

**OFFICE OF THE TOWN
MANAGER**



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Town of Shrewsbury
MASSACHUSETTS 01545-5398

To: Board of Selectmen
Finance Committee

From: Daniel J. Morgado

Date: January 25, 2013

Re: Fiscal Year 2014 Budget

Pursuant to Section 16 of the Town Manager's Act, attached is my recommended budget for Fiscal Year 2014 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 20, 2013.

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 and estimates will mature during the months of February, March and April. In February, I will get my first understanding of what the health insurance renewal will be looking like. In March, the House Ways and Means Committee will report out which provides an excellent idea of what amount we can expect in Local Aid. In April, I will have local receipts through the third quarter which allows for an opportunity to adjust the Fiscal Year 2014 Schedule A and the July 1, 2013 Free Cash estimates.

Please note that I have not reacted for the purposes of this filing to the Governor's House Bill #1 State Aid amounts released today.

In keeping with my standing practice, I will adjust all energy, chemical, contractual services and Operating Support accounts during the months of March and April as information develops. Several of these accounts are subject to change as contracts are renewed, bid awards are made, expiring contracts renegotiated and/or scopes modified and in the case of unemployment compensation, the financial impact of any layoffs can be considered.

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 the use of reserves consideration must also 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 departments and capital spending to the greatest extent advisable to free up revenue for the educational program. You will note large increases for the Retirement and Operating Support budgets.

My current recommended operational budget is as follows:

	Fiscal Year 2013 Budget (May ATM)	Fiscal Year 2013 Budget (Current Revised)	Fiscal Year 2014 Request	Town Manager Fiscal Year 2014 Recommend	Change	Difference FY 2013 to FY 2014 (May ATM)	Percent	Difference FY 2013 to FY 2014 (Current Revised)	Percent
PERSONNEL BOARD	\$188,600	\$101,088	\$3,600	\$3,600	(\$97,488)	(\$185,000)	-98.09%	(\$97,488)	-96.44%
SELECTMEN	\$210,150	\$210,150	\$20,150	\$20,150	(\$190,000)	(\$190,000)	-90.41%	(\$190,000)	-90.41%
TOWN MANAGER	\$319,116	\$322,319	\$322,200	\$320,872	(\$1,447)	\$1,756	0.55%	(\$1,447)	-0.45%
FINANCE COMMITTEE	\$281,455	\$270,755	\$281,455	\$281,455	\$10,700	\$0	0.00%	\$10,700	3.95%
ACCOUNTANT	\$198,482	\$209,139	\$208,361	\$208,361	(\$778)	\$9,879	4.98%	(\$778)	-0.37%
ASSESSORS	\$229,867	\$238,523	\$270,331	\$269,431	\$30,908	\$39,564	17.21%	\$30,908	12.96%
TREASURER-COLLECTOR	\$355,865	\$362,774	\$370,923	\$370,923	\$8,149	\$15,058	4.23%	\$8,149	2.25%
TOWN COUNSEL	\$56,400	\$56,400	\$56,600	\$59,000	\$2,600	\$2,600	4.61%	\$2,600	4.61%
MIS	\$0	\$0	\$0	\$0	\$0	\$0	0.00%	\$0	0.00%
TOWN CLERK	\$127,266	\$130,753	\$130,613	\$130,613	(\$140)	\$3,347	2.63%	(\$140)	-0.11%
ELECTION AND REG	\$142,212	\$145,069	\$96,868	\$96,868	(\$48,201)	(\$45,344)	-31.88%	(\$48,201)	-33.23%
CONSERVATION COMMISSION	\$6,550	\$34,953	\$6,750	\$1,750	(\$33,203)	(\$4,800)	-73.28%	(\$33,203)	-94.99%
PLANNING BOARD	\$3,150	\$3,183	\$8,150	\$8,150	\$4,967	\$5,000	158.73%	\$4,967	156.05%
BOARD OF APPEALS	\$4,250	\$4,250	\$4,400	\$4,250	\$0	\$0	0.00%	\$0	0.00%
PUBLIC BUILDINGS	\$3,356,049	\$3,610,454	\$3,470,021	\$3,334,172	(\$276,282)	(\$21,877)	-0.65%	(\$276,282)	-7.65%
POLICE DEPARTMENT	\$4,151,001	\$4,174,527	\$4,332,827	\$4,161,700	(\$12,827)	\$10,699	0.26%	(\$12,827)	-0.31%
FIRE DEPARTMENT	\$2,918,070	\$2,922,348	\$3,094,144	\$2,993,609	\$71,261	\$75,539	2.59%	\$71,261	2.44%
BUILDING INSPECTOR	\$254,814	\$261,175	\$269,660	\$274,168	\$12,993	\$19,354	7.60%	\$12,993	4.97%
WEIGHTS & MEASURES	\$3,200	\$3,200	\$4,400	\$3,800	\$600	\$600	18.75%	\$600	18.75%
EMERGENCY MANAGEMENT	\$2,244	\$2,244	\$2,244	\$2,244	\$0	\$0	0.00%	\$0	0.00%
FORESTRY	\$77,700	\$77,700	\$77,700	\$77,700	\$0	\$0	0.00%	\$0	0.00%
PENSIONS	\$3,320,189	\$3,321,963	\$4,270,034	\$4,270,034	\$948,071	\$949,845	28.61%	\$948,071	28.54%
TOWN ENGINEER	\$411,831	\$446,394	\$419,893	\$430,993	(\$15,401)	\$19,162	4.65%	(\$15,401)	-3.45%
HIGHWAYS	\$1,869,816	\$1,916,815	\$2,174,077	\$1,923,091	\$6,276	\$53,275	2.85%	\$6,276	0.33%
STREET LIGHTING	\$167,974	\$167,974	\$163,007	\$163,007	(\$4,967)	(\$4,967)	-2.96%	(\$4,967)	-2.96%
SEWER	\$4,833,053	\$4,840,285	\$4,744,868	\$5,427,610	\$587,325	\$594,557	12.30%	\$587,325	12.13%
WATER	\$1,893,701	\$2,114,762	\$2,248,871	\$1,886,871	(\$227,891)	(\$6,830)	-0.36%	(\$227,891)	-10.78%
CEMETERIES	\$98,799	\$99,679	\$101,710	\$101,710	\$2,031	\$2,911	2.95%	\$2,031	2.04%
HEALTH	\$174,118	\$176,216	\$181,840	\$175,340	(\$876)	\$1,222	0.70%	(\$876)	-0.50%
COUNCIL ON AGING	\$230,912	\$233,554	\$234,771	\$233,483	(\$71)	\$2,571	1.11%	(\$71)	-0.03%
VETERAN'S SERVICES	\$100,278	\$100,278	\$100,278	\$142,400	\$42,122	\$42,122	42.01%	\$42,122	42.01%
COMM ON DISABILITIES	\$500	\$500	\$500	\$500	\$0	\$0	0.00%	\$0	0.00%
LIBRARY	\$1,086,310	\$1,150,175	\$1,165,225	\$1,104,535	(\$45,640)	\$18,225	1.68%	(\$45,640)	-3.97%
PARKS AND RECREATION	\$364,518	\$368,448	\$390,356	\$402,106	\$33,658	\$37,588	10.31%	\$33,658	9.14%
SCHOOLS*	\$49,864,477	\$49,864,477	\$54,279,004	\$50,219,690	\$355,213	\$355,213	0.71%	\$355,213	0.71%
INTEREST AND DEBT	\$9,767,056	\$9,693,056	\$9,475,563	\$9,577,563	(\$115,493)	(\$189,493)	-1.94%	(\$115,493)	-1.19%
Employee Assistance Program	\$4,000	\$4,000	\$4,000	\$4,000	\$0	\$0	0.00%	\$0	0.00%
Group Health and Life Insurance	\$7,720,000	\$7,720,000	\$7,720,000	\$8,200,000	\$480,000	\$480,000	6.22%	\$480,000	6.22%
Medicare	\$710,000	\$710,000	\$710,000	\$755,000	\$45,000	\$45,000	6.34%	\$45,000	6.34%
Unemployment Compensation	\$250,000	\$250,000	\$250,000	\$250,000	\$0	\$0	0.00%	\$0	0.00%
Radio Maintenance	\$10,421	\$10,421	\$10,421	\$10,421	\$0	\$0	0.00%	\$0	0.00%
Ambulance Services	\$19,976	\$19,976	\$0	\$0	(\$19,976)	(\$19,976)	-100.00%	(\$19,976)	-100.00%

	Fiscal Year 2013 Budget (May ATM)	Fiscal Year 2013 Budget (Current Revised)	Fiscal Year 2014 Request	Town Manager Fiscal Year 2014 Recommend	Change	Difference FY 2013 to FY 2014 (May ATM)	Percent	Difference FY 2013 to FY 2014 (Current Revised)	Percent
Printing/Postage/Stationary	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$0	0.00%	\$0	0.00%
Memorial Day	\$3,549	\$3,549	\$3,549	\$3,549	\$0	\$0	0.00%	\$0	0.00%
General Insurance	\$713,000	\$713,000	\$740,151	\$790,000	\$77,000	\$77,000	10.80%	\$77,000	10.80%
Bills of Prior Year	\$0	\$0	\$0	\$0	\$0	\$0		\$0	
MIS Support	\$545,000	\$545,000	\$545,000	\$635,000	\$90,000	\$90,000	16.51%	\$90,000	16.51%
Telephone System	\$16,818	\$16,818	\$16,818	\$16,818	\$0	\$0	0.00%	\$0	0.00%
UNCLASSIFIED	\$10,577,764	\$10,577,764	\$10,584,939	\$11,249,788	\$672,024	\$672,024	6.35%	\$672,024	6.35%
Total	\$97,647,737	\$98,213,344	\$103,566,333	\$99,931,537	\$1,718,193	\$2,283,800	2.34%	\$1,718,193	1.75%
General Government	\$18,074,443	\$18,483,983	\$18,626,024	\$18,052,951	(\$431,032)	(\$21,492)	-0.12%	(\$431,032)	-2.33%
Water & Sewer	\$6,726,754	\$6,955,047	\$6,993,739	\$7,314,481	\$359,434	\$587,727	8.74%	\$359,434	5.17%
Education	\$49,864,477	\$49,864,477	\$54,279,004	\$50,219,690	\$355,213	\$355,213	0.71%	\$355,213	0.71%
Fixed Costs	\$22,982,063	\$22,909,837	\$23,667,566	\$24,344,415	\$1,434,578	\$1,362,352	5.93%	\$1,434,578	6.26%
Total	\$97,647,737	\$98,213,344	\$103,566,333	\$99,931,537	\$1,718,193	\$2,283,800	2.34%	\$1,718,193	1.75%
Budget Less Education	\$47,783,260	\$48,348,867	\$49,287,329	\$49,711,847	\$1,362,980	\$1,928,587	4.04%	\$1,362,980	2.82%
General Government	\$5,479,412	\$5,699,810	\$5,250,422	\$5,109,595	(\$590,215)	(\$369,817)	-6.75%	(\$590,215)	-10.35%
Public Safety	\$7,407,029	\$7,441,194	\$7,780,975	\$7,513,221	\$72,027	\$106,192	1.43%	\$72,027	0.97%
Retirement	\$3,320,189	\$3,321,963	\$4,270,034	\$4,270,034	\$948,071	\$949,845	28.61%	\$948,071	28.54%
Public Works	\$9,275,174	\$9,585,909	\$9,852,426	\$9,933,282	\$347,373	\$658,108	7.10%	\$347,373	3.62%
Human Services	\$505,808	\$510,548	\$517,389	\$551,723	\$41,175	\$45,915	9.08%	\$41,175	8.06%
Culture and Recreation	\$1,450,828	\$1,518,623	\$1,555,581	\$1,506,641	(\$11,982)	\$55,813	3.85%	(\$11,982)	-0.79%
Education	\$49,864,477	\$49,864,477	\$54,279,004	\$50,219,690	\$355,213	\$355,213	0.71%	\$355,213	0.71%
Debt and Interest	\$9,767,056	\$9,693,056	\$9,475,563	\$9,577,563	(\$115,493)	(\$189,493)	-1.94%	(\$115,493)	-1.19%
Unclassified	\$10,577,764	\$10,577,764	\$10,584,939	\$11,249,788	\$672,024	\$672,024	6.35%	\$672,024	6.35%
Total	\$97,647,737	\$98,213,344	\$103,566,333	\$99,931,537	\$1,718,193	\$2,283,800	2.34%	\$1,718,193	-97.79%

* **Note: School Department request is the budget recommendation filed on January 23, 2013, with the School Committee.**

I am recommending the following warrant articles:

MEDICAL EXPENSES POLICE & FIRE	\$2,500
FY 2013 DEFICITS	\$400,000
SOLID WASTE ENTERPRISE	\$1,873,173
CAPITAL BUDGET	\$1,350,780
BILLS OF PRIOR YEAR	\$1,000
SALE OF LOTS	\$18,000
I&I SEWER PROGRAM	\$1,000,000
SEWER PUMP STATION IMPROVEMENTS	\$500,000
IMPROVEMENT OF SEWERS	\$150,000
WATER SYSTEM IMPROVEMENTS	\$1,700,000
COUNSELING AND EDUCATIONAL SERVICES	\$72,000
ATM/STM RESERVE	\$300,000

Enclosed herein is the entire capital schedule submitted by all departments for the period of Fiscal Years 2014 to 2018 (Figure Ten) that I ask you to review carefully as there are a number of projects requested in Fiscal Year 2014 that I am not recommending for funding (see Figure Ten-A).

There is a wide variance between the School Department budget proposal made this week and what is funded herein. There are also deficiencies among the several municipal departments and a capital program that I will need to be expanded in order to keep pace with the public works and facility infrastructure needs of the community.

I will provide updates as soon as information is made known to me and I am available to meet at your convenience.

**FISCAL YEAR 2014
BACKUP MATERIALS**

FIGURE	TITLE	PURPOSE
One	Fiscal Projection One	Shows actual and projected revenue and charges for Fiscal Year 2013 and 2014. 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 2007 to 2012, the current year's estimate and the projected local receipts for Fiscal Year 2014.
Four	State Aid & Charges	Historical summary of State Aid & Charges for the Fiscal Years 2006 to 2013, and projected forward for Fiscal Year 2013 based on level funding of all accounts.
Five	Tax Rate Recapitulations	Historical summary of Tax Recapitulations for the Fiscal Years 2006 to 2013.
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 shown with offsetting revenues.
Eight	Free Cash Estimate	Estimated Free Cash balance as of July 1, 2013.
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 2014 to Fiscal Year 2018.
Ten-A	Capital Budget Recommendations	Summary of how I recommend addressing the Capital Budget requests for Fiscal Year 2014.

FIGURE	TITLE	PURPOSE
Eleven-A	Health Insurance Plan Enrollment	Summary of enrollment from Fiscal Year 1999 to Fiscal Year 2012. The Fiscal Year 2013, enrollment is still under review and an updated Figure 11-A will be provided.
Eleven-B	Health Insurance Premiums	Summary of premiums and contribution rates Fiscal Year 2000 to Fiscal Year 2013.
Eleven-C	Health Insurance Enrollment Trends	Summary of enrollment trends Fiscal Year 2000 to Fiscal Year 2012. The Fiscal Year 2013, enrollment is still under review and an updated Figure 11-C will be provided.
Twelve	Surplus Revenue Account	Summary of the various surplus revenue accounts Fiscal Year 1995 to Fiscal Year 2012.
Thirteen	Comparison of Average Single Family Tax Bills	Comparison of single family tax bills for selected communities Fiscal Year 2005 to Fiscal Year 2012.
Fourteen	Solid Waste Enterprise	Solid Waste Enterprise budget for FY 2014.
Fifteen	Comparison of Authorized FTE Positions	Under development and will be provided under separate cover.
Sixteen	Out Year Projection	Under development and will be provided under separate cover.
Attachment	Fiscal Policies -- FY 2014	The Fiscal Policies of the Board of Selectmen adopted October 9, 2012.

**FIGURE ONE
FISCAL PROJECTION ONE
FISCAL YEAR 2014**

Ref No.	REVENUE	FY 2013 ACTUAL	FY 2014 PROJECTED	DIFFERENCE
1	TAXATION	\$55,818,702	\$52,390,000	\$2,061,618
2	NEW GROWTH		\$577,665	
3	EXEMPTED TAX LEVY		\$4,912,655	
4	STATE AID	\$21,790,490	\$21,790,490	\$0
5	SBAB PAYMENT	\$3,350,376	\$3,350,376	\$0
6	OVERESTIMATES	\$0	\$0	\$0
7	SCHEDULE A RECEIPTS	\$12,060,000	\$12,245,000	\$185,000
8	SOLID WASTE ENTERPRISE	\$895,500	\$885,000	(\$10,500)
9	RETAINED EARNINGS - SOLID WASTE	\$60,000	\$30,000	(\$30,000)
10	FREE CASH	\$3,091,495	\$3,000,000	(\$91,495)
	OTHER AVAILABLE FUNDS			
11	SALE OF CEMETERY LOTS	\$18,000	\$18,000	\$0
12	SEWER SURPLUS	\$5,974,283	\$6,166,236	\$191,953
13	SEWER I & I ACCOUNT	\$0	\$500,000	\$500,000
14	LIGHT REVENUE	\$344,110	\$130,750	(\$213,360)
15	CATV REVENUE	\$365,300	\$348,400	(\$16,900)
16	OTHER FUNDS (CHAPTER 90)	\$989,144	\$0	(\$989,144)
17	ACCOUNT TRANSFER	\$700,585	\$312,790	(\$387,795)
18	STABILIZATION	\$0	\$0	\$0
19	TITLE V LOAN REPAYMENTS	\$14,963	\$15,101	\$138
20	WATER SYSTEM IMPROVEMENTS	\$1,102,358	\$1,043,000	(\$59,358)
21	WATER CONVERSATION FUND	\$25,000	\$10,000	(\$15,000)
22	CEMETERY TRUST FUNDS	\$0	\$0	\$0
23	OAK MIDDLE SCHOOL SBAB	\$0	\$40,671	\$40,671
24	SALE OF PROPERTY	\$30,000	\$0	(\$30,000)
25	HIGHWAY IMPROVEMENTS	\$0	\$0	\$0
26	BOND INTEREST RESERVE	\$100,000	\$60,000	(\$40,000)
27	FREE CASH (REDUCE LEVY)	\$500,000	\$500,000	\$0
28	MUNICIPAL LIGHT (REDUCE LEVY)	\$175,463	\$237,569	\$62,106
29	CATV REVENUE (REDUCE LEVY)	\$753,254	\$792,811	\$39,557
	TOTAL REVENUE	\$108,159,023	\$109,356,514	\$1,197,491
	CHARGES			
30	TAX TITLE	\$0	\$0	\$0
31	COURT JUDGEMENTS	\$0	\$0	\$0
32	OVERLAY DEFICITS	\$0	\$0	\$0
33	CHERRY SHEET OFFSETS	\$148,573	\$148,573	\$0
34	CMRPC	\$8,579	\$8,793	\$214
35	STATE AND COUNTY CHARGES	\$1,900,158	\$1,900,158	\$0
36	OVERLAY	\$525,318	\$650,000	\$124,682
	TOTAL CHARGES	\$2,582,628	\$2,707,524	\$124,896
	TOTAL AVAILABLE FOR TOWN MEETING APPROPRIATION	\$105,576,395	\$106,648,990	\$1,072,595
37	ESTIMATED TAX RATE	\$11.67	\$11.98	

**PROJECTION NOTES
FY 2014**

No.	Item	Computation	Notes	Information Source/Comment
1	Levy Limit	\$51,112,196 Fy 13 levy limit \$1,277,805 21/2% increase \$52,390,000.90 \$52,390,000 Fy 14 levy limit (SAY)		DOR Advisory
2	New Growth	\$577,665 Estimate Fy 14 \$605,739 Fy 13 New Growth \$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		Estimate as of 1/21/2013 Form filed by BOA with Fy 13 Tax Recap Sheet 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
3	Exempted Tax Levy	(\$3,350,376) \$465,645 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) \$180,113 Open Space Bond \$142,175 HS School Land Bond \$4,199,300 New High School \$141,250 Open Space Bond #2 \$546,860 Oak Middle School \$550,833 Fire Facilities Project \$1,740,000 Sherwood Middle School #1 \$486,475 Land Acquisition - CenTech Park - North \$18,000 Sherwood Middle School #2 \$15,956 Sherwood BAN Costs (\$71,329) Bond Premium for Sherwood Bond #1 (Year 3 of 20) (\$82,167) Bond Premium for Land Acquisition - CenTech Park - North (Note this will be reduced after expenses) (\$10,080) Bond Premium for Sherwood BAN (\$60,000) Bond Interest Reserve (See Item #26)		See Figure Six
		\$4,912,655 Total Exempted Debt Service		
4	State Aid	\$21,790,490 Based on Level Funding		See Figure Four
5	SBAB	\$585,681 Floral Street \$2,764,695 High School \$3,350,376 Total SBAB		
6	Overestimates	\$0 No Overestimated Projected		

**PROJECTION NOTES
FY 2014**

7	Schedule A	\$12,245,000	Projected Local Receipts	See Figure Three
8	Solid Waste Enterprise	\$885,000	Estimate as of 1/21/2013	See Figure Fourteen
9	Retained Earnings - Solid Waste	\$30,000	Balance as of 7/1/2012 - \$58,879	
10	Free Cash	\$3,000,000	7/1/12 Balance \$5,591,137 (Adjusted to \$5,567,137 via \$24,000 transfer at 10/30/2012 STM)	
11	Sale of Lots	\$18,000	Balance as of 1/16/2013 - \$29,628	
12	Sewer Surplus	\$6,166,236		\$5,427,610 Operating Budget
				\$88,626 Debt Service
				\$150,000 Capital Budget - Telemetry Upgrade
				\$500,000 Warrant Article - I/I Program (See Sewer I & I Account for additional \$500k)
				\$176,984 Indirect Costs
				\$6,343,220
		\$500,000	To fund I & I Activites in FY 2014	Balance as of 1/16/2013 - \$680,502
13A	Sewer I & I Account	\$500,000		
13B	Sewer Construction	\$0	No projects planned for FY 2013	
14	Light Revenue	\$130,750	Light Plant Upgrade (2001 - Rolfe Avenue Transformer)	
		\$130,750	Total Debt Service Budget FY 14	See Figure Six
15	CATV Revenue	\$348,400	Total Debt Service Budget FY 14	See Figure Six
16	Chapter 90	\$0		
17	Account Transfers	Amount	Account	To Be Used For
		\$54,065.00	01-0192-10-570780 - Beal Elevator	Capital Budget
		\$32,000.00	01-0192-10-571260 - Install Screens - Oak	Capital Budget
		\$24,001.25	01-0192-10-571300 - Spring Street Roof	Capital Budget
		\$31,406.06	01-0450-10-585580 - New Generator Gulf Street	Water Capital Project
		\$9,485.00	01-0450-10-585700 - Replace Pickup	Water Capital Project
		\$41,305.59	01-0450-10-585896 - Crescent St Water Main	Water Capital Project
		\$45,382.58	01-0450-10-580961 - Browning Tank Insp & Repair	Water Capital Project
		\$75,144.96	01-0450-10-585991 - Grafton Street	Water Capital Project
		\$312,790	Total Account Transfers	
18	Stabilization	\$0	Balance as of 1/16/2013 - \$348,616	

Balance as of 12/31/2013
\$8,823,934

Tax levy subsidy of the sewer operation is 2.6%

Balance as of 1/16/2013
Sewer Construction Acct
\$682,764

**PROJECTION NOTES
FY 2014**

19	Total V Loan Repayments	\$15,101 Balance as of 1/16/2013 - \$140,352	See Figure Six
			Title V Loan #1 \$4,831.00 Title V Loan #2 \$5,541.00 Title V Loan #3 \$4,729.00 \$15,101.00
20	Water System Improvements	\$1,043,000 Balance as of 1/16/2013 - \$2,686,023	
21	Water Conservation Fund	\$10,000 Balance as of 1/16/2013 - \$178,672	
22	Cemetery Trust Funds	\$0 No Project in FY 2014	
23	Oak Middle School SBAB	\$40,671 SBAB Reimbursement - OAK Middle	
24	Sale of Property	\$0 Account has been exhausted	
25	Highway Improvements	\$0 Balance as of 1/16/2013 - \$1,124,835	
26	Bond Interest Reserve	\$60,000 Balance as of 1/16/2013 - \$60,442	Source: Sherwood Middle School Project
		\$100,000 Fy 13	FY 13 Recap Sheet
		\$0 Fy 12	FY 12 Recap Sheet
		\$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
27	Free Cash (Reduce Levy)	\$500,000 Fy 14 (\$163,576) is a Bond Premium Pass Through)	
		\$500,000 Fy 13	FY 13 Recap Sheet; \$181,080 was a bond premium
		\$500,000 Fy 12	FY 12 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
28	Municipal Light (PILOT)	\$237,569 Fy 14	
		\$175,463 Fy 13	FY 13 Recap Sheet
		\$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

**PROJECTION NOTES
FY 2014**

	\$121,995 Fy 06	FY 06 Recap Sheet
	\$115,606 Fy 05	FY 05 Recap Sheet
29 CATV (PILOT)	\$792,811 Fy 14	
	\$753,254 Fy 13 - Additional \$30,000 from PEG	FY 13 Recap Sheet
	\$723,720 Fy 12 - Additional \$30,000 from PEG	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
30 Tax Title	\$0	
31 Court Judgments	\$0	
32 Overlay Deficits	\$0	
33 Cherry Sheet Offsets	\$148,573 Fy 14 - Based on Level Funding	
	\$148,573 Fy 13	FY 13 Recap Sheet
	\$163,198 Fy 12	FY 12 Recap Sheet
	\$164,782 Fy 11	FY 11 Recap Sheet
	\$70,133 Fy 10	FY 10 Recap Sheet
	\$81,742 Fy 09	FY 09 Recap Sheet
	\$81,348 Fy 08	FY 08 Recap Sheet
	\$73,331 Fy 07	FY 07 Recap Sheet
	\$73,909 Fy 06	FY 06 Recap Sheet
	\$67,387 Fy 05	FY 05 Recap Sheet
	\$61,412 Fy 04	FY 04 Recap Sheet
34 CMRPC	\$8,793 Fy 14 - Actual	
	\$8,579 Fy 13	FY 13 Recap Sheet
	\$7,813 Fy 12	FY 12 Recap Sheet
	\$7,623 Fy 11	FY 11 Recap Sheet
	\$7,623 Fy 10	FY 10 Recap Sheet
	\$7,437 Fy 09	FY 09 Recap Sheet
	\$7,256 Fy 08	FY 08 Recap Sheet
	\$7,079 Fy 07	FY 07 Recap Sheet
	\$6,906 Fy 06	FY 06 Recap Sheet
	\$6,737 Fy 05	FY 05 Recap Sheet
	\$6,574 Fy 04	FY 04 Recap Sheet
35 State & County Charges	\$1,900,158 Fy 14 - Based on Level Funding	
	\$1,900,158 Fy 13	FY 13 Recap Sheet
	\$1,983,115 Fy 12	FY 12 Recap Sheet
	\$1,756,414 Fy 11	FY 11 Recap Sheet
	\$1,816,393 Fy 10	FY 10 Recap Sheet

PROJECTION NOTES

FY 2014

\$1,502,535	Fy 09	FY 09 Recap Sheet
\$1,150,859	Fy 08	FY 08 Recap Sheet
\$882,906	Fy 07	FY 07 Recap Sheet
\$840,584	Fy 06	FY 06 Recap Sheet
\$694,057	Fy 05	FY 05 Recap Sheet
\$434,305	Fy 04	FY 04 Recap Sheet

36 Overlay

\$650,000	Fy 12 - Estimate	Estimate
\$525,318	Fy 13	FY 13 Recap Sheet
\$715,020	Fy 12	FY 12 Recap Sheet
\$598,458	Fy 11	FY 11 Recap Sheet
\$746,871	Fy 10	FY 10 Recap Sheet
\$583,630	Fy 09	FY 09 Recap Sheet
\$545,199	Fy 08	FY 08 Recap Sheet
\$484,866	Fy 07	FY 07 Recap Sheet
\$451,929	Fy 06	FY 06 Recap Sheet
\$334,363	Fy 05	FY 05 Recap Sheet
\$465,564	Fy 04	FY 04 Recap Sheet

37 Fy 13 Tax Rate

\$577,665.00	projected new growth
\$11.67	current year tax rate
\$4,783,093,602.00	current value
\$49,500,000.00	value new growth
\$4,832,593,602.00	new value fy 14
\$52,390,000.00	tax levy
\$577,665.00	new growth
\$4,912,655.00	exempted levy
\$57,880,320.00	total levy
\$11.98	tax rate fy 14

**FIGURE TWO
NEW GROWTH AND BUILDING PERMIT ANALYSIS
FISCAL YEAR 2007 TO 2014**

Property Class	FY 2014	FY 2013	FY 2012	FY 2011	FY 2010	FY 2009	FY 2008	FY 2007
Residential								
Single Family	\$27,000,000	\$27,173,200	\$26,435,200	\$28,754,200	\$13,707,015	\$35,697,392	\$26,852,550	\$47,161,250
Condominium	\$5,000,000	\$5,906,000	\$6,403,500	\$3,918,900	\$2,317,000	\$2,139,000	\$12,497,700	\$20,834,200
Two & Three Family	\$0	\$1,000	\$215,000	\$660,300	\$0	\$174,072	\$0	\$2,300,750
Multi-Family	\$5,000,000	\$5,125,600	\$10,540,100	\$77,500	\$350,600	\$384,000	\$10,267,700	\$21,621,100
Vacant Land	\$3,000,000	\$4,465,605	\$3,093,100	\$5,106,200	\$1,882,700	\$3,267,502	\$2,949,462	\$4,054,800
All Others	\$0	\$0	\$577,100	\$261,025	\$0	\$0	\$0	\$76,071
Total Residential	\$40,000,000	\$42,671,405	\$47,264,000	\$38,778,125	\$18,257,315	\$41,661,966	\$52,567,412	\$96,048,171
Open Space	\$0	\$475,200						
Commercial	\$5,000,000	\$5,518,289	\$6,132,287	\$8,595,290	\$3,062,200	\$7,529,039	\$1,301,604	\$3,721,970
Chapter 61, 61A, 61B	\$0	\$0	\$0	\$0	\$5,773	\$0	\$0	\$0
Industrial	\$2,000,000	\$4,182,800	\$1,000	\$0	\$29,400	\$10,000	\$4,924,200	\$3,111,375
Personal Property	\$2,500,000	\$2,149,542	\$3,154,338	\$2,639,975	\$21,414,509	\$8,254,600	\$6,014,424	\$4,576,584
Total Valuation Growth	\$49,500,000	\$54,522,036	\$56,551,625	\$50,013,390	\$42,769,197	\$57,455,605	\$64,807,640	\$107,933,300
Tax Rate	\$11.67	\$11.11	\$10.67	\$10.31	\$9.68	\$9.14	\$8.66	\$9.24
New Growth	\$577,665	\$605,740	\$603,406	\$515,638	\$414,006	\$525,143	\$561,235	\$997,304
Building Permits (Selected Areas)	2012	2011	2010	2009	2008	2007	2006	2005
One Family	47	49	58	50	25	34	39	53
Two Family	10	2	4	1	3	20	16	11
Apartment/Condos	2	6	6	10	0	2	14	12
Residential Alterations	354	227	251	207	228	268	307	309
Commercial	1	4	5	3	9	2	9	5
Commercial Alternations	83	87	75	41	47	51	62	40
Industrial	1	0	0	0	0	0	1	0
Industrial Alterations	1	0	0	0	0	8	6	0
Total	499	375	399	312	312	385	454	430
New Single-Family Homes	1990	61	1995	157	2000	178	Single Family Home Construction	
1990 to 2004	1991	125	1996	221	2001	126	1990 to 1999	2,104
	1992	288	1997	261	2002	128	2000 to 2009	797
	1993	256	1998	269	2003	96	2010 to 2019	154
	1994	222	1999	244	2004	68		

**FIGURE THREE
RECEIPTS
FISCAL YEAR 2008 TO 2014**

ITEM	PROPOSED FY 14	TO DATE FY 13	PROJECTED FY 13	ACTUAL FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09	ACTUAL FY 08
MOTOR VEHICLE EXCISE	\$4,400,000	\$538,956	\$4,300,000	\$4,507,317	\$4,437,527	\$4,295,450	\$4,351,092	\$4,872,855
OTHER EXCISE	\$85,000	\$44,466	\$85,000	\$85,807	\$82,970	\$47,864	\$51,900	\$61,823
MEALS TAX*	\$335,000	\$174,421	\$320,000	\$348,153	\$336,491	\$0	\$0	\$0
PENALTIES AND INTEREST	\$225,000	\$113,366	\$225,000	\$245,132	\$281,400	\$218,805	\$241,101	\$205,595
PAYMENT IN LIEU OF TAXES	\$32,000	\$0	\$32,000	\$32,487	\$35,218	\$34,001	\$33,425	\$30,987
CHARGES FOR SERVICES - WATER	\$3,460,000	\$1,799,236	\$3,460,000	\$3,413,506	\$3,642,144	\$3,518,453	\$3,409,443	\$3,500,366
CHARGES FOR SERVICES - ASH DISPOSAL FEES	\$1,395,000	\$771,468	\$1,345,000	\$1,344,953	\$1,245,334	\$872,566	\$812,552	\$768,626
RENTALS	\$140,000	\$68,396	\$130,000	\$157,296	\$156,866	\$116,107	\$106,172	\$116,104
DEPARTMENTAL REVENUE - SCHOOLS	\$30,000	\$16,179	\$20,000	\$48,331	\$19,084	\$13,442	\$12,640	\$12,871
DEPARTMENTAL REVENUE - LIBRARIES	\$12,000	\$302	\$12,000	\$26,214	\$12,459	\$16,575	\$37,320	\$38,869
DEPARTMENTAL REVENUE - CEMETERIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OTHER DEPARTMENTAL REVENUE	\$25,000	\$11,207	\$25,000	\$23,097	\$25,423	\$29,994	\$56,839	\$59,774
LICENSE AND PERMITS	\$300,000	\$129,539	\$300,000	\$400,749	\$325,025	\$280,106	\$255,566	\$279,873
SPECIAL ASSESSMENTS	\$675,000	\$427,265	\$675,000	\$799,598	\$758,100	\$672,673	\$597,761	\$621,311
FINES AND FORFEITS	\$20,000	\$2,166	\$20,000	\$32,687	\$20,266	\$27,440	\$21,805	\$35,538
INVESTMENT INCOME	\$140,000	\$67,142	\$140,000	\$159,174	\$148,638	\$195,951	\$245,537	\$308,415
MISCELLANEOUS RECURRING	\$410,000	\$197,186	\$415,000	\$491,844	\$732,478	\$929,436	\$1,179,559	\$1,780,717
MISCELLANEOUS NON-RECURRING	\$0	\$0	\$0	\$0	\$0	\$0	\$31,291	\$0
MEDICAID REIMBURSEMENT	\$175,000	\$83,323	\$175,000	\$443,716	\$459,072	\$198,823	\$151,712	\$292,926
SUPPLEMENTAL TAX PROGRAM	\$330,000	\$69,819	\$326,000	\$353,059	\$333,627	\$215,698	\$222,924	\$341,212
REIMBURSEMENT E-RATE	\$50,000	\$32,575	\$50,000	\$85,388	\$89,521	\$19,628	\$16,603	\$48,840
	\$6,000	\$628	\$5,000	\$6,152	\$5,084	\$41,864	\$0	\$0
* Meals tax adopted in February 2010	\$12,245,000	\$4,547,639	\$12,060,000	\$13,004,660	\$13,146,727	\$11,744,876	\$11,835,242	\$13,376,702
ESTIMATE				\$12,088,959	\$11,355,500	\$10,939,000	\$11,978,000	\$11,260,800
OVER(UNDER)				\$915,701	\$1,791,227	\$805,876	(\$142,758)	\$2,115,902
PERCENT OVER(UNDER)				7.6%	15.8%	7.4%	-1.2%	18.8%

**FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2008 TO 2014**

Line Item	Fiscal Year 2014 Projected	Fiscal Year 2013 Actual	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual	Fiscal Year 2008 Actual
REVENUE							
A. EDUCATION							
Chapter 70	\$18,748,463	\$18,748,463	\$18,511,623	\$18,412,775	\$18,489,475	\$18,866,811	\$17,419,669
School Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Construction (Removed in FY 2006)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charter School Tuition Reimbursement	\$263,968	\$263,968	\$409,002	\$439,559	\$669,148	\$539,381	\$351,651
Tuition State Wards	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charter School Capital Facility Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Lunch (Offset)	\$30,010	\$30,010	\$30,201	\$27,459	\$33,698	\$31,073	\$33,298
School Choice Receiving Tuition	\$79,568	\$79,568	\$96,050	\$100,000	\$0	\$0	\$0
Sub-Total	\$19,122,009	\$19,122,009	\$19,046,876	\$18,979,793	\$19,192,321	\$19,437,265	\$17,804,618
B. GENERAL GOVERNMENT							
Unrestricted General Government Aid (2009)	\$2,356,176	\$2,356,176	\$2,185,815	\$2,356,176	\$2,454,350	\$0	\$0
Lottery, Beano & Charity Games	\$0	\$0	\$0	\$0	\$0	\$2,859,417	\$3,168,140
Additional Assistance	\$0	\$0	\$0	\$0	\$0	\$269,738	\$298,861
Highway Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Career Incentive	\$0	\$0	\$0	\$15,400	\$31,340	\$157,078	\$143,439
Veteran's Benefits	\$41,977	\$41,977	\$38,498	\$53,523	\$33,353	\$29,272	\$17,277
Exemptions (Vets, Blind, Surviving)	\$88,386	\$88,386	\$91,885	\$94,439	\$91,799	\$67,515	\$70,048
Exemptions (Elderly)	\$0	\$0	\$0	\$0	\$0	\$22,798	\$22,804
State Owned Land	\$142,947	\$142,947	\$142,901	\$137,967	\$112,672	\$129,345	\$120,634
Public Libraries	\$38,995	\$38,995	\$36,947	\$37,323	\$36,435	\$50,669	\$48,050
Sub-Total	\$2,668,481	\$2,668,481	\$2,496,046	\$2,694,828	\$2,759,949	\$3,585,832	\$3,889,253
Total State Aid	\$21,790,490	\$21,790,490	\$21,542,922	\$21,674,621	\$21,952,270	\$23,023,097	\$21,693,871
CHARGES							
County Tax	\$0	\$0	\$0	\$0	\$25,729	\$49,947	\$49,947
Mosquito Control	\$64,430	\$64,430	\$60,128	\$59,538	\$60,013	\$59,166	\$57,811
Mosquito Control (Underestimate)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Air Pollution Districts	\$10,543	\$10,543	\$10,002	\$9,802	\$9,608	\$9,434	\$9,220
RMV Non-Renewal Surcharge	\$22,180	\$22,180	\$22,400	\$22,320	\$21,520	\$21,780	\$19,380
WRTA Assessment	\$81,552	\$81,552	\$97,053	\$95,756	\$74,028	\$69,072	\$75,438
Special Education	\$187	\$187	\$4,904	\$18,451	\$17,305	\$12,816	\$0
MBTA	\$149,868	\$149,868	\$114,259	\$115,750	\$139,262	\$141,794	\$142,329
School Choice Tuition	\$129,193	\$129,193	\$117,984	\$113,286	\$106,835	\$78,710	\$61,947
Charter School Tuition	\$1,442,205	\$1,442,205	\$1,556,385	\$1,321,511	\$1,362,093	\$1,059,816	\$734,787
Sub-Total	\$1,900,158	\$1,900,158	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859

**FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2008 TO 2014**

Line Item	Fiscal Year 2014 Projected	Fiscal Year 2013 Actual	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual	Fiscal Year 2008 Actual
Overestimate - Mosquito Control	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overestimate - Special Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overestimate - Regional Transit	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Net Charges	\$1,900,158	\$1,900,158	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859
School Lunch Offset	\$30,010	\$30,010	\$30,201	\$27,459	\$33,698	\$31,073	\$33,298
Library Offset	\$38,995	\$38,995	\$36,947	\$37,323	\$36,435	\$50,669	\$48,050
School Choice Receiving Tuition	\$79,568	\$79,568	\$96,050	\$100,000	\$0	\$0	\$0
Total Off-Sets	\$148,573	\$148,573	\$163,198	\$164,782	\$70,133	\$81,742	\$81,348

Line Item	Fiscal Year 2013 Final	Fiscal Year 2013 Final	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual	Fiscal Year 2008 Actual
"Education" Local Aid	\$19,122,009	\$19,122,009	\$19,046,876	\$18,979,793	\$19,192,321	\$19,437,265	\$17,804,618
"General Government" Local Aid Charges and Offsets	\$2,668,481	\$2,668,481	\$2,496,046	\$2,694,828	\$2,759,949	\$3,585,832	\$3,889,253
	\$2,048,731	\$2,048,731	\$2,146,313	\$1,921,196	\$1,886,526	\$1,584,277	\$1,232,207
Total	\$19,741,759	\$19,741,759	\$19,396,609	\$19,753,425	\$20,065,744	\$21,438,820	\$20,461,664
"General Government" Less Charges	\$768,323	\$768,323	\$512,931	\$938,414	\$943,556	\$2,083,297	\$2,738,394

Indicates 9C Reduction

**FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2008 TO 2014**

Line Item	Fiscal Year 2014 House 1	Fiscal Year 2014 Projected	Fiscal Year 2013 Actual	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual	Fiscal Year 2008 Actual
REVENUE								
A. EDUCATION								
Chapter 70	\$18,897,213	\$18,748,463	\$18,748,463	\$18,511,623	\$18,412,775	\$18,489,475	\$18,866,811	\$17,419,669
School Transportation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Construction (Removed in FY 2006)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Charter School Tuition Reimbursement	\$169,897	\$263,968	\$263,968	\$409,002	\$439,559	\$669,148	\$539,381	\$351,651
Tuition State Wards	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Chater School Capital Facility Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Lunch (Offset)	\$28,962	\$30,010	\$30,010	\$30,201	\$27,459	\$33,698	\$31,073	\$33,298
School Choice Receiving Tuition	\$69,568	\$79,568	\$79,568	\$96,050	\$100,000	\$0	\$0	\$0
Sub-Total	\$19,165,640	\$19,122,009	\$19,122,009	\$19,046,876	\$18,979,793	\$19,192,321	\$19,437,265	\$17,804,618
B. GENERAL GOVERNMENT								
Unrestricted General Government Aid (2009)	\$2,356,176	\$2,356,176	\$2,356,176	\$2,185,815	\$2,356,176	\$2,454,350	\$0	\$0
Annual Formula Local Aid (Proposed)	\$121,378							
Lottery, Beano & Charity Games	\$0	\$0	\$0	\$0	\$0	\$0	\$2,859,417	\$3,168,140
Additional Assistance	\$0	\$0	\$0	\$0	\$0	\$0	\$269,738	\$298,861
Highway Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Career Incentive	\$0	\$0	\$0	\$0	\$15,400	\$31,340	\$157,078	\$143,439
Veteran's Benefits	\$60,804	\$41,977	\$41,977	\$38,498	\$53,523	\$33,353	\$29,272	\$17,277
Exemptions (Vets,Blind,Surviving)	\$88,204	\$88,386	\$88,386	\$91,885	\$94,439	\$91,799	\$67,515	\$70,048
Exemptions (Elderly)	\$0	\$0	\$0	\$0	\$0	\$0	\$22,798	\$22,804
State Owned Land	\$143,051	\$142,947	\$142,947	\$142,901	\$137,967	\$112,672	\$129,345	\$120,634
Public Libraries	\$39,514	\$38,995	\$38,995	\$36,947	\$37,323	\$36,435	\$50,669	\$48,050
Sub-Total	\$2,809,127	\$2,668,481	\$2,668,481	\$2,496,046	\$2,694,828	\$2,759,949	\$3,585,832	\$3,889,253
Total State Aid	\$21,974,767	\$21,790,490	\$21,790,490	\$21,542,922	\$21,674,621	\$21,952,270	\$23,023,097	\$21,693,871
CHARGES								
County Tax	\$0	\$0	\$0	\$0	\$0	\$25,729	\$49,947	\$49,947
Mosquito Control	\$68,280	\$64,430	\$64,430	\$60,128	\$59,538	\$60,013	\$59,166	\$57,811
Mosquito Control (Underestimate)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Air Pollution Districts	\$11,072	\$10,543	\$10,543	\$10,002	\$9,802	\$9,608	\$9,434	\$9,220
RMV Non-Renewal Surcharge	\$26,540	\$22,180	\$22,180	\$22,400	\$22,320	\$21,520	\$21,780	\$19,380
WRTA Assessment	\$81,159	\$81,552	\$81,552	\$97,053	\$95,756	\$74,028	\$69,072	\$75,438
Special Education	\$0	\$187	\$187	\$4,904	\$18,451	\$17,305	\$12,816	\$0
MBTA	\$152,105	\$149,868	\$149,868	\$114,259	\$115,750	\$159,262	\$141,794	\$142,329
School Choice Tuition	\$162,412	\$129,193	\$129,193	\$117,984	\$113,286	\$106,835	\$78,710	\$61,947
Charter School Tuition	\$1,305,280	\$1,442,205	\$1,442,205	\$1,556,385	\$1,321,511	\$1,362,093	\$1,059,816	\$734,787
Sub-Total	\$1,806,848	\$1,900,158	\$1,900,158	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859
Overestimate - Mosquito Control	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overestimate - Special Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overestimate - Regional Transit	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Figure 4 - State Aid Charges

**FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2008 TO 2014**

Line Item	Fiscal Year 2014 House 1	Fiscal Year 2014 Projected	Fiscal Year 2013 Actual	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual	Fiscal Year 2008 Actual
Sub-Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Net Charges	\$1,806,848	\$1,900,158	\$1,900,158	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859
School Lunch Offset	\$28,962	\$30,010	\$30,010	\$30,201	\$27,459	\$33,698	\$31,073	\$33,298
Library Offset	\$39,514	\$38,995	\$38,995	\$36,947	\$37,323	\$36,435	\$50,669	\$48,050
School Choice Receiving Tuition	\$69,568	\$79,568	\$79,568	\$96,050	\$100,000	\$0	\$0	\$0
Total Off-Sets	\$138,044	\$148,573	\$148,573	\$163,198	\$164,782	\$70,133	\$81,742	\$81,348

Line Item	Fiscal Year 2014 House 1	Fiscal Year 2014 Projected	Fiscal Year 2013 Final	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual	Fiscal Year 2008 Actual
"Education" Local Aid	\$19,165,640	\$19,122,009	\$19,122,009	\$19,046,876	\$18,979,793	\$19,192,321	\$19,437,265	\$17,804,618
"General Government" Local Aid	\$2,809,127	\$2,668,481	\$2,668,481	\$2,496,046	\$2,694,828	\$2,759,949	\$3,585,832	\$3,889,253
Charges and Offsets	\$1,944,892	\$2,048,731	\$2,048,731	\$2,146,313	\$1,921,196	\$1,886,526	\$1,584,277	\$1,232,207
Total	\$20,029,875	\$19,741,759	\$19,741,759	\$19,396,609	\$19,753,425	\$20,065,744	\$21,438,820	\$20,461,664
House One Over Projected	\$288,116							
"General Government" Less Charges	\$1,002,279	\$768,323	\$768,323	\$512,931	\$938,414	\$943,556	\$2,083,297	\$2,738,394

Indicates 9C Reduction

**Massachusetts Department of Revenue
Division of Local Services
FY2014 Local Aid Estimates**

SHREWSBURY

	FY2013 Cherry Sheet Estimate	FY2014 Governor's Budget (H1)	Difference
Education:			
Chapter 70	18,748,463	18,897,213	148,750
School Transportation	0	0	0
Charter Tuition Reimbursement	263,968	169,897	-94,071
Smart Growth School Reimbursement	0	0	0
Offset Receipts:			
School Lunch	30,010	28,962	-1,048
School Choice Receiving Tuition	79,568	69,568	-10,000
Sub-Total, All Education Items	19,122,009	19,165,640	43,631
General Government:			
Unrestricted Gen Government Aid	2,356,176	2,356,176	0
Annual Formula Local Aid	0	121,378	121,378
Local Share of Racing Taxes	0	0	0
Regional Public Libraries	0	0	0
Urban Renewal Projects	0	0	0
Veterans' Benefits	41,977	60,804	18,827
State Owned Land	142,947	143,051	104
Exemptions: Vets, Blind, Surviving Spouses & Elderly	88,386	88,204	- 182
Offset Receipts:			
Public Libraries	38,995	39,514	519
Sub-Total, All General Government	2,668,481	2,809,127	140,646
Total Estimated Receipts	21,790,490	21,974,767	184,277

**FY2014 Local Aid Assessments
SHREWSBURY**

	FY2013 Cherry Sheet Estimate	FY2014 Governor's Budget (H1)	Difference
County Assessments:			
County Tax	0	0	0
Suffolk County Retirement	0	0	0
Sub-Total, County Assessments	0	0	0
State Assessments and Charges:			
Retired Employees Health Insurance	0	0	0
Retired Teachers Health Insurance	0	0	0
Mosquito Control Projects	64,430	68,280	3,850
Air Pollution Districts	10,543	11,072	529
Metropolitan Area Planning Council	0	0	0
Old Colony Planning Council	0	0	0
RMV Non-Renewal Surcharge	22,180	26,540	4,360
Sub-Total, State Assessments	97,153	105,892	8,739
Transportation Authorities:			
MBTA	149,868	152,105	2,237
Boston Metro. Transit District	0	0	0
Regional Transit	81,552	81,159	- 393
Sub-Total, Transportation Authorities	231,420	233,264	1,844
Annual Charges Against Receipts:			
Special Education	187	0	- 187
STRAP Repayments	0	0	0
Sub-Total, Annual Charges	187	0	- 187
Tuition Assessments			
School Choice Sending Tuition	129,193	162,412	33,219
Charter School Sending Tuition	1,442,205	1,305,280	-136,925
Essex County Tech Sending Tuition	0	0	0
Sub-Total, Tuition Assessments	1,571,398	1,467,692	-103,706
Total Estimated Charges	1,900,158	1,806,848	-93,310

**FIGURE FIVE
TAX RATE RECAPITULATIONS
FISCAL YEAR 2006 TO 2013**

	ACTUAL FY 13	ACTUAL FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09	ACTUAL FY 08	ACTUAL FY 07	ACTUAL FY 06
CHARGES								
APPROPRIATIONS	\$105,576,395	\$101,508,248	\$95,005,238	\$94,830,381	\$96,506,912	\$89,465,197	\$88,001,485	\$83,343,542
COURT JUDGMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OVERLAY DEFICITS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CHERRY SHEET OFFSETS	\$148,573	\$163,198	\$164,782	\$70,133	\$81,742	\$81,348	\$73,331	\$73,909
CMRPC	\$8,579	\$7,813	\$7,623	\$7,623	\$7,437	\$7,256	\$7,079	\$6,906
STATE AND COUNTY CHARGES	\$1,900,158	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859	\$882,906	\$840,584
OVERLAY	\$525,318	\$714,829	\$598,458	\$758,894	\$583,630	\$545,199	\$484,866	\$451,929
TOTAL TO BE RAISED	\$108,159,023	\$104,377,203	\$97,532,515	\$97,483,424	\$98,682,256	\$91,249,859	\$89,449,668	\$84,716,870
REVENUE								
STATE AID	\$25,140,866	\$24,893,298	\$25,163,474	\$25,441,123	\$26,849,796	\$25,486,284	\$23,727,465	\$21,077,629
OVERESTIMATES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SCHEDULE A RECEIPTS	\$12,060,000	\$12,088,959	\$11,355,500	\$10,939,000	\$11,978,000	\$11,260,800	\$11,400,000	\$10,388,000
SOLID WASTE ENTERPRISE	\$895,500	\$885,000	\$831,000	\$804,000	\$0	\$0	\$0	\$0
FREE CASH & RETAINED EARNINGS	\$3,151,495	\$3,446,791	\$1,631,069	\$1,310,000	\$2,999,999	\$2,000,000	\$1,250,000	\$2,000,000
OTHER AVAILABLE FUNDS								
SALE OF CEMETERY LOTS	\$18,000	\$18,000	\$18,000	\$18,000	\$19,000	\$18,000	\$18,000	\$25,000
SEWER SURPLUS	\$5,974,283	\$5,718,663	\$4,200,777	\$3,313,131	\$2,834,092	\$2,746,086	\$2,970,000	\$3,566,655
LIGHT REVENUE	\$344,110	\$350,570	\$357,767	\$457,640	\$472,770	\$291,434	\$258,939	\$262,767
CATV REVENUE	\$365,300	\$377,300	\$394,500	\$410,834	\$453,750	\$469,370	\$484,635	\$499,545
STABILIZATION	\$0	\$0	\$0	\$496,000	\$0	\$0	\$0	\$170,000
OTHER FUNDS (CHAPTER 90)	\$989,144	\$1,734,698	\$0	\$1,451,733	\$723,655	\$0	\$1,397,858	\$508,066
BUDGET/FUND TRANSFERS	\$700,585	\$315,708	\$701,143	\$1,136,417	\$1,336,334	\$0	\$149,868	\$566,714
HOME FARM WELL INTEREST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TITLE V RESERVE	\$14,963	\$15,128	\$15,128	\$15,128	\$15,128	\$15,128	\$15,128	\$16,248
WATER SYSTEM IMPRVMENTS	\$1,102,358	\$0	\$32,000	\$600,000	\$0	\$200,000	\$305,702	\$500,000
WATER CONSERVATION FUND	\$25,000	\$0	\$100,000	\$200,000	\$200,000	\$150,000	\$50,000	\$30,000
CEMETERY TRUST FUNDS	\$0	\$0	\$0	\$11,000	\$30,000	\$0	\$30,000	\$75,000
SPECIAL FUNDS - COAL ASH	\$0	\$0	\$0	\$0	\$392,237	\$530,000	\$425,000	\$275,000
HIGHWAY IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$400,000
SURPLUS SBAB (FLORAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$89,681
SALE OF PROPERTY	\$30,000	\$0	\$315,500	\$0	\$0	\$96,402	\$194,220	\$0
SEWER CONSTRUCTION	\$0	\$150,000	\$750,000	\$0	\$610,000	\$440,000	\$258,000	\$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)	\$175,463	\$150,384	\$150,384	\$150,384	\$150,384	\$189,358	\$115,441	\$121,995
CATV REVENUE (REDUCE LEVY)	\$753,254	\$723,720	\$732,356	\$626,307	\$556,355	\$492,491	\$454,691	\$430,056
BOND INTEREST RESERVE	\$100,000	\$0	\$205,469	\$500,000	\$500,000	\$500,000	\$800,000	\$0
TOTAL REVENUE	\$52,340,321	\$51,368,219	\$47,454,067	\$48,380,697	\$50,621,500	\$45,385,353	\$44,804,947	\$41,502,355
TOTAL LEVY	\$55,818,702	\$53,008,984	\$50,078,448	\$49,102,727	\$48,060,756	\$45,864,506	\$44,644,721	\$43,214,514
TAX RATE	\$11.67	\$11.11	\$10.67	\$10.31	\$9.68	\$9.14	\$8.66	\$9.24

**FIGURE SIX
DEBT SERVICE PROJECTION
FISCAL YEAR 2014 TO 2033**

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
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
Balance			\$352,100	\$361,075	\$14,487	\$20,128,750	\$462,000	\$220,500	\$73,668
	\$1,490,481	\$348,400	\$870,776	\$774,700	\$28,976	\$32,271,550	\$873,700	\$595,750	\$120,328

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) \$168,653 CWMP	2008 \$6,800,000 FIRE FACILITIES PROJECT	2008 \$1,250,000 WATER SYSTEM UPGRADE	2011 \$20,000,000 SHERWOOD MIDDLE SCHOOL	2011 \$680,000 CREDIT UNION PURCHASE
2014	\$5,541	\$546,860	\$105,987	\$4,729	\$10,807	\$550,833	\$145,313	\$1,740,000	\$91,850
2015	\$5,541	\$532,754	\$102,747	\$4,729	\$10,807	\$539,433	\$141,563	\$1,710,000	\$89,750
2016	\$5,541	\$518,185	\$94,500	\$4,729	\$10,807	\$527,083	\$137,500	\$1,680,000	\$87,650
Balance	\$39,045	\$3,979,905	\$345,950	\$47,283	\$54,038	\$4,516,886	\$262,813	\$21,365,000	\$454,000
TOTAL	\$55,668	\$5,577,704	\$649,184	\$61,470	\$86,459	\$6,134,235	\$687,189	\$26,495,000	\$723,250

FISCAL YEAR	2012 \$681,000 WATER SYSTEM IMPROVEMENTS	2012 \$6,100,000 LAND PURCHASE SOUTH STREET	TOTAL DEBT SERVICE
2014	\$82,860	\$486,475	\$9,452,374
2015	\$80,625	\$474,275	\$8,841,743
2016	\$79,575	\$462,075	\$8,539,088
Balance	\$502,125	\$6,516,783	\$59,696,408
TOTAL	\$745,185	\$7,939,608	\$86,529,613

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
\$249,885	\$8,455,439	\$747,050	\$9,452,374
\$242,360	\$8,207,663	\$391,721	\$8,841,743
\$229,288	\$7,933,106	\$376,695	\$8,539,088
\$799,950	\$57,682,499	\$1,213,959	\$59,696,408
\$1,521,482	\$82,278,706	\$1,515,466	\$86,529,613

*** 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	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
1	2/1/1996 2/1/2005	Floral St (EXEMPT) \$9,000,000	Principal	416,000	411,650	402,700											
			Interest	49,645	34,565	19,128											
			Total	465,645	446,215	421,828											
1	2/1/1996 2/1/2005	Floral St \$1,000,000	Principal	49,000	48,350	47,300											
			Interest	5,836	4,060	2,247											
			Total	54,836	52,410	49,547											
2	6/15/1999 9/3/2009	CATV Upgrade \$5,300,000	Principal	335,000													
			Interest	13,400													
			Total	348,400													
3	6/15/1999 9/3/2009	Land Acquisition #1 \$3,000,000	Principal	155,000	155,000	150,000	150,000	145,000	40,000								
			Interest	25,113	18,913	14,650	10,150	5,650	1,300								
			Total	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	120,000	120,000	120,000	115,000	115,000	110,000								
			Interest	22,175	17,375	14,075	10,475	7,025	3,575								
			Total	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	4,829	4,829	4,829	4,829	4,829								
			Interest	0	0	0	0	0	0								
			Total	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	3,040,000	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	1,159,300	1,053,800	934,700	802,000	655,250	508,875	362,875	217,375	72,375					
			Total	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	105,000	105,000	105,000	105,000	105,000							
			Interest	31,250	32,350	23,100	18,375	13,125	7,875	2,625							
			Total	141,250	142,350	128,100	123,375	118,125	112,875	107,625							
8	8/15/2001 4/15/2010	Light Upgrade \$1,760,000	Principal	110,000	110,000	105,000	105,000	105,000									
			Interest	20,750	16,900	12,600	7,875	2,625									
			Total	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	11,931	15,075	14,746	14,422	14,040	13,602	13,242	15,698						
			Interest	1,888	1,652	1,368	1,085	802	518	259	0						
			Total	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	5,541	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	0
			Total	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	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	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	80,000	80,000	80,000	80,000	80,000							
			Interest	20,987	17,747	14,500	11,300	8,100	4,900	1,650							
			Total	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	4,728	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	4,728	4,728	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	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026		
14	12/18/2007 12/10/2009	Assabet River CWMP #2 \$168,653	Principal	10,807	10,807	10,807	10,807	10,807	10,808	10,808	10,808							
			Interest	0	0	0	0	0	0	0	0	0						
			Total	10,807	10,807	10,807	10,807	10,807	10,808	10,808	10,808							
15	2/15/2008	Fire Facilities Project \$6,800,000	Principal	580,000	580,000	580,000	580,000	580,000	580,000	580,000	375,000	375,000	375,000	375,000	370,000	370,000		
			Interest	170,833	159,433	147,083	134,733	122,383	109,083	96,353	83,243	69,930	56,243	42,368	28,305	14,245		
			Total	550,833	539,433	527,083	514,733	502,383	489,083	476,353	458,243	444,930	431,243	417,368	398,305	384,245		
16	2/15/2008	Water Tank - Masonic \$1,250,000	Principal	125,000	125,000	125,000	125,000	125,000										
			Interest	20,313	16,563	12,500	8,438	4,375										
			Total	145,313	141,563	137,500	133,438	129,375										
17	7/14/2011	Sherwood Middle School \$20,000,000 (Balance to be Issued in FY 2014)	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	740,000	710,000	680,000	650,000	615,000	580,000	540,000	490,000	440,000	390,000	345,000	305,000	265,000		
			Total	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	1,265,000		
18	7/14/2011	Credit Union Land Purchase \$680,000	Principal	70,000	70,000	70,000	70,000	70,000	65,000	65,000	65,000	65,000						
			Interest	21,850	19,750	17,650	15,550	13,100	10,725	8,125	4,875	1,625						
			Total	91,850	89,750	87,650	85,550	83,100	75,725	73,125	69,875	66,625						
19	11/15/2012	Water System Improvements \$681,000	Principal	71,000	70,000	70,000	70,000	70,000	70,000	65,000	65,000	65,000	65,000					
			Interest	11,860	10,625	9,575	8,525	7,300	5,900	4,550	3,250	1,950	650					
			Total	82,860	80,625	79,575	78,525	77,300	75,900	69,550	68,250	66,950	65,650					
20	11/15/2012	Land Acquisition - South St \$6,100,000	Principal	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000	305,000		
			Interest	181,475	169,275	157,075	144,875	132,675	123,525	117,425	111,325	105,034	98,172	90,738	82,731	74,153		
			Total	486,475	474,275	462,075	449,875	437,675	428,525	422,425	416,325	410,034	403,172	395,738	387,731	379,153		
21	TBD	Sherwood Middle School #2 \$6,100,000	Principal															
			Interest	18,000														
			Total	18,000														Estimate
22	TBD	Spring Street School \$1,310,000	Principal															
			Interest	20,000														
			Total	20,000														Estimate
23	TBD	Sewer Interceptor #1 \$956,875	Principal	50,000														
			Interest	14,000														
			Total	64,000														Estimate
Existing Debt Service																		
	Total Principal	Principal	6,828,839	6,395,981	6,330,652	5,855,328	5,839,946	5,489,509	5,319,319	5,121,775	5,085,398	2,125,398	2,054,728	2,049,728	1,679,728			
	Total Interest	Interest	2,725,535	2,445,762	2,208,436	1,956,765	1,705,995	1,460,061	1,222,616	983,328	748,357	586,459	503,081	424,361	353,398			
	Total Payment	Total	9,554,374	8,841,743	8,539,088	7,812,093	7,545,941	6,949,570	6,541,935	6,105,103	5,833,755	2,711,857	2,557,809	2,474,089	2,033,126			

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Existing Debt Service by Funding Source																
		Tax Levy (Within Levy Limit)		272,673	244,907	231,697	176,850	171,200	160,625	154,775	69,875	66,625	0	0	0	0
		Tax Levy (Exempted)		8,470,651	8,205,115	7,930,696	7,268,992	7,019,693	6,673,018	6,283,032	5,930,203	5,689,782	2,635,809	2,553,081	2,469,361	2,028,398
		Light		130,750	126,900	117,600	112,875	107,625	0	0	0	0	0	0	0	0
		CATV		348,400	0	0	0	0	0	0	0	0	0	0	0	0
		Sewer		88,626	27,534	26,921	26,314	25,649	24,928	24,309	26,506	0	0	0	0	0
		Title V		15,101	15,099	15,099	15,099	15,099	15,099	10,269	10,269	10,398	10,398	4,728	4,728	4,728
		Water		228,173	222,188	217,075	211,963	206,675	75,900	69,550	68,250	66,950	65,650	0	0	0
		Total		9,554,374	8,841,743	8,539,088	7,812,093	7,545,941	6,949,570	6,541,935	6,105,103	5,833,755	2,711,857	2,557,809	2,474,089	2,033,126
		Tax Levy (Exempted)		8,470,651	8,205,115	7,930,696	7,268,992	7,019,693	6,673,018	6,283,032	5,930,203	5,689,782	2,635,809	2,553,081	2,469,361	2,028,398
		SBA Funding (Floral)		(585,681)	(585,681)	(585,681)	(585,681)	0	0	0	0	0	0	0	0	0
*Tax Rate Impact		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)	0	0	0
calculated on FY		Bond Reserve Account		(60,000)	0	0	0	0	0	0	0	0	0	0	0	0
2013 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)	0	0
		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		4,978,016	4,772,480	4,498,061	3,836,357	4,172,739	3,826,064	3,436,078	3,083,249	2,842,828	(211,145)	2,470,822	2,427,773	1,986,810
		Tax Rate Impact*	\$4.793 B	\$1.04	\$1.00	\$0.94	\$0.80	\$0.87	\$0.80	\$0.72	\$0.64	\$0.59	(\$0.04)	\$0.52	\$0.51	\$0.42
		Average Res Tax Bill (Outside Levy Limit)*	\$370.711	\$385.82	\$369.89	\$348.62	\$297.33	\$323.41	\$296.54	\$266.31	\$238.97	\$220.33	(\$16.36)	\$191.50	\$188.16	\$153.99

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2027	2028	2029	2030	2031	2032	2033	Total	
1	2/1/1996 2/1/2005	Floral St (EXEMPT)	Principal								1,230,350	
			Interest	\$9,000,000								103,338
			Total									1,333,688
1	2/1/1996 2/1/2005	Floral St	Principal								144,650	
			Interest	\$1,000,000								12,143
			Total									156,793
2	6/15/1999 9/3/2009	CATV Upgrade	Principal								335,000	
			Interest	\$5,300,000								13,400
			Total									348,400
3	6/15/1999 9/3/2009	Land Acquisition #1	Principal								795,000	
			Interest	\$3,000,000								75,776
			Total									870,776
4	6/1/1999 9/3/2009	Land Acquisition (HS)	Principal								700,000	
			Interest	\$2,400,000								74,700
			Total									774,700
5	10/25/2000	Title V Loan Program #1	Principal								28,976	
			Interest	\$86,947								0
			Total									28,976
6	8/15/2001 4/15/2010	High School	Principal								26,505,000	
			Interest	\$58,900,000								5,766,550
			Total									32,271,550
7	8/15/2001 4/15/2010	Land Acquisition #2	Principal								745,000	
			Interest	\$2,000,000								128,700
			Total									873,700
8	8/15/2001 4/15/2010	Light Upgrade	Principal								535,000	
			Interest	\$1,760,000								60,750
			Total									595,750
9	7/26/2001 2/1/2005	Assabet River CWMP #1	Principal								112,756	
			Interest	\$1,760,000								7,572
			Total									120,328
10	8/1/2004	Title V Loan Program #2	Principal								55,668	
			Interest	\$105,896								0
			Total									55,668
11	11/15/2004	Oak Middle School	Principal								4,440,000	
			Interest	\$7,400,000								1,137,704
			Total									5,577,704
12	11/15/2004	North Shore School	Principal								570,000	
			Interest	\$1,250,000								79,184
			Total									649,184
13	10/24/2005	Title V Loan Program #3	Principal								61,470	
			Interest	\$94,573								0
			Total									61,470

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2027	2028	2029	2030	2031	2032	2033	Total
14	12/18/2007 12/10/2009	Assabet River CWMP #2	Principal								86,459
			\$168,653 Interest								0
			Total								86,459
15	2/15/2008	Fire Facilities Project	Principal								4,900,000
			\$6,800,000 Interest								1,234,235
			Total								6,134,235
16	2/15/2008	Water Tank - Masonic	Principal								625,000
			\$1,250,000 Interest								62,189
			Total								687,189
17	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		19,000,000
			\$20,000,000 Interest	225,000	185,000	145,000	105,000	63,750	21,250		7,495,000
			(Balance to be issued in FY 2014) Total	1,225,000	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250		26,495,000
18	7/14/2011	Credit Union Land Purchase	Principal								610,000
			\$680,000 Interest								113,250
			Total								723,250
19	11/15/2012	Water System Improvements	Principal								681,000
			\$681,000 Interest								64,185
			Total								745,185
20	11/15/2012	Land Acquisition - South St	Principal	305,000	305,000	305,000	305,000	305,000	305,000	305,000	6,100,000
			\$6,100,000 Interest	65,194	55,891	46,284	36,371	26,192	15,860	5,338	1,839,608
			Total	370,194	360,891	351,284	341,371	331,192	320,860	310,338	7,939,608
21	TBD	Sherwood Middle School #2	Principal								0
			\$6,100,000 Interest								0
			Total								0
22	TBD	Spring Street School	Principal								0
			\$1,310,000 Interest								0
			Total								0
23	TBD	Sewer Interceptor #1	Principal								50,000
			\$956,875 Interest								0
			Total								50,000
Existing Debt Service											
	Total Principal	Principal	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000	305,000		68,311,329
	Total Interest	Interest	290,194	240,891	191,284	141,371	89,942	37,110	5,338		18,268,284
	Total Payment	Total	1,595,194	1,545,891	1,496,284	1,446,371	1,394,942	1,342,110	310,338		86,579,613

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2027	2028	2029	2030	2031	2032	2033	Total
Existing Debt Service by Funding Source											
		Tax Levy (Within Levy Limit)		0	0	0	0	0	0	0	1,529,227
		Tax Levy (Exempted)		1,595,194	1,545,891	1,496,284	1,446,371	1,394,942	1,342,110	310,338	82,270,961
		Light		0	0	0	0	0	0	0	595,750
		CATV		0	0	0	0	0	0	0	348,400
		Sewer		0	0	0	0	0	0	0	256,787
		Title V		0	0	0	0	0	0	0	146,114
		Water		0	0	0	0	0	0	0	1,432,374
		Total		1,595,194	1,545,891	1,496,284	1,446,371	1,394,942	1,342,110	310,338	86,579,613
		Tax Levy (Exempted)		1,595,194	1,545,891	1,496,284	1,446,371	1,394,942	1,342,110	310,338	81,978,623
		SBA Funding (Floral)		0	0	0	0	0	0	0	(2,342,724)
		*Tax Rate Impact calculated on FY 2013 values		0	0	0	0	0	0	0	(27,646,950)
		Bond Reserve Account		0	0	0	0	0	0	0	(60,000)
		Oak Middle MSBA		0	0	0	0	0	0	0	(447,381)
		Sherwood Middle Bond Premium		(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	(41,588)	0	(790,172)
		Net Tax Levy Exempted		1,553,606	1,504,303	1,454,696	1,404,783	1,353,354	1,300,522	310,338	50,691,396
		Tax Rate Impact*	\$4.733 B	\$0.32	\$0.31	\$0.30	\$0.29	\$0.28	\$0.27	\$0.06	
		Average Res Tax Bill (Outside Levy Limit)*	\$370,711	\$120.41	\$116.59	\$112.75	\$108.88	\$104.89	\$100.80	\$24.05	

**FIGURE EIGHT
FREE CASH
FISCAL YEAR 1995 TO 2013**

FISCAL YEAR END	BALANCE AS OF 7/1	AMOUNT APPROPRIATED	FOLLOWING YEAR BALANCE	GAIN/(LOSS)
2013	\$3,943,137 *			
2012	\$5,591,137 **	\$3,500,000	\$3,943,137	(\$1,648,000)
2011	\$6,002,067	\$3,567,495	\$5,591,137	(\$410,930)
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, 2013, does meet the objective set by the Board of Selectmen on October 9, 2012 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 2013 Annual Town Meeting. Stabilization balance as of 4/2/2012 is \$348,616. 4% of current operating budget is \$3,996,440.

** Balance was reduced via transfer to Water Improvements in the amount of \$24,000

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 2014
Based on Projection Number One

REVENUE

TAXATION	\$52,390,000
NEW GROWTH	\$577,665
EXEMPTED TAX LEVY	\$4,912,655
STATE AID	\$21,790,490
SBAB PAYMENT	\$3,350,376
OVERESTIMATES	\$0
SCHEDULE A RECEIPTS	\$12,245,000
SOLID WASTE ENTERPRISE	\$885,000
RETAINED EARNINGS SOLID WASTE ENTERPRISE	\$30,000
FREE CASH	\$3,000,000
OTHER AVAILABLE FUNDS	
Sale of Cemetery Lots	\$18,000
Sewer Surplus	\$6,166,236
Sewer I&I Account	\$500,000
Light Revenue	\$130,750
CATV Revenue	\$348,400
Chapter 90	\$0
Title V Loan Repayments	\$15,101
Water System Improvements	\$1,043,000
Account Transfer	\$312,790
Water Conservation Fund	\$10,000
Oak Middle School SBAB Payment	\$40,671
Bond Interest Reserve	\$60,000
FREE CASH (REDUCE LEVY)	\$500,000
MUNICIPAL LIGHT (REDUCE LEVY)	\$237,569
CATV REVENUE (REDUCE LEVY)	\$792,811

Total Revenue \$109,356,514

\$57,880,320 Taxation
\$21,790,490 State Aid
\$3,350,376 SBAB Payment
\$12,245,000 Local Receipts
\$915,000 Solid Waste Enterprise
\$3,000,000 Free Cash
\$8,644,948 Other Funds
\$500,000 Free Cash (Levy)
\$237,569 Light (Levy)
\$792,811 CATV (Levy)
\$109,356,514

CHARGES

CHERRY SHEET OFFSETS	\$148,573
CMRPC	\$8,793
STATE AND COUNTY CHARGES	\$1,900,158
OVERLAY	\$650,000
ATM/STM RESERVE	\$300,000
MEDICAL EXPENSES POLICE AND FIRE	\$2,500
FY 2013 DEFICITS	\$400,000
OPERATING BUDGET	\$99,931,537
SOLID WASTE ENTERPRISE	\$1,873,173
SALE OF LOTS	\$18,000
CAPITAL BUDGET	
P Replacement of marked cruiser	\$32,000
P Replacement of marked cruiser	\$32,000
H Storm drain construction	\$150,000
PB Spring Street School - Floor tiles in classroom wings	\$140,000
PRK Replace large volume mower	\$55,000
PB Floral Street School - Paint interior	\$56,160
H Replacement of 1997 4 x 4 3/4 ton pickup (#24) with plow	\$32,000
P Replacement of 4 x 4 pickup	\$35,000
PB Town Hall - Replace windows	\$45,000
PB Spring Street School - Repave Various	\$188,620
S Telemetry changeover to fiber optic system	\$150,000
W Meter replacement program	\$250,000
W Replacement of 2004 1/2 ton pickup (#60)	\$30,000
W Replacement of 2005 4 x 4 one ton pickup with utility & plow	\$45,000
W Water supply permitting and design	\$100,000
W Water Conservation Program	\$10,000

PRK Dean Park erosion control and repair	\$0
ENG Widening & improving public ways	\$0
F Purchase one-ton 4 x 4 pickup with brush fire unit	\$0
H Replacement of 1973 front end loader (#8)	\$0
PRK Dean Park re-paving	\$0
H Replacement of 1980 dump truck (#20), sander & plow	\$0

\$ 2,707,524 Charges

\$5,109,595 General Government
\$7,513,221 Public Safety
\$4,270,034 Retirement
\$9,933,282 Public Works
\$551,723 Human Services
\$1,506,641 Culture & Recreation
\$50,219,690 School Department
\$9,577,563 Debt and Interest
\$11,249,788 Unclassified (Op Sprt)
\$99,931,537

Solid Waste Enterprise
\$1,189,593 Collection
\$507,000 Disposal
\$176,580 Expenses
\$1,873,173

Capital Budget
\$765,780 From Taxation
\$435,000 From Taxation (Water)
\$150,000 From Sewer Surplus
\$1,350,780

**FIGURE NINE
TRIAL RECAPITULATION - FISCAL YEAR 2014
Based on Projection Number One**

BILLS OF PRIOR YEAR	\$1,000
MAPLE/MAIN WATER MAIN REPLACEMENT	\$1,700,000
WATER SYSTEM IMPROVEMENTS	\$0
SEWER I&I PROGRAM	\$1,000,000
COUNSELING AND EDUCATIONAL SERVICES	\$72,000
Total Charges	\$109,356,514
Surplus/(Deficit)	\$0

Warrant Articles
\$393,500 From Taxation
\$400,000 From Free Cash
\$1,700,000 From Taxation & Wtr Imprv (Water)
\$1,000,000 From Sewer Revenue
\$3,493,500

Other Spending Considerations For Full or Partial Funding	
Education (To meet initial budget forecast of \$54,279,004)	\$4,059,314
Additional Payment to OPEB Trust	\$250,000
Public Buildings - Electrician	\$52,440
Police Department - Sergeant	\$68,071
Police Department - Dispatcher	\$39,421
Police Department - Patrol Officer	\$51,865
Highway/Parks - W-6	\$43,597
Additional Staffing Expenses - Library	\$29,222
Additional Capital Projects (See Figure 10-A)	\$709,000
Total	\$5,302,930

\$2,707,524 Charges
\$99,931,537 Operating Budget
\$1,873,173 Solid Waste Enterprise
\$1,350,780 Capital Budget
\$3,493,500 Warrant Articles
\$109,356,514

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

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2014 TO 2018**

Department/Project	Total	2014	2015	2016	2017	2018	Later
0192 Public Buildings							
Beal School - replacement windows	\$348,000	\$348,000					
Spring Street School - Pulverize and repave main driveways, berms and sidewalks	\$188,620	\$188,620					
Police Station - Additional Space	\$8,000,000	\$8,000,000					
Floral Street School - Paint Interior	\$56,160	\$56,160					
High School - Paint Interior walls and trim	\$468,000	\$468,000					
Spring Street School - Removal and replacement of floor asbestos tiles in classroom wings	\$140,000	\$140,000					
Town Hall - Replace windows	\$45,000	\$45,000					
Town Hall - Renovation 2nd floor	\$255,345	\$255,345					
Spring Street School - Replace heating system	\$1,253,786		\$1,253,786				
Oak Middle School - Reseam roof	\$185,000			\$185,000			
Paton School - Replace heating	\$1,324,512			\$1,324,512			
Oak Middle School - Paint interior	\$120,000				\$120,000		
Town Hall - Replace roof shingles (original bldg)	\$50,000					\$50,000	
	\$12,434,423	\$9,501,125	\$1,253,786	\$1,509,512	\$120,000	\$50,000	
0210 Police Department							
Replace marked vehicles	\$501,000	\$99,000	\$96,000	\$102,000	\$102,000	\$102,000	
Replace unmarked vehicles	\$60,000		\$30,000		\$30,000		
See Public Buildings for facilities needs							
	\$561,000	\$99,000	\$126,000	\$102,000	\$132,000	\$102,000	
0220 Fire Department							
Pick up truck with brush unit	\$65,000	\$65,000					
Hovercraft replacement	\$39,000	\$39,000					
Engine-1 replacement	\$550,000		\$550,000				
SCBA airtanks replacement	\$101,500			\$101,500			
Engine-2 replacement	\$600,000					\$600,000	
	\$1,355,500	\$104,000	\$550,000	\$101,500	\$0	\$600,000	\$0

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2014 TO 2018**

Department/Project	Total	2014	2015	2016	2017	2018	Later
0411 Engineering							
Replace 1999 Chevy Tahoe	\$30,000	\$30,000					
Widening & improving public ways	\$750,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	
Master plan	\$90,000	\$90,000					
Zoning by-law recodification /	\$50,000	\$50,000					
	\$920,000	\$320,000	\$150,000	\$150,000	\$150,000	\$150,000	
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 #20, #13, #7	\$600,000	\$200,000	\$200,000	\$200,000			
3/4 ton 4whl drive pickup #24 and #2	\$67,000	\$32,000		\$35,000			
Street sweeper #36	\$160,000		\$160,000				
Front end loader, 310 cy, #8 and #18	\$350,000	\$350,000					
Superintendent vehicle #1	\$40,000				\$40,000		
All-wheel drive dump sander w/plow 45,000gvw #5	\$250,000					\$250,000	
All-wheel drive dump w/plow 18,000gvw #21 & #23	\$120,000					\$120,000	
Catch basin cleaner #11	\$220,000				\$220,000		
Tractor with boom mower (new)	\$105,000		\$105,000				
Backhoe	\$135,000	\$135,000					
Pave parking lots at 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				
	\$8,272,000	\$2,092,000	\$2,040,000	\$1,360,000	\$1,335,000	\$1,445,000	

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2014 TO 2018**

Department/Project	Total	2014	2015	2016	2017	2018	Later
0440 Sewer							
Sewer interceptor line replacement	\$3,500,000	\$2,000,000	\$1,500,000				
Pump station replacement - Colton Lane	\$1,050,000		\$750,000	\$300,000			
Infiltration and inflow rehabilitation work	\$5,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
Radio telemetry changeove	\$300,000	\$150,000	\$100,000	\$50,000			
Equipment replacement	\$145,000		\$45,000	\$100,000			
	\$9,995,000	\$3,150,000	\$3,395,000	\$1,450,000	\$1,000,000	\$1,000,000	
0450 Water							
Additional water supply permitting	\$200,000	\$100,000	\$100,000				
Bedrock wells	\$350,000	\$350,000					
Water main replacement	\$3,450,000	\$1,000,000	\$1,000,000	\$450,000	\$1,000,000		
Meter replacement program	\$1,250,000	\$250,000	\$250,000	\$250,000	\$250,000		\$250,000
Equipment replacement	\$555,000	\$155,000	\$45,000	\$245,000	\$110,000		
	\$5,805,000	\$1,855,000	\$1,395,000	\$945,000	\$1,360,000		\$250,000
0610 Library							
One self-check unit and related costs	\$8,250	\$8,250					
RFID conversion, station rental	\$3,430		\$3,430				
140,000 RFID tags @ 20 cents	\$28,000		\$14,000	\$14,000			
E-book download kiosk	\$8,366	\$8,366					
Replacement of outreach van	\$30,000						\$30,000
Estimated capital repairs	\$6,400,000		\$6,400,000				
	\$6,478,046	\$16,616	\$6,417,430	\$14,000			\$30,000

**FIGURE TEN
CAPITAL BUDGET SUMMARY
FISCAL YEAR 2014 TO 2018**

Department/Project	Total	2014	2015	2016	2017	2018	Later
0650 Parks and Cemetery							
Parks							
Replace maintenance trucks	\$60,000	\$30,000	\$30,000				
Replace mowers	\$56,548	\$56,548					
Dean Park erosion control	\$75,000	\$75,000					
Municipal Drive improvement	\$365,000	\$365,000					
Maple Avenue phase 2	\$327,562	\$156,000	\$171,562				
Lake Street Park development	\$2,700,000			\$900,000	\$900,000	\$900,000	TBD
Dean Park paving	\$44,000	\$44,000					
Infield groomer	\$27,000			\$19,000			
Dean Park house	TBD						
Parks Total	\$3,655,110	\$726,548	\$201,562	\$919,000	\$900,000	\$900,000	
Cemetery							
Mt. View Cemetery Columbarium	\$75,000		\$75,000				
Cemetery - east expansion	\$75,000		\$75,000				
Cemetery Total	\$75,000		\$75,000				
	\$3,730,110	\$726,548	\$276,562	\$919,000	\$900,000	\$900,000	
	\$49,551,079	\$17,864,289	\$15,603,778	\$6,551,012	\$4,997,000	\$4,527,000	\$0

**FIGURE 10A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2014**

Department	Project	Amount	Cummulative Total	Funding Source	Tier	Comment
Police	Replacement of marked cruiser	\$32,000	\$32,000	Taxation	1	Include in Capital Budget warrant article
Police	Replacement of marked cruiser	\$32,000	\$64,000	Taxation	1	Include in Capital Budget warrant article
Highway	Storm drain construction	\$150,000	\$214,000	Taxation	1	Include in Capital Budget warrant article
Pub Bldgs	Spring Street School - Removal and replacement of floor tiles in classroom wings	\$140,000	\$354,000	Taxation	2	Include in Capital Budget warrant article
Parks	Replace large volume mower	\$55,000	\$409,000	Taxation	2	Include in Capital Budget warrant article
Pub Bldgs	Floral Street School - Paint interior	\$56,160	\$465,160	Taxation	2	Include in Capital Budget warrant article
Highway	Replacement of 1997 4 x 4 3/4 ton pickup (#24) with plow	\$32,000	\$497,160	Taxation	2	Include in Capital Budget warrant article
Police	Replacement of 4 x 4 pickup	\$35,000	\$532,160	Taxation	2	Include in Capital Budget warrant article
Pub Bldgs	Town Hall - Replace windows	\$45,000	\$577,160	Taxation	2	Include in Capital Budget warrant article
Pub Bldgs	Spring Street School - Pulverize and repave main driveways, berms and sidewalks	\$188,620	\$765,780	Taxation	2	Include in Capital Budget warrant article
Parks	Dean Park erosion control and repair	\$75,000	\$75,000	Taxation	2	Additional spending consideration
Engineering	Widening & improving public ways	\$150,000	\$225,000	Taxation	2	Additional spending consideration
Fire	Purchase one-ton 4 x 4 pickup with brush fire unit	\$65,000	\$290,000	Taxation	2	Additional spending consideration
Highway	Replacement of 1973 front end loader (#8)	\$175,000	\$465,000	Taxation	2	Additional spending consideration
Parks	Dean Park re-paving	\$44,000	\$509,000	Taxation	2	Additional spending consideration
Highway	Replacement of 1980 dump truck (#20), sander & plow	\$200,000	\$709,000	Taxation	2	Additional spending consideration
Pub Bldgs	High School - Paint interior walls and trim	\$468,000	\$468,000	Taxation	2	Not recommended for funding
Pub Bldgs	Beal School - replacement windows	\$348,000	\$816,000	Taxation	2	Not recommended for funding
Parks	Replace 1995 1/2 ton pickup (#85)	\$30,000	\$846,000	Taxation	2	Not recommended for funding
Highway	Street resurfacing account	\$475,000	\$1,321,000	Taxation	2	Not recommended for funding
Highway	Sidewalk construction	\$350,000	\$1,671,000	Taxation	3	Not recommended for funding
Fire	Replacement of hovercraft	\$39,000	\$1,710,000	Taxation	3	Not recommended for funding/Seek Donations
Library	Purchase one self-check unit and related costs	\$8,250	\$1,718,250	Taxation	3	Not recommended for funding/Use Grant Funds
Library	Purchase one E-book download kiosk	\$8,366	\$1,726,616	Taxation	3	Not recommended for funding/Use Grant Funds
Pub Bldgs	Town Hall - Renovation 2nd floor	\$255,345	\$1,981,961	Taxation	3	Not recommended for funding
Parks	Municipal Drive playfield improvements	\$365,000	\$2,346,961	Taxation	3	Not recommended for funding
Parks	Maple Avenue playfields - Phase 2	\$156,000	\$2,502,961	Taxation	3	Not recommended for funding
Engineering	Replace 1999 Chevy Tahoe	\$30,000	\$2,532,961	Taxation	4	Not recommended for funding
Highway	Purchase backhoe	\$135,000	\$2,667,961	Taxation	4	Not recommended for funding
Highway	Pave parking lots at 207 / 211 South Street	\$300,000	\$2,967,961	Taxation	4	Not recommended for funding
Pub Bldgs	Police Station - Additional space	\$8,000,000	\$10,967,961	Taxation	4	Not recommended for funding
Engineering	Master plan update	\$90,000	\$90,000	Fees	1	Funds expended without appropriation
Engineering	Zoning by-law recodification/re-write	\$50,000	\$140,000	Fees	1	Funds expended without appropriation
Sewer	Infiltration and inflow rehabilitation work	\$1,000,000	\$1,000,000	Sewer Revenue	1	Separate warrant article
Sewer	Telemetry changeover to fiber optic system (Phase I - Total cost \$150,000+)	\$150,000	\$1,150,000	Sewer Revenue	1	Include in Capital Budget warrant article
Water	Water main replacement Gage Lane/Maple Avenue to Oak (4500 lf 12")	\$1,200,000	\$1,200,000	Water Revenue	1	Separate warrant article - Combined
Water	Water main replacement Main Street, Main Circle & Spring Street (2000 lf 8")	\$500,000	\$1,700,000	Water Revenue	1	Separate warrant article - Combined
Water	Meter replacement program	\$250,000	\$1,950,000	Water Revenue	1	Include in Capital Budget warrant article
Water	Replacement of 2004 1/2 ton pickup (#60)	\$30,000	\$1,980,000	Water Revenue	1	Include in Capital Budget warrant article

**FIGURE 10A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2014**

Department	Project	Amount	Cummulative Total	Funding Source	Tier	Comment
Water	Replacement of 2005 4 x 4 one ton pickup with utility & plow	\$45,000	\$2,025,000	Water Revenue	1	Include in Capital Budget warrant article
Water	Water supply permitting and design	\$100,000	\$2,125,000	Water Revenue	1	Include in Capital Budget warrant article
Water	Replacement of 1995 backhoe (#67)	\$125,000	\$2,250,000	Water Revenue	1	Not recommended for funding
Water	Bedrock wells construction - Former Masonic	\$350,000	\$2,600,000	Water Revenue	1	Hold for further study (subject to change)

**FIGURE TWELVE
SURPLUS REVENUE
FISCAL YEAR 1995 TO 2012**

	RECEIPTS						CHARGES		FREE CASH JULY1
	UNEXPENDED SCHOOL	APPROPRIATION TOWN	BALANCES TOTAL	EXCESS LOCAL RECEIPTS	EXCESS STATE RECEIPTS	EXCESS REAL ESTATE	TAX LEVY REDUCTION	SPECIAL ARTICLE APPROPRIATIONS	
1995	\$0	\$684,790	\$684,790	\$1,368,791	\$212,716	\$578,173	\$770,000	\$1,094,000	\$3,909,803
1996	\$14,501	\$1,008,838	\$1,023,339	\$1,401,250	\$264,215	(\$38,780)	\$770,000	\$2,524,500	\$2,996,394
1997	\$140,410	\$678,033	\$818,443	1,631,358*	\$29,708	\$305,627	\$1,030,000	\$270,000	\$4,555,647
1998	\$97,934	\$574,473	\$672,407	\$2,204,849	\$188,104	\$237,102	\$1,130,000	\$2,288,656	\$4,611,834
1999	\$58,855	\$588,350	\$647,205	2,672,911**	\$220,504	\$618,813	\$1,130,000	\$1,880,784	\$5,588,576
2000		\$529,300	\$529,300	\$446,885	\$255,716	(\$38,720)	\$1,130,000	\$1,348,000	\$2,884,606
2001	\$17,842	\$727,089	\$744,931	\$1,144,419	\$388,157	\$87,125	\$435,000	\$981,000	\$4,087,506
2002	\$1	\$934,185	\$934,186	3,687,900***	\$218,595		\$500,000	\$1,577,612	\$6,858,300
2003	\$10,000	\$1,216,670	\$1,226,670	\$2,329,608			\$728,416	\$5,385,000	\$3,616,392
2004	\$0	\$871,381	\$2,101,529	\$929,450			\$500,000	\$2,380,000	\$2,837,137
2005	\$0	\$1,629,696	\$1,629,696	\$498,843			\$500,000	\$2,000,000	\$1,930,113
2006	\$0	\$2,101,529	\$2,101,529	\$1,583,983			\$500,000	\$1,250,000	\$4,185,519
2007	\$349,032	\$1,685,900	\$2,034,932	\$593,304	\$222,844		\$500,000	\$2,000,000	\$4,850,038
2008	\$873	\$1,484,340	\$1,485,213	\$2,115,902	\$26,258		\$500,000	\$3,000,000 Adjusted	\$4,597,946 \$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 Adjusted	\$5,845,970 \$5,145,970
2011	\$0	\$1,574,490	\$1,574,490	\$1,791,227			\$500,000	\$3,396,791 Adjusted	\$6,002,067 \$5,554,067
2012	\$40	\$1,862,884	\$1,862,924	\$915,701	\$82,366		\$500,000	\$3,067,495 Adjusted	\$5,591,137 \$5,567,137

* 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 2006 to 2012
for Selected Communities

Rank	Community	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)	Ave Residential Tax Bill (2012)	Change 2011 to 2012
1	Leicester	\$2,498.00	\$2,565.00	\$2,633.00	\$2,690.00	\$2,726.00	\$2,805.00	\$2,905.00	\$100.00
2	Fitchburg	\$2,449.00	\$2,523.00	\$2,584.00	\$2,630.00	\$2,687.00	\$2,820.00	\$2,913.00 *	\$93.00
3	Oxford	\$2,665.00	\$2,694.00	\$2,714.00	\$2,839.00	\$2,909.00	\$2,979.00	\$3,071.00	\$92.00
4	Clinton	\$2,722.00	\$2,830.00	\$2,947.00	\$3,028.00	\$3,098.00	\$3,106.00	\$3,274.00 *	\$168.00
5	Worcester	\$2,879.00	\$2,995.00	\$3,112.00	\$3,162.00	\$3,129.00	\$3,307.00	\$3,363.00 *	\$56.00
6	Millbury	\$2,999.00	\$3,006.00	\$3,093.00	\$3,124.00	\$3,268.00	\$3,320.00	\$3,378.00	\$58.00
7	Northbridge	\$2,734.00	\$2,752.00	\$2,846.00	\$3,072.00	\$3,001.00	\$3,173.00	\$3,390.00	\$217.00
8	Auburn	\$2,602.00	\$2,793.00	\$2,917.00	\$3,016.00	\$3,229.00	\$3,422.00	\$3,547.00 *	\$125.00
9	Bellingham	\$2,783.00	\$2,953.00	\$3,040.00	\$3,184.00	\$3,301.00	\$3,473.00	\$3,589.00 *	\$116.00
10	Leominster	\$2,881.00	\$3,003.00	\$3,104.00	\$3,206.00	\$3,296.00	\$3,477.00	\$3,640.00	\$163.00
11	Norwood	\$2,987.00	\$3,081.00	\$3,163.00	\$3,268.00	\$3,442.00	\$3,662.00	\$3,862.00 *	\$200.00
12	Shrewsbury**	\$3,536.00	\$3,598.00	\$3,656.00	\$3,824.00	\$3,893.00	\$3,955.00	\$4,139.00	\$184.00
13	Millford	\$3,574.00	\$3,756.00	\$3,915.00	\$3,952.00	\$4,215.00	\$4,236.00	\$4,323.00 *	\$87.00
14	West Boylston	\$3,843.00	\$3,981.00	\$4,066.00	\$4,132.00	\$4,192.00	\$4,260.00	\$4,349.00	\$89.00
15	Billerica	\$3,696.00	\$3,780.00	\$3,873.00	\$3,958.00	\$4,077.00	\$4,246.00	\$4,366.00 *	\$120.00
16	Holden	\$3,705.00	\$3,598.00	\$3,809.00	\$3,992.00	\$4,102.00	\$4,238.00	\$4,401.00	\$163.00
17	Marlborough	N/A	N/A	N/A	N/A	N/A	\$4,280.00	\$4,476.00 *	\$196.00
18	Hudson	\$3,544.00	\$3,607.00	\$3,703.00	\$3,888.00	\$4,098.00	\$4,210.00	\$4,485.00 *	\$275.00
19	Sterling	\$4,282.00	\$4,111.00	\$4,312.00	\$4,494.00	\$4,449.00	\$4,417.00	\$4,545.00	\$128.00
20	Sutton	\$3,557.00	\$3,560.00	\$3,889.00	\$4,022.00	\$4,197.00	\$4,328.00	\$4,607.00	\$279.00
21	Tewksbury	\$3,610.00	\$3,742.00	\$3,850.00	\$3,946.00	\$4,034.00	\$4,160.00	\$4,712.00 *	\$552.00
22	Grafton	\$3,583.00	\$3,854.00	\$3,923.00	\$4,016.00	\$4,281.00	\$4,491.00	\$4,771.00	\$280.00
23	Franklin	\$3,742.00	\$3,872.00	\$4,210.00	\$4,298.00	\$4,436.00	\$4,676.00	\$4,842.00	\$166.00
24	Danvers	\$3,883.00	\$4,034.00	\$4,231.00	\$4,391.00	\$4,577.00	\$4,688.00	\$4,883.00 *	\$195.00
25	Paxton	\$3,866.00	\$3,965.00	\$4,156.00	\$4,256.00	\$4,911.00	\$4,830.00	\$4,948.00	\$118.00
26	Mansfield	\$4,625.00	\$4,690.00	\$4,823.00	\$4,849.00	\$4,992.00	\$5,176.00	\$5,164.00 *	(\$12.00)
27	Foxborough	\$4,230.00	\$4,296.00	\$4,424.00	\$4,507.00	\$4,633.00	\$4,994.00	\$5,174.00 *	\$180.00
28	Millis	\$4,180.00	\$4,733.00	\$4,842.00	\$5,098.00	\$4,979.00	\$5,221.00	\$5,226.00	\$5.00
29	Canton	\$4,445.00	\$4,509.00	\$4,566.00	\$4,894.00	\$5,008.00	\$5,344.00	\$5,526.00 *	\$182.00
30	Berlin	\$4,813.00	\$4,865.00	\$4,999.00	\$5,139.00	\$5,127.00	\$5,352.00	\$5,583.00 *	\$231.00
31	Upton	\$4,379.00	\$4,522.00	\$4,800.00	\$4,881.00	\$5,040.00	\$5,446.00	\$5,630.00	\$184.00
32	Chelmsford	\$4,688.00	\$4,966.00	\$5,105.00	\$5,069.00	\$5,267.00	\$5,427.00	\$5,653.00	\$226.00
33	Boylston	\$4,504.00	\$4,717.00	\$4,810.00	\$4,814.00	\$4,992.00	\$5,234.00	\$5,710.00	\$476.00
34	Walpole	\$4,727.00	\$4,903.00	\$4,939.00	\$5,159.00	\$5,283.00	\$5,538.00	\$5,740.00 *	\$202.00
35	Framingham	\$4,306.00	\$4,564.00	\$4,821.00	\$4,735.00	\$4,979.00	\$5,197.00	\$5,774.00 *	\$577.00
36	Ashland	\$5,067.00	\$5,180.00	\$5,338.00	\$5,493.00	\$5,642.00	\$5,800.00	\$5,958.00	\$158.00
37	Natick	\$4,559.00	\$4,727.00	\$4,829.00	\$5,223.00	\$5,282.00	\$5,561.00	\$6,015.00	\$454.00
38	Medway	\$5,283.00	\$5,494.00	\$5,511.00	\$5,733.00	\$5,901.00	\$5,992.00	\$6,105.00	\$113.00
39	Northborough	\$5,078.00	\$5,355.00	\$5,556.00	\$5,774.00	\$5,992.00	\$5,972.00	\$6,114.00	\$142.00
40	Holliston	\$5,548.00	\$5,810.00	\$6,015.00	\$6,157.00	\$6,434.00	\$6,754.00	\$6,916.00	\$162.00
41	Norfolk	\$5,556.00	\$5,803.00	\$5,894.00	\$6,095.00	\$6,161.00	\$6,391.00	\$6,927.00	\$536.00
42	Andover	\$6,400.00	\$6,658.00	\$6,799.00	\$7,054.00	\$7,239.00	\$7,480.00	\$7,786.00 *	\$306.00
43	Westborough	\$6,234.00	\$6,198.00	\$6,689.00	\$6,784.00	\$7,182.00	\$7,446.00	\$7,790.00	\$344.00
44	Hopkinton	\$6,440.00	\$7,060.00	\$7,338.00	\$7,508.00	\$7,687.00	\$7,904.00	\$8,082.00	\$178.00
45	Southborough	\$6,884.00	\$7,289.00	\$7,231.00	\$7,879.00	\$7,714.00	\$7,942.00	\$8,334.00	\$392.00
46	Acton	\$7,724.00	\$7,926.00	\$8,051.00	\$8,388.00	\$8,767.00	\$9,049.00	\$9,259.00	\$210.00

* Indicates communities that classified their tax rate in FY 2012

** Shrewsbury was 12th in FY 2006; 13th in FY 2007; 12th in FY 2008; 14th in FY 2009; 12th in FY 2010; 12th in FY 2011

**FIGURE ELEVEN-A
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	
		Total										3	11	76	68	
	Fallon - Select	Fam										115	154	230	252	

**FIGURE ELEVEN-A
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
Rate Saver	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	0	0	0	0	0	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	0	0	0	0	0	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
Town 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

**FIGURE ELEVEN-A
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
H/P HMO Became EPO FY 06	Fam	24	22	28	28	29	10	9	10	10	9	8	5	0	0
	Ind	22	32	30	33	31	22	13	13	15	11	7	6	0	0
	Total	46	54	58	61	60	32	22	23	25	20	15	11	0	0
Fallon (Select Care in FY 2004)	Fam	72	71	68	68	69	68	72	71	75	72	24	16	0	0
	Ind	33	37	38	37	43	39	44	48	44	39	14	10	0	0
	Total	105	108	106	105	112	107	116	119	119	111	38	26	0	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
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

**FIGURE ELEVEN-A
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
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
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2000 TO 2013**

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	FY 2013
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	\$3,469.00
		Ind							\$732.00	\$ 903.00	\$ 1,020.15	\$1,122.00	\$1,206.00	\$1,327.00	\$1,420.00	\$1,562.00
	Tufts POS	Fam							\$1,611.00	\$ 1,986.00	\$ 2,264.73	\$2,493.00	\$2,680.00	\$2,948.00	\$3,154.00	\$3,469.00
		Ind							\$732.00	\$ 903.00	\$ 1,020.15	\$1,122.00	\$1,206.00	\$1,327.00	\$1,420.00	\$1,562.00
	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 Became EPO FY 06	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			
		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	\$1,620.00
		Ind										\$517.00	\$537.00	\$564.00	\$603.00	\$603.00
	Tufts - Rate Saver	Fam										\$1,289.00	\$1,379.00	\$1,517.00	\$1,623.00	\$1,623.00
		Ind										\$492.00	\$526.00	\$579.00	\$620.00	\$620.00
	HP -Rate Saver	Fam										\$1,247.00	\$1,341.00	\$1,429.00	\$1,529.00	\$1,529.00
		Ind										\$478.00	\$514.00	\$548.00	\$586.00	\$586.00
	Fallon - Select Rate Saver	Fam										\$1,146.00	\$1,226.00	\$1,312.00	\$1,404.00	\$1,404.00
		Ind										\$425.00	\$455.00	\$487.00	\$521.00	\$521.00
	Fallon - Direct Rate Saver	Fam										\$1,065.00	\$1,140.00	\$1,220.00	\$1,305.00	\$1,305.00
		Ind										\$395.00	\$423.00	\$453.00	\$485.00	\$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	\$378.00
	BC MEDEX III								\$ 353.00	\$ 381.00	\$ 382.00	\$413.00	\$432.00	\$432.00	\$424.00	\$424.00
	Tufts MC								\$ 289.00	\$ 302.00	\$ 323.00	\$323.00	\$339.00	\$372.00	\$317.00	\$332.00
	BC Man Blue								\$ 300.45	\$ 335.30	\$ 360.93	\$372.91	\$386.39	\$413.23	\$402.00	\$402.00
	Medicare HMO Blue								\$ 266.75	\$ 202.90	\$ 216.20	\$216.20	\$345.33	\$345.33		
	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	\$279.00
	Blue Medicare											\$175.00				
	Tufts Medicare Preff											\$165.00	\$164.00	\$207.00	\$226.00	\$240.00

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2000 TO 2013**

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	FY 2013
Town Contribution	H/P Select Fam	\$ 333.43	\$ 392.78	\$ 429.76	\$ 545.79	\$ 650.82	\$ 812.10								
	Ind	\$ 123.95	\$ 146.02	\$ 159.76	\$ 202.90	\$ 241.94	\$ 301.90								
		50.00%	50.00%	50.00%	50.00%	50.00%	50.00%								
		50.00%	50.00%	50.00%	50.00%	50.00%	50.00%								
H/P PPO	Fam							\$805.50	\$993.00	\$1,132.37	\$1,246.50	\$1,340.00	\$1,474.00	\$1,577.00	\$1,734.50
	Ind							\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00	\$781.00
								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%	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	\$1,734.50
	Ind							\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00	\$781.00
								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%	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			
		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	\$972.00
	Ind										\$310.20	\$322.20	\$338.40	\$361.80	\$361.80

This became
Fallon Select Care
in FY 2004

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2000 TO 2013**

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	FY 2013
										60.00%	60.00%	60.00%	60.00%	60.00%
										60.00%	60.00%	60.00%	60.00%	60.00%
Tufts - Rate Saver										\$773.40	\$827.40	\$910.20	\$973.80	\$973.80
										\$295.20	\$315.60	\$347.40	\$372.00	\$372.00
										60.00%	60.00%	60.00%	60.00%	60.00%
										60.00%	60.00%	60.00%	60.00%	60.00%
HP -Rate Saver										\$748.20	\$804.60	\$857.40	\$917.40	\$917.40
										\$286.80	\$308.40	\$328.80	\$351.60	\$351.60
										60.00%	60.00%	60.00%	60.00%	60.00%
										60.00%	60.00%	60.00%	60.00%	60.00%
Fallon - Select Rate Saver										\$859.50	\$919.50	\$984.00	\$1,053.00	\$1,024.92
										\$318.75	\$341.25	\$365.25	\$390.75	\$380.33
										75.00%	75.00%	75.00%	75.00%	73.00%
										75.00%	75.00%	75.00%	75.00%	73.00%
Fallon - Direct Rate Saver										\$852.00	\$912.00	\$976.00	\$1,044.00	\$1,017.90
										\$316.00	\$338.40	\$362.40	\$388.00	\$378.30
										80.00%	80.00%	80.00%	80.00%	78.00%
										80.00%	80.00%	80.00%	80.00%	78.00%
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	\$ 189.00
					50.00%	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	\$ 212.00
							50.00%	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	\$ 166.00
							60.00%	60.00%	60.00%	60.00%	60.00%	60.00%	50.00%	50.00%
BC Man Blue							\$ 180.27	\$ 201.18	\$ 216.56	\$ 223.75	\$ 231.83	\$ 247.94	\$ 241.20	\$ 241.20
							60.00%	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%		

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2000 TO 2013**

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	FY 2013
Fallon Senior		\$ 76.25 90.00%	\$ 62.73 90.00%	\$ 80.10 90.00%	\$ 103.50 90.00%	\$ 155.70 90.00%	\$ 183.00 77.22%	\$ 181.05 85.00%	\$ 150.45 85.00%	\$ 175.95 85.00%	\$ 175.95 85.00%	\$ 202.30 85.00%	\$ 178.50 75.00%	\$ 200.25 75.00%	\$ 209.25 75.00%
Tufts Medicare Pref								\$ 161.50 85.00%	\$ 119.85 85.00%	\$ 130.05 85.00%	\$ 130.05 85.00%				
Blue Medicare											\$ 122.50 70.00%				
Tufts Medicare Pref											\$ 115.50 70.00%	\$ 139.40 85.00%	\$ 155.25 75.00%	\$ 169.50 75.00%	\$ 180.00 75.00%
Employee H/P Select Contribution	Fam	\$ 333.43	\$ 392.78	\$ 429.76	\$ 545.79	\$ 650.82	\$ 812.10								
	Ind	\$ 123.95	\$ 146.02	\$ 159.76	\$ 202.90	\$ 241.94	\$ 301.90								
		50.00%	50.00%	50.00%	50.00%	50.00%	50.00%								
		50.00%	50.00%	50.00%	50.00%	50.00%	50.00%								
H/P PPO	Fam							\$805.50	\$993.00	\$1,132.37	\$1,246.50	\$1,340.00	\$1,474.00	\$1,577.00	\$1,734.50
	Ind							\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00	\$781.00
								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%	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	\$1,734.50
	Ind							\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00	\$781.00
								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%	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			

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2000 TO 2013**

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	FY 2013
<div style="border: 1px solid black; padding: 2px; display: inline-block;"> This became Fallon Select Care in FY 2004 </div>	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	\$648.00
	Ind										\$206.80	\$214.80	\$225.60	\$241.20	\$241.20
											40.00%	40.00%	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	\$649.20
	Ind										\$196.80	\$210.40	\$231.60	\$248.00	\$248.00
											40.00%	40.00%	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	\$611.60
	Ind										\$191.20	\$205.60	\$219.20	\$234.40	\$234.40
											40.00%	40.00%	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	\$351.00
	Ind										\$106.25	\$113.75	\$121.75	\$130.25	\$130.25
											25.00%	25.00%	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	\$261.00
	Ind										\$79.00	\$84.60	\$90.60	\$97.00	\$97.00
											20.00%	20.00%	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	\$ 189.00
						50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%	50.00%

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2000 TO 2013**

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	FY 2013
BC MEDEX III							\$ 176.50 50.00%	\$ 190.50 50.00%	\$ 191.00 50.00%	\$ 206.50 50.00%	\$ 216.00 50.00%	\$ 216.00 50.00%	\$ 212.00 50.00%	\$ 212.00 50.00%
Tufts MC							\$ 115.60 40.00%	\$ 120.80 40.00%	\$ 129.20 40.00%	\$ 129.20 40.00%	\$ 135.60 40.00%	\$ 148.80 40.00%	\$ 158.50 50.00%	\$ 166.00 50.00%
BC Man Blue							\$ 120.18 40.00%	\$ 134.12 40.00%	\$ 144.37 40.00%	\$ 149.16 40.00%	\$ 154.56 40.00%	\$ 165.29 40.00%	\$ 160.80 40.00%	\$ 160.80 40.00%
BC Blue Care 65							\$ 66.69 25.00%	\$ 50.72 25.00%	\$ 54.05 25.00%	\$ 54.05 25.00%	\$ 86.33 25.00%			
First Seniority	\$ 5.20 10.00%	\$ 7.60 10.00%					\$ 31.50 15.00%	\$ 25.05 15.00%	\$ 33.45 15.00%	\$ 33.45 15.00%	\$ 43.95 15.00%	\$ 73.25 25.00%		
Fallon Senior	\$ 8.47 10.00%	\$ 6.97 10.00%	\$ 8.90 10.00%	\$ 11.50 10.00%	\$ 17.30 10.00%	\$ 54.00 22.78%	\$ 31.95 15.00%	\$ 26.55 15.00%	\$ 31.05 15.00%	\$ 31.05 15.00%	\$ 35.70 15.00%	\$ 59.50 25.00%	\$ 66.75 25.00%	\$ 69.75 25.00%
Tufts Medicare Pref							\$ 28.50 15.00%	\$ 21.15 15.00%	\$ 22.95 15.00%	\$ 22.95 15.00%				
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%	\$60.00 25.00%

**FIGURE ELEVEN-C
HEALTH INSURANCE 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 FOURTEEN
SOLID WASTE ENTERPRISE
FISCAL YEAR 2014**

Item	Expended FY 2009	Expended FY 2010	Expended FY 2011	Expended FY 2012	Budget FY 2013	Expended to 12/31/2012	Budget FY 2014	
Collection	\$1,141,374	\$1,099,000	\$1,120,980	\$1,148,202	\$1,166,268	\$585,321	\$1,189,593	6,700± tons @ \$75.60/ton 760K bags; 340k sm/420k lg**
Disposal	\$484,999	\$448,328	\$452,553	\$472,943	\$496,000	\$197,278	\$507,000	
PAYT Bags	\$141,572	\$125,427	\$117,644	\$136,420	\$152,000	\$141,682	\$155,000	
Stickers	\$79	\$158	\$0	\$393	\$0	\$0	\$0	
Recycling Bins	\$9,268	\$0	\$7,929	\$0	\$10,000	\$0	\$10,000	
Other	\$652	\$195	\$158	\$297	\$5,000	\$40	\$5,000	
Recycling Cards & Mailing	\$0	\$0	\$0	\$3,914	\$0	\$0	\$3,900	
Code Red	\$0	\$0	\$0	\$2,680	\$0	\$0	\$2,680	
Yard Waste Processing*	\$0	\$12,000	\$31,403	\$0	\$10,000	\$0	\$0	
Total	\$1,777,944	\$1,685,108	\$1,730,667	\$1,764,849	\$1,839,268	\$924,321	\$1,873,173	

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

In calendar 2012 - 313k sm/401k lg were sold.

Revenue	Actual FY 2009	Actual FY 2010	Actual FY 2011	Actual FY 2012	Budget FY 2013	Received to 12/31/2012	Budget FY 2014
Receipts - PAYT Bags	\$864,200	\$856,432	\$855,900	\$843,300	\$860,000	\$427,050	\$850,000
Receipts - Stickers	\$21,710	\$27,000	\$30,180	\$31,380	\$32,500	\$17,300	\$32,500
Receipts - Other*	\$12,498	\$10,808	\$10,522	\$2,853	\$3,000	\$1,141	\$2,500
Total	\$898,408	\$894,240	\$896,602	\$877,533	\$895,500	\$445,491	\$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 \$60,000 \$30,000

Tax Levy Impact \$958,173 (Estimated)

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013 (To 12/31)
Disposal Tons	11,272	10,944	10,687	7,137	6,370	6,386	6,525	3,187
Recycling Tons	2,834	2,838	3,056	3,569	3,218	3,251	3,222	1,562
Total	14,106	13,782	13,743	10,706	9,588	9,637	9,747	4,749
Tip Fee	\$36.52	\$37.06	\$67.73 Split Year	\$69.10 \$1.37	\$69.20 \$0.10	\$70.87 \$1.67	\$72.48 \$1.61	\$74.01 \$1.53
Collection	\$1,052,101	\$1,089,341	\$1,126,864	\$1,141,373	\$1,099,000	\$1,120,980	\$1,148,202	
Disposal	\$447,075	\$434,118	\$564,775	\$484,999	\$448,328	\$452,553	\$472,943	
Expenses	\$0	\$0	\$0	\$151,572	\$137,780	\$157,134	\$143,704	
Total	\$1,499,176	\$1,523,459	\$1,691,639	\$1,777,944	\$1,685,108	\$1,730,667	\$1,764,849	
			Revenue PAYT	\$898,408	\$894,240	\$896,602	\$877,533	
			Tax Levy Cost	\$879,536	\$790,868	\$834,065	\$887,316	
Disposal	\$106.09	\$110.14	\$127.18	\$203.84	\$213.94	\$219.53	\$223.01	
Recycling	\$109.63	\$112.76	\$107.86	\$95.13	\$100.15	\$101.12	\$104.07	

**Board of Selectmen
Fiscal Policies
Fiscal Year 2014**

1. The Board of Selectmen will not place onto the May 2013 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 2013 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.

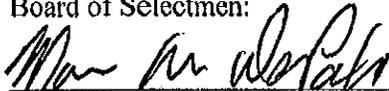
2. The Town's reserves are a major factor in the Town's bond rating. Sudden decline in reserve amounts could result in a decline in bond rating and potential increases in the costs of borrowing. Reserve funds are defined as the Stabilization Fund and Free Cash. Reserves are maintained to cover revenue 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, 2013, 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 2013 Annual Town Meeting (7/1/2012 Free Cash balance was \$5,567,137 (after pending transfer); Stabilization Fund balance was \$348,025 on an operating budget of \$97,747,737 (6.1%); 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.

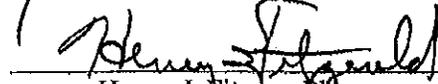
3. Properly managed debt is an effective way to finance significant infrastructure and capital projects. Responsible use of debt preserves our credit rating, enhances flexibility in current and future operating budgets, and provides us with long-term assets that maintain or improve our quality of life. To provide guidance and responsible use of debt, the Board of Selectmen has adopted debt management policies which are contained in Exhibit A attached.
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 2014 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 9th day of October 2012

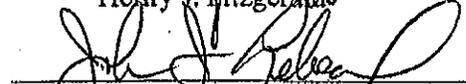
Board of Selectmen:



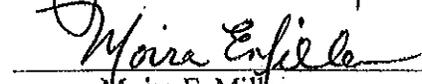
Maurice M. DePalo



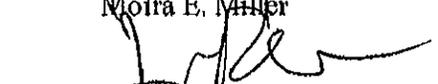
Henry J. Fitzgerald



John I. Lebeaux



Moira E. Miller



James F. Kane

Exhibit A
Debt Management Policies

1. 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.
2. 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.
3. The town will not use long-term debt to finance current operations.
4. 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.
5. 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.
6. 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.
7. Where possible, the town will use special assessment, revenues or other self-supporting revenues to fund general obligation bonds. (ex: light, cable, water)
8. 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.
9. 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.
10. 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.
11. 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.

12. 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.
13. Outstanding debt shall not exceed 3 percent of the Town of Shrewsbury Assessed value.

Budget Summary Fiscal Year 2014

	Page #	Fiscal Year 2013 Budget (May ATM)	Fiscal Year 2013 Budget (Current Revised)	Fiscal Year 2014 Request	Town Manager Fiscal Year 2014 Recommendation	Change	Difference FY 2013 to FY 2014 (May ATM)	Percent	Difference FY 2013 to FY 2014 (Current Revised)	Percent
PERSONNEL BOARD	1	\$188,600	\$101,088	\$3,600	\$3,600	(\$97,488)	(\$185,000)	-98.09%	(\$97,488)	-96.44%
SELECTMEN	3	\$210,150	\$210,150	\$20,150	\$20,150	(\$190,000)	(\$190,000)	-90.41%	(\$190,000)	-90.41%
TOWN MANAGER	7	\$319,116	\$322,319	\$322,200	\$320,872	(\$1,447)	\$1,756	0.55%	(\$1,447)	-0.45%
FINANCE COMMITTEE	13	\$281,455	\$270,755	\$281,455	\$281,455	\$10,700	\$0	0.00%	\$10,700	3.95%
ACCOUNTANT	15	\$198,482	\$209,139	\$208,361	\$208,361	(\$778)	\$9,879	4.98%	(\$778)	-0.37%
ASSESSORS	19	\$229,867	\$238,523	\$270,331	\$269,431	\$30,908	\$39,564	17.21%	\$30,908	12.96%
TREASURER-COLLECTOR	23	\$355,865	\$362,774	\$370,923	\$370,923	\$8,149	\$15,058	4.23%	\$8,149	2.25%
TOWN COUNSEL	41	\$56,400	\$56,400	\$56,600	\$59,000	\$2,600	\$2,600	4.61%	\$2,600	4.61%
MIS	-	\$0	\$0	\$0	\$0	\$0	\$0		\$0	
TOWN CLERK	43	\$127,266	\$130,753	\$130,613	\$130,613	(\$140)	\$3,347	2.63%	(\$140)	-0.11%
ELECTION AND REGISTRATION	47	\$142,212	\$145,069	\$96,868	\$96,868	(\$48,201)	(\$45,344)	-31.88%	(\$48,201)	-33.23%
CONSERVATION COMMISSION	51	\$6,550	\$34,953	\$6,750	\$1,750	(\$33,203)	(\$4,800)	-73.28%	(\$33,203)	-94.99%
PLANNING BOARD	53	\$3,150	\$3,183	\$8,150	\$8,150	\$4,967	\$5,000	158.73%	\$4,967	156.05%
BOARD OF APPEALS	55	\$4,250	\$4,250	\$4,400	\$4,250	\$0	\$0	0.00%	\$0	0.00%
PUBLIC BUILDINGS	57	\$3,356,049	\$3,610,454	\$3,470,021	\$3,334,172	(\$276,282)	(\$21,877)	-0.65%	(\$276,282)	-7.65%
POLICE DEPARTMENT	73	\$4,151,001	\$4,174,527	\$4,332,827	\$4,161,700	(\$12,827)	\$10,699	0.26%	(\$12,827)	-0.31%
FIRE DEPARTMENT	81	\$2,918,070	\$2,922,348	\$3,094,144	\$2,993,609	\$71,261	\$75,539	2.59%	\$71,261	2.44%
BUILDING INSPECTOR	91	\$254,814	\$261,175	\$269,660	\$274,168	\$12,993	\$19,354	7.60%	\$12,993	4.97%
WEIGHTS & MEASURES	99	\$3,200	\$3,200	\$4,400	\$3,800	\$600	\$600	18.75%	\$600	18.75%
EMERGENCY MANAGEMENT	101	\$2,244	\$2,244	\$2,244	\$2,244	\$0	\$0	0.00%	\$0	0.00%
FORESTRY	103	\$77,700	\$77,700	\$77,700	\$77,700	\$0	\$0	0.00%	\$0	0.00%
PENSIONS	105	\$3,320,189	\$3,321,963	\$4,270,034	\$4,270,034	\$948,071	\$949,845	28.61%	\$948,071	28.54%
TOWN ENGINEER	109	\$411,831	\$446,394	\$419,893	\$430,993	(\$15,401)	\$19,162	4.65%	(\$15,401)	-3.45%
HIGHWAYS	115	\$1,869,816	\$1,916,815	\$2,174,077	\$1,923,091	\$6,276	\$53,275	2.85%	\$6,276	0.33%
STREET LIGHTING	123	\$167,974	\$167,974	\$163,007	\$163,007	(\$4,967)	(\$4,967)	-2.96%	(\$4,967)	-2.96%
SEWER	125	\$4,833,053	\$4,840,285	\$4,744,868	\$5,427,610	\$587,325	\$594,557	12.30%	\$587,325	12.13%
WATER	131	\$1,893,701	\$2,114,762	\$2,248,871	\$1,886,871	(\$227,891)	(\$6,830)	-0.36%	(\$227,891)	-10.78%
CEMETERIES	139	\$98,799	\$99,679	\$101,710	\$101,710	\$2,031	\$2,911	2.95%	\$2,031	2.04%
HEALTH	143	\$174,118	\$176,216	\$181,840	\$175,340	(\$876)	\$1,222	0.70%	(\$876)	-0.50%
COUNCIL ON AGING	147	\$230,912	\$233,554	\$234,771	\$233,483	(\$71)	\$2,571	1.11%	(\$71)	-0.03%
VETERAN'S SERVICES	153	\$100,278	\$100,278	\$100,278	\$142,400	\$42,122	\$42,122	42.01%	\$42,122	42.01%
COMMISSION ON DISABILITIES	155	\$500	\$500	\$500	\$500	\$0	\$0	0.00%	\$0	0.00%
LIBRARY	157	\$1,086,310	\$1,150,175	\$1,165,225	\$1,104,535	(\$45,640)	\$18,225	1.68%	(\$45,640)	-3.97%
PARKS AND RECREATION	199	\$364,518	\$368,448	\$390,356	\$402,106	\$33,658	\$37,588	10.31%	\$33,658	9.14%
SCHOOLS	-	\$49,864,477	\$49,864,477	\$54,279,004	\$50,219,690	\$355,213	\$355,213	0.71%	\$355,213	0.71%
INTEREST AND MATURING DEBT	205	\$9,767,056	\$9,693,056	\$9,475,563	\$9,577,563	(\$115,493)	(\$189,493)	-1.94%	(\$115,493)	-1.19%
Employee Assistance Program	213	\$4,000	\$4,000	\$4,000	\$4,000	\$0	\$0	0.00%	\$0	0.00%
Group Health and Life Insurance	213	\$7,720,000	\$7,720,000	\$7,720,000	\$8,200,000	\$480,000	\$480,000	6.22%	\$480,000	6.22%
Medicare	213	\$710,000	\$710,000	\$710,000	\$755,000	\$45,000	\$45,000	6.34%	\$45,000	6.34%
Unemployment Compensation Insurance	213	\$250,000	\$250,000	\$250,000	\$250,000	\$0	\$0	0.00%	\$0	0.00%
Radio Maintenance	213	\$10,421	\$10,421	\$10,421	\$10,421	\$0	\$0	0.00%	\$0	0.00%

**Budget Summary
Fiscal Year 2014**

Page #	Fiscal Year 2013 Budget (May ATM)	Fiscal Year 2013 Budget (Current Revised)	Fiscal Year 2014 Request	Town Manager Fiscal Year 2014 Recommendation	Change	Difference FY 2013 to FY 2014 (May ATM)	Percent	Difference FY 2013 to FY 2014 (Current Revised)	Percent
Ambulance Services 213	\$19,976	\$19,976	\$0	\$0	(\$19,976)	(\$19,976)	-100.00%	(\$19,976)	-100.00%
Gasoline and Oil 213	\$485,000	\$485,000	\$485,000	\$485,000	\$0	\$0	0.00%	\$0	0.00%
Printing/Postage/Stationary 213	\$100,000	\$100,000	\$100,000	\$100,000	\$0	\$0	0.00%	\$0	0.00%
Memorial Day 213	\$3,549	\$3,549	\$3,549	\$3,549	\$0	\$0	0.00%	\$0	0.00%
General Insurance 213	\$713,000	\$713,000	\$740,151	\$790,000	\$77,000	\$77,000	10.80%	\$77,000	10.80%
Bills of Prior Year 213	\$0	\$0	\$0	\$0	\$0	\$0		\$0	
MIS Support 213	\$545,000	\$545,000	\$545,000	\$635,000	\$90,000	\$90,000	16.51%	\$90,000	16.51%
Telephone System 213	\$16,818	\$16,818	\$16,818	\$16,818	\$0	\$0	0.00%	\$0	0.00%
UNCLASSIFIED	\$10,577,764	\$10,577,764	\$10,584,939	\$11,249,788	\$672,024	\$672,024	6.35%	\$672,024	6.35%
	\$97,647,737	\$98,213,344	\$103,566,333	\$99,931,537	\$1,718,193	\$2,283,800	2.34%	\$1,718,193	1.75%
General Government	\$18,074,443	\$18,483,983	\$18,626,024	\$18,052,951	(\$431,032)	(\$21,492)	-0.12%	(\$431,032)	-2.33%
Water & Sewer	\$6,726,754	\$6,955,047	\$6,993,739	\$7,314,481	\$359,434	\$587,727	8.74%	\$359,434	5.17%
Education	\$49,864,477	\$49,864,477	\$54,279,004	\$50,219,690	\$355,213	\$355,213	0.71%	\$355,213	0.71%
Fixed Costs	\$22,982,063	\$22,909,837	\$23,667,566	\$24,344,415	\$1,434,578	\$1,362,352	5.93%	\$1,434,578	6.26%
	\$97,647,737	\$98,213,344	\$103,566,333	\$99,931,537	\$1,718,193	\$2,283,800	2.34%	\$1,718,193	1.75%
Budget Less Education	\$47,783,260	\$48,348,867	\$49,287,329	\$49,711,847	\$1,362,980	\$1,928,587	4.04%	\$1,362,980	2.82%

	Fiscal Year 2013 Budget (May ATM)	Fiscal Year 2013 Budget (Current Revised)	Fiscal Year 2014 Request	Town Manager Fiscal Year 2014 Recommendation	Change	Difference FY 2013 to FY 2014 (May ATM)	Percent	Difference FY 2013 to FY 2014 (Current Revised)	Percent
General Government	\$5,479,412	\$5,699,810	\$5,250,422	\$5,109,595	(\$590,215)	(\$369,817)	-6.75%	(\$590,215)	-10.35%
Public Safety	\$7,407,029	\$7,441,194	\$7,780,975	\$7,513,221	\$72,027	\$106,192	1.43%	\$72,027	0.97%
Retirement	\$3,320,189	\$3,321,963	\$4,270,034	\$4,270,034	\$948,071	\$949,845	28.61%	\$948,071	28.54%
Public Works	\$9,275,174	\$9,585,909	\$9,852,426	\$9,933,282	\$347,373	\$658,108	7.10%	\$347,373	3.62%
Human Services	\$505,808	\$510,548	\$517,389	\$551,723	\$41,175	\$45,915	9.08%	\$41,175	8.06%
Culture and Recreation	\$1,450,828	\$1,518,623	\$1,555,581	\$1,506,641	(\$11,982)	\$55,813	3.85%	(\$11,982)	-0.79%
Education	\$49,864,477	\$49,864,477	\$54,279,004	\$50,219,690	\$355,213	\$355,213	0.71%	\$355,213	0.71%
Debt and Interest	\$9,767,056	\$9,693,056	\$9,475,563	\$9,577,563	(\$115,493)	(\$189,493)	-1.94%	(\$115,493)	-1.19%
Unclassified	\$10,577,764	\$10,577,764	\$10,584,939	\$11,249,788	\$672,024	\$672,024	6.35%	\$672,024	6.35%
Total	\$97,647,737	\$98,213,344	\$103,566,333	\$99,931,537	\$1,718,193	\$2,283,800	2.34%	\$1,718,193	-97.79%

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

	<u>ACTUAL 2010</u>	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>ORIGINAL BUDGET MAY ATM 2013</u>	<u>REVISED TO DATE BUDGET 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>MANAGER RECOMMEND 2014</u>
Personnel Board	\$0	\$605	\$8,150	\$188,600	\$101,088	\$3,600	\$3,600
Selectmen	\$21,059	\$18,933	\$18,442	\$210,150	\$210,150	\$20,150	\$20,150
Town Manager	\$318,944	\$322,255	\$295,088	\$319,116	\$322,319	\$322,200	\$320,872
Finance Committee	\$1,294	\$1,202	\$1,008	\$281,455	\$270,755	\$281,455	\$281,455
Accountant	\$195,957	\$197,427	\$195,221	\$198,482	\$209,139	\$208,361	\$208,361
Assessor	\$210,323	\$192,071	\$208,781	\$229,867	\$238,523	\$270,331	\$269,431
Treasurer & Collector	\$348,585	\$347,719	\$362,290	\$355,865	\$362,774	\$370,923	\$370,923
Town Counsel	\$43,580	\$79,050	\$49,400	\$56,400	\$56,400	\$56,600	\$59,000
Operating Support	\$8,834,055	\$8,777,777	\$10,071,161	\$10,577,764	\$10,577,764	\$10,584,939	\$11,249,788
Town Clerk	\$111,425	\$115,333	\$135,693	\$127,266	\$130,753	\$130,613	\$130,613
Elections & Registrations	\$89,137	\$106,667	\$124,804	\$142,212	\$145,069	\$96,868	\$96,868
Conservation Commission	\$921	\$1,097	\$1,061	\$6,550	\$34,953	\$6,750	\$1,750
Planning Board	\$675	\$2,130	\$1,805	\$3,150	\$3,183	\$8,150	\$8,150
Board of Appeals	\$234	\$5,888	\$1,302	\$4,250	\$4,250	\$4,400	\$4,250
Public Buildings	\$3,078,420	\$3,402,970	\$3,053,566	\$3,356,049	\$3,610,454	\$3,470,021	\$3,334,172
Police	\$3,790,944	\$3,736,692	\$3,969,574	\$4,151,001	\$4,174,527	\$4,332,827	\$4,161,700
Fire	\$2,760,412	\$2,798,497	\$2,909,648	\$2,918,070	\$2,922,348	\$3,094,144	\$2,993,609
Building Inspector	\$242,896	\$232,805	\$238,455	\$254,814	\$261,175	\$269,660	\$274,168
Weights & Measures	\$2,838	\$2,743	\$2,861	\$3,200	\$3,200	\$4,400	\$3,800
Emergency Mgmt Agency	\$2,227	\$2,137	\$3,368	\$2,244	\$2,244	\$2,244	\$2,244

Date: 1/24/2013

	ACTUAL 2010	ACTUAL 2011	ACTUAL 2012	ORIGINAL BUDGET MAY ATM 2013	REVISED TO DATE BUDGET 2013	DEPARTMENT REQUEST 2014	MANAGER RECOMMEND 2014
Forestry	\$78,262	\$55,977	\$449,969	\$77,700	\$77,700	\$77,700	\$77,700
Retirement	\$2,629,497	\$2,690,637	\$3,204,390	\$3,320,189	\$3,321,963	\$4,270,034	\$4,270,034
Engineer	\$427,094	\$444,752	\$429,665	\$411,831	\$446,394	\$419,893	\$430,993
Highway	\$1,649,731	\$1,724,717	\$1,274,983	\$1,869,816	\$1,916,815	\$2,174,078	\$1,923,091
Street Lighting	\$160,678	\$164,598	\$166,488	\$167,974	\$167,974	\$163,007	\$163,007
Sewer	\$2,832,728	\$3,275,716	\$4,035,895	\$4,833,053	\$4,840,285	\$4,744,868	\$5,427,610
Water	\$1,777,700	\$1,794,388	\$1,729,342	\$1,893,701	\$2,114,762	\$2,248,871	\$1,886,871
Cemetery	\$123,511	\$107,307	\$99,440	\$98,799	\$99,679	\$101,710	\$101,710
Health	\$145,252	\$164,040	\$162,768	\$174,118	\$176,216	\$181,840	\$175,340
Council on Aging	\$240,059	\$215,588	\$210,755	\$230,912	\$233,554	\$234,771	\$233,483
Veterans Benefits	\$109,459	\$94,892	\$99,345	\$100,278	\$100,278	\$100,278	\$142,400
Commission on Disabilities	\$0	\$0	\$0	\$500	\$500	\$500	\$500
Library	\$1,084,520	\$1,139,618	\$1,152,594	\$1,086,310	\$1,150,175	\$1,165,225	\$1,104,535
Parks & Recreation	\$420,885	\$390,317	\$361,537	\$364,518	\$368,448	\$390,356	\$402,106
Long Term Debt Principal	\$5,790,031	\$5,668,102	\$5,643,562	\$6,739,527	\$6,758,527	\$6,778,839	\$6,828,839
Long Term Debt Interest	\$2,773,956	\$2,089,501	\$2,460,509	\$2,905,833	\$2,812,833	\$2,673,538	\$2,725,538
Short Term Debt Interest	\$152,076	\$101,717	\$445,217	\$121,696	\$121,696	\$23,186	\$23,186
	\$40,449,366	\$40,465,864	\$43,578,137	\$47,783,260	\$48,348,867	\$49,287,328	\$49,711,845

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Personnel Board

0119

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510900 Professional Improvement	\$605	\$650	\$3,500	\$0	\$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	\$605	\$650	\$3,600	\$0	\$3,600	\$3,600	
510400 New Salary Schedules	\$0	\$7,500	\$85,488	\$0	\$0	\$0	
520250 Municipal Training Group	\$0	\$0	\$0	\$0	\$0	\$0	
520260 Class & Compensation Study	\$0	\$0	\$5,000	\$0	\$0	\$0	
520490 Classification Study-Foremer	\$0	\$0	\$0	\$0	\$0	\$0	
570000 Other Charges & Expend	\$0	\$0	\$7,000	\$0	\$0	\$0	
Personnel Board SepAp	\$0	\$7,500	\$97,488	\$0	\$0	\$0	
Personnel Board	\$605	\$8,150	\$101,088	\$0	\$3,600	\$3,600	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Personnel Board

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
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 2014
Operating Budget

Selectmen

0122

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
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	\$1,358	\$1,237	\$1,500	\$514	\$1,500	\$1,500	
510140 Stipends	\$0	\$0	\$0	\$0	\$0	\$0	
Selectmen S&C	\$1,358	\$1,237	\$1,500	\$514	\$1,500	\$1,500	
520040 Utility - Telephone	\$137	\$88	\$200	\$37	\$200	\$200	
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520100 Advertising & Binding	\$972	\$1,218	\$1,200	\$1,277	\$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	\$87	\$0	\$300	\$0	\$300	\$300	
540220 Office Supplies	\$402	\$381	\$600	\$223	\$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	\$4,488	\$4,500	\$4,500	
570030 In State Travel	\$1,125	\$666	\$1,400	\$0	\$1,400	\$1,400	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Selectmen OpEx	\$8,825	\$8,456	\$9,900	\$6,864	\$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	
570970 Stab/OPEB Fund	\$0	\$0	\$190,000	\$190,000	\$0	\$0	
Select SepAp	\$0	\$0	\$190,000	\$190,000	\$0	\$0	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
Selectmen	\$18,933	\$18,442	\$210,150	\$201,754	\$20,150	\$20,150	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Selectmen

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
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

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Town Manager

0123

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time Manager PEA	\$130,525 \$130,525	\$130,525 \$130,525	\$130,525 \$130,525	\$69,013 \$69,013	\$145,525 \$145,525	\$145,525 \$145,525	
510010 S & W - Full Time	\$88,045	\$93,051	\$58,118	\$56,484	\$38,099	\$38,099	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$639	\$652	\$0	\$0	\$0	\$0	
510100 Longevity	\$400	\$400	\$500	\$500	\$250	\$0	
Manager S&C	\$89,084	\$94,103	\$58,618	\$56,984	\$38,349	\$38,099	
510010 S & W - Full Time	\$87,583	\$61,129	\$118,923	\$34,319	\$123,323	\$123,323	
510080 Sick Leave Plan II	\$1,417	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$610	\$2,451	\$4,552	\$897	\$5,328	\$4,000	
510100 Longevity	\$300	\$0	\$0	\$0	\$0	\$250	
Manager Other	\$89,910	\$63,580	\$123,475	\$35,216	\$128,651	\$127,573	
520040 Utility - Telephone	\$2,961	\$2,358	\$2,025	\$930	\$2,025	\$2,025	
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520100 Advertising & Binding	\$1,105	\$0	\$1,000	\$66	\$1,000	\$1,000	
520130 Professional Services	\$3,000	\$0	\$0	\$1,800	\$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	\$56	\$250	\$250	
540200 Educational Supplies	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$203	\$177	\$700	\$40	\$700	\$700	
570010 Car Allowance/Mileage	\$3,225	\$1,200	\$2,700	\$600	\$2,700	\$2,700	
570020 Dues & Memberships	\$582	\$534	\$600	\$541	\$600	\$600	
570030 In State Travel	\$1,660	\$2,611	\$2,426	\$1,876	\$2,400	\$2,400	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Manager OpEx	\$12,736	\$6,880	\$9,701	\$5,910	\$9,675	\$9,675	
Town Manager	\$322,255	\$295,088	\$322,319	\$167,123	\$322,200	\$320,872	

Employee Roster
Fiscal Year 2014
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	PT 3							E	\$28.98	37.50	\$1,086.75	52.20	\$56,728.35	\$56,728.35
Gregory, Thomas	PT 6							E	\$34.02	37.50	\$1,275.75	52.20	\$66,594.15	\$66,594.15
Overtime	PT 6							E	\$51.03	2.00	\$102.06	52.20	\$5,327.53	\$5,327.53
														\$128,650.03
Mattero, Christine	A 3	B	\$19.43	37.50	50.20	\$728.63	\$36,576.98	C	\$20.30	37.50	\$761.25	2.00	\$1,522.50	\$38,099.48
														\$38,099.48
													FTE's	3.00

Longevity Payments

Name	Amount
Brady, Paula	\$250
	\$250

Summary of Town Manager Compensation

Fiscal Year	Contract Date	Contract Salary*	Amended Contract Salary*	Second Amended Contract Salary*	Actual Salary	Vehicle Allowance	Total Compensation	Increase	Percent	Health & Life Insurance	Deferred Compensation & Tuition	Out of State Travel	Vacation Days	Extended Severance Provision	Sick Days Taken	Sick Leave Plan II Days Paid
1998	8/25/1997	\$87,500			\$87,500 **	\$2,400	\$89,900			Per Town Policy	None	None	15	No	0	\$0
1999		None			\$90,125	\$2,400	\$92,525	\$2,625	2.92%	Per Town Policy	None	None	15	No	0	\$0
2000	6/26/2000	None			\$93,279	\$2,400	\$95,679	\$3,154	3.41%	Per Town Policy	None	None	15	No	0	\$0
2001		None			\$96,077	\$2,400	\$98,477	\$2,798	2.92%	Per Town Policy	None	None	15	No	0	\$0
2002		None			\$99,441	\$2,400	\$101,841	\$3,364	3.42%	Per Town Policy	None	None	15	No	0	\$0
2003	3/10/2003	None			\$102,424	\$2,400	\$104,824	\$2,983	2.93%	Per Town Policy	None	None	15	No	0	\$0
2004		None			\$105,496	\$2,400	\$107,896	\$3,072	2.93%	Per Town Policy	None	None	15	No	0	\$0
2005		None			\$108,662	\$2,400	\$111,062	\$3,166	2.93%	Per Town Policy	None	None	15	No	0	\$0
2006	11/14/2005	None			\$111,922	\$2,400	\$114,322	\$3,260	2.94%	Per Town Policy	None	None	15	No	0	\$0
2007		None			\$115,279	\$1,200	\$116,479	\$2,157	1.89%	Per Town Policy	None	None	15	No	0	\$0
2008		None			\$117,585	\$1,200	\$118,785	\$2,306	1.98%	Per Town Policy	None	None	20	No	0	\$0
2009	6/30/2008	\$130,525 ***	\$130,525		\$130,525	\$1,200	\$131,725	\$12,940	10.89%	Per Town Policy	None	None	20	Yes	0	\$0
2010	1/26/2009	\$140,525	\$130,525	\$130,525	\$130,525	\$1,200	\$131,725	\$0	0.00%	Per Town Policy	None	None	20	Yes	0	\$0
2011	4/4/2011	None	\$130,525	\$130,525	\$130,525	\$1,200	\$131,725	\$0	0.00%	Per Town Policy	None	None	20	Yes	0	\$0
2012		None	\$140,525	\$130,525	\$130,525	\$1,200	\$131,725	\$0	0.00%	Per Town Policy	None	None	20	Yes	0	\$0
2013		None	None	\$130,525	\$130,525	\$1,200	\$131,725	\$0	0.00%	Per Town Policy	None	None	20	Yes	0	\$0
2014				\$145,425		\$1,200				Per Town Policy	None	None	20	Yes		
2015				\$145,425		\$1,200				Per Town Policy	None	None	20	Yes		
2016				\$145,425		\$1,200				Per Town Policy	None	None	20	Yes		

* Section 10 of Chapter 559 of the Acts of 1953 requires that "The town manager shall receive such compensation for his services as the selectmen shall determine, but it shall not exceed the amount appropriated by the town."

** Partial Fiscal Year

*** Town Meeting Appropriated a Salary of \$140,525 at the May 2008 Annual Town Meeting

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Town Manager

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520040	Utility - Telephone	Office phone and fax (\$777); Cell phone for town manager (\$624); cell phone allowance for asst to the town manager (\$624)	\$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

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Finance Committee

0131

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510020 S & W - Part Time	\$615	\$112	\$500	\$0	\$500	\$500	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
Finance Committee S&C	\$615	\$112	\$500	\$0	\$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	\$40	\$120	\$125	\$90	\$125	\$125	
570180 Other - Not Classified	\$221	\$450	\$500	\$0	\$500	\$500	
Finance Committee OpEx	\$587	\$896	\$955	\$416	\$955	\$955	
570200 Reserve Fund	\$0	\$0	\$269,300	\$0	\$280,000	\$280,000	
570205 A.T.M. 5/19/97	\$0	\$0	\$0	\$0	\$0	\$0	
Finance Committee SepAp	\$0	\$0	\$269,300	\$0	\$280,000	\$280,000	
Finance Committee	\$1,202	\$1,008	\$270,755	\$416	\$281,455	\$281,455	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Finance Committee

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
570200	Reserve Fund	Amount spent from the Reserve Fund in previous years: \$129,788 in FY 2012; \$192,568 in FY 2011; \$161,541 in FY 2010; \$138,303 in FY 2009	\$280,000	\$280,000

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Accountant

0135

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$83,191	\$84,025	\$85,377	\$45,315	\$85,705	\$85,705	
510080 Sick Leave Plan II	\$1,288	\$1,610	\$0	\$0	\$0	\$0	
510100 Longevity	\$300	\$350	\$350	\$350	\$350	\$350	
Accountant PEA	\$84,779	\$85,984	\$85,727	\$45,665	\$86,055	\$86,055	
510010 S & W - Full Time	\$82,718	\$83,890	\$87,868	\$46,632	\$92,159	\$92,159	
510080 Sick Leave Plan II	\$1,601	\$1,478	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$400	\$400	\$400	\$400	\$450	\$450	
Accountant S&C	\$84,719	\$85,768	\$88,268	\$47,032	\$92,609	\$92,609	
520040 Utility - Telephone	\$410	\$504	\$560	\$266	\$560	\$560	
520100 Advertising & Binding	\$0	\$0	\$100	\$0	\$100	\$100	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$224	\$0	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$422	\$260	\$625	\$21	\$625	\$625	
570010 Car Allowance/Mileage	\$246	\$60	\$300	\$43	\$300	\$300	
570020 Dues & Memberships	\$185	\$185	\$185	\$185	\$185	\$185	
570030 In State Travel	\$1,441	\$1,678	\$1,375	\$161	\$1,427	\$1,427	
Accountant OpEx	\$2,929	\$2,687	\$3,145	\$676	\$3,197	\$3,197	
580500 Equipment Replacement	\$0	\$781	\$0	\$0	\$0	\$0	
Accountant Equip	\$0	\$781	\$0	\$0	\$0	\$0	
520230 Town Audit	\$25,000	\$20,000	\$32,000	\$25,500	\$26,500	\$26,500	
Accountant SepAp	\$25,000	\$20,000	\$32,000	\$25,500	\$26,500	\$26,500	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
Accountant	\$197,427	\$195,221	\$209,139	\$118,873	\$208,361	\$208,361	

**Employee Roster
Fiscal Year 2014
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	\$1,641.86	52.20	\$85,705.09	\$85,705.09
Amy Li	PT-1							D	\$24.91	37.50	\$934.13	52.20	\$48,761.33	\$48,761.33
Bonnie Goodney	A-3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
													\$92,159.10	
													FTE's	3.00

Longevity Payments

Name	Amount
Mary Thompson	\$350
Amy Li	\$200
Bonnie Goodney	\$250
	\$800

		Value of Step Increase(s)							
Amy Li	C to D	\$23.84	\$24.91	\$1.07	37.50	\$40.13	52.20	\$2,094.53	
Bonnie Goodney	D to E	\$21.22	\$22.17	\$0.95	37.50	\$35.63	52.20	\$1,859.63	
								\$3,954.15	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Town Accountant

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
570030	In State Travel	Funding for ongoing training and professional development for the entire department	\$1,427	\$1,427
520230	Town Audit	Annual audit expense	\$26,500	\$26,500

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Assessor

0141

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$82,661	\$84,025	\$85,699	\$45,315	\$85,705	\$85,705	
510020 S & W - Part Time	\$3,000	\$3,000	\$3,000	\$1,000	\$3,000	\$3,000	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$0	\$0	\$0	\$0	\$125	\$125	
Assessor PEA	\$85,661	\$87,025	\$88,699	\$46,315	\$88,830	\$88,830	
510010 S & W - Full Time	\$60,217	\$44,446	\$46,488	\$24,674	\$48,761	\$48,761	
510020 S & W - Part Time	\$7,004	\$19,540	\$18,183	\$11,576	\$19,066	\$19,066	
510080 Sick Leave Plan II	\$674	\$860	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$300	\$300	\$300	\$300	\$300	\$300	
Assessor S&C	\$68,195	\$65,146	\$64,972	\$36,550	\$68,127	\$68,127	
510010 S & W - Full Time	\$0	\$5,787	\$9,924	\$5,206	\$10,410	\$10,410	
510020 S & W - Part Time	\$16,018	\$18,066	\$20,759	\$6,141	\$21,043	\$21,043	
Assessor Other	\$16,018	\$23,853	\$30,683	\$11,347	\$31,453	\$31,453	
520040 Utility - Telephone	\$1,001	\$419	\$1,560	\$146	\$1,740	\$840	
520080 R & M - Equipment	\$300	\$0	\$100	\$205	\$100	\$100	
520100 Advertising & Binding	\$578	\$0	\$600	\$0	\$120	\$120	
520130 Professional Services	\$7,260	\$531	\$14,100	\$4,325	\$25,000	\$10,000	
540140 Books Periodicals Subs	\$0	\$299	\$400	\$98	\$400	\$400	
540150 Print Postage Stationary	\$369	\$96	\$1,000	\$47	\$1,000	\$1,000	
540220 Office Supplies	\$668	\$804	\$750	\$184	\$900	\$900	
570010 Car Allowance/Mileage	\$4,320	\$4,923	\$4,860	\$2,544	\$4,860	\$4,860	
570020 Dues & Memberships	\$529	\$807	\$1,000	\$654	\$1,000	\$1,000	
570030 In State Travel	\$1,773	\$1,730	\$1,800	\$315	\$1,800	\$1,800	
Assessor OpEx	\$16,797	\$9,608	\$26,170	\$8,518	\$36,920	\$21,020	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Assessor Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520240 RE/Pers Prop Discover	\$5,400	\$23,150	\$28,000	\$15,000	\$45,000	\$60,000	\$60,000
Assessor SepAp	\$5,400	\$23,150	\$28,000	\$15,000	\$45,000	\$60,000	\$60,000
Assessor	\$192,071	\$208,781	\$238,523	\$117,730	\$270,331	\$269,431	

**Employee Roster
Fiscal Year 2014
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	\$1,641.86	52.20	\$85,705.09	\$85,705.09
Mary Lowell	PT-1							E	\$24.91	37.50	\$934.13	52.20	\$48,761.33	\$48,761.33
Helen Townsend	A-3	B	\$19.43	18.00	0.50	\$349.74	\$174.87	C	\$20.30	18.00	\$365.40	51.70	\$18,891.18	\$19,066.05
														\$67,827.38
Rose Scully	PT-2							D	\$26.28	7.50	\$197.10	52.20	\$10,288.62	\$10,288.62
Thomas Walsh	PT-2							E	\$27.47	7.50	\$206.03	52.20	\$10,754.51	\$10,754.51
Louis Pepi (3/22/11)	PT-2	D	\$26.28	7.50	38.40	\$197.10	\$7,568.64	E	\$27.47	7.50	\$206.03	13.80	\$2,843.15	\$10,411.79
														\$31,454.91
													FTE's	3.08

		Value of Step Increases										
Mileage Assessor	\$225	12	\$2,700.00	Mary Lowell	C to D	\$23.84	\$24.91	1.07	37.50	\$40.13	52.20	\$2,094.53
Rose Scully	\$60	12	\$720.00	Helen Townsend	B to C	\$19.43	\$20.30	0.87	18.00	\$15.66	51.70	\$809.62
Thomas Walsh	\$60	12	\$720.00	Rose Scully	C to D	\$25.15	\$26.28	1.13	7.50	\$8.48	52.20	\$442.40
Lou Pepi	\$60	12	\$720.00	Thomas Walsh	D to E	\$26.28	\$27.47	1.19	7.50	\$8.92	52.20	\$465.88
Total Mileage			\$4,860.00	Louis Pepi	D to E	\$26.28	\$27.47	1.19	7.50	\$8.92	13.80	\$123.17
												\$3,935.59

Longevity Payments	
Name	Amount
Mary Lowell	\$300
Christopher R. Reidy	\$125
	\$425

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Assessors

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520040	Utility - Telephone	To fund (\$30) per month for office telephone; (\$40) for wireless service for Ipad	\$1,740	\$840
520130	Professional Services*	To fund expert witnesses and other professionals as necessary to appear on the Town's behalf before the Appellate Tax Board (\$10,000). Also to fund revaluation expenses (\$15,000)	\$25,000	\$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*	To fund special appraisal assistance for personal property and unique commercial properties (\$10,000); To fund revaluation expenses (\$35,000). <u>Total revaluation expenses are estimated at \$50,000 but this is subject to change based upon requirements of DOR.</u>	\$45,000	\$60,000

* Manager recommendation is to move all revaluation expenses to Acct 0141-09-520240

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Treasurer & Collector

0145

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$83,191	\$84,025	\$85,699	\$45,315	\$85,705	\$85,705	
510080 Sick Leave Plan II	\$1,610	\$1,610	\$0	\$0	\$0	\$0	
510100 Longevity	\$125	\$125	\$200	\$200	\$200	\$200	
510140 Stipends	\$500	\$500	\$500	\$250	\$500	\$500	
Treasurer PEA	\$85,426	\$86,259	\$86,399	\$45,765	\$86,405	\$86,405	
510010 S & W - Full Time	\$195,520	\$195,248	\$200,708	\$107,204	\$208,801	\$208,801	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$889	\$907	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$1,250	\$800	\$850	\$850	\$900	\$900	
Treasurer S&C	\$197,659	\$196,955	\$201,558	\$108,054	\$209,701	\$209,701	
520040 Utility - Telephone	\$1,229	\$794	\$1,400	\$329	\$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	\$27,056	\$33,453	\$31,000	\$4,196	\$31,000	\$31,000	
520140 Rental of Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$125	\$125	\$300	\$125	\$300	\$300	
540150 Print Postage Stationary	\$2,106	\$5,440	\$5,900	\$2,634	\$5,900	\$5,900	
540220 Office Supplies	\$1,279	\$1,279	\$2,500	\$468	\$2,500	\$2,500	
570010 Car Allowance/Mileage	\$1,440	\$1,440	\$1,440	\$720	\$1,440	\$1,440	
570020 Dues & Memberships	\$480	\$480	\$577	\$420	\$577	\$577	
570030 In State Travel	\$519	\$561	\$700	\$518	\$700	\$700	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	

	<u>ACTUAL</u> <u>2011</u>	<u>ACTUAL</u> <u>2012</u>	<u>REVISED</u> <u>BUDGET</u> <u>2013</u>	<u>EXPENDED</u> <u>TO DATE</u> <u>2013</u>	<u>DEPARTMENT</u> <u>REQUEST</u> <u>2014</u>	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> <u>2014</u>	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> <u>2014</u>
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
570190 Bond Registration	\$500	\$500	\$1,000	\$0	\$1,000	\$1,000	
Treasurer OpEx	\$34,735	\$44,072	\$44,817	\$9,409	\$44,817	\$44,817	
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	\$29,899	\$35,003	\$30,000	\$-	\$30,000	\$30,000	
Treasurer SepAp	\$29,899	\$35,003	\$30,000	\$-	\$30,000	\$30,000	
Treasurer & Collector	\$347,719	\$362,290	\$362,774	\$163,228	\$370,923	\$370,923	

**Employee Roster
Fiscal Year 2014
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	\$1,641.86	52.20	\$85,705.09	\$85,705.09
Mary Grillo	PT-2							D	\$26.28	37.50	\$985.50	52.20	\$51,443.10	\$51,443.10
Sherry Casey	A-4							E	\$23.39	37.50	\$877.13	52.20	\$45,785.93	\$45,785.93
Angela Costa	A-2							E	\$19.92	37.50	\$747.00	52.20	\$38,993.40	\$38,993.40
Donna Sargent	A-2	C	\$18.24	37.50	28.00	\$684.00	\$19,152.00	D	\$19.06	37.50	\$714.75	24.20	\$17,296.95	\$36,448.95
Lindsay Ames	A-2	C	\$18.24	37.50	38.40	\$684.00	\$26,265.60	D	\$19.06	37.50	\$714.75	13.80	\$9,863.55	\$36,129.15

\$208,800.53

Longevity Payments			
Name	Amount		
Carolyn Marcotte	\$200	Sal 01	\$200
Mary Grillo	\$350	Sal 02	\$900
Sherry Casey	\$300		
Angela Costa	\$250		
	\$1,100		\$1,100

Value of Step Increases									
								FTE's	
Mary Grillo	C to D	\$25.15	\$26.28	\$1.13	37.50	\$42.38	52.20		\$2,211.98
Sherry Casey	D to E	\$22.38	\$23.39	\$1.01	37.50	\$37.88	52.20		\$1,977.08
Donna Sargent	C to D	\$18.24	\$19.06	\$0.82	37.50	\$30.75	24.20		\$744.15
Lindsay Ames	C to D	\$18.24	\$19.06	\$0.82	37.50	\$30.75	13.80		\$424.35
									\$5,357.55

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Treasurer & Collector

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520130	Professional Services	(\$9,000) is for general professional services; (\$12,000) is to fund ongoing lock box services. (\$10,000) to offset banking fees as necessary (estimate only)	\$31,000	\$31,000
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
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

The economy in Fiscal 2012 showed signs of strength through improving unemployment numbers, impressive corporate earnings, record cash on corporate balance sheets and a healthier real estate market, however shorter-term bond yields continued their downward descent and bonds continued to outperform equities.

The first few months of the fiscal year, from July 2011 to September 2011, were extremely tumultuous for the domestic equity indices. Consequently, and true to historical form, the Federal Reserve stepped in to stabilize the markets. As an indication of the market stress and its impact on the Treasury market, the two-year US Treasury note began the fiscal year at 0.47% and subsequently dropped to nearly 0.15% by mid September before recovering closer to 0.24% by quarter-end. The two-year rate closed out the fiscal year at 0.30%.

The remainder of the fiscal year saw numerous domestic and global events ranging from the Occupy Wall Street protests, municipal bankruptcy in Alabama, upheaval in Libya and continuing discord in Greece and Southern Europe.

Due to these global events and the ensuing uncertainty, high-quality Treasury bonds were one of the most sought after investment vehicles during fiscal 2012. Domestic and global uncertainty and the ensuing search for safe haven securities once again conspired to drive US Treasury rates lower. High quality domestic bonds, represented by the Barclays Aggregate, handily returned more than the Standard & Poor's 500 over the same period.

As expected, the Federal Reserve continued their program to stimulate the economy with low interest rates and continued 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 begun to show promising 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 2013.

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, 2012.

- For the period of June 30, 2011 through June 30, 2012, the portfolio returned 1.52% versus +0.19% for US Treasury Bills, +2.18% for the Barclays Capital Bond Index (1-5 year US Government Bonds), +5.01% for the Barclays Capital Intermediate Government Bond Index and +7.47% for the Barclays Capital Aggregate Bond Index.

Throughout the fiscal year, the portfolio was positioned in anticipation of a stable to slightly rising interest rate environment and an improving economy. While we correctly anticipated the stability in interest rates and an improving domestic economy, global concerns drove many domestic and international investors to Treasuries in a safe haven flight to quality. The gradual increase in interest rates has yet to materialize. This stagnant rate environment has continued to cause 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.

The US economic picture has continued to show small signs of improvement. If this budding recovery takes hold, we would expect to see the benchmarks begin to show strain as rising interest rates 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 eventual higher interest rate environment.

Total investment income for FY 2012 was \$491,844 compared to \$732,478 for Fiscal Year 2011. Considering that the yield on a comparable municipal benchmark, the Massachusetts Municipal Depository Trust (MMDT), barely moved from 0.23% on June 30, 2010 to 0.27% on June 30, 2011, I am satisfied with our overall investment income for fiscal year 2012. Additionally, with an anticipated yield of approximately 1.2% 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 and acumen 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 debt 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 eligible 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 relative short-term 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 and the potential of declining total return which would accompany such an event, 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
01/17/13

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, 2012

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
DOMESTIC BOND MUTUAL FUNDS									
Intermediate Government									
09-20-12	163,042.682	Federated GNMA Instl	fgmax	11.48	1,871,000.00	11.44	1,865,208.28	5.0	2.8
Ultrashort Bond									
02-03-12	597,269.552	Federated Govt Ultrashort Duration	fgusx	9.92	5,925,000.00	9.92	5,924,913.96	15.8	0.6
Inflation-Protected Bond									
11-02-09	77,434.691	Blackrock Inflation Prot Bd Port Instl	bprix	11.11	860,084.61	12.07	934,636.72	2.5	1.8
05-06-11	85,772.534	Western Asset Infla Indx Plus Bd Inst	waiix	11.08	950,000.00	12.23	1,048,998.09	2.8	3.4
					1,810,084.61			5.3	2.6
					9,606,084.61			26.0	1.4
CORPORATE BONDS									
Corporate Bonds									
05-22-08	500,000	General Elec Cap Corp Mtn Be 4.800% Due 05-01-13	36962g3t9	99.24	496,200.00	101.46	507,280.00	1.3	4.7
04-24-08	360,000	Intl Lease Fin Corp Med Term Note 5.625% Due 09-20-13	45974va81	98.72	355,392.00	102.50	369,000.00	1.0	5.5
01-12-12	205,000	Hewlett Packard Co Nt Flt 0.923% Due 05-30-14	428236bj1	97.00	198,850.00	98.01	200,924.60	0.5	0.9
07-20-09	510,000	General Elec Cap Corp Mtn Be 4.750% Due 09-15-14	36962gk86	100.36	511,840.75	106.76	544,471.41	1.4	4.4
05-25-10	500,000	Bank Of America Corporation Srglbl 5.125% Due 11-15-14	060505au8	102.99	514,950.00	106.64	533,225.00	1.4	4.8
04-26-12	325,000	Hewlett Packard Co Note 2.350% Due 03-15-15	428236bn2	102.25	332,312.50	100.45	326,447.22	0.9	2.3
07-25-12	525,000	General Elec Cap Corp Mtn Be 1.200% Due 04-13-15	36962G5U4	100.00	525,000.00	99.16	520,616.25	1.4	1.2
01-19-11	200,000	General Elec Cap Corp Mtn Be Gtbl Sr 4.375% Due 09-21-15	36962g4f8	105.60	211,200.00	108.99	217,982.00	0.6	4.0
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	103.27	206,542.00	0.5	2.2
08-28-12	500,000	Hewlett Packard Co Note 3.000% Due 09-15-16	428236bp7	102.15	510,750.00	100.64	503,198.50	1.3	3.0
12-13-12	700,000	General Elec Cap Corp Mtn Be Sr-A 2.300% Due 04-27-17	36962g5w0	103.50	724,500.00	103.69	725,816.00	1.9	2.2
10-17-12	750,000	Hewlett Packard Co Sr Nt 2.600% Due 09-15-17	428236bw2	98.46	738,450.00	97.42	730,620.00	1.9	2.7
							42,009.19	0.1	
					5,312,645.25			14.4	3.2
					5,312,645.25			14.4	3.2

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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, 2012

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
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	101.93	183,481.20	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	57586pm29	100.00	155,000.00	102.24	158,473.55	0.4	1.5
01-20-12	490,000	Massachusetts St Health & Edl Facs Auth Rev Bds 1.700% Due 11-01-38 Accrued Interest	57586edk4	101.60	497,840.00	102.16	500,608.50	1.3	1.7
							1,792.08	0.0	
					832,840.00		844,355.33	2.2	1.6
					832,840.00		844,355.33	2.2	1.6
GOVERNMENT BONDS									
Fed Home Loan Mortgage (FHLMC)									
01-13-12	545,000	Federal Home Ln Mtg Corp 2.250% Due 01-23-17 Accrued Interest	3134g3ju5	103.12	562,031.25	102.27	557,371.50	1.5	2.2
							5,381.87	0.0	
					562,031.25		562,753.37	1.5	2.2
Fed National Mortgage (FNMA)									
08-07-12	850,000	Federal Natl Mtg Assn 0.500% Due 02-28-17	3136g0xw6	100.00	850,000.00	100.17	851,453.50	2.3	0.5
02-15-12	850,000	Fedl Natl Mtg Assn Note 0.750% Due 03-01-17	3136ftw70	100.00	850,000.00	100.09	850,807.50	2.3	0.7
02-15-12	785,000	Federal Natl Mtg Assn 1.000% Due 03-08-17	3136ftw62	100.00	785,000.00	100.15	786,208.90	2.1	1.0
02-24-12	765,000	Fedl Natl Mtg Assn 1.100% Due 03-20-17	3136ft2k4	100.00	765,000.00	100.14	766,055.70	2.0	1.1
02-23-12	750,000	Federal Natl Mtg Assn 1.000% Due 03-21-17	3136ft2c2	100.00	750,000.00	99.95	749,602.50	2.0	1.0
03-09-12	900,000	Federal Natl Mtg Assn 00.75000% 03/28/2017 0.750% Due 03-28-17	3136ft5q8	100.00	900,000.00	100.02	900,162.00	2.4	0.7
04-12-12	510,000	Federal Natl Mtg Assn 1.125% Due 04-26-17	3136g0br1	100.00	510,000.00	99.90	509,500.20	1.4	1.1
04-09-12	500,000	Federal Natl Mtg Assn 1.125% Due 04-26-17	3136g0cf6	100.00	500,000.00	100.27	501,375.00	1.3	1.1
05-08-12	975,000	Federal Natl Mtg Assn 0.625% Due 05-17-17	3136g0gn5	100.00	975,000.00	100.22	977,154.75	2.6	0.6
06-11-12	900,000	Fedl Natl Mtg Assn 0.500% Due 06-28-17	3136g0nz0	100.00	900,000.00	100.23	902,061.00	2.4	0.5

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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, 2012

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
09-06-12	1,800,000	Federal Natl Mtg Assn 1.000% Due 09-26-19 Accrued Interest	3136g0b42	100.00	1,800,000.00	100.15	1,802,646.00	4.8	1.0
							21,162.92	0.1	
					9,585,000.00		9,618,189.97	25.6	0.8
					10,147,031.25		10,180,943.35	27.1	0.9
CERTIFICATE OF DEPOSIT									
Certificates of Deposit									
07-18-12	100,000	Bank Baroda New York NY CD 0.350% Due 03-08-13	060624cw1	1.00	99,922.20	1.00	99,991.00	0.3	0.4
07-18-12	100,000	Bank Of China New York City NY CD 0.350% Due 03-14-13	06425hd37	1.00	99,922.20	1.00	99,990.00	0.3	0.4
07-18-12	100,000	Doral Bk Catano P R CD 0.400% Due 03-15-13	25811lr92	1.00	99,933.30	1.00	100,000.00	0.3	0.4
07-18-12	75,000	State Bk India New York NY CD 0.350% Due 03-22-13	856284d92	1.00	74,941.65	1.00	74,991.75	0.2	0.4
07-18-12	100,000	Discover Bk Greenwood Del CD 0.400% Due 03-28-13	2546705p3	1.00	99,933.30	1.00	100,000.00	0.3	0.4
10-07-10	245,000	Medallion Bk UT CD 0.800% Due 04-15-13	58403bst4	1.00	245,000.00	1.00	245,269.50	0.7	0.8
10-12-10	245,000	Home Fed Bk Sd CD 0.750% Due 04-19-13	43708ydh0	1.00	245,000.00	1.00	245,249.90	0.7	0.7
06-21-12	245,000	Bank Of India Ny CD 0.650% Due 06-26-13	062782g84	1.00	245,000.00	1.00	245,235.20	0.7	0.6
07-01-10	150,000	Ally Bk Midvale UT CD 1.950% Due 07-09-13	02004myh0	1.00	150,000.00	1.01	151,153.50	0.4	1.9
08-02-12	245,000	Beal Bk Usa Las Vegas NV CD 0.500% Due 08-07-13	07370vgy8	1.00	245,000.00	1.00	245,066.15	0.7	0.5
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	247,151.10	0.7	1.5
12-19-12	145,000	Bank Baroda New York NY CD 0.600% Due 12-27-13	060624us0	1.00	145,000.00	1.00	145,005.80	0.4	0.6
08-16-11	245,000	Millennium Bank Edwards CO CD 0.800% Due 02-24-14	60039mdf4	1.00	245,000.00	1.01	246,560.65	0.7	0.8
07-16-12	245,000	Sallie Mae Bk Murray Utah 1.000% Due 07-25-14	795450nq4	1.00	245,000.00	1.00	245,661.50	0.7	1.0
11-15-11	245,000	Ge Cap Retail Bk Draper UT CD 1.550% Due 11-24-14	36159u7f7	1.00	245,000.00	1.01	247,695.00	0.7	1.5
09-24-12	245,000	American Expr Centurion CD 1.100% Due 10-05-15 Accrued Interest	02587dlb2	1.00	245,000.00	1.00	244,720.70	0.7	1.1
							6,965.40	0.0	
					2,974,652.65		2,990,707.15	8.0	0.9
					2,974,652.65		2,990,707.15	8.0	0.9

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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, 2012

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
MONEY MARKET MUTUAL FUNDS									
Cash									
		Cash	cash		50.00		50.00	0.0	0.0
		Fidelity Instl Mmkt Port Cl I	fmpxx		7,824,182.25		7,824,182.25	20.8	0.1
		Fidelity Money Market	sprxx		572,019.12		572,019.12	1.5	0.0
		Prime Fund - Capital Reserves Class	fprxx		6.34		6.34	0.0	0.0
					<u>8,396,257.71</u>		<u>8,396,257.71</u>	<u>22.3</u>	<u>0.1</u>
					8,396,257.71		8,396,257.71	22.3	0.1
TOTAL PORTFOLIO:					37,269,511.47		37,614,152.76	100.0	1.2

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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, 2012

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	1,200.000	Federal Home Loan Mtg Corp Pfd Ser Y	frepry	23.45	28,144.23	1.64	1,968.00	0.1	0.0
					28,144.23		1,968.00	0.1	0.0
DOMESTIC BOND MUTUAL FUNDS									
Intermediate Government									
09-20-12	13,942.721	Federated GNMA Instl	fgmax	11.48	160,000.00	11.44	159,504.73	4.8	2.8
Ultrashort Bond									
02-03-12	8,113.507	Federated Govt Ultrashort Duration	fgusx	9.86	80,000.00	9.92	80,485.99	2.4	0.6
Inflation-Protected Bond									
05-06-11	6,628.672	Western Asset Infla Indx Plus Bd Inst	waiix	10.92	72,380.95	12.23	81,068.66	2.4	3.4
					312,380.95		321,059.38	9.7	2.4
CORPORATE BONDS									
Corporate Bonds									
03-17-09	35,000	General Elec Cap Corp Mtn Be 4.800% Due 05-01-13	36962g3t9	92.77	32,469.50	101.46	35,509.60	1.1	4.7
02-27-09	75,000	Hewlett-Packard Co Glbl Nt 4.750% Due 06-02-14	428236av5	99.88	74,911.32	104.24	78,180.00	2.4	4.6
07-12-12	75,000	Hewlett Packard Co Glbl Nt Flt 2.018% Due 09-19-14	428236bs1	101.33	75,997.50	99.08	74,312.25	2.2	2.0
12-19-12	100,000	Hewlett Packard Co Glbl Nt 2.200% Due 12-01-15	428236be2	100.25	100,250.00	100.14	100,136.70	3.0	2.2
12-12-12	175,000	General Elec Cap Corp Mtn Be Sr-A 2.300% Due 04-27-17	36962g5w0	103.50	181,125.00	103.69	181,454.00	5.5	2.2
		Accrued Interest					1,516.31	0.0	
					464,753.32		471,108.86	14.2	2.8
					464,753.32		471,108.86	14.2	2.8
GOVERNMENT BONDS									
Fed Home Loan Mortgage (FHLMC)									
01-13-12	75,000	Federal Home Ln Mtg Corp 2.250% Due 01-23-17	3134g3ju5	103.12	77,343.75	102.27	76,702.50	2.3	2.2
		Accrued Interest					740.62	0.0	
					77,343.75		77,443.12	2.3	2.2
Fed National Mortgage (FNMA)									
02-15-12	125,000	Fedl Natl Mtg Assn Note 0.750% Due 03-01-17	3136ftw70	100.00	125,000.00	100.09	125,118.75	3.8	0.7
02-15-12	125,000	Federal Natl Mtg Assn 1.000% Due 03-08-17	3136ftw62	100.00	125,000.00	100.15	125,192.50	3.8	1.0

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December 31, 2012

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
02-24-12	100,000	Fedl Natl Mtg Assn 1.100% Due 03-20-17	3136ft2k4	100.00	100,000.00	100.14	100,138.00	3.0	1.1
03-09-12	75,000	Federal Natl Mtg Assn 00.75000% 03/28/2017 0.750% Due 03-28-17	3136ft5q8	100.00	75,000.00	100.02	75,013.50	2.3	0.7
06-21-12	150,000	Fedl Natl Mtg Assn 0.500% Due 06-28-17	3136g0nz0	100.00	150,000.00	100.23	150,343.50	4.5	0.5
09-21-12	175,000	Federal Natl Mtg Assn 1.000% Due 09-26-19 Accrued Interest	3136g0b42	100.00	175,000.00	100.15	175,257.25	5.3	1.0
							1,758.09	0.1	
					750,000.00		752,821.59	22.7	0.8
					827,343.75		830,264.72	25.0	1.0

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	626.47	101.11	628.44	0.0	5.9
							3.11	0.0	
					626.47		631.55	0.0	5.9
					626.47		631.55	0.0	5.9

CERTIFICATE OF DEPOSIT

Certificates of Deposit

01-23-08	100,000	Wachovia Bk Fsb Houston Tex 4.500% Due 01-25-13	92979hah9	1.01	100,750.00	1.00	100,186.00	3.0	4.5
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	151,350.00	4.6	1.9
08-18-11	95,000	Cit Bk Salt Lake City UT CD 1.000% Due 02-24-14	17284awp9	1.00	95,000.00	1.01	95,604.20	2.9	1.0
12-07-12	145,000	Cit Bk Salt Lake City CD 1.050% Due 03-10-14	17284axr4	1.00	145,058.00	1.01	145,943.95	4.4	1.0
06-05-12	125,000	Compass Bk Birmingham AL 0.900% Due 06-09-14	20449e6q4	1.00	125,000.00	1.00	125,327.50	3.8	0.9
06-28-12	100,000	Ge Cap Bank CD 1.000% Due 06-30-14	36160wm89	1.00	100,000.00	1.00	100,298.00	3.0	1.0
07-10-12	145,000	Bmw Bk North Amer Salt Lake City UT 1.000% Due 07-18-14	05568py27	1.00	145,000.00	1.00	145,403.10	4.4	1.0
12-04-12	145,000	Bank Of China New York City NY CD 0.800% Due 12-12-14	06426ntp7	1.00	145,000.00	1.00	144,808.60	4.4	0.8
12-04-12	100,000	Bmw Bk North Amer UT CD 0.850% Due 06-08-15	05568p2q9	1.00	100,000.00	1.00	99,736.00	3.0	0.9

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				Unit Cost	Total Cost				
12-05-12	200,000	Goldman Sachs Bk USA NY CD 0.850% Due 06-12-15	38143a2e4	1.00	200,000.00	1.00	200,080.00	6.0	0.8
09-25-12	175,000	State Bk India New York NY 1.150% Due 10-13-15	856284g73	1.00	175,000.00	1.00	175,017.50	5.3	1.1
12-06-12	95,000	Firstbank Puerto Rico 0.950% Due 12-14-15 Accrued Interest	33764jqu2	1.00	95,000.00	1.00	94,751.10	2.9	1.0
							4,281.16	0.1	
					1,575,808.00		1,582,787.11	47.7	1.3
					1,575,808.00		1,582,787.11	47.7	1.3
MONEY MARKET MUTUAL FUNDS									
Cash									
		Cash	cash		50.00		50.00	0.0	0.0
		Prime Fund - Capital Reserves Class	fprxx		109,683.24		109,683.24	3.3	0.0
					109,733.24		109,733.24	3.3	0.0
					109,733.24		109,733.24	3.3	0.0
TOTAL PORTFOLIO					3,318,789.96		3,317,552.85	100.0	1.5

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

December 31, 2012

Date Purchased	Quantity	Security	Symbol	(Excluding Unit Cost	Reinvested Divs.) Total Cost	Price	Market Value	Pet. Assets	Cur. Yield
DOMESTIC BOND MUTUAL FUNDS									
Inflation-Protected Bond									
12-30-10	17,300.571	Blackrock Inflation Prot Bd Port Instl	bprix	9.89	171,093.66	12.07	208,817.89	7.5	1.8
					171,093.66		208,817.89	7.5	1.8
CERTIFICATE OF DEPOSIT									
Certificates of Deposit									
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	245,411.60	8.8	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	245,776.65	8.8	0.5
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	245,715.40	8.8	0.5
10-06-10	245,000	Flushing Svgs Bk NY CD 1.100% Due 10-07-13 Accrued Interest	344030dg3	1.00	245,000.00	1.01	247,067.80	8.8	1.1
							612.84	0.0	
					980,000.00		984,584.29	35.2	0.7
					980,000.00		984,584.29	35.2	0.7
MONEY MARKET MUTUAL FUNDS									
Cash									
		Fidelity Instl Mmkt Port CII	fmpxx		1,602,986.59		1,602,986.59	57.3	0.1
		Prime Fund - Capital Reserves Class	fprxx		981.07		981.07	0.0	0.0
					1,603,967.66		1,603,967.66	57.3	0.1
					1,603,967.66		1,603,967.66	57.3	0.1
TOTAL PORTFOLIO					2,755,061.32		2,797,369.84	100.0	0.4

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PORTFOLIO APPRAISAL
Town Of Shrewsbury Opeb Fund
c/o Carolyn Marcotte, Tr/Col
Carolyn Marcotte, Treas/Coll, 100 Maple Avenue
Shrewsbury, MA 01545-5338
Representative: Thomas Bartholomew
Investment Objective: Balanced Equity
Account #: B37391573

December 31, 2012

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	1,279.670	Parnassus Income Trust Eq Inc Instl	prltx	27.35	35,000.00	29.26	37,443.14	2.1	2.7
Large Growth									
06-07-11	3,080.260	Alger Spectra Fund Class I	aspix	12.99	40,000.00	13.81	42,538.39	2.4	0.0
06-07-11	555.073	Fidelity Contrafund	fontx	72.89	40,459.59	77.57	43,057.01	2.4	0.3
					80,459.59		85,595.40	4.8	0.1
Large Value									
06-07-11	3,469.186	AmCent Equity Income Is	aciix	7.21	25,000.00	7.82	27,129.03	1.5	2.7
06-07-11	1,382.674	Blackrock Equity Dividend Fd-Instl	madvx	18.08	25,000.00	19.93	27,556.69	1.5	2.3
06-21-11	5,418.166	Federated Strategic Value Class I	svaix	4.61	25,000.00	4.99	27,036.65	1.5	4.0
					75,000.00		81,722.38	4.6	3.0
Mid-Cap Growth									
06-07-11	290.596	T. Rowe Price Mid Gr	rpmgx	53.51	15,550.00	56.47	16,409.96	0.9	0.0
Mid-Cap Value									
06-07-11	1,347.918	American Century Midcap Value Instl Cl	avuax	11.54	15,550.00	13.03	17,563.37	1.0	2.0
06-07-11	1,161.464	Perkins Mid Cap Value Class I	jmvax	21.52	25,000.00	21.34	24,785.64	1.4	0.8
					40,550.00		42,349.01	2.4	1.3
Small Blend									
08-05-11	979.404	Allianz AGIC Ultra Micro Cap Instl	aumix	15.32	15,000.00	15.92	15,592.11	0.9	0.0
06-07-11	1,526.328	Eaton Vance Atlanta Caps Mid Cap Fd I	eismx	16.38	25,000.00	18.26	27,870.75	1.6	0.0
					40,000.00		43,462.86	2.4	0.0
Small Growth									
06-07-11	1,171.902	Janus Triton Fund Class I	jsmgx	17.07	20,000.00	18.12	21,234.86	1.2	0.4
Small Value									
09-10-12	2,315.826	Aston/River Road Independent Value I	arvix	10.80	25,000.00	10.89	25,219.35	1.4	0.0
Financial									
03-06-12	418.745	Rydex Financial Svcs Inv	ryfix	76.42	32,000.00	81.21	34,006.28	1.9	0.7
Health									
06-29-11	1,098.603	Blackrock Health Sciences Port Instl	shssx	31.86	35,000.00	32.34	35,528.82	2.0	0.6
Technology									
06-29-11	1,878.800	Rs Technology Class Y	rifyx	18.63	35,000.00	17.33	32,559.60	1.8	0.0

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PORTFOLIO APPRAISAL
Town Of Shrewsbury Opeb Fund
c/o Carolyn Marcotte, Tr/Col
Carolyn Marcotte, Treas/Coll, 100 Maple Avenue
Shrewsbury, MA 01545-5338
Representative: Thomas Bartholomew
Investment Objective: Balanced Equity
Account #: B37391573

December 31, 2012

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
World Stock									
09-10-12	3,757.400	Wintergreen Fund Institutional	wgrix	14.64	55,000.00	15.09	56,699.17	3.2	0.6
Financial Services									
09-10-12	3,101.613	Forward Select Income Instl	kifyx	24.18	75,000.00	24.40	75,679.36	4.2	7.4
Conservative Allocation									
08-05-11	1,018.772	James Balanced: Golden Rainbow I	glrix	19.63	20,000.00	21.56	21,964.72	1.2	1.9
06-07-11	419.298	Permanent Port	prpfx	47.70	20,000.00	48.64	20,394.65	1.1	0.6
					40,000.00		42,359.38	2.4	1.3
Moderate Allocation									
06-07-11	3,015.268	RiverNorth Core Opportunity Fund	mcox	11.01	33,200.00	11.59	34,946.96	2.0	3.0
Long-Short									
06-07-11	1,226.952	Orinda Multi-Manager Hedged Equity CI I	oheix	24.45	30,000.00	24.50	30,060.32	1.7	0.0
Multialternative									
09-27-12	3,840.492	Nuveen Tactical Mrkt Opportunities I Shrs	fgtyx	11.20	43,005.18	11.17	42,898.30	2.4	0.9
					709,764.77		738,175.15	41.5	1.7
EXCHANGE TRADED DOMESTIC EQUITY FUNDS									
Large Blend									
10-03-11	406.137	iShares Tr S&P U S Pfd Stk Index	pff	34.18	13,883.40	39.62	16,091.15	0.9	6.0
					13,883.40		16,091.15	0.9	6.0
INTERNATIONAL EQUITY MUTUAL FUNDS									
Diversified Pacific/Asia									
06-07-11	1,842.756	Matthews Asia Dividend Instl	mipix	13.57	25,000.00	14.57	26,848.95	1.5	3.9
Europe Stock									
06-29-11	916.502	Henderson European Focus Fund CI I	hfeix	27.28	25,000.00	26.17	23,984.86	1.3	5.0
Foreign Large Blend									
06-07-11	357.462	American Europacific Growth CI FI	aegfx	41.96	15,000.00	40.99	14,652.37	0.8	1.7
06-07-11	1,771.187	Sextant International Fund	ssifx	15.24	27,000.00	15.26	27,028.31	1.5	0.9
					42,000.00		41,680.68	2.3	1.2
Foreign Large Value									
06-07-11	1,920.545	Allianz Nfj Intl Value Instl CI	anjix	20.58	39,521.60	21.47	41,234.10	2.3	2.0
Foreign Small/Mid Value									
06-07-11	907.371	First Eagle Overseas I	sgoix	22.04	20,000.00	22.36	20,288.82	1.1	1.4

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PORTFOLIO APPRAISAL
Town Of Shrewsbury Opeb Fund
c/o Carolyn Marcotte, Tr/Col
Carolyn Marcotte, Treas/Coll, 100 Maple Avenue
Shrewsbury, MA 01545-5338
Representative: Thomas Bartholomew
Investment Objective: Balanced Equity
Account #: B37391573

December 31, 2012

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
06-21-11	388.509	Royce International Smaller Co Svcs Cl	rygsx	12.87	5,000.00	11.28	4,382.38	0.2	1.4
					25,000.00		24,671.20	1.4	1.4
					156,521.60		158,419.79	8.9	2.5
GLOBAL EQUITY MUTUAL FUNDS									
World Allocation									
06-07-11	1,317.554	Thornburg Inv Inc Bldr I	tibix	18.97	25,000.00	18.95	24,967.65	1.4	6.3
World Stock									
06-21-11	4,760.661	Henderson Global Equity Income Cl I	hfqix	7.35	35,000.00	7.41	35,276.50	2.0	6.8
					60,000.00		60,244.15	3.4	6.6
DOMESTIC BOND MUTUAL FUNDS									
Intermediate-Term Bond									
06-21-11	3,750.517	Doubleline Total Return Bond Fd Cl I	dbltx	10.93	41,000.00	11.33	42,493.36	2.4	6.1
06-07-11	3,975.377	Janus Flexible Bond Class I	jflex	10.31	41,000.00	10.82	43,013.58	2.4	3.2
06-29-11	3,916.872	PIMCO Total Ret Instl	ptrrx	10.47	41,000.00	11.24	44,025.64	2.5	3.2
09-27-12	2,456.078	Principal Preferred Securities Cl P	ppspix	10.18	25,000.00	10.48	25,739.70	1.4	5.6
					148,000.00		155,272.28	8.7	4.4
Multisector Bond									
06-07-11	4,182.606	Driehaus Active Income Fund	lcmx	10.76	45,000.00	10.67	44,628.41	2.5	2.5
06-29-11	5,525.665	John Hancock Str Inc Opps Cl I	jipix	10.86	60,000.00	11.13	61,500.65	3.5	5.5
06-07-11	4,119.439	Loomis Sayles Bond Instl	lsbdx	14.57	60,000.00	15.12	62,285.92	3.5	5.8
					165,000.00		168,414.98	9.5	4.8
Short-Term Bond									
08-05-11	8,894.218	Virtus Multi Sector Short Term Bond Cl I	pimsx	4.78	42,500.00	4.96	44,115.32	2.5	4.4
Ultrashort Bond									
03-06-12	1,978.315	Wells Fargo Adj Rate Gov Instl	ekizx	9.10	18,000.00	9.19	18,180.71	1.0	1.1
High Yield Bond									
09-10-12	2,534.142	Riverpark Short Term High Yield	rphix	9.87	25,000.00	9.98	25,290.74	1.4	4.1
Bank Loan									
06-07-11	5,964.543	Lord Abbett Floating Rate Inc Fd Cl F	lfrfx	9.22	55,000.00	9.40	56,066.70	3.1	5.3
Bear-Market									
08-05-11	881.057	Rydex Juno Investor	ryjux	11.35	10,000.00	8.51	7,497.80	0.4	0.0

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PORTFOLIO APPRAISAL
Town Of Shrewsbury Opeb Fund
c/o Carolyn Marcotte, Tr/Col
Carolyn Marcotte, Treas/Coll, 100 Maple Avenue
Shrewsbury, MA 01545-5338
Representative: Thomas Bartholomew
Investment Objective: Balanced Equity
Account #: B37391573

December 31, 2012

Date Purchased	Quantity	Security	Symbol	(Excluding Reinvested Divs.)		Price	Market Value	Pct. Assets	Cur. Yield
				Unit Cost	Total Cost				
Long-Short									
03-06-12	3,319.333	Locorr Managed Futures Strategy I	qdwuq	9.04	30,000.00	8.81	29,243.32	1.6	0.0
					493,500.00		504,081.85	28.3	4.2
INTERNATIONAL BOND MUTUAL FUNDS									
Emerging Markets Bond									
09-10-12	2,046.074	Fidelity New Markets Income	fnmix	17.40	35,603.48	17.80	36,420.12	2.0	4.4
World Allocation									
06-29-11	3,818.270	Pimco All Asset All Authority CI I	pauix	10.48	40,000.00	11.09	42,344.61	2.4	5.4
03-06-12	3,231.528	Principal Global Diversified Inc CI P	pgdpx	13.31	43,000.00	13.90	44,918.24	2.5	5.6
					83,000.00		87,262.85	4.9	5.5
International Fixed									
06-07-11	5,537.677	Templeton Global Bond Advisor CI	tgbax	12.84	71,100.00	13.34	73,872.61	4.1	4.4
					189,703.48		197,555.58	11.1	4.9
MONEY MARKET MUTUAL FUNDS									
Cash									
		Fidelity Instl Mmkt Port CI I	fmpxx		104,802.72		104,802.72	5.9	0.1
		Prime Fund - Capital Reserves Class	fprxx		1,423.67		1,423.67	0.1	0.0
					106,226.39		106,226.39	6.0	0.1
					106,226.39		106,226.39	6.0	0.1
TOTAL PORTFOLIO					1,729,599.64		1,780,794.05	100.0	2.9

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Town Counsel

0151

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510000 Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	
Counsel PEA	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$77,755	\$49,080	\$52,400	\$34,597	\$52,400	\$54,800	
520220 Services-Not Classified	\$500	\$160	\$900	\$0	\$900	\$900	
570020 Dues & Memberships	\$160	\$160	\$100	\$269	\$300	\$300	
570180 Other - Not Classified	\$635	\$0	\$3,000	\$0	\$3,000	\$3,000	
Town Counsel OpEx	\$79,050	\$49,400	\$56,400	\$34,866	\$56,600	\$59,000	
Town Counsel	\$79,050	\$49,400	\$56,400	\$34,866	\$56,600	\$59,000	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Town Counsel

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520130	Professional Services	Retainer of \$1,600/month. Last increase was 7/1/2008 to \$1,400/month	\$19,200	\$19,200

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Town Clerk

0161

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$68,594	\$72,394	\$77,159	\$40,605	\$77,575	\$77,575	
510080 Sick Leave Plan II	\$1,334	\$1,394	\$0	\$0	\$0	\$0	
510100 Longevity	\$300	\$350	\$350	\$350	\$350	\$350	
Town Clerk PEA	\$70,228	\$74,138	\$77,509	\$40,955	\$77,925	\$77,925	
510010 S & W - Full Time	\$17,440	\$21,932	\$19,445	\$9,690	\$18,322	\$18,322	
510020 S & W - Part Time	\$22,528	\$19,003	\$24,794	\$13,279	\$26,006	\$26,006	
510080 Sick Leave Plan II	\$430	\$1,007	\$0	\$0	\$0	\$0	
510090 Overtime	\$449	\$929	\$1,000	\$0	\$1,000	\$1,000	
510100 Longevity	\$400	\$400	\$425	\$425	\$425	\$425	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Town Clerk S&C	\$41,247	\$43,271	\$45,664	\$23,393	\$45,753	\$45,753	
520040 Utility - Telephone	\$841	\$494	\$800	\$183	\$800	\$800	
520080 R & M - Equipment	\$43	\$81	\$175	\$192	\$200	\$200	
520100 Advertising & Binding	\$327	\$353	\$1,000	\$0	\$1,000	\$1,000	
520130 Professional Services	\$0	\$13,159	\$0	\$279	\$0	\$0	
540150 Print Postage Stationary	\$1,140	\$1,135	\$1,700	\$225	\$1,350	\$1,350	
540220 Office Supplies	\$460	\$1,313	\$1,880	\$679	\$1,600	\$1,600	
570010 Car Allowance/Mileage	\$500	\$500	\$500	\$250	\$500	\$500	
570020 Dues & Memberships	\$365	\$375	\$425	\$375	\$385	\$385	
570030 In State Travel	\$182	\$774	\$1,000	\$226	\$1,000	\$1,000	
570040 Insurance & Bonds	\$0	\$100	\$100	\$0	\$100	\$100	
Town Clerk OpEx	\$3,858	\$18,284	\$7,580	\$2,408	\$6,935	\$6,935	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Equipment less Trade In	\$0	\$0	\$0	\$0	\$0	\$0	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
Town Clerk	\$115,333	\$135,693	\$130,753	\$66,756	\$130,613	\$130,613	

**Employee Roster
Fiscal Year 2014
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							E			\$1,486.11	52.20	\$77,574.94	\$77,574.94
Record, Joyce	PT-1							D	\$24.91	20.00	\$498.20	52.20	\$26,006.04	\$26,006.04
Ryzewski, Janice	A-2							E	\$19.92	18.75	\$373.50	52.20	\$19,496.70	\$19,496.70
Ryzewski, Janice	A-2							E	\$19.92	18.75	\$373.50	52.20	\$19,496.70	\$19,496.70
Therrien, Ritamarie	A-2	B	\$17.45	18.00	34.60	\$314.10	\$10,867.86	C	\$18.24	18.00	\$328.32	17.60	\$5,778.43	\$16,646.29
													\$81,645.73	
													FTE's	3.01

Longevity Payments

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

		Value of Step Increases						
Record, Joyce	C to D	\$23.84	\$24.91	\$1.07	20.00	\$21.40	52.20	\$1,117.08
Therrien, Ritamarie	B to C	\$17.45	\$18.24	\$0.79	18.00	\$14.22	17.60	\$250.27
								\$1,367.35

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Town Clerk

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
540150	Print Postage Stationary	Printing and mailing expenses for office	\$1,700	\$1,350
540020	Office Supplies	To fund various office supplies	\$1,880	\$1,600

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Elections & Registrations

0162

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510020 S & W - Part Time	\$2,100	\$2,100	\$2,100	\$1,050	\$2,500	\$2,500	
Election PEA	\$2,100	\$2,100	\$2,100	\$1,050	\$2,500	\$2,500	
510010 S & W - Full Time	\$19,666	\$19,756	\$19,399	\$10,927	\$20,672	\$20,672	
510020 S & W - Part Time	\$0	\$0	\$15,673	\$5,817	\$16,646	\$16,646	
510030 S & W - Temporary	\$29,482	\$40,119	\$40,387	\$19,109	\$16,638	\$16,638	
510090 Overtime	\$3,710	\$69	\$0	\$0	\$0	\$0	
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	
Election S&C	\$52,858	\$59,944	\$75,459	\$35,852	\$53,956	\$53,956	
510030 S & W - Temporary	\$16,068	\$17,466	\$18,060	\$12,390	\$6,132	\$6,132	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
Election Other	\$16,068	\$17,466	\$18,060	\$12,390	\$6,132	\$6,132	
520080 R & M - Equipment	\$5,893	\$2,844	\$3,200	\$0	\$3,000	\$3,000	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$13,860	\$22,296	\$25,000	\$2,561	\$12,045	\$12,045	
540150 Print Postage Stationary	\$14,194	\$19,058	\$19,450	\$5,299	\$18,135	\$18,135	
540220 Office Supplies	\$1,693	\$1,095	\$1,800	\$123	\$1,100	\$1,100	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Election OpEx	\$35,640	\$45,294	\$49,450	\$7,983	\$34,280	\$34,280	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Equipment less Trade In	\$0	\$0	\$0	\$0	\$0	\$0	
Elections & Registrations	\$106,667	\$124,804	\$145,069	\$57,275	\$96,868	\$96,868	

**Employee Roster
Fiscal Year 2014
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							E			\$1,486.11	52.20	\$77,574.94	\$77,574.94
Record, Joyce	PT-1							D	\$24.91	20.00	\$498.20	52.20	\$26,006.04	\$26,006.04
Ryzewski, Janice	A-2							E	\$19.92	18.75	\$373.50	52.20	\$19,496.70	\$19,496.70
Ryzewski, Janice	A-2							E	\$19.92	18.75	\$373.50	52.20	\$19,496.70	\$19,496.70
Therrien, Ritamarie	A-2	B	\$17.45	18.00	34.60	\$314.10	\$10,867.86	C	\$18.24	18.00	\$328.32	17.60	\$5,778.43	\$16,646.29
														\$81,645.73

FTE's 3.01

Longevity Payments

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

		Value of Step Increases						
Record, Joyce	C to D	\$23.84	\$24.91	\$1.07	20.00	\$21.40	52.20	\$1,117.08
Therrien, Ritamarie	B to C	\$17.45	\$18.24	\$0.79	18.00	\$14.22	17.60	\$250.27
								\$1,367.35

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Elections & Registrations

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
510020	Salaries & Wages - Part Time	\$1,000 for the Town Clerk and \$500 for three Registrar of Voters	\$2,500	\$2,500
51030	Salaries & Wages - Temporary	For (1) election in FY 2014 - Election Workers	\$40,387	\$16,638
51030	Salaries & Wages - Temporary	For (1) election in FY 2014 - Police Officers	\$18,060	\$6,132
520080	R & M - Equipment	To fund mainteance of Automark units	\$3,200	\$3,000
520130	Professional Services	(\$5,325) To fund coding expenses for Autromark and Accuvote units for (1) election in FY 2014; (\$6,720) for ballot printing	\$25,000	\$12,045
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 (\$3,000).	\$19,450	\$18,135
540020	Office Supplies	To fund various office supplies including ink cartridges for Automark units	\$1,800	\$1,100

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Conservation Commission

0171

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
Conservation S&C	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$56	\$24	\$350	\$4	\$350	\$350	
540220 Office Supplies	\$83	\$54	\$100	\$50	\$100	\$100	
570010 Car Allowance/Mileage	\$0	\$0	\$300	\$0	\$300	\$300	
570020 Dues & Memberships	\$568	\$583	\$600	\$609	\$800	\$800	
570030 In State Travel	\$0	\$0	\$200	\$3	\$200	\$200	
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
570930 Repair & Maint Cons Proper	\$390	\$400	\$33,403	\$0	\$5,000	\$0	
Conservation OpEx	\$1,097	\$1,061	\$34,953	\$666	\$6,750	\$1,750	
520280 Trout Stocking	\$0	\$0	\$0	\$0	\$0	\$0	
Conservation SepAp	\$0	\$0	\$0	\$0	\$0	\$0	
Conservation Commission	\$1,097	\$1,061	\$34,953	\$666	\$6,750	\$1,750	

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Planning Board

0175

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</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	\$20	\$0	\$100	\$0	\$100	\$100	
540150 Print Postage Stationary	\$94	\$291	\$100	\$0	\$100	\$100	
540220 Office Supplies	\$137	\$52	\$113	\$68	\$100	\$100	
570010 Car Allowance/Mileage	\$148	\$57	\$620	\$60	\$600	\$600	
570020 Dues & Memberships	\$390	\$465	\$250	\$75	\$250	\$250	
570030 In State Travel	\$940	\$541	\$900	\$300	\$900	\$900	
Planning Board OpEx	\$1,730	\$1,405	\$2,183	\$503	\$2,150	\$2,150	
571310 Economic Dev Assess Tool	\$0	\$0	\$0	\$0	\$5,000	\$5,000	
Planning Board SepAP	\$0	\$0	\$0	\$0	\$5,000	\$5,000	
Planning Board	\$2,130	\$1,805	\$3,183	\$703	\$8,150	\$8,150	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Planning Board

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
571310	Economic Development Self Assessment Tool (EDSAT) Project	The EDSAT Project is to be undertaken with the assistance of Northeastern University's Dukakis Center for Urban Regional and Policy (Dukakis Center) and the National League of Cities (NLC). It is to identify strengths/weaknesses and opportunities/threats as part of an overall economic development strategy. Such a report was recently concluded for the Town of Westborough. Please see http://www.northeastern.edu/dukakiscenter/resources/economic- development-self-assessment-tool/	\$5,000	\$5,000

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Board of Appeals

0176

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510020 S & W - Part Time	\$621	\$519	\$3,000	\$296	\$3,000	\$3,000	
510090 Overtime	\$0	\$273	\$0	\$0	\$0	\$0	
Appeals Board S&C	\$621	\$792	\$3,000	\$296	\$3,000	\$3,000	
520130 Professional Services	\$4,991	\$0	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$251	\$374	\$650	\$157	\$650	\$650	
540220 Office Supplies	\$27	\$27	\$250	\$7	\$250	\$250	
570020 Dues & Memberships	\$0	\$110	\$250	\$0	\$250	\$250	
570030 In State Travel	\$0	\$0	\$100	\$0	\$250	\$100	
Appeals Board OpEx	\$5,268	\$510	\$1,250	\$164	\$1,400	\$1,250	
Board of Appeals	\$5,888	\$1,302	\$4,250	\$461	\$4,400	\$4,250	

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Public Buildings

0192

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$91,512	\$92,428	\$94,270	\$51,654	\$94,277	\$94,277	
510080 Sick Leave Plan II	\$1,771	\$0	\$0	\$1,445	\$0	\$0	
510100 Longevity	\$350	\$350	\$350	\$350	\$350	\$350	
Public Buildings PEA	\$93,633	\$92,778	\$94,620	\$53,449	\$94,627	\$94,627	
510010 S & W - Full Time	\$39,217	\$40,039	\$41,408	\$22,817	\$42,468	\$42,468	
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	\$213	\$213	\$238	\$238	\$238	\$238	
Public Buildings S&C	\$39,430	\$40,251	\$41,646	\$23,055	\$42,705	\$42,705	
510010 S & W - Full Time	\$917,503	\$838,461	\$873,000	\$441,168	\$993,955	\$847,106	
510020 S & W - Part Time	\$0	\$3,811	\$0	\$8,874	\$20,031	\$20,031	
510030 S & W - Temporary	\$7,756	\$2,781	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$3,394	\$4,823	\$0	\$3,804	\$0	\$0	
510090 Overtime	\$38,568	\$20,323	\$45,000	\$11,770	\$40,000	\$40,000	
510100 Longevity	\$5,050	\$3,850	\$4,750	\$3,825	\$3,925	\$3,925	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Public Buildings Other	\$972,271	\$874,049	\$922,750	\$469,441	\$1,057,911	\$911,062	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
520010 Utility - Electricity	\$654,056	\$665,589	\$755,000	\$265,995	\$717,000	\$717,000	
520020 Utility - Natural Gas	\$244,746	\$190,030	\$263,002	\$85,800	\$271,000	\$271,000	
520030 Utility - Heating Oil	\$62,922	\$43,860	\$63,000	\$31,726	\$0	\$0	
520040 Utility - Telephone	\$5,807	\$5,721	\$6,000	\$2,327	\$6,000	\$6,000	
520060 Utility - Water	\$27,179	\$23,599	\$28,500	\$19,617	\$34,934	\$34,934	
520070 Utility - Sewer	\$15,922	\$15,564	\$16,100	\$7,755	\$16,000	\$16,000	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
520080 R & M - Equipment	\$11,937	\$20,559	\$7,500	\$3,320	\$7,500	\$7,500	\$7,500
520090 R & M - Building	\$162,439	\$168,964	\$146,000	\$96,891	\$150,000	\$150,000	\$150,000
520100 Advertising & Binding	\$794	\$614	\$800	\$727	\$800	\$800	\$800
520110 Hospital & Medical	\$1,052	\$371	\$250	\$77	\$250	\$250	\$250
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$860,384	\$727,882	\$757,024	\$756,253	\$786,000	\$797,000	\$797,000
520140 Rental of Equipment	\$842	\$0	\$2,000	\$1,224	\$1,300	\$1,300	\$1,300
520220 Services-Not Classified	\$4,085	\$4,000	\$5,000	\$4,000	\$5,000	\$5,000	\$5,000
520530 Parker Rd -Beal West Rental	\$31,740	\$32,031	\$32,000	\$32,031	\$32,031	\$32,031	\$32,031
540010 Automotive	\$6,850	\$5,391	\$6,000	\$790	\$6,000	\$6,000	\$6,000
540030 Building	\$64,170	\$72,686	\$100,180	\$66,634	\$96,000	\$96,000	\$96,000
540070 Asphalt & Bit Materials	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540100 Seed, Loam & Fertilizer	\$436	\$0	\$0	\$1,118	\$0	\$0	\$0
540110 Public Safety	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$5,400	\$4,782	\$7,800	\$5,915	\$7,500	\$7,500	\$7,500
540150 Print Postage Stationary	\$66	\$495	\$400	\$0	\$400	\$400	\$400
540190 Custodial Supplies	\$9,532	\$5,204	\$11,000	\$5,393	\$11,000	\$11,000	\$11,000
540200 Educational Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$189	\$172	\$300	\$88	\$250	\$250	\$250
540230 Supplies - Not Classified	\$0	\$0	\$200	\$0	\$200	\$200	\$200
540240 Small Tools & Misc Equip	\$3,990	\$3,064	\$3,500	\$1,458	\$3,500	\$3,500	\$3,500
570010 Car Allowance/Mileage	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570020 Dues & Memberships	\$210	\$210	\$210	\$260	\$210	\$210	\$210
570030 In State Travel	\$346	\$2,059	\$1,000	\$522	\$1,000	\$1,000	\$1,000
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$205	\$116	\$203	\$87	\$203	\$203	\$203
570180 Other - Not Classified	\$55	\$603	\$200	\$0	\$200	\$200	\$200
Public Buildings OpEx	\$2,175,353	\$1,993,565	\$2,213,169	\$1,390,006	\$2,154,278	\$2,165,278	
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Public Buildings Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
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	\$122,284	\$52,923	\$338,269	\$122,529	\$120,500	\$120,500	
Public Buildings SepAp	\$122,284	\$52,923	\$338,269	\$122,529	\$120,500	\$120,500	
Public Buildings	\$3,402,970	\$3,053,566	\$3,610,454	\$2,058,479	\$3,470,021	\$3,334,172	

**Employee Roster
Fiscal Year 2014
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	\$ 1,806.07	37.5		52.2	\$ 94,276.85	\$ 94,276.85	
Hemmendinger, Karin	A-3							E	\$ 22.17	18.75	\$ 415.69	52.2	\$ 21,698.89	\$ 21,698.89	
Nancy Jones	A-3		Step Increase from C to D is worth \$900.45					D	\$ 21.22	18.75	\$ 397.88	52.2	\$ 20,769.08	\$ 20,769.08	
												FTE's	1.00	\$ 42,467.96	
Gerardi, Sheila	PT 2							E	\$ 27.47	40.0	\$ 1,098.80	52.2	\$ 57,357.36	\$ 57,357.36	
Cummins, Dennis	PT 3							E	\$ 28.98	40.0	\$ 1,159.20	52.2	\$ 60,510.24	\$ 60,510.24	
Bullard, Leo	PT 3							E	\$ 28.98	40.0	\$ 1,159.20	52.2	\$ 60,510.24	\$ 60,510.24	
<u>Note All PB Salaries are Adjusted to the Custodial Wage Schedule for FY 2014 (2%)</u>															
Anderson, Bruce	PB W 4		Step Increase from B to C is worth \$333.20					D	\$ 20.56	40.0	\$ 822.40	52.2	\$ 42,929.28	\$ 42,929.28	
Greenwich, Michael	PB W 3	B	\$ 18.07	40.00	45.20	\$ 722.80	\$ 32,670.56	C	\$ 19.26	40.0	\$ 770.40	7.0	\$ 5,392.80	\$ 38,063.36	
Benoit, Sharon	PB W 3		\$0.10/hr night differential					D	\$ 19.74	40.0	\$ 789.60	52.2	\$ 41,217.12	\$ 41,217.12	
Erickson, Roger	PB W 4		\$0.25/hr multiple building					D	\$ 20.81	40.0	\$ 832.40	52.2	\$ 43,451.28	\$ 43,451.28	
Ford, Joyce	PB W 2							D	\$ 18.88	540.0				\$ 10,195.20	
Fox, Paul	PB W 6							D	\$ 22.43	40.0	\$ 897.20	52.2	\$ 46,833.84	\$ 46,833.84	
Lane, Robert	PB W 8							D	\$ 25.36	40.0	\$ 1,014.40	52.2	\$ 52,951.68	\$ 52,951.68	
Maloney, Michael	PB W 4							D	\$ 20.56	40.0	\$ 822.40	52.2	\$ 42,929.28	\$ 42,929.28	
Marengo, Robert	PB W 8							D	\$ 25.36	40.0	\$ 1,014.40	52.2	\$ 52,951.68	\$ 52,951.68	
Milmore, John	PB W 3		\$0.25/hr multiple building					D	\$ 20.81	40.0	\$ 832.40	52.2	\$ 43,451.28	\$ 43,451.28	
Holyoak, Mark	PB W 4	C	\$ 20.16	40.00	6.20	\$ 806.40	\$ 4,999.68	D	\$ 20.56	40.0	\$ 822.40	46.0	\$ 37,830.40	\$ 42,830.08	
Poe, David	PB W 5		Step Increase from C to D is worth \$736.00					D	\$ 21.52	40.0	\$ 860.80	52.2	\$ 44,933.76	\$ 44,933.76	
Putelis, Al	PB W 7							D	\$ 23.58	40.0	\$ 943.20	52.2	\$ 49,235.04	\$ 49,235.04	
Rose, Arthur	PB W 3							D	\$ 19.64	40.0	\$ 785.60	52.2	\$ 41,008.32	\$ 41,008.32	
Tyrrell, Dennis	PB W 3		Step Increase from B to C is worth \$542.10					D	\$ 19.64	40.0	\$ 785.60	52.2	\$ 41,008.32	\$ 41,008.32	
Correia, Raymond	PB W 2	B	\$ 17.21	123.0			\$ 2,116.83	C	\$ 18.51	417.0			\$ 7,718.67	\$ 9,835.50	
Witkowski, Bernie	PB W 5							D	\$ 21.52	40.0	\$ 860.80	52.2	\$ 44,933.76	\$ 44,933.76	
New Position - Electrician	PB W 8	C	\$ 24.87	40.00	26.10	\$ 994.80	\$ 25,964.28	D	\$ 25.36	40.0	\$ 1,014.40	26.1	\$ 26,475.84	\$ 52,440.12	
New Position - HVAC	PB W 8	C	\$ 24.87	40.00	26.10	\$ 994.80	\$ 25,964.28	D	\$ 25.36	40.0	\$ 1,014.40	26.1	\$ 26,475.84	\$ 52,440.12	
New Position - Bldg Maint	PB W 6	A	\$ 19.64	40.00	26.10	\$ 785.60	\$ 20,504.16	B	\$ 20.56	40.0	\$ 822.40	26.1	\$ 21,464.64	\$ 41,968.80	
			Step Increases for new positions worth \$960.48												
										Total Departmental FTE's	22.52	FTE's	20.52	\$ 1,013,985.66	
												Part time		\$ 20,030.70	
														\$ 993,954.96	

**Employee Roster
Fiscal Year 2014
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	\$ 1,806.07	37.5		52.2	\$ 94,276.85	\$94,276.85	
Hemmendinger, Karin	A-3							E	\$ 22.17	18.75	\$ 415.69	52.2	\$ 21,698.89	\$21,698.89	
Nancy Jones	A-3		Step Increase from C to D is worth \$900.45					D	\$ 21.22	18.75	\$ 397.88	52.2	\$ 20,769.08	\$20,769.08	
												FTE's	1.00	\$42,467.96	
Gerardi, Sheila	PT 2							E	\$ 27.47	40.0	\$ 1,098.80	52.2	\$ 57,357.36	\$57,357.36	
Cummins, Dennis	PT 3							E	\$ 28.98	40.0	\$ 1,159.20	52.2	\$ 60,510.24	\$60,510.24	
Bullard, Leo	PT 3							E	\$ 28.98	40.0	\$ 1,159.20	52.2	\$ 60,510.24	\$60,510.24	
<u>Note All PB Salaries are Adjusted to the Custodial Wage Schedule for FY 2014 (2%)</u>															
Anderson, Bruce	PB W 4		Step Increase from B to C is worth \$333.20					D	\$ 20.56	40.0	\$ 822.40	52.2	\$ 42,929.28	\$42,929.28	
Greenwich, Michael	PB W 3	B	\$ 18.07	40.00	45.20	\$ 722.80	\$ 32,670.56	C	\$ 19.26	40.0	\$ 770.40	7.0	\$ 5,392.80	\$38,063.36	
Benoit, Sharon	PB W 3		\$0.10/hr night differential					D	\$ 19.74	40.0	\$ 789.60	52.2	\$ 41,217.12	\$41,217.12	
Erickson, Roger	PB W 4		\$0.25/hr multiple building					D	\$ 20.81	40.0	\$ 832.40	52.2	\$ 43,451.28	\$43,451.28	
Ford, Joyce	PB W 2							D	\$ 18.88	540.0				\$10,195.20	
Fox, Paul	PB W 6							D	\$ 22.43	40.0	\$ 897.20	52.2	\$ 46,833.84	\$46,833.84	
Lane, Robert	PB W 8							D	\$ 25.36	40.0	\$ 1,014.40	52.2	\$ 52,951.68	\$52,951.68	
Maloney, Michael	PB W 4							D	\$ 20.56	40.0	\$ 822.40	52.2	\$ 42,929.28	\$42,929.28	
Marengo, Robert	PB W 8							D	\$ 25.36	40.0	\$ 1,014.40	52.2	\$ 52,951.68	\$52,951.68	
Milmore, John	PB W 3		\$0.25/hr multiple building					D	\$ 20.81	40.0	\$ 832.40	52.2	\$ 43,451.28	\$43,451.28	
Holyoak, Mark	PB W 4	C	\$ 20.16	40.00	6.20	\$ 806.40	\$ 4,999.68	D	\$ 20.56	40.0	\$ 822.40	46.0	\$ 37,830.40	\$42,830.08	
Poe, David	PB W 5		Step Increase from C to D is worth \$736.00					D	\$ 21.52	40.0	\$ 860.80	52.2	\$ 44,933.76	\$44,933.76	
Putelis, Al	PB W 7							D	\$ 23.58	40.0	\$ 943.20	52.2	\$ 49,235.04	\$49,235.04	
Rose, Arthur	PB W 3							D	\$ 19.64	40.0	\$ 785.60	52.2	\$ 41,008.32	\$41,008.32	
Tyrrell, Dennis	PB W 3		Step Increase from B to C is worth \$542.10					D	\$ 19.64	40.0	\$ 785.60	52.2	\$ 41,008.32	\$41,008.32	
Correia, Raymond	PB W 2	B	\$ 17.21	123.0			\$ 2,116.83	C	\$ 18.51	417.0			\$ 7,718.67	\$9,835.50	
Witkowski, Bernie	PB W 5							D	\$ 21.52	40.0	\$ 860.80	52.2	\$ 44,933.76	\$44,933.76	
New Position - Electrician	PB W 8	C	\$ 24.87	40.00	26.10	\$ 994.80	\$ 25,964.28	D	\$ 25.36	40.0	\$ 1,014.40	26.1	\$ 26,475.84	\$52,440.12	
New Position - HVAC	PB W 8	C	\$ 24.87	40.00	26.10	\$ 994.80	\$ 25,964.28	D	\$ 25.36	40.0	\$ 1,014.40	26.1	\$ 26,475.84	\$52,440.12	
New Position - Bldg Maint	PB W 6	A	\$ 19.64	40.00	26.10	\$ 785.60	\$ 20,504.16	B	\$ 20.56	40.0	\$ 822.40	26.1	\$ 21,464.64	\$41,968.80	
			Step Increases for new positions worth \$960.48												
												FTE's	17.52	\$867,136.62	
												Part time		\$20,030.70	
														\$847,105.92	

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	PT-3 E	
3. Sheila Gerardi	Custodial Supervisor	Full-time	PT-2 E	
4. K Hemmerdinger	Prin. Acct. Clerk	FT/split w/HY	A-3 E	
5. Nancy Jones	Sr. Clerk Typist	FT/split w/HY	A-3 C	

SHREWSBURY HIGH SCHOOL

6. Dennis Cummins	High School Plant Mgr	Full-time	PT-3 E	Day
7. Michael Greenwich	10:30 AM- 7:00PM	Full-time	W-3-A 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 (15hrs)	10:30 AM-1:30 PM	Part-time (180 Days)	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

FLORAL STREET SCHOOL

16. David Poe	7:00 AM-3:30 PM	Full-time	W-5-D Senior II	Day
17. Raimundo Correia (15 hrs)	11:00 AM – 2:00 PM	Part-time (180 days)	W-2-A Junior I	Day

PATON SCHOOL

18. Mark Holyoak	7:00 AM-3:00 PM	Full-time	W-4-C Senior I	Day
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SPRING STREET

19. Michael Maloney	7:00 AM-3:30 PM	Full-time	W-4-C 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

**Budget Worksheet FY 2014
Break-down Utilities & Professional Services**

1/4/2013

Electricity

Three year average of electric usage is 7,035,044 KWH.
Using the average KWH usage x estimated electric rates = 766,711.23
minus \$ 50,000.00 from the school building rental account for electricity

Request for Electricity **say \$717,000.00**

Natural Gas

	Est. Rate	3 yr average use	Budget	
Group I	1.1028	110,139	121,461.29	less Modular Classrooms
Group II	1.1028	88,522	97,622.06	
Group III	1.1028	18,626	20,540.75	
New Sherwood Middle	1.1028	24,000	26,467.20	
N-Star Customer Charges			4,372.00	
Estimated cost for FY 2014			270,463.30	

Request for Natural Gas **say \$ 271,000.00**

Professional Services

Contract Cleaning

Beal	24,000.00	
HS	224,120.00	
Parker Road	17,500.00	
Floral	69,000.00	
New Sherwood Middle	73,900.00	
Oak Middle	167,000.00	estimated increase of 4% over last year
TH	20,800.00	
Police	21,200.00	
Senior center	10,400.00	
Spring Street	28,850.00	
Beal West	11,294.00	
Paton	26,400.00	
Coolidge	11,000.00	
Library	55,388.00	estimated day service: 36,394., night cleaning: 18,994.
Total	<u>760,852.00</u>	

Window Washing:	<u>15,000.00</u>
Contingency: (additional cleaning)	<u>10,000.00</u>
Contractual Cleaning Total	<u><u>785,852.00</u></u>

HS Contract Lawn Mowing	<u>11,000.00</u>
	<u><u>796,852.00</u></u>

Request for Professional Services **say \$ 797,000.00**

**FY 2014 Public Buildings
585120 Major Building Repairs**

	Dept. Req.	Mgr.
High School:		
Refinish gym floor	3,600.00	
HVAC control calibration and repair	10,000.00	
Replace failed exterior glass	10,000.00	
Oak Middle:		
Refinish gym floor	3,200.00	
Paton:		
Refinish gym floor	1,200.00	
Beal:		
Refinish gym floor	1,300.00	
Spring Street:		
Replace carpeting in second floor classroom corridor	7,000.00	
Floral St.:		
Refinish Gym Floor	3,200.00	
Town Hall:		
Remove asbestos containing ceiling in meeting room B & replace with new suspended ceiling and new lighting	25,000.00	
Police Station		
Replace HVAC controls	34,000.00	
Remove and replace selected areas of floor tile	12,000.00	
Tree Trimming / Tree removal:		
All Buildings	6,000.00	
Asbestos Removal All Schools:		
	4,000.00	
Total	120,500.00	

CUSTODIAL SERVICES COMPARISON
Contractual Services vs. In-house Staffing
FY 2013

Shrewsbury High School

Includes 10.5 Junior II custodians @ \$ 40,423.68	424,448.64
Overhead @ 40%	169,779.46
Clothing Allowance	4,237.50
Total Custodial Labor	598,465.60
Cleaning Materials & Equipment	15,000.00
Total Material & Labor	613,465.60
Contractual Service Contract Amount for FY 13	215,500.00
Savings High School	<u>397,965.60</u>

Oak Middle School

Includes 6.5 Junior II custodians @ \$ 40,423.68	262,753.92
Overhead @ 40%	105,101.57
Clothing Allowance	2,637.50
Total Custodial Labor	370,492.99
Cleaning Materials & Equipment	10,200.00
Total Material & Labor	380,692.99
Contractual Service Contract Amount for FY 13	160,600.00
Savings Oak Middle School	<u>220,092.99</u>

Sherwood Middle School

Includes 4 Junior II custodians (32.8 wks) @ \$ 25400.32	101,601.28
Overhead @ 40%	40,640.51
Clothing Allowance	1,600.00
Total Custodial Labor	143,841.79
Cleaning Materials & Equipment	4,000.00
Total Material & Labor	147,841.79
Contractual Service Contract Amount for FY 13	55,000.00
Savings Sherwood Middle School	<u>92,841.79</u>

Floral Street School

Includes 3.5 Junior II custodians @ \$ 40,423.68	141,482.88
Overhead @ 40%	56,593.15
Clothing Allowance	1,437.50
Total Custodial Labor	199,513.53
Cleaning Materials & Equipment	7,500.00
Total Material & Labor	207,013.53
Contractual Service Contract Amount for FY 13	69,000.00
Savings Floral Street School	<u>138,013.53</u>

Paton School

1 Junior II Custodian @ \$40,423.68	40,423.68
Overhead @ 40%	16,169.47
Clothing Allowance	400.00
Total Custodial Labor	56,993.15
Cleaning Materials & Equipment	2,300.00
Total Material & Labor	59,293.15
Contractual Service Contract Amount for FY 13	26,400.00
Savings Paton School	<u>32,893.15</u>

Beal School

1 Junior II Custodian @ \$40,423.68	40,423.68
Overhead @ 40%	16,169.47
Clothing Allowance	400.00
Total Custodial Labor	56,993.15
Cleaning Materials & Equipment	2,150.00
Total Material & Labor	59,143.15
Contractual Service Contract Amount for FY 13	24,000.00
Savings Beal School	<u>35,143.15</u>

Parker Road Preschool

Includes 1 Junior II Custodian 25 Hours Weekly 5 Hours per day	25,264.80
Overhead @ 40%	10,105.92
Clothing Allowance	237.50
Total Custodial Labor	35,608.22
Cleaning Materials & Equipment	2,150.00
Total Material & Labor	37,758.22
Contractual Service Contract Amount for FY 13	17,500.00
Savings Parker Road Preschool School	<u>20,258.22</u>

Spring Street School

Includes 1.25 Junior II Custodian @ \$40,423.68	50,529.60
Overhead @ 40%	20,211.84
Clothing Allowance	637.50
Total Custodial Labor	71,378.94
Cleaning Materials & Equipment	2,300.00
Total Material & Labor	73,678.94
Contractual Service Contract Amount for FY 13	27,995.00
Savings Parker Road Preschool School	<u>45,683.94</u>

Police Station

1 Junior II Custodian 28Hours Weekly, 4 Hours per day	28,296.58
Overhead @ 40%	11,318.63
Clothing Allowance	237.50
Total Custodial Labor	39,852.71
Cleaning Materials & Equipment	1,500.00
Total Material & Labor	41,352.71
Contractual Service Contract Amount for FY 13	21,200.00
Savings Police Station	<u>20,152.71</u>

Town Hall

1 Junior II Custodian @ \$40423.68	40,423.68
Overhead @ 40%	16,169.47
Clothing Allowance	400.00
Total Custodial Labor	56,993.15
Cleaning Materials & Equipment	1,800.00
Total Material & Labor	58,793.15
Contractual Service Contract Amount for FY 13	20,800.00
Savings Town Hall	<u>37,993.15</u>

Senior Center

1 Junior II Custodian 10 Hours Weekly	10,105.92
Overhead @ 5% (Employee would not receive any benefits)	505.30
Clothing Allowance	237.50
Total Custodial Labor	10,848.72
Cleaning Materials & Equipment	1,500.00
Total Material & Labor	12,348.72
Contractual Service Contract Amount for FY 13	10,400.00
Savings Senior Center	<u>1,948.72</u>

Library

1 Senior Custodian Days @ \$42,084.06	42,084.06
1 Junior II Custodian Nights 30 Hours Weekly	30,317.76
Overhead @ 40%	28,960.73
Clothing Allowance	637.50
Total Custodial Labor	102,000.05
Cleaning Materials & Equipment	1,800.00
Total Material & Labor	103,800.05
Contractual Service Contract Amount for FY 13	53,127.47
Savings Library	<u>50,672.58</u>
Total Savings	\$ 1,093,659.53

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Police

0210

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$100,709	\$101,717	\$103,744	\$56,845	\$103,752	\$103,752	
510040 Holiday	\$1,544	\$2,338	\$2,292	\$1,193	\$2,388	\$2,388	
510080 Sick Leave Plan II	\$1,949	\$1,949	\$0	\$1,988	\$0	\$0	
510100 Longevity	\$300	\$300	\$350	\$350	\$350	\$350	
Police PEA	\$104,501	\$106,304	\$106,386	\$60,375	\$106,490	\$106,490	
510010 S & W - Full Time	\$232,650	\$237,468	\$206,135	\$133,105	\$245,157	\$245,157	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$2,040	\$2,407	\$0	\$2,455	\$0	\$0	
510090 Overtime	\$535	\$243	\$0	\$44	\$0	\$0	
510100 Longevity	\$1,075	\$1,075	\$1,225	\$1,350	\$1,350	\$1,350	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Police S&C	\$236,301	\$241,194	\$207,360	\$136,955	\$246,507	\$246,507	
510010 S & W - Full Time	\$2,423,793	\$2,472,439	\$2,730,348	\$1,367,550	\$2,870,167	\$2,719,597	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510040 Holiday	\$90,776	\$99,092	\$102,083	\$53,581	\$121,983	\$104,301	
510050 Vacation	\$92,963	\$101,435	\$70,000	\$61,092	\$75,000	\$75,000	
510060 Sick Leave	\$67,670	\$57,910	\$50,000	\$24,689	\$50,000	\$50,000	
510080 Sick Leave Plan II	\$2,713	\$4,220	\$0	\$517	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$5,875	\$8,125	\$7,175	\$6,975	\$7,050	\$7,050	
510110 Work Incentive Program	\$4,100	\$3,450	\$0	\$1,500	\$0	\$0	
510160 Extra Duty	\$177,217	\$226,738	\$188,000	\$118,386	\$195,000	\$195,000	
510180 Master Patrolmen Incentive	\$13,600	\$10,200	\$10,200	\$10,200	\$10,200	\$10,200	
510190 Education Incentive	\$230,481	\$313,233	\$354,924	\$165,234	\$315,230	\$315,230	
510200 Night Shift Differential	\$33,152	\$33,429	\$34,000	\$18,156	\$34,000	\$34,000	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Police Other	\$3,142,341	\$3,330,271	\$3,546,731	\$1,827,880	\$3,678,630	\$3,510,378	
520040 Utility - Telephone	\$21,890	\$19,480	\$26,004	\$9,232	\$27,000	\$27,000	
520080 R & M - Equipment	\$37,855	\$41,353	\$47,415	\$32,032	\$45,000	\$45,000	
520100 Advertising & Binding	\$0	\$0	\$500	\$0	\$500	\$500	
520110 Hospital & Medical	\$1,470	\$691	\$1,540	\$390	\$1,500	\$1,500	
520120 Data Processing	\$736	\$1,251	\$1,500	\$679	\$1,500	\$1,500	
520130 Professional Services	\$1,750	\$2,600	\$4,000	\$350	\$4,000	\$4,000	
520140 Rental of Equipment	\$0	\$0	\$500	\$0	\$500	\$500	
520170 Dog Disposal	\$0	\$225	\$250	\$0	\$250	\$250	
520200 Board of Dogs	\$1,800	\$1,333	\$1,500	\$780	\$1,500	\$1,500	
520220 Services-Not Classified	\$200	\$1,350	\$2,500	\$50	\$2,500	\$2,500	
540010 Automotive	\$54,657	\$42,998	\$50,855	\$39,966	\$50,000	\$50,000	
540110 Public Safety	\$38,222	\$76,542	\$45,204	\$18,863	\$40,000	\$40,000	
540120 Clothing & Uniforms	\$52,871	\$50,206	\$64,875	\$34,362	\$66,750	\$63,875	
540140 Books Periodicals Subs	\$175	\$383	\$1,704	\$1,204	\$500	\$500	
540150 Print Postage Stationary	\$1,560	\$2,973	\$3,609	\$1,225	\$3,000	\$3,000	
540170 Medical & Dental	\$2,764	\$2,327	\$2,500	\$2,469	\$2,500	\$2,500	
540190 Custodial Supplies	\$6,533	\$7,956	\$5,704	\$3,575	\$5,000	\$5,000	
540200 Educational Supplies	\$0	\$453	\$500	\$0	\$500	\$500	
540220 Office Supplies	\$9,413	\$12,092	\$10,314	\$7,287	\$10,000	\$10,000	
540230 Supplies - Not Classified	\$42	\$711	\$1,000	\$541	\$1,000	\$1,000	
540240 Small Tools & Misc Equip	\$0	\$0	\$300	\$0	\$300	\$300	
570010 Car Allowance/Mileage	\$94	\$246	\$500	\$45	\$500	\$500	
570020 Dues & Memberships	\$2,620	\$2,345	\$2,300	\$864	\$2,400	\$2,400	
570030 In State Travel	\$86	\$1,600	\$1,500	\$346	\$2,000	\$2,000	
570090 Damage Claims Reimbs	\$0	\$0	\$1,000	\$290	\$1,000	\$1,000	
570180 Other - Not Classified	\$1,658	\$3,204	\$4,400	\$2,272	\$3,500	\$3,500	
570760 Training	\$6,956	\$6,431	\$12,841	\$7,002	\$9,000	\$9,000	
Police OpEx	\$243,352	\$278,749	\$294,815	\$163,825	\$282,200	\$279,325	
580010 Office Equipment	\$0	\$732	\$1,000	\$399	\$1,000	\$1,000	
580020 Computer Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580060 Radio Equipment	\$3,500	\$5,933	\$6,000	\$984	\$6,000	\$6,000	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
580070 Electrical & Mechanical	\$6,697	\$391	\$6,236	\$637	\$6,000	\$6,000	\$6,000
581030 New Officer Equipment	\$0	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Police Equip	\$10,197	\$13,055	\$19,236	\$8,020	\$19,000	\$19,000	\$19,000
Police	\$3,736,692	\$3,969,574	\$4,174,527	\$2,197,055	\$4,332,827	\$4,161,700	

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2014
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	\$103,751.54			\$103,751.54	\$2,388.00	\$350.00	\$25,937.92			\$132,427.46
	Total 01		\$103,751.54			\$103,751.54	\$2,388.00	\$350.00	\$25,937.92			\$132,427.46
1	Kruczynski	PAT	\$45,785.93			\$45,785.93		\$450.00				\$46,235.93
2	Mitchell	PAT	\$38,993.40			\$38,993.40		\$250.00				\$39,243.40
3	Paquette	PAT	\$38,993.40			\$38,993.40		\$200.00				\$39,193.40
4	Silvestris	PAT	\$38,993.40			\$38,993.40		\$125.00				\$39,118.40
5	Fahey (On Bubble)	PAT	\$38,993.40			\$38,993.40		\$125.00				\$39,118.40
6	Pease	ACO	\$43,397.78			\$43,397.78		\$200.00				\$43,597.78
	Total 02		\$245,157.31			\$245,157.31		\$1,350.00				\$246,507.31
1	Mroczek	Sr Disp	\$48,404.02			\$48,404.02	\$1,773.93	\$125.00			\$500.00	\$50,802.95
2	Fairbanks	Disp	\$42,090.43			\$42,090.43	\$1,773.93	\$125.00			\$500.00	\$44,489.36
3	Doherty	Disp	\$42,090.43			\$42,090.43	\$1,773.93				\$500.00	\$44,364.36
4	Kellaher	Disp	\$42,090.43			\$42,090.43	\$1,773.93				\$500.00	\$44,364.36
5	Caola	Disp	\$590.71	\$39,679.77		\$40,270.48	\$1,773.93				\$500.00	\$42,544.41
6	Dutkiewicz	Disp	\$23,628.48	\$15,594.00		\$39,222.48	\$1,773.93				\$500.00	\$41,496.41
7	Kiley	Disp	\$36,181.11	\$2,470.34		\$38,651.45	\$1,773.93				\$500.00	\$40,925.38
8	New Position	Disp	\$18,433.91	\$19,271.98		\$37,705.89	\$1,773.93				\$500.00	\$39,979.82
1	Anderson	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$3,315.84	\$250.00	\$15,735.17		\$1,250.00	\$100,476.85
2	McCarthy	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$3,315.84	\$250.00	\$19,668.96		\$1,250.00	\$104,410.64
3	Lonchiadis	Lt	\$18,774.60	\$59,082.24	\$1,250.00	\$79,106.84	\$3,315.84	\$250.00	\$19,464.21		\$1,250.00	\$103,386.89
1	Pratt	Sgt	\$68,411.75		\$1,250.00	\$69,661.75	\$2,883.21	\$300.00	\$17,102.94		\$1,250.00	\$91,197.90
2	Benoit	Sgt	\$68,411.75			\$68,411.75	\$2,883.21	\$250.00	\$13,682.35		\$1,250.00	\$86,477.31
3	Brady MLOA (Bubble)	Sgt	\$68,411.75		Vacant Position	\$68,411.75	\$2,883.21				\$1,250.00	\$72,544.96
4	Cappucci	Sgt	\$68,411.75			\$68,411.75	\$2,883.21	\$250.00	\$13,682.35		\$1,250.00	\$86,477.31
5	O'Connor	Sgt	\$68,411.75		\$1,250.00	\$69,661.75	\$2,883.21	\$300.00	\$13,682.35		\$1,250.00	\$87,777.31
6	Holmquist	Sgt	\$68,411.75		\$1,250.00	\$69,661.75	\$2,883.21	\$125.00	\$13,682.35		\$1,250.00	\$87,602.31
7	New Sgt Position	Sgt	\$31,421.79	\$32,778.21		\$64,200.00	\$2,883.21				\$1,250.00	\$68,333.21
1	Wnek	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$250.00	\$13,549.29		\$1,125.00	\$71,405.63
2	Chartrand	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$125.00	\$10,839.43		\$1,125.00	\$68,570.77
3	Gonet	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$350.00	\$5,419.72		\$1,125.00	\$63,376.06
4	Babin	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$350.00		\$3,400.00	\$1,125.00	\$61,356.34
5	Palmatier	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$125.00			\$1,125.00	\$57,731.34
6	Warwick	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$200.00	\$5,419.72		\$1,125.00	\$63,226.06
7	Belanger	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$250.00	\$5,419.72		\$1,125.00	\$63,276.06
8	Scanlon	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$300.00		\$3,400.00	\$1,125.00	\$61,306.34
9	Napolitano	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$125.00	\$13,549.29		\$1,125.00	\$71,280.63
10	Macleod	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$350.00		\$3,400.00	\$1,125.00	\$61,356.34
11	Pitro	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$125.00	\$10,839.43		\$1,125.00	\$68,570.77
12	Brown	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,284.17	\$200.00	\$10,839.43		\$1,125.00	\$69,645.77
13	Hester	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$250.00	\$13,549.29		\$1,125.00	\$71,405.63
14	Thibodeau	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,284.17	\$125.00	\$10,839.43		\$1,125.00	\$69,570.77
15	Faucher	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$125.00			\$1,125.00	\$57,731.34
16	Fiske (Vacant)	Ptl	\$54,197.17			\$54,197.17	\$2,284.17				\$1,125.00	\$57,606.34
17	Maynard	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$125.00			\$1,125.00	\$57,731.34
18	Chysna	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$200.00			\$1,125.00	\$57,806.34
19	Finacom	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,284.17	\$200.00	\$10,839.43		\$1,125.00	\$69,645.77

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2014
REQUESTED

	Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentive	Master Ptl	Clothing & Cleaning	Total Base Wage
20	Valliere	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$125.00	\$10,839.43		\$1,125.00	\$68,570.77
21	Capalbo	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$300.00	\$5,419.72		\$1,125.00	\$63,326.06
22	Mentzer	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$250.00	\$10,839.43		\$1,125.00	\$68,695.77
23	Perna	Ptl	\$54,197.17			\$54,197.17	\$2,284.17	\$125.00	\$5,419.72		\$1,125.00	\$63,151.06
24	McGinnis	Ptl	\$54,197.17		\$1,000.00	\$55,197.17	\$2,284.17	\$125.00			\$1,125.00	\$58,731.34
25	Demers	Ptl	\$54,197.17			\$54,197.17	\$2,284.17		\$13,549.29		\$1,125.00	\$71,155.63
26	Charland	Ptl	\$54,197.17			\$54,197.17	\$2,284.17		\$5,419.72		\$1,125.00	\$63,026.06
27	Bullock	Ptl	\$54,197.17			\$54,197.17	\$2,284.17				\$1,125.00	\$57,606.34
28	Cameron	Ptl	\$54,197.17			\$54,197.17	\$2,284.17				\$1,125.00	\$57,606.34
29	Alward	Ptl	\$21,305.09	\$29,621.80		\$50,926.89	\$2,284.17				\$1,125.00	\$54,336.06
30	Cronin	Ptl	\$21,305.09	\$29,621.80		\$50,926.89	\$2,284.17	\$125.00			\$1,125.00	\$54,461.06
31	Patrick	Ptl	\$21,305.09	\$29,621.80		\$50,926.89	\$2,284.17				\$1,125.00	\$54,336.06
32	Vacant	Ptl	\$49,648.46			\$49,648.46	\$2,284.17				\$1,125.00	\$53,057.63
33	Vacant	Ptl	\$49,648.46			\$49,648.46	\$2,284.17				\$1,125.00	\$53,057.63
34	New Position	Ptl	\$23,839.48	\$24,824.23		\$48,663.71	\$2,284.17				\$1,125.00	\$52,072.88
TOTAL 03			\$2,576,100.62	\$282,566.17	\$11,500.00	\$2,870,166.69	\$121,983.21	\$7,050.00	\$289,292.17	\$10,200.00	\$54,750.00	\$3,353,442.07
Additional sum in clothing and uniforms line item (540120) for Town issued items												
TOTAL 01 - 02 - 03			\$2,925,009.37	\$282,566.17	\$11,500.00	\$3,219,075.54	\$124,371.21	\$8,750.00	\$315,230.09	\$10,200.00	\$54,750.00	\$3,732,376.84

Holiday Pay	
FY 06	\$75,239
FY 07	\$90,255
FY 08	\$104,685
FY 09	\$108,262
FY 10	\$105,886
FY 11	\$90,776
FY 12	\$99,092

Overtime Accounts

	Expended 07	Expended 08	Expended 09	Expended 10	Expended 11	Expended 12	Budget 13	Expended to Date (1/17)	Requested 14	Recommended
Vacation	\$56,767	\$56,844	\$54,000	\$68,513	\$92,963	\$101,435	\$70,000	\$61,092	\$75,000	\$75,000
Sick Leave	\$74,413	\$29,304	\$42,506	\$41,738	\$67,670	\$57,910	\$50,000	\$24,689	\$50,000	\$50,000
Extra Duty										
Miscellaneous	\$69,422	\$61,808	\$44,969	\$54,732	\$59,831	\$81,564	\$55,000	\$39,182	\$55,000	\$55,000
Court Time	\$54,562	\$50,730	\$45,838	\$32,115	\$20,243	\$28,054	\$20,000	\$16,329	\$25,000	\$25,000
CTO	\$38,111	\$29,845	\$39,442	\$27,607	\$32,300	\$25,298	\$35,000	\$17,914	\$35,000	\$35,000
Investigations	\$78,542	\$29,762	\$21,629	\$35,555	\$40,967	\$50,258	\$60,000	\$31,935	\$60,000	\$60,000
Training	\$26,427	\$33,622	\$11,848	\$15,487	\$23,877	\$34,181	\$18,000	\$5,121	\$20,000	\$20,000
Total Extra Duty	\$267,064	\$205,767	\$163,726	\$165,496	\$177,218	\$219,355	\$188,000	\$110,481	\$195,000	\$195,000
Night Shift	\$23,540	\$28,065	\$36,295	\$33,182	\$33,152	\$33,429	\$34,000	\$18,156	\$34,000	\$34,000
	\$421,784	\$319,980	\$296,527	\$308,929	\$371,003	\$412,129	\$342,000	\$214,418	\$354,000	\$354,000

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2014
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	\$103,751.54			\$103,751.54	\$2,388.00	\$350.00	\$25,937.92			\$132,427.46
Total 01			\$103,751.54			\$103,751.54	\$2,388.00	\$350.00	\$25,937.92			\$132,427.46
1	Kruczynski	PAT	\$45,785.93			\$45,785.93		\$450.00				\$46,235.93
2	Mitchell	PAT	\$38,993.40			\$38,993.40		\$250.00				\$39,243.40
3	Paquette	PAT	\$38,993.40			\$38,993.40		\$200.00				\$39,193.40
4	Silvestris	PAT	\$38,993.40			\$38,993.40		\$125.00				\$39,118.40
5	Fahey (On Bubble)	PAT	\$38,993.40			\$38,993.40		\$125.00				\$39,118.40
6	Pease	ACO	\$43,397.78			\$43,397.78		\$200.00				\$43,597.78
Total 02			\$245,157.31			\$245,157.31		\$1,350.00				\$246,507.31
1	Mroczek	Sr Disp	\$48,404.02			\$48,404.02	\$1,214.96	\$125.00			\$500.00	\$50,243.98
2	Fairbanks	Disp	\$42,090.43			\$42,090.43	\$1,214.96	\$125.00			\$500.00	\$43,930.39
3	Doherty	Disp	\$42,090.43			\$42,090.43	\$1,214.96				\$500.00	\$43,805.39
4	Kellaher	Disp	\$42,090.43			\$42,090.43	\$1,214.96				\$500.00	\$43,805.39
5	Caola	Disp	\$590.71	\$39,679.77		\$40,270.48	\$1,214.96				\$500.00	\$41,985.44
6	Dutkiewicz	Disp	\$23,628.48	\$15,594.00		\$39,222.48	\$1,214.96				\$500.00	\$40,937.44
7	Kiley	Disp	\$36,181.11	\$2,470.34		\$38,651.45	\$1,214.96				\$500.00	\$40,366.41
8	New Position	Disp	\$48,433.94	\$49,274.98		\$37,705.99	\$1,214.96				\$600.00	\$39,420.85
1	Anderson	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$3,014.40	\$250.00	\$15,735.17		\$1,250.00	\$100,175.41
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	Lonchiadis	Lt	\$18,774.60	\$59,082.24	\$1,250.00	\$79,106.84	\$3,014.40	\$250.00	\$19,464.21		\$1,250.00	\$103,085.45
1	Pratt	Sgt	\$68,411.75		\$1,250.00	\$69,661.75	\$2,621.12	\$300.00	\$17,102.94		\$1,250.00	\$90,935.81
2	Benoit	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$13,682.35		\$1,250.00	\$86,215.22
3	Brady MLOA (Bubble)	Sgt	\$68,411.75	Vacant Position		\$68,411.75	\$2,621.12				\$1,250.00	\$72,282.87
4	Cappucci	Sgt	\$68,411.75			\$68,411.75	\$2,621.12	\$250.00	\$13,682.35		\$1,250.00	\$86,215.22
5	O'Connor	Sgt	\$68,411.75		\$1,250.00	\$69,661.75	\$2,621.12	\$300.00	\$13,682.35		\$1,250.00	\$87,515.22
6	Holmquist	Sgt	\$68,411.75		\$1,250.00	\$69,661.75	\$2,621.12	\$125.00	\$13,682.35		\$1,250.00	\$87,340.22
7	New Sgt Position	Sgt	\$34,424.79	\$32,778.24		\$64,200.00	\$2,621.12				\$1,250.00	\$68,074.42
1	Wnek	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$13,549.29		\$1,125.00	\$71,198.02
2	Chartrand	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$10,839.43		\$1,125.00	\$68,363.16
3	Gonet	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$350.00	\$5,419.72		\$1,125.00	\$63,168.45
4	Babin	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$350.00		\$3,400.00	\$1,125.00	\$61,148.73
5	Palmatier	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
6	Warwick	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$200.00	\$5,419.72		\$1,125.00	\$63,018.45
7	Belanger	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$5,419.72		\$1,125.00	\$63,068.45
8	Scanlon	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$300.00		\$3,400.00	\$1,125.00	\$61,098.73
9	Napolitano	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$13,549.29		\$1,125.00	\$71,073.02
10	Macleod	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$350.00		\$3,400.00	\$1,125.00	\$61,148.73
11	Pitro	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00	\$10,839.43		\$1,125.00	\$68,363.16
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	Hester	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$250.00	\$13,549.29		\$1,125.00	\$71,198.02
14	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
15	Faucher	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
16	Fiske (Vacant)	Ptl	\$54,197.17			\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73
17	Maynard	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$125.00			\$1,125.00	\$57,523.73
18	Chysna	Ptl	\$54,197.17			\$54,197.17	\$2,076.56	\$200.00			\$1,125.00	\$57,598.73
19	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

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2014
RECOMMENDED

Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentive	Master Ptl	Clothing & Cleaning	Total Base Wage	
20	Valliere	Ptl	\$54,197.17		\$54,197.17	\$2,076.56	\$125.00	\$10,839.43		\$1,125.00	\$68,363.16	
21	Capalbo	Ptl	\$54,197.17		\$54,197.17	\$2,076.56	\$300.00	\$5,419.72		\$1,125.00	\$63,118.45	
22	Mentzer	Ptl	\$54,197.17		\$54,197.17	\$2,076.56	\$250.00	\$10,839.43		\$1,125.00	\$68,488.16	
23	Perna	Ptl	\$54,197.17		\$54,197.17	\$2,076.56	\$125.00	\$5,419.72		\$1,125.00	\$62,943.45	
24	McGinnis	Ptl	\$54,197.17		\$55,197.17	\$2,076.56	\$125.00			\$1,125.00	\$58,523.73	
25	Demers	Ptl	\$54,197.17		\$54,197.17	\$2,076.56		\$13,549.29		\$1,125.00	\$70,948.02	
26	Charland	Ptl	\$54,197.17		\$54,197.17	\$2,076.56		\$5,419.72		\$1,125.00	\$62,818.45	
27	Bullock	Ptl	\$54,197.17		\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73	
28	Cameron	Ptl	\$54,197.17		\$54,197.17	\$2,076.56				\$1,125.00	\$57,398.73	
29	Alward	Ptl	\$21,305.09	\$29,621.80	\$50,926.89	\$2,076.56				\$1,125.00	\$54,128.45	
30	Cronin	Ptl	\$21,305.09	\$29,621.80	\$50,926.89	\$2,076.56	\$125.00			\$1,125.00	\$54,253.45	
31	Patrick	Ptl	\$21,305.09	\$29,621.80	\$50,926.89	\$2,076.56				\$1,125.00	\$54,128.45	
32	Vacant	Ptl	\$49,648.46		\$49,648.46	\$2,076.56				\$1,125.00	\$52,850.02	
33	Vacant	Ptl	\$49,648.46		\$49,648.46	\$2,076.56				\$1,125.00	\$52,850.02	
34	New Position	Ptl	\$23,839.48	\$24,824.23	\$48,663.71	\$2,076.56				\$1,125.00	\$51,865.27	
TOTAL 03			\$2,502,405.34	\$205,691.75	\$11,500.00	\$2,719,597.09	\$101,801.12	\$7,050.00	\$289,292.17	\$10,200.00	\$51,875.00	\$3,179,815.38
						\$2,500.00						Additional sum in clothing and uniforms line item
						\$104,301.12						(540120) for Town issued items
TOTAL 01 - 02 - 03			\$2,851,314.19	\$205,691.75	\$11,500.00	\$3,068,505.94	\$106,689.12	\$8,750.00	\$315,230.09	\$10,200.00	\$51,875.00	\$3,558,750.15

Additional Spending Considerations	
Dispatcher	\$39,420.85
Sergeant	\$68,071.12
Patrol Office	\$51,865.27
	\$159,357.24

Value of Step Increases			
Caola	\$1,726.53	Alward	\$1,278.42
Cassandra	\$678.52	Cronin	\$1,278.42
Kiley	\$107.49	Patrick	\$1,278.42
Lonchiadis	\$2,469.60	Total	\$8,817.40

Holiday Pay	
FY 06	\$75,239
FY 07	\$90,255
FY 08	\$104,685
FY 09	\$108,262
FY 10	\$105,886
FY 11	\$90,776
FY 12	\$99,092

Overtime Accounts

	Expended 07	Expended 08	Expended 09	Expended 10	Expended 11	Expended 12	Budget 13	Expended to Date (1/17)	Requested 14	Recommended
Vacation	\$56,767	\$56,844	\$54,000	\$68,513	\$92,963	\$101,435	\$70,000	\$61,092	\$75,000	\$75,000
Sick Leave	\$74,413	\$29,304	\$42,506	\$41,738	\$67,670	\$57,910	\$50,000	\$24,689	\$50,000	\$50,000
Extra Duty										
Miscellaneous	\$69,422	\$61,808	\$44,969	\$54,732	\$59,831	\$81,564	\$55,000	\$39,182	\$55,000	\$55,000
Court Time	\$54,562	\$50,730	\$45,838	\$32,115	\$20,243	\$28,054	\$20,000	\$16,329	\$25,000	\$25,000
CTO	\$38,111	\$29,845	\$39,442	\$27,607	\$32,300	\$25,298	\$35,000	\$17,914	\$35,000	\$35,000
Investigations	\$78,542	\$29,762	\$21,629	\$35,555	\$40,967	\$50,258	\$60,000	\$31,935	\$60,000	\$60,000
Training	\$26,427	\$33,622	\$11,848	\$15,487	\$23,877	\$34,181	\$18,000	\$5,121	\$20,000	\$20,000
Total Extra Duty	\$267,064	\$205,767	\$163,726	\$165,496	\$177,218	\$219,355	\$188,000	\$110,481	\$195,000	\$195,000
Night Shift	\$23,540	\$28,065	\$36,295	\$33,182	\$33,152	\$33,429	\$34,000	\$18,156	\$34,000	\$34,000
	\$421,784	\$319,980	\$296,527	\$308,929	\$371,003	\$412,129	\$342,000	\$214,418	\$354,000	\$354,000

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Police

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520040	Utility - Telephone	To fund landline, MDT and cell phone expenses.	\$27,000	\$27,000
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	\$1,500	\$1,500
520130	Professional Services	To fund psychological tests for new candidates	\$4,000	\$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.	\$66,750	\$63,875
540150	Print Postage Stationary	To fund general printing and postage	\$3,000	\$3,000
540220	Office Supplies	To fund general office supplies, copy paper and other office items	\$10,000	\$10,000
570030	In State Travel	To fund various meetings, conferences and professional development programs throughout the year.	\$2,000	\$2,000
570760	Training	To fund training expenses including shooting range rental	\$9,000	\$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 as necessary	\$6,000	\$6,000
581030	New Officer Equipment	To fund initial setup for new officers	\$6,000	\$6,000

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Fire

0220

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$90,730	\$95,747	\$102,032	\$55,133	\$103,752	\$103,752	
510040 Holiday	\$357	\$730	\$1,500	\$380	\$0	\$0	
510080 Sick Leave Plan II	\$1,784	\$1,865	\$0	\$1,988	\$0	\$0	
510100 Longevity	\$250	\$250	\$250	\$250	\$300	\$300	
Fire PEA	\$93,122	\$98,592	\$103,782	\$57,751	\$104,052	\$104,052	
510010 S & W - Full Time	\$19,129	\$23,880	\$32,543	\$17,748	\$34,140	\$34,140	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$0	\$0	\$0	\$0	\$125	\$125	
Fire S&C	\$19,129	\$23,880	\$32,543	\$17,748	\$34,265	\$34,265	
510010 S & W - Full Time	\$1,929,190	\$1,935,632	\$1,959,007	\$1,073,633	\$2,114,027	\$2,029,027	
510040 Holiday	\$88,635	\$82,537	\$104,876	\$15,549	\$115,056	\$106,286	
510050 Vacation	\$156,169	\$159,847	\$150,000	\$78,986	\$151,020	\$150,000	
510060 Sick Leave	\$81,119	\$127,765	\$65,000	\$43,672	\$54,997	\$65,000	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$488	\$230	\$0	\$0	\$0	\$0	
510100 Longevity	\$6,550	\$6,350	\$5,975	\$5,775	\$6,450	\$6,450	
510110 Work Incentive Program	\$9,490	\$8,498	\$8,306	\$3,241	\$8,515	\$8,515	
510160 Extra Duty	\$117,399	\$153,449	\$126,000	\$68,436	\$107,130	\$115,000	
510170 Call Men	\$7,713	\$8,701	\$13,000	\$7,462	\$13,960	\$13,960	
510190 Education Incentive	\$39,706	\$33,820	\$33,529	\$0	\$34,932	\$34,932	
510200 Night Shift Differential	\$8,046	\$7,686	\$9,855	\$4,140	\$0	\$0	
510210 Medical Training	\$11,180	\$12,999	\$13,632	\$0	\$14,800	\$14,800	
510220 Compensatory Time	\$22,668	\$24,031	\$50,000	\$6,835	\$70,269	\$50,000	
510600 Other Salaries	\$0	\$0	\$0	\$0	\$0	\$6,300	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
510940 Training Stipend	\$43,500	\$39,850	\$46,800	\$11,575	\$28,322	\$28,322	
Fire Other	\$2,521,853	\$2,601,396	\$2,585,981	\$1,319,305	\$2,719,478	\$2,628,592	
520040 Utility - Telephone	\$8,397	\$9,482	\$10,000	\$7,052	\$10,000	\$10,000	
520080 R & M - Equipment	\$35,284	\$24,125	\$35,000	\$20,796	\$38,500	\$35,000	
520100 Advertising & Binding	\$104	\$130	\$100	\$0	\$100	\$100	
520110 Hospital & Medical	\$0	\$0	\$2,500	\$0	\$2,500	\$2,500	
520120 Data Processing	\$376	\$12,285	\$5,751	\$3,805	\$6,200	\$5,000	
520125 Insurance Deductable	\$0	\$0	\$250	\$0	\$250	\$250	
520130 Professional Services	\$9,449	\$5,488	\$9,000	\$2,941	\$9,000	\$9,000	
520220 Services-Not Classified	\$4,603	\$5,330	\$5,000	\$3,138	\$5,750	\$5,000	
540010 Automotive	\$24,764	\$20,670	\$36,000	\$22,914	\$40,000	\$40,000	
540030 Building	\$998	\$4,318	\$1,250	\$669	\$1,500	\$1,500	
540060 Salt & Chemicals	\$2,865	\$0	\$500	\$0	\$500	\$500	
540110 Public Safety	\$6,030	\$10,576	\$6,000	\$6,386	\$7,500	\$7,500	
540120 Clothing & Uniforms	\$29,982	\$38,241	\$40,400	\$25,897	\$45,800	\$45,000	
540140 Books Periodicals Subs	\$1,546	\$1,914	\$1,800	\$1,235	\$2,300	\$2,300	
540150 Print Postage Stationary	\$127	\$53	\$1,000	\$301	\$1,000	\$1,000	
540170 Medical & Dental	\$2,054	\$4,958	\$2,500	\$0	\$2,500	\$2,500	
540180 Textbooks	\$98	\$160	\$250	\$70	\$750	\$750	
540190 Custodial Supplies	\$4,384	\$7,463	\$6,500	\$2,389	\$7,200	\$7,000	
540220 Office Supplies	\$2,681	\$3,477	\$3,000	\$1,656	\$3,200	\$3,200	
540230 Supplies - Not Classified	\$601	\$1,487	\$590	\$2,967	\$500	\$500	
540240 Small Tools & Misc Equip	\$9,063	\$11,528	\$10,000	\$13,066	\$13,200	\$10,000	
570010 Car Allowance/Mileage	\$3,360	\$3,360	\$3,600	\$1,960	\$3,600	\$3,600	
570020 Dues & Memberships	\$3,739	\$2,840	\$2,750	\$1,480	\$3,000	\$3,000	
570030 In State Travel	\$1,725	\$2,731	\$1,000	\$1,994	\$1,000	\$1,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$0	\$0	\$0	\$0	\$0	\$0	
570180 Other - Not Classified	\$165	\$487	\$300	\$0	\$500	\$500	
Fire OpEx	\$152,394	\$171,103	\$185,041	\$120,717	\$206,350	\$196,700	
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	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580120 Equip - Not Classified	\$12,000	\$14,678	\$15,000	\$15,000	\$30,000	\$30,000	
Fire Equip	\$12,000	\$14,678	\$15,000	\$15,000	\$30,000	\$30,000	
Fire	\$2,798,497	\$2,909,648	\$2,922,348	\$1,530,521	\$3,094,144	\$2,993,609	

**Employee Roster
Fiscal Year 2014
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 Vunoa	DH 6							E			\$1,987.58	52.20	\$103,751.68	\$103,751.68
Denise Buteau	A-3							E	\$22.17	29.50	\$654.02	52.20	\$34,139.58	\$34,139.58
													FTE's	1.79
Recommended by Town Manager														
Denise Buteau	A-3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
													FTE's	2.00

Longevity Payments

Name	Amount
James Vuona	\$300

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2014
Account 220-03-510010 (S and W Full Time)*
REQUESTED

	Employee	Title	Weekly	Total Base	Holiday	Longevity	Education Incentive	Training	Medical Training	Clothing (\$575) Cleaning (\$125)	Total Compensation
1	Card - C	Capt	\$1,258.78	\$65,708.32	\$3,618.90	\$350.00	\$3,285.10	\$999.00	\$500.00	\$700.00	\$75,161.32
2	Cummins	Capt	\$1,258.78	\$65,708.32	\$3,618.90	\$350.00	\$6,570.20	\$999.00	\$500.00	\$700.00	\$78,446.42
3	Colby - S	Capt	\$1,258.78	\$65,708.32	\$3,618.90	\$250.00	\$6,570.20	\$999.00	\$500.00	\$700.00	\$78,346.42
4	Lawler (C)	Capt	\$1,206.53	\$56,706.91	\$3,618.90	\$200.00		\$999.00	\$500.00	\$700.00	\$62,724.81
	Lawler (D)	Capt	\$1,258.78	\$6,545.66							
5	New Position - Fire Prevention			\$85,000.00							
1	Ahern (B)	Prvt	\$975.32	\$12,679.16	\$3,143.13			\$760.20	\$400.00	\$700.00	\$17,682.49
	Ahern (C)	Prvt	\$1,019.24	\$39,954.21							\$39,954.21
2	Bohdiewicz	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
3	Bowles	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$250.00	\$2,777.61	\$760.20	\$400.00	\$700.00	\$63,588.44
4	Colby - H	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
5	Fulginiti	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
6	Garrity	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$250.00	\$500.00	\$760.20	\$400.00	\$700.00	\$61,310.83
7	Green	Prvt	\$1,064.32	\$55,557.50	\$3,143.13			\$760.20	\$400.00	\$700.00	\$60,560.83
8	Guarino (C)	Prvt	\$1,019.24	\$6,115.44	\$3,143.13			\$760.20	\$400.00	\$700.00	\$11,118.77
	Guarino (D)	Prvt	\$1,064.32	\$49,171.58							\$49,171.58
9	Hodgerney	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00	\$240.00	\$760.20	\$400.00	\$700.00	\$61,150.83
10	Ljunggren	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$300.00	\$360.00	\$760.20	\$400.00	\$700.00	\$61,220.83
11	Lodowsky (B)	Prvt	\$1,019.24	\$14,065.51	\$3,143.13			\$760.20	\$400.00	\$700.00	\$19,068.84
	Lodowsky (C)	Prvt	\$1,064.32	\$40,869.89							\$40,869.89
12	Ludovico	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$250.00	\$500.00	\$760.20	\$400.00	\$700.00	\$61,310.83
13	Mann	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00	\$240.00	\$760.20	\$400.00	\$700.00	\$61,150.83
14	Miloz D	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00	\$420.00	\$760.20	\$400.00	\$700.00	\$61,330.83
15	Miloz J	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00	\$700.00	\$60,760.83
16	Muntz (B)	Prvt	\$975.32	\$12,679.16	\$3,143.13			\$760.20	\$400.00	\$700.00	\$17,682.49
	Muntz (C)	Prvt	\$1,019.24	\$39,954.21							\$39,954.21
17	Palumbo	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
18	Parmenter	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
19	Pavone	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00	\$700.00	\$60,760.83
20	Pignataro	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00	\$500.00	\$760.20	\$400.00	\$700.00	\$61,410.83
21	Quiron	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00	\$700.00	\$60,760.83
22	Rouke	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00	\$700.00	\$60,760.83
23	Roy	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
24	Ryzewski	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
25	Simpson (B)	Prvt	\$975.32	\$2,145.70	\$3,143.13			\$760.20	\$400.00	\$700.00	\$7,149.03
	Simpson (C)		\$1,019.24	\$50,962.00							\$50,962.00
26	Towner	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
27	Turner	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00	\$700.00	\$60,760.83
28	Vincequere	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
29	Wagner	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00		\$760.20	\$400.00	\$700.00	\$60,910.83
30	Warren	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83

SHREWSBURY FIRE DEPARTMENT
 FISCAL YEAR 2014
 Account 220-03-510010 (S and W Full Time)*
 REQUESTED

	Employee	Title	Weekly	Total Base	Holiday	Longevity	Education Incentive	Training	Medical Training	Clothing (\$575) Cleaning (\$125)	Total Compensation
31	Weigold - K	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
32	Weigold-S	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$700.00	\$60,685.83
	Total (36)			\$2,114,026.99	\$115,055.76	\$6,450.00	\$21,963.11	\$28,322.40	\$14,800.00	\$25,200.00	\$2,234,272.60
							\$12,968.94	Vuona			
							\$34,932.05				

Overtime Accounts										
	Expended 07	Expended 08	Expended 09	Expended 10	Expended 11	Expended 12	Budgeted 13	Requested 14	TM Recommend	
Vacation	\$133,990	\$146,451	\$113,123	\$91,663.00	\$156,169	\$159,847	\$150,000	\$151,020	\$150,000	
Sick Leave	\$67,012	\$97,494	\$63,694	\$75,991.00	\$81,119	\$127,765	\$65,000	\$54,997	\$65,000	
Extra Duty	\$127,746	\$121,646	\$81,872	\$120,659.00	\$117,399	\$144,614	\$126,000	\$107,130	\$115,000	
CTO	\$44,284	\$48,045	\$34,349	\$43,607.00	\$22,668	\$24,031	\$50,000	\$70,269	\$50,000	
Total	\$373,032	\$413,636	\$293,038	\$331,920	\$377,355.00	\$456,257	\$391,000	\$383,416	\$380,000	

Value of Step Increases	
Lawler	\$271.70
Ahearn	\$1,721.66
Guarino	\$2,082.70
Lodowsky	\$1,686.53
Muntz	\$1,721.66
Simpson	\$2,196.00

Holiday Pay
FY 06 - \$82,790
FY 07 - \$81,882
FY 08 - \$82,781
FY 09 - \$92,825
FY 10 - \$90,448
FY 11 - \$88,635
FY 12 - \$82,537

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2014
Account 220-03-510010 (S and W Full Time)*
RECOMMENDED

	Employee	Title	Weekly	Total Base	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing (\$575) Cleaning (\$125)	Total Compensation
1	Card - C	Capt	\$1,258.78	\$65,708.32	\$3,618.90	\$350.00	\$3,285.10	\$999.00	\$500.00		\$700.00	\$75,161.32
2	Cummins	Capt	\$1,258.78	\$65,708.32	\$3,618.90	\$350.00	\$6,570.20	\$999.00	\$500.00	\$450.00	\$700.00	\$78,896.42
3	Colby - S	Capt	\$1,258.78	\$65,708.32	\$3,618.90	\$250.00	\$6,570.20	\$999.00	\$500.00	\$450.00	\$700.00	\$78,796.42
4	Lawler (C)	Capt	\$1,206.53	\$56,706.91	\$3,618.90	\$200.00		\$999.00	\$500.00		\$700.00	\$62,724.81
	Lawler (D)	Capt	\$1,258.78	\$6,545.66								
5	New Position - Fire Prevention			\$85,000.00								
1	Ahern (B)	Prvt	\$975.32	\$12,679.16	\$3,143.13			\$760.20	\$400.00		\$700.00	\$17,682.49
	Ahern (C)	Prvt	\$1,019.24	\$39,954.21								\$39,954.21
2	Bohdiewicz	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00		\$700.00	\$60,685.83
3	Bowles	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$250.00	\$2,777.61	\$760.20	\$400.00		\$700.00	\$63,588.44
4	Colby - H	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$450.00	\$700.00	\$61,135.83
5	Fulginiti	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00		\$700.00	\$60,685.83
6	Garrity	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$250.00	\$500.00	\$760.20	\$400.00		\$700.00	\$61,310.83
7	Green	Prvt	\$1,064.32	\$55,557.50	\$3,143.13			\$760.20	\$400.00		\$700.00	\$60,560.83
8	Guarino (C)	Prvt	\$1,019.24	\$6,115.44	\$3,143.13			\$760.20	\$400.00		\$700.00	\$11,118.77
	Guarino (D)	Prvt	\$1,064.32	\$49,171.58								\$49,171.58
9	Hodgerney	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00	\$240.00	\$760.20	\$400.00		\$700.00	\$61,150.83
10	Ljunggren	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$300.00	\$360.00	\$760.20	\$400.00	\$450.00	\$700.00	\$61,670.83
11	Lodowsky (B)	Prvt	\$1,019.24	\$14,065.51	\$3,143.13			\$760.20	\$400.00	\$450.00	\$700.00	\$19,518.84
	Lodowsky (C)	Prvt	\$1,064.32	\$40,869.89								\$40,869.89
12	Ludovico	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$250.00	\$500.00	\$760.20	\$400.00		\$700.00	\$61,310.83
13	Mann	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00	\$240.00	\$760.20	\$400.00		\$700.00	\$61,150.83
14	Miloz D	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00	\$420.00	\$760.20	\$400.00		\$700.00	\$61,330.83
15	Miloz J	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00	\$450.00	\$700.00	\$61,210.83
16	Muntz (B)	Prvt	\$975.32	\$12,679.16	\$3,143.13			\$760.20	\$400.00	\$450.00	\$700.00	\$18,132.49
	Muntz (C)	Prvt	\$1,019.24	\$39,954.21								\$39,954.21
17	Palumbo	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$450.00	\$700.00	\$61,135.83
18	Parmenter	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00		\$700.00	\$60,685.83
19	Pavone	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00		\$700.00	\$60,760.83
20	Pignataro	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00	\$500.00	\$760.20	\$400.00	\$450.00	\$700.00	\$61,860.83
21	Quiron	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00		\$700.00	\$60,760.83
22	Rouke	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00		\$700.00	\$60,760.83
23	Roy	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$450.00	\$700.00	\$61,135.83
24	Ryzewski	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00		\$700.00	\$60,685.83
25	Simpson (B)	Prvt	\$975.32	\$2,145.70	\$3,143.13			\$760.20	\$400.00	\$450.00	\$700.00	\$7,599.03
	Simpson (C)		\$1,019.24	\$50,962.00								\$50,962.00
26	Towner	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$450.00	\$700.00	\$61,135.83
27	Turner	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$200.00		\$760.20	\$400.00		\$700.00	\$60,760.83
28	Vincequere	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$450.00	\$700.00	\$61,135.83
29	Wagner	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$350.00		\$760.20	\$400.00		\$700.00	\$60,910.83
30	Warren	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00	\$450.00	\$700.00	\$61,135.83

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2014
Account 220-03-510010 (S and W Full Time)*
RECOMMENDED

	Employee	Title	Weekly	Total Base	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing (\$575) Cleaning (\$125)	Total Compensation
31	Weigold - K	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00		\$700.00	\$60,685.83
32	Weigold-S	Prvt	\$1,064.32	\$55,557.50	\$3,143.13	\$125.00		\$760.20	\$400.00		\$700.00	\$60,685.83
Total (36)				\$2,029,026.99	\$115,055.76	\$6,450.00	\$21,963.11	\$28,322.40	\$14,800.00	\$6,300.00	\$25,200.00	\$2,240,572.60
				Adjustment	-\$8,769.50							
					\$106,286.26							
							\$12,968.94	Vuona				
							\$34,932.05					

Overtime Accounts										
	Expended 07	Expended 08	Expended 09	Expended 10	Expended 11	Expended 12	Budgeted 13	Requested 14	TM Recommend	
Vacation	\$133,990	\$146,451	\$113,123	\$91,663.00	\$156,169	\$159,847	\$150,000	\$151,020	\$150,000	
Sick Leave	\$67,012	\$97,494	\$63,694	\$75,991.00	\$81,119	\$127,765	\$65,000	\$54,997	\$65,000	
Extra Duty	\$127,746	\$121,646	\$81,872	\$120,659.00	\$117,399	\$144,614	\$126,000	\$107,130	\$115,000	
CTO	\$44,284	\$48,045	\$34,349	\$43,607.00	\$22,668	\$24,031	\$50,000	\$70,269	\$50,000	
Total	\$373,032	\$413,636	\$293,038	\$331,920	\$377,355.00	\$456,257	\$391,000	\$383,416	\$380,000	

Value of Step Increases	
Lawler	\$271.70
Ahearn	\$1,721.66
Guarino	\$2,082.70
Lodowsky	\$1,686.53
Muntz	\$1,721.66
Simpson	\$2,196.00

Holiday Pay
FY 06 - \$82,790
FY 07 - \$81,882
FY 08 - \$82,781
FY 09 - \$92,825
FY 10 - \$90,448
FY 11 - \$88,635
FY 12 - \$82,537

FY14 PROJECTED BUDGET - EXPENSES

Acct	Description	% Increase	
520040	Utility - Telephone	Computer system upgrade requires extra wireless charges involved	0%
520080	R&M - Equipment	Increase due to increase in parts/labor & loss of equip grant funding, all trucks OOW	10%
520100	Advertising & Binding	Have to advertise all public meetings	0%
520110	Hospital & Medical	Hospital & Medical Expenses	0%
520120	Data Processing	High cost of laser toner cartridges, Computer Updates, Computer HW Upgrades	38%
520125	Insurance Deductible	Hospital & medical expenses	0%
520130	Professional Services	Town EMS Medical Director Fees, med training, record keeping, Outside Training	0%
520220	Services - Not Classified	Misc Services	15%
540010	Automotive	All trucks Out of Warranty, cost of parts increased	11%
540030	Building	General maint of building	20%
540060	Salt & Chemicals	General increase in costs	0%
540110	Public Safety	Medical supplies, oxygen for first responder program	25%
540120	Clothing & Uniforms	Contract settlement, addl equip needed, cleaning allowance, callmen equip	13%
540140	Books / Periodicals	NFPA, Firehouse, Fire Chief, textbooks, NFPA Codes book - online costs	28%
540150	Print Postage	Stationary, envelopes, permits - General Increase	0%
540170	Medical & Dental	Physicals, deductibles	0%
540180	Textbooks	NFPA Required Classes, higher costs of books	200%
540190	Custodial Supplies	Zep; cleaning supplies for all 3 stations	11%
540220	Office Supplies	Office Depot - general office supplies (pens, paper, calendars)	7%
540230	Supplies - Not Classified	No change	0%
540240	Small Tools & Misc	Continued upgrades for small tools, nozzles, old hand tools, loss of equip grant funding	32%
570010	Car Allowance / Mileage	Chief car allowance	0%
570020	Dues & Memberships	IAAI, Fire Chief, Dist 14, Dist 7	9%
570030	In-State Travel (Mileage)	New recruits to MFA	0%
570180	Other - Not Classified	Misc Expenses not falling under any other categories	67%
580120	Equip - Not Classif (Turnout gear)	Turnout Gear for 6 FF's & 2 Callmen (\$3K each), \$6K for new/replacement hoses	100%
Total % Increase		19%	

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Building Inspector

0241

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$85,936	\$75,251	\$80,235	\$43,162	\$83,839	\$83,839	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$200	\$250	\$250	\$250	\$250	\$250	
Building Inspector PEA	\$86,136	\$75,501	\$80,485	\$43,412	\$84,089	\$84,089	
510010 S & W - Full Time	\$43,133	\$38,471	\$40,050	\$21,788	\$41,127	\$41,127	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$426	\$572	\$0	\$621	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$0	\$125	\$63	\$63	\$63	\$63	
Building Inspector S&C	\$43,559	\$39,168	\$40,112	\$22,472	\$41,190	\$41,190	
510010 S & W - Full Time	\$56	\$23,148	\$39,695	\$21,580	\$41,640	\$41,640	
510020 S & W - Part Time	\$25,131	\$14,190	\$6,330	\$0	\$7,182	\$13,370	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	
Building Inspector Other	\$25,187	\$37,337	\$46,026	\$21,580	\$48,822	\$55,010	
520040 Utility - Telephone	\$1,336	\$1,750	\$1,545	\$1,250	\$3,960	\$3,000	
520130 Professional Services	\$919	\$0	\$1,000	\$38	\$1,000	\$1,000	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$586	\$34	\$1,500	\$0	\$1,500	\$1,500	
540150 Print Postage Stationary	\$784	\$129	\$853	\$363	\$650	\$650	
540220 Office Supplies	\$382	\$146	\$500	\$105	\$500	\$500	
570010 Car Allowance/Mileage	\$5,400	\$5,520	\$6,480	\$3,780	\$7,200	\$6,480	
570020 Dues & Memberships	\$100	\$125	\$450	\$125	\$450	\$450	
570030 In State Travel	\$150	\$170	\$300	\$0	\$300	\$300	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
570080 Inspection Fees	\$68,267	\$78,575	\$81,924	\$38,890	\$80,000	\$80,000	
Building Inspector OpEx	\$77,923	\$86,450	\$94,552	\$44,551	\$95,560	\$93,880	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Building Inspector Equip	\$0	\$0	\$0	\$0	\$0	\$0	
Building Inspector	\$232,805	\$238,455	\$261,175	\$132,014	\$269,660	\$274,168	

**Employee Roster
Fiscal Year 2014
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	D		37.50	26.40	\$1,571.16	\$41,478.62	E			\$1,641.86	25.80	\$42,359.99	\$83,838.61
Michele Bauwens	A 3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
Kerry Stockwell	A 3	B	\$19.43	37.50	27.00	\$728.63	\$19,672.88	C	\$20.30	37.50	\$761.25	25.20	\$19,183.50	\$38,856.38
														\$82,254.15
													Building Inspector Board of Health	\$41,127.08 \$41,127.08
Louis Pepi (3/22/11)	PT 2	D	\$26.28	30.00	38.60	\$788.40	\$30,432.24	E	\$27.47	30.00	\$824.10	13.60	\$11,207.76	\$41,640.00
William Felice	A 4							E	\$22.93	6.00	\$137.58	52.20	\$7,181.68	\$7,181.68
Recommended	A 2	A	\$16.70	15.00	26.1	\$250.50	\$6,538.05	B	\$17.45	15.00	\$261.75	26.1	\$6,831.68	\$13,369.73

Note: If permitting software is discontinued position will not be filled.

Longevity Payments

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

Value of Step Increase (Sheehan)	\$1,824.06
Value of Step Increase (Stockwell)	\$822.15
Value of Step Increase (Pepi)	\$485.52
Value of Step Increase (Vacant)	\$293.63

FTE's 2.96
FTE's 2.20

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Building Inspector

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2013
520040	Utility - Telephone	Cell phone costs for BI & Asst BI, Office & Ipad	\$3,960	\$3,000
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 (\$300/mo)	\$7,200	\$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

Adjustments above reflect actual costs incurred for phone and vehicle. \$60 for vehicle paid by Brd of Assessors

SINGLE FAMILY HOME PERMITS

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	total
2012	2	4	3	3	6	6	5	2	4	6	3	3	47
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

Building Classification		# Permits	\$ Value	# Permits	\$ Value
		2012		2011	
1. New Dwellings	One-Family	47	\$13,236,119.00	49	\$13,132,462.00
	Two-Family	10	\$4,527,541.00	2	\$981,580.00
2. Apartments/condos	New	2	\$960,440.00	6	\$3,196,000.00
	Additions,Alterations,Repairs	0	\$0.00	74	\$1,440,904.00
3. Additions, Alterations, Repairs	Residential	354	\$7,233,622.00	227	\$4,267,711.00
	3a. Siding, windows, roofs	304	\$3,529,864.00	389	\$3,497,133.00
4. Garages	Residential	5	\$227,050.00	19	\$460,868.00
	Non-Residential				
5. Signs		57	\$403,851.00	22	\$198,534.00
6. Swimming Pools		30	\$401,295.00	19	\$214,894.00
7. Commercial	New	1	\$600,000.00	4	\$44,709,329.00
	Additions,Alterations,Repairs	83	\$6,127,527.00	87	\$14,137,726.00
8. Industrial	New	1	\$2,831,105.00		
	Additions,Alterations,Repairs	1	\$88,200.00		
9. Demolition, Relocation		28	\$278,900.00	22	\$125,745.00
10. Other (sheds, trailers, stoves, decks, etc.)		165	\$1,103,343.00	149	\$818,927.00
TOTALS		1088	\$41,548,857.00	1069	\$87,181,815.00
			fees collected \$450,649		fees collected \$543,727

Fees Collected	
FY 2010	\$427,172

**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
FY2010	502	\$ 50,213	529	\$ 36,260	1031	\$ 86,473	\$ 67,620
Calendar 2010	539	\$ 54,145	441	\$ 41,605	980	\$ 95,750	\$ 67,017
FY2011	567	\$ 59,512	604	\$ 42,057	1171	\$ 101,569	\$ 70,672
Calendar 2011	643	\$ 69,145	710	\$ 46,280	1353	\$ 115,425	\$ 70,837
FY2012	780	\$ 69,035	736	\$ 49,783	1516	\$ 118,818	\$ 82,613
Calendar 2012	749	\$ 70,820	639	\$ 53,128	1388	\$ 123,948	\$ 73,317
FY2013	383	\$ 32,476	331	\$ 23,609	714	\$ 56,085	\$ 36,162
Calendar 2013	-	-	-	-	-	-	-

*Updated as of 1/2/13

Sheet Metal Permit Summary		
	applications submitted	fees collected
2011	84	\$ 12,450.00
2012	94	\$ 14,100.00
2013		\$ -
2014		\$ -

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Weights & Measures

0244

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
510140 Stipends	\$2,400	\$2,400	\$2,400	\$1,400	\$3,600	\$3,000	
Sealer PEA	\$2,400	\$2,400	\$2,400	\$1,400	\$3,600	\$3,000	
570030 In State Travel	\$75	\$0	\$300	\$95	\$300	\$300	
570180 Other - Not Classified	\$268	\$461	\$500	\$278	\$500	\$500	
Sealer OpEx	\$343	\$461	\$800	\$373	\$800	\$800	
Weights & Measures	\$2,743	\$2,861	\$3,200	\$1,773	\$4,400	\$3,800	

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Emergency Mgmt Agency

0291

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510020 S & W - Part Time	\$1,764	\$1,764	\$1,764	\$1,029	\$1,764	\$1,764	
510030 S & W - Temporary	\$0	\$1,354	\$0	\$0	\$0	\$0	
Emergency Mgmt Agency PEA	\$1,764	\$3,118	\$1,764	\$1,029	\$1,764	\$1,764	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
570180 Other - Not Classified	\$373	\$250	\$480	\$0	\$480	\$480	
570980 Emergency Mgmt Fund	\$0	\$0	\$0	\$0	\$0	\$0	
Emergency Mgmt Agency OpEx	\$373	\$250	\$480	\$0	\$480	\$480	
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
Emergency Mgmt Agency Equip	\$0	\$0	\$0	\$0	\$0	\$0	
Emergency Mgmt Agency	\$2,137	\$3,368	\$2,244	\$1,029	\$2,244	\$2,244	

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Forestry

0294

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510140 Stipends	\$500	\$500	\$500	\$0	\$500	\$500	
Forestry Other	\$500	\$500	\$500	\$0	\$500	\$500	
520080 R & M - Equipment	\$94	\$0	\$100	\$24	\$100	\$100	
520100 Advertising & Binding	\$0	\$0	\$50	\$0	\$50	\$50	
520150 R & M - Public Property	\$0	\$0	\$0	\$0	\$0	\$0	
520160 Removal Tree Trim, Rubbish	\$55,093	\$447,858	\$75,000	\$74,319	\$75,000	\$75,000	
540010 Automotive	\$0	\$0	\$300	\$0	\$300	\$300	
540100 Seed, Loam & Fertilizer	\$0	\$0	\$500	\$0	\$500	\$500	
540140 Books Periodicals Subs	\$0	\$0	\$50	\$0	\$50	\$50	
540240 Small Tools & Misc Equip	\$0	\$992	\$750	\$341	\$750	\$750	
570020 Dues & Memberships	\$15	\$15	\$100	\$15	\$100	\$100	
570030 In State Travel	\$175	\$404	\$250	\$200	\$250	\$250	
570180 Other - Not Classified	\$100	\$200	\$100	\$200	\$100	\$100	
Forestry OpEx	\$55,477	\$449,469	\$77,200	\$75,099	\$77,200	\$77,200	
Forestry	\$55,977	\$449,969	\$77,700	\$75,099	\$77,700	\$77,700	

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**TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget**

Retirement

0311

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510350 Pensions & Annuities - Contr	\$2,690,637	\$3,204,390	\$3,321,963	\$3,321,963	\$4,270,034	\$4,270,034	
Retirement SepAp	\$2,690,637	\$3,204,390	\$3,321,963	\$3,321,963	\$4,270,034	\$4,270,034	
Retirement	\$2,690,637	\$3,204,390	\$3,321,963	\$3,321,963	\$4,270,034	\$4,270,034	

RECEIVED
TOWN OF SHREWSBURY

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

TOWN MANAGER'S OFFICE

MEMORANDUM

TO: Shrewsbury Retirement Board
FROM: *Joseph E. Connarton*
Joseph E. Connarton, Executive Director
RE: Appropriation for Fiscal Year 2014
DATE: January 8, 2013

Required Fiscal Year 2014 Appropriation: **\$5,270,842**

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2014 which commences July 1, 2013.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2014 appropriation to be paid by each of the governmental units within your system. The allocation by governmental unit was developed by Sherman Actuarial Services as part of their January 1, 2012 actuarial valuation.

The current schedule is/was due to be updated by Fiscal Year 2016.

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 2014 - July 1, 2013 to June 30, 2014

Aggregate amount of appropriation: **\$5,270,842**

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 2014	\$5,216,010	\$5,270,842	\$0	\$5,270,842	\$5,216,010	\$54,832	\$0
FY 2015	\$5,538,812	\$5,490,809	\$0	\$5,490,809	\$5,490,809	\$0	\$48,003
FY 2016	\$5,881,556	\$5,713,582	\$0	\$5,713,582	\$5,713,582	\$0	\$167,974
FY 2017	\$6,245,475	\$5,945,504	\$0	\$5,945,504	\$5,945,504	\$0	\$299,971
FY 2018	\$6,631,877	\$6,186,958	\$0	\$6,186,958	\$6,186,958	\$0	\$444,919

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	582	158	10	37	32	12	4	20	309
(b) Inactives	106	17	1	4	11	4	0	6	63
(c) Retirees and Beneficiaries	209	111	2	24	3	9	1	20	39
(d) Disabled Retirees	<u>28</u>	<u>20</u>	<u>0</u>	<u>2</u>	<u>0</u>	<u>1</u>	<u>0</u>	<u>3</u>	<u>2</u>
(e) Total	925	306	13	67	46	26	5	49	413
(2) Payroll of Active Participants	\$22,671,647	\$8,566,767	\$501,307	\$2,423,949	\$1,878,215	\$612,107	\$181,370	\$913,944	\$7,593,988
(3) Normal Cost									
(a) Total Normal Cost	2,668,420	1,168,122	34,639	338,638	180,791	55,005	16,344	97,996	776,885
(b) Expected Employee Contributions	1,900,439	822,138	36,283	164,518	141,519	53,320	10,733	83,973	587,955
(c) Administrative Expenses	<u>120,000</u>	<u>52,531</u>	<u>1,558</u>	<u>15,229</u>	<u>8,130</u>	<u>2,474</u>	<u>735</u>	<u>4,407</u>	<u>34,937</u>
(d) Net Employer Normal Cost (a) - (b) + (c)	887,981	398,515	(86)	189,349	47,402	4,159	6,346	18,430	223,867
(4) Actuarial Accrued Liability	105,086,411	58,487,368	1,853,105	16,971,939	4,011,385	3,294,185	589,558	6,323,882	13,554,990
(5) Assets*	<u>71,863,914</u>	<u>39,168,260</u>	<u>1,214,832</u>	<u>13,105,077</u>	<u>2,797,793</u>	<u>2,159,554</u>	<u>386,494</u>	<u>4,145,719</u>	<u>8,886,184</u>
(6) Unfunded Actuarial Accrued Liability (4) - (5)	33,222,497	19,319,108	638,273	3,866,862	1,213,592	1,134,631	203,064	2,178,163	4,668,806
(7) Amortizations*	3,835,953	2,230,633	73,697	446,478	140,124	131,007	23,446	251,496	539,072
(8) Total Required Employer Contributions (3d) + (7)	4,723,934	2,629,148	73,610	635,826	187,527	135,166	29,792	269,926	762,939
(9) Fiscal 2014 Cost	5,270,842	2,933,535	82,133	709,438	209,237	150,815	33,241	301,176	851,267
(10) Fiscal 2015 Cost	5,490,809	3,055,959	85,561	739,045	217,969	157,109	34,628	313,745	886,793
(11) Fiscal 2016 Cost	5,713,582	3,179,947	89,032	769,029	226,812	163,483	36,033	326,474	922,772
(12) Percentage of Total Cost	100.0%	55.7%	1.6%	13.5%	4.0%	2.9%	0.6%	5.7%	16.2%
(13) Funded Ratio	68.39%	66.97%	65.56%	77.22%	69.75%	65.56%	65.56%	65.56%	65.56%

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

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Engineer

0411

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$100,709	\$101,731	\$103,744	\$56,845	\$103,752	\$103,752	
510080 Sick Leave Plan II	\$1,169	\$1,169	\$0	\$1,988	\$0	\$0	
510100 Longevity	\$200	\$200	\$200	\$200	\$250	\$250	
Engineer PEA	\$102,078	\$103,101	\$103,944	\$59,032	\$104,002	\$104,002	
510010 S & W - Full Time	\$41,300	\$42,129	\$43,232	\$14,267	\$26,039	\$26,039	
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	\$41,550	\$42,379	\$43,482	\$14,517	\$26,289	\$26,289	
510000 Personnel Services	\$0	\$8,758	\$0	\$0	\$0	\$0	
510010 S & W - Full Time	\$274,483	\$250,360	\$249,398	\$147,029	\$268,365	\$268,365	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$2,073	\$3,602	\$0	\$4,499	\$0	\$0	
510090 Overtime	\$0	\$872	\$1,000	\$0	\$0	\$0	
510100 Longevity	\$1,100	\$1,100	\$1,150	\$1,150	\$1,250	\$1,250	
Engineer Other	\$277,656	\$264,691	\$251,548	\$152,678	\$269,615	\$269,615	
520010 Utility - Electricity	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$1,969	\$1,833	\$2,200	\$643	\$2,200	\$2,200	
520080 R & M - Equipment	\$9,576	\$2,368	\$4,500	\$1,365	\$4,500	\$4,500	
520100 Advertising & Binding	\$517	\$581	\$500	\$0	\$500	\$500	
520110 Hospital & Medical	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$0	\$0	\$10,700	\$0	\$0	\$0	
520220 Services-Not Classified	\$0	\$3,825	\$150	\$0	\$150	\$150	
540010 Automotive	\$1,341	\$1,856	\$3,000	\$304	\$3,000	\$3,000	
540030 Building	\$0	\$0	\$0	\$0	\$0	\$0	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
540120 Clothing & Uniforms	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$250	\$0	\$250	\$250	\$250
540150 Print Postage Stationary	\$695	\$1,932	\$750	\$601	\$750	\$750	\$750
540170 Medical & Dental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$1,371	\$1,077	\$1,500	\$864	\$1,500	\$1,500	\$1,500
540230 Supplies - Not Classified	\$1,806	\$574	\$1,000	\$138	\$1,000	\$1,000	\$1,000
540240 Small Tools & Misc Equip	\$0	\$0	\$50	\$0	\$50	\$50	\$50
570010 Car Allowance/Mileage	\$3,606	\$3,600	\$3,700	\$2,100	\$3,700	\$3,700	\$3,700
570020 Dues & Memberships	\$411	\$517	\$800	\$205	\$800	\$800	\$800
570030 In State Travel	\$2,118	\$1,273	\$1,500	\$323	\$1,500	\$1,500	\$1,500
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$58	\$58	\$87	\$29	\$87	\$87	\$87
Engineer OpEx	\$23,469	\$19,494	\$30,687	\$6,571	\$19,987	\$19,987	\$19,987
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$11,100	\$11,100
Engineer Equip	\$0	\$0	\$0	\$0	\$0	\$11,100	\$11,100
570750 Storm Water Management St	\$0	\$0	\$16,734	\$0	\$0	\$0	\$0
Engineering SepAp	\$0	\$0	\$16,734	\$0	\$0	\$0	\$0
510000 Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineer LocalS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineer	\$444,752	\$429,665	\$446,394	\$232,798	\$419,893	\$430,993	\$430,993

**Employee Roster
Fiscal Year 2014
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	\$1,987.58	52.20	\$103,751.68	\$103,751.68
Rebovich, Annette	A-3	Salary partial offset by fees						E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
													Offset By Fees	\$17,359.11
														\$26,038.67
Castagna, Walter	PT-4							E	\$30.57	40.00	\$1,222.80	52.20	\$63,830.16	\$63,830.16
McCullen, Dan	PT-7	Salary funded by Water & Sewer						E	\$35.90	40.00	\$1,436.00	52.20	\$74,959.20	\$74,959.20
Rahmati, Jonathan	PT-8							E	\$37.87	40.00	\$1,514.80	52.20	\$79,072.56	\$79,072.56
Stone, Brad	PT-5	Salary partial offset by fees						E	\$32.25	40.00	\$1,290.00	52.20	\$67,338.00	\$67,338.00
Las, Kristen	PT-5	Salary offset by fees						E	\$32.25	40.00	\$1,290.00	52.20	\$67,338.00	\$67,338.00
														\$352,537.92
													Offset By Fees	\$84,172.50
														\$268,365.42

Longevity Payments

Name	Amount
Perreault, Jack	\$250
Rebovich, Annette	\$250
Castagna, Walter	\$350
McCullen, Dan	\$350
Rahmati, Jonathan	\$300
Stone, Brad	\$250
Las, Kristen	\$0
LONGEVITY TOTAL	\$1,750

FTE's 7.00

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Engineering

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520040	Utility - Telephone	Cell phone costs for town engineer and land line costs for department	\$2,200	\$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

Water

1. In the Area of Water Supply & Water Supply Planning
 - a. Submitted Water Management Act Permit for increased water capacity.
 - b. Seek to increase efficiency of existing wells. Seek regulatory relief and workarounds where possible.
 - c. Bedrock well exploration.
 - d. Continue to maintain contact with contiguous communities. Raise issue of MWRA through Greater 495 Initiative.
 - e. Participate in Sustainable Water Management Initiative Pilot Program and development of regulations.
2. In the Area of the Water System
 - a. Perform water audit.
 - b. Seeking means to reduce unaccounted water through leak detection, water main replacement and on the development of an aggressive meter replacement program that would be coupled with drive-by meter reading capabilities.
 - c. Regular updating of appurtenances including control systems.
 - d. Develop a capital efficiency plan to prioritize future improvement projects.
 - e. Replace Lambert 3-1 Well.

Sewer

1. In the Area of System Capacity & System Planning
 - a. Seeking out to remove I & I whenever possible using best practices.
 - b. Studying alternative treatment opportunities.
 - c. Utilize capital improvement program for future improvement program.
2. In the Area of Collection System
 - a. Multi-year upgrade on main sewer line.
 - b. The study of various capacity issues that may arise.
 - c. More aggressive action in the area of odor control.
3. In the Area of the Sewer System
 - a. Analyzing Pump station upgrades at Colton and Howe Avenue
 - b. Pump station upgrades from remaining stations as necessary.
 - c. Regular updating of appurtenances including control systems.
 - d. Phase I, II, & III of the Interceptor Improvement Project.
 - e. Motor control centers at Jordan Pond and Harvey Place Pump Station

Stormwater

1. In the Area of Permit Compliance
 - a. Permit to be issued in Winter/Spring 2013.
 - b. Review permit and analyze impacts.
 - c. Comply with portions of permit as staffing and funding allow.
 - d. Participate in Regional Stormwater Grant
 - e. Continue Kings Brook Phase II investigations with Supplemental Environmental Program Funds.
2. In the Area of Developing a Stormwater Utility
 - a. Data collection and analysis of existing expenditures and processes.
 - b. Begin education process with Boards, Commissions, and General Public.
 - c. Develop a schedule for implementation.
 - d. Estimate funding needs and rates.
3. In the Area of Stormwater Policy
 - a. Promulgate stormwater rules and regulations as required by stormwater by-law.
 - b. Establish a private inflow/connection policy for perimeter drains and sump pumps that is coordinated with the sewer infiltration/inflow policy.
 - c. Determine source of funding for various stormwater functions.

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Highway

0421

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$83,191	\$84,025	\$85,698	\$46,957	\$85,705	\$85,705	
510080 Sick Leave Plan II	\$1,610	\$1,610	\$0	\$1,642	\$0	\$0	
510100 Longevity	\$450	\$450	\$450	\$450	\$450	\$450	
Highway PEA	\$85,251	\$86,084	\$86,148	\$49,049	\$86,155	\$86,155	
510010 S & W - Full Time	\$39,668	\$40,183	\$41,408	\$22,818	\$42,468	\$42,468	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$1,517	\$1,401	\$0	\$1,440	\$0	\$0	
510090 Overtime	\$130	\$72	\$400	\$91	\$400	\$400	
510100 Longevity	\$213	\$213	\$238	\$238	\$238	\$238	
Highway S&C	\$41,527	\$41,868	\$42,046	\$24,587	\$43,105	\$43,105	
510010 S & W - Full Time	\$374,088	\$383,254	\$444,001	\$212,920	\$674,457	\$456,470	
510030 S & W - Temporary	\$60,765	\$34,211	\$30,000	\$27,875	\$31,845	\$31,845	
510080 Sick Leave Plan II	\$873	\$2,027	\$0	\$2,067	\$0	\$0	
510090 Overtime	\$137,802	\$112,782	\$130,000	\$73,736	\$130,000	\$130,000	
510100 Longevity	\$1,750	\$1,550	\$1,675	\$700	\$875	\$875	
510110 Work Incentive Program	\$100	\$150	\$100	\$0	\$0	\$0	
510160 Extra Duty	\$0	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Highway Other	\$575,378	\$533,973	\$605,776	\$317,298	\$837,177	\$619,190	
520010 Utility - Electricity	\$17,541	\$16,751	\$18,500	\$8,529	\$18,500	\$18,500	
520020 Utility - Natural Gas	\$12,136	\$6,855	\$12,000	\$2,454	\$12,000	\$12,000	
520040 Utility - Telephone	\$7,186	\$6,872	\$7,000	\$3,317	\$7,000	\$7,000	
520060 Utility - Water	\$241	\$220	\$350	\$111	\$350	\$350	
520070 Utility - Sewer	\$157	\$117	\$240	\$61	\$240	\$240	
520080 R & M - Equipment	\$51,636	\$47,254	\$53,402	\$22,281	\$50,000	\$50,000	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
520090 R & M - Building	\$5,482	\$14,829	\$15,000	\$2,893	\$30,000	\$30,000	
520100 Advertising & Binding	\$988	\$1,471	\$1,000	\$322	\$1,000	\$1,000	
520110 Hospital & Medical	\$274	\$0	\$500	\$0	\$500	\$500	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$18,737	\$12,636	\$34,258	\$50,618	\$35,000	\$30,000	
520140 Rental of Equipment	\$297,775	\$123,886	\$321,595	\$111,762	\$300,000	\$300,000	
520180 Asphalt&Bit Contractors	\$53,498	\$10,718	\$84,950	\$36,651	\$85,000	\$80,000	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540010 Automotive	\$116,151	\$131,840	\$140,000	\$81,869	\$140,000	\$140,000	
540030 Building	\$1,615	\$9,154	\$10,000	\$5,755	\$10,000	\$10,000	
540050 Sand, Stone & Gravel	\$43,123	\$11,979	\$35,000	\$23,157	\$35,000	\$35,000	
540060 Salt & Chemicals	\$309,925	\$145,929	\$350,000	\$248,020	\$350,000	\$350,000	
540070 Asphalt & Bit Materials	\$27,072	\$24,585	\$30,000	\$30,499	\$30,000	\$30,000	
540080 Pipe Fittings	\$405	\$11,482	\$4,500	\$10,773	\$4,500	\$4,500	
540100 Seed, Loam & Fertilizer	\$946	\$2,492	\$500	\$0	\$500	\$500	
540110 Public Safety	\$20,937	\$13,198	\$18,000	\$9,556	\$18,000	\$18,000	
540120 Clothing & Uniforms	\$4,984	\$5,812	\$5,000	\$3,521	\$5,000	\$5,000	
540140 Books Periodicals Subs	\$0	\$0	\$200	\$0	\$200	\$200	
540150 Print Postage Stationary	\$625	\$0	\$200	\$259	\$200	\$200	
540170 Medical & Dental	\$330	\$1,094	\$1,500	\$465	\$1,500	\$1,500	
540190 Custodial Supplies	\$2,173	\$1,636	\$1,500	\$284	\$1,500	\$1,500	
540220 Office Supplies	\$483	\$250	\$500	\$265	\$500	\$500	
540230 Supplies - Not Classified	\$243	\$0	\$100	\$184	\$100	\$100	
540240 Small Tools & Misc Equip	\$4,369	\$6,672	\$7,500	\$3,197	\$7,500	\$7,500	
570020 Dues & Memberships	\$618	\$386	\$850	\$205	\$850	\$850	
570030 In State Travel	\$592	\$601	\$1,000	\$367	\$1,000	\$1,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$2,103	\$2,132	\$3,200	\$1,282	\$3,200	\$3,200	
570090 Damage Claims Reimbs	\$1,154	\$224	\$2,500	\$3,668	\$2,500	\$2,500	
570180 Other - Not Classified	\$2,064	\$1,981	\$3,000	\$3,913	\$3,000	\$3,000	
Highway OpEx	\$1,005,561	\$613,057	\$1,163,845	\$666,239	\$1,154,640	\$1,144,640	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	

1/18/2013 Highway

	<u>ACTUAL</u> 2011	<u>ACTUAL</u> 2012	<u>REVISED</u> <u>BUDGET</u> 2013	<u>EXPENDED</u> <u>TO DATE</u> 2013	<u>DEPARTMENT</u> <u>REQUEST</u> 2014	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2014	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> 2014
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$23,000	\$0	\$0
580320 Heavy Equipment	\$17,000	\$0	\$19,000	\$19,000	\$30,000	\$30,000	\$30,000
Highway Equip	\$17,000	\$0	\$19,000	\$19,000	\$53,000	\$30,000	\$30,000
570000 Other Charges & Expend	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MEMA Refund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Highway	\$1,724,717	\$1,274,983	\$1,916,815	\$1,076,174	\$2,174,078	\$1,923,091	

**Employee Roster
Fiscal Year 2014
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	\$ 1,641.86	37.5		52.2	\$ 85,705.09	\$85,705.09			
Hemmendinger, Karin	A-3							E	\$ 22.17	18.75	\$ 415.69	52.2	\$ 21,698.89	\$21,698.89			
Nancy Jones	A-3							D	\$ 21.22	18.75	\$ 397.88	52.2	\$ 20,769.08	\$20,769.08			
Step Increase from C to D is worth \$900.45																	
													FTE's	1.00	\$42,467.96		
Rowley, Daniel	PT-3							E	\$28.98	40.0	\$ 1,159.20	52.2	\$ 60,510.24	\$60,510.24			
Libbey, James	PT-2							E	\$27.47	40.0	\$ 1,098.80	52.2	\$ 57,357.36	\$57,357.36			
Hayes, Edward	W-6							D	\$23.16	40.0	\$ 926.40	52.2	\$ 48,358.08	\$48,358.08			
Currier, Kyle	W-7							D	\$24.31	40.0	\$ 972.40	52.2	\$ 50,759.28	\$50,759.28			
Repekta, Nicholas	W-6							D	\$23.16	40.0	\$ 926.40	52.2	\$ 48,358.08	\$48,358.08			
Renaud, John	W-6							D	\$23.16	40.0	\$ 926.40	52.2	\$ 48,358.08	\$48,358.08			
Morin, Chad	W-6	C	\$22.26	40	52.2	\$ 890.40	\$ 46,478.88	D	\$0.90	40.0	\$ 36.00	13.2	\$ 475.20	\$46,954.08			
Bigwood, John	W-6	B	\$21.38	40	52.2	\$ 855.20	\$ 44,641.44	D	\$0.88	40.0	\$ 35.20	36.6	\$ 1,288.32	\$45,929.76			
Kimbal, Joel	W-7	C	\$23.16	40	52.2	\$ 926.40	\$ 48,358.08	D	\$1.15	40.0	\$ 46.00	33.2	\$ 1,527.20	\$49,885.28			
New Position #1	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44			
New Position #2	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44			
New Position #3	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44			
New Position #4	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44			
New Position #5	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44			
													FTE's	14.00	\$674,457.44		
Seasonal Employees																	
Position #1	W-5							B	\$ 20.38	40.0	\$ 815.20	13.0	\$ 10,597.60	\$10,597.60			
Position #2	W-5							B	\$ 20.38	40.0	\$ 815.20	13.0	\$ 10,597.60	\$10,597.60			
Summer Laborer #1	M 7								\$ 10.24	40.0	\$ 409.60	13.00	\$ 5,324.80	\$5,324.80			
Summer Laborer #2	M 7								\$ 10.24	40.0	\$ 409.60	13.00	\$ 5,324.80	\$5,324.80			
Longevity													Total Departmental FTE's 17.00		FTE's	1.00	\$31,844.80
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	\$300.00																
Hayes, Edward	\$200.00																
Repekta, Nicholas	\$125.00	\$875.00															

**Employee Roster
Fiscal Year 2014
RECOMMEND**

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	\$ 1,641.86	37.5		52.2	\$ 85,705.09	\$85,705.09
Hemmendinger, Karin	A-3							E	\$ 22.17	18.75	\$ 415.69	52.2	\$ 21,698.89	\$21,698.89
Nancy Jones	A-3							D	\$ 21.22	18.75	\$ 397.88	52.2	\$ 20,769.08	\$20,769.08
Step Increase from C to D is worth \$900.45														
												FTE's	1.00	\$42,467.96
Rowley, Daniel	PT-3							E	\$28.98	40.0	\$ 1,159.20	52.2	\$ 60,510.24	\$60,510.24
Libbey, James	PT-2							E	\$27.47	40.0	\$ 1,098.80	52.2	\$ 57,357.36	\$57,357.36
Hayes, Edward	W-6							D	\$23.16	40.0	\$ 926.40	52.2	\$ 48,358.08	\$48,358.08
Currier, Kyle	W-7							D	\$24.31	40.0	\$ 972.40	52.2	\$ 50,759.28	\$50,759.28
Repekta, Nicholas	W-6							D	\$23.16	40.0	\$ 926.40	52.2	\$ 48,358.08	\$48,358.08
Renaud, John	W-6							D	\$23.16	40.0	\$ 926.40	52.2	\$ 48,358.08	\$48,358.08
Morin, Chad	W-6	C	\$22.26	40	52.2	\$ 890.40	\$ 46,478.88	D	\$0.90	40.0	\$ 36.00	13.2	\$ 475.20	\$46,954.08
Bigwood, John	W-6	B	\$21.38	40	52.2	\$ 855.20	\$ 44,641.44	D	\$0.88	40.0	\$ 35.20	36.6	\$ 1,288.32	\$45,929.76
Kimbal, Joel	W-7	C	\$23.16	40	52.2	\$ 926.40	\$ 48,358.08	D	\$1.15	40.0	\$ 46.00	33.2	\$ 1,527.20	\$49,885.28
New Position #1	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44
New Position #2	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44
New Position #3	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44
New Position #4	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44
New Position #5	W-6	A	\$20.38	40	26.1	\$ 815.20	\$ 21,276.72	B	\$21.38	40.0	\$ 855.20	26.1	\$ 22,320.72	\$43,597.44
												FTE's	9.00	\$456,470.24
Seasonal Employees														
Position #1	W-5							B	\$ 20.38	40.0	\$ 815.20	13.0	\$ 10,597.60	\$10,597.60
Position #2	W-5							B	\$ 20.38	40.0	\$ 815.20	13.0	\$ 10,597.60	\$10,597.60
Summer Laborer #1	M 7								\$ 10.24	40.0	\$ 409.60	13.00	\$ 5,324.80	\$5,324.80
Summer Laborer #2	M 7								\$ 10.24	40.0	\$ 409.60	13.00	\$ 5,324.80	\$5,324.80
Longevity														
Knipe, John	\$450.00	\$450.00						Total Departmental FTE's 12.00				FTE's	1.00	\$31,844.80
Hemmendinger, Karin	\$175.00													
Nancy Jones	\$62.50	\$237.50												
Rowley, Daniel	\$125.00													
Currier, Kyle	\$125.00													
Libbey, James	\$300.00													
Hayes, Edward	\$200.00													
Repekta, Nicholas	\$125.00	\$875.00												

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Highway

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
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
520090	R&M - Building	General repairs to building; includes replcement of (5) steel entry doors at \$3,000/per	\$30,000	\$30,000
520130	Professional Services	Increase due to line painting and stripping now contractual	\$35,000	\$30,000
520140	Rental of Equipment	Snow removal, roadside mowing and catch basin cleaning;	\$300,000	\$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	\$5,000	\$5,000
580320	Heavy Equipment	Asphalt heater box (\$23,000); (2) Underbody scrappers Truck #7 and Truck #10 (\$30,000)	\$53,000	\$30,000

**Snow and Ice Control Expenditures
Fiscal Year 2004 to Present**

Item	Expended FY 2004	Expended FY 2005	Expended FY 2006	Expended FY 2007	Expended FY 2008	Expended FY 2009	Expended FY 2010	Expended FY 2011	Expended FY 2012	Average Last (4) Yrs
Rental of Equipment	\$125,000	\$298,306	\$129,526	\$82,428	\$189,388	\$200,755	\$161,795	\$279,865	\$83,071	\$181,372
Winter Sand	\$23,109	\$23,953	\$20,549	\$30,249	\$20,184	\$18,176	\$31,452	\$42,381	\$8,521	\$25,133
Salt & Chemicals	\$153,440	\$258,448	\$186,464	\$172,290	\$324,362	\$374,959	\$366,584	\$309,925	\$145,929	\$299,349
Sub Total	\$301,549	\$580,707	\$336,539	\$284,967	\$533,934	\$593,890	\$559,831	\$632,171	\$237,521	\$505,853
Overtime	\$127,651	\$202,729	\$126,648	\$110,233	\$178,791	\$143,157	\$122,627	\$137,802	\$88,985	\$123,143
Total	\$429,200	\$783,436	\$463,187	\$395,200	\$712,725	\$737,047	\$682,458	\$769,973	\$326,506	\$628,996

	Budget FY 2013	Expended To Date FY 2013	Request FY 2014	TM Recommend
Rental of Equipment*	\$300,000	\$89,919	\$300,000	\$300,000
Winter Sand	\$30,000	\$20,702	\$30,000	\$30,000
Salt & Chemicals	\$350,000	\$248,020	\$350,000	\$350,000
Sub Total	\$680,000	\$358,641	\$680,000	\$680,000
Overtime**	\$130,000	\$70,197	\$130,000	\$130,000
Total	\$810,000	\$428,838	\$810,000	\$810,000

Budget	Spent	Balance	Percent Expended
\$300,000	\$89,919	\$210,081	30%
\$30,000	\$20,702	\$9,298	69%
\$350,000	\$248,020	\$101,980	71%
\$680,000	\$358,641	\$321,359	53%
\$130,000	\$70,197	\$59,803	54%
\$810,000	\$428,838	\$381,162	53%

* Not all rental of equipment is for snow and ice control. Other rental costs are catch basin cleaning, roadside mowing and other contractual work.

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

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Street Lighting

0424

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
520010 Utility - Electricity	\$164,598	\$166,488	\$167,974	\$78,346	\$163,007	\$163,007	
Street Lighting OpEx	\$164,598	\$166,488	\$167,974	\$78,346	\$163,007	\$163,007	
Street Lighting	\$164,598	\$166,488	\$167,974	\$78,346	\$163,007	\$163,007	

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Sewer

0440

	<u>ACTUAL</u> 2011	<u>ACTUAL</u> 2012	<u>REVISED</u> <u>BUDGET</u> 2013	<u>EXPENDED</u> <u>TO DATE</u> 2013	<u>DEPARTMENT</u> <u>REQUEST</u> 2014	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2014	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> 2014
510010 S & W - Full Time	\$45,756	\$46,214	\$47,135	\$25,827	\$47,138	\$47,138	
510100 Longevity	\$0	\$150	\$150	\$150	\$150	\$150	
Sewer PEA	\$45,756	\$46,364	\$47,285	\$25,977	\$47,288	\$47,288	
510010 S & W - Full Time	\$20,595	\$19,967	\$20,690	\$11,377	\$21,699	\$21,699	
510100 Longevity	\$0	\$100	\$100	\$100	\$125	\$125	
Sewer S&C	\$20,595	\$20,067	\$20,790	\$11,477	\$21,824	\$21,824	
510010 S & W - Full Time	\$167,017	\$214,090	\$219,478	\$119,538	\$225,347	\$225,347	
510030 S & W - Temporary	\$3,373	\$2,972	\$4,834	\$3,604	\$4,915	\$4,915	
510090 Overtime	\$54,392	\$61,236	\$60,000	\$29,489	\$63,000	\$63,000	
510100 Longevity	\$900	\$1,000	\$950	\$950	\$1,250	\$1,250	
510110 Work Incentive Program	\$150	\$100	\$0	\$100	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Sewer Other	\$225,832	\$279,398	\$285,261	\$153,681	\$294,513	\$294,513	
520010 Utility - Electricity	\$138,983	\$139,171	\$155,000	\$54,077	\$155,000	\$150,000	
520020 Utility - Natural Gas	\$2,233	\$2,650	\$4,000	\$948	\$4,000	\$3,500	
520030 Utility - Heating Oil	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$6,020	\$6,406	\$3,000	\$1,508	\$3,500	\$3,500	
520060 Utility - Water	\$0	\$0	\$0	\$0	\$0	\$0	
520070 Utility - Sewer	\$0	\$0	\$0	\$0	\$0	\$0	
520080 R & M - Equipment	\$161,546	\$141,041	\$165,000	\$96,044	\$167,500	\$167,500	
520090 R & M - Building	\$1,528	\$3,346	\$2,500	\$5,190	\$2,500	\$2,500	
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	
520130 Professional Services	\$31,718	\$15,002	\$250	\$55	\$250	\$250	
520140 Rental of Equipment	\$14,281	\$91	\$500	\$0	\$1,000	\$500	
520150 R & M - Public Property	\$0	\$590	\$1,000	\$0	\$1,000	\$1,000	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
520220 Services-Not Classified	\$0	\$0	\$1,000	\$0	\$1,000	\$1,000	
540010 Automotive	\$12,542	\$9,667	\$10,000	\$5,077	\$10,000	\$10,000	
540020 Oil & Fuel	\$1,675	\$2,172	\$1,000	\$1,421	\$2,000	\$2,000	
540030 Building	\$0	\$0	\$1,000	\$0	\$1,000	\$1,000	
540050 Sand, Stone & Gravel	\$0	\$341	\$500	\$0	\$500	\$500	
540060 Salt & Chemicals	\$12,242	\$19,680	\$126,000	\$50,000	\$66,000	\$100,000	
540070 Asphalt & Bit Materials	\$0	\$0	\$500	\$0	\$500	\$500	
540080 Pipe Fittings	\$5,397	\$10,460	\$15,000	\$5,136	\$15,000	\$15,000	
540100 Seed, Loam & Fertilizer	\$0	\$0	\$500	\$0	\$500	\$500	
540110 Public Safety	\$0	\$0	\$500	\$0	\$500	\$500	
540120 Clothing & Uniforms	\$2,447	\$2,000	\$2,000	\$1,140	\$2,100	\$2,100	
540140 Books Periodicals Subs	\$0	\$0	\$500	\$0	\$500	\$500	
540150 Print Postage Stationary	\$2,378	\$0	\$500	\$0	\$500	\$500	
540170 Medical & Dental	\$0	\$161	\$500	\$75	\$500	\$500	
540190 Custodial Supplies	\$4,345	\$5,194	\$5,000	\$3,152	\$6,000	\$6,000	
540220 Office Supplies	\$0	\$248	\$500	\$0	\$500	\$500	
540230 Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540240 Small Tools & Misc Equip	\$8,773	\$9,008	\$7,500	\$5,052	\$7,500	\$7,500	
540260 Public Works	\$0	\$0	\$0	\$0	\$0	\$0	
540330 Pump Parts & Maintenance	\$33,882	\$14,542	\$20,000	\$7,921	\$20,000	\$20,000	
570020 Dues & Memberships	\$60	\$60	\$750	\$500	\$1,000	\$1,000	
570030 In State Travel	\$150	\$140	\$1,000	\$500	\$1,000	\$1,000	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$0	\$0	\$250	\$0	\$250	\$250	
570090 Damage Claims Reimbs	\$0	\$0	\$50,000	\$0	\$50,000	\$35,000	
570180 Other - Not Classified	\$1,191	\$1,243	\$2,000	\$876	\$2,500	\$2,500	
Sewer OpEx	\$441,390	\$383,214	\$577,750	\$238,671	\$524,100	\$537,100	
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	
580070 Electrical & Mechanical	\$4,280	\$42,958	\$0	\$0	\$150,000	\$0	
Sewer Equip	\$4,280	\$42,958	\$0	\$0	\$150,000	\$0	
569910 Upper Blackstone District	\$16,635	\$18,107	\$27,601	\$27,601	\$27,500	\$27,500	
569920 Westboro Treatment Plant	\$2,521,229	\$3,238,029	\$3,881,598	\$3,881,598	\$3,679,643	\$4,489,385	
569950 Grafton Sewer Department	\$0	\$7,758	\$0	\$5,580	\$0	\$10,000	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
585010 General Sewer Construction	\$0	\$0	\$0	\$0	\$0	\$0	
Sewer SepAp	\$2,537,864	\$3,263,894	\$3,909,199	\$3,914,779	\$3,707,143	\$4,526,885	
Sewer	\$3,275,716	\$4,035,895	\$4,840,285	\$4,344,585	\$4,744,868	\$5,427,610	

**Employee Roster
Fiscal Year 2014
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	\$1,806.07	26.10	\$47,138.43	\$47,138.43
Mary Budzinski	A-3					Step Increase from Step D to E \$929.81		E	\$22.17	18.75	\$415.69	52.20	\$21,698.89	\$22,628.70
David Giannino	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
Larry Leone	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
Larry DiDio	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
Steven Olson	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
John Decillis	PT-4							E	\$30.57	40.00	\$1,222.80	26.10	\$31,915.08	\$31,915.08
														\$225,347.40
Summer Laborer									\$10.24	480.00				\$4,915.20

Longevity Payments

Name	Amount
Robert Tozeski	\$150
Mary Budzinski	
Mary Budzinski	\$125
Total	\$100
David Giannino	\$400
Larry Leone	\$300
Larry DiDio	\$250
Steven Olson	\$125
John Decillis	\$175

FTE's 5.75

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Sewer

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520010	Utility - Telephone	Electrical costs for 37 pump stations	\$155,000	\$150,000
520020	Utility - Natural Gas	Heating costs for 8 pump stations	\$4,000	\$3,500
520080	R&M - Equipment	General repairs to pump station equipment	\$167,500	\$167,500
540600	Salt & Chemicals	Bioxide is being used for odor control at Rolfe Avenue.	\$66,000	\$100,000
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	\$6,000	\$6,000
540240	Small Tools & Misc Equipment	Equipment for trucks and worksites	\$7,500	\$7,500
540330	Pump Parts & Maintenance	Inventory of pump seals & bearings and other miscellaneous station parts	\$20,000	\$20,000
570090	Damage Claims	To fund damage claims resulting from sewer backups that are not covered by insurance.	\$50,000	\$35,000
580070	Electrical & Mechanical	First phase of conversion of telemetry from radio to fiber optic base.	\$150,000	\$0
569910 & 569950	Upper Blackstone/Grafton Sewer	Intermunicipal agreements with UBWPCD & GSD	\$27,500	\$37,500
569920	Westborough Treatment Plant	61% of the proposed FY 2013 budget including debt service (see following pages)	\$3,679,643	\$4,489,385

End Year	WWTP DEBT PROJECTIONS AS OF 1/7/2013		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
2033	WWTP \$29,358,537 - WPAT @ 20Yr Borrow - 2%	\$0	\$96,484	\$345,779	\$1,762,877	\$1,764,679	\$1,766,518	\$1,768,398
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	\$163,528	\$0	\$0	\$0	\$0
	Administrative WPAT Charges	\$13,212	\$25,975	\$46,804	\$66,814	\$63,873	\$60,869	\$57,801
	Total Capital Projects for W W T F	\$549,236	\$1,580,146	\$2,000,791	\$3,264,575	\$3,251,814	\$3,232,857	\$3,221,645

61% \$1,991,390.75

WWTP O&M Per Memo of 12/12/2012 \$4,095,072.00

61% \$2,497,993.92

\$4,489,384.67

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Water

0450

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
510010 S & W - Full Time	\$45,756	\$46,214	\$47,135	\$25,827	\$47,138	\$47,138	
510080 Sick Leave Plan II	\$1,417	\$1,771	\$0	\$1,806	\$0	\$0	
510100 Longevity	\$300	\$150	\$150	\$150	\$150	\$150	
Water PEA	\$47,472	\$48,135	\$47,285	\$27,783	\$47,288	\$47,288	
510010 S & W - Full Time	\$62,391	\$62,095	\$63,921	\$35,155	\$65,097	\$65,097	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$799	\$815	\$0	\$831	\$0	\$0	
510090 Overtime	\$0	\$0	\$2,000	\$0	\$2,500	\$2,500	
510100 Longevity	\$250	\$350	\$350	\$350	\$425	\$425	
Water S&C	\$63,440	\$63,260	\$66,271	\$36,336	\$68,022	\$68,022	
510010 S & W - Full Time	\$349,351	\$289,598	\$316,534	\$169,781	\$326,656	\$326,656	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510030 S & W - Temporary	\$4,257	\$4,207	\$4,834	\$2,785	\$4,915	\$4,915	
510080 Sick Leave Plan II	\$976	\$1,575	\$0	\$887	\$0	\$0	
510090 Overtime	\$75,792	\$68,431	\$75,000	\$41,118	\$80,000	\$77,500	
510100 Longevity	\$2,750	\$2,800	\$2,550	\$2,550	\$2,525	\$2,525	
510110 Work Incentive Program	\$50	\$0	\$0	\$0	\$0	\$0	
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	
Water Other	\$433,177	\$366,611	\$398,918	\$217,121	\$414,096	\$411,596	
520010 Utility - Electricity	\$134,211	\$175,500	\$150,000	\$67,056	\$150,000	\$150,000	
520020 Utility - Natural Gas	\$16,570	\$12,614	\$15,000	\$3,917	\$15,000	\$15,000	
520040 Utility - Telephone	\$10,003	\$11,143	\$12,000	\$4,036	\$10,000	\$10,000	
520080 R & M - Equipment	\$84,644	\$145,853	\$90,000	\$67,336	\$90,000	\$90,000	
520090 R & M - Building	\$34,194	\$4,631	\$20,000	\$5,000	\$12,500	\$12,500	
520100 Advertising & Binding	\$322	\$1,197	\$1,000	\$131	\$1,000	\$1,000	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
520120 Data Processing	\$0	\$208	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$60,744	\$40,054	\$122,381	\$78,468	\$85,000	\$85,000	\$85,000
520140 Rental of Equipment	\$1,611	\$460	\$2,000	\$2,000	\$2,500	\$2,000	\$2,000
520150 R & M - Public Property	\$6,882	\$0	\$70,000	\$45,000	\$45,000	\$45,000	\$45,000
520220 Services-Not Classified	\$1,122	\$1,747	\$1,500	\$807	\$1,500	\$1,500	\$1,500
540010 Automotive	\$27,595	\$32,667	\$35,000	\$25,162	\$37,500	\$37,500	\$37,500
540020 Oil & Fuel	\$188	\$487	\$1,000	\$0	\$1,000	\$1,000	\$1,000
540030 Building	\$730	\$325	\$10,000	\$0	\$10,000	\$10,000	\$10,000
540050 Sand, Stone & Gravel	\$11,371	\$9,727	\$28,000	\$15,000	\$28,000	\$28,000	\$28,000
540070 Asphalt & Bit Materials	\$31,133	\$13,844	\$50,000	\$14,776	\$50,000	\$50,000	\$50,000
540080 Pipe Fittings	\$47,870	\$61,496	\$85,000	\$35,322	\$85,000	\$85,000	\$85,000
540090 Water Meter Parts	\$1,601	\$1,198	\$6,500	\$1,665	\$7,500	\$7,500	\$7,500
540100 Seed, Loam & Fertilizer	\$173	\$377	\$2,000	\$1,000	\$2,000	\$2,000	\$2,000
540110 Public Safety	\$0	\$0	\$500	\$0	\$1,000	\$1,000	\$1,000
540120 Clothing & Uniforms	\$6,354	\$7,632	\$6,000	\$3,669	\$6,000	\$6,000	\$6,000
540140 Books Periodicals Subs	\$110	\$268	\$500	\$0	\$500	\$500	\$500
540150 Print Postage Stationary	\$6,435	\$5,413	\$13,480	\$4,518	\$12,500	\$12,500	\$12,500
540170 Medical & Dental	\$147	\$703	\$1,000	\$500	\$1,000	\$1,000	\$1,000
540190 Custodial Supplies	\$2,262	\$2,396	\$5,000	\$2,074	\$5,000	\$5,000	\$5,000
540220 Office Supplies	\$2,897	\$2,682	\$2,500	\$1,371	\$3,000	\$3,000	\$3,000
540240 Small Tools & Misc Equip	\$22,839	\$19,238	\$17,500	\$15,850	\$18,000	\$18,000	\$18,000
540260 Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540330 Pump Parts & Maintenance	\$5,424	\$19	\$6,000	\$2,500	\$6,000	\$6,000	\$6,000
570020 Dues & Memberships	\$1,579	\$2,494	\$3,000	\$1,552	\$3,500	\$3,500	\$3,500
570030 In State Travel	\$3,683	\$4,305	\$4,000	\$4,270	\$5,000	\$5,000	\$5,000
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$89	\$0	\$250	\$0	\$250	\$250	\$250
570090 Damage Claims Reimbs	\$327	\$0	\$1,000	\$846	\$1,000	\$1,000	\$1,000
570180 Other - Not Classified	\$6,765	\$8,796	\$8,000	\$3,724	\$8,000	\$8,000	\$8,000
570560 DEP Water Assessment	\$11,693	\$11,288	\$12,000	\$11,288	\$12,000	\$12,000	\$12,000
Water OpEx	\$541,564	\$578,760	\$782,110	\$418,836	\$716,250	\$715,750	
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$70,000	\$0	\$0
580070 Electrical & Mechanical	\$96,995	\$5,105	\$0	\$0	\$0	\$0	\$0

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
580090 New Water Meters	\$6,295	\$68,342	\$150,885	\$150,885	\$250,000	\$0	
580120 Equip - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
Water Equip	\$103,290	\$73,447	\$150,885	\$150,885	\$320,000	\$0	
510010 S & W - Full Time	\$108,666	\$109,803	\$110,793	\$60,948	\$114,715	\$114,715	
510080 Sick Leave Plan II	\$1,195	\$1,219	\$0	\$1,244	\$0	\$0	
510090 Overtime	\$20,654	\$18,719	\$26,000	\$9,734	\$27,500	\$26,000	
520010 Utility - Electricity	\$0	\$29	\$0	\$0	\$0	\$0	
520020 Utility - Natural Gas	\$44	\$0	\$6,000	\$17	\$6,000	\$6,000	
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0	
520080 R & M - Equipment	\$688	\$0	\$0	\$0	\$0	\$0	
540060 Salt & Chemicals	\$474,198	\$469,361	\$526,500	\$253,442	\$535,000	\$497,500	
580240 Water Treatment Ops	\$0	\$0	\$0	\$0	\$0	\$0	
Water SepAp	\$605,445	\$599,130	\$669,293	\$325,385	\$683,215	\$644,215	
Water	\$1,794,388	\$1,729,342	\$2,114,762	\$1,176,345	\$2,248,871	\$1,886,871	

**Employee Roster
Fiscal Year 2014
REQUESTED/RECOMMENDED**

Department: Water

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	\$1,806.07	26.10	\$47,138.43	\$47,138.43
Sharon Home	PT - 3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
Mary Budzinski	PT - 3							E	\$22.17	18.75	\$415.69	52.20	\$21,698.89	\$21,698.89
Value of Step Increase From D to E							\$929.81							\$65,096.66
Paul Gallagher	PT-3	D	\$27.73	40.00	5.80	\$1,109.20	\$6,433.36	E	\$28.98	40.00	\$1,159.20	46.40	\$53,786.88	\$60,220.24
Steven Ambach	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
David Maniero	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
Lee, John	W-6	B	\$21.38	40.00	48.40	\$855.20	\$41,391.68	C	\$22.26	3.80	\$84.59	39.00	\$3,298.93	\$44,690.61
Roger Hunter	W-3							D	\$21.38	40.00	\$855.20	52.20	\$44,641.44	\$44,641.44
Richard Nolli	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
John Decillis	PT-4							E	\$30.57	40.00	\$1,222.80	26.10	\$31,915.08	\$31,915.08
														\$326,541.61
Summer Laborer									\$10.24	480.00				\$4,915.20
Steve Johnson	PW-18							E	\$31.71	40.00	\$1,268.40	52.20	\$66,210.48	\$66,210.48
Richard Fox	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
Longevity Payments														\$114,568.56
Name	Amount												FTE's	10.94
Robert Tozeski	\$150	\$150												
Sharon Home	\$300													
Mary Budzinski	\$125	\$425												
Paul Gallagher	\$350													
Steven Ambach	\$300													
David Maniero	\$400													
Roger Hunter	\$250													
Richard Nolli	\$400													
John Decillis	\$175													
Steve Johnson	\$300													
Richard Fox	\$350	\$2,525												

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Water

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520010	Utility - Electric	Electrical costs for well and booster stations	\$150,000	\$150,000
520020	Utility - Natural Gas	Heating for various buildings	\$15,000	\$15,000
520010	Utility - Telephone	For service lines	\$13,000	\$13,000
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	\$12,500	\$12,500
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	\$37,500	\$37,500
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	\$18,000	\$18,000
570030	In State Travel	Continuing education program to maintain all necessary licenses and certifications	\$5,000	\$5,000
570090	Damage Claims Reimbursements	To fund damage claim deductibles as necessary	\$1,000	\$1,000

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
570560	DEP Water Assessment	Assessment paid to DEP as mandated	\$12,000	\$12,000
580040	Trucks & Tractors	Replacement of Two trucks	\$70,000	\$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)	\$683,215	\$644,215

Detail Summary
Water Department Operations
Account 01-0450-09

Account Number	Account	Expended FY 2007	Expended FY 2008	Expended FY 2009	Expended FY 2010	Expended FY 2011	Expended FY 2012	Budget FY 2013	Request FY 2014	Recommend FY 2014
510010	S & W Full Time	\$97,462	\$104,544	\$106,526	\$107,851	\$108,666	\$109,803	\$110,793	\$114,715	\$114,715
510080	Sick Leave Plan II	\$1,949	\$698	\$1,172	\$1,195	\$1,195	\$1,219	\$0	\$0	\$0
510090	Overtime	\$23,848	\$21,915	\$19,264	\$17,560	\$20,654	\$18,056	\$26,000	\$27,500	\$26,000
520010	Utility - Electric	\$236,134	\$267,638	\$321,596	\$268,517	\$286,330	\$266,934	\$280,000	\$300,000	\$280,000
520020	Utility - Gas	\$0	\$5,904	\$1,093	\$229	\$44	\$0	\$6,000	\$6,000	\$6,000
520040	R & M - Equipment	\$0	\$888	\$5,056	\$2,055	\$688	\$0	\$0	\$0	\$0
520060	Salt & Chemicals	\$56,977	\$62,818	\$124,803	\$144,151	\$159,626	\$138,364	\$177,750	\$187,500	\$170,000
520060	Plant Supplies	\$2,092	\$125	\$1,415	\$2,426	\$464	\$3,519	\$4,000	\$4,000	\$4,000
520060	Lab Support	\$1,995	\$7,249	\$4,199	\$7,795	\$5,532	\$3,830	\$6,000	\$6,000	\$6,000
520060	Contractual Services	\$42,138	\$83,291	\$23,035	\$25,937	\$22,207	\$54,276	\$35,000	\$37,500	\$37,500
580240	Water Treatment Ops	\$134	\$216	\$46	\$39	\$39	\$2,438	\$0	\$0	\$0
		\$462,728	\$555,287	\$608,205	\$577,755	\$605,445	\$598,439	\$645,543	\$683,215	\$644,215
	Calciquest			\$14,751	\$19,795	\$28,565	\$18,428	\$23,500	\$25,000	\$25,000
	Fluoride			\$22,396	\$21,488	\$13,664	\$19,710	\$27,500	\$30,000	\$25,000
	Chlorine			\$6,700	\$6,600	\$11,471	\$12,200	\$6,750	\$7,500	\$10,000
	KOH			\$80,956	\$96,268	\$105,926	\$88,026	\$120,000	\$125,000	\$110,000
	Total S&C			\$124,803	\$144,151	\$159,626	\$138,364	\$177,750	\$187,500	\$170,000
		\$339,469	\$421,338	\$475,094	\$448,865	\$474,198	\$469,361	\$502,750	\$535,000	\$497,500

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Cemetery

0491

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$15,943	\$16,805	\$17,075	\$9,260	\$17,141	\$17,141	
Cemetery PEA	\$15,943	\$16,805	\$17,075	\$9,260	\$17,141	\$17,141	
510010 S & W - Full Time	\$7,425	\$7,575	\$7,725	\$7,638	\$8,314	\$8,314	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
Cemetery S&C	\$7,425	\$7,575	\$7,725	\$7,638	\$8,314	\$8,314	
510010 S & W - Full Time	\$28,523	\$26,958	\$27,879	\$15,178	\$29,255	\$29,255	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$1,114	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$3,928	\$1,659	\$2,000	\$40	\$2,000	\$2,000	
510100 Longevity	\$125	\$0	\$0	\$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	\$33,690	\$28,617	\$29,879	\$15,217	\$31,255	\$31,255	
520010 Utility - Electricity	\$268	\$259	\$0	\$125	\$0	\$0	
520020 Utility - Natural Gas	\$2,065	\$1,000	\$0	\$841	\$0	\$0	
520040 Utility - Telephone	\$273	\$177	\$0	\$73	\$0	\$0	
520060 Utility - Water	\$166	\$166	\$0	\$142	\$0	\$0	
520070 Utility - Sewer	\$4	\$2	\$0	\$3	\$0	\$0	
520080 R & M - Equipment	\$764	\$2,478	\$0	\$0	\$0	\$0	
520090 R & M - Building	\$411	\$99	\$0	\$245	\$0	\$0	
520100 Advertising & Binding	\$422	\$256	\$0	\$99	\$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	\$122	\$738	\$0	\$43	\$0	\$0	
520160 Removal Tree Trim, Rubbish	\$10,560	\$10,050	\$0	\$11,275	\$0	\$0	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520810 Grounds Maintenance	\$32,814	\$29,901	\$45,000	\$21,962	\$45,000	\$45,000	\$45,000
540010 Automotive	\$0	\$124	\$0	\$0	\$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	\$10	\$0	\$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	\$778	\$0	\$0	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$85	\$0	\$0	\$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	\$84	\$0	\$0	\$465	\$0	\$0	\$0
540230 Supplies - Not Classified	\$651	\$993	\$0	\$250	\$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	\$0	\$0	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$738	\$115	\$0	\$1,840	\$0	\$0	\$0
Cemetery OpEx	\$50,248	\$46,444	\$45,000	\$37,362	\$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	\$107,307	\$99,440	\$99,679	\$69,477	\$101,710	\$101,710	\$101,710

**Employee Roster
Fiscal Year 2014
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	\$1,641.86	10.44	\$17,141.02	\$17,141.02
Jean Giles	A-3							E	\$22.17	37.50	\$831.38	10.00	\$8,313.75	\$8,313.75
Gary Rosiello	PT-3	D	\$27.73	800.00			\$22,184.00	E	\$28.98	244.00			\$7,071.12	\$29,255.12
											Cemetery	FTE	0.89	\$54,709.89
PARKS														
Angela Snell	DH4							E		37.50	\$1,641.86	41.76	\$68,564.07	\$68,564.07
Park & Cemetery Commissioners (3)														\$600.00
Jean Giles	A-3							E	\$22.17	37.50	\$831.38	4.00	\$3,325.50	\$3,325.50
Gary Rosiello	PT-3	D	\$27.73	800.00			\$22,184.00	E	\$28.98	244.00			\$7,071.12	\$29,255.12
Michael Rupolo	W5	C	\$21.38	40.00	39.00	\$855.20	\$33,352.80	D	\$22.26	40.00	\$890.40	13.20	\$11,753.28	\$45,106.08
Keith Baldinger*	W5	C	\$21.38	40.00	13.00	\$855.20	\$11,117.60	D	\$22.26	40.00	\$890.40	26.20	\$23,328.48	\$34,446.08
* There is an expectation that this person will transfer over to Highway for the winter														\$108,807.28
SEASONAL (3)														
	M6								\$14.11	60.00	\$846.60	34.00	\$28,784.40	\$28,784.40
											Parks	FTE	4.11	\$318,888.53
REVOLVING														
Gary Grindle	PT-2	E							\$27.47	40.00	\$1,098.80	52.20	\$57,357.36	\$57,357.36
Jean Giles	PT-3	E							\$22.17	37.50	\$831.38	38.20	\$31,758.53	\$31,758.53
Seasonal (1)	M6								\$14.11	20.00	\$339.00	34.00	\$11,526.00	\$11,526.00
Longevity Payments											Revolving	FTE	2.33	\$100,641.89
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	\$ 300.00	9/27/1993	Parks											
	\$ 1,150.00													

Value of Step Increases	
Jean Giles	\$1,849.71
Gary Rosiello	\$305.00
Michael Rupolo	\$464.64
Keith Baldinger*	\$922.24
	\$3,541.59

Total FTE's 7.33

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Cemetery

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
510010	S&W - Full Time	Salaries for (3) full time employees are shared with the Parks & Recreation Department.	\$54,710	\$54,710
520810	Grounds Maintenance	Mowing and interment contracts up for renewal. This amount subject to change	\$45,000	\$45,000

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Health

0510

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$375	\$0	\$0	\$0	\$0	\$0	
510020 S & W - Part Time	\$1,050	\$900	\$900	\$450	\$900	\$900	
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	
Health PEA	\$1,425	\$900	\$900	\$450	\$900	\$900	
510010 S & W - Full Time	\$39,055	\$38,874	\$40,050	\$22,059	\$41,127	\$41,127	
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$257	\$0	\$139	\$0	\$0	
510100 Longevity	\$200	\$0	\$63	\$63	\$63	\$63	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Health S&C	\$39,255	\$39,130	\$40,113	\$22,261	\$41,190	\$41,190	
510010 S & W - Full Time	\$47,798	\$20,756	\$0	\$0	\$0	\$0	
510020 S & W - Part Time	\$0	\$15,957	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$356	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$318	\$394	\$0	\$0	\$0	\$0	
510100 Longevity	\$250	\$0	\$0	\$0	\$0	\$0	
Health Other	\$48,723	\$37,107	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$1,126	\$731	\$600	\$128	\$600	\$600	
520050 Utility - Refuse Disposal	\$0	\$0	\$0	\$0	\$0	\$0	
520080 R & M - Equipment	\$0	\$0	\$100	\$0	\$100	\$100	
520100 Advertising & Binding	\$38	\$270	\$100	\$66	\$100	\$100	
520130 Professional Services	\$64,764	\$80,550	\$127,500	\$120,049	\$131,500	\$125,000	
520160 Removal Tree Trim, Rubbish	\$0	\$275	\$0	\$0	\$0	\$0	
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$3,909	\$653	\$5,203	\$279	\$5,000	\$5,000	
540170 Medical & Dental	\$30	\$315	\$400	\$565	\$1,150	\$1,150	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
540220 Office Supplies	\$396	\$375	\$400	\$102	\$400	\$400	\$400
540240 Small Tools & Misc Equip	\$1,700	\$187	\$500	\$282	\$500	\$500	\$500
570010 Car Allowance/Mileage	\$2,498	\$2,160	\$0	\$0	\$0	\$0	\$0
570020 Dues & Memberships	\$0	\$65	\$200	\$0	\$200	\$200	\$200
570030 In State Travel	\$177	\$50	\$200	\$0	\$200	\$200	\$200
Health OpEx	\$74,637	\$85,630	\$135,203	\$121,470	\$139,750	\$133,250	
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Health Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520440 Landfill Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570490 Waste Collection Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Health SepAp	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Health	\$164,040	\$162,768	\$176,216	\$144,181	\$181,840	\$175,340	

**Employee Roster
Fiscal Year 2014
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	A 3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
Kerry Stockwell	A 3	B	\$19.43	37.50	27.00	\$728.63	\$19,672.88	C	\$20.30	37.50	\$761.25	25.20	\$19,183.50	\$38,856.38
														\$82,254.15
													Building Inspector	\$41,127.08
													Board of Health	\$41,127.08

Longevity Payments

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

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Board of Health

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520130	Professional Services	Regional Health Services	\$100,500	\$100,500
		Title V	\$20,000	\$17,500
		Beaver Management	\$5,000	\$3,000
		Landfill Consultant	\$5,000	\$3,000
		Constable Services	\$1,000	\$1,000
			\$131,500	\$125,000
540150	Print Postage Stationary	General printing but includes annual recycling calendar mailing	\$5,000	\$5,000
540170	Medical & Dental	Flue Clinic and Bio-Hazard Disposal	\$1,150	\$1,150

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Council on Aging

0541

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$75,300	\$75,238	\$77,569	\$42,503	\$77,575	\$77,575	
510080 Sick Leave Plan II	\$1,457	\$583	\$0	\$1,189	\$0	\$0	
510100 Longevity	\$250	\$250	\$250	\$250	\$250	\$250	
Council on Aging PEA	\$77,007	\$76,071	\$77,819	\$43,942	\$77,825	\$77,825	
510010 S & W - Full Time	\$55,825	\$53,904	\$60,456	\$26,369	\$61,328	\$62,530	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$574	\$732	\$0	\$448	\$0	\$0	
510100 Longevity	\$200	\$250	\$250	\$250	\$250	\$250	
Council on Aging S&C	\$56,599	\$54,886	\$60,706	\$27,067	\$61,578	\$62,780	
510020 S & W - Part Time	\$70,309	\$65,109	\$79,269	\$30,451	\$79,269	\$76,778	
Council on Aging Other	\$70,309	\$65,109	\$79,269	\$30,451	\$79,269	\$76,778	
520040 Utility - Telephone	\$2,474	\$2,447	\$2,600	\$2,545	\$2,600	\$2,600	
520080 R & M - Equipment	\$287	\$0	\$500	\$0	\$500	\$500	
520100 Advertising & Binding	\$0	\$0	\$50	\$0	\$50	\$50	
520110 Hospital & Medical	\$75	\$600	\$600	\$270	\$600	\$600	
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
540010 Automotive	\$244	\$0	\$100	\$0	\$100	\$100	
540140 Books Periodicals Subs	\$363	\$3,023	\$3,200	\$1,885	\$3,200	\$3,200	
540150 Print Postage Stationary	\$244	\$499	\$100	\$249	\$250	\$250	
540220 Office Supplies	\$2,132	\$2,775	\$1,750	\$1,676	\$1,750	\$1,750	
570010 Car Allowance/Mileage	\$4,277	\$5,127	\$5,600	\$2,693	\$5,600	\$5,600	
570020 Dues & Memberships	\$1,479	\$218	\$760	\$922	\$950	\$950	
570030 In State Travel	\$98	\$0	\$500	\$0	\$500	\$500	
Council on Aging OpEx	\$11,673	\$14,689	\$15,760	\$10,240	\$16,100	\$16,100	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
Council on Aging	\$215,588	\$210,755	\$233,554	\$111,700	\$234,771	\$233,483	

**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	\$1,486.11	52.20	\$77,574.94	\$77,574.94	1.00
Cynthia Willis	A-2							E	\$19.92	37.50	\$747.00	52.20	\$38,993.40	\$38,993.40	1.00
Denise Buteau	A-3							E	\$22.17	8.00	\$177.36	52.20	\$9,258.19	\$9,258.19	0.21
Donna Messier/Other	A-2							A	\$16.70	15.00	\$250.50	52.20	\$13,076.10	\$13,076.10	0.40
												FTE's	1.21	\$61,327.69	
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 4.85

FTE's 2.64 \$79,268.83

Formula Grant Employees

Donna Messier	\$9.25	15.00	\$138.75	52.00	\$7,215.00	\$6,630.00	0.40
Walter Rice	\$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 1.36

**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	\$1,486.11	52.20	\$77,574.94	\$77,574.94	1.00
Cynthia Willis	A-2							E	\$19.92	37.50	\$747.00	52.20	\$38,993.40	\$38,993.40	1.00
Denise Buteau	A-3							E	\$22.17	0.00	\$0.00	52.20	\$0.00	\$0.00	0.00
Donna Messier/Other	A-2							A	\$16.70	12.00	\$200.40	52.20	\$10,460.88	\$10,460.88	0.32
New Position	A-2							A	\$16.70	15.00	\$250.50	52.20	\$13,076.10	\$13,076.10	0.40
												FTE's	1.00	\$62,530.38	
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	0.00	\$0.00	52.20	\$0.00	\$0.00	0.00
													Total FTE's	4.53	\$76,777.85

Van #1	\$35,897.94
Van #2	\$35,897.94
MOW	\$4,981.97
	\$76,777.85

Note: Rates of pay and hours are illustrative only. Currently MOW is being accomplished solely by volunteers. Also, van driver salaries are shown at M-5 level but new hires are paid at M-3 level.

Longevity Payments

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

Formula Grant Employees

Donna Messier	\$9.25	15.00	\$138.75	52.00	\$7,215.00	\$6,630.00	0.40
Walter Rice	\$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 1.36

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Council on Aging

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
520040	Utility -Telephone	To fund cellphone costs for COA vans and land lines for office	\$2,600	\$2,600
520140	Books Periodicals Subscriptions	Funds costs associated with software maintenance and motion picture licensing	\$3,200	\$3,200
570010	Car Allowance/Mileage	MOW drivers are paid \$5.00 daily mileage stipend. Also funds mileage reimbursement for staff.	\$5,600	\$5,600

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Veterans Benefits

0543

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$12,821	\$12,821	\$13,078	\$7,479	\$13,078	\$0	
Veterans Benefits PEA	\$12,821	\$12,821	\$13,078	\$7,479	\$13,078	\$0	
510010 S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$0	
Veterans Benefits S&C	\$0	\$0	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$137	\$88	\$200	\$37	\$200	\$200	
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	
520570 Regional Veterans Assessme	\$5,167	\$6,079	\$6,340	\$0	\$6,340	\$42,000	
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	
540220 Office Supplies	\$36	\$103	\$200	\$0	\$200	\$200	
570010 Car Allowance/Mileage	\$460	\$124	\$460	\$253	\$460	\$0	
570020 Dues & Memberships	\$0	\$0	\$0	\$0	\$0	\$0	
570030 In State Travel	\$0	\$200	\$0	\$200	\$0	\$0	
570080 Inspection Fees	\$0	\$0	\$0	\$0	\$0	\$0	
570130 Veterans Benefits	\$76,271	\$79,930	\$80,000	\$62,222	\$80,000	\$100,000	
Veterans Benefits OpEx	\$82,071	\$86,523	\$87,200	\$62,712	\$87,200	\$142,400	
Veterans Benefits	\$94,892	\$99,345	\$100,278	\$70,191	\$100,278	\$142,400	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Veterans Benefits

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
510010	Salaries & Wages	Funds salary of Veterans Agent	\$13,078	\$0
520570	Regional Veterans Assessment	Regional Veterans Services District cost (42%). Current proposal under development involves the Towns of Grafton, Westborough, Northborough & Shrewsbury. This is subject to change	\$6,079	\$42,000
570130	Veterans Benefits	This funding is used to pay out benefits per law of the Commonwealth with eligible expenses 75% reimbursable. In FY 2013 this cost is averaging \$8,900/month.	\$80,000	\$100,000

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Commission on Disabilities

0549

	<u>ACTUAL</u> 2011	<u>ACTUAL</u> 2012	<u>REVISED</u> <u>BUDGET</u> 2013	<u>EXPENDED</u> <u>TO DATE</u> 2013	<u>DEPARTMENT</u> <u>REQUEST</u> 2014	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2014	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> 2014
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 2014
Operating Budget

Library

0610

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$91,512	\$92,428	\$93,916	\$51,654	\$94,277	\$94,277	
510080 Sick Leave Plan II	\$0	\$1,417	\$0	\$0	\$0	\$0	
510100 Longevity	\$0	\$125	\$125	\$125	\$125	\$125	
Library PEA	\$91,512	\$93,970	\$94,041	\$51,779	\$94,402	\$94,402	
510010 S & W - Full Time	\$489,253	\$495,179	\$521,297	\$272,100	\$526,421	\$526,421	
510020 S & W - Part Time	\$160,133	\$179,797	\$192,500	\$113,856	\$220,911	\$199,849	
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	
510080 Sick Leave Plan II	\$2,290	\$2,367	\$0	\$0	\$0	\$0	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$2,350	\$2,263	\$2,775	\$2,463	\$2,463	\$2,463	
510240 Standby Pay	\$0	\$0	\$0	\$0	\$0	\$0	
Library S&C	\$654,026	\$679,606	\$716,573	\$388,419	\$749,795	\$728,733	
510010 S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$0	
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	
510030 S & W - Temporary	\$18,451	\$20,069	\$27,743	\$16,951	\$36,644	\$28,000	
510080 Sick Leave Plan II	\$10	\$0	\$0	\$0	\$0	\$0	
510090 Overtime	\$235	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$0	\$125	\$0	\$0	\$0	\$0	
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	
Library Other	\$18,696	\$20,194	\$27,743	\$16,951	\$36,644	\$28,000	
520010 Utility - Electricity	\$54,469	\$51,315	\$0	\$0	\$0	\$0	
520040 Utility - Telephone	\$5,531	\$5,835	\$6,200	\$2,042	\$6,200	\$6,200	
520060 Utility - Water	\$895	\$581	\$0	\$0	\$0	\$0	
520070 Utility - Sewer	\$985	\$648	\$0	\$0	\$0	\$0	
520080 R & M - Equipment	\$5,802	\$2,571	\$5,475	\$3,661	\$9,524	\$7,500	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
520090 R & M - Building	\$26,435	\$20,108	\$0	\$0	\$0	\$0	\$0
520100 Advertising & Binding	\$325	\$385	\$500	\$0	\$500	\$500	\$500
520130 Professional Services	\$41,160	\$96,820	\$41,456	\$38,417	\$42,000	\$42,000	\$42,000
520140 Rental of Equipment	\$1,366	\$1,802	\$1,000	\$0	\$500	\$500	\$500
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540010 Automotive	\$256	\$215	\$500	\$29	\$500	\$500	\$500
540030 Building	\$49,962	\$0	\$0	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$148,997	\$137,599	\$185,318	\$108,673	\$156,000	\$144,000	\$144,000
540150 Print Postage Stationary	\$9,496	\$14,591	\$16,000	\$17,212	\$17,000	\$17,000	\$17,000
540190 Custodial Supplies	\$3,160	\$2,968	\$3,200	\$2,345	\$3,500	\$3,500	\$3,500
540200 Educational Supplies	\$815	\$375	\$1,200	\$139	\$1,200	\$1,200	\$1,200
540220 Office Supplies	\$2,414	\$1,971	\$2,700	\$2,747	\$3,000	\$3,000	\$3,000
540230 Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540270 Library Supplies	\$10,507	\$12,233	\$15,902	\$9,817	\$16,000	\$13,000	\$13,000
570010 Car Allowance/Mileage	\$1,095	\$1,160	\$1,100	\$336	\$1,200	\$1,200	\$1,200
570020 Dues & Memberships	\$1,157	\$873	\$1,200	\$353	\$1,300	\$1,300	\$1,300
570030 In State Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$559	\$589	\$1,800	\$0	\$2,000	\$2,000	\$2,000
Library OpEx	\$365,386	\$352,639	\$283,552	\$185,770	\$260,424	\$243,400	\$243,400
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580020 Computer Equipment	\$9,998	\$4,083	\$28,267	\$11,967	\$12,500	\$10,000	\$10,000
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580120 Equip - Not Classified	\$0	\$2,102	\$0	\$0	\$11,460	\$0	\$0
Library Equip	\$9,998	\$6,185	\$28,267	\$11,967	\$23,960	\$10,000	\$10,000
Library	\$1,139,618	\$1,152,594	\$1,150,175	\$654,885	\$1,165,225	\$1,104,535	\$1,104,535

**Employee Roster
Fiscal Year 2014
REQUESTED**

Dept	Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
EXISTING															
0610	Dolan	DH-5	E						E	\$48.16	37.50	\$1,806.00	52.20	\$94,273.20	\$94,273.20
0610	Alger	A-2							E	\$19.92	37.50	\$747.00	52.20	\$38,993.40	\$38,993.40
0610	Barbour	PT-1							D	\$24.91	37.50	\$934.13	52.20	\$48,761.33	\$48,761.33
0610	Berkey	A-2							E	\$19.92	4.00	\$79.68	52.20	\$4,159.30	\$4,159.30
0610	Boswell	A-1	D	\$17.13	19.00	28.00	\$325.47	\$9,113.16	E	\$17.90	19.00	\$340.10	24.20	\$8,230.42	\$17,343.58
0610	Brown	PT-5							E	\$32.25	37.50	\$1,209.38	52.20	\$63,129.38	\$63,129.38
0610	Brunell	A-2							E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Colby	PT-2							D	\$26.28	37.50	\$985.50	52.20	\$51,443.10	\$51,443.10
0610	Cole	A-2							E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Creedon	A-3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
0610	Fallon	A-1							E	\$17.90	4.00	\$71.60	52.20	\$3,737.52	\$3,737.52
610	Gray	PT-1	B	\$22.81	37.50	22.00	\$855.38	\$18,818.25	E	\$23.84	37.50	\$894.00	30.20	\$26,998.80	\$45,817.05
0610	Haglund	PT-2							E	\$27.47	37.50	\$1,030.13	52.20	\$53,772.53	\$53,772.53
0610	Kamrad	A-1	D	\$17.13	12.00	36.00	\$205.56	\$7,400.16	E	\$17.90	12.00	\$214.80	16.20	\$3,479.76	\$10,879.92
0610	Kasperzak	A-1							E	\$17.90	4.00	\$71.60	52.20	\$3,737.52	\$3,737.52
0610	Martin	PT-2	C	\$25.15	37.50	39.80	\$943.13	\$37,536.38	D	\$26.28	37.50	\$985.50	12.40	\$12,220.20	\$49,756.58
0160	Magnusson	A-2	B	\$17.45	10.00	21.00	\$174.50	\$3,664.50	C	\$18.24	10.00	\$182.40	31.20	\$5,690.88	\$9,355.38
0610	Mayo	A-2	E						E	\$19.92	37.50	\$747.00	52.20	\$38,993.40	\$38,993.40
0610	Murphy	A-2	E						E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Mustard	A-2							E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Rathnam	PT-1	C	\$23.84	37.50	26.40	\$894.00	\$23,601.60	D	\$24.91	37.50	\$934.13	25.80	\$24,100.43	\$47,702.03
0610	Starkin	PT-1	B	\$22.81	37.50	52.20	\$855.38	\$44,650.58						\$0.00	\$44,650.58
0610	Tylock	A-1	B	\$15.68	8.00	26.40	\$125.44	\$3,311.62	C	\$16.39	8.00	\$131.12	25.80	\$3,382.90	\$6,694.51
0610	Wentworth	A-2	D	\$19.06	19.00	26.40	\$362.14	\$9,560.50	E	\$19.92	19.00	\$378.48	25.80	\$9,764.78	\$19,325.28
0160	Xue	A-2	C	\$18.24	15.00	13.60	\$273.60	\$3,720.96	D	\$19.06	15.00	\$285.90	38.60	\$11,035.74	\$14,756.70
0610	Zaleski	A-2	E						E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Saturday lunch coverage	PT-2	C						C	\$21.00	5.00	\$105.00	52.20	\$5,481.00	\$5,481.00
0610	Seasonal circ aid 1	A-1	C						C	\$16.39	19.00	\$311.41	9.00	\$2,802.69	\$2,802.69
0610	Seasonal circ aid 2	A-1	C						C	\$16.39	19.00	\$311.41	9.00	\$2,802.69	\$2,802.69
0610	Library Pages	M								\$9.36	57.00	\$533.52	52.20	\$27,849.74	\$27,849.74
														SUBTOTAL	\$848,399.44
REQUESTED															
0610	Seasonal circ aid 3	A-1	C						C	\$16.39	19.00	\$311.41	9.00	\$2,802.69	\$2,802.69
	9 additional hours for														
0610	Tech Assistant	A-2	B	\$17.45	9.00	21.00	\$157.05	\$3,298.05	C	\$18.24	9.00	\$164.16	31.20	\$5,121.79	\$8,419.84
	(Magnusson)														
	9 additional hours for														
0610	Children's Assistant	A-1	B	\$15.68	11.00	26.40	\$172.48	\$4,553.47	C	\$16.39	11.00	\$180.29	25.80	\$4,651.48	\$9,204.95
	(Tylock)														
	Upgrade Sr. Acct.														
0610	Clerk to Admin Asst.	PT-1	B	\$0.64	37.50	26.40	\$24.00	\$633.60	C	\$1.67	37.50	\$62.63	25.80	\$1,615.73	\$2,249.33
	(Total cost of change)														

**Employee Roster
Fiscal Year 2014
REQUESTED**

Dept	Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
0610	Library Pages (Increase by 18 hours per week, to total of 75 hours)	M								\$9.36	18.00	\$168.48	52.20	\$8,794.66	\$8,794.66

SUBTOTAL \$31,471.47

Dolan		\$125.00	Longevity												
	Total 01	\$125.00	Alger	\$250.00	Haglund	\$200.00									
			Barbour	\$125.00	Martin	\$125.00									
			Brown	\$250.00	Mayo	\$300.00									
			Brunell	\$100.00	Murphy	\$100.00									
			Colby	\$450.00	Mustard	\$62.50									
			Cole	\$62.50	Rathnam	\$125.00									
			Creedon	\$250.00	Zaleski	\$62.50									
					Total 02	\$2,462.50									

Value of Step Increases	
Boswell	\$354.05
Gray	\$1,166.48
Kamrad	\$149.69
Martin	\$525.45
Magnusson	\$246.48
Rathnam	\$1,035.23
Starkin	\$1,918.35
Tylock	\$146.54
Wentworth	\$421.57
Xue	\$474.78
	\$6,438.61

TOTAL \$879,870.90

01-510010	\$94,273.20
02-510010	\$526,417.13
02-510020	\$222,536.18
03-510030	\$36,644.40
	\$879,870.90

**Employee Roster
Fiscal Year 2014
RECOMMENDED**

Dept	Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
EXISTING															
0610	Dolan	DH-5	E						E	\$48.16	37.50	\$1,806.00	52.20	\$94,273.20	\$94,273.20
0610	Alger	A-2							E	\$19.92	37.50	\$747.00	52.20	\$38,993.40	\$38,993.40
0610	Barbour	PT-1							D	\$24.91	37.50	\$934.13	52.20	\$48,761.33	\$48,761.33
0610	Berkey	A-2							E	\$19.92	4.00	\$79.68	52.20	\$4,159.30	\$4,159.30
0610	Boswell	A-1	D	\$17.13	19.00	28.00	\$325.47	\$9,113.16	E	\$17.90	19.00	\$340.10	24.20	\$8,230.42	\$17,343.58
0610	Brown	PT-5							E	\$32.25	37.50	\$1,209.38	52.20	\$63,129.38	\$63,129.38
0610	Brunell	A-2							E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Colby	PT-2							D	\$26.28	37.50	\$985.50	52.20	\$51,443.10	\$51,443.10
0610	Cole	A-2							E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Creedon	A-3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
0610	Fallon	A-1							E	\$17.90	4.00	\$71.60	52.20	\$3,737.52	\$3,737.52
610	Gray	PT-1	B	\$22.81	37.50	22.00	\$855.38	\$18,818.25	E	\$23.84	37.50	\$894.00	30.20	\$26,998.80	\$45,817.05
0610	Haglund	PT-2							E	\$27.47	37.50	\$1,030.13	52.20	\$53,772.53	\$53,772.53
0610	Kamrad	A-1	D	\$17.13	12.00	36.00	\$205.56	\$7,400.16	E	\$17.90	12.00	\$214.80	16.20	\$3,479.76	\$10,879.92
0610	Kasperzak	A-1							E	\$17.90	4.00	\$71.60	52.20	\$3,737.52	\$3,737.52
0610	Martin	PT-2	C	\$25.15	37.50	39.80	\$943.13	\$37,536.38	D	\$26.28	37.50	\$985.50	12.40	\$12,220.20	\$49,756.58
0160	Magnusson	A-2	B	\$17.45	10.00	21.00	\$174.50	\$3,664.50	C	\$18.24	10.00	\$182.40	31.20	\$5,690.88	\$9,355.38
0610	Mayo	A-2	E						E	\$19.92	37.50	\$747.00	52.20	\$38,993.40	\$38,993.40
0610	Murphy	A-2	E						E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Mustard	A-2							E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Rathnam	PT-1	C	\$23.84	37.50	26.40	\$894.00	\$23,601.60	D	\$24.91	37.50	\$934.13	25.80	\$24,100.43	\$47,702.03
0610	Starkin	PT-1	B	\$22.81	37.50	52.20	\$855.38	\$44,650.58						\$0.00	\$44,650.58
0610	Tylock	A-1	B	\$15.68	8.00	26.40	\$125.44	\$3,311.62	C	\$16.39	8.00	\$131.12	25.80	\$3,382.90	\$6,694.51
0610	Wentworth	A-2	D	\$19.06	19.00	26.40	\$362.14	\$9,560.50	E	\$19.92	19.00	\$378.48	25.80	\$9,764.78	\$19,325.28
0160	Xue	A-2	C	\$18.24	15.00	13.60	\$273.60	\$3,720.96	D	\$19.06	15.00	\$285.90	38.60	\$11,035.74	\$14,756.70
0610	Zaleski	A-2	E						E	\$19.92	19.00	\$378.48	52.20	\$19,756.66	\$19,756.66
0610	Saturday lunch coverage	PT-2	C						C	\$21.00	5.00	\$105.00	52.20	\$5,481.00	\$5,481.00
0610	Seasonal circ aid 1	A-1	C						C	\$16.39	19.00	\$311.41	9.00	\$2,802.69	\$2,802.69
0610	Seasonal circ aid 2	A-1	C						C	\$16.39	19.00	\$311.41	9.00	\$2,802.69	\$2,802.69
0610	Library Pages	M								\$9.36	57.00	\$533.52	52.20	\$27,849.74	\$27,849.74
														SUBTOTAL	\$848,399.44
REQUESTED															
0610	Seasonal circ aid 3	A-1	C						C	\$16.39	0.00	\$0.00	9.00	\$0.00	\$0.00
	9 additional hours for														
0610	Tech Assistant	A-2	B	\$17.45	0.00	21.00	\$0.00	\$0.00	C	\$18.24	0.00	\$0.00	31.20	\$0.00	\$0.00
	(Magnusson)														
	9 additional hours for														
0610	Children's Assistant	A-1	B	\$15.68	0.00	26.40	\$0.00	\$0.00	C	\$16.39	0.00	\$0.00	25.80	\$0.00	\$0.00
	(Tylock)														
	Upgrade Sr. Acct.														
0610	Clerk to Admin Asst.	PT-1	B	\$0.64	0.00	26.40	\$0.00	\$0.00	C	\$1.67	0.00	\$0.00	25.80	\$0.00	\$0.00
	(Total cost of change)														

**Employee Roster
Fiscal Year 2014
RECOMMENDED**

Dept	Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
0610	Library Pages (Increase by 18 hours per week, to total of 75 hours)	M								\$9.36	0.00	\$0.00	52.20	\$0.00	\$0.00

SUBTOTAL \$0.00

Dolan		\$125.00	Longevity					
	Total 01	\$125.00	Alger	\$250.00	Haglund	\$200.00		
			Barbour	\$125.00	Martin	\$125.00		
			Brown	\$250.00	Mayo	\$300.00		
			Brunell	\$100.00	Murphy	\$100.00		
			Colby	\$450.00	Mustard	\$62.50		
			Cole	\$62.50	Rathnam	\$125.00		
			Creedon	\$250.00	Zaleski	\$62.50		
					Total 02	\$2,462.50		

Value of Step Increases			
Boswell	\$354.05	Rathnam	\$1,035.23
Gray	\$1,166.48	Starkin	\$1,918.35
Kamrad	\$149.69	Tylock	\$146.54
Martin	\$525.45	Wentworth	\$421.57
Magnusson	\$246.48	Xue	\$474.78
			\$6,438.61

TOTAL \$848,399.44

01-510010	\$94,273.20
02-510010	\$526,417.13
02-510020	\$199,859.37
03-510030	\$27,849.74
	\$848,399.44

Board of Library Trustees FY2014 Budget Request compared to Town Manager's Recommendation

				FY2013 Town Meeting Approved Budget	FY2014 Board of Library Trustees Request	FY2014 Town Manager's Recommendation	
PERSONNEL							
PAT S&W	01061001 510010	Director		\$ 92,074	\$ 94,277	\$ 94,277	
	01601002 510010	Full Time		\$ 508,076	\$ 526,421	\$ 526,421	
	01601002 510020	Part Time		\$ 188,969	\$ 194,245	\$ 194,244	
	510100	Longevity		\$ 2,900	\$ 2,588	\$ 2,588	Includes all employees
	01601002 510020	Seasonal circ aides			\$ 8,407	\$ 5,605	2 aides listed in PT above Two aides at 19 hours for 9 weeks provided in summer 2013, seeking three aides at 19 hours for 9 weeks in summer FY2014
	01061003 510030	Library Pages		\$ 27,210	\$ 36,644	\$ 28,000	Requesting increase from 57 to 75 hours p/wk. Past high was 110 hours in FY2002. Circulation has increased 73% in last decade.
	01601002 510020	Part Time Children's Library Assistant			\$ 9,205	\$ -	Increase hours of Library Assistant A-1 – Children's Dept from 8 hrs to 19 hrs per week, to assist with increased demand & provide further restoration of children's services,
	01601002 510020	Part time Technology Assistant			\$ 8,421	\$ -	Increase hours of Library Assistant A-2–Technology Aide from 10 hrs to 19 hrs per week, to address growing internal technology needs and growing user demand
		Reorganization- Upgrade Sr. Account Clerk from A-3 tp PT-1			\$ 2,251	\$ -	Move Account Clerk to Admin Assistant - assume management of Volunteer Program, Building Project Communications, and allow reconfiguration of Young Adult Position to provide more joint services with Children's Department
		Total Salaries		\$819,229	\$882,458	\$851,135	
SERVICES/ CONTRACTUAL							
	1061004 520040	Telephone		\$ 6,200	\$ 6,200	\$ 6,200	Includes Centrex services, Outreach cell, one traditional line and reimbursment for Director's cell.
	01061004 520080	Repair & Maintenance- Equipment (computer hardware and software)		\$ 5,475	\$ 9,524	\$ 7,500	Includes \$2,502 for service contract and software maintenance on 3 self-check units. \$140 annual fee for 2 new Aerohive Wi-Fi units. \$1000 for general software upgrades (antivirus, public station security software, etc.). \$1,400 for online program registration, meeting room and museum pass booking systems, and \$1,002 for Envisionware software for public PC management. \$3,000 reserved for computer hardware maintenance.
	01061004 520100	Advertising & Binding		\$ 500	\$ 500	\$ 500	
	01061004 520130	Professional & Technical Services - Library	library services contracts	\$ 41,456	\$ 42,000	\$ 42,000	Annual CWMARS membership (\$39,000) & CatExpress and other bibliographic services(\$1,000) Total CWMARS = \$40,000. Child, teen & adult programs at \$2,000. Museum pass and facilities booking software moved to R&M Equipment (computer hardware & software)
	1061004 520140	Rental of Equipment		\$ 1,000	\$ 500	\$ 500	reduced costs for postage machine (includes rental fee and supplies)
		Total Contractual		\$54,631	\$58,724	\$56,700	
SUPPLIES & MATERIALS							
	01061004 540010	Automotive		\$ 500	\$ 500	\$ 500	
		E-Readers		\$ -	\$ -	\$ -	Readers being purchased by Friends of the Library
	01061004 540140	Library Materials		\$ 151,000	\$ 156,000	\$ 144,000	\$5,000 increase to better address growing demand for e-books, will meet full MER
	01061004 540150	Print Postage & Stationary		\$ 16,000	\$ 17,000	\$ 17,000	Increase to reflect increased postage rates

	01061004 540190	Custodial Supplies	\$ 3,200	\$ 3,500	\$ 3,500	
	01061004 540200	Educational Supplies	\$ 1,200	\$ 1,200	\$ 1,200	
	01061004 540220	Office Supplies	\$ 2,700	\$ 3,000	\$ 3,000	
	01061004 540270	Library Supplies	\$ 14,000	\$ 16,000	\$ 13,000	Additional \$1,500 for library cards ordered every three years, and \$500 for added costs on paper for receipt printers.
		Total Goods	\$188,600	\$197,200	\$182,200	
OTHER	01061004 570010	Mileage	\$ 1,100	\$ 1,200	\$ 1,200	
	01061004 570020	Dues & Memberships	\$ 1,200	\$ 1,300	\$ 1,300	
OTHER - NOT CLASSIFIED	01061004 57180	Meetings, Workshops & Volunteer Recognition	\$ 1,800	\$ 2,000	\$ 2,000	
		Total Other	\$4,100	\$4,500	\$4,500	
EQUIPMENT	01061008 580020	Computer upgrades & replacements	\$ 19,750	\$ 11,000	\$ 10,000	upgrade/replacement of 25% of computers, laptops and PCs
	01061008 580020	Color printer, with built in scanner, for public use	\$ -	\$ 1,500	\$ -	To respond to growing demand for color printing options from public
EQUIPMENT-NOT CLASSIFIED	01061008 580120	1 multimedia browser bin	\$0	\$2,100	\$0	To accommodate expanding media collection and provide more suitable storage and browsing. (Last year this line funded Ipad project)
		8 arm chairs	\$ -	\$5,560	\$0	Replace all arm chair seating in 1979 wing.
		Replace Public computer desks	\$ -	\$3,800	\$0	10 new computer chairs @ \$1,500 and 5 new desks @ \$1,800 and privacy panels @ \$500
		Total Equipment	\$19,750	\$23,960	\$10,000	
			\$0			
		GRAND TOTAL	\$1,066,560	\$1,166,842	\$1,104,535	

Daniel J Morgado

From: Ellen Dolan
Sent: Wednesday, December 26, 2012 12:51 PM
To: Daniel J Morgado
Subject: FY2014 Library Operating Budget Request
Attachments: FY2014 Action Plan.docx; Shrewsbury Public Library Strategic Plan of Service 2012-2016.doc

Dear Town Manager Morgado,

I am submitting the FY2014 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 FY2014 Action Plan. (Copies attached)
2. Seeks to sustain the service schedule of 59 hours per week (and 63 weekly hours from October through May), by increasing temporary support staff during summer months, and increasing Library Page hours.
3. Seeks to expand the Children's Library Assistant PA1 position from 8 to 19 hours per week, to respond to growing demand for services to children, and to support the early literacy goals cited in the Strategic Plan of Service.
4. Seeks to expand the Library Technology Assistant PAT2 position from 10 to 19 hours per week, to address growing IT maintenance and development needs.
5. Seeks to reorganize the division of duties for the Young Adult Librarian/Volunteer Coordinator and the Senior Account Clerk. This change would move the Senior Account Clerk from A3 to PT1 position, to assume management of Volunteer Program, and thus allow the Young Adult librarian to meet growing demand for teen programming and provide more joint services with Children's Department.
6. Increased cooperation between schools and public library, to optimize use of town resources.
7. Meets the Materials Expenditure, Hours Open and recently recalculated Municipal Appropriation Requirements of the State Aid to Public Libraries/Certification Program. State Certification provides the following benefits:
 - a. Library State Aid (estimated to be approximately \$40,000 in FY2014)
 - 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.

Thank you for your consideration of this FY2014 Library Budget Request

Ellen M. Dolan, Library Director
 Shrewsbury Public Library
 609 Main Street
 Shrewsbury, MA 01545
 P 508-841-8537

Objectives (if included in current Long-Range Plan)	Actions	Timeframe for Activity	By Whom (optional)
Goal (from Long-Range Plan 2012-2016) STRATEGIC INITIATIVE 1: Provide Resources To Stimulate The Imagination.			
1.4 Expand downloadable eBook collection	<ul style="list-style-type: none"> Expand eBook, E-audio book content Continue trials of models/contracts with most favorable terms possible for patron use (simultaneous use, longer loan periods, simpler download methods, etc.) Request additional \$5,000 for e-book purchasing Participate in state sponsored "ownership model" trial 	By end of FY2014	Library Director and Electronic Resources Librarian
1.1 Improve display and arrangement of popular collections	<ul style="list-style-type: none"> Provide improved display units for media materials Request funding in FY2014 Budget 	By summer of 2014	Library Director
1.6 Conduct reader's advisory and other training for staff	<ul style="list-style-type: none"> Provide improved training for all staff, on topics such as reader's advisory, reference interview techniques, emerging technologies and digital media and more Identify speakers/consultants on desired topics Arrange staff training sessions 	By end of FY2014	Library Director and Library Management team
Goal (from Long-Range Plan 2012-2016) STRATEGIC INITIATIVE 2: Provide a Welcoming Environment, in physical and virtual spaces			
2.6 Expand self-check availability and other technology enhancements to improve user satisfaction	Provide one additional Self Check Unit	By Summer 2014	Library Director and Electronic Resources Librarian
2.6 Expand self-check availability and other technology enhancements to improve user satisfaction	Provide one touch-screen e-book download station for public use	By end of FY2014	Library Director and Electronic Resources Librarian

2.7 Assess website usability	<ul style="list-style-type: none"> Investigate and seek alternate funding sources to implement usability improvements for library website Hire consultant to assess existing website, and make and implement recommendations 	By end of FY2014	Library Director and Electronic Resources Librarian
2.4 Provide better and more abundant public seating and tables	<ul style="list-style-type: none"> Seek FY2014 Capital Budget funding to replace outdated computer desks and tables Identify furniture that will provide more comfort, more work space and more flexibility for users. Secure quotes via MHEC Purchase and put in place 	By end of FY2014	Library Director and Electronics Resources Librarian
2.4 Provide better and more abundant public seating and tables	<ul style="list-style-type: none"> Seek FY2014 Capital Budget funding to replace arm chairs in 1979 addition Identify furniture that will provide more comfort and more flexibility for users. Secure quotes via MHEC Purchase and put in place 	By end of FY2014	Library Director and Electronics Resources Librarian
Goal (from Long-Range Plan 2012-2016) STRATEGIC INITIATIVE 3: Create Young Readers: Early Literacy			
3.3 Introduce program of offsite story hours and other outreach programs in locations with heavy preschool populations	<ul style="list-style-type: none"> Identify four locations for offsite story hours for preschool children Contact administrators/educators at those locations to determine desired schedule Conduct 16 story hours at those locations, for preschool children 	During FY2014	Children's department

3.11 Develop story hour and book talk programs to distribute via local public access and in downloadable format	<ul style="list-style-type: none"> • Investigate copyright concerns and work within those identified restrictions • Tape 12 story hours sessions • Distribute on Shrewsbury media Connection stations • Distribute via library website 	During FY2014	Children's department
Goal (from Long-Range Plan 2012-2016) STRATEGIC INITIATIVE 4: Provide Services to Help Users Understand How to Find, Evaluate and Use: Information: Encourage Information Literacy			
4.1 Produce podcasts or other video instruction on use of library's digital content and services, for audiences of all ages	<ul style="list-style-type: none"> • Investigate software and applications available • Identify four topics suitable to this medium • Create and distribute four podcasts 	By end of FY2014	Reference Librarian Electronic Resources Librarian
Goal (from Long-Range Plan 2012-2016) STRATEGIC INITIATIVE 5: Provide Services to Satisfy Curiosity and Encourage Lifelong Learning.			
5.2 Create formalized collection development policy, with emphasis on responding to demand for popular materials and formats	<ul style="list-style-type: none"> • Collect samples of library collection development policies which reflect progressive and responsive approach to collection development • Modify and supplement existing Collection Development Policy • Seek Board of Trustee Approval • Implement in all departments, with training and refreshers for all staff with collection responsibilities. 	By end of FY2014	Assistant Director and Adult Services Staff
5.4 Develop programs and services that encourage discovery and learning for all ages.	<ul style="list-style-type: none"> • Plan for Big Read or other community wide reading program in FY2014/2015 • Select theme that encourages lifelong learning and cultural understanding, according to goal 6 of plan • Develop project schedule, program series and marketing plan • Submit grant application to National Endowment for the Arts or other appropriate agency • Implement community reading project in FY2014/2015 	During FY2014	Library Director and Community reading project team (staff and volunteers)

<p>New objective- Sustain current level of cultural, educational and entertainment programs for children, teens and adults</p>	<ul style="list-style-type: none"> • Seek adequate funding from municipal and Friends of the Library to sustain programming • Provide adequate staffing levels to plan and implement programs • Conduct wide range of programs for all ages 		<p>Library Director and Programming staff</p>
<p>Goal (from Long-Range Plan 2012-2016) STRATEGIC INITIATIVE 6: Provide Services to Celebrate Diversity and Develop Cultural Awareness.</p>			
<p>6.6 Investigate joint programming with other libraries, to control costs and expand resources and audience base.</p>	<ul style="list-style-type: none"> • Contact two other libraries in immediate area to determine interest in joint programming • Identify two program topics suitable for joint sponsorship • Determine funding split, location distribution, advertising and implementation responsibilities for these programs • Implement one or two programs during FY2014, based on these understandings and commitments 	<p>By end of FY2014</p>	<p>Library Director and Programming staff</p>

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.

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Parks & Recreation

0650

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
510010 S & W - Full Time	\$67,248	\$67,220	\$68,301	\$37,697	\$68,564	\$68,564	
510020 S & W - Part Time	\$600	\$600	\$600	\$200	\$600	\$600	
510080 Sick Leave Plan II	\$805	\$966	\$0	\$1,478	\$0	\$0	
510100 Longevity	\$125	\$200	\$200	\$200	\$200	\$200	
Parks & Recreation PEA	\$68,778	\$68,986	\$69,101	\$39,575	\$69,364	\$69,364	
510010 S & W - Full Time	\$3,439	\$3,184	\$4,814	\$3,501	\$3,326	\$3,326	
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	
510100 Longevity	\$250	\$250	\$250	\$250	\$300	\$300	
Parks & Recreation S&C	\$3,689	\$3,434	\$5,064	\$3,751	\$3,626	\$3,626	
510010 S & W - Full Time	\$149,486	\$93,602	\$101,319	\$55,854	\$108,807	\$108,807	
510030 S & W - Temporary	\$40,239	\$41,628	\$28,213	\$21,313	\$28,784	\$28,784	
510080 Sick Leave Plan II	\$1,678	\$996	\$0	\$1,648	\$0	\$0	
510090 Overtime	\$5,430	\$6,836	\$5,500	\$1,122	\$5,000	\$5,000	
510100 Longevity	\$1,350	\$575	\$650	\$650	\$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	\$198,184	\$143,637	\$135,682	\$80,588	\$143,242	\$143,242	
520010 Utility - Electricity	\$3,857	\$3,659	\$3,850	\$2,382	\$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	\$2,584	\$2,637	\$2,600	\$1,338	\$2,600	\$2,600	
520060 Utility - Water	\$454	\$587	\$600	\$301	\$600	\$600	
520070 Utility - Sewer	\$115	\$153	\$115	\$40	\$300	\$300	
520080 R & M - Equipment	\$8,448	\$4,609	\$7,000	\$6,299	\$7,000	\$7,000	
520090 R & M - Building	\$2,659	\$1,682	\$3,700	\$584	\$3,700	\$3,700	

	ACTUAL 2011	ACTUAL 2012	REVISED BUDGET 2013	EXPENDED TO DATE 2013	DEPARTMENT REQUEST 2014	TOWN MANAGER RECOMMEND 2014	FINANCE COMMITTEE RECOMMEND 2014
520100 Advertising & Binding	\$115	\$497	\$375	\$0	\$375	\$375	
520130 Professional Services	\$13,180	\$29,380	\$38,000	\$15,822	\$38,000	\$35,000	
520140 Rental of Equipment	\$324	\$3,938	\$625	\$1,871	\$625	\$625	
520150 R & M - Public Property	\$12,151	\$3,149	\$7,000	\$4,544	\$7,000	\$7,000	
520160 Removal Tree Trim, Rubbish	\$12,000	\$26,911	\$18,000	\$14,270	\$18,000	\$18,000	
520220 Services-Not Classified	\$273	\$137	\$1,500	\$0	\$1,500	\$1,500	
540010 Automotive	\$3,745	\$6,307	\$6,000	\$946	\$6,000	\$6,000	
540030 Building	\$210	\$60	\$200	\$0	\$200	\$200	
540050 Sand, Stone & Gravel	\$1,711	\$94	\$1,900	\$213	\$1,900	\$1,900	
540070 Asphalt & Bit Materials	\$0	\$281	\$1,500	\$0	\$1,500	\$1,500	
540080 Pipe Fittings	\$0	\$0	\$400	\$0	\$0	\$0	
540100 Seed, Loam & Fertilizer	\$1,476	\$0	\$0	\$0	\$0	\$0	
540120 Clothing & Uniforms	\$1,773	\$1,196	\$1,120	\$570	\$1,120	\$1,120	
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	
540150 Print Postage Stationary	\$339	\$92	\$0	\$0	\$0	\$0	
540170 Medical & Dental	\$0	\$137	\$300	\$75	\$300	\$300	
540190 Custodial Supplies	\$2,749	\$1,086	\$2,000	\$132	\$2,000	\$2,000	
540220 Office Supplies	\$576	\$1,562	\$900	\$897	\$900	\$900	
540230 Supplies - Not Classified	\$5,902	\$7,410	\$6,000	\$4,917	\$7,000	\$3,000	
540240 Small Tools & Misc Equip	\$499	\$83	\$1,000	\$1,225	\$1,000	\$1,000	
570010 Car Allowance/Mileage	\$3,120	\$3,120	\$3,120	\$1,820	\$3,210	\$3,210	
570020 Dues & Memberships	\$455	\$475	\$485	\$615	\$485	\$485	
570030 In State Travel	\$759	\$445	\$500	\$0	\$500	\$500	
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	
570080 Inspection Fees	\$499	\$470	\$500	\$116	\$500	\$500	
570180 Other - Not Classified	\$320	\$285	\$460	\$210	\$410	\$410	
Parks & Recreation OpEx	\$80,292	\$100,443	\$109,750	\$59,185	\$110,575	\$103,575	
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$0	\$0	
580070 Electrical & Mechanical	\$2,769	\$1,976	\$1,500	\$0	\$1,500	\$1,000	
580120 Equip - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	
580140 Playground Equipment	\$1,052	\$1,160	\$2,000	\$0	\$2,000	\$2,000	
580150 Tennis Nets	\$0	\$0	\$300	\$0	\$0	\$0	
580160 Leaf Blowers	\$0	\$410	\$750	\$0	\$750	\$0	

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
580170 Leaf Vacuum	\$0	\$5,760	\$0	\$0	\$0	\$0	\$0
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	\$0	\$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	\$3,821	\$9,306	\$4,550	\$0	\$4,250	\$3,000	
510090 Overtime	\$1,004	\$0	\$800	\$401	\$800	\$800	\$800
520130 Professional Services	\$0	\$0	\$0	\$4,594	\$15,000	\$40,000	\$40,000
520450 Custodial Cafe and Police Se	\$390	\$351	\$500	\$420	\$500	\$500	\$500
520470 Dean Park Survey	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570310 SSRP Appropriation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
571170 High School Fields	\$23,431	\$27,775	\$35,000	\$15,510	\$35,000	\$30,000	\$30,000
571180 Other School Playfields	\$9,110	\$3,029	\$3,000	\$823	\$3,000	\$3,000	\$3,000
580220 Fencing	\$1,618	\$4,576	\$5,000	\$0	\$5,000	\$5,000	\$5,000
585130 Boat Ramp	\$0	\$0	\$0	\$0	\$0	\$0	\$0
585280 South Park Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks & Recreation SepAp	\$35,553	\$35,731	\$44,300	\$21,748	\$59,300	\$79,300	
Parks & Recreation	\$390,317	\$361,537	\$368,448	\$204,847	\$390,356	\$402,106	

**Employee Roster
Fiscal Year 2014
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	\$1,641.86	10.44	\$17,141.02	\$17,141.02	
Jean Giles	A-3							E	\$22.17	37.50	\$831.38	10.00	\$8,313.75	\$8,313.75	
Gary Rosiello	PT-3	D	\$27.73	800.00			\$22,184.00	E	\$28.98	244.00			\$7,071.12	\$29,255.12	
											Cemetery	FTE	0.89	\$54,709.89	
PARKS															
Angela Snell	DH4							E		37.50	\$1,641.86	41.76	\$68,564.07	\$68,564.07	
Park & Cemetery Commissioners (3)															
Jean Giles	A-3							E	\$22.17	37.50	\$831.38	4.00	\$3,325.50	\$3,325.50	
Gary Rosiello	PT-3	D	\$27.73	800.00			\$22,184.00	E	\$28.98	244.00			\$7,071.12	\$29,255.12	
Michael Rupolo	W5	C	\$21.38	40.00	39.00	\$855.20	\$33,352.80	D	\$22.26	40.00	\$890.40	13.20	\$11,753.28	\$45,106.08	
Keith Baldinger*	W5	C	\$21.38	40.00	13.00	\$855.20	\$11,117.60	D	\$22.26	40.00	\$890.40	26.20	\$23,328.48	\$34,446.08	
* There is an expectation that this person will transfer over to Highway for the winter															
SEASONAL (3)															
	M6								\$14.11	60.00	\$846.60	34.00	\$28,784.40	\$28,784.40	
											Parks	FTE	4.11	\$318,888.53	
REVOLVING															
Gary Grindle	PT-2	E							\$27.47	40.00	\$1,098.80	52.20	\$57,357.36	\$57,357.36	
Jean Giles	PT-3	E							\$22.17	37.50	\$831.38	38.20	\$31,758.53	\$31,758.53	
Seasonal (1)	M6								\$14.11	20.00	\$339.00	34.00	\$11,526.00	\$11,526.00	
Longevity Payments															
												Revolving	FTE	2.33	\$100,641.89
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	\$ 300.00	9/27/1993	Parks												
	\$ 1,150.00														

Value of Step Increases	
Jean Giles	\$1,849.71
Gary Rosiello	\$305.00
Michael Rupolo	\$464.64
Keith Baldinger*	\$922.24
	\$3,541.59

Total FTE's 7.33

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2014**

Department: Parks & Recreation

Object Code	Description	Explanation	Department Request 2014	Manager Recommend 2014
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	\$35,000
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	\$6,000	\$6,000
540230	Supplies - Not Classified	Miscellaneous Park Supplies	\$7,000	\$3,000
570010	Car Allowance/Mileage	For parks & cemetery director (\$260/mo)	\$3,120	\$3,120
580070	Electrical & Mechanical	Routine replacement of mowers and trimmers	\$1,500	\$1,000
580140	Playground Equipment	Replacement and repair as necessary	\$2,000	\$2,000
580160	Leaf Blowers	Replacement as necessary	\$750	\$0
520130	Professional Services	Algae Treatments at Dean Park & Jordan Ponds	\$10,000	\$10,000
520130	Professional Services	Connect upper Dean Park bathrooms to septic system	\$5,000	\$5,000
520130	Professional Services	Remove former Caretaker's Cottage at Dean Park	\$25,000	\$25,000
571170	High School Fields	Contract services for HS fields	\$35,000	\$30,000
571180	Other School Fields	Upkeep for other school fields	\$3,000	\$3,000
580220	Fencing	Replacement and repair as necessary	\$5,000	\$5,000

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Long Term Debt Principal

0710

	<u>ACTUAL</u> 2011	<u>ACTUAL</u> 2012	<u>REVISED</u> <u>BUDGET</u> 2013	<u>EXPENDED</u> <u>TO DATE</u> 2013	<u>DEPARTMENT</u> <u>REQUEST</u> 2014	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2014	<u>FINANCE</u> <u>COMMITTEE</u> <u>RECOMMEND</u> 2014
590010 Elementary School	\$515,000	\$505,000	\$470,000	\$0	\$465,000	\$465,000	
590020 CATV	\$360,000	\$350,000	\$345,000	\$0	\$335,000	\$335,000	
590030 Water	\$0	\$0	\$19,000	\$19,000	\$71,000	\$71,000	
590050 Light	\$0	\$0	\$0	\$0	\$0	\$0	
590090 Open Space Land Acq	\$170,000	\$165,000	\$160,000	\$0	\$155,000	\$155,000	
590100 High School Land Acq	\$130,000	\$130,000	\$125,000	\$0	\$120,000	\$120,000	
590110 Senior Center	\$0	\$0	\$0	\$0	\$0	\$0	
590120 Title V Loan	\$15,128	\$15,128	\$14,963	\$14,963	\$15,101	\$15,101	
590130 Assabet River Consortium	\$22,974	\$23,434	\$23,005	\$23,005	\$22,738	\$22,738	
590140 New High School Constructio	\$3,075,000	\$3,075,000	\$3,101,000	\$3,101,000	\$3,040,000	\$3,040,000	
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	\$314,000	\$114,000	\$110,000	\$110,000	
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	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
590250 Land Acq - Credit Union	\$0	\$0	\$70,000	\$70,000	\$70,000	\$70,000	
590260 Land Acq - South St (Allen)	\$0	\$0	\$0	\$0	\$305,000	\$305,000	
590270 Sewer Interceptor	\$0	\$0	\$46,559	\$0	\$0	\$50,000	
590280 Spring St School	\$0	\$0	\$0	\$0	\$0	\$0	
Long Term Debt Principal SepAp	\$5,668,102	\$5,643,562	\$6,758,527	\$4,906,967	\$6,778,839	\$6,828,839	
Long Term Debt Principal	\$5,668,102	\$5,643,562	\$6,758,527	\$4,906,967	\$6,778,839	\$6,828,839	

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Long Term Debt Interest

0751

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
590010 Elementary School	\$106,344	\$89,606	\$71,932	\$35,966	\$55,483	\$55,483	
590020 CATV	\$34,500	\$27,300	\$20,300	\$10,150	\$13,400	\$13,400	
590030 Water	\$0	\$0	\$0	\$0	\$11,860	\$11,860	
590050 Light	\$0	\$0	\$0	\$0	\$0	\$0	
590090 Open Space Land Acq	\$35,013	\$31,613	\$28,313	\$14,156	\$25,113	\$25,113	
590100 High School Land Acq	\$29,875	\$27,275	\$24,675	\$12,338	\$22,175	\$22,175	
590110 Senior Center	\$0	\$0	\$0	\$0	\$0	\$0	
590130 Assabet River Consortium	\$2,567	\$2,360	\$2,125	\$2,124	\$1,888	\$1,888	
590140 New High School Constructi	\$1,312,233	\$1,374,805	\$1,251,415	\$648,965	\$1,159,300	\$1,159,300	
590160 Open Space Land Acq (2)	\$38,417	\$38,950	\$34,550	\$18,100	\$31,250	\$31,250	
590170 Light Dept Upgrade	\$47,767	\$40,570	\$30,110	\$15,910	\$20,750	\$20,750	
590190 Oak Street Middle Renovatio	\$216,173	\$203,685	\$190,504	\$98,605	\$176,860	\$176,860	
590200 Parker Road Pre School	\$30,019	\$27,150	\$24,122	\$12,831	\$20,988	\$20,988	
590220 Fire Facilities Project	\$205,033	\$193,633	\$182,233	\$91,116	\$170,833	\$170,833	
590230 Water Systems Improvement	\$31,563	\$27,813	\$36,063	\$12,031	\$20,313	\$20,313	
590240 Sherwood Middle School	\$0	\$364,153	\$770,000	\$770,000	\$740,000	\$758,000	
590250 Land Acq - Credit Union	\$0	\$11,597	\$23,950	\$23,950	\$21,850	\$21,850	
590260 Land Acq - South St (Allen)	\$0	\$0	\$90,000	\$0	\$181,475	\$181,475	
590270 Sewer Interceptor	\$0	\$0	\$19,541	\$0	\$0	\$20,000	
590280 Spring St School	\$0	\$0	\$13,000	\$0	\$0	\$14,000	
Long Term Debt Interest SepAp	\$2,089,501	\$2,460,509	\$2,812,833	\$1,766,242	\$2,673,538	\$2,725,538	
Long Term Debt Interest	\$2,089,501	\$2,460,509	\$2,812,833	\$1,766,242	\$2,673,538	\$2,725,538	

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TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Short Term Debt Interest

0752

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</u>
590080 Anticipation Interest	\$101,717	\$445,217	\$121,696	\$121,695	\$23,186	\$23,186	
Short Term Debt Interest SepAp	\$101,717	\$445,217	\$121,696	\$121,695	\$23,186	\$23,186	
Short Term Debt Interest	\$101,717	\$445,217	\$121,696	\$121,695	\$23,186	\$23,186	

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COMBINED DEBT SERVICE SCHEDULE
Fiscal Year 2014

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2014	Comment
1	2/1/1996 2/1/2005	Floral St (EXEMPT)	Principal	416,000	
			\$9,000,000 Interest	49,645	
			Total	465,645	
1	2/1/1996 2/1/2005	Floral St	Principal	49,000	
			\$1,000,000 Interest	5,836	
			Total	54,836	
2	6/15/1999 9/3/2009	CATV Upgrade	Principal	335,000	
			\$5,300,000 Interest	13,400	
			Total	348,400	
3	6/15/1999 9/3/2009	Land Acquisition #1	Principal	155,000	
			\$3,000,000 Interest	25,113	
			Total	180,113	
4	6/1/1999 9/3/2009	Land Acquisition (HS)	Principal	120,000	
			\$2,400,000 Interest	22,175	
			Total	142,175	
5	10/25/2000	Title V Loan Program #1	Principal	4,831	
			\$86,947 Interest	0	
			Total	4,831	
6	8/15/2001 4/15/2010	High School	Principal	3,040,000	
			\$58,900,000 Interest	1,159,300	
			Total	4,199,300	
7	8/15/2001 4/15/2010	Land Acquisition #2	Principal	110,000	
			\$2,000,000 Interest	31,250	
			Total	141,250	
8	8/15/2001 4/15/2010	Light Upgrade	Principal	110,000	
			\$1,760,000 Interest	20,750	
			Total	130,750	
9	7/26/2001 2/1/2005	Assabet River CWMP #1	Principal	11,931	
			\$1,760,000 Interest	1,888	
			Total	13,819	
10	8/1/2004	Title V Loan Program #2	Principal	5,541	
			\$105,896 Interest	0	
			Total	5,541	
11	11/15/2004	Oak Middle School	Principal	370,000	
			\$7,400,000 Interest	176,860	
			Total	546,860	
12	11/15/2004	North Shore School	Principal	85,000	
			\$1,250,000 Interest	20,987	
			Total	105,987	
13	10/24/2005	Title V Loan Program #3	Principal	4,729	
			\$94,573 Interest	0	
			Total	4,729	
14	12/18/2007 12/10/2009	Assabet River CWMP #2	Principal	10,807	
			\$168,653 Interest	0	
			Total	10,807	
15	2/15/2008	Fire Facilities Project	Principal	380,000	
			\$6,800,000 Interest	170,833	
			Total	550,833	
16	2/15/2008	Water Tank - Masonic	Principal	125,000	
			\$1,250,000 Interest	20,313	
			Total	145,313	
17	7/14/2011	Sherwood Middle School	Principal	1,000,000	
			\$20,000,000 Interest	740,000	

COMBINED DEBT SERVICE SCHEDULE
Fiscal Year 2014

<u>Issue No.</u>	<u>Date of Issue/Re-Issue</u>	<u>Purpose</u>	<u>Type of Payment</u>	<u>2014</u>	<u>Comment</u>
(Balance to be Issued in FY 2014) Total				1,740,000	
18	7/14/2011	Credit Union Land Purchase	Principal	70,000	
			\$680,000 Interest	21,850	
			Total	91,850	
19	11/15/2012	Water System Improvements	Principal	71,000	
			\$681,000 Interest	11,860	
			Total	82,860	
20	11/15/2012	Land Acquisition - South St	Principal	305,000	
			\$6,100,000 Interest	181,475	
			Total	486,475	
21	TBD	Sherwood Middle School #2	Principal	0	
			\$6,100,000 Interest	18,000	Estimate Subject to Change
			Total	18,000	
22	TBD	Spring Street School	Principal	0	
			\$1,310,000 Interest	20,000	Estimate Subject to Change
			Total	20,000	
23	TBD	Sewer Interceptor #1	Principal	50,000	Estimate Subject to Change -
			\$956,875 Interest	14,000	Origination Fee to be paid out
			Total	64,000	of Sewer Budget
Total Principal			Principal	6,828,839	
Total Interest			Interest	2,725,535	
Total Payment			Total	9,554,374	

TOWN OF SHREWSBURY
Fiscal Year 2014
Operating Budget

Operating Support

0159

	<u>ACTUAL 2011</u>	<u>ACTUAL 2012</u>	<u>REVISED BUDGET 2013</u>	<u>EXPENDED TO DATE 2013</u>	<u>DEPARTMENT REQUEST 2014</u>	<u>TOWN MANAGER RECOMMEND 2014</u>	<u>FINANCE COMMITTEE RECOMMEND 2014</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	\$6,787,930	\$7,569,126	\$7,720,000	\$3,511,026	\$7,720,000	\$8,200,000	
510340 Medicare Employer Match	\$686,791	\$704,841	\$710,000	\$352,065	\$710,000	\$755,000	
510360 Pensions & Annuities - NonC	\$0	\$0	\$0	\$0	\$0	\$0	
510380 Unemployment Compensation	\$179,048	\$71,377	\$250,000	\$68,691	\$250,000	\$250,000	
510390 Worker's Compensation	\$0	\$0	\$0	\$0	\$0	\$0	
520080 R & M - Equipment	\$10,421	\$10,421	\$10,421	\$7,816	\$10,421	\$10,421	
520620 Ambulance Services	\$73,956	\$77,124	\$19,976	\$19,281	\$0	\$0	
540020 Oil & Fuel	\$363,236	\$373,485	\$485,000	\$234,891	\$485,000	\$485,000	
540150 Print Postage Stationary	\$94,109	\$95,708	\$100,000	\$44,224	\$100,000	\$100,000	
570100 WAREP Payment	\$0	\$0	\$0	\$0	\$0	\$0	
570220 Memorial Day	\$3,197	\$3,046	\$3,549	\$0	\$3,549	\$3,549	
570230 General Insurance	\$575,111	\$651,155	\$713,000	\$740,392	\$740,151	\$790,000	
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	\$510,899	\$545,000	\$317,917	\$545,000	\$635,000	
580370 Telecom & Network Equipm	\$0	\$0	\$16,818	\$0	\$16,818	\$16,818	
Operating Support SepAp	\$8,777,777	\$10,071,161	\$10,577,764	\$5,299,288	\$10,584,939	\$11,249,788	
Operating Support	\$8,777,777	\$10,071,161	\$10,577,764	\$5,299,288	\$10,584,939	\$11,249,788	

Summary Sheet
FY 2014 Health and Life Insurance Budget

Item	Amount	Comment/Explanation
Annual Premium Active/Ret	\$7,037,981.88	Based on 2/10/2013 Census
Annual Premium Senior Plans	\$796,104.60	Based on 2/10/2013 Census
Additional Employees (17) FP (Annual Cost Per Plan Is \$12,299)	\$209,083.68	FY 12 to FY 13 change was () family; () individual and () senior plans (total of ____ plans).
Increase on Active Plans	\$351,899.09	Assume 5%
Increase on Retiree Plans	\$19,902.62	Assume 5% (January 1 Renewal)
Life Insurance	\$48,081.60	
Total Projected Expenses	\$8,463,053.47	
Reduction for Food Service Employees, Extended Day, Full Day and Pre-School Being Funded Via Revolving Account	\$325,000.00	
Adjusted	\$8,138,053.47	
Say	\$8,200,000.00	

FY 2014
Health and Life Insurance Budget
(Based on Census as of 2/10/2013)

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 Ind	\$1,734.50	-	\$0.00	H/P PPO	Fam Ind	\$1,734.50	-	\$0.00	
		\$781.00	2	\$18,744.00			\$781.00	2	\$18,744.00	\$37,488.00
			2	\$18,744.00				2	\$18,744.00	\$37,488.00
Tufts POS	Fam Ind	\$1,734.50	-	\$0.00	Tufts POS	Fam Ind	\$1,734.50	-	\$0.00	
		\$781.00	-	\$0.00			\$781.00	-	\$0.00	\$0.00
			-	\$0.00				-	\$0.00	\$0.00
Blue Options Rate Saver	Fam Ind	\$972.00	4	\$46,656.00	BC EPO	Fam Ind	\$972.00	-	\$0.00	
		\$361.80	1	\$4,341.60			\$361.80	-	\$0.00	\$4,341.60
			5	\$50,997.60				-	\$0.00	\$50,997.60
Tufts Navigator Rate Saver	Fam Ind	\$973.80	6	\$70,113.60	Tufts EPO	Fam Ind	\$973.80	-	\$0.00	
		\$372.00	1	\$4,464.00			\$372.00	-	\$0.00	\$4,464.00
			7	\$74,577.60				-	\$0.00	\$74,577.60
HPHC Rate Saver	Fam Ind	\$917.40	27	\$297,237.60	HP EPO	Fam Ind	\$917.40	7	\$77,061.60	
		\$351.60	41	\$172,987.20			\$351.60	6	\$25,315.20	\$198,302.40
			68	\$470,224.80				13	\$102,376.80	\$572,601.60
Fallon Select Rate Saver	Fam Ind	\$1,024.92	250	\$3,074,760.00	Fallon - Select	Fam Ind	\$1,024.92	97	\$1,193,006.88	
		\$380.33	130	\$593,314.80			\$380.33	55	\$251,017.80	\$844,332.60
			380	\$3,668,074.80				152	\$1,444,024.68	\$5,112,099.48
Fallon Direct Rate Saver	Fam Ind	\$1,017.90	60	\$732,888.00	Fallon - Direct	Fam Ind	\$1,017.90	17	\$207,651.60	
		\$378.30	27	\$122,569.20			\$378.30	28	\$127,108.80	\$249,678.00
			87	\$855,457.20				45	\$334,760.40	\$1,190,217.60

1/22/2013

Note: Allocation of plans as shown above has not been verified and is under development.

FY 2014
Health and Life Insurance Budget
(Based on Census as of 2/10/2013)

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	105	\$238,140.00	HP Medicare Enhanced		\$189.00	53	\$120,204.00	\$358,344.00
Jan 1 Renewal	BC Medex III	\$212.00	4	\$10,176.00	BC Medex III		\$212.00	2	\$5,088.00	\$15,264.00
Jan 1 Renewal	Tufts Medicare Plus	\$166.00	21	\$41,832.00	Tufts Medicare Plus		\$166.00	5	\$9,960.00	\$51,792.00
Jan 1 Renewal	BC/BS Managed Blue	\$241.20	2	\$5,788.80	BC/BS Managed Blue		\$241.20	2	\$5,788.80	\$11,577.60
Jan 1 Renewal	Fallon Senior	\$209.25	52	\$130,572.00	Fallon Senior		\$209.25	85	\$213,435.00	\$344,007.00
Jan 1 Renewal	Tufts Medicare Preferred	\$180.00	6	\$12,960.00	Tufts Medicare Preferred		\$180.00	1	\$2,160.00	\$15,120.00
			190	\$439,468.80				148	\$356,635.80	\$796,104.60
								Total Cost		\$7,834,086.48
	Total Active		549	\$5,138,076.00	Total Active			212	\$1,899,905.88	\$7,037,981.88
	Total Retired		190	\$439,468.80	Total Retired			148	\$356,635.80	\$796,104.60
			739	\$5,577,544.80				360	\$2,256,541.68	\$7,834,086.48
							Total Plans	1,099		
	Life Insurance	\$4.24	720	\$36,633.60			\$4.24	225	\$11,448.00	

1/22/2013

Note: Allocation of plans as shown above has not been verified and is under development.

**TOWN OF SHREWSBURY
WEST SUBURBAN HEALTH GROUP ACTIVE PLANS 2012-2013**

JUNE PAYROLL CHANGES FOR JULY 1, 2012 OPEN ENROLLMENT

% PAID	PLAN TYPE	TOTAL MONTHLY	TOWN MONTHLY	TOWN 26 P/R BI-WEEKLY*	TOWN 21 P/R BI-WEEKLY**	TOWN * WEEKLY	EMPLOYEE MONTHLY	EMP. 26 P/R BI-WEEKLY**	EMP. 21 P/R BI-WEEKLY**	EMPLOYEE WEEKLY*	COBRA	
INDIVIDUAL PLANS												
Harvard Pilgrim PPO												
50/50	FAMILY	\$3,469.00	\$1,734.50	\$800.54	\$991.14	\$400.27	\$1,734.50	\$800.54	\$991.14	\$400.27	\$3,538.38	
50/50	FAMILY (SS)	\$3,469.00	\$1,734.50	\$800.54	\$991.14	\$400.27	\$1,734.50	\$800.54	\$991.14	\$400.27		
50/50	INDIVIDUAL	\$1,562.00	\$781.00	\$360.46	\$446.29	\$180.23	\$781.00	\$360.46	\$446.29	\$180.23	\$1,593.24	
50/50	INDIVIDUAL (SS)	\$1,562.00	\$781.00	\$360.46	\$446.29	\$180.23	\$781.00	\$360.46	\$446.29	\$180.23		
Tufts POS												
50/50	FAMILY	\$3,469.00	\$1,734.50	\$800.54	\$991.14	\$400.27	\$1,734.50	\$800.54	\$991.14	\$400.27	\$3,538.38	
50/50	FAMILY (SS)	\$3,469.00	\$1,734.50	\$800.54	\$991.14	\$400.27	\$1,734.50	\$800.54	\$991.14	\$400.27		
50/50	INDIVIDUAL	\$1,562.00	\$781.00	\$360.46	\$446.29	\$180.23	\$781.00	\$360.46	\$446.29	\$180.23	\$1,593.24	
50/50	INDIVIDUAL (SS)	\$1,562.00	\$781.00	\$360.46	\$446.29	\$180.23	\$781.00	\$360.46	\$446.29	\$180.23		
RATE SAVER HMO PLANS												
BLUE OPTIONS RATE SAVER EPO												
60/40	FAMILY	\$1,620.00	\$972.00	\$448.62	\$555.43	\$224.31	\$648.00	\$299.08	\$370.29	\$149.54	\$1,652.40	
50/50	FAMILY (SS)	\$1,620.00	\$810.00	\$373.85	\$462.86	\$186.92	\$810.00	\$373.85	\$462.86	\$186.92		
60/40	INDIVIDUAL	\$603.00	\$361.80	\$166.98	\$206.74	\$83.49	\$241.20	\$111.32	\$137.83	\$55.66	\$615.06	
50/50	INDIVIDUAL (SS)	\$603.00	\$301.50	\$139.15	\$172.29	\$69.58	\$301.50	\$139.15	\$172.29	\$69.58		
TUFTS NAVIGATOR RATE SAVER EPO												
60/40	FAMILY	\$1,623.00	\$973.80	\$449.45	\$556.46	\$224.72	\$649.20	\$299.63	\$370.97	\$149.82	\$1,655.46	
50/50	FAMILY (SS)	\$1,623.00	\$811.50	\$374.54	\$463.71	\$187.27	\$811.50	\$374.54	\$463.71	\$187.27		
60/40	INDIVIDUAL	\$620.00	\$372.00	\$171.69	\$212.57	\$85.85	\$248.00	\$114.46	\$141.71	\$57.23	\$632.40	
50/50	INDIVIDUAL (SS)	\$620.00	\$310.00	\$143.08	\$177.14	\$71.54	\$310.00	\$143.08	\$177.14	\$71.54		
HPHC RATE SAVER EPO												
60/40	FAMILY	\$1,529.00	\$917.40	\$423.42	\$524.23	\$211.71	\$611.60	\$282.28	\$349.49	\$141.14	\$1,559.58	
50/50	FAMILY (SS)	\$1,529.00	\$764.50	\$352.85	\$436.86	\$176.42	\$764.50	\$352.85	\$436.86	\$176.42		
60/40	INDIVIDUAL	\$586.00	\$351.60	\$162.28	\$200.91	\$81.14	\$234.40	\$108.18	\$133.94	\$54.09	\$597.72	
50/50	INDIVIDUAL (SS)	\$586.00	\$293.00	\$135.23	\$167.43	\$67.62	\$293.00	\$135.23	\$167.43	\$67.62		
FALLON SELECT RATE SAVER EPO												
73/27	FAMILY	\$1,404.00	\$1,024.92	\$473.04	\$585.67	\$236.52	\$379.08	\$174.96	\$216.62	\$87.48	\$1,432.08	
50/50	FAMILY (SS)	\$1,404.00	\$702.00	\$324.00	\$401.14	\$162.00	\$702.00	\$324.00	\$401.14	\$162.00		
73/27	INDIVIDUAL	\$521.00	\$380.33	\$175.54	\$217.33	\$87.77	\$140.67	\$64.92	\$80.38	\$32.46	\$531.42	
50/50	INDIVIDUAL (SS)	\$521.00	\$260.50	\$120.23	\$148.86	\$60.12	\$260.50	\$120.23	\$148.86	\$60.12		
FALLON DIRECT RATE SAVER EPO												
78/22	FAMILY	\$1,305.00	\$1,017.90	\$469.80	\$581.66	\$234.90	\$287.10	\$132.51	\$164.06	\$66.25	\$1,331.10	
50/50	FAMILY (SS)	\$1,305.00	\$652.50	\$301.15	\$372.86	\$150.58	\$652.50	\$301.15	\$372.86	\$150.58		
78/22	INDIVIDUAL	\$485.00	\$378.30	\$174.60	\$216.17	\$87.30	\$106.70	\$49.25	\$60.97	\$24.62	\$494.70	
50/50	INDIVIDUAL (SS)	\$485.00	\$242.50	\$111.92	\$138.57	\$55.96	\$242.50	\$111.92	\$138.57	\$55.96		

(SS) REPRESENTS SURVIVING SPOUSE

* PLEASE NOTE BI-WEEKLY & WEEKLY DEDUCTIONS ARE BASED ON 26 & 52 WEEK PAYROLLS RESPECTIVELY.
**SCHOOL EMPLOYEES PAID ON 21 BI-WEEKLY P/R (5 BI-WEEKLY SUMMER DEDUCTIONS ARE INCLUDED IN THE RATES)

TOWN OF SHREWSBURY
WEST SUBURBAN HEALTH GROUP SENIOR PLANS
RATES AS OF January 1, 2013

% PAID		TOTAL	TOWN	RETIREE
Town/Retiree		MONTHLY	MONTHLY	MONTHLY
MEDICARE SUPPLEMENT PLANS				
FREEDOM OF CHOICE				
HARVARD PILGRIM - MEDICARE ENHANCE				
50/50	SUBSCRIBER	\$378.00	\$189.00	\$189.00
50/50	SURVIVING SPOUSE	\$378.00	\$189.00	\$189.00
BC/BS - MEDEX III (WITH OBRA)				
50/50	SUBSCRIBER	\$424.00	\$212.00	\$212.00
50/50	SURVIVING SPOUSE	\$424.00	\$212.00	\$212.00
TUFTS - MEDICARE PLUS				
50/50	SUBSCRIBER	\$332.00	\$166.00	\$166.00
50/50	SURVIVING SPOUSE	\$332.00	\$166.00	\$166.00
HMO MEDI-WRAP PLANS				
BC/BS - MANAGED BLUE FOR SENIORS				
60/40	SUBSCRIBER	\$402.00	\$241.20	\$160.80
50/50	SURVIVING SPOUSE	\$402.00	\$201.00	\$201.00
MEDICARE ADVANTAGE HMO PLANS				
FALLON - SENIOR PLAN				
75/25	SUBSCRIBER	\$279.00	\$209.25	\$69.75
50/50	SURVIVING SPOUSE	\$279.00	\$139.50	\$139.50
TUFTS - MEDICARE PREFERRED				
75/25	SUBSCRIBER	\$240.00	\$180.00	\$60.00
50/50	SURVIVING SPOUSE	\$240.00	\$120.00	\$120.00

Medicare Budget
FY 2014

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	\$704,841	\$18,050	2.63%
Projection			
2013	\$729,510	\$24,669	3.50%
2014	\$755,043	\$25,533	3.50%
SAY	\$755,000		

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
First Half of FY	\$261,055	\$257,723	\$267,042	\$275,943	\$285,849
		-1.28%	3.62%	3.33%	3.59%
Second Half of FY	\$384,313	\$390,484	\$419,749	\$428,898	
		1.61%	7.49%	2.18%	
Total	\$645,368	\$648,207	\$686,791	\$704,841	
		0.44%	5.95%	2.63%	

FY 2013 Budget - \$710,000

Oil and Fuel Budget
FY 2014

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
2012	89,111	31,187	120,298

	Gallons	Price	Extended	Comment
Unleaded	47,500	\$3.2100	\$152,475.00	Fixed price 7/1 to 12/31 (\$3.21)
Unleaded	47,500	\$3.5000	\$166,250.00	Estimate
Diesel	45,000	\$3.5000	\$157,500.00	Current price is \$3.41
Bulk Lubricants			\$8,000.00	
JOC Subscription			\$825.00	
			\$485,050.00	
		SAY	\$485,000	

Print, Postage Stationary
FY 2014

Item	FY 2008 Expended	FY 2009 Expended	FY 2010 Expended	FY 2011 Expended	FY 2012 Expended	FY 2013 Budget	FY 2013 To Date	FY 2014 Budget
Postage & Fed Ex	\$72,674	\$74,199	\$68,538	\$74,834	\$75,997	\$75,000	\$30,881	\$77,000
Printing	\$10,525	\$5,027	\$9,252	\$6,011	\$7,163	\$7,500	\$170	\$7,500
Time Stamp, Copier & Fax	\$9,893	\$1,621	\$9,694	\$1,612	\$1,387	\$6,000	\$365	\$4,000
Copy Paper & Office Supplies	\$5,769	\$7,080	\$6,281	\$8,089	\$8,044	\$8,000	\$4,083	\$8,000
Postage Meter Rental, Service & Supplies	\$2,766	\$3,089	\$2,954	\$3,563	\$3,117	\$3,500	\$3,652	\$3,500
	\$101,627	\$91,015	\$96,719	\$94,109	\$95,708	\$100,000	\$39,151	\$100,000

Fiscal Year 2014
General Insurance Budget

	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	FY 2013 Actual (to Date)	FY 2014 Budget	Change To FY 2013 Actual
B/M	\$14,658	\$14,893	\$13,770	\$13,926	\$13,926	\$13,878	\$15,000	Incl	Incl	
Property	\$126,733	\$113,414	\$107,140	\$112,115	\$105,372	\$109,309	\$115,000	\$149,818	\$190,000	\$40,182
Umbrella	\$24,185	\$18,248	\$21,823	\$17,955	\$17,917	\$11,379	\$15,000	\$12,122	\$13,000	\$878
G/L & Law Enforcement	\$76,655	\$56,708	\$57,912	\$57,398	\$59,607	\$60,392	\$60,000	\$62,757	\$67,000	\$4,243
Auto	\$85,321	\$60,842	\$85,406	\$73,369	\$77,730	\$87,398	\$90,000	\$93,081	\$97,000	\$3,919
School Board	\$10,795	\$9,658	\$9,658	\$10,333	\$8,377	\$8,874	\$9,000	\$9,146	\$9,700	\$554
P O Liability	\$18,769	\$20,702	\$20,702	\$20,702	\$20,702	\$22,293	\$23,000	\$22,979	\$25,000	\$2,021
Boat	\$5,854	\$5,955	\$6,975	\$6,975	\$6,975	\$8,495	\$8,500	\$8,495	\$9,000	\$505
Police & Fire AD&D*	\$42,746	\$55,232	\$32,406	\$37,268	\$43,033	\$84,594	\$80,000	\$53,985	\$60,000	\$6,016
Bonds	\$1,522	\$1,512	\$1,512	\$1,512	\$1,512	\$1,512	\$1,500	\$100	\$1,500	\$1,400
Physician Liability	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Shrewsbury Development	\$0	\$0	\$0	\$0	\$1,958	\$0	\$0	\$0	\$0	\$0
New Coverages/Misc Charges	\$0	\$0	\$0	\$0	\$1,000	\$0	\$1,000	\$0	\$0	\$0
Deductibles/Out of Pocket	\$0	\$6,000	\$300	\$0	\$0	\$0	\$1,000	\$0	\$0	\$0
Terrorism Insurance	\$0	\$0	\$0	\$0	\$1,137	\$0	\$0	\$0	\$0	\$0
Sub-Total	\$407,238	\$363,163	\$357,603	\$351,553	\$359,246	\$408,124	\$419,000	\$412,483	\$472,200	\$59,717
Worker's Compensation	\$191,789	\$238,298	\$270,874	\$251,701	\$243,415	\$267,163	\$308,000	\$309,296	\$330,000	\$20,704
MEGA Assessment for FY 2013							\$20,643	\$18,372	\$20,643	\$2,271
Sub-Total	\$599,027	\$601,461	\$628,477	\$603,254	\$602,661	\$675,287	\$747,643	\$740,151	\$822,843	\$82,692
Light/CATV Offset	(\$27,092)	(\$33,722)	(\$49,745)	(\$32,528)	(\$27,550)	(\$24,132)	(\$35,000)	\$0	(\$35,000)	
Light/CATV Offset (Assessment for FY 2014)							(\$2,271)	\$0	(\$2,271)	
Total	\$571,934	\$567,739	\$578,732	\$570,726	\$575,111	\$651,155	\$712,643	\$740,151	\$787,843	\$47,692

Budget \$713,000 \$713,000 \$790,000 \$77,000

Note: At time of printing budget for FY 2014 was under development.
Factors at play are Police/Fire AD&D, Property (New Sherwood & Loss at High School) and Worker's Compensation. Budget subject to change.

MIS Support
Budget Explanation
FY 2014

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. Please see attached explanation. Note that 50% of Director of IT salary now being charged back to MIS Support. – **Budget \$595,000** paid in monthly installments.

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 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.**

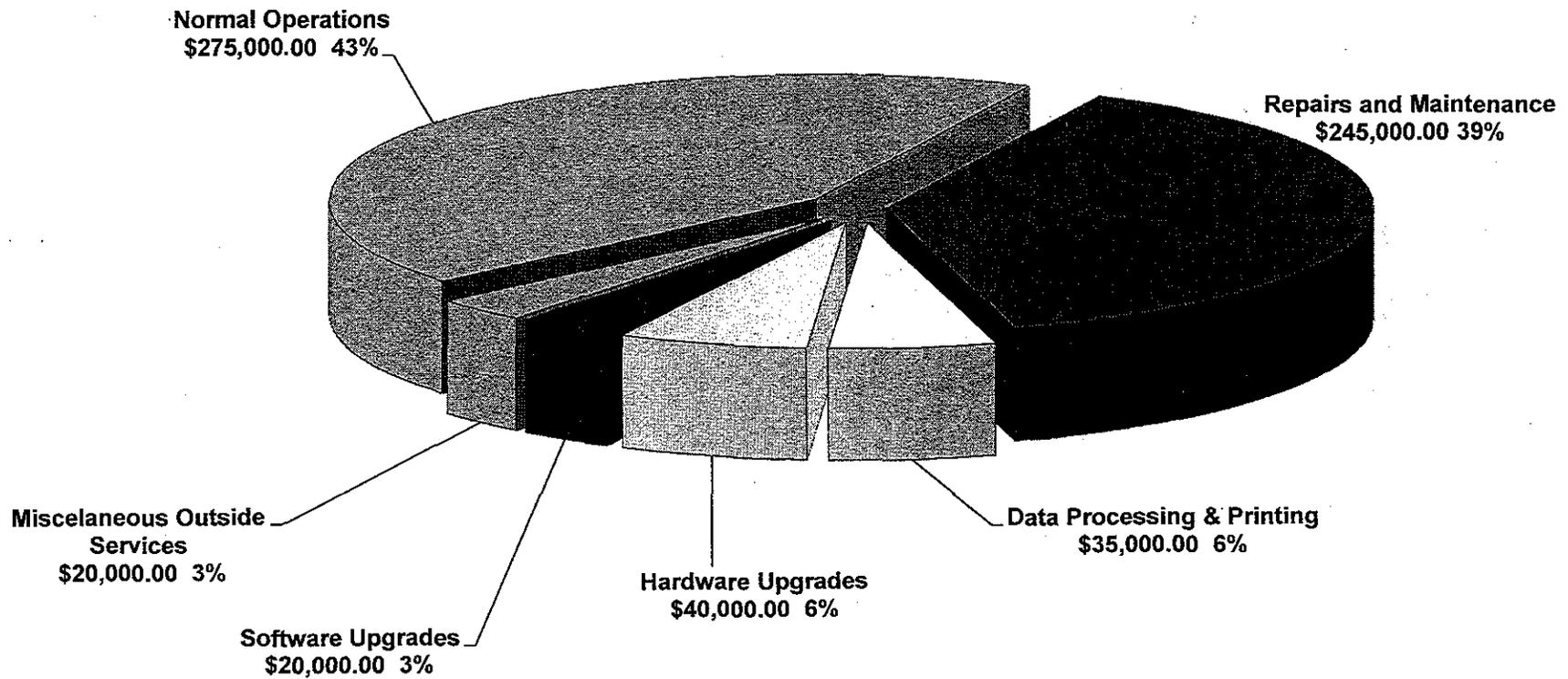
Total Budget FY 2014 - **\$635,000**

Normal Operations	S & W, Benefits, Longevity, Etc (2 FTE)	\$ 255,000.00	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 2.5 additional FTE to the Town program for same cost.
\$275,000.00			NOTE - Increase over prior year from adding CIO salary to the rate.
R&M		\$ 245,000.00	NOTE - R&M is a set item; based on the costs of those contracts.
Total			Beginning this year MUNIS will be hosted; increasing service and improving support. These services are subject to annual increases as well.
\$245,000.00			
Data Processing	Bill Printing and Mailing Service	\$ 35,000.00	NOTE - Outside services; these are outsourced services designed to replace inefficient and ineffective internal processes while also increasing service to the citizen.
Total			
\$35,000.00			
Equipment Upgrades		\$ 40,000.00	NOTE - Bare minimum upgrades to existing systems. NOTE 10 new MDT's will be purchased for the PD from this account; the remaining Offices will need to divide the rest.
Total			
\$40,000.00			
Software		\$ 20,000.00	NOTE - as above; bare minimum
Total			
\$20,000.00			
Outside Services		\$ 20,000.00	Discretionary - for project work and assistance; will also include special skills that are not present in current staff (IE web or DB) That otherwise would rise the staffing costs.
Total			
\$20,000.00			
Overall Total			
\$635,000.00			
	Total of above that is standard reoccurring	\$ 310,000.00	Cost will be broken down by a factor of four and billed quarterly
	Total that is "as occurs"	\$ 305,000.00	Cost will be added to the above each quarter
	Total that is "as needed"	\$ 20,000.00	Costs will be added to each quarter only if they are actually used
	Average quarterly run rate	\$ 158,750.00	Average quarterly charge back

NOTES: 1) R&M includes all maintenance on hardware and software; MUNIS is \$180,000 of the \$245,000 (approx 70%)
Utility Billing is @ \$4,500 out of the base MUNIS system

2) Outside Services will be restricted and reduced by \$15,000 over last year; however, we have to increase the Software line to \$20,000 from last year to cover upgrades to Microsoft Office and Windows 7.

FY13-14 SELCO IT/MIS Budget Expenditures



CODE RED

After a preliminary six month trial period, the Town formally contracted with Code Red on July 1, 2012 for the provision of high-speed outbound emergency notification services. During the ramp up period, Code Red engaged the residents with an "all-call" to verify its emergency database. Residents were given the opportunity to register both land lines and mobile lines with text messaging as well as email addresses. Code Red provides the Town the opportunity to deliver custom emergency and non-emergency messages to Town residents.

Various Town departments report an initial successful experience using Code Red. SELCO reports that it has used Code Red during the DTA project, in the months before July 1st. The Police Department reports that Code Red is being used extensively on an internal basis to advertise and line-up police personnel for special details. The calls go out to all police personnel immediately and eliminate multiple phone calls. The Health Department reports using Code Red for a mosquito spraying in select areas of Town as well as a trash collection announcement during Hurricane Sandy. The Water Department reports using Code Red successfully to announce hydrant flushing in select areas of Town.

The annual cost for Code Red is \$17,865 which is apportioned in the following manner: SELCO (\$7,146 or 40%), Water/Sewer (\$5,359 or 30%), and PAYT (\$5,360 or 30%). The contract provides an unlimited number of emergency notifications and an unlimited number of internal notifications. 50,000 minutes are allowed for general (non-emergency) notifications.