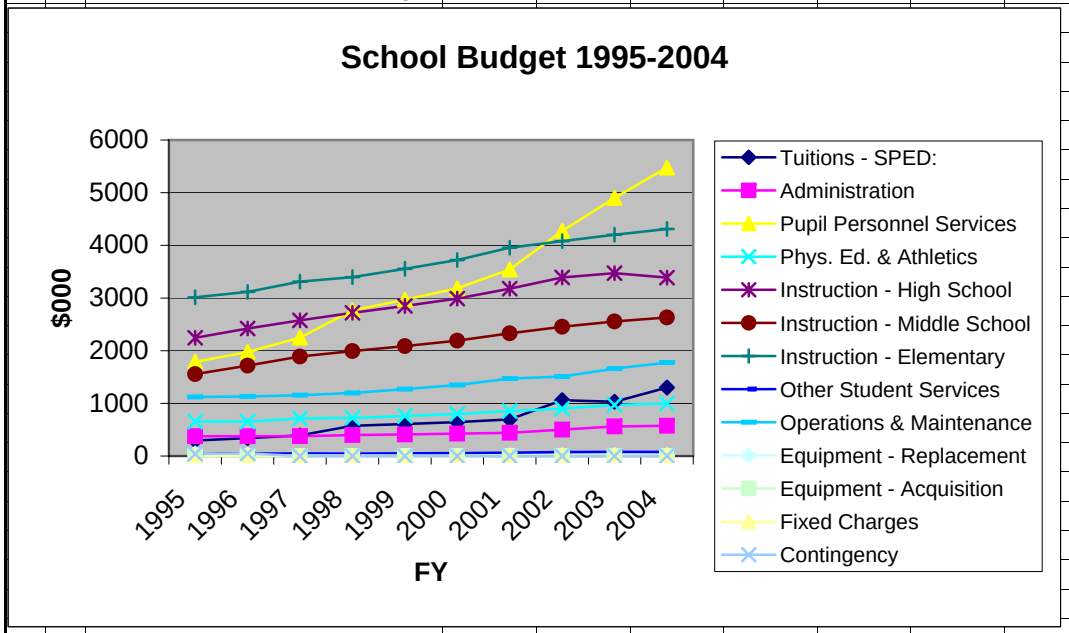
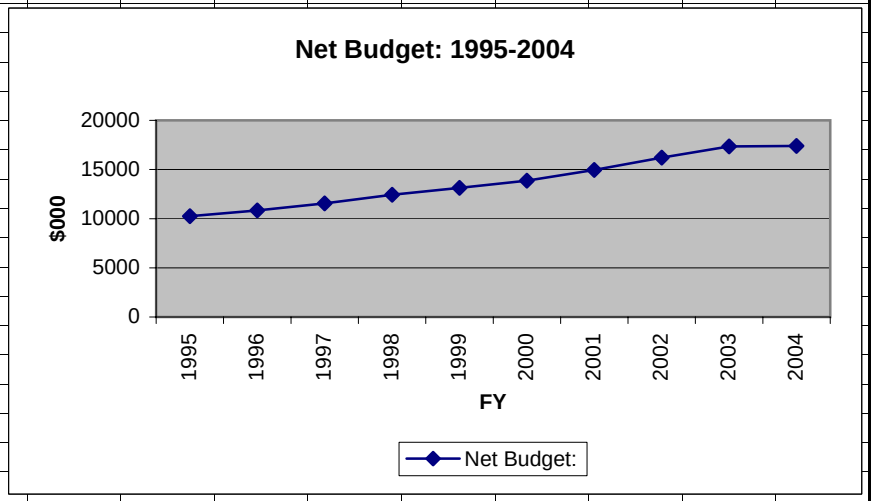
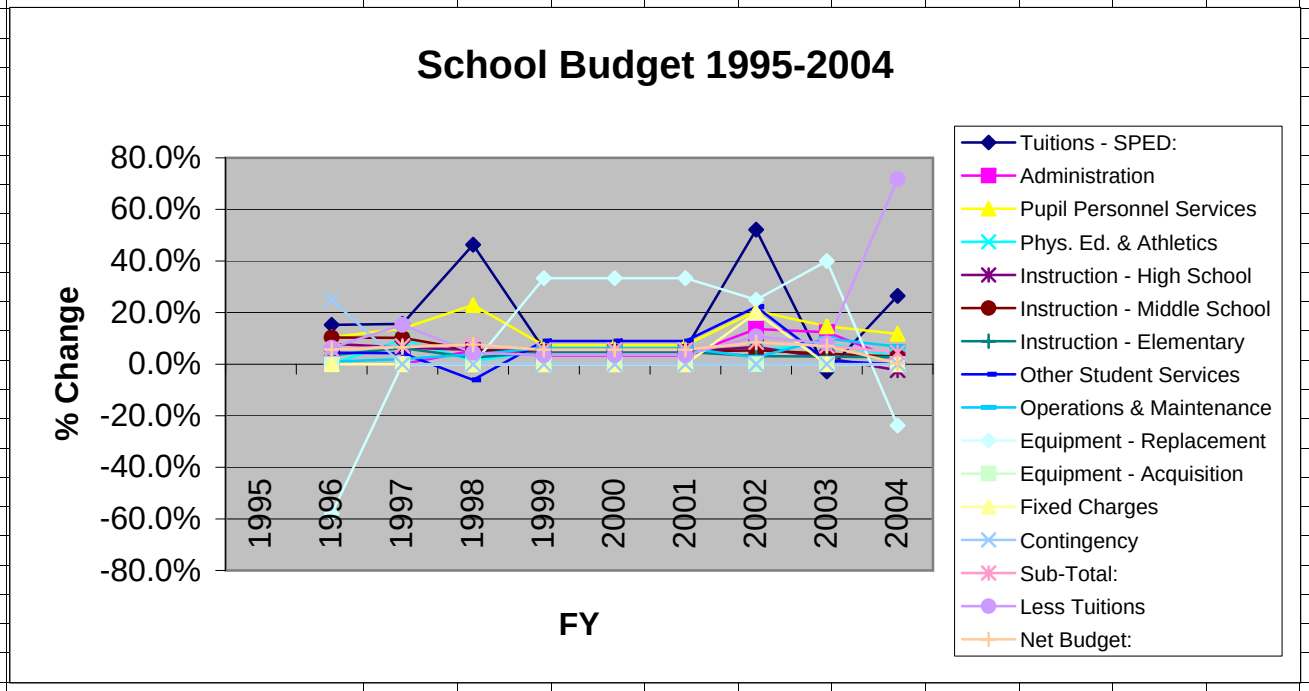
	1995	1995	1996	1996	1997	1997	1998	1998	1999	1999	2000	2000	2001	2001	2002	2002
Tuitions - SPED:	295		340	15.3%	393	15.6%	575	46.3%	608	0.05795	644	0.05795	696	5.8%	1059	52.2%
Administration	377		377	0.0%	377	0.0%	397	5.3%	410	0.03326	424	0.03326	441	3.3%	501	13.6%
Pupil Personnel Services	1789		1976	10.5%	2249	13.8%	2765	22.9%	2967	0.07312	3184	0.07312	3542	7.3%	4273	20.6%
Phys. Ed. & Athletics	652		652	0.0%	714	9.5%	723	1.3%	760	0.0508	798	0.0508	853	5.1%	899	5.4%
Instruction - High School	2244		2422	7.9%	2577	6.4%	2720	5.5%	2851	0.04813	2988	0.04813	3179	4.8%	3391	6.7%
Instruction - Middle School	1554		1715	10.4%	1890	10.2%	1992	5.4%	2089	0.04848	2190	0.04848	2331	4.8%	2456	5.4%
Instruction - Elementary	3013		3117	3.5%	3312	6.3%	3395	2.5%	3555	0.0472	3723	0.0472	3955	4.7%	4080	3.2%
Other Student Services	45		47	4.4%	49	4.3%	46	-6.1%	50	0.08995	55	0.08995	63	9.0%	77	22.2%
Operations & Maintenance	1120		1131	1.0%	1153	1.9%	1197	3.8%	1271	0.06209	1350	0.06209	1471	6.2%	1510	2.7%
Equipment - Replacement	50		21	-58.0%	0		0		0	0.33333	0	0.33333	12	33.3%	15	25.0%
Equipment - Acquisition	0		0		0		0						0		0	
Fixed Charges	5		5	0.0%	5	0.0%	5	0.0%		0		0	5	0.0%	6	20.0%
Contingency	40		50	25.0%	0		0						0		0	
Sub-Total:	**10889**		**11513**	5.7%	**12326**	7.1%	**13240**	7.4%	13967	0.05492	14734	0.05492	**15852**	5.5%	**17208**	8.6%
Less Tuitions	-630		-670	6.3%	-772	15.2%	-806	4.4%	-835	0.03548	-864	0.03548	-902	3.5%	-999	10.8%
Net Budget:	**10259**		**10843**	5.7%	**11554**	6.6%	**12434**	7.6%	13132	0.0561	13868	0.0561	**14950**	5.6%	**16209**	8.4%
Tuitions - SPED:	295		340	15.3%	393	15.6%	575	46.3%	608	0.05795	644	0.05795	696	5.8%	1059	52.2%
Printed sub-total:	**10889**		**11470**	5.3%	**12327**	7.5%	**13241**	7.4%	13968	0.0549	14735	0.0549	**15852**	5.5%	**17207**	8.5%
Printed Net Budget:	**10259**		**10800**	5.3%	**11555**	7.0%	**12435**	7.6%	13132	0.05608	13869	0.05608	**14950**	5.6%	**16208**	8.4%

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Tuitions - SPED:	295	340	393	575	608	644	696	1059	1029	1301
Administration	377	377	377	397	410	424	441	501	563	573
Pupil Personnel Services	1789	1976	2249	2765	2967	3184	3542	4273	4901	5476
Phys. Ed. & Athletics	652	652	714	723	760	798	853	899	970	1000
Instruction - High School	2244	2422	2577	2720	2851	2988	3179	3391	3472	3388
Instruction - Middle School	1554	1715	1890	1992	2089	2190	2331	2456	2556	2630
Instruction - Elementary	3013	3117	3312	3395	3555	3723	3955	4080	4201	4312
Other Student Services	45	47	49	46	50	55	63	77	78	78
Operations & Maintenance	1120	1131	1153	1197	1271	1350	1471	1510	1660	1773
Equipment - Replacement	50	21	0	0	0	0	12	15	21	16
Equipment - Acquisition	0	0	0	0	0	0	0	0	0	0
Fixed Charges	5	5	5	5	0	0	5	6	6	6
Contingency	40	50	0	0	0	0	0	0	0	4
Sub-Total:	**10889**	**11513**	**12326**	**13240**	**13967**	**14734**	**15852**	**17208**	**18428**	**19256**
Less Tuitions	-630	-670	-772	-806	-835	-864	-902	-999	-1079	-1853
	1995	**1996**	**1997**	**1998**	**1999**	**2000**	**2001**	**2002**	**2003**	**2004**
Net Budget:	**10259**	**10843**	**11554**	**12434**	**13132**	**13868**	**14950**	**16209**	**17349**	**17403**



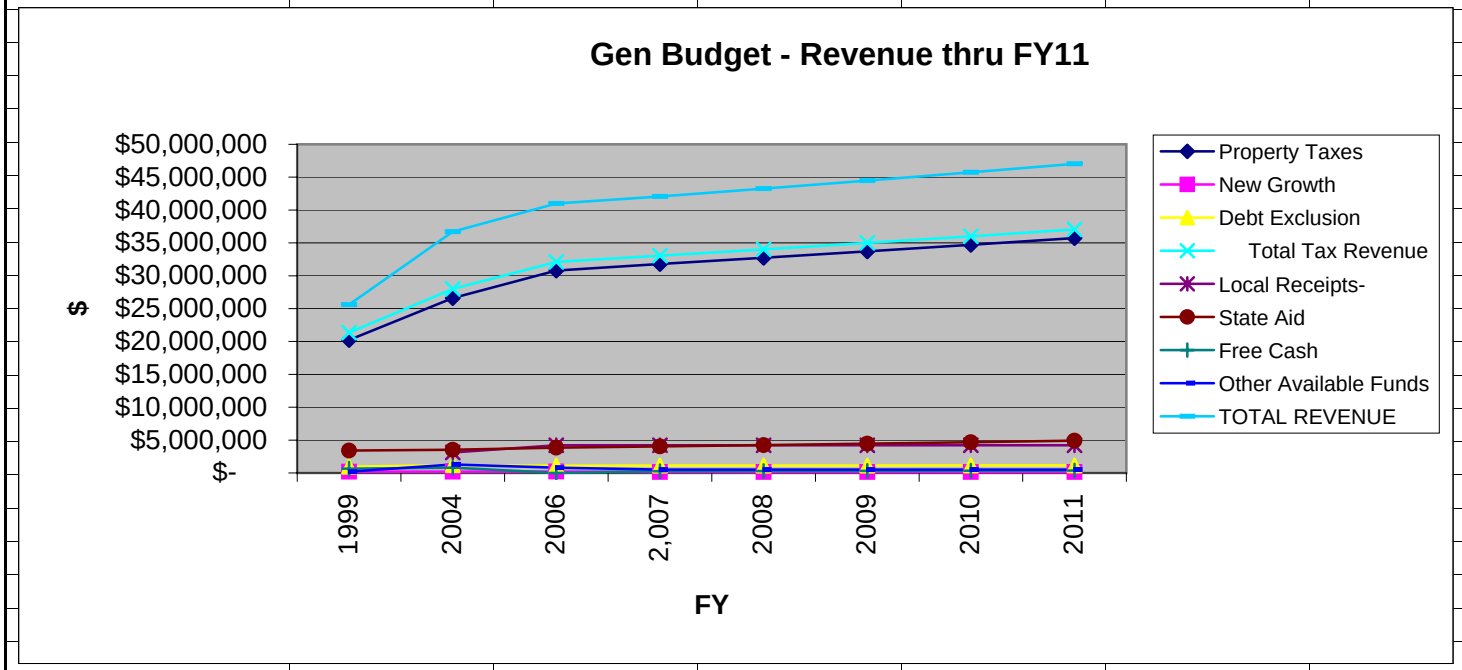


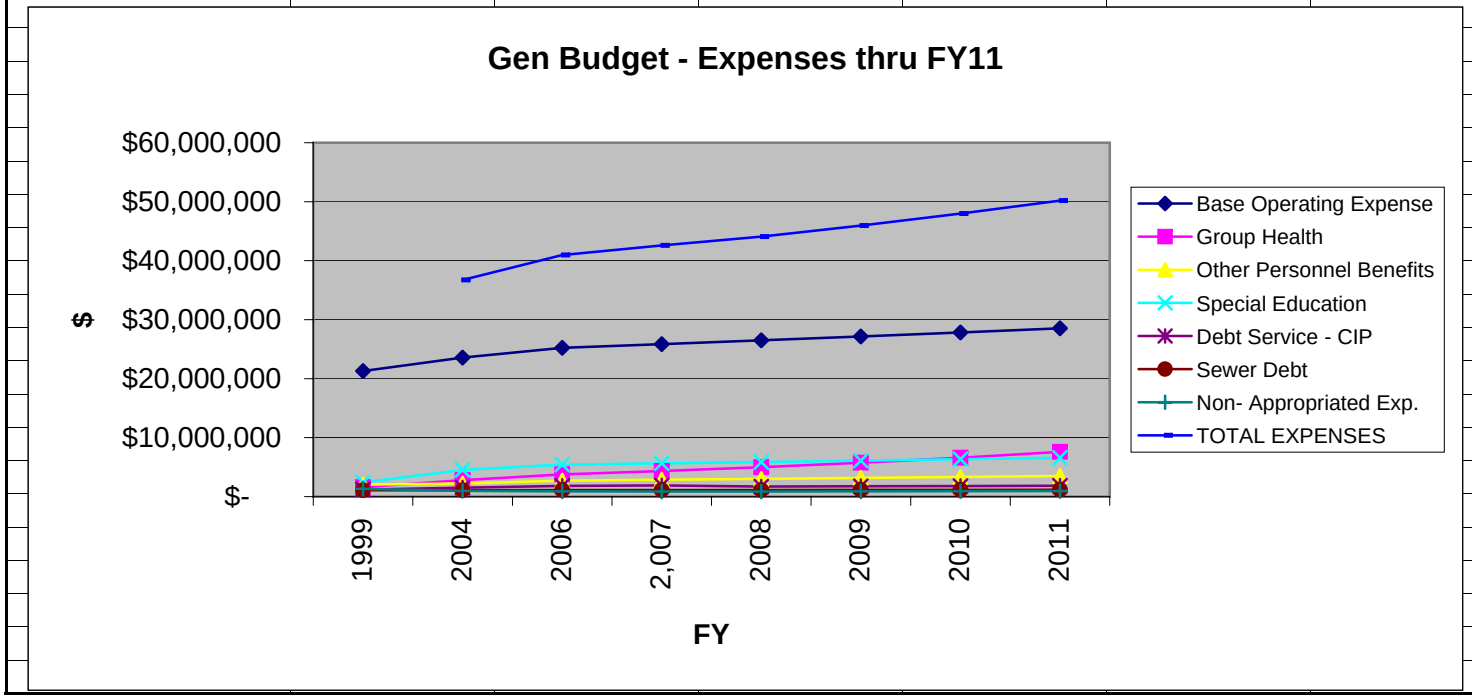
	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Tuitions - SPED:		15.3%	15.6%	46.3%	5.8%	5.8%	5.8%	52.2%	-2.8%	26.4%
Administration		0.0%	0.0%	5.3%	3.3%	3.3%	3.3%	13.6%	12.4%	1.8%
Pupil Personnel Services		10.5%	13.8%	22.9%	7.3%	7.3%	7.3%	20.6%	14.7%	11.7%
Phys. Ed. & Athletics		0.0%	9.5%	1.3%	5.1%	5.1%	5.1%	5.4%	7.9%	3.1%
Instruction - High School		7.9%	6.4%	5.5%	4.8%	4.8%	4.8%	6.7%	2.4%	-2.4%
Instruction - Middle School		10.4%	10.2%	5.4%	4.8%	4.8%	4.8%	5.4%	4.1%	2.9%
Instruction - Elementary		3.5%	6.3%	2.5%	4.7%	4.7%	4.7%	3.2%	3.0%	2.6%
Other Student Services		4.4%	4.3%	-6.1%	9.0%	9.0%	9.0%	22.2%	1.3%	0.0%
Operations & Maintenance		1.0%	1.9%	3.8%	6.2%	6.2%	6.2%	2.7%	9.9%	6.8%
Equipment - Replacement		-58.0%	0.0%	0.0%	33.3%	33.3%	33.3%	25.0%	40.0%	-23.8%
Equipment - Acquisition		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fixed Charges		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%
Contingency		25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Sub-Total:		5.7%	7.1%	7.4%	5.5%	5.5%	5.5%	8.6%	7.1%	4.5%
Less Tuitions		6.3%	15.2%	4.4%	3.5%	3.5%	3.5%	10.8%	8.0%	71.7%
Net Budget:		5.7%	6.6%	7.6%	5.6%	5.6%	5.6%	8.4%	7.0%	0.3%



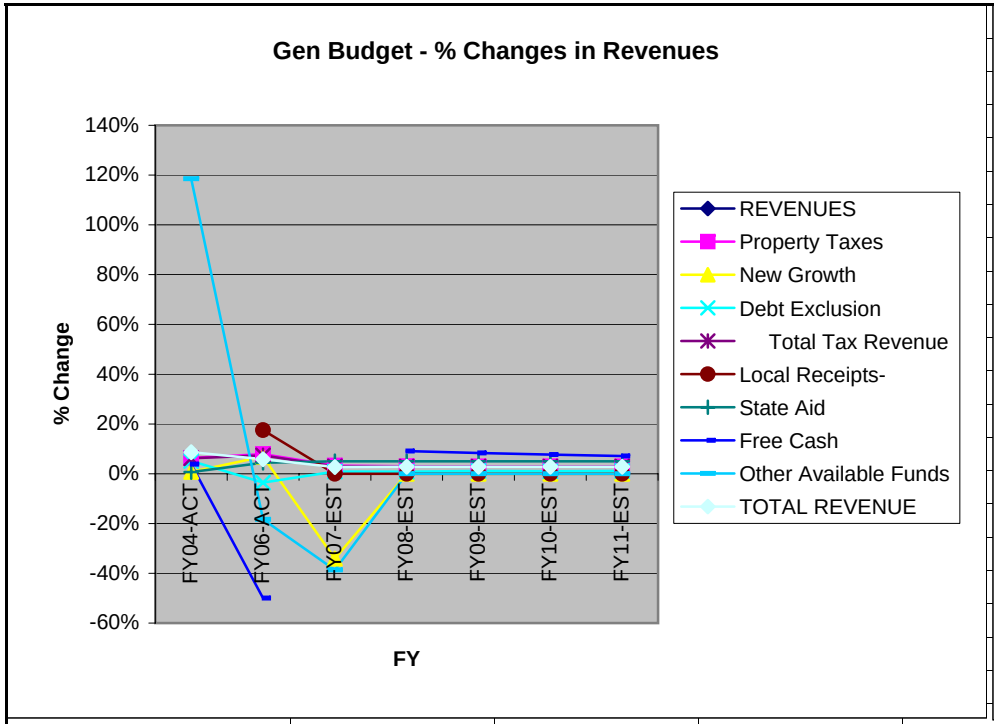
2003	2003	2004	2004	2005	2006		2007		2008		2008 a		2009	2010	2011	2012	2013	2014	2015	2016	2017
1029	-2.8%	1301	26.4%																		
563	12.4%	573	1.8%																		
4901	14.7%	5476	11.7%																		
970	7.9%	1000	3.1%																		
3472	2.4%	3388	-2.4%																		
2556	4.1%	2630	2.9%																		
4201	3.0%	4312	2.6%																		
78	1.3%	78	0.0%																		
1660	9.9%	1773	6.8%																		
21	40.0%	16	-23.8%																		
0		0																			
6	0.0%	6	0.0%																		
0		4																			
18428	7.1%	**19256**	4.5%																		
-1079	8.0%	-1853	71.7%																		
17349	7.0%	**17403**	0.3%																		
1029	-2.8%	1301	26.4%																		
18427	7.1%	**19257**	4.5%																		
17348	7.0%	**17404**	0.3%																		

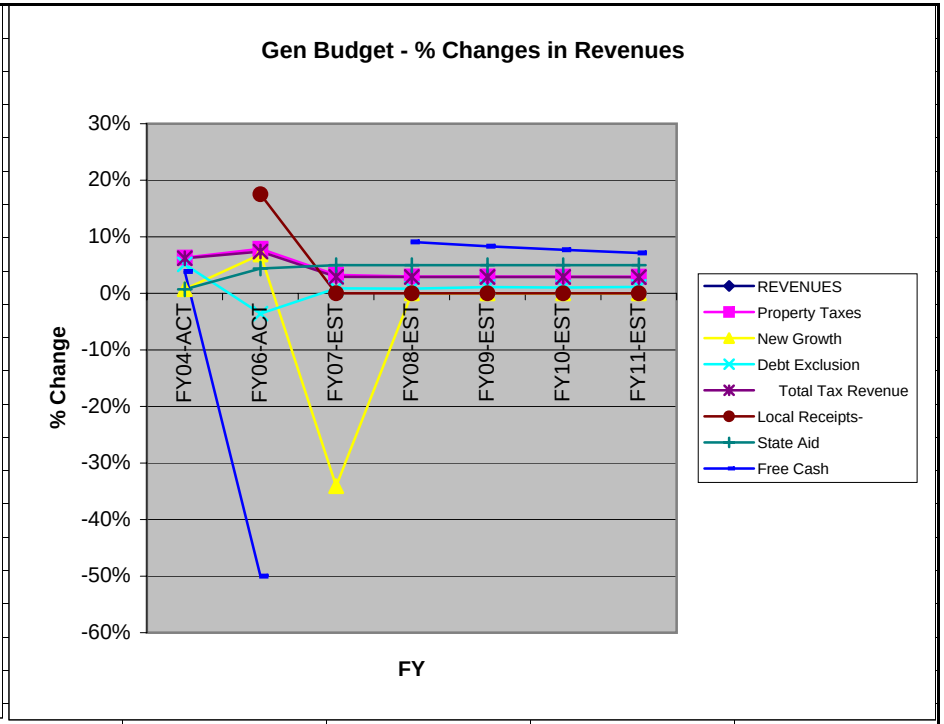
	FY99-ACT	FY04-ACT	FY06-ACT	FY07-EST	FY08-EST	FY09-EST	FY10-EST	FY11-EST
REVENUES	**1999**	**2004**	**2006**	**2,007**	**2008**	**2009**	**2010**	**2011**
Property Taxes	$ 20,218,065	26,602,150	30,792,489	31,795,507	32,744,145	33,716,498	34,713,161	35,734,740
New Growth	$ 192,742	200,000	227,518	150,000	150,000	150,000	150,000	150,000
Debt Exclusion	$ 941,522	1,183,644	1,098,855	1,108,561	1,117,717	1,130,103	1,141,753	1,154,884
Total Tax Revenue	$ 21,352,329	$ 27,985,794	$ 32,118,862	$ 33,054,068	$ 34,011,862	$ 34,996,601	$ 36,004,914	$ 37,039,624
Local Receipts-		$ 3,111,587	4,201,696	4,201,696	4,201,696	4,201,696	4,201,696	4,201,696
State Aid	$ 3,417,021	3,538,102	3,848,944	4,041,391	4,243,461	4,455,634	4,678,415	4,912,336
Free Cash	$ 665,000	$ 793,000	-	275,000	300,000	325,000	350,000	375,000
Other Available Funds	$ 185,900	$ 1,287,912	815,000	500,000	500,000	500,000	500,000	500,000
TOTAL REVENUE	**$ 25,620,250**	**$ 36,716,395**	**$ 40,984,502**	**$ 42,072,155**	**$ 43,257,019**	**$ 44,478,931**	**$ 45,735,025**	**$ 47,028,656**
EXPENSES	**1999**	**2004**	**2006**	**2,007**	**2008**	**2009**	**2010**	**2011**
Base Operating Expense	$ 21,291,440	$ 23,583,891	$ 25,223,005	$ 25,853,580	$ 26,499,920	$ 27,162,418	$ 27,841,478	$ 28,537,515
Group Health	$ 1,595,000	$ 2,800,000	3,775,000	4,341,250	4,992,438	5,741,303	6,602,499	7,592,873
Other Personnel Benefits	$ 2,047,516	2,223,870	2,720,056	2,872,293	3,015,908	3,166,703	3,325,038	3,491,290
Special Education	$ 2,415,726	4,537,152	5,424,469	5,641,448	5,867,106	6,101,790	6,345,861	6,599,696
Debt Service - CIP	$ 1,202,245	$ 1,513,492	1,811,805	1,900,000	1,700,593	1,749,830	1,800,246	1,851,981
Sewer Debt	$ 1,097,422	$ 1,083,643	1,098,855	1,108,561	1,117,717	1,130,103	1,141,753	1,154,884
Non- Appropriated Exp.	$ 1,316,263	$ 974,347	906,392	856,392	877,802	899,747	922,241	945,297
TOTAL EXPENSES		**$ 36,716,395**	**$ 40,959,582**	**$ 42,573,524**	**$ 44,071,482**	**$ 45,951,894**	**$ 47,979,116**	**$ 50,173,536**
	1999	**2004**	**2006**	**2,007**	**2008**	**2009**	**2010**	**2011**
SURPLUS (DEFICIT)-	**$ 25,620,250.00**	**$ -**	**$ 24,920**	**$ (501,369)**	**$ (814,464)**	**$ (1,472,962)**	**$ (2,244,090)**	**$ (3,144,880)**

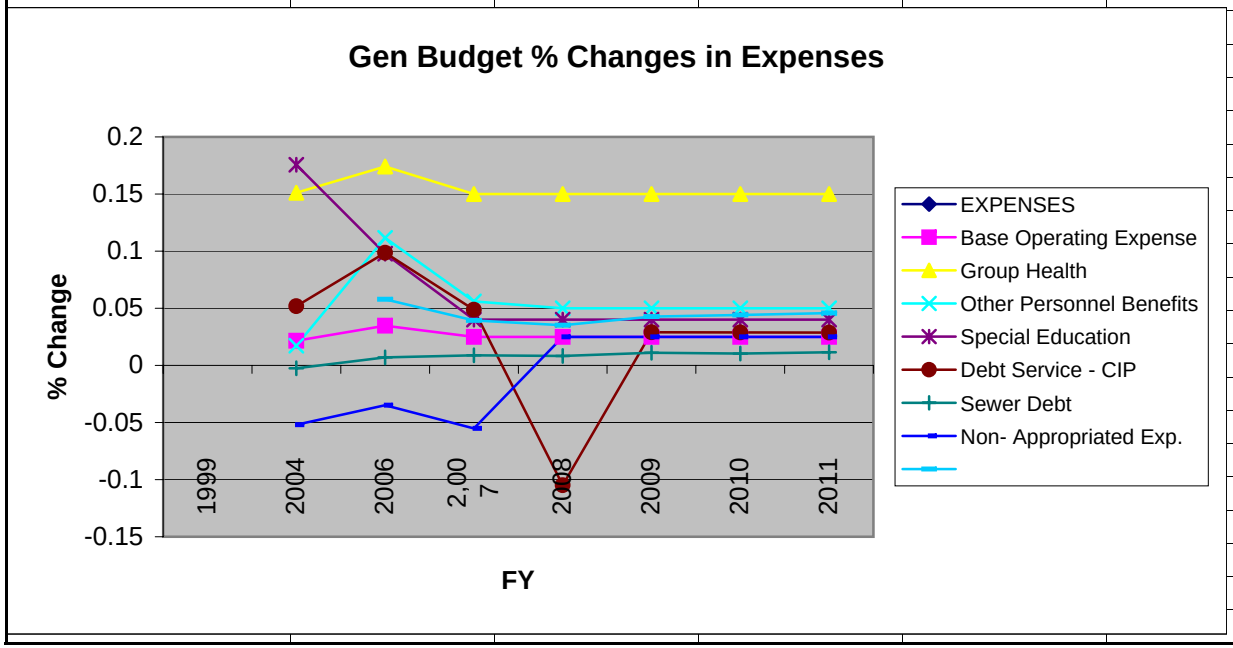

Gen Budget - Revenue thru FY11
$50,000,000
$45,000,000
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$-
$
1999
2004
2006
2,007
2008
2009
2010
2011
FY
Property Taxes
New Growth
Debt Exclusion
Total Tax Revenue
Local Receipts-
State Aid
Free Cash
Other Available Funds
TOTAL REVENUE

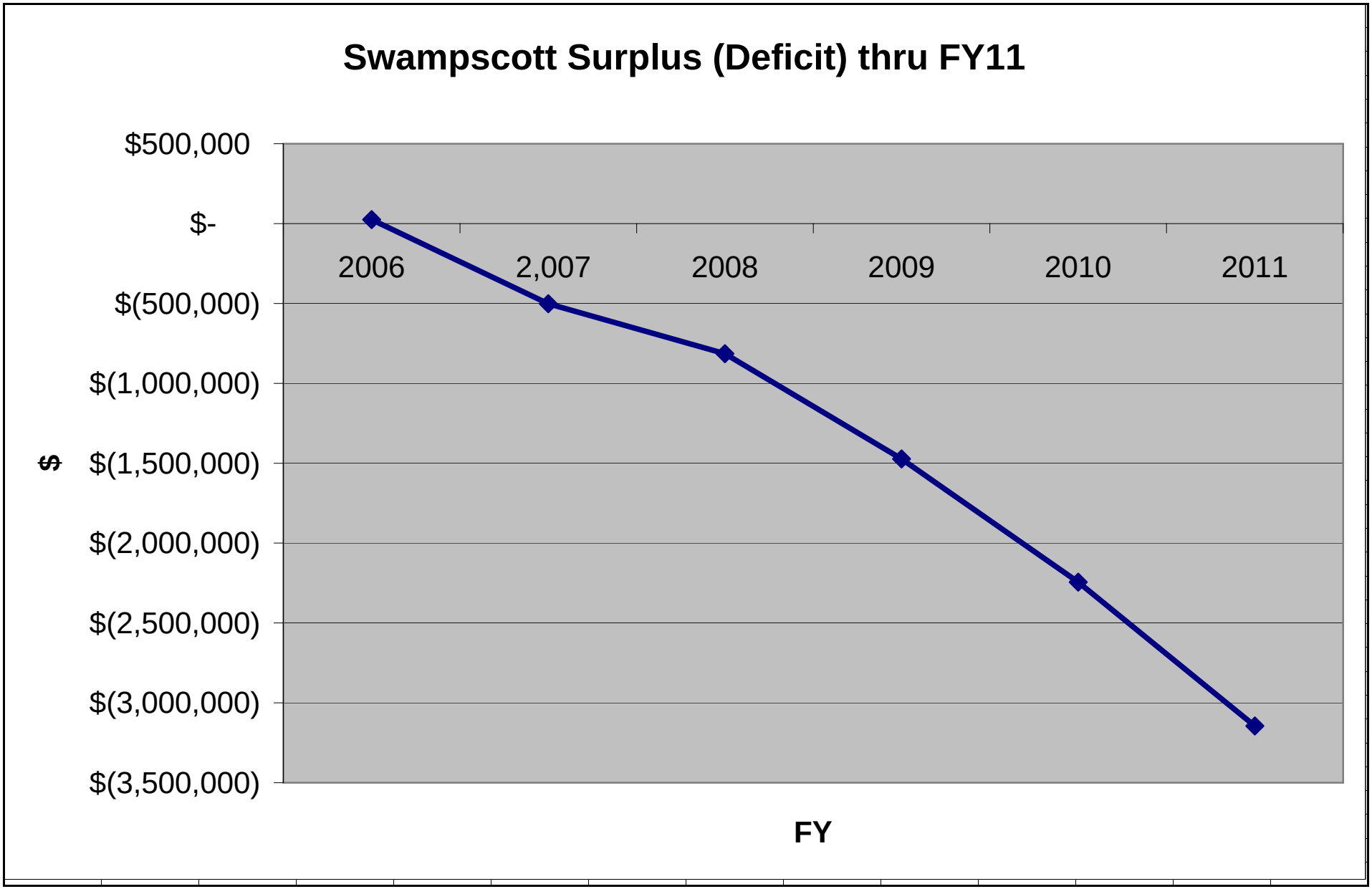

Gen Budget - Expenses thru FY11
$60,000,000
$50,000,000
$40,000,000
$30,000,000
$20,000,000
$10,000,000
$-
$
1999
2004
2006
2,007
2008
2009
2010
2011
FY
Base Operating Expense
Group Health
Other Personnel Benefits
Special Education
Debt Service - CIP
Sewer Debt
Non- Appropriated Exp.
TOTAL EXPENSES

		FY04-ACT	**FY06-ACT**	**FY07-EST**	**FY08-EST**	**FY09-EST**	**FY10-EST**	**FY11-EST**
REVENUES								
Property Taxes		6.3%	7.9%	3.3%	3.0%	3.0%	3.0%	2.9%
New Growth		0.8%	6.9%	-34.1%	0.0%	0.0%	0.0%	0.0%
Debt Exclusion		5.1%	-3.6%	0.9%	0.8%	1.1%	1.0%	1.2%
Total Tax Revenue		6.2%	7.4%	2.9%	2.9%	2.9%	2.9%	2.9%
Local Receipts-			17.5%	0.0%	0.0%	0.0%	0.0%	0.0%
State Aid		0.7%	4.4%	5.0%	5.0%	5.0%	5.0%	5.0%
Free Cash		3.8%	-50.0%		9.1%	8.3%	7.7%	7.1%
Other Available Funds		118.6%	-18.4%	-38.7%	0.0%	0.0%	0.0%	0.0%
TOTAL REVENUE		8.7%	5.8%	**2.7%**	**2.8%**	**2.8%**	**2.8%**	**2.8%**
	1999	**2004**	**2006**	**2,007**	**2008**	**2009**	**2010**	**2011**
EXPENSES								
Base Operating Expense		2.2%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Group Health		15.1%	17.4%	15.0%	15.0%	15.0%	15.0%	15.0%
Other Personnel Benefits		1.7%	11.2%	5.6%	5.0%	5.0%	5.0%	5.0%
Special Education		17.6%	9.8%	4.0%	4.0%	4.0%	4.0%	4.0%
Debt Service - CIP		5.2%	9.9%	4.9%	-10.5%	2.9%	2.9%	2.9%
Sewer Debt		-0.3%	0.7%	0.9%	0.8%	1.1%	1.0%	1.2%
Non- Appropriated Exp.		-5.2%	-3.5%	-5.5%	2.5%	2.5%	2.5%	2.5%
			5.8%	**3.9%**	**3.5%**	**4.3%**	**4.4%**	**4.6%**
SURPLUS (DEFICIT)-		-20.0%		**-16.7%**	**62.4%**	**80.9%**	**52.4%**	**40.1%**


Gen Budget - % Changes in Revenues
140%
120%
100%
80%
60%
40%
20%
0%
-20%
-40%
-60%
% Change
FY04-ACT
FY06-ACT
FY07-EST
FY08-EST
FY09-EST
FY10-EST
FY11-EST
FY
REVENUES
Property Taxes
New Growth
Debt Exclusion
Total Tax Revenue
Local Receipts-
State Aid
Free Cash
Other Available Funds
TOTAL REVENUE


Gen Budget - % Changes in Revenues
30%
20%
10%
0%
-10%
-20%
-30%
-40%
-50%
-60%
% Change
FY04-ACT
FY06-ACT
FY07-EST
FY08-EST
FY09-EST
FY10-EST
FY11-EST
FY
REVENUES
Property Taxes
New Growth
Debt Exclusion
Total Tax Revenue
Local Receipts-
State Aid
Free Cash


Gen Budget % Changes in Expenses
0.2
0.15
0.1
0.05
0
-0.05
-0.1
-0.15
% Change
1999
2004
2006
2,007
2008
2009
2010
2011
FY
EXPENSES
Base Operating Expense
Group Health
Other Personnel Benefits
Special Education
Debt Service - CIP
Sewer Debt
Non- Appropriated Exp.


Swampscott Surplus (Deficit) thru FY11
$500,000
$-
$(500,000)
$(1,000,000)
$(1,500,000)
$(2,000,000)
$(2,500,000)
$(3,000,000)
$(3,500,000)
$
2006
2,007
2008
2009
2010
2011
FY