



Enfield Budget Committee 2021 Municipal Budget Proposal

***“To assist voters in the prudent
appropriation of public funds”***

-NH RSA 32:1





ENFIELD 2021 BUDGET PLAN

Process:

- Committee meets throughout the year
- Committee meets with each town department
- Department Heads produced four budget alternatives
Preferred, Level, -2.5%, -5%
- Committee examines budget requests line by line
- Committee reviews revenues

Objective: To prepare a responsible budget for the Town

- Maintain core services
- Support Enfield's high quality of life
- Ensure that funding proposals align with ongoing department-/town-level strategic planning efforts
- Reinforce and encourage town efficiencies
- Make responsible budget decisions to minimize impact on taxpayers
- Respond and adapt to the uncertainty resulting from the Pandemic



Summary of 2020 (1 of 2)

- COVID 19 Pandemic Response
 - Reduced 2020 Budget at town meeting to level fund with 2019
 - Open staff positions were held open for a significant portion of the year.
 - Unanticipated revenue from COVID relief funds
- Continued support for CIP Committee's solid capital plan
 - Funded Capital Improve. Program Capital Reserve Fund (CIP-CRF)
 - CIP-CRF Appropriation = \$448,368(\$26,200 increase from 2019)
- Town meeting approved budget estimated needing to raise \$4.19M through property taxes
 - Actual \$4.14M
- 2020 tax rate (municipal portion) = \$7.10/\$1000 valuation
 - \$0.23/\$1,000 reduction from 2019 tax rate (\$7.33/\$1000).
 - Drivers included unanticipated revenue (COVID relief funds), cautious approach to fill vacant positions





Summary of 2020 (2 of 2)

- Non-Property Tax Revenue (NPTR) in the General Fund (GF) increased \$220,613 in 2020
- Continued high rate of property tax collection (95-97%)
- Solid plan to continue reducing the Sewer Fund deficit
- Continue examining how possible future investment in municipal facilities upgrades would impact the tax rate and annual debt service





2021 Budget Objectives/Considerations

- Prepare an operating budget that funds municipal services at levels expected/desired by residents
- Identify efficiencies and cost savings that align with department strategic planning efforts
- **Budget for the uncertainty of the COVID 19 pandemic**
- Department heads each prepared four (4) budget alternatives





2021 Budget Considerations

Uncertainty as a result of the COVID 19 Pandemic NPTR continuing upwards trend in certain areas

- Car registrations:
 - 2008, \$764K
 - 2016, \$975K
 - 2017, \$1.00 Million
 - 2018, \$1.03 Million
 - 2019, \$1.06 Million
 - 2020, \$1.10 Million

Cost Centers Required Significant Funds

- Employee benefits (e.g. retirement, workers' comp, healthcare)
- General cost of doing business
- Goal is to maintain departments that are fully staffed

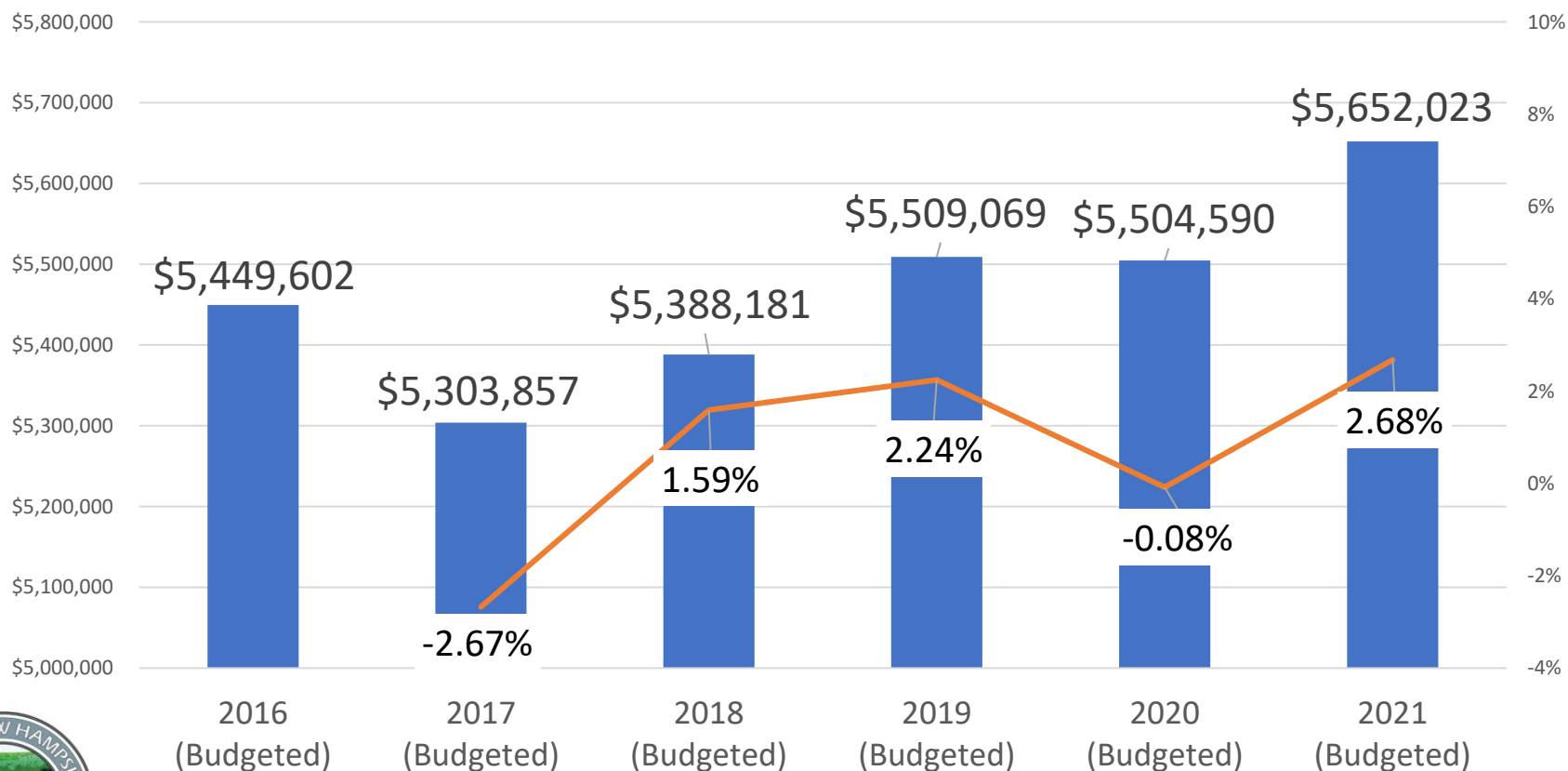
Continued capital needs (infrastructure, equipment)

- Long-term CIP/TIF in place and working well
- Municipal Buildings, Major Water/Sewer Projects



General Government Budget

General Government
(excludes items funded from capital reserves)



General Government (excludes items funded from capital reserves)

Percent change



BUDGET EXPENDITURES vs. ACTUAL EXPENSES

YEAR	BUDGETED EXPENDITURES	ACTUAL EXPENSES	DIFFERENCE
2016	\$5,449,602	\$5,209,195	\$240,407
2017	\$5,303,857	\$5,038,301	\$255,556
2018	\$5,388,181	\$4,912,386	\$475,795
2019	\$5,509,069	\$5,104,582	\$404,487
2020	\$5,504,590	\$5,116,371	\$388,219
2021	\$5,652,023*		

*Requested

**Net increase in budgeted expenditures of roughly 2.68%
from 2020 to 2021 (up 2.59% from 2019)**





Budget Summary Table		Updated	2/1/2021
OPERATING EXPENSES			
Category	2020 (Budgeted)	2021 (Budgeted)	% Δ
General Government (excludes items funded from capital reserves)	\$ 5,504,590	\$ 5,652,023	2.68%
Water (excludes items funded from capital reserves)	\$ 227,806	\$ 248,059	8.89%
Sewer (excludes items funded from capital reserves)	\$ 706,183	\$ 765,890	8.45%
Capital Projects (Lakeview/Shaker Landing Sewer Extension Debt Service)	\$ 139,472	\$ 181,314	30.00%
TIF (US Route 4 Water/Sewer Extension Debt Service)	\$ 162,246	\$ 302,174	86.24%
Total All Funds	\$ 6,740,297	\$ 7,149,460	6.07%
ADDITIONAL APPROPRIATIONS TO BE FUNDED FROM TAXES			
Category	2020	2021	% Δ
CIP Capital Reserve Fund (\$474,568 from taxation & additional \$45,000 from UFB)	\$ 448,368	\$ 519,568	15.88%
Employee & Retiree Benefits Trust Fund (From UFB)	\$ 30,000	\$ 30,000	0%



Warrant Articles - MS-737, page 6



New Hampshire
Department of
Revenue Administration

2021
MS-737

DRAFT

PROPOSED BUDGET NOT FINALIZED
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Special Warrant Articles

Account	Purpose	Article	Selectmen's Appropriations for period ending 12/31/2021 (Recommended)	Selectmen's Appropriations for period ending 12/31/2021 (Not Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Recommended)	Budget Committee's Appropriations for period ending 12/31/2021 (Not Recommended)
4915	To Capital Reserve Fund		\$0	\$0	\$0	\$0
4916	To Expendable Trust Fund		\$0	\$0	\$0	\$0
4917	To Health Maintenance Trust Funds		\$0	\$0	\$0	\$0
4902	Machinery, Vehicles, and Equipment	04	\$570,000	\$0	\$570,000	\$0
		<i>Purpose: Fire Truck Replacement</i>				
4902	Machinery, Vehicles, and Equipment	05	\$195,000	\$0	\$195,000	\$0
		<i>Purpose: 10-Wheel Dump Truck</i>				
4902	Machinery, Vehicles, and Equipment	09	\$47,000	\$0	\$47,000	\$0
		<i>Purpose: Police Cruiser</i>				
4902	Machinery, Vehicles, and Equipment	10	\$50,000	\$0	\$50,000	\$0
		<i>Purpose: Fire Dept. Car 1</i>				
4902	Machinery, Vehicles, and Equipment	11	\$50,000	\$0	\$50,000	\$0
		<i>Purpose: DPW F-350</i>				
4903	Buildings	06	\$133,793	\$0	\$133,793	\$0
		<i>Purpose: DPW Building Improvements</i>				
4909	Improvements Other than Buildings	07	\$1,900,000	\$0	\$1,900,000	\$0
		<i>Purpose: Water System Improvements</i>				
4909	Improvements Other than Buildings	08	\$1,900,000	\$0	\$1,900,000	\$0
		<i>Purpose: Sewer System Improvements</i>				
4909	Improvements Other than Buildings	15	\$35,000	\$0	\$35,000	\$0
		<i>Purpose: Master Planning</i>				
4915	To Capital Reserve Fund	13	\$519,568	\$0	\$519,568	\$0
		<i>Purpose: CIP CRF</i>				
4916	To Expendable Trusts/Fiduciary Funds	14	\$30,000	\$0	\$30,000	\$0
		<i>Purpose: Employee & Retiree Benefits Trust</i>				
Total Proposed Special Articles			\$5,430,361	\$0	\$5,430,361	\$0





2020-21 Enfield Budget Committee

Dominic Albanese
Dimitri Desarranno
Mike Diehn
Sam Eaton (Vice Chair)
Shirley Green
Jean Patten
Erik Russell (Chair)
Kate Stewart (Ex-Officio)
Nancy Smith

Administration Liaisons: Alisa Bonnette, Jack Wozmak

***The Committee appreciates and thanks the CIP Committee,
Town Administration and department heads for their input,
cooperation and dedicated service to the Town.***





Rebuilding the Town's GF Undesignated Fund Balance

- The NH Dept. of Revenue Administration & Government Finance Officers Association (GFOA) recommend maintaining a UDF of 8-17% of TOTAL expenses, including school and county payments.
- The Governing Body established a financial policy that sets the **targeted UFB at 12% of the Town's total expenditure budget.**
- In 2020, 12% of the Town's total expenditure budget would equate to a UDF of approximately **\$2.2 million**
- At yearend 2020, the Town's estimated UDF is **\$1.59 million**





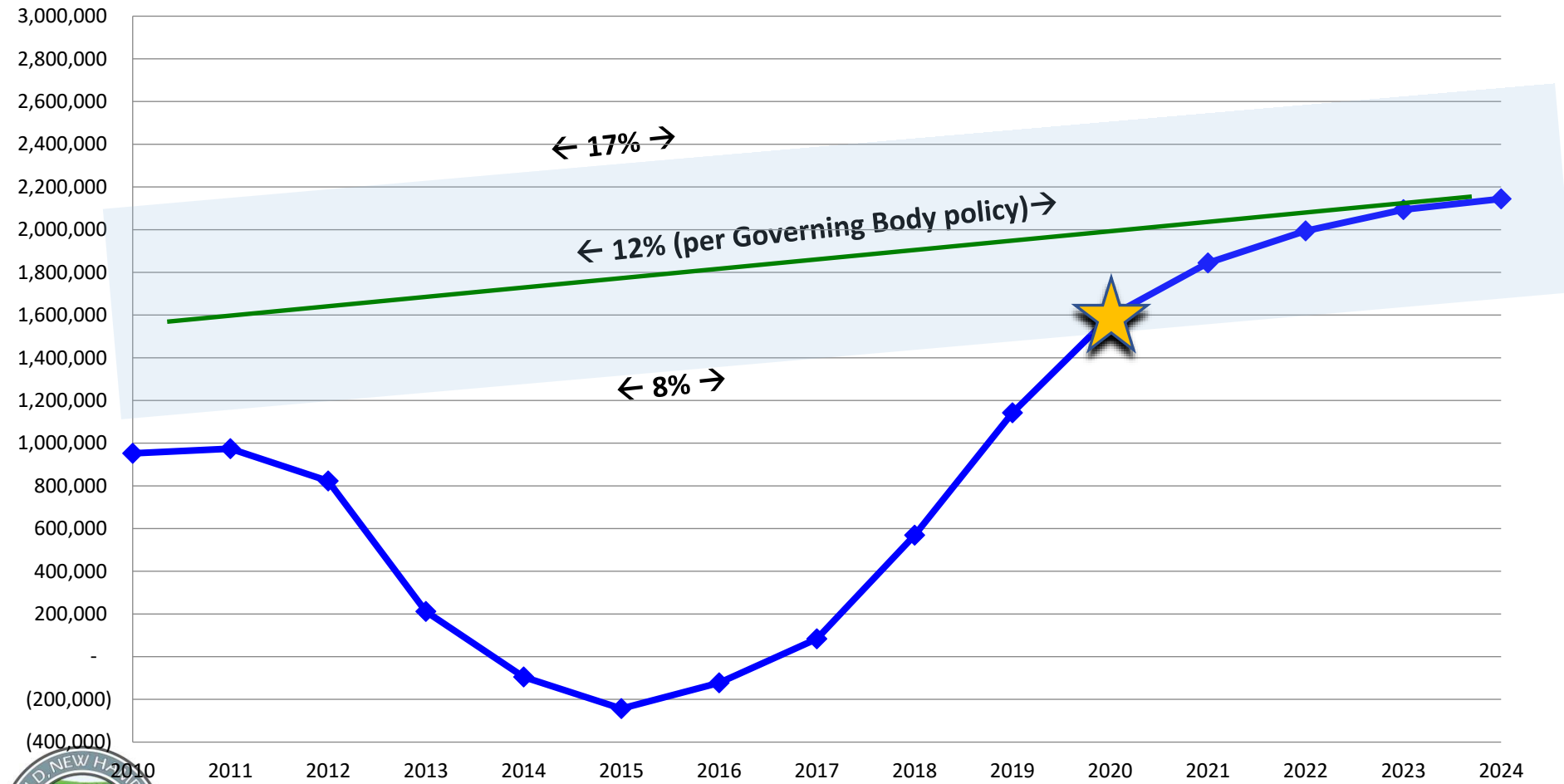
Rebuilding the Town's GF Undesignated Fund Balance

- A UDF balance is accrued as a result of collecting actual non-property tax revenues in excess of what was estimated and/or when actual expenditures are less than budgeted expenditures
- The General Fund's UDF balance was depleted during 2011-2015 as a result of multiple budget years seeing significant unexpected costs and actual revenues failing to meet what was forecasted; this resulted in a deficit from 2014-2016.
- Surpluses starting in 2016 helped eliminate the deficit and the Town has been rebuilding the UDF balance in subsequent years.
- With the estimated addition of approximately \$500,000 to the UDF balance in 2019, the Town is now approximately halfway (\$1.59 million) to the targeted 12% level (\$2.2 million)
- Adjustments to strategy can continue being made in 2021 and beyond to slow the rate in which the UDF balance is grown





General Fund Unassigned Fund Balance (2010 - 2024)



**Total Town Commitments in 2020 = \$17.7 million
(including Town Budget, School and County payments)**