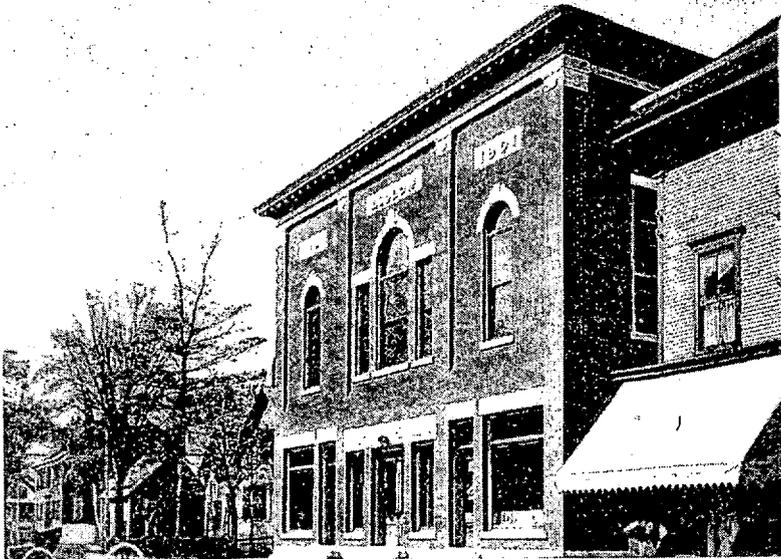

Annual Report of the

**TOWN
OF
LUDLOW, VERMONT**



Ludlow Town Hall 1901-1922

For the Fiscal Year Ending June 30, 2003

Please bring this report to Town Meeting with you



The first Ludlow Town Hall was built in 1901 and burned in April 1922. By 1923 the Town has replaced it with the building we use today. Although the front facade is different, much of the interior layout of the new building remained the same, but has been changed over the years. Most of the interior materials were destroyed in the fire, but many of the bricks in the 1901 building were reclaimed and used in the current Town Hall.

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TOWN AND VILLAGE OF LUDLOW, VERMONT

GOVERNMENT MEETINGS

Board of Selectmen	First Monday of Month, at 7:00 P.M.
Development Review Board	Second Monday of Month, at 7:00 P.M.
Planning Commission	Fourth Wednesday of Month, at 7:00 P.M.
Board of Trustees	First Tuesday of Month, at 6:00 P.M.
Fletcher Memorial Library Trustees	Third Tuesday of Month, at 6:00 P.M.
Rutland Windsor Supervisory Union	First Thursday of every other Month, at 7:00 P.M.
Ludlow School Board	Third Thursday of Month, at 7:00 P.M.
Union 39 School Board	Second Wednesday of Month, at 7:00 P.M.
Calvin Coolidge Bike and Greenway Committee	Noticed Per Meeting
South Windsor County Regional Planning Commission	Second Tuesday of Month, time and location to be announced
Cemetery Commissioners	Third Tuesday of Month, at 6:00 P.M.
Recreation Committee	Second or Third Thursday of Month, at 7:00 P.M.
Water Commissioners	First Monday of Month, at 5:00 P.M.
Ludlow Transportation Advisory Committee	Noticed Per Meeting

TOWN OF LUDLOW, VERMONT
Town Officers
2002-2003

<u>Office</u>		<u>Term Expires</u>
Moderator:	Martin Nitka (elected)	2004
Town Clerk:	Ulla P. Cook (elected)	2005
Assistant Town Clerk:	Angela M. Josselyn (appointed)	
Town Treasurer:	Ulla P. Cook (elected)	2006
Assistant Town Treasurer:	Angela M. Josselyn (appointed)	
Board of Selectmen:	Bruce Schmidt (elected 3-yr)	2005
	Joseph Jurkoic (elected 3-yr)	2006
	Howard Barton, Jr. (elected 3-yr)	2004
	John Neal (elected 1-yr)	2004
	Arthur Katsanos (elected 1-yr)	2004
Town Manager:	Francis J. Heald (appointed)	
Collector of Delinquent Taxes:	Francis J. Heald (appointed)	
Emergency Management Director:	Howard Barton, Jr. (appointed)	2004
First Constable:	Jeffrey P. Billings (elected)	2004
Southern Windsor County		
Regional Planing Commission		
Commissioner:	Bartholomew Bonanno (appointed)	2004
Alternate:	Rosemary I. Goings (appointed)	2004
Southern Windsor County Regional		
Transportation Advisory Committee		
Representative:	Sharon E.P. Bixby (appointed)	2004
Alternate:	Francis J. Heald (appointed)	2004
Southern Windsor/Windham Counties		
Solid Waste Management District		
Representative:		
Alternate:	Francis J. Heald (appointed)	2004
Town Agent:	Martin Nitka (elected)	2004
Town Health Officer:	John J. Paige (appointed)	2004
Deputy:	David E. VanGuilder (appointed)	2004

TOWN OF LUDLOW, VERMONT
Town Officers
2002-2003

<u>Office:</u>		<u>Term Expires</u>
Town Service Officer:	Viola L. Wynne (appointed)	2004
Deputy:		
Zoning Administrative Officer:	Rosemary I. Goings (appointed)	2004
Zoning Administrative Officer		
Assistant	Francis J. Heald (appointed)	2004
Board of Cemetery Commissioners:	Brett Sanderson (elected)	2007
(5 year terms)	Albert J. Cavoto (elected)	2008
	Ludwig Gabranski (elected)	2006
	Nataile W. Gruber (elected)	2005
	John J. Paige (elected)	2004
Development Review Board:	Bret Harlow	2004
(Appointed)	Phil Carter	2005
	David E. VanGuilder	2004
	Richard Harrison	2004
	Julie Nicoll	2006
Alternates:	Linda Petty	2005
	Peter Crowley	2005
Board of Listers:	Charles F. Berry (elected)	2005
(3 year terms)	Margot Martell (elected)	2006
	Barbara Berry (elected)	2004
Planning Commission:	Philip Dunwoody	2005
(Appointed)	Nicholas Gulli	2005
	Alan Isaacson	2007
	George Dunnett	2006
	Norman Vanesse	2004
	Mark Gauthier	2007
	Jack Adinolfi	2006
Recreation Committee:	John Gaudet (3 year)	2005
(Appointed)	Marcia Dockum (3 year)	2004
	Susan Pollender (1 year)	2004
	Terry Fortuna (3 year)	2006
	Virginia Snyder (1 year)	2004

TOWN OF LUDLOW
Town Officers
2002 - 2003

<u>Office</u>		<u>Term Expires</u>
Transportation Advisory Committee:	Sharon E.P. Bixby (appointed)	2004
Black River Valley Senior Center:		
Representative:	Howard Paul (appointed)	2004
Trustees of Public funds:	Charles A. Berry (elected)	2005
(3 Year Terms)	Betty J. S. Merrill (elected)	2004
	Teresa M. Gildersleeve (elected)	2006
Council of Aging Advisory Board		
Representative:	Martha Quinlan (appointed)	2004
SEVCA Transportation Advisory Board:		
Fence Viewers:	Bruce Schmidt (appointed)	2004
	Herbert VanGuilder (appointed)	2004
	Rosemary Goings (appointed)	2004
Forest Fire Warden:		
(5 Year Term)	Brett Sanderson (appointed)	2007
Pound Keeper:	Steve Laskevich (appointed)	2004
Surveyor of Wood & Lumber:	Herbert VanGuilder (appointed)	2004
Tree Warden:	Steven J. Macklin (appointed)	2004
Weigher of Coal:	Herbert VanGuilder (appointed)	2004
Weathersfield Ludlow Housing Committee:	Francis J. Heald (appointed)	2004

TOWN OF LUDLOW, VERMONT

Town Officers

2002 - 2003

<u>Office</u>		<u>Term Expires</u>
Ludlow School Moderator:	Vacant	
Ludlow School District Clerk:	Vacant	
Ludlow School District Treasurer:	Ulla P. Cook (appointed)	2004
Ludlow Board of School Directors:	Wayne L. Hammond (elected)	2004
	Julie G. Nicoll (elected)	2005
	Lisa Schmidt (elected)	2006
	Pamela N. O'Neil (elected)	2004
	Gary P. Pollender (elected)	2005
Union 39 School Board: (Ludlow Members)	Donald L. Nicoll (elected)	2004
	Donna I. Parker (elected)	2004
	Diana Chimbolo (elected)	2006
	Jill Tofferi (elected)	2005

TOWN OF LUDLOW, VERMONT

EMPLOYEES

MUNICIPAL MANAGER:

Francis J. Heald

ADMINISTRATION:

Elaine M. Snow, Office Manager

Mary Ann Webb, Clerk/Bookkeeper

CEMETERY DEPARTMENT:

James Farquhar, Sexton

DEPARTMENT OF PARKS AND RECREATION:

Howard Paul, Jr. Director of Parks and Recreation

Kevin MacPherson, Buildings & Grounds Foremen

DIVISION OF PLANNING SERVICES:

Rosemary I. Goings, Administrative Officer

Pamela Todt, Secretary

HIGHWAY DEPARTMENT:

David J. Norton, Highway Director

Ronald C. Tarbell, Highway Foreman

William G. Davis, Equipment Operator/Laborer

Raymond H. Wood, Truck Driver/Laborer

Eugene Dean, Truck Driver/Laborer

Paul Rumrill, Truck Driver

MUNICIPAL TRANSIT SYSTEM

Daniel Parker, Supervisor

Edward Ritzman, Jr., Bus Driver

Bonnie Tucker, Bus Driver

Alfred Weisbart, Bus Driver

POLICE DEPARTMENT:

Jeffrey P. Billings, Chief
John A Gaudet, Corporal
Jeffrey D. Delnero, Patrolman
Jason H. Williams, Patrolman
Richard King, Patrolman
Jerome S. Brown, Communications Operator
Mark Martell, Communications Operator
Leon Stevens, Communications Operator
David E. VanGuilder, Communications Operator

TRANSFER STATION:

George Fairchild, Transfer Station Manager
Mark Allen, Attendant

Town of Ludlow, Vermont
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June 30, 2003

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R. F. LAVIGNE & COMPANY
Public Accountants

Independent Auditor's Report

Board of Selectmen
Town of Ludlow, Vermont
Ludlow, Vermont

We have audited the accompanying general purpose financial statements of the Town of Ludlow, Vermont, as of and for the year ended June 30, 2003. These general purpose financial statements are the responsibility of the Town of Ludlow, Vermont's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

We conducted our audit in accordance with U.S. generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Proprietary fund statements do not give effect to the fixed assets and related depreciation accounts. The effects on the financial statements of the proprietary fund's failure to record fixed assets and related depreciation are not reasonably determinable. In addition, the general purpose financial statements referred to above do not include the general fixed assets account group which should be included in order to conform with U.S. generally accepted accounting principles. The amount that should be recorded in the general fixed assets account group is not known.

In our opinion, except for the effect on the financial statements of the omission described in the preceding paragraph, the general purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Ludlow, Vermont as of June 30, 2003, and the results of its operations and cash flows of its nonexpendable trust funds for the year then ended in conformity with U.S. generally accepted accounting principles.

R. F. Lavigne & Company

Williston, Vermont
October 10, 2003
License #222



Town of Ludlow, Vermont
 Combined Balance Sheet
 All Governmental Fund Types and Account Group
 June 30, 2003

Exhibit A

		Governmental Fund Types		Proprietary Fund Types	Fiduciary Fund Types	Account Group	Totals
		General	Special Revenue	Enterprise	Trusts and Agency	General Long-Term Debt	(Memorandum Only)
ASSETS							
Cash and Cash Equivalents	Note 2	\$ 185,021	\$ 147,283	\$ 151,313	\$ 79,484		\$ 563,101
Certificates of Deposit	Note 2		504,784		135,328		640,112
Taxes Receivable		284,086					284,086
Accounts Receivable		119,200		28,259			147,459
Investments	Note 3	10,268			36,745		47,013
Amount Available for Retirement of Compensated Absence Obligations						\$ 10,000	10,000
Amount to be Provided for Retirement of Long-Term Debt						<u>507,710</u>	<u>507,710</u>
Total Assets		<u>\$ 598,575</u>	<u>\$ 652,067</u>	<u>\$ 179,572</u>	<u>\$ 251,557</u>	<u>\$ 517,710</u>	<u>\$ 2,199,481</u>
LIABILITIES AND FUND EQUITY							
Accounts Payable		\$ 123,551		\$ 2,325			\$ 125,876
Accrued Payroll, Payroll Taxes and Benefits		22,198				\$ 146,463	168,661
Taxes Paid in Advance		11,418					11,418
Reserve for Non-current Taxes		162,042					162,042
Capital Lease Obligation	Note 4					26,247	26,247
Note Payable	Note 4					70,000	70,000
Bonds Payable	Note 4					<u>275,000</u>	<u>275,000</u>
Total Liabilities		319,209	\$ -0-	\$ 2,325	\$ -0-	517,710	839,244
Commitments and Contingent Liabilities	Note 10						
Fund Equity							
Retained Earnings Unreserved				177,247			177,247
Fund Balances Reserved for Subsequent Year Expenditures	Note 6	49,900	652,067				701,967
Reserved for Endowments Unreserved	Note 6	<u>229,466</u>			241,047		241,047
					<u>10,510</u>		<u>239,976</u>
Total Fund Equity		<u>279,366</u>	<u>652,067</u>	<u>177,247</u>	<u>251,557</u>	<u>-0-</u>	<u>1,360,237</u>
Total Liabilities and Fund Equity		<u>\$ 598,575</u>	<u>\$ 652,067</u>	<u>\$ 179,572</u>	<u>\$ 251,557</u>	<u>\$ 517,710</u>	<u>\$ 2,199,481</u>

The Accompanying Notes are an Integral Part of These Financial Statements

Town of Ludlow, Vermont
 Combined Statement of Revenues, Expenditures, and Changes in Fund Balances
 All Governmental Fund Types and Expendable Trust Funds
 For the Year Ended June 30, 2003

	Governmental Fund Types		Fiduciary	Totals
	General	Special Revenue	Expendable Trust	(Memorandum Only)
Revenues				
Taxes, Interest and Penalties	Note 5	\$ 9,839,218		\$ 9,839,218
Licenses and Permits		11,642		11,642
Intergovernmental		427,978	\$ 20,316	448,294
Charges for Services		108,477		108,477
Departmental Income		224,956		224,956
Fines and Forfeits		8,259		8,259
Miscellaneous		<u>111,498</u>	<u>7,556</u>	<u>128,483</u>
Total Revenues		10,732,028	29,745	10,769,329
Expenditures				
General Government		718,765	4,031	722,796
Public Safety		589,300		589,300
Highways and Streets		877,719		877,719
Sanitation and Recycling		294,725		294,725
Health		72,099		72,099
Culture and Recreation		239,184		239,184
Educational Programs		7,280,922		7,280,922
Intergovernmental		105,073		105,073
Special Articles and Other Items		257,400		257,400
Grants		16,328		16,328
Debt Service		69,863		69,863
Capital Outlay		<u>32,220</u>	<u>9,364</u>	<u>41,584</u>
Total Expenditures		<u>10,553,598</u>	<u>4,031</u>	<u>10,566,993</u>
Excess of Revenues Over Expenditures		178,430	3,525	202,336
Other Financing Sources (Uses)				
Transfers from Other Funds		73,905	63,696	137,601
Transfers to Other Funds		(63,696)	(63,696)	(137,601)
Total Other Financing Sources (Uses)		<u>10,209</u>	<u>(2,209)</u>	<u>-0-</u>
Excess of Revenues and Other Financing Sources (Uses) Over Expenditures and Other Uses		188,639	(4,475)	202,336
Fund Balances, Beginning of Year		<u>90,727</u>	<u>633,895</u>	<u>14,985</u>
Fund Balances, End of Year		\$ <u>279,366</u>	\$ <u>652,067</u>	\$ <u>10,510</u>

The Accompanying Notes are an Integral Part of These Financial Statements

Town of Ludlow, Vermont
Statement of Revenues, Expenditures, and Changes in Fund Balances
Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Revenues			
Taxes, Interest and Penalties	Note 5 \$ 9,841,079	\$ 9,839,218	\$(1,861)
Licenses and Permits	8,410	11,642	3,232
Intergovernmental	124,260	427,978	303,718
Charges for Services	47,300	108,477	61,177
Departmental Income	170,310	224,956	54,646
Fines and Forfeits	9,250	8,259	(991)
Miscellaneous	<u>106,576</u>	<u>111,498</u>	<u>4,922</u>
Total Revenues	10,307,185	10,732,028	424,843
Expenditures			
General Government	738,688	718,765	19,923
Public Safety	606,470	589,300	17,170
Highways and Streets	564,511	877,719	(313,208)
Sanitation and Recycling	324,118	294,725	29,393
Health	77,791	72,099	5,692
Culture and Recreation	220,311	239,184	(18,873)
Educational Program	7,280,922	7,280,922	-0-
Intergovernmental	105,074	105,073	1
Special Articles and Other Items	253,500	257,400	(3,900)
Grants	-0-	16,328	(16,328)
Debt Service	65,500	69,863	(4,363)
Capital Outlay	<u>77,300</u>	<u>32,220</u>	<u>45,080</u>
Total Expenditures	10,314,185	10,553,598	(239,413)
Excess of Revenues Over Expenditures	(7,000)	178,430	185,430
Other Financing Sources (Uses)			
Transfers from Other Funds	62,000	73,905	11,905
Transfers to Other Funds	<u>(55,000)</u>	<u>(63,696)</u>	<u>(8,696)</u>
Total Other Financing Sources (Uses)	7,000	10,209	3,209
Excess of Revenues and Other Sources Over Expenditures and Other Uses	\$ <u>-0-</u>	188,639	\$ <u>188,639</u>
Fund Balance, Beginning of Year		<u>90,727</u>	
Fund Balance, End of Year		\$ <u>279,366</u>	

The Accompanying Notes are an Integral Part of These Financial Statements

Town of Ludlow, Vermont
 Combined Statement of Revenues, Expenditures, and
 Changes in Retained Earnings/Fund Balances
 All Proprietary Fund Types and Similar Trust Funds
 For the Year Ended June 30, 2003

	<u>Proprietary Fund Types Ambulance Funds</u>	<u>Non-expendable Trust Funds</u>	<u>Total (Memorandum Only)</u>
Operating Revenues			
Charges for Services	\$ 165,375		\$ 165,375
Miscellaneous	<u>1,383</u>	\$ <u>2,400</u>	<u>3,783</u>
Total Operating Revenues	166,758	2,400	169,158
Operating Expenses			
Ambulance			
Salaries	35,588		35,588
FICA	2,766		2,766
Equipment	2,968		2,968
Supplies	11,106		11,106
Training	6,044		6,044
Insurance	11,550		11,550
Vehicles Repairs and Maintenance	4,859		4,859
Building Repairs and Maintenance	436		436
Equipment Purchases	3,030		3,030
Gas and Oil	1,605		1,605
Services	3,458		3,458
Ambulance Intercept	8,600		8,600
Miscellaneous	507		507
Refund	<u>1,088</u>	_____	<u>1,088</u>
Total Operating Expenses	<u>93,605</u>	<u>-0-</u>	<u>93,605</u>
Operating Income	73,153	2,400	75,553
Retained Earnings/Fund Balances, Beginning of Year	<u>104,094</u>	<u>238,647</u>	<u>342,741</u>
Retained Earnings/Fund Balances, End of Year	\$ <u>177,247</u>	\$ <u>241,047</u>	\$ <u>418,294</u>

The Accompanying Notes are an Integral Part of These Financial Statements

Town of Ludlow, Vermont
 Combined Statement of Cash Flows
 All Proprietary Fund Types and Similar Trust Funds
 For the Year Ended June 30, 2003

Exhibit E

	Proprietary Fund Types Ambulance Funds	Fiduciary Fund Type Non-Expendable Trust Funds	Total (Memorandum Only)
Operating Activities			
Net Income	\$ 73,153	\$ 2,400	\$ 75,553
Changes Due to Increase (Decrease) in Operating Assets/Liabilities			
Receivables	8,235	-0-	8,235
Due from Village	866	-0-	866
Payables	(630)	(800)	(1,430)
Net Cash Provided by Operating Activities	81,624	1,600	83,224
Investing Activities			
Net Change in Investments	-0-	19,901	19,901
Net Change in Certificates of Deposit	-0-	47,473	47,473
Net Cash Provided by Investing Activities	-0-	67,374	67,374
Increase in Cash	81,624	68,974	150,598
Cash, Beginning of Year	69,689	-0-	69,689
Cash, End of Year	\$ <u>151,313</u>	\$ <u>68,974</u>	\$ <u>220,287</u>
Reconciliation of Trust Fund Cash:			
Cash - Non-Expendable Trusts		\$ 68,974	
Cash - Expendable Trust		<u>10,510</u>	
Total Trust Fund Cash		\$ <u>79,484</u>	

The Accompanying Notes are an Integral Part of These Financial Statements

Town of Ludlow, Vermont
Notes to the Financial Statements
June 30, 2003

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Town of Ludlow, Vermont ("Town"), operates under a Selectmen-Manager form of government and provides the following services: public safety (police, fire, and ambulance), highways and streets, sanitation, health and social services, culture and recreation, community/economic development, public improvements, planning and zoning, and general administrative services.

The more significant of the Town's accounting policies are described below.

A. Financial Reporting Entity

Specific criteria are used in the determination of which funds are included in the financial statements of the Town and in the definition of the Town as a separate reporting entity from any other unit of government. These criteria are: (1) oversight responsibility, which addresses the extent of the governing authority of elected officials, (2) scope of public service which addresses the type of services provided in the geographic service area, and (3) the existence of any special financing relationships which exist between the Town and other entities. Based on these criteria, there are no agencies or entities which should be combined with the financial statements of the Town.

B. Basis of Presentation - Fund Accounting

The accounts of the Town are organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund balance, revenues and expenditures, or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The following fund types and account group are used by the Town:

GOVERNMENTAL FUND TYPES

These are the funds through which most governmental functions typically are financed. The funds included in this category are as follows:

General Fund - The General Fund is the general operating fund of the Town. It is used to account for all financial resources, except those required to be accounted for in another fund.

Special Revenue Funds - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditures for specified purposes.

PROPRIETARY FUND TYPES

These funds account for operations that are organized to be self-supporting through user charges. The funds included in this category are the Enterprise Funds.

NOTE 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Enterprise Funds - These funds are established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent is that costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

FIDUCIARY FUND TYPES

These funds account for assets held by the Town as trustee or agent for individuals, private organizations, and other units of governments. These funds are as follows:

Nonexpendable Trust Funds - These funds are accounted for in essentially the same manner as proprietary funds since capital maintenance is critical.

Expendable Trust Funds - These funds are used to account for funds reserved for subsequent years' expenditures and for unreserved funds due to accumulated interest income earned on investments held for funding subsequent years' expenditures.

ACCOUNT GROUPS

Account groups are used to establish accounting control and accountability for the Town's general fixed assets and general long-term debt. The following are the Town's account groups:

General Fixed Assets - The Town has not established a record of the cost of its general fixed assets as required by generally accepted accounting principles. Therefore, all property and equipment expenditures are charged to current operations and are not controlled through general fixed assets records.

If U.S. generally accepted accounting principles were applied, fixed assets used in governmental fund type operations (general fixed assets) would be accounted for in the General Fixed Assets Account Group rather than in governmental funds. No depreciation would be provided on general fixed assets.

General Long-Term Debt - This is not a fund but rather an account group. It is concerned only with the measurement of financial position and is not involved with measurement of results of operations. It is used to account for the outstanding principal balances of general obligation bonds and other long-term debts of the Town.

Because of their spending measurement focus, expenditure recognition for governmental fund types is limited to exclude amounts reported by non-current liabilities. Since they do not affect net current assets, such long-term amounts are not recognized as governmental fund type expenditures or fund liabilities. They are instead reported as liabilities in the general long-term debt account group.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

C. Basis of Accounting

Governmental Funds and Expendable Trust Funds utilize the modified accrual basis of accounting. Under this method, revenues are recognized in the accounting period in which they become both available and measurable. Licenses and permits, charges for services, fines and forfeits, and miscellaneous revenues are recorded as revenues when received in cash. General property taxes, self-assured taxes, and investment earnings are recorded when earned (when they are measurable and available). Available means collectible within the current period or soon enough thereafter to pay current liabilities. The Town considers revenues to be available if they are collected within 60 days of the end of the fiscal year. Expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except expenditures for debt services and other long-term obligations which are recognized when paid.

All Proprietary Funds and Nonexpendable Trust Funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when they are incurred. The Town applies a) all GASB Pronouncements and b) FASB Statements and Interpretations, APB opinions, and Accounting Research Bulletins issued on or before November 30, 1989, except those that conflict with a GASB Pronouncement. Interest on bonds, proceeds of which are used in financing the construction of certain assets, is capitalized during the construction period net of interest on the investment of unexpended bond proceeds.

D. Budgets and Budgetary Accounting

The Town follows these procedures in establishing the budgetary data for the General Fund reflected in the financial statements:

The Town Manager prepares the annual operating budget for the General Fund for the Town's year ended June 30th. The operating budget includes proposed expenditures and the means of financing them. The budget is then submitted to the Selectmen for its approval. After the budget is approved, the Town publishes a copy of the operating budget in its annual report and a warning for a Town meeting to discuss the budget.

In March, a Town meeting is held and the budget is legally enacted by the general Town vote. Budget revisions which would increase the amount of total budgeted expenditures must be approved by a Town vote. Appropriations lapse at the end of the Town's fiscal year if not encumbered.

Formal budgetary integration is employed as a management control device during the year for the General Fund. The budget for the General Fund is adopted on a basis consistent with generally accepted accounting principles (GAAP). Payments for long-term notes and bonds payable are also included as budgeted expenditures. The total budgeted amount of expenditures is as originally adopted.

E. Interfund Transactions

During the course of normal operations, the Town has transactions between funds including expenditures and transfers of resources to provide services, construct assets, and service debt. Interfund receivables and payables arise from interfund transactions and are recorded by all funds affected in the period in which transactions are executed.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

F. Cash and Cash Equivalents

For the purpose of reporting cash flows, all highly liquid investments (including restricted assets) with a maturity of three months or less are considered to be cash equivalents.

G. Investments

Investments are recorded at donated value which approximates market value, or at market value.

H. Due from Other Governments

Due from other governments consists of amounts due from the Village of Ludlow.

I. Compensated Absences

After ten years of service, employees may carry a maximum of 120 days of sick time and 10 days of vacation, for which they will be compensated upon retirement. The amount accrued at June 30, 2003 is \$175,966. These amounts are not reported as expenditures in the governmental funds because they are not expected to be paid with available financial resources. Instead, the liability is reported in the general long-term debt account group as accrued liabilities.

J. Retirement Plan

Vermont Municipal Employees' Retirement System - The Town funds accrued pension cost. Certain Town employees are members of the state administered Vermont Municipal Employees' Retirement System. Under Vermont statutes, the Town and its employees each contribute a statutory percentage of compensation to the system. Any remaining actuarial liability of the Retirement System is funded by the State of Vermont.

K. Fund Balances

The unreserved fund balances for governmental funds represent the amount available for budgeting future operations. The reserved fund balances for governmental funds represent the amount that has been legally identified for specific purposes.

L. Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

NOTE 1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

M. Total Columns on Combined Financial Statements

The total columns presented in the combined financial statements are captioned "Memorandum Only" to indicate that they are presented only to facilitate financial analysis. No consolidating entries or other eliminations were made in the aggregation of the totals. Thus, they do not present consolidated information and do not purport to present financial position, results of operations or cash flows in conformity with U.S. generally accepted accounting principles.

NOTE 2 CASH AND INVESTMENTS

CASH

There are three categories of credit risk that apply to a government's bank balances:

1. Insured by the FDIC or collateralized with securities held by the government or by the government's agent in the government's name.
2. Collateralized with securities held by the pledging financial institution's trust department or agent in the government's name.
3. Uncollateralized.

The cash deposits of the Town's Funds as of June 30, 2003 consisted of the following:

	<u>Book Balance</u>	<u>Bank Balance</u>
Time Deposits		
Insured (FDIC)	\$ 437,112	\$ 436,579
Collateralized	766,001	806,522
Petty Cash	<u>100</u>	<u>-0-</u>
Cash on Hand	\$ <u>1,203,213</u>	\$ <u>1,243,101</u>
Total Deposits		

NOTE 3 INVESTMENTS

The Town's investments are categorized below to give an indication of the level of risk assumed by the Town at year-end. The three categories of risk are:

- Category 1 - Investments that are insured or registered or held by the Town or its agent in the Town's name.
- Category 2 - Investments that are uninsured and unregistered, with securities held by the counterparty, or by its trust department or agent in the Town's name.
- Category 3 - Investments that are uninsured or unregistered, with securities held by the counterparty, or by its trust department or agent, but not in the Town's name.

NOTE 3 INVESTMENTS (Continued)

	<u>Category</u>		
	<u>1</u>	<u>2</u>	<u>3</u>
Corporate Stock	\$ 10,268		
U.S. Treasury/ Federal Agency Bonds and Money Funds	<u>36,745</u>	—	—
Total Investments	\$ <u>47,013</u>	\$ -0-	\$ -0-

NOTE 4 LONG-TERM DEBT - NOTE AND BONDS PAYABLE

Long-term debt at June 30, 2003 is summarized as follows:

Note Payable

Capital Improvement Note, Interest @ 3.2%
with principal and interest due August 6, 2002.
The note is expected to be renewed and repaid
over a five year period with annual installments
of \$18,000

\$ 70,000

Bonds Payable

Vermont Municipal Bond Bank, Interest payable
semi-annually, Interest rate varies from 3.833%
to 6.133%, Currently 5.430%

\$ 105,000

Vermont Municipal Bond Bank, Interest payable
semi-annually, Interest rate varies from 2.8%
to 4.81%, Currently 2.8%, Annual principal
payments of \$15,000 through December 1, 2012,
Changing to principal payments of \$10,000 for
the last two years, Due December 1, 2014.

170,000

Total Bonds Payable

\$ 275,000

The annual debt service requirements to maturity for long-term debt, including interest of \$51,613 are as follows:

<u>Year Ending</u> <u>June 30,</u>	<u>Note</u> <u>Payable</u>	<u>General</u> <u>Obligation</u> <u>Bond</u>	<u>Total</u>
2004	\$ 20,304	\$ 42,468	\$ 62,772
2005	19,728	41,122	60,850
2006	19,152	39,726	58,878
2007	18,576	38,288	56,864
2008	14,364	36,808	51,172
2009-2013	-0-	85,120	85,120
2014-2019	<u>-0-</u>	<u>20,957</u>	<u>20,957</u>
Total Long-Term Debt	\$ <u>92,124</u>	\$ <u>304,489</u>	\$ <u>396,613</u>

NOTE 4 LONG-TERM DEBT - NOTE AND BONDS PAYABLE (Continued)

Capital Lease

In October 2000, the Town and Village leased an MT5 tractor to be used for roadside mowing and snow removal. The cost of the equipment leased was \$101,200. The terms of the lease were 5 years with interest at 6.25%. The lease costs are being allocated 65% to the Town and 35% to the Village. The lease agreement qualifies as a capital lease for accounting purposes, and thus has been recorded at the present value of the future minimum lease payment at the inception of the lease.

The future minimum lease obligations and the net present value of these minimum lease payments as of June 30, 2003 are as follows:

<u>Fiscal Year</u> <u>Ending June 30,</u>	<u>Town</u>	<u>Village</u>	<u>Total</u>
2004	\$ 14,797	\$ 7,968	\$ 22,765
2005	<u>14,797</u>	<u>7,968</u>	<u>22,765</u>
Total Minimum Lease Payments	29,594	15,936	45,530
(Less): Amount Representing Interest	(3,347)	(1,802)	(5,149)
Present Value of Minimum Lease Payments	\$ <u>26,247</u>	\$ <u>14,134</u>	\$ <u>40,381</u>

Changes in Long-Term Liabilities

During the year ended June 30, 2003, the following changes occurred in liabilities reported in the general long-term debt account group:

	<u>Balance</u> <u>July 1, 2002</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance</u> <u>June 30, 2003</u>
Compensated Absences	\$ 122,276	\$ 24,187		\$ 146,463
Capital Lease	39,370		\$ 13,123	26,247
General Obligation Bonds	305,000		30,000	275,000
Note Payable	<u>90,000</u>	<u> </u>	<u>20,000</u>	<u>70,000</u>
Total	\$ <u>556,646</u>	\$ <u>24,187</u>	\$ <u>63,123</u>	\$ <u>517,710</u>

NOTE 5 PROPERTY TAXES

Property taxes attach as an enforceable lien on property as of May 1. The Town levies and collects all property taxes for the Town. Town taxes are levied in July, are payable in installments on August 15, November 15, February 15, and May 15, and become delinquent by May 16.

NOTE 6 FUND EQUITY

Reservations of fund balances of governmental funds are established to either (1) satisfy legal covenants that require that a portion of the fund balance be segregated or (2) identify the portion of the fund balance that is not appropriable for future expenditures. Specific reservations of the fund balance accounts are summarized below.

General Fund

Board-Designated

The following items were reserved by the Board of Selectmen at the July 7, 2003 Board meeting:

Police Department	\$ 23,000
Solid Waste	15,000
Fire Department	10,000
Library Books	<u>1,900</u>
Total General Fund	\$ <u>49,900</u>

Special Revenue

The following reserves have been established in the Special Revenue Fund:

Passenger Rail Study	\$ 45
Black River Senior Center Capital Fund	41,408
Bike/Walk Path Fund	1,303
Special Fire Equipment Fund	180,626
Stearns Pit	17,900
Building Permit	2,715
Ambulance Fund	92,117
Police Fund	60,105
Bicentennial Fund	3,687
Reappraisal Fund	94,316
Landfill Account	29,767
Parks and Recreation Department	2,561
Highway Equipment Fund	20,639
Vault Preservation Fund	16,422
Anthony C. Marro Fund for Rescue Truck	2,660
Anthony C. Marro Fund for Ambulance	19,594
Town Hall Renovation	56,202
Reserve for Compensated Absences	<u>10,000</u>
Total Special Revenue	\$ <u>652,067</u>

Reserved for Endowments

Endowment funds have been reserved for the following:

Cemetery	\$ 203,123
Music	15,000
Scholarships	2,000
Indigents	11,928
Tax Reduction	<u>8,996</u>
Total Reserved for Endowments	\$ <u>241,047</u>

NOTE 7 OTHER FINANCING SOURCES (USES) - TRANSFERS BETWEEN FUNDS

	<u>Transfers Between Funds</u>	
	<u>In</u>	<u>Out</u>
<u>General Fund</u>		
Transfers from Special Revenue Funds	\$ 65,905	
Transfers to Special Revenue Funds		\$ 63,696
Transfers from Trust Funds	8,000	
<u>Special Revenue Fund</u>		
Transfer from General Fund	63,696	
Transfer to General Fund		65,905
<u>Trust Funds</u>		
Transfer to General Fund	<u>8,000</u>	
Total Transfers Between Funds	\$ <u>137,601</u>	\$ <u>137,601</u>

NOTE 8 DEFINED BENEFIT PENSION PLAN

Vermont Municipal Employees' Retirement System - All eligible, full-time, non-contracted employees of the Town participate in the Vermont Municipal Employees' Retirement System ("System"), a multiple-employer public employees' retirement system.

All Town employees, who work not less than 30 hours a week for the fiscal year and for not less than a total of 1,040 hours, and all other municipal employees who work 24 hours a week or 1,040 hours per year are required to enroll in the System.

Upon retirement, employees are entitled to an annual benefit payable monthly for life equal to 1% to 1.7% of their average final compensation for each year of credited service. Average final compensation is the employee's average of the three or five highest years of earnings.

Benefits are fully vested after 5 years of service. Vested employees may retire and receive reduced retirement benefits. The System also provides death and disability benefits. Benefits are established by State statute.

Covered employees are required by State statute to contribute 3% to 5% of their salary to the plan. The Town is required to contribute 4.2% to 5.6% of covered salaries on a current basis. The Town's contribution for the year ended June 30, 2003 was \$32,487.

The pension benefit obligation is a standardized disclosure measure of the present value of pension benefits, adjusted for the effects of projected salary increases and step-rate benefits, estimated to be payable in the future as a result of employee service to date. The measurer, which is the actuarial present value of credited projected benefits, is intended to help users assess the System's funding status on a going concern basis. It is also intended to help assess progress made in accumulating sufficient assets to pay benefits when due, and make comparisons among Public Employees' Retirement System and employers. The System does not make separate measurements of assets and pension benefit obligation for individual employees.

NOTE 9 RELATED PARTIES

The Town of Ludlow shares common personnel, office facilities and equipment with the Village of Ludlow. Management represents that the costs shared with the Village are reasonable. Shared costs are billed and paid within normal payment cycles.

NOTE 10 COMMITMENTS AND CONTINGENT LIABILITIES

The Town participates in federally assisted grant programs which are subject to program compliance audits by the grantors or their representatives. The audits of these programs for or including the year ended June 30, 2003 have not yet been completed. Accordingly, the Town's compliance with applicable grant requirements will be established at some future date. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although the Town expects such amounts, if any, to be immaterial.

NOTE 11 RISK MANAGEMENT

The Town is exposed to various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The Town maintains commercial insurance coverage covering each of those risks of loss. Management believes such coverage is sufficient to preclude any significant uninsured losses to the Town. Settled claims have not exceeded this commercial coverage in any of the past three fiscal years.

R. F. LAVIGNE & COMPANY
Public Accountants

Independent Auditor's Report on Additional Information

Board of Selectmen
Town of Ludlow, Vermont
Ludlow, Vermont

Our report on our audit of the general purpose financial statements of the Town of Ludlow, Vermont for 2003 appears on the first page of this report. That audit was conducted for the purpose of forming an opinion on the general purpose financial statements taken as a whole and on the combining, and individual fund and account group financial statements. Schedules No. 1 through 3 are presented for purposes of additional analysis and are not a required part of the financial statements of the Town of Ludlow. Such information has been subjected to the auditing procedures applied in the audit of the general purpose, combining, and individual fund and account group financial statements and, in our opinion, is fairly stated in all material respects in relation to the financial statements of each of the respective individual funds and account group taken as a whole.

R. F. Lavigne & Company

Williston, Vermont
October 10, 2003
License #222



Town of Ludlow, Vermont
Schedule of Revenues - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Taxes			
Property, including Interest and Penalties	\$ 9,838,579	\$ 9,814,066	\$(24,513)
State of Vermont - Hold Harmless	-0-	7,035	7,035
Railroad	500	739	239
Pilot Program	<u>2,000</u>	<u>17,378</u>	<u>15,378</u>
Total Taxes	9,841,079	9,839,218	(1,861)
Licenses and Permits			
Septic Permits	1,600	4,245	2,645
Dog Licenses	1,800	1,885	85
Liquor Licenses	3,500	3,650	150
Entertainment Licenses	100	-0-	(100)
Marriage Licenses	1,000	1,071	71
Burial Permits	10	105	95
Hunting/Fishing Licenses	200	177	(23)
Registration Renewal	200	409	209
Miscellaneous	<u>-0-</u>	<u>100</u>	<u>100</u>
Total Licenses and Permits	8,410	11,642	3,232
Intergovernmental			
Highway State Aid	72,000	89,666	17,666
Bridges	30,000	326,852	296,852
Grants	1,000	10,460	9,460
LEEG Grant	1,260	1,000	(260)
Bike Path	<u>20,000</u>	<u>-0-</u>	<u>(20,000)</u>
Total Intergovernmental	124,260	427,978	303,718
Charges for Services			
Clerk Copier Fee	3,800	4,890	1,090
Certified Copy Fees	2,400	3,525	1,125
Recording Fees	34,000	83,225	49,225
Vault Preservation	5,600	14,341	8,741
Zoning Recording Fees	<u>1,500</u>	<u>2,496</u>	<u>996</u>
Total Charges for Services	47,300	108,477	61,177

Town of Ludlow, Vermont
Schedule of Revenues - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Departmental Income, Excluding Grants and Transfers			
Planning and Zoning	\$ 25,700	\$ 37,629	\$ 11,929
Listers	80	3,422	3,342
Cemetery Fees	9,600	9,324	(276)
Solid Waste Fees	51,000	56,581	5,581
Police Department	17,000	53,280	36,280
Fire Department	500	15	(485)
Highway Department	17,300	30,977	13,677
Recreation Department	<u>49,130</u>	<u>33,728</u>	<u>(15,402)</u>
Total Departmental Income	170,310	224,956	54,646
Fines and Forfeits			
Impoundment Fee	-0-	70	70
Fines	8,500	8,164	(336)
Parking Fines	<u>750</u>	<u>25</u>	<u>(725)</u>
Total Fines and Forfeits	9,250	8,259	(991)
Miscellaneous			
Investment Income, including			
Unrealized Gains and Losses	33,876	18,487	(15,389)
State Collection Fees	19,000	26,454	7,454
Stearns Pit	32,500	34,550	2,050
Copier	50	2	(48)
Miscellaneous	100	215	115
Sherman Fund	500	1,400	900
Homer Skeels Fund	450	1,200	750
Agan Fund	7,500	6,789	(711)
S.S. Roberts Fund	100	250	150
RACLT	-0-	1,809	1,809
Senior Center Lease	-0-	8,539	8,539
Refunds	500	252	(248)
COBRA Reimbursement	<u>12,000</u>	<u>11,551</u>	<u>(449)</u>
Total Miscellaneous	<u>106,576</u>	<u>111,498</u>	<u>4,922</u>
 Total Revenues	 \$ <u>10,307,185</u>	 \$ <u>10,732,028</u>	 \$ <u>424,843</u>

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
General Government			
General Administration			
Audit	\$ 6,000	\$ 4,500	\$ 1,500
VLCT Dues	1,592	1,742	(150)
Computer Operations and Maintenance	3,500	2,131	1,369
Dog Warrants	300	700	(400)
Memberships	500	-0-	500
Equipment	2,500	922	1,578
Legal	4,500	5,485	(985)
Office Supplies	5,000	4,298	702
Advertising	1,000	630	370
Town Reports	5,500	4,465	1,035
Training/Conferences	1,000	2,196	(1,196)
Mileage/Expenses	2,000	466	1,534
Safety Program	3,000	176	2,824
Telephone	2,500	2,198	302
Copier Expense	<u>5,000</u>	<u>577</u>	<u>4,423</u>
Total General Administration	43,892	30,486	13,406
Town Selectmen			
Salaries and Wages	5,000	5,000	-0-
Managing Municipality			
Salaries			
Manager	33,560	36,871	(3,311)
Clerks	47,906	49,887	(1,981)
Recording Secretary	1,500	275	1,225
Pension	4,562	2,362	2,200
Health	17,526	19,313	(1,787)
FICA	<u>6,921</u>	<u>8,525</u>	<u>(1,604)</u>
Total Managing Municipality	111,975	117,233	(5,258)
Zoning and Planning			
Director Salaries	28,500	1,046	27,454
Administrative Officer	31,000	26,925	4,075
Planning Board	4,000	1,652	2,348
Dev. Rev. Board	1,000	7,515	(6,515)
Secretary	16,000	16,476	(476)
Clerk	5,500	7,106	(1,606)
PT Secretary	2,500	-0-	2,500
Pension	3,052	1,622	1,430
Health	10,000	13,039	(3,039)
FICA	5,164	4,067	1,097

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	<u>Variance</u> <u>Favorable</u> <u>(Unfavorable)</u>
General Government (Continued)			
Zoning and Planning (Continued)			
Professional Services	\$ 150	\$ -0-	\$ 150
Mapping	600	629	(29)
Computer	2,000	1,007	993
SWCRPC	2,449	2,449	-0-
Equipment	600	493	107
Legal	10,000	7,230	2,770
Legal Litigation	-0-	150	(150)
Supplies	2,500	3,425	(925)
Advertising	1,500	157	1,343
Training/Conference	300	342	(42)
Telephone	1,500	2,054	(554)
GIS	700	100	600
E911	1,000	415	585
Mileage and Expenses	<u>500</u>	<u>567</u>	<u>(67)</u>
Total Zoning and Planning	130,515	98,466	32,049
Listers			
Salaries and Wages	51,500	55,966	(4,466)
FICA	3,940	4,282	(342)
Supplies/Services	1,600	2,189	(589)
Computer	2,000	285	1,715
License Fees	535	135	400
Equipment/Furniture	300	691	(391)
Postage	150	44	106
Training/Conference	1,000	435	565
Telephone	1,500	1,720	(220)
Property Map Update	3,500	2,772	728
Mileage	1,300	933	367
Professional Services	<u>3,000</u>	<u>968</u>	<u>2,032</u>
Total Listers	70,325	70,420	(95)
Town Clerk - Treasurer			
Salaries			
Treasurer	44,600	43,988	612
Assistant Clerk	22,520	22,932	(412)
BCA/Town Meetings	5,000	5,602	(602)
Trustees of Public Funds	1,000	900	100
Licenses	1,200	1,078	122
Pension	2,498	2,502	(4)
Health	8,720	10,781	(2,061)
FICA	5,135	5,357	(222)
Computer	1,500	1,150	350
Vault Preservation	4,000	5,645	(1,645)
Equipment	3,500	2,748	752

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
General Government (Continued)			
Town Clerk - Treasurer (Continued)			
Supplies/Services	\$ 8,500	\$ 13,961	\$(5,461)
Training/Conferences	800	272	528
Telephone	<u>1,500</u>	<u>1,933</u>	<u>(433)</u>
Total Town Clerk - Treasurer	110,473	118,849	(8,376)
Buildings and Maintenance			
Salaries - Janitor	22,100	24,748	(2,648)
Pension	1,238	952	286
Insurance	7,179	8,367	(1,188)
FICA	1,691	1,893	(202)
Fuel Oil	6,600	8,374	(1,774)
Equipment	1,500	3,075	(1,575)
Parks	7,500	1,021	6,479
Utilities/Services	5,500	8,529	(3,029)
Supplies	1,000	550	450
Repair/Maintenance	5,000	10,440	(5,440)
Renovations	1,000	-	1,000
Truck Lease	<u>2,000</u>	<u>-</u>	<u>2,000</u>
Total Buildings and Maintenance	62,308	67,949	(5,641)
Municipal Transit System			
Transportation Supervisor	14,825	10,120	4,705
Driver Salaries	72,000	81,035	(9,035)
Overtime	5,000	14,658	(9,658)
Part Time Drivers	10,000	10,696	(696)
Pension	6,500	3,462	3,038
Health/Medical	22,200	15,395	6,805
FICA	10,710	8,946	1,764
Dues and Fees	1,800	1,040	760
Equipment	2,000	1,278	722
Property/Liability Insurance	6,900	6,800	100
Workers' Compensation	6,700	6,500	200
Supplies	3,000	3,264	(264)
Gasoline	415	3,058	(2,643)
Training	1,000	260	740
Telephone	1,850	1,860	(10)

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
General Government (Continued)			
Municipal Transit System (Continued)			
Repairs	\$ 11,800	\$ 947	\$ 10,853
Maintenance	3,000	33,758	(30,758)
Diesel Fuel	11,000	7,285	3,715
Bus Purchase	<u>13,500</u>	<u>-0-</u>	<u>13,500</u>
Total Municipal Transit System	<u>204,200</u>	<u>210,362</u>	<u>(6,162)</u>
Total General Government	<u>738,688</u>	<u>718,765</u>	<u>19,923</u>
Public Safety			
Police Department			
Salaries			
Police Duty	170,000	164,762	5,238
Special Officers	5,000	90	4,910
Traffic Control	11,000	8,804	2,196
Overtime	13,000	14,735	(1,735)
Dispatchers	106,000	86,908	19,092
P/T Dispatchers	12,000	36,325	(24,325)
Dispatch - Overtime	6,000	10,843	(4,843)
Pension	16,520	11,465	5,055
Health	51,000	70,648	(19,648)
FICA	24,710	24,418	292
Cleaning Allowance	2,700	1,950	750
Computer Service	3,500	5,525	(2,025)
Utilities/Services	1,250	1,636	(386)
ILLEBG Grant	1,260	550	710
Equipment/Supplies	7,000	6,129	871
Radio Purchase	1,500	-0-	1,500
Uniforms	3,500	3,863	(363)
Training	3,000	761	2,239
Telephone	6,500	5,232	1,268
Vehicle Maintenance	4,500	4,589	(89)
Radio Repairs and Maintenance	1,500	1,146	354
Gas and Oil	7,000	9,465	(2,465)
Safety Fund	-0-	2,429	(2,429)
New Vehicle	27,000	19,642	7,358
Union Grievances	<u>250</u>	<u>-0-</u>	<u>250</u>
Total Police Department	<u>485,690</u>	<u>491,915</u>	<u>(6,225)</u>

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Public Safety (Continued)			
Fire Department			
Salaries			
Chief	\$ 8,760	\$ 8,448	\$ 312
Payroll	35,000	27,415	7,585
FICA	3,348	2,670	678
Fuel Oil	4,500	3,441	1,059
Insurance	12,372	14,659	(2,287)
Hepatitis Shots	500	-0-	500
Utilities/Services	4,000	4,550	(550)
Supplies	1,000	77	923
Training	3,000	2,528	472
Telephone	800	1,558	(758)
Repairs/Maintenance	7,000	2,583	4,417
Gasoline	-0-	6	(6)
Diesel Fuel	1,000	444	556
Protective Gear	12,500	18,624	(6,124)
Air Pack Maintenance	2,000	840	1,160
Equipment/Trucks	<u>25,000</u>	<u>9,542</u>	<u>15,458</u>
Total Fire Department	<u>120,780</u>	<u>97,385</u>	<u>23,395</u>
Total Public Safety	<u>606,470</u>	<u>589,300</u>	<u>17,170</u>
Highways and Streets			
Construction			
Summer	40,000	17,356	22,644
Paving (Retreatment)	<u>60,000</u>	<u>59,642</u>	<u>358</u>
Total Construction	100,000	76,998	23,002
Maintenance			
Salaries and Wages	133,900	150,559	(16,659)
Overtime	23,000	30,989	(7,989)
Pension	8,786	7,147	1,639
Health	23,025	25,574	(2,549)
FICA	12,000	12,490	(490)
Professional Services	500	-0-	500
Supplies and Tools	1,000	1,274	(274)
Winter - Sand	20,000	15,603	4,397
Winter - Salt	50,000	68,871	(18,871)
Winter Supplies	9,000	5,159	3,841
Crushing	5,000	-0-	5,000
Rentals	4,000	2,010	1,990
Asphalt	4,700	214	4,486
Cold Patch	1,700	1,984	(284)
Culverts	3,500	2,050	1,450

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Highways and Streets (Continued)			
Maintenance (Continued)			
Training	\$ 750	\$ 937	\$(187)
Telephone	1,700	2,106	(406)
Computers	1,000	-0-	1,000
Road Signs	7,000	2,938	4,062
Chloride	8,000	5,156	2,844
Tree/Brush	1,750	40	1,710
Lease Payment	<u>15,600</u>	<u>15,392</u>	<u>208</u>
Total Maintenance	335,911	350,493	(14,582)
Bridges			
Repairs, Maintenance and Construction	45,000	353,784	(308,784)
Equipment			
Gasoline/School	7,000	1,673	5,327
Uniforms	3,600	4,278	(678)
Repairs and Maintenance - Vehicles	26,000	38,356	(12,356)
Vehicle Operations	<u>20,000</u>	<u>15,797</u>	<u>4,203</u>
Total Equipment	56,600	60,104	(3,504)
Garage			
Fuel	8,000	6,666	1,334
Repairs/Maintenance	2,000	3,719	(1,719)
Utilities/Services	<u>4,000</u>	<u>4,197</u>	<u>(197)</u>
Total Garage	14,000	14,582	(582)
Highways - Street Lights	<u>13,000</u>	<u>21,758</u>	<u>(8,758)</u>
Total Highways and Streets	<u>564,511</u>	<u>877,719</u>	<u>(313,208)</u>

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Sanitation and Recycling			
Salaries and Wages			
Attendant	\$ 22,765	\$ 23,574	\$(809)
PT Attendant	8,500	6,873	1,627
Rolloff Truck Driver	22,460	14,948	7,512
Coordinator	250	-0-	250
Pension	2,533	833	1,700
Insurance	8,500	3,375	5,125
FICA	4,110	3,436	674
Testing	5,000	2,710	2,290
Equipment	10,000	5,854	4,146
Utilities/Services	7,500	9,402	(1,902)
Supplies	1,500	1,448	52
Maintenance Agreement	2,000	1,050	950
Telephone	500	445	55
Repair/Maintenance	2,500	1,475	1,025
Rolloff Truck Fuel	6,500	3,162	3,338
Truck Maintenance	5,000	7,256	(2,256)
Scrap Metal	1,500	-0-	1,500
Tires	4,000	2,684	1,316
Construction & Disposal	25,000	43,264	(18,264)
NH/VT Project and Transportation	<u>184,000</u>	<u>162,936</u>	<u>21,064</u>
Total Sanitation and Recycling	<u>324,118</u>	<u>294,725</u>	<u>29,393</u>
Health			
Public Health Services			
Salaries and Wages	2,500	2,555	(55)
Town Cemetery			
Labor	37,286	32,832	4,454
Commission	2,500	2,500	-0-
Pension	1,044	1,034	10
Insurance Deductible	400	210	190
Health	3,739	3,971	(232)
FICA	2,852	2,698	154
Gas and Oil	1,200	639	561
Equipment/Maintenance	1,500	3,132	(1,632)
Small Tools and Equipment	3,000	6,863	(3,863)
Insurance	3,470	4,334	(864)
Utilities	1,200	1,191	9
Flowers	400	272	128
Sand/Topsoil	300	-0-	300
Legal	100	-0-	100
Supplies/Repairs	3,000	2,593	407
South Hill Cemetery	-0-	75	(75)
Truck Maintenance	900	1,066	(166)

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Health (Continued)			
Town Cemetery (Continued)			
Water Line Replacement	\$ 1,200	\$ 176	\$ 1,024
Land Site Work	6,000	5,958	42
Retreatment	<u>5,000</u>	<u>-0-</u>	<u>5,000</u>
Total Town Cemetery	75,091	69,544	5,547
Animal Control and Sheltering			
Humane Society	<u>200</u>	<u>-0-</u>	<u>200</u>
Total Health	<u>77,791</u>	<u>72,099</u>	<u>5,692</u>
Culture and Recreation			
Salaries and Wages			
Director	29,880	29,601	279
Camp Staff	24,000	20,858	3,142
Summer Labor	3,600	7,229	(3,629)
Winter Labor	2,750	9,188	(6,438)
Bus Drivers	2,750	1,369	1,381
Health	7,300	8,448	(1,148)
FICA	4,608	5,446	(838)
Pension	1,673	1,109	564
Fuel/Oil	1,200	1,062	138
Utilities/Services	6,000	6,855	(855)
Supplies	2,200	7,006	(4,806)
Advertising	1,000	1,445	(445)
Training	1,500	200	1,300
Mileage	300	54	246
Telephone	2,000	3,486	(1,486)
Fields	6,500	7,062	(562)
Gasoline	-0-	1,137	(1,137)
Capital Fund	15,000	32,733	(17,733)
Skate Park Maintenance	2,000	576	1,424
Tennis Court Maintenance	1,000	-0-	1,000
Concerts	5,000	3,167	1,833
Improvements	2,000	289	1,711
Equipment	3,000	4,568	(1,568)
Youth Activities	20,000	17,748	2,252
Adult Activities	7,500	5,813	1,687
Senior Citizens Activities	2,500	-0-	2,500
Little League	1,000	1,000	-0-
Babe Ruth	3,500	3,126	374
Coaches/Instructors	5,000	4,150	850
Little League Playground	200	-0-	200
Refunds	-0-	600	(600)
After School Recreation	2,900	6,170	(3,270)
Recreation to School	51,450	47,115	4,335
Miscellaneous	<u>1,000</u>	<u>574</u>	<u>426</u>
Total Culture and Recreation	<u>220,311</u>	<u>239,184</u>	<u>(18,873)</u>

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Education			
Ludlow Elementary	\$ 923,664	\$ 923,664	\$ -0-
Union #39 School District	1,066,400	1,066,400	-0-
Act 60 State of Vermont	<u>5,290,858</u>	<u>5,290,858</u>	<u>-0-</u>
Total Education	<u>7,280,922</u>	<u>7,280,922</u>	<u>-0-</u>
Intergovernmental			
County Tax	82,109	82,108	1
3/5 Highway Tax	<u>22,965</u>	<u>22,965</u>	<u>-0-</u>
Total Intergovernmental	<u>105,074</u>	<u>105,073</u>	<u>1</u>
Special Articles and Other Items			
Insurance and Fidelity Bond Premiums			
Municipal Officers	2,689	2,971	(282)
Unemployment	7,166	6,635	531
Vehicle and Fire Liability	16,307	16,859	(552)
Workers' Compensation	26,100	27,262	(1,162)
Deductible Claims	20,000	29,770	(9,770)
COBRA	<u>12,000</u>	<u>16,768</u>	<u>(4,768)</u>
Total Insurance and Fidelity Bond Premiums	84,262	100,265	(16,003)
Special Articles			
Visiting Nurse Alliance	14,330	14,330	-0-
Library	17,800	18,205	(405)
Library/School Books	9,350	7,470	1,880
Welfare	250	118	132
Aiken, R. C. D.	50	50	-0-
Vermont Green Up	150	226	(76)
Black River Academy Museum	8,331	7,635	696
SEVCA	1,000	1,000	-0-
Mental Health Service	2,537	2,537	-0-
New Beginnings	1,500	1,500	-0-
Black River Valley Senior Center	7,500	8,300	(800)
Senior Center	30,000	20,084	9,916
RSVP Program	600	600	-0-
Youth Services	400	-0-	400
Windsor County Partners	200	200	-0-
Black River Good Neighbor Service	1,500	1,500	-0-
Springfield Area Hospice	500	500	-0-
Vermont Coalition of Municipal	8,190	8,190	-0-
Vermont Center for Independent Living	360	-0-	360
Windsor County Adult Basic Ed	400	400	-0-
Ludlow Teen Center	<u>15,000</u>	<u>15,000</u>	<u>-0-</u>
Total Special Articles	119,948	107,845	12,103

Town of Ludlow, Vermont
Schedule of Expenditures - Budget and Actual
General Fund
For the Year Ended June 30, 2003

	<u>Budget</u>	<u>Actual</u>	Variance Favorable (Unfavorable)
Special Articles and Other Items (Continued)			
Voted Articles			
Historical Society-Museum	\$ 19,000	\$ 19,000	\$ -0-
Education Operations	15,290	15,290	-0-
Fletcher Library Rehab	<u>15,000</u>	<u>15,000</u>	<u>-0-</u>
Total Voted Articles	<u>49,290</u>	<u>49,290</u>	<u>-0-</u>
Total Special Articles and Other Items	<u>253,500</u>	<u>257,400</u>	(3,900)
Grant Expenses			
Grants	-0-	5,868	(5,868)
Aquatic Grant	<u>-0-</u>	<u>10,460</u>	<u>(10,460)</u>
Total Grant Expenses	<u>-0-</u>	<u>16,328</u>	<u>(16,328)</u>
Debt Service			
Bonds - Pump Truck (Aerial)	22,500	21,622	878
Interest - Notes Payable	-0-	2,856	(2,856)
Senior Center Renovation Bond	23,000	22,128	872
Real Estate Purchase	20,000	20,000	-0-
RACLT/DCH Payments	<u>-0-</u>	<u>3,257</u>	<u>(3,257)</u>
Total Debt Service	<u>65,500</u>	<u>69,863</u>	<u>(4,363)</u>
Capital Outlay			
Fletcher Recreation Fields	1,000	168	832
Highway Garage/Roof	10,000	-0-	10,000
Computer System	10,000	12,250	(2,250)
Town Hall Building Repair	-0-	200	(200)
Equipment Fund	13,800	13,659	141
Watershed Protection Area	10,000	-0-	10,000
Ambulance Reserve Reimbursement	-0-	2,743	(2,743)
Transfer Station	7,500	-0-	7,500
Bike Path	<u>25,000</u>	<u>3,200</u>	<u>21,800</u>
Total Capital Outlay	<u>77,300</u>	<u>32,220</u>	<u>45,080</u>
Total Expenditures	\$ <u>10,314,185</u>	\$ <u>10,553,598</u>	\$(239,413)

Town of Ludlow, Vermont
Combining Statement of Revenues and Expenditures
Special Revenue Funds
For the Year Ended June 30, 2003

	Miscellaneous	Black River Senior Center -Cap Fund	Special Fire Equipment	Stearns Pit	Ambulance Equipment Fund	Police Equipment Fund	Compensated Absences
Beginning Balances	\$ 7,616	\$ 40,781	\$ 172,830	\$ 17,631	\$ 85,864	\$ 73,543	\$ -0-
Receipts							
Contributions			200				
Intergovernmental							
Interest Received	\$ 134	627	2,596	269	1,253	1,075	
Total Receipts	134	627	2,796	269	1,253	1,075	-0-
Expenditures							
Other Financing Sources (Uses)							
Transfer from Town General Fund			5,000		5,000	5,000	10,000
Transfer to Town General Fund						(19,513)	
Total Other Financing Sources (Uses)			5,000		5,000	(14,513)	10,000
Ending Balances	\$ 7,750 (1)	\$ 41,408	\$ 180,626	\$ 17,900	\$ 92,117	\$ 60,105	\$ 10,000

(1) Miscellaneous includes the following funds:

Passenger Rail Study	\$ 45
Bicentennial Fund	3,687
Bike Path Fund	1,303
Building Permit Fund	2,715
Total Funds	\$ 7,750

Town of Ludlow, Vermont
 Combining Statement of Revenues and Expenditures
 Special Revenue Funds
 For the Year Ended June 30, 2003

<u>Reappraisal Fund</u>	<u>Landfill Account</u>	<u>Parks & Recreation Department</u>	<u>Highway Equipment Fund</u>	<u>Vault Preservation</u>	<u>Anthony C. Marro Memorial for Rescue Truck</u>	<u>Anthony C. Marro Memorial for Ambulances</u>	<u>Town Hall Renovation</u>	<u>Total</u>
\$ 72,926	\$ 29,319	\$ 19,999	\$ 19,003	\$ 7,644	\$ 11,989	\$ 19,354	\$ 55,396	\$ 633,895
								200
20,316								20,316
<u>1,074</u>	<u>448</u>	<u>295</u>	<u>295</u>	<u>82</u>	<u>36</u>	<u>240</u>	<u>806</u>	<u>9,230</u>
21,390	448	295	295	82	36	240	806	29,746
					(9,365)			(9,365)
		15,000	15,000	8,696				63,696
		(32,733)	(13,659)					(65,905)
		(17,733)	1,341	8,696				(2,209)
<u>\$ 94,316</u>	<u>\$ 29,767</u>	<u>\$ 2,561</u>	<u>\$ 20,639</u>	<u>\$ 16,422</u>	<u>\$ 2,660</u>	<u>\$ 19,594</u>	<u>\$ 56,202</u>	<u>\$ 652,067</u>

Town of Ludlow, Trustees of Public Funds
Balance Sheets as of June 30, 2003 and June 30, 2002

1

<u>Assets</u>	<u>June 30, 2003</u>	<u>June 30, 2002</u>
Chittenden Bank: Money Market Account	79,484.09	8,262.46
Factory Point National Bank: Certificate of Deposit	135,328.31	131,263.28
First Vermont Bank: Certificate of Deposit	0.00	58,260.77
Dean Witter: U.S. Government Securities Trust 2,885,557 Shares (Fair Market Value at 6/30/03-27,269 & 6/30/02-\$25,653)	29,948.33	29,948.33
TCW/DW Term Trust 2002 - 2000 units (Fair Market Value 6/30/02 - \$20,500 & 6/30/01 - \$18,124)	0.00	19,901.58
Smith Barney Government Securities Fund CL A 690.236 Shares (Fair Market Value 6/30/03-6,999 & 6/30/02-\$6,468)	<u>6,796.05</u>	<u>6,796.05</u>
<u>Total Assets</u>	<u>251,556.78</u>	<u>254,432.47</u>
<u>Liabilities:</u>		
Accounts Payable	<u>0.00</u>	<u>800.00</u>
<u>Total Liabilities</u>	<u>0.00</u>	<u>800.00</u>
<u>Fund Balance</u>	251,556.78	253,632.47
<u>Total Liabilities and Fund Balance</u>	251,556.78	254,432.47

Trustees of Public Funds: Charles Berry, Teri Gildersleeve and Betty Merrill

Town of Ludlow, Trustees of Public Funds
Balance Sheets as of June 30, 2003 and June 30, 2002

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<u>Fund Balance</u>	<u>June 30, 2003</u>		<u>June 30, 2002</u>	
Cemetery Fund:				
Cemetery Endowments	203,123.23		200,723.23	
Income Not Distributed	<u>5,952.59</u>		<u>8,566.97</u>	
Total Cemetery Fund		209,075.82		209,290.20
Liz Stickney Music Fund:				
Principal	15,000.00		15,000.00	
Income Not Distributed	<u>4,731.74</u>		<u>4,261.58</u>	
Total Stickney Fund		19,731.74		19,261.58
Wetherbee Scholarship Fund:				
Principal	2,000.00		2,000.00	
Income Not Distributed	<u>231.69</u>		<u>369.00</u>	
Total Wetherbee Fund		2,231.69		2,369.00
Sherman Fund For Poor:				
Principal	10,000.00		10,000.00	
Income Not Distributed	<u>(169.05)</u>		<u>917.51</u>	
Total Sherman Fund		9,830.95		10,917.51
Smith S. Roberts Fund For Poor:				
Principal	1,928.45		1,928.45	
Income Not Distributed	<u>(88.85)</u>		<u>100.70</u>	
Total Roberts Fund		1,839.60		2,029.15
Homer Skeels Trust Fund				
Principal	8,995.44		8,995.44	
Income Not Distributed	<u>(148.46)</u>		<u>769.59</u>	
Total Skeels Trust Fund		<u>8,846.98</u>		<u>9,765.03</u>
 Total Fund Balances		 <u><u>251,556.78</u></u>		 <u><u>253,632.47</u></u>

Trustees of Public Funds: Charles Berry, Teri Gildersleeve and Betty Merrill

Town of Ludlow, Trustees of Public Funds
Balance Sheets as of June 30, 2003 and June 30, 2002

3

<u>Cemetery Fund Income</u>	<u>June 30, 2003</u>	<u>June 30, 2002</u>
Revenues:		
Interest Income	3,888.93	6,090.62
Dividend Income	2,477.78	2,183.79
Total Income	<u>6,366.71</u>	<u>8,274.41</u>
Less Expenses:		
Accounting Fees	841.09	800.00
Post Office Box Rent	140.00	0.00
Total Expenses	<u>981.09</u>	<u>800.00</u>
Net Current Revenues Available for Distribution	5,385.62	7,474.41
Distribution to the Town Cemetery Commissioners	8,000.00	7,000.00
Increase or (Decrease) in Undistributed Income	(2,614.38)	474.41
Undistributed Income From Prior Year	8,566.97	8,092.56
Undistributed Income at End of Fiscal Year	<u>5,952.59</u>	<u>8,566.97</u>
<u>Liz Stickney Music Fund Income:</u>		
Revenues:		
Interest Income	470.16	899.30
Less Distributed to the Ludlow School Department:	<u>0.00</u>	<u>0.00</u>
Increase or (Decrease) in Undistributed Income	470.16	899.30
Undistributed Income at Beginning of Year	4,261.58	3,362.28
Undistributed Income at End of Fiscal Year	<u>4,731.74</u>	<u>4,261.58</u>
<u>Weatherbee Scholarship Fund:</u>		
Revenues:		
Interest Income	62.69	119.94
Less Scholarships Awarded:		
Chelsea Gruber 2002-	100.00	200.00
	<u>100.00</u>	<u>0.00</u>
Total Scholarships Awarded	200.00	200.00
Increase or (Decrease) in Undistributed Income	(137.31)	(80.06)
Undistributed Income at Beginning of Year	369.00	449.06
Undistributed Income at End of Fiscal Year	<u>231.69</u>	<u>369.00</u>

Trustees of Public Funds: Charles Berry, Teri Gildersleeve and Betty Merrill

**Town of Ludlow, Trustees of Public Funds
Balance Sheets as of June 30, 2003 and June 30, 2002**

Sherman Fund For Medical Assistance to

Poor:

	<u>June 30, 2003</u>	<u>June 30, 2002</u>
Revenues:		
Interest Income	313.44	509.72
Less Distributions to the Town of Ludlow for the Visiting Nurses Association	1,400.00	0.00
Increase or (Decrease) in Undistributed Income	(1,086.56)	509.72
Undistributed Income at Beginning of Year	917.51	407.79
<u>Undistributed Income at End of Fiscal Year</u>	<u>(169.05)</u>	<u>917.51</u>

Smith Sybil Roberts Fund for Worthy Poor:

Revenues:

Interest Income	60.45	94.74
Less Distributions to the Town of Ludlow for the Poor	250.00	0.00
Increase or (Decrease) in Undistributed Income	(189.55)	94.74
Undistributed Income at Beginning of Year	100.70	5.96
<u>Undistributed Income at End of Fiscal Year</u>	<u>(88.85)</u>	<u>100.70</u>

Homer Skeels Fund for Tax Reduction:

Revenues:

Interest Income	281.95	455.91
Less Distributions to the Town of Ludlow to Reduce Taxes for the Current Year.	1,200.00	0.00
Increase or (Decrease) in Undistributed Income	(918.05)	455.91
Undistributed Income at Beginning of Year	769.59	313.68
<u>Undistributed Income at End of Fiscal Year</u>	<u>(148.46)</u>	<u>769.59</u>

Trustees of Public Funds: Charles Berry, Teri Gildersleeve and Betty Merrill

Town of Ludlow, Trustees of Public Funds
Balance Sheets as of June 30, 2003 and June 30, 2002

5

Cemetery Endowment Funds for Perpetual Care and Flowers
Schedule of Endowments Received in Fiscal years Ended June 30, 2002 and June 30, 2001

	<u>June 30, 2003</u>	<u>June 30, 2002</u>
Cemetery Endowment Funds		
as of Junly 2002 and 2001	<u>200,723.23</u>	<u>198,723.23</u>
Charles Berry & Betsy Berry-McGee	400.00	
Audrey Foote	800.00	
George & Helen Frechette 22NB Sec E Upper 1-Grave		400.00
James & Barbara Ghia 26 NE B Sec E Upper 1-Grave		200.00
Paul & Marlene Goings 24 NW Sec D Upper 2-Graves		400.00
Cardin Hesselton	400.00	
Aaime Komulainen	800.00	
Jerome Mayer 24 NE Sec D 2-Graves		400.00
Leonard Rogers 24 SE A Sec E 1-Grave		200.00
Thane Sanberg 23 NB Sec E Upper 1-Grave		400.00
Total Cemetery Endowments		
as of Junly 2002 and 2001	<u>203,123.23</u>	<u>200,723.23</u>

Note: Endowment Funds are kept invested and income, net of related expenses, is given to the Town for cemetery expenses.

Trustees of Public Funds: Charles Berry, Teri Gildersleeve and Betty Merrill

REPORT OF THE BOARD OF SELECTMEN

Year Ending 2003

We are pleased to report that the year ending June 30, 2003 had income exceeding expenses by almost \$189,000.00. All departments were diligent in their efforts to manage within budgets.

During FY 2003 the Ludlow Municipal Transit System was created and continues to serve our community week days throughout the year with service to schools, recreation, employment as well as shopping and medical facilities in Springfield.

Working with State and local funds Red Bridge and Depot Street Bridge underwent significant renovation and upgrade.

A committee was appointed to study the Public Safety facilities needs and bring forth a proposal for the voters to consider. A recommendation was subsequently made to house Ambulance and Police operations in a new building on West Hill at the Town owned area currently occupied by the Highway department. The bond was passed and the new building is being designed.

Green -Up day was a success this year with a large turnout of volunteers to pick up hundreds of pounds of roadside trash. We were particularly happy that Governor Douglas was able to join the volunteers for lunch.

The snows of Winter 2002/2003 provided plenty of challenge for our Highway crews as well as Transfer Station and Recreation staff. Record winter crowds together with weather created above normal activities for Police, Ambulance and Fire services. All are to be commended for a job well done under sometimes trying circumstances.

In March of 2000 the Town and Village of Ludlow entered into an agreement with Okemo Mountain to create a process and a fund to mitigate resort related impacts on the Municipality. The agreement called for a committee from a cross section of the community to provide advice to the combined Boards as to mitigation opportunities. That committee (The Ludlow Enterprise Committee) has been appointed and is diligently at work.

In October of 2002 the Boards began a search for a new Municipal Manager and in April of 2003 the position was filled by Interim Manager Frank Heald.

The spring of 2003 heralded the completion of the new Skate Board facility at Dorsey Park. As summer arrived our community youth enjoyed the labor of folks from the Ludlow Teen Center who were the contractors for the project.

Year to Date 2004

Summer 2003 began with Dorsey Park receiving new playground equipment. New sod was applied to the soft ball field to repair outfield areas around the soccer goals and to improve the infield. Working with our neighbors and joint users, the Town of Cavendish, Fletcher Fields received final grading, seeding, and soft ball diamonds.

The Municipal Transit System operated through the summer months providing rides to and from recreational activities as well as hospital visits and shopping in Springfield.

Ludlow Enterprise Committee brought recommendations to the combined Boards (Selectmen & Trustees) and the Boards chose to provide funding for the Public Safety Building, Fletcher Library computers, and Ludlow Streetscapes for bike racks, benches and trash receptacles.

The Ludlow Residential Transfer Station has been improved with upgraded areas for metal containers, new signs and new rules to provide equitable service to all of our taxpayers and residents. More improvements are planned for the spring including rearrangements to improve traffic flow.

After a great deal of input at several meetings we broke ground on the new Public Safety Building in October on municipal land at the current highway garage area on West Hill. The new building will have spaces for ambulance and police vehicles as well as offices for both departments and a training/conference room. Construction continues with Ludlow Ambulance scheduled to move first followed by the Police Department in early spring.

www.ludlow.vt.us connects to the Town of Ludlow web site. New this year is a three month rolling calendar of community meetings and events. Loads of current information regarding meetings, minutes, recreation schedules and general things about our community are available with the click of a button.

A new Pumper Tanker arrived at the Ludlow Fire station in late January. This "state of the art" KME unit replaces a 1979 Pumper Tanker and adds a number of modern fire fighting tools to our inventory. Over 80% of the cost of this vehicle was funded by fire impact fees from the Jackson Gore project.

All of the good things that happen in this community that we have chosen as a "better place to live, work, or play" would not be possible without the dedicated municipal staff, the hard working members of our boards and commissions, and you, the taxpayers and residents of Ludlow.

We truly appreciate all of your efforts and support.

Board of Selectmen

Howard Barton, Jr.
Jay Jukoic
Arthur Katsanos
Bruce Schmidt
John Neal

Municipal Manager

Frank Heald

**MANAGEMENTS DISCUSSION
2005 BUDGET**

ADMINISTRATION

Expense: Administration expense increases are related to wage and benefits. Throughout all departments there will be a significant increase in health insurance costs. The Blue Cross/Blue Shield contract has increased by 20% this year.

Income: The reduction in income reflects the proper presentation of tax income after the Town began using the accrual method of accounting. Interest and penalties will vary depending on the promptness of tax payments.

BUILDINGS AND GROUNDS

Expense: Increases are related wage and benefits as well as additional costs for services, utilities, and fuel.

Income: As the Town Hall improves, use by fee paying organizations could increase.

TOWN CLERK/TREASURER

Expense: Increases are related to wage and benefits and the additional cost of the fall primary and general elections.

Income: Fees are transaction related and are stated reflecting historical averages.

PLANNING SERVICES

Expense: After increases in wage and benefits a decrease in budget occurs as the E-911 implementation project was for one year only. The proposed new planning and zoning regulations have increased budget estimates for supplies and legal services.

Income: Planning Services income is activity related and stated conservatively based on historical estimates.

LISTERS

Expense: Increase is largely related to the ongoing reappraisal process.

Income: Reappraisal fund off sets increase in expense.

POLICE DEPARTMENT

Expense: The major increases are related to wage and benefits. Occupancy cost at the new Public Safety Building and increases in fuel costs contribute.

Income: Revenues decline as the annual purchase of a cruiser is treated as an expense within the department budget with a corresponding reduction in the annual contribution to the police equipment fund. Contracts with outside agencies have been increased and more attention will be given to false alarm systems.

FIRE DEPARTMENT

Expense: Insurance costs are up slightly and the radio upgrade project takes place in FY 2004 only. Other expenses are based on historical averages.

Income:

MUNICIPAL TRANSIT

Expense: Wage and benefit costs are partially related to the increase in services provided to the community on an annual basis particularly during the non-school periods. Increased maintenance & repair is related to the age of the vehicles. Voters will be asked this year to begin local share funding for equipment improvements.

Income: As the service matures more opportunity exists for charter work.

HIGHWAY DEPARTMENT

Expense: Increases include wage and benefits, street lighting costs, repaving, and a major culvert repair (20% local share). Vehicle maintenance is trending up as the fleet ages. A replacement truck is included in the 2005 capital budget.

Income: Increases include more State aid, an 80% bridge reimbursement and continued review of miscellaneous charges.

SOLID WASTE

Expense: Increases are personnel related with the addition of a new full time employee and a reallocation of the roll-off truck operation as well as associated wage and benefit costs. Equipment upgrades will include a bailer for cardboard and white plastic.

Income: Increases will result from increased fees and new revenue from recycled metal, cardboard, and plastic.

CEMETERY DEPARTMENT

Expense: Increases include wage and benefits as well as increased maintenance costs on old equipment.

Income: Based on historical averages, revenue is static.

RECREATION DEPARTMENT

Expense: Wage and benefits account for 40% of the increase and continued upgrades at Dorsey Field / the skate board park as well as improvements in our mowing equipment account for the balance after adjusting for historical trends.

Income: Increases are forecast as programs mature. A \$15,000 contribution from the capital fund is for the skate park fence and mowing equipment.

DEBT MANAGEMENT

Expense: The increase is largely due to the annual payments on the Public Safety Building.

INSURANCE

Expense: A reduction in the unemployment rate is offset by a trend in funded deductibles.

Income: Employee contributions as part of collective bargaining contracts.

INTER GOVERNMENTAL

Expense: The county tax is assessed by Windsor County. The 3/5 highway tax is a contribution by the Town to the Village for roadway maintenance and repair using a formula adopted decades ago.

APPROPRIATIONS

Expense: Most of these items are supported by letters of request and their annual reports appear elsewhere in this report. The Library (\$7,800.00) and the Museum (\$8,500.00) are annual operational obligations of the Town. With the demise of Act 68 the activities of Vt. Coalition of Municipalities has decreased substantially

CAPITAL

Expense: Vehicle replacement include a 1983 plow truck.
Fletcher Fields needs continued attention.
The highway garage is scheduled to be painted.
The Municipal computer system upgrades.
A building addition at the transfer station and removal of the trailer.
Misc. expense related to the bike path project. Projected construction FY06.

Income: Transfer of \$25,000.00 from the Highway Equipment Fund.

ARTICLES

Tuesday, March 02, 2004 (Australian Ballot) 10AM to 7PM

#1: Elect Town Officers

- (1) Selectman-3 year term
- (1) Selectman-1 year term
- (1) Selectman- 1 year term
- (1) Trustee of Public Funds-3 year term
- (1) Board of Cemetery Commissioner- 5 year term
- (1) Board of Listers- 3 year term
- (1) Moderator- 1 year term
- (1) 1st Constable- 1year term
- (1) Town Agent- 1 year term

#2 Consider an amendment: to the "Town of Ludlow Zoning and Flood Hazard Regulations" creating a new zoning district called "Jackson Gore Recreational District" (see warning for details)

Monday March 1st, 2004—7PM

#3 Self-explanatory

#4 Selectmen-- \$1,500.00/ year
Cemetery Commissioners-- \$500.00/ year
Trustees of Public Funds-- \$300.00/ year

#5 Self-explanatory

#6 Self-explanatory

#7 Self-explanatory

#8 FY 2004 Fund balance \$35,639.00. After FY2005 purchase (\$25,000.00) new balance would be \$40,639.00.
Purpose of fund: replacement vehicles and equipment

#9 Fund balance after FY 2004 purchase \$134,372.00 (\$51,254.00 net cost of new truck after Jackson Gore contribution). New balance would be \$154,372.00
Purpose of fund: Periodic replacement of vehicles and equipment.

- #10 FY 2004 fund balance \$97,117.00. New balance would be \$102,117.00
Purpose of fund: periodic replacement of vehicles and equipment.
- #11 FY2004 fund balance after cruiser and Public Safety Building expense \$24,525.00
new balance would be \$29,525.00
Purpose of fund: periodic replacement of equipment
- #12 FY 2004 fund balance \$5,000.00 New balance would be \$10,000.00
Purpose of fund: replace equipment
- #13 In addition to the original bus purchase from the school system a fund will be needed to replace older vehicles on a continuing basis.
- #14 FY 2004 fund balance after proposed expenditures \$10,361.00 New balance would be \$ 25,361.00
Purpose of fund: Improvements and large repairs of Recreational facilities including equipment.
- #15 FY 2004 fund balance \$71,202.00 New balance would be \$86,202.00
Purpose of the fund: Structure renovations to the Town Hall—including roof and brick work, new entrance on Depot Street, new 3rd. floor windows, painting on the main floor, basement work for better records storage, refurbishing the auditorium.
- #16 The Black River Academy Museum has numerous capital projects including ADA compliance in the near future.
- #17 The Black River Senior Center operational expenses have been funded by the Town for several years.
- #18 Stepping Stones Preschool as a non-profit raises 20 % of their operating budget and are requesting Town support in that effort. This is an effort to keep tuitions as low as possible for community youngsters.
- #19 The Black River Area Community Coalition is seeking seed money to take a pro-active approach to substance abuse and violence in our Town by promoting a healthy, involved community supporting all youth in safe environments.
- #20 Self explanatory.

**TOWN OF LUDLOW
FY2005 BUDGET**

DEPARTMENT	EXPENDITURE	INCOME	REVENUE FROM TAXES
AMBULANCE	123,610.00	179,000.00	.00
ADMINISTRATION	185,165.00	95,700.00	89,465.00
APPROPRIATIONS	106,928.00	.00	106,928.00
BUILDINGS & GROUNDS	72,068.00	200.00	71,868.00
CEMETERY	87,488.00	12,900.00	74,588.00
DEBT MANAGEMENT	118,051.00	.00	118,051.00
INSURANCE	90,000.00	14,000.00	76,000.00
INTERGOVERNMENT	129,179.00	.00	129,179.00
FIRE DEPARTMENT	123,708.00	.00	123,708.00
HIGHWAY DEPARTMENT	637,915.00	166,300.00	471,615.00
LISTERS	176,550.00	50,919.00	125,631.00
PLANNING & ZONING	128,226.00	32,200.00	96,026.00
POLICE DEPARTMENT	572,775.00	50,500.00	522,275.00
RECREATIONS & PARKS	242,581.26	61,250.00	181,331.26
SOLID WASTE	137,785.00	91,000.00	292,785.00
TOWN CLERK/TREASURER	130,294.00	116,900.00	13,394.00
TRANSIT SYSTEM	256,181.00	14,500.00	241,681.00
CAPITAL PURCHASES	127,500.00	80,000.00	47,500.00
ARTICLES	179,000.00	.00	179,000.00
TOTALS	3,508,428.26	836,369.00	2,961,025.26

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
AMBULANCE					
301-27-10.00	Attendants	\$ 35,000.00	\$ 22,975.25	\$ 24,000.00	\$ 29,000.00
301-27-10.05	Drivers	\$ 17,500.00	\$ 10,738.00	\$ 11,000.00	\$ 13,500.00
301-27-10.10	Coordinator	\$ 1,875.00	\$ 1,875.00	\$ 5,000.00	\$ 6,000.00
301-27-15.00	FICA	\$ 4,160.00	\$ 2,766.24	\$ 3,060.00	\$ 3,710.00
301-27-1900	Services	\$ 5,000.00	\$ 3,432.83	\$ 10,000.00	\$ 10,000.00
301-27-19.03	Ambulance Intercept	\$ -	\$ 8,600.00	\$ -	\$ -
301027-19.05	LP 10 Contract	\$ -	\$ -	\$ -	\$ -
301-27-20.00	Gas/Oil	\$ 5,000.00	\$ 1,604.63	\$ 2,000.00	\$ 2,500.00
301-27-23.00	Computer	\$ 200.00	\$ 137.15	\$ 1,500.00	\$ 500.00
301-27-25.05	Radios	\$ 1,000.00	\$ 3,030.00	\$ 3,000.00	\$ 5,000.00
301-27-29.00	Dues	\$ 200.00	\$ 50.00	\$ 100.00	\$ 100.00
301-27-30.00	Insurances	\$ 9,824.00	\$ 11,549.79	\$ 10,500.00	\$ 11,400.00
301-27-33.00	Hepatitis Shots	\$ 500.00	\$ 296.00	\$ 500.00	\$ 500.00
301-27-38.00	Equipment	\$ 3,000.00	\$ 2,968.26	\$ 4,500.00	\$ 5,000.00
301-27-45.00	Legal	\$ 200.00	\$ -	\$ 200.00	\$ 200.00
301-27-51.00	Supplies	\$ 6,000.00	\$ 11,105.69	\$ 10,000.00	\$ 10,000.00
301-27-57.00	Training/Drills	\$ 10,000.00	\$ 6,043.80	\$ 10,000.00	\$ 10,000.00
301-27-60.00	Vehicle Maintenance	\$ 4,500.00	\$ 2,559.06	\$ 4,000.00	\$ 8,000.00
301-27-69.00	Mileage	\$ 200.00	\$ -	\$ 200.00	\$ 200.00
301-27-70.00	New Vehicle	\$ -	\$ -	\$ -	\$ -
301-27-73.00	Fire Standby	\$ 500.00	\$ 24.00	\$ 500.00	\$ 500.00
301-27-81.00	Reserve	\$ -	\$ -	\$ -	\$ -
	Utilities and Services	\$ -	\$ -	\$ -	\$ 2,500.00
301-27-83.00	Miscellaneous Cash Expense	\$ -	\$ -	\$ -	\$ -
301-27-84.00	Community Projects	\$ 1,500.00	\$ -	\$ 1,000.00	\$ 1,000.00
301-27-87.00	Bad Debt	\$ -	\$ -	\$ -	\$ -
301-27-99.00	Refund	\$ 300.00	\$ 1,087.74	\$ 1,500.00	\$ 1,500.00
301-27-99.01	Bldg Repair/Maintenance	\$ 2,500.00	\$ 436.00	\$ 2,500.00	\$ 2,500.00
Total AMBULANCE		\$ 108,959.00	\$ 91,279.44	\$ 105,060.00	\$ 123,610.00

Revenue					
301-06-15.05	Calls	\$ 106,859.00	\$ 173,610.29	\$ 125,000.00	\$ 175,000.00
301-06-15.10	Interest	\$ -	\$ 1,382.65	\$ 2,000.00	\$ 2,000.00
301-06-15.15	Plymouth	\$ 2,000.00	\$ -	\$ 2,000.00	\$ 2,000.00
301-06-15.25	Donations	\$ 100.00	\$ -	\$ -	\$ -
301-06-15.30	Reserve Savings Donations	\$ -	\$ -	\$ -	\$ -
301-06-15.99	Miscellaneous	\$ -	\$ -	\$ -	\$ -
Total AMBULANCE		\$ 108,959.00	\$ 174,992.94	\$ 129,000.00	\$ 179,000.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
ADMINISTRATION					
100-10-10.00	Manager	\$ 33,560.00	\$ 36,870.66	\$ 34,902.00	\$ 40,950.00
100-10-10.05	Clerks	\$ 47,906.00	\$ 49,886.61	\$ 49,822.00	\$ 51,815.00
100-10-10.06	Recording Secretary	\$ 1,500.00	\$ 275.00	\$ 1,500.00	\$ 1,500.00
100-10-10.10	Selectmen	\$ 5,000.00	\$ 5,000.00	\$ 7,500.00	\$ 7,500.00
100-10-10.15	Health Officer	\$ 2,500.00	\$ 2,555.16	\$ 2,500.00	\$ 2,500.00
100-10-12.00	Pension	\$ 4,562.00	\$ 3,133.27	\$ 4,745.00	\$ 5,195.00
100-10-12.20	Insurances	\$ 17,526.00	\$ 19,313.19	\$ 20,150.00	\$ 24,180.00
100-10-15.00	FICA	\$ 6,921.00	\$ 8,525.36	\$ 6,979.00	\$ 7,785.00
100-10-19.00	Humane Society	\$ 200.00	\$ -	\$ 200.00	\$ 200.00
100-10-21.00	Audit	\$ 6,000.00	\$ 4,500.00	\$ 6,000.00	\$ 5,600.00
100-10-22.00	VLCT Dues	\$ 1,592.00	\$ 1,742.00	\$ 1,595.00	\$ 2,090.00
100-10-23.00	Computer	\$ 3,500.00	\$ 2,131.32	\$ 2,500.00	\$ 2,500.00
100-10-28.00	Dog Warrants	\$ 300.00	\$ 700.00	\$ 300.00	\$ 600.00
100-10-29.00	Memberships	\$ 500.00	\$ -	\$ 500.00	\$ 500.00
100-10-38.00	Equipment	\$ 2,500.00	\$ 922.02	\$ 2,500.00	\$ 2,500.00
100-10-45.00	Legal	\$ 4,500.00	\$ 5,485.00	\$ 4,500.00	\$ 5,000.00
100-10-51.00	Office Supply	\$ 5,000.00	\$ 4,297.52	\$ 5,000.00	\$ 5,000.00
100-10-56.00	Advertising	\$ 1,000.00	\$ 629.80	\$ 1,000.00	\$ 1,000.00
100-10-56.05	Town Reports	\$ 5,500.00	\$ 4,465.00	\$ 5,500.00	\$ 5,500.00
100-10-57.00	Training/Conferences	\$ 1,000.00	\$ 2,196.44	\$ 1,000.00	\$ 2,000.00
100-10-57.05	Mileage	\$ 2,000.00	\$ 466.21	\$ 1,000.00	\$ 1,000.00
100-10-57.10	Safety Programs	\$ 3,000.00	\$ 175.78	\$ 3,000.00	\$ 3,000.00
100-10-58.00	Telephone	\$ 2,500.00	\$ 2,030.76	\$ 2,500.00	\$ 2,500.00
100-10-59.00	Copier	\$ 5,000.00	\$ 576.96	\$ 5,000.00	\$ 1,250.00
100-10-65.00	Tax Abatements	\$ -	\$ 1,593.24	\$ -	\$ -
100-10-65.05	Tax Interest Abate	\$ -	\$ 5.78	\$ -	\$ -
100-10-65.10	Tax Penalty Abate	\$ -	\$ -	\$ -	\$ -
100-10-65.15	Tax Other Abate	\$ -	\$ -	\$ -	\$ -
100-10-95.00	Fire Department	\$ -	\$ -	\$ -	\$ -
100-10-96.00	Web Page Maint	\$ -	\$ -	\$ 3,000.00	\$ 3,500.00
100-10-99.00	Miscellaneous	\$ -	\$ -	\$ -	\$ -
Total ADMINISTRATION		\$ 163,567.00	\$ 157,477.08	\$ 173,193.00	\$ 185,165.00
Revenue:					
100-06-10.05	Delinquent Taxes	\$ 150,000.00		\$ 150,000.00	\$ -
100-06-10.06	Town Delinquent Tax Int	\$ -	\$ 24,608.40	\$ -	\$ 25,000.00
100-06-10.07	Town Delinquent Tax Pen	\$ -	\$ 36,464.48	\$ -	\$ 30,000.00
100-06-10.08	Town Delinquent Tax Other	\$ -	\$ 17.95	\$ -	\$ -
100-06-10.09	Tax Sale	\$ -	\$ -	\$ -	\$ -
100-06-10.10	RR Tax	\$ 500.00	\$ 739.20	\$ 550.00	\$ 550.00
100-06-10.15	Stearns Pit	\$ 32,500.00	\$ 34,550.00	\$ 34,000.00	\$ 36,500.00
100-06-10.20	Septic Permits	\$ 1,600.00	\$ 4,245.00	\$ 2,000.00	\$ 3,500.00
100-06-10.23	Copier Fees	\$ 50.00	\$ 1.85	\$ 50.00	\$ 50.00
100-06-10.30	Phone Reimbursements	\$ -	\$ -	\$ -	\$ -
100-06-10.31	Insurance Reimbursements	\$ -	\$ -	\$ -	\$ -
100-06-10.35	Town Reports	\$ -	\$ -	\$ -	\$ -
100-06-10.40	Town Postage Funds	\$ -	\$ -	\$ -	\$ -
100-06-10.43	Dog Impoundment Fees	\$ -	\$ 70.00	\$ -	\$ -
100-06-10.99	Miscellaneous	\$ 100.00	\$ 214.69	\$ 100.00	\$ 100.00
Total ADMINISTRATION		\$ 184,750.00	\$ 100,911.57	\$ 186,700.00	\$ 95,700.00
TO BE RAISED IN TAXES		\$ (21,183.00)	\$ 56,565.51	\$ (13,507.00)	\$ 89,465.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
APPROPRIATIONS					
100-71-97.05	Nurse Service	\$ 14,330.00	\$ 14,330.00	\$ 14,760.00	\$ 14,760.00
100-71-97.10	Library	\$ 17,800.00	\$ 18,042.68	\$ 7,800.00	\$ 7,800.00
100-71-97.11	Library Operations	\$ -	\$ -	\$ 25,000.00	\$ 25,000.00
100-71-97.15	Library/School Books	\$ 9,350.00	\$ 7,435.55	\$ 9,500.00	\$ 9,500.00
100-71-97.20	VLCT	\$ -	\$ -	\$ -	\$ -
100-71-97.25	Welfare	\$ 250.00	\$ 118.00	\$ 250.00	\$ 250.00
100-71-97.30	Aiken R,C&D	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
100-71-97.35	VT Green-Up	\$ 150.00	\$ 226.16	\$ 150.00	\$ 250.00
100-71-97.40	Museum	\$ 8,331.00	\$ 7,569.52	\$ 8,331.00	\$ 8,500.00
100-72-98.05	SEVCA	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
100-72-98.10	Mental Health	\$ 2,537.00	\$ 2,537.00	\$ 2,537.00	\$ 2,537.00
100-72-98.11	Assoc Retarded Citizens	\$ -	\$ -	\$ 800.00	\$ 500.00
100-72-98.15	New Beginnings	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
100-72-98.20	Senior Center	\$ 7,500.00	\$ 8,299.91	\$ 7,500.00	\$ 8,000.00
100-72-98.30	RSVP	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00
100-72-98.35	Youth Services	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00
100-72-98.48	Windsor County Partners	\$ 200.00	\$ 200.00	\$ 200.00	\$ 500.00
100-72-98.49	BR Good Neighbors	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
100-72-98.50	Springfield Area Hospice	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00
100-72-98.55	VTG Coalition of Municipal	\$ 8,190.00	\$ 8,190.00	\$ 6,904.00	\$ 250.00
100-72-98.58	VCIL	\$ 360.00	\$ 360.00	\$ 360.00	\$ 360.00
100-72-98.60	Adult Basic Ed	\$ 400.00	\$ 400.00	\$ 400.00	\$ 400.00
100-72-98.62	Education Operations	\$ 15,290.00	\$ 15,290.00	\$ 15,500.00	\$ 17,271.00
100-72-98.66	Windsor County Ct Diversion	\$ -	\$ -	\$ 2,500.00	\$ 2,500.00
	LPCTV				\$ 1,500.00
100-72-98.68	Rockingham Area Land Trust	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00
Total APPROPRIATIONS		\$ 90,238.00	\$ 88,548.82	\$ 109,542.00	\$ 106,928.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
BUILDINGS & GROUNDS					
100-11-10.00	Janitor	\$ 22,100.00	\$ 24,747.48	\$ 23,000.00	\$ 24,750.00
100-11-12.00	Pension	\$ 1,238.00	\$ 1,240.88	\$ 1,288.00	\$ 1,300.00
100-11-12.20	Insurances	\$ 7,179.00	\$ 8,366.75	\$ 8,100.00	\$ 9,720.00
100-11-15.00	FICA	\$ 1,691.00	\$ 1,893.17	\$ 1,760.00	\$ 1,798.00
100-11-20.00	Fuel Oil	\$ 6,600.00	\$ 8,374.23	\$ 7,000.00	\$ 7,500.00
100-11-25.00	Equipment	\$ 1,500.00	\$ 3,075.17	\$ 3,000.00	\$ 3,000.00
100-11-32.00	Parks/Bandstand	\$ 7,500.00	\$ 1,006.83	\$ 2,500.00	\$ 2,500.00
100-11-33.00	Jewell Brook Water	\$ -	\$ -	\$ -	\$ -
100-11-35.00	Utilities/Services	\$ 5,500.00	\$ 8,169.19	\$ 5,500.00	\$ 7,500.00
100-11-38.00	Supplies	\$ 1,000.00	\$ 550.31	\$ 1,000.00	\$ 1,000.00
100-11-60.00	Repair/Maintenance	\$ 5,000.00	\$ 9,945.20	\$ 6,500.00	\$ 8,000.00
100-11-60.05	Renovations	\$ 1,000.00	\$ -	\$ 3,000.00	\$ 3,000.00
100-11-60.06	Truck Lease	\$ 2,000.00	\$ -	\$ 2,000.00	\$ 2,000.00
Total BUILDINGS & GROUNDS		\$ 62,308.00	\$ 67,369.21	\$ 64,648.00	\$ 72,068.00
	Revenue				
100-06-20.05	Town Hall Rents	\$ -	\$ -	\$ 200.00	\$ 200.00
100-06-20.99	Miscellaneous	\$ -	\$ -	\$ -	\$ -
Total BUILDINGS & GROUNDS		\$ -	\$ -	\$ 200.00	\$ 200.00
TO BE RAISED IN TAXES		\$ 62,308.00	\$ 67,369.21	\$ 64,448.00	\$ 71,868.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
CEMETERY DEPARTMENT					
100-51-10.05	Labor	\$ 37,286.00	\$ 32,832.35	\$ 38,800.00	\$ 40,350.00
100-51-10.10	Commission	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
100-51-12.00	Pension	\$ 1,044.00	\$ 1,033.82	\$ 1,100.00	\$ 1,300.00
100-51-12.20	Insurance Deductible	\$ 400.00	\$ 210.09	\$ 550.00	\$ 500.00
100-51-12.25	Insurances	\$ 3,739.00	\$ 3,970.95	\$ 4,300.00	\$ 5,160.00
100-51-15.00	FICA	\$ 2,852.00	\$ 2,698.10	\$ 3,159.00	\$ 3,278.00
100-51-20.00	Gas/Oil	\$ 1,200.00	\$ 467.75	\$ 1,400.00	\$ 1,500.00
100-51-23.00	Computer Fee	\$ -	\$ -	\$ -	\$ -
100-51-25.00	Equipment/Maintenance	\$ 1,500.00	\$ 2,174.79	\$ 2,000.00	\$ 3,500.00
100-51-25.05	Tools/Equipment	\$ 3,000.00	\$ 6,504.64	\$ 4,000.00	\$ 4,200.00
100-51-30.00	Insurance	\$ 3,470.00	\$ 4,333.70	\$ 4,000.00	\$ 4,200.00
100-51-35.10	Utilities	\$ 1,200.00	\$ 1,154.77	\$ 1,200.00	\$ 1,500.00
100-51-38.00	Flowers	\$ 400.00	\$ 272.00	\$ 400.00	\$ 400.00
100-51-41.00	Sand/Top Soil	\$ 300.00	\$ -	\$ 300.00	\$ 300.00
100-51-45.00	Legal	\$ 100.00	\$ -	\$ 100.00	\$ 100.00
100-51-60.00	Supplies/Repairs	\$ 3,000.00	\$ 2,565.84	\$ 3,000.00	\$ 3,000.00
100-51-60.05	South Hill Cemetery	\$ -	\$ 75.00	\$ -	\$ 100.00
100-51-60.10	Truck Maintenance	\$ 900.00	\$ 1,065.78	\$ 1,100.00	\$ 1,100.00
100-51-76.00	Land Clearing	\$ -	\$ -	\$ -	\$ -
100-51-78.00	Water Line Replacement	\$ 1,200.00	\$ 175.71	\$ 2,000.00	\$ 1,500.00
100-51-78.01	Land Site Work	\$ 6,000.00	\$ 5,958.50	\$ 8,000.00	\$ 8,000.00
100-51-78.02	Retreatment	\$ 5,000.00	\$ -	\$ 5,000.00	\$ 5,000.00
	Total CEMETERY DEPARTMENT	\$ 75,091.00	\$ 67,993.79	\$ 82,909.00	\$ 87,488.00
Revenue:					
100-06-25.05	Vault	\$ 500.00	\$ 300.00	\$ 500.00	\$ 500.00
100-06-25.10	Lots	\$ 1,000.00	\$ 1,200.00	\$ 1,000.00	\$ 1,000.00
100-06-25.15	Burials & Liners	\$ 6,000.00	\$ 6,175.00	\$ 6,000.00	\$ 6,000.00
100-06-25.20	Care	\$ 1,000.00	\$ 568.00	\$ 500.00	\$ 500.00
100-06-25.25	Foundations	\$ 600.00	\$ 422.50	\$ 600.00	\$ 600.00
100-06-25.30	Trustees of Public Funds	\$ 5,000.00	\$ 8,000.00	\$ 4,000.00	\$ 4,000.00
100-06-25.35	Comers, etc.	\$ 500.00	\$ 320.00	\$ 300.00	\$ 300.00
100-06-25.40	Interest	\$ -	\$ -	\$ -	\$ -
100-06-25.45	Town Appropriation	\$ -	\$ -	\$ -	\$ -
100-06-25.99	Miscellaneous	\$ -	\$ 338.50	\$ -	\$ -
	Total CEMETERY DEPARTMENT	\$ 14,600.00	\$ 17,324.00	\$ 12,900.00	\$ 12,900.00
	TO BE RAISED IN TAXES	\$ 60,491.00	\$ 50,669.79	\$ 70,009.00	\$ 74,588.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
DEBT MANAGEMENT					
100-80-91.05	Aerial Bond	\$ 22,500.00	\$ 21,622.13	\$ 20,400.00	\$ 20,362.00
100-80-91.08	Interest Notes Payable	\$ -	\$ 2,855.99	\$ -	\$ -
100-80-91.15	Deferred Compensation	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
100-80-91.20	Ambulance Loan	\$ -	\$ -	\$ -	\$ -
100-80-91.22	Sr Ctr. Renovation Bond	\$ 23,000.00	\$ 22,128.26	\$ 21,500.00	\$ 21,447.00
	Public Safety Building Bond	\$ -	\$ -	\$ -	\$ 33,592.00
100-80-91.23	Real Estate Purchase	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
	Highway Vehicle Note				\$ 12,650.00
100-80-91.25	Disp/Comp Note	\$ -	\$ -	\$ -	\$ -
100-80-91.30	RACLT/DCH Payments	\$ -	\$ 3,257.00	\$ -	\$ -
Total DEBT MANAGEMENT		\$ 75,500.00	\$ 79,863.38	\$ 71,900.00	\$ 118,051.00

INSURANCE					
100-73-30.05	Unemployment	\$ 7,166.00	\$ 6,634.60	\$ 7,000.00	\$ 5,000.00
100-73-30.10	Workman's Comp	\$ 26,100.00	\$ 27,262.38	\$ 25,000.00	\$ 25,000.00
100-73-30.15	Municipal Officers	\$ 2,689.00	\$ 2,971.00	\$ 2,971.00	\$ 3,000.00
100-73-30.20	Vehicle/Fire/Liab	\$ 16,307.00	\$ 16,859.00	\$ 17,000.00	\$ 17,000.00
100-73-30.25	Deductibles	\$ 20,000.00	\$ 29,770.39	\$ 20,000.00	\$ 30,000.00
100-73-30.30	Cobra	\$ 12,000.00	\$ 11,550.00	\$ 10,000.00	\$ 10,000.00
Total INSURANCE		\$ 84,262.00	\$ 95,047.37	\$ 81,971.00	\$ 90,000.00
Revenue:					
100-06-55.05	Workman's Comp	\$ -	\$ -	\$ -	\$ -
100-06-55.10	Refunds	\$ 500.00	\$ 251.68	\$ 500.00	\$ 500.00
100-06-55.15	COBRA Reimbursements	\$ 10,000.00	\$ 11,550.00	\$ 10,000.00	\$ 10,000.00
	Employee Contributions	\$ -	\$ -	\$ -	\$ 3,500.00
100-06-55.99	Miscellaneous	\$ -	\$ -	\$ -	\$ -
Total INSURANCE		\$ 10,500.00	\$ 11,801.68	\$ 10,500.00	\$ 14,000.00
TO BE RAISED IN TAXES		\$ 73,762.00	\$ 83,245.69	\$ 71,471.00	\$ 76,000.00

INTER GOVERNMENTAL					
100-70-26.00	County Tax	\$ 82,109.00	\$ 82,108.13	\$ 86,739.52	\$ 91,179.00
100-70-90.00	3/5 Highway Tax	\$ 22,965.00	\$ 22,965.00	\$ 23,000.00	\$ 38,000.00
100-70-90.05	Legal - Coalition	\$ -	\$ -	\$ -	\$ -
Total INTER GOVERNMENTAL		\$ 105,074.00	\$ 105,073.13	\$ 109,739.52	\$ 129,179.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
FIRE DEPARTMENT					
100-24-10.00	Chief	\$ 8,760.00	\$ 8,448.00	\$ 8,760.00	\$ 8,760.00
100-24-10.05	Payroll	\$ 35,000.00	\$ 27,415.00	\$ 35,000.00	\$ 35,000.00
100-24-15.00	FICA	\$ 3,348.00	\$ 2,669.49	\$ 3,348.00	\$ 3,348.00
100-24-20.00	Fuel Oil	\$ 4,500.00	\$ 3,441.27	\$ 4,500.00	\$ 4,000.00
100-24-30.00	Insurance	\$ 12,372.00	\$ 14,659.37	\$ 12,372.00	\$ 15,000.00
100-24-33.00	Hepatitis Shots	\$ 500.00	\$ -	\$ 500.00	\$ 500.00
100-24-35.00	Utilities/Services	\$ 4,000.00	\$ 4,420.96	\$ 4,000.00	\$ 4,500.00
100-24-38.00	Supplies	\$ 1,000.00	\$ 77.38	\$ 1,000.00	\$ 1,000.00
100-24-57.00	Training	\$ 3,000.00	\$ 2,528.00	\$ 3,000.00	\$ 3,000.00
100-24-58.00	Telephone	\$ 800.00	\$ 1,463.97	\$ 800.00	\$ 1,500.00
100-24-60.00	Repair/Maintenance	\$ 7,000.00	\$ 2,583.38	\$ 7,000.00	\$ 7,000.00
100-24-70.05	Diesel Fuel/Gas	\$ 1,000.00	\$ 449.04	\$ 1,000.00	\$ 600.00
100-24-74.00	Protective Gear	\$ 12,500.00	\$ -	\$ 12,500.00	\$ 12,500.00
100-24-87.00	Equipment/Trucks	\$ 25,000.00	\$ 8,301.99	\$ 25,000.00	\$ 25,000.00
100-24-87.01	Air Pack Maint	\$ 2,000.00	\$ -	\$ 2,000.00	\$ 2,000.00
100-24-87.02	New Radio System	\$ -	\$ -	\$ 25,500.00	\$ -
Total FIRE DEPARTMENT		\$ 120,780.00	\$ 76,457.85	\$ 146,280.00	\$ 123,708.00

Revenues:					
100-06-45.45	Donations	\$ -	\$ -	\$ -	\$ -
100-06-45.96	Insurance Chargeback	\$ 500.00	\$ -	\$ -	\$ -
100-06-45.97	False Alarm	\$ -	\$ -	\$ -	\$ -
100-06-45.98	Grant	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -
100-06-45.99	Miscellaneous	\$ -	\$ 14.90	\$ -	\$ -
Total FIRE		\$ 1,500.00	\$ 14.90	\$ 1,000.00	\$ -
TO BE RAISED IN TAXES		\$ 119,280.00	\$ 76,442.95	\$ 145,280.00	\$ 123,708.00

	BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05	
HIGHWAY DEPARTMENT					
100-30-10.00	Salaries	\$ 133,900.00	\$ 150,559.00	\$ 139,260.00	\$ 144,830.00
100-30-10.05	Overtime	\$ 23,000.00	\$ 30,989.49	\$ 23,920.00	\$ 25,000.00
100-30-12.00	Pension	\$ 8,786.00	\$ 9,052.26	\$ 9,138.00	\$ 9,510.00
100-30-12.20	Insurances	\$ 23,025.00	\$ 25,374.38	\$ 26,475.00	\$ 31,700.00
100-30-15.00	FICA	\$ 12,000.00	\$ 12,489.98	\$ 12,485.00	\$ 13,000.00
100-30-19.00	Professional Services	\$ 500.00	\$ -	\$ 500.00	\$ 500.00
100-30-20.00	Garage Fuel	\$ 8,000.00	\$ 6,666.01	\$ 6,000.00	\$ 6,700.00
100-30-20.10	Senior Gas	\$ 7,000.00	\$ 1,673.41	\$ -	\$ -
100-30-25.00	Supplies/Tools	\$ 1,000.00	\$ 1,274.19	\$ 1,375.00	\$ 1,375.00
100-30-35.00	Utilities/Services	\$ 4,000.00	\$ 3,634.25	\$ 4,500.00	\$ 4,500.00
100-30-35.05	Street Lights	\$ 13,000.00	\$ 19,927.03	\$ 16,000.00	\$ 20,000.00
100-30-40.00	Winter Sand	\$ 20,000.00	\$ 15,603.07	\$ 20,000.00	\$ 20,000.00
100-30-40.05	Winter Salt	\$ 50,000.00	\$ 68,870.56	\$ 55,000.00	\$ 55,000.00
100-30-40.10	Winter Supplies	\$ 9,000.00	\$ 5,158.44	\$ 8,000.00	\$ 8,000.00
100-30-41.00	Gravel	\$ 5,000.00	\$ -	\$ 5,700.00	\$ 3,000.00
100-30-42.00	Rentals	\$ 4,000.00	\$ 2,010.17	\$ 4,000.00	\$ 4,000.00
100-30-50.00	Uniforms	\$ 3,600.00	\$ 4,278.08	\$ 4,000.00	\$ 4,000.00
100-30-53.00	Asphalt	\$ 4,700.00	\$ 213.85	\$ 3,700.00	\$ 3,700.00
100-30-53.05	Cold Patch	\$ 1,700.00	\$ 1,984.06	\$ 1,700.00	\$ 1,700.00
100-30-53.10	Retreatment	\$ 60,000.00	\$ 59,642.33	\$ 60,000.00	\$ 65,000.00
100-30-54.00	Culverts	\$ 3,500.00	\$ 2,050.00	\$ 3,500.00	\$ 3,500.00
100-30-55.00	Bridges	\$ 45,000.00	\$ 428,112.80	\$ 55,000.00	\$ 70,000.00
100-30-57.00	Training	\$ 750.00	\$ 937.05	\$ 750.00	\$ 1,000.00
100-30-58.00	Telephone	\$ 1,700.00	\$ 1,946.83	\$ 2,000.00	\$ 2,000.00
100-30-59.00	Computer	\$ 1,000.00	\$ -	\$ 500.00	\$ 500.00
100-30-60.00	Garage Maintenance	\$ 2,000.00	\$ 3,914.19	\$ 3,000.00	\$ 3,000.00
100-30-60.05	Vehicle Maintenance	\$ 26,000.00	\$ 38,067.59	\$ 31,000.00	\$ 40,000.00
100-30-61.00	Signs-Lines-Rails+B3	\$ 7,000.00	\$ 2,938.32	\$ 8,600.00	\$ 8,600.00
100-30-66.00	Chloride	\$ 8,000.00	\$ 5,155.92	\$ 11,400.00	\$ 11,700.00
100-30-76.00	Trees/Brush	\$ 1,750.00	\$ 40.00	\$ 500.00	\$ 500.00
100-30-84.00	Summer Construction	\$ 40,000.00	\$ 17,355.33	\$ 40,000.00	\$ 40,000.00
100-30-87.00	Vehicle Ops	\$ 20,000.00	\$ 15,772.08	\$ 20,000.00	\$ 20,000.00
100-30-99.01	Lease Payments	\$ 15,600.00	\$ 15,391.82	\$ 15,600.00	\$ 15,600.00
Total HIGHWAY DEPARTMENT		\$ 564,511.00	\$ 951,282.49	\$ 593,603.00	\$ 637,915.00

Revenue:					
100-06-50.05	State Aid	\$ 72,000.00	\$ 85,076.60	\$ 75,000.00	\$ 85,000.00
100-06-50.10	Stearns Lease	\$ -	\$ -	\$ -	\$ -
100-06-50.15	School / Senior Gas	\$ 7,000.00	\$ 6,907.43	\$ -	\$ -
100-06-50.25	Bridges	\$ 30,000.00	\$ 401,181.00	\$ 30,000.00	\$ 56,000.00
100-06-50.30	Fuel Tax Refund	\$ -	\$ -	\$ -	\$ -
100-06-50.35	Town Highway Vendor	\$ -	\$ -	\$ -	\$ -
100-06-50.36	Access Permit	\$ -	\$ 45.00	\$ -	\$ -
100-06-50.37	Road Cut Permits	\$ 300.00	\$ 100.00	\$ 300.00	\$ 300.00
100-06-50.99	Miscellaneous	\$ 10,000.00	\$ 23,924.21	\$ 10,000.00	\$ 25,000.00
Total HIGHWAY		\$ 119,300.00	\$ 517,234.24	\$ 115,300.00	\$ 166,300.00
TO BE RAISED IN TAXES		\$ 445,211.00	\$ 434,048.25	\$ 478,303.00	\$ 471,615.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY04
LISTERS					
100-16-10.00	Salaries	\$ 51,500.00	\$ 55,966.31	\$ 60,500.00	\$ 60,750.00
100-16-15.00	FICA	\$ 3,940.00	\$ 4,281.48	\$ 4,628.00	\$ 4,650.00
100-16-19.00	Supplies/Services	\$ 1,600.00	\$ 2,188.75	\$ 1,600.00	\$ 1,600.00
100-16-23.00	Computer	\$ 2,000.00	\$ 284.48	\$ 2,000.00	\$ 2,000.00
100-16-27.00	License Fee	\$ 535.00	\$ 135.00	\$ 135.00	\$ 800.00
100-16-38.00	Equipment/Furniture	\$ 300.00	\$ 691.05	\$ 300.00	\$ 300.00
100-16-49.00	Data Collection	\$ -	\$ -	\$ -	\$ -
100-16-52.00	Postage	\$ 150.00	\$ 44.07	\$ 1,300.00	\$ 200.00
100-16-57.00	Training/Conference	\$ 1,000.00	\$ 435.00	\$ 1,000.00	\$ 1,000.00
100-16-58.00	Telephone	\$ 1,500.00	\$ 1,588.11	\$ 1,600.00	\$ 2,000.00
100-16-64.00	Property Map Update	\$ 3,500.00	\$ 2,772.28	\$ 4,000.00	\$ 3,000.00
100-16-69.00	Mileage	\$ 1,300.00	\$ 933.36	\$ 1,300.00	\$ 2,000.00
100-16-69.05	Reappraisal	\$ -	\$ -	\$ 75,000.00	\$ 93,250.00
100-16-69.06	Professional Services	\$ 3,000.00	\$ 968.48	\$ 3,000.00	\$ 3,000.00
100-16-69.07	Legal	\$ -	\$ -	\$ 2,000.00	\$ 2,000.00
Total LISTERS		\$ 70,325.00	\$ 70,288.37	\$ 158,363.00	\$ 176,550.00

Revenue:

100-06-65.05	Grand List	\$ 30.00	\$ 35.50	\$ 30.00	\$ 30.00
100-06-65.08	Act 60	\$ -	\$ -	\$ -	\$ -
100-06-65.10	Phone Reimbursement	\$ -	\$ -	\$ -	\$ -
100-06-65.12	State Reimb Appraisal	\$ -	\$ -	\$ -	\$ -
100-06-65.13	Accumulated Funds	\$ -	\$ -	\$ -	\$ -
100-06-65.14	AFMV Study Reimbursement	\$ -	\$ -	\$ -	\$ -
100-06-65.15	Grand List Maintenance	\$ -	\$ 3,386.00	\$ 3,601.00	\$ 3,639.00
100-06-65.18	Reappraisal	\$ -	\$ -	\$ 29,000.00	\$ 47,250.00
100-06-65.99	Miscellaneous	\$ 50.00	\$ -	\$ -	\$ -
Total LISTERS		\$ 80.00	\$ 3,421.50	\$ 32,631.00	\$ 50,919.00
TO BE RAISED IN TAXES		\$ 70,245.00	\$ 66,866.87	\$ 125,732.00	\$ 125,631.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
MUNICIPAL TRANSIT SYSTEM					
100-28-10.00	Transportation Super	\$ 14,825.00	\$ 10,120.00	\$ 12,000.00	\$ 12,600.00
100-28-10.05	Driver Salaries	\$ 72,000.00	\$ 81,034.86	\$ 98,000.00	\$ 111,096.00
100-28-10.10	Dispatcher	\$ -	\$ -	\$ -	\$ -
100-28-10.15	Overtime	\$ 5,000.00	\$ 14,658.03	\$ 10,800.00	\$ 25,000.00
100-28-10.20	Part Time Drivers	\$ 10,000.00	\$ 10,695.64	\$ -	\$ 5,000.00
100-28-12.00	Pension	\$ 6,500.00	\$ 5,037.89	\$ 6,160.00	\$ 8,327.00
100-28-12.20	Insurances	\$ 22,200.00	\$ 15,395.45	\$ 18,000.00	\$ 21,600.00
100-28-15.00	FICA	\$ 10,710.00	\$ 8,946.06	\$ 8,770.00	\$ 11,758.00
100-28-22.00	Dues & Fees	\$ 1,800.00	\$ 1,040.00	\$ 1,500.00	\$ 1,500.00
100-28-25.00	Equipment	\$ 2,000.00	\$ 1,278.00	\$ 2,000.00	\$ 2,000.00
100-28-29.00	Property/Liab Ins.	\$ 6,900.00	\$ 6,800.00	\$ 8,400.00	\$ 8,400.00
100-28-30.00	Workmens Comp	\$ 6,700.00	\$ 6,500.00	\$ 6,000.00	\$ 6,500.00
100-28-38.00	Supplies	\$ 3,000.00	\$ 3,264.05	\$ 3,000.00	\$ 3,000.00
100-28-40.00	Gasoline	\$ 415.00	\$ 3,058.07	\$ 4,000.00	\$ 4,000.00
100-28-57.00	Training	\$ 1,000.00	\$ 259.66	\$ 1,000.00	\$ 1,000.00
100-28-58.00	Telephone/Postage	\$ 1,850.00	\$ 1,731.69	\$ 1,200.00	\$ 1,400.00
100-28-60.00	Repairs	\$ 11,800.00	\$ 947.00	\$ 12,000.00	\$ 15,000.00
100-28-65.00	Maintenance	\$ 3,000.00	\$ 33,758.53	\$ 3,000.00	\$ 5,000.00
100-28-70.00	Deisel Fuel	\$ 11,000.00	\$ 7,016.21	\$ 9,400.00	\$ 9,400.00
100-28-70.01	Marketing	\$ -	\$ -	\$ 3,600.00	\$ 3,600.00
100-28-75.00	Bus Purchase	\$ 13,500.00	\$ -	\$ -	\$ -
Total MUN TRANSIT SYSTEM		\$ 204,200.00	\$ 211,541.14	\$ 208,830.00	\$ 256,181.00
Revenue:					
100-06-47.05	Charter	\$ -	\$ -	\$ 4,500.00	\$ 10,000.00
	Schools	\$ -	\$ -	\$ 4,500.00	\$ 4,500.00
Total MUN TRANSIT SYSTEM		\$ -	\$ -	\$ 9,000.00	\$ 14,500.00
TO BE RAISED IN TAXES		\$ 204,200.00	\$ 211,541.14	\$ 199,830.00	\$ 241,681.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
PLANNING SERVICES					
100-15-10.00	Director	\$ 28,500.00	\$ 1,046.15	\$ 7,500.00	\$ 7,500.00
100-15-10.02	Administrative Officer	\$ 31,000.00	\$ 26,924.97	\$ 27,937.00	\$ 29,050.00
100-15-10.05	Planning Board	\$ 4,000.00	\$ 1,651.72	\$ 4,200.00	\$ 4,200.00
100-15-10.10	Dev Rev Board	\$ 1,000.00	\$ 7,515.11	\$ 3,000.00	\$ 3,000.00
100-15-10.15	Secretary	\$ 16,000.00	\$ 16,475.85	\$ 17,140.00	\$ 17,820.00
100-15-10.20	Recording Secretary	\$ 5,500.00	\$ 7,106.28	\$ 7,000.00	\$ 4,000.00
100-15-10.21	Part Time Assistant	\$ 2,500.00	\$ -	\$ 6,000.00	\$ 7,000.00
100-15-12.00	Pension	\$ 3,052.00	\$ 2,167.50	\$ 2,525.00	\$ 2,596.00
100-15-12.20	Insurances	\$ 10,000.00	\$ 13,038.93	\$ 11,500.00	\$ 13,800.00
100-15-15.00	FICA	\$ 5,164.00	\$ 4,067.60	\$ 5,147.00	\$ 5,510.00
100-15-19.00	Professional Services	\$ 150.00	\$ -	\$ -	\$ -
100-15-19.05	Mapping Services	\$ 600.00	\$ 628.76	\$ 1,000.00	\$ 750.00
100-15-23.00	Computer	\$ 2,000.00	\$ 1,007.44	\$ 2,000.00	\$ 2,000.00
100-15-37.00	SWCRPC	\$ 2,449.00	\$ 2,449.00	\$ 2,449.00	\$ 2,500.00
100-15-38.00	Equipment	\$ 600.00	\$ 493.04	\$ 2,000.00	\$ 2,000.00
100-15-45.00	Legal	\$ 10,000.00	\$ 7,230.00	\$ 7,000.00	\$ 10,000.00
100-15-45.01	Legal - Litigation	\$ -	\$ 150.00	\$ -	\$ -
100-15-45.02	Legal - Enforcement	\$ -	\$ -	\$ -	\$ -
100-15-51.00	Supplies	\$ 2,500.00	\$ 3,424.61	\$ 3,000.00	\$ 6,000.00
100-15-56.00	Advertising	\$ 1,500.00	\$ 157.60	\$ 1,000.00	\$ 1,500.00
100-15-56.01	DRB Advertising	\$ -	\$ -	\$ 1,500.00	\$ 2,000.00
100-15-56.02	Planning Advertising	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00
100-15-57.00	Training/Conferences	\$ 300.00	\$ 342.00	\$ 300.00	\$ 400.00
100-15-58.00	Telephone	\$ 1,500.00	\$ 1,914.11	\$ 2,000.00	\$ 2,000.00
100-15-70.00	Trans Adv Com	\$ -	\$ -	\$ -	\$ -
100-15-71.00	GIS	\$ 700.00	\$ 100.00	\$ 700.00	\$ 500.00
100-15-72.00	E 911	\$ 1,000.00	\$ 414.75	\$ 20,000.00	\$ 2,500.00
100-15-99.00	Mileage & Expenses	\$ 500.00	\$ 567.32	\$ 500.00	\$ 600.00
100-15-99.01	Grants	\$ -	\$ 5,868.01	\$ -	\$ -
100-15-99.02	Refunds	\$ -	\$ -	\$ -	\$ -
100-15-99.03	Planning Grant	\$ -	\$ -	\$ -	\$ -
Total PLANNING		\$ 130,515.00	\$ 104,740.75	\$ 136,398.00	\$ 128,226.00

Revenue:					
100-06-70.05	Zoning Fees	\$ 15,000.00	\$ 21,532.45	\$ 20,000.00	\$ 18,000.00
100-06-70.10	Zoning Booklets	\$ 200.00	\$ 62.00	\$ 200.00	\$ 200.00
100-06-70.15	Zoning Hearings	\$ 4,000.00	\$ 10,925.00	\$ 6,000.00	\$ 7,000.00
100-06-70.20	Zoning Savings	\$ -	\$ -	\$ -	\$ -
100-06-70.21	Zoning Penalties	\$ -	\$ -	\$ -	\$ -
100-06-70.22	Sub Divisions	\$ -	\$ -	\$ -	\$ -
100-06-70.23	Bianchi Fees	\$ 5,500.00	\$ 5,110.00	\$ 8,000.00	\$ 6,000.00
100-06-70.25	Act 200	\$ -	\$ -	\$ -	\$ -
100-06-70.30	Grants	\$ -	\$ -	\$ -	\$ -
100-06-70.31	Municipal Planning Grant	\$ -	\$ -	\$ -	\$ -
100-06-70.32	Snow Event State Grant	\$ -	\$ -	\$ -	\$ -
100-06-70.35	Awarded Legal Fees	\$ 1,000.00	\$ -	\$ 1,000.00	\$ 1,000.00
100-06-70.99	Miscellaneous	\$ -	\$ -	\$ -	\$ -
Total PLANNING		\$ 25,700.00	\$ 37,629.45	\$ 35,200.00	\$ 32,200.00
TO BE RAISED IN TAXES		\$ 104,815.00	\$ 67,111.30	\$ 101,198.00	\$ 96,026.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
POLICE DEPARTMENT					
100-20-10.00	Police Duty	\$ 170,000.00	\$ 164,761.92	\$ 180,200.00	\$ 191,000.00
100-20-10.05	Special Officers	\$ 5,000.00	\$ 90.00	\$ 4,000.00	\$ 4,000.00
100-20-10.10	Traffic Control	\$ 11,000.00	\$ 8,803.49	\$ 11,000.00	\$ 11,000.00
100-20-10.15	Overtime	\$ 13,000.00	\$ 14,734.96	\$ 13,000.00	\$ 15,000.00
100-20-10.20	Dispatchers	\$ 106,000.00	\$ 86,907.53	\$ 106,000.00	\$ 115,000.00
100-20-10.25	PT Dispatchers	\$ 12,000.00	\$ 36,324.97	\$ 20,000.00	\$ 20,000.00
100-20-10.30	Dispatch Overtime	\$ 6,000.00	\$ 10,843.15	\$ 9,000.00	\$ 11,000.00
100-20-12.00	Pension	\$ 16,520.00	\$ 15,222.94	\$ 19,667.00	\$ 20,720.00
100-20-12.20	Insurances	\$ 51,000.00	\$ 70,648.06	\$ 59,000.00	\$ 84,200.00
100-20-15.00	FICA	\$ 24,710.00	\$ 24,418.07	\$ 26,867.00	\$ 28,305.00
100-20-19.00	Cleaning Allowance	\$ 2,700.00	\$ 1,950.00	\$ 2,700.00	\$ 2,700.00
100-20-23.00	Computer Services	\$ 3,500.00	\$ 5,224.58	\$ 9,000.00	\$ 9,000.00
100-20-35.00	Services/Advertising	\$ 1,250.00	\$ 1,635.90	\$ 1,250.00	\$ 1,250.00
100-20-35.05	LLBG Grant	\$ 1,260.00	\$ 550.03	\$ 1,100.00	\$ 1,100.00
100-20-38.00	Equipment/Supplies	\$ 7,000.00	\$ 6,128.82	\$ 7,000.00	\$ 7,000.00
100-20-38.03	Supplies Traffic	\$ -	\$ -	\$ -	\$ -
100-20-38.05	Radio Purchase	\$ 1,500.00	\$ -	\$ 1,500.00	\$ 1,500.00
100-20-50.00	Uniforms	\$ 3,500.00	\$ 3,863.26	\$ 3,500.00	\$ 3,500.00
100-20-57.00	Training	\$ 3,000.00	\$ 761.14	\$ 3,000.00	\$ 3,000.00
100-20-58.00	Telephone	\$ 6,500.00	\$ 4,820.41	\$ 7,000.00	\$ 6,000.00
100-20-60.00	Vehicle Maintenance	\$ 4,500.00	\$ 4,308.29	\$ 5,000.00	\$ 5,000.00
100-20-60.05	Radio Maintenance	\$ 1,500.00	\$ 1,145.95	\$ 1,000.00	\$ 1,000.00
100-20-70.00	Gas & Oil	\$ 7,000.00	\$ 8,743.56	\$ 8,000.00	\$ 9,000.00
100-20-75.00	Safety Fund	\$ -	\$ 2,428.80	\$ -	\$ -
100-20-77.00	Truck Enforce Grant	\$ -	\$ -	\$ -	\$ -
100-20-87.00	New Vehicle	\$ 27,000.00	\$ 19,642.26	\$ 20,000.00	\$ 20,000.00
	Heat Lights, Etc.	\$ -	\$ -	\$ -	\$ 2,500.00
100-20-99.00	Union Grievances	\$ 250.00	\$ -	\$ -	\$ -
100-20-99.01	Alarm Reg. Refunds	\$ -	\$ -	\$ -	\$ -
Total POLICE DEPARTMENT		\$ 485,690.00	\$ 493,958.09	\$ 518,784.00	\$ 572,775.00

Revenue:					
100-06-75.05	Plymouth Dispatch	\$ 1,000.00	\$ -	\$ 1,500.00	\$ 1,500.00
100-06-75.06	Cavendish EMS Dispatch	\$ -	\$ -	\$ 1,500.00	\$ 2,000.00
	Cavendish Fire Dispatch				\$ 1,500.00
100-06-75.10	Police Equipment Fund	\$ 27,000.00	\$ 19,513.00	\$ 20,000.00	\$ -
100-06-75.15	Special Events	\$ 500.00	\$ -	\$ 500.00	\$ 500.00
100-06-75.20	Traffic	\$ 9,000.00	\$ 11,028.87	\$ 10,000.00	\$ 12,500.00
100-06-75.25	Fines	\$ 8,500.00	\$ 8,163.71	\$ 8,500.00	\$ 8,500.00
100-06-75.30	Parking Fines	\$ 750.00	\$ 25.00	\$ 500.00	\$ 500.00
100-06-75.35	Alarm Registrations	\$ 500.00	\$ 2,985.00	\$ 500.00	\$ 2,000.00
100-06-75.40	False Alarm Fees	\$ -	\$ 540.00	\$ -	\$ 500.00
100-06-75.45	COPS Fast Grant	\$ -	\$ 34,653.56	\$ -	\$ -
100-06-75.50	LLEGB Grant	\$ 1,260.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
100-06-75.52	Windsor County Sheriff	\$ 6,000.00	\$ 7,500.00	\$ 12,500.00	\$ 20,000.00
100-06-75.55	Special Fund	\$ -	\$ -	\$ -	\$ -
100-06-75.60	Truck Enforcement Grant	\$ -	\$ -	\$ -	\$ -
100-06-75.99	Miscellaneous	\$ -	\$ 1,162.65	\$ -	\$ -
Total POLICE DEPARTMENT		\$ 54,510.00	\$ 86,571.79	\$ 56,500.00	\$ 50,500.00
TO BE RAISED IN TAXES		\$ 431,180.00	\$ 407,386.30	\$ 462,284.00	\$ 522,275.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
RECREATION DEPARTMENT					
100-60-10.00	Director	\$ 29,880.00	\$ 29,601.00	\$ 30,926.00	\$ 32,318.21
100-60-10.03	Camp Staff	\$ 24,000.00	\$ 20,857.79	\$ 24,000.00	\$ 26,400.00
100-60-10.05	Summer Labor	\$ 3,600.00	\$ 7,228.86	\$ 3,600.00	\$ 8,000.00
100-60-10.07	Winter Labor	\$ 2,750.00	\$ 9,187.75	\$ 8,624.00	\$ 9,000.00
100-60-10.20	Supervisor	\$ -	\$ -	\$ -	\$ -
100-60-10.25	Counselors	\$ 2,750.00	\$ 1,368.43	\$ -	\$ -
100-60-12.00	Pension	\$ 1,673.00	\$ 1,479.09	\$ 1,740.00	\$ 1,827.00
100-60-12.20	Insurances	\$ 7,300.00	\$ 8,447.82	\$ 8,395.00	\$ 10,074.00
100-60-15.00	FICA	\$ 4,608.00	\$ 5,446.28	\$ 5,361.00	\$ 5,629.05
100-60-20.00	Fuel Oil	\$ 1,200.00	\$ 1,061.48	\$ 1,200.00	\$ 1,260.00
100-60-35.00	Utilities/Services	\$ 6,000.00	\$ 6,517.15	\$ 6,500.00	\$ 6,500.00
100-60-38.00	Supplies	\$ 2,200.00	\$ 6,863.55	\$ 4,000.00	\$ 7,000.00
100-60-56.00	Advertising	\$ 1,000.00	\$ 1,445.35	\$ 500.00	\$ 1,500.00
100-60-57.00	Training	\$ 1,500.00	\$ 200.00	\$ 1,500.00	\$ 1,000.00
100-60-57.05	Mileage	\$ 300.00	\$ 53.72	\$ 300.00	\$ 300.00
100-60-58.00	Telephone	\$ 2,000.00	\$ 3,059.49	\$ 2,000.00	\$ 3,000.00
100-60-60.00	Fields	\$ 6,500.00	\$ 6,688.44	\$ 4,500.00	\$ 4,500.00
	Maintenance Equipment	\$ -	\$ -	\$ -	\$ 10,000.00
100-60-70.00	Gasoline	\$ -	\$ 1,137.02	\$ 1,500.00	\$ 1,200.00
100-60-72.00	Capital Fund	\$ 15,000.00	\$ 32,732.59	\$ 7,200.00	\$ -
100-60-72.05	Skate Park Maint	\$ 2,000.00	\$ 576.00	\$ 500.00	\$ 5,000.00
100-60-72.06	Tennis Court Maint	\$ 1,000.00	\$ -	\$ -	\$ -
100-60-77.00	Concerts	\$ 5,000.00	\$ 3,167.15	\$ 4,000.00	\$ 4,000.00
100-60-88.00	Improvements	\$ 2,000.00	\$ 289.28	\$ 500.00	\$ 500.00
100-60-88.05	Equipment	\$ 3,000.00	\$ 4,567.86	\$ 4,000.00	\$ 4,500.00
100-60-89.00	Youth Activities	\$ 20,000.00	\$ 17,747.82	\$ 20,000.00	\$ 20,000.00
100-60-89.05	Adult Activities	\$ 7,500.00	\$ 5,812.74	\$ 7,500.00	\$ 7,500.00
100-60-89.06	Senior Citizens Act	\$ 2,500.00	\$ -	\$ 1,000.00	\$ 1,000.00
100-60-89.55	Computer Class	\$ -	\$ -	\$ -	\$ -
100-60-89.60	Little League	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
100-60-89.61	Babe Ruth	\$ 3,500.00	\$ 3,125.65	\$ 2,500.00	\$ 2,500.00
100-60-89.62	Coaches/Instructors	\$ 5,000.00	\$ 4,150.00	\$ 5,000.00	\$ 5,000.00
100-60-89.65	Little League Playground	\$ 200.00	\$ -	\$ -	\$ -
100-60-89.67	Refunds	\$ -	\$ 600.00	\$ -	\$ -
100-60-89.69	After School Rec.	\$ 2,900.00	\$ 6,170.00	\$ 3,200.00	\$ 4,800.00
100-60-89.72	School Rentan	\$ 51,450.00	\$ 44,377.76	\$ 18,000.00	\$ 18,000.00
100-60-89.73	Youth Athletic Equip	\$ -	\$ -	\$ 15,023.00	\$ 15,773.00
100-60-89.74	Team Sports	\$ -	\$ -	\$ 21,000.00	\$ 22,500.00
100-60-99.05	Misc.	\$ 1,000.00	\$ 574.39	\$ 1,000.00	\$ 1,000.00
Total RECREATION DEPARTMENT		\$ 220,311.00	\$ 235,534.46	\$ 216,069.00	\$ 242,581.26

	BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
Revenue:				
100-06-80.05	\$ 700.00	\$ 970.00	\$ -	\$ 2,000.00
100-06-80.06	\$ 2,400.00	\$ 2,020.00	\$ 2,400.00	\$ 1,500.00
100-06-80.07	\$ 5,510.00	\$ 2,577.50	\$ 2,000.00	\$ 2,500.00
100-06-80.10	\$ 7,850.00	\$ 1,830.00	\$ 8,000.00	\$ -
100-06-80.20	\$ 10,200.00	\$ 3,701.00	\$ 4,500.00	\$ 4,500.00
100-06-80.22	\$ 5,120.00	\$ -	\$ -	\$ -
100-06-80.25	\$ -	\$ -	\$ -	\$ -
100-06-80.30	\$ -	\$ -	\$ -	\$ -
100-06-80.35	\$ -	\$ 270.00	\$ -	\$ 250.00
100-06-80.40	\$ -	\$ 8,971.00	\$ 200.00	\$ 10,000.00
100-06-80.45	\$ 300.00	\$ -	\$ 200.00	\$ -
100-06-80.55	\$ 200.00	\$ 3,575.00	\$ 4,000.00	\$ 3,500.00
100-06-80.56	\$ 200.00	\$ -	\$ 200.00	\$ 250.00
100-06-80.57	\$ 2,250.00	\$ -	\$ 1,750.00	\$ 1,800.00
100-06-80.60	\$ -	\$ -	\$ -	\$ -
100-06-80.65	\$ 6,000.00	\$ 6,940.76	\$ 11,200.00	\$ 12,000.00
100-06-80.66	\$ 1,600.00	\$ -	\$ 2,000.00	\$ -
100-06-80.67	\$ -	\$ -	\$ -	\$ -
100-06-80.68	\$ -	\$ -	\$ -	\$ -
100-06-80.69	\$ -	\$ -	\$ 1,000.00	\$ 1,000.00
100-06-80.70	\$ 200.00	\$ -	\$ 200.00	\$ 200.00
100-06-80.71	\$ -	\$ -	\$ -	\$ -
100-06-80.75	\$ 200.00	\$ -	\$ -	\$ -
100-06-80.77	\$ 200.00	\$ -	\$ -	\$ -
100-06-80.78	\$ 200.00	\$ -	\$ 200.00	\$ 200.00
100-06-80.79	\$ 1,500.00	\$ -	\$ -	\$ -
100-06-80.85	\$ 4,500.00	\$ 1,628.00	\$ 5,000.00	\$ 5,700.00
100-06-80.95	\$ -	\$ 495.00	\$ -	\$ -
100-06-80.96	\$ -	\$ -	\$ -	\$ -
100-06-80.97	\$ 15,000.00	\$ 32,732.59	\$ 7,200.00	\$ 15,000.00
100-06-80.98	\$ -	\$ 365.00	\$ -	\$ 350.00
100-06-80.99	\$ -	\$ 385.00	\$ 3,000.00	\$ 500.00
Total RECREATION DEPARTMENT	\$ 64,130.00	\$ 66,460.85	\$ 53,050.00	\$ 61,250.00
TO BE RAISED IN TAXES	\$ 219,679.00	\$ 169,073.61	\$ 163,019.00	\$ 181,331.26

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
SOLID WASTE					
100-40-10.00	Attendant	\$ 22,765.00	\$ 23,573.64	\$ 24,000.00	\$ 25,482.00
100-40-10.05	Assistant Attendant	\$ 8,500.00	\$ 6,873.50	\$ 9,000.00	\$ 19,450.00
100-40-10.07	Rolloff Truck Driver	\$ 22,460.00	\$ 14,947.75	\$ 20,000.00	\$ 20,000.00
100-40-10.09	Coordinator	\$ 250.00	\$ -	\$ -	\$ -
100-40-12.00	Pension	\$ 2,533.00	\$ 1,342.54	\$ 1,344.00	\$ 3,636.00
100-40-12.20	Insurances	\$ 8,500.00	\$ 3,374.71	\$ 9,700.00	\$ 16,000.00
100-40-15.00	FICA	\$ 4,110.00	\$ 3,435.63	\$ 4,054.00	\$ 4,967.00
100-40-19.00	Testing	\$ 5,000.00	\$ 1,808.00	\$ 5,000.00	\$ 3,000.00
100-40-25.00	Equipment	\$ 10,000.00	\$ 5,853.99	\$ 12,500.00	\$ 15,000.00
100-40-29.00	NH Recy Members	\$ -	\$ -	\$ -	\$ -
100-40-29.05	SWWCSWMMD	\$ -	\$ -	\$ -	\$ -
100-40-35.00	Utilities/Services	\$ 7,500.00	\$ 9,401.59	\$ 11,000.00	\$ 11,000.00
100-40-38.00	Supplies	\$ 1,500.00	\$ 1,447.99	\$ 1,500.00	\$ 1,750.00
100-40-45.00	Legal	\$ -	\$ -	\$ -	\$ -
100-40-46.00	Maintenance Agreement	\$ 2,000.00	\$ 1,050.00	\$ 2,000.00	\$ 2,000.00
100-40-58.00	Telephone	\$ 500.00	\$ 411.56	\$ 500.00	\$ 500.00
100-40-60.00	Repair/Maintenance	\$ 2,500.00	\$ 1,475.59	\$ 2,500.00	\$ 2,500.00
100-40-62.00	Litigation Settlement	\$ -	\$ -	\$ -	\$ -
100-40-70.00	Rolloff Truck Fuel	\$ 6,500.00	\$ 3,162.44	\$ 6,500.00	\$ 5,000.00
100-40-75.00	Truck Maintenance	\$ 5,000.00	\$ 7,240.69	\$ 6,000.00	\$ 7,500.00
Total SOLID WASTE		\$ 109,618.00	\$ 85,399.62	\$ 115,598.00	\$ 137,785.00

DISPOSAL					
100-41-19.00	Non-Burnables	\$ -	\$ -	\$ -	\$ -
100-41-19.05	Recyclables	\$ -	\$ -	\$ -	\$ -
100-41-19.10	Scrap Metal	\$ 1,500.00	\$ -	\$ 1,500.00	\$ -
100-41-19.15	Tires	\$ 4,000.00	\$ 2,683.80	\$ 6,000.00	\$ 6,000.00
100-41-19.20	Mixed Waste	\$ -	\$ -	\$ 190,000.00	\$ -
100-41-19.25	Construction & Disposal	\$ 25,000.00	\$ 43,263.80	\$ 50,000.00	\$ 50,000.00
100-41-85.00	NH/VT District	\$ 184,000.00	\$ 138,189.93	\$ -	\$ 190,000.00
Total DISPOSAL		\$ 214,500.00	\$ 184,137.53	\$ 247,500.00	\$ 246,000.00

Revenue:					
100-06-85.05	Tipping Fees	\$ 35,000.00	\$ 33,467.06	\$ 45,000.00	\$ 60,000.00
100-06-85.10	Permits	\$ 15,000.00	\$ 23,114.00	\$ 25,000.00	\$ 24,000.00
	Metals	\$ -	\$ -	\$ -	\$ 2,500.00
100-06-85.15	Recycling	\$ 1,000.00	\$ -	\$ 500.00	\$ 4,500.00
100-06-85.99	Miscellaneous	\$ -	\$ -	\$ -	\$ -
Total SOLID WASTE		\$ 51,000.00	\$ 56,581.06	\$ 70,500.00	\$ 91,000.00
TO BE RAISED IN TAXES		\$ 273,118.00	\$ 212,956.09	\$ 292,598.00	\$ 292,785.00

		BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
TOWN CLERK/TREASURER					
100-12-10.05	Assistant Clerk	\$ 22,520.00	\$ 22,932.06	\$ 23,420.00	\$ 26,600.00
100-12-10.10	Town Clerk/Treasurer	\$ 44,600.00	\$ 43,988.36	\$ 46,161.00	\$ 48,250.00
100-12-10.15	BCA/Town Meeting	\$ 5,000.00	\$ 5,601.52	\$ 2,500.00	\$ 5,000.00
100-12-10.20	Trustees of Public Funds	\$ 1,000.00	\$ 900.00	\$ 1,000.00	\$ 900.00
100-12-10.25	Auditors	\$ -	\$ -	\$ -	\$ -
100-12-10.30	Licenses	\$ 1,200.00	\$ 1,078.00	\$ 1,200.00	\$ 1,000.00
100-12-12.00	Pension	\$ 2,498.00	\$ 3,335.43	\$ 3,910.00	\$ 3,725.00
100-12-12.20	Insurances	\$ 8,720.00	\$ 10,780.62	\$ 9,600.00	\$ 11,520.00
100-12-15.00	FICA	\$ 5,135.00	\$ 5,356.53	\$ 5,342.00	\$ 5,699.00
100-12-23.00	Computer	\$ 1,500.00	\$ 1,149.76	\$ 1,500.00	\$ 1,500.00
100-12-23.05	Vault Perservation	\$ 4,000.00	\$ 5,645.00	\$ 6,000.00	\$ 6,000.00
100-12-25.00	Equipment	\$ 3,500.00	\$ 2,748.00	\$ 4,500.00	\$ 4,500.00
100-12-51.00	Services/Supplies	\$ 8,500.00	\$ 12,934.37	\$ 13,500.00	\$ 13,000.00
100-12-57.00	Training/Conference	\$ 800.00	\$ 272.46	\$ 800.00	\$ 800.00
100-12-58.00	Telephone	\$ 1,500.00	\$ 1,800.48	\$ 1,800.00	\$ 1,800.00
Total TOWN CLERK /TREASURER		\$ 110,473.00	\$ 118,522.59	\$ 121,233.00	\$ 130,294.00

TOWN CLERK					
Revenue:					
100-06-30.05	Dog Licenses	\$ 1,800.00	\$ 1,885.00	\$ 1,800.00	\$ 1,800.00
100-06-30.10	Liquor Licenses	\$ 3,500.00	\$ 3,650.00	\$ 3,500.00	\$ 3,500.00
100-06-30.15	Entertainment Licenses	\$ 100.00	\$ -	\$ 100.00	\$ -
100-06-30.20	Checklists	\$ -	\$ -	\$ -	\$ -
100-06-30.25	Marriage Licenses	\$ 1,000.00	\$ 1,071.00	\$ 1,400.00	\$ 1,200.00
100-16-30.30	Town Clerk Copier Fees	\$ 3,800.00	\$ 4,889.93	\$ 4,000.00	\$ 3,800.00
100006-30.35	Town Clerk Certified Copies	\$ 2,400.00	\$ 3,525.00	\$ 2,400.00	\$ 3,600.00
100-06-30.40	Town Clerk Recording Fees	\$ 34,000.00	\$ 83,224.39	\$ 50,000.00	\$ 43,000.00
100-06-30.45	Town Clerk Burial Permits	\$ 10.00	\$ 105.00	\$ 10.00	\$ 100.00
100-06-30.50	Vault Perservation	\$ 5,600.00	\$ 14,341.20	\$ 8,000.00	\$ 7,200.00
100-06-30.54	Registration Renewal Fees	\$ 200.00	\$ 409.00	\$ 250.00	\$ 400.00
100-06-30.55	Hunt/Fish Licenses	\$ 200.00	\$ 176.50	\$ 200.00	\$ 200.00
100-06-30.56	Zoning Recording Fees	\$ 1,500.00	\$ 2,496.08	\$ 1,500.00	\$ 2,000.00
100-06-30.99	Miscellaneous	\$ -	\$ 100.38	\$ -	\$ -
Total TOWN CLERK		\$ 54,110.00	\$ 115,873.48	\$ 73,160.00	\$ 66,800.00

TOWN TREASURER					
100-06-35.05	Sherman Fund	\$ 500.00	\$ 1,400.00	\$ 500.00	\$ 500.00
100-06-35.10	Homer Skeels Fund	\$ 450.00	\$ 1,200.00	\$ 450.00	\$ 500.00
100-06-35.15	Agan Fund	\$ 7,500.00	\$ 6,788.99	\$ 7,500.00	\$ 7,000.00
100-06-35.20	Roberts Fund	\$ 100.00	\$ 250.00	\$ 100.00	\$ 100.00
100-06-35.25	State Education Coll. Fee	\$ 19,000.00	\$ 26,454.30	\$ 22,000.00	\$ 12,000.00
100-06-35.30	Act 60 Investment Int.	\$ 10,000.00	\$ 8,183.68	\$ 10,000.00	\$ 8,000.00
100-06-05.02	Current Tax Interest	\$ 10,000.00	\$ 21,564.81	\$ 18,000.00	\$ 22,000.00
100-06-35.99	Miscellaneous	\$ -	\$ -	\$ -	\$ -
Total TOWN TREASURER		\$ 47,550.00	\$ 65,841.78	\$ 58,550.00	\$ 50,100.00
TO BE RAISED IN TAXES		\$ 8,813.00	\$ (63,192.67)	\$ (10,477.00)	\$ 13,394.00

	BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
CAPITAL				
100-90-92.20	Highway Vehicles Plow	\$ -	\$ -	\$ 80,000.00
100-90-92.21	Highway Vehicles Pickup	\$ 13,800.00	\$ -	\$ -
100-90-92.22	Fletcher Fields	\$ 1,000.00	\$ 4,500.00	\$ 4,000.00
100-90-92.23	Highway Garage	\$ 10,000.00	\$ 6,000.00	\$ 5,000.00
100-90-92.24	Highway Storage	\$ -	\$ -	\$ -
100-90-92.35	Computer System	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
100-90-92.36	Bus Purchase	\$ -	\$ 13,500.00	\$ 13,500.00
100-90-92.55	Highway Equipment	\$ -	\$ -	\$ -
100-90-92.61	Town Hall Renovations	\$ -	\$ -	\$ -
100-90-92.67	Watershed Protection Area	\$ 10,000.00	\$ -	\$ -
100-90-92.69	Recreation Facilities	\$ -	\$ -	\$ -
100-90-92.72	Recreation Playground	\$ -	\$ 12,750.00	\$ -
100-90-92.75	Senior Center Renovations	\$ -	\$ -	\$ -
100-90-92.76	Transfer Station	\$ 7,500.00	\$ 5,000.00	\$ 10,000.00
100-90-92.77	Bike Path	\$ 25,000.00	\$ 5,000.00	\$ 5,000.00
Total CAPITAL	\$ 77,300.00	\$ -	\$ 56,750.00	\$ 127,500.00
Revenue:				\$ -
	Highway Equipment Fund	\$ 15,000.00	\$ -	\$ 25,000.00
	Public Safety Fund		\$ -	\$ -
	Senior Center Bond		\$ 2,558.00	\$ -
	Highway Vehicle Note			\$ 55,000.00
	Bike Path Grant	\$ 20,000.00	\$ -	\$ -
Total REVENUE	\$ 35,000.00	\$ -	\$ 2,558.00	\$ 80,000.00
TO BE RAISED IN TAXES	\$ 42,300.00	\$ -	\$ 54,192.00	\$ 47,500.00

	FY03 BUDGET	FY03 ACTUAL	FY04 BUDGET	FY05 BUDGET
TOTAL EXPENDITURES	\$2,964,263.00	\$3,193,235.67	\$3,213,310.52	\$3,568,394.26
TOTAL REVENUE	\$ 662,730.00	\$1,079,666.30	\$ 665,336.00	\$ 786,369.00
TOTAL TO BE RAISED IN TAXES	\$2,301,533.00	\$2,113,569.37	\$ 2,547,974.52	\$ 2,782,025.26

	BUDGET FY03	ACTUAL FY03	BUDGET FY04	BUDGET FY05
VOTED ARTICLES				
Highway Equipment Fund	\$ 15,000.00		\$ 15,000.00	\$ 30,000.00
Fire Equipment Fund	\$ 5,000.00		\$ 5,000.00	\$ 20,000.00
Ambulance Equipment Fund	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00
Police Equipment Fund	\$ 5,000.00		\$ 5,000.00	\$ 5,000.00
Municipal Transit Bus Fund				\$ 20,000.00
Cemetery Equipment Fund	\$ -		\$ 5,000.00	\$ 5,000.00
Recreation Facilities Fund	\$ 15,000.00		\$ 15,000.00	\$ 15,000.00
Ludlow Town Hall	\$ -		\$ 15,000.00	\$ 15,000.00
Black River Academy Museum	\$ 19,000.00		\$ 19,000.00	\$ 25,000.00
Ludlow Teen Center, Inc.	\$ 15,000.00		\$ 15,000.00	\$ -
Black River Valley Senior Center	\$ 30,000.00		\$ 19,000.00	\$ 19,000.00
Stepping Stones Preschool				\$ 5,000.00
Black River Area Community				\$ 15,000.00
School Operational Costs	\$ 15,290.00		\$ 15,000.00	\$ -
Total Articles	\$ 124,290.00	\$ -	\$ 133,000.00	\$ 179,000.00

Ulla P. Cook
Town Clerk/Treasurer

Angela Josselyn
Assistant Town Clerk/Treasurer

37 Depot Street
Ludlow, VT 05149

802-228-3232
802-228-8399 Fax



Ludlow, Vermont

A Better Place To Live, Work & Play

TOWN CLERK AND TREASURER NEWS

June 30, 2003

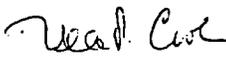
Fiscal year 2002-03 proved to be another busy one in our office:

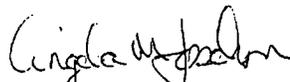
Land Records	11,100 Pages or 18 Books (219-236)
Property Transfer Tax Returns	389
Money Sent to State on Returns	\$837,978
2002-03 Tax Bills Mailed	3,345
Dog Licenses Issued	376
Marriage Licenses Issued	50
Civil Union Licenses Issued	11
Birth Certificates Filed	14
Death Certificates Filed	32

Our total revenues for the year were \$181,715 or over budget by \$80,055. Our expenditures totaled \$118,523 or over budget by only \$8,050 which was a direct result of more money spent on supplies (books and recording paper) to be able to record the documents we had coming into the office. Our net profit for the year was \$63,192!! It was a busy year.

We do issue hunting and fishing licenses and registration renewals. If you need either, please stop by the office. We are open Monday-Friday 8:30-4:30.

Thank you for all your support during the past year. We look forward to a busy 2003-04.


Town Clerk and Treasurer


Assistant Town Clerk and Treasurer

CEMETERY REPORT 2003

The cemetery department purchased and had installed aluminum gates at the cemetery entrance and exit on High Street.

After preparation work was done by the town highway department, a section of the dirt road on the upper level was tarred. The cemetery department also had a section of tar road recoated.

The small storage building received a coat of paint as well as an aluminum roof.

A John Deere riding mower with a 42 inch width cutting deck and mulching kit was purchased.

The 1986 one-ton dump truck received new tires as well as brake work and continues to serve well.

The 1971 backhoe received new rear rims and tires and had work done on the hydraulic system. Due to its age, the backhoe is starting to have more mechanical problems.

In the interest of safety, both for the public and the cemetery crew, another large maple tree was removed on the lower level.

The public is reminded that there is no planting of any flowers, shrubs or trees allowed in Pleasant View Cemetery.

The cemetery is open from 7:00 A.M. until dusk during the grounds maintenance season. The cemetery crew is at the cemetery from 7:00 A.M. until 3:30 P.M., Monday thru Friday. The phone number is 228-2852, feel free to leave a message on our message machine.

James Farquhar
Sexton

Jeffrey P. Billings
Chief of Police
P.O. Box B
Ludlow, VT 05149-0250



Municipal Offices
Ph. 802-228-4411
Fax 802-228-5505
police@ludlow.vt.us

Ludlow, Vermont

A Better Place To Live, Work & Play

LUDLOW POLICE DEPARTMENT ANNUAL REPORT

01 JULY 2002 THROUGH 30 JUNE 2003

Jeffrey P. Billings
Chief of Police

Police Officers

Jeff Delnero
John Gaudet
Jason Williams
Rick King

Communications Operators

Andrew Brothres
Chris Brown
Jerome Brown
David VanGuilder

Part-Time Employees

Thomas B. Andersen
Dispatcher

Jennifer Carroll
Dispatcher

Albert Cavota
Traffic Control

Joanna Cook
Dispatcher

Brian Crossman
Traffic Control

Carol Laundry
Traffic Control

Mike Pringle
Dispatcher
Traffic Control

Scott Stevens
Special Officer

Phil Stratman
Traffic Control

Any Season Is The Right Season to Visit Ludlow
Proud Sponsor Of The Dare Program

ACTIVITY SUMMARY

Crimes Against Persons:	Fiscal 2000	2001	2002	2003
Lig. Law Violations	62	85	46	49
Homicide	0	0	0	0
Sexual Assault	2	1	1	1
Aggravated Assault	2	1	1	3
Simple Assault	30	12	8	9
Fraud	1	3	2	3
Domestic Disturbance	36	40	23	21
Harassment	7	11	8	13
Suicide	0	0	0	1
Fatalities	0	0	1	1
Violation of Probation	4	6	3	6
Child Abuse	3	1	1	2
Possession Stolen Property	2	1	2	2
Embezzlement	2	0	1	3

Crimes against Property

Burglary	30	42	25	24
Larcenies	54	40	29	46
Motor Vehicle Theft	8	3	1	1
Arson	0	0	0	0
Vandalism	45	35	26	34
Trespassing	21	16	11	14

Crimes Against The Public Peace

Disorderly Conduct	18	13	11	26
Telephone Violations	35	33	31	29
Noise Disturbance	78	47	51	59
General Complaints	161	97	101	
Threats Against Life	2	4	15	18

Motor Vehicle Related Incidents

Accidents	147	139	113	170
Traffic Tickets	546	492	223	240
warnings Issued	1349	627	784	586
Motor Vehicle Disturbances	48	41	37	34
Motorist Assist	103	69	34	42

	2000	2001	2002	2003
MISCELLANEOUS ACTIVITIES				
Suspicious Persons/Circ.	181	101	98	96
Security Checks	531	520	808	533
Emergency Alarms	123	115	93	129
Animal Complaints	30	34	29	29
Assist Other Agencies	963	700	753	864
Missing Person Complaints	23	20	27	19
Civil	16	9	14	16

ARREST INFORMATION:

Criminal Arrest	156	79	51	110
Driving while Intoxicated	125	75	33	52

Officer Response Statistics

Total Criminal Incidents		1500	1535	1883
Mileage	51,480	41,300	31,740	33,000
Foot Patrol Hours	221.2	190	142	119

The Department was fully staffed for the first time in several years. Due to this the Department was very proactive. We participated in several state run projects that earned the Department three radar units, and a video camera for the cruisers.

The D.A.R.E. Program for grade 5 is still going strong. The programs curriculum has been revised so this should greatly enhance the program. This program funded by donations from the community teaches children about the effect that drugs have on people, both physically and psychologically. It also gives your children the tools to say no to drugs.

I would like to thank the Municipal Manager, Members of the Board of Selectmen, Fire and Ambulance Personnel, Police Department Personnel and especially the Citizens of Ludlow for their support.

Respectfully Submitted;

Jeffrey P. Billings
Chief of Police

TOWN OF LUDLOW
DEPARTMENT OF PARKS AND RECREATION
JUNE 30, 2003

This fiscal year has been very successful as our participation numbers continue to grow. This year we offered Sixty-nine (69) programs including seven (7) new programs.

Youth	Participants	Adult	Participants
Indoor Soccer	28	Indoor Soccer	15
Karate	21	Karate	12
Little League	96	Co-Ed Softball	162
Babe Ruth	22	Flag Football	8
Youth Soccer	126	Aerobics	16
After School Rec	68	Yoga	14
Horse back ridding	8	Mens Basketball	27
Basketball Camp	42	Women's Basketball	6
Tennis Camp	18	Tai Chi	14
Baseball Camp	24	Black River Players	15
Softball Camp*	12	Ice Hockey	12
Soccer Camp	86	CPR Certifications	14
Tennis Lessons	5	Mens & Women's summer soccer	52
Ice Skating Lessons	6	Soccer Coaches Clinic	8
Spring Soccer	26	Home Run Derby	35
Youth Basketball	51	Women's Indoor Soccer	12
Summer Recreation	128		
Ice Hockey	12		
Children's Play Group	6	Senior Citizen	Participants
Arts and Crafts	21		
Children's Story Time	6	Senior Swim	14
Safe Sitter Course	30	Senior Ice Skating	6
Hunters Safety	40	Coffee Club	2
Art Club	64	Wednesday Walks	8
Free Friday Filx	184	Card Club	12
Club Altitude	60	Self Healing by Movement	5
3 on 3 Basketball	64		
Black River Jr. Players	16		
Flag Football	20		
Gymnastics	35		
Baking	30		
Tai Bo	19		

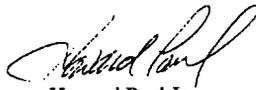
Special Events

Egg Hunt	82	Fishing Derby	38
Sandra Wright Concert*	50	Soccer Jamboree Grades 1 - 4	200
Sunday Concert Series	75 - 100	Youth Halloween Party	250
Fourth of July Celebration	750	Halloween Teen Dance	200
Community Night	124	Youth Basketball Tournament	80
Talent Show	175	Holiday Plates	119
Skateboard Competition	30	Youth Dance	54

Improvements:

Stocked West Hill Recreation Area with 200 trout
Certified all Recreation Staff in basic first aid and CPR through the American Red Cross
Certified all Recreation Staff as "Camp Counselors" through the Vermont Parks and Recreation Association
Installed new Skateboard Park at Dorsey Park
Installed a new playground at Dorsey Park
Purchased new playground equipment for the West Hill Recreation Area
Installed Saud on soccer and softball fields at Dorsey Park
Seeded and fertilized and cut softball/baseball diamonds at Fletcher Fields.
Redesigned sledding area at West Hill Recreation Area
Refurbished gazebo at Veteran's Memorial Park
Removed shrubbery and planted grass at Fletcher Memorial Library
Refurbished restroom facilities at the West Hill Recreation Area.
Refurbished old Zamboni for use in winter 2004
Built new storage area and maintenance office at the West Hill Recreation Area
Certified three soccer coaches with a class F license from the National Soccer Coaches Association

I would like to take this opportunity to publicly thank my staff, the Highway Department, the Waste Water Department, the Police and Fire Departments, the staff in the Municipal Building and the many volunteers and businesses who have donated their time, energy, and services to help make this year a success. With your continued support, there are no limits to what we can achieve. I wish you all the best in the upcoming year and hope to see you at one of our many programs.



Howard Paul Jr.
Director of Parks and Recreation

Board of Listers

A very strong real estate market has kept the Lister's office very busy. New construction, renovations and additions to existing properties are taking place all over town. Ludlow continues to be a very attractive place for second home owners and vacationers. There is nothing in the foreseeable future that would indicate a slowing down in this trend. This of course means that there has been a tremendous growth in the Grand List.

We would encourage anyone who has a question or concern regarding real estate values or ownership to either call or stop by as we are here to help you. Our files contain a wealth of information having to do with real property in town and we are here Monday through Friday from 9am - 4pm (with few exceptions) to assist any way we can.

We would like to thank all the citizens of Ludlow for your courtesy, consideration and support.

Margot Martell
Mark Gauthier

Town of Ludlow
Highway Department Annual Report

Throughout the year, the Highway Department made the following improvements and performed routine maintenance to the Town highway system.

The Road Surface Management System continued the annual re-treatment program.

The annual resurfacing of highways with sur-pak was continued which stabilizes the highways very well and will continue in the future.

Throughout the Town highway system, routine maintenance was performed. This consists of grading, applying gravel and sur-pak, ditching, cleaning and replacing culverts, shoulder work, cold patching, hot mixing, cutting trees and brush, mowing, sweeping, guardrail work, bridge work, line painting, repairing and replacing signs. Nine thousand gallons of liquid chloride for dust control and stabilization purposes was applied. Approximately 3 miles of ditches were cleaned and stabilized. Flood control dam maintenance and mowing was completed.

Members of the Highway Department also put in many hours of work at the recycling facility. Chipping brush, compacting and crushing containers, etc. The Highway Department also hauls all of the outgoing material that is collected at the facility. The roll-off truck also hauls material for the Highway Department when it is not needed at the facility.

Members of the Highway Department continue to attend training and safety seminars so we may service the needs of the traveling public better in the future. Two employees have completed a course and are now recognized as Vermont Local Roads Scholars.

At this time, I would like to thank all the Municipal employees, the Municipal Manager, Selectboard, Trustees, and the residents of the town and village of Ludlow for their continued support and cooperation throughout the year.

Thank you,

Dave Norton
Highway Department Director

Town of Ludlow
Planning and Zoning Department

The Town of Ludlow is governed by Zoning and Flood Hazard Regulations in accordance with the Vermont Planning and Development Act, Title 24, Chapter 117. It is the intent of Zoning Regulations to provide for the orderly community growth, and to provide for public health, safety, and welfare.

The office works closely with the Development Review Board, Southern Windsor County Regional Planning Commission, Ludlow Listers, Town Health Officer, and a number of State Agencies. Also, our office handles administrative work for the Planning Commission.

For Fiscal Year 2003, the numbers of permits acted upon were:

190 Zoning Permits
178 Title Search – Bianchi
44 Septic Permits
25 Access Permits
11 Sign Permits
30 – Certificate of Occupancies
50 Development Review Board Hearings

The Department would like to thank the members of the Planning Commission and the Development Review Board for their dedication to the Town by working many evenings on providing the zoning bylaws or providing the interpretation of the bylaws.

Also, we would like to thank the Listers, the Town Clerk, the Assistant Town Clerk for all their help with the Bianchi Title Searches and the recording of our permits. The Board of Selectmen, Board of Trustees, Municipal Manager, Elaine Snow, and Maryann Webb for their support and guidance. Also, we would like to thank John Paige, the Health Officer, and Lisha Klaiber, recoding secretary.

The office is open Monday through Friday, 8:00 A.M. – 4:30 P.M. Stop in any time if you have any questions or concerns.

Respectfully submitted,

Rosemary Goings
Administrative Officer

Planning Commission

2003 was both eventful and challenging for the Commission. The primary focus was on up-dating the Town Plan. In addition to the regular monthly meetings, we have held several work session meetings in an effort to accomplish this task. With the help of a planning and zoning consultant, paid for by a grant, the new, proposed Town Plan should be in the hands of the selectboard for its consideration by March of 2004. The Commission is also in the process of up-dating the Zoning Regulations, which along with the Town Plan will provide guidance and direction for development in Ludlow for the next several years.

A new zoning district was created in the Village this year. This "Preservation District" is an attempt to protect and preserve the architectural integrity and history in an area of the Village that has been identified as particularly scenic and historically significant by residents and visitors alike. This new district extends from the Walker Bridge along Main Street to the High School and includes 38 properties.

The Planning Commission meets on the 2nd and 4th Wednesdays of each month in the conference room at the town hall. These are open meetings and all are invited to attend. Input from the public is very important and useful as we plan for orderly growth for the future of the town. For those who are interested but cannot attend our meetings, many of them are televised on the cable television local access channel. The commission would like to thank all who attended meetings this past year as well as the Village Trustees, the Board of Selectmen, Municipal Manager Frank Heald, Zoning Administrator Rosemary Goings and Planning Secretary Pamela Todt.

Respectfully submitted,

Ludlow Planning Commission

Nick Gulli
Norm Vanasse
Jack Adinolfi
Alan Isaacson
George Dunnett
Phil Dunwoody
Mark Gauthier

Development Review Board

This year, the Development Review Board held hearings for 32 Conditional uses, 5 Planned Unit Developments, 8 Variances, 2 Planned Residential Developments, and 2 Appeals, for a total of 50 hearings.

The Development Review Board would like to thank the Selectmen, Trustees, and Planning Commission for their continued support. Special thanks go to the Planning Office. Rosemary Goings, our Zoning Administrator, does a great job of preparing the documents that the board requires for hearings. Pamela Todt and Nicole Davison provide the office support that is so necessary. We also recognize Lisha Klaiber for the excellent minutes that she records.

This was another busy year for the DRB. We heard, deliberated, and issued decisions on a number of complex and challenging projects. This past year, the board focused on the final written decision. With the increasing complexity, and demands of development in Ludlow, we realize that a complete and thoroughly written decision is more important than ever. It is our goal to provide a clear path for the project to follow, and to allow future boards to know exactly what the decision meant should they have to deal with amendments to the project.

We look forward to the year ahead, and will continue to do our best.

Ludlow Ambulance Service Annual Report

Ludlow Ambulance has experienced another very busy season. From 7/1/02 to 7/1/03 the ambulances responded to 476 calls. So far this year as of 12/31/03 we have responded to 192 calls.

Our membership has increased to 42 members, one is a junior member. Our certifications include, First Responders, Emergency Medical Technicians-Basic, Emergency Medical Technicians-Intermediate, Emergency Medical Technicians-Paramedic. The members are constantly seeking higher levels of certification to better serve the communities.

The new Public Safety building is well under way and will be a very positive influence on the Squad.

We have provided many community awareness programs, vials of life, Safety Fair, school tours, First Aid education, and weekly logs of calls in local newspapers. We also provide the annual First Responder through E.M.T. class.

The Squad would like to thank the community for their support for the new facility which is under construction, the Ludlow Highway Department, Police Department, and Fire Department for assistance in the performance of our duties.

We are staffed by volunteers and new members are always welcome. Anyone who is interested in joining our team may contact David Norton or Allen Seiple.

Thank you,

David Norton
Coordinator L.A.S.

Ludlow Municipal Transit System Annual Report

Thank you for your support of the Ludlow Transit System during the past year. As you know, the Ludlow Transit System was established to accomplish several goals:

- 1) To establish a convenient and easily usable public transit system that serves the residents of Ludlow
- 2) To reduce the taxes of Ludlow taxpayers
- 3) To transport the Ludlow school children to and from their homes and to the Ludlow Elementary School and the Black River High School, as well as the Springfield Vocational Center, in a safe and timely manner.
- 4) To transport athletic teams and field trips, both in the elementary school and the high school as requested by teachers, the recreation director, and public school administration.

The employees of the Transit System, with the support of the town highway crew, the municipal staff, the police department, and the town manager, have worked hard to accomplish these goals during the past year.

We are looking forward to the coming year and the challenges that we will face. We appreciate the support that the residents of Ludlow have given us.

Thank you,

Dan Parker
Transportation Supervisor



Ludlow Fire Department

P.O. Box 355, Ludlow, Vermont 05149

E-mail: ludlowfire@tds.net

FIRE DEPARTMENT REPORT

During the past year we had no major structure fires. The department responded to 115 calls from 1/01 to 12/31/03 with a breakdown as follows:

Fire / false alarm	29	Mutual aid	13
Auto accidents	17	Car fires	3
Chimney fires	5	Carbon monoxide	6
Structure fires	3	Furnace malfunctions	6
Fuel spills	2	Propane leak / smell	7
Electrical problem / fire	4	Sprinkler activations	2
Dart / ambulance assist	3	Brush fire	1
Unattended burn	1	Misc. calls	13

Our new pumper is due to be delivered in late January. Features on this truck include class A & B foam, a 1500 gallon per minute pump, 1500 gallons of water and a six man cab. This unit will replace our 1979 Ford pumper.

The new radio system is also due to be online in late January. Upon completion of this project, we should have better communications for the department as well as mutual aid departments in the area.

A fire prevention reminder, change your batteries in your fire/ carbon monoxide detectors twice a year, spring and fall when we change our clocks. Also have all heating appliances cleaned and serviced at least once a year.

I would like to thank the Municipal Manager, the Board of Selectmen, Ambulance, Police, Highway Departments and the Ludlow Community for their support during the past year.

Peter Kolenda, Fire Chief
Ludlow Fire Department

**TOWN OF LUDLOW
TRANSFER STATION
ANNUAL REPORT**

Improvements to the Transfer Station this year have included:

The construction of a block wall to make the access to the scrap metal containers easier and safer for residents.

The purchase of a new snow blower to aid in close quarter snow removal and to keep the scale free of snow and ice.

We installed an ice and snow mat to the scale.

The addition of a full time attendant has been a great help with assisting in permit sales, keeping the grounds clean, and assisting residents who need help or to answer questions.

The addition of a roll-off truck driver in the Highway department has greatly enhanced the removal of refuse and recyclables from the station to the various vendors we use. When not hauling for the Transfer Station, the roll-off truck and driver will haul sand, sur-pak, snow, etc. for the Highway department.

The formation of a Committee has been a great help in research and discussion on issues concerning the overall operation of the station. The Committee is composed of Frank Heald, Herbert VanGuilder, Albert Cavoto and George C. Fairchild. We welcome any suggestions and input from citizens.

We are looking forward to the New Year, and to future upgrades and improvements to better serve our community.

At this time I would like to extend my heart felt thanks to my fellow Committee members, and our Select Board members for all the past and on going support they have given.

Also, many thanks to each and every one of our municipal employees, especially Dave Norton and the highway crew for the excellent job they do in assisting us at the Transfer Station.

George C. Fairchild
Transfer Station Manager

The Town and Village of Ludlow web site (www.ludlow.vt.us) is continuing to grow. The number of people visiting the site increases every month and the information available is also expanding.

The web site focus' remains the Town and Village government. It will continue to be the location for the latest information about the operation of the government as well as municipal services.

The "Documents and Downloads" page has the new Transfer Station Rules and Policies, the current Recreation Department brochure and a number of documents and application forms from the Planning and Zoning department. Additional documents will be added as they become available. Visiting this page can save you a trip to Town Hall.

The meeting minutes for a number of Boards and Commissions appear regularly on the site. You can always find the Board of Trustees, the Board of Selectmen, the Development Review Board and the Planning Commission meeting minutes of the page for each of those groups. The site will begin to add other meeting minutes as they become available.

We have added more Links and more Support and Services items to the web site. This is good place to look for information about the services available in your community.

The biggest change for the past year has been the addition of the Community Calendar. This page is becoming the one place to look for a list of public events of interest to all members of the community. It lists non-profit events that are open to everyone as well as other large events that might be of interest to the local community and visitors alike. If you have an event that you think might be of interest please feel free to let me so that I can add it to the calendar. The calendar lists events for the current month as well as the two subsequent months.

The Ludlow web site will be constantly updated and changed to provide everyone with the most up to date information possible. Visit the site frequently, stay in touch with what is going on in and around Ludlow. And please send us your comments and suggestions so that the site can be useful and interesting for everyone.

Alan D. Isaacson
Webmaster
E-mail: alandi@adelphia.net



43 Main St. Ludlow, VT 05149 ♦ phone: 802-228-8808 ♦ fax: 802-228-8807 ♦ www.lpctv.org

January 6, 2004

Town of Ludlow
ATTN: Board of Selectmen
Re: Request Article for '04-'05 Town Budget

Gentlemen:

As you have likely become aware, the service with which LPCTV has provided the community of Ludlow continues to grow. We now regularly tape, program, and playback 4 regular municipal meetings in the Town of Ludlow each month (we also do 2 regular school board meetings in Ludlow each month). In addition, our equipment and facility produces an increasing number of hours of programming relevant to this community. In addition to making equipment and training available to members of the community for the purposes of creating their own programming, we also use a significant portion of staff time taping and "airing" various municipal meetings and community events. It has become necessary to hire additional staff to help us accomplish our mission of becoming a primary source of information for the community. I would like to ask the taxpayers of Ludlow to help with this effort.

You may (or may not) be aware that our entire budget has been solely reliant upon "franchise fees" paid to PEG Access television centers, such as LPCTV, by the cable provider, Adelphia. This is approximately \$60,000 annually, based on the cable revenues Adelphia receives for the Towns of Ludlow, Plymouth, and Cavendish. Nearly all of this allotment pays for 1) staff salary and benefits, 2) our facility's utility use, 3) the upgrading, servicing, maintaining, and repairing of our equipment, and 4) tape stock. Our current funding structure can only help sustain our current operations, not help us improve or grow.

This year, LPCTV will make an effort to generate other sources of revenue, which will include underwriting sponsorships, a fee-based membership, and grant writing. We now look to the Towns we serve for additional support.

I would like the taxpayers of Ludlow to consider allowing the Town to make a contribution of \$1500 to LPCTV; this money will be used directly towards paying a part-time staff person to tape meetings and events in Ludlow. It will pay for approximately one-half of the costs of associated with the labor and tape stock for taping four regular Ludlow meetings per month over the course of one year.

With your support, we can ensure that the community members of Ludlow will be able to rely on LPCTV as a central informational source.

Thank you.

Regards,

Patrick Cody
Station Manager



community media for Ludlow, Plymouth, & Cavendish Vermont

**PROCEEDINGS OF THE
TOWN OF LUDLOW, VERMONT
ANNUAL MEETING
MARCH 3 AND 4, 2003**

The legal voters of the Town of Ludlow, Vermont, are notified and warned to meet at the Town Hall in Ludlow on Monday evening, the third day of March, at seven o'clock, PM, (7:00 PM), and on Tuesday, the fourth day of March, between the hours of ten o'clock, AM, (10:00 AM) in the forenoon and seven o'clock, PM, (7:00 PM) in the afternoon to act on the following:

TUESDAY, MARCH 04, 2003: {Australian Ballot}

- ARTICLE 1:** To elect Town Officers for the coming year. **Passed**
- ARTICLE 2:** Shall the Voters of the Town of Ludlow authorize the Board of Selectmen to purchase, construct, or renovate properties to be used by the Ludlow Police Department and the Ludlow Ambulance Department. The cost of said purchase, construction, or renovations shall not exceed **\$400,000.00** and will be funded by a Municipal Bond with a term not to exceed **20** years. **Passed**

MONDAY, MARCH 3, 2003:

- ARTICLE 3:** Shall the voters of the Town of Ludlow act on Town Officers' reports for the period from July 1, 2001 to June 30, 2002? **Passed**
- ARTICLE 4:** Shall the voters of the Town of Ludlow fix the salaries of the Selectmen, Cemetery Commissioners, and Trustees of Public Funds for the ensuing year? {24 VSA 932} **Selectmen \$1,500.00, Cemetery Commissioners \$500.00, Trustees Public Funds \$300.00**
- ARTICLE 5:** Shall the Town of Ludlow collect taxes on Real Property in installments, taxes to be paid to the Town Treasurer on August 15, 2003, November 15, 2003, February 15, 2004, and May 15, 2004? **Passed**
- ARTICLE 6:** Shall the voters of the Town of Ludlow authorize the Selectmen to borrow money to pay the necessary expenses of the Town and Town School District and any part of its indebtedness? **Passed**
- ARTICLE 7:** Shall the voters of the Town of Ludlow vote a specific amount in lieu of a rate on a dollar on the Grand List as set forth in the Selectmen's budget? {Then the Selectmen shall set the tax rate necessary to raise this amount after the Grand List has been completed and lodged in the office of the Town Clerk}. **The amount to be raised by taxes is \$2,459,424. Passed**

WARNING
TOWN OF LUDLOW, VERMONT
ANNUAL MEETING
March 3 and 4, 2003
Page 2

- ARTICLE 8:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Highway Equipment Fund** for highway purposes? The amount to be raised will be **\$15,000**. {Not in budget} **Passed**
- ARTICLE 9:** Shall the voters of the Town of Ludlow authorize the collection of **\$15,200**. for the purpose of funding **Health/Dental/Life/Disability Insurance and Retirement for the Board of Listers**, also shall the voters of the Town of Ludlow authorize for the **Board of Listers, twelve paid holidays per year, paid vacation, twelve paid sick days per year**. {Not in budget} **Defeated**
- ARTICLE 10:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Fire Equipment Fund**? The amount to be raised will be **\$5,000**. {Not in budget} **Passed**
- ARTICLE 11:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain an **Ambulance Equipment Fund**? The amount to be raised will be **\$5,000**. {Not in budget} **Passed**
- ARTICLE 12:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Police Equipment Fund**? The amount to be raised will be **\$5,000**. {Not in budget} **Passed**
- ARTICLE 13:** Shall the voter of the Town of Ludlow authorize the Board of Selectmen to maintain a **Cemetery Equipment Fund**? The amount to be raised will be **\$5,000**. {Not in budget} **Passed**
- ARTICLE 14:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Recreation Facilities Fund** for recreation purposes? The amount to be raised will be **\$15,000**. {Not in budget} **Passed**
- ARTICLE 15:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a capital fund for repairs and restoration at the **Ludlow Town Hall**? The amount to be raised will be **\$15,000**. {Not in budget} **Passed**
- ARTICLE 16:** Shall the voters of the Town of Ludlow authorize the collection of **\$5,000**. For the purposes of funding structural maintenance and renovations for the **Black River Senior Center**? {Not in budget} **Defeated**

WARNING
TOWN OF LUDLOW, VERMONT
ANNUAL MEETING
March 3 and 4, 2003
Page 3

- ARTICLE 17:** Shall the voters of the Town of Ludlow authorize the collection of **\$19,000** for the purposes of funding structural maintenance, programs, and renovations for the **Black River Academy Museum**, said funds to be paid to the Black River Historical Society? {Not in budget} **Passed**
- ARTICLE 18:** Shall the voters of the Town of Ludlow authorize the collection of **\$15,000.** for the purpose of assisting the **Ludlow Teen Center, Inc.**, said funds to be paid to the Ludlow Teen Center, Inc? {Not in budget} **Passed**
- ARTICLE 19:** Shall the voters of the Town of Ludlow authorize the collection of **\$19,000.** for the purpose of assisting in the funding of the operational expenses of the Black River Valley Senior Center? {Not in budget} **Passed**
- ARTICLE 20:** Shall the voters of the Town of Ludlow authorize the collection of **\$15,500.** For the purpose of funding certain operational costs of the Ludlow Elementary School and Union #39 School district in order to reduce the overall educational tax burden? {Not in budget} **Passed**
- ARTICLE 21:** Shall the voters of the Town of Ludlow authorize the collection of **\$1,500.** for the purposes of assisting in the funding the **Rockingham Area Community Land Trust** to help defray some of the costs of staffing for the Weathersfield/Ludlow Home Repair Program. {Not in budget} **Passed**
- ARTICLE 22:** Shall the voters of the Town of Ludlow authorize the collection of **\$800.** for the purpose of assisting in the funding the **Association for Retarded Citizens - Rutland Area, d/b/a/ ARC-Rutland Area.** {Not in budget} **Passed**
- ARTICLE 23:** Shall the voters of the Town of Ludlow authorize the collection of **\$500.** for the **Windsor County Court Diversion Program** for of funding a Community Reparative Program for first time offenders. {Not in budget} **Passed as Amended**
- ARTICLE 24:** To see if the voters of the Town of Ludlow will vote to exempt the properties owned by the Fletcher Farm Foundation, Inc. from property taxes for a period of ten (10) years; commencing with the 2003 tax year. {Not in budget} {By petition} **Passed**

WARNING
TOWN OF LUDLOW, VERMONT
ANNUAL MEETING
March 3 and 4, 2003
Page 4

ARTICLE 25: "Be it resolved that the citizens of the town of Ludlow urgently call upon our municipal leaders, state legislators, governor, and Congressional delegation to put Vermont in the forefront of a sustainable energy future. Specifically, we request immediate and ongoing action on legislative initiatives designed to promote energy efficiency in Vermont's homes, businesses, public buildings, and transportation systems, and to encourage expansion of the renewable energy industry in the State of Vermont." **Passed**

ARTICLE 26: To transact any other business necessary and proper when met.

Dated at Ludlow, Vermont this 29th day of January, 2003.

BOARD OF SELECTMEN

Howard Barton, Jr., Chairman
Joseph Jurkoic, Vice Chairman
John Neal, Clerk
Bruce Schmidt
Arthur Katsanos

Vermont Coalition of Municipalities

Annual Report – 2003

The organized effort to substantially reform Act 60 and reduce the reliance on the property tax to fund education is not over. Despite the recent enactment of Act 60 reform, we believe the promise of lower education property taxes will be short term.

We contend that in July of 2004, when this new law goes into effect, the property taxes will be a good deal higher than estimated and will continue to rise rapidly over the next two years. When the rising tax impact is felt, the pressure to reform the statewide property tax system will greatly increase.

In a letter to all legislators in May of 2003, we stated the following reasons for our opposition to the changes in the reform legislation because it still retained many of the onerous features that were a part of Act 60 such as:

- **Over-dependence on the property tax to fund education;**
- **Reliance on a flawed property valuation and equalization system;**
- **Rapidly rising property values, which under the Common Level of Appraisal (CLA) system, increase tax rates;**
- **A system based on tax rate instead of tax burden;**
- **Lack of cost controls over rising education costs; and**
- **Tax policy inhibiting economic development and job creation.**

As noted above, there continue to be serious problems with the state system of financing education. **The Coalition intends to continue to be an organized force fighting for property tax relief. In the coming year we also intend to monitor closely the studies on cost containment and grand list issues established by the law.**

We will also work through the legislature and the administration to correct the inequities in the education equalization system and the problems caused in the way property values are determined.



GREEN UP VERMONT

P.O. Box 1191
Montpelier, Vermont 05601-1191
(802)229-4586, or, 1-800-974-3259
greenup@greenupvermont.com

October, 2003

Dear Select Board:

Executive Director
Melinda Vieux

President
F. Sheldon Prentice

Treasurer
Raymond Jennett, CPA

Board Members
Robert S. Babcock
Andrea Cohen
John Quimby Cohen
Robert Davis
Marc Hall
Ketruck Johnson
Donald Knight
Joe Kowalski
John LaBarge
Amy Noyes
E. Hale Ritchie
Larry Smith
Helen Stafford
Hon. Robert Stafford

Thank you for considering Green Up Vermont's request for your community's funding support. Your contribution will help keep Green Up operating not only for your benefit, but for our entire community of Vermont.

We respectfully ask you to include the appropriate amount from the guide below in your budget for next year. The guide remains the same as in previous years.

For towns under 1,000 population \$ 50
For towns over 1,000 and under 2,000 . . . \$100
For towns over 2,000 and under 3,000 . . . \$150
For towns over 3,000 and under 4,000 . . . \$200
For towns over 4,000 population \$300

Thank you in advance for your contribution.

Sincerely,

F. Sheldon Prentice
President

P.S. Let us know if you would like to receive information via email.
Our email address is: greenup@greenupvermont.com and website: www.greenupvermont.com

Honorary

Board Members
Hon. Howard Dean
Hon. Philip Hoff
Hon. F. Ray Keyser
Hon. Madeline Kunin
Hon. Thomas Salmon

Contributions to Green Up Vermont are tax deductible to the extent allowable by law.

Information for your Annual Report:

"Green Up Vermont"
Green Up Day, May 1 2004

Thirty-three years strong, "Green Up Day" is a special day when Vermonters clean and spruce up their communities. We were the first state in our nation to designate a day for such cleaning of the entire state. Working together, we can keep our unique Green Up spirit growing for Vermont.

Green Up Vermont is the not-for-profit 501(c)(3) organization that promotes litter-free communities by supporting Green Up Day, civic pride and education.

Over 13,000 Vermonters participated in Green Up Day 2003, using over 33,000 Green Up bags, collecting over 200 tons of trash, piles of mixed metals and tires. Green Up Vermont arranged widespread promotional support in excess of \$25,000.

The success of Green Up for Vermont depends upon two essential ingredients. One is the combined efforts of individuals and civic groups who volunteer to make it all possible; and two, the financial support given by the public and private sectors throughout Vermont.

With your town's help, we can continue our unique annual Vermont tradition of, taking care of our beautiful landscape and promoting civic pride so our children grow up with Green Up.

Careful use of resources minimizes Green Up's costs. The State appropriates funds that cover about 15 percent of our budget. The rest comes from gifts from towns, individuals and businesses. These funds pay for supplies, promotion and services of two part-time employees. We ask your community to contribute, according to population, to keep Green Up growing for Vermont.



WINDSOR COUNTY YOUTH SERVICES
MOUNTAINSIDE HOUSE
6 Mill Street
Ludlow, VT 0514
Tel: (802) 228-7783 Fax: (802) 228-3914

November 17, 2003

Town Manager
Drawer E
Ludlow, Vt. 05149

Dear Sir,

Please include Windsor County Youth Services in your Town Meeting Book.

W.C.Y.S. is the organization that runs Mountainside House a shelter for homeless and runaway teens. This year we have housed 3 youths from Ludlow for a total of 17 nights. We do not charge for our services, which include housing, family counseling and contact with the schools. This leaves us looking for your town's financial help. In light of the amount of work we have done for your town we are asking \$400.00 from the Town budget. This is the amount of last year's donation for which we are grateful.

Sincerely,



Stan Richbourg
Administrative Assistant

WINDSOR COUNTY PARTNERS
Mentors for Youths

Windsor County Partners' youth mentoring program provides at-promise youth aged 10 through 17 with positive, healthy, and supportive adult role models that help improve their self-esteem, direction, and leadership potential. The U.S. Department of Health and Human Services has recognized us as "an outstanding instance of what can be done with limited resources and a great personal commitment".

Last year we supported 39 Partnerships and have just expanded into Ludlow where we are now serving 2 residents. We also took steps to begin to build our capacity to serve more youth, and to plan for future growth of our program. We instituted new policies in regard to our volunteers and their Partnerships to better ensure the safety of children in our program, including the requirement of an F.B.I. criminal background check for all mentors. We also sponsored several workshops, organized new special events, and helped youngsters attend camp or classes in which they had a special interest.

It is the long-term support of the community that has helped our organization to grow and succeed over the last three decades as a vibrant leader in youth mentoring in our community. Our long track record and well-established program continue to positively influence our children so they can improve their school grades, as well as peer and family relationships; avoid the use of alcohol, tobacco, and other drugs; and seek to achieve higher goals in life.

For more information about our services, please contact our Executive Director, Mary Beth Heiskell, at (802) 674-5101 or (800) 491-5101 or windsor.county.partners@valley.net.

Fletcher Memorial Library ~ 2004 Annual Report

At last! Our Renovation/Construction Project is completed. Our new rear entrance has become the entrance of choice for most patrons as it is convenient to parking and offers access by ramp or steps. Our lift is operational and we meet accessibility standards. We now have a Community Room and a small Kitchenette for public use, and a Historical Document Reading Room to protect important, non-circulating materials. The Community Room is available to non-profits groups during and after library hours for meetings. Please call the library for details.

Project funding was made possible by many generous contributions from organizations and individuals through grant writing and by request. The following is a list of our contributors.

VT Public Library Foundation (Freeman Foundation)	\$80,000
Fletcher Farm Foundation	\$50,000
Jeld-Wen Foundation (Doorcraft of VT)	\$50,000
Preservation Trust of Vermont	\$35,000
2 Community Mailings	\$23,600
Ludlow Taxpayers (by Vote)	\$15,000
Sam Lloyd Performance	\$13,000
Anthony Marro Trust	\$12,000
Anonymous Patron Donation	\$10,000
Ludlow Rotary Club	\$ 7,000
American Legion, Ludlow Post #36	\$ 6,000
The Windham Foundation	\$ 5,000
Ludlow Lion's Club	\$ 1,500
Ashgate Publishing	\$ 1,500
Ben & Jerry's Community Foundation	\$ 1,000
Okemo Mountain Resort	<u>\$ 1,000</u>
Grant/Donation TTL	\$311,600*

**Balance due paid by Fletcher Memorial Library*

"Thank You" to all of our supporters, patrons and the community at large!

Our outreach community programs continue to grow. We serve 6 out of 9 classes at Ludlow Elementary School on a regular basis providing a reading program titled "Red Clover". A class from Mount Holly Elementary School comes to the library for this same program. The "Ludlow Library Friends", a group that supports library programming and staff needs, is now in its third year. The "Friends" organized a "Third Thursday" program alternating a monthly book discussion group with a community program. Please check the Ludlow Community Calendar, located at www.ludlow.vt.us for current programs.

On November 17, 2003 the Library, with sponsorship from the American Legion, Ludlow Rotary Club and U-39, facilitated our first Community Read. We purchased and dispersed 100 copies of the book, *God of Beer*, by Vermont author Garret Keizer was discussed. We were very fortunate to be able to have the author join us. The book followed the interpersonal relationships of a group of teens and their school project involving alcohol. Following the book discussion, a community discussion facilitated by school and state counselors took place investigating the similarities of the Ludlow community to that of the book's Vermont setting. The frank and open discussion by students, parents, and the community at large was fantastic. Look for good things to come from this. A second Community Read will take place in November 2004.

Fletcher Memorial Library submitted an application for a Ludlow Enterprise Fund Grant. We were awarded a grant in the amount of \$7200. This grant allowed for the replacement of three very old, tired and non-upgradeable Public Access Computers. Our new PC's have arrived and are up and running. Thanks!

The staff of the Fletcher Memorial Library would like our patrons to know that we are striving hard to meet your needs. If you have programming ideas, book suggestions, need help with the PC's or if you need a particular title that we do not have, please let us know. We have available Inter-library Loan through the Department of Libraries.

The library staff and trustees wish to welcome our community to the library. Check us out!

FYI: Yearly statistics as reported to the Vermont Department of Libraries for fiscal Year 2002-2003

<u>Library Holdings:</u>	<u>Adult</u>	<u>Children</u>	<u>Total</u>
Books:	20,969	6,085	27,054
Audio Books:	951	81	1,032
Periodicals:	64	11	75
Registered Borrowers:	2,976	526	3502
Annual Circulation:	10,811	6,075	16,886*
Database License:	1 (all ages)		1
Programs:	20	25	45
Reference Transactions:		(annual avg.)	20,852

*Circulation down slightly as it was necessary to close to the public during construction

Budget 2003-2004 Adopted by the Fletcher Memorial Library Board of Trustees September 2003

<u>Expense</u>	<u>03-'04</u>	<u>Expense</u>	<u>03-'04</u>	<u>Income</u>	<u>03-'04</u>
Print & Computer Materials	14600	Insurance	7000	Fletcher Farm Foundation	40000
Community Programs	3000	Training/Education/Travel	700	Town of Ludlow	<u>25000</u>
Telephone	1000	Dues/Accountant/Payroll	2000	Sub-total	65000
Office Supplies	2200	Bottled Water/Rug Exchange	960	Balance/Library Investments	<u>65210</u>
Miscellaneous	400	Cleaning Service	6500		
Postage	850	New Furniture/Equip.	3000		
Repairs and Maintenance	<u>3000</u>	Wages & Withholding	77500		
Sub-total	25050	Taxes/Payroll	<u>7500</u>		
		Total Budget	130210		
				Total Budget	130210

Respectfully submitted,


Jill A. Tofferi, library director

Board of Trustees

Mary Barton, Chair
Charlotte Sumner, Secretary
Leslie Lever, Treasurer
Anne Kipp, Trustee
Dennis Pearson, Trustee

Staff

Jill Tofferi, Library Director
Ginger Palmer, Adult Librarian
Michelle Stinson, Children's Librarian
Pat Laio, Library Assistant
Tyler Lever & Ross Predom, Student Library Assistants

Hours

Monday: 10AM-7:30PM
Tues-Fri: 10AM-5PM
Saturday: 10AM-1PM

**Our library Board of Trustees meetings are held the 3rd Tuesday of the month, 6PM at the library.
The public is welcome.*



Health Care and Rehabilitation Services of Southeastern Vermont

One Hospital Court, Suite 410, Bellows Falls, Vermont 05101-1491
 Telephone: (802) 463-3947 • Fax: (802) 463-1202 • www.hcrs.org • HCRS Connection: 1-888-888-5144

October 13, 2003

**CHILDREN, FAMILY,
ADULT AND ELDER
OUTPATIENT PROGRAMS**

Brattleboro • 254-6028
 Bellows Falls • 463-3947
 Springfield • 885-5781
 White River • 295-3031

**WINDHAM/WINDSOR
RECOVERY ASSISTANCE
PROGRAM (WRAP)**

Brattleboro • 254-6028
 Bellows Falls • 463-3947
 Springfield • 885-5781
 White River • 295-3031

**COMMUNITY
REHABILITATION AND
TREATMENT SERVICES
(CRT)**

Springfield • 885-4588
 Brattleboro • 254-7511
 White River • 295-9337

**DEVELOPMENTAL
SERVICES**

Springfield • 885-5170
 Bellows Falls • 463-3962
 Brattleboro • 257-5537
 White River • 295-1705
 Windsor • 674-2539

EMERGENCY TEAM

1-800-622-4235

Elaine Snow, Office Manager
 Board of Selectmen
 Town of Ludlow
 P.O. Box 307
 Ludlow, VT 05149

Dear Ms. Snow:

I am writing on behalf of the Springfield office of Health Care and Rehabilitation Services to request that the Town of Ludlow appropriate the sum of \$2,537.00 to our agency in support of services being provided to 4,424 residents of Windham/Windsor counties.

This request is based on a formula of one dollar per capita according to the 2000 Yearbook. These funds help to defray some of the cost of services we provide to clients whose fee is less than our cost. We also provide client advocacy and public education for which we charge no fee at all.

This past year, we provided the following services to the residents of Ludlow:

Children Services	3,028.00	Hours
Adult Outpatient	200.25	Hours
Substance Abuse Outpatient	168.25	Hours
Community Rehab	5,229.25	Hours
Emergency	63.75	Hours
Mental Retardation	5,266.25	Hours
Totals	<u>13,955.75</u>	Hours

Enclosed is a copy of our Adult Outpatient Program financial data. If you should have further questions, please feel free to contact me at 802-254-7500 ext. 122.

Thank you for your support last year and for your consideration in continuing to support us in this vital community service.

Sincerely,

George Karabakakis

George Karabakakis, PhD
 Director of Outpatient and Emergency
 Services

GK/kma
 Enclosure

NEW BEGINNINGS, INC.

New Beginnings, Inc. is a non-profit agency providing services to victims of domestic and sexual violence. Staff and volunteers provide support and information to clients in the office, a police stations and Springfield and Mount Ascutney Hospitals after hours, on weekends, and holidays. We offer a 24-hour hotline 365 days a year, assistance and support for client safety, assistance with relief from abuse complaints, court education in the final relief from abuse hearing, safe housing, social service advocacy, referrals, and community education, as well as peer support groups.

This year the staff of New Beginnings, Inc. would like to recognize the amazing types of support by many amazing human beings throughout Windsor County, Vermont, including residents of Ludlow.

Thanks to:

- ♥Every resident who voted to support town allocations...
- ♥Every dollar donated, raised, or granted....
- ♥Every one of the 219 individuals who wrote out a check or spent a day with us....
- ♥Every donation of stuffed animals or books....
- ♥Every monthly meeting attended by our FY 2003 members of our Directors...
- ♥Every weekly trip to the office by our Board Treasurer or Secretary....
- ♥Every trip to an area business to request support....
- ♥Every business owner who offered support....
- ♥Every horse and rider in our Ride-A-Thon....
- ♥Every note from a musician at our Country Jamboree and Klezmer Concert....
- ♥Every pot of chili stewed, hotdog steamed, cookie baked....
- ♥Every individual willing to carry a pager attached somewhere to their clothing....
- ♥Every individual willing to wake up at 2:30 A.M. to support a victim....
- ♥Every gardening session in our front "yard"....
- ♥Every pamphlet and poster distributed....
- ♥Every Thanksgiving basket of food and Christmas present donated....

we were able to provide:

- To a population of approximately 34,000 individuals....
- Over 475 square miles....
- In 14 Towns, and at times, beyond....
- At 4 full-time police departments....
- In 2 hospital emergency rooms....

- ☼8760 hours of hotline and in-person crisis services....
- ☼48 trips to Family Court....
- ☼1250± pre-crisis, crisis, and post-crisis services....
- ☼9462 hours of volunteer crisis services to:

- *346 victimized women....
- *51 victimized men....
- *11 physically or sexually victimized children
- *479 children exposed to domestic and sexual violence in-home....
- *394 domestic violence victims....
- *40 sexual violence victims.

Thank you to the many located "behind the scenes" for ensuring that there will continue to be someone to provide support, education and advocacy to those who suffer abuse and for creating a foundation on which New Beginnings builds its services.

Clearly, people of Ludlow recognize that domestic violence or sexual assault will touch someone in their community and they wish to ensure there is someone available to meet victims' needs.

Co-Directors
Pamela S. Burns
Terri A. Fisk

Windsor County RSVP

Windsor County RSVP recruits adults, 55 and older, looking for meaningful volunteer work in the community. In the past year in southern Windsor County, 244 RSVP volunteers put in over 32,000 hours doing 163 different jobs for 76 non-profit organizations, schools and state agencies. RSVP volunteers help increase the capacity of local organizations and improve the quality of life for people of all ages while learning new skills, meeting new people and continuing to be an asset to the community.

Last year RSVP volunteers contributing over 5,000 hours to organizations in town. Volunteers read to youngsters at Ludlow Elementary School and Stepping Stones, served meals at the Black River Senior Center, lead osteoporosis prevention exercise classes, assisted with activities and made lap blankets for residents at Gill Home, transported seniors to medical and non-medical appointments, visited shut-ins, drove for Meals on Wheels and maintained information booths sponsored by the Okemo Valley Chamber of Commerce.

Do you have an hour a week? What are you interested in? RSVP can match you interests, talents and skills with a wide variety of important community activities. Are you interested in reading to children, talking on the telephone to shut-ins, making presentations about emergency preparedness, ensuring well balanced meals are delivered to homebound seniors, making items for people in need of warm clothes or making teddy bears for victims of abuse? Would you like to share a skill, a game, some time with an inmate at the new correctional facility in Springfield? What about helping out in one of the libraries, or getting behind the scenes at a community event? Would you like to lead an osteoporosis prevention exercise class? Do you value public lands: are you interested in maintaining trails, or checking on signage, or building water bars? Would you like to be a mentor to a child in need of a positive role model, or a family in need of grandparenting? Are you interested in increasing the capacity of an organization through assisting with mailings, working on science kits, helping at a senior center, library, hospital or nursing home?

Volunteers, by cultivating good will and fellowship, receive as much as they give. Check out our new web site <http://www.vtrsvp.org/> for more information. The office phone is 885-2083; e-mail: rsvp@hcrs.org

Wendy Regier
Director, Windsor County RSVP

VERMONT LEAGUE OF CITIES AND TOWNS

The Vermont League of Cities and Towns' mission is to serve and strengthen Vermont local government. Most government services used by Vermonters on a daily basis are those provided by its cities and towns. These include highways, police, fire, recreation, sewer and water. Vermont municipal officials are responsible for raising and expending nearly one-half of the non-federal taxes raised in the state.

In large part, volunteer elected and appointed municipal officials lead these governments. VLCT provides the following services to its member cities and towns to serve and strengthen the ability of these officials to provide quality services at affordable levels of taxation:

- **Advocacy representation before the State legislature, administration and judiciary, ensuring that municipalities have the resources and authority to serve their citizens.** VLCT is a leader in the education finance debate and in securing revenues for town highway and bridge maintenance programs.
- **Training, technical assistance and publications to strengthen the ability of municipal officials to serve their communities.** In the past year, we have responded to almost 50,000 telephone calls, 21,200 of them from local officials on the toll-free telephone line available to them. Our Municipal Assistance Center and Group Services staffs provided over 750 workshops and small group training sessions attended by over 4,000 municipal officials and answered over 2,300 legal questions posed by municipal officials. VLCT distributed over 575 copies of local government publications and distributed over 3,200 hard copies or electronic mail versions of VLCT's *Weekly Legislative Report* to municipal officials each week during the legislative session.
- **Purchasing opportunities to provide needed services at the lowest cost.** These include an array of municipal insurance programs, among many others. Examples of how this saves local taxpayers dollars are the securing of municipal employee health insurance and liability coverage for town operations. The VLCT Health Trust represents the most affordable option available to provide health insurance to your employees. The value of VLCT PACIF to all our members was made painfully clear last year when the major re-insurer for the largest private sector option available for municipal property and casualty insurance was declared insolvent by the State of Pennsylvania, threatening the payment of claims made under those policies.

All 246 Vermont cities and towns are members of VLCT, along with 140 other municipal entities including villages and fire districts. Membership dues are \$.72 per capita plus a \$250 service fee per year. VLCT maintains its offices in Montpelier and employs 42 staff members. It has an annual operating budget of approximately \$3.0 million.

Individuals interested in finding out more about Vermont League of Cities and Towns, including reviewing its audited financial statements can visit its website at www.vlct.org.

VISITING NURSE ALLIANCE OF VERMONT AND NEW HAMPSHIRE, INC
Home Care, Hospice and Family Health Services -- Report to the Town of Ludlow

The Visiting Nurse Alliance is like the local police and fire departments - a strategic part of the community's safety net - with services that must be continuously available to anyone in need. The need varies dramatically from month to month and year to year. The VNA provides a comprehensive range of care, requisitioned by hospital staff and physicians, for everyone, regardless of ability to pay.

We value the continued partnership with the Town of Ludlow to help us meet your residents' home care, hospice and family health needs. Town funding accomplishes the following:

- Enables your family, friends and neighbors to remain independent and at home as they receive skilled clinical care during times of injury, recovery from surgery or accidents, disability, whether for short-term and chronic illness. For many such patients, many are addressing multiple medical, emotional and social issues at the same time.
- Provides emotional support plus pain and symptom management during terminal illness. Hospice care extends to family members as well. More and more patients want to be at home during their end of life, and through hospice they have that control.
- Provides community-wellness programs and assistance to young families at risk. Clients range from fathers and/or mothers who want to be more effective parents through learning parenting skills or providing a balanced diet; infants who require hi-tech health care; and children who grow and learn through play groups that offer interaction with other children.

The VNA provided the following services this past year: (July 1, 2002 through June 30, 2003)

Skilled Nursing	1,707
Physical Therapy	224
Speech Therapy	173
Occupational Therapy	109
Medical Social Worker	15
Home Health Aide	1,393
Homemaker	339
Total Visits	3,960

<i>Hospice VNH</i>	
Patient Families served	7
Volunteer Hours	133
Volunteer Visits	53

<i>MCH</i>		<i>Clinic attendance</i>	
Children	12	Flu	120
Home Visits	99	Blood Pressure	37
		Foot	14

On behalf of the people we serve in your community, thank you for your continued confidence.

Respectfully submitted,



Susan H. Larman, BSN, MBA
 President and Chief Executive Officer

Visiting Nurse Alliance of VT and NH, Inc.
 46 S. Main Street, White River Junction, VT 05001

Vermont Adult Learning Report to the Town of Ludlow

Vermont Adult Learning is an educational non-profit which serves individuals age 16 and older who are out of school and in need of basic reading, writing, and math skills, GED preparation, English as a second language, and help with specific goals such as getting a driver's permit or a commercial driver's license.

Group study, classes, and some home tutoring are offered throughout the county. In addition to adult essential skills education, Vermont Adult Learning offers the Adult Diploma Program, basic computer skills instruction, family literacy programming, Bridge to College classes, and GED testing.

During fiscal year 2003, we served 20 residents of the town of Ludlow with 283 hours of direct instructional service. We are again requesting four hundred dollars (\$400) to support our services to the residents of Ludlow. We thank the voters for their generous support in the past years.

Anyone interested in our program may call 885-5502.

Respectfully submitted,



Kitty Stanley
Regional Manager
100 River Street
Springfield, VT 05156

SOUTHERN WINDSOR COUNTY REGIONAL PLANNING COMMISSION

The Southern Windsor County Regional Planning Commission is an organization that serves the ten towns in the southern Windsor County Region. Member towns are comprised of Andover, Baltimore, Cavendish, Chester, Ludlow, Reading, Springfield, Weathersfield, West Windsor, and Windsor. SWCRPC's mission includes two major activities: assisting member towns with their planning and other community related activities, and promoting cooperation and coordination among towns.

During FY 2003, member towns contributed 4% to the Regional Planning Commission's annual budget of \$555,565.00. Town dues assessment was based on \$1.00 per person using 2000 census data, which for the Town of Ludlow was \$2,449.00. The remaining revenues were derived from federal and state funding sources: Federal funding supported transportation planning activities and the administration of Community Development Block Grants; State funds were derived from the Agency of Natural Resources for environmental planning, and the Agency of Commerce and Community Development for land use planning and other related activities.

The Southern Windsor County Transportation Advisory Committee (SWCTAC) is an advisory committee of the Regional Planning Commission. The SWCTAC's primary responsibilities are to make recommendations on regional transportation policies, review and provide comment on VT Agency of Transportation projects, identify and rank town/regional transportation improvements for submission to VAOT, and provide input on regional transportation studies.

In addition to providing ongoing technical assistance to member towns, in the last year, the Regional Planning Commission has assisted the Town of Ludlow with several projects. The SWCRPC assisted the Town of Ludlow with zoning issues and with amending its town plan. The RPC is developing a Ski Country Traffic Management Plan, continues to assist the town on the Calvin Coolidge Bike and Recreation Path, and has been involved with the Town of Ludlow in Act 250 procedures.

Annually, the Board of Selectmen for the Town of Ludlow appoints a representative and an alternate to the Regional Planning Commission. The RPC board is responsible for developing regional policies, providing Act 200 review of town plans, and facilitating cooperation amongst member towns. In FY 2003, Bartholomew Bonanno represented the Town to the Regional Planning Commission and Sharon Bixby was the representative to the Transportation Advisory Committee.

Southern Windsor County Regional Planning Commission
Ascutney Professional Building
P.O. Box 320
Ascutney, VT 05030
web site: www.swcrpc.org

**Black River Good Neighbor Services
2003 Annual Report
Town of Ludlow, Vermont**

The mission of the Black River Good Neighbor Services (BRGNS) is to provide support to needy families and individuals in our local community. Often, people experience hardships and are unable to make ends meet. For those who have nowhere to turn for support, BRGNS provides help with food, clothing, shelter and financial aid for fuel and utilities to help them get back on their feet.

This past year requests for assistance reached an all time high due to the substantial rise in the cost of fuel, utilities and general living expenses. We struggled to keep up with demand but through the generous monetary donations and support from residents, second homeowners, businesses, churches and civic organizations, we were able to give assistance to those who needed us.

Here is an overview of the year:

July 1, 2002 to June 30, 2003

- BRGNS provided \$7,082.45 in direct financial assistance to 141 individuals and families with 63 children for rent, electricity, fuel and emergency shelter.
- Our thrift store was able to provide clothing, footwear, winter outerwear, household goods and infant care items directly from our store shelves and racks amounting to an in-store value of \$579.75 to 87 people, 46 of whom are children.
- Over \$6,700.00 worth of perishable and non-perishable food items were sorted, shelved and redistributed to 333 families including 138 children in Ludlow. As a continuing program BRGNS distributed monthly USDA commodities amounting to over 7,000 items. Additional food items were added by direct purchase from our own funds.
- The Annual Christmas Basket Program provided an entire holiday meal of a turkey or chicken with all the fixings to 125 families in our area. Toys, clothing and other gifts were also given to the children and senior citizens.

On behalf of the BRGNS Board of Directors and Manager, we would like to thank everyone from the town of Ludlow for their continued support. From the volunteers who help out at the store to the generous benefactors from our communities, we are very fortunate to have such caring, supportive and committed neighbors. Our ability to help others is truly dependent on your support.

Respectfully submitted,

Robin Danowski, Manager
BRGNS Board of Directors

Vermont Department of Health
Annual Report – Town of Ludlow, 2003

- **Bioterrorism and Emergency Preparedness:** The Vermont Department of Health is actively working with local, state and federal agencies to assure a rapid and effective response to bioterrorism and other public health threats or emergencies. Local health department response may include finding and identifying disease, investigating the source of the disease, providing accurate and timely information to the public and health professionals, and collaborating with other agencies during biological, environmental or weather events. Recent local efforts have included participation in hospital committees, smallpox vaccination clinics, and membership on the District 3 Local Emergency Planning Committee (LEPC #3).

- **Special Supplemental Food & Nutrition Program for Women, Infants, and Children (WIC):** WIC improves the health of eligible pregnant and postpartum women, infants and young children through access to health care, nutrition education and individually designed nutritious food packages. In 2002, 68 women, infants and young children living in Ludlow received health and nutrition screening, education and nutritious foods through this program. Participation in this program has been steadily increasing in this area. The average value of foods provided is \$35.00 per person each month.

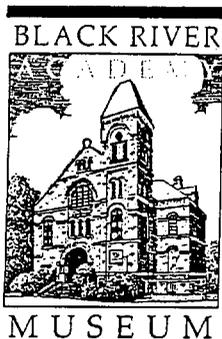
- **Reportable Disease Investigations:** Infectious diseases continue to be a major source of illness, disability and death in the U.S., accounting for 25% of all doctor visits each year. The Department of Health investigates all reportable diseases, such as hepatitis, meningitis, measles or foodborne illness. When these illnesses occur, we strive to determine their source and recommend measures to control and prevent further spread of disease. In 2002, Windsor County had 219 cases of disease investigated.

- **Vaccine-Preventable Diseases:** Proper vaccination protects children and adults against many diseases, saves health care costs, and minimizes sick leave from school or work. Immunization has reduced reportable cases of preventable diseases in Vermont to record low levels. Still, total annual hospital costs from vaccine-preventable disease in Vermont are \$2.6 million, and each year up to 200 Vermonters die of pneumonia or influenza. In 2002, the Department of Health distributed 12,054 doses of vaccine to health care providers in Windsor County, at a value of \$153,342 to these communities.

- **Food Establishment Inspections:** Public health sanitarians inspect eating establishments (restaurants, schools and fairs) to decrease the risk of foodborne disease outbreak. The five greatest risks for foodborne outbreaks are storing food at improper temperatures, inadequate cooking, contaminated equipment, unsafe food sources, and poor personal hygiene among food handlers. Inspections include a 44-item review to evaluate food storage, preparation and handling, as well as to identify potential risks. Of the 48 establishments in your area, there were 39 inspections in 2002. For the most recent inspection scores and results in your area, please go to www.healthyvermonters.info and select "Program List" then scroll down to "Division of Health Protection" and select "Restaurant Inspection Scores."

- **Town Health Officer (THO) Program:** Every town in Vermont has a THO who is nominated by the Select Board and appointed by the Commissioner of Health. THOs work on a variety of environmental and health issues, and respond to calls on public health concerns as varied as animal bites, West Nile Virus, rental code complaints and septic systems. The Department of Health supports THOs with training, information and technical assistance. Your THO's report describes the calls received for Ludlow.
- **West Nile Virus (WNV) Surveillance:** WNV first appeared in the U.S. in 1999. Birds and mammals (including people) can get WNV from the bite of an infected mosquito. The Vermont Departments of Health and Agriculture conduct surveillance for WNV each year from June until cold weather limits mosquito activity. In 2003, five THOs throughout the state also participated in this program by assisting with mosquito trapping. As of September 19, 2003, there have been 450 mosquito samples tested, with nine positive for WNV. In Windsor County from June – September 19, 2003, 110 dead birds were reported, 56 were tested, and 5 were found to be infected with WNV.

The Vermont Department of Health works to protect and promote the public's health. Current challenges include emergency preparedness and response to disease threats such as SARS or potential acts of bioterrorism; expansion of substance abuse prevention and treatment; and improving health care for people with chronic conditions like diabetes, asthma and cardiovascular disease. If you would like to learn more about these or other efforts, or if you have a public health concern, please call the Health Department's Springfield District Office at (802) 885-5778. Please visit our website at www.healthvermonters.info for recent publications, news updates and other current information about public health.



PO Box 73 • Ludlow, VT 05149
802-228-5050

Black River Academy Museum Annual Report

Our first Annual Museumfest was a great success and work has already begun on next year's Museumfest.

Once again our Needlework show was well attended with many entries from local people.

Our Christmas Open House was well-attended by locals and visitors alike. Dr. Ann Margaret McKillop and Pat Sager, harpists, provided the music. We plan to feature local talent again next year.

We partnered with the Calvin Coolidge Homestead in Plymouth this year to offer discounted tickets to those people who visited both places. This will continue in the future.

Our Lindsey-Woolsey quilt was featured at the Vermont Quilt Festival in Northfield, Vermont this summer. This is one of our oldest quilts - it was made in 1712 by a 16 year girl. It was brought to Vermont in 1785 by the Brintnalls and passed down to a descendent who graduated from the Black River Academy in 1894.

We also were asked by the Vermont Historical Society to participate in their display at the Hildene Antique Show in Manchester, Vermont. We did an exhibit on the Fullam Chair Factory. This exhibit is on view on the first floor landing at the Museum.

Once again we participated in the Vermont History Expo in Tunbridge. This year we featured Baseball at BRA with mannequins (made by Bob Tucker) wearing vintage costumes. We also gave out little bags of popcorn to visitors. The exhibit was a great success. We heard many stories from people who either played against Black River or whose parents played against them. We also had an exhibit in the VHS Community Project booth showing a video of our 8th graders performing their reenactment of Calvin Coolidge's graduation in 1890. The mannequins in their costumes are presently part of the BRA sports exhibit on the third floor.

We have begun computerizing our Archives using the Past Perfect program. Once they are all on the computer, we will then take digital pictures of them and add the photos to the system. The computer and the program were all donated to us by IBM and VHS as part of the Community Project.

In September students from Black River High School, Black River Middle School and Ludlow Elementary school all participated in recreating the photo which was taken of Present Coolidge with the BRA students during Coolidge's 1928 tour of Vermont after the devastating 1927 flood. Many of the students were dressed in appropriate clothes for that period. Jim Cooke played Calvin Coolidge and after giving a short speech he answered questions from the students.

Also in September, 6th graders from the Ludlow Elementary School visited the Museum. Viola Higgins of the Vermont Finnish Society was present and gave a presentation to the students about the Finns that settled in the Black River area. She used many of the artifacts in the Finnish exhibit on the second floor to illustrate her stories. She was kept busy with questions from the students.

We are currently with the seventh and eighth graders at Black River Middle School on a Community Mapping Project. This is in partnership with VINS. The students will eventually be mapping the Black River from its source in Plymouth to where it enters the Connecticut River in Springfield. For the next year or so they will be focusing primarily on the section from Plymouth to Fletcher Farm. When the project is completed an exhibit featuring the maps they will have generated will be set up in the Museum.

The need for an elevator to assist people to reach the second and third floors has become very evident. We will be focusing on this need in the near future.

A committee has been formed to work on the History of Ludlow to bring it up to the present time.

Along with the other museums in Vermont the Black River Academy Museum found our visitor tally down slightly this summer. However, we did have a good number of people in to do research on their genealogy.

We are looking forward to a very busy 2004.

Georgia L. Brehm
Director



post office box 474 white river junction vt 05001 802-295-5078 fax (802) 295-8833

January 15, 2004

Board of Selectmen
Town of Ludlow
P.O. Box 307
Ludlow VT 05149
ATT: Frank Heald, Town Manager

RE: Request for FY 2005

Dear Selectboard Members:

On behalf of our Board of Trustees, may I extend our sincere thanks to the residents of the Town of Ludlow for their generous support of community justice.

As you know, we expanded our services to the Town by the addition of a Ludlow Community Justice Panel that meets twice monthly to review cases from Ludlow and surrounding towns. More than a dozen volunteers give their time, their caring, and their wisdom to make this our most successful board. Ludlow is also unique in the availability of a *pre-charge option* that speeds the justice process and reduces administrative costs to the Town's police department and to the Windsor County State's Attorney, saving local taxpayers. In its first year, eight cases were successfully handled through this local option.

Services to the town increased over the last twelve months. Last fiscal year, 68 criminal and civil cases involving Ludlow residents were referred for diversion. In each case, local volunteers work with offenders to help them find a different path by encouraging them to engage in treatment, counseling, or other remedial services. As importantly, \$1,488 was recovered for victims of crime. In addition, offenders performed some 396 hours of service to the community.

We are asking the Town to continue its support of \$2,500.00 for FY 2005. In addition, as you may be aware, the County has removed Court Diversion from its FY 2005 budget and asked us to solicit the towns directly for this support. Ludlow's share of amount currently funded through the county is \$571.00. We are therefore asking that the Town include us in next year's budget for a total of \$3,251, the same amount appropriated to us last year.

If you have questions, please do not hesitate to contact our Executive Director, Paul Haskell, at 281-5060.

Thank-you again for your support. We look forward to continuing to serve the residents of Ludlow.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard M. McCostis".

Richard M. McCostis, President
Board of Trustees



**George D. Aiken Resource
Conservation & Development Council, Inc.**

22 North Main St., Suite 2
Randolph, VT 05060
(802) 728-9526
Fax (802) 728-5951

*"A non-profit non-partisan network of local people
dedicated to helping communities conserve and develop
their natural and human resources."*



Town Report Information

George D. Aiken Resource Conservation and Development (RC&D) Council Report

The George D. Aiken Resource Conservation and Development Council (RC&D) has been "making things happen" for towns with natural resource conservation and rural development projects over the past year. We are here to serve your community. We coordinate and facilitate assistance to town governments, school districts, fire departments watershed groups and nonprofit organizations in the six southern Vermont counties. By bringing together help from our extensive network of resources, we can focus technical and financial resources on your specific needs. We get technical assistance and staff help through the U.S. Department of Agriculture but private sources make up most of our budget. The Council is a self-supporting 501 (c)(3) nonprofit organization. Highlights of our work in the six counties in 2003 include:

- 14 towns received funding to improve water quality and upgrade backroads through our better backroads grants
- Two towns received complete water supply plans identifying all potential useable water sources for fire fighting in the town
- 16 towns received funding and engineering assistance to design and install dry hydrants as a source of water to fight fires
- 6 towns received Jeffords fire safety grants to purchase personal protective gear for firefighters
- Numerous farmers received technical and marketing assistance with agritourism ventures
- 5 Farmers received grants to support agritourism on their farms
- 10 towns received assistance from a consultant to help them prepare for an ISO (Insurance Service Office) evaluation. Towns are given a rating from 1 to 10 by the ISO and many insurance companies use that rating to set their rates. If a town can lower their ISO rating, it may lead to lower insurance costs for businesses and residents in that town
- We continue to serve as the fiscal agent for the White River Partnership and Connecticut River Birding Trail
- Teams of high school students from throughout the area participated in the Vermont Envirothon

Other current projects include helping a town with flooding problems, erosion control and streambank stabilization in several locations, helping to develop community centers and recreation fields. We currently have funding available for low interest loans (3.0 – 5.0%) to develop agritourism ventures on farms. Do you have a project or program that could use some assistance to "make it happen"? Over the years the George D. Aiken RC&D Council has helped many communities and organization on a variety of projects. We work on a request basis, so the first step is up to you, giving us a call. For information and free consultation call Kenneth Hafner our RC&D Coordinator at (802) 728-9526 or email: kenneth.hafner@vt.usda.gov.



Black River Valley Senior Center

10 High Street ~ Ludlow, Vermont 05149

Phone (802) 228-7421

Serving Ludlow, Cavendish, Plymouth, Andover, & Weston

Officers

Daniel Churchill
Chairman, Cavendish

Jane Buswell
Vice Chair, Ludlow

Board of Directors

Ludlow
T. Darrah Moore
Bertha Koponen
Kaye Blair
Winona Spaulding
Caslawna Lamoureux

Plymouth
Elizabeth Jarvi
Eliza Wurd

Cavendish
Etta Dean
Marion Giesen

Andover

Weston

Richard B. North
Plymouth
Executive Director

*Honorary

October 20,2003

Board of Selectmen
Ludlow, Vermont 05149

Dear Selectmen,

The Black River Valley Senior Center is more than you can ever imagine it to be. We are an active senior center whose mission is to have a place where seniors and others can congregate and have a nutritious noontime meal and also provide a wide variety of other activities.

Our programs continue to promote successful aging and include exercise, cards and bingo, health care such as foot care, blood pressure and flu shots. We have a wheelchair to lend out as well as an exercise bike in our library. Other activities include music and weekly trips to local restaurants. This usually takes place on Tuesdays. We also schedule trips to shows and plays at area dinner theaters. There are speakers who come in to give the seniors information on items such as taxes, health care, and legal matters.

In addition we deliver "Meals-On-Wheels" throughout the entire week to those who are homebound in the towns we serve. Our annual meal count is now around 13,520 or an average of about 65 meals daily. Our log book of attendees and kitchen records indicate nearly 8,000 meals were served to Ludlow seniors during 2002-2003 period. We ask the towns we serve to subsidize the cost of our meals program. For the past five years we have kept the cost of the "All you can eat Hot Lunch" at \$3.00. Our meal costs continue to rise but with your help, along with other generous donations, we can keep the seniors cost low. We would greatly appreciate the taxpayers support of \$1.00 per meal or a subsidy of \$8,000.

Yours Truly
B.R.V.S.C

Richard B. North
Executive Director

We are a United Way Agency

ROCKINGHAM AREA COMMUNITY LAND TRUST
ANNUAL REPORT
TO THE
TOWN OF LUDLOW

Rockingham Area Community Land Trust has successfully administered the Weathersfield/Ludlow, Weathersfield/Cavendish Home Rehabilitation Program for the Town of Weathersfield with a loan portfolio of 33 families since 1995. Of these 33 loans 9 have been repaid and the funds have been rechanneled into the program. This is an ongoing program for which eligible families in the Weathersfield, Cavendish and Ludlow areas are able to use.

This year RACLT is celebrating 15 years as a community housing development organization (1988 - 2003), and continues to promote healthy living conditions by offering affordable rental housing to over 300 families in Windsor/Windham Counties, purchases and develops special housing projects and provides single family homes with low interest loans for home repair projects. These projects are supported through HUD (Housing and Urban Development), VHCB (Vermont Housing Conservation Board), NRC (Neighborhood Reinvestment Corp.), VCLF (Vermont Community Loan Fund), VHFA (Vermont Housing Finance Agency) cooperative funding through Town and Municipal Boards, foundations, businesses, individuals, and our members. This past year RACLT completed the development of the historic Howard Block building in Bellows Falls in partnership with Housing Vermont and the Town of Rockingham. This building provides 10 residential units, 6 retail stores.

The RACLT HomeOwnership Center's nationally certified staff offers a step by step guide to purchasing a house. There are special programs to help people afford to buy their own homes. The RACLT HomeOwnership Staff guides its people to the resources that will help them buy the most home for their money. The staff assists in other programs such as post-purchase counseling and financial literacy.

The Board of Directors provides governance, leadership and oversight to RACLT. It ensures that the mission of the organization is achieved. Each member is required to make the work of the organization successful by setting policies and overseeing operations.

ARC - Rutland Area

Advocacy, Resources & Community for citizens with developmental disabilities and their families

A United Way member agency

2003 ANNUAL REPORT

Our mission is to advocate for the rights of individuals and families with developmental disabilities to be regarded as valued citizens with the same entitlements as a non-disabled individual, including the right to lifelong opportunities for personal growth and full participation in the community.

In 2003, we were representative payee for about 65 clients referred to us by Social Security and mental health centers. We assisted these clients in managing within their budget limitations; quite an accomplishment for people living on the limited resources of SS and SSI. We were involved in every operation from payment of bills, rent etc. to dispensing personal expense monies on a weekly basis. We negotiated and mediated between landlords, service providers and businesses in cases where a client was unable to resolve an issue independently. The man hours involved in managing one's case averages from several hours monthly to 3-4 hours weekly, dependent on need. As well, we assisted about 12 clients in filling out annual accounting forms for probate court.

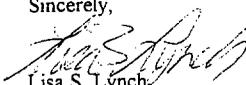
Six (6) dances were provided - Valentines, Spring Fling, Summer, Summer Picnic / Annual Meeting, Halloween, and our annual Christmas Dinner - over the year these events were attended by over 200 people with developmental disabilities, friends and families. There are also ongoing weekly events such as the art class and the music & movement class. The dances are our biggest events that bring people together in the community. There is much fun had by all who attend, whether dancing, listening to music, talking with a friend or by just watching.

ARC- Rutland Area supports the local Self-Advocacy group for people with developmental disabilities by doing the minutes and preparing the agendas for the group and then helps with facilitating the meeting. The Self-Advocates have currently been trained in a Disability Awareness Training and have presented the training at Rutland High School. They will be going into elementary schools around the county as well. Many citizens are getting to know the self-advocates better through this service and the self-advocates are gaining valuable public speaking and advocacy skills. This year the self-advocate group also helped out at the annual Green Mountain Self-Advocates' Voices and Choices conference in Killington, by helping people find their way around.

Our Executive Director is a member of the Rutland Family Support Network which is lead by parents to gather information families need, create goals to some system changes and network via the internet, brochure, forums and newsletters. She also is on the Local Standing Committee of Community Access Program. By staying in touch with other state level organizations and working collaboratively with local advocates, families and organizations ARC-Rutland Area stays on top of the services being provided to people with developmental disabilities and has an outlet to advocate for those services that are not being offered.

On behalf of the Board Members, friends, and families; we are grateful for the support and continued assistance from the citizens of the Rutland Area. We receive neither state nor federal funding, and our main sources of income continue to be United Way, Rutland City and other towns in Rutland County. In 2003 there were a total of 411 residents in the Rutland Area who took advantage of all the services we offer.

Sincerely,



Lisa S. Lynch
Executive Director

128 Merchants Row, Suite 302, Rutland, VT 05701-5915~ (802) 775-1370 Fax 775-4544
email address: arc rutland area@cs.com

Eradicating Eurasian Milfoil on Lake Rescue and Round Pond--2003

In 1998 the Department of Natural Resources, State of Vermont, found 70 plants of Eurasian Milfoil growing in Round Pond. Since then, there has been an ongoing effort to prevent the spread of this water plant in Lake Rescue.

If Eurasian milfoil spreads throughout a lake, the lake becomes practically useless for swimming and boating. This has happened in several lakes in Vermont, including Star Lake, Bomoseen and Lake St. Catherine's.

The plant takes root in water up to 20 feet deep and can grow a foot a week. Once it reaches the top, it grows across the top of the water creating a mat of weeds that is nearly impenetrable. The plant reproduces very easily and can quickly cover a lake's surface in just a few years.

Since 1999, in order to control milfoil, the Lake Rescue Association has hired scuba divers to look for and remove milfoil plants from Lake Rescue and Round Pond. (At this point no plants have been found in Lake Pauline.)

Because the most common way that milfoil spreads is by boats and boat trailers that are moved from lake to lake, the Association also hired people to inspect boats for milfoil plants at the boat access on Lake Rescue.

Each year for the past five years, the Lake Rescue Association has applied through the town of Ludlow to the State for funds to help control the spread of milfoil. Each year the State has granted money through the town to the Association for this purpose.

This past year of 2003 the State provided a 65 percent cash match and the Association provided the other 35 percent through cash and in-kind services. The total cost for scuba divers and boat screeners was \$12,844.

Once the plant gets a firm foothold, it is difficult to control and that is why the Association continues its vigorous efforts for the past five years to control milfoil. This past year we found and removed 12 plants--all in Round Pond. Most of the plants found were right near the boat access, which confirmed our belief that milfoil is still being brought into the lake by boats.

This year the Association will again apply for grant money from the State. Keeping ahead of milfoil is essential to keeping our lakes available for swimming and boating. If you have questions about the effort to get rid of milfoil, please call Frank Wingate at 228-7601.

**TOWN OF
LUDLOW, VERMONT
BIRTHS**

JULY 1, 2002 - JUNE 30, 2003

<u>DATE</u>	<u>NAME</u>	<u>FATHER</u>	<u>MOTHER (Maiden)</u>	<u>PLACE OF BIRTH</u>
July 27, 2002	Ezekiel C Welch	Randall J Welch	Nicole D Bergquist	Springfield Hospital
December 23, 2002	Ethan A Ouellette	Cory M Ouellette	Gillian M Trimboli	Springfield Hospital
January 1, 2003	Ariella E Godfrey	Arthur F Godfrey IV	Vanessa Turco	Springfield Hospital
February 7, 2003	Mary E Cameron	Ralph P Cameron	Ellen M Walsh	Springfield Hospital
February 16, 2003	Erik J Heitsmith	Glenn T Heitsmith	Donna M Iandoli	Springfield Hospital
March 26, 2003	Brooke A Rebideau	Jeffrey A Rebideau	Tina M Cross	RRMC
March 30, 2003	Graeff V Anderson	Scott Anderson	Tara C Verheide	Springfield Hospital
May 2, 2003	Travis G Blake	Richard A Blake	Patricia L Romano	RRMC
May 5, 2003	Hope E Kelley	Lawrence C Kelley III	Sandra Brown	RRMC
May 20, 2003	Amanda R Potter	Curtis R Potter	Stacy L TenPas	Springfield Hospital
May 30, 2003	Burton J Townsend	James L Townsend	Heather Doane	Residence
June 3, 2003	Tadgh P Bannon	John P Bannon	Amy A Bannon	Springfield Hospital
June 14, 2003	Rosalee B Saccardo	Kenneth C Saccardo	Lori A Wright	Springfield Hospital
June 29, 2003	Jonathan D Oakes	Daniel E Oakes	Sherry L Plummer	RRMC

Town Of Ludlow
DEATHS
JULY 1, 2002 - JUNE 30, 2003

<u>DATE</u>	<u>NAME</u>	<u>AGE</u>	<u>RESIDENCE</u>
July 12, 2002	Stuart Schwartz	73	Ludlow
July 21, 2002	Mildred D Ballantine	84	Ludlow
July 28, 2002	Leslie J Banyay III	22	Milford, CT
August 1, 2002	Frances H Roberts	82	Ludlow
August 1, 2002	Beatrice C Lannon	97	Ludlow
August 11, 2002	Carmel Cutrufello	88	Bridgeport, CT
August 14, 2002	Arnold R Patch	84	Ludlow
September 20, 2002	Charles J Verro	85	Ludlow
September 17, 2002	Lucas W Bertrand	22	Ludlow
September 23, 2002	Grace C Flanders	108	Ludlow
October 6, 2002	Edward H Rushford	75	Ludlow
October 12, 2002	Christopher T Conway	21	Ludlow
November 3, 2002	Aarne K Komulainen	78	Ludlow
November 4, 2002	Ada F Ranney	79	Ludlow
November 6, 2002	Carolyn Conklin	65	Springfield
December 1, 2002	David Foote	65	Ludlow
December 25, 2002	Persis R Bickford	81	Ludlow
December 27, 2002	Kevin J Land	48	Ludlow
January 5, 2003	Mary E Palmer	97	Ludlow
January 10, 2003	Helen K Fuller	92	Ludlow
January 16, 2003	Helen Kahler	99	Ludlow
January 26, 2003	Dan C Harvie	45	Ludlow
February 2, 2003	Bernard L Dufresne	85	S Londonderry
February 8, 2003	Esther Heino	88	Ludlow
February 11, 2003	Regina M Pipier	73	Ludlow
February 19, 2003	Regina Davis	92	Ludlow
February 20, 2003	John W Loeschhorn	81	Cavendish
February 20, 2003	Elizabeth A Surething	83	Proctorsville
March 10, 2003	Leonard A Rogers	74	Ludlow
March 15, 2003	Betty J Fortier	80	Sudbury, VT
March 24, 2003	Clifford C Sumner	74	Ludlow
March 25, 2003	Mabel J Pearson	96	S Londonderry

TOWN OF LUDLOW, VERMONT
MARRIAGES

JULY 1, 2002 - JUNE 30, 2003

<u>DATE</u>	<u>GROOM</u>	<u>STATE</u>	<u>BRIDE</u>	<u>STATE</u>	<u>PLACE</u>
July 11, 2002	Frederick W Farmer	FL	Sharon L Mitchell	FL	Ludlow
July 13, 2002	David R Wickert	NY	Deborah L Shuler	NY	Plymouth
July 13, 2002	Bryant F Tittmann	NY	Patricia M Walsh	NY	Ludlow
July 14, 2002	Brendan P Donahue	VT	Kathleen K Goss	VT	Proctorsville
July 20, 2002	Richard L Kus	VT	Deborah A Ortiz	VT	Ludlow
July 27, 2002	Edward J Donoghue	CT	Suzanne E Brayton	CT	Tyson
August 3, 2002	Gregory J Metsack	CT	Tricia A Baran	CT	Ludlow
August 10, 2002	Justin P Harder	MA	Maureen P Gallagher	MA	Ludlow
August 15, 2002	Kirk K Schellingner	NH	Martie H Robinson	NH	Ludlow
August 16, 2002	Gerald K Siegel	VT	Melinda C McFaden	VT	Ludlow
August 17, 2002	Paul M Magnarelli	NH	Keri L Racicot	NH	Ludlow
August 17, 2002	Fred A Joel	MA	Karen L Essex	MA	Ludlow
August 25, 2002	Russell A Ayers	VT	Juanita L Underwood	VT	Ludlow
August 31, 2002	Jeremy J Tucker	VA	Sarah A Partlow	VA	Ludlow
September 1, 2002	Kurt F Sussen	CT	Jennifer R Haynes	CT	Ludlow
September 8, 2002	Oliver Druen	VT	Sara J Allen	VT	Chester
September 20, 2002	Scott A Zimmerman	MA	Michelle L Molina	MA	Ludlow
September 28, 2002	Jonathan S Conroy	NJ	Nicole A Skinne	NJ	Ludlow
September 28, 2002	Kevin D Macpherson	VT	Tomicka R Beauchain	VT	Rutland
September 28, 2002	Thomas A Reid	VT	Danielle Singleton	VT	Cavendish
October 4, 2002	Patrick D Wortmann	NE	Janell M Heimes	NE	Ludlow
October 5, 2002	Jeffrey D Gwiazda	MA	Shalia Reidy	MA	Ludlow
October 5, 2002	Stephen R Wilson	VT	Joann C Macke	CT	Ludlow
October 5, 2002	Craig T Cormier	TX	Joanna E Gale	TX	Cavendish
October 12, 2002	Gary J Blanchard	VT	Deana G Benson	VT	Ludlow
October 12, 2002	Klinton P Cuvay	Canada	Elise C Schuchardt	Canada	Cavendish

TOWN OF LUDLOW, VERMONT
MARRIAGES

JULY 1, 2002 - JUNE 30, 2003

<u>DATE</u>	<u>GROOM</u>	<u>STATE</u>	<u>BRIDE</u>	<u>STATE</u>	<u>PLACE</u>
October 19, 2002	Erik M Swanson	CT	Kari A Lynch	CT	Plymouth
October 19, 2002	John R Kellington	NY	Diane Castelluzzo	NY	Plymouth
November 22, 2002	David J Pieper	CT	Amy M Massaro	CT	Plymouth
December 5, 2002	Stephen H Hapke	IL	Christina M Tralmer	IL	Cavendish
December 6, 2002	Anthony R Valentine	CT	Jennifer L McNeil	CT	Ludlow
December 7, 2002	Bruce A Farr	AZ	Sharon E Combes	AZ	Ludlow
December 8, 2002	Thomas J Zayac III	MA	Celeste M Palumbo	MA	Cavendish
December 21, 2002	Kenneth M Weinstein	NY	Kristine L Meyn	NY	Cavendish
December 31, 2002	Daniel J Rose	VT	Shanon L Tewksbury	VT	Reading
January 11, 2003	David T Hamilton	NY	Jessica B Blaustein	NY	Proctorsville
February 1, 2003	Robert L Ruxin	CT	Rebecca L Palmer	CT	Ludlow
February 9, 2003	George W Carpenter	RI	Danielle J Ware	RI	Cavendish
April 1, 2003	James P Mithoefer	VT	Debra J Daniels	VT	Middlebury
March 10, 2003	John D Colvin	VT	Melissa A Patterson	VT	Rutland
May 12, 2003	Bruce F Macneil	MA	Tracey A Peterson	MA	Weston
May 17, 2003	David C Verdrager	NY	Sarah R Shelor	NY	Cavendish
May 17, 2003	Jamie M Cheung	NY	Candace L Fivecoat	NY	Tyson
May 29, 2003	James D Ward	CT	Marianne L Calabria	CT	Ludlow
May 31, 2003	Jan Trzesiara III	VT	Tracy L Edmonds	VT	Londonderry
June 14, 2003	Mark M Wixted	MA	Dana E Slawsky	MA	Plymouth
June 21, 2003	Michael W Renker	CO	Calista M Pollender	CO	Plymouth
June 23, 2003	James M Pascale	CT	Nancy J Longo	CT	Ludlow
June 27, 2003	Daniel K Lord	ME	Heidi A Gutoski	ME	Ludlow
June 28, 2003	Robert T Cewe	CT	Amy E Vanzandt	CT	Cavendish

TOWN OF LUDLOW, VERMONT
CIVIL UNIONS

JULY 1, 2002 - JUNE 30, 2003

<u>DATE</u>	<u>PARTY A</u>	<u>STATE</u>	<u>PARTY B</u>	<u>STATE</u>	<u>PLACE</u>
July 25, 2002	Nancy L Robison	TX	Lilia G Augustine	TX	Cavendish
August 22, 2002	Thomas L Brace	MA	William F Shaw	MA	Cavendish
September 7, 2002	Timothy R Lambert	VT	Wayne A Fowler	VT	Ludlow
October 26, 2002	Kenneth J Kaufman	VT	Jeffrey J Otey	VT	Ludlow
December 14, 2002	Christine M Irwin	RI	Carol L Scholtz	RI	Cavendish
December 28, 2002	Douglas W Sloan	NC	Paul E Davis	CA	Cavendish
April 17, 2003	Jonathan R Thompson	SC	Carl R Buckhammon Jr	SC	Cavendish
April 23, 2003	Christopher M Dore	NJ	Paul E Tonden	NJ	Cavendish
April 23, 2003	Christine M Quednau	NV	Brenda J Owens	NV	Cavendish
June 7, 2003	Peter J Syracuse III	PA	Mark D Friend	PA	Cavendish
June 14, 2003	Macdara K Fallon	MA	Leo F O'Neill	MA	Weston

**WARNING
TOWN OF LUDLOW, VERMONT
ANNUAL MEETING
MARCH 1 AND 2, 2004**

The legal voters of the Town of Ludlow, Vermont, are notified and warned to meet at the Town Hall in Ludlow on Monday evening, the first day of March, at seven o'clock, PM, (7:00 PM), and on Tuesday, the second day of March, between the hours of ten o'clock, AM, (10:00 AM) in the forenoon and seven o'clock, PM, (7:00 PM) in the afternoon to act on the following:

TUESDAY, MARCH 02, 2004: {Australian Ballot}

ARTICLE 1: To elect Town Officers for the coming year

ARTICLE 2: Shall the voters of the Town of Ludlow adopt the amendments to the "Town of Ludlow Zoning and Flood Hazard Regulations" creating a new zoning district called "Jackson Gore Recreational District" pursuant to the petition received on July 3, 2003 as described in copies of the proposed amendment available for review from election monitors and previously available for review at the offices of the Town Clerk, Zoning Administrator and Town Manager.

In favor of the Jackson Gore Recreational District _____
YES

Against Jackson Gore Recreational District _____
NO

MONDAY, MARCH 1, 2004:

ARTICLE 3: Shall the voters of the Town of Ludlow act on Town Officers' reports for the period from July 1, 2002 to June 30, 2003?

ARTICLE 4: Shall the voters of the Town of Ludlow fix the salaries of the Selectmen, Cemetery Commissioners, and Trustees of Public Funds for the ensuing year? {24 VSA 932}

ARTICLE 5: Shall the Town of Ludlow collect taxes on Real Property in installments, taxes to be paid to the Town Treasurer on August 15, 2004, November 15, 2004, February 15, 2005, and May 15, 2005?

ARTICLE 6: Shall the voters of the Town of Ludlow authorize the Selectmen to borrow money to pay the necessary expenses of the Town and Town School District and any part of its indebtedness?

WARNING
TOWN OF LUDLOW, VERMONT
ANNUAL MEETING
March 1 and 2, 2004
Page 2

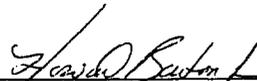
- ARTICLE 7:** Shall the voters of the Town of Ludlow vote a specific amount in lieu of a rate on a dollar on the Grand List as set forth in the Selectmen's budget? {Then the Selectmen shall set the tax rate necessary to raise this amount after the Grand List has been completed and lodged in the office of the Town Clerk}. **The amount to be raised by taxes is \$2,782,025.26**
- ARTICLE 8:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Highway Equipment Fund** for highway purposes? The amount to be raised will be **\$30,000**. {Not in budget}
- ARTICLE 9:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Fire Equipment Fund**? The amount to be raised will be **\$20,000**. {Not in budget}
- ARTICLE 10:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain an **Ambulance Equipment Fund**? The amount to be raised will be **\$5,000**. {Not in budget}
- ARTICLE 11:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Police Equipment Fund**? The amount to be raised will be **\$5,000**. {Not in budget}
- ARTICLE 12:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Cemetery Equipment Fund**? The amount to be raised will be **\$5,000**. {Not in budget}
- ARTICLE 13:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Municipal Transit Bus Fund**? The amount to be raised in taxes will be **\$20,000**. {Not in budget}
- ARTICLE 14:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a **Recreation Facilities Fund** for recreation purposes? The amount to be raised will be **\$15,000**. {Not in budget}
- ARTICLE 15:** Shall the voters of the Town of Ludlow authorize the Board of Selectmen to maintain a capital fund for repairs and restoration at the **Ludlow Town Hall**? The amount to be raised will be **\$15,000**. {Not in budget}
- ARTICLE 16:** Shall the voters of the Town of Ludlow authorize the collection of **\$25,000** for the purposes of funding structural maintenance, programs, and renovations for the **Black River Academy Museum**, said funds to be paid to the Black River Historical Society? {Not in budget}

WARNING
TOWN OF LUDLOW, VERMONT
ANNUAL MEETING
March 1 and 2, 2004
Page 3

- ARTICLE 17: Shall the voters of the Town of Ludlow authorize the collection of \$19,000. for the purpose of assisting in the funding of the operational expenses of the Black River Valley Senior Center? {Not in budget}
- ARTICLE 18: Shall the voters of the Town of Ludlow authorize the collection of \$5,000. for the Stepping Stones Preschool to help them maintain their current tuition and high educational standards. {Not in budget}
- ARTICLE 19: Shall the voters of the Towns of Ludlow authorize the collection of \$15,000. for the Black River Area Community Coalition (BRACC) for the purpose of providing alternative, quality, programming and positive reinforcement for our youth in a drug and alcohol free environment. This is a newly formed group of school personnel, professional counselors, students, dedicated parents and community members. {Not in budget} {By Petition}
- ARTICLE 20: To transact any other business necessary and proper when met.

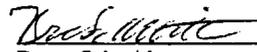
Dated at Ludlow, Vermont this 30th day of January, 2004.

BOARD OF SELECTMEN


Howard Barton, Jr. Chair

Joseph Jurkoic, Vice Chair


John Neal, Clerk


Bruce Schmidt


Arthur Katsanos

TOWN OF LUDLOW

Police, Fire and Ambulance	Emergency	911
	Non-Emergency	228-4411
Town Clerk & Treasurer		228-3232
Municipal Manager		228-2841
Planning Services		228-2845
Listers		228-7206
Recreation Department		228-2655
Highway Department		228-2271
Wastewater Treatment Facility	Business Office	228-2841
	Treatment Plant	228-8431
Water Department	Business Office	228-2841
	Facility	228-8431
Cemetery		228-2852

Municipal Office and Town Clerk and Treasurer Office Hours
8:30 AM - 4:30 PM Monday - Friday

Transfer Station:		228-2846
	Tuesday, Thursday, Saturday, Sunday	8AM - 5PM
Black River Valley Senior Center:		228-7421
	Monday - Friday	8AM - 5PM
Fletcher Memorial Library:		228-8921
	Monday & Wednesday	10AM - 8:30 PM
	Tuesday, Thursday & Friday	10AM - 5:00PM
	Saturday	10AM - 1:00PM