



TOWN OF SHREWSBURY

MASSACHUSETTS 01545-5398

To: Board of Selectmen
Finance Committee

From: Daniel J. Morgado

Date: January 27, 2011

Re: Fiscal Year 2012 Budget

Pursuant to Section 16 of the Town Manager's Act, attached is my recommended budget for Fiscal Year 2012 together with accompanying backup materials and analysis.

The recommendations contained herein are based on current information which will evolve over the next few months as we work our way towards the Annual Town Meeting that will begin on May 16, 2011.

In keeping with the Board's direction, the enclosed spending plan is balanced based upon my understanding of the current state of revenue and charges. There are several revenue and charge amounts listed herein that are still developing. Updates will be issued when appropriate. I have adopted for the purposes of this filing, the Governor's House Bill #1 State Aid amounts.

In keeping with my long standing practice, I will adjust all energy, chemical, contractual services and unclassified (Operating Support) accounts during the months of March and April when the best information will be available. Several of these accounts are subject to change as contracts are renewed, bid awards are made, and expiring contracts renegotiated or scopes modified.

While the enclosed spending plan is balanced, I do show in Figure Nine a listing of additional spending considerations that can be substituted in whole or in part for those recommended herein or added to the spending plan should additional funding become available.

The approach I took in developing this spending proposal is different from that of the past when I made a series of proposals to eliminating staffing among the various departments. With the exception of the elimination of three (3) firefighter positions, this budget recommends no layoffs. I am of the opinion that the municipal departments are as lean as practical under the current workloads being placed upon them. A prime example is the strain we are placing on our public works and public buildings personnel during the current run of very inclement weather. Just months ago, there was concern over the ability of our Police Department to keep pace with the series of house breaks. We now have various municipal departments closing their windows to the public as necessary so that back logs of work can be completed without interruption.

You will note a substantial increase for the Library Department. This increase is to meet all of the spending and other certification mandates established by the Massachusetts Board of Library

Commissioners (MBLC). As the budget season develops, I am hopeful that an accommodation policy can be established that would reduce the amount of funding necessary to stay within certification.

With the cooperation of our department heads, I continue to consolidate and innovate whenever possible. An example is my proposal herein to eliminate the MIS Department effective June 30, 2011, and consolidate that function within SELCO in a manner that allows SELCO to be our various Municipal Department's IT provider. The School Department is also involved in this consolidation. I continue to work with the City Manager on our regional health collaboration as well as area managers for other regionalized service solutions.

My biggest fiscal concern remains the Town's sewer operation. Current sewer rates are not keeping pace with the costs being incurred and I will be sending under separate cover a substantial rate increase proposal to the Board of Selectmen and Sewer Commission in the next few days.

My current recommended operational budget is as follows:

	Fiscal Year 2011 Budget (May ATM)	Fiscal Year 2011 Budget (Current Revised)	Fiscal Year 2012 Request	Town Manager Fiscal Year 2012 Recommend	Difference FY 2011 to FY 2012 (May ATM)	Percent	Difference FY 2011 to FY 2012 (Current Revised)	Percent
PERSONNEL BOARD	\$3,600	\$3,600	\$3,600	\$3,600	\$0	0.00%	\$0	0.00%
SELECTMEN	\$20,250	\$20,250	\$20,250	\$20,250	\$0	0.00%	\$0	0.00%
TOWN MANAGER	\$318,935	\$323,835	\$319,075	\$322,630	\$3,695	1.16%	(\$1,205)	-0.37%
FINANCE COMMITTEE	\$281,455	\$234,067	\$281,455	\$281,455	\$0	0.00%	\$47,388	20.25%
ACCOUNTANT	\$193,020	\$193,020	\$194,119	\$197,372	\$4,352	2.25%	\$4,352	2.25%
ASSESSORS	\$200,348	\$201,548	\$200,324	\$199,897	(\$451)	-0.23%	(\$1,651)	-0.82%
TREASURER-COLLECTOR	\$345,700	\$345,700	\$342,750	\$348,258	\$2,558	0.74%	\$2,558	0.74%
TOWN COUNSEL	\$56,400	\$56,400	\$56,400	\$56,400	\$0	0.00%	\$0	0.00%
MIS	\$447,260	\$516,537	\$0	\$0	(\$447,260)	-100.00%	(\$516,537)	-100.00%
TOWN CLERK	\$115,257	\$115,757	\$119,830	\$122,047	\$6,790	5.89%	\$6,290	5.43%
ELECTION AND REGISTRATION	\$116,049	\$119,549	\$96,726	\$97,109	(\$18,940)	-16.32%	(\$22,440)	-18.77%
CONSERVATION COMMISSION	\$6,550	\$25,743	\$6,550	\$6,550	\$0	0.00%	(\$19,193)	-74.56%
PLANNING BOARD	\$2,900	\$2,900	\$2,750	\$2,750	(\$150)	-5.17%	(\$150)	-5.17%
BOARD OF APPEALS	\$680	\$5,680	\$6,080	\$6,080	\$5,400	794.12%	\$400	7.04%
PUBLIC BUILDINGS	\$3,274,717	\$3,527,115	\$3,544,526	\$3,278,907	\$4,190	0.13%	(\$248,208)	-7.04%
POLICE DEPARTMENT	\$3,989,384	\$4,008,714	\$4,368,541	\$3,957,518	(\$31,866)	-0.80%	(\$51,196)	-1.28%
FIRE DEPARTMENT	\$2,794,873	\$2,795,509	\$2,896,008	\$2,652,377	(\$142,496)	-5.10%	(\$143,132)	-5.12%
BUILDING INSPECTOR	\$197,270	\$216,250	\$227,590	\$232,176	\$34,906	17.69%	\$15,926	7.36%
WEIGHTS & MEASURES	\$3,000	\$3,000	\$3,200	\$3,200	\$200	6.67%	\$200	6.67%
EMERGENCY MANAGEMENT	\$2,244	\$2,244	\$2,244	\$2,244	\$0	0.00%	\$0	0.00%
FORESTRY	\$77,515	\$78,631	\$77,700	\$77,700	\$185	0.24%	(\$931)	-1.18%
PENSIONS	\$2,680,129	\$2,690,637	\$3,201,907	\$3,201,907	\$521,778	19.47%	\$511,270	19.00%
TOWN ENGINEER	\$430,524	\$449,479	\$456,439	\$438,481	\$7,957	1.85%	(\$10,998)	-2.45%
HIGHWAYS	\$1,661,878	\$1,670,606	\$2,048,883	\$1,828,785	\$166,907	10.04%	\$158,179	9.47%
STREET LIGHTING	\$164,598	\$164,598	\$166,895	\$166,895	\$2,297	1.40%	\$2,297	1.40%
SEWER	\$3,925,235	\$4,016,137	\$5,810,140	\$5,323,836	\$1,398,601	35.63%	\$1,307,699	32.56%
WATER	\$2,022,480	\$2,252,227	\$2,798,146	\$1,791,289	(\$231,191)	-11.43%	(\$460,938)	-20.47%
CEMETERIES	\$102,503	\$102,503	\$102,596	\$103,622	\$1,119	1.09%	\$1,119	1.09%

HEALTH	\$242,162	\$244,662	\$205,609	\$207,391	(\$34,771)	-14.36%	(\$37,271)	-15.23%
COUNCIL ON AGING	\$229,388	\$229,388	\$243,479	\$234,775	\$5,387	2.35%	\$5,387	2.35%
VETERAN'S SERVICES	\$98,948	\$98,948	\$98,948	\$99,205	\$257	0.26%	\$257	0.26%
COMMISSION ON DISABILITIES	\$500	\$500	\$500	\$500	\$0	0.00%	\$0	0.00%
LIBRARY	\$1,121,783	\$1,161,110	\$1,180,805	\$1,210,122	\$88,339	7.87%	\$49,012	4.22%
PARKS AND RECREATION	\$426,497	\$426,549	\$423,935	\$400,334	(\$26,163)	-6.13%	(\$26,215)	-6.15%
SCHOOLS	\$47,139,676	\$47,139,676	\$48,978,123	\$46,396,351	(\$743,325)	-1.58%	(\$743,325)	-1.58%
INTEREST AND MATURING DEBT	\$7,909,324	\$7,909,324	\$8,173,542	\$8,173,542	\$264,218	3.34%	\$264,218	3.34%
Employee Assistance Program	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0.00%	\$0	0.00%
Group Health and Life Insurance	\$7,150,000	\$7,155,000	\$7,900,000	\$7,900,000	\$750,000	10.49%	\$745,000	10.41%
Medicare	\$720,000	\$720,000	\$745,000	\$745,000	\$25,000	3.47%	\$25,000	3.47%
Unemployment Compensation Insurance	\$250,000	\$258,000	\$250,000	\$250,000	\$0	0.00%	(\$8,000)	-3.10%
Radio Maintenance	\$10,421	\$10,421	\$10,421	\$10,421	\$0	0.00%	\$0	0.00%
Ambulance Services	\$79,960	\$79,960	\$79,960	\$79,960	\$0	0.00%	\$0	0.00%
Gasoline and Oil	\$400,000	\$400,000	\$400,000	\$400,000	\$0	0.00%	\$0	0.00%
Printing/Postage/Stationary	\$118,347	\$118,347	\$100,000	\$100,000	(\$18,347)	-15.50%	(\$18,347)	-15.50%
Memorial Day	\$3,205	\$3,205	\$3,205	\$3,205	\$0	0.00%	\$0	0.00%
General Insurance	\$610,000	\$610,000	\$640,000	\$640,000	\$30,000	4.92%	\$30,000	4.92%
Bills of Prior Year	\$0	\$0	\$0	\$0	\$0		\$0	
MIS Support	\$0	\$0	\$500,000	\$500,000	\$500,000		\$500,000	
Telephone System	\$5,000	\$5,000	\$5,000	\$5,000	\$0	0.00%	\$0	0.00%
UNCLASSIFIED	\$9,350,933	\$9,363,933	\$10,637,586	\$10,637,586	\$1,286,653	13.76%	\$1,273,653	13.60%
	\$89,953,965	\$90,716,326	\$97,297,251	\$92,083,141	\$2,129,176	-2.31%	\$1,366,815	-1.48%

General Government	\$17,142,121	\$17,560,325	\$18,395,393	\$17,256,216	\$114,095	0.67%	(\$304,109)	-1.73%
Water & Sewer	\$5,947,715	\$6,268,364	\$8,608,286	\$7,115,125	\$1,167,410	19.63%	\$846,761	13.51%
Education	\$47,139,676	\$47,139,676	\$48,978,123	\$46,396,351	(\$743,325)	-1.58%	(\$743,325)	-1.58%
Fixed Costs	\$19,724,453	\$19,747,961	\$21,315,449	\$21,315,449	\$1,590,996	8.07%	\$1,567,488	7.94%
	\$89,953,965	\$90,716,326	\$97,297,251	\$92,083,141	\$2,129,176	2.37%	\$1,366,815	1.51%

**** Note: School Department request is the current working budget but not formally presented at time of printing.

In keeping with austerity, I am recommending very few warrant articles as follows:

MEDICAL EXPENSES POLICE & FIRE	\$1,500
FY 2011 DEFICITS	400,000
SOLID WASTE ENTERPRISE	\$1,782,750
CAPITAL BUDGET	\$1,160,808
REPAIR NEWTON POND DAM	\$200,000
BILLS OF PRIOR YEAR	\$1,000
SEWER PUMP STATION IMPROVEMENTS	\$450,000
IMPROVEMENT OF SEWERS	\$150,000
ROUTE 9 (PARTIAL) WATER MAIN REPLACEMENT	\$150,000
WATER SYSTEM IMPROVEMENTS	\$490,000
BEDROCK WELL DEVELOPMENT	\$200,000
METER REPLACEMENT PROGRAM	\$250,000

Enclosed herein is the entire capital schedule submitted by all departments for the period of Fiscal Years 2012 to 2016 (Figure Ten) that I ask you to review carefully as there are a number of projects requested in Fiscal Year 2012 that I am not recommending for funding (see Figure Ten-A).

I will provide to you updates as soon as information is made known to me.

I am available to meet with you at your convenience.

**FISCAL YEAR 2012
BACKUP MATERIALS**

FIGURE	TITLE	PURPOSE
One	Fiscal Projection One	Shows actual and projected revenue and charges for Fiscal Year 2011 and 2012. I have included the projection notes that I use in making my estimates for your review and comment.
Two	Projections of New Growth	Shows historical and projected new growth together with a historical summary of selected building permit activity.
Three	Schedule A Receipts	Historical summary of actual receipts for the Fiscal Years 2005 to 2010, the current year's estimate and the projected local receipts for Fiscal Year 2012.
Four	State Aid & Charges	Historical summary of State Aid & Charges for the Fiscal Years 2004 to 2010, and projected forward for Fiscal Year 2012 based on Governor's House Bill #1.
Five	Tax Rate Recapitulations	Historical summary of Tax Recapitulations for the Fiscal Years 2004 to 2011.
Six	Debt Service Projection	Debt service projection for all issued permanent debt.
Seven	Debt Service Schedule	This is the entire debt service schedule for the Town.
Eight	Free Cash Estimate	Estimated Free Cash balance as of July 1, 2011.
Nine	Trial Recapitulation	Trial recapitulation to determine surplus or deficit based on the current revenue and charge estimate.
Ten	Capital Budget Summary	Summary of capital requests of all departments for the period of Fiscal Year 2012 to 2016.
Ten-A	Capital Budget Recommendations	Summary of how I recommend addressing the Capital Budget request for Fiscal Year 2012.
Eleven-A	Health Insurance Plan Enrollment	Summary of enrollment from Fiscal Year 1999 to Fiscal Year 2011.

Eleven-B	Health Insurance Premiums	Summary of premiums and contribution rates Fiscal Year 2000 to Fiscal Year 2011.
Twelve	Surplus Revenue Account	Summary of the various surplus revenue accounts Fiscal Year 1990 to Fiscal Year 2010.
Thirteen	Comparison of Average Single Family Tax Bills	Comparison of single family tax bills for selected communities Fiscal Year 2005 to Fiscal Year 2010.
Fourteen	Solid Waste Enterprise	Solid Waste Enterprise budget for FY 2012.
Fifteen	Comparison of Authorized FTE Positions	Summary of authorized positions.
Sixteen	Out Year Projection	Under development and to be provided under separate cover.
Attachment	Fiscal Policies – FY 2012	The Fiscal Policies of the Board of Selectmen adopted October 4, 2010.

**FIGURE ONE
FISCAL PROJECTION ONE
FISCAL YEAR 2012**

Ref No.	REVENUE	FY 2011 ACTUAL	FY 2012 PROJECTED	DIFFERENCE
1	TAXATION	\$50,078,448	\$48,671,185	\$2,476,065
2	NEW GROWTH		\$469,480	
3	EXEMPTED TAX LEVY		\$3,413,848	
4	STATE AID	\$21,674,621	\$21,462,254	(\$212,367)
5	SBAB PAYMENT	\$3,488,853	\$3,350,376	(\$138,477)
6	OVERESTIMATES	\$0	\$0	\$0
7	SCHEDULE A RECEIPTS	\$11,355,500	\$11,793,000	\$437,500
8	SOLID WASTE ENTERPRISE	\$831,000	\$878,000	\$47,000
9	RETAINED EARNINGS - SOLID WASTE	\$200,000	\$50,000	(\$150,000)
10	FREE CASH	\$1,431,069	\$2,500,000	\$1,068,931
	OTHER AVAILABLE FUNDS			
11	SALE OF CEMETERY LOTS	\$18,000	\$18,000	\$0
12	SEWER SURPLUS	\$4,200,777	\$6,299,633	\$2,098,856
13	SEWER CONSTRUCTION	\$750,000	\$150,000	(\$600,000)
14	LIGHT REVENUE	\$357,767	\$350,570	(\$7,197)
15	CATV REVENUE	\$394,500	\$377,300	(\$17,200)
16	OTHER FUNDS (CHAPTER 90)	\$0	\$745,046	\$745,046
17	ACCOUNT TRANSFER	\$701,143	\$315,708	(\$385,435)
18	STABILIZATION	\$0	\$0	\$0
19	TITLE V LOAN REPAYMENTS	\$15,128	\$15,128	\$0
20	WATER SYSTEM IMPROVEMENTS	\$32,000	\$0	(\$32,000)
21	WATER CONVERSATION FUND	\$100,000	\$0	(\$100,000)
22	CEMETERY TRUST FUNDS	\$0	\$0	\$0
23	SPECIAL FUNDS - COAL ASH	\$0	\$0	\$0
24	SALE OF PROPERTY	\$315,500	\$0	(\$315,500)
25	HIGHWAY IMPROVEMENTS	\$0	\$0	\$0
26	BOND INTEREST RESERVE	\$205,469	\$0	(\$205,469)
27	FREE CASH (REDUCE LEVY)	\$500,000	\$500,000	\$0
28	MUNICIPAL LIGHT (REDUCE LEVY)	\$150,384	\$150,384	\$0
29	CATV REVENUE (REDUCE LEVY)	\$732,356	\$693,720	(\$38,636)
	TOTAL REVENUE	\$97,532,515	\$102,203,632	\$4,671,117
	CHARGES			
30	TAX TITLE	\$0	\$0	\$0
31	COURT JUDGEMENTS	\$0	\$0	\$0
32	OVERLAY DEFICITS	\$0	\$0	\$0
33	CHERRY SHEET OFFSETS	\$164,782	\$152,148	(\$12,634)
34	CMRPC	\$7,623	\$7,623	\$0
35	STATE AND COUNTY CHARGES	\$1,756,414	\$1,860,908	\$104,494
36	OVERLAY	\$598,458	\$600,000	\$1,542
	TOTAL CHARGES	\$2,527,277	\$2,620,679	\$93,402
	TOTAL AVAILABLE FOR TOWN MEETING APPROPRIATION	\$95,005,238	\$99,582,953	\$4,577,715
37	ESTIMATED TAX RATE	\$10.67	\$11.09	

No.	Item	Computation	Notes	Information Source/Comment
1	Levy Limit	\$47,484,083	Fy 11 levy limit	Form filed by BOA with Fy 11 Tax Recap Sheet
		\$1,187,102	21/2% increase	
		\$48,671,185	Fy 11 levy limit	
2	New Growth	\$469,480	Estimate Fy 12	Estimate as of 1/3/2011
		\$515,637	Fy 11 New Growth	Form filed by BOA with Fy 11 Tax Recap Sheet
		\$414,006	Fy 10 New Growth	Form filed by BOA with Fy 10 Tax Recap Sheet
		\$525,143	Fy 09 New Growth	Form filed by BOA with Fy 09 Tax Recap Sheet
		\$561,235	Fy 08 New Growth	Form filed by BOA with Fy 08 Tax Recap Sheet
		\$997,304	Fy 07 New Growth	Form filed by BOA with Fy 07 Tax Recap Sheet
		\$548,711	Fy 06 New Growth	Form filed by BOA with Fy 06 Tax Recap Sheet
		\$551,544	Fy 05 New Growth	Form filed by BOA with Fy 05 Tax Recap Sheet
		\$563,179	Fy 04 New Growth	Form filed by BOA with Fy 04 Tax Recap Sheet
		\$804,735	Fy 03 New Growth	Based on FY 03 LA 13; This does not match DOR Levy Form
		\$879,895	Fy 02 New Growth	Form filed by BOA with Fy 02 Tax Recap Sheet
3	Exempted Tax Levy	\$534,718	90% of Floral Street School Debt Service	
		(\$585,681)	SBAB Reimbursement - Floral Street	
	(\$3,350,376)	(\$2,764,695)	SBAB Reimbursement - High School (Revised by MSBA July 2010)	
		\$196,613	Open Space Bond	
	\$7,079,896	\$157,275	HS School Land Bond	
	(\$3,666,048)	\$4,449,805	New High School	See Figure Six
		\$148,950	Open Space Bond #2	
	\$3,413,848	\$573,685	Oak Middle School	
		\$573,633	Fire Facilities Project	
		\$101,717	Allen Property BAN Costs	
		\$343,500	Sherwood BAN Costs	
		(\$72,015)	Bond Premium for Allen BAN that will be run through Free Cash and be part of FY 12 certification	
		(\$243,657)	Bond Premium for Sherwood BAN that will be run through Free Cash and be part of FY 12 certification	
		\$3,413,848	Total Exempted Debt Service	
4	State Aid	\$21,462,254	Based on House #1	See Figure Four

5	SBAB	\$585,681	Floral Street	
		\$2,764,695	High School	
		\$3,350,376	Total SBAB	
6	Overestimates	\$0	No Overestimated Projected	
7	Schedule A	\$11,793,000	Projected Local Receipts	See Figure Three
8	Solid Waste Enterprise	\$878,000	Estimate as of 1/26/2010	
9	Retained Earnings - Solid Waste	\$50,000	Balance as of 7/1/2010 is \$99,701	
10	Free Cash	\$2,500,000	7/1/10 Balance \$5,845,970 (Adjusted to \$5,145,970 via \$700,000 transfer at 1/12/2011 STM)	
11	Sale of Lots	\$18,000		
12	Sewer Surplus	\$6,299,633	\$5,323,837	Operating Budget
	Balance as of 12/31/2010		\$25,796	Debt Service
			\$0	Capital Budget
	\$6,359,924		\$950,000	Warrant Articles (Browning Road & I/I Program)
			\$164,686	Indirect Costs
			\$6,464,319	
			say	\$6,299,633
13	Sewer Construction	\$150,000	\$150,000	Replace sewer main Rte 9
	Balance as of 1/26/2011			
	Sewer Construction Acct			
	\$774,189			
14	Light Revenue	\$138,570	2001 Light Plant Upgrade	See Figure Six
		\$212,000	2008 Light Plant Upgrade	

		\$350,570	Total Debt Service Budget FY 12	
15	CATV Revenue	\$377,300	Total Debt Service Budget FY 12	See Figure Six
16	Chapter 90	\$745,046		
		Amount	Account	To Be Used For
17	Account Transfers	\$35,000.00	Pavement Management	Article 2 - 1/12/2011 STM
		\$55,708.00	Departmental Appropriations (Library/Brd of He	Article 3 - 1/12/2011 STM
		\$175,000.00	Various Water Projects	Article 5 - 1/12/2011 STM
		\$50,000.00	01-0510-10-571190 - Site Assessment	Solid Waste Enterprise
		\$315,708	Total Account Transfers	
18	Stabilization	\$0	Balance as of 1/26/2010 \$155,141	
19	Total V Loan Repayments	\$15,128	Balance as of 11/28/2010 \$141,499	See Figure Six
			Title V Loan #1	\$4,831.00
			Title V Loan #2	\$5,568.00
			Title V Loan #3	\$4,729.00
				\$15,128.00
20	Water System Improvements	\$0	Balance as of 1/26/2011 \$2,771,510	
21	Water Conservation Fund	\$0	Balance as of 1/26/2011 \$91,311	
22	Cemetery Trust Funds	\$0	No Project in FY 2011	
23	Special Funds - Coal Ash	\$0	Account has been exhausted	
24	Sale of Property	\$0	Account has been exhausted	
25	Highway Improvements	\$0	Balance as of 1/26/2011 \$738,245	

26	Bond Interest Reserve	\$0	Account has been exhausted	
		\$205,469	Fy 11	FY 11 Recap Sheet
		\$500,000	Fy 10	FY 10 Recap Sheet
		\$500,000	Fy 09	FY 09 Recap Sheet
		\$500,000	Fy 08	FY 08 Recap Sheet
		\$800,000	Fy 07	FY 07 Recap Sheet
		\$0	Fy 06	FY 06 Recap Sheet
		\$0	Fy 05	FY 05 Recap Sheet
		\$0	Fy 04	FY 04 Recap Sheet
		\$821,732	Fy 03	FY 03 Recap Sheet
27	Free Cash (Reduce Levy)	\$500,000	Fy 12 (\$315,672) is a Bond Premium Pass Through)	
		\$500,000	Fy 11	FY 11 Recap Sheet; \$62,793 was a bond premium
		\$500,000	Fy 10	FY 10 Recap Sheet; \$69,605 was a bond premium
		\$500,000	Fy 09	FY 09 Recap Sheet; \$76,152 was a bond premium
		\$500,000	Fy 08	FY 08 Recap Sheet; \$48,590 was a bond premium
		\$500,000	Fy 07	FY 07 Recap Sheet; \$87,944 was a bond premium
		\$500,000	Fy 06	FY 06 Recap Sheet; \$141,098 was a bond premium
		\$500,000	Fy 05	FY 05 Recap Sheet; \$176,892 was a bond premium
		\$728,416	Fy 04	FY 04 Recap Sheet; \$228,416 was a bond premium
		\$2,885,000	Fy 03	FY 03 Recap Sheet; \$2,385,000 was a bond premium
28	Municipal Light (PILOT)	\$150,384	Fy 12 (Estimate)	
		\$150,384	Fy 11	FY 11 Recap Sheet
		\$150,384	Fy 10	FY 10 Recap Sheet
		\$150,384	Fy 09	FY 09 Recap Sheet
		\$189,358	Fy 08	FY 08 Recap Sheet
		\$115,441	Fy 07	FY 07 Recap Sheet
		\$121,995	Fy 06	FY 06 Recap Sheet
		\$115,606	Fy 05	FY 05 Recap Sheet
		\$118,531	Fy 04	FY 04 Recap Sheet
		\$113,132	Fy 03	FY 03 Recap Sheet

29	CATV (PILOT)	\$693,720	Fy 12 (Estimate)	
		\$732,356	Fy 11	FY 11 Recap Sheet
		\$626,307	Fy 10	FY 10 Recap Sheet
		\$556,355	Fy 09	FY 09 Recap Sheet
		\$492,491	Fy 08	FY 08 Recap Sheet
		\$454,691	Fy 07	FY 07 Recap Sheet
		\$430,056	Fy 06	FY 06 Recap Sheet
		\$386,504	Fy 05	FY 05 Recap Sheet
		\$334,056	Fy 04	FY 04 Recap Sheet
		\$283,927	Fy 03	FY 03 Recap Sheet
30	Tax Title	\$0		
31	Court Judgments	\$0		
32	Overlay Deficits	\$0		
33	Cherry Sheet Offsets	\$152,148	Fy 12 (Estimate)	
		\$164,782	Fy 11	FY 11 Recap Sheet
		\$70,133	Fy 10	FY 10 Recap Sheet
		\$81,742	Fy 09	FY 09 Recap Sheet
		\$81,348	Fy 08	FY 08 Recap Sheet
		\$73,331	Fy 07	FY 07 Recap Sheet
		\$73,909	Fy 06	FY 06 Recap Sheet
		\$67,387	Fy 05	FY 05 Recap Sheet
		\$61,412	Fy 04	FY 04 Recap Sheet
		\$62,215	Fy 03	FY 03 Recap Sheet
34	CMRPC	\$7,623	Fy 12 (Estimate)	
		\$7,623	Fy 11	FY 11 Recap Sheet
		\$7,623	Fy 10	FY 10 Recap Sheet
		\$7,437	Fy 09	FY 09 Recap Sheet
		\$7,256	Fy 08	FY 08 Recap Sheet
		\$7,079	Fy 07	FY 07 Recap Sheet
		\$6,906	Fy 06	FY 06 Recap Sheet
		\$6,737	Fy 05	FY 05 Recap Sheet
		\$6,574	Fy 04	FY 04 Recap Sheet
		\$6,414	Fy 03	FY 03 Recap Sheet

35	State & County Charges	\$1,860,908	Fy 12 (Estimate)	
		\$1,756,414	Fy 11	FY 11 Recap Sheet
		\$1,816,393	Fy 10	FY 10 Recap Sheet
		\$1,502,535	Fy 09	FY 09 Recap Sheet
		\$1,150,859	Fy 08	FY 08 Recap Sheet
		\$882,906	Fy 07	FY 07 Recap Sheet
		\$840,584	Fy 06	FY 06 Recap Sheet
		\$694,057	Fy 05	FY 05 Recap Sheet
		\$434,305	Fy 04	FY 04 Recap Sheet
		\$205,797	Fy 03	FY 03 Recap Sheet
36	Overlay	\$600,000	Fy 12 (Estimate)	Estimate
		\$598,458	Fy 11	FY 11 Recap Sheet
		\$746,871	Fy 10	FY 10 Recap Sheet
		\$583,630	Fy 09	FY 09 Recap Sheet
		\$545,199	Fy 08	FY 08 Recap Sheet
		\$484,866	Fy 07	FY 07 Recap Sheet
		\$451,929	Fy 06	FY 06 Recap Sheet
		\$334,363	Fy 05	FY 05 Recap Sheet
		\$465,564	Fy 04	FY 04 Recap Sheet
		\$301,261	Fy 03	FY 03 Recap Sheet
37	Fy 11 Tax Rate	\$469,480.00	projected new growth	
		\$10.67	current year tax rate	
		\$4,693,387,850.00	current value	
		\$44,000,000.00	value new growth	
		\$4,737,387,850.00	new value fy 12	
		\$48,671,185.08	tax levy	
		\$469,480.00	new growth	
		\$3,413,847.60	exempted levy	
		\$52,554,512.68	total levy	
		\$11.09	tax rate fy 12	

**FIGURE TWO
NEW GROWTH AND BUILDING PERMIT ANALYSIS
FISCAL YEAR 2004 TO 2012**

Property Class	FY 2012	FY 2011	FY 2010	FY 2009	FY 2008	FY 2007	FY 2006	FY 2005	FY 2004
Residential									
Single Family	\$30,000,000	\$28,754,200	\$13,707,015	\$35,697,392	\$26,852,550	\$47,161,250	\$38,246,930	\$39,569,980	\$25,091,945
Condominium	\$3,000,000	\$3,918,900	\$2,317,000	\$2,139,000	\$12,497,700	\$20,834,200	\$9,406,380	\$8,578,464	\$2,760,528
Two & Three Family	\$0	\$660,300	\$0	\$174,072	\$0	\$2,300,750	\$545,300	\$0	\$2,348,365
Multi-Family	\$3,000,000	\$77,500	\$350,600	\$384,000	\$10,267,700	\$21,621,100	\$0	\$809,800	-\$599,200
Vacant Land	\$0	\$5,106,200	\$1,882,700	\$3,267,502	\$2,949,462	\$4,054,800	\$767,350	\$191,853	\$5,048,600
All Others	\$0	\$261,025	\$0	\$0	\$0	\$76,071	\$0	\$0	\$1,067,968
Total Residential	\$36,000,000	\$38,778,125	\$18,257,315	\$41,661,966	\$52,567,412	\$96,048,171	\$48,965,960	\$49,150,097	\$35,718,206
Open Space	\$0	\$0	\$0	\$0	\$0	\$475,200	\$0	\$284,800	\$0
Commercial	\$5,000,000	\$8,595,290	\$3,062,200	\$7,529,039	\$1,301,604	\$3,721,970	\$4,062,627	\$3,708,079	\$2,532,670
Chapter 61, 61A, 61B	\$0	\$0	\$5,773	\$0	\$0	\$0	\$0	\$0	\$24,245
Industrial	\$0	\$0	\$29,400	\$10,000	\$4,924,200	\$3,111,375	\$1,887,400	\$0	\$9,791,846
Personal Property	\$3,000,000	\$2,639,975	\$21,414,509	\$8,254,600	\$6,014,424	\$4,576,584	\$1,419,891	\$2,456,200	\$5,063,106
Total Valuation Growth	\$44,000,000	\$50,013,390	\$42,769,197	\$57,455,605	\$64,807,640	\$107,933,300	\$56,335,878	\$55,599,176	\$53,130,073
Tax Rate	\$10.67	\$10.31	\$9.68	\$9.14	\$8.66	\$9.24	\$9.74	\$9.92	\$10.60
New Growth	\$469,480	\$515,638	\$414,006	\$525,143	\$561,235	\$997,304	\$548,711	\$551,544	\$563,179
Building Permits (Selected Areas)	2010	2009	2008	2007	2006	2005	2004	2003	2002
One Family	58	50	25	34	39	53	68	96	128
Two Family	4	1	3	20	16	11	2	0	5
Apartment/Condos	6	10	0	2	14	12	7	34	16
Residential Alterations	251	207	228	268	307	309	308	345	297
Commercial	5	3	9	2	9	5	6	5	11
Commercial Alterations	75	41	47	51	62	40	34	46	41
Industrial	0	0	0	0	1	0	0	0	1
Industrial Alterations	0	0	0	8	6	0	0	4	0
Total	399	312	312	385	454	430	425	530	499

New Single-Family Homes	1990	61	1994	222	1998	269
1990 to 2001	1991	125	1995	157	1999	244
	1992	288	1996	221	2000	178
	1993	256	1997	261	2001	126

Single Family Home Construction	
1990 to 1999	2,104
2000 to 2009	797

**FIGURE THREE
SCHEDULE A RECEIPTS
FISCAL YEAR 2005 TO 2012**

ITEM	ESTIMATED FY 12	PROJECTED FY 11	ACTUAL FY 10	ACTUAL FY 09	ACTUAL FY 08	ACTUAL FY 07	ACTUAL FY 06	ACTUAL FY 05
MOTOR VEHICLE EXCISE	\$4,250,000	\$4,250,000	\$4,295,450	\$4,351,092	\$4,872,855	\$4,411,326	\$4,688,251	\$4,680,209
OTHER EXCISE	\$100,000	\$50,000	\$47,864	\$51,900	\$61,823	\$60,720	\$49,047	\$47,454
PENALTIES AND INTEREST	\$225,000	\$220,000	\$218,805	\$241,101	\$205,595	\$185,248	\$217,472	\$220,875
PAYMENT IN LIEU OF TAXES	\$35,000	\$33,000	\$34,001	\$33,425	\$30,987	\$28,471	\$28,152	\$27,057
CHARGES FOR SERVICES - WATER	\$3,500,000	\$3,400,000	\$3,518,453	\$3,409,443	\$3,500,366	\$3,138,007	\$2,939,701	\$2,827,012
CHARGES FOR SERVICES - ASH DISPOSAL FEES	\$1,050,000	\$1,050,500	\$872,566	\$812,552	\$768,626	\$573,251	\$580,000	\$570,000
RENTALS	\$115,000	\$115,000	\$116,107	\$106,172	\$116,104	\$108,154	\$97,333	\$118,150
DEPARTMENTAL REVENUE - SCHOOLS	\$13,000	\$12,000	\$13,442	\$12,640	\$12,871	\$12,462	\$12,702	\$15,698
DEPARTMENTAL REVENUE - LIBRARIES	\$20,000	\$20,000	\$16,575	\$37,320	\$38,869	\$45,768	\$45,958	\$40,501
DEPARTMENTAL REVENUE - CEMETERIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OTHER DEPARTMENTAL REVENUE	\$25,000	\$20,000	\$29,994	\$56,839	\$59,774	\$81,348	\$42,297	\$31,380
LICENSE AND PERMITS	\$300,000	\$200,000	\$280,106	\$255,566	\$279,873	\$255,636	\$295,018	\$227,967
SPECIAL ASSESSMENTS	\$600,000	\$500,000	\$672,673	\$597,761	\$621,311	\$609,097	\$1,237,994	\$373,429
FINES AND FORFEITS	\$30,000	\$30,000	\$27,440	\$21,805	\$35,538	\$30,131	\$35,150	\$31,575
INVESTMENT INCOME	\$150,000	\$150,000	\$195,951	\$245,537	\$308,415	\$296,276	\$271,803	\$186,372
MISCELLANEOUS RECURRING	\$800,000	\$825,000	\$929,436	\$1,179,559	\$1,780,717	\$1,621,437	\$1,126,738	\$932,675
MISCELLANEOUS NON-RECURRING	\$0	\$0	\$0	\$31,291	\$0	\$0	\$0	\$0
MEDICAID REIMBURSEMENT	\$25,000	\$25,000	\$198,823	\$151,712	\$292,926	\$190,576	\$150,070	\$172,413
SUPPLEMENTAL TAX PROGRAM	\$200,000	\$200,000	\$215,698	\$222,924	\$341,212	\$197,470	\$107,257	\$51,139
REIMBURSEMENT E-RATE	\$20,000	\$20,000	\$19,628	\$16,603	\$48,840	\$147,927	\$47,040	\$169,937
MEALS TAX*	\$35,000	\$35,000	\$41,864	\$0	\$0	\$0	\$0	\$0
	\$300,000	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
* Meals tax adopted in February 2010	\$11,793,000	\$11,355,500	\$11,744,876	\$11,835,242	\$13,376,702	\$11,993,305	\$11,971,983	\$10,723,843
ESTIMATE			\$10,939,000	\$11,978,000	\$11,260,800	\$11,400,000	\$10,388,000	\$10,415,000
OVER(UNDER)			\$805,876	(\$142,758)	\$2,115,902	\$593,305	\$1,583,983	\$308,843
PERCENT OVER(UNDER)			7.4%	-1.2%	18.8%	5.2%	15.2%	3.0%

FY 2006 total includes permit fees for the Charles River Labs & Avalon Shrewsbury Projects

**FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2004 TO 2012**

Line Item	Fiscal Year 2012 Projected (House 1)	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual	Fiscal Year 2008 Actual	Fiscal Year 2007 Actual	Fiscal Year 2006 Actual	Fiscal Year 2005 Actual	Fiscal Year 2004 Actual
REVENUE									
A. EDUCATION									
Chapter 70	\$18,511,623	\$18,412,775	\$18,489,475	\$18,866,811	\$17,419,669	\$15,898,949	\$13,800,607	\$11,948,701	\$10,287,704
School Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Construction (Removed in FY 2006)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,702,732	\$3,697,772
Charter School Tuition Reimbursement	\$329,400	\$439,559	\$669,148	\$539,381	\$351,651	\$222,350	\$193,772	\$131,443	\$10,440
Tuition State Wards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charter School Capital Facility Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$34,870	\$28,196	\$0
School Lunch (Offset)	\$30,201	\$27,459	\$33,698	\$31,073	\$33,298	\$26,597	\$28,245	\$26,723	\$27,247
School Choice Receiving Tuition	\$85,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total	\$18,956,224	\$18,979,793	\$19,192,321	\$19,437,265	\$17,804,618	\$16,147,896	\$14,057,494	\$15,837,795	\$14,023,163
B. GENERAL GOVERNMENT									
Unrestricted General Government Aid (2009)	\$2,185,815	\$2,356,176	\$2,454,350	\$0	\$0	\$0	\$0	\$0	\$0
Lottery, Beano & Charity Games	\$0	\$0	\$0	\$2,859,417	\$3,168,140	\$3,107,117	\$2,493,603	\$2,110,492	\$2,110,492
Additional Assistance	\$0	\$0	\$0	\$269,738	\$298,861	\$298,861	\$298,861	\$298,861	\$298,861
Highway Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Career Incentive	\$15,425	\$15,400	\$31,340	\$157,078	\$143,439	\$159,050	\$166,024	\$150,155	\$140,291
Veteran's Benefits	\$38,498	\$53,523	\$33,353	\$29,272	\$17,277	\$13,048	\$12,907	\$3,406	\$3,738
Exemptions (Vets.Blind, Surviving)	\$91,885	\$94,439	\$91,799	\$67,515	\$70,048	\$31,591	\$31,025	\$34,421	\$34,499
Exemptions (Elderly)	\$0	\$0	\$0	\$22,798	\$22,804	\$22,782	\$22,768	\$22,670	\$22,328
State Owned Land	\$137,460	\$137,967	\$112,672	\$129,345	\$120,634	\$107,973	\$156,870	\$123,183	\$78,725
Public Libraries	\$36,947	\$37,323	\$36,435	\$50,669	\$48,050	\$46,734	\$45,664	\$40,664	\$34,165
Sub-Total	\$2,506,030	\$2,694,828	\$2,759,949	\$3,585,832	\$3,889,253	\$3,787,156	\$3,227,722	\$2,783,852	\$2,723,099
Total State Aid	\$21,462,254	\$21,674,621	\$21,952,270	\$23,023,097	\$21,693,871	\$19,935,052	\$17,285,216	\$18,621,647	\$16,746,262
CHARGES									
County Tax	\$0	\$0	\$25,729	\$49,947	\$49,947	\$49,947	\$49,947	\$49,947	\$49,947
Mosquito Control	\$60,124	\$59,538	\$60,013	\$59,166	\$57,811	\$56,482	\$52,245	\$47,364	\$47,261
Mosquito Control (Underestimate)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Air Pollution Districts	\$10,002	\$9,802	\$9,608	\$9,434	\$9,220	\$9,076	\$8,834	\$8,484	\$8,187
RMV Non-Renewal Surcharge	\$22,400	\$22,320	\$21,520	\$21,780	\$19,380	\$20,240	\$16,700	\$13,500	\$16,400
WRTA Assessment	\$97,053	\$95,756	\$74,028	\$69,072	\$75,438	\$68,366	\$71,306	\$82,522	\$80,509
Special Education	\$5,287	\$18,451	\$17,305	\$12,816	\$0	\$0	\$0	\$9,648	\$5,501
MBTA	\$114,259	\$115,750	\$139,262	\$141,794	\$142,329	\$132,034	\$112,991	\$91,481	\$42,430
School Choice Tuition	\$99,582	\$113,286	\$106,835	\$78,710	\$61,947	\$99,364	\$104,140	\$78,761	\$45,890
Charter School Tuition	\$1,452,201	\$1,321,511	\$1,362,093	\$1,059,816	\$734,787	\$447,240	\$424,421	\$312,350	\$138,180

**FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2004 TO 2012**

Line Item	Fiscal Year 2012 Projected (House 1)	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual	Fiscal Year 2008 Actual	Fiscal Year 2007 Actual	Fiscal Year 2006 Actual	Fiscal Year 2005 Actual	Fiscal Year 2004 Actual
Sub-Total	\$1,860,908	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859	\$882,749	\$840,584	\$694,057	\$434,305
Overestimate - Mosquito Control	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overestimate - Special Education	\$0	\$0	\$0	\$0	\$0	(\$157)	\$0	\$0	\$0
Overestimate - Regional Transit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0	\$0	(\$157)	\$0	\$0	\$0
Total Net Charges	\$1,860,908	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859	\$882,906	\$840,584	\$694,057	\$434,305
School Lunch Offset	\$30,201	\$27,459	\$33,698	\$31,073	\$33,298	\$26,597	\$28,245	\$26,723	\$27,247
Library Offset	\$36,947	\$37,323	\$36,435	\$50,669	\$48,050	\$46,734	\$45,664	\$40,664	\$34,165
School Choice Receiving Tuition	\$85,000	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Off-Sets	\$152,148	\$164,782	\$70,133	\$81,742	\$81,348	\$73,331	\$73,909	\$67,387	\$61,412
Line Item	Fiscal Year 2012 Projected	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual	Fiscal Year 2008 Actual	Fiscal Year 2007 Actual	Fiscal Year 2006 Actual	Fiscal Year 2005 Actual	Fiscal Year 2004 Actual
"Education" Local Aid	\$18,956,224	\$18,979,793	\$19,192,321	\$19,437,265	\$17,804,618	\$16,147,896	\$14,057,494	\$12,135,063	\$10,325,391
"General Government" Local Aid	\$2,506,030	\$2,694,828	\$2,759,949	\$3,585,832	\$3,889,253	\$3,787,156	\$3,227,722	\$2,783,852	\$2,723,099
Charges and Offsets	\$2,013,056	\$1,921,196	\$1,886,526	\$1,584,277	\$1,232,207	\$956,237	\$914,493	\$761,444	\$495,717
Total	\$19,449,198	\$19,753,425	\$20,065,744	\$21,438,820	\$20,461,664	\$18,978,815	\$16,370,723	\$14,157,471	\$12,552,773
"General Government" Less Charges	\$645,122	\$938,414	\$943,556	\$2,083,297	\$2,738,394	\$2,904,407	\$2,387,138	\$2,089,795	\$2,288,794

**FIGURE FIVE
TAX RATE RECAPITULATIONS
FISCAL YEAR 2004 TO 2011**

	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09	ACTUAL FY 08	ACTUAL FY 07	ACTUAL FY 06	ACTUAL FY 05	ACTUAL FY 04
CHARGES								
APPROPRIATIONS	\$95,005,238	\$94,830,381	\$96,506,912	\$89,465,197	\$88,001,485	\$83,343,542	\$77,611,947	\$76,082,197
TAX TITLE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COURT JUDGMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OVERLAY DEFICITS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CHERRY SHEET OFFSETS	\$164,782	\$70,133	\$81,742	\$81,348	\$73,331	\$73,909	\$67,387	\$61,412
CMRPC	\$7,623	\$7,623	\$7,437	\$7,256	\$7,079	\$6,906	\$6,738	\$6,574
STATE AND COUNTY CHARGES OVERLAY	\$1,756,414 \$598,458	\$1,816,393 \$758,894	\$1,502,535 \$583,630	\$1,150,859 \$545,199	\$882,906 \$484,866	\$840,584 \$451,929	\$694,057 \$334,363	\$434,305 \$465,564
TOTAL TO BE RAISED	\$97,532,515	\$97,483,424	\$98,682,256	\$91,249,859	\$89,449,668	\$84,716,870	\$78,714,491	\$77,050,052
REVENUE								
STATE AID	\$25,163,474	\$25,441,123	\$26,849,796	\$25,486,284	\$23,727,465	\$21,077,629	\$18,621,647	\$16,746,262
OVERESTIMATES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SCHEDULE A RECEIPTS	\$11,355,500	\$10,939,000	\$11,978,000	\$11,260,800	\$11,400,000	\$10,388,000	\$10,415,000	\$10,244,000
SOLID WASTE ENTERPRISE	\$831,000	\$804,000	\$0	\$0	\$0	\$0	\$0	\$0
FREE CASH & RETAINED EARNINGS	\$1,631,069	\$1,310,000	\$2,999,999	\$2,000,000	\$1,250,000	\$2,000,000	\$2,380,000	\$3,000,000
OTHER AVAILABLE FUNDS								
SALE OF CEMETERY LOTS	\$18,000	\$18,000	\$19,000	\$18,000	\$18,000	\$25,000	\$25,000	\$25,000
SEWER SURPLUS	\$4,200,777	\$3,313,131	\$2,834,092	\$2,746,086	\$2,970,000	\$3,566,655	\$2,300,000	\$2,000,400
LIGHT REVENUE	\$357,767	\$457,640	\$472,770	\$291,434	\$258,939	\$262,767	\$273,150	\$280,490
CATV REVENUE	\$394,500	\$410,834	\$453,750	\$469,370	\$484,635	\$499,545	\$514,456	\$529,365
STABILIZATION	\$0	\$496,000	\$0	\$0	\$0	\$170,000	\$635,000	\$185,000
OTHER FUNDS (CHAPTER 90)	\$0	\$1,451,733	\$723,655	\$0	\$1,397,858	\$508,066	\$422,311	\$424,567
BUDGET/FUND TRANSFERS	\$701,143	\$1,136,417	\$1,336,334	\$0	\$149,868	\$566,714	\$400,223	\$500,000
HOME FARM WELL INTEREST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,450,000
TITLE V RESERVE	\$15,128	\$15,128	\$15,128	\$15,128	\$15,128	\$16,248	\$4,831	\$4,831
INTEREST/PREMIUM RESERVE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
WATER SYSTEM IMPRVMENTS	\$32,000	\$600,000	\$0	\$200,000	\$305,702	\$500,000	\$0	\$930,000
WATER CONSERVATION FUND	\$100,000	\$200,000	\$200,000	\$150,000	\$50,000	\$30,000	\$0	\$0
CEMETERY TRUST FUNDS	\$0	\$11,000	\$30,000	\$0	\$30,000	\$75,000	\$71,500	\$0
SPECIAL FUNDS - COAL ASH	\$0	\$0	\$392,237	\$530,000	\$425,000	\$275,000	\$250,000	\$0
HIGHWAY IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$400,000	\$0	\$0
SURPLUS SBAB (FLORAL)	\$0	\$0	\$0	\$0	\$0	\$89,681	\$0	\$0
SALE OF PROPERTY	\$315,500	\$0	\$0	\$96,402	\$194,220	\$0	\$0	\$0
SEWER CONSTRUCTION	\$750,000	\$0	\$610,000	\$440,000	\$258,000	\$0	\$0	\$0
FREE CASH (REDUCE LEVY)	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$728,416
MUNICIPAL LIGHT (REDUCE LEVY)	\$150,384	\$150,384	\$150,384	\$189,358	\$115,441	\$121,995	\$115,606	\$118,531
CATV REVENUE (REDUCE LEVY)	\$732,356	\$626,307	\$556,355	\$492,491	\$454,691	\$430,056	\$386,504	\$334,056
BOND INTEREST RESERVE	\$205,469	\$500,000	\$500,000	\$500,000	\$800,000	\$0	\$0	\$0
TOTAL REVENUE	\$47,454,067	\$48,380,697	\$50,621,500	\$45,385,353	\$44,804,947	\$41,502,355	\$37,315,228	\$37,500,918
TOTAL LEVY	\$50,078,448	\$49,102,727	\$48,060,756	\$45,864,506	\$44,644,721	\$43,214,514	\$41,399,263	\$39,549,134
TAX RATE	\$10.67	\$10.31	\$9.68	\$9.14	\$8.66	\$9.24	\$9.74	\$9.92

**FIGURE SIX
DEBT SERVICE PROJECTION
FISCAL YEAR 2012 TO 2026**

FISCAL YEAR	1996 (2005) \$10,000,000 FLORAL ST	1999 (2009) \$5,300,000 CATV	1999 (2009) \$3,000,000 OPEN SPACE LAND PURCHASE	1999 (2009) \$2,400,000 HIGH SCHOOL LAND PURCHASE	2000 \$86,947 TITLE V LOAN PROGRAM	2001 \$58,900,000 SENIOR HIGH SCHOOL	2001 \$2,000,000 OPEN SPACE LAND PURCHASE	2001 \$1,760,000 LIGHT PLANT	2001 (2005) \$286,611 CWMMP
2012	\$594,606	\$377,300	\$196,613	\$157,275	\$4,831	\$4,449,805	\$148,950	\$138,570	\$14,988
2013	\$541,932	\$365,300	\$188,313	\$149,675	\$4,831	\$4,352,415	\$144,550	\$138,110	\$14,322
2014	\$520,481	\$348,400	\$180,113	\$142,175	\$4,831	\$4,199,300	\$141,250	\$130,750	\$13,819
2015	\$498,625		\$173,913	\$137,375	\$4,831	\$4,048,800	\$142,350	\$126,900	\$16,727
2016-2026	\$471,375		\$516,750	\$495,150	\$19,314	\$24,023,450	\$590,100	\$338,100	\$89,782
	\$2,627,019	\$1,091,000	\$1,255,702	\$1,081,650	\$38,638	\$41,073,770	\$1,167,200	\$872,430	\$149,638
							\$534,330	\$872,430	\$338,100
FISCAL YEAR	2004 \$105,896 TITLE V LOAN PROGRAM	2004 \$7,400,000 OAK MIDDLE SCHOOL	2004 \$1,250,000 NORTH SHORE SCHOOL ADDITION	2005 \$94,573 TITLE V LOAN PROGRAM	2007 (2009) \$169,732 CWMMP	2008 \$6,800,000 FIRE FACILITIES PROJECT	2008 \$1,000,000 LIGHT PLANT	2008 \$1,250,000 WATER SYSTEM UPGRADE	TOTAL DEBT SERVICE
2012	\$5,568	\$573,685	\$112,150	\$4,729	\$10,807	\$573,633	\$212,000	\$152,813	\$7,728,323
2013	\$5,403	\$560,504	\$109,122	\$4,729	\$10,807	\$562,233	\$206,000	\$149,063	\$7,507,309
2014	\$5,541	\$546,860	\$105,987	\$4,729	\$10,807	\$550,833		\$145,313	\$7,051,189
2015	\$5,541	\$532,754	\$102,747	\$4,729	\$10,807	\$539,433		\$141,563	\$6,487,095
2016-2026	\$44,586	\$4,498,090	\$440,450	\$52,012	\$64,842	\$5,043,969		\$400,313	\$37,088,283
TOTAL	\$66,639	\$6,711,893	\$870,456	\$70,928	\$108,070	\$7,270,101	\$418,000	\$989,065	\$65,862,199

DEBT SERVICE FUNDED FROM WITHIN THE TAX LEVY	DEBT SERVICE FUNDED FROM OUTSIDE THE TAX LEVY***	DEBT SERVICE FUNDED FROM NON TAX REVENUE	TOTAL DEBT SERVICE
\$171,611	\$6,635,106	\$921,606	\$7,728,323
\$163,315	\$6,445,429	\$898,565	\$7,507,309
\$158,035	\$6,228,964	\$664,190	\$7,051,189
\$152,610	\$6,023,388	\$311,098	\$6,487,095
\$487,588	\$35,591,747	\$1,008,949	\$37,088,283
\$1,133,158	\$60,924,633	\$3,804,408	\$65,862,199

**FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE**

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2012	2013	2014	2015	2016	2017	2018	2019	2020
1	2/1/1996 2/1/2005	Floral St (EXEMPT) \$9,000,000	Principal	454,450	420,500	416,000	411,650	402,700				
			Interest	80,268	64,363	49,645	34,565	19,128				
			Total	534,718	484,863	465,645	446,215	421,828				
1	2/1/1996 2/1/2005	Floral St \$1,000,000	Principal	50,550	49,500	49,000	48,350	47,300				
			Interest	9,338	7,569	5,836	4,060	2,247				
			Total	59,888	57,069	54,836	52,410	49,547				
2	6/15/1999 9/3/2009	CATV Upgrade \$5,300,000	Principal	350,000	345,000	335,000						
			Interest	27,300	20,300	13,400						
			Total	377,300	365,300	348,400						
3	6/15/1999 9/3/2009	Land Acquisition #1 \$3,000,000	Principal	165,000	160,000	155,000	155,000	150,000	150,000	145,000	40,000	
			Interest	31,613	28,313	25,113	18,913	14,650	10,150	5,650	1,300	
			Total	196,613	188,313	180,113	173,913	164,650	160,150	150,650	41,300	
4	6/1/1999 9/3/2009	Land Acquisition (HS) \$2,400,000	Principal	130,000	125,000	120,000	120,000	120,000	115,000	115,000	110,000	
			Interest	27,275	24,675	22,175	17,375	14,075	10,475	7,025	3,575	
			Total	157,275	149,675	142,175	137,375	134,075	125,475	122,025	113,575	
5	10/25/2000	Title V Loan Program #1 \$86,947	Principal	4,831	4,831	4,831	4,829	4,829	4,829	4,829	4,829	
			Interest	0	0	0	0	0	0	0	0	0
			Total	4,831	4,831	4,831	4,829	4,829	4,829	4,829	4,829	4,829
6	8/15/2001 4/15/2010	High School \$58,900,000	Principal	3,075,000	3,101,000	3,040,000	2,995,000	2,960,000	2,940,000	2,930,000	2,925,000	2,915,000
			Interest	1,374,805	1,251,415	1,159,300	1,053,800	934,700	802,000	655,250	508,875	362,875
			Total	4,449,805	4,352,415	4,199,300	4,048,800	3,894,700	3,742,000	3,585,250	3,433,875	3,277,875
7	8/15/2001 4/15/2010	Land Acquisition #2 \$2,000,000	Principal	110,000	110,000	110,000	110,000	105,000	105,000	105,000	105,000	105,000
			Interest	38,950	34,550	31,250	32,350	23,100	18,375	13,125	7,875	2,625
			Total	148,950	144,550	141,250	142,350	128,100	123,375	118,125	112,875	107,625
8	8/15/2001 4/15/2010	Light Upgrade \$1,760,000	Principal	110,000	114,000	110,000	110,000	105,000	105,000	105,000		
			Interest	28,570	24,110	20,750	16,900	12,600	7,875	2,625		
			Total	138,570	138,110	130,750	126,900	117,600	112,875	107,625		
9	7/26/2001 2/1/2005	Assabet River CWMP #1 \$1,760,000	Principal	12,628	12,198	11,931	15,075	14,746	14,422	14,040	13,602	13,242
			Interest	2,360	2,124	1,888	1,652	1,368	1,085	802	518	259
			Total	14,988	14,322	13,819	16,727	16,114	15,507	14,842	14,120	13,501

**FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE**

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2012	2013	2014	2015	2016	2017	2018	2019	2020	
10	8/1/2004	Title V Loan Program #2 \$105,896	Principal	5,568	5,403	5,541	5,541	5,541	5,541	5,541	5,541	5,541	
			Interest	0	0	0	0	0	0	0	0	0	0
			Total	5,568	5,403	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541
11	11/15/2004	Oak Middle School \$7,400,000	Principal	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	370,000	
			Interest	203,685	190,504	176,860	162,754	148,185	133,384	118,585	103,785	88,754	
			Total	573,685	560,504	546,860	532,754	518,185	503,384	488,585	473,785	458,754	
12	11/15/2004	North Shore School \$1,250,000	Principal	85,000	85,000	85,000	85,000	80,000	80,000	80,000	80,000	80,000	
			Interest	27,150	24,122	20,987	17,747	14,500	11,300	8,100	4,900	1,650	
			Total	112,150	109,122	105,987	102,747	94,500	91,300	88,100	84,900	81,650	
13	10/24/2005	Title V Loan Program #3 \$94,573	Principal	4,729	4,729	4,729	4,729	4,729	4,729	4,729	4,729	4,728	
			Interest	0	0	0	0	0	0	0	0	0	
			Total	4,729	4,729	4,729	4,729	4,729	4,729	4,729	4,729	4,728	
14	12/18/2007 12/10/2009	Assabet River CWMP #2 \$168,653	Principal	10,807	10,807	10,807	10,807	10,807	10,807	10,807	10,808	10,808	
			Interest	0	0	0	0	0	0	0	0	0	
			Total	10,807	10,807	10,807	10,807	10,807	10,807	10,807	10,808	10,808	
15	2/15/2008	Fire Facilities Project \$6,800,000	Principal	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	380,000	
			Interest	193,633	182,233	170,833	159,433	147,083	134,733	122,383	109,083	96,353	
			Total	573,633	562,233	550,833	539,433	527,083	514,733	502,383	489,083	476,353	
16	2/15/2008	Water Tank - Masonic \$1,250,000	Principal	125,000	125,000	125,000	125,000	125,000	125,000	125,000			
			Interest	27,813	24,063	20,313	16,563	12,500	8,438	4,375			
			Total	152,813	149,063	145,313	141,563	137,500	133,438	129,375			
17	2/15/2008	Light Plant Upgrade \$1,250,000	Principal	200,000	200,000								
			Interest	12,000	6,000								
			Total	212,000	206,000								

Note: The following debt has been authorized but not issued: \$6,100,000 Allen Land Purchase; \$700,000 for water improvements; \$1,600,000 for sewer improvements; \$23,300,000 for the Sherwood Middle School & \$760,000 Credit Union

Existing Debt Service												
Total Principal	5,643,563	5,622,968	5,332,839	4,950,981	4,885,652	4,410,328	4,394,946	4,049,509	3,884,319			
Total Interest	2,084,760	1,884,341	1,718,350	1,536,112	1,344,136	1,137,815	937,920	739,911	552,516			
Total Payment	7,728,323	7,507,309	7,051,189	6,487,093	6,229,788	5,548,143	5,332,866	4,789,420	4,436,835			

**FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE**

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2012	2013	2014	2015	2016	2017	2018	2019	2020
Existing Debt Service by Funding Source												
		Tax Levy (Within Levy Limit)		172,038	166,191	160,823	155,157	144,047	91,300	88,100	84,900	81,650
		Tax Levy (Exempted)		6,634,679	6,442,553	6,226,176	6,020,840	5,788,621	5,169,117	4,967,018	4,664,493	4,320,607
		Light		350,570	344,110	130,750	126,900	117,600	112,875	107,625	0	0
		CATV		377,300	365,300	348,400	0	0	0	0	0	0
		Sewer		25,795	25,129	24,626	27,534	26,921	26,314	25,649	24,928	24,309
		Title V		15,128	14,963	15,101	15,099	15,099	15,099	15,099	15,099	10,269
		Water		152,813	149,063	145,313	141,563	137,500	133,438	129,375	0	0
		Total		7,728,323	7,507,309	7,051,189	6,487,093	6,229,788	5,548,143	5,332,866	4,789,420	4,436,835
Debt Service Funded Via Tax Levy												
		Tax Levy (Within Levy Limit)		172,038	166,191	160,823	155,157	144,047	91,300			
		Tax Rate Impact*	\$4.693 B	\$0.04	\$0.04	\$0.03	\$0.03	\$0.03	\$0.02			
		Average Res Tax Bill (Within Levy Limit)*	\$370,711	\$13.59	\$13.13	\$12.70	\$12.26	\$11.38	\$7.21			
		Tax Levy (Exempted)		6,634,679	6,442,553	6,226,176	6,020,840	5,788,621	5,169,117	4,967,018	4,664,493	4,320,607
*Tax Rate Impact calculated on FY 2011 values		SBA Funding (Floral)		(585,681)	(585,681)	(585,681)	(585,681)	(585,681)	(585,681)	0	0	0
		SBA Funding (HS)		(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)
		Bond Reserve Account										
		Net Tax Levy Exempted		3,284,303	3,092,177	2,875,800	2,670,464	2,438,245	1,818,741	2,202,323	1,899,798	1,555,912
		Tax Rate Impact*	\$4.693 B	\$0.70	\$0.66	\$0.61	\$0.57	\$0.52	\$0.39	\$0.47	\$0.40	\$0.33
		Average Res Tax Bill (Outside Levy Limit)*	\$370,711	\$259.41	\$244.24	\$227.15	\$210.93	\$192.59	\$143.65	\$173.95	\$150.06	\$122.89

**FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE**

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2021	2022	2023	2024	2025	2026	Total
1	2/1/1996	Floral St (EXEMPT)	Principal							2,105,300
	2/1/2005		Interest							247,969
			Total							
1	2/1/1996	Floral St	Principal							244,700
	2/1/2005		Interest							29,050
			Total							
2	6/15/1999	CATV Upgrade	Principal							1,030,000
	9/3/2009		Interest							61,000
			Total							
3	6/15/1999	Land Acquisition #1	Principal							1,120,000
	9/3/2009		Interest							135,702
			Total							
4	6/1/1999	Land Acquisition (HS)	Principal							955,000
	9/3/2009		Interest							126,650
			Total							
5	10/25/2000	Title V Loan Program #1	Principal							38,638
			Interest							0
			Total							
6	8/15/2001	High School	Principal	2,905,000	2,895,000					32,681,000
	4/15/2010		Interest	217,375	72,375					8,392,770
			Total	3,122,375	2,967,375					
7	8/15/2001	Land Acquisition #2	Principal							965,000
	4/15/2010		Interest							202,200
			Total							
8	8/15/2001	Light Upgrade	Principal							759,000
	4/15/2010		Interest							113,430
			Total							
9	7/26/2001	Assabet River CWMP #1	Principal	15,698						137,582
	2/1/2005		Interest	0						12,056
			Total	15,698						

**FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE**

Issue No.	Date of Issue/Re-issue	Purpose	Type of Payment	2021	2022	2023	2024	2025	2026	Total	
10	8/1/2004	Title V Loan Program #2 \$105,896	Principal	5,541	5,670	5,670				66,639	
			Interest	0	0	0			0		
			Total	5,541	5,670	5,670			66,639		
11	11/15/2004	Oak Middle School \$7,400,000	Principal	370,000	370,000	370,000	370,000	370,000		5,180,000	
			Interest	73,260	57,443	41,394	24,975	8,325		1,531,893	
			Total	443,260	427,443	411,394	394,975	378,325		6,711,893	
12	11/15/2004	North Shore School \$1,250,000	Principal							740,000	
			Interest							130,456	
			Total							870,456	
13	10/24/2005	Title V Loan Program #3 \$94,573	Principal	4,728	4,728	4,728	4,728	4,728	4,728	70,928	
			Interest	0	0	0	0	0	0	0	
			Total	4,728	4,728	4,728	4,728	4,728	4,728	70,928	
14	12/18/2007 12/10/2009	Assabet River CWMP #2 \$168,653	Principal	10,808						108,073	
			Interest	0						0	
			Total	10,808						108,073	
15	2/15/2008	Fire Facilities Project \$6,800,000	Principal	375,000	375,000	375,000	375,000	370,000	370,000	5,660,000	
			Interest	83,243	69,930	56,243	42,368	28,305	14,245		1,610,101
			Total	458,243	444,930	431,243	417,368	398,305	384,245		7,270,101
16	2/15/2008	Water Tank - Masonic \$1,250,000	Principal							875,000	
			Interest							114,065	
			Total							989,065	
17	2/15/2008	Light Plant Upgrade \$1,250,000	Principal							400,000	
			Interest							18,000	
			Total							418,000	

Note: The following debt has been authorized but not issued: \$6,100,000 Allen

Existing Debt Service							
Total Principal	3,686,775	3,650,398	755,398	749,728	744,728	374,728	53,136,860
Total Interest	373,878	199,748	97,637	67,343	36,630	14,245	12,725,342
Total Payment	4,060,653	3,850,146	853,035	817,071	781,358	388,973	65,862,202

**FIGURE SEVEN
COMBINED DEBT SERVICE SCHEDULE
ADJUSTED FOR OFFSETTING REVENUE**

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2021	2022	2023	2024	2025	2026	Total
Existing Debt Service by Funding Source										
		Tax Levy (Within Levy Limit)		0	0	0	0	0	0	1,144,206
		Tax Levy (Exempted)		4,023,878	3,839,748	842,637	812,343	776,630	384,245	60,913,585
		Light		0	0	0	0	0	0	1,290,430
		CATV		0	0	0	0	0	0	1,091,000
		Sewer		26,506	0	0	0	0	0	257,711
		Title V		10,269	10,398	10,398	4,728	4,728	4,728	176,205
		Water		0	0	0	0	0	0	989,065
		Total		4,060,653	3,850,146	853,035	817,071	781,358	388,973	65,862,202
Debt Service Funded Via Tax Levy										
		Tax Levy (Within Levy Limit)								
		Tax Rate Impact*	\$4.693 B							
		Average Res Tax Bill (Within Levy Limit)*	\$370,711							
		Tax Levy (Exempted)		4,023,878	3,839,748	842,637	812,343	776,630	384,245	
		SBA Funding (Floral)		0	0	0	0	0	0	
		SBA Funding (HS)		(2,764,695)	(2,764,695)	(2,764,695)	0	0	0	
		Bond Reserve Account								
		Net Tax Levy Exempted		1,259,183	1,075,053	(1,922,058)	812,343	776,630	384,245	
		Tax Rate Impact*	\$4.693 B	\$0.27	\$0.23	(\$0.41)	\$0.17	\$0.17	\$0.08	
		Average Res Tax Bill (Outside Levy Limit)*	\$370,711	\$99.46	\$84.91	(\$151.82)	\$64.16	\$61.34	\$30.35	

**FIGURE EIGHT
FREE CASH
FISCAL YEAR 1995 TO 2011**

FISCAL YEAR END	BALANCE AS OF 7/1	AMOUNT APPROPRIATED	FOLLOWING YEAR BALANCE	GAIN/(LOSS)
2011	\$4,545,970	***		
2010	\$5,845,970	\$3,000,000	\$4,545,970	
2009	\$4,778,074	\$1,931,069	\$5,845,970	\$1,067,896
2008	\$4,597,946	\$1,810,000	\$4,778,074	\$180,128
2007	\$4,850,038	\$3,500,000	\$4,597,946	(\$252,092)
2006	\$4,185,519	\$2,500,000	\$4,850,038	\$664,519
2005	\$1,930,113	\$1,750,000	\$4,185,519	\$2,255,406
2004	\$2,837,137	\$2,500,000	\$1,930,113	(\$907,024)
2003	\$3,616,392	\$2,880,000	\$2,837,137	(\$779,255)
2002	\$6,858,300	\$6,113,416	\$3,616,392	(\$3,241,908)
2001	\$4,087,506	\$2,077,612	\$6,858,300	\$2,770,794
2000	\$2,884,606	\$1,416,000	\$4,087,506	\$1,202,900
1999	\$5,588,576	\$2,478,000	\$2,884,606	(\$2,703,970)
1998	\$4,611,834	\$3,010,784	\$5,588,576	\$976,742
1997	\$4,555,647	\$3,418,656	\$4,611,834	\$56,187
1996	\$2,996,394	\$1,300,000	\$4,555,647	\$1,559,253
1995	\$3,909,803	\$3,294,500	\$2,996,394	(\$913,409)

*** Note: The projected Free Cash balance for July 1, 2011, does meet the objective set by the Board of Selectmen on October 4, 2011 that seeks to maintain a Free Cash and Stabilization balance of no less than 4.0% of the total operating budget that is to be adopted at the May 2011 Annual Town Meeting. Stabilization balance as of 1/26/2011 is \$155,141.29.

Indicates balance influenced by bond premium that was run through Free Cash in the amount of \$2,386,000.

FIGURE NINE
TRIAL RECAPITULATION - FISCAL YEAR 2012
Based on Projection Number One

REVENUE

TAXATION	\$48,671,185
NEW GROWTH	\$469,480
EXEMPTED TAX LEVY	\$3,413,848
STATE AID	\$21,462,254
SBAB PAYMENT	\$3,350,376
OVERESTIMATES	\$0
SCHEDULE A RECEIPTS	\$11,793,000
SOLID WASTE ENTERPRISE	\$878,000
RETAINED EARNINGS SOLID WASTE ENTERPRISE	\$50,000
FREE CASH	\$2,500,000
OTHER AVAILABLE FUNDS	
Sale of Cemetery Lots	\$18,000
Sewer Surplus	\$6,299,633
Sewer Construction	\$150,000
Light Revenue	\$350,570
CATV Revenue	\$377,300
Chapter 90	\$745,046
Title V Loan Repayments	\$15,128
Water Conservation Fund	\$0
Account Transfer	\$315,708
FREE CASH (REDUCE LEVY)	\$500,000
MUNICIPAL LIGHT (REDUCE LEVY)	\$150,384
CATV REVENUE (REDUCE LEVY)	\$693,720

Total Revenue \$102,203,632

\$52,554,513	Taxation
\$21,462,254	State Aid
\$3,350,376	SBAB Payment
\$11,793,000	Local Receipts
\$928,000	Solid Waste Enterprise
\$2,500,000	Free Cash
\$8,271,385	Other Funds
\$500,000	Free Cash (Levy)
\$150,384	Light (Levy)
\$693,720	CATV (Levy)
\$102,203,632	

CHARGES

CHERRY SHEET OFFSETS	\$152,148
CMRPC	\$7,623
STATE AND COUNTY CHARGES	\$1,860,908
OVERLAY	\$600,000
SPECIAL TOWN MEETING (1/12/2011)(Includes Chapter 90)	\$1,845,754
ATM/STM RESERVE	\$400,000
MEDICAL EXPENSES POLICE AND FIRE	\$1,500
FY 2011 DEFICITS	\$400,000
OPERATING BUDGET	\$92,083,141
SOLID WASTE ENTERPRISE	\$1,782,750
SALE OF LOTS	\$18,000
CAPITAL BUDGET	
P Replace Marked Cruiser	\$30,000
P Replace Marked Cruiser	\$30,000
P Replace Marked Cruiser	\$30,000
F Engine #2 Refurbishment	\$102,000
H Street Reconstruction	\$150,000
E Storm Water Management	\$25,000
H All Purpose MT Trackless Tractor	\$132,500
H Radio Upgrades to Meet Federal Standards	\$15,000
P Replace 1-Ton Dump Truck/Plow	\$45,000
H Replace All Wheel Drive Dump Truck/Plow 17,950 GVW	\$56,308
PB Paton School - Repave playground, berms and driveways	\$0
PB Spring Street School - Repave driveways, berm and sidewalks	\$0
PB Floral Street School - Paint interior	\$0
H Replace Dump Truck/Sander (6 wheel)	\$0
H Replace 3/4 Ton 4 Wheel Drive P.U.	\$0
S I & I Removal Program	\$500,000
W Replace Pickup W/Utility/Plow (#71)	\$45,000
REPAIR NEWTON POND DAM	\$200,000
BILLS OF PRIOR YEAR	\$1,000
SEWER PUMP STATIONS IMPROVEMENTS	\$450,000
CONSTRUCTION/EXTENSION/IMPROVEMENTS OF SEWERS	\$150,000
ROUTE 9 WATER MAIN REPLACEMENT	\$150,000
WATER SYSTEM IMPROVEMENTS	\$490,000

\$ 2,620,679 Charges

\$4,943,305	General Government
\$6,925,215	Public Safety
\$3,201,907	Retirement
\$9,652,908	Public Works
\$541,871	Human Services
\$1,610,456	Culture & Recreation
\$46,396,351	School Department
\$8,173,542	Debt and Interest
\$10,637,586	Unclassified (Op Sprt)
\$92,083,141	

Solid Waste Enterprise	
\$1,143,400	Collection
\$485,750	Disposal
\$153,600	Expenses
\$1,782,750	

Capital Budget	
\$615,808	From Taxation
\$45,000	From Taxation (Water)
\$500,000	From Sewer Surplus
\$1,160,808	

**FIGURE NINE
TRIAL RECAPITULATION - FISCAL YEAR 2012
Based on Projection Number One**

BEDROCK WELL DEVELOPMENT	\$200,000
METER REPLACEMENT PROGRAM	\$250,000
STORM DRAINS	\$0
COUNSELING AND EDUCATIONAL SERVICES	\$0
Total Charges	\$102,203,632
Surplus/(Deficit)	\$0

Warrant Articles	
\$620,500	From Taxation
\$400,000	From Free Cash
\$1,090,000	From Taxation (Water)
\$600,000	From Sewer Revenue*
\$2,710,500	* Including Sewer Construction

Additional Spending Considerations	
Education	\$2,581,772
Fire Department (Four Firefighters)	\$227,741
Police Department - PAT 8	\$36,743
Police Department (Two Patrol Officers)	\$103,375
Police Department - Dispatcher	\$37,245
Police Department - Sergeant	\$86,215
Counseling and Educational Services	\$72,000
Additional Capital Projects	\$904,970
	\$4,050,061

\$2,620,679	Charges
\$92,083,141	Operating Budget
\$1,782,750	Solid Waste Enterprise
\$1,160,808	Capital Budget
\$2,710,500	Warrant Articles
\$1,845,754	Special Town Meeting
\$102,203,632	

Indicates capital budget items that are to be proposed as funding allows. See Figure Ten-A.

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2012 TO 2016**

Department/Project	Total	2012	2013	2014	2015	2016	Later
0192 Public Buildings							
Beal School - Replacement of windows	\$338,120	\$338,120					
Paton School - Pulverize and repave playground, berms and driveways	\$217,600	\$217,600					
Spring Street School - Pulverize and repave driveways, berm and sidewalks	\$188,620	\$188,620					
Police Station - Additional Space	\$7,000,000	\$7,000,000					
Floral Street School - Paint interior	\$54,000	\$54,000					
High School - Paint interior walls & trim	\$450,000	\$450,000					
Spring Street School - Remove & replace floor tile	\$195,000		\$195,000				
Spring Street School - Replace exterior windows (If ↑)	\$400,000			\$400,000			
Spring Street School - Replace heating system	\$1,253,786				\$1,253,786		
Paton School - Replace heating system	\$1,324,512					\$1,324,512	
Renovate Second Floor of Town Hall	\$255,345					\$255,345	
Replace Windows Town Hall (Original Building)	\$41,400					\$41,400	
Upgrade Highway, Park, Cemetery, Water & Sewer							TBD
	\$11,718,383	\$8,248,340	\$195,000	\$400,000	\$1,253,786	\$1,621,257	
0210 Police Department							
Replacement of Marked Vehicles	\$480,000	\$90,000	\$90,000	\$90,000	\$90,000	\$120,000	
Replacement of Unmarked Vehicles	\$56,000		\$28,000		\$28,000		
See Public Buildings for facilities needs							
	\$536,000	\$90,000	\$118,000	\$90,000	\$118,000	\$120,000	

Not shown are energy improvements to be proposed resulting from ongoing energy audits.

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2012 TO 2016**

Department/Project	Total	2012	2013	2014	2015	2016	Later
0220 Fire Department							
Computerization Upgrade	\$80,000	\$80,000					
Engine #2 Refurbishment	\$102,000	\$102,000					
Pickup Truck/Brush Unit	\$59,000	\$59,000					
Hovercraft Replacement	\$30,000		\$30,000				
Replace Engine #1	\$500,000			\$500,000			
SCBA Replacement	\$120,000				120000		
Replace Engine #2	\$0						\$600,000
	\$891,000	\$241,000	\$30,000	\$500,000	\$120,000	\$0	
0411 Engineering							
Replace 1997 Blazer	\$21,000	\$21,000					
Open Space Plan	\$15,000	\$15,000					
Newton Pond Dam	\$200,000	\$200,000					
Widening & Improving Public Ways	\$750,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	
Stormwater Management	\$125,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
Replace 1999 Chevy Tahoe	\$25,000		\$25,000				
Master Plan	\$50,000		\$50,000				
	\$1,186,000	\$411,000	\$250,000	\$175,000	\$175,000	\$175,000	

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2012 TO 2016**

Department/Project	Total	2012	2013	2014	2015	2016	Later
0421 Highway							
Storm Drain Construction	\$1,250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
Sidewalk Construction	\$1,750,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	
Street Resurfacing Account	\$2,375,000	\$475,000	\$475,000	\$475,000	\$475,000	\$475,000	
Replace Dump Truck/Sander (6 wheel)	\$813,750	\$162,750	\$162,750	\$162,750	\$162,750	\$162,750	
Replace 3/4 Ton 4 Wheel Drive P.U.	\$67,000	\$32,000			\$35,000		
All Purpose MT Trackless Tractor	\$132,500	\$132,500					
Replace Front End Loader #8 & #18	\$300,000	\$150,000	\$150,000				
All Wheel Drive Dump w/ Plow 17,950 GVW	\$176,308	\$56,308		\$120,000			
Pave parking lot at 207 & 211 South Street	\$250,000	\$250,000					
Radio Upgrades to Meet Federal Mandate (Various	\$15,000	\$15,000					
Street Sweeper	\$160,000		\$160,000				
Tractor with boom mower	\$105,000			\$105,000			
Construct Salt Shed	\$400,000			\$400,000			
Replace Catch Basin Cleaner	\$186,900				\$186,900		
Superintendent Vehicle	\$40,000						\$40,000
	\$8,021,458	\$1,873,558	\$1,547,750	\$1,862,750	\$1,459,650	\$1,277,750	
0440 Sewer							
Sewer Interceptor Replacement/Rehabilitation	\$2,800,000	\$1,400,000	\$1,400,000				
Pump Station Improvements	\$1,050,000	\$450,000	\$600,000				
I & I Removal	\$5,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
Vehicle/Equipment/Systems Replacement	\$1,025,000	\$350,000	\$275,000	\$200,000	\$100,000	\$100,000	
	\$9,875,000	\$3,200,000	\$3,275,000	\$1,200,000	\$1,100,000	\$1,100,000	

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2012 TO 2016**

Department/Project	Total	2012	2013	2014	2015	2016	Later
0450 Water							
Bedrock Well Development	\$200,000	\$200,000					
Water Main Replacement	\$3,035,000	\$750,000	\$710,000	\$500,000	\$525,000	\$550,000	
Meter Replacement Program	\$1,650,000	\$825,000	\$825,000				
Vehicle/Equipment/Systems Replacement	\$375,000	\$45,000	\$45,000	\$110,000	\$125,000	\$50,000	
Painting & Inspection - Oak Street Tank							TBD
Upgrade to Water Treatment Plant							TBD
	\$5,260,000	\$1,820,000	\$1,580,000	\$610,000	\$650,000	\$600,000	

0491 Cemetery							
Cemetery Expansion	\$60,000		\$60,000				TBD

0610 Library							
Renovation & Expansion of Library Via State Grant	\$9,500,000	\$9,500,000					
Capital Repairs for Existing Building if Grant Not Pursued	\$6,400,000		\$6,400,000				
RFID Implementation	\$230,661	\$63,411	\$67,250	\$50,000	\$50,000		
Recommended by Board of Library Trustees	\$9,730,661	\$9,563,411	\$67,250	\$50,000	\$50,000		
Alternate Proposal	\$6,400,000	\$0	\$6,400,000	\$0	\$0		

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2012 TO 2016**

Department/Project	Total	2012	2013	2014	2015	2016	Later
0650 Parks and Recreation							
Replacement of Various Trucks	\$86,000	\$45,000	\$20,000	\$21,000			
Dean Park Tennis Lights	\$110,000	\$110,000					
Dean Park Erosion Control	\$70,500	\$70,500					
Maple Avenue Phase II	\$208,562	\$53,562	\$155,000				
Dean Park Paving	\$30,000	\$30,000					
Edgemere Park Improvements	\$30,000	\$30,000					
Replace Mowers	\$49,975		\$49,975				
Municipal Drive Improvements	\$350,000		\$350,000				
Renovate North Shore Fields	\$195,000			\$195,000			
Subdivision Park Improvements	\$650,000			\$50,000	\$300,000	\$300,000	
Lake Street Park	\$0						\$4,000,000
	\$1,780,037	\$339,062	\$574,975	\$266,000	\$300,000	\$300,000	
	\$49,058,539	\$25,786,371	\$7,697,975	\$5,153,750	\$5,226,436	\$5,194,007	

**FIGURE TEN-A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2012**

Department	Project	Amount	Cummulative Total	Funding Source	Tier	Comments
Police	Replacement of Marked Cruiser	\$30,000	\$30,000	Taxation	1	Include in Capital Budget Article
Police	Replacement of Marked Cruiser	\$30,000	\$60,000	Taxation	1	Include in Capital Budget Article
Police	Replacement of Marked Cruiser	\$30,000	\$90,000	Taxation	1	Include in Capital Budget Article
Fire	Engine #2 Refurbishment	\$102,000	\$192,000	Taxation	1	Include in Capital Budget Article
Engineering	Newton Pond Dam	\$200,000	\$392,000	Taxation	1	Separate Warrant Article
Highway	Widening & Improving Public Ways	\$150,000	\$542,000	Taxation	1	Include in Capital Budget Article
Engineering	Stormwater Management	\$25,000	\$567,000	Taxation	1	Include in Capital Budget Article
Highway	All Purpose MT Trackless Tractor	\$132,500	\$699,500	Taxation	1	Include in Capital Budget Article
Highway	Radio Upgrades to Meet Federal Mandate (Various Departments)	\$15,000	\$714,500	Taxation	2	Include in Capital Budget Article
Parks	Replace 1-Ton Dump Truck/Plow	\$45,000	\$759,500	Taxation	2	Include in Capital Budget Article
Highway	All Wheel Drive Dump w/ Plow 17,950 GVW	\$56,308	\$815,808	Taxation	3	Include in Capital Budget Article
Public Buildings	Paton School - Pulverize and repave playground, berms and driveways	\$217,600	\$217,600	Taxation	3	Include in Capital Budget Article As Funding Allows
Public Buildings	Spring Street School - Pulverize and repave driveways, berm and sidewalks	\$188,620	\$406,220	Taxation	3	Include in Capital Budget Article As Funding Allows
Public Buildings	Floral Street School - Paint interior	\$54,000	\$460,220	Taxation	3	Include in Capital Budget Article As Funding Allows
Highway	Replace Dump Truck/Sander (6 wheel)	\$162,750	\$622,970	Taxation	3	Include in Capital Budget Article As Funding Allows
Highway	Replace 3/4 Ton 4 Wheel Drive P.U.	\$32,000	\$654,970	Taxation	3	Include in Capital Budget Article As Funding Allows
Highway	Storm Drain Construction	\$250,000	\$904,970	Taxation	3	Separate Warrant Article
Public Buildings	Beal School - Replacement of windows	\$338,120	\$338,120	Taxation	3	Not Recommended For Funding
Public Buildings	High School - Paint interior walls & trim	\$450,000	\$788,120	Taxation	3	Not Recommended For Funding
Parks	Edgemere Parks Improvements	\$30,000	\$818,120	Taxation	3	Not Recommended For Funding
Fire	Computerization Upgrade	\$80,000	\$898,120	Taxation	3	Not Recommended For Funding
Fire	Pickup Truck/Brush Unit	\$59,000	\$957,120	Taxation	3	Not Recommended For Funding
Engineering	Open Space Plan	\$15,000	\$972,120	Taxation	3	Not Recommended For Funding
Highway	Sidewalk Construction	\$350,000	\$1,322,120	Taxation	3	Not Recommended For Funding
Parks	Dean Park Erosion Control	\$70,500	\$1,392,620	Taxation	3	Not Recommended For Funding
Library	RFID Implementation	\$63,411	\$1,456,031	Taxation	3	Not Recommended For Funding
Parks	Dean Park Paving	\$30,000	\$1,486,031	Taxation	4	Not Recommended For Funding
Engineering	Replace 1997 Blazer	\$21,000	\$1,507,031	Taxation	4	Not Recommended For Funding
Highway	Street Resurfacing Account	\$475,000	\$1,982,031	Taxation	4	Not Recommended For Funding
Highway	Replace Front End Loader #8 & #18	\$150,000	\$2,132,031	Taxation	4	Not Recommended For Funding
Highway	Pave parking lot at 207 & 211 South Street	\$250,000	\$2,382,031	Taxation	4	Not Recommended For Funding
Parks	Dean Park Tennis Lights	\$110,000	\$2,492,031	Taxation	4	Not Recommended For Funding
Parks	Maple Avenue Phase II	\$53,562	\$2,545,593	Taxation	4	Not Recommended For Funding
Sewer	Sewer Interceptor Replacement/Rehabilitation	\$3,500,000	\$3,500,000	Sewer Revenue	1	Separate Warrant Article (Bonding)
Sewer	Pump Station Improvements	\$450,000	\$3,950,000	Sewer Revenue	1	Separate Warrant Article
Sewer	I & I Removal	\$500,000	\$4,450,000	Sewer Revenue	1	Include in Capital Budget Article
Sewer	Replace portion of Rte 9 Sewer Main	\$150,000	\$4,600,000	Sewer Revenue	1	Separate Warrant Article
Sewer	Motor Control Center Replacement - Harvey Place & Jordan Pond	\$350,000	\$4,950,000	Sewer Revenue	4	Do not Fund in FY 2012
Water	Bedrock Well Development	\$200,000	\$200,000	Water Revenue	1	Separate Warrant Article
Water	Meter Replacement Program	\$250,000	\$450,000	Water Revenue	1	Include in Capital Budget Article
Water	Replace portion of Rte 9 Water Main	\$150,000	\$600,000	Water Revenue	1	Separate Warrant Article
Water	Replace Pickup W/Utility (#71)	\$45,000	\$645,000	Water Revenue	1	Include in Capital Budget Article

FIGURE ELEVEN-A
SUMMARY OF HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 1999 TO 2011

PLAN		FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
SCHOOL	H/P Select	Fam	10	8	10	12	10	8	5	0	0	0	0	0
		Ind	20	23	17	15	11	10	9	0	0	0	0	0
		Total	30	31	27	27	21	18	14	0	0	0	0	0
	H/P PPO	Fam							1	2	1	1	1	0
		Ind							3	2	1	1	2	2
		Total							4	4	2	2	3	2
	Tufts POS	Fam							0	1	0	0	0	0
		Ind							0	0	0	0	0	0
		Total							0	1	0	0	0	0
	Blue Cross EPO	Fam							12	9	11	9	9	0
		Ind							7	8	10	8	5	0
		Total							19	17	21	17	14	0
	Tufts EPO	Fam							3	4	5	4	4	0
		Ind							2	2	4	3	3	0
		Total							5	6	9	7	7	0
	H/P HMO Became EPO FY 06	Fam	39	44	57	70	66	50	45	46	39	35	26	20
		Ind	71	64	71	86	82	68	59	52	46	46	49	47
		Total	110	108	128	156	148	118	104	98	85	81	75	67
	Fallon (Select Care in FY 2004)	Fam	113	128	132	132	147	120	162	171	179	194	97	66
		Ind	114	138	143	158	156	107	136	132	148	151	88	76
		Total	227	266	275	290	303	227	298	303	327	345	185	142
	Fallon - Direct	Fam						63	62	63	62	73	26	19
		Ind						75	61	61	53	50	22	16
		Total						138	123	124	115	123	48	35
	BC - Rate Saver	Fam										0	1	3
		Ind										0	1	2
		Total										0	2	5
	Tufts - Rate Saver	Fam										0	1	4
		Ind										0	0	2
		Total										0	1	6

**FIGURE ELEVEN-A
SUMMARY OF HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 1999 TO 2011**

PLAN		FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
HP -Rate Saver	Fam											2	8	28
	Ind											1	3	48
	Total											3	11	76
Fallon - Select Rate Saver	Fam											115	154	230
	Ind											73	89	162
	Total											188	243	392
Fallon - Direct Rate Saver	Fam											46	45	65
	Ind											27	31	44
	Total											73	76	109
Total Active Plans		367	405	430	473	472	501	539	553	555	581	598	601	590
Pilgrim Medicare					95	93	92	90	92	72	76	73	97	
BC MEDEX III								3	2	2	2	2	2	
Tufts MC								6	6	5	8	7	5	
BC Man Blue								0	0	0	0	2	2	
Fallon Senior	60	58	58	65	66	64	64	63	56	56	52	52	74	
Tufts Medicare Preferred													1	13
First Seniority	20	22												
Pilgrim Enhanced	61	60	54	56										
Pilgrim Preferred	26	24	44	46										
Medicare HMO Blue									1	2			1	0
First Seniority - Freedom										21	35	45	0	
Total Senior Plans		167	164	156	167	161	157	156	162	157	158	173	183	193
Total School Plans		534	569	586	640	633	658	695	715	712	739	771	784	783

FIGURE ELEVEN-A
SUMMARY OF HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 1999 TO 2011

PLAN		FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	
Town	H/P Select	Fam	2	2	2	2	1	0	0	0	0	0	0	0	
		Ind	3	2	1	1	0	0	3	0	0	0	0	0	
		Total	5	4	3	3	2	1	3	0	0	0	0	0	0
	H/P PPO	Fam								0	1	1	1	1	0
		Ind								2	3	3	3	3	3
		Total								2	4	4	4	4	3
	Tufts POS	Fam								0	0	0	0	0	0
		Ind								0	0	0	0	0	0
		Total								0	0	0	0	0	0
	Blue Cross EPO	Fam								1	0	1	1	0	0
		Ind								2	3	3	1	1	0
		Total								3	3	4	2	1	0
	Tufts EPO	Fam								0	0	0	0	0	0
		Ind								0	0	0	0	0	0
		Total								0	0	0	0	0	0
H/P HMO Became EPO FY 06	Fam	24	22	28	28	29	10	9	10	10	9	8	5	0	
	Ind	22	32	30	33	31	22	13	13	15	11	7	6	0	
	Total	46	54	58	61	60	32	22	23	25	20	15	11	0	
Fallon (Select Care in FY 2004)	Fam	72	71	68	68	69	68	72	71	75	72	24	16	0	
	Ind	33	37	38	37	43	39	44	48	44	39	14	10	0	
	Total	105	108	106	105	112	107	116	119	119	111	38	26	0	
Fallon - Direct	Fam						32	30	30	33	32	8	4	0	
	Ind						13	11	11	12	13	8	7	0	
	Total						45	41	41	45	45	16	11	0	
BC - Rate Saver	Fam											0	0	0	
	Ind											0	0	0	
	Total											0	0	0	

**FIGURE ELEVEN-A
SUMMARY OF HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 1999 TO 2011**

PLAN		FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
Tufts - Rate Saver	Fam											0	0	0
	Ind											0	0	0
	Total											0	0	0
HP -Rate Saver	Fam											1	1	4
	Ind											0	0	5
	Total											1	1	9
Fallon - Select Rate Saver	Fam											50	55	76
	Ind											31	32	53
	Total											81	87	129
Fallon - Direct Rate Saver	Fam											15	14	16
	Ind											8	11	13
	Total											23	25	29
Total Active Plans		156	166	167	169	174	185	182	188	196	184	180	166	170
PLAN		FY 99	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11
Pilgrim Medicare						82	68	67	50	47	47	30	33	54
BC MEDEX III									3	4	3	3	3	3
Tufts MC									8	9	6	4	4	3
BC Man Blue									4	4	3	2	2	2
Fallon Senior		48	54	50	44	43	50	51	47	49	48	50	52	67
Tufts Medicare Preferred											1	0	0	4
First Seniority		6	14											
Pilgrim Enhanced		32	36	35	34									
Pilgrim Preferred		35	34	54	47									
Medicare HMO Blue										2	0	0	0	0
First Seniority - Freedom											22	30	35	0
Total Senior Plans		121	138	139	125	125	118	118	112	115	130	119	129	133
Total Municipal Plans		277	304	306	294	299	303	300	300	311	314	299	295	303
Combined All Plans		811	873	892	934	932	961	995	1015	1023	1053	1070	1079	1086

FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTION RATES
FISCAL YEAR 2000 TO 2011

PLAN		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	
Premium	H/P Select	Fam	\$666.86	\$785.56	\$859.51	\$1,091.58	\$1,301.64	\$1,624.19						
		Ind	\$247.90	\$292.03	\$319.52	\$405.79	\$483.88	\$603.79						
	H/P PPO	Fam						\$1,611.00	\$ 1,986.00	\$ 2,264.73	\$2,493.00	\$2,680.00	\$2,948.00	
		Ind						\$732.00	\$ 903.00	\$ 1,020.15	\$1,122.00	\$1,206.00	\$1,327.00	
	Tufts POS	Fam						\$1,611.00	\$ 1,986.00	\$ 2,264.73	\$2,493.00	\$2,680.00	\$2,948.00	
		Ind						\$732.00	\$ 903.00	\$ 1,020.15	\$1,122.00	\$1,206.00	\$1,327.00	
	Blue Cross EPO	Fam						\$1,231.00	\$ 1,386.00	\$ 1,490.63	\$1,633.00	\$1,747.00		
		Ind						\$459.00	\$ 517.00	\$ 555.03	\$608.00	\$651.00		
	Tufts EPO	Fam						\$1,235.00	\$ 1,457.00	\$ 1,424.76	\$1,516.00	\$1,622.00		
		Ind						\$472.00	\$ 557.00	\$ 573.95	\$579.00	\$620.00		
	H/P HMO	Fam	\$614.25	\$723.59	\$743.19	\$943.85	\$1,125.47	\$1,404.36	\$1,121.00	\$ 1,250.00	\$ 1,357.53	\$1,467.00	\$1,577.00	
	Became EPO FY 06	Ind	\$228.35	\$269.00	\$276.28	\$350.88	\$418.39	\$522.07	\$431.00	\$ 481.00	\$ 521.37	\$563.00	\$605.00	
	Fallon	Fam	\$470.58	\$504.36	\$604.91	\$684.80	\$867.60	\$998.38	\$1,000.72	\$ 1,089.00	\$ 1,246.35	\$1,348.00	\$1,442.00	
		Ind	\$182.18	\$193.98	\$232.66	\$263.38	\$334.98	\$385.47	\$369.27	\$ 403.00	\$ 462.23	\$500.00	\$535.00	
	Fallon Direct Care	Fam					\$777.28	\$894.45	\$948.84	\$ 1,012.00	\$ 1,157.53	\$1,253.00	\$1,341.00	
		Ind					\$300.11	\$345.35	\$350.12	\$ 374.00	\$ 429.47	\$464.00	\$496.00	
	BC - Rate Saver	Fam									\$1,388.00	\$1,441.00	\$1,514.00	
		Ind									\$517.00	\$537.00	\$564.00	
	Tufts - Rate Saver	Fam									\$1,289.00	\$1,379.00	\$1,517.00	
		Ind									\$492.00	\$526.00	\$579.00	
	HP -Rate Saver	Fam									\$1,247.00	\$1,341.00	\$1,429.00	
		Ind									\$478.00	\$514.00	\$548.00	
	Fallon - Select	Fam									\$1,146.00	\$1,226.00	\$1,312.00	
	Rate Saver	Ind									\$425.00	\$455.00	\$487.00	
	Fallon - Direct	Fam									\$1,065.00	\$1,140.00	\$1,220.00	
	Rate Saver	Ind									\$395.00	\$423.00	\$453.00	
	Pilgrim Enhanced		\$ 131.25	\$ 236.09	\$ 325.73	\$ 370.73								
	Pilgrim Preferred		\$ 127.75	\$ 209.82	\$ 234.94	\$ 312.40								
	Pilgrim Medicare Enhanced						\$ 343.00	\$ 366.00	\$ 408.00	\$ 414.00	\$ 414.00	\$400.00	\$406.00	\$406.00
	BC MEDEX III							\$ 353.00	\$ 381.00	\$ 382.00	\$413.00	\$432.00	\$432.00	
	Tufts Medicare Prime Supl							\$ 289.00	\$ 302.00	\$ 323.00	\$323.00	\$339.00	\$328.00	
	BC Man Blue							\$ 300.45	\$ 335.30	\$ 360.93	\$372.91	\$386.39	\$428.11	

FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTION RATES
FISCAL YEAR 2000 TO 2011

PLAN		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
	Medicare HMO Blue							\$ 266.75	\$ 202.90	\$ 216.20	\$216.20	\$345.33	
	First Seniority	\$ 52.00	\$ 76.00					\$ 210.00	\$ 167.00	\$ 223.00	\$223.00	\$293.00	
	Tufts Medicare Complement							\$ 190.00	\$ 141.00	\$ 153.00	\$153.00		\$390.00
	Fallon Senior	\$ 84.72	\$ 69.70	\$ 89.00	\$ 115.00	\$ 173.00	\$ 237.00	\$ 213.00	\$ 177.00	\$ 207.00	\$207.00	\$238.00	\$267.00
	Blue Medicare										\$175.00		
	Tufts Medicare Preff										\$165.00	\$164.00	\$242.00
Town Contribution	H/P Select	Fam	\$ 333.43	\$ 392.78	\$ 429.76	\$ 545.79	\$ 650.82	\$ 812.10					
		Ind	\$ 123.95	\$ 146.02	\$ 159.76	\$ 202.90	\$ 241.94	\$ 301.90					
			50.00%	50.00%	50.00%	50.00%	50.00%	50.00%					
			50.00%	50.00%	50.00%	50.00%	50.00%	50.00%					
	H/P PPO	Fam						\$805.50	\$993.00	\$1,132.37	\$1,246.50	\$1,340.00	\$1,474.00
		Ind						\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
	Tufts POS	Fam						\$805.50	\$993.00	\$1,132.37	\$1,246.50	\$1,340.00	\$1,474.00
		Ind						\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
	Blue Cross EPO	Fam						\$738.60	\$831.60	\$894.38	\$979.80	\$1,048.20	
		Ind						\$275.40	\$310.20	\$333.02	\$364.80	\$390.60	
								60.00%	60.00%	60.00%	60.00%	60.00%	
								60.00%	60.00%	60.00%	60.00%	60.00%	
	Tufts EPO	Fam						\$741.00	\$874.20	\$854.86	\$909.60	\$973.20	
		Ind						\$283.20	\$334.20	\$344.37	\$347.40	\$372.00	
								60.00%	60.00%	60.00%	60.00%	60.00%	
								60.00%	60.00%	60.00%	60.00%	60.00%	
	H/P HMO	Fam	\$ 333.43	\$ 392.78	\$ 429.76	\$ 545.79	\$ 650.82	\$ 812.10	\$ 672.60	\$ 750.00	\$ 814.52	\$880.20	\$946.20
		Ind	\$ 123.95	\$ 146.02	\$ 159.76	\$ 202.90	\$ 241.94	\$ 301.90	\$ 258.60	\$ 288.60	\$ 312.82	\$337.80	\$363.00
			54.28%	54.28%	57.83%	57.83%	57.83%	57.83%	60.00%	60.00%	60.00%	60.00%	60.00%
			54.28%	54.28%	57.83%	57.82%	57.83%	57.83%	60.00%	60.00%	60.00%	60.00%	60.00%
	Fallon	Fam	\$ 333.43	\$ 392.78	\$ 429.76	\$ 545.79	\$ 650.82	\$ 812.10	\$ 750.54	\$ 816.75	\$ 934.76	\$876.20	\$937.30

FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTION RATES
FISCAL YEAR 2000 TO 2011

PLAN		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
<div style="border: 1px solid black; padding: 2px; width: fit-content;"> This became Fallon Select Care in FY 2004 </div>	Ind	\$ 123.95	\$ 146.02	\$ 159.76	\$ 202.90	\$ 241.94	\$ 301.90	\$ 276.95	\$ 302.25	\$ 346.67	\$325.00	\$347.75	
		70.86%	77.88%	71.04%	79.70%	75.01%	81.34%	75.00%	75.00%	75.00%	65.00%	65.00%	
		68.04%	75.27%	68.67%	77.04%	72.23%	78.32%	75.00%	75.00%	75.00%	65.00%	65.00%	
Fallon - Direct Care	Fam					\$ 650.82	\$ 805.01	\$ 806.51	\$ 860.20	\$ 983.90	\$939.75	\$1,005.75	
	Ind					\$ 241.94	\$ 301.90	\$ 297.60	\$ 317.90	\$ 365.05	\$348.00	\$372.00	
						83.73%	90.00%	85.00%	85.00%	85.00%	75.00%	75.00%	
BC - Rate Saver	Fam										\$832.80	\$864.60	\$908.40
	Ind										\$310.20	\$322.20	\$338.40
											60.00%	60.00%	60.00%
Tufts - Rate Saver	Fam										\$773.40	\$827.40	\$910.20
	Ind										\$295.20	\$315.60	\$347.40
											60.00%	60.00%	60.00%
HP -Rate Saver	Fam										\$748.20	\$804.60	\$857.40
	Ind										\$286.80	\$308.40	\$328.80
											60.00%	60.00%	60.00%
Fallon - Select Rate Saver	Fam										\$859.50	\$919.50	\$984.00
	Ind										\$318.75	\$341.25	\$365.25
											75.00%	75.00%	75.00%
Fallon - Direct Rate Saver	Fam										\$852.00	\$912.00	\$976.00
	Ind										\$316.00	\$338.40	\$362.40
											80.00%	80.00%	80.00%
Pilgrim Enhanced		\$ 65.63	\$ 118.05	\$ 162.87	\$ 185.37								
		50.00%	50.00%	50.00%	50.00%								
Pilgrim Preferred		\$ 63.88	\$ 104.91	\$ 117.47	\$ 156.20								

FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTION RATES
FISCAL YEAR 2000 TO 2011

PLAN		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
		50.00%	50.00%	50.00%	50.00%								
Pilgrim Medicare						\$ 171.50	\$ 183.00	\$ 204.00	\$ 207.00	\$ 207.00	\$ 200.00	\$ 203.00	\$ 203.00
						50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
BC MEDEX III								\$ 176.50	\$ 190.50	\$ 191.00	\$ 206.50	\$ 216.00	\$ 216.00
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Tufts Medicare Prime Supt								\$ 173.40	\$ 181.20	\$ 193.80	\$ 193.80	\$ 203.40	\$ 164.00
								60.00%	60.00%	60.00%	60.00%	60.00%	50.00%
													Change of plan
BC Man Blue								\$ 180.27	\$ 201.18	\$ 216.56	\$ 223.75	\$ 231.83	\$ 256.87
								60.00%	60.00%	60.00%	60.00%	60.00%	60.00%
BC Medicare Blue								\$ 200.06	\$ 152.18	\$ 162.15	\$ 162.15	\$ 259.00	
								75.00%	75.00%	75.00%	75.00%	75.00%	
Tufts Medicare Compliment		\$ 46.80	\$ 68.40					\$ 178.50	\$ 141.95	\$ 189.55	\$ 189.55	\$ 249.05	\$ 234.00
		90.00%	90.00%					85.00%	85.00%	85.00%	85.00%	85.00%	60.00%
													Change of plan
Fallon Senior		\$ 76.25	\$ 62.73	\$ 80.10	\$ 103.50	\$ 155.70	\$ 183.00	\$ 181.05	\$ 150.45	\$ 175.95	\$ 175.95	\$ 202.30	\$ 200.25
		90.00%	90.00%	90.00%	90.00%	90.00%	77.22%	85.00%	85.00%	85.00%	85.00%	85.00%	75.00%
Tufts Medicare Pref								\$ 161.50	\$ 119.85	\$ 130.05	\$ 130.05		
								85.00%	85.00%	85.00%	85.00%		
Blue Medicare											\$ 122.50		
											70.00%		
Tufts Medicare Preff											\$ 115.50	\$ 139.40	\$ 181.50
											70.00%	85.00%	75.00%
Employee H/P Select Contribution	Fam	\$ 333.43	\$ 392.78	\$ 429.76	\$ 545.79	\$ 650.82	\$ 812.10						
	Ind	\$ 123.95	\$ 146.02	\$ 159.76	\$ 202.90	\$ 241.94	\$ 301.90						
		50.00%	50.00%	50.00%	50.00%	50.00%	50.00%						
		50.00%	50.00%	50.00%	50.00%	50.00%	50.00%						
H/P PPO	Fam							\$805.50	\$993.00	\$1,132.37	\$1,246.50	\$1,340.00	\$1,474.00
	Ind							\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%

FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTION RATES
FISCAL YEAR 2000 TO 2011

PLAN		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Tufts POS	Fam							\$805.50	\$993.00	\$1,132.37	\$1,246.50	\$1,340.00	\$1,474.00
		Ind						\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Blue Cross EPO	Fam							\$492.40	\$554.40	\$596.25	\$653.20	\$698.80	
		Ind						\$183.60	\$206.80	\$222.01	\$243.20	\$260.40	
								40.00%	40.00%	40.00%	40.00%	40.00%	
							40.00%	40.00%	40.00%	40.00%	40.00%		
Tufts EPO	Fam							\$494.00	\$582.80	\$569.90	\$606.40	\$648.80	
		Ind						\$188.80	\$222.80	\$229.58	\$231.60	\$248.00	
								40.00%	40.00%	40.00%	40.00%	40.00%	
							40.00%	40.00%	40.00%	40.00%	40.00%		
H/P HMO	Fam	\$ 280.82	\$ 330.81	\$ 313.44	\$ 398.06	\$ 474.65	\$ 592.27	\$448.40	\$500.00	\$543.01	\$586.80	\$630.80	
		Ind	\$ 104.40	\$ 122.99	\$ 116.52	\$ 147.99	\$ 176.45	\$ 220.18	\$172.40	\$192.40	\$208.55	\$225.20	\$242.00
			45.72%	45.72%	42.17%	42.17%	42.17%	42.17%	40.00%	40.00%	40.00%	40.00%	40.00%
		45.72%	45.72%	42.17%	42.18%	42.17%	42.17%	40.00%	40.00%	40.00%	40.00%	40.00%	
Fallon	Fam	\$ 137.15	\$ 111.58	\$ 175.16	\$ 139.01	\$ 216.78	\$ 186.29	\$250.18	\$272.25	\$ 311.59	\$ 471.80	\$ 504.70	
		Ind	\$ 58.23	\$ 47.97	\$ 72.90	\$ 60.49	\$ 93.04	\$ 83.58	\$92.32	\$100.75	\$115.56	\$175.00	\$187.25
			29.14%	22.12%	28.96%	20.30%	24.99%	18.66%	25.00%	25.00%	25.00%	35.00%	35.00%
		31.96%	24.73%	31.33%	22.96%	27.77%	21.68%	25.00%	25.00%	25.00%	35.00%	35.00%	
Fallon - Direct Care	Fam					\$ 126.46	\$ 89.44	\$142.33	\$151.80	\$173.63	\$313.25	\$335.25	
		Ind					\$ 58.17	\$ 43.46	\$52.52	\$56.10	\$64.42	\$116.00	\$124.00
							16.27%	10.00%	15.00%	15.00%	15.00%	25.00%	25.00%
						19.38%	12.58%	15.00%	15.00%	15.00%	25.00%	25.00%	
BC - Rate Saver	Fam										\$555.20	\$576.40	\$605.60
		Ind									\$206.80	\$214.80	\$225.60
											40.00%	40.00%	40.00%
										40.00%	40.00%	40.00%	
Tufts - Rate Saver	Fam										\$515.60	\$551.60	\$606.80
		Ind									\$196.80	\$210.40	\$231.60

This became
Fallon Select Care
in FY 2004

**FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTION RATES
FISCAL YEAR 2000 TO 2011**

PLAN		FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
											40.00%	40.00%	40.00%
											40.00%	40.00%	40.00%
HP -Rate Saver	Fam										\$498.80	\$536.40	\$571.60
	Ind										\$191.20	\$205.60	\$219.20
											40.00%	40.00%	40.00%
											40.00%	40.00%	40.00%
Fallon - Select Rate Saver	Fam										\$286.50	\$306.50	\$328.00
	Ind										\$106.25	\$113.75	\$121.75
											25.00%	25.00%	25.00%
											25.00%	25.00%	25.00%
Fallon - Direct Care Rate Saver	Fam										\$213.00	\$228.00	\$244.00
	Ind										\$79.00	\$84.60	\$90.60
											20.00%	20.00%	20.00%
											20.00%	20.00%	20.00%
Pilgrim Enhanced		\$ 65.63	\$ 118.05	\$ 162.87	\$ 185.37								
		50.00%	50.00%	50.00%	50.00%								
Pilgrim Preferred		\$ 63.88	\$ 104.91	\$ 117.47	\$ 156.20								
		50.00%	50.00%	50.00%	50.00%								
Pilgrim Medicare						\$ 171.50	\$ 183.00	\$ 204.00	\$ 207.00	\$ 207.00	\$ 200.00	\$ 203.00	\$ 203.00
						50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
BC MEDEX III								\$ 176.50	\$ 190.50	\$ 191.00	\$ 206.50	\$ 216.00	\$ 216.00
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Tufts MC								\$ 115.60	\$ 120.80	\$ 129.20	\$ 129.20	\$ 135.60	\$ 164.00
								40.00%	40.00%	40.00%	40.00%	40.00%	50.00%
													Change of plan
BC Man Blue								\$ 120.18	\$ 134.12	\$ 144.37	\$ 149.16	\$ 154.56	\$ 171.24
								40.00%	40.00%	40.00%	40.00%	40.00%	40.00%
BC Blue Care 65								\$ 66.69	\$ 50.72	\$ 54.05	\$ 54.05	\$ 86.33	
								25.00%	25.00%	25.00%	25.00%	25.00%	
First Seniority		\$ 5.20	\$ 7.60					\$ 31.50	\$ 25.05	\$ 33.45	\$ 33.45	\$ 43.95	
		10.00%	10.00%					15.00%	15.00%	15.00%	15.00%	15.00%	

FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTION RATES
FISCAL YEAR 2000 TO 2011

PLAN	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
Fallon Senior	\$ 8.47 10.00%	\$ 6.97 10.00%	\$ 8.90 10.00%	\$ 11.50 10.00%	\$ 17.30 10.00%	\$ 54.00 22.78%	\$ 31.95 15.00%	\$ 26.55 15.00%	\$ 31.05 15.00%	\$ 31.05 15.00%	\$ 35.70 15.00%	\$ 66.75 25.00%
Tufts Medicare Pref							\$ 28.50 15.00%	\$ 21.15 15.00%	\$ 22.95 15.00%	\$ 22.95 15.00%		\$ 156.00 40.00%
Blue Medicare										\$52.50 30.00%		
Tufts Medicare Preff										\$49.50 30.00%	\$24.60 15.00%	\$60.50 25.00%

**FIGURE TWELVE
SURPLUS REVENUE
FISCAL YEAR 1990 TO 2010**

	RECEIPTS						CHARGES		
	UNEXPENDED APPROPRIATION BALANCES			EXCESS LOCAL RECEIPTS	EXCESS STATE RECEIPTS	EXCESS REAL ESTATE	TAX LEVY REDUCTION	SPECIAL ARTICLE APPROPRIATIONS	FREE CASH JULY 1
	SCHOOL	TOWN	TOTAL						
1990	\$124	\$622,537	\$622,761	\$804,000			\$770,000	\$130,609	\$1,269,570
1991	\$23,091	\$607,625	\$630,716	\$303,894			\$770,000	\$80,000	\$1,560,672
1992	\$85,560	\$893,095	\$979,655	\$221,655			\$770,000	\$97,000	\$2,275,622
1993	\$22,566	\$539,375	\$561,941	\$902,505	\$114,373	\$218,531	\$770,000	\$352,000	\$3,039,269
1994	\$64,901	\$506,092	\$570,993	\$1,007,659	\$146,282	\$205,135	\$770,000	\$1,260,500	\$2,672,855
1995	\$0	\$684,790	\$684,790	\$1,368,791	\$212,716	\$578,173	\$770,000	\$1,094,000	\$3,909,803
1996	\$14,501	\$1,008,838	\$1,023,339	\$1,401,250	\$264,215	(\$38,780)	\$770,000	\$2,524,500	\$2,996,394
1997	\$140,410	\$678,033	\$818,443	1,631,358*	\$29,708	\$305,627	\$1,030,000	\$270,000	\$4,555,647
1998	\$97,934	\$574,473	\$672,407	\$2,204,849	\$188,104	\$237,102	\$1,130,000	\$2,288,656	\$4,611,834
1999	\$58,855	\$588,350	\$647,205	2,672,911**	\$220,504	\$618,813	\$1,130,000	\$1,880,784	\$5,588,576
2000		\$529,300	\$529,300	\$446,885	\$255,716	(\$38,720)	\$1,130,000	\$1,348,000	\$2,884,606
2001	\$17,842	\$727,089	\$744,931	\$1,144,419	\$388,157	\$87,125	\$435,000	\$981,000	\$4,087,506
2002	\$1	\$934,185	\$934,186	3,687,900***	\$218,595		\$500,000	\$1,577,612	\$6,858,300
2003	\$10,000	\$1,216,670	\$1,226,670	\$2,329,608			\$728,416	\$5,385,000	\$3,616,392
2004	\$0	\$871,381	\$2,101,529	\$929,450			\$500,000	\$2,380,000	\$2,837,137
2005	\$0	\$1,629,696	\$1,629,696	\$498,843			\$500,000	\$2,000,000	\$1,930,113
2006	\$0	\$2,101,529	\$2,101,529	\$1,583,983			\$500,000	\$1,250,000	\$4,185,519
2007	\$349,032	\$1,685,900	\$2,034,932	\$593,304	\$222,844		\$500,000	\$2,000,000	\$4,850,038
2008	\$873	\$1,484,340	\$1,485,213	\$2,115,902	\$26,258		\$500,000	\$3,000,000	\$4,597,946
								Adjusted	\$4,197,946
2009	\$200,004	\$2,566,759	\$2,766,763	(\$142,757)			\$500,000	\$1,310,000	\$4,778,074
2010	\$0	\$2,054,486	\$2,054,486	\$805,876			\$500,000	\$1,431,069	\$5,845,970
								Adjusted	\$5,145,970

* Includes \$600,000 from Treatment Plant Lawsuit
 ** Includes \$1,688,000 in non-recurring ash revenue from Wheelabrator
 *** Includes \$ 2,384,822.59 In Bond Premiums/Accrued Interest

FIGURE THIRTEEN
COMPARISON OF SINGLE FAMILY TAX BILLS
SELECTED COMMUNITIES
FISCAL YEAR 2005 TO 2010

Rank	Community	Ave Residential Tax Bill (2005)	Ave Residential Tax Bill (2006)	Ave Residential Tax Bill (2007)	Ave Residential Tax Bill (2008)	Ave Residential Tax Bill (2009)	Ave Residential Tax Bill (2010)	Change 2009 to 2010
1	Fitchburg	\$2,365.00	\$2,449.00	\$2,523.00	\$2,584.00	\$2,630.00	\$2,687.00 *	\$57.00
2	Leicester	\$2,264.00	\$2,498.00	\$2,565.00	\$2,633.00	\$2,690.00	\$2,726.00	\$36.00
3	Oxford	\$2,519.00	\$2,665.00	\$2,694.00	\$2,714.00	\$2,839.00	\$2,909.00	\$70.00
4	Northbridge	\$2,581.00	\$2,734.00	\$2,752.00	\$2,846.00	\$3,072.00	\$3,001.00	(\$71.00)
5	Clinton	\$2,654.00	\$2,722.00	\$2,830.00	\$2,947.00	\$3,028.00	\$3,098.00 *	\$70.00
6	Worcester	\$2,781.00	\$2,879.00	\$2,995.00	\$3,112.00	\$3,162.00	\$3,129.00 *	(\$33.00)
7	Auburn	\$2,580.00	\$2,602.00	\$2,793.00	\$2,917.00	\$3,016.00	\$3,229.00 *	\$213.00
8	Millbury	\$2,643.00	\$2,999.00	\$3,006.00	\$3,093.00	\$3,124.00	\$3,268.00	\$144.00
9	Leominster	\$2,801.00	\$2,881.00	\$3,003.00	\$3,104.00	\$3,206.00	\$3,296.00	\$90.00
10	Bellingham	\$2,684.00	\$2,783.00	\$2,953.00	\$3,040.00	\$3,184.00	\$3,301.00 *	\$117.00
11	Norwood	\$2,961.00	\$2,987.00	\$3,081.00	\$3,163.00	\$3,268.00	\$3,442.00 *	\$174.00
12	Shrewsbury**	\$3,374.00	\$3,536.00	\$3,598.00	\$3,656.00	\$3,824.00	\$3,893.00	\$69.00
13	Tewksbury	\$3,343.00	\$3,610.00	\$3,742.00	\$3,850.00	\$3,946.00	\$4,034.00 *	\$88.00
14	Billerica	\$3,449.00	\$3,696.00	\$3,780.00	\$3,873.00	\$3,958.00	\$4,077.00 *	\$119.00
15	Hudson	\$3,200.00	\$3,544.00	\$3,607.00	\$3,703.00	\$3,888.00	\$4,098.00 *	\$210.00
16	Holden	\$3,576.00	\$3,705.00	\$3,598.00	\$3,809.00	\$3,992.00	\$4,102.00	\$110.00
17	West Boylston	\$3,638.00	\$3,843.00	\$3,981.00	\$4,066.00	\$4,132.00	\$4,192.00	\$60.00
18	Sutton	\$3,208.00	\$3,557.00	\$3,560.00	\$3,889.00	\$4,022.00	\$4,197.00	\$175.00
19	Milford	\$3,424.00	\$3,574.00	\$3,756.00	\$3,915.00	\$3,952.00	\$4,215.00 *	\$263.00
20	Grafton	\$3,486.00	\$3,583.00	\$3,854.00	\$3,923.00	\$4,016.00	\$4,281.00	\$265.00
21	Franklin	\$3,515.00	\$3,742.00	\$3,872.00	\$4,210.00	\$4,298.00	\$4,436.00	\$138.00
22	Sterling	\$3,885.00	\$4,282.00	\$4,111.00	\$4,312.00	\$4,494.00	\$4,449.00	(\$45.00)
23	Danvers	\$3,751.00	\$3,883.00	\$4,034.00	\$4,231.00	\$4,391.00	\$4,577.00 *	\$186.00
24	Foxborough	\$3,878.00	\$4,230.00	\$4,296.00	\$4,424.00	\$4,507.00	\$4,633.00	\$126.00
25	Paxton	\$3,800.00	\$3,866.00	\$3,965.00	\$4,156.00	\$4,256.00	\$4,911.00	\$655.00
26	Framingham	\$4,129.00	\$4,306.00	\$4,564.00	\$4,821.00	\$4,735.00	\$4,979.00 *	\$244.00
27	Millis	\$4,083.00	\$4,180.00	\$4,733.00	\$4,842.00	\$5,098.00	\$4,979.00	(\$119.00)
28	Boylston	\$4,385.00	\$4,504.00	\$4,717.00	\$4,810.00	\$4,814.00	\$4,992.00	\$178.00
29	Mansfield	\$4,533.00	\$4,625.00	\$4,690.00	\$4,823.00	\$4,849.00	\$4,992.00 *	\$143.00
30	Canton	\$4,147.00	\$4,445.00	\$4,509.00	\$4,566.00	\$4,894.00	\$5,008.00 *	\$114.00
31	Upton	\$4,119.00	\$4,379.00	\$4,522.00	\$4,800.00	\$4,881.00	\$5,040.00	\$159.00
32	Berlin	\$4,519.00	\$4,813.00	\$4,865.00	\$4,999.00	\$5,139.00	\$5,127.00	(\$12.00)
33	Chelmsford	\$4,467.00	\$4,688.00	\$4,966.00	\$5,105.00	\$5,069.00	\$5,267.00	\$198.00
34	Natick	\$4,303.00	\$4,559.00	\$4,727.00	\$4,829.00	\$5,223.00	\$5,282.00	\$59.00
35	Walpole	\$4,499.00	\$4,727.00	\$4,903.00	\$4,939.00	\$5,159.00	\$5,283.00 *	\$124.00
36	Ashland	\$4,713.00	\$5,067.00	\$5,180.00	\$5,338.00	\$5,493.00	\$5,642.00	\$149.00
37	Medway	\$4,961.00	\$5,283.00	\$5,494.00	\$5,511.00	\$5,733.00	\$5,901.00	\$168.00
38	Northborough	\$4,891.00	\$5,078.00	\$5,355.00	\$5,556.00	\$5,774.00	\$5,992.00	\$218.00
39	Norfolk	\$4,859.00	\$5,556.00	\$5,803.00	\$5,894.00	\$6,095.00	\$6,161.00	\$66.00
40	Holliston	\$5,293.00	\$5,548.00	\$5,810.00	\$6,015.00	\$6,157.00	\$6,434.00	\$277.00
41	Westborough	\$5,922.00	\$6,234.00	\$6,198.00	\$6,689.00	\$6,784.00	\$7,182.00	\$398.00
42	Andover	\$6,009.00	\$6,400.00	\$6,658.00	\$6,799.00	\$7,054.00	\$7,239.00 *	\$185.00
43	Hopkinton	\$6,015.00	\$6,440.00	\$7,060.00	\$7,338.00	\$7,508.00	\$7,687.00	\$179.00
44	Southborough	\$6,667.00	\$6,884.00	\$7,289.00	\$7,231.00	\$7,879.00	\$7,714.00	(\$165.00)
45	Acton	\$6,900.00	\$7,724.00	\$7,926.00	\$8,051.00	\$8,388.00	\$8,767.00	\$379.00
46	Marlborough	\$3,796.00	N/A	N/A	N/A	N/A	N/A	N/A

* Indicates communities that classified their tax rate in FY 2009

** Shrewsbury was 15th on this list in FY 2005; 12th in FY 2006; 13th in FY 2007; 12th in FY 2008; 14th in FY 2009

**FIGURE FOURTEEN
SOLID WASTE ENTERPRISE
FISCAL YEAR 2012**

Item	Expended FY 2009	Expended FY 2010	Budget FY 2011	Expended to 12/31/2010	Budget FY 2011
Collection	\$1,141,374	\$1,099,000	\$1,120,980	\$562,592	\$1,143,400
Disposal	\$484,999	\$448,328	\$474,829	\$192,451	\$485,750
PAYT Bags	\$141,572	\$125,427	\$120,000	\$117,644	\$130,600
Stickers	\$79	\$158	\$0	\$0	\$0
Recycling Bins	\$9,268	\$0	\$3,000	\$0	\$3,000
Other	\$652	\$195	\$0	\$0	\$0
Yard Waste Processing*	\$0	\$12,000	\$5,000	\$13,000	\$20,000
	\$1,777,944	\$1,685,108	\$1,723,809	\$885,687	\$1,782,750

6,700 tons @
\$72.50/ton
700K bags; 300k
sm/400k lg**

* Some amount of reimbursement will be received from the ALB Program.

** In calendar 2010 - 303k sm/411.4k lg were sold. 2,870 stickers were sold

Revenue	Actual FY 2009	Actual FY 2010	Budget FY 2011	Through 12/31/2010	Budget FY 2011
Receipts - PAYT Bags	\$864,200	\$856,432	\$800,000	\$417,450	\$850,000
Receipts - Stickers	\$21,710	\$27,000	\$28,000	\$16,200	\$25,000
Receipts - Other*	\$12,498	\$10,808	\$3,000	\$1,460	\$3,000
* FY 2009 includes grant closeout					
* FY 2010 includes \$8,000 ALB	\$898,408	\$894,240	\$831,000	\$435,110	\$878,000

Retained Earnings \$50,000
Solid Waste Reserve \$50,000

Tax Levy Impact \$804,750 (Estimated)

Fiscal Year	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011 To Date
Disposal Tons	11,272	10,944	10,687	7,137	6,370	3,301
Recycling Tons	2,834	2,838	3,056	3,569	3,218	1,646
Total	14,106	13,782	13,743	10,706	9,588	4,947
Tip Fee	\$36.52	\$37.06	\$67.73	\$69.10	\$69.20	\$70.87
Collection	\$1,052,101	\$1,089,341	\$1,126,864	\$1,141,373	\$1,099,000	\$819,343
Disposal	\$447,075	\$434,118	\$564,775	\$484,999	\$448,328	\$295,179
Expenses	\$0	\$0	\$0	\$151,572	\$137,780	\$81,072
Total	\$1,499,176	\$1,523,459	\$1,691,639	\$1,777,944	\$1,685,108	\$1,195,594 *
			Tax Levy Cost	\$879,536	\$790,868	

* In FY 2011 \$200,000 in retained earnings was used.

**FIGURE FIFTEEN
COMPARISON OF AUTHORIZED FTE POSITIONS
FISCAL YEAR 1998 TO FISCAL YEAR 2012 (PROPOSED)**

DEPARTMENT	FTE Proposed FY 2012	FTE Authorized FY 2011	Difference FY 2011 to FY 2012	FTE Authorized FY 1998	Difference FY 2012 to FY 1998	Comment
Town Manager	4.00	4.00	0.00	4.00	0.00	
Accounting	3.00	3.00	0.00	3.00	0.00	
Board of Assessors	3.08	3.13	-0.05	4.00	-0.92	
Treasurer-Collector	5.00	5.00	0.00	8.00	-3.00	
MIS	0.00	2.00	-2.00	1.00	-1.00	Department is being consolidated with SELCO
Town Clerk	2.00	2.00	0.00	3.50	-1.50	
Election & Registration	0.53	0.53	0.00	0.50	0.03	
Public Buildings	23.00	23.00	0.00	28.00	-5.00	
Police	54.00	54.00	0.00	44.60	9.40	ACO is shown in Police Department;
School Crossing Guards	0.00	0.00	0.00	2.30	-2.30	Crossing Guards transferred to School Department
Animal Control	0.00	0.00	0.00	1.00	-1.00	See above
Fire	32.48	35.48	-3.00	34.00	-1.52	
Building Inspector	2.80	2.40	0.40	2.50	0.30	
Retirement	1.00	1.00	0.00	1.00	0.00	
Engineering	7.00	7.00	0.00	7.50	-0.50	(1) FTE funded via fees
Highway	11.75	11.00	0.75	14.50	-2.75	
Sewer	5.73	4.73	1.00	4.30	1.43	
Water	10.73	11.73	-1.00	13.40	-2.67	
Cemetery, Parks & Recreation	9.81	9.81	0.00	9.75	0.06	Nearly (2) FTE's funded via fees
Board of Health	2.10	2.10	0.00	3.00	-0.90	
Council on Aging	5.38	5.38	0.00	4.00	1.38	
Veteran's Services	0.30	0.30	0.00	0.00	0.30	
Library	17.37	16.00	1.37	20.00	-2.63	
Total	201.06	203.59	-2.53	213.85	-12.79	-5.98%
Less Police & Fire	114.58	114.11	0.47	135.25	-21.14	-15.28%
Police	54.00	54.00	0.00	44.60	9.40	21.08%
Fire	32.48	35.48	-3.00	34.00	1.48	-4.47%
	201.06	203.59	-2.53	213.85	-10.26	-5.98%

**Board of Selectmen
Fiscal Policies
Fiscal Year 2012**

1. The Board of Selectmen will not place onto the May 2011 Annual Town Election any question involving an override pursuant to G. L. c. 59, s. 21C (Proposition 2½). Pursuant to this policy, the town manager is directed to file budget recommendations with the Board of Selectmen and Finance Committee that reflects adherence to a revenue stream that is contained within the Town's existing levy limit. After evaluating the feasibility of non-permanent options, the Board may consider placing a question onto the May 2011 Annual Town Election Ballot under the following condition:
 - a If a natural or manmade disaster or extraordinary state of emergency were to befall the community.

2. The Town's reserves are a major factor in the Town's bond rating. Sudden decline in reserve amounts could result in a decline in bond rating and potential increases in the costs of borrowing. Reserve funds are defined as the Stabilization Fund and Free Cash. Reserves are maintained to cover revenue shortfalls or to make possible capital projects without the need to borrow. Accordingly, the Board establishes the following Reserves/Stabilization Policy:
 - a As the Board strives to reach a reserve balance goal of 6.5% of the Total Operating Budget, as of July 1, 2011, the Board of Selectmen will seek a combined Certified Free Cash and Stabilization Fund balance that will be no less than 4.0% of the Total Operating Budget adopted at the May 2011 Annual Town Meeting (7/1/2010 Free Cash balance was \$5,145,970 (after transfer); Stabilization Fund balance was \$153,089 on an operating budget of \$89,953,965 (5.9%). (7/1/2009 Free Cash balance was \$4,778,074; Stabilization Fund balance was \$142,653 on an operating budget of \$87,444,351 (5.6%)).
 - b Withdrawals from the Stabilization Fund will only be used for purposes for which the Town can borrow as set forth in M.G.L. Ch. 44 s. 7 and s. 8 to avoid borrowing. The Board will not seek to draw the fund balance below \$250,000.
 - c The Town shall strive to make an annual appropriation to the stabilization fund. Even if a nominal amount, this annual appropriation will demonstrate the commitment to reserves and keep the account in focus.
 - d Funds shall be allocated from Reserves only after an analysis and utilization plan has been prepared by the Town Manager and presented to the Board of Selectmen and Finance Committee. The analysis shall provide sufficient evidence to establish that the remaining balances are adequate to address potential downturns in revenue sources and provide a sufficient cash balance for emergencies and for budget stabilization purposes; and that conditions exist in future years that will allow for replenishment of reserve funds.

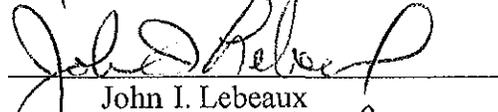
3. Properly managed debt is an effective way to finance significant infrastructure and capital projects. Responsible use of debt preserves our credit rating, enhances flexibility in current and future operating budgets, and provides us with long-term assets that maintain or improve our quality of life. To provide guidance and responsible use of debt, the Board of Selectmen has adopted the following debt management policies:
- a Long-term debt should be issued only for capital projects or assets that have a long useful life. It should be issued to pay for the cost of significant infrastructure and capital projects. Long-term debt should not be issued for recurring, small capital purchases with a useful life of less than five years.
 - b Bonds will be paid back within a period not to exceed the expected useful life of the capital project or the period defined by state law; whichever is shorter.
 - c The town will not use long-term debt to finance current operations.
 - d Long-term borrowing will take place only for objects or purposes authorized by state law under M.G.L. Ch. 44, sec. 7 and 8, and will be confined to infrastructure and capital projects too expensive to be financed from current revenues. In general, the Town will attempt to finance purchases costing less than \$1,000,000 with operating revenues.
 - e Long-term debt should not be incurred without a clear identification of its financing sources. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources.
 - f The Town should attempt rapid debt repayment schedules. This ensures cost savings to the community and seeks to avoid strapping future generations with large debt obligations. This policy recognizes that capital needs continue and that new debt will continue to be identified and issued.
 - g Where possible, the town will use special assessment, revenues or other self-supporting revenues to fund general obligation bonds. (ex: light, cable, water)
 - h To the extent practicable, user fees will be set to cover the capital costs of Enterprise type services or activities - whether purchased on a pay-as-you-go basis or through debt financing - to avoid imposing a burden on the property tax levy.
 - i The town will maintain good communications with bond rating agencies about its financial condition. The town will follow a policy of full disclosure on every financial report and bond prospectus.
 - j The town will retire bond anticipation debt within 6 months after completion of the project. Exception- Town may carry BAN(s) longer if market conditions are not favorable.
 - k Refunding bonds should be issued only if the present value of debt service saving exceeds 3 percent of the debt service amount of the refunded bonds.

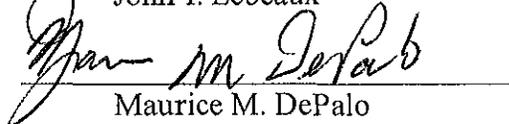
- l The Town will strive to limit annual increases in debt to a level that will not materially jeopardize the Town's Aa3 (Aa2 – Global Scale) credit rating.
- m Outstanding debt shall not exceed 3 percent of the Town of Shrewsbury Assessed value.
4. The Board of Selectmen will seek to maintain a single tax rate and direct the town manager to make full use of the Town's levy capacity in FY 2012 and make recommendations to the Board of Selectmen and Finance Committee that reflects adherence to this objective.
5. The Board of Selectmen will continue to adjust water rates as necessary to maintain the water utility as self supporting plus maintaining sufficient reserves for future capital needs to minimize any future borrowing. The Board will also advise the Town Manager and Sewer Commission to do the same for the sewer system.
6. The Board of Selectmen will propose to use one time revenues for capital replacement, debt management or infrastructure improvement purposes (including but not limited to cash matches to leverage grant funds) and not to be used for operational purposes. Further, the Board desires to make use of one time revenue to enhance economic development opportunities whenever possible.
7. The Board of Selectmen directs the town manager to file with his initial budget recommendations in January of each year a five year fiscal forecast.
8. The Board of Selectmen requests the School Committee to hold in reserve grant funding received from the Commonwealth in August/September 2010 to insulate the School Department against midyear local aid cuts in FY 2011, FY2012 funding requirements and other unforeseen fiscal pressures.

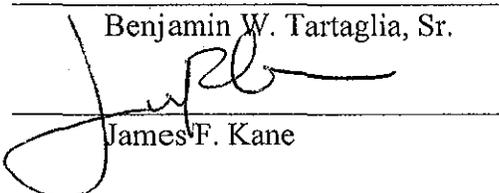
Adopted this 4th day of October 2010

Board of Selectmen:


Moira E. Miller


John I. Lebeaux


Maurice M. DePalo

Benjamin W. Tartaglia, Sr.

James F. Kane

Budget Summary Fiscal Year 2012

	Fiscal Year 2011 Budget (May ATM)	Fiscal Year 2011 Budget (Current Revised)	Fiscal Year 2012 Request	Town Manager Fiscal Year 2012 Recommendation	Difference FY 2011 to FY 2012 (May ATM)	Percent	Difference FY 2011 to FY 2012 (Current Revised)	Percent
PERSONNEL BOARD	\$3,600	\$3,600	\$3,600	\$3,600	\$0	0.00%	\$0	0.00%
SELECTMEN	\$20,250	\$20,250	\$20,250	\$20,250	\$0	0.00%	\$0	0.00%
TOWN MANAGER	\$318,935	\$323,835	\$319,075	\$322,630	\$3,695	1.16%	(\$1,205)	-0.37%
FINANCE COMMITTEE	\$281,455	\$234,067	\$281,455	\$281,455	\$0	0.00%	\$47,388	20.25%
ACCOUNTANT	\$193,020	\$193,020	\$194,119	\$197,372	\$4,352	2.25%	\$4,352	2.25%
ASSESSORS	\$200,348	\$201,548	\$200,324	\$199,897	(\$451)	-0.23%	(\$1,651)	-0.82%
TREASURER-COLLECTOR	\$345,700	\$345,700	\$342,750	\$348,258	\$2,558	0.74%	\$2,558	0.74%
TOWN COUNSEL	\$56,400	\$56,400	\$56,400	\$56,400	\$0	0.00%	\$0	0.00%
MIS	\$447,260	\$516,537	\$0	\$0	(\$447,260)	-100.00%	(\$516,537)	-100.00%
TOWN CLERK	\$115,257	\$115,757	\$119,830	\$122,047	\$6,790	5.89%	\$6,290	5.43%
ELECTION AND REGISTRATION	\$116,049	\$119,549	\$96,726	\$97,109	(\$18,940)	-16.32%	(\$22,440)	-18.77%
CONSERVATION COMMISSION	\$6,550	\$25,743	\$6,550	\$6,550	\$0	0.00%	(\$19,193)	-74.56%
PLANNING BOARD	\$2,900	\$2,900	\$2,750	\$2,750	(\$150)	-5.17%	(\$150)	-5.17%
BOARD OF APPEALS	\$680	\$5,680	\$6,080	\$6,080	\$5,400	794.12%	\$400	7.04%
PUBLIC BUILDINGS	\$3,274,717	\$3,527,115	\$3,544,526	\$3,278,907	\$4,190	0.13%	(\$248,208)	-7.04%
POLICE DEPARTMENT	\$3,989,384	\$4,008,714	\$4,368,541	\$3,957,518	(\$31,866)	-0.80%	(\$51,196)	-1.28%
FIRE DEPARTMENT	\$2,794,873	\$2,795,509	\$2,896,008	\$2,652,377	(\$142,496)	-5.10%	(\$143,132)	-5.12%
BUILDING INSPECTOR	\$197,270	\$216,250	\$227,590	\$232,176	\$34,906	17.69%	\$15,926	7.36%
WEIGHTS & MEASURES	\$3,000	\$3,000	\$3,200	\$3,200	\$200	6.67%	\$200	6.67%
EMERGENCY MANAGEMENT	\$2,244	\$2,244	\$2,244	\$2,244	\$0	0.00%	\$0	0.00%
FORESTRY	\$77,515	\$78,631	\$77,700	\$77,700	\$185	0.24%	(\$931)	-1.18%
PENSIONS	\$2,680,129	\$2,690,637	\$3,201,907	\$3,201,907	\$521,778	19.47%	\$511,270	19.00%
TOWN ENGINEER	\$430,524	\$449,479	\$456,439	\$438,481	\$7,957	1.85%	(\$10,998)	-2.45%
HIGHWAYS	\$1,661,878	\$1,670,606	\$2,048,883	\$1,828,785	\$166,907	10.04%	\$158,179	9.47%
STREET LIGHTING	\$164,598	\$164,598	\$166,895	\$166,895	\$2,297	1.40%	\$2,297	1.40%
SEWER	\$3,925,235	\$4,016,137	\$5,810,140	\$5,323,836	\$1,398,601	35.63%	\$1,307,699	32.56%
WATER	\$2,022,480	\$2,252,227	\$2,798,146	\$1,791,289	(\$231,191)	-11.43%	(\$460,938)	-20.47%
CEMETERIES	\$102,503	\$102,503	\$102,596	\$103,622	\$1,119	1.09%	\$1,119	1.09%
HEALTH	\$242,162	\$244,662	\$205,609	\$207,391	(\$34,771)	-14.36%	(\$37,271)	-15.23%
COUNCIL ON AGING	\$229,388	\$229,388	\$243,479	\$234,775	\$5,387	2.35%	\$5,387	2.35%
VETERAN'S SERVICES	\$98,948	\$98,948	\$98,948	\$99,205	\$257	0.26%	\$257	0.26%
COMMISSION ON DISABILITIES	\$500	\$500	\$500	\$500	\$0	0.00%	\$0	0.00%
LIBRARY	\$1,121,783	\$1,161,110	\$1,180,805	\$1,210,122	\$88,339	7.87%	\$49,012	4.22%
PARKS AND RECREATION	\$426,497	\$426,549	\$423,935	\$400,334	(\$26,163)	-6.13%	(\$26,215)	-6.15%

**Budget Summary
Fiscal Year 2012**

	Fiscal Year 2011 Budget (May ATM)	Fiscal Year 2011 Budget (Current Revised)	Fiscal Year 2012 Request	Town Manager Fiscal Year 2012 Recommendation	Difference FY 2011 to FY 2012 (May ATM)	Percent	Difference FY 2011 to FY 2012 (Current Revised)	Percent
SCHOOLS	\$47,139,676	\$47,139,676	\$48,978,123	\$46,396,351	(\$743,325)	-1.58%	(\$743,325)	-1.58%
INTEREST AND MATURING DEBT	\$7,909,324	\$7,909,324	\$8,173,542	\$8,173,542	\$264,218	3.34%	\$264,218	3.34%
Employee Assistance Program	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0.00%	\$0	0.00%
Group Health and Life Insurance	\$7,150,000	\$7,155,000	\$7,900,000	\$7,900,000	\$750,000	10.49%	\$745,000	10.41%
Medicare	\$720,000	\$720,000	\$745,000	\$745,000	\$25,000	3.47%	\$25,000	3.47%
Unemployment Compensation Insurance	\$250,000	\$258,000	\$250,000	\$250,000	\$0	0.00%	(\$8,000)	-3.10%
Radio Maintenance	\$10,421	\$10,421	\$10,421	\$10,421	\$0	0.00%	\$0	0.00%
Ambulance Services	\$79,960	\$79,960	\$79,960	\$79,960	\$0	0.00%	\$0	0.00%
Gasoline and Oil	\$400,000	\$400,000	\$400,000	\$400,000	\$0	0.00%	\$0	0.00%
Printing/Postage/Stationary	\$118,347	\$118,347	\$100,000	\$100,000	(\$18,347)	-15.50%	(\$18,347)	-15.50%
Memorial Day	\$3,205	\$3,205	\$3,205	\$3,205	\$0	0.00%	\$0	0.00%
General Insurance	\$610,000	\$610,000	\$640,000	\$640,000	\$30,000	4.92%	\$30,000	4.92%
Bills of Prior Year	\$0	\$0	\$0	\$0	\$0		\$0	
MIS Support	\$0	\$0	\$500,000	\$500,000	\$500,000		\$500,000	
Telephone System	\$5,000	\$5,000	\$5,000	\$5,000	\$0	0.00%	\$0	0.00%
UNCLASSIFIED	\$9,350,933	\$9,363,933	\$10,637,586	\$10,637,586	\$1,286,653	13.76%	\$1,273,653	13.60%
	\$89,953,965	\$90,716,326	\$97,297,251	\$92,083,141	\$2,129,176	-2.31%	\$1,366,815	-1.48%
General Government	\$17,142,121	\$17,560,325	\$18,395,393	\$17,256,216	\$114,095	0.67%	(\$304,109)	-1.73%
Water & Sewer	\$5,947,715	\$6,268,364	\$8,608,286	\$7,115,125	\$1,167,410	19.63%	\$846,761	13.51%
Education	\$47,139,676	\$47,139,676	\$48,978,123	\$46,396,351	(\$743,325)	-1.58%	(\$743,325)	-1.58%
Fixed Costs	\$19,724,453	\$19,747,961	\$21,315,449	\$21,315,449	\$1,590,996	8.07%	\$1,567,488	7.94%
	\$89,953,965	\$90,716,326	\$97,297,251	\$92,083,141	\$2,129,176	2.37%	\$1,366,815	1.51%
Budget Less Education	\$42,814,289	\$43,576,650	\$48,319,128	\$45,686,790	\$2,872,501	6.71%	\$2,110,140	4.84%

TOWN OF SHREWSBURY
Fiscal Year 2012
Operating Budget

0119

Personnel Board	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510900 Professional Improvement	\$0	\$450	\$0	\$3,500	\$3,500	\$3,500	
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$0	\$0	\$0	\$100	\$100	\$100	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Personnel Board OpEx	\$0	\$450	\$0	\$3,600	\$3,600	\$3,600	
510400 New Salary Schedules	\$0	\$0	\$0	\$0	\$0	\$0	
520250 Municipal Training Group	\$0	\$0	\$0	\$0	\$0	\$0	
520260 Class & Compensation Study PAI	\$0	\$0	\$0	\$0	\$0	\$0	
520490 Classification Study-Foremen	\$0	\$0	\$0	\$0	\$0	\$0	
570000 Other Charges & Expend	\$0	\$0	\$0	\$0	\$0	\$0	
Personnel Board SepAp	\$0	\$0	\$0	\$0	\$0	\$0	
Total - Personnel Board	\$0	\$450	\$0	\$3,600	\$3,600	\$3,600	

Selectmen	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$8,604	\$8,750	\$8,750	\$8,750	\$8,750	\$8,750	\$8,750
Selectmen PEA	\$8,604	\$8,750	\$8,750	\$8,750	\$8,750	\$8,750	\$8,750
510010 S & W - Full Time	\$1,749	\$1,601	\$1,425	\$1,500	\$1,500	\$1,500	\$1,500
510140 Stipends	\$102	\$0	\$0	\$0	\$0	\$0	\$0
Selectmen S&C	\$1,851	\$1,601	\$1,425	\$1,500	\$1,500	\$1,500	\$1,500
520040 Utility - Telephone	\$154	\$154	\$163	\$200	\$200	\$200	\$200
520080 R & M - Equipment	\$0	\$0	\$0	\$100	\$100	\$100	\$100
520100 Advertising & Binding	\$1,286	\$1,062	\$1,178	\$1,200	\$1,200	\$1,200	\$1,200
520200 Board of Dogs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$2,387	\$1,449	\$0	\$0	\$0	\$0	\$0
540150 Print Postage Stationary	\$166	\$47	\$39	\$300	\$300	\$300	\$300
540220 Office Supplies	\$589	\$597	\$585	\$600	\$600	\$600	\$600
570010 Car Allowance/Mileage	\$1,652	\$1,680	\$1,680	\$1,700	\$1,700	\$1,700	\$1,700
570020 Dues & Memberships	\$4,360	\$4,422	\$4,422	\$4,500	\$4,500	\$4,500	\$4,500
570030 In State Travel	\$1,581	\$1,695	\$2,818	\$1,400	\$1,400	\$1,400	\$1,400
570180 Other - Not Classified	\$70	\$40	\$0	\$0	\$0	\$0	\$0
Selectmen OpEx	\$12,244	\$11,146	\$10,884	\$10,000	\$10,000	\$10,000	\$10,000
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Selectmen Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510140 Stipends	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Select SepAp	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total - Selectmen	\$22,699	\$21,496	\$21,059	\$20,250	\$20,250	\$20,250	\$20,250

Town Manager	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$117,585	\$130,525	\$130,525	\$130,525	\$130,525	\$130,525	\$130,525
Manager PEA	\$117,585	\$130,525	\$130,525	\$130,525	\$130,525	\$130,525	\$130,525
510010 S & W - Full Time	\$84,306	\$86,271	\$86,855	\$86,414	\$86,404	\$88,146	\$88,146
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$611	\$470	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Manager S&C	\$85,318	\$87,142	\$87,255	\$86,814	\$86,804	\$88,546	\$88,546
510010 S & W - Full Time	\$88,406	\$90,616	\$90,443	\$90,616	\$90,616	\$92,428	\$92,428
510080 Sick Leave Plan II	\$1,355	\$1,736	\$1,736	\$0	\$0	\$0	\$0
510100 Longevity	\$250	\$300	\$300	\$300	\$300	\$300	\$300
Manager Other	\$90,011	\$92,652	\$92,478	\$90,916	\$90,916	\$92,728	\$92,728
520040 Utility - Telephone	\$1,111	\$3,204	\$2,876	\$3,200	\$3,200	\$3,200	\$3,200
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520100 Advertising & Binding	\$0	\$0	\$76	\$500	\$500	\$500	\$500
520130 Professional Services	\$0	\$0	\$0	\$4,900	\$0	\$0	\$0
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540150 Print Postage Stationary	\$0	\$0	\$0	\$250	\$250	\$250	\$250
540200 Educational Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$264	\$89	\$105	\$500	\$500	\$500	\$500
570010 Car Allowance/Mileage	\$2,400	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900
570020 Dues & Memberships	\$489	\$582	\$582	\$605	\$605	\$605	\$605
570030 In State Travel	\$2,326	\$2,457	\$1,147	\$1,725	\$1,875	\$1,875	\$1,875
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Manager OpEx	\$6,590	\$10,232	\$8,686	\$15,580	\$10,830	\$10,830	\$10,830
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570370 Assessment Center/Police Chief	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570910 Design of Bandstand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570920 Appraisal Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570970 Allen Farm Consulting	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Town Manager SepAp	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Town Manager	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
Total - Town Manager	\$299,504	\$320,551	\$318,944	\$323,835	\$319,075	\$322,630	

Finance Committee		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510020	S & W - Part Time	\$591	\$628	\$606	\$500	\$500	\$500	
510090	Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
Finance Committee S&C		\$591	\$628	\$606	\$500	\$500	\$500	
520220	Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
570020	Dues & Memberships	\$318	\$381	\$326	\$330	\$330	\$330	
570030	In State Travel	\$110	\$110	\$120	\$125	\$125	\$125	
570180	Other - Not Classified	\$335	\$230	\$242	\$500	\$500	\$500	
Finance Committee OpEx		\$763	\$721	\$688	\$955	\$955	\$955	
570200	Reserve Fund	\$0	\$0	\$0	\$232,612	\$280,000	\$280,000	
570205	A.T.M. 5/19/97	\$0	\$0	\$0	\$0	\$0	\$0	
Finance Committee SepAp		\$0	\$0	\$0	\$232,612	\$280,000	\$280,000	
Total - Finance Committee		\$1,354	\$1,349	\$1,294	\$234,067	\$281,455	\$281,455	

Accountant	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$80,368	\$82,371	\$82,377	\$82,377	\$82,377	\$84,025	
510080 Sick Leave Plan II	\$1,540	\$1,578	\$1,578	\$0	\$0	\$0	
510100 Longevity	\$300	\$300	\$300	\$300	\$350	\$350	
Accountant PEA	\$82,207	\$84,249	\$84,255	\$82,677	\$82,727	\$84,375	
510010 S & W - Full Time	\$79,911	\$81,909	\$81,909	\$81,902	\$81,941	\$83,546	
510080 Sick Leave Plan II	\$0	\$1,569	\$1,569	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$250	\$325	\$400	\$400	\$400	\$400	
Accountant S&C	\$80,161	\$83,803	\$83,878	\$82,302	\$82,341	\$83,946	
520040 Utility - Telephone	\$461	\$461	\$488	\$500	\$500	\$500	
520100 Advertising & Binding	\$0	\$0	\$0	\$100	\$100	\$100	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$175	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$828	\$277	\$519	\$625	\$625	\$625	
570010 Car Allowance/Mileage	\$247	\$430	\$323	\$350	\$350	\$350	
570020 Dues & Memberships	\$160	\$160	\$160	\$200	\$200	\$200	
570030 In State Travel	\$1,491	\$1,846	\$1,334	\$1,266	\$1,276	\$1,276	
Accountant OpEx	\$3,362	\$3,175	\$2,824	\$3,041	\$3,051	\$3,051	
520230 Town Audit	\$24,000	\$24,500	\$25,000	\$25,000	\$26,000	\$26,000	
Accountant SepAp	\$24,000	\$24,500	\$25,000	\$25,000	\$26,000	\$26,000	
Total - Accountant	\$189,730	\$195,726	\$195,957	\$193,020	\$194,119	\$197,372	

Assessor	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$80,368	\$84,778	\$78,413	\$81,942	\$82,377	\$84,025	
510020 S & W - Part Time	\$3,000	\$2,750	\$3,000	\$3,000	\$3,000	\$3,000	
510080 Sick Leave Plan II	\$1,540	\$0	\$302	\$0	\$0	\$0	
Assessor PEA	\$84,907	\$87,528	\$81,716	\$84,942	\$85,377	\$87,025	
510010 S & W - Full Time	\$79,911	\$81,909	\$81,980	\$81,902	\$43,163	\$44,005	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$16,369	\$16,275	
510080 Sick Leave Plan II	\$0	\$0	\$661	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$550	\$600	\$650	\$650	\$300	\$350	
Assessor S&C	\$80,461	\$82,509	\$83,292	\$82,552	\$59,832	\$60,630	
510020 S & W - Part Time	\$0	\$6,703	\$6,719	\$6,755	\$26,675	\$27,683	
Assessor Other	\$0	\$6,703	\$6,719	\$6,755	\$26,675	\$27,683	
520040 Utility - Telephone	\$615	\$615	\$1,381	\$900	\$1,200	\$1,200	
520080 R & M - Equipment	\$673	\$92	\$18	\$100	\$100	\$100	
520100 Advertising & Binding	\$0	\$361	\$0	\$600	\$600	\$600	
520130 Professional Services	\$1,213	\$4,288	\$1,195	\$5,820	\$6,000	\$6,000	
520240 RE/Pers Prop Discover	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$32	\$159	\$0	\$400	\$400	\$400	
540150 Print Postage Stationary	\$307	\$418	\$99	\$800	\$800	\$800	
540220 Office Supplies	\$394	\$1,005	\$749	\$600	\$600	\$600	
570010 Car Allowance/Mileage	\$2,400	\$3,788	\$3,900	\$4,080	\$4,740	\$4,860	
570020 Dues & Memberships	\$728	\$624	\$539	\$1,000	\$1,000	\$1,000	
570030 In State Travel	\$2,541	\$2,378	\$1,316	\$3,000	\$3,000	\$1,500	
Assessor OpEx	\$8,904	\$13,728	\$9,197	\$17,300	\$18,440	\$17,060	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Assessor Equip	\$0	\$0	\$0	\$0	\$0	\$0	
520240 RE/Pers Prop Discover	\$35,989	\$0	\$29,400	\$10,000	\$10,000	\$7,500	
Assessor SepAp	\$35,989	\$0	\$29,400	\$10,000	\$10,000	\$7,500	
Total - Assessor	\$210,261	\$190,468	\$210,323	\$201,548	\$200,324	\$199,897	

Treasurer & Collector		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010	S & W - Full Time	\$80,368	\$82,377	\$82,377	\$82,377	\$82,377	\$84,025	
510080	Sick Leave Plan II	\$1,540	\$1,578	\$1,578	\$0	\$0	\$0	
510100	Longevity	\$125	\$125	\$125	\$125	\$125	\$125	
510140	Stipends	\$500	\$500	\$500	\$500	\$500	\$500	
Treasurer PEA		\$82,532	\$84,580	\$84,580	\$83,002	\$83,002	\$84,650	
510010	S & W - Full Time	\$218,566	\$227,145	\$194,949	\$196,631	\$193,881	\$197,742	
510030	S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080	Sick Leave Plan II	\$851	\$872	\$1,733	\$0	\$0	\$0	
510090	Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100	Longevity	\$1,025	\$1,200	\$1,200	\$1,250	\$1,050	\$1,050	
Treasurer S&C		\$220,442	\$229,217	\$197,882	\$197,881	\$194,931	\$198,792	
520040	Utility - Telephone	\$1,384	\$1,384	\$1,464	\$1,400	\$1,400	\$1,400	
520080	R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520100	Advertising & Binding	\$0	\$0	\$0	\$0	\$0	\$0	
520120	Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130	Professional Services	\$6,631	\$11,084	\$31,354	\$21,000	\$21,000	\$21,000	
520140	Rental of Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520220	Services-Not Classified	\$0	\$0	\$164	\$0	\$0	\$0	
540140	Books Periodicals Subs	\$125	\$125	\$125	\$300	\$300	\$300	
540150	Print Postage Stationary	\$5,330	\$5,828	\$4,638	\$5,900	\$5,900	\$5,900	
540220	Office Supplies	\$2,466	\$1,483	\$1,829	\$2,500	\$2,500	\$2,500	
570010	Car Allowance/Mileage	\$1,296	\$1,440	\$1,440	\$1,440	\$1,440	\$1,440	
570020	Dues & Memberships	\$445	\$475	\$475	\$577	\$577	\$577	
570030	In State Travel	\$1,584	\$142	\$530	\$700	\$700	\$700	
570040	Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570180	Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
570190	Bond Registration	\$1,600	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Treasurer OpEx		\$20,863	\$22,961	\$43,020	\$34,817	\$34,817	\$34,817	
580010	Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580020	Computer Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Treas & Coll Equip		\$0	\$0	\$0	\$0	\$0	\$0	
570700	Clearing & Sale Tax Title	\$20,748	\$15,947	\$23,103	\$30,000	\$30,000	\$30,000	
Treasurer SepAp		\$20,748	\$15,947	\$23,103	\$30,000	\$30,000	\$30,000	

Treasurer & Collector	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
Total - Treasurer & Collector	\$344,585	\$352,705	\$348,585	\$345,700	\$342,750	\$348,258	

Town Counsel	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510000 Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Counsel PEA	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$37,079	\$42,862	\$41,619	\$52,400	\$52,400	\$52,400	\$52,400
520220 Services-Not Classified	\$0	\$0	\$0	\$900	\$900	\$900	\$900
570020 Dues & Memberships	\$0	\$160	\$160	\$100	\$100	\$100	\$100
570180 Other - Not Classified	\$175	\$0	\$1,801	\$3,000	\$3,000	\$3,000	\$3,000
Town Counsel OpEx	\$37,254	\$43,022	\$43,580	\$56,400	\$56,400	\$56,400	\$56,400
Total - Town Counsel	\$37,254	\$43,022	\$43,580	\$56,400	\$56,400	\$56,400	\$56,400

Management Information Sy		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010	S & W - Full Time	\$88,406	\$90,616	\$90,616	\$90,616	\$0	\$0	
510080	Sick Leave Plan II	\$1,694	\$1,736	\$1,736	\$0	\$0	\$0	
510100	Longevity	\$125	\$125	\$125	\$200	\$0	\$0	
Information Systems PEA		\$90,225	\$92,477	\$92,477	\$90,816	\$0	\$0	
510010	S & W - Full Time	\$54,824	\$56,389	\$56,389	\$56,389	\$0	\$0	
510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090	Overtime	\$214	\$837	\$0	\$0	\$0	\$0	
510100	Longevity	\$125	\$125	\$125	\$125	\$0	\$0	
Information Systems Other		\$55,162	\$57,351	\$56,514	\$56,514	\$0	\$0	
520040	Utility - Telephone	\$1,244	\$1,332	\$1,541	\$1,200	\$0	\$0	
520080	R & M - Equipment	\$31,659	\$30,640	\$40,827	\$65,411	\$0	\$0	
520100	Advertising & Binding	\$79	\$0	\$71	\$400	\$0	\$0	
520120	Data Processing	\$19,094	\$22,652	\$31,208	\$36,000	\$0	\$0	
520130	Professional Services	\$150,621	\$138,538	\$144,016	\$197,683	\$0	\$0	
540140	Books Periodicals Subs	\$2,025	\$1,539	\$841	\$1,630	\$0	\$0	
540150	Print Postage Stationary	\$104	\$14	\$0	\$275	\$0	\$0	
540220	Office Supplies	\$189	\$180	\$158	\$500	\$0	\$0	
540250	Computer Supplies	\$14,661	\$11,394	\$6,440	\$11,965	\$0	\$0	
570010	Car Allowance/Mileage	\$600	\$840	\$840	\$600	\$0	\$0	
570020	Dues & Memberships	\$75	\$0	\$0	\$150	\$0	\$0	
570030	In State Travel	\$160	\$126	\$61	\$180	\$0	\$0	
570180	Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Information Systems OpEx		\$220,510	\$207,256	\$226,003	\$315,993	\$0	\$0	
580020	Computer Equipment	\$20,422	\$8,107	\$8,233	\$29,517	\$0	\$0	
580070	Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	
Information Systems Equip		\$20,422	\$8,107	\$8,233	\$29,517	\$0	\$0	
520520	GIS Needs Assessment Pilot	\$0	\$0	\$0	\$0	\$0	\$0	
540360	Upgrade MUNIS to GUI	\$0	\$0	\$0	\$0	\$0	\$0	
570030	In State Travel	\$0	\$0	\$0	\$0	\$0	\$0	
570530	Computer Software	\$7,233	\$9,236	\$0	\$23,697	\$0	\$0	
580460	Enterprise Fax Server	\$0	\$0	\$0	\$0	\$0	\$0	
580470	Remote Access Server	\$0	\$0	\$0	\$0	\$0	\$0	
MIS SepAp		\$7,233	\$9,236	\$0	\$23,697	\$0	\$0	

Management Information Sy	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
Total - Management Information Systems	\$393,552	\$374,427	\$383,227	\$516,537	\$0	\$0	

Operating Support		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510310	Employee Assist Program	\$3,980	\$3,980	\$3,980	\$4,000	\$4,000	\$4,000	
510320	FICA Employer Match	\$0	\$0	\$0	\$0	\$0	\$0	
510330	Grp Health & Life Ins	\$6,734,763	\$4,298,024	\$6,973,058	\$7,155,000	\$7,900,000	\$7,900,000	
510340	Medicare Employer Match	\$608,243	\$645,367	\$648,207	\$720,000	\$745,000	\$745,000	
510360	Pensions & Annuities - NonCont	\$948	\$0	\$0	\$0	\$0	\$0	
510380	Unemployment Compensation	\$27,302	\$122,876	\$139,565	\$258,000	\$250,000	\$250,000	
510390	Worker's Compensation	\$0	\$0	\$0	\$0	\$0	\$0	
520080	R & M - Equipment	\$10,421	\$10,421	\$10,421	\$10,421	\$10,421	\$10,421	
520620	Ambulance Services	\$71,876	\$73,956	\$73,956	\$79,960	\$79,960	\$79,960	
540020	Oil & Fuel	\$427,699	\$357,244	\$314,220	\$400,000	\$400,000	\$400,000	
540150	Print Postage Stationary	\$101,627	\$91,015	\$96,719	\$118,347	\$100,000	\$100,000	
570100	WAREP Payment	\$5,000	\$0	\$0	\$0	\$0	\$0	
570220	Memorial Day	\$2,829	\$2,385	\$3,205	\$3,205	\$3,205	\$3,205	
570230	General Insurance	\$567,739	\$578,732	\$570,726	\$610,000	\$640,000	\$640,000	
570290	Bills of Prior Years	\$3,570	\$275	\$0	\$0	\$0	\$0	
572010	Out of State Travel Exp	\$0	\$0	\$0	\$0	\$0	\$0	
572030	MIS Support	\$0	\$0	\$0	\$0	\$500,000	\$500,000	
580370	Telecom & Network Equipment	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	
Operating Support SepAp		\$8,565,998	\$6,184,275	\$8,834,055	\$9,363,933	\$10,637,586	\$10,637,586	
Total - Operating Support		\$8,565,998	\$6,184,275	\$8,834,055	\$9,363,933	\$10,637,586	\$10,637,586	

Town Clerk	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$80,368	\$85,627	\$64,984	\$67,919	\$70,975	\$72,394	
510100 Longevity	\$350	\$350	\$300	\$300	\$350	\$350	
Town Clerk PEA	\$80,718	\$85,977	\$65,284	\$68,219	\$71,325	\$72,744	
510010 S & W - Full Time	\$77,939	\$59,918	\$17,502	\$39,048	\$40,166	\$40,963	
510020 S & W - Part Time	\$0	\$6,846	\$21,159	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$849	\$305	\$956	\$1,000	\$1,000	\$1,000	
510100 Longevity	\$550	\$550	\$250	\$400	\$400	\$400	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Town Clerk S&C	\$79,337	\$67,619	\$39,867	\$40,448	\$41,566	\$42,363	
520040 Utility - Telephone	\$769	\$769	\$813	\$800	\$800	\$800	
520080 R & M - Equipment	\$255	\$0	\$67	\$175	\$175	\$175	
520100 Advertising & Binding	\$373	\$300	\$557	\$1,000	\$500	\$500	
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$1,525	\$1,163	\$1,081	\$1,500	\$1,850	\$1,850	
540220 Office Supplies	\$1,627	\$828	\$1,500	\$1,600	\$1,600	\$1,600	
570010 Car Allowance/Mileage	\$500	\$500	\$500	\$500	\$500	\$500	
570020 Dues & Memberships	\$275	\$490	\$575	\$415	\$415	\$415	
570030 In State Travel	\$596	\$947	\$1,082	\$1,000	\$1,000	\$1,000	
570040 Insurance & Bonds	\$100	\$100	\$100	\$100	\$100	\$100	
Town Clerk OpEx	\$6,020	\$5,097	\$6,274	\$7,090	\$6,940	\$6,940	
580010 Office Equipment	\$2,500	\$0	\$0	\$0	\$0	\$0	
Equipment less Trade In	\$2,500	\$0	\$0	\$0	\$0	\$0	
Total - Town Clerk	\$168,575	\$158,693	\$111,425	\$115,757	\$119,830	\$122,047	

Elections & Registrations	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510020 S & W - Part Time	\$2,650	\$2,329	\$2,100	\$2,100	\$2,100	\$2,100	
Election PEA	\$2,650	\$2,329	\$2,100	\$2,100	\$2,100	\$2,100	
510010 S & W - Full Time	\$0	\$6,475	\$19,260	\$19,596	\$19,484	\$19,868	
510020 S & W - Part Time	\$19,045	\$13,289	\$0	\$0	\$0	\$0	
510030 S & W - Temporary	\$23,516	\$29,016	\$21,929	\$35,780	\$25,801	\$25,801	
510090 Overtime	\$0	\$0	\$1,006	\$0	\$0	\$0	
510100 Longevity	\$100	\$100	\$100	\$0	\$0	\$0	
Election S&C	\$42,661	\$48,879	\$42,294	\$55,376	\$45,286	\$45,669	
510030 S & W - Temporary	\$8,432	\$16,796	\$10,998	\$16,653	\$11,360	\$11,360	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
Election Other	\$8,432	\$16,796	\$10,998	\$16,653	\$11,360	\$11,360	
520080 R & M - Equipment	\$1,991	\$2,091	\$2,195	\$5,500	\$3,500	\$3,500	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$9,000	\$12,459	\$15,485	\$17,250	\$15,450	\$15,450	
540150 Print Postage Stationary	\$12,475	\$13,496	\$15,361	\$20,350	\$17,250	\$17,250	
540220 Office Supplies	\$704	\$1,288	\$703	\$2,320	\$1,780	\$1,780	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Election OpEx	\$24,170	\$29,335	\$33,745	\$45,420	\$37,980	\$37,980	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Equipment less Trade In	\$0	\$0	\$0	\$0	\$0	\$0	
Total - Elections & Registrations	\$77,912	\$97,339	\$89,137	\$119,549	\$96,726	\$97,109	

Conservation Commission	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conservation S&C	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$245	\$255	\$398	\$150	\$350	\$350	\$350
540220 Office Supplies	\$176	\$20	\$0	\$100	\$100	\$100	\$100
570010 Car Allowance/Mileage	\$0	\$0	\$0	\$600	\$300	\$300	\$300
570020 Dues & Memberships	\$454	\$489	\$523	\$550	\$600	\$600	\$600
570030 In State Travel	\$0	\$55	\$0	\$150	\$200	\$200	\$200
570180 Other - Not Classified	\$97	\$0	\$0	\$0	\$0	\$0	\$0
570930 Repair & Maint Cons Property	\$2,830	\$0	\$0	\$24,193	\$5,000	\$5,000	\$5,000
Conservation OpEx	\$3,802	\$819	\$921	\$25,743	\$6,550	\$6,550	\$6,550
520280 Trout Stocking	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conservation SepAp	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total - Conservation Commission	\$3,802	\$819	\$921	\$25,743	\$6,550	\$6,550	\$6,550

Planning Board	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510020 S & W - Part Time	\$600	\$600	\$400	\$1,000	\$1,000	\$1,000	
Planning Board PEA	\$600	\$600	\$400	\$1,000	\$1,000	\$1,000	
510020 S & W - Part Time	\$0	\$0	\$0	\$150	\$0	\$0	
Planning Board S&C	\$0	\$0	\$0	\$150	\$0	\$0	
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0	
520100 Advertising & Binding	\$0	\$0	\$0	\$200	\$100	\$100	
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$0	\$251	\$0	\$100	\$100	\$100	
540150 Print Postage Stationary	\$97	\$0	\$0	\$100	\$100	\$100	
540220 Office Supplies	\$47	\$35	\$0	\$100	\$100	\$100	
570010 Car Allowance/Mileage	\$88	\$314	\$0	\$500	\$600	\$600	
570020 Dues & Memberships	\$0	\$0	\$0	\$250	\$250	\$250	
570030 In State Travel	\$670	\$188	\$275	\$500	\$500	\$500	
Planning Board OpEx	\$902	\$788	\$275	\$1,750	\$1,750	\$1,750	
Total - Planning Board	\$1,502	\$1,388	\$675	\$2,900	\$2,750	\$2,750	

Board of Appeals	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510020 S & W - Part Time	\$0	\$0	\$38	\$250	\$0	\$0	
Appeals Board S&C	\$0	\$0	\$38	\$250	\$0	\$0	
520130 Professional Services	\$0	\$0	\$0	\$5,000	\$5,000	\$5,000	
540150 Print Postage Stationary	\$98	\$106	\$196	\$150	\$650	\$650	
540220 Office Supplies	\$35	\$0	\$0	\$100	\$250	\$250	
570020 Dues & Memberships	\$80	\$80	\$0	\$80	\$80	\$80	
570030 In State Travel	\$100	\$200	\$0	\$100	\$100	\$100	
Appeals Board OpEx	\$313	\$386	\$196	\$5,430	\$6,080	\$6,080	
Total - Board of Appeals	\$313	\$386	\$234	\$5,680	\$6,080	\$6,080	

Public Buildings		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010	S & W - Full Time	\$88,406	\$90,616	\$90,616	\$90,616	\$90,616	\$92,428	
510080	Sick Leave Plan II	\$1,694	\$1,736	\$0	\$0	\$0	\$0	
510100	Longevity	\$300	\$300	\$350	\$350	\$350	\$350	
Public Buildings PEA		\$90,400	\$92,652	\$90,966	\$90,966	\$90,966	\$92,778	
510010	S & W - Full Time	\$37,234	\$39,201	\$38,942	\$38,817	\$38,837	\$39,600	
510020	S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090	Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100	Longevity	\$150	\$150	\$150	\$213	\$213	\$213	
Public Buildings S&C		\$37,384	\$39,351	\$39,092	\$39,030	\$39,049	\$39,813	
510010	S & W - Full Time	\$1,000,392	\$928,718	\$911,444	\$917,572	\$1,058,334	\$920,390	
510020	S & W - Part Time	\$34,347	\$18,856	\$12,021	\$0	\$0	\$0	
510030	S & W - Temporary	\$0	\$1,943	\$5,449	\$0	\$12,851	\$0	
510080	Sick Leave Plan II	\$3,627	\$5,405	\$3,394	\$0	\$0	\$0	
510090	Overtime	\$30,750	\$46,206	\$36,327	\$50,000	\$50,000	\$50,000	
510100	Longevity	\$4,825	\$5,000	\$4,900	\$5,050	\$5,250	\$5,250	
510110	Work Incentive Program	\$150	\$100	\$150	\$0	\$0	\$0	
Public Buildings Other		\$1,074,090	\$1,006,228	\$973,685	\$972,622	\$1,126,435	\$975,640	
510020	S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
520010	Utility - Electricity	\$622,539	\$683,127	\$664,463	\$732,000	\$760,950	\$714,950	
520020	Utility - Natural Gas	\$454,753	\$362,822	\$258,184	\$300,221	\$272,000	\$272,000	
520030	Utility - Heating Oil	\$39,426	\$91,900	\$27,871	\$55,000	\$72,500	\$72,500	
520040	Utility - Telephone	\$6,102	\$6,619	\$6,384	\$6,000	\$6,000	\$6,000	
520060	Utility - Water	\$31,092	\$24,797	\$24,434	\$28,000	\$29,000	\$27,000	
520070	Utility - Sewer	\$16,676	\$15,013	\$15,477	\$15,000	\$17,000	\$15,000	
520080	R & M - Equipment	\$7,943	\$4,870	\$5,045	\$7,500	\$7,500	\$7,500	
520090	R & M - Building	\$108,304	\$125,597	\$111,899	\$130,859	\$139,000	\$125,000	
520100	Advertising & Binding	\$445	\$888	\$494	\$600	\$600	\$600	
520110	Hospital & Medical	\$75	\$235	\$0	\$250	\$250	\$250	
520120	Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130	Professional Services	\$636,712	\$666,504	\$683,688	\$679,755	\$732,000	\$680,000	
520140	Rental of Equipment	\$2,377	\$0	\$732	\$2,732	\$2,732	\$2,732	
520220	Services-Not Classified	\$4,890	\$4,380	\$4,630	\$5,500	\$5,500	\$5,000	

Public Buildings		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
520530	Parker Rd -Beal West Rental	\$31,740	\$31,740	\$31,740	\$32,000	\$32,000	\$32,000	
540010	Automotive	\$5,510	\$3,438	\$1,907	\$6,000	\$6,000	\$6,000	
540030	Building	\$92,221	\$77,685	\$82,482	\$81,627	\$80,000	\$80,000	
540070	Asphalt & Bit Materials	\$0	\$0	\$0	\$0	\$0	\$0	
540100	Seed, Loam & Fertilizer	\$233	\$170	\$0	\$0	\$0	\$0	
540110	Public Safety	\$0	\$59	\$0	\$0	\$0	\$0	
540120	Clothing & Uniforms	\$8,127	\$6,090	\$5,418	\$8,400	\$9,300	\$8,400	
540150	Print Postage Stationary	\$176	\$2,629	\$336	\$400	\$400	\$400	
540190	Custodial Supplies	\$12,409	\$10,066	\$6,110	\$12,000	\$10,000	\$10,000	
540200	Educational Supplies	\$0	\$0	\$0	\$0	\$0	\$0	
540220	Office Supplies	\$185	\$242	\$195	\$400	\$300	\$300	
540230	Supplies - Not Classified	\$0	\$0	\$11	\$200	\$200	\$200	
540240	Small Tools & Misc Equip	\$6,278	\$5,048	\$4,469	\$4,435	\$3,500	\$3,500	
570010	Car Allowance/Mileage	\$0	\$0	\$0	\$0	\$0	\$0	
570020	Dues & Memberships	\$585	\$210	\$210	\$210	\$210	\$210	
570030	In State Travel	\$2,238	\$582	\$602	\$1,000	\$1,000	\$1,000	
570040	Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080	Inspection Fees	\$87	\$145	\$58	\$333	\$333	\$333	
570180	Other - Not Classified	\$340	\$85	\$389	\$200	\$200	\$200	
Public Buildings OpEx		\$2,091,462	\$2,124,940	\$1,937,229	\$2,110,622	\$2,188,475	\$2,071,075	
580030	Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	
580040	Trucks & Tractors	\$16,000	\$0	\$0	\$0	\$0	\$0	
580060	Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580070	Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	
Public Buildings Equip		\$16,000	\$0	\$0	\$0	\$0	\$0	
571160	Municipal Off Site Storage	\$0	\$0	\$0	\$0	\$0	\$0	
572020	Police Modular Add Study	\$0	\$0	\$0	\$0	\$0	\$0	
585120	Major Building Repairs	\$112,934	\$32,425	\$37,447	\$313,876	\$99,600	\$99,600	
Public Buildings SepAp		\$112,934	\$32,425	\$37,447	\$313,876	\$99,600	\$99,600	
Total - Public Buildings		\$3,422,270	\$3,295,595	\$3,078,420	\$3,527,115	\$3,544,526	\$3,278,907	

Police	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$148,189	\$95,488	\$99,723	\$99,723	\$99,723	\$101,717	
510040 Holiday	\$1,365	\$1,828	\$2,292	\$2,292	\$2,292	\$2,292	
510080 Sick Leave Plan II	\$1,707	\$1,828	\$1,910	\$0	\$0	\$0	
510100 Longevity	\$300	\$300	\$300	\$300	\$300	\$300	
Police PEA	\$151,561	\$99,444	\$104,226	\$102,315	\$102,315	\$104,309	
510010 S & W - Full Time	\$246,824	\$227,118	\$227,396	\$194,268	\$231,024	\$198,177	
510030 S & W - Temporary	\$0	\$0	\$0	\$500	\$0	\$0	
510080 Sick Leave Plan II	\$1,952	\$2,595	\$2,314	\$0	\$0	\$0	
510090 Overtime	\$2,685	\$2,153	\$1,130	\$2,000	\$0	\$0	
510100 Longevity	\$975	\$900	\$900	\$1,075	\$1,075	\$1,075	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Police S&C	\$252,436	\$232,767	\$231,740	\$197,843	\$232,099	\$199,252	
510010 S & W - Full Time	\$2,564,884	\$2,666,789	\$2,516,222	\$2,667,743	\$2,861,384	\$2,660,122	
510020 S & W - Part Time	\$44,631	\$49,233	\$0	\$0	\$0	\$0	
510040 Holiday	\$104,685	\$108,262	\$105,886	\$99,725	\$107,385	\$107,385	
510050 Vacation	\$56,844	\$54,000	\$68,513	\$61,500	\$70,000	\$70,000	
510060 Sick Leave	\$29,304	\$42,506	\$41,738	\$50,000	\$50,000	\$50,000	
510080 Sick Leave Plan II	\$1,879	\$1,813	\$3,622	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$1,750	\$6,325	\$6,100	\$6,525	\$6,575	\$6,575	
510110 Work Incentive Program	\$5,450	\$5,400	\$3,900	\$0	\$0	\$0	
510160 Extra Duty	\$205,903	\$163,726	\$165,497	\$203,000	\$198,000	\$198,000	
510180 Master Patrolmen Incentive	\$12,400	\$10,200	\$13,600	\$13,600	\$13,600	\$13,600	
510190 Education Incentive	\$319,387	\$357,139	\$244,779	\$265,082	\$373,408	\$205,374	
510200 Night Shift Differential	\$28,065	\$36,295	\$33,182	\$30,000	\$34,000	\$34,000	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Police Other	\$3,375,181	\$3,501,687	\$3,203,039	\$3,397,176	\$3,714,352	\$3,345,057	
520040 Utility - Telephone	\$33,193	\$25,733	\$24,363	\$30,000	\$30,000	\$30,000	
520080 R & M - Equipment	\$40,506	\$40,647	\$38,199	\$40,133	\$45,000	\$45,000	
520100 Advertising & Binding	\$94	\$58	\$0	\$500	\$500	\$500	
520110 Hospital & Medical	\$1,334	\$678	\$0	\$1,500	\$1,500	\$1,500	
520120 Data Processing	\$2,832	\$2,061	\$1,268	\$4,000	\$3,000	\$3,000	
520130 Professional Services	\$261	\$386	\$0	\$2,000	\$2,000	\$2,000	

Police	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
520140 Rental of Equipment	\$283	\$0	\$0	\$500	\$500	\$500	
520170 Dog Disposal	\$0	\$0	\$0	\$250	\$250	\$250	
520200 Board of Dogs	\$1,344	\$600	\$840	\$2,500	\$2,500	\$1,500	
520220 Services-Not Classified	\$3,826	\$2,536	\$0	\$2,500	\$2,500	\$2,500	
540010 Automotive	\$43,259	\$36,197	\$48,671	\$42,585	\$50,000	\$50,000	
540110 Public Safety	\$64,903	\$28,454	\$37,088	\$54,961	\$40,000	\$40,000	
540120 Clothing & Uniforms	\$50,919	\$57,219	\$52,322	\$66,125	\$68,125	\$65,750	
540140 Books Periodicals Subs	\$577	\$408	\$492	\$3,000	\$3,000	\$1,500	
540150 Print Postage Stationary	\$2,775	\$3,111	\$3,170	\$5,000	\$5,000	\$4,000	
540170 Medical & Dental	\$7,245	\$1,269	\$456	\$2,500	\$2,500	\$2,500	
540190 Custodial Supplies	\$6,034	\$5,141	\$5,331	\$4,000	\$5,000	\$5,000	
540200 Educational Supplies	\$200	\$0	\$0	\$1,500	\$1,500	\$500	
540220 Office Supplies	\$14,433	\$11,805	\$11,851	\$12,021	\$12,000	\$12,000	
540230 Supplies - Not Classified	\$872	\$974	\$717	\$1,000	\$1,000	\$1,000	
540240 Small Tools & Misc Equip	\$265	\$300	\$79	\$300	\$300	\$300	
570010 Car Allowance/Mileage	\$509	\$60	\$101	\$500	\$500	\$500	
570020 Dues & Memberships	\$2,160	\$2,165	\$2,615	\$2,300	\$2,300	\$2,300	
570030 In State Travel	\$1,551	\$421	\$784	\$2,500	\$2,500	\$2,500	
570090 Damage Claims Reimbs	\$1,137	\$0	\$0	\$2,000	\$2,000	\$1,000	
570180 Other - Not Classified	\$3,580	\$3,945	\$3,207	\$3,500	\$3,500	\$3,500	
570760 Training	\$7,948	\$5,470	\$5,557	\$9,300	\$9,300	\$9,300	
Police OpEx	\$292,037	\$229,639	\$237,110	\$296,975	\$296,275	\$288,400	
580010 Office Equipment	\$3,300	\$0	\$660	\$1,000	\$1,000	\$1,000	
580020 Computer Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580060 Radio Equipment	\$19,371	\$3,694	\$6,622	\$3,500	\$6,000	\$6,000	
580070 Electrical & Mechanical	\$134	\$1,518	\$7,225	\$9,905	\$7,500	\$7,500	
581030 New Officer Equipment	\$5,004	\$3,561	\$323	\$0	\$9,000	\$6,000	
Police Equip	\$27,809	\$8,773	\$14,830	\$14,405	\$23,500	\$20,500	
Total - Police	\$4,099,024	\$4,072,310	\$3,790,944	\$4,008,714	\$4,368,541	\$3,957,518	

Fire	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$105,823	\$90,761	\$92,330	\$97,913	\$93,870	\$95,747	
510040 Holiday	\$746	\$1,050	\$2,192	\$1,500	\$0	\$1,500	
510080 Sick Leave Plan II	\$0	\$1,749	\$1,828	\$0	\$0	\$0	
510100 Longevity	\$350	\$400	\$400	\$400	\$250	\$250	
Fire PEA	\$106,919	\$93,960	\$96,750	\$99,813	\$94,120	\$97,497	
510010 S & W - Full Time	\$38,357	\$17,830	\$18,557	\$18,206	\$19,389	\$19,771	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$350	\$0	\$0	\$0	\$0	\$0	
Fire S&C	\$38,707	\$17,830	\$18,557	\$18,206	\$19,389	\$19,771	
510010 S & W - Full Time	\$1,793,538	\$1,938,508	\$1,953,986	\$1,933,612	\$1,983,978	\$1,775,499	
510040 Holiday	\$82,781	\$92,825	\$90,448	\$94,500	\$104,001	\$93,172	
510050 Vacation	\$146,451	\$113,123	\$91,663	\$125,000	\$125,000	\$125,000	
510060 Sick Leave	\$97,494	\$63,694	\$75,991	\$64,888	\$65,000	\$65,000	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$14,498	\$0	\$0	\$0	\$0	
510100 Longevity	\$6,725	\$6,050	\$6,875	\$7,100	\$7,050	\$7,050	
510110 Work Incentive Program	\$5,772	\$9,247	\$10,398	\$8,306	\$10,000	\$10,000	
510160 Extra Duty	\$121,646	\$81,872	\$120,659	\$92,106	\$100,000	\$100,000	
510170 Call Men	\$10,428	\$7,302	\$9,969	\$13,000	\$13,000	\$13,000	
510190 Education Incentive	\$29,341	\$38,083	\$42,480	\$39,190	\$39,992	\$39,992	
510200 Night Shift Differential	\$0	\$4,893	\$8,223	\$9,582	\$11,268	\$10,016	
510210 Medical Training	\$0	\$12,206	\$11,160	\$13,390	\$13,760	\$12,280	
510220 Compensatory Time	\$48,045	\$34,349	\$43,607	\$60,000	\$60,000	\$60,000	
510600 Other Salaries	\$0	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
510940 Training Stipend	\$43,550	\$40,625	\$1,500	\$45,500	\$46,800	\$41,600	
Fire Other	\$2,385,770	\$2,457,275	\$2,466,959	\$2,506,174	\$2,579,849	\$2,352,609	
520040 Utility - Telephone	\$14,787	\$9,286	\$12,728	\$8,570	\$11,500	\$10,000	
520080 R & M - Equipment	\$1,104	\$32,514	\$40,261	\$33,000	\$37,900	\$35,000	
520100 Advertising & Binding	\$923	\$92	\$33	\$500	\$500	\$100	
520110 Hospital & Medical	\$1,480	\$2,028	\$0	\$2,500	\$2,500	\$2,500	
520120 Data Processing	\$0	\$2,714	\$802	\$3,000	\$3,800	\$3,000	
520125 Insurance Deductable	\$1,112	\$316	\$0	\$1,000	\$1,000	\$250	

Fire	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
520130 Professional Services	\$19,887	\$7,275	\$6,999	\$7,500	\$7,500	\$7,500	
520220 Services-Not Classified	\$1,591	\$6,566	\$4,216	\$6,000	\$6,000	\$6,000	
540010 Automotive	\$25,738	\$24,352	\$35,044	\$30,000	\$34,300	\$32,500	
540030 Building	\$2,033	\$1,533	\$346	\$1,250	\$1,350	\$1,250	
540060 Salt & Chemicals	\$0	\$294	\$0	\$500	\$600	\$500	
540110 Public Safety	\$2,987	\$6,199	\$8,550	\$6,200	\$6,850	\$6,200	
540120 Clothing & Uniforms	\$28,139	\$35,911	\$29,599	\$27,646	\$30,500	\$30,500	
540140 Books Periodicals Subs	\$359	\$973	\$1,526	\$1,800	\$2,000	\$1,800	
540150 Print Postage Stationary	\$852	\$360	\$73	\$1,500	\$1,500	\$1,000	
540170 Medical & Dental	\$2,324	\$2,502	\$267	\$2,500	\$3,500	\$2,500	
540180 Textbooks	\$0	\$42	\$0	\$250	\$500	\$250	
540190 Custodial Supplies	\$7,266	\$4,846	\$3,632	\$6,000	\$6,250	\$6,000	
540220 Office Supplies	\$4,959	\$2,218	\$3,766	\$2,500	\$2,750	\$2,750	
540230 Supplies - Not Classified	\$8,945	\$621	\$678	\$500	\$500	\$500	
540240 Small Tools & Misc Equip	\$10,441	\$7,016	\$12,538	\$8,500	\$10,000	\$10,000	
570010 Car Allowance/Mileage	\$2,880	\$4,414	\$2,940	\$3,600	\$3,600	\$3,600	
570020 Dues & Memberships	\$2,850	\$2,099	\$1,733	\$2,500	\$2,750	\$2,500	
570030 In State Travel	\$856	\$924	\$0	\$1,700	\$1,700	\$1,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$290	\$0	\$0	\$0	\$0	\$0	
570180 Other - Not Classified	\$1,439	\$225	\$416	\$300	\$300	\$300	
Fire OpEx	\$143,244	\$155,319	\$166,147	\$159,316	\$179,650	\$167,500	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$0	\$0	
580060 Radio Equipment	\$2,808	\$6,170	\$0	\$0	\$0	\$0	
580120 Equip - Not Classified	\$0	\$6,900	\$12,000	\$12,000	\$23,000	\$15,000	
Fire Equip	\$2,808	\$13,070	\$12,000	\$12,000	\$23,000	\$15,000	
Total - Fire	\$2,677,448	\$2,737,454	\$2,760,412	\$2,795,509	\$2,896,008	\$2,652,377	

Building Inspector		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010	S & W - Full Time	\$80,368	\$82,377	\$82,461	\$83,434	\$72,186	\$75,286	
510080	Sick Leave Plan II	\$1,540	\$1,578	\$1,736	\$0	\$0	\$0	
510100	Longevity	\$450	\$450	\$0	\$200	\$250	\$250	
Building Inspector PEA		\$82,357	\$84,405	\$84,197	\$83,634	\$72,436	\$75,536	
510010	S & W - Full Time	\$37,622	\$38,036	\$38,446	\$43,444	\$38,827	\$39,600	
510030	S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090	Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100	Longevity	\$125	\$125	\$125	\$200	\$163	\$163	
Building Inspector S&C		\$37,747	\$38,161	\$38,571	\$43,644	\$38,990	\$39,763	
510010	S & W - Full Time	\$0	\$0	\$0	\$0	\$35,939	\$36,652	
510020	S & W - Part Time	\$39,264	\$40,608	\$41,035	\$21,522	\$0	\$0	
510030	S & W - Temporary	\$0	\$0	\$250	\$0	\$0	\$0	
510080	Sick Leave Plan II	\$455	\$0	\$0	\$0	\$0	\$0	
510100	Longevity	\$100	\$200	\$200	\$0	\$0	\$0	
Building Inspector Other		\$39,818	\$40,808	\$41,484	\$21,522	\$35,939	\$36,652	
520040	Utility - Telephone	\$538	\$538	\$787	\$750	\$1,545	\$1,545	
520130	Professional Services	\$0	\$3,923	\$670	\$0	\$0	\$0	
520220	Services-Not Classified	\$0	\$0	\$1,000	\$0	\$0	\$0	
540140	Books Periodicals Subs	\$0	\$193	\$71	\$250	\$500	\$500	
540150	Print Postage Stationary	\$475	\$724	\$1,247	\$650	\$650	\$650	
540220	Office Supplies	\$203	\$261	\$211	\$250	\$300	\$300	
570010	Car Allowance/Mileage	\$4,680	\$6,000	\$6,000	\$4,800	\$6,480	\$6,480	
570020	Dues & Memberships	\$455	\$380	\$525	\$450	\$450	\$450	
570030	In State Travel	\$465	\$391	\$170	\$300	\$300	\$300	
570080	Inspection Fees	\$59,994	\$50,672	\$67,964	\$60,000	\$70,000	\$70,000	
Building Inspector OpEx		\$66,810	\$63,082	\$78,645	\$67,450	\$80,225	\$80,225	
580010	Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Building Inspector Equip		\$0	\$0	\$0	\$0	\$0	\$0	
Total - Building Inspector		\$226,733	\$226,456	\$242,896	\$216,250	\$227,590	\$232,176	

Weights & Measures	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510140 Stipends	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
Sealer PEA	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400	\$2,400
570030 In State Travel	\$117	\$50	\$75	\$300	\$300	\$300	\$300
570180 Other - Not Classified	\$300	\$130	\$363	\$300	\$500	\$500	\$500
Sealer OpEx	\$417	\$180	\$438	\$600	\$800	\$800	\$800
Total - Weights & Measures	\$2,817	\$2,580	\$2,838	\$3,000	\$3,200	\$3,200	\$3,200

Emergency Mgmt Agency	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510020 S & W - Part Time	\$1,680	\$1,764	\$1,764	\$1,764	\$1,764	\$1,764	\$1,764
Emergency Mgmt Agency PEA	\$1,680	\$1,764	\$1,764	\$1,764	\$1,764	\$1,764	\$1,764
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$124	\$426	\$463	\$480	\$480	\$480	\$480
570980 Emergency Mgmt Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Mgmt Agency OpEx	\$124	\$426	\$463	\$480	\$480	\$480	\$480
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Mgmt Agency Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total - Emergency Mgmt Agency	\$1,804	\$2,190	\$2,227	\$2,244	\$2,244	\$2,244	\$2,244

Forestry	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510140 Stipends	\$500	\$0	\$495	\$500	\$500	\$500	\$500
Forestry Other	\$500	\$0	\$495	\$500	\$500	\$500	\$500
520080 R & M - Equipment	\$94	\$0	\$0	\$100	\$100	\$100	\$100
520100 Advertising & Binding	\$0	\$0	\$131	\$50	\$50	\$50	\$50
520150 R & M - Public Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520160 Removal Tree Trim, Rubbish	\$56,435	\$49,193	\$77,284	\$76,116	\$75,000	\$75,000	\$75,000
540010 Automotive	\$0	\$0	\$0	\$300	\$300	\$300	\$300
540100 Seed, Loam & Fertilizer	\$137	\$0	\$98	\$500	\$500	\$500	\$500
540140 Books Periodicals Subs	\$0	\$0	\$0	\$50	\$50	\$50	\$50
540240 Small Tools & Misc Equip	\$0	\$0	\$0	\$750	\$750	\$750	\$750
570020 Dues & Memberships	\$175	\$190	\$190	\$50	\$100	\$100	\$100
570030 In State Travel	\$0	\$108	\$13	\$140	\$250	\$250	\$250
570180 Other - Not Classified	\$0	\$50	\$50	\$75	\$100	\$100	\$100
Forestry OpEx	\$56,841	\$49,541	\$77,766	\$78,131	\$77,200	\$77,200	\$77,200
Total - Forestry	\$57,341	\$49,541	\$78,262	\$78,631	\$77,700	\$77,700	\$77,700

Retirement	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510350 Pensions & Annuities - Contrib	\$2,552,769	\$2,629,497	\$2,629,497	\$2,690,637	\$3,201,907	\$3,201,907	
Retirement SepAp	\$2,552,769	\$2,629,497	\$2,629,497	\$2,690,637	\$3,201,907	\$3,201,907	
Total - Retirement	\$2,552,769	\$2,629,497	\$2,629,497	\$2,690,637	\$3,201,907	\$3,201,907	

Engineer	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$97,290	\$99,723	\$99,723	\$99,723	\$99,723	\$101,717	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$125	\$200	\$200	\$200	\$200	\$200	
Engineer PEA	\$97,415	\$99,923	\$99,923	\$99,923	\$99,923	\$101,917	
510010 S & W - Full Time	\$39,898	\$40,895	\$40,927	\$40,896	\$40,912	\$41,714	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$200	\$200	\$250	\$250	\$250	\$250	
Engineer S&C	\$40,098	\$41,095	\$41,177	\$41,146	\$41,162	\$41,964	
510010 S & W - Full Time	\$319,828	\$268,577	\$268,650	\$268,768	\$268,767	\$274,113	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$3,496	\$3,340	\$3,340	\$0	\$0	\$0	
510090 Overtime	\$1,558	\$3,648	\$478	\$500	\$0	\$0	
510100 Longevity	\$1,300	\$1,475	\$1,300	\$1,300	\$1,100	\$1,100	
Engineer Other	\$326,183	\$277,041	\$273,768	\$270,568	\$269,867	\$275,213	
520010 Utility - Electricity	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$1,504	\$2,167	\$2,160	\$2,200	\$2,200	\$2,200	
520080 R & M - Equipment	\$524	\$1,330	\$108	\$3,697	\$4,200	\$4,000	
520100 Advertising & Binding	\$63	\$26	\$0	\$1,000	\$500	\$500	
520110 Hospital & Medical	\$0	\$0	\$0	\$0	\$0	\$0	
520220 Services-Not Classified	\$0	\$500	\$591	\$300	\$150	\$150	
540010 Automotive	\$1,989	\$2,601	\$1,387	\$3,500	\$3,500	\$3,500	
540030 Building	\$0	\$0	\$0	\$0	\$0	\$0	
540120 Clothing & Uniforms	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$197	\$364	\$0	\$250	\$250	\$250	
540150 Print Postage Stationary	\$1,069	\$575	\$1,088	\$750	\$750	\$750	
540170 Medical & Dental	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$1,310	\$831	\$1,091	\$1,557	\$1,200	\$1,200	
540230 Supplies - Not Classified	\$2,391	\$98	\$396	\$2,067	\$1,900	\$1,000	
540240 Small Tools & Misc Equip	\$0	\$0	\$0	\$50	\$50	\$50	
570010 Car Allowance/Mileage	\$2,880	\$3,600	\$3,645	\$3,380	\$3,700	\$3,700	
570020 Dues & Memberships	\$491	\$513	\$267	\$800	\$500	\$500	
570030 In State Travel	\$1,315	\$1,230	\$1,385	\$1,500	\$1,500	\$1,500	

Engineer	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$58	\$87	\$58	\$58	\$87	\$87	\$87
Engineer OpEx	\$13,790	\$13,923	\$12,177	\$21,109	\$20,487	\$19,387	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580070 Electrical & Mechanical	\$774	\$0	\$0	\$0	\$0	\$0	\$0
Engineer Equip	\$774	\$0	\$0	\$0	\$0	\$0	\$0
570750 Storm Water Management Study	\$5,052	\$0	\$50	\$16,734	\$25,000	\$0	\$0
Engineering SepAp	\$5,052	\$0	\$50	\$16,734	\$25,000	\$0	\$0
510000 Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineer Local\$	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total - Engineer	\$483,312	\$431,982	\$427,094	\$449,479	\$456,439	\$438,481	

Highway	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$80,121	\$82,377	\$82,377	\$82,377	\$82,377	\$84,025	
510080 Sick Leave Plan II	\$1,540	\$1,578	\$1,578	\$0	\$0	\$0	
510100 Longevity	\$450	\$450	\$450	\$450	\$450	\$450	
Highway PEA	\$82,111	\$84,405	\$84,405	\$82,827	\$82,827	\$84,475	
510010 S & W - Full Time	\$37,312	\$39,180	\$39,013	\$38,817	\$38,837	\$39,600	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$853	\$1,135	\$1,409	\$0	\$0	\$0	
510090 Overtime	\$98	\$13	\$122	\$400	\$400	\$400	
510100 Longevity	\$150	\$150	\$150	\$213	\$213	\$213	
Highway S&C	\$38,412	\$40,479	\$40,694	\$39,430	\$39,449	\$40,213	
510010 S & W - Full Time	\$484,031	\$430,312	\$425,779	\$431,780	\$633,225	\$429,979	
510030 S & W - Temporary	\$19,531	\$17,729	\$33,030	\$21,484	\$41,490	\$30,446	
510080 Sick Leave Plan II	\$2,679	\$1,183	\$873	\$0	\$0	\$0	
510090 Overtime	\$178,791	\$143,157	\$122,627	\$128,593	\$128,593	\$130,000	
510100 Longevity	\$3,125	\$2,000	\$1,875	\$1,875	\$1,875	\$1,875	
510110 Work Incentive Program	\$250	\$200	\$200	\$100	\$100	\$100	
510160 Extra Duty	\$0	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Highway Other	\$688,406	\$594,582	\$584,384	\$583,832	\$805,283	\$592,399	
520010 Utility - Electricity	\$16,798	\$18,505	\$18,158	\$18,500	\$18,500	\$18,500	
520020 Utility - Natural Gas	\$16,555	\$14,774	\$10,102	\$15,000	\$15,000	\$12,000	
520040 Utility - Telephone	\$7,586	\$6,802	\$7,422	\$7,000	\$7,000	\$7,000	
520060 Utility - Water	\$243	\$246	\$238	\$350	\$350	\$350	
520070 Utility - Sewer	\$178	\$174	\$154	\$240	\$240	\$240	
520080 R & M - Equipment	\$37,358	\$50,120	\$37,074	\$47,500	\$45,000	\$45,000	
520090 R & M - Building	\$39,970	\$29,353	\$19,036	\$20,000	\$15,000	\$15,000	
520100 Advertising & Binding	\$1,003	\$908	\$900	\$2,000	\$2,000	\$1,000	
520110 Hospital & Medical	\$0	\$0	\$0	\$500	\$500	\$500	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$1,714	\$10,678	\$22,342	\$10,000	\$15,000	\$15,000	
520140 Rental of Equipment	\$205,828	\$202,463	\$173,576	\$200,000	\$286,800	\$300,000	
520180 Asphalt&Bit Contractors	\$55,163	\$21,178	\$54,847	\$60,612	\$80,000	\$80,000	
520220 Services-Not Classified	\$76	\$0	\$0	\$0	\$0	\$0	

Highway	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
540010 Automotive	\$124,938	\$143,208	\$130,913	\$142,852	\$140,000	\$140,000	
540030 Building	\$11,306	\$1,054	\$7,178	\$10,500	\$10,000	\$10,000	
540050 Sand, Stone & Gravel	\$21,645	\$23,638	\$33,249	\$30,000	\$35,000	\$35,000	
540060 Salt & Chemicals	\$324,362	\$374,959	\$366,584	\$302,264	\$350,000	\$350,000	
540070 Asphalt & Bit Materials	\$10,942	\$14,067	\$16,442	\$30,000	\$30,000	\$30,000	
540080 Pipe Fittings	\$8,343	\$79	\$2,500	\$4,500	\$4,500	\$4,500	
540100 Seed, Loam & Fertilizer	\$257	\$78	\$79	\$500	\$500	\$500	
540110 Public Safety	\$17,737	\$16,563	\$15,618	\$18,000	\$18,000	\$18,000	
540120 Clothing & Uniforms	\$7,051	\$6,058	\$4,859	\$5,000	\$9,484	\$7,058	
540140 Books Periodicals Subs	\$117	\$0	\$0	\$200	\$200	\$200	
540150 Print Postage Stationary	\$59	\$0	\$0	\$200	\$200	\$200	
540170 Medical & Dental	\$318	\$585	\$1,330	\$250	\$1,500	\$1,500	
540190 Custodial Supplies	\$516	\$1,385	\$190	\$2,500	\$2,500	\$1,500	
540220 Office Supplies	\$325	\$516	\$280	\$500	\$500	\$500	
540230 Supplies - Not Classified	\$0	\$0	\$0	\$500	\$500	\$100	
540240 Small Tools & Misc Equip	\$10,764	\$2,710	\$7,687	\$7,500	\$7,500	\$7,500	
570020 Dues & Memberships	\$471	\$553	\$588	\$850	\$850	\$850	
570030 In State Travel	\$1,078	\$700	\$1,235	\$1,000	\$1,000	\$1,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$754	\$2,087	\$2,656	\$3,200	\$3,200	\$3,200	
570090 Damage Claims Reimbs	\$3,387	\$2,384	\$2,651	\$2,500	\$2,500	\$2,500	
570180 Other - Not Classified	\$3,642	\$2,958	\$2,362	\$3,000	\$3,000	\$3,000	
Highway OpEx	\$930,482	\$948,781	\$940,249	\$947,518	\$1,106,324	\$1,111,698	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$0	\$0	
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$15,000	\$0	
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	
580320 Heavy Equipment	\$0	\$0	\$0	\$17,000	\$0	\$0	
Highway Equip	\$0	\$0	\$0	\$17,000	\$15,000	\$0	
570000 Other Charges & Expend	\$0	\$0	\$0	\$0	\$0	\$0	
MEMA Refund	\$0	\$0	\$0	\$0	\$0	\$0	
Total - Highway	\$1,739,410	\$1,668,247	\$1,649,731	\$1,670,606	\$2,048,883	\$1,828,785	

Highway

<u>ACTUAL</u> <u>2008</u>	<u>ACTUAL</u> <u>2009</u>	<u>ACTUAL</u> <u>2010</u>	<u>BUDGET</u> <u>2011</u>	<u>DEPARTMENT</u> <u>REQUEST</u> <u>2012</u>	<u>MANAGER</u> <u>RECOMMEND</u> <u>2012</u>	<u>FINANCE</u> <u>COMMITTEE</u> <u>2012</u>
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Street Lighting	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
520010 Utility - Electricity	\$153,053	\$148,313	\$160,678	\$164,598	\$166,895	\$166,895	
Street Lighting OpEx	\$153,053	\$148,313	\$160,678	\$164,598	\$166,895	\$166,895	
Total - Street Lighting	\$153,053	\$148,313	\$160,678	\$164,598	\$166,895	\$166,895	

Sewer		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010	S & W - Full Time	\$43,695	\$45,308	\$45,135	\$45,308	\$45,308	\$46,214	
510100	Longevity	\$250	\$0	\$0	\$0	\$0	\$150	
Sewer PEA		\$43,945	\$45,308	\$45,135	\$45,308	\$45,308	\$46,364	
510010	S & W - Full Time	\$18,692	\$19,382	\$18,817	\$19,379	\$19,141	\$19,520	
510100	Longevity	\$0	\$0	\$0	\$0	\$0	\$100	
Sewer S&C		\$18,692	\$19,382	\$18,817	\$19,379	\$19,141	\$19,620	
510010	S & W - Full Time	\$129,874	\$164,397	\$166,617	\$166,758	\$212,070	\$212,665	
510030	S & W - Temporary	\$3,368	\$4,578	\$4,498	\$4,820	\$5,000	\$4,916	
510090	Overtime	\$54,657	\$55,278	\$54,263	\$60,000	\$62,500	\$60,000	
510100	Longevity	\$800	\$800	\$850	\$900	\$950	\$1,100	
510110	Work Incentive Program	\$0	\$100	\$200	\$0	\$0	\$0	
510610	Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Sewer Other		\$188,699	\$225,153	\$226,428	\$232,478	\$280,520	\$278,681	
520010	Utility - Electricity	\$166,448	\$153,208	\$145,306	\$165,000	\$165,000	\$155,000	
520020	Utility - Natural Gas	\$3,097	\$2,269	\$1,804	\$4,000	\$4,000	\$2,000	
520030	Utility - Heating Oil	\$0	\$0	\$0	\$0	\$0	\$0	
520040	Utility - Telephone	\$0	\$6,109	\$6,252	\$2,500	\$3,000	\$3,000	
520060	Utility - Water	\$0	\$0	\$0	\$0	\$0	\$0	
520070	Utility - Sewer	\$0	\$0	\$0	\$0	\$0	\$0	
520080	R & M - Equipment	\$70,579	\$84,320	\$103,448	\$98,000	\$100,000	\$100,000	
520090	R & M - Building	\$0	\$1,959	\$362	\$3,000	\$3,000	\$2,000	
520120	Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130	Professional Services	\$0	\$65	\$10,600	\$250	\$250	\$250	
520140	Rental of Equipment	\$125	\$0	\$0	\$500	\$500	\$500	
520150	R & M - Public Property	\$0	\$0	\$342	\$1,000	\$1,000	\$1,000	
520220	Services-Not Classified	\$260	\$635	\$0	\$1,000	\$1,000	\$1,000	
540010	Automotive	\$7,497	\$7,258	\$7,453	\$11,092	\$10,000	\$10,000	
540020	Oil & Fuel	\$0	\$424	\$380	\$620	\$500	\$500	
540030	Building	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000	
540050	Sand, Stone & Gravel	\$0	\$0	\$298	\$500	\$500	\$500	
540060	Salt & Chemicals	\$21,230	\$12,562	\$18,585	\$103,937	\$122,500	\$25,000	
540070	Asphalt & Bit Materials	\$0	\$24	\$0	\$500	\$500	\$500	
540080	Pipe Fittings	\$9,689	\$10,818	\$13,274	\$16,345	\$15,000	\$15,000	

Sewer	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
540100 Seed, Loam & Fertilizer	\$0	\$100	\$0	\$250	\$500	\$500	
540110 Public Safety	\$0	\$0	\$0	\$500	\$500	\$500	
540120 Clothing & Uniforms	\$1,538	\$1,638	\$1,455	\$1,500	\$1,500	\$2,000	
540140 Books Periodicals Subs	\$0	\$0	\$204	\$1,000	\$500	\$500	
540150 Print Postage Stationary	\$0	\$0	\$0	\$5,250	\$500	\$500	
540170 Medical & Dental	\$0	\$0	\$0	\$250	\$250	\$250	
540190 Custodial Supplies	\$1,416	\$1,961	\$3,862	\$5,000	\$5,000	\$4,000	
540220 Office Supplies	\$9	\$0	\$0	\$500	\$500	\$500	
540230 Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540240 Small Tools & Misc Equip	\$3,766	\$6,252	\$5,292	\$7,819	\$7,500	\$7,500	
540260 Public Works	\$0	\$0	\$0	\$0	\$0	\$0	
540330 Pump Parts & Maintenance	\$12,322	\$17,412	\$26,500	\$18,500	\$18,500	\$18,500	
570020 Dues & Memberships	\$60	\$480	\$230	\$750	\$750	\$750	
570030 In State Travel	\$1,900	\$80	\$180	\$750	\$750	\$750	
570040 Insurance & Bonds	\$0	\$290	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$0	\$0	\$29	\$250	\$250	\$250	
570090 Damage Claims Reimbs	\$18,380	\$1,610	\$3,556	\$89,075	\$75,000	\$50,000	
570180 Other - Not Classified	\$722	\$1,570	\$409	\$2,000	\$2,000	\$2,000	
Sewer OpEx	\$319,038	\$311,045	\$349,820	\$542,638	\$541,750	\$405,750	
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	
580070 Electrical & Mechanical	\$0	\$20,985	\$4,251	\$122,194	\$350,000	\$0	
Sewer Equip	\$0	\$20,985	\$4,251	\$122,194	\$350,000	\$0	
569910 Upper Blackstone District	\$17,091	\$17,352	\$12,933	\$39,320	\$25,000	\$25,000	
569920 Westboro Treatment Plant	\$1,709,032	\$1,929,649	\$2,155,785	\$3,014,820	\$4,548,422	\$4,548,422	
569950 Grafton Sewer Department	\$0	\$0	\$19,559	\$0	\$0	\$0	
585010 General Sewer Construction	\$0	\$0	\$0	\$0	\$0	\$0	
Sewer SepAp	\$1,726,122	\$1,947,001	\$2,188,277	\$3,054,140	\$4,573,422	\$4,573,422	
Total - Sewer	\$2,296,496	\$2,568,874	\$2,832,728	\$4,016,137	\$5,810,140	\$5,323,836	

Water	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$44,711	\$45,308	\$45,481	\$45,308	\$45,308	\$46,214	
510080 Sick Leave Plan II	\$1,694	\$1,736	\$1,736	\$0	\$0	\$0	
510100 Longevity	\$0	\$250	\$300	\$300	\$300	\$150	
Water PEA	\$46,405	\$47,294	\$47,517	\$45,608	\$45,608	\$46,364	
510010 S & W - Full Time	\$59,024	\$60,277	\$60,233	\$60,277	\$60,052	\$61,234	
510020 S & W - Part Time	\$458	\$826	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$0	\$705	\$0	\$0	\$0	\$0	
510090 Overtime	\$815	\$0	\$0	\$1,000	\$1,500	\$1,500	
510100 Longevity	\$400	\$450	\$500	\$500	\$450	\$350	
Water S&C	\$60,697	\$62,258	\$60,733	\$61,777	\$62,002	\$63,084	
510010 S & W - Full Time	\$307,613	\$346,302	\$348,773	\$356,975	\$299,136	\$300,176	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510030 S & W - Temporary	\$4,905	\$4,418	\$4,498	\$4,819	\$5,000	\$4,916	
510080 Sick Leave Plan II	\$807	\$1,670	\$698	\$0	\$0	\$0	
510090 Overtime	\$69,964	\$61,207	\$65,262	\$72,500	\$75,000	\$72,500	
510100 Longevity	\$2,375	\$2,500	\$2,900	\$3,050	\$2,800	\$2,650	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Water Other	\$385,664	\$416,096	\$422,131	\$437,344	\$381,936	\$380,242	
520010 Utility - Electricity	\$123,537	\$138,964	\$150,687	\$145,000	\$150,000	\$150,000	
520020 Utility - Natural Gas	\$16,784	\$14,743	\$14,396	\$15,000	\$15,000	\$15,000	
520040 Utility - Telephone	\$17,671	\$10,986	\$10,226	\$12,000	\$12,000	\$12,000	
520080 R & M - Equipment	\$162,933	\$61,538	\$111,050	\$80,000	\$82,500	\$80,000	
520090 R & M - Building	\$421	\$2,625	\$9,115	\$17,673	\$100,000	\$10,000	
520100 Advertising & Binding	\$69	\$6,295	\$163	\$500	\$650	\$650	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$12,640	\$7,509	\$7,828	\$104,793	\$85,000	\$85,000	
520140 Rental of Equipment	\$702	\$1,908	\$2,074	\$2,400	\$2,000	\$2,000	
520150 R & M - Public Property	\$8,311	\$5,979	\$5,034	\$25,195	\$25,000	\$25,000	
520220 Services-Not Classified	\$195	\$781	\$4,121	\$1,000	\$1,500	\$1,500	
540010 Automotive	\$21,055	\$23,533	\$27,438	\$35,000	\$35,000	\$35,000	
540020 Oil & Fuel	\$0	\$0	\$565	\$500	\$500	\$500	
540030 Building	\$4,125	\$2,060	\$1,777	\$16,508	\$15,000	\$10,000	

Water	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
540050	Sand, Stone & Gravel	\$12,834	\$8,447	\$24,231	\$28,266	\$27,500	\$27,500
540070	Asphalt & Bit Materials	\$19,963	\$15,665	\$15,705	\$56,720	\$60,000	\$50,000
540080	Pipe Fittings	\$42,557	\$51,553	\$50,420	\$85,000	\$85,000	\$85,000
540090	Water Meter Parts	\$0	\$2,928	\$2,142	\$6,500	\$6,500	\$6,500
540100	Seed, Loam & Fertilizer	\$1,166	\$1,156	\$1,330	\$2,000	\$2,000	\$2,000
540110	Public Safety	\$0	\$0	\$0	\$500	\$500	\$500
540120	Clothing & Uniforms	\$5,924	\$6,901	\$5,853	\$6,000	\$6,000	\$6,000
540140	Books Periodicals Subs	\$346	\$231	\$76	\$500	\$500	\$500
540150	Print Postage Stationary	\$9,724	\$2,299	\$8,546	\$12,500	\$12,500	\$12,500
540170	Medical & Dental	\$159	\$257	\$597	\$1,000	\$1,000	\$1,000
540190	Custodial Supplies	\$1,104	\$1,392	\$3,497	\$6,513	\$4,500	\$4,000
540220	Office Supplies	\$377	\$1,510	\$1,363	\$2,500	\$2,500	\$2,500
540240	Small Tools & Misc Equip	\$10,609	\$14,761	\$14,332	\$15,433	\$16,000	\$15,000
540260	Public Works	\$0	\$0	\$0	\$0	\$0	\$0
540330	Pump Parts & Maintenance	\$0	\$2,512	\$939	\$6,973	\$6,000	\$5,000
570020	Dues & Memberships	\$589	\$1,884	\$2,056	\$2,500	\$2,500	\$2,500
570030	In State Travel	\$1,051	\$539	\$1,482	\$1,500	\$1,500	\$1,500
570040	Insurance & Bonds	\$285	\$0	\$0	\$0	\$0	\$0
570080	Inspection Fees	\$87	\$0	\$87	\$250	\$250	\$250
570090	Damage Claims Reimbs	\$4,156	\$3,433	\$-500	\$26,000	\$2,500	\$1,000
570180	Other - Not Classified	\$8,332	\$5,420	\$7,136	\$9,654	\$8,500	\$8,000
570560	DEP Water Assessment	\$11,824	\$10,430	\$11,932	\$12,068	\$12,000	\$12,000
Water OpEx	\$499,532	\$408,240	\$495,699	\$737,948	\$781,900	\$669,900	
580040	Trucks & Tractors	\$0	\$0	\$0	\$0	\$45,000	\$0
580070	Electrical & Mechanical	\$12,570	\$32,090	\$17,588	\$102,100	\$0	\$0
580090	New Water Meters	\$165,169	\$14,917	\$156,276	\$230,626	\$825,000	\$0
580120	Equip - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0
Water Equip	\$177,739	\$47,007	\$173,864	\$332,726	\$870,000	\$0	
510010	S & W - Full Time	\$104,544	\$106,526	\$107,851	\$108,500	\$107,950	\$107,950
510080	Sick Leave Plan II	\$698	\$1,172	\$1,195	\$0	\$0	\$0
510090	Overtime	\$21,915	\$19,264	\$17,560	\$25,000	\$25,000	\$25,000
520010	Utility - Electricity	\$0	\$0	\$40	\$0	\$0	\$0
520020	Utility - Natural Gas	\$5,904	\$1,093	\$229	\$6,000	\$6,000	\$1,000
520040	Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0

Water	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
520080 R & M - Equipment	\$888	\$5,056	\$2,055	\$2,500	\$0	\$0	
540060 Salt & Chemicals	\$421,122	\$475,048	\$448,825	\$494,823	\$517,750	\$497,750	
580240 Water Treatment Ops	\$216	\$47	\$0	\$0	\$0	\$0	
Water SepAp	\$555,287	\$608,205	\$577,755	\$636,823	\$656,700	\$631,700	
Total - Water	\$1,725,324	\$1,589,101	\$1,777,700	\$2,252,227	\$2,798,146	\$1,791,289	

Cemetery	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$15,088	\$15,737	\$15,781	\$15,781	\$15,781	\$16,097	
Cemetery PEA	\$15,088	\$15,737	\$15,781	\$15,781	\$15,781	\$16,097	
510010 S & W - Full Time	\$7,762	\$7,426	\$7,425	\$7,425	\$7,429	\$7,575	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
Cemetery S&C	\$7,762	\$7,426	\$7,425	\$7,425	\$7,429	\$7,575	
510010 S & W - Full Time	\$56,364	\$60,455	\$28,616	\$28,672	\$28,512	\$29,075	
510030 S & W - Temporary	\$9,353	\$11,918	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$759	\$437	\$655	\$0	\$0	\$0	
510090 Overtime	\$11,357	\$11,274	\$2,746	\$1,500	\$1,750	\$1,750	
510100 Longevity	\$400	\$400	\$0	\$125	\$125	\$125	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Cemetery Other	\$78,234	\$84,484	\$32,017	\$30,297	\$30,387	\$30,950	
520010 Utility - Electricity	\$330	\$378	\$302	\$0	\$0	\$0	
520020 Utility - Natural Gas	\$4,003	\$3,230	\$2,115	\$0	\$0	\$0	
520040 Utility - Telephone	\$253	\$308	\$325	\$0	\$0	\$0	
520060 Utility - Water	\$176	\$144	\$156	\$0	\$0	\$0	
520070 Utility - Sewer	\$73	\$103	\$59	\$0	\$0	\$0	
520080 R & M - Equipment	\$3,761	\$7,826	\$0	\$0	\$0	\$0	
520090 R & M - Building	\$402	\$4,737	\$2,302	\$0	\$0	\$0	
520100 Advertising & Binding	\$812	\$552	\$464	\$0	\$0	\$0	
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
520140 Rental of Equipment	\$1,455	\$0	\$0	\$0	\$0	\$0	
520150 R & M - Public Property	\$3,320	\$2,300	\$2,087	\$0	\$0	\$0	
520160 Removal Tree Trim, Rubbish	\$0	\$0	\$5,855	\$0	\$0	\$0	
520220 Services-Not Classified	\$152	\$65	\$450	\$0	\$0	\$0	
520810 Grounds Maintenance	\$9,300	\$16,067	\$49,251	\$49,000	\$49,000	\$49,000	
540010 Automotive	\$347	\$781	\$1,378	\$0	\$0	\$0	
540020 Oil & Fuel	\$0	\$0	\$0	\$0	\$0	\$0	
540030 Building	\$0	\$0	\$0	\$0	\$0	\$0	
540050 Sand, Stone & Gravel	\$0	\$0	\$0	\$0	\$0	\$0	
540070 Asphalt & Bit Materials	\$0	\$0	\$0	\$0	\$0	\$0	
540080 Pipe Fittings	\$0	\$0	\$0	\$0	\$0	\$0	

Cemetery	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
540100 Seed, Loam & Fertilizer	\$3,806	\$4,666	\$60	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$589	\$485	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540150 Print Postage Stationary	\$92	\$0	\$0	\$0	\$0	\$0	\$0
540190 Custodial Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$81	\$77	\$115	\$0	\$0	\$0	\$0
540230 Supplies - Not Classified	\$1,471	\$2,833	\$2,991	\$0	\$0	\$0	\$0
540240 Small Tools & Misc Equip	\$1,895	\$0	\$0	\$0	\$0	\$0	\$0
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$29	\$158	\$118	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$1,576	\$510	\$260	\$0	\$0	\$0	\$0
Cemetery OpEx	\$33,923	\$45,221	\$68,288	\$49,000	\$49,000	\$49,000	
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580120 Equip - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580250 Mowers	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cemetery Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total - Cemetery	\$135,006	\$152,868	\$123,511	\$102,503	\$102,596	\$103,622	

Health		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010	S & W - Full Time	\$80,368	\$69,048	\$8,447	\$0	\$0	\$0	
510020	S & W - Part Time	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	
510100	Longevity	\$250	\$250	\$0	\$0	\$0	\$0	
Health PEA		\$82,118	\$70,798	\$9,947	\$1,500	\$1,500	\$1,500	
510010	S & W - Full Time	\$37,546	\$37,896	\$38,609	\$38,820	\$38,817	\$39,600	
510080	Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090	Overtime	\$0	\$61	\$0	\$0	\$0	\$0	
510100	Longevity	\$125	\$125	\$125	\$200	\$163	\$163	
510110	Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Health S&C		\$37,671	\$38,082	\$38,734	\$39,020	\$38,980	\$39,763	
510010	S & W - Full Time	\$49,427	\$51,208	\$50,274	\$50,662	\$50,680	\$51,678	
510090	Overtime	\$0	\$475	\$0	\$0	\$0	\$0	
510100	Longevity	\$250	\$250	\$250	\$250	\$250	\$250	
Health Other		\$49,677	\$51,934	\$50,524	\$50,912	\$50,930	\$51,928	
520040	Utility - Telephone	\$987	\$1,043	\$1,083	\$1,000	\$1,000	\$1,000	
520050	Utility - Refuse Disposal	\$564,775	\$3,400	\$0	\$0	\$0	\$0	
520080	R & M - Equipment	\$0	\$154	\$0	\$200	\$100	\$100	
520100	Advertising & Binding	\$66	\$69	\$0	\$100	\$100	\$100	
520130	Professional Services	\$35,997	\$47,151	\$35,128	\$141,330	\$102,500	\$102,500	
520160	Removal Tree Trim, Rubbish	\$1,126,864	\$275	\$0	\$0	\$0	\$0	
540140	Books Periodicals Subs	\$34	\$34	\$34	\$50	\$0	\$0	
540150	Print Postage Stationary	\$1,399	\$7,787	\$4,020	\$4,500	\$5,000	\$5,000	
540170	Medical & Dental	\$254	\$297	\$747	\$400	\$400	\$400	
540220	Office Supplies	\$584	\$389	\$177	\$400	\$400	\$400	
540240	Small Tools & Misc Equip	\$1,651	\$728	\$591	\$1,000	\$500	\$500	
570010	Car Allowance/Mileage	\$5,400	\$5,625	\$3,600	\$3,600	\$3,600	\$3,600	
570020	Dues & Memberships	\$168	\$125	\$135	\$250	\$200	\$200	
570030	In State Travel	\$355	\$442	\$299	\$400	\$400	\$400	
Health OpEx		\$1,738,534	\$67,518	\$45,813	\$153,230	\$114,200	\$114,200	
580010	Office Equipment	\$0	\$579	\$235	\$0	\$0	\$0	
Health Equip		\$0	\$579	\$235	\$0	\$0	\$0	
520440	Landfill Maintenance	\$3,500	\$0	\$0	\$0	\$0	\$0	

Health	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
570490 Waste Collection Program	\$6,500	\$8,395	\$0	\$0	\$0	\$0	
Health SepAp	\$10,000	\$8,395	\$0	\$0	\$0	\$0	
Total - Health	\$1,918,000	\$237,304	\$145,252	\$244,662	\$205,609	\$207,391	

Council on Aging		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010	S & W - Full Time	\$66,891	\$74,563	\$74,563	\$74,563	\$74,563	\$76,054	
510080	Sick Leave Plan II	\$933	\$1,143	\$1,428	\$0	\$0	\$0	
510100	Longevity	\$200	\$200	\$200	\$200	\$250	\$250	
Council on Aging PEA		\$68,024	\$75,906	\$76,191	\$74,763	\$74,813	\$76,304	
510010	S & W - Full Time	\$66,183	\$71,914	\$73,551	\$55,448	\$71,107	\$57,257	
510020	S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510080	Sick Leave Plan II	\$687	\$633	\$633	\$0	\$0	\$0	
510100	Longevity	\$200	\$200	\$200	\$200	\$250	\$250	
Council on Aging S&C		\$67,070	\$72,748	\$74,385	\$55,648	\$71,357	\$57,507	
510020	S & W - Part Time	\$86,469	\$85,587	\$77,651	\$83,972	\$81,244	\$85,150	
Council on Aging Other		\$86,469	\$85,587	\$77,651	\$83,972	\$81,244	\$85,150	
520040	Utility - Telephone	\$3,079	\$2,979	\$2,393	\$3,180	\$3,180	\$3,180	
520080	R & M - Equipment	\$379	\$254	\$242	\$500	\$500	\$500	
520100	Advertising & Binding	\$0	\$0	\$213	\$50	\$50	\$50	
520110	Hospital & Medical	\$140	\$590	\$52	\$600	\$600	\$600	
520220	Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540010	Automotive	\$0	\$21	\$0	\$100	\$100	\$100	
540140	Books Periodicals Subs	\$2,412	\$1,248	\$2,003	\$1,750	\$2,275	\$2,275	
540150	Print Postage Stationary	\$236	\$488	\$244	\$100	\$100	\$100	
540220	Office Supplies	\$2,071	\$1,254	\$1,524	\$2,000	\$2,000	\$1,750	
570010	Car Allowance/Mileage	\$3,786	\$3,678	\$3,970	\$5,500	\$6,000	\$6,000	
570020	Dues & Memberships	\$647	\$701	\$651	\$725	\$760	\$760	
570030	In State Travel	\$1,257	\$1,609	\$540	\$500	\$500	\$500	
Council on Aging OpEx		\$14,007	\$12,822	\$11,831	\$15,005	\$16,065	\$15,815	
Total - Council on Aging		\$235,571	\$247,063	\$240,059	\$229,388	\$243,479	\$234,775	

Veterans Benefits	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$14,152	\$12,821	\$12,821	\$12,821	\$12,821	\$13,078	
Veterans Benefits PEA	\$14,152	\$12,821	\$12,821	\$12,821	\$12,821	\$13,078	
510010 S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$0	
Veterans Benefits S&C	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$154	\$154	\$163	\$300	\$300	\$300	
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520570 Regional Veterans Assessment	\$4,713	\$5,202	\$5,690	\$5,167	\$5,167	\$5,167	
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$0	\$0	\$14	\$200	\$200	\$200	
570010 Car Allowance/Mileage	\$460	\$460	\$460	\$460	\$460	\$460	
570020 Dues & Memberships	\$0	\$0	\$0	\$0	\$0	\$0	
570030 In State Travel	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$0	\$0	\$0	\$0	\$0	\$0	
570130 Veterans Benefits	\$39,859	\$48,399	\$90,312	\$80,000	\$80,000	\$80,000	
Veterans Benefits OpEx	\$45,186	\$54,214	\$96,638	\$86,127	\$86,127	\$86,127	
Total - Veterans Benefits	\$59,338	\$67,035	\$109,459	\$98,948	\$98,948	\$99,205	

Commission on Disabilities		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
520000	Purchase of Services	\$155	\$0	\$0	\$500	\$500	\$500	
540000	Supplies	\$0	\$0	\$0	\$0	\$0	\$0	
570000	Other Charges & Expend	\$0	\$0	\$0	\$0	\$0	\$0	
570010	Car Allowance/Mileage	\$0	\$0	\$0	\$0	\$0	\$0	
570030	In State Travel	\$0	\$0	\$0	\$0	\$0	\$0	
Disability OpEx		\$155	\$0	\$0	\$500	\$500	\$500	
Total - Commission on Disabilities		\$155	\$0	\$0	\$500	\$500	\$500	

Library	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010 S & W - Full Time	\$87,852	\$90,616	\$90,616	\$90,616	\$90,616	\$92,428	
510100 Longevity	\$0	\$0	\$0	\$125	\$125	\$125	
Library PEA	\$87,852	\$90,616	\$90,616	\$90,741	\$90,741	\$92,553	
510010 S & W - Full Time	\$583,259	\$603,025	\$446,788	\$484,599	\$488,442	\$498,200	
510020 S & W - Part Time	\$92,733	\$94,258	\$176,762	\$159,165	\$186,240	\$189,861	
510030 S & W - Temporary	\$0	\$21	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$3,009	\$1,262	\$2,154	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$1,963	\$2,200	\$2,525	\$2,238	\$2,388	\$2,388	
510240 Standby Pay	\$131	\$0	\$0	\$0	\$0	\$0	
Library S&C	\$681,095	\$700,766	\$628,228	\$646,002	\$677,069	\$690,448	
510010 S & W - Full Time	\$38,101	\$39,275	\$28,958	\$40,445	\$0	\$0	
510020 S & W - Part Time	\$701	\$62	\$0	\$0	\$0	\$0	
510030 S & W - Temporary	\$25,272	\$13,727	\$10,351	\$17,852	\$28,296	\$28,106	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$1,772	\$1,383	\$5,334	\$3,486	\$0	\$0	
510100 Longevity	\$300	\$300	\$350	\$350	\$0	\$0	
510110 Work Incentive Program	\$150	\$100	\$0	\$200	\$0	\$0	
Library Other	\$66,296	\$54,846	\$44,993	\$62,333	\$28,296	\$28,106	
520010 Utility - Electricity	\$42,289	\$48,649	\$44,235	\$48,000	\$48,000	\$48,000	
520040 Utility - Telephone	\$5,930	\$7,970	\$6,067	\$6,420	\$6,840	\$6,840	
520060 Utility - Water	\$877	\$461	\$891	\$1,000	\$1,000	\$1,000	
520070 Utility - Sewer	\$998	\$529	\$977	\$1,100	\$1,000	\$1,000	
520080 R & M - Equipment	\$3,671	\$3,680	\$9,251	\$5,000	\$6,150	\$6,150	
520090 R & M - Building	\$27,340	\$15,406	\$19,973	\$19,332	\$14,000	\$14,000	
520100 Advertising & Binding	\$438	\$458	\$376	\$500	\$500	\$500	
520130 Professional Services	\$45,661	\$43,628	\$59,655	\$42,862	\$100,706	\$100,706	
520140 Rental of Equipment	\$2,379	\$2,336	\$1,549	\$3,556	\$2,500	\$2,500	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540010 Automotive	\$579	\$266	\$577	\$548	\$500	\$500	
540030 Building	\$16,683	\$22,284	\$11,822	\$15,668	\$0	\$0	
540120 Clothing & Uniforms	\$275	\$300	\$300	\$300	\$0	\$0	
540140 Books Periodicals Subs	\$152,349	\$140,300	\$133,300	\$177,596	\$143,000	\$157,316	

Library	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
540150 Print Postage Stationary	\$11,144	\$9,529	\$8,519	\$9,549	\$14,700	\$14,700	
540190 Custodial Supplies	\$2,142	\$1,958	\$2,073	\$3,000	\$3,000	\$3,000	
540200 Educational Supplies	\$451	\$367	\$655	\$1,000	\$1,000	\$1,000	
540220 Office Supplies	\$1,182	\$288	\$1,766	\$1,800	\$2,000	\$2,000	
540230 Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540270 Library Supplies	\$11,882	\$7,576	\$13,399	\$12,003	\$13,100	\$13,100	
570010 Car Allowance/Mileage	\$436	\$457	\$0	\$1,000	\$1,000	\$1,000	
570020 Dues & Memberships	\$685	\$0	\$0	\$1,000	\$1,000	\$1,000	
570030 In State Travel	\$0	\$0	\$0	\$0	\$0	\$0	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570180 Other - Not Classified	\$212	\$1,269	\$300	\$800	\$1,000	\$1,000	
Library OpEx	\$327,604	\$307,711	\$315,683	\$352,034	\$360,996	\$375,312	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580020 Computer Equipment	\$6,961	\$0	\$5,000	\$10,000	\$21,600	\$21,600	
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	
580120 Equip - Not Classified	\$0	\$0	\$0	\$0	\$2,102	\$2,102	
Library Equip	\$6,961	\$0	\$5,000	\$10,000	\$23,702	\$23,702	
Total - Library	\$1,169,807	\$1,153,940	\$1,084,520	\$1,161,110	\$1,180,805	\$1,210,122	

Parks & Recreation		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
510010	S & W - Full Time	\$65,279	\$66,639	\$66,596	\$66,595	\$66,596	\$67,928	
510020	S & W - Part Time	\$600	\$500	\$550	\$600	\$600	\$600	
510080	Sick Leave Plan II	\$0	\$316	\$1,420	\$0	\$0	\$0	
510100	Longevity	\$125	\$125	\$125	\$125	\$200	\$200	
Parks & Recreation PEA		\$66,004	\$67,580	\$68,691	\$67,320	\$67,396	\$68,728	
510010	S & W - Full Time	\$11,007	\$3,000	\$3,445	\$3,445	\$3,467	\$3,030	
510090	Overtime	\$189	\$89	\$0	\$0	\$0	\$0	
510100	Longevity	\$200	\$250	\$250	\$250	\$250	\$250	
Parks & Recreation S&C		\$11,397	\$3,339	\$3,695	\$3,695	\$3,717	\$3,280	
510010	S & W - Full Time	\$160,197	\$185,042	\$193,677	\$183,612	\$180,390	\$150,745	
510030	S & W - Temporary	\$38,852	\$40,381	\$30,635	\$32,544	\$32,544	\$33,192	
510080	Sick Leave Plan II	\$1,826	\$2,048	\$671	\$0	\$0	\$0	
510090	Overtime	\$8,328	\$7,390	\$4,749	\$5,086	\$5,000	\$5,000	
510100	Longevity	\$975	\$1,025	\$1,350	\$1,350	\$1,475	\$1,475	
510110	Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
510610	Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Parks & Recreation Other		\$210,178	\$235,886	\$231,082	\$222,592	\$219,409	\$190,412	
520010	Utility - Electricity	\$3,879	\$4,345	\$3,496	\$3,800	\$3,800	\$3,800	
520020	Utility - Natural Gas	\$0	\$0	\$0	\$0	\$0	\$0	
520030	Utility - Heating Oil	\$2,009	\$2,641	\$0	\$1,000	\$1,000	\$0	
520040	Utility - Telephone	\$2,590	\$3,060	\$2,666	\$2,600	\$2,600	\$2,600	
520060	Utility - Water	\$473	\$604	\$495	\$650	\$600	\$600	
520070	Utility - Sewer	\$90	\$77	\$50	\$100	\$100	\$100	
520080	R & M - Equipment	\$8,320	\$6,842	\$8,236	\$7,000	\$7,000	\$7,000	
520090	R & M - Building	\$3,957	\$2,820	\$3,802	\$4,000	\$4,000	\$4,000	
520100	Advertising & Binding	\$914	\$147	\$237	\$500	\$450	\$450	
520130	Professional Services	\$2,298	\$1,192	\$3,450	\$3,000	\$3,000	\$28,000	
520140	Rental of Equipment	\$719	\$469	\$1,421	\$1,000	\$625	\$625	
520150	R & M - Public Property	\$7,594	\$652	\$6,208	\$7,000	\$7,000	\$7,000	
520160	Removal Tree Trim, Rubbish	\$14,770	\$1,353	\$12,000	\$12,000	\$13,000	\$13,000	
520220	Services-Not Classified	\$3,567	\$195	\$1,249	\$2,000	\$2,000	\$1,500	
540010	Automotive	\$1,907	\$1,896	\$4,476	\$4,000	\$4,200	\$4,200	
540030	Building	\$212	\$136	\$120	\$200	\$200	\$200	

Parks & Recreation		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
540050	Sand, Stone & Gravel	\$2,214	\$1,831	\$1,109	\$3,000	\$2,000	\$2,000	
540070	Asphalt & Bit Materials	\$0	\$112	\$59	\$3,000	\$2,000	\$2,000	
540080	Pipe Fittings	\$0	\$0	\$400	\$450	\$450	\$450	
540100	Seed, Loam & Fertilizer	\$9,004	\$8,372	\$5,588	\$11,000	\$5,000	\$0	
540120	Clothing & Uniforms	\$2,978	\$2,278	\$2,456	\$2,725	\$2,005	\$2,005	
540140	Books Periodicals Subs	\$228	\$27	\$29	\$150	\$150	\$150	
540150	Print Postage Stationary	\$0	\$0	\$0	\$1,000	\$0	\$0	
540170	Medical & Dental	\$405	\$0	\$150	\$350	\$300	\$300	
540190	Custodial Supplies	\$190	\$636	\$3,998	\$500	\$1,000	\$1,000	
540220	Office Supplies	\$1,145	\$1,271	\$721	\$1,000	\$1,000	\$1,000	
540230	Supplies - Not Classified	\$11,391	\$6,278	\$6,876	\$5,500	\$6,000	\$6,000	
540240	Small Tools & Misc Equip	\$0	\$0	\$0	\$1,000	\$1,000	\$1,000	
570010	Car Allowance/Mileage	\$5,040	\$2,520	\$3,120	\$3,120	\$3,120	\$3,120	
570020	Dues & Memberships	\$455	\$485	\$474	\$485	\$485	\$485	
570030	In State Travel	\$200	\$294	\$265	\$500	\$500	\$500	
570040	Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080	Inspection Fees	\$203	\$505	\$323	\$509	\$509	\$509	
570180	Other - Not Classified	\$645	\$160	\$220	\$800	\$470	\$470	
Parks & Recreation OpEx		\$87,396	\$51,198	\$73,695	\$83,939	\$75,564	\$94,064	
580040	Trucks & Tractors	\$0	\$0	\$0	\$0	\$0	\$0	
580070	Electrical & Mechanical	\$2,194	\$337	\$1,149	\$1,500	\$1,500	\$1,500	
580120	Equip - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
580140	Playground Equipment	\$798	\$449	\$948	\$1,052	\$1,000	\$1,000	
580150	Tennis Nets	\$0	\$0	\$300	\$300	\$300	\$300	
580160	Leaf Blowers	\$0	\$558	\$813	\$750	\$750	\$750	
580170	Leaf Vacuum	\$0	\$0	\$0	\$0	\$6,000	\$6,000	
580180	Brush Saw	\$0	\$0	\$0	\$0	\$0	\$0	
580190	Irrigation Remote	\$0	\$0	\$0	\$0	\$0	\$0	
580410	Picnic Tables	\$0	\$0	\$0	\$0	\$0	\$0	
580420	Diamond Maint Attachment	\$0	\$0	\$0	\$0	\$0	\$0	
580430	Bench Grinder	\$0	\$0	\$0	\$0	\$0	\$0	
580440	Turf Aerifier	\$1,880	\$0	\$3,500	\$0	\$0	\$0	
580450	Equipment Storage Boxes	\$0	\$0	\$0	\$0	\$0	\$0	
580520	ATM 09 Art 11 Replace Mower	\$0	\$0	\$0	\$0	\$0	\$0	
580530	Trailer	\$0	\$0	\$0	\$4,300	\$0	\$0	

Parks & Recreation		ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
580560	Athletic Field Marker	\$0	\$0	\$0	\$0	\$0	\$0	
Parks & Recreation Equip		\$4,872	\$1,344	\$6,710	\$7,902	\$9,550	\$9,550	
510090	Overtime	\$726	\$507	\$0	\$600	\$800	\$800	
520130	Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
520450	Custodial Cafe and Police Serv	\$544	\$342	\$490	\$500	\$500	\$500	
520470	Dean Park Survey	\$0	\$0	\$0	\$0	\$0	\$0	
570310	SSRP Appropriation	\$0	\$0	\$0	\$0	\$0	\$0	
571170	High School Fields	\$34,124	\$21,940	\$23,998	\$25,000	\$35,000	\$25,000	
571180	Other School Playfields	\$18,752	\$14,761	\$8,312	\$10,000	\$7,000	\$3,000	
580220	Fencing	\$1,420	\$0	\$4,212	\$5,000	\$5,000	\$5,000	
585130	Boat Ramp	\$0	\$0	\$0	\$0	\$0	\$0	
585280	South Park Improvements	\$0	\$0	\$0	\$0	\$0	\$0	
Parks & Recreation SepAp		\$55,566	\$37,550	\$37,012	\$41,100	\$48,300	\$34,300	
Total - Parks & Recreation		\$435,412	\$396,898	\$420,885	\$426,549	\$423,935	\$400,334	

Long Term Debt Principal	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
590010 Elementary School	\$537,500	\$529,000	\$520,350	\$515,000	\$505,000	\$505,000	
590020 CATV	\$355,000	\$355,000	\$379,500	\$360,000	\$350,000	\$350,000	
590030 Water	\$0	\$0	\$0	\$0	\$0	\$0	
590050 Light	\$77,500	\$76,000	\$74,650	\$0	\$0	\$0	
590060 Floral Street	\$0	\$0	\$0	\$0	\$0	\$0	
590070 School Portables	\$0	\$0	\$0	\$0	\$0	\$0	
590090 Open Space Land Acq	\$155,000	\$155,000	\$183,500	\$170,000	\$165,000	\$165,000	
590100 High School Land Acq	\$120,000	\$120,000	\$137,000	\$130,000	\$130,000	\$130,000	
590110 Senior Center	\$100,000	\$100,000	\$0	\$0	\$0	\$0	
590120 Title V Loan	\$15,128	\$15,128	\$15,128	\$15,128	\$15,128	\$15,128	
590130 Assabet River Consortium	\$11,262	\$25,554	\$24,903	\$22,974	\$23,435	\$23,435	
590140 New High School Construction	\$3,075,000	\$3,075,000	\$3,075,000	\$3,075,000	\$3,075,000	\$3,075,000	
590150 Middle School West	\$0	\$0	\$0	\$0	\$0	\$0	
590160 Open Space Land Acq (2)	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	
590170 Light Dept Upgrade	\$110,000	\$310,000	\$310,000	\$310,000	\$310,000	\$310,000	
590180 Mass Water Pollution Abate Tr	\$0	\$0	\$0	\$0	\$0	\$0	
590190 Oak Street Middle Renovation	\$370,000	\$370,000	\$370,000	\$370,000	\$370,000	\$370,000	
590200 Parker Road Pre School	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	
590210 Fire Department Aerial Truck	\$26,319	\$0	\$0	\$0	\$0	\$0	
590220 Fire Facilities Project	\$0	\$380,000	\$380,000	\$380,000	\$380,000	\$380,000	
590230 Water Systems Improvements	\$0	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000	
Long Term Debt Principal SepAp	\$5,147,709	\$5,830,682	\$5,790,031	\$5,668,102	\$5,643,563	\$5,643,563	
Total - Long Term Debt Principal	\$5,147,709	\$5,830,682	\$5,790,031	\$5,668,102	\$5,643,563	\$5,643,563	

Long Term Debt Interest	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
590010 Elementary School	\$153,949	\$137,824	\$121,954	\$106,344	\$89,607	\$89,607	
590020 CATV	\$114,370	\$98,750	\$31,334	\$34,500	\$27,300	\$27,300	
590030 Water	\$0	\$0	\$0	\$0	\$0	\$0	
590050 Light	\$6,845	\$4,520	\$2,240	\$0	\$0	\$0	
590060 Floral Street	\$0	\$0	\$0	\$0	\$0	\$0	
590070 School Portables	\$0	\$0	\$0	\$0	\$0	\$0	
590090 Open Space Land Acq	\$84,203	\$77,383	\$28,797	\$35,013	\$31,613	\$31,613	
590100 High School Land Acq	\$69,060	\$63,780	\$24,280	\$29,875	\$27,275	\$27,275	
590110 Senior Center	\$8,900	\$4,500	\$0	\$0	\$0	\$0	
590130 Assabet River Consortium	\$3,109	\$3,000	\$2,787	\$2,568	\$2,361	\$2,361	
590140 New High School Construction	\$2,213,750	\$2,075,375	\$1,921,625	\$1,312,234	\$1,374,805	\$1,374,805	
590150 Middle School West	\$0	\$0	\$0	\$0	\$0	\$0	
590160 Open Space Land Acq (2)	\$68,200	\$63,250	\$57,750	\$38,417	\$38,950	\$38,950	
590170 Light Dept Upgrade	\$57,200	\$82,250	\$70,750	\$47,767	\$40,570	\$40,570	
590180 Mass Water Pollution Abate Tr	\$0	\$0	\$0	\$0	\$0	\$0	
590190 Oak Street Middle Renovation	\$249,704	\$239,066	\$227,966	\$216,173	\$203,685	\$203,685	
590200 Parker Road Pre School	\$37,722	\$35,278	\$32,728	\$30,019	\$27,150	\$27,150	
590210 Fire Department Aerial Truck	\$0	\$0	\$0	\$0	\$0	\$0	
590220 Fire Facilities Project	\$0	\$227,833	\$216,433	\$205,033	\$193,633	\$193,633	
590230 Water Systems Improvements	\$0	\$39,063	\$35,313	\$31,563	\$27,813	\$27,813	
Long Term Debt Interest SepAp	\$3,067,010	\$3,151,870	\$2,773,956	\$2,089,505	\$2,084,762	\$2,084,762	
Total - Long Term Debt Interest	\$3,067,010	\$3,151,870	\$2,773,956	\$2,089,505	\$2,084,762	\$2,084,762	

Short Term Debt Interest	ACTUAL 2008	ACTUAL 2009	ACTUAL 2010	BUDGET 2011	DEPARTMENT REQUEST 2012	MANAGER RECOMMEND 2012	FINANCE COMMITTEE 2012
590080 Anticipation Interest	\$596,215	\$228,750	\$152,076	\$151,717	\$445,217	\$445,217	
Short Term Debt Interest SepAp	\$596,215	\$228,750	\$152,076	\$151,717	\$445,217	\$445,217	
Total - Short Term Debt Interest	\$596,215	\$228,750	\$152,076	\$151,717	\$445,217	\$445,217	