Budget Objectives

1. Maintain current services and programs while adapting services to our current pandemic environment

2. Advance Board of Selectmen initiatives and priorities for the following areas:
   - Infrastructure
   - Parks and Recreation
   - Public Safety
   - Professional Development
   - Economic Development
Budget Objectives

3. Maintain and invest in existing assets and infrastructure
   • Focus on cash-to-capital for ongoing and routine capital needs
   • Refine capital budgeting based upon final results of the Facilities Master Plan
Budget Objectives

4. Strengthen our long-term financial stability
   • Maintain or increase Fund Balance
   • Maintain our Health Insurance Fund reserve at or above twelve weeks of expected claims
     o Estimated at 26% at fiscal year-end 22/23
   • Maintain commitment to funding OPEB and pension liabilities
   • Smooth the impact of future debt service increases on upcoming budget years
Budget Objectives

5. Review operating and capital needs that would be good candidates for use of ARPA dollars, keeping in spirit with the intended uses for pandemic recovery
<table>
<thead>
<tr>
<th>FY 22/23 Budget Overview – General Fund</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Town</strong></td>
<td>$25,092,953</td>
</tr>
<tr>
<td><strong>BOE</strong></td>
<td>$76,456,785</td>
</tr>
<tr>
<td><strong>Non-Public Schools</strong></td>
<td>$574,034</td>
</tr>
<tr>
<td><strong>Debt Service</strong></td>
<td>$6,371,525</td>
</tr>
<tr>
<td><strong>Capital and CNR Contribution</strong></td>
<td>$1,494,750</td>
</tr>
<tr>
<td><strong>Inter-Fund Transfers &amp; Contingency</strong></td>
<td>$380,010</td>
</tr>
<tr>
<td><strong>General Fund</strong></td>
<td>$110,370,057</td>
</tr>
<tr>
<td>Fund</td>
<td>Amount</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Residential Rental Property Fund</td>
<td>$54,172</td>
</tr>
<tr>
<td>Capital Fund <em>(Town and BOE)</em></td>
<td>$12,222,744</td>
</tr>
<tr>
<td>Capital &amp; Nonrecurring Fund <em>(Town)</em></td>
<td>$2,349,775</td>
</tr>
<tr>
<td>Parks &amp; Recreation Special Revenue Fund</td>
<td>$2,218,035</td>
</tr>
<tr>
<td>Water Pollution Control</td>
<td>$4,341,139</td>
</tr>
<tr>
<td>Health Insurance Fund</td>
<td>$17,685,746</td>
</tr>
</tbody>
</table>
FY 22/23 General Fund Revenues: $110,370,057

- Property Taxes: $97,809,892 (89%)
- Intergovernmental Revenue: $9,423,542 (9%)
- Local Revenue: $2,698,946 (2%)
- Other: $437,677 (0%)
FY 22/23 Revenue Outlook – Grand List

- Grand List increased by 3.72% or $96,064,030, generating approximately $3.5M in new revenue
  - Real estate increased by 1.0% or $22,114,699
  - Motor vehicle increased by 27.56% or $59,197,221
  - Personal property increased by 11.83% or $16,486,622
- These numbers are based on the most recent information available but are subject to change based upon the outcome of assessment appeals
FY 22/23 Revenue Outlook – Grand List

Percentage of Grand List Growth Since FY 2013/2014

Growth in Grand List as Percentage

Fiscal Year

Red font indicates years of a revaluation
FY 22/23 Revenue Outlook

- Uses a tax collection rate of 98.5%
  - Tax collection revenues remain stable despite the pandemic

- Town Clerk’s Offices revenues remain strong due to large amounts of homeowners refinancing mortgages due to low interest rates
  - Conveyance Tax, Land Recording Fees

- Building permit activity remains strong
  - Residential investment by homeowners
FY 22/23 Revenue Outlook

• Interest income has increased by $30,000 due to anticipated rising interest rates

• Utilized Governor’s proposed budget for state revenues
  ▪ Most state revenues remain flat or increases negligible
  ▪ ECS revenue increases by $466,228, from $6,530,198 (FY 21/22) to $6,996,426 (22/23)
  ▪ Proposes mill rate cap of 29 mills for motor vehicles
    o State motor vehicle reimbursement of $2,006,464
    o Estimated revenue loss of $203,616
    o Fire District receives separate payment of $290,577
FY 22/23 General Fund
Expenditures: $110,370,057

- Education: $77,030,819 (70%)
- Public Safety: $5,988,554 (5%)
- Public Works: $4,670,809 (4%)
- Community Services: $3,832,922 (3%)
- General Government: $2,845,126 (3%)
- Community Development: $765,700 (1%)
- Benefits & Insurances: $6,989,842 (6%)
- Capital & CNR: $1,494,750 (1%)
- Contingency: $177,565 (0%)
- Interfund Transfers: $202,445 (0%)
- Debt: $6,371,525 (6%)
<table>
<thead>
<tr>
<th>Category</th>
<th>FY 21/22</th>
<th>FY 22/23</th>
<th>$ Increase/Decrease</th>
<th>% Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town</td>
<td>$24,203,939</td>
<td>$25,092,953</td>
<td>$889,014</td>
<td>3.67%</td>
</tr>
<tr>
<td>BOE</td>
<td>$73,895,197</td>
<td>$76,456,785</td>
<td>$2,561,588</td>
<td>3.47%</td>
</tr>
<tr>
<td>Non-Public Schools</td>
<td>$551,383</td>
<td>$574,034</td>
<td>$22,651</td>
<td>4.11%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$6,549,357</td>
<td>$6,371,525</td>
<td>($177,832)</td>
<td>-2.72%</td>
</tr>
<tr>
<td>Capital &amp; CNR</td>
<td>$398,208</td>
<td>$1,494,750</td>
<td>$1,096,542</td>
<td>275.37%</td>
</tr>
<tr>
<td>Transfers &amp; Contingency</td>
<td>$377,833</td>
<td>$380,010</td>
<td>$2,177</td>
<td>0.58%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$105,975,917</td>
<td>$110,370,057</td>
<td>$4,394,140</td>
<td>4.15%</td>
</tr>
</tbody>
</table>
FY 22/23 Expenditure Trends

- $889,014 (3.67%) increase to Town Government (operating, doesn’t include CNR transfers)
- Debt Service - $177,832 decrease
- Salaries
  - Anticipated general wage and step increases -$335,428
  - Budgeted in contingency and salary line items
- Minimum wage
  - Statutory increase results in a total increase of approximately $39,236 across all departments, excluding crossing guards
  - Crossing guards - $15,775 increase
- Pension/OPEB - $18,912 increase
  - Proposed budget reduces interest rate assumption to 6.5%
FY 22/23 Expenditure Trends

- Market increases and inflation
  - Fuel - $43,417 increase
  - Fleet vehicles - $39,703 increase
  - Software programs - $14,259 increase
  - Agricultural/building/cleaning supplies and services - $13,560 increase
  - Capital project cost increases for labor and materials
  - Delays in receiving vehicles, equipment, and supplies

- Legal expenses (labor) – $25,000 increase

- First full year of public safety radio contract and infrastructure maintenance- $20,015 in total (operating and CNR Transfer)
FY 22/23 Expenditure Trends

• Parks and Recreation Fund Contribution
  ▪ Reinstates contribution to $181,715 from $151,715, an increase of $30,000
  ▪ Supports community use of Simsbury Farms and recreation programs
  ▪ Improves equity for our recreation program participants
  ▪ Parks and Recreation Special Revenue Fund analysis indicated a municipal General Fund contribution in excess of $300,000 would be needed to fully cover community use of the facility and programs
FY 22/23 Service Improvements

• Prioritized service improvement requests for consideration
  ▪ IT Specialist - $117,242
  ▪ Network Engineering Support - $5,000
  ▪ CALEA Specialist - $110,789
  ▪ Police Officer - $141,776
  ▪ Construction Inspection Services- $15,000
  ▪ Pollinator Initiative Supplies- $7,500
  ▪ Simsbury Farms 50th Anniversary Community Events - $7,500
  ▪ Professional Development (division heads) - $4,225

• Inclusion of all noted service restorations and improvements would have an estimated tax impact of $36/year on the median valued home and affect the mill rate by 0.17 mills
FY 22/23 Service Improvements – ARPA Uses

• Two interim social workers (town) to support the mental health and well-being of our residents
  ▪ Supports pandemic recovery
  ▪ Salaries - $223,460
  ▪ Supervision costs - $14,208
  ▪ Start-up costs - $20,600
  ▪ Costs reflect Year One; Fund through December 31, 2026, evaluate need thereafter

• Town Manager is in support of the Board of Education’s request to fund two social workers with ARPA funds

• ARPA funds for social workers may be used through December 31, 2026
  ▪ If ARPA utilized, no General Fund/taxpayer impact
Town Manager Recommended Uses of ARPA Funding

- Public health recovery
- Business recovery
- Non-profit recovery
- Student educational recovery and literacy efforts
- Mental health and well-being recovery
- Diversity, equity, and inclusion initiatives
- Capital projects that support air-quality and HVAC systems in town-owned facilities
- Capital projects and purchases that support town-owned outdoor infrastructure such as parks, playgrounds, trails, open spaces, and other outdoor amenities
- Other categories or items as may be determined by the Board at a later date
Board of Selectmen Initiatives

- Economic Development
  - Main Street Partnership
    - $50,000, budgeted in existing economic development budget
  - Simsbury Chamber of Commerce
    - $825, membership dues budgeted in Board of Selectmen budget
    - $7,500, budgeted in Board of Selectmen budget
  - Business and Career Center (BCC)
    - $74,376, Librarian budgeted in Library budget
  - Economic Development Commission
    - $650, budgeted in boards & commissions budget
Board of Selectmen Initiatives

• Professional Development
  ▪ Continuing education for maintenance of certifications
  ▪ Professional development and annual leadership retreat for mid- and upper-level managers
  ▪ Funds for larger group work and individual training
  ▪ Tuition reimbursement
  ▪ Executive coaching

• Infrastructure, Parks, Public Safety
  ▪ Service improvement considerations
  ▪ Capital projects
Capital & Debt Service Budget Principles

- Utilize available cash for smaller value and routine capital needs that should not be bonded for
  - Creates less expense to the Town in the long run
  - Frees up debt service capacity in out years
  - Smooths impact of future debt service increases

- Continue to build our capital reserve with funds from capital project close-outs and year-end savings when available
  - Emergencies
  - Capital projects otherwise funded by bonding or due to lack of cash
  - Offsets to debt service
  - Unanticipated cost increases
  - Unanticipated grant opportunities that require local match

- Continue to quantify our baseline capital and CNR needs
<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonds</td>
<td>$6,544,000</td>
<td>53.5%</td>
</tr>
<tr>
<td>Federal or State Grants</td>
<td>$1,788,744</td>
<td>14.6%</td>
</tr>
<tr>
<td>American Rescue Plan (ARPA)</td>
<td>$1,550,000</td>
<td>12.8%</td>
</tr>
<tr>
<td>General Fund (cash)</td>
<td>$956,500</td>
<td>7.8%</td>
</tr>
<tr>
<td>Capital Reserve Fund</td>
<td>$577,000</td>
<td>4.7%</td>
</tr>
<tr>
<td>Eno Trust</td>
<td>$232,000</td>
<td>2.0%</td>
</tr>
<tr>
<td>LOCIP</td>
<td>$156,500</td>
<td>1.3%</td>
</tr>
<tr>
<td>Sewer Use Fund</td>
<td>$150,000</td>
<td>1.2%</td>
</tr>
<tr>
<td>Town Aid Road (TAR)</td>
<td>$140,000</td>
<td>1.1%</td>
</tr>
<tr>
<td>Special Revenue Fund</td>
<td>$128,000</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$12,222,744</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

1Includes education projects
<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture, Parks and Recreation</td>
<td>$4,832,744</td>
<td>39.6%</td>
</tr>
<tr>
<td>Education</td>
<td>$4,500,000</td>
<td>36.8%</td>
</tr>
<tr>
<td>Public Works</td>
<td>$2,740,000</td>
<td>22.4%</td>
</tr>
<tr>
<td>Sewer (WPCA)</td>
<td>$150,000</td>
<td>1.2%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$12,222,744</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

1Includes education projects
Capital Fund Projects (Town)

- **WPCA**
  - Primary Clarifier (design) - $150,000

- **Public Works**
  - Pavement of roads - $1,205,000
  - Sidewalk reconstruction - $200,000
  - Municipal Site & Safety Improvements (Town Hall) - $450,000
  - Old Drake Hill Rd/Flower Bridge Repairs (design) - $280,000
  - Eno Entrance Improvements - $360,000
  - Eno Parking Lot Improvements - $245,000
Capital Fund Projects (Town)

• Culture, Parks and Recreation
  ▪ Golf Course Irrigation System Replacement - $2,550,000
  ▪ Multi-Use Trails (Route 10 to Curtiss Park) - $1,582,744
  ▪ Performing Arts Center Grant Match/Rotary Park Restrooms - $350,000
  ▪ Tariffville Park Court Replacement - $350,000
## FY 22/23 CNR Budget Revenues: $2,349,775

<table>
<thead>
<tr>
<th>Fund</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund (Cash)</td>
<td>$1,192,263</td>
<td>50.8%</td>
</tr>
<tr>
<td>Capital Reserve Fund</td>
<td>$290,512</td>
<td>12.4%</td>
</tr>
<tr>
<td>Sewer Use Fund</td>
<td>$280,000</td>
<td>11.9%</td>
</tr>
<tr>
<td>Town Aid Road</td>
<td>$191,500</td>
<td>8.1%</td>
</tr>
<tr>
<td>American Rescue Plan (ARPA)</td>
<td>$163,000</td>
<td>6.9%</td>
</tr>
<tr>
<td>Golf Equipment Fund</td>
<td>$140,000</td>
<td>6.0%</td>
</tr>
<tr>
<td>Project Savings</td>
<td>$59,000</td>
<td>2.5%</td>
</tr>
<tr>
<td>Donation</td>
<td>$18,500</td>
<td>0.8%</td>
</tr>
<tr>
<td>Vehicle Trade-In</td>
<td>$15,000</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$2,349,775</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

1Does not include education projects
CNR Fund Revenues

- Includes operating budget transfers (General Fund cash)
  - $210,000 from Highway budget for Public Works truck
  - $25,000 from Public Works budget for materials recycling
  - $5,000 from Public Works budget for Community Farm repairs
  - $203,753 from Police budget for cruisers/vehicles
  - $10,000 from Emergency Management budget for radio system repairs

- Utilizes $416,250 five-year payback method (General Fund cash)

- Includes $322,000 cash for capital from the General Fund
CNR Fund Revenues

- Includes $290,512 cash for capital from the Capital Fund reserves
  - Proposed uses provide for Police staffing study, body cameras, firearm replacements, athletic field irrigation systems, and golf clubhouse repairs
  - Utilization of these funds would leave an estimated $3.1M in the Capital Reserve for future capital needs
<table>
<thead>
<tr>
<th>Department</th>
<th>Budget</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works/Engineering</td>
<td>$922,000</td>
<td>39.2%</td>
</tr>
<tr>
<td>Culture, Parks and Recreation</td>
<td>$589,000</td>
<td>25.1%</td>
</tr>
<tr>
<td>Police</td>
<td>$382,265</td>
<td>16.3%</td>
</tr>
<tr>
<td>Sewer (WPCA)</td>
<td>$280,000</td>
<td>11.9%</td>
</tr>
<tr>
<td>General Government</td>
<td>$161,390</td>
<td>6.9%</td>
</tr>
<tr>
<td>Library</td>
<td>$15,120</td>
<td>0.6%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$2,349,775</td>
<td>100%</td>
</tr>
</tbody>
</table>

¹Does not include education projects
CNR Fund Projects (Town)

- Public Works/Engineering - $922,000
  - Replacement of Gateway Entrance Signs (3) - $55,500
  - Truck Replacement - $210,000
  - Material Recycling - $25,000
  - Drainage - $125,000
  - Intersection Safety Studies/Traffic Calming - $100,000
  - Bobcat Track Skid Loader - $70,000
  - Milling Machine for Skid Steer - $36,000
  - One-Ton Dump Truck (Crew Leader) - $50,000
  - 11’ Snow Plow - $31,000
  - 1 Ton Roller - $19,500

- Note: Blue font for CNR projects reflect payback method of funding
CNR Fund Projects (Town)

- Public Works/Engineering - continued
  - 2011 Ford F150 Dump Truck - $55,000
  - Scout Hall Painting & Stair Replacement - $35,000
  - Library Variable Air Volume Control - $26,000
  - Town Hall Variable Air Volume Control - $12,000
  - Elevator Renovations – Design Work - $40,000
  - Carpet Cleaner - $12,000
  - Community Farm Barn Repairs - $15,000
  - Community Farm Maintenance/Repairs - $5,000
CNR Fund Projects (Town)

- Culture, Parks & Recreation - $589,000
  - Simsbury Farms Playground/Playscape - $75,000
  - Playscapes/Playground refurbishments - $30,000
  - Park entrance signs replacement - $16,000
  - Simsbury Farms Wading Pool Plaster - $30,000
  - Weatogue Softball Field Backstop Replacement - $12,000
  - Dredging of Town Forest Park Pond - $50,000
  - Irrigation Replacement (Little League Field) - $66,000
  - Clubhouse Roof Shingles Replacement - $70,000
  - Clubhouse repair work - $65,000
  - Golf Course Dump Truck Replacement - $50,000
  - Turf Sprayer - $90,000
  - Cart Path Base Prep Plan - $35,000
CNR Fund Projects (Town)

- Police - $382,265
  - 3 replacement patrol cruisers - $155,453
  - 1 administrative vehicle - $48,300
  - Staffing study - $70,000
  - Body worn cameras and car cameras - $54,512
  - Firearm replacements - $35,000
  - Mobile Data Terminals - $19,000

- Library - $15,120
  - Computer replacements (public terminals) - $15,120
CNR Fund Projects (Town)

- General Government - $161,390
  - Revaluation - $68,600
  - Computer replacements (staff) - $30,240
  - Microsoft Office upgrade - $17,550
  - Cyber security audit - $35,000
  - Radio system maintenance/repairs - $10,000

- Sewer - $280,000
  - Sewer Lining - $100,000
  - HVAC controls replacement - $50,000
  - Roof Safety Railings - $130,000
Fund Balance

- Projected Fund Balance contribution of $891,782
  - Difference between budgeted tax collection rate of 98.5% and anticipated tax collection rate of 99.5%

- Projected Fund Balance
  - 21/22 year-end projected to be 17.77%
  - 22/23 year-end projected to be 18.15%

- Bond rating agencies are recommending Fund Balance be 15-17% of General Fund expenditures

- General Fund reserve should not be used for routine operating expenses or mill rate relief
Impact on Taxpayer

Sample Tax Impact
On a Median Valued Single Family Home

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Valuation</td>
<td>$306,830¹</td>
</tr>
<tr>
<td>Proposed Taxes (37.07 mills)</td>
<td>$8,221</td>
</tr>
<tr>
<td>Current Taxes (37.41 mills)</td>
<td>$8,294</td>
</tr>
<tr>
<td>Decrease</td>
<td>($73.00)</td>
</tr>
<tr>
<td>Percentage Change</td>
<td>-0.91%</td>
</tr>
</tbody>
</table>

Based on Manager’s proposed budget mill rate decreases from 37.41⁰ mills to 37.07 mills.

*¹mills does not include Fire District

¹Median single family home price, 100% of assessed value is $306,830. $214,781 reflects 70% of assessed value.
## Where do the Tax Dollars Go?

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>$77,030,819</td>
<td>69.79%</td>
</tr>
<tr>
<td>Benefits &amp; Insurances</td>
<td>$6,989,842</td>
<td>6.33%</td>
</tr>
<tr>
<td>Debt Service</td>
<td>$6,371,525</td>
<td>5.77%</td>
</tr>
<tr>
<td>Public Safety</td>
<td>$5,988,554</td>
<td>5.43%</td>
</tr>
<tr>
<td>Public Works</td>
<td>$4,670,809</td>
<td>4.23%</td>
</tr>
<tr>
<td>Community Services</td>
<td>$3,832,922</td>
<td>3.47%</td>
</tr>
<tr>
<td>General Government</td>
<td>$2,845,126</td>
<td>2.58%</td>
</tr>
<tr>
<td>Capital and CNR</td>
<td>$1,494,750</td>
<td>1.35%</td>
</tr>
<tr>
<td>Community Development</td>
<td>$765,700</td>
<td>0.69%</td>
</tr>
<tr>
<td>Interfund Transfers</td>
<td>$202,445</td>
<td>0.18%</td>
</tr>
<tr>
<td>Contingency</td>
<td>$177,565</td>
<td>0.16%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$110,370,057</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Budget Summary

• Highlights
  ▪ Funds current services and programs
    o Lowers the mill rate, providing tax relief
  ▪ Advances Board of Selectmen initiatives
  ▪ Invests in existing infrastructure and assets, utilizing cash-for-capital to the extent possible
  ▪ Lowers the pension and OPEB interest rate assumption
  ▪ Increases fund balance
  ▪ Maintains health insurance reserve at healthy level
  ▪ Maintains capital reserve at healthy level
  ▪ Recommends uses of ARPA funding for pandemic recovery
Budget Summary

- Suggested topics for further discussion
  - Outside agency funding requests
  - Service improvements
  - Use of debt service savings and revenue growth to fund capital needs in cash, with those dollars being allocated in future budget years to help smooth debt service increases associated with the Latimer Lane renovation
  - Possible use of the Capital Fund reserve to fund ongoing and routine capital needs in cash
  - Possible use of ARPA funds to support operating and capital needs related to pandemic recovery that are within the spirit of intended uses of the funding
Budget Summary

- Suggested future areas of focus
  - Continue to monitor state budget/intergovernmental revenue
  - Evaluate our routine CNR needs, versus the traditional annual contribution of $416,250
  - Gradually build up the Town’s contribution to the Parks and Recreation Special Revenue Fund
  - Evaluate the feasibility of implementing Engineering permit fees, with revenues funding inspection services of utility work impacting our infrastructure
Budget Workshops

• 3/10, 5:30pm – Revenues, IT, Town Clerk, Finance, Town Manager/Office/Health Insurance/LAP/WC, Planning, Social Services

• 3/12, 9am-4pm – Library, Engineering & Public Works, Parks and Recreation, Police, Capital, Service Improvements, Policy Considerations

Board members are encouraged to:

✓ Flag items for further discussion
✓ Ask questions

➢ When possible, send questions to the Town Manager in advance of the workshop (helps to expedite responses)
# Budget Dates

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Manager budget presentation to Board of Selectmen</td>
<td>February 28, 2022</td>
</tr>
<tr>
<td>Board of Selectmen budget workshops</td>
<td>March 10 &amp; 12, 2022</td>
</tr>
<tr>
<td>Board of Selectmen budget adoption</td>
<td>March 14 or 16, 2022</td>
</tr>
<tr>
<td>Board of Education budget presentation to Board of Finance</td>
<td>March 8, 2022</td>
</tr>
<tr>
<td>Board of Selectmen budget presentation to Board of Finance</td>
<td>March 22, 2022</td>
</tr>
<tr>
<td>Board of Finance public hearing on the budget</td>
<td>April 5, 2022</td>
</tr>
<tr>
<td>Board of Finance hearing continuation (if needed)</td>
<td>April 19, 2022</td>
</tr>
<tr>
<td>Anticipated budget referendum</td>
<td>May 3 or 17, 2021</td>
</tr>
</tbody>
</table>

*Dates and Times Subject to Revision*