

Town of Bridgewater



Fiscal Year 2012

Town Manager's Budget

May 3, 2011

Submitted by Troy B.G. Clarkson

TOWN OF BRIDGEWATER

OFFICE OF THE TOWN MANAGER

Troy B.G. Clarkson
Town Manager



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MEMORANDUM

TO: Town Council President Michael Berolini

FROM: Town Manager Troy B.G. Clarkson

CC: Town Council
Finance Committee

DATE: May 3, 2011

SUBJECT: 2012 Budget Message

A municipal budget is the most important policy statement of a community. The stated themes of the Town of Bridgewater of accountability, transparency and openness are an important component of our spending plan for the coming year. Elected officials, volunteers and citizens alike are hereby presented with full and detailed information on our revenues and proposed expenditures for Fiscal Year (FY) 2012. In accordance with Section 6-2 of the Bridgewater Home Rule Charter, I submit this budget message to accompany the final operating budget and projected revenues for the ensuing fiscal year.

According to the Charter, the annual budget message "shall explain the budget in fiscal terms and in terms of work programs for all town agencies. It shall outline the proposed fiscal policies of the town for the ensuing fiscal year and shall describe important features of the proposed budget and indicate any major variations from the current budget, fiscal policies, expenditures and revenues together with reasons for such change. The proposed budget shall provide a complete fiscal plan of all town funds and activities and shall be in the form the town manager deems desirable."

In the spirit of openness and transparency that is a stated priority of the Council, this budget submission provides an unprecedented level of detail to provide the Council, the Finance Committee and the public with a deeper understanding of

the “numbers behind the numbers.” It demonstrates trending in both revenues and expenses, and begins to address the five year forecast contemplated in section 6-7 of the Home Rule Charter by providing spending projections beyond FY12 to demonstrate the sustainability of the proposals within this budget.

This message, in keeping with the guidelines set forth in section 6-2 of the Home Rule Charter, is compiled in three sections, which correspond to those outlined in the charter: Goals and Expenditures, Longer-Term Goals and Capital Expenditures, and Enterprise Fund Goals and Expenditures.

In addition to the information provided in the preliminary budget, this document also provides an additional level of detail, providing a comparative spreadsheet that includes a trending analysis of spending, and provides staffing levels for each department as part of the budget request.

GOALS AND EXPENDITURES

The primary goal of this budget is to preserve core service delivery while encouraging a return to fiscal stability. Consistent with this goal, FY 2012 will continue the recent trend of austere growth in both revenues and proposed expenses, although core services will remain intact. The core services of Education, Public Safety, and Public Works will remain intact with the scant additional resources available dedicated to increases in fixed costs, support for the Bridgewater-Raynham Regional School District (BR) and a modest but critically important increase in funding to support the Police Chief’s plan to begin to restore the devastating cuts of the last several years.

Revenues

The FY12 revenue picture paints a return to fiscal stability for the Town of Bridgewater. Revenues have been forecast responsibly and conservatively, and will continue the trend of estimating local receipts at realistic levels to foster the creation of sustainable reserves. Most local receipts are on target to exceed estimates in FY11. Estimated local receipts have received an unprecedented review, having been scrutinized and analyzed by our municipal auditor, an additional CPA firm, and our local representative from the Department of Revenue (DOR).

The practice of transferring a substantial amount to stabilization is proposed to continue using both budgeted levy limit spending (\$90,000) and accumulated overlay reserves. This critically important component of our overall plan is consistent with the stated goal of improving Bridgewater’s bond rating.

Overall property tax revenue will increase by the allowable 2 ½ percent, with a reasonable estimate for new growth, the tax revenue from new construction. The new growth estimate of \$225,000 has been adjusted from the preliminary budget proposal to provide a conservative cushion in this category and in response to discussions with the Finance Committee and Council Budget Subcommittee.

Our Assistant Assessor used last year's new growth figure, the lowest in years, and the FY11 tax rate to assist in calculating this amount. This amount is well below a three year average and is indicative of the cautious approach to revenues in this final proposal.

Local receipts are forecast at continued modest levels. Additional amounts for the restoration of the parking enforcement program, an estimate to reflect actual receipts on the recently implemented meals tax, and an increase in revenues from licenses and permits to reflect the fee increase implemented by the former Board of Selectmen result in a slight increase in this estimate. As previously mentioned, these estimates have been reviewed by our field representative from the DOR, Kathy Reed. She concurs with our formulas for developing estimates and concurs with estimated amounts. We continue to meet monthly to share information on our approach to improving Bridgewater's financial condition. This review by the DOR before revenue estimates are provided to the legislative body represents a new era of cooperation between the town and the Commonwealth. We are full partners in Bridgewater's financial revival. We have requested a full financial review as a follow-up to the 2008 review, which is still available in its entirety on the website.

Other financing sources include the beginning of a phased use of accumulated funds to help defray building insurance and borrowing costs from funds established years ago, as well as increased amounts to pay for general fund support of the town's four enterprise funds. The building insurance and borrowing funds are programmed to be a four year phase-in to help defray those costs during the town's economic recovery. The enterprise indirect amounts have been carefully calculated according to a formula approved by the DOR and represent a much more accurate reflection of support provided by general government, public safety, and public works to these enterprise functions. The DOR's enterprise fund guide provides guidance on indirect calculations, and these estimated amounts are well within reasonable levels. These calculations have also been reviewed by our DOR representative and our auditor, who has suggested an independent indirect allocation study to confirm these calculations and provide a baseline for future years' calculations.

These cumulative sustainable sources result in overall available general fund revenues totaling \$44,051,615, a total increase of \$717,508 from last fiscal year. These amounts exclude available grant funding from both years and represent only sustainable recurring revenue, which is a necessary practice for long-range projections and planning. Grant funding, however, is shown as part of this budget presentation in the interest of openness and transparency. This will be the practice moving forward to create stability and predictability in budgetary planning.

Expenses

Total projected general fund expenses for FY12 are \$44,051,615. This amount includes an increase of \$387,127 to the regional school district, inclusive of an adjustment in BR debt payments. In addition, the increase in overall educational spending reflects an increase in students attending the Norfolk County Agricultural High School.

What follows are some highlights of initiatives, important features, and variations included in this year's spending plan:

- The FY12 budget funds the addition of four (4) uniformed officers for the Bridgewater Police Department. Reduced to a low of 27 in 2010 from a high of 42 in 2003, this initiative will bring the approved complement to 32. Police Chief Chris Delmonte and I are working on a multi-year staffing program to bring the department back to adequate staffing levels.
- It funds the restoration of the parking enforcement program. This program was eliminated due to budget cuts, but is expected to bring in revenue more than double what it costs. This will also provide some relief to neighborhoods plagued by illegal off-street parking. This amount has been adjusted to reflect a request for a half-time parking enforcement officer to gauge the success of the program before committing to a full time employee. This adjustment is in response to feedback from the Finance Committee.
- It funds a combined Finance Department, incorporating Accounting, Assessing, and Treasurer/Collector. A proposed order will be submitted at a later date for the organizational changes in accordance with section 5-1 (a) of the Bridgewater Home Rule Charter. The final budget request includes funding a Finance Director/Town Accountant combined position.
- It funds a combined Public Works Department., incorporating Highway, Street Lights, and Town Buildings. A proposed order will be submitted at a later date for the organizational changes in accordance with sections 5-1 (a) of the Bridgewater Home Rule Charter, inclusive of the Water, Sewer, and Solid Waste Enterprise funds. The final budget request includes a combined DPW Director/Highway Superintendent position. An adjustment in street lighting is also proposed based on a multi-year analysis of use and feedback from the Budget Subcommittee.
- It includes a significant reduction in proposed spending for retirement benefits. This amount is based on an assessment from the Plymouth County Retirement Association and reflects reduced staffing levels in Bridgewater due to layoffs. We have also received a calculation of a likely FY13 assessment and have included that in next year's projections to capture a known fluctuation in required spending.

- It includes a seven percent increase in premiums for the Mayflower Municipal Health Group, and an adjustment in premium distribution amounts. The modest increase in premiums is due to prudent investment by Mayflower officials and the use of accumulated reserves toward rate relief. Specifics on premium adjustment amounts are subject to ongoing collective bargaining discussions and will be announced upon the conclusion of negotiations, although significant progress has been made toward reforms.
- It includes an amount to re-establish a Planning/Community Development office. This amount will be used to hire a professional planner or to hire a contractor to provide services for a fixed amount. This amount has been adjusted from the preliminary budget to reflect feedback from the Finance Committee.
- It includes an amount to provide IT support to the MIS Department, namely to provide ongoing and consistent service to maintain the website.

These initiatives are all affordable and sustainable. I look forward to continuing discussions on these issues with the Budget Subcommittee and the Finance Committee. Since the submission of the preliminary budget, the finance team and I have attended numerous meetings of the Finance Committee and Budget Subcommittee and provided hours of testimony and hundreds of pages of supporting information. The level of cooperation and collaboration on this budget proposal is unprecedented, and we thank the Finance Committee and Budget Subcommittee for their many hours of work to make this process more cooperative, open, and transparent.

Longer-Term Goals

This budget submission also includes a snapshot of forecasted revenues and expenses for FY13, the first step in complying with section 6-7 of the Charter. A full five-year plan will be submitted at a later date.

This initial look at next year's budget is designed to demonstrate that the initiatives proposed in the previous section are sustainable, inclusive of known and projected increases in fixed costs. The spreadsheet has been adjusted from the preliminary proposal to reflect a recent vote of the Council and to provide a three year snapshot of spending proposals.

Enterprise Fund Goals and Expenditures

Bridgewater's four enterprise funds support operations in water, sewer, solid waste, and golf.

Included in this budget submission are projected revenues and spending for each enterprise fund for the ensuing year. The indirect calculations for general fund

support as noted above are also provided. Each enterprise fund has projected revenues exceeding projected expenses with the objective to bolster retained earnings. Because the costs are already included in the general fund, the enterprise indirect payments are not reflected as an enterprise expense in compliance with DOR guidelines. These costs, however, are considered in determining budgeted expenses as they relate to enterprise revenues. Both the water and sewer revenues are well within guidelines established in recent rate studies, and should contribute to ample retained earnings. The DOR's Enterprise Fund Manual states that, "The Bureau recommends that every community with an enterprise fund establish a written, internal policy regarding indirect cost allocation and should review this policy annually. The policy should be reasonable and calculated in a fair and consistent basis. Local financial officials should understand and agree on what indirect costs are appropriated as part of the General Fund operating budget and what percentage of these costs should be allocated to the enterprise fund." This year's documentation of actual indirect costs represents the first time indirect costs are actually substantiated.

Based on the recommendation of our auditor, and once an independent study of indirect costs is complete, we will have a roadmap from which to calculate indirect costs moving forward.

TAX LEVY	
FY11 Levy Limit	30,325,545
Add 2.5%	758,139
Add FY12 New Growth	225,000
	31,308,684
FY12 Debt Exclusion payments	
Library	44,240
School Construction (net of \$813,737)	483,298
Fire/Police/DPW	506,251
School New/Renovation	2,345,308
	3,379,097
FY12 Adjusted Levy Limit	34,687,781

The FY11 levy limit includes additional funds approved in the June, 2010 override vote. Additional amounts available in FY12 include the allowable 2.5% increase and additional tax revenues from new construction, known as “new growth.”

Debt exclusion payments include principal and interest payments for projects already approved by the voters.

Local Aid has been reduced by 7% consistent with both the Governor’s and the House Budget.

STATE AID	
Net of Public Libraries Direct Expenditure	3,332,387
MSBA School Project	813,737
Total State Aid	4,146,124

LOCAL RECEIPTS	
Motor Vehicle	2,171,000
Other Excise - Boat	1,553
Other Excise - Meals Tax	230,000
Penalties & Interest on Taxes and Excises	240,000
PILOT	5,100
Fees	197,442
Rentals	25,000
Departmental Revenue - Schools	160,414
Licenses and Permits	337,580
Fines and Forfeits	49,500
Investment Income	15,000
Miscellaneous Recurring/non-Recurring	0
Total Local Receipts	3,432,589

Local receipt revenues include excise taxes, license and permit fees, and fines and penalties. The newly implemented meals tax is also included in this projection. Amounts for FY12 are estimated conservatively to continue the practice begun in FY11 to bolster reserves and create free cash. FY 12 estimated local receipts have undergone extensive review by the Department of Revenue and our municipal auditor.

OTHER FINANCING SOURCES	
Indirect Costs - Water Enterprise	125,000
Indirect Costs - Sewer Enterprise	125,000
Indirect Costs - OSLGC	40,000
Indirect Costs - Transfer Station	50,000
Title V Receipts Reserved Account	81,536
Building Insurance Trust Fund (Ch.40 s. 13)	21,854
Employers Liability Trust Fund (Ch.40 s.13)	1,021
Sale of Real Estate (Ch. 44 s.63)	67,945
Reserve for Debt Exclusion Payment	32,765
BSU Annual Gift	50,000
Transfer from Unemployment Trust	75,000
Conservation Receipts Reserved Account (Ch.131 s.40)	15,000
Ambulance Receipts Reserved Account (Ch.40 s.5F)	1,100,000
Total OFS	1,785,121

These revenues include indirect costs from the town’s four enterprise funds, recalculated to more accurately reflect support from the general fund. Ambulance receipts and other reserve accounts also contribute to this figure.

TOTAL ESTIMATED REVENUES	44,051,615
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**FY12
Town Manager Final Recommended**

OTHER AMOUNTS TO BE RAISED	
Assessor's Annual Overlay Reserve	275,000
Tax Title Amounts	40,000
Snow and Ice Deficit	350,000
Total Other Amounts	665,000
STATE & COUNTY CHARGES	
County Assessments	45,184
State Assessments	181,493
Transportation Assessments	169,497
Total Assessments	396,174
GENERAL GOVERNMENT	
Town Council	50,000
Town Manager	293,700
Finance Committee	4,000
Reserve Fund	30,000
Law	75,000
MIS	129,746
Town Clerk	163,906
Master Plan Committee	500
Total General Government	746,852
FINANCE DEPARTMENT	
Accountant	199,880
Assessors	173,843
Treasurer/Collector	227,167
Total Finance Department	600,890
LICENSE & PERMITTING	
Conservation	60,847
Inspectional Services	227,943
Planning/Community Development	96,162
Zoning Appeals	5,388
Total License & Permits	390,340

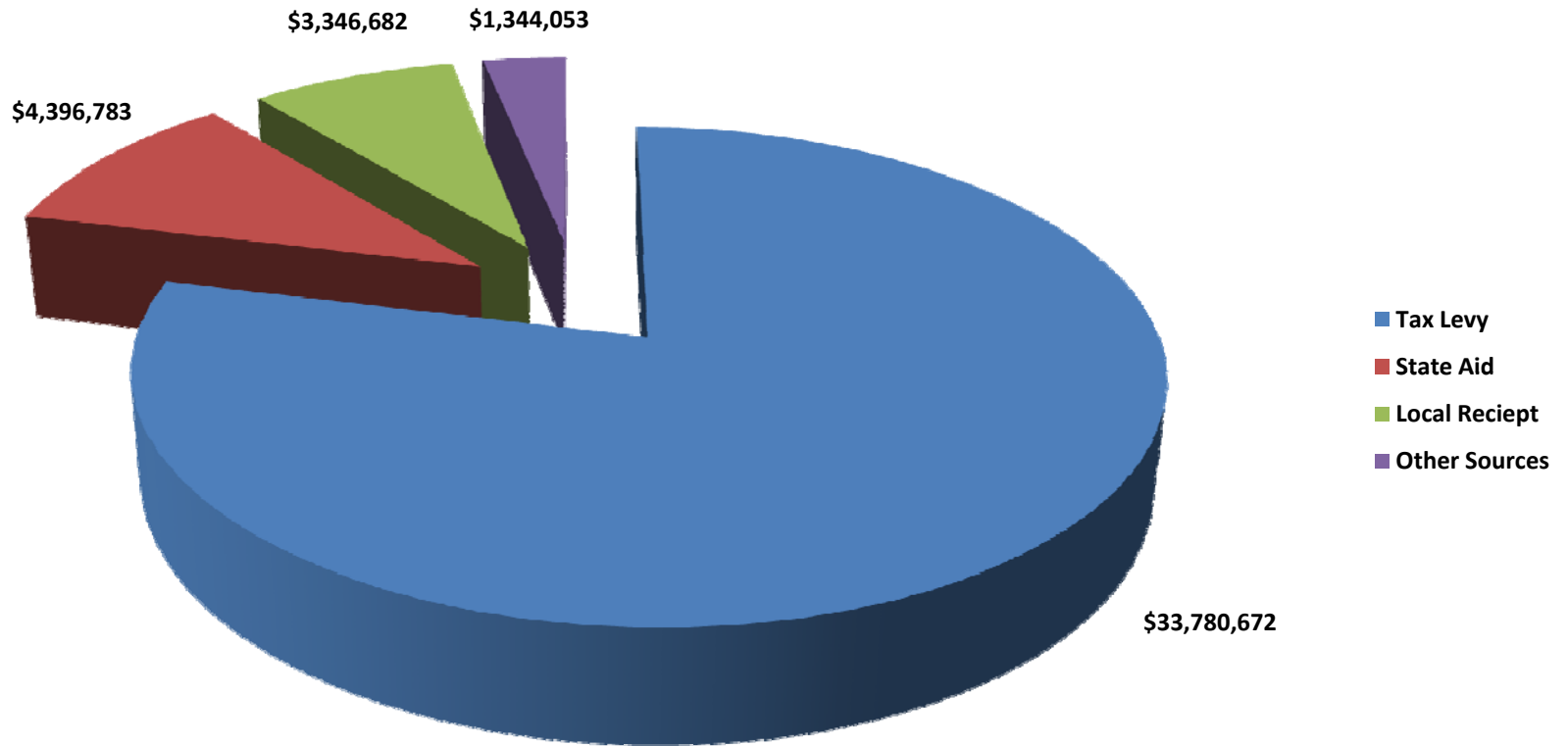
**FY12
Town Manager Final Recommended**

PUBLIC SAFETY	
Police	2,933,983
Parking	15,750
Fire	3,130,529
Animal Control	14,518
Total Public Safety	6,094,780
SCHOOL	
Bristol Plymouth Vocational Tuition	811,237
Norfolk Agriculture Tuition	131,616
B/R Tuition	22,952,440
B/R Excluded Debt	2,345,308
Total School Assessment	26,240,601
PUBLIC WORKS DEPARTMENT	
Town Buildings	187,945
Town Buildings - Senior Center	19,340
Shade Tree Management	67,547
Highway	598,040
Snow & Ice	62,100
Total Public Works Department	934,972
CULTURE & RECREATION	
Health	120,473
Council On Aging	98,776
Veterans Services	168,304
Library	435,000
Recreation	62,103
Total Culture & Rec	884,656
DEBT	
Long Term Principal	1,666,538
Long Term Interest	405,000
Short Term Interest	20,000
Miscellaneous Interest	0
Total Debt	2,091,538

FY12
Town Manager Final Recommended

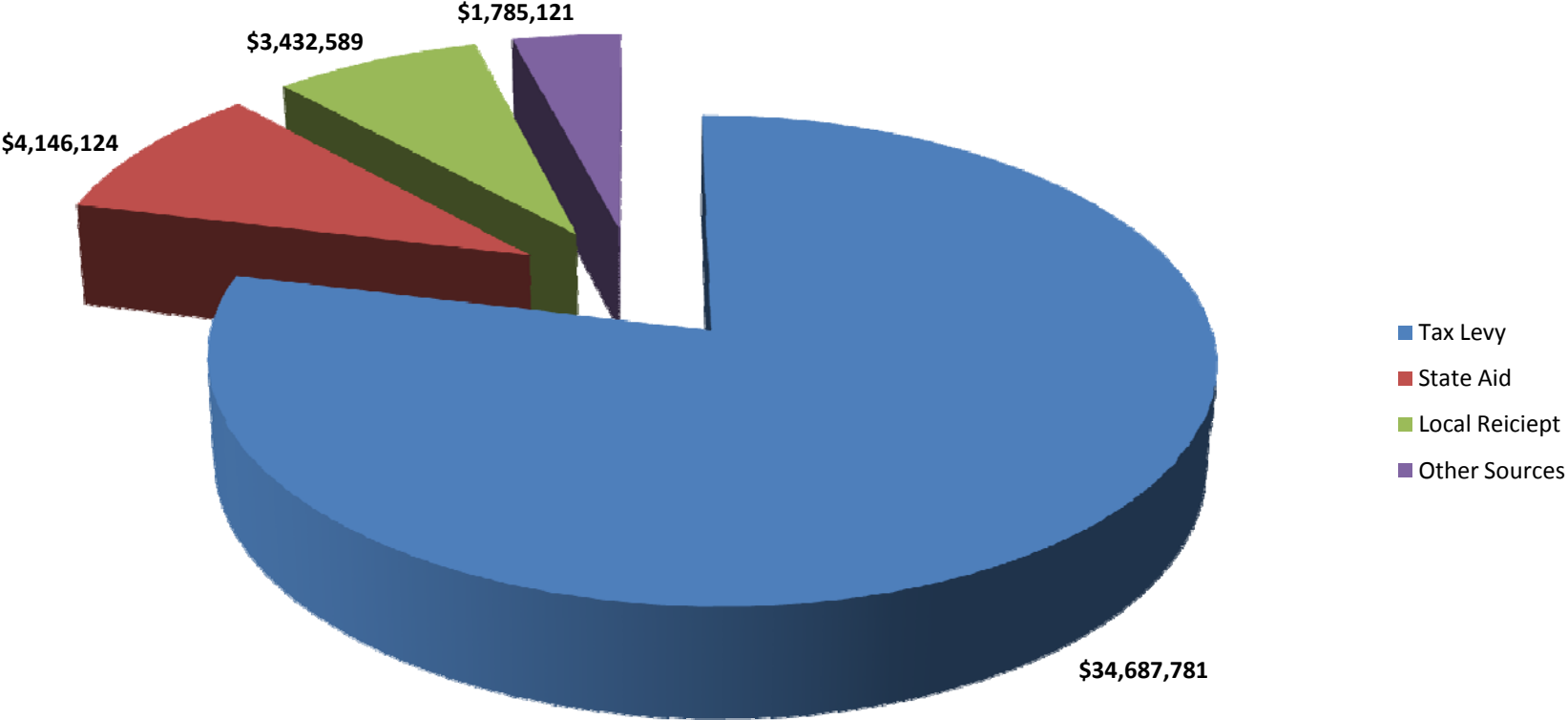
BENEFITS & INSURANCE	
Blanket Insurance & Workers Comp	140,955
Retirement	1,890,502
Health/Life/FICA	2,813,213
Police/Fire Medical	25,000
Total Benefits & Insurance	4,869,670
UTILITIES	
Gas & Oil	136,142
Total Utilities	136,142
TOTAL APPROPRIATIONS	
44,051,615	

FY11 Sources of Revenue

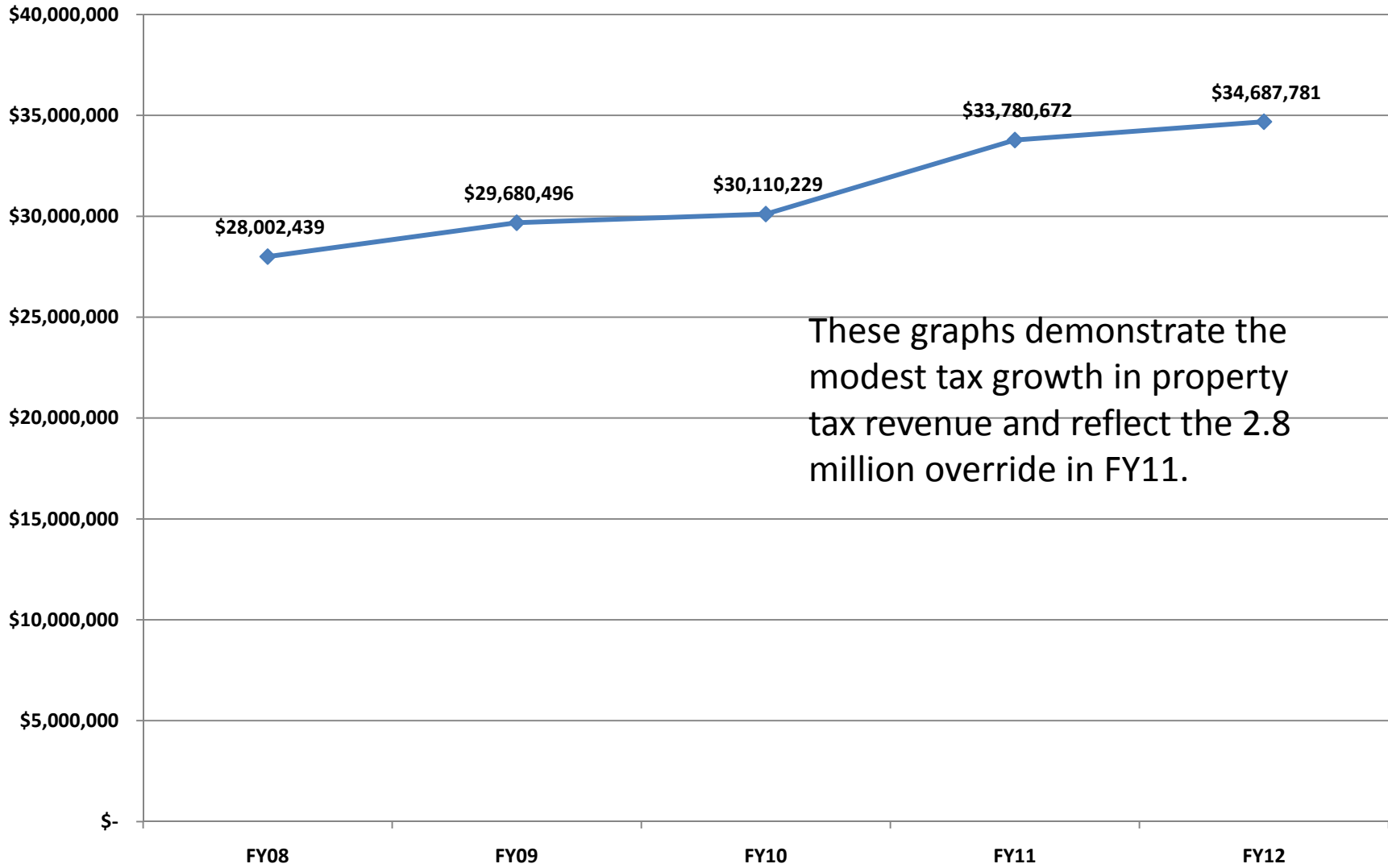


This graph demonstrates the distribution of revenues among the various sources in FY11. The following graph demonstrates how that distribution is allocated in FY12, with a reduced reliance on state aid.

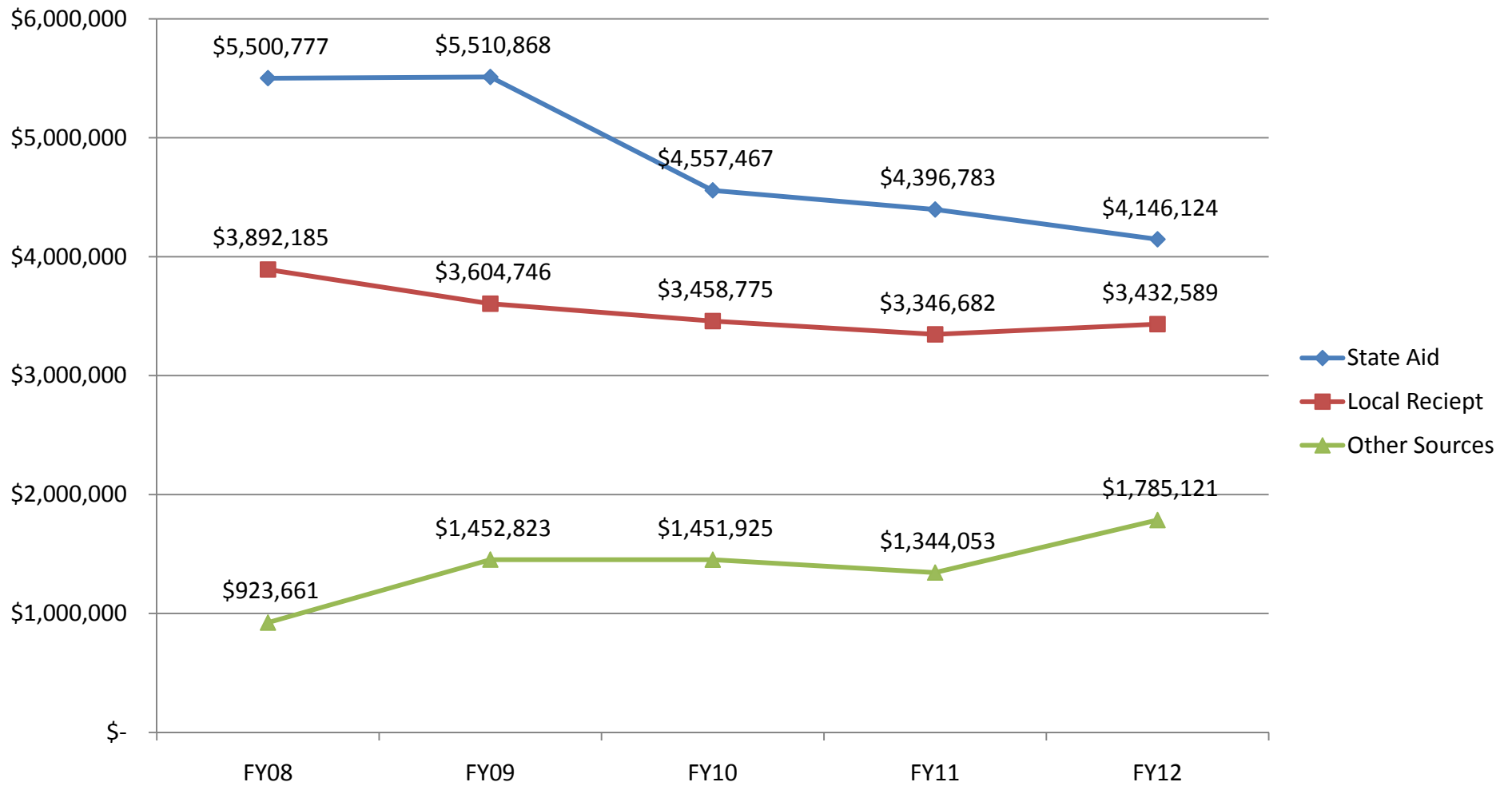
FY12 Sources of Revenue



5 Year Tax Levy

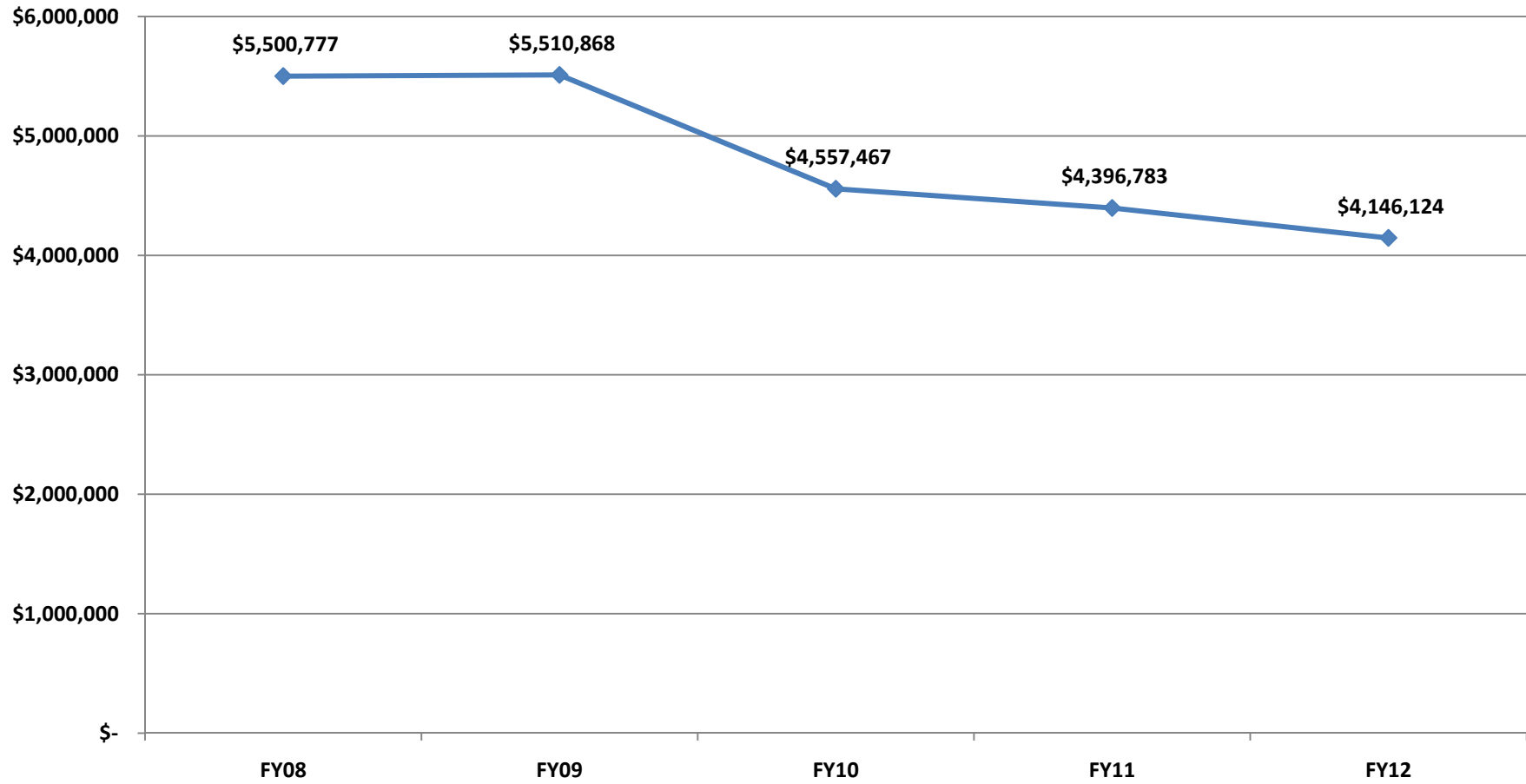


5 Year Revenue Trend

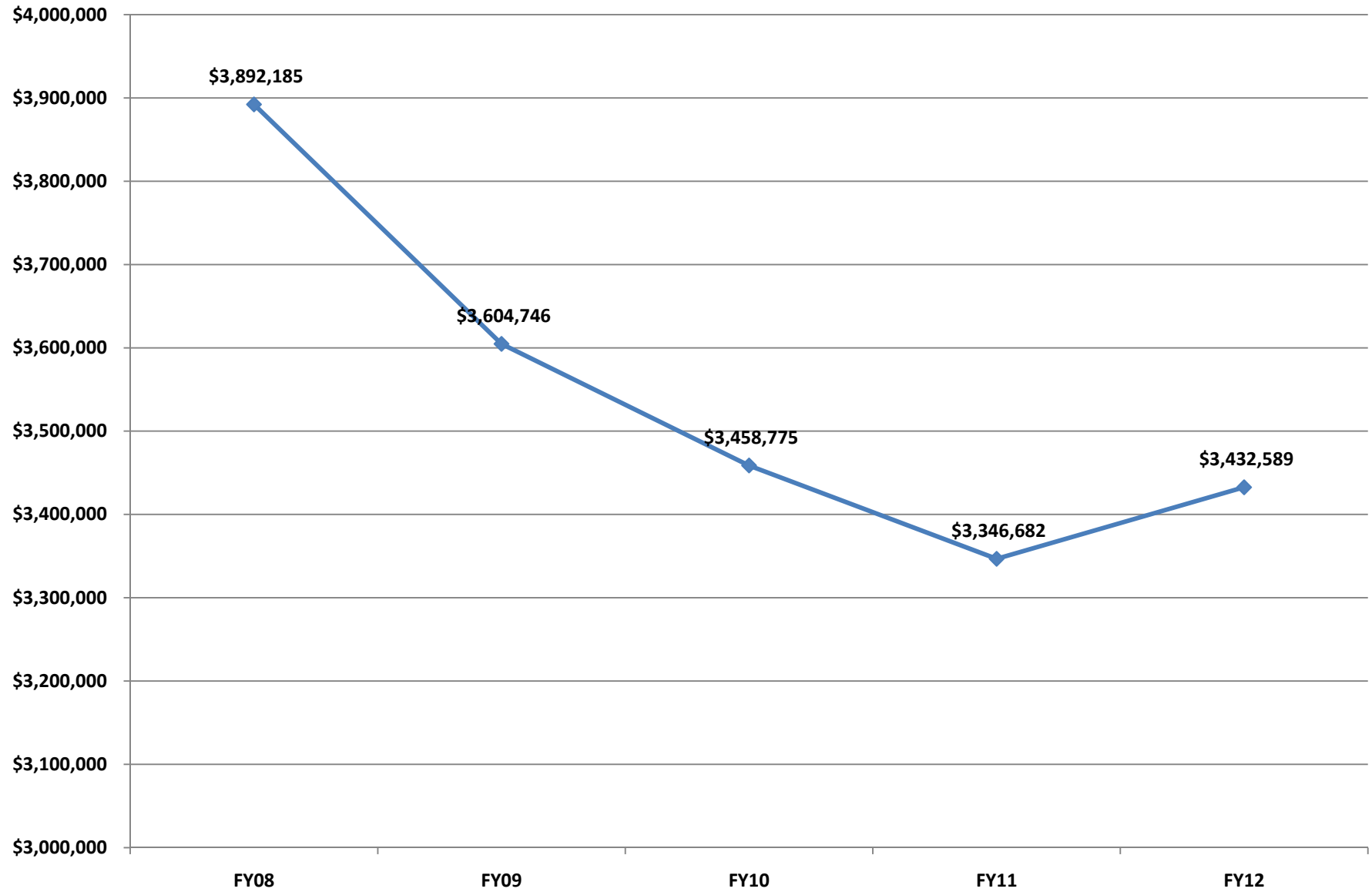


This bar graph demonstrates the general decline in available revenues for the last five years and the Town Manager's conservative approach to revenues.

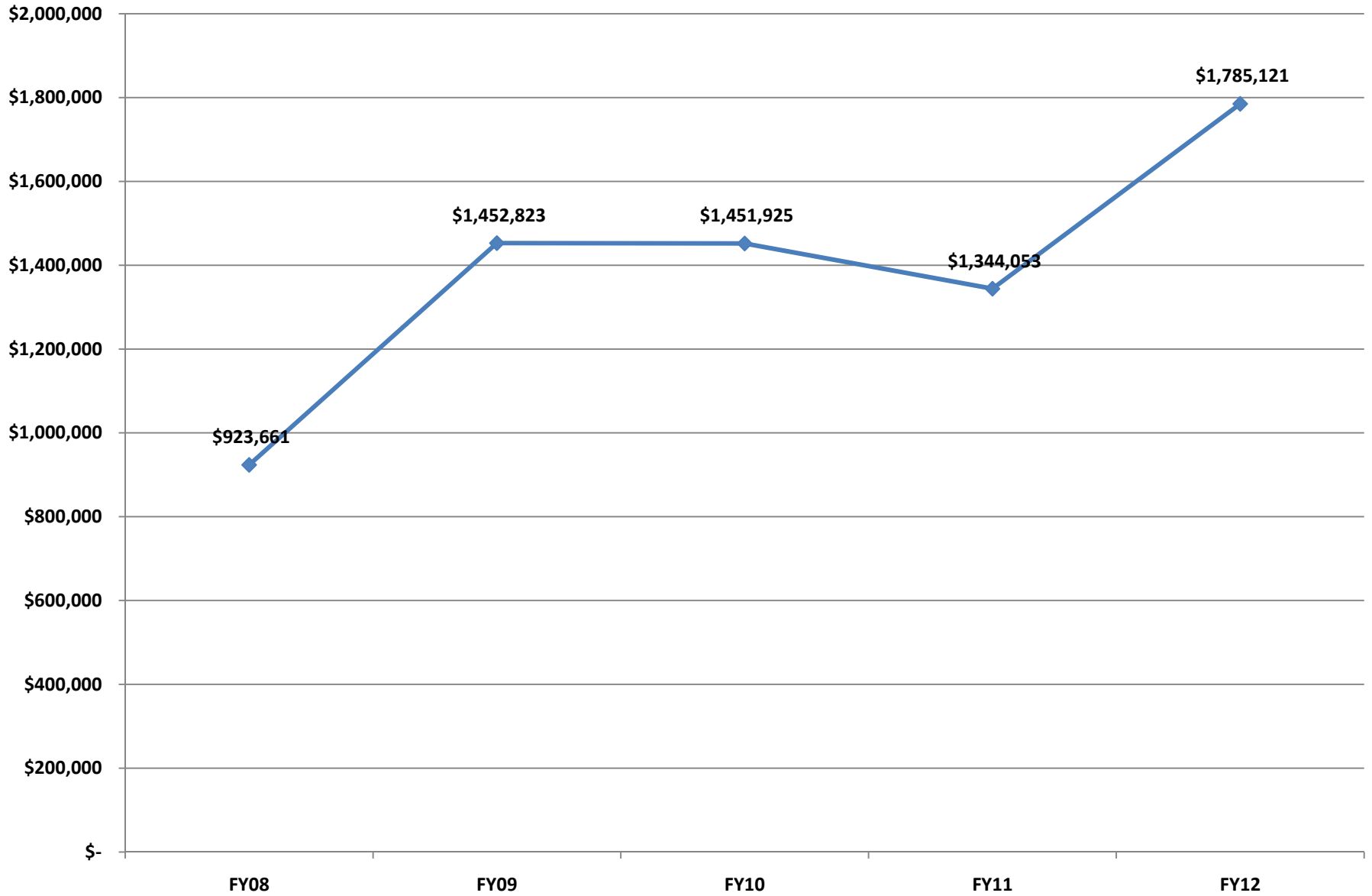
5 Year State Aid



5 Year Local Receipts



5 Year Other Financial Sources



Local Receipts

Description	ACTUAL REVENUE			Estimated FY11 Revenue	FY11 through 3/31/11	Estimated FY12 for Final Budget
	FY08	FY09	FY10			
Excise & Other						
Motor Vehicle Excise	2,673,225	2,432,186	2,237,598	2,170,757	2,066,774	2,171,000
Boat Excise	3,910	3,604	3,394	3,105	3,625	1,553
Other Excise - Meals Tax	-	-	-	200,000	151,086	230,000
Penalties & Interest on Taxes and Excise	247,393	307,517	236,180	216,690	232,042	240,000
PILOT payments	4,207	4,227	5,096	5,096	-	5,100
	<u>2,928,735</u>	<u>2,747,534</u>	<u>2,482,268</u>	<u>2,595,648</u>	<u>2,453,527</u>	<u>2,647,653</u>
Fees						
General Government Fees	88,961	111,411	74,731	76,260	51,504	31,192
Municipal Lien Certificates					16,500	50,000
Public Safety Fees	59,661	84,974	94,323	74,400	80,297	74,400
Health Fees	34,700	34,701	29,552	27,900	31,234	27,900
Library Fees	9,536	2,304	-	-	-	-
Zoning Board Fees	8,055	7,670	2,000	2,790	1,850	2,790
Planning Board Fees	23,720	10,037	15,770	11,160	27,251	11,160
	<u>224,634</u>	<u>251,097</u>	<u>216,376</u>	<u>192,510</u>	<u>208,636</u>	<u>197,442</u>
Rentals						
Rental Receipts	27,769	24,037	43,919	46,332	18,130	25,000
Intergovernmental Revenue - School Retiree						
Intergovernmental Receipt	195,087	203,306	195,386	195,386	175,385	160,414
Licenses & Permits						
Alcoholic Beverage Licenses	35,794	35,719	36,475	31,899	62,840	70,000
Licenses & Permits	51,475	41,665	50,123	36,456	45,319	36,000
Dog Licenses	24,644	25,644	26,930	22,785	22,750	25,000
Building Permits	93,772	87,857	129,020	72,001	84,980	100,000
Certificates of Inspection	5,985	8,761	8,327	8,203	15,057	8,200
Plumbing Permits	24,680	21,229	22,660	20,051	17,165	20,000
Gas Permits	12,270	11,855	11,215	16,405	9,945	12,000
Wiring Permits	74,906	57,733	182,700	54,684	59,713	60,000
Sealer of Weights	7,154	6,660	6,778	6,380	447	6,380
	<u>330,680</u>	<u>297,123</u>	<u>474,228</u>	<u>268,864</u>	<u>318,215</u>	<u>337,580</u>
Fines & Forfeits						
Fines & Forfeits (Public Safety)	1,450	-	-	-	-	-
District Court Fines	-	-	-	-	-	-
Parking Fines	60,684	47,694	27,697	32,000	22,253	45,000
Marijuana Fines	-	1,900	8,845	9,432	5,300	4,500
	<u>62,134</u>	<u>49,594</u>	<u>36,542</u>	<u>41,432</u>	<u>27,553</u>	<u>49,500</u>
Investment Income						
Earnings on Investments	123,147	32,055	10,055	6,510	11,918	15,000
	<u>3,892,185</u>	<u>3,604,746</u>	<u>3,458,775</u>	<u>3,346,682</u>	<u>3,213,365</u>	<u>3,432,589</u>

Departmental Budget Requests



Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
TOWN COUNCIL - FTE .5						
CLERICAL SALARIES	-	-	50,000.00	-	25,000.00	25,000.00
ADVERTISING					10,000.00	10,000.00
OTHER CHARGE/EXPENS	-	-	-	9,352.94	15,000.00	15,000.00
BOTTOM LINE TOTAL	-	-	50,000.00	9,352.94	50,000.00	50,000.00
TOWN MANAGER - FTE 3						
DEPARTMENT HEAD	92,012.17	88,955.91	92,500.00	44,300.75	92,500.00	92,500.00
APPOINTED OFFICIAL	47,660.00	49,544.10	78,650.00	45,119.74	96,950.00	96,950.00
CLERICAL SALARIES			-	-	-	-
TEMPORARY SALARIES & WAGES	3,986.38	4,145.39	-	-	-	-
CLERICAL OVERTIME			-	1,904.16	-	-
LONGEVITY			-	-	-	-
TRAVEL ALLOWANCE	200.00	848.10	2,400.00	1,238.84	2,400.00	2,400.00
SICK/VACATION TIME BUYBACK	24,160.00	24,159.47	-	-	-	-
SUBTOTAL 101'S	168,018.55	167,652.97	173,550.00	92,563.49	191,850.00	191,850.00
BANKING SERVICE	1,200.00	1,200.00			-	-
CONFERENCES/SEMINARS	1,200.00	25.00	500.00		2,500.00	2,500.00
ADVERTISING	2,500.00	1,191.96	1,450.00	140.00	1,450.00	1,450.00
TELEPHONE					-	-
POSTAGE	450.00	450.00	450.00	250.00	450.00	450.00
OFFICE SUPPLIES	650.00	713.20	600.00	356.82	600.00	600.00
STATIONERY	150.00	136.70	150.00	62.00	150.00	150.00
PRINTED FORMS	100.00	201.86			-	-
TAPE RECORDER/SUPPL	200.00	8.23			-	-
OTHER CHARGES/EXPENSES	1,822.13	178.47	100.00	213.11	100.00	100.00
COPIER/MAINT & SUPPLIES					-	-
MISC COMMITTEE EXPENSES	100.00	1,322.13	100.00		100.00	100.00
DUES	630.00	2,566.00	600.00	6,704.75	2,500.00	2,500.00
SUBTOTAL 102'S	9,002.13	7,993.55	3,950.00	7,726.68	7,850.00	7,850.00
INTERGOVERNMENTAL EXPENSES	4,000.00	4,000.00	4,000.00		4,000.00	4,000.00
TRANSFER TO STABILIZATION						90,000.00
SUBTOTAL 103'S	4,000.00	4,000.00	4,000.00	-	4,000.00	94,000.00
BOTTOM LINE TOTAL	181,020.68	179,646.52	181,500.00	100,290.17	203,700.00	293,700.00
FINANCE COMMITTEE - FTE .5						
P/T CLERICAL SALARIES	650.00	663.91	622.00	46.05	5,000.00	3,000.00
OTHER CHARGES/EXPENSES	50.00	-	50.00	-	1,000.00	1,000.00
BOTTOM LINE TOTAL	700.00	663.91	672.00	46.05	6,000.00	4,000.00
RESERVE FUND						
RESERVE FUND	34,000.00	16,141.99	29,581.00	-	30,000.00	30,000.00
BOTTOM LINE TOTAL	34,000.00	16,141.99	29,581.00	-	30,000.00	30,000.00
ACCOUNTANT - FTE 2						
DEPARTMENT HEAD	6,074.90	6,074.60	74,589.00	34,603.62	76,880.23	90,000.00
APPOINTED OFFICIAL	16,597.98	16,597.98			-	-
CLERICAL SALARIES	42,396.68	42,396.68	51,906.00	24,859.25	54,000.00	54,000.00
TEMPORARY SALARIES	14,878.49	14,878.49			-	-
CLERICAL OVERTIME	3,500.00	3,500.00	-		-	-
LONGEVITY			-		-	-
SICK/VACATION TIME BUYBACK	24,524.58	24,524.58	-		-	-

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
SUBTOTAL 101'S	107,972.63	107,972.33	126,495.00	59,462.87	130,880.23	144,000.00
MAINT/OFFICE EQUIPMENT				225.00	225.00	225.00
POSTAGE				15.70	-	-
PROFESSIONAL SERVICES	52,320.00	52,320.00			-	-
OFFICE SUPPLIES	1,725.00	1,691.22	1,725.00	1,002.60	1,725.00	1,725.00
MEETING EXPENSE	55.00		500.00	50.00	2,000.00	2,000.00
DUES	250.00		200.00	80.00	200.00	200.00
SUBTOTAL 102'S	54,350.00	54,011.22	2,425.00	1,373.30	4,150.00	4,150.00
SOFTWARE MAINT	35,630.00	35,630.00	35,630.00	32,394.00	37,630.00	37,630.00
ACCOUNTING/AUDITING	60,700.00	44,050.23	12,847.00	-	14,100.00	14,100.00
CONTRACTED SERVICES				465.00	-	-
SUBTOTAL 103'S	96,330.00	79,680.23	48,477.00	32,859.00	51,730.00	51,730.00
BOTTOM LINE TOTAL	258,652.63	241,663.78	177,397.00	93,695.17	186,760.23	199,880.00
ASSESSORS - FTE 2						
APPOINTED OFFICIAL	52,954.00	52,967.74	52,954.00	25,360.75	54,542.62	54,543.00
CLERICAL SALARIES	37,824.92	36,567.26	39,226.00	14,792.93	52,170.00	40,750.00
CLERICAL OVERTIME					-	-
LONGEVITY					-	-
SICK/VACATION TIME BUYBACK	4,377.08	4,377.08			-	-
SUBTOTAL 101'S	95,156.00	93,912.08	92,180.00	40,153.68	106,712.62	95,293.00
MAINT/OFFICE EQUIPMENT	205.00	78.00	210.00	-	200.00	200.00
NETWORK EXPENSE/SOFTWARE MAINT	8,500.00	8,500.00	550.00	-	8,500.00	8,500.00
EXCISE SOFTWARE EXPENSE	700.00		600.00	-	-	-
DATA PROCESSING	600.00	230.00	700.00	-	500.00	500.00
POSTAGE	600.00	2,028.00	650.00	-	600.00	600.00
COPY TRANSFERS RE/PB	550.00	550.00	300.00	59.75	550.00	550.00
OFFICE SUPPLIES	300.00	557.46	150.00	144.44	1,000.00	1,000.00
PRINTED FORMS	150.00	80.00	390.00	61.30	150.00	150.00
MAPS AND CHARTS	6,000.00	3,165.75	6,000.00	-	6,000.00	6,000.00
BINDER/STORAGE BOX	385.00	1,077.24	8,500.00	-	600.00	600.00
MEETING EXPENSE	300.00	361.00	300.00	75.00	600.00	600.00
TRAVEL	300.00	35.95	450.00	-	450.00	450.00
DUES	450.00	410.00	300.00	50.00	400.00	400.00
SUBTOTAL 102'S	19,040.00	17,073.40	19,100.00	390.49	19,550.00	19,550.00
VALUATION MAINT	16,000.00	16,000.00	32,000.00	-	32,000.00	39,000.00
REVALUATION	36,000.00	36,000.00	20,000.00	-	27,000.00	20,000.00
SUBTOTAL 103'S	52,000.00	52,000.00	52,000.00	-	59,000.00	59,000.00
BOTTOM LINE TOTAL	166,196.00	162,985.48	163,280.00	40,544.17	185,262.62	173,843.00
TREASURER/COLLECTOR - FTE 4						
DEPARTMENT HEAD	24,604.33	12,372.54	56,714.00	27,161.75	58,415.42	58,416.00
APPOINTED OFFICIAL	49,308.00	45,756.32	42,969.00	20,578.75	45,762.07	45,762.00
APPOINTED OFFICIAL	35,419.99	35,419.99	44,473.00	21,045.61	47,102.19	47,102.00
CLERICAL SALARIES	7,008.56	7,008.56	-		36,534.00	36,534.00
TEMPORARY SALARIES & WAGES	5,468.12	1,396.50	24,793.00	11,246.40	-	-
CLERICAL OVERTIME						
SICK TIME/VACATION BUY BACK	26,459.44	31,126.87				

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
LONGEVITY						
TREASURER - STIPEND	4,000.00	4,000.00				
COLLECTOR - STIPEND	4,000.00	4,000.00				
SUBTOTAL 101'S	156,268.44	141,080.78	168,949.00	80,032.51	187,813.68	187,814.00
MAINT/OFFICE EQUIPMENT	1,488.35	2,054.06	755.00	65.85	755.00	755.00
ADVERTISING			250.00	215.29	1,000.00	1,000.00
BANKING SERVICE	1,221.00	1,076.36	8,600.00	950.00	10,000.00	-
POSTAGE	17,498.00	16,060.92	3,380.00	1,857.47	5,200.00	5,200.00
OFFICE SUPPLIES				212.98	-	-
STATIONERY	202.02	351.80	1,450.00	670.39	1,733.00	1,733.00
RECORDING FEES	170.63		200.00	624.00	200.00	200.00
MEETING EXPENSE	-	-	2,068.00	803.72	1,495.00	1,495.00
OFFICIAL BONDS	800.00	1,528.79	1,800.00	412.88	-	-
DUES	-	-	340.00	260.00	270.00	270.00
CERTIF TOWN NOTES	270.00	270.00	270.00	125.00	-	-
SUBTOTAL 102'S	21,650.00	21,341.93	19,113.00	6,197.58	20,653.00	10,653.00
ISSUING COST	-	-	-	400.00	1,200.00	1,200.00
TAX BILLING & RELATED EXPENSES	7,500.00	5,610.91	22,500.00	8,564.34	17,500.00	27,500.00
SUBTOTAL 103'S	7,500.00	5,610.91	22,500.00	8,964.34	18,700.00	28,700.00
BOTTOM LINE TOTAL	185,418.44	168,033.62	210,562.00	95,194.43	227,166.68	227,167.00
LAW - FTE 1						
TOWN COUNSEL SERVICES	41,612.00	41,612.28	41,612.00	20,806.14	50,000.00	50,000.00
SUBTOTAL 101'S	41,612.00	41,612.28	41,612.00	20,806.14	50,000.00	50,000.00
EXPENSES & CLERICAL	403.34	-	1,734.00	10,789.96	-	-
OUTSIDE COUNSEL SERVICES					12,500.00	12,500.00
SUBTOTAL 102'S	403.34	-	1,734.00	10,789.96	12,500.00	12,500.00
COLLECTIVE BARGAINING	2,939.03	2,939.03	-		12,500.00	12,500.00
BOTTOM LINE TOTAL	44,954.37	44,551.31	43,346.00	31,596.10	75,000.00	75,000.00
MIS COMPUTER NETWORK - FTE 1.5						
DEPARTMENT HEAD					64,519.20	64,519.00
P/T ASSISTANT					10,000.00	10,000.00
SUBTOTAL 101'S	-	-	-	-	74,519.20	74,519.00
NETWORK EXPENSE/SOFTWARE MAINT	11,500.00	8,329.25	9,350.00	1,425.87	6,727.00	6,727.00
OFFICE SUPPLIES					250.00	250.00
BOOKS & PERIODICALS					250.00	250.00
TELEPHONE	30,000.00	24,977.39	25,000.00	8,894.53	20,000.00	20,000.00
CONSOLIDATED CELLPHONES				10,104.07	22,000.00	22,000.00
COMPUTER EQUIPMENT & SOFTWARE	5,000.00	4,648.75	4,500.00		-	-
OTHER CHARGES/EXPENSES					6,000.00	6,000.00
SUBTOTAL 102'S	46,500.00	37,955.39	38,850.00	20,424.47	55,227.00	55,227.00
SERVER HARDWARE	9,000.00	8,967.20			-	-
COMPUTER REPLACEMENT PROGRAM	35,000.00	31,678.00			-	-
OTHER REQUIRED COMPUTER EQUIPM			6,150.00	6,122.80	-	-
OTHER COMPUTER REQUIRED SOFTWA	35,000.00	34,934.20			-	-

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
SUBTOTAL 103'S	79,000.00	75,579.40	6,150.00	6,122.80	-	-
BOTTOM LINE TOTAL	125,500.00	113,534.79	45,000.00	26,547.27	129,746.20	129,746.00
TOWN CLERK - FTE 3						
ELECTED OFFICIAL	58,534.00	58,533.95	58,534.00	28,398.25	60,290.02	60,290.00
APPOINTED OFFICIAL	49,308.00	49,308.12	49,558.00	23,615.00	50,787.24	50,787.00
GENERAL SALARIES		1,403.27		192.72	-	-
CLERICAL SALARIES					26,127.00	26,127.00
P/T CLERICAL SALARIES	14,910.00	12,828.48	16,910.00	6,348.73	-	-
ELECTION WORKERS				3,550.00	-	-
CLERICAL OVERTIME				283.82	-	-
LONGEVITY				250.00	250.00	250.00
SICK/VACATION TIME BUYBACK					-	-
SUBTOTAL 101'S	122,752.00	122,073.82	125,002.00	62,638.52	137,454.26	137,454.00
EVM VOTING MACHINE	3,000.00	2,693.99			1,600.00	1,600.00
POSTAGE	3,455.00	3,318.28	4,000.00	1,544.00	4,000.00	4,000.00
ELECTION WORKERS				576.00	16,500.00	16,500.00
OFFICE SUPPLIES				75.98	-	-
MEALS	200.00	581.68			-	-
STATIONERY	500.00	447.73	500.00	308.26	500.00	500.00
PRINTED FORMS	500.00	437.65	450.00	-	500.00	500.00
DOG TAGS		1,485.76			400.00	400.00
MEETING EXPENSE	1,500.00	795.20	500.00	-	500.00	500.00
OFFICIAL BONDS	100.00	100.00	100.00	-	100.00	100.00
DUES	270.00	270.00	270.00	190.00	270.00	270.00
SUBTOTAL 102'S	9,525.00	10,130.29	5,820.00	2,694.24	24,370.00	24,370.00
DATA PROCESSING	2,082.00	1,738.73	2,082.00	154.00	2,082.00	2,082.00
OTHER CHARGES/EXPENSES			17,000.00	5,980.02	-	-
SPECIAL ELECTION EXPENSES					-	-
SUBTOTAL 103'S	2,082.00	1,738.73	19,082.00	6,134.02	2,082.00	2,082.00
BOTTOM LINE TOTAL	134,359.00	133,942.84	149,904.00	71,466.78	163,906.26	163,906.00
PARKING OFFICER - FTE .5						
PARKING OFFICER	-	-	-	-	30,000.00	15,000.00
OTHER CHARGES/EXPENSES	653.00	653.00	627.00	-	750.00	750.00
BOTTOM LINE TOTAL	653.00	653.00	627.00	-	30,750.00	15,750.00
CONSERVATION - FTE 2						
GENERAL SALARIES	27,885.24	27,885.24	9,642.00	13,355.00	28,721.55	28,722.00
CLERICAL SALARIES	37,438.08	37,437.70	39,358.00	11,358.08	31,125.00	31,125.00
CLERICAL OVERTIME					-	-
SUBTOTAL 101'S	65,323.32	65,322.94	49,000.00	24,713.08	59,846.55	59,847.00
OTHER CHARGES/EXPENSES	864.00	794.32	1,000.00	836.15	1,000.00	1,000.00
BOTTOM LINE TOTAL	66,187.32	66,117.26	50,000.00	25,549.23	60,846.55	60,847.00
ANNING/COMMUNITY DEVELOPMENT - FTE						
TOWN PLANNER					45,000.00	60,000.00

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
CLERICAL SALARIES	30,790.63	30,878.78	31,500.00	15,071.75	32,100.00	32,100.00
CLERICAL OVERTIME					-	-
LONGEVITY	650.00	650.00	650.00	650.00	650.00	650.00
SUBTOTAL 101'S	31,440.63	31,528.78	32,150.00	15,721.75	77,750.00	92,750.00
OFFICE SUPPLIES	525.00	436.85	500.00	-	500.00	500.00
OTHER CHARGES/EXPENSES			350.00	-	152.00	152.00
ADVERTISING					480.00	480.00
POSTAGE					100.00	100.00
DUES					500.00	500.00
MEETINGS					1,680.00	1,680.00
SUBTOTAL 102'S	525.00	436.85	850.00	-	3,412.00	3,412.00
BOTTOM LINE TOTAL	31,965.63	31,965.63	33,000.00	15,721.75	81,162.00	96,162.00
ZONING APPEALS - FTE .5						
CLERICAL SALARIES	9,700.00	8,381.10	9,400.00	3,070.00	5,188.00	5,188.00
POSTAGE	100.00		150.00	-	150.00	150.00
OFFICE SUPPLIES	200.00	45.40	50.00	72.98	50.00	50.00
OTHER CHARGES/EXPENSES					-	-
SUBTOTAL 102'S	300.00	45.40	200.00	72.98	200.00	200.00
BOTTOM LINE TOTAL	10,000.00	8,426.50	9,600.00	3,142.98	5,388.00	5,388.00
MASTER PLAN COMMITTEE						
OTHER CHARGES/EXPENSES	1.00	-	1.00	-	500.00	500.00
BOTTOM LINE TOTAL	1.00	-	1.00	-	500.00	500.00
TOWN BUILDINGS - FTE .60						
MAINTENANCE TECHNICIANS	27,288.00	27,343.85	27,288.00	13,068.75	25,944.67	25,945.00
LONGEVITY	650.00	520.00			-	-
SICK/VACATION TIME BUYBACK					-	-
SUBTOTAL 101'S	27,938.00	27,863.85	27,288.00	13,068.75	25,944.67	25,945.00
FUEL & ELECTRICITY	129,892.00	132,643.79	116,212.00	49,913.09	116,212.00	150,000.00
REPAIRS & MAINT.	29,726.07	31,248.41	12,000.00	5,706.32	12,000.00	12,000.00
MAINT/HEATING SYSTEM					-	-
UNIFORM RENTAL	1,100.00				-	-
TOWN CLEANING CONTRACT						
CUSTODIAL SUPPLIES	6,500.00	3,550.02	6,500.00	1,891.82	-	-
SAFETY EQUIPMENT	150.00				-	-
SUBTOTAL 102'S	167,368.07	167,442.22	134,712.00	57,511.23	128,212.00	162,000.00
BOTTOM LINE TOTAL	195,306.07	195,306.07	162,000.00	70,579.98	154,156.67	187,945.00
TOWN BUILDINGS - SENIOR CENTER						
FUEL & ELECTRICITY	13,395.09	12,931.58	17,405.00	6,318.62	17,405.00	17,405.00
REPAIRS & MAINT.	4,100.91	4,126.35	710.00	1,465.00	710.00	710.00
CLEANING CONTRACT	6,660.00	6,660.00	6,660.00	1,665.00	-	-
ALARM SYSTEM CONTRACT	575.00	614.94	625.00	648.76	625.00	625.00
SUPPLIES	114.00	496.08	600.00	170.94	600.00	600.00
SUBTOTAL 102'S	24,845.00	24,828.95	26,000.00	10,268.32	19,340.00	19,340.00

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
BOTTOM LINE TOTAL	24,845.00	24,828.95	26,000.00	10,268.32	19,340.00	19,340.00
CAPITAL PLANNING						
LEASE/PURCHASE OF EQUIP	34,550.00	25,916.25	45,000.00	26,152.42		
SPECIAL REPAIRS	20,000.00	19,627.00				
PURCHASE VEHICLE	200,000.00	200,000.00				
LIBRARY PORTICO	20,000.00	7,850.00				
LEASE/PURCHASE OF VEHICLES	81,575.00	81,574.83	81,570.00	81,574.83		
BUILDING ROOF REPAIRS			30,000.00	-		
TO BE ALLOCATED TO PROJECTS					150,000.00	
SUBTOTAL	356,125.00	334,968.08	156,570.00	107,727.25	150,000.00	-
BOTTOM LINE TOTAL	356,125.00	334,968.08	156,570.00	107,727.25	150,000.00	-
POLICE - FTE 33.5						
DEPARTMENT HEAD	16,000.00		20,000.00	30,081.28	125,000.00	130,000.00
GENERAL SAL-LIEUTENANT	200,125.00	203,317.03	222,173.00	38,325.53	113,657.00	113,657.00
GENERAL SAL-SERGEANTS	414,980.00	422,375.67	444,291.00	205,157.36	451,749.00	451,749.00
GENERAL SAL-PATROLMEN	1,297,731.00	1,289,341.00	1,456,161.00	632,673.73	1,578,109.00	1,578,109.00
GENERAL SAL-MATRON	3,000.00	2,283.77	3,000.00	1,168.37	3,000.00	3,000.00
GENERAL SAL-DRUG INVEST					-	-
GENERAL SAL-SCHOOL CROSSING					-	-
GENERAL SAL-PARK CTRL					-	-
GENERAL SAL-DISPATCHER					-	-
GENERAL SAL-YOUTH RES OFFICR					-	-
GENERAL SAL-SPECIAL POLICE					-	-
GENERAL SAL-OFFICER IN CHARGE					-	-
GENERAL SAL-OFFCR IN SVC TRAIN	38,000.00	21,224.27	38,000.00		-	-
CLERICAL SALARIES	54,527.00	54,527.08	55,073.00	26,375.75	56,390.00	56,390.00
P/T CLERICAL SALARIES	11,413.00	11,413.89	19,830.00	8,454.47	24,119.00	19,294.00
COURT TIME					30,000.00	30,000.00
WEB TASK FORCE			-	1,516.91	10,000.00	10,000.00
OVERTIME					220,000.00	220,000.00
REGULAR OT-SERGEANTS					-	-
REGULAR OT-PATROLMEN					-	-
REGULAR OT-CANINE	7,280.00	7,024.94	7,280.00	2,207.70	-	-
REGULAR OT-OFFICER IN CHARGE	4,230.00	7,367.98	4,230.00	7,573.52	-	-
REGULAR OT-OFFCR IN SVC TRAIN				5,551.35	20,000.00	20,000.00
CLERICAL OVERTIME	1.00		1.00		-	-
VACATION COVERAGE	86,311.00	124,705.71	108,669.00	52,297.12	-	-
SICK LEAVE COVERAGE	45,000.00	50,645.12	45,000.00	11,724.38	-	-
INJURED LEAVE COVERAGE	15,088.00		15,088.00		-	-
BEREAVEMENT COVERAGE	2,140.00	4,566.05	2,140.00	401.40	-	-
COMP TIME COVERAGE	25,150.00	28,970.41	25,150.00	4,240.59	-	-
PERSONAL DAY COVERAGE	12,833.00	12,989.36	12,833.00	4,333.93	-	-
DOMESTIC VIOLENCE COVERAGE	1.00	614.92	1.00	685.64	-	-
SPECIAL EVENTS/STORM COVERAGE	12,450.00	34,420.24	13,326.00	8,285.12	-	-
MILITARY LEAVE OT COVERAGE	5,600.00	2,674.44	5,600.00	5,534.61	-	-
HOLIDAY COVERAGE	15,000.00	18,079.00	38,231.00	6,619.27	-	-
COMPUTER RELATED OT	1.00				-	-
INVESTIGATIONS-PATROLMEN	2,910.00	6,556.90	7,910.00	385.49	-	-
INVESTIGATIONS-DETECTIVES	5,000.00	2,385.57			-	-
EVIDENCE TRANSPORT/PRISONER DU	1,500.00	2,474.20	1,500.00	250.87	-	-
HOLIDAY PAY	33,231.00	38,336.75	20,000.00	11,921.68	25,500.00	25,500.00
SHIFT DIFF					125,312.00	125,312.00
SHIFT DIFF-SERGEANTS	26,913.00	24,065.62	26,913.00	12,518.90	-	-
SHIFT DIFF-PATROLMEN	90,212.00	64,275.38	90,212.00	31,604.98	-	-
LONGEVITY	1,050.00	1,050.00	1,450.00	725.00	1,450.00	1,450.00
UNIFORM CLEANING PER CONTRACT	2.00				-	-

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
TRAINING/PROF DEVELOPMENT	1.00				-	-
SICK/VACATION TIME BUYBACK	80,000.00	69,606.15	1.00	89,528.53	-	-
LICENSES					-	-
HEALTH INS OPT-OUT" STIPEND					10,000.00	10,000.00
CITIZENS POLICE ACADEMY					5,000.00	5,000.00
ARBITRATION SETTLEMENT					-	-
SUBTOTAL 101'S	2,507,680.00	2,505,291.45	2,684,063.00	1,200,143.48	2,799,286.00	2,799,461.00
UNIFORM CLOTHING ALLOWANCE	29,336.00	22,592.67	31,336.00	11,592.94	32,961.00	32,961.00
REPAIRS/COMM EQUIP	4,000.00	4,738.52	4,000.00	734.60	4,739.00	4,739.00
MAINT/OFFICE EQUIPMENT	13,923.00	13,514.00	13,987.00	13,887.00	14,667.00	14,667.00
COMPUTER EXPENSE	3,000.00	2,481.80	5,600.00	1,794.74	5,600.00	5,600.00
MAINT/IN HOUSE	1,000.00	4,723.54	3,000.00	1,686.12	3,000.00	3,000.00
MAINT/RADAR EQUIP.	750.00	1,439.92	750.00	402.70	1,500.00	1,500.00
UNIFORM CLEANING PER CONTRACT			-	204.20	19,425.00	19,425.00
MEDICAL SERVICES/EXAMINATIONS	1.00		1.00		1,200.00	1,200.00
PERSONNEL EDUCATION	1,000.00	1,517.81	1,000.00	2,590.00	1,500.00	1,500.00
ACADEMY TUITION	1.00		1.00	1,000.00	10,000.00	10,000.00
TELEPHONE	16,800.00	12,314.07	16,736.00	3,352.37	10,000.00	10,000.00
POSTAGE	1,300.00	1,665.89	1,300.00	823.00	1,300.00	1,300.00
OFFICE SUPPLIES	4,380.00	4,723.70	4,380.00	2,262.17	4,380.00	4,380.00
UNIFORMS/SUPPLIES	18,614.00	15,846.53	18,614.00	8,470.65	2,000.00	2,000.00
BOOKS & PERIODICALS	700.00	338.50	700.00	313.95	2,200.00	2,200.00
REPLACE/MAINT GUNS	1.00		1.00		2,800.00	2,800.00
DRY CHEMICAL EXTING	300.00	58.26	300.00		80.00	80.00
LUNCHES	50.00	7.01	50.00		50.00	50.00
PHOTOGRAPHY SUPPLIES	250.00	24.99	250.00	250.00	250.00	250.00
TACTICAL VEST/EQUIP	1.00		1.00		-	-
OTHER CHARGES/EXPENSES		100.00			-	-
TARGET PRACTICE	1.00	3,269.95	3,000.00		3,000.00	3,000.00
K-9 EXPENSES	450.00	1,239.89	700.00	1,388.91	3,000.00	3,000.00
MEETING EXPENSE	500.00	499.84	500.00	25.00	500.00	500.00
COURT EXPENSE	1,900.00	6,004.68	1,900.00	1,836.26	6,310.00	6,310.00
SPEC. INVESTIGATION	1.00		1.00		-	-
MEDICAL/PRISONERS	10.00		10.00		10.00	10.00
IN-STATE TRVL OFFCER	500.00		500.00	33.20	500.00	500.00
DUES	2,550.00	2,634.20	2,550.00	1,572.49	3,550.00	3,550.00
REPLACE EQUIPMENT	1.00		4,769.00	-	-	-
SUBTOTAL 102'S	101,320.00	99,735.77	115,937.00	54,220.30	134,522.00	134,522.00
BOTTOM LINE TOTAL	2,609,000.00	2,605,027.22	2,800,000.00	1,254,363.78	2,933,808.00	2,933,983.00
COURT TIME						
COURT TIME	25,348.00	25,348.00	29,580.00	17,263.06	-	-
COURT PARKING FEE	420.00	420.00	420.00	420.00	-	-
BOTTOM LINE TOTAL	25,768.00	25,768.00	30,000.00	17,683.06	-	-
FIRE- FTE 40						
DEPARTMENT HEAD	31,588.00	39,511.41	114,636.00	54,902.25	32,845.00	32,845.00
GENERAL SAL-DISPATCHER					-	-
GENERAL SAL-CALL FIREMEN	1,500.00	370.00	1,500.00	130.00	1,500.00	1,500.00
GENERAL SAL-DEPUTY CHIEF	69,627.00	69,574.74	74,444.00	33,357.75	80,010.00	80,010.00
GENERAL SAL-FFS & EMTS	1,923,830.00	1,921,703.88	2,059,096.00	961,743.92	2,133,914.00	2,133,914.00
GENERAL SAL-EMT COORD					1,500.00	1,500.00
GENERAL SAL-ADDL DUTY/CONTRACT			3,450.00	4,950.00	3,450.00	3,450.00
CLERICAL SALARIES	28,000.00	27,556.27	30,000.00	13,553.94	30,600.00	30,600.00

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
REGULAR OVERTIME		23,322.90			-	-
REGULAR OT-DEPUTY CHIEF					-	-
REGULAR OT-ADDL DUTY ASSIGN					-	-
CLERICAL OVERTIME					-	-
SHIFT COVERAGE	395,424.00	436,568.69	431,694.00	220,100.94	400,000.00	400,000.00
VACATION COVERAGE					-	-
SICK LEAVE COVERAGE					-	-
INJURED LEAVE COVERAGE					-	-
BEREAVEMENT COVERAGE					-	-
TRAINING COVERAGE				3,886.19	-	-
AMBULANCE COVERAGE					-	-
HOLIDAY PAY	27,000.00	27,623.81	27,000.00	22,825.81	30,000.00	30,000.00
SHIFT DIFFERENTIAL	213,000.00	212,270.03			-	-
SHIFT-EMT/CONTRACTUAL			228,852.00	111,752.25	236,960.00	236,960.00
LONGEVITY				250.00	-	250.00
TRAINING/PROF DEVELOPMENT	13,000.00	8,377.98	15,000.00	2,838.49	15,000.00	15,000.00
SICK/VACATION TIME BUYBACK					30,000.00	30,000.00
HEALTH INS OPT-OUT" STIPEND		4,000.00			8,000.00	8,000.00
SICK TIME BONUS	1,500.00	750.00	1,500.00		1,500.00	1,500.00
SUBTOTAL 101'S	2,704,469.00	2,771,629.71	2,987,172.00	1,430,291.54	3,005,279.00	3,005,529.00
REPAIRS & MAINT.	35,000.00	36,713.40	25,328.00	18,151.77	30,000.00	30,000.00
HAZARDOUS WASTE REMOVAL					-	-
MAINT/BLDG & GROUNDS	2,000.00	1,854.70	2,000.00	488.14	2,000.00	2,000.00
MAINT/ PREVENTATIVE			4,200.00	4,717.00	4,200.00	4,200.00
REPAIRS/COMM EQUIP	3,000.00	4,807.44	3,000.00	4,506.82	3,000.00	3,000.00
STRETCHER MAINTENANCE				515.81	-	-
NETWORK EXPENSE/SOFTWARE MAINT	5,150.00	5,089.00		5,310.00	-	-
UNIFORM CLEANING CONTRACT	37,500.00	31,345.55	35,000.00	30,111.45	35,000.00	35,000.00
TELEPHONE	7,900.00	7,827.36		1,693.83	-	-
OFFICE SUPPLIES	3,500.00	2,918.34	3,500.00	575.32	3,500.00	3,500.00
MEDICAL SUPPLIES	25,000.00	15,649.57		9,311.96	-	-
OXYGEN					-	-
WORK BOOTS (REIMB)	4,500.00	2,979.99	4,300.00	599.95	4,300.00	4,300.00
CLOTHING REPLACEMENT		50.00		42.00	-	-
MEETING EXPENSES	3,000.00	1,558.46	2,000.00	1,467.44	2,500.00	2,500.00
DUES	1,500.00	1,258.95	1,500.00	1,608.49	1,500.00	1,500.00
EMS LICENSE RENEWAL					-	-
FIRE ALARM EQ & MANT	15,000.00	15,733.22	15,000.00	5,550.00	15,000.00	15,000.00
FIRE EQUIPMENT					3,000.00	3,000.00
SUBTOTAL 102'S	143,050.00	127,785.98	95,828.00	84,649.98	104,000.00	104,000.00
TRAINING	4,000.00	919.00			4,000.00	4,000.00
COMPUTER EXPENSE		6,008.89			-	-
AMBULANCE BILLING	40,000.00	47,600.05		20,525.37	-	-
PROTECTIVE CLOTHING	16,000.00	2,101.14	15,000.00	3,332.50	15,000.00	15,000.00
CLOTHING REPLACEMENT	2,000.00	380.00	2,000.00	83.89	2,000.00	2,000.00
SUBTOTAL 103'S	62,000.00	57,009.08	17,000.00	23,941.76	21,000.00	21,000.00
BOTTOM LINE TOTAL	2,909,519.00	2,956,424.77	3,100,000.00	1,538,883.28	3,130,279.00	3,130,529.00
INSPECTIONAL SERVICES - FTE 4.5						
DEPARTMENT HEAD	54,737.00	54,764.27	55,745.00	24,210.23	57,182.51	57,183.00
APPOINTED OFFICIAL	73,528.17	74,732.79	87,075.00	38,171.40	88,775.00	88,775.00
CLERICAL SALARIES	42,566.72	41,334.83	50,233.00	23,896.75	52,251.00	52,251.00
P/T CLERICAL SALARIES					-	-
CLERICAL OVERTIME					-	-
LONGEVITY	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	-
SICK/VACATION TIME BUYBACK			10,000.00	13,960.65	9,228.00	9,228.00

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
SUBTOTAL 101'S	172,781.89	172,781.89	205,003.00	102,189.03	209,386.51	207,437.00
TRAVEL ALLOWANCE	3,000.00	3,000.00	3,000.00	1,287.50	3,000.00	3,000.00
TELEPHONE	1,538.11	1,517.59	1,700.00	75.00	1,700.00	1,700.00
OFFICE SUPPLIES	337.00	214.74	866.00	544.50	866.00	866.00
UNIFORM SUPPLIES					800.00	800.00
NETWORK EXPENSE/SOFTWARE MAINT					6,106.00	6,106.00
WEIGHTS & MEASURES EXPENSES					1,200.00	1,200.00
MAINT/REPLACE VEHICLES					1,200.00	1,200.00
OTHER CHARGES/EXPENSES	2,343.00	2,389.96	2,431.00	2,021.89	800.00	800.00
MEETING EXPENSES			2,000.00	80.00	4,834.00	4,834.00
SUBTOTAL 102'S	7,218.11	7,122.29	9,997.00	4,008.89	20,506.00	20,506.00
BOTTOM LINE TOTAL	180,000.00	179,904.18	215,000.00	106,197.92	229,892.51	227,943.00
EMERGENCY MANAGEMENT						
EQUIPMENT & REPAIR	7,417.50	6,865.54	13,400.00	800.00	-	-
SICK/VACATION TIME BUYBACK	7,582.50	7,582.50			-	-
TELEPHONE					-	-
UNIFORMS/SUPPLIES	5,000.00	231.95	500.00	174.96	-	-
OTHER CHARGES/EXPENSES	5,000.00	824.40	2,100.00	7,718.14	-	-
PURCHASE OF VEHICLES			4,001.00	13,942.68	-	-
SUBTOTAL 102'S	25,000.00	15,504.39	20,001.00	22,635.78	-	-
BOTTOM LINE TOTAL	25,000.00	15,504.39	20,001.00	22,635.78	-	-
ANIMAL CONTROL - FTE .5						
DEPARTMENT HEAD	10,869.18	10,869.11	10,821.00	1,066.50	10,860.00	10,860.00
GENERAL SALARIES	3,358.00	3,358.00	3,358.00	5,813.48	3,358.00	3,358.00
SUBTOTAL 101'S	14,227.18	14,227.11	14,179.00	6,879.98	14,218.00	14,218.00
PICK UP DEAD ANIMALS	1,650.00		500.00	60.00	500.00	-
DEAD ANIMAL DISPOSAL	964.00	135.00	300.00	97.20	300.00	300.00
SUBTOTAL 102'S	2,614.00	135.00	800.00	157.20	800.00	300.00
BOTTOM LINE TOTAL	16,841.18	14,362.11	14,979.00	7,037.18	15,018.00	14,518.00
TREE WARDEN						
OTHE CHARGES/EXPENSES			-	-	-	-
BOTTOM LINE TOTAL	-	-	-	-	-	-
SHADE TREE MANAGEMENT - FTE 1						
GENERAL SALARIES	35,850.00	35,850.00	38,400.00	20,105.75	48,897.19	48,897.00
OVERTIME					2,500.00	2,500.00
LONGEVITY	250.00	250.00	250.00	250.00	250.00	250.00
LICENSES	900.00	900.00	900.00	900.00	900.00	900.00
SUBTOTAL 101'S	37,000.00	37,000.00	39,550.00	21,255.75	52,547.19	52,547.00
EQUIPMENT & REPAIR	250.00	248.20	250.00	983.89	3,500.00	3,500.00
TOPPING TREES	2,500.00	1,480.00	2,500.00	1,098.95	10,000.00	10,000.00
TRAINING					1,500.00	1,500.00
SAFETY EQUIPMENT	250.00	242.15	250.00	95.44	-	-
SUBTOTAL 102'S	3,000.00	1,970.35	3,000.00	2,178.28	15,000.00	15,000.00
BOTTOM LINE TOTAL	40,000.00	38,970.35	42,550.00	23,434.03	67,547.19	67,547.00

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
SCHOOL ASSESSMENTS						
BRISTOL AGRICULT TUITION	-	-	17,721.00	-	-	-
BR REG DIST TUITION	19,990,577.00	19,990,577.00	22,530,577.00	11,265,288.48	23,180,577.00	22,952,440.00
B/R EXCLUDED DEBT SERVICE	2,361,043.88	2,354,698.00	2,389,044.00	1,213,695.00	2,437,361.00	2,345,308.00
BRISTOL PLYMOUTH TUITION	720,596.00	720,596.00	705,444.00	429,168.00	705,444.00	811,237.00
NORFOLK COUNTY AGR TUITION	62,031.00	62,031.00	78,000.00	-	50,000.00	131,616.00
SUBTOTAL	23,134,247.88	23,127,902.00	25,720,786.00	12,908,151.48	26,373,382.00	26,240,601.00
BOTTOM LINE TOTAL	23,134,247.88	23,127,902.00	25,720,786.00	12,908,151.48	26,373,382.00	26,240,601.00
HIGHWAY FTE 5.9						
DEPARTMENT HEAD	8,818.32	8,818.32	74,245.00	27,308.35	76,472.35	90,000.00
GENERAL SALARIES	170,298.13	163,334.70	228,804.00	99,779.52	238,240.03	238,240.00
REGULAR OVERTIME	3,800.00	4,910.53	7,000.00	1,129.46	10,000.00	10,000.00
LONGEVITY	2,350.00	2,350.00	3,650.00	-	3,900.00	3,900.00
SICK/VACATION TIME BUYBACK	51,742.55	51,742.55	-	-	-	-
LICENSES	2,600.00	2,600.00	4,000.00	2,063.81	4,400.00	4,400.00
SUBTOTAL 101'S	239,609.00	233,756.10	317,699.00	130,281.14	333,012.38	346,540.00
MAINT/BLDG & GROUNDS	1,000.00	997.16	1,500.00	1,459.30	6,000.00	6,000.00
MAINT/REP VEHICLES	24,000.00	20,537.29	22,000.00	9,073.16	30,000.00	30,000.00
MAINT/OFFICE EQUIPMENT				792.88	-	-
MEDICAL SERVICES/EXAMINATIONS	250.00		500.00	14.82	500.00	500.00
POLICE SPEC DETAIL	4,810.00	2,946.07	2,500.00	2,335.14	-	-
TELEPHONE					-	-
POSTAGE				26.40	-	-
OFFICE SUPPLIES				8.10	2,000.00	2,000.00
TRAINING					5,000.00	5,000.00
STATIONERY	1,750.00	1,887.28	2,000.00	337.11	-	-
STREET MAINTENANCE & REPAIR					26,500.00	26,500.00
PATCHING MIX	5,000.00	2,312.61	11,000.00	5,869.78	-	-
CEMENT/LUMBER/BRICK	5,000.00	296.50	4,000.00	465.90	-	-
TRAFFIC LINES/SIGNS					17,500.00	17,500.00
STREET SIGNS	1,500.00	1,306.05	5,000.00	3,409.70	-	-
MAINT/TRAFFIC LIGHTS	2,000.00	3,952.40	1,700.00	596.00	4,000.00	4,000.00
PAINT STREET LINES	500.00	485.26	1,500.00	-	-	-
STONE AND GRAVEL	1.00		1.00	145.32	-	-
SAFETY EQUIPMENT	2,500.00	1,432.35	3,500.00	2,175.15	-	-
STREET LIGHTING	160,747.12	160,747.12	133,000.00	69,797.95	133,000.00	160,000.00
UNIFORMS/SUPPLIES				50.00	-	-
SUBTOTAL 102'S	209,058.12	196,900.09	188,201.00	96,556.71	224,500.00	251,500.00
CARE/MAINT CEMETERY	3,000.00	3,705.73	3,000.00	1,306.57	-	-
BOTTOM LINE TOTAL	451,667.12	434,361.92	508,900.00	228,144.42	557,512.38	598,040.00
SNOW & ICE						
SNOW REMOVAL OVERTIME	25,000.00	38,725.38	25,000.00	3,984.74	25,000.00	25,000.00
EQUIP/REPAIRS SNOW	5,100.00	10,200.09	5,100.00	7,036.12	5,100.00	5,100.00
SNOW/ICE TRUCK HIRE	15,000.00	103,286.48	15,000.00	-	15,000.00	15,000.00
SALT/CALCIUM ETC	101,000.00	155,387.33	16,000.00	23,936.57	17,000.00	17,000.00
SAND	1,000.00	-	1,000.00	-	-	-
SUBTOTAL 102'S	122,100.00	268,873.90	37,100.00	30,972.69	37,100.00	37,100.00
BOTTOM LINE TOTAL	147,100.00	307,599.28	62,100.00	34,957.43	62,100.00	62,100.00

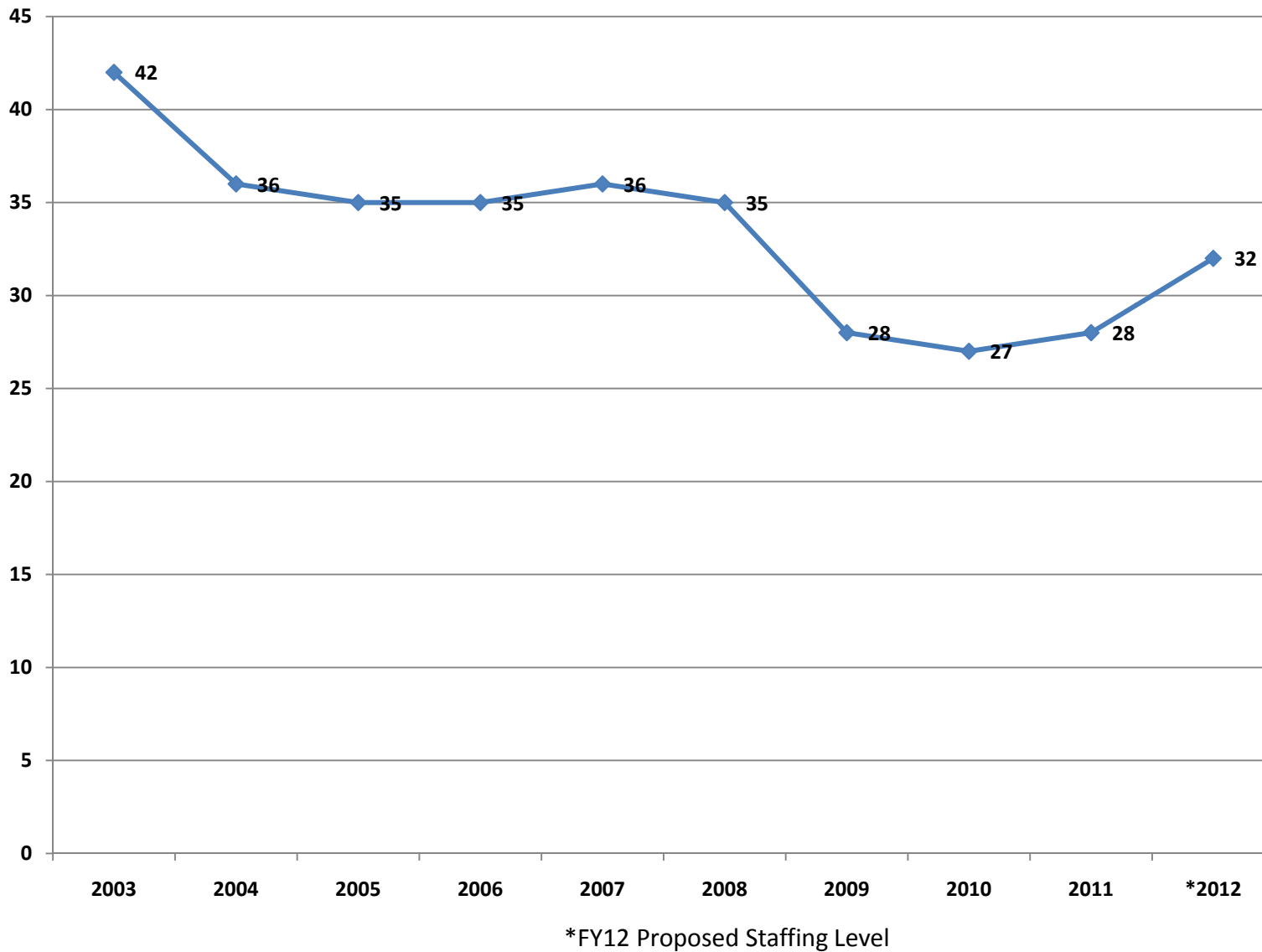
Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
STREET LIGHTING						
STREET LIGHTING	160,747.12	160,747.12	133,000.00	69,797.95	-	-
BOTTOM LINE TOTAL	160,747.12	160,747.12	133,000.00	69,797.95	-	-
BOARD OF HEALTH - FTE 2						
DEPARTMENT HEAD	1.00	-	20,000.00	-	55,000.00	55,000.00
GENERAL SALARIES	19,644.00	24,379.25	14,020.00	18,301.00	-	-
GENERAL SAL-ASST HEALTH AGENT					-	-
CLERICAL SALARIES	44,559.00	42,164.93	45,000.00	19,472.30	45,036.00	45,036.00
RABIES CLINIC WORKERS	177.41	177.41			-	-
LONGEVITY	250.00	250.00	250.00	-	-	-
SICK/VACATION TIME BUYBACK				9,224.30	-	-
SUBTOTAL 101'S	64,631.41	66,971.59	79,270.00	46,997.60	100,036.00	100,036.00
TRAVEL ALLOWANCE	1,920.00	960.00	1,000.00	160.00	-	-
COMPUTER EXPENSE	50.00		500.00	122.51	500.00	500.00
MUNICIPAL RUBBISH COLLECTION	82.00				-	-
COMPACTOR					-	-
PROFESSIONAL SERVICES	100.00		500.00		500.00	500.00
ADVERTISING	50.00		500.00	210.00	500.00	500.00
VISITING NURSE	15,250.00	15,250.00	15,000.00		15,707.50	15,707.00
LABORATORY FEES	126.00	168.00	200.00	199.30	200.00	200.00
RABIES CLINIC	552.59	391.14	730.00	-	730.00	730.00
COMMUNICATIONS	3,000.00	1,183.08	1,500.00	25.00	1,500.00	1,500.00
TELEPHONE		59.65			-	-
POSTAGE	250.00	227.86	500.00	88.00	500.00	500.00
PICK UP DEAD ANIMALS	1,650.00		500.00	60.00	-	-
DEAD ANIMAL DISPOSAL	964.00	135.00	300.00	97.20	-	-
OFFICE SUPPLIES	1,049.00	709.74	1,000.00	80.98	-	-
MEDICAL SUPPLIES	100.00		200.00		-	-
PROTECTIVE CLOTHING	30.00				-	-
DUES	195.00	250.00	300.00	155.00	300.00	300.00
SUBTOTAL 102'S	25,368.59	19,334.47	22,730.00	1,197.99	20,437.50	20,437.00
BOTTOM LINE TOTAL	90,000.00	86,306.06	102,000.00	48,195.59	120,473.50	120,473.00
COUNCIL ON AGING - FTE 2.5						
DEPARTMENT HEAD	23,099.53	23,182.66	43,964.00	21,056.00	45,282.92	45,283.00
APPOINTED OFFICIAL	93.68	93.68		-	-	-
CLERICAL SALARIES				-	-	-
P/T CLERICAL SALARIES			13,230.00	4,438.84	13,230.00	13,230.00
OUTREACH WORKER	4,500.00	4,500.00	12,279.00	12,726.97	17,736.00	17,736.00
KITCHEN STAFF LUNCH PROGRAM	8,538.41	8,538.41	9,880.00	2,536.82	9,880.00	9,880.00
VAN DRIVERS	1,963.82	1,913.82	6,000.00	2,200.00	6,000.00	6,000.00
LONGEVITY			250.00	250.00	250.00	250.00
SICK/VACATION TIME BUYBACK	6,505.56	6,488.12		-	-	-
SUBTOTAL 101'S	44,701.00	44,716.69	85,603.00	43,208.63	92,378.92	92,379.00
COORDINATOR EXPENSE	50.00		1,500.00	336.13	525.00	525.00
MEETINGS/CONFERENCES					350.00	350.00
DUES					625.00	625.00
POSTAGE	98.00	88.00	1,000.00	-	1,000.00	1,000.00
TRANSPORTATION	1.00		500.00	-	500.00	500.00
OFFICE SUPPLIES	50.00	1.22	1,500.00	479.99	1,500.00	1,500.00
OTHER CHARGES/EXPENSES	50.00	50.00	397.00	-	397.00	397.00
DROP IN CENTER	50.00	50.00	1,500.00	339.70	1,500.00	1,500.00
SUBTOTAL 102'S	299.00	189.22	6,397.00	1,155.82	6,397.00	6,397.00

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
BOTTOM LINE TOTAL	45,000.00	44,905.91	92,000.00	44,364.45	98,775.92	98,776.00
VETERANS SERVICES - FTE .5						
DEPARTMENT HEAD	16,756.01	16,755.62	16,800.00	8,178.25	18,204.22	18,204.00
GENERAL SAL-GRAVES OFFICER					-	-
TRAV/GRAVES OFFICER	625.00	625.00	650.00	325.00	650.00	650.00
SUBTOTAL 101'S	17,381.01	17,380.62	17,450.00	8,503.25	18,854.22	18,854.00
POSTAGE	350.00	419.95	675.00	176.00	675.00	675.00
STATIONERY	350.00	339.96	800.00	994.44	800.00	800.00
OTHER CHARGES/EXPENSES	122.00	486.31	900.00	106.84	900.00	900.00
MEETING EXPENSE	245.00	155.00	400.00	119.00	400.00	400.00
DUES				65.00	-	-
VETERANS COUNCIL EXPENSES	775.00	770.00	775.00	-	775.00	1,500.00
VETERAN GRAVE MARKER	1,450.00	1,583.21	2,200.00	-	2,600.00	2,600.00
SUBTOTAL 102'S	3,292.00	3,754.43	5,750.00	1,461.28	6,150.00	6,875.00
ORDINARY BENEFITS	126,878.99	118,867.19	91,000.00	59,123.66	101,000.00	101,000.00
VETERANS/MEDICAL	34,628.00	35,388.42	39,428.00	11,766.92	39,428.00	39,428.00
VETERANS/DENTAL	2,095.00	763.00	2,147.00	391.00	2,147.00	2,147.00
SUBTOTAL 103'S	163,601.99	155,018.61	132,575.00	71,281.58	142,575.00	142,575.00
BOTTOM LINE TOTAL	184,275.00	176,153.66	155,775.00	81,246.11	167,579.22	168,304.00
VETERANS COUNCIL						
OTHER CHARGES/EXPENSES	775.00	770.00	775.00	-	-	-
BOTTOM LINE TOTAL	775.00	770.00	775.00	-	-	-
LIBRARY - FTE 8.5						
DIRECTOR	16,343.55	16,304.41	51,320.00	19,812.51	48,000.00	48,000.00
GENERAL SAL-CUSTODIAN					-	-
LIBRARY AIDES	57,309.00	57,318.55	104,879.10	48,462.34	124,394.00	115,817.00
LIB/CIRC SUPERVISOR	29,039.00	29,039.08	43,433.95	20,760.14	50,673.00	46,330.00
GENERAL SAL-LIBRARIAN CHILDREN					-	-
ASSOC DIR/PUBL SERV	30,492.00	30,491.95	45,650.62	21,804.95	53,259.00	48,694.00
ASSOC DIR/TECH SERV	30,492.00	30,491.95	45,650.62	21,834.10	53,259.00	48,694.00
ASSOCIATE LIBRARIAN	25,383.00	25,370.37	37,946.53	18,173.74	44,271.00	40,476.00
SICK/VACATION TIME BUYBACK	6,531.11	6,531.11	5,840.25	5,840.25	5,841.00	5,840.00
SUBTOTAL 101'S	195,589.66	195,547.42	334,721.07	156,688.03	379,697.00	353,851.00
FUEL & ELECTRICITY	14,716.34	13,203.50	25,000.00	10,538.00	23,034.00	23,034.00
MAINT/BLDG & GROUNDS	100.00	382.50	5,486.93	3,646.83	7,250.00	7,250.00
EQUIPMENT & REPAIR	550.00	1,731.96	5,000.00	3,289.98	3,575.00	3,575.00
PROFESSIONAL SERVICES	3,500.00	3,498.00			(15,000.00)	
ADVERTISING			500.00	199.00	-	
TELEPHONE	400.00	475.58	2,000.00	635.97	2,060.00	2,060.00
POSTAGE			250.00	111.08	402.00	402.00
CLEANING CONTRACT			8,000.00	-	8,240.00	8,240.00
CUSTODIAL SUPPLIES			500.00	451.79	500.00	500.00
LIBRARY SUPPLIES	100.00	117.04	1,000.00	2,999.24	4,000.00	4,000.00
BOOKS & PERIODICALS			14,300.00	-	3,600.00	12,446.00
CIRCULATION SYSTEM	44.00	43.99	12,742.00	12,742.00	13,942.00	13,942.00
PERIODICALS			5,500.00	-	3,700.00	5,700.00
SUBTOTAL 102'S	19,410.34	19,452.57	80,278.93	34,613.89	55,303.00	81,149.00
BOTTOM LINE TOTAL	215,000.00	214,999.99	415,000.00	191,301.92	435,000.00	435,000.00
RECREATION - FTE 1						

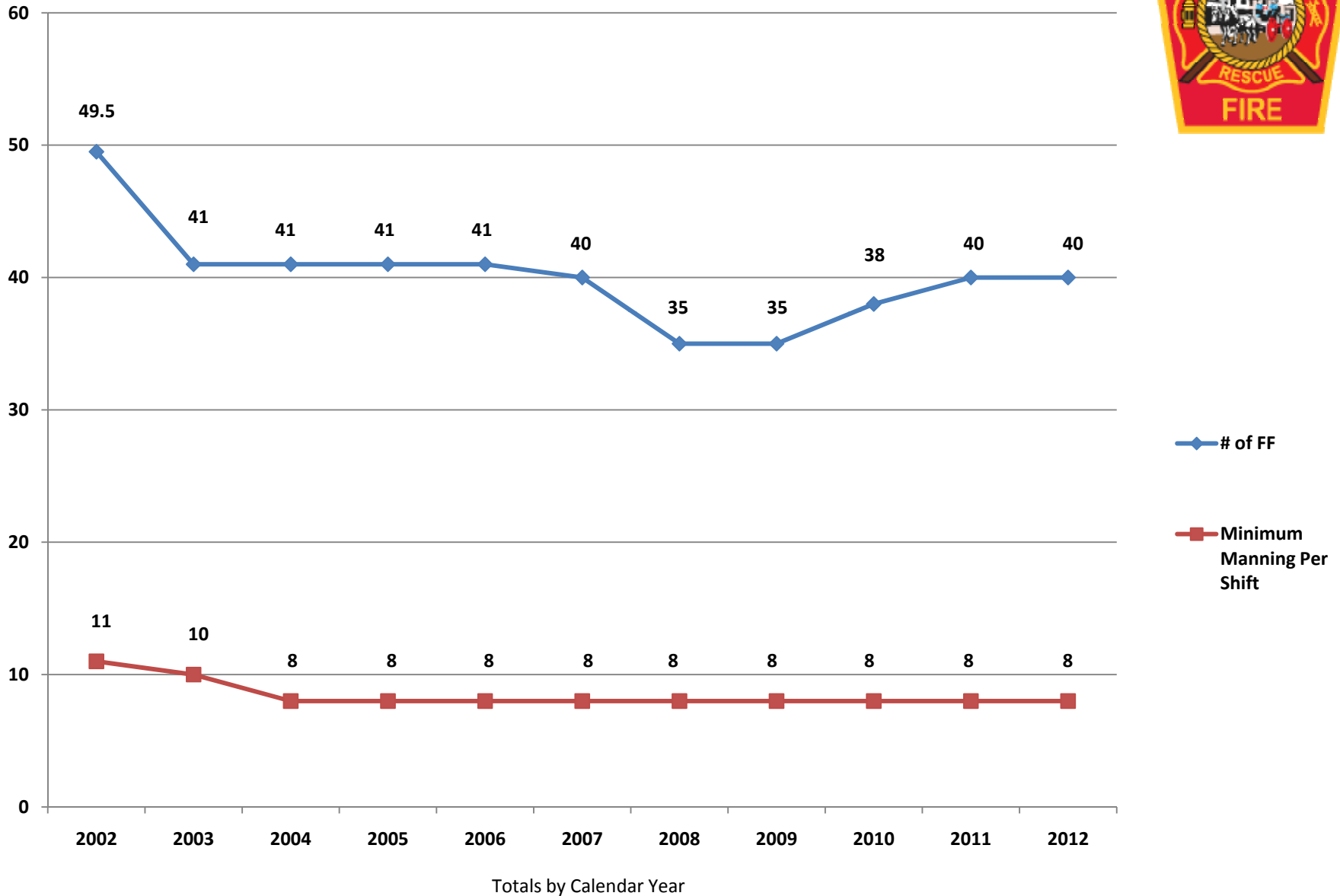
Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
DEPARTMENT HEAD	24,300.00	24,300.00	59,945.00	28,710.50	61,452.89	61,453.00
GENERAL SALARIES			13,955.00	18,289.90	-	-
P/T CLERICAL SALARIES					-	-
FT SEASONAL 40/HR = 8 WKS					-	-
LONGEVITY	250.00	250.00	650.00	-	650.00	650.00
SUBTOTAL 101'S	24,550.00	24,550.00	74,550.00	47,000.40	62,102.89	62,103.00
BOTTOM LINE TOTAL	24,550.00	24,550.00	74,550.00	47,000.40	62,102.89	62,103.00
LT & ST DEBT						
LIBRARY BOND PRINCIPAL	40,000.00	40,000.00	40,000.00	-	40,000.00	40,000.00
LIBRARY BOND INTEREST	7,540.00	7,540.00	6,240.00	3,120.00	4,240.00	4,240.00
ELEM SCHOOL BOND PRINCIPAL	1,000,000.00	1,000,000.00	1,035,000.00	-	1,085,000.00	1,085,000.00
ELEM SCHOOL BOND INTEREST	297,247.50	297,247.50	263,868.00	123,275.00	212,035.00	212,035.00
TITLE V/WPAT LOAN PRINCIPAL	60,483.00	60,483.00	60,483.00	60,483.00	81,536.00	81,536.00
HOGG FARM BOND PRINCIPAL	100,000.00	100,000.00	100,000.00	-	100,000.00	100,000.00
HOGG FARM BOND INTEREST	51,475.00	51,475.00	46,975.00	23,487.50	42,475.00	42,475.00
POLICE/FIRE/HWY BLDG PRINC	360,000.00	360,000.00	360,000.00	-	360,000.00	360,000.00
POLICE/FIRE/HWY BLDG INT	174,661.50	174,661.25	160,742.00	80,370.63	146,251.25	146,252.00
INTEREST ON LOANS	39,976.00	39,410.37	25,000.00	4,845.20	20,000.00	20,000.00
SUBTOTAL 102'S	2,131,383.00	2,130,817.12	2,098,308.00	295,581.33	2,091,537.25	2,091,538.00
BOTTOM LINE TOTAL	2,131,383.00	2,130,817.12	2,098,308.00	295,581.33	2,091,537.25	2,091,538.00
BLANKET INSURANCE & WORKERS COMP						
INS/BLANKET	75,031.00	76,952.00	75,085.00	75,083.92	75,085.00	83,242.00
INS/WORKERS COMP	19,753.95	16,182.05	65,532.00	42,222.00	65,532.00	57,713.00
SUBTOTAL 102'S	94,784.95	93,134.05	140,617.00	117,305.92	140,617.00	140,955.00
BOTTOM LINE TOTAL	94,784.95	93,134.05	140,617.00	117,305.92	140,617.00	140,955.00
RETIREMENT						
CONTRIBUTORY RETIREMENT	1,952,249.00	1,960,730.48	2,119,211.00	2,424,122.00	1,885,272.00	1,872,920.00
NON-CONTRIB RETIREMENT	16,582.00	16,581.85	16,582.00	7,941.50	16,582.00	16,582.00
RETIRE/VET PENSION	1,000.00	762.03	1,000.00	-	1,000.00	1,000.00
SUBTOTAL 102'S	1,969,831.00	1,978,074.36	2,136,793.00	2,432,063.50	1,902,854.00	1,890,502.00
BOTTOM LINE TOTAL	1,969,831.00	1,978,074.36	2,136,793.00	2,432,063.50	1,902,854.00	1,890,502.00
UNEMPLOYMENT						
TRANSFER TO UNEMPLOYMENT TRUST	103,000.00	102,556.92	85,000.00	-	-	-
BOTTOM LINE TOTAL	103,000.00	102,556.92	85,000.00	-	-	-
HEALTH/LIFE/FICA						
FICA-TOWN SHARE	96,909.00	86,920.41	100,000.00	50,658.61	124,100.00	118,357.00
INS/LIFE					12,102.00	12,102.00
INS/GROUP MED	2,271,631.56	2,272,267.08	2,504,423.00	1,047,867.63	2,693,834.75	2,682,754.00
SUBTOTAL 102'S	2,368,540.56	2,359,187.49	2,604,423.00	1,098,526.24	2,830,036.75	2,813,213.00
BOTTOM LINE TOTAL	2,368,540.56	2,359,187.49	2,604,423.00	1,098,526.24	2,830,036.75	2,813,213.00
POLICE/FIRE MEDICAL						
FIRE/POLICE MEDICAL EXPENSES	21,497.66	16,164.78	25,000.00	4,126.59	25,000.00	25,000.00
BOTTOM LINE TOTAL	21,497.66	16,164.78	25,000.00	4,126.59	25,000.00	25,000.00

Description	FY10 Original BUDGET	FY10 Actual	FY11 Original Budget	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
MISCELLANEOUS						
COPIER/MAINT & SUPPLIES	18,240.00	15,597.04	9,094.00	6,776.51	-	-
BOTTOM LINE TOTAL	18,240.00	15,597.04	9,094.00	6,776.51	-	-
GAS & OIL						
GASOLINE AND OIL	165,000.00	102,108.14	130,000.00	57,677.53	130,000.00	136,142.00
BOTTOM LINE TOTAL	165,000.00	102,108.14	130,000.00	57,677.53	130,000.00	136,142.00
TELEPHONE						
TELEPHONE	30,000.00	24,977.39	25,000.00	8,894.53	-	-
CONSOLIDATED CELLPHONES				10,104.07	-	-
SUBTOTAL 102'S	30,000.00	24,977.39	25,000.00	18,998.60	-	-
BOTTOM LINE TOTAL	30,000.00	24,977.39	25,000.00	18,998.60	-	-
TOTAL GENERAL FUND	38,977,651.61	38,960,303.98	42,230,691.00	21,356,173.59	43,133,200.82	42,990,441.00

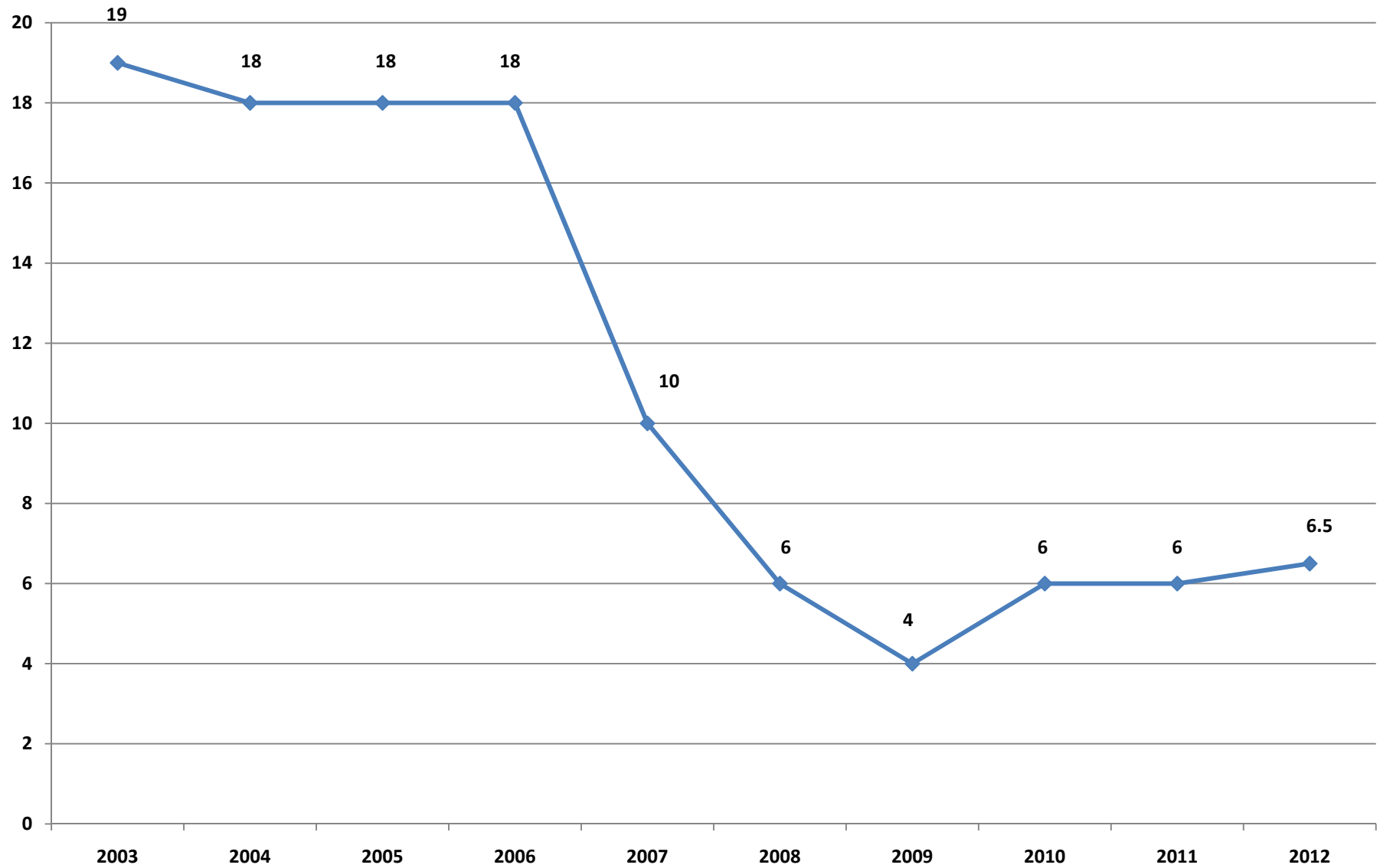
Police Department Approved Staffing



Fire Department Approved Staffing



Highway Approved Staffing



FY13 Estimated Revenues

TAX LEVY	
FY12 Levy Limit	31,258,684
Add 2.5%	781,467
Add FY13 New Growth	275,000
	32,315,151
FY12 Debt Exclusion payments	
Consolidate Excluded Debt	3,471,150
FY12 Adjusted Levy Limit 35,786,301	
STATE AID	
Net of Public Libraries Direct Expenditure	3,332,387
MSBA School Project	813,737
Total State Aid 4,146,124	
LOCAL RECEIPTS	
Motor Vehicle	2,214,420
Other Excise - Boat	1,584
Other Excise - Meals Tax	260,000
Penalties & Interest on Taxes and Excises	244,800
PILOT	5,100
Fees	210,391
Rentals	25,000
Departmental Revenue - Schools	160,414
Licenses and Permits	345,932
Fines and Forfeits	50,490
Investment Income	50,000
Miscellaneous Recurring/non-Recurring	0
Total Local Receipts 3,568,131	

OTHER FINANCING SOURCES

Indirect Costs - Water Enterprise	125,000
Indirect Costs - Sewer Enterprise	125,000
Indirect Costs - OSLGC	40,000
Indirect Costs - Transfer Station	50,000
Title V Receipts Reserved Account	81,536
Building Insurance Trust Fund (Ch.40 s. 13)	21,854
Employers Liability Trust Fund (Ch.40 s.13)	1,021
Sale of Real Estate (Ch. 44 s.63)	67,945
Reserve for Debt Exclusion Payment	32,765
BSU Annual Gift	50,000
Conservation Receipts Reserved Account (Ch.131 s.40)	15,000
Ambulance Receipts Reserved Account (Ch.40 s.5F)	1,100,000

Total OFS 1,710,121**TOTAL ESTIMATED REVENUES 45,210,677**

FY13 Estimated Appropriations

OTHER AMOUNTS TO BE RAISED	
Assessor's Annual Overlay Reserve	275,000
Tax Title Amounts	50,000
Snow and Ice Deficit	200,000
Prior Year Revenue Deficit	
Total Other Amounts	525,000
STATE & COUNTY CHARGES	
Total Assessments	420,000
GENERAL GOVERNMENT	
Town Council	51,000
Town Manager	207,774
Finance Committee	6,120
Reserve Fund	30,600
Law	76,500
MIS	132,341
Town Clerk	167,184
Master Plan Committee	500
Capital Planning	
Total General Government	672,019
FINANCE DEPARTMENT	
Accountant	190,495
Assessors	188,968
Treasurer/Collector	231,710
Total Finance Department	611,173
LICENSE & PERMITTING	
Conservation	62,063
Inspectional Services	234,490
Planning/Community Development	82,785
Zoning Appeals	5,496
Total License & Permits	384,834
PUBLIC SAFETY	
Police	2,992,484
Parking	31,365
Fire	3,192,885
Animal Control	15,318
Total Public Safety	6,232,052

SCHOOL	
Bristol Plymouth Agriculture Tuition	705,444
Norfolk Agriculture Tuition	50,000
B/R Tuition	23,632,524
B/R Excluded Debt	2,437,361
Total School Assessment	26,825,329
PUBLIC WORKS DEPARTMENT	
Town Buildings	157,240
Town Buildings - Senior Center	19,727
Shade Tree Management	68,898
Highway	433,003
Snow & Ice	62,100
Total Public Works Department	740,968
CULTURE & RECREATION	
Health	122,883
Council On Aging	100,751
Veterans Services	170,931
Library	443,700
Recreation	63,332
Total Culture & Rec	901,597
DEBT	
Long Term Principal	1,706,536
Long Term Interest	339,691
Short Term Interest	20,000
Miscellaneous Interest	0
Total Debt	2,066,227
BENEFITS & INSURANCE	
Blanket Insurance & Workers Comp	143,429
Retirement	2,018,585
Health/Life/FICA	3,101,902
Police/Fire Medical	25,500
Total Benefits & Insurance	5,289,416
UTILITIES	
Gas & Oil	132,600
Total Utilities	132,600
TOTAL APPROPRIATIONS	
44,801,215	

Preliminary 3 Year Snapshot

Department		FY11 Adopted Budget	FY12 Town Mgr. Final Recommended	FY13 Estimated Budget
TOWN COUNCIL	FTE	0.0	0.5	0.5
SUBTOTAL 101'S		50,000	25,000	25,500
SUBTOTAL 102'S		-	25,000	25,500
BOTTOM LINE TOTAL		50,000	50,000	51,000
TOWN MANAGER	FTE	3.0	3.0	3.0
SUBTOTAL 101'S		171,150	191,850	195,687
SUBTOTAL 102'S		15,444	7,850	8,007
SUBTOTAL 103'S		5,700	94,000	204,080
BOTTOM LINE TOTAL		192,294	293,700	407,774
FINANCE COMMITTEE	FTE	0.5	0.5	0.5
SUBTOTAL 101'S		622	3,000	5,100
SUBTOTAL 102'S		50	1,000	1,020
BOTTOM LINE TOTAL		672	4,000	6,120
RESERVE FUND				
SUBTOTAL 102'S		29,581	30,000	30,600
BOTTOM LINE TOTAL		29,581	30,000	30,600
ACCOUNTANT	FTE	2.0	2.0	2.0
SUBTOTAL 101'S		126,495	144,000	133,498
SUBTOTAL 102'S		2,425	4,150	4,233
SUBTOTAL 103'S		48,477	51,730	52,765
BOTTOM LINE TOTAL		177,397	199,880	190,495
ASSESSORS	FTE	2.0	2.0	2.0
SUBTOTAL 101'S		92,180	95,293	108,847
SUBTOTAL 102'S		19,100	19,550	19,941
SUBTOTAL 103'S		52,000	59,000	60,180
BOTTOM LINE TOTAL		163,280	173,843	188,968
TREASURER/COLLECTOR	FTE	4.5	4.0	4.0
SUBTOTAL 101'S		168,949	187,814	191,570
SUBTOTAL 102'S		18,843	10,653	21,066
SUBTOTAL 103'S		22,500	28,700	19,074
BOTTOM LINE TOTAL		210,292	227,167	231,710
LAW	FTE	1.0	1.0	1.0
SUBTOTAL 101'S		65,466	50,000	51,000
SUBTOTAL 102'S		1,734	12,500	12,750
SUBTOTAL 103'S		-	12,500	12,750
BOTTOM LINE TOTAL		67,200	75,000	76,500
MIS COMPUTER NETWORK	FTE	1.0	1.5	1.5
SUBTOTAL 101'S		62,640	74,519	76,010
SUBTOTAL 102'S		46,000	55,227	56,332
BOTTOM LINE TOTAL		108,640	129,746	132,341

Preliminary 3 Year Snapshot

Department		FY11 Adopted Budget	FY12 Town Mgr. Final Recommended	FY13 Estimated Budget
TOWN CLERK	FTE	3.0	3.0	3.0
SUBTOTAL 101'S		125,002	137,454	140,203
SUBTOTAL 102'S		5,820	24,370	24,857
SUBTOTAL 103'S		19,082	2,082	2,124
BOTTOM LINE TOTAL		149,904	163,906	167,184
PARKING OFFICER	FTE	0.0	0.5	1.0
SUBTOTAL 101'S		-	15,000	30,600
SUBTOTAL 102'S		627	750	765
BOTTOM LINE TOTAL		627	15,750	31,365
CONSERVATION	FTE	1.5	2.0	2.0
SUBTOTAL 101'S		49,000	59,847	61,043
SUBTOTAL 102'S		1,000	1,000	1,020
BOTTOM LINE TOTAL		50,000	60,847	62,063
PLANNING/COMMUNITY DEVELOPMENT	FTE	1.0	2.0	2.0
SUBTOTAL 101'S		32,150	92,750	79,305
SUBTOTAL 102'S		850	3,412	3,480
BOTTOM LINE TOTAL		33,000	96,162	82,785
ZONING APPEALS	FTE	0.5	0.5	0.5
SUBTOTAL 101'S		9,400	5,188	5,292
SUBTOTAL 102'S		200	200	204
BOTTOM LINE TOTAL		9,600	5,388	5,496
MASTER PLAN COMMITTEE				
SUBTOTAL 102'S		1	500	500
BOTTOM LINE TOTAL		1	500	500
TOWN BUILDINGS	FTE	0.6	0.6	0.6
SUBTOTAL 101'S		27,288	25,945	26,464
SUBTOTAL 102'S		134,712	162,000	130,776
BOTTOM LINE TOTAL		162,000	187,945	157,240
TOWN BUILDINGS - SENIOR CENTER				
SUBTOTAL 102'S		26,000	19,340	19,727
BOTTOM LINE TOTAL		26,000	19,340	19,727
CAPITAL PLANNING				
SUBTOTAL 102'S		156,570	-	-
BOTTOM LINE TOTAL		156,570	-	-
POLICE	FTE	29.5	33.5	36.5
SUBTOTAL 101'S		2,713,643	2,799,461	3,005,272
SUBTOTAL 102'S		116,357	134,522	137,212
BOTTOM LINE TOTAL		2,830,000	2,933,983	3,142,484
FIRE	FTE	40.0	40.0	40.0
SUBTOTAL 101'S		2,987,172	3,005,529	3,065,385
SUBTOTAL 102'S		95,828	104,000	106,080
SUBTOTAL 103'S		17,000	21,000	21,420

Preliminary 3 Year Snapshot

Department		FY11 Adopted Budget	FY12 Town Mgr. Final Recommended	FY13 Estimated Budget
BOTTOM LINE TOTAL		3,100,000	3,130,529	3,192,885
INSPECTIONAL SERVICES				
	<i>FTE</i>	4.5	4.5	4.5
SUBTOTAL 101'S		205,003	207,437	213,574
SUBTOTAL 102'S		9,997	20,506	20,916
BOTTOM LINE TOTAL		215,000	227,943	234,490
ANIMAL CONTROL				
	<i>FTE</i>	0.5	0.5	0.5
SUBTOTAL 101'S		14,179	14,218	14,502
SUBTOTAL 102'S		-	300	816
BOTTOM LINE TOTAL		14,179	14,518	15,318
SHADE TREE MANAGEMENT				
	<i>FTE</i>	1.0	1.0	1.0
SUBTOTAL 101'S		39,550	52,547	53,598
SUBTOTAL 102'S		3,000	15,000	15,300
BOTTOM LINE TOTAL		42,550	67,547	68,898
SCHOOL ASSESSMENTS				
0 BRISTOL AGRICULT TUITION		17,721	-	-
0 BR REG DIST TUITION		22,530,577	22,952,440	23,632,522
0 B/R EXCLUDED DEBT SERVICE		2,389,044	2,345,308	2,437,361
0 BRISTOL PLYMOUTH TUITION		705,444	811,237	705,444
0 NORFOLK COUNTY AGR TUITION		78,000	131,616	50,000
		25,720,786	26,240,601	26,825,327
BOTTOM LINE TOTAL		25,720,786	26,240,601	26,825,327
HIGHWAY				
	<i>FTE</i>	5.9	5.9	8.0
SUBTOTAL 101'S		317,699	346,540	417,181
SUBTOTAL 102'S		189,501	251,500	93,330
BOTTOM LINE TOTAL		507,200	598,040	510,511
SNOW & ICE				
SUBTOTAL 101'S		25,000	25,000	25,000
SUBTOTAL 102'S		37,100	37,100	37,100
BOTTOM LINE TOTAL		62,100	62,100	62,100
BOARD OF HEALTH				
	<i>FTE</i>	2.0	2.0	2.0
SUBTOTAL 101'S		79,270	100,036	102,037
SUBTOTAL 102'S		22,730	20,437	20,846
BOTTOM LINE TOTAL		102,000	120,473	122,883
COUNCIL ON AGING				
	<i>FTE</i>	2.5	2.5	2.5
SUBTOTAL 101'S		85,603	92,379	94,226
SUBTOTAL 102'S		6,397	6,397	6,525
BOTTOM LINE TOTAL		92,000	98,776	100,751
VETERANS SERVICES				
	<i>FTE</i>	0.5	0.5	0.5
SUBTOTAL 101'S		17,450	18,854	19,231
SUBTOTAL 102'S		5,750	6,875	6,273
SUBTOTAL 103'S		132,575	142,575	145,427
BOTTOM LINE TOTAL		155,775	168,304	170,931
LIBRARY				
	<i>FTE</i>	8.5	8.5	8.5
SUBTOTAL 101'S		334,721	353,851	387,291

Preliminary 3 Year Snapshot

Department		FY11 Adopted Budget	FY12 Town Mgr. Final Recommended	FY13 Estimated Budget
SUBTOTAL 102'S		80,279	81,149	56,409
BOTTOM LINE TOTAL		415,000	435,000	443,700
RECREATION				
	<i>FTE</i>	2.0	1.0	1.0
SUBTOTAL 101'S		74,550	62,103	63,332
BOTTOM LINE TOTAL		74,550	62,103	63,332
LT & ST DEBT				
LIBRARY BOND PRINCIPAL		40,000	40,000	40,000
LIBRARY BOND INTEREST		6,240	4,240	2,640
ELEM SCHOOL BOND PRINCIPAL		1,035,000	1,085,000	1,125,000
ELEM SCHOOL BOND INTEREST		263,868	212,035	168,050
TITLE V/WPAT LOAN PRINCIPAL		60,483	81,536	81,536
HOGG FARM BOND PRINCIPAL		100,000	100,000	100,000
HOGG FARM BOND INTEREST		46,975	42,475	37,975
POLICE/FIRE/HWY BLDG PRINC		360,000	360,000	360,000
POLICE/FIRE/HWY BLDG INT		160,742	146,251	131,026
INTEREST ON LOANS		25,000	20,000	20,000
		2,098,308	2,091,538	2,066,227
BOTTOM LINE TOTAL		2,098,308	2,091,538	2,066,227
BLANKET INSURANCE & WORKERS COMP				
SUBTOTAL 102'S		140,617	140,956	143,429
BOTTOM LINE TOTAL		140,617	140,956	143,429
RETIREMENT				
CONTRIBUTORY RETIREMENT		2,119,211	1,872,920	2,001,003
NON-CONTRIB RETIREMENT		16,582	16,582	16,582
RETIRE/VET PENSION		1,000	1,000	1,000
		2,136,793	1,890,502	2,018,585
BOTTOM LINE TOTAL		2,136,793	1,890,502	2,018,585
HEALTH/LIFE/FICA				
FICA-TOWN SHARE		100,000	118,357	120,724
INS/LIFE			12,102	12,102
INS/GROUP MED		2,504,423	2,682,754	2,951,029
		2,604,423	2,813,213	3,083,856
BOTTOM LINE TOTAL		2,604,423	2,813,213	3,083,856
POLICE/FIRE MEDICAL				
SUBTOTAL 102'S		25,000	25,000	25,500
BOTTOM LINE TOTAL		25,000	25,000	25,500
GAS & OIL				
SUBTOTAL 102'S		130,000	136,142	132,600
BOTTOM LINE TOTAL		130,000	136,142	132,600
TOTAL GENERAL FUND		42,053,339	42,990,441	44,265,677

Cumulative Changes

	Preliminary	Final
<i>Estimated Revenues:</i>	34,829,834	34,829,834
<u>Tax Levy</u>		
Reduction of new growth figure to \$225,000		(50,000)
Revised School excluded debt payment		(92,053)
	34,829,834	34,687,781
<u>State Aid</u>	3,239,824	3,239,824
Updated revenues based on HWM budget		92,563
	3,239,824	3,332,387
<u>School Building Reimbursement</u>	813,737	813,737
<u>Local Receipts</u>	3,436,882	3,436,882
Rounding of Motor Vehicle revenue		243
Increase to penalties and interest		40,050
Decrease of B/R retirement reimbursement		(29,586)
Reduction of parking fine revenue due to P/T position		(15,000)
	3,436,882	3,432,589
<u>Other Financing Sources</u>	1,689,536	1,689,536
Elimination of Capital Funding		(150,000)
Elimination of Cemetery Perpetual Care funding		(3,000)
Inclusion of Building Insurance Trust		21,854
Inclusion of Employers Liability Trust		1,021
Inclusion of Sale of Real Estate		67,945
Inclusion of Reserve for Debt Exclusion		32,765
Inclusion of BSU annual gift		50,000
Inclusion of Unemployment Trust		75,000
	1,689,536	1,785,121
TOTAL ESTIMATED REVENUE	44,009,813	44,051,615

Cumulative Changes

	Preliminary	Final
Appropriations:		
<u>Other Amounts to be Raised</u>	600,000	600,000
Increase to Tax Title amount		15,000
Increase to Snow & Ice deficit amount		50,000
	600,000	665,000
<u>State & County Charges</u>	408,759	408,759
Updated assessments based on HWM budget		(12,585)
	408,759	396,174
<u>General Government</u>	808,852	808,852
Elimination of Capital Planning allocation		(150,000)
Increase to transfer to Stabilization		90,000
Reduction of Finance Committee salaries		(2,000)
	808,852	746,852
<u>Finance Department</u>	599,190	599,190
Town Accountant salary upgraded to Finance Director		13,120
Elimination of Assessors P/T position		(11,420)
	599,190	600,890
<u>License & Permitting</u>	377,290	377,290
Increase to Town Planner salary		15,000
Elimination of longevity in Inspectional Services		(1,950)
	377,290	390,340
<u>Public Safety</u>	6,109,855	6,109,855
Increase to Chief salary		5,000
Reduction in hours to clerical position to remain same as FY11		(4,825)
Reduction of Parking Officer to P/T		(15,000)
Addition of clerical longevity in Fire Department		250
Elimination of line item not needed in Animal Control		(500)
	6,109,855	6,094,780
<u>School Assessments</u>	26,373,382	26,373,382
Increase tuition for Bristol Plymouth Agricultural		105,793
Increase tuition for Norfolk County Agricultural		81,616
Reduction in B/R assessment due to shift in agricultural schools		(228,137)
Reduction in B/R excluded debt		(92,053)
	26,373,382	26,240,601
<u>Public Works</u>	727,656	727,656
Highway Superintendent salary upgraded to DPW Director		13,528
Addition and increase to Street Lighting		160,000

Cumulative Changes

	Preliminary	Final
<i>Appropriations:</i>		
Increase in fuel & electricity in Town Buildings		33,788
	727,656	934,972
<u>Culture & Recreation</u>	883,932	883,932
Increase to Vets Council line item in Veterans budget		725
	883,932	884,656
<u>Debt</u>	2,091,537	2,091,538
<u>Benefits & Insurance</u>	4,898,508	4,898,508
Increase to blanket insurance		8,157
Reduction to workers compensation		(7,819)
Reduction to retirement		(12,352)
Reduction in health care appropriation with approved rates		(11,081)
Reduction in Town share of FICA		(5,743)
	4,898,508	4,869,670
<u>Gas & Oil</u>	130,000	136,142
TOTAL APPROPRIATIONS	44,008,961	44,051,615

Enterprise Funds



Spending Requests and Indirect Calculations



Description	FY10 BUDGET	FY10 Actual	FY11 Request	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
GOLF ENTERPRISE - FTE 4						
CLERICAL SALARIES	15,000.00	15,935.57	15,938.00	7,632.00	16,480.00	16,480.00
GOLF PRO						
ASSISTANT GOLF PRO	31,905.00	30,708.08	33,022.00	15,280.25	34,011.63	34,013.00
PRO SHOP/OUTSIDE STAFF SALARIE	110,171.65	104,870.18	114,218.00	66,368.68	115,000.00	95,000.00
SUPERINTENDENT	68,564.00	68,563.66	68,564.00	32,837.00	70,620.92	70,621.00
ASSISTANT SUPERINTENDENT	54,213.00	54,212.31	54,213.00	25,963.75	55,839.39	55,839.00
GOLF MAINTENANCE STAFF	130,000.00	129,990.41	140,000.00	76,211.87	160,000.00	140,000.00
SICK/VACATION TIME BUYBACK		2,074.70				
LONGEVITY						250.00
LICENSES	2,800.00	2,800.00	2,800.00	2,800.00	4,200.00	4,200.00
DIRECT -FICA,ETC	100,000.00	139,974.14	110,000.00	21,076.86		
	512,653.65	549,129.05	538,755.00	248,170.41	456,151.94	416,403.00
DIRECT COST - RETIREMENT					102,530.00	104,723.00
DIRECT COST - UNEMPLOYMENT					-	14,285.00
DIRECT COST - FICA					6,614.00	6,618.00
ELECTRICITY	35,000.00	22,447.30	25,000.00	17,575.07	32,000.00	32,000.00
MAINT/REP BUILDINGS	5,000.00	3,784.40	5,000.00	5,695.47	5,000.00	5,000.00
GOLF CART MAINTENANCE EXPENSE	15,000.00	17,751.81	-	6,568.92		
GOLF COURSE IRRIGATION REPAIRS			-	-		
EQUIP RENT/LEASE			-	150.00		
GOLF CART LEASE AGREEMENT			16,000.00	10,363.60	63,721.00	-
GOLF CLUBHOUSE LEASE	15,000.00	13,200.00	15,000.00	6,000.00		
ACCOUNTING/AUDITING	-	2,439.52	2,000.00	-	2,000.00	-
BANKING SERVICE	20,000.00	3,687.22	20,000.00	275.00	20,000.00	5,000.00
GOLF COURSE MARKETING EXPENSES	10,000.00	8,626.45	10,000.00	3,165.00	5,000.00	5,000.00
CREDIT CARD PROCESSING FEE			-	1,813.65		
TELEPHONE			-	-		
GASOLINE AND OIL			-	2,877.26		
GOLF RANGE EXPENSES	5,000.00	5,527.91	5,000.00	2,901.34	5,000.00	5,000.00
GOLF COURSE SUPPLIES	197,000.00	194,494.10	200,000.00	94,970.42	207,000.00	177,000.00
OTHER CHARGE/EXPENS	-	10,863.93	5,000.00	4,999.69	5,000.00	5,000.00
JACK BUCKLEY GOLF SCHOOL			-			
DUES			-	385.00		
INSURANCE EXPENSE	24,000.00	-	24,000.00	36,840.77	37,000.00	-
DIRECT - GENERAL LIABILITY INSURANCE					3,907.00	35,455.00
DIRECT - WORKERS COMP INSURANCE					3,410.00	3,227.00
DIRECT - HEALTH INSURANCE					70,470.00	70,365.00
DIRECT - LIFE INSURANCE					412.00	412.00
PRO SHOP/COST OF HARD GOODS	20,000.00	34,443.75	30,000.00	14,690.25	40,000.00	30,000.00
PRO SHOP/COST OF SOFT GOODS	15,000.00	9,283.08	20,000.00	1,283.61	20,000.00	16,000.00
PRO SHOP/OPERATING EXPENSES	15,000.00	14,363.42	15,000.00	7,087.68	15,000.00	15,000.00
	376,000.00	340,912.89	392,000.00	217,642.73	534,920.00	530,085.00
BONDING COST						
LEASE/PURCHASE OF EQUIPMENT	16,522.00	16,448.84	16,500.00	16,448.84	16,521.00	80,242.00
GOLF COURSE LAND PRINCIPAL	285,000.00	285,000.00	290,000.00	295,000.00	305,000.00	305,000.00
GOLF COURSE LAND INTEREST	119,125.00	119,125.00	115,000.00	57,425.00	99,925.00	99,925.00
GOLF COURSE CLUBHOUSE PRINCIPAL	27,000.00	27,000.00	27,000.00		27,000.00	27,000.00
GOLF COURSE CLUBHOUSE INTEREST	30,745.00	30,745.00	30,745.00	14,495.00	27,235.00	27,235.00
GOLF COURSE BOND PRINCIPAL						
INTEREST/CLUBHOUSE BOND (DUE7/						
INTEREST ON LOANS						
TRANSFER TO CAPITAL PROJECTS						
TRANS TO G/F-INDIRECT COST	25,000.00	25,000.00	25,000.00			
	503,392.00	503,318.84	504,245.00	383,368.84	475,681.00	539,402.00
BOTTOM LINE TOTAL	1,392,045.65	1,393,360.78	1,435,000.00	849,181.98	1,466,752.94	1,485,890.00
FOOD CONCESSION COMMISSIONS		19,000.00		6,000.00	30,000.00	30,000.00
GOLF FEES		1,411,638.22		713,724.00	1,103,695.00	1,103,695.00
HANDICAP REVENUE TOWN SHARE		4,806.25		280.00	5,440.00	5,440.00
CART FEES				49,103.00	243,200.00	243,200.00
DRIVING RANGE FEES				5,008.00	54,335.00	54,335.00
GIFT CARDS				11,005.00		
JACK BUCKLEY GOLF SCHOOL FEES				1,805.00		
GOLF CLUB RENTAL				43.00		
TOURNAMENT/LEAGUE DEPOSITS				8,898.00		
PRO SHOP SALES				14,146.00	90,000.00	90,000.00
LEAGUE/TOURN CHITS SOLD				125.00		

Description	FY10 BUDGET	FY10 Actual	FY11 Request	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
INTERST ON INVESTMENT		133.65		215.00		
MISC REVENUE						
	1,440,114.00					
TOTAL ESTIMATED REVENUE	1,440,114.00	1,435,578.12	-	810,352.00	1,526,670.00	1,526,670.00

GENERAL FUND EXPENSES IN SUPPORT OF GOLF ENTERPRISE FUND

Projected for 2012

EXPENSE	Allocation %	FY2012 Budgeted	GOLF ENTERPRISE Share
Town Council Expenses	1.00%	50,000.00	500
Town Manager	5.00%	92,500	4,625
Town Manager Executive Assistant	5.00%	96,950	4,848
Town Manager Expenses	5.00%	11,850	593
Town Accountant	10.00%	76,880	7,688
Accounting - Salaries	10.00%	54,000	5,400
Accountant Expenses	10.00%	55,880	5,588
Audit	10.00%	23,500	2,350
Assessing - Salaries	1.00%	106,713	1,067
Assessing - Expenses	1.00%	78,550	786
Town Treasurer/Collector	2.00%	58,415	1,168
Asst. Treasurer	2.00%	45,762	915
Asst. Collector	2.00%	47,102	942
Clerical Support	2.00%	36,534	731
Treasurer Expenses	2.00%	39,353	787
Legal Expenses	3.00%	75,000	2,250
Info Technology Manager	2.00%	64,519	1,290
Info Technology support staff	2.00%	10,000	200
Info Technology Expenses	2.00%	55,227	1,105
Town Clerk - Salaries	0.50%	137,454	687
Town Clerk - Expenses	0.50%	26,452	132
Police Department - Salaries	0.50%	2,799,286	13,996
Police Department - Expenses	0.50%	134,522	673
Fire Department - Salaries	0.50%	3,005,279	15,026
Fire Department - Expenses		125,000	0
Inspections - Salaries	0.50%	209,387	1,047
Conservation - Salaries	5.00%	60,847	3,042
Health - Salaries	1.00%	100,036	1,000
Planning - Salaries	2.00%	77,750	1,555
Highway Superintendent	10.00%	76,472	7,647
Highway - Salaries	2.00%	256,540	5,131
Highway - Expenses	2.00%	91,500	1,830
			<u>94,599</u>

Description	FY10 BUDGET	FY10 Actual	FY11 Request	FY11 YTD 12/31/10	FY12 Preliminary Request	FY12 Final Recommended
SEWER ENTERPRISE - FTE 7.5						
WAGE ADJUSTMENT	20,300.00	-	5,000.00	-	-	
DEPARTMENT HEAD	68,303.00	68,302.66	68,303.00	32,712.00	46,093.00	46,093.00
GENERAL SALARIES	291,048.00	289,565.16	289,932.00	138,856.25	298,630.00	298,630.00
CLERICAL SALARIES	48,673.00	48,450.68	49,710.00	23,430.00	51,751.00	51,958.00
P/T CLERICAL SALARY	27,648.00	21,972.36	27,000.00	8,378.00	-	-
SPECIAL MAINTENANCE	4,000.00	364.26	4,000.00	-	4,000.00	4,000.00
REGULAR OVERTIME	30,591.00	22,189.70	30,591.00	11,347.47	30,900.00	30,900.00
CLERICAL OVERTIME	1,600.00	1,352.09	1,600.00	803.31	1,600.00	1,600.00
LONGEVITY	3,900.00	4,425.00	4,825.00	2,750.00	4,700.00	6,475.00
VAC/SICK TIME BUYBACK					3,200.00	3,200.00
LICENSES	8,400.00	6,950.00	8,250.00	7,650.00	7,250.00	7,250.00
	504,463.00	463,571.91	489,211.00	225,927.03	448,124.00	450,106.00
DIRECT COSTS/INS/FICA/UNEMP	315,000.00	244,578.17	325,000.00	79,994.40		
DIRECT COST - RETIREMENT					100,726.00	103,278.00
DIRECT COST - UNEMPLOYMENT					-	-
DIRECT COST - FICA					6,498.00	6,527.00
ELECTRICITY	80,000.00	84,832.40	80,000.00	40,295.19	85,000.00	85,000.00
HEATING FUEL	24,000.00	14,581.94	20,000.00	2,221.11	24,000.00	24,000.00
MAINT/REP VEHICLES	50,000.00	21,121.27	50,000.00	22,940.69	50,000.00	50,000.00
MAINT/OFFICE EQUIPMENT			-	463.19		
SOFTWARE/MAINT			-	2,618.00		
SYSTEM MAINTENANCE	35,000.00	14,321.18	30,000.00	16,614.76	40,000.00	40,000.00
GRINDER PUMP MAINTENANCE					7,000.00	7,000.00
UNIFORM RENTAL	2,100.00	1,576.24	2,100.00	958.47	2,100.00	2,100.00
SLUDGE REMOVAL	2,000.00	-	2,000.00	-	2,000.00	2,000.00
PROF SERVICES & SUP	35,000.00	26,052.48	35,000.00	13,230.64	35,000.00	35,000.00
ACCOUNTING/AUDITING	10,000.00	377.62	10,000.00	-	2,350.00	2,350.00
POLICE SPECIAL DETAILS	3,000.00	1,510.22	3,000.00	543.91	3,000.00	3,000.00
BANKING SERVICE			-	275.00	-	-
SERVICE BY OTHERS	20,000.00	15,076.73	20,000.00	6,533.37	20,000.00	20,000.00
TESTING	15,000.00	9,383.00	15,000.00	479.50	15,000.00	15,000.00
ODOR CONTROL	5,000.00	-	5,000.00	-	5,000.00	5,000.00
TELEPHONE	5,000.00	4,389.07	5,000.00	1,125.52	5,000.00	5,000.00
OFFICE SUPPLIES	7,500.00	1,530.83	7,500.00	1,196.04	7,500.00	7,500.00
GASOLINE AND OIL	8,000.00	5,993.97	8,000.00	1,358.25	8,000.00	8,000.00
EQUIPMENT & SUPPLIES	20,000.00	7,576.51	20,000.00	7,182.47	20,000.00	20,000.00
SAFETY EQUIPMENT	1,000.00	980.48	1,000.00	1,032.31	1,500.00	1,500.00
SAWDUST/WOOD CHIPS	20,000.00	28,868.00	20,000.00	12,450.00	25,000.00	25,000.00
LAB. SUPPLIES	4,000.00	2,492.28	4,000.00	4,144.77	4,000.00	4,000.00
CHEM METAFOLS/FEEDER	45,000.00	40,794.13	45,000.00	17,818.69	45,000.00	45,000.00
OTHER CHARGE/EXPENS	1,539.00	864.65	1,539.00	117.68	1,000.00	1,000.00
GASB 34 IMPLEMENTATION	2,000.00	-	2,000.00	-	-	-
CERT/DUES/SCHOOL	1,500.00	1,690.50	1,500.00	581.50	2,000.00	2,000.00
DIRECT COST - INS/BLANKET COVERAGE					3,838.00	15,415.00
DIRECT COST - INS/WORKERS COMP					3,350.00	3,182.00
DIRECT COST - INS/GROUP HEALTH					153,460.00	149,935.00
DIRECT COST - INS/LIFE					598.00	598.00
	711,639.00	528,591.67	712,639.00	234,175.46	677,920.00	688,385.00
MAINT/FILTER BELT					-	-
PURCHASE OF VEHICLES					-	-
MASTER PLAN UPDATE						
UPDATE SEWER MASTER PLAN	100,000.00	-				
SEWER CONNECTIONS	10,000.00	1,477.15				
I&I SYSTEM MAINTENANCE	20,000.00	20,000.00	10,000.00	-		
SEWER BOND PRINCIPAL	122,320.00	122,320.00	150,000.00	150,000.00	155,000.00	155,000.00
SWR PRINC AREA 1, 2 & 5 (\$1.6)	125,000.00	125,000.00	80,000.00	80,000.00	80,000.00	80,000.00
SWR PRIN AREAS 3, 6-10	166,985.00	166,985.00	125,000.00	-	125,000.00	125,000.00
MWPAT LOAN PMT	16,505.00	16,505.83	26,490.00	1,052.84	14,867.00	14,867.00
SEWER BOND INTEREST			2,425.00	830.00	4,640.00	4,640.00
SWR INTEREST AREA 1,2&5	73,531.00	73,531.25	38,440.00	20,200.00	34,500.00	34,500.00
SWR INT AREAS 3, 6-10			69,157.00	34,578.12	64,469.00	64,469.00
INTEREST ON LOANS	17,575.00	17,575.00	10,485.00	7,058.53	-	-
TRANS TO G/F-INDIRECT COST	60,000.00	60,000.00	60,000.00	-	-	-
	711,916.00	603,394.23	571,997.00	293,719.49	478,476.00	478,476.00
BOTTOM LINE TOTAL	1,928,018.00	1,595,557.81	1,773,847.00	753,821.98	1,604,520.00	1,616,967.00
USER CHARGES	1,831,181.00	1,607,688.75	1,773,847.00	963,582.00	1,800,000.00	1,800,000.00
UTILITY LIENS					8,319.00	
BETTERMENTS				33,772.00		
SEWER CONNECTION FEES	900.00	900.00		300.00		
COMPOST						
SEPTAGE FEES						
GRINDER POST MAIN FEES						
MISC	2,500.00	11,152.03		5,604.00		

Description	FY10 BUDGET	FY10 Actual	FY11 Request	FY11 YTD 12/31/10	FY12 Preliminary Request	FY12 Final Recommended
TOTAL ESTIMATED REVENUE	1,834,581.00	1,619,740.78	1,773,847.00	1,011,577.00	1,800,000.00	1,800,000.00

GENERAL FUND EXPENSES IN SUPPORT OF SEWER ENTERPRISE FUND
Projected for 2012

EXPENSE	Allocation %	FY2012 Budgeted	SEWER ENTERPRISE Share
Town Council Expenses	1.00%	50,000.00	500
Town Manager	10.00%	92,500	9,250
Town Manager Executive Assistant	10.00%	96,950	9,695
Town Manager Expenses	2.00%	11,850	237
Town Accountant	10.00%	76,880	7,688
Accounting - Salaries	10.00%	54,000	5,400
Accountant Expenses	2.00%	55,880	1,118
Audit	10.00%	23,500	2,350
Assessing - Salaries	1.00%	106,713	1,067
Assessing - Expenses	1.00%	78,550	786
Town Treasurer/Collector	10.00%	58,415	5,842
Asst. Treasurer	5.00%	45,762	2,288
Asst. Collector	5.00%	47,102	2,355
Clerical Support	45.00%	36,534	16,440
Treasurer Expenses	2.00%	39,353	787
Legal Expenses	5.00%	75,000	3,750
Info Technology Manager	5.00%	64,519	3,226
Info Technology support staff	5.00%	10,000	500
Info Technology Expenses	2.00%	55,227	1,105
Town Clerk - Salaries	0.50%	137,454	687
Town Clerk - Expenses	0.50%	26,452	132
Police Department - Salaries	0.50%	2,799,286	13,996
Police Department - Expenses	0.50%	134,522	673
Fire Department - Salaries	0.50%	3,005,279	15,026
Fire Department - Expenses	0.50%	125,000	625
Inspections - Salaries	0.50%	209,387	1,047
Conservation - Salaries	5.00%	60,847	3,042
Health - Salaries	1.00%	100,036	1,000
Planning - Salaries	2.00%	77,750	1,555
Highway Superintendent	15.00%	76,472	11,471
Highway - Salaries	5.00%	256,540	12,827
Highway - Expenses	5.00%	91,500	4,575
			141,040

Description	FY10 BUDGET	FY10 Actual	FY11 Request	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
WATER ENTERPRISE - FTE 9.5						
WAGE ADJUSTMENT	23,231.00	-	-	-	-	-
DEPARTMENT HEAD	52,303.00	52,400.19	68,303.00	10,123.25	46,093.00	46,093.00
GENERAL SALARIES	371,689.00	369,285.14	368,295.00	178,232.67	389,161.00	382,209.00
CLERICAL SALARIES	52,417.00	50,413.46	52,215.00	24,859.25	51,751.00	51,958.00
P/T CLERICAL SALARY	26,603.00	21,972.36	26,603.00	8,378.00	-	-
REGULAR OVERTIME	61,800.00	39,809.78	61,800.00	29,332.95	63,654.00	63,654.00
CLERICAL OVERTIME	2,310.00	1,447.95	2,310.00	1,532.89	2,310.00	2,310.00
LONGEVITY	8,550.00	9,025.00	9,825.00	5,250.00	7,750.00	7,675.00
SICK/VACATION TIME BUYBACK	67,614.00	67,599.58	4,000.00	-	3,200.00	3,200.00
LICENSES	9,900.00	9,618.35	9,100.00	7,800.00	9,400.00	9,400.00
DIRECT COST/FICA, UNEMPL, HEAL	325,000.00	356,389.08	350,000.00	127,446.33	-	-
	1,001,417.00	977,960.89	952,451.00	392,955.34	573,319.00	566,499.00
DIRECT COST - RETIREMENT					129,394.00	129,985.00
DIRECT COST - UNEMPLOYMENT					-	-
DIRECT COST - FICA					8,313.00	8,214.00
PURCHASE OF SERVICES	5,000.00	2,468.35	5,000.00	41,280.15	30,000.00	30,000.00
ELECTRICITY	200,000.00	162,964.05	200,000.00	87,190.07	200,000.00	200,000.00
HEATING FUEL	30,000.00	22,863.13	30,000.00	7,612.21	30,000.00	30,000.00
MAINT/BLDG & GROUNDS	31,000.00	16,955.76	31,000.00	2,377.13	30,000.00	30,000.00
MAINT/REP VEHICLES	15,000.00	16,538.35	15,000.00	2,092.71	15,000.00	15,000.00
REPAIRS/COMM EQUIP	1,000.00	951.30	1,000.00	-	-	-
MAINT. OF OFFICE EQUIPMENT	1,500.00	505.18	1,500.00	813.06	-	-
STREET PAVING & MARK	7,500.00	3,493.69	7,500.00	5,790.05	7,500.00	7,500.00
EQUIPMENT & REPAIR	6,000.00	6,226.40	6,000.00	848.42	7,000.00	7,000.00
SOFTWARE/MAINT				2,618.00	-	-
MAINTENANCE OF WELLS	90,000.00	28,593.58	90,000.00	35,238.81	90,000.00	90,000.00
SOFTWARE/RENT & LEAS	18,000.00	15,531.86	20,000.00	5,297.22	18,000.00	18,000.00
ACCOUNTING/AUDITING	10,000.00	9,046.05	10,000.00	-	2,350.00	2,350.00
ADVERTISING	500.00	358.24	500.00	-	500.00	500.00
POLICE SPECIAL DETAILS	6,000.00	2,935.78	6,000.00	2,600.72	6,000.00	6,000.00
BANKING SERVICE			300.00	275.00	300.00	300.00
LABORATORY FEES	25,000.00	21,094.54	35,000.00	6,995.00	35,000.00	35,000.00
TELEPHONE	9,000.00	9,367.62	9,000.00	2,225.58	11,000.00	11,000.00
OFFICE SUPPLIES	2,500.00	1,865.97	2,500.00	1,268.53	4,000.00	4,000.00
GASOLINE AND OIL	30,000.00	13,496.70	30,000.00	-	30,000.00	30,000.00
CHEM METAFOLS/FEEDER	525,000.00	126,658.54	400,000.00	53,753.01	300,000.00	300,000.00
UNIFORMS/SUPPLIES	4,000.00	3,341.89	4,000.00	2,871.33	4,000.00	4,000.00
OTHER CHARGE/EXPENS	3,500.00	2,819.86	3,500.00	480.55	3,500.00	3,500.00
MEETING EXPENSE	500.00	-	500.00	-	500.00	500.00
GASB 34 IMPLEMENTATION	2,000.00	-	2,000.00	-	-	-
TRAVEL	300.00	-	300.00	-	300.00	300.00
EDUCATION CERTIFICATION	2,000.00	362.56	2,000.00	875.50	2,000.00	2,000.00
INS & REGISTRATION	20,000.00	-	20,000.00	-	-	-
DIRECT COST - INS/BLANKET COVERAGE					4,930.00	19,269.00
DIRECT COST - INS/WORKERS COMP					4,303.00	4,005.00
DIRECT COST - INS/GROUP HEALTH					244,767.00	239,256.00
DIRECT COST - INS/LIFE					930.00	930.00
	1,045,300.00	468,439.40	932,600.00	262,503.05	1,219,587.00	1,228,609.00
BONDING COST				500.00		
BANKING SERVICE	300.00	300.00		-		
CONSUMER CONFIDENCE REP	4,000.00	2,203.00	4,000.00	-	4,000.00	4,000.00
WETLANDS MONITORING/WELLS	5,000.00	-	5,000.00	-	5,000.00	5,000.00
METERS AND FITTINGS	40,000.00	46,222.59	40,000.00	18,426.03	40,000.00	40,000.00
WATER CONSERVATION PROGRAM	25,000.00	11,284.62	25,000.00	-	25,000.00	25,000.00
DEP CHARGES	6,000.00	5,464.61	76,000.00	-	6,000.00	6,000.00
IRON SEQUESTERING PROGRAM	75,000.00	51,124.14	75,000.00	21,198.78	75,000.00	75,000.00
CAPITAL OUTLAY	50,000.00		50,000.00	-	50,000.00	50,000.00
WATER EXPLORATION	50,000.00	19,596.72	50,000.00	-	50,000.00	50,000.00
EXT/REPL WATER MAINS	3,500.00	-	3,500.00	-	3,500.00	3,500.00
IRON REMOVAL PLANT PRINCIPAL			151,998.00	100,000.00	95,000.00	95,000.00
WATER BOND PRINCIPAL	156,848.00	156,847.50	53,000.00	-	53,000.00	53,000.00
WELLFIELD/CONS LAND PRINC			27,000.00	-	27,000.00	27,000.00
PLEASANT ST PRINCIPAL	188,513.00	188,512.50	184,388.00	-	110,000.00	110,000.00
WELLS A&B/PLYMOUTH ST PRINC			65,000.00	-	65,000.00	65,000.00
DWS-08-14 WATER MAINS					24,830.00	24,830.00
IRON REMOVAL PLANT INTEREST			-	27,223.75	47,197.00	47,197.00
WATER BOND INTEREST	79,947.00	79,947.00	24,562.00	12,281.00	22,177.00	22,177.00
WELLFIELD/CONS LAND INTEREST	39,560.00	39,559.24	11,345.00	5,672.13	10,130.00	10,130.00
PLEASANT ST INTEREST			-	37,193.74	70,263.00	70,263.00

Description	FY10 BUDGET	FY10 Actual	FY11 Request	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
WELLS A&B/PLYMOUTH ST INTER	111,394.00	111,393.75	44,000.00	21,978.13	41,518.00	41,518.00
DWS-08-14 WATER MAINS					11,842.16	11,842.00
INTEREST ON ST DEBT				1,307.61	1,200.00	1,200.00
TRANS TO G/F-INDIRECT COST	60,000.00	60,000.00	60,000.00	-	-	-
	895,062.00	772,455.67	949,793.00	245,781.17	837,657.16	837,657.00
BOTTOM LINE TOTAL	2,941,779.00	2,218,855.96	2,834,844.00	901,239.56	2,630,563.16	2,632,765.00
USER CHARGES	2,508,514.00	2,561,409.32	2,506,660.00	1,612,139.00	2,800,000.00	2,800,000.00
UTILITY LIENS				18,318.00	-	
ENTRANCE FEES	1,095.00				-	
INTEREST					-	
MISC	232,170.00	17,286.82	328,184.00	2,805.00	-	
TOTAL ESTIMATED REVENUE	2,741,779.00	2,578,696.14	2,834,844.00	1,633,262.00	2,800,000.00	2,800,000.00

GENERAL FUND EXPENSES IN SUPPORT OF WATER ENTERPRISE FUND
Projected for 2012

EXPENSE	Allocation %	FY2012 Budgeted	WATER ENTERPRISE Share
Town Council Expenses	1.00%	50,000.00	500
Town Manager	5.00%	92,500	4,625
Town Manager Executive Assistant	5.00%	96,950	4,848
Town Manager Expenses	5.00%	11,850	593
Town Accountant	10.00%	76,880	7,688
Accounting - Salaries	10.00%	54,000	5,400
Accountant Expenses	10.00%	55,880	5,588
Audit	10.00%	23,500	2,350
Assessing - Salaries	1.00%	106,713	1,067
Assessing - Expenses	1.00%	78,550	786
Town Treasurer/Collector	2.00%	58,415	1,168
Asst. Treasurer	2.00%	45,762	915
Asst. Collector	2.00%	47,102	942
Clerical Support	45.00%	36,534	16,440
Treasurer Expenses	2.00%	39,353	787
Legal Expenses	5.00%	75,000	3,750
Info Technology Manager	2.00%	64,519	1,290
Info Technology support staff	2.00%	10,000	200
Info Technology Expenses	2.00%	55,227	1,105
Town Clerk - Salaries	0.50%	137,454	687
Town Clerk - Expenses	0.50%	26,452	132
Police Department - Salaries	0.50%	2,799,286	13,996
Police Department - Expenses	0.50%	134,522	673
Fire Department - Salaries	0.50%	3,005,279	15,026
Fire Department - Expenses	0.50%	125,000	625
Inspections - Salaries	0.50%	209,387	1,047
Conservation - Salaries	5.00%	60,847	3,042
Health - Salaries	25.00%	100,036	25,009
Planning - Salaries	2.00%	77,750	1,555
Highway Superintendent	10.00%	76,472	7,647
Highway - Salaries	2.00%	256,540	5,131
Highway - Expenses	2.00%	91,500	1,830
			<u>136,443</u>

Description	FY10 BUDGET	FY10 Actual	FY11 Request	FY11 YTD 12/31/10	FY12 Town Mgr. Preliminary	FY12 Final Recommended
TRANSFER STATION - FTE 1						
GENERAL SALARIES	52,428.00	20,035.72	45,500.00	17,168.90	45,500.00	43,013.00
REGULAR OVERTIME	21,918.00	-	1.00	-	-	-
DIRECT COST/FICA/UNEMP/INS ETC	26,683.00	13,272.77	18,000.00	2,930.44	-	-
	101,029.00	33,308.49	63,501.00	20,099.34	45,500.00	43,013.00
DIRECT COST - RETIREMENT					10,227.00	9,869.00
DIRECT COST - UNEMPLOYMENT					-	-
DIRECT COST - FICA					660.00	624.00
MAINT & IMPROVEMENTS	6,000.00	12,977.70	50,000.00	20,943.80	60,000.00	55,000.00
MUNICIPAL RUBBISH COLLECTION	5,800.00	4,685.00	5,800.00	2,340.00	5,800.00	5,800.00
COMPACTOR	5,100.00		1.00	-	-	-
HAULING RUBBISH	65,120.00	47,452.08	2,000.00	16,910.51	2,000.00	2,000.00
RUBBISH DISPOSAL (SEMSS)	124,000.00	149,247.18	160,000.00	40,217.04	160,000.00	160,000.00
DUMPSTERS SERVICE	7,280.00		1.00	-	-	-
PROFESSIONAL SERV & SUPPLIES	2,600.00	18,743.78	48,000.00	20,467.00	10,000.00	10,000.00
ADVERTISING	500.00	879.61	500.00	-	500.00	500.00
COMMUNICATIONS	1,400.00	1,257.03	500.00	25.00		
TELEPHONE					500.00	500.00
POSTAGE	250.00		500.00	-	500.00	500.00
OFFICE SUPPLIES	1,350.00	3,278.73	1,350.00	1,405.14	1,350.00	1,350.00
PROTECTIVE CLOTHING	500.00		500.00	-	500.00	500.00
CFC RECOVERY (FREON)	4,700.00		300.00	-	300.00	300.00
TRAVEL	625.00		625.00	-	625.00	625.00
DIRECT COST - INS/BLANKET COVERAGE					390.00	771.00
DIRECT COST - INS/WORKERS COMP					340.00	304.00
DIRECT COST - INS/GROUP HEALTH					4,856.00	4,636.00
DIRECT COST - INS/LIFE					-	-
EQUIPMENT & LEASE PURCHASE	16,240.00		3,000.00	-	3,000.00	3,000.00
TRANS TO G/F-INDIRECT COST	5,000.00	5,000.00	5,000.00	-	-	-
	246,465.00	243,521.11	278,077.00	102,308.49	250,661.00	256,279.00
BOTTOM LINE TOTAL	347,494.00	276,829.60	341,578.00	122,407.83	296,161.00	299,292.00
TRANSFER STATION FEES & CHRGS	347,494.00	314,694.31	341,578.00	170,466.00	350,000.00	350,000.00
STICKER FEES		56,443.00		14,116.00		
BOTTLE/CAN REDEMPTION				1,037.00		
METAL REDEMPTION				4,120.00		
MISC REVENUE				4,169.00		
TOTAL ESTIMATED REVENUE	347,494.00	371,137.31	341,578.00	193,908.00	350,000.00	350,000.00

GENERAL FUND EXPENSES IN SUPPORT OF TRANSFER STATION
Projected for 2012

EXPENSE	Allocation %	FY2012 Budgeted	TRANSFER STATION Share
Town Council Expenses	1.00%	50,000.00	500
Town Manager	5.00%	92,500	4,625
Town Manager Executive Assistant	5.00%	96,950	4,848
Town Manager Expenses	5.00%	11,850	593
Town Accountant	10.00%	76,880	7,688
Accounting - Salaries	10.00%	54,000	5,400
Accountant Expenses	10.00%	55,880	5,588
Audit	10.00%	23,500	2,350
Assessing - Salaries	1.00%	106,713	1,067
Assessing - Expenses	1.00%	78,550	786
Town Treasurer/Collector	2.00%	58,415	1,168
Asst. Treasurer	2.00%	45,762	915
Asst. Collector	2.00%	47,102	942
Clerical Support	2.00%	36,534	731
Treasurer Expenses	2.00%	39,353	787
Legal Expenses	3.00%	75,000	2,250
Info Technology Manager	2.00%	64,519	1,290
Info Technology support staff	2.00%	10,000	200
Info Technology Expenses	2.00%	55,227	1,105
Town Clerk - Salaries	0.50%	137,454	687
Town Clerk - Expenses	0.50%	26,452	132
Police Department - Salaries	0.50%	2,799,286	13,996
Police Department - Expenses	0.50%	134,522	673
Fire Department - Salaries	0.50%	3,005,279	15,026
Fire Department - Expenses	0.50%	125,000	625
Inspections - Salaries	0.50%	209,387	1,047
Conservation - Salaries	5.00%	60,847	3,042
Health - Salaries	1.00%	100,036	1,000
Planning - Salaries	2.00%	77,750	1,555
Highway Superintendent	10.00%	76,472	7,647
Highway - Salaries	2.00%	256,540	5,131
Highway - Expenses	0.50%	91,500	458
			<u>93,852</u>