

# TOWN OF HOLBROOK, MASSACHUSETTS FISCAL YEAR 2014 FINANCIAL PLAN & OPERATING BUDGET

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General and Enterprise Funds

July 1, 2013 to June 30, 2014

## **Finance Committee**

Kevin Costa, Chairman

Peter Mahoney, Vice-Chairman

Jennifer Gonzalez, Clerk

Patrick Duggan

Paul Williams

Joshua Reilly

Michael Sigda

Susan Godwin

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## **Acknowledgement**

This report was created using the Town of Swampscott, Massachusetts' format, which has twice received the Government Finance Officers Association's (GFOA) Distinguished Budget Award.

## Budget Message

April 16, 2013

Dear Town Meeting Members:

We are pleased to present to you the Finance Committee's Operating Budget and related Enterprise Fund Budgets for the Town of Holbrook for Fiscal Year (FY) 2014. The FY14 budget attempts to allocate available resources to areas of greatest need while maintaining services and mitigating service reductions in all departments. Of course this must be done while balancing a budget within the limits of the financial constraints facing the community. The budget, which consists of total anticipated expenditures of \$34.7 million (m), represents an increase of \$1.2m or 3.5% over the FY13 budget. This budget has proved to be difficult as we try to balance the requests of department increases along with mandatory costs increases, while state aid continues to lag behind historical increases.

In FY13, we experienced several positive outcomes for the town's finances. One item was a significant amount of free cash. This was a result of three things in FY12 (a) a large one time project closeout of funds, (b) revenues ahead of prior expectations, (c) expenses below budgeted amounts. At the Special Town Meeting in January 2013, the town placed \$900k into our general and capital stabilization funds. This is a significant achievement for the town of Holbrook and will help us borrow at better rates and manage major one time needs more effectively. Another positive item, was the fact that in FY13 the Board of Selectman (BOS) did not have to raise property taxes to the allowed 2.5%, resulting in over \$450k of available levy untaxed, meaning real direct tax savings to tax payers.

One area of continued concern for the Finance Committee is the very large amount of overdue receivables due the Town. Our auditor stated that Holbrook's overdue receivables is the largest percentage to budget he has ever seen. There is currently over \$4m in outstanding monies owed to the town. Much of this goes back several years, but we, as a Town, must hold our fellow citizens accountable. We understand the difficult times people face, however as a society, we must follow the law and treat all parties fairly and equally. We strongly urge the Collector's office and the Board of Selectmen to institute policies and practices to aggressively collect these past due amounts and protect the financial interest and integrity of our Town.

Over the past several years we have experienced significant increases in non-discretionary expenditures such as health insurance, Medicare costs, pension payments, and utility costs. These have typically consumed the majority of available additional revenues on an annual basis. We have endured many difficult reductions to services in prior years and as a result of those prior reductions we are now in a position to modestly increase funding in a few critical areas to ensure all residents are able to receive the best level of service we can afford. We expect all negotiating teams to be absolute and vigilant in their obligation to ensure all residents are receiving the most efficient and cost effective level of service. We anticipate the next 4 years the state and federal government will continue to reduce direct funding aid, grants and other forms of aid. We are committed to identifying the true and complete cost of the services we provide with an understanding that at times we must change service levels to meet the constraints of the community. We, as a community, must continue to have open and informative discussions and must stay resolute while facing the difficult decisions head on, with an understanding of both short term and long term impacts of our decisions. We are all stakeholders in this community and as such, have a duty to our long term success.

We, as a community, must continue to explore alternative ways to provide the same or better services to the residents in a more cost effective manner. State law, regulators and fiscal prudence require that we provide Town Meeting with a balanced budget to act upon. Together we have interpreted this to mean that the budget submission must be based on sound and supportable financial practices that ensure the long term financial health

of the community. With that as the framework, this FY14 budget submission balances the use of revenues, across all departments and services provided by the town. In the end, Holbrook will be able to provide slightly fewer services in some areas with expanded levels in others for FY14 than in FY13. This budget will preserve all departments' core services and is projected to allow us to end FY14 fiscally sound. We remain realistic about the continuing financial challenges facing the Town and are appreciative of the hard work and dedication that will be required by all of us to continue to meet the challenges that await us in the years ahead.

Respectfully,

Holbrook Finance Committee

**Holbrook Finance Committee Calendar for FY14 Budget Review Meetings**

Monday, January 07, 2013	Distribute Budgets Received, Discuss Revenue Assumptions for 2014
Monday, January 14, 2013	<b>Selectmen Oversight:</b> Selectmen, Town Administrator, Town Counsel, Building, Plumbing, Wiring, Weights, Animal Control, Veterans, ZBA, Conservation Comm
Monday, January 21, 2013	Martin Luther King Jr. Day
Monday, January 28, 2013	<b>Financial Depts:</b> Fin Com, Accountant, Assessors, Treasurer (including Debt and Benefits), All Insurance
Monday, February 04, 2013	<b>Holbrook Public Schools</b>
Monday, February 11, 2013	<b>Public Safety:</b> Police, Fire, Dispatch, Emergency Mgmt, Public Safety Building Operational
Monday, February 18, 2013	President's Day
Monday, February 25, 2013	<b>Elected Government:</b> Town Clerk, Elections, Board of Registrars, Town Reports, Board of Health, Planning Board
Monday, March 04, 2013	<b>Services:</b> Council on Aging, Public Library, Recreation, Historical Comm., Celebration Comm., Forest Comm.
Monday, March 11, 2013	<b>Holbrook Public Works including Enterprise activities</b>
Monday, March 18, 2013	<b>Blue Hills</b>
Monday, March 25, 2013	Indirect Cost Allocation, Revenue Review, Total Budget Review
Monday, April 01, 2013	Total Budget Review, Update Expenses, Finalize Revenue Assumptions
Monday, April 08, 2013	Budget Review
Tuesday, April 16, 2013	Budget Review
Wednesday, April 17, 2013	Budget Review

**State Aid**

The following table shows the state aid receipts and assessments from the Massachusetts Department of Revenue website. The Retired Teachers' Health Insurance item has been shown as a separate item and subtracted from the assessments to calculate Net State Aid. The Town joined the GIC for health insurance beginning FY 2009, and as a

result the Retired Teachers' Health Insurance item is no longer shown on the Cherry Sheet, but has become part of the operating budget.

FY	Receipts	Assessments	Retired Teachers Health	Net state aid (Receipts-Assessments + Retired Teachers Health)	Annual % Change
1981	2,005,417	473,185	14,332	1,546,564	
1982	2,475,172	490,382	24,886	2,009,676	30%
1983	3,139,263	473,124	27,949	2,694,088	34%
1984	3,402,801	487,903	30,588	2,945,486	9%
1985	3,791,055	508,918	40,424	3,322,561	13%
1986	4,040,574	465,215	69,398	3,644,757	10%
1987	4,513,017	457,085	50,568	4,106,500	13%
1988	4,835,537	440,406	51,104	4,446,235	8%
1989	5,193,866	416,746	62,489	4,839,609	9%
1990	4,731,413	485,751	110,902	4,356,564	-10%
1991	4,517,888	484,648	111,147	4,144,387	-5%
1992	3,880,300	517,480	137,663	3,500,483	-16%
1993	4,108,587	543,262	168,453	3,733,778	7%
1994	4,362,355	545,327	181,303	3,998,331	7%
1995	4,572,548	606,380	233,692	4,199,860	5%
1996	4,913,979	628,357	242,307	4,527,929	8%
1997	4,990,584	604,001	199,230	4,585,813	1%
1998	5,342,654	636,258	229,164	4,935,560	8%
1999	5,558,160	678,636	261,727	5,141,251	4%
2000	5,964,852	673,512	274,226	5,565,566	8%
2001	6,209,070	687,184	300,145	5,822,031	5%
2002	6,334,821	739,430	375,282	5,970,673	3%
2003	6,299,618 (1)	907,220	561,431	5,953,829	0%
2004	5,610,113	994,059	624,385	5,240,439	-12%
2005	5,664,176	1,006,378	637,719	5,295,517	1%
2006	5,918,469	1,183,708	802,003	5,536,764	5%
2007	6,540,725	1,374,364	975,667	6,142,028	11%
2008	6,972,700	1,467,710	1,000,408	6,505,398	6%
2009	7,080,295 (2)	539,167	0 (4)	6,541,128	1%
2010	6,355,249	523,136	0 (4)	5,832,113	-11%
2011	6,009,915	585,979	0 (4)	5,423,936	-7%
2012	6,013,176	660,023	0 (4)	5,353,153	-1%
2013	6,184,762	589,242	0 (4)	5,595,520	5%
2014	6,520,095 (3)	654,665	0 (4)	5,865,430	5%

(1) Reflects \$151,240 9C State Aid Cut in FY2003

(2) Reflects \$178,494 9C State Aid Cuts in FY 2009

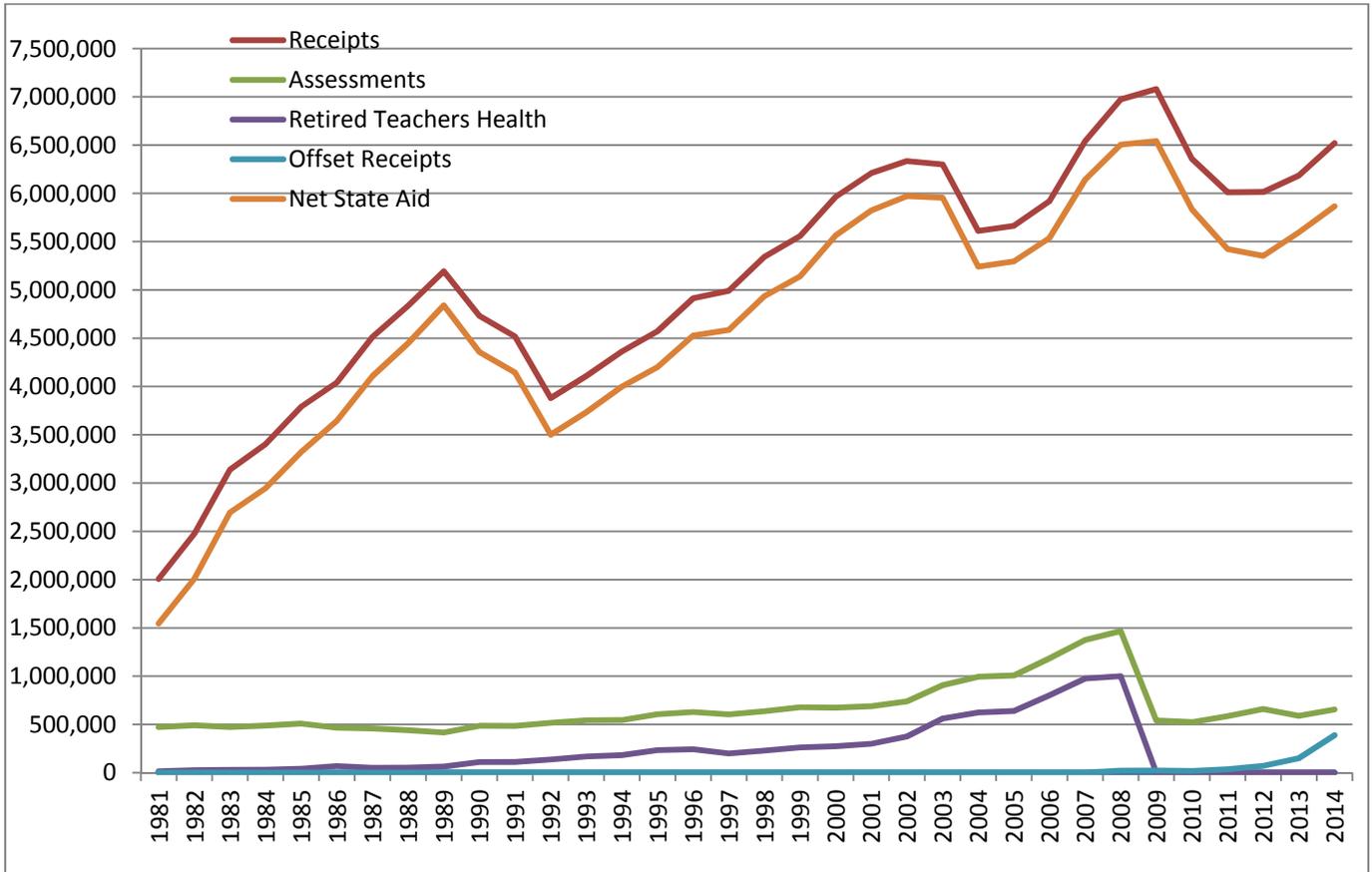
(3) Based on HWM Proposal

(4) Retired Teachers health Insurance is no longer shown on the Cherry Sheet as of FY2009, but is still paid out of the Town's operating budget. For comparison purposes, we've taken the retired Teacher's Health Insurance out of the Net state aid amount.

## Historical Cherry Sheet Graph

This graph shows the trend of net state aid over time. Overall state aid tends to rise, but is somewhat volatile on a year to year basis. This volatility makes it difficult to project future revenue and highlights the need for structural balance and adequate reserves.

Over the **last thirty-four years** Holbrook has seen an annualized **increase of 3.9%** in net state aid after offsets, as shown below. Over the **last twenty years** Holbrook has seen an annualized **increase of 1.6%**. Over the **last ten years** Holbrook has seen an annualized **increase of .4%** and over the **last five years** Holbrook has seen an annualized **decrease of 4.5%** in net state aid as shown here.



## Free Cash

Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The table below shows the trend in free cash as calculated by the Massachusetts Department of Revenue.

7/1/2005	7/1/2006	7/1/2007	7/1/2008	7/1/2009	7/1/2010	7/1/2011	7/1/2012
\$ 820,630	\$ 38,233	\$ (24,709)	\$ (500,661)	\$ (56,780)	\$ 269,347	\$ 394,537	\$1,206,289

## Financial Reserve Policies

Fund balance and reserve policies should be established to protect the Town from unforeseen increases in expenditures, reductions in revenues, or a combination of both, or any other extraordinary events. Fund balance

and reserve policies also serve to provide an additional source of funding for capital construction and replacement projects. Reserves should normally average between 5% and 10% of the Town's operating budget.

### Stabilization Fund

The purpose of this reserve is to provide long term financial stability for the Town while improving the Town's credit worthiness and flexibility. The provisions for this fund are dictated by Chapter 40 Section 5B of Massachusetts General Law. This fund may be appropriated for any purpose for which the Town would be authorized to borrow money under Section seven or eight of Chapter 44 of MGL or for any other lawful purpose. Appropriations from this fund are governed by statute and require a two-thirds affirmative vote of Town Meeting. **The Finance Committee recommends that the Town consider the use of no more than one-quarter of the amount available in the stabilization fund appropriated in any fiscal year, and that such appropriations be for one time expenditures and not to support the annual operating budget.**

### At A Glance Report for Holbrook

*Massachusetts Department of Revenue, Division of Local Services*

#### Socioeconomic

<b>County</b>	Norfolk
<b>School Structure</b>	K-12
<b>Form of Government</b>	Town Administrator Selectmen Representative Town Meeting
<b>2010 Population</b>	10,791
<b>2011 Labor Force</b>	5,787
<b>2011 Unemployment Rate</b>	8.4
<b>1999 Per Capita Income</b>	23,379
<b>2009 Population Per Square Mile</b>	1,460.95
<b>2009 Housing Units Per Square Mile</b>	565.03
<b>2009 Road Miles</b>	47.33
<b>EQV Per Capita (2010 EQV/2009 Population)</b>	105,859
<b>Number of Registered Vehicles (January 2010)</b>	10,969
<b>Average Age of Vehicles (January 2010)</b>	10.54
<b>2010 Number of Registered Voters</b>	7,022

#### Certification

Most Recent	2010
Next Scheduled	2014

#### Bond Ratings

<b>Moody's Bond Rating as of December 2010*</b>	A2
<b>S &amp; P Bond Rating as of December 2010*</b>	A-

## Fiscal Year 2011 Estimated Cherry Sheet Aid

Education Aid	4,638,539
General Government	1,371,376
<b>Total Receipts</b>	<b>6,009,915</b>
Total Assessments	523,136
<b>Net State Aid</b>	<b>5,486,779</b>

## Fiscal Year 2011 Tax Classification

Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	875,514,498	15,198,932	17.36
Open Space	0	0	0.00
Commercial	73,507,702	2,458,098	33.44
Industrial	55,315,600	1,849,754	33.44
Personal Property	26,611,971	889,904	33.44
<b>Total</b>	<b>1,030,949,771</b>	<b>20,396,688</b>	

## Fiscal Year 2011 Revenues by Source

Revenue Source		Percent of Total
Tax Levy	20,396,687	61.77
State Aid	6,009,915	18.20
Local Receipts	6,603,038	20.00
Other Available	8,500	0.03
<b>Total</b>	<b>33,018,140</b>	

## Fiscal Year 2011 Proposition 2½ Levy Capacity

New Growth	164,418
Override	0
Debt Exclusion	2,228,935
Levy Limit	20,400,699
<b>Excess Capacity</b>	<b>4,011</b>
Ceiling	25,773,744
<b>Override Capacity</b>	<b>7,601,980</b>

### Other Available Funds

7/1/2010	FY2010	FY2011
Free Cash	Stabilization Fund	Overlay Reserve
269,347	242,749	260,621

## Fiscal Year 2011 Average Single Family Tax Bill\*\*

<b>Number of Single Family Parcels</b>	3,129
<b>Assessed Value of Single Family</b>	241,758
<b>Average Single Family Tax Bill</b>	<b>4,197</b>

## State Average Single Family Tax Bill

Fiscal Year 2009	4,250
Fiscal Year 2010	4,390
Fiscal Year 2011	4,537

***Holbrook issues property tax bills Quarterly.***

\*\*For the communities granting residential exemptions, DLS does not collect enough information to calculate an average single-family tax bill. In FY11 those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Somerville, Somerset, Tisbury, Waltham and Watertown. Therefore, the average single-family tax bill information in this report will be blank.

## Fiscal Year 2010 Schedule A – Actual Revenues and Expenditures

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
<b>Revenues</b>	<b>27,375,378</b>	<b>2,811,536</b>	<b>1,418</b>	<b>4,795,352</b>	<b>33,390</b>	<b>35,017,074</b>
<b>Expenditures</b>	<b>27,707,961</b>	<b>3,123,940</b>	<b>3,799,256</b>	<b>3,385,789</b>	<b>177,692</b>	<b>38,194,638</b>
<b>Police</b>	1,802,470	0	0	0	0	<b>1,802,470</b>
<b>Fire</b>	2,040,851	0	0	0	0	<b>2,040,851</b>
<b>Education</b>	12,986,223	2,593,931	0	0	0	<b>15,580,154</b>
<b>Public Works</b>	1,295,036	0	3,497,940	2,899,323	0	<b>7,692,299</b>
<b>General Fund Debt Service</b>	1,982,021					<b>1,982,021</b>
<b>Health Ins</b>	3,456,169					<b>3,456,169</b>
<b>Pension</b>	1,352,851					<b>1,352,851</b>
<b>All Other</b>	2,792,340	530,009	301,316	486,466	177,692	<b>4,287,823</b>

This data only represents the revenues and expenditures occurring in these funds and does **not** reflect any transfers to or from other funds. Therefore, this data should not be used to calculate an ending fund balance.

## Total Revenues and Expenditures Per Capita

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
<b>Revenues</b>	2,536.9	260.5	0.1	444.4	3.1	3,245.0
<b>Expenditures</b>	2,567.7	289.5	352.1	313.8	16.5	3,539.5

If you have questions regarding the data contained in this report, please contact the Municipal Databank/Local Aid Section at (617) 626-2384 or [databank@dor.state.ma.us](mailto:databank@dor.state.ma.us).

**Last Page Update 09/23/2011**

## Town of Holbrook Enterprise Fund Budgeting Guidelines

The cost allocations for the enterprise accounts are determined each year based on two methods.

- 1.) For those departments that have a more direct role in the operation of an enterprise account the allocations are based on the amount of time their department allots to the particular enterprise account.

This allocation is based on true and accurate amount of time and/or resources used for activities in the enterprise operation. This allocation is reviewed each year and adjusted as needed.

- 2.) The allocations for those departments that serve more of an administrative function are based on the percentage of the total town budget represented by enterprise direct expenses and general fund direct activities listed under (1) above This also is reviewed annually.

**1. General Fund Departments with a direct function of enterprise activities:**

The following departments/line items will be considered to have a direct role in enterprise activities:

- Public Works (varying levels based on employee title and expense line item)
- Treasurer/Collector Staff and general expenses
- Town Audit
- Tax Title

**The allocation for the departments shall be:**

	<b>Sewer</b>	<b>Joint Water</b>	<b>Holbrook Water</b>	<b>Solid Waste</b>
Treasurer Collector Staff	26%	1%	26%	13%
Treasurer Collector Gen Expenses	12%	1%	12%	5%
HPW Superintendent	22%	0%	22%	5%
HPW Supervisor	22%	0%	35%	13%
HPW Clerical	15%	15%	30%	12%
HPW Perm Men	15%	0%	25%	5%
HPW Overtime	22%	0%	35%	6%
HPW Sick Buyback	20%	10%	25%	6%
Town Hall telephone	8%	4%	6%	4%
Town Hall Expense	8%	4%	6%	4%
HPW Gasoline	5%	15%	10%	5%
HPW General	10%	0%	10%	2%

The following line items will be assessed a flat amount:

	<b>Sewer</b>	<b>Joint Water</b>	<b>Holbrook Water</b>	<b>Solid Waste</b>
Annual Audit	\$ 3,600	\$ 2,550	\$ 1,050	\$ 550
Tax Title	\$ 7,500	\$ -	\$ 7,500	\$ 1000

**Benefits Cost shall be determined as follows:**

**Health Insurance & Life Insurance:** Total cost of health insurance shall be determined by employee. The total cost shall be multiplied by that individual’s allocation percentage identified above. For example if a supervisor in the HPW has a premium cost of \$10,000 and their allocation percentage is 5%. 5% of \$10,000 is \$500.

**Other benefits:** The following benefits are calculated as a percentage of the total salaries included as indirect costs:

Benefit	% Applied to Salary
Retirement	16%
Medicare	1.45%
Worker’s Compensation	4.25%

Workers compensation allocated cost shall not include direct Joint Water employees as they are covered under a policy fully paid as a direct expense, all other employees allocated to enterprise activities shall be calculated and applied accordingly.

Example: HPW Perm Men total salaries are \$500K of which \$100k is allocated to sewer enterprise then 4.25% will be applied to the \$100k. 4.25% of \$100,000 is \$4,250.

**Other Insurance:** Other insurance coverage is reviewed each year and the allocation is based on items insured that are associated with enterprise accounts. Includes, but not limited to, general liability and insurance on buildings and equipment.

**2. General Fund Departments with an administrative function of enterprise activities:**

The following departments/line items will be considered to have an administrative role in enterprise activities, and include all salaries and general expense line items in that department (except where noted):

- Selectmen Department
- Town Administrator Department
- Town Accountant Department
- Town Treasurer/Collector (position only)
- Assessors Department (not included in Joint Water)

The allocations for administrative departments based on the current FY13 budget are determined as follows:

Total Town Budget: \$34,777,128

	Direct Costs	Debt	Insurance	Direct Function	Total	
Water	\$ 778,853	\$532,812	\$ 59,625	\$ 260,575	\$1,631,865	<b>4.7%</b>
Sewer	\$ 1,884,583	\$615,906	\$ 39,589	\$ 187,400	\$2,727,478	<b>7.8%</b>
Solid Waste	\$ 509,000	\$ -	\$ 16,646	\$ 73,499	\$ 599,145	<b>1.7%</b>
JW	\$ 1,100,000	\$ -	\$ 55,718	\$ 34,803	\$1,190,520	<b>3.4%</b>

**Benefits Cost shall be determined as follows:**

**Health Insurance & Life Insurance:** Total cost of health insurance shall be determined by employee. The total cost shall be multiplied by that individual’s allocation percentage identified above. For example if the Accountant has a premium cost of \$10,000 and their allocation percentage is 5%. 5% of \$10,000 is \$500.

**Other benefits:** The following benefits are calculated as a percentage of the total salaries included as indirect costs:

Benefit	% Applied to Salary
Retirement	16%
Medicare	1.45%
Worker’s Compensation	4.25%

Workers compensation allocated cost shall not include direct Joint Water employees as they are covered under a policy fully paid as a direct expense, all other employees allocated to enterprise activities shall be calculated and applied accordingly.

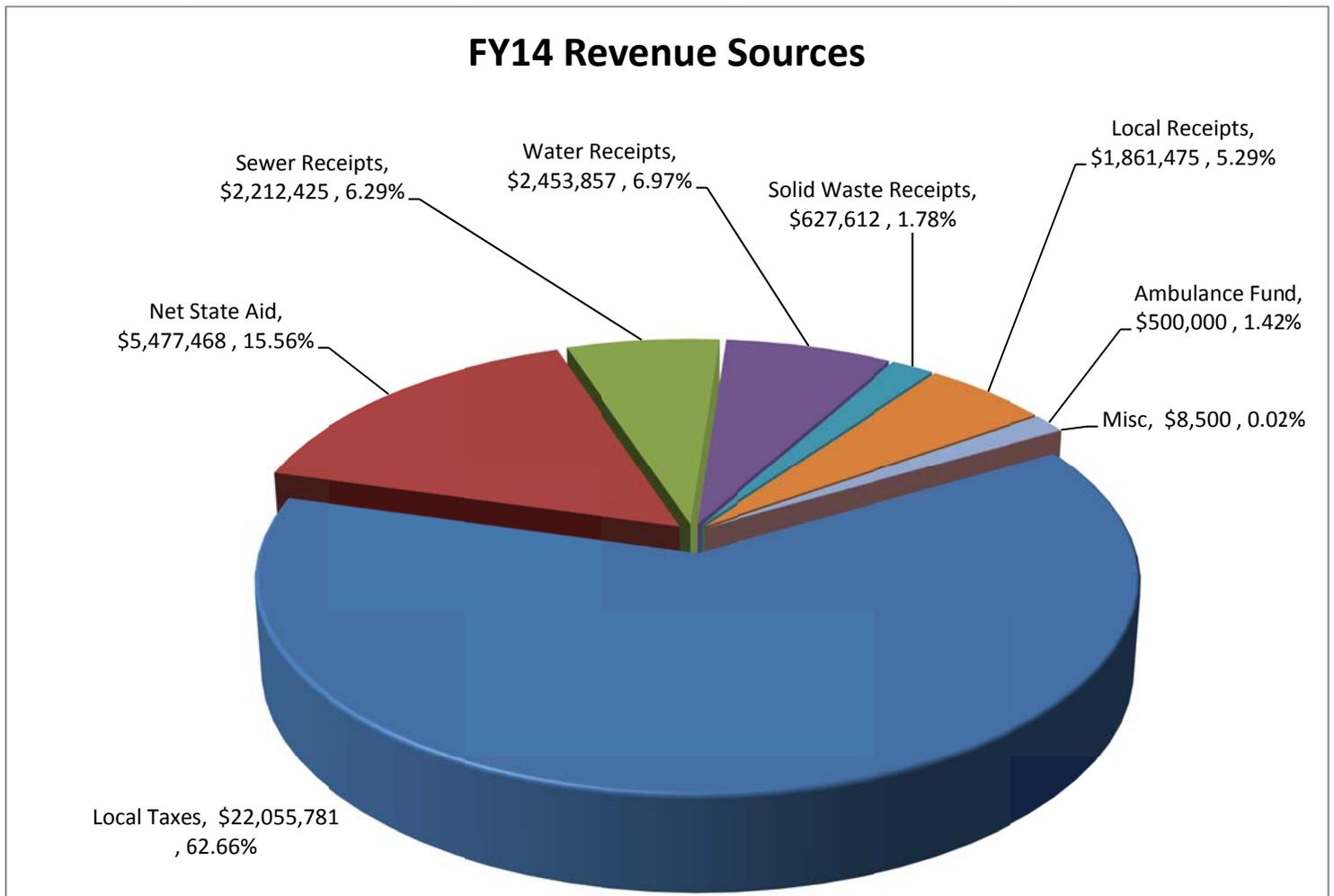
Example: HPW Perm Men total salaries is \$500,000 of which \$100k is allocated to sewer enterprise then 4.25% will be applied to workers comp. 4.25% of \$100,000 is \$4,250.

**Unemployment:** Unemployment line item will only be allocated if a known claim may be made in the budget year. If so the full projected amount of the claim may be applied to the enterprise funds indirect costs.

## FY14 Budget Summary

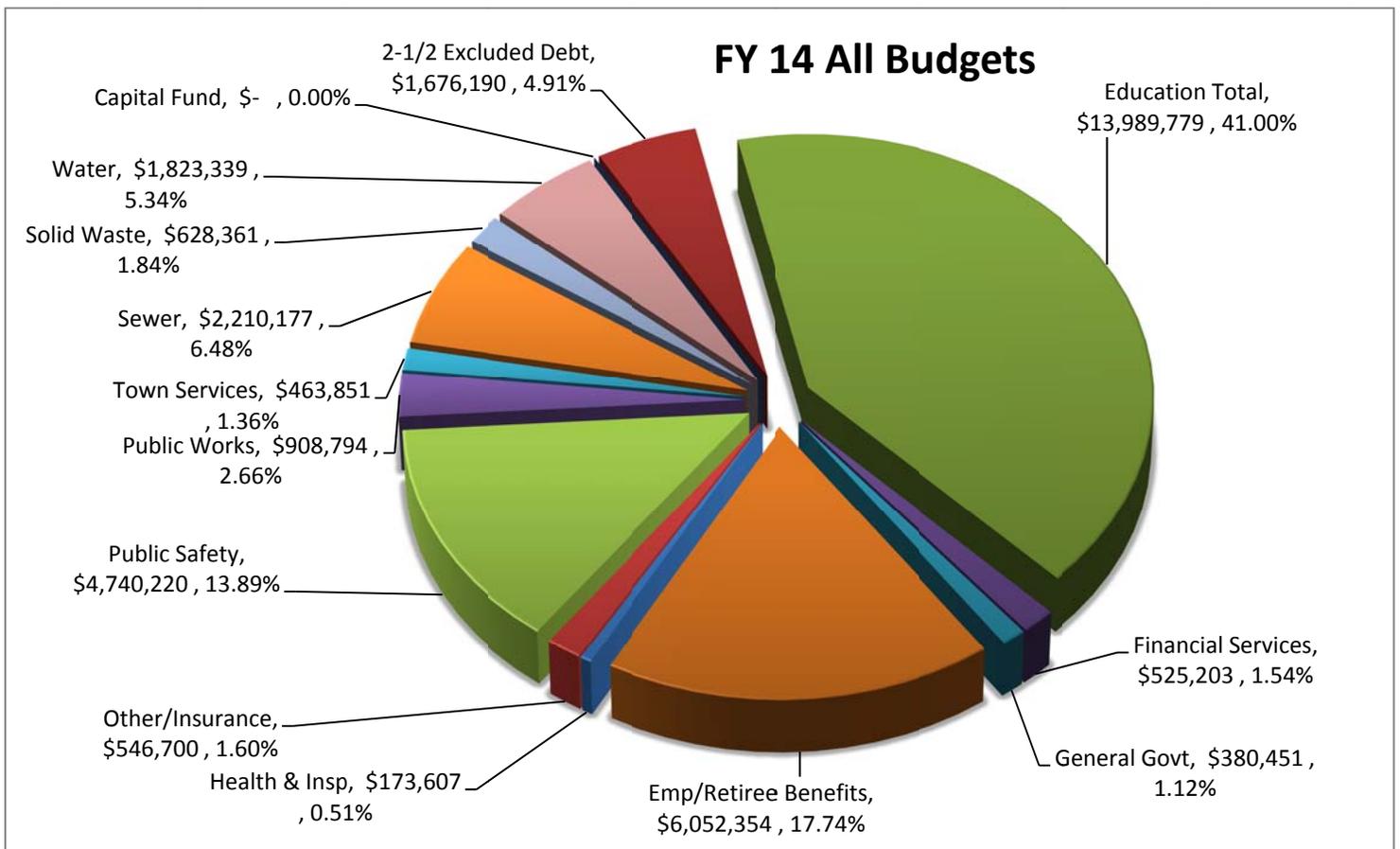
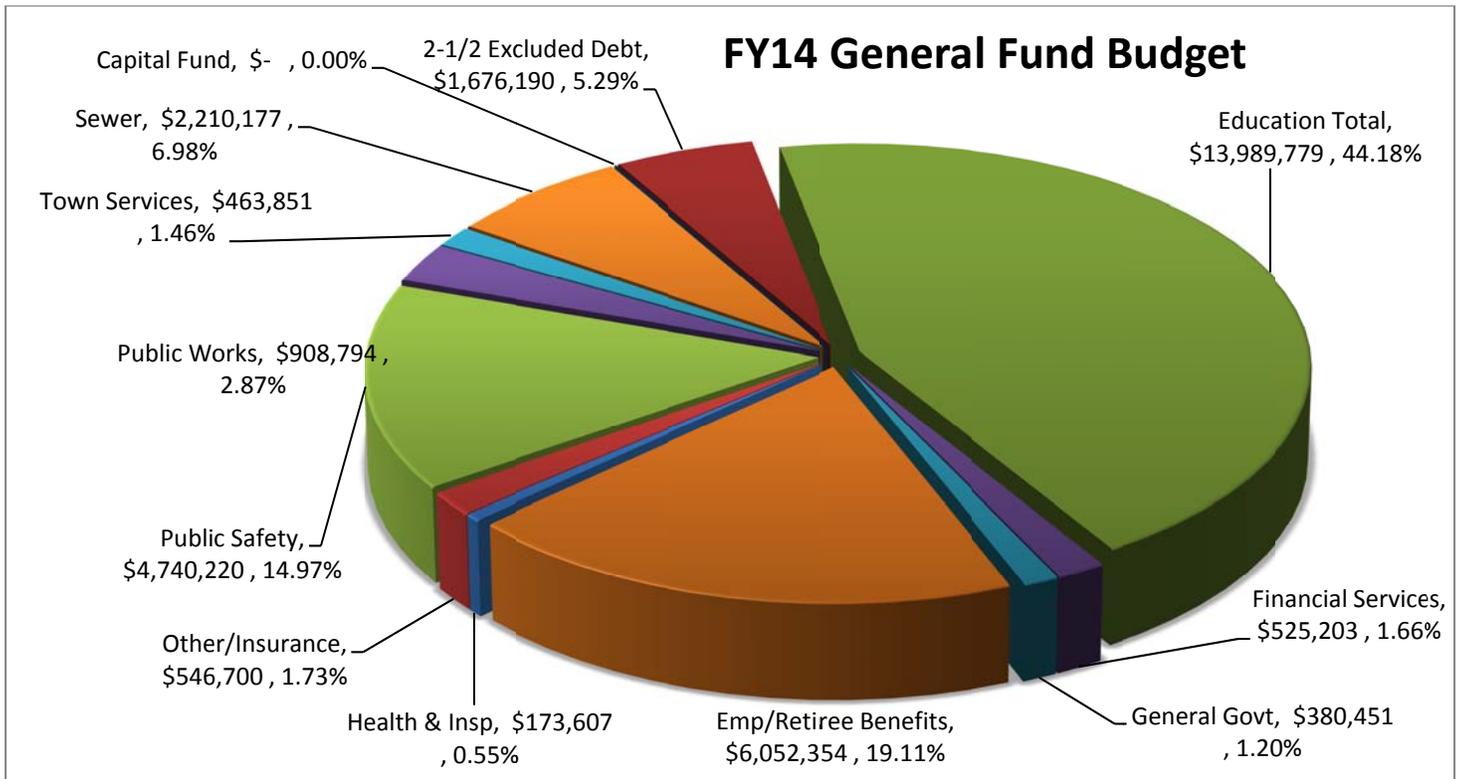
### Revenues

Our revenue projections were arrived at with input from all relevant department heads and the Town Administrator.



### Expenses

Based on the requested budgets from department heads we had a \$1.8m deficit at the start of this process. We anticipate a need to use some amount of retained earnings within our enterprise funds. The finance committee met with all departments and worked to evaluate how best to recommend a balanced budget, that both minimized the impact on existing services while working toward a sound financial footing.



## Conclusion

The finance committee met over a dozen times and spent many hours in discussions concerning this budget. This budget received a **UNANIMOUS, 8-0, vote** of the Finance committee on 4/16/2013.

Fin Com Holbrook FY14 Budget Proposal

Motion: Move the Town vote to raise and appropriate or transfer from available funds the sum of \$30,511,807 to defray the expenses of the Holbrook Operating Budget, as further described below for the ensuing 12-month period beginning July 1, 2013.

Raise and Appropriate	\$	28,980,764
Transfer From Available Funds:		
Wetlands Protection Act	\$	3,000
Fire Alarm	\$	5,500
Water Operations	\$	577,589
Sewer Operations	\$	325,594
Solid Waste Operations	\$	119,361
Ambulance Reserve Fund	\$	500,000
General Stabilization Fund	\$	-
<b>Total</b>	<b>\$</b>	<b>30,511,807</b>

And that the following amounts be appropriated  
 FY14                      FY13

General Government	FY14 Proposed	Requested	Appropriation	FY12 Actual	Proposed vs. Requested	Proposed vs. FY13	Requested vs. FY13
<i>119 Town Government Study Comm.</i>							
Expenses	\$ -	\$ -	\$ 2,500.00	\$ -	\$ -      0.0%	\$ (2,500) -100.0%	\$ (2,500) -100.0%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ -</b>	<b>\$ -      0.0%</b>	<b>\$ (2,500) -100.0%</b>	<b>\$ (2,500) -100.0%</b>
<i>122 Selectmen</i>							
Salaries	\$ 55,000	\$ 55,000	\$ 49,000	\$ 40,417	\$ -      0.0%	\$ 6,000 12.2%	\$ 6,000 12.2%
Expenses	\$ 13,470	\$ 13,470	\$ 11,970	\$ 11,082	\$ -      0.0%	\$ 1,500 12.5%	\$ 1,500 12.5%
<b>Total</b>	<b>\$ 68,470</b>	<b>\$ 68,470</b>	<b>\$ 60,970</b>	<b>\$ 51,499</b>	<b>\$ -      0.0%</b>	<b>\$ 7,500 12.3%</b>	<b>\$ 7,500 12.3%</b>
<i>123 Town Administrator</i>							
Salaries	\$ 85,423	\$ 85,423	\$ 81,623	\$ 76,500	\$ -      0.0%	\$ 3,800 4.7%	\$ 3,800 4.7%
Expenses	\$ 500	\$ 500	\$ 500	\$ 291	\$ -      0.0%	\$ - 0.0%	\$ - 0.0%
<b>Total</b>	<b>\$ 85,923</b>	<b>\$ 85,923</b>	<b>\$ 82,123</b>	<b>\$ 76,791</b>	<b>\$ -      0.0%</b>	<b>\$ 3,800 4.6%</b>	<b>\$ 3,800 4.6%</b>
<i>151 Town Counsel</i>							
Expenses	\$ 75,000	\$ 75,000	\$ 75,000	\$ 59,672	\$ -      0.0%	\$ - 0.0%	\$ - 0.0%
<b>Total</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 59,672</b>	<b>\$ -      0.0%</b>	<b>\$ - 0.0%</b>	<b>\$ - 0.0%</b>
<i>161 Town Clerk</i>							
Town Clerk Salary	\$ 59,159	\$ 59,159	\$ 59,159	\$ 56,343	\$ -      0.0%	\$ - 0.0%	\$ - 0.0%
Salaries	\$ 53,000	\$ 86,600	\$ 52,189	\$ 51,997	\$ (33,600) -38.8%	\$ 811 1.6%	\$ 34,411 65.9%
Expenses	\$ 6,170	\$ 6,170	\$ 6,170	\$ 4,544	\$ -      0.0%	\$ - 0.0%	\$ - 0.0%
<b>Total</b>	<b>\$ 118,329</b>	<b>\$ 151,929</b>	<b>\$ 117,518</b>	<b>\$ 112,884</b>	<b>\$ (33,600) -22.1%</b>	<b>\$ 811 0.7%</b>	<b>\$ 34,411 29.3%</b>
<i>162 Elections</i>							
Expenses	\$ 19,000	\$ 26,500	\$ 26,500	\$ 16,933	\$ (7,500) -28.3%	\$ (7,500) -28.3%	\$ - 0.0%
<b>Total</b>	<b>\$ 19,000</b>	<b>\$ 26,500</b>	<b>\$ 26,500</b>	<b>\$ 16,933</b>	<b>\$ (7,500) -28.3%</b>	<b>\$ (7,500) -28.3%</b>	<b>\$ - 0.0%</b>
<i>163 Board of Registrars</i>							

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Salaries	\$ 7,200	\$ 7,200	\$ 7,200	\$ 6,649	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 7,200</b>	<b>\$ 7,200</b>	<b>\$ 7,200</b>	<b>\$ 6,649</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<i>171 Conservation</i>										
Salaries	\$ -	\$ -	\$ 9,360	\$ 8,999	\$ -	0.0%	\$ (9,360)	-100.0%	\$ (9,360)	-100.0%
Expenses	\$ 7,000	\$ 7,200	\$ 7,000	\$ 2,125	\$ (200)	-2.8%	\$ -	0.0%	\$ 200	2.9%
<b>Total</b>	<b>\$ 7,000</b>	<b>\$ 7,200</b>	<b>\$ 16,360</b>	<b>\$ 11,124</b>	<b>\$ (200)</b>	<b>-2.8%</b>	<b>\$ (9,360)</b>	<b>-57.2%</b>	<b>\$ (9,160)</b>	<b>-56.0%</b>
<i>175 Planning</i>										
Salaries	\$ 12,402	\$ 12,402	\$ 12,402	\$ 11,919	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Expenses	\$ 2,000	\$ 2,000	\$ 2,000	\$ 1,393	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 14,402</b>	<b>\$ 14,402</b>	<b>\$ 14,402</b>	<b>\$ 13,312</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<i>176 Zoning/Appeals</i>										
Salaries	\$ -	\$ -	\$ 3,349	\$ 2,206	\$ -	0.0%	\$ (3,349)	-100.0%	\$ (3,349)	-100.0%
Expenses	\$ 1,300	\$ 1,300	\$ 1,300	\$ 715	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 1,300</b>	<b>\$ 1,300</b>	<b>\$ 4,649</b>	<b>\$ 2,921</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ (3,349)</b>	<b>-72.0%</b>	<b>\$ (3,349)</b>	<b>-72.0%</b>
<i>195 Town Reports</i>										
Expenses	\$ 1,000	\$ 1,000	\$ 4,000	\$ -	\$ -	0.0%	\$ (3,000)	-75.0%	\$ (3,000)	-75.0%
<b>Total</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>	<b>\$ 4,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ (3,000)</b>	<b>-75.0%</b>	<b>\$ (3,000)</b>	<b>-75.0%</b>
<b>General G'ment Total</b>	<b>\$ 397,624</b>	<b>\$ 438,924</b>	<b>\$ 411,222</b>	<b>\$ 351,785</b>	<b>\$ (41,300)</b>	<b>-9.4%</b>	<b>\$ (13,598)</b>	<b>-3.3%</b>	<b>\$ 27,702</b>	<b>6.7%</b>

Financial Services	FY14 Proposed	FY14 Requested	FY13 Appropriation	FY12 Actual	Proposed vs. Requested	Proposed vs. FY13	Requested vs. FY13	
<i>131 Finance Comm</i>								
Expenses	\$ 600	\$ 600	\$ 600	\$ 200	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 600</b>	<b>\$ 600</b>	<b>\$ 600</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<i>132 Reserve</i>								
expense	\$ 79,000	\$ 79,000	\$ 75,000	\$ -	\$ -	0.0%	\$ 4,000	5.3%
<b>Total</b>	<b>\$ 79,000</b>	<b>\$ 79,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 4,000</b>	<b>5.3%</b>
<i>135 Town Accountant</i>								
Salaries	\$ 113,953	\$ 113,953	\$ 112,694	\$ 104,712	\$ -	0.0%	\$ 1,259	1.1%
Expenses	\$ 38,000	\$ 38,000	\$ 37,500	\$ 36,475	\$ -	0.0%	\$ 500	1.3%
<b>Total</b>	<b>\$ 151,953</b>	<b>\$ 151,953</b>	<b>\$ 150,194</b>	<b>\$ 141,187</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 1,759</b>	<b>1.2%</b>
<i>141 Assessor</i>								
Salaries	\$ 136,292	\$ 136,292	\$ 134,933	\$ 130,371	\$ -	0.0%	\$ 1,359	1.0%
Expenses	\$ 66,000	\$ 68,940	\$ 66,000	\$ 43,762	\$ (2,940)	-4.3%	\$ -	0.0%
<b>Total</b>	<b>\$ 202,292</b>	<b>\$ 205,232</b>	<b>\$ 200,933</b>	<b>\$ 174,133</b>	<b>\$ (2,940)</b>	<b>-1.4%</b>	<b>\$ 1,359</b>	<b>0.7%</b>
<i>145 Treasurer/Collector</i>								
Treasurer's Salary	\$ 60,128	\$ 60,128	\$ 59,128	\$ 56,312	\$ -	0.0%	\$ 1,000	1.7%
Salaries	\$ 113,717	\$ 113,717	\$ 110,000	\$ 108,869	\$ -	0.0%	\$ 3,717	3.4%
Expenses	\$ 96,000	\$ 99,000	\$ 110,568	\$ 141,944	\$ (3,000)	-3.0%	\$ (14,568)	-13.2%

Fin Com Holbrook FY14 Budget Proposal

<b>Total</b>	\$ 269,845	\$ 272,845	\$ 279,696	\$ 307,125	\$ (3,000)	-1.1%	\$ (9,851)	-3.5%	\$ (6,851)	-2.4%
<b>Financial Services Total</b>	\$ 703,690	\$ 709,630	\$ 706,423	\$ 622,645	\$ (5,940)	-0.8%	\$ (2,733)	-0.4%	\$ 3,207	0.5%

Public Safety	FY14 Proposed	FY14 Requested	FY13 Appropriation	FY12 Actual	Proposed vs. Requested	Proposed vs. FY13	Requested vs. FY13
<i>200 Public Safety Bldg</i>							
Salaries	\$ 9,622	\$ 9,622	\$ 9,659	\$ 8,785	\$ -	0.0%	\$ (37) -0.4%
Expenses	\$ 92,500	\$ 92,500	\$ 85,000	\$ 85,327	\$ -	0.0%	\$ 7,500 8.8%
<b>Total</b>	<b>\$ 102,122</b>	<b>\$ 102,122</b>	<b>\$ 94,659</b>	<b>\$ 94,112</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 7,463 7.9%</b>
<i>210 Police Department</i>							
Salaries	\$ 2,023,062	\$ 2,131,062	\$ 1,894,521	\$ 1,817,718	\$ (108,000)	-5.1%	\$ 128,541 6.8%
Expenses	\$ 99,000	\$ 99,000	\$ 136,376	\$ 122,960	\$ -	0.0%	\$ (37,376) -27.4%
<b>Total</b>	<b>\$ 2,122,062</b>	<b>\$ 2,230,062</b>	<b>\$ 2,030,897</b>	<b>\$ 1,940,678</b>	<b>\$ (108,000)</b>	<b>-4.8%</b>	<b>\$ 91,165 4.5%</b>
<i>220 Fire Department</i>							
Salaries	\$ 1,940,820	\$ 1,963,240	\$ 1,914,649	\$ 1,763,398	\$ (22,420)	-1.1%	\$ 26,171 1.4%
Expenses	\$ 94,000	\$ 94,000	\$ 97,134	\$ 68,597	\$ -	0.0%	\$ (3,134) -3.2%
<b>Total</b>	<b>\$ 2,034,820</b>	<b>\$ 2,057,240</b>	<b>\$ 2,011,783</b>	<b>\$ 1,831,995</b>	<b>\$ (22,420)</b>	<b>-1.1%</b>	<b>\$ 23,037 1.1%</b>
<i>230 EMT</i>							
Salaries	\$ 191,159	\$ 191,159	\$ 178,159	\$ 155,998	\$ -	0.0%	\$ 13,000 7.3%
Expenses	\$ 52,253	\$ 53,500	\$ 52,253	\$ 42,347	\$ (1,247)	-2.3%	\$ - 0.0%
<b>Total</b>	<b>\$ 243,412</b>	<b>\$ 244,659</b>	<b>\$ 230,412</b>	<b>\$ 198,345</b>	<b>\$ (1,247)</b>	<b>-0.5%</b>	<b>\$ 13,000 5.6%</b>
<i>225 Dispatch</i>							
Salaries	\$ 233,804	\$ 238,834	\$ 224,862	\$ 285,736	\$ (5,030)	-2.1%	\$ 8,942 4.0%
expenses	\$ 3,000	\$ -	\$ -	\$ -	\$ 3,000	0.0%	\$ 3,000 0.0%
<b>Total</b>	<b>\$ 236,804</b>	<b>\$ 238,834</b>	<b>\$ 224,862</b>	<b>\$ 285,736</b>	<b>\$ (2,030)</b>	<b>-0.8%</b>	<b>\$ 11,942 5.3%</b>
<i>291 Emergency Management</i>							
Expenses	\$ 1,000	\$ 10,000	\$ 1,000	\$ 983	\$ (9,000)	-90.0%	\$ - 0.0%
<b>Total</b>	<b>\$ 1,000</b>	<b>\$ 10,000</b>	<b>\$ 1,000</b>	<b>\$ 983</b>	<b>\$ (9,000)</b>	<b>-90.0%</b>	<b>\$ - 0.0%</b>
<b>Public Safety Total</b>	<b>\$ 4,740,220</b>	<b>\$ 4,882,917</b>	<b>\$ 4,593,613</b>	<b>\$ 4,351,849</b>	<b>\$ (142,697)</b>	<b>-2.9%</b>	<b>\$ 146,607 3.2%</b>

Health & Inspections	FY14 Proposed	FY14 Requested	FY13 Appropriation	FY12 Actual	Proposed vs. Requested	Proposed vs. FY13	Requested vs. FY13
<i>241 Building Department</i>							
Salaries	\$ 53,677	\$ 53,677	\$ 35,212	\$ 36,124	\$ -	0.0%	\$ 18,465 52.4%
Expenses	\$ 3,500	\$ 3,628	\$ 3,500	\$ 2,570	\$ (128)	-3.5%	\$ - 0.0%
<b>Total</b>	<b>\$ 57,177</b>	<b>\$ 57,305</b>	<b>\$ 38,712</b>	<b>\$ 38,694</b>	<b>\$ (128)</b>	<b>-0.2%</b>	<b>\$ 18,465 47.7%</b>
<i>243 Plumbing/Gas Inspector</i>							
Salaries	\$ 14,187	\$ 14,187	\$ 14,187	\$ 13,500	\$ -	0.0%	\$ - 0.0%

Fin Com Holbrook FY14 Budget Proposal

Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 14,187</b>	<b>\$ 14,187</b>	<b>\$ 14,187</b>	<b>\$ 13,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<i>244 Sealer Weights &amp; Measurers</i>											
Salaries	\$ 4,000	\$ 3,846	\$ 4,000	\$ 3,846	\$ 154	\$ -	4.0%	\$ -	0.0%	\$ (154)	-3.9%
Expenses	\$ 500	\$ 500	\$ 1,200	\$ 757	\$ -	\$ (700)	0.0%	\$ (700)	-58.3%	\$ (700)	-58.3%
<b>Total</b>	<b>\$ 4,500</b>	<b>\$ 4,346</b>	<b>\$ 5,200</b>	<b>\$ 4,603</b>	<b>\$ 154</b>	<b>\$ (700)</b>	<b>3.5%</b>	<b>\$ (700)</b>	<b>-13.5%</b>	<b>\$ (854)</b>	<b>-16.4%</b>
<i>245 Wiring Inspector</i>											
Salaries	\$ 15,207	\$ 15,207	\$ 15,207	\$ 14,500	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Expenses	\$ 2,080	\$ 2,080	\$ 2,080	\$ 1,851	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 17,287</b>	<b>\$ 17,287</b>	<b>\$ 17,287</b>	<b>\$ 16,351</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<i>292* Animal Control</i>											
Salaries	\$ 23,829	\$ 23,829	\$ 23,685	\$ 27,103	\$ -	\$ 144	0.0%	\$ 144	0.6%	\$ 144	0.6%
Expenses	\$ 2,200	\$ 2,200	\$ 2,200	\$ 1,572	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 26,029</b>	<b>\$ 26,029</b>	<b>\$ 25,885</b>	<b>\$ 28,675</b>	<b>\$ -</b>	<b>\$ 144</b>	<b>0.0%</b>	<b>\$ 144</b>	<b>0.6%</b>	<b>\$ 144</b>	<b>0.6%</b>
<i>511 Board Of Health</i>											
Salaries	\$ 43,271	\$ 43,271	\$ 43,722	\$ 28,751	\$ -	\$ (451)	0.0%	\$ (451)	-1.0%	\$ (451)	-1.0%
Expenses	\$ 11,300	\$ 11,300	\$ 12,032	\$ 16,639	\$ -	\$ (732)	0.0%	\$ (732)	-6.1%	\$ (732)	-6.1%
<b>Total</b>	<b>\$ 54,571</b>	<b>\$ 54,571</b>	<b>\$ 55,754</b>	<b>\$ 45,390</b>	<b>\$ -</b>	<b>\$ (1,183)</b>	<b>0.0%</b>	<b>\$ (1,183)</b>	<b>-2.1%</b>	<b>\$ (1,183)</b>	<b>-2.1%</b>
<b>Health &amp; Insp</b>	<b>\$ 173,751</b>	<b>\$ 173,725</b>	<b>\$ 157,025</b>	<b>\$ 147,213</b>	<b>\$ 26</b>	<b>\$ 16,726</b>	<b>0.0%</b>	<b>\$ 16,700</b>	<b>10.7%</b>	<b>\$ 16,700</b>	<b>10.6%</b>

Education	FY14 Proposed	FY14 Requested	FY13 Appropriation	FY12 Actual	Proposed vs. Requested	Proposed vs. FY13	Requested vs. FY13			
<i>300 Schools</i>										
Blue Hills	\$ 1,727,408	\$ 1,727,408	\$ 1,691,174	\$ 1,748,022	\$ -	0.0%	\$ 36,234	2.1%	\$ 36,234	2.1%
Norfolk Aggie	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 1,727,408</b>	<b>\$ 1,727,408</b>	<b>\$ 1,691,174</b>	<b>\$ 1,748,022</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 36,234</b>	<b>2.1%</b>	<b>\$ 36,234</b>	<b>2.1%</b>
<i>301 Holbrook Public Schools</i>										
<b>Total</b>	<b>\$ 11,387,593</b>	<b>\$ 12,508,907</b>	<b>\$ 10,962,593</b>	<b>\$ 10,596,677</b>	<b>\$ (1,121,314)</b>	<b>-9.0%</b>	<b>\$ 425,000</b>	<b>3.9%</b>	<b>\$ 1,546,314</b>	<b>14.1%</b>
<b>Total</b>	<b>\$ 11,387,593</b>	<b>\$ 12,508,907</b>	<b>\$ 10,962,593</b>	<b>\$ 10,596,677</b>	<b>\$ (1,121,314)</b>	<b>-9.0%</b>	<b>\$ 425,000</b>	<b>3.9%</b>	<b>\$ 1,546,314</b>	<b>14.1%</b>
<i>371 School Transportation</i>										
<b>Total</b>	<b>\$ 874,778</b>	<b>\$ 874,778</b>	<b>\$ 821,705</b>	<b>\$ 815,787</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 53,073</b>	<b>6.5%</b>	<b>\$ 53,073</b>	<b>6.5%</b>
<b>Total</b>	<b>\$ 874,778</b>	<b>\$ 874,778</b>	<b>\$ 821,705</b>	<b>\$ 815,787</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 53,073</b>	<b>6.5%</b>	<b>\$ 53,073</b>	<b>6.5%</b>
<b>Education Total</b>	<b>\$ 13,989,779</b>	<b>\$ 15,111,093</b>	<b>\$ 13,475,472</b>	<b>\$ 13,160,486</b>	<b>\$ (1,121,314)</b>	<b>-7.4%</b>	<b>\$ 514,307</b>	<b>3.8%</b>	<b>\$ 1,635,621</b>	<b>12.1%</b>

Public Works	FY14 Proposed	FY14 Requested	FY13 Appropriation	FY12 Actual	Proposed vs. Requested	Proposed vs. FY13	Requested vs. FY13			
<i>400 Public Works</i>										
Salaries	\$ 792,756	\$ 797,756	\$ 724,657	\$ 634,999	\$ (5,000)	-0.6%	\$ 68,099	9.4%	\$ 73,099	10.1%

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Expenses	\$ 253,500	\$ 253,500	\$ 243,500	\$ 230,485	\$ -	0.0%	\$ 10,000	4.1%	\$ 10,000	4.1%
<b>Total</b>	<b>\$ 1,046,256</b>	<b>\$ 1,051,256</b>	<b>\$ 968,157</b>	<b>\$ 865,484</b>	<b>\$ (5,000)</b>	<b>-0.5%</b>	<b>\$ 78,099</b>	<b>8.1%</b>	<b>\$ 83,099</b>	<b>8.6%</b>
<i>422 Construction &amp; Maintenance</i>										
Roads & Sidewalks	\$ 60,000	\$ 70,000	\$ 60,000	\$ 54,408	\$ (10,000)	-14.3%	\$ -	0.0%	\$ 10,000	16.7%
<b>Total</b>	<b>\$ 60,000</b>	<b>\$ 70,000</b>	<b>\$ 60,000</b>	<b>\$ 54,408</b>	<b>\$ (10,000)</b>	<b>-14.3%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 10,000</b>	<b>16.7%</b>
<i>423 Snow And Ice</i>										
	\$ 100,000	\$ 100,000	\$ 100,000	\$ 45,198	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 45,198</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<i>424 Street Lighting</i>										
	\$ 160,011	\$ 160,000	\$ 160,011	\$ 163,142	\$ 11	0.0%	\$ -	0.0%	\$ (11)	0.0%
<b>Total</b>	<b>\$ 160,011</b>	<b>\$ 160,000</b>	<b>\$ 160,011</b>	<b>\$ 163,142</b>	<b>\$ 11</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ (11)</b>	<b>0.0%</b>
<b>Public Works Total</b>	<b>\$ 1,366,267</b>	<b>\$ 1,381,256</b>	<b>\$ 1,288,168</b>	<b>\$ 1,128,232</b>	<b>\$ (14,989)</b>	<b>-1.1%</b>	<b>\$ 78,099</b>	<b>6.1%</b>	<b>\$ 93,088</b>	<b>7.2%</b>

Public Services	FY14 Proposed	FY14 Requested	FY13 Appropriation	FY12 Actual	Proposed vs. Requested	Proposed vs. FY13	Requested vs. FY13
<i>294 Forest Comm.</i>							
Expenses	\$ 500	\$ 500	\$ 500	\$ 500	\$ -	0.0%	\$ -
<b>Total</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>
<i>541 Council On Aging</i>							
Salaries	\$ 50,573	\$ 50,573	\$ 50,558	\$ 46,795	\$ -	0.0%	\$ 15
Expenses	\$ 4,150	\$ 4,150	\$ 4,150	\$ 4,140	\$ -	0.0%	\$ -
<b>Total</b>	<b>\$ 54,723</b>	<b>\$ 54,723</b>	<b>\$ 54,708</b>	<b>\$ 50,935</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 15</b>
<i>543 Veteran's Services</i>							
Salaries	\$ 9,053	\$ 8,704	\$ 9,052	\$ 8,704	\$ 349	4.0%	\$ (348)
Expenses	\$ 70,900	\$ 70,900	\$ 70,900	\$ 70,434	\$ -	0.0%	\$ -
<b>Total</b>	<b>\$ 79,953</b>	<b>\$ 79,604</b>	<b>\$ 79,952</b>	<b>\$ 79,138</b>	<b>\$ 349</b>	<b>0.4%</b>	<b>\$ (348)</b>
<i>610 Public Library</i>							
Salaries	\$ 226,486	\$ 226,486	\$ 205,129	\$ 197,027	\$ -	0.0%	\$ 21,357
Expenses	\$ 98,189	\$ 98,189	\$ 98,293	\$ 85,925	\$ -	0.0%	\$ (104)
<b>Total</b>	<b>\$ 324,675</b>	<b>\$ 324,675</b>	<b>\$ 303,422</b>	<b>\$ 282,952</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 21,253</b>
<i>630 Recreation</i>							
Salaries	\$ 4,000	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	0.0%	\$ (4,000)
Expenses	\$ 250	\$ -	\$ 250	\$ 250	\$ 250	0.0%	\$ (250)
<b>Total</b>	<b>\$ 4,250</b>	<b>\$ -</b>	<b>\$ 4,250</b>	<b>\$ 4,250</b>	<b>\$ 4,250</b>	<b>0.0%</b>	<b>\$ (4,250)</b>
<i>691 Historical Commission</i>							
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>
<i>692 Celebration Days</i>							
Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

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<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Public Services Total</b>	\$ 464,101	\$ 459,502	\$ 442,832	\$ 417,775	\$ 4,599	1.0%	\$ 21,269	4.8%	\$ 16,670	3.8%

Debt	FY14		FY13		Proposed vs. Requested		Proposed vs. FY13		Requested vs. FY13	
	FY14 Proposed	Requested	Appropriation	FY12 Actual						
<i>Debt Outside Prop 2-1/2</i>										
710 Maturing Debt	\$ 1,269,908	\$ 1,269,908	\$ 1,270,009	\$ 1,151,501	\$ -	0.0%	\$ (101)	0.0%	\$ (101)	0.0%
751 Interest	\$ 378,962	\$ 378,962	\$ 425,515	\$ 367,241	\$ -	0.0%	\$ (46,553)	-10.9%	\$ (46,553)	-10.9%
751 Debt Administration	\$ 12,320	\$ 12,320	\$ 12,320	\$ 11,755	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
751 Debt Admin Fees	\$ 8,000	\$ 8,000	\$ 8,000	\$ -	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 1,669,190</b>	<b>\$ 1,669,190</b>	<b>\$ 1,715,844</b>	<b>\$ 1,530,497</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ (46,654)</b>	<b>-2.7%</b>	<b>\$ (46,654)</b>	<b>-2.7%</b>
<i>752 Temporary Loan Interest</i>										
Interest	\$ 7,000	\$ 5,000	\$ 5,000	\$ 500	\$ 2,000	40.0%	\$ 2,000	40.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 7,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 500</b>	<b>\$ 2,000</b>	<b>40.0%</b>	<b>\$ 2,000</b>	<b>40.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Debt Total</b>	<b>\$ 1,676,190</b>	<b>\$ 1,674,190</b>	<b>\$ 1,720,844</b>	<b>\$ 1,530,997</b>	<b>\$ 2,000</b>	<b>0.1%</b>	<b>\$ (44,654)</b>	<b>-2.6%</b>	<b>\$ (46,654)</b>	<b>-2.7%</b>

Emp/Retiree Benefits	FY14		FY13		Proposed vs. Requested		Proposed vs. FY13		Requested vs. FY13	
	FY14 Proposed	Requested	Appropriation	FY12 Actual						
<i>911 Employee Benefits</i>										
Pensions	\$ 215,000	\$ 215,000	\$ 210,000	\$ 191,819	\$ -	0.0%	\$ 5,000	2.4%	\$ 5,000	2.4%
Medicare	\$ 1,403,464	\$ 1,403,464	\$ 1,348,434	\$ 1,284,877	\$ -	0.0%	\$ 55,030	4.1%	\$ 55,030	4.1%
<b>Total</b>	<b>\$ 1,618,464</b>	<b>\$ 1,618,464</b>	<b>\$ 1,558,434</b>	<b>\$ 1,476,696</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 60,030</b>	<b>3.9%</b>	<b>\$ 60,030</b>	<b>3.9%</b>
<i>914 Health Insurance</i>										
Health Ins	\$ 4,740,000	\$ 4,740,000	\$ 4,315,000	\$ 4,094,026	\$ -	0.0%	\$ 425,000	9.8%	\$ 425,000	9.8%
<b>Total</b>	<b>\$ 4,740,000</b>	<b>\$ 4,740,000</b>	<b>\$ 4,315,000</b>	<b>\$ 4,094,026</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 425,000</b>	<b>9.8%</b>	<b>\$ 425,000</b>	<b>9.8%</b>
<i>915 Employee Life Insurance</i>										
Life Ins	\$ 29,000	\$ 29,000	\$ 29,000	\$ 18,092	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
<b>Total</b>	<b>\$ 29,000</b>	<b>\$ 29,000</b>	<b>\$ 29,000</b>	<b>\$ 18,092</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Emp/Retiree Benefits</b>	<b>\$ 6,387,464</b>	<b>\$ 6,387,464</b>	<b>\$ 5,902,434</b>	<b>\$ 5,588,814</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 485,030</b>	<b>8.2%</b>	<b>\$ 485,030</b>	<b>8.2%</b>

Other/Insurance	FY14		FY13		Proposed vs. Requested		Proposed vs. FY13		Requested vs. FY13	
	FY14 Proposed	Requested	Appropriation	FY12 Actual						
<i>913 Unemployment Insurance</i>										
Unemployment	\$ 175,000	\$ 175,000	\$ 177,228	\$ 105,217	\$ -	0.0%	\$ (2,228)	-1.3%	\$ (2,228)	-1.3%
<b>Total</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 177,228</b>	<b>\$ 105,217</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ (2,228)</b>	<b>-1.3%</b>	<b>\$ (2,228)</b>	<b>-1.3%</b>
<i>945 Other Insurance</i>										
Other Insurance	\$ 250,000	\$ 250,000	\$ 230,000	\$ 230,000	\$ -	0.0%	\$ 20,000	8.7%	\$ 20,000	8.7%

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Workers Comp	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	0.0%	\$ 150,000	0.0%	\$ 150,000	0.0%
<b>Total</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>	<b>\$ 230,000</b>	<b>\$ 230,000</b>	<b>\$ -</b>	<b>0.0%</b>	<b>\$ 170,000</b>	<b>73.9%</b>	<b>\$ 170,000</b>	<b>73.9%</b>
<i>Other/Insurance Total</i>	<i>\$ 575,000</i>	<i>\$ 575,000</i>	<i>\$ 407,228</i>	<i>\$ 335,217</i>	<i>\$ -</i>	<i>0.0%</i>	<i>\$ 167,772</i>	<i>41.2%</i>	<i>\$ 167,772</i>	<i>41.2%</i>

Capital Fund	FY14 Proposed	FY14 Requested	FY13 Appropriation	FY12 Actual	Proposed vs. Requested	Proposed vs. FY13	Requested vs. FY13
Capital Improvement Fund							
	\$ -	\$ 250,000	\$ 502,550	\$ -	\$ (250,000) -100.0%	\$ (502,550) -100.0%	\$ (252,550) -50.3%
<b>Total</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 502,550</b>	<b>\$ -</b>	<b>\$ (250,000) -100.0%</b>	<b>\$ (502,550) -100.0%</b>	<b>\$ (252,550) -50.3%</b>
<b>Capital Fund Total</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 502,550</b>	<b>\$ -</b>	<b>\$ (250,000) -100.0%</b>	<b>\$ (502,550) -100.0%</b>	<b>\$ (252,550) -50.3%</b>
<b>Grand Total</b>	<b>\$ 30,474,086</b>	<b>\$ 32,043,701</b>	<b>\$ 29,607,811</b>	<b>\$ 27,635,013</b>	<b>\$ (1,569,615) -4.9%</b>	<b>\$ 866,275 2.9%</b>	<b>\$ 2,435,890 8.2%</b>

Furthermore \$37,721 shall be placed into the General Stabilization Fund

**Sewer Enterprise Fund**

Direct Costs

MWRA Assessment	\$ 1,523,705
Existing Debt	\$ 207,878
Extra/Unforeseen	\$ 75,000
Other Expenses	\$ 78,000
Capital/Debt	\$ -
<b>Subtotal</b>	<b>\$ 1,884,583</b>

Indirect Costs

Selectman	\$ 5,341
Town Administrator	\$ 6,702
Accountant	\$ 13,073
Assessor	\$ 15,779
Collector	\$ 47,756
Public Works	\$ 146,733
Health Insurance	\$ 48,289
Pensions	\$ 30,794
Workers Comp	\$ 8,180
Other Ins	\$ -
Medicare	\$ 2,791
Life	\$ 156

## Fin Com Holbrook FY14 Budget Proposal

Excluded Debt \$ 776,670  
Subtotal \$ 1,102,264

Total \$ 2,986,847

Motion: That the following sums be appropriated for the Sewer Enterprise: Direct Expenses of \$1,884,583 and that the \$1,884,583 be raised from the Sewer Enterprise revenues and retained earnings; and that \$325,594 to be appropriated in the General Fund Operating Budget and allocated to the Sewer Enterprise for funding via revenues AND retained earnings, and that \$776,670 to be appropriated in the general fund operating budget for excluded debt and shall be allocated to the general fund for funding.

### Water Enterprise Fund

#### Direct Costs

Joint Water \$1,100,000.00  
Tri-Town \$ 60,000  
Reserve \$ 50,000  
Non-2-1/2 Debt \$ 379,353  
Other \$ 10,500  
Capital \$ 225,000  
Subtotal \$ 1,878,853

#### Indirect Costs

Selectmen \$ 3,218  
Town Administrator \$ 4,038  
Accountant \$ 6,758  
Assessor \$ 9,508  
Collector \$ 45,892  
Public Works \$ 222,458  
Health Insurance \$ 64,759  
Pensions \$ 40,220  
Workers Comp \$ 10,683  
Other Ins \$ -  
Medicare \$ 3,645  
Life \$ 202  
Joint Water Indirect \$ 166,206  
2-1/2 Excluded Debt \$ 545,101  
Subtotal \$ 1,122,689

Total \$ 3,001,542

Fin Com Holbrook FY14 Budget Proposal

Motion: That the following sums be appropriated for the Water Enterprise: Direct Expenses of \$1,878,853 and that the \$1,878,853 be raised from the Water Enterprise revenues, Joint Water Receipts, and retained earnings; and that \$577,589 be appropriated in the General Fund Operating Budget and allocated to the Water Enterprise for funding via revenues AND retained earnings, and that \$545,101 to be appropriated in the general fund operating budget for excluded debt and shall be allocated to the general fund for funding."

**Solid Waste Enterprise Fund**

Direct Costs

Contract/Other	\$	504,000
Existing Debt		
Extra/Unforeseen	\$	5,000
<b>Subtotal</b>	<b>\$</b>	<b>509,000</b>

Indirect Costs

Selectmen	\$	1,164
Town Administrator	\$	1,461
Accountant	\$	2,615
Assessor	\$	3,439
Collector	\$	19,305
Public Works	\$	57,166
Health Insurance	\$	18,523
Pensions	\$	11,528
Workers Comp	\$	3,062
Other Ins	\$	-
Medicare	\$	1,045
Life	\$	53
<b>Subtotal</b>	<b>\$</b>	<b>119,361</b>

**Total \$ 628,361**

Motion: That the following sums be appropriated for the Solid Waste Enterprise: Direct Expenses of \$509,000 and that \$509,000 be raised from the Solid Waste Enterprise revenues and retained earnings; and that the \$119,361 appropriated in the General Fund Operating Budget shall be allocated to the Solid Waste Enterprise for funding.

Departments with a Joint Municipal Agreement

Below is for refernce only and is NOT to be voted by Town Meeting

Public Safety Dispatch

Total salaries \$ 609,563

# Fin Com Holbrook FY14 Budget Proposal

Total Overtime	\$	60,105
Total Training/Equip	\$	16,184
Total	\$	685,852

Revenues		
Holbrook General Fund	\$	236,804
Sharon Revenues	\$	100,000
Abington Revenues	\$	100,000
Norfolk County	\$	39,768
911 Grant	\$	179,280
Haz Mat	\$	15,000
Additional OT	\$	15,000
Total Revenues	\$	685,852

Above does NOT include Indirect costs of over \$200k, including Health Ins, retirement Medicare and services provided by other Holbrook departments

## Animal Control

Total salaries	\$	33,415.20
Total Expenses	\$	2,200.00
Total	\$	35,615.20

Revenues		
Holbrook General Fund	\$	25,885.00
Avon Revenues	\$	10,000.00
Total	\$	35,885.00

Above does NOT include Indirect costs including Health Ins, retirement Medicare and services provided by other Holbrook departments