
TOWN OF STOUGHTON
INCORPORATED 1726

FY2014 Preliminary Budget Presentation
to
Board of Selectmen
on
December 4, 2012

Joseph D. Feaster, Jr., Interim Town Manager
William J. Rowe, Town Accountant

Budget Guiding Principles

- Transparency
- Efficiency
- Appropriate Staffing
- Savings
- Manage Article Submission

Management Objectives

- FY2013 Turnbacks
- Controlling Overtime
- Adjusting Fees
- Centralize Collections
- Centralize/Regionalize Dispatching
- Abolish Ambulance Enterprise Fund
- Automate Town Clerk's Office
- Disposition of Town Owned Property
- Rescinding Borrowing Authorizations After 4 Years
- Strengthening Zoning By-Law

Staff Revisions

- Board of Health (1)
  - Director
- Building (1)
  - Assistant Building Commissioner
- Cedar Hill (1)
  - Superintendent of Maintenance
- Fire (4)
  - Firefighters
- Library (.5)
  - Junior Children's Librarian (p/t to f/t)
- Planning (1)
  - Assistant Planner/Economic Development
- Police (4)
  - Dispatcher (2)
  - Housing Officer
  - IT Crime/Analyst
- Public Works (1)
  - Executive Assistant
- Town Manager(1)
  - IT Analyst

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DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	SUMMARY - GENERAL FUND BUDGETS								
	Joint Education/Town General Fund Operating Budget								
	Debt Service			2,826,037.49	3,243,233.88	3,500,821.00	3,833,488.00	3,833,488.00	9.50%
	Finance Committee			44,063.89	5,774.08	256,575.00	257,200.00	257,200.00	0.24%
	Insurances			8,051,997.72	8,302,144.08	8,406,787.00	8,806,787.00	8,806,787.00	4.76%
	MBTA			0.00	0.00	3,000.00	3,000.00	3,000.00	0.00%
	Moderator			4,631.36	5,001.74	6,175.00	9,190.00	9,190.00	48.83%
	Municipal Fuel					25,000.00	50,000.00	50,000.00	100.00%
	Retirement			3,195,871.00	3,099,875.00	3,251,408.00	3,576,548.00	3,576,548.00	10.00%
	Total Joint Accounts			14,122,601.46	**14,656,028.78**	15,449,766.00	16,536,213.00	16,536,213.00	7.03%
	Town General Fund Operating Budget								
	General Administration			2,347,202.71	2,682,045.79	3,301,376.04	3,342,670.00	3,702,638.00	12.15%
	Protection of Persons & Property			8,626,537.20	8,878,503.61	9,573,529.86	11,000,934.00	10,688,627.00	11.65%
	Public Works			3,061,188.41	2,636,526.15	3,129,485.00	3,652,994.00	3,652,994.00	16.73%
	Human Services & Recreation			2,204,878.19	2,136,619.74	2,291,052.31	2,435,257.00	2,435,257.00	6.29%
	Total Town Budget			16,239,806.51	**16,333,695.29**	18,295,443.21	20,431,855.00	20,479,516.00	11.94%
	Education General Fund Operating Budget								
	Stoughton School Dept General Fund Total			34,394,187.72	35,871,180.67	37,701,774.00	0.00	0.00	
	Southeastern Regional School Assessment			1,002,000.00	1,061,081.00	1,017,470.00	0.00	0.00	
	Norfolk Aggie Service			15,000.00	20,000.00	20,000.00	0.00	0.00	
	Blue Hills Regional				17,980.00				
	Total Education Budget			35,411,187.72	**36,970,241.67**	38,739,244.00	0.00	0.00	
	Micellaneous Adjustments								
	Fire Insurance Adjustment								
	TOTAL - General Fund Budgets and Capital Outlay			65,773,595.69	**67,959,965.74**	72,484,453.21	36,968,068.00	37,015,729.00	

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	SUMMARY - ENTERPRISE FUND BUDGETS								
	Enterprise Fund Salaries, Expenses, & Debt Budgets								
	Ambulance			1,167,887.90	1,157,779.76	1,246,128.64	1,442,560.00	1,442,560.00	15.76%
	Cedar Hill Golf Course			207,089.69	206,005.22	222,614.84	249,778.00	290,221.00	30.37%
	Public Health			782,561.73	854,135.56	1,007,001.92	944,091.00	936,091.00	-7.04%
	Sewer			5,503,563.38	5,873,463.84	6,548,466.50	6,713,585.00	6,713,585.00	2.52%
	Water			3,730,822.47	3,733,000.64	4,247,797.89	5,129,627.00	5,129,627.00	20.76%
	Total Enterprise Budgets			11,391,925.17	11,824,385.02	13,272,009.79	14,479,641.00	14,512,084.00	
	Enterprise Fund Capital Outlay, Other Finance Uses, Insurance Recovery								
	Ambulance			5,117.72	0.00	0.00	0.00	0.00	
	Cedar Hill Golf Course			14,705.00	0.00	0.00	0.00	0.00	
	Public Health			0.00	0.00	0.00	0.00	0.00	
	Sewer			0.00	0.00	0.00	0.00	0.00	
	Water			0.00	0.00	0.00	0.00	0.00	
	Total Enterprise Capital Outlay			19,822.72	0.00	0.00	0.00	0.00	
	Enterprise Fund Reserves								
	Ambulance			0.00	0.00	25,000.00	0.00	0.00	-100.00%
	Cedar Hill Golf Course			0.00	0.00	0.00	0.00	0.00	
	Public Health			0.00	0.00	0.00	0.00	0.00	
	Sewer			0.00	0.00	10,000.00	10,000.00	10,000.00	0.00%
	Water			0.00	0.00	10,000.00	0.00	0.00	
	Total Enterprise Reserves			0.00	0.00	45,000.00	10,000.00	10,000.00	-77.78%
	Indirect Costs			1,406,204.00	1,443,500.00	1,578,621.00	1,641,766.00	1,641,766.00	4.00%
	Total Enterprise Accounts			12,817,951.89	13,267,885.02	14,895,630.79	16,131,407.00	16,163,850.00	8.51%
	GRAND TOTAL - ALL BUDGETS			78,591,547.58	81,227,850.76	87,380,084.00	53,099,475.00	53,179,579.00	

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		DEBT SERVICE - 710								
		TOWN:								
	710	Principal			1,110,930.00	1,283,070.00	**1,352,330.00**	**1,520,530.00**	1,520,530.00	12.44%
	715	Interest			261,361.01	275,054.75	**290,911.00**	**272,408.00**	272,408.00	-6.36%
	716	Short term debt Service			31,312.83	370.00	**83,840.00**	**137,400.00**	137,400.00	63.88%
		Subtotal Town			1,403,603.84	**1,558,494.75**	**1,727,081.00**	**1,930,338.00**	1,930,338.00	11.77%
		SCHOOL:								
	710	Principal			976,300.00	1,305,100.00	**1,309,467.00**	**1,407,400.00**	1,407,400.00	7.48%
	715	Interest			331,090.56	359,606.61	**383,710.00**	**364,907.00**	364,907.00	-4.90%
	716	Short Term debt service			39,738.75	0.00	**563.00**	**50,843.00**	50,843.00	8930.73%
		Subtotal School			1,347,129.31	**1,664,706.61**	**1,693,740.00**	**1,823,150.00**	1,823,150.00	7.64%
	200	*Bond Issue and Borrowing Expenses*			75,304.34	20,032.52	**80,000.00**	**80,000.00**	80,000.00	0.00%
		TOTALS:								
		Principal			2,087,230.00	2,588,170.00	**2,661,797.00**	**2,927,930.00**	2,927,930.00	10.00%
		Interest			592,451.57	634,661.36	**674,621.00**	**637,315.00**	637,315.00	-5.53%
		Short Term debt service			71,051.58	370.00	**84,403.00**	**188,243.00**	188,243.00	123.03%
		Bond Issue Expenses			75,304.34	20,032.52	**80,000.00**	**80,000.00**	80,000.00	0.00%
1		**TOTAL DEPARTMENT**			2,826,037.49	**3,243,233.88**	**3,500,821.00**	**3,833,488.00**	3,833,488.00	9.50%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		FINANCE COMMITTEE - 131								
		EXPENSES:								
	203	Operational Audit			40,000.00					
	343	Advertising			999.83	1,473.00	1,500.00	**1,650.00**	1,650.00	10.00%
	422	Printing and Stationery			2,415.00	2,951.10	3,500.00	**3,850.00**	3,850.00	10.00%
	711	In-Service Training & Education			323.06	1,023.98	1,200.00	**1,320.00**	1,320.00	10.00%
	730	Dues and Subscriptions			326.00	326.00	375.00	**380.00**	380.00	1.33%
		Total Expenses:			44,063.89	5,774.08	6,575.00	**7,200.00**	7,200.00	9.51%
		Finance Committee Reserve Fund			0.00	0.00	200,000.00	**200,000.00**	200,000.00	0.00%
		Fuel Reserve			0.00	0.00	50,000.00	**50,000.00**	50,000.00	0.00%
2		**TOTAL DEPARTMENT**			44,063.89	5,774.08	256,575.00	**257,200.00**	257,200.00	0.24%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		INSURANCES - 910								
		Employee Benefits:								
	472	Employment Screenings			1,498.00	7,311.10	1,500.00	**1,500.00**	1,500.00	0.00%
	752	Medicare and Social Security			679,257.92	722,621.55	710,000.00	**710,000.00**	710,000.00	0.00%
	753	Life Insurance			11,928.44	16,118.02	12,000.00	**12,000.00**	12,000.00	0.00%
	754	Hospitalization			6,422,307.99	6,468,903.96	6,600,337.00	**7,000,337.00**	7,000,337.00	6.06%
		Total			7,114,992.35	7,214,954.63	7,323,837.00	**7,723,837.00**	7,723,837.00	5.46%
		Employee Injury:								
	179	Workmen's Compensation			100,000.00	109,500.00	100,000.00	**100,000.00**	100,000.00	0.00%
	180	Police and Fire Medical			119,842.98	250,504.19	220,000.00	**220,000.00**	220,000.00	0.00%
		Total			219,842.98	360,004.19	320,000.00	**320,000.00**	320,000.00	0.00%
		Liability and Property:								
	309	Consultant Fees								
	742	Package Policy			212,010.00	225,284.00	216,500.00	**216,500.00**	216,500.00	0.00%
	740	Umbrella Liability			97,810.00	63,896.00	65,900.00	**65,900.00**	65,900.00	0.00%
	743	Public Official Liability			118,650.00	110,287.00	113,250.00	**113,250.00**	113,250.00	0.00%
	744	Police/Fire D&D			34,839.00	28,782.00	29,650.00	**29,650.00**	29,650.00	0.00%
	745	Vehicle Drivers			229,956.00	266,262.00	278,000.00	**278,000.00**	278,000.00	0.00%
	746	Boiler Insurance			0.00	0.00	15,500.00	**15,500.00**	15,500.00	0.00%
	747	Bonds			2,382.50	3,675.00	3,150.00	**3,150.00**	3,150.00	0.00%
	750	Uninsured Claims/Deductibles			7,223.89	13,562.26	25,000.00	**25,000.00**	25,000.00	0.00%
	739	School Board			14,291.00	15,437.00	16,000.00	**16,000.00**	16,000.00	0.00%
		Total			717,162.39	727,185.26	762,950.00	**762,950.00**	762,950.00	0.00%
3		**TOTAL DEPARTMENT**			8,051,997.72	8,302,144.08	**8,406,787.00**	**8,806,787.00**	8,806,787.00	4.76%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		MBTA* -125								
		Salaries								
	118	Collector - Commuter Rail Parking Fees			0.00	0.00	**3,000.00**	**3,000.00**	**3,000.00**	**0.00%**
		Total Salaries			0.00	0.00	**3,000.00**	**3,000.00**	**3,000.00**	**0.00%**
		Expenses								
	271	Rental Building			0.00	0.00	**0.00**	**0.00**	**0.00**	
	281	MBTA Parking Lot Ageement (50/50)			0.00	0.00	**0.00**	**0.00**	**0.00**	
		Total Expenses			0.00	0.00	**0.00**	**0.00**	**0.00**	
4		**TOTAL DEPARTMENT**			0.00	**0.00**	**3,000.00**	**3,000.00**	**3,000.00**	

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		MODERATOR - 114								
		SALARY:								
	50	Moderator			1,000.00	1,100.00	1,200.00	**1,400.00**	1,400.00	16.67%
	112	Secretarial - Town Meeting Committees			1,512.00	1,776.00	1,600.00	**1,925.00**	1,925.00	20.31%
		Total Salaries:			2,512.00	2,876.00	2,800.00	**3,325.00**	3,325.00	
		EXPENSES:								
	760	Awards & Presentations			0.00	823.50	350.00	**850.00**	850.00	142.86%
	343	Advertising			106.00	1,166.00	1,000.00	**1,250.00**	1,250.00	25.00%
	420	Office Supplies			1,177.39	52.24	900.00	**1,190.00**	1,190.00	32.22%
	425	Supplies - Town Meeting Committees (combined w/awards)			690.97	0.00	700.00	**2,150.00**	2,150.00	207.14%
	711	Inservice Training & Education					100.00	**100.00**	100.00	0.00%
	730	Dues			145.00	84.00	325.00	**325.00**	325.00	0.00%
		Total Expenses:			2,119.36	2,125.74	3,375.00	**5,865.00**	5,865.00	73.78%
5		**TOTAL DEPARTMENT**			4,631.36	**5,001.74**	**6,175.00**	**9,190.00**	9,190.00	48.83%

DRAFT		TITLE	FTE		FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
			FY13	FY14 TM/BOS						
		MUNICIPAL FUEL DEPOT - 425								
	481	Gas, Oil, Grease					25,000.00	50,000.00	50,000.00	100.00%
34		TOTAL DEPARTMENT					25,000.00	50,000.00	50,000.00	100.00%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		RETIREMENT & PENSIONS - 911								
		FUNCTION: To fund retirement costs of:								
		1. Norfolk County Retirement Board. This Board administors the pensions of all employees, except teachers.								
		2. A portion of pension costs for some retired teachers. Most costs are assessed on the Cherry Sheet.								
		Contributory Pension System			3,195,871.00	3,099,875.00	**3,251,408.00**	**3,576,548.00**	**3,576,548.00**	**10.00%**
		Non-Contributory Pensions								
6		**TOTAL DEPARTMENT**			3,195,871.00	**3,099,875.00**	**3,251,408.00**	**3,576,548.00**	**3,576,548.00**	**10.00%**

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	SUMMARY - TOWN GENERAL FUND ACCOUNTS - BY GENERAL FUNCTION								
	General Administration								
	Salaries			1,433,411.62	1,893,049.58	**2,040,766.04**	**2,158,357.00**	**2,502,125.00**	**22.61%**
	Expenses			913,791.09	788,996.21	**1,260,610.00**	**1,184,313.00**	**1,200,513.00**	**-4.77%**
	Protection of Persons & Property								
	Salaries			7,946,215.55	8,149,228.63	**8,678,268.86**	**9,895,852.00**	**9,614,245.00**	**10.79%**
	Expenses			680,321.65	729,274.98	**895,261.00**	**1,105,082.00**	**1,074,382.00**	**20.01%**
	Public works								
	Salaries			1,600,927.01	1,470,178.04	**1,578,420.00**	**1,672,704.00**	**1,672,704.00**	**5.97%**
	Expenses			1,460,261.40	1,166,348.11	**1,551,065.00**	**1,980,290.00**	**1,980,290.00**	**27.67%**
	Human Services & Recreation								
	Salaries			1,383,552.19	1,340,812.19	**1,415,679.31**	**1,487,935.00**	**1,487,935.00**	**5.10%**
	Expenses			821,326.00	795,807.55	**875,373.00**	**947,322.00**	**947,322.00**	**8.22%**
	Reserves for Further Appropriation			0.00	0.00	**0.00**	**0.00**	**0.00**	
	GRAND TOTAL - TOWN BUDGET			16,239,806.51	16,333,695.29	**18,295,443.21**	**20,431,855.00**	**20,479,516.00**	**11.94%**
	General Administration			2,347,202.71	2,682,045.79	**3,301,376.04**	**3,342,670.00**	**3,702,638.00**	**12.15%**
	Protection of Persons & Property			8,626,537.20	8,878,503.61	**9,573,529.86**	**11,000,934.00**	**10,688,627.00**	**11.65%**
	Public works			3,061,188.41	2,636,526.15	**3,129,485.00**	**3,652,994.00**	**3,652,994.00**	**16.73%**
	Human Services & Recreation			2,204,878.19	2,136,619.74	**2,291,052.31**	**2,435,257.00**	**2,435,257.00**	**6.29%**
	Reserves for Further Appropriation			0.00	0.00	**0.00**	**0.00**	**0.00**	
	GRAND TOTAL - TOWN BUDGET			16,239,806.51	16,333,695.29	**18,295,443.21**	**20,431,855.00**	**20,479,516.00**	**11.94%**
	Total Town Salaries in the Budget			12,364,106.37	12,853,268.44	**13,713,134.21**	**15,214,848.00**	**15,277,009.00**	**11.40%**
	Reserves - Employee Contracts & Capital Outlay			0.00	0.00	**0.00**	**0.00**	**0.00**	
	Total Town Expenses in the Budget			3,875,700.14	3,480,426.85	**4,582,309.00**	**5,217,007.00**	**5,202,507.00**	**13.53%**
	GRAND TOTAL - TOWN BUDGET			16,239,806.51	16,333,695.29	**18,295,443.21**	**20,431,855.00**	**20,479,516.00**	**11.94%**

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	SUMMARY - GENERAL ADMINISTRATION								
	Salaries								
	Accountant			183,728.68	211,092.00	238,799.31	256,173.00	251,173.00	5.18%
	Assessors			223,829.46	265,553.72	272,291.65	276,785.00	276,785.00	1.65%
	Board of Selectmen			0.00	0.00	23,937.00	0.00	340,000.00	1320.40%
	Central Purchasing				47,889.31	70,255.60	69,828.00	69,828.00	-0.61%
	Elections			16,967.54	11,703.76	20,500.00	14,200.00	14,200.00	-30.73%
	Human Resources				69,846.07	80,000.00	81,800.00	80,308.00	0.39%
	Information Systems			66,930.38	67,294.86	99,142.00	101,345.00	101,345.00	2.22%
	Registrars			44,088.26	45,401.12	45,495.82	950.00	48,911.00	7.51%
	Town Clerk			160,145.83	167,831.32	174,581.08	227,005.00	177,005.00	1.39%
	Town House			64,478.75	277,696.65	288,809.77	331,321.00	343,432.00	18.91%
	Town Manager			332,515.19	357,301.15	335,642.29	397,521.00	397,709.00	18.49%
	Treasurer/Collector			340,727.53	371,439.62	391,311.52	401,429.00	401,429.00	2.59%
	Expenses								
	Accountant			53,675.36	46,533.68	66,755.00	68,045.00	68,045.00	1.93%
	Assessors			22,536.06	10,961.28	107,400.00	28,400.00	28,400.00	-73.56%
	Board of Selectmen			51,294.29	54,217.68	71,812.00	71,850.00	71,850.00	0.05%
	Centralized Purchasing			130,923.09	137,341.46	149,650.00	136,600.00	142,800.00	-4.58%
	Elections			10,137.22	7,294.29	15,900.00	12,400.00	12,400.00	-22.01%
	Human Resources				34.41	3,175.00	3,175.00	3,175.00	0.00%
	Information Systems			133,638.31	155,443.57	148,692.00	150,617.00	150,617.00	1.29%
	Registrars			1,830.00	1,734.00	2,900.00	2,900.00	2,900.00	0.00%
	Town Clerk			12,010.96	12,651.84	15,850.00	20,450.00	26,450.00	66.88%
	Town Counsel			259,943.86	183,789.10	350,000.00	354,000.00	354,000.00	1.14%
	Town House			79,818.10	68,291.16	114,395.00	115,695.00	119,695.00	4.63%
	Town Manager			2,898.38	2,091.64	5,131.00	5,231.00	5,231.00	1.95%
	Treasurer/Collector			111,255.89	92,062.10	168,950.00	174,950.00	174,950.00	3.55%
	Unemployment			43,829.57	16,550.00	40,000.00	40,000.00	40,000.00	0.00%
	Total Salaries in Administration Budget			1,433,411.62	1,893,049.58	2,040,766.04	2,158,357.00	2,502,125.00	22.61%
	Total Expenses in Administration Budget			913,791.09	788,996.21	1,260,610.00	1,184,313.00	1,200,513.00	-4.77%
	Total-Operating Budgets-General Administration			2,347,202.71	2,682,045.79	3,301,376.04	3,342,670.00	3,702,638.00	12.15%
	Total Capital Outlay in Administration Budget			0.00	0.00	0.00	0.00	0.00	
	Grand Total - General Administration			2,347,202.71	2,682,045.79	3,301,376.04	3,342,670.00	3,702,638.00	12.15%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		ACCOUNTING - 135								
		SALARIES:								
	51	Accountant	1.00	1.00	88,024.86	90,688.03	90,344.67	**91,591.00**	91,591.00	1.38%
	69	Office Manager/Adm Assistant	0.00	1.00	0.00	0.00	0.00	**51,026.00**	51,026.00	100.00%
	81	Out of Grade Wages			400.00	0.00	300.00	**300.00**	300.00	0.00%
	99	Principal Clerk - Accountant	1.00	1.00	42,281.46	43,564.70	43,395.82	**43,995.00**	43,995.00	1.38%
	111	Computer Operator - Accountant	1.00	0.00	46,094.13	47,488.77	47,308.82	**0.00**	0.00	-100.00%
	130	Overtime			3,728.23	14,612.02	3,000.00	**10,000.00**	5,000.00	66.67%
	140	Longevity			3,200.00	3,200.00	3,950.00	**4,050.00**	4,050.00	2.53%
	187	Internal Auditor	1.00	1.00	0.00	11,538.48	50,500.00	**55,211.00**	55,211.00	9.33%
		Total Salaries:			183,728.68	211,092.00	238,799.31	**256,173.00**	251,173.00	5.18%
		EXPENSES:								
	301	Audit Contract			41,125.00	32,175.00	34,125.00	**35,875.00**	35,875.00	5.13%
	302	Data Processing-Supplies				22.90	0.00	**0.00**	0.00	
	309	Consultant Fees			10,462.50	9,759.00	25,000.00	**25,000.00**	25,000.00	0.00%
	343	Advertising				105.00	0.00	**0.00**	0.00	
	420	Office Supplies			223.23	708.87	530.00	**700.00**	700.00	32.08%
	432	Books			0.00		0.00	**350.00**	350.00	100.00%
	711	In-Service Training & Education			590.00	399.00	950.00	**1,475.00**	1,475.00	55.26%
	712	State Certification School			315.00	315.00	350.00	**325.00**	325.00	-7.14%
	714	Travel Expenses			547.13	1,124.67	1,300.00	**1,800.00**	1,800.00	38.46%
	730	Dues and Subscriptions			412.50	435.00	500.00	**520.00**	520.00	4.00%
	761	Capital Outlay - Replacement Equipment			0.00	1,489.24	0.00	**0.00**	0.00	
	816	Capital Outlay -Office Furniture			0.00		4,000.00	**2,000.00**	2,000.00	-50.00%
		Total Expenses:			53,675.36	46,533.68	66,755.00	**68,045.00**	68,045.00	1.93%
7		**TOTAL DEPARTMENT**			237,404.04	**257,625.68**	305,554.31	**324,218.00**	**319,218.00**	4.47%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		ASSESSORS -141								
		SALARIES:								
	51	Director of Assessing	1.00	1.00	78,457.74	80,237.66	80,610.01	**85,399.00**	85,399.00	5.94%
	53	Board of Assessors (3)	3.00	3.00	1,401.76	1,999.80	2,000.00	**2,000.00**	2,000.00	0.00%
	69	Office Manager	1.00	1.00	47,524.52	73,061.13	56,940.00	**49,500.00**	49,500.00	-13.07%
	112	Senior Clerks	2.00	2.00	84,562.94	87,121.38	86,791.64	**93,836.00**	93,836.00	8.12%
	120	Jr. Data Collector (2 P/T)	1.00	1.00	7,282.50	19,183.75	20,000.00	**17,300.00**	17,300.00	-13.50%
	140	Longevity			4,600.00	3,950.00	3,950.00	**2,050.00**	2,050.00	-48.10%
	217	Data Collectors (1 P/T)	0.00	0.50			22,000.00	**26,700.00**	26,700.00	21.36%
		Total Salaries			223,829.46	265,553.72	272,291.65	**276,785.00**	276,785.00	1.65%
		EXPENSES::								
	242	Vehicle Maint & Repair-services			0.00	29.00	50.00	**50.00**	50.00	0.00%
	249	Office Equip Repairs-Supplies			593.00	408.00	600.00	**600.00**	600.00	0.00%
	305	Photostats - Deeds, Plans			0.00	0.00	375.00	**375.00**	375.00	0.00%
	308	Land/Reg Record/Service			29.86	12.68	25.00	**25.00**	25.00	0.00%
	309	Consultant Fees			2,000.00	0.00	2,000.00	**3,000.00**	3,000.00	50.00%
	310	Binding - Microfilm			0.00	0.00	200.00	**200.00**	200.00	0.00%
	330	Appellate Tax Court Expenses			1,600.00	0.00	2,000.00	**2,000.00**	2,000.00	0.00%
	342	Freight & Express			25.28	12.10	100.00	**100.00**	100.00	0.00%
	343	Advertising			279.00	0.00	350.00	**350.00**	350.00	0.00%
	420	Office Supplies			1,922.17	1,101.90	1,900.00	**1,900.00**	1,900.00	0.00%
	422	Printing & Stationery			0.00	150.00	200.00	**200.00**	200.00	0.00%
	480	Vehicle Maint & Oper-supplies			9.98	282.43	900.00	**900.00**	900.00	0.00%
	481	Gas, Oil & Grease			530.21	592.49	1,500.00	**1,500.00**	1,500.00	0.00%
	513	Tax Maps-Updates			0.00	0.00	100.00	**100.00**	100.00	0.00%
	711	In-Service Training & Education			70.00	940.00	1,400.00	**1,400.00**	1,400.00	0.00%
	714	Travel Expenses			33.80	37.18	100.00	**100.00**	100.00	0.00%
	730	Dues and Subscriptions			442.76	795.50	600.00	**600.00**	600.00	0.00%
	775	Revaluation of Town			15,000.00	6,600.00	95,000.00	**15,000.00**	15,000.00	-84.21%
		Total Expenses:			22,536.06	10,961.28	107,400.00	**28,400.00**	28,400.00	-73.56%
8		**TOTAL DEPARTMENT**			246,365.52	**276,515.00**	**379,691.65**	**305,185.00**	305,185.00	-19.62%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		BOARD OF SELECTMEN - 122								
	153	Reserves - Collective Bargaining Agreements/Non Union Salaries			0.00	0.00	**23,937.00**	**0.00**	340,000.00	1320.40%
	196	Res. For Settlements/Arbitrations					**0.00**	**0.00**	0.00	
	198	Reserves - Collective Bargaining Agreements - Police				0.00	**0.00**	**0.00**	0.00	
		Total Salaries			0.00	0.00	**23,937.00**	**0.00**	340,000.00	1320.40%
		EXPENSES:								
	333	Community Events - General			2,134.69	2,563.11	**12,500.00**	12,500.00	12,500.00	0.00%
	352	Fourth of July-Childrens Program			5,602.86	5,053.35	5,430.00	5,430.00	5,430.00	0.00%
	353	Fourth of July-Parade			9,855.00	11,065.60	12,760.00	12,760.00	12,760.00	0.00%
	354	Fourth of July-Band Concert			1,550.00	5,250.00	950.00	950.00	950.00	0.00%
	355	Fourth of July-Fireworks			0.00	0.00	0.00	0.00	0.00	
	361	Haunted Hayride			0.00	26.43	850.00	850.00	850.00	0.00%
	362	Easter Hunt			481.83	241.90	490.00	490.00	490.00	0.00%
	363	Holiday Parade			10,016.74	5,357.85	5,000.00	5,000.00	5,000.00	0.00%
	309	Consultant Fees			0.00	0.00	4,000.00	4,000.00	4,000.00	0.00%
	320	Tuition Reimbursement			1,260.00	0.00	4,000.00	4,000.00	4,000.00	0.00%
	343	Advertising			2,995.32	2,353.08	3,100.00	3,100.00	3,100.00	0.00%
	346	Town Reports			2,928.00	2,965.86	2,950.00	2,950.00	2,950.00	0.00%
	347	Regional Purchasing Services Group			4,000.00	4,000.00	4,400.00	4,000.00	4,000.00	-9.09%
	391	Selectmen Annual Conference			1,434.06	1,311.40	1,440.00	1,440.00	1,440.00	0.00%
	512	Books			101.50	3,148.37	800.00	800.00	800.00	0.00%
	709	Commissions on Disababilities (Cable)			0.00	0.00	500.00	500.00	500.00	0.00%
	711	In-Service Training			3,248.59	3,838.89	3,250.00	3,800.00	3,800.00	16.92%
	714	Travel Expenses			0.00	0.00	50.00	0.00	0.00	-100.00%
	730	Dues & Subscriptions			520.70	856.84	962.00	900.00	900.00	-6.44%
	733	Mass Municipal Assoc. Membership			5,165.00	5,165.00	5,880.00	5,880.00	5,880.00	0.00%
	760	Awards & Presentations			0.00	1,020.00	2,500.00	2,500.00	2,500.00	0.00%
		Total Expenses:			51,294.29	54,217.68	71,812.00	71,850.00	71,850.00	0.05%
9		**TOTAL DEPARTMENT**			51,294.29	54,217.68	95,749.00	71,850.00	411,850.00	330.14%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		CENTRALIZED PURCHASING - 138								
		Salaries								
	41	Purchasing Agent	1.00	1.00		47,889.31	70,255.60	69,828.00	69,828.00	-0.61%
		Total Salaries				47,889.31	70,255.60	69,828.00	69,828.00	-0.61%
	249	Equipment Repairs-Supplies			0.00	518.00	0.00	0.00	0.00	
	305	Photostats-services			10,810.48	12,029.40	11,000.00	12,100.00	12,100.00	10.00%
	340	Telephone			55,753.81	47,138.73	56,000.00	50,000.00	50,000.00	-10.71%
	341	Postage			45,208.31	58,679.48	56,000.00	59,000.00	59,000.00	5.36%
	342	Freight & Express			478.03	454.85	1,650.00	500.00	500.00	-69.70%
	420	Office Supplies			14,923.45	6,716.38	21,000.00	15,000.00	15,000.00	-28.57%
	422	Printing and Stationery			3,749.01	7,061.88	4,000.00	0.00	4,000.00	0.00%
	711	Inservice Training & Education				823.81	0.00	0.00	1,200.00	100.00%
	714	Travel Expenses				154.65	0.00	0.00	500.00	100.00%
	730	Dues & Subscriptions				150.00	0.00	0.00	500.00	100.00%
	852	Capitaly Outlay, Additional Furniture				3,614.28	0.00	0.00	0.00	0.00%
		Total Expenses				137,341.46	149,650.00	136,600.00	142,800.00	-4.58%
10		**TOTAL DEPARTMENT**			130,923.09	**185,230.77**	**219,905.60**	**206,428.00**	**212,628.00**	-3.31%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		ELECTIONS - 162								
		SALARIES:								
	120	Temporary Wages			16,616.00	11,180.00	18,000.00	**13,000.00**	13,000.00	-27.78%
	130	Overtime - Elections			351.54	523.76	2,500.00	**1,200.00**	1,200.00	-52.00%
		Total Salaries			16,967.54	11,703.76	20,500.00	**14,200.00**	14,200.00	-30.73%
		EXPENSES:								
	247	Equip. Repairs, Service contracts			2,133.00	1,800.00	1,800.00	**1,800.00**	1,800.00	0.00%
	302	Data Processing-Services			6,161.62	2,466.35	5,000.00	**3,000.00**	3,000.00	-40.00%
	342	Freight & Express			224.89	55.94	600.00	**300.00**	300.00	-50.00%
	343	Advertising			1,309.83	0.00	1,500.00	**800.00**	800.00	-46.67%
	422	Printing Ballots			0.00	2,137.84	6,000.00	**6,000.00**	6,000.00	0.00%
	428	Voting Machine Supplies			307.88	834.16	1,000.00	**500.00**	500.00	-50.00%
		Total Expenses			10,137.22	7,294.29	15,900.00	**12,400.00**	12,400.00	-22.01%
11		**TOTAL DEPARTMENT**			27,104.76	**18,998.05**	36,400.00	**26,600.00**	26,600.00	-26.92%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		HUMAN RESOURCES- 152								
		SALARIES:								
	51	HR Director	1.00	1.00		69,846.07	**80,000.00**	**81,800.00**	**80,308.00**	**0.39%**
	99	Principal Clerk	0.00	0.00			**0.00**	**0.00**	**0.00**	
	214	P/T Clerk	0.00	0.00			**0.00**	**0.00**	**0.00**	
		Total Salaries				69,846.07	**80,000.00**	**81,800.00**	**80,308.00**	**0.39%**
		EXPENSES:								
	420	Office Supplies				0.00	**300.00**	**300.00**	**300.00**	**0.00%**
	711	In Service & Training				0.00	**2,000.00**	**2,000.00**	**2,000.00**	**0.00%**
	714	Travel				34.41	**375.00**	**375.00**	**375.00**	**0.00%**
	730	Dues				0.00	**500.00**	**500.00**	**500.00**	**0.00%**
		Total Expenses				34.41	**3,175.00**	**3,175.00**	**3,175.00**	
12		**TOTAL DEPARTMENT**				**69,880.48**	**83,175.00**	**84,975.00**	**83,483.00**	**0.37%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		INFORMATION SYSTEMS - 155								
		SALARIES:								
	51	Department Head	0.10	0.10	11,042.39	11,042.38	11,043.00	11,043.00	11,043.00	0.00%
	130	24/7/365 support overtime			12,322.26	12,394.48	13,245.00	13,576.00	13,576.00	2.50%
	162	Computer Technician	2.00	2.00	43,565.73	43,858.00	74,854.00	76,726.00	76,726.00	2.50%
		Total Salaries			66,930.38	67,294.86	99,142.00	101,345.00	101,345.00	2.22%
		EXPENSES								
	200	Services			85,497.15	93,384.05	96,289.00	98,214.00	98,214.00	2.00%
	401	Supplies			48,141.16	62,059.52	52,403.00	52,403.00	52,403.00	0.00%
		Total Expenses			133,638.31	155,443.57	148,692.00	150,617.00	150,617.00	1.29%
13		**TOTAL DEPARTMENT**			200,568.69	222,738.43	247,834.00	251,962.00	251,962.00	1.67%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		REGISTRARS - 163								
		SALARIES:								
	53	Board of Registrars			906.78	899.88	950.00	**950.00**	950.00	0.00%
	99	Clerk to the Registrars	1.00	1.00	42,281.48	43,601.24	43,395.82	**0.00**	47,961.00	10.52%
	140	Longevity			900.00	900.00	1,150.00	**0.00**	0.00	-100.00%
		Total Salaries			44,088.26	45,401.12	45,495.82	**950.00**	48,911.00	7.51%
		EXPENSES:								
	302	Data Process, Services								
	342	Freight & Express			0.00	34.00	100.00	**100.00**	100.00	0.00%
	343	Advertising			0.00	0.00	600.00	**600.00**	600.00	0.00%
	345	Street Listing Books			1,830.00	1,700.00	2,200.00	**2,200.00**	2,200.00	0.00%
		Total Expenses			1,830.00	1,734.00	2,900.00	**2,900.00**	2,900.00	0.00%
14		**TOTAL DEPARTMENT**			45,918.26	**47,135.12**	**48,395.82**	**3,850.00**	**51,811.00**	7.06%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		TOWN CLERK - 161								
		SALARIES:								
	51	Town Clerk	1.00	1.00	81,176.82	87,359.92	90,344.67	**91,591.00**	91,591.00	1.38%
	52	Assistant Town Clerk	0.00	0.00	0.00	0.00	0.00	**50,000.00**	0.00	
	99	Principal Clerk	2.00	2.00	77,871.88	78,812.62	82,436.41	**83,764.00**	83,764.00	1.61%
	130	Overtime			197.13	383.78	0.00	**500.00**	500.00	100.00%
	140	Longevity			900.00	1,275.00	1,800.00	**1,150.00**	1,150.00	-36.11%
		Total Salaries			160,145.83	167,831.32	174,581.08	**227,005.00**	177,005.00	1.39%
		EXPENSES:								
	247	Equip Repairs-Services,Service Contracts			1,525.19	1,158.00	1,000.00	**1,100.00**	1,100.00	10.00%
	310	Binding			2,499.15	80.95	1,500.00	**1,400.00**	1,400.00	-6.67%
	342	Freight & Express			76.00	28.87	100.00	**100.00**	100.00	0.00%
	343	Advertising			389.00	250.00	450.00	**450.00**	450.00	0.00%
	420	Office Supplies			1,871.05	2,858.80	2,800.00	**2,900.00**	2,900.00	3.57%
	608	Updating Code (Bylaws)				2,678.10	3,500.00	**3,000.00**	3,000.00	-14.29%
	711	In-Service Training & Education			615.00	849.36	3,000.00	**3,000.00**	3,000.00	0.00%
	714	Travel Expenses			550.56	848.76	500.00	**500.00**	500.00	0.00%
	730	Dues and Subscriptions			4,485.01	900.00	3,000.00	**4,000.00**	4,000.00	33.33%
	854	Computer Equipment					0.00	**0.00**	6,000.00	100.00%
	856	Replacement of Equipment				2,999.00	0.00	**4,000.00**	4,000.00	100.00%
		Total Expenses			12,010.96	12,651.84	15,850.00	**20,450.00**	26,450.00	66.88%
15		**TOTAL DEPARTMENT**			172,156.79	180,483.16	190,431.08	**247,455.00**	203,455.00	6.84%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		TOWN COUNSEL - 111								
	324	*RETAINER:*			49,003.67	40,344.71	**46,000.00**	**46,000.00**	46,000.00	0.00%
		Town Counsel			49,003.67	40,344.71	**46,000.00**	**46,000.00**	46,000.00	
		EXPENSES:								
	325	Legal Fees			144,273.32	107,535.29	**204,000.00**	**208,000.00**	208,000.00	1.96%
	300	Negotiations & Arbitration			66,666.87	35,909.10	**100,000.00**	**100,000.00**	100,000.00	0.00%
		Total Expenses			210,940.19	143,444.39	**304,000.00**	**308,000.00**	308,000.00	1.32%
16		**TOTAL DEPARTMENT**			259,943.86	**183,789.10**	**350,000.00**	**354,000.00**	**354,000.00**	**1.14%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		TOWN HOUSE - 159								
		SALARIES:								
	51	Building Maintenance Supervisor	0.00	1.00		0.00	**62,000.00**	**63,484.00**	63,484.00	2.39%
	114	Building Maintenance	4.00	4.00	61,563.84	214,612.47	**206,046.93**	**250,414.00**	262,000.00	27.16%
	118	Part Time Wages				2,740.71	**10,709.18**	**10,748.00**	10,748.00	0.36%
	130	Overtime			1,014.91	540.12	**3,500.00**	**2,000.00**	2,000.00	-42.86%
	140	Longevity			1,900.00	4,200.00	**4,675.00**	**4,675.00**	5,200.00	11.23%
	205	Interim Building Maintenance Supervisor				55,603.35	**1,878.66**	**0.00**	0.00	-100.00%
		Total Salaries:			64,478.75	277,696.65	**288,809.77**	**331,321.00**	343,432.00	18.91%
		EXPENSES:								
		Smart Board							4,000.00	100.00%
	211	Electricity-Town Hall, Lucius Clapp			36,773.87	24,265.19	**37,000.00**	**25,000.00**	25,000.00	-32.43%
	212	Gas-Town Hall & Lucius Clapp Memorial			25,834.59	16,636.30	**30,000.00**	**20,000.00**	20,000.00	-33.33%
	231	Water-Town Hall, Lucius Clapp			2,436.50	2,548.08	**2,700.00**	**2,700.00**	2,700.00	0.00%
	246	Building Repairs-Services			1,794.43	2,549.64	**12,000.00**	**12,000.00**	12,000.00	0.00%
	247	Equipment Repairs-Services			0.00	0.00	**2,000.00**	**2,000.00**	2,000.00	0.00%
	250	Fire Alarm Service Contracts			0.00	90.69	**500.00**	**500.00**	500.00	0.00%
	253	Elevator Inspections			3,815.00	1,580.00	**3,815.00**	**1,500.00**	1,500.00	-60.68%
	307	Contract Services			4,106.48	9,034.20	**15,000.00**	**40,000.00**	40,000.00	166.67%
	340	Telephone & Telegraph			0.00	0.00	**480.00**	**0.00**	0.00	-100.00%
	343	Advertising				111.54		**0.00**	0.00	
	430	Equipment Repairs-Supplies			199.50	199.50	**480.00**	**200.00**	200.00	-58.33%
	442	Building Supplies			4,024.06	7,733.36	**6,300.00**	**7,500.00**	7,500.00	19.05%
	443	Building Repairs-Supplies			708.67	3,117.69	**2,780.00**	**2,780.00**	2,780.00	0.00%
	444	Paints			0.00	0.00	**100.00**	**100.00**	100.00	0.00%
	445	Small Tools			0.00	0.00	**40.00**	**40.00**	40.00	0.00%
	581	Uniforms			125.00	424.97	**1,200.00**	**1,375.00**	1,375.00	14.58%
		Total Expenses:			79,818.10	68,291.16	**114,395.00**	**115,695.00**	119,695.00	4.63%
17		**TOTAL DEPARTMENT**			144,296.85	**345,987.81**	**403,204.77**	**447,016.00**	463,127.00	14.86%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		TOWN MANAGER - 123								
		SALARIES:								
	51	Town Manager	1.00	1.00	158,607.53	140,207.29	162,740.00	**140,000.00**	140,000.00	-13.97%
	108	Executive Secretary & Aff. Action Officer	1.00	1.00	70,533.51	72,667.57	72,392.19	**71,670.00**	71,670.00	-1.00%
	109	Secretary - Bd of Selectmen	1.00	1.00	51,608.62	54,979.97	49,390.94	**48,900.00**	49,088.00	-0.61%
	110	Secretary - Board of Health, Finance Committee, General	1.00	1.00	47,565.53	49,350.46	48,819.16	**48,332.00**	48,332.00	-1.00%
	225	Information System Analyst	0.00	1.00			0.00	**80,000.00**	80,000.00	100.00%
	140	Longevity			4,200.00	3,249.98	2,300.00	**2,600.00**	2,600.00	13.04%
	218	Interim Town Manager				36,615.29				
	221	Senior Voucher Stipend				230.59		**6,019.00**	6,019.00	100.00%
		Total Salaries:			332,515.19	357,301.15	335,642.29	**397,521.00**	397,709.00	18.49%
		EXPENSES:								
	242	Vehicle Maint & Repair-services			49.45	454.76	100.00	**100.00**	100.00	0.00%
	343	Advertising				12.60	0.00	**0.00**	0.00	0.00%
	480	Vehicle Maint & Oper-supplies			1,230.97	0.00	1,231.00	**1,231.00**	1,231.00	0.00%
	481	Gasoline, Oil, Grease			1,300.96	1,268.23	1,500.00	**1,500.00**	1,500.00	0.00%
	512	Books				118.00	0.00	**100.00**	100.00	100.00%
	711	In-Service Training & Education			50.00	0.00	2,000.00	**2,000.00**	2,000.00	0.00%
	730	Dues and Subscriptions			267.00	238.05	300.00	**300.00**	300.00	0.00%
		Total Expenses:			2,898.38	2,091.64	5,131.00	**5,231.00**	5,231.00	1.95%
18		**TOTAL DEPARTMENT**			335,413.57	**359,392.79**	340,773.29	**402,752.00**	402,940.00	18.24%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		TREASURER/COLLECTOR - 145								
		SALARIES:								
	51	Treasurer/Collector	1.00	1.00	88,024.86	82,950.03	82,954.44	87,357.00	87,357.00	5.31%
	54	Asst. Treasurer/Collector	1.00	1.00	60,775.11	62,613.93	62,376.86	63,237.00	63,237.00	1.38%
	99	Principal Clerks-Collector's Office	3.00	3.00	84,562.92	87,121.40	132,531.08	134,906.00	134,906.00	1.79%
	111	Payroll Clerk	1.00	1.00	50,107.32	54,846.94	55,871.40	56,642.00	56,642.00	1.38%
	113	Delinquent Tax Collector	1.00	1.00	50,107.32	51,623.26	51,427.74	52,137.00	52,137.00	1.38%
	130	Overtime-Treasurer's Dept			0.00	2,105.83	0.00	0.00	0.00	
	140	Longevity			7,150.00	6,949.98	6,150.00	7,150.00	7,150.00	16.26%
	152	Sick Leave Buyback			0.00	6,393.25	0.00	0.00	0.00	
	188	Interim Treasurer/Collector			0.00	16,835.00	0.00			
		Total Salaries			340,727.53	371,439.62	391,311.52	401,429.00	401,429.00	2.59%
		EXPENSES::								
	249	Office Equip Repair-Services			631.30	607.50	800.00	800.00	800.00	0.00%
	308	Tax Takings & Foreclosures			57,388.40	37,454.00	58,000.00	58,000.00	58,000.00	0.00%
	311	Lock Box			15,355.99	14,104.54	18,000.00	18,000.00	18,000.00	0.00%
	314	Borrowing Expenses			300.00	0.00	15,000.00	15,000.00	15,000.00	0.00%
	315	Payroll Services			22,125.04	23,184.71	55,000.00	55,000.00	55,000.00	0.00%
	316	Banking Services			3,792.22	158.00	4,000.00	4,000.00	4,000.00	0.00%
	343	Advertising			389.00	73.00	300.00	300.00	300.00	0.00%
	420	Office Supplies			8,096.19	15,175.93	14,000.00	14,000.00	14,000.00	0.00%
	432	Office Equip-Repairs			1,894.00	0.00	200.00	200.00	200.00	0.00%
	711	In-Service Training & Education			230.00	732.84	2,000.00	2,800.00	2,800.00	40.00%
	714	Travel Expenses			638.75	131.58	1,000.00	1,000.00	1,000.00	0.00%
	730	Dues and Subscriptions			415.00	440.00	450.00	450.00	450.00	0.00%
	780	Petty Cash			0.00	0.00	200.00	200.00	200.00	0.00%
	856	Capital Outlay- Office Equipment			0.00			1,200.00	1,200.00	100.00%
	871	Capital Outlay - Replacement Equipment						4,000.00	4,000.00	100.00%
		Total Expenses:			111,255.89	92,062.10	168,950.00	174,950.00	174,950.00	3.55%
19		**TOTAL DEPARTMENT**			451,983.42	463,501.72	560,261.52	576,379.00	576,379.00	2.88%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		UNEMPLOY. COMP. - 913								
		FUNCTION: To fund unemployment costs. The Town self funds the cost of all unemp. claims. This is a considerable annual savings over the payroll tax plan. Costs for school employees are in included in the school budget.								
		Non-School Employees			43,829.57	16,550.00	40,000.00	**40,000.00**	**40,000.00**	**0.00%**
20		**TOTAL DEPARTMENT**			43,829.57	16,550.00	40,000.00	**40,000.00**	**40,000.00**	**0.00%**

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	SUMMARY - PROTECTION OF PERSONS & PROPERTY								
	Salaries								
	Animal Control			25,530.89	42,444.60	**47,799.37**	**48,540.00**	**48,540.00**	**1.55%**
	Board of Health			72,905.35	69,904.56	**70,156.29**	**203,539.00**	**153,539.00**	**118.85%**
	Building & Zoning			161,768.83	184,472.89	**201,221.51**	**298,188.00**	**298,188.00**	**48.19%**
	Conservation Comm			79,836.01	84,038.11	**84,459.72**	**87,678.00**	**87,678.00**	**3.81%**
	Engineering			190,879.98	207,448.86	**226,574.94**	**381,089.00**	**234,482.00**	**3.49%**
	Fire			3,256,277.64	3,265,418.70	**3,450,500.18**	**3,721,923.00**	**3,666,923.00**	**6.27%**
	Planning Board			11,959.15	80,980.00	**85,320.00**	**87,462.00**	**137,462.00**	**61.11%**
	Police			4,147,057.70	4,214,520.91	**4,512,236.85**	**5,067,433.00**	**4,987,433.00**	**10.53%**
	Expenses								
	Animal Control			11,174.93	10,957.28	**12,330.00**	**14,170.00**	**14,170.00**	**14.92%**
	Auxiliary Police			7,866.21	1,733.50	**7,163.00**	**7,163.00**	**7,163.00**	**0.00%**
	Board of Health			4,341.38	3,809.68	**20,200.00**	**25,100.00**	**25,100.00**	**24.26%**
	Building & Zoning			14,191.99	16,264.56	**28,580.00**	**28,580.00**	**22,680.00**	**-20.64%**
	Conservation Comm			1,496.72	2,251.38	**3,300.00**	**3,700.00**	**3,700.00**	**12.12%**
	Engineering			11,128.20	11,925.93	**30,445.00**	**35,845.00**	**43,845.00**	**44.01%**
	Fire			231,629.53	204,131.30	**246,130.00**	**470,704.00**	**400,404.00**	**62.68%**
	Planning Board			773.91	25,477.00	**77,175.00**	**2,975.00**	**40,475.00**	**-47.55%**
	Police			397,718.78	452,724.35	**469,938.00**	**516,845.00**	**516,845.00**	**9.98%**
	Capital Outlay								
	Fire			0.00	0.00	**0.00**	**0.00**	**0.00**	
	Police			0.00	0.00	**0.00**	**0.00**	**0.00**	
	Total Salaries - Protection of Persons & Property			7,946,215.55	8,149,228.63	**8,678,268.86**	**9,895,852.00**	**9,614,245.00**	**10.79%**
	Total Expenses - Protection of Persons & Property			680,321.65	729,274.98	**895,261.00**	**1,105,082.00**	**1,074,382.00**	**20.01%**
	Total-Operating Budgets-Protection of Persons & Property			8,626,537.20	8,878,503.61	**9,573,529.86**	**11,000,934.00**	**10,688,627.00**	**11.65%**
	Total Capital Outlay - Protection of Persons & Prop.			0.00	0.00	**0.00**	**0.00**	**0.00**	
	Grand Total - Protection of Persons & Property			8,626,537.20	**8,878,503.61**	**9,573,529.86**	**11,000,934.00**	**10,688,627.00**	**11.65%**
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DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		ANIMAL CONTROL - 292								
		SALARIES:								
	51	Animal Control Officer	1.00	1.00	19,175.85	39,769.24	39,666.59	**40,370.00**	40,370.00	1.77%
	95	Animal Inspector	0.50	0.50	1,290.00	2,675.36	2,678.78	**2,716.00**	2,716.00	1.39%
	118	Asst Animal Contol Officers	0.50	0.50	4,890.04	0.00	5,054.00	**5,054.00**	5,054.00	0.00%
	130	Overtime - Animal Control			175.00	0.00	400.00	**400.00**	400.00	0.00%
	140	Longevity			0.00	0.00	0.00	**0.00**	0.00	
		Total Salaries:			25,530.89	42,444.60	47,799.37	**48,540.00**	48,540.00	
		EXPENSES:								
	211	Electricity			3,185.54	2,985.46	4,750.00	**4,750.00**	4,750.00	0.00%
	231	Water			1,325.16	723.04	800.00	**800.00**	800.00	0.00%
	242	Vehicle Maintenance - Services			0.00	224.00	50.00	**250.00**	250.00	400.00%
	246	Building Repairs - Services			142.87	0.00	100.00	**100.00**	100.00	0.00%
	247	Equipment Repairs - Services			0.00	190.00	0.00	**0.00**	0.00	0.00%
	278	Kennel Fees			0.00	200.00	200.00	**200.00**	200.00	0.00%
	317	Veterinarian Fees			76.58	455.90	1,000.00	**600.00**	600.00	-40.00%
	320	In-Service Training & Education			350.00	0.00	100.00	**100.00**	100.00	0.00%
	328	Disposal of Animals			517.00	630.00	630.00	**630.00**	630.00	0.00%
	340	Telephone/Alarm			372.55	1,024.60	610.00	**650.00**	650.00	6.56%
	343	Advertising			683.44	0.00	140.00	**140.00**	140.00	0.00%
	422	Printing			55.00	0.00	100.00	**100.00**	100.00	0.00%
	442	Building Supplies			3,154.60	2,711.26	1,000.00	**2,500.00**	2,500.00	150.00%
	480	Vehicle Maintenance - Supplies			0.00	399.00	100.00	**400.00**	400.00	300.00%
	481	Gas, Oil, Grease			513.66	1,068.04	2,000.00	**2,000.00**	2,000.00	0.00%
	495	Animal Food			0.00	345.98	300.00	**400.00**	400.00	33.33%
	581	Clothing			748.53	0.00	300.00	**500.00**	500.00	66.67%
	584	Chemicals			0.00	0.00	100.00	**0.00**	0.00	-100.00%
	730	Dues & Subscriptions			50.00	0.00	50.00	**50.00**	50.00	0.00%
		Total Expenses:			11,174.93	10,957.28	12,330.00	**14,170.00**	14,170.00	14.92%
21		**TOTAL DEPARTMENT**			36,705.82	**53,401.88**	60,129.37	**62,710.00**	62,710.00	4.29%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		AUXILIARY POLICE - 211								
		EXPENSES:								
	241	Radio Repairs-Services			0.00	395.00	0.00	**0.00**	**0.00**	
	320	MCJTC Training			0.00	59.00	1,500.00	**1,500.00**	**1,500.00**	**0.00%**
	581	Clothing/Uniforms			7,866.21	1,279.50	2,063.00	**2,063.00**	**2,063.00**	**0.00%**
	585	Ammunition			0.00	0.00	2,600.00	**2,600.00**	**2,600.00**	**0.00%**
	587	Patrol Supplies			0.00	0.00	1,000.00	**1,000.00**	**1,000.00**	**0.00%**
		Total Expenses			7,866.21	1,733.50	7,163.00	**7,163.00**	7,163.00	
22		**TOTAL DEPARTMENT**			7,866.21	**1,733.50**	**7,163.00**	**7,163.00**	7,163.00	

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		BOARD OF HEALTH - 510								
		SALARIES								
	50	Meeting Secretary			1,413.50	1,991.00	2,500.00	**2,500.00**	2,500.00	0.00%
	51	Director of Health*	0.00	1.00			0.00	**80,326.00**	80,326.00	100.00%
	52	Town Sanitarian	1.00	1.00	65,919.21	67,913.56	67,656.29	**70,063.00**	70,063.00	3.56%
		Assistant Sanitarian						**50,000.00**	0.00	0.00%
		Health Inspectors (FY15)						**0.00**	0.00	0.00%
	96	Septage Dumping Station Monitors	0.00	0.00	5,572.64	0.00	0.00	**0.00**	0.00	0.00%
	140	Longevity - Board of Health			0.00	0.00	0.00	**650.00**	650.00	100.00%
		Total Salaries:			72,905.35	69,904.56	70,156.29	**203,539.00**	153,539.00	118.85%
		EXPENSES:								
	201	Professional Services			227.80	159.90	500.00	**1,500.00**	1,500.00	200.00%
	223	Household Hazardous Waste (new)			0.00	0.00	15,000.00	**20,000.00**	20,000.00	33.33%
	302	Data Process Maint. & Serv.				500.00				
	309	Consultant Services & Restaurant Inspections			1,500.00	0.00	1,200.00	**0.00**	0.00	
	318	Lab Fees (Ames Pond)			520.00	560.00	800.00	**800.00**	800.00	0.00%
	343	Advertising			151.00	358.60	400.00	**400.00**	400.00	0.00%
	420	Office Supplies			1,312.60	1,382.18	1,000.00	**1,000.00**	1,000.00	0.00%
	581	Clothing/Uniforms			189.98	200.00	200.00	**200.00**	200.00	0.00%
	512	Books				88.00	0.00	**0.00**	0.00	
	711	In-Service Training & Education			35.00	162.00	500.00	**500.00**	500.00	0.00%
	714	Travel Expenses				0.00	300.00	**300.00**	300.00	0.00%
	730	Dues and Subscriptions			405.00	399.00	300.00	**400.00**	400.00	33.33%
		Total Expenses:			4,341.38	3,809.68	20,200.00	**25,100.00**	25,100.00	24.26%
23		**TOTAL DEPARTMENT**			77,246.73	**73,714.24**	**90,356.29**	**228,639.00**	178,639.00	97.71%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		BUILDING - 241								
		SALARIES:								
	51	Building Commissioner	1.00	1.00	0.00	76,742.14	**84,869.19**	**85,399.00**	85,399.00	**0.62%**
	91	Deputy Inspectors			1,549.45	1,267.01	**3,015.00**	**3,075.00**	3,075.00	**1.99%**
	92	Wiring Inspector	0.50	0.50	19,135.93	19,587.76	**19,957.96**	**19,911.00**	19,911.00	**-0.24%**
	93	Plumbing/Gas Inspector	0.50	1.00	19,135.93	19,214.57	**19,957.96**	**39,822.00**	39,822.00	**99.53%**
	107	Secretary-Building	0.50	1.00	0.00	6,277.50	**13,650.00**	**36,689.00**	36,689.00	**168.78%**
	117	Meeting Wages-Zoning Board			2,075.75	1,320.17	**2,500.00**	**2,550.00**	2,550.00	**2.00%**
	127	Secretary-Zoning Bd.	1.00	1.00	54,436.77	56,083.74	**55,871.40**	**56,642.00**	56,642.00	**1.38%**
	140	Longevity-Building			1,975.00	1,400.00	1,400.00	**1,900.00**	1,900.00	**35.71%**
	182	Assistant Building Inspector	0.00	1.00				**52,200.00**	52,200.00	**100.00%**
	197	Interim Building Inspector	1.00	0.00	63,460.00	2,580.00				
	214	Code Enforcement Officer	0.00	0.00			0.00	**0.00**	0.00	
		Total Salaries:			161,768.83	184,472.89	201,221.51	**298,188.00**	298,188.00	**48.19%**
		EXPENSES:								
	94	Contract Services/Sealer Wts & Measures			8,250.00	8,250.00	10,500.00	**10,500.00**	10,500.00	**0.00%**
	242	Vehicle Maint & Oper-Services			0.00	0.00	500.00	**500.00**	500.00	**0.00%**
	249	Office Equip Repairs-Service			185.00	0.00	1,000.00	**1,000.00**	1,000.00	**0.00%**
	302	Data Processing-Service			260.09	1,482.24	5,900.00	**5,900.00**	0.00	**-100.00%**
	305	Photostats & Photographs			1,027.92	0.00	1,600.00	**1,600.00**	1,600.00	**0.00%**
	340	Telephone			0.00	0.00	250.00	**250.00**	250.00	**0.00%**
	342	Freight & Express			0.00	102.18	50.00	**50.00**	50.00	**0.00%**
	343	Advertising			1,367.80	73.00	30.00	**30.00**	30.00	**0.00%**
	420	Office Supplies			750.10	1,322.05	1,200.00	**1,200.00**	1,200.00	**0.00%**
	445	Small Tools			0.00	98.99	100.00	**100.00**	100.00	**0.00%**
	480	Vehicle Maint & Oper-Supplies			0.00	182.52	400.00	**400.00**	400.00	**0.00%**
	481	Gas, Oil, Grease			597.80	593.50	1,000.00	**1,000.00**	1,000.00	**0.00%**
	512	Books			0.00	1,111.78	1,300.00	**1,300.00**	1,300.00	**0.00%**
	513	Maps			0.00	0.00	50.00	**50.00**	50.00	**0.00%**
	711	In-Service Education			0.00	110.00	1,000.00	**1,000.00**	1,000.00	**0.00%**
	712	Certification School			325.00	844.00	1,000.00	**1,000.00**	1,000.00	**0.00%**
	714	Travel Expenses			1,298.28	1,804.30	2,000.00	**2,000.00**	2,000.00	**0.00%**
	730	Dues and Subscriptions			130.00	290.00	700.00	**700.00**	700.00	**0.00%**
		Total Expenses			14,191.99	16,264.56	28,580.00	**28,580.00**	22,680.00	**-20.64%**
24		**TOTAL DEPARTMENT**			175,960.82	**200,737.45**	**229,801.51**	**326,768.00**	320,868.00	**39.63%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		CONSERVATION - 171								
		SALARIES:								
	56	Environmental Affairs Officer	1.00	1.00	75,470.76	77,754.11	77,459.72	**78,528.00**	**78,528.00**	1.38%
	50	Meeting Secretary	0.50	0.50	2,965.25	4,884.00	5,100.00	**7,000.00**	**7,000.00**	37.25%
	140	Longevity			1,400.00	1,400.00	1,900.00	**2,150.00**	**2,150.00**	13.16%
		Meeting Wages - Conservation			79,836.01	84,038.11	84,459.72	**87,678.00**	**87,678.00**	3.81%
		EXPENSES:								
	260	Trails & Fields Maintenance			0.00	0.00	0.00	**0.00**	**0.00**	0.00%
	343	Advertising			12.60	337.00	100.00	**100.00**	**100.00**	0.00%
	420	Office Supplies			814.13	851.38	800.00	**800.00**	**800.00**	0.00%
	581	Clothing/Uniforms (1)			199.99	200.00	200.00	**200.00**	**200.00**	0.00%
	711	In-Service Training & Education			35.00	275.00	1,500.00	**1,500.00**	**1,500.00**	0.00%
	714	Travel Expenses			0.00	0.00	300.00	**300.00**	**300.00**	0.00%
	730	Dues and Subscriptions			435.00	588.00	400.00	**800.00**	**800.00**	100.00%
		Total Expenses			1,496.72	2,251.38	3,300.00	**3,700.00**	**3,700.00**	12.12%
25		**TOTAL DEPARTMENT**			81,332.73	**86,289.49**	**87,759.72**	**91,378.00**	**91,378.00**	4.12%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		ENGINEERING - 411								
		SALARIES:								
	51	Town Engineer	1.00	1.00	98,105.06	101,921.50	101,511.15	**102,911.00**	**102,911.00**	**1.38%**
	52	Assistant Town Engineer	0.33	0.33	0.00	5,532.90	28,079.13	**85,399.00**	**28,467.00**	**1.38%**
	107	Secretary - Engineering	1.00	1.00	46,094.16	47,488.75	47,308.82	**52,137.00**	**52,137.00**	**10.21%**
	140	Longevity			1,400.00	2,050.00	3,200.00	**3,850.00**	**3,850.00**	**20.31%**
	125	Junior Engineer	0.00	1.00				**58,264.00**	**0.00**	**0.00%**
	162	Sr. Engineer/GIS Coordinator (60%)	0.60	1.00	45,280.76	50,455.71	46,475.84	**78,528.00**	**47,117.00**	**1.38%**
		Total Salaries:			190,879.98	207,448.86	226,574.94	**381,089.00**	**234,482.00**	**3.49%**
		EXPENSES:								
	247	Equipment Repairs-Services			1,288.21	1,479.38	1,545.00	**1,545.00**	**1,545.00**	**0.00%**
	216	GIS Operations			0.00	450.00	10,000.00	**10,000.00**	**18,000.00**	**80.00%**
	302	Data Processing and Maintenance Service				500.00	3,000.00	**3,000.00**	**3,000.00**	**0.00%**
	307	Contract Services			1,000.00	0.00	0.00	**0.00**	**0.00**	**0.00%**
	309	Consultant Services			1,500.00	0.00	4,500.00	**4,500.00**	**4,500.00**	**0.00%**
	313	Recordings			26.00	0.00	300.00	**300.00**	**300.00**	**0.00%**
	342	Freight and Express				11.77		**2,400.00**	**2,400.00**	**100.00%**
	340	Telephone & Telegraph			1,519.03	1,863.28	2,400.00	**2,400.00**	**2,400.00**	**0.00%**
	343	Advertising			185.00	140.00	300.00	**300.00**	**300.00**	**0.00%**
	420	Office Supplies			1,705.82	2,320.47	1,800.00	**1,800.00**	**1,800.00**	**0.00%**
	430	Equipment Repairs - Supplies			244.72	478.49	300.00	**1,300.00**	**1,300.00**	**333.33%**
	480	Vehicle Maintenance-Supplies			584.23	113.79	1,000.00	**1,000.00**	**1,000.00**	**0.00%**
	481	Gas,Oil, & Grease			1,059.15	1,376.99	2,000.00	**2,000.00**	**2,000.00**	**0.00%**
	581	Clothing/Uniforms			459.95	999.94	1,000.00	**1,000.00**	**1,000.00**	**0.00%**
	711	In Service Training & Education			1,485.00	1,767.00	2,000.00	**4,000.00**	**4,000.00**	**100.00%**
	714	Travel Expenses			71.09	424.82	300.00	**300.00**	**300.00**	**0.00%**
		Total Expenses:			11,128.20	11,925.93	30,445.00	**35,845.00**	43,845.00	**44.01%**
26		**TOTAL DEPARTMENT**			202,008.18	**219,374.79**	**257,019.94**	**416,934.00**	278,327.00	**8.29%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		FIRE - 220								
		SALARIES::								
	51	Chief (50%)	0.50	0.50	70,651.11	54,874.66	57,339.50	**63,816.00**	**63,816.00**	**11.30%**
	60	Captains	5.00	5.00	342,414.50	351,948.56	352,738.22	**353,531.00**	**353,531.00**	**0.22%**
	61	Deputy Fire Chief (50%)	0.50	0.50	33,465.82	38,261.96	38,533.94	**38,714.00**	**38,714.00**	**0.47%**
	63	Lieutenants	9.00	10.00	573,151.43	601,855.73	572,603.16	**575,846.00**	**575,846.00**	**0.57%**
	65	Firefighters	36.00	40.00	1,502,175.32	1,490,686.79	1,665,963.53	**1,914,866.00**	**1,914,866.00**	**14.94%**
	71	Mechanic	0.50	0.50	28,021.97	28,832.45	28,958.67	**29,020.00**	**29,020.00**	**0.21%**
	112	Clerk - Fire Dept (50%)	0.50	0.50	25,053.63	25,977.84	25,713.87	**25,403.00**	**25,403.00**	**-1.21%**
	114	Maintenance Worker	0.00	0.00	5,822.38	329.16	0.00	**0.00**	**0.00**	
	133	Civilian Dispatchers-38%	1.52	1.52	62,104.50	59,541.70	69,828.61	**68,375.00**	**68,375.00**	**-2.08%**
		Full Time Employees			2,642,860.66	2,652,308.85	2,811,679.50	**3,069,571.00**	**3,069,571.00**	**9.17%**
	66	Specialists (Stipends)			17,500.00	16,249.97	16,500.00	**16,500.00**	**16,500.00**	**0.00%**
	67	Fire Alarm			19,973.32	25,714.20	25,097.00	**25,097.00**	**25,097.00**	**0.00%**
	68	Emergency Call Backs			85,644.61	61,918.22	95,000.00	**95,000.00**	**95,000.00**	**0.00%**
	81	Out of Grade Wages					10,000.00	**10,000.00**	**10,000.00**	**0.00%**
	130	Overtime - Minimum Manning			281,519.05	308,127.64	250,000.00	**255,000.00**	**200,000.00**	**-20.00%**
	140	Longevity-Fire			45,750.00	44,750.00	49,900.00	**49,900.00**	**49,900.00**	**0.00%**
	141	Education Incentive Pay			24,600.00	27,200.00	27,600.00	**30,600.00**	**30,600.00**	**10.87%**
	143	Paid Holidays			127,446.90	128,256.30	144,523.68	**149,655.00**	**149,655.00**	**3.55%**
	152	Sick Leave Buyback			0.00					
	168	Support Equipment			4,900.00	0.00	5,200.00	**5,600.00**	**5,600.00**	**7.69%**
	190	Overtime - Training			6,083.10	893.52	15,000.00	**15,000.00**	**15,000.00**	**0.00%**
		Total Salaries :			3,256,277.64	3,265,418.70	3,450,500.18	**3,721,923.00**	**3,666,923.00**	**6.27%**
		NONSALARIES:								
		VEHICLE MAINTENANCE:								
	242	Vehicle Main. & Operation - Service			7,911.05	9,157.90	15,000.00	**15,000.00**	**15,000.00**	**0.00%**
	480	Vehicle Maint & Oper-Sup			28,398.64	27,163.34	30,000.00	**30,000.00**	**30,000.00**	**0.00%**
		Total Vehicle Maintenance			36,309.69	36,321.24	45,000.00	**45,000.00**	**45,000.00**	**0.00%**
		UTILITIES:								
	211	Electricity			31,738.74	29,412.14	35,299.00	**38,829.00**	**38,829.00**	**10.00%**
	212	Gas			28,939.01	17,674.03	28,239.00	**31,063.00**	**31,063.00**	**10.00%**
	231	Water			4,376.72	3,125.69	4,034.00	**4,236.00**	**4,236.00**	**5.01%**
	340	Telephone			6,988.77	4,536.51	8,800.00	**8,800.00**	**8,800.00**	**0.00%**
		Total Utilities:			72,043.24	54,748.37	76,372.00	**82,928.00**	**82,928.00**	**8.58%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		RADIO REPAIRS:								
	241	Radio Repairs-Services			1,420.23	140.00	1,000.00	**1,000.00**	**1,000.00**	**0.00%**
	431	Radio Repairs-Supplies			2,019.22	859.99	2,882.00	**2,882.00**	**2,882.00**	**0.00%**
		Total Radio Repairs:			3,439.45	999.99	3,882.00	**3,882.00**	**3,882.00**	**0.00%**
		EXPENSES:								
	246	Building Repairs-Services			19,181.91	3,370.56	3,842.00	**27,600.00**	**27,600.00**	**618.38%**
	247	Equipment Repairs-Services			2,663.90	4,179.58	4,803.00	**4,803.00**	**4,803.00**	**0.00%**
	342	Freight & Express			248.98	670.55	600.00	**600.00**	**600.00**	**0.00%**
	343	Advertising			731.54	286.00	385.00	**365.00**	**365.00**	**-5.19%**
	383	Laundry			12,117.03	11,865.61	13,279.00	**14,079.00**	**14,079.00**	**6.02%**
	420	Office Supplies			1,000.00	1,937.45	1,200.00	**1,500.00**	**1,500.00**	**25.00%**
	421	Photographic Supplies			0.00	0.00	200.00	**200.00**	**200.00**	**0.00%**
	430	Equipment Repairs-Supplies			1,651.47	1,962.10	1,921.00	**2,000.00**	**2,000.00**	**4.11%**
	442	Building Supplies			8,913.01	5,434.94	6,724.00	**7,000.00**	**7,000.00**	**4.10%**
	445	Firefighting Tools			5,700.34	6,857.68	8,000.00	**8,000.00**	**8,000.00**	**0.00%**
	491	Food			375.71	830.16	500.00	**500.00**	**500.00**	**0.00%**
	512	Books			0.00	81.95	193.00	**200.00**	**200.00**	**3.63%**
	584	Chemicals			369.00	1,461.39	961.00	**961.00**	**961.00**	**0.00%**
	589	Fire Alarm Cable & Fixtures			1,340.00	925.55	5,000.00	**3,000.00**	**3,000.00**	**-40.00%**
	714	Travel Expenses			1,774.56	61.05	5,400.00	**5,000.00**	**5,000.00**	**-7.41%**
	730	Dues and Subscriptions			820.00	850.00	1,441.00	**1,441.00**	**1,441.00**	**0.00%**
		Total Expenses:			56,887.45	40,774.57	54,449.00	**77,249.00**	77,249.00	**41.87%**
		OTHER ITEMS:								
	320	In Service Training			4,462.17	1,566.12	6,000.00	**6,000.00**	**6,000.00**	**0.00%**
	581	Clothing			41,162.22	49,645.13	41,250.00	**164,250.00**	**164,250.00**	**298.18%**
	481	Gas, Oil, Grease			17,325.31	13,580.08	19,177.00	**21,095.00**	**21,095.00**	**10.00%**
	871	Capital Outlay - Replacement Equipment			0.00	6,495.80	0.00	**70,300.00**	**0.00**	**0.00%**
		Total Other Items:			62,949.70	71,287.13	66,427.00	**261,645.00**	**191,345.00**	**188.05%**
		SUBTOTAL NON-SALARIES:			231,629.53	204,131.30	**246,130.00**	**470,704.00**	**400,404.00**	**62.68%**
27		**TOTAL DEPARTMENT**			3,487,907.17	**3,469,550.00**	**3,696,630.18**	**4,192,627.00**	**4,067,327.00**	**10.03%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		PLANNING BOARD - 175								
		SALARIES:								
	193	Planner	1.00	1.00	9,957.15	78,846.00	82,820.00	**83,962.00**	**83,962.00**	**1.38%**
		Economic Development Specialist	0.00	1.00					**50,000.00**	**100.00%**
	50	Meeting Wages - Planning Board			2,002.00	2,134.00	2,500.00	**3,500.00**	**3,500.00**	**40.00%**
		Total salaries			11,959.15	80,980.00	85,320.00	**87,462.00**	**137,462.00**	**61.11%**
		EXPENSES:								
	302	Data Processing and Maintenance-Service				20,500.00				
	309	Consultant Fees (Master Plan)				3,665.00	75,000.00	**0.00**	**35,000.00**	**-53.33%**
	313	Recordings			0.00	114.00	100.00	**100.00**	**100.00**	**0.00%**
	336	Events							**2,500.00**	**100.00%**
	343	Advertising			259.40	85.70	200.00	**1,000.00**	**1,000.00**	**400.00%**
	420	Office Supplies			486.76	754.14	450.00	**450.00**	**450.00**	**0.00%**
	711	In Service Training & Education			0.00	239.21	1,000.00	**1,000.00**	**1,000.00**	**0.00%**
	714	Travel			0.00	85.15	300.00	**300.00**	**300.00**	**0.00%**
	730	Dues and Subscriptions			27.75	33.80	125.00	**125.00**	**125.00**	**0.00%**
		Total Expenses			773.91	25,477.00	77,175.00	**2,975.00**	**40,475.00**	**-47.55%**
28		**TOTAL DEPARTMENT**			12,733.06	**106,457.00**	**162,495.00**	**90,437.00**	**177,937.00**	**9.50%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		POLICE - 210								
		SALARIES:								
	51	Police Chief	1.00	1.00	99,608.57	107,177.31	**108,308.00**	**155,125.00**	**155,125.00**	**43.23%**
	52	Deputy Chief (NEW)	0.00	1.00		0.00	**63,900.00**	**85,527.00**	**85,527.00**	**33.85%**
	62	Sergeants	9.00	9.00	630,666.00	614,452.93	**612,592.00**	**622,092.00**	**622,092.00**	**1.55%**
	63	Lieutenants	3.00	3.00	243,123.75	235,380.53	**234,539.00**	**230,344.00**	**230,344.00**	**-1.79%**
	64	Patrolmen	38.00	41.00	1,782,265.00	1,898,423.77	**2,106,666.00**	**2,205,751.00**	**2,205,751.00**	**4.70%**
	206	Resource Officers & 1 Housing/Senior Liaison (NEW)	1.00	2.00		0.00	**60,921.00**	**155,259.00**	**155,259.00**	**154.85%**
	107	Office Manager/Administrative Asst.	1.00	1.00	59,446.40	61,244.96	**61,013.03**	**61,855.00**	**61,855.00**	**1.38%**
	111	Principal Clerk	1.00	1.00	52,055.72	58,074.84	**58,665.05**	**59,474.00**	**59,474.00**	**1.38%**
	207	IT/Crime Analyst (NEW)	0.00	1.00		0.00	**0.00**	**40,923.00**	**40,923.00**	**100.00%**
	114	Custodian	0.00	0.00	50,889.19	450.22	**0.00**	**0.00**	**0.00**	**0.00%**
	133	Civilian Dispatchers	4.00	6.00	126,901.26	97,996.68	**153,308.14**	**224,252.00**	**224,252.00**	**46.28%**
		Permanent Employees			3,044,955.89	3,073,201.24	**3,459,912.22**	**3,840,602.00**	**3,840,602.00**	**11.00%**
	66	Specialist's (Stipends)	14.00	14.00	48,144.53	54,401.59	**65,400.00**	**69,600.00**	**69,600.00**	**6.42%**
	130	Overtime-Regular			370,910.40	388,649.48	**206,245.00**	**400,000.00**	**320,000.00**	**55.16%**
	135	Town Details			12,672.54	10,507.32	**22,687.00**	**22,000.00**	**22,000.00**	**-3.03%**
	140	Longevity - Police			41,225.00	42,250.00	**45,450.00**	**47,200.00**	**47,200.00**	**3.85%**
	141	Education Incentive Pay			310,391.91	329,549.13	**351,238.63**	**307,031.00**	**307,031.00**	**-12.59%**
	142	Night Differential			81,624.00	82,272.00	**92,000.00**	**92,000.00**	**92,000.00**	**0.00%**
	143	Paid Holidays			121,228.03	119,181.45	**135,562.00**	**148,400.00**	**148,400.00**	**9.47%**
	150	Court Time			53,881.58	53,091.66	**67,030.00**	**70,000.00**	**70,000.00**	**4.43%**
	165	AED Implementation			37,600.00	37,600.00	**44,000.00**	**45,600.00**	**45,600.00**	**3.64%**
	190	Overtime-In Service Training			24,423.82	23,817.04	**22,712.00**	**25,000.00**	**25,000.00**	**10.07%**
		SUBTOTAL SALARIES			4,147,057.70	4,214,520.91	**4,512,236.85**	**5,067,433.00**	**4,987,433.00**	**10.53%**
		NONSALARIES:								
		VEHICLE MAINTENANCE::								
	242	Vehicles Maint - Service			13,274.86	13,664.61	15,000.00	**15,000.00**	**15,000.00**	**0.00%**
	480	Vehicles Maint - Supplies			21,294.10	32,898.56	26,000.00	**26,000.00**	**26,000.00**	**0.00%**
		Total Vehicle Maintenance and Operation			34,568.96	46,563.17	41,000.00	**41,000.00**	**41,000.00**	**0.00%**
		UTILITIES:								
	211	Electricity			29,930.97	33,503.88	34,000.00	**36,000.00**	**36,000.00**	**5.88%**
	212	Gas			17,900.87	9,797.19	18,000.00	**18,000.00**	**18,000.00**	**0.00%**
	231	Water			1,197.62	1,244.66	1,100.00	**1,300.00**	**1,300.00**	**18.18%**
	340	Telephone			17,976.79	16,952.66	26,000.00	**20,000.00**	**20,000.00**	**-23.08%**
		Total Utilities			67,006.25	61,498.39	79,100.00	**75,300.00**	**75,300.00**	**-4.80%**
		RADIO REPAIRS:								
	241	Radio Repair-Service			13,702.85	11,556.02	14,000.00	**14,000.00**	**14,000.00**	**0.00%**
	431	Radio Repair-Supplies			58.00	339.43	3,000.00	**2,000.00**	**2,000.00**	**-33.33%**
		Total Radio Repairs			13,760.85	11,895.45	17,000.00	**16,000.00**	**16,000.00**	**-5.88%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		EXPENSES:								
	246	Building Repairs - Service			17,728.11	23,371.92	14,000.00	**18,000.00**	18,000.00	**28.57%**
	247	Equipment Repairs - Service			6,588.50	11,985.13	10,000.00	**12,000.00**	12,000.00	**20.00%**
	277	Identi-Kit Rental			408.00	408.00	425.00	**425.00**	425.00	**0.00%**
	305	Photography			2,963.96	3,863.40	3,000.00	**4,000.00**	4,000.00	**33.33%**
	306	Billing & Collection			617.97	722.05	1,500.00	**1,200.00**	1,200.00	**-20.00%**
	307	Contract Services				3,014.32	0.00	**3,100.00**	3,100.00	**100.00%**
	336	Departmental Community E				599.89				
	421	Photostats-Supplies			1,159.96	1,279.96	2,000.00	**2,000.00**	2,000.00	**0.00%**
	317	Veterinarian Fees			741.85	1,610.61	1,000.00	**1,600.00**	1,600.00	**60.00%**
	342	Freight and Express			174.65	26.95	200.00	**100.00**	100.00	**-50.00%**
	343	Advertising			336.60	576.82	350.00	**350.00**	350.00	**0.00%**
	383	Laundry/Rug Cleaning			11.70	0.00	700.00	**700.00**	700.00	**0.00%**
	386	Baypern Membership			1,600.00	1,600.00	1,600.00	**1,750.00**	1,750.00	**9.38%**
	430	Equipment Repairs - Supplies			2,158.91	522.00	2,500.00	**2,200.00**	2,200.00	**-12.00%**
	442	Building Supplies			17,740.79	12,639.73	10,000.00	**13,000.00**	13,000.00	**30.00%**
	492	Feeding Prisoners			2,453.50	1,618.20	2,000.00	**2,000.00**	2,000.00	**0.00%**
	495	Feeding Dogs			452.35	291.79	600.00	**600.00**	600.00	**0.00%**
	501	Medical and First Aid			1,273.70	2,412.59	5,000.00	**4,000.00**	4,000.00	**-20.00%**
	512	Books			1,734.98	1,268.21	2,000.00	**1,800.00**	1,800.00	**-10.00%**
	584	Chemicals (breathalyzer)			1,034.60	491.52	500.00	**500.00**	500.00	**0.00%**
	585	Ammunition			1,187.07	20,452.86	16,000.00	**18,000.00**	18,000.00	**12.50%**
	586	Flares/Batteries			500.00	2,188.16	200.00	**1,000.00**	1,000.00	**400.00%**
	587	Patrol Equipment			2,739.83	727.32	1,600.00	**1,600.00**	1,600.00	**0.00%**
	711	In-Service Training and Education			13,233.16	17,037.92	10,000.00	**18,000.00**	18,000.00	**80.00%**
	730	Dues and Subscriptions			3,963.69	5,766.26	5,000.00	**5,000.00**	5,000.00	**0.00%**
	783	Undercover Funds			3,000.00	2,243.00	2,243.00	**3,000.00**	3,000.00	**33.75%**
		Total Expenses			83,803.88	116,718.61	92,418.00	**115,925.00**	115,925.00	**25.44%**
		OTHER ITEMS:								
	270	Equipment Rental			1,402.00	1,402.00	1,500.00	**1,500.00**	1,500.00	**0.00%**
	320	In-Service Training Tuition			19,348.00	28,264.00	7,200.00	**30,000.00**	30,000.00	**316.67%**
	384	Uniform Cleaning Allowance			34,425.00	34,725.00	40,325.00	**41,725.00**	41,725.00	**3.47%**
	422	Printing and Stationery			16,064.20	13,735.28	12,000.00	**14,000.00**	14,000.00	**16.67%**
	481	Gasoline, Oil, Grease			71,065.22	76,458.43	112,000.00	**112,000.00**	112,000.00	**0.00%**
	580	Clothing Replacement			0.00	279.90	1,000.00	**1,000.00**	1,000.00	**0.00%**
	581	Uniform Clothing Allowance			56,181.42	61,057.12	66,295.00	**68,295.00**	68,295.00	**3.02%**
	780	Petty Cash			93.00	127.00	100.00	**100.00**	100.00	**0.00%**
		Total Other Items			198,578.84	216,048.73	240,420.00	**268,620.00**	268,620.00	**11.73%**
		SUBTOTAL NON-SALARIES			397,718.78	452,724.35	469,938.00	**516,845.00**	516,845.00	**9.98%**
29		**TOTAL DEPARTMENT**			4,544,776.48	4,667,245.26	4,982,174.85	**5,584,278.00**	5,504,278.00	**10.48%**

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	PUBLIC WORKS SUMMARY								
	Salaries:								
	Public Works			851,773.50	821,560.28	895,486.00	952,223.00	952.223.00	**6.34%**
	Sanitation			569,026.21	590,558.91	608,594.00	646,141.00	646,141.00	**6.17%**
	Snow Removal			180,127.30	58,058.85	74,340.00	74,340.00	74,340.00	**0.00%**
	Total Salaries			1,600,927.01	1,470,178.04	**1,578,420.00**	**1,672,704.00**	**1,672,704.00**	**5.97%**
	Expenses:								
	General Administration			155,969.79	142,614.58	**194,320.00**	**210,940.00**	**210,940.00**	**8.55%**
	Highway			152,370.40	216,316.39	**234,580.00**	**355,400.00**	**355,400.00**	**51.50%**
	Snow Removal			548,740.88	144,024.26	**171,275.00**	**171,275.00**	**171,275.00**	**0.00%**
	Street Lighting			180,404.78	151,127.98	**204,590.00**	**356,000.00**	**356,000.00**	**74.01%**
	Property and Trees			19,732.25	13,706.43	**26,500.00**	**33,250.00**	**33,250.00**	**25.47%**
	Sanitation/Solid Waste Disposal			403,043.30	498,558.47	**719,800.00**	**853,425.00**	**853,425.00**	**18.56%**
	Total Expenses			1,460,261.40	1,166,348.11	**1,551,065.00**	**1,980,290.00**	**1,980,290.00**	**27.67%**
	TOTAL PUBLIC WORKS OPERATING BUDGETS			3,061,188.41	**2,636,526.15**	**3,129,485.00**	**3,652,994.00**	**3,652,994.00**	**16.73%**

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	DEPARTMENT OF PUBLIC WORKS - 421								
	SALARIES:								
51	Superintendent (20%)	0.20	0.20	21,918.88	25,326.67	23,524.00	**26,532.00**	26,532.00	12.79%
52	Asst. Superintendent (100%)	1.00	1.00	70,311.81	0.00	93,398.85	**94,333.00**	94,333.00	1.00%
57	Working Foremen	3.00	3.00	191,622.56	201,771.66	202,358.33	**205,827.00**	205,827.00	1.71%
224	Executive Assistant	0.00	0.25				**16,588.00**	16,588.00	100.00%
69	Yardman/Office Manager	0.34	0.34	16,020.11	2,993.26	22,785.11	**22,559.00**	22,559.00	-0.99%
70	Hoisting Equipment Oper.	4.50	4.50	236,910.72	236,098.35	260,484.82	**262,855.00**	262,855.00	0.91%
71	Motor Equipment Repair	0.50	0.50	25,507.96	24,476.21	28,634.13	**28,920.00**	28,920.00	1.00%
75	Spec. Motor Equip. Oper.	2.00	2.00	86,935.61	91,455.16	94,182.91	**95,125.00**	95,125.00	1.00%
81	Out of Grade Wages			41,172.74	101,589.93	1,030.30	**1,000.00**	1,000.00	-2.94%
99	Senior Clerk	1.00	1.00	53,301.61	57,238.70	57,267.22	**58,389.00**	58,389.00	1.96%
112	Clerk	1.00	1.00	35,377.68	8,720.54	55,547.65	**54,998.00**	54,998.00	-0.99%
120	Temporary Wages			0.00	339.95	0.00	**0.00**	0.00	0.00%
129	Building.Maintenance Crafstman	0.50	0.50	20,134.88	8,040.18	0.00	**25,074.00**	25,074.00	100.00%
130	Overtime			36,053.44	49,624.67	41,212.68	**40,000.00**	40,000.00	-2.94%
140	Longevity			14,060.00	13,885.00	14,060.00	**13,630.00**	13,630.00	-3.06%
152	Sick Leave Buyback			2,445.50	0.00	1,000.00	**1,000.00**	1,000.00	0.00%
185	PT Bid and Procurement Clerk		0.00	0.00	0.00	0.00	**5,393.00**	5,393.00	100.00%
	SUBTOTAL SALARIES			851,773.50	821,560.28	895,486.00	**952,223.00**	952,223.00	6.34%
	NONSALARIES::								
	UTILITIES:								
211	Electricity			9,938.98	11,891.72	15,000.00	**14,000.00**	14,000.00	-6.67%
212	Gas			12,788.96	6,169.44	14,500.00	**13,500.00**	13,500.00	-6.90%
340	Telephone			4,960.86	4,138.81	6,500.00	**4,500.00**	4,500.00	-30.77%
	Total Utilities			27,688.80	22,199.97	36,000.00	**32,000.00**	32,000.00	-11.11%
	OPERATING EXPENSES:								
235	CDL Drug/Alcohol Testing			604.00	439.00	900.00	**900.00**	900.00	0.00%
241	Radio Repairs - Services			753.00	211.25	1,000.00	**2,500.00**	2,500.00	150.00%
242	Vehicle Maintenance & Operation - Service			2,834.02	2,012.76	9,000.00	**9,000.00**	9,000.00	0.00%
246	Building Repairs - Service			839.20	5,894.91	3,000.00	**4,000.00**	4,000.00	33.33%
247	Equipment Repairs - Service			4,773.67	4,284.84	4,000.00	**5,000.00**	5,000.00	25.00%
249	Office Equipment Repairs			0.00	0.00	1,000.00	**1,000.00**	1,000.00	0.00%
252	Medical & First Aid - Service			0.00	0.00	100.00	**100.00**	100.00	0.00%
273	Machinery Rental			1,277.22	1,212.61	2,500.00	**2,500.00**	2,500.00	0.00%
305	Photostats and Photographs - Service			0.00	0.00	200.00	**200.00**	200.00	0.00%
320	In-Service Training			1,480.00	320.00	3,000.00	**3,000.00**	3,000.00	0.00%
321	Safety - Service			0.00	300.00	300.00	**300.00**	300.00	0.00%
341	Postage			88.00	145.15	180.00	**200.00**	200.00	11.11%
342	Freight & Express			508.56	337.93	500.00	**500.00**	500.00	0.00%
343	Advertising			100.80	817.99	400.00	**1,000.00**	1,000.00	150.00%
421	Photographic Supplies			209.25	0.00	100.00	**100.00**	100.00	0.00%
422	Printing and Stationery			365.00	311.00	375.00	**375.00**	375.00	0.00%
430	Equipment Repairs - Supplies			9,421.35	11,948.64	10,000.00	**15,000.00**	15,000.00	50.00%
431	Radio Repairs - Supplies			521.50	14.50	900.00	**1,200.00**	1,200.00	33.33%
432	Office Equipment Repairs - Supplies			444.91	575.00	575.00	**575.00**	575.00	0.00%
441	Welding Supplies			2,492.14	2,616.73	2,500.00	**2,800.00**	2,800.00	12.00%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	442	Building Supplies			1,785.47	3,138.84	2,400.00	**2,400.00**	**2,400.00**	**0.00%**
	443	Building Repairs			4,578.33	4,615.80	3,600.00	**4,000.00**	**4,000.00**	**11.11%**
	480	Vehicle Maintenance & Operation - Supplies			38,562.82	16,937.91	35,000.00	**40,000.00**	**40,000.00**	**14.29%**
	481	Gas, Oil, Grease			34,877.51	47,948.44	49,000.00	**53,500.00**	**53,500.00**	**9.18%**
	502	Safety Equipment - Supplies			1,628.86	782.25	750.00	**500.00**	**500.00**	**-33.33%**
	512	Books			400.56	607.70	300.00	**500.00**	**500.00**	**66.67%**
	535	Misc. Construction Materials			1,679.79	1,628.29	950.00	**2,000.00**	**2,000.00**	**110.53%**
	581	Clothing			9,989.52	9,038.99	16,500.00	**16,500.00**	**16,500.00**	**0.00%**
	586	Flashlights and Batteries			0.00	0.00	190.00	**190.00**	**190.00**	**0.00%**
	714	Travel Expenses			15.00	57.80	500.00	**500.00**	**500.00**	**0.00%**
	730	Dues and Subscriptions			305.00	320.00	700.00	**700.00**	**700.00**	**0.00%**
	780	Petty Cash			343.86	13.50	100.00	**100.00**	**100.00**	**0.00%**
	781	State Gas & Diesel Taxes			3,542.50	3,327.82	3,500.00	**3,500.00**	**3,500.00**	**0.00%**
	782	Miscellaneous Other Expenses			225.00	554.96	500.00	**500.00**	**500.00**	**0.00%**
	853	Capital Outlay/Additional Equipment-Mechanic			3,634.15	0.00	3,800.00	**3,800.00**	**3,800.00**	**0.00%**
		Total Expenses:			128,280.99	120,414.61	158,320.00	**178,940.00**	**178,940.00**	**13.02%**
		SUBTOTAL NON-SALARIES:			155,969.79	142,614.58	194,320.00	**210,940.00**	**210,940.00**	**8.55%**
30		**TOTAL DEPARTMENT**			1,007,743.29	964,174.86	1,089,806.00	1,163,163.00	1,163,163.00	**6.73%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		PUBLIC WORKS - HIGHWAY DEPARTMENT - 422								
		EXPENSES:								
	210	Police Detail			15,197.38	11,463.77	10,000.00	**12,000.00**	12,000.00	20.00%
	243	Resurfacing Streets			17,763.00	28,620.99	90,000.00	**150,000.00**	150,000.00	66.67%
	244	Street Painting			30,899.03	13,840.12	40,000.00	**70,000.00**	70,000.00	75.00%
	251	Sidewalk Maintenance - Services			0.00	0.00	4,600.00	**9,600.00**	9,600.00	108.70%
	273	Machinery Rental			882.00	7,886.28	3,000.00	**8,000.00**	8,000.00	166.67%
	309	Consultant Fees			0.00	29,394.58		**10,000.00**	10,000.00	100.00%
	342	Freight & Express			90.00	65.74	130.00	**100.00**	100.00	-23.08%
	430	Equipment Repairs - Supplies			14,585.66	21,222.54	15,000.00	**15,000.00**	15,000.00	0.00%
	445	Small Tools			1,338.40	5,392.06	3,000.00	**3,000.00**	3,000.00	0.00%
	460	Loam & Grass Seed			673.40	1,046.80	750.00	**200.00**	200.00	-73.33%
	470	Sidewalk Maintenance - Supplies			0.00	4,744.40	5,000.00	**5,000.00**	5,000.00	0.00%
	471	Sidewalk Construction			6,565.60	4,036.41	7,000.00	**7,000.00**	7,000.00	0.00%
	530	Cement, Gravel, Paving - Supplies			43,127.92	35,624.15	30,000.00	**30,000.00**	30,000.00	0.00%
	531	Manholes and Catchbasins			4,960.42	19,908.54	2,000.00	**5,000.00**	5,000.00	150.00%
	532	Street Signs and Posts			12,328.40	16,121.98	19,000.00	**25,000.00**	25,000.00	31.58%
	533	Lumber			0.00	582.96	600.00	**1,000.00**	1,000.00	66.67%
	535	Construction Materials			3,959.19	16,365.07	4,500.00	**4,500.00**	4,500.00	0.00%
		Total Expenses			152,370.40	216,316.39	234,580.00	**355,400.00**	355,400.00	51.50%
31		**TOTAL DEPARTMENT**			152,370.40	216,316.39	234,580.00	**355,400.00**	355,400.00	51.50%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		PUBLIC WORKS - SNOW REMOVAL - 423								
		SALARIES:								
	130	Overtime - Snow Removal			180,127.30	58,058.85	74,340.00	**74,340.00**	**69,340.00**	**-6.73%**
		Superintendent Snow Stipend							**5,000.00**	**100.00%**
		EXPENSES:								
	273	Machinery Rental			264,552.48	29,495.50	49,275.00	**49,275.00**	**49,275.00**	**0.00%**
	342	Freight & Express			48.59	0.00	100.00	**100.00**	**100.00**	**0.00%**
	343	Advertising			109.04	12.60	125.00	**125.00**	**125.00**	**0.00%**
	385	Weather Services			1,195.00	1,195.00	2,000.00	**2,000.00**	**2,000.00**	**0.00%**
	430	Equipment Repairs - Supplies			25,994.92	19,968.69	20,000.00	**20,000.00**	**20,000.00**	**0.00%**
	441	Welding Supplies			140.95	897.18	650.00	**650.00**	**650.00**	**0.00%**
	445	Small tools			777.76	0.00	500.00	**500.00**	**500.00**	**0.00%**
	481	Gas, Oil, Grease			13,338.24	5,778.72	12,000.00	**12,000.00**	**12,000.00**	**0.00%**
	491	Food			4,087.70	1,905.00	2,000.00	**2,000.00**	**2,000.00**	**0.00%**
	530	Sand			10,796.53	4,055.61	10,000.00	**10,000.00**	**10,000.00**	**0.00%**
	584	Chemicals (Salt)			227,266.67	76,463.36	70,000.00	**70,000.00**	**70,000.00**	**0.00%**
	711	In Service Training			100.00	0.00	130.00	**130.00**	**130.00**	**0.00%**
	781	State Diesel Tax			333.00	257.60	500.00	**500.00**	**500.00**	**0.00%**
	850	Capital Outlay/Additional Equipment			0.00	0.00	3,995.00	**3,995.00**	**3,995.00**	**0.00%**
	871	Replacement Equipment			0.00	3,995.00	0.00	**0.00**	**0.00**	**0.00%**
		Total Expenses			548,740.88	144,024.26	171,275.00	**171,275.00**	**171,275.00**	**0.00%**
32		**TOTAL DEPARTMENT**			728,868.18	202,083.11	245,615.00	**245,615.00**	**245,615.00**	**0.00%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		PUBLIC WORKS - STREET LIGHTING - 424								
	211	Electricity			126,309.69	108,079.46	145,256.00	**145,000.00**	145,000.00	-0.18%
	245	Traffic Signal Repairs - Service			7,121.42	11,792.19	10,000.00	**12,000.00**	12,000.00	20.00%
	263	Maintenance			42,242.10	22,308.84	43,334.00	**50,000.00**	50,000.00	15.38%
	265	Street Light Replacement			0.00			**140,000.00**	140,000.00	100.00%
	544	Traffic Signal Repair - Supplies			4,731.57	8,947.49	6,000.00	**9,000.00**	9,000.00	50.00%
33		**TOTAL DEPARTMENT**			180,404.78	151,127.98	204,590.00	**356,000.00**	356,000.00	74.01%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		PUBLIC PROPERTY, PARKS & TREES - 650								
		EXPENSES:								
	247	Equipment Repairs - Service			156.95	0.00	500.00	**500.00**	500.00	0.00%
	273	Machinery Rental			13,377.00	3,505.06	15,000.00	**18,000.00**	18,000.00	20.00%
	321	Safety Equipment - Service			0.00	0.00	200.00	**200.00**	200.00	0.00%
	343	Advertising			100.80	126.00	500.00	**500.00**	500.00	0.00%
	430	Equipment Repairs - Supplies			2,250.56	4,249.97	5,000.00	**5,000.00**	5,000.00	0.00%
	445	Small Tools			0.00	148.99	450.00	**450.00**	450.00	0.00%
	460	Loam & Grass Seed			561.00	2,152.29	500.00	**100.00**	100.00	-80.00%
	461	Tree Replacement			496.00	1,500.00	500.00	**500.00**	500.00	0.00%
	462	Pesticides & Herbicides						**500.00**	500.00	100.00%
	502	Safety Supplies			338.26	47.12	200.00	**100.00**	100.00	-50.00%
	854	Capital Outlay - Computer			2,451.68	0.00	3,650.00	**0.00**	0.00	-100.00%
	871	Replacement Equipment- FY14 Mower				1,977.00		**7,400.00**	7,400.00	100.00%
		Total Expenses			19,732.25	13,706.43	26,500.00	**33,250.00**	33,250.00	25.47%
35		**TOTAL DEPARTMENT**			19,732.25	13,706.43	26,500.00	**33,250.00**	33,250.00	25.47%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		PUBLIC WORKS - SANITATION DEPARTMENT - 433								
		SALARIES: CURBSIDE PICK-UP:								
	74	P.W. Maint. Craftsmen	1.50	1.50	68,422.62	66,440.72	74,918.34	**75,814.00**	75,814.00	1.20%
	75	Spec. Motor Eq. Oper.	5.50	5.50	245,106.79	247,728.64	274,157.94	**275,255.00**	275,255.00	0.40%
	77	P.W. Maint. Man/HMEO	1.50	1.50	59,722.47	63,230.27	70,598.29	**71,304.00**	71,304.00	1.00%
	80	Laborers	2.00	2.00	80,740.50	94,810.54	94,130.36	**96,717.00**	96,717.00	2.75%
	120	Seasonal Employees	1.25	1.25	68,815.20	72,869.36	49,851.93	**60,000.00**	60,000.00	20.36%
	185	PT Bid and Procurement Clerk			0.00	0.00	0.00	**5,393.00**	5,393.00	100.00%
	224	Executive Assistant	0.00	0.25				**16,588.00**	16,588.00	100.00%
		Total Curbside Pick-Up (7 from DPW Gen Admin FY94)			522,807.58	545,079.53	563,656.86	**601,071.00**	601,071.00	6.64%
		COMBINED SANITATION:								
	71	Motor Equipment Repairman	0.50	0.50	25,536.96	24,476.21	28,634.13	**28,070.00**	28,070.00	-1.97%
	130	Overtime			14,681.67	14,753.17	10,303.01	**10,000.00**	10,000.00	-2.94%
	152	Sick Leave Buyback			0.00	0.00	0.00	**1,000.00**	1,000.00	100.00%
	140	Longevity			6,000.00	6,250.00	6,000.00	**6,000.00**	6,000.00	0.00%
		53rd Pay Week (FY96)								
		SUBTOTAL SALARIES			569,026.21	590,558.91	608,594.00	646,141.00	646,141.00	6.17%
		EXPENSES:								
	235	CDL Drug/Alcohol Testing			1,174.00	290.00	1,100.00	**1,100.00**	1,100.00	0.00%
	242	Vehicle Maintenance & Operation - Service			5,251.09	14,892.48	20,000.00	**25,000.00**	25,000.00	25.00%
	246	Building Repairs - Service			961.30	4,836.00	3,500.00	**3,500.00**	3,500.00	0.00%
	273	Machinery Rental			368.61	1,536.37	0.00	**0.00**	0.00	0.00%
	282	Backup Landfill Permit fees			700.00	700.00	700.00	**700.00**	700.00	0.00%
	290	Solid Waste Disposal			258,133.46	298,416.15	495,000.00	**585,000.00**	585,000.00	18.18%
	293	Hazardous Waste Cleanup Day			0.00	0.00	3,000.00	**3,000.00**	3,000.00	0.00%
	294	Hazardous Waste Disposal			2,891.36	550.00	2,000.00	**3,000.00**	3,000.00	50.00%
	295	Recyclables Contract			10,791.97	5,161.60	12,000.00	**20,000.00**	20,000.00	66.67%
	296	Waste Oil Disposal			0.00			**3,000.00**	3,000.00	100.00%
	298	Tire Disposal			131.75	236.50	2,000.00	**2,000.00**	2,000.00	0.00%
	340	Telephone			33.27	0.00	0.00	**0.00**	0.00	0.00%
	341	Postage			5,526.13	5,531.87	6,000.00	**6,000.00**	6,000.00	0.00%
	342	Freight & Express			60.92	953.82	200.00	**200.00**	200.00	0.00%
	343	Advertising			795.00	807.60	1,200.00	**1,200.00**	1,200.00	0.00%
	422	Printing and Stationery			0.00	1,999.80	800.00	**800.00**	800.00	0.00%
	430	Equipment Repairs - Supplies			596.50	2,010.77	4,000.00	**4,000.00**	4,000.00	0.00%
	443	Building Repairs			990.21	960.46	1,400.00	**1,000.00**	1,000.00	-28.57%
	445	Small Tools			150.00	54.90	0.00	**0.00**	0.00	0.00%
	480	Vehicle Maintenance & Operation - Supplies			34,182.63	58,684.42	53,000.00	**75,000.00**	75,000.00	41.51%
	481	Gas, Oil, Grease			66,420.61	85,358.44	95,000.00	**102,125.00**	102,125.00	7.50%
	581	Clothing			10,191.99	9,002.97	12,500.00	**11,000.00**	11,000.00	-12.00%
	584	Chemicals			0.00	2,844.47	1,000.00	**1,500.00**	1,500.00	50.00%
	653	Licenses			240.00	135.00	400.00	**300.00**	300.00	-25.00%
	781	State gas/Diesel Taxes			3,452.50	3,594.85	5,000.00	**4,000.00**	4,000.00	-20.00%
		Total Expenses			403,043.30	498,558.47	719,800.00	**853,425.00**	853,425.00	18.56%
		SUBTOTAL NON-SALARIES:			403,043.30	498,558.47	719,800.00	**853,425.00**	853,425.00	18.56%
36		**TOTAL DEPARTMENT**			972,069.51	1,089,117.38	1,328,394.00	1,499,566.00	1,499,566.00	12.89%

11/30/2012

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	SUMMARY - HUMAN SERVICES & RECREATION								
	Salaries								
	Council on Aging			332,562.76	307,051.71	**315,509.83**	**312,443.00**	**312,443.00**	**-0.97%**
	Library			673,513.11	637,557.63	**691,019.80**	**748,464.00**	**748,464.00**	**8.31%**
	Recreation			117,744.53	122,491.26	**130,132.13**	**133,507.00**	**133,507.00**	**2.59%**
	Veterans Services			61,907.18	73,519.57	**75,138.11**	**78,261.00**	**78,261.00**	**4.16%**
	Youth Commission			197,824.61	200,192.02	**203,879.44**	**215,260.00**	**215,260.00**	**5.58%**
	Expenses								
	Council on Aging			73,173.14	57,530.45	**78,000.00**	**78,350.00**	**78,350.00**	**0.45%**
	Library			246,395.42	218,428.04	**259,450.00**	**246,330.00**	**246,330.00**	**-5.06%**
	Memorial Day - Soldiers Graves			8,930.00	16,788.58	**16,000.00**	**14,075.00**	**14,075.00**	**-12.03%**
	Recreation			45,735.38	48,203.71	**55,375.00**	**59,025.00**	**59,025.00**	**6.59%**
	Veterans Services			441,420.10	446,977.38	**451,098.00**	**531,492.00**	**531,492.00**	**17.82%**
	Youth Commission			5,671.96	7,879.39	**15,450.00**	**18,050.00**	**18,050.00**	**16.83%**
	Total Salaries - Human Services			1,383,552.19	1,340,812.19	**1,415,679.31**	**1,487,935.00**	**1,487,935.00**	**5.10%**
	Total Expenses - Human Services			821,326.00	795,807.55	**875,373.00**	**947,322.00**	**947,322.00**	**8.22%**
	Grand Total - Human Services			2,204,878.19	**2,136,619.74**	**2,291,052.31**	**2,435,257.00**	**2,435,257.00**	**6.29%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		::								
		COUNCIL ON AGING - 541								
		SALARIES:								
	51	Director Council on Aging/Youth Commission	0.50	0.50	41,037.31	42,278.85	42,118.70	**44,969.00**	44,969.00	6.77%
	90	Assistant Director for COA/YC	1.00	1.00	43,838.92	45,165.67	44,994.43	**48,858.00**	48,858.00	8.59%
	112	Clerical Salaries	0.20	0.20	0.00	8,512.25	8,972.76	**9,391.00**	9,391.00	4.66%
	114	Custodian	0.00	0.00	50,226.56	0.00	0.00	**0.00**	0.00	0.00%
	115	Bus Drivers	2.00	2.00	80,953.94	88,968.50	89,167.60	**83,500.00**	83,500.00	-6.36%
	118	6 Part time drivers	3.00	3.00	45,713.66	45,529.70	55,000.00	**60,000.00**	60,000.00	9.09%
	124	Outreach Coordinator	0.50	0.60	26,257.90	27,635.78	28,000.00	**28,000.00**	28,000.00	0.00%
	130	Overtime			0.00	670.05	0.00	**0.00**	0.00	0.00%
	140	Longevity			6,650.00	5,750.00	5,750.00	**4,500.00**	4,500.00	-21.74%
	154	Receptionist/Dispatcher	1.00	1.00	37,884.47	42,540.91	41,506.34	**33,225.00**	33,225.00	-19.95%
		Total Salaries:			332,562.76	307,051.71	315,509.83	**312,443.00**	312,443.00	-0.97%
		EXPENSES:								
	211	Electricity			11,003.63	8,698.15	13,800.00	**12,000.00**	12,000.00	-13.04%
	212	Gas			10,135.16	6,830.74	11,000.00	**11,000.00**	11,000.00	0.00%
	231	Water			1,696.80	1,840.49	1,800.00	**1,800.00**	1,800.00	0.00%
	242	Vehicle Maintenance - Services			2,840.17	312.66	3,000.00	**6,000.00**	6,000.00	100.00%
	246	Building Repairs - Services			10,887.96	6,343.60	4,000.00	**5,000.00**	5,000.00	25.00%
	249	Equipment Repair			2,887.00	181.56	2,000.00	**2,000.00**	2,000.00	0.00%
	340	Telephone			2,002.68	1,458.09	1,500.00	**1,500.00**	1,500.00	0.00%
	341	Postage			243.64	96.00	100.00	**150.00**	150.00	50.00%
	343	Advertising			311.00	0.00	200.00	**200.00**	200.00	0.00%
	360	Senior Citizen Activities			1,440.03	9,437.21	5,000.00	**6,000.00**	6,000.00	20.00%
	420	Office Supplies & Copy Machine Expenses			4,224.28	3,939.48	2,500.00	**2,500.00**	2,500.00	0.00%
	442	Building Supplies			2,562.97	1,837.40	2,000.00	**2,000.00**	2,000.00	0.00%
	480	Vehicle Maintenance - Supplies			3,677.51	524.69	3,000.00	**0.00**	0.00	-100.00%
	481	Gasoline, Oil, & Grease			16,112.12	11,699.90	24,000.00	**24,000.00**	24,000.00	0.00%
	581	Uniforms			964.93	974.12	500.00	**500.00**	500.00	0.00%
	711	In-Service Training & Education			1,271.50	1,517.75	2,000.00	**2,000.00**	2,000.00	0.00%
	714	Travel Expenses			911.76	1,098.85	1,000.00	**1,000.00**	1,000.00	0.00%
	730	Dues and Subscriptions			0.00	739.76	600.00	**700.00**	700.00	16.67%
		Total Expenses			73,173.14	57,530.45	78,000.00	**78,350.00**	78,350.00	0.45%
37		**TOTAL DEPARTMENT**			405,735.90	**364,582.16**	**393,509.83**	**390,793.00**	**390,793.00**	-0.69%

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	LIBRARY - 610								
	SALARIES:								
51	Library Director	1.00	1.00	88,024.86	90,674.01	**90,345.00**	**91,590.00**	91,590.00	1.38%
82	Adult Services/Reference Librarian	1.00	1.00	59,245.95	61,028.99	**60,814.21**	**61,646.00**	61,646.00	1.37%
84	Children's Librarian	1.00	1.00	63,395.86	65,303.78	**65,074.00**	**65,964.00**	65,964.00	1.37%
128	Young Adult/Auto. Services Librarian	1.00	1.00	47,091.71	43,962.29	**48,900.52**	**49,569.00**	49,569.00	1.37%
85	Library Assistants	4.00	4.00	167,997.30	173,053.32	**172,546.52**	**174,801.00**	174,801.00	1.31%
107	Secretary	1.00	1.00	40,481.89	38,727.20	**39,233.00**	**41,638.00**	41,638.00	6.13%
114	Custodians	0.00	0.00	34,170.97	270.74	**0.00**	**0.00**	0.00	0.00%
209	Junior Children's Librarian	0.50	1.00			**24,000.00**	**44,559.00**	44,559.00	85.66%
	Total Full Time Employees			500,408.54	473,020.33	**500,913.25**	**529,767.00**	529,767.00	5.76%
147	Adult & Family Literacy Coordinator	1.00	1.00	31,567.62	27,359.21	**31,500.00**	**38,000.00**	38,000.00	20.63%
118	Part Time Employees	4.77	4.77	107,584.86	119,448.78	**140,856.55**	**163,872.00**	163,872.00	16.34%
130	Overtime			4,019.86	4,311.31	**4,000.00**	**1,000.00**	1,000.00	-75.00%
140	Longevity			8,319.23	6,525.00	**7,000.00**	**8,625.00**	8,625.00	23.21%
142	Night/Saturday Differential			6,665.25	6,893.00	**6,750.00**	**7,200.00**	7,200.00	6.67%
152	Sick Leave Buyback			14,947.75					
	Total Salaries			673,513.11	637,557.63	**691,019.80**	**748,464.00**	748,464.00	8.31%
	UTILITIES:								
211	Electricity			29,110.46	23,643.41	**35,000.00**	**26,000.00**	26,000.00	-25.71%
215	Fuel			10,066.77	5,584.20	**11,000.00**	**7,500.00**	7,500.00	-31.82%
231	Water			1,230.96	1,175.59	**1,500.00**	**1,200.00**	1,200.00	-20.00%
340	Telephone			870.45	381.57	**1,000.00**	**400.00**	400.00	-60.00%
	Total Utilities			41,278.64	30,784.77	**48,500.00**	**35,100.00**	35,100.00	-27.63%
	BUILDING MAINTENANCE::								
246	Building Repairs-Services			3,419.18	1,474.00	**3,500.00**	**2,500.00**	2,500.00	-28.57%
443	Building Repairs - Supplies			207.11	0.00	**250.00**	**200.00**	200.00	-20.00%
304	HVAC Maintenance Contract			7,587.75	2,933.55	**5,000.00**	**5,000.00**	5,000.00	0.00%
442	Building Supplies			3,652.17	5,498.56	**4,000.00**	**5,000.00**	5,000.00	25.00%
	Total Building			14,866.21	9,906.11	**12,750.00**	**12,700.00**	12,700.00	-0.39%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		OPERATING EXPENSES:								
	200	Purchase of Services								
	242	Vehicle Maintenance - Services			29.00	0.00	500.00	100.00	100.00	-80.00%
	247	Equipment Repairs-Service			185.25	129.93	1,200.00	500.00	500.00	-58.33%
	249	Office Equipment Repairs			0.00	0.00	150.00	100.00	100.00	-33.33%
	260	Grounds Maintenance			2,896.05	561.69	1,500.00	1,000.00	1,000.00	-33.33%
	272	Office Equipment Lease (Copier)			4,045.89	4,051.64	4,250.00	4,250.00	4,250.00	0.00%
	310	Binding			137.60	160.30	300.00	300.00	300.00	0.00%
	341	Postage			3,868.22	2,479.79	3,500.00	3,000.00	3,000.00	-14.29%
	342	Freight Expenses			1,185.67	1,357.75	1,200.00	1,400.00	1,400.00	16.67%
	343	Advertising			1,460.77	1,276.75	1,000.00	1,300.00	1,300.00	30.00%
	356	Library Programs			10,207.53	12,020.10	11,000.00	15,500.00	15,500.00	40.91%
	422	Printing/Stationery			1,354.80	700.56	1,500.00	1,000.00	1,000.00	-33.33%
	430	Equipment Repairs			0.00	0.00	200.00	200.00	200.00	0.00%
	481	Gasoline, Oil & Grease			456.20	555.98	600.00	600.00	600.00	0.00%
	581	Clothing Uniforms			116.20	6.82	250.00	180.00	180.00	-28.00%
	582	Safety Shoes			144.99	565.72	300.00	300.00	300.00	0.00%
	583	Data Processing Supplies			9,493.90	6,376.61	7,500.00	7,500.00	7,500.00	0.00%
	591	Library Supplies			11,633.06	12,846.66	12,000.00	13,000.00	13,000.00	8.33%
	711	In-Service Training			777.00	580.00	1,000.00	1,000.00	1,000.00	0.00%
	714	Travel Expenses			2,105.21	1,070.92	1,500.00	1,500.00	1,500.00	0.00%
	730	Professional Dues and Subs.			750.00	833.00	750.00	800.00	800.00	6.67%
	871	Replacement Equipment			249.95	0.00	1,000.00	500.00	500.00	-50.00%
		Museum Passes			0.00					
		Total Expenses			51,097.29	45,574.22	51,200.00	54,030.00	54,030.00	5.53%
		OTHER ITEMS:								
	858	Automation - OCLN Expenses			26,540.00	25,650.00	27,000.00	27,000.00	27,000.00	0.00%
	857	Books-Periodicals			112,613.28	106,512.94	120,000.00	117,500.00	117,500.00	-2.08%
		Total - Other Items			139,153.28	132,162.94	147,000.00	144,500.00	144,500.00	-1.70%
		SUBTOTAL NON-SALARIES			246,395.42	218,428.04	259,450.00	246,330.00	246,330.00	-5.06%
38		**TOTAL DEPARTMENT**			919,908.53	855,985.67	950,469.80	994,794.00	994,794.00	4.66%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		MEMORIAL DAY - 692								
		EXPENSES:								
	491	Food			0.00	675.00	700.00	**700.00**	700.00	0.00%
	597	Flags & Grave Decorations			4,250.00	5,298.58	5,300.00	**3,000.00**	3,000.00	-43.40%
		Total Expenses			4,250.00	5,973.58	6,000.00	**3,700.00**	3,700.00	-38.33%
39		**TOTAL DEPARTMENT**			4,250.00	**5,973.58**	**6,000.00**	**3,700.00**	3,700.00	-38.33%
		CARE OF SOLDIERS GRAVES - 491								
	782	*Expenses:*			4,680.00	10,815.00	10,000.00	**10,375.00**	10,375.00	3.75%
40		**TOTAL DEPARTMENT**			4,680.00	**10,815.00**	**10,000.00**	**10,375.00**	10,375.00	3.75%
		Number of Veterans Graves. State rate of $15.00 per grave.								

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		RECREATION - 630								
		SALARIES:								
	51	Recreation Director	0.50	0.50	35,235.91	36,280.64	35,133.00	**36,293.00**	36,293.00	3.30%
	52	Program Facilitator	1.00	1.00	50,107.30	51,623.25	53,999.13	**54,744.00**	54,744.00	1.38%
	98	Summer Playground			6,239.62	6,902.00	6,300.00	**7,245.00**	7,245.00	15.00%
	101	Exceptional Children Program			6,894.25	5,939.25	7,050.00	**7,050.00**	7,050.00	0.00%
	102	West School Field Supervisor			1,709.45	2,294.25	2,400.00	**2,800.00**	2,800.00	16.67%
	138	Summer Maintenance			14,708.00	16,601.87	22,400.00	**22,400.00**	22,400.00	0.00%
	140	Longevity			2,850.00	2,850.00	2,850.00	**2,975.00**	2,975.00	4.39%
		Total Salaries:			117,744.53	122,491.26	130,132.13	**133,507.00**	133,507.00	2.59%
		EXPENSES:								
	211	Electricity			2,381.78	2,645.07	2,400.00	**3,400.00**	3,400.00	41.67%
	231	Water			1,097.55	675.91	2,500.00	**2,500.00**	2,500.00	0.00%
	246	Building Repairs - Services			527.97	502.62	400.00	**500.00**	500.00	25.00%
	247	Equipment Repairs - Service			99.95	208.34	250.00	**500.00**	500.00	100.00%
	260	Grounds Maintenance - contract services			30,546.50	30,584.89	36,000.00	**36,000.00**	36,000.00	0.00%
	307	Contract Services			260.00	260.00	500.00	**500.00**	500.00	0.00%
	340	Telephone			564.30	450.36	600.00	**600.00**	600.00	0.00%
	342	Freight and Express			47.46	205.68	200.00	**200.00**	200.00	0.00%
	343	Advertising			1,011.50	1,117.50	1,500.00	**1,500.00**	1,500.00	0.00%
	420	Office Supplies			793.77	552.11	700.00	**700.00**	700.00	0.00%
	422	Printing & Stationery			1,500.00	1,500.00	1,500.00	**2,000.00**	2,000.00	33.33%
	430	Equipment Repairs - Supplies			11.25	693.18	700.00	**1,000.00**	1,000.00	42.86%
	442	Building Repairs - Supplies			174.94	146.28	300.00	**300.00**	300.00	0.00%
	463	Grounds Maintenance-Supplies			3,645.25	4,803.77	4,500.00	**5,500.00**	5,500.00	22.22%
	481	Gas, Oil, Grease			0.00	0.00	25.00	**25.00**	25.00	0.00%
	501	Medical And First Aid			225.14	67.18	250.00	**250.00**	250.00	0.00%
	581	Clothing/Uniforms			582.00	700.00	700.00	**700.00**	700.00	0.00%
	595	Playground Supplies			1,531.21	2,111.21	1,500.00	**2,000.00**	2,000.00	33.33%
	714	Travel Expenses			584.81	829.61	700.00	**700.00**	700.00	0.00%
	730	Dues & Subscriptions			150.00	150.00	150.00	**150.00**	150.00	0.00%
		Total Expenses:			45,735.38	48,203.71	55,375.00	**59,025.00**	59,025.00	6.59%
41		**TOTAL DEPARTMENT**			163,479.91	**170,694.97**	**185,507.13**	**192,532.00**	**192,532.00**	3.79%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		VETERANS - 543								
		SALARIES:								
	51	Veterans Agent	1.00	1.00	55,995.43	57,689.59	57,471.05	**61,542.00**	61,542.00	7.08%
	119	Veteran's Graves Officer			1,748.00	1,748.00	1,748.00	**1,748.00**	1,748.00	0.00%
	140	Longevity - Veterans			650.00	650.00	650.00	**650.00**	650.00	0.00%
	162	Part Time Wages	0.50	0.50	3,513.75	13,431.98	15,269.06	**14,321.00**	14,321.00	-6.21%
		Total Salaries:			61,907.18	73,519.57	75,138.11	**78,261.00**	78,261.00	4.16%
		EXPENSES:								
	249	Office Equip Repairs			672.40	408.00	408.00	**552.00**	552.00	35.29%
	340	Telephone and Telegraph				190.00	0.00	**0.00**	0.00	0.00%
	343	Advertising			615.00	536.00	600.00	**800.00**	800.00	33.33%
	391	Conference Expenses			643.36	300.00	500.00	**600.00**	600.00	20.00%
	420	Office Supplies			149.73	302.90	350.00	**400.00**	400.00	14.29%
	597	Flags & Grave Decorations			2,784.59	2,242.08	2,800.00	**2,500.00**	2,500.00	-10.71%
	711	In-Service Training & Education			-289.00	1,090.92	400.00	**500.00**	500.00	25.00%
	714	Travel Expenses			477.15	572.82	900.00	**1,000.00**	1,000.00	11.11%
	730	Dues and Subscriptions			65.00	135.00	140.00	**140.00**	140.00	0.00%
	770	Veterans Benefits			436,301.87	441,199.66	445,000.00	**525,000.00**	525,000.00	17.98%
		Total Expenses:			441,420.10	446,977.38	451,098.00	**531,492.00**	531,492.00	17.82%
42		**TOTAL DEPARTMENT**			503,327.28	**520,496.95**	**526,236.11**	**609,753.00**	**609,753.00**	15.87%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		YOUTH COMMISSION - 542								
		SALARIES:								
	51	Director of COA/Youth Commission	0.50	0.50	41,037.31	42,278.85	**42,118.70**	**44,969.00**	44,969.00	6.77%
	105	Assistant Director COA/YC	1.00	1.00	64,190.33	67,885.59	**67,738.77**	**68,630.00**	68,630.00	1.32%
	106	Counselor - Youth Commision	1.00	1.00	49,415.49	53,179.14	**55,730.91**	**60,494.00**	60,494.00	8.55%
	112	Clerk - Youth Comm.	1.00	0.80	42,281.48	35,048.44	**35,891.06**	**37,667.00**	37,667.00	4.95%
	140	Longevity			900.00	1,800.00	**2,400.00**	**3,500.00**	3,500.00	45.83%
		Total Salaries:			197,824.61	200,192.02	**203,879.44**	**215,260.00**	215,260.00	5.58%
		EXPENSES:								
	202	Contract Services			0.00	400.00	**8,000.00**	**8,800.00**	8,800.00	10.00%
	246	Building Repairs-Services			400.00	0.00	**0.00**	**0.00**	0.00	0.00%
	302	Data Processing - Service			17.00	59.96	**0.00**	**0.00**	0.00	0.00%
	340	Telephone			0.00	106.23	**1,000.00**	**1,000.00**	1,000.00	0.00%
	343	Advertising			203.00	536.00	**200.00**	**200.00**	200.00	0.00%
	351	Community Activities			3,049.46	3,424.80	**3,500.00**	**3,500.00**	3,500.00	0.00%
	420	Office Supplies			298.98	736.88	**750.00**	**750.00**	750.00	0.00%
	711	In-Service Training & Education			877.00	1,928.71	**1,500.00**	**2,500.00**	2,500.00	66.67%
	714	Travel Expenses			758.52	611.81	**500.00**	**1,000.00**	1,000.00	100.00%
	730	Dues			68.00	75.00	**0.00**	**300.00**	300.00	0.00%
		Total Expenses:			5,671.96	7,879.39	**15,450.00**	**18,050.00**	18,050.00	16.83%
43		**TOTAL DEPARTMENT**			203,496.57	208,071.41	**219,329.44**	**233,310.00**	233,310.00	6.37%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		SUMMARY - EDUCATION - 300 & 301								
		Stoughton Public Schools								
		School Spending - All Other			32,859,489.53	0.00	**36,052,730.00**	**0.00**	0.00	
	200	*Special Education Transportation			1,521,414.98	0.00	**1,341,038.00**	**0.00**	0.00	
	400	*Regular Day Transportation			13,283.21	0.00	**308,006.00**	**0.00**	0.00	
		Transportation - Total			1,534,698.19	0.00	**1,649,044.00**	**0.00**	0.00	
		Total School Department			34,394,187.72	35,871,180.67	**37,701,774.00**	**0.00**	0.00	
	200	Southeastern Regional School (incl Chapter 70 pass-through)			1,002,000.00	1,061,081.00	**1,017,470.00**	**0.00**	0.00	
	204	Norfolk Aggricultural Service			15,000.00	20,000.00	**20,000.00**	**0.00**	0.00	
	219	Blue Hills Regional				17,980.00				
44		**TOTAL DEPARTMENT**			35,411,187.72	36,970,241.67	**38,739,244.00**	**0.00**	0.00	

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	SUMMARY - ENTERPRISE FUND BUDGETS								
	Ambulance								
	Salaries			924,214.41	930,197.81	983,058.64	996,394.00	996,394.00	1.36%
	Expenses			195,609.11	160,365.56	189,000.00	243,900.00	243,900.00	29.05%
	Capital Outlay			0.00	0.00	0.00	0.00	0.00	0.00%
	Reserves			0.00	0.00	25,000.00	0.00	0.00	-100.00%
	Debt			48,064.38	67,216.39	74,070.00	202,266.00	202,266.00	173.07%
	Other Finance Uses			5,117.72	0.00	0.00	0.00	0.00	
	Total			1,173,005.62	1,157,779.76	1,271,128.64	1,442,560.00	1,442,560.00	13.49%
	Cedar Hill Golf Course								
	Salaries			111,833.93	112,139.50	113,549.84	125,550.00	165,993.00	46.19%
	Expenses			83,270.76	83,280.72	95,265.00	90,265.00	90,265.00	-5.25%
	Capital Outlay			0.00	0.00	0.00	0.00	0.00	0.00%
	Reserves			0.00	0.00	0.00	0.00	0.00	0.00%
	Debt			11,985.00	10,585.00	13,800.00	33,963.00	33,963.00	146.11%
	Other Finance Uses			14,705.00	1,871.00	1,021.00	0.00	0.00	-100.00%
	Total			221,794.69	207,876.22	223,635.84	249,778.00	290,221.00	29.77%
	Public Health								
	Salaries			660,289.93	691,851.94	790,751.92	721,841.00	713,841.00	-9.73%
	Expenses			122,271.80	162,283.62	216,250.00	222,250.00	222,250.00	2.77%
	Capital Outlay			0.00	0.00	0.00	0.00	0.00	
	Reserves			0.00	0.00	0.00	0.00	0.00	
	Other Finance Uses								
	Total			782,561.73	854,135.56	1,007,001.92	944,091.00	936,091.00	-7.04%
	Sewer								
	Salaries			514,048.95	609,629.51	818,787.50	867,434.00	867,434.00	5.94%
	Expenses			4,527,145.14	4,856,748.08	5,197,625.00	5,315,716.00	5,315,716.00	2.27%
	Capital Outlay			0.00	0.00	0.00	0.00	0.00	
	Reserves			0.00	0.00	10,000.00	10,000.00	10,000.00	0.00%
	Debt			462,369.29	407,086.25	532,054.00	530,435.00	530,435.00	-0.30%
	Other Finance Uses								
	Total			5,503,563.38	5,873,463.84	6,558,466.50	6,723,585.00	6,723,585.00	2.52%
	Water								
	Salaries			1,044,413.42	1,140,866.69	1,318,879.89	1,373,866.00	1,373,866.00	4.17%
	Expenses			1,889,436.61	1,855,322.79	2,128,661.00	2,394,640.00	2,394,640.00	12.50%
	Capital Outlay			0.00	0.00	0.00	0.00	0.00	
	Reserves			0.00	0.00	10,000.00	0.00	0.00	
	Debt			796,972.44	736,811.16	800,257.00	1,361,121.00	1,361,121.00	70.09%
	Other Finance Uses								
	Insurance Recovery								
	Total			3,730,822.47	3,733,000.64	4,257,797.89	5,129,627.00	5,129,627.00	20.48%
	GRAND TOTAL - ENTERPRISE BUDGETS			11,411,747.89	11,826,256.02	13,318,030.79	14,489,641.00	14,522,084.00	9.04%

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	AMBULANCE - 231								
	SALARIES:								
51	Chief (50%)	0.50	0.50	70,651.07	54,874.64	57,339.50	**63,817.00**	**63,817.00**	**11.30%**
61	Deputy Chief (50%)	0.50	0.50	33,465.81	38,261.98	38,533.94	**38,714.00**	**38,714.00**	**0.47%**
66	EMT, EMT, Paramedic Stipends			178,906.32	173,280.56	203,490.00	**226,490.00**	**226,490.00**	**11.30%**
71	Mechanic	0.50	0.50	28,021.97	28,832.45	28,958.67	**29,020.00**	**29,020.00**	**0.21%**
112	Clerk - Fire Dept. (50%)	0.50	0.50	25,053.63	25,813.29	25,713.87	**25,969.00**	**25,969.00**	**0.99%**
130	Training/Overtime			11,175.64	17,805.12	18,070.00	**18,432.00**	**18,432.00**	**2.00%**
133	Civilian Dispatchers - (62%/38% fire/ambulance dept budget)	2.48	2.48	107,480.23	105,852.05	113,928.13	**111,559.00**	**111,559.00**	**-2.08%**
153	Reserve for Collective Bargaining Agreements				0.00	0.00	**0.00**	**0.00**	
161	Firefighter Paramedics	3.00	3.00	151,943.80	155,227.37	157,111.26	**136,886.00**	**136,886.00**	**-12.87%**
166	EMS Lieutenant	1.00	1.00	62,115.96	63,369.60	63,831.27	**63,983.00**	**63,983.00**	**0.24%**
169	Second Ambulance Minimum Manning			254,782.38	266,726.35	272,082.00	**277,524.00**	**277,524.00**	**2.00%**
220	Paramedic Services			617.60	154.40	4,000.00	**4,000.00**	**4,000.00**	**0.00%**
	Total Salaries:			924,214.41	930,197.81	983,058.64	**996,394.00**	**996,394.00**	**1.36%**
	EXPENSES:								
238	**Medical Director**			2,500.00	0.00	**5,000.00**	**5,000.00**	**5,000.00**	**0.00%**
241	Radio Repairs-Services			1,013.82	696.00	**2,000.00**	**2,000.00**	**2,000.00**	**0.00%**
242	Vehicle Maint & Oper-Services			6,080.07	11,189.57	**8,000.00**	**8,000.00**	**8,000.00**	**0.00%**
247	Equipment Repair - Services			15,648.40	15,769.44	**16,000.00**	**16,000.00**	**16,000.00**	**0.00%**
302	Data Processing - Sevices			2,358.00	390.00	**3,500.00**	**3,500.00**	**3,500.00**	**0.00%**
306	3rd Party Billing			37,937.85	33,002.44	**40,000.00**	**40,000.00**	**40,000.00**	**0.00%**
320	In Service Training			114.00	1,575.20	**2,000.00**	**2,000.00**	**2,000.00**	**0.00%**
340	Telephone			8,831.68	5,921.18	**8,000.00**	**8,000.00**	**8,000.00**	**0.00%**
342	Freight & Express			251.25	169.66	**500.00**	**500.00**	**500.00**	**0.00%**
420	Office Supplies			1,256.50	2,072.76	**1,500.00**	**1,500.00**	**1,500.00**	**0.00%**
430	Equipment Repair - Supplies			2,461.73	4,337.26	**3,500.00**	**53,500.00**	**53,500.00**	**1428.57%**
431	Radio Repairs-Supplies			1,188.76	2,640.10	**3,500.00**	**3,500.00**	**3,500.00**	**0.00%**
442	Building Supplies			7,690.33	4,185.95	**7,500.00**	**7,500.00**	**7,500.00**	**0.00%**
480	Vehicle Maint & Oper - Supplies			44,430.35	16,013.71	**20,000.00**	**22,000.00**	**22,000.00**	**10.00%**
481	Gasoline			26,653.95	22,156.97	**29,000.00**	**31,900.00**	**31,900.00**	**10.00%**
491	Food				380.00		**0.00**	**0.00**	**0.00%**
501	Medical & First Aid - Supplies			28,782.42	31,545.32	**30,000.00**	**30,000.00**	**30,000.00**	**0.00%**
583	Data Processing - Supplies			5,410.00	5,720.00	**5,500.00**	**5,500.00**	**5,500.00**	**0.00%**
731	Application Fees			3,000.00	2,600.00	**3,500.00**	**3,500.00**	**3,500.00**	**0.00%**
852	Office Furniture			0.00					
	Total Expenses:			195,609.11	160,365.56	**189,000.00**	**243,900.00**	243,900.00	**29.05%**
	Total Capital Outlay:			0.00					
	RESERVES:								
	Future Capital Needs-New Ambulance			0.00					
799	Emergency/Unforeseen Expenses			0.00	0.00	**25,000.00**	**0.00**	**0.00**	
	Total Reserves:			0.00	0.00	**25,000.00**	**0.00**	**0.00**	

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		DEBT SERVICE:								
	710	Principal			39,000.00	59,000.00	**64,000.00**	**119,000.00**	**119,000.00**	**85.94%**
	715	Interest			7,942.50	8,216.39	**10,070.00**	**83,266.00**	**83,266.00**	**726.87%**
	716	Interest - Short Term			1,121.88	0.00	**0.00**	**0.00**	**0.00**	**0.00%**
		Total Debt Service:			48,064.38	67,216.39	**74,070.00**	**202,266.00**	**202,266.00**	**173.07%**
	242	*Insurance Recovery*			5,117.72					
	606	*Other Finance Uses*				18,850.00	**12,374.00**			
		TOTAL DEPARTMENT			1,173,005.62	**1,176,629.76**	**1,283,502.64**	**1,442,560.00**	**1,442,560.00**	**12.39%**
		Footnote:								
		Indirect costs			349,197.00	404,669.00	**413,522.00**	**430,063.00**	**430,063.00**	**4.00%**
		Other Fin Uses								
		total including indirect			1,522,202.62	**1,581,298.76**	**1,697,024.64**	**1,872,623.00**	**1,872,623.00**	**10.35%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		CEDAR HILL GOLF COURSE - 651								
		SALARIES:								
	51	General Manager	1.00	1.00	62,377.18	64,295.45	64,020.84	50,000.00	65,250.00	1.92%
	52	Assistant General Manager	1.00	0.00	8,064.00	0.00	0.00	35,000.00	50,193.00	100.00%
	100	Seasonal employees	5.00	5.00	40,842.75	47,294.05	48,979.00	40,000.00	50,000.00	2.08%
	140	Longevity			550.00	550.00	550.00	550.00	550.00	0.00%
		Total Salaries:			111,833.93	112,139.50	113,549.84	125,550.00	165,993.00	46.19%
		EXPENSES:								
	200	Purchase of Services			192.00					
	211	Electricity			8,581.98	8,741.59	11,000.00	10,000.00	10,000.00	-9.09%
	215	Fuel			3,003.28	1,878.23	4,500.00	2,500.00	2,500.00	-44.44%
	231	Water			1,495.03	432.58	900.00	900.00	900.00	0.00%
	246	Building Repairs-Services			2,554.97	572.00	1,500.00	1,500.00	1,500.00	0.00%
	247	Equipment Repairs-Services			1,540.34	174.90	2,000.00	2,000.00	2,000.00	0.00%
	269	Golf Cart Rentals			18,883.02	18,883.02	20,000.00	20,000.00	20,000.00	0.00%
	334	Credit Card Fees			1,814.18	2,641.59	2,500.00	2,500.00	2,500.00	0.00%
	340	Telephone			1,731.01	1,664.58	1,800.00	1,800.00	1,800.00	0.00%
	342	Freight & Express			27.93	305.06	500.00	500.00	500.00	0.00%
	343	Advertising			650.16	432.00	1,500.00	500.00	500.00	-66.67%
	410	Pro Shop Merchandise			4,771.96	5,120.74	6,000.00	6,000.00	6,000.00	0.00%
	420	Office Supplies			0.00	0.00	200.00	200.00	200.00	0.00%
	430	Equipment Repairs-Supplies			6,174.38	4,338.99	6,000.00	5,000.00	5,000.00	-16.67%
	442	Building Supplies			322.04	0.00	1,000.00	0.00	0.00	-100.00%
	443	Building Repairs - Supplies			808.22	619.96	2,000.00	2,500.00	2,500.00	25.00%
	460	Loam & Seed			1,564.35	1,359.65	2,500.00	2,000.00	2,000.00	-20.00%
	463	Grounds Maintenance-Supplies			3,100.48	831.36	4,000.00	3,000.00	3,000.00	-25.00%
	464	Irrigation Supply			1,998.07	3,280.49	2,500.00	7,500.00	7,500.00	200.00%
	481	Gas, Oil & Grease			4,921.53	6,870.08	5,500.00	5,500.00	5,500.00	0.00%
	584	Chemicals			11,693.47	8,894.07	18,000.00	15,000.00	15,000.00	-16.67%
	730	Dues and Subscriptions			745.00	775.00	750.00	750.00	750.00	0.00%
	747	Bonds			114.82	126.00	115.00	115.00	115.00	0.00%
	780	Petty Cash			482.54	227.83	500.00	500.00	500.00	0.00%
	850	Capital Outlay - Adtl Equipment			0.00	0.00	0.00	0.00	0.00	0.00%
	864	Capital Outlay - HVAC System			6,100.00	15,111.00				0.00%
	871	Replacement of Equipment			0.00	0.00	0.00	0.00	0.00	0.00%
		Total Expenses:			83,270.76	83,280.72	95,265.00	90,265.00	90,265.00	
		RESERVES:								
	799	Emergency/Unforeseen Expenses			0.00	0.00	0.00	0.00	0.00	
		Total Reserves:			0.00	0.00	0.00	0.00	0.00	

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		DEBT SERVICE:								
	710	Principal			10,000.00	9,000.00	**9,000.00**	**31,000.00**	**31,000.00**	**244.44%**
	715	Interest			1,985.00	1,585.00	**4,800.00**	**2,963.00**	**2,963.00**	**-38.27%**
		Total Debt Service:			11,985.00	10,585.00	**13,800.00**	**33,963.00**	**33,963.00**	**146.11%**
	401	*Unpaid bills*								
		Other Finance Uses			14,705.00	1,871.00	**1,021.00**	**0.00**	**0.00**	
		TOTAL DEPARTMENT			221,794.69	**207,876.22**	**223,635.84**	**249,778.00**	**290,221.00**	**29.77%**
		Footnote:								
		Indirect costs			42,479.00	41,226.00	**46,827.00**	**48,700.00**	**48,700.00**	**4.00%**
		total including indirect			264,273.69	**249,102.22**	**270,462.84**	**298,478.00**	**338,921.00**	**25.31%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		PUBLIC HEALTH - 522								
		SALARIES:								
	51	Executive Director/Administrator	1.00	1.00	88,024.86	95,952.31	90,344.67	**91,590.00**	91,590.00	1.38%
	87	Public Health Nurses	3.50	3.50	228,215.47	222,702.54	317,412.62	**252,135.00**	179,244.00	-43.53%
	88	Patients Account Manager	1.00	1.00	63,685.05	65,611.79	65,363.22	**66,265.00**	66,265.00	1.38%
	90	Assistant Administrator	0.20	0.20	4,762.20	4,047.48	8,000.00	**8,000.00**	72,891.00	811.14%
	112	Clerical Salaries - Public Health	1.50	1.50	65,268.51	65,569.11	71,490.06	**70,000.00**	70,000.00	-2.08%
	140	Longevity - Public Health			5,750.00	6,650.00	6,650.00	**6,900.00**	6,900.00	3.76%
	144	Part-Time & Supplemental Coverage	4.50	0.00	108,780.40	123,388.82	0.00	**0.00**	0.00	0.00%
	148	Home Health Aides	0.50	0.50	0.00	0.00	5,000.00	**0.00**	0.00	-100.00%
	152	Sick leave buyback						**4,181.00**	4,181.00	100.00%
	153	Reserve for Collective Bargaining Agreements			0.00	0.00	7,110.00	**7,110.00**	7,110.00	0.00%
	160	Full-Time QI RN	1.00	1.00	69,545.54	80,294.10	81,844.58	**87,743.00**	87,743.00	7.21%
	208	Rehabalitation Staff					110,000.00	**100,000.00**	100,000.00	-9.09%
	184	Medical Social Worker	0.50	0.50	26,257.90	27,635.79	27,536.77	**27,917.00**	27,917.00	1.38%
		Total Salaries:			660,289.93	691,851.94	790,751.92	**721,841.00**	713,841.00	-9.73%
		EXPENSES:								
	242	Vehicle Maint and Operation - Services			238.98	0.00	250.00	**1,250.00**	1,250.00	400.00%
	249	Office Equipment Repairs - Services			2,520.00	2,520.00	4,000.00	**4,000.00**	4,000.00	0.00%
	301	Accountant Fees			7,000.00	7,000.00	7,500.00	**7,500.00**	7,500.00	0.00%
	302	Data Process Support Agreements			17,024.34	17,283.95	19,000.00	**19,000.00**	19,000.00	0.00%
	307	Contract Services			56,956.93	91,727.01	105,000.00	**107,500.00**	107,500.00	2.38%
	317	Rabies Clinic			217.50	272.50	250.00	**250.00**	250.00	0.00%
	320	Tuition Reimbursement			0.00	0.00	1,000.00	**1,000.00**	1,000.00	0.00%
	340	Telephone, Answering Serve., Internet, Pager			868.21	832.78	1,900.00	**1,900.00**	1,900.00	0.00%
	342	Freight & Express			490.19	263.55	250.00	**250.00**	250.00	0.00%
	343	Advertising/Marketing			4,471.27	5,104.65	5,500.00	**6,500.00**	6,500.00	18.18%
	391	Conference			1,923.56	1,067.00	2,200.00	**2,200.00**	2,200.00	0.00%
	420	Equipment/Office Supplies			3,362.19	2,927.12	5,000.00	**5,000.00**	5,000.00	0.00%
	422	Medical Forms			679.71	1,166.96	1,800.00	**1,800.00**	1,800.00	0.00%
	481	Gas			623.45	468.36	600.00	**600.00**	600.00	0.00%
	501	Medical & First Aid Supplies/RN Bag Supply			9,943.15	8,975.98	16,000.00	**16,000.00**	16,000.00	0.00%
	504	Immunization			365.70	2,838.82	3,000.00	**3,000.00**	3,000.00	0.00%
	581	Uniforms			384.89	0.00	0.00	**500.00**	500.00	100.00%
	583	Data Process/Consult/Supplies			2,286.47	2,396.00	2,500.00	**2,500.00**	2,500.00	0.00%
	711	In-Service Training			2,412.00	3,474.00	4,500.00	**4,500.00**	4,500.00	0.00%
	714	Travel Expenses			359.30	341.06	1,000.00	**1,000.00**	1,000.00	0.00%
	717	Mileage Reimbursement			6,197.00	9,491.61	9,000.00	**10,000.00**	10,000.00	11.11%
	719	Public Health Activities			877.05	252.71	1,000.00	**1,000.00**	1,000.00	0.00%
	730	Dues and Subscriptions			3,069.91	3,879.56	4,500.00	**4,500.00**	4,500.00	0.00%
	782	Miscellaneous-Other Expenses			0.00	0.00	500.00	**500.00**	500.00	0.00%
	785	Medicare, 2nd, 3rd Party Payback			0.00	0.00	20,000.00	**20,000.00**	20,000.00	0.00%
		Total Expenses:			122,271.80	162,283.62	216,250.00	**222,250.00**	222,250.00	2.77%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		RESERVES:								
		Future Capital Needs			0.00	0.00	**0.00**	**0.00**	**0.00**	
	400	Emergency/Unforeseen Expenses			0.00	0.00	**0.00**	**0.00**	**0.00**	
		Total Reserves:			0.00	0.00	**0.00**	**0.00**	**0.00**	
	400	*Expenses*			2,701.99	50.33				
	606	*Other Finance Uses*			0.00	16,162.00	**15,890.00**			
		TOTAL DEPARTMENT			785,263.72	**870,347.89**	**1,022,891.92**	**944,091.00**	936,091.00	-8.49%
		Footnote:								
		Indirect costs			186,660.00	211,708.00	**239,013.00**	**248,574.00**	248,574.00	4.00%
		Other Fin Uses								
		total including indirect			971,923.72	1,082,055.89	**1,261,904.92**	**1,192,665.00**	1,184,665.00	-6.12%

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	SEWER - 440								
	SALARIES:								
51	Superintendent - Sewer (33%)	0.33	0.33	36,144.34	42,997.46	38,814.00	**43,778.00**	**43,778.00**	**12.79%**
52	Asst. Supt. - Water/Sewer (33%)	0.50	0.50	7,022.86	40,220.71	59,294.59	**53,502.00**	**53,502.00**	**-9.77%**
55	Senior Engineer/GIS Coordinator	1.00	0.40	30,190.00	27,298.40	31,100.56	**31,416.00**	**31,416.00**	**1.01%**
57	Foremen	1.00	1.00	64,298.16	69,675.28	67,270.41	**71,076.00**	**71,076.00**	**5.66%**
70	Hoisting Equip. Oper.	1.50	1.50	51,326.68	38,573.35	95,904.54	**96,864.00**	**96,864.00**	**1.00%**
71	Motor Equipment Repairman	0.50	0.50	27,319.72	20,594.46	28,634.13	**28,920.00**	**28,920.00**	**1.00%**
73	Pumping Station Operator/Meter Reader	1.00	1.50	46,980.00	48,212.47	74,755.55	**75,504.00**	**75,504.00**	**1.00%**
74	P.W. Maint. Craftsman	1.00	1.00	3,312.96	12,790.20	49,844.93	**50,343.00**	**50,343.00**	**1.00%**
75	Special Motor Equipment Operator	1.00	1.00	53,953.92	54,342.10	55,802.13	**56,360.00**	**56,360.00**	**1.00%**
77	P.W. Maintenance Man/HMEO	2.25	2.25	35,470.74	70,553.36	117,359.53	**119,784.00**	**119,784.00**	**2.07%**
81	Out-of-Grade Wages			6,193.10	13,691.47	1,442.42	**1,400.00**	**1,400.00**	**-2.94%**
111	Billing System Manager	0.50	0.50	29,566.08	30,456.07	30,579.33	**31,069.00**	**31,069.00**	**1.60%**
112	Water/Sewer Billing Clerk	0.50	0.50	21,140.73	21,780.35	22,296.91	**23,075.00**	**23,075.00**	**3.49%**
120	Temporary Clerk	0.00	0.50				**11,031.00**	**11,031.00**	**100.00%**
125	Junior Engineer	1.00	1.00	53,044.78	57,084.81	57,471.05	**58,270.00**	**58,270.00**	**1.39%**
129	Building Maintenance Crafstman	0.00	0.00	10,067.44	17,661.09	0.00	**12,538.00**	**12,538.00**	**100.00%**
130	Overtime			5,503.40	10,759.05	20,606.02	**20,000.00**	**20,000.00**	**-2.94%**
140	Longevity			8,670.50	9,199.66	11,797.00	**11,088.00**	**11,088.00**	**-6.01%**
152	Sick Leave Buyback			8,294.57	0.00	1,000.00	**1,000.00**	**1,000.00**	**0.00%**
153	Reserve for Collective Bargaining Agreements			0.00	0.00	1,821.00	**0.00**	**0.00**	**-100.00%**
164	Clerk/Dispatcher	0.33	0.33	15,548.97	2,905.22	19,521.00	**19,913.00**	**19,913.00**	**2.01%**
185	PT Bid & Procurement Clerk	0.13	0.13	0.00	0.00	5,393.27	**5,448.00**	**5,448.00**	**1.01%**
186	Asst. Town Engineer	0.33	0.33	0.00	20,834.00	28,079.13	**28,467.00**	**28,467.00**	**1.38%**
224	Executive Assistant						**16,588.00**	**16,588.00**	**100.00%**
	Total Salaries			514,048.95	609,629.51	818,787.50	**867,434.00**	**867,434.00**	**5.94%**
	SUBTOTAL SALARIES			514,048.95	609,629.51	818,787.50	**867,434.00**	**867,434.00**	**5.94%**
	NON SALARIES:								
	UTILITIES:								
211	Electricity			77,625.22	75,941.69	**117,095.00**	**117,095.00**	**117,095.00**	**0.00%**
212	Gas			14,204.46	11,517.40	**18,551.00**	**17,000.00**	**17,000.00**	**-8.36%**
232	Canton sewer fees			38,968.47	106,808.16	**57,680.00**	**110,000.00**	**110,000.00**	**90.71%**
340	Telephone			10,492.92	13,810.78	**15,775.00**	**15,775.00**	**15,775.00**	**0.00%**
	Total Utilities:			141,291.07	208,078.03	**209,101.00**	**259,870.00**	**259,870.00**	**24.28%**

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		EXPENSES:								
	210	Police Detail			5,256.72	8,148.69	15,000.00	15,000.00	15,000.00	0.00%
	233	Mass. Water Resource Authority			4,209,243.00	4,438,406.00	4,701,959.00	4,753,681.00	4,753,681.00	1.10%
	235	CDL Drug/Alcohol Testing			84.00	280.00	700.00	700.00	700.00	0.00%
	242	Vehicle Maintenance & Operation - Service			5,778.31	3,393.03	6,000.00	6,000.00	6,000.00	0.00%
	246	Building Repairs - Service			674.70	5,057.38	5,000.00	5,000.00	5,000.00	0.00%
	247	Equipment Repairs - Service			10,875.47	37,302.39	23,000.00	32,000.00	32,000.00	39.13%
	273	Machinery Rental			3,798.46	6,119.96	17,000.00	20,000.00	20,000.00	17.65%
	302	Data Processing - Service			0.00	0.00	5,000.00	5,000.00	5,000.00	0.00%
	309	Consultant Services			25,024.47	13,874.00	14,000.00	17,000.00	17,000.00	21.43%
	321	Safety Equipment - Service			0.00	300.00	500.00	500.00	500.00	0.00%
	341	Postage			5,520.16	5,531.87	6,000.00	6,000.00	6,000.00	0.00%
	342	Freight & Express			160.97	438.87	800.00	800.00	800.00	0.00%
	343	Advertising			0.00	38.13	100.00	100.00	100.00	0.00%
	430	Equipment Repairs - Supplies			15,641.65	28,594.61	25,000.00	28,000.00	28,000.00	12.00%
	443	Building Repairs - Supplies			2,843.17	5,082.04	5,000.00	5,000.00	5,000.00	0.00%
	445	Small Tools			766.78	478.29	2,000.00	3,000.00	3,000.00	50.00%
	460	Loam and Seed			0.00	532.00	300.00	150.00	150.00	-50.00%
	480	Vehicle Maintenance & Operation - Supplies			12,760.89	15,844.62	20,000.00	20,000.00	20,000.00	0.00%
	481	Gas, Oil, Grease			42,398.60	47,988.10	50,000.00	54,000.00	54,000.00	8.00%
	502	Safety Supplies			1,536.86	720.48	1,200.00	1,200.00	1,200.00	0.00%
	512	Books			62.48	0.00	400.00	400.00	400.00	0.00%
	530	Cement, Gravel, & Paving			21,285.18	7,608.42	20,000.00	20,000.00	20,000.00	0.00%
	531	Manholes and Basins			12,216.22	4,628.12	5,000.00	5,000.00	5,000.00	0.00%
	534	Pipe and Fittings			0.00	685.23	3,500.00	3,500.00	3,500.00	0.00%
	535	Misc. Construction Materials			432.44	3.59	2,500.00	2,500.00	2,500.00	0.00%
	539	Sewer Main Extensions			0.00	0.00	1,000.00	1,000.00	1,000.00	0.00%
	540	Sewer Stub Construction			0.00	0.00	2,000.00	2,000.00	2,000.00	0.00%
	545	Sewer System Rehabilitation			0.00	0.00	10,000.00	10,000.00	10,000.00	0.00%
	581	Clothing			5,792.56	7,226.20	12,000.00	12,000.00	12,000.00	0.00%
	584	Chemicals			248.48	6,733.18	22,000.00	15,000.00	15,000.00	-31.82%
	653	Licenses			0.00	0.00	400.00	650.00	650.00	62.50%
	712	Certification School			0.00	0.00	1,600.00	1,600.00	1,600.00	0.00%
	730	Dues and Subscriptions			0.00	0.00	100.00	100.00	100.00	0.00%
	732	State Street Opening Fees			0.00	0.00	500.00	500.00	500.00	0.00%
	781	State Gas/Diesel Taxes			3,452.50	3,594.85	5,000.00	4,500.00	4,500.00	-10.00%
	782	Miscellaneous Expenses			0.00	60.00	0.00	0.00	0.00	0.00%
	784	Easements			0.00	0.00	75.00	75.00	75.00	0.00%
	820	Capital Outlay			0.00	0.00	3,890.00	3,890.00	3,890.00	0.00%
		Total Expenses:			4,385,854.07	4,648,670.05	4,988,524.00	5,055,846.00	5,055,846.00	1.35%
		RESERVES:								
		Emergency/Unforseen Expenses			0.00	0.00	10,000.00	10,000.00	10,000.00	0.00%
		Total Reserves			0.00	0.00	10,000.00	10,000.00	10,000.00	0.00%

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
	DEBT SERVICE:								
710	Principal			352,600.00	302,100.00	**398,335.00**	**410,100.00**	410,100.00	2.95%
715	Interest			102,514.50	104,986.25	**119,964.00**	**120,335.00**	120,335.00	0.31%
716	Short-term Interest			7,254.79		**13,755.00**	**0.00**	0.00	-100.00%
	Total Debt Service:			462,369.29	407,086.25	**532,054.00**	**530,435.00**	530,435.00	-0.30%
	SUBTOTAL NON-SALARIES			4,989,514.43	5,263,834.33	**5,739,679.00**	**5,856,151.00**	5,856,151.00	2.03%
606	*Other Finance Uses*				20,747.00	**22,179.00**			
	TOTAL DEPARTMENT			5,503,563.38	**5,894,210.84**	**6,580,645.50**	**6,723,585.00**	6,723,585.00	2.17%
	Footnote:								
	Indirect costs			342,471.00	310,426.00	**343,234.00**	**356,963.00**	356,963.00	4.00%
	total including indirect			5,846,034.38	6,204,636.84	6,923,879.50	**7,080,548.00**	7,080,548.00	2.26%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		WATER - 450								
		SALARIES:								
	51	Superintendent - Water	0.47	0.47	51,455.92	56,304.05	55,281.00	62,351.00	62,351.00	12.79%
	52	Asst. Supt. - Water/Sewer (33%)	0.50	0.50	7,064.33	40,222.02	50,838.00	53,502.00	53,502.00	5.24%
	57	Foreman	1.00	1.00	63,370.80	63,826.47	65,292.00	68,543.00	68,543.00	4.98%
	70	Hoisting Equip. Operator	1.00	1.00	55,582.56	57,254.99	55,796.00	59,006.00	59,006.00	5.75%
	71	Motor Equip. Repairman	0.50	0.50	27,319.72	20,594.46	27,898.00	29,519.00	29,519.00	5.81%
	72	Head Pumping Station Operator	1.00	1.00	36,836.06	16,602.21	65,543.00	68,204.00	68,204.00	4.06%
	73	Pump.Sta.Oper./Meter Read	6.50	6.50	222,407.53	195,075.20	314,429.00	320,740.00	320,740.00	2.01%
	74	P.W. Maint. Craftsmen	2.00	2.00	87,986.88	91,154.52	96,758.00	101,287.00	101,287.00	4.68%
	75	Spec. Motor Equip. Operator	1.00	1.00	46,980.00	48,393.83	48,379.00	50,943.00	50,943.00	5.30%
	77	P.W. Maint. Man/HMEO	2.25	2.25	90,514.38	96,109.29	108,848.00	113,267.00	113,267.00	4.06%
	81	Out-of-Grade Wages			25,364.28	11,675.70	1,200.00	1,200.00	1,200.00	0.00%
	111	Billing System Manager	0.50	0.50	29,566.08	30,456.07	29,567.00	31,069.00	31,069.00	5.08%
	112	Water/Sewer BillingClerk	1.00	1.00	57,100.57	60,219.81	56,777.00	62,411.00	62,411.00	9.92%
	120	Temporary Clerk						11,031.00	11,031.00	100.00%
	129	Building Maintenance Craftsman	0.00	0.00	10,067.44	17,661.09	0.00	12,538.00	12,538.00	100.00%
	130	Overtime			68,629.21	87,635.90	65,000.00	65,000.00	65,000.00	0.00%
	131	Water Service Inspector	2.00	2.00	85,501.44	151,894.42	96,758.00	102,284.00	102,284.00	5.71%
	134	Weekend Coverage			13,661.80	14,138.79	14,000.00	14,000.00	14,000.00	0.00%
	139	Pump.Sta.Oper./Backflow	1.00	1.00	32,994.88	41,079.04	55,577.00	57,294.00	57,294.00	3.09%
	140	Longevity			14,394.50	12,715.34	14,500.00	13,490.00	13,490.00	-6.97%
	152	Sick Leave Buyback			2,066.07	0.00	1,200.00	1,200.00	1,200.00	0.00%
	153	Reserved for Collective Bargaining			0.00	0.00	0.00	0.00	0.00	0.00%
	162	*Data Processing Technician*			0.00	0.00	0.00	1,988.00	1,988.00	100.00%
	164	Clerk/Dispatcher	0.33	0.33	15,548.97	2,905.22	21,464.00	22,496.00	22,496.00	4.81%
	185	PT Bid & Procurement Clerk	0.13	0.13	0.00	0.00	5,287.00	5,448.00	5,448.00	3.05%
	186	Asst. Town Engineer	0.33	0.33	0.00	24,948.27	27,255.00	28,467.00	28,467.00	4.45%
	189	Contract Adjustment					41,232.89			
	224	Executive Assistant	0.00	0.25				16,588.00	16,588.00	100.00%
		Total Salaries			1,044,413.42	1,140,866.69	1,318,879.89	1,373,866.00	1,373,866.00	4.17%
		SUBTOTAL SALARIES:			1,044,413.42	1,140,866.69	1,318,879.89	1,373,866.00	1,373,866.00	4.17%

DRAFT		TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
		NON SALARIES:								
		UTILITIES:								
	211	Electricity			132,354.28	103,894.29	217,471.00	200,000.00	200,000.00	-8.03%
	212	Gas			22,648.81	24,517.56	26,021.00	28,000.00	28,000.00	7.61%
	215	Fuel			2,844.25	0.00	13,000.00	7,000.00	7,000.00	-46.15%
	231	Water			22,636.27	90,429.31	24,000.00	90,000.00	90,000.00	275.00%
	340	Telephone			12,925.12	18,830.45	19,468.00	20,053.00	20,053.00	3.00%
		Total - Utilities			193,408.73	237,671.61	299,960.00	345,053.00	345,053.00	15.03%
		OPERATING EXPENSES:								
	210	Police Detail			18,756.71	12,705.45	15,000.00	18,000.00	18,000.00	20.00%
	235	CDL Drug/Alcohol Testing			84.00	1,670.00	700.00	900.00	900.00	28.57%
	236	Leak Detection			13,482.00	14,364.00	14,000.00	16,000.00	16,000.00	14.29%
	242	Vehicle Maintenance & Operation - Service			3,423.99	5,518.49	7,000.00	7,000.00	7,000.00	0.00%
	246	Building Repairs - Service			4,483.76	3,517.01	4,500.00	5,000.00	5,000.00	11.11%
	247	Equipment Repairs - Service			27,322.96	22,154.35	20,000.00	22,000.00	22,000.00	10.00%
	248	Machinery Repairs - Service			360.00	0.00	800.00	800.00	800.00	0.00%
	249	Office Equipment Repairs - Service			400.00	96.46	1,000.00	500.00	500.00	-50.00%
	251	Well & Standpipe Repairs - Service			42,790.76	10,339.09	59,000.00	59,000.00	59,000.00	0.00%
	273	Machinery Rental			7,981.64	5,468.19	8,000.00	8,000.00	8,000.00	0.00%
	302	Data Processing - Service			0.00	0.00	6,000.00	6,000.00	6,000.00	0.00%
	309	Consultant Services			152,452.21	52,813.11	20,000.00	40,000.00	40,000.00	100.00%
	318	Lab Fees			41,523.00	64,450.00	38,000.00	65,000.00	65,000.00	71.05%
	320	In-Service Training			5,585.81	6,506.00	10,000.00	12,000.00	12,000.00	20.00%
	321	Safety Equipment - Service			0.00	321.75	600.00	600.00	600.00	0.00%
	341	Postage			7,186.82	5,954.37	12,000.00	14,000.00	14,000.00	16.67%
	342	Freight & Express			3,404.94	123.35	1,000.00	1,000.00	1,000.00	0.00%
	343	Advertising			3,896.88	1,880.22	1,000.00	1,600.00	1,600.00	60.00%
	421	Photographic Supplies			0.00	0.00	250.00	250.00	250.00	0.00%
	422	Printing and Stationery			3,467.62	6,847.95	6,500.00	8,000.00	8,000.00	23.08%
	430	Equipment Repairs - Supplies			30,208.75	54,908.10	50,000.00	50,000.00	50,000.00	0.00%
	432	Office Equipment Repairs - Supplies			130.06	1,041.17	1,500.00	1,500.00	1,500.00	0.00%
	433	Machinery Repairs - Supplies			3,097.57	897.61	2,700.00	2,700.00	2,700.00	0.00%
	443	Buildings Repairs - Supplies			8,780.91	4,552.34	10,000.00	10,000.00	10,000.00	0.00%
	444	Paints			926.87	2,131.62	4,766.00	4,766.00	4,766.00	0.00%
	445	Small Tools			3,120.60	2,162.88	3,500.00	3,500.00	3,500.00	0.00%
	460	Loam and Seed			288.00	1,096.00	600.00	100.00	100.00	-83.33%
	470	Well & Standpipe Repairs - Supplies			1,503.75	6,524.42	26,000.00	26,000.00	26,000.00	0.00%
	480	Vehicle Maintenance & Operation - Supplies			19,302.51	16,319.88	21,000.00	21,000.00	21,000.00	0.00%
	502	Safety Supplies			3,241.23	1,369.47	2,000.00	2,000.00	2,000.00	0.00%
	512	Books			62.47	561.30	500.00	1,000.00	1,000.00	100.00%
	513	Maps and Charts			496.42	0.00	2,800.00	2,800.00	2,800.00	0.00%
	530	Cement, Gravel, and Paving			51,088.74	36,289.09	50,000.00	50,000.00	50,000.00	0.00%
	535	Misc. Construction Materials			204.00	738.05	4,800.00	4,800.00	4,800.00	0.00%
	541	Cross Ties and Dead End Main						5,000.00	5,000.00	100.00%
	581	Clothing			9,703.26	9,335.28	14,500.00	12,500.00	12,500.00	-13.79%
	583	Data Processing - Supplies			0.00	0.00	3,500.00	3,500.00	3,500.00	0.00%
	586	Flashlight and Batteries			167.99	219.31	500.00	500.00	500.00	0.00%
	712	Certification School			0.00	0.00	2,700.00	4,000.00	4,000.00	48.15%
	714	Travel Expense			0.00	0.00	100.00	100.00	100.00	0.00%
	730	Dues and Subscriptions			175.00	887.72	800.00	800.00	800.00	0.00%
	731	Application fees (731)			0.00	0.00	100.00	100.00	100.00	0.00%
	780	Petty Cash			208.59	0.00	100.00	100.00	100.00	0.00%
	781	State gas/diesel tax			3,452.50	3,649.86	5,000.00	4,000.00	4,000.00	-20.00%

DRAFT	TITLE	FTE FY13	FTE FY14 TM/BOS	FY2011 ACTUALS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 DEPT. BUDGET	FY2014 TOWN MGR BUDGET	% TM/ FY13
782	Miscellaneous - Licenses			372.00	760.00	700.00	1,000.00	1,000.00	42.86%
	Total - Operating Expenses			473,134.32	358,173.89	433,516.00	497,416.00	497,416.00	14.74%
	OTHER ITEMS:								
773	DEP/FSDWA Assessment			5,663.37	5,602.03	10,000.00	10,000.00	10,000.00	0.00%
237	MWRA Entrance Fee			432,263.50	432,263.50	432,264.00	432,264.00	432,264.00	0.00%
234	MWRA Water			560,611.00	628,192.00	650,000.00	780,940.00	780,940.00	20.14%
481	Gas, Oil, Grease			35,458.53	42,521.09	42,000.00	45,000.00	45,000.00	7.14%
534	Pipe & Fittings			42,183.13	38,586.14	43,000.00	60,000.00	60,000.00	39.53%
543	Water Meters			77,814.80	38,931.58	89,000.00	95,000.00	95,000.00	6.74%
584	Chemicals			65,737.23	71,285.95	125,000.00	125,000.00	125,000.00	0.00%
850	Capital Outlay			3,162.00	2,095.00	3,921.00	3,967.00	3,967.00	1.17%
	Total - Other Items			1,222,893.56	1,259,477.29	1,395,185.00	1,552,171.00	1,552,171.00	11.25%
799	Emergency/Unforeseen Expenses			0.00	0.00	10,000.00	0.00	0.00	
	Total Reserves			0.00	0.00	10,000.00	0.00	0.00	-100.00%
	DEBT SERVICE:								
710	Principal			552,928.00	503,299.02	575,033.00	1,130,941.00	1,130,941.00	96.67%
715	Interest			232,530.94	230,582.39	225,224.00	230,180.00	230,180.00	2.20%
716	Long term debt service (short term)			8,376.67	0.00	0.00	0.00	0.00	
723	Long term debt service - Administrative Fees			3,136.83	2,929.75	0.00	0.00	0.00	
	Total Debt Service			796,972.44	736,811.16	800,257.00	1,361,121.00	1,361,121.00	70.09%
	SUBTOTAL NON-SALARIES			2,686,409.05	2,592,133.95	2,938,918.00	3,755,761.00	3,755,761.00	27.79%
	Other Finance Uses				35,020.00	48,046.00			
	Insurance Recovery								
	TOTAL DEPARTMENT			3,730,822.47	3,768,020.64	4,305,843.89	5,129,627.00	5,129,627.00	19.13%
	Footnote:								
	Indirect costs			485,397.00	475,471.00	536,025.00	557,466.00	557,466.00	4.00%
	total including indirect			4,216,219.47	4,243,491.64	4,841,868.89	5,687,093.00	5,687,093.00	17.46%

FIVE YEAR CAPITAL REQUESTS - TOWN OF STOUGHTON - PRELIMINARY CAPITAL PLAN 2014 THROUGH 2018

GF=General Fund Borrowing or FY 12 Turnbacks
CPA=Eligible for CPA (portion or entire)
WAT=Water Receipts, Retained Earnings or Borrowings
SEW=Sewer Receipts, Retained Earnings or Borrowings
MWRA = Grants; Library=Grant

		2014-2018		2014			2015			2016			2017			2018		
DEPT	PROJECT	ALL PROJECT REQUESTS 2014-2018	ALL Anticipated $ Sources	2014	$ Source	Impact on Budget in 2014	2015	$ Source	Impact on Budget in 2015	2016	$ Source	Impact on Budget in 2016	2017	$ Source	Impact on Budget 2017	2018	$ Source	Impact on Budget 2018
REC	CAPP Playground - wooden play structures in poor condition which have gone beyond useful life, non ADA compliant, original cost of $40,000.00	$ 100,000.00	CPA	$ 100,000.00	CPA	Positive												
REC	BATHOUSE AT AMES is now 52 years, in poor condition and in need of ADA upgrades. This is a renovation of the entire facility including roofing, interior plumbing and bathroom stalls - the original structure cost $50,000.00	$ 100,000.00	CPA	$ 100,000.00	CPA	Negligible increase in Maintainance Costs												
LIB	Funds from Mass Board of Library Commissioners during or after Fiscal 2015; Town Portion approved at May 2011 TM	$ 1,500,000.00					$ 1,500,000.00	50% GF 50% G	Compare Sq. Ft. for Energy impact. Increase in Use may impact Labor Needs									
LIB	***Capital Projects required IF Library Renovation is not completed*** *Handicap Accessible Elevator*	*$ 400,000.00*	*All Library projects could be financed with May 2011 Appropriation; if needed.*	*$ 400,000.00*	*GF*	*Patrons*												
LIB	*Install Srpinkler and Fire Alarm System*	*$ 125,000.00*	*GF*	*$ 125,000.00*	*GF*	*Safety*												
LIB	*Replace HVAC*	*$ 1,600,000.00*	*GF*				*$ 1,600,000.00*	*GF*	*Increase in Heat*									
LIB	*Replace Roof*	*$ 200,000.00*	*GF*				*$ 200,000.00*	*GF*	*Decrease in Heat & Repairs*									
LIB	*Replace 5 Sets of Automatic Doors*	*$ 100,000.00*	*GF*				*$ 100,000.00*	*GF*	*Patrons*									
LIB	*Replace 32 Glass Panes*	*$ 10,000.00*	*GF*				*$ 10,000.00*	*GF*	*Patrons*									
LIB	*Replace Circulation Desk and Furniture*	*$ 355,000.00*	*GF*							*$ 355,000.00*	*GF*	*Patrons & Staff*						
LIB	*Replace all Windows w/Energy Glass*	*$ 125,000.00*	*GF*										*$ 125,000.00*	*GF*	*Decrease in Heat*			
LIB	*Upgrade all Light Fixtures*	*$ 50,000.00*	*GF*										*$ 50,000.00*	*GF*	*Increase in Lighting Cost*			
LIB	*Upgade or replace all ceiling tiles.*	*$ 100,000.00*	*GF*										*$ 100,000.00*	*GF*	*None*			
LIB	*Upgrade or Replace Floor Tiles*	*$ 40,000.00*	*GF*										*$ 40,000.00*	*GF*	*None*			
POL	TOTAL Police Cruisers - See Department Submission for Detail regarding Cruisers	$ 907,484.00	GF	$ 184,200.00	GF	Fleet will experience more use	$ 180,640.00	GF	Fleet will experience more use	$ 211,144.00	GF	Fleet will experience more use	$ 166,800.00	GF	Fleet will experience more use	$ 164,700.00	GF	Fleet will experience more use
POL	Replace Carpet at 26 Rose Street Station	$ 16,000.00	GF	$ 16,000.00	GF		$ -			$ -			$ -					
POL	Replace 10 AED's	$ 10,000.00	GF	$ 10,000.00	GF	Saves Lives												
HWY	Roof Repairs to 950 Central Street	$ 35,000.00	GF	$ 35,000.00	GF	Positive - Extend Life of Roof												
HWY	Roof Rehabilitation Mechanics Building	$ 150,000.00	GF				$ 150,000.00	GF	Positive-Extend Life of Roof									
HWY	Salt Brine System	$ 100,000.00	GF				$ 100,000.00	GF	Positive - better response									
HWY	Construction of Salt Shed on Town Land	$ 2,000,000.00	GF							$ 2,000,000.00	GF	Positive-Easier access to salt and protect equipment						
H/V	Replace 1988 International Dump Truck-64	$ 110,000.00	GF	$ 110,000.00	GF	No Rationale or History Supplied												
H/V	Replace 1989 4X4 Cab w/Rack-113	$ 35,000.00	GF	$ 35,000.00	GF													
H/V	Replace 1971 Sidewalk Tractor Unit 72	$ -	GF	$ -	GF													
H/V	GMC 3/4 Ton Cab & Chassis - Unit 56	$ -	GF	$ -	GF													
H/V	Replace 1990 White Autocar Rubbish Packer Unit 21	$ -	GF				$ -	GF										
EQP	Replace 52" Lawnmower	$ 7,200.00	GF				$ 7,200.00	GF										
EQP	Replace 36" Lawnmover	$ 6,200.00	GF					GF		$ 6,200.00	GF							
H/V	Replace 1996 Tahoe - Unit 3	$ -	GF							$ -	GF							
H/V	Replace 1987 Mack Dump Truck Unit 26	$ -	GF										$ -	GF				
H/V	1998 GMC Sierra - Unit 6	$ -	GF										$ -	GF				
H/EQP	Replace 1987 Eager Beaver Brush Chipper-83	$ -	GF										$ -	GF				
H/EQP	Replace 52" Lawnmower	$ 7,900.00	GF										$ 7,900.00	GF				
H/V	Replace 52" Mack Dump Truck	$ -	GF										$ -	GF				

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DEPT	PROJECT	2014-2018 ALL PROJECT REQUESTS 2014-2018	ALL Anticipated $ Sources	2014	$ Source	Impact on Budget in 2014	2015	$ Source	Impact on Budget in 2015	2016	$ Source	Impact on Budget in 2016	2017	$ Source	Impact on Budget 2017	2018	$ Source	Impact on Budget 2018
H/EQP	Replace CAT 930 - Unit 140	$ -	GF													$ -		No Rationale or History of Vehicles/Equipment Given
H/V	Replace 1993 White Autocar Packer Unit 23	$ -	GF													$ -		
MGR	Boiler and Controls - Town Hall	$ 250,000.00	GF/CPA	$ 250,000.00	GF/CPA	Drummey Recommendation made in 2010; 100 years old DRA Recomm. Service & Panels Upgrade/Poor Condition												
MGR	Fire Alarm System - Town Hall	$ 50,000.00	GF/CPA	$ 50,000.00	GF/CPA													
MGR	Electrical Work -Town Hall	$ 40,000.00	GF/CPA	$ 40,000.00	GF/CPA													
MGR	Carpets/Painting - Town Hall	$ 25,000.00	GF/CPA	$ 25,000.00	GF/CPA													
MGR	Electrical Work - Town Hall	$ 60,000.00	GF/CPA				$ 60,000.00	GF/CPA	New Lights & Controls									
MGR	Mechanical Work - Town Hall	$ 20,000.00	GF/CPA				$ 20,000.00	GF/CPA	Continued Work in Boiler Room									
MGR	Plumbing Fixture - Town Hall	$ 20,000.00	GF/CPA				$ 20,000.00	GF/CPA										
MGR	Electrical Work - Town Hall	$ 60,000.00	GF/CPA										$ 60,000.00	GF/CPA	New Panels & Boards			
MGR	Interior Work - Town Hall	$ 50,000.00	GF/CPA										$ 50,000.00	GF/CPA	Painting & Counters			
MGR	Mechanical Work - Clapp Building	$ 10,000.00	GF/CPA				$ 10,000.00	GF/CPA	Clapp Maintenance									
MGR	Electrical Work - Clapp Building	$ 12,000.00	GF/CPA				$ 12,000.00	GF/CPA	Clapp Maintenance									
MGR	Exterior Work - Clapp Building	$ 10,000.00	GF/CPA				$ 10,000.00	GF/CPA	Clapp Building Painting & Door Work									
MGR	Electrical Work - COA	$ 2,000.00	GF				$ 2,000.00		COA									
MGR	Mechanical Work - COA	$ 10,000.00	GF				$ 10,000.00		COA Plumbing & Fixtures									
WAT	SCADA -Supervisory and Data Acquisition System	$ 50,000.00	WAT	$ 50,000.00	WAT	Impact new purchases will have is not clear												
WAT	Pump Station Boiler - Muddy Pond	$ 20,000.00	WAT	$ 20,000.00	WAT	Improved Efficiency												
WAT	Pratt's Court Well	$ 35,000.00	WAT	$ 35,000.00	WAT	Desgin of well for failed well												
WAT	Distribution System Replacements for undersized and unlined water mains	$ 100,000.00	WAT	$ 100,000.00	WAT	Improved Water System												
WAT	Water System Improvements North End of Stoughton	$ 50,000.00	WAT				$ 50,000.00	WAT	Insure Correct Water Pressure									
WAT	Gurney Well-Variable Frequency Drive on Pump Motor Control	$ 50,000.00	WAT				$ 50,000.00	WAT	Extends Operating Life of Pump									
WAT	Pratt's Court Water Treatment Facility - install well and piping	$ 100,000.00	WAT				$ 100,000.00	WAT	Rationale not discerned									
WAT	Water Meter Program	$ -	WAT				$ -	WAT	Reduce Water Dept. Labor									
WAT	Water Station Roof Repairs	$ 25,000.00	WAT							$ 25,000.00	WAT	Asset Life						
WAT	Water Treatment Facility Study	$ -	WAT							$ -		Study Options for 3 Water Fields						
WAT	Forest Rd Standpipe - 10 Million Gallons	$ 2,750,000.00	WAT										$ 2,750,000.00	WAT	Tank Inspected			
WAT	Construct Town Filtration System-Iron and Manganese in Distribution System	$ 15,000,000.00	WAT										$ 15,000,000.00	WAT	Iron & Manganese			
W/V	Replace 1984 N=Mack with Sander & Power Angle Plow -Unit 30	$ 185,000.00	WAT	$ 185,000.00	WAT	No Rationale or History Supplied												
W/V	Replace 1996 Pickup-Unit 13	$ 24,000.00	WAT	$ 24,000.00	WAT													
W/V	Replace 2000 Pickup	$ 24,000.00	WAT				$ 24,000.00	WAT										

FIVE YEAR CAPITAL REQUESTS - TOWN OF STOUGHTON - PRELIMINARY CAPITAL PLAN 2014 THROUGH 2018

GF=General Fund Borrowing or FY 12 Turnbacks
CPA=Eligible for CPA (portion or entire)
WAT=Water Receipts, Retained Earnings or Borrowings
SEW=Sewer Receipts, Retained Earnings or Borrowings
MWRA = Grants; Library=Grant

		2014-2018		2014			2015			2016			2017			2018		
DEPT	PROJECT	ALL PROJECT REQUESTS 2014-2018	ALL Anticipated $ Sources	2014	$ Source	Impact on Budget in 2014	2015	$ Source	Impact on Budget in 2015	2016	$ Source	Impact on Budget in 2016	2017	$ Source	Impact on Budget 2017	2018	$ Source	Impact on Budget 2018
W/V	Replace 1994 Bobcat Skidsteer-Unit 136	$ 50,000.00	WAT							$ 50,000.00	WAT							
W/V	Replace 2004 Ford E150 Van-Unit 98	$ -	WAT							$ -	WAT							
W/V	Replace 1999 Cat Backhoe-Unit 38	$ -	WAT										$ -	WAT				
W/V	Replace 1998 Pickup - Unit 51	$ -	WAT													$	WAT	
SEW	Decommission Daly Drive	$ 10,000.00	SEW	$ 10,000.00	SEW	Deterioration												
SEW	SCADA Upgrades	$ 50,000.00	SEW	$ 50,000.00	SEW	Impact new purchases will have is not clear												
SEW	Infiltation & Inflow	$ 500,000.00	SEW	$ 500,000.00	SEW	Mimimize fresh water in Sewer system												
SEW	Royal Road & Beaver Brook Wastewater Lift Stations	$ 90,000.00	SEW	$ 90,000.00	SEW	High Efficieny Pumps Installed												
SEW	Queen Anne & Beaver Brook Wastewater Lift Stations	$ 90,000.00	SEW				$ 90,000.00	SEW	High Efficieny Pumps Installed									
SEW	Infiltration & Inflow	$ 300,000.00	SEW				$ 300,000.00	SEW	Minimize fresh water in Sewer System									
SEW	Royal Road & Queen Anne Wastewater Lift Stations	$ 90,000.00	SEW							$ 90,000.00	SEW	2nd Pump in Each Station with High Efficiency						
SEW	Wastewater Lift Station Roof Repairs	$ 20,000.00	SEW															
SEW	Inflow & Infiltration	$ 300,000.00	SEW										$ 300,000.00	SEW	Minimize fresh water in Sewer System			
SEW	Rebuild Hawes Way Sewer Lift Station	$ 1,000,000.00	SEW										$ 1,000,000.00	SEW	End of Life			
SEW	Sumner Ridge Wastewater Lift Station	$ 90,000.00	SEW							$ 20,000.00	SEW	Roof Repairs - Extend Asset Life	$ 90,000.00	SEW	High Efficieny Pumps Installed			
SEW	Update the Sewer Master Plan	$ 300,000.00	SEW													$ 300,000.00	SEW	Update Plan
S/V	Replace 1979 Chevy Van - Unit 97	$ 35,000.00	SEW	$ 35,000.00	SEW	No Rationale Given												
S/V	Replace 1987 Mack 6 Wheel Dump Truck	$ -	SEW															
S/V	Replace 1987 John Deere Backhoe-Unit 45	$ -	SEW															
S/V	Replace 1996 Ford F350 Unit 44	$ -	SEW															
S/V	Purchase Vactor Truck	$ 400,000.00	SEW										$ 400,000.00	SEW	No Rationale			
S/V	Replace 1996 Jet Truck Unit 60	$ -	SEW										$ -	SEW	No Rationale			
S/V	Replace 1998 Van for Camera Truck-61	$ -	SEW															
S/V	Replace 1997 International Dump Truck-67	$ -	SEW															
ENG	Design of Park St. Sewer from Brockton Line to Line Lumber Road	$ 500,000.00	SEW	$ 500,000.00	SEW/BT	Improve Property Values - Beter for Town												
ENG	Construction of Park St. Sewer from Brockton Line to Line Lumber Road	$ 5,000,000.00	SEW	$ 5,000,000.00	SEW/BT	Improve Property Values - Better for Town												
ENG	Reconstruction of Drainage Ditch to Red Wing Brook	$ 1,200,000.00	GF	$ 1,200,000.00	GF	Stop Erosion and Improve Quality												
CON	Hydro Racke to remove growth in Ponds	$ 150,000.00	GF	$ 150,000.00	GF	Requires DPW Staff & Labor Pond Clearning & Improve Water Quality												
FIR	New Station Feasibility	$ 50,000.00	GF	$ 50,000.00	GF	Structure does not meet any current NFPA standards; safety												

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		2014-2018		2014			2015			2016			2017			2018		
DEPT	PROJECT	ALL PROJECT REQUESTS 2014-2018	ALL Anticipated $ Sources	2014	$ Source	Impact on Budget in 2014	2015	$ Source	Impact on Budget in 2015	2016	$ Source	Impact on Budget in 2016	2017	$ Source	Impact on Budget 2017	2018	$ Source	Impact on Budget 2018
FIR	***Capital Projects required IF Station Renovation is not approved*** *- kitchen and bathroom facilities*	*$ 120,000.00*	*GF*	*$ 120,000.00*	*GF*	*New Kitchen & Bathroom*												
FIR	*Electrical and Internal Paging*	*$ 60,000.00*	*GF*	*$ 60,000.00*	*GF*	*Electrical & Paging*												
FIR	*Windows for Station 1*	*$ 20,000.00*	*GF*				*$ 20,000.00*	*GF*	*Windows*									
FIR	*HVAC Systems*	*$ 187,000.00*	*GF*				*$ 187,000.00*	*GF*	*HVAC Systems*									
FIR	*Dispatch/Upgrade*	*$ 100,000.00*	*GF*				*$ 100,000.00*	*GF*	*Upgrade Dispatch*									
FIR	*Non Apparatus Floors*	*$ 50,000.00*	*GF*							*$ 50,000.00*	*GF*	*Non Apparatus Floors*						
FIR	*Ceilings 2nd Floor*	*$ 80,000.00*	*GF*							*$ 80,000.00*	*GF*	*Ceilings 2nd Floor*						
FIR	*Garage Doors*	*$ 60,000.00*	*GF*							*$ 60,000.00*	*GF*	*Garage Doors*						
FIR	*Electrical and Internal Paging*	*$ 45,000.00*	*GF*							*$ 45,000.00*	*GF*	*Electrical*						
FIR	Hose Replacement	$ 25,000.00	GF	$ 25,000.00	GF													
FIR	New Boat	$ 5,300.00	*GF*	$ 5,300.00	GF													
F/EQP	SCBA Replacement	$ 80,000.00	GF				$ 80,000.00	GF	Safety Compliance Updates									
AMB/V	Amubualance 1 Replacement	$ 250,000.00	AMB				$ 250,000.00	AMB	In Service 8 years									
AMB/V	Mechanical Utility Truck	$ 50,000.00	GF/AMB				$ 50,000.00	AMB	In Service 25 years									
FIR/AMB	Radio Upgrade	$ 40,000.00	GF/AMB							$ 40,000.00	FIR/AMB							
FIR/AMB	Command Car 5	$ 40,000.00	GF/AMB	$ 40,000.00	GF/AMB													
FIR/AMB	EMS Upgrades	$ 50,000.00	GF/AMB							$ 50,000.00	FIR/AMB	To stay current with state mandated medical						
FIR/AMB	Engine 3	$ 600,000.00	GF/AMB							$ 600,000.00	FIR/AMB	Small frame and body corrosion - Rehab $140,000						
FIR/AMB	Chief Vehicle	$ 40,000.00	GF/AMB							$ 40,000.00	FIR/AMB	Needs to be rotated downward to Day Inspection						
FIR/AMB	NEW Station Contstruction	$ 9,000,000.00	GF/AMB										$ 9,000,000.00	GF/AMB	Structure does not meet any current NFPA standards;			
FIR/AMB	Pavement Station #2	$ 25,000.00	GF/AMB										$ 25,000.00	GF/AMB	Maintenance			
FIR/AMB	Support Vehicles Training	$ 40,000.00	GF/AMB										$ 40,000.00	GF/AMB	In service 18 years			
FIR	Brush Truck 1	$ 160,000.00	GF										$ 160,000.00		In service 20+ years			
	TOTAL REQUESTS BY YEAR	$ 48,574,084.00		$ 9,729,500.00			$ 5,292,840.00			$ 3,722,344.00			$ 29,364,700.00			$ 464,700.00		
	Minus Capital Improvements for Library	$ (3,105,000.00)		$ (525,000.00)			$ (1,910,000.00)			$ (355,000.00)			$ (315,000.00)					
	Minus Capital Improvements for Fire	$ (722,000.00)		$ (180,000.00)			$ (307,000.00)			$ (235,000.00)			$ -					
	TOTAL WITH NEW LIBRARY/STATION	**$ 44,747,084.00**		**$ 9,024,500.00**			**$ 3,075,840.00**			**$ 3,132,344.00**			**$ 29,049,700.00**			**$ 464,700.00**		