

ANNUAL BUDGET
A PROGRAM OF MUNICIPAL SERVICES
FOR THE TOWN OF WILMINGTON
FISCAL YEAR 2011

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SUBMITTED BY

MICHAEL A. CAIRA, TOWN MANAGER

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February 1, 2010

FISCAL YEAR 2011 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:

In August of 1990, having served as Town Manager for just two months, I filed a supplemental financial plan designed to balance the fiscal year 1991 budget which was suffering as a result of overly optimistic revenue forecasts and a reluctance to curb spending. Since that time, the Town has wisely adopted a policy of conservative budgeting, carefully allocating limited resources among competing needs and deliberately projecting revenues at an achievable level. As a result, the Town has been able to sustain service levels and improve program offerings without adopting operational tax overrides or implementing onerous and burdensome fees. Collectively, we should be proud of our efforts to maintain an affordable community while recognizing our responsibility to provide for the present, celebrate the past and plan for the future.

I am privileged this evening to once again stand at this podium to present the annual budget for the Town of Wilmington. The fiscal year 2011 budget marks the twentieth time that I have offered an annual budget message and like the preceding nineteen, it represents our best efforts to meet the needs of a growing and vibrant community. As in the past, the Town's proposed financial and management plan is guided by the principles of affordability and fiscal responsibility. We are being especially cautious in our revenue projections recognizing that addition comes easier than subtraction.

The budget before you is lean but hardly mean. Minimal reductions in personnel result from attrition, not layoffs. Essential services will not be compromised. Identified operational savings and efficiencies will enable the town to meet health insurance, pension and statutory obligations. Overall expenditures from municipal department operating accounts will be funded at a level less than the current fiscal year. The School Department will see a modest increase in their appropriation of \$700,000 or 2.33%. Their budget will be buttressed by the prudent allocation of Federal stimulus dollars and state grants enabling the School Department to continue its ascent to excellence. Although capital outlay expenditures will decline, necessary facility improvements and equipment purchases are included in this budget. Most importantly however, the composition of this budget and the town's overall financial condition, allows the town the flexibility to meet unexpected costs and to fund, in collaboration with the Massachusetts School Building Authority, a feasibility study on the Wilmington High School.

My governing philosophy has always been "you can't spend what you don't have and all that you have should not be spent." Mindful of that philosophy, revenue projections are based on the premise that the economic decline in Massachusetts has likely ended but recognizes that most economic indicators still point to an extended period of limited growth and a slow recovery.

The proposed fiscal year 2011 budget totals \$78,419,620, representing a 1.13% increase over the current fiscal year spending level. The town's revenue projection is in balance with the appropriation request. We anticipate that fiscal year 2011 local receipts will increase slightly over current levels however they will remain 17% less than revenue generated from these same sources in fiscal year 2008. The town's property tax levy will account for 72% of the town's available funds. We estimate that \$56,139,100 will be raised through the tax levy of which \$675,000 will be the result of anticipated new growth from new or improved property. This estimate for new growth is approximately \$346,000 less than what was realized in fiscal year 2010.

At this time last year communities across the Commonwealth experienced mid-year local aid cuts to their fiscal year 2009 budgets. For Wilmington, that amounted to \$301,578. Local aid was further reduced in the current year's budget by approximately one million dollars. Wilmington was able to withstand these reductions because we did not over estimate local aid receipts. Governor Patrick's fiscal year 2011 state budget proposal level funds the major municipal and school aid accounts. This level funding surprised most municipal leaders who were bracing for 10 to 15 percent cuts. Although the news, which was first delivered at the Massachusetts Municipal Association conference five days prior to the release of the budget, was indeed welcome, many observers, including legislative leaders, were skeptical as to how the Governor could protect these accounts from being reduced without severely slashing state services or raising broad-based taxes. In fact, the day following the Governor's initial announcement, House Ways and Means Chairman Charles Murphy, a strong advocate for local aid, cautioned attendees at the municipal conference that basing municipal budgets on the Governor's level-funding scenario may be premature.

Despite modest increases in baseline tax revenue it is believed that the state faces an estimated three billion dollar structural deficit in fiscal year 2011. Many of the one-time revenue sources relied on to close past state budget gaps are no longer available. In fact, there is less than \$600 million remaining in state stabilization funds. This past week Senate President Therese Murray commented that the fiscal year 2011 budget could be the state's worst. She said "the fiscal outlook is brightening for Massachusetts but we are not out of the woods." While Governor Patrick vowed to maintain local aid levels, the Senate President told one news service "I don't promise anything to anybody anymore."

The Town of Wilmington's fiscal year 2011 budget proposal projects an 8% cut in bottom line local aid amounting to an overall reduction of \$1,167,310. These projections include an expectation that funding for veterans' aid will increase, funding for the Quinn Bill will be eliminated and that a consensus state budget will emerge ultimately reducing Chapter 70 education funds and unrestricted general local aid by a maximum of 10%. Should the Governor's local aid estimate survive in its present iteration, the Town of Wilmington would receive nearly \$12.5 million in funding from the two major local aid accounts. These figures take into account the continued effort to meet the equity goals established five years ago to ensure fairness in the distribution of Chapter 70 education aid. Funding at this level would increase local aid in these two major accounts by \$500,000 over current levels. More significantly, because the town's proposed fiscal year 2011 budget anticipates a 10% reduction in both major local aid accounts, the actual adoption of the Governor's funding level would enable the town to increase its financial portfolio by more than \$1.7 million.

The past several years have challenged most Americans to do more with less. Local government is no exception. What could very well have been a maintenance-of-effort spending plan has emerged instead as a positive reflection on the competence and creativity of talented managers and employees, the dedication and leadership of school and town officials and the remarkable energy and commitment of so many volunteers. Funding in fiscal year 2011 for municipal departments will be reduced by approximately \$29,000. This marks the second consecutive year that, in the aggregate, funding for municipal departments has decreased. Staffing levels will be reduced both in the Water Department and in the Town Manager's office. New programs and initiatives however will not be reduced. The conversion of the town's financial systems to a new software provider is nearly complete. As a result, the municipal and school systems have been merged, eliminating many prior support agreements and saving approximately \$20,000 per year. Funding in fiscal year 2011 will enable the town to meet the complex reporting requirements of the Governmental Accounting Standards Board. The town will update its extensive financial files for actuarial review and produce for the first time a Comprehensive Annual Financial Report which will serve as an accurate accounting of the town's fixed assets. The town is also developing a new, more attractive and user-friendly website.

The budget will enable the Board of Assessors to partner with the Engineering Division to expand town mapping capabilities to include more computerized applications. A GIS program will be developed allowing for computer generated abutters lists thereby streamlining what has been an overly cumbersome process. Additionally, the town will be able to market this service which will result in the generation of needed revenues. In fiscal year 2011, we intend to upgrade telephone service and equipment at the Town Hall in an effort to modernize the town's communications system without any increase in cost.

Public Safety departments will be fully staffed in fiscal year 2011 ensuring adequate protection for people and property. The budget includes the second year of funding portable radios for the Police Department in order to comply with the move toward a digital based system for communications. Consistent with that effort, we are recommending an appropriation of \$44,000 for the Fire Department to enable a communications system conversion compatible with that of the Police Department. These funds will ensure that all vehicles are equipped with UHF radios. The Fire Department includes funding for a replacement copy machine and four new defibrillators. A capital appropriation of \$115,760 is recommended for the purchase of four replacement frontline police cruisers and an appropriation of \$36,700 is recommended for the purchase of a command vehicle for assignment to the fire chief.

The town's recycling program will continue with the single stream curbside collection that began this past July. Since the start of this successful program, the amount of collected curbside recyclables has increased by over 13% while the town's refuse tonnage has decreased by nearly 7%. Last year the town entered into favorable long-term contracts for both refuse collection and disposal. As a result of these contracts and the community's increased participation in recycling, we anticipate a decrease of approximately 14% in the rubbish collection and disposal account. It is worth noting that in fiscal year 2003 the town collected and disposed of more than 10,500 tons of refuse at a cost to taxpayers of \$2,063,246. The fiscal year 2011 budget anticipates the collection and disposal of 9,000 tons of trash and recommends an appropriation some \$515,000 less than in 2003.

In the fall of 2009 the Department of Public Works began working on a new approach to turf management with the goal of improving the safety and durability of the town's 39 acres of playing fields. As a result, this budget includes funding for the implementation of a multi-field turf management plan. The plan will include greater use of organic soil and fertilizers to build the long-term sustainability of soils; an increase in core aerations with the addition of a much greater concentration of sports turf mix and a greater frequency of mowing to improve plant health. A budget increase in the Parks and Grounds Division of approximately \$80,000 will enable the town to greatly improve the condition of the town's playing fields that are being heavily used by school sports teams and youth sports groups.

The Department of Public Works operating budget includes funding for the needed replacement of maintenance equipment and for the implementation of phase three of the town's global positioning fleet tracking system. The capital outlay budget recommends the appropriation of \$110,500 for the purchase of a fully equipped sidewalk plow and \$30,100 for the purchase of a one-ton pick-up truck with plow attachments. The capital budget for the Water Department includes \$190,000 to replace an obsolete and undersized excavator with a modern wheeled excavator enabling the town to continue to effectively and efficiently replace the town's water mains. The town will continue its program to replace undersized water mains and to eliminate dead-end mains wherever feasible. We will again earmark \$75,000 for this project which ultimately enables Water Department personnel to enhance water quality, increase water pressure and improve fire protection. The Water Department's budget also includes \$70,000 for the purchase of two variable frequency motor drives to replace 20-year-old units at the Sargent Water Treatment Plant and funds the purchase of an Itron mobile collector to enable the department to remotely collect water meter readings as the current collection device is unable to read recently manufactured meters.

In keeping with the town's long-standing commitment to improving upon its parks and playgrounds, we will earmark \$40,000 for improvements to the playground area at Robert P. Palmer Park located behind the Town Hall. Funding will come from Recreation Department program fees generated by the town's successful travel and recreation offerings. The town welcomes private contributions to supplement the initial outlay of funds. Preliminary plans call for the replacement of aging and outdated equipment with a safe and modern play structure, landscaping and surface improvements and appropriate fencing to ensure the safety of children using the playground.

Maintaining roadways and facilities can be especially challenging. Limited resources necessitate a careful analysis of where best to allocate funds. The town's roadway repair program for fiscal year 2011 is to be funded by Chapter 90 construction funds which we estimate to be level funded at \$580,693. The program will include several roadway projects that were deferred from last year due to the need to reconstruct the Middlesex Avenue/Federal Street intersection and the necessity of undertaking extensive drainage system work as a component of the Woburn Street reconstruction project. The new Chapter 90 dollars will enable the reconstruction and resurfacing of over 11,000 feet of roadways throughout the town. In addition, engineering work will begin for the town's next sidewalk project on Lawrence Street.

The Public Buildings budget seeks to reorganize the delivery of maintenance services by reallocating personnel and further establishes a miscellaneous facility improvement line item in the capital outlay budget. The budget calls for the elimination of a maintenance technician position in order to fund the hiring of a full time licensed plumber. The town anticipates an eventual savings in its maintenance and HVAC budgets by eliminating the need to contract for routine and emergency plumbing services. The town seeks to appropriate \$125,000 for miscellaneous capital facility projects that cannot be funded through existing operating maintenance accounts. These funds will enable the town to react quickly and efficiently to unexpected breakdowns in facility plant operations. We have also budgeted \$53,000 to repair the roofs at two of the town's historical buildings, the Harnden Tavern and the old South School. In addition, \$46,600 is included in the capital outlay budget to replace a 1996 delivery and utility truck presently assigned to the Public Buildings Department.

As noted earlier, I am recommending an increase in the School Department budget of \$700,000. The Superintendent's fiscal year 2011 requested budget establishes the goal of "building a school community where All children can learn". I am confident that the funding provided in this budget will enable the Superintendent to meet the ambitious agenda that she has set forth to ensure excellence in our school system. The adoption of this budget will fund all contractual requirements, maintain advantageous class sizes, support professional development initiatives, meet the growing demands resulting from expanded technology and ensure that all legal mandates are funded. The Town of Wilmington prides itself on providing the resources necessary to educate its children. The continued improvement of the Wilmington School System justifies this important investment in our future.

In 2008 a Master Planning Study was completed for the Wilmington Public Schools. The study produced a comprehensive assessment of existing school buildings and sites, and investigated various options to meet the town's future educational needs. The findings concluded that a Wilmington High School construction project should be undertaken consistent with recommendations contained in the 2006-2011 strategic plan for the Wilmington Public Schools. The Board of Selectmen and the School Committee voted unanimously to authorize the submission of a Statement of Interest to the Massachusetts School Building Authority, the entity that authorizes school construction funding for the Commonwealth.

In the fall of this past year the town was notified that the Massachusetts School Building Authority voted to invite the Wilmington School District to collaborate with them in conducting a feasibility study on Wilmington High School. The invitation to collaborate on a feasibility study does not constitute approval for the project but enables the town to explore potential solutions to identified problems. The goal of the study is to find the most fiscally responsible and educationally appropriate solution to the facility's problems. Accordingly, I urge residents to accept this invitation as the next step toward providing our students with an opportunity to be part of a 21st century learning environment. School and town officials have begun preparing the documents necessary to bring this critical issue to the 2010 Annual Town Meeting. I am asking the Board of Selectmen to include an appropriation authorization on the Town Meeting Warrant to fund the feasibility study and to determine the source of such funding. If the article is adopted, no expenditures can be made until the study is approved by the School Building Authority. Once approved, the state would guarantee a partial reimbursement for all costs associated with the feasibility study and schematic design process. Preliminarily, we estimate the cost of the feasibility study to be 1 to 1.2 million dollars with a reimbursement rate of approximately 50%.

The town's strong financial position provides a variety of options to fund the school feasibility study. The proposed fiscal year 2011 budget does not rely on operational reserves. The town's free cash was certified as of July 1, 2009 at \$4,821,738. We estimate that next year free cash will exceed \$5 million and it is important to note that there has been no appropriation from this source of funding since fiscal year 2008. Despite the intentions of the Governor, the town's proposed budget is based on a 10% reduction in local aid, meaning any movement towards the Governor's funding level would bring additional available funds to Wilmington. If available funds do not materialize and the town declines to draw upon its operating reserves, the town's favorable debt position would support a borrowing authorization.

The fiscal year 2010 budget included \$50,000 for the costs associated with the issuance of new debt to fund certain capital expenditures authorized at the 2009 Annual Town Meeting. The original plan was to issue bonds during the current fiscal year resulting in initial payments in fiscal year 2011 which would have taken place prior to the retirement of the town's existing long-term debt. That plan has been revised to issue temporary loans in May to fund the authorized construction projects and equipment acquisitions. These short-term notes will be replaced by the issuance of long-term debt in the early fall. By restructuring the debt plan, there will be no overlapping of the final year of existing debt payments. Fiscal year 2011 marks the final year of existing obligations originally issued in 2001 for the construction of the Middle School, Public Safety Building and for the Main Street Sewer Project. The \$50,000 authorized in fiscal year 2010 to cover the cost of the bond issuance will be carried forward in fiscal year 2011 to pay for the issuance cost pertaining to the new bonds. This plan will also allow the town to consider funding the high school feasibility study by issuing debt simultaneous with the fiscal year 2010 authorizations, enabling savings associated with multiple debt issues. Initial payments for the new debt will begin in fiscal year 2012 at which time all current debt will have been retired.

The town benefits from its membership in the Shawsheen Regional School District. More than 250 Wilmington students attend the vocational/technical school located in Billerica. The school provides a high-quality of academics and an exceptional vocational education in a variety of contemporary disciplines to more than 1,300 high school students. In 2009, Shawsheen ranked highest in all MCAS testing categories among Massachusetts Vocational Technical High Schools. The Superintendent's proposed budget reduces assessments to four of the five communities that comprise the district. We project that Wilmington's assessment will be reduced by \$55,413, a 1.7% decrease. Should the Governor's proposed local aid levels remain intact, the assessment may be further reduced by \$77,500. The overall budget for Shawsheen Tech will increase by less than 1.2% to just over \$23.4 million. The per pupil cost for Wilmington students based upon the Superintendent's projected assessment is \$12,613.

The comments that I have offered pertaining to this budget proposal are hardly an exhaustive accounting of the town's plans for fiscal year 2011. Each department brings to the table a commitment to excellence, a resolute willingness to make a positive difference on the lives of Wilmington residents whether it be organizing health clinics or coordinating conservation stewardship programs. We fully recognize that how we provide a service is even more important than the service we provide. My good fortune is to have been able to work for the past 20 years with enormously talented town officials, staff and volunteers. My greater fortune is to have been a resident of this community for over 50 years.

Wilmington is a special place. It is a place where the boys' ice hockey team quietly raises \$1,500 to honor the memory of a fallen competitor. It is a place where the school community raises more than \$12,000 in a matter of days to help comfort the victims of the monumental tragedy in Haiti. It is a place where countless members of the community responded with incredible generosity and passion, raising more than \$160,000 last May in support of Wilmington's inaugural Relay for Life. It appears that in Wilmington our neighbors and friends readily subscribe to the affirmation of George Bernard Shaw who wrote "I am of the opinion that my life belongs to the community and as long as I live, it is my privilege to do for it whatever I can."

The fiscal year 2011 spending plan is offered for review and scrutiny. Beginning tomorrow evening the Finance Committee will convene the first of several budget meetings to review in more detail the plan that I have just summarized. An in-depth analysis of the numbers, what they mean and how they were derived will take place during each of those meetings. I hope that residents will consider attending these public sessions to learn, to ask questions and to offer constructive comments that will serve to improve upon the workings of our government. I am grateful for the opportunity to serve the Town of Wilmington. I look forward to working with all of you for the betterment of this extraordinary community.

Respectfully submitted,

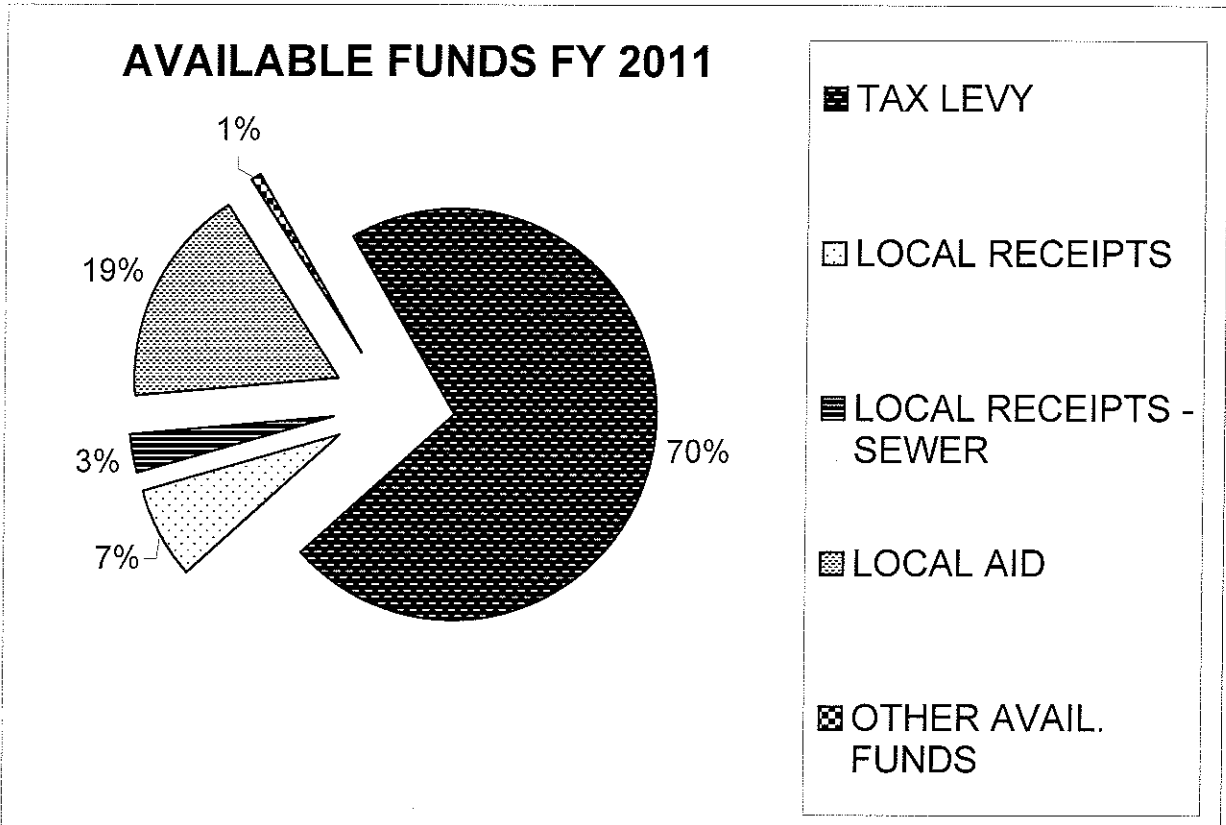
A handwritten signature in black ink, appearing to read "Michael A. Caira". The signature is fluid and cursive, with the first name "Michael" being more prominent.

Michael A. Caira
Town Manager

AVAILABLE FUNDS

	ACTUAL FY 2008	ACTUAL FY 2009	ORIGINAL ESTIMATE FY 2010	REVISED ESTIMATE FY 2010	ESTIMATE FY 2011
TAX LEVY	49,359,321	51,125,403	54,080,225	54,301,179	56,139,100
LOCAL RECEIPTS	6,776,870	6,052,506	5,611,000	5,528,000	5,626,500
LOCAL RECEIPTS - SEWER	2,165,022	2,117,136	2,037,754	2,223,525	2,582,010
LOCAL AID	12,471,831	15,460,895	14,804,778	14,479,825	13,312,515
FREE CASH	575,000	0	0	0	0
WATER DEPT. - AVAIL. FUNDS	648,778	663,583	711,053	711,053	734,495
SALE OF CEMETERY LOTS	30,000	20,000	20,000	20,000	25,000
INT. CEMETERY TRUST FUND	15,000	40,000	30,000	30,000	0
CAPITAL STABILIZATION FUND	0	0	0	0	0
PROVISION FOR ABATES SURPLUS	0	0	0	0	0
CAPITAL PROJECT CLOSEOUTS	153,872	0	0	0	0
	72,195,694	75,479,523	77,294,810	77,293,582	78,419,620

FY 2010 BUDGET



TAX LEVY	56,139,100	72%
LOCAL RECEIPTS	5,626,500	7%
LOCAL RECEIPTS - SEWER	2,582,010	3%
LOCAL AID	13,312,515	17%
OTHER AVAIL. FUNDS	759,495	1%
TOTAL	78,419,620	100%

**AVAILABLE FUNDS
COMPARISON OF YEARLY CHANGES IN AVAILABLE FUNDS**

	ACTUAL FY 2009	REVISED ESTIMATE FY 2010	ESTIMATE FY 2011	DIFF. \$ FY10/FY11	DIFF. % FY10/FY11	DIFF. \$ FY09/FY11	DIFF. % FY09/FY11
TAX LEVY	51,125,403	54,301,179	56,139,100	1,837,921	3.38%	5,013,697	9.81%
LOCAL RECEIPTS	6,052,506	5,528,000	5,626,500	98,500	1.78%	(426,006)	-7.04%
LOCAL RECEIPTS - SEWER	2,117,136	2,223,525	2,582,010	358,485	16.12%	464,874	21.96%
LOCAL AID	15,460,895	14,479,825	13,312,515	(1,167,310)	-8.06%	(2,148,380)	-13.90%
FREE CASH	0	0	0	0	0.00%	0	0.00%
WATER DEPT. - AVAIL. FUNDS	663,583	711,053	734,495	23,442	3.30%	70,912	10.69%
SALE OF CEMETERY LOTS	20,000	20,000	25,000	5,000	25.00%	5,000	25.00%
INT. CEMETERY TRUST FUND	40,000	30,000	0	(30,000)	-100.00%	(40,000)	-100.00%
CAPITAL STABILIZATION FUND	0	0	0	0	0.00%	0	0.00%
NESWC RESERVE	0	0	0	0	0.00%	0	0.00%
PROVISION FOR ABATES SURPLUS	0	0	0	0	0.00%	0	0.00%
CAPITAL PROJECT CLOSEOUTS	0	0	0	0	0.00%	0	0.00%
	<u>75,479,523</u>	<u>77,293,582</u>	<u>78,419,620</u>	<u>1,126,038</u>	<u>1.46%</u>	<u>2,940,097</u>	<u>3.90%</u>

**AVAILABLE FUNDS
COMPARISON OF SOURCES OF AVAILABLE FUNDS**

			REVISED			
	ACTUAL	PERCENT	ESTIMATE	PERCENT	ESTIMATE	PERCENT
	FY 2009	FY 2009	FY 2010	FY 2010	FY 2011	FY 2011
TAX LEVY	51,125,403	67.73%	54,301,179	70.25%	56,139,100	71.59%
LOCAL RECEIPTS	6,052,506	8.02%	5,528,000	7.15%	5,626,500	7.17%
LOCAL RECEIPTS - SEWER	2,117,136	2.80%	2,223,525	2.88%	2,582,010	3.29%
LOCAL AID	15,460,895	20.48%	14,479,825	18.73%	13,312,515	16.98%
FREE CASH	0	0.00%	0	0.00%	0	0.00%
WATER DEPT. - AVAIL. FUNDS	663,583	0.88%	711,053	0.92%	734,495	0.94%
SALE OF CEMETERY LOTS	20,000	0.03%	20,000	0.03%	25,000	0.03%
INT. CEMETERY TRUST FUND	40,000	0.05%	30,000	0.04%	0	0.00%
CAPITAL STABILIZATION FUND	0	0.00%	0	0.00%	0	0.00%
NESWC RESERVE	0	0.00%	0	0.00%	0	0.00%
PROVISION FOR ABATES SURPLUS	0	0.00%	0	0.00%	0	0.00%
CAPITAL PROJECT CLOSEOUTS	<u>0</u>	<u>0.00%</u>	<u>0</u>	<u>0.00%</u>	<u>0</u>	<u>0.00%</u>
	75,479,523	100.00%	77,293,582	100.00%	78,419,620	100.00%

**TAX LEVY COMPARISON
FY 2009 - FY 2011**

LEVY LIMIT CALCULATION

	ACTUAL FY 2009	ACTUAL FY 2010	ESTIMATE FY 2011	DIFFERENCE FY 2010-2011
Base	48,149,716	50,794,258	53,085,068	2,290,810
2.5% Increase	1,203,743	1,269,856	1,327,127	57,271
New Growth	<u>1,440,799</u>	<u>1,020,954</u>	<u>675,000</u>	<u>(345,954)</u>
Levy - Net of Debt Exclusion	50,794,258	53,085,068	55,087,195	2,002,127
 Debt Exclusion (See Below)	 <u>1,367,736</u>	 <u>1,216,111</u>	 <u>1,051,905</u>	 <u>(164,206)</u>
Levy Limit *	52,161,994	54,301,179	56,139,100	1,837,921

* Levy limit based on tax levy calculation

DEBT EXCLUSION CALCULATION

Public Safety Building	690,800	660,800	615,300	(45,500)
Wilmington Middle School	<u>2,803,906</u>	<u>2,682,281</u>	<u>2,563,575</u>	<u>(118,706)</u>
Total	3,494,706	3,343,081	3,178,875	(164,206)
 MA School Bldg. Authority Reimbursement	 <u>2,126,970</u>	 <u>2,126,970</u>	 <u>2,126,970</u>	 <u>0</u>
Net Debt Exclusion	1,367,736	1,216,111	1,051,905	(164,206)

FISCAL YEAR 2010

COMMUNITY TAX RATE COMPARISONS

	<u>Residential</u>	<u>Commercial-Industrial Personal Property</u>
Andover	\$13.19	\$21.33
Bedford	13.08	29.51
Billerica	12.53	28.47
Burlington	10.90	29.70
Chelmsford	15.15	15.15
No. Reading	13.47	13.47
Reading	13.75	13.75
Tewksbury*	11.35	19.77
Wilmington	11.53	27.17

	<u>TAXES ON HOUSE AT AVERAGE ASSESSED VALUE</u>		<u>SAMPLE TAXES ON WILMINGTON HOMES</u>	
Andover	\$548,860	\$7,239	\$250,000	\$2,883
Bedford	506,600	6,626	300,000	3,459
Billerica	314,500	3,941	350,000	4,036
Burlington	383,250	4,177	400,000	4,612
Chelmsford	347,700	5,268	450,000	5,189
No. Reading	409,000	5,509		
Reading	432,900	5,952		
Tewksbury*	347,600	3,945		
Wilmington	356,075	4,105		

*FY 2009 Value

VALUATION BY TAX CLASSIFICATION

<u>Class</u>	<u>FY 2009 Value</u>		<u>FY 2010 Value</u>	
Residential	2,787,054,655	(75%)	\$2,604,043,007	(75%)
Commercial	142,577,225	(3.8%)	139,654,845	(4%)
Industrial	693,995,700	(19%)	675,131,828	(19%)
Personal Property	<u>81,728,210</u>	<u>(2.2%)</u>	<u>78,551,410</u>	<u>(2%)</u>
	3,705,355,790	(100%)	\$3,497,381,090	(100%)

FISCAL 2010 TAX LEVY

\$54,296,612

LEVY AMOUNTS BORNE BY TAX CLASSIFICATION

<u>Class</u>	<u>FY 2009 Amount</u>		<u>FY 2010 Amount</u>	
Residential	\$ 29,542,779	(57%)	\$ 30,024,616	(55%)
Commercial	3,511,677	} (43%)	3,794,422	} (45%)
Industrial	17,093,114		18,343,332	
Personal Property	<u>2,012,966</u>		<u>2,134,242</u>	
	\$ 52,160,536	(100%)	\$ 54,296,612	(100%)

LOCAL RECEIPTS

	ACTUAL FISCAL 2008	ACTUAL FISCAL 2009	ORIGINAL ESTIMATE FISCAL 2010	REVISED ESTIMATE FISCAL 2010	ESTIMATE FISCAL 2011
MOTOR VEHICLE EXCISE	3,420,484	2,929,050	2,750,000	2,850,000	2,750,000
PEN. & INT. ON TAXES & EXCISE	295,856	230,971	290,000	260,000	260,000
PAYMENTS IN LIEU OF TAXES	631,496	663,023	640,000	690,000	710,000
CHARGES FOR SERVICES-AMBULANCE FEES	298,089	482,589	300,000	300,000	300,000
DEPT REVENUE-LIBRARY	63,460	55,693	60,000	60,000	72,500
DEPT REVENUE-CEMETERY	12,374	11,663	13,000	13,000	13,000
DEPT REVENUE-DPW RECYCLING	74,822	98,884	75,000	75,000	75,000
LICENSES & PERMITS-SELECTMEN	28,913	24,135	30,000	30,000	30,000
LICENSES & PERMITS-BLDG. INSP.	32,309	34,697	35,000	35,000	35,000
LICENSES & PERMITS-HEALTH	563,124	363,872	350,000	350,000	400,000
LICENSES & PERMITS-OTHER	52,295	44,140	55,000	55,000	55,000
SPECIAL ASSESSMENTS	230,714	226,000	200,000	200,000	225,000
POLICE FINES & FORFEITS	767	783	1,000	1,000	1,000
INVESTMENT INCOME	144,535	132,648	145,000	145,000	145,000
MEDICAID REIMBURSEMENTS	485,947	277,984	325,000	120,000	140,000
RENTALS	145,120	277,809	134,000	134,000	140,000
MISC-WORK COMP REFUNDS	68,457	66,108	63,000	65,000	105,000
MISC-TREASURER	25,112	4,728	25,000	25,000	10,000
MISC-TOWN CLERK	86,015	29,488	40,000	40,000	40,000
MISC-OTHER	26,746	24,569	25,000	25,000	25,000
TOTAL LOCAL RECEIPTS	90,235	73,672	55,000	55,000	95,000
CHARGES FOR SERVICES-SEWER	6,776,870	6,052,506	5,611,000	5,528,000	5,626,500
GRAND TOTAL LOCAL RECEIPTS	2,165,022	2,117,136	2,037,754	2,223,525	2,582,010
	8,941,892	8,169,642	7,648,754	7,751,525	8,208,510

LOCAL AID

	ACTUAL FY 2008	ACTUAL FY 2009	ORIGINAL ESTIMATE FY 2010	REVISED ESTIMATE FY 2010	ESTIMATE FY 2011
A. EDUCATION:					
Distributions and Reimbursements:					
Chapter 70	6,758,867	8,910,320	9,957,492	9,758,342	8,782,508
ARRA State Fiscal Stabilization Fund	0	1,047,172	0	0	0
School Transportation Programs	0	0	0	0	0
School Construction	2,126,970	2,126,970	2,126,970	2,126,970	2,126,970
Tuition of State Wards	0	0	0	0	0
Charter Tuition Assessment Reimbursement	50,054	37,635	16,594	23,377	16,606
Charter School Capital Facility Reimbursement	0	0	0	0	0
Offset Items - Reserve for Direct Expenditure:					
School Lunch	21,547	22,180	23,995	23,995	19,839
Sub-Total, All Education Items	8,957,438	12,144,277	12,125,051	11,932,684	10,945,923
B. GENERAL GOVERNMENT:					
Distributions and Reimbursements:					
Lottery, Beano & Charity Games	1,840,360	1,661,024	0	0	0
Additional Lottery	0	0	0	0	0
Additional Assistance	1,254,452	1,132,210	0	0	0
General Municipal Aid	0	0	2,211,284	2,190,871	1,971,784
Sub-Total, General Municipal Aid	3,094,812	2,793,234	2,211,284	2,190,871	1,971,784
Revenues from Meals Tax Increase	0	0	0	0	0
Revenues from Rooms Tax Increase	0	0	0	0	0
Police Career Incentive	174,112	179,358	136,294	32,150	0
Veterans' Benefits	83,519	177,515	171,700	168,241	248,102
Exemptions: Vets, Blind & Surviving Spouse	66,775	68,553	0	0	0
Exemptions: Elderly	68,272	71,284	0	0	0
Exemption Total	0	139,837	138,059	138,059	128,793
Offset Item - Reserve for Direct Expenditure:					
Public Libraries	26,903	26,674	22,390	17,820	17,913
Sub-Total, All General Government	3,514,393	3,316,618	2,679,727	2,547,141	2,366,592
C. TOTAL ESTIMATED RECEIPTS	12,471,831	15,460,895	14,804,778	14,479,825	13,312,515

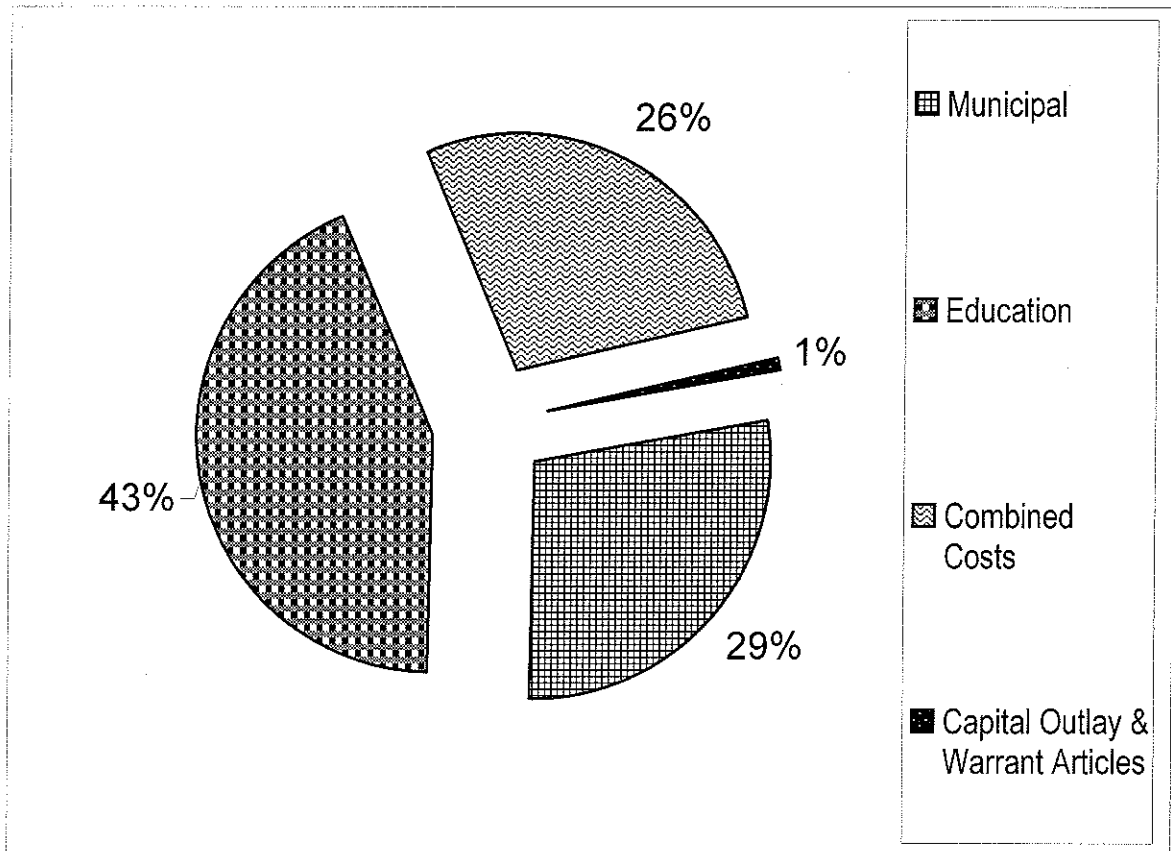
**TOWN OF WILMINGTON WATER DEPARTMENT
TRANSFERS TO GENERAL FUND**

	FY 2009	FY 2010	FY 2011
DEBT PRINCIPAL FIXED	0	0	0
DEBT INTEREST FIXED	0	0	0
MISCELLANEOUS DEBT	<u>0</u>	<u>23,335</u>	<u>2,500</u>
TOTAL DEBT	0	23,335	2,500
 HEALTH & LIFE INSURANCE	 261,782	 239,826	 279,986
RETIREMENT CONTRIBUTION	221,388	251,595	265,366
WORKER'S COMPENSATION	27,538	35,112	34,346
MEDICARE	15,662	15,193	16,504
MISC. MUNICIPAL SUPPORT	89,616	89,236	91,048
INSURANCE	<u>47,597</u>	<u>56,756</u>	<u>44,745</u>
TOTAL OTHER COSTS	<u>663,583</u>	<u>687,718</u>	<u>731,995</u>
TOTAL TRANSFERS	663,583	711,053	734,495

BUDGET SUMMARY

<u>CATEGORY</u>	<u>EXPENDITURES FISCAL 2009</u>	<u>TRANSFER & APPROPRIATION FISCAL 2010</u>	<u>TOWN MANAGER RECOMMENDATION FISCAL 2011</u>	<u>DIFFERENCE \$ APPROPRIATION FY10/FY11</u>	<u>DIFFERENCE % APPROPRIATION FY10/FY11</u>
MUNICIPAL:					
General Government	1,829,400	1,872,196	1,805,677	(66,519)	-3.55%
Public Safety	7,586,397	7,797,795	7,716,434	(81,361)	-1.04%
Public Works	5,630,545	5,638,593	5,498,727	(139,866)	-2.48%
Community Development	719,628	721,170	730,223	9,053	1.26%
Public Buildings	4,613,979	3,992,174	4,155,602	163,428	4.09%
Human Services	1,581,975	1,575,891	1,672,230	96,339	6.11%
Unclassified - Municipal	220,976	521,500	511,500	(10,000)	-1.92%
	<u>22,182,900</u>	<u>22,119,319</u>	<u>22,090,393</u>	<u>(28,926)</u>	<u>-0.13%</u>
EDUCATION:					
Wilmington School	29,309,605	30,000,000	30,700,000	700,000	2.33%
Shawsheen Tech	3,155,131	3,260,000	3,204,587	(55,413)	-1.70%
	<u>32,464,736</u>	<u>33,260,000</u>	<u>33,904,587</u>	<u>644,587</u>	<u>1.94%</u>
COMBINED COSTS:					
Maturing Debt & Interest	4,048,482	3,933,119	3,746,893	(186,226)	-4.73%
Unclassified - Insurance	7,485,722	8,221,400	9,112,500	891,100	10.84%
Unclassified - Misc.	595,390	1,161,008	1,158,662	(2,346)	-0.20%
Sewer	108,368	120,936	134,358	13,422	11.10%
Statutory Charges	6,012,969	7,190,204	7,687,707	497,503	6.92%
Warrant Articles	179,458	122,860	22,860	(100,000)	-81.39%
Capital Outlay	937,076	1,416,750	561,660	(855,090)	-60.36%
	<u>19,367,465</u>	<u>22,166,277</u>	<u>22,424,640</u>	<u>258,363</u>	<u>1.17%</u>
GRAND TOTAL	<u>74,015,101</u>	<u>77,545,596</u>	<u>78,419,620</u>	<u>874,024</u>	<u>1.13%</u>

FY 2011 BUDGET



Municipal	22,090,393	28%
Education	33,904,587	43%
Combined Costs	21,840,120	28%
Capital Outlay & Warrant Articles	584,520	1%
TOTAL	78,419,620	100%

STAFFING LEVELS – MUNICIPAL GOVERNMENT
FY2006 - 2011

DEPARTMENT	FY-06 07/01/05- 06/30/06	FY-07 07/01/06- 06/30/07	FY-08 07/01/07- 06/30/08	FY-09 07/01/08- 06/30/09	FY-10 07/01/09- 06/30/10	FY-11 07/01/10- 06/30/11
Town Manager						
Full-time	6	6	6	6	6	6
Part-time	1	1	1	1	1	-
Town Accountant						
Full-time	5	5	5	5	5	5
Part-time	-	-	-	-	-	-
Treasurer/Collector						
Full-time	4	4	4	4.5	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	48	48	50	50	50	50
Part-time	-	-	-	-	-	-
Fire						
Full-time	38	38	40	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	2	2	-	-	-	-
Animal Control						
Full-time	1	1	1	1	1	1
Part-time	-	-	-	-	-	-
Highway, Stream Maint., Cemetery, Tree, Parks & Grnds, Engineering Divisions						
Full-time	34	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	20	20.5	19.5	19	18.5	15.5
Part-time	-	-	-	-	-	-
Seasonal	2	2	2	3	3	3
Sewer Division						
Full-time	1	1	1	1	1	1
Part-time	1	1	1	1	2	2
Total Public Works						
Full-time	55	55	54	53.5	53	50
Part-time	3	3	3	3	4	4
Seasonal	10	10	10	11	11	11
Board of Health						
Full-time	4	4	4	4.5	3	3
Part-time	.5	.5	.5	-	1	1

STAFFING LEVELS – MUNICIPAL GOVERNMENT
FY2006 - 2011

DEPARTMENT	FY-06 07/01/05- 06/30/06	FY-07 07/01/06- 06/30/07	FY-08 07/01/07- 06/30/08	FY-09 07/01/08- 06/30/09	FY-10 07/01/09- 06/30/10	FY-11 07/01/10- 06/30/11
Weights & Measures						
Full-time	-	-	-	-	-	-
Part-time	1	1	1	1	-	-
Planning/Conservation						
Full-time	5	5	5	5	5	5
Part-time	-	-	-	1	-	-
Building Inspector/ Board of Appeals						
Full-time	2	2	2	2.5	2	2
Part-time	2.5	2.5	2.5	2	2	2
Public Buildings						
Full-time	43	43	43	43	43	43
Part-time	1	1	1	1	1	1
Seasonal	4	4	4	4	4	4
Veterans' Services						
Full-time	-	-	1	1	1	1
Part-time	1	1	-	-	-	-
Library						
Full-time	11	12	13	13	13	13
Part-time	17	14	16	16	16	15★
Recreation						
Full-time	2	2	2	2	2	2
Part-time	1	1	1	1	1	1*
Elderly Services						
Full-time	3	3	3	4	4	4
Part-time	1	1	2	1	2	3♦
Historical Commission						
Full-time	-	-	-	-	-	-
Part-time	2	2	2	2	2	2
Commission on Disabilities						
Full-time	-	-	-	-	-	-
Part-time	1	1	1	-	-	-
Grand Total						
Full-time	245	246	251	254	252	249
Part-time	35	32	32	31	31	30
Seasonal	14	14	14	15	15	15
Total Staffing:	294	292	297	300	298	294

★ Includes 10 page positions working an average of 80 hours per week

* Part-time clerk 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 2011 capital outlay requests. Requests for capital upgrades will impact a wide range of services offered by the town.

- (1) **DEPARTMENT:** Police
ESTIMATED COST: \$115,760
FUNDING SOURCE: FY-2011 Available Funds

DESCRIPTION: FOUR (4) FRONTLINE POLICE CRUISERS. Annual replacement of the primary patrol vehicles has been a longstanding practice. The fact that the 3 newest patrol vehicles purchased in the current fiscal year each have in excess of 21,000 miles after 5 months of usage demonstrates the high demand placed on these vehicles. These patrol vehicles will operate around the clock 7-days a week in a wide range of weather conditions. The demands on police patrol cars are also quite varied. Given the first responder nature of these vehicles reliability and dependability is essential. In keeping with past practice the existing police cruisers will be reassigned within the Police Department.

- (2) **DEPARTMENT:** Fire
ESTIMATED COST: \$44,000
FUNDING SOURCE: FY-2011 Available Funds

DESCRIPTION: COMMUNICATIONS SYSTEM CONVERSION. Purchase new mobile radios and portable radios that operate on a digital platform. These new radios will allow the Fire Department to maintain its ability to engage in direct communication with the Police Department. Currently the Police Department is transitioning from an analog/digital hybrid format to a straight digital radio format. Fire vehicles purchased more recently are equipped with digital radios. This request seeks to replace the existing analog mobile radios installed in the vehicles and "hand held" radios used by Fire Department personnel with radios that operate on a digital format. Police and Fire personnel must work collaboratively when responding to critical incidents including automobile accidents, chemical releases and storm events. Their ability to have reliable clear mobile communication is imperative.

- (3) **DEPARTMENT:** Fire
ESTIMATED COST: \$36,700
FUNDING SOURCE: FY-2011 Available Funds

DESCRIPTION: ONE (1) SUV COMMAND VEHICLE. Purchase a new SUV type vehicle to replace a 1996 Ford Crown Victoria with 107,500 miles. The new vehicle will be assigned to the Fire Chief and will essentially serve as a "mobile office." Currently most of the Fire Chief's equipment and supplies including manuals containing inventories of chemicals stored at specific businesses throughout town, protocols for incident command operations and a laptop computer and rescue equipment are kept in the trunk of his Crown Victoria. This vehicle will enable him to maintain the supplies in a more accessible and organized manner. In addition, the rear compartment opens up to create a small workstation. This "mobile office" will enable the Chief to readily respond to any incidents regardless of his location when the call is received. The vehicle also has the advantage of greater maneuverability in inclement weather.

- (4) **DEPARTMENT:** Public Works - Highway
ESTIMATED COST: \$30,100
FUNDING SOURCE: FY-2011 Available Funds

DESCRIPTION: ONE (1) PICKUP TRUCK. Purchase one ¾-ton F250 pickup truck with a plow frame and plow to be assigned to the Highway Division. This acquisition would replace a 2004 Crown Victoria with nearly 100,000 recorded miles. This vehicle is currently being used by the working foreman. The pickup is more versatile than the sedan and better suited to the needs of the foreman who oftentimes may be required to transport equipment or materials to and from a work location. The pickup truck increases maneuverability during emergency winter operations and will add a plow to the snow removal fleet.

- (5) **DEPARTMENT:** Public Works - Highway
ESTIMATED COST: \$110,500
FUNDING SOURCE: FY-2011 Available Funds

DESCRIPTION: SIDEWALK PLOW WITH V-PLOW. Replace existing 1988 Bombardier Sidewalk Plow with a new sidewalk plow. The age and heavy usage during the winter months of the existing plow have diminished its reliability and led to increased maintenance costs. This particular sidewalk plow is no longer manufactured. Currently Public Works is using parts from a second Bombardier that was removed from service a few years ago to make repairs to the in-service Bombardier. Replacing this aging plow will enable the town to continue clearing the 33 miles of sidewalks throughout town in a timely manner. Students and the general public rely upon the town's network of sidewalks to walk safely to and from school and other locations.

- (6) **DEPARTMENT:** Public Works - Highway
ESTIMATED COST: \$580,693
FUNDING SOURCE: FY-2011 Chapter 90

DESCRIPTION: ROADWAY REPAIR PROGRAM. The calendar year 2010 program will include several roadway projects that were originally planned for calendar year 2009. These projects were deferred until this year due to the need to accomplish the reconstruction of Middlesex Avenue (Route 62) / Federal Street intersection, and the necessity for the extensive drainage system work that was part of the ongoing Woburn Street reconstruction project between Lowell Street and the Woburn City line.

Over 11,140 linear feet of roadways throughout town are proposed for reconstruction and resurfacing. This year's proposal represents the town's ongoing commitment to investment in the Town's vital network of road and sidewalk infrastructure utilizing Chapter 90 state funding. In the event that additional funding becomes available other neighborhood paving projects may be completed. The following work is planned for the upcoming fiscal year:

- Burlington Avenue – perform cold planing with level course and top course for 3,630 linear feet of roadway from Floradale Avenue to Boutwell Street;
- Woburn Street – perform cold planing with leveling course and top course for 2,670 linear feet of roadway from Wildwood Street to Lowell Street;
- Englewood Drive – complete level course and overlay of 455 linear feet of roadway and overlay of sidewalk from Kenwood Avenue to the end;
- Kenwood Avenue – complete level course and overlay of 1,725 linear feet of roadway and overlay of sidewalk from Woburn Street to the end;
- Redwood Avenue – complete level course and overlay of 645 linear feet of roadway and overlay of sidewalk from Kenwood Avenue to the end;

- Woodland Road – perform cold planning with level course and top course for 1,188 linear feet of roadway from Lowell Street to the end;
- Hanson Street – perform cold planning with level course and top course for 827 linear feet of roadway from Woodland Road to the end.

In addition, the engineering work (design and permitting) will be accomplished this year on the Town's next sidewalk project on Lawrence Street from Glen Road to Shady Lane Drive. It is anticipated that the construction work on this project will begin in the spring of 2011.

- (7) **DEPARTMENT:** Public Works – Parks and Grounds
ESTIMATED COST: \$40,000
FUNDING SOURCE: FY-2011 Recreation Department Program Fees

DESCRIPTION: PLAYGROUND AREA IMPROVEMENTS PROJECT. This proposal seeks to continue the Town's efforts to upgrade neighborhood parks by making an initial investment that will improve the playground at the Robert P. Palmer Park adjacent to the Town Hall. Work would include new play equipment, re-grading of the designated play areas and the installation of new surface material that complies with current standards. Other elements of this project will include the installation of new fencing and landscaping. Existing play apparatus will be removed and replaced with new structures and play equipment that meet state and federal regulations regarding access for mobility impaired individuals. The play structures and equipment are designed to be durable and low maintenance while meeting current safety guidelines.

- (8) **DEPARTMENT:** Public Buildings
ESTIMATED COST: \$53,000
FUNDING SOURCE: FY-2011 Available Funds

DESCRIPTION: HARDEN TAVERN AND SOUTH SCHOOL ROOF REPLACEMENTS. Replace 3,400 square feet of roof at the Harnden Tavern with new red cedar shingles. The roof will be stripped to the roof decking. Rotted roof decking will be replaced as needed. An ice shield underlayment will be installed along with an 8 inch aluminum drip edge on the eaves. Chimney leaks will be addressed with an ice and water shield barrier along with copper step flashing to be installed around the base of the chimney. The existing roof has experienced numerous leaks over the last several years. This project is estimated to cost \$35,000.

Plans call for replacement of 2,000 square feet of shingles at the South School located on Chestnut Street. This project calls for stripping the roof to the wood decking and roof replacement with an ice shield underlayment, drip edge and flashing. Additionally, 45 feet of venting will be installed across the ridge of the roof and the chimney will be re-pointed. The existing asphalt shingles are curling and breaking away from the roof. Structurally the building is in good condition. The South School currently "houses" the Wilmington Food Pantry. Re-roofing the building will tighten up the building envelope which will prevent leaks that could damage the building and the Food Pantry's inventory. The cost to replace this roof is expected to be approximately \$18,000.

- (9) **DEPARTMENT:** Public Buildings
ESTIMATED COST: \$125,000
FUNDING SOURCE: FY-2011 Available Funds

DESCRIPTION: MISCELLANEOUS FACILITY IMPROVEMENTS. This proposal would establish a dedicated budget to address repair and maintenance 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 or that impede the town's ability to provide services to the public. Each year as part of the budget preparation process, the department makes its best effort to identify maintenance projects that are required to increase energy efficiencies and to avoid problems including building envelope and structural issues and issues with the heating, ventilation, air conditioning and other systems within the buildings. Despite these best efforts to be proactive and address major facilities improvements and repairs before they become a problem, unanticipated breakdowns occur. Historically these issues have included such items as a replacement of the hot water heater in the Wildwood School, replacement of a heater coil in the North Intermediate School, and replacement of the boiler in the Senior Center. Currently the elevator in the Wilmington Memorial Library is inoperable and requires replacement. Each of these incidents has required the use of funds from existing operating accounts within the Public Buildings Department or requests to the Finance Committee to transfer funds from the reserve account to address the issue.

The town will continue to be subject to the same public procurement requirements that it abides by when engaged in any public building improvements over the dollar values stipulated by state statute. Having access to a budget designated for the sole purpose of unanticipated building repairs will enable the town to begin the process of addressing unforeseen issues in a timely manner without disrupting the department budget or placing an additional burden on the reserve account.

- (10) **DEPARTMENT:** Public Buildings
ESTIMATED COST: \$46,600
FUNDING SOURCE: FY-2011 Available Funds

DESCRIPTION: ONE (1) VAN TRUCK. Replace the existing 1996 Ford F700 van with a new 14 foot van truck with a tuck away style hydraulic tailgate capable of lifting up to 1,300 pounds. The 1996 Ford has over 103,000 recorded miles and is in poor condition. The tailgate is in need of replacement, the undercarriage shows signs of rot and the engine burns oil. The proposed vehicle would be a Ford F550 4x2 chassis with diesel engine, 14 foot van body and hydraulic tailgate. The new van will be less expensive to maintain and is expected to be more fuel efficient. The van is relied upon when transporting files, supplies and equipment between buildings. Having the tailgate lift reduces the opportunity for work injuries.

- (11) **DEPARTMENT:** School
ESTIMATED COST: \$1.0 – 1.2M of which approximately 50% is from state funds and the balance to be derived from town funds
FUNDING SOURCE: Source of town funds to be determined

DESCRIPTION: HIGH SCHOOL FEASIBILITY STUDY. Collaborate with the Massachusetts School Building Authority (MSBA) in conducting a feasibility study on the Wilmington High School. During the feasibility study phase the Wilmington School District and the MSBA will collaborate to find the most fiscally responsible and educationally appropriate solution to the facility's problems. The feasibility study which will be conducted pursuant to the MSBA's regulations will involve the MSBA collaborating with town and school officials to begin to explore potential solutions to the problems identified in the previously filed Statement of Interest. The MSBA's invitation to collaborate on a feasibility study does not constitute approval for the project.

- (12) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: \$190,000
FUNDING SOURCE: FY-2011 Water Receipts

DESCRIPTION: ONE (1) WHEELED EXCAVATOR. Replace the existing 2000 Samsung/Volvo excavator. The current vehicle was the industry's initial effort to design an excavator that could be transported over the roadway. Since 2000 many significant improvements have been made to the design of the excavator. The manufacturer of the department's excavator no longer produces this type of vehicle. As a consequence, obtaining parts has proven to be problematic. The vehicle has experienced frequent breakdowns and is undersized for the job of completing water main replacement efficiently. The Water Department continues to be engaged in replacement of old and undersized water mains throughout Wilmington. To date over 27,000 linear feet of water mains have been replaced. Completing the work with "in-house" personnel has cost about 70 percent less than hiring contractors to complete the work. Having access to a reliable adequately sized excavator is critical to the department's ability to continue the town-wide "in-house" water main replacement program.

- (13) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: \$40,000
FUNDING SOURCE: FY-2011 Water Receipts

DESCRIPTION: ITRON MOBILE COLLECTOR. Replace the existing water meter reading collector with a new metering reading collection system. The current collector is outdated and is no longer being supported by the manufacturer. Most importantly, the current collection system is unable to read meters that are manufactured after 2009. Like most electronics today, these units have a 5 to 7 year life span and the current unit was purchased in 2003. Meter readings are taken quarterly. The new system will be capable of electronically activating meters in homes and businesses throughout Wilmington to obtain a reading. The system contains a global position system (GPS) feature that identifies the location of all meters on a computer screen and flags the specific locations of meters in which readings could not be taken. Meter readings for the entire community can be completed in 2 to 3 days using the new collector system.

- (14) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: \$75,000
FUNDING SOURCE: FY-2011 Water Receipts

DESCRIPTION: WATER MAIN REPLACEMENT. This proposal continues an annual program to replace undersized water mains and eliminate dead-end mains where feasible. Water mains will be upgraded to 8-inch pipe. These improvements will enhance water pressure, water quality and fire protection. Most of the work associated with replacement of water mains will be completed by department personnel. Once water mains are replaced funds will be used to resurface roadways adversely impacted by the water replacement program.

- (15) **DEPARTMENT:** Public Works – Water
ESTIMATED COST: \$70,000
FUNDING SOURCE: FY-2011 Water Receipts

DESCRIPTION: TWO (2) VARIABLE FREQUENCY MOTOR DRIVES (VFD). These electronic devices allow the speed of the motors attached to water pumps to be independently controlled. Two VFDs are located at the E. H. Sargent Water Treatment Plant and are now 20 years old. The existing units are failing and new parts are not being manufactured. When a failure occurs, it takes approximately 2 months to return the unit to operation, leaving the water treatment plant to operate without a backup pump. Should the pump fail without a backup water pump the town would lose 75% of its internal potable water supply. An additional benefit to replacing these aging units is an expected reduction in electricity costs due to the greater efficiency of the new units.

EXPENDITURE DETAIL

DEPARTMENT: Selectmen
 FUNCTION: General Government

DEPT: 01
 ACTIVITY: Legislative

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Stipend	4,032	4,200	4,380	4,500
	4,032	4,200	4,380	4,500
CONTRACTUAL SERVICES:				
Misc. Contractual Services	6,919	7,492	7,500	7,500
Printing & Binding	5,490	5,810	6,200	6,200
Advertising & Town Meeting Exp.	844	813	1,000	1,000
	13,253	14,115	14,700	14,700
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:				
	0	5,701	0	0
TOTAL	17,285	24,016	19,080	19,200

EXPENDITURE DETAIL

DEPARTMENT:	Selectmen	DEPT:	11
FUNCTION:	General Government	ACTIVITY:	Elections & Town Meeting

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Part Time	15,311	22,853	12,862	27,190
	15,311	22,853	12,862	27,190
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	1,485	1,497	1,500	1,500
Misc. Contractual Services	4,193	7,257	7,435	7,185
Constable	175	175	175	175
	5,853	8,929	9,110	8,860
MATERIALS & SUPPLIES:				
Office Supplies	495	126	400	400
	495	126	400	400
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	21,659	31,908	22,372	36,450

STATISTICAL DEPARTMENT INFORMATION

DEPT: Elections
CODE: 11

Description	2004	2005	2006	2007	2008	2009
Town Election	3,279	2,935	2,278	3,550	604	693
Percent of Votes Cast	24%	20%	16%	24%	6%	7.5%
Special Town Election		3,533				
Percent of Votes Cast		23%				
State Election	*11,286		8,833		*12,042	
Percent of Votes Cast	75%		59%		74%	
State Primary	1,110		3,238		1,556	
Percent of Votes Cast	8%		19%		13%	
Special State Primary						3,400
Percent of Votes Cast						22%
Presidential Primary	2,455				8,843	
Percent of Votes Cast	17%				60%	

* Presidential Election

EXPENDITURE DETAIL

DEPARTMENT:	Registrars of Voters		DEPT:	12
FUNCTION:	General Government		ACTIVITY:	Registrations
CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Stipend	1,875	1,875	1,875	1,875
	1,875	1,875	1,875	1,875
CONTRACTUAL SERVICES:				
Misc. Contractual Services	2,146	374	1,500	1,500
Printing, Adv. & Binding	936	1,666	1,000	900
Postage (Census mailing)	2,226	2,600	2,800	2,900
	5,308	4,640	5,300	5,300
MATERIALS & SUPPLIES:				
General Supplies	680	465	550	1,050
	680	465	550	1,050
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	7,863	6,980	7,725	8,225

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Registrars
CODE: 12

Description	2004	2005	2006	2007	2008	2009
Population	22,238	22,390	22,556	22,616	23,066	22,718
Republicans	1,934	1,920	1,876	1,882	1,958	1,873
Democrats	4,518	4,506	4,452	4,450	4,542	4,462
Constitutional Party	1	1	1		1	1
Green Party, USA	5	6	6		1	4
Green – Rainbow Party	8	7	5	5	4	7
Interdependent Third Party	9	9	7		3	6
Libertarians	82	83	69		48	54
Socialist	2	2	1			
Working Families Party				1	10	
Unenrolled	8,489	8,563	8,581	8,736	9,278	9,097
Total Registered Voters	15,048	15,097	15,003	15,074	15,845	15,504

EXPENDITURE DETAIL

DEPARTMENT: Finance Committee
 FUNCTION: General Government

DEPT: 03
 ACTIVITY: Advisory

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Part Time	641	878	1,330	1,330
	641	878	1,330	1,330
CONTRACTUAL SERVICES:				
Printing, Adv. & Binding	7,507	6,685	8,000	8,000
Dues	261	268	300	300
Training & Conference	80	90	200	200
	7,848	7,043	8,500	8,500
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	8,489	7,921	9,830	9,830

EXPENDITURE DETAIL

DEPARTMENT: Town Manager/Central Administration
FUNCTION: General Government

DEPT: 02
ACTIVITY: Administration

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Town Manager (1)	122,864	126,550	126,933	129,535
Other - Full Time (5)	263,051	279,328	283,622	280,936
Part Time	4,632	5,693	5,700	0
	<u>390,547</u>	<u>411,571</u>	<u>416,255</u>	<u>410,471</u>
CONTRACTUAL SERVICES:				
Postage, Printing, Advertising, Misc.	21,566	57,560	54,000	54,000
Misc. Contractual Services	6,004	7,341	9,600	9,600
	<u>27,570</u>	<u>64,901</u>	<u>63,600</u>	<u>63,600</u>
MATERIALS & SUPPLIES:				
Office Supplies	6,252	6,911	8,700	8,700
	<u>6,252</u>	<u>6,911</u>	<u>8,700</u>	<u>8,700</u>
FURNISHINGS & EQUIPMENT:				
	9,330	2,162	0	800
TOTAL	433,699	485,545	488,555	483,571

EXPENDITURE DETAIL

DEPARTMENT: Town Accountant
FUNCTION: General Government

DEPT: 04
ACTIVITY: Accounting

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Town Accountant (1)	96,080	98,963	98,584	98,584
Other - Full Time (4)	210,913	219,049	217,150	220,237
	<u>306,993</u>	<u>318,012</u>	<u>315,734</u>	<u>318,821</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	150	900	235	275
Training & Conference	1,970	1,841	1,650	1,525
	<u>2,120</u>	<u>2,741</u>	<u>1,885</u>	<u>1,800</u>
MATERIALS & SUPPLIES:				
Office Supplies	762	609	675	760
	<u>762</u>	<u>609</u>	<u>675</u>	<u>760</u>
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	309,875	321,362	318,294	321,381

EXPENDITURE DETAIL

DEPARTMENT: Treasurer/Collector
FUNCTION: General Government

DEPT: 06
ACTIVITY: Finance

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Treasurer/Collector (1)	81,814	61,208	74,020	76,983
Other - Full Time (4)	144,000	131,298	170,892	144,443 *
	225,814	192,506	244,912	221,426
CONTRACTUAL SERVICES:				
Misc. Contractual Services	6,781	7,952	9,910	10,237
Printing, Adv. & Binding	8,136	7,501	7,950	7,680
Equipment Repairs	435	95	180	95
Training & Conference	856	300	725	675
	16,208	15,848	18,765	18,687
MATERIALS & SUPPLIES:				
Office Supplies	4,755	1,435	1,950	1,700
	4,755	1,435	1,950	1,700
Amt. Cert. Coll. Tax Title	15,072	5,179	20,000	10,000
FURNISHINGS & EQUIPMENT:				
	1,800	0	800	1,000
TOTAL	263,649	214,968	286,427	252,813

* Salary of one employee paid from Water receipts - \$36,406

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2004	2005	2006	2007	2008	2009
Number of Real Estate Accounts	9,010	9,008	9,052	9,107	9,171	9,213
Total Real Estate Commitment	\$41,040,342	\$42,253,670	\$44,068,857	\$46,252,458	\$48,262,869	\$50,151,541
Lien Certificates and Betterment Certificates	\$ 46,513	\$ 31,597	\$ 29,601	\$ 26,222	\$ 22,639	\$ 25,444
Apportioned Street Betterments Committed Interest	\$ 697 \$ 209	\$ 697 \$ 175	\$ 697 \$ 139	\$ 697 \$ 105	\$ 697 \$ 70	\$ 261 \$ 37
Apportioned Water Betterments Committed Interest	\$ 464 \$ 23	na na	na na	na na	na na	na na
Apportioned Sewer Betterments Committed Interest	\$ 63,415 \$ 43,732	\$ 60,242 \$ 39,734	\$ 57,915 \$ 36,524	\$ 52,430 \$ 31,605	\$ 52,022 \$ 28,777	\$ 49,439 \$ 23,569
Water Lien Commitments	\$ 215,487	\$ 125,755	\$ 99,764	\$ 138,193	\$ 157,135	\$ 206,708
Sewer Lien Commitments	\$ 56,411	\$ 34,707	\$ 26,722	\$ 39,161	\$ 38,970	\$ 100,769
Electric Lien Commitments	\$ 30,676	\$ 11,247	\$ 8,401	\$ 31,333	\$ 35,016	\$ 72,447
Title V Betterments Committed Interest	\$ 7,439 \$ 2,779	\$ 8,321 \$ 2,447	\$ 10,845 \$ 4,209	\$ 15,448 \$ 4,398	\$ 18,086 \$ 6,418	\$ 26,173 \$ 9,679

Statistics are reported by fiscal year.

STATISTICAL DEPARTMENT INFORMATION

DEPT: Treasurer/Collector
CODE: 06

Description	2004	2005	2006	2007	2008	2009
<u>TAX TITLES</u>						
Parcels added to Tax Title Accounts for non-payment of real estate taxes	41	26	19	21	34	0
Tax Titles redeemed by property owner	60	56	19	47	16	13
Tax Titles foreclosed to the Town through Land Court	5	5	5	8	4	3
Number of Personal Property Bills	471	681	674	688	724	721
Total Personal Property Commitment	\$1,594,337	\$1,344,366	\$1,469,514	\$1,193,813	\$1,387,666	\$2,012,966
Number of Excise Bills	26,183	26,752	26,647	25,913	26,779	25,493
Total Excise Commitments	\$3,233,749	\$3,330,225	\$3,403,040	\$3,127,458	\$3,578,946	\$3,080,715
Date of First Commitment Each Year	2/13/04	2/11/05	2/3/06	2/2/07	2/4/08	2/4/09
Excise Interest & Costs Collected	\$ 83,733	\$ 117,898	\$ 105,798	\$ 103,837	\$ 93,134	\$ 91,630
Ambulance Collections*	\$ 299,887	\$ 381,319	\$ 382,106	\$ 407,298	\$ 373,553	\$ 501,192
<u>INVESTMENTS</u>						
Interest earned by investing non-revenue funds and available revenue funds	\$ 249,008	\$ 270,582	\$ 588,367	\$ 580,120	\$ 594,052	\$ 308,240

* 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	2004	2005	2006	2007	2008	2009
No. of Health Insurance Subscribers	925	935	959	990	1,028	1,045
No. of Life Insurance Subscribers	845	847	862	897	931	933
Health Insurance Rates (Monthly)						
Individual:						
Master Medical	\$ 556.80	\$ 612.48	\$ 701.92	\$ 768.64	\$ 821.60	\$ 821.60
Network Blue	\$ 481.28	\$ 529.28	\$ 558.88	\$ 565.76	\$ 565.76	\$ 565.76
Blue Care Elect/Blue Choice	\$ 503.68	\$ 554.08	\$ 585.12	\$ 592.32	\$ 592.32	\$ 592.32
Family:						
Master Medical	\$ 1,306.88	\$ 1,437.44	\$ 1,647.36	\$ 1,803.84	\$ 1,928.32	\$ 1,928.32
Network Blue	\$ 1,130.24	\$ 1,243.20	\$ 1,312.80	\$ 1,328.64	\$ 1,328.64	\$ 1,328.64
Blue Care Elect/Blue Choice	\$ 1,182.40	\$ 1,300.48	\$ 1,373.28	\$ 1,389.76	\$ 1,389.76	\$ 1,389.76
Life Insurance and Accidental Death & Disability Premium Per \$1,000	\$.92	\$.92	\$.92	\$.92	\$.92	\$.92
Health and Life Insurance (Fiscal Year)	\$5,836,733	\$6,212,950	\$6,632,121	\$6,524,416	\$6,713,195	\$6,970,692
Amount of Borrowing Tax Anticipation Notes	0	0	0	0	0	0
Cost of Borrowing	0	0	0	0	0	0
Average Cost Per \$1,000	0	0	0	0	0	0
First and Last Borrowing Date	na	na	na	na	na	na
Number of Borrowings	0	0	0	0	0	0
Interest Rates Bid During Year:						
Low	na	na	na	na	na	na
High	na	na	na	na	na	na

EXPENDITURE DETAIL

DEPARTMENT:	Town Clerk/Elections/Registrations		DEPT:	10
FUNCTION:	General Government		ACTIVITY:	Records Mgmt.
CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Town Clerk (1)	61,262	65,625	67,961	70,398
Other - Full Time (2)	101,737	104,281	103,881	103,881
	<u>162,999</u>	<u>169,906</u>	<u>171,842</u>	<u>174,279</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	504	754	725	725
Training & Conference	1,638	1,442	1,600	1,025
Printing, Adv. & Binding	413	644	600	600
	<u>2,555</u>	<u>2,840</u>	<u>2,925</u>	<u>2,350</u>
MATERIALS & SUPPLIES:				
Office Supplies	674	388	600	550
	<u>674</u>	<u>388</u>	<u>600</u>	<u>550</u>
FURNISHINGS & EQUIPMENT:				
	300	0	0	0
TOTAL	166,528	173,134	175,367	177,179

STATISTICAL DEPARTMENT INFORMATION

DEPT: Town Clerk
CODE: 10

Description	2004	2005	2006	2007	2008	2009
Dog Licenses	1,402	1,688	1,558	1,704	1,935	1,989
Fish & Game Licenses	331	311	311	313	294	291
Births	290	233	240	230	235	252
Marriage Intentions	99	85	78	79	91	84
Marriages	99	74	76	76	91	83
Deaths	232	218	232	221	232	252
Burial Permits	151	149	140	145	152	159
Flammable Licenses	60	56	53	53	53	55
Uniform Commercial Code Chattel Mortgages*	0	0	0	0	0	0
Terminations	2	1	0	0	0	0
Federal Tax Liens (IRS)	0	0	0	0	0	0
Terminations	0	0	0	0	0	0
Business Certificates and Withdrawals	232	212	180	199	184	150
Bazaar/Raffle Permits	6	13	13	13	11	5
Pole/Conduit Locations	3	6	7	7	9	5
Certifications of Vital Statistics	3,140	3,342	2,876	2,843	3,091	2,884

*Recordings are now filed with Secretary of State's office.

EXPENDITURE DETAIL

DEPARTMENT: Board of Assessors
FUNCTION: General Government

DEPT: 05
ACTIVITY: Assessing

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Principal Assessor (1)	93,507	96,312	95,943	95,943
Other - Full Time (2)	77,256	81,204	83,248	84,685
Stipend	1,500	1,125	1,500	1,500
	<u>172,263</u>	<u>178,641</u>	<u>180,691</u>	<u>182,128</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	22,982	44,979	22,555	51,450
Appraisals & Inventories	82,943	112,380	96,000	0
Data Processing	6,945	4,867	17,000	15,300
Appellate Tax Board Costs	0	0	0	20,000
Training & Conference	1,309	2,589	3,000	3,000
Printing & Binding	267	509	650	900
	<u>114,446</u>	<u>165,324</u>	<u>139,205</u>	<u>90,650</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,677	1,119	3,000	3,000
Subscriptions	552	457	800	800
	<u>2,229</u>	<u>1,576</u>	<u>3,800</u>	<u>3,800</u>
FURNISHINGS & EQUIPMENT:				
	0	0	400	0
TOTAL	288,938	345,541	324,096	276,578

EXPENDITURE DETAIL

DEPARTMENT: Town Counsel & Legal Advice
FUNCTION: General Government

DEPT: 09
ACTIVITY: Legal

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
CONTRACTUAL SERVICES:				
Legal Services	234,044	212,500	212,500	212,500
	234,044	212,500	212,500	212,500
Expenses	6,602	5,525	7,500	7,500
	6,602	5,525	7,500	7,500
TOTAL	240,646	218,025	220,000	220,000

EXPENDITURE DETAIL

DEPARTMENT: Permanent Building Committee
 FUNCTION: General Government

DEPT: 17
 ACTIVITY: Planning/Proj. Mgmt.

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2010
PERSONNEL SERVICES:				
Part Time	0	0	450	450
	0	0	450	450
MATERIALS & SUPPLIES:				
Office Supplies	0	0	0	0
	0	0	0	0
TOTAL	0	0	450	450

EXPENDITURE DETAIL

EXPENDITURE DETAIL				
DEPARTMENT:	Police	DEPT:	18	
FUNCTION:	Public Safety	ACTIVITY:	Enforcement	
CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Salaries: Chief (1)	100,235	106,879	106,470	106,470
Dep. Chief (1)	82,375	88,106	91,892	93,726
Lieut. (4)	147,538	245,933	289,618	302,229
Sgt. (6)	365,876	369,830	371,600	387,810
Ptln. (36)	1,858,338	1,874,234	1,890,418	1,895,078
Clerks (2)	87,076	91,815	93,170	79,973
Overtime Costs	372,305	380,713	395,000	395,000
Paid Holidays	101,873	86,472	116,347	117,682
Specialists	12,350	11,925	12,350	12,350
Night Differential	39,197	39,593	43,992	43,992
Incentive Pay	367,033	380,454	398,797	227,878
Sick Leave Buyback	23,207	24,235	28,647	32,418
	3,557,403	3,700,189	3,838,301	3,694,606
CONTRACTUAL SERVICES:				
Misc. Contractual Services	58,020	64,702	52,883	53,279
Training & Conference	19,589	16,148	24,180	24,180
Computer Expenses	45,397	63,044	60,681	61,701
	123,006	143,894	137,744	139,160
MATERIALS & SUPPLIES:				
Office Supplies	8,588	8,493	8,575	8,575
Uniforms	50,223	54,371	52,080	52,080
Sm. Tools & Equipment	26,481	35,865	35,810	35,810
	85,292	98,729	96,465	96,465
FURNISHINGS & EQUIPMENT:	0	0	6,000	6,000
TOTAL	3,765,701	3,942,812	4,078,510	3,936,231

STATISTICAL DEPARTMENT INFORMATION

DEPT: Police
CODE: 18

Description	2004	2005	2006	2007	2008	2009
Police Officers	46	46	46	46	48	48
Cruisers	21	22	22	22	22	22
Arrests (including traffic)	548	490	422	370	387	341
Summons*					270	243
Complaints/Requests for Service	26,500	27,970	23,499	24,220	21,532	20,730
Firearms Permits	263	237	235	428	184	127
Automobile Accidents	732	753	696	776	810	728
Citations Issued (minus arrests)	6,005	4,930	3,783	5,475	4,042	3,889

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

EXPENDITURE DETAIL

DEPARTMENT: Fire
 FUNCTION: Public Safety

DEPT: 20
 ACTIVITY: Fire Protection

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Salaries: Chief (1)	124,100	107,138	109,322	109,322
Dep. Chief (1)	75,135	75,772	78,297	81,297
Lieut. (6)	372,184	415,210	417,603	425,274
Firefighters (32)	1,679,889	1,786,031	1,783,896	1,785,282
Clerk (1)	47,648	48,812	48,639	48,964
Part Time	13,584	13,425	16,900	18,200
Overtime Costs	432,204	377,387	400,000	425,000
Paid Holidays	115,718	123,905	126,470	122,257
EMT & Incentive Pay	12,212	12,096	9,025	9,025
Fire Alarm Salary	14,669	8,944	0	0
Sick Leave Buyback	28,758	25,044	23,334	27,833
	<u>2,916,101</u>	<u>2,993,764</u>	<u>3,013,486</u>	<u>3,052,454</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	13,998	11,769	17,900	17,900
Fire Alarm Maint.	7,210	1,725	0	0
Radio Repairs	4,472	4,598	4,950	4,950
Training & Conference	5,232	7,736	8,650	8,650
Computer Expenses	4,660	8,269	13,375	13,375
Emergency Management	3,946	3,804	4,000	4,000
	<u>39,518</u>	<u>37,901</u>	<u>48,875</u>	<u>48,875</u>
MATERIALS & SUPPLIES:				
Office Supplies	2,585	2,179	2,650	2,650
Uniforms & Protective Equip.	28,350	30,984	31,000	38,000
Emergency & Medical Supplies	29,900	29,974	28,410	29,300
Fire Prevent & Arson Investigation	548	2,921	2,000	2,500
	<u>61,383</u>	<u>66,058</u>	<u>64,060</u>	<u>72,450</u>
FURNISHINGS & EQUIPMENT:				
	9,772	3,900	0	14,750
TOTAL	3,026,774	3,101,623	3,126,421	3,188,529

STATISTICAL DEPARTMENT INFORMATION

DEPT: Fire
CODE: 20

Description	2004	2005	2006	2007	2008	2009
Number of Fire Fighters	37	37	37	37	40	40
Number of Runs	2,565	2,444	2,514	3,513	3,233	3,364
Number of Building Fires	14	14	16	15	16	8
Number of Ambulance Calls	1,540	1,686	1,589	1,799	1,862	1,785
Out of Town Assistance	142	167	160	91	126	135
Value of Property Endangered	\$6,470,100	\$6,529,380	\$3,740,810	\$4,650,100	\$11,470,000	\$605,200
Property Loss	\$85,000	\$279,550	\$222,000	\$525,500	\$488,500	\$218,000

EXPENDITURE DETAIL

DEPARTMENT:	Public Safety Central Dispatch	DEPT:	21
FUNCTION:	Public Safety	ACTIVITY:	Communications/Emergency Response

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Full Time (12)	437,830	456,301	483,349	485,159
Overtime	44,665	31,590	48,000	48,000
	<u>482,495</u>	<u>487,891</u>	<u>531,349</u>	533,159
CONTRACTUAL SERVICES:				
Training & Conference	1,899	1,285	3,000	2,500
Misc. Contractual Services	10,222	10,129	15,000	12,500
	<u>12,121</u>	<u>11,414</u>	<u>18,000</u>	15,000
MATERIALS & SUPPLIES:				
Office Supplies	1,858	1,045	2,000	2,000
Uniforms	1,680	1,291	1,750	1,750
	<u>3,538</u>	<u>2,336</u>	<u>3,750</u>	3,750
FURNISHINGS & EQUIPMENT:				
	18,731	3,241	0	0
TOTAL	516,885	504,882	553,099	551,909

EXPENDITURE DETAIL

DEPARTMENT: Animal Control
FUNCTION: Public Safety

DEPT: 23
ACTIVITY: Enforcement

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Animal Control Officer (1)	34,452	35,496	37,440	37,440
	34,452	35,496	37,440	37,440
CONTRACTUAL SERVICES:				
Misc. Contractual Services	2,011	1,584	2,000	2,000
	2,011	1,584	2,000	2,000
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	36,463	37,080	39,765	39,765

EXPENDITURE DETAIL

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

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Superintendent (1)	96,120	101,154	100,766	100,766
Engineer - Full Time (3)	166,806	194,880	205,371	212,994
Engineer - Part Time	9,920	7,958	11,796	11,952
Highway - Full Time (18.5)	1,065,701	1,095,291	1,114,494	1,116,344
Highway - Overtime	51,055	72,118	59,550	59,500
Highway - Seasonal	11,244	11,639	11,520	11,520
Stream Maint. - Seasonal	11,556	7,276	11,520	11,520
Tree - Full Time (3)	142,990	167,023	168,108	169,865
Tree - Overtime	8,398	11,241	8,580	8,580
Parks/Grounds - Full Time (6)	328,826	342,070	314,101	310,870
Parks/Grounds - Overtime	13,282	17,970	18,370	18,370
Cemetery - Full Time (2)	126,084	130,445	129,946	129,946
Cemetery - Part Time	5,340	5,688	6,396	6,552
Cemetery - Overtime	7,550	10,215	10,105	10,105
Snow & Ice - Ex. Help/O.T.	202,927	230,644	160,240	160,240
	2,247,799	2,405,612	2,330,863	2,339,124
CONTRACTUAL SERVICES:				
Engineer - Misc. Contractual Services	2,738	3,200	6,200	7,700
Engineer - Training & Conference	1,889	2,000	2,000	2,000
Highway - Misc. Contractual Services	73,625	75,675	86,090	86,090
Highway - Repairs Town Vehicles	100,474	98,768	120,900	120,900
Highway - Training & Conference	1,846	1,510	2,000	2,000
Tree - Misc. Contractual Services	4,827	4,183	5,000	5,000
Parks/Grounds - Misc. Cont. Services	22,113	23,944	24,000	19,000
Cemetery - Misc. Cont. Services	3,942	4,433	4,100	4,100
Road Machinery - Rep. Equip.	77,647	74,542	80,000	80,000
Public Street Lights	225,556	241,548	277,000	265,000
Rubbish Coll. & Disposal	1,640,978	1,598,216	1,796,150	1,547,603
Snow & Ice - Rep. & Maint. Equip.	17,649	22,923	17,500	18,730
Snow & Ice - Misc. Cont. Services	195,100	278,200	152,100	155,000
	2,368,384	2,429,142	2,573,040	2,313,123
TOTAL	4,616,183	4,834,754	4,903,903	4,652,247

EXPENDITURE DETAIL

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

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
MATERIALS & SUPPLIES:				
Engineer - Office Supplies	2,939	3,483	3,500	3,500
Engineer - Small Tools & Equip.	994	34	1,300	1,300
Highway - Office Supplies	1,166	1,512	1,500	1,500
Highway - Construction Supplies & Road Improvements	77,187	80,632	82,000	82,000
Highway - Tools & Equip.	31,990	35,460	37,500	37,500
Stream Maintenance - Expenses	895	767	1,000	1,000
Tree - Tools/Equip/Tree Replace.	4,904	4,731	5,000	5,000
Tree - Chemicals	976	0	1,500	1,500
Parks/Grounds - Rep. & Construct Ballfields, Grounds & Equip.	18,878	18,804	19,000	107,870
Cemetery - Construction Supplies	1,960	2,000	2,000	2,000
Cemetery - Care of Grounds	7,907	8,000	8,000	8,000
Cemetery - Tools & Equip.	3,309	3,017	3,350	3,350
Cemetery - Office Supplies	0	223	300	300
Drainage Projects - Expenses	54,694	52,362	55,000	55,000
Snow & Ice - Sand & Salt	200,652	246,737	205,630	199,500
Snow & Ice - Tools & Equip.	3,512	2,390	4,000	6,000
Highway - Gas, Oil, Tires - DPW	127,469	114,555	108,960	112,110
Highway - Gas, Oil, Tires - Other	202,086	184,107	169,300	169,550
	741,518	758,814	708,840	796,980
FURNISHINGS & EQUIPMENT:	21,609	36,977	25,850	49,500
TOTAL	5,379,310	5,630,545	5,638,593	5,498,727

STATISTICAL DEPARTMENT INFORMATION

DEPT: Cemetery
CODE: 29

Description	2004	2005	2006	2007	2008	2009
Interments: Residents	93	85	84	67	78	78
Non-Residents	63	83	83	70	66	77
Moved/Disinterment	0	1	1	1	1	0
Total Interments	156	169	168	138	145	155
Receipts	\$68,595.00	\$67,073.00	\$71,797.40	\$64,466.70	\$82,597.34	\$98,600.33
Reserve	\$21,905	\$25,926	\$30,525	\$26,950	\$21,697	\$19,700
Trust Fund	\$22,727	\$24,125	\$31,625	\$29,150	\$21,875	\$19,700

EXPENDITURE DETAIL

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

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Full Time (1)	43,511	46,654	49,396	51,118
Part Time	18,648	19,050	18,720	18,720
Overtime	4,830	5,456	4,000	5,800
	<u>66,989</u>	<u>71,160</u>	<u>72,116</u>	<u>75,638</u>
EXPENSES, MAINT. & OPERATIONS:				
Misc. Contractual Services	40,996	15,522	24,700	29,000
Operations Supplies	1,048	3,767	3,500	3,700
Utilities	15,729	17,919	20,620	26,020
	<u>57,773</u>	<u>37,208</u>	<u>48,820</u>	<u>58,720</u>
TOTAL	124,762	108,368	120,936	134,358

EXPENDITURE DETAIL

DEPARTMENT:	Health	DEPT:	30	
FUNCTION:	Community Development	ACTIVITY:	Health & Sanitation	
CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Director (1)	81,575	91,856	64,479	67,543
Other - Full Time (2)	151,996	115,016	90,345	91,772
Part Time/Overtime	7,572	2,757	36,914	42,914
	241,143	209,629	191,738	202,229
CONTRACTUAL SERVICES:				
Misc. Contractual Services	3,431	3,890	3,500	3,500
Printing, Adv. & Binding	827	605	600	600
Clinical Expenses	2,817	2,944	2,875	2,875
Mental Health, Out Patient	33,872	35,000	35,000	35,000
Training & Conference	654	1,078	1,500	1,500
	41,601	43,517	43,475	43,475
MATERIALS & SUPPLIES:				
Office Supplies	1,117	1,651	1,500	1,500
	1,117	1,651	1,500	1,500
FURNISHINGS & EQUIPMENT:	833	131	0	0
TOTAL	284,694	254,928	236,713	247,204

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Health
CODE: 30

Description	2004	2005	2006	2007	2008	2009
Public Health Nursing Visits	210	135	112	227	416	685
General Health Visits	1,264	1,034	938	1,175	1,240	1,475
ATTENDANCE						
Immunization Clinic	55	43	78	42	43	29
Special Immunization Clinic	61	42	65	17	30	0
Rabies Clinic	235	181	283	226	219	250
Flu Clinic	586	1,093	851	1,060	939	1,864
PERMITS:						
Beaver	6	16	8	10	17	13
Food	81	101	95	94	147	119
Funeral	2	2	2	2	2	2
Ice Rink	1	1	1	1	1	1
Installer	37	42	42	47	39	42
Pool	2	2	2	2	3	3
Recreational Camp	3	3	3	4	2	5
Sewerage	148	157	97	76	77	68
Stable	36	33	33	31	30	30
Tanning/Massage	8	14	15	25	3	3
Tobacco	0	21	23	27	25	23
Transport Waste Material	18	16	18	23	26	28
Well	41	27	49	41	46	17
Total Fees Collected	\$48,700	\$48,326	\$49,331	\$57,028	\$57,273	\$46,853

EXPENDITURE DETAIL

DEPARTMENT: Sealer of Weights & Measures
FUNCTION: Consumer Protection

DEPT: 22
ACTIVITY: Enforcement

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Stipend	3,874	4,500	0	0
	3,874	4,500	0	0
CONTRACTUAL SERVICES:				
Inspectional Services	0	0	5,000	5,000
	0	0	5,000	5,000
MATERIALS & SUPPLIES:				
Sm. Tools & Equipment	70	0	0	0
	70	0	0	0
TOTAL	3,944	4,500	5,000	5,000

EXPENDITURE DETAIL

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

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Director (1)	73,245	76,321	77,729	77,729
Other - Full Time (4)	188,173	198,966	202,790	207,052
Part Time/Overtime	3,799	7,759	5,300	4,000
	<u>265,217</u>	<u>283,046</u>	<u>285,819</u>	<u>288,781</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	600	600	2,750	2,750
Dues & Subscriptions	886	1,029	1,025	1,025
Advertising & Printing	2,998	2,360	3,500	3,500
Training & Conference	1,091	947	1,400	1,400
	<u>5,575</u>	<u>4,936</u>	<u>8,675</u>	<u>8,675</u>
MATERIALS & SUPPLIES:				
Miscellaneous Materials	180	95	100	100
Office Supplies	935	1,053	1,400	1,400
	<u>1,115</u>	<u>1,148</u>	<u>1,500</u>	<u>1,500</u>
FURNISHINGS & EQUIPMENT:	1,836	817	0	500
TOTAL	273,743	289,947	295,994	299,456

STATISTICAL DEPARTMENT INFORMATION

DEPT: Conservation
CODE: 14

Description	2004	2005	2006	2007	2008	2009
Wetlands Protection Act Hearings	279	210	167	125	151	71
Acres of Land Acquired	39.38	26.9	7.85	23.4	4.05	6.26
Notices of Intent Filed	56	29	39	27	49	25
Orders of Conditions Issued	39	41	34	30	49	18
Denials Issued	4	2	3	2	3	0
Cases Pending	18	9	8	5	1	12
Cases Withdrawn	1	2	1	2	0	0
Determinations of Applicability	64	48	24	25	33	19
Decisions Appealed	3	4	2	5	3	0
Extension Permits Issued	13	11	12	19	20	22
Certificates of Compliance Issued	35	19	33	28	29	22
Filing Fees Collected	\$14,922.25	\$9,077.50	\$14,397.00	\$11,501.00	\$13,310.00	\$6,592.50
Violation Notices Issued	2	5	48	62	34	95
Enforcement Orders Issued	8	9	9	3	11	12
Abbreviated Notices of Resource Area Delineation	3	3	3	4	2	2

EXPENDITURE DETAIL

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

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Building Inspector (1)	77,164	66,410	69,874	69,874
Other - Full Time (1)	46,359	47,863	48,639	48,639
Part Time/Overtime	10,207	3,491	9,500	6,000
Stipend	44,460	48,000	49,800	49,800
	<u>178,190</u>	<u>165,764</u>	<u>177,813</u>	<u>174,313</u>
CONTRACTUAL SERVICES:				
Misc. Contractual Services	332	362	500	300
Printing, Adv. & Binding	1,446	1,435	1,000	1,500
Training & Conference	864	1,084	1,700	1,200
	<u>2,642</u>	<u>2,881</u>	<u>3,200</u>	<u>3,000</u>
MATERIALS & SUPPLIES:				
Office Supplies	1,222	1,281	1,250	1,250
Sm. Tools & Equipment	0	0	0	0
	<u>1,222</u>	<u>1,281</u>	<u>1,250</u>	<u>1,250</u>
FURNISHINGS & EQUIPMENT:				
	533	327	1,200	0
TOTAL	182,587	170,253	183,463	178,563

STATISTICAL DEPARTMENT INFORMATION

DEPT: Building Inspector
CODE: 24

Description	2004	2005	2006	2007	2008	2009
<u>PERMITS:</u>						
New Single Family Dwellings	51	66	36	32	22	26
Residential Additions	145	137	120	89	72	60
Residential Remodeling	151	163	135	159	152	168
Residential Miscellaneous	118	127	99	85	140	68
New Commercial Buildings	14	16	10	15	6	5
Commercial Additions	4	0	2	1	2	3
Commercial Fitups	43	69	47	52	58	57
Commercial Miscellaneous	45	56	105	59	89	56
Occupancy Permits	104	126	120	89	96	73
Plumbing Permits	313	345	307	317	296	262
Gas Fitting Permits	244	238	214	230	227	228
Wiring Permits	680	700	590	649	582	471
Assembly Permits	27	52	30	31	47	47
Annual Wiring Permits	59	55	56	54	54	56
Total Permits	1,427	1,416	1,317	1,917	1,302	1,137
Fees Collected	\$253,972	\$378,439	\$529,739	\$740,862	\$652,172	\$339,539
Estimated Value – All Construction	\$37,575M	\$42,936M	\$38,140M	\$57,443M	\$46,243M	\$17,749M

STATISTICAL DEPARTMENT INFORMATION

DEPT: Board of Appeals
CODE: 24

Description	2004	2005	2006	2007	2008	2009
Cases Granted	75	62	54	40	37	26
Cases Denied	2	1	2	2	2	2
Cases Withdrawn or No Action Taken	3	5	5	4	2	3
Cases Pending	4	8	0	0	0	8
Total Cases	84	76	61	46	41	39
Total Fees Collected	\$5,365	\$6,567	\$5,965	\$5,144	\$3,900	\$3,500

EXPENDITURE DETAIL

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

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Superintendent (1)	106,545	129,368	81,099	84,345
Other - Full Time (42) *	2,080,243	2,094,536	2,211,620	2,236,484
Part Time **	0	0	0	0
Overtime	47,564	58,348	47,750	48,853
Seasonal	17,796	12,060	11,520	11,520
	<u>2,252,148</u>	<u>2,294,312</u>	<u>2,351,989</u>	<u>2,381,202</u>
UTILITIES:				
Fuel Heating	1,003,539	1,556,832	869,800	933,000
Electric - Town Buildings	183,470	208,943	180,000	200,000
Utilities - Town Buildings	95,586	93,760	110,000	110,000
	<u>1,282,595</u>	<u>1,859,535</u>	<u>1,159,800</u>	<u>1,243,000</u>
MAINTENANCE EXPENSE:				
HVAC Repairs	59,684	61,675	70,000	75,000
Expenses - School Buildings	187,023	199,727	200,000	220,000
Asbestos Repairs/Training	600	5,000	5,000	6,000
Expenses - Town Buildings	156,468	166,737	180,000	190,000
Roof Repairs	5,502	26,608	25,000	40,000
Training & Conference	379	385	385	400
	<u>409,656</u>	<u>460,132</u>	<u>480,385</u>	<u>531,400</u>
FURNISHINGS & EQUIPMENT:	0	0	0	0
TOTAL	3,944,399	4,613,979	3,992,174	4,155,602

* Full time custodian partially funded \$22,013 by CARES Program

** Part time custodian funded \$18,242 by CARES Program

EXPENDITURE DETAIL

DEPARTMENT: Veterans' Services
FUNCTION: Veterans' Aid & Benefits

DEPT: 31
ACTIVITY: Veterans' Aid

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Veterans' Agent (1)	46,208	49,499	51,282	53,333
	46,208	49,499	51,282	53,333
CONTRACTUAL SERVICES:				
Misc. Contractual Services	0	0	400	200
Training & Conference	373	135	800	800
	373	135	1,200	1,000
MATERIALS & SUPPLIES:				
Office Supplies	331	169	300	500
	331	169	300	500
FURNISHINGS & EQUIPMENT:	0	0	0	0
ASSISTANCE - VETERANS:	192,647	256,705	220,000	306,000
TOTAL	239,559	306,508	272,782	360,833

EXPENDITURE DETAIL

DEPARTMENT:	Public Library	DEPT:	35	
FUNCTION:	Library	ACTIVITY:	Library Services	
CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Director (1)	76,272	79,084	80,355	80,355
Other - Full Time (12)	502,866	561,176	575,214	587,561
Part Time	99,667	100,798	104,857	105,677
	678,805	741,058	760,426	773,593
CONTRACTUAL SERVICES:				
Misc. Contractual Services	3,703	3,195	4,179	3,852
Merrimack Valley Lib. Con.	33,189	32,947	32,769	33,239
Training & Conference	1,582	1,514	760	760
	38,474	37,656	37,708	37,851
MATERIALS & SUPPLIES:				
Office & Library Supplies	17,500	18,372	20,100	20,427
Books & Library Materials	116,551	122,082	120,600	120,600
	134,051	140,454	140,700	141,027
FURNISHINGS & EQUIPMENT:	23,466	14,215	13,788	8,704
TOTAL	874,796	933,383	952,622	961,175

STATISTICAL DEPARTMENT INFORMATION

DEPT: Memorial Library
CODE: 35

Description	2004	2005	2006	2007	2008	2009
Population	22,238	22,390	22,556	22,616	23,066	22,718
Expenditures	\$701,451	\$753,572	\$739,077	\$794,742	\$854,377	\$921,577
Per Capita Expenditures	\$31.54	\$33.65	\$32.77	\$35.14	\$37.04	\$40.57
Collection						
Number of Volumes	85,745	86,636	82,900	78,113	75,045	67,266
Volumes Per Capita	3.85	3.86	3.68	3.45	3.25	2.96
Number of Subscriptions	162	169	169	148	164	164
Museum Passes	10	11	9	10	11	11
Circulation	206,476	214,176	220,489	205,454	235,859	244,663
Circulation Per Capita	9.28	9.56	9.78	9.08	10.23	10.77
Loans to Other Libraries	21,307	24,007	26,986	22,679	28,877	26,527
Received from Other Libraries	18,492	16,547	20,673	19,775	24,931	26,246
Information Service						
Internet Use	9,721	12,919	14,546	15,923	16,254	24,824
Reference Questions	9,495	8,182	7,556	10,311	9,104	7,547
Website Hits	56,639	73,502	82,096	98,441	120,713	130,553
Library Programs						
Number of Programs	295	330	317	284	394	354
Program Attendance	8,169	8,164	8,090	8,068	9,911	8,855
Visits to the Library	137,519	137,786	134,277	131,919	139,732	154,138

EXPENDITURE DETAIL

DEPARTMENT: Recreation
FUNCTION: Recreation

DEPT: 36
ACTIVITY: Recreation

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Director (1)	61,886	63,743	63,948	65,295
Other - Full Time (1)	39,355	42,887	44,432	44,730
* Part Time	0	0	0	0
	101,241	106,630	108,380	110,025
CONTRACTUAL SERVICES:				
Training & Conference	482	435	500	500
	482	435	500	500
MATERIALS & SUPPLIES:				
Program Supplies	998	987	1,000	1,000
Office & Printing Supplies	4,992	5,000	3,000	3,000
	5,990	5,987	4,000	4,000
FURNISHINGS & EQUIPMENT:	200	0	0	0
TOTAL	107,913	113,052	112,880	114,525

* Part time clerk funded by program fees.

EXPENDITURE DETAIL

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

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Director (1)	60,571	63,743	63,498	63,498
Other - Full Time (3)	70,928	101,458	110,055	103,731
* Part Time	12,324	0	0	1,500
	143,823	165,201	173,553	168,729
CONTRACTUAL SERVICES:				
Misc. Contractual Services	12,142	14,473	16,200	16,200
Hot Lunch Program	21,510	21,927	20,000	22,000
	33,652	36,400	36,200	38,200
MATERIALS & SUPPLIES:				
	383	499	500	1,000
	383	499	500	1,000
FURNISHINGS & EQUIPMENT:				
	0	0	0	0
TOTAL	177,858	202,100	210,253	207,929

* Two part time positions funded through Executive Office of Elder Affairs Grant totalling \$19,240

EXPENDITURE DETAIL

DEPARTMENT:	Historical Commission		DEPT:	33
FUNCTION:	Preservation		ACTIVITY:	Preservation
CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Part Time	15,207	19,946	20,604	21,018
	15,207	19,946	20,604	21,018
CONTRACTUAL SERVICES:				
Professional Services	2,000	0	2,000	2,000
Hist. Programs & Activities	4,536	2,900	3,250	3,250
	6,536	2,900	5,250	5,250
MATERIALS & SUPPLIES:				
Miscellaneous Materials	960	2,086	1,500	1,500
	960	2,086	1,500	1,500
FURNISHINGS & EQUIPMENT:	0	2,000	0	0
TOTAL	22,703	26,932	27,354	27,768

EXPENDITURE DETAIL

DEPARTMENT: Total School Budget
FUNCTION: Education

DEPT: 42
ACTIVITY: Education

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
SCHOOL DEPARTMENT:				
Personnel Services:	21,361,107	22,778,706	23,425,765	23,691,062
Contractual Services:	<u>5,610,937</u>	<u>6,530,899</u>	<u>6,574,235</u>	<u>7,008,938</u>
TOTAL SCHOOL DEPARTMENT:	26,972,044	29,309,605	30,000,000	30,700,000
VOCATIONAL TRAINING:				
Shawsheen Tech:	<u>3,436,269</u>	<u>3,155,131</u>	<u>3,260,000</u>	<u>3,204,587</u>
TOTAL VOCATIONAL TRAINING:	3,436,269	3,155,131	3,260,000	3,204,587
TOTAL	30,408,313	32,464,736	33,260,000	33,904,587

EXPENDITURE DETAIL

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

DEPT: **37**
ACTIVITY:

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
Schools	3,037,525	2,916,275	2,789,775	2,665,950
Public Safety	961,300	921,300	881,300	825,300
General Government	77,452	74,839	72,226	69,613 *
Sewer	168,438	134,568	129,818	171,030
Water	0	0	0	0
Interest on Anticipation Notes, Authentication Fees & Misc. Debt	1,500	1,500	60,000	15,000
TOTAL	4,246,215	4,048,482	3,933,119	3,746,893

* Represents final payment for purchase of 183 Middlesex Avenue property

**COMBINED
OUTSTANDING DEBT**

EXCLUDABLE DEBT

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2011	3,027,500	151,375	3,178,875
TOTAL	3,027,500	151,375	3,178,875

NON-EXCLUDABLE DEBT

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2011	484,580	22,238	506,818
TOTAL	484,580	22,238	506,818

COMBINED TOTAL

	PRINCIPAL	INTEREST	GRAND TOTAL
FISCAL 2011	3,512,080	173,613	3,685,693
TOTAL	3,512,080	173,613	3,685,693

**SCHOOLS
OUTSTANDING DEBT**

MIDDLE SCHOOL (\$24,300,000)

EXCLUDABLE DEBT

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2011	2,441,500	122,075	2,563,575
TOTAL	2,441,500	122,075	2,563,575

HIGH SCHOOL RENOVATION (\$975,000)

NON-EXCLUDABLE DEBT

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2011	97,500	4,875	102,375
TOTAL	97,500	4,875	102,375

COMBINED TOTAL

	PRINCIPAL	INTEREST	GRAND TOTAL
FISCAL 2011	2,539,000	126,950	2,665,950
TOTAL	2,539,000	126,950	2,665,950

PUBLIC SAFETY (\$5,986,000)

EXCLUDABLE DEBT

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2011	586,000	29,300	615,300
TOTAL	586,000	29,300	615,300

PUBLIC SAFETY (\$2,000,000)

NON-EXCLUDABLE DEBT

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2011	200,000	10,000	210,000
TOTAL	200,000	10,000	210,000

COMBINED TOTAL

	PRINCIPAL	INTEREST	GRAND TOTAL
FISCAL 2011	786,000	39,300	825,300
TOTAL	786,000	39,300	825,300

**GENERAL GOVERNMENT
OUTSTANDING DEBT**

LAND PURCHASE (\$335,000)

NON-EXCLUDABLE DEBT

FISCAL 2011	67,000	2,613	69,613
TOTAL	67,000	2,613	69,613

**SEWER
OUTSTANDING DEBT**

MAIN STREET SEWER

NON-EXCLUDABLE DEBT

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2011	95,000	4,750	99,750
TOTAL	95,000	4,750	99,750

SEWER INFLOW MAINTENANCE

NON-EXCLUDABLE DEBT

	PRINCIPAL	INTEREST	TOTAL
FISCAL 2011	25,080	0	25,080
TOTAL	25,080	0	25,080

COMBINED TOTAL

	PRINCIPAL	INTEREST	GRAND TOTAL
FISCAL 2011	120,080	4,750	124,830
TOTAL	120,080	4,750	124,830

EXPENDITURE DETAIL

DEPARTMENT: Unclassified
FUNCTION: Miscellaneous Support

DEPT: 54
ACTIVITY: Miscellaneous

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
Veterans' Retirement	13,008	13,008	13,008	13,008
Employee Retire. Unused Sick Leave	56,750	53,044	40,000	30,000
Medicare Employer's Contribution	452,152	483,849	515,000	530,654
Salary Adjustments & Additional Costs	18,538	12,062	335,000	385,000
Local Trans/Training Conference	2,358	2,090	5,000	5,000
Out of State Travel	0	0	1,500	1,500
Computer Hardware & Software				
Maintenance & Expenses	55,258	153,780	140,000	90,000
Annual Audit	20,000	20,000	23,000	30,000
Ambulance Billing	21,833	25,000	25,000	25,000
Town Report & Calendar	8,126	7,809	10,000	10,000
Professional & Tech. Services	50,605	45,724	125,000	100,000
Reserve Fund	0	0	450,000	450,000
TOTAL	698,628	816,366	1,682,508	1,670,162

EXPENDITURE DETAIL

DEPARTMENT: Unclassified
FUNCTION: Insurance

DEPT: 38, 43
ACTIVITY: Insurance

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
Public Liability - Officials	30,686	28,787	30,000	28,000
Worker's Compensation	194,200	170,137	200,000	225,000
Automobile Liability	80,873	69,184	73,000	83,100
Property & General Liability	167,654	177,804	205,600	190,800
Boiler & Machinery	6,265	6,733	7,000	7,000
Bonds	1,008	902	3,800	2,100
Accident - Fire & Police	62,392	56,407	65,000	70,000
Umbrella	8,112	5,076	6,000	6,500
	551,190	515,030	590,400	612,500
Employee Health & Life Insurance	6,998,947	6,970,692	7,631,000	8,500,000
TOTAL	7,550,137	7,485,722	8,221,400	9,112,500

EXPENDITURE DETAIL

DEPARTMENT: Statutory Charges
 FUNCTION: Statutory Charges

46
 Statutory Charges

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
Current Year Overlay	0	0	716,894	700,000
Retirement Contributions	3,200,477	3,588,132	3,823,626	3,995,690
Offset Items	46,526	48,854	41,815	40,000
Mass Bay Trans Auth.	432,304	433,811	443,835	441,569
MAPC (Ch. 688 of 1963)	6,217	6,309	6,433	6,537
RMV Non-Renewal Surcharge	16,140	13,540	13,540	10,420
Metro Air Poll. Control Dist.	6,394	6,543	6,581	6,728
Mosquito Control Program	45,906	47,847	47,337	48,435
M.W.R.A. Sewer Assessment	1,768,169	1,768,207	1,985,771	2,289,622
School Choice	20,500	20,665	21,000	21,000
Charter Schools	64,466	66,984	58,836	75,741
Special Education	301	0	0	4,271
Essex County Tech Institute	12,493	12,077	24,536	47,694
TOTAL	5,619,893	6,012,969	7,190,204	7,687,707

EXPENDITURE DETAIL

DEPARTMENT:	Warrant Articles		DEPT:	
FUNCTION:	Warrant Articles		ACTIVITY:	
CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
WARRANT ARTICLES:				
Memorial Day/Veterans Day	6,961	2,741	6,000	6,000
Lease of Veterans Quarters	2,250	1,500	1,500	1,500
Senior Work Program	10,059	11,558	15,360	15,360
Facility Needs Study	56,238	45	0	0
Site Cleanup - Abigail Island	14,640	3,237	0	0
Drainage Master Plan	15,103	74,557	0	0
Design - Main Street Sewer Interceptor	0	85,820	0	0
Other Post Employment Benefits	0	0	100,000	0
TOTAL	105,251	179,458	122,860	22,860

EXPENDITURE DETAIL

DEPARTMENT:	Capital Outlay	DEPT:		
FUNCTION:	Capital Outlay	ACTIVITY:		
CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
CAPITAL OUTLAY:				
Police - Cruisers	143,283	144,700	119,700	115,760
Police - Computer Aided Dispatch System	63,729	0	0	0
Police - Communications System	0	102,054	0	0
Fire - Communications System Conversion	0	0	0	44,000
Fire - Ambulance	8,257	0	180,000	0
Fire - Pickup Truck/Command Vehicles	0	40,000	0	36,700
Fire - EMS Computer System	0	0	45,000	0
DPW - Pickup/One Ton Trucks	56,482	0	0	30,100
DPW - Construction/Maint. Vehicles	247,528	472,598	308,300	110,500
DPW - Cemetery Expansion	10,493	0	0	0
DPW - Library Parking Lot Improvements	31,230	45,770	0	0
School - Roof Repairs	42,700	0	0	0
School - Vans	0	39,754	0	0
School - Burner/Boiler Replacement	109,000	0	0	0
School - High School Technology Improvements	0	0	138,850	0
School - Fire Alarm System Wildwood School	0	0	60,000	0
School - Fire Alarm System Shawsheen School	0	0	150,000	0
School - Floor Replacement Woburn St. School	0	0	235,400	0
School - Handicapped Improvements West Inter.	0	0	19,500	0
Public Buildings - Roof Repairs	59,721	67,130	0	53,000
Public Buildings - Library Ceiling/Lighting	0	25,070	0	0
Public Buildings - Swain School Demolition	0	0	160,000	0
Public Buildings - Misc. Facility Improvements	0	0	0	125,000
Public Buildings - Trucks	0	0	0	46,600
TOTAL	772,423	937,076	1,416,750	561,660

EXPENDITURE DETAIL

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

DEPT: 44
ACTIVITY: Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PERSONNEL SERVICES:				
Superintendent (1)	93,507	96,972	98,584	98,584
Other - Full Time (14.5)	953,497	917,201	1,007,836	899,362 ***
Seasonal	7,322	7,824	8,160	8,160
Overtime	67,472	61,222	90,000	70,000
Salary Adjustments	0	0	24,000	27,557
	1,121,798	1,083,219	1,228,580	1,103,663
CONTRACTUAL SERVICES:				
MWRA Assessment	0	0	480,000	490,000
Professional & Technical Services	172,360	64,500	231,700	232,000
Cross Connection Control Program *	25,788	24,892	26,500	26,500
Industrial Way Booster Station **	11,625	14,955	15,550	5,080
Haz Mat Household Waste Program	0	38,005	25,000	21,000
D.E.P. Assessment	6,568	5,864	7,250	7,225
Training & Conference	4,031	4,756	4,500	5,000
	220,372	152,972	790,500	786,805
UTILITIES:				
Electricity	202,739	215,723	190,000	220,000
Telephone	15,287	14,032	12,500	12,500
Fuel Oil	42,708	73,495	35,000	40,000
Natural Gas	9,015	10,654	15,000	11,250
	269,749	313,904	252,500	283,750
TOTAL	1,611,919	1,550,095	2,271,580	2,174,218

* 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 - \$36,406

EXPENDITURE DETAIL

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

DEPT: 44
 ACTIVITY: Public Works

CLASSIFICATION	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
MATERIALS & SUPPLIES:				
Administration & Office Supplies	22,484	16,531	25,500	24,500
Facility - Maintenance & Supplies	30,549	128,457	118,500	128,500
Operations - Maint. & Supplies	19,210	76,033	27,500	27,500
Vehicle - Maintenance & Supplies	45,838	59,721	60,400	59,160
Distribution System - Maint. & Supp.	25,456	62,254	35,000	35,000
Chemicals	130,349	185,603	155,000	175,000
	273,886	528,599	421,900	449,660
FURNISHINGS & EQUIPMENT:				
	14,723	9,500	1,200	0
CAPITAL OUTLAY:				
Engineering/Technical	264,884	519,075	30,000	0
Construction	3,210,724	90,517	165,000	75,000
Equipment	24,330	23,696	29,200	300,000
Purchase Water	0	682,973	0	0
	3,499,938	1,316,261	224,200	375,000
TRANSFERS:				
Debt	0	0	23,335	2,500
Employee Benefits	477,035	498,832	506,614	561,856
Insurance	75,330	75,135	91,868	125,394
Other	96,413	89,616	89,236	44,745
	648,778	663,583	711,053	734,495
TOTAL	6,049,244	4,068,038	3,629,933	3,733,373

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
GENERAL GOVERNMENT:					
Selectmen	Salaries	4,032	4,200	4,380	4,500
Selectmen	Expenses	13,253	14,115	14,700	14,700
Selectmen	Furnish. & Equip.	0	5,701	0	0
		17,285	24,016	19,080	19,200
Elections	Salaries	15,311	22,853	12,862	27,190
Elections	Expenses	6,348	9,055	9,510	9,260
Elections	Furnish. & Equip.	0	0	0	0
		21,659	31,908	22,372	36,450
Registrars	Salaries	1,875	1,875	1,875	1,875
Registrars	Expenses	5,988	5,105	5,850	6,350
Registrars	Furnish. & Equip.	0	0	0	0
		7,863	6,980	7,725	8,225
Finance Comm.	Salaries	641	878	1,330	1,330
Finance Comm.	Expenses	7,848	7,043	8,500	8,500
		8,489	7,921	9,830	9,830
Town Manager	Sal-Town Manager	122,864	126,550	126,933	129,535
Town Manager	Salaries-Other	267,683	285,021	289,322	280,936
Town Manager	Expenses	33,822	71,812	72,300	72,300
Town Manager	Furnish. & Equip.	9,330	2,162	0	800
		433,699	485,545	488,555	483,571
Town Accountant	Sal-Town Accountant	96,080	98,963	98,584	98,584
Town Accountant	Salaries-Other	210,913	219,049	217,150	220,237
Town Accountant	Expenses	2,882	3,350	2,560	2,560
		309,875	321,362	318,294	321,381
Treas/Collector	Sal-Treasurer/Collector	81,814	61,208	74,020	76,983
Treas/Collector	Salaries-Other	144,000	131,298	170,892	144,443
Treas/Collector	Expenses	20,963	17,283	20,715	20,387
Treas/Collector	Amt. Cert. Tax Title	15,072	5,179	20,000	10,000
Treas/Collector	Furnish. & Equip.	1,800	0	800	1,000
		263,649	214,968	286,427	252,813
Town Clerk	Sal-Town Clerk	61,262	65,625	67,961	70,398
Town Clerk	Salaries-Other	101,737	104,281	103,881	103,881
Town Clerk	Expenses	3,229	3,228	3,525	2,900
Town Clerk	Furnish. & Equip.	300	0	0	0
		166,528	173,134	175,367	177,179
Assessors	Sal-Prin. Assessor	93,507	96,312	95,943	95,943
Assessors	Salaries-Other	78,756	82,329	84,748	86,185
Assessors	Expenses	33,732	54,520	47,005	74,450
Assessors	Appraisals, Inventory	82,943	112,380	96,000	0
Assessors	ATB Costs	0	0	0	20,000
Assessors	Furnish. & Equip.	0	0	400	0
		288,938	345,541	324,096	276,578

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
Town Counsel	Legal Salaries	234,044	212,500	212,500	212,500
Town Counsel	Expenses	6,602	5,525	7,500	7,500
		240,646	218,025	220,000	220,000
Permanent Bld Com	Salaries	0	0	450	450
Permanent Bld Com	Expenses	0	0	0	0
		0	0	450	450
General Government Subtotal		1,758,631	1,829,400	1,872,196	1,805,677
PUBLIC SAFETY:					
Police	Sal-Chief	100,235	106,879	106,470	106,470
Police	Sal-Dep. Chief	82,375	88,106	91,892	93,726
Police	Sal-Lieut.	147,538	245,933	289,618	302,229
Police	Sal-Sgts.	365,876	369,830	371,600	387,810
Police	Sal-Patrolmen	1,858,338	1,874,234	1,890,418	1,895,078
Police	Sal-Clerks	87,076	91,815	93,170	79,973
Police	Sal-Fill In Costs	372,305	380,713	395,000	395,000
Police	Sal-Paid Holidays	101,873	86,472	116,347	117,682
Police	Sal-Specialists	12,350	11,925	12,350	12,350
Police	Sal-Night Differential	39,197	39,593	43,992	43,992
Police	Sal-Incentive Pay	367,033	380,454	398,797	227,878
Police	Sick Leave Buyback	23,207	24,235	28,647	32,418
Police	Expenses	208,298	242,623	234,209	235,625
Police	Furnish. & Equip.	0	0	6,000	6,000
		3,765,701	3,942,812	4,078,510	3,936,231
Fire Dept.	Sal-Chief	124,100	107,138	109,322	109,322
Fire Dept.	Sal-Dep. Chief	75,135	75,772	78,297	81,297
Fire Dept.	Sal-Lieut.	372,184	415,210	417,603	425,274
Fire Dept.	Sal-Privates	1,679,889	1,786,031	1,783,896	1,785,282
Fire Dept.	Sal-Clerk	47,648	48,812	48,639	48,964
Fire Dept.	Sal-Part Time	13,584	13,425	16,900	18,200
Fire Dept.	Sal-Overtime Costs	432,204	377,387	400,000	425,000
Fire Dept.	Sal-Paid Holidays	115,718	123,905	126,470	122,257
Fire Dept.	Sal-EMT & Incentive Pay	12,212	12,096	9,025	9,025
Fire Dept.	Sal-Fire Alarm	14,669	8,944	0	0
Fire Dept.	Sick Leave Buyback	28,758	25,044	23,334	27,833
Fire Dept.	Expenses	100,901	103,959	112,935	121,325
Fire Dept.	Furnish. & Equip.	9,772	3,900	0	14,750
		3,026,774	3,101,623	3,126,421	3,188,529
Central Dispatch	Personnel Services	482,495	487,891	531,349	533,159
Central Dispatch	Contractual Services	12,121	11,414	18,000	15,000
Central Dispatch	Materials & Supplies	3,538	2,336	3,750	3,750
Central Dispatch	Furnish. & Equip.	18,731	3,241	0	0
		516,885	504,882	553,099	551,909
Animal Control	Salaries	34,452	35,496	37,440	37,440
Animal Control	Expenses	2,011	1,584	2,325	2,325
		36,463	37,080	39,765	39,765
Public Safety Subtotal		7,345,823	7,586,397	7,797,795	7,716,434

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PUBLIC WORKS:					
Public Works	Personnel Services	2,247,799	2,405,612	2,330,863	2,339,124
Public Works	Contractual Services	2,368,384	2,429,142	2,573,040	2,313,123
Public Works	Materials & Supplies	741,518	758,814	708,840	796,980
Public Works	Furnish. & Equip.	21,609	36,977	25,850	49,500
		<u>5,379,310</u>	<u>5,630,545</u>	<u>5,638,593</u>	<u>5,498,727</u>
Sewer	Personnel Services	66,989	71,160	72,116	75,638
Sewer	Maintenance & Operations	57,773	37,208	48,820	58,720
		<u>124,762</u>	<u>108,368</u>	<u>120,936</u>	<u>134,358</u>
Public Works Subtotal		<u>5,504,072</u>	<u>5,738,913</u>	<u>5,759,529</u>	<u>5,633,085</u>
COMMUNITY DEVELOPMENT:					
Board of Health	Sal-Director	81,575	91,856	64,479	67,543
Board of Health	Salaries-Other	159,568	117,773	127,259	134,686
Board of Health	Expenses	8,846	10,168	9,975	9,975
Board of Health	Mental Health	33,872	35,000	35,000	35,000
Board of Health	Furnish. & Equip.	833	131	0	0
		<u>284,694</u>	<u>254,928</u>	<u>236,713</u>	<u>247,204</u>
Sealer/Wts & Measures	Salaries	3,874	4,500	0	0
Sealer/Wts & Measures	Expenses	70	0	5,000	5,000
		<u>3,944</u>	<u>4,500</u>	<u>5,000</u>	<u>5,000</u>
Planning/Conservation	Sal-Director	73,245	76,321	77,729	77,729
Planning/Conservation	Salaries-Other	191,972	206,725	208,090	211,052
Planning/Conservation	Expenses	6,690	6,084	10,175	10,175
Planning/Conservation	Furnish. & Equip.	1,836	817	0	500
		<u>273,743</u>	<u>289,947</u>	<u>295,994</u>	<u>299,456</u>
Building Inspector	Sal-Bldg Inspector	77,164	66,410	69,874	69,874
Building Inspector	Salaries-Other	101,026	99,354	107,939	104,439
Building Inspector	Expenses	3,864	4,162	4,450	4,250
Building Inspector	Furnish. & Equip.	533	327	1,200	0
		<u>182,587</u>	<u>170,253</u>	<u>183,463</u>	<u>178,563</u>
Community Development Subtotal		<u>744,968</u>	<u>719,628</u>	<u>721,170</u>	<u>730,223</u>
PUBLIC BUILDINGS:					
Public Buildings	Sal-Superintendent	106,545	129,368	81,099	84,345
Public Buildings	Salaries-Other	2,145,603	2,164,944	2,270,890	2,296,857
Public Buildings	Expenses-Town Bldgs.	156,469	166,737	180,000	190,000
Public Buildings	Electric-Town Bldgs.	183,470	208,943	180,000	200,000
Public Buildings	Utilities-Town Bldgs.	95,586	93,760	110,000	110,000
Public Buildings	Expenses-School Bldgs.	187,023	199,727	200,000	220,000
Public Buildings	Training & Conference	378	385	385	400
Public Buildings	Furnish. & Equip.	0	0	0	0
Public Buildings	Fuel Heating	1,003,539	1,556,832	869,800	933,000
Public Buildings	Asbestos Repair	600	5,000	5,000	6,000
Public Buildings	Roof Repairs	5,502	26,608	25,000	40,000
Public Buildings	HVAC Repairs	59,684	61,675	70,000	75,000
		<u>3,944,399</u>	<u>4,613,979</u>	<u>3,992,174</u>	<u>4,155,602</u>
Public Buildings Subtotal		<u>3,944,399</u>	<u>4,613,979</u>	<u>3,992,174</u>	<u>4,155,602</u>

DEPARTMENTAL BUDGET SUMMARY

	CATEGORY	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
HUMAN SERVICES:					
Veterans	Salary	46,208	49,499	51,282	53,333
Veterans	Expenses	704	304	1,500	1,500
Veterans	Assistance	192,647	256,705	220,000	306,000
		239,559	306,508	272,782	360,833
Library	Salary-Director	76,272	79,084	80,355	80,355
Library	Salaries-Other	602,533	661,974	680,071	693,238
Library	Expenses	139,336	145,163	145,639	145,639
Library	M.V.L.C.	33,189	32,947	32,769	33,239
Library	Furnish. & Equip.	23,466	14,215	13,788	8,704
		874,796	933,383	952,622	961,175
Recreation	Salary-Director	61,886	63,743	63,948	65,295
Recreation	Salaries-Other	39,355	42,887	44,432	44,730
Recreation	Expenses	6,472	6,422	4,500	4,500
Recreation	Furnish. & Equip.	200	0	0	0
		107,913	113,052	112,880	114,525
Elderly Services	Salary-Director	60,571	63,743	63,498	63,498
Elderly Services	Salaries-Other	83,252	101,458	110,055	105,231
Elderly Services	Expenses	34,035	36,899	36,700	39,200
Elderly Services	Furnish. & Equip.	0	0	0	0
		177,858	202,100	210,253	207,929
Historical Comm.	Salaries	15,207	19,946	20,604	21,018
Historical Comm.	Expenses	7,496	4,986	6,750	6,750
Historical Comm.	Furnish. & Equip.	0	2,000	0	0
		22,703	26,932	27,354	27,768
Human Services Subtotal		1,422,829	1,581,975	1,575,891	1,672,230
EDUCATION:					
School Dept.	Salaries	21,361,107	22,778,706	23,425,765	23,691,062
School Dept.	Expenses	5,610,937	6,530,899	6,574,235	7,008,938
		26,972,044	29,309,605	30,000,000	30,700,000
Regional Vocational	Shawsheen Vocational	3,436,269	3,155,131	3,260,000	3,204,587
		3,436,269	3,155,131	3,260,000	3,204,587
Education Subtotal		30,408,313	32,464,736	33,260,000	33,904,587
DEBT SERVICE:					
Debt & Interest	Schools	3,037,525	2,916,275	2,789,775	2,665,950
Debt & Interest	Public Safety	961,300	921,300	881,300	825,300
Debt & Interest	General Government	77,452	74,839	72,226	69,613
Debt & Interest	Sewer	168,438	134,568	129,818	171,030
Debt & Interest	Water	0	0	0	0
Debt & Interest	Auth. Fees & Misc.	1,500	1,500	60,000	15,000
		4,246,215	4,048,482	3,933,119	3,746,893
Debt & Interest Subtotal		4,246,215	4,048,482	3,933,119	3,746,893

DEPARTMENTAL BUDGET SUMMARY

CATEGORY		EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER
		FISCAL 2008	FISCAL 2009	APPROPRIATION	RECOMMENDATION
				FISCAL 2010	FISCAL 2011
UNCLASSIFIED:					
Insurance		551,190	515,030	590,400	612,500
Employee Health & Life Insurance		6,998,947	6,970,692	7,631,000	8,500,000
Veterans' Retirement		13,008	13,008	13,008	13,008
Employ. Retire. Unused Sick Leave		56,750	53,044	40,000	30,000
Medicare Employer's Contribution		452,152	483,849	515,000	530,654
Salary Adj. & Add. Costs		18,538	12,062	335,000	385,000
Local Trans/Training Conf.		2,358	2,090	5,000	5,000
Out of State Travel		0	0	1,500	1,500
Computer Hdwe/Sftwe Maint. & Expenses		55,258	153,780	140,000	90,000
Annual Audit		20,000	20,000	23,000	30,000
Ambulance Billing		21,833	25,000	25,000	25,000
Town Report & Calendar		8,126	7,809	10,000	10,000
Professional & Technical Services		50,605	45,724	125,000	100,000
Reserve Fund		0	0	450,000	450,000
Unclassified Subtotal		8,248,765	8,302,088	9,903,908	10,782,662
STATUTORY CHARGES:					
Current Year Overlay		0	0	716,894	700,000
Retirement Contributions		3,200,477	3,588,132	3,823,626	3,995,690
Offset Items		46,526	48,854	41,815	40,000
Special Education		301	0	0	4,271
Mass Bay Trans Auth.		432,304	433,811	443,835	441,569
MAPC (Ch. 688 of 1963)		6,217	6,309	6,433	6,537
RMV Non-Renewal Surcharge		16,140	13,540	13,540	10,420
Metro Air Poll. Cont. Dist.		6,394	6,543	6,581	6,728
Mosquito Control Program		45,906	47,847	47,337	48,435
M.W.R.A. Sewer Assessment		1,768,169	1,768,207	1,985,771	2,289,622
School Choice		20,500	20,665	21,000	21,000
Charter Schools		64,466	66,984	58,836	75,741
Essex County Tech Institute		12,493	12,077	24,536	47,694
Statutory Charges Subtotal		5,619,893	6,012,969	7,190,204	7,687,707
WARRANT ARTICLES:					
Unclassified	Memorial/Veterans Day	6,961	2,741	6,000	6,000
Unclassified	Lease of Quarters	2,250	1,500	1,500	1,500
Unclassified	Senior Work Program	10,059	11,558	15,360	15,360
Unclassified	Facility Needs Study	56,238	45	0	0
Unclassified	Site Cleanup - Abigail Island	14,640	3,237	0	0
Unclassified	Storm Water Mgmt Plan	0	0	0	0
Unclassified	Drainage Master Plan	15,103	74,557	0	0
Unclassified	Design - Main St Sewer Interceptor	0	85,820	0	0
Unclassified	Other Post Employment Benefits	0	0	100,000	0
Warrant Articles Subtotal		105,251	179,458	122,860	22,860

DEPARTMENTAL BUDGET SUMMARY

		EXPENDITURES	EXPENDITURES	TRANSFER &	TOWN MANAGER
CATEGORY		FISCAL 2008	FISCAL 2009	APPROPRIATION	RECOMMENDATION
				FISCAL 2010	FISCAL 2011
CAPITAL OUTLAY:					
Police	Cruisers	143,283	144,700	119,700	115,760
Police	Computer Aided Dispatch System	63,729	0	0	0
Police	Communications System	0	102,054	0	0
Fire	Communications System Conversion	0	0	0	44,000
Fire	Ambulance	8,257	0	180,000	0
Fire	Pickup Truck/Command Vehicles	0	40,000	0	36,700
Fire	EMS Computer System	0	0	45,000	0
DPW	Pickup/One Ton Trucks	56,482	0	0	30,100
DPW	Construction/Maint. Vehicles	247,528	472,598	308,300	110,500
DPW	Cemetery Expansion	10,493	0	0	0
DPW	Library Parking Lot Improvements	31,230	45,770	0	0
School	Roof Repairs	42,700	0	0	0
School	Vans	0	39,754	0	0
School	Burner/Boiler Replacement	109,000	0	0	0
School	High School Technology Improvements	0	0	138,850	0
School	Fire Alarm System Wildwood School	0	0	60,000	0
School	Fire Alarm System Shawsheen School	0	0	150,000	0
School	Floor Replacement Woburn St School	0	0	235,400	0
School	Handicapped Improvements West Inter.	0	0	19,500	0
Public Buildings	Roof Repairs	59,721	67,130	0	53,000
Public Buildings	Library Ceiling/Lighting	0	25,070	0	0
Public Buildings	Swain School Demolition	0	0	160,000	0
Public Buildings	Misc. Facility Improvments	0	0	0	125,000
Public Buildings	Trucks	0	0	0	46,600
Capital Outlay Subtotal		772,423	937,076	1,416,750	561,660
GRAND TOTAL		70,121,582	74,015,101	77,545,596	78,419,620

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
GENERAL GOVERNMENT				
Selectmen	17,285	24,016	19,080	19,200
Elections	21,659	31,908	22,372	36,450
Registrars	7,863	6,980	7,725	8,225
Finance Committee	8,489	7,921	9,830	9,830
Town Manager	433,699	485,545	488,555	483,571
Town Accountant	309,875	321,362	318,294	321,381
Treasurer/Collector	263,649	214,968	286,427	252,813
Town Clerk	166,528	173,134	175,367	177,179
Assessors	288,938	345,541	324,096	276,578
Town Counsel	240,646	218,025	220,000	220,000
Permanent Bldg Comm.	0	0	450	450
TOTAL	1,758,631	1,829,400	1,872,196	1,805,677
PUBLIC SAFETY				
Police Dept.	3,765,701	3,942,812	4,078,510	3,936,231
Fire Dept.	3,026,774	3,101,623	3,126,421	3,188,529
Central Dispatch	516,885	504,882	553,099	551,909
Animal Control	36,463	37,080	39,765	39,765
TOTAL	7,345,823	7,586,397	7,797,795	7,716,434
PUBLIC WORKS				
Public Works	5,379,310	5,630,545	5,638,593	5,498,727
Sewer	124,762	108,368	120,936	134,358
TOTAL	5,504,072	5,738,913	5,759,529	5,633,085
COMMUNITY DEVELOPMENT				
Board of Health	284,694	254,928	236,713	247,204
Sealer/Wgts & Meas.	3,944	4,500	5,000	5,000
Planning & Conservation	273,743	289,947	295,994	299,456
Building Inspector	182,587	170,253	183,463	178,563
TOTAL	744,968	719,628	721,170	730,223

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
PUBLIC BUILDINGS				
Public Buildings	3,944,399	4,613,979	3,992,174	4,155,602
TOTAL	3,944,399	4,613,979	3,992,174	4,155,602
HUMAN SERVICES				
Veterans	239,559	306,508	272,782	360,833
Library	874,796	933,383	952,622	961,175
Recreation	107,913	113,052	112,880	114,525
Elderly Services	177,858	202,100	210,253	207,929
Historical Comm.	22,703	26,932	27,354	27,768
TOTAL	1,422,829	1,581,975	1,575,891	1,672,230
EDUCATION				
School Dept.	26,972,044	29,309,605	30,000,000	30,700,000
Shawsheen Vocational	3,436,269	3,155,131	3,260,000	3,204,587
TOTAL	30,408,313	32,464,736	33,260,000	33,904,587
MATURING DEBT & INTEREST				
Debt Service	4,246,215	4,048,482	3,933,119	3,746,893
TOTAL	4,246,215	4,048,482	3,933,119	3,746,893
UNCLASSIFIED				
Unclassified	8,248,765	8,302,088	9,903,908	10,782,662
TOTAL	8,248,765	8,302,088	9,903,908	10,782,662
STATUTORY CHARGES				
Statutory Charges	5,619,893	6,012,969	7,190,204	7,687,707
TOTAL	5,619,893	6,012,969	7,190,204	7,687,707
WARRANT ARTICLES				
Warrant Articles	105,251	179,458	122,860	22,860
TOTAL	105,251	179,458	122,860	22,860
CAPITAL OUTLAY				
Capital Outlay	772,423	937,076	1,416,750	561,660
TOTAL	772,423	937,076	1,416,750	561,660
GRAND TOTAL	70,121,582	74,015,101	77,545,596	78,419,620

DEPARTMENTAL BUDGET SUMMARY

CATEGORY	EXPENDITURES FISCAL 2008	EXPENDITURES FISCAL 2009	TRANSFER & APPROPRIATION FISCAL 2010	TOWN MANAGER RECOMMENDATION FISCAL 2011
General Government	1,758,631	1,829,400	1,872,196	1,805,677
Public Safety	7,345,823	7,586,397	7,797,795	7,716,434
Public Works	5,504,072	5,738,913	5,759,529	5,633,085
Community Development	744,968	719,628	721,170	730,223
Public Buildings	3,944,399	4,613,979	3,992,174	4,155,602
Human Services	1,422,829	1,581,975	1,575,891	1,672,230
Education	30,408,313	32,464,736	33,260,000	33,904,587
Maturing Debt & Interest	4,246,215	4,048,482	3,933,119	3,746,893
Unclassified	8,248,765	8,302,088	9,903,908	10,782,662
Statutory Charges	5,619,893	6,012,969	7,190,204	7,687,707
Warrant Articles	105,251	179,458	122,860	22,860
Capital Outlay	772,423	937,076	1,416,750	561,660
GRAND TOTAL	70,121,582	74,015,101	77,545,596	78,419,620