-	-	-
<b>RECREATION DEPARTMENT</b>							
Vehicle (1) - Ford Transit Connect	27,000	27,000			27,000		
Sub-Total Recreation	27,000	27,000	-	-	27,000	-	-
SUB-TOTAL TOWN AND SCHOOLS	1,864,010	1,864,010	-	200,000	837,560	-	826,450
<b>INTEGRATED SOLID WASTE MANAGEMENT</b>							
Ford F550 1-ton Container Truck	100,000	100,000			100,000		
25-ton Hydraulic Excavator	282,000	282,000					282,000
Low Ground Pressure Dozer w/solid waste pkg + GPS	597,000	597,000					597,000
Roll-Off Containers - (4 units-40CY)	23,500	23,500					23,500
Sub-Total ISWM	1,002,500	1,002,500	-	-	100,000	-	902,500
SUB TOTAL ENTERPRISE	\$ 1,002,500	\$ 1,002,500	\$ -	\$ -	\$ 100,000	\$ -	\$ 902,500
GRAND TOTAL	\$ 2,866,510	\$ 2,866,510	\$ -	\$ 200,000	\$ 937,560	\$ -	\$ 1,728,950
Last updated: 12.29.20							

CAPITAL IMPROVEMENT BUDGET FISCAL YEAR 2022 FUNDING PLAN												
DEPARTMENT	FY2022 REQUEST	ADMINISTRATOR RECOMMEND	FY2022 RECOMMENDED	FREE CASH	GENERAL DEBT	ENTERPRISE DEBT	EXCLUDED DEBT	WATERWAYS FUND	ENTERPRISE FUND R/E	AVAILABLE FUNDS	OTHER FUNDING	COMMUNITY PRESERVATION
<b>POLICE DEPARTMENT</b>												
Electronic Control Weapons/Tasers (46 units)	100,000	100,000		100,000								
Police Vehicles (4)	210,560	210,560		210,560								
Sub-Total Police	310,560	310,560	-	310,560	-	-	-	-	-	-	-	-
<b>FIRE DEPARTMENT</b>												
Pickup Replacement 2010 [C-146]	51,000	51,000		51,000								
Pickup to Replace Chevy Tahoe 2013 [C-144]	51,000	51,000		51,000								
Second set of PPE and Extractors/Dryers	200,000	200,000		200,000								
Sub-Total Fire	302,000	302,000	-	302,000	-	-	-	-	-	-	-	-
<b>BOURNE PUBLIC SCHOOLS</b>												
Technology Plan	293,000	293,000		293,000								
Minibus (2)	123,000	123,000		123,000								
Sub-Total Bourne Schools	416,000	416,000	-	416,000	-	-	-	-	-	-	-	-
<b>DEPARTMENT OF PUBLIC WORKS</b>												
3CY Front End Loader JD544	208,450	208,450		208,450								
Recycling Packer Peterbilt 520	375,000	375,000		375,000								
Air Compressor (Tow Behind - CPS185)	25,000	25,000		25,000								
Sub-Total DPW	608,450	608,450	-	608,450	-	-	-	-	-	-	-	-
<b>SHORE &amp; HARBOR</b>												
Annual Dredging/Ramp/Pier Repair & Improvement	200,000	200,000	-					200,000				
Sub-Total Shore & Harbor	200,000	200,000	-	-	-	-	-	200,000	-	-	-	-
<b>RECREATION DEPARTMENT</b>												
Vehicle (1)- Ford Transit Connect	27,000	27,000		27,000								
Sub-Total Recreation Department	27,000	27,000	-	27,000	-	-	-	-	-	-	-	-
SUB TOTAL TOWN AND SCHOOLS	1,864,010	1,864,010	-	1,664,010	-	-	-	200,000	-	-	-	-
<b>INTEGRATED SOLID WASTE MANAGEMENT</b>												
Ford F550 1-ton Container Truck	100,000	100,000							100,000			
25-ton Hydraulic Excavator	282,000	282,000							282,000			
Low Ground Pressure Dozer w/solid waste pkg + GPS	597,000	597,000							597,000			
Roll-Off Containers (4 units - 40 CY)	23,500	23,500							23,500			
Sub-Total ISWM	1,002,500	1,002,500	-	-	-	-	-	-	1,002,500	-	-	-
SUB TOTAL ENTERPRISE	\$ 1,002,500	\$ 1,002,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,002,500	\$ -	\$ -	\$ -
GRAND TOTAL	\$ 2,866,510	\$ 2,866,510	\$ -	\$ 1,664,010	\$ -	\$ -	\$ -	\$ 200,000	\$ 1,002,500	\$ -	\$ -	\$ -
Last updated: 12-29-2020												