

CITIZEN'S REPORT: MILTON

Welcome to the *Citizen's Report™* for Milton. Section I of this Citizen's Report contains a custom analysis of Milton's tax bill, expenditures, population, revenue and debt. It is designed to give you an overview of Milton's financial position and make you a more informed consumer of municipal services.

Throughout this report, we compare Milton to its *Benchmark Peer Group™*, the 20 communities in Massachusetts that are the most similar to Milton. We derive Milton's Benchmark Peer Group by using a computer algorithm to analyze Milton and the 350 other communities in Massachusetts across 15 variables to find those 20 cities and towns that have similar resources and face similar constituent demands. Section II of this report contains a description of our methodology, including how we create Milton's Benchmark Peer Group.

We hope that you will use the analyses in this report to think about the services provided by Milton and ask questions about why things are the way they are and what, if anything, could be changed or improved.

While we think that this report will be eye-opening and helpful, it is just the tip of the iceberg. You will likely come away with more questions about how or why your community differs from its peers than you had when you began. Section III introduces our organization and Section IV discusses the other products that we have available to help you. If you have any questions, please contact us at info@municipalbenchmarking.com.

I. ANALYSIS OF MILTON

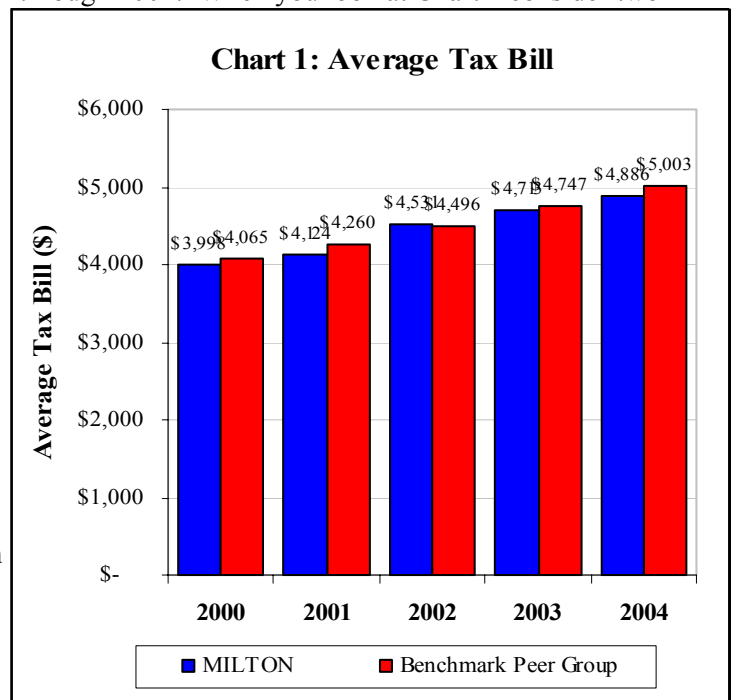
In this section, we provide you with an overview of Milton's financial position and an analysis of certain factors that drive those finances. We look at Milton's *Tax Bill*, *Revenues*, *Expenditures*, *Population* and *Debt*.

In each case, we compare Milton to the median of its Benchmark Peer Group. We believe that you can learn a lot by looking at similarly situated communities. The median of Milton's Benchmark Peer Group provides a gauge for what is "normal" for a community like Milton and highlights those areas where Milton may be over- or under-investing resources. In each area, consider what might be driving any differences and what that tells you about the constraints Milton faces or the choices that it has made.

Tax Bill

The first thing that many citizens think about when asked about their municipal government is their tax bill. This makes sense as real estate taxes represent the single largest financial contribution provided by the average citizen. In 2004, the municipalities of Massachusetts had an average tax bill of \$3,300 per housing parcel.

Chart 1 looks at Milton's Average Tax Bill from 2000 through 2004. When you look at Chart 1 consider two



things: how much has the tax bill changed over time and how much does it differ from the Benchmark Peer Group.

Please note that Boston, Brookline, Cambridge, Chelsea, Marlborough, Nantucket, Somerset, Somerville, Tisbury, Waltham, and Watertown have residential tax exemptions for owner occupied houses. As the Division of Local Services notes, this exemption shifts a portion of the tax burden from owners of low and moderate priced homes to renters and the owners of high valued homes.¹ This Citizen's Report does not reflect information for those communities with residential exemptions.

Chart 2 breaks down Milton's aggregate and annual average annual change from 2000 to 2004 and compares it to its Benchmark Peer Group. In Massachusetts, the average tax bill increased by an average of 28.8% from 2000 to 2004, or at a rate of 5.1% per year. Chart 2 also shows how much more or less the Milton tax bill was than its Benchmark Peer Group in 2000 and 2004 and how much those differences have changed over time.

General Fund Revenue

Real estate taxes are not Milton's only source of revenue. Rather, they are part of a larger matrix of resources. The following section looks at Milton's overall revenue and then breaks down revenue by source. As you read this section, consider whether you agree with the priorities implicit in Milton's resource allocation and what, if any, changes you would want to make.

Chart 2: Change in MILTON's Tax Bill

	Average Tax Bill		% Change '00-'04	
	2000	2004	Total	Annual
MILTON	\$3,998	\$4,886	22.2%	4.1%
Benchmark Peer Group	\$4,065	\$5,003	23.1%	4.2%
Difference	\$ (67)	\$ (117)	74.0%	11.7%

Chart 3 looks at the Milton's revenue from 2000 to 2004.

In looking at the aggregate revenues, please keep in mind that one generally expects a community with a larger population to take in more than one with a smaller population. Milton's revenues, and spending, will likely differ, in part, from its Benchmark Peer Group because Milton is not necessarily the same size as its peers.

Your tax bill is calculated by multiplying the assessed value of your residential property by a residential tax rate determined by the community less any exemptions. Your local board of assessors determines the "full and fair market value" of your property as of January 1 each year.² Your board of assessors also works with the Massachusetts Department of Revenue to make sure that Milton's budget complies with the requirements of Proposition 2½, which limits the amount that a town may increase its property taxes by each year.³

To adjust for these differences in size, we think that it is helpful to examine revenues on a per capita basis. Revenues per capita measure how much Milton spends on each citizen and is a good basis of comparison with other similar communities.

Chart 4 breaks down Milton's revenues per capita from 2002 through 2004 compared to its Benchmark Peer Group median. When you look at Chart 4, consider two things: how much have the revenues per capita changed over time

Chart 3: General Fund Receipts

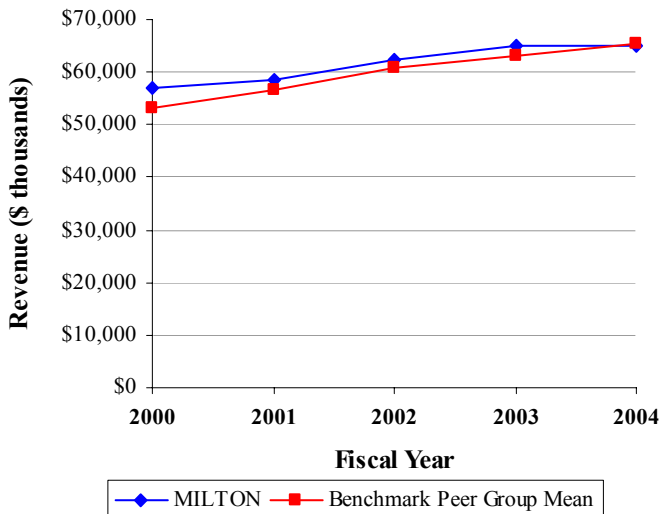
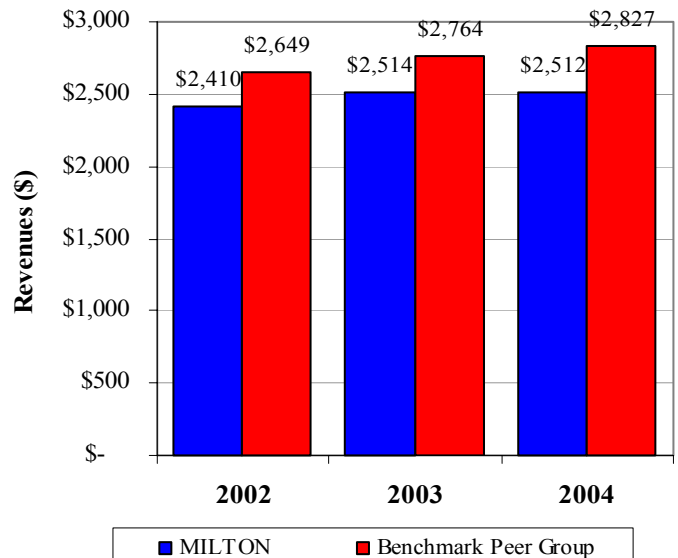


Chart 4: Revenues Per Capita



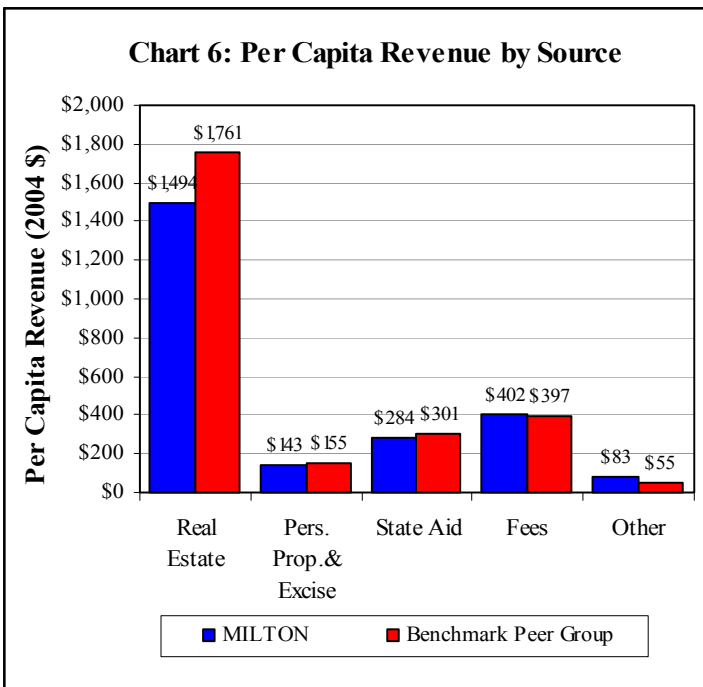
and how much does it differ from the Benchmark Peer Group.

Chart 5 breaks down Milton's aggregate and annual average annual change from 2002 to 2004 and compares it to its Benchmark Peer Group. Chart 5 also shows how much more or less Milton has collected in revenues per capita than its Benchmark Peer Group in 2002 and 2004 and how much those differences have changed over time.

The differences in revenues per capita between Milton and

	Revenues		% Change '02-'04	
	2002	2004	Total	Annual
MILTON	\$2,410	\$2,512	4.2%	0.8%
Benchmark Peer Group	\$2,649	\$2,827	6.7%	1.3%
Difference	\$ (239)	\$ (314)	31.5%	5.6%

its Benchmark Peer Group in Chart 5 are the product of Milton's revenues from each of the component sources. Municipalities generally get revenues from a variety of sources, including taxes, fees, state aid, and special funds and trusts. Chart 6 breaks down Milton's per capita revenue



These categories are based on those used by the Massachusetts Department of Revenue in annual reports required from each local government. We have made certain changes in order to make the data more "apples to apples."

The following section provides an overview of each category of revenue.

Taxes

Under Massachusetts law, communities classify property as residential, commercial, open space, industrial and personal property, and may tax each at a different rate.⁴ For our analysis, we have used the categories reported on the Massachusetts Department of Revenue, Schedule A and aggregated the taxes into (a) real estate taxes, which include residential, commercial, industrial and open space, and (b) personal property and excise taxes.

We discussed real estate taxes in detail at the beginning of this report when we discussed Milton's average tax bill. Chart 2 looks at the real estate taxes from your perspective as a taxpayer. Chart 6, by contrast, looks at real estate taxes from the point of view of a municipal manager. Consider the contribution that real estate taxes make to Milton's budget. On average, municipalities in Massachusetts collected 58.5% of 2004 revenue from real estate taxes.

Personal property taxes cover movable items not connected to real estates, which covers items such as business machinery. Excise taxes are charged on automobiles. On average, municipalities in Massachusetts collected 7.3% of their 2004 revenues from personal property and excise taxes.

State Aid

Each year, Massachusetts provides each community and school district with funds through various state aid programs. These funds can be provided to local governments or school districts as distributions, reimbursements or offsets.⁵ Distribution programs use formulas that often include equity factors, such as wealth, income or effort. Reimbursement programs reimburse a local government in full or in part for certain program expenditures or foregone revenue. Both distributions and reimbursements are considered funds of the municipality (or regional school district) and, as such, must be appropriated to any area of expenditures. Offsets, on the other hand, are automatically earmarked to cover certain school programs and require no appropriation. Due to the equity factors described above, poorer communities generally receive more in state aid than do wealthy communities.

On average, cities and towns received 17.6% of their 2004 revenues from the state. However, state aid ranged widely. In 2004, Wellesley, Sherborn and Gloucester each received \$0 per capita, or 0.0% of their budgets, while Lawrence, received \$1,928 per capita, or 68.4% of its budget.

Fees and Charges

Cities and towns can opt to charge their citizens for some services, such as water and sewer, parks, golf courses or garbage. On average, municipalities collected 8.7% of their 2004 revenues from such charges.

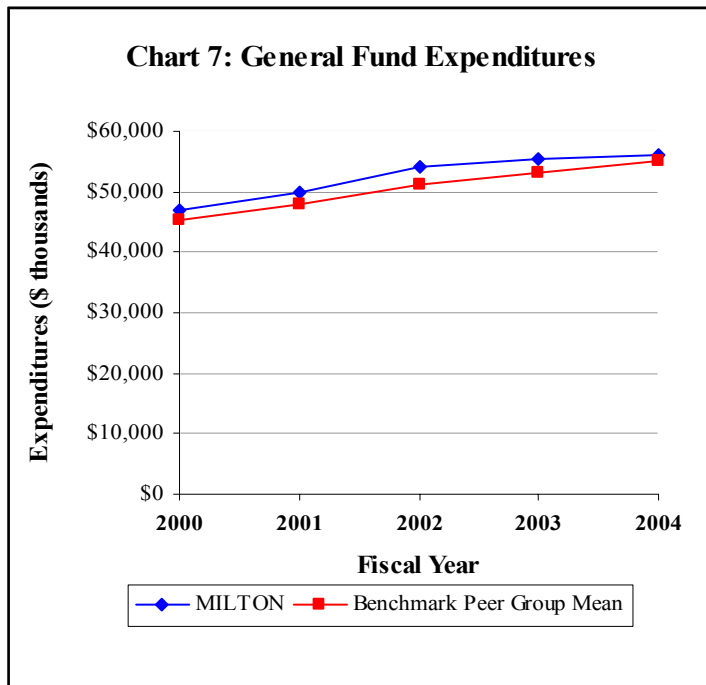
Other

Other revenues include fines, earnings on investments, transfers from various enterprise funds and trust and "other".

Expenditures

After their tax bills, citizens tend to focus on what the community spends its money on. The following section analyzes how Milton allocates its resources among the various services that it provides for its constituents. As you read this section, consider whether you agree with the priorities implicit in Milton's resource allocation and what, if any, changes you would want to make.

Chart 7 shows Milton's aggregate expenditures from 2000 to 2004.



As we discussed in the Revenues section, differences in population are likely to create a difference in expected expenditures. As such, we like to look at expenditures per capita. Expenditures per capita measure how much Milton is spending for each citizen that it serves and is a good basis of comparison among similar communities.

Chart 8 breaks down Milton's expenditures per capita from 2002 through 2004. When you look at Chart 8, consider two things: how much have the expenditures per capita changed over time and how much does it differ from the Benchmark Peer Group.

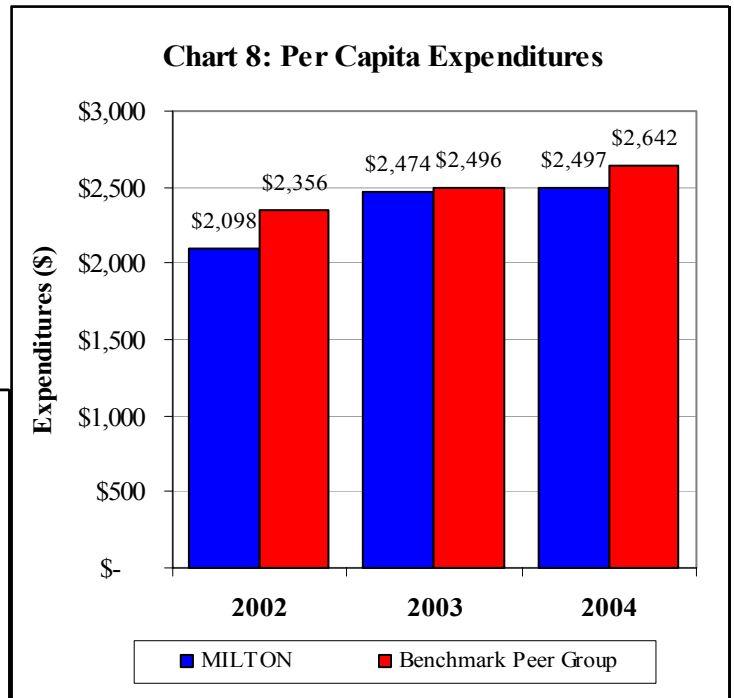
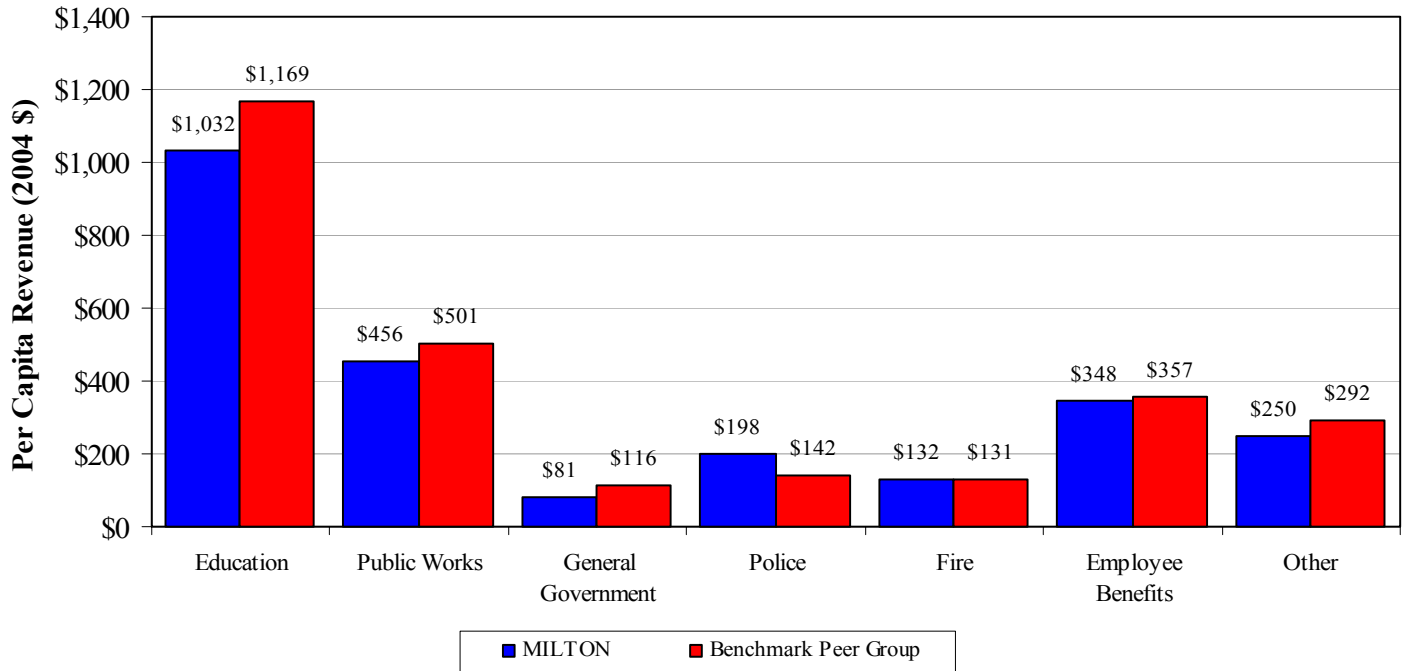


Chart 9 breaks down Milton's aggregate and annual average annual change from 2002 to 2004 and compares it to its Benchmark Peer Group. Chart 9 also shows how much more or less Milton has spent per capita than its Benchmark Peer Group in 2002 and 2004 and how much those differences have changed over time.

	Expenditures		% Change '02-'04	
	2002	2004	Total	Annual
MILTON	\$2,098	\$2,497	19.0%	3.5%
Benchmark Peer Group	\$2,356	\$2,642	12.1%	2.3%
Difference	\$ (258)	\$ (144)	-44.1%	-11.0%

Chart 10: Per Capita Expenditures by Use



The differences between Milton and its Benchmark Peer Group in Chart 8 are the result of spending choices that Milton has made in the various component areas. In order to capture those nuances, Chart 10 shows Milton's expenditures per capita in 2004 for education, public works, general government, police, fire, employee benefits and other.

These categories are based on those used by the Massachusetts Department of Revenue. We have made certain changes in order to make the data more "apples to apples."

Note those areas where Milton is spending substantially more or less than its peers. In addition, please note the rankings set forth on Chart 11. This chart ranks Milton per capita spending for

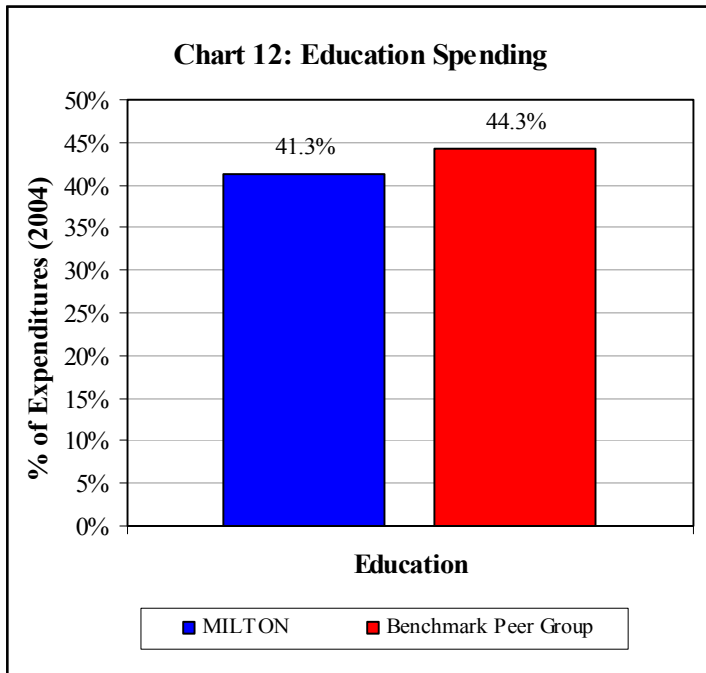
each category ranks within its Benchmark Peer Group. Because it looks at Milton and its 20 peer communities, a rank of 11 means that Milton is "middle of the pack" and 21 that it is the lowest in its group. Pay particular to those areas where Milton is spending more or less than its peers and is ranked near either the bottom or top of its group; these are areas where there may be opportunities to change or improve Milton's services.

Chart 11: MILTON's Rank	
Area	Rank
Education	17 of 21
Public Works	12 of 21
General Government	17 of 21
Police	1 of 21
Fire	11 of 21
Employee Benefits	12 of 21
Other	16 of 21

Because it explores the details of Milton's spending, we believe that Chart 10 provides some of the most useful insights in this Citizen's Report. The following section provides an overview of each category reflected on Chart 5 and certain interesting elements for each.

Education

Education is the single largest area of spending for most communities, representing 48% of the average 2004 municipal budget. Chart 12 shows what percent education represents of Milton's total budget.



Education funding is more complex than funding for the other departments. Individual schools are organized into school districts, which may or may not cover the same area as a city or town. School districts are either single member districts or regional district, covering multiple communities. A community may be part a single member districts, regional districts or a combination of both. In combination communities, the municipality will have one single member school district for earlier grades and then feed into a regional district for the latter years. 179 cities and towns have a single district school, 96 have regional schools and 76 have a combination.

In all cases, the school budget is the responsibility of two groups: the school committee and the municipal government.⁶ Normally, the school committee will set the budget for the school district and will negotiate with the municipal government about the community's contribution. In addition to community funds, school districts receive resources from the state and, potentially, federal grants.⁷

If you would like more detailed information about education spending, please contact us. Our **Education Yardstick™** is a much more comprehensive report that looks at education including a detailed analysis of spending, staffing, student population, salaries and MCAS scores.

Public Works

Public works expenditures include water and sewer, streets and highway, waste and other utilities. Public works as a whole represents 15.2% of the average municipal budget in Massachusetts. These services can be performed by one or more departments. In addition, not all communities provide all of these services. For example, some communities do not have a sewer system and the citizens use their own septic system. Often, a community will charge a fee for these services based on use by the citizens. Some towns segregate these services into what is called an enterprise fund. An enterprise fund separates the finances for that service into a separate company within the larger municipality. In order to deal with all of these ways to account for the different services, we used the Massachusetts Department of Revenue's spending data and added enterprise fund expenditures back into the base budget. By reporting municipal and enterprise fund spending together, we can have a valid "apples to apples" comparison.

General Government

General government covers a community's management, including accounting, legal, clerk, mayor or management and legislative. In essence, it is the cost to run your municipal government. On average, communities in Massachusetts spent 6.1% of their 2004 budget on general government.

Police

Police, along with fire and education, is one of the more visible functions of local government. Police spending represented 5.5% of the average 2004 municipal budget in Massachusetts. The primary cost for police is wages and salaries. In all but the smallest towns, salaries are negotiated between the community and a union representing the officers. The salaries are typically structured by rank and seniority.

If you would like more detailed information about police spending, such as Milton's police staffing or salaries, please contact us. Our **Police Snapshot™** is a more comprehensive report that looks at your police department, including a detailed analysis of spending, staffing, salaries and crime statistics.

Fire

Fire spending represented 3.8% of the average 2004 municipal budget in Massachusetts. Like the police department, the primary cost for the fire department is wage and salaries for fire fighters, which are determined by union contracts.

However, unlike the police department, there is a wide variety in how a department is staffed. Some communities have full-time, professional departments; some have call or volunteer departments; and some have a combination of the two. In addition, different departments provide different levels of services. For example, some have ambulance or EMT services and some do not.

Not surprisingly, more advanced services cost more to provide. As such, the fire department budget reflects a trade off between services provided versus costs. Keep in mind the level of services that you deem want when you look at Milton's spending.

If you would like more detailed information about fire spending, please contact us. Our **Fire Snapshot™** is a more comprehensive report that looks at your fire department, including a detailed analysis of spending, staffing, salaries and incidence of fires.

Employee Benefits

Employee Benefits includes employee benefits, health insurance, retirement, and P&C insurance. Insurance and benefits represents 9.2% of the average municipal budget. Communities have a range in options on how to cover employee health insurance

Other

Other includes inspection services, library, parks and recreation, and health and human services, debt service and "other".

What Causes Differences with the Benchmark Peer Group?

There are three reasons why Milton could differ from its Benchmark Peer Group. First, Milton could account for a given item in a different way than the norm. For example, some towns use their town maintenance workers to maintain their school buildings, whereas most have a separate school staff. As such, for those communities, the public building maintenance line item includes the cost of maintaining the schools, making education spending look low

and general government look high.

Second, Milton could have a structural difference from its Benchmark Peer Group. For example, if Milton were to have a sewer system where its peers did not, its Sewer costs would appear to be off the charts in comparison.

Most often, though, the difference reflects a *choice*, conscious or not, that Milton made on how to allocate its resources. To be clear, spending more or less is not necessarily a good or a bad thing. Rather, it is a difference.

We think that you, as a concerned and informed citizen, are in the best position to judge whether in Milton such a choice is appropriate. Pay particular attention to those areas where, by choice, Milton differs materially from its Benchmark Peer Group. These areas are the most likely to offer the best opportunities for possible change or improvement.

This Citizen's Report is designed to make you a more informed consumer of municipal services. We hope that you will use this information to evaluation if you are getting the right level of services and an appropriate "bang for your tax buck". Where there are areas that you think warrant further analysis, we hope that you contact your local government.

Population

As discussed in the preceding two sections, a community's population affects both revenue and expenditures. We expect a larger community to take in more revenue and spend more on an absolute level. However, it is also important to think about how your community is changing. Communities that are growing rapidly face different challenges than communities that are stable or shrinking.

Chart 13: MILTON's Population Change

	Population (est.)		% Change '00-'04	
	2000	2004	Total	Annual
MILTON	26,073	25,855	-0.8%	-0.2%
Benchmark Peer Group	22,887	22,838	-0.2%	0.0%

Source: Municipal Benchmarking calculations using U.S. Census Bureau population estimates.

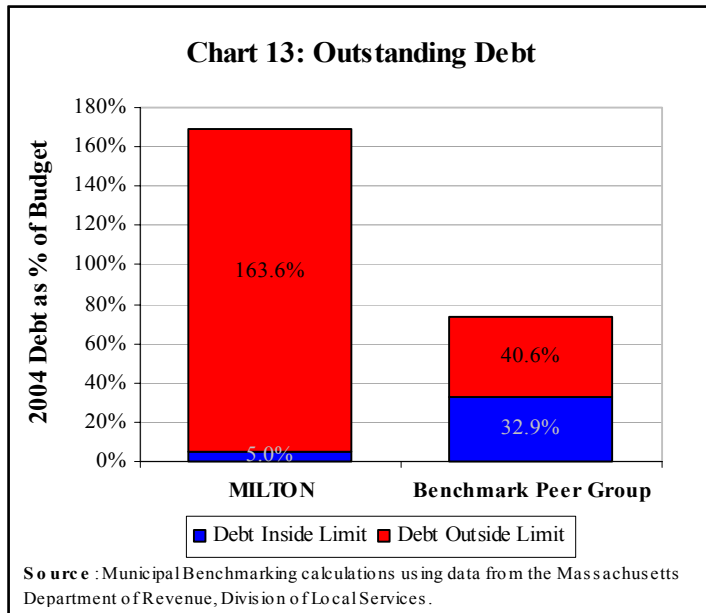
Chart 13 is a table that breaks down how Milton's estimated population has changed over the five years from 2000 to 2004, as compared to the median of its Benchmark Peer Group. Note the aggregate change and average annual change for that time period for Milton and how it compares

to its Benchmark Peer Group.

Debt

Communities often take on debt to fund certain spending projects. By law, communities in Massachusetts may only take on debt up to an amount equal to the five percent of their equalized valuation.⁷ However, a community may take on additional debt “outside the limit” if the debt is (a) approved by two-thirds of the voters in the community and (b) used for certain types of spending.⁸ Debt funds taken outside of the limit may be used for a limited group of purposes, including emergency funds, infrastructure projects, such as electricity, gas, sewer, water or waste, or recreation projects, such as golf courses or public memorials.⁹

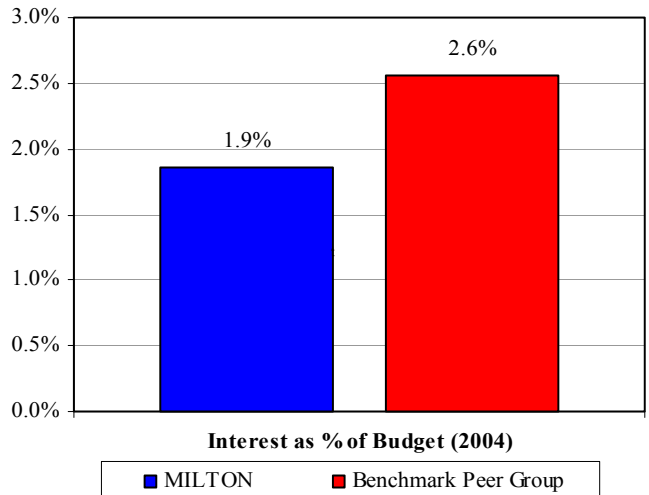
Chart 13 shows the amount of debt that Milton has outstanding compared to its Benchmark Peer Group. We present the outstanding debt as a percentage of the community’s budget to show the burden the community faces relative to its annual spending.



Often communities that have substantial debt outside the limit have recently completed an upgrade of their infrastructure.

It is important to think about Milton’s debt when you are considering its overall financial health. Communities must pay back the debt over time with interest. Funds used for debt service payments are not available for other uses.

Chart 14: Interest Payments



Source: Municipal Benchmarking calculations using data from the Massachusetts Department of Revenue, Division of Local Services.

Chart 14 shows the percent of Milton’s budget that went to cover interest service obligations in 2004.

Milton’s interest costs will depend on how much debt it has outstanding and how secure of a borrower it is viewed to be by the markets. Communities that are better credit risks pay lower interest rates and worse credit risks pay higher interest rates.

Standards and Poor’s (known as S&P) and Moody’s prepare Bond Ratings for communities based on various financial measures and other tests of how likely the community is to be able to repay the debt.¹⁰ Chart 15 includes a table which lays out Milton’s bond rating for S&P and Moody’s and the median rating for each for its Benchmark Peer Group.

Chart 15: MILTON's Bond Ratings

	S&P	Moody's
MILTON	n/a	Aa3
Benchmark Peer Group	AA-	Aa3

Source: Municipal Benchmarking calculations of Standard & Poor’s (as of 2/05) and Moody’s (as of 5/05) bond rankings reported by the Massachusetts Department of Revenue. N/A indicates that no ranking was provided.

S&P and Moody's each have their own ranking schemes that run from AAA or Aaa, respectively, for the best credit risks to D- or D3, respectively, for the worst. For S&P, AAA to A- are considered "Very High Quality", A+ to BBB- are "High Quality", BB+ to B- are "Speculative", and CCC+ to D- are "Poor Quality". For Moody's, Aaa to Aa3 are considered "Very High Quality", A1 to Baa3 are "High Quality", Ba1 to B3 are "Speculative", and Caa1 to D3 are "Poor Quality". On Chart 14, we rounded the Benchmark Peer Group bond rating up to the nearest valid bond rating.

What Does This All Mean?

As we said in the first paragraph, this report is not designed to answer all your questions. Rather, it is designed to help you ask more informed questions and be an informed consumer of municipal services. We hope that you use this report to ask questions about why things are the way they are and what, if anything, could be changed or improved.

If you are interested in learning more, or bringing Municipal Benchmarking to your community, please contact us.

II. OUR METHODOLOGY

Every community in Massachusetts is unique. However, it is possible to find other communities that are structurally similar to Milton. We believe that you can find insights by looking at how similar communities facing similar issues have decided to act.

Throughout this report, we have compared Milton to the median of its Benchmark Peer Group. The following section outlines how we derive Milton's Benchmark Peer Group and how we use that group.

Benchmark Peer Group Generation Process

We derive Milton's Benchmark Peer Group by using a computer algorithm to analyze 15 attributes for Milton and the other 350 communities in Massachusetts.

These attributes fall into three categories:

- Socio-economic factors;
- Demographic factors; and
- Geographic factors.

We chose these 15 attributes after significant research and testing because they shape from where the target community gets resources and on what it must spend those resources to meet constituent demands. For example, a town with a large elder population will need to provide a different mix of services than a town that has predominately young families with children.

On Chart 15 below, we break down Milton's value, percentile and our characterization of the relative level for each of the 15 attributes we use in our analysis:

	Value	Percentile	Relative Level
Socio-Economic Factors			
Income Per Capita	\$ 37,138	88%	High
Median Family Income	\$ 94,359	90%	High
Avg. Single Family Tax Bill	\$ 5,064	86%	High
Residential Assessment Per Capita	\$ 157,372	72%	Moderate to High
Comm. Tax Receipts as % of Total	3.8%	5%	Very Low
Unemployment Rate	4.3%	19%	Low
Demographic Factors			
Population	25,855	81%	High
School Enrollment	3,534	77%	High
Birth Rate Per Capita	0.012	59%	About Average
Population Density	1,982	85%	High
% Population over 65	16.2%	75%	High
% English as 2nd Language	1.1%	67%	Moderate to High
% Families Below the Poverty Line	2.8%	15%	Low
Geographic Factors			
Land Area (Sq. Mi.)	13.0	22%	Low
Public Roads (Mi.)	126.5	79%	High

Source: U.S. Census Bureau, Massachusetts Department of Revenue, Massachusetts of Education.

In order to find "similar" communities, we analyze each of the listed variables by comparing Milton's percentile with the percentile for each other community in Massachusetts. We then look for those communities that have the smallest difference across all of the variables.

Milton's Benchmark Peer Group

If you would like to learn the communities in your Benchmark Peer Group, please contact us. We would be happy to arrange a meeting with your municipal officials at which we could walk through the analysis and introduce you to the twenty communities that comprise Milton's Benchmark Peer Group.

How We Use Milton's Benchmark Peer Group

Milton's Benchmark Peer Group is the foundation of all of our analysis. Throughout this report we compare Milton's results for a given area against the median of its Benchmark Peer Group's results for that same area. The median is a statistical measure that looks at the middle number of a given group. We use the median for two important reasons.

First, by using a median, we reduce or eliminate the affect that an outlier, or unusual result, would have. An alternative approach would be to use the mean (the arithmetic average). However, with the mean, one unusually high or low data point could have a disproportionate impact, skewing the result. For example, assume that Milton and the members of its Benchmark Peer Group all spend the same amount on road maintenance, except for one outlier that spends five times as much. Using the median, we ignore that outlier and Milton will be shown to spend exactly the same as its Benchmark Peer Group. However, if using the mean, the Benchmark Peer Group result would be pushed towards the outlier, making it look like Milton was spending less than its peers even though it is spending less than only one of its peers.

Second, the median is a reflection of the middle of the group. As such, the median result should be "in reach" for all communities.

III. MUNICIPAL BENCHMARKING

About Us

Municipal Benchmarking, LLC is a company that specializes in collecting and analyzing municipal and education data. We have reports that provide data on municipal government, police, fire and education that provide municipal officials, counsel, unions and concerned citizens with detailed data and analysis. For more information, please contact us at the following address:

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Where does MB's Data Come From?

We gather data from a variety of different sources, including U.S. Census Bureau, Massachusetts Department of Revenue, Schedule A, Massachusetts Department of Education, School and Pupil Reports, and from various school districts and municipalities pursuant to requests under the Massachusetts Public Records Request law.

IV. ADDITIONAL ANALYSIS

If you are interested in more information about Milton, please contact us. Our flagship report, the **Municipal Yardstick™**, provides approximately 250 pages of comprehensive analysis of Milton's revenues, debt, land allocation, proposition 2 ½ history and expenditures, as well as a detailed evaluation of general government, police, fire, public works and education.

If you would prefer more focused information, we also offer the **Fire Snapshot™**, **Police Snapshot™**, and **Education Yardstick™** for Milton. These reports cover Milton's fire department, police department and schools, respectively. In each report, using the same methodology as the Municipal Yardstick, we outline the position of the department in the overall budget. We then "peel the onion" and look at the drivers that shape that department's expenses, including staffing, salaries and benefits. Finally, we look at the outcomes for that department, such as number of fires, amount of crime or MCAS scores.

The following list shows a sample for the charts and tables included in our Municipal Yardstick. Please let us know if you are interested in learning more about any of the charts.

General Fund Revenues

- Historical General Fund Revenues (2000-2004)
- General Fund Revenue (2004) by Category as Percentage of Total Revenue
- General Fund Revenues (2004) Per Capita
- General Fund Revenue Per Capita (2004) by Category
- Differences in General Fund Revenue Per Capita (2004) by Category

Proposition 2 ½ Overview

- General Override Wins and Attempts (1983-present)
- Successful General Overrides as a % of Budget

Land Allocation and Assessed Values

- Allocation of Land by Use (1999)
- Allocation of Land by Use (1999) as a % of Total
- Transformation of Land from Undev. to Dev. (1985-1999)
- Aggregate Assessed Value by Class (2005)
- Aggregate Assessed Value Per Capita by Class (2005)

Debt Service Comparison

- Total Debt Compared to Annual Budget (2004)
- Interest Payments as a % of Total Budget (2004)
- Stacked Bar Chart of Outstanding Debt by Use (2004)

General Fund Expenditures

- Historical General Fund Expenditures (00-04)
- Trend Analysis of Aggregate Expenditures (2002-2004)
- Expenditures (2004) by Category
- Expenditures (2004) by Category as Percentage of Total
- Expenditures Per Capita (2002-2004)
- Expenditures Per Capita by Category (2002, 2003 and 2004)
- Difference in 2004 Expenditures per capita by Category

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- General Government Expenditures (2004) by Category
- General Government Expenditures Per Capita (2004) by Category

Compensation and Benefits

- Salaries by Position (2005)
- Annual Pay Raises (2003-2004) for Municipal Employees
- Portion of Health Insurance Premiums Paid by Employers (2005) by type of Plan
- Average Percentage of Insurance Premiums Paid by Employer (2005) versus each of the Benchmark Peer Group

Police Department

- Aggregate Police Expenditures (2002-2004)
- Police Expenditures as a % of Total Spending (2002-2004)

- Police Expenditures Per Capita (2002-2004)
- Police Expenditures (2004) by Category
- Police Expenditures (2004) by Category as a % of Total
- Police Salaries and Wages (2004) Per Capita and Per Sworn Officer
- Overtime (2005) as a Percentage of Total
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- Numbers of Fire and Damage Per Capita (2003)
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Endnotes

1 See Introduction to Average Single Family Tax Bill spreadsheet prepared by the Massachusetts Department of Revenue, Division of Local Services. www.dls.state.ma.us/mdmstuf/PropertyTax/bill06.xls.

2 [A Guide to Financial Management for Town Officials](#), Massachusetts Department of Revenue, Division of Local Services, p.27. See also M.G.L., Chap. 59, §2.

3 M.G.L., Chap. 59, §21C.

4 [Cherry Sheet Manual](#), Municipal Data Management and Technical Assistance Bureau, p. 9.

5 [Id.](#) at 12.

6 See [Pupil and Financial Report](#), which are prepared each year by the school district and submitted to the Massachusetts Department of Education, p.8.

7 M.G.L., Chap. 44, §10.

8 M.G.L., Chap. 44, §8.

9 [Id.](#)

10 “Standard & Poor’s” is a trademark of Standard & Poor’s, a division of The McGraw-Hill Companies, Inc. See www.standardandpoors.com. “Moody’s” is a trademark of Moody’s Investor Services. See www.moodys.com.