

FY 2009 BUDGET

Town of Holden • Massachusetts

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BUDGET SUMMARY

	FY 07 Last Year Actual	FY 08 Current Year Budget	FY 08 Current Year Estimates	FY 09 Department Request	FY 09 Manager Approval
General Government	3,201,438	3,537,540	3,494,464	4,078,692	3,927,042
Public Safety	2,965,231	3,212,329	3,175,255	3,893,017	3,306,223
Public Works	2,386,454	2,586,220	2,658,781	3,338,310	2,647,185
Human Services	161,384	187,799	226,407	241,625	238,125
Culture	650,510	700,724	700,338	738,565	723,565
TOTAL MUNICIPAL	**9,365,017**	**10,224,612**	**10,255,245**	**12,290,209**	**10,842,140**
TOTAL DEBT	3,591,168	3,668,806	3,668,806	3,535,633	3,535,633
TOTAL EDUCATION	19,502,039	20,643,961	20,559,381	21,231,833	21,231,833
TOTAL MUNICIPAL, DEBT AND EDUCATION	**32,458,224**	**34,537,379**	**34,483,432**	**37,057,675**	**35,609,606**
OTHER FUNDS					
Water/Sewer Enterprise Fund	4,158,816	4,370,548	4,614,922	4,789,292	4,642,292
DPW Depreciation Fund	238,619	213,619	213,619	316,000	215,000
Recreation Revolving Fund	290,882	405,807	352,159	454,941	414,941
After School Revolving Fund	238,378	241,894	239,021	244,536	244,536
Cable Revolving Fund	205,206	184,237	183,284	187,360	211,720
Solid Waste Enterprise Fund	926,282	1,139,228	918,508	966,900	977,855
Inspection Revolving Fund	170,150	241,909	220,394	215,420	215,420
Fire Vehicle Stabilization Fund	0	0	0	450,000	450,000
EMS Enterprise Fund	0	0	0	192,802	192,802
TOTAL OTHER FUNDS	**6,228,333**	**6,797,242**	**6,741,907**	**7,817,251**	**7,564,566**

		FY 07 Last Year Actual	FY 08 Current Year Budget	FY 08 Current Year Estimates	FY 09 Department Request	FY 09 Manager Approval
GENERAL GOVERNMENT						
Moderator		100	165	165	165	165
Finance Committee		1,706	62,065	1,951	62,575	62,575
Selectmen		15,832	23,172	24,997	23,150	23,150
Town Manager		171,481	188,068	190,942	191,990	191,990
	Information Technology	162,594	211,185	207,789	232,710	225,210
	Personnel	63,675	78,460	73,710	219,332	214,332
Finance						
	Accounting	126,796	126,845	141,227	126,198	126,198
	Treasurer/Collector	241,326	238,939	238,939	241,492	241,492
	Assessors	177,235	209,691	209,691	243,778	243,778
Legal		104,052	150,000	120,000	120,000	120,000
Town Clerk		178,999	188,024	192,493	207,725	207,725
Non-Departmental						
	Insurance	1,171,358	1,319,330	1,342,037	1,610,480	1,471,330
	Retirement	498,342	523,789	523,789	591,126	591,126
Growth Management		287,942	217,807	226,734	207,971	207,971
TOTAL		**3,201,438**	**3,537,540**	**3,494,464**	**4,078,692**	**3,927,042**
TOTAL DEBT SERVICE	**DEBT SERVICE**	**3,591,168**	**3,668,806**	**3,668,806**	**3,535,633**	**3,535,633**

DEPARTMENT	FUNCTION	FUNCTION CODE
Moderator	Moderator	01-114
DEPARTMENT HEAD	**PREPARED BY**	
George Balko, III		

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
100	100	100	Personal Services	100	100
0	65	65	Operating Expense	65	65
100	**165**	**165**	**Total Budget**	**165**	**165**

FINANCING PLAN

100	165	165	General Fund	165	165
100	**165**	**165**	**Total**	**165**	**165**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
100	100	100	5120	Moderator	100	100
100	100	100		*Total Pers Services*	100	100
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
0	15	15	5731	Association Dues	15	15
0	50	50	5733	Expense of Meetings	50	50
0	65	65		*Total Expense*	65	65
100	**165**	**165**		***Total Budget***	**165**	**165**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Finance Committee	Finance Committee	01-131
DEPARTMENT HEAD	**PREPARED BY**	
Paul Challenger, Chairman		

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
0	600	0	Personal Services	600	600
1,706	1,465	1,951	Operating Expense	1,975	1,975
0	60,000	0	Reserve Fund	60,000	60,000
1,706	**62,065**	**1,951**	**Total Budget**	**62,575**	**62,575**

FINANCING PLAN

1,706	62,065	1,951	General Fund	62,575	62,575
1,706	**62,065**	**1,951**	**Total**	**62,575**	**62,575**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
0	600	0		Clerical	600	600
0	600	0		*Total Pers Services*	600	600
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
50	75	75	5343	Postage	75	75
0	150	150	5421	Office Supplies	150	150
220	240	226	5731	Association Dues	250	250
1,436	1,000	1,500	5733	Expense of Meetings	1,500	1,500
0	60,000	0	5781	Reserve Fund	60,000	60,000
1,706	61,465	1,951		*Total Expense*	61,975	61,975
1,706	**62,065**	**1,951**		***Total Budget***	**62,575**	**62,575**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Board of Selectmen	Board of Selectmen	01-122
DEPARTMENT HEAD	**PREPARED BY**	
James Jumonville, Chairman	Brian J. Bullock	

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
6,887	8,072	8,050	Personal Services	8,050	8,050
9,335	15,100	16,947	Operating Expense	15,100	15,100
16,222	**23,172**	**24,997**	**Total Budget**	**23,150**	**23,150**

FINANCING PLAN

14,100	12,000	12,000	Alcohol Licenses	12,000	12,000
1,800	3,000	3,000	Licenses/Permits	3,000	3,000
2,750	100	100	Fees	100	100
0	8,072	9,897	General Fund	8,050	8,050
18,650	**23,172**	**24,997**	**Total**	**23,150**	**23,150**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
5,150	5,150	5,150	5120	Selectmen Salary	5,150	5,150
1,397	2,922	2,900	5122	Selectmen Clerical	2,900	2,900
6,547	8,072	8,050		*Total Pers Services*	8,050	8,050
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
6.00	6.00	6.00		# Personnel P/T	6.00	6.00
289	400	400	5301	Advertising	400	400
0	500	500	5343	Postage	500	500
1,167	950	950	5421	Office Supplies	950	950
1,000	1,000	1,000	5710	Car Allowance	1,000	1,000
2,646	2,700	2,700	5731	Association Dues	2,700	2,700
3,576	3,500	3,500	5733	Expense of Meetings	3,500	3,500
607	1,050	1,050	5780	Employee Appreciation	1,050	1,050
0	5,000	5,000		Memorial Day Parade	5,000	5,000
0	0	1,847	5793	International Diplomacy	0	0
9,285	15,100	16,947		*Total Expense*	15,100	15,100
15,832	**23,172**	**24,997**		***Total Budget***	**23,150**	**23,150**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Town Manager	Town Manager	01-123
DEPARTMENT HEAD	**PREPARED BY**	
Brian J. Bullock	Brian J. Bullock	

TOWN MANAGER HIGHLIGHTS

Includes $5,000 for the Town's membership assessment to the Regional MORE group.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
155,130	161,118	160,918	Personal Services	161,740	161,740
16,351	26,950	30,024	Operating Expense	30,250	30,250
171,481	**188,068**	**190,942**	**Total Budget**	**191,990**	**191,990**

FINANCING PLAN

423	100	100	Miscellaneous	100	100
2,000	2,000	2,000	Light Dept Reimburse	2,000	2,000
169,058	185,968	188,842	General Fund	189,890	189,890
171,481	**188,068**	**190,942**	**Total**	**191,990**	**191,990**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009	Notes
56,344	58,080	58,080	5110	Town Manager	58,080	58,080	40% Town Mgr 60% Light Dept.
26,538	27,440	27,440	5111	Administrative Asst.	27,440	27,440	50% Town Mgr 50% Personnel
14,386	15,570	15,570	5112	Clerical	16,192	16,192	50% Town Mgr 50% Personnel
57,862	59,828	59,828	5113	Asst. Town Manager	59,828	59,828	78% Town Mgr 22% Light Dept.
0	200	0	5119	Senior Clerk PT	200	200	
155,130	161,118	160,918		*Total Pers Services*	161,740	161,740	
3.00	3.00	3.00		# Personnel F/T	3.00	3.00	
0.00	1.00	0.00		# Personnel P/T	1.00	1.00	
86	250	250	5242	Equipment Maintenance	250	250	
883	1,000	1,000	5301	Advertising	1,000	1,000	
480	500	595	5308	Holden Days	600	600	
0	1,200	1,200	5340	Cell Phone Expense	1,200	1,200	
628	1,200	800	5343	Postage	800	800	
2,999	3,000	4,000	5410	Petro	4,200	4,200	
2,516	3,500	3,500	5421	Office Supplies	3,500	3,500	
2,827	4,500	4,500	5422	Printing	4,500	4,500	
600	600	600	5480	Vehicle Maintenance	600	600	
0	1,000	1,000	5510	Training	1,000	1,000	
0	2,500	4,979	5691	Regionalism/MORE	5,000	5,000	
2,489	2,500	2,500	5720	Out of State Travel	2,500	2,500	
1,325	2,200	2,200	5731	Association Dues	2,200	2,200	
197	500	400	5732	Subscriptions	400	400	
1,321	2,500	2,500	5733	Expense of Meetings	2,500	2,500	
16,351	26,950	30,024		*Total Expenses*	30,250	30,250	
171,481	**188,068**	**190,942**		***Total Budget***	**191,990**	**191,990**	

DEPARTMENT	FUNCTION	FUNCTION CODE
Town Manager	Information Technology	01-155
DEPARTMENT HEAD	**PREPARED BY**	
Brian J. Bullock	Jacquelyn M. Kelly	

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
63,776	105,445	101,369	Personal Services	111,140	111,140
98,818	105,740	106,420	Operating Expense	121,570	114,070
162,594	**211,185**	**207,789**	**Total Budget**	**232,710**	**225,210**

			FINANCING PLAN		
9,000	9,000	9,000	Light Reimbursement	9,000	9,000
7,500	6,000	6,000	Water/Sewer Reimbursement	6,000	6,000
146,094	196,185	192,789	General Fund	217,710	210,210
162,594	**211,185**	**207,789**	**Total**	**232,710**	**225,210**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
58,576	60,565	60,565	5111	System Administrator	60,565	60,565
0	39,660	37,539	5113	IT Technician	47,965	47,965
5,200	5,220	3,265	5119	System Adm PT	2,610	2,610
63,776	105,445	101,369		*Total Pers Services*	111,140	111,140
1.00	2.00	2.00		# Personnel F/T	2.00	2.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
3,334	4,700	4,700	5242	Hardware Equip Maint	4,700	4,700
43,610	47,500	47,500	5243	Software Support	49,875	49,875
0	0	0	5303	Consulting Services	6,000	0
2,099	2,500	2,500	5311	Software Purchase	2,500	2,500
41	150	150	5343	Postage	150	150
1,932	3,000	3,000	5421	Office Supplies	3,000	3,000
1,062	2,000	2,000	5510	Training	2,000	2,000
150	150	150	5710	Car Allowance	1,150	1,150
0	120	120	5731	Association Dues	120	120
15	120	800	5733	Expense of Meetings	2,500	1,000
21,975	27,500	27,500	5783	License/Internet Access Fees	31,575	31,575
24,600	18,000	18,000	5794	Hardware Equip Purchase	18,000	18,000
98,818	105,740	106,420		*Total Expense*	121,570	114,070
162,594	**211,185**	**207,789**		***Total Budget***	**232,710**	**225,210**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Town Manager	Personnel	01-152
DEPARTMENT HEAD	**PREPARED BY**	
Brian J. Bullock	Brian J. Bullock	

TOWN MANAGER HIGHLIGHTS

All five of our collective bargaining agreements will expire on June 30, 2008.
The Personnel budget includes a $150,000 reserve to cover wage adjustments that may result from those negotiations.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
60,272	73,010	68,010	Personal Services	213,632	208,632
3,403	5,450	5,700	Operating Expense	5,700	5,700
63,675	**78,460**	**73,710**	**Total Budget**	**219,332**	**214,332**

FINANCING PLAN

63,675	78,460	73,710	General Fund	219,332	214,332
63,675	**78,460**	**73,710**	**Total**	**219,332**	**214,332**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009	Notes
27,397	27,440	27,440	5111	Admin Asst/Personnel	27,440	27,440	50%
13,625	15,570	15,570	5112	Clerical	16,192	16,192	50%
0	5,000	0	5119	Intern	5,000	0	
19,250	15,000	15,000	5143	Incentive Plan	15,000	15,000	
0	10,000	10,000	5150	Wage Adjustment	150,000	150,000	
60,272	73,010	68,010		*Total Pers Services*	213,632	208,632	
1.00	1.00	1.00		# Personnel F/T	1.00	1.00	
0.00	1.00	0.00		# Personnel P/T	1.00	0.00	
1,855	1,250	1,500	5301	Advertising	1,500	1,500	
0	200	200	5304	Physicals	200	200	
850	1,600	1,600	5306	Drug/Alcohol Testing	1,600	1,600	
0	600	600	5343	Postage	600	600	
477	800	800	5421	Office Supplies	800	800	
221	1,000	1,000	5510	Training	1,000	1,000	
3,403	5,450	5,700		*Total Expense*	5,700	5,700	
63,675	**78,460**	**73,710**		***Total Budget***	**219,332**	**214,332**	

DEPARTMENT	FUNCTION	FUNCTION CODE
Finance	Accounting	01-135
DEPARTMENT HEAD	**PREPARED BY**	
Brian J. Bullock	Lori A. Rose	

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
105,067	104,875	119,257	Personal Services	103,728	103,728
21,729	21,970	21,970	Operating Expense	22,470	22,470
126,796	**126,845**	**141,227**	**Total Budget**	**126,198**	**126,198**

FINANCING PLAN

5,000	5,000	5,000	Light Dept Reimb	5,000	5,000
121,796	121,845	136,227	General Fund	121,198	121,198
126,796	**126,845**	**141,227**	**Total**	**126,198**	**126,198**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
68,769	67,401	81,783	5111	Town Accountant	66,254	66,254
36,298	37,474	37,474	5112	Clerical	37,474	37,474
105,067	104,875	119,257		*Total Pers Services*	103,728	103,728
2.00	2.00	2.00		# Personnel F/T	2.00	2.00
0.00	0.00	0.00		# Personnel P/T	0.00	0.00
478	500	500	5242	Equipment Maintenance	500	500
19,500	19,500	19,500	5300	Audit	19,500	19,500
132	100	100	5343	Postage	100	100
1,549	1,200	1,200	5421	Office Supplies	1,500	1,500
70	70	70	5731	Association Dues	70	70
0	600	600	5733	Expense of Meetings	800	800
21,729	21,970	21,970		*Total Expense*	22,470	22,470
126,796	**126,845**	**141,227**		***Total Budget***	**126,198**	**126,198**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Finance	Treasury/Collection	01-145
DEPARTMENT HEAD	**PREPARED BY**	
Brian J. Bullock	Jean T. Berg	

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
177,128	185,339	185,339	*Total Pers Services*	185,642	185,642
64,198	53,600	53,600	Operating Expense	55,850	55,850
241,326	**238,939**	**238,939**	**Total Budget**	**241,492**	**241,492**

FINANCING PLAN

40,000	40,000	40,000	Light Reimbursement	40,000	40,000
8,926	8,750	8,750	Water/Sewer Reimburse	8,750	8,750
10,000	10,000	10,000	Recreation Reimburse	10,000	10,000
15,975	20,000	15,000	Cert. of Municipal Liens	15,000	15,000
4,995	4,000	5,000	Private Duty Surcharge	5,000	5,000
1,600	1,500	1,500	Insf Check Charges	1,500	1,500
228	200	200	Cert. to Dissolve Betterments	200	200
8,060	6,000	7,000	Motor Vehicle Fees	7,000	7,000
7	0	0	Miscellaneous	0	0
98,426	90,000	85,000	Tax Interest	92,000	92,000
397,848	355,000	300,000	Investment Income	300,000	300,000
586,065	**535,450**	**472,450**	**Total**	**479,450**	**479,450**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
65,187	67,401	67,401	5111	Treasurer/Collector	67,401	67,401
111,320	116,938	116,938	5112	Clerical	117,241	117,241
621	1,000	1,000	5132	Overtime	1,000	1,000
177,128	185,339	185,339		*Total Pers Services*	185,642	185,642
4.00	4.00	4.00		# Personnel F/T	4.00	4.00
0.00	0.00	0.00		# Personnel P/T	0.00	0.00
1,482	1,500	1,500	5242	Equipment Maintenance	1,500	1,500
4,000	4,000	4,000	5301	Tax Title/Advertising	4,000	4,000
10,000	10,000	10,000	5305	Tax Foreclosure	10,000	10,000
16,310	15,000	15,000	5343	Postage	15,750	15,750
1,582	1,500	1,500	5421	Office Supplies	2,000	2,000
247	500	500	5422	Checks	500	500
996	1,500	1,500	5423	Envelopes	1,500	1,500
7,592	8,000	8,000	5580	Expense of Tax Billing	8,000	8,000
1,000	1,000	1,000	5710	Car Allowance	1,000	1,000
460	600	600	5731	Association Dues	600	600
336	1,000	1,000	5733	Expense of Meetings	1,000	1,000
8,693	9,000	9,000	5784	Bank Charges	10,000	10,000
11,500	0	0		GASB #45	0	0
64,198	53,600	53,600		*Total Expense*	55,850	55,850
241,326	**238,939**	**238,939**		***Total Budget***	**241,492**	**241,492**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Assessors	Assessment/Taxation	01-141
DEPARTMENT HEAD	**PREPARED BY**	
Beverly Potvin Kenniston	Beverly Potvin Kenniston	

TOWN MANAGER HIGHLIGHTS

Includes funding ($35,000) for the triennial revaluation of our commercial properties.
This process for residential properties is conducted in-house.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
158,491	189,341	189,341	Personal Services	190,928	190,928
18,744	20,350	20,350	Operating Expense	52,850	52,850
177,235	**209,691**	**209,691**	**Total Budget**	**243,778**	**243,778**

FINANCING PLAN

47,566	58,172	58,172	Worcester in Lieu Tax	58,172	58,172
650,507	664,191	664,191	DCR in Lieu Tax	664,191	664,191
45,086	45,086	45,086	Urban Redevelopment	45,086	45,086
2,539	2,551	2,551	Holden Housing in Lieu Tax	2,551	2,551
1,225	1,415	1,415	Farm Animal/Forest Products	1,415	1,415
613	500	500	Miscellaneous	500	500
747,536	**771,915**	**771,915**	**Total**	**771,915**	**771,915**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008			Object Description	Request FY 2009	Manager FY 2009
74,183	76,703	76,703	5110		Principal Assessor	76,703	76,703
64,592	66,778	66,778	5112		Clerical	66,778	66,778
15,116	39,660	39,660	5119		Data Collector	41,247	41,247
1,600	3,200	3,200	5120		Board of Assessors	3,200	3,200
3,000	3,000	3,000	5126		Mapper	3,000	3,000
158,491	**189,341**	**189,341**			*Total Pers Services*	**190,928**	**190,928**
3.00	4.00	4.00			# Personnel F/T	4.00	4.00
4.00	3.00	3.00			# Personnel P/T	3.00	3.00
3,244	450	450	5242		Equipment Maintenance	450	450
1,496	1,650	1,650	5343		Postage	1,650	1,650
1,122	2,500	2,500	5421		Office Supplies	2,500	2,500
2,246	2,500	2,500	5422		Printing	2,500	2,500
1,657	2,500	2,500	5510		Personnel Training	3,000	3,000
4,266	5,000	5,000	5710		Car Allowance	5,000	5,000
434	400	400	5720		Out of State Travel	400	400
361	500	500	5731		Association Dues	500	500
95	350	350	5732		Subscriptions	350	350
548	1,000	1,000	5784		Deeds/Abstracts	1,000	1,000
2,500	3,000	3,000	5791	C	Revaluation	35,000	35,000
775	500	500	5794		Office Equipment	500	500
18,744	20,350	20,350			*Total Expense*	52,850	52,850
177,235	**209,691**	**209,691**			***Total Budget***	**243,778**	**243,778**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Legal	Legal Services	01-1512
DEPARTMENT HEAD	**PREPARED BY**	
	Brian J. Bullock	

TOWN MANAGER HIGHLIGHTS

As a result of a recently issued RFP process, we have renegotiated our legal services agreement. To date those changes have resulted in lowered costs to the Town and we are adjusting this budget downward by $30,000 for FY 09.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
104,052	150,000	120,000	Operating Expense	120,000	120,000
104,052	150,000	120,000	**Total Budget**	120,000	120,000

FINANCING PLAN

104,052	150,000	120,000	General Fund	120,000	120,000
104,052	**150,000**	**120,000**	**Total**	**120,000**	**120,000**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
84,727	115,000	85,000	5300	Town Counsel	85,000	85,000
19,325	35,000	35,000	5302	Labor Expense	35,000	35,000
104,052	150,000	120,000		*Total Expense*	120,000	120,000
104,052	**150,000**	**120,000**		***Total Budget***	**120,000**	**120,000**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Town Clerk	Town Clerk	01-161
DEPARTMENT HEAD	**PREPARED BY**	
Kathleen M. Peterson	Kathleen M. Peterson	

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
153,417	163,633	163,633	Personal Services	170,850	170,850
25,582	24,391	28,860	Operating Expense	36,875	36,875
178,999	**188,024**	**192,493**	**Total Budget**	**207,725**	**207,725**

FINANCING PLAN

38,308	30,000	30,000	Fees	30,000	30,000
670	350	350	Selectmen License Fee	350	350
150	150	150	By-law Reg Citation	150	150
240	150	150	Record Deed Cemetery	150	150
19,277	17,200	17,200	Licenses & Permits	17,200	17,200
117	125	125	Miscellaneous	125	125
120,237	140,049	144,518	General Fund	159,750	159,750
178,999	**188,024**	**192,493**	**Total**	**207,725**	**207,725**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
65,187	67,402	67,402	5110	Town Clerk	67,402	67,402
69,498	74,735	74,735	5112	Clerical	77,338	77,338
4,961	5,650	5,650	5125	Registrar/Census Coll.	5,650	5,650
13,257	14,630	14,630	5126	Election/Tn Mtg Pers.	19,710	19,710
514	1,216	1,216	5132	Overtime	750	750
153,417	163,633	163,633		*Total Pers Services*	170,850	170,850
3.00	3.00	3.00		# Personnel F/T	3.00	3.00
55.00	57.00	57.00		# Personnel P/T	57.00	57.00
2,475	2,500	2,500	5242	Equipment Maintenance	3,075	3,075
1,492	1,500	1,500	5311	Record Preservation	1,884	1,884
1,419	1,566	1,566	5343	Postage	2,290	2,290
2,261	3,000	3,000	5421	Office Supplies	3,000	3,000
3,251	5,755	5,755	5422	Printing	6,103	6,103
0	0	0	5423	Precinct Change	0	0
8,078	3,140	7,140	5582	Election/TnMtg Supplies	12,200	12,200
3,883	4,350	4,350	5583	Census	4,528	4,528
194	200	200	5710	Car Allowance	200	200
300	300	315	5731	Association Dues	315	315
275	280	280	5732	Subscriptions	280	280
954	500	954	5733	Expense of Meetings	1,000	1,000
1,000	1,300	1,300	5794	Office Equipment	2,000	2,000
25,582	24,391	28,860		*Total Expense*	36,875	36,875
178,999	**188,024**	**192,493**		***Total Budget***	**207,725**	**207,725**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Non-Departmental	Insurance	01-900
DEPARTMENT HEAD	**PREPARED BY**	
	Jean T. Berg	

TOWN MANAGER HIGHLIGHTS

Includes a $126,000 increase in our estimate for the town's share of our health insurance premiums.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
1,171,358	1,319,330	1,342,037	Operating Expense	1,610,480	1,471,330
1,171,358	**1,319,330**	**1,342,037**	**Total Budget**	**1,610,480**	**1,471,330**

FINANCING PLAN

1,171,358	1,319,330	1,342,037	General Fund	1,610,480	1,471,330
1,171,358	**1,319,330**	**1,342,037**	**Total**	**1,610,480**	**1,471,330**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008	Object	Description	Request FY 2009	Manager FY 2009
41,001	40,000	46,171	5171	Workers Compensation	50,000	50,000
46,019	50,000	50,000	5173	Town Medicare	53,000	53,000
7,977	8,100	8,100	5174	Life Insurance	8,100	8,100
920,345	1,050,000	1,050,000	5175	Health Insurance	1,226,850	1,176,000
0	0	0	5176	School Ret Life Insurance	950	0
0	0	0	5178	School Ret Health Insurance	81,350	0
8,130	20,000	20,000	5740	Unemployment Insurance	20,000	20,000
126,596	127,000	145,492	5741	Property/General Liability	146,000	140,000
2,980	3,000	2,980	5742	Police Accident Insurance	3,000	3,000
17,284	20,000	18,064	5743	Fire Accident Insurance	20,000	20,000
1,026	1,230	1,230	5744	Official Bonds	1,230	1,230
1,171,358	1,319,330	1,342,037		*Total Expense*	1,610,480	1,471,330
1,171,358	**1,319,330**	**1,342,037**		***Total Budget***	**1,610,480**	**1,471,330**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Non-Departmental	Retirement Assessment	01-911
DEPARTMENT HEAD	**PREPARED BY** Jean T. Berg	

TOWN MANAGER HIGHLIGHTS

The retirement budget is based upon the FY09 assessment as received from the Worcester Regional Retirement System in October, 2007. As shown by this estimate, the base retirement assessment is up approximately 14.5% over FY 08, while the ERI Surcharge shows an increase of 4.5%. The allocation of retirement costs among the various budget entities always shifts from year to year, depending upon salary and personnel changes in each area of the budget. For FY09, the estimate general fund cost is an increase 13% over FY08. Firm figures for the retirement assessment will be available before December 31, 2007.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
498,342	523,789	523,789	Operating Expense	591,126	591,126
498,342	**523,789**	**523,789**	**Total Budget**	**591,126**	**591,126**

FINANCING PLAN

498,342	523,789	523,789	General Fund	591,126	591,126
498,342	**523,789**	**523,789**	**Total**	**591,126**	**591,126**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
471,468	492,994	492,994	5177	Retirement	561,779	561,779
26,874	28,083	28,083		Pension Surcharge	29,347	29,347
0	2,712	2,712		Worker's Comp	0	0
498,342	523,789	523,789		*Total Expense*	591,126	591,126
498,342	**523,789**	**523,789**		***Total Budget***	**591,126**	**591,126**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Non-Departmental	Debt Service	01-710
DEPARTMENT HEAD	**PREPARED BY**	
	Jean T. Berg	

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
3,591,168	3,668,806	3,668,806	Operating Expense	3,535,633	3,535,633
3,591,168	**3,668,806**	**3,668,806**	**Total Budget**	**3,535,633**	**3,535,633**

FINANCING PLAN

2,050,210	2,050,210	2,050,210	SBAB	2,221,979	2,221,979
32,557	32,557	32,557	Connection Loan	71,940	71,940
1,508,401	1,586,039	1,586,039	General Fund	1,241,714	1,241,714
3,591,168	**3,668,806**	**3,668,806**	**Total**	**3,535,633**	**3,535,633**

Actual FY 2007	Budget FY 2008	Estimate FY 2008	Object		Description	Request FY 2009	Manager FY 2009	Notes
					EXEMPT DEBT			*EXEMPT DEBT: General Funds debt that is debt-excluded from Prop 2-1/2. The total will be reduced by SBA reimbursement of $1,870,996 for a net debt exclusion of $1,161,799. This figure does not include additional debt-excluded dollars voted to fund the WRHS addition and renovation. Those dollars are included in the WRSD assessment to the Town and are a part of the Education budget.*
58,779	51,432	51,432	5910	DE	Library	49,152	49,152	
342,101	322,711	322,711	5912	DE	Mountview	181,248	181,248	
2,788,930	2,800,124	2,800,124	5921	DE	School Building	2,802,395	2,802,395	
4,053	0	0	5917	DE	Municipal Pool	0	0	
3,193,863	*3,174,267*	*3,174,267*			*sub-total*	*3,032,795*	*3,032,795*	
					NON-EXEMPT DEBT			
52,680	50,820	50,820	5915		Quint Fire Truck	48,920	48,920	
3,847	3,847	3,847	5925		Septic Repair	3,847	3,847	
32,557	71,940	71,940	5928		Connection Loan Debt	71,942	71,942	
89,084	*126,607*	*126,607*			*sub-total*	*124,709*	*124,709*	*TRANSFER INTO IIF: the amount to be transferred from the General Fund into the Infrastructure Investment Fund as the GF portion of the offset for projects for which the debt service will be paid out of the IIF. These dollars are included in the Debt Service Budget so that the expense may be accounted for in the budget process.* ***Included in the Recreation budget is an additional $110,428 to be transferred from the Recreation Revolving Fund into the IIF to offset a portion of the Municipal Pool debt. Those funds will be included in the total transferred into the IIF by Special Article .*** *Transfers into the IIF require only a majority vote at town meeting.*
					INFRASTRUCTURE INVESTMENT FUND			
194,221	203,932	203,932	5918	A	Infrastructure Investment	214,129	214,129	
64,000	64,000	64,000	5919	A	Underground Utilities	64,000	64,000	
50,000	50,000	50,000	5891	A	Senior Center	50,000	50,000	
0	0	0	5927	A	Municipal Pool	See Note		
0	0	0	5923	A	Additional IIF	0	0	
0	50,000	50,000	5924	A	Zottoli Purchase/Rec Fields	50,000	50,000	
308,221	*367,932*	*367,932*			*sub-total*	*378,129*	*378,129*	
3,591,168	3,668,806	3,668,806			*Total Expense*	3,535,633	3,535,633	
3,591,168	**3,668,806**	**3,668,806**			***Total Budget***	**3,535,633**	**3,535,633**	

			Infrastructure Investment Fund		
171,200	163,760	163,760	Underground Utilities	0	0
180,488	172,988	172,988	Senior Center	165,488	165,488
200,000	209,853	209,853	Municipal Pool	210,428	210,428
551,688	**546,601**	**546,601**	***Total***	**375,916**	**375,916**

<u>TRANSFER OUT OF IIF:</u> Projects whose debt service this year will be funded by a transfer from the IIF. This transfer of $375,916 requires a Special Article and 2/3rds approval at town meeting.

DEPARTMENT	FUNCTION	FUNCTION CODE
Growth Management	Building/Board of Health/Planning/Zoning/Conservation/Hist Dist/Solid Waste	
DEPARTMENT HEAD	**PREPARED BY**	
Dennis J. Lipka	Dennis J. Lipka	

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
175,013	170,907	168,034	Personal Services	164,921	164,921
112,929	46,900	58,700	Operating Expense	43,050	43,050
287,942	**217,807**	**226,734**	**Total Budget**	**207,971**	**207,971**

			FINANCING PLAN		
202	0	32	Miscellaneous	200	200
15,915	16,000	16,500	Filing Fees	16,000	16,000
2,149	0	0	Trash Fees	0	0
5,960	3,000	3,200	Zoning Fees	3,000	3,000
30,150	23,500	25,600	Licenses and Permits	23,000	23,000
233,566	175,307	181,402	General Fund	165,771	165,771
287,942	**217,807**	**226,734**	**Total**	**207,971**	**207,971**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
21,620	23,011	23,011	5110	Director of Growth Management	23,011	23,011
65,187	67,401	67,401	5111	Senior Planner	67,401	67,401
36,212	35,522	35,522	5112	Clerical	30,797	30,797
49,557	41,773	39,500	5114	Health Agent	41,112	41,112
0	0	0	5119	Zoning Officer Part Time	0	0
0	0	0	5120	Conservation Agent	0	0
1,321	2,000	1,500	5122	Clerical Meetings	1,500	1,500
1,116	1,200	1,100	5132	Overtime	1,100	1,100
175,013	170,907	168,034		*Total Pers Services*	164,921	164,921
5.00	5.00	5.00		# Personnel F/T	5.00	5.00
2.00	2.00	2.00		# Personnel P/T	2.00	2.00
1,896	1,800	1,800	5299	Greenways Task Force	1,800	1,800
779	3,000	2,000	5301	Advertising	3,000	3,000
1,530	8,500	4,500	5303	Consulting Services	5,000	5,000
427	2,100	1,850	5311	Software Purchase	2,000	2,000
848	1,100	1,100	5340	Cellphones	1,100	1,100
2,150	4,250	3,850	5343	Postage	4,250	4,250
3,314	4,500	4,250	5421	Office Supplies	4,500	4,500
2,186	1,800	1,300	5500	Public Health Nursing	1,800	1,800
385	1,800	1,500	5509	Train/Educ/Programs	1,500	1,500
0	1,000	750	5510	Technical Ref Books	750	750
1,000	2,000	1,800	5582	Non Capital Equipment	1,800	1,800
4,500	5,000	5,000	5710	Car Allowance	5,500	5,500
3,495	3,800	3,600	5730	CMRPC Dues	3,800	3,800
739	1,200	1,200	5731	Association Dues	1,200	1,200
35	600	350	5732	Publications	600	600
0	1,000	550	5733	Expense of Meetings	1,000	1,000
20,800	0	20,800	5781	Reserve Fund Rice Tanks	0	0
531	1,200	250	5791	Economic Dev	1,200	1,200
0	2,250	2,250	5794	Hardware Purchase	2,250	2,250
64,314	0	0	5850	Master Plan Phase III	0	0
4,000	0	0	5860	Sewer Loan Expense	0	0
112,929	46,900	58,700		*Total Expense*	43,050	43,050
287,942	**217,807**	**226,734**		***Total Budget***	**207,971**	**207,971**

Notes

Cons/HDC Meetings - Part Time Employees
Planning/Zoning/Health Meetings - Full Time

DEPARTMENT	FUNCTION	FUNCTION CODE
Police	Police	01-210
DEPARTMENT HEAD	**PREPARED BY**	
George R. Sherrill	George R. Sherrill	

TOWN MANAGER HIGHLIGHTS

Includes funding for 2 police cruisers in FY 09 ($64,000) and $32,500 to cover the increased costs of our Quinn Bill requirements.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
1,575,632	1,640,896	1,643,724	Personal Services	1,763,650	1,716,700
207,712	192,820	197,820	Operating Expense	211,320	211,320
40,696	62,000	62,000	Capital Outlay	516,500	64,000
1,824,040	**1,895,716**	**1,903,544**	**Total Budget**	**2,491,470**	**1,992,020**
			FINANCING PLAN		
16,134	11,000	11,000	Fees	11,000	11,000
983	250	2,000	Licenses & Permits	2,000	2,000
6,388	3,000	3,000	Firearms Licenses	3,000	3,000
4,819	3,000	5,000	Private Duty Surcharge	5,000	5,000
246	200	200	By-law Reg Citation	200	200
91,645	70,000	70,000	CDC Fines	70,000	70,000
2,688	5,000	3,000	Parking Tickets	3,000	3,000
150	500	750	Restitution	750	750
123,053	92,950	94,950	Total Revenue	94,950	94,950
1,700,987	1,802,766	1,808,594	General Fund	2,396,520	1,897,070
1,824,040	**1,895,716**	**1,903,544**	**Total**	**2,491,470**	**1,992,020**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008			Object Description	Request FY 2009	Manager FY 2009	Notes
87,200	93,825	93,825	5110		Admin Chief of Police	95,670	95,670	
62,837	63,200	63,200	5111		Admin Labor	63,200	63,200	
33,506	34,640	34,640	5112		Admin Clerical	34,640	34,640	
6,863	8,250	8,250	5113		DARE	8,500	8,500	
276,099	368,175	368,175	5114		Crime Labor	378,600	378,600	
117,156	119,365	119,365	5115		Invest Detectives	119,365	119,365	
356,873	326,194	326,194	5116		Highway Patrolmen	326,880	326,880	
189,465	217,606	217,606	5117		Support Dispatchers	225,504	225,504	
64,057	63,000	63,000	5119		Support PT Officers & PSA's	65,000	65,000	
41,825	0	0	5120	N	Additional Police Officer	40,321	0	
17,505	16,810	16,810	5121		School Resource Officer	18,000	18,000	
13,911	14,542	17,370	5122		PT Secty/28 hrs week	33,142	26,513	Request reflects increase to 35 hrs./week
8,097	8,000	8,000	5132		Admin Special Details	9,000	9,000	
35,249	31,500	31,500	5134		Court Overtime	33,000	33,000	
40,931	40,000	40,000	5135		O T Misc & Training	42,000	42,000	
28,029	31,500	31,500	5136		Highway OT Det/Invest	33,000	33,000	
5,000	5,000	5,000	5140		Performance Bonus	5,000	5,000	
2,000	4,000	4,000	5143		Physical Fitness	4,000	4,000	
1,500	1,500	1,500	5144		Education	1,500	1,500	
20,575	20,000	20,000	5147		Support Shift Differential	21,000	21,000	
3,340	3,609	3,609	5148		Holiday Pay	3,666	3,666	
163,614	170,180	170,180	5160		Quinn Bill	202,662	202,662	
1,575,632	1,640,896	1,643,724			*Total Pers Services*	1,763,650	1,716,700	
24.00	24.00	24.00			# Personnel F/T	26.00	24.00	
12.00	12.00	12.00			# Personnel P/T	11.00	12.00	
14,209	17,000	17,000	5212		Utilities	17,000	17,000	
5,225	5,000	5,000	5214		Fuel	6,500	6,500	

851	1,370	1,370	5231		Water/Sewer	1,370	1,370
42,213	32,000	32,000	5242		Equipment Maintenance	35,000	35,000

Actual FY 2007	Budget FY 2008	Estimate FY 2008			Object Description	Request FY 2009	Manager FY 2009
2,803	3,500	3,500	5244		Radio Maintenance	3,500	3,500
745	700	700	5248		Generator Maintenance	700	700
1,080	2,000	2,000	5304		Physicals	2,000	2,000
5,251	7,000	7,000	5340		Pager/Cell Phone	7,000	7,000
2,818	2,500	2,500	5342		Radio Lines	2,500	2,500
1,547	2,500	2,500	5343		Postage	2,500	2,500
48,282	35,000	40,000	5410		Petro Products	45,000	45,000
7,656	6,000	6,000	5421		Office Supplies	6,000	6,000
8,020	10,000	10,000	5430		Building Maintenance	12,000	12,000
9,400	14,000	14,000	5480		Vehicle Maintenance	15,000	15,000
555	500	500	5490		Prisoner Food	500	500
11,971	11,000	11,000	5509		Training & Education	11,000	11,000
0	750	750	5510		Safety Programs	750	750
29,428	32,000	32,000	5581		Uniforms	33,000	33,000
11,792	5,000	5,000	5582		Office Equipment	5,000	5,000
531	1,000	1,000	5584		Defib Equipment	1,000	1,000
1,510	1,500	1,500	5731		Association Dues	1,500	1,500
1,725	1,000	1,000	5732		General Laws	1,000	1,000
100	500	500	5733		Expense of Meetings	500	500
0	500	500	5787		Lockup Fees	500	500
0	0	0	5788		Traffic Lines	0	0
0	500	500	5789		Traffic Signs	500	500
40,696	62,000	62,000	5795	C	Police Vehicle	64,000	64,000
0	0	0	5840	C	Capital Repairs/Maint.	452,500	0
248,408	254,820	259,820			*Total Expense*	727,820	275,320
1,824,040	**1,895,716**	**1,903,544**			***Total Budget***	**2,491,470**	**1,992,020**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Police Department	Animal Control	01-292
DEPARTMENT HEAD	**PREPARED BY**	
George Sherrill	George Sherrill	

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
32,497	34,486	34,486	Personal Services	35,718	35,718
5,948	9,050	9,050	Operating Expense	9,700	9,700
38,445	**43,536**	**43,536**	**Total Budget**	**45,418**	**45,418**

			FINANCING PLAN		
0	0	1,200	Dog Handling Charges	1,200	1,200
15,382	15,000	15,000	Licenses	15,000	15,000
23,063	28,536	27,336	General Fund	29,218	29,218
38,445	**43,536**	**43,536**	**Total**	**45,418**	**45,418**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
28,820	30,986	30,986	5113	Animal Control Officer	32,218	32,218
2,478	2,750	2,750	5132	Overtime	2,750	2,750
1,199	750	750	5114	Callouts	750	750
32,497	34,486	34,486		*Total Pers Services*	35,718	35,718
1.00	1.00	1.00		# Personnel F/T	1.00	1.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
0	250	250	5244	Radio Maintenance	250	250
530	750	750	5343	Postage	750	750
3,616	3,750	3,750	5382	Dog Expense	3,750	3,750
1,391	1,250	1,250	5410	Petro	1,750	1,750
131	1,000	1,000	5480	Vehicle Maintenance	1,000	1,000
0	600	600	5510	Education	600	600
255	600	600	5581	Uniforms	750	750
25	750	750	5582	Equipment	750	750
0	100	100	5731	Association Dues	100	100
5,948	9,050	9,050		*Town Expense*	9,700	9,700
38,445	**43,536**	**43,536**		***Total Budget***	**45,418**	**45,418**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Sealer Weights & Measures	Consumer Protection	01-244
DEPARTMENT HEAD	**PREPARED BY**	
George R. Sherrill	Edward Seidler	

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
2,500	2,500	2,500	Personal Services	2,500	2,500
715	750	750	Operating Expense	800	800
3,215	**3,250**	**3,250**	**Total Budget**	**3,300**	**3,300**

			FINANCING PLAN		
2,539	2,500	2,500	Weighings	2,500	2,500
676	750	750	General Fund	800	800
3,215	**3,250**	**3,250**	**Total**	**3,300**	**3,300**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
2,500	2,500	2,500	5120	Sealer Wghts/Measures	2,500	2,500
2,500	2,500	2,500		*Total Pers Services*	2,500	2,500
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
305	250	250	5582	Supplies	250	250
200	200	200	5710	Car Allowance	250	250
210	300	300	5731	Association Dues/Ed	300	300
715	750	750		*Total Expense*	800	800
3,215	**3,250**	**3,250**		***Total Budget***	**3,300**	**3,300**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Fire	Fire	01-220
DEPARTMENT HEAD	**PREPARED BY**	
John Chandler III	John Chandler III	

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
644,856	670,618	690,618	Personal Services	807,015	719,671
108,078	199,665	211,200	Operating Expense	217,000	217,000
331,995	384,055	309,055	Capital Outlay	314,296	314,296
1,084,929	**1,254,338**	**1,210,873**	**Total Budget**	**1,338,311**	**1,250,967**

FINANCING PLAN

2,710	2,000	2,000	Fees	2,000	2,000
25,050	22,000	22,000	Licenses & Permits	22,000	22,000
0	0	0	Restitution	0	0
1,057,169	1,230,338	1,186,873	General Fund	1,314,311	1,226,967
1,084,929	**1,254,338**	**1,210,873**	**Total**	**1,338,311**	**1,250,967**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008	Object		Description	Request FY 2009	Manager FY 2009
59,240	84,936	84,936	5110		Chief	88,333	88,333
58,322	60,566	60,566	5111		Senior Fire Officer	60,566	60,566
26,074	24,761	24,761	5112		Clerical (75%)	23,206	23,206
276,613	308,724	308,724	5113		Firefighters Full Time	317,696	317,696
0	0	0	5115		Additional Firefighters	32,346	0
23,670	23,292	23,292	5116		Mechanic (50%)	24,472	24,472
5,713	5,714	5,714	5117		Deputy Chief	5,714	5,714
136,736	120,000	120,000	5118		Call Firefighters	120,000	120,000
2,491	12,800	12,800	5119		Secretary Part Time	14,069	14,069
31,684	20,000	40,000	5132		Overtime	40,000	40,000
-14	0	0	5132		I O D	0	0
2,127	3,255	3,255	5148		Holiday Pay	3,385	3,385
0	0	0	5152		Workers Comp IOD	0	0
22,200	0	0	5120		Acting Fire Chief	0	0
0	0	0	5121	N	Fire Officer	54,998	0
0	0	0		N	Weekend Coverage	15,660	15,660
0	6,570	6,570	5147		Shift Lead Pay	6,570	6,570
644,856	670,618	690,618			*Total Pers Services*	807,015	719,671
9.00	10.00	10.00			# Personnel F/T	12.00	10.00
2.00	2.00	2.00			# Personnel P/T	2.00	2.00
39.00	39.00	39.00			# Personnel On-Call	39.00	39.00
12,768	7,040	11,000	5212		Utilities	12,000	12,000
2,648	6,000	6,000	5244		Radio Maintenance	6,500	6,500
1,751	2,800	2,800	5249		Alarm System	2,800	2,800
1,165	1,200	1,400	5340		Cell Phone/Pagers	1,400	1,400
13,775	9,450	15,400	5410		Petro Products	16,000	16,000
4,450	4,375	5,800	5421		Office Supplies	6,000	6,000
13,570	15,000	15,000	5430		Building Maintenance	15,000	15,000
15,797	19,000	19,000	5480		Vehicle Maintenance	19,000	19,000

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008	Object		Description	Request FY 2009	Manager FY 2009
452	500	500	5490		Emergency Food	500	500
1,677	4,000	4,000	5500		Hepatitis B Innoculation	4,000	4,000
9,566	12,000	12,000	5510		Train/Education/Programs	12,000	12,000
0	6,500	6,500	5512		Call Firefighter Retention	10,000	10,000
20,550	15,000	15,000	5581		Uniforms	15,000	15,000
4,959	16,000	16,000	5582		Equipment/Hose	16,000	16,000
2,324	1,500	1,500	5584		Medical Supplies/Equip.	1,500	1,500
1,135	700	700	5710		Car Allowance	700	700
1,491	3,600	3,600	5720		Out of State Travel	3,600	3,600
0	40,000	40,000	5870		Capital Outlay	100,000	100,000
201,995	208,055	208,055	5880	C	Ambulance Service	214,296	214,296
130,000	136,000	61,000	5890	C	Lease/Purchase	0	0
0	75,000	75,000			Fire Stabilization Fund	75,000	75,000
440,073	583,720	520,255			*Total Expense*	531,296	531,296
1,084,929	**1,254,338**	**1,210,873**			***Total Budget***	**1,338,311**	**1,250,967**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Emergency Management	Emergency Preparedness	01-291
DEPARTMENT HEAD	**PREPARED BY**	
John Chandler III	John Chandler III	

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
11,582	12,289	10,522	Personal Services	11,318	11,318
3,020	3,200	3,530	Operating Expense	3,200	3,200
14,602	**15,489**	**14,052**	**Total Budget**	**14,518**	**14,518**

FINANCING PLAN

0	0	0	State Reimbursement	0	0
14,602	15,489	14,052	General Fund	14,518	14,518
14,602	**15,489**	**14,052**	**Total**	**14,518**	**14,518**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
7,948	8,767	7,000	5112	Clerical (25%)	7,718	7,718
3,634	3,522	3,522	5120	Stipend	3,600	3,600
11,582	12,289	10,522		*Total Pers Services*	11,318	11,318
0.25	0.25	0.25		# Personnel F/T	0.25	0.25
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
1,479	400	730	5421	Office Supplies	400	400
551	1,600	1,600	5510	Training	1,600	1,600
990	1,200	1,200	5582	Emergency Supplies	1,200	1,200
3,020	3,200	3,530		*Total Expense*	3,200	3,200
14,602	**15,489**	**14,052**		***Total Budget***	**14,518**	**14,518**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Administration Division	01-421
DEPARTMENT HEAD	**PREPARED BY**	
Larry Galkowski	Larry Galkowski	

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
144,958	144,023	143,923	Personal Services	144,023	144,023
8,656	6,700	5,152	Operating Expense	6,750	6,750
153,614	**150,723**	**149,075**	**Total Budget**	**150,773**	**150,773**

FINANCING PLAN

153,614	150,723	149,075	General Fund	150,773	150,773
153,614	**150,723**	**149,075**	**Total**	**150,773**	**150,773**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
91,638	95,670	95,670	5110	DPW Director	95,670	95,670
53,320	48,253	48,253	5112	Clerical	48,253	48,253
0	100	0	5132	Overtime	100	100
144,958	144,023	143,923		*Total Pers Services*	144,023	144,023
2.00	2.00	2.00		# Personnel F/T	2.00	2.00
0.00	0.00	0.00		# Personnel P/T	0.00	0.00
309	100	0	5244	Radio Maintenance	100	100
4,569	500	480	5340	Pager/Cell Phone	500	500
300	300	285	5343	Postage	300	300
624	700	614	5410	Petro Products	750	750
1,791	2,450	2,002	5421	Office Supplies	2,450	2,450
195	400	161	5422	Printing	400	400
166	500	250	5480	Vehicle Maintenance	500	500
453	650	500	5731	Association Dues	650	650
0	300	110	5732	Books & Periodicals	300	300
249	800	750	5733	Expense of Meetings	800	800
8,656	6,700	5,152		*Total Expense*	6,750	6,750
153,614	**150,723**	**149,075**		***Total Budget***	**150,773**	**150,773**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Engineering Division	01-411
DEPARTMENT HEAD	**PREPARED BY**	
Larry Galkowski	Larry Galkowski	

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
67,708	34,805	79,597	Personal Services	84,586	34,805
24,322	34,350	32,441	Operating Expense	36,700	36,700
92,030	**69,155**	**112,038**	**Total Budget**	**121,286**	**71,505**

FINANCING PLAN

4,779	27,500	25,000	Subdivision Inspect. Fees	27,500	27,500
209	200	193	Engineering Maps	200	200
87,042	41,455	86,845	General Fund	93,586	43,805
92,030	**69,155**	**112,038**	**Total**	**121,286**	**71,505**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
67,708	34,705	69,410	5111	Engineers	84,486	34,705
0	0	10,187	5112	Clerical	0	0
0	100	0	5132	Overtime	100	100
67,708	34,805	79,597		*Total Pers Services*	84,586	34,805
0.50	0.50	0.50		# Personnel F/T	1.50	0.50
0.00	0.00	0.00		# Personnel P/T	0.00	0.00
16,700	17,500	17,500	5299	Post Closure Monitor	20,000	20,000
5,228	10,000	10,000	5303	Consulting Services	10,000	10,000
0	750	462	5340	Pager/Cell Phones	600	600
150	150	146	5343	Postage	150	150
629	1,300	917	5410	Petro Products	1,300	1,300
29	700	490	5480	Vehicle Maintenance	700	700
1,119	2,700	2,075	5582	Equipment/Supplies	2,700	2,700
42	100	71	5710	Car Allowance/Mileage	100	100
0	500	250	5731	Association Dues	500	500
425	650	530	5733	Expense of Meetings	650	650
24,322	34,350	32,441		*Total Expense*	36,700	36,700
92,030	**69,155**	**112,038**		***Total Budget***	**121,286**	**71,505**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Highway Division	01-422
DEPARTMENT HEAD	**PREPARED BY**	
Larry Galkowski	Larry Galkowski	

TOWN MANAGER HIGHLIGHTS

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
430,361	456,620	450,700	Personal Services	458,532	458,532
425,059	496,650	483,110	Operating Expense	510,050	485,050
252,937	275,000	325,000	Snow Removal	275,000	275,000
225,058	316,941	314,175	Capital Outlay	751,344	350,000
1,333,415	**1,545,211**	**1,572,985**	**Total Budget**	**1,994,926**	**1,568,582**

FINANCING PLAN

315	400	400	Street Entry Permits	400	400
712	1,500	1,168	Miscellaneous	1,500	1,500
1,332,388	1,543,711	1,571,417	General Fund	1,993,026	1,566,682
1,333,415	**1,545,211**	**1,572,985**	**Total**	**1,994,926**	**1,568,582**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008			Object Description	Request FY 2009	Manager FY 2009
74,183	76,703	76,703	5111		Supervisor	76,703	76,703
326,611	339,677	339,677	5116		Labor	341,015	341,015
5,149	5,100	5,652	5118		Seasonal Labor	5,100	5,100
11,686	21,434	15,082	5132		Overtime	22,078	22,078
2,356	2,000	2,409	5140		Police Detail	2,500	2,500
300	1,030	501	5142		Out of Class	1,060	1,060
10,076	10,076	10,076	5143		Incentive Plan	10,076	10,076
0	600	600	5144		One Time Signing Bonus	0	0
430,361	456,620	450,700			*Total Pers Services*	458,532	458,532
9.00	9.00	9.00			# Personnel F/T	9.00	9.00
0.00	0.00	0.00			# Personnel P/T	0.00	0.00
1.00	1.00	1.00			# Personnel Seasonal	1.00	1.00
68,000	68,500	68,500	5211		Light Power/Street Lights	68,500	88,500
0	2,000	900	5271		Leased Equipment	2,000	2,000
75	2,600	2,079	5340		Pagers/Cell Phones	2,200	2,200
5,431	5,500	3,894	5410		Petro Products	5,500	5,500
12,699	15,000	17,418	5411		Diesel Fuel	18,500	18,500
50,799	60,000	55,719	5480		Vehicle Maintenance	60,000	60,000
5,013	5,000	4,879	5531		Stock	5,000	5,000
957	900	836	5532		Tools	900	900
0	8,000	7,713	5533		Landscape Rake	0	0
7,101	10,000	7,289	5537		Misc. Drainage	10,000	10,000
35,657	35,000	35,213	5538		Road/Patch	35,000	35,000
4,824	6,750	5,041	5541		Street Sweeper	6,750	6,750
4,098	6,000	6,186	5581		Uniforms	6,300	6,300
500	400	360	5783		Licenses	400	400
20,000	25,000	25,486	5788		Line Painting	28,000	28,000
9,905	16,000	11,597	5789		Signs	16,000	16,000
215,008	206,941	206,941	5810	C	Resurfacing	601,344	200,000
0	0	0	5811	C	Sidewalk Maintenance	0	0
0	30,000	30,000	5812	C	Cemetery Roads	0	0

Notes

10,050	0	0	5840	C	Drainage	0	0	
0	10,000	7,234	5850	C	Vehicle (Cemetery)	0	0	
252,937	275,000	325,000	5890	C	Snow Removal	275,000	275,000	
200,000	200,000	200,000		A	DPW Depreciation Exp	200,000	200,000	to add to DPW Depreciation Fund
0	100,000	100,000		C	Sidewalk Construction	150,000	150,000	see Depreciation Fund
0	0	0		N	Guard Rails	45,000	0	
903,054	1,088,591	1,122,285			*Total Expense*	1,536,394	1,110,050	
1,333,415	**1,545,211**	**1,572,985**			***Total Budget***	**1,994,926**	**1,568,582**	

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Equipment Repair	01-423
DEPARTMENT HEAD	**PREPARED BY**	
Larry Galkowski	Larry Galkowski	

TOWN MANAGER HIGHLIGHTS

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
114,924	120,148	119,543	Personal Services	120,001	120,001
11,188	15,500	12,877	Operating Expense	15,400	15,400
126,112	**135,648**	**132,420**	**Total Budget**	**135,401**	**135,401**

FINANCING PLAN

0	35,910	35,910	Mechanic Reimburse Water/Sewer	35,910	35,910
0	0	20,000	Mechanic Reimburse Light	20,000	20,000
126,112	99,738	76,510	General Fund	79,491	79,491
126,112	**135,648**	**132,420**	**Total**	**135,401**	**135,401**

Actual FY 2007	Budget FY 2008	Estimate FY 2008	Object	Description	Request FY 2009	Manager FY 2009
113,504	117,347	117,347	5116	Equipment Mechanics	117,347	117,347
535	1,183	789	5132	Overtime	1,219	1,219
885	1,393	1,182	5142	Work Out of Class	1,435	1,435
0	225	225		Incentive Plan	0	0
114,924	120,148	119,543		*Total Pers Services*	120,001	120,001
2.50	2.50	2.50		# Personnel F/T	2.50	2.50
0.00	0.00	0.00		# Personnel P/T	0.00	0.00
0	1,100	948	5340	Pager/Cell Phones	1,000	1,000
2,189	2,500	2,147	5410	Petro Products	2,500	2,500
1,935	2,000	1,960	5480	Vehicle Maintenance	2,000	2,000
4,910	7,500	5,623	5532	Mechanic Tools	7,500	7,500
1,974	2,200	2,019	5581	Uniforms	2,200	2,200
180	200	180	5783	Licenses	200	200
11,188	15,500	12,877		*Total Expense*	15,400	15,400
126,112	**135,648**	**132,420**		***Total Budget***	**135,401**	**135,401**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Buildings/Grounds	01-471
DEPARTMENT HEAD	**PREPARED BY**	
Larry Galkowski	Larry Galkowski	

TOWN MANAGER HIGHLIGHTS

Several capital items within this budget are included as part of the Depreciation Fund. They include requests for new equipment, matching funds for the Rail Trail, and funding for painting and de-leading the Damon House and Starbard Buildings. The estimated total cost for those requests totals $210,000.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
341,529	359,365	354,619	Personal Services	360,774	360,774
280,420	279,968	282,638	Operating Expense	516,950	301,950
0	0	0	Capital Outlay	0	0
621,949	**639,333**	**637,257**	**Total Budget**	**877,724**	**662,724**

FINANCING PLAN

0	15,000	15,000	Rec Reimburse Pool Maint.	15,000	15,000
1,159	2,000	1,845	Cemetery Receipts	2,000	2,000
2,185	2,700	1,762	Public Bldg Rentals	2,000	2,000
14,925	12,825	14,950	Damon House Rental	14,950	14,950
62,001	62,000	62,000	School Rent	62,000	62,000
0	300	187	Miscellaneous	300	300
541,679	559,508	556,513	General Fund	796,474	581,474
621,949	**639,333**	**637,257**	**Total**	**877,724**	**662,724**

Notes

see DPW Depreciation Fund

Actual FY 2007	Budget FY 2008	Estimate FY 2008	Object	Description	Request FY 2009	Manager FY 2009
312,929	322,175	322,175	5116	Labor	324,270	324,270
11,884	17,716	13,833	5118	Seasonal Labor	17,716	17,716
16,468	16,468	16,491	5132	Overtime	16,962	16,962
248	656	370	5142	Out of Class	676	676
0	1,750	1,150	5143	Incentive Plan	1,150	1,150
0	600	600	5144	One Time Signing Bonus	0	0
341,529	359,365	354,619		*Total Pers Services	360,774	360,774
8.00	8.00	8.00		# Personnel F/T	8.00	8.00
3.00	3.00	3.00		# Seasonal	3.00	3.00
34,006	42,093	36,286	5212	Utilities	40,000	40,000
35,867	45,000	43,244	5214	Fuel	45,000	45,000
22,938	12,000	24,369	5231	Water/Sewer	25,000	25,000
3,606	4,000	4,917	5242	Equipment Repair	4,500	4,500
12,195	13,125	14,131	5247	Elevator Maintenance	13,500	13,500
9,417	12,000	10,619	5249	Alarm Monitor	12,000	12,000
4,597	4,000	2,208	5340	Pager/Cell Phone	2,700	2,700
36,978	35,000	36,978	5341	Telephone	45,000	40,000
11,165	14,500	12,000	5380	Trash Removal	14,500	14,500
14,541	14,000	14,297	5410	Petro Products	15,000	15,000
815	500	603	5421	Office Supplies	500	500
22,983	25,000	25,242	5430	Building Maintenance	30,000	30,000
11,673	12,500	12,347	5450	Building Supplies	12,500	12,500
14,771	15,000	15,008	5460	Parks Maintenance	15,000	15,000
6,709	6,000	5,648	5462	Grave Maintenance	6,000	6,000
0	0	0	5465	Rail Trail	10,000	0
7,500	0	0	5466	Damon Paint Materials	0	0
8,500	0	0	5467	Paint Starbard Building	0	0

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008			Object Description	Request FY 2009	Manager FY 2009	Notes
16,055	17,000	17,683	5480		Vehicle Maintenance	18,000	18,000	
1,901	2,500	2,171	5532		Tools	2,500	2,500	
3,663	5,000	4,317	5581		Uniforms	4,500	4,500	
540	350	390	5731		Association Dues	350	350	
0	400	180	5783		Licenses	400	400	
0	0	0	5820	C	Capital Outlay	200,000	0	see DPW Depreciation Fund
280,420	279,968	282,638			*Total Expense*	516,950	301,950	
621,949	**639,333**	**637,257**			***Total Budget***	**877,724**	**662,724**	

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Garage Division	01-422
DEPARTMENT HEAD	**PREPARED BY**	
Larry Galkowski	Larry Galkowski	

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
59,334	46,150	55,006	Operating Expense	58,200	58,200
0	0	0	Capital Outlay	0	0
59,334	**46,150**	**55,006**	**Total Budget**	**58,200**	**58,200**

FINANCING PLAN

59,334	46,150	55,006	General Fund	58,200	58,200
59,334	**46,150**	**55,006**	**Total**	**58,200**	**58,200**

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
9,479	11,000	9,957	5212	Utilities	11,000	11,000
26,829	13,000	24,730	5214	Fuel	25,000	25,000
624	650	641	5231	Water/Sewer	700	700
1,171	1,500	1,285	5342	Radio Lines	1,500	1,500
21,231	20,000	18,393	5430	Building Maintenance	20,000	20,000
59,334	46,150	55,006		*Total Expense*	58,200	58,200
59,334	**46,150**	**55,006**		***Total Budget***	**58,200**	**58,200**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Public Works	Water/Sewer Enterprise	60-5-450
DEPARTMENT HEAD	**PREPARED BY**	
Larry Galkowski	Larry Galkowski	

TOWN MANAGER HIGHLIGHTS

To allow the fund to address the cost increases generated by the City of Worcester and the UBWPAD, we are recommending a rate increase that would cause a $1.64 per month increase for the average water user (670CF) and a $1.60 monthly increase to the average sewer user.

Actual FY 2007	Budget FY 2008	Estimate FY 2008		APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
396,174	498,464	449,753		Personal Services	502,794	511,794
3,742,642	3,872,084	4,165,169		Operating Expense	4,250,498	4,130,498
20,000	0	0		Capital Outlay	36,000	0
4,158,816	**4,370,548**	**4,614,922**		**Total Budget**	**4,789,292**	**4,642,292**
				FINANCING PLAN		
1,380,265	1,200,272	1,823,728	4210	Water Rates	1,841,965	1,841,965
0	432,107	0	4211	Water Rate Increase	200,000	150,000
1,224,008	1,604,103	1,867,337		Sewer Rates	1,886,010	1,886,010
0	300,000	0		Sewer Rate Increase	150,000	100,000
182,344	39,343	21,530	4212	Water Miscellaneous	45,000	45,000
36,010	81,000	80,000	4221	Water Connections	50,000	50,000
113,012	135,830	135,830	4222	Cell/Cable Tower Rental	135,830	135,830
0	30,000	25,000	4223	Sprinkler Charges	25,000	25,000
4,206	9,893	3,960	4227	Septage UBWPAD	10,504	10,504
26,762	30,000	0	4280	Interest	24,000	24,000
326	3,000	300	4320	Water Liens	3,000	3,000
123,846	80,000	175,000	4321	Sewer Inspections	80,000	80,000
0	0	0	4750	Water Liens/Sewer Assess.	0	0
408,473	425,000	385,000	4751	Sewer Project Assess.	350,000	350,000
28,318	0	0	3590	Certified Free Cash	737	737

Notes

428,260	0	0	3590	Free Cash ATM 5/21/07	0	0	
197,404	0	11,000		Close W/S Warrant Articles	0	0	
0	0	65,910		Close G/F Warrant Articles	0	0	
0	0	0		Return Funds to Gen Fund	0	-65,910	
6,319		0		Prior Year Encumbrances	0	0	
4,159,553	4,370,548	4,594,595		**TOTAL REVENUE**	4,802,046	4,636,136	
4,158,816	4,370,548	4,614,922		**TOTAL EXPEND.**	4,789,292	4,642,292	
737	**0**	**-20,327**		**BALANCE**	**12,754**	**-6,156**	

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009	NOTES
72,614	76,703	76,703	5110	W/S Superintendent	76,703	76,703	
-14,646	34,705	0	5111	Engineer	34,705	34,705	50% Civil Engineer
5,465	20,374	10,187	5112	Clerical	21,157	21,157	
269,857	280,742	284,856	5116	Labor	288,381	288,381	
39,496	47,741	47,741	5131	Standby	49,174	49,174	
14,987	30,000	22,066	5132	Overtime	25,000	25,000	
6,270	5,000	5,323	5140	Police Detail	5,000	5,000	
456	1,000	678	5142	Work/Out of Class	1,000	1,000	
1,674	1,674	1,674	5143	Incentive Plan	1,674	1,674	
0	525	525	5144	One Time Signing Bonus	0	0	
0	0	0	5150	Wage Adjustment	0	9,000	
396,174	498,464	449,753		*Total Pers Services	502,794	511,794	
8.50	8.50	8.50		# Personnel F/T	8.50	8.50	
1.00	1.00	1.00		# Personnel P/T	1.00	1.00	
0	6,200	6,200	5173	Medicare	6,200	6,200	
353	360	360	5174	Life Insurance	380	380	
60,172	72,000	72,000	5175	Health Insurance	75,000	75,000	
44,174	45,126	45,126	5177	Retirement	45,126	45,126	
189,900	215,000	235,000	5211	Light and Power	240,000	240,000	
6,314	6,000	6,812	5214	Fuel	7,000	7,000	
0	35,910	17,955	5219	Mechanics Services	35,910	35,910	
6,000	6,000	6,000	5243	Data Processing	6,000	6,000	Fee for IT services provided by Town
64,414	100,000	105,934	5246	Pump Station (Maint)	125,000	100,000	
8,556	7,500	6,000	5250	Pump Septic System	7,500	7,500	
1,377	6,000	8,062	5291	Hydrant Replacement	7,500	7,500	
0	0	0	5303	Consulting Service	25,000	0	
0	500	0	5304	Physicals	500	500	
829,684	867,021	850,000	5317	MDC Disposal	930,000	930,000	
0	0	220,000		X-tra Qtr MDC	0	0	

391,604	423,629	423,629		UBWPAD Assessment	486,342	486,342
106,000	85,000	85,000		MWRA Maintenance	85,000	85,000

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009	NOTES
4,232	6,000	3,545	5340	Pager/Cell Phones	3,750	3,750	
20,276	20,000	21,912	5342	Telecommunications	22,000	22,000	
535,696	500,000	600,000	5381	Worcester Water	700,000	650,000	Purchase of water via two inter-connections
16,446	15,000	23,112	5410	Petro Products	23,000	23,000	with City of Worcester
8,055	3,500	2,779	5421	Office Supplies	3,500	3,500	
1,547	5,000	1,795	5430	Building Operations	5,000	5,000	
19,706	20,000	19,554	5480	Vehicle Maintenance	20,000	20,000	
45,487	45,000	28,507	5531	Stock	35,000	35,000	
1,979	2,000	1,279	5532	Tools	2,000	2,000	
37,799	50,000	47,462	5535	Chemicals	55,000	55,000	
8,458	5,000	2,225	5538	Misc Patch	4,000	4,000	
300	1,000	0	5539	Meters/Repairs	1,000	1,000	
59,494	65,000	65,000	5580	Billing Expenses	65,000	45,000	Payment to HMLD for W/S Billing Services
2,745	3,600	4,611	5581	Uniforms	5,000	5,000	
24,168	27,428	27,380	5741	Insurance	20,785	20,785	
3,389	2,500	3,120	5783	Licenses	5,000	5,000	
8,750	8,750	8,750	5787	Treas./Collections	8,750	8,750	Payment to Treasurer/Collector for services
1,235,567	1,216,060	1,216,060	5910	Debt Service	1,189,255	1,189,255	
20,000	0	0	5810	Capital Outlay	36,000	0	
3,762,642	3,872,084	4,165,169		*Total Expenses*	4,286,498	4,130,498	
4,158,816	**4,370,548**	**4,614,922**		***Total Budget***	**4,789,292**	**4,642,292**	

DPW DEPRECIATION FUND

Financing	**FY 08**	**FY 09**	**FY 09**
	Approved	**Requested**	**Town Manager**
Opening Balance	238,619	213,619	213,619
Cemetery Account	18,000	0	0
Transfer from Overlay Surplus	50,000	100,000	0
Appropriation	200,000	200,000	200,000
Sub Total	506,619	513,619	413,619
Expenditures			
Public Works Highway			
Sweeper #33 - Street Sweeper	130,000		
Backhoe #34 - Loader / Backhoe	0	85,000	*Chapter 90*
Vacuum Truck (New-shared w Water/Sewer)*	0	36,000	0
Sidewalk Construction (Salisbury Street)	100,000		
Public Works Buildings/Grounds			
Tractor w/ Boom Flail Mower (5yr lease)		20,000	20,000
Leaf Vacuum (trailer) (new)		25,000	25,000
Garage at Senior Center		25,000	25,000
Damon House Painting		50,000	0
Starbard Building Painting		75,000	0
Cemetery Utility Vehicle	10,000		
Powered Landscape Rake	8,000		
Regional Household Haz-Mat Collection Center	15,000		
Pave Cemetery Roads	30,000		
Damon & Starbard Bldgs Siding			100,000
2/3 year note			
Guard Rail			45,000
TOTALS	**293,000**	**316,000**	**215,000**
Net Fund Balance	213,619	197,619	198,619

NOTE: Vehicle to be shared with Water Sewer Division. To be paid for with a five year lease.

Actual FY 2007	Budget FY 2008	Estimate FY 2008			Object Description	Request FY 2009	Manager FY 2009
					RECREATION REVOLVING		
66,687	67,401	67,401	5110		Recreation Director	67,401	67,401
0	0	7,740		N	Recreation Supervisor	10,005	10,005
0	15,000	15,000	5116		Labor	15,000	15,000
66,595	99,141	90,666	5125		Seasonal Staff	93,391	93,391
0	250	0	5140		Police Detail	0	0
800	0	0	5175		FICA	0	0
134,082	181,792	180,807			*Total Pers Services*	185,797	185,797
1.00	2.00	2.00			# Personnel F/T	2.00	2.00
1.00	1.00	1.00			# Personnel P/T	1.00	1.00
43.00	44.00	44.00			# Personnel Seasonal	44.00	44.00
4,003	5,800	5,800	5175		Health Insurance	6,200	6,200
6,306	7,415	7,415	5177		Regional Retirement	7,761	7,761
9,803	16,000	16,000	5212		Utilities	17,000	17,000
2,500	2,500	2,500	5219		Treas/Coll Reimburse	2,500	2,500
0	0	0	5343		Postage	0	0
1,476	1,000	1,000	5421		Office Supplies	1,000	1,000
0	500	500	5422		Printing	500	500
4,575	7,500	7,500	5430		Holden Pool Maint.	7,500	7,500
7,903	10,000	8,000	5510		Snack Bar Expense	10,000	10,000
453	500	500	5511		Committee Expense	500	500
0	4,000	1,851	5512		Friday Night Movies	0	0
458	800	800	5581		Uniforms	800	800
15,006	15,000	21,223	5582		Program Supplies	21,383	21,383
104,317	153,000	98,263	5830	C	Capital Outlay	194,000	154,000
156,800	224,015	171,352			*Total Expense*	269,144	229,144
290,882	**405,807**	**352,159**			***Total Budget***	**454,941**	**414,941**
					FINANCING PLAN		
409,183	341,228	346,450			Program Fee/Passes	359,183	359,183
19,669	23,000	18,000			Snack Bar	21,000	21,000
667,620	655,590	655,590			Previous Balance	558,028	558,028
1,096,472	1,019,818	1,020,040			Total Revenue	938,211	938,211
150,000	109,853	109,853			Transfer to IIF	110,428	110,428
290,882	405,807	352,159			Less Expenditures	454,941	414,941
655,590	504,158	558,028			**Balance**	372,842	412,842

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
				AFTER SCHOOL PROGRAM		
12,714	19,695	11,328	5112	Recreation Leader	12,692	12,692
162,059	143,334	150,478	5125	Seasonal Staff	154,993	154,993
751	5,000	5,000	5175	FICA	5,300	5,300
175,524	168,029	166,806		*Total Pers Services*	172,985	172,985
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
21.00	21.00	27.00		# Personnel P/T	27.00	27.00
8.00	8.00	8.00		# Personnel Seasonal	8.00	8.00
19	50	50	5174	Life Insurance	0	0
4,793	7,200	7,200	5175	Health Insurance	0	0
4,225	2,715	2,715	5177	Regional Retirement	4,776	4,776
18,596	16,000	16,000	5212	Utilities	17,000	17,000
7,500	7,500	7,500	5219	Treas/Coll Reimburse	7,500	7,500
117	200	200	5343	Postage	200	200
2,705	4,000	4,000	5421	Office Supplies	5,000	5,000
2,250	3,500	3,500	5422	Printing	3,500	3,500
6,750	7,500	7,500	5430	Holden Pool Maint	7,500	7,500
13,659	22,000	20,000	5582	Program Supplies	22,000	22,000
250	250	500	5581	Summer Uniforms	1,000	1,000
651	1,000	1,000	5710	Car Allowance	1,000	1,000
205	200	200	5731	Dues	200	200
759	1,000	1,100	5733	Expense of Meetings	1,500	1,500
375	750	750	5783	After School Licenses	375	375
62,854	73,865	72,215		*Total Expense*	71,551	71,551
238,378	**241,894**	**239,021**		***Total Budget***	**244,536**	**244,536**
				FINANCING PLAN		
832	500	867	4280	53D Monthly Interest	900	900
236,974	236,952	240,000	4320	Program Fees	246,000	246,000
4,415	3,843	3,843		Previous Balance	5,689	5,689
242,221	241,295	244,710		Total Revenue	252,589	252,589
0	0	0		Transfer out	0	0
238,378	241,894	239,021		Less Expenditures	244,536	244,536
3,843	-599	5,689		**Balance**	8,053	8,053

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Cable Revolving Fund	Holden Community Television	
DEPARTMENT HEAD	**PREPARED BY**	
Brian J. Bullock	Johnny Suire	

TOWN MANAGER HIGHLIGHTS

Includes funding ($24,360) for one electronic sign to be paired with a like
contribution from the Light Department to publicize Town and community events.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
64,604	69,492	68,539	Personal Services	71,261	71,261
140,602	114,745	114,745	Operating Expense	116,099	140,459
205,206	**184,237**	**183,284**	**Total Budget**	**187,360**	**211,720**

FINANCING PLAN

152,325	165,000	165,000	Charter Access Grant	165,000	165,000
291,101	236,222	236,222	Previous Balance	223,197	223,197
443,426	**401,222**	**401,222**	Total Revenue	**388,197**	**388,197**
205,206	184,237	183,284	Less Expenditures	187,360	211,720
238,220	**216,985**	**217,938**	Ending Balance	**200,837**	**176,477**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008			Object Description	Request FY 2009	Manager FY 2009
50,186	53,974	53,974	5110		Public Access Coord.	56,133	56,133
13,497	14,518	13,565	5119		Public Access Ass't PT	14,028	14,028
921	1,000	1,000	5175		FICA	1,100	1,100
64,604	69,492	68,539			*Total Pers Services*	71,261	71,261
1.00	1.00	1.00			# Personnel F/T	1.00	1.00
1.00	1.00	1.00			# Personnel P/T	1.00	1.00
5,171	5,694	5,694	5177		Regional Retirement	6,194	6,194
13,939	17,000	17,000	5212		Utilities	17,000	17,000
1,784	2,500	2,500	5242		Equipment Maint	2,500	2,500
21,667	24,401	24,401	5270		Studio Rental	25,255	25,255
70	250	250	5343		Postage	250	250
1,654	3,000	3,000	5421		Office Supplies	3,000	3,000
498	400	400	5422		Printing	400	400
200	200	200	5710		Car Allowance	200	200
830	1,000	1,000	5721		Association Dues	1,000	1,000
71	300	300	5733		Expense of Meetings	300	300
94,718	60,000	60,000	5830		Equipment Purchase	60,000	60,000
				N	Electronic Sign	0	24,360
140,602	114,745	114,745			*Total Expense*	116,099	140,459
205,206	**184,237**	**183,284**			***Total Budget***	**187,360**	**211,720**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE	Notes
Solid Waste Enterprise Fund	Collection/Disposal	68 Fund	
DEPARTMENT HEAD	**PREPARED BY**		
Dennis J. Lipka	Dennis J. Lipka		

TOWN MANAGER HIGHLIGHTS

Includes funding ($15,000) for the construction of a Regional Household Hazardous Collection facility.

Actual FY 2007	Budget FY 2008	Estimate FY 2008		APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009	
60,363	41,837	44,937		Personal Services	42,055	42,055	
865,919	1,097,391	873,571		Operating Expense	924,845	935,800	
926,282	**1,139,228**	**918,508**		**Total Budget**	**966,900**	**977,855**	
				FINANCING PLAN			
839,028	1,056,912	917,304	4210	User Fees	942,900	936,960	
17,375	17,000	12,500	4220	Misc/Trash Bags	17,500	15,000	
0	10,000	1,000	4240	Large Item Sticker Fee	2,500	1,000	
3,694	4,000	1,000	4280	Interest	4,000	1,000	
117	250	0	4320	Liens	0	0	
0	0	0	4323	Earth Day	0	0	
		-45,206		Previous Balance	25,143	25,143	
20,862	57,053	57,053		Free Cash	0	0	No Free Cash to be used in FY 09
881,076	1,145,215	943,651		**TOTAL REVENUE**	992,043	979,103	
926,282	1,139,228	918,508		**TOTAL EXPEND.**	966,900	977,855	
-45,206	**5,987**	**25,143**		**BALANCE**	**25,143**	**1,248**	

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
16,536	7,670	7,670	5110	Dir of Growth Mgmt	7,670	7,670
14,831	7,624	7,624	5112	Clerical	10,095	10,095
9,428	10,443	10,443	5114	Health Agent	5,140	5,140
18,068	15,000	15,000	5119	Compost Operation	16,000	16,000
0	500	400	5122	Clerical Meetings	350	350
1,500	600	3,800	5132	OT (Toter Service/Del)	2,800	2,800
60,363	41,837	44,937		*Total Pers Services*	42,055	42,055
2.00	2.00	2.00		# Personnel F/T	2.00	2.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
362	400	400	5173	Medicare	500	500
23	30	30	5174	Life Insurance	30	30
1,491	2,000	2,000	5175	Health Insurance	3,200	3,200
2,396	2,715	2,715	5177	Retirement	2,690	2,690
241,990	390,600	235,000	5250	Disposal Fees	277,500	300,000
28,798	5,000	25,502	5251	Toters	2,500	2,500
374,709	410,232	328,029	5252	Solid Waste Collection	400,400	340,155
178,117	226,764	235,370	5253	Recycling	207,000	240,700
0	15,000	15,000	5254	Reg. Haz/Mat Facility	0	15,000
4,548	9,600	0	5298	Earth Day	1,500	1,500
47	450	225	5301	Advertising	450	450
5,795	2,500	2,500	5303	Consulting Services	2,500	2,500
3,698	4,000	4,000	5343	Postage	4,450	4,450
429	950	950	5421	Office Supplies	950	950
6,199	5,000	4,500	5509	Train/Educ/Programs	1,500	1,500
35	500	250	5510	Technical Ref Books	150	150
0	0	0	5540	Compost Operations	0	0
16,696	18,000	15,850	5580	Billing Expense	17,000	17,000
0	500	350	5582	Non Capital Equipment	500	500
216	250	250	5710	Car Allowance	350	350
320	500	350	5731	Association Dues	250	250
0	150	100	5732	Publications	150	150
50	250	200	5733	Expense of Meetings	275	275
0	2,000	0	5741	Insurance/Bad Debt	1,000	1,000
865,919	1,097,391	873,571		*Total Expense*	924,845	935,800
926,282	**1,139,228**	**918,508**		***Total Budget***	**966,900**	**977,855**

DEPARTMENT	FUNCTION	FUNCTION CODE
Inspection Revolving Fund	Inspection Services	27 Fund
DEPARTMENT HEAD	**PREPARED BY**	
Dennis J. Lipka	Dennis J. Lipka	

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
143,142	154,429	154,829		Personal Services	159,220	159,220
27,008	87,480	65,565		Operating Expense	56,200	56,200
170,150	**241,909**	**220,394**		**Total Budget**	**215,420**	**215,420**
				FINANCING PLAN		
43,545	38,000	39,500	4420	Wire Fees	42,000	42,000
63,275	48,000	48,000	4421	Plumbing/Gas Fees	45,000	45,000
116,375	125,000	125,000	4422	Building Fees	130,000	130,000
0	18,500	0	4423	GIS Fees	0	0
0	0	0	4840	Miscellaneous	0	0
216,548	269,593	269,593		Previous Balance	261,699	261,699
439,743	499,093	482,093		**TOTAL REVENUE**	478,699	478,699
170,150	241,909	220,394		**TOTAL EXPEND.**	215,420	215,420
269,593	**257,184**	**261,699**		**BALANCE**	**263,279**	**263,279**

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
36,027	46,021	46,021	5110	Dir. Growth Mgmt/ Bldg. Comm.	46,021	46,021
28,740	41,108	41,108	5112	Clerical	44,399	44,399
31,935	24,000	23,500	5113	Wire Inspector	24,000	24,000
28,150	24,000	25,550	5115	Gas/Plumbing Inspector	24,000	24,000
18,290	18,500	17,850	5119	Building Inspector	20,000	20,000
0	800	800	5132	OT	800	800
143,142	154,429	154,829		*Total Pers Services*	159,220	159,220
1.00	1.00	1.00		# Personnel F/T	1.00	1.00
3.00	3.00	3.00		# Personnel P/T	3.00	3.00
2,250	2,500	2,500	5173	Medicare	2,600	2,600
53	60	60	5174	Life Insurance	60	60
6,526	8,000	8,000	5175	Health Insurance	10,900	10,900
6,621	2,715	2,715	5177	Retirement	7,840	7,840
0	250	150	5301	Advertising	250	250
90	10,000	2,500	5303	Consulting Services	7,500	7,500
0	15,000	4,500	5307	Peer Review	5,000	5,000
3,101	6,500	6,000	5311	Software Purchase	1,000	1,000
0	950	950	5340	Cell Phones	950	950
0	1,500	1,500	5343	Postage	1,000	1,000
756	2,250	2,250	5421	Office Supplies	2,250	2,250
1,391	1,800	1,500	5509	Train/Educ/Programs	2,000	2,000
147	850	750	5510	Technical Ref Books	850	850
1,000	2,000	2,000	5582	Non Capital Equipment	2,500	2,500
3,808	5,200	5,200	5710	Car Allowance	5,200	5,200
410	1,000	750	5731	Association Dues	800	800
77	750	650	5732	Publications	500	500
778	2,000	1,200	5733	Expense of Meetings	2,000	2,000
0	2,500	2,235	5794	Hardware Purchase	1,500	1,500
0	21,655	20,155		GIS Map Program	1,500	1,500
27,008	87,480	65,565		*Total Expense*	56,200	56,200
170,150	**241,909**	**220,394**		***Total Budget***	**215,420**	**215,420**

Notes

FIRE VEHICLE STABILIZATION FUND

Financing	FY 2008	FY 2009	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
	Approved	**Request**	**TM Rec.**										
Opening Balance	325,000	413,000	413,000	504,520	491,701	481,969	475,448	352,266	272,757	287,667	307,174	199,461	195,439
Transfer from Overlay Surplus													
Appropriations	75,000	75,000	75,000	75,000	75,000	75,000	75,000	116,000	116,000	116,000	116,000	116,000	116,000
Interest	13,000	16,520	16,520	20,181	19,668	19,279	19,018	14,091	10,910	11,507	12,287	7,978	7,818
Sub Total	413,000	504,520	504,520	599,701	586,369	576,248	569,466	482,357	399,667	415,174	435,461	323,439	319,257
Expenditures													
Engine 1 & Rescue Replacement		*450,000*	*450,000**										
Principal Payment				90,000	90,000	90,000	90,000	90,000					
Interest Expense				18,000	14,400	10,800	7,200	3,600					
Total				108,000	104,400	100,800	97,200	93,600					
Engine 6 & Tanker Replacement						*500,000*							
Principal Payment							100,000	100,000	100,000	100,000	100,000		
Interest Expense							20,000	16,000	12,000	8,000	4,000		
Total							120,000	116,000	112,000	108,000	104,000		
Engine 2 Replacement										*550,000*			
Principal Payment											110,000	110,000	110,000
Interest Expense											22,000	18,000	14,400
Total											132,000	128,000	124,400
Net Fund Balance	413,000	504,520	504,520	491,701	481,969	475,448	352,266	272,757	287,667	307,174	199,461	195,439	194,857

Recommends a 5 year borrowing to purchase a Pump/Rescue vehicle with a cost of $450,000.

DEPARTMENT	FUNCTION	FUNCTION CODE
Fire	EMS Enterprise Fund	68 Fund
DEPARTMENT HEAD	**PREPARED BY**	
John Chandler	John Chandler	

TOWN MANAGER HIGHLIGHTS

Recommends the use of the IIF Sub Fund ($128,802) and the Wachusett Fund ($64,000) to provide the first year start up funding to launch this service.

Debt service for Capital $273,000. ($30,000 has a two year life, $8,400 a three year life, and $234,500 a five year life.)

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009	Projected FY 2010
			Personal Services	140,345	140,345	836,664
			Operating Expense	19,697	19,697	130,873
			Capital Outlay	32,760	32,760	67,486
			Total Budget	**192,802**	**192,802**	**1,035,023**
			FINANCING PLAN			
			Ambulance Receipts	0	0	851,128
			Tax Levy Support	0	0	215,000
			Wachusett Fund	64,000	64,000	
			Existing Funds	128,802	128,802	
			Interest from Receipts Reserved			2,000
			TOTAL REVENUE	192,802	192,802	1,068,128
			TOTAL EXPEND.	192,802	192,802	1,035,023
			BALANCE	**0**	**0**	**33,105**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008	Object Description	Request FY 2009	Manager FY 2009	Projected FY 2010
			EMS Lead Officer	26,750	26,750	56,175
			Clerical PT	2,500	2,500	15,750
			Firefighters F.T.	68,708	68,708	407,400
			Stipends	5,000	5,000	16,800
			Per Diem Paramedics	0	0	137,114
			Overtime	5,000	5,000	42,745
			Personnel Benefits	32,387	32,387	145,230
			Call Firefighters	0	0	15,450
0	0	0	*Total Pers Services*	140,345	140,345	836,664
			# Personnel F/T	9.00	9.00	9.00
			# Personnel P/T	1.00	1.00	1.00
			D & D Insurance	147	147	779
			Cell Phones/Pagers	300	300	1,236
			Petro Products	600	600	6,622
			Office Supplies	200	200	1,236
			Vehicle Maintenance	2,087	2,087	6,438
			Vehicle Insurance	563	563	1,545
			Radio Maintenance	0	0	1,854
			Train/Educ/Programs	0	0	7,004
			Uniforms	4,500	4,500	14,523
			Licenses and Fees	1,300	1,300	7,236
			Medical Supplies/Equip	10,000	10,000	43,775
			Billing Contractor	0	0	38,625
			Debt Service	32,760	32,760	67,486
0	0	0	*Total Expense*	52,457	52,457	198,359
0	**0**	**0**	***Total Budget***	**192,802**	**192,802**	**1,035,023**

Notes

Holden Fire Department
EMS Revenue Projection
First Full Year

Assumptions:

	BLS Runs	ALS Runs	Total	Payer Mix
Medicare	130	195	325	26%
Medicaid	30	45	75	6%
Other	340	510	850	68%
				100%
	500	750	**1,250**	
BLS/ALS Mix --->	40%	60%	100%	

* Medicare at 2007 Allowed Rates
* Your Specified Rates
* Medicaid at 2007 Allowed Rates
* Collection % Assumption **90%**
* Avg Miles per run **8**

	BLS $	ALS $	Total $
Medicare	$51,851	$77,777	$129,628
Medicaid	$7,590	$11,385	$18,976
Other	$238,423	$415,925	$654,347
Total	$297,864	$505,087	**$802,951**

Total Revenue **$802,951**

Notes:
This summary sheet is compiled from a program developed by Comstar Billing, Inc.
Billing rates are based on 2006 rates charged by other local fire departments.
Based on 8 mile average.
Based on 40/60 BLS/ALS split.
Based on 2006 rates.

DEPARTMENT	FUNCTION	FUNCTION CODE
Human Services	Veterans Services	01-543
DEPARTMENT HEAD	**PREPARED BY**	
Jacquelyn M. Kelly	Jacquelyn M. Kelly	

Notes

TOWN MANAGER HIGHLIGHTS

The Town is currently addressing the needs of 5 new clients eligible for Ch. 115 benefits.
To address these needs financially, we will be requesting an increase in both our
FY 08 and FY 09 budgets.

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
3,100	3,100	3,100	Personal Services	3,100	3,100
338	475	475	Operating Expense	475	475
580	1,000	29,995	Aid & Assistance	20,000	20,000
4,018	**4,575**	**33,570**	**Total Budget**	**23,575**	**23,575**

FINANCING PLAN

0	6,000	0	State Reimbursement	1,000	1,000
4,018	-1,425	33,570	General Fund	22,575	22,575
4,018	**4,575**	**33,570**	**Total**	**23,575**	**23,575**

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
3,100	3,100	3,100	5120	Veterans Agent	3,100	3,100
0	0	0	5122	Clerical	0	0
3,100	3,100	3,100		*Total Pers Services*	3,100	3,100
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
1.00	1.00	1.00		# Personnel P/T	1.00	1.00
78	150	150	5343	Postage	150	150
35	100	100	5421	Office Supplies	100	100
225	225	225	5710	Car Allowance	225	225
580	1,000	29,995	5770	Aid & Assistance	20,000	20,000
918	1,475	30,470		*Total Expense*	20,475	20,475
4,018	**4,575**	**33,570**		***Total Budget***	**23,575**	**23,575**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Human Services	Senior Citizens	01-541
DEPARTMENT HEAD	**PREPARED BY**	
Jacquelyn M. Kelly	Jacquelyn M. Kelly	

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
140,675	164,874	168,518	Personal Services	186,640	186,640
16,691	18,350	24,319	Operating Expense	31,410	27,910
157,366	**183,224**	**192,837**	**Total Budget**	**218,050**	**214,550**

			FINANCING PLAN		
0	0	1,436	Misc. Holden Van Fares	1,450	1,450
43,679	46,519	46,519	WRTA/Bus Receipts	46,519	46,519
113,687	136,705	144,882	General Fund	170,081	166,581
157,366	**183,224**	**192,837**	**Total**	**218,050**	**214,550**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
35,953	39,743	39,743	5112	Clerical	41,999	41,999
44,162	47,490	47,490	5113	Coordinator	49,390	49,390
19,882	23,162	26,806	5114	Outreach Workers	28,782	28,782
71	5,620	5,620	5118	Custodian	5,620	5,620
40,607	48,859	48,859	5119	Transportation	60,849	60,849
140,675	164,874	168,518		*Total Pers Services*	186,640	186,640
3.00	3.00	3.00		# Personnel F/T	3.00	3.00
10.00	10.00	10.00		# Personnel P/T	10.00	10.00
636	550	550	5242	Maint of Equipment	1,550	1,550
82	500	500	5343	Postage	500	500
6,292	4,600	9,060	5410	Petro Products	9,060	9,060
1,024	1,050	1,050	5421	Office Supplies	1,050	1,050
808	1,050	2,500	5480	Bus Maintenance	4,050	4,050
5,795	5,800	5,859	5490	Nutrition Program	5,900	5,900
556	800	800	5710	Outreach Mileage	800	800
1,498	4,000	4,000	5792	Programs	5,000	5,000
0	0	0	5794	Replace Photocopier	3,500	0
16,691	18,350	24,319		*Total Expense*	31,410	27,910
157,366	**183,224**	**192,837**		***Total Budget***	**218,050**	**214,550**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Gale Free Library	Library Services	01-610
DEPARTMENT HEAD	**PREPARED BY**	
Jane Dutton	Jane Dutton	

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
460,841	481,546	481,546	Personal Services	500,470	500,470
179,689	202,713	202,130	Operating Expense	218,130	203,130
5,348	10,000	10,000	Capital Outlay	13,000	13,000
645,878	**694,259**	**693,676**	**Total Budget**	**731,600**	**716,600**

			FINANCING PLAN		
0	100	100	Miscellaneous	100	100
18,453	20,000	19,000	Fees/Charges	20,000	20,000
627,425	674,259	674,676	General Fund	711,600	696,600
645,878	**694,259**	**693,676**	**Total**	**731,600**	**716,600**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008			Object Description	Request FY 2009	Manager FY 2009
71,182	73,600	73,600	5110		Library Director	73,600	73,600
104,850	108,319	108,319	5111		Librarians Salaried	113,409	113,409
284,809	299,627	299,627	5112		Assistant Librarians	313,461	313,461
460,841	481,546	481,546			*Total Pers. Services*	500,470	500,470
7.00	7.00	7.00			# Personnel F/T	7.00	7.00
10.00	10.00	10.00			# Personnel P/T	11.00	11.00
28,811	30,000	30,000	5212		Utilities	30,000	30,000
18,122	18,000	18,000	5214		Fuel	18,000	18,000
0	700	700	5231		Water/Sewer	700	700
3,247	2,500	2,500	5242		Computer Maintenance	2,500	2,500
27,480	30,583	30,000	5243		CW MARS	30,000	30,000
6,916	7,000	7,000	5247		Capital Equip. Maint	7,000	7,000
2,510	2,230	2,230	5249		Alarm/Monitor	2,230	2,230
1,290	1,600	1,600	5343		Postage	1,600	1,600
1,079	1,100	1,100	5421		Office Supplies	1,600	1,600
3,199	3,200	3,200	5423		Material Processing	3,700	3,700
11,196	14,000	14,000	5430		Building Maintenance	14,000	14,000
300	300	300	5731		Association Dues	300	300
59,996	85,000	85,000	5732		Books & Magazines	100,000	85,000
454	1,200	1,200	5733		Expense of Meetings	1,200	1,200
9,830	0	0	5781		Reserve Fund Transfer	0	0
5,259	5,300	5,300	5794		Office Equipment	5,300	5,300
5,348	10,000	10,000	5825	C	Capital Outlay	13,000	13,000
185,037	212,713	212,130			*Total Expense*	231,130	216,130
645,878	**694,259**	**693,676**			***Total Budget***	**731,600**	**716,600**

Notes

DEPARTMENT	FUNCTION	FUNCTION CODE
Historical Commission	Historical Commission	01-691
DEPARTMENT HEAD	**PREPARED BY**	
Charles Skillings		

Actual FY 2007	Budget FY 2008	Estimate FY 2008	APPROPRIATION SUMMARY	Request FY 2009	Manager FY 2009
0	300	0	Personal Services	300	300
4,632	6,165	6,662	Operating Expense	6,665	6,665
4,632	**6,465**	**6,662**	**Total Budget**	**6,965**	**6,965**

FINANCING PLAN

4,632	6,465	6,662	General Fund	6,965	6,965
4,632	**6,465**	**6,662**	**Total**	**6,965**	**6,965**

Notes

Actual FY 2007	Budget FY 2008	Estimate FY 2008		Object Description	Request FY 2009	Manager FY 2009
0	300	0	5122	Clerical	300	300
0	300	0		*Total Pers Services*	300	300
0.00	0.00	0.00		# Personnel F/T	0.00	0.00
0.00	1.00	0.00		# Personnel P/T	1.00	1.00
151	400	400	5212	Utilities	400	400
2,522	2,500	3,000	5214	Fuel	3,000	3,000
0	100	100	5231	Water/Sewer	100	100
1,932	2,500	2,500	5249	Alarm Monitor	2,500	2,500
0	100	100	5343	Postage	100	100
0	100	100	5421	Office Supplies	100	100
0	100	100	5422	Maps & Photos	100	100
0	60	60	5430	Misc. Repairs	60	60
0	50	50	5582	Supplies	50	50
0	125	125	5731	Association Dues	125	125
27	30	27	5732	Subscriptions	30	30
0	100	100	5733	Expense of Meetings	100	100
4,632	6,165	6,662		*Total Expense*	6,665	6,665
4,632	**6,465**	**6,662**		***Total Budget***	**6,965**	**6,965**

Notes

CAPITAL BUDGET

DESCRIPTION	VEHICLE TO BE REPLACED	REQUESTED FY 2009	MANAGER RECOMMENDED	FY 2010	FY 2011	FY 2012	FY 2013
Public Works Highway							
Backhoe #34	1995 Backhoe	See Depreciation Fund					
Vacuum Truck	New	See Depreciation Fund	Fund	36,000	36,000	36,000	36,000
Truck #13 Large Dump Truck/Sander	1994 Ford			170,000			
Truck #10 FWD Pickup				50,000			
Truck #48 1 Ton Dump Truck				80,000			
Trackless sidewalk plow w snowblower					110,000		
Truck #15 Large Dump/Plow/Sander					180,000		
Truck #19 1 Ton Dump/Plow/Sander						80,000	
Truck #11 1 Ton Dump/Plow/Sander							85,000
Sweeper #47							130,000
Main Secondaries				425,000			
Chapter 90 Funding	*300,000*						
**Secondaries		425,285	200,000				
Residential Streets		131,059	0				
Sidewalk Construction		150,000	0	100,000	100,000	100,000	100,000
Sidewalk Re-Construction				300,000			
Chapter 90 Funding	*0*						
Sidewalk Maintenance				20,000	20,000	20,000	20,000
Crack Sealing		45,000	0	30,000	30,000	30,000	30,000
Drainage		0	0				
Guard Rail		See Depreciation	Fund				
Total Chapter 90 (not included in total)	*300,000*						
Public Works Garage							
New Salt Shed							
Chapter 90 Funding	*156,000*						
Leak Detection System Fuel Tanks		20,000	0				
Public Works Bldgs/Grounds							
New Tractor 5 year Lease Purchase		See Depreciation	Fund	20,000	20,000	20,000	20,000
Sod Cutter		5,000	0				
Leaf Vacuum	New	See Depreciation	Fund				
Garage at Senior Center		See Depreciation	Fund				
Damon House Siding, painting, de-leading		See Depreciation	Fund				
Starbard Building Siding, painting		See Depreciation	Fund				
Town Hall Siding, painting				100,000			
Truck #38 4 x 4 Pickup Truck				60,000			
Repave Town Hall Parking Lot				40,000			
Mountview School Parking Lot				60,000			

Trackless Multipurpose Tractor w/Mowers					100,000		
Truck #18 One-ton Dump						80,000	
Truck #58 - Panel Van							30,000
Rail Trail		10,000	0	10,000	10,000	10,000	10,000

**The out years of the five year plan will be determined each year due to extensive construction associated with the sewer expansion program.

Each year roadways will be assessed to determine which need to be repaired/resurfaced and then included in the plan.

DESCRIPTION	VEHICLE TO BE REPLACED	REQUESTED FY 2009	MANAGER RECOMMENDED	FY 2010	FY 2011	FY 2012	FY 2013
Water Sewer Division							
Vacuum Truck Lease Purchase		See Depreciation Fund		36,000	36,000	36,000	36,000
Assessors							
Revaluation		35,000	35,000			40,000	
Library							
Replace air/heating unit		10,000	10,000				
Repair Front Steps		3,000	3,000				
Repair Stone Wall				3,000			
Recreation							
Rebuild Kitchen in Lodge at Trout Brook		15,000	15,000				
ADA Accessible Bathroom Trout Brook		12,000	12,000				
Well at Former Rice School Ball Field		22,000	22,000				
Install Lights at Mayo Soccer Field		65,000	65,000				
Reconstruct Tennis Courts Mountview School		80,000	40,000				
Police							
Patrol Vehicles	Cars #5 & #7	64,000	64,000	64,000	66,000	73,000	68,000
Repairs to Police Station		452,500	0				
Fire							
Replace Engine 1 and Rescue	See Stabilization Fund						
Replace Tanker/Engine 6	See Stabilization Fund						
Replace Engine 2	See Stabilization Fund						
Personal Protective Equipment		20,000	20,000	29,000	20,000	20,000	20,000
Convert Rescue to Forestry					20,000		
Replace Car 2		42,000	42,000				
Technology Upgrades		26,000	26,000	15,050			
Replace Car 3				27,000			
Replace Roof Center Station				51,700			
Replace Heating System Center Station				33,000			
Chaffins Renovations		12,000	12,000				
Replace Car 1					42,000		
TOTALS		**1,644,844**	**566,000**	**1,759,750**	**790,000**	**545,000**	**585,000**