



TOWN OF SHREWSBURY
MASSACHUSETTS 01545-5398

To: Board of Selectmen
Finance Committee

From: Daniel J. Morgado

Date: January 27, 2012 (Revised)

Re: Fiscal Year 2013 Budget

Pursuant to Section 16 of the Town Manager's Act, attached is my recommended budget for Fiscal Year 2013 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 21, 2012.

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 #2 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, expiring contracts renegotiated or scopes modified and in the case of unemployment compensation, the financial impact of layoffs.

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. As this plan involves a heavy use of reserves, consideration must be given to reduce the use of reserves should funding become available.

The approach I took in developing this spending proposal was to hold fast municipal department (including a staffing reduction in the Fire Department which involves returning to a (28) firefighter/(4) fire captain complement) and capital spending in order to free up as much revenue as possible to fill the gap (\$2,451,140) caused by the loss of Federal aid and circuit breaker reserves.

The Library Department decrease shown below is the result of moving building expenses to the Public Buildings Department who will now assume 100% maintenance and custodial responsibility over the Library facility.

The regional health collaboration with the City of Worcester and area communities is expanded, subject to final negotiations and approval of the Board of Health, in this budget proposal to now handle all sanitarian duties. This eliminates one full time employee via attrition.

My current recommended operational budget is as follows:

	Fiscal Year 2012 Budget (May ATM)	Fiscal Year 2012 Budget (Current Revised)	Fiscal Year 2013 Request	Town Manager Fiscal Year 2013 Recommend	Difference FY 2012 to FY 2013 (May ATM)	Percent	Difference FY 2012 to FY 2013 (Current Revised)	Percent
PERSONNEL BOARD	\$203,600	\$234,600	\$3,600	\$3,600	(\$200,000)	-98.23%	(\$231,000)	-98.47%
SELECTMEN	\$20,250	\$20,250	\$20,150	\$20,150	(\$100)	-0.49%	(\$100)	-0.49%
TOWN MANAGER	\$314,208	\$314,733	\$319,806	\$319,116	\$4,908	1.56%	\$4,383	1.39%
FINANCE COMMITTEE	\$281,455	\$266,025	\$281,455	\$281,455	\$0	0.00%	\$15,430	5.80%
ACCOUNTANT	\$197,372	\$198,153	\$198,482	\$198,482	\$1,110	0.56%	\$329	0.17%
ASSESSORS	\$217,898	\$217,898	\$229,867	\$229,867	\$11,969	5.49%	\$11,969	5.49%
TREASURER-COLLECTOR	\$348,259	\$348,259	\$345,595	\$345,865	(\$2,394)	-0.69%	(\$2,394)	-0.69%
TOWN COUNSEL	\$56,400	\$56,400	\$56,400	\$56,400	\$0	0.00%	\$0	0.00%
MIS	\$0	\$0	\$0	\$0	\$0		\$0	
TOWN CLERK	\$122,047	\$122,047	\$127,266	\$127,266	\$5,219	4.28%	\$5,219	4.28%
ELECTION AND REGISTRATION	\$97,109	\$100,609	\$159,191	\$142,212	\$45,103	46.45%	\$41,603	41.35%
CONSERVATION COMMISSION	\$6,550	\$30,353	\$6,550	\$6,550	\$0	0.00%	(\$23,803)	-78.42%
PLANNING BOARD	\$2,750	\$2,750	\$3,150	\$3,150	\$400	14.55%	\$400	14.55%
BOARD OF APPEALS	\$6,080	\$6,080	\$4,250	\$4,250	(\$1,830)	-30.10%	(\$1,830)	-30.10%
PUBLIC BUILDINGS	\$3,302,995	\$3,503,995	\$3,573,590	\$3,406,049	\$103,054	3.12%	(\$97,946)	-2.80%
POLICE DEPARTMENT	\$3,947,518	\$3,994,813	\$4,375,217	\$4,093,602	\$146,084	3.70%	\$98,789	2.47%
FIRE DEPARTMENT	\$2,764,982	\$2,770,638	\$3,015,424	\$2,684,697	(\$80,285)	-2.90%	(\$85,941)	-3.10%
BUILDING INSPECTOR	\$232,176	\$232,625	\$259,814	\$254,814	\$22,638	9.75%	\$22,189	9.54%
WEIGHTS & MEASURES	\$3,200	\$3,200	\$3,200	\$3,200	\$0	0.00%	\$0	0.00%
EMERGENCY MANAGEMENT	\$2,244	\$2,244	\$2,244	\$2,244	\$0	0.00%	\$0	0.00%
FORESTRY	\$77,700	\$99,708	\$77,800	\$77,700	\$0	0.00%	(\$22,008)	-22.07%
PENSIONS	\$3,201,907	\$3,201,907	\$3,320,189	\$3,320,189	\$118,282	3.69%	\$118,282	3.69%
TOWN ENGINEER	\$422,299	\$442,783	\$510,200	\$411,831	(\$10,468)	-2.48%	(\$30,952)	-6.99%
HIGHWAYS	\$1,828,785	\$1,853,443	\$2,136,191	\$1,869,816	\$41,031	2.24%	\$16,373	0.88%
STREET LIGHTING	\$166,895	\$166,895	\$167,974	\$167,974	\$1,079	0.65%	\$1,079	0.65%
SEWER	\$4,592,867	\$4,707,143	\$6,177,907	\$5,595,357	\$1,002,490	21.83%	\$888,214	18.87%
WATER	\$1,791,290	\$2,056,616	\$2,204,001	\$1,893,701	\$102,411	5.72%	(\$162,915)	-7.92%
CEMETERIES	\$103,622	\$103,622	\$98,799	\$98,799	(\$4,823)	-4.65%	(\$4,823)	-4.65%
HEALTH	\$172,391	\$172,391	\$153,550	\$174,118	\$1,727	1.00%	\$1,727	1.00%
COUNCIL ON AGING	\$227,303	\$228,403	\$248,775	\$229,651	\$2,348	1.03%	\$1,248	0.55%
VETERAN'S SERVICES	\$100,117	\$100,117	\$100,017	\$100,017	(\$100)	-0.10%	(\$100)	-0.10%
COMMISSION ON DISABILITIES	\$500	\$500	\$500	\$500	\$0	0.00%	\$0	0.00%
LIBRARY	\$1,162,897	\$1,191,496	\$1,171,720	\$1,086,310	(\$76,587)	-6.59%	(\$105,186)	-8.83%
PARKS AND RECREATION	\$380,954	\$380,954	\$376,000	\$364,518	(\$16,436)	-4.31%	(\$16,436)	-4.31%
SCHOOLS****	\$47,139,676	\$47,139,676	\$52,537,228	\$49,590,816	\$2,451,140	5.20%	\$2,451,140	5.20%
INTEREST AND MATURING DEBT	\$8,173,542	\$8,549,293	\$9,767,056	\$9,767,056	\$1,593,514	19.50%	\$1,217,763	14.24%

	Fiscal Year 2012 Budget (May ATM)	Fiscal Year 2012 Budget (Current Revised)	Fiscal Year 2013 Request	Town Manager Fiscal Year 2013 Recommend ation	Difference FY 2012 to FY 2013 (May ATM)	Percent	Difference FY 2012 to FY 2013 (Current Revised)	Percent
Employee Assistance Program	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0.00%	\$0	0.00%
Group Health and Life Insurance	\$7,675,000	\$7,675,000	\$8,015,000	\$8,015,000	\$340,000	4.43%	\$340,000	4.43%
Medicare	\$710,000	\$710,000	\$742,000	\$742,000	\$32,000	4.51%	\$32,000	4.51%
Unemployment Compensation Insurance	\$250,000	\$250,000	\$250,000	\$250,000	\$0	0.00%	\$0	0.00%
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	\$458,500	\$458,500	\$488,950	\$488,950	\$30,450	6.64%	\$30,450	6.64%
Printing/Postage/Stationary	\$100,000	\$100,010	\$100,000	\$100,000	\$0	0.00%	(\$10)	-0.01%
Memorial Day	\$3,205	\$3,205	\$3,549	\$3,549	\$344	10.73%	\$344	10.73%
General Insurance	\$625,000	\$625,000	\$685,000	\$685,000	\$60,000	9.60%	\$60,000	9.60%
Bills of Prior Year	\$0	\$0	\$0	\$0	\$0		\$0	
MIS Support	\$500,000	\$510,899	\$545,000	\$545,000	\$45,000	9.00%	\$34,101	6.67%
Telephone System	\$5,000	\$5,000	\$16,818	\$16,818	\$11,818	236.36%	\$11,818	236.36%
UNCLASSIFIED	\$10,421,086	\$10,431,995	\$10,940,698	\$10,940,698	\$519,612	4.99%	\$508,703	4.88%
	\$92,090,924	\$93,252,614	\$102,973,856	\$97,872,020	\$5,781,096	6.28%	\$4,619,406	4.95%
General Government	\$17,468,142	\$17,874,479	\$18,769,707	\$17,507,133	\$38,991	0.22%	(\$367,346)	-2.06%
Water & Sewer	\$6,384,157	\$6,763,759	\$8,381,908	\$7,489,058	\$1,104,901	17.31%	\$725,299	10.72%
Education	\$47,139,676	\$47,139,676	\$52,537,228	\$49,590,816	\$2,451,140	5.20%	\$2,451,140	5.20%
Fixed Costs	\$21,098,949	\$21,474,700	\$23,285,013	\$23,285,013	\$2,186,064	10.36%	\$1,810,313	8.43%
	\$92,090,924	\$93,252,614	\$102,973,856	\$97,872,020	\$5,781,096	6.28%	\$4,619,406	4.95%
Budget Less Education	\$44,951,248	\$46,112,938	\$50,436,628	\$48,281,204	\$3,329,956	7.41%	\$2,168,266	4.70%
General Government	\$5,176,973	\$5,422,152	\$5,329,352	\$5,144,412	(\$32,561)	-0.63%	(\$277,740)	-5.12%
Public Safety	\$7,027,820	\$7,103,228	\$7,733,699	\$7,116,257	\$88,437	1.26%	\$13,029	0.18%
Retirement	\$3,201,907	\$3,201,907	\$3,320,189	\$3,320,189	\$118,282	3.69%	\$118,282	3.69%
Public Works	\$8,905,758	\$9,330,502	\$11,295,072	\$10,037,478	\$1,131,720	12.71%	\$706,976	7.58%
Human Services	\$500,311	\$501,411	\$502,842	\$504,286	\$3,975	0.79%	\$2,875	0.57%
Culture and Recreation	\$1,543,851	\$1,572,450	\$1,547,720	\$1,450,828	(\$93,023)	-6.03%	(\$121,622)	-7.73%
Education	\$47,139,676	\$47,139,676	\$52,537,228	\$49,590,816	\$2,451,140	5.20%	\$2,451,140	5.20%
Debt and Interest	\$8,173,542	\$8,549,293	\$9,767,056	\$9,767,056	\$1,593,514	19.50%	\$1,217,763	14.24%
Unclassified	\$10,421,086	\$10,431,995	\$10,940,698	\$10,940,698	\$519,612	4.99%	\$508,703	4.88%
Total	\$92,090,924	\$93,252,614	\$102,973,856	\$97,872,020	\$5,781,096	6.28%	\$4,619,406	4.95%

**** Note: School Department request is the current initial budget forecast that was available at time of printing.

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

MEDICAL EXPENSES POLICE & FIRE	\$1,500
FY 2012 DEFICITS	\$600,000
SOLID WASTE ENTERPRISE	\$1,810,328
CAPITAL BUDGET	\$1,204,600

BILLS OF PRIOR YEAR	\$1,000
SALE OF LOTS	\$18,000
I&I SEWER PROGRAM	\$500,000
SEWER PUMP STATION IMPROVEMENTS	\$500,000
IMPROVEMENT OF SEWERS	\$150,000
WATER SYSTEM IMPROVEMENTS	\$1,200,000
BEDROCK WELL DEVELOPMENT	\$350,000
ATM/STM RESERVE	\$300,000

Enclosed herein is the entire capital schedule submitted by all departments for the period of Fiscal Years 2013 to 2017 (Figure Ten) that I ask you to review carefully as there are a number of projects requested in Fiscal Year 2013 that I am not recommending for funding (see Figure Ten-A).

In December when speaking at the Board's financial workshop, I advised that I viewed the Town's fiscal status as being in a state of "fragile stability". The enclosed spending plan is of great concern to me due to the use of heavy reserves to offset a continuing structural deficit cost structure.

There is still a wide variance between the School Department budget request and what is funded herein. There are also equal deficiencies among the several municipal departments and a capital program not keeping pace with the public works and facility infrastructure needs of the community.

I must endeavor to make additional changes in the Town's health insurance program since we cannot count on a 0% increase in FY 2014. In addition, a new pension funding schedule resulting for the new January 1, 2012, valuation study will need to be adopted for implementation in FY 2014.

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 2013
BACKUP MATERIALS**

FIGURE	TITLE	PURPOSE
One	Fiscal Projection One	Shows actual and projected revenue and charges for Fiscal Year 2012 and 2013. 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 2006 to 2011, the current year's estimate and the projected local receipts for Fiscal Year 2013.
Four	State Aid & Charges	Historical summary of State Aid & Charges for the Fiscal Years 2005 to 2012, and projected forward for Fiscal Year 2013 based on Governor's House Bill #2.
Five	Tax Rate Recapitulations	Historical summary of Tax Recapitulations for the Fiscal Years 2005 to 2012.
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, 2012.
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 2013 to 2017.
Ten-A	Capital Budget Recommendations	Summary of how I recommend addressing the Capital Budget request for Fiscal Year 2013.
Eleven-A	Health Insurance Plan Enrollment	Summary of enrollment from Fiscal Year 1999 to Fiscal Year 2012.

Eleven-B	Health Insurance Premiums	Summary of premiums and contribution rates Fiscal Year 2000 to Fiscal Year 2012.
Eleven-C	Health Insurance Enrollment Trends	Summary of enrollment trends Fiscal Year 2000 to Fiscal Year 2012
Twelve	Surplus Revenue Account	Summary of the various surplus revenue accounts Fiscal Year 1990 to Fiscal Year 2011.
Thirteen	Comparison of Average Single Family Tax Bills	Comparison of single family tax bills for selected communities Fiscal Year 2005 to Fiscal Year 2011.
Fourteen	Solid Waste Enterprise	Solid Waste Enterprise budget for FY 2013.
Fifteen	Comparison of Authorized FTE Positions	Comparison of FTE's by department.
Sixteen	Out Year Projection	Out year projection as required by the Board of Selectmen.
Attachment	Fiscal Policies – FY 2013	The Fiscal Policies of the Board of Selectmen adopted December 13, 2011.

**FIGURE ONE
FISCAL PROJECTION ONE
FISCAL YEAR 2013**

Ref No.	REVENUE	FY 2012 ACTUAL	FY 2013 PROJECTED	DIFFERENCE
1	TAXATION	\$53,008,985 \$	50,506,457	\$2,902,759
2	NEW GROWTH	\$	470,509	
3	EXEMPTED TAX LEVY	\$	4,934,778	
4	STATE AID	\$21,542,922 \$	21,363,902	(\$179,020)
5	SBAB PAYMENT	\$3,350,376 \$	3,391,047	\$40,671
6	OVERESTIMATES	\$0 \$	-	\$0
7	SCHEDULE A RECEIPTS	\$12,088,959 \$	12,155,000	\$66,041
8	SOLID WASTE ENTERPRISE	\$885,000 \$	885,000	\$0
9	RETAINED EARNINGS - SOLID WASTE	\$50,000 \$	50,000	\$0
10	FREE CASH	\$3,396,791 \$	3,294,439	(\$102,352)
	OTHER AVAILABLE FUNDS			
11	SALE OF CEMETERY LOTS	\$18,000 \$	18,000	\$0
12	SEWER SURPLUS	\$5,718,663 \$	6,736,587	\$1,017,924
13	SEWER CONSTRUCTION	\$150,000 \$	-	(\$150,000)
14	LIGHT REVENUE	\$350,570 \$	344,110	(\$6,460)
15	CATV REVENUE	\$377,300 \$	365,300	(\$12,000)
16	OTHER FUNDS (CHAPTER 90)	\$1,734,698 \$	-	(\$1,734,698)
17	ACCOUNT TRANSFER	\$315,708 \$	610,843	\$295,135
18	STABILIZATION	\$0 \$	-	\$0
19	TITLE V LOAN REPAYMENTS	\$15,128 \$	14,963	(\$165)
20	WATER SYSTEM IMPROVEMENTS	\$0 \$	443,350	\$443,350
21	WATER CONVERSATION FUND	\$0 \$	-	\$0
22	CEMETERY TRUST FUNDS	\$0 \$	-	\$0
23	SPECIAL FUNDS - COAL ASH	\$0 \$	-	\$0
24	SALE OF PROPERTY	\$0 \$	-	\$0
25	HIGHWAY IMPROVEMENTS	\$0 \$	-	\$0
26	BOND INTEREST RESERVE	\$0 \$	100,000	\$100,000
27	FREE CASH (REDUCE LEVY)	\$500,000 \$	500,000	\$0
28	MUNICIPAL LIGHT (REDUCE LEVY)	\$150,384 \$	175,463	\$25,079
29	CATV REVENUE (REDUCE LEVY)	\$723,720 \$	723,254	(\$466)
	TOTAL REVENUE	\$104,377,204 \$	107,083,002	\$2,705,798
	CHARGES			
30	TAX TITLE	\$0 \$	-	\$0
31	COURT JUDGEMENTS	\$0 \$	-	\$0
32	OVERLAY DEFICITS	\$0 \$	-	\$0
33	CHERRY SHEET OFFSETS	\$163,198 \$	152,005	(\$11,193)
34	CMRPC	\$7,813 \$	8,008	\$195
35	STATE AND COUNTY CHARGES	\$1,983,115 \$	1,863,541	(\$119,574)
36	OVERLAY	\$714,829 \$	600,000	(\$114,829)
	TOTAL CHARGES	\$2,868,955 \$	2,623,554	(\$245,401)
	TOTAL AVAILABLE FOR TOWN MEETING APPROPRIATION	\$101,508,249 \$	104,459,448	\$2,951,199
37	ESTIMATED TAX RATE	\$11.11 \$	11.62	

PROJECTION NOTES

FY 2013

No.	Item	Computation	Notes	Information Source/Comment
1	Levy Limit	\$49,274,592.00 Fy 12 levy limit \$1,231,864.80 21/2% increase \$50,506,456.80 \$50,506,457 Fy 13 levy limit		DOR Advisory
2	New Growth	\$470,509 Estimate Fy 13 \$603,407 Fy 12 New Growth \$515,637 Fy 11 New Growth \$414,006 Fy 10 New Growth \$525,143 Fy 09 New Growth \$561,235 Fy 08 New Growth \$997,304 Fy 07 New Growth \$548,711 Fy 06 New Growth \$551,544 Fy 05 New Growth \$563,179 Fy 04 New Growth \$804,735 Fy 03 New Growth		Estimate as of 1/25/2012 Form filed by BOA with Fy 12 Tax Recap Sheet Form filed by BOA with Fy 11 Tax Recap Sheet Form filed by BOA with Fy 10 Tax Recap Sheet Form filed by BOA with Fy 09 Tax Recap Sheet Form filed by BOA with Fy 08 Tax Recap Sheet Form filed by BOA with Fy 07 Tax Recap Sheet Form filed by BOA with Fy 06 Tax Recap Sheet Form filed by BOA with Fy 05 Tax Recap Sheet Form filed by BOA with Fy 04 Tax Recap Sheet Based on FY 03 LA 13; This does not match DOR Levy Form
3	Exempted Tax Levy	(\$3,391,047) \$8,499,474 (\$3,564,696) \$4,934,778 \$8,395,553.00	\$484,863 90% of Floral Street School Debt Service (\$585,681) SBAB Reimbursement - Floral Street (\$2,764,695) SBAB Reimbursement - High School (Revised by MSBA July 2010) (\$40,671) SBAB Reimbursement - OAK Middle \$188,313 Open Space Bond \$149,675 HS School Land Bond \$4,352,415 New High School \$144,550 Open Space Bond #2 \$560,504 Oak Middle School \$562,233 Fire Facilities Project \$1,770,000 Sherwood Middle School #1 \$130,000 Land Acquisition - CentTech Park - North \$53,000 Sherwood Middle School #2 \$60,662 Allen Property BAN Costs \$43,259 Sherwood BAN Costs (\$41,053) Bond Premium for Allen BAN that will be run through Free Cash and be part of FY 13 certification (\$32,596) Bond Premium for Sherwood BAN that will be run through Free Cash and be part of FY 13 certification (\$100,000) Bond Interest Reserve (See Item #26)	See Figure Six
		\$4,934,778 Total Exempted Debt Service		
4	State Aid	\$21,363,902 Based on House #2		See Figure Four

Note: Exempted Debt Total to be modified by use of Sherwood Bond #1 Premium of \$867,736. Schedule of use TBD.

**PROJECTION NOTES
FY 2013**

5	SBAB	\$585,681 Floral Street \$2,764,695 High School \$40,671 Oak Middle School SBAB Supplement	
		\$3,391,047 Total SBAB	
6	Overestimates	\$0 No Overestimated Projected	
7	Schedule A	\$12,155,000 Projected Local Receipts	See Figure Three
8	Solid Waste Enterprise	\$885,000 Estimate as of 1/26/2012	
9	Retained Earnings - Solid Waste	\$50,000 Balance as of 7/1/2011 - \$108,445	
10	Free Cash	\$3,294,439 7/1/11 Balance \$6,002,067(Adjusted to \$5,554,067 via \$448,000 transfer at 9/26/2011 STM)	
11	Sale of Lots	\$18,000 Balance as of 1/26/2012 - \$30,435	
12	Sewer Surplus	\$6,736,587	\$5,595,357 Operating Budget
		Balance as of 12/31/2011	\$91,230 Debt Service
		\$7,153,523	\$50,000 Capital Budget - Vehicle replacement
		Tax levy subsidy of the sewer operation is 2.4%	\$500,000 Warrant Article - I/I Program
			\$500,000 Warrant Article - Jordan & Harvey Place Motor Control Units
			\$165,318 Indirect Costs
			\$6,901,905
13	Sewer Construction	\$0 No projects planned for FY 2013	
		Balance as of 1/26/2012	
		Sewer Construction Acct	
		\$682,764	
14	Light Revenue	\$138,110 2001 Light Plant Upgrade \$206,000 2008 Light Plant Upgrade	See Figure Six
		\$344,110 Total Debt Service Budget FY 13	
15	CATV Revenue	\$365,300 Total Debt Service Budget FY 13	See Figure Six
16	Chapter 90	\$0	

**PROJECTION NOTES
FY 2013**

	Amount	Account	To Be Used For
17 Account Transfers	\$9,200.41	01-0192-10-571020 - Paton School Floor	Capital Budget
	\$9,785.00	01-0192-10-571020 - Modular Classrooms	Capital Budget
	\$4,726.45	01-0192-10-571020 - Sherwood Middle School	Capital Budget
	\$38,480.62	01-0192-10-571020 - Sherwood Middle School	Capital Budget
	\$4,030.00	01-0450-10-580330 - Replace Pickup	Water Capital Project
	\$94,620.38	01-0450-10-580330 - Hartford Turnpike Improv	Water Capital Project
	\$450,000.00	01-0450-10-580330 - Masonic Tank #3	Water Capital Project
	\$610,842.86		
	\$610,843	Total Account Transfers	
18 Stabilization	\$0	Balance as of 1/26/2012 - \$345,630	
19 Total V Loan Repayments	\$14,963	Balance as of 1/26/2012 - \$101,605	See Figure Six
		Title V Loan #1	\$4,831.00
		Title V Loan #2	\$5,403.00
		Title V Loan #3	\$4,729.00
			\$14,963.00
20 Water System Improvements	\$443,350	Balance as of 1/26/2011 \$3,694,701	
21 Water Conservation Fund	\$0	Balance as of 1/26/2011 \$154,584	
22 Cemetery Trust Funds	\$0	No Project in FY 2013	
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 1/26/2012 - \$1,063,961	

PROJECTION NOTES

FY 2013

26	Bond Interest Reserve	\$100,000	Balance as of 1/26/2012 - \$109,987	Source: Sherwood Middle School Project
		\$0	Fy 12	Account was 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
27	Free Cash (Reduce Levy)	\$500,000	Fy 13 (\$73,649) is a Bond Premium Pass Through)	
		\$500,000	Fy 12	FY 11 Recap Sheet; \$298,234 was a bond premium
		\$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
28	Municipal Light (PILOT)	\$175,463	Fy 13	
		\$150,384	Fy 12	FY 12 Recap Sheet
		\$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
29	CATV (PILOT)	\$723,254	Fy 13 (Includes Additional \$30,000 from PEG for FY 2012 & 2013 Only)	
		\$723,720	Fy 12	FY 12 Recap Sheet
		\$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

**PROJECTION NOTES
FY 2013**

30	Tax Title	\$0	
31	Court Judgments	\$0	
32	Overlay Deficits	\$0	
33	Cherry Sheet Offsets	\$152,005	Fy 13 - Based on House #2
		\$163,198	Fy 12
		\$164,782	Fy 11
		\$70,133	Fy 10
		\$81,742	Fy 09
		\$81,348	Fy 08
		\$73,331	Fy 07
		\$73,909	Fy 06
		\$67,387	Fy 05
		\$61,412	Fy 04
			FY 12 Recap Sheet
			FY 11 Recap Sheet
			FY 10 Recap Sheet
			FY 09 Recap Sheet
			FY 08 Recap Sheet
			FY 07 Recap Sheet
			FY 06 Recap Sheet
			FY 05 Recap Sheet
			FY 04 Recap Sheet
34	CMRPC	\$8,008	Fy 12 - Estimate
		\$7,813	Fy 12
		\$7,623	Fy 11
		\$7,623	Fy 10
		\$7,437	Fy 09
		\$7,256	Fy 08
		\$7,079	Fy 07
		\$6,906	Fy 06
		\$6,737	Fy 05
		\$6,574	Fy 04
			FY 12 Recap Sheet
			FY 11 Recap Sheet
			FY 10 Recap Sheet
			FY 09 Recap Sheet
			FY 08 Recap Sheet
			FY 07 Recap Sheet
			FY 06 Recap Sheet
			FY 05 Recap Sheet
			FY 04 Recap Sheet
35	State & County Charges	\$1,863,541	Fy 13 - Based on House #2
		\$1,983,115	Fy 12
		\$1,756,414	Fy 11
		\$1,816,393	Fy 10
		\$1,502,535	Fy 09
		\$1,150,859	Fy 08
		\$882,906	Fy 07
		\$840,584	Fy 06
		\$694,057	Fy 05
		\$434,305	Fy 04
		\$205,797	Fy 03
			FY 12 Recap Sheet
			FY 11 Recap Sheet
			FY 10 Recap Sheet
			FY 09 Recap Sheet
			FY 08 Recap Sheet
			FY 07 Recap Sheet
			FY 06 Recap Sheet
			FY 05 Recap Sheet
			FY 04 Recap Sheet
			FY 03 Recap Sheet

**PROJECTION NOTES
FY 2013**

36 Overlay	\$600,000 Fy 12 - Estimate \$715,020 Fy 12 \$598,458 Fy 11 \$746,871 Fy 10 \$583,630 Fy 09 \$545,199 Fy 08 \$484,866 Fy 07 \$451,929 Fy 06 \$334,363 Fy 05 \$465,564 Fy 04 \$301,261 Fy 03	Estimate FY 12 Recap Sheet FY 11 Recap Sheet FY 10 Recap Sheet FY 09 Recap Sheet FY 08 Recap Sheet FY 07 Recap Sheet FY 06 Recap Sheet FY 05 Recap Sheet FY 04 Recap Sheet FY 03 Recap Sheet
37 Fy 13 Tax Rate	\$470,508.50 projected new growth \$11.11 current year tax rate \$4,771,285,789.00 current value \$42,350,000.00 value new growth \$4,813,635,789.00 new value fy 13 \$50,506,456.80 tax levy \$470,508.50 new growth \$4,934,778.00 exempted levy \$55,911,743.30 total levy \$11.62 tax rate fy 13	

**FIGURE TWO
NEW GROWTH AND BUILDING PERMIT ANALYSIS
FISCAL YEAR 2006 TO 2013**

Property Class	FY 2013	FY 2012	FY 2011	FY 2010	FY 2009	FY 2008	FY 2007	FY 2006
Residential								
Single Family	\$30,000,000	\$26,435,200	\$28,754,200	\$13,707,015	\$35,697,392	\$26,852,550	\$47,161,250	\$38,246,930
Condominium	\$3,000,000	\$6,403,500	\$3,918,900	\$2,317,000	\$2,139,000	\$12,497,700	\$20,834,200	\$9,406,380
Two & Three Family	\$0	\$215,000	\$660,300	\$0	\$174,072	\$0	\$2,300,750	\$545,300
Multi-Family	\$350,000	\$10,540,100	\$77,500	\$350,600	\$384,000	\$10,267,700	\$21,621,100	\$0
Vacant Land	\$0	\$3,093,100	\$5,106,200	\$1,882,700	\$3,267,502	\$2,949,462	\$4,054,800	\$767,350
All Others	\$0	\$577,100	\$261,025	\$0	\$0	\$0	\$76,071	\$0
Total Residential	\$33,350,000	\$47,264,000	\$38,778,125	\$18,257,315	\$41,661,966	\$52,567,412	\$96,048,171	\$48,965,960
Open Space	\$0	\$0	\$0	\$0	\$0	\$0	\$475,200	\$0
Commercial	\$5,000,000	\$6,132,287	\$8,595,290	\$3,062,200	\$7,529,039	\$1,301,604	\$3,721,970	\$4,062,627
Chapter 61, 61A, 61B	\$0	\$0	\$0	\$5,773	\$0	\$0	\$0	\$0
Industrial	\$1,000,000	\$1,000	\$0	\$29,400	\$10,000	\$4,924,200	\$3,111,375	\$1,887,400
Personal Property	\$3,000,000	\$3,154,338	\$2,639,975	\$21,414,509	\$8,254,600	\$6,014,424	\$4,576,584	\$1,419,891
Total Valuation Growth	\$42,350,000	\$56,551,625	\$50,013,390	\$42,769,197	\$57,455,605	\$64,807,640	\$107,933,300	\$56,335,878
Tax Rate	\$11.11	\$10.67	\$10.31	\$9.68	\$9.14	\$8.66	\$9.24	\$9.74
New Growth	\$470,509	\$603,406	\$515,638	\$414,006	\$525,143	\$561,235	\$997,304	\$548,711

Building Permits (Selected Areas)	2011	2010	2009	2008	2007	2006	2005	2004
One Family	49	58	50	25	34	39	53	68
Two Family	2	4	1	3	20	16	11	2
Apartment/Condos	6	6	10	0	2	14	12	7
Residential Alterations	227	251	207	228	268	307	309	308
Commercial	4	5	3	9	2	9	5	6
Commercial Alternations	87	75	41	47	51	62	40	34
Industrial	0	0	0	0	0	1	0	0
Industrial Alterations	0	0	0	0	8	6	0	0
Total	375	399	312	312	385	454	430	425

New Single-Family Homes 1990 to 2002	1990	61	1995	157	2000	178	Single Family Home Construction		
	1991	125	1996	221	2001	126			
	1992	288	1997	261	2002	128		1990 to 1999	2,104
	1993	256	1998	269	2003	96		2000 to 2009	797
	1994	222	1999	244				2010 to 2019	107

**FIGURE THREE
RECEIPTS
FISCAL YEAR 2006 TO 2013**

ITEM	PROJECTED FY 13	ESTIMATED FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09	ACTUAL FY 08	ACTUAL FY 07	ACTUAL FY 06
MOTOR VEHICLE EXCISE	\$4,300,000	\$4,300,000	\$4,437,527	\$4,295,450	\$4,351,092	\$4,872,855	\$4,411,326	\$4,688,251
OTHER EXCISE	\$90,000	\$80,000	\$82,970	\$47,864	\$51,900	\$61,823	\$60,720	\$49,047
PENALTIES AND INTEREST	\$220,000	\$220,000	\$281,400	\$218,805	\$241,101	\$205,595	\$185,248	\$217,472
PAYMENT IN LIEU OF TAXES	\$35,000	\$35,000	\$35,218	\$34,001	\$33,425	\$30,987	\$28,471	\$28,152
CHARGES FOR SERVICES - WATER	\$3,500,000	\$3,511,598	\$3,642,144	\$3,518,453	\$3,409,443	\$3,500,366	\$3,138,007	\$2,939,701
CHARGES FOR SERVICES - ASH DISPOSAL FEES	\$1,200,000	\$1,200,000	\$1,245,334	\$872,566	\$812,552	\$768,626	\$573,251	\$580,000
RENTALS	\$120,000	\$120,000	\$156,866	\$116,107	\$106,172	\$116,104	\$108,154	\$97,333
DEPARTMENTAL REVENUE - SCHOOLS	\$20,000	\$12,000	\$19,084	\$13,442	\$12,640	\$12,871	\$12,462	\$12,702
DEPARTMENTAL REVENUE - LIBRARIES	\$20,000	\$20,000	\$12,459	\$16,575	\$37,320	\$38,869	\$45,768	\$45,958
DEPARTMENTAL REVENUE - CEMETERIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OTHER DEPARTMENTAL REVENUE	\$25,000	\$25,000	\$25,423	\$29,994	\$56,839	\$59,774	\$81,348	\$42,297
LICENSE AND PERMITS	\$300,000	\$280,000	\$325,025	\$280,106	\$255,566	\$279,873	\$255,636	\$295,018
SPECIAL ASSESSMENTS	\$700,000	\$675,000	\$758,100	\$672,673	\$597,761	\$621,311	\$609,097	\$1,237,994
FINES AND FORFEITS	\$20,000	\$20,000	\$20,266	\$27,440	\$21,805	\$35,538	\$30,131	\$35,150
INVESTMENT INCOME	\$125,000	\$125,000	\$148,638	\$195,951	\$245,537	\$308,415	\$296,276	\$271,803
MISCELLANEOUS RECURRING	\$575,000	\$575,000	\$732,478	\$929,436	\$1,179,559	\$1,780,717	\$1,621,437	\$1,126,738
MISCELLANEOUS NON-RECURRING	\$0	\$0	\$0	\$0	\$31,291	\$0	\$0	\$0
MEDICAID REIMBURSEMENT	\$275,000	\$320,361	\$459,072	\$198,823	\$151,712	\$292,926	\$190,576	\$150,070
SUPPLEMENTAL TAX PROGRAM	\$275,000	\$275,000	\$333,627	\$215,698	\$222,924	\$341,212	\$197,470	\$107,257
REIMBURSEMENT E-RATE	\$30,000	\$30,000	\$89,521	\$19,628	\$16,603	\$48,840	\$147,927	\$47,040
MEALS TAX*	\$5,000	\$5,000	\$5,084	\$41,864	\$0	\$0	\$0	\$0
	\$320,000	\$260,000	\$336,491	\$0	\$0	\$0	\$0	\$0
* Meals tax adopted in February 2010	\$12,155,000	\$12,088,959	\$13,146,727	\$11,744,876	\$11,835,242	\$13,376,702	\$11,993,305	\$11,971,983
ESTIMATE			\$11,355,500	\$10,939,000	\$11,978,000	\$11,260,800	\$11,400,000	\$10,388,000
OVER(UNDER)			\$1,791,227	\$805,876	(\$142,758)	\$2,115,902	\$593,305	\$1,583,983
PERCENT OVER(UNDER)			15.8%	7.4%	-1.2%	18.8%	5.2%	15.2%

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

**FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2005 TO 2013**

Line Item	Fiscal Year 2013 House #1	Fiscal Year 2012 Actual	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
Sub-Total	\$1,863,541	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859	\$882,749	\$840,584	\$694,057
Overestimate - Mosquito Control	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overestimate - Special Education	\$0	\$0	\$0	\$0	\$0	\$0	(\$157)	\$0	\$0
Overestimate - Regional Transit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0	\$0	\$0	(\$157)	\$0	\$0
Total Net Charges	\$1,863,541	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859	\$882,906	\$840,584	\$694,057
School Lunch Offset	\$30,010	\$30,201	\$27,459	\$33,698	\$31,073	\$33,298	\$26,597	\$28,245	\$26,723
Library Offset	\$38,995	\$36,947	\$37,323	\$36,435	\$50,669	\$48,050	\$46,734	\$45,664	\$40,664
School Choice Receiving Tuition	\$83,000	\$96,050	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Off-Sets	\$152,005	\$163,198	\$164,782	\$70,133	\$81,742	\$81,348	\$73,331	\$73,909	\$67,387

Line Item	Fiscal Year 2013 Projected	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
"Education" Local Aid	\$18,864,047	\$19,046,876	\$18,979,793	\$19,192,321	\$19,437,265	\$17,804,618	\$16,147,896	\$14,057,494	\$12,135,063
"General Government" Local Aid	\$2,499,855	\$2,496,046	\$2,694,828	\$2,759,949	\$3,585,832	\$3,889,253	\$3,787,156	\$3,227,722	\$2,783,852
Charges and Offsets	\$2,015,546	\$2,146,313	\$1,921,196	\$1,886,526	\$1,584,277	\$1,232,207	\$956,237	\$914,493	\$761,444
Total	\$19,348,356	\$19,396,609	\$19,753,425	\$20,065,744	\$21,438,820	\$20,461,664	\$18,978,815	\$16,370,723	\$14,157,471
"General Government" Less Charges	\$636,314	\$512,931	\$938,414	\$943,556	\$2,083,297	\$2,738,394	\$2,904,407	\$2,387,138	\$2,089,795

**FIGURE FIVE
TAX RATE RECAPITULATIONS
FISCAL YEAR 2005 TO 2012**

	ACTUAL FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09	ACTUAL FY 08	ACTUAL FY 07	ACTUAL FY 06	ACTUAL FY 05	
CHARGES									
APPROPRIATIONS	\$101,508,248	\$95,005,238	\$94,830,381	\$96,506,912	\$89,465,197	\$88,001,485	\$83,343,542	\$77,611,947	
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	\$163,198	\$164,782	\$70,133	\$81,742	\$81,348	\$73,331	\$73,909	\$67,387	
CMRPC	\$7,813	\$7,623	\$7,623	\$7,437	\$7,256	\$7,079	\$6,906	\$6,738	
STATE AND COUNTY CHARGES	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859	\$882,906	\$840,584	\$694,057	
OVERLAY	\$714,829	\$598,458	\$758,894	\$583,630	\$545,199	\$484,866	\$451,929	\$334,363	
TOTAL TO BE RAISED	\$104,377,203	\$97,532,515	\$97,483,424	\$98,682,256	\$91,249,859	\$89,449,668	\$84,716,870	\$78,714,491	
REVENUE									
STATE AID	\$24,893,298	\$25,163,474	\$25,441,123	\$26,849,796	\$25,486,284	\$23,727,465	\$21,077,629	\$18,621,647	
OVERESTIMATES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
SCHEDULE A RECEIPTS	\$12,088,959	\$11,355,500	\$10,939,000	\$11,978,000	\$11,260,800	\$11,400,000	\$10,388,000	\$10,415,000	
SOLID WASTE ENTERPRISE	\$885,000	\$831,000	\$804,000	\$0	\$0	\$0	\$0	\$0	
FREE CASH & RETAINED EARNINGS	\$3,446,791	\$1,631,069	\$1,310,000	\$2,999,999	\$2,000,000	\$1,250,000	\$2,000,000	\$2,380,000	
OTHER AVAILABLE FUNDS									
SALE OF CEMETERY LOTS	\$18,000	\$18,000	\$18,000	\$19,000	\$18,000	\$18,000	\$25,000	\$25,000	
SEWER SURPLUS	\$5,718,663	\$4,200,777	\$3,313,131	\$2,834,092	\$2,746,086	\$2,970,000	\$3,566,655	\$2,300,000	
LIGHT REVENUE	\$350,570	\$357,767	\$457,640	\$472,770	\$291,434	\$258,939	\$262,767	\$273,150	
CATV REVENUE	\$377,300	\$394,500	\$410,834	\$453,750	\$469,370	\$484,635	\$499,545	\$514,456	
STABILIZATION	\$0	\$0	\$496,000	\$0	\$0	\$0	\$170,000	\$635,000	
OTHER FUNDS (CHAPTER 90)	\$1,734,698	\$0	\$1,451,733	\$723,655	\$0	\$1,397,858	\$508,066	\$422,311	
BUDGET/FUND TRANSFERS	\$315,708	\$701,143	\$1,136,417	\$1,336,334	\$0	\$149,868	\$566,714	\$400,223	
HOME FARM WELL INTEREST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TITLE V RESERVE	\$15,128	\$15,128	\$15,128	\$15,128	\$15,128	\$15,128	\$16,248	\$4,831	
INTEREST/PREMIUM RESERVE	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
WATER SYSTEM IMPRVMENTS	\$0	\$32,000	\$600,000	\$0	\$200,000	\$305,702	\$500,000	\$0	
WATER CONSERVATION FUND	\$0	\$100,000	\$200,000	\$200,000	\$150,000	\$50,000	\$30,000	\$0	
CEMETERY TRUST FUNDS	\$0	\$0	\$11,000	\$30,000	\$0	\$30,000	\$75,000	\$71,500	
SPECIAL FUNDS - COAL ASH	\$0	\$0	\$0	\$392,237	\$530,000	\$425,000	\$275,000	\$250,000	
HIGHWAY IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000	\$0	
SURPLUS SBAB (FLORAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$89,681	\$0	
SALE OF PROPERTY	\$0	\$315,500	\$0	\$0	\$96,402	\$194,220	\$0	\$0	
SEWER CONSTRUCTION	\$150,000	\$750,000	\$0	\$610,000	\$440,000	\$258,000	\$0	\$0	
FREE CASH (REDUCE LEVY)	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	
MUNICIPAL LIGHT (REDUCE LEVY)	\$150,384	\$150,384	\$150,384	\$150,384	\$189,358	\$115,441	\$121,995	\$115,606	
CATV REVENUE (REDUCE LEVY)	\$723,720	\$732,356	\$626,307	\$556,355	\$492,491	\$454,691	\$430,056	\$386,504	
BOND INTEREST RESERVE	\$0	\$205,469	\$500,000	\$500,000	\$500,000	\$800,000	\$0	\$0	
TOTAL REVENUE	\$51,368,219	\$47,454,067	\$48,380,697	\$50,621,500	\$45,385,353	\$44,804,947	\$41,502,355	\$37,315,228	
TOTAL LEVY	\$53,008,984	\$50,078,448	\$49,102,727	\$48,060,756	\$45,864,506	\$44,644,721	\$43,214,514	\$41,399,263	
1/26/2012	TAX RATE	\$11.11	\$10.67	\$10.31	\$9.68	\$9.14	\$8.66	\$9.24	\$9.74

**FIGURE SIX
DEBT SERVICE PROJECTION
FISCAL YEAR 2013 TO 2032**

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 (2010) \$58,900,000 SENIOR HIGH SCHOOL	2001 (2010) \$2,000,000 OPEN SPACE LAND PURCHASE	2001 (2010) 2001 \$1,760,000 LIGHT PLANT	2001 (2005) \$286,611 CWMP
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	\$4,829	\$4,048,800	\$142,350	\$126,900	\$16,727
2016	\$471,375		\$164,650	\$134,075	\$4,829	\$3,894,700	\$128,100	\$117,600	\$16,114
2017-2032			\$352,100	\$361,075	\$14,487	\$20,128,750	\$462,000	\$220,500	\$73,668
	\$2,032,413	\$713,700	\$1,059,089	\$924,375	\$33,807	\$36,623,965	\$1,018,250	\$733,860	\$134,650

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 CWMP	2008 \$6,800,000 FIRE FACILITIES PROJECT	2008 \$1,000,000 LIGHT PLANT	2008 \$1,250,000 WATER SYSTEM UPGRADE
2013	\$5,403	\$560,504	\$109,122	\$4,729	\$10,807	\$562,233	\$206,000	\$149,063
2014	\$5,541	\$546,860	\$105,987	\$4,729	\$10,807	\$550,833		\$145,313
2015	\$5,541	\$532,754	\$102,747	\$4,729	\$10,807	\$539,433		\$141,563
2016	\$5,541	\$518,185	\$94,500	\$4,729	\$10,807	\$527,083		\$137,500
2017-2032	\$39,045	\$3,979,905	\$345,950	\$47,283	\$54,038	\$4,516,886		\$262,813
TOTAL	\$61,071	\$6,138,208	\$758,306	\$66,199	\$97,266	\$6,696,468	\$206,000	\$836,252

FISCAL YEAR	2011 \$20,000,000 SHERWOOD MIDDLE SCHOOL	2011 \$680,000 CREDIT UNION PURCHASE	TOTAL DEBT SERVICE
2013	\$1,770,000	\$93,950	\$9,371,259
2014	\$1,740,000	\$91,850	\$8,883,039
2015	\$1,710,000	\$89,750	\$8,286,843
2016	\$1,680,000	\$87,650	\$7,997,438
2017-2032	\$21,365,000	\$454,000	\$74,339,029
TOTAL	\$28,265,000	\$817,200	\$108,877,608

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
\$257,265	\$8,215,429	\$898,565	\$9,371,259
\$249,885	\$7,968,964	\$664,190	\$8,883,039
\$242,360	\$7,733,388	\$311,096	\$8,286,843
\$229,288	\$7,471,031	\$297,120	\$7,997,438
\$799,950	\$51,165,716	\$711,834	\$52,677,500
\$1,778,747	\$82,554,527	\$2,170,971	\$87,216,079

*** Not adjusted for SBAB Reimbursement

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

Issue No.	Date of Issue/Re-issue	Purpose	Type of Payment	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
1	2/1/1996 2/1/2005	Floral St (EXEMPT) \$9,000,000	Principal	420,500	416,000	411,650	402,700										
			Interest	64,363	49,645	34,565	19,128										
			Total	484,863	465,645	446,215	421,828										
1	2/1/1996 2/1/2005	Floral St \$1,000,000	Principal	49,500	49,000	48,350	47,300										
			Interest	7,569	5,836	4,060	2,247										
			Total	57,069	54,836	52,410	49,547										
2	6/15/1999 9/3/2009	CATV Upgrade \$5,300,000	Principal	345,000	335,000												
			Interest	20,300	13,400												
			Total	365,300	348,400												
3	6/15/1999 9/3/2009	Land Acquisition #1 \$3,000,000	Principal	160,000	155,000	155,000	150,000	150,000	145,000	40,000							
			Interest	28,313	25,113	18,913	14,650	10,150	5,650	1,300							
			Total	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	125,000	120,000	120,000	120,000	115,000	115,000	110,000							
			Interest	24,675	22,175	17,375	14,075	10,475	7,025	3,575							
			Total	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	4,829	4,829	4,829	4,829	4,829							
			Interest	0	0	0	0	0	0	0							
			Total	4,831	4,831	4,829	4,829	4,829	4,829	4,829							
6	8/15/2001 4/15/2010	High School \$58,900,000	Principal	3,101,000	3,040,000	2,995,000	2,960,000	2,940,000	2,930,000	2,925,000	2,915,000	2,905,000	2,895,000				
			Interest	1,251,415	1,159,300	1,053,800	934,700	802,000	655,250	508,875	362,875	217,375	72,375				
			Total	4,352,415	4,199,300	4,048,800	3,894,700	3,742,000	3,585,250	3,433,875	3,277,875	3,122,375	2,967,375				
7	8/15/2001 4/15/2010	Land Acquisition #2 \$2,000,000	Principal	110,000	110,000	110,000	105,000	105,000	105,000	105,000	105,000						
			Interest	34,550	31,250	32,350	23,100	18,375	13,125	7,875	2,625						
			Total	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	114,000	110,000	110,000	105,000	105,000	105,000								
			Interest	24,110	20,750	16,900	12,600	7,875	2,625								
			Total	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	12,198	11,931	15,075	14,746	14,422	14,040	13,602	13,242	15,698					
			Interest	2,124	1,888	1,652	1,368	1,085	802	518	259	0					
			Total	14,322	13,819	16,727	16,114	15,507	14,842	14,120	13,501	15,698					
10	8/1/2004	Title V Loan Program #2 \$105,896	Principal	5,403	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,670	5,670		
			Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	
			Total	5,403	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,670	5,670	
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	370,000	370,000	370,000	370,000	
			Interest	190,504	176,860	162,754	148,185	133,384	118,585	103,785	88,754	73,260	57,443	41,394	24,975	8,325	
			Total	560,504	546,860	532,754	518,185	503,384	488,585	473,785	458,754	443,260	427,443	411,394	394,975	378,325	
12	11/15/2004	North Shore School \$1,250,000	Principal	85,000	85,000	85,000	80,000	80,000	80,000	80,000	80,000						
			Interest	24,122	20,987	17,747	14,500	11,300	8,100	4,900	1,650						
			Total	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	4,728	4,728	4,728	4,728	4,728	4,728	
			Interest	0	0	0	0	0	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	4,728	4,728	4,728	4,728	4,728

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
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	10,808	10,808	10,808					
			Interest	0	0	0	0	0	0	0	0	0	0				
			Total	10,807	10,807	10,807	10,807	10,807	10,807	10,808	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	375,000	375,000	375,000	375,000	370,000	
			Interest	182,233	170,833	159,433	147,083	134,733	122,383	109,083	96,353	83,243	69,930	56,243	42,368	28,305	
			Total	562,233	550,833	539,433	527,083	514,733	502,383	489,083	476,353	458,243	444,930	431,243	417,368	398,305	
16	2/15/2008	Water Tank - Masonic \$1,250,000	Principal	125,000	125,000	125,000	125,000	125,000	125,000								
			Interest	24,063	20,313	16,563	12,500	8,438	4,375								
			Total	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													
			Interest	6,000													
			Total	206,000													
18	7/14/2011	Sherwood Middle School \$20,000,000 (Balance to be Issued in FY 2013)	Principal	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
			Interest	770,000	740,000	710,000	680,000	650,000	615,000	580,000	540,000	490,000	440,000	390,000	345,000	305,000	
			Total	1,770,000	1,740,000	1,710,000	1,680,000	1,650,000	1,615,000	1,580,000	1,540,000	1,490,000	1,440,000	1,390,000	1,345,000	1,305,000	
19	7/14/2011	Credit Union Land Purchase \$680,000	Principal	70,000	70,000	70,000	70,000	70,000	70,000	65,000	65,000	65,000	65,000				
			Interest	23,950	21,850	19,750	17,650	15,550	13,100	10,725	8,125	4,875	1,625				
			Total	93,950	91,850	89,750	87,650	85,550	83,100	75,725	73,125	69,875	66,625				
20	TBD	Water System Improvements \$700,000	Principal	0													
			Interest	12,000	Estimate												
			Total	12,000													
21	TBD	Land Acquisition - South St \$6,100,000	Principal	0													
			Interest	130,000	Estimate												
			Total	130,000													
22	TBD	Sherwood Middle School #2 \$6,100,000	Principal	0													
			Interest	53,000	Estimate												
			Total	53,000													
23	TBD	Spring Street School \$1,310,000	Principal	0													
			Interest	13,000	Estimate												
			Total	13,000													
24	TBD	Sewer Interceptor #1 \$956,875	Principal	46,559													
			Interest	19,541	Estimate												
			Total	66,100													
Existing Debt Service																	
	Total Principal	Principal	6,739,527	6,402,839	6,020,981	5,955,652	5,480,328	5,464,946	5,114,509	4,949,319	4,751,775	4,715,398	1,755,398	1,749,728	1,744,728		
	Total Interest	Interest	2,905,832	2,480,200	2,265,862	2,041,786	1,803,365	1,566,020	1,330,636	1,100,641	868,753	641,373	487,637	412,343	341,630		
	Total Payment	Total	9,645,359	8,883,039	8,286,843	7,997,438	7,283,693	7,030,966	6,445,145	6,049,960	5,620,528	5,356,771	2,243,035	2,162,071	2,086,358		

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Existing Debt Service by Funding Source																
		Tax Levy (Within Levy Limit)		273,141	252,673	244,907	231,697	176,850	171,200	160,625	154,775	69,875	66,625	0	0	0
		Tax Levy (Exempted)		8,395,553	7,966,176	7,730,840	7,468,621	6,819,117	6,582,018	6,244,493	5,860,607	5,513,878	5,279,748	2,232,637	2,157,343	2,081,630
		Light		344,110	130,750	126,900	117,600	112,875	107,625	0	0	0	0	0	0	0
		CATV		365,300	348,400	0	0	0	0	0	0	0	0	0	0	0
		Sewer		91,229	24,626	27,534	26,921	26,314	25,649	24,928	24,309	26,506	0	0	0	0
		Title V		14,963	15,101	15,099	15,099	15,099	15,099	15,099	10,269	10,269	10,398	10,398	4,728	4,728
		Water		161,063	145,313	141,563	137,500	133,438	129,375	0	0	0	0	0	0	0
		Total		9,645,359	8,883,039	8,286,843	7,997,438	7,283,693	7,030,966	6,445,145	6,049,960	5,620,528	5,356,771	2,243,035	2,162,071	2,086,358
		Tax Levy (Exempted)		8,395,553	7,966,176	7,730,840	7,468,621	6,819,117	6,582,018	6,244,493	5,860,607	5,513,878	5,279,748	2,232,637	2,157,343	2,081,630
		SBA Funding (Floral)		(585,681)	(585,681)	(585,681)	(585,681)	(585,681)	0	0	0	0	0	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)	(2,764,695)	(2,764,695)	0	0
		Bond Reserve Account														
		Oak Middle MSBA		(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)
		Sherwood Middle Bond Premium		(40,671)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)
		Net Tax Levy Exempted		4,963,835	4,533,541	4,298,205	4,035,986	3,386,482	3,735,064	3,397,539	3,013,653	2,666,924	2,432,794	(614,317)	2,075,084	2,040,042
		Tax Rate Impact*	\$4.771 B	\$1.04	\$0.95	\$0.90	\$0.85	\$0.71	\$0.78	\$0.71	\$0.63	\$0.56	\$0.51	(\$0.13)	\$0.43	\$0.43
		Average Res Tax Bill (Outside Levy Limit)*	\$372,559	\$387.59	\$354.00	\$335.62	\$315.14	\$264.43	\$291.65	\$265.29	\$235.32	\$208.24	\$189.96	(\$47.97)	\$162.03	\$159.29

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2026	2027	2028	2029	2030	2031	2032	Total	
1	2/1/1996 2/1/2005	Floral St (EXEMPT)	Principal								1,650,850	
			Interest	\$9,000,000								167,701
			Total									1,818,551
1	2/1/1996 2/1/2005	Floral St	Principal								194,150	
			Interest	\$1,000,000								19,712
			Total									213,862
2	6/15/1999 9/3/2009	CATV Upgrade	Principal								680,000	
			Interest	\$5,300,000								33,700
			Total									713,700
3	6/15/1999 9/3/2009	Land Acquisition #1	Principal								955,000	
			Interest	\$3,000,000								104,089
			Total									1,059,089
4	6/1/1999 9/3/2009	Land Acquisition (HS)	Principal								825,000	
			Interest	\$2,400,000								99,375
			Total									924,375
5	10/25/2000	Title V Loan Program #1	Principal								33,807	
			Interest	\$86,947								0
			Total									33,807
6	8/15/2001 4/15/2010	High School	Principal								29,606,000	
			Interest	\$58,900,000								7,017,965
			Total									36,623,965
7	8/15/2001 4/15/2010	Land Acquisition #2	Principal								855,000	
			Interest	\$2,000,000								163,250
			Total									1,018,250
8	8/15/2001 4/15/2010	Light Upgrade	Principal								649,000	
			Interest	\$1,760,000								84,860
			Total									733,860
9	7/26/2001 2/1/2005	Assabet River CWMP #1	Principal								124,954	
			Interest	\$1,760,000								9,696
			Total									134,650
10	8/1/2004	Title V Loan Program #2	Principal								61,071	
			Interest	\$105,896								0
			Total									61,071
11	11/15/2004	Oak Middle School	Principal								4,810,000	
			Interest	\$7,400,000								1,328,208
			Total									6,138,208
12	11/15/2004	North Shore School	Principal								655,000	
			Interest	\$1,250,000								103,306
			Total									758,306
13	10/24/2005	Title V Loan Program #3	Principal	4,728							66,199	
			Interest	\$94,573								0
			Total		4,728							66,199

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2026	2027	2028	2029	2030	2031	2032	Total
Existing Debt Service by Funding Source											
		Tax Levy (Within Levy Limit)		0	0	0	0	0	0	0	1,802,368
		Tax Levy (Exempted)		1,649,245	1,225,000	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250	82,726,906
		Light		0	0	0	0	0	0	0	939,860
		CATV		0	0	0	0	0	0	0	713,700
		Sewer		0	0	0	0	0	0	0	298,016
		Title V		4,728	0	0	0	0	0	0	161,077
		Water		0	0	0	0	0	0	0	848,252
		Total		1,653,973	1,225,000	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250	87,490,179
		Tax Levy (Exempted)		1,649,245	1,225,000	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250	82,726,906
		SBA Funding (Floral)		0	0	0	0	0	0	0	(2,928,405)
		*Tax Rate Impact calculated on FY 2012 values		0	0	0	0	0	0	0	(30,411,645)
		Bond Reserve Account									0
		Oak Middle MSBA									(488,052)
		Sherwood Middle Bond Premium		(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(830,843)
		Net Tax Levy Exempted		1,607,657	1,183,412	1,143,412	1,103,412	1,063,412	1,022,162	979,662	48,067,961
		Tax Rate Impact*	\$4.771 B	\$0.34	\$0.25	\$0.24	\$0.23	\$0.22	\$0.21	\$0.21	
		Average Res Tax Bill (Outside Levy Limit)*	\$372,559	\$125.53	\$92.41	\$89.28	\$86.16	\$83.03	\$79.81	\$76.50	

**FIGURE EIGHT
FREE CASH
FISCAL YEAR 1995 TO 2012**

FISCAL YEAR END	BALANCE AS OF 7/1	AMOUNT APPROPRIATED	FOLLOWING YEAR BALANCE	GAIN/(LOSS)
2012	\$4,459,628 *			
2011	\$6,002,067 **	\$3,794,439	\$4,459,628	
2010	\$5,845,970	\$3,896,791	\$6,002,067	\$156,097
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)

*The projected Free Cash balance for July 1, 2012, does meet the objective set by the Board of Selectmen on December 13, 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 2012 Annual Town Meeting. Stabilization balance as of 1/26/2011 is \$345,630. 4% of current operating budget is \$3,914,881.

** Balance was reduced via transfer to Water Improvements in the amount of \$448,000

Indicates balance influenced by bond premium that was run through Free Cash in the amount of \$2,385,000

FIGURE NINE
TRIAL RECAPITULATION - FISCAL YEAR 2013
Based on Projection Number One

REVENUE

TAXATION	\$50,506,457
NEW GROWTH	\$470,509
EXEMPTED TAX LEVY	\$4,934,778
STATE AID	\$21,363,902
SBAB PAYMENT	\$3,391,047
OVERESTIMATES	\$0
SCHEDULE A RECEIPTS	\$12,155,000
SOLID WASTE ENTERPRISE	\$885,000
RETAINED EARNINGS SOLID WASTE ENTERPRISE	\$50,000
FREE CASH	\$3,294,439
OTHER AVAILABLE FUNDS	
Sale of Cemetery Lots	\$18,000
Sewer Surplus	\$6,736,587
Sewer Construction	\$0
Light Revenue	\$344,110
CATV Revenue	\$365,300
Chapter 90	\$0
Title V Loan Repayments	\$14,963
Water System Improvements	\$443,350
Account Transfer	\$610,843
Bond Interest Reserve	\$100,000
FREE CASH (REDUCE LEVY)	\$500,000
MUNICIPAL LIGHT (REDUCE LEVY)	\$175,463
CATV REVENUE (REDUCE LEVY)	\$723,254

\$55,911,744 Taxation
\$21,363,902 State Aid
\$3,391,047 SBAB Payment
\$12,155,000 Local Receipts
\$935,000 Solid Waste Enterprise
\$3,294,439 Free Cash
\$8,633,153 Other Funds
\$500,000 Free Cash (Levy)
\$175,463 Light (Levy)
\$723,254 CATV (Levy)
\$107,083,002

Total Revenue \$107,083,002

CHARGES

CHERRY SHEET OFFSETS	\$152,005
CMRPC	\$8,008
STATE AND COUNTY CHARGES	\$1,863,541
OVERLAY	\$600,000
ATM/STM RESERVE	\$300,000
MEDICAL EXPENSES POLICE AND FIRE	\$1,500
FY 2012 DEFICITS	\$600,000
OPERATING BUDGET	\$97,872,020
SOLID WASTE ENTERPRISE	\$1,810,328
SALE OF LOTS	\$18,000
CAPITAL BUDGET	
P Replace Marked Cruiser	\$32,000
P Replace Marked Cruiser	\$32,000
P Replace Unmarked Cruiser	\$27,000
PB Library Building Improvements	\$200,000
PB Pulverization & Paving - Paton	\$217,600
PB Replace 1999 Ford Service Van #106	\$19,000
P Replace Unmarked Cruiser	\$27,000
H Street Reconstruction	\$150,000
W Water Supply Permitting	\$100,000
W Capital Efficiency Plan	\$60,000
W Water Meter Replacement	\$250,000
W Replace 2003 Pickup #64	\$40,000
S Replace Pickup #72	\$50,000
PB Pulverization & Paving - Spring	\$0
Lib Two Self Checkout Units and Related Costs	\$0
P Replace Mower	\$0
PB Replacement Floor Tile - Spring	\$0
PB Interior Painting - Floral	\$0
H Replace 1973 Loader #8	\$0
BILLS OF PRIOR YEAR	\$1,000
BEDROCK WELL DEVELOPMENT	\$350,000
OAK STREET WATER MAIN REPLACEMENT	\$1,200,000

\$ 2,623,554 Charges

\$5,144,412 General Government
\$7,116,257 Public Safety
\$3,320,189 Retirement
\$10,037,478 Public Works
\$504,286 Human Services
\$1,450,828 Culture & Recreation
\$49,590,816 School Department
\$9,767,056 Debt and Interest
\$10,940,698 Unclassified (Op Sprt)
\$97,872,020

Solid Waste Enterprise
\$1,166,268 Collection
\$489,060 Disposal
\$155,000 Expenses
\$1,810,328

Capital Budget
\$704,600 From Taxation
\$450,000 From Taxation (Water)
\$50,000 From Sewer Surplus
\$1,204,600

**FIGURE NINE
TRIAL RECAPITULATION - FISCAL YEAR 2013
Based on Projection Number One**

WATER SYSTEM IMPROVEMENTS	\$0
MOTOR CONTROL UNITS JORDAN & HARVEY PLACE SEWER	\$500,000
SEWER I&I PROGRAM	\$500,000
STORM DRAINS	\$0
COUNSELING AND EDUCATIONAL SERVICES	\$72,000
SHREWSBURY DEVELOPMENT CORPORATION	\$30,000
Total Charges	\$107,083,002
Surplus/(Deficit)	\$0

Warrant Articles
\$422,500 From Taxation
\$600,000 From Free Cash
\$1,550,000 From Taxation & Wtr Imprv (Water)
\$1,000,000 From Sewer Revenue
\$3,572,500

Additional Spending Considerations	
Fire Department (Two Firefighters)	\$110,893
Education (To meet initial budget forecast of \$52,537,228)	\$2,946,412
Fire Department (Two Firefighters)	\$110,893
Police Department - PAT 8	\$38,209
Fire Department - PAT 9 to Full Time	\$20,085
Police Department (Two Patrol Officers)	\$114,797
Police Department - Dispatcher	\$39,780
Police Department - Sergeant	\$86,215
Public Buildings - Electrician	\$49,806
Highway/Parks - W-6	\$41,746
Additional Capital Projects	\$807,120
Additional Payment to OPEB Trust	\$250,000
Storm Drains	\$125,000
Total	\$4,740,956

\$2,623,554 Charges
\$97,872,020 Operating Budget
\$1,810,328 Solid Waste Enterprise
\$1,204,600 Capital Budget
\$3,572,500 Warrant Articles
\$107,083,002

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

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2013 TO 2017**

Department/Project	Total	2013	2014	2015	2016	2017	Later
0192 Public Buildings							
Beal - Replacement Windows	\$338,120	\$338,120					
Paton - Pulverize / Repave playground & driveways	\$217,600	\$217,600					
Spring St - Pulverize / Repave main driveways, berms and sidewalks	\$188,620	\$188,620					
Police Station - Additional Space	\$7,000,000	\$7,000,000					
Paint Interior of Floral Street School	\$54,000	\$54,000					
Paint Interior Walls and Trim High School	\$450,000	\$450,000					
Removal & replacement of floor asbestos tile at Spring St School classroom wings	\$177,500	\$177,500					
Replace Windows Town Hall - original building	\$41,400		\$41,400				
Renovation Town Hall - Second Floor	\$255,345		\$255,345				
Replace Heating System - Spring St School	\$1,253,786			\$1,253,786			
Replace Heating System - Paton School	\$1,324,512				\$1,324,512		
Paint Interior - Oak Middle	\$120,000					\$120,000	
	\$11,420,883	\$8,425,840	\$296,745	\$1,253,786	\$1,324,512	\$120,000	
0210 Police Department							
Replacement of Marked Vehicles	\$460,000	\$64,000	\$96,000	\$96,000	\$102,000	\$102,000	
Replacement of Unmarked Vehicles	\$110,000	\$54,000		\$27,000		\$29,000	
See Public Buildings for facilities needs							
	\$570,000	\$118,000	\$96,000	\$123,000	\$102,000	\$131,000	

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2013 TO 2017**

Department/Project	Total	2013	2014	2015	2016	2017	Later
0220 Fire Department							
Pickup Truck with Brush Unit	\$65,000	\$65,000					
Hovercraft Replacement	\$39,000	\$39,000					
Engine 1 Replacement	\$510,000		\$510,000				
SCBA Airtanks Replacement	\$101,500			\$101,500			
Engine 2 Replacement	\$600,000						\$600,000
	\$1,315,500	\$104,000	\$510,000	\$101,500	\$0	\$0	\$600,000
0411 Engineering							
Replace 1999 Chevy Tahoe	\$30,000		\$30,000				
Widening & Improving Public Ways Master Plan	\$750,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	
Zoning By-Law Recodifications / Re-write	\$90,000	\$90,000					
Stormwater Management	\$50,000	\$50,000					
	\$25,000	\$25,000					
	\$945,000	\$315,000	\$180,000	\$150,000	\$150,000	\$150,000	

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2013 TO 2017**

Department/Project	Total	2013	2014	2015	2016	2017	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	
Dump Truck / Sander 6whl Tr#20, #13, #7	\$600,000	\$200,000	\$200,000	\$200,000			
3/4 Ton 4 Whl Drive Pickup #24, #2	\$67,000	\$32,000		\$35,000			
Street Sweeper #36	\$160,000		160000				
Front End Loader, 310 cy #8, #18	\$330,000	\$330,000					
Superintendent Vehicle #1	\$40,000				\$40,000		
All Wheel Drive Dump Sander w/plow 45,000 GVW #5	\$250,000						\$250,000
All Wheel Drive Dump Sander w/plow 18,000 GVW replace Tr #21 and #23	\$120,000						\$120,000
Catch Basin Cleaner #11	\$220,000				\$220,000		
Tractor with Boom Mower (new)	\$105,000		\$105,000				
Pave Parking Lots @ Highway, Water, Sewer, & Parks - 207 & 211 South Street	\$300,000	\$300,000					
Salt Shed	\$400,000		\$400,000				
Chipper - replace 1992 Bandit	\$50,000			\$50,000			
Snow Blower Attachment for Loader	\$100,000		\$100,000				
	\$8,117,000	\$1,937,000	\$2,040,000	\$1,360,000	\$1,335,000	\$1,445,000	
0440 Sewer							
Sewer Interceptor Replacement/Rehabilitation	\$5,500,000	\$2,000,000	\$2,000,000	1,500,000			
Pump Station Replacement - Colton Lane	\$1,050,000		\$750,000	\$300,000			
I & I Removal	\$5,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
Motor Control Center Replacement	\$500,000	\$250,000	\$250,000				
Equipment Replacement	\$50,000	\$50,000					
	\$12,100,000	\$3,300,000	\$4,000,000	\$2,800,000	\$1,000,000	\$1,000,000	

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2013 TO 2017**

Department/Project	Total	2013	2014	2015	2016	2017	Later
0450 Water							
Additional Water Supply Permitting	\$300,000	\$100,000	\$100,000	\$100,000			
Capital Efficiency Plan	\$60,000	\$60,000					
Bedrock Wells	\$350,000	\$350,000					
Water Main Replacement	\$3,430,000	\$1,200,000	\$965,000	\$960,000	\$305,000		
Meter Replacement Program	\$1,250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
Equipment Replacement	\$545,000	\$40,000	\$130,000	\$175,000	\$200,000		
	\$5,935,000	\$2,000,000	\$1,445,000	\$1,485,000	\$755,000	\$250,000	
0491 Cemetery							
Cemetery Expansion	\$60,000		\$60,000				TBD
Cemetery - East Expansion							TBD
	\$60,000		\$60,000				
0610 Library							
Two Self-Check Units and Related Costs	\$18,700	\$18,700					
RFID Conversion, Station Rental	\$5,280		\$5,280				
138,000 RFID tags @25 cents	\$34,500		\$17,250	\$17,250			
Install Stairs and Lighting - New Parking Lot	\$30,000	\$30,000	Quote coming from Public Buildings				
Estimated Capital Repairs	\$6,400,000		\$6,400,000				
	\$6,488,480	\$48,700	\$6,422,530	\$17,250			

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2013 TO 2017**

Department/Project	Total	2013	2014	2015	2016	2017	Later
0650 Parks and Recreation							
Maple Ave Phase 2	\$308,562	\$53,562	\$100,000	\$155,000			
Lake Street Park Development	\$2,700,000			\$900,000	\$900,000	\$900,000	TBD
Replace Maintenance Trucks	\$49,000	\$24,000		\$25,000			
Replace Mowers	\$53,300	\$53,300					
Dean Park Erosion Control	\$75,000	\$75,000					
Municipal Drive Improvements	\$360,000	\$360,000					
Dean Park Paving	\$44,000	\$44,000					
Infield Groomer	\$19,000			\$19,000			
	\$3,608,862	\$609,862	\$100,000	\$1,099,000	\$900,000	\$900,000	
	\$50,560,725	\$16,858,402	\$15,150,275	\$8,389,536	\$5,566,512	\$3,996,000	\$600,000

**FIGURE TEN-A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2013**

Department	Project	Amount	Cumulative Total	Funding Source	Tier	Comment
Police	Replacement of Marked Cruiser	\$32,000	\$32,000	Taxation	1	Include in Capital Budget Article
Police	Replacement of Marked Cruiser	\$32,000	\$64,000	Taxation	1	Include in Capital Budget Article
Police	Replacement of Unmarked Cruiser	\$27,000	\$91,000	Taxation	1	Include in Capital Budget Article
Public Buildings	Library Building Improvements	\$200,000	\$291,000	Taxation	1	Include in Capital Budget Article
Public Buildings	Pulverization and Repaving - Paton	\$217,600	\$508,600	Taxation	2	Include in Capital Budget Article
Public Buildings	Replace 1999 Ford Service Van - Truck #106	\$19,000	\$527,600	Taxation	2	Include in Capital Budget Article
Police	Replacement of Unmarked Cruiser	\$27,000	\$554,600	Taxation	2	Include in Capital Budget Article
Highway	Widening & Improving Public Ways	\$150,000	\$704,600	Taxation	2	Include in Capital Budget Article
Public Buildings	Pulverization and Repaving - Spring	\$188,620	\$188,620	Taxation	2	Include In Capital Budget Article As Funds Allow
Library	Two Self-Check Units and Related Costs	\$18,700	\$207,320	Taxation	2	Include In Capital Budget Article As Funds Allow
Parks	Replace Mower	\$53,300	\$260,620	Taxation	2	Include In Capital Budget Article As Funds Allow
Highway	Storm Drain Construction	\$150,000	\$410,620	Taxation	2	Separate Warrant Article As Funds Allow
Public Buildings	Replacement of Floor Tile Classroom Wings - Spring	\$177,500	\$588,120	Taxation	3	Include In Capital Budget Article As Funds Allow
Public Buildings	Interior Painting - Floral	\$54,000	\$642,120	Taxation	3	Include In Capital Budget Article As Funds Allow
Highway	Replace 1973 Caterpillar Loader (2.5 cy) - Loader #8	\$165,000	\$807,120	Taxation	3	Include In Capital Budget Article As Funds Allow
Public Buildings	Interior Painting - High School	\$450,000	\$450,000	Taxation	3	Not Recommended For Funding
Highway	Replace 1980 Mack Dump Truck/Sander - Truck #20	\$200,000	\$650,000	Taxation	3	Not Recommended For Funding
Highway	Replace 1997 Chevrolet 3/4 Ton Pickup/plow - Truck #24	\$32,000	\$682,000	Taxation	3	Not Recommended For Funding
Highway/Water	Repave Parking Lots - 207 & 211 South Street	\$300,000	\$982,000	Taxation	3	Not Recommended For Funding
Parks	Replace 1989 GMC 1/2 Ton Pickup - Truck #86	\$24,000	\$1,006,000	Taxation	3	Not Recommended For Funding
Engineering	Stormwater Management	\$25,000	\$1,031,000	Taxation	3	Not Recommended For Funding
Highway	Street Resurfacing Account	\$475,000	\$1,506,000	Taxation	3	Not Recommended For Funding
Public Buildings	Window Replacement - Beal	\$338,120	\$1,844,120	Taxation	3	Not Recommended For Funding
Fire	Pickup Truck with Brush Unit	\$65,000	\$1,909,120	Taxation	3	Not Recommended For Funding
Highway	Sidewalk Construction	\$350,000	\$2,259,120	Taxation	3	Not Recommended For Funding
Parks	Dean Park Erosion Control	\$75,000	\$2,334,120	Taxation	3	Not Recommended For Funding
Parks	Dean Park Paving	\$44,000	\$2,378,120	Taxation	3	Not Recommended For Funding
Fire	Hovercraft Replacement	\$39,000	\$2,417,120	Taxation	4	Not Recommended For Funding
Parks	Maple Ave Phase 2	\$53,562	\$2,470,682	Taxation	4	Not Recommended For Funding
Parks	Municipal Drive Improvements	\$360,000	\$2,830,682	Taxation	4	Not Recommended For Funding

**FIGURE TEN-A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2013**

Department	Project	Amount	Cumulative Total	Funding Source	Tier	Comment
Water	Additional Water Supply Permitting	\$100,000	\$100,000	Water Revenue	1	Include in Capital Budget Article
Water	Capital Efficiency Plan	\$60,000	\$160,000	Water Revenue	1	Include in Capital Budget Article
Water	Bedrock Wells Development	\$350,000	\$510,000	Water Revenue	1	Separate Warrant Article
Water	Water Main Replacement - Oak St (SQA to Judick St)	\$1,200,000	\$1,710,000	Water Revenue	1	Separate Warrant Article
Water	Meter Replacement Program	\$250,000	\$1,960,000	Water Revenue	1	Include in Capital Budget Article
Water	Replace 2003 Chevrolet 1/2 Ton Pickup - Truck #64	\$40,000	\$2,000,000	Water Revenue	1	Include in Capital Budget Article
Sewer	I & I Removal Program	\$500,000	\$500,000	Sewer Revenue	1	Separate Warrant Article
Sewer	Motor Control Center Replacement - Jordan & Harvey Place	\$500,000	\$1,000,000	Sewer Revenue	1	Separate Warrant Article
Sewer	Replace 2005 Chevrolet 3/4 Ton Pickup/plow/utility - Truck #72	\$50,000	\$1,050,000	Sewer Revenue	1	Include in Capital Budget Article
Engineering	Master Plan Update	\$90,000	\$90,000	Fees	1	Funds Expended Without Appropriation
Engineering	Zoning By-Law Recodifications/Update	\$50,000	\$140,000	Fees	1	Funds Expended Without Appropriation
Sewer	Sewer Interceptor Replacement/Rehabilitation - Phase III	\$2,000,000	\$2,000,000	Bond Issue	1	Separate Warrant Article
Public Buildings	Police Station - Additional Space/Renovation	\$7,000,000	\$7,000,000	Bond Issue	4	Not Recommended For Funding

**FIGURE ELEVEN-A
SUMMARY OF HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 1999 TO 2012**

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	FY 12	
SCHOOL	H/P Select	Fam	10	8	10	12	10	8	5	0	0	0	0	0	0	0
		Ind	20	23	17	15	11	10	9	0	0	0	0	0	0	0
		Total	30	31	27	27	21	18	14	0	0	0	0	0	0	0
	H/P PPO	Fam							1	2	1	1	1	0	0	
		Ind							3	2	1	1	2	2	3	
		Total							4	4	2	2	3	2	3	
	Tufts POS	Fam							0	1	0	0	0	0	0	
		Ind							0	0	0	0	0	0	0	
		Total							0	1	0	0	0	0	0	
	Blue Cross EPO	Fam							12	9	11	9	9	0	0	
		Ind							7	8	10	8	5	0	0	
		Total							19	17	21	17	14	0	0	
	Tufts EPO	Fam							3	4	5	4	4	0	0	
		Ind							2	2	4	3	3	0	0	
		Total							5	6	9	7	7	0	0	
	H/P HMO Became EPO FY 06	Fam	39	44	57	70	66	50	45	46	39	35	26	20	0	0
		Ind	71	64	71	86	82	68	59	52	46	46	49	47	0	0
		Total	110	108	128	156	148	118	104	98	85	81	75	67	0	0
	Fallon (Select Care in FY 2004)	Fam	113	128	132	132	147	120	162	171	179	194	97	66	0	0
		Ind	114	138	143	158	156	107	136	132	148	151	88	76	0	0
		Total	227	266	275	290	303	227	298	303	327	345	185	142	0	0
	Fallon - Direct	Fam						63	62	63	62	73	26	19	0	0
		Ind						75	61	61	53	50	22	16	0	0
		Total						138	123	124	115	123	48	35	0	0
	BC - Rate Saver	Fam										0	1	3	4	
		Ind										0	1	2	2	
		Total										0	2	5	6	
	Tufts - Rate Saver	Fam										0	1	4	6	
		Ind										0	0	2	3	
		Total										0	1	6	9	
	HP -Rate Saver	Fam										2	8	28	22	
		Ind										1	3	48	46	

**FIGURE ELEVEN-A
SUMMARY OF HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 1999 TO 2012**

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	FY 12
	Total											3	11	76	68
Fallon - Select Rate Saver	Fam											115	154	230	252
	Ind											73	89	162	155
	Total											188	243	392	407
Fallon - Direct Rate Saver	Fam											46	45	65	66
	Ind											27	31	44	38
	Total											73	76	109	104
Total Active Plans		367	405	430	473	472	501	539	553	555	581	598	601	590	597
HP Medicare Enhanced						95	93	92	90	92	72	76	73	97	112
BC MEDEX III									3	2	2	2	2	2	2
Tufts Medicare Plus									6	6	5	8	7	15	19
BC Man Blue									0	0	0	0	2	2	2
Fallon Senior		60	58	58	65	66	64	64	63	56	56	52	52	74	77
Tufts Medicare Preferred													1	3	6
First Seniority		20	22												
Pilgrim Enhanced		61	60	54	56										
Pilgrim Preferred		26	24	44	46										
Medicare HMO Blue										1	2		1	0	0
First Seniority - Freedom											21	35	45	0	0
Total Senior Plans		167	164	156	167	161	157	156	162	157	158	173	183	193	218
Total School Plans		534	569	586	640	633	658	695	715	712	739	771	784	783	815
Town H/P Select	Fam	2	2	2	2	2	1	0	0	0	0	0	0	0	0
	Ind	3	2	1	1	0	0	3	0	0	0	0	0	0	0
	Total	5	4	3	3	2	1	3	0						
Town H/P PPO	Fam								0	1	1	1	1	0	0
	Ind								2	3	3	3	3	3	3
	Total								2	4	4	4	4	3	3
Town Tufts POS	Fam								0	0	0	0	0	0	0
	Ind								0	0	0	0	0	0	0
	Total								0						
Town Blue Cross EPO	Fam								1	0	1	1	0	0	0
	Ind								2	3	3	1	1	0	0
	Total								3	3	4	2	1	0	0

FIGURE ELEVEN-A
SUMMARY OF HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 1999 TO 2012

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	FY 12
Total								3	3	4	2	1	0	0
Tufts EPO	Fam							0	0	0	0	0	0	0
	Ind							0	0	0	0	0	0	0
	Total							0	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	0
	Ind					13	11	11	12	13	8	7	0	0
	Total					45	41	41	45	45	16	11	0	0
BC - Rate Saver	Fam										0	0	0	0
	Ind										0	0	0	0
	Total										0	0	0	0
Tufts - Rate Saver	Fam										0	0	0	0
	Ind										0	0	0	0
	Total										0	0	0	0
HP -Rate Saver	Fam										1	1	4	5
	Ind										0	0	5	7
	Total										1	1	9	12
Fallon - Select Rate Saver	Fam										50	55	76	90
	Ind										31	32	53	50
	Total										81	87	129	140
Fallon - Direct Rate Saver	Fam										15	14	16	12
	Ind										8	11	13	13
	Total										23	25	29	25

**FIGURE ELEVEN-A
SUMMARY OF HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 1999 TO 2012**

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	FY 12
Total Active Plans	156	166	167	169	174	185	182	188	196	184	180	166	170	180
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	FY 12
HP Medicare Enhanced					82	68	67	50	47	47	30	33	54	36
BC MEDEX III								3	4	3	3	3	3	1
Tufts Medicare Plus								8	9	6	4	4	7	3
BC Man Blue								4	4	3	2	2	2	2
Fallon Senior	48	54	50	44	43	50	51	47	49	48	50	52	67	64
Tufts Medicare Preferred										1	0	0	0	1
First Seniority	6	14												
Pilgrim Enhanced	32	36	35	34										
Pilgrim Preferred	35	34	54	47										
Medicare HMO Blue									2	0	0	0	0	0
First Seniority - Freedom										22	30	35	0	0
Total Senior Plans	121	138	139	125	125	118	118	112	115	130	119	129	133	107
Total Municipal Plans	277	304	306	294	299	303	300	300	311	314	299	295	303	287
Combined All Plans	811	873	892	934	932	961	995	1015	1023	1053	1070	1079	1086	1102

**FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTIONS
FISCAL YEAR 1999 TO 2012**

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	FY 2012	
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	\$3,154.00	
		Ind						\$732.00	\$ 903.00	\$ 1,020.15	\$1,122.00	\$1,206.00	\$1,327.00	\$1,420.00	
	Tufts POS	Fam						\$1,611.00	\$ 1,986.00	\$ 2,264.73	\$2,493.00	\$2,680.00	\$2,948.00	\$3,154.00	
		Ind						\$732.00	\$ 903.00	\$ 1,020.15	\$1,122.00	\$1,206.00	\$1,327.00	\$1,420.00	
	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	\$1,620.00	
		Ind									\$517.00	\$537.00	\$564.00	\$603.00	
	Tufts - Rate Saver	Fam									\$1,289.00	\$1,379.00	\$1,517.00	\$1,623.00	
		Ind									\$492.00	\$526.00	\$579.00	\$620.00	
	HP -Rate Saver	Fam									\$1,247.00	\$1,341.00	\$1,429.00	\$1,529.00	
		Ind									\$478.00	\$514.00	\$548.00	\$586.00	
	Fallon - Select	Fam									\$1,146.00	\$1,226.00	\$1,312.00	\$1,404.00	
	Rate Saver	Ind									\$425.00	\$455.00	\$487.00	\$521.00	
	Fallon - Direct	Fam									\$1,065.00	\$1,140.00	\$1,220.00	\$1,305.00	
	Rate Saver	Ind									\$395.00	\$423.00	\$453.00	\$485.00	
	Pilgrim Enhanced		\$ 131.25	\$ 236.09	\$ 325.73	\$ 370.73									
	Pilgrim Preferred		\$ 127.75	\$ 209.82	\$ 234.94	\$ 312.40									
	HP Medicare Enhanced						\$ 343.00	\$ 366.00	\$ 408.00	\$ 414.00	\$ 414.00	\$400.00	\$406.00	\$406.00	\$378.00
	BC MEDEX III							\$ 353.00	\$ 381.00	\$ 382.00	\$413.00	\$432.00	\$432.00	\$424.00	
	Tufts MC							\$ 289.00	\$ 302.00	\$ 323.00	\$323.00	\$339.00	\$372.00	\$317.00	
	BC Man Blue							\$ 300.45	\$ 335.30	\$ 360.93	\$372.91	\$386.39	\$413.23	\$402.00	
	Medicare HMO Blue							\$ 266.75	\$ 202.90	\$ 216.20	\$216.20	\$345.33	\$345.33		

**FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTIONS
FISCAL YEAR 1999 TO 2012**

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	FY 2012
First Seniority		\$ 52.00	\$ 76.00					\$ 210.00	\$ 167.00	\$ 223.00	\$223.00	\$293.00	\$293.00	
Tufts Medicare								\$ 190.00	\$ 141.00	\$ 153.00	\$153.00			
Fallon Senior		\$ 84.72	\$ 69.70	\$ 89.00	\$ 115.00	\$ 173.00	\$ 237.00	\$ 213.00	\$ 177.00	\$ 207.00	\$207.00	\$238.00	\$238.00	\$267.00
Blue Medicare											\$175.00			
Tufts Medicare Pref											\$165.00	\$164.00	\$207.00	\$226.00
Town	H/P Select	Fam	\$ 333.43	\$ 392.78	\$ 429.76	\$ 545.79	\$ 650.82	\$ 812.10						
Contribution		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	\$1,577.00
		Ind						\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00
								50.00%	50.00%	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	\$1,577.00
		Ind						\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00
								50.00%	50.00%	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	
		Ind	\$ 123.95	\$ 146.02	\$ 159.76	\$ 202.90	\$ 241.94	\$ 301.90	\$ 276.95	\$ 302.25	\$ 346.67	\$325.00	\$347.75	

This became

**FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTIONS
FISCAL YEAR 1999 TO 2012**

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	FY 2012
Fallon Select Care In FY 2004		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%		
						80.62%	87.42%	85.00%	85.00%	85.00%	75.00%	75.00%		
BC - Rate Saver	Fam										\$832.80	\$864.60	\$908.40	\$972.00
	Ind										\$310.20	\$322.20	\$338.40	\$361.80
											60.00%	60.00%	60.00%	60.00%
											60.00%	60.00%	60.00%	60.00%
Tufts - Rate Saver	Fam										\$773.40	\$827.40	\$910.20	\$973.80
	Ind										\$295.20	\$315.60	\$347.40	\$372.00
											60.00%	60.00%	60.00%	60.00%
											60.00%	60.00%	60.00%	60.00%
HP -Rate Saver	Fam										\$748.20	\$804.60	\$857.40	\$917.40
	Ind										\$286.80	\$308.40	\$328.80	\$351.60
											60.00%	60.00%	60.00%	60.00%
											60.00%	60.00%	60.00%	60.00%
Fallon - Select Rate Saver	Fam										\$859.50	\$919.50	\$984.00	\$1,053.00
	Ind										\$318.75	\$341.25	\$365.25	\$390.75
											75.00%	75.00%	75.00%	75.00%
											75.00%	75.00%	75.00%	75.00%
Fallon - Direct Rate Saver	Fam										\$852.00	\$912.00	\$976.00	\$1,044.00
	Ind										\$316.00	\$338.40	\$362.40	\$388.00
											80.00%	80.00%	80.00%	80.00%
											80.00%	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									
		50.00%	50.00%	50.00%	50.00%									
HP Medicare Enhanced						\$ 171.50	\$ 183.00	\$ 204.00	\$ 207.00	\$ 207.00	\$ 200.00	\$ 203.00	\$ 203.00	\$ 189.00

FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTIONS
FISCAL YEAR 1999 TO 2012

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	FY 2012
						50.00%	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	\$ 212.00
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Tufts MC								\$ 173.40	\$ 181.20	\$ 193.80	\$ 193.80	\$ 203.40	\$ 223.20	\$ 158.50
								60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	50.00%
BC Man Blue								\$ 180.27	\$ 201.18	\$ 216.56	\$ 223.75	\$ 231.83	\$ 247.94	\$ 241.20
								60.00%	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	\$ 224.46	
								75.00%	75.00%	75.00%	75.00%	75.00%	65.00%	
First Seniority	\$	46.80	\$ 68.40					\$ 178.50	\$ 141.95	\$ 189.55	\$ 189.55	\$ 249.05	\$ 219.75	
		90.00%	90.00%					85.00%	85.00%	85.00%	85.00%	85.00%	75.00%	
Fallon Senior	\$	76.25	\$ 62.73	\$ 80.10	\$ 103.50	\$ 155.70	\$ 183.00	\$ 181.05	\$ 150.45	\$ 175.95	\$ 175.95	\$ 202.30	\$ 178.50	\$ 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%	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	\$ 155.25	\$ 169.50
											70.00%	85.00%	75.00%	75.00%
Employee 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	\$1,577.00
		Ind						\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00
								50.00%	50.00%	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	\$1,577.00
		Ind						\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%

FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTIONS
FISCAL YEAR 1999 TO 2012

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	FY 2012
								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	\$648.00
	Ind										\$206.80	\$214.80	\$225.60	\$241.20
											40.00%	40.00%	40.00%	40.00%
											40.00%	40.00%	40.00%	40.00%
Tufts - Rate Saver	Fam										\$515.60	\$551.60	\$606.80	\$649.20
	Ind										\$196.80	\$210.40	\$231.60	\$248.00
											40.00%	40.00%	40.00%	40.00%
											40.00%	40.00%	40.00%	40.00%
HP -Rate Saver	Fam										\$498.80	\$536.40	\$571.60	\$611.60

This became
Fallon Select Care
in FY 2004

FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTIONS
FISCAL YEAR 1999 TO 2012

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	FY 2012
	Ind										\$191.20	\$205.60	\$219.20	\$234.40
											40.00%	40.00%	40.00%	40.00%
											40.00%	40.00%	40.00%	40.00%
Fallon - Select Rate Saver	Fam										\$286.50	\$306.50	\$328.00	\$351.00
	Ind										\$106.25	\$113.75	\$121.75	\$130.25
											25.00%	25.00%	25.00%	25.00%
											25.00%	25.00%	25.00%	25.00%
Fallon - Direct Care Rate Saver	Fam										\$213.00	\$228.00	\$244.00	\$261.00
	Ind										\$79.00	\$84.60	\$90.60	\$97.00
											20.00%	20.00%	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%									
HP Medicare Enhanced						\$ 171.50	\$ 183.00	\$ 204.00	\$ 207.00	\$ 207.00	\$ 200.00	\$ 203.00	\$ 203.00	\$ 189.00
						50.00%	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	\$ 212.00
								50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%
Tufts MC								\$ 115.60	\$ 120.80	\$ 129.20	\$ 129.20	\$ 135.60	\$ 148.80	\$ 158.50
								40.00%	40.00%	40.00%	40.00%	40.00%	40.00%	50.00%
BC Man Blue								\$ 120.18	\$ 134.12	\$ 144.37	\$ 149.16	\$ 154.56	\$ 165.29	\$ 160.80
								40.00%	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	\$ 73.25	
		10.00%	10.00%					15.00%	15.00%	15.00%	15.00%	15.00%	25.00%	
Fallon Senior		\$ 8.47	\$ 6.97	\$ 8.90	\$ 11.50	\$ 17.30	\$ 54.00	\$ 31.95	\$ 26.55	\$ 31.05	\$ 31.05	\$ 35.70	\$ 59.50	\$ 66.75
		10.00%	10.00%	10.00%	10.00%	10.00%	22.78%	15.00%	15.00%	15.00%	15.00%	15.00%	25.00%	25.00%
Tufts Medicare Pref								\$ 28.50	\$ 21.15	\$ 22.95	\$ 22.95			
								15.00%	15.00%	15.00%	15.00%			

**FIGURE ELEVEN-B
SUMMARY OF HEALTH INSURANCE PLAN PREMIUMS AND CONTRIBUTIONS
FISCAL YEAR 1999 TO 2012**

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	FY 2012
Blue Medicare										\$52.50 30.00%			
Tufts Medicare Preff										\$49.50 30.00%	\$24.60 15.00%	\$51.75 25.00%	\$56.50 25.00%

**FIGURE ELEVEN-C
SUMMARY OF HEALTH INSURANCE PLAN
ENROLLMENT TRENDS
FISCAL YEAR 1999 TO 2012**

Plan Totals		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	FY 12	
H/P Select	Fam	12	10	12	14	12	9	5								
H/P PPO	Fam								1	3	2	2	2	0	0	
Tufts POS	Fam								0	1	0	0	0	0	0	
Blue Cross EPO	Fam								13	9	12	10	9	0	0	
Tufts EPO	Fam								3	4	5	4	4	0	0	
H/P HMO (EPO)	Fam	63	66	85	98	95	60	54	56	49	44	34	25	0	0	
Fallon (Select in FY 04)	Fam	185	199	200	200	216	188	234	242	254	266	121	82	0	0	
Fallon - Direct	Fam						95	92	93	95	105	34	23	0	0	
Blue Cross Rate Saver	Fam											0	1	3	4	
Tufts Rate Saver	Fam											0	1	4	6	
H/P HMO Rate Saver	Fam											3	9	32	27	
Fallon Select Rate Saver	Fam											165	209	306	342	
Fallon Direct Rate Saver	Fam											61	59	81	78	
		260	275	297	312	323	352	385	408	415	434	434	424	426	457	31
H/P Select	Ind	23	25	18	16	11	10	12								
H/P PPO	Ind								5	5	4	4	5	5	6	
Tufts POS	Ind								0	0	0	0	0	0	0	
Blue Cross EPO	Ind								9	11	13	9	6	0	0	
Tufts EPO	Ind								2	2	4	3	3	0	0	
H/P HMO (EPO)	Ind	93	96	101	119	113	90	72	65	61	57	56	53	0	0	
Fallon (Select in FY 04)	Ind	147	175	181	195	199	146	180	180	192	190	102	86	0	0	
Fallon - Direct	Ind						88	72	72	65	63	30	23	0	0	
Blue Cross Rate Saver	Ind											0	1	2	2	
Tufts Rate Saver	Ind											0	0	2	3	
H/P HMO Rate Saver	Ind											1	3	53	53	
Fallon Select Rate Saver	Ind											104	121	215	205	
Fallon Direct Rate Saver	Ind											35	42	57	51	
		263	296	300	330	323	334	-336	333	336	331	344	343	334	320	(14)
Pilgrim Medicare	Sr					177	161	159	140	139	119	106	106	151	148	
BC MEDEX III	Sr								6	6	5	5	5	5	3	
Tufts MC	Sr								14	15	11	12	11	22	22	
BC Man Blue	Sr								4	4	3	2	4	4	4	
Fallon Senior	Sr	108	112	108	109	109	114	115	110	105	104	102	104	141	141	
First Seniority	Sr	26	36													
Pilgrim Enhanced	Sr	93	96	89	90											
Pilgrim Preferred	Sr	61	58	98	93											
Medicare MHO Blue	Sr									3	2	0	1	0	0	
Tufts Medicare Preferred	Sr										1	0	1	3	7	
First Seniority - Freedom	Sr										43	65	80	0	0	
		288	302	295	292	286	275	274	274	272	288	292	312	326	325	(1)
Grand Total		811	873	892	934	932	961	995	1015	1023	1053	1070	1079	1086	1102	16

**FIGURE TWELVE
SURPLUS REVENUE
FISCAL YEAR 1992 TO 2011**

	RECEIPTS					CHARGES			
	UNEXPENDED APPROPRIATION BALANCES		TOTAL	EXCESS LOCAL RECEIPTS	EXCESS STATE RECEIPTS	EXCESS REAL ESTATE	TAX LEVY REDUCTION	SPECIAL ARTICLE APPROPRIATIONS	FREE CASH JULY1
SCHOOL	TOWN	TAX LEVY REDUCTION					SPECIAL ARTICLE APPROPRIATIONS	FREE CASH JULY1	
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	\$770,000	\$352,000	\$3,039,269	
1994	\$64,901	\$506,092	\$570,993	\$1,007,659	\$146,282	\$770,000	\$1,260,500	\$2,672,855	
1995	\$0	\$684,790	\$684,790	\$1,368,791	\$212,716	\$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	\$2,996,394	
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
2011	\$0	\$1,574,490	\$1,574,490	\$1,791,227			\$500,000	\$3,396,791	\$6,002,067
								Adjusted	\$5,554,067

* 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
Fiscal Year 2005 to 2011
for Selected Communities

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)	Ave Residential Tax Bill (2011)	Change 2010 to 2011
1	Leicester	\$2,264.00	\$2,498.00	\$2,565.00	\$2,633.00	\$2,690.00	\$2,726.00	\$2,805.00	\$79.00
2	Fitchburg	\$2,365.00	\$2,449.00	\$2,523.00	\$2,584.00	\$2,630.00	\$2,687.00	\$2,820.00 *	\$133.00
3	Oxford	\$2,519.00	\$2,665.00	\$2,694.00	\$2,714.00	\$2,839.00	\$2,909.00	\$2,979.00	\$70.00
4	Clinton	\$2,654.00	\$2,722.00	\$2,830.00	\$2,947.00	\$3,028.00	\$3,098.00	\$3,106.00 *	\$8.00
5	Northbridge	\$2,581.00	\$2,734.00	\$2,752.00	\$2,846.00	\$3,072.00	\$3,001.00	\$3,173.00	\$172.00
6	Worcester	\$2,781.00	\$2,879.00	\$2,995.00	\$3,112.00	\$3,162.00	\$3,129.00	\$3,307.00 *	\$178.00
7	Millbury	\$2,643.00	\$2,999.00	\$3,006.00	\$3,093.00	\$3,124.00	\$3,268.00	\$3,320.00	\$52.00
8	Auburn	\$2,580.00	\$2,602.00	\$2,793.00	\$2,917.00	\$3,016.00	\$3,229.00	\$3,422.00 *	\$193.00
9	Bellingham	\$2,684.00	\$2,783.00	\$2,953.00	\$3,040.00	\$3,184.00	\$3,301.00	\$3,473.00 *	\$172.00
10	Leominster	\$2,801.00	\$2,881.00	\$3,003.00	\$3,104.00	\$3,206.00	\$3,296.00	\$3,477.00	\$181.00
11	Norwood	\$2,961.00	\$2,987.00	\$3,081.00	\$3,163.00	\$3,268.00	\$3,442.00	\$3,662.00 *	\$220.00
12	Shrewsbury**	\$3,374.00	\$3,536.00	\$3,598.00	\$3,656.00	\$3,824.00	\$3,893.00	\$3,955.00	\$62.00
13	Tewksbury	\$3,343.00	\$3,610.00	\$3,742.00	\$3,850.00	\$3,946.00	\$4,034.00	\$4,160.00 *	\$126.00
14	Hudson	\$3,200.00	\$3,544.00	\$3,607.00	\$3,703.00	\$3,888.00	\$4,098.00	\$4,210.00 *	\$112.00
15	Milford	\$3,424.00	\$3,574.00	\$3,756.00	\$3,915.00	\$3,952.00	\$4,215.00	\$4,236.00 *	\$21.00
16	Holden	\$3,576.00	\$3,705.00	\$3,598.00	\$3,809.00	\$3,992.00	\$4,102.00	\$4,238.00	\$136.00
17	Billerica	\$3,449.00	\$3,696.00	\$3,780.00	\$3,873.00	\$3,958.00	\$4,077.00	\$4,246.00 *	\$169.00
18	West Boylston	\$3,638.00	\$3,843.00	\$3,981.00	\$4,066.00	\$4,132.00	\$4,192.00	\$4,260.00	\$68.00
19	Marlborough	\$3,796.00	N/A	N/A	N/A	N/A	N/A	\$4,280.00 *	N/A
20	Sutton	\$3,208.00	\$3,557.00	\$3,560.00	\$3,889.00	\$4,022.00	\$4,197.00	\$4,328.00	\$131.00
21	Sterling	\$3,885.00	\$4,282.00	\$4,111.00	\$4,312.00	\$4,494.00	\$4,449.00	\$4,417.00	(\$32.00)
22	Grafton	\$3,486.00	\$3,583.00	\$3,854.00	\$3,923.00	\$4,016.00	\$4,281.00	\$4,491.00	\$210.00
23	Franklin	\$3,515.00	\$3,742.00	\$3,872.00	\$4,210.00	\$4,298.00	\$4,436.00	\$4,676.00	\$240.00
24	Danvers	\$3,751.00	\$3,883.00	\$4,034.00	\$4,231.00	\$4,391.00	\$4,577.00	\$4,688.00 *	\$111.00
25	Paxton	\$3,800.00	\$3,866.00	\$3,965.00	\$4,156.00	\$4,256.00	\$4,911.00	\$4,830.00	(\$81.00)
26	Foxborough	\$3,878.00	\$4,230.00	\$4,296.00	\$4,424.00	\$4,507.00	\$4,633.00	\$4,994.00	\$361.00
27	Mansfield	\$4,533.00	\$4,625.00	\$4,690.00	\$4,823.00	\$4,849.00	\$4,992.00	\$5,176.00 *	\$184.00
28	Framingham	\$4,129.00	\$4,306.00	\$4,564.00	\$4,821.00	\$4,735.00	\$4,979.00	\$5,197.00 *	\$218.00
29	Millis	\$4,083.00	\$4,180.00	\$4,733.00	\$4,842.00	\$5,098.00	\$4,979.00	\$5,221.00	\$242.00
30	Boylston	\$4,385.00	\$4,504.00	\$4,717.00	\$4,810.00	\$4,814.00	\$4,992.00	\$5,234.00	\$242.00
31	Canton	\$4,147.00	\$4,445.00	\$4,509.00	\$4,566.00	\$4,894.00	\$5,008.00	\$5,344.00 *	\$336.00
32	Berlin	\$4,519.00	\$4,813.00	\$4,865.00	\$4,999.00	\$5,139.00	\$5,127.00	\$5,352.00 *	\$225.00
33	Chelmsford	\$4,467.00	\$4,688.00	\$4,966.00	\$5,105.00	\$5,069.00	\$5,267.00	\$5,427.00	\$160.00
34	Upton	\$4,119.00	\$4,379.00	\$4,522.00	\$4,800.00	\$4,881.00	\$5,040.00	\$5,446.00	\$406.00
35	Walpole	\$4,499.00	\$4,727.00	\$4,903.00	\$4,939.00	\$5,159.00	\$5,283.00	\$5,538.00 *	\$255.00
36	Natick	\$4,303.00	\$4,559.00	\$4,727.00	\$4,829.00	\$5,223.00	\$5,282.00	\$5,561.00	\$279.00
37	Ashland	\$4,713.00	\$5,067.00	\$5,180.00	\$5,338.00	\$5,493.00	\$5,642.00	\$5,800.00	\$158.00
38	Northborough	\$4,891.00	\$5,078.00	\$5,355.00	\$5,556.00	\$5,774.00	\$5,992.00	\$5,972.00	(\$20.00)
39	Medway	\$4,961.00	\$5,283.00	\$5,494.00	\$5,511.00	\$5,733.00	\$5,901.00	\$5,992.00	\$91.00
40	Norfolk	\$4,859.00	\$5,556.00	\$5,803.00	\$5,894.00	\$6,095.00	\$6,161.00	\$6,391.00	\$230.00
41	Holliston	\$5,293.00	\$5,548.00	\$5,810.00	\$6,015.00	\$6,157.00	\$6,434.00	\$6,754.00	\$320.00
42	Westborough	\$5,922.00	\$6,234.00	\$6,198.00	\$6,689.00	\$6,784.00	\$7,182.00	\$7,446.00	\$264.00
43	Andover	\$6,009.00	\$6,400.00	\$6,658.00	\$6,799.00	\$7,054.00	\$7,239.00	\$7,480.00 *	\$241.00
44	Hopkinton	\$6,015.00	\$6,440.00	\$7,060.00	\$7,338.00	\$7,508.00	\$7,687.00	\$7,904.00	\$217.00
45	Southborough	\$6,667.00	\$6,884.00	\$7,289.00	\$7,231.00	\$7,879.00	\$7,714.00	\$7,942.00	\$228.00
46	Acton	\$6,900.00	\$7,724.00	\$7,926.00	\$8,051.00	\$8,388.00	\$8,767.00	\$9,049.00	\$282.00

* Indicates communities that classified their tax rate in FY 2011

** 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; 12th in FY 2010

**FIGURE FOURTEEN
SOLID WASTE ENTERPRISE
FISCAL YEAR 2013**

Item	Expended FY 2009	Expended FY 2010	Expended FY 2012	Budget FY 2012	Expended to 12/31/2011	Budget FY 2013	
Collection	\$1,141,374	\$1,099,000	\$1,120,980	\$1,143,400	\$578,646	\$1,166,268	6,600 tons @ \$74.10/ton
Disposal	\$484,999	\$448,328	\$452,553	\$485,750	\$196,514	\$489,060	
PAYT Bags	\$141,572	\$125,427	\$117,644	\$130,600	\$136,420	\$120,000	640K bags; 280k sm/360k lg**
Stickers	\$79	\$158	\$0	\$0	\$393	\$0	
Recycling Bins	\$9,268	\$0	\$7,929	\$3,000	\$0	\$10,000	
Other	\$652	\$195	\$158	\$0	\$0	\$5,000	
Yard Waste Processing*	\$0	\$12,000	\$31,403	\$20,000	\$0	\$20,000	
Total	\$1,777,944	\$1,685,108	\$1,730,667	\$1,782,750	\$911,973	\$1,810,328	

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

** In calendar 2011 - 305k sm/424k lg were sold. 2,610 stickers were sold

Revenue	Actual FY 2009	Actual FY 2010	Actual FY 2011	Budget FY 2012	Received to 12/31/2011	Budget FY 2013
Receipts - PAYT Bags	\$864,200	\$856,432	\$855,900	\$850,000	\$455,500	\$850,000
Receipts - Stickers	\$21,710	\$27,000	\$30,180	\$25,000	\$18,910	\$30,000
Receipts - Other*	\$12,498	\$10,808	\$10,522	\$10,000	\$1,252	\$5,000
Total	\$898,408	\$894,240	\$896,602	\$885,000	\$475,662	\$885,000

* FY 2009 includes grant closeout

* FY 2010 includes \$8,000 ALB

* FY 2011 includes \$7,667 ALB

Retained Earnings Used \$200,000 \$50,000 \$50,000

Tax Levy Impact \$875,328 (Estimated)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012 To Date
Disposal Tons	11,272	10,944	10,687	7,137	6,370	6,386	4,793
Recycling Tons	2,834	2,838	3,056	3,569	3,218	3,251	2,421
Total	14,106	13,782	13,743	10,706	9,588	9,637	7,214
Tip Fee	\$36.52	\$37.06	\$67.73	\$69.10	\$69.20	\$70.87	\$72.48
Collection	\$1,052,101	\$1,089,341	\$1,126,864	\$1,141,373	\$1,099,000	\$1,120,980	\$578,646
Disposal	\$447,075	\$434,118	\$564,775	\$484,999	\$448,328	\$452,553	\$196,514
Expenses	\$0	\$0	\$0	\$151,572	\$137,780	\$157,134	\$136,813
Total	\$1,499,176	\$1,523,459	\$1,691,639	\$1,777,944	\$1,685,108	\$1,730,667	\$911,973

Revenue PAYT \$898,408 \$894,240 \$896,602

Tax Levy Cost \$879,536 \$790,868 \$834,065

**FIGURE FIFTEEN
COMPARISON OF AUTHORIZED FTE POSITIONS
FISCAL YEAR 1998 TO FISCAL YEAR 2013 (PROPOSED)**

DEPARTMENT	FTE Proposed FY 2013	FTE Authorized FY 2012	Difference FY 2012 to FY 2013	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	3.08	0.00	4.00	-0.92	
Treasurer-Collector	6.00	6.00	0.00	8.00	-2.00	
MIS	0.00	0.00	0.00	1.00	-1.00	Department consolidated with SELCO in FY 2012
Town Clerk	2.03	2.03	0.00	3.50	-1.47	
Election & Registration	0.98	0.50	0.48	0.50	0.48	
Public Buildings	22.38	23.00	-0.62	28.00	-5.62	
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 were transferred to School Department
Animal Control	0.00	0.00	0.00	1.00	-1.00	See above
Fire	33.50	35.50	-2.00	34.00	-0.50	
Building Inspector	2.96	2.80	0.16	2.50	0.46	
Retirement	1.00	1.00	0.00	1.00	0.00	
Engineering	7.00	7.00	0.00	7.50	-0.50	(1.4) FTE funded via fees
Highway	11.00	11.75	-0.75	14.50	-3.50	
Sewer	5.73	5.73	0.00	4.30	1.43	
Water	10.73	10.73	0.00	13.40	-2.67	
Cemetery, Parks & Recreation	7.42	9.81	-2.39	9.75	-2.33	Nearly (2) FTE's funded via fees
Board of Health	1.00	2.00	-1.00	3.00	-2.00	
Council on Aging	5.33	5.38	-0.05	4.00	1.33	
Veteran's Services	0.30	0.30	0.00	0.00	0.30	
Library	17.29	17.37	-0.08	20.00	-2.71	
Total	198.73	204.98	-6.25	213.85	-15.12	-7.07%
Less Police & Fire	111.23	115.48	-4.25	135.25	-19.77	-17.76%
Police	54.00	54.00	0.00	44.60	9.40	21.08%
Fire	33.50	35.50	-2.00	34.00	1.50	-1.47%
	198.73	204.98	-6.25	213.85	-8.87	-7.07%

**FIGURE SIXTEEN
OUT YEAR PROJECTION
FISCAL YEAR 2014 TO 2018**

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Proposed	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
REVENUE									
TAXATION	\$49,090,704	\$50,078,448	\$53,008,985	\$50,506,457	\$52,251,390	\$54,052,003	\$55,909,990	\$57,827,094	\$59,805,109
NEW GROWTH				\$470,509	\$482,272	\$494,329	\$506,687	\$519,354	\$532,338
EXEMPTED TAX LEVY				\$4,934,778	\$4,533,541	\$4,298,205	\$4,035,986	\$3,386,482	\$3,735,064
STATE AID	\$21,952,270	\$21,674,621	\$21,542,922	\$21,363,902	\$21,898,000	\$22,445,450	\$23,006,586	\$23,581,750	\$24,171,294
SBAB PAYMENT	\$3,488,853	\$3,488,853	\$3,350,376	\$3,391,047	\$3,391,047	\$3,391,047	\$3,391,047	\$3,391,047	\$3,391,047
OVERESTIMATES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SCHEDULE A RECEIPTS	\$10,939,000	\$11,355,500	\$12,088,959	\$12,155,000	\$12,762,750	\$13,400,888	\$14,070,932	\$14,774,478	\$15,513,202
SOLID WASTE ENTERPRISE	\$804,000	\$831,000	\$885,000	\$885,000	\$907,125	\$925,268	\$943,773	\$962,648	\$981,901
RETAINED EARNINGS	\$0	\$200,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
FREE CASH	\$1,310,000	\$1,431,069	\$3,396,791	\$3,294,439	\$3,376,800	\$3,461,220	\$3,547,750	\$3,636,444	\$3,727,355
OTHER AVAILABLE FUNDS									
Sale of Cemetery Lots	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
Sewer Surplus	\$3,313,131	\$4,200,777	\$5,718,663	\$6,736,587	\$7,410,246	\$7,986,943	\$8,164,160	\$8,764,009	\$9,187,850
Sewer Construction	\$0	\$750,000	\$150,000	\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Light Revenue	\$457,640	\$357,767	\$350,570	\$344,110	\$130,750	\$126,900	\$117,600	\$112,875	\$107,625
CATV Revenue	\$410,834	\$394,500	\$377,300	\$365,300	\$348,400	\$0	\$0	\$0	\$0
Chapter 90	\$1,451,733	\$0	\$1,734,698	\$0	\$961,349	\$985,383	\$1,010,017	\$1,035,268	\$1,061,149
Title V Loan Repayments	\$15,128	\$15,128	\$15,128	\$14,963	\$14,963	\$15,101	\$15,099	\$15,099	\$15,099
Water System Improvements	\$600,000	\$32,000	\$0	\$443,350	\$0	\$0	\$0	\$0	\$0
Water Conservation Fund	\$200,000	\$100,000	\$0	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Account Transfer	\$1,136,417	\$701,143	\$315,708	\$610,843	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Stabilization	\$496,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cemetery Trust Funds	\$11,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Funds - Coal Ash	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sale of Property	\$0	\$315,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FREE CASH (REDUCE LEVY)	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
MUNICIPAL LIGHT (REDUCE LEVY)	\$150,384	\$150,384	\$150,384	\$175,463	\$178,972	\$182,552	\$186,203	\$189,927	\$193,725
CATV REVENUE (REDUCE LEVY)	\$626,307	\$732,356	\$723,720	\$723,254	\$737,719	\$774,605	\$813,335	\$854,002	\$896,702
BOND INTEREST RESERVE	\$500,000	\$205,469	\$0	\$100,000	\$50,000	\$50,000	\$0	\$0	\$0
Total Revenue	\$97,471,401	\$97,532,515	\$104,377,204	\$107,083,002	\$111,028,323	\$114,182,892	\$117,312,165	\$120,643,478	\$124,912,462
CHARGES									
CHERRY SHEET OFFSETS	\$70,133	\$164,782	\$163,198	\$152,005	\$155,805	\$159,700	\$163,693	\$167,785	\$171,980
CMRPC	\$7,623	\$7,623	\$7,813	\$8,008	\$8,208	\$8,413	\$8,624	\$8,839	\$9,060
STATE AND COUNTY CHARGES	\$1,816,393	\$1,756,414	\$1,983,115	\$1,863,541	\$1,910,130	\$2,005,636	\$2,105,918	\$2,211,214	\$2,321,774
OVERLAY	\$746,871	\$598,458	\$714,829	\$600,000	\$600,000	\$750,000	\$600,000	\$600,000	\$750,000
PREVIOUS SPECIAL TOWN MEETINGS	\$400,000	\$220,000	\$4,212,581	\$0	\$0	\$0	\$0	\$0	\$0
MEDICAL EXPENSES POLICE AND FIRE	\$1,551	\$2,978	\$2,686	\$1,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
PRIOR YEAR DEFICITS DEFICITS	\$560,000	\$3,864	\$281,000	\$600,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
OPERATING BUDGET									
General Government	\$5,679,128	\$5,383,121	\$5,176,973	\$5,144,412	\$5,188,821	\$5,184,956	\$5,153,287	\$5,166,551	\$5,122,489
Public Safety	\$7,063,540	\$7,064,286	\$7,027,820	\$7,116,257	\$7,796,575	\$7,669,691	\$7,894,878	\$8,126,753	\$8,365,515
Retirement	\$2,629,497	\$2,680,129	\$3,201,907	\$3,320,189	\$4,500,000	\$4,550,000	\$5,687,500	\$5,737,500	\$5,812,500
Public Works	\$7,588,558	\$8,307,218	\$8,905,758	\$10,037,478	\$10,656,897	\$11,312,600	\$11,995,921	\$12,708,278	\$13,451,172
Human Services	\$506,619	\$570,998	\$500,311	\$504,286	\$515,549	\$542,034	\$570,372	\$600,714	\$633,226

**FIGURE SIXTEEN
OUT YEAR PROJECTION
FISCAL YEAR 2014 TO 2018**

	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Proposed	FY 2014 Projected	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected
Culture and Recreation	\$1,528,364	\$1,548,280	\$1,543,851	\$1,450,828	\$1,407,376	\$1,401,209	\$1,395,363	\$1,389,836	\$1,384,630
Schools	\$44,601,695	\$47,139,676	\$47,139,676	\$49,590,816	\$51,078,540	\$52,610,897	\$54,189,224	\$55,814,900	\$57,489,347
Interest & Maturing Debt	\$8,716,070	\$7,909,324	\$8,173,542	\$9,767,056	\$8,883,039	\$8,286,843	\$7,997,438	\$7,283,693	\$7,030,966
Unclassified	\$9,078,929	\$9,350,933	\$10,421,086	\$10,940,698	\$11,208,535	\$12,108,490	\$12,987,451	\$14,002,397	\$15,160,935
Total Operating Budget	\$87,392,400	\$89,953,965	\$92,090,924	\$97,872,020	\$101,235,331	\$103,666,721	\$107,871,433	\$110,830,623	\$114,450,781
				11.99%	3.44%	2.40%	4.06%	2.74%	3.27%
CAPITAL BUDGET									
Taxation	\$0	\$45,000	\$45,000	\$1,154,600	\$500,000	\$600,000	\$720,000	\$864,000	\$1,036,800
Free Cash	\$0	\$371,342	\$590,808	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Revenue	\$552,217	\$0	\$0	\$50,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Sewer Construction	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0	\$200,000	\$200,000
Water Revenue	\$0	\$0	\$0	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
Account Transfer	\$734,000	\$227,608	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stabilization	\$496,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trust Funds	\$11,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Budget	\$1,793,217	\$643,950	\$635,808	\$1,204,600	\$1,750,000	\$2,050,000	\$1,970,000	\$2,314,000	\$2,486,800
SOLID WASTE ENTERPRISE	\$1,691,480	\$1,723,809	\$1,782,750	\$1,810,328	\$1,855,586	\$1,901,976	\$1,949,525	\$1,998,263	\$2,048,220
CEMETERY IMPROVEMENTS	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000
CEMETERY STABILIZATION FUND	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
BILLS OF PRIOR YEAR	\$0	\$0	\$0	\$1,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
STORM DRAINS	\$0	\$0	\$0	\$0	\$50,000	\$50,000	\$200,000	\$200,000	\$200,000
SIDEWALKS	\$0	\$0	\$0	\$0	\$25,000	\$25,000	\$200,000	\$200,000	\$200,000
WATER MAIN/METER REPLACEMENT	\$600,000	\$800,000	\$400,000	\$1,200,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
BEDROCK WELL EXPLORATION	\$0	\$130,000	\$200,000	\$350,000	\$0	\$0	\$0	\$0	\$0
CONSTRUCTION/EXTENSION OF SEWERS	\$0	\$750,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
SEWER SYSTEM IMPROVEMENTS	\$0	\$182,000	\$950,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
GENERAL WATER IMPROVEMENTS	\$850,000	\$165,000	\$487,500	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
TRANSFER OF BOND BALANCES	\$0	\$239,672	\$0	\$0	\$0	\$0	\$0	\$0	\$0
COMPREHENSIVE SITE ASSESSMENT - MSW	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CHAPTER 90 FUNDING	\$1,451,733	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STORMWATER MANAGEMENT	\$0	\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0
SHREWSBURY DEVELOPMENT CORPORATION	\$0	\$75,000	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0
COUNSELING AND EDUCATIONAL SERVICES	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000	\$72,000
LANDFILL CAPPING GRANT RETURN	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
NEWTON POND DAM	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
ATM/STM RESERVE & OTHER	\$0	\$0	\$0	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Total Charges	\$97,471,401	\$97,532,515	\$104,377,204	\$107,083,002	\$111,385,061	\$114,412,446	\$118,864,192	\$122,325,725	\$126,433,615
Surplus/(Deficit)	\$0	\$0	\$0	\$0	(\$356,737)	(\$229,554)	(\$1,552,027)	(\$1,682,246)	(\$1,521,153)

**Board of Selectmen
Fiscal Policies
Fiscal Year 2013**

1. The Board of Selectmen will not place onto the May 2012 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 2012 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.

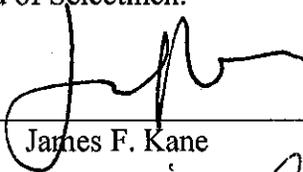
2. The Town's reserves are a major factor in the Town's bond rating. Sudden decline in reserve amounts could result in a decline in bond rating and potential increases in the costs of borrowing. Reserve funds are defined as the Stabilization Fund and Free Cash. Reserves are maintained to cover revenue 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, 2012, 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 2012 Annual Town Meeting (7/1/2011 Free Cash balance was \$5,554,067 (after transfer); Stabilization Fund balance was \$157,136 on an operating budget of \$91,890,924 (6.2%); 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.

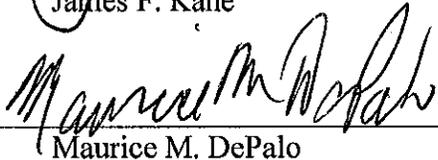
- k Refunding bonds should be issued only if the present value of debt service saving exceeds 3 percent of the debt service amount of the refunded bonds.
 - l The Town will strive to limit annual increases in debt to a level that will not materially jeopardize the Town's Aa3 (Aa2 – Global Scale) credit 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 2013 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 directs the town manager to include in his budget recommendations funding sufficient to meet the pension system funding schedule in order to fully fund the pension system by the close of FY 2022.
 9. The Board of Selectmen will endeavor to make contributions to the Other Post Retirement Benefits (OPEB) Trust established in May of 2011 as fiscal conditions allow with the intention of increasing funding substantially once the unfunded pension liability is eliminated.

Adopted this 13th day of December 2011

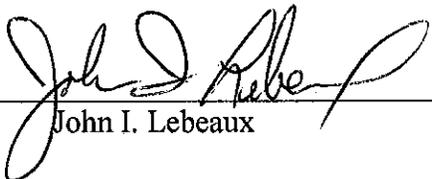
Board of Selectmen:



James F. Kane



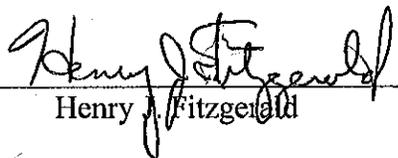
Maurice M. DePalo



John I. Lebeaux



Moira E. Miller



Henry J. Fitzgerald

**Budget Summary
Fiscal Year 2012**

	Page #	Fiscal Year 2012 Budget (May ATM)	Fiscal Year 2012 Budget (Current Revised)	Fiscal Year 2013 Request	Town Manager Fiscal Year 2013 Recommendation	Difference FY 2012 to FY 2013 (May ATM)	Percent	Difference FY 2012 to FY 2013 (Current Revised)	Percent
PERSONNEL BOARD	1	\$203,600	\$234,600	\$3,600	\$3,600	(\$200,000)	-98.23%	(\$231,000)	-98.47%
SELECTMEN	3	\$20,250	\$20,250	\$20,150	\$20,150	(\$100)	-0.49%	(\$100)	-0.49%
TOWN MANAGER	5	\$314,208	\$314,733	\$319,806	\$319,116	\$4,908	1.56%	\$4,383	1.39%
FINANCE COMMITTEE	9	\$281,455	\$266,025	\$281,455	\$281,455	\$0	0.00%	\$15,430	5.80%
ACCOUNTANT	11	\$197,372	\$198,153	\$198,482	\$198,482	\$1,110	0.56%	\$329	0.17%
ASSESSORS	15	\$217,898	\$217,898	\$229,867	\$229,867	\$11,969	5.49%	\$11,969	5.49%
TREASURER-COLLECTOR	19	\$348,259	\$348,259	\$345,595	\$345,865	(\$2,394)	-0.69%	(\$2,394)	-0.69%
TOWN COUNSEL	39	\$56,400	\$56,400	\$56,400	\$56,400	\$0	0.00%	\$0	0.00%
MIS	-	\$0	\$0	\$0	\$0	\$0		\$0	
TOWN CLERK	41	\$122,047	\$122,047	\$127,266	\$127,266	\$5,219	4.28%	\$5,219	4.28%
ELECTION AND REGISTRATION	45	\$97,109	\$100,609	\$159,191	\$142,212	\$45,103	46.45%	\$41,603	41.35%
CONSERVATION COMMISSION	49	\$6,550	\$30,353	\$6,550	\$6,550	\$0	0.00%	(\$23,803)	-78.42%
PLANNING BOARD	51	\$2,750	\$2,750	\$3,150	\$3,150	\$400	14.55%	\$400	14.55%
BOARD OF APPEALS	53	\$6,080	\$6,080	\$4,250	\$4,250	(\$1,830)	-30.10%	(\$1,830)	-30.10%
PUBLIC BUILDINGS	55	\$3,302,995	\$3,503,995	\$3,573,590	\$3,406,049	\$103,054	3.12%	(\$97,946)	-2.80%
POLICE DEPARTMENT	79	\$3,947,518	\$3,994,813	\$4,375,217	\$4,093,602	\$146,084	3.70%	\$98,789	2.47%
FIRE DEPARTMENT	89	\$2,764,982	\$2,770,638	\$3,015,424	\$2,684,697	(\$80,285)	-2.90%	(\$85,941)	-3.10%
BUILDING INSPECTOR	101	\$232,176	\$232,625	\$259,814	\$254,814	\$22,638	9.75%	\$22,189	9.54%
WEIGHTS & MEASURES	109	\$3,200	\$3,200	\$3,200	\$3,200	\$0	0.00%	\$0	0.00%
EMERGENCY MANAGEMENT	111	\$2,244	\$2,244	\$2,244	\$2,244	\$0	0.00%	\$0	0.00%
FORESTRY	113	\$77,700	\$99,708	\$77,800	\$77,700	\$0	0.00%	(\$22,008)	-22.07%
PENSIONS	115	\$3,201,907	\$3,201,907	\$3,320,189	\$3,320,189	\$118,282	3.69%	\$118,282	3.69%
TOWN ENGINEER	119	\$422,299	\$442,783	\$510,200	\$411,831	(\$10,468)	-2.48%	(\$30,952)	-6.99%
HIGHWAYS	123	\$1,828,785	\$1,853,443	\$2,136,191	\$1,869,816	\$41,031	2.24%	\$16,373	0.88%
STREET LIGHTING	133	\$166,895	\$166,895	\$167,974	\$167,974	\$1,079	0.65%	\$1,079	0.65%
SEWER	135	\$4,592,867	\$4,707,143	\$6,177,907	\$5,595,357	\$1,002,490	21.83%	\$888,214	18.87%
WATER	151	\$1,791,290	\$2,056,616	\$2,204,001	\$1,893,701	\$102,411	5.72%	(\$162,915)	-7.92%
CEMETERIES	159	\$103,622	\$103,622	\$98,799	\$98,799	(\$4,823)	-4.65%	(\$4,823)	-4.65%
HEALTH	163	\$172,391	\$172,391	\$153,550	\$174,118	\$1,727	1.00%	\$1,727	1.00%
COUNCIL ON AGING	167	\$227,303	\$228,403	\$248,775	\$229,651	\$2,348	1.03%	\$1,248	0.55%
VETERAN'S SERVICES	173	\$100,117	\$100,117	\$100,017	\$100,017	(\$100)	-0.10%	(\$100)	-0.10%
COMMISSION ON DISABILITIES	175	\$500	\$500	\$500	\$500	\$0	0.00%	\$0	0.00%
LIBRARY	177	\$1,162,897	\$1,191,496	\$1,171,720	\$1,086,310	(\$76,587)	-6.59%	(\$105,186)	-8.83%
PARKS AND RECREATION	225	\$380,954	\$380,954	\$376,000	\$364,518	(\$16,436)	-4.31%	(\$16,436)	-4.31%
SCHOOLS	-	\$47,139,676	\$47,139,676	\$52,537,228	\$49,590,816	\$2,451,140	5.20%	\$2,451,140	5.20%
INTEREST AND MATURING DEBT	231	\$8,173,542	\$8,549,293	\$9,767,056	\$9,767,056	\$1,593,514	19.50%	\$1,217,763	14.24%
Employee Assistance Program	241	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0.00%	\$0	0.00%
Group Health and Life Insurance	241	\$7,675,000	\$7,675,000	\$8,015,000	\$8,015,000	\$340,000	4.43%	\$340,000	4.43%
Medicare	241	\$710,000	\$710,000	\$742,000	\$742,000	\$32,000	4.51%	\$32,000	4.51%
Unemployment Compensation Insurance	241	\$250,000	\$250,000	\$250,000	\$250,000	\$0	0.00%	\$0	0.00%
Radio Maintenance	241	\$10,421	\$10,421	\$10,421	\$10,421	\$0	0.00%	\$0	0.00%

**Budget Summary
Fiscal Year 2012**

Page #	Fiscal Year 2012 Budget (May ATM)	Fiscal Year 2012 Budget (Current Revised)	Fiscal Year 2013 Request	Town Manager Fiscal Year 2013 Recommendation	Difference FY 2012 to FY 2013 (May ATM)	Percent	Difference FY 2012 to FY 2013 (Current Revised)	Percent
Ambulance Services 241	\$79,960	\$79,960	\$79,960	\$79,960	\$0	0.00%	\$0	0.00%
Gasoline and Oil 241	\$458,500	\$458,500	\$488,950	\$488,950	\$30,450	6.64%	\$30,450	6.64%
Printing/Postage/Stationary 241	\$100,000	\$100,010	\$100,000	\$100,000	\$0	0.00%	(\$10)	-0.01%
Memorial Day 241	\$3,205	\$3,205	\$3,549	\$3,549	\$344	10.73%	\$344	10.73%
General Insurance 241	\$625,000	\$625,000	\$685,000	\$685,000	\$60,000	9.60%	\$60,000	9.60%
Bills of Prior Year 241	\$0	\$0	\$0	\$0	\$0		\$0	
MIS Support 241	\$500,000	\$510,899	\$545,000	\$545,000	\$45,000	9.00%	\$34,101	6.67%
Telephone System 241	\$5,000	\$5,000	\$16,818	\$16,818	\$11,818	236.36%	\$11,818	236.36%
UNCLASSIFIED	\$10,421,086	\$10,431,995	\$10,940,698	\$10,940,698	\$519,612	4.99%	\$508,703	4.88%
	\$92,090,924	\$93,252,614	\$102,973,856	\$97,872,020	\$5,781,096	6.28%	\$4,619,406	4.95%
General Government	\$17,468,142	\$17,874,479	\$18,769,707	\$17,507,133	\$38,991	0.22%	(\$367,346)	-2.06%
Water & Sewer	\$6,384,157	\$6,763,759	\$8,381,908	\$7,489,058	\$1,104,901	17.31%	\$725,299	10.72%
Education	\$47,139,676	\$47,139,676	\$52,537,228	\$49,590,816	\$2,451,140	5.20%	\$2,451,140	5.20%
Fixed Costs	\$21,098,949	\$21,474,700	\$23,285,013	\$23,285,013	\$2,186,064	10.36%	\$1,810,313	8.43%
	\$92,090,924	\$93,252,614	\$102,973,856	\$97,872,020	\$5,781,096	6.28%	\$4,619,406	4.95%
Budget Less Education	\$44,951,248	\$46,112,938	\$50,436,628	\$48,281,204	\$3,329,956	7.41%	\$2,168,266	4.70%

	Fiscal Year 2012 Budget (May ATM)	Fiscal Year 2012 Budget (Current Revised)	Fiscal Year 2013 Request	Town Manager Fiscal Year 2013 Recommendation	Difference FY 2012 to FY 2013 (May ATM)	Percent	Difference FY 2012 to FY 2013 (Current Revised)	Percent
General Government	\$5,176,973	\$5,422,152	\$5,329,352	\$5,144,412	(\$32,561)	-0.63%	(\$277,740)	-5.12%
Public Safety	\$7,027,820	\$7,103,228	\$7,733,699	\$7,116,257	\$88,437	1.26%	\$13,029	0.18%
Retirement	\$3,201,907	\$3,201,907	\$3,320,189	\$3,320,189	\$118,282	3.69%	\$118,282	3.69%
Public Works	\$8,905,758	\$9,330,502	\$11,295,072	\$10,037,478	\$1,131,720	12.71%	\$706,976	7.58%
Human Services	\$500,311	\$501,411	\$502,842	\$504,286	\$3,975	0.79%	\$2,875	0.57%
Culture and Recreation	\$1,543,851	\$1,572,450	\$1,547,720	\$1,450,828	(\$93,023)	-6.03%	(\$121,622)	-7.73%
Education	\$47,139,676	\$47,139,676	\$52,537,228	\$49,590,816	\$2,451,140	5.20%	\$2,451,140	5.20%
Debt and Interest	\$8,173,542	\$8,549,293	\$9,767,056	\$9,767,056	\$1,593,514	19.50%	\$1,217,763	14.24%
Unclassified	\$10,421,086	\$10,431,995	\$10,940,698	\$10,940,698	\$519,612	4.99%	\$508,703	4.88%
Total	\$92,090,924	\$93,252,614	\$102,973,856	\$97,872,020	\$5,781,096	6.28%	\$4,619,406	4.95%

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Personnel Board

0119

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510900 Professional Improvement	\$0	\$605	\$3,500	\$650	\$3,500	\$3,500	
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$0	\$0	\$100	\$0	\$100	\$100	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Personnel Board OpEx	\$0	\$605	\$3,600	\$650	\$3,600	\$3,600	
510400 New Salary Schedules	\$0	\$0	\$231,000	\$7,500	\$0	\$0	
520250 Municipal Training Group	\$0	\$0	\$0	\$0	\$0	\$0	
520260 Class & Compensation Study	\$0	\$0	\$0	\$0	\$0	\$0	
520490 Classification Study-Foremer	\$0	\$0	\$0	\$0	\$0	\$0	
570000 Other Charges & Expend	\$0	\$0	\$0	\$0	\$0	\$0	
Personnel Board SepAp	\$0	\$0	\$231,000	\$7,500	\$0	\$0	
Personnel Board	\$0	\$605	\$234,600	\$8,150	\$3,600	\$3,600	

2

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Personnel Board

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
510900	Professional Improvement	Funding for various professional improvement opportunities that may present themselves throughout the year.	\$3,500	\$3,500

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Selectmen

0122

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$8,750	\$8,750	\$8,750	\$4,375	\$8,750	\$8,750	
Selectmen PEA	\$8,750	\$8,750	\$8,750	\$4,375	\$8,750	\$8,750	
510010 S & W - Full Time	\$1,425	\$1,358	\$1,500	\$639	\$1,500	\$1,500	
510140 Stipends	\$0	\$0	\$0	\$0	\$0	\$0	
Selectmen S&C	\$1,425	\$1,358	\$1,500	\$639	\$1,500	\$1,500	
520040 Utility - Telephone	\$163	\$137	\$200	\$29	\$200	\$200	
520080 R & M - Equipment	\$0	\$0	\$100	\$0	\$0	\$0	
520100 Advertising & Binding	\$1,178	\$972	\$1,200	\$732	\$1,200	\$1,200	
520200 Board of Dogs	\$0	\$0	\$0	\$0	\$0	\$0	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$39	\$87	\$300	\$0	\$300	\$300	
540220 Office Supplies	\$585	\$402	\$600	\$114	\$600	\$600	
570010 Car Allowance/Mileage	\$1,680	\$1,680	\$1,700	\$840	\$1,700	\$1,700	
570020 Dues & Memberships	\$4,422	\$4,422	\$4,500	\$4,422	\$4,500	\$4,500	
570030 In State Travel	\$2,818	\$1,125	\$1,400	\$560	\$1,400	\$1,400	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Selectmen OpEx	\$10,884	\$8,825	\$10,000	\$6,697	\$9,900	\$9,900	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Selectmen Equip	\$0	\$0	\$0	\$0	\$0	\$0	
510140 Stipends	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
Select SepAp	\$0	\$0	\$0	\$0	\$0	\$0	
Selectmen	\$21,059	\$18,933	\$20,250	\$11,711	\$20,150	\$20,150	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Selectmen

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
510010	S&W - Full Time	\$1,750 salary is paid to each member of the Board of Selectmen	\$8,750	\$8,750
570010	Car Allowance/mileage	\$340 mileage stipend is paid to each member of the Board of Selectmen	\$1,700	\$1,700
570020	Dues & Memberships	Massachusetts Municipal Association	\$4,500	\$4,500

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Town Manager

0123

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time Manager PEA	\$130,525 \$130,525	\$130,525 \$130,525	\$130,525 \$130,525	\$67,013 \$67,013	\$130,525 \$130,525	\$130,525 \$130,525	
510010 S & W - Full Time	\$86,855	\$88,045	\$58,721	\$47,068	\$56,431	\$56,215	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$0	\$639	\$0	\$0	\$0	\$0	
510100 Longevity	\$400	\$400	\$400	\$400	\$500	\$500	
Manager S&C	\$87,255	\$89,084	\$59,121	\$47,468	\$56,931	\$56,715	
510010 S & W - Full Time	\$90,443	\$87,583	\$115,607	\$30,723	\$118,104	\$117,650	
510080 Sick Leave Plan II	\$1,736	\$1,417	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$610	\$75	\$1,434	\$4,572	\$4,552	
510100 Longevity	\$300	\$300	\$0	\$0	\$0	\$0	
Manager Other	\$92,478	\$89,910	\$115,682	\$32,157	\$122,675	\$122,201	
520040 Utility - Telephone	\$2,876	\$2,961	\$2,825	\$969	\$2,025	\$2,025	
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520100 Advertising & Binding	\$76	\$1,105	\$500	\$0	\$1,000	\$1,000	
520130 Professional Services	\$0	\$3,000	\$0	\$0	\$0	\$0	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$0	\$0	\$250	\$0	\$250	\$250	
540200 Educational Supplies	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$105	\$203	\$500	\$177	\$700	\$700	
570010 Car Allowance/Mileage	\$3,900	\$3,225	\$2,400	\$600	\$2,700	\$2,700	
570020 Dues & Memberships	\$582	\$582	\$605	\$534	\$600	\$600	
570030 In State Travel	\$1,147	\$1,660	\$2,325	\$2,094	\$2,400	\$2,400	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	

	<u>ACTUAL</u> <u>2010</u>	<u>ACTUAL</u> <u>2011</u>	<u>REVISED</u> <u>BUDGET</u> <u>2012</u>	<u>EXPENDED</u> <u>TO DATE</u> <u>2012</u>	<u>DEPARTMENT</u> <u>REQUEST</u> <u>2013</u>	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> <u>2013</u>	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> <u>2013</u>
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Manager OpEx	\$8,686	\$12,736	\$9,405	\$4,373	\$9,675	\$9,675	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570370 Assessment Center/Police Ch	\$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	\$318,944	\$322,255	\$314,733	\$151,012	\$319,806	\$319,116	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: Town Manager

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Brady, Paula	PAT 15	D	\$27.19	37.50	40.00	\$1,019.63	\$40,785.00	E	\$28.41	37.50	\$1,065.38	12.00	\$12,784.50	\$53,569.50
Gregory, Thomas	PAT 18	D	\$31.92	37.50	18.00	\$1,197.00	\$21,546.00	E	\$33.36	37.50	\$1,251.00	34.00	\$42,534.00	\$64,080.00
Overtime	PAT 18	D	\$31.92	2.00	18.00	\$63.84	\$1,149.12	E	\$50.04	2.00	\$100.08	34.00	\$3,402.72	\$4,551.84
														\$122,201.34
McCoy, Janice	PAT 10							E	\$21.74	37.50	\$815.25	52.00	\$42,393.00	\$42,393.00
TBD	PAT 12							C	\$22.15	12.00	\$265.80	52.00	\$13,821.60	\$13,821.60
														\$56,214.60
													FTE's	3.32

Longevity Payments

Name	Amount
McCoy, Janice	\$250
Brady, Paula	\$250
	\$500

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Town Manager

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520040	Utility - Telephone	Office phone and fax (\$840); Cell phone for town manager (\$660); cell phone allowance for asst to the town manager (\$525)	\$2,025	\$2,025
570010	Car Allowance/mileage	Car allowance for the town manager of \$100/mo; balance (\$1,500) is for mileage reimbursement for remaining staff	\$2,700	\$2,700
570030	In State Travel	Funds various meetings, conferences and professional development throughout the year for the town manager and asst to the town manager	\$2,400	\$2,400

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Finance Committee

0131

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510020 S & W - Part Time	\$606	\$615	\$500	\$112	\$500	\$500	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
Finance Committee S&C	\$606	\$615	\$500	\$112	\$500	\$500	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
570020 Dues & Memberships	\$326	\$326	\$330	\$326	\$330	\$330	
570030 In State Travel	\$120	\$40	\$125	\$120	\$125	\$125	
570180 Other - Not Classified	\$242	\$221	\$500	\$46	\$500	\$500	
Finance Committee OpEx	\$688	\$587	\$955	\$492	\$955	\$955	
570200 Reserve Fund	\$0	\$0	\$264,570	\$0	\$280,000	\$280,000	
570205 A.T.M. 5/19/97	\$0	\$0	\$0	\$0	\$0	\$0	
Finance Committee SepAp	\$0	\$0	\$264,570	\$0	\$280,000	\$280,000	
Finance Committee	\$1,294	\$1,202	\$266,025	\$605	\$281,455	\$281,455	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Finance Committee

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
570200	Reserve Fund	Amount spent from the Reserve Fund in previous years: \$192,568 in FY 2011; \$161,541 in FY 2010; \$138,303 in FY 2009	\$280,000	\$280,000

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Accountant

0135

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$82,377	\$83,191	\$84,025	\$43,139	\$83,703	\$83,703	
510080 Sick Leave Plan II	\$1,578	\$1,288	\$0	\$0	\$0	\$0	
510100 Longevity	\$300	\$300	\$350	\$350	\$350	\$350	
Accountant PEA	\$84,255	\$84,779	\$84,375	\$43,489	\$84,053	\$84,053	
510010 S & W - Full Time	\$81,909	\$82,718	\$83,546	\$42,424	\$84,884	\$84,884	
510080 Sick Leave Plan II	\$1,569	\$1,601	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$400	\$400	\$400	\$400	\$400	\$400	
Accountant S&C	\$83,878	\$84,719	\$83,946	\$42,824	\$85,284	\$85,284	
520040 Utility - Telephone	\$488	\$410	\$500	\$195	\$561	\$561	
520100 Advertising & Binding	\$0	\$0	\$100	\$0	\$100	\$100	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$0	\$224	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$519	\$422	\$625	\$67	\$625	\$625	
570010 Car Allowance/Mileage	\$323	\$246	\$350	\$0	\$300	\$300	
570020 Dues & Memberships	\$160	\$185	\$200	\$185	\$185	\$185	
570030 In State Travel	\$1,334	\$1,441	\$1,276	\$110	\$1,375	\$1,375	
Accountant OpEx	\$2,824	\$2,929	\$3,051	\$557	\$3,146	\$3,146	
580500 Equipment Replacement	\$0	\$0	\$781	\$781	\$0	\$0	
Accountant Equip	\$0	\$0	\$781	\$781	\$0	\$0	
520230 Town Audit	\$25,000	\$25,000	\$26,000	\$20,000	\$26,000	\$26,000	
Accountant SepAp	\$25,000	\$25,000	\$26,000	\$20,000	\$26,000	\$26,000	
Accountant	\$195,957	\$197,427	\$198,153	\$107,652	\$198,482	\$198,482	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: Town Accountant

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Mary Thompson	DH4							E		37.50	\$1,609.67	52.20	\$84,024.77	\$84,024.77
Amy Li	PAT 11							E	\$22.93	37.50	\$859.88	52.00	\$44,713.50	\$44,713.50
Bonnie Goodney	PAT 09							E	\$20.60	37.50	\$772.50	52.00	\$40,170.00	\$40,170.00
														\$84,883.50
													FTE's	3.00

Longevity Payments

Name	Amount
Mary Thompson	\$350
Amy Li	\$200
Bonnie Goodney	\$200
	\$750

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Town Accountant

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
570030	In State Travel	Funding for ongoing training and professional development for the entire department	\$1,375	\$1,375
520230	Town Audit	Annual audit expense	\$26,000	\$26,000

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Assessor

0141

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$78,413	\$82,661	\$84,025	\$43,139	\$84,025	\$84,025	
510020 S & W - Part Time	\$3,000	\$3,000	\$3,000	\$1,500	\$3,000	\$3,000	
510080 Sick Leave Plan II	\$302	\$0	\$0	\$0	\$0	\$0	
Assessor PEA	\$81,716	\$85,661	\$87,025	\$44,639	\$87,025	\$87,025	
510010 S & W - Full Time	\$81,980	\$60,217	\$44,005	\$22,604	\$44,714	\$44,714	
510020 S & W - Part Time	\$0	\$7,004	\$16,275	\$9,073	\$17,659	\$17,659	
510080 Sick Leave Plan II	\$661	\$674	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$650	\$300	\$350	\$300	\$300	\$300	
Assessor S&C	\$83,292	\$68,195	\$60,631	\$31,977	\$62,673	\$62,673	
510010 S & W - Full Time	\$0	\$0	\$0	\$1,182	\$9,731	\$9,731	
510020 S & W - Part Time	\$6,719	\$16,018	\$27,683	\$10,001	\$20,369	\$20,369	
Assessor Other	\$6,719	\$16,018	\$27,683	\$11,182	\$30,099	\$30,099	
520040 Utility - Telephone	\$1,381	\$1,001	\$1,200	\$180	\$1,560	\$1,560	
520080 R & M - Equipment	\$18	\$300	\$100	\$0	\$100	\$100	
520100 Advertising & Binding	\$0	\$578	\$600	\$0	\$600	\$600	
520130 Professional Services	\$1,195	\$7,260	\$6,000	\$435	\$10,000	\$10,000	
540140 Books Periodicals Subs	\$0	\$0	\$400	\$98	\$400	\$400	
540150 Print Postage Stationary	\$99	\$369	\$800	\$96	\$1,000	\$1,000	
540220 Office Supplies	\$749	\$668	\$600	\$393	\$750	\$750	
570010 Car Allowance/Mileage	\$3,900	\$4,320	\$4,860	\$2,370	\$4,860	\$4,860	
570020 Dues & Memberships	\$539	\$529	\$1,000	\$529	\$1,000	\$1,000	
570030 In State Travel	\$1,316	\$1,773	\$1,500	\$286	\$1,800	\$1,800	
Assessor OpEx	\$9,197	\$16,797	\$17,060	\$4,388	\$22,070	\$22,070	

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Assessor Equip	\$0	\$0	\$0	\$0	\$0	\$0	
520240 RE/Pers Prop Discover	\$29,400	\$5,400	\$25,500	\$18,000	\$28,000	\$28,000	
Assessor SepAp	\$29,400	\$5,400	\$25,500	\$18,000	\$28,000	\$28,000	
Assessor	\$210,323	\$192,071	\$217,898	\$110,187	\$229,867	\$229,867	

**Employee Roster
Fiscal Year 2012
REQUESTED/RECOMMENDED**

Department: Assessors

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Alicia Howe	Stipend													\$1,500.00
Frank Stille	Stipend													\$1,500.00
Christopher R. Reidy	DH							E		37.50	\$1,609.67	52.20	\$84,024.77	\$84,024.77
Mary Lowell	PAT 11							E	\$22.93	37.50	\$859.88	52.00	\$44,713.50	\$44,713.50
Helen Townsend	PAT 9	B	\$18.05	18.00	0.20	\$324.90	\$64.98	C	\$18.87	18.00	\$339.66	51.80	\$17,594.39	\$17,659.37
														\$62,372.87
Rose Scully	PAT 14	D	\$25.77	7.50	24.20	\$193.28	\$4,677.26	E	\$26.93	7.50	\$201.98	27.80	\$5,614.91	\$10,292.16
Thomas Walsh	PAT 14	D	\$25.77	7.50	49.00	\$193.28	\$9,470.48	E	\$26.93	7.50	\$201.98	3.00	\$605.93	\$10,076.40
Louis Pepi (3/22/11)	PAT 14	C	\$24.66	7.50	38.40	\$184.95	\$7,102.08	D	\$25.77	7.50	\$193.28	13.60	\$2,628.54	\$9,730.62
														\$30,099.18

FTE's 3.08

Mileage Assessor	\$225	12	\$2,700.00
Rose Scully	\$60	12	\$720.00
Thomas Walsh	\$60	12	\$720.00
Lou Pepi	\$60	12	\$720.00
Total Mileage			\$4,860.00

Longevity Payments

Name	Amount
Mary Lowell	\$300

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Assessors

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520040	Utility - Telephone	(\$100) per month for office telephone; (\$30) for wireless service for Ipad	\$1,560	\$1,560
520130	Professional Services	To fund expert witnesses and other professionals as necessary to appear on the Town's behalf before the Appellate Tax Board. Increase is due to expected challenges to be made by some non-residential property owners.	\$10,000	\$10,000
540150	Print Postage Stationary	General mailings and printing including Income & Expenses requests and sales verification	\$1,000	\$1,000
570010	Car Allowance/Mileage	(\$225) per month principle assessor; (\$60) per month for each of the (3) listers	\$4,860	\$4,860
570020	Dues & Memberships	Membership is kept with the following organizations: IAAO; MAAO, NRAA, IAAO (Mass Chapter), SPA & Appraisal Institute	\$1,000	\$1,000
570030	In State Travel	Funds various meetings, conferences and professional development throughout the year for the Board of Assessors	\$1,800	\$1,800
520240	RE/Pers Prop Discovery	(\$10,000) to fund special appraisal assistance for personal property and unique commercial properties; (\$18,000) to fund second year of Vision software implementation	\$28,000	\$28,000

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Treasurer & Collector

0145

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$82,377	\$83,191	\$84,025	\$44,749	\$83,703	\$84,025	
510080 Sick Leave Plan II	\$1,578	\$1,610	\$0	\$0	\$0	\$0	
510100 Longevity	\$125	\$125	\$125	\$125	\$200	\$200	
510140 Stipends	\$500	\$500	\$500	\$250	\$500	\$500	
Treasurer PEA	\$84,580	\$85,426	\$84,650	\$45,124	\$84,403	\$84,725	
510010 S & W - Full Time	\$194,949	\$195,520	\$197,742	\$104,320	\$195,525	\$195,473	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$1,733	\$889	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$1,200	\$1,250	\$1,050	\$800	\$850	\$850	
Treasurer S&C	\$197,882	\$197,659	\$198,792	\$105,120	\$196,375	\$196,323	
520040 Utility - Telephone	\$1,464	\$1,229	\$1,400	\$258	\$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	\$31,354	\$27,056	\$21,000	\$5,019	\$21,000	\$21,000	
520140 Rental of Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520220 Services-Not Classified	\$164	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$125	\$125	\$300	\$125	\$300	\$300	
540150 Print Postage Stationary	\$4,638	\$2,106	\$5,900	\$3,993	\$5,900	\$5,900	
540220 Office Supplies	\$1,829	\$1,279	\$2,500	\$739	\$2,500	\$2,500	
570010 Car Allowance/Mileage	\$1,440	\$1,440	\$1,440	\$720	\$1,440	\$1,440	
570020 Dues & Memberships	\$475	\$480	\$577	\$420	\$577	\$577	
570030 In State Travel	\$530	\$519	\$700	\$511	\$700	\$700	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	

	<u>ACTUAL</u> 2010	<u>ACTUAL</u> 2011	<u>REVISED</u> <u>BUDGET</u> 2012	<u>EXPENDED</u> <u>TO DATE</u> 2012	<u>DEPARTMENT</u> <u>REQUEST</u> 2013	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2013	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> 2013
570190 Bond Registration	\$1,000	\$500	\$1,000	\$0	\$1,000	\$1,000	
Treasurer OpEx	\$43,020	\$34,735	\$34,817	\$11,784	\$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	\$23,103	\$29,899	\$30,000	\$12,062	\$30,000	\$30,000	
Treasurer SepAp	\$23,103	\$29,899	\$30,000	\$12,062	\$30,000	\$30,000	
Treasurer & Collector	\$348,585	\$347,719	\$348,259	\$174,090	\$345,594	\$345,865	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: Collector-Treasurer

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Carolyn Marcotte	DH-4							E		37.50	\$1,609.67	52.20	\$84,024.77	\$84,024.77
Mary Grillo	PAT-12							E	\$24.19	37.50	\$907.13	52.00	\$47,170.50	\$47,170.50
Sherry Casey	PAT-10							E	\$21.74	37.50	\$815.25	52.00	\$42,393.00	\$42,393.00
Angela Costa	PAT-8							E	\$19.53	37.50	\$732.38	52.00	\$38,083.50	\$38,083.50
Donna Sargent	PAT-8	B	\$17.11	37.50	27.80	\$641.63	\$17,837.18	C	\$17.88	37.50	\$670.50	24.20	\$16,226.10	\$34,063.28
Lindsay Ames	PAT-8	B	\$17.11	37.50	38.20	\$641.63	\$24,510.08	C	\$17.88	37.50	\$670.50	13.80	\$9,252.90	\$33,762.98
													\$195,473.25	

Longevity Payments

Name	Amount			FTE's
Carolyn Marcotte	\$200	Sal 01	\$200	6.00
Mary Grillo	\$300	Sal 02	\$850	
Sherry Casey	\$300			
Angela Costa	\$250			
	\$1,050		\$1,050	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Treasurer & Collector

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520130	Professional Services	(\$9,000) is for general professional services; (\$12,000) is to fund ongoing lock box services	\$21,000	\$21,000
540150	Print Postage Stationary	General mailings and printing including tax forms, check stock, printer supplies and the like	\$5,900	\$5,900
570010	Car Allowance/Mileage	(\$60) per month collector-treasurer; (\$60) per month asst collector-treasurer	\$1,440	\$1,440
570020	Dues & Memberships	Membership is kept with the following organizations: IAAO; MAAO, NRAA, IAAO (Mass Chapter), SPA & Appraisal Institute	\$1,000	\$1,000
570700	Clearing & Sale Tax Title	To fund all legal and related expenses to pursue tax title collections.	\$30,000	\$30,000

Treasurer's Annual Report on Investments

Fiscal Year 2011 began and ended on a strikingly similar note. The late spring and early summer of 2010 saw the financial erosion of debt-laden Greece and the beginning of global references to PIIGS under duress. The PIIGS nations, namely Portugal, Ireland, Italy, Greece and Spain, were in the spotlight due to large sovereign debt loads, faltering economies and escalating global aversion to their respective government bond issuance. The late spring and early summer of 2011 marked the culmination of these forces and the eventual intervention by global central banks to save a number of these foundering economies.

The first nine months of the fiscal year, from July 2010 to March 2011, saw global awareness of the financial issues facing the PIIGS nations but no real acceptance of the severity of the situation. Consequently, two-year US Treasury rates rose from 0.605% in June 2010 to 0.825% by March 2011 reflecting expectations of an improving global economy. The relative calm, however, was short lived. Acceptance of the economic issues facing the PIIGS nations, most notably Greece, came swiftly. Greece, and subsequently Italy, Spain and a new entrant, Belgium, were in the headlines repeatedly with the news alternating between the possibility of bailout and threat of default. As the collective world faced these financial realities, coupled with a slowing global economy, the two year US Treasury yield slipped to 0.64% by June 30.

Due to these global events and the ensuing uncertainty, high-quality Treasury bonds were once again one of the most sought after investment vehicles. International bonds and credit sensitive issues underperformed relative to sovereign debt during the period. Longer-dated Treasuries and Agencies had trailing 12 month returns that would make most equity investors proud.

As promised, the Federal Reserve persevered in their attempt to stimulate the economy with low interest rates and continued, though declining monetary policy measures. While interest rates have been and will most likely continue to stay near generational lows for the foreseeable future, the overall economy has yet to show any promising, lasting signs of strength. Given the current economic situation, we expect the Federal Reserve to keep their target Federal Funds rate at the effective rate of 0% through the end of fiscal year 2012.

Against this economic backdrop, the Town of Shrewsbury's Investment account has performed well as compared to its closest benchmarks for the fiscal year ending June 30, 2011.

- For the period of June 30, 2010 through June 30, 2011, the portfolio returned 1.79% versus +0.12% for US Treasury Bills, +2.11% for the Barclays Capital (formerly Lehman Brothers) Bond Index (1-5 year US Government Bonds), +2.65% for the Barclays Capital Intermediate Government Bond Index and +3.90% for the Barclays Capital Aggregate Bond Index.

Throughout the fiscal year, the portfolio was positioned in anticipation of stable to rising interest rates and an improving economy. We correctly anticipated the stability in interest rates but our forecasts for an improving economy have been slightly optimistic. We positioned the portfolio for a gradual increase in interest rates over the fiscal year that has yet to materialize. This stagnant rate environment has caused a number of the step-up bonds in the portfolio to get called instead of 'stepping up' to higher coupon levels. While the securities purchased and other portfolio decisions have helped to protect the level of interest earned by the account as compared to bank rates and short-term Treasuries, the benchmark indices have benefited from a heavier weighting in intermediate- to long-term Treasury maturities.

More recently, the US economic picture has begun to show a small degree of improvement. If this nascent recovery takes hold, we would expect to see benchmark returns to show some strain as rising interest rates begin to cause a degree of loss on the longer dated benchmark positions. Given our portfolio design and duration management, the Town's account is structured to minimize the degree of loss from this higher interest rate environment.

Total investment income for FY 2011 was \$732,478 compared to \$929,436 for Fiscal Year 2010. Considering that the yield on a comparable municipal benchmark, the Massachusetts Municipal Depository Trust (MMDT), dropped from 0.33% on June 30, 2010 to 0.23% on June 30, 2011, or over 30% in a single year, I am satisfied with our overall investment income for fiscal year 2011. Additionally, with an anticipated yield of approximately 1.4% for the Town's funds for Fiscal Year 2012, against a backdrop where the MMDT has stabilized around a yield of 0.30%, I am confident in the stewardship demonstrated by our investment advisors.

The investment manager continues to monitor the Town's exposure to the publicly traded mortgage issuers, Fannie Mae (FNM/FNMA) and Freddie Mac (FMC/FHLMC). Since the effective nationalization of the firms in September 2008, the government has in essence usurped majority control of both housing finance entities in exchange for billions of dollars of capital contributions. The securities continue to carry the same ratings as US Treasury bonds from the major rating agencies, and the level of security is deemed to be at the highest level. To a number of market participants, these two entities now entail less risk than the other government agency, the Federal Home Loan Bank.

In summary, the Operating Fund, given the constraints of the Massachusetts Legal List, has performed well in respect to all relative benchmarks without compromise to quality, future opportunity, or nearly as important, income. Additionally, given the bond markets, and money market funds, historically low interest rates, the portfolio has earned a competitive level of interest income while protecting the Town from the threat of higher interest rates more than any of the aforementioned benchmarks. The investment manager's active approach to portfolio management has defended our yield while protecting principal through diversification of credit and maturity. The Town should expect a continuance of excellent performance in the current fiscal year.

Carolyn J. Marcotte
Treasurer-Collector
01/11/2012

PORTFOLIO APPRAISAL
Town of Shrewsbury-Operating Fund
c/o Carolyn J. Marcotte, Treasurer
 100 Maple Avenue
 Shrewsbury, MA 01545
 Representative: Thomas Bartholomew
 Investment Objective: Capital Preservation*
 Account #: B37160008

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
PREFERRED STOCKS									
Financial Services									
02-20-08	895,000	Federal Home Loan Mtg Corp Pfd Ser Y	fhpy	23.28	20,837.69	1.05	939.75	0.0	0.0
					20,837.69		939.75	0.0	0.0
DOMESTIC BOND MUTUAL FUNDS									
Inflation-Protected Bond									
11-02-09	82,096.462	Blackrock Inflation Prot Bd Port Instl	bprix	10.48	860,187.98	11.68	958,886.68	2.6	3.6
05-06-11	84,326.489	Western Asset Infla Indx Plus Bd Inst	waiix	11.27	950,000.00	11.85	999,268.89	2.7	3.6
					1,810,187.98		1,958,155.57	5.3	3.6
					1,810,187.98		1,958,155.57	5.3	3.6
CORPORATE BONDS									
Corporate Bonds									
11-20-07	310,000	International Lease Fin Corp Note 4.750% Due 01-13-12	459745fn0	98.76	306,142.20	99.87	309,612.50	0.8	4.8
01-08-08	450,000	General Elec Cap Corp Mtn Be 5.250% Due 10-19-12	36962g3k8	103.40	465,300.00	103.50	465,736.50	1.3	5.1
05-22-08	500,000	General Elec Cap Corp Mtn Be 4.800% Due 05-01-13	36962g3t9	99.24	496,200.00	104.69	523,440.00	1.4	4.6
04-24-08	360,000	Intl Lease Fin Corp Med Term Note 5.625% Due 09-20-13	45974va81	98.72	355,392.00	97.75	351,900.00	0.9	5.8
07-20-09	510,000	General Elec Cap Corp Mtn Be 4.750% Due 09-15-14	36962gk86	100.36	511,840.75	107.83	549,958.50	1.5	4.4
05-25-10	500,000	Bank Of America Corporation Srglbl 5.125% Due 11-15-14	06050sau8	102.99	514,950.00	99.55	497,775.00	1.3	5.1
01-19-11	200,000	General Elec Cap Corp Mtn Be Glbl Sr 4.375% Due 09-21-15	36962g4f8	105.60	211,200.00	107.57	215,144.00	0.6	4.1
01-19-11	200,000	General Elec Cap Corp Mtn Be Sr Nt 2.250% Due 11-09-15	36962g4t8	96.60	193,200.00	100.45	200,894.00	0.5	2.2
		Accrued Interest					34,765.69	0.1	
					3,054,224.95		3,149,226.19	8.5	4.7
					3,054,224.95		3,149,226.19	8.5	4.7
MUNICIPAL BONDS									
Municipal Bonds									
08-12-11	180,000	MA St Hsg Finagy Hsg Rev 01.40000%06/01/2015 Single Fam 1.400% Due 06-01-15	57586pl95	100.00	180,000.00	100.07	180,118.80	0.5	1.4
08-12-11	155,000	MA St Hsg Finagy Hsg Rev 01.50000% 12/01/2015 Single Fam 1.500% Due 12-01-15	57586pn29	100.00	155,000.00	100.04	155,057.35	0.4	1.5

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PORTFOLIO APPRAISAL
Town of Shrewsbury-Operating Fund
c/o Carolyn J. Marcotte, Treasurer
100 Maple Avenue
Shrewsbury, MA 01545
Representative: Thomas Bartholomew
Investment Objective: Capital Preservation*
Account #: B37160008

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
		Accrued Interest					403.75	0.0	
					335,000.00		335,579.90	0.9	1.4
					335,000.00		335,579.90	0.9	1.4
GOVERNMENT BONDS									
Fed Home Loan Mortgage (FHLMC)									
08-10-11	735,000	Federal Home Ln Mtg Corp 1.125% Due 08-24-16	3134g2yd8	100.00	735,000.00	100.12	735,918.75	2.0	1.1
08-19-11	1,000,000	Fedl Home Ln Mtg Crp Note 1.000% Due 09-16-16	3134g2zu9	100.00	1,000,000.00	100.10	1,001,010.00	2.7	1.0
08-23-11	1,325,000	Fedl Home Ln Mtg Crp Note 1.000% Due 09-20-16	3134g2b35	100.00	1,325,000.00	100.11	1,326,404.50	3.6	1.0
09-01-11	900,000	Fedl Home Ln Mtg Crp Mtn 1.125% Due 09-21-16	3134g2d33	100.00	900,000.00	100.11	901,017.00	2.4	1.1
09-15-11	1,500,000	Federal Home Ln Mtg 0.750% Due 09-29-16	3134g2m82	100.00	1,500,000.00	100.02	1,500,375.00	4.0	0.7
09-09-11	1,000,000	Fedl Home Ln Mtg Crp Mtn 1.000% Due 09-30-16	3134g2k76	100.00	1,000,000.00	100.05	1,000,500.00	2.7	1.0
09-28-11	1,000,000	Fedl Home Ln Mtg Crp Mtn 1.250% Due 10-13-16	3134g2w99	100.00	1,000,000.00	100.26	1,002,600.00	2.7	1.2
09-27-11	850,000	Federal Home Ln Mtg 0.500% Due 10-19-16	3134g2s45	100.00	850,000.00	100.01	850,076.50	2.3	0.5
08-12-11	1,000,000	Federal Home Ln Mtg Corp 01.00000% 03/01/2017 1.000% Due 03-01-17	3134g2yv8	100.00	1,000,000.00	100.04	1,000,380.00	2.7	1.0
		Accrued Interest					27,234.39	0.1	
					9,310,000.00		9,345,516.14	25.1	1.0
Fed National Mortgage (FNMA)									
08-19-11	850,000	Fedl Natl Mtg Assn Note 0.500% Due 09-08-14	3136frw25	100.00	850,000.00	100.04	850,331.50	2.3	0.5
08-24-11	1,400,000	Federal Natl Mtg Assn 1.000% Due 08-24-16	3136frz97	100.00	1,400,000.00	100.38	1,405,376.00	3.8	1.0
08-25-11	1,000,000	Federal Natl Mtg Ass 1.000% Due 09-21-16	3136fr2a0	100.00	1,000,000.00	100.36	1,003,620.00	2.7	1.0
08-23-11	1,015,000	Fedl Natl Mtg Assn Note 1.000% Due 09-21-16	3136frw66	100.00	1,015,000.00	100.24	1,017,395.40	2.7	1.0
10-18-11	975,000	Federal Natl Mtg Ass 1.250% Due 10-26-16	3136ftfy0	100.00	975,000.00	100.22	977,106.00	2.6	1.2
04-05-11	1,150,000	Fedl Natl Mtg Assn Note 2.250% Due 10-27-16	3136frgw7	99.92	1,149,137.50	100.61	1,157,038.00	3.1	2.2
10-19-11	800,000	Fedl Natl Mtg Assn Note 01.25000%11/07/2016 1.250% Due 11-07-16	3136ftgw3	100.00	800,000.00	100.43	803,480.00	2.2	1.2

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PORTFOLIO APPRAISAL
Town of Shrewsbury-Operating Fund
c/o Carolyn J. Marcotte, Treasurer
 100 Maple Avenue
 Shrewsbury, MA 01545
 Representative: Thomas Bartholomew
 Investment Objective: Capital Preservation*
 Account #: B37160008

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
10-19-11	1,000,000	Fedl Natl Mtg Assn 1.000% Due 11-09-16	3136fthv4	100.00	1,000,000.00	100.10	1,001,020.00	2.7	1.0
10-27-11	1,000,000	Fedl Natl Mtg Assn Note 1.500% Due 11-16-16	3136flll1	100.00	1,000,000.00	100.61	1,006,100.00	2.7	1.5
11-17-11	500,000	Fedl Natl Mtg Assn Note 1.125% Due 11-28-16	3136fthpb9	100.00	500,000.00	100.07	500,360.00	1.3	1.1
11-17-11	755,000	Federal Natl Mtg Ass 1.000% Due 12-05-16	3136ftqz5	100.00	755,000.00	100.04	755,317.10	2.0	1.0
12-01-11	400,000	Fedl Natl Mtg Assn 1.300% Due 12-28-16 Accrued Interest	3136fttz2	100.00	400,000.00	100.42	401,692.00	1.1	1.3
							27,136.84	0.1	
					10,844,137.50		10,905,972.84	29.3	1.2
Fed Home Loan Bank (FHLB)									
09-02-11	900,000	Federal Home Loan Ba 1.000% Due 09-23-16	313375jz1	100.00	900,000.00	100.14	901,251.00	2.4	1.0
09-27-11	860,000	Federal Home Loan Ba 0.750% Due 09-28-16	313375pw1	100.00	860,000.00	100.06	860,524.60	2.3	0.7
09-15-11	1,000,000	Fedl Home Loan Bk Bond 0.750% Due 09-30-16 Accrued Interest	313375sf5	100.00	1,000,000.00	100.09	1,000,900.00	2.7	0.7
							5,217.50	0.0	
					2,760,000.00		2,767,893.10	7.4	0.8
					22,914,137.50		23,019,382.08	61.9	1.1

CERTIFICATE OF DEPOSIT

Certificates of Deposit

07-16-09	145,000	First Merchants Bk CD 2.150% Due 01-24-12	32082bbm0	1.00	145,000.00	1.00	145,131.95	0.4	2.1
01-22-10	200,000	Associated Bk Green Bay N A WI 1.350% Due 02-03-12	045491hl4	1.00	200,000.00	1.00	200,150.00	0.5	1.3
08-19-09	245,000	Columbus Bank & Trust Company GA CD 2.000% Due 02-24-12	198882fu1	1.00	245,000.00	1.00	245,524.30	0.7	2.0
11-19-10	245,000	Bank of Carolinas NC CD 0.650% Due 05-30-12	06423ten0	1.00	245,000.00	1.00	245,147.00	0.7	0.6
10-07-10	150,000	Cit Bk Salt Lake City UT CD 0.700% Due 10-15-12	17284aqq6	1.00	150,000.00	1.00	150,457.50	0.4	0.7
10-19-10	245,000	Florida Bk Tampa CD Clt 1.0% 10/29/2012 1.000% Due 10-29-12	340559ax1	1.00	245,000.00	1.00	245,093.10	0.7	1.0
11-04-10	245,000	Wright Express Finl Svcs Corp CD 0.700% Due 11-19-12	98233put2	1.00	245,000.00	1.00	245,715.40	0.7	0.7
11-29-07	95,000	Goldman Sachs Bk Usa Ut 4.900% Due 12-05-12	381426fd2	1.00	95,000.00	1.04	98,673.65	0.3	4.7

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PORTFOLIO APPRAISAL
Town of Shrewsbury-Operating Fund
c/o Carolyn J. Marcotte, Treasurer
100 Maple Avenue
Shrewsbury, MA 01545
Representative: Thomas Bartholomew
Investment Objective: Capital Preservation*
Account #: B37160008

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
11-18-10	135,000	Enerbank Usa UT CD 0.750% Due 12-10-12	29266nqk6	1.00	135,000.00	1.00	135,403.65	0.4	0.7
10-07-10	245,000	Medallion Bk UT CD 0.800% Due 04-15-13	58403bst4	1.00	245,000.00	1.01	246,443.05	0.7	0.8
10-12-10	245,000	Home Fed Bk 8d CD 0.750% Due 04-19-13	43708ydh0	1.00	245,000.00	1.01	246,445.50	0.7	0.7
07-01-10	150,000	Ally Bk Midvale UT CD 1.950% Due 07-09-13	02004myh0	1.00	150,000.00	1.02	152,319.00	0.4	1.9
08-25-10	245,000	Parkway B&T Harwood Hgts IL CD 1.500% Due 09-09-13	70153rgt9	1.00	245,000.00	1.01	247,996.35	0.7	1.5
08-16-11	245,000	Millennium Bank Edwards CO CD 0.800% Due 02-24-14	60039mdf4	1.00	245,000.00	1.00	244,603.10	0.7	0.8
11-15-11	245,000	Ge Cap Retail Bk Draper UT CD 1.550% Due 11-24-14 Accrued Interest	36159u7f7	1.00	245,000.00	1.00	244,647.20	0.7	1.6
							7,596.32	0.0	
					3,080,000.00		3,101,347.07	8.3	1.3
					3,080,000.00		3,101,347.07	8.3	1.3
MONEY MARKET MUTUAL FUNDS									
Cash									
		Cash	cash		114.97		114.97	0.0	0.0
		Fidelity Instl Mmkt Port Cl I	fmpxx		5,065,746.91		5,065,746.91	13.6	0.2
		Fidelity Money Market	sprxx		572,000.00		572,000.00	1.5	0.0
		Prime Fund - Capital Reserves Class	lprxx		2,217.70		2,217.70	0.0	0.0
					5,640,079.58		5,640,079.58	15.2	0.2
					5,640,079.58		5,640,079.58	15.2	0.2
TOTAL PORTFOLIO					36,854,467.70		37,204,710.15	100.0	1.4

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PORTFOLIO APPRAISAL
Town of Shrewsbury-Trust Fund
c/o Carolyn J. Marcotte, Treasurer
 100 Maple Avenue
 Shrewsbury, MA 01545
 Representative: Thomas Bartholomew
 Investment Objective: Capital Preservation*
 Account #: B37160067

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
PREFERRED STOCKS									
Financial Services									
02-07-08	1,450,000	Federal Home Loan Mtg Corp Pfd Ser Y	frepry	23.45	34,007.61	1.05	1,522.50	0.0	0.0
05-16-08	500,000	Federal National Mtg Assn Pfd Ser T	fnmprt	25.11	12,555.00	1.40	700.00	0.0	0.0
					<u>46,562.61</u>		<u>2,222.50</u>	<u>0.1</u>	<u>0.0</u>
					46,562.61		2,222.50	0.1	0.0
DOMESTIC BOND MUTUAL FUNDS									
Inflation-Protected Bond									
06-01-09	6,792,261	Blackrock Inflation Prot Bd Port Instl	bprix	10.26	69,719.04	11.68	79,333.61	2.5	3.6
05-06-11	6,811,657	Western Asset Infla Indx Plus Bd Inst	waiix	11.01	75,000.00	11.85	80,718.14	2.5	3.6
					<u>144,719.04</u>		<u>160,051.74</u>	<u>4.9</u>	<u>3.6</u>
					144,719.04		160,051.74	4.9	3.6
CORPORATE BONDS									
Corporate Bonds									
01-08-08	150,000	General Elec Cap Corp Mtn Be 5.250% Due 10-19-12	36962g3k8	103.40	155,100.00	103.50	155,245.50	4.8	5.1
03-17-09	35,000	General Elec Cap Corp Mtn Be 4.800% Due 05-01-13	36962g3t9	92.77	32,469.50	104.69	36,640.80	1.1	4.6
02-27-09	75,000	Hewlett-Packard Co Glbl Nt 4.750% Due 06-02-14	428236av5	99.88	74,911.32	105.61	79,204.50	2.4	4.5
		Accrued Interest					<u>2,141.98</u>	<u>0.1</u>	
					<u>262,480.82</u>		<u>273,232.78</u>	<u>8.4</u>	<u>4.8</u>
					262,480.82		273,232.78	8.4	4.8
GOVERNMENT BONDS									
Fed Home Loan Mortgage (FHLMC)									
08-10-11	150,000	Federal Home Ln Mtg Corp 1.125% Due 08-24-16	3134g2yd8	100.00	150,000.00	100.12	150,187.50	4.6	1.1
09-23-11	125,000	Federal Home Ln Mtg 0.750% Due 09-29-16	3134g2m82	100.00	125,000.00	100.02	125,031.25	3.9	0.7
		Accrued Interest					<u>876.56</u>	<u>0.0</u>	
					<u>275,000.00</u>		<u>276,095.31</u>	<u>8.5</u>	<u>1.0</u>
					275,000.00		276,095.31	8.5	1.0
Fed National Mortgage (FNMA)									
05-03-11	125,000	Fedl Natl Mtg Assn Note 1.000% Due 05-25-16	3136frkd4	100.00	125,000.00	100.31	125,387.50	3.9	1.0
08-24-11	100,000	Federal Natl Mtg Assn 1.000% Due 08-24-16	3136frz97	100.00	100,000.00	100.38	100,384.00	3.1	1.0
08-18-11	100,000	Fedl Natl Mtg Assn Note 1.000% Due 09-14-16	3136fr96	100.00	100,000.00	100.19	100,192.00	3.1	1.0
08-25-11	100,000	Federal Natl Mtg Ass 1.000% Due 09-21-16	3136fi2a0	100.00	100,000.00	100.36	100,362.00	3.1	1.0

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PORTFOLIO APPRAISAL
Town of Shrewsbury-Trust Fund
c/o Carolyn J. Marcotte, Treasurer
 100 Maple Avenue
 Shrewsbury, MA 01545
 Representative: Thomas Bartholomew
 Investment Objective: Capital Preservation*
 Account #: B37160067

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
08-23-11	150,000	Fedl Natl Mtg Assn Note 1.000% Due 09-21-16	3136frw66	100.00	150,000.00	100.24	150,354.00	4.6	1.0
10-18-11	100,000	Federal Natl Mtg Ass 1.250% Due 10-26-16	3136ftfy0	100.00	100,000.00	100.22	100,216.00	3.1	1.2
10-12-11	150,000	Fedl Natl Mtg Assn Note 1.500% Due 10-26-16	3136ftfw4	100.00	150,000.00	100.23	150,345.00	4.6	1.5
04-05-11	150,000	Fedl Natl Mtg Assn Note 2.250% Due 10-27-16	3136frgw7	99.92	149,887.50	100.61	150,918.00	4.7	2.2
10-14-11	50,000	Fedl Natl Mtg Assn Note 01.25000%11/07/2016 1.250% Due 11-07-16	3136ftgw3	100.00	50,000.00	100.43	50,217.50	1.6	1.2
10-27-11	150,000	Fedl Natl Mtg Assn Note 1.500% Due 11-16-16 Accrued Interest	3136ftll1	100.00	150,000.00	100.61	150,915.00	4.7	1.5
							3,387.50	0.1	
					1,174,887.50		1,182,678.50	36.5	1.3
Fed Home Loan Bank (FHLB)									
08-04-09	185,000	Federal Home Loan Banks 2.000% Due 08-21-14	3133xufq1	99.62	184,306.25	100.26	185,484.70	5.7	2.0
09-27-11	100,000	Federal Home Loan Ba 0.750% Due 09-28-16 Accrued Interest	313375pw1	100.00	100,000.00	100.06	100,061.00	3.1	0.7
							1,573.61	0.0	
					284,306.25		287,119.31	8.9	1.6
					1,734,193.75		1,745,893.12	54.0	1.3
ASSET BACKED SECURITIES									
Collateralized Mortgage Oblig									
12-09-98	200,000	Fedl Home Loan Mtg Corp Pool #E73828 6.000% Due 12-01-13 Accrued Interest	3128g8hd6	100.80	1,538.54	108.45	1,655.33	0.1	5.5
							7.63	0.0	
					1,538.54		1,662.96	0.1	5.5
					1,538.54		1,662.96	0.1	5.5
CERTIFICATE OF DEPOSIT									
Certificates of Deposit									
07-16-09	100,000	First Merchants Bk CD 2.150% Due 01-24-12	32082bbm0	1.00	100,000.00	1.00	100,091.00	3.1	2.1
12-14-10	150,000	Aurora Bk Fsb Wilmington DE 0.700% Due 06-22-12	05155tae8	1.00	150,000.00	1.00	150,138.00	4.6	0.7
11-18-10	115,000	Enerbank Usa UT CD 0.750% Due 12-10-12	29266nqk6	1.00	115,000.00	1.00	115,343.85	3.6	0.7
01-23-08	100,000	Wachovia Bk Fsb Houston Tex 4.500% Due 01-25-13	92979hah9	1.01	100,750.00	1.03	103,053.00	3.2	4.4

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PORTFOLIO APPRAISAL
Town of Shrewsbury-Trust Fund
c/o Carolyn J. Marcotte, Treasurer
 100 Maple Avenue
 Shrewsbury, MA 01545
 Representative: Thomas Bartholomew
 Investment Objective: Capital Preservation*
 Account #: B37160067

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
08-12-10	150,000	Firstbank P R Santurce 1.90000% 08/20/2013 CD 1.900% Due 08-20-13	337624yz7	1.00	150,000.00	1.01	152,179.50	4.7	1.9
08-18-11	95,000	Cit Bk Salt Lake City UT CD 1.000% Due 02-24-14 Accrued Interest	17284awp9	1.00	95,000.00	1.00	94,847.05	2.9	1.0
							3,402.26	0.1	
					710,750.00		719,054.66	22.2	1.7
					710,750.00		719,054.66	22.2	1.7
MONEY MARKET MUTUAL FUNDS									
Cash									
		Cash	cash		4.89		4.89	0.0	0.0
		Fidelity Money Market	sprxx		30,365.20		30,365.20	0.9	0.0
		Prime Fund - Capital Reserves Class	fprxx		303,298.66		303,298.66	9.4	0.0
					333,668.75		333,668.75	10.3	0.0
					333,668.75		333,668.75	10.3	0.0
TOTAL PORTFOLIO					3,233,913.50		3,235,786.52	100.0	1.7

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PORTFOLIO APPRAISAL
Town Of Shrewsbury Sherwood Middle School
c/o Carolyn Marcotte & Mary Grillo
100 Maple Avenue
Shrewsbury, MA 01545
Representative: Thomas Bartholomew
Investment Objective: Primarily Fixed Income
Account #: B37337773

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
DOMESTIC BOND MUTUAL FUNDS									
Inflation-Protected Bond									
12-30-10	20,554.784	Blackrock Inflation Prot Bd Port Instl	bprix	10.37	213,124.33	11.68	240,079.88	1.8	3.6
05-16-11	20,113.793	Western Asset Infla Indx Plus Bd Inst	watix	10.95	220,290.65	11.85	238,348.45	1.8	3.6
					<u>433,414.98</u>		<u>478,428.32</u>	<u>3.6</u>	<u>3.6</u>
					433,414.98		478,428.32	3.6	3.6
GOVERNMENT BONDS									
Fed Home Loan Bank (FHLB)									
08-12-10	1,000,000	Federal Home Ln Bks Cons Bd 1.37500% 06/08/2012 1.375% Due 06-08-12 Accrued Interest	3133xwku2	101.36	1,013,630.00	100.53	1,005,320.00	7.6	1.4
							<u>878.47</u>	<u>0.0</u>	
					<u>1,013,630.00</u>		<u>1,006,198.47</u>	<u>7.6</u>	<u>1.4</u>
					1,013,630.00		1,006,198.47	7.6	1.4
CERTIFICATE OF DEPOSIT									
Certificates of Deposit									
08-09-10	245,000	American Bk Bozeman CD 0.500% Due 02-13-12	024369ds6	1.00	245,000.00	1.00	245,080.85	1.8	0.5
08-10-10	245,000	Cbc Natl Bk FI CD 0.550% Due 02-13-12	12480lbp1	1.00	245,000.00	1.00	245,083.30	1.8	0.5
08-12-10	245,000	Bank Of China New York City NY 0.70000% 02/21/2012 CD 0.700% Due 02-21-12	06425pkt4	1.00	245,000.00	1.00	245,093.10	1.8	0.7
08-10-10	245,000	New Dominion Bk Charlotte NC CD 0.750% Due 02-23-12	65120cdh1	1.00	245,000.00	1.00	245,100.45	1.8	0.7
08-09-10	245,000	Webbank Salt Lake City UT CD 0.500% Due 02-27-12	947547fg5	1.00	245,000.00	1.00	245,107.80	1.8	0.5
08-30-10	245,000	Guaranty Bk & Tr Co Denver CO CD 0.500% Due 03-02-12	400820bc9	1.00	245,000.00	1.00	245,078.40	1.8	0.5
09-16-10	245,000	Republic Bank Inc Bountiful UT CD 0.500% Due 03-30-12	760310SJ2	1.00	245,000.00	1.00	245,102.90	1.8	0.5
08-04-10	100,000	Bmw Bk North Amer Salt Lake City UT 1.050% Due 08-13-12	05568pxu6	1.00	100,000.00	1.00	100,406.00	0.8	1.0
08-09-10	245,000	Heritage Bk Hinesville GA CD 0.800% Due 08-17-12	42723jcu8	1.00	245,000.00	1.00	246,014.30	1.9	0.8
08-09-10	245,000	Four Oaks Bk & Tr Co NC CD CII 1.000% Due 08-20-12	350889ed9	1.00	245,000.00	1.00	245,240.10	1.9	1.0
08-09-10	245,000	Suburban Bk Tr Elmhurst IL CD 0.800% Due 08-20-12	86437pat3	1.00	245,000.00	1.00	246,026.55	1.9	0.8
08-15-11	245,000	Bank Baroda New York NY CD 0.500% Due 08-22-12	0606233z6	1.00	245,000.00	1.00	244,997.55	1.8	0.5

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PORTFOLIO APPRAISAL
Town Of Shrewsbury Sherwood Middle School
c/o Carolyn Marcotte & Mary Grillo
 100 Maple Avenue
 Shrewsbury, MA 01545
 Representative: Thomas Bartholomew
 Investment Objective: Primarily Fixed Income
 Account #: B37337773

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
08-19-10	245,000	Southcoast Cmnty Bk Mt Sc CD CII 0.900% Due 08-24-12	840903fr4	1.00	245,000.00	1.00	245,066.15	1.8	0.9
08-25-10	245,000	Johnson Bk Racine WI CD 0.700% Due 09-04-12	47816hek9	1.00	245,000.00	1.00	245,926.10	1.9	0.7
10-01-10	245,000	Live Oak Bkg Co Wilmington NC 00.65000% 10/15/2012 0.650% Due 10-15-12	538036ba1	1.00	245,000.00	1.00	245,769.30	1.9	0.6
06-07-11	245,000	Banco Popular De P.R Stn Bk NI CD 0.850% Due 12-17-12	05967eeu9	1.00	245,000.00	1.00	245,394.45	1.9	0.8
08-01-11	245,000	Doral Bk Catano P R CD 0.650% Due 02-11-13	25811lj34	1.00	245,000.00	1.00	244,737.85	1.8	0.7
08-09-11	100,000	Ally Bank CD 0.650% Due 02-19-13	02005qst1	1.00	100,000.00	1.00	99,881.00	0.8	0.7
08-09-11	95,000	Cit Bank CD 0.500% Due 02-19-13	17284avx3	1.00	95,000.00	1.00	94,759.65	0.7	0.5
08-16-11	245,000	Safra National Bank CD 0.500% Due 02-26-13	786580su5	1.00	245,000.00	1.00	244,348.30	1.8	0.5
09-08-10	245,000	State Bk & Tr Co Dallas TX CD 0.800% Due 03-11-13	855891af4	1.00	245,000.00	1.01	247,089.85	1.9	0.8
08-09-11	245,000	Trustatlantic Bk Greenville NC CD 0.400% Due 03-22-13	89835fhe3	1.00	245,000.00	1.00	244,730.50	1.8	0.4
09-17-10	245,000	Bank Iowa Altoona CD 0.85% 03/28/2013 0.850% Due 03-28-13	06278ybt3	1.00	245,000.00	1.01	246,893.85	1.9	0.8
09-30-10	245,000	Greeneville Fcd Bk FSB Tenn 0.70000% 04/12/2013 CD 0.700% Due 04-12-13	394821af9	1.00	245,000.00	1.01	246,450.40	1.9	0.7
08-26-10	245,000	First Bk Richmond IN CD 1.000% Due 06-03-13	319267cx6	1.00	245,000.00	1.01	247,518.60	1.9	1.0
08-15-11	245,000	Regal Bk & Tr Owings MD CD 0.500% Due 06-26-13	75874pej4	1.00	245,000.00	1.00	244,657.00	1.8	0.5
08-09-11	245,000	Farmers Bk Ault CO CD 0.600% Due 08-09-13	309175dr5	1.00	245,000.00	1.00	244,973.05	1.8	0.6
08-09-11	245,000	Ge Cap Finl Inc Retail CD 0.750% Due 08-12-13	36160tuv6	1.00	245,000.00	1.00	244,911.80	1.8	0.8
08-09-11	245,000	American Express Centrn CD 0.800% Due 08-19-13	02587dcd8	1.00	245,000.00	1.00	244,701.10	1.8	0.8
08-10-11	245,000	Bank West San Francisco CA CD 0.700% Due 08-19-13	065680de7	1.00	245,000.00	1.00	244,701.10	1.8	0.7
08-09-11	245,000	Compass Bk Birmingham AL CD 0.800% Due 08-19-13	20449e2k1	1.00	245,000.00	1.00	244,701.10	1.8	0.8
08-09-11	245,000	Discover Bk Greenwood Del CD 0.850% Due 08-19-13	254670p48	1.00	245,000.00	1.00	244,701.10	1.8	0.9
08-10-11	245,000	First St Bk West VA CD 0.500% Due 08-19-13	33648fgq2	1.00	245,000.00	1.00	244,975.50	1.8	0.5

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PORTFOLIO APPRAISAL
Town Of Shrewsbury Sherwood Middle School
c/o Carolyn Marcotte & Mary Grillo
 100 Maple Avenue
 Shrewsbury, MA 01545
 Representative: Thomas Bartholomew
 Investment Objective: Primarily Fixed Income
 Account #: B37337773

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
08-10-11	245,000	Hometown Bk Fond Du Lac WI CD 0.500% Due 08-19-13	43786nbb4	1.00	245,000.00	1.00	244,936.30	1.8	0.5
08-10-11	245,000	Prudential Bk & Tr Fsb CT CD 0.550% Due 08-19-13	74432lav8	1.00	245,000.00	1.00	244,897.10	1.8	0.6
08-09-11	245,000	Standard Bk & Tr Co II CD 0.600% Due 08-19-13	853117lj6	1.00	245,000.00	1.00	244,698.65	1.8	0.6
08-17-11	245,000	Alliance Bk & Tr Co Gastonian CD 0.500% Due 08-26-13	018917ez3	1.00	245,000.00	1.00	244,642.30	1.8	0.5
08-10-11	245,000	Cardinal Bk Natl Assn VA CD 0.500% Due 08-26-13	14147vca2	1.00	245,000.00	1.00	244,681.50	1.8	0.5
08-10-11	245,000	First Natl Bk Waupaca WI CD 0.500% Due 08-26-13	321086ec6	1.00	245,000.00	1.00	244,681.50	1.8	0.5
08-10-11	245,000	Flint Hills Bank Eskridg KS CD CII 0.600% Due 08-26-13	339467ac6	1.00	245,000.00	1.00	244,679.05	1.8	0.6
08-15-11	150,000	Goldman Sachs Bk USA NY CD 0.750% Due 08-26-13	3814264c6	1.00	150,000.00	1.00	149,781.00	1.1	0.8
08-16-11	245,000	Paragon Natl Bk Memphis Tenn CD 0.600% Due 08-30-13	69912scl2	1.00	245,000.00	1.00	244,608.00	1.8	0.6
08-17-11	245,000	World Financial Capital 0.500% Due 08-30-13	98146qbe0	1.00	245,000.00	1.00	244,608.00	1.8	0.5
10-06-10	245,000	Flushing Svgs Bk NY CD 1.100% Due 10-07-13	344030dg3	1.00	245,000.00	1.01	247,266.25	1.9	1.1
09-30-10	245,000	Paragon Coml Bk Raleigh NC CD 1.000% Due 10-07-13	69911q3m5	1.00	245,000.00	1.01	247,268.70	1.9	1.0
		Accrued Interest					10,566.58	0.1	
					<u>10,490,000.00</u>		<u>10,512,533.98</u>	<u>79.3</u>	<u>0.7</u>
					10,490,000.00		10,512,533.98	79.3	0.7
MONEY MARKET MUTUAL FUNDS									
Cash									
		Fidelity Instl Mmkt Port CI I	fmpxx		1,252,677.15		1,252,677.15	9.5	0.2
		Prime Fund - Capital Reserves Class	fprxx		0.06		0.06	0.0	0.0
					<u>1,252,677.21</u>		<u>1,252,677.21</u>	<u>9.5</u>	<u>0.2</u>
					1,252,677.21		1,252,677.21	9.5	0.2
TOTAL PORTFOLIO					<u>13,189,722.19</u>		<u>13,249,837.99</u>	<u>100.0</u>	<u>0.8</u>

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PORTFOLIO APPRAISAL

Town Of Shrewsbury OPEB

C/O Carolyn Marcotte, Treasurer/Collector, 100 Maple Avenue
Shrewsbury, MA 01545

Representative: Thomas Bartholomew

Investment Objective: Balanced Equity

Account #: B37391573

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
DOMESTIC EQUITY MUTUAL FUNDS									
Large Blend									
06-07-11	424.451	Nuveen Tradewinds Value Opport Cl I	nvorx	35.34	15,000.00	30.44	12,920.29	1.1	2.8
06-07-11	740.261	Pamassus Income Trust Eq Inc Instl	prlx	27.02	20,000.00	26.41	19,550.29	1.7	1.5
					35,000.00		32,470.58	2.8	2.0
Large Growth									
06-07-11	1,957.105	Alger Spectra Fund Class I	aspix	12.77	25,000.00	11.97	23,426.55	2.0	0.0
06-29-11	1,039.501	Blackrock Capital Appreciation Instl	mafxx	24.05	25,000.00	21.68	22,536.38	1.9	0.0
06-07-11	363.439	Fidelity Contrafund	fentx	68.79	25,000.00	67.46	24,517.59	2.1	0.1
					75,000.00		70,480.52	6.1	0.0
Large Value									
06-07-11	3,381.121	AmCent Equity Income Is	aciix	7.39	25,000.00	7.28	24,614.56	2.1	2.9
06-07-11	1,364.911	Blackrock Equity Dividend Fd-Instl	madvx	18.32	25,000.00	18.19	24,827.73	2.1	2.0
06-21-11	5,344.217	Federated Strategic Value Class I	svaix	4.68	25,000.00	4.86	25,972.89	2.2	3.8
					75,000.00		75,415.19	6.5	2.9
Mid-Cap Growth									
06-07-11	273.195	T. Rowe Price Mid Gr	rpngx	56.92	15,550.00	52.73	14,405.57	1.2	0.0
Mid-Cap Value									
06-07-11	1,299.947	American Century Midcap Value Instl Cl	avuax	11.96	15,550.00	11.69	15,196.38	1.3	1.8
06-07-11	660.134	Perkins Mid Cap Value Class I	jmvox	22.72	15,000.00	20.18	13,321.50	1.2	1.0
					30,550.00		28,517.88	2.5	1.4
Small Blend									
08-05-11	369.276	Allianz AGIC Ultra Micro Cap Instl	aumix	13.54	5,000.00	13.29	4,907.68	0.4	0.0
06-07-11	958.580	Eaton Vance Atlanta Caps Mid Cap Fd I	eismx	15.65	15,000.00	16.03	15,366.04	1.3	0.0
06-07-11	722.543	Royce Dividend Value Fund Inv	rdvix	6.92	5,000.00	6.34	4,580.92	0.4	1.0
					25,000.00		24,854.64	2.1	0.2
Small Growth									
06-07-11	568.218	Janus Triton Fund Class I	jsmgx	17.60	10,000.00	16.33	9,279.00	0.8	0.0
Small Value									
06-07-11	931.987	Aston/River Road Independent Value N	arivx	10.73	10,000.00	10.63	9,907.02	0.9	0.0
Health									
06-29-11	307.125	Blackrock Health Sciences Port Instl	shssx	32.56	10,000.00	29.23	8,977.26	0.8	0.0
Technology									
06-29-11	759.706	Rs Technology Class Y	rifyx	19.74	15,000.00	16.82	12,778.25	1.1	0.0

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PORTFOLIO APPRAISAL

Town Of Shrewsbury OPEB

C/O Carolyn Marcotte, Treasurer/Collector, 100 Maple Avenue
Shrewsbury, MA 01545

Representative: Thomas Bartholomew

Investment Objective: Balanced Equity

Account #: B37391573

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
World Stock									
06-07-11	1,029.548	Wintergreen Fund	wgrnx	14.57	15,000.00	14.09	14,506.33	1.3	0.0
Market Neutral									
06-07-11	1,875.243	Merger Fund	merfx	16.00	30,000.00	15.59	29,235.04	2.5	0.5
Conservative Allocation									
08-05-11	1,001.001	James Balanced: Golden Rainbow I	glrix	19.98	20,000.00	20.42	20,440.44	1.8	1.5
06-07-11	413.907	Permanent Port	prpfx	48.32	20,000.00	46.09	19,076.97	1.6	0.9
					40,000.00		39,517.41	3.4	1.2
Moderate Allocation									
06-07-11	791.488	Allianz NACM Income & Growth Instl	aznix	12.63	10,000.00	11.56	9,149.60	0.8	2.6
06-07-11	1,999.143	RiverNorth Core Oppportunity Fund	rncox	11.60	23,200.00	10.89	21,770.67	1.9	4.6
					33,200.00		30,920.27	2.7	4.0
Long-Short									
10-03-11	2,663.148	ASG Diversifying Strategies Cl Y	dsfyx	10.42	27,750.00	9.77	26,018.96	2.2	4.4
06-07-11	1,226.459	Orinda Multi-Manager Hedged Equity Cl I	oheix	24.46	30,000.00	24.48	30,023.72	2.6	0.0
					57,750.00		56,042.67	4.8	2.0
					477,050.00		457,307.65	39.5	1.4
EXCHANGE TRADED DOMESTIC EQUITY FUNDS									
Large Blend									
10-03-11	400.000	iShares Tr S&P US Pfd Stk Index	pff	34.71	13,883.40	35.62	14,248.00	1.2	7.0
					13,883.40		14,248.00	1.2	7.0
INTERNATIONAL EQUITY MUTUAL FUNDS									
Diversified Pacific/Asia									
06-07-11	703.336	Mathews Asia Dividend Instl	mipix	14.22	10,000.00	12.48	8,777.63	0.8	3.1
Europe Stock									
06-29-11	900.535	Henderson European Focus Fund Cl I	hfeix	27.76	25,000.00	21.52	19,379.51	1.7	4.0
Foreign Large Blend									
06-07-11	351.408	American Europacific Growth Class F1	aogfx	42.69	15,000.00	34.98	12,292.25	1.1	1.7
06-07-11	953.203	Sextant International Fund	ssifx	15.74	15,000.00	14.25	13,583.14	1.2	0.9
					30,000.00		25,875.39	2.2	1.2
Foreign Large Value									
06-07-11	702.970	Allianz Nfj Intl Value Instl Cl	anjix	21.34	15,000.00	18.06	12,695.64	1.1	2.8

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PORTFOLIO APPRAISAL

Town Of Shrewsbury OPEB

C/O Carolyn Marcotte, Treasurer/Collector, 100 Maple Avenue
Shrewsbury, MA 01545

Representative: Thomas Bartholomew

Investment Objective: Balanced Equity

Account #: B37391573

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
06-07-11	1,570.287	Manning & Napier International Series	exitx	9.55	15,000.00	7.60	11,934.18	1.0	2.4
					30,000.00		24,629.82	2.1	2.6
Foreign Small/Mid Value									
06-07-11	423.465	First Eagle Overseas I	sgoix	23.61	10,000.00	20.65	8,744.55	0.8	2.2
06-21-11	383.142	Royce International Smaller Co Svcs CI	rygsx	13.05	5,000.00	9.58	3,670.50	0.3	0.9
					15,000.00		12,415.05	1.1	1.8
					110,000.00		91,077.41	7.9	2.5
GLOBAL EQUITY MUTUAL FUNDS									
World Allocation									
08-05-11	408.330	Ivy Asset Strategy CI I	ivaex	24.49	10,000.00	22.45	9,167.01	0.8	1.5
10-03-11	1,494.565	Pimco Global Multi - Asset Instl	pgaix	11.04	16,500.00	10.75	16,066.57	1.4	5.5
06-07-11	1,271.911	Thornburg Inv Inc Bldr I	tibix	19.66	25,000.00	18.06	22,970.71	2.0	6.8
					51,500.00		48,204.29	4.2	5.4
World Stock									
06-21-11	1,984.127	Henderson Global Equity Income CI I	hfgix	7.56	15,000.00	6.91	13,710.32	1.2	7.2
					66,500.00		61,914.61	5.4	5.8
DOMESTIC BOND MUTUAL FUNDS									
Intermediate-Term Bond									
06-21-11	3,681.010	Doubleline Total Return Bond Fd CI I	dbltx	11.14	41,000.00	11.03	40,601.54	3.5	8.2
06-07-11	3,860.574	Janus Flexible Bond Class I	jflex	10.62	41,000.00	10.54	40,690.45	3.5	3.8
06-29-11	3,750.759	PIMCO Total Ret Instl	ptrrx	10.93	41,000.00	10.87	40,770.75	3.5	3.3
					123,000.00		122,062.74	10.6	5.1
Multisector Bond									
06-07-11	2,718.005	Driehaus Active Income Fund	lcmx	11.04	30,000.00	10.01	27,207.23	2.4	4.3
06-29-11	2,242.152	John Hancock Str Inc Opps CI I	jipix	11.15	25,000.00	10.46	23,452.91	2.0	6.5
06-07-11	1,682.903	Loomis Sayles Bond Instl	lsbdx	14.86	25,000.00	13.93	23,442.84	2.0	6.3
06-07-11	2,777.965	Putnam Absolute Return 300 Fund CI Y	pytrx	10.80	30,000.00	10.14	28,168.57	2.4	1.3
					110,000.00		102,271.54	8.8	4.4
Short-Term Bond									
08-05-11	4,738.516	Virtus Multi Sector Short Term Bond CI I	pimsx	4.75	22,500.00	4.73	22,413.18	1.9	5.1
Bank Loan									
06-07-11	1,608.877	Lord Abbett Floating Rate Inc Fd CI F	lfifx	9.32	15,000.00	9.00	14,479.89	1.3	5.2

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PORTFOLIO APPRAISAL

Town Of Shrewsbury OPEB

C/O Carolyn Marcotte, Treasurer/Collector, 100 Maple Avenue
Shrewsbury, MA 01545

Representative: Thomas Bartholomew

Investment Objective: Balanced Equity

Account #: B37391573

December 31, 2011

Date Purchased	Quantity	Security	Symbol	(Excluding Unit Cost	Reinvested Divs.) Total Cost	Price	Market Value	Pct. Assets	Cur. Yield
Bear-Market									
08-05-11	881.057	Rydex Juno Investor	ryjux	11.35	10,000.00	9.00	7,929.51	0.7	0.0
					280,500.00		269,156.87	23.3	4.7
INTERNATIONAL BOND MUTUAL FUNDS									
World Allocation									
06-29-11	2,297.841	Pimco All Asset All Authority CI I	pauix	10.88	25,000.00	10.03	23,047.35	2.0	8.5
International Fixed									
06-07-11	2,684.855	Templeton Global Bond Advisor CI	tgbox	13.45	36,100.00	12.37	33,211.66	2.9	5.1
					61,100.00		56,259.00	4.9	6.5
MONEY MARKET MUTUAL FUNDS									
Cash									
		Cash	cash		2,696.22		2,696.22	0.2	0.0
		Fidelity Instl Mmkt Port CI I	fmpxx		202,747.47		202,747.47	17.5	0.2
		Prime Fund - Capital Reserves Class	fprxx		1,195.88		1,195.88	0.1	0.0
					206,639.57		206,639.57	17.9	0.2
					206,639.57		206,639.57	17.9	0.2
TOTAL PORTFOLIO:					1,215,672.97		1,156,603.12	100.0	2.6

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Town Counsel

0151

	<u>ACTUAL</u> 2010	<u>ACTUAL</u> 2011	<u>REVISED</u> <u>BUDGET</u> 2012	<u>EXPENDED</u> <u>TO DATE</u> 2012	<u>DEPARTMENT</u> <u>REQUEST</u> 2013	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2013	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> 2013
510000 Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	
Counsel PEA	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$41,619	\$77,755	\$52,400	\$17,125	\$52,400	\$52,400	
520220 Services-Not Classified	\$0	\$500	\$900	\$160	\$900	\$900	
570020 Dues & Memberships	\$160	\$160	\$100	\$160	\$100	\$100	
570180 Other - Not Classified	\$1,801	\$635	\$3,000	\$0	\$3,000	\$3,000	
Town Counsel OpEx	\$43,580	\$79,050	\$56,400	\$17,445	\$56,400	\$56,400	
Town Counsel	\$43,580	\$79,050	\$56,400	\$17,445	\$56,400	\$56,400	

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Town Clerk

0161

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$64,984	\$68,594	\$72,394	\$38,375	\$75,652	\$75,652	
510080 Sick Leave Plan II	\$0	\$1,334	\$0	\$0	\$0	\$0	
510100 Longevity	\$300	\$300	\$350	\$350	\$350	\$350	
Town Clerk PEA	\$65,284	\$70,228	\$72,744	\$38,725	\$76,002	\$76,002	
510010 S & W - Full Time	\$17,502	\$17,440	\$40,963	\$16,198	\$42,889	\$42,889	
510020 S & W - Part Time	\$21,159	\$22,528	\$0	\$7,812	\$0	\$0	
510080 Sick Leave Plan II	\$0	\$430	\$0	\$0	\$0	\$0	
510090 Overtime	\$956	\$449	\$1,000	\$0	\$1,000	\$1,000	
510100 Longevity	\$250	\$400	\$400	\$400	\$425	\$425	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Town Clerk S&C	\$39,867	\$41,247	\$42,363	\$24,410	\$44,314	\$44,314	
520040 Utility - Telephone	\$813	\$841	\$800	\$143	\$800	\$800	
520080 R & M - Equipment	\$67	\$43	\$175	\$0	\$175	\$175	
520100 Advertising & Binding	\$557	\$327	\$500	\$0	\$1,000	\$1,000	
520130 Professional Services	\$0	\$0	\$0	\$8,891	\$0	\$0	
540150 Print Postage Stationary	\$1,081	\$1,140	\$1,850	\$1,049	\$1,350	\$1,350	
540220 Office Supplies	\$1,500	\$460	\$1,600	\$893	\$1,600	\$1,600	
570010 Car Allowance/Mileage	\$500	\$500	\$500	\$250	\$500	\$500	
570020 Dues & Memberships	\$575	\$365	\$415	\$375	\$425	\$425	
570030 In State Travel	\$1,082	\$182	\$1,000	\$138	\$1,000	\$1,000	
570040 Insurance & Bonds	\$100	\$0	\$100	\$0	\$100	\$100	
Town Clerk OpEx	\$6,274	\$3,858	\$6,940	\$11,740	\$6,950	\$6,950	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Equipment less Trade In	\$0	\$0	\$0	\$0	\$0	\$0	

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
Town Clerk	\$111,425	\$115,333	\$122,047	\$74,875	\$127,266	\$127,266	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: TOWN CLERK/ELECTION & REGISTRATION

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Wright, Sandra	DH3	D			6.40	\$1,394.22	\$8,923.01	E			\$1,456.97	45.80	\$66,729.23	\$75,652.23
Record, Joyce	PAT11							E	\$22.93	20.00	\$458.60	52.00	\$23,847.20	\$23,847.20
Ryzewski, Janice	PAT 8							E	\$19.53	18.75	\$366.19	52.00	\$19,041.75	\$19,041.75
Ryzewski, Janice	PAT 8							E	\$19.53	18.75	\$366.19	52.00	\$19,041.75	\$19,041.75
New Employee	PAT 8	A	\$16.38	37.50	26.00	\$614.25	\$15,970.50	B	\$17.11	37.50	\$641.63	26.00	\$16,682.25	\$32,652.75
														\$94,583.45
														Requested FTE's 3.53

Town Manager Recommendation for 02 Account														
Record, Joyce	PAT11							E	\$22.93	20.00	\$458.60	52.00	\$23,847.20	\$23,847.20
Ryzewski, Janice	PAT 8							E	\$19.53	18.75	\$366.19	52.00	\$19,041.75	\$19,041.75
Ryzewski, Janice	PAT 8							E	\$19.53	18.75	\$366.19	52.00	\$19,041.75	\$19,041.75
New Employee	PAT 8	A	\$16.38	18.00	26.00	\$294.84	\$7,665.84	B	\$17.11	18.00	\$307.98	26.00	\$8,007.48	\$15,673.32
														\$77,604.02
														Recommended FTE's 3.01

Longevity Payments

Name	Amount
Wright, Sandra	\$350
Record, Joyce	\$125
Ryzewski, Janice	\$300
	\$775

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Elections & Registrations

0162

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510020 S & W - Part Time	\$2,100	\$2,100	\$2,100	\$1,050	\$2,100	\$2,100	
Election PEA	\$2,100	\$2,100	\$2,100	\$1,050	\$2,100	\$2,100	
510010 S & W - Full Time	\$19,260	\$19,666	\$19,868	\$7,623	\$51,695	\$19,042	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$15,673	
510030 S & W - Temporary	\$21,929	\$29,482	\$25,801	\$12,715	\$40,387	\$40,387	
510090 Overtime	\$1,006	\$3,710	\$0	\$0	\$0	\$0	
510100 Longevity	\$100	\$0	\$0	\$0	\$0	\$0	
Election S&C	\$42,294	\$52,858	\$45,669	\$20,337	\$92,081	\$75,102	
510030 S & W - Temporary	\$10,998	\$16,068	\$11,360	\$5,822	\$18,060	\$18,060	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
Election Other	\$10,998	\$16,068	\$11,360	\$5,822	\$18,060	\$18,060	
520080 R & M - Equipment	\$2,195	\$5,893	\$3,500	\$0	\$3,200	\$3,200	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$15,485	\$13,860	\$15,450	\$5,611	\$25,000	\$25,000	
540150 Print Postage Stationary	\$15,361	\$14,194	\$20,750	\$9,739	\$16,950	\$16,950	
540220 Office Supplies	\$703	\$1,693	\$1,780	\$313	\$1,800	\$1,800	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Election OpEx	\$33,745	\$35,640	\$41,480	\$15,663	\$46,950	\$46,950	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Equipment less Trade In	\$0	\$0	\$0	\$0	\$0	\$0	
Elections & Registrations	\$89,137	\$106,667	\$100,609	\$42,872	\$159,191	\$142,212	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: TOWN CLERK/ELECTION & REGISTRATION

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Wright, Sandra	DH3	D			6.40	\$1,394.22	\$8,923.01	E			\$1,456.97	45.80	\$66,729.23	\$75,652.23
Record, Joyce	PAT11							E	\$22.93	20.00	\$458.60	52.00	\$23,847.20	\$23,847.20
Ryzewski, Janice	PAT 8							E	\$19.53	18.75	\$366.19	52.00	\$19,041.75	\$19,041.75
Ryzewski, Janice	PAT 8							E	\$19.53	18.75	\$366.19	52.00	\$19,041.75	\$19,041.75
New Employee	PAT 8	A	\$16.38	37.50	26.00	\$614.25	\$15,970.50	B	\$17.11	37.50	\$641.63	26.00	\$16,682.25	\$32,652.75
													\$94,583.45	
													Requested FTE's	3.53

Town Manager Recommendation for 02 Account

Record, Joyce	PAT11							E	\$22.93	20.00	\$458.60	52.00	\$23,847.20	\$23,847.20
Ryzewski, Janice	PAT 8							E	\$19.53	18.75	\$366.19	52.00	\$19,041.75	\$19,041.75
Ryzewski, Janice	PAT 8							E	\$19.53	18.75	\$366.19	52.00	\$19,041.75	\$19,041.75
New Employee	PAT 8	A	\$16.38	18.00	26.00	\$294.84	\$7,665.84	B	\$17.11	18.00	\$307.98	26.00	\$8,007.48	\$15,673.32
													\$77,604.02	
													Recommended FTE's	3.01

Longevity Payments

Name	Amount
Wright, Sandra	\$350
Record, Joyce	\$125
Ryzewski, Janice	\$300
	\$775

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Elections & Registrations

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520080	R & M - Equipment	To fund mainteance of Automark units	\$3,200	\$3,200
520130	Professional Services	(\$17,000) To fund coding expenses for Automark and Accuvote units for (3) elections in FY 2013; (\$8,000) for ballot printing	\$25,000	\$25,000
540150	Print Postage Stationary	Printing and mailing expenses for town meeting members, voters and residents as necessary. Also includes the printing of the street listing (\$5,000).	\$16,950	\$16,950
540020	Office Supplies	To fund various office supplies including ink cartridges for Automark units	\$1,800	\$1,800

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Conservation Commission

0171

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
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	\$398	\$56	\$350	\$0	\$350	\$350	\$350
540220 Office Supplies	\$0	\$83	\$100	\$54	\$100	\$100	\$100
570010 Car Allowance/Mileage	\$0	\$0	\$300	\$0	\$300	\$300	\$300
570020 Dues & Memberships	\$523	\$568	\$600	\$583	\$600	\$600	\$600
570030 In State Travel	\$0	\$0	\$200	\$0	\$200	\$200	\$200
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570930 Repair & Maint Cons Propert	\$0	\$390	\$28,803	\$0	\$5,000	\$5,000	\$5,000
Conservation OpEx	\$921	\$1,097	\$30,353	\$637	\$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
Conservation Commission	\$921	\$1,097	\$30,353	\$637	\$6,550	\$6,550	\$6,550

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Planning Board

0175

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510020 S & W - Part Time	\$400	\$400	\$1,000	\$200	\$1,000	\$1,000	
Planning Board PEA	\$400	\$400	\$1,000	\$200	\$1,000	\$1,000	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
Planning Board S&C	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0	
520100 Advertising & Binding	\$0	\$0	\$100	\$0	\$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	\$20	\$100	\$0	\$100	\$100	
540150 Print Postage Stationary	\$0	\$94	\$100	\$0	\$100	\$100	
540220 Office Supplies	\$0	\$137	\$100	\$52	\$100	\$100	
570010 Car Allowance/Mileage	\$0	\$148	\$600	\$14	\$600	\$600	
570020 Dues & Memberships	\$0	\$390	\$250	\$75	\$250	\$250	
570030 In State Travel	\$275	\$940	\$500	\$441	\$900	\$900	
Planning Board OpEx	\$275	\$1,730	\$1,750	\$582	\$2,150	\$2,150	
Planning Board	\$675	\$2,130	\$2,750	\$782	\$3,150	\$3,150	

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Board of Appeals

0176

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510020 S & W - Part Time	\$38	\$621	\$5,000	\$324	\$3,000	\$3,000	
Appeals Board S&C	\$38	\$621	\$5,000	\$324	\$3,000	\$3,000	
520130 Professional Services	\$0	\$4,991	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$196	\$251	\$650	\$217	\$650	\$650	
540220 Office Supplies	\$0	\$27	\$250	\$17	\$250	\$250	
570020 Dues & Memberships	\$0	\$0	\$80	\$60	\$250	\$250	
570030 In State Travel	\$0	\$0	\$100	\$0	\$100	\$100	
Appeals Board OpEx	\$196	\$5,268	\$1,080	\$294	\$1,250	\$1,250	
Board of Appeals	\$234	\$5,888	\$6,080	\$618	\$4,250	\$4,250	

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Public Buildings

0192

	<u>ACTUAL</u> <u>2010</u>	<u>ACTUAL</u> <u>2011</u>	<u>REVISED</u> <u>BUDGET</u> <u>2012</u>	<u>EXPENDED</u> <u>TO DATE</u> <u>2012</u>	<u>DEPARTMENT</u> <u>REQUEST</u> <u>2013</u>	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> <u>2013</u>	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> <u>2013</u>
510010 S & W - Full Time	\$90,616	\$91,512	\$92,428	\$49,224	\$92,428	\$92,428	
510080 Sick Leave Plan II	\$0	\$1,771	\$0	\$0	\$0	\$0	
510100 Longevity	\$350	\$350	\$350	\$350	\$350	\$350	
Public Buildings PEA	\$90,966	\$93,633	\$92,778	\$49,574	\$92,778	\$92,778	
510010 S & W - Full Time	\$38,942	\$39,217	\$39,600	\$21,098	\$40,238	\$40,238	
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	\$213	\$213	\$213	\$238	\$238	
Public Buildings S&C	\$39,092	\$39,430	\$39,813	\$21,310	\$40,476	\$40,476	
510010 S & W - Full Time	\$911,444	\$917,503	\$924,368	\$456,821	\$1,009,623	\$866,082	
510020 S & W - Part Time	\$12,021	\$0	\$0	\$0	\$0	\$0	
510030 S & W - Temporary	\$5,449	\$7,756	\$560	\$2,781	\$0	\$0	
510080 Sick Leave Plan II	\$3,394	\$3,394	\$0	\$0	\$0	\$0	
510090 Overtime	\$36,327	\$38,568	\$50,000	\$9,368	\$50,000	\$45,000	
510100 Longevity	\$4,900	\$5,050	\$5,250	\$3,850	\$4,750	\$4,750	
510110 Work Incentive Program	\$150	\$0	\$0	\$0	\$0	\$0	
Public Buildings Other	\$973,685	\$972,271	\$980,178	\$472,819	\$1,064,373	\$915,832	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
520010 Utility - Electricity	\$664,463	\$654,056	\$714,950	\$259,561	\$755,000	\$755,000	
520020 Utility - Natural Gas	\$258,184	\$244,746	\$272,000	\$53,047	\$298,000	\$298,000	
520030 Utility - Heating Oil	\$27,871	\$62,922	\$72,500	\$16,125	\$63,000	\$63,000	
520040 Utility - Telephone	\$6,384	\$5,807	\$6,000	\$2,387	\$6,000	\$6,000	
520060 Utility - Water	\$24,434	\$27,179	\$27,000	\$14,281	\$28,500	\$28,500	
520070 Utility - Sewer	\$15,477	\$15,922	\$15,000	\$7,247	\$16,100	\$16,100	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
520080 R & M - Equipment	\$5,045	\$11,937	\$9,299	\$19,440	\$7,500	\$7,500	
520090 R & M - Building	\$111,899	\$162,439	\$125,732	\$103,799	\$146,000	\$146,000	
520100 Advertising & Binding	\$494	\$794	\$600	\$286	\$800	\$800	
520110 Hospital & Medical	\$0	\$1,052	\$250	\$217	\$250	\$250	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$683,688	\$860,384	\$704,089	\$703,404	\$770,000	\$770,000	
520140 Rental of Equipment	\$732	\$842	\$2,732	\$0	\$2,000	\$2,000	
520220 Services-Not Classified	\$4,630	\$4,085	\$5,000	\$4,000	\$5,000	\$5,000	
520530 Parker Rd -Beal West Rental	\$31,740	\$31,740	\$32,000	\$32,031	\$32,000	\$32,000	
540010 Automotive	\$1,907	\$6,850	\$6,000	\$3,028	\$6,000	\$6,000	
540030 Building	\$82,482	\$64,170	\$82,339	\$51,312	\$96,000	\$96,000	
540070 Asphalt & Bit Materials	\$0	\$0	\$0	\$0	\$0	\$0	
540100 Seed, Loam & Fertilizer	\$0	\$436	\$0	\$0	\$0	\$0	
540110 Public Safety	\$0	\$0	\$0	\$0	\$0	\$0	
540120 Clothing & Uniforms	\$5,418	\$5,400	\$8,400	\$3,900	\$7,800	\$7,800	
540150 Print Postage Stationary	\$336	\$66	\$400	\$113	\$400	\$400	
540190 Custodial Supplies	\$6,110	\$9,532	\$10,000	\$6,344	\$11,000	\$11,000	
540200 Educational Supplies	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$195	\$189	\$300	\$89	\$300	\$300	
540230 Supplies - Not Classified	\$11	\$0	\$200	\$0	\$200	\$200	
540240 Small Tools & Misc Equip	\$4,469	\$3,990	\$3,500	\$1,293	\$3,500	\$3,500	
570010 Car Allowance/Mileage	\$0	\$0	\$0	\$0	\$0	\$0	
570020 Dues & Memberships	\$210	\$210	\$210	\$210	\$210	\$210	
570030 In State Travel	\$602	\$346	\$1,000	\$940	\$1,000	\$1,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$58	\$205	\$333	\$87	\$203	\$203	
570180 Other - Not Classified	\$389	\$55	\$200	\$358	\$200	\$200	
Public Buildings OpEx	\$1,937,229	\$2,175,353	\$2,100,034	\$1,283,502	\$2,256,963	\$2,256,963	
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$19,000	\$0	
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	
Public Buildings Equip	\$0	\$0	\$0	\$0	\$19,000	\$0	

	<u>ACTUAL</u> 2010	<u>ACTUAL</u> 2011	<u>REVISED</u> <u>BUDGET</u> 2012	<u>EXPENDED</u> <u>TO DATE</u> 2012	<u>DEPARTMENT</u> <u>REQUEST</u> 2013	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2013	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> 2013
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	\$37,447	\$122,284	\$291,192	\$43,519	\$100,000	\$100,000	
Public Buildings SepAp	\$37,447	\$122,284	\$291,192	\$43,519	\$100,000	\$100,000	
Public Buildings	\$3,078,420	\$3,402,970	\$3,503,995	\$1,870,725	\$3,573,590	\$3,406,049	

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**Employee Roster
Fiscal Year 2013
REQUESTED**

Department: Public Buildings

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Cox, Robert	DH 5							E	\$ 1,770.66	37.5		52.2	\$ 92,428.45	\$92,428.45
Hemmendinger, Karin	PAT 10							E	\$ 21.74	18.8	\$ 407.63	52.0	\$ 21,196.50	\$21,196.50
Nancy Jones	PAT 8							E	\$ 19.53	18.8	\$ 366.19	52.0	\$ 19,041.75	\$19,041.75
												FTE's	1.00	\$40,238.25
Gerardi, Sheila	PAT 14							E	\$ 26.93	40.0	\$ 1,077.20	52.0	\$ 56,014.40	\$56,014.40
Cummins, Dennis	PAT 15							E	\$ 28.41	40.0	\$ 1,136.40	52.0	\$ 59,092.80	\$59,092.80
Bullard, Leo	PAT 15							E	\$ 28.41	40.0	\$ 1,136.40	52.0	\$ 59,092.80	\$59,092.80
Anderson, Bruce	PB W 4							D	\$ 19.76	40.0	\$ 790.40	52.0	\$ 41,100.80	\$41,100.80
Bara, William (retired)	PB W 4							D	\$ 19.76	40.0	\$ 790.40	52.0	\$ 41,100.80	\$41,100.80
Benoit, Sharon	PB W 3							D	\$ 18.98	40.0	\$ 759.20	52.0	\$ 39,478.40	\$39,478.40
Erickson, Roger	PB W 4							D	\$ 20.01	40.0	\$ 800.40	52.0	\$ 41,620.80	\$41,620.80
Ford, Joyce	PB W 2							D	\$ 18.40	20.0	\$ 368.00	52.0	\$ 19,136.00	\$19,136.00
Ford, Joyce	PB W 3							D	\$ 19.23	20.0	\$ 384.60	52.0	\$ 19,999.20	\$19,999.20
Fox, Paul	PB W 6							D	\$ 21.56	40.0	\$ 862.40	52.0	\$ 44,844.80	\$44,844.80
Lane, Robert	PB W 8							D	\$ 24.38	40.0	\$ 975.20	52.0	\$ 50,710.40	\$50,710.40
Maloney, Michael	PB W 4	B	\$ 18.15	40	44.2	\$ 726.00	\$32,089.20	C	\$ 18.88	40.0	\$ 755.20	7.8	\$ 5,890.56	\$37,979.76
Marengo, Robert	PB W 8							D	\$ 24.38	40.0	\$ 975.20	52.0	\$ 50,710.40	\$50,710.40
Milmore, John	PB W 3							D	\$ 20.01	40.0	\$ 800.40	52.0	\$ 41,620.80	\$41,620.80
Nordstrom, Denise	PB W 3							D	\$ 18.88	40.0	\$ 755.20	52.0	\$ 39,270.40	\$39,270.40
Poe, David	PB W 5							D	\$ 20.68	40.0	\$ 827.20	52.0	\$ 43,014.40	\$43,014.40
Putelis, Al	PB W 7							D	\$ 22.66	40.0	\$ 906.40	52.0	\$ 47,132.80	\$47,132.80
Rose, Arthur	PB W 3							D	\$ 18.88	40.0	\$ 755.20	52.0	\$ 39,270.40	\$39,270.40
Tyrrell, Dennis	PB W 3							D	\$ 18.88	40.0	\$ 755.20	52.0	\$ 39,270.40	\$39,270.40
New Hire	PB W 2							B	\$ 16.54	15.0	\$ 248.10	52.0	\$ 12,901.20	\$12,901.20
Witkowski, Bernie	PB W 5	C	\$ 19.76	40.00	8.00	\$ 790.40	\$ 6,323.20	D	\$ 20.68	40.0	\$ 827.20	44.0	\$ 36,396.80	\$42,720.00
New Position - Electrician	PB W8	C	\$ 23.51	40.00	26.00	\$ 940.40	\$24,450.40	D	\$ 24.38	40.0	\$ 975.20	26.0	\$ 25,355.20	\$49,805.60
New Position - HVAC	PB W8	C	\$ 23.51	40.00	26.00	\$ 940.40	\$24,450.40	D	\$ 24.38	40.0	\$ 975.20	26.0	\$ 25,355.20	\$49,805.60
New Position - Bldg Maint	PB W6	C	\$ 20.68	40.00	26.00	\$ 827.20	\$21,507.20	D	\$ 21.56	40.0	\$ 862.40	26.0	\$ 22,422.40	\$43,929.60
Total Departmental FTE's										24.38		FTE's	22.38	\$1,009,622.56

Employee Roster
Fiscal Year 2013
RECOMMENDED

Department: Public Buildings

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Cox, Robert	DH 5							E	\$ 1,770.66	37.5		52.2	\$ 92,428.45	\$92,428.45
Hemmendinger, Karin	PAT 10							E	\$ 21.74	18.8	\$ 407.63	52.0	\$ 21,196.50	\$21,196.50
Nancy Jones	PAT 8							E	\$ 19.53	18.8	\$ 366.19	52.0	\$ 19,041.75	\$19,041.75
												FTE's	1.00	\$40,238.25
Gerardi, Sheila	PAT 14							E	\$ 26.93	40.0	\$ 1,077.20	52.0	\$ 56,014.40	\$56,014.40
Cummins, Dennis	PAT 15							E	\$ 28.41	40.0	\$ 1,136.40	52.0	\$ 59,092.80	\$59,092.80
Bullard, Leo	PAT 15							E	\$ 28.41	40.0	\$ 1,136.40	52.0	\$ 59,092.80	\$59,092.80
Anderson, Bruce	PB W 4							D	\$ 19.76	40.0	\$ 790.40	52.0	\$ 41,100.80	\$41,100.80
Bara, William (retired)	PB W 4							D	\$ 19.76	40.0	\$ 790.40	52.0	\$ 41,100.80	\$41,100.80
Benoit, Sharon	PB W 3							D	\$ 18.98	40.0	\$ 759.20	52.0	\$ 39,478.40	\$39,478.40
Erickson, Roger	PB W 4							D	\$ 20.01	40.0	\$ 800.40	52.0	\$ 41,620.80	\$41,620.80
Ford, Joyce	PB W 2							D	\$ 18.40	20.0	\$ 368.00	52.0	\$ 19,136.00	\$19,136.00
Ford, Joyce	PB W 3							D	\$ 19.23	20.0	\$ 384.60	52.0	\$ 19,999.20	\$19,999.20
Fox, Paul	PB W 6							D	\$ 21.56	40.0	\$ 862.40	52.0	\$ 44,844.80	\$44,844.80
Lane, Robert	PB W 8							D	\$ 24.38	40.0	\$ 975.20	52.0	\$ 50,710.40	\$50,710.40
Maloney, Michael	PB W 4	B	\$ 18.15	40	44.2	\$ 726.00	\$32,089.20	C	\$ 18.88	40.0	\$ 755.20	7.8	\$ 5,890.56	\$37,979.76
Marengo, Robert	PB W 8							D	\$ 24.38	40.0	\$ 975.20	52.0	\$ 50,710.40	\$50,710.40
Milmore, John	PB W 3							D	\$ 20.01	40.0	\$ 800.40	52.0	\$ 41,620.80	\$41,620.80
Nordstrom, Denise	PB W 3							D	\$ 18.88	40.0	\$ 755.20	52.0	\$ 39,270.40	\$39,270.40
Poe, David	PB W 5							D	\$ 20.68	40.0	\$ 827.20	52.0	\$ 43,014.40	\$43,014.40
Putelis, Al	PB W 7							D	\$ 22.66	40.0	\$ 906.40	52.0	\$ 47,132.80	\$47,132.80
Rose, Arthur	PB W 3							D	\$ 18.88	40.0	\$ 755.20	52.0	\$ 39,270.40	\$39,270.40
Tyrrell, Dennis	PB W 3							D	\$ 18.88	40.0	\$ 755.20	52.0	\$ 39,270.40	\$39,270.40
New Hire	PB W 2							B	\$ 16.54	15.0	\$ 248.10	52.0	\$ 12,901.20	\$12,901.20
Witkowski, Bernie	PB W 5	C	\$ 19.76	40.00	8.00	\$ 790.40	\$ 6,323.20	D	\$ 20.68	40.0	\$ 827.20	44.0	\$ 36,396.80	\$42,720.00
New Position - Electrician	PB W 8	C	\$ 23.51	40.00	26.00	\$ 940.40	\$24,450.40	D	\$ 24.38	40.0	\$ 975.20	26.0	\$ 25,355.20	\$49,805.60
New Position - HVAC	PB W 8	C	\$ 23.51	40.00	26.00	\$ 940.40	\$24,450.40	D	\$ 24.38	40.0	\$ 975.20	26.0	\$ 25,355.20	\$49,805.60
New Position - Bldg Maint	PB W 6	C	\$ 20.68	40.00	26.00	\$ 827.20	\$21,507.20	D	\$ 21.56	40.0	\$ 862.40	26.0	\$ 22,422.40	\$43,929.60
Total Departmental FTE's										21.38		FTE's	19.38	\$866,081.76

LISTING OF PUBLIC BUILDING EMPLOYEES BY LOCATION
AND
HOURS OF EMPLOYMENT

ADMINISTRATIVE / OFFICE

1. Robert Cox	Superintendent	Annual salary	DH-5-E	
2. Leo Bullard	Maintenance Supervisor	Full-time	PAT 15-E	
3. Sheila Gerardi	Custodial Supervisor	Full-time	PAT 14-E	
4. K Hemmerdinger	Prin. Acct. Clerk	FT/split w/HY	PAT-10-E	
5. Nancy Jones	Sr. Clerk Typist	FT/split w/HY	PAT-8-E	

SHREWSBURY HIGH SCHOOL

6. Dennis Cummins	High School Plant Mgr	Full-time	PAT 15-E	Day
7. Denise Nordstrom	10:30 AM- 7:00PM	Full-time	W-3-D Junior II	Day
8. Arthur Rose	6:00 AM- 2:30 PM	Full-time	W-3-D Junior II	Day

SHERWOOD MIDDLE SCHOOL

9. Bernie Witkowski	6:30 AM-3:00 PM	Full-time	W-5 D Senior II	Day
10. Joyce Ford (20hrs)	10:30 AM-2:30 PM	Part-time	W-2-D Junior I	Day

OAK MIDDLE

11. Al Putelis	6:30 AM-3:00 PM	Full time	W-7-D Senior III	Day
12. Dennis Tyrrell	9:30 AM-6:00 PM	Full time	W-3 D Junior II	Day

BEAL SCHOOL

13. John Milmore	7:00 AM-3:30 PM	Full time	W-4-D Senior I	Day
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COOLIDGE SCHOOL

14. Bruce Anderson	7:00 AM-3:30 PM	Full-time	W-4-D Senior I	Day
15. Sharon Benoit	2:45 PM-11:15 PM	Full-time	W-3-D Junior II	Night
Joyce Ford (20 hrs)	3:00 PM-7:00 PM	Full-time	W-3-D Junior II	Night

FLORAL STREET SCHOOL

16. David Poe	7:00 AM-3:30 PM	Full-time	W-5-D Senior II	Day
17. Vacant	11:00 AM – 2:00 PM	15 hrs per wk	W-2-A Junior I	Day

PATON SCHOOL

18. Vacant	7:00 AM-3:30 PM	Full-time	W-4-B Senior I	Day
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SPRING STREET

19. Michael Maloney	7:00 AM-3:30 PM	Full-time	W-4-B Senior I	Day
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SHREWSBURY MUNICIPAL OFFICE BUILDING

20. Roger Erickson	7:00 AM-3:30 PM	Full-time	W-4-D Senior I	Day
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MAINTENANCE

21. Paul Fox	7:00 AM-3:30 PM	Full-time	W-6-D Maintenance Craftsman
22. Robert Lane	7:00 AM-3:30 PM	Full-time	W-8-D Maint. Craftsman/Plumber
23. Bob Marengo	7:00 AM-3:30 PM	Full-time	W-8-D Maint. Craftsman/Carpenter
24. Vacant	7:00 AM-3:30 PM	Full-time	W-6 Maintenance Craftsman
25. Vacant	7:00 AM-3:30 PM	Full-time	W-8 Maint. Craftsman/Elec.
26. New Position	7:00 AM-3:30 PM	Full-time	W-8 Maint. Craftsman/ HVAC

CUSTODIAL SERVICES COMPARISON
 Contractual Services vs. In-house Staffing
 FY 2012

Shrewsbury High School

Includes 10.5 Junior II custodians @ \$ 39,243.96	412,061.58
Overhead @ 40%	164,824.63
Clothing Allowance	3,450.00
Total Custodial Labor	580,336.21
Cleaning Materials & Equipment	15,000.00
Total Material & Labor	595,336.21
Contractual Service Contract Amount for FY 12	207,230.00
Savings High School	<u>388,106.21</u>

Oak Middle School

Includes 6.5 Junior II custodians @ \$ 39,243.96	255,085.74
Overhead @ 40%	102,034.30
Clothing Allowance	2,200.00
Total Custodial Labor	359,320.04
Cleaning Materials & Equipment	10,200.00
Total Material & Labor	369,520.04
Contractual Service Contract Amount for FY 12	154,400.00
Savings Oak Middle School	<u>215,120.04</u>

Sherwood Middle School

Includes 4 Junior II custodians @ \$ 39,243.96	156,975.84
Overhead @ 40%	62,790.34
Clothing Allowance	1,400.00
Total Custodial Labor	221,166.18
Cleaning Materials & Equipment	8,000.00
Total Material & Labor	229,166.18
Contractual Service Contract Amount for FY 12	87,360.00
Savings Sherwood Middle School	<u>141,806.18</u>

Floral Street School

Includes 3.5 Junior II custodians @ \$ 39,243.96	137,353.86
Overhead @ 40%	54,941.54
Clothing Allowance	1,225.00
Total Custodial Labor	193,520.40
Cleaning Materials & Equipment	7,500.00
Total Material & Labor	201,020.40
Contractual Service Contract Amount for FY 12	72,140.00
Savings Floral Street School	<u>128,880.40</u>

Paton School

1 Junior II Custodian @ \$39,243.96	38,857.68
Overhead @ 40%	15,543.07
Clothing Allowance	350.00
Total Custodial Labor	54,750.75
Cleaning Materials & Equipment	2,300.00
Total Material & Labor	57,050.75
Contractual Service Contract Amount for FY 12	26,400.00
Savings Paton School	<u>30,650.75</u>

Beal School

1 Junior II Custodian @ \$39,243.96	39,243.96
Overhead @ 40%	15,697.58
Clothing Allowance	350.00
Total Custodial Labor	55,291.54
Cleaning Materials & Equipment	2,150.00
Total Material & Labor	57,441.54
Contractual Service Contract Amount for FY 12	27,210.00
Savings Beal School	<u>30,231.54</u>

Parker Road Preschool

Includes 1 Junior II Custodian 25 Hours Weekly 5 Hours per day	24,527.48
Overhead @ 40%	9,810.99
Clothing Allowance	190.00
Total Custodial Labor	34,528.47
Cleaning Materials & Equipment	2,150.00
Total Material & Labor	36,678.47
Contractual Service Contract Amount for FY 12	17,500.00
Savings Parker Road Preschool School	<u>19,178.47</u>

Police Station

1 Junior II Custodian 28Hours Weekly, 4 Hours per day	27,470.77
Overhead @ 40%	10,988.31
Clothing Allowance	190.00
Total Custodial Labor	38,649.08
Cleaning Materials & Equipment	1,500.00
Total Material & Labor	40,149.08
Contractual Service Contract Amount for FY 12	21,500.00
Savings Police Station	<u>18,649.08</u>

Town Hall

1 Junior II Custodian @ \$39,243.96	39,243.96
Overhead @ 40%	15,697.58
Clothing Allowance	350.00
Total Custodial Labor	55,291.54
Cleaning Materials & Equipment	1,800.00
Total Material & Labor	57,091.54
Contractual Service Contract Amount for FY 12	25,570.00
Savings Town Hall	<u>31,521.54</u>

Senior Center

1 Junior II Custodian 10 Hours Weekly	9,810.99
Overhead @ 5% (Employee would not receive any benefits)	490.55
Clothing Allowance	190.00
Total Custodial Labor	10,491.54
Cleaning Materials & Equipment	1,500.00
Total Material & Labor	11,991.54
Contractual Service Contract Amount for FY 12	9,375.00
Savings Senior Center	<u>2,616.54</u>

Library

1 Senior Custodian @ \$40,851.72	40,851.72
1 Junior II Custodian 30 Hours Weekly	29,432.97
Overhead @ 40%	28,113.88
Clothing Allowance	625.00
Total Custodial Labor	99,023.57
Cleaning Materials & Equipment	1,500.00
Total Material & Labor	100,523.57
Contractual Service Contract Amount for FY 12	52,060.80
Savings Library	<u>48,462.77</u>
Total Savings	\$ 1,055,223.52

Budget Worksheet FY 2013
Break-down Utilities & Professional Services

12/21/2011

Electricity

Three year average of electric usage is 6,761,918 KW.
 Using the average KW usage x present electric rates = 804,668.20
 minus \$ 50,000.00 from the school building rental account for electricity
 This is the most up to date information we have from SELCO.

Request for Electricity**say \$755,000.00****Natural Gas**

Est. Rate	Use in Therms	Budget		
Group I	1.1057	124,083	137,198.57	
Group II	1.1057	97,332	107,619.99	
Group III	1.1057	19,807	21,900.60	
New Sherwood Middle	1.1057	24,000	26,536.80	New bldg less modular classrooms
N-Star Customer Charges			4,372.00	
Estimated cost for FY 2013			297,627.97	

Request for Natural Gas**say \$ 298,000.00****Heating Oil**

Estimated gallon usage	18,000	Based on Sherwood closing in mid February
Estimated price per gallon #2 oil	3.50	presently 3.225 per gallon
	<u>63,000.00</u>	

Request for # 2 Fuel Oil**say \$ 63,000.00****Professional Services**

Contract Cleaning

Beal	28,000.00	estimated increase of 3% over last year
HS	215,500.00	
Parker Road	17,500.00	
Floral	74,300.00	estimated increase of 3% over last year
Sherwood Middle	90,000.00	estimated increase of 3% over last year
Oak Middle	160,600.00	
TH	26,350.00	estimated increase of 3% over last year
Police	22,150.00	estimated increase of 3% over last year
Senior center	9,700.00	estimated increase of 3% over last year
Beal West	10,860.00	estimated to be the same as last year
Paton	26,400.00	
Library	52,661.00	day service: 34,661., estimated night cleaning: 18,000.
Total	<u>734,021.00</u>	

Window Washing: @ TH, Police, Senior Ctr, HS, Oak, Coolidge, Library & Paton

15,000.00

Contingency: (additional cleaning)

10,000.00

Contractual Cleaning Total

759,021.00

HS Contract Lawn Mowing

11,000.00770,021.00**Request for Professional Services****say \$ 770,000.00**

**FY 2013 Public Buildings
580040 Equipment Trucks & Tractors**

	Dept. Req.	Mgr.
Replace 1999 Ford Service Van	19,000.00	
Total	19,000.00	-

**FY 2013 Public Buildings
585120 Major Building Repairs**

	Dept. Req.	Mgr.
High School:		
Refinish gym floor	3,600.00	
Repair Auditorium house lighting	9,500.00	
Repair and replace selected areas of exterior caulking	20,000.00	
Oak Middle:		
Refinish gym floor	3,200.00	
Paton:		
Refinish gym floor	1,200.00	
Beal:		
Refinish gym floor	1,300.00	
Paint interior classroom window trim	6,000.00	
Outdoor steel storage container for yard equipment and gasoline	3,000.00	
Install suspended ceiling and new lighting second floor corridor	13,000.00	
Floral St.:		
Refinish Gym Floor	3,200.00	
Parker Road:		
Paint building exterior	18,000.00	
Town Hall:		
Senior Center:		
Paint exterior	8,000.00	
Tree Trimming / Tree removal:		
All Buildings	6,000.00	
Asbestos Removal All Schools:		
	4,000.00	
Total	100,000.00	-

Library Expenses included in Public Building Budget for FY 2013

1/3/2012

520010 Electricity	52,578	est 460,000 Kw
520060 Water	1,000	
520070 Sewer	1,100	
520090 R&M Building	20,225	
520130 Professional Services	52,611	day & night contract cleaning
540030 Building Supplies	15,200	
	<u>142,714</u>	

2013 Library budget has items in both 9 & 10 accounts



73 William Franks Drive
West Springfield, MA 01089
413-781-0070
Fax 413-781-3734
www.atcassociates.com

January 3, 2012

Mr. Robert A. Cox
Superintendent of Public Buildings
Town of Shrewsbury
100 Maple Avenue
Shrewsbury, MA 01545-5398

Re: Initial Microbial Evaluation
Shrewsbury Public Library
ATC Project Number: 81-27976-0010

Dear Mr. Cox:

Per your authorization, ATC Associates Inc. (ATC) performed a limited microbial evaluation in selected areas of the Shrewsbury Public Library located at 609 Main Street in Shrewsbury, MA. The area of prime concern was identified by Town of Shrewsbury personnel as the Children's Room in the Public Library. This evaluation consisted of conducting air sampling to characterize airborne fungal spore concentrations in areas in the Public Library as well as one from an outdoor location. A composite sample of carpet dust was collected (vacuumed) from an area in the Children's Library near the Front Desk. This sample, in addition to bulk samples of suspect fungal growth on walls in the Children's Library and Basement Pump Room were collected and submitted for fungal and bacterial analyses. This report presents the findings of the air sampling for airborne mold spores and the bulk samples collected on November 8, 2011 by Denis St. Jean of ATC.

Background

Information from Town of Shrewsbury and Library personnel indicated that there have been issues with continuing water leaks in the building from a combination of groundwater and rainwater runoff sources. Town sources also report that the ventilation system in the building is likely insufficient to de-humidify the building air during the Summer months and that there is a distinct possibility that there may be some standing water in some of the outside (fresh) air intake ductwork. The ductwork in the building was also reported to have been recently cleaned.

Observations

A visual inspection of the Library was conducted. There was visual evidence of past water damage in several building locations, including the basement Mechanical Rooms, Pump Room, Elevator Room and Children's Room (Juvenile Fiction). There was also some water damage and suspect fungal growth in the lower level of the 1979 addition (Biographies Section).

The mechanical rooms that house the ventilation units AHU-1 and AHU-2 act as return plenums for the units. As such, these rooms are an integral part of the ventilation system itself. The rooms are used for the storage of materials and were observed to be dusty and cluttered. The ventilation units are fitted with 1" extended surface (pleated) type filters. The filters had a moderate to moderately heavy dust loading. Please see the site photographs located in Appendix C.

Bulk Sampling and Results

As noted, bulk samples of suspect fungal growth were collected from the base of the sheetrock wall in the Children's Library and from the basement Pump Room wall. Additionally, a sample of dust was collected (vacuumed) from the carpeting in the Children's Library. The samples were submitted to EMLab/P&K Microbiology Services in Cherry Hill, New Jersey for analysis of predominant mold genera and concentrations. The samples were also analyzed to determine their bacterial content. Approximately one square foot of carpeting was vacuumed to collect the dust sample.

While there are no strict guidelines regarding allowable fungal concentrations in dusts, information published by OSHA indicates that fungal concentrations in excess of one million colonies per gram of dust (1,000,000 CFU/g) may be indicative of fungal contamination. OSHA also points out that a fungal dust concentration in this range does not necessarily imply that a hazardous situation exists.

P&K Microbiology, through its experience has suggested the following categories for assessing culturable fungal concentrations in bulk materials. The results are expressed as Colony Forming Units per gram of material (CFU/g) or CFU per square inch of surface area (CFU/in²). P&K suggests that a concentration of less than 5,000 CFU/g or in² is low, between 5,000 CFU/g or in² and 100,000 CFU/g or in² is low-moderate, concentrations of 100,000 CFU/g or in² to less than (<) 1,000,000 CFU/g or in² are moderate, a concentration of 1,000,000 CFU/g or in² to <10,000,000 CFU/g or in² is high and concentrations greater than 10,000,000 CFU/g or in² are very high.

The laboratory analysis of the bulk samples indicated that there was a low-moderate amount of fungal growth, on each of the samples. The concentration in the sample collected from the base of the sheetrock wall in the Children's Library was 59,000 CFU/g and the concentration in the sample from the basement Pump Room wall was 9,800 CFU/g.

The carpet dust sample collected from a location near the Front Desk of the Children's Library had a moderate amount of fungal growth, 120,000 CFU/g. Common species such as *Acremonium spp.*, *Cladosporium spp.* and several *Aspergillus spp.* were the predominant fungi identified in the samples. Laboratory results of the bulk sampling are provided in Appendix A.

The samples were also analyzed to determine their bacterial content. The bacterial concentration in the carpet dust sample in the Children's Library had a concentration of 1,500,000 CFU/g. Gram positive bacteria were the predominant types identified. Gram-positive types are human associated bacteria and are expected to be the dominant types in areas of human habitation.

The samples collected from the base of the sheetrock wall in the Children's Library and from the basement Pump Room wall had high to very high bacterial concentration, 7,400,000 CFU/g and greater than 30,000,000 CFU/g, respectively. 90% to 100% of the bacteria identified in these samples were gram negative types. Gram negative bacteria are environmental types that are often associated with water or water damaged materials. Please see Appendix A.

Air Sampling and Results

ATC conducted bioaerosol sampling for viable mold spores in five (5) indoor locations in the Public Library. One sample was collected from an outdoor location for comparison to the natural environment. ATC utilized Zefon Air-O-Cell™ cassettes and a calibrated air sampling pump to collect airborne fungal spore samples for a period of 10 minutes at a flow rate of 15 liters per minute.

The sampling results are expressed in spores per cubic meter of air (spores/m³). One cubic meter is equivalent to 1000 liters of air. The air samples were submitted to EMLab/P&K Microbiology Services in Cherry Hills NJ for analysis of predominant mold species and estimated concentrations.

Sample -01, was collected by the Non-Fiction section of the Children's Library and sample -02 was collected from near the Front Desk of the Children's Library. Sample -06 was collected from the Young Adult (Graphic Novels) section. Sample -07 was collected by the Reference Desk in the 1979 Addition and sample-08 was collected in the Science Fiction Reading Room in the original (1903) section of the library. Sample -09 was collected from an outdoor location by the outside (fresh) air intakes for the building's ventilation system.

The indoor samples -01, -02, -06, -07 and -08 had fungal concentrations of 180 spores/m³, 110 spores/m³, 460 spores/m³, 230 spores/m³ and 230 spores/m³, respectively. Sample -09, collected from the outdoor location had a concentration of 2100 spores/m³.

Cladosporium spp., Basidiospores *Smuts*, *Periconia* and *Myxomycetes*, were the dominant fungi identified in the indoor and outdoor samples. Appendix B presents results of the air sampling.

Cladosporium spp. are among the most common fungi found in indoor and outdoor environments in areas with temperate climates.

Basidiospores are ubiquitous in the outdoor environment; mushrooms and puffballs are types of Basidiospores.

Basidiospores, along with *Smuts*, *Periconia* and *Myxomycetes* are classified as plant pathogens and are usually found growing on plants, grasses, decaying wood and decaying leaves.

Discussion

The total viable airborne fungal spore concentrations were not elevated as compared to the concentration of airborne fungal spores isolated from the outdoor sample. The dominant fungi isolated from the indoor samples were similar to those identified in the sample collected from the outdoor location. The results of the air sampling indicate that fungal amplification is not occurring in the areas tested.

In well maintained building environments, indoor airborne fungal spore concentrations will be similar to outdoor concentrations and the types of molds will also be similar, indicating that indoor mold reservoirs and/or amplification (growth) sites are not present. As noted, the airborne fungal spore concentrations in the indoor samples were not elevated when compared to the outside. Bioaerosol monitoring did not indicate that fungal amplification is currently occurring.

EMLab has developed a quantitative method for the interpretation of airborne mold data. MoldScore™ is a specialized pattern recognition tool that calculates a number between 100 and 300. A score of less than 150 is low and indicates that it is unlikely that the spores captured in the sample originated from an inside source. A score greater than 250 is indicative of "a problem" and indicates that there is a strong likelihood that there is an indoor source of spores. A score between 150 and 250 indicates a moderate likelihood of indoor fungal growth.

MoldScore™ uses indoor to outdoor ratios, the presence of marker spores and a combination of spore distributions, spore concentrations, common outside spore values and spore specific information to determine the likelihood of an indoor source.

The MoldScore™ values for four of the five indoor samples were between 107 and 119. The MoldScore™ value for the sample (-06) collected in the Young Adults (Graphic Novels) Section was 187. This score is moderately elevated and is weighted by the presence of molds that are typically found in the outdoors that grow predominantly on wood and plants. The scores are not indicative of a "problem" environment. See MoldScore™ results in Appendix B.

There was a high to very high amount of bacterial growth identified in each of the three sample collected from the library. The bacterial types and concentration in the sample collected (vacuumed) from the carpeting in the Children's Library was significantly different from the two bulk samples collected. The bacterial concentration in the sample collected from the Children's Library carpeting was high, 1,500,000 CFU/g. Gram-positive types were the dominant bacteria isolated from this sample. Gram-positive types are human associated bacteria and are expected to be the dominant types in areas of human habitation.

The bulk samples collected from the base of the sheetrock wall in the Children's Library and from the basement Pump Room wall had high to very high bacterial concentration, 7,400,000 CFU/g and greater than 30,000,000 CFU/g, respectively. 90% to 100% of the bacteria identified in these samples were gram negative types. Gram negative bacteria are environmental types that are often associated with water or water damaged materials. Please see Appendix C.

Conclusions

In "normal" building environments, indoor airborne mold concentrations will be similar to outdoor concentrations and the types of molds will also be similar, indicating that indoor mold reservoirs and/or amplification (growth) sites are not present; as noted in the Discussion Section, the viable airborne fungal spore colony forming unit concentrations in the two indoor samples, were not elevated when compared to the outside sample. Bioaerosol monitoring indicates that fungal amplification is not currently occurring in these two areas.

There is visual and empirical (laboratory) evidence of uncontrolled water intrusions into the Library. High to very high concentrations of waterborne (gram negative) bacteria were found in areas of the Library.

Unless the water intrusions can be eliminated, there is a strong likelihood that, given the plentiful amount of cellulose containing material (paper, cardboard) present in the Library, there will be fungal (mold) outbreaks.

The water damaged materials identified in the inspection should be removed. It is necessary to prevent further water intrusions or uncontrolled humidity in the building to prevent the re-occurrence of water damage to building materials.

There are two mechanical rooms that act as return plenums for the ventilation system. As anything in these rooms becomes a part of the ventilation system, it is imperative that these areas should be kept clean and not used for storage.

Limitations

This report has been prepared to assist the Town of Shrewsbury in evaluating the microbiological impact in selected areas of the Shrewsbury Public Library. ATC provided these services consistent with a level of skill ordinarily exercised by members of the profession currently practicing under similar conditions. This statement is in lieu of other statements either expressed or implied. This report is intended for the sole use of the Town of Shrewsbury. The scope of services performed in execution of this evaluation may not be appropriate to satisfy the needs of other users, and use or re-use of this document, the findings, conclusions, or recommendations is at the risk of said user.

Additionally, the passage of time may result in a change in the environmental characteristics at these sites. This report does not warrant against future operations or conditions that could affect the conclusions made in this report. The results, findings and conclusions expressed in this report are based only on conditions that were observed during ATC's site visit.

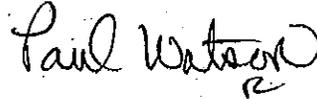
ATC Associates has been pleased to provide professional services to the Town of Shrewsbury. If you have any questions regarding this report or the sampling and analytical techniques employed, please do not hesitate to call me at (413) 781-0070 ext. 114.

Sincerely,

ATC Associates Inc.



Denis St. Jean CIEC, CIAQP, CMC
Council-certified Indoor Environmental Consultant
Certified Indoor Air Quality Professional
Council-certified Microbial Consultant
Senior Project Manager
Indoor Air Quality Studies



Paul Watson CIH, CMC
Certified Industrial Hygienist
National Practice Leader
Indoor Air Quality Program

DSJ/tbd

Enclosures

S:/traditional/00allclientfiles/27976/-0010/moldrpt

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Police

0210

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$99,723	\$100,709	\$101,717	\$54,171	\$101,717	\$101,717	
510040 Holiday	\$2,292	\$1,544	\$2,292	\$1,559	\$2,292	\$2,292	
510080 Sick Leave Plan II	\$1,910	\$1,949	\$0	\$0	\$0	\$0	
510100 Longevity	\$300	\$300	\$300	\$300	\$350	\$350	
Police PEA	\$104,226	\$104,501	\$104,309	\$56,030	\$104,359	\$104,359	
510010 S & W - Full Time	\$227,396	\$232,650	\$198,177	\$125,490	\$239,441	\$201,357	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$2,314	\$2,040	\$0	\$0	\$0	\$0	
510090 Overtime	\$1,130	\$535	\$0	\$113	\$0	\$0	
510100 Longevity	\$900	\$1,075	\$1,075	\$1,075	\$1,350	\$1,225	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Police S&C	\$231,740	\$236,301	\$199,252	\$126,678	\$240,791	\$202,582	
510010 S & W - Full Time	\$2,516,222	\$2,423,793	\$2,663,852	\$1,369,472	\$2,891,022	\$2,676,151	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510040 Holiday	\$105,886	\$90,776	\$107,385	\$58,404	\$107,996	\$100,007	
510050 Vacation	\$68,513	\$92,963	\$70,000	\$64,219	\$70,000	\$70,000	
510060 Sick Leave	\$41,738	\$67,670	\$50,000	\$30,436	\$50,000	\$50,000	
510080 Sick Leave Plan II	\$3,622	\$2,713	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$6,100	\$5,875	\$6,575	\$8,125	\$7,175	\$7,175	
510110 Work Incentive Program	\$3,900	\$4,100	\$0	\$1,750	\$0	\$0	
510160 Extra Duty	\$165,497	\$177,217	\$188,000	\$114,641	\$188,000	\$188,000	
510180 Master Patrolmen Incentive	\$13,600	\$13,600	\$13,600	\$0	\$10,200	\$10,200	
510190 Education Incentive	\$244,779	\$230,481	\$214,839	\$187,420	\$354,924	\$354,924	
510200 Night Shift Differential	\$33,182	\$33,152	\$34,000	\$16,987	\$34,000	\$34,000	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
Police Other	\$3,203,039	\$3,142,341	\$3,348,251	\$1,851,454	\$3,713,317	\$3,490,456	
520040 Utility - Telephone	\$24,363	\$21,890	\$30,000	\$8,522	\$30,000	\$26,004	
520080 R & M - Equipment	\$38,199	\$37,855	\$45,000	\$41,344	\$45,000	\$45,000	
520100 Advertising & Binding	\$0	\$0	\$500	\$0	\$500	\$500	
520110 Hospital & Medical	\$0	\$1,470	\$1,500	\$0	\$1,500	\$1,500	
520120 Data Processing	\$1,268	\$736	\$3,000	\$508	\$3,000	\$1,500	
520130 Professional Services	\$0	\$1,750	\$2,350	\$850	\$7,000	\$4,000	
520140 Rental of Equipment	\$0	\$0	\$500	\$0	\$500	\$500	
520170 Dog Disposal	\$0	\$0	\$250	\$0	\$250	\$250	
520200 Board of Dogs	\$840	\$1,800	\$1,500	\$1,228	\$1,500	\$1,500	
520220 Services-Not Classified	\$0	\$200	\$2,500	\$0	\$2,500	\$2,500	
540010 Automotive	\$48,671	\$54,657	\$50,000	\$32,913	\$50,000	\$50,000	
540110 Public Safety	\$37,088	\$38,222	\$73,751	\$70,370	\$40,000	\$40,000	
540120 Clothing & Uniforms	\$52,322	\$52,871	\$65,750	\$26,960	\$67,500	\$63,750	
540140 Books Periodicals Subs	\$492	\$175	\$1,500	\$383	\$1,500	\$500	
540150 Print Postage Stationary	\$3,170	\$1,560	\$4,000	\$3,546	\$4,000	\$3,000	
540170 Medical & Dental	\$456	\$2,764	\$2,500	\$0	\$2,500	\$2,500	
540190 Custodial Supplies	\$5,331	\$6,533	\$5,000	\$7,966	\$5,000	\$5,000	
540200 Educational Supplies	\$0	\$0	\$500	\$0	\$500	\$500	
540220 Office Supplies	\$11,851	\$9,413	\$12,000	\$8,505	\$12,000	\$10,000	
540230 Supplies - Not Classified	\$717	\$42	\$1,000	\$309	\$1,000	\$1,000	
540240 Small Tools & Misc Equip	\$79	\$0	\$300	\$0	\$300	\$300	
570010 Car Allowance/Mileage	\$101	\$94	\$500	\$217	\$500	\$500	
570020 Dues & Memberships	\$2,615	\$2,620	\$2,300	\$700	\$2,300	\$2,300	
570030 In State Travel	\$784	\$86	\$2,500	\$1,134	\$2,500	\$1,500	
570090 Damage Claims Reimbs	\$0	\$0	\$1,000	\$0	\$1,000	\$1,000	
570180 Other - Not Classified	\$3,207	\$1,658	\$3,500	\$1,221	\$3,500	\$3,500	
570760 Training	\$5,557	\$6,956	\$9,300	\$5,687	\$9,300	\$9,000	
Police OpEx	\$237,110	\$243,352	\$322,501	\$212,363	\$295,150	\$277,604	
580010 Office Equipment	\$660	\$0	\$1,000	\$0	\$1,000	\$1,000	
580020 Computer Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580060 Radio Equipment	\$6,622	\$3,500	\$6,000	\$231	\$6,000	\$6,000	
580070 Electrical & Mechanical	\$7,225	\$6,697	\$7,500	\$0	\$5,600	\$5,600	

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
581030 New Officer Equipment	\$323	\$0	\$6,000	\$0	\$9,000	\$6,000	
Police Equip	\$14,830	\$10,197	\$20,500	\$231	\$21,600	\$18,600	
Police	\$3,790,944	\$3,736,692	\$3,994,814	\$2,246,755	\$4,375,217	\$4,093,602	

NOTES

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SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2013
REQUESTED

	Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentive	Master Ptl	Clothing & Cleaning	Total Base Wage
1	Hester	Chf	\$101,717.44			\$101,717.44	\$2,292.00	\$350.00	\$25,429.36			\$129,788.80
	Total 01		\$101,717.44			\$101,717.44	\$2,292.00	\$350.00	\$25,429.36			\$129,788.80
1	Kruczynski	PAT	\$44,713.50			\$44,713.50		\$450.00				\$45,163.50
2	Mitchell	PAT	\$38,083.50			\$38,083.50		\$250.00				\$38,333.50
3	Paquette	PAT	\$38,083.50			\$38,083.50		\$200.00				\$38,283.50
4	Silvestris	PAT	\$38,083.50			\$38,083.50		\$125.00				\$38,208.50
5	Fahey (On Bubble)	PAT	\$38,083.50			\$38,083.50		\$125.00				\$38,208.50
6	Pease	ACO	\$42,393.00			\$42,393.00		\$200.00				\$42,593.00
	Total 02		\$239,440.50			\$239,440.50		\$1,350.00				\$240,790.50
1	Budrewicz	Sr Disp	\$47,449.28			\$47,449.28	\$1,496.96	\$125.00			\$500.00	\$49,571.24
2	Fairbanks	Disp	\$41,271.93			\$41,271.93	\$1,214.96	\$125.00			\$500.00	\$43,111.89
3	Cronin	Disp	\$41,271.93			\$41,271.93	\$1,214.96	\$125.00			\$500.00	\$43,111.89
4	Decole	Disp	\$19,976.35	\$20,398.77		\$40,375.12	\$1,214.96				\$500.00	\$42,090.08
5	Coffey	Disp	\$14,187.07	\$24,667.77		\$38,854.84	\$1,214.96				\$500.00	\$40,569.80
6	Fiske	Disp	\$19,109.11	\$19,522.34		\$38,631.45	\$1,214.96				\$500.00	\$40,346.41
7	Kellaheer	Disp	\$17,403.64	\$23,086.98		\$40,490.62	\$1,214.96				\$500.00	\$42,205.58
8	New Position	Disp	\$18,073.51	\$19,991.93		\$38,065.44	\$1,214.96				\$500.00	\$39,780.40
1	Vacant	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$3,014.40		\$19,668.96		\$1,250.00	\$103,859.20
2	McCarthy	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$3,014.40	\$250.00	\$19,668.96		\$1,250.00	\$104,109.20
3	Dubois	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$3,014.40	\$200.00	\$19,668.96		\$1,250.00	\$104,059.20
1	Pratt	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$17,102.94		\$1,250.00	\$89,635.81
2	Benoit	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$200.00	\$13,682.35		\$1,250.00	\$86,165.22
3	Anderson	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$13,682.35		\$1,250.00	\$86,215.22
4	Cappucci	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$200.00	\$13,682.35		\$1,250.00	\$86,165.22
5	Lonchiadis	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$14,252.40		\$1,250.00	\$86,785.27
6	O'Connor (On Bubble)	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$13,682.35		\$1,250.00	\$86,215.22
7	Brady MLOA	Sgt	\$68,411.75			\$68,411.75	\$2,621.12				\$1,250.00	\$72,282.87
1	Vacant (Gerardi)	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
2	Macleod	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$350.00		\$3,400.00	\$1,125.00	\$61,148.73
3	Babin	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$350.00		\$3,400.00	\$1,125.00	\$61,148.73
4	Gonet	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$350.00	\$5,419.72		\$1,125.00	\$63,168.45
5	Capalbo	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$5,419.72		\$1,125.00	\$63,068.45
6	Hester	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$13,549.29		\$1,125.00	\$71,198.02
7	Scanlon	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$300.00		\$3,400.00	\$1,125.00	\$61,098.73
8	Wnek	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$13,549.29		\$1,125.00	\$71,198.02
9	Mentzer	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$10,839.43		\$1,125.00	\$68,488.16
10	Fiske	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$300.00	\$5,419.72		\$1,125.00	\$63,118.45
11	Belanger	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$200.00	\$5,419.72		\$1,125.00	\$63,018.45
12	Brown	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,076.56	\$200.00	\$10,839.43		\$1,125.00	\$69,438.16
13	Warwick	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$200.00	\$5,419.72		\$1,125.00	\$63,018.45
14	Chysna	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
15	Valliere	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$10,839.43		\$1,125.00	\$68,363.16
16	Finacom	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,076.56	\$200.00	\$10,839.43		\$1,125.00	\$69,438.16
17	Perna	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2013
REQUESTED

	Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentive	Master Ptl	Clothing & Cleaning	Total Base Wage
18	Rice	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$13,549.29		\$1,125.00	\$71,073.02
19	Palmatier	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
20	Napolitano	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$13,549.29		\$1,125.00	\$71,073.02
21	Vacant (Donahue)	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
22	Vacant (Mohr)	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
23	Chartrand	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$10,839.43		\$1,125.00	\$68,363.16
24	Vacant (Boudreau)	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
25	Maynard	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
26	Holmquist	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$13,682.30		\$1,125.00	\$71,206.03
27	McGinnis	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,076.56	\$125.00			\$1,125.00	\$58,523.73
28	Thibodeau	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,076.56	\$125.00	\$10,839.43		\$1,125.00	\$69,363.16
29	Faucher	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
30	Pitro	Ptl	\$54,197.17			\$54,197.17	\$2,076.56		\$10,839.43		\$1,125.00	\$68,238.16
31	Demers	Ptl	\$54,197.17			\$54,197.17	\$2,076.56		\$13,549.29		\$1,125.00	\$70,948.02
32	Bullock	Ptl	\$16,898.34	\$36,546.75		\$53,445.09	\$2,076.56				\$1,125.00	\$56,646.65
33	New Position	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
34	New Position	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
TOTAL 03			\$2,739,057.54	\$144,214.54	\$7,750.00	\$2,891,022.08	\$107,995.76	\$7,175.00	\$329,495.00	\$10,200.00	\$56,000.00	\$3,400,637.84

Additional sum in clothing and uniforms line item
(540120) for Town issued items

TOTAL 01 - 02 - 03	\$3,080,215.48	\$144,214.54	\$7,750.00	\$3,232,180.02	\$110,287.76	\$8,875.00	\$354,924.36	\$10,200.00	\$56,000.00	\$3,771,217.14
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Holiday Pay
FY 05 - \$62,372
FY 06 - \$75,239
FY 07 - \$90,255
FY 08 - \$104,685
FY 09 - \$108,262
FY 10 - \$105,836
FY 11 - \$90,776

Overtime Accounts

	Expended 06	Expended 07	Expended 08	Expended 09	Expended 10	Expended 11	Budget 12	Expended to Date (1/17)	Requested 13	Approved
Vacation	\$69,481	\$56,767	\$56,844	\$54,000	\$68,513	\$92,963	\$70,000	\$64,219	\$70,000	\$70,000
Sick Leave	\$42,277	\$74,413	\$29,304	\$42,506	\$41,738	\$67,670	\$50,000	\$30,436	\$50,000	\$50,000
Extra Duty										
Miscellaneous	\$86,079	\$69,422	\$61,808	\$44,969	\$54,732	\$59,831	\$55,000	\$48,107	\$55,000	\$55,000
Court Time	\$27,125	\$54,562	\$50,730	\$45,838	\$32,115	\$20,243	\$20,000	\$13,478	\$20,000	\$20,000
CTO	\$26,240	\$38,111	\$29,845	\$39,442	\$27,607	\$32,300	\$35,000	\$16,330	\$35,000	\$35,000
Investigations	\$56,600	\$78,542	\$29,762	\$21,629	\$35,555	\$40,967	\$60,000	\$24,532	\$60,000	\$60,000
Training	\$12,540	\$26,427	\$33,622	\$11,848	\$15,487	\$23,877	\$18,000	\$12,194	\$18,000	\$18,000
Total Extra Duty	\$208,584	\$267,064	\$205,767	\$163,726	\$165,496	\$177,218	\$188,000	\$114,641	\$188,000	\$188,000
Night Shift	\$22,629	\$23,540	\$28,065	\$36,295	\$33,182	\$33,152	\$34,000	\$16,987	\$34,000	\$34,000
	\$342,971	\$421,784	\$319,980	\$296,527	\$308,929	\$371,003	\$342,000	\$226,283	\$342,000	\$342,000

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2013
RECOMMENDED

	Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentive	Master Ptl	Clothing & Cleaning	Total Base Wage
1	Hester	Chf	\$101,717.44			\$101,717.44	\$2,292.00	\$350.00	\$25,429.36			\$129,788.80
	Total 01		\$101,717.44			\$101,717.44	\$2,292.00	\$350.00	\$25,429.36			\$129,788.80
1	Kruczynski	PAT	\$44,713.50			\$44,713.50		\$450.00				\$45,163.50
2	Mitchell	PAT	\$38,083.50			\$38,083.50		\$250.00				\$38,333.50
3	Paquette	PAT	\$38,083.50			\$38,083.50		\$200.00				\$38,283.50
4	Silvestris	PAT	\$38,083.50			\$38,083.50		\$125.00				\$38,208.50
5	Fahey (On-Bubble)	PAT	\$38,083.50			\$38,083.50		\$125.00				\$38,208.50
6	Pease	ACO	\$42,393.00			\$42,393.00		\$200.00				\$42,593.00
	Total 02		\$201,357.00	\$0.00	\$0.00	\$201,357.00	\$0.00	\$1,225.00	\$0.00	\$0.00	\$0.00	\$202,582.00
1	Budrewicz	Sr Disp	\$47,449.28			\$47,449.28	\$1,496.96	\$125.00			\$500.00	\$49,571.24
2	Fairbanks	Disp	\$41,271.93			\$41,271.93	\$1,214.96	\$125.00			\$500.00	\$43,111.89
3	Cronin	Disp	\$41,271.93			\$41,271.93	\$1,214.96	\$125.00			\$500.00	\$43,111.89
4	Decole	Disp	\$19,976.35	\$20,398.77		\$40,375.12	\$1,214.96				\$500.00	\$42,090.08
5	Coffey	Disp	\$14,187.07	\$24,667.77		\$38,854.84	\$1,214.96				\$500.00	\$40,569.80
6	Fiske	Disp	\$19,109.11	\$19,522.34		\$38,631.45	\$1,214.96				\$500.00	\$40,346.41
7	Kellaher	Disp	\$17,403.64	\$23,086.98		\$40,490.62	\$1,214.96				\$500.00	\$42,205.58
8	New Position	Disp	\$48,073.54	\$48,994.93		\$38,065.44	\$1,214.96				\$500.00	\$39,780.40
1	Vacant	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$3,014.40		\$19,668.96		\$1,250.00	\$103,859.20
2	McCarthy	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$3,014.40	\$250.00	\$19,668.96		\$1,250.00	\$104,109.20
3	Dubois	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$3,014.40	\$200.00	\$19,668.96		\$1,250.00	\$104,059.20
											\$1,250.00	
1	Pratt	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$17,102.94		\$1,250.00	\$89,635.81
2	Benoit	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$200.00	\$13,682.35		\$1,250.00	\$86,165.22
3	Anderson	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$13,682.35		\$1,250.00	\$86,215.22
4	Cappucci	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$200.00	\$13,682.35		\$1,250.00	\$86,165.22
5	Lonchiadis	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$14,252.40		\$1,250.00	\$86,785.27
6	O'Connor (On-Bubble)	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$13,682.35		\$1,250.00	\$86,215.22
7	Brady MLOA	Sgt	\$68,411.75			\$68,411.75	\$2,621.12				\$1,250.00	\$72,282.87
1	Vacant (Gerardi)	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
2	Macleod	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$350.00		\$3,400.00	\$1,125.00	\$61,148.73
3	Babin	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$350.00		\$3,400.00	\$1,125.00	\$61,148.73
4	Gonet	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$350.00	\$5,419.72		\$1,125.00	\$63,168.45
5	Capalbo	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$5,419.72		\$1,125.00	\$63,068.45
6	Hester	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$13,549.29		\$1,125.00	\$71,198.02
7	Scanlon	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$300.00		\$3,400.00	\$1,125.00	\$61,098.73
8	Wnek	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$13,549.29		\$1,125.00	\$71,198.02
9	Mentzer	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$10,839.43		\$1,125.00	\$68,488.16
10	Fiske	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$300.00	\$5,419.72		\$1,125.00	\$63,118.45
11	Belanger	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$200.00	\$5,419.72		\$1,125.00	\$63,018.45
12	Brown	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,076.56	\$200.00	\$10,839.43		\$1,125.00	\$69,438.16
13	Warwick	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$200.00	\$5,419.72		\$1,125.00	\$63,018.45
14	Chysna	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
15	Valliere	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$10,839.43		\$1,125.00	\$68,363.16
16	Finacom	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,076.56	\$200.00	\$10,839.43		\$1,125.00	\$69,438.16
17	Pema	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2013
RECOMMENDED

	Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentive	Master Ptl	Clothing & Cleaning	Total Base Wage
18	Rice	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$13,549.29		\$1,125.00	\$71,073.02
19	Palmatier	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
20	Napolitano	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$13,549.29		\$1,125.00	\$71,073.02
21	Vacant (Donahue)	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
22	Vacant (Mohr)	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
23	Chartrand	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$10,839.43		\$1,125.00	\$68,363.16
24	Vacant (Boudreau)	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
25	Maynard	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
26	Holmquist	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$13,682.30		\$1,125.00	\$71,206.03
27	McGinnis	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,076.56	\$125.00			\$1,125.00	\$58,523.73
28	Thibodeau	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,076.56	\$125.00	\$10,839.43		\$1,125.00	\$69,363.16
29	Faucher	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
30	Pitro	Ptl	\$54,197.17			\$54,197.17	\$2,076.56		\$10,839.43		\$1,125.00	\$68,238.16
31	Demers	Ptl	\$54,197.17			\$54,197.17	\$2,076.56		\$13,549.29		\$1,125.00	\$70,948.02
32	Bullock	Ptl	\$16,898.34	\$36,546.75		\$53,445.09	\$2,076.56				\$1,125.00	\$56,646.65
33	New Position	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
34	New Position	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
TOTAL 03			\$2,544,177.94	\$124,222.61	\$7,750.00	\$2,676,150.55	\$100,006.56	\$6,925.00	\$315,812.65	\$10,200.00	\$52,000.00	\$3,159,844.76

Additional sum in clothing and uniforms line item
(540120) for Town issued items

TOTAL 01 - 02 - 03	\$2,847,252.38	\$124,222.61	\$7,750.00	\$2,979,224.99	\$102,298.56	\$8,500.00	\$341,242.01	\$10,200.00	\$52,000.00	\$3,492,215.56
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Clerical Position	\$38,208.50
Dispatcher Position	\$39,780.40
Sgt Position	\$86,215.22
Ptl Positions (2)	\$114,797.46

Projected State Reimbursement	\$0.00
Projected Town Cost of Program	\$341,242.01

Holiday Pay	
FY 05 -	\$62,372
FY 06 -	\$75,239
FY 07 -	\$90,255
FY 08 -	\$104,685
FY 09 -	\$108,262
FY 10 -	\$105,886
FY 11 -	\$90,776

Overtime Accounts

	Expended 06	Expended 07	Expended 08	Expended 09	Expended 10	Expended 11	Budget 12	Expended to Date (1/17)	Requested 13	Approved
Vacation	\$69,481	\$56,767	\$56,844	\$54,000	\$68,513	\$92,963	\$70,000	\$64,219	\$70,000	\$70,000
Sick Leave	\$42,277	\$74,413	\$29,304	\$42,506	\$41,738	\$67,670	\$50,000	\$30,436	\$50,000	\$50,000
Extra Duty										
Miscellaneous	\$86,079	\$69,422	\$61,808	\$44,969	\$54,732	\$59,831	\$55,000	\$48,107	\$55,000	\$55,000
Court Time	\$27,125	\$54,562	\$50,730	\$45,838	\$32,115	\$20,243	\$20,000	\$13,478	\$20,000	\$20,000
CTO	\$26,240	\$38,111	\$29,845	\$39,442	\$27,607	\$32,300	\$35,000	\$16,330	\$35,000	\$35,000
Investigations	\$56,600	\$78,542	\$29,762	\$21,629	\$35,555	\$40,967	\$60,000	\$24,532	\$60,000	\$60,000
Training	\$12,540	\$26,427	\$33,622	\$11,848	\$15,487	\$23,877	\$18,000	\$12,194	\$18,000	\$18,000
Total Extra Duty	\$208,584	\$267,064	\$205,767	\$163,726	\$165,496	\$177,218	\$188,000	\$114,641	\$188,000	\$188,000
Night Shift	\$22,629	\$23,540	\$28,065	\$36,295	\$33,182	\$33,152	\$34,000	\$16,987	\$34,000	\$34,000
	\$342,971	\$421,784	\$319,980	\$296,527	\$308,929	\$371,003	\$342,000	\$226,283	\$342,000	\$342,000

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Police

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520040	Utility - Telephone	To fund landline, MDT and cell phone expenses of \$2,500 per month.	\$30,000	\$26,004
520080	R&M - Equipment	To fund maintenace contract costs for police equipment and software applications and to fund repairs to equipment	\$45,000	\$45,000
520120	Data Processing	To fund processing of parking tickets	\$3,000	\$1,500
520130	Professional Services	To fund psychological tests for new candidates	\$7,000	\$4,000
540010	Automotive	To fund costs associated with auto/boat/vehicle parts and repairs	\$50,000	\$50,000
540110	Public Safety	To fund general supply and equipment expenses to support police operations including the	\$40,000	\$40,000
540120	Clothing and Uniforms	To fund clothing and cleaning allowances as shown on the employee roster attached. To fund general uniform purchases not covered under the clothing allowance.	\$67,500	\$63,750
540150	Print Postage Stationary	To fund general printing and postage	\$4,000	\$3,000
540220	Office Supplies	To fund general office supplies, copy paper and other office items	\$12,000	\$10,000
570030	In State Travel	To fund various meetings, conferences and professional development programs throughout the year.	\$2,500	\$1,500
570760	Training	To fund training expenses including shooting range rental	\$9,300	\$9,000
580060	Radio Equipment	To fund portable and vehicle radio replacements as necessary	\$6,000	\$6,000
580070	Electrical & Mechanical	To replace light bars on two cruisers	\$5,600	\$5,600
581030	New Officer Equipment	To fund initial setup for new officers	\$9,000	\$6,000

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Fire

0220

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$92,330	\$90,730	\$95,747	\$50,249	\$100,039	\$100,039	
510040 Holiday	\$2,192	\$357	\$1,500	\$730	\$1,500	\$1,500	
510080 Sick Leave Plan II	\$1,828	\$1,784	\$0	\$0	\$0	\$0	
510100 Longevity	\$400	\$250	\$250	\$250	\$250	\$250	
Fire PEA	\$96,750	\$93,122	\$97,497	\$51,228	\$101,789	\$101,789	
510010 S & W - Full Time	\$18,557	\$19,129	\$19,771	\$10,541	\$40,170	\$20,085	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	
Fire S&C	\$18,557	\$19,129	\$19,771	\$10,541	\$40,170	\$20,085	
510010 S & W - Full Time	\$1,953,986	\$1,929,190	\$1,875,169	\$993,533	\$2,024,710	\$1,766,230	
510040 Holiday	\$90,448	\$88,635	\$98,882	\$12,824	\$108,253	\$93,455	
510050 Vacation	\$91,663	\$156,169	\$125,000	\$98,249	\$138,337	\$150,000	
510060 Sick Leave	\$75,991	\$81,119	\$65,000	\$66,250	\$53,763	\$65,000	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$488	\$0	\$0	\$0	\$0	
510100 Longevity	\$6,875	\$6,550	\$7,050	\$6,350	\$6,675	\$6,675	
510110 Work Incentive Program	\$10,398	\$9,490	\$10,000	\$5,294	\$8,306	\$8,306	
510160 Extra Duty	\$120,659	\$117,399	\$104,000	\$71,558	\$107,610	\$120,000	
510170 Call Men	\$9,969	\$7,713	\$13,000	\$5,247	\$14,950	\$13,000	
510190 Education Incentive	\$42,480	\$39,706	\$39,992	\$0	\$33,949	\$33,949	
510200 Night Shift Differential	\$8,223	\$8,046	\$10,642	\$4,110	\$9,855	\$8,760	
510210 Medical Training	\$11,160	\$11,180	\$12,280	\$0	\$15,300	\$12,148	
510220 Compensatory Time	\$43,607	\$22,668	\$60,000	\$13,345	\$73,807	\$50,000	
510600 Other Salaries	\$0	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
510940 Training Stipend	\$1,500	\$43,500	\$44,200	\$8,450	\$48,100	\$41,600	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
Fire Other	\$2,466,959	\$2,521,853	\$2,465,214	\$1,285,210	\$2,643,615	\$2,369,123	
520040 Utility - Telephone	\$12,728	\$8,397	\$10,000	\$5,644	\$12,000	\$10,000	
520080 R & M - Equipment	\$40,261	\$35,284	\$35,000	\$9,865	\$40,000	\$35,000	
520100 Advertising & Binding	\$33	\$104	\$100	\$0	\$500	\$100	
520110 Hospital & Medical	\$0	\$0	\$2,500	\$0	\$2,500	\$2,500	
520120 Data Processing	\$802	\$376	\$8,500	\$10,815	\$4,500	\$4,500	
520125 Insurance Deductable	\$0	\$0	\$250	\$0	\$250	\$250	
520130 Professional Services	\$6,999	\$9,449	\$7,500	\$1,613	\$10,000	\$9,000	
520220 Services-Not Classified	\$4,216	\$4,603	\$6,000	\$4,188	\$6,000	\$5,000	
540010 Automotive	\$35,044	\$24,764	\$32,656	\$13,272	\$36,000	\$36,000	
540030 Building	\$346	\$998	\$1,250	\$0	\$1,250	\$1,250	
540060 Salt & Chemicals	\$0	\$2,865	\$500	\$0	\$1,000	\$500	
540110 Public Safety	\$8,550	\$6,030	\$6,200	\$2,592	\$6,500	\$6,000	
540120 Clothing & Uniforms	\$29,599	\$29,982	\$30,500	\$27,887	\$50,000	\$35,400	
540140 Books Periodicals Subs	\$1,526	\$1,546	\$1,800	\$567	\$2,000	\$1,800	
540150 Print Postage Stationary	\$73	\$127	\$1,000	\$53	\$1,500	\$1,000	
540170 Medical & Dental	\$267	\$2,054	\$2,500	\$3,363	\$2,500	\$2,500	
540180 Textbooks	\$0	\$98	\$250	\$80	\$500	\$250	
540190 Custodial Supplies	\$3,632	\$4,384	\$6,000	\$6,607	\$6,500	\$6,500	
540220 Office Supplies	\$3,766	\$2,681	\$2,750	\$2,157	\$3,000	\$3,000	
540230 Supplies - Not Classified	\$678	\$601	\$500	\$465	\$500	\$500	
540240 Small Tools & Misc Equip	\$12,538	\$9,063	\$10,000	\$9,538	\$11,500	\$10,000	
570010 Car Allowance/Mileage	\$2,940	\$3,360	\$3,600	\$1,680	\$3,800	\$3,600	
570020 Dues & Memberships	\$1,733	\$3,739	\$2,500	\$1,670	\$2,750	\$2,750	
570030 In State Travel	\$0	\$1,725	\$1,000	\$1,856	\$1,500	\$1,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$0	\$0	\$0	\$0	\$0	\$0	
570180 Other - Not Classified	\$416	\$165	\$300	\$204	\$300	\$300	
Fire OpEx	\$166,147	\$152,394	\$173,156	\$104,118	\$206,850	\$178,700	
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	\$0	\$0	

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
580120 Equip - Not Classified	\$12,000	\$12,000	\$15,000	\$11,868	\$23,000	\$15,000	
Fire Equip	\$12,000	\$12,000	\$15,000	\$11,868	\$23,000	\$15,000	
Fire	\$2,760,412	\$2,798,497	\$2,770,638	\$1,462,964	\$3,015,424	\$2,684,697	

**Employee Roster
Fiscal Year 2012
REQUESTED/RECOMMENDED**

Department: Fire Department

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
James Vuono	DH 6	D		37.50	20.00	\$1,864.69	\$37,293.80	E			\$1,948.61	32.20	\$62,745.24	\$100,039.04
Denise Buteau	PAT							E	\$20.60	37.50	\$772.50	52.00	\$40,170.00	\$40,170.00
													FTE's	2.00

Recommended by Town Manager														
Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Denise Buteau	PAT							E	\$20.60	18.75	\$386.25	52.00	\$20,085.00	\$20,085.00
													FTE's	1.50

Longevity Payments

Name	Amount
James Vuono	\$250

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2013
Account 220-03-510010 (S and W Full Time)*
REQUESTED

	Employee	Title	Weekly	Total Base	Holiday	Longevity	Education Incentive	Training Stipend	Medical Training	Night Shift	Cleaning	Total Compensation
1	Card - C	Capt	\$1,176.99	\$56,730.92	\$3,376.89	\$350.00	\$3,071.94	\$1,300.00	\$500.00	\$273.75	\$200.00	\$65,803.50
	Card - D	Capt	\$1,227.96	\$4,911.84								\$4,911.84
2	Cummins	Capt	\$1,227.96	\$64,099.51	\$3,376.89	\$350.00	\$6,409.95	\$1,300.00	\$500.00	\$273.75	\$200.00	\$76,510.10
3	Colby - S	Capt	\$1,227.96	\$64,099.51	\$3,376.89	\$250.00	\$6,409.95	\$1,300.00	\$500.00	\$273.75	\$200.00	\$76,410.10
4	Colonies (Mann)	Capt	\$1,127.72	\$58,866.98	\$3,376.89	\$350.00	\$240.00	\$1,300.00	\$500.00	\$273.75	\$200.00	\$65,107.62
5	New Position	Capt	\$1,080.36	\$56,394.79	\$3,376.89			\$1,300.00	\$500.00			\$61,571.68
1	Bohdiewicz	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,351.19
2	Bowles	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$250.00	\$2,709.86	\$1,300.00	\$400.00	\$273.75	\$200.00	\$62,186.05
3	Colby - H	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,351.19
4	Fulginiti	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,351.19
5	Garrity	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$250.00	\$500.00	\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,976.19
6	Goodney	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,576.19
7	Green - C	Prvt	\$994.28	\$35,794.08	\$2,855.27			\$1,300.00	\$400.00	\$273.75	\$200.00	\$40,823.10
	Green - D	Prvt	\$1,038.26	\$16,819.81								\$16,819.81
8	Hodgerney	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00	\$240.00	\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,816.19
9	Lawlor	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,426.19
10	Ljunggren	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$250.00	\$360.00	\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,836.19
11	Lodowsky - B	Prvt	\$951.44	\$13,129.87	\$2,855.27			\$1,300.00	\$400.00	\$273.75	\$200.00	\$18,158.89
	Lodowsky - C	Prvt	\$994.28	\$38,180.35								\$38,180.35
12	Ludovico	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$250.00	\$500.00	\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,976.19
	Mann (Acting Capt)	Prvt										\$0.00
13	Marcimo	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00	\$420.00	\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,996.19
14	Miloz D	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00	\$420.00	\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,996.19
15	Miloz J	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,426.19
16	Palumbo	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,351.19
17	Parmenter	Prvt	\$1,038.26	\$54,197.17	\$2,855.27			\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,226.19
18	Pavone	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,426.19
19	Pignataro	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$300.00	\$500.00	\$1,300.00	\$400.00	\$273.75	\$200.00	\$60,026.19
20	Quiron	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,426.19
21	Rouke	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,426.19
22	Roy	Prvt	\$1,038.26	\$54,197.17	\$2,855.27			\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,226.19
23	Ryzewski	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,351.19
24	Towner	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,351.19
25	Turner	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,426.19
26	Vincequere	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,351.19
27	Wagner	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,576.19
28	Warren	Prvt	\$1,038.26	\$54,197.17	\$2,855.27			\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,226.19
29	Weigold - K	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,351.19
30	Weigold-S	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$400.00	\$273.75	\$200.00	\$59,351.19
31	Simpson - A	Prvt	\$910.15	\$2,002.33	\$2,855.27			\$1,300.00	\$400.00	\$273.75	\$200.00	\$7,031.35
	Simpson - B		\$951.44	\$47,572.00								\$47,572.00
32	New Position - A	Prvt	\$910.15	\$23,754.92	\$2,855.27			\$1,300.00	\$400.00	\$273.75	\$200.00	\$28,783.94

SHREWSBURY FIRE DEPARTMENT
 FISCAL YEAR 2013
 Account 220-03-510010 (S and W Full Time)*
 REQUESTED

Employee	Title	Weekly	Total Base	Holiday	Longevity	Education Incentive	Training Stipend	Medical Training	Night Shift	Cleaning	Total Compensation
New Position - B		\$951.44	\$24,832.58								\$24,832.58
Total (37)			\$2,024,710.32	\$108,253.09	\$6,675.00	\$21,781.70	\$48,100.00	\$15,300.00	\$9,855.00	\$7,200.00	\$2,241,875.11
						\$12,167.13	Vuona				
						\$33,948.83					

* Note salary accounts shown for Captains and Firefighters are based on FY 2010 salary schedules

Overtime Accounts										
	Expended 05	Expended 06	Expended 07	Expended 08	Expended 09	Expended 10	Expended 11	Budget 12	Requested 13	TM Recommend
Vacation	\$79,528	\$110,747	\$133,990	\$146,451	\$113,123	\$91,663.00	\$156,169	\$125,000	\$138,337	\$150,000
Sick Leave	\$73,340	\$94,968	\$67,012	\$97,494	\$63,694	\$75,991.00	\$81,119	\$65,000	\$53,763	\$65,000
Extra Duty	\$92,695	\$116,959	\$127,746	\$121,646	\$81,872	\$120,659.00	\$117,399	\$104,000	\$107,610	\$120,000
CTO	\$31,829	\$40,183	\$44,284	\$48,045	\$34,349	\$43,607.00	\$22,668	\$60,000	\$73,807	\$50,000
Total	\$277,392	\$362,857	\$373,032	\$413,636	\$293,038	\$331,920.00	\$377,355	\$354,000	\$373,517	\$385,000

Holiday Pay
FY 05 - \$77,060
FY 06 - \$82,790
FY 07 - \$81,882
FY 08 - \$82,781
FY 09 - \$92,825
FY 10 - \$90,448
FY 11 - \$88,635

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2013
Account 220-03-510010 (S and W Full Time)*
RECOMMENDED

	Employee	Title	Weekly	Total Base	Holiday	Longevity	Education Incentive	Training Stipend	Medical Training	Night Shift	Cleaning	Total Compensation
1	Card - C	Capt	\$1,176.99	\$56,730.92	\$3,376.89	\$350.00	\$3,071.94	\$1,300.00	\$440.00	\$273.75	\$125.00	\$65,668.50
	Card - D	Capt	\$1,227.96	\$4,911.84								\$4,911.84
2	Cummins	Capt	\$1,227.96	\$64,099.51	\$3,376.89	\$350.00	\$6,409.95	\$1,300.00	\$440.00	\$273.75	\$125.00	\$76,375.10
3	Colby - S	Capt	\$1,227.96	\$64,099.51	\$3,376.89	\$250.00	\$6,409.95	\$1,300.00	\$440.00	\$273.75	\$125.00	\$76,275.10
4	Colonies (Mann)	Capt	\$1,127.72	\$58,866.98	\$3,376.89	\$350.00	\$240.00	\$1,300.00	\$440.00	\$273.75	\$125.00	\$64,972.62
5	New Position	Capt	\$1,080.36	\$56,394.79	\$3,376.89			\$1,300.00	\$440.00			\$61,511.68
1	Bohdiewicz	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,247.19
2	Bowles	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$250.00	\$2,709.86	\$1,300.00	\$371.00	\$273.75	\$125.00	\$62,082.05
3	Colby - H	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,247.19
4	Fulginiti	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,247.19
5	Garrity	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$250.00	\$500.00	\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,872.19
6	Goodney	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,472.19
7	Green - C	Prvt	\$994.28	\$35,794.08	\$2,855.27			\$1,300.00	\$371.00	\$273.75	\$125.00	\$40,719.10
	Green - D	Prvt	\$1,038.26	\$16,819.84								\$16,819.84
8	Hodgerney	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00	\$240.00	\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,712.19
9	Lawlor	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,322.19
10	Ljunggren	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$250.00	\$360.00	\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,732.19
11	Lodowsky - B	Prvt	\$951.44	\$13,129.87	\$2,855.27			\$1,300.00	\$371.00	\$273.75	\$125.00	\$18,054.89
	Lodowsky - C	Prvt	\$994.28	\$38,180.35								\$38,180.35
12	Ludovico	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$250.00	\$500.00	\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,872.19
	Mann (Acting Capt)	Prvt										
13	Marcimo	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00	\$420.00	\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,892.19
14	Miloz D	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00	\$420.00	\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,892.19
15	Miloz J	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,322.19
16	Palumbo	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,247.19
17	Parmenter	Prvt	\$1,038.26	\$54,197.17	\$2,855.27			\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,122.19
18	Pavone	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,322.19
19	Pignataro	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$300.00	\$500.00	\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,922.19
20	Quiron	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,322.19
21	Rouke	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,322.19
22	Roy	Prvt	\$1,038.26	\$54,197.17	\$2,855.27			\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,122.19
23	Ryzewski	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,247.19
24	Towner	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,247.19
25	Turner	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$200.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,322.19
26	Vincequere	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,247.19
27	Wagner	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$350.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,472.19
28	Warren	Prvt	\$1,038.26	\$54,197.17	\$2,855.27			\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,122.19
29	Weigold - K	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,247.19
30	Weigold-S	Prvt	\$1,038.26	\$54,197.17	\$2,855.27	\$125.00		\$1,300.00	\$371.00	\$273.75	\$125.00	\$59,247.19
31	Simpson - A	Prvt	\$910.15	\$2,002.33	\$2,855.27			\$1,300.00	\$371.00	\$273.75	\$125.00	\$6,927.35
	Simpson - B		\$951.44	\$47,572.00								\$47,572.00
32	New Position - A	Prvt	\$910.15	\$22,754.92	\$2,855.27			\$1,300.00	\$371.00	\$273.75	\$125.00	\$28,679.94

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2013
Account 220-03-510010 (S and W Full Time)*
RECOMMENDED

Employee	Title	Weekly	Total Base	Holiday	Longevity	Education Incentive	Training Stipend	Medical Training	Night Shift	Cleaning	Total Compensation
New Position - B		\$951.44	\$24,832.58								\$24,832.58
Total (32)			\$1,766,229.58	\$93,455.12	\$6,675.00	\$21,781.70	\$41,600.00	\$12,148.00	\$8,760.00	\$4,000.00	\$1,954,649.40
						\$12,167.13	Vuona				
						\$33,948.83					

* Note salary accounts shown for Captains and Firefighters are based on FY 2010 salary schedules

5th Captain	\$56,394.79	\$3,376.89	\$0.00	\$0.00	\$1,300.00	\$440.00	\$0.00	\$0.00	\$61,511.68
Firefighters (4)	\$202,085.95	\$11,421.08	\$0.00	\$0.00	\$5,200.00	\$1,484.00	\$1,095.00	\$500.00	\$221,786.03
	\$258,480.74	\$14,797.97	\$0.00	\$0.00	\$6,500.00	\$1,924.00	\$1,095.00	\$500.00	\$283,297.71

Overtime Accounts

	Expended 05	Expended 06	Expended 07	Expended 08	Expended 09	Expended 10	Expended 11	Budget 12	Requested 13	TM Recommend
Vacation	\$79,528	\$110,747	\$133,990	\$146,451	\$113,123	\$91,663.00	\$156,169	\$125,000	\$138,337	\$150,000
Sick Leave	\$73,340	\$94,968	\$67,012	\$97,494	\$63,694	\$75,991.00	\$81,119	\$65,000	\$53,763	\$65,000
Extra Duty	\$92,695	\$116,959	\$127,746	\$121,646	\$81,872	\$120,659.00	\$117,399	\$104,000	\$107,610	\$120,000
CTO	\$31,829	\$40,183	\$44,284	\$48,045	\$34,349	\$43,607.00	\$22,668	\$60,000	\$73,807	\$50,000
Total	\$277,392	\$362,857	\$373,032	\$413,636	\$293,038	\$331,920.00	\$377,355	\$354,000	\$373,517	\$385,000

Holiday Pay

FY 05 - \$77,060
FY 06 - \$82,790
FY 07 - \$81,882
FY 08 - \$82,781
FY 09 - \$92,825
FY 10 - \$90,448
FY 11 - \$88,635

FY13 PROJECTED BUDGET - EXPENSES

Acct	Description	FY12 BUDGET	FY13 PROPOSED BUDGET	Increase Amt	% Increase
520040	Utility - Telephone	\$10,000.00	\$12,000.00	\$2,000.00	20%
520080	R&M - Equipment	\$35,000.00	\$40,000.00	\$5,000.00	14%
520100	Advertising & Binding	\$100.00	\$500.00	\$400.00	400%
520110	Hospital & Medical	\$2,500.00	\$2,500.00	\$0.00	0%
520120	Data Processing	\$3,000.00	\$4,500.00	\$1,500.00	50%
520125	Insurance Deductible	\$250.00	\$250.00	\$0.00	0%
520130	Professional Services	\$7,500.00	\$10,000.00	\$2,500.00	33%
520220	Services - Not Classified	\$6,000.00	\$6,000.00	\$0.00	0%
540010	Automotive	\$32,656.00	\$36,000.00	\$3,344.00	10%
540030	Building	\$1,250.00	\$1,250.00	\$0.00	0%
540060	Salt & Chemicals	\$500.00	\$1,000.00	\$500.00	100%
540110	Public Safety	\$6,200.00	\$6,500.00	\$300.00	5%
540120	Clothing & Uniforms	\$30,500.00	\$50,000.00	\$19,500.00	64%
540140	Books / Periodicals	\$1,800.00	\$2,000.00	\$200.00	11%
540150	Print Postage	\$1,000.00	\$1,500.00	\$500.00	50%
540170	Medical & Dental	\$2,500.00	\$2,500.00	\$0.00	0%
540180	Textbooks	\$250.00	\$500.00	\$250.00	100%
540190	Custodial Supplies	\$6,000.00	\$6,500.00	\$500.00	8%
540220	Office Supplies	\$2,750.00	\$3,000.00	\$250.00	9%
540230	Supplies - Not Classified	\$500.00	\$500.00	\$0.00	0%
540240	Small Tools & Misc	\$10,000.00	\$11,500.00	\$1,500.00	15%
570010	Car Allowance / Mileage	\$3,600.00	\$3,800.00	\$200.00	6%
570020	Dues & Memberships	\$2,500.00	\$2,750.00	\$250.00	10%
570030	In-State Travel (Mileage)	\$1,000.00	\$1,500.00	\$500.00	50%
570180	Other - Not Classified	\$300.00	\$300.00	\$0.00	0%
	Equip - Not Classif =Turnout gear & Purchase of Necessary NEW				
580120	Equip	\$15,000.00	\$23,000.00	\$8,000.00	53%
TOTALS		\$182,656.00	\$229,850.00	\$47,194.00	26%

FY13 PROJECTED BUDGET - EXPENSES

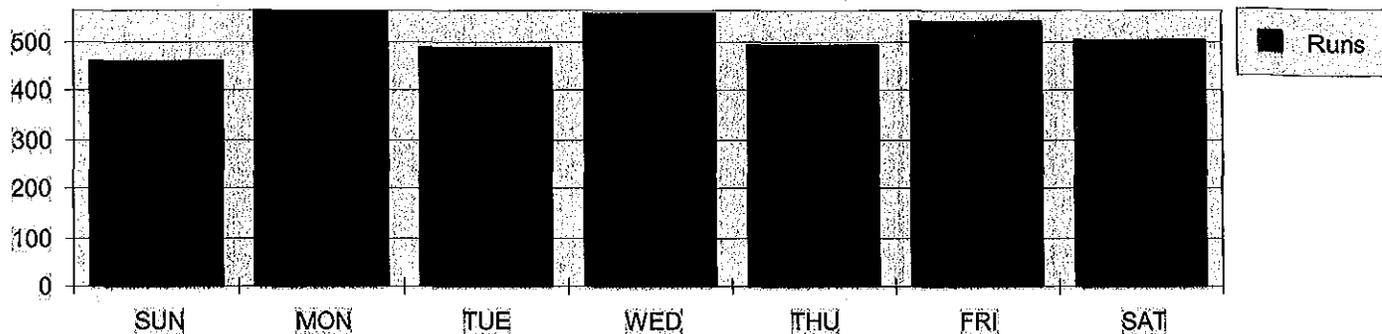
Acct	Description	% Increase	
520040	Utility - Telephone	Computer system upgrade requires extra wireless charges involved	20%
520080	R&M - Equipment	Increase due to increase in parts/labor & loss of equip grant funding, all trucks OOW	14%
520100	Advertising & Binding	Have to advertise all public meetings	400%
520110	Hospital & Medical	Hospital & Medical Expenses	0%
520120	Data Processing	High cost of laser toner cartridges, \$1500 increase in annual svc charges for new SW & Inspection System	50%
520125	Insurance Deductible	Hospital & medical expenses	0%
520130	Professional Services	Town EMS Medical Director Fees, med training, record keeping, Outside Training	33%
520220	Services - Not Classified	Laundry (Sheets) & misc services	0%
540010	Automotive	All trucks Out of Warranty, cost of parts increased	10%
540030	Building	General maint of building	0%
540060	Salt & Chemicals	General increase in costs	100%
540110	Public Safety	Medical supplies, oxygen for first responder program	5%
540120	Clothing & Uniforms	Subject to Contract settlement, addl equip needed, cleaning allowance, callmen equip (adding 2	64%
540140	Books / Periodicals	NFPA, Firehouse, Fire Chief, textbooks, NFPA Codes book - online costs	11%
540150	Print Postage	Stationary, envelopes, permits - General Increase	50%
540170	Medical & Dental	Physicals, deductibles	0%
540180	Textbooks	NFPA Required Classes, higher costs of books	100%
540190	Custodial Supplies	Zep; cleaning supplies for all 3 stations	8%
540220	Office Supplies	Office Depot - general office supplies (pens, paper, calendars)	9%
540230	Supplies - Not Classified	No change	0%
540240	Small Tools & Misc	Continued upgrades for small tools, nozzles, hoses; loss of equip grant funding	15%
570010	Car Allowance / Mileage	Chief car allowance	6%
570020	Dues & Memberships	IAAI, Fire Chief, Dist 14, Dist 7	10%
570030	In-State Travel (Mileage)	New recruits to MFA	50%
570180	Other - Not Classified	Misc Expenses not falling under any other categories	0%
580120	Equip - Not Classif (Turnout gear)	Turnout gear & Purchase of necessary NEW Equipment	53%
Total % Increase		26%	

Statistical Summary

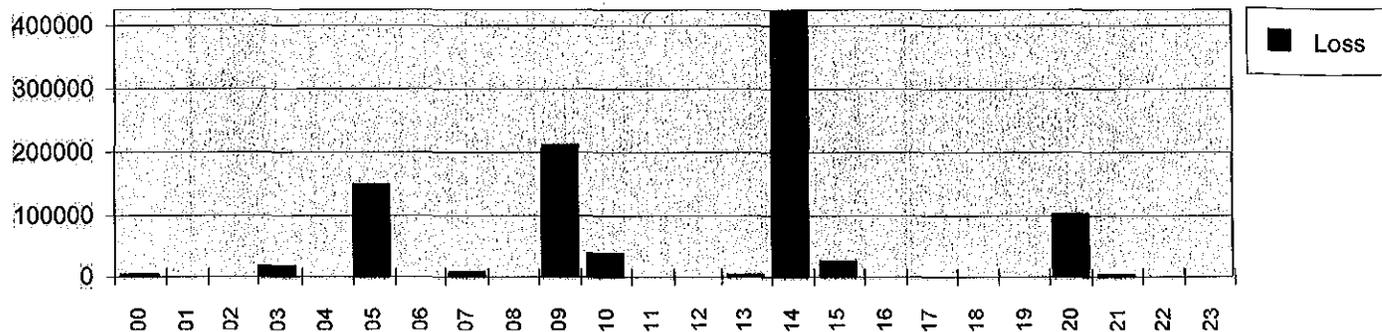
2011 Run Report

There are 30,411 records in the Incidents Table. Between Saturday, January 01, 2011 and Saturday, December 31, 2011 there were 3,604 incidents. Currently there are an average of 9.87 incidents per day. Average response time for the department is 4.18 minutes. The average duration of an incident is 22.03 minutes.

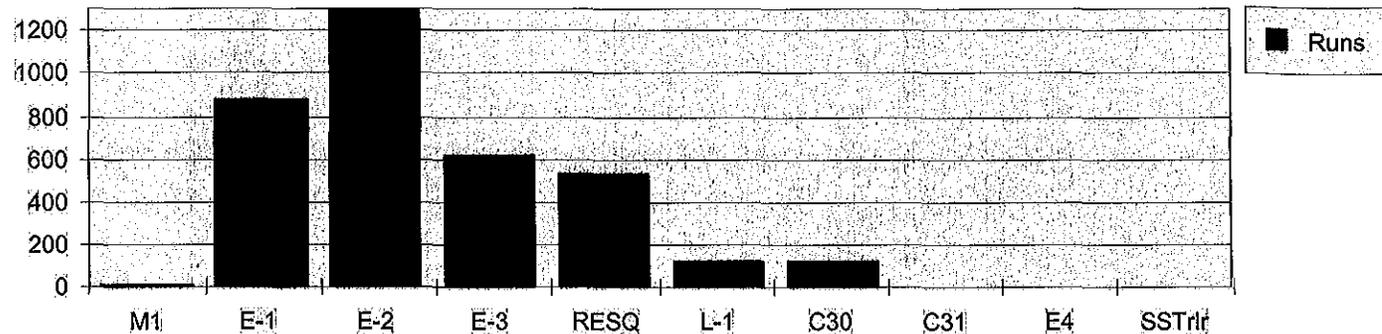
Incidents by Day of the Week



Dollar Loss by Hour of the Day



Incidents by First Responding Unit



NOTES

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TOWN OF SHREWSBURY

Fiscal Year 2013

Operating Budget

Building Inspector

0241

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
510010 S & W - Full Time	\$82,461	\$85,936	\$75,286	\$40,759	\$78,668	\$78,668	
510080 Sick Leave Plan II	\$1,736	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$0	\$200	\$250	\$250	\$250	\$250	
Building Inspector PEA	\$84,197	\$86,136	\$75,536	\$41,009	\$78,918	\$78,918	
510010 S & W - Full Time	\$38,446	\$43,133	\$39,600	\$21,785	\$38,155	\$38,155	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$0	\$426	\$0	\$572	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$125	\$0	\$163	\$125	\$63	\$63	
Building Inspector S&C	\$38,571	\$43,559	\$39,762	\$22,482	\$38,218	\$38,218	
510010 S & W - Full Time	\$0	\$56	\$36,652	\$6,143	\$38,922	\$38,922	
510020 S & W - Part Time	\$41,035	\$25,131	\$0	\$14,140	\$6,330	\$6,330	
510030 S & W - Temporary	\$250	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$200	\$0	\$0	\$0	\$0	\$0	
Building Inspector Other	\$41,484	\$25,187	\$36,652	\$20,283	\$45,253	\$45,253	
520040 Utility - Telephone	\$787	\$1,336	\$1,545	\$713	\$1,545	\$1,545	
520130 Professional Services	\$670	\$919	\$0	\$0	\$1,000	\$1,000	
520220 Services-Not Classified	\$1,000	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$71	\$586	\$500	\$0	\$1,500	\$1,500	
540150 Print Postage Stationary	\$1,247	\$784	\$650	\$121	\$650	\$650	
540220 Office Supplies	\$211	\$382	\$300	\$70	\$500	\$500	
570010 Car Allowance/Mileage	\$6,000	\$5,400	\$6,480	\$3,220	\$6,480	\$6,480	
570020 Dues & Memberships	\$525	\$100	\$450	\$125	\$450	\$450	
570030 In State Travel	\$170	\$150	\$300	\$0	\$300	\$300	

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
570080 Inspection Fees	\$67,964	\$68,267	\$70,450	\$46,096	\$85,000	\$80,000	
Building Inspector OpEx	\$78,645	\$77,923	\$80,675	\$50,345	\$97,425	\$92,425	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Building Inspector Equip	\$0	\$0	\$0	\$0	\$0	\$0	
Building Inspector	\$242,896	\$232,805	\$232,626	\$134,118	\$259,814	\$254,814	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: Building Inspector

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Patricia Sheehan (1/11/11)	DH 4	B		37.50	26.00	\$1,474.01	\$38,324.26	C			\$1,540.35	26.20	\$40,357.17	\$78,681.43
Michele Bauwens	PAT 10	D	\$20.80	37.50	4.80	\$780.00	\$3,744.00	E	\$21.74	37.50	\$815.25	47.20	\$38,479.80	\$42,223.80
Kerry Stockwell	PAT 8	B	\$17.11	37.50	27.00	\$641.63	\$17,323.88	C	\$17.88	37.50	\$670.50	25.00	\$16,762.50	\$34,086.38
														\$76,310.18
													Building Inspector Board of Health	\$38,155.09 \$38,155.09
Louis Pepi (3/22/11)	PAT 14	C	\$24.66	30.00	38.40	\$739.80	\$28,408.32	D	\$25.77	30.00	\$773.10	13.60	\$10,514.16	\$38,922.48
William Felice	PAT 12							A	\$20.29	6.00	\$121.74	52.00	\$6,330.48	\$6,330.48

Longevity Payments

Name	Amount		
Patricia Sheehan	\$250		Building Inspector \$312.50
Michele Bauwens	\$125	\$125	Board of Health \$62.50
	\$375		\$375.00

FTE's 2.96

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Building Inspector

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520040	Utility - Telephone	Cell phone costs for BI (\$43.75/mo) and Asst BI (\$30.00/mo)	\$1,545	\$1,545
520130	Professional Services	To fund structural engineer to conduct building evaluations as necessary	\$1,000	\$1,000
540140	Books Periodicals Subscriptions	Purchase new code books and other materials as necessary	\$1,500	\$1,500
570010	Car Allowance/Mileage	Car allowances for BI (\$300/mo) and Asst BI (\$240/mo)	\$6,480	\$6,480
570080	Inspection Fees	Payment to Plumbing Inspector and Asst Plumbing Inspector as well as consulting fee as necessary to David Lyons. Offset by fees	\$85,000	\$80,000

SINGLE FAMILY HOME PERMITS

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	total
2011	1	1	1	4	5	6	10	0	3	6	3	9	49
2010	3	2	6	4	9	4	2	5	10	3	7	4	59
2009	1	0	2	1	7	1	4	6	8	7	4	9	50
2008	1	0	5	3	2	1	3	3	4	0	0	2	24
2007	3	2	4	2	2	6	3	4	3	0	3	2	34
2006	5	1	8	4	3	3	2	3	4	1	5	0	39
2005	2	0	3	3	6	4	6	6	2	12	5	4	53
2004	4	11	7	3	10	10	5	5	4	4	4	1	68
2003	5	2	10	10	4	6	13	5	11	15	4	11	96
2002	7	11	12	3	16	15	9	9	18	6	17	5	128
2001	9	11	7	9	15	9	11	11	11	10	6	17	126
2000	18	20	21	18	17	12	13	14	14	18	11	2	178
1999	10	11	19	23	26	21	22	23	26	23	24	15	243
1998	14	18	58	12	11	34	14	15	32	12	32	17	269
1997	14	17	20	30	19	35	16	11	24	27	27	21	261
1996	12	11	15	20	27	18	33	15	19	18	19	14	221

2011				
BUILDING CLASSIFICATION		NUMBER OF PERMITS	ESTIMATED COST	
1. New Dwellings	One-Family	49	\$ 13,132,462.00	
	Two-Family	2	\$ 981,580.00	
		0	\$ -	
2. Apartments/condos	New Buildings	6	\$ 3,196,000.00	
		0	\$ -	
	Additions,Alterations,Repairs	74	\$ 1,440,904.90	
3. Additions, Alterations, Repairs	Residential	227	\$ 4,267,677.09	
			\$ 12,745.00	
3a. Siding, windows, roof		389	3497133.98	
4. Garages	Residential	19	\$ 460,868.00	
	Non-Residential	0	\$ -	
		0	\$ -	
5. Signs		22	\$ 198,534.00	
		0	\$ -	
6. Swimming Pools		19	\$ 214,894.00	
		0	\$ -	
7. Commercial	New	4	\$ 44,709,329.00	
	Additions,Alterations,Repairs	87	\$ 14,137,726.56	
8. Industrial	New	0	\$ -	
	Additions,Alterations,Repairs	0	\$ -	
9. Demolition, Relocation		22	\$ 125,745.00	
		0	\$ -	
10. Other (sheds, trailers, stoves, decks, etc.)		149	\$ 818,927.38	
		0	\$ -	
TOTALS		1069	\$ 87,181,815.91	fees collected \$543,727

**Plumbing & Gas Permit Totals
Calendar Year and Fiscal Year**

Year	Plumbing	Plumbing Fees Collected	Gas	Gas Fees Collected	Permits Total	Fees Total	Paid to Inspectors
2008	409	-	435	-	844	-	
FY2008	461	-	490	-	951	-	
2009	452	\$ 38,594	460	\$ 37,571	912	\$ 76,165	
FY2009	425	\$ 34,965	440	\$ 29,897	865	\$ 64,862	
2010	539	\$ 54,145	441	\$ 41,605	980	\$ 95,750	
FY2010	502	\$ 50,213	529	\$ 36,260	1031	\$ 86,473	
2011	643	\$ 69,145	710	\$ 46,280	1353	\$ 115,425	\$ 70,837.00
FY2011	567	\$ 59,512	604	\$ 42,057	985	\$ 101,569	\$ 70,672.00
2012					0	\$ -	
1/2 FY2012	425	\$ 37,633	442	\$ 28,776		\$ 66,409	

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Weights & Measures

0244

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510140 Stipends	\$2,400	\$2,400	\$2,400	\$1,200	\$2,400	\$2,400	
Sealer PEA	\$2,400	\$2,400	\$2,400	\$1,200	\$2,400	\$2,400	
570030 In State Travel	\$75	\$75	\$300	\$0	\$300	\$300	
570180 Other - Not Classified	\$363	\$268	\$500	\$461	\$500	\$500	
Sealer OpEx	\$438	\$343	\$800	\$461	\$800	\$800	
Weights & Measures	\$2,838	\$2,743	\$3,200	\$1,661	\$3,200	\$3,200	

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Emergency Mgmt Agency

0291

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510020 S & W - Part Time	\$1,764	\$1,764	\$1,764	\$1,029	\$1,764	\$1,764	
510030 S & W - Temporary	\$0	\$0	\$0	\$1,354	\$0	\$0	
Emergency Mgmt Agency PEA	\$1,764	\$1,764	\$1,764	\$2,383	\$1,764	\$1,764	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
570180 Other - Not Classified	\$463	\$373	\$480	\$122	\$480	\$480	
570980 Emergency Mgmt Fund	\$0	\$0	\$0	\$0	\$0	\$0	
Emergency Mgmt Agency OpEx	\$463	\$373	\$480	\$122	\$480	\$480	
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Emergency Mgmt Agency Equip	\$0	\$0	\$0	\$0	\$0	\$0	
Emergency Mgmt Agency	\$2,227	\$2,137	\$2,244	\$2,506	\$2,244	\$2,244	

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Forestry

0294

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510140 Stipends	\$495	\$500	\$500	\$0	\$500	\$500	
Forestry Other	\$495	\$500	\$500	\$0	\$500	\$500	
520080 R & M - Equipment	\$0	\$94	\$100	\$0	\$100	\$100	
520100 Advertising & Binding	\$131	\$0	\$50	\$0	\$50	\$50	
520150 R & M - Public Property	\$0	\$0	\$0	\$0	\$0	\$0	
520160 Removal Tree Trim, Rubbish	\$77,284	\$55,093	\$97,008	\$406,667	\$75,000	\$75,000	
540010 Automotive	\$0	\$0	\$300	\$0	\$300	\$300	
540100 Seed, Loam & Fertilizer	\$98	\$0	\$500	\$0	\$500	\$500	
540140 Books Periodicals Subs	\$0	\$0	\$50	\$0	\$50	\$50	
540240 Small Tools & Misc Equip	\$0	\$0	\$750	\$992	\$750	\$750	
570020 Dues & Memberships	\$190	\$15	\$100	\$15	\$100	\$100	
570030 In State Travel	\$13	\$175	\$250	\$240	\$250	\$250	
570180 Other - Not Classified	\$50	\$100	\$100	\$200	\$200	\$100	
Forestry OpEx	\$77,766	\$55,477	\$99,208	\$408,114	\$77,300	\$77,200	
Forestry	\$78,262	\$55,977	\$99,708	\$408,114	\$77,800	\$77,700	

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Retirement

0311

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510350 Pensions & Annuities - Contr	\$2,629,497	\$2,690,637	\$3,201,907	\$3,201,907	\$3,320,189	\$3,320,189	
Retirement SepAp	\$2,629,497	\$2,690,637	\$3,201,907	\$3,201,907	\$3,320,189	\$3,320,189	
Retirement	\$2,629,497	\$2,690,637	\$3,201,907	\$3,201,907	\$3,320,189	\$3,320,189	

116 PERAC

COMMONWEALTH OF MASSACHUSETTS | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

DOMENIC J. F. RUSSO, *Chairman*

JOSEPH E. CONNARTON, *Executive Director*

Auditor SUZANNE M. BUMP | ALAN MACDONALD | JAMES M. MACHADO | DONALD R. MARQUIS | ROBERT B. MCCARTHY | GREGORY R. MENNIS

MEMORANDUM

TO: Shrewsbury Retirement Board
Joseph E. Connarton
FROM: Joseph E. Connarton, Executive Director
RE: Appropriation for Fiscal Year 2013
DATE: November 8, 2011

RECEIVED
TOWN OF SHREWSBURY
11 NOV 10 AM 10:01
TOWN MANAGER'S OFFICE

Required Fiscal Year 2013 Appropriation: \$3,987,702

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2013 which commences July 1, 2012.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2013 appropriation to be paid by each of the governmental units within your system. The allocation by governmental unit was developed by Buck as part of their January 1, 2010 actuarial valuation.

If your System has a valuation currently in progress, you may submit a revised funding schedule to PERAC upon its completion. The current schedule is/was due to be updated by Fiscal Year 2014.

If you have any questions, please contact PERAC's Actuary, Jim Lamenzo, at (617) 666-4446 Extension 921.

JEC/jrl
Attachments

cc: Town Manager
Town Meeting
c/o Town Clerk

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Shrewsbury Retirement Board

Projected Appropriations

Fiscal Year 2013 - July 1, 2012 to June 30, 2013

Aggregate amount of appropriation: **\$3,987,702**

Fiscal Year	Estimated Cost of Benefits	Funding Schedule (Excluding ERI)	ERI	Total Appropriation	Pension Fund Allocation	Pension Reserve Fund Allocation	Transfer From PRF to PF
FY 2013	\$4,758,863	\$3,987,702	\$0	\$3,987,702	\$3,987,702	\$0	\$771,161
FY 2014	\$5,034,620	\$4,131,663	\$0	\$4,131,663	\$4,131,663	\$0	\$902,957
FY 2015	\$5,326,153	\$4,280,504	\$0	\$4,280,504	\$4,280,504	\$0	\$1,045,649
FY 2016	\$5,634,366	\$4,434,375	\$0	\$4,434,375	\$4,434,375	\$0	\$1,199,991
FY 2017	\$5,960,211	\$4,593,425	\$0	\$4,593,425	\$4,593,425	\$0	\$1,366,786

The Total Appropriation column shown above is in accordance with your current funding schedule and the scheduled payment date(s) in that schedule. Whenever payments are made after the scheduled date(s), the total appropriation should be revised to reflect interest at the rate assumed in the most recent actuarial valuation. Payments should be made before the end of the fiscal year.

For illustration, we have shown the amount to be transferred from the Pension Reserve Fund to the Pension Fund to meet the estimated Cost of Benefits for each year. If there are sufficient assets in the Pension Fund to meet the Cost of Benefits, this transfer is optional.

Breakouts

	Total	All Others	Housing	Light	Cable	Water	Sewer	Custodians	School Employees
(1) Participants									
(a) Actives	591	172	10	30	30	13	3	22	311
(b) Inactives	115	26	1	4	11	4	0	6	63
(c) Retirees and Beneficiaries	197	109	2	19	2	7	2	19	37
(d) Disabled Retirees	30	23	0	2	0	1	0	2	2
(e) Total	933	330	13	55	43	25	5	49	413
(2) Payroll of Active Participants	\$22,460,537	\$9,315,569	\$477,618	\$2,158,392	\$1,626,031	\$656,597	\$135,811	\$1,017,522	\$7,072,997
(3) Normal Cost									
(a) Total Normal Cost	2,552,044	1,130,309	42,489	295,408	165,864	64,152	10,045	109,201	734,576
(b) Expected Employee Contributions	1,853,530	775,229	36,283	164,518	141,519	53,320	10,733	83,973	587,955
(c) Administrative Expenses	120,000	53,148	1,998	13,890	7,799	3,016	472	5,135	34,541
(d) Net Employer Normal Cost (a) - (b) + (c)	818,514	408,228	8,204	144,780	32,144	13,848	(216)	30,363	181,162
(4) Actuarial Accrued Liability	91,059,541	52,761,633	1,630,898	13,736,492	3,016,037	3,084,719	562,497	5,534,861	10,732,405
(5) Assets*	64,467,201	36,551,801	1,107,011	11,093,459	2,197,493	2,093,827	381,808	3,756,921	7,284,880
(6) Unfunded Actuarial Accrued Liability (4) - (5)	26,592,340	16,209,832	523,887	2,643,032	818,544	990,891	180,689	1,777,940	3,447,526
(7) Amortizations*	2,670,407	1,627,794	52,609	265,414	82,198	99,505	18,145	178,541	346,201
(8) Total Required Employer Contributions (3d) + (7)	3,488,921	2,036,022	60,813	410,194	114,342	113,354	17,929	208,904	527,363
(9) Fiscal 2012 Cost	3,845,639	2,244,509	69,291	449,220	125,221	124,961	19,765	230,295	582,375
(10) Fiscal 2013 Cost	3,987,702	2,327,424	71,851	465,815	129,847	129,578	20,495	238,803	603,889
(11) Fiscal 2014 Cost	4,131,663	2,411,446	74,445	482,632	134,535	134,255	21,235	247,424	625,690
(12) Percentage of Total Cost	100.0%	58.4%	1.8%	11.7%	3.3%	3.2%	0.5%	6.0%	15.1%
(13) Funded Ratio	70.80%	69.28%	67.88%	80.76%	72.86%	67.88%	67.88%	67.88%	67.88%

* Allocation is based on the ratio of the Unfunded Actuarial Accrued Liability, adjusted for additional contributions.

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Engineer

0411

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$99,723	\$100,709	\$101,717	\$56,120	\$101,717	\$101,717	
510080 Sick Leave Plan II	\$0	\$1,169	\$0	\$1,169	\$0	\$0	
510100 Longevity	\$200	\$200	\$200	\$200	\$200	\$200	
Engineer PEA	\$99,923	\$102,078	\$101,917	\$57,489	\$101,917	\$101,917	
510010 S & W - Full Time	\$40,927	\$41,300	\$41,714	\$23,056	\$42,393	\$42,393	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$250	\$250	\$250	\$250	\$250	\$250	
Engineer S&C	\$41,177	\$41,550	\$41,964	\$23,306	\$42,643	\$42,643	
510000 Personnel Services	\$0	\$0	\$0	\$8,638	\$0	\$0	
510010 S & W - Full Time	\$268,650	\$274,483	\$257,930	\$143,175	\$344,302	\$245,133	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$3,340	\$2,073	\$0	\$3,602	\$0	\$0	
510090 Overtime	\$478	\$0	\$0	\$872	\$0	\$1,000	
510100 Longevity	\$1,300	\$1,100	\$1,100	\$1,100	\$1,150	\$1,150	
Engineer Other	\$273,768	\$277,656	\$259,030	\$157,386	\$345,452	\$247,283	
520010 Utility - Electricity	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$2,160	\$1,969	\$2,200	\$938	\$2,400	\$2,200	
520080 R & M - Equipment	\$108	\$9,576	\$4,000	\$230	\$4,500	\$4,500	
520100 Advertising & Binding	\$0	\$517	\$500	\$0	\$500	\$500	
520110 Hospital & Medical	\$0	\$0	\$0	\$0	\$0	\$0	
520220 Services-Not Classified	\$591	\$0	\$3,900	\$3,825	\$150	\$150	
540010 Automotive	\$1,387	\$1,341	\$3,500	\$1,081	\$3,000	\$3,000	
540030 Building	\$0	\$0	\$0	\$0	\$0	\$0	
540120 Clothing & Uniforms	\$0	\$0	\$0	\$0	\$0	\$0	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
540140 Books Periodicals Subs	\$0	\$0	\$250	\$0	\$250	\$250	
540150 Print Postage Stationary	\$1,088	\$695	\$750	\$928	\$750	\$750	
540170 Medical & Dental	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$1,091	\$1,371	\$1,200	\$921	\$1,500	\$1,500	
540230 Supplies - Not Classified	\$396	\$1,806	\$1,000	\$165	\$1,000	\$1,000	
540240 Small Tools & Misc Equip	\$0	\$0	\$50	\$0	\$50	\$50	
570010 Car Allowance/Mileage	\$3,645	\$3,606	\$3,700	\$2,100	\$3,700	\$3,700	
570020 Dues & Memberships	\$267	\$411	\$500	\$421	\$800	\$800	
570030 In State Travel	\$1,385	\$2,118	\$1,500	\$653	\$1,500	\$1,500	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$58	\$58	\$87	\$58	\$87	\$87	
Engineer OpEx	\$12,177	\$23,469	\$23,137	\$11,320	\$20,187	\$19,987	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	
Engineer Equip	\$0	\$0	\$0	\$0	\$0	\$0	
570750 Storm Water Management St	\$50	\$0	\$16,734	\$0	\$0	\$0	
Engineering SepAp	\$50	\$0	\$16,734	\$0	\$0	\$0	
510000 Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	
Engineer LocalS	\$0	\$0	\$0	\$0	\$0	\$0	
Engineer	\$427,094	\$444,752	\$442,783	\$249,501	\$510,200	\$411,831	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: ENGINEERING

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Perreault, Jack								E		37.50	\$1,948.61	52.20	\$101,717.44	\$101,717.44
Rebovich, Annette	PAT-10							E	\$21.74	37.50	\$815.25	52.00	\$42,393.00	\$42,393.00
Castagna, Walter	PAT-16							E	\$29.97	40.00	\$1,198.80	52.00	\$62,337.60	\$62,337.60
McCullen, Dan	PAT-19							E	\$35.19	40.00	\$1,407.60	52.00	\$73,195.20	\$73,195.20
Rahmati, Jonathan	PAT-20							E	\$37.13	40.00	\$1,485.20	52.00	\$77,230.40	\$77,230.40
Stone, Brad	PAT-17							E	\$31.62	40.00	\$1,264.80	52.00	\$65,769.60	\$65,769.60
Wilson, Kristen	PAT-17							E	\$31.62	40.00	\$1,264.80	52.00	\$65,769.60	\$65,769.60
													\$344,302.40	
													Offset By Fees	\$99,169.20
														\$245,133.20

Longevity Payments

Name	Amount
Perreault, Jack	\$250
Rebovich, Annette	\$250
Castagna, Walter	\$350
McCullen, Dan	\$300
Rahmati, Jonathan	\$300
Stone, Brad	\$200
Wilson, Kristen	\$0
LONGEVITY TOTAL	\$1,650

FTE's 7.00

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Engineering

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520040	Utility - Telephone	Cell phone costs for town engineer and land line costs for department	\$2,400	\$2,200
520080	R & M Equipment	Cover costs to keep various engineering department equipment under repair and good order	\$4,500	\$4,500
540010	Automotive	Fund costs associated with keeping vehicles for field staff under repair	\$3,000	\$3,000
570010	Car Allowance/Mileage	Car allowances for town engineer (\$300/mo); mileage reimbursement for staff	\$3,700	\$3,700
570030	In State Travel	Cover costs associated with professional improvement and association programs throughout the year	\$1,500	\$1,500

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Highway

0421

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$82,377	\$83,191	\$84,025	\$46,358	\$84,025	\$84,025	
510080 Sick Leave Plan II	\$1,578	\$1,610	\$0	\$1,610	\$0	\$0	
510100 Longevity	\$450	\$450	\$450	\$450	\$450	\$450	
Highway PEA	\$84,405	\$85,251	\$84,475	\$48,418	\$84,475	\$84,475	
510010 S & W - Full Time	\$39,013	\$39,668	\$39,600	\$22,016	\$40,238	\$40,238	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$1,409	\$1,517	\$0	\$1,401	\$0	\$0	
510090 Overtime	\$122	\$130	\$400	\$72	\$400	\$400	
510100 Longevity	\$150	\$213	\$213	\$213	\$238	\$238	
Highway S&C	\$40,694	\$41,527	\$40,213	\$23,701	\$40,876	\$40,876	
510010 S & W - Full Time	\$425,779	\$374,088	\$429,979	\$197,197	\$647,779	\$439,051	
510030 S & W - Temporary	\$33,030	\$60,765	\$30,446	\$22,919	\$30,662	\$30,000	
510080 Sick Leave Plan II	\$873	\$873	\$0	\$2,027	\$0	\$0	
510090 Overtime	\$122,627	\$137,802	\$130,000	\$57,808	\$130,000	\$130,000	
510100 Longevity	\$1,875	\$1,750	\$1,875	\$1,550	\$1,675	\$1,675	
510110 Work Incentive Program	\$200	\$100	\$150	\$150	\$100	\$100	
510160 Extra Duty	\$0	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Highway Other	\$584,384	\$575,378	\$592,449	\$281,651	\$810,216	\$600,826	
520010 Utility - Electricity	\$18,158	\$17,541	\$18,500	\$8,772	\$18,500	\$18,500	
520020 Utility - Natural Gas	\$10,102	\$12,136	\$12,000	\$2,412	\$13,000	\$12,000	
520040 Utility - Telephone	\$7,422	\$7,186	\$7,000	\$2,304	\$7,000	\$7,000	
520060 Utility - Water	\$238	\$241	\$350	\$112	\$350	\$350	
520070 Utility - Sewer	\$154	\$157	\$240	\$60	\$240	\$240	
520080 R & M - Equipment	\$37,074	\$51,636	\$49,900	\$26,348	\$50,000	\$50,000	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
520090 R & M - Building	\$19,036	\$5,482	\$15,000	\$4,107	\$15,000	\$15,000	
520100 Advertising & Binding	\$900	\$988	\$1,000	\$535	\$1,000	\$1,000	
520110 Hospital & Medical	\$0	\$274	\$500	\$0	\$500	\$500	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$22,342	\$18,737	\$24,258	\$21,018	\$26,500	\$25,000	
520140 Rental of Equipment	\$173,576	\$297,775	\$300,000	\$39,600	\$350,000	\$300,000	
520180 Asphalt&Bit Contractors	\$54,847	\$53,498	\$85,000	\$14,360	\$80,000	\$80,000	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540010 Automotive	\$130,913	\$116,151	\$144,800	\$91,253	\$140,000	\$140,000	
540030 Building	\$7,178	\$1,615	\$10,000	\$7,193	\$10,000	\$10,000	
540050 Sand, Stone & Gravel	\$33,249	\$43,123	\$35,000	\$7,458	\$35,000	\$35,000	
540060 Salt & Chemicals	\$366,584	\$309,925	\$350,000	\$132,598	\$350,000	\$350,000	
540070 Asphalt & Bit Materials	\$16,442	\$27,072	\$30,000	\$22,649	\$30,000	\$30,000	
540080 Pipe Fittings	\$2,500	\$405	\$4,500	\$10,107	\$4,500	\$4,500	
540100 Seed, Loam & Fertilizer	\$79	\$946	\$500	\$2,434	\$500	\$500	
540110 Public Safety	\$15,618	\$20,937	\$18,000	\$10,588	\$18,000	\$18,000	
540120 Clothing & Uniforms	\$4,859	\$4,984	\$7,058	\$3,465	\$9,484	\$5,000	
540140 Books Periodicals Subs	\$0	\$0	\$200	\$0	\$200	\$200	
540150 Print Postage Stationary	\$0	\$625	\$200	\$0	\$200	\$200	
540170 Medical & Dental	\$1,330	\$330	\$1,500	\$580	\$1,500	\$1,500	
540190 Custodial Supplies	\$190	\$2,173	\$1,500	\$68	\$1,500	\$1,500	
540220 Office Supplies	\$280	\$483	\$500	\$159	\$500	\$500	
540230 Supplies - Not Classified	\$0	\$243	\$100	\$0	\$100	\$100	
540240 Small Tools & Misc Equip	\$7,687	\$4,369	\$8,150	\$5,017	\$7,500	\$7,500	
570020 Dues & Memberships	\$588	\$618	\$850	\$261	\$850	\$850	
570030 In State Travel	\$1,235	\$592	\$1,000	\$322	\$1,000	\$1,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$2,656	\$2,103	\$3,200	\$2,163	\$3,200	\$3,200	
570090 Damage Claims Reimbs	\$2,651	\$1,154	\$2,500	\$224	\$2,500	\$2,500	
570180 Other - Not Classified	\$2,362	\$2,064	\$3,000	\$1,043	\$3,000	\$3,000	
Highway OpEx	\$940,249	\$1,005,561	\$1,136,306	\$417,211	\$1,181,624	\$1,124,640	
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	

	<u>ACTUAL</u> <u>2010</u>	<u>ACTUAL</u> <u>2011</u>	<u>REVISED</u> <u>BUDGET</u> <u>2012</u>	<u>EXPENDED</u> <u>TO DATE</u> <u>2012</u>	<u>DEPARTMENT</u> <u>REQUEST</u> <u>2013</u>	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> <u>2013</u>	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> <u>2013</u>
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	
580320 Heavy Equipment	\$0	\$17,000	\$0	\$0	\$19,000	\$19,000	
Highway Equip	\$0	\$17,000	\$0	\$0	\$19,000	\$19,000	
570000 Other Charges & Expend	\$0	\$0	\$0	\$0	\$0	\$0	
MEMA Refund	\$0	\$0	\$0	\$0	\$0	\$0	
Highway	\$1,649,731	\$1,724,717	\$1,853,443	\$770,980	\$2,136,190	\$1,869,816	

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**Employee Roster
Fiscal Year 2013
REQUESTED**

Department: Highway

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total	
Knipe, John	DH 4							E	\$ 1,609.67	37.5		52.2	\$ 84,024.77	\$84,024.77	
Hemmendinger, Karin	PAT 10							E	\$ 21.74	18.75	\$ 407.63	52.0	\$ 21,196.50	\$21,196.50	
Nancy Jones	PAT 8							E	\$ 19.53	18.75	\$ 366.19	52.0	\$ 19,041.75	\$19,041.75	
												FTE's	1.00	\$40,238.25	
Rowley, Daniel	PAT 15							E	\$ 28.41	40.0	\$ 1,136.40	52.0	\$ 59,092.80	\$59,092.80	
Libbey, James	PAT 14							E	\$ 26.93	40.0	\$ 1,077.20	52.0	\$ 56,014.40	\$56,014.40	
Hayes, Edward	W-6							D	\$ 22.26	40.0	\$ 890.40	52.0	\$ 46,300.80	\$46,300.80	
Turner, James	W-7							D	\$ 23.37	40.0	\$ 934.80	52.0	\$ 48,609.60	\$48,609.60	
Currier, Kyle	W-7							D	\$ 23.37	40.0	\$ 934.80	52.0	\$ 48,609.60	\$48,609.60	
Whittemore, Andrew	W-6							D	\$ 22.26	40.0	\$ 890.40	52.0	\$ 46,300.80	\$46,300.80	
Renaud, John	W-6	C	\$ 21.40	40	48.6	\$ 856.00	\$ 41,601.60	D	\$ 22.26	40.0	\$ 890.40	3.4	\$ 3,027.36	\$44,628.96	
Morin, Chad	W-6	B	\$ 20.55	40	38.8	\$ 822.00	\$ 31,893.60	C	\$ 21.40	40.0	\$ 856.00	13.2	\$ 11,299.20	\$43,192.80	
Repekta, Nicholas	W-6							D	\$ 22.26	40.0	\$ 890.40	52.0	\$ 46,300.80	\$46,300.80	
New Position #1	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60	
New Position #2	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60	
New Position #3	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60	
New Position #4	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60	
New Position #5	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60	
												FTE's	14.00	\$647,778.56	
Seasonal Employees															
New Position #1	W-6							A	\$ 19.59	40.0	\$ 783.60	12.8	\$ 10,030.08	\$10,030.08	
New Position #2	W-6							A	\$ 19.59	40.0	\$ 783.60	12.8	\$ 10,030.08	\$10,030.08	
Summer Laborer #1	M 7								\$ 10.04	40.00	\$ 401.60	13.20	\$ 5,301.12	\$5,301.12	
Summer Laborer #2	M 7								\$ 10.04	40.00	\$ 401.60	13.20	\$ 5,301.12	\$5,301.12	
Longevity															
Knipe, John			\$450.00			\$450.00									
Hemmendinger, Karin			\$175.00												
Nancy Jones			\$62.50			\$237.50									
Rowley, Daniel			\$125.00												
Currier, Kyle			\$125.00												
Libbey, James			\$250.00												
Hayes, Edward			\$200.00												
Repekta, Nicholas			\$125.00												
Turner, James			\$400.00												
Whittemore, Andrew			\$450.00			\$1,675.00									
										Total Departmental FIE's		17.00	FTE's	1.00	\$30,662.40

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**Employee Roster
Fiscal Year 2013
RECOMMENDED**

Department: Highway

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Knipe, John	DH 4							E	\$ 1,609.67	37.5		52.2	\$ 84,024.77	\$84,024.77
Hemmendinger, Karin	PAT 10							E	\$ 21.74	18.75	\$ 407.63	52.0	\$ 21,196.50	\$21,196.50
Nancy Jones	PAT 8							E	\$ 19.53	18.75	\$ 366.19	52.0	\$ 19,041.75	\$19,041.75
												FTE's	1.00	\$40,238.25
Rowley, Daniel	PAT 15							E	\$ 28.41	40.0	\$ 1,136.40	52.0	\$ 59,092.80	\$59,092.80
Libbey, James	PAT 14							E	\$ 26.93	40.0	\$ 1,077.20	52.0	\$ 56,014.40	\$56,014.40
Hayes, Edward	W-6							D	\$ 22.26	40.0	\$ 890.40	52.0	\$ 46,300.80	\$46,300.80
Turner, James	W-7							D	\$ 23.37	40.0	\$ 934.80	52.0	\$ 48,609.60	\$48,609.60
Currier, Kyle	W-7							D	\$ 23.37	40.0	\$ 934.80	52.0	\$ 48,609.60	\$48,609.60
Whittemore, Andrew	W-6							D	\$ 22.26	40.0	\$ 890.40	52.0	\$ 46,300.80	\$46,300.80
Renaud, John	W-6	C	\$ 21.40	40	48.6	\$ 856.00	\$ 41,601.60	D	\$ 22.26	40.0	\$ 890.40	3.4	\$ 3,027.36	\$44,628.96
Morin, Chad	W-6	B	\$ 20.55	40	38.8	\$ 822.00	\$ 31,893.60	C	\$ 21.40	40.0	\$ 856.00	13.2	\$ 11,299.20	\$43,192.80
Repekta, Nicholas	W-6							D	\$ 22.26	40.0	\$ 890.40	52.0	\$ 46,300.80	\$46,300.80
New Position #1	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60
New Position #2	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60
New Position #3	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60
New Position #4	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60
New Position #5	W-6	A	\$ 19.59	40	26	\$ 783.60	\$ 20,373.60	B	\$ 20.55	40.0	\$ 822.00	26.0	\$ 21,372.00	\$41,745.60
												FTE's	9.00	\$439,050.56
Seasonal Employees														
New Position #1	W-6							A	\$ 19.59	40.0	\$ 783.60	12.8	\$ 10,030.08	\$10,030.08
New Position #2	W-6							A	\$ 19.59	40.0	\$ 783.60	12.8	\$ 10,030.08	\$10,030.08
Summer Laborer #1	M-7								\$ 10.04	40.00	\$ 401.60	13.20	\$ 5,301.12	\$5,301.12
Summer Laborer #2	M-7								\$ 10.04	40.00	\$ 401.60	13.20	\$ 5,301.12	\$5,301.12
Temporary/Seasonal Labor														\$30,000.00
Longevity														
Knipe, John	\$450.00	\$450.00												
Hemmendinger, Karin	\$175.00													
Nancy Jones	\$62.50	\$237.50												
Rowley, Daniel	\$125.00													
Currier, Kyle	\$125.00													
Libbey, James	\$250.00													
Hayes, Edward	\$200.00													
Repekta, Nicholas	\$125.00													
Turner, James	\$400.00													
Whittemore, Andrew	\$450.00	\$1,675.00												
								Total Departmental FTE's		11.00		FTE's	0.00	\$30,000.00

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**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Highway

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520040	Utility - Telephone	To fund landline and cell phone expenses for highway supt & working foreman	\$7,000	\$7,000
520080	R&M - Equipment	General repairs to equipment	\$50,000	\$50,000
520130	Professional Services	Increase due to line painting and stripping now contractual	\$26,500	\$25,000
520140	Rental of Equipment	\$300,000 snow removal & roadside mowing; \$25,000 catch basin cleaning; \$25,000 sweeping to meet storm water permit	\$350,000	\$300,000
540010	Automotive	Costs associated with general vehicle repairs	\$140,000	\$140,000
540120	Clothing and Uniforms	Clothing and boot expenses for employees per contract; increase due to new hires	\$9,484	\$5,000
580320	Heavy Equipment	New sander body for Truck #4	\$19,000	\$19,000

**Snow and Ice Control Expenditures
Fiscal Year 2003 to Present**

1/20/2012

Item	Expended FY 2003	Expended FY 2004	Expended FY 2005	Expended FY 2006	Expended FY 2007	Expended FY 2008	Expended FY 2009	Expended FY 2010	Expended FY 2011	Average Last (4) Yrs
Rental of Equipment	\$216,248	\$125,000	\$298,306	\$129,526	\$82,428	\$189,388	\$200,755	\$161,795	\$279,865	\$207,951
Winter Sand	\$31,483	\$23,109	\$23,953	\$20,549	\$30,249	\$20,184	\$18,176	\$31,452	\$42,381	\$28,048
Salt & Chemicals	\$204,508	\$153,440	\$258,448	\$186,464	\$172,290	\$324,362	\$374,959	\$366,584	\$309,925	\$343,958
Sub Total	\$452,239	\$301,549	\$580,707	\$336,539	\$284,967	\$533,934	\$593,890	\$559,831	\$632,171	\$579,957
Overtime	\$185,837	\$127,651	\$202,729	\$126,648	\$110,233	\$178,791	\$143,157	\$122,627	\$137,802	\$145,594
Total	\$638,076	\$429,200	\$783,436	\$463,187	\$395,200	\$712,725	\$737,047	\$682,458	\$769,973	\$725,551

	Budget FY 2012	Expended To Date FY 2012	Request FY 2012	FM Recommen-
Rental of Equipment	\$250,000	\$12,992	\$300,000	\$250,000
Winter Sand	\$30,000	\$1,074	\$30,000	\$30,000
Salt & Chemicals	\$350,000	\$132,598	\$350,000	\$350,000
Sub Total	\$630,000	\$146,664	\$680,000	\$630,000
Overtime*	\$130,000	\$57,808	\$130,000	\$130,000
Total	\$760,000	\$204,472	\$810,000	\$760,000

	Budget	Spent	Balance	Percent Expended
Rental of Equipment	\$250,000	\$12,992	\$237,008	5%
Winter Sand	\$30,000	\$1,074	\$28,926	4%
Salt & Chemicals	\$350,000	\$132,598	\$217,402	38%
Sub Total	\$630,000	\$146,664	\$483,336	23%
Overtime*	\$130,000	\$57,808	\$72,192	44%
Total	\$760,000	\$204,472	\$555,528	27%

* Not all overtime is for Snow and Ice Control. Sum does not include S & W - Temporary account.

**TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget**

Street Lighting

0424

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
520010 Utility - Electricity	\$160,678	\$164,598	\$166,895	\$86,066	\$167,974	\$167,974	
Street Lighting OpEx	\$160,678	\$164,598	\$166,895	\$86,066	\$167,974	\$167,974	
Street Lighting	\$160,678	\$164,598	\$166,895	\$86,066	\$167,974	\$167,974	

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TOWN OF SHREWSBURY

Fiscal Year 2013

Operating Budget

Sewer

0440

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
510010 S & W - Full Time	\$45,135	\$45,756	\$46,214	\$25,498	\$46,214	\$46,214	
510100 Longevity	\$0	\$0	\$150	\$150	\$150	\$150	
Sewer PEA	\$45,135	\$45,756	\$46,364	\$25,648	\$46,364	\$46,364	
510010 S & W - Full Time	\$18,817	\$20,595	\$19,520	\$10,927	\$20,085	\$20,085	
510100 Longevity	\$0	\$0	\$100	\$100	\$100	\$100	
Sewer S&C	\$18,817	\$20,595	\$19,620	\$11,027	\$20,185	\$20,185	
510010 S & W - Full Time	\$166,617	\$167,017	\$212,665	\$117,613	\$216,372	\$216,372	
510030 S & W - Temporary	\$4,498	\$3,373	\$4,916	\$2,972	\$4,834	\$4,834	
510090 Overtime	\$54,263	\$54,392	\$60,000	\$29,545	\$62,000	\$60,000	
510100 Longevity	\$850	\$900	\$1,100	\$1,000	\$950	\$950	
510110 Work Incentive Program	\$200	\$150	\$0	\$50	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Sewer Other	\$226,428	\$225,832	\$278,681	\$151,180	\$284,156	\$282,156	
520010 Utility - Electricity	\$145,306	\$138,983	\$155,000	\$74,279	\$160,000	\$155,000	
520020 Utility - Natural Gas	\$1,804	\$2,233	\$2,000	\$2,006	\$4,000	\$4,000	
520030 Utility - Heating Oil	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$6,252	\$6,020	\$3,000	\$2,078	\$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	\$103,448	\$161,546	\$165,000	\$64,424	\$165,000	\$165,000	
520090 R & M - Building	\$362	\$1,528	\$2,000	\$3,175	\$2,500	\$2,500	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$10,600	\$31,718	\$11,843	\$15,271	\$250	\$250	
520140 Rental of Equipment	\$0	\$14,281	\$500	\$591	\$500	\$500	
520150 R & M - Public Property	\$342	\$0	\$1,000	\$1,090	\$1,000	\$1,000	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
520220 Services-Not Classified	\$0	\$0	\$1,000	\$500	\$1,000	\$1,000	
540010 Automotive	\$7,453	\$12,542	\$10,000	\$5,447	\$10,000	\$10,000	
540020 Oil & Fuel	\$380	\$1,675	\$500	\$1,440	\$1,000	\$1,000	
540030 Building	\$0	\$0	\$1,000	\$250	\$1,000	\$1,000	
540050 Sand, Stone & Gravel	\$298	\$0	\$500	\$341	\$500	\$500	
540060 Salt & Chemicals	\$18,585	\$12,242	\$85,000	\$15,080	\$126,000	\$126,000	
540070 Asphalt & Bit Materials	\$0	\$0	\$500	\$250	\$500	\$500	
540080 Pipe Fittings	\$13,274	\$5,397	\$19,775	\$13,023	\$15,000	\$15,000	
540100 Seed, Loam & Fertilizer	\$0	\$0	\$500	\$250	\$500	\$500	
540110 Public Safety	\$0	\$0	\$500	\$500	\$500	\$500	
540120 Clothing & Uniforms	\$1,455	\$2,447	\$2,000	\$2,140	\$2,000	\$2,000	
540140 Books Periodicals Subs	\$204	\$0	\$500	\$250	\$500	\$500	
540150 Print Postage Stationary	\$0	\$2,378	\$500	\$250	\$500	\$500	
540170 Medical & Dental	\$0	\$0	\$250	\$250	\$500	\$500	
540190 Custodial Supplies	\$3,862	\$4,345	\$4,000	\$3,968	\$5,000	\$5,000	
540220 Office Supplies	\$0	\$0	\$500	\$250	\$500	\$500	
540230 Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540240 Small Tools & Misc Equip	\$5,292	\$8,773	\$7,500	\$5,366	\$8,000	\$7,500	
540260 Public Works	\$0	\$0	\$0	\$0	\$0	\$0	
540330 Pump Parts & Maintenance	\$26,500	\$33,882	\$18,500	\$11,784	\$20,000	\$20,000	
570020 Dues & Memberships	\$230	\$60	\$750	\$500	\$750	\$750	
570030 In State Travel	\$180	\$150	\$750	\$640	\$1,000	\$1,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$29	\$0	\$250	\$250	\$300	\$250	
570090 Damage Claims Reimbs	\$3,556	\$0	\$65,000	\$35,000	\$75,000	\$50,000	
570180 Other - Not Classified	\$409	\$1,191	\$2,000	\$1,016	\$2,000	\$2,000	
Sewer OpEx	\$349,820	\$441,390	\$562,118	\$261,659	\$608,300	\$577,750	
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$50,000	\$0	
580070 Electrical & Mechanical	\$4,251	\$4,280	\$80,000	\$42,958	\$500,000	\$0	
Sewer Equip	\$4,251	\$4,280	\$80,000	\$42,958	\$550,000	\$0	
569910 Upper Blackstone District	\$12,933	\$16,635	\$27,908	\$23,921	\$25,000	\$25,000	
569920 Westboro Treatment Plant	\$2,155,785	\$2,521,229	\$3,692,452	\$3,192,125	\$4,643,902	\$4,643,902	
569950 Grafton Sewer Department	\$19,559	\$0	\$0	\$0	\$0	\$0	

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
585010 General Sewer Construction	\$0	\$0	\$0	\$0	\$0	\$0	
Sewer SepAp	\$2,188,277	\$2,537,864	\$3,720,360	\$3,216,046	\$4,668,902	\$4,668,902	
Sewer	\$2,832,728	\$3,275,716	\$4,707,143	\$3,708,517	\$6,177,907	\$5,595,357	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: Sewer

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Robert Tozeski	DH-5							E		37.50	\$1,770.66	26.10	\$46,214.23	\$46,214.23
Mary Budzinski	PAT-9							E	\$20.60	18.75	\$386.25	52.00	\$20,085.00	\$20,085.00
David Giannino	W-6							D	\$22.26	40.00	\$890.40	52.00	\$46,300.80	\$46,300.80
Larry Leone	W-6							D	\$22.26	40.00	\$890.40	52.00	\$46,300.80	\$46,300.80
Larry DiDio	W-6							D	\$22.26	40.00	\$890.40	52.00	\$46,300.80	\$46,300.80
Steven Olson	W-6							D	\$22.26	40.00	\$890.40	52.00	\$46,300.80	\$46,300.80
John Decillis	PAT-16							E	\$29.97	40.00	\$1,198.80	26.00	\$31,168.80	\$31,168.80

\$216,372.00

Longevity Payments

Name	Amount
Robert Tozeski	\$150
Mary Budzinski	\$100
Total	\$250
Mary Budzinski	\$100
Total	\$100
David Giannino	\$400
Larry Leone	\$300
Larry DiDio	\$250
Steven Olson	\$0
John Decillis	\$150
Total	\$1,100

FTE's 5.50

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Sewer

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520010	Utility - Telephone	Electrical costs for 37 pump stations	\$160,000	\$155,000
520020	Utility - Natural Gas	Heating costs for 8 pump stations	\$4,000	\$4,000
520080	R&M - Equipment	General repairs to pump station equipment	\$165,000	\$165,000
540600	Salt & Chemicals	Bioxide is being used for odor control at Rolfe Avenue (\$65,500) and will be introduced at Arrowwood (\$15,500 for feed equipment & \$45,000 for chemical)	\$126,000	\$126,000
540080	Pipe Fittings	Piping and various parts used throughout the system	\$15,000	\$15,000
540190	Custodial Supplies	Cleaning supplied and degreasers for various stations	\$5,000	\$5,000
540240	Small Tools & Misc Equipment	Equipment for trucks and worksites	\$8,000	\$7,500
540330	Pump Parts & Maintenance	Inventory of pump seals & bearings and other miscellaneous station parts	\$20,000	\$20,000
580030	Passenger Cars	Replacement of truck #72	\$50,000	\$0
580070	Electrical & Mechanical	Replace motor control centers at Jordan and Harvey Place Stations	\$500,000	\$0
569910 & 569950	Upper Blackstone/Grafton Sewer	Intermunicipal agreements with UBWPCD & GSD	\$25,000	\$25,000
569920	Westborough Treatment Plant	61% of the proposed FY 2013 budget including debt service (see following pages)	\$4,643,902	\$4,643,902

NOTES

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TOWN OF WESTBOROUGH MASSACHUSETTS

WESTBOROUGH TREATMENT PLANT BOARD

TEL. 508-366-7615
FAX. 508-836-4396

238 TURNPIKE ROAD
WESTBOROUGH, MA 01581

Date: January 13, 2012

To: Jim Malloy, Town Coordinator
Westborough Finance Committee

From: Jack Goodhall, Engineer/Administrator

Re: Westborough Treatment Plant Board -
F/Y '13 Budget

cc: D. Morgado, Shrewsbury Town Manager
N. Khumalo, Hopkinton Town Manager
E. Carty, Hopkinton Sewer Supt.
R. Tozeski, Shrewsbury Sewer Supt.
L. Talbot, Westborough Town Accountant

RECEIVED
TOWN OF SHREWSBURY
12 JAN 17 AM 11:02
TOWN MANAGER'S OFFICE

Attached please find the F/Y '13 for \$4,286,250. that the Westborough Treatment Plant Board voted to approve at its January 11, 2012 Board Meeting.

FY 2013 BUDGET SUMMARY

11-Jan-12

Department: Westborough Dept. No. 64601
 Treatment Plant Dept. No. 64603
 Board

	FY12 Authorized	Proposed FY2013	Manager Recommendation
SALARIES/ WAGES	\$15,000	\$15,000	\$0
EXPENSES	4,105,200	\$4,271,250	\$0
TOTAL	\$4,120,200	\$4,286,250	\$0

* Most departments will need to list TWO main department numbers (salaries/wages and expenses.)

TOWN OF WESTBOROUGH
EXPENSES LEDGER
DEPARTMENTAL BUDGET PROPOSALS
ACCOUNT COMMENTS WORKSHEET
Westborough Treatment Plant Board
FY 13 dated 1/11/12

OBJECT#	COMMENTS OF EXPENSE LINE ITEMS
---------	--------------------------------

Summary
 FY '13, similar to FY'12, has been a difficult year to budget because of the variability of the CPI and PPI over the last couple of years, and the impact of the upgrade construction project will have on the budget.

This budget has been prepared as a preliminary estimate, with the intention of reanalyzing the operations portion of the budget once construction is complete, the new structures and equipment are fully operational. It may take a full year or two to really get a good idea of the impact of the new operations on the budget, especially because the reaction of the wastewater to the treatment varies with the weather and flows entering the plant, and given we have different treatment limits for summer and winter. As with FY'12, the electrical useage for FY'13 was prepared based upon input from the OPM, Design Engineer, and Veolia. Not all portions of the new system will be fully operational relative to use of electricity until early portion of calendar year 2012.

The budget is fronted by the Town of Westborough in accordance with the intermunicipal agreement. The town is reimbursed twice per fiscal year by the Towns of Shrewsbury and Hopkinton. The budget allocation is based upon the flow allallocation of treated wastewater. Last year the flow allocation was 34.48% Westborough, with the remaining 65.52% split as follows: 60.8% Shrewsbury and 4.72% Hopkinton. This is referenced on the Explanation of Estimated receipts.

The following is list of the changes from last year.

5211	Electricity	increase	53,750.00	from	983,000.00	to	1,036,750.00
5219	Legal services	decrease	(10,000.00)	from	35,000.00	to	25,000.00
5236	Contract Services	increased	122,300.00	from	3,055,700.00	to	3,178,000.00
	Net increase		166,050.00				

5201	Advertisement	500.00
------	----------------------	---------------

The WTPB occasionally needs to advertise items under the IPP Program.

5211	Electricity-	
	In FY 10 electrical useage was	4,145,400 0.1540 638,391.60
	FY11 Budget without Upgrade*	4,500,000
	FY11 Budget estimated due to Upgrade*	250,000
	FY 11 Budget	4,750,000 0.1540 731,500.00
	FY 11 Usage	4,511,800 0.1600 721,888.00
	FY12 Budget without Upgrade*	4,150,000
	FY12 Budget estimated due to Upgrade*	2,409,000
	FY 12 savings from Photovoltaic Array (9mos)	(178,000)
	FY 12 Budget	6,381,000 0.1540 982,674.00 983,000.00
	FY13 Budget without Upgrade*	4,150,000
	FY13 Budget estimated due to Upgrade*	2,409,000
	FY 13 savings from Photovoltaic Array	(237,500)
	FY 13 Budget	6,321,500 0.1640 1,036,726.00 1,036,750.00

* The construction project has added items which increase the useage. Most of the units are on line. However, the Phosphorus Treatment Building (PTB) and its units has not been placed into full time operation, only operation to perform the necessary tests, in an effort to save money and remain within budgeted expenditures and permit requirements. One month, when the PTB was operational, the plant experienced a usage of about 17,000 Kwhr/day. This is consistent with the budgeted usage.

The motors being installed are considered energy efficient, and rebates are being pursued for the applicable items. The energy efficiency of the new motors will result in a savings.

There is the likelihood that the Board will receive funds from selling Renewable Energy Credits (REC) for the solar energy generated. Mr. Malloy is pursueing this on behalf of the Board. However, it is expected the income from the REC will go into general fund, so it will not have a

TOWN OF WESTBOROUGH
EXPENSES LEDGER
DEPARTMENTAL BUDGET PROPOSALS
ACCOUNT COMMENTS WORKSHEET
Westborough Treatment Plant Board
FY 13 dated 1/11/12

OBJECT#	COMMENTS OF EXPENSE LINE ITEMS
---------	--------------------------------

direct impact on the Board's budget, only on the estimated receipts, once approved by the appropriate agencies and sold.

The electrical supply portion of the unit price has been 0.124 since the selectmen's office entered into a five year contract with the supplier. We are in the fourth year of the 5 year contract. The delivery unit price has been adjusted to 0.04 to reflect current rate, causing the increase in rate.

Electricity increase over this year:	FY 13	1,036,750.00
	FY 12	983,000.00
	Increase	53,750.00

5219	Professional Services	1,000.00
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The Board uses a consultant to advise it on applications for Industrial Discharge Connections within the three tributary towns.

Professional Services	FY 13	1,000.00
	FY 12	1,000.00
	Decrease	0.00

5219A	Legal Services	25,000.00
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Last year the value expended was 8,282.64

The average value over the previous 3 years has been \$24,382.26

This current FY we expect to receive the draft NPDES permit. The draft permit is long overdue. It is our understanding that EPA is working on it. But to date have not heard the status of when the draft will be issued. We are also scheduled to receive the final permit about 6 months after the draft. We do not know what the Phosphorus and/or other treatment requirements will be. If onerous (not in the best interests of the Towns' users), the Board may appeal. The last time the Board appealed, the Board's expenditures under legal budget was about 53,500 (included lawyers' technical consultants' fees). In keeping with the past this year's recommendation by the Fin Com Liaisons, the Board proposes that the Board use the average of the past three years for this item, and request additional funds from the Fin Com if an appeal occurs and if the funds are necessary.

Year	Expended	3 yr ave Proposed
FY 13		25,000.00
FY 12 to date	3,200+/-	
FY 11	8,282.64	24,382.26
FY 10	22,489.22	
FY 09	42,374.91	

Hi due to NPDES permit revision and upgrade bid issues / contract review.

Decrease from last year	FY 13	25,000.00
	FY 12	35,000.00
	Increase	(10,000.00)

5236	Contractual Services	
------	-----------------------------	--

Basic Contract:

We will be in the first year of the first option period in our contract with Veolia.

Veolia, for the past 20 years, as Veolia or its previous firm's names, has continuously operated the plant with less employees than industry standard. There are official rating tables (software published by NEIWPC) that are typically used to indicate plant staffing levels. Veolia has been able to operate at reduced levels with approval of the DEP because of the stellar plant performance. This reduced staffing level has saved the three towns significant money over the past 20 years.

TOWN OF WESTBOROUGH
EXPENSES LEDGER
DEPARTMENTAL BUDGET PROPOSALS
ACCOUNT COMMENTS WORKSHEET
 Westborough Treatment Plant Board
FY 13 dated 1/11/12

OBJECT#	COMMENTS OF EXPENSE LINE ITEMS
---------	--------------------------------

This past year we realized an increase of 5.62%. An increase of 4% was budgeted. The previous four years' increases were 2.05% FY11, -4.98% FY 10, 8.34 FY 09, and 1.25% FY 08. Previous to those years, the adjustment was somewhat consistent between 3.5% and 5.5%. This lack of consistency makes projecting this next year difficult.

The Sept values for CPI and PPI reflect an increase of 5.7%, reflecting consistency with the July The average increase over the last 8 years is 3.34 %.

This past year's increase would have been 2.7% if based upon annual figures for CPI and PPI.

The average of these three figures (5.62{FY 12}, 3.34{last 8 years}, and 2.7{Annual figures}) is 4.2.

It is proposed to use 4.2 % for the increase in the contract budget.

The current value of the contract is 2,691,181.55

The contract value increases annually based upon the July annual increase for CPI (92%) and PPI (8%).

FY 12 contract value = 2,691,181.55

FY 13 contract value estimated = Multiply FY12 by 1.042.

2,804,211.18

Basic Contract Value = 2,804,211.18

Additional Services:

The Board is currently treating for pH by adding lime to comply with the NPDES permit. The value of 100,000 is budgeted for the current year. Last year 130,000 was budgeted, but lime is less expensive than magnesium hydroxide, and the quantity slightly less.

100,000.00

It is expected that additional chemicals and iron salts will be needed to treat for phosphorus. There are chemicals that won't be needed as much. Projected net increase.

100,000.00

The additional treatment units are expected to require added personnel. This has been analyzed by the OPM. The official rating tables (software published by NEIWPC) indicated an additional 2.5 personnel should be budgeted. The OPM and Plant Manager discussed the findings, and agreed that one additional personnel, in conjunction with a SCADA consultant, is anticipated to fulfill the additional staffing demands. If the SCADA consultant does not fulfill the additional demand in staffing, the issue will be addressed under a future FY budget. If the need is too great, this may lead to the addition of a second person, specialized in SCADA, in a future year.

Personnel 90,000.00

SCADA (supervisory control and data acquisition) is the control system that monitors and controls the wastewater operations. It can be operated by trained plant staff. However, is need to be maintained by personnel specialized in SCADA systems. As noted above, we are proposing to hire the services of a SCADA consultant, versus hiring a specialized SCADA programmer.

SCADA Consultant 50,000.00

Estimated impact of Upgrade on Additional Services. 340,000.00 340,000.00

Septage:

Veolia, by contract, receives 30% of receipts (30% of \$50/1000gal, or \$15/1000 gal) for septage.

	Volume	Veolia's \$/1000	Veolia's \$
Actual FY 09 vol =	2,034,550	15.00	30,518.25
Actual FY 10 vol =	2,196,700	15.00	32,950.50
Actual FY 11 vol =	2,286,000	15.00	34,290.00
Budget FY 12 vol =	2,250,000	15.00	33,750.00
Proposed FY 13 vol =	2,250,000	15.00	33,750.00

Total say **3,178,000.00**

TOWN OF WESTBOROUGH
EXPENSES LEDGER
DEPARTMENTAL BUDGET PROPOSALS
ACCOUNT COMMENTS WORKSHEET
 Westborough Treatment Plant Board
FY 13 dated 1/11/12

OBJECT#	COMMENTS OF EXPENSE LINE ITEMS		
	Increase over this year	FY 13	3,178,000.00
		FY 12	3,055,700.00
		Increase	122,300.00
<div style="border: 1px solid black; height: 15px; background: repeating-linear-gradient(45deg, transparent, transparent 2px, black 2px, black 4px);"></div>			
5752	Plant Insurance		
	In FY 08, the value spent was		30,992.00
	In FY 09, the value spent was		29,299.00
	FY 10 spent		27,686.00
	FY 11 spent.		27,249.95
	FY12 Budgeted value		30,000.00
	FY12 spent to date		23,510.65
	Proposed value for FY 13		30,000.00
	Increase over this year	FY 13	30,000.00
		FY 12	30,000.00
		Increase	0.00
			30,000.00

**TOWN OF WESTBOROUGH
FY2012-2013 BUDGET WORKSHEETS
1/11/2012**

Account	Description	FY2011 Budgeted	FY2011 Expended	FY2012 Budgeted	FY2012 Expended 9/22/2011	FY2013 Dept Request	FY2013 Manager	FY2013 Adv Fin Comm
64601	SEWER TREATMENT PLANT SALARIES							
5101	SALARY-DEPARTMENT HEAD	\$1,800.00	\$1,800.00	\$1,800.00	\$900.00	\$1,800.00	\$0.00	\$_____
5102	SALARY-ASST & AGENT	\$13,080.00	\$13,080.00	\$13,200.00	\$6,600.00	\$13,200.00	\$0.00	\$_____
	TOTAL	\$14,880.00	\$14,880.00	\$15,000.00	\$7,500.00	\$15,000.00	\$0.00	\$_____
64603	SEWER TREATMENT PLANT EXPENSES							
5201	ADVERTISING	\$500.00	\$0.00	\$500.00	\$54.54	\$500.00	\$0.00	\$_____
5211	ELECTRICITY	\$693,000.00	\$638,067.62	\$731,500.00	\$281,780.65	\$1,036,750.00	\$0.00	\$_____
5219	PROFESSIONAL SERVICES	\$1,000.00	\$310.08	\$1,000.00	\$596.89	\$1,000.00	\$0.00	\$_____
5219A	LEGAL SERVICES	\$26,000.00	\$22,488.56	\$35,000.00	\$6,564.94	\$25,000.00	\$0.00	\$_____
5236	CONTRACTUAL SERVICES	\$2,760,000.00	\$2,625,581.86	\$2,845,000.00	\$1,500,288.49	\$3,178,000.00	\$0.00	\$_____
5752	PLANT INSURANCE	\$30,000.00	\$26,182.85	\$30,000.00	\$27,249.95	\$30,000.00	\$0.00	\$_____
	TOTAL	\$3,510,500.00	\$3,312,630.97	\$3,643,000.00	\$1,816,535.46	\$4,271,250.00	\$0.00	\$_____
	GRAND TOTAL	\$3,525,380.00	\$3,327,510.97	\$3,658,000.00	\$1,824,035.46	\$4,286,250.00	\$0.00	\$_____

FY 13 SALARIES AND WAGES REQUEST ¹⁴⁹

DEPT Westborough Treatment Plant Board

DEPT #

TYPE	NAME; TITLE; DATE IN GRADE	GRADE/ STEP	\$ RATE	HR/ WK	# WKS	TOTAL
5101	Board Members (6)					1,800.00
5102	Administrator/Engineer					13,200.00
TOTAL SALARY & WAGES						15,000.00

INSTRUCTIONS:

TYPE: Elected and Department Head-5101: Assistants and Agents-5103: Others-5104

WEEKS: Should total 52.4 weeks for each employee

OTHER: Seperate lines for special payment provisions (holiday, overtime, shift differential, incentives, ect.):OK to lump for department overall

EXAMPLE:

5104	Lisa Carr: General Clerk, June 18	H7/5	12.16	35	50.4	21,450.24
		H7/6	12.78	35	1.8	805.14
	Total				52.2	22,256.00

End Year	WWTP DEBT PROJECTIONS AS OF 12/22/2011		Estimates	Estimate	Estimate	Estimate	Estimate	Estimate
		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
2021	WWTF Assabet Collaborative = 17% for WTPB	\$3,455	\$3,466	\$3,312	\$3,195	\$3,746	\$3,608	\$3,471
2020	WWTF 1.675Mill Clarifiers	\$126,905	\$121,039	\$115,710	\$112,351	\$107,292	\$97,695	\$93,547
2026	WWTF Improvements 2.665 (wwtp = 714,600)	\$58,965	\$57,615	\$56,220	\$54,780	\$52,316	\$50,829	\$49,368
2021	WWTF WCMP = 68.3% FOR WTPB	\$7,949	\$6,623	\$6,530	\$6,530	\$6,530	\$6,530	\$6,530
2031	WWTP \$17,616,167 - WPAT @ 20Yr Borrow 2%	\$183,012	\$1,068,654	\$1,068,654	\$1,068,654	\$1,068,654	\$1,068,654	\$1,068,654
2032	WWTP \$28,026,537 - WPAT @ 20Yr Borrow - 2%	\$0	\$0	\$1,594,915	\$1,711,925	\$1,712,162	\$1,712,404	\$1,712,651
2031	FY11 Perm Borrow 11.8 (wwtp = 2,365,353)	\$38,590	\$200,290	\$194,254	\$189,374	\$184,724	\$178,154	\$173,876
	One Time Loan Origination	\$117,148	\$0	\$210,199	\$0	\$0	\$0	\$0
	Administrative WPAT Charges	\$13,212	\$25,975	\$66,908	\$66,053	\$61,141	\$58,170	\$55,139
	Total Capital Projects for W W T F	\$549,236	\$1,483,662	\$3,316,703	\$3,212,862	\$3,196,565	\$3,176,044	\$3,163,236

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Water

0450

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$45,481	\$45,756	\$46,214	\$25,497	\$46,214	\$46,214	
510080 Sick Leave Plan II	\$1,736	\$1,417	\$0	\$1,771	\$0	\$0	
510100 Longevity	\$300	\$300	\$150	\$150	\$150	\$150	
Water PEA	\$47,517	\$47,472	\$46,364	\$27,418	\$46,364	\$46,364	
510010 S & W - Full Time	\$60,233	\$62,391	\$61,234	\$33,983	\$62,478	\$62,478	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$0	\$799	\$0	\$815	\$0	\$0	
510090 Overtime	\$0	\$0	\$1,500	\$0	\$2,000	\$2,000	
510100 Longevity	\$500	\$250	\$350	\$350	\$350	\$350	
Water S&C	\$60,733	\$63,440	\$63,084	\$35,148	\$64,828	\$64,828	
510010 S & W - Full Time	\$348,773	\$349,351	\$300,176	\$168,802	\$313,176	\$313,176	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510030 S & W - Temporary	\$4,498	\$4,257	\$4,916	\$2,972	\$4,834	\$4,834	
510080 Sick Leave Plan II	\$698	\$976	\$0	\$1,575	\$0	\$0	
510090 Overtime	\$65,262	\$75,792	\$72,500	\$42,033	\$75,000	\$75,000	
510100 Longevity	\$2,900	\$2,750	\$2,650	\$2,800	\$2,550	\$2,550	
510110 Work Incentive Program	\$0	\$50	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Water Other	\$422,131	\$433,177	\$380,242	\$218,182	\$395,560	\$395,560	
520010 Utility - Electricity	\$150,687	\$134,211	\$150,000	\$77,835	\$150,000	\$150,000	
520020 Utility - Natural Gas	\$14,396	\$16,570	\$15,000	\$5,885	\$16,000	\$15,000	
520040 Utility - Telephone	\$10,226	\$10,003	\$12,057	\$4,598	\$13,000	\$12,000	
520080 R & M - Equipment	\$111,050	\$84,644	\$80,000	\$66,404	\$90,000	\$90,000	
520090 R & M - Building	\$9,115	\$34,194	\$10,000	\$2,500	\$20,000	\$20,000	
520100 Advertising & Binding	\$163	\$322	\$650	\$937	\$1,000	\$1,000	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
520120 Data Processing	\$0	\$0	\$0	\$208	\$0	\$0	
520130 Professional Services	\$7,828	\$60,744	\$92,438	\$53,323	\$85,000	\$85,000	
520140 Rental of Equipment	\$2,074	\$1,611	\$2,000	\$1,370	\$2,000	\$2,000	
520150 R & M - Public Property	\$5,034	\$6,882	\$25,000	\$10,000	\$45,000	\$45,000	
520220 Services-Not Classified	\$4,121	\$1,122	\$1,500	\$1,161	\$1,500	\$1,500	
540010 Automotive	\$27,438	\$27,595	\$35,000	\$21,890	\$40,000	\$35,000	
540020 Oil & Fuel	\$565	\$188	\$500	\$487	\$1,000	\$1,000	
540030 Building	\$1,777	\$730	\$10,000	\$2,500	\$10,000	\$10,000	
540050 Sand, Stone & Gravel	\$24,231	\$11,371	\$27,500	\$10,000	\$28,000	\$28,000	
540070 Asphalt & Bit Materials	\$15,705	\$31,133	\$50,000	\$19,742	\$50,000	\$50,000	
540080 Pipe Fittings	\$50,420	\$47,870	\$85,000	\$48,855	\$85,000	\$85,000	
540090 Water Meter Parts	\$2,142	\$1,601	\$6,500	\$2,500	\$6,500	\$6,500	
540100 Seed, Loam & Fertilizer	\$1,330	\$173	\$2,000	\$1,195	\$2,000	\$2,000	
540110 Public Safety	\$0	\$0	\$500	\$250	\$500	\$500	
540120 Clothing & Uniforms	\$5,853	\$6,354	\$6,000	\$5,717	\$6,000	\$6,000	
540140 Books Periodicals Subs	\$76	\$110	\$500	\$518	\$500	\$500	
540150 Print Postage Stationary	\$8,546	\$6,435	\$12,500	\$5,000	\$12,500	\$12,500	
540170 Medical & Dental	\$597	\$147	\$1,000	\$768	\$1,000	\$1,000	
540190 Custodial Supplies	\$3,497	\$2,262	\$4,000	\$2,222	\$5,000	\$5,000	
540220 Office Supplies	\$1,363	\$2,897	\$2,500	\$2,615	\$2,500	\$2,500	
540240 Small Tools & Misc Equip	\$14,332	\$22,839	\$15,000	\$16,237	\$17,500	\$17,500	
540260 Public Works	\$0	\$0	\$0	\$0	\$0	\$0	
540330 Pump Parts & Maintenance	\$939	\$5,424	\$5,000	\$2,500	\$6,000	\$6,000	
570020 Dues & Memberships	\$2,056	\$1,579	\$2,500	\$2,200	\$3,000	\$3,000	
570030 In State Travel	\$1,482	\$3,683	\$1,500	\$3,526	\$4,000	\$4,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$87	\$89	\$250	\$250	\$300	\$250	
570090 Damage Claims Reimbs	\$-500	\$327	\$26,000	\$26,000	\$2,500	\$1,000	
570180 Other - Not Classified	\$7,136	\$6,765	\$8,000	\$7,255	\$8,000	\$8,000	
570560 DEP Water Assessment	\$11,932	\$11,693	\$12,000	\$21,288	\$13,000	\$12,000	
Water OpEx	\$495,699	\$541,564	\$702,395	\$427,736	\$728,300	\$718,750	
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$40,000	\$0	
580070 Electrical & Mechanical	\$17,588	\$96,995	\$0	\$5,105	\$0	\$0	
580090 New Water Meters	\$156,276	\$6,295	\$224,331	\$124,927	\$250,000	\$0	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
580120 Equip - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Equip	\$173,864	\$103,290	\$224,331	\$130,032	\$290,000	\$0	\$0
510010 S & W - Full Time	\$107,851	\$108,666	\$107,950	\$60,256	\$109,699	\$109,699	\$109,699
510080 Sick Leave Plan II	\$1,195	\$1,195	\$0	\$1,219	\$0	\$0	\$0
510090 Overtime	\$17,560	\$20,654	\$25,000	\$10,951	\$26,000	\$26,000	\$26,000
520010 Utility - Electricity	\$40	\$0	\$0	\$29	\$0	\$0	\$0
520020 Utility - Natural Gas	\$229	\$44	\$1,000	\$0	\$6,000	\$6,000	\$6,000
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520080 R & M - Equipment	\$2,055	\$688	\$0	\$0	\$0	\$0	\$0
540060 Salt & Chemicals	\$448,825	\$474,198	\$506,250	\$275,799	\$537,250	\$526,500	\$526,500
580240 Water Treatment Ops	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water SepAp	\$577,755	\$605,445	\$640,200	\$348,254	\$678,949	\$668,199	\$668,199
Water	\$1,777,700	\$1,794,388	\$2,056,616	\$1,186,769	\$2,204,001	\$1,893,701	\$1,893,701

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Water

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520010	Utility - Electric	Electrical costs for well and booster stations	\$150,000	\$150,000
520020	Utility - Natural Gas	Heating for various buildings	\$16,000	\$15,000
520010	Utility - Telephone	For service lines including telemetry	\$13,000	\$12,000
520080	R&M - Equipment	General repairs to pump station equipment	\$90,000	\$90,000
520090	R&M - Building	Building maintenance including roof sealing at South Street and at Treatment Plant	\$20,000	\$20,000
520130	Professional Services	Lab analysis to meet DEP regulations; Water Conservation Program expenses; engineering services to deal with regulatory and/or system issues	\$85,000	\$85,000
520150	R&M - Public Property	For general improvements; fencing to be installed at Hillside, Browning & Oak Street locations to meet DEP regulations	\$45,000	\$45,000
540010	Automotive	General maintenance and repairs on vehicles and rolling stock	\$40,000	\$35,000
540030	Building	Various maintenance projects at pump station buildings	\$10,000	\$10,000
540050	Sand, Stone & Gravel	Materials to make trench repairs	\$28,000	\$28,000
540070	Asphalt & Bit Materials	Paving associated with trench repairs	\$50,000	\$50,000
540080	Pipe Fittings	Piping and various parts used throughout the system	\$85,000	\$85,000
540150	Print Postage Stationary	Printing and mailing expenses including annual report to customers mandated by DEP	\$12,500	\$12,500
540190	Custodial Supplies	Cleaning supplies for various properties	\$5,000	\$5,000
540240	Small Tools & Misc Equipment	Equipment for trucks and worksites	\$17,500	\$17,500
570030	In State Travel	Continuing education program to maintain all necessary licenses and certifications	\$4,000	\$4,000

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
570090	Damage Claims Reimbursements	To fund damage claim deductibles as necessary	\$2,500	\$1,000
570560	DEP Water Assessment	Assessment paid to DEP as mandated	\$13,000	\$13,000
580040	Trucks & Tractors	Replacement of truck #64	\$40,000	\$0
580090	New Water Meters	Ongoing replacement of water meters	\$250,000	\$0
09-510010	Treatment Plant Operations	Costs associated with the operating of the treatment plant (see following)	\$678,949	\$668,199

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Cemetery

0491

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$15,781	\$15,943	\$16,097	\$9,272	\$16,741	\$16,741	
Cemetery PEA	\$15,781	\$15,943	\$16,097	\$9,272	\$16,741	\$16,741	
510010 S & W - Full Time	\$7,425	\$7,425	\$7,575	\$7,575	\$7,725	\$7,725	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
Cemetery S&C	\$7,425	\$7,425	\$7,575	\$7,575	\$7,725	\$7,725	
510010 S & W - Full Time	\$28,616	\$28,523	\$29,075	\$15,034	\$27,334	\$27,334	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$655	\$1,114	\$0	\$0	\$0	\$0	
510090 Overtime	\$2,746	\$3,928	\$1,750	\$766	\$2,000	\$2,000	
510100 Longevity	\$0	\$125	\$125	\$0	\$0	\$0	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Cemetery Other	\$32,017	\$33,690	\$30,950	\$15,800	\$29,334	\$29,334	
520010 Utility - Electricity	\$302	\$268	\$0	\$138	\$0	\$0	
520020 Utility - Natural Gas	\$2,115	\$2,065	\$0	\$108	\$0	\$0	
520040 Utility - Telephone	\$325	\$273	\$0	\$57	\$0	\$0	
520060 Utility - Water	\$156	\$166	\$0	\$142	\$0	\$0	
520070 Utility - Sewer	\$59	\$4	\$0	\$2	\$0	\$0	
520080 R & M - Equipment	\$0	\$764	\$0	\$2,478	\$0	\$0	
520090 R & M - Building	\$2,302	\$411	\$0	\$0	\$0	\$0	
520100 Advertising & Binding	\$464	\$422	\$0	\$128	\$0	\$0	
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
520140 Rental of Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520150 R & M - Public Property	\$2,087	\$122	\$0	\$350	\$0	\$0	
520160 Removal Tree Trim, Rubbish	\$5,855	\$10,560	\$0	\$10,050	\$0	\$0	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
520220 Services-Not Classified	\$450	\$0	\$0	\$0	\$0	\$0	\$0
520810 Grounds Maintenance	\$49,251	\$32,814	\$49,000	\$37,000	\$45,000	\$45,000	\$45,000
540010 Automotive	\$1,378	\$0	\$0	\$124	\$0	\$0	\$0
540020 Oil & Fuel	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540030 Building	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540050 Sand, Stone & Gravel	\$0	\$10	\$0	\$0	\$0	\$0	\$0
540070 Asphalt & Bit Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540080 Pipe Fittings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540100 Seed, Loam & Fertilizer	\$60	\$778	\$0	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$0	\$85	\$0	\$0	\$0
540150 Print Postage Stationary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540190 Custodial Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$115	\$84	\$0	\$0	\$0	\$0	\$0
540230 Supplies - Not Classified	\$2,991	\$651	\$0	\$670	\$0	\$0	\$0
540240 Small Tools & Misc Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$118	\$118	\$0	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$260	\$738	\$0	\$115	\$0	\$0	\$0
Cemetery OpEx	\$68,288	\$50,248	\$49,000	\$51,448	\$45,000	\$45,000	\$45,000
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
Cemetery	\$123,511	\$107,307	\$103,622	\$84,094	\$98,799	\$98,799	\$98,799

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Cemetery

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
510010	S&W - Full Time	Salaries for (3) full time employees are shared with the Parks & Recreation Department. Snell (10.4 weeks), Giles (10 weeks), Rosiello (26 weeks)	\$51,800	\$51,800
520810	Grounds Maintenance	Weekly mowing and fall cleanup. Current contract ends in November of 2012	\$45,000	\$45,000

NOTES

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TOWN OF SHREWSBURY

Fiscal Year 2013

Operating Budget

Health

0510

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
510010 S & W - Full Time	\$8,447	\$375	\$0	\$0	\$0	\$0	
510020 S & W - Part Time	\$1,500	\$1,050	\$1,500	\$450	\$900	\$900	
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	
Health PEA	\$9,947	\$1,425	\$1,500	\$450	\$900	\$900	
510010 S & W - Full Time	\$38,609	\$39,055	\$39,601	\$21,906	\$38,155	\$38,155	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$125	\$200	\$163	\$0	\$63	\$63	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Health S&C	\$38,734	\$39,255	\$39,763	\$21,906	\$38,218	\$38,218	
510010 S & W - Full Time	\$50,274	\$47,798	\$51,678	\$20,756	\$0	\$0	
510020 S & W - Part Time	\$0	\$0	\$0	\$6,192	\$22,353	\$0	
510080 Sick Leave Plan II	\$0	\$356	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$318	\$0	\$235	\$0	\$0	
510100 Longevity	\$250	\$250	\$250	\$0	\$0	\$0	
Health Other	\$50,524	\$48,723	\$51,928	\$27,183	\$22,353	\$0	
520040 Utility - Telephone	\$1,083	\$1,126	\$1,000	\$347	\$1,000	\$600	
520050 Utility - Refuse Disposal	\$0	\$0	\$0	\$0	\$0	\$0	
520080 R & M - Equipment	\$0	\$0	\$100	\$0	\$100	\$100	
520100 Advertising & Binding	\$0	\$38	\$100	\$270	\$100	\$100	
520130 Professional Services	\$35,128	\$64,764	\$67,500	\$66,957	\$82,500	\$127,500	
520160 Removal Tree Trim, Rubbish	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$34	\$0	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$4,020	\$3,909	\$5,000	\$527	\$5,000	\$5,000	
540170 Medical & Dental	\$747	\$30	\$400	\$0	\$400	\$400	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
540220 Office Supplies	\$177	\$396	\$400	\$150	\$400	\$400	
540240 Small Tools & Misc Equip	\$591	\$1,700	\$500	\$132	\$500	\$500	
570010 Car Allowance/Mileage	\$3,600	\$2,498	\$3,600	\$1,460	\$1,680	\$0	
570020 Dues & Memberships	\$135	\$0	\$200	\$0	\$200	\$200	
570030 In State Travel	\$299	\$177	\$400	\$0	\$200	\$200	
Health OpEx	\$45,813	\$74,637	\$79,200	\$69,843	\$92,080	\$135,000	
580010 Office Equipment	\$235	\$0	\$0	\$0	\$0	\$0	
Health Equip	\$235	\$0	\$0	\$0	\$0	\$0	
520440 Landfill Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	
570490 Waste Collection Program	\$0	\$0	\$0	\$0	\$0	\$0	
Health SepAp	\$0	\$0	\$0	\$0	\$0	\$0	
Health	\$145,252	\$164,040	\$172,391	\$119,382	\$153,550	\$174,118	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: Board of Health

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total	
Board of Health Members (3 @ \$300)														\$900.00	
														\$900.00	
Michele Bauwens	PAT 10	D	\$20.80	37.50	4.80	\$780.00	\$3,744.00	E	\$21.74	37.50	\$815.25	47.20	\$38,479.80	\$42,223.80	
Kerry Stockwell	PAT 8	B	\$17.11	37.50	27.00	\$641.63	\$17,323.88	C	\$17.88	37.50	\$670.50	25.00	\$16,762.50	\$34,086.38	
														\$76,310.18	
														Building Inspector Board of Health	\$38,155.09 \$38,155.09
Matthew Armendo	PAT 14	B	\$23.60	18.00	38.20	\$424.80	\$16,227.36	C	\$24.66	18.00	\$443.88	13.80	\$6,125.54	\$22,352.90	
														FTE's	1.48
Town Manager Recommendation - Move sanitarian to City of Worcester via contractual services															
Matthew Armendo	PAT 14	B	\$23.60	18.00	38.20	\$424.80	\$16,227.36	C	\$24.66	18.00	\$443.88	13.80	\$6,125.54	\$22,352.90	

Longevity Payments

Name	Amount
Michele Bauwens	\$125 \$62.50
	\$125

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Board of Health

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520040	Utility -Telephone	To fund cellphone allowance for sanitarian and land lines for office	\$1,000	\$600
520130	Professional Services	Regional Health Director Services \$32,500; Restaurant Inspection Services \$20,000; Title V Inspector Services \$20,000; Critter Control \$5,000; Landfill Consultant \$5,000. Town Manager recommendation eliminates Restaurant Inspection Services and adds Regional Sanitation Services at \$65,000. Restaurant inspections will be done by sanitarian.	\$82,500	\$127,500
540150	Print Postage Stationary	General printing but includes annual recycling calendar mailing	\$5,000	\$5,000
570010	Car Allowance/Mileage	Vehicle allowance for part time sanitarian (\$140/mo)	\$1,680	\$0

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Council on Aging

0541

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$74,563	\$75,300	\$76,054	\$41,437	\$75,762	\$76,054	
510080 Sick Leave Plan II	\$1,428	\$1,457	\$0	\$583	\$0	\$0	
510100 Longevity	\$200	\$250	\$250	\$250	\$250	\$250	
Council on Aging PEA	\$76,191	\$77,007	\$76,304	\$42,269	\$76,012	\$76,304	
510010 S & W - Full Time	\$73,551	\$55,825	\$57,257	\$31,642	\$58,169	\$58,169	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$14,976	\$0	
510080 Sick Leave Plan II	\$633	\$574	\$0	\$732	\$0	\$0	
510100 Longevity	\$200	\$200	\$250	\$250	\$250	\$250	
Council on Aging S&C	\$74,385	\$56,599	\$57,507	\$32,624	\$73,395	\$58,419	
510020 S & W - Part Time	\$77,651	\$70,309	\$77,677	\$36,757	\$84,053	\$79,269	
Council on Aging Other	\$77,651	\$70,309	\$77,677	\$36,757	\$84,053	\$79,269	
520040 Utility - Telephone	\$2,393	\$2,474	\$3,180	\$2,014	\$3,180	\$2,600	
520080 R & M - Equipment	\$242	\$287	\$500	\$0	\$500	\$500	
520100 Advertising & Binding	\$213	\$0	\$50	\$0	\$50	\$50	
520110 Hospital & Medical	\$52	\$75	\$600	\$225	\$600	\$600	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540010 Automotive	\$0	\$244	\$100	\$0	\$100	\$100	
540140 Books Periodicals Subs	\$2,003	\$363	\$3,375	\$3,023	\$2,275	\$3,200	
540150 Print Postage Stationary	\$244	\$244	\$100	\$250	\$100	\$100	
540220 Office Supplies	\$1,524	\$2,132	\$1,750	\$812	\$1,750	\$1,750	
570010 Car Allowance/Mileage	\$3,970	\$4,277	\$6,000	\$2,640	\$5,500	\$5,500	
570020 Dues & Memberships	\$651	\$1,479	\$760	\$10	\$760	\$760	
570030 In State Travel	\$540	\$98	\$500	\$0	\$500	\$500	
Council on Aging OpEx	\$11,831	\$11,673	\$16,915	\$8,975	\$15,315	\$15,660	

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
Council on Aging	\$240,059	\$215,588	\$228,403	\$120,625	\$248,775	\$229,651	

**Employee Roster
Fiscal Year 2013
REQUESTED**

Department: Council on Aging

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total	FTE
Sharon Yager	DH-3							E		37.50	\$1,456.97	52.00	\$75,762.44	\$75,762.44	1.00
Cynthia Willis	PAT-8							E	\$19.53	37.50	\$732.38	52.00	\$38,083.50	\$38,083.50	1.00
Denise Buteau	PAT-9							E	\$20.60	18.75	\$386.25	52.00	\$20,085.00	\$20,085.00	0.50
												FTE's	1.50	\$58,168.50	
Driver #1	M5							4	\$15.87	14.50	\$230.12	52.20	\$12,012.00	\$12,012.00	0.39
Driver #2	M5							4	\$15.87	14.50	\$230.12	52.20	\$12,012.00	\$12,012.00	0.39
Driver #3	M5							4	\$15.87	14.50	\$230.12	52.20	\$12,012.00	\$12,012.00	0.39
Driver #4	M5							4	\$15.87	14.50	\$230.12	52.20	\$12,012.00	\$12,012.00	0.39
Driver #5	M5							4	\$15.87	14.50	\$230.12	52.20	\$12,012.00	\$12,012.00	0.39
Driver #6	M5							4	\$15.87	14.50	\$230.12	52.20	\$12,012.00	\$12,012.00	0.39
MOW #1	M3							3	\$11.93	7.00	\$83.51	52.20	\$4,359.22	\$4,359.22	0.19
MOW #2	M3							3	\$11.93	6.00	\$71.58	52.20	\$3,736.48	\$3,736.48	0.16
MOW #3	M3							3	\$11.93	6.00	\$71.58	52.20	\$3,736.48	\$3,736.48	0.16

Van #1	\$36,036.01
Van #2	\$36,036.01
MOW	\$11,832.17
	\$83,904.19

Longevity Payments

Name	Amount
Sharon Yager	\$250
Cynthia Willis	\$250
	\$500

Total FTE's	5.33	FTE's	2.83	\$83,904.19
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Formula Grant Employees

Donna Messier		\$9.25	13.00	\$120.25	52.00	\$6,253.00	\$6,630.00	0.35
Walter Rice	Request seeks to fund Outreach Coordinator from Salaries 02 not Formula Grant	\$16.00	18.00	\$288.00	52.00	\$14,976.00	\$14,976.00	0.48
Stacey Lavelly		\$14.00	18.00	\$252.00	52.00	\$13,104.00	\$13,104.00	0.48

FTE's 1.31

**Employee Roster
Fiscal Year 2013
RECOMMENDED**

Department: Council on Aging

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total	FTE
Sharon Yager	DH-3							E		37.50	\$1,456.97	52.20	\$76,053.83	\$76,053.83	1.00
Cynthia Willis	PAT-8							E	\$19.53	37.50	\$732.38	52.00	\$38,083.50	\$38,083.50	1.00
Denise Buteau	PAT-9							E	\$20.60	18.75	\$386.25	52.00	\$20,085.00	\$20,085.00	0.50
												FTE's	1.50	\$58,168.50	
Driver #1	M5							4	\$15.87	14.50	\$230.12	52.00	\$11,965.98	\$11,965.98	0.39
Driver #2	M5							4	\$15.87	14.50	\$230.12	52.00	\$11,965.98	\$11,965.98	0.39
Driver #3	M5							4	\$15.87	14.50	\$230.12	52.00	\$11,965.98	\$11,965.98	0.39
Driver #4	M5							4	\$15.87	14.50	\$230.12	52.00	\$11,965.98	\$11,965.98	0.39
Driver #5	M5							4	\$15.87	14.50	\$230.12	52.00	\$11,965.98	\$11,965.98	0.39
Driver #6	M5							4	\$15.87	14.50	\$230.12	52.00	\$11,965.98	\$11,965.98	0.39
MOW #1	M3							3	\$11.93	4.00	\$47.72	52.20	\$2,490.98	\$2,490.98	0.11
MOW #2	M3							3	\$11.93	4.00	\$47.72	52.20	\$2,490.98	\$2,490.98	0.11
MOW #3	M3							3	\$11.93	4.00	\$47.72	52.20	\$2,490.98	\$2,490.98	0.11

Van #1	\$35,897.94
Van #2	\$35,897.94
MOW	\$7,472.95
	\$79,268.83

Longevity Payments

Name	Amount
Sharon Yager	\$250
Cynthia Willis	\$250
	\$500

Total FTE's 5.14

FTE's 2.64 \$79,268.83

Formula Grant Employees

Donna Messier		\$9.25	13.00	\$120.25	52.00	\$6,253.00	\$6,630.00	0.35
Walter Rice	Request seeks to fund Outreach Coordinator from Salaries 02 not Formula Grant	\$16.00	18.00	\$288.00	52.00	\$14,976.00	\$14,976.00	0.48
Stacey Lavelly		\$14.00	18.00	\$252.00	52.00	\$13,104.00	\$13,104.00	0.48

FTE's 1.31

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Council on Aging

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520040	Utility -Telephone	To fund cellphone costs for COA vans and land lines for office	\$3,180	\$2,600
520140	Books Periodicals Subscriptions	Funds costs associated with software maintenance and motion picture licensing	\$2,275	\$3,200
570010	Car Allowance/Mileage	MOW drivers are paid \$5.00 daily mileage stipend. Also funds mileage reimbursement for staff.	\$5,500	\$5,500

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Veterans Benefits

0543

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
510010 S & W - Full Time	\$12,821	\$12,821	\$13,078	\$7,479	\$13,078	\$13,078	
Veterans Benefits PEA	\$12,821	\$12,821	\$13,078	\$7,479	\$13,078	\$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	\$163	\$137	\$300	\$29	\$200	\$200	
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520570 Regional Veterans Assessmer	\$5,690	\$5,167	\$6,079	\$0	\$6,079	\$6,079	
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$14	\$36	\$200	\$0	\$200	\$200	
570010 Car Allowance/Mileage	\$460	\$460	\$460	\$0	\$460	\$460	
570020 Dues & Memberships	\$0	\$0	\$0	\$0	\$0	\$0	
570030 In State Travel	\$0	\$0	\$0	\$200	\$0	\$0	
570080 Inspection Fees	\$0	\$0	\$0	\$0	\$0	\$0	
570130 Veterans Benefits	\$90,312	\$76,271	\$80,000	\$40,332	\$80,000	\$80,000	
Veterans Benefits OpEx	\$96,638	\$82,071	\$87,039	\$40,561	\$86,939	\$86,939	
Veterans Benefits	\$109,459	\$94,892	\$100,117	\$48,040	\$100,017	\$100,017	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Veterans Benefits

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520570	Regional Veterans Assessment	Funds benefit, telephone and other expenses associated with shared Veterans Agent (subject to change)	\$6,079	\$6,079
570130	Veterans Benefits	This funding is used to pay out benefits per law of the Commonwealth with eligible expenses 75% reimbursable.	\$80,000	\$80,000

TOWN OF SHREWSBURY

Fiscal Year 2013

Operating Budget

Commission on Disabilities

0549

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
520000 Purchase of Services	\$0	\$0	\$500	\$0	\$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	\$0	\$0	\$500	\$0	\$500	\$500	
Commission on Disabilities	\$0	\$0	\$500	\$0	\$500	\$500	

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Library

0610

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$90,616	\$91,512	\$92,428	\$50,995	\$92,074	\$92,074	
510100 Longevity	\$0	\$0	\$125	\$125	\$125	\$125	
Library PEA	\$90,616	\$91,512	\$92,553	\$51,120	\$92,199	\$92,199	
510010 S & W - Full Time	\$446,788	\$489,253	\$498,199	\$274,805	\$508,076	\$508,076	
510020 S & W - Part Time	\$176,762	\$160,133	\$172,881	\$97,498	\$196,792	\$188,968	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$2,154	\$2,290	\$0	\$2,367	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$2,525	\$2,350	\$2,388	\$2,263	\$2,775	\$2,775	
510240 Standby Pay	\$0	\$0	\$0	\$0	\$0	\$0	
Library S&C	\$628,228	\$654,026	\$673,468	\$376,933	\$707,643	\$699,820	
510010 S & W - Full Time	\$28,958	\$0	\$0	\$0	\$0	\$0	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510030 S & W - Temporary	\$10,351	\$18,451	\$20,862	\$10,660	\$35,802	\$27,210	
510080 Sick Leave Plan II	\$0	\$10	\$0	\$0	\$0	\$0	
510090 Overtime	\$5,334	\$235	\$0	\$0	\$0	\$0	
510100 Longevity	\$350	\$0	\$0	\$125	\$0	\$0	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Library Other	\$44,993	\$18,696	\$20,862	\$10,785	\$35,802	\$27,210	
520010 Utility - Electricity	\$44,235	\$54,469	\$48,000	\$29,631	\$0	\$0	
520040 Utility - Telephone	\$6,067	\$5,531	\$6,840	\$1,935	\$6,200	\$6,200	
520060 Utility - Water	\$891	\$895	\$1,000	\$370	\$0	\$0	
520070 Utility - Sewer	\$977	\$985	\$1,000	\$407	\$0	\$0	
520080 R & M - Equipment	\$9,251	\$5,802	\$6,150	\$3,788	\$7,475	\$5,475	
520090 R & M - Building	\$19,973	\$26,435	\$14,000	\$9,916	\$0	\$0	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
520100 Advertising & Binding	\$376	\$325	\$500	\$0	\$500	\$500	
520130 Professional Services	\$59,655	\$41,160	\$100,706	\$96,404	\$43,956	\$41,456	
520140 Rental of Equipment	\$1,549	\$1,366	\$2,500	\$0	\$1,000	\$1,000	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540010 Automotive	\$577	\$256	\$500	\$29	\$500	\$500	
540030 Building	\$11,822	\$49,962	\$0	\$0	\$0	\$0	
540120 Clothing & Uniforms	\$300	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$133,300	\$148,997	\$171,915	\$109,245	\$153,000	\$151,000	
540150 Print Postage Stationary	\$8,519	\$9,496	\$14,700	\$9,665	\$16,000	\$16,000	
540190 Custodial Supplies	\$2,073	\$3,160	\$3,000	\$2,942	\$3,200	\$3,200	
540200 Educational Supplies	\$655	\$815	\$1,000	\$60	\$1,200	\$1,200	
540220 Office Supplies	\$1,766	\$2,414	\$2,000	\$1,971	\$2,700	\$2,700	
540230 Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540270 Library Supplies	\$13,399	\$10,507	\$13,100	\$7,648	\$14,000	\$14,000	
570010 Car Allowance/Mileage	\$0	\$1,095	\$1,000	\$502	\$1,100	\$1,100	
570020 Dues & Memberships	\$0	\$1,157	\$1,000	\$130	\$1,200	\$1,200	
570030 In State Travel	\$0	\$0	\$0	\$0	\$0	\$0	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570180 Other - Not Classified	\$300	\$559	\$1,000	\$154	\$1,800	\$1,800	
Library OpEx	\$315,683	\$365,386	\$389,911	\$274,795	\$253,831	\$247,331	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580020 Computer Equipment	\$5,000	\$9,998	\$12,600	\$0	\$26,425	\$19,750	
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	
580120 Equip - Not Classified	\$0	\$0	\$2,102	\$0	\$55,820	\$0	
Library Equip	\$5,000	\$9,998	\$14,702	\$0	\$82,245	\$19,750	
Library	\$1,084,520	\$1,139,618	\$1,191,496	\$713,633	\$1,171,720	\$1,086,310	

**Employee Roster
Fiscal Year 2013
REQUESTED**

Department: Library

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Dolan, Ellen	DH-5E									37.50	\$1,770.66	52.00	\$92,074.32	\$92,074.32
													FTE	1.00
01061002-510010														
Alger, Deb	PAT 8							E	\$19.53	37.50	\$732.38	52.00	\$38,083.50	\$38,083.50
Barbour, Dan	PAT 11							E	\$22.93	37.50	\$859.88	52.00	\$44,713.50	\$44,713.50
Brown, George	PAT 17							E	\$31.62	37.50	\$1,185.75	52.00	\$61,659.00	\$61,659.00
Colby, Nancy	PAT 12							E	\$24.19	37.50	\$907.13	52.00	\$47,170.50	\$47,170.50
Creedon, Cynthia	PAT 9							E	\$20.60	37.50	\$772.50	52.00	\$40,170.00	\$40,170.00
Dashnaw, Linda	PAT 14							E	\$26.93	37.50	\$1,009.88	52.00	\$52,513.50	\$52,513.50
Haglund, Pat	PAT 14							E	\$26.93	37.50	\$1,009.88	52.00	\$52,513.50	\$52,513.50
Holtgreffe, Dennis	PAT 11							E	\$22.93	37.50	\$859.88	52.00	\$44,713.50	\$44,713.50
Martin, Sharon	PAT 11							E	\$22.93	37.50	\$859.88	52.00	\$44,713.50	\$44,713.50
Mayo, Deb	PAT 8							E	\$19.53	37.50	\$732.38	52.00	\$38,083.50	\$38,083.50
Rathnam, Haripriya	PAT 11	D	\$21.94	37.50	26.20	\$822.75	\$21,556.05	E	\$22.93	37.50	\$859.88	25.80	\$22,184.78	\$43,740.83
												FTE's	11.00	\$508,074.83
01061002-510020														
Berkey, Lori	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Brunell, Joan	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Cole, Penny	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Murphy, Marie	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Mustard, Sharma	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Zaleski, Brenda	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Boswell, Emily	PAT 6	C	\$16.07	19.00	28.00	\$305.33	\$8,549.24	D	\$16.79	19.00	\$319.01	24.00	\$7,656.24	\$16,205.48
Wentworth, Melissa	PAT 8	C	\$17.88	15.00	26.20	\$268.20	\$7,026.84	D	\$18.69	15.00	\$280.35	25.80	\$7,233.03	\$14,259.87
Kamrad, Mary	PAT 6	C	\$16.07	12.00	36.40	\$192.84	\$7,019.38	D	\$16.79	12.00	\$201.48	15.60	\$3,143.09	\$10,162.46
Kasperzak, Heather	PAT 6							E	\$17.55	4.00	\$70.20	52.00	\$3,650.40	\$3,650.40
Fallon, Judy	PAT 6							E	\$17.55	4.00	\$70.20	52.00	\$3,650.40	\$3,650.40
Sat Lunch Coverage	PAT 11							C	\$21.00	5.00	\$105.00	43.20	\$4,536.00	\$4,536.00
Children's Lib Asst	PAT 6	A	\$14.71	10.00	26.00	\$147.10	\$3,824.60	B	\$15.38	10.00	\$153.80	26.00	\$3,998.80	\$7,823.40
Electronic Research Asst	PAT 8	A	\$16.38	10.00	26.00	\$163.80	\$4,258.80	B	\$17.11	10.00	\$171.10	26.00	\$4,448.60	\$8,707.40
Seasonal Circ Aide	PAT 6							C	\$16.07	19.00	\$305.33	9.00	\$2,747.97	\$2,747.97
Seasonal Circ Aide	PAT 6							C	\$16.07	19.00	\$305.33	9.00	\$2,747.97	\$2,747.97
Tylock, Cindy	PAT 6	B	\$15.38	8.00	26.20	\$123.04	\$3,223.65	C	\$16.07	8.00	\$128.56	25.80	\$3,316.85	\$6,540.50
												FTE's	5.29	\$196,805.69
01061003-510030														
Pages	M1								\$9.18	75.00	\$688.50	52.00	\$35,802.00	\$35,802.00
													Totals Salaries (01/02/03 and Longevity	\$835,594.34

**Employee Roster
Fiscal Year 2013
REQUESTED**

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
													Total FTE's	17.29
Longevity Payments														
	Name	Amount												
	Dolan, Ellen	\$125.00	\$125.00											
	Alger, Deb	\$250.00												
	Brown, George	\$250.00												
	Barbour, Dan	\$125.00												
	Colby, Nancy	\$450.00												
	Creedon, Cynthia	\$250.00												
	Dashnaw, Linda	\$250.00												
	Haglund, Pat	\$200.00												
	Martin, Sharon	\$125.00												
	Mayo, Deb	\$300.00												
	Rathnam, Haripriya	\$125.00												
	Brunell, Joan	\$100.00												
	Cole, Penny	\$62.50												
	Murphy, Marie	\$100.00												
	Mustard, Sharma	\$62.50												
	Zaleski, Brenda	\$62.50	\$2,712.50											
	Berkey, Lori	\$62.50												
		\$2,775.00	\$2,837.50											

**Employee Roster
Fiscal Year 2013
RECOMMENDATION**

Department: Library

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Dolan, Ellen	DH-5E									37.50	\$1,770.66	52.00	\$92,074.32	\$92,074.32
													FTE	1.00
01061002-510010														
Alger, Deb	PAT 8							E	\$19.53	37.50	\$732.38	52.00	\$38,083.50	\$38,083.50
Barbour, Dan	PAT 11							E	\$22.93	37.50	\$859.88	52.00	\$44,713.50	\$44,713.50
Brown, George	PAT 17							E	\$31.62	37.50	\$1,185.75	52.00	\$61,659.00	\$61,659.00
Colby, Nancy	PAT 12							E	\$24.19	37.50	\$907.13	52.00	\$47,170.50	\$47,170.50
Creedon, Cynthia	PAT 9							E	\$20.60	37.50	\$772.50	52.00	\$40,170.00	\$40,170.00
Dashnaw, Linda	PAT 14							E	\$26.93	37.50	\$1,009.88	52.00	\$52,513.50	\$52,513.50
Haglund, Pat	PAT 14							E	\$26.93	37.50	\$1,009.88	52.00	\$52,513.50	\$52,513.50
Holtgreffe, Dennis	PAT 11							E	\$22.93	37.50	\$859.88	52.00	\$44,713.50	\$44,713.50
Martin, Sharon	PAT 11							E	\$22.93	37.50	\$859.88	52.00	\$44,713.50	\$44,713.50
Mayo, Deb	PAT 8							E	\$19.53	37.50	\$732.38	52.00	\$38,083.50	\$38,083.50
Rathnam, Haripriya	PAT 11	D	\$21.94	37.50	26.20	\$822.75	\$21,556.05	E	\$22.93	37.50	\$859.88	25.80	\$22,184.78	\$43,740.83
												FTE's	11.00	\$508,074.83
01061002-510020														
Berkey, Lori	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Brunell, Joan	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Cole, Penny	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Murphy, Marie	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Mustard, Sharma	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Zaleski, Brenda	PAT 8							E	\$19.53	19.00	\$371.07	52.00	\$19,295.64	\$19,295.64
Boswell, Emily	PAT 6	C	\$16.07	19.00	28.00	\$305.33	\$8,549.24	D	\$16.79	19.00	\$319.01	24.00	\$7,656.24	\$16,205.48
Wentworth, Melissa	PAT 8	C	\$17.88	15.00	26.20	\$268.20	\$7,026.84	D	\$18.69	15.00	\$280.35	25.80	\$7,233.03	\$14,259.87
Kamrad, Mary	PAT 6	C	\$16.07	12.00	36.40	\$192.84	\$7,019.38	D	\$16.79	12.00	\$201.48	15.60	\$3,143.09	\$10,162.46
Kasperzak, Heather	PAT 6							E	\$17.55	4.00	\$70.20	52.00	\$3,650.40	\$3,650.40
Fallon, Judy	PAT 6							E	\$17.55	4.00	\$70.20	52.00	\$3,650.40	\$3,650.40
Sat Lunch Coverage	PAT 11							C	\$21.00	5.00	\$105.00	43.20	\$4,536.00	\$4,536.00
Children's Lib-Asst	PAT 6	A	\$14.71	10.00	26.00	\$147.10	\$3,824.60	B	\$15.38	10.00	\$153.80	26.00	\$3,998.80	\$7,823.40
Electronic Research Asst	PAT 8	A	\$16.38	10.00	26.00	\$163.80	\$4,258.80	B	\$17.11	10.00	\$171.10	26.00	\$4,448.60	\$8,707.40
Seasonal Circ Aide	PAT 6							C	\$16.07	19.00	\$305.33	9.00	\$2,747.97	\$2,747.97
Seasonal Circ Aide	PAT 6							C	\$16.07	19.00	\$305.33	9.00	\$2,747.97	\$2,747.97
Tylock, Cindy	PAT 6	B	\$15.38	8.00	26.20	\$123.04	\$3,223.65	C	\$16.07	8.00	\$128.56	25.80	\$3,316.85	\$6,540.50
												FTE's	5.03	\$188,982.29
01061003-510030														
Pages	M1								\$9.18	57.00	\$523.26	52.00	\$27,209.52	\$27,209.52
													Totals Salaries (01/02/03 and Longevity	\$819,178.46

**Employee Roster
Fiscal Year 2013
RECOMMENDATION**

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
													Total FTE's	17.03
Longevity Payments														
Name			Amount											
Dolan, Ellen			\$125.00			\$125.00								
Alger, Deb			\$250.00											
Brown, George			\$250.00											
Barbour, Dan			\$125.00											
Colby, Nancy			\$450.00											
Creedon, Cynthia			\$250.00											
Dashnaw, Linda			\$250.00											
Haglund, Pat			\$200.00											
Martin, Sharon			\$125.00											
Mayo, Deb			\$300.00											
Rathnam, Haripriya			\$125.00											
Brunell, Joan			\$100.00											
Cole, Penny			\$62.50											
Murphy, Marie			\$100.00											
Mustard, Sharma			\$62.50											
Zaleski, Brenda			\$62.50			\$2,712.50								
Berkey, Lori			\$62.50											
			\$2,775.00			\$2,837.50								

			FY 2013 Department Request	FY 2013 Town Manager Recommend	Notes
Salary 01	510010	Director	\$92,074.00	\$92,074.00	
	510100	Longevity	\$125.00	\$125.00	
		Total	\$92,199.00	\$92,199.00	
Salary 02	510010	Full Time	\$508,076.00	\$508,076.00	Includes COLA and Steps provided in FY2012
	510020	Part Time	\$174,766.00	\$174,766.00	Includes COLA and Steps provided in FY2012. Seasonal aides listed separately below
	510020	Seasonal circ aides	\$5,496.00	\$5,496.00	One seasonal position provided in 2008 & 2010, at 19.5 hours per week for 13 weeks. Seeking 2 aides at 19 hours for 9 weeks for summer of 2013.
	510020	Part Time Children's Library Assistant	\$7,823.00	\$0.00	Provide PAT6 Aide in Children's Dept., at 10 hrs./wk., to assist with increased demand & provide further restoration of children's services
	510020	Part time Electronic Resources Assistant	\$8,707.00	\$8,707.00	Provide PAT8 Aide in Electronic Resources Dept., at 10 hrs./wk., to assist with growing technology services and needs
	510100	Longevity	\$2,775.00	\$2,775.00	
		Total	\$707,643.00	\$699,820.00	
Salary 03	510030	Library Pages	\$35,802.00	\$27,210.00	Requesting increase from 52 to 75 hours p/wk. Past high was 110 hours in FY2002. Circulation has increased 59% since then.
		Total	\$35,802.00	\$27,210.00	
Salaries 01-02-03			\$835,644.00	\$819,229.00	

Contractual Services

520010	Electricity	\$52,578.00	\$52,578.00	FY2011 actual was \$54,468
520040	Telephone	\$6,200.00	\$6,200.00	FY2011 actual was \$5,531: Outreach cell \$117, traditional line \$705, Centrex \$4,710. Need to add reimbursement for Director's cell \$540.
520060	Water	\$1,000.00	\$1,000.00	FY2011 actual was \$1,105
520070	Sewer	\$1,100.00	\$1,100.00	FY2011 actual was \$1,115
520080	Repair & Maintenance-Equipment (computer hardware and software)	\$7,475.00	\$5,475.00	Includes \$2,605 for service contract and software maintenance on 2 self-check units. \$140 annual fee for 2 new Aerohive Wi-Fi units. \$1000 for general software upgrades (antivirus, public station security software, etc.), and \$1,000 for Envisionware software for public PC management. \$3,000 reserved for computer hardware maintenance.
520090	Repair & Maintenance-Building	\$20,225.00	\$20,225.00	FY2011 actual was \$26,435. Adding annual window cleaning @ \$1,000
	HVAC controls \$1,575			
	Carpet cleaning \$1,500			
	Elevator inspection & repair \$1,900			
	HVAC filters \$5,600			
	Plumbing & maintenance \$1,680			
	Chemical Maintenance \$2,500			
	General Building R&M \$2,000			
	Roof repair \$800			
	Window cleaning 1/yr. \$1,000			
520100	Advertising & Binding	\$500.00	\$500.00	
520130	Professional & Technical Services - Public Buildings Cleaning Contracts	\$52,611.00	\$52,611.00	Night cleaning contract = \$19,000 Day service contract = \$34,661 plus \$500 for snow clearing and incidentals
520130	Professional & Technical Services - Library	\$43,956.00	\$41,456.00	Annual CWMARS membership (\$39,356) & CatExpress and other services(\$1,000) Total CWMARS = \$40,356 . Museum pass program and facilities booking software at \$2,100, Child, teen & adult programs at \$1,500.

FY 2013 Library Budget

		FY 2013 Department Request	FY 2013 Town Manager Recommend	Notes	
	520140	Rental of Equipment	\$1,000.00	\$1,000.00	reduced costs for postage machine (includes rental fee and supplies)
		Total Contractual Services	\$186,645.00	\$182,145.00	
Supplies & Materials	540010	Automotive	\$500.00	\$500.00	
	540030	Building Supplies	\$15,200.00	\$15,200.00	Various building supplies
	540140	Library Materials	\$153,000.00	\$151,000.00	\$10,000 increase to better address growing demand for e-books, will meet full MER.
	540150	Print Postage & Stationary	\$16,000.00	\$16,000.00	Increase to reflect increased postage rates
	540190	Custodial Supplies	\$3,200.00	\$3,200.00	FY2011 actual was \$3,160
	540200	Educational Supplies	\$1,200.00	\$1,200.00	FY2011 actual was \$1,185
	540220	Office Supplies	\$2,700.00	\$2,700.00	FY2011 actual was \$2,615
	540270	Library Supplies	\$14,000.00	\$14,000.00	
		Total Supplies & Materials	\$205,800.00	\$203,800.00	
Other Expenses	570010	Mileage	\$1,100.00	\$1,100.00	FY2011 actual was \$1,095
	570020	Dues & Memberships	\$1,200.00	\$1,200.00	FY2011 actual was \$1,157
	570180	Meetings, Workshops & Volunteer Recognition	\$1,800.00	\$1,800.00	FY2011 actual was \$1,240. Seek additional training funds to respond to decreased free training opportunities with changes to state
		Total Other Expenses	\$4,100.00	\$4,100.00	
		Expenses 04-05-06	\$396,545.00	\$390,045.00	
Equipment	580020	Computer upgrades & replacements	\$18,000.00	\$14,000.00	upgrade/replacement of 33% of computers, laptops and PCs, MIS estimate is \$1,000 per desktop workstation.
	580020	Ipad for staff and public function	\$8,425.00	\$5,750.00	15 Ipads, each with otterbox and screen shield- at MIS estimate of \$535 each,--plus one Kiosk security device at \$400, to be used for mobile reference and readers advisory service, for computer instruction.
	580120	1 multimedia browser bin	\$4,760.00	\$0.00	To accommodate expanding media collection and provide more suitable storage and browsing
	580120	Replace security system	\$8,000.00	\$0.00	33 year old system failing, causing many false alarms and repairs-
	580120	Replace concrete sidewalk along north side of building	\$10,500.00	\$0.00	Recommended by PB
	580120	Roof Repair	\$18,000.00	\$0.00	Roof repair and water proofing at elevator & mechanical room
	580120	carpet tile replacements	\$1,000.00	\$0.00	Request removed
	580120	8 arm chairs	\$5,560.00	\$0.00	Replace all arm chair seating in 1979 wing.
	580120	Public computer desks	\$8,000.00	\$0.00	Replace furniture used for public computer stations- providing 12 stations (desks or tables and seating)
		Total Equipment	\$82,245.00	\$19,750.00	
		Total 01 to 08	\$1,314,434.00	\$1,229,024.00	
		Amount To Be Transferred to Public Buildings	\$142,714.00	\$142,714.00	Indicates amounts to be transferred to Public Buildings
		FY 2013 Library Budget	\$1,171,720.00	\$1,086,310.00	
		Total 01 to 08	\$1,314,434.00	\$1,229,024.00	
		MAR is	\$1,228,946.00	\$1,228,946.00	
		Over(Under)	\$85,488.00	\$78.00	

Daniel J Morgado

From: Ellen Dolan
Sent: Wednesday, December 21, 2011 9:18 AM
To: Daniel J Morgado
Cc: lhogan@townisp.com
Subject: FY2013 Library Budget request
Attachments: Shrewsbury Public Library Strategic Plan of Service 2012-2016.doc; FY2013 Action Plan.doc

I am submitting the FY2013 Budget Request on behalf of the Board of Library Trustees of the Shrewsbury Public Library.

The Library Budget Request, submitted via the MUNIS system, meets the following objectives of the Board of Library Trustees:

1. Realizes the most essential goals of the Library's Strategic Plan of Service 2012-2016 and FY2013 Action Plan. (Copies attached)
2. Seeks to add 5 hours per week to the service schedule, restoring total weekly hours to 64 hours and allowing the building to open at 9:00 each morning. This would be accomplished via broader implementation of self-check service and increases in Library Page hours and part-time staffing in the Children's Room and the electronic resources/adult services area. NOTE, Saturday summer hours and Sunday fall and winter hours are now funded entirely through donor support.
3. Seeks to provide a new Children's Library Assistant PAT6 position at 10 hours per week, to help respond to growing demand and to support the early literacy goals cited in the Strategic Plan of Service.
4. Seeks to provide a new Library Assistant PAT8 position in the Electronic Resources/Adult Services area, at 10 hours per week to assist with growing demand for IT maintenance and direct service to patrons.
5. Seeks to provide one additional seasonal Circulation Aide PAT6 position. Last year we had one seasonal aid for 19 hours per week, for 9 weeks. In FY2013 we hope to have one aide in the children's room and one aide at the main service desk, to help us better manage the spike in demand and increased activities and programs during summer months
6. Increased cooperation between schools and public library, to optimize use of town resources.
7. Meets the Materials Expenditure and Hours Open requirements of the State Aid to Public Libraries/Certification Program.
8. We expect that we will need to submit a waiver request for our FY2013 Municipal Appropriation Requirement (MAR) for state certification of our public library. The requested budget is approximately \$58,000 below our current MAR. With the transfer of facility funds to the Public Buildings Department budget in 2013, our MAR will be adjusted accordingly. The past three years of the library's financials will be assessed to create a new MAR that excludes facility funds from the calculation. I will be working with Mr. Cox and the MBLC staff on this process this first year of our new assessment. State Certification provides the following benefits:
 - a. Library State Aid (estimated to be approximately \$35,000 in FY2013)
 - b. Continued borrowing and Inter-library Loan privileges for Shrewsbury residents at other libraries of the Commonwealth.
 - c. Continued eligibility for federal and state grant programs.
 - d. Continued eligibility for funding under the Massachusetts Public Library Construction Program, including the \$7.9 Million grant approved in 2010.

Thank you for your kind consideration of this FY2013 Library Budget Request

Ellen M. Dolan, Library Director
Shrewsbury Public Library
609 Main Street
Shrewsbury, MA 01545
P 508-841-8537
F 841-8540
edolan@th.ci.shrewsbury.ma.us

SHREWSBURY PUBLIC LIBRARY

FY 2013 ACTION PLAN

*Based on the Shrewsbury Public Library
Strategic Plan of Service 2012-2016*

This action plan is based on the Shrewsbury Public Library's Strategic Plan of Service developed in 2011, which was developed using the American Public Library Association's planning model entitled Strategic Planning for Results. This planning model embraces the idea that planning for library services cannot be based on national or regional standards or cookie cutter models, but instead must be grounded in careful consideration of local issues and needs. The process solicited input from more than 700 individuals, both inside and outside the library with:

- Focus group meetings with Library administrators, staff and Trustees
- Extensive guidance from an eleven-member Community Planning Committee (CPC), representing various sectors and interests in the community. The role of the CPC was to advise the Board of Library Trustees on appropriate service priorities for coming years.
- A community survey mailed to every residence in Shrewsbury, distributed in the Library and Senior Center, as well as on the Library website.
- Review of demographic data from Central Mass Regional Planning Commission and the latest US Census data

The CPC ultimately selected the following Library service priorities as those best suited to meet the needs of our community.

1. Stimulate the Imagination: Reading Viewing or Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want it and will have the help they need to make choices among the options.

2. Provide a Welcoming Environment: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

3. Create Young Readers: Early Literacy

Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

4. Understand How to Find, Evaluate and Use Information: Information Literacy

Residents will know when they need information to resolve an issue or answer question and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

5. Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

6. Celebrate Diversity: Cultural Awareness

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

These six service priorities were translated into strategic initiatives for library service for fiscal years 2012 through 2016. Each year, these strategic initiatives guide the development of an Action Plan for the coming fiscal year, which in turn serves as a guide for budget priorities.

Action Plan for FY2013

STRATEGIC INITIATIVE 1: Provide Resources To Stimulate The Imagination.

Goal 1: Provide collections that stimulate the Imagination: for Reading, Viewing and Listening for Pleasure

User Benefit: Residents who want materials to enhance their leisure time will find what they want, when and where they want it and will have the help they need to make choices among

User Benefit: Residents who want materials to enhance their leisure time will find what they want, when and where they want it and will have the help they need to make choices among the options.

Strategies:

1.1 Improve display and arrangement of popular collections

FY2013 Action Plan

- Improve display shelving for media items, to facilitate easy browsing by patrons
- Seek funding for one new browser unit for games and other non-print media
- Remove book shelving stack which currently holds non-print media and move to new browser unit

1.3 Introduce Pilot Collection of E-readers for public circulation

FY2013 Action Plan

- Seek Funding from Friends of Library for 5 new e-readers,
- Purchase variety of most current models
- Provide staff training
- Introduce for public loans
- Provide public training

1.4 Expand downloadable e-book collection

FY2013 Action Plan

- Assess usage patterns of current e-book collection
- Seek additional funding for new e-book purchases, without diminishing print collection spending any further.

- Investigate various vendors and models that would better serve patrons needs and usage patterns.
- Deploy new collection through website
- Advertise new collection
- Provide training on use of various e-book collections, with emphasis on pre-booked individual sessions.

1.6 Conduct reader's advisory training for staff

FY2013 Action Plan

- Identify training options for low cost training in this area. Consider MLS Trainers
- Identify training goals with consultant, emphasizing use of online tools
- Implement training

STRATEGIC INITIATIVE 2: Provide a Welcoming Environment, in physical and virtual spaces

Goal 2: Provide physical and virtual spaces that encourage interaction, support community and offer quiet respite.

User Benefit: Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read, and will have open and accessible virtual spaces that support networking.

STRATEGIES:

2.1 Improve public parking

FY2013 Action Plan

- Seek funding to develop stairs (with appropriate lighting) to join two lots
- Install stairwell and lighting
- Move staff parking to lower lot
- Arrange for snow removal and general maintenance of stairs
- Advertise availability of two lots to public

2.2 Improve public computing spaces

FY2013 Action Plan

- Seek funding to replace furniture for public access computers
- Provide new furniture that provides more individual work space, comfortable seating and various work heights

2.3 Provide coffee or café service

FY2013 Action Plan

- Provide appropriate furniture for new Keurig donated by vendor, for providing self-service coffee service
- Develop business model recommendation for Friends of the Library for coffee service, with the intent of breaking even on supply and material costs
- Assess service for future planning

2.4 Provide better and more abundant public seating and tables

FY2013 Action Plan

- Seek funding to replace 8 low arm chairs in 1979 wing.

2.6 Expand self-check availability and other technology enhancements to improve user satisfaction

FY2013 Action Plan

- Provide two additional self-check stations
- Determine most viable and user-friendly locations
- Continue to assess reallocation of staff resources or modification of roles to capitalize on any efficiency provided by fuller implementation of self-check service.

2.7 Assess website usability

FY2013 Action Plan

- Assign task of assessing website usability to Technology Leadership Team
- Assess and implement appropriate recommendations of Technology Leadership Team, with in house, town and contract services as appropriate.

2.8 Promote online resources and services

FY2013 Action Plan

- *See new goal under initiative 4.*

2.9 Create Technology Life Cycle Plan

FY2013 Action Plan

- Consult with Town MIS Director and integrate town's technology life cycle plan into library budgeting and technology deployment plans.
- Follow workstation specifications and recommendations of town MIS department

- Integrate plan components into budget process

New Strategic Initiative: Provide network server to integrate all public access stations

FY2013 Action Plan

- Work with Town MIS Director to identify specifications for consulting contract on design of integrated server
- Seek funds for contract design services
- Work with MIS staff , Technology Resources Librarian and contract consultant to develop plan to deploy server for public service network

STRATEGIC INITIATIVE 3: Create Young Readers: Early Literacy

Goal 3: Provide Children from birth to five, and their parents, caregivers and educators collections, programs and services needed to develop early literacy skills.

User Benefit: Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

STRATEGIES:

3.4 Reintroduce school visits and develop strong ties to educators of young children
Reintroduce school visits and develop strong ties to educators of young children

FY2013 Action Plan

- Children's Services Staff will contact schools whose students cannot walk to library for annual visits (i.e. Coolidge and Floral Street Schools) to determine interest in annual school visits by SPL Librarians
- Provide annual visits to interested schools, providing a program that introduces library resources to students and educators and promotes card registration for both

3.9 Develop program to acquaint caregivers and educators to early literacy resources

FY2013 Action Plan

- Create new Early Literacy Bags with materials focusing on the five identified pre-literacy skills of singing, talking, reading, playing and writing for loan to parents and educators
- Children's staff will attend training on introducing parents and educators to new understanding of pre-literacy skills development

- Provide public programming to introduce new resources to parents and educators.

3.11 Develop story hour and book talk programs to distribute via local public access and in downloadable format

FY2013 Action Plan

- Assess legal issues regarding reading of copyrighted books on programs for distribution via public access television
- Develop program that adequately addresses copyright concerns, by either determining legality of reading copyrighted materials on public access shows or by selecting pre-copyright materials for "Old Time Favorites" story hour show
- Create and distribute monthly story time shows on Shrewsbury Media Connection

STRATEGIC INITIATIVE 4: Provide Services to Help Users Understand How to Find, Evaluate and Use Information: Information Literacy

Goal 4: Provide the services and resources people need to understand how to find, evaluate and use information effectively. Provide services and resources for development of information literacy skills.

User Benefit: Residents will know when they need information to resolve an issue or answer questions and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

STRATEGIES:

4.2 Create portable computer lab to facilitate improved and expanded technology instruction

FY013 Action Plan

- CHANGE IN GOAL - no longer seek laptop, instructor software and equipment and storage devices. Implement more minimal and flexible approach using iPads
- Make use of existing meeting space
- Purchase iPads, security cases and protective screens
- Convert current technology training curricula from lecture to "hands-on" format
- Introduce computer training series using new devices
- Develop small outreach program for technology training, at such locations as Senior Center, assisted living centers, etc.

4.5 Provide staff training on developing effective reference interview skills

FY2013 Action Plan

- Identify low cost options for training services (Mass Regional Library System, trade services with colleagues, etc.)
- Develop plan for training all library staff on effective reference interview skills, with emphasis on appropriate times to refer questions to reference staff
- Implement training
- Assess results of training via staff interview and user survey

New Goal related to existing Strategic Initiative 4- Create programs, collections and services for patrons seeking career and job information

FY2013 Action Plan

- Assess current online resources to support patrons seeking job and career information
- Assess options for new online tools to support patrons seeking job and career information
- Develop plan for improving job and career services
- Create advisory group to develop service goals and plans
- Seek funding to support this new initiative
- Develop supporting print and electronic collections
- Train staff on these new job and career tools
- Designate space on library website to highlight new services, web tools and collections
- Provide related programming for users
- Promote new services

STRATEGIC INITIATIVE 5: Provide Services to Satisfy Curiosity and Encourage Lifelong Learning.

Goal 5: Provide the services and resources people need to satisfy interests and curiosities and learn throughout their lives

User Benefit: Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

5.2 Create formalized collection development policy, with emphasis on responding to demand for popular materials and formats

FY2013 Action Plan

- Adult Services Work group will create draft of updated collection Development policy focusing on adult and teen collections, to serve as model for children's services

- Develop and integrate section on children's collections with Children' Services Staff
- Provide opportunity for staff review on final draft
- Present draft policy to Board of Library Trustees for approval
- Train all staff on new policy

5.4 Develop programs and services that encourage discovery and learning for all ages.

FY2013 Action Plan

- Assumes receipt of grant from National Endowment for the Arts application developed in FY2012
- Convene Big Read planning committee in FY2013
- Develop project schedule, program series and marketing plan, that emphasizes lifelong learning and cultural understanding themes identified in Goal 6
- Implement community reading project in FY2013

STRATEGIC INITIATIVE 6: Provide Services to Celebrate Diversity and Develop Cultural Awareness.

Goal 6: Provide programs and services that promote appreciation and understanding of personal heritage and the heritage of others in community.

User Benefit: Residents will have programs and services that promote appreciation and understanding of personal heritage and the heritage of others in community.

STRATEGIES

6.3 Provide programs that encourage users to learn about other cultures within the community; i.e. community fairs, music, literature, cooking, arts or other programs that allow exploration of the practices and customs of others.

FY2013 Action Plan

- Conduct four adult programs during FY2013 that encourage understanding of other cultures, two highlighting traditional ethnic groups in Shrewsbury, two highlighting newer ethnic groups
- Conduct four children's programs promoting cultural understanding
- Conduct one teen program promoting cultural understanding.
- Advertise availability of library sponsored programs via publications and media used by area religious institutions, cultural organizations or ethnic associations, in addition to library newsletter and other media outlets.

NOTES

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Shrewsbury Public Library Strategic Plan of Service 2012 through 2016

Library Service
Focused on Community Needs

Approved by Board of
Library Trustees 9-28-2010

Our Planning Process and Team

In June 2010 the board of Library Trustees undertook a strategic planning process, based on the Public Library Association's planning model entitled Strategic Planning for Results, 2008 edition. This planning model embraces the idea that planning for library services cannot be based on national or regional standards or cookie cutter models, but instead must be grounded in careful consideration of local issues and needs.

As part of this planning process, the Trustees launched a proactive information gathering process that ultimately solicited input from more than 700 individuals, both inside and outside the library. The process included

- Focus group meetings with Library administrators, staff and Trustees
- Establishment of a Community Planning Committee (CPC), consisting of eleven members representing various sectors and interests in the community, led by Library Planning Consultant Carolyn Noah of Noah & Associates. The CPC's role was to advise the Board of Library Trustees on the appropriate service priorities the library should focus on in coming years
- Consideration of the results of community survey conducted as part of Building Program Statement development process, which preceded this planning work. The survey was mailed to every residence in Shrewsbury, distributed in the Library and on the library website. Drop off locations included the Library, the Town Clerk's office and the Senior Center. Over 600 responses were received
- Review of demographic data from Central Mass Regional Planning Commission and the latest US Census data

Community Planning Committee Members

- Suchitra Agrawal, member of India Society of Worcester
- Erin Canzano, member of the Shrewsbury School Committee
- Jeff Chin, Executive Director of Shrewsbury Youth & Family Services
- John Concordia, Member of the Council on Aging Board
- James Dupont, Manager of Shrewsbury Federal Credit Union
- Patricia Forts, Senior Director of Strategic Planning, Fallon Community Health Plan
- Lauren McShane, Graduate student
- Wendy Morin, Vice President of Human Resources, Central One Federal Credit Union
- Susan Nerkowski, frequent library use
- Dennis Holtgreffe, Electronic Resources Librarian and Library staff representative
- Carol Borgatti Cullen, Library Trustee, Shrewsbury Public Library Foundation Board Member and Trustee Board Representative

The Shrewsbury Public Library greatly appreciates the guidance and contributions, as well as the generous time given by CPC members. Throughout the process, we have recognized the important role these partners played in this effort. We are grateful for their thoughtful consideration throughout the planning process-- and for their sound recommendations for library service in the coming years.

Work of the Community Planning Committee

The CPC began their work by considering community needs, with a focus group activity led by planning consultant Carolyn Noah. The CPC identified the following strengths, weaknesses, opportunities and threats facing Shrewsbury.

Internal Conditions

STRENGTHS

Strong school system /global focus/inclusivity
 Diversity
 Low tax rates
 Spirit of Shrewsbury
 Interagency partnerships
 Safety
 Friends of Library, Senior Center
 Strong town services
 Spirit of Shrewsbury
 Growing population
 Beautiful
 Rte. 9 improvements
 Park and lake
 Caring ethical town people
 Safety
 Available housing
 Library online tutoring

WEAKNESSES

Need more businesses
 Fast growth – can't meet expenses
 Budget constraints
 Residents not as engaged as we'd like
 Town not as cohesive as we'd like
 No activity after 9 pm, no money made after 9 pm
 Underdeveloped parks and lakefront
 Little available land
 Sleepy for teens, YAs
 Challenge to get local information out
 Change in character as farms disappear
 Not everyone is online

External Conditions

OPPORTUNITIES

Location – easy to access, easy commute
 Colleges and students as resources
 Tech savvy area
 UMass
 Biomedical center
 Worcester as model for activities
 Grant opportunities
 Corridor 9 Chamber of Commerce
 Regional airport

THREATS

Economy and shifting priorities
 State and federal budgets
 Malls around Shrewsbury
 Unfunded mandates
 Asian long horned beetle
 Health crises
 Charter schools
 Industry failures

Regional interdependence
Price of gas for commuters
State government ethics
Gambling

The CPC then identified the following community visions and desirable outcomes for Shrewsbury

- Lower tax rate
- Library facility improvements and parking
- Strong school system
- Better town recreation facilities
- More online databases/services
- Recognition of town's stronger identification with Metrowest
- Development of Route 9
- More cultural activities
- Services for non-English speakers
- Improved access to town resources
- Access to college prep programs, Job Center
- Improved childcare resources
- Digital literacy
- Formal and informal adult education
- Opportunities for youth to become leaders
- More family activities
- Shrewsbury is a leader in green technology
- Opportunities to celebrate cultures and religions
- More programming and outreach
- Better physical access for walking, bikes, businesses
- Programming to promote local history appreciation

Next, the CPC assessed current demographic information, and received input from the Library Board of Trustees, Library staff and administrators

The next step was for the CPC to decide which service priorities, of the 18 service priority descriptions offered by the Planning for Results model, would best meet the needs of Shrewsbury. To help with that decision, the CPC employed the following criteria:

- Is the library suited to meet the identified need?
- Are other organizations working to meet the need?
- Should the library partner with others?
- Should the library lead?
- Are there short term or long term implications?
- Do we have the political backing and will to follow through?
- Does the activity complement or extend current activities?
- Does the choice serve the greatest number of people?
- Does the choice make good use of scarce resources?
- Does it satisfy identified community needs or demands?

After careful consideration of community needs, community demographics and feedback from Library officials, the CPC selected the following Library service priorities as those best suited to our community needs and desired outcomes.

1. Stimulate the Imagination: Reading Viewing or Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want it and will have the help they need to make choices among the options.

2. Provide a Welcoming Environment: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

3. Create Young Readers: Early Literacy

Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

4. Understand How to Find, Evaluate and Use Information: Information Literacy

Residents will know when they need information to resolve an issue or answer question and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

5. Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

6. Celebrate Diversity: Cultural Awareness

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

These six service priorities will guide the Library in developing the strategic initiatives for library service during fiscal years 2012 through 2016.

Our Mission

In a welcoming environment, with diverse materials, programs and services, the mission of the Shrewsbury Public Library is to stimulate the imagination, nurture literacy in young children, empower people to find and use information, encourage lifelong learning, and support our evolving community.

Our Values

SPL is Focused on Customer Needs

- We are responsive to user requests
- We encourage staff to anticipate user needs and emerging service trends
- We encourage our creative and skilled staff to be innovative in responding to the needs of the community
- We provide a diverse selection of programs, services and materials to meet user needs
- We strive to provide friendly personalized and flexible service
- We plan for the future and work continually to improve our services, programs and collections to ensure that we meet the changing needs of our users

SPL Supports Access for All

- We believe information, services and collections should be available to all
- We believe that the library must have materials, programs and collections that represent divergent views, that we must serve both the minority and the majority
- We provide robust online services and keep pace with advances in technology as a means to assure broad access
- We provide diverse formats and delivery methods to assure access for all

SPL is Community Centered

- We take pride in the library's role as an integral part of the community
- We work together with the community to serve the interests of all people
- We value our town's diversity and reflect that diversity in our services, programs and collections
- We strive to make all users feel welcomed
- We encourage cooperation with other agencies and individuals in the community
- We recognize that community support is vital to our mission

SPL Respects Library Users, Library Staff and the Community

- We provide the highest quality services possible with the resources available
- We strive to tailor services to individual needs
- We pledge to maintain privacy and confidentiality
- We treat all people fairly
- We communicate openly and reliably with our staff, our users and our community
- We make efficient and effective use of funding
- We value staff skills, experience and passion for their work

STRATEGIC INITIATIVES GOALS & ACTIVITIES

With FY2012 Action Plan

Included for Select Goals

STRATEGIC INITIATIVE 1: Provide Resources To Stimulate The Imagination.

Goal 1: Provide collections that stimulate the Imagination: for Reading, Viewing and Listening for Pleasure

User Benefit: Residents who want materials to enhance their leisure time will find what they want, when and where they want it and will have the help they need to make choices among the options.

Strategies:

1.1 Improve display and arrangement of popular collections

FY2012 Action Plan

- a. Reorganize and rearrange collections and furniture in 1979 wing to better promote popular materials
- b. Improve shelving and collection displays to better market library materials
- c. Acquire new display units for games and other non print media
- d. Develop annual display plan based on collections deemed most responsive to popular demand, and create and maintain monthly materials displays
- e. Dedicate staff time for developing marketing and display skills,

1.2 Improve wait time for holds on popular materials

FY2012 Action Plan

- a. Review current practices on holds and duplicate copy acquisitions
- b. Investigate practices in other libraries and research library literature
- c. Develop purchasing policies and practices that support shorter wait times for holds and provide more duplicate copies on shelves for library users.

1.3 Introduce Pilot Collection of E-readers for public circulation

1.4 Expand downloadable eBook collection

FY2012 Action Plan (for 1.3 & 1.4)

- a. Review practices and policies for e-reader loans at other libraries
- b. Assess digital rights issues and develop list of recommended devices for pilot collection
- c. Confirm funding for e reader equipment
- d. Confirm funding for e-book content
- e. Develop policies and procedures for loan of e-readers
- f. Conduct staff training on basic use of e-readers
- g. Introduce pilot collection of e-readers
- h. Conduct public training for use of libraries e-content
- i. Market availability of e-readers and e-content
- j. Monitor and evaluate e-reader equipment, usage patterns and customer satisfaction with pilot devices
- k. Develop permanent purchasing plans for e-readers
- l. Continue marketing service

1.5 Expand downloadable audio collection

- a. Assess usage patterns of current downloadable audio collection
- b. Reallocate funds for purchasing additional e-audio content
- c. Investigate standing order plan options
- d. Purchase additional e-audio content
- e. Promote new e-audio content
- f. Provide instruction on using e-audio content

1.6 Conduct reader's advisory training for staff

1.7 Provide listening and viewing stations for public

1.8 Explore community partnerships to expand & broaden library programming

1.9 Expand online services and collections

STRATEGIC INITIATIVE 2: Provide a Welcoming Environment, in physical and virtual spaces

Goal 2: Provide physical and virtual spaces that encourage interaction, support community and offer quiet respite.

User Benefit: Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read, and will have open and accessible virtual spaces that support networking.

STRATEGIES:

2.1 Improve public parking

FY2012 Action Plan

- a. Investigate and confirm offsite parking arrangements for library staff
- b. Develop and implement policy for offsite staff parking
- c. Reconfirm all offsite parking agreements for overflow public parking
- d. Advertise overflow parking availability

2.2 Improve public computing spaces

2.3 Provide coffee or café service

FY2012 Action Plan

- a. Investigate options for providing coffee and pastry service on weekends, via contract or arrangements with other interested parties
- b. Introduce pilot weekend coffee service during FY2012
- c. Assess impact of library use and facility, via customer and staff survey
- d. Develop café service proposal for Board of Trustee consideration
- e. Implement long term plans for weekend coffee service at library by close of FY2012
- f. Develop plan for expanded service in FY2013

- 2.4 Provide better and more abundant public seating and tables
- 2.5 Secure professional marketing services to produce marketing materials (video, brochures, etc.) to introduce library to hesitant or non-users
- 2.6 Expand self-check availability and other technology enhancements to improve user satisfaction

FY2012 Action Plan

- a. Provide three additional self-check stations
 - b. Determine most viable and user-friendly locations
 - c. Examine ideas for reallocation of staff resources or modification of roles to capitalize on any efficiencies provided by self-check
 - d. Conduct promotional and educational campaign for self-check service
- 2.7 Assess website usability
 - 2.8 Promote online resources and services
 - 2.9 Create Technology Life Cycle Plan

FY2012 Action Plan

- a. Assess Technology Plan models and identify appropriate model to address staff and public technology needs
- b. Assess current technology equipment, infrastructure and service models
- c. Create plan for ongoing replacement and development, (with attention to appropriate deployment among all library departments (children's teens and adults)
- d. Integrate plan components into budget process,
- e. Assess public and staff satisfaction with technology services via user survey and modify technology plan accordingly
- f. Create dedicated budget line for technology equipment and services

STRATEGIC INITIATIVE 3: Create Young Readers: Early Literacy

Goal 3: Provide Children from birth to five, and their parents, caregivers and educators collections, programs and services needed to develop early literacy skills.

User Benefit: Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

STRATEGIES:

3.1 Restore delivery services to preschools

FY2012 Action Plan

- a. Determine staffing resources needed to reestablish outreach to preschool centers
- b. Assess current staffing and volunteer resources available for this effort
- c. Investigate additional funding sources for reinstating this service
- d. Create restoration plan and present to Board of Library Trustees consideration
- e. If approved, implement and market service

3.2 Assess first card policy and recommend appropriate modifications to Board of Trustees

FY2012 Action Plan

- a. Review existing Library Card Policy, with focus on encouraging registration of preschool children
- b. Develop alternate means to mark milestone traditionally noted by registering children at five years old. Consider preschool and school aged cards.
- c. Develop revised Library Card Policy and present to Board of Library Trustees for consideration

- d. Implement new card policy
 - e. Develop outreach and registration drive program for preschool children
- 3.3 Introduce program of offsite story hours and other outreach programs in locations with heavy preschool populations
- 3.4 Reintroduce school visits and develop strong ties to educators of young children
- 3.5 Reassess teacher card policies and modify as needed to encourage use by preschool educators

FY2012 Action Plan

- a. Review existing Teacher Card Policy, with focus on expanding term of registration from school year to entire calendar year
 - b. Consider expanding "educator" definition within teacher Card Policy, to encompass broader definition of educators (homeschoolers, daycare providers, etc.)
 - c. Develop revised Teacher Card Policy and present to Board of Library Trustees for consideration
 - d. Implement new Teacher Card Policy
 - e. Development outreach program to area educators on availability and benefit of Teacher Cards.
- 3.6 Expand story time program availability and variety for preschool children

FY2012 Action Plan

- a. Reintroduce "Baby and Me" program
- b. Expand staff capacity for running this program by training other staff and/or volunteers
- c. Examine training and staffing coverage needs
- d. Focus program activities on development of pre-literacy skills
- e. Develop program to encourage parents to engage in pre-literacy activities at home
- f. Acquire pre-literacy materials to loan to parents to use with children at home
- g. Assess program and determine resource allocation to expand program in 2013

- 3.7 Reassess and modify summer reading program to encourage participation by preschool children and their parents

FY2012 Action Plan

- a. Examine existing summer reading program for ways to improve registration and participation by preschool children
 - b. Examine other library models for preschool summer reading programs
 - c. Expand volunteer resources to provide individual interaction with preschool parents and children
 - d. Assess prize and reward system. Modify to simplify parent work and encourage participation by parents of preschool children
- 3.8 Introduce self-check units in children's room, to allow staff more time for interaction with children, parents and educators and provide more convenient option for parents
- 3.9 Develop program to acquaint caregivers and educators to early literacy resources
- 3.10 Introduce Birthday Book program
- 3.11 Develop story hour and book talk programs to distribute via local public access and in downloadable format
- 3.12 Assess staffing needs in children's department, providing appropriate staffing resources to cover program development, program implementation and expected increase in library usage resulting from new focus on early literacy

FY2012 Action Plan

- a. Conduct benchmark study of children's department staffing in similar libraries
- b. Develop proposal for program development potential with related staffing plan
- c. Develop funding analysis and rationale
- d. Present to Board of Trustees and Town Officials
- e. Integrate into FY2013 Budget discussions

3.13. Introduce weekend programming for preschool children, to accommodate the schedules of more working parents

STRATEGIC INITIATIVE 4: Provide Services to Help Users Understand How to Find, Evaluate and Use Information: Information Literacy

Goal 4: Provide the services and resources people need to understand how to find, evaluate and use information effectively. Provide services and resources for development of information literacy skills.

User Benefit: Residents will know when they need information to resolve an issue or answer questions and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

STRATEGIES:

4.1 Produce podcasts or other video instruction on use of library's digital content and services, for audiences of all ages

4.2 Create portable computer lab to facilitate improved and expanded technology instruction

FY012 Action Plan

- a. Develop equipment list, rationale and funding proposal for portable computer lab
- b. Seek capital funding for portable lab
- c. Purchase equipment and related storage cabinets
- d. Convert current technology training curricula from lecture to "hands-on" format
- e. Introduce computer training series using new computer lab
- f. Develop small outreach program for technology training, at such locations as Senior Center, assisted living centers, etc.

4.3 Introduce programs such as "Technology Discovery Series" to allow patrons to experiment with various technology devices and resources

4.4 Introduce offsite classes in technology instruction, in partnership with other organizations

4.5 Provide staff training on developing effective reference interview skills

FY2012 Action Plan

- a. Research and collect most recent recommended curricula for reference interview training
- b. Develop plan for training all library staff on effective reference interview skills
- c. Implement training
- d. Assess results of training via staff interview and user survey

4.6 Determine viability of online library card Registration

FY2012 Action Plan

- a. Investigate online library card Registration policies and procedures at other libraries
- b. If online registration is advisable, develop policy proposal for Board of Trustee consideration.
- c. If approved, implement and advertise online registration services

STRATEGIC INITIATIVE 5: Provide Services to Satisfy Curiosity and Encourage Lifelong Learning.

Goal 5: Provide the services and resources people need to satisfy interests and curiosities and learn throughout their lives

User Benefit: Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

STRATEGIES:

5.1 Introduce off site programs for locations with senior populations

5.2 Create formalized collection development policy, with emphasis on responding to demand for popular materials and formats

5.3 Develop program marketing guidelines, focused on reaching a broader audience (especially non-users)

5.4 Develop programs and services that encourage discovery and learning for all ages.

FY2012 Action Plan

- a. Plan for Big Read or other community wide reading program in FY2012
- b. Convene planning committee in FY2011
- c. Select theme that encourages lifelong learning and cultural understanding (see Goal 6)
- d. Develop project schedule, program series and marketing plan
- e. Submit grant application to National Endowment for the Arts or other appropriate agency
- f. Implement community reading project in FY2012

5.5. Investigate program fees policies at other libraries and develop policy recommendation for Board of Trustee consideration. Focus here is on means to provide more costly programs, with part of cost being shared by users. Consideration must be given to provide options for users unable to pay fees.

5.6 Investigate proctoring programs and policies at other libraries and develop policy and program recommendation for Board of Trustee Consideration

STRATEGIC INITIATIVE 6: Provide Services to Celebrate Diversity and Develop Cultural Awareness.

Goal 6: Provide programs and services that promote appreciation and understanding of personal heritage and the heritage of others in community.

User Benefit: Residents will have programs and services that promote appreciation and understanding of personal heritage and the heritage of others in community.

STRATEGIES:

6.1 Provide cultural awareness and sensitivity training for library staff

FY2012 Action Plan

- a. Work with Library management to determine area of need for diversity or awareness training
- b. Identify appropriate agency or speaker for presenting program of understanding for staff
- c. Conduct training program for staff with this partner agency or individual
- d. Assess usefulness of training via staff survey
- e. Integrate staff input into plans for next training session

6.2 Conduct community wide reading program such as The Big Read, which allow people from diverse groups to experience a common program experience.

FY2012 Action Plan

- a. Plan for Big Read or other community-wide reading program in FY2012
- b. Convene planning committee in FY2011
- c. Select theme that encourages lifelong learning(see Goal 5) and cultural understanding
- d. Develop project schedule, program series and marketing plan
- e. Submit grant application to National Endowment for the Arts or other appropriate agency
- f. Implement community reading project in FY2012

6.3 Provide programs that encourage users to learn about other cultures within the community; i.e. community fairs, music, literature, cooking, arts or other programs that allow exploration of the practices and customs of others.

FY2012 Action Plan

- a. Conduct four adult programs during FY2012 that encourage understanding of other cultures, two highlighting traditional ethnic groups in Shrewsbury, two highlighting newer ethnic groups
- b. Conduct four children's programs promoting cultural understanding
- c. Conduct one teen program promoting cultural understanding.
- d. Advertise availability of library sponsored programs via publications and media used by area religious institutions, cultural organizations or ethnic associations, in addition to library newsletter and other media outlets

6.4 Co-sponsor programs with other cultural or ethnic organizations

FY2012 Action Plan

- a. Contact area religious institutions, cultural organizations or ethnic associations to seek input and assistance on programs cited in 6.3
- b. Advertise availability of library sponsored programs via publications and media used by area religious institutions, cultural organizations or ethnic associations, in addition to library newsletter

6.5 Co-sponsor programs with area schools

6.6 Investigate joint programming with other libraries, to control costs and expand resources and audience base.

FY2012 Action Plan

- a. Contact four other libraries in immediate area to determine interest in joint programming
- b. Identify four program topics suitable for joint sponsorship
- c. Determine funding split, location distribution, advertising and implementation responsibilities for these programs
- d. Implement four programs during FY2012, based on these understandings and commitments

Appendix

EXECUTIVE SUMMARY of SHREWSBURY PUBLIC LIBRARY COMMUNITY PLANNING COMMITTEE WORK

Carolyn Noah
Noah Associates
August 2010

A group of eleven community representatives met as the Shrewsbury Library's Community Planning Committee (CPC) twice during July and August of 2010 to recommend service priorities to the library's staff and trustees. CPC members were representative of many Shrewsbury constituencies, including parents, young adults, business people, non-profit organizations, and the education community.

Members of the Community Planning Committee, were: Suchitra Agrawal, Lauren McShane, Jeff Chin, Erin Canzano, Patricia Forts, Wendy Morin, Jim Dupont, John Concordia, Sue Nerkowski, Dennis Holtgreffe, and Carol Borgatti Cullen. The meetings were facilitated by an outside consultant, Carolyn Noah.

Using *Strategic Planning for Results* (by Sandra Nelson, Public Library Association, 2008) to structure their discussion, the CPC first met on July 15. They constructed a vision of Shrewsbury's ideal future; conducted an exercise to identify strengths, weaknesses, opportunities and threats. This work was summarized in the following list of desirable community outcomes or visions.

Who benefits? What's the benefit? Result?

Audience to Benefit	Vision	Outcome
Everyone	Lower tax rate	attracts businesses, improves schools
Seniors, disabled people	Facility improvements and parking	Better accessibility
Children, teens	Strong school system	Educated community
Everyone	Better town recreation, ball fields	Better town spirit, higher value
Teens, adults, seniors, researchers, students, businesses	More online databases	improved knowledge and opportunity
Businesses	Stronger identification with Metrowest	improved growth, tax base, services
Businesses	Develop Route 9	Improved access, attractiveness, funding
Indian community	More cultural activities	Attract new Indian residents, more restaurants/ more engagement and higher tax base

Non-English speakers	Strong services for non-English speakers	better informed residents, reduced tension and conflict
Special needs population	Improved access to resources	people are self- sustaining, town attracts nonprofit organizations
Job seekers, high school and college students	College prep programs, Job Center	Employed and stable community
Parents, children	Improved childcare resources	Families are more secure and stable
Adults, seniors, immigrants	Digital literacy	Reduced age and class divides, an informed community
Adults, seniors	Formal and informal adult education	Increased skills, improved cultural atmosphere
Children, teens	Youth become leaders	Expanded opportunities
Families	More family activities	Builds culture, vibrant community
Everyone	Shrewsbury is a leader in green technology	Green economy, economic benefits
Everyone	Celebrate cultures and religions	More cohesion, less prejudice
Those physically unable to use library	More programming and outreach	more accessibility
Everyone, businesses	Better physical access for walking, bikes, businesses	healthier community, better business environment
Everyone	Programming to promote local history	increase cohesiveness, pride

At this first meeting the CPC also learned about current library services and potential library service priorities in response to community needs. The meeting concluded with a preliminary identification of 16 service priorities that would help to achieve their vision.

During July, the library's Trustees met to consider the CPC's recommendation. The Trustees recommended that the priorities be reduced in number to a total of no more than ten, and asked that "Visit a Comfortable Place" be promoted in importance.

The staff also met and asked that priorities be further focused, as well as selected to serve the largest range of people possible. A combined meeting of management and front line staff recommended that only seven service priorities be selected in order to provide staff the opportunity to focus effectively.

The CPC held a second meeting on August 3, 2010. Participants discussed the full service priority descriptions at length and thoughtfully. Library Director Ellen Dolan presented the recommendations of the Trustees and library staff. In two rounds of voting, committee members identified six priorities that they believe will serve Shrewsbury residents effectively during the next three to five years. They are:

1. Stimulate Imagination: Reading, Viewing and Listening for Pleasure

Residents who want materials to enhance their leisure time will find what they want when and where they want it and will have the help they need to make choices among the options.

2. Provide a Welcoming Environment: Physical and Virtual Spaces

Residents will have safe and welcoming physical places to meet and interact with others or to sit quietly and read and will have open and accessible virtual spaces that support networking.

3. Create Young Readers: Early Literacy

Children from birth to five will have programs and services designed to ensure that they will enter school ready to learn to read, write and listen.

4. Understand how to Find, Evaluate and Use Information: Information Literacy

Residents will know when they need information to resolve an issue or answer question and will have the skills to search for, locate, evaluate and effectively use information to meet their needs.

5. Satisfy Curiosity: Lifelong Learning

Residents will have the resources they need to explore topics of personal interest and continue to learn throughout their lives.

6. Celebrate Diversity: Cultural Awareness

Residents will have programs and services that promote appreciation and understanding of their personal heritage and the heritage of others in the community.

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Parks & Recreation

0650

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510010 S & W - Full Time	\$66,596	\$67,248	\$67,928	\$37,087	\$66,962	\$66,962	
510020 S & W - Part Time	\$550	\$600	\$600	\$300	\$600	\$600	
510080 Sick Leave Plan II	\$1,420	\$805	\$0	\$966	\$0	\$0	
510100 Longevity	\$125	\$125	\$200	\$200	\$200	\$200	
Parks & Recreation PEA	\$68,691	\$68,778	\$68,728	\$38,553	\$67,762	\$67,762	
510010 S & W - Full Time	\$3,445	\$3,439	\$3,030	\$3,030	\$3,605	\$3,605	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$250	\$250	\$250	\$250	\$250	\$250	
Parks & Recreation S&C	\$3,695	\$3,689	\$3,280	\$3,280	\$3,855	\$3,855	
510010 S & W - Full Time	\$193,677	\$149,486	\$106,939	\$53,044	\$99,938	\$99,938	
510030 S & W - Temporary	\$30,635	\$40,239	\$37,618	\$25,426	\$37,645	\$28,213	
510080 Sick Leave Plan II	\$671	\$1,678	\$0	\$996	\$0	\$0	
510090 Overtime	\$4,749	\$5,430	\$5,000	\$4,888	\$5,500	\$5,500	
510100 Longevity	\$1,350	\$1,350	\$1,475	\$575	\$650	\$650	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Parks & Recreation Other	\$231,082	\$198,184	\$151,032	\$84,929	\$143,732	\$134,301	
520010 Utility - Electricity	\$3,496	\$3,857	\$3,800	\$2,920	\$3,850	\$3,850	
520020 Utility - Natural Gas	\$0	\$0	\$0	\$0	\$0	\$0	
520030 Utility - Heating Oil	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$2,666	\$2,584	\$2,600	\$1,201	\$2,600	\$2,600	
520060 Utility - Water	\$495	\$454	\$600	\$301	\$600	\$600	
520070 Utility - Sewer	\$50	\$115	\$100	\$90	\$115	\$115	
520080 R & M - Equipment	\$8,236	\$8,448	\$7,000	\$704	\$7,000	\$7,000	
520090 R & M - Building	\$3,802	\$2,659	\$4,000	\$612	\$3,700	\$3,700	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
520100 Advertising & Binding	\$237	\$115	\$450	\$126	\$375	\$375	
520130 Professional Services	\$3,450	\$13,180	\$38,000	\$34,662	\$38,000	\$38,000	
520140 Rental of Equipment	\$1,421	\$324	\$625	\$3,928	\$625	\$625	
520150 R & M - Public Property	\$6,208	\$12,151	\$7,000	\$1,001	\$7,000	\$7,000	
520160 Removal Tree Trim, Rubbish	\$12,000	\$12,000	\$13,000	\$27,511	\$18,000	\$18,000	
520220 Services-Not Classified	\$1,249	\$273	\$1,500	\$137	\$1,500	\$1,500	
540010 Automotive	\$4,476	\$3,745	\$4,200	\$3,223	\$8,000	\$6,000	
540030 Building	\$120	\$210	\$200	\$0	\$200	\$200	
540050 Sand, Stone & Gravel	\$1,109	\$1,711	\$2,000	\$0	\$1,900	\$1,900	
540070 Asphalt & Bit Materials	\$59	\$0	\$2,000	\$281	\$1,500	\$1,500	
540080 Pipe Fittings	\$400	\$0	\$450	\$0	\$400	\$400	
540100 Seed, Loam & Fertilizer	\$5,588	\$1,476	\$0	\$0	\$0	\$0	
540120 Clothing & Uniforms	\$2,456	\$1,773	\$2,005	\$435	\$1,120	\$1,120	
540140 Books Periodicals Subs	\$29	\$0	\$150	\$0	\$0	\$0	
540150 Print Postage Stationary	\$0	\$339	\$0	\$0	\$0	\$0	
540170 Medical & Dental	\$150	\$0	\$300	\$0	\$350	\$300	
540190 Custodial Supplies	\$3,998	\$2,749	\$1,000	\$0	\$2,000	\$2,000	
540220 Office Supplies	\$721	\$576	\$1,000	\$515	\$900	\$900	
540230 Supplies - Not Classified	\$6,876	\$5,902	\$6,000	\$4,106	\$6,000	\$6,000	
540240 Small Tools & Misc Equip	\$0	\$499	\$1,000	\$0	\$1,000	\$1,000	
570010 Car Allowance/Mileage	\$3,120	\$3,120	\$3,120	\$1,820	\$3,120	\$3,120	
570020 Dues & Memberships	\$474	\$455	\$485	\$425	\$485	\$485	
570030 In State Travel	\$265	\$759	\$500	\$365	\$500	\$500	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$323	\$499	\$509	\$176	\$500	\$500	
570180 Other - Not Classified	\$220	\$320	\$470	\$198	\$460	\$460	
Parks & Recreation OpEx	\$73,695	\$80,292	\$104,064	\$84,736	\$111,800	\$109,750	
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$0	\$0	
580070 Electrical & Mechanical	\$1,149	\$2,769	\$1,500	\$1,976	\$1,500	\$1,500	
580120 Equip - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
580140 Playground Equipment	\$948	\$1,052	\$1,000	\$0	\$2,000	\$2,000	
580150 Tennis Nets	\$300	\$0	\$300	\$0	\$300	\$300	
580160 Leaf Blowers	\$813	\$0	\$750	\$0	\$750	\$750	
580170 Leaf Vacuum	\$0	\$0	\$6,000	\$5,760	\$0	\$0	

	ACTUAL 2010	ACTUAL 2011	REVISED BUDGET 2012	EXPENDED TO DATE 2012	DEPARTMENT REQUEST 2013	TOWN MANAGER RECOMMEND 2013	FINANCE COMMITTEE RECOMMEND 2013
580180 Brush Saw	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580190 Irrigation Remote	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580410 Picnic Tables	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580420 Diamond Maint Attachment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580430 Bench Grinder	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580440 Turf Aerifier	\$3,500	\$0	\$0	\$0	\$0	\$0	\$0
580450 Equipment Storage Boxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580520 ATM 09 Art 11 Replace Mov	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580530 Trailer	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580560 Athletic Field Marker	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks & Recreation Equip	\$6,710	\$3,821	\$9,550	\$7,736	\$4,550	\$4,550	
510090 Overtime	\$0	\$1,004	\$800	\$0	\$800	\$800	
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	
520450 Custodial Cafe and Police Se	\$490	\$390	\$500	\$0	\$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	\$23,998	\$23,431	\$35,000	\$14,919	\$35,000	\$35,000	
571180 Other School Playfields	\$8,312	\$9,110	\$3,000	\$2,716	\$3,000	\$3,000	
580220 Fencing	\$4,212	\$1,618	\$5,000	\$1,520	\$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	\$37,012	\$35,553	\$44,300	\$19,155	\$44,300	\$44,300	
Parks & Recreation	\$420,885	\$390,317	\$380,954	\$238,388	\$376,000	\$364,518	

**Employee Roster
Fiscal Year 2013
REQUESTED/RECOMMENDED**

Department: Parks & Cemetery Departments

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
CEMETERY														
Angela Snell	DH-4							E		37.50	\$1,609.67	10.40	\$16,740.57	\$16,740.57
Jean Giles	PAT-9							E	\$20.60	37.50	\$772.50	10.00	\$7,725.00	\$7,725.00
Gary Rosiello	PAT-15	C	\$26.01	800.00			\$20,808.00	D	\$27.19	240.00			\$6,525.60	\$27,333.60
											Cemetery	FTE	0.89	\$51,799.17
PARKS														
Angela Snell	DH4							E		37.50	\$1,609.67	41.60	\$66,962.27	\$66,962.27
Jean Giles	PAT-9							E	\$20.60	37.50	\$772.50	4.67	\$3,604.49	\$3,604.49
Gary Rosiello	PAT-15	C	\$26.01	800.00			\$20,808.00	D	\$27.19	240.00			\$6,525.60	\$27,333.60
Michael Rupolo	W5	B	\$19.59	40.00	39.00	\$783.60	\$30,560.40	C	\$20.55	40.00	\$822.00	13.00	\$10,686.00	\$41,246.40
New Hire*	W5	A	\$18.87	40.00	12.00	\$754.80	\$9,057.60	B	\$19.59	40.00	\$783.60	28.20	\$22,097.52	\$31,155.12
Acting Foreman Pay	PAT	15C							\$2.53	40.00	\$101.20	2.00	\$202.40	\$202.40
														\$99,937.52
* There is an expectation that this person will transfer over to Highway for the winter														
SEASONAL (3)	M6								\$13.83	60.00	\$829.80	34.00	\$28,213.20	\$28,213.20
											Parks	FTE	4.14	\$298,655.00
REVOLVING														
Gary Grindle	PAT	14 E							\$26.93	40.00	\$1,077.20	52.00	\$56,014.40	\$56,014.40
Jean Giles	PAT	9E							\$20.60	37.50	\$772.50	38.00	\$29,355.00	\$29,355.00
Seasonal (1)	M6								\$13.56	25.00	\$339.00	32.00	\$10,848.00	\$10,848.00
											Revolving	FTE	2.38	\$96,217.40
Longevity Payments														
Name	Amount	DOH	DEPT											
Angela Snell	\$ 200.00	9/4/2001	Parks											
Gary Grindle	\$ 200.00	4/1/2002	Parks											
Gary Rosiello	\$ 450.00	11/14/2005	Parks											
Jean Giles	\$ 250.00	9/27/1993	Parks											
	\$ 1,100.00													
												Total FTE's	7.42	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2013**

Department: Parks & Recreation

Object Code	Description	Explanation	Department Request 2013	Manager Recommend 2013
520040	Utility - Telephone	To fund landline and cell phone expenses for parks & cemetery director & working foreman	\$2,600	\$2,600
520080	R&M - Equipment	General repairs to equipment	\$7,000	\$7,000
520090	R&M - Building	General maintenance to buildings including the Ray Stone Post	\$3,700	\$3,700
520130	Professional Services	Contract mowing and fall cleanup	\$38,000	\$38,000
520150	R&M - Public Property	General upkeep of grounds	\$7,000	\$7,000
520160	Removal, Tree Trim, Rubbish	For tree trimming and removal	\$18,000	\$18,000
540010	Automotive	Costs associated with general vehicle repairs	\$8,000	\$6,000
540230	Supplies - Not Classified	Miscellaneous Park Supplies	\$6,000	\$6,000
570010	Car Allowance/Mileage	For parks & cemetery director (\$260/mo)	\$3,120	\$3,120
571170	High School Fields	Contract services for HS fields	\$35,000	\$35,000
571180	Other School Fields	Upkeep for other school fields	\$3,000	\$3,000

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Long Term Debt Principal

0710

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
590010 Elementary School	\$520,350	\$515,000	\$505,000	\$0	\$470,000	\$470,000	
590020 CATV	\$379,500	\$360,000	\$350,000	\$0	\$345,000	\$345,000	
590050 Light	\$74,650	\$0	\$0	\$0	\$0	\$0	
590090 Open Space Land Acq	\$183,500	\$170,000	\$165,000	\$0	\$160,000	\$160,000	
590100 High School Land Acq	\$137,000	\$130,000	\$130,000	\$0	\$125,000	\$125,000	
590110 Senior Center	\$0	\$0	\$0	\$0	\$0	\$0	
590120 Title V Loan	\$15,128	\$15,128	\$15,128	\$15,128	\$14,963	\$14,963	
590130 Assabet River Consortium	\$24,903	\$22,974	\$23,435	\$23,434	\$23,005	\$23,005	
590140 New High School Constructi	\$3,075,000	\$3,075,000	\$3,075,000	\$3,075,000	\$3,101,000	\$3,101,000	
590160 Open Space Land Acq (2)	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	
590170 Light Dept Upgrade	\$310,000	\$310,000	\$310,000	\$110,000	\$314,000	\$314,000	
590190 Oak Street Middle Renovatio	\$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	
590220 Fire Facilities Project	\$380,000	\$380,000	\$380,000	\$0	\$380,000	\$380,000	
590230 Water Systems Improvement:	\$125,000	\$125,000	\$125,000	\$0	\$125,000	\$125,000	
590240 Sherwood Middle School	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000	
590250 Land Acq - Credit Union	\$0	\$0	\$0	\$0	\$70,000	\$70,000	
590260 Land Acq - South St (Allen)	\$0	\$0	\$0	\$0	\$0	\$0	
590270 Sewer Interceptor	\$0	\$0	\$0	\$0	\$46,559	\$46,559	
590280 Spring St School	\$0	\$0	\$0	\$0	\$0	\$0	
Long Term Debt Principal SepAp	\$5,790,031	\$5,668,102	\$5,643,563	\$3,788,562	\$6,739,527	\$6,739,527	
Long Term Debt Principal	\$5,790,031	\$5,668,102	\$5,643,563	\$3,788,562	\$6,739,527	\$6,739,527	

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Long Term Debt Interest

0751

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
590010 Elementary School	\$121,954	\$106,344	\$89,607	\$44,803	\$71,932	\$71,932	
590020 CATV	\$31,334	\$34,500	\$27,300	\$13,650	\$20,300	\$20,300	
590050 Light	\$2,240	\$0	\$0	\$0	\$0	\$0	
590090 Open Space Land Acq	\$28,797	\$35,013	\$31,613	\$15,806	\$28,313	\$28,313	
590100 High School Land Acq	\$24,280	\$29,875	\$27,275	\$13,638	\$24,675	\$24,675	
590110 Senior Center	\$0	\$0	\$0	\$0	\$0	\$0	
590130 Assabet River Consortium	\$2,787	\$2,567	\$2,361	\$2,360	\$2,125	\$2,125	
590140 New High School Constructi	\$1,921,625	\$1,312,233	\$1,374,805	\$725,840	\$1,251,415	\$1,251,415	
590160 Open Space Land Acq (2)	\$57,750	\$38,417	\$38,950	\$20,850	\$34,550	\$34,550	
590170 Light Dept Upgrade	\$70,750	\$47,767	\$40,570	\$21,660	\$30,110	\$30,110	
590190 Oak Street Middle Renovatio	\$227,966	\$216,173	\$203,685	\$105,080	\$190,504	\$190,504	
590200 Parker Road Pre School	\$32,728	\$30,019	\$27,150	\$14,319	\$24,122	\$24,122	
590220 Fire Facilities Project	\$216,433	\$205,033	\$193,633	\$96,816	\$182,233	\$182,233	
590230 Water Systems Improvement:	\$35,313	\$31,563	\$27,813	\$13,906	\$36,063	\$36,063	
590240 Sherwood Middle School	\$0	\$0	\$364,154	\$364,153	\$823,000	\$823,000	
590250 Land Acq - Credit Union	\$0	\$0	\$11,597	\$11,597	\$23,950	\$23,950	
590260 Land Acq - South St (Allen)	\$0	\$0	\$0	\$0	\$130,000	\$130,000	
590270 Sewer Interceptor	\$0	\$0	\$0	\$0	\$19,541	\$19,541	
590280 Spring St School	\$0	\$0	\$0	\$0	\$13,000	\$13,000	
Long Term Debt Interest SepAp	\$2,773,956	\$2,089,501	\$2,460,513	\$1,464,478	\$2,905,833	\$2,905,833	
Long Term Debt Interest	\$2,773,956	\$2,089,501	\$2,460,513	\$1,464,478	\$2,905,833	\$2,905,833	

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Short Term Debt Interest

0752

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
590080 Anticipation Interest	\$152,076	\$101,717	\$445,217	\$445,217	\$121,696	\$121,696	
Short Term Debt Interest SepAp	\$152,076	\$101,717	\$445,217	\$445,217	\$121,696	\$121,696	
Short Term Debt Interest	\$152,076	\$101,717	\$445,217	\$445,217	\$121,696	\$121,696	

NOTES

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
1	2/1/1996 2/1/2005	Floral St (EXEMPT) \$9,000,000	Principal	420,500	416,000	411,650	402,700										
			Interest	64,363	49,645	34,565	19,128										
			Total	484,863	465,645	446,215	421,828										
1	2/1/1996 2/1/2005	Floral St \$1,000,000	Principal	49,500	49,000	48,350	47,300										
			Interest	7,569	5,836	4,060	2,247										
			Total	57,069	54,836	52,410	49,547										
2	6/15/1999 9/3/2009	CATV Upgrade \$5,300,000	-Principal	345,000	355,000												
			Interest	20,300	13,400												
			Total	365,300	348,400												
3	6/15/1999 9/3/2009	Land Acquisition #1 \$3,000,000	Principal	160,000	155,000	155,000	150,000	150,000	145,000	40,000							
			Interest	28,313	25,113	18,913	14,650	10,150	5,650	1,300							
			Total	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	125,000	120,000	120,000	120,000	115,000	115,000	110,000							
			Interest	24,675	22,175	17,375	14,075	10,475	7,025	3,575							
			Total	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	4,829	4,829	4,829	4,829	4,829							
			Interest	0	0	0	0	0	0	0							
			Total	4,831	4,831	4,829	4,829	4,829	4,829	4,829							
6	8/15/2001 4/15/2010	High School \$58,900,000	Principal	3,101,000	3,040,000	2,995,000	2,960,000	2,940,000	2,930,000	2,925,000	2,915,000	2,905,000	2,895,000				
			Interest	1,251,415	1,159,300	1,053,800	934,700	802,000	655,250	508,875	362,875	217,375	72,375				
			Total	4,352,415	4,199,300	4,048,800	3,894,700	3,742,000	3,585,250	3,433,875	3,277,875	3,122,375	2,967,375				
7	8/15/2001 4/15/2010	Land Acquisition #2 \$2,000,000	Principal	110,000	110,000	110,000	105,000	105,000	105,000	105,000	105,000						
			Interest	34,550	31,250	32,350	23,100	18,375	13,125	7,875	2,625						
			Total	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	114,000	110,000	110,000	105,000	105,000	105,000								
			Interest	24,110	20,750	16,900	12,600	7,875	2,625								
			Total	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	12,198	11,931	15,075	14,746	14,422	14,040	13,602	13,242	15,698					
			Interest	2,124	1,888	1,652	1,368	1,085	802	518	259	0					
			Total	14,322	13,819	16,727	16,114	15,507	14,842	14,120	13,501	15,698					
10	8/1/2004	Title V Loan Program #2 \$105,896	Principal	5,403	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,670	5,670		
			Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	
			Total	5,403	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,541	5,670	5,670	
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	370,000	370,000	370,000	370,000	
			Interest	190,504	176,860	162,754	148,185	133,384	118,585	103,785	88,754	73,260	57,443	41,394	24,975	8,325	
			Total	560,504	546,860	532,754	518,185	503,384	488,585	473,785	458,754	443,260	427,443	411,394	394,975	378,325	
12	11/15/2004	North Shore School \$1,250,000	Principal	85,000	85,000	85,000	80,000	80,000	80,000	80,000	80,000						
			Interest	24,122	20,987	17,747	14,500	11,300	8,100	4,900	1,650						
			Total	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	4,728	4,728	4,728	4,728	4,728	4,728	
			Interest	0	0	0	0	0	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	4,728	4,728	4,728	4,728	4,728

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
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	10,808	10,808	10,808					
			Interest	0	0	0	0	0	0	0	0	0	0				
			Total	10,807	10,807	10,807	10,807	10,807	10,807	10,808	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	375,000	375,000	375,000	375,000	370,000	
			Interest	182,233	170,833	159,433	147,083	134,733	122,383	109,083	96,353	83,243	69,930	56,243	42,368	28,305	
			Total	562,233	550,833	539,433	527,083	514,733	502,383	489,083	476,353	458,243	444,930	431,243	417,368	398,305	
16	2/15/2008	Water Tank - Masonic \$1,250,000	Principal	125,000	125,000	125,000	125,000	125,000	125,000								
			Interest	24,063	20,313	16,563	12,500	8,438	4,375								
			Total	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													
			Interest	6,000													
			Total	206,000													
18	7/14/2011	Sherwood Middle School \$20,000,000 (Balance to be Issued in FY 2013)	Principal	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
			Interest	770,000	740,000	710,000	680,000	650,000	615,000	580,000	540,000	490,000	440,000	390,000	345,000	305,000	
			Total	1,770,000	1,740,000	1,710,000	1,680,000	1,650,000	1,615,000	1,580,000	1,540,000	1,490,000	1,440,000	1,390,000	1,345,000	1,305,000	
19	7/14/2011	Credit Union Land Purchase \$680,000	Principal	70,000	70,000	70,000	70,000	70,000	70,000	65,000	65,000	65,000	65,000				
			Interest	23,950	21,850	19,750	17,650	15,550	13,100	10,725	8,125	4,875	1,625				
			Total	93,950	91,850	89,750	87,650	85,550	83,100	75,725	73,125	69,875	66,625				
20	TBD	Water System Improvements \$700,000	Principal	0													
			Interest	12,000	Estimate												
			Total	12,000													
21	TBD	Land Acquisition - South St \$6,100,000	Principal	0													
			Interest	130,000	Estimate												
			Total	130,000													
22	TBD	Sherwood Middle School #2 \$6,100,000	Principal	0													
			Interest	53,000	Estimate												
			Total	53,000													
23	TBD	Spring Street School \$1,310,000	Principal	0													
			Interest	13,000	Estimate												
			Total	13,000													
24	TBD	Sewer Interceptor #1 \$956,875	Principal	46,559													
			Interest	19,541	Estimate												
			Total	66,100													
Existing Debt Service																	
	Total Principal	Principal		6,739,527	6,402,839	6,020,981	5,955,652	5,480,328	5,464,946	5,114,509	4,949,319	4,751,775	4,715,398	1,755,398	1,749,728	1,744,728	
	Total Interest	Interest		2,905,832	2,480,200	2,265,862	2,041,786	1,803,365	1,566,020	1,330,636	1,100,641	868,753	641,373	487,637	412,343	341,630	
	Total Payment	Total		9,645,359	8,883,039	8,286,843	7,997,438	7,283,693	7,030,966	6,445,145	6,049,960	5,620,528	5,356,771	2,243,035	2,162,071	2,086,358	

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Existing Debt Service by Funding Source																
		Tax Levy (Within Levy Limit)		273,141	252,673	244,907	231,697	176,850	171,200	160,625	154,775	69,875	66,625	0	0	0
		Tax Levy (Exempted)		8,395,553	7,966,176	7,730,840	7,468,621	6,819,117	6,582,018	6,244,493	5,860,607	5,513,878	5,279,748	2,232,637	2,157,343	2,081,630
		Light		344,110	130,750	126,900	117,600	112,875	107,625	0	0	0	0	0	0	0
		CATV		365,300	348,400	0	0	0	0	0	0	0	0	0	0	0
		Sewer		91,229	24,626	27,534	26,921	26,314	25,649	24,928	24,309	26,506	0	0	0	0
		Title V		14,963	15,101	15,099	15,099	15,099	15,099	15,099	10,269	10,269	10,398	10,398	4,728	4,728
		Water		161,063	145,313	141,563	137,500	133,438	129,375	0	0	0	0	0	0	0
		Total		9,645,359	8,883,039	8,286,843	7,997,438	7,283,693	7,030,966	6,445,145	6,049,960	5,620,528	5,356,771	2,243,035	2,162,071	2,086,358
		Tax Levy (Exempted)		8,395,553	7,966,176	7,730,840	7,468,621	6,819,117	6,582,018	6,244,493	5,860,607	5,513,878	5,279,748	2,232,637	2,157,343	2,081,630
		SBA Funding (Floral)		(585,681)	(585,681)	(585,681)	(585,681)	(585,681)	0	0	0	0	0	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)	(2,764,695)	(2,764,695)	0	0
		*Tax Rate Impact calculated on FY Bond Reserve Account														
		2012 values														
		Oak Middle MSBA		(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)
		Sherwood Middle Bond Premium		(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)
		Net Tax Levy Exempted		4,962,918	4,533,541	4,298,205	4,035,986	3,386,482	3,735,064	3,397,539	3,013,653	2,666,924	2,432,794	(614,317)	2,075,084	1,999,371
		Tax Rate Impact*	\$4.771 B	\$1.04	\$0.95	\$0.90	\$0.85	\$0.71	\$0.78	\$0.71	\$0.63	\$0.56	\$0.51	(\$0.13)	\$0.43	\$0.42
		Average Res Tax Bill (Outside Levy Limit)*	\$372,559	\$387.52	\$354.00	\$335.62	\$315.14	\$264.43	\$291.65	\$265.29	\$235.32	\$208.24	\$189.96	(\$47.97)	\$162.03	\$156.12

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2026	2027	2028	2029	2030	2031	2032	Total	
1	2/1/1996 2/1/2005	Floral St (EXEMPT)	Principal								1,650,850	
			Interest	\$9,000,000								167,701
			Total									1,818,551
1	2/1/1996 2/1/2005	Floral St	Principal								194,150	
			Interest	\$1,000,000								19,712
			Total									213,862
2	6/15/1999 9/3/2009	CATV Upgrade	Principal								680,000	
			Interest	\$5,300,000								33,700
			Total									713,700
3	6/15/1999 9/3/2009	Land Acquisition #1	Principal								955,000	
			Interest	\$3,000,000								104,089
			Total									1,059,089
4	6/1/1999 9/3/2009	Land Acquisition (HS)	Principal								825,000	
			Interest	\$2,400,000								99,375
			Total									924,375
5	10/25/2000	Title V Loan Program #1	Principal								33,807	
			Interest	\$86,947								0
			Total									33,807
6	8/15/2001 4/15/2010	High School	Principal								29,606,000	
			Interest	\$58,900,000								7,017,965
			Total									36,623,965
7	8/15/2001 4/15/2010	Land Acquisition #2	Principal								855,000	
			Interest	\$2,000,000								163,250
			Total									1,018,250
8	8/15/2001 4/15/2010	Light Upgrade	Principal								649,000	
			Interest	\$1,760,000								84,860
			Total									733,860
9	7/26/2001 2/1/2005	Assabet River CWMP #1	Principal								124,954	
			Interest	\$1,760,000								9,696
			Total									134,650
10	8/1/2004	Title V Loan Program #2	Principal								61,071	
			Interest	\$105,896								0
			Total									61,071
11	11/15/2004	Oak Middle School	Principal								4,810,000	
			Interest	\$7,400,000								1,328,208
			Total									6,138,208
12	11/15/2004	North Shore School	Principal								655,000	
			Interest	\$1,250,000								103,306
			Total									758,306
13	10/24/2005	Title V Loan Program #3	Principal	4,728							66,199	
			Interest	\$94,573								0
			Total		4,728							66,199

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2026	2027	2028	2029	2030	2031	2032	Total
14	12/18/2007	Assabet River CWMP #2	Principal								97,266
	12/10/2009	\$168,653	Interest								0
			Total								97,266
15	2/15/2008	Fire Facilities Project	Principal	370,000							5,280,000
		\$6,800,000	Interest	14,245							1,416,468
			Total	384,245							6,696,468
16	2/15/2008	Water Tank - Masonic	Principal								750,000
		\$1,250,000	Interest								86,252
			Total								836,252
17	2/15/2008	Light Plant Upgrade	Principal								200,000
		\$1,250,000	Interest								6,000
			Total								206,000
18	7/14/2011	Sherwood Middle School	Principal	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	20,000,000
		\$20,000,000	Interest	265,000	225,000	185,000	145,000	105,000	63,750	21,250	8,265,000
		(Balance to be issued in FY 2013)	Total	1,265,000	1,225,000	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250	28,265,000
19	7/14/2011	Credit Union Land Purchase	Principal								680,000
		\$680,000	Interest								137,200
			Total								817,200
20	TBD	Water System Improvements	Principal								0
		\$700,000	Interest								12,000
			Total								12,000
21	TBD	Land Acquisition - South St	Principal								0
		\$6,100,000	Interest								130,000
			Total								130,000
22	TBD	Sherwood Middle School #2	Principal								0
		\$6,100,000	Interest								53,000
			Total								53,000
23	TBD	Spring Street School	Principal								0
		\$1,310,000	Interest								13,000
			Total								13,000
24	TBD	Sewer Interceptor #1	Principal								46,559
		\$956,875	Interest								19,541
			Total								66,100
Existing Debt Service											
		Total Principal	Principal	1,374,728	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	68,219,856
		Total Interest	Interest	279,245	225,000	185,000	145,000	105,000	63,750	21,250	19,270,323
		Total Payment	Total	1,653,973	1,225,000	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250	87,490,179

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2026	2027	2028	2029	2030	2031	2032	Total
Existing Debt Service by Funding Source											
		Tax Levy (Within Levy Limit)		0	0	0	0	0	0	0	1,802,368
		Tax Levy (Exempted)		1,649,245	1,225,000	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250	82,726,906
		Light		0	0	0	0	0	0	0	939,860
		CATV		0	0	0	0	0	0	0	713,700
		Sewer		0	0	0	0	0	0	0	298,016
		Title V		4,728	0	0	0	0	0	0	161,077
		Water		0	0	0	0	0	0	0	848,252
		Total		1,653,973	1,225,000	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250	87,490,179
		Tax Levy (Exempted)		1,649,245	1,225,000	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250	82,726,906
		SBA Funding (Floral)		0	0	0	0	0	0	0	(2,928,405)
		*Tax Rate Impact calculated on FY 2012 values		0	0	0	0	0	0	0	(30,411,645)
		Bond Reserve Account									0
		Oak Middle MSBA									(528,723)
		Sherwood Middle Bond Premium		(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(831,760)
		Net Tax Levy Exempted		1,607,657	1,183,412	1,143,412	1,103,412	1,063,412	1,022,162	979,662	48,026,373
		Tax Rate Impact*	\$4.771 B	\$0.34	\$0.25	\$0.24	\$0.23	\$0.22	\$0.21	\$0.21	
		Average Res Tax Bill (Outside Levy Limit)*	\$372,559	\$125.53	\$92.41	\$89.28	\$86.16	\$83.03	\$79.81	\$76.50	

TOWN OF SHREWSBURY
Fiscal Year 2013
Operating Budget

Operating Support

0159

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>REVISED BUDGET 2012</u>	<u>EXPENDED TO DATE 2012</u>	<u>DEPARTMENT REQUEST 2013</u>	<u>TOWN MANAGER RECOMMEND 2013</u>	<u>FINANCE COMMITTEE RECOMMEND 2013</u>
510310 Employee Assist Program	\$3,980	\$3,980	\$4,000	\$2,985	\$4,000	\$4,000	
510320 FICA Employer Match	\$0	\$0	\$0	\$0	\$0	\$0	
510330 Grp Health & Life Ins	\$6,973,058	\$6,787,930	\$7,675,000	\$3,754,205	\$8,015,000	\$8,015,000	
510340 Medicare Employer Match	\$648,207	\$686,791	\$710,000	\$326,119	\$742,000	\$742,000	
510360 Pensions & Annuities - NonC	\$0	\$0	\$0	\$0	\$0	\$0	
510380 Unemployment Compensatio	\$139,565	\$179,048	\$250,000	\$62,516	\$250,000	\$250,000	
510390 Worker's Compensation	\$0	\$0	\$0	\$0	\$0	\$0	
520080 R & M - Equipment	\$10,421	\$10,421	\$10,421	\$5,210	\$10,421	\$10,421	
520620 Ambulance Services	\$73,956	\$73,956	\$79,960	\$38,562	\$79,960	\$79,960	
540020 Oil & Fuel	\$314,220	\$363,236	\$458,500	\$144,701	\$488,950	\$488,950	
540150 Print Postage Stationary	\$96,719	\$94,109	\$100,010	\$61,692	\$100,000	\$100,000	
570100 WAREP Payment	\$0	\$0	\$0	\$0	\$0	\$0	
570220 Memorial Day	\$3,205	\$3,197	\$3,205	\$2,160	\$3,549	\$3,549	
570230 General Insurance	\$570,726	\$575,111	\$625,000	\$636,652	\$685,000	\$685,000	
570290 Bills of Prior Years	\$0	\$0	\$0	\$0	\$0	\$0	
572010 Out of State Travel Exp	\$0	\$0	\$0	\$0	\$0	\$0	
572030 MIS Support	\$0	\$0	\$510,899	\$260,899	\$545,000	\$545,000	
580370 Telecom & Network Equipm.	\$0	\$0	\$5,000	\$0	\$16,818	\$16,818	
Operating Support SepAp	\$8,834,055	\$8,777,777	\$10,431,995	\$5,295,701	\$10,940,698	\$10,940,698	
Operating Support	\$8,834,055	\$8,777,777	\$10,431,995	\$5,295,701	\$10,940,698	\$10,940,698	

Summary Sheet
FY 2013 Health and Life Insurance Budget

Item	Amount	Comment/Explanation
Annual Premium Active/Ret	\$7,208,217.00	Based on 1/23/2012 Census
Annual Premium Senior Plans	\$749,778.60	Based on 1/23/2012 Census
Additional Employees (20) FP (Annual Cost Per Plan is \$12,528)	\$252,720.00	FY 11 to FY 12 change was (+26) family; (-9) individual and (-1) senior plans (total of +16 plans).
Increase on Active Plans	\$0.00	No increase in FY 2013
Increase on Retiree Plans	\$31,201.11	5% Increase as of 1/1/2013
Life Insurance	\$46,351.68	
Total Projected Expenses	\$8,288,268.39	
Reduction for Food Service Employees, Extended Day, Full Day and Pre-School Being Funded Via Revolving Account	\$275,000.00	
Adjusted	\$8,013,268.39	
Budget	\$8,015,000.00	

FY 2013
Health and Life Insurance Budget
(Based on Census as of 1/23/2012)

School Plans

Municipal Plans

Health Plan	Type	Town Pays	No. of Plans	Amount	Health Plan	Type	Town Pays	Amount	Total Amount	
H/P PPO	Fam	\$1,577.00	-	\$0.00	H/P PPO	Fam	\$1,577.00	-	\$0.00	
	Ind	\$710.00	3	\$25,560.00		Ind	\$710.00	3	\$25,560.00	\$51,120.00
			3	\$25,560.00				3	\$25,560.00	\$51,120.00
Tufts POS	Fam	\$1,577.00	-	\$0.00	Tufts POS	Fam	\$1,577.00	-	\$0.00	
	Ind	\$710.00	-	\$0.00		Ind	\$710.00	-	\$0.00	\$0.00
			-	\$0.00				-	\$0.00	\$0.00
Blue Options Rate Saver	Fam	\$972.00	4	\$46,656.00	BC EPO	Fam	\$972.00	-	\$0.00	
	Ind	\$361.80	2	\$8,683.20		Ind	\$361.80	-	\$0.00	\$8,683.20
			6	\$55,339.20				-	\$0.00	\$55,339.20
Tufts Navigator Rate Saver	Fam	\$973.80	6	\$70,113.60	Tufts EPO	Fam	\$973.80	-	\$0.00	
	Ind	\$372.00	3	\$13,392.00		Ind	\$372.00	-	\$0.00	\$13,392.00
			9	\$83,505.60				-	\$0.00	\$83,505.60
HPHC Rate Saver	Fam	\$917.40	22	\$242,193.60	HP EPO	Fam	\$917.40	5	\$55,044.00	
	Ind	\$351.60	46	\$194,083.20		Ind	\$351.60	7	\$29,534.40	\$297,237.60
			68	\$436,276.80				12	\$84,578.40	\$520,855.20
Fallon Select Rate Saver	Fam	\$1,053.00	252	\$3,184,272.00	Fallon - Select	Fam	\$1,053.00	90	\$1,137,240.00	
	Ind	\$390.75	155	\$726,795.00		Ind	\$390.75	50	\$234,450.00	\$4,321,512.00
			407	\$3,911,067.00				140	\$1,371,690.00	\$5,282,757.00
Fallon Direct Rate Saver	Fam	\$1,044.00	66	\$826,848.00	Fallon - Direct	Fam	\$1,044.00	12	\$150,336.00	
	Ind	\$388.00	38	\$176,928.00		Ind	\$388.00	13	\$60,528.00	\$977,184.00
			104	\$1,003,776.00				25	\$210,864.00	\$1,214,640.00

FY 2013
 Health and Life Insurance Budget
 (Based on Census as of 1/23/2012)

School Plans

Municipal Plans

	Health Plan	Type	Town Pays	No. of Plans	Amount	Health Plan	Type	Town Pays	Amount	Total Amount	
Jan 1 Renewal	HP Medicare Enhanced		\$189.00	112	\$254,016.00	Medicare Enhanced		\$189.00	36	\$81,648.00	\$335,664.00
Jan 1 Renewal	BC Medex III		\$212.00	2	\$5,088.00	BC Medex III		\$212.00	1	\$2,544.00	\$7,632.00
Jan 1 Renewal	Tufts Medicare Prime Supplement		\$158.50	19	\$36,138.00	Tufts Medicare Prime Supplement		\$158.50	3	\$5,706.00	\$41,844.00
Jan 1 Renewal	Managed Blue for Seniors		\$241.20	2	\$5,788.80	Managed Blue for Seniors		\$241.20	2	\$5,788.80	\$11,577.60
Jan 1 Renewal	Fallon Senior		\$200.25	77	\$185,031.00	Fallon Senior		\$200.25	64	\$153,792.00	\$338,823.00
Jan 1 Renewal	Tufts Medicare Preferred		\$169.50	6	\$12,204.00	Tufts Medicare Preferred		\$169.50	1	\$2,034.00	\$14,238.00
				218	\$498,265.80				107	\$251,512.80	\$749,778.60
									Total Cost		\$7,957,995.60
	Total Active			597	\$5,515,524.60	Total Active			180	\$1,692,692.40	\$7,208,217.00
	Total Retired			218	\$498,265.80	Total Retired			107	\$251,512.80	\$749,778.60
				815	\$6,013,790.40				287	\$1,944,205.20	\$7,957,995.60
								Total Plans	1,102		
	Life Insurance		\$4.24	696	\$35,412.48			\$4.24	215	\$10,939.20	

Medicare Budget
FY 2013

Fiscal Year	Expended	Increase	Percent
1997	\$169,330		
1998	\$191,029	\$21,699	12.81%
1999	\$238,445	\$47,416	24.82%
2000	\$269,747	\$31,302	13.13%
2001	\$325,524	\$55,777	20.68%
2002	\$363,278	\$37,754	11.60%
2003	\$407,410	\$44,132	12.15%
2004	\$454,086	\$46,676	11.46%
2005	\$512,640	\$58,554	12.89%
2006	\$534,477	\$21,837	4.26%
2007	\$545,000	\$10,523	1.97%
2008	\$608,243	\$63,243	11.60%
2009	\$645,367	\$37,124	6.10%
2010	\$648,207	\$2,840	0.44%
2011	\$686,791	\$38,584	5.95%
2012 (Budgeted)	\$710,000		
Projection			
2012	\$714,263	\$68,896	4.00%
2013	\$742,833	\$28,571	4.00%
SAY	\$742,000		

	FY 2009	FY 2010	FY 2011	FY 2012	
First Half of FY	\$261,055	\$257,723	\$267,042	\$275,943	3.33%
Second Half of FY	\$384,313	\$390,484	\$419,749		
	\$645,368	\$648,207	\$686,791		
		0.44%	5.95%		

Oil and Fuel Budget
FY 2013

Fiscal Year	Unleaded	Diesel	Total	
2007	88,988	36,794	125,782	
2008	98,673	39,850	138,523	
2009	88,944	37,129	126,073	
2010	76,144	30,028	106,172	
2011	89,158	39,980	129,138	

	Gallons	Price	Extended	Comment
Unleaded	47,500	\$3.2500	\$154,375.00	Fixed price 7/1 to 12/31 (\$3.2532)
Unleaded	47,500	\$3.5000	\$166,250.00	Estimate
Diesel	45,000	\$3.5000	\$157,500.00	Current price is \$3.32
Bulk Lubricants			\$10,000.00	
JOC Subscription			\$825.00	
			\$488,950.00	

Print, Postage Stationary
FY 2013

Item	FY 2009	FY 2009	FY 2010	FY 2011	FY 2012 Budget	FY 2013 Budget
Postage & Fed Ex	\$72,674.27	\$74,198.52	\$68,537.77	\$74,833.76	\$72,500.00	\$75,000.00
Printing	\$10,524.95	\$5,027.44	\$9,251.79	\$6,011.68	\$7,500.00	\$7,500.00
Time Stamp, Copier & Fax	\$9,893.37	\$1,620.56	\$9,694.26	\$1,611.82	\$10,000.00	\$6,000.00
Copy Paper & Office Supplies	\$5,768.55	\$7,079.83	\$6,280.64	\$8,088.79	\$7,000.00	\$8,000.00
Postage Meter Rental, Service & Supplies	\$2,765.60	\$3,088.89	\$2,954.28	\$3,563.13	\$3,000.00	\$3,500.00
	\$101,626.74	\$91,015.24	\$96,718.74	\$94,109.18	\$100,000.00	\$100,000.00

Fiscal Year 2013
General Insurance Budget

	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Actual (to Date)	FY 2013 Budget
B/M	\$14,602.00	\$14,658.00	\$14,892.98	\$13,770.00	\$13,926.00	\$13,926.00	\$15,000.00	\$13,878.00	\$15,000.00
Property	\$114,718.00	\$126,733.00	\$113,414.00	\$107,140.00	\$112,115.00	\$105,372.00	\$115,000.00	\$107,831.00	\$115,000.00
Umbrella	\$19,921.00	\$24,185.00	\$18,248.00	\$21,823.00	\$17,955.00	\$17,917.00	\$18,000.00	\$11,379.00	\$15,000.00
G/L & Law Enforcement	\$71,953.00	\$76,655.00	\$56,708.00	\$57,912.00	\$57,398.00	\$59,607.00	\$60,000.00	\$60,392.00	\$60,000.00
Auto	\$80,590.00	\$85,321.00	\$60,842.00	\$85,406.00	\$73,369.00	\$77,730.00	\$85,000.00	\$86,997.00	\$90,000.00
School Board	\$14,000.00	\$10,795.00	\$9,658.00	\$9,658.00	\$10,333.00	\$8,377.00	\$10,000.00	\$8,874.00	\$9,000.00
P O Liability	\$14,814.00	\$18,769.00	\$20,702.00	\$20,702.00	\$20,702.00	\$20,702.00	\$24,000.00	\$22,293.00	\$23,000.00
Boat	\$2,670.00	\$5,854.00	\$5,955.00	\$6,975.00	\$6,975.00	\$6,975.00	\$7,000.00	\$8,495.00	\$8,500.00
Police & Fire AD&D*	\$12,887.00	\$42,746.23	\$55,232.00	\$32,405.52	\$37,268.04	\$43,033.00	\$47,500.00	\$73,382.00	\$80,000.00
Bonds	\$1,461.50	\$1,521.50	\$1,511.50	\$1,511.50	\$1,511.50	\$1,511.50	\$1,500.00	\$100.00	\$1,500.00
Physician Liability	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Shrewsbury Development	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,958.00	\$500.00	\$0.00	\$0.00
New Coverages/Misc Charges	\$1,216.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00
Deductibles/Out of Pocket	\$2,266.45	\$0.00	\$6,000.00	\$300.00	\$0.00	\$0.00	\$1,000.00	\$0.00	\$1,000.00
Terrorism Insurance	\$5,736.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,137.00	\$0.00	\$0.00	\$0.00
Budget Adjustment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sub-Total	\$356,834.95	\$407,237.73	\$363,163.48	\$357,603.02	\$351,552.54	\$359,245.50	\$385,500.00	\$393,621.00	\$419,000.00
Worker's Compensation MEGA Assessment for FY 2013	\$136,696.00	\$191,789.00	\$238,298.00	\$270,874.00	\$251,701.00	\$243,415.00	\$275,000.00	\$267,163.00	\$275,000.00 \$20,643.00
Sub-Total	\$493,530.95	\$599,026.73	\$601,461.48	\$628,477.02	\$603,253.54	\$602,660.50	\$660,500.00	\$660,784.00	\$714,643.00
Light/CATV Offset	(\$16,211.00)	(\$27,092.42)	(\$33,722.00)	(\$49,745.19)	(\$32,528.00)	(\$27,324.00)	(\$32,000.00)	(\$24,132.00)	(\$30,000.00)
Total	\$477,319.95	\$571,934.31	\$567,739.48	\$578,731.83	\$570,725.54	\$575,336.50	\$628,500.00	\$636,652.00	\$684,643.00

Budget \$625,000.00 \$ 625,000.00 \$ 685,000.00

Balance As of 1/24/2012 \$ (11,652.00)

MIS Support
Budget Explanation
FY 2013

Ongoing Support, Repair, Operation & Maintenance

For the ongoing support, repair, operation and maintenance of the existing MIS/IT infrastructure including service agreements and consumables that were traditionally paid by the former MIS 4-5-6 accounts – **Budget \$504,900** paid in monthly installments of \$42,075. Note “Code Red” and Vision Software expenses are paid by their respective departments.

New Initiatives

For new project initiatives that are specifically outlined prior to the adoption of the budget – **Budget \$0.00.**

New Equipment

For the replacement of desk top computers, printers and other peripherals – **Budget \$40,000** to be paid upon invoicing by SELCO. Note that \$11,818 for the new SAN switches installed in 2011 is being carried for FY 2013, FY 2014 & FY 2015 in the Telecom and Network Equipment budget (01-0159-09-580370)

Prior Year Deficits

Each July there is a review of past fiscal year’s incurred expenses and a “make up” fee is assessed by SELCO - **Budget \$0.00.**

Total Budget FY 2013 - \$544,900 **SAY \$545,000**

Normal Operations	S & W, Benefits, Longevity, Etc (2 FTE)	\$ 195,000.00	Note - 2 FTE guaranteed; more resources will actually be applied
Total	Misc Operating Expenses	\$ 20,000.00	Consolidation will provide project planning, outside resources, and
\$215,000.00			two additional FTE to the Town program for same cost. Overall
			staffing costs to remain the same.
R&M		\$ 215,000.00	NOTE - R&M is a set item; based on the costs of those contracts.
Total			Every effort will be made to either A) reduce cost, B) reduce
\$215,000.00			support, or C) replace systems with high maintenance costs.
Data Processing	Bill Printing and Mailing Service	\$ 35,000.00	NOTE - Outside services; these are outsourced services designed
Total			to replace inefficient and ineffective internal processes while also
\$35,000.00			increasing service to the citizen.
Equipment Upgrades		\$ 40,000.00	NOTE - Bare minimum upgrades to existing systems. Several stations
Total			are in a terrible state; causing outages for the departments, and
\$40,000.00			ultimately the citizens.
Software		\$ 5,000.00	NOTE - as above; bare minimum
Total			
\$5,000.00			
Outside Services		\$ 35,000.00	Discretionary - for project work and assistance; will also include
Total			special skills that are not present in current staff (IE web or DB)
\$35,000.00			That otherwise would rise the staffing costs.
Overall Total			
\$545,000.00			
	Total of above that is standard reoccurring	\$ 250,000.00	Cost will be broken down by a factor of four and billed quarterly
	Total that is "as occurs"	\$ 260,000.00	Cost will be added to the above each quarter
	Total that is "as needed"	\$ 35,000.00	Costs will be added to each quarter only if they are actually used
	Average quarterly run rate	\$ 136,250.00	Average quarterly charge back

FY12-13 SELCO IT/MIS Budget Expenditures

