

**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 24, 2014

Re: Fiscal Year 2015 Budget

Pursuant to Section 16 of the Town Manager's Act, attached is my recommended budget for Fiscal Year 2015 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 19, 2014.

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 and provide 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 2015 Schedule A and the July 1, 2014 Free Cash estimates.

I have included in this spending plan, the Governor's Local Aid proposal made earlier this week.

While I do not doubt the Governor's support of local government, the Commonwealth's continuing fiscal challenges, result in State Aid increases that are insignificant in comparison to the revenue requirements of this community to keep pace with service demands and expectations. The Governor's proposal increases Net State Aid by \$192,003. At this rate, it will not be until Fiscal Year 2022 that the Town will receive Net State Aid above what was received in Fiscal Year 2009 as shown below:

Fiscal Year	Net State Aid	Change
FY 2006	\$16,370,723	
FY 2007	\$18,978,815	\$2,608,092
FY 2008	\$20,461,664	\$1,482,849
FY 2009	\$21,438,820	\$977,156
FY 2010	\$20,065,744	(\$1,373,076)
FY 2011	\$19,753,425	(\$312,319)
FY 2012	\$19,396,609	(\$356,816)
FY 2013	\$19,741,759	\$345,150
FY 2014	\$19,991,930	\$250,171
FY 2015	\$20,183,933	\$192,003
FY 2016	\$20,375,936	\$192,003
FY 2017	\$20,567,939	\$192,003
FY 2018	\$20,759,942	\$192,003
FY 2019	\$20,951,945	\$192,003
FY 2020	\$21,143,948	\$192,003
FY 2021	\$21,335,951	\$192,003
FY 2022	\$21,527,954	\$192,003

The budget I file today is insufficient to meet the needs of this community and is based on very optimistic assumptions I have made relative to revenue and charges. The Capital Budget proposed is inadequate to keep pace with our public facility and highway infrastructure and staffing levels need to be improved in Public Buildings, Police, Fire, Highway and Parks.

The recommended school budget is also inadequate to meet the challenges and expectations facing the School Department.

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. During this period, I will also negotiate a new waste haul contract which will impact upon the Solid Waste Enterprise budget.

While the enclosed spending plan is balanced, I do show in Figure Nine-A 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. There are changes in the Offices of the Board of Assessors, Planning and Economic Development and Building Inspector that I have proposed.

My current recommended operational budget is as follows:

	Page #	Fiscal Year 2014 Budget (May ATM)	Fiscal Year 2014 Budget (Current Revised)	Fiscal Year 2015 Request	Town Manager Fiscal Year 2015 Recommend	Difference FY 2014 to FY 2015 (May ATM)	Percent	Difference FY 2014 to FY 2015 (Current Revised)	Percent
PERSONNEL BOARD	1	\$153,600	\$158,600	\$8,600	\$8,600	(\$145,000)	-94.40%	(\$150,000)	-94.58%
SELECTMEN	3	\$20,150	\$20,648	\$20,350	\$20,350	\$200	0.99%	(\$298)	-1.44%
TOWN MANAGER	7	\$320,872	\$320,872	\$322,854	\$322,254	\$1,382	0.43%	\$1,382	0.43%
FINANCE COMMITTEE	11	\$281,455	\$270,007	\$281,460	\$281,460	\$5	0.00%	\$11,453	4.24%
ACCOUNTANT	13	\$208,361	\$208,361	\$211,294	\$211,294	\$2,933	1.41%	\$2,933	1.41%
ASSESSORS	19	\$279,431	\$291,824	\$249,065	\$249,765	(\$29,666)	-10.62%	(\$42,059)	-14.41%
TREASURER-COLLECTOR	25	\$370,923	\$376,073	\$364,025	\$365,265	(\$5,658)	-1.53%	(\$10,808)	-2.87%
TOWN COUNSEL	33	\$59,000	\$59,000	\$59,000	\$59,000	\$0	0.00%	\$0	0.00%
MIS	-	\$0	\$0	\$0	\$0	\$0		\$0	
TOWN CLERK	35	\$130,613	\$131,208	\$131,283	\$131,283	\$670	0.51%	\$75	0.06%
ELECTION AND REGISTRATION	41	\$96,868	\$101,413	\$142,172	\$142,172	\$45,304	46.77%	\$40,759	40.19%
CONSERVATION COMMISSION	43	\$1,750	\$35,153	\$1,850	\$1,850	\$100	5.71%	(\$33,303)	-94.74%
PLANNING & ECONOMIC DEVL	45	\$0	\$0	\$25,959	\$26,079	\$26,079		\$26,079	
PLANNING BOARD	49	\$3,150	\$3,167	\$1,700	\$1,700	(\$1,450)	-46.03%	(\$1,467)	-46.32%
BOARD OF APPEALS	51	\$2,750	\$2,750	\$3,750	\$3,000	\$250	9.09%	\$250	9.09%
PUBLIC BUILDINGS	53	\$3,309,172	\$3,523,860	\$3,519,471	\$3,368,260	\$59,088	1.79%	(\$155,600)	-4.42%
POLICE DEPARTMENT	73	\$4,156,700	\$4,175,115	\$4,474,261	\$4,251,854	\$95,154	2.29%	\$76,739	1.84%
FIRE DEPARTMENT	85	\$2,990,109	\$2,991,438	\$3,274,286	\$3,084,024	\$93,915	3.14%	\$92,586	3.10%
BUILDING INSPECTOR	97	\$274,168	\$277,483	\$280,805	\$263,578	(\$10,590)	-3.86%	(\$13,905)	-5.01%
WEIGHTS & MEASURES	107	\$3,800	\$3,800	\$4,400	\$4,400	\$600	15.79%	\$600	15.79%
EMERGENCY MANAGEMENT	109	2,244	\$2,244	\$480	\$2,180	(\$64)	-2.85%	(\$64)	-2.85%
FORESTRY	111	\$77,700	\$77,770	\$83,250	\$78,250	\$550	0.71%	\$480	0.62%
PENSIONS	115	\$4,270,034	\$4,270,034	\$4,448,234	\$4,448,234	\$178,200	4.17%	\$178,200	4.17%
TOWN ENGINEER	119	\$430,993	\$447,767	\$415,103	\$415,103	(\$15,890)	-3.69%	(\$32,664)	-7.29%
HIGHWAYS	125	\$1,892,766	\$1,963,656	\$2,213,458	\$1,938,737	\$45,971	2.43%	(\$24,919)	-1.27%
STREET LIGHTING	137	\$163,007	\$163,007	\$153,786	\$153,786	(\$9,221)	-5.66%	(\$9,221)	-5.66%
SEWER	141	\$5,268,897	\$5,368,809	\$5,206,522	\$5,306,171	\$37,274	0.71%	(\$62,638)	-1.17%
WATER	151	\$1,886,871	\$2,040,234	\$1,993,779	\$1,966,279	\$79,408	4.21%	(\$73,955)	-3.62%
CEMETERIES	161	\$94,710	\$94,710	\$93,710	\$93,710	(\$1,000)	-1.06%	(\$1,000)	-1.06%
HEALTH	165	\$170,340	\$170,340	\$170,930	\$173,430	\$3,090	1.81%	\$3,090	1.81%
COUNCIL ON AGING	193	\$233,483	\$233,861	\$218,668	\$218,733	(\$14,750)	-6.32%	(\$15,128)	-6.47%
VETERAN'S SERVICES	199	\$142,400	\$142,400	\$142,400	\$162,908	\$20,508	14.40%	\$20,508	14.40%
COMMISSION ON DISABILITIES	203	\$500	\$500	\$500	\$500	\$0	0.00%	\$0	0.00%
LIBRARY	205	\$1,104,535	\$1,151,065	\$1,155,592	\$1,124,148	\$19,613	1.78%	(\$26,917)	-2.34%
PARKS AND RECREATION	219	\$377,106	\$377,106	\$395,672	\$387,306	\$10,200	2.70%	\$10,200	2.70%
SCHOOLS	-	\$52,040,646	\$52,040,646	\$59,840,582	\$52,833,962	\$793,316	1.52%	\$793,316	1.52%
INTEREST AND MATURING DEBT	229	\$9,523,874	\$9,530,274	\$9,420,193	\$9,420,193	(\$103,681)	-1.09%	(\$110,081)	-1.16%
Employee Assistance Program	239	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0.00%	\$0	0.00%
Group Health and Life Insurance	239	\$8,100,000	\$8,100,000	\$8,750,000	\$8,750,000	\$650,000	8.02%	\$650,000	8.02%
Medicare	239	\$745,000	\$745,000	\$775,000	\$775,000	\$30,000	4.03%	\$30,000	4.03%
Unemployment Compensation	239	\$150,000	\$152,000	\$150,000	\$150,000	\$0	0.00%	(\$2,000)	-1.32%

		Fiscal Year 2014 Budget (May ATM)	Fiscal Year 2014 Budget (Current Revised)	Fiscal Year 2015 Request	Town Manager Fiscal Year 2015 Recommend	Difference FY 2014 to FY 2015 (May ATM)	Percent	Difference FY 2014 to FY 2015 (Current Revised)	Percent
Ambulance Services	239	\$0	\$0	\$0	\$0	\$0		\$0	
Gasoline and Oil	239	\$475,000	\$475,000	\$475,000	\$475,000	\$0	0.00%	\$0	0.00%
Printing/Postage/Stationary	239	\$100,000	\$100,000	\$106,000	\$106,000	\$6,000	6.00%	\$6,000	6.00%
Memorial Day	239	\$3,549	\$3,549	\$5,500	\$5,500	\$1,951	54.97%	\$1,951	54.97%
General Insurance	239	\$790,000	\$790,000	\$800,000	\$800,000	\$10,000	1.27%	\$10,000	1.27%
Bills of Prior Year	239	\$0	\$5,360	\$0	\$0	\$0		(\$5,360)	
MIS Support	239	\$635,000	\$635,000	\$660,000	\$660,000	\$25,000	3.94%	\$25,000	3.94%
Telephone System	239	\$16,818	\$16,818	\$58,618	\$58,618	\$41,800	248.54%	\$41,800	248.54%
UNCLASSIFIED		\$11,029,788	\$11,037,148	\$11,794,539	\$11,794,539	\$764,751	6.93%	\$757,391	6.86%
		\$101,372,766	\$102,062,343	\$111,123,983	\$103,314,357	\$1,941,591	1.92%	\$1,252,014	1.23%
General Government		\$18,105,626	\$18,533,528	\$19,206,055	\$18,330,900	\$225,274	1.24%	(\$202,628)	-1.09%
Water & Sewer		\$7,155,768	\$7,409,043	\$7,200,301	\$7,272,450	\$116,682	1.63%	(\$136,593)	-1.84%
Education		\$52,040,646	\$52,040,646	\$59,840,582	\$52,833,962	\$793,316	.52%	\$793,316	1.52%
Fixed Costs		\$24,070,726	\$24,079,126	\$24,877,045	\$24,877,045	\$806,319	3.35%	\$797,919	3.31%
		\$101,372,766	\$102,062,343	\$111,123,983	\$103,314,357	\$1,941,591	1.92%	\$1,252,014	1.23%
General Government		\$5,238,095	\$5,502,936	\$5,342,833	\$5,192,332	(\$45,763)	-0.87%	(\$310,604)	-5.64%
Public Safety		\$7,504,721	\$7,527,850	\$8,117,482	\$7,684,286	\$179,565	2.39%	\$156,436	2.08%
Retirement		\$4,270,034	\$4,270,034	\$4,448,234	\$4,448,234	\$178,200	4.17%	\$178,200	4.17%
Public Works		\$9,737,244	\$10,078,183	\$10,076,358	\$9,873,786	\$136,542	1.40%	(\$204,397)	-2.03%
Human Services		\$546,723	\$547,101	\$532,498	\$555,571	\$8,848	1.62%	\$8,470	1.55%
Culture and Recreation		\$1,481,641	\$1,528,171	\$1,551,264	\$1,511,454	\$29,813	2.01%	(\$16,717)	-1.09%
Education		\$52,040,646	\$52,040,646	\$59,840,582	\$52,833,962	\$793,316	1.52%	\$793,316	1.52%
Debt and Interest		\$9,523,874	\$9,530,274	\$9,420,193	\$9,420,193	(\$103,681)	-1.09%	(\$110,081)	-1.16%
Unclassified		\$11,029,788	\$11,037,148	\$11,794,539	\$11,794,539	\$764,751	6.93%	\$757,391	6.86%
Total		\$101,372,766	\$102,062,343	\$111,123,983	\$103,314,357	\$1,941,591	1.92%	\$1,252,014	-98.25%

Note: School Department request is the budget recommendation filed on January 23, 2014, with the School Committee.

I am recommending the following warrant articles:

MEDICAL EXPENSES POLICE & FIRE	\$4,000
FY 2014 DEFICITS	\$400,000
SOLID WASTE ENTERPRISE	\$1,843,293
CAPITAL BUDGET	\$1,725,360
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	\$975,000
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 2015 to 2019 (Figure Ten) that I ask you to review carefully as there are a number of projects requested in Fiscal Year 2015 that I am not recommending for funding (see Figure Ten-A).

We are now into our fifth year of the great recession and the reality is that we cannot expect help from the Federal or State governments. In reality, both levels of government, while well intended, continue to drive up the cost of doing business making our efforts all the more difficult. This is my sixteenth budget filing and it presents by far the most difficult fiscal picture of my tenure.

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

**FISCAL YEAR 2015
BACKUP MATERIALS**

FIGURE	TITLE	PURPOSE
One	Fiscal Projection One	Shows actual and projected revenue and charges for Fiscal Year 2014 and 2015. 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 2008 to 2014, the current year's estimate and the projected local receipts for Fiscal Year 2015.
Four	State Aid & Charges	Historical summary of State Aid & Charges for the Fiscal Years 2009 to 2014, and projected forward for Fiscal Year 2015 based on the Governor's Budget Proposal of January 22, 2014.
Five	Tax Rate Recapitulations	Historical summary of Tax Recapitulations for the Fiscal Years 2007 to 2014.
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, 2014.
Nine	Trial Recapitulation	Trial recapitulation to determine surplus or deficit based on the current revenue and charge estimate.
Nine-A	Additional Spending Considerations	Summary of operating and capital proposals for supplemental appropriation.
Ten	Capital Budget Summary	Summary of capital requests of all departments for the period of Fiscal Year 2015 to Fiscal Year 2019.

FIGURE	TITLE	PURPOSE
Ten-A	Capital Budget Recommendations	Summary the recommend Capital Budget for Fiscal Year 2015.
Eleven-A	Health Insurance Plan Enrollment	Summary of enrollment from Fiscal Year 2005 to Fiscal Year 2014.
Eleven-B	Health Insurance Premiums	Summary of premiums and contribution rates Fiscal Year 2005 to Fiscal Year 2014.
Eleven-C	Health Insurance Enrollment Trends	Summary of enrollment trends Fiscal Year 2004 to Fiscal Year 2014.
Twelve	Surplus Revenue Account	Summary of the various surplus revenue accounts Fiscal Year 1995 to Fiscal Year 2013.
Thirteen	Comparison of Average Single Family Tax Bills	Comparison of single family tax bills for selected communities Fiscal Year 2006 to Fiscal Year 2013.
Fourteen	Solid Waste Enterprise	Solid Waste Enterprise budget for FY 2015.
Fifteen	Sewer Surplus Account	Projected Sewer Surplus Balance as of July 1, 2014
Sixteen	Summary of Water Revenue	Under development and will be provided under separate cover.
Seventeen	Comparison of Authorized FTE Positions	Under development and will be provided under separate cover.
Eighteen	Out Year Projection	Under development and will be provided under separate cover.
Attachment	Fiscal Policies -- FY 2015	The Fiscal Policies of the Board of Selectmen adopted January 14, 2014.

**FIGURE ONE
FISCAL PROJECTION ONE
FISCAL YEAR 2015**

Ref No.	REVENUE	FY 2014 ACTUAL	FY 2015 PROJECTED	DIFFERENCE
1	TAXATION	\$58,037,814	\$54,474,729	\$1,719,743
2	NEW GROWTH		\$601,198	
3	EXEMPTED TAX LEVY		\$4,681,630	
4	STATE AID	\$21,936,742	\$22,043,086	\$106,344
5	SBAB PAYMENT	\$3,350,376	\$3,350,376	\$0
6	OVERESTIMATES	\$0	\$0	\$0
7	SCHEDULE A RECEIPTS	\$12,232,271	\$12,935,000	\$702,729
8	SOLID WASTE ENTERPRISE	\$885,000	\$879,500	(\$5,500)
9	RETAINED EARNINGS - SOLID WASTE	\$30,000	\$30,000	\$0
10	FREE CASH	\$3,939,580	\$3,000,000	(\$939,580)
	OTHER AVAILABLE FUNDS			
11	SALE OF CEMETERY LOTS	\$18,000	\$18,000	\$0
12	SEWER SURPLUS	\$7,031,863	\$5,807,989	(\$1,223,874)
13	SEWER I & I ACCOUNT	\$500,000	\$1,000,000	\$500,000
14	LIGHT REVENUE	\$130,750	\$606,420	\$475,670
15	CATV REVENUE	\$348,400	\$0	(\$348,400)
16	OTHER FUNDS (CHAPTER 90)	\$986,194	\$0	(\$986,194)
17	ACCOUNT TRANSFER	\$407,923	\$546,580	\$138,657
18	STABILIZATION	\$0	\$0	\$0
19	TITLE V LOAN REPAYMENTS	\$15,101	\$15,099	(\$2)
20	WATER SYSTEM IMPROVEMENTS	\$878,082	\$1,060,000	\$181,918
21	WATER CONVERSATION FUND	\$10,000	\$10,000	\$0
22	CEMETERY TRUST FUNDS	\$0	\$0	\$0
24	SALE OF PROPERTY	\$0	\$0	\$0
25	HIGHWAY IMPROVEMENTS	\$0	\$0	\$0
26	BOND INTEREST RESERVE	\$60,000	\$23,000	(\$37,000)
27	FREE CASH (REDUCE LEVY)	\$500,000	\$500,000	\$0
28	MUNICIPAL LIGHT (REDUCE LEVY)	\$237,569	\$237,569	\$0
29	CATV REVENUE (REDUCE LEVY)	\$792,811	\$800,000	\$7,189
	TOTAL REVENUE	\$112,328,476	\$112,620,176	\$291,700
	CHARGES			
30	TAX TITLE	\$0	\$0	\$0
31	COURT JUDGEMENTS	\$0	\$0	\$0
32	OVERLAY DEFICITS	\$0	\$0	\$0
33	CHERRY SHEET OFFSETS	\$137,643	\$132,355	(\$5,288)
34	CMRPC	\$8,793	\$9,013	\$220
35	STATE AND COUNTY CHARGES	\$1,807,169	\$1,726,798	(\$80,371)
36	OVERLAY	\$763,800	\$600,000	(\$163,800)
	TOTAL CHARGES	\$2,717,405	\$2,468,166	(\$249,239)
	TOTAL AVAILABLE FOR TOWN MEETING APPROPRIATION	\$109,611,071	\$110,152,010	\$540,939
37	ESTIMATED TAX RATE	\$12.17	\$12.37	

**PROJECTION NOTES
FY 2015**

No.	Item	Computation	Notes	Information Source/Comment
1	Levy Limit	\$53,146,077 Fy 14 levy limit \$1,328,652 21/2% increase \$54,474,728.93 \$54,474,729 Fy 14 levy limit (SAY)		DOR Advisory
2	New Growth	\$601,198 Estimate Fy 14 \$756,076 Fy 14 New Growth \$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		Estimate as of 1/22/2014 Form filed by BOA with Fy 14 Tax Recap Sheet 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
3	Exempted Tax Levy	(\$3,350,376)	\$446,215 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) \$173,913 Open Space Bond \$137,375 HS School Land Bond \$4,048,800 New High School \$137,400 Open Space Bond #2 \$498,661 Oak Middle School \$539,433 Fire Facilities Project \$1,710,000 Sherwood Middle School \$474,275 Land Acquisition - CenTech Park - North (\$40,671) Additional SBAB Reimbursement - Oak (\$68,437) Bond Premium for Sherwood Bond (\$1,958) Bond Premium for Land Acquisition - CenTech Park (\$23,000) Bond Interest Reserve (See Item #25) \$4,681,630 Total Exempted Debt Service	See Figure Six
4	State Aid	\$22,043,086	Based on Governor's Budget Proposal	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 2015**

7	Schedule A	\$12,935,000	Projected Local Receipts	See Figure Three
8	Solid Waste Enterprise	\$879,500	Estimate as of 1/22/2014	See Figure Fourteen
9	Retained Earnings - Solid Waste	\$30,000	Balance as of 7/1/2013 - \$79,270	
10	Free Cash	\$3,000,000	7/1/13 Balance \$5,062,332 (Adjusted to \$4,796,332 via \$266,000 transfer at 10/21/2013 STM)	
11	Sale of Lots	\$18,000	Balance as of 1/22/2014 - \$35,339	
12	Sewer Surplus	\$5,807,989		\$5,306,170 Operating Budget \$85,445 Debt Service \$150,000 Capital Budget - Telemetry Upgrade \$0 Warrant Article - I/I Program \$500,000 Sewer Main - Maple Avenue \$206,394 Indirect Costs
	Balance as of 12/31/2013		Tax levy subsidy of the sewer operation is 0.0%	
	\$9,807,991			\$6,248,009 Total \$5,807,989 Less Sewer Close-outs (See Item #17)
13A	Sewer I & I Account	\$1,000,000		\$1,000,000 Warrant Article - I/I Program
	Balance as of 1/23/2013 -			
	\$1,418,132			
13B	Sewer Construction	\$0	No projects planned for FY 2014	
	Balance as of 1/22/2014			
	Sewer Construction Acct			
	\$403,707			
14	Light Revenue	\$126,900	Light Plant Upgrade (2001 - Rolfe Avenue Transformer)	
		\$479,520	Light Plant Upgrade (2014 CenTech Substation)	
		\$606,420	Total Debt Service Budget FY 14	See Figure Six
15	CATV Revenue	\$0	No Debt Service	See Figure Six
16	Chapter 90	\$0		
17	Account Transfers	Amount	Account	To Be Used For
		\$440,020.49	Various Sewer Close-outs	Sewer Capital Project(s)
		\$106,559.42	Various Water Close-outs	Water Capital Project(s)
		\$546,579.91		
		\$546,580	Total Account Transfers	

**PROJECTION NOTES
FY 2015**

18	Stabilization	\$0	Balance as of 1/22/2014 - \$352,118	
19	Total V Loan Repayments	\$15,099	Balance as of 1/22/2014 - \$138,124	See Figure Six
				Title V Loan #1 \$4,829.00
				Title V Loan #2 \$5,541.00
				Title V Loan #3 \$4,729.00
				\$15,099.00
20	Water System Improvements	\$1,060,000	Balance as of 1/22/2014 - \$2,073,942	
21	Water Conservation Fund	\$10,000	Balance as of 1/22/2014 - \$249,658	
22	Cemetery Trust Funds	\$0	No Project in FY 2014	
23	Sale of Property	\$0	Account has been exhausted	
24	Highway Improvements	\$0	Balance as of 1/22/2014 - \$1,124,754	
25	Bond Interest Reserve	\$23,000	Balance as of 1/22/2014 - \$23,542	Source: Sherwood Middle School Project
		\$60,000	Fy 14	FY 14 Recap Sheet
		\$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
26	Free Cash (Reduce Levy)	\$500,000	Fy 15 No Bond Premium Pass Through)	
		\$500,000	FY 14	FY 13 Recap Sheet; \$5,938 was a bond premium
		\$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

PROJECTION NOTES

FY 2015

27	Municipal Light (PILOT)	\$237,569	Fy 15	
		\$237,569	Fy 14	FY 14 Recap Sheet
		\$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
		\$121,995	Fy 06	FY 06 Recap Sheet
		\$115,606	Fy 05	FY 05 Recap Sheet
28	CATV (PILOT)	\$800,000	Fy 15	
		\$792,811	Fy 14	FY 14 Recap Sheet
		\$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
29	Tax Title	\$0		
30	Court Judgments	\$0		
31	Overlay Deficits	\$0		
32	Cherry Sheet Offsets	\$132,355	Fy 15 Based on Governor's Budget Proposal	
		\$137,643	Fy 14	FY 14 Recap Sheet
		\$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

**PROJECTION NOTES
FY 2015**

33	CMRPC	\$9,013 Fy 15 - Actual	FY 13 Recap Sheet
		\$8,793 Fy 14	FY 13 Recap Sheet
		\$8,579 Fy 13	FY 12 Recap Sheet
		\$7,813 Fy 12	FY 11 Recap Sheet
		\$7,623 Fy 11	FY 10 Recap Sheet
		\$7,623 Fy 10	FY 09 Recap Sheet
		\$7,437 Fy 09	FY 08 Recap Sheet
		\$7,256 Fy 08	FY 07 Recap Sheet
		\$7,079 Fy 07	FY 06 Recap Sheet
		\$6,906 Fy 06	FY 05 Recap Sheet
		\$6,737 Fy 05	
34	State & County Charges	\$1,726,798 Fy 15 Based on Governor's Budget Proposal	FY 14 Recap Sheet
		\$1,807,169 Fy 14	FY 13 Recap Sheet
		\$1,900,158 Fy 13	FY 12 Recap Sheet
		\$1,983,115 Fy 12	FY 11 Recap Sheet
		\$1,756,414 Fy 11	FY 10 Recap Sheet
		\$1,816,393 Fy 10	FY 09 Recap Sheet
		\$1,502,535 Fy 09	FY 08 Recap Sheet
		\$1,150,859 Fy 08	FY 07 Recap Sheet
		\$882,906 Fy 07	FY 06 Recap Sheet
		\$840,584 Fy 06	FY 05 Recap Sheet
		\$694,057 Fy 05	
35	Overlay	\$600,000 Fy 15 - Estimate	Estimate
		\$763,780 Fy 14	FY 14 Recap Sheet
		\$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
36	Fy 14 Tax Rate	\$601,198.00 projected new growth	
		\$12.17 current year tax rate	
		\$4,783,093,602.00 current value	
		\$49,400,000.00 value new growth	
		\$4,832,493,602.00 new value fy 15	
		\$54,474,729.00 tax levy	
		\$601,198.00 new growth	
		\$4,681,630.00 exempted levy	
		\$59,757,557.00 total levy	
		\$12.37 tax rate fy 14	

**FIGURE TWO
NEW GROWTH AND BUILDING PERMIT ANALYSIS
FISCAL YEAR 2008 TO 2015**

Property Class	FY 2015	FY 2014	FY 2013	FY 2012	FY 2011	FY 2010	FY 2009	FY 2008
Residential								
Single Family	\$31,000,000	\$24,492,800	\$27,173,200	\$26,435,200	\$28,754,200	\$13,707,015	\$35,697,392	\$26,852,550
Condominium	\$5,000,000	\$11,194,700	\$5,906,000	\$6,403,500	\$3,918,900	\$2,317,000	\$2,139,000	\$12,497,700
Two & Three Family	\$600,000	\$651,700	\$1,000	\$215,000	\$660,300	\$0	\$174,072	\$0
Multi-Family	\$3,000,000	\$3,796,900	\$5,125,600	\$10,540,100	\$77,500	\$350,600	\$384,000	\$10,267,700
Vacant Land	\$800,000	\$814,700	\$4,465,605	\$3,093,100	\$5,106,200	\$1,882,700	\$3,267,502	\$2,949,462
All Others	\$250,000	\$462,300	\$0	\$577,100	\$261,025	\$0	\$0	\$0
Total Residential	\$40,650,000	\$41,413,100	\$42,671,405	\$47,264,000	\$38,778,125	\$18,257,315	\$41,661,966	\$52,567,412
Open Space	\$0							
Commercial	\$5,000,000	\$3,868,800	\$5,518,289	\$6,132,287	\$8,595,290	\$3,062,200	\$7,529,039	\$1,301,604
Chapter 61, 61A, 61B	\$0	\$0	\$0	\$0	\$0	\$5,773	\$0	\$0
Industrial	\$250,000	\$231,900	\$4,182,800	\$1,000	\$0	\$29,400	\$10,000	\$4,924,200
Personal Property	\$3,500,000	\$19,274,190	\$2,149,542	\$3,154,338	\$2,639,975	\$21,414,509	\$8,254,600	\$6,014,424
Total Valuation Growth	\$49,400,000	\$64,787,990	\$54,522,036	\$56,551,625	\$50,013,390	\$42,769,197	\$57,455,605	\$64,807,640
Tax Rate	\$12.17	\$11.67	\$11.11	\$10.67	\$10.31	\$9.68	\$9.14	\$8.66
New Growth	\$601,198	\$756,076	\$605,740	\$603,406	\$515,638	\$414,006	\$525,143	\$561,235

Building Permits (Selected Areas)	2013	2012	2011	2010	2009	2008	2007	2006
One Family	80	47	49	58	50	25	34	39
Two Family	5	10	2	4	1	3	20	16
Apartment/Condos	5	2	6	6	10	0	2	14
Residential Alterations	398	354	227	251	207	228	268	307
Commercial	6	1	4	5	3	9	2	9
Commercial Alternations	57	83	87	75	41	47	51	62
Industrial	0	1	0	0	0	0	0	1
Industrial Alterations	0	1	0	0	0	0	8	6
Total	551	499	375	399	312	312	385	454

New Single-Family Homes 1990 to 2005	1990	61	1997	261	2004	68
	1991	125	1998	269	2005	53
	1992	288	1999	244		
	1993	256	2000	178	Single Family Home Construction	
	1994	222	2001	126	1990 to 1999	2,104
	1995	157	2002	128	2000 to 2009	797
	1996	221	2003	96	2010 to 2019	234

**FIGURE THREE
SCHEDULE A (LOCAL) RECEIPTS
FISCAL YEAR 2008 TO 2015**

ITEM	PROJECTED FY 15	PROPOSED FY 14	ACTUAL FY 13	ACTUAL FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09	ACTUAL FY 08
MOTOR VEHICLE EXCISE	\$4,700,000	\$4,500,000	\$4,849,155	\$4,507,317	\$4,437,527	\$4,295,450	\$4,351,092	\$4,872,855
OTHER EXCISE	\$60,000	\$75,000	\$77,181	\$85,807	\$82,970	\$47,864	\$51,900	\$61,823
MEALS TAX*	\$350,000	\$325,000	\$353,033	\$348,153	\$336,491	\$0	\$0	\$0
PENALTIES AND INTEREST	\$220,000	\$220,000	\$237,991	\$245,132	\$281,400	\$218,805	\$241,101	\$205,595
PAYMENT IN LIEU OF TAXES	\$32,000	\$32,000	\$31,445	\$32,487	\$35,218	\$34,001	\$33,425	\$30,987
CHARGES FOR SERVICES - WATER	\$3,600,000	\$3,460,000	\$3,535,767	\$3,413,506	\$3,642,144	\$3,518,453	\$3,409,443	\$3,500,366
CHARGES FOR SERVICES - ASH DISPOSAL FEES	\$1,500,000	\$1,340,000	\$1,371,468	\$1,344,953	\$1,245,334	\$872,566	\$812,552	\$768,626
RENTALS	\$155,000	\$140,000	\$156,985	\$157,296	\$156,866	\$116,107	\$106,172	\$116,104
DEPARTMENTAL REVENUE - SCHOOLS	\$20,000	\$20,000	\$21,711	\$48,331	\$19,084	\$13,442	\$12,640	\$12,871
DEPARTMENTAL REVENUE - LIBRARIES	\$6,000	\$12,000	\$4,567	\$26,214	\$12,459	\$16,575	\$37,320	\$38,869
DEPARTMENTAL REVENUE - CEMETERIES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OTHER DEPARTMENTAL REVENUE	\$22,000	\$20,000	\$29,557	\$23,097	\$25,423	\$29,994	\$56,839	\$59,774
LICENSE AND PERMITS	\$400,000	\$350,000	\$458,798	\$400,749	\$325,025	\$280,106	\$255,566	\$279,873
SPECIAL ASSESSMENTS	\$750,000	\$700,000	\$763,338	\$799,598	\$758,100	\$672,673	\$597,761	\$621,311
FINES AND FORFEITS	\$20,000	\$20,000	\$20,797	\$32,687	\$20,266	\$27,440	\$21,805	\$35,538
INVESTMENT INCOME	\$120,000	\$120,000	\$137,127	\$159,174	\$148,638	\$195,951	\$245,537	\$308,415
MISCELLANEOUS RECURRING	\$450,000	\$325,000	\$369,726	\$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	\$100,000	\$118,271	\$127,775	\$443,716	\$459,072	\$198,823	\$151,712	\$292,926
SUPPLEMENTAL TAX PROGRAM	\$250,000	\$275,000	\$310,423	\$353,059	\$333,627	\$215,698	\$222,924	\$341,212
REIMBURSEMENT E-RATE	\$100,000	\$100,000	\$167,441	\$85,388	\$89,521	\$19,628	\$16,603	\$48,840
HOMELESS TRANSPORTATION	\$20,000	\$5,000	\$628	\$6,152	\$5,084	\$41,864	\$0	\$0
	\$60,000	\$75,000	\$100,252	\$0	\$0	\$0	\$0	\$0
* Meals tax adopted in February 2010	\$12,935,000	\$12,232,271	\$13,125,165	\$13,004,660	\$13,146,727	\$11,744,876	\$11,835,242	\$13,376,702
		ESTIMATE	\$12,060,000	\$12,088,959	\$11,355,500	\$10,939,000	\$11,978,000	\$11,260,800
		OVER(UNDER)	\$1,065,165	\$915,701	\$1,791,227	\$805,876	(\$142,758)	\$2,115,902
		PERCENT OVER(UNDER)	8.8%	7.6%	15.8%	7.4%	-1.2%	18.8%

**FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2009 TO 2015**

Line Item	Fiscal Year 2015 Governor Budget Proposal	Fiscal Year 2014 Actual	Fiscal Year 2013 Actual	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual
REVENUE							
A. EDUCATION							
Chapter 70	\$19,045,813	\$18,897,238	\$18,748,463	\$18,511,623	\$18,412,775	\$18,489,475	\$18,866,811
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	\$144,653	\$185,207	\$263,968	\$409,002	\$439,559	\$669,148	\$539,381
Tuition State Wards	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Chater School Capital Facility Reimbursement	\$0	\$0	\$0	\$0	\$0	\$0	\$0
School Lunch (Offset)	\$27,289	\$28,962	\$30,010	\$30,201	\$27,459	\$33,698	\$31,073
School Choice Receiving Tuition	\$69,167	\$69,167	\$79,568	\$96,050	\$100,000	\$0	\$0
Sub-Total	\$19,286,922	\$19,180,574	\$19,122,009	\$19,046,876	\$18,979,793	\$19,192,321	\$19,437,265
B. GENERAL GOVERNMENT							
Unrestricted General Government Aid (2009)	\$2,411,871	\$2,411,871	\$2,356,176	\$2,185,815	\$2,356,176	\$2,454,350	\$0
Lottery, Beano & Charity Games	\$0	\$0	\$0	\$0	\$0	\$0	\$2,859,417
Additional Assistance	\$0	\$0	\$0	\$0	\$0	\$0	\$269,738
Highway Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Career Incentive	\$0	\$0	\$0	\$0	\$15,400	\$31,340	\$157,078
Veteran's Benefits	\$93,389	\$70,805	\$41,977	\$38,498	\$53,523	\$33,353	\$29,272
Exemptions (Vets, Blind, Surviving)	\$87,239	\$88,204	\$88,386	\$91,885	\$94,439	\$91,799	\$67,515
Exemptions (Elderly)	\$0	\$0	\$0	\$0	\$0	\$0	\$22,798
State Owned Land	\$127,766	\$145,774	\$142,947	\$142,901	\$137,967	\$112,672	\$129,345
Public Libraries	\$35,899	\$39,514	\$38,995	\$36,947	\$37,323	\$36,435	\$50,669
Sub-Total	\$2,756,164	\$2,756,168	\$2,668,481	\$2,496,046	\$2,694,828	\$2,759,949	\$3,585,832
Total State Aid	\$22,043,086	\$21,936,742	\$21,790,490	\$21,542,922	\$21,674,621	\$21,952,270	\$23,023,097
CHARGES							
County Tax	\$0	\$0	\$0	\$0	\$0	\$25,729	\$49,947
Mosquito Control	\$69,238	\$67,979	\$64,430	\$60,128	\$59,538	\$60,013	\$59,166
Mosquito Control (Underestimate)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Air Pollution Districts	\$11,061	\$11,072	\$10,543	\$10,002	\$9,802	\$9,608	\$9,434
RMV Non-Renewal Surcharge	\$26,060	\$26,540	\$22,180	\$22,400	\$22,320	\$21,520	\$21,780
WRTA Assessment	\$81,585	\$81,159	\$81,552	\$97,053	\$95,756	\$74,028	\$69,072

**FIGURE FOUR
STATE AID AND CHARGES
FISCAL YEAR 2009 TO 2015**

Line Item	Fiscal Year 2015 Governor Budget Proposal	Fiscal Year 2014 Actual	Fiscal Year 2013 Actual	Fiscal Year 2012 Actual	Fiscal Year 2011 Actual	Fiscal Year 2010 Actual	Fiscal Year 2009 Actual
Special Education	\$0	\$0	\$187	\$4,904	\$18,451	\$17,305	\$12,816
MBTA	\$153,687	\$152,105	\$149,868	\$114,259	\$115,750	\$139,262	\$141,794
School Choice Tuition	\$168,050	\$147,441	\$129,193	\$117,984	\$113,286	\$106,835	\$78,710
Charter School Tuition	\$1,217,117	\$1,320,873	\$1,442,205	\$1,556,385	\$1,321,511	\$1,362,093	\$1,059,816
Sub-Total	\$1,726,798	\$1,807,169	\$1,900,158	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535
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	\$1,726,798	\$1,807,169	\$1,900,158	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535
School Lunch Offset	\$27,289	\$28,962	\$30,010	\$30,201	\$27,459	\$33,698	\$31,073
Library Offset	\$35,899	\$39,514	\$38,995	\$36,947	\$37,323	\$36,435	\$50,669
School Choice Receiving Tuition	\$69,167	\$69,167	\$79,568	\$96,050	\$100,000	\$0	\$0
Total Off-Sets	\$132,355	\$137,643	\$148,573	\$163,198	\$164,782	\$70,133	\$81,742
Net Total	\$20,183,933	\$19,991,930	\$19,741,759	\$19,396,609	\$19,753,425	\$20,065,744	\$21,438,820
Change from Previous Year	\$192,003	\$250,171	\$345,150	(\$356,816)	(\$312,319)	(\$1,373,076)	\$977,156
"General Government" Less Charges	\$1,029,366	\$948,999	\$768,323	\$512,931	\$938,414	\$943,556	\$2,083,297

Indicates 9C Reduction

**FIGURE FIVE
TAX RATE RECAPITULATIONS
FISCAL YEAR 2007 TO 2014**

	ACTUAL FY 14	ACTUAL FY 13	ACTUAL FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09	ACTUAL FY 08	ACTUAL FY 07
CHARGES								
APPROPRIATIONS	\$109,611,071	\$105,576,395	\$101,508,248	\$95,005,238	\$94,830,381	\$96,506,912	\$89,465,197	\$88,001,485
COURT JUDGMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
OVERLAY DEFICITS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CHERRY SHEET OFFSETS	\$137,643	\$148,573	\$163,198	\$164,782	\$70,133	\$81,742	\$81,348	\$73,331
CMRPC	\$8,793	\$8,579	\$7,813	\$7,623	\$7,623	\$7,437	\$7,256	\$7,079
STATE AND COUNTY CHARGES	\$1,807,169	\$1,900,158	\$1,983,115	\$1,756,414	\$1,816,393	\$1,502,535	\$1,150,859	\$882,906
OVERLAY	\$763,800	\$525,318	\$714,829	\$598,458	\$758,894	\$583,630	\$545,199	\$484,866
TOTAL TO BE RAISED	\$112,328,476	\$108,159,023	\$104,377,203	\$97,532,515	\$97,483,424	\$98,682,256	\$91,249,859	\$89,449,668
REVENUE								
STATE AID	\$25,287,118	\$25,140,866	\$24,893,298	\$25,163,474	\$25,441,123	\$26,849,796	\$25,486,284	\$23,727,465
OVERESTIMATES	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SCHEDULE A RECEIPTS	\$12,232,271	\$12,060,000	\$12,088,959	\$11,355,500	\$10,939,000	\$11,978,000	\$11,260,800	\$11,400,000
SOLID WASTE ENTERPRISE	\$885,000	\$895,500	\$885,000	\$831,000	\$804,000	\$0	\$0	\$0
FREE CASH & RETAINED EARNINGS	\$3,969,580	\$3,151,495	\$3,446,791	\$1,631,069	\$1,310,000	\$2,999,999	\$2,000,000	\$1,250,000
OTHER AVAILABLE FUNDS								
SALE OF CEMETERY LOTS	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$19,000	\$18,000	\$18,000
SEWER SURPLUS/I&I FUND	\$7,531,863	\$5,974,283	\$5,718,663	\$4,200,777	\$3,313,131	\$2,834,092	\$2,746,086	\$2,970,000
LIGHT REVENUE	\$130,750	\$344,110	\$350,570	\$357,767	\$457,640	\$472,770	\$291,434	\$258,939
CATV REVENUE	\$348,400	\$365,300	\$377,300	\$394,500	\$410,834	\$453,750	\$469,370	\$484,635
STABILIZATION	\$0	\$0	\$0	\$0	\$496,000	\$0	\$0	\$0
OTHER FUNDS (CHAPTER 90)	\$986,194	\$989,144	\$1,734,698	\$0	\$1,451,733	\$723,655	\$0	\$1,397,858
BUDGET/FUND TRANSFERS	\$407,923	\$700,585	\$315,708	\$701,143	\$1,136,417	\$1,336,334	\$0	\$149,868
HOME FARM WELL INTEREST	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TITLE V RESERVE	\$15,101	\$14,963	\$15,128	\$15,128	\$15,128	\$15,128	\$15,128	\$15,128
WATER SYSTEM IMPRVMENTS	\$878,082	\$1,102,358	\$0	\$32,000	\$600,000	\$0	\$200,000	\$305,702
WATER CONSERVATION FUND	\$10,000	\$25,000	\$0	\$100,000	\$200,000	\$200,000	\$150,000	\$50,000
CEMETERY TRUST FUNDS	\$0	\$0	\$0	\$0	\$11,000	\$30,000	\$0	\$30,000
SPECIAL FUNDS - COAL ASH	\$0	\$0	\$0	\$0	\$0	\$392,237	\$530,000	\$425,000
HIGHWAY IMPROVEMENTS	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SURPLUS SBAB (FLORAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
SALE OF PROPERTY	\$0	\$30,000	\$0	\$315,500	\$0	\$0	\$96,402	\$194,220
SEWER CONSTRUCTION	\$0	\$0	\$150,000	\$750,000	\$0	\$610,000	\$440,000	\$258,000
FREE CASH (REDUCE LEVY)	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
MUNICIPAL LIGHT (REDUCE LEVY)	\$237,569	\$175,463	\$150,384	\$150,384	\$150,384	\$150,384	\$189,358	\$115,441

**FIGURE FIVE
TAX RATE RECAPITULATIONS
FISCAL YEAR 2007 TO 2014**

	ACTUAL FY 14	ACTUAL FY 13	ACTUAL FY 12	ACTUAL FY 11	ACTUAL FY 10	ACTUAL FY 09	ACTUAL FY 08	ACTUAL FY 07
CATV REVENUE (REDUCE LEVY)	\$792,811	\$753,254	\$723,720	\$732,356	\$626,307	\$556,355	\$492,491	\$454,691
BOND INTEREST RESERVE	\$60,000	\$100,000	\$0	\$205,469	\$500,000	\$500,000	\$500,000	\$800,000
TOTAL REVENUE	\$54,290,662	\$52,340,321	\$51,368,219	\$47,454,067	\$48,380,697	\$50,621,500	\$45,385,353	\$44,804,947
TOTAL LEVY	\$58,037,814	\$55,818,702	\$53,008,984	\$50,078,448	\$49,102,727	\$48,060,756	\$45,864,506	\$44,644,721
TAX RATE	\$12.17	\$11.67	\$11.11	\$10.67	\$10.31	\$9.68	\$9.14	\$8.66
Tax Levy as Percent of Total Spending	51.67%	51.61%	50.79%	51.35%	50.37%	48.70%	50.26%	49.91%
Net State Aid as Percent of Total Spending	20.78%	21.35%	21.79%	23.83%	24.16%	25.60%	26.58%	25.46%

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment															
				2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027		
1	2/1/1996 2/1/2005	Floral St (EXEMPT) \$9,000,000	Principal	411,650	402,700													
			Interest	34,565	19,128													
			Total	446,215	421,828													
1	2/1/1996 2/1/2005	Floral St \$1,000,000	Principal	48,350	47,300													
			Interest	4,060	2,247													
			Total	52,410	49,547													
2	6/15/1999 9/3/2009	Land Acquisition #1 \$3,000,000	Principal	155,000	150,000	150,000	145,000	40,000										
			Interest	18,913	14,650	10,150	5,650	1,300										
			Total	173,913	164,650	160,150	150,650	41,300										
3	6/1/1999 9/3/2009	Land Acquisition (HS) \$2,400,000	Principal	120,000	120,000	115,000	115,000	110,000										
			Interest	17,375	14,075	10,475	7,025	3,575										
			Total	137,375	134,075	125,475	122,025	113,575										
4	10/25/2000	Title V Loan Program #1 \$86,947	Principal	4,829	4,829	4,829	4,829	4,829										
			Interest	0	0	0	0	0										
			Total	4,829	4,829	4,829	4,829	4,829										
5	8/15/2001 4/15/2010	High School \$58,900,000	Principal	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	1,053,800	934,700	802,000	655,250	508,875	362,875	217,375	72,375							
			Total	4,048,800	3,894,700	3,742,000	3,585,250	3,433,875	3,277,875	3,122,375	2,967,375							
6	8/15/2001 4/15/2010	Land Acquisition #2 \$2,000,000	Principal	110,000	105,000	105,000	105,000	105,000	105,000									
			Interest	27,400	23,100	18,375	13,125	7,875	2,625									
			Total	137,400	128,100	123,375	118,125	112,875	107,625									
7	8/15/2001 4/15/2010	Light Upgrade \$1,760,000	Principal	110,000	105,000	105,000	105,000											
			Interest	16,900	12,600	7,875	2,625											
			Total	126,900	117,600	112,875	107,625											
8	7/26/2001 2/1/2005	Assabet River CWMP #1 \$1,760,000	Principal	15,075	14,746	14,422	14,040	13,602	13,242	15,698								
			Interest	1,652	1,368	1,085	802	518	259	0								
			Total	16,727	16,114	15,507	14,842	14,120	13,501	15,698								
9	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	5,670	5,670						
			Interest	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	5,670	5,670					
10	11/15/2004 4/12/2013	Oak Middle School \$7,400,000	Principal	440,000	435,000	420,000	410,000	400,000	390,000	380,000	370,000	360,000	350,000	340,000				
			Interest	58,661	49,055	44,780	40,630	36,580	32,143	27,235	21,990	16,245	10,038	3,400				
			Total	498,661	484,055	464,780	450,630	436,580	422,143	407,235	391,990	376,245	360,038	343,400				
11	11/15/2004 4/12/2013	North Shore School \$1,250,000	Principal	95,000	85,000	85,000	85,000	80,000	80,000									
			Interest	6,034	3,925	3,075	2,225	1,400	500									
			Total	101,034	88,925	88,075	87,225	81,400	80,500									
12	10/24/2005	Title V Loan Program #3 \$94,573	Principal	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		
			Interest	0	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	4,728	4,728	4,728	4,728	4,728	4,728	4,728	4,728	4,728	4,728
13	12/18/2007 12/10/2009	Assabet River CWMP #2 \$168,653	Principal	10,807	10,807	10,807	10,807	10,808	10,808	10,808								
			Interest	0	0	0	0	0	0	0	0							
			Total	10,807	10,807	10,807	10,807	10,808	10,808	10,808								

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	
14	2/15/2008	Fire Facilities Project \$6,800,000	Principal	380,000	380,000	380,000	380,000	380,000	380,000	375,000	375,000	375,000	375,000	370,000	370,000		
			Interest	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	539,433	527,083	514,733	502,383	489,083	476,353	458,243	444,930	431,243	417,368	398,305	384,245		
15	2/15/2008	Water Tank - Masonic \$1,250,000	Principal	125,000	125,000	125,000	125,000										
			Interest	16,563	12,500	8,438	4,375										
			Total	141,563	137,500	133,438	129,375										
16	7/14/2011	Sherwood Middle School \$20,000,000	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	710,000	680,000	650,000	615,000	580,000	540,000	490,000	440,000	390,000	345,000	305,000	265,000	225,000	
			Total	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	1,225,000	
17	7/14/2011	Credit Union Land Purchase \$680,000	Principal	70,000	70,000	70,000	70,000	65,000	65,000	65,000	65,000						
			Interest	19,750	17,650	15,550	13,100	10,725	8,125	4,875	1,625						
			Total	89,750	87,650	85,550	83,100	75,725	73,125	69,875	66,625						
18	11/15/2012	Water System Improvements \$681,000	Principal	70,000	70,000	70,000	70,000	70,000	65,000	65,000	65,000	65,000					
			Interest	10,625	9,575	8,525	7,300	5,900	4,550	3,250	1,950	650					
			Total	80,625	79,575	78,525	77,300	75,900	69,550	68,250	66,950	65,650					
19	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	169,275	157,075	144,875	132,675	123,525	117,425	111,325	105,034	98,172	90,738	82,731	74,153	65,194	
			Total	474,275	462,075	449,875	437,675	428,525	422,425	416,325	410,034	403,172	395,738	387,731	379,153	370,194	
20	3/29/2013	Sewer Interceptor #1 \$956,875	Principal	39,548	40,407	41,286	42,183	43,100	44,036	44,993	45,971	46,970	47,991	49,034	50,100	51,189	
			Interest	18,363	17,572	16,764	15,939	15,095	14,233	13,352	12,452	11,533	10,593	9,634	8,653	7,651	
			Total	57,911	57,979	58,050	58,122	58,195	58,269	58,345	58,423	58,505	58,584	58,668	58,753	58,840	
21	1/23/2014	Spring Street School \$635,000	Principal	65,000	65,000	65,000	65,000	65,000	65,000	65,000	60,000	60,000	60,000				
			Interest	16,769	15,200	13,250	11,300	8,700	7,400	6,100	4,800	3,300	1,800				
			Total	81,769	80,200	78,250	76,300	73,700	72,400	71,100	64,800	63,300	61,800				
22	1/23/2014	Light Plant Upgrade - CenTech \$6,000,000	Principal	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	
			Interest	179,520	174,600	165,600	156,600	144,600	138,600	132,600	126,600	119,100	111,600	102,600	93,600	83,400	
			Total	479,520	474,600	465,600	456,600	444,600	438,600	432,600	426,600	419,100	411,600	402,600	393,600	383,400	
Existing Debt Service																	
	Total Principal	Principal	6,880,529	6,806,059	6,316,614	6,292,129	5,927,609	5,748,355	5,541,768	5,491,369	2,522,368	2,442,719	2,368,762	2,029,828	1,656,189		
	Total Interest	Interest	2,539,658	2,306,103	2,055,550	1,806,004	1,557,751	1,325,088	1,089,355	856,756	695,243	612,137	531,670	455,651	381,245		
	Total Payment	Total	9,420,187	9,112,162	8,372,164	8,098,133	7,485,360	7,073,443	6,631,123	6,348,125	3,217,611	3,054,856	2,900,432	2,485,479	2,037,434		

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Existing Debt Service by Funding Source																
		Tax Levy (Within Levy Limit)		324,963	306,322	251,875	246,625	230,825	226,025	140,975	131,425	63,500	61,800	0	0	0
		Tax Levy (Exempted)		8,166,072	7,896,566	7,230,388	6,981,738	6,635,813	6,246,421	5,894,178	5,654,329	2,600,660	2,518,144	2,434,436	2,028,398	1,595,194
		Light		606,420	592,200	578,475	564,225	444,600	438,600	432,600	426,600	419,100	411,600	402,600	393,600	383,400
		CATV		0	0	0	0	0	0	0	0	0	0	0	0	0
		Sewer		85,445	84,900	84,364	83,771	83,123	82,578	84,851	58,423	58,503	58,584	58,668	58,753	58,840
		Title V		15,099	15,099	15,099	15,099	15,099	10,269	10,269	10,398	10,398	4,728	4,728	4,728	0
		Water		222,188	217,075	211,963	206,675	75,900	69,550	68,250	66,950	65,650	0	0	0	0
		Total		9,420,187	9,112,162	8,372,164	8,098,133	7,485,360	7,073,443	6,631,123	6,348,125	3,217,611	3,054,856	2,900,432	2,485,479	2,037,434
		Tax Levy (Exempted)		8,166,072	7,896,566	7,230,388	6,981,738	6,635,813	6,246,421	5,894,178	5,654,329	2,600,660	2,518,144	2,434,436	2,028,398	1,595,194
		SBA Funding (Floral)		(585,681)	(585,681)	(585,681)	0	0	0	0	0	0	0	0	0	0
		SBA Funding (HS)		(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	0	0	0	0
		Bond Reserve Account		0	0	0	0	0	0	0	0	0	0	0	0	0
		Oak Middle MSBA		(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	(40,671)	0	0	0
		Sherwood Middle Bond Premium		(68,437)	(65,545)	(62,653)	(59,280)	(55,906)	(52,051)	(47,231)	(42,412)	(37,592)	(33,255)	(29,399)	(25,543)	(21,688)
		CenTech North Bond Premium		1,958	(1,817)	(1,675)	(1,523)	(1,429)	(1,358)	(1,287)	(1,215)	(1,135)	(1,049)	(957)	(858)	(754)
		Net Tax Levy Exempted		4,708,546	4,438,157	3,775,013	4,115,569	3,773,112	3,387,646	3,040,294	2,805,336	(243,433)	2,443,169	2,404,080	2,001,997	1,572,752
		Tax Rate Impact*	\$4.769 B	\$0.99	\$0.93	\$0.79	\$0.86	\$0.79	\$0.71	\$0.64	\$0.59	(\$0.05)	\$0.51	\$0.50	\$0.42	\$0.33
		Average Res Tax Bill (Outside Levy Limit)*	\$368.368	\$363.70	\$342.82	\$291.59	\$317.90	\$291.45	\$261.67	\$234.84	\$216.69	(\$18.80)	\$188.72	\$185.70	\$154.64	\$121.48

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2028	2029	2030	2031	2032	2033	2034	Total	
1	2/1/1996 2/1/2005	Floral St (EXEMPT)	Principal								814,350	
			Interest	\$9,000,000								53,693
			Total									868,043
1	2/1/1996 2/1/2005	Floral St	Principal								95,650	
			Interest	\$1,000,000								6,307
			Total									101,957
2	6/15/1999 9/3/2009	Land Acquisition #1	Principal								640,000	
			Interest	\$3,000,000								50,663
			Total									690,663
3	6/1/1999 9/3/2009	Land Acquisition (HS)	Principal								580,000	
			Interest	\$2,400,000								52,525
			Total									632,525
4	10/25/2000	Title V Loan Program #1	Principal								24,145	
			Interest	\$86,947								0
			Total									24,145
5	8/15/2001 4/15/2010	High School	Principal								23,465,000	
			Interest	\$58,900,000								4,607,250
			Total									28,072,250
6	8/15/2001 4/15/2010	Land Acquisition #2	Principal								635,000	
			Interest	\$2,000,000								92,500
			Total									727,500
7	8/15/2001 4/15/2010	Light Upgrade	Principal								425,000	
			Interest	\$1,760,000								40,000
			Total									465,000
8	7/26/2001 2/1/2005	Assabet River CWMP #1	Principal								100,825	
			Interest	\$1,760,000								5,684
			Total									106,509
9	8/1/2004	Title V Loan Program #2	Principal								50,127	
			Interest	\$105,896								0
			Total									50,127
10	11/15/2004 4/12/2013	Oak Middle School	Principal								4,295,000	
			Interest	\$7,400,000								340,757
			Total									4,635,757
11	11/15/2004 4/12/2013	North Shore School	Principal								510,000	
			Interest	\$1,250,000								17,159
			Total									527,159
12	10/24/2005	Title V Loan Program #3	Principal								56,741	
			Interest	\$94,573								0
			Total									56,741
13	12/18/2007 12/10/2009	Assabet River CWMP #2	Principal								75,652	
			Interest	\$168,653								0
			Total									75,652

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2028	2029	2030	2031	2032	2033	2034	Total
14	2/15/2008	Fire Facilities Project	Principal								4,520,000
		\$6,800,000	Interest								1,063,402
			Total								5,583,402
15	2/15/2008	Water Tank - Masonic	Principal								500,000
		\$1,250,000	Interest								41,876
			Total								541,876
16	7/14/2011	Sherwood Middle School	Principal	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000			18,000,000
		\$20,000,000	Interest	185,000	145,000	105,000	63,750	21,250			6,755,000
			Total	1,185,000	1,145,000	1,105,000	1,063,750	1,021,250			24,755,000
17	7/14/2011	Credit Union Land Purchase	Principal								540,000
		\$680,000	Interest								91,400
			Total								631,400
18	11/15/2012	Water System Improvements	Principal								610,000
		\$681,000	Interest								52,325
			Total								662,325
19	11/15/2012	Land Acquisition - South St	Principal	305,000	305,000	305,000	305,000	305,000	305,000		5,795,000
		\$6,100,000	Interest	55,891	46,284	36,371	26,192	15,860	5,338		1,658,133
			Total	360,891	351,284	341,371	331,192	320,860	310,338		7,453,133
20	3/29/2013	Sewer Interceptor #1	Principal	52,301	53,438	54,599	55,786	56,999	58,237		918,168
		\$956,875	Interest	6,627	5,581	4,512	3,420	2,305	1,165		195,444
			Total	58,928	59,019	59,111	59,206	59,304	59,402		1,113,612
21	1/23/2014	Spring Street School	Principal								635,000
		\$635,000	Interest								88,619
			Total								723,619
22	1/23/2014	Light Plant Upgrade - CenTech	Principal	300,000	300,000	300,000	300,000	300,000	300,000	300,000	6,000,000
		\$6,000,000	Interest	73,200	63,000	52,800	42,600	32,400	22,200	12,000	2,027,220
			Total	373,200	363,000	352,800	342,600	332,400	322,200	312,000	8,027,220
Existing Debt Service											
		Total Principal	Principal	1,657,301	1,658,438	1,659,599	1,660,786	1,661,999	663,237	300,000	69,285,658
		Total Interest	Interest	320,718	259,865	198,683	135,962	71,815	28,703	12,000	17,239,957
		Total Payment	Total	1,978,019	1,918,303	1,858,282	1,796,748	1,733,814	691,940	312,000	86,525,615

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2028	2029	2030	2031	2032	2033	2034	Total
Existing Debt Service by Funding Source											
		Tax Levy (Within Levy Limit)		0	0	0	0	0	0	0	1,984,135
		Tax Levy (Exempted)		1,545,891	1,496,284	1,446,371	1,394,942	1,342,110	310,338	0	73,418,273
		Light		373,200	363,000	352,800	342,600	332,400	322,200	312,000	8,492,220
		CATV		0	0	0	0	0	0	0	0
		Sewer		58,928	59,019	59,111	59,206	59,304	59,402	0	1,295,773
		Title V		0	0	0	0	0	0	0	131,013
		Water		0	0	0	0	0	0	0	1,204,201
		Total		1,978,019	1,918,303	1,858,282	1,796,748	1,733,814	691,940		86,525,615
		Tax Levy (Exempted)		1,545,891	1,496,284	1,446,371	1,394,942	1,342,110	310,338	0	73,418,273
		SBA Funding (Floral)		0	0	0	0	0	0	0	(1,757,043)
		SBA Funding (HS)		0	0	0	0	0	0	0	(24,882,255)
		Bond Reserve Account		0	0	0	0	0	0	0	0
		Oak Middle MSBA		0	0	0	0	0	0	0	(406,710)
		Sherwood Middle Bond Premium		(17,832)	(13,977)	(10,121)	(6,145)	(2,048)	0	0	(651,115)
		CenTech North Bond Premium		(646)	(535)	(421)	(303)	(183)	(62)	0	(15,249)
		Net Tax Levy Exempted		1,527,413	1,481,772	1,435,829	1,388,494	1,339,879	310,276	0	45,705,901
		Tax Rate Impact*	\$4.769 B	\$0.32	\$0.31	\$0.30	\$0.29	\$0.28	\$0.07	\$0.00	
		Average Res Tax Bill (Outside Levy Limit)*	\$368,368	\$117.98	\$114.46	\$110.91	\$107.25	\$103.50	\$23.97	\$0.00	

**FIGURE EIGHT
FREE CASH
FISCAL YEAR 1995 TO 2014**

FISCAL YEAR END	BALANCE AS OF 7/1	AMOUNT APPROPRIATED	FOLLOWING YEAR BALANCE	GAIN/(LOSS)
2014	\$3,796,332 *			
2013	\$5,062,332 **	\$3,500,000	\$3,796,332	
2012	\$5,591,137	\$4,157,713	\$5,062,332	(\$528,805)
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, 2014, does meet the objective set by the Board of Selectmen on January 14, 2014 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 2014 Annual Town Meeting. Stabilization balance as of 1/22/2014 is \$352,118. 4% of proposed operating budget is \$4,132,574. Balance assumes no adjustment for water turnback or excess water receipts via Schedule A.

** Balance was reduced via transfer to Water Improvements in the amount of \$266,000

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 2015
Based on Projection Number One**

REVENUE

TAXATION	\$54,474,729
NEW GROWTH	\$601,198
EXEMPTED TAX LEVY	\$4,681,630
STATE AID	\$22,043,086
SBAB PAYMENT	\$3,350,376
OVERESTIMATES	\$0
SCHEDULE A RECEIPTS	\$12,935,000
SOLID WASTE ENTERPRISE	\$879,500
RETAINED EARNINGS SOLID WASTE ENTERPRISE	\$30,000
FREE CASH	\$3,000,000
OTHER AVAILABLE FUNDS	
Sale of Cemetery Lots	\$18,000
Sewer Surplus	\$5,807,989
Sewer I&I Account	\$1,000,000
Light Revenue	\$606,420
CATV Revenue	\$0
Chapter 90	\$0
Title V Loan Repayments	\$15,099
Water System Improvements	\$1,060,000
Account Transfer	\$546,580
Water Conservation Fund	\$10,000
Bond Interest Reserve	\$23,000
FREE CASH (REDUCE LEVY)	\$500,000
MUNICIPAL LIGHT (REDUCE LEVY)	\$237,569
CATV REVENUE (REDUCE LEVY)	\$800,000

\$59,757,557 Taxation
\$22,043,086 State Aid
\$3,350,376 SBAB Payment
\$12,935,000 Local Receipts
\$909,500 Solid Waste Enterprise
\$3,000,000 Free Cash
\$9,087,088 Other Funds
\$500,000 Free Cash (Levy)
\$237,569 Light (Levy)
\$800,000 CATV (Levy)
\$112,620,176

Total Revenue **\$112,620,176**

CHARGES

ART

CHERRY SHEET OFFSETS	\$132,355
CMRPC	\$9,013
STATE AND COUNTY CHARGES	\$1,726,798
OVERLAY	\$600,000
ATM/STM RESERVE	\$300,000
MEDICAL EXPENSES POLICE AND FIRE	\$4,000
FY 2014 DEFICITS	\$400,000
OPERATING BUDGET	\$103,314,357
SOLID WASTE ENTERPRISE	\$1,843,293
SALE OF LOTS	\$18,000
CAPITAL BUDGET	
F SCBA air tank replacement	\$103,360
P Replacement of marked cruiser	\$34,000
P Replacement of marked cruiser (Utility)	\$34,000
P Replacement of marked cruiser	\$34,000
F Replacement 4-inch hose	\$30,000
H Replacement of front end loader (#8)	\$175,000
P Replacement of unmarked cruiser	\$30,000
S Telemetry changeover to fiber optic system	\$150,000
W Meter replacement program	\$1,000,000
W Rubber track excavator & trailer	\$135,000
BILLS OF PRIOR YEAR	\$0
WESTVIEW WATER MAIN REPLACEMENT	\$125,000
MAPLE WATER MAIN REPLACEMENT	\$850,000
WATER SYSTEM IMPROVEMENTS	\$0
SEWER I&I PROGRAM	\$1,000,000
MAPLE SEWER MAIN REPLACEMENT	\$500,000
COUNSELING AND EDUCATIONAL SERVICES	\$72,000

\$ 2,468,166 Charges

\$5,192,332 General Government
\$7,684,286 Public Safety
\$4,448,234 Retirement
\$9,873,786 Public Works
\$555,571 Human Services
\$1,511,454 Culture & Recreation
\$52,833,962 School Department
\$9,420,193 Debt and Interest
\$11,794,539 Unclassified (Op Sprt)
\$103,314,357

Solid Waste Enterprise
\$1,189,593 Collection
\$500,000 Disposal
\$153,700 Expenses
\$1,843,293

Capital Budget
\$440,360 From Taxation
\$1,135,000 From Taxation (Water)
\$150,000 From Sewer Surplus
\$1,725,360

Total Charges **\$112,620,176**
Surplus/(Deficit) **\$0**

Warrant Articles
\$394,000 From Taxation
\$400,000 From Free Cash
\$975,000 From Taxation & Wtr Imprv (Water)
\$1,500,000 From Sewer Revenue
\$3,269,000

**FIGURE NINE-A
ADDITIONAL SPENDING CONSIDERATIONS**

Operating Budget			
Department	Item	Amount	Department Total
Public Bldgs	Electrician - W8	\$52,440	\$151,254
	HVAC Technician - W8	\$52,440	
	Building Maintenance Craftsman W6	\$46,374	
Police	Fund existing A-2 position	\$39,118.00	\$200,287
	Detective Sergeant	\$66,351.00	
	Dispatcher	\$40,096.00	
	Patrol Officer	\$54,722.00	
Fire	Deputy Chief/Fire Prevention	\$85,000	\$85,000
Highway	Heavy Equipment Operator W6	\$43,597	\$98,483
	Heavy Equipment Operator W6	\$43,597	
	Heavy Equipment Operator W5 (PT)	\$11,289	
Parks	Retain W5 position year-round	\$11,289	\$11,289
School	See School Budget for details and amounts	-	-
			\$546,313

Capital Projects

Department	Project	Amount	Department Total
Public Bldgs	High School - Paint interior walls / trim	\$477,360	\$2,457,766
	Town wide facilities study	\$250,000	
	Spring St. School - Replace heating system	\$1,253,786	
	Spring St. School - Repave driveways / sidewalks	\$213,620	
	Town Hall - Renovation of second floor	\$263,000	
Fire	Engine 1 replacement	\$575,000	\$575,000
Engineering	Widening and improving public ways	\$150,000	\$150,000
Highway	Replace 3/4 ton 4 wheel drive pick up #26	\$38,000	\$1,313,000
Highway	Replace Dump truck / sander / 6whl tr #20	\$200,000	
Highway	Storm drain construction	\$250,000	
Highway	Sidewalk construction	\$350,000	
Highway	Street resurfacing account	\$475,000	
Parks	Dean Park house demolition	\$25,000	
Parks	Replace 1/2 ton pick up #86 (1989 4 x 4)	\$22,000	\$47,000
			\$4,542,766

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

Department/Project	Total	2015	2016	2017	2018	2019	Later
0192 Public Buildings							
Beal - Replacement windows	\$365,400	\$365,400					
Spring St. School - Repave driveways / sidewalks	\$213,620	\$213,620					
Police Station - Additional Space	\$11,000,000	\$11,000,000					
High School - Paint interior walls / trim	\$477,360	\$477,360					
Town Hall - Renovation of second floor	\$263,000	\$263,000					
Spring St. School - Replace heating system	\$1,253,786	\$1,253,786					
Oak Middle School - Reseam roof	\$185,000		\$185,000				
High School - Repave driveway	\$200,000		\$200,000				
Paton School - Replace heating system	\$1,324,512		\$1,324,512				
Town-wide facility study	\$250,000		\$250,000				
Oak Middle School - Paint interior	\$120,000			\$120,000			
Town Hall - Replace roof shingles	\$50,000				\$50,000		
Coolidge School - replace air handling units	\$375,000						\$375,000
	\$16,077,678	\$13,573,166	\$1,959,512	\$120,000	\$50,000		\$375,000
0210 Police Department							
Replace marked vehicles	\$524,000	\$102,000	\$102,000	\$105,000	\$105,000		\$110,000
Replace unmarked vehicles		\$30,000		\$32,000			\$34,000
See Public Buildings for facilities needs							
	\$524,000	\$132,000	\$102,000	\$137,000	\$105,000		\$144,000

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

Department/Project	Total	2015	2016	2017	2018	2019	Later
0220 Fire Department							
Pickup truck with brush unit	\$70,000	\$70,000					
Hovercraft replacement	\$39,000		\$39,000				
Engine 1 replacement	\$575,000	\$575,000					
SCBA airtanks replacement	\$103,360	\$103,360					
Engine 2 replacement	\$600,000			\$600,000			
4-inch hose replacement	\$30,000	\$30,000					
SCBA replacement	\$180,876				\$180,876		
	\$1,598,236	\$778,360	\$39,000	\$600,000	\$180,876		\$0
0411 Engineering							
Replace 1999 Chevy Tahoe	\$35,000	\$35,000					
Widening and improving public ways	\$750,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	
Replace 2004 Ford Taurus wagon	\$32,000		\$32,000				
Replace 2004 3/4 ton Chevy truck	\$35,000			\$35,000			
NPDES Mandated stormwater lab testing	\$540,000	\$120,000	\$105,000	\$105,000	\$105,000	\$105,000	
Engineering / Planning office space re-org	\$20,000	\$20,000					
	\$1,412,000	\$325,000	\$287,000	\$290,000	\$255,000	\$255,000	

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

Department/Project	Total	2015	2016	2017	2018	2019	Later
0421 Highway							
Storm drain construction	\$1,250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	
Sidewalk construction	\$1,750,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	
Stree resurfacing account	\$2,375,000	\$475,000	\$475,000	\$475,000	\$475,000	\$475,000	
Dump truck / sander / 6whl tr #20, #13, #3, #10	\$800,000	\$200,000	\$200,000	\$200,000			\$200,000
3/4 ton 4 wheel drive pick up #2	\$38,000	\$38,000					
Street sweeper #36 and #34	\$340,000	170000			\$170,000		
Front end loader, 310 cy, #8 and #18	\$350,000	\$350,000					
Superintendant vehicle #1	\$40,000			\$40,000			
All wheel drive dump sander w/plow #5	\$250,000				\$250,000		
All wheel drive dump w/plow #21 and #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 @ 207 & 211 South Street	\$300,000	\$300,000					
Replace salt shed	\$400,000	\$400,000					
Chipper - replace 1992 Bandit	\$50,000		\$50,000				
Snow blower attachment for loader	\$100,000	\$100,000					
	\$8,623,000	\$2,633,000	\$1,430,000	\$1,535,000	\$1,615,000	\$1,410,000	
0440 Sewer							
Infiltration and inflow	\$5,000,000	\$1,000,000	\$1,000,000	1,000,000	\$1,000,000	\$1,000,000	
Radio telemetry changeover	\$150,000	\$150,000					
Equipment replacement	\$145,000		\$45,000	\$100,000			
	\$5,295,000	\$1,150,000	\$1,045,000	\$1,100,000	\$1,000,000	\$1,000,000	

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

Department/Project	Total	2015	2016	2017	2018	2019	Later
0450 Water							
Bedrock wells	\$350,000		\$350,000				
Water main replacement	\$3,260,500	\$850,000	\$1,000,000	\$550,500	\$550,000	\$310,000	
Meter replacement program	\$1,400,000	\$1,000,000	\$400,000				
Equipment replacement	\$330,000	\$135,000	\$45,000	\$60,000	\$45,000	\$45,000	
	\$5,340,500	\$1,985,000	\$1,795,000	\$610,500	\$595,000	\$355,000	
0175 Planning							
Zoning bylaw recodification and rewrite	\$50,000	\$30,000	\$20,000				
	\$50,000	\$30,000	\$20,000				
0650 Parks and Cemetery							
Parks							
Replace maintenance trucks	\$47,000	\$22,000	\$25,000				
Dean Park erosion control	\$80,000		\$80,000				
Municipal Drive improvements	\$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	
Dean Park paving	\$45,000		\$45,000				
Infield groomer	\$20,000					\$20,000	
Dean Park house	\$25,000	\$25,000					
Cemetery							
Mt. View Cemetery columbarium	\$85,000		\$85,000				
	\$3,694,562	\$203,000	\$771,562	\$900,000	\$900,000	\$920,000	
	\$42,614,976	\$20,809,526	\$7,449,074	\$5,292,500	\$4,700,876	\$4,459,000	

**FIGURE TEN-A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2015**

Department	Project	Amount	Cumulative Total	Funding Source	Tier	Comment
Fire	SCBA air tanks replacement	\$103,360	\$103,360	Taxation	1	Include in Capital Budget warrant article
Police	Replace marked cruiser	\$34,000	\$137,360	Taxation	1	Include in Capital Budget warrant article
Police	Replace marked cruiser (Utility)	\$34,000	\$171,360	Taxation	1	Include in Capital Budget warrant article
Police	Replace marked cruiser	\$34,000	\$205,360	Taxation	1	Include in Capital Budget warrant article
Fire	4-inch hose replacement	\$30,000	\$235,360	Taxation	2	Include in Capital Budget warrant article
Highway	Replace front end loader, 2.5cy, #8	\$175,000	\$410,360	Taxation	2	Include in Capital Budget warrant article
Police	Replace unmarked cruiser	\$30,000	\$440,360	Taxation	2	Include in Capital Budget warrant article
Public Bldgs	High School - Paint interior walls / trim	\$477,360	\$477,360	Taxation	3	Additional Spending Consideration
Highway	Replace 3/4 ton 4 wheel drive pick up #26	\$38,000	\$515,360	Taxation	3	Additional Spending Consideration
Public Bldgs	Town wide facilities study	\$250,000	\$765,360	Taxation	3	Additional Spending Consideration
Highway	Replace Dump truck / sander / 6whl tr #20	\$200,000	\$965,360	Taxation	3	Additional Spending Consideration
Public Bldgs	Spring St. School - Replace heating system	\$1,253,786	\$2,219,146	Taxation	3	Additional Spending Consideration
Fire	Engine 1 replacement	\$575,000	\$2,794,146	Taxation	3	Additional Spending Consideration
Parks	Dean Park house demolition	\$25,000	\$2,819,146	Taxation	3	Additional Spending Consideration
Parks	Replace 1/2 ton pick up #86 (1989 4 x 4)	\$22,000	\$2,841,146	Taxation	3	Additional Spending Consideration
Public Bldgs	Spring St. School - Repave driveways / sidewalks	\$213,620	\$3,054,766	Taxation	3	Additional Spending Consideration
Public Bldgs	Town Hall - Renovation of second floor	\$263,000	\$3,317,766	Taxation	3	Additional Spending Consideration
Engineering	Widening and improving public ways	\$150,000	\$3,467,766	Taxation	3	Additional Spending Consideration
Highway	Storm drain construction	\$250,000	\$3,717,766	Taxation	3	Additional Spending Consideration
Highway	Sidewalk construction	\$350,000	\$4,067,766	Taxation	3	Additional Spending Consideration
Highway	Street resurfacing account	\$475,000	\$4,542,766	Taxation	3	Additional Spending Consideration
Highway	Replace street sweeper #36	\$170,000	\$170,000	Taxation	3	Not recommended for funding
Highway	Pave parking lots @ 207 & 211 South Street	\$300,000	\$470,000	Taxation	3	Not recommended for funding
Fire	Pickup truck with brush unit	\$70,000	\$540,000	Taxation	3	Not recommended for funding
Engineering	NPDES Mandated stormwater lab testing	\$120,000	\$660,000	Taxation	3	Not recommended for funding
Engineering	Engineering / Planning office space re-org	\$20,000	\$680,000	Taxation	3	Not recommended for funding
Highway	Snow blower attachment for loader	\$100,000	\$780,000	Taxation	3	Not recommended for funding
Parks	Maple Avenue Phase 2	\$156,000	\$936,000	Taxation	3	Not recommended for funding
Engineering	Replace 1999 Chevy Tahoe	\$35,000	\$971,000	Taxation	3	Not recommended for funding
Public Bldgs	Beal - Replacement windows	\$365,400	\$1,336,400	Taxation	4	Not recommended for funding
Public Bldgs	Police Station - Additional Space	\$11,000,000	\$12,336,400	Taxation	4	Not recommended for funding
Planning	Zoning bylaw recodification and rewrite	\$50,000	\$50,000	Taxation	1	Funding from Planning Fees expended without appropriation
Highway	Replace salt shed	\$400,000	\$480,000	Chapter 90	1	Funds expended without appropriation

**FIGURE TEN-A
CAPITAL BUDGET RECOMMENDATIONS
FISCAL YEAR 2015**

Department	Project	Amount	Cumulative Total	Funding Source	Tier	Comment
Sewer	Sewer main replacement - Maple Avenue	\$500,000	\$500,000	Sewer Revenue	1	Separate warrant article
Sewer	Infiltration and inflow	\$1,000,000	\$1,500,000	Sewer Revenue	1	Separate warrant article
Sewer	Radio telemetry changeover	\$150,000	\$1,650,000	Sewer Revenue	1	Include in Capital Budget warrant article
Water	Water main replacement - Maple Avenue	\$850,000	\$850,000	Water Revenue	1	Separate warrant article
Water	Water main replacement - Westview Avenue	\$125,000	\$975,000	Water Revenue	1	Separate warrant article
Water	Meter replacement program	\$1,000,000	\$1,975,000	Water Revenue	1	Include in Capital Budget warrant article
Water	Rubber track excavator (16-18,000 lbs) & trailer	\$135,000	\$2,110,000	Water Revenue	1	Include in Capital Budget warrant article

**FIGURE ELEVEN-A
HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 2005 TO 2014**

PLAN		FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
SCHOOL	H/P Select	Fam	5	0	0	0	0	0	0	0	0
		Ind	9	0	0	0	0	0	0	0	0
		Total	14	0	0	0	0	0	0	0	0
	H/P PPO	Fam		1	2	1	1	0	0	0	0
		Ind		3	2	1	1	2	2	3	2
		Total		4	4	2	2	3	2	3	2
	Tufts POS	Fam		0	1	0	0	0	0	0	0
		Ind		0	0	0	0	0	0	0	0
		Total		0	1	0	0	0	0	0	0
	Blue Cross EPO	Fam		12	9	11	9	9	0	0	0
		Ind		7	8	10	8	5	0	0	0
		Total		19	17	21	17	14	0	0	0
	Tufts EPO	Fam		3	4	5	4	4	0	0	0
		Ind		2	2	4	3	3	0	0	0
		Total		5	6	9	7	7	0	0	0
	H/P HMO	Fam	45	46	39	35	26	20	0	0	0
		Ind	59	52	46	46	49	47	0	0	0
		Total	104	98	85	81	75	67	0	0	0
	Fallon (Select Care in FY 2004)	Fam	162	171	179	194	97	66	0	0	0
		Ind	136	132	148	151	88	76	0	0	0
		Total	298	303	327	345	185	142	0	0	0
	Fallon - Direct	Fam	62	63	62	73	26	19	0	0	0
		Ind	61	61	53	50	22	16	0	0	0
		Total	123	124	115	123	48	35	0	0	0
	BC - Rate Saver	Fam					0	1	3	4	2
		Ind					0	1	2	2	1

**FIGURE ELEVEN-A
HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 2005 TO 2014**

PLAN	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	
	Total					0	2	5	6	3	8
Tufts - Rate Saver	Fam				0	1	4	6	7	7	
	Ind				0	0	2	3	0	4	
	Total					0	1	6	9	7	11
HP -Rate Saver	Fam				2	8	28	22	28	23	
	Ind				1	3	48	46	41	40	
	Total					3	11	76	68	69	63
Fallon - Select Rate Saver	Fam				115	154	230	252	260	254	
	Ind				73	89	162	155	134	137	
	Total					188	243	392	407	394	391
Fallon - Direct Rate Saver	Fam				46	45	65	66	64	67	
	Ind				27	31	44	38	36	35	
	Total					73	76	109	104	100	102
Total Active Plans	539	553	555	581	598	601	590	597	575	577	
HP Medicare Enhanced	92	90	92	72	76	73	97	112	116	125	
BC MEDEX III		3	2	2	2	2	2	2	4	6	
Tufts Medicare Plus		6	6	5	8	7	15	19	21	27	
BC Man Blue		0	0	0	0	2	2	2	2	2	
Fallon Senior	64	63	56	56	52	52	74	77	80	38	
Tufts Medicare Preferred						1	3	6	6	32	
First Seniority											
Pilgrim Enhanced											
Pilgrim Preferred											
Medicare HMO Blue			1	2		1	0	0	0	0	
First Seniority - Freedom				21	35	45	0	0	0	0	
Total Senior Plans	156	162	157	158	173	183	193	218	229	230	
Total School Plans	695	715	712	739	771	784	783	815	804	807	

**FIGURE ELEVEN-A
HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 2005 TO 2014**

	PLAN		FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Town	H/P Select	Fam	0	0	0	0	0	0	0	0	0	0
		Ind	3	0	0	0	0	0	0	0	0	0
		Total	3	0	0	0	0	0	0	0	0	0
	H/P PPO	Fam		0	1	1	1	1	0	0	0	0
		Ind		2	3	3	3	3	3	3	2	2
		Total		2	4	4	4	4	3	3	2	2
	Tufts POS	Fam		0	0	0	0	0	0	0	0	0
		Ind		0	0	0	0	0	0	0	0	0
		Total		0	0	0	0	0	0	0	0	0
	Blue Cross EPO	Fam		1	0	1	1	0	0	0	0	0
		Ind		2	3	3	1	1	0	0	0	0
		Total		3	3	4	2	1	0	0	0	0
	Tufts EPO	Fam		0	0	0	0	0	0	0	0	0
		Ind		0	0	0	0	0	0	0	0	0
		Total		0	0	0	0	0	0	0	0	0
	H/P HMO Became EPO FY 06	Fam	9	10	10	9	8	5	0	0	0	0
		Ind	13	13	15	11	7	6	0	0	0	0
		Total	22	23	25	20	15	11	0	0	0	0
	Fallon (Select Care in FY 2004)	Fam	72	71	75	72	24	16	0	0	0	0
		Ind	44	48	44	39	14	10	0	0	0	0
		Total	116	119	119	111	38	26	0	0	0	0
	Fallon - Direct	Fam	30	30	33	32	8	4	0	0	0	0
		Ind	11	11	12	13	8	7	0	0	0	0
		Total	41	41	45	45	16	11	0	0	0	0

**FIGURE ELEVEN-A
HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 2005 TO 2014**

PLAN		FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
BC - Rate Saver	Fam					0	0	0	0	2	0
	Ind					0	0	0	0	0	0
	Total					0	0	0	0	2	0
Tufts - Rate Saver	Fam					0	0	0	0	0	0
	Ind					0	0	0	0	0	0
	Total					0	0	0	0	0	0
HP -Rate Saver	Fam					1	1	4	5	6	17
	Ind					0	0	5	7	6	8
	Total					1	1	9	12	12	25
Fallon - Select Rate Saver	Fam					50	55	76	90	90	90
	Ind					31	32	53	50	51	50
	Total					81	87	129	140	141	140
Fallon - Direct Rate Saver	Fam					15	14	16	12	12	14
	Ind					8	11	13	13	12	10
	Total					23	25	29	25	24	24
Total Active Plans		182	188	196	184	180	166	170	180	181	191

PLAN	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
HP Medicare Enhanced	67	50	47	47	30	33	54	36	49	53
BC MEDEX III		3	4	3	3	3	3	1	2	4
Tufts Medicare Plus		8	9	6	4	4	7	3	5	8
BC Man Blue		4	4	3	2	2	2	2	2	3
Fallon Senior	51	47	49	48	50	52	67	64	61	33
Tufts Medicare Preferred				1	0	0	0	1	1	28

**FIGURE ELEVEN-A
HEALTH INSURANCE PLAN ENROLLMENT
FISCAL YEAR 2005 TO 2014**

PLAN	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
First Seniority										
Pilgrim Enhanced										
Pilgrim Preferred										
Medicare HMO Blue			2	0	0	0	0	0	0	0
First Seniority - Freedom				22	30	35	0	0	0	0
Total Senior Plans	118	112	115	130	119	129	133	107	120	129
Total Municipal Plans	300	300	311	314	299	295	303	287	301	320
Combined All Plans	995	1015	1023	1053	1070	1079	1086	1102	1105	1127

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2005 TO 2014**

PLAN			FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Premium	H/P Select	Fam	\$1,624.19									
		Ind	\$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	\$3,886.00
		Ind		\$732.00	\$ 903.00	\$ 1,020.15	\$1,122.00	\$1,206.00	\$1,327.00	\$1,420.00	\$1,562.00	\$1,750.00
	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	\$3,886.00
		Ind		\$732.00	\$ 903.00	\$ 1,020.15	\$1,122.00	\$1,206.00	\$1,327.00	\$1,420.00	\$1,562.00	\$1,750.00
	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	\$1,404.36	\$1,121.00	\$ 1,250.00	\$ 1,357.53	\$1,467.00	\$1,577.00				
		Ind	\$522.07	\$431.00	\$ 481.00	\$ 521.37	\$563.00	\$605.00				
	Fallon	Fam	\$998.38	\$1,000.72	\$ 1,089.00	\$ 1,246.35	\$1,348.00	\$1,442.00				
		Ind	\$385.47	\$369.27	\$ 403.00	\$ 462.23	\$500.00	\$535.00				
	Fallon Direct Care	Fam	\$894.45	\$948.84	\$ 1,012.00	\$ 1,157.53	\$1,253.00	\$1,341.00				
		Ind	\$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	\$1,685.00
		Ind					\$517.00	\$537.00	\$564.00	\$603.00	\$603.00	\$628.00
	Tufts - Rate Saver	Fam					\$1,289.00	\$1,379.00	\$1,517.00	\$1,623.00	\$1,623.00	\$1,688.00
		Ind					\$492.00	\$526.00	\$579.00	\$620.00	\$620.00	\$645.00
	HP -Rate Saver	Fam					\$1,247.00	\$1,341.00	\$1,429.00	\$1,529.00	\$1,529.00	\$1,590.00
		Ind					\$478.00	\$514.00	\$548.00	\$586.00	\$586.00	\$610.00
	Fallon - Select Rate Saver	Fam					\$1,146.00	\$1,226.00	\$1,312.00	\$1,404.00	\$1,404.00	\$1,460.00
		Ind					\$425.00	\$455.00	\$487.00	\$521.00	\$521.00	\$542.00
	Fallon - Direct Rate Saver	Fam					\$1,065.00	\$1,140.00	\$1,220.00	\$1,305.00	\$1,305.00	\$1,357.00
		Ind					\$395.00	\$423.00	\$453.00	\$485.00	\$485.00	\$505.00

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2005 TO 2014**

PLAN		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Pilgrim Enhanced											
Pilgrim Preferred											
HP Medicare Enhanced		\$ 366.00	\$ 408.00	\$ 414.00	\$ 414.00	\$400.00	\$406.00	\$406.00	\$378.00	\$378.00	\$328.33
BC MEDEX III			\$ 353.00	\$ 381.00	\$ 382.00	\$413.00	\$432.00	\$432.00	\$424.00	\$424.00	\$311.63
Tufts MC			\$ 289.00	\$ 302.00	\$ 323.00	\$323.00	\$339.00	\$372.00	\$317.00	\$332.00	\$320.00
BC Man Blue			\$ 300.45	\$ 335.30	\$ 360.93	\$372.91	\$386.39	\$413.23	\$402.00	\$402.00	\$267.18
Medicare HMO Blue			\$ 266.75	\$ 202.90	\$ 216.20	\$216.20	\$345.33	\$345.33			
First Seniority			\$ 210.00	\$ 167.00	\$ 223.00	\$223.00	\$293.00	\$293.00			
Tufts Medicare			\$ 190.00	\$ 141.00	\$ 153.00	\$153.00					
Fallon Senior		\$ 237.00	\$ 213.00	\$ 177.00	\$ 207.00	\$207.00	\$238.00	\$238.00	\$267.00	\$279.00	\$278.00
Blue Medicare						\$175.00					
Tufts Medicare Preff						\$165.00	\$164.00	\$207.00	\$226.00	\$240.00	\$252.00
Town Contribution	H/P Select										
	Fam	\$ 812.10									
	Ind	\$ 301.90									
			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	\$1,943.00
	Ind		\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00	\$781.00	\$875.00
			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%	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	\$1,943.00
	Ind		\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00	\$781.00	\$875.00
			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%	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				

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2005 TO 2014**

PLAN		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	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	\$ 812.10	\$ 672.60	\$ 750.00	\$ 814.52	\$880.20	\$946.20				
	Ind	\$ 301.90	\$ 258.60	\$ 288.60	\$ 312.82	\$337.80	\$363.00				
			57.83%	60.00%	60.00%	60.00%	60.00%				
			57.83%	60.00%	60.00%	60.00%	60.00%				
Fallon	Fam	\$ 812.10	\$ 750.54	\$ 816.75	\$ 934.76	\$876.20	\$937.30				
	Ind	\$ 301.90	\$ 276.95	\$ 302.25	\$ 346.67	\$325.00	\$347.75				
			81.34%	75.00%	75.00%	75.00%	65.00%	65.00%			
			78.32%	75.00%	75.00%	75.00%	65.00%	65.00%			
Fallon - Direct Care	Fam	\$ 805.01	\$ 806.51	\$ 860.20	\$ 983.90	\$939.75	\$1,005.75				
	Ind	\$ 301.90	\$ 297.60	\$ 317.90	\$ 365.05	\$348.00	\$372.00				
			90.00%	85.00%	85.00%	85.00%	75.00%	75.00%			
			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	1011.00%
	Ind					\$310.20	\$322.20	\$338.40	\$361.80	\$361.80	376.80%
						60.00%	60.00%	60.00%	60.00%	60.00%	0.60%
						60.00%	60.00%	60.00%	60.00%	60.00%	0.60%
Tufts - Rate Saver	Fam					\$773.40	\$827.40	\$910.20	\$973.80	\$973.80	\$1,012.80
	Ind					\$295.20	\$315.60	\$347.40	\$372.00	\$372.00	\$387.00
						60.00%	60.00%	60.00%	60.00%	60.00%	60.00%
						60.00%	60.00%	60.00%	60.00%	60.00%	60.00%
HP -Rate Saver	Fam					\$748.20	\$804.60	\$857.40	\$917.40	\$917.40	\$954.00
	Ind					\$286.80	\$308.40	\$328.80	\$351.60	\$351.60	\$366.00
						60.00%	60.00%	60.00%	60.00%	60.00%	60.00%

This became
Fallon Select Care
in FY 2004

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2005 TO 2014**

PLAN		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
						60.00%	60.00%	60.00%	60.00%	60.00%	60.00%
Fallon - Select Rate Saver	Fam Ind					\$859.50 \$318.75	\$919.50 \$341.25	\$984.00 \$365.25	\$1,053.00 \$390.75	\$1,024.92 \$380.33	\$1,065.80 \$395.66
						75.00%	75.00%	75.00%	75.00%	73.00%	73.00%
						75.00%	75.00%	75.00%	75.00%	73.00%	73.00%
Fallon - Direct Rate Saver	Fam Ind					\$852.00 \$316.00	\$912.00 \$338.40	\$976.00 \$362.40	\$1,044.00 \$388.00	\$1,017.90 \$378.30	\$1,058.46 \$393.90
						80.00%	80.00%	80.00%	80.00%	78.00%	78.00%
						80.00%	80.00%	80.00%	80.00%	78.00%	78.00%
Pilgrim Enhanced											
Pilgrim Preferred											
HP Medicare Enhanced		\$ 183.00 50.00%	\$ 204.00 50.00%	\$ 207.00 50.00%	\$ 207.00 50.00%	\$ 200.00 50.00%	\$ 203.00 50.00%	\$ 203.00 50.00%	\$ 189.00 50.00%	\$ 189.00 50.00%	\$ 164.17 50.00%
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%	\$ 155.82 50.00%
Tufts MC			\$ 173.40 60.00%	\$ 181.20 60.00%	\$ 193.80 60.00%	\$ 193.80 60.00%	\$ 203.40 60.00%	\$ 223.20 60.00%	\$ 158.50 50.00%	\$ 166.00 50.00%	\$ 160.00 50.00%
BC Man Blue			\$ 180.27 60.00%	\$ 201.18 60.00%	\$ 216.56 60.00%	\$ 223.75 60.00%	\$ 231.83 60.00%	\$ 247.94 60.00%	\$ 241.20 60.00%	\$ 241.20 60.00%	\$ 160.31 60.00%
BC Medicare Blue			\$ 200.06 75.00%	\$ 152.18 75.00%	\$ 162.15 75.00%	\$ 162.15 75.00%	\$ 259.00 75.00%	\$ 224.46 65.00%			
First Seniority			\$ 178.50 85.00%	\$ 141.95 85.00%	\$ 189.55 85.00%	\$ 189.55 85.00%	\$ 249.05 85.00%	\$ 219.75 75.00%			
Fallon Senior		\$ 183.00	\$ 181.05	\$ 150.45	\$ 175.95	\$ 175.95	\$ 202.30	\$ 178.50	\$ 200.25	\$ 209.25	\$ 208.50

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2005 TO 2014**

PLAN		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	
		77.22%	85.00%	85.00%	85.00%	85.00%	85.00%	75.00%	75.00%	75.00%	75.00%	
Tufts Medicare Pref			\$ 161.50	\$ 119.85	\$ 130.05	\$ 130.05						
			85.00%	85.00%	85.00%	85.00%						
Blue Medicare						\$ 122.50						
						70.00%						
Tufts Medicare Preff						\$ 115.50	\$ 139.40	\$ 155.25	\$ 169.50	\$ 180.00	\$ 189.00	
						70.00%	85.00%	75.00%	75.00%	75.00%	75.00%	
Employee Contribution	H/P Select	Fam	\$ 812.10									
		Ind	\$ 301.90									
			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	\$1,943.00
		Ind		\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00	\$781.00	\$875.00
				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%	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	\$1,943.00
		Ind		\$366.00	\$451.50	\$510.08	\$561.00	\$603.00	\$663.50	\$710.00	\$781.00	\$875.00
				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%	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				

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2005 TO 2014**

PLAN		FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
H/P HMO			40.00%	40.00%	40.00%	40.00%	40.00%				
			40.00%	40.00%	40.00%	40.00%	40.00%				
	Fam	\$ 592.27	\$448.40	\$500.00	\$543.01	\$586.80	\$630.80				
	Ind	\$ 220.18	\$172.40	\$192.40	\$208.55	\$225.20	\$242.00				
			42.17%	40.00%	40.00%	40.00%	40.00%	40.00%			
			42.17%	40.00%	40.00%	40.00%	40.00%	40.00%			
Fallon <div style="border: 1px solid black; padding: 2px; width: fit-content;">This became Fallon Select Care in FY 2004</div>	Fam	\$ 186.29	\$250.18	\$272.25	\$ 311.59	\$ 471.80	\$ 504.70				
	Ind	\$ 83.58	\$92.32	\$100.75	\$115.56	\$175.00	\$187.25				
			18.66%	25.00%	25.00%	25.00%	35.00%	35.00%			
			21.68%	25.00%	25.00%	25.00%	35.00%	35.00%			
Fallon - Direct Care	Fam	\$ 89.44	\$142.33	\$151.80	\$173.63	\$313.25	\$335.25				
	Ind	\$ 43.46	\$52.52	\$56.10	\$64.42	\$116.00	\$124.00				
			10.00%	15.00%	15.00%	15.00%	25.00%	25.00%			
			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	\$674.00
	Ind					\$206.80	\$214.80	\$225.60	\$241.20	\$241.20	\$251.20
						40.00%	40.00%	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	\$675.20
	Ind					\$196.80	\$210.40	\$231.60	\$248.00	\$248.00	\$258.00
						40.00%	40.00%	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	\$636.00
	Ind					\$191.20	\$205.60	\$219.20	\$234.40	\$234.40	\$244.00
						40.00%	40.00%	40.00%	40.00%	40.00%	40.00%
						40.00%	40.00%	40.00%	40.00%	40.00%	40.00%

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2005 TO 2014**

PLAN	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	
Fallon - Select Rate Saver	Fam Ind				\$286.50	\$306.50	\$328.00	\$351.00	\$379.08	\$394.20	
					\$106.25	\$113.75	\$121.75	\$130.25	\$140.67	\$146.34	
						25.00%	25.00%	25.00%	25.00%	27.00%	27.00%
						25.00%	25.00%	25.00%	25.00%	27.00%	27.00%
Fallon - Direct Care Rate Saver	Fam Ind				\$213.00	\$228.00	\$244.00	\$261.00	\$287.10	\$298.54	
					\$79.00	\$84.60	\$90.60	\$97.00	\$106.70	\$111.10	
						20.00%	20.00%	20.00%	20.00%	22.00%	22.00%
						20.00%	20.00%	20.00%	20.00%	22.00%	22.00%
Pilgrim Enhanced											
Pilgrim Preferred											
HP Medicare Enhanced	\$ 183.00 50.00%	\$ 204.00 50.00%	\$ 207.00 50.00%	\$ 207.00 50.00%	\$ 200.00 50.00%	\$ 203.00 50.00%	\$ 203.00 50.00%	\$ 189.00 50.00%	\$ 189.00 50.00%	\$ 164.16 50.00%	
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%	\$ 155.81 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%	\$ 160.00 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%	\$ 106.87 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		\$ 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	\$ 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%	\$ 69.50 25.00%	

**FIGURE ELEVEN-B
HEALTH INSURANCE PREMIUMS
FISCAL YEAR 2005 TO 2014**

PLAN	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
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%	\$63.00 25.00%

**FIGURE ELEVEN-C
HEALTH INSURANCE ENROLLMENT TRENDS
FISCAL YEAR 2004 TO 2014**

Plan Totals		FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	
H/P Select	Fam	9	5										
H/P PPO	Fam			1	3	2	2	2	0	0	0	0	
Tufts POS	Fam			0	1	0	0	0	0	0	0	0	
Blue Cross EPO	Fam			13	9	12	10	9	0	0	0	0	
Tufts EPO	Fam			3	4	5	4	4	0	0	0	0	
H/P HMO (EPO)	Fam	60	54	56	49	44	34	25	0	0	0	0	
Fallon (Select in FY 04)	Fam	188	234	242	254	266	121	82	0	0	0	0	
Fallon - Direct	Fam	95	92	93	95	105	34	23	0	0	0	0	
Blue Cross Rate Saver	Fam						0	1	3	4	4	4	
Tufts Rate Saver	Fam						0	1	4	6	7	7	
H/P HMO Rate Saver	Fam						3	9	32	27	34	40	
Fallon Select Rate Saver	Fam						165	209	306	342	350	344	
Fallon Direct Rate Saver	Fam						61	59	81	78	76	81	
		352	385	408	415	434	434	424	426	457	471	476	5
H/P Select	Ind	10	12										
H/P PPO	Ind			5	5	4	4	5	5	6	4	4	
Tufts POS	Ind			0	0	0	0	0	0	0	0	0	
Blue Cross EPO	Ind			9	11	13	9	6	0	0	0	0	
Tufts EPO	Ind			2	2	4	3	3	0	0	0	0	
H/P HMO (EPO)	Ind	90	72	65	61	57	56	53	0	0	0	0	
Fallon (Select in FY 04)	Ind	146	180	180	192	190	102	86	0	0	0	0	
Fallon - Direct	Ind	88	72	72	65	63	30	23	0	0	0	0	
Blue Cross Rate Saver	Ind						0	1	2	2	1	4	
Tufts Rate Saver	Ind						0	0	2	3	0	4	
H/P HMO Rate Saver	Ind						1	3	53	53	47	48	
Fallon Select Rate Saver	Ind						104	121	215	205	185	187	
Fallon Direct Rate Saver	Ind						35	42	57	51	48	45	
		334	336	333	336	331	344	343	334	320	285	292	7
Pilgrim Medicare	Sr	161	159	140	139	119	106	106	151	148	165	178	
BC MEDEX III	Sr			6	6	5	5	5	5	3	6	10	
Tufts MC	Sr			14	15	11	12	11	22	22	26	35	
BC Man Blue	Sr			4	4	3	2	4	4	4	4	5	

**FIGURE ELEVEN-C
HEALTH INSURANCE ENROLLMENT TRENDS
FISCAL YEAR 2004 TO 2014**

Plan Totals		FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	
Fallon Senior	Sr	114	115	110	105	104	102	104	141	141	141	71	
Medicare MHO Blue	Sr				3	2	0	1	0	0	0	0	
Tufts Medicare Preferred	Sr					1	0	1	3	7	7	60	
First Seniority - Freedom	Sr					43	65	80	0	0	0	0	
		275	274	274	272	288	292	312	326	325	349	359	10
Grand Total		961	995	1015	1023	1053	1070	1079	1086	1102	1105	1127	22

**FIGURE TWELVE
SURPLUS REVENUE
FISCAL YEAR 1995 TO 2013**

	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 Adjusted	\$3,000,000 \$400,000	\$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 Adjusted	\$1,431,069 \$700,000	\$5,845,970 \$5,145,970
2011	\$0	\$1,574,490	\$1,574,490	\$1,791,227			\$500,000 Adjusted	\$3,396,791 \$448,000	\$6,002,067 \$5,554,067
2012	\$40	\$1,862,884	\$1,862,924	\$915,701	\$82,366		\$500,000 Adjusted	\$3,067,495 \$24,000	\$5,591,137 \$5,567,137
2013	\$0	\$1,479,387	\$1,479,387	\$1,065,164			\$500,000 Adjusted	\$3,657,713 \$266,000	\$5,062,332 \$4,796,332

* 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 2013
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)	Ave Residential Tax Bill (2013)	Change 2012 to 2013
1	Fitchburg	\$2,449.00	\$2,523.00	\$2,584.00	\$2,630.00	\$2,687.00	\$2,820.00	\$2,913.00	\$2,981.00 *	\$68.00
2	Leicester	\$2,498.00	\$2,565.00	\$2,633.00	\$2,690.00	\$2,726.00	\$2,805.00	\$2,905.00	\$2,989.00	\$84.00
3	Oxford	\$2,665.00	\$2,694.00	\$2,714.00	\$2,839.00	\$2,909.00	\$2,979.00	\$3,071.00	\$3,182.00	\$111.00
4	Northbridge	\$2,734.00	\$2,752.00	\$2,846.00	\$3,072.00	\$3,001.00	\$3,173.00	\$3,390.00	\$3,234.00	(\$156.00)
5	Clinton	\$2,722.00	\$2,830.00	\$2,947.00	\$3,028.00	\$3,098.00	\$3,106.00	\$3,274.00	\$3,360.00 *	\$86.00
6	Worcester	\$2,879.00	\$2,995.00	\$3,112.00	\$3,162.00	\$3,129.00	\$3,307.00	\$3,363.00	\$3,492.00 *	\$129.00
7	Millbury	\$2,999.00	\$3,006.00	\$3,093.00	\$3,124.00	\$3,268.00	\$3,320.00	\$3,378.00	\$3,495.00	\$117.00
8	Auburn	\$2,602.00	\$2,793.00	\$2,917.00	\$3,016.00	\$3,229.00	\$3,422.00	\$3,547.00	\$3,653.00 *	\$106.00
9	Bellingham	\$2,783.00	\$2,953.00	\$3,040.00	\$3,184.00	\$3,301.00	\$3,473.00	\$3,589.00	\$3,710.00 *	\$121.00
10	Leominster	\$2,881.00	\$3,003.00	\$3,104.00	\$3,206.00	\$3,296.00	\$3,477.00	\$3,640.00	\$3,771.00	\$131.00
11	Norwood	\$2,987.00	\$3,081.00	\$3,163.00	\$3,268.00	\$3,442.00	\$3,662.00	\$3,862.00	\$4,034.00 *	\$172.00
12	Shrewsbury**	\$3,536.00	\$3,598.00	\$3,656.00	\$3,824.00	\$3,893.00	\$3,955.00	\$4,139.00	\$4,322.00	\$183.00
13	West Boylston	\$3,843.00	\$3,981.00	\$4,066.00	\$4,132.00	\$4,192.00	\$4,260.00	\$4,349.00	\$4,420.00	\$71.00
14	Milford	\$3,574.00	\$3,756.00	\$3,915.00	\$3,952.00	\$4,215.00	\$4,236.00	\$4,323.00	\$4,455.00 *	\$132.00
15	Billerica	\$3,696.00	\$3,780.00	\$3,873.00	\$3,958.00	\$4,077.00	\$4,246.00	\$4,366.00	\$4,468.00 *	\$102.00
16	Holden	\$3,705.00	\$3,598.00	\$3,809.00	\$3,992.00	\$4,102.00	\$4,238.00	\$4,401.00	\$4,523.00	\$122.00
17	Marlborough	N/A	N/A	N/A	N/A	N/A	\$4,280.00	\$4,476.00	\$4,540.00 *	\$64.00
18	Sterling	\$4,282.00	\$4,111.00	\$4,312.00	\$4,494.00	\$4,449.00	\$4,417.00	\$4,545.00	\$4,635.00	\$90.00
19	Hudson	\$3,544.00	\$3,607.00	\$3,703.00	\$3,888.00	\$4,098.00	\$4,210.00	\$4,485.00	\$4,700.00 *	\$215.00
20	Sutton	\$3,557.00	\$3,560.00	\$3,889.00	\$4,022.00	\$4,197.00	\$4,328.00	\$4,607.00	\$4,845.00	\$238.00
21	Tewksbury	\$3,610.00	\$3,742.00	\$3,850.00	\$3,946.00	\$4,034.00	\$4,160.00	\$4,712.00	\$4,888.00 *	\$176.00
22	Franklin	\$3,742.00	\$3,872.00	\$4,210.00	\$4,298.00	\$4,436.00	\$4,676.00	\$4,842.00	\$4,990.00	\$148.00
23	Grafton	\$3,583.00	\$3,854.00	\$3,923.00	\$4,016.00	\$4,281.00	\$4,491.00	\$4,771.00	\$5,053.00	\$282.00
24	Danvers	\$3,883.00	\$4,034.00	\$4,231.00	\$4,391.00	\$4,577.00	\$4,688.00	\$4,883.00	\$5,085.00 *	\$202.00
25	Paxton	\$3,866.00	\$3,965.00	\$4,156.00	\$4,256.00	\$4,911.00	\$4,830.00	\$4,948.00	\$5,140.00	\$192.00
26	Mansfield	\$4,625.00	\$4,690.00	\$4,823.00	\$4,849.00	\$4,992.00	\$5,176.00	\$5,164.00	\$5,370.00 *	\$206.00
27	Foxborough	\$4,230.00	\$4,296.00	\$4,424.00	\$4,507.00	\$4,633.00	\$4,994.00	\$5,174.00	\$5,466.00 *	\$292.00
28	Millis	\$4,180.00	\$4,733.00	\$4,842.00	\$5,098.00	\$4,979.00	\$5,221.00	\$5,226.00	\$5,540.00	\$314.00
29	Berlin	\$4,813.00	\$4,865.00	\$4,999.00	\$5,139.00	\$5,127.00	\$5,352.00	\$5,583.00	\$5,554.00 *	(\$29.00)
30	Canton	\$4,445.00	\$4,509.00	\$4,566.00	\$4,894.00	\$5,008.00	\$5,344.00	\$5,526.00	\$5,729.00 *	\$203.00
31	Boylston	\$4,504.00	\$4,717.00	\$4,810.00	\$4,814.00	\$4,992.00	\$5,234.00	\$5,710.00	\$5,764.00	\$54.00
32	Framingham	\$4,306.00	\$4,564.00	\$4,821.00	\$4,735.00	\$4,979.00	\$5,197.00	\$5,774.00	\$5,783.00 *	\$9.00
33	Chelmsford	\$4,688.00	\$4,966.00	\$5,105.00	\$5,069.00	\$5,267.00	\$5,427.00	\$5,653.00	\$5,799.00	\$146.00
34	Upton	\$4,379.00	\$4,522.00	\$4,800.00	\$4,881.00	\$5,040.00	\$5,446.00	\$5,630.00	\$5,809.00	\$179.00
35	Ashland	\$5,067.00	\$5,180.00	\$5,338.00	\$5,493.00	\$5,642.00	\$5,800.00	\$5,958.00	\$6,125.00	\$167.00
36	Northborough	\$5,078.00	\$5,355.00	\$5,556.00	\$5,774.00	\$5,992.00	\$5,972.00	\$6,114.00	\$6,181.00	\$67.00
37	Natick	\$4,559.00	\$4,727.00	\$4,829.00	\$5,223.00	\$5,282.00	\$5,561.00	\$6,015.00	\$6,216.00	\$201.00
38	Walpole	\$4,727.00	\$4,903.00	\$4,939.00	\$5,159.00	\$5,283.00	\$5,538.00	\$5,740.00	\$6,231.00 *	\$491.00
39	Medway	\$5,283.00	\$5,494.00	\$5,511.00	\$5,733.00	\$5,901.00	\$5,992.00	\$6,105.00	\$6,336.00	\$231.00
40	Holliston	\$5,548.00	\$5,810.00	\$6,015.00	\$6,157.00	\$6,434.00	\$6,754.00	\$6,916.00	\$7,090.00	\$174.00
41	Norfolk	\$5,556.00	\$5,803.00	\$5,894.00	\$6,095.00	\$6,161.00	\$6,391.00	\$6,927.00	\$7,186.00	\$259.00
42	Andover	\$6,400.00	\$6,658.00	\$6,799.00	\$7,054.00	\$7,239.00	\$7,480.00	\$7,786.00	\$7,967.00 *	\$181.00
43	Westborough	\$6,234.00	\$6,198.00	\$6,689.00	\$6,784.00	\$7,182.00	\$7,446.00	\$7,790.00	\$7,972.00	\$182.00
44	Hopkinton	\$6,440.00	\$7,060.00	\$7,338.00	\$7,508.00	\$7,687.00	\$7,904.00	\$8,082.00	\$8,285.00	\$203.00
45	Southborough	\$6,884.00	\$7,289.00	\$7,231.00	\$7,879.00	\$7,714.00	\$7,942.00	\$8,334.00	\$8,573.00	\$239.00
46	Acton	\$7,724.00	\$7,926.00	\$8,051.00	\$8,388.00	\$8,767.00	\$9,049.00	\$9,259.00	\$9,650.00	\$391.00

* Indicates communities that classified their tax rate in FY 2013

** 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; 12th in FY 2012

**FIGURE FIFTEEN
SEWER SURPLUS ACCOUNT**

	2014	2013	2012	2011	2010	2009
Unreserved Fund Balance 6/30	\$13,202,693.87	\$11,133,237.08	\$9,464,688.70	\$8,502,987.89	\$6,583,440.83	\$5,489,594.70
ATM Budget Reserve for FY	(\$7,031,863.00)	(\$5,974,283.00)	(\$5,568,663.00)	(\$4,700,777.00)	(\$3,313,131.00)	(\$2,834,092.00)
7/1 Balance Sheet	\$6,170,830.87	\$5,158,954.08	\$3,896,025.70	\$3,802,210.89	\$3,270,309.83	\$2,655,502.70
Revenue through 12/31/13	\$3,637,160.20		\$47,313	Salaries 1		
Balance 12/31/2013	\$9,807,991.07		\$21,824	Salaries 2		
Revenue from rates 1/1 to 6/30	\$3,100,000.00		\$338,675	Salaries 3		
Other revenue 1/1 to 6/30	\$620,000.00		\$517,100	Expenses 04-05-06		
Budget Turnback	\$650,000.00		\$4,381,258	Speci Appro 09		
Unreserved Fund Balance 6/30	\$14,177,991.07		\$5,306,170	Total Budget		
ATM Budget Reserve for FY 2015	\$5,807,989.00		\$5,306,170	Total Budget		
Projected Balance 7/1/2014	\$8,370,002.07		\$85,445	Debt Service		
Change From Balance of 7/1/2013	\$2,199,171.20		\$150,000	Capital - Telemetry		
			\$500,000	Sewer Main - Maple		
			\$1,000,000	Sewer I & I		
			\$206,394	Indirect Costs		
			\$7,248,009	Total Sewer Spending		
			\$1,000,000	Less I & I Fund		
			\$440,020	Less Closeouts		
			\$5,807,989	Total Sewer Use		

**Board of Selectmen
Fiscal Policies
Fiscal Year 2015**

1. In presenting the Fiscal Year 2015 proposed budget, the town manager is directed to file budget recommendations that reflect the Town's revenue stream in compliance with the Town's levy limit.

After evaluating all options and considering all budget outcomes resulting from staying within the Town's existing revenue stream, the Board may consider bringing forward an override question to supplement funding for the Fiscal Year 2015 budget. The timing and value of any question will be conditioned upon circumstances presented. The Board will take no action in this regard until the full fiscal picture, with limited exceptions, for Fiscal Year 2015 is clear.

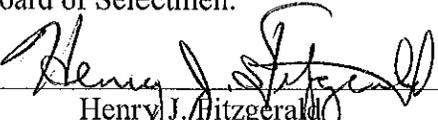
2. The Town's reserves are a major factor in the Town's bond rating. Sudden decline in reserve amounts could result in a decline in bond rating and potential increases in the costs of borrowing. Reserve funds are defined as the Stabilization Fund and Free Cash. Reserves are maintained to cover revenue 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, 2014, 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 2014 Annual Town Meeting (7/1/2013 Free Cash balance was \$4,796,042 (after transfer); Stabilization Fund balance was \$350,544 on an operating budget of \$101,372,766 (5.1%); 7/1/2012 Free Cash balance was \$5,567,137 (after 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

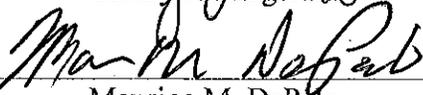
Finance Committee. The analysis shall provide sufficient evidence to establish that the remaining balances are adequate to address potential downturns in revenue sources and provide a sufficient cash balance for emergencies and for budget stabilization purposes; and that conditions exist in future years that will allow for replenishment of reserve funds.

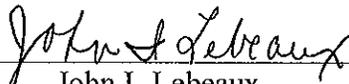
3. Properly managed debt is an effective way to finance significant infrastructure and capital projects. Responsible use of debt preserves our credit rating, enhances flexibility in current and future operating budgets, and provides us with long-term assets that maintain or improve our quality of life. 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 2015 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.

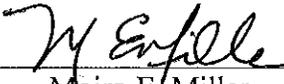
Adopted this 14th day of January 2014

Board of Selectmen:


Henry J. Fitzgerald


Maurice M. DePalo


John I. Lebeaux


Moira E. Miller

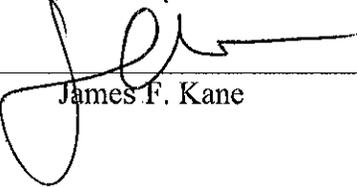

James F. Kane

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 2015**

	Page #	Fiscal Year 2014 Budget (May ATM)	Fiscal Year 2014 Budget (Current Revised)	Fiscal Year 2015 Request	Town Manager Fiscal Year 2015 Recommendation	Difference FY 2014 to FY 2015 (May ATM)	Percent	Difference FY 2014 to FY 2015 (Current Revised)	Percent
PERSONNEL BOARD	1	\$153,600	\$158,600	\$8,600	\$8,600	(\$145,000)	-94.40%	(\$150,000)	-94.58%
SELECTMEN	3	\$20,150	\$20,648	\$20,350	\$20,350	\$200	0.99%	(\$298)	-1.44%
TOWN MANAGER	7	\$320,872	\$320,872	\$322,854	\$322,254	\$1,382	0.43%	\$1,382	0.43%
FINANCE COMMITTEE	11	\$281,455	\$270,007	\$281,460	\$281,460	\$5	0.00%	\$11,453	4.24%
ACCOUNTANT	13	\$208,361	\$208,361	\$211,294	\$211,294	\$2,933	1.41%	\$2,933	1.41%
ASSESSORS	19	\$279,431	\$291,824	\$249,065	\$249,765	(\$29,666)	-10.62%	(\$42,059)	-14.41%
TREASURER-COLLECTOR	25	\$370,923	\$376,073	\$364,025	\$365,265	(\$5,658)	-1.53%	(\$10,808)	-2.87%
TOWN COUNSEL	33	\$59,000	\$59,000	\$59,000	\$59,000	\$0	0.00%	\$0	0.00%
MIS	-	\$0	\$0	\$0	\$0	\$0		\$0	
TOWN CLERK	35	\$130,613	\$131,208	\$131,283	\$131,283	\$670	0.51%	\$75	0.06%
ELECTION AND REGISTRATION	41	\$96,868	\$101,413	\$142,172	\$142,172	\$45,304	46.77%	\$40,759	40.19%
CONSERVATION COMMISSION	43	\$1,750	\$35,153	\$1,850	\$1,850	\$100	5.71%	(\$33,303)	-94.74%
PLANNING & ECONOMIC DEVL P	45	\$0	\$0	\$25,959	\$26,079	\$26,079		\$26,079	
PLANNING BOARD	49	\$3,150	\$3,167	\$1,700	\$1,700	(\$1,450)	-46.03%	(\$1,467)	-46.32%
BOARD OF APPEALS	51	\$2,750	\$2,750	\$3,750	\$3,000	\$250	9.09%	\$250	9.09%
PUBLIC BUILDINGS	53	\$3,309,172	\$3,523,860	\$3,519,471	\$3,368,260	\$59,088	1.79%	(\$155,600)	-4.42%
POLICE DEPARTMENT	73	\$4,156,700	\$4,175,115	\$4,474,261	\$4,251,854	\$95,154	2.29%	\$76,739	1.84%
FIRE DEPARTMENT	85	\$2,990,109	\$2,991,438	\$3,274,286	\$3,084,024	\$93,915	3.14%	\$92,586	3.10%
BUILDING INSPECTOR	97	\$274,168	\$277,483	\$280,805	\$263,578	(\$10,590)	-3.86%	(\$13,905)	-5.01%
WEIGHTS & MEASURES	107	\$3,800	\$3,800	\$4,400	\$4,400	\$600	15.79%	\$600	15.79%
EMERGENCY MANAGEMENT	109	\$2,244	\$2,244	\$480	\$2,180	(\$64)	-2.85%	(\$64)	-2.85%
FORESTRY	111	\$77,700	\$77,770	\$83,250	\$78,250	\$550	0.71%	\$480	0.62%
PENSIONS	115	\$4,270,034	\$4,270,034	\$4,448,234	\$4,448,234	\$178,200	4.17%	\$178,200	4.17%
TOWN ENGINEER	119	\$430,993	\$447,767	\$415,103	\$415,103	(\$15,890)	-3.69%	(\$32,664)	-7.29%
HIGHWAYS	125	\$1,892,766	\$1,963,656	\$2,213,458	\$1,938,737	\$45,971	2.43%	(\$24,919)	-1.27%
STREET LIGHTING	137	\$163,007	\$163,007	\$153,786	\$153,786	(\$9,221)	-5.66%	(\$9,221)	-5.66%
SEWER	141	\$5,268,897	\$5,368,809	\$5,206,522	\$5,306,171	\$37,274	0.71%	(\$62,638)	-1.17%
WATER	151	\$1,886,871	\$2,040,234	\$1,993,779	\$1,966,279	\$79,408	4.21%	(\$73,955)	-3.62%
CEMETERIES	161	\$94,710	\$94,710	\$93,710	\$93,710	(\$1,000)	-1.06%	(\$1,000)	-1.06%
HEALTH	165	\$170,340	\$170,340	\$170,930	\$173,430	\$3,090	1.81%	\$3,090	1.81%
COUNCIL ON AGING	193	\$233,483	\$233,861	\$218,668	\$218,733	(\$14,750)	-6.32%	(\$15,128)	-6.47%
VETERAN'S SERVICES	199	\$142,400	\$142,400	\$142,400	\$162,908	\$20,508	14.40%	\$20,508	14.40%
COMMISSION ON DISABILITIES	203	\$500	\$500	\$500	\$500	\$0	0.00%	\$0	0.00%
LIBRARY	205	\$1,104,535	\$1,151,065	\$1,155,592	\$1,124,148	\$19,613	1.78%	(\$26,917)	-2.34%
PARKS AND RECREATION	219	\$377,106	\$377,106	\$395,672	\$387,306	\$10,200	2.70%	\$10,200	2.70%
SCHOOLS	-	\$52,040,646	\$52,040,646	\$59,840,582	\$52,833,962	\$793,316	1.52%	\$793,316	1.52%
INTEREST AND MATURING DEBT	229	\$9,523,874	\$9,530,274	\$9,420,193	\$9,420,193	(\$103,681)	-1.09%	(\$110,081)	-1.16%
Employee Assistance Program	239	\$4,000	\$4,000	\$4,000	\$4,000	\$0	0.00%	\$0	0.00%
Group Health and Life Insurance	239	\$8,100,000	\$8,100,000	\$8,750,000	\$8,750,000	\$650,000	8.02%	\$650,000	8.02%
Medicare	239	\$745,000	\$745,000	\$775,000	\$775,000	\$30,000	4.03%	\$30,000	4.03%
Unemployment Compensation Insurance	239	\$150,000	\$152,000	\$150,000	\$150,000	\$0	0.00%	(\$2,000)	-1.32%
Radio Maintenance	239	\$10,421	\$10,421	\$10,421	\$10,421	\$0	0.00%	\$0	0.00%

**Budget Summary
Fiscal Year 2015**

Page #	Fiscal Year 2014 Budget (May ATM)	Fiscal Year 2014 Budget (Current Revised)	Fiscal Year 2015 Request	Town Manager Fiscal Year 2015 Recommendation	Difference FY 2014 to FY 2015 (May ATM)	Percent	Difference FY 2014 to FY 2015 (Current Revised)	Percent
Ambulance Services 239	\$0	\$0	\$0	\$0	\$0		\$0	
Gasoline and Oil 239	\$475,000	\$475,000	\$475,000	\$475,000	\$0	0.00%	\$0	0.00%
Printing/Postage/Stationary 239	\$100,000	\$100,000	\$106,000	\$106,000	\$6,000	6.00%	\$6,000	6.00%
Memorial Day 239	\$3,549	\$3,549	\$5,500	\$5,500	\$1,951	54.97%	\$1,951	54.97%
General Insurance 239	\$790,000	\$790,000	\$800,000	\$800,000	\$10,000	1.27%	\$10,000	1.27%
Bills of Prior Year 239	\$0	\$5,360	\$0	\$0	\$0		(\$5,360)	
MIS Support 239	\$635,000	\$635,000	\$660,000	\$660,000	\$25,000	3.94%	\$25,000	3.94%
Telephone System 239	\$16,818	\$16,818	\$58,618	\$58,618	\$41,800	248.54%	\$41,800	248.54%
UNCLASSIFIED	\$11,029,788	\$11,037,148	\$11,794,539	\$11,794,539	\$764,751	6.93%	\$757,391	6.86%
	\$101,372,766	\$102,062,343	\$111,123,983	\$103,314,357	\$1,941,591	1.92%	\$1,252,014	1.23%
General Government	\$18,105,626	\$18,533,528	\$19,206,055	\$18,330,900	\$225,274	1.24%	(\$202,628)	-1.09%
Water & Sewer	\$7,155,768	\$7,409,043	\$7,200,301	\$7,272,450	\$116,682	1.63%	(\$136,593)	-1.84%
Education	\$52,040,646	\$52,040,646	\$59,840,582	\$52,833,962	\$793,316	1.52%	\$793,316	1.52%
Fixed Costs	\$24,070,726	\$24,079,126	\$24,877,045	\$24,877,045	\$806,319	3.35%	\$797,919	3.31%
	\$101,372,766	\$102,062,343	\$111,123,983	\$103,314,357	\$1,941,591	1.92%	\$1,252,014	1.23%
Budget Less Education	\$49,332,120	\$50,021,697	\$51,283,401	\$50,480,395	\$1,148,275	2.33%	\$458,698	0.92%

	Fiscal Year 2014 Budget (May ATM)	Fiscal Year 2014 Budget (Current Revised)	Fiscal Year 2015 Request	Town Manager Fiscal Year 2015 Recommendation	Difference FY 2014 to FY 2015 (May ATM)	Percent	Difference FY 2014 to FY 2015 (Current Revised)	Percent
General Government	\$5,238,095	\$5,502,936	\$5,342,833	\$5,192,332	(\$45,763)	-0.87%	(\$310,604)	-5.64%
Public Safety	\$7,504,721	\$7,527,850	\$8,117,482	\$7,684,286	\$179,565	2.39%	\$156,436	2.08%
Retirement	\$4,270,034	\$4,270,034	\$4,448,234	\$4,448,234	\$178,200	4.17%	\$178,200	4.17%
Public Works	\$9,737,244	\$10,078,183	\$10,076,358	\$9,873,786	\$136,542	1.40%	(\$204,397)	-2.03%
Human Services	\$546,723	\$547,101	\$532,498	\$555,571	\$8,848	1.62%	\$8,470	1.55%
Culture and Recreation	\$1,481,641	\$1,528,171	\$1,551,264	\$1,511,454	\$29,813	2.01%	(\$16,717)	-1.09%
Education	\$52,040,646	\$52,040,646	\$59,840,582	\$52,833,962	\$793,316	1.52%	\$793,316	1.52%
Debt and Interest	\$9,523,874	\$9,530,274	\$9,420,193	\$9,420,193	(\$103,681)	-1.09%	(\$110,081)	-1.16%
Unclassified	\$11,029,788	\$11,037,148	\$11,794,539	\$11,794,539	\$764,751	6.93%	\$757,391	6.86%
Total	\$101,372,766	\$102,062,343	\$111,123,983	\$103,314,357	\$1,941,591	1.92%	\$1,252,014	-98.25%

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Personnel Board

0119

	ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
510900 Professional Improvement	\$650	\$3,200	\$3,500	\$3,500	\$0	\$3,500	\$3,500
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$100	\$100	\$0	\$100	\$100
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Personnel Board OpEx	\$650	\$3,200	\$3,600	\$3,600	\$0	\$3,600	\$3,600
510400 New Salary Schedules	\$7,500	\$0	\$150,000	\$150,000	\$0	\$0	\$0
520250 Municipal Training Group	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520260 Class & Compensation Study	\$0	\$0	\$0	\$5,000	\$0	\$5,000	\$5,000
520490 Classification Study-Foremer	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570000 Other Charges & Expend	\$0	\$1,600	\$0	\$0	\$0	\$0	\$0
Personnel Board SepAp	\$7,500	\$1,600	\$150,000	\$155,000	\$0	\$5,000	\$5,000
Personnel Board	\$8,150	\$4,800	\$153,600	\$158,600	\$0	\$8,600	\$8,600

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Personnel Board

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
510900 Professional Improvement	Funding for various professional improvement opportunities that may present themselves throughout th	\$3,500 0	\$3,500 0
540140 Books Periodicals Subs		\$100	\$100
Personnel Board OpEx		\$3,600	\$3,600
520260 Class & Compensation Study PAT	To be held on account in the event an outside consultant is required.	\$5,000 0	\$5,000 0
Personnel Board SepAp		\$5,000	\$5,000
Personnel Board		\$8,600	\$8,600

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Selectmen

0122

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$8,750	\$8,750	\$8,750	\$8,750	\$4,375	\$8,750	\$8,750
Selectmen PEA	\$8,750	\$8,750	\$8,750	\$8,750	\$4,375	\$8,750	\$8,750
510010 S & W - Full Time	\$1,237	\$960	\$1,500	\$1,500	\$420	\$1,400	\$1,400
510140 Stipends	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Selectmen S&C	\$1,237	\$960	\$1,500	\$1,500	\$420	\$1,400	\$1,400
520040 Utility - Telephone	\$88	\$93	\$200	\$200	\$36	\$100	\$100
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520100 Advertising & Binding	\$1,218	\$1,828	\$1,200	\$1,200	\$385	\$1,500	\$1,500
520200 Board of Dogs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$421	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540150 Print Postage Stationary	\$0	\$162	\$300	\$498	\$427	\$300	\$300
540220 Office Supplies	\$381	\$497	\$600	\$900	\$690	\$600	\$600
570010 Car Allowance/Mileage	\$1,680	\$1,680	\$1,700	\$1,700	\$840	\$1,700	\$1,700
570020 Dues & Memberships	\$4,422	\$4,488	\$4,500	\$4,500	\$4,605	\$4,600	\$4,600
570030 In State Travel	\$666	\$649	\$1,400	\$1,400	\$0	\$1,400	\$1,400
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Selectmen OpEx	\$8,456	\$9,398	\$9,900	\$10,398	\$7,406	\$10,200	\$10,200
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Selectmen Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510140 Stipends	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570970 Stab/OPEB Fund	\$0	\$190,000	\$0	\$0	\$0	\$0	\$0

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
Select SepAp	\$0	\$190,000	\$0	\$0	\$0	\$0	\$0
Selectmen	\$18,442	\$209,108	\$20,150	\$20,648	\$12,201	\$20,350	\$20,350

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Selectmen

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
510010	S & W - Full Time	\$8,750	\$8,750
	DEPALO MAURICE SELECTMEN	1,750	1,750
	KANE JAMES SELECTMEN	1,750	1,750
	LEBEAUX JOHN SELECTMEN	1,750	1,750
	MILLER MOIRA SELECTMEN	1,750	1,750
	FITZGERALD HENRY SELECTMEN	1,750	1,750
Selectmen PEA		\$8,750	\$8,750
510010	S & W - Full Time	\$1,400	\$1,400
Selectmen S&C		\$1,400	\$1,400
520040	Utility - Telephone	\$100	\$100
	Office Telephone for 12 months	100	100
520100	Advertising & Binding	\$1,500	\$1,500
	Advertising for 12 Months	1,500	1,500
540150	Print Postage Stationary	\$300	\$300
	Print Postage Stationary for 12 Months	300	300

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540220	Office Supplies		\$600	\$600
		BoS Office Supplies for 12 Months	600	600
570010	Car Allowance/Mileage		\$1,700	\$1,700
		5 Selectmen @ \$28.00 p/month for 12 months	1,700	1,700
570020	Dues & Memberships		\$4,600	\$4,600
		Primarily MMA Dues	4,600	4,600
570030	In State Travel		\$1,400	\$1,400
		BoS In State Travel for 12 Months	1,400	1,400
Selectmen OpEx			\$10,200	\$10,200
Selectmen Equip			\$0	\$0
Select SepAp			\$0	\$0
Selectmen			\$20,350	\$20,350

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Town Manager

0123

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$130,525	\$130,525	\$145,525	\$145,525	\$77,240	\$145,525	\$145,525
Manager PEA	\$130,525	\$130,525	\$145,525	\$145,525	\$77,240	\$145,525	\$145,525
510010 S & W - Full Time	\$93,051	\$45,022	\$38,099	\$38,099	\$20,108	\$39,806	\$39,806
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$652	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$400	\$500	\$0	\$0	\$250	\$0	\$0
Manager S&C	\$94,103	\$45,522	\$38,099	\$38,099	\$20,358	\$39,806	\$39,806
510010 S & W - Full Time	\$61,129	\$119,188	\$123,323	\$123,323	\$64,771	\$123,323	\$123,323
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$2,451	\$3,978	\$4,000	\$4,000	\$1,141	\$4,000	\$4,000
510100 Longevity	\$0	\$0	\$250	\$250	\$0	\$250	\$250
Manager Other	\$63,580	\$123,165	\$127,573	\$127,573	\$65,912	\$127,573	\$127,573
520040 Utility - Telephone	\$2,358	\$2,338	\$2,025	\$2,025	\$976	\$2,300	\$2,300
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520100 Advertising & Binding	\$0	\$762	\$1,000	\$1,000	\$0	\$800	\$800
520130 Professional Services	\$0	\$1,476	\$0	\$0	\$0	\$0	\$0
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540150 Print Postage Stationary	\$0	\$56	\$250	\$250	\$25	\$150	\$150
540200 Educational Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$177	\$214	\$700	\$700	\$325	\$700	\$700
570010 Car Allowance/Mileage	\$1,200	\$1,200	\$2,700	\$2,700	\$744	\$2,400	\$2,000
570020 Dues & Memberships	\$534	\$541	\$600	\$600	\$628	\$600	\$600

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
570030 In State Travel	\$2,611	\$2,770	\$2,400	\$2,400	\$1,328	\$3,000	\$2,800
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Manager OpEx	\$6,880	\$9,357	\$9,675	\$9,675	\$4,026	\$9,950	\$9,350
Town Manager	\$295,088	\$308,570	\$320,872	\$320,872	\$167,536	\$322,854	\$322,254

**Employee Roster
Fiscal Year 2015
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	78.39			\$4,000.04	\$4,000.04
														\$127,322.54
Mattero, Christine	A 3	B	\$20.30	37.50	50.20	\$761.25	\$38,214.75	C	\$21.22	37.50	\$795.75	2.00	\$1,591.50	\$39,806.25
														\$39,806.25
													FTE's	3.00

Longevity Payments

Name	Amount
Brady, Paula	\$250
	\$250

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Town Manager

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone Cell phones (2) & office phone	\$2,300 0	\$2,300 0
520100	Advertising & Binding General advertising	\$800 0	\$800 0
540150	Print Postage Stationary General postage & stationary	\$150 0	\$150 0
540220	Office Supplies General Office Supplies	\$700 0	\$700 0
570010	Car Allowance/Mileage Vehicle allowance TM \$100/month	\$2,400 0	\$2,000 0
570020	Dues & Memberships MMMA Dues (2)	\$600 0	\$600 0
570030	In State Travel In state conferences & meetings (2)	\$3,000 0	\$2,800 0
Manager OpEx		\$9,950	\$9,350
Town Manager		\$9,950	\$9,350

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Finance Committee

0131

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510020 S & W - Part Time	\$112	\$0	\$500	\$500	\$0	\$500	\$500
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Finance Committee S&C	\$112	\$0	\$500	\$500	\$0	\$500	\$500
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570020 Dues & Memberships	\$326	\$326	\$330	\$330	\$333	\$335	\$335
570030 In State Travel	\$120	\$90	\$125	\$125	\$0	\$125	\$125
570180 Other - Not Classified	\$450	\$280	\$500	\$500	\$9	\$500	\$500
Finance Committee OpEx	\$896	\$696	\$955	\$955	\$342	\$960	\$960
570200 Reserve Fund	\$0	\$0	\$280,000	\$268,552	\$0	\$280,000	\$280,000
570205 A.T.M. 5/19/97	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Finance Committee SepAp	\$0	\$0	\$280,000	\$268,552	\$0	\$280,000	\$280,000
Finance Committee	\$1,008	\$696	\$281,455	\$270,007	\$342	\$281,460	\$281,460

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Finance Committee

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570020	Dues & Memberships	\$335	\$335
570030	In State Travel	\$125	\$125
570180	Other - Not Classified	\$500	\$500
Finance Committee OpEx		\$960	\$960
570200	Reserve Fund	\$280,000	\$280,000
	Past expended \$146,869;\$129,788;\$192,568	0	0
Finance Committee SepAp		\$280,000	\$280,000
Finance Committee		\$280,960	\$280,960

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Accountant

0135

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$84,025	\$85,377	\$85,705	\$85,705	\$45,315	\$85,705	\$85,705
510080 Sick Leave Plan II	\$1,610	\$1,642	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$350	\$350	\$350	\$350	\$350	\$350	\$350
Accountant PEA	\$85,984	\$87,369	\$86,055	\$86,055	\$45,665	\$86,055	\$86,055
510010 S & W - Full Time	\$83,890	\$87,858	\$92,159	\$92,159	\$48,731	\$94,352	\$94,352
510080 Sick Leave Plan II	\$1,478	\$1,690	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$400	\$400	\$450	\$450	\$450	\$500	\$500
Accountant S&C	\$85,768	\$89,947	\$92,609	\$92,609	\$49,181	\$94,852	\$94,852
520040 Utility - Telephone	\$504	\$592	\$560	\$560	\$265	\$612	\$612
520100 Advertising & Binding	\$0	\$0	\$100	\$100	\$0	\$100	\$100
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$0	\$204	\$0	\$0	\$0	\$0	\$0
540150 Print Postage Stationary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$260	\$397	\$625	\$625	\$214	\$625	\$625
570010 Car Allowance/Mileage	\$60	\$302	\$300	\$300	\$142	\$300	\$300
570020 Dues & Memberships	\$185	\$185	\$185	\$185	\$185	\$185	\$185
570030 In State Travel	\$1,678	\$1,388	\$1,427	\$1,427	\$135	\$1,565	\$1,565
Accountant OpEx	\$2,687	\$3,067	\$3,197	\$3,197	\$941	\$3,387	\$3,387
580500 Equipment Replacement	\$781	\$0	\$0	\$0	\$0	\$0	\$0
Accountant Equip	\$781	\$0	\$0	\$0	\$0	\$0	\$0
520230 Town Audit	\$20,000	\$31,500	\$26,500	\$26,500	\$0	\$27,000	\$27,000
Accountant SepAp	\$20,000	\$31,500	\$26,500	\$26,500	\$0	\$27,000	\$27,000

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
Accountant	\$195,221	\$211,883	\$208,361	\$208,361	\$95,788	\$211,294	\$211,294

**Employee Roster
Fiscal Year 2015
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							E	\$26.03	37.50	\$976.13	52.20	\$50,953.73	\$50,953.73
Bonnie Goodney	A-3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
													\$94,351.50	
													FTE's	3.00

Longevity Payments

Name	Amount
Mary Thompson	\$350
Amy Li	\$250
Bonnie Goodney	\$250
	\$850

Value of Step Increase(s)								
Amy Li	D to E	\$24.91	\$26.03	\$1.12	37.50	\$42.00	52.20	\$2,192.40

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Accountant

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$612	\$612
	Monthly Phone Charges	300	300
	THOMPSON MARY	312	312
520100	Advertising & Binding	\$100	\$100
	Advertising	100	100
540220	Office Supplies	\$625	\$625
	OFFICE SUPPLIES	625	625
570010	Car Allowance/Mileage	\$300	\$300
	Travel to Conferences and Training	300	300
570020	Dues & Memberships	\$185	\$185
	ANNUAL DUES - MMA& AA MET	80	80
	ANNUAL DUES - MMA& AA AL	45	45
	ANNUAL DUES - MGFOA MET	60	60
570030	In State Travel	\$1,565	\$1,565
	FALL CONFERENCE - Registration	75	75
	ANNUAL EDUCATION PROGRAM	630	630
	SUMMER CONFERENCE	100	100
	Various One-Day Seminars	100	100
	Hotel for Education Program	660	660
Accountant OpEx		\$3,387	\$3,387
Accountant Equip		\$0	\$0

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520230	Town Audit		\$27,000	\$27,000
		AUDIT	27,000	27,000
	Accountant SepAp		\$27,000	\$27,000
	Accountant		\$30,387	\$30,387

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Assessor

0141

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$84,025	\$85,377	\$85,705	\$85,705	\$45,315	\$85,705	\$85,705
510020 S & W - Part Time	\$3,000	\$2,500	\$3,000	\$3,000	\$1,500	\$3,000	\$3,000
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$0	\$0	\$125	\$125	\$125	\$125	\$125
Assessor PEA	\$87,025	\$87,877	\$88,830	\$88,830	\$46,940	\$88,830	\$88,830
510010 S & W - Full Time	\$44,446	\$46,852	\$48,761	\$60,209	\$45,939	\$95,105	\$95,105
510020 S & W - Part Time	\$19,540	\$22,723	\$19,066	\$19,066	\$872	\$0	\$0
510080 Sick Leave Plan II	\$860	\$358	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$300	\$300	\$300	\$300	\$300	\$350	\$350
Assessor S&C	\$65,146	\$70,232	\$68,127	\$79,575	\$47,111	\$95,455	\$95,455
510010 S & W - Full Time	\$5,787	\$9,924	\$10,410	\$10,410	\$5,740	\$11,346	\$11,346
510020 S & W - Part Time	\$18,066	\$14,069	\$21,043	\$21,043	\$7,429	\$30,491	\$19,771
Assessor Other	\$23,853	\$23,993	\$31,453	\$31,453	\$13,169	\$41,836	\$31,116
520040 Utility - Telephone	\$419	\$486	\$840	\$840	\$392	\$1,044	\$1,044
520080 R & M - Equipment	\$0	\$205	\$100	\$100	\$216	\$200	\$200
520100 Advertising & Binding	\$0	\$87	\$120	\$120	\$0	\$120	\$120
520130 Professional Services	\$531	\$17,084	\$10,000	\$10,348	\$6,449	\$10,000	\$10,000
540140 Books Periodicals Subs	\$299	\$98	\$400	\$480	\$179	\$400	\$400
540150 Print Postage Stationary	\$96	\$349	\$1,000	\$1,000	\$78	\$1,000	\$1,000
540220 Office Supplies	\$804	\$416	\$900	\$900	\$92	\$900	\$900
570010 Car Allowance/Mileage	\$4,923	\$4,974	\$4,860	\$4,860	\$2,532	\$5,580	\$6,300
570020 Dues & Memberships	\$807	\$654	\$1,000	\$1,000	\$689	\$1,000	\$1,000

	<u>ACTUAL</u> 2012	<u>ACTUAL</u> 2013	<u>ORIGINAL</u> <u>BUDGET</u> 2014	<u>REVISED</u> <u>BUDGET</u> 2014	<u>EXPENDED</u> <u>TO DATE</u> 2014	<u>DEPARTMENT</u> <u>REQUEST</u> 2015	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2015
570030 In State Travel	\$1,730	\$786	\$1,801	\$2,319	\$1,780	\$2,000	\$2,700
Assessor OpEx	\$9,608	\$25,139	\$21,021	\$21,966	\$12,406	\$22,244	\$23,664
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$700	\$700
Assessor Equip	\$0	\$0	\$0	\$0	\$0	\$700	\$700
520240 RE/Pers Prop Discover	\$23,150	\$27,972	\$70,000	\$70,000	\$72,750	\$0	\$10,000
Assessor SepAp	\$23,150	\$27,972	\$70,000	\$70,000	\$72,750	\$0	\$10,000
Assessor	\$208,781	\$235,213	\$279,431	\$291,824	\$192,377	\$249,065	\$249,765

**Employee Roster
Fiscal Year 2015
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
Todd Brodeur	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	\$26.03	37.50	\$976.13	52.20	\$50,953.73	\$50,953.73
Helen Townsend	A-3	C	\$20.30	22.50	0.70	\$456.75	\$319.73	D	\$21.22	22.50	\$477.45	51.50	\$24,588.68	\$24,908.40
Helen Townsend	PT-2	B	\$24.07	15.00	27.80	\$361.05	\$10,037.19	C	\$25.15	15.00	\$377.25	24.40	\$9,204.90	\$19,242.09
														\$95,104.22
New Position	PT-2							A	\$23.03	7.50	\$172.73	52.20	\$9,016.25	\$9,016.25
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							E	\$28.98	7.50	\$217.35	52.20	\$11,345.67	\$11,345.67
														\$31,116.42

FTE's 3.60

			Value of Step Increases										
Mileage Assessor	\$225	12	\$2,700.00	Mary Lowell	D to E	\$24.91	\$26.03	1.12	37.50	\$42.00	52.20	\$2,192.40	
Helen Townsend	\$120	12	\$1,440.00	Helen Townsend	C to D	\$21.22	\$22.17	0.95	22.50	\$21.38	51.50	\$1,100.81	
Thomas Walsh	\$60	12	\$720.00	Helen Townsend	B to C	\$24.07	\$25.15	1.08	15.00	\$16.20	24.40	\$395.28	
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	
New Position	\$60	13	\$780.00	Louis Pepi	D to E	\$27.73	\$28.98	1.25	7.50	\$9.38	52.20	\$489.38	
Total Mileage			\$6,360.00									\$4,643.75	

Longevity Payments	
Name	Amount
Mary Lowell	\$350
Christopher R. Reidy	\$125
	\$475

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Assessor

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$1,044	\$1,044
	Local Telephone Service	420	420
	Cell Phone Allowance	624	624
520080	R & M - Equipment	\$200	\$200
	Office equip repair - phones - camera - laser	200	200
520100	Advertising & Binding	\$120	\$120
	Deeds and recording of liens.	120	120
520130	Professional Services	\$10,000	\$10,000
	Professional review + consulting for abatement hearing for ATB	10,000	10,000
540140	Books Periodicals Subs	\$400	\$400
	Professional organization subscriptions	400	400
540150	Print Postage Stationary	\$1,000	\$1,000
	I& E requests Sales verifications	1,000	1,000
540220	Office Supplies	\$900	\$900
	Office supplies	900	900

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570010	Car Allowance/Mileage	\$5,580	\$6,300
	Vehicle Allowance Assesor \$225/month	2,700	2,700
	Vehicle Allowance Lister \$60/month	720	1,440
	Vehicle Allowance Lister \$60/month	720	720
	Vehicle Allowance Lister \$60/month	720	720
	Vehicle Allowance Lister \$60/month - New Position	720	720
570020	Dues & Memberships	\$1,000	\$1,000
	IAAO, MAAO, NRAA, MASS CHAPT IAAO, SPA, Appraisal Institute	1,000	1,000
570030	In State Travel	\$2,000	\$2,700
	Schools and meetings required	2,000	2,000
	New Laser measurer.	700	700
Assessor OpEx		\$22,244	\$23,664
580010	Office Equipment	\$700	\$700
	New Laser Measurer	700	700
Assessor Equip		\$700	\$700
520240	RE/Pers Prop Discover	\$0	\$10,000
	Property Inspections	0	10,000
Assessor SepAp		\$0	\$10,000
Assessor		\$22,944	\$34,364

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Treasurer & Collector

0145

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$84,025	\$85,377	\$85,705	\$85,705	\$45,315	\$85,705	\$85,705
510080 Sick Leave Plan II	\$1,610	\$1,313	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$125	\$200	\$200	\$200	\$200	\$200	\$200
510140 Stipends	\$500	\$500	\$500	\$500	\$250	\$500	\$500
Treasurer PEA	\$86,259	\$87,390	\$86,405	\$86,405	\$45,765	\$86,405	\$86,405
510010 S & W - Full Time	\$195,248	\$204,287	\$208,801	\$208,801	\$104,140	\$202,453	\$203,693
510030 S & W - Temporary	\$0	\$1,053	\$0	\$0	\$11,087	\$0	\$0
510080 Sick Leave Plan II	\$907	\$1,111	\$0	\$0	\$448	\$0	\$0
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$800	\$850	\$900	\$900	\$600	\$350	\$350
Treasurer S&C	\$196,955	\$207,301	\$209,701	\$209,701	\$116,275	\$202,803	\$204,043
520040 Utility - Telephone	\$794	\$839	\$1,400	\$1,400	\$327	\$1,400	\$1,400
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520100 Advertising & Binding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$33,453	\$23,530	\$31,000	\$31,000	\$8,820	\$31,000	\$31,000
520140 Rental of Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$125	\$125	\$300	\$300	\$125	\$300	\$300
540150 Print Postage Stationary	\$5,440	\$4,803	\$5,900	\$5,900	\$2,842	\$5,900	\$5,900
540220 Office Supplies	\$1,279	\$1,105	\$2,500	\$2,500	\$549	\$2,500	\$2,500
570010 Car Allowance/Mileage	\$1,440	\$1,440	\$1,440	\$1,440	\$720	\$1,440	\$1,440
570020 Dues & Memberships	\$480	\$480	\$577	\$577	\$420	\$577	\$577

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
570030 In State Travel	\$561	\$579	\$700	\$700	\$563	\$700	\$700
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570190 Bond Registration	\$500	\$500	\$1,000	\$1,000	\$0	\$1,000	\$1,000
Treasurer OpEx	\$44,072	\$33,401	\$44,817	\$44,817	\$14,364	\$44,817	\$44,817
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580020 Computer Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Treas & Coll Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570700 Clearing & Sale Tax Title	\$35,003	\$18,452	\$30,000	\$35,150	\$2,601	\$30,000	\$30,000
Treasurer SepAp	\$35,003	\$18,452	\$30,000	\$35,150	\$2,601	\$30,000	\$30,000
Treasurer & Collector	\$362,290	\$346,544	\$370,923	\$376,073	\$179,006	\$364,025	\$365,265

**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							E	\$27.47	37.50	\$1,030.13	52.20	\$53,772.53	\$53,772.53
Christine Fowler	A-4	C	\$21.42	37.50	42.00	\$803.25	\$33,736.50	D	\$22.38	37.50	\$839.25	10.20	\$8,560.35	\$42,296.85
Lindsay Ames	A-2	D	\$19.06	37.50	38.40	\$714.75	\$27,446.40	E	\$19.92	37.50	\$747.00	13.80	\$10,308.60	\$37,755.00
Karen Berger	A-2	B	\$17.45	37.50	26.00	\$654.38	\$17,013.75	C	\$18.24	37.50	\$684.00	26.20	\$17,920.80	\$34,934.55
Vacant	A-2	B	\$17.45	37.50	26.00	\$654.38	\$17,013.75	C	\$18.24	37.50	\$684.00	26.20	\$17,920.80	\$34,934.55

\$203,693.48

Longevity Payments			
Name	Amount	Sal 01	Sal 02
Carolyn Marcotte	\$200	Sal 01	\$200
Mary Grillo	\$350	Sal 02	\$350
	\$550		\$550

Value of Step Increases									
								FTE's	6.02
Mary Grillo	D to E	\$26.28	\$27.47	\$1.19	37.50	\$44.62	52.20	\$2,329.43	
Christine Fowler	D to E	\$21.42	\$22.38	\$0.96	37.50	\$36.00	10.20	\$367.20	
Lindsay Ames	B to C	\$19.06	\$19.92	\$0.86	37.50	\$32.25	13.80	\$445.05	
Karen Berger	B to C	\$17.45	\$18.24	\$0.79	37.50	\$29.63	26.20	\$776.17	
Vacant	B to C	\$17.45	\$18.24	\$0.79	37.50	\$29.63	26.20	\$776.17	
									\$4,694.02

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Treasurer & Collector

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$1,400	\$1,400
	Telephone Reimb-Light Dept	1,400	1,400
520130	Professional Services	\$31,000	\$31,000
	General Services	19,000	19,000
	Lock box services	12,000	12,000
540140	Books Periodicals Subs	\$300	\$300
	VERIBANC Bank Rating Service	300	300
540150	Print Postage Stationary	\$5,900	\$5,900
	Check stock; MICR Toner; YRLY Tax forms; Envelopes	5,900	5,900
540220	Office Supplies	\$2,500	\$2,500
	General Office supplies	2,500	2,500
570010	Car Allowance/Mileage	\$1,440	\$1,440
	Monthly stipend; Treas & Asst @ \$60/mon	1,440	1,440
570020	Dues & Memberships	\$577	\$577
	MCTA; WORC CTY ASSN; MGOFA	577	577

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570030	In State Travel		\$700	\$700
		meetings & conferences	700	700
570190	Bond Registration		\$1,000	\$1,000
		Paying Agent fees to US Bank for issued Debt	1,000	1,000
Treasurer OpEx			\$44,817	\$44,817
Treas & Coll Equip			\$0	\$0
570700	Clearing & Sale Tax Title		\$30,000	\$30,000
		Tax Takings; Legal; Land Court; Adv Costs	30,000	30,000
Treasurer SepAp			\$30,000	\$30,000
Treasurer & Collector			\$74,817	\$74,817

NOTES

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Treasurer's Annual Report on Investments (Comments as of June 30, 2013)

Fiscal Year 2013 may very well mark the bottom in US Government bond yields (interest rates). While interest rates have been under pressure since the Great Recession started in 2008, fiscal year 2013 may signal the beginning of a return to more normalized interest rates in the years to come. The ten-year Treasury traded down to 1.388% in July 2012 yet ended the fiscal year just shy of 2.5%. The shorter, two-year Treasury bounced along around 0.25% for much of the fiscal year before dropping to 0.20% in early May 2013 and closing out the year at 0.36%.

The economy showed signs of strength during the fiscal year through improving unemployment numbers, impressive corporate earnings, record cash on corporate balance sheets, a corresponding amount of share repurchases by corporate America and a healthier real estate market. These factors may have finally coerced bond yields to cease their downward descent.

The Federal Reserve has implemented a number of financial stimulus programs since the financial crisis hit in 2008, in addition to keeping the discount rate at historically low levels. However, near the end of the fiscal year, Federal Reserve Chairman Bernanke gave the first concrete hint that the next step for the Fed might be towards reducing fiscal stimulus and reigning in the degree of intervention in the US bond markets.

Consequently, while bond markets were relative stable throughout much of the fiscal year, the final month and a half of Fiscal Year 2013 was fairly tumultuous. The hint from the Federal Reserve helped to drive the total return for the Operating Account to a -0.65% loss for the fiscal year. Through the first eleven months of the fiscal year however, the account returned a positive +0.16%. As a comparison for the fiscal year, the Barclays Capital Aggregate Bond Index lost 0.69% and the Barclays Capital US Government 1-5 Year Bond Index returned 0.02%.

Against this backdrop of continued improvement in the overall economy, we expect the Federal Reserve to continue their programs to stimulate the economy with low interest rates and continued monetary policy measures. Conversely, we expect the Fed to continue to wind down these programs as the economic outlook continues to improve and financial conditions permit.

Interest rates have begun to drift higher, and we believe they will most likely continue to creep higher in line with improving economic data. There is also the likely scenario wherein interest rates stabilize near current levels as the effect of already increased interest rates work to subdue economic growth. Given the current economic situation, our expectations are for the Federal Reserve to keep their target Federal Funds rate at the effective rate of 0% through the end of fiscal year 2014 but would look at an improving economic picture as a rationale for higher rates in Fiscal Year 2015 and beyond.

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, the knee-jerk reaction to the comments made by the Federal Reserve Chairman in late May 2013 caused interest rates to move dramatically and negatively impacted the Town's Operating Account.

We stated the following in our Fiscal Year 2012 review:

"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."

These prognostications were extremely accurate. As of this report, the ten-year Treasury is hovering around 3.0% while the two-year Treasury trades at nearly 0.40%. As well, in calendar year 2013, Treasury bonds collectively posted their first negative annual return since 1994.

Total investment income for FY 2013 was \$369,726.12 compared to \$491,844 for Fiscal Year 2012. Considering that the yield on a comparable municipal benchmark, the Massachusetts Municipal Depository Trust (MMDT), barely moved throughout the year, I am satisfied with our overall investment income for fiscal year 2013. As we have experienced and expect further increases in yield for the Town's funds for Fiscal Year 2014, 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.

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 would any of the aforementioned benchmarks. We expect the efforts of our portfolio construction and continual review to benefit the Town for years to come.

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
01/07/14

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Town Counsel

0151

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510000 Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Counsel PEA	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$49,080	\$58,649	\$54,800	\$54,800	\$23,542	\$54,800	\$54,800
520220 Services-Not Classified	\$160	\$0	\$900	\$900	\$0	\$900	\$900
570020 Dues & Memberships	\$160	\$269	\$300	\$300	\$140	\$300	\$300
570180 Other - Not Classified	\$0	\$0	\$3,000	\$3,000	\$141	\$3,000	\$3,000
Town Counsel OpEx	\$49,400	\$58,918	\$59,000	\$59,000	\$23,822	\$59,000	\$59,000
Town Counsel	\$49,400	\$58,918	\$59,000	\$59,000	\$23,822	\$59,000	\$59,000

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Town Clerk

0161

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$72,394	\$76,866	\$77,575	\$77,575	\$41,017	\$77,575	\$77,575
510080 Sick Leave Plan II	\$1,394	\$1,486	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$350	\$350	\$350	\$350	\$350	\$350	\$350
Town Clerk PEA	\$74,138	\$78,702	\$77,925	\$77,925	\$41,367	\$77,925	\$77,925
510010 S & W - Full Time	\$21,932	\$18,256	\$18,322	\$18,322	\$12,575	\$18,123	\$18,123
510020 S & W - Part Time	\$19,003	\$24,912	\$26,006	\$26,006	\$14,088	\$27,175	\$27,175
510080 Sick Leave Plan II	\$1,007	\$1,224	\$0	\$0	\$299	\$0	\$0
510090 Overtime	\$929	\$779	\$1,000	\$1,000	\$0	\$1,000	\$1,000
510100 Longevity	\$400	\$425	\$425	\$425	\$425	\$125	\$125
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Town Clerk S&C	\$43,271	\$45,596	\$45,753	\$45,753	\$27,387	\$46,423	\$46,423
520040 Utility - Telephone	\$494	\$466	\$800	\$800	\$181	\$800	\$800
520080 R & M - Equipment	\$81	\$339	\$200	\$200	\$844	\$200	\$200
520100 Advertising & Binding	\$353	\$775	\$1,000	\$1,225	\$307	\$1,000	\$1,000
520130 Professional Services	\$13,159	\$279	\$0	\$0	\$0	\$0	\$0
540150 Print Postage Stationary	\$1,135	\$1,322	\$1,350	\$1,720	\$867	\$1,350	\$1,350
540220 Office Supplies	\$1,313	\$1,294	\$1,600	\$1,600	\$80	\$1,600	\$1,600
570010 Car Allowance/Mileage	\$500	\$500	\$500	\$500	\$250	\$500	\$500
570020 Dues & Memberships	\$375	\$375	\$385	\$385	\$360	\$385	\$385
570030 In State Travel	\$774	\$997	\$1,000	\$1,000	\$160	\$1,000	\$1,000
570040 Insurance & Bonds	\$100	\$100	\$100	\$100	\$0	\$100	\$100
Town Clerk OpEx	\$18,284	\$6,446	\$6,935	\$7,530	\$3,050	\$6,935	\$6,935
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
Equipment less Trade In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Town Clerk	\$135,693	\$130,745	\$130,613	\$131,208	\$71,804	\$131,283	\$131,283

**Employee Roster
Fiscal Year 2015
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							E	\$26.03	20.00	\$520.60	52.20	\$27,175.32	\$27,175.32
Therrien, Ritamarie	A-2	C	\$18.24	18.75	34.60	\$342.00	\$11,833.20	D	\$19.06	18.75	\$357.38	17.60	\$6,289.80	\$18,123.00
Therrien, Ritamarie	A-2	C	\$18.24	18.75	34.60	\$342.00	\$11,833.20	D	\$19.06	18.75	\$357.38	17.60	\$6,289.80	\$18,123.00
Thomas Sharon	A-2	B	\$17.45	18.00	37.80	\$314.10	\$11,872.98	C	\$18.24	18.00	\$328.32	14.40	\$4,727.81	\$16,600.79
\$80,022.11														
FTE's 3.01														

Longevity Payments

Name	Amount
Wright, Sandra	\$350
Record, Joyce	\$125
	\$475

		Value of Step Increases							
Record, Joyce	D to E	\$24.91	\$26.03	\$1.12	20.00	\$22.40	52.20	\$1,169.28	
Therrien, Ritamarie	C to D	\$18.24	\$19.06	\$0.82	37.50	\$30.75	17.60	\$541.20	
Thomas, Sharon	B to C	\$17.45	\$18.24	\$0.79	18.00	\$14.22	14.40	\$204.77	
								\$1,915.25	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Town Clerk

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$800	\$800
	Telephone	800	800
520080	R & M - Equipment	\$200	\$200
	R & M - time stamp maintenance	200	200
520100	Advertising & Binding	\$1,000	\$1,000
	Binding Town Records	1,000	1,000
540150	Print Postage Stationary	\$1,350	\$1,350
	Town maps - two sides	450	450
	Zoning maps & Bylaws		
	Dog tags and Hooks	400	400
	Envelopes, Bonded paper for vital records	500	500
	Archival paper for vital records		
540220	Office Supplies	\$1,600	\$1,600
	Miscellaneous: manila envelopes, pendaflex folders	400	400
	Binders: Birth, Death, Marriage Records	700	700
	Plastic sleeves: Vital records	500	500
570010	Car Allowance/Mileage	\$500	\$500
	State, County Meetings	500	500
570020	Dues & Memberships	\$385	\$385

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
		Worc. County Town Clerks Assoc.	25	25
			150	150
		Mass. Town Clerks Assoc.		
			185	185
		International Institute of Municipal Clerks		
		N.E. Town Clerks Assoc.	25	25
570030	In State Travel		\$1,000	\$1,000
		Mass. Town Clerk's Conferences Worcester County Meetings	1,000	1,000
570040	Insurance & Bonds		\$100	\$100
		Town Clerk Performance Bond	100	100
Town Clerk OpEx			\$6,935	\$6,935
Equipment less Trade In			\$0	\$0
Town Clerk			\$6,935	\$6,935

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Elections & Registrations

0162

	ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
510020 S & W - Part Time	\$2,100	\$2,100	\$2,500	\$2,500	\$1,050	\$2,500	\$2,500
Election PEA	\$2,100	\$2,100	\$2,500	\$2,500	\$1,050	\$2,500	\$2,500
510010 S & W - Full Time	\$19,756	\$20,586	\$20,671	\$20,671	\$11,289	\$18,123	\$18,123
510020 S & W - Part Time	\$0	\$13,388	\$16,646	\$16,646	\$7,860	\$16,601	\$16,601
510030 S & W - Temporary	\$40,119	\$51,116	\$16,638	\$16,638	\$14,258	\$41,098	\$41,098
510090 Overtime	\$69	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Election S&C	\$59,944	\$85,091	\$53,956	\$53,956	\$33,406	\$75,822	\$75,822
510030 S & W - Temporary	\$17,466	\$25,457	\$6,132	\$6,132	\$5,922	\$19,350	\$19,350
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Election Other	\$17,466	\$25,457	\$6,132	\$6,132	\$5,922	\$19,350	\$19,350
520080 R & M - Equipment	\$2,844	\$0	\$3,000	\$3,000	\$0	\$5,000	\$5,000
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$22,296	\$15,328	\$12,045	\$12,045	\$906	\$18,700	\$18,700
540150 Print Postage Stationary	\$19,058	\$14,299	\$18,135	\$22,680	\$14,606	\$19,250	\$19,250
540220 Office Supplies	\$1,095	\$1,600	\$1,100	\$1,100	\$205	\$1,550	\$1,550
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Election OpEx	\$45,294	\$31,227	\$34,280	\$38,825	\$15,717	\$44,500	\$44,500
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment less Trade In	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Elections & Registrations	\$124,804	\$143,875	\$96,868	\$101,413	\$56,095	\$142,172	\$142,172

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Elections & Registrations

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520080	R & M - Equipment	\$5,000	\$5,000
	Maintenance Agreement - 10 Automark Handicapped Voting Machines - Maintenance -10 Accu-vote voting machines @ 200.00 per voting machine	5,000	5,000
520130	Professional Services	\$18,700	\$18,700
	Coding Accu-Vote voting machines - Annual Town Election	2,500	2,500
	Ballot Printing/Shipping - Annual Town Election	6,500	6,500
	Coding AutoMark Handicapped voting machines - Annual Town Election	2,500	2,500
	SAC - Hall rental fee for 3 elections @ 200.00/election	600	600
	Frohsinn Club - Hall rental for 3 elections @ 200.00/election	600	600
	Coding Automark Handicapped Voting Machines - State Primary	1,500	1,500
	Coding Accu-Vote voting machines - State Primary	1,500	1,500
	Coding - Accu-Vote voting machines - State Election	1,500	1,500
	Coding - Automark Handicapped Voting Machines - State Election	1,500	1,500
540150	Print Postage Stationary	\$19,250	\$19,250
	Envelopes, mailings to Town Meeting Members	250	250
	Printing of Voter Confirmation Notices	500	500
	Census programming forms & postage	10,000	10,000
	Census forms & postage for 2nd mailing	4,000	4,000
	Postage and Permit Fee for Voter Confirmation Notices, approx. 1,500	1,500	1,500
	Printing Street Listing	3,000	3,000
540220	Office Supplies	\$1,550	\$1,550
	Precinct Supplies - Tabulator tapes, Ballot marking pens, etc.	350	350
	Laser Printer Cartridge, Registrars Facsimile stamps, Miscellaneous	350	350
	Ink cartridges for AutoMark Voting Machines - State Primary, State Election, Annual Town Election	850	850
Election OpEx		\$44,500	\$44,500
Equipment less Trade In		\$0	\$0

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Conservation Commission

0171

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conservation S&C	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$24	\$4	\$350	\$350	\$0	\$350	\$350
540220 Office Supplies	\$54	\$104	\$100	\$100	\$106	\$200	\$200
570010 Car Allowance/Mileage	\$0	\$51	\$300	\$300	\$18	\$300	\$300
570020 Dues & Memberships	\$583	\$609	\$800	\$800	\$660	\$800	\$800
570030 In State Travel	\$0	\$11	\$200	\$200	\$4	\$200	\$200
570180 Other - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570930 Repair & Maint Cons Propert	\$400	\$0	\$0	\$33,403	\$0	\$0	\$0
Conservation OpEx	\$1,061	\$779	\$1,750	\$35,153	\$788	\$1,850	\$1,850
520280 Trout Stocking	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conservation SepAp	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Conservation Commission	\$1,061	\$779	\$1,750	\$35,153	\$788	\$1,850	\$1,850

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Conservation Commission

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540140	Books Periodicals Subs		\$350	\$350
		Books, Magazines, Newsletters MACC, MA DEP Reporter	350	350
540220	Office Supplies		\$200	\$200
		Office Supplies	200	200
570010	Car Allowance/Mileage		\$300	\$300
		Mileage for Site Inspections	300	300
570020	Dues & Memberships		\$800	\$800
		Mass. Assoc. of Conserv. Commissioners	800	800
570030	In State Travel		\$200	\$200
		Meetings	200	200
Conservation OpEx			\$1,850	\$1,850
Conservation SepAp			\$0	\$0
Conservation Commission			\$1,850	\$1,850

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Plan/EcoDev

0174

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$0	\$22,745
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Plan/EcoDev PEA	\$0	\$0	\$0	\$0	\$0	\$0	\$22,745
.510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$22,745	\$0
Plan/EcoDev S&C	\$0	\$0	\$0	\$0	\$0	\$22,745	\$0
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$864	\$864
520100 Advertising & Binding	\$0	\$0	\$0	\$0	\$0	\$200	\$200
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520150 R & M - Public Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$250	\$250
540150 Print Postage Stationary	\$0	\$0	\$0	\$0	\$0	\$240	\$240
540220 Office Supplies	\$0	\$0	\$0	\$0	\$0	\$300	\$300
540230 Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570010 Car Allowance/Mileage	\$0	\$0	\$0	\$0	\$0	\$480	\$600
570020 Dues & Memberships	\$0	\$0	\$0	\$0	\$0	\$480	\$480
570030 In State Travel	\$0	\$0	\$0	\$0	\$0	\$400	\$400
Plan/EcoDev OpEx	\$0	\$0	\$0	\$0	\$0	\$3,214	\$3,334
Plan/EcoDev	\$0	\$0	\$0	\$0	\$0	\$25,959	\$26,079

**Employee Roster
Fiscal Year 2015
REQUESTED/RECOMMENDED**

Department: Planning/Economic Development

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Las, Kristen	DH-4	Salary partially offset by fees						C		37.50	\$1,503.49	52.20	\$78,482.18	\$78,482.18
													Offset By Fees	\$55,737.00
													Tax Levy	\$22,745.18
Assistant Planner (New Position)	PT-3	Salary offset by fees						A	\$24.30	18.00	\$437.40	52.00	\$22,744.80	\$22,744.80
													Offset By Fees	\$22,744.80
													Tax Levy	\$0.00
													FTE's	1.48

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Plan/EcoDev

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$864	\$864
	Monthly cell phone allowance	624	624
	SELCO telephone for office	240	240
520100	Advertising & Binding	\$200	\$200
	Advertising for various RFP's	200	200
540140	Books Periodicals Subs	\$250	\$250
	Planning related publications for further education	250	250
540150	Print Postage Stationary	\$240	\$240
	Monthly postage for various mailings	240	240
540220	Office Supplies	\$300	\$300
	Various office supplies, pens, paper, calendars, binder	300	300
570010	Car Allowance/Mileage	\$480	\$600
	Monthly vehicle stipend for K. Las	360	480
	Mileage for assistant planner	120	120
570020	Dues & Memberships	\$480	\$480
	APA and AICP dues	405	405
	MAPD dues	75	75

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570030 In State Travel	For various meetings and conferences, parking costs	\$400	\$400
		400	400
Plan/EcoDev OpEx		\$3,214	\$3,334
Plan/EcoDev		\$3,214	\$3,334

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Planning Board

0175

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510020 S & W - Part Time	\$400	\$400	\$1,000	\$1,000	\$200	\$1,000	\$1,000
Planning Board PEA	\$400	\$400	\$1,000	\$1,000	\$200	\$1,000	\$1,000
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning Board S&C	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520100 Advertising & Binding	\$0	\$0	\$100	\$100	\$0	\$100	\$100
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$100	\$100	\$0	\$100	\$100
540150 Print Postage Stationary	\$291	\$24	\$100	\$100	\$63	\$100	\$100
540220 Office Supplies	\$52	\$68	\$100	\$100	\$0	\$0	\$0
570010 Car Allowance/Mileage	\$57	\$91	\$600	\$617	\$17	\$50	\$50
570020 Dues & Memberships	\$465	\$480	\$250	\$250	\$85	\$50	\$50
570030 In State Travel	\$541	\$440	\$900	\$900	\$283	\$300	\$300
Planning Board OpEx	\$1,405	\$1,103	\$2,150	\$2,167	\$448	\$700	\$700
571310 Economic Dev Assess Tool	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning Board SepAP	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning Board	\$1,805	\$1,503	\$3,150	\$3,167	\$648	\$1,700	\$1,700

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Planning Board

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520100 Advertising & Binding	Advertising, Binding	\$100 100	\$100 100
540140 Books Periodicals Subs	Books, Magazines, Newsletters, etc.	\$100 100	\$100 100
540150 Print Postage Stationary	Printing, Postage, Stationary	\$100 100	\$100 100
570010 Car Allowance/Mileage	Car Allowance/Mileage	\$50 50	\$50 50
570020 Dues & Memberships	Dues, Memberships for Board Members Dues, Memberships	\$50 50 0	\$50 50 0
570030 In State Travel	Meetings, Conferences, Travel for Board members	\$300 300	\$300 300
Planning Board OpEx		\$700	\$700
Planning Board SepAP		\$0	\$0
Planning Board		\$700	\$700

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Board of Appeals

0176

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510020 S & W - Part Time	\$519	\$848	\$1,500	\$1,500	\$887	\$2,500	\$1,750
510090 Overtime	\$273	\$0	\$0	\$0	\$0	\$0	\$0
Appeals Board S&C	\$792	\$848	\$1,500	\$1,500	\$887	\$2,500	\$1,750
520130 Professional Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540150 Print Postage Stationary	\$374	\$319	\$650	\$650	\$162	\$650	\$650
540220 Office Supplies	\$27	\$32	\$250	\$250	\$0	\$250	\$250
570020 Dues & Memberships	\$110	\$0	\$250	\$250	\$130	\$250	\$250
570030 In State Travel	\$0	\$0	\$100	\$100	\$0	\$100	\$100
Appeals Board OpEx	\$510	\$351	\$1,250	\$1,250	\$292	\$1,250	\$1,250
Board of Appeals	\$1,302	\$1,199	\$2,750	\$2,750	\$1,179	\$3,750	\$3,000

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Board of Appeals

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540150	Print Postage Stationary	\$650	\$650
	Purchase of stationery and envelopes for mailing of notices and decisions.	650	650
540220	Office Supplies	\$250	\$250
	Purchase of folders, stamps, tapes, nameplates, etc.	250	250
570020	Dues & Memberships	\$250	\$250
	Dues for Mass. Federation of Zoning Boards	250	250
570030	In State Travel	\$100	\$100
	professional educational meetings for board members	100	100
Appeals Board OpEx		\$1,250	\$1,250
Board of Appeals		\$1,250	\$1,250

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Public Buildings

0192

	<u>ACTUAL</u> 2012	<u>ACTUAL</u> 2013	<u>ORIGINAL</u> <u>BUDGET</u> 2014	<u>REVISED</u> <u>BUDGET</u> 2014	<u>EXPENDED</u> <u>TO DATE</u> 2014	<u>DEPARTMENT</u> <u>REQUEST</u> 2015	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2015
510010 S & W - Full Time	\$92,428	\$93,916	\$94,277	\$94,277	\$51,654	\$94,277	\$94,277
510080 Sick Leave Plan II	\$0	\$1,445	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$350	\$350	\$350	\$350	\$350	\$400	\$400
Public Buildings PEA	\$92,778	\$95,711	\$94,627	\$94,627	\$52,004	\$94,677	\$94,677
510010 S & W - Full Time	\$40,039	\$41,532	\$42,468	\$42,468	\$23,197	\$43,398	\$43,398
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$213	\$238	\$238	\$238	\$238	\$238	\$238
Public Buildings S&C	\$40,251	\$41,770	\$42,705	\$42,705	\$23,434	\$43,635	\$43,635
510010 S & W - Full Time	\$838,461	\$801,738	\$847,106	\$847,106	\$458,187	\$958,574	\$807,364
510020 S & W - Part Time	\$3,811	\$19,962	\$20,031	\$20,031	\$10,833	\$20,390	\$20,390
510030 S & W - Temporary	\$2,781	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$4,823	\$3,804	\$0	\$0	\$3,612	\$0	\$0
510090 Overtime	\$20,323	\$27,174	\$40,000	\$40,000	\$21,744	\$40,000	\$40,000
510100 Longevity	\$3,850	\$3,825	\$3,925	\$3,925	\$3,650	\$3,700	\$3,700
510110 Work Incentive Program	\$0	\$50	\$0	\$0	\$0	\$0	\$0
Public Buildings Other	\$874,049	\$856,552	\$911,062	\$911,062	\$498,026	\$1,022,664	\$871,454
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520010 Utility - Electricity	\$665,589	\$673,890	\$705,000	\$705,000	\$314,590	\$676,000	\$676,000
520020 Utility - Natural Gas	\$190,030	\$258,972	\$260,000	\$260,169	\$99,638	\$255,000	\$255,000
520030 Utility - Heating Oil	\$43,860	\$42,921	\$0	\$0	\$0	\$0	\$0
520040 Utility - Telephone	\$5,721	\$5,690	\$6,000	\$6,000	\$2,177	\$6,000	\$6,000

	ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
520060 Utility - Water	\$23,599	\$32,917	\$34,934	\$34,934	\$26,758	\$35,000	\$35,000
520070 Utility - Sewer	\$15,564	\$16,692	\$16,000	\$16,000	\$7,436	\$16,000	\$16,000
520080 R & M - Equipment	\$20,559	\$4,475	\$7,500	\$7,500	\$2,802	\$7,500	\$7,500
520090 R & M - Building	\$168,964	\$208,125	\$150,000	\$156,225	\$208,931	\$195,000	\$195,000
520100 Advertising & Binding	\$614	\$1,186	\$800	\$800	\$0	\$800	\$800
520110 Hospital & Medical	\$371	\$77	\$250	\$250	\$209	\$250	\$250
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$727,882	\$794,982	\$795,000	\$795,000	\$692,726	\$829,000	\$829,000
520140 Rental of Equipment	\$0	\$1,224	\$1,300	\$1,300	\$0	\$1,300	\$1,300
520220 Services-Not Classified	\$4,000	\$4,000	\$5,000	\$5,000	\$4,000	\$5,000	\$5,000
520530 Parker Rd -Beal West Rental	\$32,031	\$32,031	\$32,031	\$32,031	\$34,700	\$32,031	\$32,031
540010 Automotive	\$5,391	\$5,731	\$6,000	\$6,000	\$1,433	\$6,000	\$6,000
540030 Building	\$72,686	\$101,646	\$96,000	\$96,000	\$71,137	\$96,000	\$96,000
540070 Asphalt & Bit Materials	\$0	\$0	\$0	\$0	\$129	\$0	\$0
540100 Seed, Loam & Fertilizer	\$0	\$3,135	\$0	\$0	\$929	\$1,000	\$1,000
540110 Public Safety	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$4,782	\$5,915	\$7,500	\$7,500	\$5,323	\$7,550	\$7,550
540150 Print Postage Stationary	\$495	\$24	\$400	\$400	\$46	\$400	\$400
540190 Custodial Supplies	\$5,204	\$8,952	\$11,000	\$11,000	\$4,158	\$10,000	\$10,000
540200 Educational Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$172	\$244	\$250	\$250	\$0	\$300	\$300
540230 Supplies - Not Classified	\$0	\$0	\$200	\$200	\$0	\$200	\$200
540240 Small Tools & Misc Equip	\$3,064	\$2,991	\$3,500	\$3,500	\$871	\$3,500	\$3,500
570010 Car Allowance/Mileage	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570020 Dues & Memberships	\$210	\$260	\$210	\$210	\$260	\$260	\$260
570030 In State Travel	\$2,059	\$522	\$1,000	\$1,000	\$564	\$1,000	\$1,000
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$116	\$116	\$203	\$203	\$2,147	\$203	\$203
570180 Other - Not Classified	\$603	\$0	\$200	\$200	\$189	\$200	\$200
Public Buildings OpEx	\$1,993,565	\$2,206,720	\$2,140,278	\$2,146,672	\$1,481,154	\$2,185,494	\$2,185,494

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
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
571160 Municipal Off Site Storage	\$0	\$0	\$0	\$0	\$0	\$0	\$0
572020 Police Modular Add Study	\$0	\$0	\$0	\$0	\$0	\$0	\$0
585120 Major Building Repairs	\$52,923	\$129,975	\$120,500	\$328,794	\$69,523	\$173,000	\$173,000
Public Buildings SepAp	\$52,923	\$129,975	\$120,500	\$328,794	\$69,523	\$173,000	\$173,000
Public Buildings	\$3,053,566	\$3,330,728	\$3,309,172	\$3,523,860	\$2,124,141	\$3,519,471	\$3,368,260

**Employee Roster
Fiscal Year 2015
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 D to E is worth \$929.81					E	\$ 22.17	18.75	\$ 415.69	52.2	\$21,698.89	\$21,698.89
												FTE's	1.00	\$43,397.78
Gerardi, Sheila	PT 2							E	\$ 28.98	40.0	\$ 1,159.20	52.2	\$60,510.24	\$60,510.24
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
Anderson, Bruce	PB W 4							D	\$ 20.56	40.0	\$ 822.40	52.2	\$42,929.28	\$42,929.28
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							D	\$ 20.56	40.0	\$ 822.40	52.2	\$42,929.28	\$42,929.28
Poe, David	PB W 5							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		Step Increase from B to C is worth \$894.88					D	\$ 19.64	40.0	\$ 785.60	52.2	\$41,008.32	\$41,008.32
Sorenson, Joseph	PB W 3	B	\$ 18.07	40	33.4	\$ 722.80	\$ 24,141.52	C	\$ 19.26	40.0	\$ 770.40	18.8	\$14,483.52	\$38,625.04
Tyrrell, Dennis	PB W 2		Step Increase from B to C is worth \$894.88					D	\$ 18.88	540.0			\$10,195.20	
Whittemore, James	PB W 3	B	\$ 18.07	40	33.4	\$ 722.80	\$ 24,141.52	C	\$ 19.26	40.0	\$ 770.40	18.8	\$14,483.52	\$38,625.04
Witkowski, Bernie	PB W 5							D	\$ 21.52	40.0	\$ 860.80	52.2	\$44,933.76	\$44,933.76
New Position - Electrician	PB W8	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 W8	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 W6	C	\$ 21.99	40.00	26.10	\$ 879.60	\$ 22,957.56	D	\$ 22.43	40.0	\$ 897.20	26.1	\$23,416.92	\$46,374.48
			Step Increases for new positions worth \$1,482.48											
								Total Departmental FTE's		22.52		FTE's	20.52	\$978,964.40
												Part time		\$20,390.40
														\$958,574.00

**Employee Roster
Fiscal Year 2015
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 D to E is worth \$929.81					E	\$ 22.17	18.75	\$ 415.69	52.2	\$ 21,698.89	\$21,698.89
												FTE's	1.00	\$43,397.78
Gerardi, Sheila	PT 2							E	\$ 28.98	40.0	\$ 1,159.20	52.2	\$ 60,510.24	\$60,510.24
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
Anderson, Bruce	PB W 4							D	\$ 20.56	40.0	\$ 822.40	52.2	\$ 42,929.28	\$42,929.28
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							D	\$ 20.56	40.0	\$ 822.40	52.2	\$ 42,929.28	\$42,929.28
Poe, David	PB W 5							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		Step Increase from B to C is worth \$894.88					D	\$ 19.64	40.0	\$ 785.60	52.2	\$ 41,008.32	\$41,008.32
Sorenson, Joseph	PB W 3	B	\$ 18.07	40	33.4	\$ 722.80	\$ 24,141.52	C	\$ 19.26	40.0	\$ 770.40	18.8	\$ 14,483.52	\$38,625.04
Tyrrell, Dennis	PB W 2		Step Increase from B to C is worth \$894.88					D	\$ 18.88	540.0			\$10,195.20	
Whittemore, James	PB W 3	B	\$ 18.07	40	33.4	\$ 722.80	\$ 24,141.52	C	\$ 19.26	40.0	\$ 770.40	18.8	\$ 14,483.52	\$38,625.04
Witkowski, Bernie	PB W 5							D	\$ 21.52	40.0	\$ 860.80	52.2	\$ 44,933.76	\$44,933.76
New Position Electrician	PB W8	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 W8	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 W6	C	\$ 21.99	40.00	26.10	\$ 879.60	\$ 22,957.56	D	\$ 22.43	40.0	\$ 897.20	26.1	\$ 23,416.92	\$46,374.48
The requested new positions have been moved to the supplemental budget that will be shown as additional spending considerations.			Step Increases for new positions worth \$1,482.48											
										Total Departmental FTE's	19.52	FTE's	17.52	\$827,709.68
												Part time		\$20,390.40
														\$807,319.28

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Public Buildings

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520010	Utility - Electricity	\$676,000	\$676,000
520020	Utility - Natural Gas	\$255,000	\$255,000
520040	Utility - Telephone	\$6,000	\$6,000
	Spent 5,689.90 in FY 13.	6,000	6,000
520060	Utility - Water	\$35,000	\$35,000
520070	Utility - Sewer	\$16,000	\$16,000
520080	R & M - Equipment	\$7,500	\$7,500
520090	R & M - Building	\$195,000	\$195,000

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520100	Advertising & Binding		\$800	\$800
		Requesting the same as last year FY 14.	800	800
520110	Hospital & Medical		\$250	\$250
		Same as FY 2014	250	250
520130	Professional Services		\$829,000	\$829,000
520140	Rental of Equipment		\$1,300	\$1,300
		Rental of aerial lift.	1,300	1,300
520220	Services-Not Classified		\$5,000	\$5,000
		Includes rental for Donahue Rowing Ctr for High School Rowing	5,000	5,000
520530	Parker Rd -Beal West Rental		\$32,031	\$32,031
		Rent for FY 2014 was \$32,031.00.	32,031	32,031
540010	Automotive		\$6,000	\$6,000
		Same as FY 14.	6,000	6,000
540030	Building		\$96,000	\$96,000
540100	Seed, Loam & Fertilizer		\$1,000	\$1,000

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540120	Clothing & Uniforms	\$7,550	\$7,550
	New and Replacement Uniforms	3,000	3,000
	ANDERSON BRUCE	325	325
	JUNIOR BUILDING CUSTODIAN II		
	ERICKSON ROGER	325	325
	SENIOR BUILDING CUSTODIAN I		
	FOX PAUL	325	325
	BUILDING MAINTENANCE CRAFTSMAN		
	LANE ROBERT	325	325
	MAINTENANCE CRAFTSMAN PLUMBER		
	MARENGO ROBERT	325	325
	MAINTENANCE CRAFTSMAN CARPENTE		
	MILMORE JOHN	325	325
	SENIOR BUILDING CUSTODIAN I		
	POE DAVID	325	325
	SENIOR CUSTODIAN II		
	PUTELIS ALLAN	325	325
	SENIOR BUILDING CUSTODIAN III		
	ROSE ARTHUR	325	325
	JUNIOR BUILDING CUSTODIAN II		
	WITKOWSKI BERNARD	325	325
	SENIOR BUILDING CUSTODIAN II		
	MARK HOLYOAK	325	325
	SENIOR BUILDING CUSTODIAN I		
	JOSEPH SORENSON	325	325
	JUNIOR BUILDING CUSTODIAN II		
	JAMES WHITTEMORE	325	325
	JUNIOR BUILDING CUSTODIAN II		
	MALONEY MICHAEL	325	325
540150	Print Postage Stationary	\$400	\$400
	Same as last year FY 2014.	400	400
540190	Custodial Supplies	\$10,000	\$10,000
540220	Office Supplies	\$300	\$300

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540230	Supplies - Not Classified	\$200	\$200
	Same as FY 14.	200	200
540240	Small Tools & Misc Equip	\$3,500	\$3,500
	Requesting the same as FY 14.	3,500	3,500
570020	Dues & Memberships	\$260	\$260
	MFAA dues & MAPPO	260	260
570030	In State Travel	\$1,000	\$1,000
	Same as FY 2014.	1,000	1,000
570080	Inspection Fees	\$203	\$203
	Inspection fees for 7 vehicles @ \$29. ea	203	203
570180	Other - Not Classified	\$200	\$200
	Same as FY 14.	200	200
Public Buildings OpEx		\$2,185,494	\$2,185,494
Public Buildings Equip		\$0	\$0
585120	Major Building Repairs	\$173,000	\$173,000
Public Buildings SepAp		\$173,000	\$173,000
Public Buildings		\$2,358,494	\$2,358,494

Date: 1/16/2014

List of Town Buildings - Sq. Ft. - Year Constructed - Additions - Renovations

1/6/2014

Building	Sq. Ft.	Constructed	Additions	Renovations
1 HIGH SCHOOL	296,000	2002		
2 OAK MIDDLE	169,400	1957	1981	2004
3 SHERWOOD	130,000	2013		
4 FLORAL	94,000	1997		
5 SPRING ST	37,200	1967	1995 & 2000 Mods	
6 COOLIDGE	48,600	1927	1940,69 & 1995	1985
7 BEAL	32,100	1922		
8 PATON	37,300	1950	2000 Mods	
9 PARKER RD	15,533	1954	2003	1981 after fire
10 TOWN HALL	28,700	1966	1997	
11 DONAHUE ROWING	21,600	1992	2002	
12 SENIOR CENTER	11,400	2000		
13 LIBRARY	22,000	1903	1922 & 1979	1979
14 FIRE HEADQUARTERS	16,304	2007		
15 CENTECH FIRE STA.	4,507	2007		
16 LAKE FIRE STA.	5,454	1953	2007	
17 POLICE STATION	11,000	1971	1996	1996
18 POLICE BOATHOUSE	900	2004		
19 LEGION	1,500	1858	Mid 1940s	
20 ALLEN PROPERTY	7,000	-	-	
21 HIGHWAY	30,720	1978		
22 WATER / SEWER	11,000	UNKNOWN	1978	
23 CEMETERY GAR	2,752	1968		
24 DEAN PARK BLDGS.	2,000	1940		
TOTAL	1,036,970			

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-3 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 D

SHREWSBURY HIGH SCHOOL

6. Dennis Cummins	High School Plant Mgr	Full-time	PT-3 E	Day
7. James Whittemore	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. Joseph Sorenson	10:30 AM-7:00 PM	Full time	W-3 A 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
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FLORAL STREET SCHOOL

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

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

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

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

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

CUSTODIAL SERVICES COMPARISON
 Contractual Services vs. In-house Staffing
 FY 2014

12/26/2013

Shrewsbury High School

Includes 10.5 Junior II custodians @ \$ 41,217.12	432,779.76
Overhead @ 40%	173,111.90
Clothing Allowance	4,237.50
Total Custodial Labor	610,129.16
Cleaning Materials & Equipment	16,000.00
Total Material & Labor	626,129.16
Contractual Service Contract Amount for FY 14	224,120.00
Savings High School	<u>402,009.16</u>

Oak Middle School

Includes 6.5 Junior II custodians @ \$ 41,217.12	267,911.28
Overhead @ 40%	107,164.51
Clothing Allowance	2,637.50
Total Custodial Labor	377,713.29
Cleaning Materials & Equipment	11,200.00
Total Material & Labor	388,913.29
Contractual Service Contract Amount for FY 14	165,500.00
Savings Oak Middle School	<u>223,413.29</u>

Sherwood Middle School

Includes 4.5 Junior II custodians @ \$ 41,217.12	185,477.04
Overhead @ 40%	74,190.82
Clothing Allowance	1,826.00
Total Custodial Labor	261,493.86
Cleaning Materials & Equipment	4,000.00
Total Material & Labor	265,493.86
Contractual Service Contract Amount for FY 13	73,900.00
Savings Sherwood Middle School	<u>191,593.86</u>

Floral Street School

Includes 3.5 Junior II custodians @ \$ 41,217.12	144,259.92
Overhead @ 40%	57,703.97
Clothing Allowance	1,420.00
Total Custodial Labor	203,383.89
Cleaning Materials & Equipment	7,500.00
Total Material & Labor	210,883.89
Contractual Service Contract Amount for FY 14	69,000.00
Savings Floral Street School	<u>141,883.89</u>

Paton School

1 Junior II Custodian @ \$41,217.12	41,217.12
Overhead @ 40%	16,486.85
Clothing Allowance	406.00
Total Custodial Labor	58,109.97
Cleaning Materials & Equipment	2,500.00
Total Material & Labor	60,609.97
Contractual Service Contract Amount for FY 14	26,400.00
Savings Paton School	<u>34,209.97</u>

Beal School

1 Junior II Custodian @ \$ 41,217.12	41,217.12
Overhead @ 40%	16,486.85
Clothing Allowance	406.00
Total Custodial Labor	58,109.97
Cleaning Materials & Equipment	2,300.00
Total Material & Labor	60,409.97
Contractual Service Contract Amount for FY 14	24,000.00
Savings Beal School	<u>36,409.97</u>

Parker Road Preschool

Includes 1 Junior II Custodian 25 Hours Weekly 5 Hours per day	25,662.00
Overhead @ 40%	10,264.80
Clothing Allowance	253.75
Total Custodial Labor	36,180.55
Cleaning Materials & Equipment	1,800.00
Total Material & Labor	37,980.55
Contractual Service Contract Amount for FY 14	17,500.00
Savings Parker Road Preschool School	<u>20,480.55</u>

Spring Street School

Includes 1.25 Junior II Custodian @ \$41,217.12	51,521.40
Overhead @ 40%	20,608.56
Clothing Allowance	507.00
Total Custodial Labor	72,636.96
Cleaning Materials & Equipment	2,500.00
Total Material & Labor	75,136.96
Contractual Service Contract Amount for FY 14	28,850.00
Savings Parker Road Preschool School	<u>46,286.96</u>

Police Station

1 Junior II Custodian 28 Hours Weekly, 4 Hours per day	28,741.44
Overhead @ 40%	11,496.58
Clothing Allowance	284.20
Total Custodial Labor	40,522.22
Cleaning Materials & Equipment	1,800.00
Total Material & Labor	42,322.22
Contractual Service Contract Amount for FY 14	21,200.00
Savings Police Station	<u>21,122.22</u>

Town Hall

1 Junior II Custodian @ \$41,217.12	41,217.12
Overhead @ 40%	16,486.85
Clothing Allowance	406.00
Total Custodial Labor	58,109.97
Cleaning Materials & Equipment	1,800.00
Total Material & Labor	59,909.97
Contractual Service Contract Amount for FY 14	20,800.00
Savings Town Hall	<u>39,109.97</u>

Senior Center

1 Junior II Custodian 10 Hours Weekly	10,264.80
Overhead @ 5% (Employee would not receive any benefits)	513.24
Clothing Allowance	101.50
Total Custodial Labor	10,879.54
Cleaning Materials & Equipment	1,500.00
Total Material & Labor	12,379.54
Contractual Service Contract Amount for FY 14	10,400.00
Savings Senior Center	<u>1,979.54</u>

Library

1 Senior Custodian Days @ \$42,925.74	42,925.74
1 Junior II Custodian Nights 30 Hours Weekly	30,794.40
Overhead @ 40%	29,488.06
Clothing Allowance	410.50
Total Custodial Labor	103,618.70
Cleaning Materials & Equipment	1,800.00
Total Material & Labor	105,418.70
Contractual Service Contract Amount for FY 14	62,224.00
Savings Library	<u>43,194.70</u>
Total Savings	\$ 1,201,694.07

**Budget Worksheet FY 2015
Break-down Utilities & Professional Services**

12/26/2013

Electricity

Three year average of electric usage is 6,969,893 KWH.

Using the average KWH usage x estimated electric rates = 725,408.44

minus \$ 50,000.00 from the school building rental account for electricity
= 675,408.44**Request for Electricity****say \$ 676,000.00****Natural Gas**

	Est. Rate	3 yr average use	Budget
Group I	1.0094	111,749	112,799.44
Group II	1.0094	92,198	93,064.66
Group III	1.0094	18,164	18,334.74
New Sherwood Middle	1.0094	25,676	25,917.35
N-Star Customer Charges			4,189.08
Estimated cost for FY 2015			254,305.28

Request for Natural Gas**say \$ 255,000.00****Professional Services**

Contract Cleaning

Beal	24,000.00	
HS	230,844.00	estimate 3% increase
Parker Road	18,025.00	estimate 3% increase
Floral	69,000.00	
Sherwood Middle	76,300.00	
Oak Middle	165,500.00	
TH	20,800.00	
Police	21,200.00	
Senior center	10,400.00	
Spring Street	29,716.00	estimate 3% increase
Parker Road East	11,633.00	estimate 3% increase
Paton	27,192.00	estimate 3% increase
Coolidge	39,000.00	estimated .80 x 48,600 sq ft.
Library	48,824.00	day service: 33,824., estimated night cleaning: 15000.
Total	<u>792,434.00</u>	

Window Washing: 15,000.00Contingency: (additional cleaning) 10,000.00Contractual Cleaning Total 817,434.00HS Contract Lawn Mowing 11,000.00828,434.00**Request for Professional Services****say \$ 829,000.00**

**FY 2015 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	15,000.00	
Cooling Tower repair	7,000.00	
Oak Middle:		
Refinish gym floor	3,200.00	
Roof seam repair	7,500.00	
Sherwood Middle:		
Refinish Gym Floor	3,200.00	
Paton:		
Refinish gym floor	1,200.00	
Remove asbestos floor tile in kitchen and replace with VCT	10,000.00	
Beal:		
Refinish gym floor	1,300.00	
Replace exterior door at rear ramp entrance	3,500.00	
Coolidge:		
Replace student lavatory stalls	9,700.00	
De-lead two classroom exit stairways and paint	22,000.00	
Spring Street:		
Install split ductless A/C unit in Media Center	8,000.00	
Parker Road:		
Replace carpeting with VCT rooms 7,8 & 9	12,000.00	
Remove front entrance canopy	16,000.00	
Floral St.:		
Refinish Gym Floor	3,100.00	
Install window Shades in Gym and Art Room	5,200.00	
Ray Stone Post:		
Paint building exterior	16,000.00	
Police Station		
Re-seam small flat roof	7,500.00	
Tree Trimming / Tree removal:		
All Buildings	6,000.00	
Asbestos Removal & Repair All Schools:	4,000.00	
Total	175,000.00	

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Police

0210

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$101,717	\$103,354	\$103,752	\$103,752	\$56,845	\$103,752	\$103,752
510040 Holiday	\$2,338	\$2,385	\$2,388	\$2,388	\$1,193	\$2,385	\$2,385
510080 Sick Leave Plan II	\$1,949	\$1,988	\$0	\$0	\$1,988	\$0	\$0
510100 Longevity	\$300	\$350	\$350	\$350	\$350	\$350	\$350
Police PEA	\$106,304	\$108,077	\$106,490	\$106,490	\$60,375	\$106,487	\$106,487
510010 S & W - Full Time	\$237,468	\$242,910	\$245,157	\$245,157	\$133,706	\$247,545	\$208,552
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$2,407	\$2,455	\$0	\$0	\$1,559	\$0	\$0
510090 Overtime	\$243	\$44	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$1,075	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police S&C	\$241,194	\$246,760	\$246,507	\$246,507	\$136,615	\$248,895	\$209,902
510010 S & W - Full Time	\$2,472,439	\$2,454,157	\$2,719,597	\$2,719,597	\$1,373,314	\$2,924,829	\$2,775,259
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510040 Holiday	\$99,092	\$96,407	\$104,301	\$104,301	\$54,814	\$153,843	\$100,000
510050 Vacation	\$101,435	\$93,269	\$75,000	\$75,000	\$49,825	\$75,000	\$85,000
510060 Sick Leave	\$57,910	\$64,100	\$50,000	\$50,000	\$61,760	\$55,000	\$60,000
510080 Sick Leave Plan II	\$4,220	\$517	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$8,125	\$6,975	\$7,050	\$7,050	\$6,950	\$6,950	\$6,950
510110 Work Incentive Program	\$3,450	\$3,117	\$0	\$0	\$2,200	\$0	\$0
510160 Extra Duty	\$226,738	\$266,716	\$195,000	\$195,000	\$118,816	\$200,000	\$205,000
510180 Master Patrolmen Incentive	\$10,200	\$10,200	\$10,200	\$10,200	\$6,800	\$6,800	\$6,800

		ACTUAL	ACTUAL	ORIGINAL	REVISED	EXPENDED	DEPARTMENT	TOWN
		2012	2013	BUDGET	BUDGET	TO DATE	REQUEST	MANAGER
				2014	2014	2014	2015	RECOMMEND
								2015
510190	Education Incentive	\$313,233	\$318,070	\$315,230	\$315,230	\$170,353	\$358,506	\$358,506
510200	Night Shift Differential	\$33,429	\$34,920	\$34,000	\$34,000	\$17,649	\$35,000	\$35,000
510610	Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Police Other		\$3,330,271	\$3,348,447	\$3,510,378	\$3,510,378	\$1,862,481	\$3,815,929	\$3,632,515
520040	Utility - Telephone	\$19,480	\$20,314	\$26,000	\$26,000	\$12,992	\$26,000	\$26,000
520080	R & M - Equipment	\$41,353	\$31,168	\$44,000	\$45,130	\$38,082	\$45,000	\$45,000
520100	Advertising & Binding	\$0	\$0	\$500	\$500	\$0	\$500	\$500
520110	Hospital & Medical	\$691	\$390	\$1,500	\$1,500	\$0	\$1,500	\$1,500
520120	Data Processing	\$1,251	\$1,343	\$1,500	\$1,500	\$482	\$1,500	\$1,500
520130	Professional Services	\$2,600	\$3,172	\$4,000	\$4,000	\$2,200	\$4,000	\$4,000
520140	Rental of Equipment	\$0	\$0	\$500	\$500	\$0	\$500	\$500
520170	Dog Disposal	\$225	\$0	\$250	\$250	\$0	\$250	\$250
520200	Board of Dogs	\$1,333	\$3,545	\$1,500	\$1,500	\$743	\$1,500	\$1,500
520220	Services-Not Classified	\$1,350	\$749	\$2,500	\$2,500	\$176	\$2,500	\$2,500
540010	Automotive	\$42,998	\$48,997	\$49,000	\$49,650	\$34,255	\$50,000	\$50,000
540110	Public Safety	\$76,542	\$27,136	\$39,000	\$49,473	\$34,599	\$40,000	\$40,000
540120	Clothing & Uniforms	\$50,206	\$58,052	\$62,875	\$63,975	\$34,936	\$65,000	\$65,000
540140	Books Periodicals Subs	\$383	\$1,500	\$500	\$500	\$0	\$500	\$500
540150	Print Postage Stationary	\$2,973	\$1,376	\$3,000	\$3,000	\$2,070	\$3,000	\$3,000
540170	Medical & Dental	\$2,327	\$2,697	\$2,500	\$2,500	\$2,247	\$2,500	\$2,500
540190	Custodial Supplies	\$7,956	\$7,177	\$5,000	\$5,000	\$4,308	\$5,000	\$5,000
540200	Educational Supplies	\$453	\$0	\$500	\$500	\$0	\$500	\$500
540220	Office Supplies	\$12,092	\$9,198	\$10,000	\$10,277	\$4,254	\$10,000	\$10,000
540230	Supplies - Not Classified	\$711	\$794	\$1,000	\$1,000	\$0	\$1,000	\$1,000
540240	Small Tools & Misc Equip	\$0	\$0	\$300	\$300	\$0	\$300	\$300
570010	Car Allowance/Mileage	\$246	\$45	\$500	\$500	\$0	\$500	\$500
570020	Dues & Memberships	\$2,345	\$2,366	\$2,400	\$2,400	\$1,895	\$2,400	\$2,400
570030	In State Travel	\$1,600	\$596	\$2,000	\$2,000	\$485	\$1,500	\$1,500
570090	Damage Claims Reimbs	\$0	\$290	\$1,000	\$1,300	\$300	\$1,000	\$1,000
570180	Other - Not Classified	\$3,204	\$5,722	\$3,500	\$3,500	\$2,205	\$3,500	\$3,500

	<u>ACTUAL</u> <u>2012</u>	<u>ACTUAL</u> <u>2013</u>	<u>ORIGINAL</u> <u>BUDGET</u> <u>2014</u>	<u>REVISED</u> <u>BUDGET</u> <u>2014</u>	<u>EXPENDED</u> <u>TO DATE</u> <u>2014</u>	<u>DEPARTMENT</u> <u>REQUEST</u> <u>2015</u>	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> <u>2015</u>
570760 Training	\$6,431	\$7,779	\$9,000	\$9,000	\$5,381	\$10,000	\$10,000
Police OpEx	\$278,749	\$234,406	\$274,325	\$288,255	\$181,608	\$279,950	\$279,950
580010 Office Equipment	\$732	\$899	\$1,000	\$1,000	\$0	\$1,000	\$1,000
580020 Computer Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580060 Radio Equipment	\$5,933	\$2,284	\$6,000	\$9,716	\$3,716	\$6,000	\$6,000
580070 Electrical & Mechanical	\$391	\$637	\$6,000	\$6,769	\$769	\$6,000	\$6,000
581030 New Officer Equipment	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$10,000	\$10,000
Police Equip	\$13,055	\$9,820	\$19,000	\$23,485	\$10,485	\$23,000	\$23,000
Police	\$3,969,574	\$3,947,509	\$4,156,700	\$4,175,115	\$2,251,564	\$4,474,261	\$4,251,854

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2015
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	\$2,385.00	\$350.00	\$25,937.92			\$132,424.46
Total 01			\$103,751.54			\$103,751.54	\$2,385.00	\$350.00	\$25,937.92			\$132,424.46
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	PAT	\$38,993.40			\$38,993.40		\$125.00				\$39,118.40
6	Pease	ACO	\$45,785.93			\$45,785.93		\$200.00				\$45,985.93
Total 02			\$247,545.46			\$247,545.46		\$1,350.00				\$248,895.46
1	Mroczek	Sr Disp	\$48,403.97			\$48,403.97	\$1,900.08	\$125.00			\$500.00	\$50,929.05
2	Fairbanks	Disp	\$42,090.41			\$42,090.41	\$1,900.08	\$125.00			\$500.00	\$44,615.49
3	Roche	Disp	\$42,090.41			\$42,090.41	\$1,900.08				\$500.00	\$44,490.49
4	Kiely	Disp	\$37,672.96	\$2,741.47		\$40,414.43	\$1,900.08				\$500.00	\$42,814.51
5	Vachon	Disp	\$8,417.58	\$31,497.09		\$39,914.67	\$1,900.08				\$500.00	\$42,314.75
6	McNiff	Disp	\$20,231.78	\$19,145.34		\$39,377.12	\$1,900.08				\$500.00	\$41,777.20
7	Greene	Disp	\$31,307.59	\$7,565.57		\$38,873.16	\$1,900.08				\$500.00	\$41,273.24
8	New Position	Disp	\$18,645.85	\$19,050.32		\$37,696.17	\$1,900.08				\$500.00	\$40,096.25
1	Anderson	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$4,144.80	\$300.00	\$15,735.17		\$1,250.00	\$101,355.81
2	McCarthy	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$4,144.80	\$250.00	\$19,668.96		\$1,250.00	\$105,239.60
3	Lonchiadis	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$4,144.80	\$250.00	\$19,668.96		\$1,250.00	\$105,239.60
1	Pratt	Sgt	\$68,402.88		\$1,250.00	\$69,652.88	\$3,604.04	\$300.00	\$17,102.94		\$1,250.00	\$91,909.86
2	Benoit	Sgt	\$68,402.88			\$68,402.88	\$3,604.04	\$250.00	\$13,682.35		\$1,250.00	\$87,189.27
3	Perna (Brady MLOA)	Sgt	\$33,158.40	\$33,808.32		\$66,966.72	\$3,604.04	\$200.00	\$23,944.12	<<Includes	\$1,250.00	\$95,964.88
4	Cappucci	Sgt	\$68,402.88		\$1,250.00	\$69,652.88	\$3,604.04	\$250.00	\$13,682.35	Brady & Perna	\$1,250.00	\$88,439.27
5	O'Connor	Sgt	\$68,402.88		\$1,250.00	\$69,652.88	\$3,604.04	\$300.00	\$13,682.35	Ed Inc.	\$1,250.00	\$88,489.27
6	Holmquist	Sgt	\$68,402.88			\$68,402.88	\$3,604.04	\$125.00	\$13,682.35		\$1,250.00	\$87,064.27
7	New Position	Sgt	\$30,433.92	\$31,063.20		\$61,497.12	\$3,604.04				\$1,250.00	\$66,351.16
1	Wnek	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$250.00	\$14,027.49		\$1,375.00	\$74,729.75
2	Chartrand	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00	\$11,221.99		\$1,375.00	\$71,799.25
3	Gonet	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$350.00	\$5,611.00		\$1,375.00	\$66,413.26
4	Babin	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$350.00		\$3,400.00	\$1,375.00	\$64,202.26
5	Palmatier	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00			\$1,375.00	\$60,577.26
6	Warwick	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$200.00	\$5,611.00		\$1,375.00	\$66,263.26
7	Belanger	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$250.00	\$5,611.00		\$1,375.00	\$66,313.26
8	Scanlon	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$300.00		\$3,400.00	\$1,375.00	\$64,152.26
9	Napolitano	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00	\$14,027.49		\$1,375.00	\$74,604.75
10	Pitro	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00	\$11,221.99		\$1,375.00	\$71,799.25
11	Brown	Ptl	\$56,107.26		\$1,000.00	\$57,107.26	\$2,970.00	\$200.00	\$11,221.99		\$1,375.00	\$72,874.25
12	Hester	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$300.00	\$14,027.49		\$1,375.00	\$74,779.75
13	Thibodeau	Ptl	\$56,107.26		\$1,000.00	\$57,107.26	\$2,970.00	\$125.00	\$11,221.99		\$1,375.00	\$72,799.25
14	Faucher	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00	\$10,000.00		\$1,375.00	\$70,577.26
15	Maynard	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00			\$1,375.00	\$60,577.26
16	Chysna	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$200.00			\$1,375.00	\$60,652.26
17	Finacom	Ptl	\$56,107.26		\$1,000.00	\$57,107.26	\$2,970.00	\$200.00	\$11,221.99		\$1,375.00	\$72,874.25
18	Valliere	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$200.00	\$11,221.99		\$1,375.00	\$71,874.25

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2015
REQUESTED

	Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentive	Master Ptl	Clothing & Cleaning	Total Base Wage
19	Capalbo	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$300.00	\$5,611.00		\$1,375.00	\$66,363.26
20	Mentzer	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$250.00	\$11,221.99		\$1,375.00	\$71,924.25
21	McGinnis	Ptl	\$56,107.26		\$1,000.00	\$57,107.26	\$2,970.00	\$125.00			\$1,375.00	\$61,577.26
22	Demers	Ptl	\$56,107.26			\$56,107.26	\$2,970.00		\$14,027.49		\$1,375.00	\$74,479.75
23	Cameron	Ptl	\$56,107.26			\$56,107.26	\$2,970.00		\$9,000.00		\$1,375.00	\$69,452.26
24	Charland	Ptl	\$56,107.26			\$56,107.26	\$2,970.00		\$5,611.00		\$1,375.00	\$66,063.26
25	Alward	Ptl	\$27,224.09	\$27,872.40		\$55,096.49	\$2,970.00				\$1,375.00	\$59,441.49
26	Caola	Ptl	\$26,859.26	\$25,653.36		\$52,512.62	\$2,970.00				\$1,375.00	\$56,857.62
27	Cronin	Ptl	\$27,224.09	\$27,872.40		\$55,096.49	\$2,970.00	\$125.00			\$1,375.00	\$59,566.49
28	Caviston	Ptl	\$26,859.26	\$25,653.36		\$52,512.62	\$2,970.00				\$1,375.00	\$56,857.62
29	Robert	Ptl	\$27,224.09	\$27,872.40		\$55,096.49	\$2,970.00				\$1,375.00	\$59,441.49
30	Amato	Ptl	\$25,869.64	\$25,944.44		\$51,814.08	\$2,970.00				\$1,375.00	\$56,159.08
31	Vitois	Ptl	\$27,032.54	\$27,220.68		\$54,253.22	\$2,970.00				\$1,375.00	\$58,598.22
32	Sklut	Ptl	\$27,032.54	\$27,220.68		\$54,253.22	\$2,970.00				\$1,375.00	\$58,598.22
33	Vacant	Ptl	\$24,844.71	\$25,532.05		\$50,376.76	\$2,970.00				\$1,375.00	\$54,721.76
34	New Position	Ptl	\$24,844.71	\$25,532.05		\$50,376.76	\$2,970.00				\$1,375.00	\$54,721.76
TOTAL 03			\$2,502,083.96	\$411,245.13	\$11,500.00	\$2,924,829.09	\$153,843.32	\$6,950.00	\$332,568.44	\$6,800.00	\$63,250.00	\$3,488,240.85

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

TOTAL 01 - 02 - 03	\$2,853,380.96	\$411,245.13	\$11,500.00	\$3,276,126.09	\$156,228.32	\$8,650.00	\$358,506.36	\$6,800.00	\$63,250.00	\$3,869,560.77
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Holiday Pay	
FY 07	\$90,255
FY 08	\$104,685
FY 09	\$108,262
FY 10	\$105,886
FY 11	\$90,776
FY 12	\$99,092
FY 13	\$96,407

Overtime Accounts

	Expended 08	Expended 09	Expended 10	Expended 11	Expended 12	Expended 13	Budget 14	Expended to Date (1/16)	Requested 15	Recommended
Vacation	\$56,844	\$54,000	\$68,513	\$92,963	\$101,435	\$93,269	\$75,000	\$49,825	\$75,000	
Sick Leave	\$29,304	\$42,506	\$41,738	\$67,670	\$57,910	\$61,760	\$55,000	\$61,760	\$55,000	
Extra Duty										
Miscellaneous	\$61,808	\$44,969	\$54,732	\$59,831	\$81,564	\$101,425	\$55,000	\$66,770	\$55,000	
Court Time	\$50,730	\$45,838	\$32,115	\$20,243	\$28,054	\$36,856	\$25,000	\$17,085	\$25,000	
CTO	\$29,845	\$39,442	\$27,607	\$32,300	\$25,298	\$29,833	\$35,000	\$10,738	\$35,000	
Investigations	\$29,762	\$21,629	\$35,555	\$40,967	\$50,258	\$52,159	\$60,000	\$17,200	\$60,000	
Training	\$33,622	\$11,848	\$15,487	\$23,877	\$34,181	\$46,443	\$20,000	\$7,024	\$25,000	
Total Extra Duty	\$205,767	\$163,726	\$165,496	\$177,218	\$219,355	\$266,716	\$195,000	\$118,817	\$200,000	
Night Shift	\$28,065	\$36,295	\$33,182	\$33,152	\$33,429	\$34,920	\$34,000	\$17,649	\$35,000	
	\$319,980	\$296,527	\$308,929	\$371,003	\$412,129	\$456,665	\$359,000	\$248,051	\$365,000	

SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2015
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	\$2,385.00	\$350.00	\$25,937.92			\$132,424.46	
Total 01			\$103,751.54			\$103,751.54	\$2,385.00	\$350.00	\$25,937.92			\$132,424.46	
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 (No Layoff)	PAT	\$38,993.40			\$38,993.40		\$125.00				\$39,118.40	
6	Pease	ACO	\$45,785.93			\$45,785.93		\$200.00				\$45,985.93	
Total 02			\$208,552.06			\$208,552.06		\$1,350.00				\$209,902.06	
1	Mroczek	Sr Disp	\$48,403.97			\$48,403.97	\$1,900.08	\$125.00			\$500.00	\$50,929.05	
2	Fairbanks	Disp	\$42,090.41		Value of Steps	\$42,090.41	\$1,900.08	\$125.00			\$500.00	\$44,615.49	
3	Roche	Disp	\$42,090.41			\$42,090.41	\$1,900.08				\$500.00	\$44,490.49	
4	Kiely	Disp	\$37,672.96	\$2,741.47		\$116.77	\$40,414.43	\$1,900.08			\$500.00	\$42,814.51	
5	Vachon	Disp	\$8,417.58	\$31,497.09		\$1,378.87	\$39,914.67	\$1,900.08			\$500.00	\$42,314.75	
6	McNiff	Disp	\$20,231.78	\$19,145.34		\$833.21	\$39,377.12	\$1,900.08			\$500.00	\$41,777.20	
7	Greene	Disp	\$31,307.59	\$7,565.57		\$329.26	\$38,873.16	\$1,900.08			\$500.00	\$41,273.24	
8	New Position	Disp	\$18,645.85	\$19,050.32		\$828.27	\$37,696.17	\$1,900.08			\$500.00	\$40,096.25	
						\$3,486.38							
1	Anderson	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$4,144.80	\$300.00	\$15,735.17		\$1,250.00	\$101,355.81	
2	McCarthy	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$4,144.80	\$250.00	\$19,668.96		\$1,250.00	\$105,239.60	
3	Lonchiadis	Lt	\$78,675.84		\$1,250.00	\$79,925.84	\$4,144.80	\$250.00	\$19,668.96		\$1,250.00	\$105,239.60	
1	Pratt	Sgt	\$68,402.88		\$1,250.00	\$69,652.88	\$3,604.04	\$300.00	\$17,102.94		\$1,250.00	\$91,909.86	
2	Benoit	Sgt	\$68,402.88			\$68,402.88	\$3,604.04	\$250.00	\$13,682.35		\$1,250.00	\$87,189.27	
3	Perna (Brady MLOA)	Sgt	\$33,158.40	\$33,808.32		\$66,966.72	\$3,604.04	\$200.00	\$23,944.12	<<Includes Brady & Perna Ed Inc.	\$1,250.00	\$95,964.88	
4	Cappucci	Sgt	\$68,402.88		\$1,250.00	\$69,652.88	\$3,604.04	\$250.00	\$13,682.35		\$1,250.00	\$88,439.27	
5	O'Connor	Sgt	\$68,402.88		\$1,250.00	\$69,652.88	\$3,604.04	\$300.00	\$13,682.35		\$1,250.00	\$88,489.27	
6	Holmquist	Sgt	\$68,402.88			\$68,402.88	\$3,604.04	\$125.00	\$13,682.35		\$1,250.00	\$87,064.27	
7	New Position	Sgt	\$30,433.92	\$31,063.20		\$61,497.12	\$3,604.04				\$1,250.00	\$66,351.16	
1	Wnek	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$250.00	\$14,027.49			\$1,375.00	\$74,729.75
2	Chartrand	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00	\$11,221.99			\$1,375.00	\$71,799.25
3	Gonet	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$350.00	\$5,611.00		\$1,375.00	\$66,413.26	
4	Babin	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$350.00		\$3,400.00	\$1,375.00	\$64,202.26	
5	Palmatier	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00			\$1,375.00	\$60,577.26	
6	Warwick	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$200.00	\$5,611.00		\$1,375.00	\$66,263.26	
7	Belanger	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$250.00	\$5,611.00		\$1,375.00	\$66,313.26	
8	Scanlon	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$300.00		\$3,400.00	\$1,375.00	\$64,152.26	
9	Napolitano	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00	\$14,027.49		\$1,375.00	\$74,604.75	
10	Pitro	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00	\$11,221.99		\$1,375.00	\$71,799.25	
11	Brown	Ptl	\$56,107.26		\$1,000.00	\$57,107.26	\$2,970.00	\$200.00	\$11,221.99		\$1,375.00	\$72,874.25	
12	Hester	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$300.00	\$14,027.49		\$1,375.00	\$74,779.75	
13	Thibodeau	Ptl	\$56,107.26		\$1,000.00	\$57,107.26	\$2,970.00	\$125.00	\$11,221.99		\$1,375.00	\$72,799.25	
14	Faucher	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00	\$10,000.00		\$1,375.00	\$70,577.26	
15	Maynard	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$125.00			\$1,375.00	\$60,577.26	
16	Chysna	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$200.00			\$1,375.00	\$60,652.26	
17	Finacom	Ptl	\$56,107.26		\$1,000.00	\$57,107.26	\$2,970.00	\$200.00	\$11,221.99		\$1,375.00	\$72,874.25	
18	Valliere	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$200.00	\$11,221.99		\$1,375.00	\$71,874.25	

**SHREWSBURY POLICE DEPARTMENT
FISCAL YEAR 2015
RECOMMENDED**

	Employee	Title	Base Salary	Base Salary 2	Stipend	Total Base	Holiday	Longevity	Education Incentive	Master Ptl	Clothing & Cleaning	Total Base Wage
19	Capalbo	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$300.00	\$5,611.00		\$1,375.00	\$66,363.26
20	Mentzer	Ptl	\$56,107.26			\$56,107.26	\$2,970.00	\$250.00	\$11,221.99		\$1,375.00	\$71,924.25
21	McGinnis	Ptl	\$56,107.26		\$1,000.00	\$57,107.26	\$2,970.00	\$125.00			\$1,375.00	\$61,577.26
22	Demers	Ptl	\$56,107.26			\$56,107.26	\$2,970.00		\$14,027.49		\$1,375.00	\$74,479.75
23	Cameron	Ptl	\$56,107.26			\$56,107.26	\$2,970.00		\$9,000.00		\$1,375.00	\$69,452.26
24	Charland	Ptl	\$56,107.26			\$56,107.26	\$2,970.00		\$5,611.00		\$1,375.00	\$66,063.26
25	Alward	Ptl	\$27,224.09	\$27,872.40	\$1,366.28	\$55,096.49	\$2,970.00				\$1,375.00	\$59,441.49
26	Caola	Ptl	\$26,859.26	\$25,653.36	\$1,110.94	\$52,512.62	\$2,970.00				\$1,375.00	\$56,857.62
27	Cronin	Ptl	\$27,224.09	\$27,872.40	\$1,366.28	\$55,096.49	\$2,970.00	\$125.00			\$1,375.00	\$59,566.49
28	Caviston	Ptl	\$26,859.26	\$25,653.36	\$1,110.94	\$52,512.62	\$2,970.00				\$1,375.00	\$56,857.62
29	Robert	Ptl	\$27,224.09	\$27,872.40	\$1,366.28	\$55,096.49	\$2,970.00				\$1,375.00	\$59,441.49
30	Amato	Ptl	\$25,869.64	\$25,944.44	\$412.13	\$51,814.08	\$2,970.00				\$1,375.00	\$56,159.08
31	Vitols	Ptl	\$27,032.54	\$27,220.68	\$532.63	\$54,253.22	\$2,970.00				\$1,375.00	\$58,598.22
32	Skiut	Ptl	\$27,032.54	\$27,220.68	\$532.63	\$54,253.22	\$2,970.00				\$1,375.00	\$58,598.22
33	Vacant	Ptl	\$24,844.71	\$25,532.05	\$1,281.16	\$50,376.76	\$2,970.00				\$1,375.00	\$54,721.76
34	New Position	Ptl	\$24,844.71	\$25,532.05	\$1,281.16	\$50,376.76	\$2,970.00				\$1,375.00	\$54,721.76
TOTAL 03			\$2,428,159.48	\$335,599.56	\$26,723.76	\$2,775,259.04	\$145,369.20	\$6,950.00	\$332,568.44	\$6,800.00	\$60,125.00	\$3,327,071.68
					Value of Steps	\$10,360.43						
Additional sum in clothing and uniforms line item (\$40120) for Town issued items												
TOTAL 01 - 02 - 03			\$2,740,463.08	\$335,599.56	\$26,723.76	\$3,087,662.64	\$147,754.20	\$8,650.00	\$358,506.36	\$6,800.00	\$60,125.00	\$3,669,398.20

Holiday Pay Adjustment (\$47,754.20)

\$100,000.00

Requested positions have been moved to the supplemental budget that will be shown as additional spending considerations.

Dispatcher #8	\$40,096.25
Detective Sgt #8	\$66,351.16
Patrol Officer #34	\$54,721.76
Total	\$161,169.17

Note salaries for patrol officers are set at FY 2015 levels

Holiday Pay

FY 07	\$90,255
FY 08	\$104,685
FY 09	\$108,262
FY 10	\$105,886
FY 11	\$90,776
FY 12	\$99,092
FY 13	\$96,407

Overtime Accounts

	Expended 08	Expended 09	Expended 10	Expended 11	Expended 12	Expended 13	Budget 14	Expended to Date (1/16)	Requested 15	Recommended
Vacation	\$56,844	\$54,000	\$68,513	\$92,963	\$101,435	\$93,269	\$75,000	\$49,825	\$75,000	\$85,000
Sick Leave	\$29,304	\$42,506	\$41,738	\$67,670	\$57,910	\$61,760	\$55,000	\$61,760	\$55,000	\$60,000
Extra Duty										
Miscellaneous	\$61,808	\$44,969	\$54,732	\$59,831	\$81,564	\$101,425	\$55,000	\$66,770	\$55,000	\$55,000
Court Time	\$50,730	\$45,838	\$32,115	\$20,243	\$28,054	\$36,856	\$25,000	\$17,085	\$25,000	\$25,000
CTO	\$29,845	\$39,442	\$27,607	\$32,300	\$25,298	\$29,833	\$35,000	\$10,738	\$35,000	\$35,000
Investigations	\$29,762	\$21,629	\$35,555	\$40,967	\$50,258	\$52,159	\$60,000	\$17,200	\$60,000	\$60,000
Training	\$33,622	\$11,848	\$15,487	\$23,877	\$34,181	\$46,443	\$20,000	\$7,024	\$25,000	\$30,000
Total Extra Duty	\$205,767	\$163,726	\$165,496	\$177,218	\$219,355	\$266,716	\$195,000	\$118,817	\$200,000	\$205,000
Night Shift	\$28,065	\$36,295	\$33,182	\$33,152	\$33,429	\$34,920	\$34,000	\$17,649	\$35,000	\$35,000
	\$319,980	\$296,527	\$308,929	\$371,003	\$412,129	\$456,665	\$359,000	\$248,051	\$365,000	\$385,000

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Police

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$26,000	\$26,000
	Telephone CDMA Service (cell) and networ	26,000 0	26,000 0
520080	R & M - Equipment	\$45,000	\$45,000
520100	Advertising & Binding	\$500	\$500
520110	Hospital & Medical	\$1,500	\$1,500
520120	Data Processing	\$1,500	\$1,500
	Parking Ticket Processing	1,500	1,500
520130	Professional Services	\$4,000	\$4,000
	MEDICAL/PSYCH EXAM FOR NEW EMPLOYEES	4,000	4,000
520140	Rental of Equipment	\$500	\$500

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520170	Dog Disposal		\$250	\$250
		DISPOSAL OF DOGS	250	250
520200	Board of Dogs		\$1,500	\$1,500
520220	Services-Not Classified		\$2,500	\$2,500
		Funding for K-9 Program	0	0
540010	Automotive		\$50,000	\$50,000
		VEHICLE MAINTENANCE AND REPAIR	50,000	50,000
540110	Public Safety		\$40,000	\$40,000
		Budget Adjustment	0	0
540120	Clothing & Uniforms		\$65,000	\$65,000
540140	Books Periodicals Subs		\$500	\$500
		MISCELLANEOUS	500	500
540150	Print Postage Stationary		\$3,000	\$3,000
540170	Medical & Dental		\$2,500	\$2,500
		Various Medical Expenses	2,500	2,500

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540190	Custodial Supplies	\$5,000	\$5,000
540200	Educational Supplies	\$500	\$500
540220	Office Supplies	\$10,000	\$10,000
540230	Supplies - Not Classified	\$1,000	\$1,000
540240	Small Tools & Misc Equip	\$300	\$300
570010	Car Allowance/Mileage	\$500	\$500
570020	Dues & Memberships	\$2,400	\$2,400
570030	In State Travel	\$1,500	\$1,500
570090	Damage Claims Reimbs	\$1,000	\$1,000

Date: 1/16/2014

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570180	Other - Not Classified	\$3,500	\$3,500
570760	Training	\$10,000	\$10,000
	EMPLOYEE TRAINING	10,000	10,000
	SHOOTING DECISION MAKING TRAINING	0	0
Police OpEx		\$279,950	\$279,950
580010	Office Equipment	\$1,000	\$1,000
	Office Equipment as Needed	1,000	1,000
580060	Radio Equipment	\$6,000	\$6,000
	REPLACEMENT PORTABLE RADIOS	6,000	6,000
580070	Electrical & Mechanical	\$6,000	\$6,000
	Replacement electrical equipment on cruisers	6,000	6,000
	Console & Switching Upgrades for replacement cruisers.	0	0
	Fiberglass prisoner transport seats.	0	0
	Strobe Lights for Unmarked Car	0	0
	Air Bag Cut Off Installed	0	0
581030	New Officer Equipment	\$10,000	\$10,000
	OUTFIT NEW POLICE OFFICERS	10,000	10,000
	Budget Reduction	0	0
Police Equip		\$23,000	\$23,000
Police		\$302,950	\$302,950

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Fire

0220

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$95,747	\$101,642	\$103,752	\$103,752	\$56,845	\$103,752	\$103,752
510040 Holiday	\$730	\$380	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$1,865	\$1,988	\$0	\$0	\$1,988	\$0	\$0
510100 Longevity	\$250	\$250	\$300	\$300	\$300	\$300	\$300
Fire PEA	\$98,592	\$104,260	\$104,052	\$104,052	\$59,132	\$104,052	\$104,052
510010 S & W - Full Time	\$23,880	\$32,270	\$34,140	\$34,140	\$23,668	\$43,399	\$43,399
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$0	\$0	\$125	\$125	\$125	\$125	\$125
Fire S&C	\$23,880	\$32,270	\$34,265	\$34,265	\$23,793	\$43,524	\$43,524
510010 S & W - Full Time	\$1,935,632	\$2,022,371	\$2,029,027	\$2,029,027	\$1,158,634	\$2,235,206	\$2,097,554
510040 Holiday	\$82,537	\$94,648	\$106,286	\$106,286	\$15,727	\$116,293	\$100,000
510050 Vacation	\$159,847	\$124,437	\$150,000	\$150,000	\$67,876	\$157,824	\$155,000
510060 Sick Leave	\$127,765	\$86,753	\$65,000	\$65,000	\$62,398	\$61,525	\$65,000
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$230	\$6,470	\$0	\$0	\$3,578	\$0	\$0
510100 Longevity	\$6,350	\$5,775	\$6,450	\$6,450	\$6,450	\$6,525	\$6,525
510110 Work Incentive Program	\$8,498	\$9,440	\$8,515	\$8,515	\$3,455	\$8,685	\$8,685
510160 Extra Duty	\$153,449	\$132,914	\$115,000	\$115,000	\$65,128	\$117,758	\$125,000
510170 Call Men	\$8,701	\$12,727	\$13,960	\$13,960	\$10,912	\$14,944	\$14,944
510190 Education Incentive	\$33,820	\$35,224	\$34,932	\$34,932	\$4,189	\$37,421	\$37,421
510200 Night Shift Differential	\$7,686	\$4,140	\$0	\$0	\$0	\$0	\$0
510210 Medical Training	\$12,999	\$11,821	\$14,800	\$14,800	\$0	\$15,440	\$15,440

	ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
510220 Compensatory Time	\$24,031	\$10,350	\$50,000	\$50,000	\$5,928	\$57,210	\$50,000
510600 Other Salaries	\$0	\$0	\$6,300	\$6,300	\$0	\$9,000	\$9,000
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510940 Training Stipend	\$39,850	\$27,383	\$28,322	\$28,322	\$17,844	\$30,880	\$30,880
Fire Other	\$2,601,396	\$2,584,452	\$2,628,592	\$2,628,592	\$1,422,120	\$2,868,711	\$2,715,449
520040 Utility - Telephone	\$9,482	\$9,418	\$10,000	\$10,000	\$5,655	\$10,500	\$10,500
520080 R & M - Equipment	\$24,125	\$36,832	\$34,000	\$34,000	\$14,220	\$37,000	\$34,000
520100 Advertising & Binding	\$130	\$33	\$100	\$100	\$0	\$100	\$100
520110 Hospital & Medical	\$0	\$0	\$2,500	\$2,500	\$0	\$2,500	\$1,000
520120 Data Processing	\$12,285	\$800	\$5,000	\$6,251	\$3,886	\$6,000	\$6,000
520125 Insurance Deductable	\$0	\$6	\$250	\$250	\$5	\$250	\$250
520130 Professional Services	\$5,488	\$10,421	\$9,000	\$9,000	\$2,031	\$11,500	\$9,000
520220 Services-Not Classified	\$5,330	\$5,441	\$5,000	\$5,000	\$2,126	\$5,500	\$5,000
540010 Automotive	\$20,670	\$34,270	\$39,000	\$39,000	\$24,905	\$43,000	\$39,000
540030 Building	\$4,318	\$1,257	\$1,500	\$1,500	\$2,078	\$1,800	\$1,500
540060 Salt & Chemicals	\$0	\$0	\$500	\$500	\$0	\$500	\$500
540110 Public Safety	\$10,576	\$8,451	\$7,500	\$7,500	\$5,895	\$7,500	\$7,500
540120 Clothing & Uniforms	\$38,241	\$39,619	\$44,000	\$44,050	\$21,253	\$53,000	\$45,000
540140 Books Periodicals Subs	\$1,914	\$2,612	\$2,300	\$2,300	\$244	\$2,300	\$2,300
540150 Print Postage Stationary	\$53	\$398	\$1,000	\$1,000	\$972	\$1,200	\$1,200
540170 Medical & Dental	\$4,958	\$3,978	\$2,500	\$2,500	\$0	\$2,500	\$2,500
540180 Textbooks	\$160	\$70	\$750	\$750	\$915	\$1,000	\$1,000
540190 Custodial Supplies	\$7,463	\$5,096	\$7,000	\$7,000	\$3,694	\$7,000	\$7,000
540220 Office Supplies	\$3,477	\$2,251	\$3,200	\$3,200	\$2,207	\$3,200	\$3,200
540230 Supplies - Not Classified	\$1,487	\$3,552	\$500	\$528	\$1,391	\$750	\$750
540240 Small Tools & Misc Equip	\$11,528	\$14,666	\$9,500	\$9,500	\$6,157	\$9,800	\$9,800
570010 Car Allowance/Mileage	\$3,360	\$3,360	\$3,600	\$3,600	\$1,960	\$4,000	\$4,000
570020 Dues & Memberships	\$2,840	\$2,487	\$3,000	\$3,000	\$2,210	\$4,200	\$3,000
570030 In State Travel	\$2,731	\$2,118	\$1,000	\$1,000	\$644	\$1,200	\$1,200
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	<u>ACTUAL</u> <u>2012</u>	<u>ACTUAL</u> <u>2013</u>	<u>ORIGINAL</u> <u>BUDGET</u> <u>2014</u>	<u>REVISED</u> <u>BUDGET</u> <u>2014</u>	<u>EXPENDED</u> <u>TO DATE</u> <u>2014</u>	<u>DEPARTMENT</u> <u>REQUEST</u> <u>2015</u>	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> <u>2015</u>
570080 Inspection Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$487	\$1,619	\$500	\$500	\$831	\$700	\$700
Fire OpEx	\$171,103	\$188,756	\$193,200	\$194,529	\$103,277	\$217,000	\$196,000
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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	\$5,000	\$5,000
580120 Equip - Not Classified	\$14,678	\$15,000	\$30,000	\$30,000	\$17,364	\$36,000	\$20,000
Fire Equip	\$14,678	\$15,000	\$30,000	\$30,000	\$17,364	\$41,000	\$25,000
Fire	\$2,909,648	\$2,924,738	\$2,990,109	\$2,991,438	\$1,625,686	\$3,274,286	\$3,084,024

**Employee Roster
Fiscal Year 2015
REQUESTED/RECOMMENDED**

Department: Fire Department

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
James Vuono	DH 6							E			\$1,987.58	52.20	\$103,751.68	\$103,751.68
Denise Buteau	A-3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
													FTE's	2.00
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 Vuono	\$300

SHREWSBURY FIRE DEPARTMENT
 FISCAL YEAR 2015
 Account 220-03-510010 (S and W Full Time)*
 REQUESTED

	Employee	Title	Total Base	Value of Steps	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing (\$700)	Total Compensation
1	Card	Capt	\$67,953.89		\$3,744.05	\$450.00	\$3,418.47	\$1,000.00	\$500.00		\$825.00	\$77,891.41
2	Roy	Capt	\$63,765.69	\$2,089.25	\$3,744.05	\$125.00		\$1,000.00	\$500.00	\$600.00	\$825.00	\$70,559.74
3	Colby S.	Capt	\$67,953.89		\$3,744.05	\$250.00	\$6,836.95	\$1,000.00	\$500.00	\$600.00	\$825.00	\$81,709.89
4	Lawler	Capt	\$67,953.89		\$3,744.05	\$200.00	\$8,546.18	\$1,000.00	\$500.00		\$825.00	\$82,769.12
5	New Position - Fire Prevention		\$85,000.00									\$85,000.00
1	Ahern (C)	Prvt	\$13,800.31		\$3,166.08			\$840.00	\$420.00		\$825.00	\$62,096.98
	Ahern (D)	Prvt	\$43,045.59	\$1,904.03								
2	Bohdiewicz	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00		\$825.00	\$62,832.23
3	Bowles	Prvt	\$57,456.15		\$3,166.08	\$250.00	\$2,890.39	\$840.00	\$420.00		\$825.00	\$65,847.62
4	Colby - H	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,507.23
5	Fulginiti	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
6	Garrity	Prvt	\$57,456.15		\$3,166.08	\$300.00	\$500.00	\$840.00	\$420.00		\$825.00	\$63,507.23
7	Gerber (B)	Prvt	\$26,411.35		\$3,166.08							\$55,817.73
	Gerber (C)	Prvt	\$26,240.30	\$1,160.68								
8	Green	Prvt	\$57,456.15		\$3,166.08			\$840.00	\$420.00		\$825.00	\$62,707.23
9	Guarino (C)	Prvt	\$6,450.17		\$3,166.08			\$840.00	\$420.00		\$825.00	\$62,422.06
	Guarino (D)	Prvt	\$50,720.81	\$2,243.53								
10	Hodgemey	Prvt	\$57,456.15		\$3,166.08	\$350.00	\$240.00	\$840.00	\$420.00		\$825.00	\$63,297.23
11	Ljunggren	Prvt	\$57,456.15		\$3,166.08	\$300.00	\$360.00	\$840.00	\$420.00	\$600.00	\$825.00	\$63,967.23
12	Lodowsky	Prvt	\$57,456.15		\$3,166.08			\$840.00	\$420.00	\$600.00	\$825.00	\$63,307.23
13	Ludovico	Prvt	\$57,456.15		\$3,166.08	\$250.00	\$500.00	\$840.00	\$420.00		\$825.00	\$63,457.23
14	Mann	Prvt	\$57,456.15		\$3,166.08	\$450.00	\$240.00	\$840.00	\$420.00		\$825.00	\$63,397.23
15	McNiff (B)	Prvt	\$22,248.74					\$840.00	\$420.00			\$55,880.84
	McNiff (C)	Prvt	\$31,772.10	\$1,405.37						\$600.00		
16	Miloz D	Prvt	\$57,456.15		\$3,166.08	\$400.00	\$420.00	\$840.00	\$420.00		\$825.00	\$63,527.23
17	Miloz J	Prvt	\$57,456.15		\$3,166.08	\$250.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,557.23
18	Muntz (C)	Prvt	\$13,800.31		\$3,166.08			\$840.00	\$420.00	\$600.00	\$825.00	\$62,696.98
	Muntz (D)	Prvt	\$43,045.59	\$1,904.03								
19	Palumbo	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,507.23
20	Parmenter	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00		\$825.00	\$62,832.23
21	Pavone	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
22	Pignataro	Prvt	\$57,456.15		\$3,166.08	\$350.00	\$500.00	\$840.00	\$420.00	\$600.00	\$825.00	\$64,157.23
23	Quiron	Prvt	\$57,456.15		\$3,166.08	\$250.00		\$840.00	\$420.00		\$825.00	\$62,957.23
24	Rouke	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
25	Ryzewski	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
26	Schofield (B)	Prvt	\$26,411.35		\$3,166.08			\$840.00	\$420.00	\$600.00		\$58,859.40
	Schofield (C)	Prvt	\$27,421.97	\$1,212.95								
27	Simpson (C)	Prvt	\$2,400.03		\$3,166.08			\$840.00	\$420.00	\$600.00	\$825.00	\$63,201.08
	Simpson (D)	Prvt	\$54,949.97	\$2,430.60								
28	Towner	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,432.23
29	Turner	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
30	Vincequere	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,432.23
31	Warren	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,432.23

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2015
Account 220-03-510010 (S and W Full Time)*
REQUESTED

	Employee	Title	Total Base	Value of Steps	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing (\$700)	Total Compensation
32	Weigold - K	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
33	Weigold-S	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00		\$825.00	\$62,832.23
	Total (38)		\$2,235,205.85		\$116,290.76	\$6,525.00	\$24,451.99	\$30,880.00	\$15,440.00	\$9,000.00	\$28,050.00	\$2,465,843.60
							\$12,968.94	Vuona				
							\$37,420.93					

Overtime Accounts

	Expended 08	Expended 09	Expended 10	Expended 11	Expended 12	Expended 13	Budgeted 14	Expended To Date (1/16)	Requested 15	TM Recommend
Vacation	\$146,451	\$113,123	\$91,663.00	\$156,169	\$159,847	\$124,437	\$150,000	\$67,876	\$157,824	
Sick Leave	\$97,494	\$63,694	\$75,991.00	\$81,119	\$127,765	\$86,753	\$65,000	\$62,398	\$61,525	
Extra Duty	\$121,646	\$81,872	\$120,659.00	\$117,399	\$144,614	\$132,914	\$115,000	\$65,128	\$117,758	
CTO	\$48,045	\$34,349	\$43,607.00	\$22,668	\$24,031	\$10,350	\$50,000	\$5,928	\$57,210	
Total	\$413,636	\$293,038	\$331,920	\$377,355	\$456,257	\$354,454	\$380,000	\$201,330	\$394,317	

Holiday Pay

FY 07 - \$81,882
FY 08 - \$82,781
FY 09 - \$92,825
FY 10 - \$90,448
FY 11 - \$88,635
FY 12 - \$82,537
FY 13 - \$94,648

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2015
Account 220-03-510010 (S and W Full Time)*
RECCOMENDED

	Employee	Title	Total Base	Value of Steps	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing (\$700) Cleaning (\$125)	Total Compensation
1	Card	Capt	\$67,953.89		\$3,744.05	\$450.00	\$3,418.47	\$1,000.00	\$500.00		\$825.00	\$77,891.41
2	Roy	Capt	\$63,765.69	\$2,089.25	\$3,744.05	\$125.00		\$1,000.00	\$500.00	\$600.00	\$825.00	\$70,559.74
3	Colby S.	Capt	\$67,953.89		\$3,744.05	\$250.00	\$6,836.95	\$1,000.00	\$500.00	\$600.00	\$825.00	\$81,709.89
4	Lawler	Capt	\$67,953.89		\$3,744.05	\$200.00	\$8,546.18	\$1,000.00	\$500.00		\$825.00	\$82,769.12
5	New Position - Fire Prevention		\$85,000.00									\$85,000.00
1	Ahern (C)	Prvt	\$13,800.31		\$3,166.08			\$840.00	\$420.00		\$825.00	\$62,096.98
	Ahern (D)	Prvt	\$43,045.59	\$1,904.03								
2	Bohdiewicz	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00		\$825.00	\$62,832.23
3	Bowles	Prvt	\$57,456.15		\$3,166.08	\$250.00	\$2,890.39	\$840.00	\$420.00		\$825.00	\$65,847.62
4	Colby - H	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,507.23
5	Fulginiti	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
6	Garrity	Prvt	\$57,456.15		\$3,166.08	\$300.00	\$500.00	\$840.00	\$420.00		\$825.00	\$63,507.23
7	Gerber (B)	Prvt	\$26,411.35		\$3,166.08							\$55,817.73
	Gerber (C)	Prvt	\$26,240.30	\$1,160.68								
8	Green	Prvt	\$57,456.15		\$3,166.08			\$840.00	\$420.00		\$825.00	\$62,707.23
9	Guarino (C)	Prvt	\$6,450.17		\$3,166.08			\$840.00	\$420.00		\$825.00	\$62,422.06
	Guarino (D)	Prvt	\$50,720.81	\$2,243.53								
10	Hodgerney	Prvt	\$57,456.15		\$3,166.08	\$350.00	\$240.00	\$840.00	\$420.00		\$825.00	\$63,297.23
11	Ljunggren	Prvt	\$57,456.15		\$3,166.08	\$300.00	\$360.00	\$840.00	\$420.00	\$600.00	\$825.00	\$63,967.23
12	Lodowsky	Prvt	\$57,456.15		\$3,166.08			\$840.00	\$420.00	\$600.00	\$825.00	\$63,307.23
13	Ludovico	Prvt	\$57,456.15		\$3,166.08	\$250.00	\$500.00	\$840.00	\$420.00		\$825.00	\$63,457.23
14	Mann	Prvt	\$57,456.15		\$3,166.08	\$450.00	\$240.00	\$840.00	\$420.00		\$825.00	\$63,397.23
15	McNiff (B)	Prvt	\$22,248.74					\$840.00	\$420.00			\$55,880.84
	McNiff (C)	Prvt	\$31,772.10	\$1,405.37						\$600.00		
16	Miloz D	Prvt	\$57,456.15		\$3,166.08	\$400.00	\$420.00	\$840.00	\$420.00		\$825.00	\$63,527.23
17	Miloz J	Prvt	\$57,456.15		\$3,166.08	\$250.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,557.23
18	Muntz (C)	Prvt	\$13,800.31		\$3,166.08			\$840.00	\$420.00	\$600.00	\$825.00	\$62,696.98
	Muntz (D)	Prvt	\$43,045.59	\$1,904.03								
19	Palumbo	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,507.23
20	Parmenter	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00		\$825.00	\$62,832.23
21	Pavone	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
22	Pignataro	Prvt	\$57,456.15		\$3,166.08	\$350.00	\$500.00	\$840.00	\$420.00	\$600.00	\$825.00	\$64,157.23
23	Quiron	Prvt	\$57,456.15		\$3,166.08	\$250.00		\$840.00	\$420.00		\$825.00	\$62,957.23
24	Rouke	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
25	Ryzewski	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
26	Schofield (B)	Prvt	\$26,411.35		\$3,166.08			\$840.00	\$420.00	\$600.00		\$58,859.40
	Schofield (C)	Prvt	\$27,421.97	\$1,212.95								
27	Simpson (C)	Prvt	\$2,400.03		\$3,166.08			\$840.00	\$420.00	\$600.00	\$825.00	\$63,201.08
	Simpson (D)	Prvt	\$54,949.97	\$2,430.60								
28	Towner	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,432.23
29	Turner	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
30	Vincequere	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,432.23
31	Warren	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00	\$600.00	\$825.00	\$63,432.23

SHREWSBURY FIRE DEPARTMENT
FISCAL YEAR 2015
Account 220-03-510010 (S and W Full Time)*
RECCOMENDED

	Employee	Title	Total Base	Value of Steps	Holiday	Longevity	Education Incentive	Training	Medical Training	EMT	Clothing (\$700) Cleaning (\$125)	Total Compensation
32	Weigold - K	Prvt	\$57,456.15		\$3,166.08	\$200.00		\$840.00	\$420.00		\$825.00	\$62,907.23
33	Weigold-S	Prvt	\$57,456.15		\$3,166.08	\$125.00		\$840.00	\$420.00		\$825.00	\$62,832.23
	Total (38)		\$2,097,554.20	\$13,189.76	\$113,124.68	\$6,525.00	\$24,451.99	\$30,880.00	\$15,440.00	\$9,000.00	\$28,050.00	\$2,325,025.87
				Adjustment	-\$13,124.68							
					\$100,000.00		\$12,968.94	Vuona				
							\$37,420.93					

Overtime Accounts											
	Expended 08	Expended 09	Expended 10	Expended 11	Expended 12	Expended 13	Budgeted 14	Expended To Date (1/16)	Requested 15	TM Recommend	
Vacation	\$146,451	\$113,123	\$91,663.00	\$156,169	\$159,847	\$124,437	\$150,000	\$67,876	\$157,824	\$155,000	
Sick Leave	\$97,494	\$63,694	\$75,991.00	\$81,119	\$127,765	\$86,753	\$65,000	\$62,398	\$61,525	\$65,000	
Extra Duty	\$121,646	\$81,872	\$120,659.00	\$117,399	\$144,614	\$132,914	\$115,000	\$65,128	\$117,758	\$125,000	
CTO	\$48,045	\$34,349	\$43,607.00	\$22,668	\$24,031	\$10,350	\$50,000	\$5,928	\$57,210	\$50,000	
Total	\$413,636	\$293,038	\$331,920	\$377,355	\$456,257	\$354,454	\$380,000	\$201,330	\$394,317	\$395,000	

Firefighter position #7 (Gerber) will be funded within the budget anticipating a retirement or creation of Deputy Chief/Fire Prevention Officer. New Deputy Chief/Fire Prevention Officer has been moved to the supplemental budget that will be shown as an additional spending consideration.

Holiday Pay
FY 07 - \$81,882
FY 08 - \$82,781
FY 09 - \$92,825
FY 10 - \$90,448
FY 11 - \$88,635
FY 12 - \$82,537
FY 13 - \$94,648

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Fire

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$10,500	\$10,500
520080	R & M - Equipment	\$37,000	\$34,000
520100	Advertising & Binding	\$100	\$100
	bid advertising etc	100	100
520110	Hospital & Medical	\$2,500	\$1,000
	FIREFIGHTER new hire empl physicals	2,500	2,500
520120	Data Processing	\$6,000	\$6,000
	Toner cartridges, Firepoint & Truck Maint SW, Increased Product Support Costs of new SW paper and other supplies copie	6,000 0	6,000 0
520125	Insurance Deductable	\$250	\$250
	Hospital & Medical Expenses	250	250
520130	Professional Services	\$11,500	\$9,000
	medical training, record keeping, Town EMS Med Dir Fees	8,000	8,000
	rental on oxygen cylinders used in cascade system	1,000	1,000
	Professional Grant Writer/Consultant	2,500	0

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520220	Services-Not Classified		\$5,500	\$5,000
		Misc services.	5,500	5,500
		Gas meters & parts.		
540010	Automotive		\$43,000	\$39,000
		Batteries, filters, parts for trucks.	21,500	21,500
		Tires for trucks	4,000	4,000
		Replacement strobes & LED lighting for all trucks	5,000	5,000
		Unanticipated unnamed repairs, parts for trucks	5,000	5,000
		Nuts,bolts, shop supplies	7,500	7,500
		Special tools for truck work		
		Budget adjustment Town Manager	0	-4,000
540030	Building		\$1,800	\$1,500
		General Materials	1,800	1,800
540060	Salt & Chemicals		\$500	\$500
		Speedy dry in bulk	250	250
		Ice melt for yards	250	250
540110	Public Safety		\$7,500	\$7,500
		Medical supplies & oxygen for first responder	6,300	6,300
		Bulk oxygen purchases for first responder program	1,200	1,200
540120	Clothing & Uniforms		\$53,000	\$45,000
		Contract requirement	25,900	25,900
		Cleaning allowance	4,625	4,625
		Additional Equipment Needed	8,000	8,000
		Callmen uniforms & equipment	7,475	7,475
		Required Dress Uniforms	7,000	7,000
540140	Books Periodicals Subs		\$2,300	\$2,300
		NFPA Journal, Firehouse, Fire Engineering, Fire Chief periodicals/mags, NFPA Codes book, textbooks	1,750	1,750
		Latest textbooks, videos, lesson plans	550	550
540150	Print Postage Stationary		\$1,200	\$1,200
		printing permits, cards, envelopes, stationary, photos, etc.	1,200	1,200

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540170	Medical & Dental		\$2,500	\$2,500
		Physicals, deductibles, misc medical charges	2,500	2,500
540180	Textbooks		\$1,000	\$1,000
		Textbooks for NPFA required classes.	1,000	1,000
540190	Custodial Supplies		\$7,000	\$7,000
		Cleaning and custodial supplies for all 3 bldgs	7,000	7,000
540220	Office Supplies		\$3,200	\$3,200
		General Office Supplies	3,200	3,200
540230	Supplies - Not Classified		\$750	\$750
540240	Small Tools & Misc Equip		\$9,800	\$9,800
		Continued upgrades for small tools, nozzles, hoses for all stations	6,000	6,000
		Special tool purchases for mechanic	3,800	3,800
570010	Car Allowance/Mileage		\$4,000	\$4,000
		FIRE CHIEF	4,000	4,000
570020	Dues & Memberships		\$4,200	\$3,000
		IAAI, Fire Chief, Dues for Monthly & Yearly Meetings	450	450
		Fire Chief Assn Ma dues	400	400
		Natnl Fire Chiefs Assn	400	400
		Mass Fire District 14 association dues	2,400	2,400
		Mass Fire District 7 associate member dues	550	550

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570030	In State Travel		\$1,200	\$1,200
		ACADEMY MILEAGE	1,200	1,200
570180	Other - Not Classified		\$700	\$700
		Misc Expenses - Not Classified	700	700
Fire OpEx			\$217,000	\$196,000
580060	Radio Equipment		\$5,000	\$5,000
		Radios.	5,000	5,000
		HT1250 radio portables	0	0
580120	Equip - Not Classified		\$36,000	\$20,000
		Turnout Gear and Purchase of necessary NEW equipment - ffs & callmen \$3K each set	36,000	36,000
Fire Equip			\$41,000	\$25,000
Fire			\$258,000	\$221,000

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Building Inspector

0241

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$75,251	\$79,927	\$83,839	\$83,839	\$45,110	\$85,705	\$85,705
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Building Inspector PEA	\$75,501	\$80,177	\$84,089	\$84,089	\$45,360	\$85,955	\$85,955
510010 S & W - Full Time	\$38,471	\$39,610	\$41,128	\$41,128	\$22,386	\$41,568	\$41,568
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$572	\$621	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$0	\$75	\$0	\$0	\$17	\$0	\$0
510100 Longevity	\$125	\$63	\$63	\$63	\$125	\$63	\$63
Building Inspector S&C	\$39,168	\$40,368	\$41,190	\$41,190	\$22,528	\$41,630	\$41,630
510010 S & W - Full Time	\$23,148	\$39,698	\$41,639	\$41,639	\$23,792	\$45,383	\$94,017
510020 S & W - Part Time	\$14,190	\$7,292	\$13,370	\$13,370	\$5,992	\$13,742	\$0
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$0	\$113	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building Inspector Other	\$37,337	\$47,103	\$55,009	\$55,009	\$29,783	\$59,124	\$94,017
520040 Utility - Telephone	\$1,750	\$2,586	\$3,000	\$3,000	\$1,423	\$3,216	\$3,216
520130 Professional Services	\$0	\$38	\$1,000	\$1,000	\$0	\$1,000	\$1,000
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$34	\$1,243	\$1,500	\$1,500	\$0	\$1,500	\$1,500
540150 Print Postage Stationary	\$129	\$551	\$650	\$650	\$208	\$650	\$650
540220 Office Supplies	\$146	\$216	\$500	\$500	\$196	\$500	\$500

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
570010 Car Allowance/Mileage	\$5,520	\$6,480	\$6,480	\$6,480	\$3,780	\$6,480	\$9,360
570020 Dues & Memberships	\$125	\$125	\$450	\$450	\$381	\$450	\$450
570030 In State Travel	\$170	\$0	\$300	\$300	\$14	\$300	\$300
570080 Inspection Fees	\$78,575	\$70,581	\$80,000	\$83,315	\$60,220	\$80,000	\$25,000
Building Inspector OpEx	\$86,450	\$81,821	\$93,880	\$97,195	\$66,222	\$94,096	\$41,976
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building Inspector Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Building Inspector	\$238,455	\$249,469	\$274,168	\$277,483	\$163,894	\$280,805	\$263,578

**Employee Roster
Fiscal Year 2015
REQUESTED**

Department: Building Inspector/Board of Health

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total	
Patricia Sheehan	DH 4							E			\$1,641.86	52.20	\$85,705.09	\$85,705.09	
Michele Bauwens	A 3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78	
Kerry Stockwell	A 3							C	\$20.30	37.50	\$761.25	52.20	\$39,737.25	\$39,737.25	
														\$83,135.03	
														Building Inspector Board of Health	\$41,567.51
Louis Pepi	PT 3							E	\$28.98	30.00	\$869.40	52.20	\$45,382.68	\$45,382.68	
Dawn Varjabedian	A 2	B	\$17.45	15.00	45.60	\$261.75	\$11,935.80	C	\$18.24	15.00	\$273.60	6.60	\$1,805.76	\$13,741.56	
														FTE's	2.96

Longevity Payments

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

Value of Step Increase (Stockwell)	\$1,703.03
Value of Step Increase (Varjabedian)	\$78.21
Value of Step Increase (Vacant)	\$1,781.24

**Employee Roster
Fiscal Year 2015
RECOMMENDED**

Department: Building Inspector/Board of Health

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Patricia Sheehan	DH 4							E			\$1,641.86	52.20	\$85,705.09	\$85,705.09
Michele Bauwens	A 3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
Kerry Stockwell	A 3							C	\$20.30	37.50	\$761.25	52.20	\$39,737.25	\$39,737.25
														\$83,135.03
													Building Inspector Board of Health	\$41,567.51
Louis Pepi	PT 3							E	\$28.98	30.00	\$869.40	52.20	\$45,382.68	\$45,382.68
Dawn Varjabedian	A-2	B	\$17.45	15.00	45.60	\$261.75	\$11,935.80	C	\$18.24	15.00	\$273.60	6.60	\$1,805.76	\$13,741.56
Plumbing Inspector (New Position)	PT 3	A	\$24.30	37.50	26.10	\$911.25	\$23,783.63	B	\$25.39	37.50	\$952.13	26.10	\$24,850.46	\$48,634.09
Note: New Plumbing Inspector position may require increase in plumbing fees. Matter is under review.													FTE's	3.80

Longevity Payments

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

Value of Step Increase (Stockwell)	\$1,703.03
Value of Step Increase (New Position)	\$1,066.84
Value of Step Increase (Vacant)	\$2,769.87

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Building Inspector

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$3,216	\$3,216
	Telephone - monthly bills aver	720	720
	Cell phone Bldg Insp. (\$24.00/month)	288	288
	Cell phone Asst Bldg Insp. (\$24.00 month)	288	288
	verizon wireless bill for 4 iPads	1,920	1,920
520130	Professional Services	\$1,000	\$1,000
	professional services for engineering and consulting	1,000	1,000
540140	Books Periodicals Subs	\$1,500	\$1,500
	Purchase of Bldg. Codes, Zoning Books and related information.	1,500	1,500
540150	Print Postage Stationary	\$650	\$650
	Purchase of Stationery, envelopes, etc. and the printing of permit applications,	650	650
540220	Office Supplies	\$500	\$500
	Purchase of various office supplies suchas tapes, folders, labels, etc.	500	500
570010	Car Allowance/Mileage	\$6,480	\$9,360
	ASSISTANT BUILDING INSPECTOR (\$240/month)	2,880	2,880
	BUILDING INSPECTOR (\$300/month)	3,600	3,600
	PLUMBING INSPECTOR (\$240/month)	0	2,880
570020	Dues & Memberships	\$450	\$450
	Dues for ICC, Mass. Bldg. Inspt. Assoc., Dist. Mtgs. and NFPA	450	450

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570030	In State Travel		\$300	\$300
		Registration fees for various inspt's. meetings and courses.	300	300
570080	Inspection Fees		\$80,000	\$25,000
		Payment to four part time plumbing and gas inspectors who are paid for each final inspection performed.	80,000	25,000
		\$50.00 per hour paid to head inspector for project consulting work.		
Building Inspector OpEx			\$94,096	\$41,976
Building Inspector Equip			\$0	\$0
Building Inspector			\$94,096	\$41,976

**TABULATION OF BUILDING PERMITS ISSUED FOR
THE YEAR OF 2013**

BUILDING CLASSIFICATION		NUMBER OF PERMITS	ESTIMATED COST
1. New Dwellings	One-Family	80	\$ 19,022,820.00
	Two-Family	5	\$ 2,659,560.00
		0	\$ -
2. Apartments/condos	New Buildings	5	\$ 1,840,400.00
		0	\$ -
	Additions,Alterations,Repairs	0	\$ -
3. Additions, Alterations, Repairs	Residential	398	\$ 7,961,702.00
		0	\$ -
3a. Siding, windows, roof		297	4039506
4. Garages	Residential	8	\$ 206,123.00
	Non-Residential	0	\$ -
		0	\$ -
5. Signs		41	\$ 227,477.00
		0	\$ -
6. Swimming Pools		29	\$ 577,770.00
		0	\$ -
7. Commercial	New	6	\$ 1,906,676.00
	Additions,Alterations,Repairs	57	\$ 4,512,289.00
8. Industrial	New	0	\$ -
	Additions,Alterations,Repairs	0	\$ -
9. Demolition, Relocation		31	\$ 1,820,600.00
		0	\$ -
10. Other (sheds, trailers, stoves,decks, etc.)		157	\$ 1,524,725.00
		0	\$ -
TOTALS		1114	\$ 46,299,648.00

SINGLE FAMILY HOME PERMITS

	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	total
2014													0
2013	3	3	3	4	11	9	7	9	7	18	2	4	80
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

FY 2014 Summary Sheet
P&G Department

Month	Dave Lyons consulting	Dave Lyons	Leo Bullard	Austin Beliveau	Bill Felice	Total paid to Inspectors	Plumbing Fees Collected	Gas Fees collected	Total Fees Collected	plumbing permits issued	gas permits issued	number of final inspections	\$80,000 budget
Jul-13	\$2,300.00	\$963.00	\$3,820.00	\$40.00	\$772.00	\$7,895.00	\$4,493.00	\$3,453.00	\$7,946.00	50	58	103	
Aug-13	\$1,800.00	\$811.00	\$3,640.00	\$310.00	\$1,413.00	\$7,974.00	\$6,845.00	\$5,111.00	\$11,956.00	59	64	121	\$64,762.00
Sep-13	\$1,250.00	\$3,307.00	\$5,775.00	\$475.00	\$2,958.00	\$13,765.00	\$5,227.00	\$5,442.00	\$10,669.00	72	101	211	\$50,997.00
Oct-13	\$1,550.00	\$447.00	\$2,175.00	-	\$4,440.00	\$8,612.00	\$7,496.00	\$5,923.00	\$13,419.00	88	92	132	\$42,880.00
Nov-13	\$1,200.00	\$2,160.00	\$2,080.00	-	\$4,857.00	\$10,297.00	\$7,253.00	\$5,004.00	\$12,257.00	86	65	165	\$32,583.00
Dec-13	\$1,050.00	\$1,928.00	\$1,035.00	\$245.00	\$4,520.00	\$8,778.00	\$5,632.00	\$5,296.00	\$10,928.00	57	69	138	\$23,805.00
Jan-14						\$0.00							
Feb-14						\$0.00							
Mar-14						\$0.00							
Apr-14						\$0.00							
May-14						\$0.00							
Jun-14						\$0.00							
total	\$9,150.00	\$9,616.00	\$18,525.00	\$1,070.00	\$18,960.00	\$57,321.00	\$36,946.00	\$30,229.00	\$67,175.00	412	449	870	
										permits 2012 382	permits 2012 342		

July 2013 reflects Bill's hourly rate before he switched to performing inspections

NOTES

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**TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget**

Weights & Measures

0244

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510140 Stipends	\$2,400	\$2,400	\$3,000	\$3,000	\$1,750	\$3,600	\$3,600
Sealer PEA	\$2,400	\$2,400	\$3,000	\$3,000	\$1,750	\$3,600	\$3,600
570030 In State Travel	\$0	\$146	\$300	\$300	\$130	\$300	\$300
570180 Other - Not Classified	\$461	\$278	\$500	\$500	\$289	\$500	\$500
Sealer OpEx	\$461	\$424	\$800	\$800	\$419	\$800	\$800
Weights & Measures	\$2,861	\$2,824	\$3,800	\$3,800	\$2,169	\$4,400	\$4,400

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Weights & Measures

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570030 In State Travel		\$300	\$300
	Same as last year FY 2014	300	300
570180 Other - Not Classified		\$500	\$500
	BOOKS, SEALS,ETC. due to increase of supplies	500	500
Sealer OpEx		\$800	\$800
Weights & Measures		\$800	\$800

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Emergency Mgmt Agency

0291

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510020 S & W - Part Time	\$1,764	\$1,764	\$1,764	\$1,764	\$441	\$0	\$0
510030 S & W - Temporary	\$1,354	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Mgmt Agency PEA	\$3,118	\$1,764	\$1,764	\$1,764	\$441	\$0	\$0
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$1,700
570180 Other - Not Classified	\$250	\$230	\$480	\$480	\$30	\$480	\$480
570980 Emergency Mgmt Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Mgmt Agency OpEx	\$250	\$230	\$480	\$480	\$30	\$480	\$2,180
580060 Radio Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Mgmt Agency Equip	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Emergency Mgmt Agency	\$3,368	\$1,994	\$2,244	\$2,244	\$471	\$480	\$2,180

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Emergency Mgmt Agency

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520220	Services-Not Classified	\$0	\$1,700
	Equipment, materials & supplies as needed.	0	1,700
570180	Other - Not Classified	\$480	\$480
Emergency Mgmt Agency OpEx		\$480	\$2,180
Emergency Mgmt Agency Equip		\$0	\$0
Emergency Mgmt Agency		\$480	\$2,180

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Forestry

0294

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510140 Stipends	\$500	\$500	\$500	\$500	\$0	\$500	\$500
Forestry Other	\$500	\$500	\$500	\$500	\$0	\$500	\$500
520080 R & M - Equipment	\$0	\$594	\$100	\$100	\$0	\$500	\$500
520100 Advertising & Binding	\$0	\$0	\$50	\$50	\$109	\$100	\$100
520150 R & M - Public Property	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520160 Removal Tree Trim, Rubbish	\$447,858	\$74,759	\$75,000	\$75,070	\$45,054	\$80,000	\$75,000
540010 Automotive	\$0	\$0	\$300	\$300	\$0	\$300	\$300
540100 Seed, Loam & Fertilizer	\$0	\$0	\$500	\$500	\$0	\$500	\$500
540140 Books Periodicals Subs	\$0	\$0	\$50	\$50	\$0	\$50	\$50
540240 Small Tools & Misc Equip	\$992	\$428	\$750	\$750	\$104	\$750	\$750
570020 Dues & Memberships	\$15	\$15	\$100	\$100	\$15	\$100	\$100
570030 In State Travel	\$404	\$202	\$250	\$250	\$213	\$250	\$250
570180 Other - Not Classified	\$200	\$200	\$100	\$100	\$200	\$200	\$200
Forestry OpEx	\$449,469	\$76,197	\$77,200	\$77,270	\$45,695	\$82,750	\$77,750
Forestry	\$449,969	\$76,697	\$77,700	\$77,770	\$45,695	\$83,250	\$78,250

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Forestry

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520080	R & M - Equipment	\$500	\$500
	Increase due cost of parts, & repairs REPAIR OF EQUIPMENT	500	500
520100	Advertising & Binding	\$100	\$100
	MISCELLANEOUS TREE HEARINGS including advertising of contracts	100	100
520160	Removal Tree Trim, Rubbish	\$80,000	\$75,000
540010	Automotive	\$300	\$300
	Same as FY 2014	300	300
540100	Seed, Loam & Fertilizer	\$500	\$500
	Same as FY 2014	500	500
540140	Books Periodicals Subs	\$50	\$50
	Same as FY 2014	50	50
540240	Small Tools & Misc Equip	\$750	\$750
	SAME AS LAST YEAR	750	750

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570020	Dues & Memberships		\$100	\$100
		Same as last year 2014	100	100
570030	In State Travel		\$250	\$250
		Same as last year FY 2014	250	250
570180	Other - Not Classified		\$200	\$200
		Increase due to State Pesticide license fee	200	200
Forestry OpEx			\$82,750	\$77,750
Forestry			\$82,750	\$77,750

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Retirement

0311

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET . 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510350 Pensions & Annuities - Contr	\$3,204,390	\$3,321,963	\$4,270,034	\$4,270,034	\$4,270,034	\$4,448,234	\$4,448,234
Retirement SepAp	\$3,204,390	\$3,321,963	\$4,270,034	\$4,270,034	\$4,270,034	\$4,448,234	\$4,448,234
Retirement	\$3,204,390	\$3,321,963	\$4,270,034	\$4,270,034	\$4,270,034	\$4,448,234	\$4,448,234

PERAC

COMMONWEALTH OF MASSACHUSETTS | PUBLIC EMPLOYEE RETIREMENT ADMINISTRATION COMMISSION

DOMENIC J. F. RUSSO, *Chairman*

JOSEPH E. CONNARTON, *Executive Director*

Auditor SUZANNE M. BUMP | JAMES M. MACHADO | DONALD R. MARQUIS | ROBERT B. McCARTHY

RECEIVED
TOWN OF SHREWSBURY
13 OCT 31 AM 11:17
TOWN MANAGER'S OFFICE

MEMORANDUM

TO: Shrewsbury Retirement Board
FROM: *Joseph E. Connarton*
Joseph E. Connarton, Executive Director
RE: Appropriation for Fiscal Year 2015
DATE: October 28, 2013

Required Fiscal Year 2015 Appropriation: **\$5,490,809**

This Commission is hereby furnishing you with the amount to be appropriated for your retirement system for Fiscal Year 2015 which commences July 1, 2014.

Attached please find summary information based on the present funding schedule for your system and the portion of the Fiscal Year 2015 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.

If your System has a valuation currently in progress, you may submit a revised funding schedule to PERAC upon its completion. The current schedule is/was due to be updated by Fiscal Year 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 2015 - July 1, 2014 to June 30, 2015

Aggregate amount of appropriation: **\$5,490,809**

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 2015	\$5,968,900	\$5,490,809	\$0	\$5,490,809	\$5,490,809	\$0	\$478,091
FY 2016	\$6,512,366	\$5,713,582	\$0	\$5,713,582	\$5,713,582	\$0	\$798,784
FY 2017	\$7,104,548	\$5,945,504	\$0	\$5,945,504	\$5,945,504	\$0	\$1,159,044
FY 2018	\$7,749,814	\$6,186,958	\$0	\$6,186,958	\$6,186,958	\$0	\$1,562,856
FY 2019	\$8,452,922	\$6,438,337	\$0	\$6,438,337	\$6,438,337	\$0	\$2,014,585

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

	<u>Total</u>	<u>All Others</u>	<u>Housing</u>	<u>Light</u>	<u>Cable</u>	<u>Water</u>	<u>Sewer</u>	<u>Custodians</u>	<u>School Employees</u>
(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 2015
Operating Budget

Engineer

0411

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$101,731	\$111,835	\$103,752	\$103,752	\$48,360	\$97,122	\$97,122
510080 Sick Leave Plan II	\$1,169	\$1,988	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$200	\$200	\$250	\$250	\$0	\$0	\$0
Engineer PEA	\$103,101	\$114,022	\$104,002	\$104,002	\$48,360	\$97,122	\$97,122
510010 S & W - Full Time	\$42,129	\$25,939	\$26,039	\$26,039	\$14,267	\$26,039	\$26,039
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$250	\$250	\$250	\$250	\$250	\$300	\$300
Engineer S&C	\$42,379	\$26,189	\$26,289	\$26,289	\$14,517	\$26,339	\$26,339
510000 Personnel Services	\$8,758	\$0	\$0	\$0	\$0	\$0	\$0
510010 S & W - Full Time	\$250,360	\$267,325	\$268,365	\$268,365	\$147,029	\$268,365	\$268,365
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$3,602	\$4,499	\$0	\$0	\$4,818	\$0	\$0
510090 Overtime	\$872	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$1,100	\$1,150	\$1,250	\$1,250	\$1,250	\$1,300	\$1,300
Engineer Other	\$264,691	\$272,974	\$269,615	\$269,615	\$153,097	\$269,665	\$269,665
520010 Utility - Electricity	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520040 Utility - Telephone	\$1,833	\$1,666	\$2,200	\$2,200	\$1,020	\$1,440	\$1,440
520080 R & M - Equipment	\$2,368	\$2,098	\$4,500	\$4,500	\$393	\$4,500	\$4,500
520100 Advertising & Binding	\$581	\$978	\$500	\$500	\$0	\$500	\$500
520110 Hospital & Medical	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$0	\$11,740	\$0	\$0	\$0	\$0	\$0
520220 Services-Not Classified	\$3,825	\$71	\$150	\$150	\$0	\$150	\$150

	<u>ACTUAL</u> 2012	<u>ACTUAL</u> 2013	<u>ORIGINAL</u> <u>BUDGET</u> 2014	<u>REVISED</u> <u>BUDGET</u> 2014	<u>EXPENDED</u> <u>TO DATE</u> 2014	<u>DEPARTMENT</u> <u>REQUEST</u> 2015	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2015
540010 Automotive	\$1,856	\$420	\$3,000	\$3,000	\$1,071	\$3,500	\$3,500
540030 Building	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$29	\$250	\$250	\$139	\$250	\$250
540150 Print Postage Stationary	\$1,932	\$938	\$750	\$790	\$980	\$1,000	\$1,000
540170 Medical & Dental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$1,077	\$983	\$1,500	\$1,500	\$139	\$1,500	\$1,500
540230 Supplies - Not Classified	\$574	\$182	\$1,000	\$1,000	\$783	\$1,000	\$1,000
540240 Small Tools & Misc Equip	\$0	\$0	\$50	\$50	\$0	\$350	\$350
570010 Car Allowance/Mileage	\$3,600	\$3,600	\$3,700	\$3,700	\$1,420	\$3,000	\$3,000
570020 Dues & Memberships	\$517	\$205	\$800	\$800	\$255	\$700	\$700
570030 In State Travel	\$1,273	\$796	\$1,500	\$1,500	\$491	\$1,500	\$1,500
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$58	\$58	\$87	\$87	\$58	\$87	\$87
Engineer OpEx	\$19,494	\$23,764	\$19,987	\$20,027	\$6,750	\$19,477	\$19,477
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$2,500	\$2,500
580070 Electrical & Mechanical	\$0	\$0	\$11,100	\$11,100	\$0	\$0	\$0
Engineer Equip	\$0	\$0	\$11,100	\$11,100	\$0	\$2,500	\$2,500
570750 Storm Water Management Study	\$0	\$0	\$0	\$16,734	\$0	\$0	\$0
Engineering SepAp	\$0	\$0	\$0	\$16,734	\$0	\$0	\$0
510000 Personnel Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineer LocalS	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineer	\$429,665	\$436,950	\$430,993	\$447,767	\$222,723	\$415,103	\$415,103

**Employee Roster
Fiscal Year 2015
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
Howland, Jeff	DH-6	C			26.40	\$1,820.09	\$48,050.38	D		37.50	\$1,901.99	25.80	\$49,071.34	\$97,121.72
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
														\$285,199.92
													Offset By Fees	\$16,834.50
														\$268,365.42

Longevity Payments

Name	Amount	FTE's
Rebovich, Annette	\$300	6.00
Castagna, Walter	\$350	
McCullen, Dan	\$350	
Rahmati, Jonathan	\$350	
Stone, Brad	\$250	\$1,300

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Engineer

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$1,440	\$1,440
	Telephone	780	780
	Cell Phone service - Jeff Howland	660	660
520080	R & M - Equipment	\$4,500	\$4,500
	Cover costs to keep various engineering department equipment under repair and in good order	4,500	4,500
520100	Advertising & Binding	\$500	\$500
	Tax Map Books, Binding	500	500
	Advertising for positions	0	0
520220	Services-Not Classified	\$150	\$150
540010	Automotive	\$3,500	\$3,500
	Automotive - tires, mufflers, shocks, air & oil, filters, anti-freeze, etc.	3,500	3,500
540140	Books Periodicals Subs	\$250	\$250
	Books, Magazines, Newsletters	250	250
	Civil Engineering Ref. Book		
540150	Print Postage Stationary	\$1,000	\$1,000
	Postage and Printing of Contracts, business cards, letterhead, envelopes, etc., Toner Cartridges	1,000	1,000
	Printing Paper	0	0
	Paper	0	0
	Sepia Mylar	0	0
	Printing paper	0	0
	Misc. Supplies	0	0

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540220	Office Supplies		\$1,500	\$1,500
		Office Supplies	1,500	1,500
540230	Supplies - Not Classified		\$1,000	\$1,000
		Surveying Supplies	1,000	1,000
540240	Small Tools & Misc Equip		\$350	\$350
		Small Tool Expenses & Miscellaneous equipment and supplies to maintain stormwater testing kits	350	350
570010	Car Allowance/Mileage		\$3,000	\$3,000
		Car Allowance - Town Engineer (\$200/month)	2,400	2,400
		Mileage for GIS position for meetings, training etc.	600	600
570020	Dues & Memberships		\$700	\$700
		Mass. Municipal Engineers Assoc.	0	0
		American Public Works Assoc.	205	205
		URISA - for GIS position	0	0
		NSPS	240	240
		NSPS Registrations (2 @ \$80.00)	0	0
		MALSCE	255	255
570030	In State Travel		\$1,500	\$1,500
		Various conferences/seminars	1,500	1,500
570080	Inspection Fees		\$87	\$87
		Inspection Fee - 3 vehicles @ \$29	87	87
Engineer OpEx			\$19,477	\$19,477
580010	Office Equipment		\$2,500	\$2,500
		Cabinet for storage of stormwater test kits that includes chemical reagents	2,500	2,500
		Engineering Software	0	0
Engineer Equip			\$2,500	\$2,500

Date: 1/17/2014

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Highway

0421

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$84,025	\$85,377	\$85,705	\$85,705	\$46,957	\$85,705	\$85,705
510080 Sick Leave Plan II	\$1,610	\$1,642	\$0	\$0	\$1,642	\$0	\$0
510100 Longevity	\$450	\$450	\$450	\$450	\$450	\$450	\$450
Highway PEA	\$86,084	\$87,469	\$86,155	\$86,155	\$49,049	\$86,155	\$86,155
510010 S & W - Full Time	\$40,183	\$41,534	\$42,468	\$42,468	\$23,613	\$43,398	\$43,398
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$1,401	\$1,440	\$0	\$0	\$1,627	\$0	\$0
510090 Overtime	\$72	\$91	\$400	\$400	\$135	\$0	\$0
510100 Longevity	\$213	\$238	\$238	\$238	\$238	\$238	\$238
Highway S&C	\$41,868	\$43,303	\$43,105	\$43,105	\$25,613	\$43,635	\$43,635
510010 S & W - Full Time	\$383,254	\$406,291	\$456,471	\$456,471	\$245,479	\$675,825	\$459,156
510030 S & W - Temporary	\$34,211	\$61,981	\$26,520	\$26,520	\$24,975	\$44,516	\$33,227
510080 Sick Leave Plan II	\$2,027	\$2,067	\$0	\$0	\$3,555	\$0	\$0
510090 Overtime	\$112,782	\$157,231	\$130,000	\$130,000	\$96,393	\$132,600	\$132,600
510100 Longevity	\$1,550	\$700	\$875	\$875	\$750	\$825	\$825
510110 Work Incentive Program	\$150	\$0	\$0	\$0	\$0	\$0	\$0
510160 Extra Duty	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Highway Other	\$533,973	\$628,271	\$613,866	\$613,866	\$371,151	\$853,766	\$625,807
520010 Utility - Electricity	\$16,751	\$17,143	\$18,500	\$18,500	\$8,556	\$18,500	\$18,500
520020 Utility - Natural Gas	\$6,855	\$11,031	\$12,000	\$12,000	\$5,135	\$12,000	\$12,000
520040 Utility - Telephone	\$6,872	\$7,190	\$7,000	\$7,000	\$2,871	\$7,000	\$7,000
520060 Utility - Water	\$220	\$260	\$350	\$350	\$89	\$350	\$350

	ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
520070 Utility - Sewer	\$117	\$140	\$240	\$240	\$43	\$240	\$240
520080 R & M - Equipment	\$47,254	\$27,308	\$50,000	\$51,220	\$31,580	\$50,000	\$50,000
520090 R & M - Building	\$14,829	\$6,461	\$15,000	\$15,725	\$11,952	\$30,000	\$15,000
520100 Advertising & Binding	\$1,471	\$835	\$1,000	\$1,000	\$289	\$1,000	\$1,000
520110 Hospital & Medical	\$0	\$0	\$500	\$500	\$0	\$500	\$500
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$12,636	\$33,479	\$30,000	\$68,085	\$49,854	\$35,000	\$35,000
520140 Rental of Equipment	\$123,886	\$282,814	\$300,000	\$315,430	\$155,648	\$325,000	\$325,000
520180 Asphalt&Bit Contractors	\$10,718	\$46,571	\$80,000	\$84,000	\$25,059	\$80,000	\$80,000
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540010 Automotive	\$131,840	\$127,537	\$135,000	\$141,465	\$116,241	\$140,000	\$140,000
540030 Building	\$9,154	\$7,884	\$10,000	\$10,000	\$16,232	\$10,000	\$10,000
540050 Sand, Stone & Gravel	\$11,979	\$53,482	\$35,000	\$35,000	\$23,398	\$45,000	\$40,000
540060 Salt & Chemicals	\$145,929	\$398,287	\$350,000	\$350,000	\$231,005	\$350,000	\$350,000
540070 Asphalt & Bit Materials	\$24,585	\$27,235	\$30,000	\$34,168	\$30,938	\$30,000	\$30,000
540080 Pipe Fittings	\$11,482	\$10,024	\$4,500	\$5,297	\$14,937	\$10,000	\$10,000
540100 Seed, Loam & Fertilizer	\$2,492	\$0	\$500	\$500	\$0	\$500	\$500
540110 Public Safety	\$13,198	\$11,695	\$13,000	\$13,000	\$8,875	\$13,000	\$13,000
540120 Clothing & Uniforms	\$5,812	\$7,398	\$5,000	\$5,000	\$3,576	\$15,262	\$8,000
540140 Books Periodicals Subs	\$0	\$0	\$200	\$200	\$0	\$200	\$200
540150 Print Postage Stationary	\$0	\$259	\$200	\$200	\$0	\$200	\$200
540170 Medical & Dental	\$1,094	\$770	\$1,500	\$1,500	\$856	\$1,500	\$1,500
540190 Custodial Supplies	\$1,636	\$720	\$1,500	\$1,500	\$1,727	\$1,500	\$1,500
540220 Office Supplies	\$250	\$386	\$500	\$500	\$267	\$500	\$500
540230 Supplies - Not Classified	\$0	\$239	\$100	\$100	\$2,000	\$100	\$100
540240 Small Tools & Misc Equip	\$6,672	\$10,328	\$7,500	\$7,500	\$2,122	\$10,000	\$7,500
570020 Dues & Memberships	\$386	\$433	\$850	\$850	\$211	\$850	\$850
570030 In State Travel	\$601	\$709	\$1,000	\$1,000	\$262	\$1,000	\$1,000
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$2,132	\$1,282	\$3,200	\$3,200	\$1,838	\$3,200	\$3,200
570090 Damage Claims Reimbs	\$224	\$4,005	\$2,500	\$2,500	\$0	\$2,500	\$2,500

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
570180 Other - Not Classified	\$1,981	\$5,169	\$3,000	\$3,000	\$1,422	\$5,000	\$3,000
Highway OpEx	\$613,057	\$1,101,074	\$1,119,640	\$1,190,530	\$746,983	\$1,199,902	\$1,168,140
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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	\$15,000
580320 Heavy Equipment	\$0	\$19,000	\$30,000	\$30,000	\$29,795	\$30,000	\$0
Highway Equip	\$0	\$19,000	\$30,000	\$30,000	\$29,795	\$30,000	\$15,000
570000 Other Charges & Expend	\$0	\$0	\$0	\$0	\$0	\$0	\$0
MEMA Refund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Highway	\$1,274,983	\$1,879,117	\$1,892,766	\$1,963,656	\$1,222,592	\$2,213,458	\$1,938,738

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Highway

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520010	Utility - Electricity		\$18,500	\$18,500
		Same as last year	18,500	18,500
520020	Utility - Natural Gas		\$12,000	\$12,000
		Same as last year	12,000	12,000
520040	Utility - Telephone		\$7,000	\$7,000
		Same as last year	7,000	7,000
520060	Utility - Water		\$350	\$350
		Same as last year	350	350
520070	Utility - Sewer		\$240	\$240
		Same as last year	240	240
520080	R & M - Equipment		\$50,000	\$50,000
520090	R & M - Building		\$30,000	\$15,000
		Increase due to door replacement- garage	30,000	15,000

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520100	Advertising & Binding		\$1,000	\$1,000
		Same as last year	1,000	1,000
520110	Hospital & Medical		\$500	\$500
		Same as last year	500	500
520130	Professional Services		\$35,000	\$35,000
520140	Rental of Equipment		\$325,000	\$325,000
520180	Asphalt&Bit Contractors		\$80,000	\$80,000
		Same as last year	80,000	80,000
540010	Automotive		\$140,000	\$140,000
540030	Building		\$10,000	\$10,000
		Same as last year	10,000	10,000
540050	Sand, Stone & Gravel		\$45,000	\$40,000
540060	Salt & Chemicals		\$350,000	\$350,000
		Based on average consumption	350,000	350,000

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540070	Asphalt & Bit Materials		\$30,000	\$30,000
		Same as last year	30,000	30,000
540080	Pipe Fittings		\$10,000	\$10,000
		Increase in cost of catch basin, manhole frame & covers, and granite curbing	10,000	10,000
540100	Seed, Loam & Fertilizer		\$500	\$500
		Same as last year	500	500
540110	Public Safety		\$13,000	\$13,000
		Same as last year	13,000	13,000
540120	Clothing & Uniforms		\$15,262	\$8,000
		Increase due to 5 new positions -clothing & boot allowance	15,262	8,000
540140	Books Periodicals Subs		\$200	\$200
		Same as last year	200	200
540150	Print Postage Stationary		\$200	\$200
		Same as last year	200	200
540170	Medical & Dental		\$1,500	\$1,500
		Increase due to drug testing & DOT physicals	1,500	1,500
540190	Custodial Supplies		\$1,500	\$1,500
		Same as last year	1,500	1,500

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540220	Office Supplies		\$500	\$500
		Same as last year	500	500
540230	Supplies - Not Classified		\$100	\$100
		Same as last year	100	100
540240	Small Tools & Misc Equip		\$10,000	\$7,500
		Increase cost of tools, and equipment upgrades	10,000	7,500
570020	Dues & Memberships		\$850	\$850
		Same as last year	850	850
570030	In State Travel		\$1,000	\$1,000
		Same as last year	1,000	1,000
570080	Inspection Fees		\$3,200	\$3,200
		Same as last year	3,200	3,200
570090	Damage Claims Reimbs		\$2,500	\$2,500
		unforeseen town property damages	2,500	2,500
570180	Other - Not Classified		\$5,000	\$3,000
Highway OpEx			\$1,199,902	\$1,168,140
580070	Electrical & Mechanical		\$0	\$15,000
		To replace (5) overhead doors at Highway barn	0	15,000

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
580320	Heavy Equipment		\$30,000	\$0
		Pavement hot box	30,000	0
	Highway Equip		\$30,000	\$15,000
	MEMA Refund		\$0	\$0
	Highway		\$1,229,902	\$1,183,140

**Snow and Ice Control Expenditures
Fiscal Year 2005 to Present**

Item	Expended FY 2005	Expended FY 2006	Expended FY 2007	Expended FY 2008	Expended FY 2009	Expended FY 2010	Expended FY 2011	Expended FY 2012	Expended FY 2013	Average Last (4) Yrs
Rental of Equipment	\$298,306	\$129,526	\$82,428	\$189,388	\$200,755	\$161,795	\$279,865	\$83,071	\$238,440	\$190,793
Winter Sand	\$23,953	\$20,549	\$30,249	\$20,184	\$18,176	\$31,452	\$42,381	\$8,521	\$51,027	\$33,345
Salt & Chemicals	\$258,448	\$186,464	\$172,290	\$324,362	\$374,959	\$366,584	\$309,925	\$145,929	\$398,287	\$305,181
Sub Total	\$580,707	\$336,539	\$284,967	\$533,934	\$593,890	\$559,831	\$632,171	\$237,521	\$687,754	\$529,319
Overtime	\$202,729	\$126,648	\$110,233	\$178,791	\$142,752	\$122,627	\$137,802	\$88,985	\$157,231	\$126,661
Total	\$783,436	\$463,187	\$395,200	\$712,725	\$736,642	\$682,458	\$769,973	\$326,506	\$844,985	\$655,981

	Budget FY 2014	Expended To Date FY 2014	Request FY 2015	TM Recommend
Rental of Equipment*	\$300,000	\$134,628	\$325,000	\$325,000
Winter Sand	\$35,000	\$11,754	\$45,000	\$40,000
Salt & Chemicals	\$350,000	\$229,089	\$350,000	\$350,000
Sub Total	\$685,000	\$375,471	\$720,000	\$715,000
Overtime**	\$130,000	\$96,393	\$132,600	\$132,600
Total	\$815,000	\$471,864	\$852,600	\$847,600

Budget	Spent	Balance	Percent Expended
\$300,000	\$134,628	\$165,372	45%
\$35,000	\$11,754	\$23,246	34%
\$350,000	\$229,089	\$120,911	65%
\$685,000	\$375,471	\$309,529	55%
\$130,000	\$96,393	\$33,607	74%
\$815,000	\$471,864	\$343,136	58%

* 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 (now \$1,545)

NOTES

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**TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget**

Street Lighting

0424

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
520010 Utility - Electricity	\$166,488	\$159,476	\$163,007	\$163,007	\$84,045	\$153,786	\$153,786
Street Lighting OpEx	\$166,488	\$159,476	\$163,007	\$163,007	\$84,045	\$153,786	\$153,786
Street Lighting	\$166,488	\$159,476	\$163,007	\$163,007	\$84,045	\$153,786	\$153,786

SHREWSBURY ELECTRIC AND CABLE OPERATIONS

Memo

To: Dan Morgado
From: Ralph Iaccarino
CC: Mike Hale, Paula Munro, File
Date: December 16, 2013
Re: Street Light Budget FY 2015

The FY 2015 Street Light Budget is **\$153,786** vs. FY 2014 of \$163,007.

The FY 2015 Street Light Budget is 6% **less** than the FY 2014 budget.

The FY 2015 per kWh cost is **\$.0984**, vs. FY 2014 of \$0.1043.

The decrease in cost/kWh is due to a decrease in operating expenses.

The FY 2015 Budget includes:

- An estimate of the installation of an additional 10 fixtures in residential areas.

5 year Street Light Budget Summary

FY YEAR	Budget	Cost/kWhr
2011	\$164,598	\$0.1060
2012	\$166,895	\$0.1070
2013	\$167,974	\$0.1077
2014	\$163,007	\$0.1043
2015	\$153,786	\$0.0984

Please see the attached worksheet for additional information.

Attachment: Street Lighting Budget Fiscal Year 2015 Spreadsheet

Street Lighting Budget Fiscal Year July 1st thru June 30th 2015

		prior year	Diff from prior yr
(1)	Losses – Write-Off Estimate (included in 1A)		
(1A)	Operating Expense Total (incl bad debt expense)		
	September YTD	\$21,467,631	\$21,629,721
	October thru December Estimate	\$7,155,877	\$7,209,907
(2)	Operating Expense Total	\$28,623,508	\$28,839,628 -0.75%
(3)	In Lieu of Tax Payment	\$237,569	\$175,463 35.40%
(4)	Interest on Debt	\$21,913	\$31,288 -29.96%
(5)	Depreciation Expense		\$1,569,133 -100.00%
	Total Expenses = (1) + (2) + (3) +(4) + (5)	\$28,882,990	\$30,615,512 -5.66%
	KWH Sales thru September	220,223,704	220,187,484 0.02%
	Oct, Nov & Dec Estimate	73,407,901	73,395,828
	Total kWhr Sales	293,631,605	293,583,312 0.02%
			diff
	Total Expenses	\$28,882,990	\$30,615,512 -5.66%
	Total kWhr Sales	293,631,605	293,583,312 0.02%
	Cost Per kWhr = Total Expenses/Total kWhr Sales	\$0.0984	\$0.1043 -5.66%

FY 2015

Estimated Street Lighting Cost

Monthly Street Lighting kW		=	363.4
Additions kW (estimate 10 new 70W HPS)	10 x	0.082 =	0.8
Additions kW (estimate 0 new LED's)	0 x	0.100	0
Additions kW	0 x	0.150	0
Subtractions kW	0 x	0.210 =	0
Total Monthly Street Lighting kW		=	364.22
		=	
Annual Operating Hours		=	4291
		=	
Annual Streetlighting kWhr	364.22 x	4291 =	1,562,868
Annual Streetlighting Cost	1,562,868 x	\$0.0984 =	\$153,786
			Prior Year Annual Streetlighting Cost \$163,007
			% Diff from Prior Year Annual Streetlighting Cost -6.00%

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Sewer

0440

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$46,214	\$46,958	\$47,138	\$47,138	\$25,977	\$47,138	\$47,138
510100 Longevity	\$150	\$150	\$150	\$150	\$0	\$175	\$175
Sewer PEA	\$46,364	\$47,108	\$47,288	\$47,288	\$25,977	\$47,313	\$47,313
510010 S & W - Full Time	\$19,967	\$20,686	\$21,699	\$21,699	\$12,014	\$21,699	\$21,699
510100 Longevity	\$100	\$100	\$125	\$125	\$0	\$125	\$125
Sewer S&C	\$20,067	\$20,786	\$21,824	\$21,824	\$12,014	\$21,824	\$21,824
510010 S & W - Full Time	\$214,090	\$218,281	\$225,348	\$231,707	\$135,613	\$269,760	\$269,760
510030 S & W - Temporary	\$2,972	\$4,588	\$4,915	\$4,915	\$1,884	\$4,915	\$4,915
510090 Overtime	\$61,236	\$53,304	\$63,000	\$63,000	\$26,587	\$65,000	\$63,000
510100 Longevity	\$1,000	\$950	\$1,250	\$1,250	\$825	\$1,000	\$1,000
510110 Work Incentive Program	\$100	\$150	\$0	\$0	\$50	\$0	\$0
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Other	\$279,398	\$277,272	\$294,513	\$300,872	\$164,959	\$340,675	\$338,675
520010 Utility - Electricity	\$139,171	\$136,273	\$150,000	\$150,000	\$65,856	\$150,000	\$150,000
520020 Utility - Natural Gas	\$2,650	\$1,776	\$3,500	\$3,500	\$975	\$4,000	\$3,500
520030 Utility - Heating Oil	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520040 Utility - Telephone	\$6,406	\$2,763	\$3,500	\$3,500	\$1,185	\$5,000	\$5,000
520060 Utility - Water	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520070 Utility - Sewer	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520080 R & M - Equipment	\$141,041	\$148,469	\$167,500	\$190,764	\$103,276	\$167,500	\$167,500
520090 R & M - Building	\$3,346	\$1,879	\$2,500	\$7,500	\$5,885	\$2,500	\$2,500
520120 Data Processing	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520130 Professional Services	\$15,002	\$1,299	\$250	\$250	\$0	\$500	\$500

	ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
520140 Rental of Equipment	\$91	\$0	\$500	\$500	\$288	\$1,000	\$1,000
520150 R & M - Public Property	\$590	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000
520220 Services-Not Classified	\$0	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000
540010 Automotive	\$9,667	\$6,932	\$10,000	\$11,569	\$12,567	\$10,000	\$10,000
540020 Oil & Fuel	\$2,172	\$1,526	\$2,000	\$2,000	\$834	\$2,000	\$2,000
540030 Building	\$0	\$0	\$1,000	\$1,000	\$0	\$1,000	\$1,000
540050 Sand, Stone & Gravel	\$341	\$0	\$500	\$500	\$0	\$1,000	\$1,000
540060 Salt & Chemicals	\$19,680	\$13,620	\$100,000	\$142,852	\$67,852	\$75,000	\$75,000
540070 Asphalt & Bit Materials	\$0	\$0	\$500	\$500	\$0	\$500	\$500
540080 Pipe Fittings	\$10,460	\$6,236	\$15,000	\$17,042	\$12,882	\$17,000	\$17,000
540100 Seed, Loam & Fertilizer	\$0	\$0	\$500	\$500	\$0	\$500	\$500
540110 Public Safety	\$0	\$0	\$500	\$500	\$0	\$500	\$500
540120 Clothing & Uniforms	\$2,000	\$2,110	\$2,100	\$2,100	\$1,425	\$2,100	\$2,100
540140 Books Periodicals Subs	\$0	\$0	\$500	\$500	\$0	\$500	\$500
540150 Print Postage Stationary	\$0	\$0	\$500	\$500	\$0	\$500	\$500
540170 Medical & Dental	\$161	\$75	\$500	\$500	\$77	\$500	\$500
540190 Custodial Supplies	\$5,194	\$6,515	\$6,000	\$6,000	\$3,606	\$6,000	\$6,000
540220 Office Supplies	\$248	\$0	\$500	\$500	\$0	\$500	\$500
540230 Supplies - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540240 Small Tools & Misc Equip	\$9,008	\$6,444	\$7,500	\$8,766	\$10,944	\$7,500	\$7,500
540260 Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540330 Pump Parts & Maintenance	\$14,542	\$2,380	\$20,000	\$25,541	\$9,583	\$22,000	\$22,000
570020 Dues & Memberships	\$60	\$0	\$1,000	\$1,500	\$500	\$1,000	\$1,000
570030 In State Travel	\$140	\$760	\$1,000	\$1,000	\$392	\$2,000	\$2,000
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$0	\$0	\$250	\$250	\$0	\$0	\$0
570090 Damage Claims Reimbs	\$0	\$0	\$35,000	\$35,000	\$0	\$35,000	\$35,000
570180 Other - Not Classified	\$1,243	\$845	\$2,500	\$2,500	\$255	\$0	\$0
Sewer OpEx	\$383,214	\$339,902	\$537,100	\$619,134	\$298,383	\$517,600	\$517,100
580030 Passenger Cars	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
580070 Electrical & Mechanical	\$42,958	\$0	\$0	\$0	\$0	\$0	\$0
Sewer Equip	\$42,958	\$0	\$0	\$0	\$0	\$0	\$0
569910 Upper Blackstone District	\$18,107	\$22,966	\$27,500	\$32,135	\$18,316	\$27,500	\$27,500
569920 Westboro Treatment Plant	\$3,238,029	\$3,451,158	\$4,330,672	\$4,330,672	\$3,828,326	\$4,241,610	\$4,343,758
569950 Grafton Sewer Department	\$7,758	\$-7,758	\$10,000	\$16,885	\$0	\$10,000	\$10,000
585010 General Sewer Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sewer SepAp	\$3,263,894	\$3,466,366	\$4,368,172	\$4,379,692	\$3,846,642	\$4,279,110	\$4,381,258
Sewer	\$4,035,895	\$4,151,434	\$5,268,897	\$5,368,809	\$4,347,976	\$5,206,523	\$5,306,171

Westboro Treatment Plant estimate subject to revision.

**Employee Roster
Fiscal Year 2015
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							E	\$22.17	18.75	\$415.69	52.20	\$21,698.89	\$21,698.89
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
Steven Olson	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
John Lee	W-6	C	\$22.26	40.00	48.40	\$890.40	\$43,095.36	D	\$23.16	40.00	\$926.40	3.80	\$3,520.32	\$46,615.68
Michael O'Donnell	W-6	B	\$21.38	40.00	9.20	\$855.20	\$7,867.84	C	\$22.26	40.00	\$890.40	43.00	\$38,287.20	\$46,155.04
John Decillis	PT-4							E	\$30.57	40.00	\$1,222.80	26.10	\$31,915.08	\$31,915.08
														\$269,760.04
Summer Laborer									\$10.24	480.00				\$4,915.20

Longevity Payments		
Name	Amount	
Robert Tozeski	\$175	\$175
Mary Budzinski	\$125	\$125
David Giannino	\$400	
Larry Leone	\$300	
Steven Olson	\$125	
John Decillis	\$175	\$1,000

Value of Step Increases	
John Lee	\$136.80
Michael O'Donnell	\$1,513.60
	\$1,650.40

FTE's 6.75

End Year			Estimates	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
WWTP DEBT PROJECTIONS AS OF 12/31/2013		FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
2021	WWTF Assabet Collaborative = 17% for WTPB	\$3,455	\$3,466	\$3,312	\$3,195	\$3,746	\$3,608	\$3,471	\$3,321
2020	WWTF 1.675Mill Clarifiers	\$126,905	\$121,039	\$115,710	\$112,351	\$107,292	\$97,695	\$93,547	\$89,225
2026	WWTF Improvements 2.665 (wwtp = 714,600)	\$58,965	\$57,615	\$56,220	\$45,750	\$0	\$0	\$0	\$0
2026	WWTF Impr 2.665 (wwtp = 714,600) REFUNDED 8/23/2013				\$10,828	\$48,368	\$47,178	\$45,003	\$44,013
2021	WWTF WCMP = 68.3% FOR WTPB	\$7,949	\$6,623	\$6,530	\$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	\$1,068,654
2033	WWTP \$29,358,537 - WPAT @ 20Yr Borrow - 0%	\$0	\$96,484	\$345,779	\$1,502,532	\$1,504,620	\$1,506,719	\$1,508,828	\$1,510,948
2031	FY11 Perm Borrow 11.8 (wwtp = 2,365,353)	\$38,590	\$200,290	\$194,254	\$189,374	\$184,724	\$178,154	\$173,876	\$169,600
2034	WWTP \$750,000 - WPAT @ 20Yr Borrow - 2%				\$0	\$57,213	\$45,391	\$45,444	\$45,500
	One Time Loan Origination	\$117,148	\$0	\$163,528	\$0	\$4,125	\$0	\$0	\$0
	Administrative WPAT Charges	\$13,212	\$25,975	\$46,804	\$68,099	\$64,486	\$61,158	\$57,795	\$54,447
	Total Capital Projects for W W T F	\$549,236	\$1,580,146	\$2,000,791	\$3,007,313	\$3,049,758	\$3,015,087	\$3,003,148	\$2,992,238

\$1,890,850 62%

Current O & M Budget \$3,956,304 \$2,452,908 62%

Budget Request \$4,343,758

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Sewer

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520010	Utility - Electricity	\$150,000	\$150,000
	Electrical costs for 37 pump stations	150,000	150,000
520020	Utility - Natural Gas	\$4,000	\$3,500
	Eight pumping stations use natural gas.	4,000	3,500
520040	Utility - Telephone	\$5,000	\$5,000
	Town Hall and South St yard phone charges @ \$250/month. Start of transition of a portion of the sewer stations over to the Town cable network for communications	5,000	5,000
520080	R & M - Equipment	\$167,500	\$167,500
	Additional stations requiring more maintenance work.Pump repair work and replacements	167,500	167,500
520090	R & M - Building	\$2,500	\$2,500
520130	Professional Services	\$500	\$500
520140	Rental of Equipment	\$1,000	\$1,000

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520150	R & M - Public Property	\$1,000	\$1,000
520220	Services-Not Classified	\$1,000	\$1,000
540010	Automotive	\$10,000	\$10,000
	Preventative maintenance program has been expanded for the vehicles	10,000	10,000
540020	Oil & Fuel	\$2,000	\$2,000
	Diesel fuel for the Maple & Rolfe Ave stations	2,000	2,000
540030	Building	\$1,000	\$1,000
540050	Sand, Stone & Gravel	\$1,000	\$1,000
540060	Salt & Chemicals	\$75,000	\$75,000
	Adding bioxide @ Rolfe Ave and Arrowwood Dr stations for for odor and corrosion control	75,000	75,000
540070	Asphalt & Bit Materials	\$500	\$500
540080	Pipe Fittings	\$17,000	\$17,000
	Piping and various parts used throughout the collection system	17,000	17,000

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540100	Seed, Loam & Fertilizer		\$500	\$500
540110	Public Safety		\$500	\$500
540120	Clothing & Uniforms		\$2,100	\$2,100
		Three men @ \$510 each -clothing allowance/Add \$510 for 4th person.	2,100	2,100
540140	Books Periodicals Subs		\$500	\$500
		Training books and materials for wastewater certification exam	500	500
540150	Print Postage Stationary		\$500	\$500
540170	Medical & Dental		\$500	\$500
540190	Custodial Supplies		\$6,000	\$6,000
		Cleaning supplies for the stations and degreasers for the station wet wells	6,000	6,000
540220	Office Supplies		\$500	\$500
540240	Small Tools & Misc Equip		\$7,500	\$7,500
		Equipment for trucks and job sites	7,500	7,500

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540330	Pump Parts & Maintenance		\$22,000	\$22,000
		Inventory of pump seals-bearings and other miscellaneous station parts	22,000	22,000
570020	Dues & Memberships		\$1,000	\$1,000
		Costs to cover wastewater licences for personnel	1,000	1,000
570030	In State Travel		\$2,000	\$2,000
		Wastewater meetings or seminars and classes	2,000	2,000
570090	Damage Claims Reimbs		\$35,000	\$35,000
		Damage claims from sewer backups. Larger amount due to no longer funded from the insurance account	35,000	35,000
Sewer OpEx			\$517,600	\$517,100
Sewer Equip			\$0	\$0
569910	Upper Blackstone District		\$27,500	\$27,500
		Payment for Goddard Park -Ek court properties for Worcester and Upper Blackstone \$25,000	27,500	27,500
569920	Westboro Treatment Plant		\$4,241,610	\$4,343,758
		62% of WWTP O& M Budget Estimate of \$3,956,304 = \$2,452,910	4,241,610	4,343,758
		62% of WWTP debt service of \$2,885,000 = \$1,788,700		
569950	Grafton Sewer Department		\$10,000	\$10,000
		Pass through sewer cost for the State Street bank facility located in Shrewsbury but serviced by the Grafton Sewer Department. We are reimbursed by State Street for their quarterly sewer expenses.	10,000	10,000
Sewer SepAp			\$4,279,110	\$4,381,258
Sewer			\$4,796,710	\$4,898,358

Date: 1/20/2014

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Water

0450

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$46,214	\$46,958	\$47,138	\$47,138	\$25,977	\$47,138	\$47,138
510080 Sick Leave Plan II	\$1,771	\$1,806	\$0	\$0	\$1,806	\$0	\$0
510100 Longevity	\$150	\$150	\$150	\$150	\$0	\$175	\$175
Water PEA	\$48,135	\$48,914	\$47,288	\$47,288	\$27,783	\$47,313	\$47,313
510010 S & W - Full Time	\$62,095	\$63,918	\$65,097	\$65,097	\$35,803	\$65,097	\$65,097
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$815	\$831	\$0	\$0	\$831	\$0	\$0
510090 Overtime	\$0	\$0	\$2,500	\$2,500	\$44	\$0	\$0
510100 Longevity	\$350	\$350	\$425	\$425	\$300	\$425	\$425
Water S&C	\$63,260	\$65,099	\$68,022	\$68,022	\$36,978	\$65,522	\$65,522
510010 S & W - Full Time	\$289,598	\$311,991	\$326,656	\$326,656	\$196,565	\$326,985	\$326,985
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510030 S & W - Temporary	\$4,207	\$4,424	\$4,915	\$4,915	\$2,253	\$4,915	\$4,915
510080 Sick Leave Plan II	\$1,575	\$887	\$0	\$0	\$927	\$0	\$0
510090 Overtime	\$68,431	\$76,252	\$77,500	\$77,500	\$46,521	\$82,000	\$82,000
510100 Longevity	\$2,800	\$2,550	\$2,525	\$2,525	\$1,950	\$2,175	\$2,175
510110 Work Incentive Program	\$0	\$50	\$0	\$0	\$0	\$0	\$0
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Other	\$366,611	\$396,153	\$411,596	\$411,596	\$248,216	\$416,076	\$416,076
520010 Utility - Electricity	\$175,500	\$129,470	\$150,000	\$150,000	\$86,747	\$155,000	\$150,000
520020 Utility - Natural Gas	\$12,614	\$15,319	\$15,000	\$15,000	\$5,326	\$15,000	\$15,000
520040 Utility - Telephone	\$11,143	\$7,686	\$10,000	\$10,000	\$3,524	\$12,000	\$10,000
520080 R & M - Equipment	\$145,853	\$106,559	\$90,000	\$90,266	\$86,308	\$115,000	\$90,000

		ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
520090	R & M - Building	\$4,631	\$3,543	\$12,500	\$13,957	\$1,525	\$50,000	\$15,000
520100	Advertising & Binding	\$1,197	\$1,159	\$1,000	\$1,000	\$2,069	\$2,000	\$2,000
520120	Data Processing	\$208	\$0	\$0	\$0	\$0	\$0	\$0
520130	Professional Services	\$40,054	\$68,637	\$85,000	\$130,940	\$44,994	\$85,000	\$85,000
520140	Rental of Equipment	\$460	\$869	\$2,000	\$3,131	\$1,131	\$2,000	\$2,000
520150	R & M - Public Property	\$0	\$36,205	\$45,000	\$86,795	\$43,735	\$45,000	\$45,000
520220	Services-Not Classified	\$1,747	\$807	\$1,500	\$1,500	\$1,733	\$2,500	\$2,500
540010	Automotive	\$32,667	\$45,406	\$37,500	\$40,761	\$43,888	\$40,000	\$40,000
540020	Oil & Fuel	\$487	\$664	\$1,000	\$1,000	\$0	\$1,000	\$1,000
540030	Building	\$325	\$0	\$10,000	\$10,000	\$0	\$10,000	\$10,000
540050	Sand, Stone & Gravel	\$9,727	\$13,876	\$28,000	\$28,000	\$26,526	\$30,000	\$30,000
540070	Asphalt & Bit Materials	\$13,844	\$11,267	\$50,000	\$63,370	\$35,517	\$50,000	\$50,000
540080	Pipe Fittings	\$61,496	\$64,854	\$85,000	\$87,584	\$108,686	\$90,000	\$90,000
540090	Water Meter Parts	\$1,198	\$1,715	\$7,500	\$7,500	\$45	\$7,500	\$7,500
540100	Seed, Loam & Fertilizer	\$377	\$123	\$2,000	\$2,877	\$962	\$2,000	\$2,000
540110	Public Safety	\$0	\$273	\$1,000	\$1,000	\$0	\$1,000	\$1,000
540120	Clothing & Uniforms	\$7,632	\$6,325	\$6,000	\$6,000	\$3,995	\$6,000	\$6,000
540140	Books Periodicals Subs	\$268	\$455	\$500	\$500	\$127	\$500	\$500
540150	Print Postage Stationary	\$5,413	\$6,872	\$12,500	\$12,500	\$5,963	\$13,000	\$13,000
540170	Medical & Dental	\$703	\$417	\$1,000	\$1,465	\$225	\$1,000	\$1,000
540190	Custodial Supplies	\$2,396	\$2,074	\$5,000	\$7,000	\$2,000	\$5,000	\$5,000
540220	Office Supplies	\$2,682	\$2,787	\$3,000	\$3,714	\$2,510	\$3,000	\$3,000
540240	Small Tools & Misc Equip	\$19,238	\$22,160	\$18,000	\$24,317	\$33,430	\$20,000	\$20,000
540260	Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540330	Pump Parts & Maintenance	\$19	\$455	\$6,000	\$8,047	\$2,047	\$6,000	\$6,000
570020	Dues & Memberships	\$2,494	\$1,650	\$3,500	\$3,500	\$714	\$4,500	\$4,500
570030	In State Travel	\$4,305	\$4,460	\$5,000	\$5,100	\$7,598	\$6,000	\$6,000
570040	Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080	Inspection Fees	\$0	\$0	\$250	\$250	\$0	\$300	\$300
570090	Damage Claims Reimbs	\$0	\$1,046	\$1,000	\$1,000	\$0	\$1,000	\$1,000
570180	Other - Not Classified	\$8,796	\$3,990	\$8,000	\$8,723	\$3,380	\$8,500	\$8,000

	ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
570560 DEP Water Assessment	\$11,288	\$11,288	\$12,000	\$12,000	\$11,463	\$12,000	\$12,000
Water OpEx	\$578,760	\$572,411	\$715,750	\$838,797	\$566,168	\$801,800	\$734,300
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580070 Electrical & Mechanical	\$5,105	\$0	\$0	\$0	\$0	\$0	\$0
580090 New Water Meters	\$68,342	\$126,810	\$0	\$24,075	\$24,075	\$0	\$0
580120 Equip - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000
Water Equip	\$73,447	\$126,810	\$0	\$24,075	\$24,075	\$0	\$60,000
510010 S & W - Full Time	\$109,803	\$111,417	\$114,715	\$114,715	\$63,341	\$114,569	\$114,569
510080 Sick Leave Plan II	\$1,219	\$1,244	\$0	\$0	\$1,268	\$0	\$0
510090 Overtime	\$18,719	\$18,162	\$26,000	\$26,000	\$9,542	\$27,000	\$27,000
520010 Utility - Electricity	\$29	\$74	\$0	\$0	\$0	\$0	\$0
520020 Utility - Natural Gas	\$0	\$17	\$6,000	\$6,000	\$0	\$6,000	\$6,000
520040 Utility - Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520080 R & M - Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540060 Salt & Chemicals	\$469,361	\$433,726	\$497,500	\$503,742	\$265,789	\$515,500	\$495,500
580240 Water Treatment Ops	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water SepAp	\$599,130	\$564,639	\$644,215	\$650,457	\$339,941	\$663,069	\$643,069
Water	\$1,729,342	\$1,774,027	\$1,886,871	\$2,040,234	\$1,243,161	\$1,993,779	\$1,966,279

**Employee Roster
Fiscal Year 2015
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
														\$65,096.66
Paul Gallagher	PT-3							E	\$28.98	40.00	\$1,159.20	52.20	\$60,510.24	\$60,510.24
Steven Ambach	W-6							D	\$23.16	40.00	\$926.40	52.20	\$48,358.08	\$48,358.08
Justin Wheeler	W-6	C	\$22.26	40.00	50.20	\$890.40	\$44,698.08	D	\$23.16	40.00	\$926.40	2.00	\$1,852.80	\$46,550.88
Andrew Wall	W-6	C	\$22.26	40.00	47.40	\$890.40	\$42,204.96	C	\$23.16	40.00	\$926.40	4.80	\$4,446.72	\$46,651.68
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
														\$326,985.48
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	10.26
Robert Tozeski	\$175		\$175											
Sharon Home	\$300													
Mary Budzinski	\$125		\$425											
Paul Gallagher	\$350													
Steven Ambach	\$300													
Roger Hunter	\$250													
Richard Nolli	\$400													
John Decillis	\$175													
Steve Johnson	\$350													
Richard Fox	\$350		\$2,175											

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Water

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520010	Utility - Electricity	Increase to cover some extra demand in the system	\$155,000 155,000	\$150,000 150,000
520020	Utility - Natural Gas	Natural Gas for South Street Yard, W.M.St. and Oak St. Boosters.	\$15,000 15,000	\$15,000 15,000
520040	Utility - Telephone	Charges for telephones and cable service for water and sewer system monitoring	\$12,000 12,000	\$10,000 10,000
520080	R & M - Equipment	Contracted services involving electrical and mechanical work throughout the system. Purchase and installation of a new utility dump body for truck #70. Existing body can not be repaired cost effectively.	\$115,000 115,000	\$90,000 90,000
520090	R & M - Building	Work throughout the year maintaining various building structures Roof repair work at the water treatment plant	\$50,000 50,000	\$15,000 15,000
520100	Advertising & Binding	Increase in advertising costs for classified bids in the T& G and other legal requirements for advertisements	\$2,000 2,000	\$2,000 2,000
520130	Professional Services	Increased lab analysis required by DEP and other additional stream testing especially considering our new water management permit Water Conservation Program Expenses Program to focus on education, promotion Adding \$25,000 for Engineering and Compliance issues with the Water Management Act	\$85,000 85,000 0 0	\$85,000 85,000 0 0

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520140	Rental of Equipment		\$2,000	\$2,000
520150	R & M - Public Property	Various maintenance projects around the stations and tanks	\$45,000 45,000	\$45,000 45,000
520220	Services-Not Classified		\$2,500	\$2,500
540010	Automotive	We are doing more preventative maintenance on the vehicles plus some larger repair items on our older equipment	\$40,000 40,000	\$40,000 40,000
540020	Oil & Fuel	Fifty gallon oil drums and other lubricants for vehicle maintenance	\$1,000 1,000	\$1,000 1,000
540030	Building	Various maintenance projects at pump station buildings and treatment plant	\$10,000 10,000	\$10,000 10,000
540050	Sand, Stone & Gravel	Gravel for water repair work throughout Town. Some increases in the cost of materials.	\$30,000 30,000	\$30,000 30,000
540070	Asphalt & Bit Materials	Increases in fuel costs reflecting in higher asphalt costs	\$50,000 50,000	\$50,000 50,000
540080	Pipe Fittings	Expenditure for brass items, pipes and other related items	\$90,000 90,000	\$90,000 90,000

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540090	Water Meter Parts	\$7,500	\$7,500
	Costs for odd size meters we encounter in some larger installations	7,500	7,500
540100	Seed, Loam & Fertilizer	\$2,000	\$2,000
540110	Public Safety	\$1,000	\$1,000
	Miscellaneous items such as safety vests, cones etc.	1,000	1,000
540120	Clothing & Uniforms	\$6,000	\$6,000
	Clothing and boot cost of \$510 per man (10 people) one w/uniform @ \$500	6,000	6,000
540140	Books Periodicals Subs	\$500	\$500
	Books for training and other related purposes	500	500
540150	Print Postage Stationary	\$13,000	\$13,000
	Postage for bills -cost of printing of annual water quality reports. Various water customer notices	13,000	13,000
540170	Medical & Dental	\$1,000	\$1,000
	Medical supplies for South St yard and pump stations	1,000	1,000
540190	Custodial Supplies	\$5,000	\$5,000
	Floor waxes and miscellaneous cleaners	5,000	5,000
540220	Office Supplies	\$3,000	\$3,000

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540240	Small Tools & Misc Equip		\$20,000	\$20,000
		Tools for the trucks - various small electrical and mechanical components	20,000	20,000
540330	Pump Parts & Maintenance		\$6,000	\$6,000
		Cost of replacement pump parts for well sources and booster stations	6,000	6,000
570020	Dues & Memberships		\$4,500	\$4,500
		Professional organization memberships including Mass Coalition for water resource stewardship (\$1500)	4,500	4,500
570030	In State Travel		\$6,000	\$6,000
		Cost of continuing education credits for certification license renewals. Classes for drinking water license testing	6,000	6,000
570080	Inspection Fees		\$300	\$300
		Increased inspection fees under the new state regulations	300	300
570090	Damage Claims Reimbs		\$1,000	\$1,000
		Damage claims throughout the year	1,000	1,000
570180	Other - Not Classified		\$8,500	\$8,000
570560	DEP Water Assessment		\$12,000	\$12,000
		State Dep Clean Water Drinking Act implementation costs of \$8.50/ million	12,000	12,000
Water OpEx			\$801,800	\$734,300
580120	Equip - Not Classified		\$0	\$60,000
		Install new dump body on Truck #70	0	25,000
		Repair of roof at Treatment Plant	0	35,000

Date: 1/20/2014

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
Water Equip			\$0	\$60,000
520020	Utility - Natural Gas		\$6,000	\$6,000
		Heating and generator run costs	6,000	6,000
540060	Salt & Chemicals		\$515,500	\$495,500
		Electrical costs based on average of 6000/kwh/daily = \$290,000	285,000	285,000
Water SepAp			\$521,500	\$501,500
Water			\$1,323,300	\$1,295,800

Detail Summary
Water Department Operations
Account 01-0450-09

Account Number	Account	Expended FY 2008	Expended FY 2009	Expended FY 2010	Expended FY 2011	Expended FY 2012	Expended FY 2013	Budget FY 2014	Request FY 2015	Recommend FY 2016
510010	S & W Full Time	\$104,544	\$106,526	\$107,851	\$108,666	\$109,803	\$111,417	\$114,715	\$114,569	\$114,569
510080	Sick Leave Plan II	\$698	\$1,172	\$1,195	\$1,195	\$1,219	\$1,244	\$0	\$0	\$0
510090	Overtime	\$21,915	\$19,264	\$17,560	\$20,654	\$18,718	\$18,162	\$26,000	\$27,000	\$27,000
520010	Utility - Electric	\$267,638	\$321,596	\$268,517	\$286,330	\$266,934	\$271,443	\$280,000	\$285,000	\$285,000
520020	Utility - Gas	\$5,904	\$1,093	\$229	\$44	\$29	\$17	\$6,000	\$6,000	\$6,000
520040	R & M - Equipment	\$888	\$5,056	\$2,055	\$688	\$0	\$73	\$0	\$0	\$0
520060	Salt & Chemicals	\$62,818	\$124,803	\$144,151	\$159,626	\$138,364	\$127,195	\$170,000	\$180,000	\$160,000
520060	Plant Supplies	\$125	\$1,415	\$2,426	\$464	\$3,519	\$1,100	\$4,000	\$5,000	\$5,000
520060	Lab Support	\$7,249	\$4,199	\$7,795	\$5,532	\$3,830	\$11,914	\$6,000	\$7,500	\$7,500
520060	Contractual Services	\$83,291	\$23,035	\$25,937	\$22,207	\$54,276	\$22,073	\$37,500	\$38,000	\$38,000
580240	Water Treatment Ops	\$216	\$46	\$39	\$39	\$2,438	\$1	\$0	\$0	\$0
		\$555,287	\$608,205	\$577,755	\$605,445	\$599,130	\$564,639	\$644,215	\$663,069	\$643,069
	Calciquest		\$14,751	\$19,795	\$28,565	\$18,428	\$13,669	\$25,000	\$25,000	\$20,000
	Fluoride		\$22,396	\$21,488	\$13,664	\$19,710	\$13,644	\$25,000	\$30,000	\$25,000
	Chlorine		\$6,700	\$6,600	\$11,471	\$12,200	\$9,200	\$10,000	\$15,000	\$15,000
	KOH		\$80,956	\$96,268	\$105,926	\$88,026	\$90,682	\$110,000	\$110,000	\$100,000
	Total S&C		\$124,803	\$144,151	\$159,626	\$138,364	\$127,195	\$170,000	\$180,000	\$160,000
		\$421,338	\$475,094	\$448,865	\$474,198	\$469,361	\$433,726	\$497,500	\$515,500	\$495,500

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Cemetery

0491

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$16,805	\$16,813	\$17,141	\$17,141	\$9,391	\$17,141	\$17,141
Cemetery PEA	\$16,805	\$16,813	\$17,141	\$17,141	\$9,391	\$17,141	\$17,141
510010 S & W - Full Time	\$7,575	\$7,723	\$8,314	\$8,314	\$8,314	\$8,314	\$8,314
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cemetery S&C	\$7,575	\$7,723	\$8,314	\$8,314	\$8,314	\$8,314	\$8,314
510010 S & W - Full Time	\$26,958	\$27,983	\$29,255	\$29,255	\$15,861	\$30,255	\$30,255
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$1,659	\$915	\$2,000	\$2,000	\$1,489	\$0	\$0
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cemetery Other	\$28,617	\$28,898	\$31,255	\$31,255	\$17,350	\$30,255	\$30,255
520010 Utility - Electricity	\$259	\$256	\$0	\$0	\$746	\$0	\$0
520020 Utility - Natural Gas	\$1,000	\$2,402	\$0	\$0	\$521	\$0	\$0
520040 Utility - Telephone	\$177	\$156	\$0	\$0	\$87	\$0	\$0
520060 Utility - Water	\$166	\$178	\$0	\$0	\$178	\$0	\$0
520070 Utility - Sewer	\$2	\$5	\$0	\$0	\$5	\$0	\$0
520080 R & M - Equipment	\$2,478	\$0	\$0	\$0	\$262	\$0	\$0
520090 R & M - Building	\$99	\$245	\$0	\$0	\$0	\$0	\$0
520100 Advertising & Binding	\$256	\$228	\$0	\$0	\$85	\$0	\$0
520130 Professional Services	\$0	\$0	\$0	\$0	\$2	\$0	\$0
520140 Rental of Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
520150 R & M - Public Property	\$738	\$43	\$0	\$0	\$409	\$0	\$0
520160 Removal Tree Trim, Rubbish	\$10,050	\$7,635	\$0	\$0	\$0	\$0	\$0
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520810 Grounds Maintenance	\$29,901	\$35,527	\$38,000	\$38,000	\$40,915	\$38,000	\$38,000
540010 Automotive	\$124	\$339	\$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	\$0	\$0	\$0	\$0	\$192	\$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	\$0	\$1,304	\$0	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$85	\$0	\$0	\$0	\$49	\$0	\$0
540150 Print Postage Stationary	\$0	\$90	\$0	\$0	\$0	\$0	\$0
540190 Custodial Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540220 Office Supplies	\$0	\$471	\$0	\$0	\$349	\$0	\$0
540230 Supplies - Not Classified	\$993	\$584	\$0	\$0	\$909	\$0	\$0
540240 Small Tools & Misc Equip	\$0	\$15	\$0	\$0	\$0	\$0	\$0
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570180 Other - Not Classified	\$115	\$1,496	\$0	\$0	\$0	\$0	\$0
Cemetery OpEx	\$46,444	\$50,975	\$38,000	\$38,000	\$44,709	\$38,000	\$38,000
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	\$99,440	\$104,408	\$94,710	\$94,710	\$79,764	\$93,710	\$93,710

**Employee Roster
Fiscal Year 2015
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							E	\$28.98	1044.00			\$30,255.12	\$30,255.12
											Cemetery	FTE	0.89	\$55,709.89
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							E	\$28.98	1044.00			\$30,255.12	\$30,255.12
Michael Rupolo	W5							D	\$22.26	40.00	\$890.40	52.20	\$46,478.88	\$46,478.88
Kevin Esposito*	W5	A	\$20.38	40.00	15.40	\$815.20	\$12,554.08	B	\$21.38	40.00	\$855.20	36.80	\$31,471.36	\$44,025.44
*Seeking 52.2 weeks in Parks, no transfer to Highway.														
														\$120,759.44
Kevin Esposito*	W5							B	\$21.38	40.00	\$855.20	39.20	\$33,523.84	\$33,523.84
SEASONAL (3)	M6													\$34,344.00
														\$34,344.00
												Parks	FTE	5.28
														\$381,876.29
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								\$14.31	800.00			\$11,448.00	\$11,448.00
Longevity Payments												Revolving	FTE	2.38
														\$100,563.89

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		

*Recommendation is based on current transfer to Highway. Supplemental budget will add (1) W-5 to be shared with Highway leaving Mr. Esposito in Parks year-round

Total FTE's	8.56
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**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Cemetery

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520810	Grounds Maintenance		\$38,000	\$38,000
Cemetery OpEx			\$38,000	\$38,000
Cemetery Equip			\$0	\$0
Cemetery			\$38,000	\$38,000

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Health

0510

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510020 S & W - Part Time	\$900	\$900	\$900	\$900	\$450	\$900	\$900
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Health PEA	\$900	\$900	\$900	\$900	\$450	\$900	\$900
510010 S & W - Full Time	\$38,874	\$39,808	\$41,128	\$41,128	\$22,477	\$41,568	\$41,568
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$350	\$0	\$0
510090 Overtime	\$257	\$242	\$0	\$0	\$87	\$300	\$300
510100 Longevity	\$0	\$63	\$63	\$63	\$0	\$63	\$63
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Health S&C	\$39,130	\$40,113	\$41,190	\$41,190	\$22,914	\$41,930	\$41,930
510010 S & W - Full Time	\$20,756	\$0	\$0	\$0	\$0	\$0	\$0
510020 S & W - Part Time	\$15,957	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$394	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Health Other	\$37,107	\$0	\$0	\$0	\$0	\$0	\$0
520040 Utility - Telephone	\$731	\$326	\$600	\$600	\$151	\$600	\$600
520050 Utility - Refuse Disposal	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520080 R & M - Equipment	\$0	\$0	\$100	\$100	\$0	\$100	\$100
520100 Advertising & Binding	\$270	\$66	\$100	\$100	\$0	\$100	\$100
520130 Professional Services	\$80,550	\$115,200	\$120,000	\$120,000	\$119,645	\$123,500	\$126,000
520160 Removal Tree Trim, Rubbish	\$275	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	<u>ACTUAL</u> <u>2012</u>	<u>ACTUAL</u> <u>2013</u>	<u>ORIGINAL</u> <u>BUDGET</u> <u>2014</u>	<u>REVISED</u> <u>BUDGET</u> <u>2014</u>	<u>EXPENDED</u> <u>TO DATE</u> <u>2014</u>	<u>DEPARTMENT</u> <u>REQUEST</u> <u>2015</u>	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> <u>2015</u>
540150 Print Postage Stationary	\$653	\$538	\$5,000	\$5,000	\$331	\$1,000	\$1,000
540170 Medical & Dental	\$315	\$1,085	\$1,150	\$1,150	\$688	\$1,500	\$1,500
540220 Office Supplies	\$375	\$355	\$400	\$400	\$170	\$400	\$400
540240 Small Tools & Misc Equip	\$187	\$461	\$500	\$500	\$45	\$500	\$500
570010 Car Allowance/Mileage	\$2,160	\$0	\$0	\$0	\$0	\$0	\$0
570020 Dues & Memberships	\$65	\$0	\$200	\$200	\$0	\$200	\$200
570030 In State Travel	\$50	\$0	\$200	\$200	\$0	\$200	\$200
Health OpEx	\$85,630	\$118,031	\$128,250	\$128,250	\$121,030	\$128,100	\$130,600
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	\$162,768	\$159,044	\$170,340	\$170,340	\$144,395	\$170,930	\$173,430

**Employee Roster
Fiscal Year 2015
RECOMMENDED**

Department: Building Inspector/Board of Health

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total	Total
Patricia Sheehan	DH 4							E			\$1,641.86	52.20	\$85,705.09	\$85,705.09
Michele Bauwens	A 3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78	\$43,397.78
Kerry Stockwell	A 3							C	\$20.30	37.50	\$761.25	52.20	\$39,737.25	\$39,737.25
														\$83,135.03
														Building Inspector Board of Health
														\$41,567.51
Louis Pepi	PT 3							E	\$28.98	30.00	\$869.40	52.20	\$45,382.68	\$45,382.68
Dawn Varjabedian	A-2	B	\$17.45	15.00	45.60	\$261.75	\$11,935.80	C	\$18.24	15.00	\$273.60	6.60	\$1,805.76	\$13,741.56
Plumbing Inspector (New Position)	PT 3	A	\$24.30	37.50	26.10	\$911.25	\$23,783.63	B	\$25.39	37.50	\$952.13	26.10	\$24,850.46	\$48,634.09
Note: New Plumbing Inspector position may require increase in plumbing fees. Matter is under review.													FTE's	3.80

Longevity Payments

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

Value of Step Increase (Stockwell)	\$1,703.03
Value of Step Increase (New Position)	\$1,066.84
Value of Step Increase (Vacant)	\$2,769.87

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Health

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$600	\$600
	Telephone service plus cell ph	600	600
520080	R & M - Equipment	\$100	\$100
	To repair office equipment	100	100
520100	Advertising & Binding	\$100	\$100
	To publish notice of regualtor	100	100
520130	Professional Services	\$123,500	\$126,000
	Landfill engineering consultant	0	2,500
	Regionalized health director	100,500	100,500
	Beaver Management, Mercury, Special Waste Disposal	2,500	2,500
	Title V Consulting/Fees offset cost - +\$2,700(FY 2013);+\$2,450(FY 2012)	20,000	20,000
	Constable Services	500	500
540150	Print Postage Stationary	\$1,000	\$1,000
	To print notice of program changes.	1,000	1,000
540170	Medical & Dental	\$1,500	\$1,500
	Supplies and syringes for clinics, cost to dispose of used syringes	1,500	1,500
540220	Office Supplies	\$400	\$400
	General Office Supplies	400	400

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540240	Small Tools & Misc Equip		\$500	\$500
		To purchase supplies for the stream sampling program and lake monitoring, environmental monitoring	500	500
570020	Dues & Memberships		\$200	\$200
		Memberships in MHOA, MEHA, and MAHB	200	200
570030	In State Travel		\$200	\$200
		For professional meetings, trainings, and conferences.	200	200
Health OpEx			\$128,100	\$130,600
Health Equip			\$0	\$0
Health SepAp			\$0	\$0
Health			\$128,100	\$130,600

WORCESTER DIVISION OF PUBLIC HEALTH
&
CENTRAL MASSACHUSETTS REGIONAL PUBLIC HEALTH ALLIANCE

Strategic Plan
2013-2017



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Acknowledgements

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Core Strategic Planning Committee	Key Stakeholders
<p>Michael Hirsh, MD, Acting Commissioner of Public Health Derek Brindisi, MPA, RS, Director of Public Health Erin Cathcart, MPH, CPH, Accreditation Coordinator Karyn Clark, MA, Chief of Community Health Kerry Clark, BA, Chief of Environmental Health and Response Seth Peters, MPH, Chief of Epidemiology and Health Protection</p>	<p>Central Massachusetts Regional Public Health Alliance staff Board of Health members from Holden, Leicester, Millbury, Shrewsbury, and West Boylston Governing officials in each municipality (listed above)</p>

Introduction

The Central Massachusetts Regional Public Health Alliance is a partnership comprised of six municipalities who are working together to protect and promote public health of their residents. The Worcester Division of Public Health is the lead agency and fiscal host for the region. The regional public health district officially formed in 2010 with financial incentive funding from the Massachusetts Department of Public Health.

In May of 2013, the Worcester Division of Public Health embarked on a strategic planning process to help guide the Central Massachusetts Regional Public Health Alliance (CMRPHA) for the next three years. Over the course of 6 months, a core steering committee comprised of a consultant and the CMRPHA's management team met weekly to develop the strategic plan. The core steering committee engaged with a broader group of stakeholders, including CMRPHA staff, municipal board of health members, and governing officials as needed to obtain their input and feedback at critical junctures in the planning process.

The current strategic plan was produced from approximately 20 planning meetings and 6 broader stakeholder dialogues. During this time, the steering committee accomplished the following activities:

- 1) Identification and engagement of key stakeholders
- 2) Development of mission, vision, and guiding principle statements
- 3) Synthesis and communication of organizational mandates for stakeholders
- 4) Environmental scan, including review of current fiscal data, community health assessment and community health improvement plans, and input from participating municipalities
- 5) SWOT exercise with CMRPHA staff
- 6) Elicitation of feedback on the CMRPHA from board of health members and some governing officials in each participating municipality
- 7) Review of all information gathered during activities identified above to identify strategic priorities
- 8) Development of goals and objectives for each strategic priority
- 9) Development of an implementation plan
- 10) Review and approval of strategic plan with all key stakeholders

Strategic planning processes are not only good practice, but also a requirement of the National Public Health Accreditation Board. The CMRPHA is striving to be an accredited public health department by 2015. We believe that accreditation will create a framework that will help the CMRPHA maintain a focus on high quality service delivery and continuous quality improvement processes. As one of the first local public health departments in Massachusetts to begin the accreditation process, we believe our lessons learned will be of use to others.

Mission:

The mission of the Worcester Division of Public Health/Central Massachusetts Regional Public Health Alliance is to improve, promote, and protect the health and safety of residents in participating Massachusetts municipalities through the formation of strong community and academic partnerships, data-driven decision-making, and delivery of high quality public health services.

Vision

The Central Massachusetts Regional Public Health Alliance will be a nationally recognized model for an efficient, effective, and equitable regional public health system in the healthiest region in New England.

Guiding Principles

- 1) Fulfill all statutory responsibilities, enforce laws, and assure compliance with regulations that protect the public's health and ensure safety
- 2) Adopt and integrate the Institute of Medicine's three core public health functions of assessment, policy development, and assurance and the Ten Essentials of Public Health as the framework for a systems approach to carrying out public health functions
- 3) Provide leadership to foster collaboration and coordination among the many partners in the region's public health system
- 4) Promote and advocate for policies, programs, and practices that advance health equity and contribute to the elimination of health disparities
- 5) Engage and include residents, community and health care providers, academics, business owners, faith leaders, the media, and government officials in public health improvement efforts, including assessing public health needs and resources, setting priorities, planning interventions, and evaluating effectiveness and progress
- 6) Base public health policy, practice, priorities, and evaluation on evidence and science; use a population-based approach to determine public health needs and effectiveness of interventions
- 7) Utilize performance measures to improve and sustain high quality employees and a public health department committed to continuous quality improvement
- 8) Create an organization committed to being at the forefront of public health learning through the formation of academic partnerships and investment in the public health workforce

Environmental Scan

As part of the strategic planning process, the steering committee reviewed a range of information about the CMRPHA and the communities in which it provides public health services. This information included the following:

- 2012 Community Health Assessment
- 2013 Community Health Improvement Plan
- Current fiscal data
- Survey report on the satisfaction with the CMRPHA from the perspective of staff, BOH members, and a few governing officials

2012 Community Health Assessment

In 2012, the Division of Public Health worked in collaboration with UMass Memorial Medical Center to conduct a comprehensive assessment of the health-related assets and needs of residents served by the CMRPHA. In each municipality, approximately 2 out of 10 residents is under the age of 19 and 1 out of 10 is age 65 or older. The assessment identified large variation in the racial/ethnic diversity of the area, ranging from 7% in Holden identifying as non-white to 40% in Worcester. Although there are variations across municipalities, there were consistent issues that emerged from the qualitative and quantitative data.

The following areas emerged from epidemiological and community survey data as being some of the greatest health concerns in the region:

- 1) Overweight and Obesity
 - 63.1% of adults in Worcester report being overweight or obese
 - 25.6% of adults report eating 5+ fruits/vegetables per day as recommended
- 2) Substance Abuse/Mental Health
 - 6% of adults report heavy drinking
 - 16% of adults are current smokers
 - 18.6% of 12th grade students reported using non-prescribed medication at least once
 - 43.4% were not satisfied with the availability of drug/alcohol treatment for youth
 - 13% of adults reported 15 or more days of poor mental health in the past month
- 3) Poor Health Outcomes
 - Leading causes of death are cancer and circulatory diseases
 - Most common chronic diseases: high cholesterol and hypertension; 36% of adults have been diagnosed with high cholesterol
- 4) Health Care Access and Utilization
 - 44.5% of survey participants reported not being satisfied with transportation to health services
 - Survey respondents also highlighted lack of evening/weekend office hours as a barrier to care

Information from the Community Health Assessment was shared via community forums with a broad spectrum of community members. Findings were used as the basis for the Community Health Improvement Plan.

2012 Community Health Improvement Plan

In late 2012, the City of Worcester Division of Public Health, UMass Memorial Medical Center, and Common Pathways (a Healthy Communities coalition), utilized the information learned through the Community Health Assessment conducted for Worcester, Holden, Leicester, Millbury, Shrewsbury, and West Boylston to develop a comprehensive community health planning effort. The priority areas outlined in the Community Health Improvement Plan are as follows:

- 1) Create an environment and community that support people's ability to make healthy eating and active living choices that promote health and well-being
- 2) Foster an accepting community that supports positive mental health and reduces substance abuse in a comprehensive and holistic way for all who live, learn, work, and play in the Greater Worcester region
- 3) Create a respectful and culturally responsive environment which fosters prevention, wellness, and access to quality comprehensive care for all
- 4) Improve safety, reduce violence and injury, and inform public perceptions by educating and mobilizing the community around effective, targeted prevention, and intervention strategies
- 5) Improve population health by systematically eliminating institutional racism and the pathology of oppression/discrimination by promoting equitable access to, and use of, health promoting resources in the community, and significantly reducing the structural and environmental factors that contribute to health disparities.

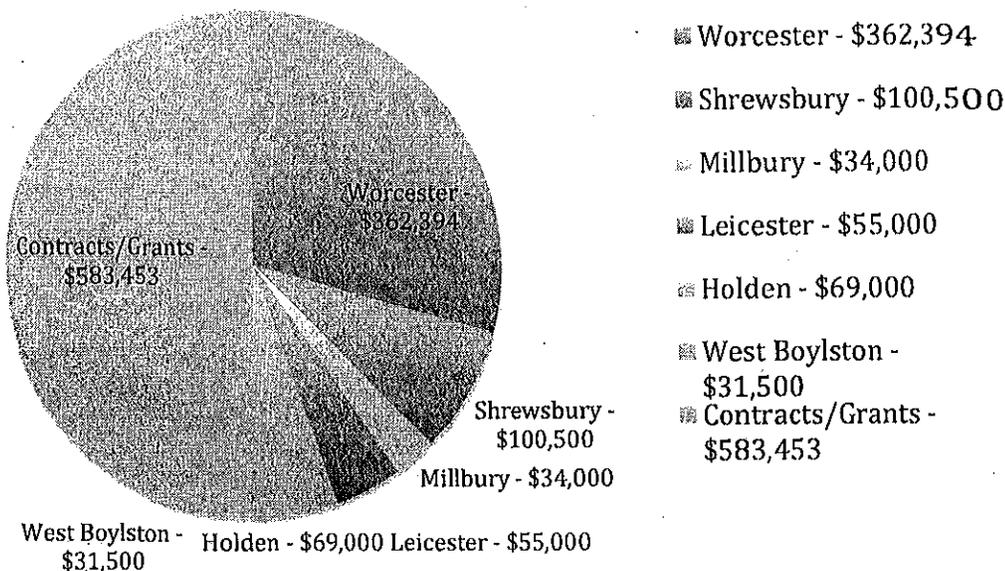
Implementation of the Community Health Improvement Plan in all CMRPHA municipalities is a major strategic goal for the public health department over the next 3 years. Goals 1 and 2 of the Strategic Plan outline goals and objectives that will help develop an effective and efficient infrastructure to address CHIP priority areas. Goals 3 and 4 outline cross-cutting goals, objectives, and strategies that will support the implementation of activities outlined in the CHIP.

Fiscal Overview

IN FY14, the CMRPHA's operating budget was approximately \$1.34 million. About half of the revenue comes from municipal contributions and half from contracts and grants (see figure 1). The CMRPHA has a good track record of supporting community health improvement programs and services through grant revenue. The majority of grant revenue is directly from or passed through the Massachusetts Department of Public Health.

Figure 1

CMRPHA FY14 Operating Budget



Total Operating Budget for the CMRPHA = \$ 1,372,847

- Municipal Contributions = \$652,394
- Grants = \$ 583,453 (excluding project-related expenses and contract positions)

The operating budget does not include \$661,506 for county-wide emergency preparedness funds that are distributed to municipalities in the county. It also does not include approximately \$317,617 for grant-related expenses. At the time of the core steering committee's review of the fiscal data, an assessment of fiscal sustainability had not been conducted. There was an identified need to develop a business plan outlining the budget for programs, services, operations and infrastructure as well as sources of revenue to support each domain.

Satisfaction with CMRPHA Services

In 2012, the multi-site evaluator (Institute for Community Health) conducted an annual survey with key stakeholders involved in each of the groups of municipalities who are implementing regional public health service delivery plans. The CMRPHA had a tailored report based on input from their key stakeholders.

A total of 21 individuals actively involved with the CMRPHA completed the survey, resulting in a 78% response rate. Slightly more than half (52%) of participants were board of health members, 24% governing officials, and 32% staff. Approximately 52% of participants reported that they were active in implementing the regional public health model.

All participants reported that the CMRPHA has a strong mission and most felt that the collaboration was on track for meeting its goals. Those who did not indicate this reported that they did not know. The vast majority of participants also reported that the regional meetings are well run, with information communicated regularly and in a timely fashion. After one year of implementation, the majority of participants reported feeling that the quality of public health services in their municipality had increased as well as the number of services offered to residents. Areas for improvement included increasing role clarity for all stakeholders of the CMRPHA and greater transparency in how decisions are made.

A second survey will be administered at the end of 2013. The results of the second survey will be compared to the first to identify any changes in responses among participants.

Results of SWOC and SWOC-like Activities

In August, and September of 2013, the consultant engaged regional public health employees, board of health members, and governing officials to identify the strengths, weaknesses, opportunities, and challenges (SWOC) of the CMRPHA. Members of the core steering committee attended each meeting and engaged with each stakeholder group as participants. Below is an overview of key findings from the SWOC activities.

CMRPHA Staff

In August, 2013, the consultant facilitated a SWOC exercise with regional public health staff to understand what they experience on the frontlines of regional public health service delivery. Nearly all staff participated in the discussion. Below is a summary of main points distilled from the exercise.

Summary of Priority Areas

What is working well?

- CMRPHA employees are dedicated, hard working, and multi-skilled. Newer focus on hiring multi-functional staff has helped expand the capacity of the CMRPHA
- Strong recognition among staff of the importance of delivery high quality public health services. Workforce development and standardization of practices are priorities
- CMRPHA has strong and diverse partnerships with local hospitals, health centers, and community organizations; these partnerships can help bring resources to all participating municipalities
- The Community Health Assessment and Community Health Improvement Plan for the region has helped focus the work of the CMRPHA. The work is data driven, with standards for accountability and measures of effectiveness

What needs improvement?

- The CMRPHA needs standard operating procedures and consistent reporting protocols to ensure consistent, quality work in every municipality. These protocols and procedures will require some shifts and adjustments at the municipal level.
- Moving from an independent to regional public health service delivery model requires more than a financial shift. It also requires a cultural shift. All participating

municipalities, including elected officials and BOH members, do not share the same vision of the CMRPHA. This lack of shared vision creates:

- Inefficiencies in how work is allocated and performed;
- Confusion about reporting structures
- Relatively large differences in the provision of non-mandated public health services (e.g., chronic disease prevention, healthy weight promotion, prevention of harm associated with substance use, etc.) in each municipality
- The CMRPHA staff struggle with engagement of governing board members and other municipal decision-makers; Staff would like to have more active and interactive input to guide the direction of the CMRPHA

Top Priority Areas for CMRPHA Staff

- Develop protocols and procedures for all regional public health staff to maximize efficiency and ensure consistency in the quality and delivery of service
- Obtain national accreditation from the Public Health Accreditation Board (PHAB)
- Develop financial and organizational sustainability plans for the CMRPHA, which include diversified grant funding, municipal funding, and revenue from fees and fines (as appropriate)
- Increase visibility of CMRPHA in each participating municipality; develop strategies for governing officials (elected leaders and BOH members), community organizations, and residents
- Improve engagement with the regional governing board and elected officials and develop strategies to support their active participation in the work of the CMRPHA
- Leverage community, health, and public health partnerships to expand prevention and health promotion work in every participating municipality

A summary of staff's perspectives on what is currently working well and what needs improvement was shared with board of health members and some governing officials in each participating municipality. A modified version of the SWOC was conducted in each municipality during a regularly scheduled board of health meeting. Input from each meeting was recorded and summarized, producing an aggregate overview of the existing strengths and challenges of the regional public health work.

Board of Health and Governing Officials

By and large, board of health members and governing officials agreed with the strengths of the CMRPHA identified by regional staff. In addition, many reported that the capacity of their towns to meet the diverse needs of residents has expanded since joining the CMRPHA. Not only are they able to provide inspectional services, but also more health and wellness education and programming.

There were also a number of challenges that surfaced during these conversations. These challenges were largely identified as being developmentally appropriate for such a major infrastructure shift. Priorities that were identified based on these challenges are as follows:

- Improve front line systems so that residents and town staff have a clear understanding of how to request and respond to requests for services and/or information
- Ensure that BOH members and other key stakeholders are aware of the programs and services that the CMRPHA staff provide in municipalities and can appropriately direct people to these programs/services/information.
- Increase visibility of the CMRPHA among residents, community organizations, and other government service providers
- Define roles and responsibilities of CMRPHA staff in relation to other municipal services (e.g., emergency preparedness and response, school health); integrate key staff into strategic conversations or meetings as appropriate.
- Develop strategies to monitor scopes of work for CMRPHA staff in each municipality across the region. Town managers and BOH members should know what to expect in terms of service delivery and how to know if the CMRPHA is meeting its goals
- Ensure that there is strategic growth so that each participating municipality continues to get the same high quality service

After completing the SWOC exercise with all key stakeholders, a joint meeting was held to discuss what was learned. During this meeting, stakeholders were asked to begin defining strategic priorities for the next three years and brainstorm strategies to address these priorities. This exercise helped the core steering committee define goals and objectives for the CMRPHA for the next 3 years.

Goals and Objectives for Next 4 Years

The following goals and objectives were created with the vision and mission in mind. In particular, the core steering committee used the following question as a guide for selecting goals and objectives: "Based on the information we have learned during the data gathering process, what does the CMRPHA need to work on in order to have an efficient and effective regional public health delivery system in 4 years?" The core steering committee worked together over a course of 5 meetings to develop the goals and objectives listed below.

It is important to note that implementation of the Community Health Improvement Plan (CHIP) is a major priority of the Division of Public Health and collaborating partners. The work that the Division is responsible for implementing is reflected primarily in Goals 4 and 5. However, the steering committee also acknowledges that Goals 1, 2 and 3 are critical for the successful implementation of the CHIP in all CMRPHA municipalities. Goals or indicators of success that relate directly to specific CHIP strategies are marked with an *.

Goal 1: Build a Strong, Accredited Regional Public Health Department	Indicators of Success	Timeline
Objective 1.1 – Assure high quality, well trained public health professionals are working in collaboration with every municipality in the region		
Strategies		
1.1.1 Conduct an assessment of staff education, including licenses, skills, and self-reported and observed challenges	Standardized assessments are on file for every employee	Baseline by June 1, 2014; Within 3 months of employment for new employees
1.1.2 Supervisors will develop individualized professional development plans for their staff that will be reviewed every 6 months and updated annually	Standardized professional development plans are on file for every employee	Baseline by August 30, 2014; Within 4 months of employment for new employees
1.1.3 CMRPHA management team will identify cross-cutting professional development areas and organize at least 1 all staff training per year	Cross-cutting professional development needs are discussed and highest priority needs are indicated in meeting notes Sign in sheets for staff trainings; Training slides/curriculum on file	July 15 th of every year First by December 15, 2014
Objective 1.2 – Develop a performance management system that ensures the regional health department is accountable for achieving its annual goals and objectives		
Strategies		
1.2.1 Complete performance management training with all staff	Training curriculum filed and log of staff participants	January, 2014
1.2.2 Complete multi-day intensive training for senior management team	Training curriculum filed and log of staff participants	February 2014
1.2.3 Complete Public Health Foundation's Turning Point Self-Assessment for Performance Management	Self-Assessment worksheets completed	March 1 2014
1.2.4 Develop a detailed performance management plan that details leadership and staff roles and responsibilities; objectives and standards for measuring progress toward milestones; methods, tools, and processes for measuring, tracking, and reporting performance; and timelines for completion	Performance management plan has all elements required for PHAB accreditation; Plan is reviewed with all staff and available electronically on department server.	May 1, 2014
1.2.5 Train all staff on performance management system plan, including specific components that they are responsible for in their work	Log in sheet for training attendance	June 30, 2014
Objective 1.3 – Standardize Operating Policies and Procedures		
Indicators of Success		
Timeline		

<p>Strategies 1.3.1 Each program chief will conduct an assessment of current practices in public health service delivery; Program chiefs will work with their staff to develop consensus on best practices for each service area</p>	<p>Meeting minutes detailing discussion with staff</p>	<p>Jan-Mar, 2014</p>
<p>1.3.2 Program chiefs will draft operating procedures based on agreed upon best practices and review the procedures with staff</p>	<p>Draft standard operating procedures and protocols</p>	<p>March 2014</p>
<p>1.3.3 Adopt final operating procedures; Ensure documentation of operating procedures is available to all staff electronically (shared folders on server) and in paper form (binders)</p>	<p>Written standard operating procedures that are reviewed and signed by each staff and the board of health chair in each municipality</p>	<p>April 2014</p>
<p>1.3.4 Program chiefs will conduct quarterly (minimally) checks to assure compliance with operating procedures; provide additional training as needed</p>	<p>Completed compliance check form with program chief's signature</p>	<p>Jan, Apr, Jul, Oct, Dec each year</p>
<p>1.3.5 Develop a training strategy to ensure that all new staff are appropriately informed of standard operating procedures and expectations</p>	<p>Signature of supervisor and staff member on new employee orientation form that protocols and procedures have been reviewed</p>	<p>As needed</p>
<p>Objective 1.4 Create an infrastructure that supports continuous quality improvement efforts in all programs and services offered by CMRPHA</p>	<p>Indicators of Success</p>	<p>Timeline</p>
<p>Strategies 1.4.1 Develop a written quality improvement plan for the health department, which minimally includes vision for quality in the organization, governance structure, training strategies, process for selecting quality improvement projects, a QI plan template (e.g., problem statement, assessment, goals, objectives, measures, time frames), and expectations for monitoring quality improvement projects; plan is available electronically and in hard copy to all staff</p>	<p>QI plan and templates are completed and shared with all staff</p>	<p>May 2014</p>
<p>1.4.2 Program chiefs will review documentation of program and service delivery efforts 2 times a year and ensure that it is happening consistently and with high quality</p>	<p>Standard worksheet or "dashboard" that accompanies goals and objectives for each service area is complete; quality of documentation is assessed using a 5 pt scale</p>	<p>First review by October 15, 2014 then every April and October thereafter</p>
<p>1.4.3 Develop and implement two types of trainings on quality improvement methods: 1) a basic orientation to quality improvement methods for current staff (year 1) and new staff (on-line after the initial basic training (e.g. Online trainings available from the New York State Health Department); 2) booster trainings on quality improvement methods for all CMRPHA staff that will be provided on an annual basis and based on previous quality improvement projects.</p>	<p>Training curricula in PPT or other format on file electronically and in hard copy</p>	<p>Baseline training completed by May 15th, 2014; Booster training offered by December 1st each</p>

		year
1.4.4 Develop at least 2 regular internship opportunities for data synthesis and analysis to build capacity of continuous quality improvement efforts	Internship postings with general description of QI responsibilities; name and college affiliation of interns hired to fulfill responsibilities	Fall and Spring/Summer each year
Objective 1.5 Implement Performance Management and Quality Improvement Systems	Indicators of Success	Timeline
Strategies		
1.5.1 Each program chief will develop annual goals, standards, objectives, targets, and indicators and measurable outcomes for their service area in collaboration with staff in accordance with performance management plan	Standardized worksheet detailing goals and outcomes is complete; staff who participated in goal development listed on worksheet	April 15 each year (aligned with annual budget to City of Worcester)
1.5.2 The goals and outcomes for each service area will be reviewed with all staff and approved by the senior management team	Worksheet is signed by the Director of Public Health	April 30 th each year
1.5.3 Each program chief will be responsible for conducting a review of progress towards goals and outcomes every 6 months with their staff	Performance dashboard completed with 5 point rating scale (no progress to completion) applied to each goal; progress notes; next steps detailed	October and April of each year
1.5.4 Program chiefs will develop a quality improvement plan in areas where there is not sufficient progress towards goals	QI plan is complete in accordance with the standard template (see 1.3.1)	As needed

Goal 2: Develop a Sustainable Regional Public Health Service Delivery Model	Indicators of Success	Timeline
Objective 2.1 Create a business plan that outlines projected operating costs for the CMRPHA over the next 3 years, potential sources of revenue, and estimates of the targeted amount of revenue from each source		
Strategies		
2.1.1 Conduct a time-motion study in each public health service area to systematically document the time and resources needed to perform current public health functions and services	Up to 4 weekly time sheets for each program/service area detailing work activities, time, and resources needed	February 2014
2.1.2 Engage a pro bono consultant (e.g., Catch a Fire) to develop a business plan that outlines projected revenue needs over the next 3 years based on results of time motion study and estimated staff time and resources for future work. Develop estimates of funding potential from different sources (e.g., municipal contributions, fees/fines, contracts and grants, donations) and establish fund raising goals for each funding source	Written business plan	January 2015
2.1.3 Share the business plan with board of health members, governing officials, staff, and key stakeholders and obtain approval from the governing board	Item on board of health agendas and summary of conversation in meeting minutes	Feb-Mar, 2015
2.1.4 Monitor progress towards revenue generation goals on an annual basis	Use same PM dashboard as above	July 2015
Objective 2.2 Diversify funding to maximize revenue potential		
Indicators of Success		
Timeline		
Strategies		
2.2.1 Standardize revenue from fees and fines across each participating CMRPHA municipality	Fee schedules for each town	December 2014
2.2.2 Work in collaboration with at least one academic partner to identify and secure funding for a participatory research study that will improve the programs, services, and/or operational functions of the health department	Grant proposals and contracts/subcontracts	December 2015
2.2.3 Maintain grant funding for existing community health programs focused on healthy weight and active living, tobacco control, emergency preparedness, substance abuse prevention and intervention, and health equity initiatives	Grant proposals and contracts/subcontracts	On-going
Objective 2.3 Develop at least 2 continuous quality improvement initiatives each year focused on the improvement of programs/services and administration		
Indicators of Success		
Timeline		

<p>Strategies 2.3.1 Program chiefs are responsible for continually monitoring progress of the services under their purview toward goals and outcomes. On a quarterly basis, program chiefs will work with their staff to identify service areas in need of improvement using the performance standards dashboard. Quality improvement needs will be brought to the management team and discussed. Resources for at least one project will be allocated per year to support a Plan-Do-Study-Act quality improvement study. The study will comply with the standard procedures and expectations of a quality improvement initiative outlines in Objective 1.3</p>	<p>Description of potential quality improvement projects for each program submitted to the Director of Public Health quarterly;</p> <p>Quality improvement plan developed in accordance with the CMRPHA's quality improvement plan standards;</p> <p>Note: The QI project(s) selected to meet this objective should be aligned with Objective 1.5.4</p>	<p>Quarterly beginning July 2014</p> <p>Annually</p>
<p>2.3.2 On an annual basis, the CMRPHA's governing board will discuss the administrative strengths and challenges associated with service delivery in each municipality. The governing board will select one improvement area per year. The health director will oversee the development and implementation of a quality improvement project. The study will comply with the standard procedures and expectations of a quality improvement initiative outlines in Objective 1.3</p>	<p>Quality improvement plan developed in accordance with the CMRPHA's quality improvement plan standards</p>	<p>Discuss potential projects at Spring quarterly meeting, complete projects by Fall quarterly meeting</p>
<p>Objective 2.4 Develop effective and efficient communication strategies with governing officials, board of health members, and residents within each town to ensure that they have the information and tools necessary to promote and protect public health</p>	<p>Indicators of Success</p>	<p>Timeline</p>
<p>Strategies 2.4.1 Develop a central website for the CMRPHA where public health service, education, and event information can be provided to residents, staff, and governing officials in real time; assure that at least 2 CMRPHA staff have the capacity to post and update information on the website</p>	<p>Complete CMRPHA website</p>	<p>March 2014</p>
<p>2.4.2 Identify dissemination and communication strategies that are appropriate for different stakeholders across participating municipalities</p>	<p>Recommendations documented in governance, BOH meeting minutes and/or updates to communication plan</p>	<p>Bi-annual review</p>
<p>2.4.3 Develop standards for participating municipalities for how information about public health events, services, resources, and alerts will be communicated to the public</p>	<p>Standards for communication protocols are detailed in the Operating Policies and Procedures Manual (Objective 1.4)</p>	<p>May 2014</p>
<p>2.4.4 Develop quarterly reports for board of health and governing officials highlighting major accomplishments and upcoming events</p>	<p>Quarterly reports are filed in accordance with public meeting laws and included in meeting minutes</p>	<p>Quarterly, beginning January 2014</p>

Goal 3: Mobilize Community and Academic Partnerships	Indicators of Success	Timeline
Objective 3.1 Develop a community wellness coalition in each CMRPHA community		
Strategies		
3.1.1 Identify key stakeholders in each municipality who are important to the promotion of public health, including representatives from hospitals, health centers, schools, after school programs, and senior services	List of key stakeholders, including names, institutional affiliation, expertise, and contact information	June 2014
3.1.2 Convene key stakeholders at least quarterly to serve as community wellness advisors; discuss public health issues of importance based on local or regional epidemiological data, emerging health issues and trends, and state or national recommendations	Meeting agendas; meeting minutes with participants, institutional affiliations, and major topics discussed	Quarterly for each municipality beginning Sept., 2014
3.1.3 Community wellness advisory board members disseminate public health information, promote health and wellness activities, and support the creation and implementation of projects associated with the CHIP	Documentation of dissemination (posters, brochures, web-postings, social media etc.)	Ongoing
Objective 3.2 – Play a leadership role in the development of the Center for Public Health Practice, a collaborative effort of the health department and local colleges/universities designed to improve the education of public health students and prepare them for entry into local public health professions		
Strategies		
3.2.1 Develop formal MOUs with at least 2 colleges/universities which specify roles and responsibilities for the operation of the Center for Public Health Practice	Formal MOUs signed by the Commissioner of Public Health and Deans of collaborating schools	June 2015
3.2.2 Provide structured experiential learning opportunities for up to 8 public health or community health students each year that will help launch careers in local public health	Employee files that include names of students, college affiliation, description of internship, and length of time involved with CMRPHA	Core internship descriptions created by August 2014; posted every Fall/Spring/Summer as needed
3.2.3 Provide at least 3 lectures per year for each participating program on local public health matters	PPT or lecture notes for each class, including class name, college, date	As requested, beginning Fall 2014

Goal 4: Play a Leadership Role in the Development of Healthy Communities	Indicators of Success	Timeline
Objective 4.1 Oversee implementation of the Community Health Improvement Plan		
Strategies 4.1.1 Convene and facilitate (when appropriate) community meetings associated with each CHIP domain; participate in key stakeholder meetings for each CHIP domains	Meeting agendas and minutes, including participants and primary topics discussed	On-going as-needed
4.1.2 Create a project management infrastructure for each domain and document major roles and responsibilities for key stakeholders, targeted activities, and timelines associated with each activity	Performance management plan (in accordance with standards established by Objective 1.2) created for each CHIP domain	July 2014
4.1.3 Provide administrative oversight of each component of the CHIP, including management of grants that support activities, assessment of progress towards goals, and development of corrective action plans as needed	Review of project management plan with CHIP domain conveners 2 times per year to assess progress towards goals; Progress documented and strategies for improvement noted	June and December each year
Objective 4.2 Support the use of data-driven decision making to inform programs, services, policies and other activities associated with the Community Health Improvement Plan		
Strategies 4.2.1 Work in collaboration with domain conveners to assure the collection and analysis of epidemiological data required for each CHIP domain	Indicators of Success 1) Youth Risk Behavior data is analyzed and reported to CHIP domain workgroups, community wellness coalitions, other key stakeholders and other committees on a bi-annual basis (minimally including tobacco, alcohol, prescription drug abuse, exposure to violence, and fruit and vegetable intake)* 2) Annual report summarizing hospitalizations associated with interpersonal and community violence-related indicators in each community* 3) Annual report summarizing prevalence and types of fall related injuries in each community* 4) Annual report on the number of motor vehicle-related injuries in each community* 5) Annual report on the number of residents with a primary care provider in	Timeline Annually, and as needed

	each community*	
4.2.2 WDPH/CMRPHA's epidemiology staff will meet regularly with domain conveners and CHIP support staff to identify additional data needs and support data analysis	Attendance logs and meeting minutes	As needed, minimally quarterly
4.2.3 Epidemiological data for key CHIP domains is reviewed annually by the management team to assess progress towards goals	Completion of performance management dashboard for each CHIP domain	December, annually
Objective 4.3 Design and implement public education campaigns that promote health and wellness in accordance with the Community Health Improvement Plan	Indicators of Success	Timeline
4.3.1 Review published and gray literature for evidence-based public education campaigns for public health issues relevant to CHIP domains	Brief summaries of effective campaign strategies, including content and modes of dissemination	Annually, as needed
4.3.2 Share evidence based strategies with key stakeholders (e.g., community wellness coalitions) in each municipality	Meeting minutes	Annually, as needed
4.3.3 Community wellness coalitions or other coalitions will select a public education campaign based on best available evidence and knowledge of community relevance	Meeting minutes with details of rationale for content and approach for community education campaign	Annually, as needed
4.3.4 Implement public education campaigns for relevant CHIP domains*	<ul style="list-style-type: none"> • Mental health awareness campaign • Substance abuse campaign* • Obesity prevention/healthy weight promotion* 	Annually, as needed (some topics may overlap with national campaigns e.g. Recovery month in September)
Objective 4.4 Build the capacity of community-based providers and residents to advocate for improvements in the health and well-being of residents	Indicators of Success	Timeline
4.4.1 Develop goals, objectives, and indicators of success for each training	Worksheet adapted from performance management template completed	Annually, First by June 2014
4.4.1 Identify evidence-based trainings to support the development or implementation of CHIP objectives*	Identification of evidence-based trainings for: Public policy-making; Social determinants of health; Signs and symptoms of mental health issues. * Create written summaries of each training along with training curriculum (if available)	Annually, First by June 2014
4.4.2 Review evidence-based trainings with community wellness coalitions or other key collaborating partners; Select a training to adopt, noting anticipated changes needed to	Discussion recorded in meeting minutes	Annually, First by June 2014

make it appropriate for the targeted audience		
4.4.3 Provide or facilitate at least 2 community-based trainings per year e.g. Training for clinical providers regarding safe prescribing practices for opioids and narcotics*, training for front line agencies such as schools, clergy and law enforcement to identify and handle emergency mental health issues*	Training curriculum is on file in appropriate CHIP folder; Participant logs with date, time, location and participant names	Annually, First by June 2014
4.4.4 Evaluate trainings to assess participant satisfaction and achievement of training goals	Completed surveys entered and analyzed; brief report with summary findings shared with planning committee	Annually, First by June 2014
Objective 4.5 Facilitate the development of at least one public policy that will improve public health per year	Indicators of Success	Timeline
4.5.1 Develop a clear statement of the policy problem to be addressed, including evidence of the problem (epidemiological or clinical data) and assumed root causes	Written statements or reports (eg. Completed Health Impact Assessments)	Annually, issues identified by April each year
4.5.2 Investigate and identify evidence-based policies that may be appropriate for the local issue	Description of policies and associated evidence of effectiveness, could be included in a Health Impact Assessment	Annually, and as needed
4.5.3 Work in collaboration with community wellness coalitions, other municipal departments, and/or other coalitions to develop policy ideas	Meeting minutes and attendance logs	Annually
4.5.4 Work in collaboration with city legal counsel to draft policies e.g. Those outlined in the CHIP: complete streets policy*, joint use agreements*, smoke-free campuses*	Draft policy	Annually
4.5.5 Mobilize policy-makers to support policies	Contact logs describing outreach and education efforts to policymakers; copies of policies entered for consideration and adopted	As needed

Goal 5: Assure Conditions for Safe and Prepared Communities	Indicators of success	Timeline
Objective 5.1 Assure each municipality has an up-to-date PHAB compliant all hazards plan that includes emergency dispensing site information and continuity of operations		
5.1.1 Review public health all-hazards plans for each municipality; identify areas in need of changes/updates and draft changes	Meeting Minutes with related agenda item; draft plan showing suggested changes	August 2014
5.1.2 Review draft changes/updates with emergency managers in each municipality; make modifications as appropriate	Meeting minutes with related agenda items, draft plan showing suggested changes	August 2014
5.1.3 Assure updated emergency dispensing site (EDS) plans are integrated into all hazards plans and the electronic comprehensive emergency management plan (eCEMP)	Completed all-hazards plans that include EDS plans	August 2014
5.1.4 Hold an educational forum for persons responsible for emergency management in participating alliance municipalities (eg. healthcare institutions, schools, government offices, and others) to inform them of established emergency protocols and procedures, including communications, situational awareness, resource sharing, and recovery	Meeting Minutes with related agenda item, sign-in sheets showing attendees	First by August 2014; annually after that
Objective 5.2 Ensure that there is a robust infrastructure in each municipality to respond to and recover from public health emergencies	Indicators of Success	Timeline
Strategies 5.2.1 Develop relationships with emergency managers in each municipality	Meeting Minutes with related agenda items, inclusion of CMRPHA in emergency preparedness meetings and discussions	As needed
5.2.2 Revise the strategy for 24/7 emergency response coverage by obtaining hotline number that any individual can call to reach someone on the CMRPHA staff during emergencies; create a week-long on-call rotation to ensure continuous coverage	Active hotline with evidence of distribution to communities (website posting, training etc.) Completed staff coverage schedule	August 2014
5.2.3 Verify that the CMRPHA hotline number is included in the all hazards plans for each municipality	Hotline number and instructions for use in each AH-EOP	August 2014
5.2.4 Conduct an annual drill to test emergency response systems	Completed After Action reports for each drill	September 2014 September 2015 September 2016
Objective 5.3 Improve personal preparedness of residents in each municipality	Indicators of Success	Timeline

Strategies 5.3.1 Conduct an annual personal preparedness campaign that includes information about emergency supplies for the home, the importance of establishing communication strategies with loved ones, and key sources of information during emergencies	Educational material distributed and on file	September 2014 September 2015 September 2016
5.3.2 Increase the number of residents with disabilities who are registered with local emergency management directors by 20%	Data report showing difference in number of people registered between baseline and year 1	January 2015

Monitoring the Strategic Plan

Each strategic priority area will have an associated work plan to guide implementation and keep the CMRPHA on track to achieve its objectives within the identified timeframes.

The senior management team, under the leadership of the Commissioner and Director of the Central Massachusetts Public Health Alliance will be responsible for monitoring the progress made towards goals, objectives and strategies outlined in the Strategic Plan.

Every 6 months, the senior management team will review their respective work plans and assess progress made towards goals and objectives.

This strategic plan is a living document. Modifications that are needed will be discussed during bi-annual progress debriefs. Changes that are required or recommended will be made in the master document and updated with a new version date. The senior management team will be responsible for updating staff and other key stakeholders of progress towards goals and objectives and any changes made to the plan. On an annual basis, the Director will be responsible for creating a Strategic Plan Annual Report in accordance with PHAB requirements.

The next strategic planning process is anticipated to take place in 2017. As with the current strategic plan, the next will follow the completion of the 2016 Community Health Assessment and an assessment of the Community Health Improvement Plan. As new public health issues and challenges emerge, the strategic planning process will be used to identify the resources and activities needed for the CMRPHA to effectively and efficiently respond.

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Council on Aging

0541

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$75,238	\$77,278	\$77,575	\$77,575	\$42,503	\$77,575	\$77,575
510080 Sick Leave Plan II	\$583	\$1,189	\$0	\$0	\$1,486	\$0	\$0
510100 Longevity	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Council on Aging PEA	\$76,071	\$78,717	\$77,825	\$77,825	\$44,239	\$77,825	\$77,825
510010 S & W - Full Time	\$53,904	\$47,735	\$62,530	\$62,530	\$21,473	\$57,644	\$57,710
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510080 Sick Leave Plan II	\$732	\$448	\$0	\$0	\$598	\$0	\$0
510100 Longevity	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Council on Aging S&C	\$54,886	\$48,433	\$62,780	\$62,780	\$22,320	\$57,894	\$57,960
510020 S & W - Part Time	\$65,109	\$55,255	\$76,778	\$76,778	\$29,534	\$62,848	\$62,848
Council on Aging Other	\$65,109	\$55,255	\$76,778	\$76,778	\$29,534	\$62,848	\$62,848
520040 Utility - Telephone	\$2,447	\$2,450	\$2,600	\$2,978	\$2,544	\$2,600	\$2,600
520080 R & M - Equipment	\$0	\$150	\$500	\$500	\$0	\$500	\$500
520100 Advertising & Binding	\$0	\$0	\$50	\$50	\$0	\$50	\$50
520110 Hospital & Medical	\$600	\$795	\$600	\$600	\$150	\$600	\$600
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540010 Automotive	\$0	\$0	\$100	\$100	\$0	\$100	\$100
540140 Books Periodicals Subs	\$3,023	\$1,885	\$3,200	\$3,200	\$895	\$3,200	\$3,200
540150 Print Postage Stationary	\$499	\$557	\$250	\$250	\$0	\$250	\$250
540220 Office Supplies	\$2,775	\$2,743	\$1,750	\$1,750	\$1,213	\$1,750	\$1,750
570010 Car Allowance/Mileage	\$5,127	\$5,104	\$5,600	\$5,600	\$2,435	\$5,600	\$5,600
570020 Dues & Memberships	\$218	\$1,382	\$950	\$950	\$81	\$4,950	\$4,950
570030 In State Travel	\$0	\$25	\$500	\$500	\$605	\$500	\$500

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
Council on Aging OpEx	\$14,689	\$15,091	\$16,100	\$16,478	\$7,923	\$20,100	\$20,100
Council on Aging	\$210,755	\$197,496	\$233,483	\$233,861	\$104,016	\$218,668	\$218,733

**Employee Roster
Fiscal Year 2015
REQUESTED/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
Walter Rice*	A-2								\$19.92	18.00	\$358.56	52.20	\$18,716.83	\$18,716.83	0.48
* Position is currently not on a A Salary Scale so this rate of pay is subject to change												FTE's	1.00	\$57,710.23	
Driver #1	M5							4	\$16.18	18.00	\$291.24	52.20	\$15,202.73	\$15,202.73	0.48
Driver #2	M5							3	\$12.17	18.00	\$219.06	52.20	\$11,434.93	\$11,434.93	0.48
Driver #3	M5							3	\$12.17	18.00	\$219.06	52.20	\$11,434.93	\$11,434.93	0.48
Driver #4	M5							3	\$12.17	18.00	\$219.06	52.20	\$11,434.93	\$11,434.93	0.48
Driver #5	M5							3	\$12.17	18.00	\$219.06	52.20	\$11,434.93	\$11,434.93	0.48
MOW #1	M3							3	\$12.17	3.00	\$36.51	52.20	\$1,905.82	\$1,905.82	0.08
Longevity Payments								Total FTE's		4.48	FTE's		2.48	\$62,848.28	

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

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Council on Aging

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$2,600	\$2,600
520080	R & M - Equipment	\$500	\$500
520100	Advertising & Binding	\$50	\$50
520110	Hospital & Medical	\$600	\$600
540010	Automotive	\$100	\$100
540140	Books Periodicals Subs	\$3,200	\$3,200

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540150	Print Postage Stationary	\$250	\$250
540220	Office Supplies	\$1,750	\$1,750
570010	Car Allowance/Mileage	\$5,600	\$5,600
570020	Dues & Memberships	\$4,950	\$4,950
	One time accreditation fee	0	4,000
	Other dues and membrships	0	950
570030	In State Travel	\$500	\$500
Council on Aging OpEx		\$20,100	\$20,100
Council on Aging		\$20,100	\$20,100

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Original Budget as Submitted with District Application

Proposed Budget for CMVSD	
Expense	Amount
Veterans' Agent	\$ 50,000.00
Agents (2 Part Time)	\$ 20,075.00
Travel/Mtgs/Conf.	\$ 3,500.00
Benefits	\$ 14,300.00
Total Shared Expense	\$ 87,875.00

Total Shared Expense Allocation to Town's		
Percentage	Town	Amount
21	Grafton	\$ 18,453.75
16	Northborough	\$ 14,060.00
42	Shrewsbury	\$ 36,907.50
21	Westborough	\$ 18,453.75
Total		\$ 87,875.00

2 Part Time agents totalling 1,370 hours/yr. @ \$14.65/hr.

Proposed Revised & Detailed Budget effective January 15, 2014 - Annualized

Revised Budget for CMVSD	
Expense	Amount
Veterans' Agent	\$ 51,000.00
Agents (2 Part Time)	
16 Hour Position*	\$ 12,480.72
12 Hour Position	\$ 9,360.54
Total Agents' Salaries	\$ 21,841.26
Travel/Mtgs/Conf.	\$ 3,500.00
Benefits	\$ 9,212.00
Information Technology	\$ 3,750.00
Total Shared Expense	\$ 89,303.26

Total Shared Expense Allocation to Town's		
Percentage	Town	Amount
21	Grafton	\$ 18,753.68
16	Northborough	\$ 14,288.52
42	Shrewsbury	\$ 37,507.37
21	Westborough	\$ 18,753.68
Total		\$ 89,303.26

* This position was increase 2 hours per week.

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Veterans Benefits

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$200	\$200
520570	Regional Veterans Assessment	\$42,000	\$37,508
	Assessment FY 2015 (Subject to Change)	42,000	37,508
540220	Office Supplies	\$200	\$200
570130	Veterans Benefits	\$100,000	\$125,000
	Veterans benefits paid per statute. Expenses in FY 2014 to date are running \$11,415/month	0	125,000
Veterans Benefits OpEx		\$142,400	\$162,908
Veterans Benefits		\$142,400	\$162,908

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Commission on Disabilities

0549

	<u>ACTUAL</u> 2012	<u>ACTUAL</u> 2013	<u>ORIGINAL</u> <u>BUDGET</u> 2014	<u>REVISED</u> <u>BUDGET</u> 2014	<u>EXPENDED</u> <u>TO DATE</u> 2014	<u>DEPARTMENT</u> <u>REQUEST</u> 2015	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2015
520000 Purchase of Services	\$0	\$0	\$500	\$500	\$0	\$500	\$500
540000 Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570000 Other Charges & Expend	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570010 Car Allowance/Mileage	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570030 In State Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Disability OpEx	\$0	\$0	\$500	\$500	\$0	\$500	\$500
Commission on Disabilities	\$0	\$0	\$500	\$500	\$0	\$500	\$500

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Library

0610

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$92,428	\$93,916	\$94,277	\$94,277	\$51,860	\$94,273	\$94,273
510080 Sick Leave Plan II	\$1,417	\$0	\$0	\$0	\$903	\$0	\$0
510100 Longevity	\$125	\$125	\$125	\$125	\$125	\$125	\$125
Library PEA	\$93,970	\$94,041	\$94,402	\$94,402	\$52,888	\$94,398	\$94,398
510010 S & W - Full Time	\$495,179	\$497,397	\$526,422	\$526,422	\$286,647	\$542,136	\$542,136
510020 S & W - Part Time	\$179,797	\$204,867	\$199,849	\$199,849	\$117,659	\$211,983	\$209,483
510030 S & W - Temporary	\$0	\$0	\$0	\$0	\$262	\$0	\$0
510080 Sick Leave Plan II	\$2,367	\$0	\$0	\$0	\$3,806	\$0	\$0
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$2,263	\$2,463	\$2,463	\$2,463	\$2,338	\$2,100	\$2,100
510240 Standby Pay	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library S&C	\$679,606	\$704,726	\$728,733	\$728,733	\$410,712	\$756,220	\$753,720
510010 S & W - Full Time	\$0	\$0	\$0	\$0	\$276	\$0	\$0
510020 S & W - Part Time	\$0	\$0	\$0	\$0	\$323	\$0	\$0
510030 S & W - Temporary	\$20,069	\$28,927	\$28,000	\$28,000	\$14,246	\$36,644	\$28,000
510080 Sick Leave Plan II	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$125	\$0	\$0	\$0	\$0	\$0	\$0
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library Other	\$20,194	\$28,927	\$28,000	\$28,000	\$14,846	\$36,644	\$28,000
520010 Utility - Electricity	\$51,315	\$0	\$0	\$0	\$0	\$0	\$0
520040 Utility - Telephone	\$5,835	\$4,086	\$6,200	\$7,465	\$2,798	\$6,300	\$6,000
520060 Utility - Water	\$581	\$0	\$0	\$0	\$0	\$0	\$0

	ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
520070 Utility - Sewer	\$648	\$0	\$0	\$0	\$0	\$0	\$0
520080 R & M - Equipment	\$2,571	\$5,585	\$7,500	\$7,500	\$6,921	\$10,630	\$10,630
520090 R & M - Building	\$20,108	\$0	\$0	\$0	\$0	\$0	\$0
520100 Advertising & Binding	\$385	\$460	\$500	\$500	\$0	\$500	\$500
520130 Professional Services	\$96,820	\$40,995	\$42,000	\$42,000	\$38,347	\$45,000	\$42,000
520140 Rental of Equipment	\$1,802	\$302	\$500	\$500	\$0	\$500	\$500
520220 Services-Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540010 Automotive	\$215	\$329	\$500	\$500	\$29	\$500	\$500
540030 Building	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540140 Books Periodicals Subs	\$137,599	\$148,086	\$144,000	\$181,242	\$128,801	\$149,000	\$142,000
540150 Print Postage Stationary	\$14,591	\$15,947	\$17,000	\$17,000	\$12,346	\$18,000	\$18,000
540190 Custodial Supplies	\$2,968	\$4,067	\$3,500	\$3,500	\$3,427	\$5,000	\$5,000
540200 Educational Supplies	\$375	\$266	\$1,200	\$1,700	\$580	\$1,200	\$1,200
540220 Office Supplies	\$1,971	\$2,239	\$3,000	\$3,000	\$3,041	\$3,000	\$3,000
540230 Supplies - Not Classified	\$0	\$0	\$0	\$0	\$23	\$0	\$0
540270 Library Supplies	\$12,233	\$11,364	\$13,000	\$14,100	\$8,142	\$13,000	\$13,000
570010 Car Allowance/Mileage	\$1,160	\$643	\$1,200	\$1,200	\$0	\$2,000	\$2,000
570020 Dues & Memberships	\$873	\$463	\$1,300	\$1,300	\$0	\$1,500	\$1,500
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	\$589	\$1,256	\$2,000	\$2,000	\$2,014	\$2,200	\$2,200
Library OpEx	\$352,639	\$236,087	\$243,400	\$283,507	\$206,470	\$258,330	\$248,030
580010 Office Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580020 Computer Equipment	\$4,083	\$21,841	\$10,000	\$16,423	\$6,744	\$8,000	\$0
580070 Electrical & Mechanical	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580120 Equip - Not Classified	\$2,102	\$0	\$0	\$0	\$0	\$2,000	\$0
Library Equip	\$6,185	\$21,841	\$10,000	\$16,423	\$6,744	\$10,000	\$0
Library	\$1,152,594	\$1,085,621	\$1,104,535	\$1,151,065	\$691,659	\$1,155,592	\$1,124,148

**Employee Roster
Fiscal Year 2015
REQUESTED**

Department: Library FY2015

Name	Grade	Step	Hourly Rate	Hours	Wks	Weekly Rate	Sub-Total	Step	Hourly Rate	Hours	Weekly Rate	Wks	Sub-Total
Dolan, Ellen	DH-5	E							\$48.16	37.50	\$1,806.00	52.20	\$94,273.20
01061002-510010													
Alger, Deb	A-3							D	\$21.22	37.50	\$795.75	52.20	\$41,538.15
Barbour, Dan	PT-1							E	\$26.03	37.50	\$976.13	52.20	\$50,953.73
Brown, George	PT-5							E	\$32.25	37.50	\$1,209.38	52.20	\$63,129.38
Colby, Nancy	PT-2							E	\$27.47	37.50	\$1,030.13	52.20	\$53,772.53
Haglund, Pat	PT-2							E	\$27.47	37.50	\$1,030.13	52.20	\$53,772.53
Martin, Sharon	PT-2	C	\$25.15	37.50	13.79	\$943.13	\$13,002.49	D	\$26.28	37.50	\$985.50	38.41	\$37,856.31
Mayo, Deb	A-3							D	\$21.22	37.50	\$795.75	52.20	\$41,538.15
Rathnam, Haripriya	PT-1	D	\$24.91	37.50	26.40	\$934.13	\$24,660.90	E	\$26.03	37.50	\$976.13	25.80	\$25,184.03
Starkin, Roxanne	PT-1	C	\$23.84	37.50	49.40	\$894.00	\$44,163.60	D	\$24.91	37.50	\$934.13	2.80	\$2,615.55
Wentworth, Melissa	A-3							E	\$22.17	37.50	\$831.38	52.20	\$43,397.78
Zeller, Michael	PT-1	B	\$22.81	37.50	3.00	\$855.38	\$2,566.13	C	\$23.84	37.50	\$894.00	49.20	\$43,984.80
01061002-510020													
Boswell, Emily	A-2							C	\$18.24	13.00	\$237.12	52.20	\$12,377.66
Brunell, Joan	A-3							D	\$21.22	19.00	\$403.18	52.20	\$21,046.00
Coie, Penny	A-3							D	\$21.22	19.00	\$403.18	52.20	\$21,046.00
Collins, Noel	A-3	B	\$19.43	19.00	44.60	\$369.17	\$16,464.98	C	\$20.30	19.00	\$385.70	7.60	\$2,931.32
Fallon, Judy	A-2							D	\$19.06	4.00	\$76.24	52.20	\$3,979.73
Kamrad, Mary	A-2							C	\$18.24	12.00	\$218.88	52.20	\$11,425.54
Kasperzak, Heather	A-2							D	\$19.06	4.00	\$76.24	52.20	\$3,979.73
Magnusson, Joel	A-3							B	\$19.43	10.00	\$194.30	52.20	\$10,142.46
Murphy, Marie	A-3							D	\$21.22	19.00	\$403.18	52.20	\$21,046.00
Mustard, Sharma	A-3							D	\$21.22	19.00	\$403.18	52.20	\$21,046.00
Tylock, Cindy	A-2							B	\$17.45	8.00	\$139.60	52.20	\$7,287.12
Xue, Yingdan	A-3							C	\$20.30	12.00	\$243.60	52.20	\$12,715.92
Zaleski, Brenda	A-3							D	\$21.22	19.00	\$403.18	52.20	\$21,046.00
Sat Lunch Coverage	PT-2							C	\$25.15	5.00	\$125.75	52.20	\$6,564.15
SUBTOTAL PT													
NEW REQUESTS													
Tech Assistant													
ADDITIONAL HOURS	A-3	B				\$0.00	\$0.00	B	\$19.43	5.00	\$97.15	52.20	\$5,071.23
Child Library Asst	A-1	B				\$0.00	\$0.00	C					
Saturday Assistant - NEW	A-2	A	\$16.70	8.50	26.20	\$141.95	\$3,719.09	B	\$17.45	8.50	\$148.33	26.00	\$3,856.45
Seasonal Circ Aide	A-2	C						C	\$18.24	19.00	\$346.56	9.00	\$3,119.04
Seasonal Circ Aide	A-2	C						C	\$18.24	19.00	\$346.56	9.00	\$3,119.04

**Employee Roster
Fiscal Year 2015
REQUESTED**

SUBTOTAL NEW PT													
TOTAL PT/NEW PT													
01061003-510030	Pages	M1-3rd							\$9.36	75.00	\$702.00	52.20	\$36,644.40

Total Salaries
Total Longevity

Longevity	
Name	Amount
FULL TIME	
Dolan, Ellen	\$125
Alger, Deb	\$250
Barbour, Dan	\$125
Colby, Nancy	\$450
Haglund, Pat	\$250
Martin, Sharon	\$200
Mayo, Deb	\$300
PART TIME	
Rathnam, Haripriya	\$125
Brunell, Joan	\$100
Murphy, Marie	\$100
Mustard, Sharma	\$100
Zaleski, Brenda	\$100
TOTAL \$2,225.00	

Value of Steps			
Alger, Deb	\$1,800.90	Boswell, Emily	\$536.09
Martin, Sharon	\$1,627.76	Brunell, Joan	\$912.46
Mayo, Deb	\$1,800.90	Cole, Penny	\$912.46
Wentworth, Melissa	\$1,859.63	Collins, Noel	\$125.63
Zeller, Michael	\$1,900.35	Fallon, Judy	\$171.22
Starkin, Roxanne	\$112.35	Kamrad, Mary	\$494.86
Rathnam, Haripriya	\$1,083.60	Kasperzak, Heather	\$171.22
		Magnusson, Joel	\$438.48
		Murphy, Marie	\$912.46
		Mustard, Sharma	\$912.46
		Tylock, Cindy	\$313.20
		Xue, Yingdan	\$544.97
		Zaleski, Brenda	\$912.46
Full Time \$10,185.49		Part Time \$7,357.94	

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Library

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520040	Utility - Telephone	\$6,300	\$6,000
	Basic Service/Outreach Cell/Centrex/Director's Cell	6,300	6,000
520080	R & M - Equipment	\$10,630	\$10,630
	MAINTENANCE OF COMPUTER EQUIPMENT/CWMARS EQUIPMENT	10,630	10,630
520100	Advertising & Binding	\$500	\$500
	ADVERTISING & BINDING	500	500
520130	Professional Services	\$45,000	\$42,000
	PROFESSIONAL AND TECHNICAL SERVICES LIBRARY	45,000	42,000
520140	Rental of Equipment	\$500	\$500
	POSTAGE METER CONTRACT/POSTAGE	500	500
	POSTAGE METER SUPPLIES	0	0
540010	Automotive	\$500	\$500
	OUTREACH SERVICES VEHICLE	500	500
540140	Books Periodicals Subs	\$149,000	\$142,000
	BOOKS,PERIODICALS,CASS,A-V,MICROFILM	149,000	142,000

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540150	Print Postage Stationary		\$18,000	\$18,000
		POSTAGE	18,000	18,000
540190	Custodial Supplies		\$5,000	\$5,000
		CUSTODIAL SUPPLIES	5,000	5,000
540200	Educational Supplies		\$1,200	\$1,200
		Educational Supplies	1,200	1,200
540220	Office Supplies		\$3,000	\$3,000
		Office Supplies	3,000	3,000
540270	Library Supplies		\$13,000	\$13,000
570010	Car Allowance/Mileage		\$2,000	\$2,000
		Mileage	2,000	2,000
570020	Dues & Memberships		\$1,500	\$1,500
		REGISTRATION FOR MEETINGS/WORKSHOPS/MEMBERSHIPS	1,500	1,500
570180	Other - Not Classified		\$2,200	\$2,200
		MEETINGS, WORKSHOPS AND VOLUNTEER RECOGNITION	2,200	2,200
Library OpEx			\$258,330	\$248,030
580020	Computer Equipment		\$8,000	\$0
		PC'S & PRINTERS	8,000	0

Date: 1/20/2014

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
580120	Equip - Not Classified		\$2,000	\$0
		INCIDENTAL FURNITURE FOR TEMP SITE	2,000	0
	Library Equip		\$10,000	\$0
	Library		\$268,330	\$248,030

Summary of Direct Library Expenditures

	FY 2012 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget	FY 2014 To Date	FY 2015 Proposed
Library Budget	\$1,139,618.00	\$1,152,594.00	\$1,085,621.00	\$1,104,535.00	\$691,659.00	\$1,124,148.00
Public Buildings - Salaries	\$0.00	\$0.00	\$656.56	\$500.00	\$554.85	\$500.00
Public Buildings - Expenses	\$0.00	\$0.00	\$160,950.66	\$144,100.00	\$84,110.04	\$138,100.00
	\$1,139,618.00	\$1,152,594.00	\$1,247,228.22	\$1,249,135.00	\$776,323.89	\$1,262,748.00
		Electric	\$50,441.67	\$50,000.00	\$35,596.44	\$50,000.00
		Gas	\$568.21	\$600.00	\$210.00	\$600.00
		Water	\$680.26	\$700.00	\$597.16	\$700.00
		Sewer	\$717.82	\$700.00	\$431.00	\$700.00
		R&M - Equipment	\$110.00	\$100.00	\$0.00	\$100.00
		R&M - Building	\$51,466.40	\$35,000.00	\$12,877.79	\$35,000.00
		Prof Services	\$55,955.48	\$56,000.00	\$34,112.00	\$50,000.00
		General Repairs	\$1,010.82	\$1,000.00	\$285.65	\$1,000.00
			\$160,950.66	\$144,100.00	\$84,110.04	\$138,100.00

FISCAL YEAR 2015 BUDGET GOALS Shrewsbury Public Library

OPERATIONAL GOALS FOR FY2015

State certification and related benefits

- Maintain materials expenditures at certification levels
- Maintain hours at certification levels

Technology

- If Renovation Expansion Project is approved on November 5:
 - Plan to begin RFID conversion, as facility planning dictates
 - Assess website usability, consider contract service for redesign (Goal 2.7) (non-municipal funding)
- If Renovation Expansion Project is not approved on November 5:
 - Self-Checkout station (compatible/upgradeable to RFID) (Goal 2.1)
 - Add one self-check stations in 2015 (First unit added in FY2011, second in FY2012, third in FY2013)
 - Related service contracts
 - Provide one touch screen downloadable e-book station for public
 - Provide color printer for public use
 - Upgrade technology equipment (FY2014) 12 workstations per year, based on three to four year lifecycle upgrade. (Goal 2.9)

Collections

- Continued participation in State sponsored eBook Concept Study
- Expand non print collection
 - expand online content
 - Request additional \$5,000 for e-book or other online purchasing
- Provide enhanced material displays (goal 1.1)
- Restore Materials Budget to FY2013 levels
- Complete update of Collection Development Policy (goal 5.2) (in process)

Services and Programs

- Develop plans for library service at alternate site, as facility planning dictates
- Seek alternate funding for community reading project in FY2015 or 2016 (goal 5.4 and 6.2)
- Sustain current level of cultural, educational and entertainment programs for children, teens and adults
- Continue to seek alternate funding for English Conversation Circles, Job Seeker's Network , some teen, child and adult general programming

Personnel

- Restore paging staff to 75 hours per week (currently 59 hours, previous high was 110 hours per week)
- Expand Technology Aid /Library Assistant A-2 position, to 19 hours per week (currently at 10 hours per week)– See Service & Program goals above*.

- Provide three seasonal part-time clerical support staff (A-1 at 19 hours per week during summer months) at the circulation and children's services desks. (Had two seasonal aids this past summer. (NOTE expanded Saturday hours during summer months)

Facilities

- Proceed with Renovation and Expansion Project, under auspices of Library Building Committee
OR
- Proceed with requests for following facility goals
 - Provide new library material display units (goal 1.1)
 - Provide new furniture for public computer use. (Goal 2.4)
 - Replace adult seating in 1979 building
 - Improve public parking – construct stairs, with lighting, to new lot. (Goal 2.1)- Consider separate warrant article
 - Contract window cleaning once per year
 - Contract carpet cleaning twice per year
 - Consult with Public Buildings Department, Town Manager and Board of Selectmen on resolution of capital repair needs

Daniel J Morgado

From: Ellen Dolan
Sent: Thursday, December 26, 2013 11:48 AM
To: Daniel J Morgado
Cc: Laurie Hogan
Subject: Board of Library Trustees FY2015 Budget Request

Dear Mr. Morgado,

I am submitting the FY2015 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
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 weekly Library Page hours.
3. Seeks to reduce staffing capacity pressures experienced with year-round full-day Saturday service, by providing a dedicated Saturday 7.5 hour per week part-time position.
4. Seeks to expand the Library Technology Assistant PAT2 position from 10 to 19 hours per week, to address increasing IT maintenance and development needs.
5. Supports increased cooperation between schools and public library, to optimize use of town resources.
6. Addresses challenges and opportunities of temporary site locale.
7. Provides capacity to undertake the labor intensive barcode to RFID conversion initiative.
8. 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 \$41,000 in FY2015)
 - 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 disbursements from the \$7.9 million grant from the Massachusetts Public Library Construction Program.

Thank you for your consideration of this FY2015 Library Budget Request

Attachment: Strategic Plan of Service FY2012 through 2016.

FY2015 Board of Library Trustees Budget Request- with correction of 12/26/13

				FY2014 Town Meeting Approved Budget	FY2015 Trustee Request	Notes
PERSONNEL						
	01061001 510010	Director		\$ 94,277	\$ 94,273	
	01601002 510010	Full Time,		\$ 526,421	\$ 542,136	
	01601002 510020	Part Time		\$ 194,244	\$ 193,099	
	510100	Longevity		\$ 2,588	\$ 2,225	Includes all employees
		Seasonal circ aides				
	01601002 510020			\$ 5,605	\$ 6,238	Two summer aides at 19 hours for 9 weeks
	01061003 510030	Library Pages		\$ 28,000	\$ 36,644	Request 75 hours p/wk. Past high was 110 hours in FY2002. Currently funded at 57.4 hours p/wk
	01601002 510020	Part Time Children's Library Assistant		\$ -	\$ -	
	01601002 510020	Part time Technology Assistant		\$ -	\$ 5,071	Increase hours of Library Assistant A-3--Technology Aide from 10 hrs to 19 hrs per week, to address growing internal technology needs and growing user demand
		Saturday Assistant		\$ -	\$ 7,576	Provides a designated Saturday position, easing stress on weekday schedule and addresses growing Saturday usage
		Total Salaries		\$851,135	\$887,262	
SERVICES/ CONTRACTUAL						
	1061004 520040	Telephone		\$ 6,200	\$ 6,300	Includes Centrex services, Outreach cell, one traditional line and reimbursement for Director's cell.
	01061004 520080	Repair & Maintenance- Equipment (computer hardware and software)		\$ 7,500	\$ 10,630	Includes \$3,950 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.), \$1,500 for online program registration, meeting room and museum pass booking systems, and \$1,040 for Envisionware software for public PC management. \$3,000 reserved for computer hardware maintenance.
	01061004 520100	Advertising & Binding		\$ 500	\$ 500	
	01061004 520130	Professional & Technical Services - Library	library services contracts	\$ 42,000	\$ 45,000	Annual CWMARS membership (\$41,000) & CatExpress and other bibliographic services(\$1,000) Total CWMARS =\$42,000 . Child, teen & adult programs at \$3,000.
	1061004 520140	Rental of Equipment		\$ 500	\$ 500	
		Total Contractual		\$56,700	\$62,930	
SUPPLIES & MATERIALS						
	01061004 540010	Automotive		\$ 500	\$ 500	
		E-Readers		\$ -	\$ -	

	01061004 540140	Library Materials		\$ 144,000	\$ 149,000	\$2,000 below FY2013 level, provides additional funds to expand eBook collection and meets revised MER
	01061004 540150	Print Postage & Stationary		\$ 17,000	\$ 18,000	Increase to reflect increased postage rates
	01061004 540190	Custodial Supplies		\$ 3,500	\$ 5,000	spent \$4,000 in FY13, project \$5,000 by close of FY14
	01061004 540200	Educational Supplies		\$ 1,200	\$ 1,200	
	01061004 540220	Office Supplies		\$ 3,000	\$ 3,000	
	01061004 540270	Library Supplies		\$ 13,000	\$ 13,000	\$1,000 below FY13 level
			Total Supplies & Materials	\$182,200	\$189,700	
OTHER	01061004 570010	Mileage		\$ 1,200	\$ 2,000	expect increase with temp site
	01061004 570020	Dues & Memberships		\$ 1,300	\$ 1,500	
OTHER - NOT CLASSIFIED	01061004 57180	Meetings, Workshops & Volunteer Recognition		\$ 2,000	\$ 2,200	
			Total Other	\$4,500	\$5,700	
EQUIPMENT	01061008 580020	Computer upgrades & replacements		\$ 10,000	\$ 8,000	very limited upgrade/replacement, as new equipment part of building project budget
	01061008 580020	Color printer, with built in scanner, for public use		\$ -	\$ -	Wait for new facility and major reconfig of public print services
EQUIPMENT-NOT CLASSIFIED	01061008 580120	Incidental furniture for temp site		\$0	\$2,000	
			Total Equipment	\$10,000	\$10,000	
			GRAND TOTAL	\$1,104,535	\$1,155,592	Increase of \$51,057 or 4.6% over FY2014 Library Budget.
						MAR=\$1,124,144
						MER=\$146,139

FY2015 MUNICIPAL APPROPRIATION & MATERIALS EXPENDITURE REQUIREMENT CALCULATIONS

	FY2012 TAMI		\$1,079,679					
	FY2013 TAMI		\$1,105,963					
	FY2014 TAMI		\$1,104,535					
	TOTAL		\$3,290,177					
	AVERAGE		\$1,096,726					
	MULTIPLY BY 1.025 TO CALCULATE MAR		\$1,124,144					

FY2013 MATERIALS EXPENDITURE REQUIREMENT CALCULATION

	13 % MATERIALS EXPENDITURE REQUIREMENT- Full Compliance		\$146,139					
	Mid-Level Compliance at 11.70%		\$131,525					
	Minimum Compliance at 10.40%		\$116,911					
	Projected State Aid Award		\$41,200					
	MER at midlevel compliance results in 12.5% decrease in state aid -Loss of		\$5,150					
	MER at minimum level compliance results in 25% decrease in state aid - Loss of		\$10,300					

TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Parks & Recreation

0650

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510010 S & W - Full Time	\$67,220	\$68,564	\$68,564	\$68,564	\$37,566	\$68,564	\$68,564
510020 S & W - Part Time	\$600	\$400	\$600	\$600	\$250	\$600	\$600
510080 Sick Leave Plan II	\$966	\$1,478	\$0	\$0	\$328	\$0	\$0
510100 Longevity	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Parks & Recreation PEA	\$68,986	\$70,642	\$69,364	\$69,364	\$38,344	\$69,364	\$69,364
510010 S & W - Full Time	\$3,184	\$4,816	\$3,326	\$3,326	\$3,326	\$3,326	\$3,326
510090 Overtime	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510100 Longevity	\$250	\$250	\$300	\$300	\$300	\$300	\$300
Parks & Recreation S&C	\$3,434	\$5,066	\$3,626	\$3,626	\$3,626	\$3,626	\$3,626
510010 S & W - Full Time	\$93,602	\$96,369	\$108,808	\$108,808	\$58,912	\$121,699	\$111,197
510030 S & W - Temporary	\$41,628	\$29,737	\$28,784	\$28,784	\$17,856	\$34,344	\$34,344
510080 Sick Leave Plan II	\$996	\$1,648	\$0	\$0	\$1,109	\$0	\$0
510090 Overtime	\$6,836	\$4,368	\$5,000	\$5,000	\$3,997	\$5,000	\$5,000
510100 Longevity	\$575	\$650	\$650	\$650	\$650	\$650	\$650
510110 Work Incentive Program	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510610 Base Salary Adjustment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks & Recreation Other	\$143,637	\$132,773	\$143,242	\$143,242	\$82,525	\$161,693	\$151,191
520010 Utility - Electricity	\$3,659	\$3,064	\$3,850	\$3,850	\$2,936	\$3,850	\$3,850
520020 Utility - Natural Gas	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520030 Utility - Heating Oil	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520040 Utility - Telephone	\$2,637	\$2,842	\$2,600	\$2,600	\$1,349	\$2,700	\$2,700
520060 Utility - Water	\$587	\$514	\$600	\$600	\$403	\$600	\$600
520070 Utility - Sewer	\$153	\$63	\$300	\$300	\$85	\$200	\$200

	ACTUAL 2012	ACTUAL 2013	ORIGINAL BUDGET 2014	REVISED BUDGET 2014	EXPENDED TO DATE 2014	DEPARTMENT REQUEST 2015	TOWN MANAGER RECOMMEND 2015
520080 R & M - Equipment	\$4,609	\$7,737	\$7,000	\$7,000	\$10,453	\$7,000	\$7,000
520090 R & M - Building	\$1,682	\$1,414	\$3,700	\$3,700	\$845	\$3,700	\$3,700
520100 Advertising & Binding	\$497	\$718	\$375	\$375	\$0	\$375	\$375
520130 Professional Services	\$29,380	\$24,412	\$35,000	\$35,000	\$30,943	\$38,000	\$38,000
520140 Rental of Equipment	\$3,938	\$168	\$625	\$625	\$172	\$625	\$625
520150 R & M - Public Property	\$3,149	\$7,049	\$7,000	\$7,000	\$1,655	\$7,000	\$7,000
520160 Removal Tree Trim, Rubbish	\$26,911	\$11,770	\$18,000	\$18,000	\$10,000	\$18,000	\$18,000
520220 Services-Not Classified	\$137	\$137	\$1,500	\$1,500	\$0	\$1,500	\$500
540010 Automotive	\$6,307	\$3,321	\$6,000	\$6,000	\$1,017	\$5,500	\$5,500
540030 Building	\$60	\$0	\$200	\$200	\$0	\$200	\$200
540050 Sand, Stone & Gravel	\$94	\$213	\$1,900	\$1,900	\$0	\$1,900	\$1,000
540070 Asphalt & Bit Materials	\$281	\$0	\$1,500	\$1,500	\$0	\$1,500	\$500
540080 Pipe Fittings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540100 Seed, Loam & Fertilizer	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540120 Clothing & Uniforms	\$1,196	\$1,560	\$1,120	\$1,120	\$570	\$1,320	\$1,320
540140 Books Periodicals Subs	\$0	\$0	\$0	\$0	\$0	\$0	\$0
540150 Print Postage Stationary	\$92	\$0	\$0	\$0	\$0	\$0	\$0
540170 Medical & Dental	\$137	\$150	\$300	\$300	\$0	\$200	\$200
540190 Custodial Supplies	\$1,086	\$483	\$2,000	\$2,000	\$728	\$2,000	\$2,000
540220 Office Supplies	\$1,562	\$950	\$900	\$900	\$89	\$900	\$900
540230 Supplies - Not Classified	\$7,410	\$8,591	\$3,000	\$3,000	\$1,609	\$4,000	\$4,000
540240 Small Tools & Misc Equip	\$83	\$1,260	\$1,000	\$1,000	\$350	\$1,000	\$1,485
570010 Car Allowance/Mileage	\$3,120	\$3,120	\$3,209	\$3,209	\$1,820	\$3,120	\$3,120
570020 Dues & Memberships	\$475	\$465	\$485	\$485	\$524	\$485	\$485
570030 In State Travel	\$445	\$120	\$500	\$500	\$290	\$500	\$500
570040 Insurance & Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570080 Inspection Fees	\$470	\$623	\$500	\$500	\$58	\$620	\$620
570180 Other - Not Classified	\$285	\$330	\$410	\$410	\$155	\$445	\$445
Parks & Recreation OpEx	\$100,443	\$81,073	\$103,574	\$103,574	\$66,053	\$107,240	\$104,825
580040 Trucks & Tractors	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
580070 Electrical & Mechanical	\$1,976	\$0	\$1,000	\$1,000	\$450	\$1,000	\$1,000
580120 Equip - Not Classified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580140 Playground Equipment	\$1,160	\$1,956	\$2,000	\$2,000	\$1,183	\$2,000	\$7,000
580150 Tennis Nets	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580160 Leaf Blowers	\$410	\$0	\$0	\$0	\$0	\$450	\$0
580170 Leaf Vacuum	\$5,760	\$0	\$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
580440 Turf Aerifier	\$0	\$0	\$0	\$0	\$0	\$0	\$0
580520 ATM 09 Art 11 Replace Mower	\$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	\$9,306	\$1,956	\$3,000	\$3,000	\$1,633	\$3,450	\$8,000
510090 Overtime	\$0	\$527	\$800	\$800	\$836	\$800	\$800
520130 Professional Services	\$0	\$4,594	\$15,000	\$15,000	\$265	\$11,000	\$11,000
520450 Custodial Cafe and Police Serv	\$351	\$420	\$500	\$500	\$420	\$500	\$500
571170 High School Fields	\$27,775	\$26,091	\$30,000	\$30,000	\$7,656	\$30,000	\$30,000
571180 Other School Playfields	\$3,029	\$1,844	\$3,000	\$3,000	\$1,290	\$3,000	\$3,000
580220 Fencing	\$4,576	\$780	\$5,000	\$5,000	\$0	\$5,000	\$5,000
Parks & Recreation SepAp	\$35,731	\$34,256	\$54,300	\$54,300	\$10,468	\$50,300	\$50,300
Parks & Recreation	\$361,537	\$325,764	\$377,106	\$377,106	\$202,648	\$395,672	\$387,306

**Selected Operating Expenses and Equipment Detail
Fiscal Year 2015**

Parks & Recreation

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520010	Utility - Electricity	\$3,850	\$3,850
520040	Utility - Telephone	\$2,700	\$2,700
520060	Utility - Water	\$600	\$600
520070	Utility - Sewer	\$200	\$200
520080	R & M - Equipment	\$7,000	\$7,000
520090	R & M - Building	\$3,700	\$3,700
	Misc R & M	3,700	3,700
520100	Advertising & Binding	\$375	\$375

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
520130	Professional Services	\$38,000	\$38,000
	Funding for contractors for Mowing and leaf clean up.	38,000	38,000
520140	Rental of Equipment	\$625	\$625
520150	R & M - Public Property	\$7,000	\$7,000
520160	Removal Tree Trim, Rubbish	\$18,000	\$18,000
520220	Services-Not Classified	\$1,500	\$500
	Misc services for parks	1,500	500
540010	Automotive	\$5,500	\$5,500
540030	Building	\$200	\$200
540050	Sand, Stone & Gravel	\$1,900	\$1,000
540070	Asphalt & Bit Materials	\$1,500	\$500

Date: 1/20/2014

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
540120	Clothing & Uniforms	\$1,320	\$1,320
	Clothing and boot reimbursement for foreman	200	200
	Clothing allowance -Per union contract	1,020	1,020
	Uniforms for seasonal employees	100	100
540170	Medical & Dental	\$200	\$200
540190	Custodial Supplies	\$2,000	\$2,000
540220	Office Supplies	\$900	\$900
540230	Supplies - Not Classified	\$4,000	\$4,000
540240	Small Tools & Misc Equip	\$1,000	\$1,485
570010	Car Allowance/Mileage	\$3,120	\$3,120
	Car Allowance	3,120	3,120
570020	Dues & Memberships	\$485	\$0
570030	In State Travel	\$500	\$500

Date: 1/20/2014

<u>Line Item Description</u>	<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
570030	In State Travel	\$500	\$500
570080	Inspection Fees	\$620	\$620
	Inspection fees for trucks	620	620
570180	Other - Not Classified	\$445	\$445
	License renewals	445	445
Parks & Recreation OpEx		\$107,240	\$104,825
580070	Electrical & Mechanical	\$1,000	\$1,000
	Routine replacement of mowers/trimmers.	1,000	1,000
580140	Playground Equipment	\$2,000	\$7,000
	Replacements and repairs to play equipment - Municipal	2,000	2,000
	Replacements and repairs to play equipment - School Facilities	0	5,000
580160	Leaf Blowers	\$450	\$0
Parks & Recreation Equip		\$3,450	\$8,000
520130	Professional Services	\$11,000	\$11,000
520450	Custodial Cafe and Police Serv	\$500	\$500
	Hire police details.	500	500

<u>Line Item Description</u>		<u>Explanation</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>MANAGER RECOMMEND 2015</u>
571170	High School Fields		\$30,000	\$30,000
		Maintenance of High School fields	30,000	30,000
571180	Other School Playfields		\$3,000	\$3,000
		School fields :Irrigation, maintenance	3,000	3,000
580220	Fencing		\$5,000	\$5,000
Parks & Recreation SepAp			\$49,500	\$49,500
Parks & Recreation			\$160,190	\$162,325

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Long Term Debt Principal

0710

	<u>ACTUAL</u> 2012	<u>ACTUAL</u> 2013	<u>ORIGINAL</u> <u>BUDGET</u> 2014	<u>REVISED</u> <u>BUDGET</u> 2014	<u>EXPENDED</u> <u>TO DATE</u> 2014	<u>DEPARTMENT</u> <u>REQUEST</u> 2015	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2015
590010 Elementary School	\$505,000	\$470,000	\$465,000	\$465,000	\$0	\$460,000	\$460,000
590020 CATV	\$350,000	\$345,000	\$335,000	\$335,000	\$0	\$0	\$0
590030 Water	\$0	\$19,000	\$71,000	\$71,000	\$71,000	\$70,000	\$70,000
590050 Light	\$0	\$0	\$0	\$0	\$0	\$0	\$0
590090 Open Space Land Acq	\$165,000	\$160,000	\$155,000	\$155,000	\$0	\$155,000	\$155,000
590100 High School Land Acq	\$130,000	\$125,000	\$120,000	\$120,000	\$0	\$120,000	\$120,000
590110 Senior Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0
590120 Title V Loan	\$15,128	\$14,963	\$15,101	\$15,101	\$15,101	\$15,100	\$15,100
590130 Assabet River Consortium	\$23,434	\$23,005	\$22,738	\$22,738	\$22,737	\$25,883	\$25,883
590140 New High School Constructi	\$3,075,000	\$3,101,000	\$3,040,000	\$3,040,000	\$3,040,000	\$2,995,000	\$2,995,000
590160 Open Space Land Acq (2)	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
590170 Light Dept Upgrade	\$310,000	\$314,000	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
590190 Oak Street Middle Renovatio	\$370,000	\$370,000	\$430,000	\$430,000	\$430,000	\$440,000	\$440,000
590200 Parker Road Pre School	\$85,000	\$85,000	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000
590220 Fire Facilities Project	\$380,000	\$380,000	\$380,000	\$380,000	\$0	\$380,000	\$380,000
590230 Water Systems Improvement	\$125,000	\$125,000	\$125,000	\$125,000	\$0	\$125,000	\$125,000
590240 Sherwood Middle School	\$0	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
590250 Land Acq - Credit Union	\$0	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
590260 Land Acq - South St (Allen)	\$0	\$0	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000
590270 Sewer Interceptor	\$0	\$0	\$38,707	\$38,707	\$38,707	\$39,548	\$39,548
590280 Spring St School	\$0	\$0	\$0	\$26,000	\$0	\$65,000	\$65,000
590290 Centech Substation	\$0	\$0	\$0	\$0	\$0	\$300,000	\$300,000
590300 Sewer Intercept Ph 2&3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long Term Debt Principal SepAp	\$5,643,562	\$6,711,967	\$6,887,546	\$6,913,546	\$5,307,545	\$6,880,531	\$6,880,531

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Long Term Debt Interest

0751

	<u>ACTUAL</u> 2012	<u>ACTUAL</u> 2013	<u>ORIGINAL</u> <u>BUDGET</u> 2014	<u>REVISED</u> <u>BUDGET</u> 2014	<u>EXPENDED</u> <u>TO DATE</u> 2014	<u>DEPARTMENT</u> <u>REQUEST</u> 2015	<u>TOWN</u> <u>MANAGER</u> <u>RECOMMEND</u> 2015
590010 Elementary School	\$89,606	\$71,931	\$55,483	\$55,483	\$27,741	\$38,626	\$38,626
590020 CATV	\$27,300	\$20,300	\$13,400	\$13,400	\$6,700	\$0	\$0
590030 Water	\$0	\$6,285	\$11,860	\$11,860	\$6,285	\$10,625	\$10,625
590050 Light	\$0	\$0	\$0	\$0	\$0	\$0	\$0
590090 Open Space Land Acq	\$31,613	\$28,313	\$25,113	\$25,113	\$12,556	\$18,913	\$18,913
590100 High School Land Acq	\$27,275	\$24,675	\$22,175	\$22,175	\$11,088	\$17,375	\$17,375
590110 Senior Center	\$0	\$0	\$0	\$0	\$0	\$0	\$0
590130 Assabet River Consortium	\$2,360	\$2,124	\$1,888	\$1,888	\$1,888	\$1,652	\$1,652
590140 New High School Constructi	\$1,374,805	\$1,251,415	\$1,159,300	\$1,159,300	\$602,450	\$1,053,800	\$1,053,800
590160 Open Space Land Acq (2)	\$38,950	\$34,550	\$31,250	\$31,250	\$16,450	\$27,400	\$27,400
590170 Light Dept Upgrade	\$40,570	\$30,110	\$20,750	\$20,750	\$11,200	\$16,900	\$16,900
590190 Oak Street Middle Renovatio	\$203,685	\$183,279	\$78,040	\$78,040	\$44,994	\$58,662	\$58,662
590200 Parker Road Pre School	\$27,150	\$23,297	\$9,763	\$9,763	\$5,903	\$6,035	\$6,035
590220 Fire Facilities Project	\$193,633	\$182,233	\$170,833	\$170,833	\$85,416	\$159,433	\$159,433
590230 Water Systems Improvement:	\$27,813	\$24,063	\$20,313	\$20,313	\$10,156	\$16,563	\$16,563
590240 Sherwood Middle School	\$364,153	\$770,000	\$758,000	\$748,533	\$740,000	\$710,000	\$710,000
590250 Land Acq - Credit Union	\$11,597	\$23,950	\$21,850	\$21,850	\$21,850	\$19,750	\$19,750
590260 Land Acq - South St (Allen)	\$0	\$93,788	\$181,475	\$181,475	\$93,788	\$169,275	\$169,275
590270 Sewer Interceptor	\$0	\$0	\$17,649	\$17,649	\$17,649	\$18,364	\$18,364
590280 Spring St School	\$0	\$0	\$14,000	\$3,867	\$0	\$16,769	\$16,769
590290 Centech Substation	\$0	\$0	\$0	\$0	\$0	\$179,520	\$179,520
590300 Sewer Intercept Ph 2&3	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long Term Debt Interest SepAp	\$2,460,509	\$2,770,311	\$2,613,142	\$2,593,542	\$1,716,114	\$2,539,662	\$2,539,662
Long Term Debt Interest	\$2,460,509	\$2,770,311	\$2,613,142	\$2,593,542	\$1,716,114	\$2,539,662	\$2,539,662

1/21/2014

Long Term Debt Interest

Subject to change as bond expenses associated with the Sewer Interceptor Project Phases II & III are pending.

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Short Term Debt Interest

0752

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
590080 Anticipation Interest	\$445,217	\$121,695	\$23,186	\$23,186	\$23,185	\$0	\$0
Short Term Debt Interest SepAp	\$445,217	\$121,695	\$23,186	\$23,186	\$23,185	\$0	\$0
Short Term Debt Interest	\$445,217	\$121,695	\$23,186	\$23,186	\$23,185	\$0	\$0

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2015	2016	2017	2018	2019
1	2/1/1996 2/1/2005	Floral St (EXEMPT)	Principal	411,650	402,700			
			\$9,000,000 Interest	34,565	19,128			
			Total	446,215	421,828			
1	2/1/1996 2/1/2005	Floral St	Principal	48,350	47,300			
			\$1,000,000 Interest	4,060	2,247			
			Total	52,410	49,547			
2	6/15/1999 9/3/2009	Land Acquisition #1	Principal	155,000	150,000	150,000	145,000	40,000
			\$3,000,000 Interest	18,913	14,650	10,150	5,650	1,300
			Total	173,913	164,650	160,150	150,650	41,300
3	6/1/1999 9/3/2009	Land Acquisition (HS)	Principal	120,000	120,000	115,000	115,000	110,000
			\$2,400,000 Interest	17,375	14,075	10,475	7,025	3,575
			Total	137,375	134,075	125,475	122,025	113,575
4	10/25/2000	Title V Loan Program #1	Principal	4,829	4,829	4,829	4,829	4,829
			\$86,947 Interest	0	0	0	0	0
			Total	4,829	4,829	4,829	4,829	4,829
5	8/15/2001 4/15/2010	High School	Principal	2,995,000	2,960,000	2,940,000	2,930,000	2,925,000
			\$58,900,000 Interest	1,053,800	934,700	802,000	655,250	508,875
			Total	4,048,800	3,894,700	3,742,000	3,585,250	3,433,875
6	8/15/2001 4/15/2010	Land Acquisition #2	Principal	110,000	105,000	105,000	105,000	105,000
			\$2,000,000 Interest	27,400	23,100	18,375	13,125	7,875
			Total	137,400	128,100	123,375	118,125	112,875
7	8/15/2001 4/15/2010	Light Upgrade	Principal	110,000	105,000	105,000	105,000	
			\$1,760,000 Interest	16,900	12,600	7,875	2,625	
			Total	126,900	117,600	112,875	107,625	
8	7/26/2001 2/1/2005	Assabet River CWMP #1	Principal	15,075	14,746	14,422	14,040	13,602
			\$1,760,000 Interest	1,652	1,368	1,085	802	518
			Total	16,727	16,114	15,507	14,842	14,120
9	8/1/2004	Title V Loan Program #2	Principal	5,541	5,541	5,541	5,541	5,541
			\$105,896 Interest	0	0	0	0	0
			Total	5,541	5,541	5,541	5,541	5,541
10	11/15/2004 4/12/2013	Oak Middle School	Principal	440,000	435,000	420,000	410,000	400,000
			\$7,400,000 Interest	58,661	49,055	44,780	40,630	36,580
			Total	498,661	484,055	464,780	450,630	436,580
11	11/15/2004 4/12/2013	North Shore School	Principal	95,000	85,000	85,000	85,000	80,000
			\$1,250,000 Interest	6,034	3,925	3,075	2,225	1,400
			Total	101,034	88,925	88,075	87,225	81,400
12	10/24/2005	Title V Loan Program #3	Principal	4,729	4,729	4,729	4,729	4,729
			\$94,573 Interest	0	0	0	0	0
			Total	4,729	4,729	4,729	4,729	4,729
13	12/18/2007 12/10/2009	Assabet River CWMP #2	Principal	10,807	10,807	10,807	10,807	10,808
			\$168,653 Interest	0	0	0	0	0
			Total	10,807	10,807	10,807	10,807	10,808

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

Issue No.	Date of Issue/Re-Issue	Purpose	Type of Payment	2015	2016	2017	2018	2019
14	2/15/2008	Fire Facilities Project \$6,800,000	Principal	380,000	380,000	380,000	380,000	380,000
			Interest	159,433	147,083	134,733	122,383	109,083
			Total	539,433	527,083	514,733	502,383	489,083
15	2/15/2008	Water Tank - Masonic \$1,250,000	Principal	125,000	125,000	125,000	125,000	
			Interest	16,563	12,500	8,438	4,375	
			Total	141,563	137,500	133,438	129,375	
16	7/14/2011	Sherwood Middle School \$20,000,000	Principal	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
			Interest	710,000	680,000	650,000	615,000	580,000
			Total	1,710,000	1,680,000	1,650,000	1,615,000	1,580,000
17	7/14/2011	Credit Union Land Purchase \$680,000	Principal	70,000	70,000	70,000	70,000	65,000
			Interest	19,750	17,650	15,550	13,100	10,725
			Total	89,750	87,650	85,550	83,100	75,725
18	11/15/2012	Water System Improvements \$681,000	Principal	70,000	70,000	70,000	70,000	70,000
			Interest	10,625	9,575	8,525	7,300	5,900
			Total	80,625	79,575	78,525	77,300	75,900
19	11/15/2012	Land Acquisition - South St \$6,100,000	Principal	305,000	305,000	305,000	305,000	305,000
			Interest	169,275	157,075	144,875	132,675	123,525
			Total	474,275	462,075	449,875	437,675	428,525
20	3/29/2013	Sewer Interceptor #1 \$956,875	Principal	39,548	40,407	41,286	42,183	43,100
			Interest	18,363	17,572	16,764	15,939	15,095
			Total	57,911	57,979	58,050	58,122	58,195
21	1/23/2014	Spring Street School \$635,000	Principal	65,000	65,000	65,000	65,000	65,000
			Interest	16,769	15,200	13,250	11,300	8,700
			Total	81,769	80,200	78,250	76,300	73,700
22	1/23/2014	Light Plant Upgrade - CenTech \$6,000,000	Principal	300,000	300,000	300,000	300,000	300,000
			Interest	179,520	174,600	165,600	156,600	144,600
			Total	479,520	474,600	465,600	456,600	444,600
Existing Debt Service								
		Total Principal	Principal	6,880,529	6,806,059	6,316,614	6,292,129	5,927,609
		Total Interest	Interest	2,539,658	2,306,103	2,055,550	1,806,004	1,557,751
		Total Payment	Total	9,420,187	9,112,162	8,372,164	8,098,133	7,485,360

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

Issue No.	Date of Issue/Re-issue	Purpose	Type of Payment	2015	2016	2017	2018	2019
Existing Debt Service by Funding Source								
		Tax Levy (Within Levy Limit)		324,963	306,322	251,875	246,625	230,825
		Tax Levy (Exempted)		8,166,072	7,896,566	7,230,388	6,981,738	6,635,813
		Light		606,420	592,200	578,475	564,225	444,600
		CATV		0	0	0	0	0
		Sewer		85,445	84,900	84,364	83,771	83,123
		Title V		15,099	15,099	15,099	15,099	15,099
		Water		222,188	217,075	211,963	206,675	75,900
		Total		9,420,187	9,112,162	8,372,164	8,098,133	7,485,360
		Tax Levy (Exempted)		8,166,072	7,896,566	7,230,388	6,981,738	6,635,813
		SBA Funding (Floral)		(585,681)	(585,681)	(585,681)	0	0
		SBA Funding (HS)		(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)	(2,764,695)
*Tax Rate Impact calculated on FY 2014 values		Bond Reserve Account		0	0	0	0	0
		Oak Middle MSBA		(40,671)	(40,671)	(40,671)	(40,671)	(40,671)
		Sherwood Middle Bond Premium		(68,437)	(65,545)	(62,653)	(59,280)	(55,906)
		CenTech North Bond Premium		1,958	(1,817)	(1,675)	(1,523)	(1,429)
		Net Tax Levy Exempted		4,708,546	4,438,157	3,775,013	4,115,569	3,773,112
		Tax Rate Impact*	\$4,769.8	\$0.99	\$0.93	\$0.79	\$0.86	\$0.79
		Average Res Tax Bill (Outside Levy Limit)*	\$368,368	\$363.70	\$342.82	\$291.59	\$317.90	\$291.45

NOTES

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TOWN OF SHREWSBURY
Fiscal Year 2015
Operating Budget

Operating Support

0159

	<u>ACTUAL 2012</u>	<u>ACTUAL 2013</u>	<u>ORIGINAL BUDGET 2014</u>	<u>REVISED BUDGET 2014</u>	<u>EXPENDED TO DATE 2014</u>	<u>DEPARTMENT REQUEST 2015</u>	<u>TOWN MANAGER RECOMMEND 2015</u>
510310 Employee Assist Program	\$3,980	\$3,980	\$4,000	\$4,000	\$2,985	\$4,000	\$4,000
510320 FICA Employer Match	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510330 Grp Health & Life Ins	\$7,569,126	\$7,523,526	\$8,100,000	\$8,100,000	\$3,564,328	\$8,750,000	\$8,750,000
510340 Medicare Employer Match	\$704,841	\$727,786	\$745,000	\$745,000	\$360,309	\$775,000	\$775,000
510360 Pensions & Annuities - NonCon	\$0	\$0	\$0	\$0	\$0	\$0	\$0
510380 Unemployment Compensation	\$71,377	\$82,448	\$150,000	\$152,000	\$23,126	\$150,000	\$150,000
510390 Worker's Compensation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
520080 R & M - Equipment	\$10,421	\$10,421	\$10,421	\$10,421	\$7,816	\$10,421	\$10,421
520620 Ambulance Services	\$77,124	\$19,281	\$0	\$0	\$0	\$0	\$0
540020 Oil & Fuel	\$373,485	\$436,228	\$475,000	\$475,000	\$266,057	\$475,000	\$475,000
540150 Print Postage Stationary	\$95,708	\$98,814	\$100,000	\$100,000	\$55,705	\$106,000	\$106,000
570100 WAREP Payment	\$0	\$0	\$0	\$0	\$0	\$0	\$0
570220 Memorial Day	\$3,046	\$2,950	\$3,549	\$3,549	\$0	\$5,500	\$5,500
570230 General Insurance	\$651,155	\$722,515	\$790,000	\$790,000	\$760,613	\$800,000	\$800,000
570290 Bills of Prior Years	\$0	\$0	\$5,360	\$5,360	\$5,360	\$0	\$0
572010 Out of State Travel Exp	\$0	\$0	\$0	\$0	\$0	\$0	\$0
572030 MIS Support	\$510,899	\$545,000	\$635,000	\$635,000	\$370,417	\$660,000	\$660,000
580370 Telecom & Network Equipment	\$0	\$0	\$16,818	\$16,818	\$0	\$58,618	\$58,618
Operating Support SepAp	\$10,071,161	\$10,172,949	\$11,035,148	\$11,037,148	\$5,416,716	\$11,794,539	\$11,794,539
Operating Support	\$10,071,161	\$10,172,949	\$11,035,148	\$11,037,148	\$5,416,716	\$11,794,539	\$11,794,539

Summary Sheet
FY 2015 Health and Life Insurance Budget

Item	Amount	Comment/Explanation
Annual Premium Active/Ret	\$7,410,014.16	Based on 1/14/2014 Census
Annual Premium Senior Plans	\$759,906.12	Based on 1/14/2014 Census
Additional Employees (15) FP (Annual Cost Per Plan Is \$12,790)	\$217,423.20	FY 13 to FY 14 change was (+5) family; (+7) individual and (+10) senior plans (total of +22 plans).
Increase on Active Plans	\$592,801.13	Assume 8% (July 1 Renewal)
Increase on Retiree Plans	\$18,997.65	Assume 5% (January 1 Renewal)
Life Insurance	\$51,337.92	
Total Projected Expenses	\$9,050,480.19	
Reduction for Food Service Employees, Extended Day, Full Day and Pre-School Being Funded Via Revolving Account	\$325,000.00	
Adjusted	\$8,725,480.19	
Say	\$8,750,000.00	

FY 2015
Health and Life Insurance Budget
(Based on Census as of 1/14/2014)

Includes FY 2014 Rates

School Plans

Municipal Plans

Health Plan	Type	Town Pays	No. of Plans	Amount	Health Plan	Type	Town Pays	Amount	Total Amount	
H/P PPO	Fam	\$1,943.00	-	\$0.00	H/P PPO	Fam	\$1,943.00	-	\$0.00	
	Ind	\$875.00	2	\$21,000.00		Ind	\$875.00	2	\$21,000.00	\$42,000.00
			2	\$21,000.00				2	\$21,000.00	\$42,000.00
Tufts POS	Fam	\$1,943.00	-	\$0.00	Tufts POS	Fam	\$1,943.00	-	\$0.00	
	Ind	\$875.00	-	\$0.00		Ind	\$875.00	-	\$0.00	\$0.00
			-	\$0.00				-	\$0.00	\$0.00
Blue Options Rate Saver	Fam	\$1,011.00	4	\$48,528.00	Blue Options Rate Saver	Fam	\$1,011.00	-	\$0.00	
	Ind	\$376.80	4	\$18,086.40		Ind	\$376.80	-	\$0.00	\$48,528.00
			8	\$66,614.40				-	\$0.00	\$18,086.40
Tufts Navigator Rate Saver	Fam	\$1,012.80	7	\$85,075.20	Tufts Navigator Rate Saver	Fam	\$1,012.80	-	\$0.00	
	Ind	\$387.00	4	\$18,576.00		Ind	\$387.00	-	\$0.00	\$85,075.20
			11	\$103,651.20				-	\$0.00	\$18,576.00
HPHC Rate Saver	Fam	\$954.00	23	\$263,304.00	HPHC Rate Saver	Fam	\$954.00	17	\$194,616.00	
	Ind	\$366.00	40	\$175,680.00		Ind	\$366.00	8	\$35,136.00	\$457,920.00
			63	\$438,984.00				25	\$229,752.00	\$210,816.00
Fallon Select Rate Saver	Fam	\$1,065.80	254	\$3,248,558.40	Fallon Select Rate Saver	Fam	\$1,065.80	90	\$1,151,064.00	
	Ind	\$395.66	137	\$650,465.04		Ind	\$395.66	50	\$237,396.00	\$4,399,622.40
			391	\$3,899,023.44				140	\$1,388,460.00	\$887,861.04
Fallon Direct Rate Saver	Fam	\$1,058.46	67	\$851,001.84	Fallon Direct Rate Saver	Fam	\$1,058.46	14	\$177,821.28	
	Ind	\$393.90	35	\$165,438.00		Ind	\$393.90	10	\$47,268.00	\$1,028,823.12
			102	\$1,016,439.84				24	\$225,089.28	\$212,706.00
								\$1,241,529.12		

Health and Life Insurance Budget
(Based on Census as of 1/14/2014)

School Plans

Municipal Plans

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	\$164.17	125	\$246,255.00	HP Medicare Enhanced		\$164.17	53	\$104,412.12	\$350,667.12
Jan 1 Renewal	BC Medex II	\$155.82	6	\$11,219.04	BC Medex II		\$155.82	4	\$7,479.36	\$18,698.40
Jan 1 Renewal	Tufts Medicare Prime Plus Suplmt PDP	\$160.00	27	\$51,840.00	Tufts Medicare Prime Plus Suplmt PDP		\$160.00	8	\$15,360.00	\$67,200.00
Jan 1 Renewal	BC/BS Managed Blue	\$160.31	2	\$3,847.44	BC/BS Managed Blue		\$160.31	3	\$5,771.16	\$9,618.60
Jan 1 Renewal	Fallon Senior	\$208.50	38	\$95,076.00	Fallon Senior		\$208.50	33	\$82,566.00	\$177,642.00
Jan 1 Renewal	Tufts Medicare Preferred	\$189.00	32	\$72,576.00	Tufts Medicare Preferred		\$189.00	28	\$63,504.00	\$136,080.00
			230	\$480,813.48				129	\$279,092.64	\$759,906.12
									Total Cost	\$8,169,920.28
	Total Active		577	\$5,545,712.88	Total Active		191	\$1,864,301.28		\$7,410,014.16
	Total Retired		230	\$480,813.48	Total Retired		129	\$279,092.64		\$759,906.12
			807	\$6,026,526.36			320	\$2,143,393.92		\$8,169,920.28
							Total Plans			1,127
	Life Insurance	\$4.24	711	\$36,175.68			\$4.24	298	\$15,162.24	

**TOWN OF SHREWSBURY
WEST SUBURBAN HEALTH GROUP ACTIVE PLANS 2013-2014**

JUNE PAYROLL CHANGES FOR JULY 1, 2014 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 BIWEEKLY*	EMP. 21P/R BI-WEEKLY**	EMPLOYEE WEEKLY*	COBRA	
INDEMNITY PLANS												
Harvard Pilgrim PPO												
50/50	FAMILY	\$3,886.00	\$1,943.00	\$896.77	\$1,110.29	\$448.38	\$1,943.00	\$896.77	\$1,110.29	\$448.38	\$3,963.72	
50/50	FAMILY (SS)	\$3,886.00	\$1,943.00	\$896.77	\$1,110.29	\$448.38	\$1,943.00	\$896.77	\$1,110.29	\$448.38		
50/50	INDIVIDUAL	\$1,750.00	\$875.00	\$403.85	\$500.00	\$201.92	\$875.00	\$403.85	\$500.00	\$201.92	\$1,785.00	
50/50	INDIVIDUAL (SS)	\$1,750.00	\$875.00	\$403.85	\$500.00	\$201.92	\$875.00	\$403.85	\$500.00	\$201.92		
Tufts POS												
50/50	FAMILY	\$3,886.00	\$1,943.00	\$896.77	\$1,110.29	\$448.38	\$1,943.00	\$896.77	\$1,110.29	\$448.38	\$3,963.72	
50/50	FAMILY (SS)	\$3,886.00	\$1,943.00	\$896.77	\$1,110.29	\$448.38	\$1,943.00	\$896.77	\$1,110.29	\$448.38		
50/50	INDIVIDUAL	\$1,750.00	\$875.00	\$403.85	\$500.00	\$201.92	\$875.00	\$403.85	\$500.00	\$201.92	\$1,785.00	
50/50	INDIVIDUAL (SS)	\$1,750.00	\$875.00	\$403.85	\$500.00	\$201.92	\$875.00	\$403.85	\$500.00	\$201.92		
RATE SAVER HMO PLANS												
BLUE OPTIONS RATE SAVER EPO												
60/40	FAMILY	\$1,685.00	\$1,011.00	\$466.62	\$577.71	\$233.31	\$674.00	\$311.08	\$385.14	\$155.54	\$1,718.70	
50/50	FAMILY (SS)	\$1,685.00	\$842.50	\$388.85	\$481.43	\$194.42	\$842.50	\$388.85	\$481.43	\$194.42		
60/40	INDIVIDUAL	\$628.00	\$376.80	\$173.91	\$215.31	\$86.95	\$251.20	\$115.94	\$143.54	\$57.97	\$640.56	
50/50	INDIVIDUAL (SS)	\$628.00	\$314.00	\$144.92	\$179.43	\$72.46	\$314.00	\$144.92	\$179.43	\$72.46		
TUFTS NAVIGATOR RATE SAVER EPO												
60/40	FAMILY	\$1,688.00	\$1,012.80	\$467.45	\$578.74	\$233.72	\$675.20	\$311.63	\$385.83	\$155.82	\$1,721.76	
50/50	FAMILY (SS)	\$1,688.00	\$844.00	\$389.54	\$482.29	\$194.77	\$844.00	\$389.54	\$482.29	\$194.77		
60/40	INDIVIDUAL	\$645.00	\$387.00	\$178.62	\$221.14	\$89.31	\$258.00	\$119.08	\$147.43	\$59.54	\$657.90	
50/50	INDIVIDUAL (SS)	\$645.00	\$322.50	\$148.85	\$184.29	\$74.42	\$322.50	\$148.85	\$184.29	\$74.42		
HPHC RATE SAVER EPO												
60/40	FAMILY	\$1,590.00	\$954.00	\$440.31	\$545.14	\$220.15	\$636.00	\$293.54	\$363.43	\$146.77	\$1,621.80	
50/50	FAMILY (SS)	\$1,590.00	\$795.00	\$366.92	\$454.29	\$183.46	\$795.00	\$366.92	\$454.29	\$183.46		
60/40	INDIVIDUAL	\$610.00	\$366.00	\$168.92	\$209.14	\$84.46	\$244.00	\$112.62	\$139.43	\$56.31	\$622.20	
50/50	INDIVIDUAL (SS)	\$610.00	\$305.00	\$140.77	\$174.29	\$70.38	\$305.00	\$140.77	\$174.29	\$70.38		
FALLON SELECT RATE SAVER EPO												
73/27	FAMILY	\$1,460.00	\$1,065.80	\$491.91	\$609.03	\$245.95	\$394.20	\$181.94	\$225.26	\$90.97	\$1,489.20	
50/50	FAMILY (SS)	\$1,460.00	\$730.00	\$336.92	\$417.14	\$168.46	\$730.00	\$336.92	\$417.14	\$168.46		
73/27	INDIVIDUAL	\$542.00	\$395.66	\$182.61	\$226.09	\$91.31	\$146.34	\$67.54	\$83.62	\$33.77	\$552.84	
50/50	INDIVIDUAL (SS)	\$542.00	\$271.00	\$125.08	\$154.86	\$62.54	\$271.00	\$125.08	\$154.86	\$62.54		
FALLON DIRECT RATE SAVER EPO												
78/22	FAMILY	\$1,357.00	\$1,058.46	\$488.52	\$604.83	\$244.26	\$298.54	\$137.79	\$170.59	\$68.89	\$1,384.14	
50/50	FAMILY (SS)	\$1,357.00	\$678.50	\$313.15	\$387.71	\$156.58	\$678.50	\$313.15	\$387.71	\$156.58		
78/22	INDIVIDUAL	\$505.00	\$393.90	\$181.80	\$225.09	\$90.90	\$111.10	\$51.28	\$63.49	\$25.64	\$515.10	
50/50	INDIVIDUAL (SS)	\$505.00	\$252.50	\$116.54	\$144.29	\$58.27	\$252.50	\$116.54	\$144.29	\$58.27		

(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, 2014 (Corrected 12/5/2013)				
% PAID		TOTAL	TOWN	RETIREE
Town/Retiree		MONTHLY	MONTHLY	MONTHLY
MEDICARE SUPPLEMENT PLANS				
FREEDOM OF CHOICE				
HARVARD PILGRIM - MEDICARE ENHANCE WITH FIRST HEALTH PART D PLAN				
50/50	SUBSCRIBER	\$328.33	\$164.17	\$164.17
50/50	SURVIVING SPOUSE	\$328.33	\$164.17	\$164.17
BC/BS - MEDEX II WITH BLUE MEDICARE Rx				
50/50	SUBSCRIBER	\$311.63	\$155.82	\$155.82
50/50	SURVIVING SPOUSE	\$311.63	\$155.82	\$155.82
TUFTS - MEDICARE PRIME SUPPLEMENT WITH PDP PLUS				
50/50	SUBSCRIBER	\$320.00	\$160.00	\$160.00
50/50	SURVIVING SPOUSE	\$320.00	\$160.00	\$160.00
HMO MEDI-WRAP PLANS				
BC/BS - MANAGED BLUE FOR SENIORS				
60/40	SUBSCRIBER	\$267.18	\$160.31	\$106.87
50/50	SURVIVING SPOUSE	\$267.18	\$133.59	\$133.59
MEDICARE ADVANTAGE HMO PLANS				
FALLON - SENIOR PLAN				
75/25	SUBSCRIBER	\$278.00	\$208.50	\$69.50
50/50	SURVIVING SPOUSE	\$278.00	\$139.00	\$139.00
TUFTS - MEDICARE PREFERRED HMO				
75/25	SUBSCRIBER	\$252.00	\$189.00	\$63.00
50/50	SURVIVING SPOUSE	\$252.00	\$126.00	\$126.00

Medicare Budget
FY 2015

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%
2013	\$727,786	\$22,945	3.26%

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
First Half of FY	\$261,055	\$257,723	\$267,042	\$275,943	\$285,849	\$301,026
		-1.28%	3.62%	3.33%	3.59%	5.31%
Second Half of FY	\$384,313	\$390,484	\$419,749	\$428,898	\$441,937	
		1.61%	7.49%	2.18%	3.04%	
Total	\$645,368	\$648,207	\$686,791	\$704,841	\$727,786	
		0.44%	5.95%	2.63%	3.26%	

Cal 2009	Cal 2010	Cal 2011	Cal 2012	Cal 2013
\$642,036	\$657,526	\$695,692	\$714,747	\$742,963
	2.41%	5.80%	2.74%	3.95%

Projection			
2014	\$749,620	\$44,779	3.00%
2015	\$772,108	\$22,489	3.00%

FY 2014 Budget - \$745,000

SAY \$775,000

Oil and Fuel Budget
FY 2015

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
2013	90,000	40,036	130,036

	Gallons	Price	Extended	Comment
Unleaded	47,500	\$3.0500	\$144,875.00	Fixed price 7/1 to 12/31 (\$3.05)
Unleaded	47,500	\$3.5000	\$166,250.00	Estimate
Diesel	45,000	\$3.5000	\$157,500.00	Current price is \$3.30
Bulk Lubricants			\$8,000.00	
JOC Subscription			\$825.00	
			\$477,450.00	
		SAY	\$475,000	

Print, Postage Stationary
FY 2015

Item	FY 2010 Expended	FY 2011 Expended	FY 2012 Expended	FY 2013 Expended	FY 2014 Budget	FY 2014 Expended to Date	FY 2014 Budget	FY 2015 Budget
Postage & Fed Ex	\$68,538	\$74,834	\$75,997	\$63,579	\$75,000	\$29,735	\$75,000	\$77,000
Printing	\$9,252	\$6,011	\$7,163	\$4,970	\$7,500	\$3,959	\$7,500	\$7,000
Time Stamp, Copier & Fax	\$9,694	\$1,612	\$1,387	\$19,620	\$6,000	\$10,273	\$6,000	\$12,500 *
Copy Paper & Office Supplies/Other Supplies	\$6,281	\$8,089	\$8,044	\$6,358	\$8,000	\$2,671	\$8,000	\$6,000
Postage Meter Rental, Service & Supplies	\$2,954	\$3,563	\$3,117	\$4,287	\$3,500	\$4,068	\$3,500	\$3,500
	\$96,719	\$94,109	\$95,708	\$98,814	\$100,000	\$50,706	\$100,000	\$106,000

**Includes funding for one (1) new copier (\$9,5000/per) at COA or Police (Detective Bureau)

MIS Support
Budget Explanation
FY 2015

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 \$600,000** 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 \$60,000** to be paid upon invoicing by SELCO. Note that \$11,818 for the new SAN switches installed in 2011 is being carried 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 - **\$660,000**

Telecom & Network Equipment
Budget Explanation
FY 2015

Item	Cost
General repairs & replacement	\$5,000.00
SAN Switch (3 rd of 4 Payments)	\$11,818.00
Phone system controls upgrade (1 st of 5 payments)	\$16,800.00
Telephone & data re-cabling of Town Hall	\$25,000.00
Total	\$58,618.00

Normal Operations	S & W, Benefits, Longevity, Etc (2 FTE)	\$ 240,000.00	This number reflects the cost for providing direct staff support for all Town systems, hardware, and software. For roughly the cost of 2 FTE the Town has access to all SELCO staff for services and support. A minimum of 2 FTE will be dedicated to all Town requests at all times.
Total	Misc Operating Expenses	\$ 20,000.00	
\$260,000.00			
R&M	Munis, Vision, Hawkeye, Microsoft	\$ 265,000.00	The repairs and maintenance line (R&M) is for the service contracts required in supporting the Town. This includes licenseing costs, software maintenance, service contracts, and unscheduled repairs. This also includes the printing costs for managed print.
Total	VMWare, CBS - Bloom, ImageView,		
\$265,000.00	Google		
Data Processing	Bill Printing and Mailing Service	\$ 35,000.00	This item is for outsourced services, currently bill printing. This service is employed to reduce workload on internal staff and increasing service to the citizen.
Total			
\$35,000.00			
Equipment Upgrades	Hardware upgrades, replacements, new.	\$ 60,000.00	This is the bare minimum required to keep existing hardware and services functional. As per priority, one half of this item will be dedicated to the Shrewsbury PD to purchase new mobile data terminals.
Total			
\$60,000.00			
Software	Software upgrades, replacements, new	\$ 20,000.00	This is the minumum required to purchase software for the Town. This includes upgrading Office from versions no longer available. This also is for Google Apps. Please note that Google Apps will have an annual recurring cost in subsequent years.
Total			
\$20,000.00			
Outside Services	Consulting, Training, etc.	\$ 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. This also includes training resources and interns.
Total			
\$20,000.00			
Overall Total			
\$660,000.00			
	Total of above that is standard reoccurring	\$ 295,000.00	Cost will be broken down by a factor of four and billed quarterly
	Total that is "as occurs"	\$ 345,000.00	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	\$ 165,000.00	Average quarterly charge back

- NOTES:** 1) Within the R&M line is \$180,000 for MUNIS (approx 70% of the overall budget).
2) Out of the MUNIS cost, the Utility Billing module is @ \$4,500, and printing costs are @\$5500 - TOTAL = \$10,000.
3) Staffing costs have gone from prior years due to internal changes.
4) Google Apps will eventually replace our email provider. We need to add Google Apps licenses, and then migrate from our existing email to Google. Current cost is @ 10/user/month; Google is \$50/user/year.