

TOWN OF BERLIN  
REGULAR BOARD OF FINANCE MEETING  
MAY 11, 2021  
TOWN COUNCIL CHAMBERS (Board of Finance Only)  
REMOTE MEETING (Non-BOF Participants)  
7:00 P.M.

<https://town-berlin-ct-us.zoom.us/j/99563551540?pwd=KzhMc1dlZFZuNIUzSEJWMG1rT0NEdz09>

Call-in Option:	1 929 205 6099 United States Toll
Meeting ID:	995 6355 1540
Passcode:	161098

A. CALL TO ORDER

B. PLEDGE OF ALLEGIANCE

C. ROLL CALL

D. PUBLIC COMMENTS

E. APPROVAL OF PRIOR MINUTES

April 20, 2021 Regular Meeting  
April 28, 2021 Special Budget Meeting

F. NEW BUSINESS

1. Move to appropriate \$159,000 from the General Fund Refund of Expenditures revenue account to the General Fund HVAC-Willard (\$26,000), HVAC-Griswold (\$75,000) and HVAC-Hubbard (\$58,000) accounts.
2. Move to approve the transfer of \$11,000 from the Townwide Repairs account and \$10,000 from the Dam EAPs account to the Transfers to Other Funds account, all in the General Fund, to fund Scalise Field restroom renovations.
3. Move to approve the transfer of \$15,000 from the Golf Course Tractor Backhoe account to the Golf Course Parts account to provide funding to rebuild the current Golf Course Backhoe.
4. Finance Director update.

G. ADJOURNMENT

**TOWN OF BERLIN  
REGULAR BOARD OF FINANCE MEETING  
APRIL 20, 2021  
LARGE BOARD OF EDUCATION MEETING ROOM (Board of Finance Only)  
REMOTE MEETING (Non-BOF Participants)  
7:00 P.M.**

**A. CALL TO ORDER**

Chairman Lomaglio called the meeting to order at 7:14 p.m.

**B. ROLL CALL**

ATTENDANCE:

Members Present: Sal Bordonaro, Raul Fernandes, Tim Grady, Sam Lomaglio, Gerald Paradis

Members absent: Mark Holmes.

Staff Present:

Kevin Delaney – Finance Director

**C. PUBLIC COMMENTS**

None.

**D. APPROVAL OF PRIOR MINUTES**

March 3, 2021 Regular Budget Meeting  
March 9, 2021 Regular Meeting  
March 10, 2021 Joint BOF/TC Budget Meeting  
March 10, 2021 Regular Budget Meeting  
March 17, 2021 Regular Budget Meeting  
March 30, 2021 Annual Budget Hearing  
March 30, 2021 Regular Budget Meeting

Mr. Lomaglio moved to approve the March 3, 2021, March 9, 2021, March 10, 2021 Joint BOF/TC Budget Meeting, March 10, 2021 Regular Budget Meeting, March 17, 2021, March 30, 2021 Annual Budget Hearing and March 30, 2021 Regular Budget Meeting minutes.

Seconded by Mr. Bordonaro.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Mr. Lomaglio, Mr. Paradis

Vote being: 5-0. MOTION CARRIED.

**E. NEW BUSINESS**

- 1. Move to approve transfers of \$240,866.65, as detailed on the accompanying spreadsheet, to cover higher than budgeted expenditures in identified accounts.**

Mr. Paradis moved to approve transfers of \$240,866.65, as detailed on the accompanying spreadsheet, to cover higher than budgeted expenditures in identified accounts.

Seconded by Mr. Bordonaro.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Mr. Lomaglio, Mr. Paradis

Vote being: 5-0. MOTION CARRIED.

- 2. Move that “AN ORDINANCE APPROPRIATING \$1,500,000 FOR TOWN WIDE ENERGY CONSERVING LIGHTING UPGRADES (2021) AND AUTHORIZING THE ISSUE OF \$1,500,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE.” be adopted.**

Mr. Paradis moved that “AN ORDINANCE APPROPRIATING \$1,500,000 FOR TOWN WIDE ENERGY CONSERVING LIGHTING UPGRADES (2021) AND AUTHORIZING THE ISSUE OF \$1,500,000 BONDS OF THE TOWN TO MEET SAID APPROPRIATION AND PENDING THE ISSUANCE THEREOF THE MAKING OF TEMPORARY BORROWINGS FOR SUCH PURPOSE” be adopted.

Seconded by Mr. Bordonaro.

Finance Director Delaney explained that Eversource is offering Berlin a program that utilizes incentives and a 0% interest loan. Eversource would pay the selected contractor to replace existing light fixtures with LED fixtures and install timer / sensor controls at Berlin High School and McGee Middle School. Berlin would pay Eversource for the net cost (net of upfront incentives) over a four-year period at 0% interest. Berlin expects energy savings to cover the cost of repayment to Eversource. After the four-year loan repayment period, Berlin would recognize all the energy cost savings. To take advantage of the additional \$11,000 annual (4-year) incentive, all material must be installed by June 30, 2021.

After all incentives, the net cost of the project would be about \$1,000,000 and the cash-flow is projected to be neutral given the anticipated energy savings. Currently, the annual energy expense at the schools is about \$900,000 and about \$500,000 at Town buildings. If the ordinance is approved by Board of Finance, Facilities Director Solek would consider vendor proposals and present to Town Council for project approval.

Board of Finance members discussed several concerns that it would like to have the Town Council answer before approving the project. Finance Director Delaney reminded the Board that the motion on the table is to approve the bond ordinance, not the project. If the project is not approved by the Town Council, then the Town will not incur the approved debt. For the Town to assume the debt on the table, the Mayor, Town Manager and Finance Director must all sign off.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Mr. Lomaglio, Mr. Paradis

Vote being: 5-0. MOTION CARRIED \*

\* Board of Finance voted to adopt the ordinance under the assumption that other ways to reduce the current \$900,000 energy expense at the schools will also be explored, including custodians manually turning off lights.

### **3. Discuss possible elimination of Department 61.**

Finance Director Delaney clarified that to his knowledge nobody has expressed interest in eliminating Department 61. Board of Finance members support keeping it in place.

### **4. Discuss Board of Education/General Government expense pie chart.**

Board of Finance members discussed the different pie charts that depict the Board of Education / General Government “split” of overall budget percentage:

- The division pie chart presented by Board of Education does not include Department 61 expenses, those expenses that are paid / reimbursed via government payment(s) / grant(s) or long-term debt obligations in the “Education” portion.
- The budget division chart presented by Town Manager Jayawickrema does include Department 61 expense in the “Education” portion, but not -term debt obligations.
- Should school-related long-term debt be reflected as an Education obligation? (i.e.: BHS renovation; Willard HVAC, etc.)
- Board of Education compared Berlin’s overall budget breakdown to other towns’ budget breakdowns without knowing their accounting practices / assumptions.
- Does the Board of Education chart mislead residents into thinking that Berlin is shortchanging students or underfunding education?
- Could Board of Finance have impacted whether or not Board of Education changed its chart assumptions?
- Could the information put forth by Board of Education result in the Education budget failing at Referendum as being “too low?”
- It would be clearer for taxpayers if the different branches of local government agreed on a common format to report the budget percentage division between Board of Education and General Government.

Finance Director Delaney noted that the annual property tax bills will be going out after the budget is adopted and the mill rate is set - he was asked by the Town Council to display how each tax dollar is spent - Education vs. General Government. After discussion, Board of Finance agreed that the breakout of 56% for Education (which includes Department 61), 11% for debt and 33% for General Government is appropriate. If space allows, the debt expense will be also broken out to show which percentage is Education related and which is General-Government.

(The final chart to be included with tax bills will be reviewed with the Town Council prior to tax mailings.)

#### **5. Finance Director update.**

- Pension – An inactive member has requested a payout which is expected to occur at the end of April 2021. This payout will reduce the liability and assets by about \$850,000. Three of the remaining eight active members requested payout figures, which may total between \$3,000,000 - \$3,500,000 between May and December 2021.
- Awaiting clarification on American Recovery Act funding amount and use restrictions.
- Tax collection rates remain strong.
- VNA – an outside consultant with expertise in nursing will draft some potential scenarios of different scenarios for VNA, focusing on regulatory restrictions and obstacles. Once those are identified, the Town will work to update the RFP for a more in-depth examination of Berlin's current service model.

#### **F. ADJOURNMENT**

Mr. Paradis moved to adjourn at 8:25 p.m.

Seconded by Mr. Lomaglio.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Mr. Lomaglio, Mr. Paradis

Vote being: 5-0. MOTION CARRIED.

Submitted by,

Dana Borges

**TOWN OF BERLIN  
SPECIAL BOARD OF FINANCE MEETING  
APRIL 28, 2021  
TOWN COUNCIL CHAMBERS (BOARD OF FINANCE ONLY)  
VIRTUAL MEETING (NON-BOF PARTICIPANTS)  
7:00 P.M.**

**A. CALL TO ORDER**

Chairman Lomaglio called the meeting to order at 7:00 p.m.

**B. PLEDGE OF ALLEGIANCE**

**C. ROLL CALL**

ATTENDANCE:

Members Present: Sal Bordonaro, Raul Fernandes, Tim Grady, Sam Lomaglio, Gerald Paradis

Members absent: Mark Holmes

Staff Present:

Kevin Delaney – Finance Director

**D. PUBLIC COMMENTS**

None.

**E. NEW BUSINESS**

**1. Discuss Fiscal Year 2022 Proposed Budget (*if one or both budgets fail on April 27<sup>th</sup>*):**

a. Move to send the Board of Education budget of \$ \_\_\_\_\_ to the Town Council.

b. Move to send the General Government budget of \$ \_\_\_\_\_ to the Town Council.

**2. Move to set the fiscal year 2022 mill rate for the Town of Berlin at 33.93. (*if both budgets pass on April 27<sup>th</sup>*)**

Mr. Paradis moved to set the fiscal year 2022 mill rate for the Town of Berlin at 33.93.

Seconded by Mr. Bordonaro.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Mr. Lomaglio, Mr. Paradis

Vote being: (5-0). MOTION CARRIED.

**F. ADJOURNMENT**

Mr. Paradis moved to adjourn at 7:01 p.m.

Seconded by Mr. Bordonaro.

Those voting in favor: Mr. Bordonaro, Mr. Fernandes, Mr. Grady, Mr. Lomaglio, Mr. Paradis

Vote being: (5-0). MOTION CARRIED.

Submitted by,

Dana Borges

**Agenda Item No. F-1**  
**Request for Board of Finance Action**

**TO:** The Board of Finance

**FROM:** Arosha Jayawickrema, Town Manager

**DATE:** April 12, 2021

**SUBJECT:** Contract Awards to Consulting Engineering Services, Inc. (CES) for the Elementary School HVAC Project

**SUMMARY:**

The Town Council referred the Elementary Schools HVAC project (for the Griswold, Hubbard, and Willard schools) to the Public Building Commission (PBC) in 2020, along with the Statement of Need from the Board of Education. The intent of this referral was to have the PBC “further pursue the projects at all three schools to establish a project cost to fund in future budgets along with project design, bidding, construction, and commissioning”. At its October 6, 2020 meeting, the Town Council approved an appropriation not to exceed \$26,000 for the Willard School HVAC design update by Consulting Engineering Services, Inc (CES) of Middletown, CT; this design update is underway. The PBC subsequently requested proposals from CES to prepare design drawings and contract documents for the Griswold and Hubbard Elementary School HVAC replacements, to current mechanical and building codes and standards. In light of pending funding related to Covid, the PBC is requesting the following appropriations based on the attached proposals:

- \$75,000 for Contract Documents, Bid Services, and Construction Administration Fees for the Mary E. Griswold Elementary School. This will address replacing the aged unit ventilators, providing chilled water cooling as well as heating to each classroom, and installing wall mounted HVAC equipment, fans and associated controls. This project will also include design services for two (2) new pad-mounted air-cooled chillers, chilled water piping, pumps, and controls.
- \$58,000 for Contract Documents, Bid Services, and Construction Administration Fees for the Hubbard Elementary School. This will address similar components to that in the Griswold School design, as noted above.

The design work referenced above will provide the basis for current construction cost estimates for these school HVAC projects, which could be initiated once the required funding is in place. This design work can be funded from the Elementary and Secondary School Emergency Relief (ESSER) II reimbursement the Board of Education received (and returned to the Town) for the cost of the five-building air quality study recently completed. This will require Board of Finance approval of a non-budgeted appropriation of \$159,000; this includes the \$26,000 CES fee for the Willard School already approved to keep all of the HVAC project funds in HVAC accounts.



The requested appropriation is as follows:

FROM: 001.00.0000.8.45201.00000 (Refund of Expenditures)

INTO: 001.35.3561.0.54000.00364 (HVAC-Willard)	\$26,000
001.35.3561.0.54000.00365 (HVAC-Griswold)	\$75,000
001.35.3561.0.54000.00366 (HVAC-Hubbard)	\$58,000

**ACTION NEEDED:**

Move to appropriate \$159,000 from the General Fund Refund of Expenditures revenue account to the General Fund HVAC-Willard (\$26,000), HVAC-Griswold (\$75,000) and HVAC-Hubbard (\$58,000) accounts.

**ATTACHMENTS:**

None

**PREPARED BY:**

Michael S. Ahern, P.E., Public Works Director

**Agenda Item No. F-2**  
**Request for Board of Finance Action**

**TO:** The Board of Finance

**FROM:** Arosha Jayawickrema, Town Manager

**DATE:** April 27, 2021

**SUBJECT:** Transfer to Fund Scalise Restroom Renovations

**Summary of Agenda Item:**

After repairing the cause of drain issues at the Scalise restrooms, the Town proposes to renovate the plumbing and fixtures in the restrooms at Scalise field. Based on bids received, the project is projected to cost \$140-\$145,000, with contingency. Funding has been identified from capital project funds and two General Fund accounts with a projected FY21 year-end balance. The request to award the bid will be made at the next Town Council meeting.

This motion is to move the projected General Fund account balances to the Sage Restrooms capital projects account in the Scalise Field Renovations Fund. Specifically,

FROM:

001.20.2038.0.53251.00000 Townwide Repairs (\$11,000)

001.15.1533.0.53837.00000 Dam EAP (\$10,000)

TO:

530.20.2038.0.54000.00360 Sage Restrooms (\$21,000)

*(transfer will be executed through 001.45.4567.0.59622.00000 Transfer to Other Funds account)*

**Action Needed:**

Move to transfer \$11,000 from the Townwide Repairs account and \$10,000 from the Dam EAP account to the Transfer to Other Funds account, all in the General Fund, to fund Scalise Field restroom renovations, pending approval by the Board of Finance.

**Attachments:**

None

**Prepared By:**

**Kevin Delaney, Finance Director**

**Agenda Item No.: F-3**  
**Request for Board of Finance Action**

**TO:** The Board of Finance  
**FROM:** Arosha Jayawickrema, Town Manager  
**DATE:** April 27, 2021  
**SUBJECT:** Transfer funds to rebuild a backhoe at Timberlin Golf course.

**Summary of Agenda Item:**

In the fall of 2020, the Finance Board provided funding to replace the Golf Course's Backhoe with a used smaller bucket/tractor loader. The current unit at the Golf Course is 29 years old and had a Hydraulic and transmission failure over the summer of 2020.

A meeting with Jerry Salvio, Acting Director, and the employees of the maintenance division at Timberlin revealed the original plan was not in the best interest of that division. There are some jobs performed by maintenance personnel that a smaller tractor could not perform. A search for a viable replacement revealed we could not replace the backhoe without a sizable increase to that budget line.

A new plan to rebuild the current backhoe has been worked out. That calls for the following:

1. Replace the Hydraulic pump and Drive
2. Flush the Hydraulic system
3. Re-core the radiator and coolers
4. Replace the Radiator line, belts and related systems
5. Rebuild/repair or replace the Hydraulic lines that appear to be bad or leaking
6. Rebuild the Hydraulic cylinders that are leaking
7. Remove the cab flooring to gain access to the transmission shift tower
8. Replace the linkage, shift forks, repairing the High Low gears
9. Inspect the brakes
10. Replace the Tires

Jim Simons, Fleet Manager, estimates this work will cost approximately \$12,000 to \$15,000 in parts. Most of the labor will be performed at the Fleet Garage with an estimated completion time of two months. Funding is in account # 500.25.2543.0.54000.00135, Tractor Backhoe. Following the rebuild the machine estimated longevity is eight to twelve years.

**Action Needed:**

Move to approve the transfer of \$15,000 from the Golf Course Tractor Backhoe account to the Golf Course Parts account to provide funding to rebuild the current Golf Course Backhoe.

**Attachments:**

None

**Prepared By:**

James C. Simons, Fleet Manager

**Town of Berlin**  
**Financial Status Report**  
**Board of Finance Meeting on May 11, 2021**

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**GENERAL FUND**

	<u>FY 2021</u>	<u>FY 2020</u>	<u>Notes</u>
<i>(budgeted amount excludes assigned fund balance)</i>			
<b>Receipts</b>			
Actual Receipts	\$90,812,191	\$89,760,701	
Budgeted Receipts	\$91,066,644	\$89,034,164	
% to Budget	99.7%	100.8%	
Current Year Tax Receipts <i>(as of November 30)</i>	\$78,696,733	\$77,796,278	
Current Tax Budget	\$78,789,139	\$77,159,891	
Current Tax Levy <i>(99.3%/99.1% collection rates)</i>	\$79,344,551	\$77,860,637	
% to Current Budget	99.9%	100.8%	
% to Current Levy	99.2%	99.9%	
Adopted budget target %	99.3%	99.1%	
<b>Expenditures</b> <i>(excludes capital expenditures)</i>			
Actual Expenditures	\$72,049,013	\$70,062,020	
Budgeted Expenditures	\$93,507,044	\$91,777,975	
% to Budget	77.1%	76.3%	
<b>Storm-related Overtime (51445)</b>	\$127,090	\$69,543	
<b>Legal (53828)</b>	<u>Encumbered</u>	<u>Actual</u>	
Ciulla & Donofrio	\$19,000	\$130,994	Monthly retainer (\$9,500) plus extra charges (e.g., time in court, mediation)
Shipman & Goodwin	\$4,634	\$37,366	Labor attorney
Barclay Daman	\$8,820	\$32,686	Planning & Zoning (Atkins St.) expert attorney for Town Council
Joseph Fasi	\$6,983	\$3,517	Bond counsel
Phoenix Advisors	\$0	\$0	Bond advisor
Standard & Poor's	\$9,500	\$0	Bond rating
US Bank	\$2,750	\$0	Bond clearing
Source Media	\$1,250	\$0	Bond advertising
Michael Delorenzo	\$250	\$0	Marshal services
Total	<u>\$53,187</u>	<u>\$204,563</u>	
Budget	\$257,750		
Budget Balance	\$0		

	<u>Target Floor Fd Bal.</u>	<u>Actual Fund Bal.</u>	<u>Notes</u>
<b>INSURANCE FUNDS</b>			
<b>Health Insurance Fund</b>	\$2,262,384	\$1,349,422	The Health Insurance Fund balance is 16.6% of full year projected expenses - against a target reserve range of 25-50%. Although the fund balance is below the floor, the cash balance is \$1,827,186.
<b>General Insurance Fund</b>	\$1,000,000	\$1,515,963	The fund is used to pay Liability & Worker's Compensation insurance premiums for both the Town and BOE, on-going heart & hypertension claims from police officers, window/widower heart & hypertension claims, "fronting" reimbursable environmental remediation costs, small equipment claims where Town elects to self-insure and deductibles. Town policy is \$1 million floor and ceiling at 5% of General Fund budget (or \$4,573,796 for FY21). Displayed fund balance is net of H&H reserve and encumbrances for self-insured claims.
<b>TOTAL INSURANCE FUNDS</b>	<u>\$3,262,384</u>	<u>\$2,865,385</u>	

**PENSION FUND**

		<u>Notes</u>
Total Liability ( as of 7/1/2020) <i>(actuarial valuation liability was adjusted to remove FY21 retiree payouts)</i>	\$14,994,837	The Town of Berlin Retirement Income (Defined Benefit) Plan was amended for the last time effective July 1, 2000. As a result of this final amendment no new Town employees (excludes BOE employees covered by the Teacher's Retirement Fund) were eligible to participate in the plan. As part of the amendment, participants in the DB Plan have the option to be paid out with an annuity or a lump sum. In recent years, all retiring participants have elected the lump sum payout.
Cash Balances:		
Prudential (as of 4/30/2021)	\$2,046,316	
ICMA Plus (as of 4/30/2021)	<u>\$4,990,278</u> <u>\$7,036,594</u>	
		Currently, the Town is executing a pay-as -you-go program to manage new retirements. The plan includes 8 active participants , 3 inactive but eligible participants and 18 annuitants.
Funding % - Total	46.9%	
Funding % - DB	13.6%	
<b>Unfunded Liability</b>	<b>(\$7,958,243)</b>	<u>Anticipated retirements:</u> FY21: 1 inactive w/ \$0.8 million payout in May 2021; 3 additional retirements being considered w/ approx. \$3.5 million net payout Annual annuity payments & total monthly fees: \$185,000

Town of Berlin  
Financial Status Report  
Board of Finance Meeting on May 11, 2021

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**ACTIVE CAPITAL PROJECTS**

	<u>% Complete*</u>	<u>Project Balance**</u>	<u>Notes</u>
4-Bridge Rehabilitation	58%	\$0	Work is progressing on schedule and on budget. Two bridges are complete. One bridge (Heritage Drive) is in progress. The remaining bridge will be started in spring 2021 with an expected completion by calendar 2021 year-end.
Sage 1	98%	\$39,744	On budget & schedule. Project balance (unused project contingency) is expected to be available for use with Percival soccer field construction.

\* % complete represents invoices received versus total expected project cost - this metric will lag actual construction completion

\*\* Capital projects fund balance includes encumbrances.

**Unexpended Education (2%) Account Tracking:**

	<u>Budget</u>	<u>Actual</u>	<u>Encumbrance</u>	<u>Uncommitted Balance</u>	
BLAST Classroom	\$200,000	\$201,308	\$0	(\$1,308)	Complete - all POs closed
Gym Floors	\$117,775	\$117,775	\$0	\$0	Complete - all POs closed
McGee Gym Painting	\$37,225	\$26,650	\$0	\$10,575	Complete - all POs closed
Security Guard Equipment	\$25,000	\$12,710	\$0	\$12,290	Complete - all POs closed
<b>TOTAL FY2019</b>	<b>\$380,000</b>	<b>\$358,443</b>	<b>\$0</b>	<b>\$21,557</b>	
Hubbard Fire Alarm Upgrades	\$150,000	\$12,250	\$6,550	\$131,200	CES design; Jacunski bid prep; Advance Repographics blueprints
McGee HVAC Unit #1	\$225,000	\$8,763	\$0	\$216,237	CES design encumbrance
<b>TOTAL FY2020</b>	<b>\$375,000</b>	<b>\$21,013</b>	<b>\$6,550</b>	<b>\$347,437</b>	
Balance available before FY19 rollover	\$69	\$0	\$0	\$69	
<b>TOTAL 2% FUND BALANCE</b>	<b>\$755,068.59</b>	<b>\$379,456</b>	<b>\$6,550</b>	<b>\$369,062.19</b>	

## F-4

Risks					
Description	Projected - Low	Projected - High	Probability		
Interest revenue	\$400,000	\$450,000	High		
Bond Premium revenue	\$250,000	\$250,000	High		
VNA revenue	\$200,000	\$300,000	High		
Parks & Recreation revenue	\$50,000	\$150,000	Medium/High		
Pension payouts	\$1,200,000	\$2,500,000	Medium		
Legal expenses	\$10,000	\$30,000	Low		
TOTAL Total excluding Pension payouts	\$2,110,000 \$910,000	\$3,680,000 \$1,180,000			
<p>Anticipated American Recoveries Act Grants (50% in FY21 &amp; 50% in FY22): Town (FY21 - 50% payment) \$1,008,853 County (FY21 - 50% payment)</p>					
FY21 & FY22 Anticipated amount	\$5,981,141				
FY22 Budgeted Revenue	(\$700,000)				
NET American Recoveries Act Available Revenue	\$5,281,141				
Opportunities					
Description	Projected - Low	Projected - High	Probability		
Tax collections					
Position vacancies - Town Planner, Golf Director, Treasurer, etc. (w/ benefits)	\$500,000	\$1,000,000	Medium/High		
Utilities	\$100,000	\$300,000	Medium		
TOTAL	\$800,000	\$1,700,000			
Net Projection	(\$1,310,000)	(\$1,980,000)			
Net Projection (ex Pension Payouts)	(\$110,000)	\$520,000			