ANNUAL BUDGET
A PROGRAM OF MUNICIPAL SERVICES
FOR THE TOWN OF WILMINGTON
FISCAL YEAR 2014

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SUBMITTED BY

JEFFREY M. HULL, TOWN MANAGER

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Town of Wilmington Organizational Chart

Board of Selectmen

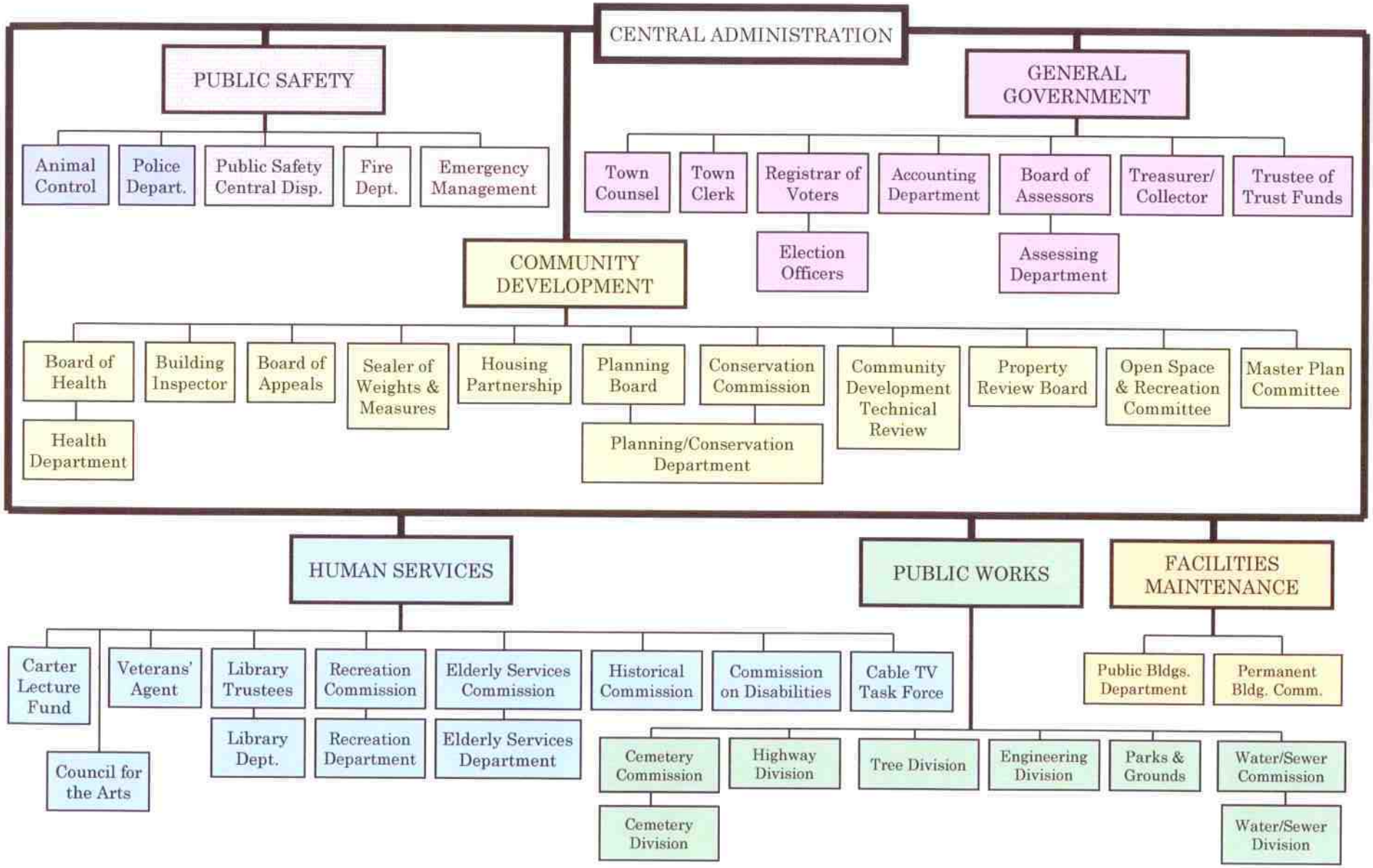
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Town Manager → Finance Committee

↓

Assistant Town Manager

↓



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January 28, 2013

FISCAL YEAR 2014 BUDGET
General Remarks

CHAIRMAN Michael J. Newhouse
MEMBERS of the BOARD OF SELECTMEN
CHAIRMAN John F. Doherty, III and
MEMBERS of the FINANCE COMMITTEE

Dear Members:

I am honored and privileged to present to you my proposed plan to finance the provision and delivery of services to the residents and businesses of the Town of Wilmington for Fiscal Year 2014. This plan builds upon the solid foundation of fiscally conservative budgets submitted by former Town Manager Michael Caira.

I am especially honored to submit this budget as the new Town Manager. Mr. Caira established a legacy of prudent management of the Town's resources combined with wise investments in our assets. It is my goal to continue this work, while providing additional emphasis on formalized long range planning. Specifically, through this budget, I seek to achieve the following:

- Continue investing in the tools and initiatives that support a 21st century education for Wilmington's children;
- Reduce our energy consumption through investment in buildings, vehicles and systems throughout Town;
- Increase our utilization of technology as a tool to improve service delivery to the public;
- Develop a formal multi-year capital improvement plan to assist in making informed decisions on spending, borrowing and saving for future capital needs;
- Evaluate our existing policies to enhance our risk management efforts and improve efficiency of our operations.

This budget is submitted for consideration by the Board of Selectmen and the Finance Committee. It was developed using conservative revenue forecasting, sensible operating cost projections and a focus on investment in capital largely financed through annual revenues. I am proposing $87,660,023 in operating and warrant article expenditures and $2,189,555 in capital projects for a total proposed appropriation in FY-2014 of $89,849,578.

Revenues

Indicators appear to be mixed with respect to the economy both locally and nationally. Negotiations on key national matters such as the debt ceiling and national budget add to economic volatility directly impacting Wilmington, which has a significant technology and defense presence. Additionally, decisions made at the Federal level have a direct bearing on State funding either through local aid or pass-through grants available for municipal services and programs. The revenue projections for FY-2014 are reflective of these uncertainties.

The primary revenue source for the Town is the tax levy. Revenue projections for FY-2014 include the customary tax levy increase of 2.5% allowed under Massachusetts General Law, equating to an increase of $1,508,898. Additionally, new growth is projected to increase $700,000 in FY-2014 due to various development projects underway.

Residential real estate values have been declining since 2008. Current projections indicate residential values are beginning to plateau. While residential values have been generally declining, total commercial values have increased each year since 2008. Personal property has seen the greatest increase and is the main contributor of new growth for FY-2013, increasing by 46% since 2008. Personal property increases include investment in equipment made by commercial and industrial companies and changes in state law relative to taxing utility poles.

The retail store Target is planning to open a store on Ballardvale Street in the coming year; with ground-breaking scheduled for spring or summer. Analog Devices, which in 2012 started discussing plans to invest $200 million to expand their Wilmington campus, recently notified the Town that, due to global economic uncertainty, their expansion plans have been tabled indefinitely. The office supply retailer Staples, which has served as a flagship business at Wilmington Crossings, has closed.

State aid from the Commonwealth of Massachusetts is the second major source of funding for the Town of Wilmington. The Department of Revenue is reporting revenue growth from income and sales tax to be lower than projected for the current fiscal year. Governor Deval Patrick has been forced to propose a series of measures including a freeze on state hiring, reducing state expenditures including expenditures in support of local school systems and a request to expand so-called "9C" authority to reduce aid to cities and towns. While Governor Patrick has expressed a desire to increase aid to school districts, in light of the Commonwealth's own budget challenges the prudent approach is to project level funding of local aid at $13,184,146.

Local receipts, which includes motor vehicle excise, local meals tax, charges for ambulance services and fees for various licenses, place a distant third in terms of the total contribution to the revenue stream. This revenue source is projected at $6,877,000 which represents a 3.7% increase over FY-2013 original estimates. The growth in revenue is attributed to increases in

motor vehicle excise, penalties and interest on delinquent taxes and increased revenue from ambulance services achieved through changes in the rates made at the start of FY-2013.

Taken together, the tax levy, local aid and local receipts account for 96% of the Town's revenue.

Expenditure Overview

I am recommending a fiscal year 2014 budget of $89,849,578 which represents an increase of 3.9% over FY-2013. Costs for municipal operations are expected to increase by 2.3%, while costs for the Schools are budgeted to increase by 3.1% in total. Non-discretionary shared costs between general government and the Wilmington School Department, including maturing debt and interest, insurance, statutory charges and capital are projected to increase by 6.4%.

This budget proposal has $2,189,555 for capital encompassing a broad range of projects including vehicles, building systems, parks and recreation and technology. A complete description of the capital projects may be found within the budget document.

Incorporated into the budget are two new full-time positions. The new high school requires a comprehensive system for managing the heating, cooling, lighting and security of the building. The benefits of having this new position include improved maintenance planning and increased energy efficiency. Buildings systems of this nature have increased in sophistication and complexity requiring special expertise to both balance the system initially and maintain it throughout the life of the building. For this reason, a Buildings Systems Manager position has been added to the Public Buildings budget. To maximize the effectiveness of the systems being developed for the school, the position will be filled while the school is in construction. This person will be directly and actively involved in the project as it progresses through construction. Ultimately, it is my goal to utilize this position to assist in developing a broader energy efficiency plan for all town buildings.

Law enforcement's reliance on technology to track, disseminate and analyze crime data has grown exponentially over the past ten years. Communication and reporting with state police, neighboring police departments, the District Attorney's Office, the courts and others continue to become more computer based. Currently the department's intricate technology needs are being managed by a sergeant, which is straining other policing operations. The new position, an Information Technology Administrator, is proposed as a civilian technology specialist. This person will be responsible for managing the police's secure network system, coordinating and implementing new systems, researching and evaluating new tools, maintaining the various existing hardware and software applications and reducing system down-time which can dramatically impact police operations.

Finally the budget incorporates some changes in Library staff which are expected to result in the addition of a part-time position. The Library Department has continued to be innovative in its programming and service model, changing as the public changes how it seeks information and library resources.

In total the net anticipated increase in full-time equivalents for the fiscal year is 2.5.

This budget reflects salary adjustments for personnel in three unions with signed contracts. Funds are also set aside for potential salary adjustments for the three unions without signed contracts and for non-union personnel.

The most significant increase is occurring in the area of health insurance. The Town successfully worked with representatives from the municipal and school unions in the spring of 2012 to control insurance costs through increased co-payments and deductibles. These measures are helping to moderate cost increases in medical claims expenditures; however medical inflation and an aging workforce continue to impact overall insurance costs. Health insurance, based on claims experience through December, is projected to increase 12% in FY-2014.

Insurance for employees injured on the job is also expected to increase by 25%, due to high claims experience in 2010 which continues to influence the premiums. The number of injuries involving lost time appears to be trending in the right direction. Since workers' compensation is based upon the three most recent complete years of experience, the Town needs to have a sustained reduction in the cost of work injury claims to realize the benefits in terms of premiums.

In both health insurance and injuries on the job, risk management and loss control programs can play a significant role in managing costs. In the coming year, I plan to investigate opportunities to improve the Town's efforts to promote healthful habits and preventative care. Wellness programs have been proven to result in lower claims and a healthier more productive workforce. Further, I have made recent changes in the Town's Safety Committee, charging it with developing new approaches to evaluating trends in injuries on the job and seeking innovative approaches to reducing their occurrence. Though the benefits of these efforts will not be directly realized in the short-term, it is expected that this focus will reap savings for the Town in the long term.

Investment in Education

The Town provides a number of important services to residents. Clearly, one such service of paramount importance is educating the youngest generation to be discerning, curious and critical thinkers. Given global interconnectedness, students are competing for college placements and jobs with not only young adults from neighboring towns and states, but with young adults on the other side of the world. Preparing our youth to succeed in whatever endeavors they choose is our fundamental responsibility.

The goals of the Wilmington Public Schools, as articulated by the School Superintendent Joanne Benton, include:

- Maintaining recommended staffing levels to retain advantageous class sizes at all levels;
- Expanding in-house special education programs at the intermediate level;
- Continuing to offer full-day kindergarten in a flexible, individualized learning environment;
- Supporting the continued integration of technology into the classroom to improve student learning through strong curricular and instructional programs;
- Establishing additional Advanced Placement courses at the high school level.

To support the achievement of these goals, this budget proposal includes an appropriation of $33,628,350 for Wilmington Schools, representing an increase of $1,058,520, or 3.25%. Additionally $294,050 in capital investments are proposed and primarily focused on enhancing technology resources.

The funds provided for in this budget will enable the School Department to retain the caliber of teachers, aides, administrators and support staff required on a daily basis throughout the school year to translate educational goals into reality. As Superintendent Benton has noted: "Throughout the past several years our collective challenge has been to balance the need to provide high quality educational experience for every child with the resources available."

It is with sincere gratitude I acknowledge the efforts of Superintendent Benton. She is committed to continuing the strong working relation that has existed for many years between the municipal government and school administration. Personally, her advice and support in the formative months of my new role as Town Manager have been invaluable.

Charles Lyons, Superintendent of Schools for the Shawsheen Regional Technical High School is seeking $3,612,275 to fund the broad range of technical and educational programs offered at Shawsheen Tech. The request represents a 1.4% increase over the current fiscal year. With the recent completion of the health science wing, Superintendent Lyons demonstrates a commitment to constantly assessing and re-assessing the employment environment and adjusting the curriculum to provide valuable and relevant educational programs for students.

Improve Energy Efficiency

The Town has made significant investments in building system improvements that have resulted in energy savings. The annual commitment to upgrade roofs, building envelopes and heating systems will pay dividends through reduced energy costs in the future. This budget includes proposals to continue the building systems upgrades and to begin adjusting how vehicle needs are met through more fuel efficient approaches.

Since 2010 the Town has replaced roofs at the West Intermediate School, Water Department garage, Public Works office/garage, Public Buildings office/garage and Wilmington Memorial Library. Additionally, the windows at Wilmington Memorial Library and Shawsheen Elementary School were replaced. Window replacement at the Shawsheen Elementary School resulted in a reduction in heating oil use of approximately 10,000 gallons.

Within the budget proposal is funding for the completion of the West Intermediate School roof replacement program and replacement of the North Intermediate School boilers. Additional funding is also required for the North Intermediate School windows project, which has seen significant cost increases over original estimates.

Voters at the May 4, 2012 Annual Town Meeting authorized $804,640 to replace the windows at the North Intermediate School. This project cost estimate was based largely on the Shawsheen School window replacement project completed in 2011. The North Intermediate School windows project is being funded through the Massachusetts School Building Authority's (MSBA) "Accelerated Repair Program", a separate program from the "Green Repair Program" through which the Shawsheen Elementary School windows were funded. Due to different requirements under the Accelerated Repair Program, a more complicated window design, price escalation associated with the materials and labor and an increased demand for school building construction, the total expected project cost for the North Intermediate School is currently $1,478,019. Nearly fifty percent of that cost, 49.94%, will be reimbursed by MSBA. However, the Town must authorize

full funding of the project in order to proceed. At the Annual Town Meeting voters will be asked to increase the total funding authorization by $673,379. After reimbursement from the MSBA, the true cost to Wilmington, will be $740,645. Returning to town meeting to seek a funding increase of this magnitude is not something I take lightly. However, the need to replace the current window system exists now and will continue to exist if no action is taken. The window of opportunity to receive state reimbursement for nearly half of the project cost is now.

The completion of a new roof, the transition from 1962 oil-fired boilers to modern gas-fired boilers and replacement of the original windows are part of a comprehensive effort to lower the energy costs for this building.

Improving energy efficiency is also a goal for the town's vehicle fleet. The Ford Crown Victoria has been the vehicle used for police operations and cycled to non-police operations for over twenty years. Ford recently discontinued production of the Crown Victoria police package. The Town is transitioning police cruisers to SUV-style vehicles which have improved gas mileage and handling over the Crown Victoria. The first compliment of new Ford Escape SUV cruisers is due to be on the road shortly. Despite the delayed roll-out of the new SUV cruisers, this budget proposes purchasing four additional SUVs, in order to continue the progress towards transitioning to a more fuel efficient police fleet.

In concert with the police cruiser transition, this budget begins addressing the Town's general fleet, with a gradual phase out of Crown Victorias to more job appropriate and fuel efficient vehicles. Specifically, the DPW Supervisor's and Water Supervisor's vehicles, both aging Crown Victorias, are proposed for replacement with more fuel efficient vehicles.

Implement Technology as a Tool

Technology is an important and vital tool to our operations and education efforts. The proposed budget places a priority on technology opportunities that will serve to enhance how students learn, how the public interacts with Town departments and how departments work with each other, all with a goal of improving efficiency and access to service.

Included in the capital requests are various technology improvements throughout the School district, such as wireless access, interactive smart boards in classrooms and new computers in labs. Through the School's operating budget, new technology integration specialists will be added to all levels of the system to assist staff with developing connections between the classrooms and the technology utilized today.

Technology plays an increasingly important role in enabling municipal departments to provide services. In addition to recommending an Information Technology Administrator position for the Police Department, efforts are being pursued through a collaboration of departments to better utilize technology in our daily operations.

A new internal Technology Committee has been established and includes staff from Accounting, Assessing, Building Inspector, Library, Town Clerk, IT, Police, Engineering, Water and the Manager's Office. The Committee's goals are:

- Reduce reliance on paper as a means for communicating which will improve efficiency, reduce costs and move the Town towards a more "green" approach to operating;

- Make local government services available online;
- Improve efficiency, connectivity and information sharing amongst departments;
- Promote training and education in the use of existing and available technology.

The Committee is working on a training program focused on public records retention. The Town's website content is currently under review, with a specific focus on shaping and organizing content in a manner that meets the public's needs as opposed to the needs of the internal organization and new online tools such as bill paying and registration are being evaluated. A plan is also in development to update the Town's GIS mapping system to make it more accessible across departments.

Capital Asset Planning

Through the disciplined efforts of my predecessor and in cooperation with department heads, Wilmington has made investment in its capital assets a constant priority in spite of constrained budgetary conditions. Since FY-2010, the Town has committed an average of $3.2 million per year for capital projects. Each year the identified demands for replacement of equipment and vehicles, upgrades to water lines and replacement of roofs and boilers far exceed the financial wherewithal to address in a single year. Unavoidably, requests must be deferred.

As a follow-up to the development of the annual operating budget, I plan to work with department heads and the school administration to review the deferred capital requests and establish a five year capital improvement plan. A capital improvement plan is a tool to anticipate and make informed decisions about capital projects and expenses annually, within the context of demands for capital investment over a multi-year time horizon. The plan will serve to assist in the assessment and scheduling of both deferred requests and new requests for capital expenditures.

Additional Initiatives

This budget has been developed with an expectation that additional funding may be necessary for the new high school project, therefore current reserves will be protected.

The new high school project received an overwhelming vote of support from the Town. However, a small group of citizens who opposed construction of a new high school have gone to great lengths to stymie the project, causing unnecessary and costly delays. The original schedule called for work to begin on demolition of the high school gymnasium in July of 2012.

Since the initial appeal of the Conservation Commission's Order of Conditions, and the subsequent appeals, the Town has continued with the planning and preparation for a 21st century high school. Solicitation for the various trade and non-trade construction work has proceeded in accordance with Massachusetts public procurement laws. A preliminary review of the competitive trade bids opened on January 24, 2013 reveals mixed results. Bid packages are currently being reviewed and a final assessment of the actual costs compared to pricing estimates will be presented at the next High School Building Committee meeting in February.

The funding commitment of $38 million made by the MSBA will not change regardless of cost escalations resulting from the various appeals. In light of this prospect, the Town's "free cash" reserve of $11,255,673 is proposed to remain relatively untouched so as to ensure there are funds to draw from if the delays result in cost which exceed the approved project budget.

The Yentile Farm Development Committee, chaired by Selectman Judith O'Connell, has been working since October on an evaluation of the community's recreational needs and how the former farm property can be developed into a recreational complex. The Committee has overseen the completion of a survey of the land and has gathered a significant amount of input through interviews and a broad public survey. The results are being analyzed for presentation to the Board of Selectmen at an upcoming meeting.

I am recommending an appropriation of $50,000 to engage a landscape design firm to use this information and develop conceptual and schematic designs for the space. The work will include developing design alternatives and advancing the selected option to schematic design and cost estimating.

Conclusion

The budget document before you is a deliberate plan to continue the Town's progress towards serving the residential and business community in a more effective, responsive and efficient manner. These efforts will always be a work in progress and there will always be room for improvement. The challenge is to sustain the patience, persistence and passion to find a better way.

Following in the footsteps of Michael Caira, I am incredibly fortunate to assume the role of Town Manager for a community that is in a very strong position with unparalleled financial reserve compared to similar sized communities and a highly dedicated team of department heads, staff and volunteers working to provide a wide range of services.

Clearly, there is no need for wholesale change in the way the Town conducts its business. However, I do believe there are changes I can contribute that will further improve upon our ability to meet the expectations of the community into the future and have developed the budget proposal to articulate those changes.

My expectation is that this proposed budget will be rigorously examined and critiqued. I welcome the opportunity to engage in a reasoned, respectful and healthy dialogue about the proposals offered here and opportunities to further improve upon this plan.

Respectfully submitted,

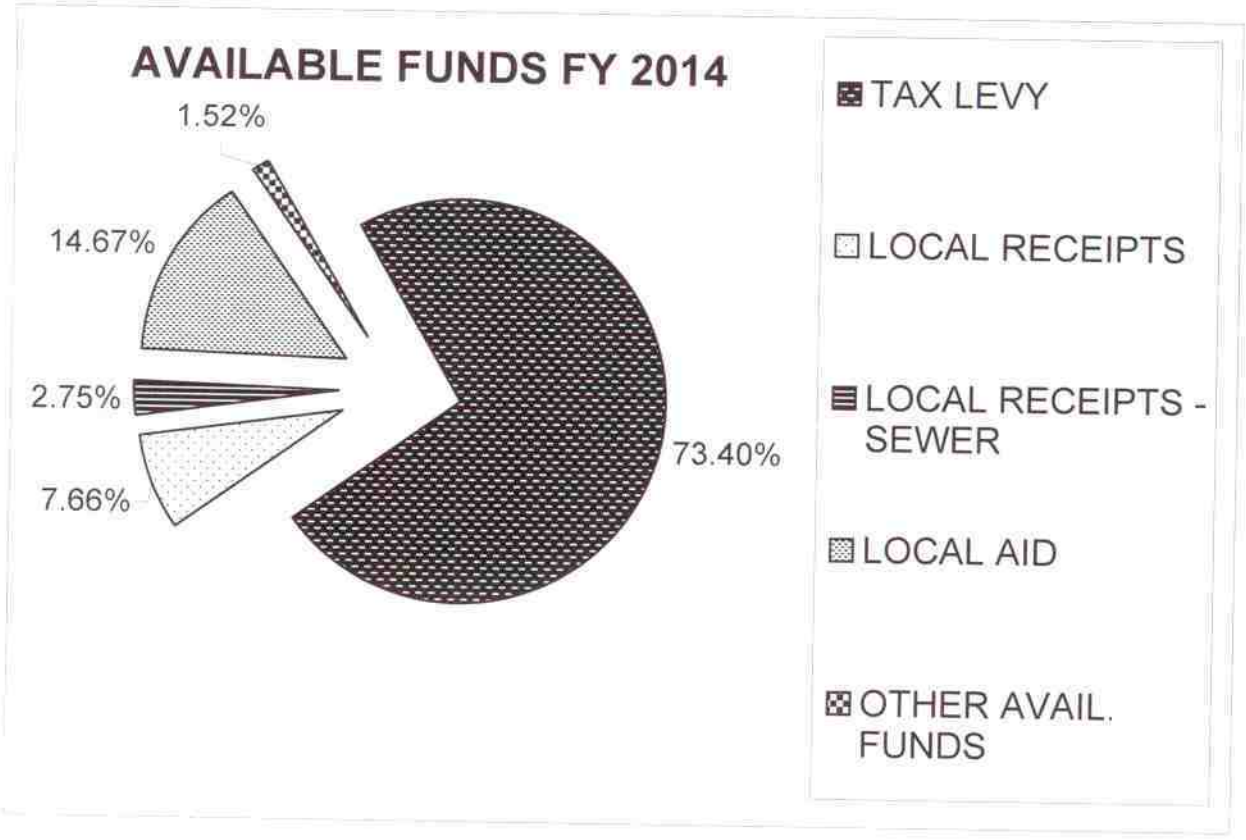
Jeffrey M. Hull

Jeffrey M. Hull
Town Manager

AVAILABLE FUNDS

	ACTUAL FY 2011	ACTUAL FY 2012	ESTIMATE FY 2013	REVISED ESTIMATE FY 2013	ESTIMATE FY 2014
TAX LEVY	56,093,238	56,887,987	63,116,601	63,298,011	65,946,732
LOCAL RECEIPTS	6,181,119	7,644,065	6,635,000	6,828,066	6,877,000
LOCAL RECEIPTS - SEWER	2,516,083	2,508,784	2,342,978	2,410,558	2,474,309
LOCAL AID	14,917,445	13,213,197	12,533,444	13,184,146	13,184,146
FREE CASH	0	1,182,500	0	0	340,645
WATER DEPT. - AVAIL. FUNDS	734,495	909,910	945,134	945,134	986,746
SALE OF CEMETERY LOTS	25,000	20,000	20,000	20,000	20,000
INT. CEMETERY TRUST FUND	0	20,000	20,000	20,000	20,000
CAPITAL STABILIZATION FUND	0	0	90,000	90,000	0
PROVISION FOR ABATES SURPLUS	0	0	600,000	600,000	0
CAPITAL PROJECT CLOSEOUTS	0	0	59,407	59,407	0
	80,467,380	82,386,443	86,362,564	87,455,322	89,849,578

FY 2014 BUDGET



TAX LEVY	65,946,732	73.40%
LOCAL RECEIPTS	6,877,000	7.66%
LOCAL RECEIPTS - SEWER	2,474,309	2.75%
LOCAL AID	13,184,146	14.67%
OTHER AVAIL. FUNDS	1,367,391	1.52%
TOTAL	89,849,578	100.00%

AVAILABLE FUNDS
COMPARISON OF YEARLY CHANGES IN AVAILABLE FUNDS

	ACTUAL FY 2012	REVISED ESTIMATE FY 2013	ESTIMATE FY 2014	DIFF. $ FY13/FY14	DIFF. % FY13/FY14	DIFF. $ FY12/FY14	DIFF. % FY12/FY14
TAX LEVY	56,887,987	63,298,011	**65,946,732**	**2,648,721**	**4.18%**	9,058,745	15.92%
LOCAL RECEIPTS	7,644,065	6,828,066	**6,877,000**	**48,934**	**0.72%**	(767,065)	-10.03%
LOCAL RECEIPTS - SEWER	2,508,784	2,410,558	**2,474,309**	**63,751**	**2.64%**	(34,475)	-1.37%
LOCAL AID	13,213,197	13,184,146	**13,184,146**	**0**	**0.00%**	(29,051)	-0.22%
FREE CASH	1,182,500	0	**340,645**	**340,645**	**100.00%**	(841,855)	-71.19%
WATER DEPT. - AVAIL. FUNDS	909,910	945,134	**986,746**	**41,612**	**4.40%**	76,836	8.44%
SALE OF CEMETERY LOTS	20,000	20,000	**20,000**	**0**	**0.00%**	0	0.00%
INT. CEMETERY TRUST FUND	20,000	20,000	**20,000**	**0**	**0.00%**	0	0.00%
CAPITAL STABILIZATION FUND	0	90,000	**0**	**(90,000)**	**-100.00%**	0	0.00%
PROVISION FOR ABATES SURPLUS	0	600,000	**0**	**(600,000)**	**-100.00%**	0	0.00%
CAPITAL PROJECT CLOSEOUTS	0	59,407	**0**	**(59,407)**	**-100.00%**	0	0.00%
	82,386,443	87,455,322	**89,849,578**	**2,394,256**	**2.74%**	7,463,135	9.06%

AVAILABLE FUNDS
COMPARISON OF SOURCES OF AVAILABLE FUNDS

	ACTUAL FY 2012	PERCENT FY 2012	REVISED ESTIMATE FY 2013	PERCENT FY 2013	ESTIMATE FY 2014	PERCENT FY 2014
TAX LEVY	56,887,987	69.05%	63,298,011	72.38%	65,946,732	73.40%
LOCAL RECEIPTS	7,644,065	9.28%	6,828,066	7.81%	6,877,000	7.65%
LOCAL RECEIPTS - SEWER	2,508,784	3.05%	2,410,558	2.76%	2,474,309	2.75%
LOCAL AID	13,213,197	16.04%	13,184,146	15.08%	13,184,146	14.67%
FREE CASH	1,182,500	1.44%	0	0.00%	340,645	0.38%
WATER DEPT. - AVAIL. FUNDS	909,910	1.10%	945,134	1.08%	986,746	1.10%
SALE OF CEMETERY LOTS	20,000	0.02%	20,000	0.02%	20,000	0.02%
INT. CEMETERY TRUST FUND	20,000	0.02%	20,000	0.02%	20,000	0.02%
CAPITAL STABILIZATION FUND	0	0.00%	90,000	0.10%	0	0.00%
PROVISION FOR ABATES SURPLUS	0	0.00%	600,000	0.69%	0	0.00%
CAPITAL PROJECT CLOSEOUTS	0	0.00%	59,407	0.07%	0	0.00%
	82,386,443	100.00%	87,455,322	100.00%	89,849,578	100.00%

TAX LEVY COMPARISON
FY 2012 - FY 2014

LEVY LIMIT CALCULATION

	ACTUAL FY 2012	ACTUAL FY 2013	ESTIMATE FY 2014	DIFFERENCE FY 2013-2014
Base	55,558,304	57,790,113	60,355,931	2,565,818
2.5% Increase	1,388,958	1,444,753	1,508,898	64,145
New Growth	842,851	1,121,065	700,000	(421,065)
Levy - Net of Debt Exclusion	57,790,113	60,355,931	62,564,829	2,208,898
Debt Exclusion (See Below)	0	2,942,080	3,381,903	439,823
Levy Limit *	57,790,113	63,298,011	65,946,732	2,648,721

* Levy limit based on tax levy calculation

DEBT EXCLUSION CALCULATION

Wilmington High School Debt	0	3,049,577	3,489,400	439,823
Premium	0	107,497	107,497	0
Total	0	2,942,080	3,381,903	439,823

FISCAL YEAR 2013

COMMUNITY TAX RATE COMPARISONS

	Residential	Commercial-Industrial Personal Property
Andover	$14.51	$24.26
Bedford	15.37	33.80
Billerica	14.31	32.89
Burlington	11.85	31.70
Chelmsford	17.95	17.95
No. Reading	16.04	16.04
Reading	14.94	14.94
Tewksbury	15.44	25.60
Wilmington	**13.61**	**32.08**

	TAXES ON HOUSE AT AVERAGE ASSESSED VALUES		SAMPLE TAXES ON WILMINGTON HOMES	
Andover	$549,057	$7,967	$250,000	$3,403
Bedford	518,113	7,963	300,000	4,083
Billerica	312,219	4,468	350,000	4,764
Burlington	382,764	4,536	400,000	5,444
Chelmsford	323,052	5,799	450,000	6,125
No. Reading	452,437	7,257		
Reading	432,271	6,458		
Tewksbury	316,552	4,888		
Wilmington	**349,457**	**4,756**		

VALUATION BY TAX CLASSIFICATION

Class	FY 2012 Value		FY 2013 Value	
Residential	$2,626,586,102	(74%)	$2,569,767,481	(74%)
Commercial	142,163,270	(4%)	143,507,345	(4%)
Industrial	672,253,028	(19%)	650,962,374	(19%)
Personal Property	89,083,310	(3%)	88,047,220	(3%)
	$3,530,085,710	(100%)	$3,452,284,420	(100%)

FISCAL 2013 TAX LEVY

$63,285,678.83

LEVY AMOUNTS BORNE BY TAX CLASSIFICATION

Class	FY 2012 Amount		FY 2013 Amount	
Residential	$ 31,886,755	(55%)	$ 34,974,535	(55%)
Commercial	4,071,556		4,603,715	
Industrial	19,253,327	(45%)	20,882,872	(45%)
Personal Property	2,551,346		2,824,554	
	$ 57,762,984	(100%)	$ 63,285,676	(100%)

LOCAL RECEIPTS

	ACTUAL FISCAL 2011	ACTUAL FISCAL 2012	ESTIMATE FISCAL 2013	REVISED ESTIMATE FISCAL 2013	ESTIMATE FISCAL 2014
MOTOR VEHICLE EXCISE	2,968,035	3,138,838	3,100,000	3,150,000	3,200,000
LOCAL MEALS TAX	0	210,845	250,000	260,000	260,000
PEN. & INT. ON TAXES & EXCISE	469,715	410,542	280,000	300,000	300,000
PAYMENTS IN LIEU OF TAXES	731,429	745,844	785,000	748,066	757,000
CHARGES FOR SERVICES-AMBULANCE	383,730	810,460	600,000	800,000	800,000
FEES	78,136	34,908	90,000	35,000	35,000
DEPT REVENUE-LIBRARY	11,730	11,603	12,000	12,000	12,000
DEPT REVENUE-CEMETERY	83,004	88,232	90,000	90,000	90,000
DEPT REVENUE-DPW RECYCLING	20,251	22,135	23,000	23,000	23,000
LICENSES & PERMITS-SELECTMEN	30,693	35,102	32,000	32,000	32,000
LICENSES & PERMITS-BLDG. INSP.	272,625	414,968	200,000	200,000	200,000
LICENSES & PERMITS-HEALTH	48,560	53,090	50,000	50,000	50,000
LICENSES & PERMITS-OTHER	173,805	204,351	175,000	175,000	175,000
SPECIAL ASSESSMENTS	1,058	0	1,000	1,000	1,000
POLICE FINES & FORFEITS	130,327	132,279	130,000	130,000	130,000
INVESTMENT INCOME	135,663	201,831	135,000	200,000	200,000
MEDICAID REIMBURSEMENTS	169,266	232,914	200,000	200,000	200,000
RENTALS	101,497	109,436	102,000	102,000	102,000
MISC-WORK COMP REFUNDS	18,758	33,629	10,000	10,000	10,000
MISC-TREASURER	19,938	14,539	20,000	20,000	20,000
MISC-TOWN CLERK	27,568	31,551	30,000	30,000	30,000
MISC-OTHER	98,328	172,431	90,000	90,000	90,000
MEDICARE RETIREE DRUG SUBSIDY	207,003	534,537	230,000	170,000	160,000
TOTAL LOCAL RECEIPTS	6,181,119	7,644,065	6,635,000	6,828,066	6,877,000
CHARGES FOR SERVICES-SEWER	2,516,083	2,508,784	2,342,978	2,410,558	2,474,309
GRAND TOTAL LOCAL RECEIPTS	8,697,202	10,152,849	8,977,978	9,238,624	9,351,309

LOCAL AID

	ACTUAL FISCAL 2011		ACTUAL FISCAL 2012	ESTIMATE FISCAL 2013	REVISED ESTIMATE FISCAL 2013	ESTIMATE FISCAL 2014
Education:						
Chapter 70	10,131,715	*	10,186,107	10,186,107	10,653,176	**10,653,176**
ARRA State Fiscal Stabilization Fund	0		0	0	0	**0**
School Transportation	0		0	0	0	**0**
MSBA Reimbursement	2,231,768	**	516,090	0	0	**0**
CharterTuition Reimbursement	19,605		17,969	7,936	26,622	**26,622**
Offset Receipts:						
School Lunch	19,839		23,379	0	22,900	**22,900**
School Choice Receiving Tuition	0		0	0	0	**0**
Subtotal, All Education Items	12,402,927		10,743,545	10,194,043	10,702,698	**10,702,698**
General Government:						
Unrestricted General Government Aid	2,103,236		1,951,163	1,951,163	2,103,236	**2,103,236**
One Time Aid	0		152,073	0	0	**0**
Lottery, Beano & Charity Games	0		0	0	0	**0**
Additional Assistance	0		0	0	0	**0**
Police Career Incentive	16,474		0	0	0	**0**
Veterans' Benefits	248,102		221,297	252,479	242,453	**242,453**
Exemptions: Vets, Blind, Surviving Spouses & Elderly	128,793		125,898	116,236	116,236	**116,236**
Offset Receipts:						
Public Libraries	17,913		19,221	19,523	19,523	**19,523**
Subtotal, All General Government	2,514,518		2,469,652	2,339,401	2,481,448	**2,481,448**
Total Estimated Receipts	14,917,445		13,213,197	12,533,444	13,184,146	**13,184,146**

*FY 2011 Chapter 70 does not include restricted State Fiscal Stabilization Funds of $54,392
**Includes final reimbursement for Middle School Construction in the amount of $2,126,970.

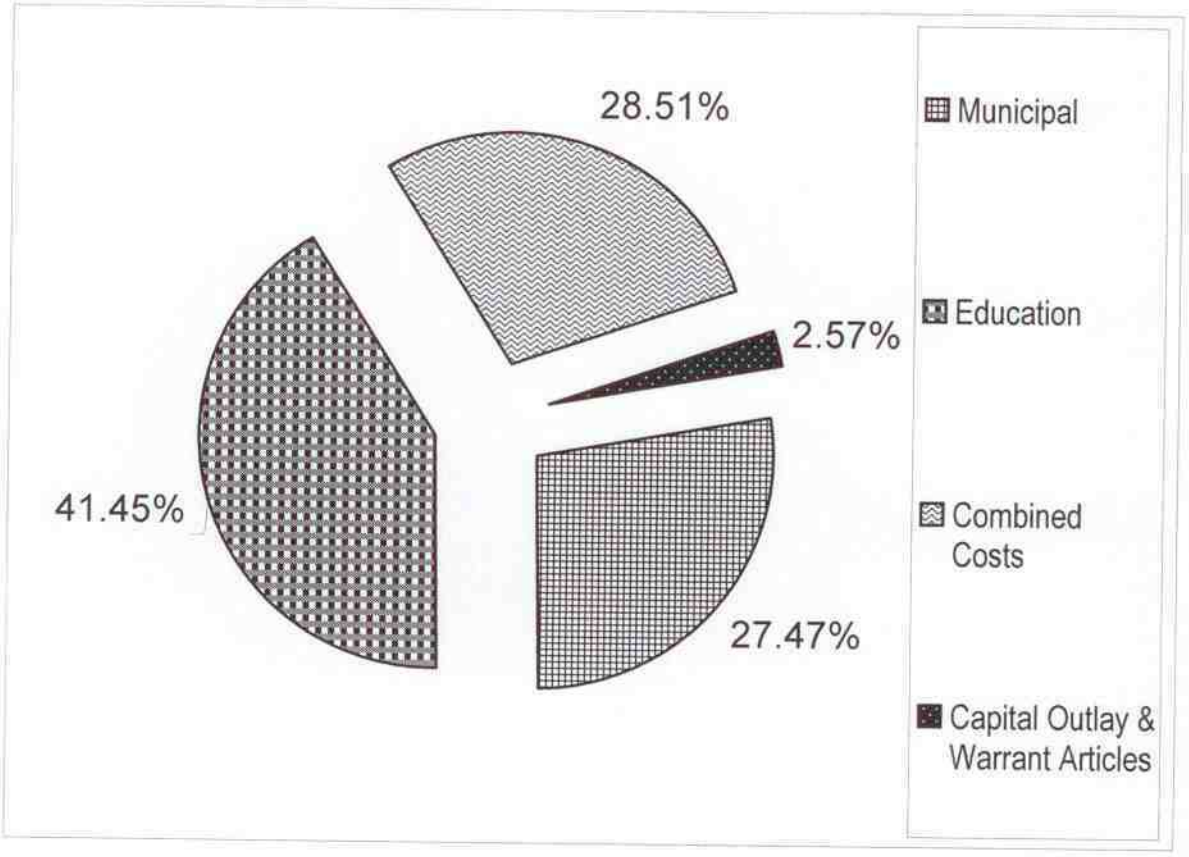
TOWN OF WILMINGTON WATER DEPARTMENT
TRANSFERS TO GENERAL FUND

	FY 2012	FY 2013	FY 2014
DEBT PRINCIPAL FIXED	80,000	80,000	80,000
DEBT INTEREST FIXED	83,160	53,120	50,520
MISCELLANEOUS DEBT	2,000	2,000	2,000
TOTAL DEBT	165,160	135,120	132,520
HEALTH & LIFE INSURANCE	268,634	308,449	299,983
RETIREMENT CONTRIBUTION	268,661	297,841	329,910
WORKER'S COMPENSATION	39,979	45,472	59,518
MEDICARE	22,533	24,628	24,392
MISC. MUNICIPAL SUPPORT	98,927	90,818	95,546
INSURANCE	46,016	42,806	44,877
TOTAL OTHER COSTS	744,750	810,014	854,226
TOTAL TRANSFERS	909,910	945,134	986,746

BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014	DIFFERENCE $ APPROPRIATION FY13/FY14	DIFFERENCE % APPROPRIATION FY13/FY14
MUNICIPAL:					
General Government	1,880,126	1,966,323	1,960,463	(5,860)	-0.30%
Public Safety	8,446,376	8,440,617	8,582,470	141,853	1.68%
Public Works	5,205,831	5,781,442	5,844,332	62,890	1.09%
Community Development	702,564	745,070	729,316	(15,754)	-2.11%
Public Buildings	4,386,701	4,737,015	4,865,828	128,813	2.72%
Human Services	1,720,825	1,791,147	1,820,929	29,782	1.66%
Unclassified - Municipal	237,069	658,969	876,500	217,531	33.01%
	22,579,492	24,120,583	24,679,838	559,255	2.32%
EDUCATION:					
Wilmington School	31,806,990	32,569,830	33,628,350	1,058,520	3.25%
Shawsheen Tech	3,215,095	3,562,275	3,612,275	50,000	1.40%
	35,022,085	36,132,105	37,240,625	1,108,520	3.07%
COMBINED COSTS:					
Maturing Debt & Interest	606,165	3,717,845	4,015,110	297,265	8.00%
Unclassified - Insurance	10,601,095	10,928,660	12,227,611	1,298,951	11.89%
Unclassified - Misc.	698,053	753,998	802,000	48,002	6.37%
Sewer	122,948	134,811	143,500	8,689	6.45%
Statutory Charges	7,093,305	8,110,544	8,429,229	318,685	3.93%
Warrant Articles	1,217,398	22,110	122,110	100,000	452.28%
Capital Outlay	1,334,645	2,570,400	2,189,555	(380,845)	-14.82%
	21,673,609	26,238,368	27,929,115	1,690,747	6.44%
GRAND TOTAL	79,275,186	86,491,056	89,849,578	3,358,522	3.88%

FY 2014 BUDGET



Municipal	24,679,838	27.47%
Education	37,240,625	41.45%
Combined Costs	25,617,450	28.51%
Capital Outlay & Warrant Articles	2,311,665	2.57%
TOTAL	89,849,578	100.00%

STAFFING LEVELS – MUNICIPAL GOVERNMENT
FY2009 - 2014

DEPARTMENT	FY-09 07/01/08- 06/30/09	FY-10 07/01/09- 06/30/10	FY-11 07/01/10- 06/30/11	FY-12 07/01/11- 06/30/12	FY-13 07/01/12- 06/30/13	FY-14 07/01/13- 06/30/14
Town Manager						
Full-time	6	6	6	5	5	5
Part-time	1	1	-	1	1	1
Town Accountant						
Full-time	5	5	5	5	5	5
Part-time	-	-	-	-	-	-
Treasurer/Collector						
Full-time	4.5	5	5	5	5	5
Part-time	1	-	-	-	-	-
Town Clerk						
Full-time	3	3	3	3	3	3
Part-time	-	-	-	-	-	-
Assessors						
Full-time	3	3	3	3	3	3
Part-time	-	-	-	-	-	-
Police						
Full-time	50	50	50	50	50	51
Part-time	-	-	-	-	-	-
Fire						
Full-time	41	41	41	41	41	41
Part-time	1	1	1	1	1	1
Public Safety						
Central Dispatch						
Full-time	12	12	12	12	12	12
Part-time – on call	-	-	-	-	-	-
Animal Control						
Full-time	1	1	1	1	1	1
Part-time	-	-	-	-	-	-
Highway, Stream Maintenance, Cemetery, Tree, Parks & Grnds, Engineering Divisions						
Full-time	33.5	33.5	33.5	33.5	33.5	33.5
Part-time	2	2	2	2	2	2
Seasonal	8	8	8	8	8	8
Water Division						
Full-time	19	18.5	15.5	15.5	15.5	15.5
Part-time	-	-	-	-	-	-
Seasonal	3	3	3	3	3	3
Sewer Division						
Full-time	1	1	1	1	1	1
Part-time	1	2	2	2	2	2
Total Public Works						
Full-time	53.5	53	50	50	50	50
Part-time	3	4	4	4	4	4
Seasonal	11	11	11	11	11	11
Board of Health						
Full-time	4.5	3	3	3	3	2
Part-time	-	1	1	1	1	2

STAFFING LEVELS – MUNICIPAL GOVERNMENT
FY2009 - 2014

DEPARTMENT	FY-09 07/01/08- 06/30/09	FY-10 07/01/09- 06/30/10	FY-11 07/01/10- 06/30/11	FY-12 07/01/11- 06/30/12	FY-13 07/01/12- 06/30/13	FY-14 07/01/13- 06/30/14
Weights & Measures						
Full-time	-	-	-	-	-	-
Part-time	1	-	-	-	-	-
Planning/Conservation						
Full-time	5	5	5	5	5	5
Part-time	1	-	-	-	-	-
Building Inspector/ Board of Appeals						
Full-time	2.5	2	2	2	2	2
Part-time	2	2	2	2	2	2
Public Buildings						
Full-time	43	43	43	44	44	45●
Part-time	1	1	1	-	-	-
Seasonal	4	4	4	4	4	4
Veterans' Services						
Full-time	1	1	1	1	1	1
Part-time	-	-	-	-	1	1
Library						
Full-time	13	13	13	13	13	13
Part-time	16	16	15	15	14	15★
Recreation						
Full-time	2	2	2	2	2	2
Part-time	1	1	1	1	1	1●
Elderly Services						
Full-time	4	4	4	4	4	4
Part-time	1	2	3	3	3	3✦
Historical Commission						
Full-time	-	-	-	-	-	-
Part-time	2	2	2	2	2	2
Grand Total						
Full-time	254	252	249	249	249	250
Part-time	31	31	30	30	30	32
Seasonal	15	15	15	15	15	15
Total Staffing:	300	298	294	294	294	297

● One Full-time equivalent position funded by CARES
★ Includes 9 page positions working an average of 70 hours per week
● Part-time position funded by program fees
✦ Includes 2 part-time clerks funded through Executive Office of Elder Affairs Grant

SUMMARY OF CAPITAL PROJECTS AND EQUIPMENT

Below is a summary of the fiscal year 2014 capital outlay requests. These requests for replacement of equipment and capital projects support the Town's ability to deliver high quality services.

(1) **DEPARTMENT:** Police
ESTIMATED COST: $156,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: FOUR (4) FRONTLINE POLICE CRUISERS. Replace four existing marked frontline vehicles. These first response vehicles operate around the clock, 365 days per year. Given the emergency response requirement placed on the vehicles, reliability is critical. The Town began replacing frontline vehicles with Ford Interceptor SUVs in FY2013 due to the discontinued production of the Crown Victoria police cruiser package. This all wheel drive vehicle has the maneuverability to operate safely under all road conditions. The estimated cost is inclusive of costs for outfitting the SUV with required equipment and markings.

(2) **DEPARTMENT:** Fire
ESTIMATED COST: $260,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: ONE (1) AMBULANCE. Purchase one ambulance to replace A-2, a 2007 Ford F450 which currently has approximately 102,000 miles and over 5,400 engine hours logged. Wilmington Fire Department provides first responder medical care with basic life support transporting capabilities. A-2 is the secondary ambulance and is utilized when A-1 is deployed. It is also used as the frontline ambulance when A1 is offline for service or repair. Given its age and use, A-2's reliability status is decreasing. When the secondary ambulance is unavailable the Town must call in a private ambulance service or mutual aid from neighboring communities. Purchasing a new ambulance is important to ensuring rapid first-responder capabilities for medical emergencies remain available. Without a reliable second ambulance, a greater reliance on outside ambulance services is required, extending the response times for patients, delaying the transport to a hospital when needed and reducing revenues for the Town. The ambulances operate around the clock, 365 days per year.

(3) **DEPARTMENT:** Fire
ESTIMATED COST: $24,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: BASE COMMMUNCATION RADIO. Replace the 20-year-old base radio critical to the emergency communication system for fire operations. The current base radio is starting to experience operational failures including missed transmissions to the base, transmissions not being broadcast from the base and transmissions that are distorted. Combined, these factors create issues for emergency response and operations. A new base radio will utilize currently available digital technology and improve reliability of vital communications during emergency operations.

(4) **DEPARTMENT:** Fire
ESTIMATED COST: $39,800
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: SELF CONTAINED BREATHING APARATUS FILL STATION. Replace the 12-year-old Self Contained Breathing Apparatus (SCBA) fill station. The SCBA fill station is used to fill breathing apparatus which provides fire fighters with an air supply during fire and hazardous materials events. The current fill station has annual failures and is at times out of service due to repair needs, compromising the reliability of the fill station and availability of filled air tanks. Additionally, as new standards for SCBA are released a modern fill station will be required to service new SCBA apparatus design and specifications.

(5) **DEPARTMENT:** Public Buildings
ESTIMATED COST: $29,570
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: ONE (1) ONE TON CARGO VAN. Replace the 1999 box truck with a more efficient and appropriately sized vehicle that better meets the needs of the public buildings. The current vehicle has rust throughout the body and is not able to handle larger loads. The box truck will be replaced by a 1-ton cargo van which will be sufficiently sized to hold the tools and supplies needed by the carpenter and will have improved gas mileage reducing fuel consumption. The box truck currently has approximately 80,000 miles.

(6) **DEPARTMENT:** Public Buildings – North Intermediate School
ESTIMATED COST: $400,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: TWO (2) BOILERS AT THE NORTH INTERMEDIATE. Replace the two boilers at the North Intermediate School with higher efficiency gas boilers. The existing boilers are oil-fired. They are original to the building and were installed in 1962. A system of this age, despite ongoing maintenance and repair, is generally less efficient and reliable with each year of continued use. The project will include removal of the asbestos, design and installation of the new boilers. National Grid has already connected the building to natural gas. The new boilers will be more energy efficient, improve reliability of the heating system, reduce the Town's overall heating oil consumption and reduce maintenance and repair costs.

(7) **DEPARTMENT:** Public Buildings – West Intermediate School
ESTIMATED COST: $185,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: WEST INTERMEDIATE SCHOOL ROOF REPLACEMENT. Complete the West Intermediate School roof replacement program which began in FY-2013. The section of roof is approximately 9,820 square feet and is comprised of the lower roof and front entrance area. This section is experiencing an increase in leaks, heat loss and repair costs. The new roof section will be a rubber membrane system with a tapered installation that will ensure water flow is directed to the drains. The project will also replace the insulation in the roof area, reducing heat loss and improving the energy efficiency of the building.

(8) **DEPARTMENT:** Public Buildings – North Intermediate School
ESTIMATED COST: $673,379
FUNDING SOURCE: FY-2013 Free Cash & Massachusetts School Building Authority Funds

DESCRIPTION: NORTH INTERMEDIATE SCHOOL WINDOW REPLACEMENT. Replace all single pane windows throughout the entire school with double pane, low E, tinted windows. Existing windows and exterior doors have been in place beyond their useful life. The windows are not air tight resulting in significant heat loss. New windows will not only seal off the air leaks but will seal out the water from wind driven rain. Interior spaces will be cooler during the summer months and warmer during the winter months. The composition of the replacement windows will provide UV protection. This additional request is needed to cover cost escalation originally unanticipated when the project was proposed. The proposed project was estimated using the Shawsheen School window replacement as a model. However, due to differences in the window system type which impacts the design of the replacement system, changes in the supplier market, the requirements of the MSBA Accelerated Repair Program and general construction escalation, the full cost of the project has increased. The MSBA requires the Town to appropriate the full cost of the project, despite the expectation that 49.94% of the cost will be reimbursed through the grant program. This funding will be combined with the $804,640 appropriated in the prior fiscal year. With this reimbursement the resulting total cost to the Town, after reimbursement, will be approximately $740,645 for the project.

(9) **DEPARTMENT:** Public Buildings
ESTIMATED COST: $125,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: MISCELLANEOUS FACILITY IMPROVEMENTS. Funding is requested to address unforeseen repair and maintenance issues that arise during the course of the fiscal year. The general criteria used to determine whether a project would be funded from this source include issues that cannot be addressed within the existing maintenance budget of the department; that may pose a risk to the public, students or municipal and school personnel; that impede the town's ability to provide services to the public or that may enable the town to access matching funds through state grants or other sources. While town departments endeavor to anticipate potential facility problems or to recommend preventive maintenance measures during each budget cycle, it is not possible to foresee all problems that arise or all opportunities that may enable the town to avoid higher repair and maintenance costs at a later time. Breakdowns to hot water tanks, furnaces and boilers are among the problems that have come about unexpectedly in previous years. With nine school buildings and sixteen general government buildings, funding this request will provide the town with the flexibility to address issues in one or more of these buildings. Maintaining this account also lessens the likelihood of seeking funds from the reserve account thereby making those funds available to respond to other unanticipated expenses.

(10) **DEPARTMENT:** Town Manager – Yentile Farm Development
ESTIMATED COST: $50,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: CONCEPTUAL AND SCHEMATIC DESIGN OF YENTILE FARM RECREATIONAL COMPLEX. Engage a landscape design firm to perform conceptual and schematic design for the proposed recreational complex at Yentile Farm. The designer will incorporate information and recommendations gathered by the Yentile Farm Development Committee and establish concept designs using the updated map and survey of the property. Up to three alternative concepts will be generated. Following a vetting process, the chosen concept will be further developed into a schematic design and cost estimate for consideration by the Town.

(11) **DEPARTMENT:** Schools – Vehicles
ESTIMATED COST: $23,190
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: ONE (1) STUDENT TRANSPORT VAN. Replace the existing 2005 Ford Ecovan. The Student Transport van is a front-line vehicle used daily to transport to programs and classes in and out of district. The current vehicle has approximately 125,000 miles and significant wear. Repairing a vehicle of this age and mileage is not cost effective.

(12) **DEPARTMENT:** Schools – Middle School
ESTIMATED COST: $44,500
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: FIFTY-FIVE (55) INTERACTIVE SMART BOARDS. Purchase 55 smart boards for installation in all of the Middle School classrooms. The integration of smart boards into the classrooms supports the School Department's technology initiatives and 21st century learning initiatives.

(13) **DEPARTMENT:** Schools – Middle School
ESTIMATED COST: $41,500
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: CORE AND IDF SWITCHES. Replace the existing core switch and 15 intermediate distribution frame switches that support the building's computer network. The core switch generally connects the network to the outside internet service, while the IDF switches provide the interconnection within the building's network.

(14) **DEPARTMENT:** Schools – General Technology
ESTIMATED COST: $166,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: WIRELESS NETWORK INFRASTRUCTURE. The project will equip the Boutwell, Wildwood, Shawsheen, Woburn, North Intermediate and West Intermediate Schools with wireless capabilities throughout the buildings. This proposal is part of an overall initiative to ensure that students and teachers have access to the same communications technology during the school day that they have access to before and after their school day. Creating a wireless environment within the schools will enable the School Department to pursue the goal of providing individual access to an electronic device such as a laptop or computer tablet for each student and teacher. Lesson materials, educational resources and assignments could be stored and made accessible via their electronic device. Assignments could be sent to the teachers from the students electronically via this wireless network. Students or teachers requiring access to additional learning resources could connect to the Internet over the wireless network. Creating the wireless network will require the installation of radio access points in the ceiling throughout the building. Ethernet cabling installed in the building will connect the radio access points to switches and routers to "transport" the data to and from its appropriate destination.

(15) **DEPARTMENT:** Schools – North Intermediate and West Intermediate
ESTIMATED COST: $42,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: SIXTY (60) COMPUTERS IN THE LABS. Replace the 60 existing personal computers at the North and West Intermediate Schools' labs with new units. This project will also include launching a thin client pilot project which can eventually lead to reduced costs for units and improve functionality. Maintaining reliable personal computers in the labs supports the School Department's technology initiatives and 21st century learning initiatives.

(16) **DEPARTMENT:** Public Works - Highway
ESTIMATED COST: $148,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: ONE (1) HEAVY DUTY DUMP TRUCK. Replace the existing 1998 dump truck. The dump truck is used for highway and snow and ice operations. The purchase will include a new sander/salter and plow. The current vehicle has 94,000 miles and significant wear. Repairing a vehicle of this age and mileage is not cost effective.

(17) **DEPARTMENT:** Public Works – Parks and Grounds
ESTIMATED COST: $43,500
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: ONE (1) MULTI-USE TRACTOR. Purchase a second tractor to the fleet in order to more effectively meet the growing needs for field maintenance. Currently the cemetery tractor is assigned to field maintenance activities, which adds to the wear on that equipment. The Town has developed a comprehensive field maintenance program to ensure residents have access to high quality fields for a broad range of sport activities. The new multi-use tractor will be utilized to treat, repair and support general maintenance of the playing fields.

(18) **DEPARTMENT:** Public Works - Cemetery
ESTIMATED COST: $45,800
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: ONE (1) SKID STEER. Replace the 1986 skid steer which has approximately 3,000 hours of run-time. The skid steer is the primary digging tool and provides greater agility and maneuverability necessary for a cemetery setting. The existing skid steer has reached the end of its useful life.

(19) **DEPARTMENT:** Public Works – Parks & Grounds
ESTIMATED COST: $27,000
FUNDING SOURCE: FY-2014 Available Funds - Recreation

DESCRIPTION: RESURFACE THE SHAWSHEEN SCHOOL TENNIS COURT. Perform preventative maintenance on the tennis court at the Shawsheen School. The work will include performing any necessary repairs and resealing of the surface. The maintenance will improve the condition and aesthetics of the court while extending its useful life.

(20) **DEPARTMENT:** Public Works - Highway
ESTIMATED COST: $25,000
FUNDING SOURCE: FY-2014 Available Funds

DESCRIPTION: ONE (1) PICK-UP TRUCK. Replace the existing supervisor's vehicle, a Crown Victoria sedan, with a small pick-up truck. The Crown Victoria is a vehicle built for police purposes and is inefficient both in terms of gas mileage and functionality for a public works function. The new vehicle will be a rugged utility vehicle needed to navigate rough graded job sites. The vehicle will allow the supervisor more flexibility to perform small duties, such as delivery, relocation or collection of cones, road debris, barrels and other items, while in the field, rather than dispatching or redirecting other staff. The new vehicle will have improved gas mileage reducing fuel consumption.

(21) **DEPARTMENT:** Public Works – Parks & Grounds
ESTIMATED COST: $34,100
FUNDING SOURCE: FY-2014 Available Funds - Recreation

DESCRIPTION: CHAIN LINK FENCE SURROUNDING NORTH INTERMEDIATE SCHOOL TENNIS COURT. The existing fence is in a state of disrepair and in need of replacement. Replacing the existing chain link fence with a new fence will improve safety and overall appearance of the tennis courts area.

(22) **DEPARTMENT:** Public Works - Highway
ESTIMATED COST: $579,430
FUNDING SOURCE: FY-2014 Chapter 90

DESCRIPTION: ROADWAY REPAIR PROGRAM. Calendar year 2013 will include the reconstruction and resurfacing of approximately 15,180 linear feet of roadways throughout Town. This program continues the annual investment in the Town's critical roadway and sidewalk infrastructure utilizing Chapter 90 state funding. Other neighborhood paving projects may be completed depending upon available funds. The following work is planned to be undertaken:

- Andover Street – perform pavement cold planning and install bituminous concrete leveling and top courses for 6,050 linear feet of roadway from Route 62 to Jonspin Road.
- Eames Street – continue pavement pulverization, grading and installation of two (2) bituminous concrete pavement courses for 3,200 linear feet of roadway from Main Street (Route 38) to Woburn Street;
- Grove Avenue – perform pavement cold planning and install bituminous concrete leveling and top courses for 2,080 linear feet of roadway from Winchell Road to Burnap Street East.
- McDonald Road – perform pavement cold planning and install bituminous concrete leveling and top courses for 3,100 linear feet of roadway from Salem Street to the end of McDonald Road.
- Wing Road – perform drainage improvements, cold planning and install an overlay course for 750 linear feet of roadway from Woburn Street to the end of Wing Road.

(23) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: $17,000
FUNDING SOURCE: FY-2014 Water Receipts

DESCRIPTION: REDEVELOPMENT OF SALEM STREET WELL 9A. Engage services to increase the productivity of existing well 9A in the Salem Street Well Field. Over the years, the production level of this well has declined due to mineral deposits and sand entering the well. Redeveloping the well ensures that the well is drawing the maximum amount of water in the most efficient manner. By increasing the production level of the well, the town is able to supply more town generated water to residents. Ultimately, this decreases the Town's reliance on water from the Massachusetts Water Resources Authority.

(24) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: $17,000
FUNDING SOURCE: FY-2014 Water Receipts

DESCRIPTION: REDEVELOPMENT OF SHAWSHEEN WELL. Engage services to increase the productivity of the existing well in the Shawsheen Avenue Well Field. Over the years, the production level of this well has declined due to mineral deposits and sand entering the well. Redeveloping the well ensures that the well is drawing the maximum amount of water in the most efficient manner. By increasing the production level of the well, the town is able to supply more town generated water to residents. Ultimately, this decreases the Town's reliance on water from the Massachusetts Water Resources Authority.

(25) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: $12,000
FUNDING SOURCE: FY-2014 Water Receipts

DESCRIPTION: SYSTEM-WIDE LEAK DETECTION SURVEY. Perform a system-wide leak detection survey to identify unknown leaks within the distribution system. Leaks, if left unidentified, can cause a decrease in operational efficiency, reduce potential revenue and increase the amount of unaccounted for water. A biennial survey is required by the MWRA; the last survey was conducted in 2011. Discovered leaks will be repaired as quickly as practicable to minimize loss of water and operational efficiency.

(26) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: $200,000
FUNDING SOURCE: FY-2014 Water Receipts

DESCRIPTION: WATER MAIN REPLACEMENT. Replace 750 feet of water main along Route 62 from Wildwood Street to Glen Road. This section of the system currently has a 10" main. The project will upgrade the main to a 12" iron ductile which will improve water quality and the hydraulics of the distribution system. By timing the project with the Glen Road intersection project, the disruption to traffic flows will occur only once and will eliminate the need to excavate and repave a section of new road.

(27) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: $100,000
FUNDING SOURCE: FY-2014 Water Receipts

DESCRIPTION: WATER MAIN REPLACEMENT. This continues a longstanding practice of replacing undersized water mains each year. These undersized water mains are upgraded to 8" or larger and, where possible, water mains which "dead-end" will be looped. Completing this work will result in enhanced water quality, improved water pressure and improved fire protection. In most cases, Water Department personnel perform all work associated with replacement of water mains. Relying upon in-house personnel to complete this work will cost substantially less than hiring a private contractor resulting in a savings for rate payers. Once the water main replacement projects are completed the affected streets will be resurfaced.

(28) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: $66,000
FUNDING SOURCE: FY-2014 Water Receipts

DESCRIPTION: ONE (1) DUMP TRUCK. Replace the existing 1994 Chevy Truck. The purchase will include a new plow. The dump truck is used in the performance of scheduled maintenance and for emergency repair of water mains and snow removal operations. The current vehicle has approximately 72,000 miles and significant wear. Repairing a vehicle of this age and mileage is not cost effective.

(29) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: $11,700
FUNDING SOURCE: FY-2014 Water Receipts

DESCRIPTION: SCADA SYSTEM. Update the existing Supervisory Control And Data Acquisition (SCADA) system used at the treatment plants. The SCADA system allows the Water and Sewer Division to monitor, control and alarm the plants and pump-stations using a computerized central monitor system. The SCADA system has remote telemetry units at out-points such as pump stations to communicate directly with the central system and provide real-time report of flows, operations and status of equipment. The current SCADA system was purchased in 2006. With ongoing software upgrades, this version has become outdated and is no longer being supported for service and ongoing technical support. The SCADA system is a necessary tool to effectively run the water and sewer operations.

(30) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: $18,000
FUNDING SOURCE: FY-2014 Water Receipts

DESCRIPTION: SUPERVISOR VEHICLE. Replace the existing supervisor's vehicle, a Crown Victoria sedan, with a smaller sized compact car such as a Ford Fusion. The Crown Victoria is a vehicle built for police purposes and is inefficient both in terms of gas mileage and functionality. The new vehicle will have improved gas mileage reducing fuel consumption and be more appropriate for the intended use.

(31) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: $100,000
FUNDING SOURCE: FY-2014 Water Receipts

DESCRIPTION: INTERNAL MIXING SYSTEM AT THE HILLSIDE WAY STORAGE TANK. Purchase and install an internal mixing system for the tank to ensure consistent mixing of the stored water. Active mixing within a water storage tank is important to effectively eliminate stagnation, which causes water quality to deteriorate. By improving water quality within the tank, the quality of water that is distributed to residents is elevated and aids in the town's achieving EAP and DEP water sample requirements.

EXPENDITURE DETAIL

DEPARTMENT: Selectmen
FUNCTION: General Government

DEPT: 01
ACTIVITY: Legislative

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Stipend	4,500	4,620	4,712	4,712
	4,500	4,620	4,712	4,712
CONTRACTUAL SERVICES:				
Misc. Contractual Services	7,480	7,657	7,600	7,800
Printing & Binding	5,760	5,760	6,200	6,200
Advertising & Town Meeting Exp.	650	641	1,000	1,000
	13,890	14,058	14,800	15,000
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	18,390	18,678	19,512	19,712

EXPENDITURE DETAIL

DEPARTMENT: Selectmen
FUNCTION: General Government

DEPT: 11
ACTIVITY: Elections & Town Meeting

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Part Time	20,901	21,425	26,530	10,363
	20,901	21,425	26,530	10,363
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	353	808	1,500	600
Misc. Contractual Services	6,718	11,829	7,640	7,200
Constable	175	175	175	175
	7,246	12,812	9,315	7,975
MATERIALS & SUPPLIES:				
Office Supplies	379	400	100	200
	379	400	100	200
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	28,526	34,637	35,945	18,538

STATISTICAL DEPARTMENT INFORMATION

DEPT: Elections
CODE: 11

Description	2007	2008	2009	2010	2011	2012
Town Election	3,550	604	693	1,741	3,029	1,884
Percent of Votes Cast	24%	6%	7.5%	12%	18%	13%
Special Town Election					5,016	
Percent of Votes Cast					33%	
State Primary		1,556		2,129		1,331
Percent of Votes Cast		13%		14%		8.7%
State Election		*12,042		9,311		*12,603
Percent of Votes Cast		74%		60%		80.8%
Special State Primary			3,400			
Percent of Votes Cast			22%			
Special State Election				9,367		
Percent of Votes Cast				60%		
Presidential Primary		8,843				2,639
Percent of Votes Cast		60%				18%

* Presidential Election

EXPENDITURE DETAIL

DEPARTMENT: Registrars of Voters
FUNCTION: General Government
DEPT: 12
ACTIVITY: Registrations

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Stipend	1,875	1,875	1,875	1,875
	1,875	1,875	1,875	1,875
CONTRACTUAL SERVICES:				
Misc. Contractual Services	1,238	1,462	1,500	1,500
Printing, Adv. & Binding	900	900	900	600
Postage (Census mailing)	2,900	3,000	3,500	3,500
	5,038	5,362	5,900	5,600
MATERIALS & SUPPLIES:				
General Supplies	1,312	1,088	1,100	790
	1,312	1,088	1,100	790
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	8,225	8,325	8,875	8,265

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Registrars
CODE: 12

Description	2007	2008	2009	2010	2011	2012
Population	22,616	23,066	22,718	22,809	22,443	22,417
Republicans	1,882	1,958	1,873	1,883	1,869	1,899
Democrats	4,450	4,542	4,462	4,361	4,267	4,084
American Independent					1	
Conservative					1	1
Constitutional Party		1	1	2	1	
Green Party, USA		1	4	5	3	2
Green – Rainbow Party	5	4	7	6	5	6
Interdependent Third Party		3	6	8	7	7
Libertarians		48	54	64	58	48
Socialist				1		
Working Families Party	1	10				
Unenrolled	8,736	9,278	9,097	9,279	9,261	9,564
Total Registered Voters	15,074	15,845	15,504	15,609	15,473	15,611

EXPENDITURE DETAIL

DEPARTMENT: Finance Committee
FUNCTION: General Government

DEPT: 03
ACTIVITY: Advisory

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Part Time	754	1,119	1,400	1,400
	754	1,119	1,400	1,400
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	7,570	7,418	8,000	8,000
Dues	268	268	300	300
Training & Conference	111	101	200	200
	7,949	7,787	8,500	8,500
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	8,703	8,906	9,900	9,900

EXPENDITURE DETAIL

DEPARTMENT: Town Manager/Central Administration
FUNCTION: General Government
DEPT: 02
ACTIVITY: Administration

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Town Manager (1)	140,539	140,539	140,000	135,698
Other - Full Time (4)	252,341	274,300	284,872	276,856
Part Time	1,227	0	15,000	15,000
	394,107	414,839	439,872	427,554
CONTRACTUAL SERVICES:				
Postage, Printing, Advertising, Misc.	32,963	48,699	52,000	52,000
Misc. Contractual Services	6,360	7,750	9,600	9,600
	39,323	56,449	61,600	61,600
MATERIALS & SUPPLIES:				
Office Supplies	7,179	6,899	8,700	8,700
	7,179	6,899	8,700	8,700
FURNISHINGS & EQUIPMENT:	800	902	0	8,500
TOTAL	441,409	479,089	510,172	506,354

EXPENDITURE DETAIL

DEPARTMENT: Town Accountant
FUNCTION: General Government

DEPT: 04
ACTIVITY: Accounting

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Town Accountant (1)	101,437	104,667	108,475	108,475
Other - Full Time (4)	228,126	236,485	241,190	246,068
	329,563	341,152	349,665	354,543
CONTRACTUAL SERVICES:				
Misc. Contractual Services	170	430	240	10,240
Training & Conference	1,718	1,525	1,650	1,650
	1,888	1,955	1,890	11,890
MATERIALS & SUPPLIES:				
Office Supplies	451	567	670	670
	451	567	670	670
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	331,902	343,674	352,225	367,103

EXPENDITURE DETAIL

DEPARTMENT: Treasurer/Collector
FUNCTION: General Government

DEPT: 06
ACTIVITY: Finance

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Treasurer/Collector (1)	79,168	84,965	91,624	95,290
Other - Full Time (4)	121,736	141,597	147,795	153,837 *
	200,904	226,562	239,419	249,127
CONTRACTUAL SERVICES:				
Misc. Contractual Services	9,244	10,057	10,382	24,607
Printing, Adv. & Binding	7,035	7,380	7,380	8,115
Equipment Repairs	95	95	95	95
Training & Conference	749	750	750	750
	17,123	18,282	18,607	33,567
MATERIALS & SUPPLIES:				
Office Supplies	893	717	1,200	1,200
	893	717	1,200	1,200
Amt. Cert. Coll. Tax Title	12,939	2,480	15,000	15,000
FURNISHINGS & EQUIPMENT:	849	125	305	400
TOTAL	232,708	248,166	274,531	299,294

* Does not include salary of one employee paid from Water Department - $41,488

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2007	2008	2009	2010	2011	2012
Number of Real Estate Accounts	9,107	9,171	9,213	9,226	9,160	9,222
Total Real Estate Commitment	$46,252,458	$48,262,869	$50,151,541	$52,162,344	$54,275,679	$55,211,638
Lien Certificates and Betterment Certificates	$ 26,222	$ 22,639	$ 25,444	$ 22,785	$ 28,307	$ 21,519
Apportioned Street Betterments	$ 697	$ 697	$ 261	$ na	$ na	$ na
Committed Interest	$ 105	$ 70	$ 37	$ na	$ na	$ na
Apportioned Water Betterments	na	na	na	$ na	na	na
Committed Interest	na	na	na	$ na	na	na
Apportioned Sewer Betterments	$ 52,430	$ 52,022	$ 49,439	$ 49,439	$ 46,829	$ 40,802
Committed Interest	$ 31,605	$ 28,777	$ 23,569	$ 21,119	$ 17,845	$ 15,558
Water Lien Commitments	$ 138,193	$ 157,135	$ 206,708	$ 174,099	$ 227,984	$ 236,393
Sewer Lien Commitments	$ 39,161	$ 38,970	$ 100,769	$ 55,478	$ 78,498	$ 74,443
Electric Lien Commitments	$ 31,333	$ 35,016	$ 72,447	$ 51,858	$ 25,980	$ 18,662
Title V Betterments	$ 15,448	$ 18,086	$ 26,173	$ 31,655	$ 33,303	$ 34,790
Committed Interest	$ 4,398	$ 6,418	$ 9,679	$ 10,956	$ 11,561	$ 10,655

Statistics are reported by fiscal year.

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2007	2008	2009	2010	2011	2012
TAX TITLES						
Parcels added to Tax Title Accounts for non-payment of real estate taxes	21	34	0	75	27	28
Tax Titles redeemed by property owner	47	16	13	6	44	21
Tax Titles foreclosed to the Town through Land Court	8	4	3	3	2	1
Number of Personal Property Bills	688	724	721	733	760	707
Total Personal Property Commitment	$1,193,813	$1,387,666	$2,012,966	$2,134,242	$2,313,983	$2,551,346
Number of Excise Bills	25,913	26,779	25,493	26,786	26,675	26,819
Total Excise Commitments	$3,127,458	$3,578,946	$3,080,715	$3,063,170	$3,156,793	$3,227,029
Date of First Commitment Each Year	2/2/07	2/4/08	2/4/09	2/4/10	2/2/11	2/6/12
Excise Interest & Costs Collected	$ 103,837	$ 93,134	$ 91,630	$ 74,007	$ 66,093	$ 121,357
Ambulance Collections*	$ 407,298	$ 373,553	$ 501,192	$ 410,950	$ 385,371	$ 811,333
INVESTMENTS						
Interest earned by investing non-revenue funds and available revenue funds	$ 580,120	$ 594,052	$ 308,240	$ 131,613	$ 169,100	$ 225,820

* Includes amounts collected from Medicare on behalf of ALS provider.

Statistics are reported by fiscal year.

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2007	2008	2009	2010	2011	2012
No. of Health Insurance Subscribers	990	1,028	1,045	1,055	1,038	1,052
No. of Life Insurance Subscribers	897	931	933	846	858	847
Health Insurance Rates (Monthly)						
Individual:						
Master Medical	$ 768.64	$ 821.60	$ 821.60	$ 821.60	$ 862.68	$ 948.96
Network Blue	$ 565.76	$ 565.76	$ 565.76	$ 565.76	$ 594.08	$ 647.73
Blue Care Elect/Blue Choice	$ 592.32	$ 592.32	$ 592.32	$ 592.32	$ 621.92	$ 706.11
Family:						
Master Medical	$ 1,803.84	$ 1,928.32	$ 1,928.32	$ 1,928.32	$ 2,024.76	$ 2,227.36
Network Blue	$ 1,328.64	$ 1,328.64	$ 1,328.64	$ 1,328.64	$ 1,395.04	$ 1,320.88
Blue Care Elect/Blue Choice	$ 1,389.76	$ 1,389.76	$ 1,389.76	$ 1,389.76	$ 1,459.20	$ 1,656.85
Life Insurance and Accidental Death & Disability Premium Per $1,000	$ .92	$ .92	$ .92	$ .92	$ .92	$ .92
Health and Life Insurance (Fiscal Year)	$6,524,416	$6,713,195	$6,970,692	$8,780,012	$9,426,608	$10,099,785
Amount of Borrowing						
Bond Anticipation Notes	0	0	0	$1,350,000	0	0
General Obligation Bonds	0	0	0	0	$4,540,000	$44,190,000
Cost of Borrowing	0	0	0	$ 2,499	$ 39,440	$ 122,888
Average Cost Per $1,000	0	0	0	$ 1.85	$ 8.55	$ 2.78
First and Last Borrowing Date	na	na	na	06/25/10	08/15/10 08/15/30	06/28/12 03/15/37
Number of Borrowings	0	0	0	1	1	1
Interest Rates Bid During Year	na	na	na	na	2.76	3.28

EXPENDITURE DETAIL

DEPARTMENT:	Town Clerk/Elections/Registrations	DEPT:	10
FUNCTION:	General Government	ACTIVITY:	Records Mgmt.

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Town Clerk (1)	70,565	75,904	77,126	77,126
Other - Full Time (2)	129,732	99,176	90,738	94,873
	200,297	175,080	167,864	171,999
CONTRACTUAL SERVICES:				
Misc. Contractual Services	113	725	425	225
Training & Conference	795	520	1,025	1,200
Printing, Adv. & Binding	612	600	625	1,020
	1,520	1,845	2,075	2,445
MATERIALS & SUPPLIES:				
Office Supplies	1,053	1,407	1,500	1,500
	1,053	1,407	1,500	1,500
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	202,870	178,332	171,439	175,944

STATISTICAL DEPARTMENT INFORMATION

DEPT: Town Clerk
CODE: 10

Description	2007	2008	2009	2010	2011	2012
Dog Licenses	1,704	1,935	1,989	2,086	2,088	2,131
Fish & Game Licenses	313	294	291	295	267	0
Births	230	235	252	239	207	202
Marriage Intentions	79	91	84	83	97	102
Marriages	76	91	83	89	95	93
Deaths	221	232	252	237	300	256
Burial Permits	145	152	159	153	194	191
Flammable Licenses	53	53	55	52	51	51
Business Certificates and Withdrawals	199	184	150	185	174	184
Bazaar/Raffle Permits	13	11	5	6	4	6
Pole/Conduit Locations	7	9	5	5	4	1
Certifications of Vital Statistics	2,843	3,091	2,884	3,241	2,831	2,254
Passports	784	704	653	641	424	320

EXPENDITURE DETAIL

DEPARTMENT: Board of Assessors
FUNCTION: General Government
DEPT: 05
ACTIVITY: Assessing

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Principal Assessor (1)	98,720	96,874	103,575	92,792
Other - Full Time (2)	87,771	91,834	94,349	99,641
Stipend	1,500	1,500	1,500	1,500
	187,991	190,208	199,424	193,933
CONTRACTUAL SERVICES:				
Misc. Contractual Services	28,379	60,776	45,900	55,200
Appraisals & Inventories	5,100	58,064	64,900	20,750
Data Processing	15,838	16,066	15,700	17,850
Appellate Tax Board Costs	0	7,369	20,000	20,000
Training & Conference	1,277	559	3,000	4,000
Printing & Binding	42	1,126	1,000	1,000
	50,636	143,960	150,500	118,800
MATERIALS & SUPPLIES:				
Office Supplies	1,810	1,320	3,000	3,000
Subscriptions	831	397	800	1,400
	2,641	1,717	3,800	4,400
FURNISHINGS & EQUIPMENT:	0	2,299	1,500	3,090
TOTAL	241,268	338,184	355,224	320,223

EXPENDITURE DETAIL

DEPARTMENT: Town Counsel & Legal Advice
FUNCTION: General Government
DEPT: 09
ACTIVITY: Legal

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
CONTRACTUAL SERVICES:				
Legal Services	212,500	216,750	221,000	227,630
	212,500	216,750	221,000	227,630
Expenses	2,631	5,385	7,500	7,500
	2,631	5,385	7,500	7,500
TOTAL	215,131	222,135	228,500	235,130

EXPENDITURE DETAIL

DEPARTMENT: Permanent Building Committee
FUNCTION: General Government
DEPT: 17
ACTIVITY: Planning/Proj. Mgmt.

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Part Time	0	0	0	0
	0	0	0	0
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
TOTAL	0	0	0	0

EXPENDITURE DETAIL

DEPARTMENT:	Police	DEPT:	18
FUNCTION:	Public Safety	ACTIVITY:	Enforcement

CLASSIFICATION		EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:					
Salaries: Chief	(1)	109,551	111,860	114,861	117,153
Dep. Chief	(1)	96,438	98,470	100,440	100,440
Lieut.	(4)	306,296	322,268	308,444	315,926
Sgt.	(6)	389,262	394,358	405,797	406,723
Ptlm.	(36)	1,866,119	1,921,722	2,052,423	2,017,790
Clerks	(2)	82,282	85,817	89,135	94,212
IT Admin	(1)	0	0	0	64,101
Overtime Costs		446,235	489,231	475,000	475,000
Paid Holidays		77,947	73,893	85,000	90,000
Specialists		11,925	11,200	12,450	13,800
Night Differential		40,662	42,296	45,864	43,056
Incentive Pay		292,226	506,608	400,459	406,302
Sick Leave Buyback		29,246	30,659	26,700	27,700
		3,748,189	4,088,382	4,116,573	4,172,203
CONTRACTUAL SERVICES:					
Misc. Contractual Services		49,615	46,263	54,750	54,975
Training & Conference		21,477	23,920	25,230	26,870
Computer Expenses		57,378	60,753	74,960	75,500
		128,470	130,936	154,940	157,345
MATERIALS & SUPPLIES:					
Office Supplies		8,348	9,160	9,000	11,100
Uniforms		47,995	47,499	52,080	52,080
Sm. Tools & Equipment		25,407	34,788	35,810	35,810
		81,750	91,447	96,890	98,990
FURNISHINGS & EQUIPMENT:		6,000	21,300	0	34,100
TOTAL		3,964,409	4,332,065	4,368,403	4,462,638

STATISTICAL DEPARTMENT INFORMATION

DEPT: Police
CODE: 18

Description	2007	2008	2009	2010	2011	2012
Police Officers	46	48	48	48	48	48
Cruisers	22	22	22	22	22	22
Arrests (including traffic)	370	387	341	362	314	386
Summons*		270	243	241	245	242
Complaints/Requests for Service	24,220	21,532	20,730	20,415	19,956	20,389
Firearms Permits	428	184	127	201	316	376
Automobile Accidents	776	810	728	411	462	413
Citations Issued (minus arrests)	5,475	4,042	3,889	4,586	3,353	4,626

* New computer system enables Police Department to report Summons' activity.

EXPENDITURE DETAIL

DEPARTMENT: Fire — DEPT: 20
FUNCTION: Public Safety — ACTIVITY: Fire Protection

CLASSIFICATION		EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:					
Salaries: Chief	(1)	112,916	115,298	117,153	117,153
Dep. Chief	(1)	83,820	126,437	80,380	80,495
Lieut.	(6)	436,070	453,086	445,926	446,533
Firefighter	(32)	1,808,103	1,868,256	1,918,478	1,854,148
Clerk	(1)	50,572	52,671	53,519	54,724
Part Time		15,386	16,086	19,500	19,500
Overtime Costs		503,334	595,635	500,000	550,000
Paid Holidays		127,416	134,574	134,900	134,900
EMT & Incentive Pay		9,450	14,350	9,625	9,625
Sick Leave Buyback		26,805	25,425	25,425	25,425
		3,173,872	3,401,818	3,304,906	3,292,503
CONTRACTUAL SERVICES:					
Misc. Contractual Services		18,071	19,605	24,000	34,000
Radio Repairs		4,898	4,946	4,950	4,950
Training & Conference		6,371	6,670	8,650	8,650
Computer Expenses		11,559	11,764	15,000	15,000
Emergency Management		5,505	3,970	4,000	4,000
		46,404	46,955	56,600	66,600
MATERIALS & SUPPLIES:					
Office Supplies		3,446	2,589	2,850	3,000
Uniforms & Protective Equip.		37,222	36,719	40,000	64,000
Emergency & Medical Supplies		27,414	29,361	32,500	37,000
Fire Prevent & Arson Investigation		2,763	1,802	2,500	2,500
		70,845	70,471	77,850	106,500
FURNISHINGS & EQUIPMENT:		14,750	18,000	0	7,500
TOTAL		3,305,871	3,537,244	3,439,356	3,473,103

STATISTICAL DEPARTMENT INFORMATION

DEPT: Fire
CODE: 20

Description	2007	2008	2009	2010	2011	2012
Number of Fire Fighters	37	40	40	40	40	40
Number of Runs	3,513	3,233	3,364	3,919	3,330	3,672
Number of Building Fires	15	16	8	17	14	6
Number of Ambulance Calls	1,799	1,862	1,785	1,913	1,836	1,887
Out of Town Assistance	91	126	135	165	194	165
Value of Property Endangered	$4,650,100	$11,470,000	$ 605,200	$5,350,000	$5,160,000	$3,200,000
Property Loss	$ 525,500	$ 488,500	$ 218,000	$ 510,000	$ 839,000	$ 430,000

EXPENDITURE DETAIL

DEPARTMENT: Public Safety Central Dispatch
FUNCTION: Public Safety

DEPT: 21
ACTIVITY: Communications/Emergency Response

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Full Time (12)	439,686	447,763	501,161	509,162
Part Time	0	1,551	0	0
Overtime	48,000	58,963	50,000	55,000
	487,686	508,277	551,161	564,162
CONTRACTUAL SERVICES:				
Training & Conference	1,739	125	3,000	3,000
Misc. Contractual Services	23,171	20,066	25,000	25,000
	24,910	20,191	28,000	28,000
MATERIALS & SUPPLIES:				
Office Supplies	1,013	882	2,000	2,000
Uniforms	1,741	356	1,750	1,750
	2,754	1,238	3,750	3,750
FURNISHINGS & EQUIPMENT:	0	4,139	6,000	4,000
TOTAL	515,350	533,845	588,911	599,912

EXPENDITURE DETAIL

DEPARTMENT: Animal Control | DEPT: 23
FUNCTION: Public Safety | ACTIVITY: Enforcement

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Animal Control Officer (1)	38,524	39,487	40,122	40,122
Overtime	0	0	0	2,000
	38,524	39,487	40,122	42,122
CONTRACTUAL SERVICES:				
Misc. Contractual Services	2,325	3,735	3,500	4,370
	2,325	3,735	3,500	4,370
MATERIALS & SUPPLIES:				
Office Supplies	0	0	200	200
Miscellaneous Supplies	0	0	125	125
	0	0	325	325
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	40,849	43,222	43,947	46,817

EXPENDITURE DETAIL

DEPARTMENT:	Department of Public Works	DEPT:	25 - 29, 51
FUNCTION:	Maint. of Roads, Grounds, & Infrastructure	ACTIVITY:	Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Superintendent (1)	103,682	106,274	119,142	121,208
Engineer - Full Time (3)	219,195	230,508	236,011	236,937
Engineer - Part Time	11,337	8,544	12,480	12,480
Highway - Full Time (18.5)	1,149,767	1,147,865	1,176,409	1,204,771
Highway - Overtime	63,313	86,195	60,990	62,210
Highway - Seasonal	15,645	14,830	13,600	13,600
Stream Maint. - Seasonal	9,261	8,311	13,600	13,600
Tree - Full Time (3)	154,721	152,437	190,025	194,259
Tree - Overtime	9,653	11,341	8,800	9,000
Parks/Grounds - Full Time (6)	267,289	327,482	341,070	357,220
Parks/Grounds - Overtime	13,972	19,704	18,830	19,210
Cemetery - Full Time (2)	106,300	131,877	137,816	140,916
Cemetery - Part Time	6,577	6,786	7,020	7,020
Cemetery - Overtime	11,081	12,093	10,360	10,580
Snow & Ice - Ex. Help/O.T.	213,346	89,209	168,350	171,720
	2,355,139	2,353,456	2,514,503	2,574,731
CONTRACTUAL SERVICES:				
Engineer - Misc. Contractual Services	7,700	7,625	7,700	7,700
Engineer - Training & Conference	1,661	1,615	2,000	2,000
Highway - Misc. Contractual Services	86,090	83,200	86,090	88,090
Highway - Repairs Town Vehicles	120,900	98,140	120,900	120,900
Highway - Training & Conference	1,770	722	2,000	2,000
Tree - Misc. Contractual Services	4,744	4,041	7,000	9,000
Parks/Grounds - Misc. Cont. Services	19,003	18,961	19,000	19,000
Cemetery - Misc. Cont. Services	2,308	3,226	4,100	4,100
Road Machinery - Rep. Equip.	79,448	79,082	80,000	80,000
Public Street Lights	232,606	175,316	225,000	185,000
Rubbish Coll. & Disposal	1,467,666	1,468,741	1,619,011	1,656,301
Snow & Ice - Rep. & Maint. Equip.	18,722	14,615	18,730	18,730
Snow & Ice - Misc. Cont. Services	280,000	55,799	160,000	160,000
	2,322,618	2,011,083	2,351,531	2,352,821
TOTAL	4,677,757	4,364,539	4,866,034	4,927,552

EXPENDITURE DETAIL

DEPARTMENT:	Department of Public Works	DEPT:	25 - 29, 51
FUNCTION:	Maint. of Roads, Grounds, & Infrastructure	ACTIVITY:	Maintenance

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
MATERIALS & SUPPLIES:				
Engineer - Office Supplies	2,512	3,556	3,500	3,500
Engineer - Small Tools & Equip.	1,238	1,326	1,300	1,300
Highway - Office Supplies	1,203	1,144	1,500	1,500
Highway - Construction Supplies & Road Improvements	82,000	81,795	82,000	82,000
Highway - Tools & Equip.	37,500	37,171	37,500	37,500
Stream Maintenance - Expenses	816	789	1,000	1,000
Tree - Tools/Equip/Tree Replace.	4,452	3,691	5,000	5,000
Tree - Chemicals	1,280	1,415	1,500	1,500
Parks/Grounds - Rep. & Construct Ballfields, Grounds & Equip.	107,867	103,788	92,350	92,350
Cemetery - Construction Supplies	1,915	1,978	2,000	2,000
Cemetery - Care of Grounds	7,834	4,729	8,000	8,000
Cemetery - Tools & Equip.	4,569	3,340	3,350	3,350
Cemetery - Office Supplies	0	283	300	300
Drainage Projects - Expenses	53,467	56,544	65,000	65,000
Snow & Ice - Sand & Salt	199,500	128,964	194,460	191,570
Snow & Ice - Tools & Equip.	5,963	471	6,000	6,000
Highway - Gas, Oil, Tires - DPW	126,325	164,712	145,918	148,714
Highway - Gas, Oil, Tires - Other	189,550	207,987	222,830	234,396
	827,991	803,683	873,508	884,980
FURNISHINGS & EQUIPMENT:	47,555	37,609	41,900	31,800
TOTAL	5,553,303	5,205,831	5,781,442	5,844,332

STATISTICAL DEPARTMENT INFORMATION

DEPT: Cemetery
CODE: 29

Description		2007	2008	2009	2010	2011	2012
Interments:	Residents	67	78	78	83	95	66
	Non-Residents	70	66	77	65	62	61
	Moved/Disinterment	1	1	0	0	1	0
Total Interments		138	145	155	148	158	127
Receipts		$64,466.70	$82,597.34	$98,600.33	$88,266.33	$98,033.67	$82,736.00
Reserve		$ 26,950	$ 21,697	$ 19,700	$ 14,575	$ 34,175	$ 18,000
Trust Fund		$ 29,150	$ 21,875	$ 19,700	$ 14,575	$ 34,175	$ 18,000

EXPENDITURE DETAIL

DEPARTMENT:	Sewer	DEPT:	45
FUNCTION:	Maint. & Operation of Sewer Systems	ACTIVITY:	Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Full Time (1)	14,593	44,880	47,483	50,392
Part Time	18,191	17,691	19,188	19,188
Overtime	1,565	8,698	5,800	9,100
	34,349	71,269	72,471	78,680
EXPENSES, MAINT. & OPERATIONS:				
Misc. Contractual Services	49,257	24,562	27,100	30,700
Operations Supplies	4,314	5,505	8,900	10,400
Utilities	17,609	21,612	26,340	23,720
	71,180	51,679	62,340	64,820
TOTAL	105,529	122,948	134,811	143,500

EXPENDITURE DETAIL

DEPARTMENT: Health
FUNCTION: Community Development

DEPT: 30
ACTIVITY: Health & Sanitation

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Director (1)	69,502	75,642	79,928	81,619
Other - Full Time (1)	68,483	93,770	101,867	47,056
Part Time/Overtime	15,439	14,600	14,750	51,352
	153,424	184,012	196,545	180,027
CONTRACTUAL SERVICES:				
Misc. Contractual Services	3,119	3,696	3,500	5,000
Printing, Adv. & Binding	1,152	739	1,000	2,000
Clinical Expenses	374	2,780	2,875	4,000
Mental Health, Out Patient	35,000	34,999	35,000	25,000
Training & Conference	534	1,172	1,200	1,000
	40,179	43,386	43,575	37,000
MATERIALS & SUPPLIES:				
Office Supplies	1,268	937	1,000	1,000
	1,268	937	1,000	1,000
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	194,871	228,335	241,120	218,027

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Health
CODE: 30

Description	2007	2008	2009	2010	2011	2012
Public Health Nursing and General Wellness Visits	1,402	1,656	2,160	1,877	479	234
ATTENDANCE						
Immunization Clinic	42	43	29	22	15	12
Special Immunization Clinic	17	30	0	18	0	0
Rabies Clinic	226	219	250	230	200	206
Flu Clinic	1,060	939	1,864	1,460	569	660
PERMITS:						
Beaver	10	17	13	10	16	15
Food	94	147	119	173	181	191
Funeral	2	2	2	2	2	2
Ice Rink	1	1	1	1	1	1
Installer	47	39	42	42	42	40
Pool	2	3	3	3	3	3
Recreational Camp	4	2	5	3	4	4
Sewerage	76	77	68	97	73	78
Stable	31	30	30	32	42	44
Tanning/Massage	25	3	3	2	3	1
Tobacco	27	25	23	21	21	21
Transport Waste Material	23	26	28	32	35	28
Well	41	46	17	5	11	19
Total Fees Collected	$ 57,028	$ 57,273	$ 46,853	$ 56,083	$ 56,524	$ 62,343

EXPENDITURE DETAIL

DEPARTMENT:	Sealer of Weights & Measures	DEPT:	22
FUNCTION:	Consumer Protection	ACTIVITY:	Enforcement

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
CONTRACTUAL SERVICES:				
Inspectional Services	5,000	5,000	5,000	5,000
	5,000	5,000	5,000	5,000
TOTAL	5,000	5,000	5,000	5,000

EXPENDITURE DETAIL

DEPARTMENT: Planning & Conservation DEPT: 14
FUNCTION: Community Development ACTIVITY: Planning & Environmental Protection

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Director (1)	80,028	81,948	83,297	83,904
Other - Full Time (4)	213,043	199,953	209,922	214,435
Part Time/Overtime	2,276	2,016	4,000	4,000
	295,347	283,917	297,219	302,339
CONTRACTUAL SERVICES:				
Misc. Contractual Services	0	0	2,750	2,750
Dues & Subscriptions	932	849	1,025	1,025
Advertising & Printing	2,342	1,687	3,500	3,500
Training & Conference	748	213	1,400	1,400
	4,022	2,749	8,675	8,675
MATERIALS & SUPPLIES:				
Miscellaneous Materials	147	95	100	100
Office Supplies	1,402	1,400	1,400	1,400
	1,549	1,495	1,500	1,500
FURNISHINGS & EQUIPMENT:	140	500	1,950	1,950
TOTAL	301,058	288,661	309,344	314,464

STATISTICAL DEPARTMENT INFORMATION

DEPT: Conservation
CODE: 14

Description	2007	2008	2009	2010	2011	2012
Wetlands Protection Act Hearings	125	151	71	86	92	96
Acres of Land Acquired	23.4	4.05	6.26	6.58	0.00	7.32
Notices of Intent Filed	27	49	25	28	23	27
Orders of Conditions Issued	30	49	18	29	22	19
Denials Issued	2	3	0	2	1	0
Cases Pending	5	1	12	8	5	7
Cases Withdrawn	2	0	0	0	0	1
Determinations of Applicability	25	33	19	25	18	19
Decisions Appealed	5	3	0	2	1	2
Extension Permits Issued	19	20	22	12	3	3
Certificates of Compliance Issued	28	29	22	52	16	44
Filing Fees Collected	$11,501.00	$13,310.00	$6,592.50	$7,547.50	$6,575.00	$8,015.00
Violation Notices Issued	62	34	95	86	50	67
Enforcement Orders Issued	3	11	12	27	2	9
Abbreviated Notices of Resource Area Delineation	4	2	2	4	3	2

EXPENDITURE DETAIL

DEPARTMENT: Bldg. Insp. & Bd. of Appeals DEPT: 24
FUNCTION: Community Development ACTIVITY: Enforcement Codes & Bylaws

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Building Inspector (1)	71,896	73,693	75,441	77,126
Other - Full Time (1)	50,046	51,298	53,119	53,653
Part Time/Overtime	2,157	1,881	6,000	6,000
Stipend	49,800	49,800	50,796	50,796
	173,899	176,672	185,356	187,575
CONTRACTUAL SERVICES:				
Misc. Contractual Services	48	342	300	100
Printing, Adv. & Binding	949	1,577	1,200	1,000
Training & Conference	1,570	1,240	1,700	1,700
	2,567	3,159	3,200	2,800
MATERIALS & SUPPLIES:				
Office Supplies	190	737	1,050	650
Sm. Tools & Equipment	0	0	0	0
	190	737	1,050	650
FURNISHINGS & EQUIPMENT:	0	0	0	800
TOTAL	176,656	180,568	189,606	191,825

STATISTICAL DEPARTMENT INFORMATION

DEPT: Building Inspector
CODE: 24

Description	2007	2008	2009	2010	2011	2012
PERMITS:						
New Single Family Dwellings	32	22	26	39	35	30
Residential Additions	89	72	60	65	69	70
Residential Remodeling	159	152	168	251	247	247
Residential Miscellaneous	85	140	68	78	62	88
New Commercial Buildings	15	6	5	5	3	3
Commercial Additions	1	2	3	3	2	0
Commercial Fitups	52	58	57	36	47	54
Commercial Miscellaneous	59	89	56	41	44	42
Occupancy Permits	89	96	73	70	76	68
Plumbing Permits	317	296	262	328	331	283
Gas Fitting Permits	230	227	228	265	281	251
Wiring Permits	649	582	471	513	539	561
Assembly Permits	31	47	47	30	24	29
Annual Wiring Permits	54	54	56	58	46	55
Total Permits	1,917	1,302	1,137	1,264	1,297	1,247
Fees Collected	$740,862	$652,172	$339,539	$401,178	$449,661	$524,104
Estimated Value – All Construction	$57,443M	$46,243M	$17,749M	$33,544M	$27,036M	$33,672,542

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Appeals
CODE: 24

Description	2007	2008	2009	2010	2011	2012
Cases Granted	40	37	26	23	22	14
Cases Denied	2	2	2	0	4	0
Cases Withdrawn or No Action Taken	4	2	3	1	0	3
Cases Pending	0	0	8	0	2	6
Total Cases	46	41	39	24	28	23
Total Fees Collected	$5,144	$3,900	$3,500	$2,400	$3,100	$2,300

EXPENDITURE DETAIL

DEPARTMENT:	Public Buildings	DEPT:	15 (TOWN); 16 (SCHOOL)
FUNCTION:	Operation of Plant	ACTIVITY:	Maint./Operation

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Superintendent (1)	86,741	92,469	97,766	102,415
Other - Full Time (44) *	2,190,014	2,383,501	2,426,249	2,542,413
Overtime	42,489	46,120	50,000	48,000
Seasonal	13,278	17,069	13,600	13,600
	2,332,522	2,539,159	2,587,615	2,706,428
UTILITIES:				
Fuel Heating	1,052,680	1,047,000	1,294,000	1,294,000
Electric - Town Buildings	173,163	177,081	200,000	190,000
Utilities - Town Buildings	98,546	106,549	110,000	110,000
	1,324,389	1,330,630	1,604,000	1,594,000
MAINTENANCE EXPENSE:				
HVAC Repairs	71,514	73,572	80,000	80,000
Expenses - School Buildings	214,453	218,999	230,000	230,000
Asbestos Repairs/Training	6,000	10,000	20,000	20,000
Expenses - Town Buildings	197,667	193,566	190,000	210,000
Roof Repairs	15,267	20,485	25,000	25,000
Training & Conference	388	290	400	400
	505,289	516,912	545,400	565,400
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	4,162,200	4,386,701	4,737,015	4,865,828

* Two full time custodians partially funded $42,924 by CARES Program

EXPENDITURE DETAIL

DEPARTMENT:	Veterans' Services	DEPT:	31
FUNCTION:	Veterans' Aid & Benefits	ACTIVITY:	Veterans' Aid

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Veterans' Agent (1)	54,876	58,937	61,224	61,224
Part Time	0	0	9,360	9,360
	54,876	58,937	70,584	70,584
CONTRACTUAL SERVICES:				
Misc. Contractual Services	44	143	100	100
Training & Conference	800	992	1,250	1,250
	844	1,135	1,350	1,350
MATERIALS & SUPPLIES:				
Office Supplies	465	571	600	600
	465	571	600	600
FURNISHINGS & EQUIPMENT:	0	0	0	0
ASSISTANCE - VETERANS:	295,605	311,949	310,000	310,000
TOTAL	351,790	372,592	382,534	382,534

EXPENDITURE DETAIL

DEPARTMENT: Public Library
FUNCTION: Library

DEPT: 35
ACTIVITY: Library Services

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Director (1)	82,681	84,747	86,111	86,111
Other - Full Time (12)	601,725	611,064	623,328	645,099
Part Time	107,037	95,116	104,207	100,333
	791,443	790,927	813,646	831,543
CONTRACTUAL SERVICES:				
Misc. Contractual Services	3,753	4,624	5,212	6,469
Merrimack Valley Lib. Con.	33,239	33,195	34,344	35,540
Training & Conference	853	1,495	1,500	2,000
	37,845	39,314	41,056	44,009
MATERIALS & SUPPLIES:				
Office & Library Supplies	20,427	21,577	21,707	21,307
Books & Library Materials	120,597	120,596	126,630	130,000
	141,024	142,173	148,337	151,307
FURNISHINGS & EQUIPMENT:	8,704	18,350	15,150	12,000
TOTAL	979,016	990,764	1,018,189	1,038,859

STATISTICAL DEPARTMENT INFORMATION

DEPT: Memorial Library
CODE: 35

Description	2007	2008	2009	2010	2011	2012
Population	22,616	23,066	22,718	22,809	22,443	22,417
Number of Registered Borrowers	14,998	15,236	12,696	12,665	13,538	14,339
Expenditures	$794,742	$854,377	$921,577	$939,412	$970,312	$981,628
Per Capita Expenditures	$35.14	$37.04	$40.57	$41.19	$43.23	$43.79
Collection						
Number of Volumes	78,113	75,045	67,266	66,496	58,838	55,512
Volumes Per Capita	3.45	3.25	2.96	2.91	2.64	2.48
Number of Subscriptions	148	164	164	180	153	159
Museum Passes	10	11	11	11	11	11
Circulation	205,454	235,859	244,663	255,435	264,745	254,447
Circulation Per Capita	9.08	10.23	10.77	11.2	11.8	11.4
Loans to Other Libraries	22,679	28,877	26,527	24,051	26,341	26,311
Received from Other Libraries	19,775	24,931	26,246	29,301	33,881	38,617
Information Service						
Internet Session	15,923	16,254	24,824	27,446	22,137	20,272
Information Desk Transactions	10,311	9,104	7,547	7,781	6,305	4,992
Website Hits	98,441	120,713	130,553	154,285	174,804	304,858
Library Programs						
Number of Programs	284	394	354	437	381	498
Program Attendance	8,068	9,911	8,855	9,853	9,380	11,243
Visits to the Library	131,919	139,732	154,138	149,029	140,618	145,751

EXPENDITURE DETAIL

DEPARTMENT: Recreation
FUNCTION: Recreation

DEPT: 36
ACTIVITY: Recreation

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Director (1)	67,185	68,865	72,668	75,572
Other - Full Time (1)	46,025	47,175	48,284	50,441
* Part Time	0	0	0	0
	113,210	116,040	120,952	126,013
CONTRACTUAL SERVICES:				
Training & Conference	433	498	700	700
	433	498	700	700
MATERIALS & SUPPLIES:				
Program Supplies	998	1,000	1,000	1,000
Office & Printing Supplies	3,262	2,991	3,000	3,000
	4,260	3,991	4,000	4,000
FURNISHINGS & EQUIPMENT:	0	700	700	0
TOTAL	117,903	121,229	126,352	130,713

* Part time Program Coordinator funded by program fees.

EXPENDITURE DETAIL

DEPARTMENT:	Elderly Services	DEPT:	32
FUNCTION:	Elderly Services	ACTIVITY:	Elderly Services

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Director (1)	65,336	66,970	68,529	69,973
Other - Full Time (3)	72,111	103,860	123,865	127,122
* Part Time	635	1,375	2,000	2,050
	138,082	172,205	194,394	199,145
CONTRACTUAL SERVICES:				
Misc. Contractual Services	17,933	22,068	23,870	23,870
Hot Lunch Program	15,321	15,999	15,800	15,800
	33,254	38,067	39,670	39,670
MATERIALS & SUPPLIES:	958	1,081	1,300	1,300
	958	1,081	1,300	1,300
FURNISHINGS & EQUIPMENT:	0	150	0	0
TOTAL	172,294	211,503	235,364	240,115

* Two part time positions funded through Executive Office of Elder Affairs Grant totalling $19,786

EXPENDITURE DETAIL

DEPARTMENT: Historical Commission
FUNCTION: Preservation

DEPT: 33
ACTIVITY: Preservation

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PERSONNEL SERVICES:				
Part Time	18,796	18,526	21,958	21,958
	18,796	18,526	21,958	21,958
CONTRACTUAL SERVICES:				
Professional Services	2,000	2,000	2,000	2,000
Hist. Programs & Activities	3,244	2,014	3,250	3,250
	5,244	4,014	5,250	5,250
MATERIALS & SUPPLIES:				
Miscellaneous Materials	1,467	2,197	1,500	1,500
	1,467	2,197	1,500	1,500
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	25,507	24,737	28,708	28,708

EXPENDITURE DETAIL

DEPARTMENT:	Total School Budget	DEPT:	42
FUNCTION:	Education	ACTIVITY:	Education

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
SCHOOL DEPARTMENT:				
Personnel Services:	23,275,185	24,330,307	25,757,543	26,594,664
Contractual Services:	7,136,135	7,476,683	6,812,287	7,033,686
TOTAL SCHOOL DEPARTMENT:	30,411,320	31,806,990	32,569,830	33,628,350
VOCATIONAL TRAINING:				
Shawsheen Tech:	3,127,084	3,215,095	3,562,275	3,612,275
TOTAL VOCATIONAL TRAINING:	3,127,084	3,215,095	3,562,275	3,612,275
TOTAL	33,538,404	35,022,085	36,132,105	37,240,625

EXPENDITURE DETAIL

DEPARTMENT: Maturing Debt & Interest
FUNCTION: Maturing Debt & Interest

DEPT: 37
ACTIVITY:

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
Schools	2,665,950	113,213	3,280,085	3,585,312
Public Safety	825,300	152,175	131,950	128,700
General Government	69,613	0	0	0
Sewer	171,030	176,197	152,690	150,578
Water	0	163,080	133,120	130,520
Interest on Anticipation Notes, Authentication Fees & Misc. Debt	41,575	1,500	20,000	20,000
TOTAL	3,773,468	606,165	3,717,845	4,015,110

COMBINED
OUTSTANDING DEBT

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2014	2,141,200	1,853,910	3,995,110
FISCAL 2015	2,136,200	1,771,798	3,907,998
FISCAL 2016	2,090,000	1,689,773	3,779,773
FISCAL 2017	2,085,000	1,606,284	3,691,284
FISCAL 2018	2,085,000	1,521,336	3,606,336
FISCAL 2019	2,080,000	1,419,410	3,499,410
FISCAL 2020	2,075,000	1,318,510	3,393,510
FISCAL 2021	2,075,000	1,217,760	3,292,760
FISCAL 2022	1,905,000	1,139,100	3,044,100
FISCAL 2023	1,905,000	1,046,790	2,951,790
FISCAL 2024	1,905,000	954,340	2,859,340
FISCAL 2025	1,905,000	861,803	2,766,803
FISCAL 2026	1,905,000	804,390	2,709,390
FISCAL 2027	1,905,000	746,820	2,651,820
FISCAL 2028	1,905,000	689,075	2,594,075
FISCAL 2029	1,905,000	613,487	2,518,487
FISCAL 2030	1,905,000	546,550	2,451,550
FISCAL 2031	1,905,000	479,350	2,384,350
FISCAL 2032	1,765,000	414,775	2,179,775
FISCAL 2033	1,765,000	353,000	2,118,000
FISCAL 2034	1,765,000	282,400	2,047,400
FISCAL 2035	1,765,000	211,800	1,976,800
FISCAL 2036	1,765,000	141,200	1,906,200
FISCAL 2037	1,765,000	70,600	1,835,600
TOTAL	**46,407,400**	**21,754,261**	**68,161,661**

SCHOOLS
OUTSTANDING DEBT

COMBINED

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2014	1,850,000	1,735,312	3,585,312
FISCAL 2015	1,845,000	1,661,775	3,506,775
FISCAL 2016	1,845,000	1,588,325	3,433,325
FISCAL 2017	1,845,000	1,514,525	3,359,525
FISCAL 2018	1,845,000	1,440,375	3,285,375
FISCAL 2019	1,840,000	1,348,650	3,188,650
FISCAL 2020	1,835,000	1,257,350	3,092,350
FISCAL 2021	1,835,000	1,166,200	3,001,200
FISCAL 2022	1,765,000	1,094,300	2,859,300
FISCAL 2023	1,765,000	1,006,050	2,771,050
FISCAL 2024	1,765,000	917,800	2,682,800
FISCAL 2025	1,765,000	829,550	2,594,550
FISCAL 2026	1,765,000	776,600	2,541,600
FISCAL 2027	1,765,000	723,650	2,488,650
FISCAL 2028	1,765,000	670,700	2,435,700
FISCAL 2029	1,765,000	600,100	2,365,100
FISCAL 2030	1,765,000	538,325	2,303,325
FISCAL 2031	1,765,000	476,550	2,241,550
FISCAL 2032	1,765,000	414,775	2,179,775
FISCAL 2033	1,765,000	353,000	2,118,000
FISCAL 2034	1,765,000	282,400	2,047,400
FISCAL 2035	1,765,000	211,800	1,976,800
FISCAL 2036	1,765,000	141,200	1,906,200
FISCAL 2037	1,765,000	70,600	1,835,600
TOTAL	42,980,000	20,819,912	63,799,912

SCHOOLS
OUTSTANDING DEBT

REMODELING SHAWSHEEN SCHOOL ($715,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2014	75,000	20,912	95,912
FISCAL 2015	70,000	18,375	88,375
FISCAL 2016	70,000	15,925	85,925
FISCAL 2017	70,000	13,125	83,125
FISCAL 2018	70,000	9,975	79,975
FISCAL 2019	70,000	7,000	77,000
FISCAL 2020	70,000	4,200	74,200
FISCAL 2021	70,000	1,400	71,400
TOTAL	565,000	90,912	655,912

WILMINGTON HIGH SCHOOL ($44,190,758)

FISCAL 2014	1,775,000	1,714,400	3,489,400
FISCAL 2015	1,775,000	1,643,400	3,418,400
FISCAL 2016	1,775,000	1,572,400	3,347,400
FISCAL 2017	1,775,000	1,501,400	3,276,400
FISCAL 2018	1,775,000	1,430,400	3,205,400
FISCAL 2019	1,770,000	1,341,650	3,111,650
FISCAL 2020	1,765,000	1,253,150	3,018,150
FISCAL 2021	1,765,000	1,164,800	2,929,800
FISCAL 2022	1,765,000	1,094,300	2,859,300
FISCAL 2023	1,765,000	1,006,050	2,771,050
FISCAL 2024	1,765,000	917,800	2,682,800
FISCAL 2025	1,765,000	829,550	2,594,550
FISCAL 2026	1,765,000	776,600	2,541,600
FISCAL 2027	1,765,000	723,650	2,488,650
FISCAL 2028	1,765,000	670,700	2,435,700
FISCAL 2029	1,765,000	600,100	2,365,100
FISCAL 2030	1,765,000	538,325	2,303,325
FISCAL 2031	1,765,000	476,550	2,241,550
FISCAL 2032	1,765,000	414,775	2,179,775
FISCAL 2033	1,765,000	353,000	2,118,000
FISCAL 2034	1,765,000	282,400	2,047,400
FISCAL 2035	1,765,000	211,800	1,976,800
FISCAL 2036	1,765,000	141,200	1,906,200
FISCAL 2037	1,765,000	70,600	1,835,600
TOTAL	42,415,000	20,729,000	63,144,000

PUBLIC SAFETY
OUTSTANDING DEBT

EQUIPMENT - AERIAL TOWER TRUCK ($975,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2014	100,000	28,700	128,700
FISCAL 2015	100,000	25,200	125,200
FISCAL 2016	100,000	21,700	121,700
FISCAL 2017	95,000	17,812	112,812
FISCAL 2018	95,000	13,538	108,538
FISCAL 2019	95,000	9,500	104,500
FISCAL 2020	95,000	5,700	100,700
FISCAL 2021	95,000	1,900	96,900
TOTAL	775,000	124,050	899,050

SEWER
OUTSTANDING DEBT

SEWER INTERCEPTOR REHAB MAIN STREET ($1,250,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2014	65,000	39,378	104,378
FISCAL 2015	65,000	37,103	102,103
FISCAL 2016	65,000	34,828	99,828
FISCAL 2017	65,000	32,227	97,227
FISCAL 2018	65,000	29,303	94,303
FISCAL 2019	65,000	26,540	91,540
FISCAL 2020	65,000	23,940	88,940
FISCAL 2021	65,000	21,340	86,340
FISCAL 2022	60,000	19,200	79,200
FISCAL 2023	60,000	17,460	77,460
FISCAL 2024	60,000	15,660	75,660
FISCAL 2025	60,000	13,823	73,823
FISCAL 2026	60,000	11,910	71,910
FISCAL 2027	60,000	9,930	69,930
FISCAL 2028	60,000	7,875	67,875
FISCAL 2029	60,000	5,737	65,737
FISCAL 2030	60,000	3,525	63,525
FISCAL 2031	60,000	1,200	61,200
TOTAL	1,120,000	350,979	1,470,979

SEWER INFLOW MAINTENANCE ($231,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2014	46,200	0	46,200
FISCAL 2015	46,200	0	46,200
TOTAL	92,400	0	92,400

COMBINED TOTAL

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2014	111,200	39,378	150,578
FISCAL 2015	111,200	37,103	148,303
FISCAL 2016	65,000	34,828	99,828
FISCAL 2017	65,000	32,227	97,227
FISCAL 2018	65,000	29,303	94,303
FISCAL 2019	65,000	26,540	91,540
FISCAL 2020	65,000	23,940	88,940
FISCAL 2021	65,000	21,340	86,340
FISCAL 2022	60,000	19,200	79,200
FISCAL 2023	60,000	17,460	77,460
FISCAL 2024	60,000	15,660	75,660
FISCAL 2025	60,000	13,823	73,823
FISCAL 2026	60,000	11,910	71,910
FISCAL 2027	60,000	9,930	69,930
FISCAL 2028	60,000	7,875	67,875
FISCAL 2029	60,000	5,737	65,737
FISCAL 2030	60,000	3,525	63,525
FISCAL 2031	60,000	1,200	61,200
TOTAL	**1,212,400**	**350,979**	**1,563,379**

WATER
OUTSTANDING DEBT

BROWN'S CROSSING WELLFIELD REPLACMENT ($1,600,000)

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2014	80,000	50,520	130,520
FISCAL 2015	80,000	47,720	127,720
FISCAL 2016	80,000	44,920	124,920
FISCAL 2017	80,000	41,720	121,720
FISCAL 2018	80,000	38,120	118,120
FISCAL 2019	80,000	34,720	114,720
FISCAL 2020	80,000	31,520	111,520
FISCAL 2021	80,000	28,320	108,320
FISCAL 2022	80,000	25,600	105,600
FISCAL 2023	80,000	23,280	103,280
FISCAL 2024	80,000	20,880	100,880
FISCAL 2025	80,000	18,430	98,430
FISCAL 2026	80,000	15,880	95,880
FISCAL 2027	80,000	13,240	93,240
FISCAL 2028	80,000	10,500	90,500
FISCAL 2029	80,000	7,650	87,650
FISCAL 2030	80,000	4,700	84,700
FISCAL 2031	80,000	1,600	81,600
TOTAL	1,440,000	459,320	1,899,320

EXPENDITURE DETAIL

DEPARTMENT: Unclassified
FUNCTION: Miscellaneous Support

DEPT: 54
ACTIVITY: Miscellaneous

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
Veterans' Retirement	2,168	0	0	0
Employee Retire. Unused Sick Leave	29,340	61,264	42,000	50,000
Medicare Employer's Contribution	518,470	556,549	575,998	620,000
Salary Adjustments & Additional Costs	14,753	17,605	92,588	300,000
Local Trans/Training Conference	2,714	2,258	5,000	5,000
Out of State Travel	0	0	1,500	1,500
Computer Hardware & Software Maintenance & Expenses	57,324	155,942	67,881	70,000
Annual Audit	30,000	30,000	31,000	32,000
Ambulance Billing	25,000	25,455	27,000	30,000
Town Report & Calendar	7,980	8,372	10,000	10,000
Professional & Tech. Services	98,589	77,677	110,000	110,000
Reserve Fund	0	0	450,000	450,000
TOTAL	786,338	935,122	1,412,967	1,678,500

EXPENDITURE DETAIL

DEPARTMENT: Unclassified
FUNCTION: Insurance

DEPT: 38, 43
ACTIVITY: Insurance

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
Public Liability - Officials	20,098	26,983	23,500	25,000
Worker's Compensation	238,678	242,004	298,960	391,311
Automobile Liability	55,532	60,102	65,000	69,500
Property & General Liability	121,316	125,008	135,000	144,000
Boiler & Machinery	5,191	5,938	6,000	6,200
Bonds	2,320	1,521	2,100	2,100
Accident - Fire & Police	38,033	34,625	76,500	70,000
Umbrella	4,628	5,129	5,600	5,900
	485,796	501,310	612,660	714,011
Employee Health & Life Insurance	8,823,852	10,099,785	10,316,000	11,513,600
TOTAL	9,309,648	10,601,095	10,928,660	12,227,611

EXPENDITURE DETAIL

DEPARTMENT:	Statutory Charges	DEPT:	46
FUNCTION:	Statutory Charges	ACTIVITY:	Statutory Charges

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
Current Year Overlay	0	0	687,668	700,000
Retirement Contributions	3,995,690	4,202,064	4,402,219	4,634,534
Offset Items	37,752	42,600	42,423	42,423
Mass Bay Trans Auth.	441,569	449,384	471,680	487,528
MAPC (Ch. 688 of 1963)	6,527	6,807	7,033	7,209
RMV Non-Renewal Surcharge	7,860	6,260	6,260	6,260
Metro Air Poll. Control Dist.	6,717	7,006	7,197	7,377
Mosquito Control Program	46,962	47,873	51,280	53,075
M.W.R.A. Sewer Assessment	1,963,446	2,187,544	2,241,570	2,297,609
School Choice	25,500	5,000	5,000	5,000
Charter Schools	74,862	83,640	107,263	107,263
Special Education	830	6,040	6,101	6,101
Essex County Tech Institute	49,159	49,087	74,850	74,850
TOTAL	6,656,874	7,093,305	8,110,544	8,429,229

EXPENDITURE DETAIL

DEPARTMENT: Warrant Articles
FUNCTION: Warrant Articles

DEPT:
ACTIVITY:

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
WARRANT ARTICLES:				
Memorial Day/Veterans Day	6,000	6,000	6,000	6,000
Lease of Veterans Quarters	750	750	750	750
Senior Work Program	15,362	13,300	15,360	15,360
Design - Main Street Sewer Interceptor	1,730	0	0	0
Other Post Employment Benefits	0	0	0	100,000
High School Feasibility Study	283,341	0	0	0
Purchase of Land 173 Church Street	0	15,000	0	0
Purchase of Land 9 Cross Street	0	1,182,348	0	0
TOTAL	307,183	1,217,398	22,110	122,110

EXPENDITURE DETAIL

DEPARTMENT: Capital Outlay
FUNCTION: Capital Outlay

DEPT:
ACTIVITY:

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
CAPITAL OUTLAY:				
Police - Cruisers	115,608	148,357	144,000	156,000
Police - Communications System	0	0	68,400	0
Fire - Ambulance	191,009	0	0	260,000
Fire - Communications System Conversion	43,842	0	0	0
Fire - Communications Base Radio	0	0	0	24,000
Fire - Pickup Truck/Command Vehicles	36,700	0	0	0
Fire - EMS Computer System	1,437	0	0	0
Fire - Pumper	0	0	630,000	0
Fire - Self Contained Breathing Apparatus	0	0	0	39,800
DPW - Pickup/One Ton Trucks	29,890	32,644	0	0
DPW - Construction/Maint. Vehicles	110,500	204,172	358,000	262,300
DPW - Cemetery Expansion	0	5,270	0	0
DPW - Garage Doors Replacement	0	0	42,000	0
DPW - Parks/Grounds School Property Improvements	0	94,620	0	0
School - Roof Repairs	0	46,000	545,000	185,000
School - Vans	0	45,602	0	23,190
School - Burner/Boiler Replacement	0	6,304	0	400,000
School - Technology Improvements	0	0	90,000	294,050
School - Fire Alarm System Wildwood School	58,113	0	0	0
School - Fire Alarm System Shawsheen School	148,113	0	0	0
School - Fire Alarm System No. Intermediate School	0	141,356	0	0
School - Fire Alarm System Woburn St. School	0	146,042	0	0
School - Floor Replacement Woburn St. School	186,749	0	0	0
* School - Window Replacement No. Intermediate	0	0	400,000	340,645
School - Interior Painting Shawsheen School	0	0	78,000	0
Public Buildings - Roof Repairs	51,450	290,000	90,000	0
Public Buildings - Library Window/Door Replacement	0	6,968	0	0
Public Buildings - Misc. Facility Improvements	96,136	74,246	125,000	125,000
Public Buildings - Trucks	45,555	0	0	29,570
Public Buildings - Vehicles	0	41,544	0	0
Elderly Services - Wheelchair Transport Van	0	51,520	0	0
Recreation - Yentile Farms Conceptual Design	0	0	0	50,000
TOTAL	1,115,102	1,334,645	2,570,400	2,189,555

* Anticipated appropriation from Available Funds-Free Cash at May 4, 2013 Annual Town Meeting

EXPENDITURE DETAIL

DEPARTMENT: Water
FUNCTION: Maint. & Operation of Water Systems

DEPT: 44
ACTIVITY: Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014	
PERSONNEL SERVICES:					
Superintendent (1)	101,437	103,973	106,354	106,354	
Other - Full Time (14.5)	929,031	953,916	968,804	1,000,770	***
Seasonal	8,428	7,812	10,200	10,800	
Overtime/Salary Adjustments	98,533	103,393	111,000	115,000	
	1,137,429	1,169,094	1,196,358	1,232,924	
CONTRACTUAL SERVICES:					
MWRA Assessment	450,895	712,538	460,000	530,547	
Professional & Technical Services	171,515	167,748	175,000	183,100	
Miscellaneous Contractual Services	34,320	39,136	35,000	40,000	
Cross Connection Control Program	26,460	28,420	27,000	29,000	*
Industrial Way Booster Station	5,360	4,020	4,580	2,000	**
Haz Mat Household Waste Program	15,847	13,198	20,000	16,000	
D.E.P. Assessment	6,238	6,298	6,715	6,900	
Training & Conference	1,791	2,353	3,000	3,000	
	712,426	973,711	731,295	810,547	
UTILITIES:					
Electricity	205,174	187,091	235,000	200,000	
Telephone	13,220	8,735	13,100	9,000	
Fuel Oil	41,749	36,385	39,000	39,000	
Natural Gas	7,024	7,582	7,500	8,000	
	267,167	239,793	294,600	256,000	
TOTAL	2,117,022	2,382,598	2,222,253	2,299,471	

* Costs borne by commercial and industrial businesses
** Costs borne by private businesses located on Industrial and Progress Way
*** Includes cost of one employee in Treasurer Collectors' Office - $41,488

EXPENDITURE DETAIL

DEPARTMENT: Water
FUNCTION: Maint. & Operation of Water Systems

DEPT: 44
ACTIVITY: Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
MATERIALS & SUPPLIES:				
Administration & Office Supplies	22,096	21,153	22,500	22,500
Facility - Maintenance & Supplies	189,478	160,379	178,500	178,500
Operations - Maint. & Supplies	30,257	31,012	28,500	32,500
Vehicle - Maintenance & Supplies	41,157	55,367	63,980	64,630
Distribution System - Maint. & Supp.	45,558	52,910	43,500	49,500
Chemicals	195,000	203,651	185,000	205,000
	523,546	524,472	521,980	552,630
FURNISHINGS & EQUIPMENT:	0	5,572	17,800	42,750
CAPITAL OUTLAY:				
Engineering/Technical	91,574	6,680	0	23,700
Construction	1,114,451	932,806	982,000	334,000
Equipment	199,960	219,867	135,600	184,800
	1,405,985	1,159,353	1,117,600	542,500
TRANSFERS:				
Debt	2,500	165,160	135,120	132,520
Employee Benefits	545,352	537,295	606,290	629,893
Insurance	95,595	108,528	112,906	128,787
Other	91,048	98,927	90,818	95,546
	734,495	909,910	945,134	986,746
TOTAL	4,781,048	4,981,905	4,824,767	4,424,097

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
GENERAL GOVERNMENT:					
Selectmen	Salaries	4,500	4,620	4,712	4,712
Selectmen	Expenses	13,890	14,058	14,800	15,000
Selectmen	Furnish. & Equip.	0	0	0	0
		18,390	18,678	19,512	19,712
Elections	Salaries	20,901	21,425	26,530	10,363
Elections	Expenses	7,625	13,212	9,415	8,175
Elections	Furnish. & Equip.	0	0	0	0
		28,526	34,637	35,945	18,538
Registrars	Salaries	1,875	1,875	1,875	1,875
Registrars	Expenses	6,350	6,450	7,000	6,390
Registrars	Furnish. & Equip.	0	0	0	0
		8,225	8,325	8,875	8,265
Finance Comm.	Salaries	754	1,119	1,400	1,400
Finance Comm.	Expenses	7,949	7,787	8,500	8,500
		8,703	8,906	9,900	9,900
Town Manager	Sal-Town Manager	140,539	140,539	140,000	135,698
Town Manager	Salaries-Other	253,568	274,300	299,872	291,856
Town Manager	Expenses	46,502	63,348	70,300	70,300
Town Manager	Furnish. & Equip.	800	902	0	8,500
		441,409	479,089	510,172	506,354
Town Accountant	Sal-Town Accountant	101,437	104,667	108,475	108,475
Town Accountant	Salaries-Other	228,126	236,485	241,190	246,068
Town Accountant	Expenses	2,339	2,522	2,560	12,560
Town Accountant	Furnish. & Equip.	0	0	0	0
		331,902	343,674	352,225	367,103
Treas/Collector	Sal-Treasurer/Collector	79,168	84,965	91,624	95,290
Treas/Collector	Salaries-Other	121,736	141,597	147,795	153,837
Treas/Collector	Expenses	18,016	18,999	19,807	34,767
Treas/Collector	Amt. Cert. Tax Title	12,939	2,480	15,000	15,000
Treas/Collector	Furnish. & Equip.	849	125	305	400
		232,708	248,166	274,531	299,294
Town Clerk	Sal-Town Clerk	70,565	75,904	77,126	77,126
Town Clerk	Salaries-Other	129,732	99,176	90,738	94,873
Town Clerk	Expenses	2,573	3,252	3,575	3,945
Town Clerk	Furnish. & Equip.	0	0	0	0
		202,870	178,332	171,439	175,944
Assessors	Sal-Prin. Assessor	98,720	96,874	103,575	92,792
Assessors	Salaries-Other	89,271	93,334	95,849	101,141
Assessors	Expenses	48,177	80,244	69,400	82,450
Assessors	Appraisals,Inventory	5,100	58,064	64,900	20,750
Assessors	ATB Costs	0	7,369	20,000	20,000
Assessors	Furnish. & Equip.	0	2,299	1,500	3,090
		241,268	338,184	355,224	320,223

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
Town Counsel	Legal Salaries	212,500	216,750	221,000	227,630
Town Counsel	Expenses	2,631	5,385	7,500	7,500
		215,131	222,135	228,500	235,130
Permanent Bld Com	Salaries	0	0	0	0
Permanent Bld Com	Expenses	0	0	0	0
		0	0	0	0
General Government	Subtotal	1,729,132	1,880,126	1,966,323	1,960,463
PUBLIC SAFETY:					
Police	Sal-Chief	109,551	111,860	114,861	117,153
Police	Sal-Dep. Chief	96,438	98,470	100,440	100,440
Police	Sal-Lieuts.	306,296	322,268	308,444	315,926
Police	Sal-Sgts.	389,262	394,358	405,797	406,723
Police	Sal-Patrolmen	1,866,119	1,921,722	2,052,423	2,017,790
Police	Sal-Clerks	82,282	85,817	89,135	94,212
Police	Sal-IT Admin	0	0	0	64,101
Police	Sal-Fill In Costs	446,235	489,231	475,000	475,000
Police	Sal-Paid Holidays	77,947	73,893	85,000	90,000
Police	Sal-Specialists	11,925	11,200	12,450	13,800
Police	Sal-Night Differential	40,662	42,296	45,864	43,056
Police	Sal-Incentive Pay	292,226	506,608	400,459	406,302
Police	Sick Leave Buyback	29,246	30,659	26,700	27,700
Police	Expenses	210,220	222,383	251,830	256,335
Police	Furnish. & Equip.	6,000	21,300	0	34,100
		3,964,409	4,332,065	4,368,403	4,462,638
Fire Dept.	Sal-Chief	112,916	115,298	117,153	117,153
Fire Dept.	Sal-Dep. Chief	83,820	126,437	80,380	80,495
Fire Dept.	Sal-Lieuts.	436,070	453,086	445,926	446,533
Fire Dept.	Sal-Privates	1,808,103	1,868,256	1,918,478	1,854,148
Fire Dept.	Sal-Clerk	50,572	52,671	53,519	54,724
Fire Dept.	Sal-Part Time	15,386	16,086	19,500	19,500
Fire Dept.	Sal-Overtime Costs	503,334	595,635	500,000	550,000
Fire Dept.	Sal-Paid Holidays	127,416	134,574	134,900	134,900
Fire Dept.	Sal-EMT & Incentive Pay	9,450	14,350	9,625	9,625
Fire Dept.	Sick Leave Buyback	26,805	25,425	25,425	25,425
Fire Dept.	Expenses	117,249	117,426	134,450	173,100
Fire Dept.	Furnish. & Equip.	14,750	18,000	0	7,500
		3,305,871	3,537,244	3,439,356	3,473,103
Central Dispatch	Personnel Services	487,686	508,277	551,161	564,162
Central Dispatch	Contractual Services	24,910	20,191	28,000	28,000
Central Dispatch	Materials & Supplies	2,754	1,238	3,750	3,750
Central Dispatch	Furnish. & Equip.	0	4,139	6,000	4,000
		515,350	533,845	588,911	599,912
Animal Control	Salaries	38,524	39,487	40,122	42,122
Animal Control	Expenses	2,325	3,735	3,825	4,695
		40,849	43,222	43,947	46,817
Public Safety	Subtotal	7,826,479	8,446,376	8,440,617	8,582,470

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PUBLIC WORKS:					
Public Works	Personnel Services	2,355,139	2,353,456	2,514,503	2,574,731
Public Works	Contractual Services	2,322,618	2,011,083	2,351,531	2,352,821
Public Works	Materials & Supplies	827,991	803,683	873,508	884,980
Public Works	Furnish. & Equip.	47,555	37,609	41,900	31,800
		5,553,303	5,205,831	5,781,442	5,844,332
Sewer	Personnel Services	34,349	71,269	72,471	78,680
Sewer	Maintenance & Operations	71,180	51,679	62,340	64,820
		105,529	122,948	134,811	143,500
Public Works Subtotal		5,658,832	5,328,779	5,916,253	5,987,832
COMMUNITY DEVELOPMENT:					
Board of Health	Sal-Director	69,502	75,642	79,928	81,619
Board of Health	Salaries-Other	83,297	108,370	116,617	98,408
Board of Health	Expenses	7,072	9,324	9,575	13,000
Board of Health	Mental Health	35,000	34,999	35,000	25,000
Board of Health	Furnish. & Equip.	0	0	0	0
		194,871	228,335	241,120	218,027
Sealer/Wts & Measures	Expenses	5,000	5,000	5,000	5,000
		5,000	5,000	5,000	5,000
Planning/Conservation	Sal-Director	80,028	81,948	83,297	83,904
Planning/Conservation	Salaries-Other	215,319	201,969	213,922	218,435
Planning/Conservation	Expenses	5,571	4,244	10,175	10,175
Planning/Conservation	Furnish. & Equip.	140	500	1,950	1,950
		301,058	288,661	309,344	314,464
Building Inspector	Sal-Bldg Inspector	71,896	73,693	75,441	77,126
Building Inspector	Salaries-Other	102,003	102,979	109,915	110,449
Building Inspector	Expenses	2,757	3,896	4,250	3,450
Building Inspector	Furnish. & Equip.	0	0	0	800
		176,656	180,568	189,606	191,825
Community Development Subtotal		677,585	702,564	745,070	729,316
PUBLIC BUILDINGS:					
Public Buildings	Sal-Superintendent	86,741	92,469	97,766	102,415
Public Buildings	Salaries-Other	2,245,781	2,446,690	2,489,849	2,604,013
Public Buildings	Expenses-Town Bldgs.	197,667	193,566	190,000	210,000
Public Buildings	Electric-Town Bldgs.	173,163	177,081	200,000	190,000
Public Buildings	Utilities-Town Bldgs.	98,546	106,549	110,000	110,000
Public Buildings	Expenses-School Bldgs.	214,453	218,999	230,000	230,000
Public Buildings	Training & Conference	388	290	400	400
Public Buildings	Furnish. & Equip.	0	0	0	0
Public Buildings	Fuel Heating	1,052,680	1,047,000	1,294,000	1,294,000
Public Buildings	Asbestos Repair	6,000	10,000	20,000	20,000
Public Buildings	Roof Repairs	15,267	20,485	25,000	25,000
Public Buildings	HVAC Repairs	71,514	73,572	80,000	80,000
		4,162,200	4,386,701	4,737,015	4,865,828
Public Buildings Subtotal		4,162,200	4,386,701	4,737,015	4,865,828

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
HUMAN SERVICES:					
Veterans	Salary	54,876	58,937	61,224	61,224
Veterans	Sal-Part Time	0	0	9,360	9,360
Veterans	Expenses	1,309	1,706	1,950	1,950
Veterans	Assistance	295,605	311,949	310,000	310,000
		351,790	372,592	382,534	382,534
Library	Salary-Director	82,681	84,747	86,111	86,111
Library	Salaries-Other	708,762	706,180	727,535	745,432
Library	Expenses	145,630	148,292	155,049	159,776
Library	M.V.L.C.	33,239	33,195	34,344	35,540
Library	Furnish. & Equip.	8,704	18,350	15,150	12,000
		979,016	990,764	1,018,189	1,038,859
Recreation	Salary-Director	67,185	68,865	72,668	75,572
Recreation	Salaries-Other	46,025	47,175	48,284	50,441
Recreation	Expenses	4,693	4,489	4,700	4,700
Recreation	Furnish. & Equip.	0	700	700	0
		117,903	121,229	126,352	130,713
Elderly Services	Salary-Director	65,336	66,970	68,529	69,973
Elderly Services	Salaries-Other	72,746	105,235	125,865	129,172
Elderly Services	Expenses	34,212	39,148	40,970	40,970
Elderly Services	Furnish. & Equip.	0	150	0	0
		172,294	211,503	235,364	240,115
Historical Comm.	Salaries	18,796	18,526	21,958	21,958
Historical Comm.	Expenses	6,711	6,211	6,750	6,750
Historical Comm.	Furnish. & Equip.	0	0	0	0
		25,507	24,737	28,708	28,708
Human Services Subtotal		1,646,510	1,720,825	1,791,147	1,820,929
EDUCATION:					
School Dept.	Salaries	23,275,185	24,330,307	25,757,543	26,594,664
School Dept.	Expenses	7,136,135	7,476,683	6,812,287	7,033,686
		30,411,320	31,806,990	32,569,830	33,628,350
Regional Vocational	Shawsheen Vocational	3,127,084	3,215,095	3,562,275	3,612,275
		3,127,084	3,215,095	3,562,275	3,612,275
Education Subtotal		33,538,404	35,022,085	36,132,105	37,240,625
DEBT SERVICE:					
Debt & Interest	Schools	2,665,950	113,213	3,280,085	3,585,312
Debt & Interest	Public Safety	825,300	152,175	131,950	128,700
Debt & Interest	General Government	69,613	0	0	0
Debt & Interest	Sewer	171,030	176,197	152,690	150,578
Debt & Interest	Water	0	163,080	133,120	130,520
Debt & Interest	Auth. Fees & Misc.	41,575	1,500	20,000	20,000
		3,773,468	606,165	3,717,845	4,015,110
Debt & Interest Subtotal		3,773,468	606,165	3,717,845	4,015,110

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
UNCLASSIFIED:					
Insurance		485,796	501,310	612,660	714,011
Employee Health & Life Insurance		8,823,852	10,099,785	10,316,000	11,513,600
Veterans' Retirement		2,168	0	0	0
Employ. Retire. Unused Sick Leave		29,340	61,264	42,000	50,000
Medicare Employer's Contribution		518,470	556,549	575,998	620,000
Salary Adj. & Add. Costs		14,753	17,605	92,588	300,000
Local Trans/Training Conf.		2,714	2,258	5,000	5,000
Out of State Travel		0	0	1,500	1,500
Computer Hdwe/Sftwe Maint. & Expenses		57,324	155,942	67,881	70,000
Annual Audit		30,000	30,000	31,000	32,000
Ambulance Billing		25,000	25,455	27,000	30,000
Town Report & Calendar		7,980	8,372	10,000	10,000
Professional & Technical Services		98,589	77,677	110,000	110,000
Reserve Fund		0	0	450,000	450,000
Unclassified Subtotal		10,095,986	11,536,217	12,341,627	13,906,111
STATUTORY CHARGES:					
Current Year Overlay		0	0	687,668	700,000
Retirement Contributions		3,995,690	4,202,064	4,402,219	4,634,534
Offset Items		37,752	42,600	42,423	42,423
Special Education		830	6,040	6,101	6,101
Mass Bay Trans Auth.		441,569	449,384	471,680	487,528
MAPC (Ch. 688 of 1963)		6,527	6,807	7,033	7,209
RMV Non-Renewal Surcharge		7,860	6,260	6,260	6,260
Metro Air Poll. Cont. Dist.		6,717	7,006	7,197	7,377
Mosquito Control Program		46,962	47,873	51,280	53,075
M.W.R.A. Sewer Assessment		1,963,446	2,187,544	2,241,570	2,297,609
School Choice		25,500	5,000	5,000	5,000
Charter Schools		74,862	83,640	107,263	107,263
Essex County Tech Institute		49,159	49,087	74,850	74,850
Statutory Charges Subtotal		6,656,874	7,093,305	8,110,544	8,429,229
WARRANT ARTICLES:					
Unclassified	Memorial/Veterans Day	6,000	6,000	6,000	6,000
Unclassified	Lease of Quarters	750	750	750	750
Unclassified	Senior Work Program	15,362	13,300	15,360	15,360
Unclassified	Design - Main St Sewer Interceptor	1,730	0	0	0
Unclassified	Other Post Employment Benefits	0	0	0	100,000
Unclassified	High School Feasbility Study	283,341	0	0	0
Unclassified	Purchase of Land 173 Church Street	0	15,000	0	0
Unclassified	Purchase of Land 9 Cross Street	0	1,182,348	0	0
Warrant Articles Subtotal		307,183	1,217,398	22,110	122,110
CAPITAL OUTLAY:					
Police	Cruisers	115,608	148,357	144,000	156,000
Police	Communications System	0	0	68,400	0
Fire	Ambulance	191,009	0	0	260,000
Fire	Communications System Conversion	43,842	0	0	0
Fire	Communications Base Radio	0	0	0	24,000
Fire	Pickup Truck/Command Vehicles	36,700	0	0	0
Fire	EMS Computer System	1,437	0	0	0
Fire	Pumper	0	0	630,000	0

DEPARTMENTAL BUDGET SUMMARY

	CATEGORY	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
Fire	Self Contained Breathing Apparatus	0	0	0	39,800
DPW	Pickup/One Ton Trucks	29,890	32,644	0	0
DPW	Construction/Maint. Vehicles	110,500	204,172	358,000	262,300
DPW	Cemetery Expansion	0	5,270	0	0
DPW	Garage Doors Replacement	0	0	42,000	0
DPW	Parks/Grounds School Property Improve	0	94,620	0	0
School	Roof Repairs	0	46,000	545,000	185,000
School	Vans	0	45,602	0	23,190
School	Burner/Boiler Replacement	0	6,304	0	400,000
School	Technology Improvements	0	0	90,000	294,050
School	Fire Alarm System Wildwood School	58,113	0	0	0
School	Fire Alarm System Shawsheen School	148,113	0	0	0
School	Fire Alarm System No. Intermediate Sch	0	141,356	0	0
School	Fire Alarm System Woburn St. School	0	146,042	0	0
School	Floor Replacement Woburn St School	186,749	0	0	0
School	Window Replacement No. Intermediate	0	0	400,000	340,645
School	Interior Painting Shawsheen School	0	0	78,000	0
Public Buildings	Roof Repairs	51,450	290,000	90,000	0
Public Buildings	Library Window/Door Replacement	0	6,968	0	0
Public Buildings	Misc. Facility Improvments	96,136	74,246	125,000	125,000
Public Buildings	Trucks	45,555	0	0	29,570
Public Buildings	Vehicles	0	41,544	0	0
Elderly Services	Wheelchair Transport Van	0	51,520	0	0
Recreation	Yentile Fram Conceptual Design	0	0	0	50,000
Capital Outlay Subtotal		1,115,102	1,334,645	2,570,400	2,189,555
GRAND TOTAL		77,187,755	79,275,186	86,491,056	89,849,578

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
GENERAL GOVERNMENT				
Selectmen	18,390	18,678	19,512	19,712
Elections	28,526	34,637	35,945	18,538
Registrars	8,225	8,325	8,875	8,265
Finance Committee	8,703	8,906	9,900	9,900
Town Manager	441,409	479,089	510,172	506,354
Town Accountant	331,902	343,674	352,225	367,103
Treasurer/Collector	232,708	248,166	274,531	299,294
Town Clerk	202,870	178,332	171,439	175,944
Assessors	241,268	338,184	355,224	320,223
Town Counsel	215,131	222,135	228,500	235,130
Permanent Bldg Comm.	0	0	0	0
TOTAL	1,729,132	1,880,126	1,966,323	1,960,463
PUBLIC SAFETY				
Police Dept.	3,964,409	4,332,065	4,368,403	4,462,638
Fire Dept.	3,305,871	3,537,244	3,439,356	3,473,103
Central Dispatch	515,350	533,845	588,911	599,912
Animal Control	40,849	43,222	43,947	46,817
TOTAL	7,826,479	8,446,376	8,440,617	8,582,470
PUBLIC WORKS				
Public Works	5,553,303	5,205,831	5,781,442	5,844,332
Sewer	105,529	122,948	134,811	143,500
TOTAL	5,658,832	5,328,779	5,916,253	5,987,832
COMMUNITY DEVELOPMENT				
Board of Health	194,871	228,335	241,120	218,027
Sealer/Wgts & Meas.	5,000	5,000	5,000	5,000
Planning & Conservation	301,058	288,661	309,344	314,464
Building Inspector	176,656	180,568	189,606	191,825
TOTAL	677,585	702,564	745,070	729,316

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
PUBLIC BUILDINGS				
Public Buildings	4,162,200	4,386,701	4,737,015	4,865,828
TOTAL	4,162,200	4,386,701	4,737,015	4,865,828
HUMAN SERVICES				
Veterans	351,790	372,592	382,534	382,534
Library	979,016	990,764	1,018,189	1,038,859
Recreation	117,903	121,229	126,352	130,713
Elderly Services	172,294	211,503	235,364	240,115
Historical Comm.	25,507	24,737	28,708	28,708
TOTAL	1,646,510	1,720,825	1,791,147	1,820,929
EDUCATION				
School Dept.	30,411,320	31,806,990	32,569,830	33,628,350
Shawsheen Vocational	3,127,084	3,215,095	3,562,275	3,612,275
TOTAL	33,538,404	35,022,085	36,132,105	37,240,625
MATURING DEBT & INTEREST				
Debt Service	3,773,468	606,165	3,717,845	4,015,110
TOTAL	3,773,468	606,165	3,717,845	4,015,110
UNCLASSIFIED				
Unclassified	10,095,986	11,536,217	12,341,627	13,906,111
TOTAL	10,095,986	11,536,217	12,341,627	13,906,111
STATUTORY CHARGES				
Statutory Charges	6,656,874	7,093,305	8,110,544	8,429,229
TOTAL	6,656,874	7,093,305	8,110,544	8,429,229
WARRANT ARTICLES				
Warrant Articles	307,183	1,217,398	22,110	122,110
TOTAL	307,183	1,217,398	22,110	122,110
CAPITAL OUTLAY				
Capital Outlay	1,115,102	1,334,645	2,570,400	2,189,555
TOTAL	1,115,102	1,334,645	2,570,400	2,189,555
GRAND TOTAL	77,187,755	79,275,186	86,491,056	89,849,578

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2011	EXPENDITURES FISCAL 2012	TRANSFER & APPROPRIATION FISCAL 2013	TOWN MANAGER RECOMMENDATION FISCAL 2014
General Government	1,729,132	1,880,126	1,966,323	**1,960,463**
Public Safety	7,826,479	8,446,376	8,440,617	**8,582,470**
Public Works	5,658,832	5,328,779	5,916,253	**5,987,832**
Community Development	677,585	702,564	745,070	**729,316**
Public Buildings	4,162,200	4,386,701	4,737,015	**4,865,828**
Human Services	1,646,510	1,720,825	1,791,147	**1,820,929**
Education	33,538,404	35,022,085	36,132,105	**37,240,625**
Maturing Debt & Interest	3,773,468	606,165	3,717,845	**4,015,110**
Unclassified	10,095,986	11,536,217	12,341,627	**13,906,111**
Statutory Charges	6,656,874	7,093,305	8,110,544	**8,429,229**
Warrant Articles	307,183	1,217,398	22,110	**122,110**
Capital Outlay	1,115,102	1,334,645	2,570,400	**2,189,555**
GRAND TOTAL	77,187,755	79,275,186	86,491,056	**89,849,578**