Town of Franklin

Fiscal Year 2009
Budget Statement

Town Council
Christopher Feeley, Chair
Deborah A. Bartlett, Vice Chair
Judith Pond Pfeffer, Clerk
Thomas S. Doak
Joseph McGann
Scott Mason
Robert Vallee
Stephen Whalen
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Town Administrator
Jeffrey Nutting

Assistant to Town Administrator
Maxine Kinhart

Comptroller
Susan Gagner

Treasurer-Collector
Jim Dacey

March 2009

Executive Summary FY 2009

The proposed FY 09 budget is the first budget in five years that reserves are not being requested to balance the budget (except unemployment costs). While it is a very difficult decision, I believe it is in the long-term best interest to end the practice of drawing on reserves to balance the budget.

The 'Net" FY 09 revenues will increase by approximately $1,800,000. The proposed allocation at the time of printing is to fund the fixed cost increase of approximately $500,000, the Schools at $800,000 and the remaining balance for "Town" budgets. I anticipate that some of those figures will change as more information is available during the budget process and a decision is made on the consolidation of facilities and grounds.

While some may question why the Chapter 70 (school aid) is not increasing as much as the funds provided by the state I refer you to the chart below. It will show that over the last 15 years the school budget has increase above the chapter 70 funds in all but two years. You will note that in some years the Chapter 70 funds increase by around one million dollars while the school budget increased by four million dollars.

Fiscal Year	School Budget	School Budget $ Up/(Down)	School Budget % Up/(Down)	State (Ch70) Funding	State (Ch70) Funding $ Up/(Down)	State (Ch70) Funding % of Total	Local Funding	Local Funding $ Up/(Down)	Local Funding % of Total
1994	15,908,808 *			4,534,442		28.5%	11,374,366		71.5%
1995	17,483,332 *	1,574,524	9.9%	5,520,924	986,482	31.6%	11,962,408	588,042	68.4%
1996	19,340,633 *	1,857,301	10.6%	7,004,980	1,484,056	36.2%	12,335,653	373,245	63.8%
1997	24,572,845 *	5,232,212	27.1%	8,885,397	1,880,417	36.2%	15,687,448	3,351,795	63.8%
1998	26,939,984 *	2,367,139	9.6%	10,390,202	1,504,805	38.6%	16,549,782	862,334	61.4%
1999	30,341,306 *	3,401,323	12.6%	13,231,707	2,841,505	43.6%	17,109,599	559,818	56.4%
2000	34,511,191 *	4,169,884	13.7%	16,112,827	2,881,120	46.7%	18,398,364	1,288,764	53.3%
2001	38,104,160 *	3,592,970	10.4%	17,457,993	1,345,166	45.8%	20,646,167	2,247,804	54.2%
2002	39,530,198	1,426,038	3.7%	19,332,689	1,874,696	48.9%	20,197,509	(448,658)	51.1%
2003	39,882,198	352,000	0.9%	20,413,071	1,080,382	51.2%	19,469,127	(728,382)	48.8%
2004	41,232,198	1,350,000	3.4%	21,308,583	895,512	51.7%	19,923,615	454,488	48.3%
2005	45,310,000	4,077,802	9.9%	22,117,905	809,322	48.8%	23,192,095	3,268,480	51.2%
2006	47,723,000	2,413,000	5.3%	23,359,339	1,241,434	48.9%	24,363,661	1,171,566	51.1%
2007	50,486,000	2,763,000	5.8%	25,494,597	2,135,258	50.5%	24,991,403	627,742	49.5%
2008	54,626,000	4,140,000	8.2%	26,478,420	983,823	48.5%	28,147,580	3,156,177	51.5%
2009 Estimate	55,426,000	800,000	1.5%	28,726,706	2,248,286	51.8%	# 26,699,294	(1,448,286)	48.2%
Since 1994		39,517,192			24,192,264			15,324,928	
05-09		14,193,802			7,418,123			6,775,679	

In FY 02, the School Dept's Health Insurance and Medicare costs were shifted from the Town budget to the School Budget
The adjustment was equal to 6% of the budget. For purposes of analysis, the prior years ('94 - '01) budget amount has been adjusted by 6% in order to properly reflect the cost of school employees' benefits previously budgeted in the town's budget.:

1 Budget amounts include supplemental votes during the fiscal year.
2 Chapter 70 Aid figures are net of School Choice Assessments.
3 Charter School Costs are not included in budget values

The "extra" funds provided by the town over the years has allowed the FY 08 school budget to stand at $6.7 million above the minimum required by law. This means that we will continue our long-standing practice of putting all the funds into "one pot" of money and allocating it according to the overall needs of the community. There are always difficult decisions required by the Town Council in trying to determine the best course of action for all the citizens.

This recommendation will result in the elimination of approximately 45 school positions, not filling several vacancies in various town departments, reducing Police and Fire overtime and making other reductions in many budgets. The results of this proposal are not pleasant. It will create gaps in municipal services and increase in class size in the school system.

While there are staff reductions in DPW, Fire, Inspection Services and the Library (vacancies) there are very modest increases in the Comptroller office to assist the purchasing director, the facilities departments (three part time custodians for the new buildings), and a continuation of the conservation agent at 28 hours per week and the second full time health inspector in lieu of two part time inspectors. There is also a transfer of a technology position from the library to the data processing budget. Overall the staffing levels for the town will be slightly less than this fiscal year.

The other proposed change is to consolidate all school facilities under the facilities and DPW Departments. The plan is to transfer school department "grounds" positions to the DPW and have the "trades" and custodians under the facilities department. Accordingly, the current proposed budget is not balanced. Over the next few weeks I will clarify the specific amounts requested to be transferred to several different departments and will provide a revised document outlining the changes.

Overview
In compliance with Article six, sections 6-3-1 through 6-5-2 of the Franklin Town Charter, I am submitting the proposed FY 09 budget to the Town Council and Finance Committee.

Process
The Joint Budget Sub-Committee, comprising representatives of the Town Council, School Committee, Finance Committee, Superintendent of Schools, the Comptroller and the Town Administrator discuss the annual and long term budget challenges and make recommendations on the overall fiscal plan for the Town.

Each department is required to submit a proposed budget to the Town Administrator. The Town Administrator, the Comptroller, and the individual Department Head review their budget request.

The Town Administrator also reviews the highlights of the Town's fiscal plan with the budget subcommittee of the Town Council. Based on input from the joint budget subcommittee, the Council subcommittee, and the meetings with the Department Head, the Town Administrator makes a budget recommendation to the Town Council and the Finance Committee. The Finance Committee reviews the Town Administrator's proposed budget and forwards their recommendation to the Town Council. The Town Council holds two public hearings prior to adopting a budget.

Financial Policy Summary

While the budget process identifies issues and concerns that the Town will address on an annual basis, it also must do so based in a framework of sound financial management. The Town Council has adopted fiscal policies in the past and should continue to update and review them on a regular basis. Below is a summary of current policies:

Balanced Budget

- Annual costs funded from current revenues.
- Do not defer current costs to future years.

Current status - The proposed budget is balanced on the projected recurring revenues with the exception of unemployment costs. We have not addressed our GASB 45 obligation in this budget. There are still several building improvements that need to be made that are not addressed in this budget or the capital plan.

Compensation and benefits

- Budget with current revenues
- Compensate at market rates

Current status – All seven municipal unions and the teacher's collective bargaining agreements expired in 2007. The school teachers and a few municipal unions have signed new three year contracts all ranging in the 2–3% per year. Several municipal union contracts are still in collective bargaining. The Town Administrator and the School Committee will work hard to provide fair wages while taking into consideration the fiscal health of the Town. Our employees are the most valuable asset in the organization and maintaining fair wages while watching trying to maintain services is always a challenge. We will recommend a change in the salary schedule to reflect a three percent increase. This is separate from "across the board" salary increases that are budgeted at 2.5% commencing in October of the fiscal year.

Revenues

- Estimate annual revenues in detail and project for the following three years.
- Maintain full and fair market value of property assessments.
- Ensure fees charged cover costs incurred.

Current status – Future revenue projections are included in the budget. We have adjusted new growth and local receipts to reflect the trends in actual collections and include water, sewer and trash direct and indirect charges to the general fund revenue estimates. We are in the process of reviewing fees to ensure they keep pace with costs. It should also be noted that this is the first time in memory that the Town's overall valuation declined. Over all it declined from approximately $5 billion to $4.75 billion. This reflects the current trends in real estate transactions. The tread may continue into FY 10.

Financial Reserves –

- Adequately fund and maintain reserves (Stabilization, Free Cash, Overlay Surplus)

- Maintain Stabilization account at $5,000,000 or 7% of recurring general fund revenue (less debt exclusions and SBA reimbursement).
- Short-term revenue surpluses shall fund non-recurring projects.
- Free Cash will be used to fund the capital budget and for unforeseen expenses.
- Overlay surplus will be used for capital budgets or non-reoccurring expenses

Current status - the Stabilization fund balance is $4,050,000 or just under 4.6% of reoccurring general fund revenues. I believe that we will need to consider using some stabilization funds for FY 09 unemployment costs. If voted, the Stabilization account will be reduced to below the $4 million dollars and should be replenished by an appropriation or from interest income.

Long Term Debt - Proposed

- Reserved for large capital projects.
- Net general fund debt service (non debt excluded or funded from enterprise accounts) shall be between 3.5% - 4.0% of recurring general fund revenue.

Current Status - The FY 09 budget reflects general fund debt at 2.7% of general fund recurring revenues. This year, according to the independent bond rating agencies of Moody's and Standard and Poor's, our debt level is still moderate and manageable. **However, Moody's states "the negative outlook reflects their belief that the town will remain challenged to maintain its financial position and rebuild reserves over the medium term". Standard and Poor's states, " Further deterioration of our financial position due to operating imbalance (use of reserves) could result in lowering the rating or revising the outlook to negative."**

This means that we must stop using reserves to balance the budget in FY 09 in order to help maintain our bond rating. Our debt plan will help to obtain our goal of improving the infrastructure of the Town while maintaining a reasonable debt level.

The following chart reflects a summarization of the change in debt service

TOWN OF FRANKLIN

Change in Debt Service
FY 2008 to FY 2009

		Principal	Interest	Total
School				
	FY 2008	2,318,994	1,013,463	3,332,457
	FY 2009	2,338,095	933,127	3,332,457
	Change	19,101	(80,336)	(61,235)
Municipal				
	FY 2008	1,030,500	456,894	1,487,394
	FY 2009	1,030,000	390,164	1,420,664
	Change	(500)	(66,730)	(66,730)
Total General Fund		**3,368,095**	**1,323,291**	**5,136,261**

Sewer				
	FY 2008	391,715	234,094	625,809
	FY 2009	391,715	217,089	608,804
	Change	-	(17,005)	(17,005)
Water				
	FY 2008	1,122,785	630,132	1,752,917
	FY 2009	1,051,847	577,494	1,629,341
	Change	(70,938)	(52,638)	(123,576)
SUBTOTAL PRINCIPAL/INTEREST				
	FY 2008	4,863,994	2,334,583	7,198,577
	FY 2009	4,811,657	2,117,874	6,929,531
	Change	**(52,337)**	**(216,709)**	**(269,046)**
Short Term Interest:				
General fund				
	FY 2008	-	520,550	520,550
	FY 2009	-	444,876	444,876
	Change	-	(75,674)	(75,674)
Sewer				
	FY 2008	-	-	-
	FY 2009	-	-	-
	Change	-	-	-
Water				
	FY 2008	-	7,674	7,674
	FY 2009	-	0	0
	Change	-	(7,674)	(7,674)
SUBTOTAL SHORT TERM INTEREST				
	FY 2008	-	528,224	528,224
	FY 2009	-	444,876	444,876
	Change	**-**	**(83,348)**	**(83,348)**
TOTAL DEBT				
	FY 2008	4,863,994	2,862,807	7,726,801
	FY 2009	4,811,656	2,562,750	7,374,406
	TOTAL NET CHANGE ALL DEBT			**(352,395)**

Capital Improvement Program.

- A six-year plan updated annually shall be maintained.
- Budget operating costs associated with CIP projects.
- Delaying maintenance on existing assets results in higher costs in future years.
- Postponing improvements to buildings/infrastructure results in higher costs.
- Free Cash, Overlay Surplus, and short-term revenues shall be used for the recurring capital items and smaller one-time purchases or projects.
- Bonds will be used for large capital projects.

Current Status: The CIP subcommittee of the Council meets each fall/winter to review the requests of each department. The Town Administrator presents the CIP to the Finance Committee and Town Council for review and adoption. The Town Council has taken action on a portion of the capital budget and may consider other actions this spring after the snow removal costs are finalized.

Financial Resources

Proposition 2 ½, passed by the voters in 1980, caps revenue growth to the largest portion of our revenues (property tax) to 2½% of the previous year's tax levy plus new tax revenues from construction/ improvements of buildings.

The vast majority of revenues collected by the Town are controlled by state law or by the annual appropriation of State Aid. During difficult financial times State Aid growth may be curtailed or reduced.

Further, fixed costs (health insurance, general insurance, energy, pensions, etc.) continue to increase and must be paid with limited growth in revenues. These forces all combine to place additional financial pressure on the overall municipal budget.

Estimated Revenues
Property Taxes - The primary source of revenue for Franklin is the property tax. Property taxes account for approximately 52% of net revenues (excludes use of reserves and enterprise funds). State aid accounts for approximately 36% and local receipts 9% of the overall revenues.

The Town's Board of Assessors determines the value of all taxable real and personal property under guidelines established by the Massachusetts Department of Revenue. For the purpose of taxation, real property includes: land, buildings, and improvements erected on/or affixed to land. Personal property includes: stock, inventory, furniture, fixtures, and machinery. The Assessors determine the full and fair market value every three years and update the values annually.

There are three major factors affecting the real and personal property.

1. **Automatic 2.5% increase** - Each year, a community's levy limit automatically increases by 2.5% over the previous year's tax levy limit. This accounts for approximately $1,100,000 each year in new tax revenues.

2. **New Growth** - A community is able to increase its tax levy limit each year to reflect new growth in the tax base. Assessors are required to submit information on growth in the tax base for approval by the Department of Revenue as part of the Tax rate setting process. The estimated new growth for FY 09 is $550,000.

On the next page is a five year history of New Growth

New Growth History

	2004	2005	2006	2007	2008
Parcel count	11,319	11,258	11,378	11,559	11,479
Class I Residential value	2,707,210,637	3,451,647,265	3,756,711,515	3,991,846,715	3,768,434,349
Class 2 Open Space	-	-	-	-	-
Class 3 Commercial	226,208,241	326,981,202	339,775,976	347,227,194	356,742,088
Class 4 Industrial	446,278,100	522,325,600	528,461,000	527,204,100	525,145,270
Class 5 Personal Property	91,641,040	83,887,350	90,055,530	125,558,860	101,661,910
Total Value	**3,471,338,018**	**4,384,841,417**	**4,715,004,021**	**4,991,836,869**	**4,751,983,617**
New Growth:					
Residential	448,476	606,812	509,659	658,097	271,104
Commercial	78,588	62,898	38.852	67,340	168,184
Industrial	295,686	137,738	92,176	75,508	74,973
Personal Property	292,304	85,761	124,219	375,582	199,085
Total New Growth	1,115,054	893,209	764,906	1,176,527	713,346
Tax Rate	11.04	9.17	9.02	8.86	10.23

3. **Overrides/Debt Exclusions –**
A community can permanently increase its tax levy limit by approving an override of a certain dollar amount by approval of the voters at the ballot. Franklin voters have not approved an override since Proposition 2 ½ began in 1980.

Debt Exclusions are a temporary increase in a community's levy limit for the life of the debt to pay for the project. The voters have approved three debt exclusions to construct new schools over the past decade. The cost of these debt exclusions is reflected in the current tax bill and cost the average taxpayer approximately $150 per year.

State Aid

Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local assistance programs authorized by law and appropriated annually by the legislature. State aid line items are based on pre-established formulas, but the amount of funding is subject to annual review by the Governor and the Legislature.

There are 20 different categories of state aid. A few of the categories (Library Aid, School Lunch, School Choice) restrict funds for a specific purpose. All other state aid is considered a general receipt that can be used to fund the Town's overall general fund budget as long as we meet the minimum spending requirements of the Education Reform Act. Franklin currently exceeds the minimum spending requirement for FY 08 by over $6.7 million dollars. The FY 2009 net school spending requirement is $54,191,344.

Franklin has reaped the benefit of the funding formula for Chapter 70 state aid as the result of the tremendous growth in the student population over the years. This has resulted in a shift of support for public education from the property tax to state aid.

In 1993 state aid paid for about 30% of the school budget. In 2008 it will be approximately 50% of the school budget. If the increase in student population slows, the increases in aid will diminish.

The proposed FY 09 Chapter 70 state aid for education is $ 28,726,706 and non-school aid is $3,567,060. The charter school tuition reimbursement is $765,659, and the assessment for the Charter School is $3,354,216, up from FY 08's amount of $3,201,370.

A five-year history of local aid follows on the next page:

Five Year Local Aid History

	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Chapter 70	22,117,905	23,359,339	25,088,793	26,478,420	28,726,706
School Transportation	0	0	0	0	0
School Construction	1,444,633	1,444,633	1,444,633	1,444,633	1,444,633
Charter Tuition/Capital Facility	670,351	682,026	589,070	679,529	765,659
Education	24,232,889	25,485,998	27,122,496	28,602,582	30, 936,998
Lottery	2,141,760	2,480,524	3,021,144	3,075,295	3,075,295
Police Career Incentive	138,909	147,261	154,656	172,367	183,811
Veterans' Benefits	58,708	81,977	54,024	50,516	70,030
Exemptions: Vets, Blind, SS	21,122	21,635	23,378	50,247	51,055
Exemptions: Elderly	14,626	14,634	14,636	14,626	14,624
State Owned Land	97,946	124,731	143,672	160,519	172,245
General Gov't	2,473,071	2,870,762	3,411,510	3,523,570	3,567,060
School Lunch	22,797	23,261	21,503	26,351	25,869
School Choice Receiving	55,276	116,005	138,119	254,030	381,715
Public Libraries	33,112	34,610	34,773	38,019	38,019
Offsets	111,185	173,876	194,395	318,400	445,603
	26,817,145	28,530,636	30,728,401	32,444,552	33,505,028
% increase over previous year	6%	6%	8%	5%	3%

Hotel /Motel Tax

The Town receives a 4% room tax from each hotel room rented. The amount of funds collected each year is directly related to the number of rooms rented. Generally the Town receives approximately $300,000 per year in hotel tax revenue.

The Town filed special legislation that was approved, to earmark all of the revenue from this source to be used for the purchase of open space and recreation land or the construction of recreation facilities. The Town Council may also vote to use the new revenues for any other proposes. Recently they voted to use $90,000 to hire an architect to produce specifications for external repairs to the library and an initial appropriation of $210,000 for repairs to the old senior center. I recommended that the FY 09 receipts of $300,000 be appropriated for the most or all of the remaining cost to renovate the old senior center. The current balance is approximately $ 1,900,000.

Local Receipts –

This is a broad category of revenues including motor vehicle excise tax, ambulance fees, permit fees, fines, and interest income, etc. The estimated FY 09 local receipts are $8,087,000, motor vehicle excise tax accounts for about one half of the total at $4,000,000.

Following is a five-year breakdown of local receipts:

REVENUE ACCOUNT	ACTUAL FY 2005	ACTUAL FY 2006	ACTUAL FY 2007	ESTIMATE FY 2008	ESTIMATE FY 2009
LOCAL RECEIPTS					
MOTOR VEHICLE EXCISE:	4,073,300	4,270,203	4,039,594	4,240,000	4,000,000
PENALTIES & INTEREST ON TAXES:	271,696	284,364	189,292	195,000	204,600
PAYMENTS IN LIEU OF TAXES:	652	663	659	600	600
FEES/AMBULANCE:	634,289	570,453	647,731	604,450	600,000
FEES/OTHER:	317,338	445,962	460,605	491,250	454,413
DEPARTMENTAL REVENUE - SCHOOLS:	-	-	-	-	-
DEPARTMENTAL REVENUE - LIBRARY:	6,596	6,596	9,345	-	7,300
DEPARTMENTAL REVENUE - RECREATION:	-	-	352,537	403,087	403,087
TOTAL OTHER DEPARTMENTAL REVENUE:	965	965	730	-	500
LICENSES & PERMITS:	1,270,259	1,022,628	895,950	870,000	897,500
SPECIAL ASSESSMENTS:	59,206	(26,068)	9,793	9,000	7,000
FINES & FORFEITS:	108,642	136,062	144,844	140,000	135,000
INVESTMENT INCOME:	662,995	800,180	928,322	925,000	450,000
MISCELLANEOUS RECURRING:	-	856,000	885,950	884,500	927,000
MISCELLANEOUS NONRECURRING:	753,274	727,815	701,278	300,000	-
TOTAL LOCAL RECEIPTS:	8,159,212	9,095,823	9,266,630	9,062,887	8,087,000

Enterprise funds

Changes to enterprise fund budgets do not affect the general fund budget. If there are any excess funds at the end of the fiscal year, they are automatically closed to their respective account's fund balance. The Towns charges these accounts indirect costs that are transferred to the general fund.

Operating Budgets

The Town Council sets annual and long-term goals for the Town and the Administrator. In turn the Town Administrator meets with Department heads and they jointly establish goals for their department. The proposed budget attempts to meet the goals established by the Council and the Town Administrator. The fiscal constraints limit the ability of some departments to accomplish their established goals.

Recommended programmatic changes in the FY 09 budget

The requested changes include –

1 Adding 5 hours to the support staff in the Comptrollers office to assist the staff including the purchasing director.

2. Adding three part custodians to the facilities budget to maintain the new Senior Center and Fire Station.

3. Transferring the vacant Ass't Director of Technology position from the library to the data processing department. We are eliminating the part time web master by converting to a new web page this will have a net saving of approximately $14,000. In lieu of filling that vacant Library position on a full time basis reduce it to part time. The new position in the data processing department can support the library as well as several other departments.

4. Transfer the responsibility for the maintenance of school facilities and associated budgets to the Town Facilities department. Transfer the School Grounds responsibility and associated budgets to the DPW. The three "trades" positions in the DPW would be transferred to the Facilities department.

Future Outlook

Despite a long list of restrictions the Town Councils have placed on single-family development, the population and school enrollment are projected to continue to rise to approximately 40,000 citizens and 7,100 students over the next couple of decades.

The rapid growth in fixed costs, (health insurance, pensions, energy) and the limited revenues allowed by state law have required us to reduce staffing levels of many municipal departments If the proposed budget is adopted addition municipal and up to 45 school positions will be eliminated.

As demand for services rise and costs rise, there are two unpleasant solutions to the problem: reduce services or increase taxes. The Town will still face difficulty in the future funding a level service budget. School and municipal services will decline without an increase in tax revenues. Municipalities throughout the Commonwealth are struggling with the same issue and no one has develop a plan that resolves the problem.

We completed our mandatory study of our financial obligation for unfunded retiree benefits (GASB 45). This is required under a new accounting procedure. The estimated obligation as of 2007 is $50,000,000. Currently there is no plan to address this issue in the short run but it must be address over a long period of time. This may have an impact on the overall stability of local governments throughout the nation.

Acknowledgements

The preparation of this budget would not be possible without the hard work of our Comptroller Susan Gagner, the Treasurer-Collector James Dacey, my assistant Maxine Kinhart and the cooperation of all the department heads and employees.

I am proud of all of our employees. They are dedicated in their working lives and in many cases they donate their free time to make Franklin a great community to live and work. We can't solve all the problems, but each employee gives their all in an effort to provide the highest quality of life for the least amount of money.

Final Comment -What do you get for your property tax?

Franklin's property taxes are among the lowest in the area. All of your property tax dollars remain in Franklin. They are used to provide high quality education, save property and lives, plow your streets, provide library and recreational opportunities, and assist senior citizens and veterans. When you need a paramedic, police officer, or other public service, they are a phone call away. Your tax dollars are used to improve your quality of life, and in the case of property owners, maintain and increase the value of your investment. In good times or bad we strive to be prudent with your taxes and be responsive to your needs. Please feel free to call me or visit if you have any questions or suggestions. jnutting@franklin.ma.us

Jeff Nutting
Town Administrator

Office of the Town Administrator

MEMORANDUM

Date: March 27, 2008

To: Town Council, School Committee, and Finance Committee

From: Jeffrey D. Nutting, Town Administrator

Subject: Revised Edition - Making a Good Thing Better – Proposed Consolidation of All School Facilities under the DPW and Facilities Department

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This is an updated memo on proposed consolidation of school and town facilities departments within the DPW for FY 09.

Currently, we have a good group of dedicated employees in DPW and the School Facility Maintenance Department maintaining our buildings and grounds. I believe reorganizing the various groups will improve the overall performance of the team. While the School Department is understandably nervous about the change, I believe it is in the long-term best interest of all involved. The additional benefits are as follows:

1. Minimizes the need for School Administration and the School Committee to spend time on "facilities issues" and allows them to focus on "educational goals" for students and staff. This is the same model as all other departments.

2. Removes uncertainty in the school budget for expenses that vary widely and cannot be always be controlled, i.e. energy, snowplowing, building and vehicle repairs.

3. Consolidates the supervision of all field and grounds maintenance under one department. This should improve "grounds" maintenance at the schools and provide greater flexibility to deal with seasonal and event staffing. The "grounds" positions would be incorporated into the Highway/Parks Division.

4. All facilities vehicles and equipment would be purchased and maintained by the DPW. This allows for interchange of equipment as required, reduces the number of places where inventory must be ordered and stored.

5. Reassigns the supervision of the trade's personnel (plumbers, electricians, etc) to the Facilities Director. Further, during "slow periods" DPW employees could assistant the trades and the custodians as may be requested or required (requires discussions with the bargaining units)

6. Provides maintenance of all school vehicles on a regular schedule - We started doing this in July 2007, however the schools are still paying for parts. Costs of all repairs and maintenance would be in the DPW budget.

7. Town assumes responsibility for snow and ice removal on and around school properties as well as pavement and sidewalk repairs.

8. Focuses growth in future school budgets on costs directly related to education and classroom needs as the Town assumes liability for pensions, health insurance, pay raises, workers compensation, energy costs, etc.

9. Increases staff flexibility in DPW/Facilities to deal with maintenance and repairs issues by coordination three bargaining units as one team when appropriate.

10. Coordinates safety training to provide more information and support for all employees.

Summary

a. Will there be immediate cost savings? – No.
b. Are there possible savings? – Yes, but we may need to spend more money maintaining our facilities to reduce expensive repair costs. We have spent millions of dollars on these facilities, and we should do what it takes to ensure that they are maintained properly.
c. Will productivity improve? – Yes. This could translate to some savings as staff are working a complete maintenance plan, and reduce the costs of contractors who are called in for unplanned emergencies.
d. Will the schools "grounds" maintenance improves? – Yes. There is a staff dedicated to keeping fields, recreational areas, and other public spaces in good condition.
e. Will the maintenance of the schools decline? – No

f. How will this work – the intent is to sign a memoranda of understanding with the school committee for a period of time that outlines the responsibilities of all involved. This would include maintaining separate accounts for schools and town facilities and ground to be able to track costs on an annual basis.

3-Mar-08

TOWN OF FRANKLIN
Fiscal Year 2009 Budget

	FY 08 Estimated		[illegible]9 Estimated		FY 10 Estimated		FY 11 Estimated		FY12 Estimated
I. AVAILABLE RESOURCES:									
TAX LEVY									
Prior Year Levy Limit plus 2 1/2%	46,379,577		**48,270,246**		50,040,752		52,009,271		54,027,003
New Growth	713,346		**550,000**		700,000		700,000		800,000
Unused Levy									
Subtotal, Levy Limit	47,092,923	4,478,702	**48,820,246**	1,727,323	50,740,752	1,920,506	52,709,271	1,968,519	54,827,003
Debt Exclusions:									
Remington/Jefferson (Net of SBA)									
Horace Mann ($2,000,000)									
Keller/Sullivan, Bond)									
HM (BAN and Bond)									
Ban Premium									
Subtotal, Debt Exclusions	1,562,467		**1,483,514**		1,425,000		1,390,000		1,350,000
Total, Tax Levy	48,655,390		**50,303,760**		52,165,752		54,099,271		56,177,003
STATE REVENUE (Net of Offsets)									
Chapter 70 School Aid (Net)	26,478,420		**28,726,706**		30,100,000		31,400,000		33,000,000
School Building Assistance									
School - Charter School	679,529		**765,659**		600,000		600,000		400,000
Lottery	3,075,295		**3,075,295**		3,075,295		3,075,295		3,100,000
All Other	448,275		**491,765**		491,765		491,765		500,000
Prior Year Overestimates									
Total, State Revenue	30,681,519	939,013	**33,059,425**		34,267,060		35,567,060		37,000,000
School Building Ass't RJ	1,444,633		**1,444,633**		1,444,633		1,444,633		1,444,633
Total State Ass't	32,126,152		**34,504,058**	2,377,906	35,711,693	1,207,635	37,011,693	1,300,000	38,444,633
OTHER REVENUES									
Local Receipts - General Fund	7,878,387		**7,160,000**		7,350,000		7,550,000		7,850,000
Recreation Fees									
Solid waste Indirects	59,200		**61,000**		61,000		61,000		61,000
Water/Sewer Indirects	825,300		**866,000**		866,000		866,000		866,000
Total, Local Receipts	8,762,887	356,404	**8,087,000**	-675,887	8,277,000	190,000	8,477,000	200,000	8,777,000
Other Available Funds -									
Small Cities Program	30,000		**15,000**		15,000		15,000		0
Wetlands Protection									
Parking Meter Reciepts Reserved									
Overlay	260,000								
Stabilization	1,000,000								
Ban Premium									
Debt Stabilization			**0**		400,000		100,000		
Total, Other Revenues	1,290,000	**-777,361**	**15,000**	-1,275,000	415,000	400,000	115,000	-300,000	0
TOTAL AVAILABLE RESOURCES	**90,834,429**	**4,996,758**	**92,909,818**	**2,154,342**	**96,569,445**	**3,718,141**	**99,702,964**	**3,168,519**	**103,398,636**

TOWN OF FRANKLIN Fiscal Year 2009 Budget	FY 08 Estimated		FY 09 Estimated		FY 10 Estimated		FY 11 Estimated		FY 12 estimated
II. **LESS AMOUNTS TO BE RAISED:**									
School Choice (Est.) - Deduction from CH 70	144,098		**139,790**		140,000		140,000		150,000
State Assessments (Est.)	406,186		**533,609**		375,000		390,000		400,000
State Prior Underestimates (Est.)									
County Assessment (Est.)	195,943		**200,842**		205,863		211,000		215,000
Charter School Assessment	3,201,370		**3,354,216**		3,450,000		3,500,000		3,600,000
CRCPD Assessment									
Abatements & Exemptions (Overlay)	500,786		**550,000**		550,000		575,000		600,000
Prior year funds to be raised	33,611								
Tax Title	40,000		**30,000**		40,000		40,000		40,000
TOTAL, AMOUNTS TO BE RAISED	4,521,994	-1,421,512	**4,808,457**	-286,463	4,760,863	-47,594	4,856,000	95,137	5,005,000
TOTAL AVAILABLE FUNDING FOR BUDGETS	**86,312,435**	**6,418,270**	88,101,362	**1,788,926**	**91,808,583**		**94,846,964**		**98,393,636**
TOTAL BUDGETS REQUESTED	**86,270,587**		88,034,503		**94,049,649**		**99,277,533**		**104,558,348**
Excess/shortfall	41,848		**66,858**		-2,241,066		-4,430,569		-6,164,712

FY 09 Proposed Budget

Department 5-Mar	Request FY 09 Salary	Request FY 09 Expense	Total FY 09 Total	Difference FY 08 v 09	Recommend FY 09 Salary	Recommend FY 09 Expense	Total FY 09 Total	Difference FY08 v 09
111 Town Council		4,000	4,000	-		4,000	4,000	
123 Town Administration	239,686	70,980	310,666	6,706	239,686	70,980	310,666	6,706
131 Finance Committee		1,500	1,500	-		1,500	1,500	
135 Comptroller	322,951	56,550	379,501	7,901	322,951	56,350	379,301	7,701
141 Assessors	251,548	59,600	311,148	133	251,548	59,600	311,148	133
147 Treasurer-Collector	299,582	54,560	354,142	6,677	299,188	54,560	353,748	6,283
151 Legal	109,023	50,700	159,723	(627)	109,023	50,700	159,723	(627)
152 Human Resources	105,913	17,350	123,263	3,563	105,913	17,350	123,263	3,563
155 Data Processing	4,000	96,000	100,000	(3,823)	52,000	96,000	148,000	44,177
161 Town Clerk	125,016	13,700	138,716	3,367	122,835	13,700	136,535	1,186
164 Elections & Registration	30,282	14,975	45,257	672	30,382	14,975	45,357	772
176 Appeals Board	-	5,000	5,000	-	-	5,000	5,000	-
177 Planning & Growth Manage	165,887	25,900	191,787	(69,162)	265,887	25,900	291,787	30,838
192 Public Property & Buildings	157,646	1,081,000	1,238,646	194,817	157,646	1,081,000	**1,238,646**	194,817
196 Central Service		128,600	128,600	-		117,600	117,600	(11,000)
Subtotal, General Government	**1,811,534**	**1,680,415**	**3,491,949**	**150,224**	**1,957,059**	**1,669,215**	**3,626,274**	284,549
210 Police	4,311,231	302,966	4,614,197	313,197	4,144,086	270,111	4,414,197	113,197
220 Fire	4,261,151	387,290	4,648,441	276,441	4,043,156	368,867	4,412,023	40,023
240 Inspection	398,309	23,900	422,209	(13,187)	384,504	23,600	408,104	(27,292)
292 Animal Control		63,534	63,534	4,000		63,534	63,534	4,000
293 Parking Meters		1,000	1,000	-		1,000	1,000	-
Subtotal, Public Safety	**8,970,691**	**778,690**	**9,749,381**	**580,451**	**8,571,746**	**727,112**	**9,298,858**	129,928
300 Town Schools		58,687,804	58,687,804	4,061,804		49,826,000	49,826,000	(4,800,000)
390 Regional School		1,425,300	1,425,300	75,941		1,425,300	1,425,300	75,941
Subtotal, Education		**60,113,104**	**60,113,104**	**4,137,745**		**51,251,300**	**51,251,300**	(4,724,059)
400 DPW - Hwy -Admin-Engineer	1,712,011	**2,040,555**	3,752,566	412,342	1,671,654	1,916,555	3,588,209	247,985
424 Street Lighting		**170,000**	170,000	15,000		170,000	170,000	15,000
Subtotal, Public Works	**1,712,011**	**2,210,555**	**3,922,566**	**427,342**	**1,671,654**	**2,086,555**	**3,758,209**	262,985

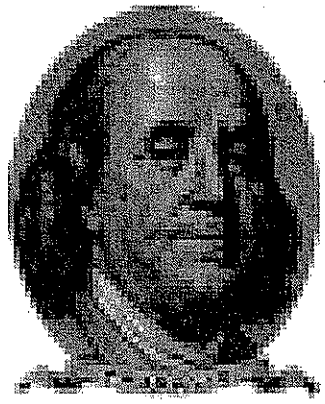
Department	Request FY 09 Salary	Request FY 09 Expense	Total FY 09 Total	Difference FY 08 v 09	Request FY 09 Salary	Request FY 09 Expense	Total FY 09 Total	Difference FY
510 Health	**139,350**	5,950	145,300	12,650	137,850	5,450	143,300	10,650
525 Public Health Services	-	20,000	20,000	-	-	20,000	20,000	-
541 Council on Aging	124,826	7,763	132,589	6,422	124,826	7,763	132,589	6,422
543 Veterans Services	39,802	1,300	41,102	2,802	39,802	86,300	126,102	87,802
544 Veterans Assistance		85,000	85,000	-			-	(85,000)
Subtotal, Human Services	**303,978**	**120,013**	**423,991**	**21,874**	**302,478**	**119,513**	**421,991**	19,874
610 Library	722,985	254,000	976,985	51,132	659,335	229,000	888,335	(37,518)
630 Recreation/Human Services	199,485	205,900	405,385	2,298	199,485	206,500	405,985	2,898
695 Cultural Council		2,000	2,000	-		2,000	2,000	-
691 Historical Commission		2,000	2,000	1,000		2,000	2,000	1,000
692 Memorial Day		1,000	1,000	-		1,000	1,000	-
694 C.A.T.V. Committee		4,000	4,000	-		4,000	4,000	-
Subtotal, Culture & Recreation	**922,470**	**468,900**	**1,391,370**	**54,430**	**858,820**	**444,500**	**1,303,320**	(33,620)
								-
710 Retirement of Debt		3,368,094	3,368,094	18,600		3,368,094	3,368,094	18,600
750 Interest		1,768,167	1,768,167	(222,741)		1,768,167	1,768,167	(222,741)
Subtotal, Debt Service		**5,136,261**	**5,136,261**	**(204,141)**		**5,136,261**	**5,136,261**	
911 Retirement & Pension Insurance Premiums		3,250,290	3,250,290			3,250,290	3,250,290	588,400
912 Workers' Compensation		360,000	360,000	90,000		360,000	360,000	90,000
913 Unemployment Comp		175,000	175,000			210,000	210,000	-
915 Retired Teachers HI		1,300,000	1,300,000	25,000		1,300,000	1,300,000	25,000
916 Employee Health Insurance		1,893,000	1,893,000	-		1,893,000	1,893,000	-
917 Medicare Insurance Stabilization		205,000	205,000	10,000		205,000	205,000	10,000
920 Wage/Salary		30,000	30,000	(240,000)		30,000	30,000	(240,000)
Subtotal, Insurance & Other		**7,213,290**	**7,213,290**	**438,400**		**7,248,290**	**7,248,290**	
Insurance		**390,000**	**390,000**			**390,000**	**390,000**	(45,000)
TOTAL ALL BUDGETS	**13,720,684**	**78,111,228**	**91,831,912**	**5,561,325**	**13,361,757**	**69,072,746**	**82,434,503**	**(9,397,409)**
Revenues			**88,101,362**				**88,101,362**	
Balance			(3,730,551)				5,666,858	

Potential Future Budgets

		FY 10	FY 11	FY 12	
		3%	3%	3%	
111	Town Council	4,000	4,000	4,000	
123	Town Administration	319,986	329,586	339,473	
131	Finance Committee	1,545	1,591	1,639	
135	Comptroller	390,680	402,400	414,472	
141	Assessors	320,482	330,097	340,000	
147	Treasurer-Collector	364,360	375,291	386,550	
151	Legal	164,515	169,450	174,534	
152	Human Resources	126,961	130,770	134,693	
155	Data Processing	152,440	157,013	161,724	
161	Town Clerk	140,631	144,850	149,195	
164	Elections & Registration	46,718	48,119	49,563	
176	Appeals Board	5,150	5,305	5,464	
177	Planning & Growth Manage	300,541	309,557	318,844	
192	Public Property & Buildings	1,300,578	1,365,607	1,433,888	5%
196	Central Service	121,128	124,762	128,505	
	Subtotal, General Government	3,759,715	3,898,398	4,042,542	
210	Police	4,896,623	5,243,522	5,400,827	add 4 officers in FY 10 and FY 11
220	Fire	4,644,384	4,883,715	5,030,227	add OT back in FY 10 + FY 11
240	Inspection	420,347	432,958	445,946	
292	Animal Control	65,440	67,403	69,425	
293	Parking Meters	1,000	1,000	1,000	
	Subtotal, Public Safety	10,027,794	10,628,598	10,947,425	
300	Town Schools	58,751,560	62,276,654	66,013,253	6% each year
390	Regional School	1,500,000	1,600,000	1,700,000	100K per year
	Subtotal, Education	60,251,560	63,876,654	67,713,253	
400	DPW - Hwy -Admin-Engineer	4,017,619	4,368,500	4,736,925	5% and $150K for snow each year
424	Street Lighting	185,000	200,000	215,000	and 3 staff in FY 10
	Subtotal, Public Works	4,202,619	4,568,500	4,951,925	

Department	FY 10	FY 11	FY 12	
	3%	3%	3%	
510 Health	147,599	152,027	156,588	
525 Public Health Services	20,600	21,218	21,855	
541 Council on Aging	136,567	140,664	144,884	
543 Veterans Services	129,885	133,782	137,795	
544 Veterans Assistance				
Subtotal, Human Services	434,651	447,690	461,121	
610 Library	989,985	1,019,685	1,050,275	3% plus $75k in FY 10 for staff
630 Recreation/Human Services	418,165	430,709	443,631	
695 Cultural Council	2,000	2,000	2,000	
691 Historical Commission	2,000	2,000	2,000	
692 Memorial Day	1,000	1,000	1,000	
694 C.A.T.V. Committee	4,000	4,000	4,000	
Subtotal, Culture & Recreation	1,417,150	1,459,394	1,502,906	
710 Retirement of Debt				
750 Interest				
Subtotal, Debt Service	6,000,000	5,850,000	5,750,000	does include new debt
911 Retirement & Pension Insurance Premiums	3,350,000	3,550,000	3,750,000	
912 Workers' Compensation	350,000	350,000	350,000	
913 Unemployment Comp	210,000	210,000	210,000	
915 Retired Teachers HI	1,456,000	1,630,720	1,826,406	12%
916 Employee Health Insurance	2,120,160	2,374,579	2,659,529	12%
917 Medicare Insurance Stabilization	215,000	225,000	235,000	
920 Wage/Salary	30,000	30,000	30,000	
Subtotal, Insurance & Other	7,731,160	8,370,299	9,060,935	
Insurance	425,000	435,000	445,000	
TOTAL ALL BUDGETS	**94,249,649**	**99,534,533**	**104,875,108**	
Revenues	91,808,583	94,846,964	98,393,636	
Balance	(2,441,066)	(4,687,569)	(6,481,472)	

TOWN OF FRANKLIN
MASSACHUSETTS



FISCAL 2009 BUDGET
PROPOSED

TOWN ADMINISTRATOR – JEFF NUTTING

COMPTROLLER – SUSAN GAGNER

FY 2009 Proposed Budget

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Public Safety:

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Human Services:

Culture & Recreation:

Other:

GENERAL FUND

12-Mar-08	FY 2006 ACTUAL	FY 2007 ORIGINAL APPROP	FY 2007 ACTUAL	FY 2008 ORIGINAL APPROP	FY 2009 REQUESTED	FY 2009 TOWN ADMIN RECOMMEND	DIFFERENCE 08 VS 09 RECOMMEND
01111200 TOWN COUNCIL - EXPENSES							
530900 OTHER PROFESSIONAL SERVICES	-	650	-	4,000	4,000	4,000	-
573010 DUES AND MEMBERSHIPS	3,172	3,350	3,172	-			-
01111200 TOWN COUNCIL - EXPENSES	3,172	4,000	3,172	4,000	4,000	4,000	-
01123100 TOWN ADMINISTRATOR - SALARIES							
511010 DEPARTMENT HEAD	118,899	122,500	125,000	125,000	131,328	131,328	6,328
511520 ADMINISTRATIVE PERSONNEL	51,982	53,500	53,455	55,000	55,987	55,987	987
511580 OTHER CLERICAL SUPPORT	30,899	31,200	32,051	31,900	45,371	45,371	13,471
512280 SEASONAL STAFF	21,740	28,000	14,042	20,000	7,000	7,000	(13,000)
01123100 TOWN ADMINISTRATOR - SALARIES	223,520	235,200	224,548	231,900	239,686	239,686	7,786
01123200 TOWN ADMINISTRATOR - EXPENSES							
517090 OTHER EMPLOYEE FRINGE BENEFITS	-	4,000	8,000	4,000	4,000	4,000	-
517130 ANNUITY CONTRIBUTION	21,913	22,525	22,950	22,950	24,000	24,000	1,050
519090 VEHICLE ALLOWANCE	6,098	6,000	5,868	6,000	6,000	6,000	-
530900 OTHER PROFESSIONAL SERVICES	5,333	15,000	7,494	15,000	13,000	13,000	(2,000)
534020 TELEPHONE	196	900	729	930	800	800	(130)
534030 ADVERTISING-GENERAL	2,834	250	135	2,500	2,500	2,500	-
534040 PRINTING SERVICES	4,214	12,000	9,284	12,400	12,400	12,400	-
542010 OFFICE SUPPLIES	2,334	2,700	2,593	2,780	2,780	2,780	-
542080 OFFICE EQUIPMENT	85	-	412	-	-	-	-
549050 FOOD - DEPARTMENTAL	1,516	2,000	1,401	2,000	2,000	2,000	-
555015 BOOKS & SUBSCRIPTIONS	119	200	-	200	200	200	-
571100 MEETINGS & CONFERENCES	3,729	3,000	1,289	3,000	3,000	3,000	-
573010 DUES AND MEMBERSHIPS	249	200	282	300	300	300	-
01123200 TOWN ADMINISTRATOR - EXPENSES	48,620	68,775	60,437	72,060	70,980	70,980	(1,080)
TOTAL TOWN ADMINISTRATOR	272,140	303,975	284,985	303,960	310,666	310,666	6,706
01131200 FINANCE COMMITTEE - EXPENSES							
534030 ADVERTISING-GENERAL	221	900	221	900	900	900	-
542010 OFFICE SUPPLIES	869	100	48	100	100	100	-
571100 MEETINGS & CONFERENCES	165	200	220	200	200	200	-
573010 DUES AND MEMBERSHIPS	245	300	310	300	300	300	-
01131200 FINANCE COMMITTEE - EXPENSES	1,500	1,500	799	1,500	1,500	1,500	-
01135100 COMPTROLLER - SALARIES							
511010 DEPARTMENT HEAD	86,100	88,700	88,685	90,500	92,633	92,633	2,133
511520 ADMINISTRATIVE PERSONNEL	112,095	159,600	160,563	164,800	168,578	168,578	3,778
511580 OTHER CLERICAL SUPPORT	95,276	56,456	53,340	56,675	57,440	57,440	765
512280 SEASONAL	-	-	-	2,000	2,000	2,000	-
513140 NON-SCHEDULED OVERTIME	228	750	444	750	750	750	-
514050 EDUCATION INCENTIVE PAY	1,450	1,450	600	1,700	950	950	(750)
515050 LONGEVITY	900	975	-	975	600	600	(375)
01135100 COMPTROLLER - SALARIES	296,049	307,931	303,632	317,400	322,951	322,951	5,551
01135200 COMPTROLLER - EXPENSES							
530200 ACCOUNTING & AUDITING SERVICES	34,000	34,000	34,500	35,000	37,500	37,300	2,300
530250 FINANCIAL SERVICES	1,200	4,000	1,500	5,200	5,200	5,200	-
534030 ADVERTISING-GENERAL	4,523	5,000	3,881	5,000	5,000	5,000	-
534040 PRINTING SERVICES	2,066	2,500	1,492	2,500	2,200	2,200	(300)

GENERAL FUND

12-Mar-08	FY 2006 ACTUAL	FY 2007 ORIGINAL APPROP	FY 2007 ACTUAL	FY 2008 ORIGINAL APPROP	FY 2009 REQUESTED	FY 2009 TOWN ADMIN RECOMMEND	DIFFERENCE 08 VS 09 RECOMMEND
542010 OFFICE SUPPLIES	1,377	2,600	2,838	2,600	2,600	2,600	-
542080 OFFICE EQUIPMENT	216	500	665	500	500	500	-
555015 BOOKS & SUBSCRIPTIONS	-	100	100	100	100	100	-
571100 MEETINGS & CONFERENCES	1,558	2,600	2,251	2,600	2,750	2,750	150
573010 DUES AND MEMBERSHIPS	560	700	540	700	700	700	-
01135200 COMPTROLLER - EXPENSES	45,498	52,000	47,768	54,200	56,550	56,350	2,150
TOTAL COMPTROLLER	341,548	359,931	351,400	371,600	379,501	379,301	7,701
01141100 ASSESSORS - SALARIES							
511010 DEPARTMENT HEAD	67,499	69,525	69,523	70,925	72,478	72,478	1,553
511520 ADMINISTRATIVE PERSONNEL	89,004	96,475	96,472	98,410	102,202	102,202	3,792
511580 OTHER CLERICAL SUPPORT	70,630	71,854	71,577	72,130	74,968	74,968	2,838
515050 LONGEVITY	1,400	1,500	1,500	1,500	1,900	1,900	400
01141100 ASSESSORS - SALARIES	228,533	239,354	239,073	242,965	251,548	251,548	8,583
01141200 ASSESSORS - EXPENSES							
519090 VEHICLE ALLOWANCE	796	-	-	-	-	-	-
524040 OFFICE EQUIPMENT MAINTENANCE	16,350	15,000	15,000	18,400	18,800	18,800	400
530600 APPRAISALS & SURVEYS	2,400	5,000	4,895	5,000	8,000	8,000	3,000
530700 ARCHITECTS & ENGINEERS	9,900	10,000	9,900	10,000	10,000	10,000	-
530900 OTHER PROFESSIONAL SERVICES	7,976	22,000	21,984	22,000	10,000	10,000	(12,000)
534030 ADVERTISING-GENERAL	-	150	-	150	200	200	50
534040 PRINTING SERVICES	478	500	560	500	600	600	100
538010 REGISTRY/TAX TAKING	2,077	2,000	1,529	3,000	4,000	4,000	1,000
538030 MICROFILMING SERVICES	-	100	-	-	-	-	-
542010 OFFICE SUPPLIES	4,309	3,000	3,765	2,000	3,000	3,000	1,000
542080 OFFICE EQUIPMENT	-	500	591	3,000	-	-	(3,000)
571100 MEETINGS & CONFERENCES	3,180	3,500	3,337	2,500	3,500	3,500	1,000
573010 DUES AND MEMBERSHIPS	702	1,000	850	1,500	1,500	1,500	-
01141200 ASSESSORS - EXPENSES	48,168	62,750	62,411	68,050	59,600	59,600	(8,450)
TOTAL ASSESSORS	276,701	302,104	301,484	311,015	311,148	311,148	133
01147100 TREASURER/COLLECTOR - SALARIES							
511010 DEPARTMENT HEAD	74,899	77,150	77,148	78,693	81,054	80,660	1,967
511520 ADMINISTRATIVE PERSONNEL	49,198	50,700	50,674	51,715	53,442	53,442	1,727
511580 OTHER CLERICAL SUPPORT	136,287	141,997	140,358	144,260	149,936	149,936	5,676
512280 SEASONAL STAFF	11,146	6,000	14,019	10,000	10,000	10,000	-
513140 NON-SCHEDULED OVERTIME	803	1,300	168	1,300	1,300	1,300	-
514050 EDUCATION INCENTIVE PAY	850	850	850	850	950	950	100
515050 LONGEVITY	1,600	1,600	1,600	2,050	2,900	2,900	850
01147100 TREASURER/COLLECTOR - SALARIES	274,783	279,597	284,817	288,868	299,582	299,188	10,320
01147200 TREASURER/COLLECTOR - EXPENSES							
524040 OFFICE EQUIPMENT MAINTENANCE	1,546	2,100	1,574	2,250	1,950	1,950	(300)
524090 OTHER CONTRACTUAL SERVICES	16,536	20,100	16,540	20,100	18,000	18,000	(2,100)
530130 LEGAL SERVICES-SPECIAL COUNSEL	16,647	-	5,081	-	-	-	-
530250 FINANCIAL SERVICES	2,140	2,000	559	2,500	1,900	1,900	(600)
530490 OTHER IT SERVICE CONTRACTS	4,500	5,000	3,845	5,000	5,000	5,000	-
534030 ADVERTISING-GENERAL	442	2,000	1,159	1,500	1,500	1,500	-
534040 PRINTING SERVICES	12,992	16,100	12,939	16,100	15,500	15,500	(600)
538010 REGISTRY/TAX TAKING	-	100	-	-	-	-	-

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538015 REDEMPTION FEES	1,824	4,000	912	4,000	3,500	3,500	(500)
542010 OFFICE SUPPLIES	2,794	3,000	4,723	3,000	4,000	4,000	1,000
542080 OFFICE EQUIPMENT	1,385	1,000	-	1,100	500	500	(600)
571100 MEETINGS & CONFERENCES	1,912	2,070	1,588	2,070	2,070	2,070	-
573010 DUES AND MEMBERSHIPS	545	595	443	595	640	640	45
01147200 TREASURER/COLLECTOR - EXPENSES	63,263	58,065	49,362	58,215	54,560	54,560	(3,655)
TOTAL TREASURER/COLLECTOR	338,046	337,662	334,179	347,083	354,142	353,748	6,665
01151100 LEGAL - SALARIES							
511010 DEPARTMENT HEAD	89,399	89,750	92,079	91,550	95,687	95,687	4,137
512040 CLERICALS/HELPERS	12,295	12,800	12,792	13,100	13,336	13,336	236
01151100 LEGAL - SALARIES	101,694	102,550	104,871	104,650	109,023	109,023	4,373
01151200 LEGAL - EXPENSES							
524090 OTHER CONTRACTUAL SERVICES	48,178	53,000	45,929	53,000	48,000	48,000	(5,000)
530120 LEGAL SERVICES-LABOR COUNSEL	-	-	3,018	-	-	-	-
542010 OFFICE SUPPLIES	267	-	150	-	-	-	-
555015 BOOKS & SUBSCRIPTIONS	2,583	1,800	2,119	1,900	1,900	1,900	-
571100 MEETINGS & CONFERENCES	31	300	76	300	300	300	-
573010 DUES AND MEMBERSHIPS	-	500	-	-	-	-	-
576200 SETTLEMENT OF CLAIMS	-	500	-	500	500	500	-
01151200 LEGAL - EXPENSES	51,059	56,100	51,292	55,700	50,700	50,700	(5,000)
TOTAL LEGAL	152,753	158,650	156,163	160,350	159,723	159,723	(627)
01152100 HUMAN RESOURCES - SALARIES							
511010 DEPARTMENT HEAD	77,698	80,100	80,030	81,650	83,997	83,997	2,347
511580 OTHER CLERICAL SUPPORT	-	12,100	11,723	20,700	21,916	21,916	1,216
01152100 HUMAN RESOURCES - SALARIES	77,698	92,200	91,753	102,350	105,913	105,913	3,563
01152200 HUMAN RESOURCES - EXPENSES							
519030 TUITION REIMBURSEMENT	17,717	4,000	500	4,000	3,000	3,000	(1,000)
530300 HEALTH/MEDICAL SERVICES	342	8,000	7,953	8,000	8,000	8,000	-
534030 ADVERTISING-GENERAL	2,885	4,500	2,294	3,000	4,000	4,000	1,000
534040 PRINTING SERVICES	-	-	354	-	-	-	-
542010 OFFICE SUPPLIES	544	750	721	750	750	750	-
542080 OFFICE EQUIPMENT	-	-	150	-	-	-	-
571100 MEETINGS & CONFERENCES	328	1,000	1,316	1,000	1,000	1,000	-
573010 DUES AND MEMBERSHIPS	833	600	604	600	600	600	-
	22,649	18,850	13,892	17,350	17,350	17,350	-
TOTAL HUMAN RESOURCES	100,347	111,050	105,645	119,700	123,263		123,263
01155100 INFORMATION SYSTEMS - SALARIES							
511520 ADMINISTRATIVE PERSONNEL	12,999	15,000	14,999	16,000	4,000	52,000	36,000
01155100 INFORMATION SYSTEMS - SALARIES	12,999	15,000	14,999	16,000	4,000	52,000	36,000
01155200 INFORMATION SYSTEMS - EXPENSES							
530450 HARDWARE MAINT SERVICES	51,907	63,200	41,856	64,223	67,100	67,100	2,877
530490 OTHER IT SERVICE CONTRACTS	3,425	2,280	2,452	2,500	7,500	7,500	5,000
534020 TELEPHONE	1,030	-	87	-	-	-	-
530950 CONSULTING SERVICES	-	-	-	5,000	5,000	5,000	-

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542010 OFFICE SUPPLIES	-	1,500	492	1,500	1,550	1,550	50
542050 HARDWARE	7,784	10,000	6,309	10,000	10,400	10,400	400
542060 SOFTWARE	-	-	-	4,200	4,000	4,000	(200)
571100 MEETINGS & CONFERENCES	-	-	15	200	250	250	50
573010 DUES AND MEMBERSHIPS	-	-	-	200	200	200	-
01155200 INFORMATION SYSTEMS - EXPENSES	64,146	76,980	51,211	87,823	96,000	96,000	8,177
TOTAL INFORMATION SYSTEMS	77,145	91,980	66,210	103,823	100,000	148,000	44,177
01161100 TOWN CLERK - SALARIES							
511010 DEPARTMENT HEAD	63,500	65,400	65,399	66,708	68,709	68,376	1,668
511520 ADMINISTRATIVE PERSONNEL	40,197	41,400	41,404	42,300	43,090	43,090	790
512040 CLERICALS/HELPERS	9,876	12,765	7,883	12,814	13,217	11,370	(1,444)
01161100 TOWN CLERK - SALARIES	113,573	119,565	114,685	121,822	125,016	122,836	1,014
01161200 TOWN CLERK - EXPENSES							
524040 OFFICE EQUIPMENT MAINTENANCE	309	500	-	500	500	500	-
524090 OTHER CONTRACTUAL SERVICES	330	500	330	500	500	500	-
530950 CONSULTING SERVICES	3,500	3,500	1,875	3,500	3,500	3,500	-
534030 ADVERTISING-GENERAL	1,940	3,000	4,363	3,000	3,000	3,000	-
534040 PRINTING SERVICES	2,817	2,800	2,032	2,800	3,300	3,300	500
542010 OFFICE SUPPLIES	1,262	1,200	1,172	1,200	1,200	1,200	-
542080 OFFICE EQUIPMENT	623	500	175	500	500	500	-
571100 MEETINGS & CONFERENCES	776	750	875	750	750	750	-
573010 DUES AND MEMBERSHIPS	245	250	195	450	450	450	-
01161200 TOWN CLERK - EXPENSES	11,802	13,000	11,016	13,200	13,700	13,700	500
TOTAL TOWN CLERK	125,375	132,565	125,701	135,022	138,716	136,536	1,514
01164100 ELECT & REG - SALARIES							
512020 REGISTRARS	1,850	1,850	1,850	1,850	1,850	1,850	-
512025 ELECTION WORKERS	4,110	10,540	11,783	11,040	17,380	17,380	6,340
512280 SEASONAL STAFF	12,871	16,720	13,315	16,720	11,152	11,152	(5,568)
01164100 ELECT & REG - SALARIES	18,831	29,110	26,948	29,610	30,382	30,382	772
01164200 ELECT & REG - EXPENSES							
524090 OTHER CONTRACTUAL SERVICES	2,377	4,175	4,294	4,175	4,175	4,175	-
534030 ADVERTISING-GENERAL	-	200	-	200	200	200	-
534040 PRINTING SERVICES	2,299	3,300	4,132	3,300	3,300	3,300	-
534090 OTHER-COMMUNICATIONS	5,171	5,500	5,258	5,500	5,500	5,500	-
542010 OFFICE SUPPLIES	-	500	456	500	500	500	-
542080 OFFICE EQUIPMENT	-	300	-	300	300	300	-
542090 OTHER GENERAL SUPPLIES	402	1,000	1,077	1,000	1,000	1,000	-
01164200 ELECT & REG - EXPENSES	10,249	14,975	15,215	14,975	14,975	14,975	-
TOTAL ELECT & REG	29,080	44,085	42,163	44,585	45,357	45,357	772
01176200 APPEALS BOARD - EXPENSES							
534030 ADVERTISING-GENERAL	5,148	5,000	5,733	5,000	5,000	5,000	5,000
01177100 PLANNING/GROWTH MGT- SALARIES							
511010 DEPARTMENT HEAD	56,900	68,385	55,458	68,385	85,711	85,711	17,326
511520 ADMINISTRATIVE PERSONNEL	111,472	113,744	113,103	100,438	112,157	112,157	11,719
511580 OTHER CLERICAL SUPPORT	57,322	59,878	59,935	61,826	64,258	64,258	2,432

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513140 NON-SCHEDULED OVERTIME	353	-	1,018	2,400	1,611	1,611	(789)
514050 EDUCATION INCENTIVE PAY	850	850	850	850	950	950	100
515050 LONGEVITY	450	450	450	450	1,200	1,200	750
01177100 PLANNING/GROWTH MGT- SALARIES	227,347	243,307	230,814	234,349	265,887	265,887	31,538
01177200 PLANNING/GROWTH MGT - EXPENSES							
519090 VEHICLE ALLOWANCE	200	-	-	-	-	-	-
530950 CONSULTING SERVICES	3,300	3,300	-	3,300	3,300	3,300	-
534030 ADVERTISING-GENERAL	10,424	16,000	11,959	16,000	15,600	15,600	(400)
534040 PRINTING SERVICES	1,053	1,200	548	1,200	1,300	1,300	100
542010 OFFICE SUPPLIES	2,150	2,500	2,909	2,500	2,650	2,650	150
542080 OFFICE EQUIPMENT	1,763	1,000	1,709	1,000	-	-	(1,000)
555015 BOOKS & SUBSCRIPTIONS	381	500	832	500	500	500	-
571100 MEETINGS & CONFERENCES	2,280	1,500	1,123	1,500	1,500	1,500	-
573010 DUES AND MEMBERSHIPS	798	600	365	600	1,050	1,050	450
01177200 PLANNING/GROWTH MGT - EXPENSES	22,349	26,600	19,445	26,600	25,900	25,900	(700)
TOTAL PLANNING/GROWTH MGT	249,696	269,907	250,259	260,949	291,787	291,787	30,838
01192100 PUBLIC PROPERTY - SALARIES							
511640 MAINTENANCE/TRADESMAN	265,044	272,080	275,071	127,329	157,646	157,646	30,317
511650 CUSTODIANS	64,939	73,649	68,734	-	-	-	-
512050 CUSTODIANS/LABORERS	-	-	-	-	-	-	-
513140 NON-SCHEDULED OVERTIME	21,590	12,000	14,763	-	-	-	-
01192100 PUBLIC PROPERTY - SALARIES	351,573	357,729	358,568	127,329	157,646	157,646	30,317
01192200 PUBLIC PROPERTY - EXPENSES							
521010 ELECTRICITY	191,923	218,000	237,523	295,000	355,000	355,000	60,000
521020 NATURAL GAS	103,845	195,000	163,094	256,500	296,000	296,000	39,500
523010 WATER	10,390	20,000	24,950	30,000	50,000	50,000	20,000
523020 SEWER	-	15,000	3,790	15,000	15,000	15,000	-
524010 BUILDING MAINTENANCE	53,295	60,000	72,652	70,000	75,000	75,000	5,000
524030 EQUIPMENT MAINTENANCE	32,072	26,000	26,340	30,000	35,000	35,000	5,000
524090 OTHER CONTRACTUAL SERVICES	45,758	80,000	57,980	90,000	90,000	90,000	-
529010 CUSTODIAL SERVICES	8,611	10,000	3,343	15,000	25,000	25,000	10,000
534020 TELEPHONE	84,923	60,000	116,396	80,000	100,000	100,000	20,000
543010 BUILDINGS - M & R SUPPLIES	21,799	26,000	20,489	-	-	-	-
545010 CUSTODIAL SUPPLIES	15,395	30,000	21,019	35,000	40,000	40,000	5,000
	568,011	740,000	747,575	916,500	1,081,000	1,081,000	164,500
TOTAL PUBLIC PROPERTY	919,584	1,097,729	1,106,143	1,043,829	1,238,646	1,238,646	194,817
01196200 CENTRAL SERVICES - EXPENSES							
524040 OFFICE EQUIPMENT MAINTENANCE	4,774	5,500	2,141	5,500	6,500	6,500	1,000
524090 OTHER CONTRACTUAL SERVICES	2,662	3,000	2,653	3,000	5,500	5,500	2,500
527030 EQUIPMENT RENTAL/LEASE	963	2,100	1,087	2,100	2,100	2,100	-
534010 POSTAGE	81,330	97,000	76,740	97,000	94,000	85,000	(12,000)
534040 PRINTING SERVICES	10,000	10,000	10,000	10,000	10,000	8,000	(2,000)
542010 OFFICE SUPPLIES	7,263	11,000	8,341	11,000	10,500	10,500	(500)
01196200 CENTRAL SERVICES - EXPENSES	106,992	128,600	100,962	128,600	128,600	117,600	(11,000)
01210100 POLICE - SALARIES							
511010 DEPARTMENT HEAD	97,040	99,769	100,000	102,000	104,339	104,339	2,339

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511250 PATROLMEN	1,990,536	2,176,844	2,143,706	2,202,287	2,375,734	2,262,185	59,898
511280 CIVILIAN PERSONNEL	407,279	440,578	458,002	469,142	484,661	484,661	15,519
511520 ADMINISTRATIVE PERSONNEL	233,716	240,592	240,744	242,496	249,144	249,144	6,648
511760 MATRON	2,987	7,500	4,512	7,500	7,500	5,500	(2,000)
513120 SCHEDULED OVERTIME	16,053	30,756	21,059	45,553	45,213	37,132	(8,421)
513140 NON-SCHEDULED OVERTIME	41,246	45,000	60,872	45,000	46,800	46,800	1,800
513160 CIVILIAN PERSONNEL OVERTIME	65,078	84,361	59,913	76,906	79,498	79,498	2,592
513170 HOLIDAY OVERTIME	38,702	50,832	39,440	50,832	54,977	52,320	1,488
513210 VACATION COVERAGE	61,114	98,289	68,618	91,981	102,946	101,725	9,744
513220 ILLNESS COVERAGE	23,781	24,792	34,074	19,834	20,635	20,635	801
513240 COURT APPEARANCES	6,224	30,750	4,069	15,750	16,380	15,000	(750)
513260 TRAINING COVERAGE	62,657	97,284	71,751	67,151	68,894	62,820	(4,331)
513290 FLSA OVERTIME DIFFERENTIAL	-	2,500	-	2,500	2,500	2,500	-
514010 SHIFT DIFFERENTIAL	74,074	77,513	78,662	81,542	83,418	83,418	1,876
514030 HOLIDAY DIFFERENTIAL	27,331	40,304	29,751	40,568	45,326	45,326	4,758
514050 EDUCATION INCENTIVE PAY	314,083	375,352	355,138	378,866	420,679	394,419	15,553
514060 ADDITIONAL ASSIGNED DUTIES	30,200	31,400	30,200	29,900	39,000	33,800	3,900
514070 OTHER ADDITIONAL PAY	180	540	124	922	922	720	(202)
514075 DEFIBRILLATOR BONUS	-	11,231	10,997	11,275	11,977	11,456	181
514090 STIPENDS	13,750	15,600	15,600	15,600	15,600	15,600	-
515010 HOLIDAY PAY	16,944	17,865	17,564	17,866	18,388	18,388	522
515050 LONGEVITY	14,725	14,800	13,950	14,725	15,650	15,650	925
519020 SICK LEAVE/VACATION BUY BACK	1,601	4,025	-	1,050	1,050	1,050	-
TUITION REIMBURSEMENT	10,244	-	-	-	-	-	-
01210100 POLICE - SALARIES	3,549,545	4,018,477	3,858,747	4,031,246	4,311,231	4,144,086	112,840
01210200 POLICE - EXPENSES							
517040 TUITION REIMBURSEMENT	1,498	11,656	-	16,404	10,250	10,250	(6,154)
517070 UNIFORM ALLOWANCE	62,667	73,900	69,504	73,900	77,250	74,350	450
524020 VEHICLE MAINTENANCE	3,998	4,000	4,511	4,000	4,000	4,000	-
524030 EQUIPMENT MAINTENANCE	7,133	7,000	4,383	7,000	7,000	6,000	(1,000)
524040 OFFICE EQUIPMENT MAINTENANCE	52,026	54,653	50,435	8,880	11,625	11,625	2,745
524050 COMPUTER EQUIPMENT MAINTENANCE	-	-	2,966	50,763	50,958	50,958	195
524060 COMMUNICATIONS EQUIPMENT MAINT	3,636	4,500	6,198	4,500	4,500	2,500	(2,000)
524090 OTHER CONTRACTUAL SERVICES	1,572	3,000	884	500	4,100	4,100	3,600
527030 EQUIPMENT RENTAL/LEASE	3,700	408	408	408	408	408	-
530300 HEALTH/MEDICAL SERVICES	3,732	500	1,400	500	800	500	-
534020 TELEPHONE	19,342	24,000	22,732	24,000	25,200	25,200	1,200
534040 PRINTING SERVICES	2,925	4,000	4,547	4,000	4,000	3,000	(1,000)
542010 OFFICE SUPPLIES	8,329	12,000	9,831	12,000	13,000	11,545	(455)
542080 OFFICE EQUIPMENT	56	1,500	8,808	1,500	1,500	500	(1,000)
549030 PRISONER MEALS	291	1,000	227	1,000	1,000	1,000	-
549050 FOOD - DEPARTMENTAL	284	1,000	403	1,000	1,000	1,000	-
550010 HEALTH/MEDICAL SUPPLIES	3,439	3,500	3,406	3,500	3,500	3,500	-
552020 AMMUNITION SUPPLIES	13,730	16,500	16,351	20,500	20,500	20,500	-
552030 SAFETY EQUIPMENT	33,930	16,000	14,970	5,000	31,800	10,600	5,600
552040 PHOTO/FINGERPRINT SUPPLIES	2,225	4,000	2,619	4,000	4,000	4,000	-
552090 OTHER PUBLIC SAFETY SUPPLIES	2,006	3,500	5,969	3,500	4,500	3,500	-
553900 OTHER EQUIPMENT	19,903	5,700	6,198	3,000	3,000	2,000	(1,000)
555015 BOOKS & SUBSCRIPTIONS	3,265	2,940	1,150	750	750	750	-
571100 MEETINGS & CONFERENCES	6,159	19,700	8,110	11,124	10,300	10,300	(824)

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573010 DUES AND MEMBERSHIPS	6,635	7,425	6,966	8,025	8,025	8,025	-
01210200 POLICE - EXPENSES	262,481	282,382	252,974	269,754	302,966	270,111	357
TOTAL POLICE	3,812,026	4,300,859	4,111,721	4,301,000	4,614,197	4,414,197	113,197
01220100 FIRE - SALARIES							
511010 DEPARTMENT HEAD	105,000	108,150	105,000	107,100	110,828	110,828	3,728
511260 FIREFIGHTERS	1,989,338	2,258,839	2,316,405	2,317,377	2,479,282	2,437,090	119,713
511280 CIVILIAN PERSONNEL	220,338	216,780	226,422	257,471	253,820	224,841	(32,630)
511520 ADMINISTRATIVE PERSONNEL	87,399	90,022	90,024	91,822	95,069	95,069	3,247
513120 SCHEDULED OVERTIME	61,535	87,820	58,048	87,820	82,073	55,878	(31,942)
513140 NON-SCHEDULED OVERTIME	154,112	112,609	107,763	96,100	100,905	50,000	(46,100)
513150 ON CALL/STANDBY	142,874	104,322	117,687	20,000	20,600	-	(20,000)
513160 CIVILIAN PERSONNEL OVERTIME	38,768	48,737	63,879	50,986	49,293	49,293	(1,693)
513170 HOLIDAY OVERTIME	39,098	43,198	15,541	30,000	30,000	17,680	(12,320)
513210 VACATION COVERAGE	189,372	174,306	137,299	174,306	175,000	160,160	(14,146)
513220 ILLNESS COVERAGE	88,381	78,000	51,602	75,932	75,932	60,320	(15,612)
513225 FIRE SAFETY EDU PROG OT	8,502	-	5,261	17,000	17,510	17,680	680
513260 TRAINING COVERAGE	96,031	140,524	129,567	140,524	183,124	136,793	(3,731)
514010 SHIFT DIFFERENTIAL	4,912	4,563	5,409	5,475	6,205	6,205	730
514030 HOLIDAY DIFFERENTIAL	28,572	41,080	31,351	42,035	43,148	48,766	6,731
514050 EDUCATION INCENTIVE PAY	29,185	36,000	62,498	45,000	57,250	57,250	12,250
514060 ADDITIONAL ASSIGNED DUTIES	13,867	20,000	17,911	5,200	5,410	5,408	208
514070 OTHER ADDITIONAL PAY	219,329	271,587	263,943	275,296	285,622	279,715	4,419
514080 SICK LEAVE INCENTIVE		-	7,200	-	-	-	-
514090 STIPENDS	-	15,000	-	15,000	15,000	15,000	-
515010 HOLIDAY PAY	98,186	113,473	122,093	116,799	134,755	134,755	17,956
515040 INJURED ON-DUTY PAY	22,218	17,500	12,411	10,000	10,300	10,400	400
515050 LONGEVITY	16,650	17,850	20,212	20,725	21,025	21,025	300
519020 SICK LEAVE/VACATION BUY BACK	5,000	4,450	-	4,450	9,000	9,000	4,550
01220100 FIRE - SALARIES	3,658,667	4,004,810	3,967,525	4,006,418	4,261,151	4,003,156	(3,262)
01220200 FIRE - EXPENSES							
519030 TUITION REIMBURSEMENT	2,620	2,500	1,573	2,500	2,500	2,500	-
519040 UNIFORM ALLOWANCE	3,800	3,700	4,200	3,700	3,700	3,700	-
519050 CLEANING ALLOWANCE	21,000	22,400	30,082	20,400	30,600	30,600	10,200
524020 VEHICLE MAINTENANCE	30,428	34,000	55,635	34,000	40,000	34,000	-
524030 EQUIPMENT MAINTENANCE	12,557	12,500	2,262	12,500	12,500	12,500	-
524040 OFFICE EQUIPMENT MAINTENANCE	22,960	4,000	1,768	4,000	4,000	4,000	-
524050 COMPUTER EQUIPMENT MAINTENANCE	3,858	-	9,451	10,000	10,000	10,000	-
524060 COMMUNICATIONS EQUIPMENT MAINT	4,155	5,000	968	5,000	5,000	5,000	-
524090 OTHER CONTRACTUAL SERVICES	13,232	20,000	15,534	20,000	20,000	20,000	-
527030 EQUIPMENT RENTAL/LEASE	-	1,600	1	1,600	1,600	1,600	-
530300 HEALTH/MEDICAL SERVICES	5,344	10,000	10,246	10,000	10,000	10,000	-
534020 TELEPHONE	10,573	20,480	9,312	11,000	11,000	11,000	-
534040 PRINTING SERVICES	2,979	2,000	2,030	2,000	2,000	2,000	-
542010 OFFICE SUPPLIES	4,063	5,700	5,187	5,700	5,700	5,700	-
542080 OFFICE EQUIPMENT	1,268	4,525	4,172	4,517	4,525	4,517	-
542110 UNIFORMS	52,971	52,700	43,189	49,500	49,500	45,500	(4,000)
548010 VEHICULAR PARTS & ACCESSORIES	7,325	10,000	6,645	10,000	10,000	10,000	-
548020 VEHICULAR TIRES & TUBES	-	-	903	-	-	-	-
548030 VEHICULAR LUBRICANTS	-	500	-	500	500	-	(500)

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549050 FOOD - DEPARTMENTAL	2,540	1,500	2,187	1,500	1,500	1,500	-
550010 HEALTH/MEDICAL SUPPLIES	41,664	51,000	41,587	51,000	53,550	51,000	-
552050 FIREFIGHTING SUPPLIES		-	565	35,000	35,000	35,000	-
552060 FIRE HOSE REPLACEMENT		-	-	5,000	5,000	3,500	(1,500)
552070 FIRE ALARM SUPPLIES	1,946	2,500	35	865	865	800	(65)
552090 OTHER PUBLIC SAFETY SUPPLIES	1,713	6,000	3,138	6,000	6,000	4,000	(2,000)
553040 INSTRUCTIONAL MATERIALS	1,341	2,000	414	2,000	2,000	1,000	(1,000)
553900 OTHER EQUIPMENT	46,610	40,000	28,706	-	-	-	-
554035 CHEMICALS	-	800	-	800	800	-	(800)
555015 BOOKS & SUBSCRIPTIONS	121	600	700	600	600	600	-
571100 MEETINGS & CONFERENCES	46,352	43,900	42,978	48,900	51,850	51,850	2,950
573010 DUES AND MEMBERSHIPS	1,985	7,000	6,471	7,000	7,000	7,000	-
01220200 FIRE - EXPENSES	343,405	366,905	329,939	365,582	387,290	368,867	3,285
TOTAL FIRE	4,002,072	4,371,715	4,297,465	4,372,000	4,648,441	4,372,023	23
01240100 INSPECTION - SALARIES							
511010 DEPARTMENT HEAD	72,000	74,200	74,159	75,684	79,100	79,100	3,416
511270 INSPECTORS	-	-	-	75,272	60,000	60,000	(15,272)
511275 WIRING INSPECTOR	3,638	3,000	9,567	3,000	3,000	3,000	-
511276 GAS INSPECTOR	3,125	2,000	2,987	2,000	2,000	2,000	-
511277 PLUMBING INSPECTOR	1,100	3,000	2,053	3,000	3,000	3,000	-
511520 ADMINISTRATIVE PERSONNEL	98,460	101,700	101,722	103,735	105,573	105,573	1,838
511580 OTHER CLERICAL SUPPORT	131,487	140,286	116,295	144,260	140,391	126,586	(17,674)
513140 NON-SCHEDULED OVERTIME	182	-	1,244	1,895	1,895	1,895	-
514050 EDUCATION INCENTIVE PAY	600	600	600	600	700	700	100
515050 LONGEVITY	1,800	1,800	1,350	2,050	2,650	2,650	600
01240100 INSPECTION - SALARIES	312,392	326,586	309,976	411,496	398,309	384,504	(26,992)
01240200 INSPECTION - EXPENSES							
524040 OFFICE EQUIPMENT MAINTENANCE	-	550	-	550	550	550	-
524090 OTHER CONTRACTUAL SERVICES	7,488	8,850	6,750	8,850	8,850	8,550	(300)
534020 TELEPHONE	2,707	3,000	2,919	3,000	3,000	3,000	-
534040 PRINTING SERVICES	2,633	1,000	146	1,000	1,000	1,000	-
542010 OFFICE SUPPLIES	2,890	3,500	3,408	3,500	3,500	3,500	-
542080 OFFICE EQUIPMENT	684	500	2,263	500	500	500	-
552090 OTHER PUBLIC SAFETY SUPPLIES	2,266	2,000	906	2,000	2,000	2,000	-
555015 BOOKS & SUBSCRIPTIONS	564	1,000	259	1,000	1,000	1,000	-
571100 MEETINGS & CONFERENCES	3,033	2,500	3,353	2,500	2,500	2,500	-
573010 DUES AND MEMBERSHIPS	525	1,000	745	1,000	1,000	1,000	-
01240200 INSPECTION - EXPENSES	22,790	23,900	20,749	23,900	23,900	23,600	(300)
TOTAL INSPECTIONS	335,182	350,486	330,725	435,396	422,209	408,104	(27,292)
01292200 ANIMAL CONTROL - EXPENSES							
524090 OTHER CONTRACTUAL SERVICES	49,634	50,134	50,134	52,534	56,534	56,534	4,000
530900 OTHER PROFESSIONAL SERVICES	2,446	4,000	2,441	4,000	4,000	4,000	-
534030 ADVERTISING-GENERAL	100	200	-	200	200	200	-
552090 OTHER PUBLIC SAFETY SUPPLIES	813	2,400	1,458	2,400	2,400	2,400	-
571100 MEETINGS & CONFERENCES	-	400	-	400	400	400	-
TOTAL ANIMAL CONTROL	52,993	57,134	54,032	59,534	63,534	63,534	4,000

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01293200 PARKING METERS - EXPENSES							
524030 EQUIPMENT MAINTENANCE	488	1,000	100	1,000	1,000	1,000	-
01300*** SCHOOL DEPARTMENT	48,118,570	50,443,000	50,443,000	54,626,000	58,687,804	49,826,000	(4,800,000)
01390200 TRI-COUNTY REGIONAL SCHOOL							
569010 REGIONAL SCHOOL ASSESSMENT	1,482,268	1,289,432	1,288,914	1,399,557	1,425,300	1,425,300	25,743
01424200 STREET LIGHTING							
521010 ELECTRICITY	122,941	152,000	128,940	155,000	170,000	170,000	15,000
01440100 DPW/HIGHWAY - SALARIES							
511010 DEPARTMENT HEAD	70,004	72,100	72,690	73,100	76,398	76,398	3,298
511520 ADMINISTRATIVE PERSONNEL	56,750	58,453	58,452	58,455	62,220	62,220	3,765
511620 PERMANENT PERSONNEL	398,411	473,115	442,000	639,099	666,710	666,710	27,611
512040 CLERICALS/HELPERS	-	2,000	-	2,000	2,000	2,000	-
513120 SCHEDULED OVERTIME	62	1,200	3,202	2,000	2,000	2,000	-
513140 NON-SCHEDULED OVERTIME	79,207	63,171	75,155	84,000	84,000	84,000	-
513250 SPECIAL DETAILS	18,558	15,000	19,106	20,000	20,000	20,000	-
513290 FLSA OVERTIME DIFFERENTIAL	297	450	359	450	450	450	-
514060 ADDITIONAL ASSIGNED DUTIES	300	900	-	1,200	1,200	1,200	-
514070 OTHER ADDITIONAL PAY	-	200	-	200	-	-	(200)
514080 SICK LEAVE INCENTIVE	400	2,200	550	2,200	2,200	2,200	-
515050 LONGEVITY	2,400	3,425	2,650	3,150	4,150	4,150	1,000
01440100 DPW/HIGHWAY - SALARIES	626,389	692,214	674,164	885,854	921,328	921,328	35,474
01440200 DPW/HIGHWAY - EXPENSES							
517030 MEAL ALLOWANCES		750	650	-	3,000	3,000	3,000
517050 PROFESSIONAL LICENSES		100	100	-	-	-	-
517060 NON-PROFESSIONAL LICENSES		-	400	-	-	-	-
519050 CLEANING ALLOWANCE	6,300	6,600	6,600	6,600	6,600	6,600	-
521010 ELECTRICITY	17,438	18,700	39,257	19,500	21,500	21,500	2,000
524030 EQUIPMENT MAINTENANCE	12,032	15,000	11,317	20,000	20,000	20,000	-
524090 OTHER CONTRACTUAL SERVICES	19,576	39,050	13,492	43,000	43,000	43,000	-
525060 SIGNS/POSTS MAINTENANCE	16,910	15,000	8,614	18,000	18,000	18,000	-
527030 EQUIPMENT RENTAL/LEASE	1,414	5,000	3,932	5,000	5,000	5,000	-
530300 HEALTH/MEDICAL SERVICES	-	2,500	-	2,500	2,500	2,500	-
530700 ARCHITECTS & ENGINEERS	-	5,500	-	10,000	10,000	10,000	-
530920 CONTRACTED SERVICES	51,465	80,000	50,979	80,000	80,000	80,000	-
542110 UNIFORMS	2,598	2,500	3,712	2,500	2,500	2,500	-
543010 BUILDINGS - M & R SUPPLIES	94,896	70,000	97,517	85,000	85,000	85,000	-
543040 EQUIPMENT - M&R SUPPLIES	664	600	835	750	1,500	1,500	750
543090 OTHER MAINT/REPAIR SUPPLIES	1,747	5,000	3,263	5,000	5,000	5,000	-
546090 OTHER GROUNDSKEEPING SUPPLIES	1,790	1,400	-	2,500	4,000	4,000	1,500
549050 FOOD - DEPARTMENTAL	3,539	1,000	2,635	1,500	1,500	1,500	-
550010 HEALTH/MEDICAL SUPPLIES	-	600	-	1,000	1,000	1,000	-
553900 OTHER EQUIPMENT	357	6,800	6,544	6,800	6,800	6,800	-
554010 RESURFACE MATERIAL	-	-	-	1,500	5,000	5,000	3,500
554035 CHEMICALS	-	1,000	-	1,500	1,500	1,500	-
554080 PIPE & PIPE SUPPLIES	9,584	7,900	2,470	10,000	10,000	10,000	-
554100 OTHER PUBLIC WORKS SUPPLIES	8,898	6,000	11,630	8,000	8,000	8,000	-
557090 OTHER DEPARTMENTAL SUPPLIES	-	-	-	30,000	33,000	33,000	3,000
571100 MEETINGS & CONFERENCES	1,509	2,000	1,655	3,000	3,000	3,000	-

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573010 DUES AND MEMBERSHIPS	249	500	175	700	1,000	1,000	300
01440200 DPW/HIGHWAY - EXPENSES	250,966	293,500	265,777	364,350	378,400	378,400	14,050
TOTAL DPW HIGHWAY	**877,355**	**985,714**	**939,940**	**1,250,204**	**1,299,728**	**1,299,728**	**49,524**
01441100 DPW/PARK & TREE - SALARIES							
511620 PERMANENT PERSONNEL	46,228	93,101	66,204	87,988	93,386	93,386	5,398
512280 SEASONAL STAFF	25,545	34,711	31,079	35,000	35,000	35,000	-
513140 NON-SCHEDULED OVERTIME	11,756	10,000	12,307	10,000	12,000	12,000	2,000
513290 FLSA OVERTIME DIFFERENTIAL	170	125	127	125	125	125	-
514060 ADDITIONAL ASSIGNED DUTIES	-	-	-	300	300	300	-
514070 OTHER ADDITIONAL PAY	-	200	-	200	400	400	200
514080 SICK LEAVE INCENTIVE	102	400	-	400	525	525	125
515050 LONGEVITY	400						-
01441100 DPW/PARK & TREE - SALARIES	**84,201**	**138,537**	**109,717**	**134,013**	**141,736**	**141,736**	**7,723**
01441200 DPW/PARK & TREE - EXPENSES							
517030 MEAL ALLOWANCES	-	-	100	-	600	600	600
519050 CLEANING ALLOWANCE	600	1,200	900	1,200	1,200	1,200	-
524015 GROUNDS MAINTENANCE	6,477	15,000	6,782	15,000	20,000	20,000	5,000
524030 EQUIPMENT MAINTENANCE	379	700	-	1,500	1,500	1,500	-
524090 OTHER CONTRACTUAL SERVICES	-	450	-	450	450	450	-
530920 CONTRACTED SERVICES	6,830	9,000	5,000	9,000	9,000	9,000	-
543010 BUILDINGS - M & R SUPPLIES	1,863	28,500	3,155	28,500	28,500	28,500	-
543090 OTHER MAINT/REPAIR SUPPLIES	168	5,000	4,326	5,000	5,000	5,000	-
546090 OTHER GROUNDSKEEPING SUPPLIES	12,124	16,000	10,107	16,000	16,000	16,000	-
553900 OTHER EQUIPMENT	1,800	2,500	-	2,500	2,500	2,500	-
554035 CHEMICALS	-	2,000	1,663	2,000	2,000	2,000	-
554100 OTHER PUBLIC WORKS SUPPLIES	1,965	9,000	5,015	9,000	9,000	9,000	-
01441200 DPW/PARK & TREE - EXPENSES	32,206	89,350	37,049	90,150	95,750	95,750	5,600
TOTAL DPW PARK AND TREE	**116,407**	**227,887**	**146,766**	**224,163**	**237,486**	**237,486**	**13,323**
01442100 DPW/SNOW & ICE - SALARIES							
513140 NON-SCHEDULED OVERTIME	98,815	80,000	78,205	80,000	80,000	80,000	-
513250 SPECIAL DETAILS	-	3,000	611	3,000	3,000	3,000	-
01442100 DPW/SNOW & ICE - SALARIES	98,815	83,000	78,815	83,000	83,000	83,000	-
01442200 DPW/SNOW & ICE - EXPENSES							
527030 EQUIPMENT RENTAL/LEASE	221,654	250,000	104,524	250,000	300,000	250,000	-
541010 FUEL	-	-	-	-	30,000	30,000	30,000
549050 FOOD - DEPARTMENTAL	813	500	615	500	500	500	-
553900 OTHER EQUIPMENT	-	4,000	6,526	4,000	4,000	4,000	-
554020 STREET SALT	386,901	150,000	328,453	150,000	210,000	160,000	10,000
554030 SAND & GRAVEL	15,699	55,000	19,074	55,000	55,000	55,000	-
554035 CHEMICALS	-	9,000	2,384	9,000	12,000	12,000	3,000
01442200 DPW/SNOW & ICE - EXPENSES	625,067	468,500	461,577	468,500	611,500	511,500	43,000
TOTAL DPW SNOW AND ICE	**723,882**	**551,500**	**540,392**	**551,500**	**694,500**	**594,500**	**43,000**
01443100 DPW/CENTRAL MOTORS - SALARIES							
511620 PERMANENT PERSONNEL	135,883	146,839	153,242	145,000	198,197	157,840	12,840
513140 NON-SCHEDULED OVERTIME	5,025	6,426	8,139	6,000	8,000	8,000	2,000
513290 FLSA OVERTIME DIFFERENTIAL	51	100	59	100	100	100	-

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514080 SICK LEAVE INCENTIVE	200	600	200	600	600	600	-
515050 LONGEVITY	800	1,075	975	975	975	975	-
01443100 DPW/CENTRAL MOTORS - SALARIES	141,959	155,040	162,614	152,675	207,872	167,515	14,840
01443200 DPW/CENTRAL MOTORS - EXPENSES							
517030 MEAL ALLOWANCES	-	150	150	-	1,000	1,000	1,000
519060 TOOL ALLOWANCE	450	2,050	2,050	1,600	1,600	1,600	-
524020 VEHICLE MAINTENANCE	2,421	23,300	2,647	25,000	27,000	27,000	2,000
524030 EQUIPMENT MAINTENANCE	9,535	28,000	8,416	30,000	33,000	33,000	3,000
524060 COMMUNICATIONS EQUIPMENT MAINT	2,062	6,000	9,592	6,000	6,000	6,000	-
524090 OTHER CONTRACTUAL SERVICES	2,485	7,740	7,320	7,740	7,740	7,740	-
527060 UNIFORMS RENTAL	2,581	3,330	3,183	4,440	4,440	4,440	-
541010 GASOLINE	235,298	228,000	305,608	240,000	294,000	270,000	30,000
542110 UNIFORMS	484	300	420	300	300	300	-
548010 VEHICULAR PARTS & ACCESSORIES	146,420	180,000	105,438	213,500	245,000	245,000	31,500
548020 VEHICULAR TIRES & TUBES	2,013	5,000	16,844	15,000	20,000	20,000	5,000
548030 VEHICULAR LUBRICANTS	8,086	9,000	5,421	10,000	11,000	11,000	1,000
548090 OTHER VEHICULAR SUPPLIES	690	3,000	-	3,000	3,500	3,500	500
553900 OTHER EQUIPMENT	218	6,000	1,562	6,000	10,000	10,000	4,000
554100 OTHER PUBLIC WORKS SUPPLIES	2,337	7,000	906	7,000	7,700	7,700	700
571100 MEETINGS & CONFERENCES	345	400	330	500	500	500	-
01443200 DPW/CENTRAL MOTORS - EXPENSES	415,425	509,270	469,887	570,080	672,780	648,780	78,700
TOTAL DPW CENTRAL MOTORS	**557,384**	**664,310**	**632,501**	**722,755**	**880,652**	**816,295**	**93,540**
01444200 DPW/GARAGE - EXPENSES							
524030 EQUIPMENT MAINTENANCE	3,014	5,000	-	5,000	5,000	5,000	-
534020 TELEPHONE	1,687	4,000	78	4,200	4,200	4,200	-
543010 BUILDINGS - M & R SUPPLIES	-	2,500	2,133	2,500	2,500	2,500	-
543040 EQUIPMENT - M&R SUPPLIES	-	200	-	200	200	200	-
543060 CUSTODIAL - M&R SUPPLIES	256	3,000	375	3,000	3,000	3,000	-
543090 OTHER MAINT/REPAIR SUPPLIES	-	400	-	400	400	400	-
554100 OTHER PUBLIC WORKS SUPPLIES	89	2,800	1,857	2,800	2,800	2,800	-
01444200 DPW/GARAGE - EXPENSES	5,046	17,900	4,444	18,100	18,100	18,100	-
TOTAL DPW GARAGE	**5,046**	**17,900**	**4,444**	**18,100**	**18,100**	**18,100**	**-**
01445200 DPW/FORESTRY - EXPENSES							
530900 OTHER PROFESSIONAL SERVICES	15,780	24,000	14,580	27,500	27,500	27,500	-
530920 CONTRACTED SERVICES	6,000	7,200	6,600	8,000	8,000	8,000	-
554035 CHEMICALS	2,974	4,000	4,829	5,000	5,000	5,000	-
554100 OTHER PUBLIC WORKS SUPPLIES	1,894	2,000	1,595	2,000	2,000	2,000	-
01445200 DPW/FORESTRY - EXPENSES	26,648	37,200	27,604	42,500	42,500	42,500	-
TOTAL DPW FORESTRY	**26,648**	**37,200**	**27,604**	**42,500**	**42,500**	**42,500**	**-**
01446100 DPW/RECYCLING - SALARIES							
511520 ADMINISTRATIVE PERSONNEL	12,051	11,000	10,769	11,000	11,767	11,767	767
512050 CUSTODIANS/LABORERS	5,150	6,500	5,267	6,500	13,000	13,000	6,500
01446100 DPW/RECYCLING - SALARIES	17,201	17,500	16,037	17,500	24,767	24,767	7,267
01446200 DPW/RECYCLING - EXPENSES							
530900 OTHER PROFESSIONAL SERVICES	14,653	26,300	26,362	45,000	50,000	50,000	5,000
530920 CONTRACTED SERVICES	18,064	-	-	45,000	60,000	60,000	15,000

GENERAL FUND

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534020 TELEPHONE	-	300	397	325	425	425	100
554100 OTHER PUBLIC WORKS SUPPLIES	1,420	5,000	5,230	6,000	6,000	6,000	-
01446200 DPW/RECYCLING - EXPENSES	34,137	31,600	31,989	96,325	116,425	116,425	20,100
TOTAL DPW RECYCLING	**51,338**	**49,100**	**48,026**	**113,825**	**141,192**	**141,192**	**27,367**
01449100 DPW/ADMINISTRATION - SALARIES							
511010 DEPARTMENT HEAD	105,965	107,272	107,678	107,272	114,444	114,444	7,172
511520 ADMINISTRATIVE PERSONNEL	67,746	90,495	97,722	89,961	93,834	93,834	3,873
511620 PERMANENT PERSONNEL	107,005	108,565	110,712	110,071	114,547	114,547	4,476
513140 NON-SCHEDULED OVERTIME	2,706	9,450	4,514	9,450	9,450	9,450	-
513290 FLSA OVERTIME DIFFERENTIAL	-	100	-	100	100	100	-
514050 EDUCATION INCENTIVE PAY	1,700	351	-	309	367	367	58
515050 LONGEVITY	501	443	722	102	102	102	-
514070 OTHER ADDITIONAL PAY	-	-	-	-	101	101	101
519020 SICK LEAVE/VACATION BUY BACK	-	485	366	363	363	363	-
01449100 DPW/ADMINISTRATION - SALARIES	285,623	317,161	321,712	317,628	333,308	333,308	15,680
01449200 DPW/ADMINISTRATION - EXPENSES							
519010 VEHICLE ALLOWANCE	400	-	-	-			
524030 EQUIPMENT MAINTENANCE	1,707	8,142	-	8,000	9,000	9,000	1,000
530700 ARCHITECTS & ENGINEERS	4,750	36,000	35,798	20,000	25,000	25,000	5,000
530950 CONSULTING SERVICES	35,300	37,000	37,815	20,000	20,000	20,000	-
534020 TELEPHONE	4,718	6,600	6,354	7,000	7,000	7,000	-
534030 ADVERTISING-GENERAL	724	5,000	383	5,000	5,000	5,000	-
534040 PRINTING SERVICES	2,044	1,000	495	1,000	1,000	1,000	-
542010 OFFICE SUPPLIES	6,424	7,500	5,851	9,000	9,000	9,000	-
542080 OFFICE EQUIPMENT	1,026	6,000	5,830	7,500	7,500	7,500	-
553900 OTHER EQUIPMENT	628	4,000	972	6,000	6,000	6,000	-
554100 OTHER PUBLIC WORKS SUPPLIES	80	5,000	427	5,000	5,000	5,000	-
557090 OTHER DEPARTMENTAL SUPPLIES	60	600	98	600	600	600	-
571100 MEETINGS & CONFERENCES	2,336	5,000	3,752	5,000	5,000	5,000	-
573010 DUES AND MEMBERSHIPS	1,270	5,000	2,174	5,000	5,000	5,000	-
01449200 DPW/ADMINISTRATION - EXPENSES	61,467	126,842	99,949	99,100	105,100	105,100	6,000
TOTAL DPW ADMINISTRATION	**347,090**	**444,003**	**421,661**	**416,728**	**438,408**	**438,408**	**21,680**
TOTAL DPW SALARIES	**1,254,188**	**1,403,452**	**1,363,059**	**1,590,670**	**1,712,011**	**1,671,654**	**80,984**
TOTAL DPW EXPENSES	**1,450,962**	**1,574,162**	**1,398,275**	**1,749,105**	**2,040,555**	**1,916,555**	**167,450**
GRAND TOTAL DPW	**2,705,150**	**2,977,614**	**2,761,334**	**3,339,775**	**3,752,566**	**3,588,209**	**248,434**
01510100 HEALTH - SALARIES							
BOARD STIPENDS	-	-	-	-	1,500	-	-
511010 DEPARTMENT HEAD	56,400	58,092	58,090	60,000	63,113	63,113	3,113
511520 ADMINISTRATIVE PERSONNEL	35,267	35,927	35,453	36,065	35,628	35,628	(437)
512040 CLERICALS/HELPERS	10,005	13,456	13,032	29,260	37,484	37,484	8,224
514050 EDUCATION INCENTIVE PAY	-	-	850	850	950	950	100
515050 LONGEVITY	575	525	575	525	675	675	150
01510100 HEALTH - SALARIES	102,247	108,000	108,000	126,700	139,350	137,850	11,150
01510200 HEALTH - EXPENSES							
519090 VEHICLE ALLOWANCE	-	-	-	500	-	-	(500)
524090 OTHER CONTRACTUAL SERVICES	400	-	480	600	-	-	(600)

GENERAL FUND

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530900 OTHER PROFESSIONAL SERVICES	400	1,250	560	1,250	1,250	1,250	-
534020 TELEPHONE	220	540	194	540	540	540	-
534030 ADVERTISING-GENERAL	-	150	-	150	150	150	-
542010 OFFICE SUPPLIES	527	1,200	766	1,200	1,200	1,200	-
542080 OFFICE EQUIPMENT	740	560	220	560	560	560	-
550010 HEALTH/MEDICAL SUPPLIES	-	300	60	300	300	300	-
555015 BOOKS & SUBSCRIPTIONS	-	500	425	500	-	-	(500)
571100 MEETINGS & CONFERENCES	109	250	262	250	900	900	650
573010 DUES AND MEMBERSHIPS	245	100	145	100	550	550	450
01510200 HEALTH - EXPENSES	2,641	4,850	3,112	5,950	5,450	5,450	(500)
TOTAL HEALTH	104,888	112,850	111,113	132,650	144,800	143,300	10,650
01525200 PUBLIC HEALTH SERVICES							
530900 OTHER PROFESSIONAL SERVICES	20,000	20,000	20,000	20,000	20,000	20,000	20,000
01541100 COUNCIL ON AGING - SALARIES							
511520 ADMINISTRATIVE PERSONNEL	50,998	52,530	52,529	83,746	88,353	88,353	4,607
511710 DRIVER	45,895	50,240	48,381	9,051	9,421	9,421	370
512040 CLERICALS/HELPERS	23,931	27,530	23,664	25,607	27,052	27,052	1,445
01541100 COUNCIL ON AGING - SALARIES	120,824	130,300	124,574	118,404	124,826	124,826	6,422
01541200 COUNCIL ON AGING - EXPENSES							
530350 HOME CARE SERVICES	3,263	3,263	3,263	3,263	3,263	3,263	-
533090 TRANSPORTATION - OTHER TRIPS	-	2,000	-	500	500	500	-
534010 POSTAGE	364	350	320		-	-	-
542010 OFFICE SUPPLIES	1,211	1,000	904	2,000	2,000	2,000	-
549050 FOOD - DEPARTMENTAL	2,047	2,000	1,952	2,000	2,000	2,000	-
01541200 COUNCIL ON AGING - EXPENSES	6,885	8,613	6,439	7,763	7,763	7,763	-
TOTAL COUNCIL ON AGING	127,709	138,913	131,013	126,167	132,589	132,589	6,422
01543100 VETERANS SERVICES - SALARIES							
511520 ADMINISTRATIVE PERSONNEL	33,299	34,380	34,380	37,000	39,802	39,802	2,802
01543100 VETERANS SERVICES - SALARIES	33,299	34,380	34,380	37,000	39,802	39,802	2,802
01543200 VETERANS SERVICES - EXPENSES							
519090 VEHICLE ALLOWANCE	600	600	600	600	600	600	-
542010 OFFICE SUPPLIES	663	400	455	400	400	400	-
571100 MEETINGS & CONFERENCES	-	120	100	200	200	200	-
573010 DUES AND MEMBERSHIPS	-	100	-	100	100	100	-
01543200 VETERANS SERVICES - EXPENSES	1,263	1,220	1,155	1,300	1,300	1,300	-
01543600 VETERANS ASSISTANCE							
577010 ORDINARY BENEFITS	50,237	79,200	74,844	58,000	58,000	58,000	-
577040 ASSISTANCE - MEDICAL	20,102	8,800	8,799	25,000	25,000	25,000	-
577090 OTHER VETERANS ASSISTANCE	-	2,000	2,000	2,000	2,000	2,000	-
01543600 VETERANS ASSISTANCE	70,339	90,000	85,643	85,000	85,000	85,000	-
TOTAL VETERANS ASSISTANCE	104,901	125,600	121,178	123,300	126,102	126,102	2,802
01610100 LIBRARY - SALARIES							
WAGE ADJ	-	-	-	-	6,134	6,134	6,134
511010 DEPARTMENT HEAD	68,500	70,555	70,555	71,975	74,310	74,310	2,335

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511460 STAFF LIBRARIAN	-	49,000	48,794	52,000	53,040	38,000	(14,000)
511520 ADMINISTRATIVE PERSONNEL	398,759	434,751	434,622	497,274	497,756	449,146	(48,128)
512040 CLERICALS/HELPERS	46,444	50,374	47,607	35,047	36,795	36,795	1,748
512280 SEASONAL STAFF	6,518	10,000	7,448	7,000	10,000	10,000	3,000
513120 SCHEDULED OVERTIME	13,168	10,000	12,947	4,000	8,000	8,000	4,000
513210 VACATION COVERAGE	12,257	15,000	18,567	12,600	12,600	12,600	-
513220 ILLNESS COVERAGE	11,564	9,000	5,716	6,000	6,000	6,000	-
514050 EDUCATION INCENTIVE PAY	7,900	10,800	9,870	10,800	10,800	10,800	-
515050 LONGEVITY	5,325	6,075	5,725	6,500	7,550	7,550	1,050
01610100 LIBRARY - SALARIES	570,435	665,555	661,851	703,196	722,985	659,335	(43,861)
01610200 LIBRARY - EXPENSES							
517040 TUITION REIMBURSEMENT	2,429	3,000	3,000	3,000	3,000	3,000	-
524030 EQUIPMENT MAINTENANCE	588	-	3,155	6,000	6,000	6,000	-
524040 OFFICE EQUIPMENT MAINTENANCE	473	6,000	7,282	36,000	38,000	38,000	2,000
524090 OTHER CONTRACTUAL SERVICES	37,005	36,000	36,876	2,000	2,000	2,000	-
534040 PRINTING SERVICES	1,569	1,000	309	5,000	5,000	5,000	-
542010 OFFICE SUPPLIES	5,594	20,000	10,301	1,000	1,000	1,000	-
542080 OFFICE EQUIPMENT	2,753	1,000	342	1,000	1,000	1,000	-
555010 BOOKS & PUBLICATIONS	131,225	137,955	137,533	150,000	175,000	150,000	-
555190 OTHER LIBRARY SUPPLIES	15,300	12,000	15,821	15,000	20,000	20,000	5,000
571100 MEETINGS & CONFERENCES	1,027	3,000	748	3,000	3,000	3,000	-
01610200 LIBRARY - EXPENSES	197,963	219,955	215,367	222,000	254,000	229,000	7,000
TOTAL LIBRARY	768,398	885,510	877,218	925,196	976,985	888,335	(36,861)
01630100 RECREATION - SALARIES	*revolving fund*						
511010 DEPARTMENT HEAD		59,808	59,533	61,000	63,622	63,622	2,622
511580 OTHER CLERICAL SUPPORT		35,918	35,927	36,065	37,484	37,484	1,419
512280 SEASONAL STAFF		105,614	105,880	97,429	97,429	97,429	-
515050 LONGEVITY		575	575	575	950	950	375
01630100 RECREATION - SALARIES	-	201,915	201,915	195,069	199,485	199,485	4,416
01630200 RECREATON - EXPENSES							
519090 VEHICLE ALLOWANCE		600	500	600	600	600	-
524090 OTHER CONTRACTUAL SERVICES		1,918	1,825	1,918	2,000	2,000	82
527030 EQUIPMENT RENTAL/LEASE		6,000	10,701	6,000	11,000	11,000	5,000
527061 UNIFORM PURCHASE		9,400	605	9,400	9,400	9,400	-
530910 RECREATION PROGRAMS		163,815	157,207	172,000	163,000	163,000	(9,000)
534020 TELEPHONE		2,600	3,659	2,600	4,000	4,000	1,400
534040 PRINTING SERVICES		6,000	5,712	6,000	6,000	6,000	-
538060 OTHER TRANSPORTATION		4,000	2,375	4,000	5,000	5,000	1,000
542010 OFFICE SUPPLIES		5,000	4,326	5,000	5,000	5,000	-
571100 MEETINGS & CONFERENCES		400	-	400	400	400	-
573010 DUES AND MEMBERSHIPS	*revolving fund*	100	660	100	100	100	-
01630200 RECREATON - EXPENSES	-	199,833	187,569	208,018	206,500	206,500	(1,518)
TOTAL RECREATION	-	401,748	389,485	403,087	405,985	405,985	2,898
01691200 HISTORICAL COMM - EXPENSES							
524030 EQUIPMENT MAINTENANCE	240	300	240	300	300	300	-
534020 TELEPHONE	134	200	-	200	-	-	(200)
534040 PRINTING SERVICES	-	150	-	150	400	400	250
538040 RECORDS PRESERVATION	251	100	553	100	750	750	650

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557090 OTHER DEPARTMENTAL SUPPLIES	32	150	142	150	300	300	150
571100 MEETINGS & CONFERENCES	-	-	-	-	150	150	150
573010 DUES AND MEMBERSHIPS	110	100	75	100	100	100	-
01691200 HISTORICAL COMM - EXPENSES	767	1,000	1,010	1,000	2,000	2,000	1,000
01692200 MEMORIAL DAY - EXPENSES							
546030 FLAGS/FLOWERS	808	1,000	808	1,000	1,000	1,000	-
01694200 C.A.T.V. COMMITTEE - EXPENSES							
557090 OTHER DEPARTMENTAL SUPPLIES	4,000	4,000	4,000	4,000	4,000	4,000	-
01695200 CULTURAL COUNCIL - EXPENSES							
557020 SOCIAL & CULTURAL PROGRAMS	2,000	2,000	2,000	2,000	2,000	2,000	-
01710200 DEBT SERVICE - PRINCIPAL							
592500 BAN PAYDOWN		-	-	-	105,000	105,000	105,000
591010 JAROS LAND ACQUISITION 1997	51,000	51,000	51,000	25,500	-	-	(25,500)
591011 LAND ACQUISITION (SCHOOL) 2000	80,000	80,000	80,000	80,000	80,000	80,000	-
591012 LAND ACQ (FOUR CORNERS) 2003	40,000	40,000	40,000	40,000	40,000	40,000	-
591013 LAND ACQUISITION (YANKEE) 2003	35,000	35,000	35,000	35,000	35,000	35,000	-
591020 POLICE STATION 1988	90,000	90,000	90,000	90,000	90,000	90,000	-
591021 FIRE STATION 2000	140,000	140,000	140,000	140,000	140,000	140,000	-
591022 MUNICIPAL BLDG REMODEL 2003	45,000	45,000	45,000	40,000	40,000	40,000	-
591023 MUNICIPAL/SCHOOL ADM BLDG 2003	240,000	240,000	240,000	240,000	240,000	240,000	-
591024 DPW BUILDING 2006	-	40,000	40,000	40,000	40,000	40,000	-
591030 PARMENTER SCHOOL REN/ADD 1988	320,000	320,000	320,000	320,000	280,000	280,000	(40,000)
591031 ELEMENTARY/MIDDLE SCHOOLS 1995	1,071,811	1,059,056	1,059,056	1,033,994	1,013,094	1,013,094	(20,900)
591032 HORACE MANN SCHL 2003 (EXEMPT)	100,000	100,000	100,000	100,000	100,000	100,000	-
591033 SCHOOL REMODELING 2003	65,000	65,000	65,000	65,000	65,000	65,000	-
591034 SCHOOL REMODELING 2004	135,000	135,000	135,000	135,000	135,000	135,000	-
591035 KELLER/SULLIVAN SCHOOLS 2005	365,000	365,000	365,000	365,000	365,000	365,000	-
591036 HORACE MANN SCHOOL 2006	-	270,000	270,000	270,000	270,000	270,000	-
591037 HORACE MANN ECDC 2006	-	30,000	30,000	30,000	30,000	30,000	-
591050 CONSTITUTION BLVD ROADS 2003	125,000	125,000	125,000	-	-	-	-
591051 RECREATION FIELDS 2005	300,000	300,000	300,000	300,000	300,000	300,000	-
01710200 DEBT SERVICE - PRINCIPAL	3,202,811	3,530,056	3,530,056	3,349,494	3,368,094	3,368,094	18,600
01750200 DEBT SERVICE - INTEREST							
591024 DPW BUILDING 2006	-	29,367	29,368	27,367	25,768	25,768	(1,600)
591036 HORACE MANN SCHOOL 2006	-	226,732	226,733	213,232	202,433	202,433	(10,800)
591037 HORACE MANN ECDC 2006	-	25,192	25,193	23,693	22,493	22,493	(1,201)
592010 JAROS LAND ACQUISITION 1997	6,885	3,825	3,825	765	-	-	(765)
592011 LAND ACQUISITION (SCHOOL) 2000	21,200	16,960	16,960	12,720	8,480	8,480	(4,240)
592012 LAND ACQ (FOUR CORNERS) 2003	24,509	23,309	23,309	22,109	20,509	20,509	(1,600)
592013 LAND ACQUISITION (YANKEE) 2003	21,920	20,870	20,870	19,820	18,420	18,420	(1,400)
592020 POLICE STATION 1988	22,838	16,313	16,313	9,788	3,263	3,263	(6,526)
592021 FIRE STATION 2000	37,100	29,680	29,680	22,260	14,840	14,840	(7,420)
592022 MUNICIPAL BLDG REMODEL 2003	30,693	29,118	29,118	27,430	25,830	25,830	(1,600)
592023 MUNICIPAL/SCHOOL ADM BLDG 2003	173,160	165,960	165,960	158,760	149,160	149,160	(9,600)
592030 PARMENTER SCHOOL REN/ADD 1988	78,840	55,480	55,480	32,120	10,220	10,220	(21,900)
592031 ELEMENTARY/MIDDLE SCHOOLS 1995	346,356	303,324	303,324	279,777	252,948	252,948	(26,829)
592032 HORACE MANN SCHL 2003 (EXEMPT)	72,150	69,150	69,150	66,150	62,150	62,150	(4,000)
592033 SCHOOL REMODELING 2003	46,898	44,948	44,948	42,998	40,398	40,398	(2,601)

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592034 SCHOOL REMODELING 2004	94,331	87,581	87,581	80,831	75,769	75,769	(5,062)
592035 KELLER/SULLIVAN SCHOOLS 2005	311,163	291,088	291,088	274,663	258,238	258,238	(16,426)
592050 CONSTITUTION BLVD ROADS 2003	7,500	3,750	3,750	-	-	-	-
592051 RECREATION FIELDS 2005	175,875	159,375	159,375	145,875	132,375	132,375	(13,500)
592500 INTEREST ON NOTES	1,352,138	34,000	34,000	520,550	576,000	576,000	55,450
594000 INTEREST ON PROPERTY TAXES	7,404	8,000	3,078	10,000	10,000	10,000	-
01750200 DEBT SERVICE - INTEREST	2,830,960	1,644,022	1,639,100	1,990,908	1,909,291	1,909,291	(81,617)
01910200 EMPLOYEE BENEFITS							
517100 RETIREMENT ASSESSMENT	2,309,699	2,603,776	2,603,776	2,661,890	3,250,290	3,250,290	588,400
517155 RETIRED TEACHER HEALTH INSURANCE	-	-	-	1,275,000	1,300,000	1,300,000	25,000
517150 HEALTH INSURANCE	1,628,543	1,853,000	1,797,314	1,893,000	1,893,000	1,893,000	-
517170 MEDICARE TAX	170,777	175,000	184,454	195,000	205,000	205,000	10,000
517180 WORKERS COMPENSATION	196,604	240,000	244,376	270,000	360,000	360,000	90,000
517190 UNEMPLOYMENT COMPENSATION	35,000	100,000	73,384	210,000	175,000	175,000	(35,000)
519010 COMPENSATION RESERVE	75,000	14,481	-	270,000	30,000	30,000	(240,000)
01910200 EMPLOYEE BENEFITS	4,415,623	4,986,257	4,903,304	6,774,890	7,213,290	7,213,290	438,400
01945200 RISK MANAGEMENT							
574000 INSURANCE PREMIUMS	379,933	395,000	388,830	435,000	390,000	390,000	(45,000)
TOTAL GENERAL FUND	75,488,827	79,427,084	78,659,230	86,186,320	91,928,436	82,357,328	(3,828,992)