

**Board of Selectmen  
Budget Workshop  
Municipal Center Resource Room / Remote Meeting  
Tuesday, March 30, 2021**

**7:00 pm**

- Call to Order by Roll Call
  - Pledge of Allegiance
1. Budget Discussion w/Department Heads – Possible Vote(s)
  2. Adjournment

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**Note: Times are estimates unless denoted as a Hearing.**

**The Town of Douglas is an equal opportunity provider, and employer.**

Board of Selectmen  
Budget Workshop Meeting Minutes  
March 30, 2021

• **Call to Order:** Chairman Kevin Morse called the meeting to order at 7:00 pm in the Municipal Center Resource Room. Due to the Covid-19 Pandemic, CDC guidelines were followed, and participants were invited to join the meeting remotely. In attendance: Timothy Bonin, David Cortese, Harold Davis (remotely), Michael Hughes, and TA Matthew Wojcik.

Other Staff and Citizens: Department Heads (in person or remotely)

• **Pledge of Allegiance (00:09)**

**1. Budget Discussion w/Department Heads – Possible Vote(s) (00:30):**

*Handed out at the meeting is the Budget Message, from Town Administrator Matthew Wojcik, a Summary Budget, and the full "General Government Functions Operating Budget Request", dated 2/11/2020.*

• TA Wojcik went through his budget message and the Capital budget. He stated there have been challenges but COVID accelerated the modernization of our operations. Economic Development is beginning to bear fruit, and Federal assistance has helped the Town invest in things like E-permitting, and PPE's. TA Wojcik stated ongoing professionalization has yielded a Police Department as an accredited agency. The Fire and Ambulance Department has more full time staff, either already credentialed or moving in that direction. The Highway and Building Maintenance Department has adopted OSHA standards. He stated the demand on resources has been on the employees, and some of the most experienced employees are retiring. Demands on resources have required the staffing of a second ambulance and re-assignment of staff, however, the Town is entering FY2022 in a stronger position and Free Cash is not being used.

TA Wojcik is recommending a 1.0% COLA to non-union employees under the supervision of the BOS. He is also recommending a Longevity incentive for non-union employees through a Bylaw amendment. Eligible employees who have been employed for 15+ years will receive a \$1,000 bonus. Other FY22 increases to the budget include the proposed stipend increase for the BOS, an overlap pay for the Administrative Assistant position, and the first full year of personnel changes approved at the last town meeting.

TA Wojcik stated he will be asking the board to vote to Authorize Expenditure of Surplus Funds from the Trust Fund for Health Insurance at their next meeting.

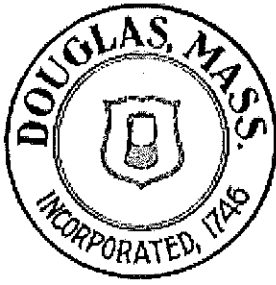
**2. Adjournment:**

Mr. Cortese made a motion at 8:21 pm to adjourn. Mr. Hughes seconded the motion. **Roll Call Vote: Timothy Bonin – aye, David Cortese – aye, Harold Davis – aye, Michael Hughes – aye, and Kevin Morse – aye.**

Respectfully submitted,



Suzanne Kane  
Administrative Assistant



## TOWN OF DOUGLAS

### OFFICE OF THE SELECTMEN

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Kevin D. Morse – Chairman  
David P. Cortese – Vice Chairman  
Timothy P. Bonin  
Harold R. Davis  
Michael D. Hughes

Matthew J. Wojcik  
Town Administrator  
  
Suzanne L. Kane  
Administrative Assistant

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I submit the Fiscal Year 2022 general fund operating budget for your consideration.

Each year since Fiscal 2019, the budget has presented a unique set of challenges. FY 2019 featured the override debate. The Town considered two very different spending plans. FY 2020 was driven by the search for a more affordable health insurance benefit structure. The onset of the COVID-19 pandemic marred the last quarter of an otherwise stable budget year, setting aside many plans. We began FY 2021 with month-to-month budgets. Capital projects were postponed as staff and volunteer boards alike worked to adapt to ominous signals regarding the potential impact of the pandemic on State revenues. FY 2022 has been the most challenging budget I have prepared, as the desire for balanced progress across the entire organization had to be squared to financial limitations and the finite ability of a small organization to adapt to the changes occurring around us and ongoing uncertainties around state revenue sharing.

In FY 2022, significant trends emerging from the pandemic will have a material impact on our operations and budget. COVID-19 has forever changed the way we view the day to day operations of municipal government and the schools. Many services have been reconfigured to allow for secure remote access. Necessity has forced the pace of adoption of electronic collaboration tools in the workplace. We are transitioning from a Google-based sharing platform to the multi-faceted collaboration environment of Microsoft 365. We have increased the bandwidth and cloud storage available to our network. E=permitting has "gone live," allowing building office customers to handle most of their business with the Town virtually. It is fair to say that the measured pace of incorporating technological capabilities into our work has accelerated to a break-neck speed.

Diligent work on economic development is beginning to bear first fruits. Two world-class distribution facilities in Douglas are moving through the property aggregation and/or permitting process as of this date. The cannabis industry is growing briskly in Town. We have one fully operational grow /

manufacturing establishment, one retail location under construction and a second beginning the land use permitting process, and more grow/manufacture facilities in queue for local and State approvals. Solar power industries are also beginning to contribute in a meaningful way to the revenues of the Town.

Internally, the steady effort to professionalize municipal government has achieved major milestones. The Douglas Police Department is an accredited agency. The Fire & Ambulance Department has more full time staff either already credentialed as firefighter / paramedics or progressing to that goal than ever before. Various departments have adapted to federal workplace health and safety standards. We are also witnessing the first of what may be several years of transition as retirement-eligible employees leave public service.

Since the early months of the pandemic, Federal assistance has shielded the Town from financial pressures arising from emergency operations. We have been able to invest in e-permitting, migrate our core office software usage, obtain and distribute thousands of items of personal protective equipment (PPE), staff extra ambulance coverage and prepare and deliver many thousands of meals to vulnerable residents using federal funds, along with private donations, where appropriate. Local and State revenues have been used only to support the operations we budgeted before March 2020 and any natural growth in those expenses.

Operationally, however, the drain on Town resources has been considerable. Town employees have maintained intense activity levels for a prolonged period of time. For most, the pandemic added a "second job" to our typical responsibilities. Douglas employees are commended for their flexibility, resourcefulness, and dedication in response to the pandemic. While access to Town Hall has been by appointment only, the building and land use functions never stopped reviewing plans, issuing permits or conducting timely inspections. Public safety functions maintained increased operational tempo within available resource limits. Staff worked on assignments well beyond their job descriptions.

The Town is entering FY 2022 in stronger financial condition than that experienced for many years. Outside of snow & ice operations, free cash is not being used for operational funding. New growth has consistently come in at 3 or 4 times the projected level each year for the last 3 fiscal years. Opportunities to sell Town-owned real estate to productive uses on the tax roll have been identified and pursued. While revenues are increasingly diversified and have begun to grow at a more robust rate, the administration has engaged in effective long term cost savings efforts. Turnbacks have been an important component of our efforts to maintain and grow our free cash. Free cash was last certified at \$2,725,870 for FY 2020, which represents 9% of the FY 2020 operating budget (municipal and schools, less service on excluded debt). While this figure includes a number of unique, one time events, over the last three years, the Town has added to free cash each year for the last three years.

This submission briefing draws attention to the major highlights of the revenue and expenditure budgets for FY 2022. It is by no means a comprehensive list of all the changes made in the budget year over year. The budget is balanced. Revenues are up by 2.2% and expenditures increase 2.8% when compared to the current year's budgeted figures. Revenues were forecast to grow very slowly in FY 2021 based on the pandemic, but revenues in fact grew along historical trends. Thus, our very conservative budget for FY 2021 will likely generate another substantial end of year surplus; in FY 2022 therefore one will note that expenses grow faster than revenues but we still arrive at a balanced budget.

In arriving at this recommended budget, the Finance Director and I consulted extensively with department heads. The budget had sufficient flexibility to allow us to address many requests. We are preparing the organization for the changes likely to occur in the short to medium term as a result of residential and commercial development. We have set aside sufficient resources to allow for orderly transitions as experienced, valued employees retire and we either promote from within or bring in new people to replace them. Our capital budget priorities begin to address the considerable risk management challenges we face now and into the next several years.

Detailed discussion of major financial commitments and policy implications follows below. I close with a look ahead to the next four years after FY 2022.

### **Employee Compensation - Departments**

This budget submission includes the following recommendations:

1. Town wide, the Town Administrator recommends a 1.0% cost of living adjustment (COLA) to non-union employees under the supervision of the BOS;
2. The Administrator also recommends that non-union employees under the Personnel By-Law and not at the top step receive a one step increase. This will have an impact on 15 full time employees and 4 part time employees. The financial impact is partially offset by savings from new hires replacing more experienced employees in at least 3 full time positions;
3. The BOS will request Town Meeting approval of a stipend increase, which is included in the budget pending that approval (a distinct warrant article deals with the salaries of elected officials);
4. The long term Administrative Assistant to the BOS and the Town Administrator is retiring shortly after the turn of the fiscal year. The budget includes the remainder of her paid time (vacation accrual) that will be awarded at the beginning of the fiscal year, as well as an adjustment to the position salary to reflect a new hire (a lower step);
5. The Town Administrator recommends the creation of a longevity incentive for non-union employees via an amendment to the personnel By-Law. The budget includes funding for this proposal by adding a longevity incentive line to the compensation budgets of those departments with eligible employees. The incentive is proposed at \$1,000 per eligible employee and will cost \$15,000 to implement;
6. This budget includes all of the position adjustments authorized by Special Town Meeting last November:
  - a. Full year salary for the Assistant Chief, Fire & Ambulance Department;
  - b. First full year of budget for upgrade of Building Commissioner from part time to full time;
  - c. First full year of budget for the part time position of economic development facilitator;
7. Existing positions have been filled, or per diem spending authority increased, as follows:
  - a. A laborer position in the Highway Department, which has been in the budget for years, has finally been filled after 2+ years of recruitment efforts;
  - b. Part time salary line in the Ambulance Department has been increased substantially to reflect actuals from past fiscal years, address non-COVID related expenses, principally, shift coverage for full time employees who must attend the Fire Training Academy to

- complete required certifications, and to provide enhanced ambulance coverage as needed;
- c. The Highway Department has requested an additional \$10,000 in seasonal employee spending authority in order to hire more summer workers (part of a longer term strategy to enhance recruitment);
  - d. More of the Fire & Ambulance staff have Paramedic certification than previously, resulting in higher base rates of pay for some new hires as compared to those they replaced;
8. Position increases / upgrades are requested by Department Heads:
- a. The Adult Social Center requests upgrade of the part time outreach coordinator position to 25 hours per week, an increase of 10 hours per week, making position benefit eligible;
  - b. The Board of Health requests a part time position at 14 hours per week to assist with the workflow of the office, which has increased significantly;
9. Contractual employees have been awarded increases at contract renewal that reflect increased responsibilities and/or the results of a position benchmark against both similarly sized communities and neighboring towns (Police Chief, Fire & Ambulance Chief (including stipend for Emergency Management), Police Lieutenant);
10. Both Police and Firefighter unions are at contract renewal talks with the Town. The budget reflects both areas where there has been tentative agreement and others where management has made an offer it is willing to fund. Since the Town has resources beyond the operating budget, these budget entries are not dispositive of the ongoing bargaining issues;
11. Department turnover partially offsets the COLA and other personnel increases:
- a. The Police Department has had two retirements of long serving officers by the end of FY 2021. Resulting upward mobility within the Department has resulted in promotions of people with less seniority (lower steps) and creation of probationary / first year pay rates for new hires;
  - b. Turnover at the Fire & Ambulance Department has resulted in new hires working at lower steps than similarly qualified but more experienced people they have replaced;
  - c. The Administrative Assistant to the BOS and Town Administrator will retire and be replaced by an employee who will start several steps below the current employee's pay rate;
  - d. The Director of Community Development resigned in February to take a position in another Town. The replacement hire will join at several steps lower than the previous employee and, possibly, at a lower grade within the management classification;
  - e. The Principal Assessor is set to retire at the end of the calendar year. The replacement hire will be at several steps below the current employee, however, we are also budgeting an "overlap" period to allow the incumbent to train / transition to the new hire;
  - f. The part time building custodian will retire at the end of the fiscal year after many years of service to the Town. For the time being, the building facility expense budget will be increased to reflect the cost of hiring an outside cleaning service;

- g. There are numerous Town employees who are eligible to retire. While we are not aware of specific plans, decision makers should note that these transitions are likely to occur, if not this year, then likely during the next 3 years.

### **Department Expense Budgets**

FY 2021 included a 2.5% across the board reduction in all expense budgets to reflect the possibility of State aid cuts that have not actually materialized, and do not appear to be likely this year, either. The original plan was to use the levels set by the 2.5% reduction as the new baseline going forward for all expense budgets.

Our experience during this current fiscal year is that the expense restraint, while it would have been tolerable if the State had dramatically reduced our aid, has truly put several departments, notably Fire and Highway, into very tight expense budget situations. We will have to request Special Town Meeting approval in May for various transfers to meet obligations.

Therefore, for FY 2022 the baseline was partially restored by removing the 2.5% reduction and referring back to prior year forecasts of expense line spending by the Departments, with revisions made as requested by Department Heads.

The Fire & Ambulance expense budget has been underfunded for many years. As a result, there has been significant degradation in the quality and quantity of necessary items that do not rise to the level of capital expenditure, but are quite expensive when compared to the operating needs of other departments. It is also true that the professionalization of the full time staff effort alters attitudes and expectations of employees who have worked or could work elsewhere, which is a change from the perspective of call staff in a call department.

The Fire & Ambulance Department has been tasked with implementing a program of assessment and replacement, as needed, of critical items including fire hose and connectors, turnout gear, and self-contained breathing apparatus. The Department is pursuing grant funding from at least two sources to address the long term backlog of turnout gear replacement. Going forward, these items should be a regular part of the operating budget.

Aging assets at the Fire, Highway, and Building Facilities Departments contribute to our risk profile and drive up total repair budgets. The capital improvement plan aims to catch up with these needs over the next 5 years. In the meanwhile, these departments will continue to request funds sufficient to keep buildings open and equipment in good working order.

The building facilities budget includes a substantial increase for service contracts, which in the past either were included in other lines in the budget or were not in place. Service contracts bring outside firms into our buildings to look over our appliances and various systems and provide basic maintenance. This is an essential part of asset and risk management.

The Police Department expense budget increases largely as the result of an increase in tuition reimbursement and training expense requests. With recent recruits joining the ranks, the Chief is setting aside resources to meet contractual obligations to pay for relevant classes. Increasing training opportunities is a standing goal of the Department.

The Civil Defense account includes town-wide resources to protect the public. The public safety radio project requires the installation of transmission equipment on a tower owned by a private company, therefore requiring a lease. The annual maintenance and emergency repair contract for 24/7/365 service on the radio system is also added to this account.

The Highway Superintendent has requested an increase in uniform service for the Department's workers. Some of the cost is offset by reductions in other parts of his expense budget.

The Snow & Ice budget is increased by \$ 10,000 to continue our pattern of incrementally increasing this account to more closely approximate the expected costs for road salt in a mild to typical winter.

The Board of Health requests a substantial increase in the well monitoring efforts around the landfill. The testing regimen has become more involved.

#### **Town-wide: Property & Casualty Insurance**

The Town's most significant cost control challenge for the next several years may be the premiums for its property and casualty insurance, in particular, its property coverage. The Town has filed several very large claims in the last 5 years, including a boiler fire at the Municipal Center, numerous roof leaks, a large claim for flood damage arising from a broken pipe in a school science lab, and most recently, a large claim for the cleanup of approximately 300-350 gallons of heating oil that spilled onto the basement floor of the Municipal Center. The costs of the most recent claim are still mounting, as the project is not complete. Conservatively estimating, we are well over 400% in terms of the ratio of claims to paid premium.

The budget estimates we will see a 15% premium increase year over year on our property coverage premium. In order to control the growth of our premium over time, we have asked our current carrier and others that might bid for our business to investigate the premium savings we might achieve if we increased our deductible considerably, from \$2,500 to \$20,000 or even \$25,000. I recommend carrying a substantial increase in this line item to give us the flexibility to pursue various coverage options through FY 2022.

#### **Health Insurance**

In addition to providing transparency around a complex part of the budget, the following discussion is meant to convey the annual report required by the BOS Health Insurance Standard Offer policy.

The Town makes a standard health insurance offer to all of its active employees. The benefit design is a so-called "high deductible" plan, paired with compensation known as a Health Savings Account (HSA). Employees choose between family versus individual plans, and between plans that favor local provider networks and an option that provides access to broader networks. Enrolled employees pay twenty percent (20%) of the working rate for their coverage. The deductible is a reference point in establishing the size of the HSA contributions. The Town funds fifty percent (50%) of the HSA every year. Enrolled employees may voluntarily have the remaining fifty percent (50%) deducted from their biweekly pre-tax income and deposited into their HSA.

The Town offers a single product to retirees over the age of sixty five (65). Retirees enroll in Medicare parts A and B. The Town purchases an Aetna supplement that includes prescription drug coverage. The total offering is what is commonly referred to as a "Plan F" Medicare based retiree health insurance



benefit. The Aetna plan offered by the Town has numerous additional features, including vision care, fitness incentives, and an extensive customer service platform to provide direct, personalized assistance to retirees. The Town pays 50% of the premium for this insurance package.

The Town participates in the Massachusetts Strategic Health Group (MSHG). This group is managed by our health insurance consultant / broker, Gallagher. Gallagher is a national firm with considerable expertise and the ability to organize the buying power of its numerous clients to meaningful advantage dealing with national and regional carriers and third party administrators. The Group self-insures its active employee plans. The Group uses the added leverage provided by our joint purchasing agreement to obtain competitive bids for stop-loss insurance on our active plans, and to attract national carriers to bid on our fully insured plan for retirees. MSHG members (Douglas, Webster, and the Dudley-Charlton Regional School District) deposit their working rate into a trust fund managed by contracted professionals with accounting experience in the health insurance field.

The MSHG is a bold innovation that seeks to address every cost driver in our health benefit offering. The steps taken include:

1. We are the only self insured group in Massachusetts that uses a third party administrator (TPA) to process our claims. We have access to our own data, and thus can enter into beneficial contracts with specialty consultants to manage our costs;
2. Since we have a TPA, we are able to “carve out” pharmacy benefits, contracting with a Pharmacy Benefit Manager (PBM) to secure competitive pricing and take advantage of prebates and rebates – which are returned to the Trust Fund (insurance carriers typically keep these funds for themselves);
3. We have added Optimed to our list of specialty consultants starting July 1, 2021. Optimed identifies drug treatments being billed through the medical claims system and, after authorization from the patient, looks for more cost effective ways to deliver those treatments in a much less expensive and often more comfortable setting;
4. We offer a voluntary program, through a vendor known as Abacus, for diabetic beneficiaries that provides valuable incentives in exchange for compliance with the patient’s disease management plan, a proven method of controlling claims costs arising from this diagnosis;
5. We have joined Gallagher’s brokered group rate for stop-loss insurance, reducing our rates and capping growth of this critical cost driver;
6. Beneficiaries can participate in mail-order pharmacy to obtain their prescriptions from international sources (Canada and other countries with standards acceptable to FDA) at significantly reduced prices.

The budget line item for active employee health insurance is driven by two variables: our working rate (estimated cost per enrolled employee) and our census. The census is the more unpredictable of the two. The annual cost of a family plan (including HSA) is approximately \$24,500 per year, of which the Town picks up \$19,400. A couple of people retiring, or any number of new hires accepting our insurance, can very significantly change our health insurance budget.

Every one percent (1%) change in the working rate is about \$22,800 in spending, assuming the census does not change. Since we review our claims experience every month, we can see trends emerging and establish a financial plan to address our working rate renewal each year. This advance insight is

invaluable in helping to frame our budget discussions with department heads and Town decision making bodies about the budget as a whole.

The Town has a waiver incentive for employees who decline the Town's plan at the time of hiring. We also have an opt-out incentive in place for employees who change away from the Town's coverage while employed. For FY 2022 we estimate 173 employees will be in our active plan census; 79 waive the insurance and 24 participate in the opt-out.

For FY 2022, we estimate health insurance spending using the following assumptions:

1. A decrease of 12 active individual plans and an increase of 2 family plans;
2. A possible increase of 4 enrollees due to eligibility rules (aging off parents' plan at age 26);
3. We will carry 5 family plans and 2 individual plans on the census as "cushion" in anticipation of people joining our benefit program during the year due to qualifying events
4. A renewal increase of 11% in the working rate, of which, we plan to absorb 7% in the operating budget and 4% using our equity/surplus in the self-insured fund.

### **Education**

Douglas taxpayers directly support public education through 4 major accounts in the budget: The Douglas Public School system, the Blackstone Valley Tech Regional Vocational-Technical School District, the Norfolk County Agricultural School, and the school bus transportation account, which is specific to the needs of the Douglas Public Schools.

The reviewer should note the context surrounding requests for increased funding and the impact that decisions on one side of the municipal / school line can profoundly affect the budget flexibility experienced by the other. Most of the influence flows in one direction, since the Town pays education expenses on our side of the ledger, but the schools do not provide services back to the municipal departments at a material level.

Since such a large portion of new spending has flowed to the education lines in the budget, the overall financial condition of the Town, not to mention the credibility of local government broadly defined, is driven by the educational performance, financial management, and public posturing of the entities drawing from those lines.

Looking at the document as we are required to present it, from FY 2019 (actual) to FY 2021 (budget), the budget for these 4 items increased by \$1.058 million dollars, compared to \$1.056 million for total municipal expenses, less debt service payments and transfers to stabilization and OPEB funds. That would make it appear that the education lines and the municipal government departments have split new spending roughly 50-50, but that is most definitely not the case.

### ***Local Contribution to the Douglas Public Schools (DPS)***

The municipal side of the budget picks up many of the DPS' necessary operating expenses, and thus, those "indirect" relationships need to be teased out to understand the true picture of how new spending has been allocated between municipal and educational purposes.

A large majority of the active and retired employees participating in the Town's standard health insurance plans work or worked in the DPS. Comparing our FY 2021 budget for health insurance to the

FY 2019 actuals reveals roughly \$227,000 in net increase, of which \$175,000 (or about 77%) is attributable to the schools, based on our actual census data.

Looking at the net impact of the waiver and opt-out programs, which showed a net increase of \$14,550, the schools account for \$8,500, or about 58% of the change.

School Department FICA increased by roughly \$4,000.

The schools generate about 31% of our retirement fund contribution for FY 2022. Given the relative stability of the employment levels in the schools and the Town over the last 3 years, I believe it is fair to estimate that the schools drove 31% of the change in our Worcester Regional contribution increase of \$196,000 from FY 2019 to FY 2021, thus, about \$61,000.

Finally, the other major account where the schools have a major impact is property and casualty insurance. This account was stable for many, many years at roughly \$285,000 year over year, with fluctuations reflecting claims activity that was within a "tolerable" range for our carrier. Since FY 2019, however, our claims experience has sharply increased due to a massive claim (just short of \$900,000) arising from a flood at the High School, with a resulting premium impact.

MIIA reports that the majority of our property and casualty claims originate with the DPS. Assuming that one can draw parallels between the share of claims paid attributable to the DPS and the share of premium increases Douglas has experienced over the same time frame, I estimate that at least 80% of the increase in the budget for this line item – thus, 80% of roughly \$145,000 - or \$116,000. - is the result of DPS claims.

Therefore, focusing only on the documented or most obvious ways in which the municipal budget pays school expenses, an adjustment of \$364,000 from one side of the equation to the other is appropriate. What that means is that of roughly \$2.114 in net increased spending from FY 2019 (actual) to FY 2021 (budgeted), \$1.422 million is attributable to education operations, or roughly 67%.

The Douglas Public Schools are provided with one, single bottom line number that reflects the local contribution to their budget, which as noted above, is not a comprehensive rendering of the actual expenses to operate their system. There is a floor value – the required net school spend – that a municipality must provide as a local contribution to its public school system. All spending above the required net school spend is at the discretion of Town Meeting.

Municipal officials must walk a fine line between providing a local public school system enough resources to remain viable, if not successful, in the competition for student loyalties, on the one hand, and accomplishing our fiduciary duty to the taxpayers to provide assurances that all departments, including the School Department, observe and implement the highest level of integrity and resourcefulness in the use of funds. These responsibilities cannot be delegated to our auditors or to the elected School Committee, whose role is that of a department head, autonomy notwithstanding.

Looking only at the public school choices being made by students and their families, I have formed the opinion that the Douglas Public Schools are on a challenging trajectory. In my view, decisive action must be taken soon to bring the School Department's year over year built in budget increases into line with the rate of increase in Town revenues – this would be Step one. Step two is to put in place financial management systems that inspire confidence on the part of Town Meeting. Step three would be for the

Department's leadership to put a viable, medium to long term plan in place for delivering the student experience that kids and parents want. Additional investment in the Douglas Public Schools, again, only as a matter of my own opinion and recommendations based thereon, is unwise if all three steps are not taken.

With respect to Step one, it is only partially accurate to say that the School Department's budget increases by 1.5% or 2.0% year over year. That is true of the bottom line. But since so much of the School's budget is made up by State aid – a large but almost completely stationary number – it is the local contribution, revolving funds, and grant funding for the Douglas Public Schools that finance the growth in the School Department budget. The table below documents the trend with budgeted figures, for illustrative purposes only.

Fiscal Year	Total General Fund Operating Budget	Chapter 70, Charter School Reimbursement	To be made up from other sources	Year over year change
FY 2018	\$12,872,947	\$8,684,255	\$4,188,692	base
FY 2019	\$13,323,500	\$8,722,775	\$4,600,725	+ 9.8%
FY 2020	\$13,589,970	\$8,759,585	\$4,830,385	+ 5.0%
FY 2021	\$13,793,820	\$8,805,089	\$4,988,731	+ 3.3%
FY 2022	\$14,000,727	\$8,804,079	\$5,196,648	+ 4.2%

The principal takeaway from this illustration is that the whole story of the Douglas Public School operating fund budget is that while it may only increase in total by 1.5% year over year, local taxpayers are probably increasing their contribution to the system at a pace quite a bit faster – not only faster than the bottom line growth, but faster than the total revenues of the Town.

One additional table shows the change, from the closing of one fiscal year to the next, in the balances of two revolving funds that can be used to pay for eligible operating expenses - school choice in tuition, and the Circuit Breaker program, which is focused on special education.

Fiscal Year (end)	Choice In Balance	% change over prior FY	Circuit Breaker	% change over prior FY
FY 2014	\$586,304	base	\$170,685	base
FY 2015	\$553,755	-5.6%	\$292,759	+71.5%
FY 2016	\$669,277	+20.9%	\$611,967	+209.0%
FY 2017	\$961,396	+43.6%	\$1,042,847	+70.4%
FY 2018	\$1,102,072	+14.6%	\$1,095,728	+5.1%
FY 2019	\$1,731,671	+57.1%	\$774,450	-29.3%
FY 2020	\$1,492,695	-13.8%	\$682,373	-11.9%

In formulating my recommended bottom line allocation of funds to the Douglas Public Schools, I have taken the above figures to show that the DPS is in substantially stronger financial position than it was five fiscal years ago. Since the DPS never turns money back to the Town – but instead reclassifies

expenses at year-end to allow for maximization of its revolving funds – the Town must take note of carry-forward balances at the schools and set the local contribution after thoughtful discussion.

More importantly, however, is that no matter how hard the Town tries to find resources to keep pace with the increasing cost of the local schools, the math is impossible. If revenues only grow about 2% a year, there is no way the Town can keep up with even a 3% year over year increase in local contribution to school costs for very long. Since about 80% of the spending at the schools is driven by personnel, the only solution to the long term trend is to address the rate of increase in spending on salaries and wages. There is no dispute that the Department may organize its workforce to best implement its policies and achieve its goals. The issue is whether the negotiated steps, lanes and COLAs in Appendix A of the major collective bargaining agreement creates an “engine” that moves faster than its wheels – which it does – and how might be the best way to align these two elements of forward motion into a smoother ride for all.

Before recommending that the Town mobilize any more resources to address the school district’s structural issues, the leadership of the Town – BOS, Town Administrator and Finance Director – should be confident that the resources already provided are being used cost effectively. I will not speak for the BOS or the Finance Director, but after nearly four years, I do not of that confidence.

There is a list of items I have had to give significant attention to that I would have preferred never to have had to work on:

1. I had to change the way the Town and Schools procure office supplies, in order to better manage the relationship with our vendors and purchase at the best price;
2. The Town’s request for a more modern method of managing the food inventory of the school lunch program has been totally rebuffed, despite extensive documentation of the need for a more rigorous method to track spending;
3. Since there is no inventory control system in place, I have personally managed the district’s personal protective equipment (PPE) purchasing throughout the pandemic in order to properly document the use of federal funds. The original request I received was for \$96,000 worth of product for the first semester, based on an undiscerning acceptance of a single quote from W.B. Mason. I have managed this down to \$54,750 to this date, varying vendors to get better pricing, and ordering as needed rather than as estimated;
4. I disagreed with the DPS decision to purchase a new snow plow, despite having the benefit of a Town contractor’s services for snow removal. In my opinion, the Department has higher priorities (see below). A new plow for an old truck is a questionable investment;
5. The DPS IT department insisted before the Capital Improvement Committee that it needs a Storage Area Network (SAN) when, based on the description provided, what it needs (desperately) is a new network area storage server. This item keeps appearing on the capital budget request for the schools – apparently no one is really paying attention to the importance and urgency of the request and parting with the \$14,000 or less it would take to accomplish a bare minimum fix of this critical network component.

There are any number of other friction points, but these examples point to less than ideal asset management practices. The impression is always given that every last dollar is squeezed, but I am of the opinion that there is a point at which frugality undermines resourcefulness, usually when frugal turns

into cheap, or if the frugality is misguided or uninformed. Before embarking on Step three, these issues need to be addressed.

The sense of urgency that should inform the search for a solution to Step three – long term viability - cannot be understated. The District arguably needs to focus on the competition it faces.

As of last October, 122 high school aged Douglas residents enrolled at Blackstone Valley Tech (BVT), another 10 at Norfolk County Agricultural School and somewhere between 75-80 students “choice out” to other public school districts and charter schools. Thus, there may be, for sake of discussion, 207 students leaving Douglas for another public school district. There are about 1,151 enrolled, of whom possibly as many as 165 are generating “choice in” tuition. Adding those whose choice out to the enrolled – less those who choice in – roughly 207 out of 1,193 school aged Douglas kids go to a public or charter school other than the DPS. That’s about 17% from K-12, but clearly well above that at the high school level. At some point, the out-migration will put the system to the tipping point.

A school system losing students is just like a bus system losing riders. At some point the fixed costs of all the infrastructure and people needed to make a system function at all are too much for remaining payers to afford. If the system’s basic costs were growing at a rate similar to revenues, management was more business oriented, and there was a plan built on consensus, incremental changes in our revenues could more defensibly and transparently be allocated to the local public schools.

Based on the above considerations, I recommend a 1.5% year over year increase in the general fund operating budget of the Douglas Public Schools. I recommend further that substantial Town resources be considered for investment into a solution to the salary grid for Douglas Teachers’ Association bargaining unit members acceptable to management and the union. In my view, the minimal increase in the general fund budget is the prudent way to establish what the Town is willing and able to do for the next several years as part of an effort to save and improve upon its local public schools if operational imperatives are not addressed.

#### ***Blackstone Valley Vocational-Technical School***

Much has been said in many meetings about this most difficult relationship. The sheer arrogance of presenting a municipality with multiple years of large increases and shrugging off our concerns is nearly without rival.

It is clear that BVT has no interest in working with the Town of Douglas to address the apparent inequities in the school’s admission policies and apportionment of financial burden. I recently identified that joining the retirement health plan purchase made with the MSHG could save BVT over a half million dollars every year. Once again, our fact-based good faith effort was snubbed; in this case, because it would upset the school’s relationship with its broker – as if that should matter to anyone outside the main office of the BVT leadership.

I have budgeted the full request made by BVT because, simply, Douglas has no choice but to pay it eventually.

I disagree with the notion that this means Town Meeting should go along and vote for the expenditure in the first instance. Giving up is not part of the formula for change. If the situation was egregious

enough to vote “no” in the past, it certainly has not changed, and probably has changed for the worse. The credibility of past stands is damaged if it is not defended with consistency going forward.

Perhaps one of the biggest differences between BVT and the DPS is the amount of professionally prepared propaganda that makes its way to students and parents. One element of future success for the DPS is to stop trying to compete “nicely” with BVT and find ways to provide more value to students and start promoting that message shamelessly.

### ***School Transportation***

The School Committee contracts with transportation companies to provide buses and vans to move students to and from schools, out of district placements, sports events and other miscellaneous needs, in a manner compliant with guidelines set by the Department of Elementary and Secondary Education (DESE). The contract itself, however, is not part of the education budget strictly defined, and is a general fund expense of the Town budget.

This is another area where I have had to invest considerable time and effort to move senior managers in the School Department to be proactive over the last two years. There were three routes that could have been eliminated from the route structure – after workup by a professional transportation consultant hired by the Town ran the numbers. One route was actually eliminated in the final analysis – a reflection of just how hard it is to make any headway.

The transportation line shows a 4.4% reduction year over year as various pandemic-related and other factors are taken into consideration. I do not project this savings to continue in future years; the budget forecast shows this line returning to a nearly 8% year over year rate of increase in FY 2023.

### **Operating Budget Dynamics in Future Years**

During the next 4 years after FY 2022, the Town will need to address a number of changes in addition to those emphasized above:

1. Ongoing retirement / replacement of experienced employees across the entire municipal government;
2. A critical need to address workplace safety and asset management concerns and replace the Highway Department building with a modern structure;
3. Considerable upward pressure on energy prices, especially for fossil fuels for vehicles and heating systems;
4. Increasing appeal of renewable energy, especially solar, as a revenue source for the Town and as a secure, affordable provider of power to the community;
5. Material impact of the cannabis industry on the revenue budget. Given the vulnerability of the industry to national deregulation, these revenues should not be depended upon for operating expenditures after FY 2024-2025;
6. Need for an aggressive pavement management program;
7. High levels of interest in economic development in specific areas of the eastern edges of the Town, and the resulting need to increase staff hours to shepherd projects through the permitting process, apply for and administer grants, and engage the community in long term planning to balance growth with the character of the Town;

8. A gradual but steady effort to keep public safety coverage in line with call volumes and operational realities of a growing daytime population;
9. Technology changes that will create net efficiencies, but also operational disruption;
10. Balancing the budget will require steady revenue growth each and every year of the forecast period.

### **Conclusion**

This message, together with the included five year budget forecast model, constitutes my budget submission for FY 2022. A PDF version of the budget is preserved so that the exact numbers from my proposed budget can be restored should the spreadsheet be altered in any way. A number of tabs in the model must still be updated to finalize the presentation for the Finance Committee flier and to make the document easier to use as we move to a more collaborative format for the process going forward.

This is my budget submission and is based on the findings and opinions herein that are entirely my own, and in no way represent the views of the Douglas Board of Selectmen and Finance Committee, or of any department head individually or collectively.

Nevertheless, this message and budget reflect my best effort to navigate a challenging environment, and provide Douglas taxpayers with insight into the decision making process and rationale behind the important policy decisions that underpin any budget document of this complexity.

Thank you for your consideration.

Respectfully submitted,

*Matthew J. Wojcik*



3/30/2021 Hand out

General Fund	FY 2020 Revised Budget STM Nov 2019 net of Reserve Fd and Inter/Intra Transfers (May 20 STM was not held due to COVID)	FY 2021 Revised Budget STM Nov 2020 - Net of Reserve Fd Transfers thru Mar 2021	FY 2022 Town Administrator Budget Submission	Change from FY 2021
<b>General Government</b>				
<b>Selectmen</b>				
Wages	\$ 192,889	\$ 201,641	\$ 219,738	\$ 18,097
Expenses	\$ 11,668	\$ 20,580	\$ 12,029	\$ (8,551)
Subtotal	\$ 204,557	\$ 222,221	\$ 231,767	
Awards and Recognition	\$ 50	\$ 50	\$ 50	\$ -
Town Hall Office Supplies	\$ 24,244	\$ 26,963	\$ 24,757	\$ (2,206)
Town Reports	\$ 3,000	\$ 2,925	\$ 3,000	\$ 75
Town Counsel	\$ 77,170	\$ 78,254	\$ 76,000	\$ (2,254)
<b>Total Selectmen</b>	<b>\$ 309,021</b>	<b>\$ 330,413</b>	<b>\$ 335,574</b>	
<b>Finance Director / Accountant / Audit</b>				
Wages	\$ 135,013	\$ 137,968	\$ 141,148	\$ 3,180
Expenses	\$ 2,195	\$ 2,205	\$ 2,215	\$ 10
Subtotal	\$ 137,208	\$ 140,173	\$ 143,363	
Audit	\$ 23,500	\$ 23,500	\$ 23,500	\$ -
<b>Total Finance Director / Accountant / Audit</b>	<b>\$ 160,708</b>	<b>\$ 163,673</b>	<b>\$ 166,863</b>	
<b>Assessors</b>				
Wages	\$ 106,983	\$ 110,961	\$ 129,139	\$ 18,178
Expenses	\$ 47,396	\$ 49,059	\$ 45,476	\$ (3,583)
Subtotal	\$ 154,379	\$ 160,020	\$ 174,615	
Revaluation	\$ -	\$ -	\$ -	\$ -
<b>Total Assessors</b>	<b>\$ 154,379</b>	<b>\$ 160,020</b>	<b>\$ 174,615</b>	
<b>Treasurer / Collector</b>				
Wages	\$ 192,322	\$ 195,995	\$ 198,947	\$ 2,952
Expenses	\$ 64,165	\$ 60,090	\$ 64,630	\$ 4,540
Subtotal	\$ 256,487	\$ 256,085	\$ 263,577	
Tax Taking	\$ 5,000	\$ 4,875	\$ 5,000	\$ 125
Tax Title	\$ 25,010	\$ 41,349	\$ 26,650	\$ (14,699)
<b>Total Treasurer / Collector</b>	<b>\$ 286,497</b>	<b>\$ 302,309</b>	<b>\$ 295,227</b>	
<b>Finance Committee</b>				
Wages	\$ 733	\$ 762	\$ 659	\$ (103)

<b>General Fund</b>	<b>FY 2020 Revised Budget STM Nov 2019 net of Reserve Fd and Inter/Intra Transfers (May 20 STM was not held due to COVID)</b>	<b>FY 2021 Revised Budget STM Nov 2020 - Net of Reserve Fd Transfers thru Mar 2021</b>	<b>FY 2022 Town Administrator Budget Submission</b>	<b>Change from FY 2021</b>
Expenses	\$ 5,000	\$ 10,918	\$ 5,000	\$ (5,918)
Reserve Fund	\$ 8,700	\$ 20,500	\$ 50,000	\$ 29,500
<b>Total Finance Committee</b>	<b>\$ 14,433</b>	<b>\$ 32,180</b>	<b>\$ 55,659</b>	
<b>Technology</b>				
Wages		\$ -	\$ -	\$ -
Expenses	\$ 111,586	\$ 131,620	\$ 146,654	\$ 15,034
<b>Total Technology</b>	<b>\$ 111,586</b>	<b>\$ 131,620</b>	<b>\$ 146,654</b>	
<b>Town Clerk</b>				
Wages	\$ 111,821	\$ 121,964	\$ 116,668	\$ (5,296)
Expenses	\$ 16,750	\$ 18,769	\$ 18,750	\$ (19)
<b>Total Town Clerk</b>	<b>\$ 128,571</b>	<b>\$ 140,733</b>	<b>\$ 135,418</b>	
<b>Public Building Maintenance</b>				
Wages	\$ 13,325	\$ 13,807	\$ -	\$ (13,807)
Expenses	\$ 174,239	\$ 162,583	\$ 185,263	\$ 22,680
<b>Total Public Building Maintenance</b>	<b>\$ 187,564</b>	<b>\$ 176,390</b>	<b>\$ 185,263</b>	
<b>Permanent Building Committee</b>				
Wages	\$ 633	\$ 658	\$ 680	\$ 22
Expenses	\$ 500	\$ 500	\$ 500	\$ -
<b>Total Permanent Building Committee</b>	<b>\$ 1,133</b>	<b>\$ 1,158</b>	<b>\$ 1,180</b>	
<b>Community Development</b>				
Wages	\$ 189,926	\$ 178,339	\$ 165,143	\$ (13,196)
Expenses	\$ 3,653	\$ 13,608	\$ 3,726	\$ (9,882)
Subtotal	\$ 193,579	\$ 191,947	\$ 168,869	
Planning Board	\$ 3,736	\$ 3,702	\$ 3,859	\$ 157
Economic Development wages		\$ 14,200	\$ 23,094	\$ 8,894
Economic Development expenses	\$ 4,233	\$ 5,000	\$ 3,000	\$ (2,000)
Zoning Board	\$ 3,460	\$ 3,374	\$ 3,460	\$ 86
Open Space	\$ 100	\$ 100	\$ 100	\$ -
Conservation Commission	\$ 2,789	\$ 2,719	\$ 2,789	\$ 70
<b>Total Community Development</b>	<b>\$ 207,897</b>	<b>\$ 221,042</b>	<b>\$ 205,171</b>	
<b>Other General Government</b>				
Moderator	\$ 250	\$ 250	\$ 250	\$ -
Housing Authority	\$ 100	\$ 100	\$ 100	\$ -

<b>General Fund</b>	<b>FY 2020 Revised Budget STM Nov 2019 net of Reserve Fd and Inter/Intra Transfers (May 20 STM was not held due to COVID)</b>	<b>FY 2021 Revised Budget STM Nov 2020 - Net of Reserve Fd Transfers thru Mar 2021</b>	<b>FY 2022 Town Administrator Budget Submission</b>	<b>Change from FY 2021</b>
<b>Total Other General Government</b>	\$ 350	\$ 350	\$ 350	
<b>Total General Government</b>	\$ 1,562,139	\$ 1,659,888	\$ 1,701,974	
<b>Public Safety</b>				
<b>Police</b>				
Wages	\$ 1,584,171	\$ 1,590,995	\$ 1,666,408	\$ 75,413
Expenses	\$ 153,810	\$ 152,198	\$ 162,195	\$ 9,997
Cruisers	\$ 122,500	\$ -	\$ -	\$ -
<b>Total Police</b>	\$ 1,860,481	\$ 1,743,193	\$ 1,828,603	
<b>Fire</b>				
Wages	\$ 403,267	\$ 456,940	\$ 471,364	\$ 14,424
Expenses	\$ 114,253	\$ 126,962	\$ 133,950	\$ 6,988
<b>Total Fire</b>	\$ 517,520	\$ 583,902	\$ 605,314	
<b>Ambulance</b>				
Wages	\$ 400,621	\$ 367,122	\$ 398,404	\$ 31,282
Expenses	\$ 93,413	\$ 94,182	\$ 103,861	\$ 9,679
<b>Total Amulance</b>	\$ 494,034	\$ 461,304	\$ 502,265	
<b>Building Department</b>				
Wages	\$ 90,882	\$ 135,632	\$ 139,407	\$ 3,775
Expenses	\$ 32,155	\$ 10,987	\$ 10,545	\$ (442)
<b>Total Building Department</b>	\$ 123,037	\$ 146,619	\$ 149,952	
<b>Tree Warden</b>				
Wages	\$ 600	\$ 600	\$ 600	\$ -
Expenses	\$ 70,300	\$ 70,425	\$ 20,525	\$ (49,900)
<b>Total Tree Warden</b>	\$ 70,900	\$ 71,025	\$ 21,125	
<b>Civil Defense</b>				
Wages	\$ 18,325	\$ 325	\$ 3,500	\$ 3,175
Expenses	\$ 12,800	\$ 5,733	\$ 28,480	\$ 22,747
<b>Total Civil Defense</b>	\$ 31,125	\$ 6,058	\$ 31,980	
<b>Sealer of Weights and Measures</b>	\$ 750	\$ 750	\$ 750	\$ -
<b>Animal Control</b>	\$ 25,000	\$ 25,000	\$ 16,500	\$ (8,500)

<b>General Fund</b>	<b>FY 2020 Revised Budget STM Nov 2019 net of Reserve Fd and Inter/Intra Transfers (May 20 STM was not held due to COVID)</b>	<b>FY 2021 Revised Budget STM Nov 2020 - Net of Reserve Fd Transfers thru Mar 2021</b>	<b>FY 2022 Town Administrator Budget Submission</b>	<b>Change from FY 2021</b>
<b>Total Public Safety</b>	<b>\$ 3,122,847</b>	<b>\$ 3,037,851</b>	<b>\$ 3,156,488</b>	
<b>Public Works</b>				
<b>Cemetery</b>	<b>\$ 13,610</b>	<b>\$ 11,860</b>	<b>\$ 9,710</b>	<b>\$ (2,150)</b>
<b>Highway</b>				
Wages	\$ 459,883	\$ 488,505	\$ 512,261	\$ 23,756
Expenses	\$ 34,692	\$ 31,043	\$ 34,327	\$ 3,284
Subtotal	\$ 494,575	\$ 519,548	\$ 546,588	
Maintenance	\$ 146,914	\$ 164,562	\$ 172,418	\$ 7,856
Special Sign Account	\$ 1,566	\$ 1,649	\$ 2,750	\$ 1,101
Snow & Ice	\$ 199,950	\$ 208,100	\$ 218,606	\$ 10,506
<b>Total Highway</b>	<b>\$ 843,005</b>	<b>\$ 893,859</b>	<b>\$ 940,362</b>	
<b>Other Public Works</b>				
Landfill Maintenance	\$ 1,600	\$ 2,100	\$ 2,100	\$ -
Monitor Wells	\$ 11,250	\$ 10,249	\$ 19,600	\$ 9,351
Street lighting	\$ 17,643	\$ 18,074	\$ 18,500	\$ 426
<b>Total Other Public Works</b>	<b>\$ 30,493</b>	<b>\$ 30,423</b>	<b>\$ 40,200</b>	
<b>Total Public Works</b>	<b>\$ 887,108</b>	<b>\$ 936,142</b>	<b>\$ 990,272</b>	
<b>Health &amp; Human Services</b>				
<b>Board of Health</b>				
Wages	\$ 37,759	\$ 39,221	\$ 52,782	\$ 13,561
Expenses	\$ 7,557	\$ 7,412	\$ 7,755	\$ 343
Subtotal	\$ 45,316	\$ 46,633	\$ 60,537	
<b>Public Health Nurse wages</b>				
Wages	\$ 13,000	\$ 14,070	\$ 25,280	\$ 11,210
Expenses	\$ -	\$ -	\$ 720	\$ 720
Subtotal	\$ 13,000	\$ 14,070	\$ 26,000	
<b>Animal Inspection</b>				
Wages	\$ 3,269	\$ 3,269	\$ 3,269	\$ -

<b>General Fund</b>	<b>FY 2020 Revised Budget STM Nov 2019 net of Reserve Fd and Inter/Intra Transfers (May 20 STM was not held due to COVID)</b>	<b>FY 2021 Revised Budget STM Nov 2020 - Net of Reserve Fd Transfers thru Mar 2021</b>	<b>FY 2022 Town Administrator Budget Submission</b>	<b>Change from FY 2021</b>
Expenses	\$ 650	\$ 650	\$ 650	\$ -
Subtotal	\$ 3,919	\$ 3,919	\$ 3,919	
<b>Total Board of Health</b>	<b>\$ 62,235</b>	<b>\$ 64,622</b>	<b>\$ 90,456</b>	
<b>Council on Aging</b>				
Wages	\$ 87,318	\$ 102,673	\$ 116,070	\$ 13,397
Expenses	\$ 5,921	\$ 13,017	\$ 7,281	\$ (5,736)
<b>Total Council on Aging</b>	<b>\$ 93,239</b>	<b>\$ 115,690</b>	<b>\$ 123,351</b>	
<b>Veterans</b>				
Expenses	\$ 20,850	\$ 18,700	\$ 18,600	\$ (100)
Benefits	\$ 75,000	\$ 75,000	\$ 65,000	\$ (10,000)
<b>Total Veterans</b>	<b>\$ 95,850</b>	<b>\$ 93,700</b>	<b>\$ 83,600</b>	
<b>Total Health and Human Services</b>	<b>\$ 251,324</b>	<b>\$ 274,012</b>	<b>\$ 297,407</b>	
<b>Culture &amp; Recreation</b>				
<b>Recreation expenses</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>\$ -</b>
<b>Library</b>				
Wages	\$ 171,282	\$ 176,748	\$ 181,932	\$ 5,184
Expenses	\$ 62,636	\$ 75,170	\$ 81,653	\$ 6,483
<b>Total Library</b>	<b>\$ 233,918</b>	<b>\$ 251,918</b>	<b>\$ 263,585</b>	
<b>Memorial Day</b>	<b>\$ 1,750</b>	<b>\$ 1,750</b>	<b>\$ 1,750</b>	<b>\$ -</b>
<b>Parks</b>				
Expenses	\$ 500	\$ 500	\$ 500	\$ -
<b>Total Parks</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	
<b>Total Culture &amp; Recreation</b>	<b>\$ 239,168</b>	<b>\$ 257,168</b>	<b>\$ 268,835</b>	
<b>Education</b>				
<b>Douglas Public Schools</b>				
Personnel & Expenses	\$ 13,589,970	\$ 13,793,820	\$ 14,000,727	\$ 206,907
Transportation	\$ 1,558,004	\$ 1,612,534	\$ 1,542,389	\$ (70,145)
<b>Total Douglas Public Schools</b>	<b>\$ 15,147,974</b>	<b>\$ 15,406,354</b>	<b>\$ 15,543,116</b>	

<b>General Fund</b>	<b>FY 2020 Revised Budget STM Nov 2019 net of Reserve Fd and Inter/Intra Transfers (May 20 STM was not held due to COVID)</b>	<b>FY 2021 Revised Budget STM Nov 2020 - Net of Reserve Fd Transfers thru Mar 2021</b>	<b>FY 2022 Town Administrator Budget Submission</b>	<b>Change from FY 2021</b>
<b>Blackstone Valley Regional</b>	(Voted as separate article)			
Assessment			\$ -	
Debt Assessment			\$ -	
Representative Expense	\$ 500	\$ 500	\$ 500	
<b>Total Blackstone Valley Regional</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	
<b>Medicaid Reimbursement</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>
<b>Norfolk County Agricultural</b>	<b>\$ 182,177</b>	<b>\$ 267,810</b>	<b>\$ 322,243</b>	<b>\$ 54,433</b>
<b>Total Education</b>	<b>\$ 15,335,651</b>	<b>\$ 15,679,664</b>	<b>\$ 15,870,859</b>	
<b>Total Insurance, Employee Benefits &amp; Court Judgmen</b>	<b>\$ 4,467,599</b>	<b>\$ 4,714,716</b>	<b>\$ 4,909,863</b>	<b>\$ 195,147</b>
<b>Total Debt Service</b>	<b>\$ 2,506,090</b>	<b>\$ 2,519,585</b>	<b>\$ 2,539,246</b>	<b>\$ 19,661</b>
<b>Total Capital Outlay</b>	<b>Capital Article</b>	<b>Capital Article</b>	<b>Capital Article</b>	
<b>Total Special Articles</b>	<b>\$ 82,655.00</b>	<b>\$ 129,410</b>	<b>\$ -</b>	<b>\$ (129,410)</b>
<b>Transfer to Special Articles</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Transfer to Special Revenue Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Transfer Capital Projects</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Transfer to Stabilization</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ (10,000)</b>
<b>Transfer to OPEB</b>	<b>\$ 100,000</b>	<b>\$ 77,000</b>	<b>\$ 50,000</b>	<b>\$ (27,000)</b>
<b>Summary - Expenditures</b>				
<b>Total General Government</b>	<b>\$ 1,562,139</b>	<b>\$ 1,659,888</b>	<b>\$ 1,701,974</b>	
<b>Total Public Safety</b>	<b>\$ 3,122,847</b>	<b>\$ 3,037,851</b>	<b>\$ 3,156,488</b>	
<b>Total Public Works</b>	<b>\$ 887,108</b>	<b>\$ 936,142</b>	<b>\$ 990,272</b>	
<b>Total Health and Human Services</b>	<b>\$ 251,324</b>	<b>\$ 274,012</b>	<b>\$ 297,407</b>	
<b>Total Culture and Recreation</b>	<b>\$ 239,168</b>	<b>\$ 257,168</b>	<b>\$ 268,835</b>	
<b>Total Education</b>	<b>\$ 15,335,651</b>	<b>\$ 15,679,664</b>	<b>\$ 15,870,859</b>	
<b>Total Insurance / Employee Benefits</b>	<b>\$ 4,467,599</b>	<b>\$ 4,714,716</b>	<b>\$ 4,909,863</b>	

<b>General Fund</b>	<b>FY 2020 Revised Budget STM Nov 2019 net of Reserve Fd and Inter/Intra Transfers (May 20 STM was not held due to COVID)</b>	<b>FY 2021 Revised Budget STM Nov 2020 - Net of Reserve Fd Transfers thru Mar 2021</b>	<b>FY 2022 Town Administrator Budget Submission</b>	<b><i>Change from FY 2021</i></b>
<b>Total Debt Service</b>	\$ 2,506,090	\$ 2,519,585	\$ 2,539,246	
<b>Total Capital Outlay</b>	Capital Article	Capital Article	Capital Article	
<b>Total Special Articles</b>	\$ 82,655	\$ 129,410	\$ -	
<b>Total Transfers</b>	\$ 100,000	\$ 87,000	\$ 50,000	
<b>TOTAL BUDGET REQUEST</b>	<b>\$ 28,554,581</b>	<b>\$ 29,285,436</b>	<b>\$ 29,784,943</b>	<b>\$ 489,507</b>
Check	\$ 28,554,581	\$ 29,295,436	\$ 29,784,943	

3/30/2021 Hand out

GENERAL GOVERNMENT FUNCTIONS OPERATING BUDGET REQUEST

	Actuals							In Progress	Budget	Projected			
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
114 Moderator	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
100 Compensation													
51905 Stipends	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Total compensation	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
Total Moderator	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250
122 Selectmen	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
100 Compensation								Sign ----->	MW				
51100 Salaries	\$ 107,704.08	\$ 111,230.29	\$ 115,154.63	\$ 116,895.17	\$ 100,761.02	\$ 114,713.87	\$ 122,100.00	\$ 130,000	\$ 131,300	\$ 133,926	\$ 136,270	\$ 138,655	\$ 141,082
51110 F/T Wages	\$ 54,517.83	\$ 56,413.80	\$ 58,509.94	\$ 59,079.71	\$ 60,187.10	\$ 61,170.07	\$ 62,959.63	\$ 63,700	\$ 65,306	\$ 60,010	\$ 62,192	\$ 64,958	\$ 67,589
51200 P/T Wages	\$ 788.74	\$ 1,038.06	\$ 1,298.73	\$ 869.74	\$ 1,072.06	\$ 1,151.31	\$ 944.32	\$ 1,541	\$ 1,332	\$ 1,390	\$ 1,446	\$ 1,504	\$ 1,564
51430 Longevity									\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
51505 Vehicle allowance				\$ 3,377.42	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
51905 Stipends	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,300.00	\$ 1,600	\$ 16,000	\$ 16,320	\$ 16,606	\$ 16,896	\$ 17,192
51909 Cell phone allow.				1125.81	\$ 1,200.00	\$ 1,200.00	\$ 1,200.00	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Total compensation	\$ 164,310.65	\$ 169,982.15	\$ 176,263.30	\$ 178,144.62	\$ 167,823.41	\$ 183,135.25	\$ 192,103.95	\$ 201,641	\$ 219,738	\$ 217,446	\$ 222,314	\$ 227,813	\$ 233,227
200 Expenses								Sign ----->	MW				
51505 Addtl Comp	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 2,770.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
52400 Repairs/Mai	\$ -	\$ 3,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
53000 Prof/Tech	\$ 100.00	\$ 2,545.00	\$ 14,170.36	\$ 10,192.00	\$ 2,230.00	\$ 2,235.00	\$ 2,265.00	\$ 12,955	\$ 2,355	\$ 2,555	\$ 2,555	\$ 2,555	\$ 2,555
53001 Advertise	\$ 230.00	\$ 507.00	\$ 1,636.40	\$ 600.00	\$ 915.42	\$ 276.70	\$ 235.50	\$ 500	\$ 3,500	\$ 500	\$ 500	\$ 500	\$ 500
53004 Eng/arch							\$ 3,200.00						
53012 Train/Conf	\$ 959.00	\$ 615.00	\$ 819.00	\$ 704.70	\$ 1,530.00	\$ 1,810.00	\$ 437.00	\$ 1,051	\$ 1,069	\$ 1,085	\$ 1,100	\$ 1,120	\$ 1,125
53401 Postage	\$ -	\$ 220.00	\$ 220.00	\$ 215.00	\$ 274.53	\$ 225.00	\$ 240.00	\$ 240	\$ 245	\$ 250	\$ 255	\$ 260	\$ 265
53404 Cellular	\$ 614.60	\$ 610.13	\$ 614.38	\$ 808.95	\$ 69.73	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
53800 Other serv	\$ -	\$ -	\$ -	\$ 50.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
54200 Office sup	\$ 970.87	\$ 585.85	\$ 1,201.97	\$ 1,170.09	\$ 1,227.41	\$ 265.73	\$ 424.84	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900
55800 Other supp	\$ 3,770.54	\$ 869.07	\$ 630.40	\$ 591.20	\$ 247.97	\$ -	\$ 1,053.50	\$ 250	\$ 360	\$ 250	\$ 250	\$ 250	\$ 250
57100 In-state travel	\$ 29.00	\$ 22.00	\$ 37.00	\$ 71.00	\$ -	\$ -	\$ 22.40	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
57150 Train/educ	\$ 2,711.13	\$ 984.96	\$ 1,360.32	\$ 1,456.68	\$ 500.84	\$ 80.44	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
57300 Dues/memb	\$ 2,242.20	\$ 2,067.69	\$ 2,105.39	\$ 2,088.26	\$ 1,026.00	\$ 1,587.76	\$ 2,269.95	\$ 2,060	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Total expenses	\$ 15,227.34	\$ 15,626.70	\$ 26,395.22	\$ 20,717.88	\$ 8,021.90	\$ 6,480.63	\$ 10,148.19	\$ 18,580	\$ 12,029	\$ 9,140	\$ 9,160	\$ 9,185	\$ 9,195
506 GASB 34 & 45 (Art. 1 5/7/07)													
53000 Prof/Tech	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total GASB 34 & 45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
509 Hemlock St Bridge (Art. 3 STM 5/6/13)													
53800 Other serv	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Hemlock St Bridge	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
510 Economic Development Initiative (Art. 6 STM 11/13)													
53000 Prof/Tech	\$ 10,000.00	\$ 30,000.00	\$ 30,000.00	\$ 22,917.00	\$ 2,083.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



Total ED initiative	\$	10,000.00	\$	30,000.00	\$	30,000.00	\$	22,917.00	\$	2,083.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
511 Sullivan property (Art. 10 STM 11/16)																												
58000 Capital	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Sullivan property	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
512 Gilboa Street Land																												
58100 Capital	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Gilboa Street Land	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
513 Subdivision Parcel Taking																												
58100 Capital	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Subdivision Parcel Taking	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
<b>Total Selectmen</b>	<b>\$</b>	<b>189,837.99</b>	<b>\$</b>	<b>215,608.85</b>	<b>\$</b>	<b>232,658.52</b>	<b>\$</b>	<b>221,779.50</b>	<b>\$</b>	<b>177,928.31</b>	<b>\$</b>	<b>189,615.88</b>	<b>\$</b>	<b>202,252.14</b>	<b>\$</b>	<b>220,221</b>	<b>\$</b>	<b>231,767</b>	<b>\$</b>	<b>226,586</b>	<b>\$</b>	<b>231,474</b>	<b>\$</b>	<b>236,998</b>	<b>\$</b>	<b>242,422</b>		
<b>129 Awards and Recognitions</b>		<b>2014</b>		<b>2015</b>		<b>2016</b>		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>		<b>2025</b>		<b>2026</b>		
200 Expenses																Sign ----->	MW											
55800 Other supp	\$	36.90	\$	32.22	\$	36.84	\$	-	\$	40.00	\$	37.85	\$	48.36	\$	50	\$	50	\$	50	\$	50	\$	50	\$	50	\$	50
Total expenses	\$	36.90	\$	32.22	\$	36.84	\$	-	\$	40.00	\$	37.85	\$	48.36	\$	50	\$	50	\$	50	\$	50	\$	50	\$	50	\$	50
<b>Total Awards &amp; Recog</b>	<b>\$</b>	<b>36.90</b>	<b>\$</b>	<b>32.22</b>	<b>\$</b>	<b>36.84</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>40.00</b>	<b>\$</b>	<b>37.85</b>	<b>\$</b>	<b>48.36</b>	<b>\$</b>	<b>50</b>	<b>\$</b>	<b>50</b>	<b>\$</b>	<b>50</b>	<b>\$</b>	<b>50</b>	<b>\$</b>	<b>50</b>	<b>\$</b>	<b>50</b>	<b>\$</b>	<b>50</b>
<b>131 Finance Committee</b>		<b>2014</b>		<b>2015</b>		<b>2016</b>		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>		<b>2025</b>		<b>2026</b>		
100 Compensation																Sign ----->												
51200 P/T wages	\$	368.98	\$	433.40	\$	604.15	\$	425.46	\$	322.76	\$	507.71	\$	470.08	\$	762	\$	659	\$	687	\$	715	\$	744	\$	774	\$	774
Total FinCom Comp	\$	368.98	\$	433.40	\$	604.15	\$	425.46	\$	322.76	\$	507.71	\$	470.08	\$	762	\$	659	\$	687	\$	715	\$	744	\$	774	\$	774
200 Expenses																Sign ----->												
53012 Train/conf	\$	-	\$	-	\$	55.00	\$	-	\$	-	\$	-	\$	-	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100
53401 Postage	\$	996.77	\$	1,188.80	\$	3,397.32	\$	1,186.54	\$	1,061.61	\$	1,040.07	\$	484.45	\$	2,400	\$	1,600	\$	1,600	\$	1,600	\$	1,600	\$	1,600	\$	1,600
53402 Printing	\$	2,827.03	\$	2,720.48	\$	542.31	\$	2,992.27	\$	3,268.73	\$	3,530.20	\$	701.03	\$	4,500	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000
54200 Office sup	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100
57300 Dues/memb	\$	176.00	\$	176.00	\$	176.00	\$	176.00	\$	180.00	\$	180.00	\$	180.00	\$	200	\$	200	\$	200	\$	200	\$	200	\$	200	\$	200
Total FinCom expenses	\$	3,999.80	\$	4,085.28	\$	4,170.63	\$	4,354.81	\$	4,510.34	\$	4,750.27	\$	1,365.48	\$	7,118	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000
<b>Total FinCom</b>	<b>\$</b>	<b>4,368.78</b>	<b>\$</b>	<b>4,518.68</b>	<b>\$</b>	<b>4,774.78</b>	<b>\$</b>	<b>4,780.27</b>	<b>\$</b>	<b>4,833.10</b>	<b>\$</b>	<b>5,257.98</b>	<b>\$</b>	<b>1,835.56</b>	<b>\$</b>	<b>7,880</b>	<b>\$</b>	<b>5,659</b>	<b>\$</b>	<b>5,687</b>	<b>\$</b>	<b>5,715</b>	<b>\$</b>	<b>5,744</b>	<b>\$</b>	<b>5,774</b>		
<b>132 Reserve Fund</b>		<b>2014</b>		<b>2015</b>		<b>2016</b>		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>		<b>2025</b>		<b>2025</b>		
200 Expenses																Sign ----->												
57800 Reserve Fund	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	41,300.00	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Total Reserve Fund exp	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	41,300.00	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000
<b>Total Reserve Fund</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>-</b>	<b>\$</b>	<b>41,300.00</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>	<b>50,000</b>	<b>\$</b>	<b>50,000</b>
<b>135 Town Accountant</b>		<b>2014</b>		<b>2015</b>		<b>2016</b>		<b>2017</b>		<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>		<b>2025</b>		<b>2026</b>		
100 Compensation																Sign ----->	JL											
51100 Salaries	\$	83,790.52	\$	86,532.56	\$	89,585.54	\$	93,204.24	\$	95,068.32	\$	98,908.48	\$	100,639.38	\$	102,401	\$	103,425	\$	105,494	\$	107,340	\$	109,218	\$	111,129	\$	111,129

51110 F/T wages	\$	-	\$	27,535.00	\$	25,689.39	\$	29,564.36	\$	29,945.68	\$	31,430.86	\$	31,515.07	\$	35,567	\$	36,723	\$	38,230	\$	39,674	\$	41,456	\$	42,188
51200 P/T wages	\$	23,844.98	\$	1,348.38	\$	1,217.56	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
51430 Longevity																	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000
Total compensation	\$	107,635.50	\$	115,415.94	\$	116,492.49	\$	122,768.60	\$	125,014.00	\$	130,339.34	\$	132,154.45	\$	137,968	\$	141,148	\$	144,724	\$	148,014	\$	151,674	\$	154,317
200 Expenses														Sign ----->	JL											
53000 Prof/tech	\$	500.00	\$	500.00	\$	500.00	\$	500.00	\$	500.00	\$	500.00	\$	500.00	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500
53001 Advertise	\$	-	\$	290.60	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
53012 Train/conf	\$	280.00	\$	355.00	\$	400.00	\$	355.00	\$	360.00	\$	360.00	\$	290.00	\$	600	\$	600	\$	600	\$	600	\$	600	\$	600
54200 Office sup	\$	802.86	\$	1,108.51	\$	1,042.35	\$	985.62	\$	776.65	\$	809.21	\$	817.00	\$	825	\$	825	\$	825	\$	825	\$	825	\$	825
57100 In-state travel	\$	115.00	\$	25.28	\$	-	\$	62.61	\$	-	\$	-	\$	31.97	\$	150	\$	150	\$	150	\$	150	\$	150	\$	150
57300 Dues/memb	\$	50.00	\$	50.00	\$	50.00	\$	50.00	\$	50.00	\$	50.00	\$	50.00	\$	130	\$	140	\$	150	\$	150	\$	150	\$	150
Total expenses	\$	1,747.86	\$	2,329.39	\$	1,992.35	\$	1,953.23	\$	1,686.65	\$	1,719.21	\$	1,688.97	\$	2,205	\$	2,215	\$	2,225	\$	2,225	\$	2,225	\$	2,225
Total Town Accountant	\$	109,383.36	\$	117,745.33	\$	118,484.84	\$	124,721.83	\$	126,700.65	\$	132,058.55	\$	133,843.42	\$	140,173	\$	143,363	\$	146,949	\$	150,239	\$	153,899	\$	156,542
136 Town Audit		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026
200 Expenses																Sign ----->	JL									
53000 Prof/tech	\$	20,500.00	\$	21,000.00	\$	21,500.00	\$	21,500.00	\$	21,000.00	\$	21,500.00	\$	22,000.00	\$	23,500	\$	23,500	\$	23,500	\$	23,500	\$	23,500	\$	23,500
Total expenses	\$	20,500.00	\$	21,000.00	\$	21,500.00	\$	21,500.00	\$	21,000.00	\$	21,500.00	\$	22,000.00	\$	23,500	\$	23,500	\$	23,500	\$	23,500	\$	23,500	\$	23,500
Total Town Audit	\$	20,500.00	\$	21,000.00	\$	21,500.00	\$	21,500.00	\$	21,000.00	\$	21,500.00	\$	22,000.00	\$	23,500	\$	23,500	\$	23,500	\$	23,500	\$	23,500	\$	23,500
141 Assessors		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026
100 Compensation																Sign ----->	BM									
51100 Salaries	\$	51,859.75	\$	53,556.86	\$	55,446.42	\$	57,686.10	\$	58,839.82	\$	61,216.58	\$	63,689.35	\$	66,262	\$	81,074	\$	62,451	\$	64,973	\$	67,598	\$	70,328
51110 F/T wages	\$	31,939.80	\$	33,216.47	\$	34,373.14	\$	35,189.05	\$	35,937.15	\$	37,054.47	\$	39,078.16	\$	41,799	\$	43,165	\$	44,937	\$	46,624	\$	47,655	\$	48,485
51430 Longevity																	\$	2,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000
51905 Stipends	\$	2,862.75	\$	2,900.00	\$	2,900.00	\$	2,900.00	\$	2,900.00	\$	2,900.00	\$	2,900.00	\$	2,900	\$	2,900	\$	2,900	\$	2,900	\$	2,900	\$	2,900
Total compensation	\$	86,662.30	\$	89,673.33	\$	92,719.56	\$	95,775.15	\$	97,676.97	\$	101,171.05	\$	105,667.51	\$	110,961	\$	129,139	\$	111,288	\$	115,497	\$	119,153	\$	122,713
200 Expenses																Sign ----->	BM									
52400 Repair/mai	\$	24,284.00	\$	20,779.00	\$	25,634.00	\$	26,290.00	\$	26,926.50	\$	28,208.25	\$	4,415.00	\$	4,459	\$	6,025	\$	6,085	\$	6,146	\$	6,208	\$	6,270
52905 Maintenance cont													\$	125.00												
53000 Prof/tech	\$	-	\$	-	\$	-	\$	5,000.00	\$	-	\$	-	\$	4,998.75	\$	5,049	\$	13,300	\$	13,433	\$	13,567	\$	13,703	\$	13,840
53012 Train/conf	\$	564.00	\$	784.00	\$	68.00	\$	380.00	\$	305.00	\$	539.00	\$	520.00	\$	720	\$	1,220	\$	1,250	\$	1,280	\$	1,300	\$	1,300
53406 Licenses/subscri	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	16,476.50	\$	12,477	\$	20,456	\$	20,763	\$	21,074	\$	21,390	\$	21,711
53800 Other serv	\$	651.17	\$	618.26	\$	245.08	\$	406.15	\$	1,594.55	\$	685.25	\$	46.00	\$	1,615	\$	1,635	\$	1,655	\$	1,655	\$	1,655	\$	1,655
54200 Office sup	\$	419.58	\$	840.57	\$	2,853.07	\$	1,238.00	\$	999.73	\$	963.64	\$	636.08	\$	1,200	\$	1,300	\$	1,400	\$	1,400	\$	1,400	\$	1,400
57100 In state travel	\$	103.64	\$	-	\$	-	\$	50.43	\$	-	\$	-	\$	39.60	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
57150 Train/educ	\$	938.46	\$	184.86	\$	44.78	\$	19.46	\$	73.29	\$	26.97	\$	-	\$	250	\$	750	\$	750	\$	750	\$	750	\$	750
57300 Dues/memb	\$	240.00	\$	290.00	\$	290.00	\$	290.00	\$	290.00	\$	290.00	\$	290.00	\$	290	\$	290	\$	290	\$	290	\$	290	\$	290
58700 Replace eq	\$	-	\$	3,957.00	\$	285.13	\$	-	\$	-	\$	-	\$	943.00	\$	1,000	\$	500	\$	-	\$	-	\$	-	\$	-
Total expenses	\$	27,200.85	\$	27,453.69	\$	29,420.06	\$	33,674.04	\$	30,189.07	\$	30,713.11	\$	28,489.93	\$	26,383	\$	45,476	\$	45,626	\$	46,163	\$	46,696	\$	47,216
Total Assessors	\$	113,863.15	\$	117,127.02	\$	122,139.62	\$	129,449.19	\$	127,866.04	\$	131,884.16	\$	134,157.44	\$	137,344	\$	174,615	\$	156,914	\$	161,660	\$	165,849	\$	169,929
142 Revaluation		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026
200 Expenses																Sign ----->										
53001 Advertise	\$	126.50	\$	43.68	\$	-	\$	131.05	\$	43.68	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
53800 Other serv	\$	11,362.50	\$	33,925.00	\$	-	\$	3,250.00	\$	29,250.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total expenses	\$	11,489.00	\$	33,968.68	\$	-	\$	3,381.05	\$	29,293.68	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

Total revaluation		\$	11,489.00	\$	33,968.68	\$	-	\$	3,381.05	\$	29,293.68	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
145 Treasurer		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026	
100 Compensation														Sign ----->		CV											
51100 Salaries		\$	69,302.81	\$	71,570.74	\$	74,095.85	\$	77,088.86	\$	78,630.64	\$	80,006.68	\$	146,529.17	\$	149,094	\$	150,585	\$	153,597	\$	156,285	\$	159,020	\$	161,803
51110 F/T wages		\$	89,352.49	\$	92,264.42	\$	94,500.11	\$	96,584.06	\$	98,366.11	\$	102,185.24	\$	33,363.92	\$	36,441	\$	37,625	\$	39,171	\$	40,653	\$	42,475	\$	43,225
51111 P/T wages		\$	7,712.32	\$	7,901.95	\$	8,169.30	\$	6,963.71	\$	7,045.28	\$	7,554.39	\$	7,552.14	\$	8,460	\$	8,737	\$	9,096	\$	9,440	\$	9,860	\$	10,259
51410 Education		\$	2,000.00	\$	2,000.00	\$	2,000.00	\$	2,000.00	\$	2,000.00	\$	2,000.00	\$	2,000.00	\$	2,000	\$	2,000	\$	2,000	\$	2,000	\$	2,000	\$	2,000
51430 Longevity																		\$	-	\$	1,000	\$	1,000	\$	1,000	\$	1,000
Total compensation		\$	168,367.62	\$	173,737.11	\$	178,765.26	\$	182,636.63	\$	186,042.03	\$	191,746.31	\$	189,445.23	\$	195,995	\$	198,947	\$	203,864	\$	208,378	\$	213,355	\$	217,287
200 Expenses														Sign ----->		CV											
52400 Repair/mai		\$	3,080.00	\$	3,080.00	\$	5,597.35	\$	14,856.00	\$	15,890.00	\$	12,264.00	\$	182.01	\$	12,707	\$	-	\$	-	\$	-	\$	-	\$	-
53000 Prof/tech		\$	22,967.63	\$	23,291.35	\$	24,243.81	\$	26,646.81	\$	26,683.45	\$	26,562.47	\$	17,713.20	\$	19,155	\$	19,454	\$	19,759	\$	19,759	\$	19,759	\$	19,759
53001 Advertise		\$	807.00	\$	-	\$	-	\$	-	\$	563.20	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
53002 Legal		\$	8,065.53	\$	-	\$	-	\$	105.00	\$	-	\$	425.00	\$	8,149.66	\$	-	\$	6,300	\$	3,000	\$	3,000	\$	3,000	\$	3,000
53008 Contr srvs		\$	7,186.00	\$	-	\$	3,750.00	\$	1,275.00	\$	4,575.00	\$	1,650.00	\$	4,100.00	\$	2,000	\$	5,000	\$	2,000	\$	5,000	\$	2,200	\$	5,000
53012 Train/conf		\$	140.00	\$	404.00	\$	442.00	\$	365.00	\$	235.00	\$	327.00	\$	365.00	\$	600	\$	600	\$	600	\$	600	\$	600	\$	600
53402 Print/mail		\$	2,867.62	\$	2,893.50	\$	-	\$	-	\$	-	\$	-	\$	10,413.96	\$	11,200	\$	13,301	\$	14,000	\$	15,000	\$	16,000	\$	17,000
53406 Licenses/subscri		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	12,264.00	\$	3,479	\$	12,900	\$	13,000	\$	13,100	\$	13,200	\$	13,300
53800 Other serv		\$	10,876.55	\$	10,566.30	\$	7,811.30	\$	8,742.95	\$	5,984.25	\$	6,059.15	\$	261.70	\$	6,885	\$	300	\$	300	\$	300	\$	300	\$	300
54200 Office sup		\$	2,355.89	\$	1,702.16	\$	2,072.04	\$	1,189.59	\$	1,807.51	\$	2,243.31	\$	1,475.59	\$	2,000	\$	2,300	\$	2,300	\$	2,300	\$	2,300	\$	2,300
55800 Other supp		\$	41.62	\$	87.80	\$	20.64	\$	96.11	\$	77.64	\$	90.24	\$	160.83	\$	100	\$	175	\$	180	\$	185	\$	190	\$	195
57000 Expenses		\$	-	\$	90.33	\$	-	\$	19.81	\$	-	\$	56.75	\$	750.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
57100 In state travel		\$	268.67	\$	-	\$	98.55	\$	-	\$	-	\$	-	\$	-	\$	100	\$	150	\$	100	\$	100	\$	100	\$	100
57150 Train/educ		\$	1,215.52	\$	603.82	\$	1,743.11	\$	1,089.22	\$	518.49	\$	606.72	\$	340.36	\$	1,800	\$	1,800	\$	1,800	\$	1,800	\$	1,800	\$	1,800
57300 Dues/memb		\$	180.00	\$	205.00	\$	205.00	\$	220.00	\$	220.00	\$	220.00	\$	475.95	\$	255	\$	500	\$	500	\$	500	\$	500	\$	500
57400 Insurance		\$	1,322.00	\$	1,322.00	\$	1,422.00	\$	1,322.00	\$	1,162.00	\$	1,064.00	\$	1,183.00	\$	1,350	\$	1,350	\$	1,350	\$	1,350	\$	1,350	\$	1,350
58500 Addtnl equip												\$	-	\$	-	\$	-	\$	500	\$	-	\$	-	\$	-	\$	-
Total expenses		\$	61,374.03	\$	44,246.26	\$	47,405.80	\$	55,927.49	\$	57,716.54	\$	51,568.64	\$	57,835.26	\$	60,090	\$	64,630	\$	58,889	\$	62,994	\$	61,299	\$	65,204
500 Financial software (Art. 8 5/14)																											
58502 Fin Softwa		\$	-	\$	-	\$	66,970.00	\$	22,775.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total project expenses		\$	-	\$	-	\$	66,970.00	\$	22,775.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Treasurer		\$	229,741.65	\$	217,983.37	\$	293,141.06	\$	261,339.12	\$	243,758.57	\$	243,314.95	\$	247,280.49	\$	256,085	\$	263,577	\$	262,753	\$	271,372	\$	274,654	\$	282,491
151 Town Counsel		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026	
200 Expenses														Sign ----->		MW											
53000 Prof/tech		\$	66,768.68	\$	73,537.71	\$	68,692.66	\$	68,756.62	\$	68,808.34	\$	68,548.74	\$	63,676.18	\$	78,254	\$	76,000	\$	77,520	\$	79,070	\$	80,652	\$	82,265
Total expenses		\$	66,768.68	\$	73,537.71	\$	68,692.66	\$	68,756.62	\$	68,808.34	\$	68,548.74	\$	63,676.18	\$	78,254	\$	76,000	\$	77,520	\$	79,070	\$	80,652	\$	82,265
Total Town Counsel		\$	66,768.68	\$	73,537.71	\$	68,692.66	\$	68,756.62	\$	68,808.34	\$	68,548.74	\$	63,676.18	\$	78,254	\$	76,000	\$	77,520	\$	79,070	\$	80,652	\$	82,265
155 Management Information Systems		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026	
100 Compensation														Sign ----->		DV											
51200 P/T wages		\$	11,075.00	\$	12,675.00	\$	5,800.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total compensation		\$	11,075.00	\$	12,675.00	\$	5,800.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
200 Expenses														Sign ----->		DV											
52400 Repair/mai		\$	-	\$	-	\$	-	\$	-	\$	87.00																
53000 Prof/tech		\$	21,930.22	\$	20,620.50	\$	19,085.00	\$	19,147.40	\$	19,596.00	\$	-	\$	-	\$	26,120	\$	26,954	\$	27,829	\$	27,829	\$	27,829	\$	27,829

53008 Contr srvs	\$	-	\$	-	\$	6,392.59	\$	22,334.07	\$	24,255.83	\$	88,888.50	\$	54,980.00	\$	46,000	\$	50,000	\$	46,500	\$	46,750	\$	46,750	\$	46,750
53012 Train/conf													\$	200.00												
53405 Internet service	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	15,599.52	\$	8,000	\$	19,200	\$	8,000	\$	8,000	\$	8,000	\$	8,000
53406 Licenses/subscri	\$	-	\$	-	\$	-	\$	-	\$	-	\$	20,459.32	\$	23,920.65	\$	21,000	\$	35,400	\$	21,000	\$	21,000	\$	21,000	\$	21,000
53800 Other serv	\$	11,980.05	\$	11,444.80	\$	18,615.25	\$	29,736.28	\$	26,161.96	\$	22,645.89	\$	-	\$	20,400	\$	2,500	\$	20,400	\$	20,400	\$	20,400	\$	20,400
54200 Office sup	\$	-	\$	237.56	\$	-	\$	-	\$	-	\$	-	\$	66.60	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100
54300 Bldg/eq re	\$	-	\$	257.30	\$	2,200.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
55800 Other supp	\$	-	\$	-	\$	43.09	\$	286.25	\$	3,138.40	\$	3,258.98	\$	314.99	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
57300 Dues/memb	\$	-	\$	-	\$	1,076.10	\$	1,146.00	\$	1,346.99	\$	400.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
58000 Capital	\$	-	\$	-	\$	-	\$	-	\$	-	\$	3,675.00														
58500 Addtl equi	\$	-	\$	-	\$	5,151.65	\$	-	\$	1,508.34	\$	13,620.91	\$	3,111.60	\$	-	\$	5,000	\$	-	\$	-	\$	-	\$	-
58700 Replace eq	\$	11,965.65	\$	26,270.62	\$	5,233.24	\$	14,644.64	\$	8,103.03	\$	799.00	\$	1,788.80	\$	10,000	\$	7,500	\$	5,000	\$	5,000	\$	5,000	\$	5,000
Total expenses	\$	45,875.92	\$	58,830.78	\$	57,796.92	\$	87,294.64	\$	84,197.55	\$	153,747.60	\$	99,982.16	\$	131,620.00	\$	146,654.00	\$	128,829.00	\$	129,079.00	\$	129,079.00	\$	129,079.00
Total Management Information	\$	56,950.92	\$	71,505.78	\$	63,596.92	\$	87,294.64	\$	84,197.55	\$	153,747.60	\$	99,982.16	\$	131,620	\$	146,654	\$	128,829	\$	129,079	\$	129,079	\$	129,079
158 Tax Title Foreclosure	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026													
200 Expenses								Sign ----->	CV																	
52400 Repair/mai	\$	800.00	\$	800.00	\$	800.00	\$	800.00	\$	1,200.00	\$	2,310.00	\$	-	\$	2,468	\$	-	\$	-	\$	-	\$	-	\$	-
53000 Prof/tech	\$	3,547.00	\$	3,825.00	\$	3,685.00	\$	3,600.00	\$	2,475.00	\$	3,150.00	\$	2,245.00	\$	3,700	\$	3,700	\$	3,700	\$	3,700	\$	3,700	\$	3,700
53001 Advertise	\$	-	\$	-	\$	-	\$	3,028.20	\$	852.60	\$	1,102.50	\$	764.40	\$	3,100	\$	2,500	\$	2,500	\$	2,500	\$	2,500	\$	2,500
53002 Legal serv	\$	7,838.24	\$	12,028.00	\$	9,415.37	\$	8,366.36	\$	10,431.96	\$	11,079.00	\$	18,536.41	\$	10,000	\$	18,000	\$	12,000	\$	12,000	\$	12,000	\$	12,000
53406 Licenses/subscri	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,310.00	\$	578	\$	2,450	\$	2,500	\$	2,550	\$	2,600	\$	2,650
53800 Other serv	\$	-	\$	-	\$	-	\$	-	\$	45.00	\$	90.00														
57000 Expenses	\$	-	\$	107.00	\$	-	\$	-	\$	-	\$	45.00	\$	75.00												
Total expenses	\$	12,185.24	\$	16,760.00	\$	13,900.37	\$	15,794.56	\$	15,004.56	\$	17,776.50	\$	23,930.81	\$	19,349	\$	26,650	\$	20,700	\$	20,750	\$	20,800	\$	20,850
Total Tax Title Foreclosure	\$	12,185.24	\$	16,760.00	\$	13,900.37	\$	15,794.56	\$	15,004.56	\$	17,776.50	\$	23,930.81	\$	19,349	\$	26,650	\$	20,700	\$	20,750	\$	20,800	\$	20,850
159 Tax Taking	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026													
200 Expenses								Sign ----->	CV																	
53000 Prof/tech	\$	2,700.00	\$	1,650.00	\$	-	\$	3,000.00	\$	2,175.00	\$	3,000.00	\$	1,695.00	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000
53001 Advertise	\$	1,833.10	\$	1,034.60	\$	985.80	\$	1,774.95	\$	985.80	\$	1,278.90	\$	2,169.20	\$	2,000	\$	2,000	\$	2,000	\$	2,000	\$	2,000	\$	2,000
Total expenses	\$	4,533.10	\$	2,684.60	\$	985.80	\$	4,774.95	\$	3,160.80	\$	4,278.90	\$	3,864.20	\$	4,875	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000
Total Tax Taking	\$	4,533.10	\$	2,684.60	\$	985.80	\$	4,774.95	\$	3,160.80	\$	4,278.90	\$	3,864.20	\$	4,875	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000
161 Town Clerk	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026													
100 Compensation								Sign ----->																		
51100 Salaries	\$	62,006.08	\$	64,035.23	\$	66,294.47	\$	68,972.36	\$	70,351.80	\$	73,195.58	\$	76,150.15	\$	79,227	\$	81,819	\$	85,333	\$	86,827	\$	88,346	\$	89,892
51111 F/T wages	\$	28,848.05	\$	29,672.77	\$	28,865.86	\$	22,232.29	\$	22,555.38	\$	23,853.12	\$	24,855.28	\$	25,686	\$	26,527	\$	27,615	\$	28,656	\$	29,938	\$	31,151
51201 P/T wages	\$	5,022.31	\$	9,090.91	\$	4,781.00	\$	8,717.59	\$	4,524.41	\$	6,577.56	\$	2,395.09	\$	14,701	\$	5,972	\$	6,005	\$	16,471	\$	16,752	\$	17,043
51300 Overtime	\$	-	\$	-	\$	-	\$	90.77	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
51410 Education	\$	1,000.00	\$	1,000.00	\$	1,000.00	\$	1,000.00	\$	1,000.00	\$	1,000.00	\$	1,000.00	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000
51904 Stipends	\$	-	\$	-	\$	1,100.00	\$	1,100.00	\$	1,100.00	\$	1,100.00	\$	1,100.00	\$	1,350	\$	1,350	\$	1,350	\$	1,350	\$	1,350	\$	1,350
Total compensation	\$	-	\$	96,876.44	\$	103,798.91	\$	102,041.33	\$	102,113.01	\$	99,531.59	\$	105,726.26	\$	105,500.52	\$	121,964	\$	116,668	\$	121,303	\$	134,304	\$	137,386
200 Expenses								Sign ----->																		
52905 Maintenance cont	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	2,396.40	\$	2,500	\$	2,500	\$	2,500	\$	2,500	\$	2,500	\$	2,500
53000 Prof/tech	\$	1,303.65	\$	1,578.65	\$	600.00	\$	675.00	\$	675.00	\$	2,321.40	\$	69.00	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000
53001 Advertisement																										
53012 Train/conf	\$	75.00	\$	215.00	\$	60.00	\$	278.00	\$	-	\$	320.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
53402 Print/mail																										
54200 Office sup	\$	3,887.98	\$	2,167.73	\$	2,767.76	\$	3,068.81	\$	3,216.37	\$	1,991.78	\$	2,574.89	\$	3,200	\$	3,200	\$	3,200	\$	3,200	\$	3,200	\$	3,200



54500 Cust supp	\$	-	\$	176.65	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$
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Total expenses	\$	189.00	\$	130.00	\$	199.00	\$	253.37	\$	427.69	\$	704.90	\$	-	\$	3,374	\$	3,460	\$	3,460	\$	3,460	\$	3,460	\$	3,460	\$	3,460
Total Zoning Board	\$	189.00	\$	130.00	\$	199.00	\$	253.37	\$	427.69	\$	704.90	\$	-	\$	3,374	\$	3,460	\$	3,460	\$	3,460	\$	3,460	\$	3,460	\$	3,460
182 Economic Development	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026															
100 Compensation	Sign ----->								MW																			
51200 P/T wages									\$	23,094	\$	24,017	\$	24,888	\$	25,414	\$	26,443										
Total compensation	\$	-	\$	-	\$	-	\$	-	\$	23,094	\$	24,017	\$	24,888	\$	25,414	\$	26,443										
200 Expenses																												
53000 Prof/tech	\$	-	\$	-	\$	-	\$	-	\$	-	\$	5,000	\$	3,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000				
53001 Advertisement									\$	372.00																		
53401 Postage	\$	-	\$	-	\$	14.70	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-				
54200 Office sup	\$	-	\$	-	\$	45.00	\$	-	\$	-	\$	-	\$	246.24	\$	-	\$	-	\$	-	\$	-	\$	-				
55800 Other supp	\$	-	\$	-	\$	-	\$	244.87	\$	-	\$	-	\$	-														
57100 In-state travel									\$	31.91	\$	-	\$	-	\$	-	\$	-	\$	-								
Total expenses	\$	-	\$	-	\$	59.70	\$	244.87	\$	-	\$	372.00	\$	278.15	\$	5,000	\$	3,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000		
Total Economic Development	\$	-	\$	-	\$	59.70	\$	244.87	\$	-	\$	372.00	\$	278.15	\$	5,000	\$	26,094	\$	25,017	\$	25,888	\$	26,414	\$	27,443		
183 Housing Authority	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026															
200 Expenses	Sign ----->								MW																			
53800 Other serv	\$	-	\$	-	\$	-	\$	-	\$	-	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100				
Total expenses	\$	-	\$	-	\$	-	\$	-	\$	-	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100				
Total Housing Authority	\$	-	\$	-	\$	-	\$	-	\$	-	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100				
189 Community Development	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026															
100 Compensation	Sign ----->								MW																			
51100 Salaries	\$	91,590.02	\$	92,505.92	\$	93,662.24	\$	95,301.33	\$	97,207.35	\$	98,908.48	\$	100,639.38	\$	102,401	\$	92,536	\$	96,510	\$	100,409	\$	104,464	\$	108,684		
51110 F/T wages	\$	40,179.44	\$	40,689.75	\$	40,743.56	\$	41,102.05	\$	41,779.37	\$	43,491.97	\$	45,832.21	\$	31,991	\$	-	\$	-	\$	-	\$	-				
51200 P/T wages	\$	473.92	\$	1,394.53	\$	998.47	\$	1,728.16	\$	1,709.91	\$	1,986.81	\$	2,163.20	\$	2,528	\$	29,777	\$	30,344	\$	30,807	\$	30,878	\$	31,472		
51201 P/T wages	\$	35,846.21	\$	37,376.00	\$	37,592.13	\$	38,456.19	\$	39,252.48	\$	39,630.02	\$	40,794.68	\$	41,419	\$	41,830	\$	42,670	\$	43,244	\$	44,008	\$	44,772		
51430 Longevity													\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000				
Total compensation	\$	168,089.59	\$	171,966.20	\$	172,996.40	\$	176,587.73	\$	179,949.11	\$	184,017.28	\$	189,429.47	\$	178,339	\$	165,143	\$	170,524	\$	175,460	\$	180,350	\$	185,928		
200 Expenses	Sign ----->													MW														
52400 Repair/mal	\$	630.61	\$	2,038.02	\$	1,804.34	\$	655.12	\$	99.25	\$	337.50	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-				
53000 Prof/tech	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	500	\$	500	\$	500	\$	500	\$	500				
53012 Train/conf	\$	1,080.00	\$	-	\$	320.00	\$	1,065.00	\$	-	\$	695.00	\$	595.00	\$	927	\$	941	\$	955	\$	955	\$	955				
53401 Postage	\$	-	\$	-	\$	15.14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-				
53406 Licenses/subscri									\$	300.00																		
53800 Other serv	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-				
54200 Office sup	\$	684.75	\$	557.90	\$	642.94	\$	555.85	\$	896.68	\$	1,082.44	\$	960.86	\$	670	\$	680	\$	690	\$	690	\$	690				
54300 Bldg/eq re	\$	-	\$	-	\$	5.64	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-				
54805 Gasoline	\$	-	\$	157.00	\$	93.45	\$	91.76	\$	39.41	\$	-	\$	-														
55800 Other sup	\$	-	\$	381.42	\$	28.00	\$	-	\$	-	\$	-	\$	288.08	\$	103	\$	105	\$	106	\$	106	\$	106				
57100 In-state t	\$	401.92	\$	33.19	\$	14.00	\$	20.00	\$	-	\$	20.71	\$	-	\$	1,300	\$	1,300	\$	1,300	\$	1,300	\$	1,300				
57150 Train/educ	\$	418.72	\$	-	\$	35.89	\$	-	\$	-	\$	404.72	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-				
57300 Dues/memb	\$	284.00	\$	59.00	\$	159.00	\$	-	\$	525.00	\$	50.00	\$	153.53	\$	200	\$	200	\$	200	\$	200	\$	200				
58500 Addtnl equip									\$	7,485.00																		
58700 Replace eq	\$	-	\$	-	\$	-	\$	154.27																				
Total expenses	\$	3,500.00	\$	3,226.53	\$	3,118.40	\$	2,387.73	\$	1,714.61	\$	10,375.37	\$	2,297.47	\$	3,608	\$	3,726	\$	3,751	\$	3,751	\$	3,751	\$	3,751		

504 Capital																
58000 Sidewalks (Art. 9 5/5/)	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total capital	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Community Development	\$	171,589.59	\$	175,192.73	\$	176,114.80	\$	178,975.46	\$	181,663.72	\$	194,392.65	\$	191,727	\$	181,947
192 Building Maintenance																
100 Compensation		2014		2015		2016		2017		2018		2019		2020		2021
51100 Salaries														Sign ----->	AF	
51100 Add new	\$	17,711.85	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
51200 P/T wages	\$	13,364.83	\$	21,810.46	\$	29,386.53	\$	30,164.03	\$	30,617.72	\$	31,816.07	\$	-	\$	-
51201 P/T wages	\$	7,593.62	\$	12,142.36	\$	12,492.60	\$	11,951.88	\$	11,280.00	\$	9,999.88	\$	12,676.91	\$	13,807
51300 Overtime	\$	-	\$	-	\$	1,299.67	\$	1,581.18	\$	2,386.27	\$	1,586.17	\$	-	\$	-
Total compensation	\$	38,670.30	\$	33,952.82	\$	43,178.80	\$	43,697.09	\$	44,283.99	\$	43,402.12	\$	12,676.91	\$	13,807
200 Expenses														Sign ----->	AF	
52101 Electric	\$	29,938.76	\$	45,449.05	\$	41,658.41	\$	27,905.58	\$	27,273.55	\$	27,296.01	\$	29,689.32	\$	30,000
52102 Heating	\$	57,722.73	\$	49,093.73	\$	34,051.01	\$	30,207.91	\$	25,638.28	\$	27,633.43	\$	38,585.39	\$	37,250
52300 Wate/sew	\$	3,350.00	\$	2,750.00	\$	4,150.00	\$	4,139.24	\$	2,498.28	\$	2,240.04	\$	1,851.06	\$	4,807
52400 Repair/mal	\$	40,658.84	\$	41,137.20	\$	43,049.41	\$	68,900.93	\$	73,171.99	\$	59,452.31	\$	41,925.58	\$	56,587
52700 Rent/lease	\$	34.56	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
52900 Other prop	\$	1,277.00	\$	1,440.00	\$	1,425.00	\$	1,235.00	\$	1,170.00	\$	1,235.00	\$	1,585.00	\$	1,572
52905 Maintenance cont	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	13,658.00	\$	16,000
53001 Advertisement	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	58.80	\$	-
53004 Eng/arch	\$	5,762.50	\$	-	\$	6,097.50	\$	2,887.50	\$	-	\$	-	\$	8,500.00	\$	-
53008 Contractual srvc	\$	-	\$	-	\$	-	\$	-	\$	-	\$	21,126.56	\$	8,360.73	\$	17,089
53400 Telephone	\$	5,286.65	\$	3,706.36	\$	3,663.21	\$	3,679.23	\$	3,707.31	\$	3,419.04	\$	3,212.85	\$	4,000
53404 Cellular	\$	506.28	\$	770.96	\$	614.38	\$	657.11	\$	611.88	\$	674.36	\$	618.85	\$	702
54200 Office sup	\$	-	\$	33.96	\$	242.17	\$	780.21	\$	751.51	\$	434.33	\$	809.67	\$	300
54300 Bldg/eq re	\$	3,020.69	\$	1,739.74	\$	4,173.44	\$	2,732.25	\$	2,359.41	\$	1,974.52	\$	416.77	\$	5,500
54500 Cust supp	\$	1,678.62	\$	1,295.51	\$	1,707.73	\$	304.67	\$	1,434.92	\$	1,599.06	\$	1,606.34	\$	2,000
54600 Ground sup	\$	230.70	\$	718.50	\$	133.45	\$	-	\$	596.88	\$	1,568.90	\$	96.01	\$	2,000
54805 Gasoline	\$	927.18	\$	503.72	\$	198.34	\$	694.55	\$	996.09	\$	1,173.34	\$	866.81	\$	1,345
55800 Other supp	\$	32.14	\$	-	\$	-	\$	-	\$	-	\$	-	\$	58.78	\$	-
57100 In-state t	\$	-	\$	-	\$	178.92	\$	81.07	\$	-	\$	-	\$	-	\$	-
57150 Train/educ	\$	-	\$	-	\$	-	\$	-	\$	-	\$	9.10	\$	-	\$	-
57300 Dues/memb	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	275.00	\$	-
58000 Capital	\$	-	\$	-	\$	-	\$	5,500.00	\$	-	\$	-	\$	-	\$	-
58500 Addtl equi	\$	1,578.95	\$	-	\$	-	\$	1,100.00	\$	530.40	\$	-	\$	-	\$	-
58700 Replace eq	\$	-	\$	-	\$	-	\$	-	\$	7,821.56	\$	-	\$	-	\$	-
Total expenses	\$	152,005.60	\$	148,638.73	\$	141,342.97	\$	150,805.25	\$	148,562.06	\$	149,836.00	\$	152,174.96	\$	162,583
503 Masonry Repair Art. 9 05/2000																
52900 Other prop	\$	-	\$	5,500.00	\$	3,700.00	\$	-	\$	-	\$	-	\$	-	\$	-
Total Masonry repair	\$	-	\$	5,500.00	\$	3,700.00	\$	-	\$	-	\$	-	\$	-	\$	-
506 Mun Ctr Fire Alarm Art. 8 5/2015																
53001 Advertisement	\$	-	\$	-	\$	-	\$	126.00	\$	-	\$	-	\$	-	\$	-
58700 Repl equip	\$	-	\$	-	\$	5,500.00	\$	-	\$	-	\$	-	\$	-	\$	-
Total Mun Ctr Fire Alarm	\$	-	\$	-	\$	5,500.00	\$	-	\$	126.00	\$	-	\$	-	\$	-
507 Int/Ext Paint Art. 4 5/2016																

52400 Repair/mai	\$	-	\$	-	\$	18,700.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-						
Total Int/Ext Paint	\$	-	\$	-	\$	18,700.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-						
508 Mun Ctr Parapet Masonry																										
52400 Repair/mai	\$	-	\$	-	\$	-	\$	21,850.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-						
Total Mun Ctr Parapet Masonry	\$	-	\$	-	\$	-	\$	21,850.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-						
509 Mun Ctr Air Duct Cleaning																										
52400 Repair/mai	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-						
Total Mun Ctr Air Duct Cleaning	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-						
510 Mun Ctr Phone Sys ATM 5/17																										
58700 Replacement Equip	\$	-	\$	-	\$	-	\$	16,881.51	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-						
Total Mun Ctr Phone Sys ATM 5/17	\$	-	\$	-	\$	-	\$	16,881.51	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-						
Total Building Maintenance	\$	190,675.90	\$	188,091.55	\$	212,421.77	\$	216,352.34	\$	209,853.56	\$	193,238.12	\$	164,851.87	\$	176,390	\$	185,263	\$	192,043	\$	192,564	\$	193,114	\$	193,594
193 Property Insurance	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026													
700 Insurance								Sign ----->	MW																	
57400 Ins prem	\$	221,836	\$	240,014	\$	268,181	\$	261,150	\$	282,476	\$	295,829.42	\$	349,701.80	\$	440,504	\$	506,580	\$	523,297	\$	540,566	\$	558,405	\$	576,832
Total insurance	\$	221,836	\$	240,014	\$	268,181	\$	261,150	\$	282,476	\$	295,829.42	\$	349,701.80	\$	440,504	\$	506,580	\$	523,297	\$	540,566	\$	558,405	\$	576,832
Total Property Insurance	\$	221,836	\$	240,014	\$	268,181	\$	261,150	\$	282,476	\$	295,829.42	\$	349,701.80	\$	440,504	\$	506,580	\$	523,297	\$	540,566	\$	558,405	\$	576,832
195 Town Reports	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026													
200 Expenses								Sign ----->	MW																	
53402 Print/mail	\$	2,903.01	\$	2,987.12	\$	2,987.04	\$	1,657.23	\$	3,000.00	\$	1,805.69	\$	2,053.91	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000
Total expenses	\$	2,903.01	\$	2,987.12	\$	2,987.04	\$	1,657.23	\$	3,000.00	\$	1,805.69	\$	2,053.91	\$	2,925	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000
Total Town Reports	\$	2,903.01	\$	2,987.12	\$	2,987.04	\$	1,657.23	\$	1,715.62	\$	1,805.69	\$	2,053.91	\$	2,925	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000
196 Town Hall Supplies	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026													
200 Expenses								Sign ----->	MW																	
52400 Repair/mai	\$	6,171.96	\$	5,424.60	\$	6,325.80	\$	6,325.80	\$	196.60	\$	747.95	\$	572.19	\$	6,326	\$	1,291	\$	6,326	\$	6,326	\$	6,326	\$	6,326
52700 Rent/lease	\$	-	\$	-	\$	-	\$	-	\$	5,661.87	\$	6,813.36	\$	6,813.36	\$	-	\$	5,035	\$	5,100	\$	5,200	\$	5,300	\$	5,400
53401 Postage	\$	13,000.24	\$	12,981.83	\$	13,227.22	\$	12,301.99	\$	14,336.23	\$	13,795.38	\$	13,171.14	\$	15,154	\$	15,381	\$	15,608	\$	15,608	\$	15,608	\$	15,608
54200 Office sup	\$	2,812.01	\$	3,387.44	\$	2,356.21	\$	2,979.14	\$	2,587.40	\$	2,526.43	\$	3,664.90	\$	3,097	\$	3,050	\$	3,080	\$	3,080	\$	3,080	\$	3,080
Total expenses	\$	21,984.21	\$	21,793.87	\$	21,909.23	\$	21,606.93	\$	22,782.10	\$	23,883.12	\$	24,221.59	\$	23,963	\$	24,757	\$	30,114	\$	30,214	\$	30,314	\$	30,414
Total Town Hall Supplies	\$	21,984.21	\$	21,793.87	\$	21,909.23	\$	21,606.93	\$	22,782.10	\$	23,883.12	\$	24,221.59	\$	23,963	\$	24,757	\$	30,114	\$	30,214	\$	30,314	\$	30,414
198 Permanent Building Committee	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026													
100 Compensation								Sign ----->	MW																	
51200 P/T wages	\$	94.80	\$	269.13	\$	289.42	\$	248.51	\$	230.55	\$	71.96	\$	62.40	\$	658	\$	680	\$	709	\$	721	\$	734	\$	747
Total Compensation	\$	94.80	\$	269.13	\$	289.42	\$	248.51	\$	230.55	\$	71.96	\$	62	\$	658	\$	680	\$	709	\$	721	\$	734	\$	747
200 Expenses																										
53001 Advertise	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
53402 Print/mail	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-



54200 Office sup	\$	-	\$	359.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500	
Total expenses	\$	-	\$	359.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500	
Total Permanent Building Comm	\$	94.80	\$	628.13	\$	289.42	\$	248.51	\$	230.55	\$	71.96	\$	62.40	\$	1,158	\$	1,180	\$	1,209	\$	1,221	\$	1,234	\$	1,247	
210 Police	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026														
100 Compensation	Sign ----->													NM													
51100 Salaries	\$	186,511.77	\$	188,788.72	\$	194,029.25	\$	197,392.82	\$	224,680.50	\$	203,025.45	\$	206,939.29	\$	165,524	\$	223,075	\$	227,537	\$	231,520	\$	235,573	\$	239,697	
51110 F/T wages	\$	948,090.50	\$	949,036.22	\$	954,988.10	\$	938,377.38	\$	991,098.83	\$	1,036,286.20	\$	1,087,299.43	\$	1,266,018	\$	1,138,033	\$	1,190,966	\$	1,213,596	\$	1,246,888	\$	1,271,510	
51110 Regionalization														\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
51200 P/T wages	\$	24,953.05	\$	33,774.49	\$	58,127.13	\$	62,929.29	\$	62,042.35	\$	43,667.87	\$	42,210.02	\$	58,905	\$	59,800	\$	60,823	\$	60,823	\$	60,823	\$	60,823	
51300 Overtime	\$	120,766.55	\$	98,335.04	\$	124,437.08	\$	99,544.72	\$	97,602.29	\$	108,853.91	\$	109,627.79	\$	119,349	\$	123,000	\$	129,305	\$	129,305	\$	129,305	\$	129,305	
51300 Regionalization														\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
51410 Education	\$	47,134.62	\$	54,000.00	\$	53,538.55	\$	56,969.21	\$	53,153.84	\$	56,330.77	\$	58,000.00	\$	62,000	\$	66,000	\$	62,000	\$	62,000	\$	62,000	\$	62,000	
51420 Differ wag	\$	21,441.00	\$	20,580.00	\$	17,357.00	\$	15,160.00	\$	15,619.00	\$	16,252.50	\$	15,964.50	\$	17,155	\$	20,000	\$	22,534	\$	22,534	\$	22,534	\$	22,534	
51430 Longevity	\$	11,900.00	\$	12,900.00	\$	12,900.00	\$	12,800.00	\$	13,700.00	\$	12,300.00	\$	13,600.00	\$	14,200	\$	11,000	\$	12,000	\$	12,000	\$	12,000	\$	12,000	
51902 Uniform al	\$	24,650.00	\$	24,100.00	\$	24,650.00	\$	22,250.00	\$	22,550.00	\$	23,950.00	\$	24,800.00	\$	25,500	\$	25,500	\$	22,700	\$	22,700	\$	22,700	\$	22,700	
51904 Stipend														\$	7,500.00	\$	7,500	\$	-	\$	-	\$	-	\$	-	\$	-
Total compensation	\$	1,385,447.49	\$	1,381,514.47	\$	1,440,027.11	\$	1,405,423.42	\$	1,480,446.81	\$	1,500,666.70	\$	1,565,941.03	\$	1,736,151	\$	1,666,408	\$	1,727,865	\$	1,754,478	\$	1,791,823	\$	1,820,569	
200 Expenses	Sign ----->													NM													
51901 Tuition re	\$	3,366.00	\$	3,466.00	\$	2,655.00	\$	2,000.00	\$	3,740.00	\$	2,880.00	\$	11,895.01	\$	12,000	\$	18,000	\$	16,000	\$	12,000	\$	12,000	\$	12,000	
52400 Repair/mai	\$	38,660.98	\$	25,462.54	\$	32,218.47	\$	35,173.43	\$	39,661.11	\$	55,168.68	\$	10,026.40	\$	18,675	\$	21,425	\$	25,000	\$	25,000	\$	25,000	\$	25,000	
52400 Regionalization														\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
52905 Maintenance cont														\$	3,882.72	\$	\$1,100	\$	\$1,100	\$	\$1,180	\$	\$1,220	\$	\$1,260	\$	\$1,260
53011 Physicals	\$	-	\$	-	\$	-	\$	-	\$	417.00	\$	-	\$	-	\$	-	\$	1,000	\$	-	\$	-	\$	-	\$	-	
53012 Train/conf	\$	5,624.00	\$	8,919.00	\$	14,546.15	\$	10,571.40	\$	13,504.50	\$	11,487.50	\$	10,923.00	\$	12,800	\$	16,000	\$	16,500	\$	16,500	\$	16,500	\$	16,500	
53400 Telephone	\$	1,990.00	\$	1,966.56	\$	2,001.22	\$	2,007.16	\$	2,054.20	\$	2,050.71	\$	1,984.13	\$	2,050	\$	2,050	\$	2,092	\$	2,092	\$	2,092	\$	2,092	
53401 Postage	\$	-	\$	44.47	\$	-	\$	-	\$	-	\$	35.59	\$	-	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	
53404 Cellular	\$	5,986.11	\$	7,338.91	\$	7,261.78	\$	7,932.00	\$	6,913.91	\$	7,685.58	\$	6,493.42	\$	8,080	\$	8,000	\$	8,160	\$	8,323	\$	8,490	\$	8,659	
53405 Internet service														\$	87.44	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100
53406 Licenses/subscri														\$	18,188.55	\$	18,350	\$	19,000	\$	19,950	\$	20,948	\$	21,995	\$	23,095
53800 Other serv	\$	1,782.00	\$	7,901.40	\$	3,545.64	\$	7,081.54	\$	3,630.76	\$	5,535.88	\$	7,014.08	\$	6,750	\$	7,000	\$	7,140	\$	7,283	\$	7,428	\$	7,577	
53800 Dispatch /reg.														\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
54200 Office sup	\$	2,171.38	\$	7,883.91	\$	4,250.96	\$	5,834.65	\$	4,935.63	\$	5,974.17	\$	4,020.15	\$	4,500	\$	3,000	\$	3,100	\$	3,200	\$	3,300	\$	3,400	
54300 Bldg/eq ma	\$	157.91	\$	160.93	\$	3,217.62	\$	65.98	\$	-	\$	98.00	\$	375.39	\$	750	\$	750	\$	750	\$	750	\$	800	\$	800	
54500 Cust supp	\$	723.96	\$	1,315.92	\$	1,303.05	\$	276.49	\$	705.83	\$	627.77	\$	1,236.75	\$	825	\$	825	\$	850	\$	900	\$	900	\$	900	
54800 Vehic supp	\$	2,692.06	\$	1,829.35	\$	6,011.61	\$	3,464.77	\$	2,568.44	\$	5,144.40	\$	4,352.70	\$	4,750	\$	4,750	\$	4,865	\$	4,865	\$	4,865	\$	4,865	
54805 Gasoline	\$	45,810.76	\$	35,645.05	\$	28,765.53	\$	31,322.59	\$	32,834.83	\$	28,784.65	\$	24,032.39	\$	34,000	\$	28,500	\$	28,500	\$	28,876	\$	29,347	\$	29,629	
54900 Food suppl	\$	-	\$	-	\$	1,175.49	\$	3,615.23	\$	1,088.34	\$	782.11	\$	206.46	\$	1,000	\$	750	\$	765	\$	780	\$	796	\$	812	
55500 Books	\$	395.00	\$	826.60	\$	336.15	\$	460.65	\$	395.00	\$	535.95	\$	649.00	\$	425	\$	500	\$	440	\$	440	\$	440	\$	440	
55800 Other supp	\$	13,584.38	\$	7,775.23	\$	10,797.69	\$	12,651.06	\$	9,510.15	\$	7,827.12	\$	11,114.53	\$	10,750	\$	9,000	\$	10,500	\$	11,000	\$	11,250	\$	11,500	
55811 Uniforms																\$	2,000										
57100 In-state t	\$	345.78	\$	270.00	\$	293.00	\$	128.50	\$	189.55	\$	517.60	\$	204.55	\$	350	\$	350	\$	550	\$	550	\$	550	\$	550	
57150 Train/educ	\$	3,838.60	\$	113.54	\$	215.28	\$	555.96	\$	-	\$	306.74	\$	640.24	\$	700	\$	700	\$	700	\$	700	\$	700	\$	700	
57200 Out-of-state	\$	16.25	\$	524.20	\$	1,128.02	\$	-	\$	-	\$	99.00	\$	-	\$	250	\$	250	\$	250	\$	250	\$	250	\$	250	
57300 Dues/memb	\$	6,591.94	\$	6,710.84	\$	5,407.29	\$	6,394.03	\$	6,978.00	\$	7,370.76	\$	8,928.19	\$	11,900	\$	11,000	\$	11,000	\$	11,000	\$	11,000	\$	11,000	
57400 Ins prem														\$	803.00	\$	850	\$	1,000	\$	1,000	\$	1,000	\$	1,100	\$	1,100
58500 Addt equip	\$	5,982.89	\$	17,998.14	\$	217.79	\$	-	\$	-	\$	4,238.15	\$	5,077.97	\$	4,295	\$	4,295	\$	4,430	\$	4,430	\$	4,430	\$	4,430	
58700 Replace eq	\$	-	\$	1,754.60	\$	310.39	\$	-	\$	-	\$	337.54	\$	11,205.69	\$												

Total capital	\$	149,160.62	\$	69,801.98	\$	-	\$	-	\$	-	\$	79,500.00	\$	122,071.20	\$	-	\$	-	\$	-	\$	90,000	\$	90,000	\$	90,000					
500 Comm System																															
58700 Replace eq	\$	7,065.80	\$	22,980.71	\$	1,817.00	\$	1,200.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-					
Total Comm System	\$	7,065.80	\$	22,980.71	\$	1,817.00	\$	1,200.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-					
501 Server & Computers																															
55800 Other supp	\$	-	\$	-	\$	-	\$	809.49	\$	1,800.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-					
58700 Repl equip	\$	-	\$	-	\$	-	\$	8,879.08	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-					
Total server & computers	\$	-	\$	-	\$	-	\$	9,688.57	\$	1,800.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-					
502 Floor Renovation ATM 5/17																															
52400 Repairs and Maintena	\$	-	\$	-	\$	-	\$	-	\$	8,368.50	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-					
Total Floor Renovation ATM 5/17	\$	-	\$	-	\$	-	\$	-	\$	8,368.50	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-					
Total Police	\$	1,681,393.91	\$	1,612,204.35	\$	1,567,502.24	\$	1,545,847.43	\$	1,619,742.56	\$	1,727,654.60	\$	1,831,353.99	\$	1,888,349	\$	1,828,603	\$	1,892,537	\$	2,007,535	\$	2,047,266	\$	2,078,078					
220 Fire		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026					
100 Compensation																Sign ----->	KV														
51100 Salaries									\$	44,995.06		\$	50,319.69		\$	96,755		\$	98,759		\$	101,792		\$	103,595		\$	105,409		\$	107,254
51110 F/T wages (union)	\$	126,775.31	\$	113,872.18	\$	136,885.23	\$	212,995.14		\$271,755.87	\$	240,882.83	\$	224,641.12	\$	220,384	\$	258,126	\$	266,978	\$	276,556	\$	284,491	\$	290,577					
51110 Proposed medic										\$	-		\$	-		\$	-		\$	-		\$	-		\$	-					
51110 Proposed basic										\$	-		\$	-		\$	-		\$	-		\$	-		\$	-					
51111 F/T wages (clerk)	\$	-	\$	-	\$	13,914.18	\$	13,527.18	\$	14,413.38	\$	16,283.00	\$	17,963.76	\$	18,330	\$	18,515	\$	18,853	\$	19,136	\$	19,553	\$	19,890					
51200 P/T wages	\$	18,842.38	\$	29,877.23	\$	25,645.05	\$	24,678.82	\$	23,698.78	\$	35,481.77	\$	36,448.89	\$	48,302	\$	49,034	\$	49,776	\$	49,776	\$	49,776	\$	49,776					
51300 Overtime	\$	10,336.96	\$	9,425.97	\$	9,423.31	\$	20,444.11	\$	32,053.07	\$	35,367.23	\$	41,256.37	\$	36,630	\$	39,930	\$	43,230	\$	43,230	\$	43,230	\$	43,230					
51410 Education																	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000					
51430 Longevity																	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000					
51904 Stipends	\$	8,676.00	\$	9,176.00	\$	6,596.00	\$	7,371.00	\$	4,533.00	\$	9,500.00	\$	5,451.20	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000					
Total Compensation	\$	164,630.65	\$	162,351.38	\$	192,463.77	\$	279,016.25	\$	346,454.10	\$	382,509.89	\$	376,081.03	\$	425,401	\$	471,364	\$	487,629	\$	499,293	\$	509,458	\$	517,727					
200 Expenses																Sign ----->	KV														
52101 Electric	\$	9,236.92	\$	12,199.46	\$	9,950.95	\$	7,626.74	\$	7,465.54	\$	9,717.21	\$	11,024.28	\$	9,260	\$	11,500	\$	11,600	\$	11,700	\$	11,800	\$	11,900					
52102 Heating	\$	17,940.86	\$	14,598.22	\$	7,255.84	\$	9,012.48	\$	11,433.22	\$	12,510.16	\$	10,966.82	\$	15,500	\$	10,000	\$	10,000	\$	10,000	\$	10,000	\$	10,000					
52300 Other util	\$	294.09	\$	240.20	\$	386.02	\$	387.10	\$	446.50	\$	397.00	\$	416.80	\$	400	\$	500	\$	400	\$	400	\$	400	\$	400					
52400 Repair/mai	\$	20,646.20	\$	7,349.97	\$	17,974.51	\$	8,909.46	\$	16,406.26	\$	15,508.89	\$	20,891.00	\$	20,000	\$	25,500	\$	20,000	\$	20,000	\$	20,000	\$	20,000					
52905 Maintenance cont										\$	-		\$	1,950.29		\$	5,000	\$	5,000	\$	5,000	\$	5,000	\$	5,000						
53001 Advertise	\$	-	\$	-	\$	387.95	\$	387.95	\$	261.54	\$	-	\$	687.35	\$	400	\$	500	\$	400	\$	400	\$	400	\$	400					
53005 Course reimb.	\$	-	\$	-	\$	-	\$	-	\$	695.00	\$	607.50	\$	-	\$	6,000	\$	6,000	\$	6,000	\$	6,000	\$	6,000	\$	6,000					
53011 Physicals	\$	-	\$	395.00	\$	235.00	\$	1,140.00	\$	235.00	\$	140.00	\$	2,143.96	\$	6,000	\$	10,200	\$	10,200	\$	10,200	\$	10,200	\$	10,200					
53012 Train/conf	\$	275.00	\$	2,352.54	\$	754.00	\$	1,224.00	\$	744.00	\$	879.00	\$	989.00	\$	2,000	\$	1,000	\$	2,100	\$	2,200	\$	2,200	\$	2,200					
53400 Telephone	\$	1,079.28	\$	1,072.02	\$	1,039.14	\$	1,154.22	\$	1,199.70	\$	1,203.13	\$	1,208.41	\$	1,250	\$	1,300	\$	1,350	\$	1,350	\$	1,350	\$	1,350					
53404 Cellular	\$	592.55	\$	831.35	\$	981.85	\$	612.13	\$	970.96	\$	500.38	\$	1,775.21	\$	800	\$	1,500	\$	1,500	\$	1,500	\$	1,500	\$	1,500					
53405 Internet service										\$	-		\$	180.00			\$	300	\$	300	\$	300	\$	300	\$	300					
53406 Licenses/subscri										\$	-		\$	3,258.38			\$	5,250	\$	5,250	\$	5,250	\$	5,250	\$	5,250					
53800 Other serv	\$	7,492.57	\$	19,106.69	\$	14,279.87	\$	17,450.79	\$	12,602.54	\$	16,249.55	\$	7,816.10	\$	16,600	\$	7,000	\$	17,100	\$	17,100	\$	17,100	\$	17,100					
54200 Office sup	\$	189.69	\$	403.20	\$	10.94	\$	254.89	\$	430.09	\$	606.41	\$	922.35	\$	450	\$	750	\$	550	\$	550	\$	550	\$	550					
54300 Bldg/eq ma	\$	141.74	\$	931.44	\$	1,267.88	\$	1,922.56	\$	-	\$	68.00	\$	-	\$	-	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000					
54500 Custod sup	\$	1,216.00	\$	1,736.48	\$	1,856.77	\$	2,459.87	\$	1,078.42	\$	1,341.65	\$	1,721.74	\$	2,000	\$	2,000	\$	2,100	\$	2,200	\$	2,200	\$	2,200					
54800 Vehic supp	\$	2,112.90	\$	1,086.25	\$	1,452.33	\$	2,934.61	\$	2,991.11	\$	880.04	\$	193.17	\$	3,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000	\$	1,000					
54805 Gasoline	\$	6,311.18	\$	4,919.09	\$	5,028.49	\$	5,410.12	\$	5,270.54	\$	5,873.53	\$	4,528.55	\$	6,109	\$	6,200	\$	6,380	\$	6,380	\$	6,380	\$	6,380					
54900 Food suppl	\$	-	\$	-	\$	-	\$	185.05	\$	132.30	\$	160.00	\$	-	\$	200	\$	200	\$	200	\$	200	\$	200	\$	200					
55501 Code enforcement										\$	243.05		\$	176.35			\$	500	\$	500	\$	500	\$	500	\$	500					

55800 Other supp	\$	2,295.49	\$	3,920.18	\$	7,523.67	\$	7,897.91	\$	6,421.39	\$	5,864.67	\$	4,630.33	\$	4,750	\$	5,500	\$	5,150	\$	5,150	\$	5,150	\$	5,150
55811 Uniforms											\$	5,152.94	\$	4,399.95	\$	4,500	\$	6,400	\$	6,400	\$	6,400	\$	6,400	\$	6,400
57000 Expenses													\$	348.00												
57100 In-state t	\$	300.34	\$	370.50	\$	266.15	\$	252.66	\$	275.19	\$	1,066.10	\$	289.08	\$	300	\$	400	\$	350	\$	375	\$	375	\$	375
57150 Train/educ	\$	307.37	\$	-	\$	522.95	\$	-	\$	-	\$	55.70	\$	18.00	\$	500	\$	250	\$	500	\$	500	\$	500	\$	500
57300 Dues/memb	\$	1,665.00	\$	1,665.00	\$	1,914.00	\$	1,914.00	\$	1,924.00	\$	2,123.00	\$	2,030.00	\$	4,000	\$	2,200	\$	2,200	\$	2,200	\$	2,200	\$	2,200
58500 Addtl equi	\$	-	\$	-	\$	-	\$	5,057.49	\$	1,064.73	\$	4,917.09	\$	8,062.44	\$	2,250	\$	7,000	\$	7,000	\$	7,000	\$	7,000	\$	7,000
58700 Replace eq	\$	-	\$	6,309.65	\$	15,578.48	\$	2,270.00	\$	2,741.00	\$	771.46	\$	4,700.00			\$	15,000	\$	15,000	\$	15,000	\$	15,000	\$	15,000
Total expenses	\$	72,097.18	\$	79,487.24	\$	88,666.79	\$	78,464.03	\$	74,789.03	\$	86,836.46	\$	95,327.56	\$	103,612	\$	133,950	\$	139,530	\$	139,855	\$	139,955	\$	140,055
507 Capital Car 1 Art. 8 5/2014																										
58000 Capital	\$	-	\$	38,000.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Car 1	\$	-	\$	38,000.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
508 Capital Jaws of Life Art. 8 5/2014																										
58700 Repl equip	\$	-	\$	32,998.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Laws of Life	\$	-	\$	32,998.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
509 Capital L dia hose Art. 8 5/2015																										
58700 Repl equip	\$	-	\$	-	\$	13,582.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Hose Replacement	\$	-	\$	-	\$	13,582.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
510 Fire Washer/Extr/Dryer																										
58500 Additional Equipment	\$	-	\$	-	\$	-	\$	-	\$	14,427.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Fire Washer/Extr/Dyer	\$	-	\$	-	\$	-	\$	-	\$	14,427.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Fire Department	\$	236,727.83	\$	312,836.62	\$	294,712.56	\$	357,480.28	\$	435,670.13	\$	469,346.35	\$	471,408.59	\$	529,013	\$	605,314	\$	627,159	\$	639,148	\$	649,413	\$	657,782
231 Ambulance		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026
100 Compensation																Sign ----->	KV									
51100 Salaries											\$	44,994.89	\$	50,319.69	\$	96,755	\$	98,759	\$	101,792	\$	103,595	\$	105,409	\$	107,254
51110 F/T wages (union)	\$	155,029.63	\$	144,899.48	\$	133,241.27	\$	177,945.05	\$	206,284.24	\$	176,407.24	\$	210,970.45	\$	199,058	\$	205,145	\$	213,306	\$	223,649	\$	229,573	\$	233,585
51111 F/T wages (clerk)	\$	22,847.73	\$	24,460.95	\$	12,631.14	\$	13,688.95	\$	13,361.76	\$	15,275.48	\$	16,788.96	\$	17,026	\$	17,198	\$	17,509	\$	17,769	\$	18,162	\$	18,475
51200 P/T wages	\$	74,822.10	\$	75,204.27	\$	75,448.80	\$	44,504.54	\$	12,720.78	\$	16,959.46	\$	42,587.15	\$	10,600	\$	40,000	\$	42,500	\$	45,000	\$	45,000	\$	45,000
51300 Overtime	\$	18,366.84	\$	23,616.55	\$	18,238.64	\$	23,421.03	\$	14,089.77	\$	32,975.01	\$	28,427.52	\$	29,362	\$	29,802	\$	30,249	\$	30,249	\$	30,249	\$	30,249
51410 Education																	\$	3,000	\$	3,000	\$	3,000	\$	3,000	\$	3,000
51904 Stipends	\$	4,500.00	\$	4,000.00	\$	5,929.33	\$	7,371.00	\$	4,533.00	\$	6,080.77	\$	4,500.00	\$	4,500	\$	4,500	\$	4,500	\$	4,500	\$	4,500	\$	4,500
Total compensation	\$	275,566.30	\$	272,181.25	\$	245,489.18	\$	266,930.57	\$	250,989.55	\$	292,692.85	\$	353,593.77	\$	357,301	\$	398,404	\$	412,856	\$	427,762	\$	435,892	\$	442,063
200 Expenses																Sign ----->	KV									
52400 Repair/mai	\$	20,235.22	\$	11,756.16	\$	5,470.70	\$	2,637.61	\$	15,053.20	\$	3,667.33	\$	3,458.50	\$	7,000	\$	7,500	\$	8,000	\$	8,500	\$	8,500	\$	8,500
52905 Maintenance cont													\$	5,262.60			\$	5,500	\$	5,500	\$	5,500	\$	5,500	\$	5,500
53000 Prof/tech	\$	11,513.53	\$	12,343.85	\$	14,715.75	\$	15,637.49	\$	28,906.03	\$	14,926.95	\$	15,932.18	\$	18,720	\$	17,000	\$	20,933	\$	20,933	\$	20,933	\$	20,933
53001 Advertisement											\$	44.10														
53011 Physicals	\$	-	\$	-	\$	-	\$	-	\$	321.00	\$	-														
53012 Train/conf	\$	740.00	\$	808.00	\$	586.00	\$	-	\$	287.50	\$	3,000.00	\$	800.00	\$	2,500	\$	2,800	\$	3,000	\$	3,000	\$	3,000	\$	3,000
53404 Cellular	\$	319.96	\$	-	\$	-	\$	-	\$	418.08	\$	965.24	\$	938.86	\$	1,300	\$	1,000	\$	1,400	\$	1,400	\$	1,400	\$	1,400
53406 Licenses/subscri													\$	7,573.37			\$	10,250	\$	10,250	\$	10,250	\$	10,250	\$	10,250
53800 Other serv	\$	3,859.03	\$	5,283.10	\$	5,629.29	\$	6,923.34	\$	6,274.15	\$	12,396.34	\$	1,726.96	\$	12,500	\$	2,500	\$	2,500	\$	2,500	\$	2,500	\$	2,500
54200 Office sup	\$	1,263.83	\$	1,241.58	\$	1,472.90	\$	774.84	\$	772.24	\$	1,347.19	\$	1,225.26	\$	1,100	\$	1,000	\$	1,200	\$	1,200	\$	1,200	\$	1,200
54800 Vehicular	\$	73.47	\$	80.73	\$	1,899.27	\$	6,513.24	\$	2,136.81	\$	473.79	\$	227.61	\$	2,100	\$	1,000	\$	2,300	\$	2,400	\$	2,400	\$	2,400

54805 Gasoline	\$ 7,937.30	\$ 5,945.72	\$ 4,215.41	\$ 5,102.50	\$ 5,518.29	\$ 5,247.87	\$ 6,013.79	\$ 7,394	\$ 7,492	\$ 7,590	\$ 7,590	\$ 7,590	\$ 7,590	\$ 7,590	\$ 7,590
55000 Medical su	\$ 11,297.05	\$ 17,954.55	\$ 18,538.10	\$ 17,437.53	\$ 17,556.32	\$ 19,226.13	\$ 22,458.91	\$ 26,000	\$ 27,000	\$ 27,500	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000	\$ 28,000
55501 Code enforcement						\$ 72.75	\$ 233.00		\$ 300						
55800 Other supp	\$ 5,454.28	\$ 3,891.46	\$ 7,220.78	\$ 8,344.86	\$ 9,292.02	\$ 1,147.93	\$ 115.07	\$ 2,250	\$ 2,375	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
55811 Uniforms/contract						\$ 2,931.30	\$ 3,313.42	\$ 4,500	\$ 6,400	\$ 6,400	\$ 6,400	\$ 6,400	\$ 6,400	\$ 6,400	\$ 6,400
57000 Expenses	\$ 50.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
57100 In-state t	\$ 96.87	\$ 123.14	\$ -	\$ 27.93	\$ -	\$ 11.50	\$ -	\$ 233	\$ 244	\$ 256	\$ 256	\$ 256	\$ 256	\$ 256	\$ 256
57150 Train/educ	\$ 397.25	\$ -	\$ -	\$ -	\$ 23.00	\$ -	\$ 180.88	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
57300 Dues/memb	\$ 3,727.88	\$ 4,018.50	\$ 4,245.95	\$ 3,276.29	\$ 4,224.41	\$ 5,123.76	\$ 4,223.22	\$ 6,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
58500 Addt equip	\$ -	\$ 2,967.64	\$ 3,600.00	\$ -	\$ 4,288.74	\$ 5,436.44	\$ 1,339.00	\$ 4,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
58700 Replace eq							\$ 4,263.00		\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Total expenses	\$ 66,965.67	\$ 66,414.43	\$ 67,594.15	\$ 66,675.63	\$ 95,071.79	\$ 76,018.62	\$ 79,285.63	\$ 96,597	\$ 103,861	\$ 110,829	\$ 111,929	\$ 111,929	\$ 111,929	\$ 111,929	\$ 111,929
503 Cardiac Monitor/Defibrillator															
58700 Repl Equip	\$ -	\$ -	\$ -	\$ -	\$ 60,998.83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Cardiac Monitor/Defibrillator	\$ -	\$ -	\$ -	\$ -	\$ 60,998.83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Ambulance	\$ 342,531.97	\$ 338,595.68	\$ 313,083.33	\$ 333,606.20	\$ 407,060.17	\$ 368,711.47	\$ 432,879.40	\$ 453,898	\$ 502,265	\$ 523,685	\$ 539,691	\$ 547,821	\$ 553,992	\$ 553,992	\$ 553,992
241 Building Inspector	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026		
100 Compensation								Sign ----->	KF						
51100 Salaries	\$ 51,477.63	\$ 40,620.73	\$ 35,807.73	\$ 28,299.77	\$ 27,521.49	\$ 26,837.68	\$ 32,727.24	\$ 35,203	\$ 76,536	\$ 79,823	\$ 83,048	\$ 86,402	\$ 89,892		
51110 F/T wages	\$ 30,240.18	\$ 30,819.12	\$ 32,533.62	\$ 34,717.76	\$ 35,123.24	\$ 32,110.83	\$ 36,989.73	\$ 41,388	\$ 42,738	\$ 44,501	\$ 46,196	\$ 48,250	\$ 50,212		
51200 P/T wages	\$ 190.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
51904 Stipends	\$ 25,952.18	\$ 18,392.92	\$ 25,117.92	\$ 18,393.00	\$ 20,049.67	\$ 20,133.00	\$ 20,066.95	\$ 20,133	\$ 20,133	\$ 20,133	\$ 20,133	\$ 20,133	\$ 20,133		
Total compensation	\$ 107,860.91	\$ 89,832.77	\$ 93,459.27	\$ 81,410.53	\$ 82,694.40	\$ 79,081.51	\$ 89,783.92	\$ 96,724	\$ 139,407	\$ 144,457	\$ 149,377	\$ 154,785	\$ 160,237		
200 Expenses								Sign ----->	KF						
52400 Repair/mai	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
53008 Contractual services						\$ 23,342.42	\$ 4,040.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
53011 Physicals	\$ -	\$ -	\$ 70.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500		
53012 Train/conf	\$ 324.50	\$ 465.00	\$ 310.00	\$ 479.50	\$ 220.00	\$ 320.00	\$ 883.00	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500		
53404 Cellular							\$ 530.07	\$ 540	\$ 600	\$ 618	\$ 637	\$ 656	\$ 675		
53406 Licenses/subscri						\$ 600.00	\$ 300.00	\$ 600	\$ 606	\$ 612	\$ 620	\$ 640	\$ 640		
53800 Other serv	\$ 45.00	\$ -	\$ -	\$ -	\$ -	\$ 90.00	\$ -	\$ 265	\$ 270	\$ 280	\$ 285	\$ 285	\$ 285		
54200 Office sup	\$ 621.42	\$ 1,193.46	\$ 840.32	\$ 1,080.31	\$ 141.36	\$ 742.15	\$ 853.18	\$ 925	\$ 1,000	\$ 1,075	\$ 1,075	\$ 1,075	\$ 1,075		
55501 Code Enforcement						\$ 860.87	\$ 535.79	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000		
55800 Other supp	\$ 72.00	\$ -	\$ 304.00	\$ 541.95	\$ -	\$ -	\$ 303.99	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050		
55811 Uniforms							\$ 300.00								
57100 In-state t	\$ 1,880.99	\$ 1,855.39	\$ 1,698.10	\$ 1,915.39	\$ 1,486.30	\$ 2,523.64	\$ 2,357.23	\$ 2,889	\$ 3,019	\$ 3,149	\$ 3,149	\$ 3,149	\$ 3,149		
57150 Train/educ	\$ 424.00	\$ -	\$ 159.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
57300 Dues/memb	\$ 225.00	\$ 120.00	\$ 153.00	\$ 122.50	\$ -	\$ 259.80	\$ 210.00	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500		
58500 Addtl equip	\$ -	\$ -	\$ -	\$ 159.99	\$ 429.95	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Total expenses	\$ 3,892.91	\$ 3,933.85	\$ 3,834.92	\$ 4,599.64	\$ 2,277.61	\$ 28,738.88	\$ 10,314.18	\$ 10,987	\$ 10,545	\$ 10,784	\$ 10,816	\$ 10,855	\$ 10,874		
Total Building Inspector	\$ 111,753.82	\$ 93,766.62	\$ 97,294.19	\$ 86,010.17	\$ 84,972.01	\$ 107,820.39	\$ 100,098.10	\$ 107,711	\$ 149,952	\$ 155,241	\$ 160,193	\$ 165,640	\$ 171,111		
244 Weights and Measures	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026		
200 Expenses								Sign ----->							
53000 Prof/tech	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750		
Total expenses	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750		
Total Weights and Measures	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750.00	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750	\$ 750		



291 Civil Defense	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
100 Compensation								Sign ----->	MW				
51904 Stipends	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Total compensation	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325.00	\$ 325	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
200 Expenses								Sign ----->	MW				
52700 Rent/lease									\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600	\$ 9,600
52905 Maintenance cont									\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
53008 Contractual serv						\$ 4,450.00	\$ 4,450.00	\$ 1,080	\$ 1,080	\$ 1,080	\$ 1,080	\$ 1,080	\$ 1,080
54900 Food suppl						\$ 10.44	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
55800 Other supp	\$ -	\$ -	\$ 68.66	\$ 293.00	\$ -	\$ -	\$ -	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800	\$ 4,800
Total expenses	\$ -	\$ -	\$ 68.66	\$ 293.00	\$ -	\$ 4,460.44	\$ 4,450.00	\$ 5,880	\$ 28,480	\$ 28,480	\$ 28,480	\$ 28,480	\$ 28,480
Total Civil Defense	\$ 325.00	\$ 325.00	\$ 393.66	\$ 618.00	\$ 325.00	\$ 4,785.44	\$ 4,775.00	\$ 6,205	\$ 31,980	\$ 31,980	\$ 31,980	\$ 31,980	\$ 31,980
292 Animal Control	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
200 Expenses								Sign ----->	MW				
53000 Prof/tech	\$ 24,900.00	\$ 23,458.00	\$ 23,457.96	\$ 23,457.96	\$ 23,457.96	\$ 15,152.80	\$ 16,044.84	\$ 25,000	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
Total expenses	\$ 24,900.00	\$ 23,458.00	\$ 23,457.96	\$ 23,457.96	\$ 23,457.96	\$ 15,152.80	\$ 16,044.84	\$ 25,000	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
Total Animal Control	\$ 24,900.00	\$ 23,458.00	\$ 23,457.96	\$ 23,457.96	\$ 23,457.96	\$ 15,152.80	\$ 16,044.84	\$ 25,000	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500	\$ 16,500
293 Tree Warden	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
100 Compensation								Sign ----->	JF				
51904 Stipends	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Total compensation	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
200 Expenses								Sign ----->	JF				
52400 Repair/mai	\$ 4,450.00	\$ 4,025.00	\$ 3,675.00	\$ 3,660.00	\$ 9,450.00	\$ 9,600.00	\$ 20,000.00	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
53000 Prof/tech	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
53001 Advertise	\$ -	\$ -	\$ -	\$ 204.00	\$ -	\$ -	\$ -	\$ 225	\$ 225	\$ 250	\$ 250	\$ 250	\$ 250
53800 Other serv	\$ -	\$ 200.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
54600 Groundskeeping						\$ 220.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
57300 Dues/memb	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 85.00	\$ 85.00	\$ 100	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150
Total expenses	\$ 4,450.00	\$ 4,225.00	\$ 3,675.00	\$ 3,864.00	\$ 9,450.00	\$ 9,905.00	\$ 20,085.00	\$ 20,425	\$ 20,525	\$ 20,550	\$ 20,550	\$ 20,550	\$ 20,550
Total Forestry	\$ 5,050.00	\$ 4,825.00	\$ 4,275.00	\$ 4,464.00	\$ 10,050.00	\$ 10,505.00	\$ 20,685.00	\$ 21,025	\$ 21,125	\$ 21,150	\$ 21,150	\$ 21,150	\$ 21,150
295 Waterways - Dive Rescue	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
500 Capital													
52400 Repair/mai						\$ 1,219.12							
53012 Train/conf						\$ 1,725.00							
55800 Other supp						\$ -							
58500 Addt equip	\$ -	\$ 5,985.56	\$ -	\$ -	\$ -	\$ 5,739.65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total capital	\$ -	\$ 5,985.56	\$ -	\$ -	\$ -	\$ 8,683.77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Waterways - Dive Rescue	\$ -	\$ 5,985.56	\$ -	\$ -	\$ -	\$ 8,683.77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
395 School Special Articles	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
501 Primary Sch Ext Door ATM 5/17													
58500 Addt equip	\$ -	\$ -	\$ -	\$ -	\$ 13,447.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Total Primary Sch Ext Door ATM 5/17	\$	-	\$	-	\$	-	\$	-	\$	13,447.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
505 HS/PS Security Cameras Art. 8 5/14																												
58500 Addt equip	\$	-	\$	12,500.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Security Cameras	\$	-	\$	12,500.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
506 HS Water Heater Rep Art. 8 5/14																												
58700 Repl equip	\$	-	\$	12,000.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total HS Water Heater	\$	-	\$	12,000.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
507 Primary School Chimney Art. 8 5/15																												
52400 Repair/mai	\$	-	\$	-	\$	22,400.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Primary School Chimney	\$	-	\$	-	\$	22,400.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
508 DMS transfer from RRA																												
52400 Repair/mai	\$	-	\$	-	\$	4,850.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
54000 Supplies	\$	-	\$	-	\$	801.95	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
54200 Office sup	\$	-	\$	-	\$	749.99	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
54501 Bldg supp	\$	-	\$	-	\$	5,265.01	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
55100 Educ supp	\$	-	\$	-	\$	760.78	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
57000 Expenses	\$	-	\$	-	\$	229.21	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total DMS transfer from RRA	\$	-	\$	-	\$	12,656.94	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total School Special Articles	\$	-	\$	24,500.00	\$	35,056.94	\$	-	\$	13,447.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
420 Highway Signs								Sign----->	JF				
200 Expenses													
55300 Public wor	\$ 1,028.14	\$ 1,242.10	\$ 1,355.99	\$ 1,328.69	\$ 1,291.87	\$ 1,438.37	\$ 1,544.10	\$ 1,649	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
Total expenses	\$ 1,028.14	\$ 1,242.10	\$ 1,355.99	\$ 1,328.69	\$ 1,291.87	\$ 1,438.37	\$ 1,544.10	\$ 1,649	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750
Total Highway Signs	\$ 1,028.14	\$ 1,242.10	\$ 1,355.99	\$ 1,328.69	\$ 1,291.87	\$ 1,438.37	\$ 1,544.10	\$ 1,649	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750	\$ 2,750

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
421 Highway Administration								Sign----->	JF				
100 Compensation													
51100 Salaries	\$ 85,675.81	\$ 88,479.55	\$ 91,601.23	\$ 95,301.33	\$ 97,207.35	\$ 98,908.48	\$ 100,639.38	\$ 102,401	\$ 103,425	\$ 105,494	\$ 107,340	\$ 109,218	\$ 111,129
51110 F/T wages	\$ 264,133.00	\$ 266,721.82	\$ 255,247.63	\$ 261,204.07	\$ 249,430.14	\$ 243,908.82	\$ 271,439.84	\$ 319,279	\$ 324,582	\$ 333,228	\$ 339,997	\$ 349,676	\$ 356,903
51111 P/T wages	\$ 31,771.36	\$ 33,216.00	\$ 32,020.56	\$ 31,543.21	\$ 32,167.26	\$ 32,744.46	\$ 33,642.00	\$ 34,051	\$ 34,396	\$ 35,018	\$ 35,537	\$ 36,323	\$ 36,950
51201 P/T wages	\$ -	\$ -	\$ 12,097.81	\$ 11,608.17	\$ 18,943.00	\$ 6,775.47	\$ 6,852.93	\$ 19,774	\$ 30,608	\$ 31,216	\$ 31,760	\$ 32,320	\$ 32,880
51300 Overtime	\$ 5,690.50	\$ 5,207.97	\$ 3,464.76	\$ 4,823.01	\$ 5,296.62	\$ 5,585.61	\$ 9,200.58	\$ 11,000	\$ 11,250	\$ 11,500	\$ 11,750	\$ 11,750	\$ 11,750
51430 Longevity													
51904 Stipend (OSHA)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000.00	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Total compensation	\$ 387,270.67	\$ 393,625.34	\$ 394,431.99	\$ 404,479.79	\$ 403,044.37	\$ 387,922.84	\$ 423,774.73	\$ 488,505	\$ 512,261	\$ 524,456	\$ 534,384	\$ 547,287	\$ 557,612
200 Expenses								Sign----->	JF				
52101 Electric	\$ 2,949.30	\$ 4,309.49	\$ 4,316.88	\$ 4,839.34	\$ 4,043.78	\$ 4,701.62	\$ 4,288.37	\$ 3,989	\$ 4,153	\$ 4,316	\$ 4,316	\$ 4,316	\$ 4,316
52102 Heating	\$ 10,952.48	\$ 7,465.78	\$ 3,686.07	\$ 6,169.65	\$ 7,696.37	\$ 6,623.08	\$ 7,127.12	\$ 8,775	\$ 8,883	\$ 9,018	\$ 9,018	\$ 9,018	\$ 9,018
52300 Other util	\$ -	\$ -	\$ -	\$ 99.50	\$ 185.80	\$ 185.80	\$ 189.10	\$ 247	\$ 270	\$ 294	\$ 294	\$ 294	\$ 294
52400 Repair/mai	\$ 3,977.69	\$ 1,964.26	\$ 5,022.61	\$ 5,612.73	\$ 2,222.35	\$ 4,236.89	\$ 4,140.17	\$ 4,414	\$ 5,022	\$ 5,630	\$ 5,630	\$ 5,630	\$ 5,630
52900 Other prop	\$ 703.27	\$ 612.42	\$ 599.74	\$ 566.30	\$ 480.00	\$ 480.00	\$ 480.00	\$ 490	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
53001 Advertise	\$ 942.40	\$ 474.25	\$ 759.89	\$ 660.01	\$ 542.21	\$ 261.97	\$ 335.65	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
53011 Physicals	\$ 465.00	\$ 325.00	\$ 580.00	\$ 255.00	\$ 595.00	\$ 285.00	\$ 645.00	\$ 652	\$ 671	\$ 690	\$ 690	\$ 690	\$ 690

52400 Repair/mai	\$	-	\$	-	\$	-	\$	7,617.51	\$	-	\$	2,978.75	\$	4,820.00	\$	-	\$	-	\$	-	\$	-	\$	108,360	\$	108,360	\$	108,360	\$	108,360	
53800 Other serv	\$	74,086.73	\$	93,248.00	\$	37,852.50	\$	79,827.00	\$	84,843.00	\$	78,511.75	\$	39,745.50	\$	108,360	\$	108,360	\$	108,360	\$	108,360	\$	108,360	\$	5,244	\$	5,244	\$	5,244	
54800 Vehic supp	\$	6,242.61	\$	12,123.66	\$	13,158.52	\$	10,440.53	\$	12,588.90	\$	18,439.76	\$	9,816.71	\$	5,244	\$	5,244	\$	5,244	\$	5,244	\$	1,290	\$	1,290	\$	1,290	\$	1,290	
54900 Food suppl	\$	1,145.15	\$	815.42	\$	661.77	\$	1,122.67	\$	1,119.43	\$	416.36	\$	648.78	\$	1,290	\$	1,290	\$	1,290	\$	1,290	\$	55,000	\$	60,000	\$	65,000	\$	70,000	
55300 PW supp	\$	171,697.90	\$	198,180.17	\$	152,127.46	\$	194,149.85	\$	203,638.64	\$	143,189.29	\$	119,042.30	\$	40,000	\$	50,000	\$	55,000	\$	60,000	\$	65,000	\$	70,000					
Total expenses	\$	253,172.39	\$	304,367.25	\$	203,800.25	\$	293,157.56	\$	302,189.97	\$	243,535.91	\$	174,073.29	\$	154,894	\$	164,894	\$	169,894	\$	174,894	\$	179,894	\$	184,894					
Total Snow & Ice	\$	294,938.40	\$	354,493.99	\$	228,811.63	\$	334,710.57	\$	348,856.64	\$	275,453.35	\$	197,030.39	\$	208,100	\$	218,606	\$	224,629	\$	230,541	\$	236,470	\$	241,470					
424 Street Lighting		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026																	
200 Expenses									Sign ----->	MW																					
52101 Electric		\$	33,634.93	\$	49,798.73	\$	45,964.66	\$	43,204.19	\$	42,822.24	\$	56,414.00	\$	14,064.21	\$	13,074	\$	14,500	\$	15,000	\$	15,000	\$	15,000	\$	15,000	\$	15,000		
52400 Repair/mai														\$	1,678.80	\$	5,000	\$	4,000	\$	4,000	\$	4,000	\$	4,000	\$	4,000	\$	4,000		
Total expenses		\$	33,634.93	\$	49,798.73	\$	45,964.66	\$	43,204.19	\$	42,822.24	\$	56,414.00	\$	15,743.01	\$	18,074	\$	18,500	\$	19,000	\$	19,000	\$	19,000	\$	19,000	\$	19,000	\$	19,000
Total Street Lighting		\$	33,634.93	\$	49,798.73	\$	45,964.66	\$	43,204.19	\$	42,822.24	\$	56,414.00	\$	15,743.01	\$	18,074	\$	18,500	\$	19,000	\$	19,000	\$	19,000	\$	19,000	\$	19,000	\$	19,000
434 Monitor Wells		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026																	
200 Expenses									Sign ----->	KH																					
52400 Repair/mai		\$	-	\$	-	\$	770.00	\$	-	\$	-																				
53000 Prof/tech		\$	9,675.00	\$	9,128.00	\$	9,128.00	\$	9,128.00	\$	4,859.50	\$	9,128.00	\$	4,853.50	\$	4,999	\$	19,600	\$	19,600	\$	19,600	\$	19,600	\$	19,600	\$	19,600	\$	19,600
55800 Other supp		\$	-	\$	-	\$	-	\$	-	\$	4,268.50																				
Total expenses		\$	9,675.00	\$	9,128.00	\$	9,898.00	\$	9,128.00	\$	9,128.00	\$	9,128.00	\$	4,853.50	\$	4,999	\$	19,600	\$	19,600	\$	19,600	\$	19,600	\$	19,600	\$	19,600	\$	19,600
Total Monitor Wells		\$	9,675.00	\$	9,128.00	\$	9,898.00	\$	9,128.00	\$	9,128.00	\$	9,128.00	\$	4,853.50	\$	4,999	\$	19,600	\$	19,600	\$	19,600	\$	19,600	\$	19,600	\$	19,600	\$	19,600
435 Landfill Maintenance		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026																	
200 Expenses									Sign ----->	KH																					
52400 Repair/mai							\$	2,100.00	\$	1,400.00	\$	1,600	\$	1,600	\$	1,600	\$	1,600	\$	1,600	\$	1,600	\$	1,600	\$	1,600	\$	1,600	\$	1,600	
53000 Prof/tech		\$	1,200.00	\$	-	\$	1,200.00	\$	1,400.00	\$	700.00	\$	425.00	\$	-																
53800 Other serv		\$	-	\$	425.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500	\$	500
55300 Public Wk		\$	-	\$	-	\$	2,034.98	\$	-	\$	-																				
Total expenses		\$	1,200.00	\$	425.00	\$	3,234.98	\$	1,400.00	\$	700.00	\$	2,525.00	\$	1,400.00	\$	2,100	\$	2,100	\$	2,100	\$	2,100	\$	2,100	\$	2,100	\$	2,100	\$	2,100
Total Landfill Maintenance		\$	1,200.00	\$	425.00	\$	3,234.98	\$	1,400.00	\$	700.00	\$	2,525.00	\$	1,400.00	\$	2,100	\$	2,100	\$	2,100	\$	2,100	\$	2,100	\$	2,100	\$	2,100	\$	2,100
491 Cemetery		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026																	
200 Expenses									Sign ----->																						
52300 Other util		\$	50.36	\$	25.00	\$	-	\$	117.35	\$	163.20	\$	213.20	\$	156.60	\$	60	\$	60	\$	60	\$	60	\$	60	\$	60	\$	60	\$	60
52400 Repair/mai		\$	10,465.00	\$	10,130.00	\$	9,130.36	\$	6,700.00	\$	7,475.00	\$	10,650.00	\$	12,000.00	\$	9,300	\$	9,450	\$	9,600	\$	9,600	\$	9,600	\$	9,600	\$	9,600	\$	9,600
53402 Print/mail		\$	-	\$	-	\$	-	\$	-	\$	-			\$	-	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100
53800 Other serv		\$	-	\$	-	\$	1,800.00	\$	3,000.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
54200 Office sup		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100	\$	100
54600 Ground sup		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
55300 PW supp		\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
55800 Other supp							990.00							\$	28.03																
Total expenses		\$	10,515.36	\$	10,155.00	\$	10,930.36	\$	9,817.35	\$	8,628.20	\$	10,863.20	\$	12,184.63	\$	9,560	\$	9,710	\$	9,860	\$	9,860	\$	9,860	\$	9,860	\$	9,860	\$	9,860
Total Cemetery		\$	10,515.36	\$	10,155.00	\$	10,930.36	\$	9,817.35	\$	8,628.20	\$	10,863.20	\$	12,184.63	\$	9,560	\$	9,710	\$	9,860	\$	9,860	\$	9,860	\$	9,860	\$	9,860	\$	9,860
510 Board of Health		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026																	
100 Compensation									Sign ----->	KH																					
51110 F/T wages		\$	7,316.23	\$	23,508.37	\$	23,915.82	\$	24,281.10	\$	25,302.00	\$	26,205.12	\$	28,050.66	\$	28,988	\$	29,932	\$	31,131	\$	32,258	\$	33,051	\$	33,620	\$	34,200	\$	34,780



200 Expenses																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
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Total Health Insurance Encumbrance	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-						
Total Health Insurance	\$	2,329,236.85	\$	2,394,201.80	\$	2,445,252.30	\$	2,272,515.29	\$	2,428,475.27	\$	2,604,369.32	\$	2,697,281.70	\$	2,845,352	\$	2,858,768	\$	3,101,200	\$	3,183,070	\$	3,267,396	\$	3,354,252
940 Prior-Year Bills		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026
200 Expenses																										
57600 Prior year bills	\$	-	\$	-	\$	1,715.31	\$	6,206.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total expenses	\$	-	\$	-	\$	1,715.31	\$	6,206.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Prior Year Bills	\$	-	\$	-	\$	1,715.31	\$	6,206.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
992 Transfers to Special Revenue		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026
900 Transfers																										
59620 Transfers to SRF	\$	-	\$	-	\$	-	\$	22,198.33	\$	10,744.48	\$	24,018.73	\$	22,063.66	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total transfers	\$	-	\$	-	\$	-	\$	22,198.33	\$	10,744.48	\$	24,018.73	\$	22,063.66	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total transfers to special revenue	\$	-	\$	-	\$	-	\$	22,198.33	\$	10,744.48	\$	24,018.73	\$	22,063.66	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
993 Transfers to Capital Projects		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026
900 Transfers																										
59630 Transfers to CP	\$	-	\$	70,000.00	\$	200,000.00	\$	120,000.00	\$	77,100.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total transfers	\$	-	\$	70,000.00	\$	200,000.00	\$	120,000.00	\$	77,100.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total transfers to Capital Projects	\$	-	\$	70,000.00	\$	200,000.00	\$	120,000.00	\$	77,100.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
996 Transfer to Stabilization		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026
900 Transfers																										
59680 Transfer to Stab.	\$	20,000.00	\$	138,775.00	\$	10,804.00	\$	11,664.00	\$	-	\$	314,390.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total transfers	\$	20,000.00	\$	138,775.00	\$	10,804.00	\$	11,664.00	\$	-	\$	314,390.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
Total Transfers to Stabilization	\$	20,000.00	\$	138,775.00	\$	10,804.00	\$	11,664.00	\$	-	\$	314,390.00	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
997 Transfer to OPEB		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025		2026
900 Transfers	\$	32,000.00	\$	83,500.00	\$	78,000.00	\$	123,322.00	\$	116,842.00	\$	142,500.00	\$	100,000.00	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Total transfers	\$	32,000.00	\$	83,500.00	\$	78,000.00	\$	123,322.00	\$	116,842.00	\$	142,500.00	\$	100,000.00	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Total transfers to OPEB	\$	32,000.00	\$	83,500.00	\$	78,000.00	\$	123,322.00	\$	116,842.00	\$	142,500.00	\$	100,000.00	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000	\$	50,000
Grand total municipal expenses	\$	11,242,978.37	\$	11,647,487.78	\$	11,623,766.89	\$	11,736,132.55	\$	12,172,654.69	\$	13,132,835.69	\$	12,599,437.53	\$	13,381,683	\$	13,914,084	\$	13,940,103	\$	14,403,641	\$	14,786,908	\$	15,102,084
Less Capital	\$	11,225,612.57	\$	11,383,922.51	\$	11,248,440.95	\$	11,518,780.18	\$	11,894,422.85	\$	13,124,152	\$	12,599,438	\$	13,381,683	\$	13,914,084	\$	13,940,103	\$	14,403,641	\$	14,786,908	\$	15,102,084
				1.41%		-1.19%		2.40%		3.26%		10.34%		-4.00%		6.21%		3.98%		0.19%		3.33%		2.66%		2.13%