



Fiscal Year 2015

**Town Manager's Annual
Budget & Financial Plan**



TOWN OF ARLINGTON

Fiscal Year 2015 Town Manager's Annual Budget & Financial Plan



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Town Manager

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**TOWN OF ARLINGTON
ANNUAL BUDGET & FINANCIAL PLAN FISCAL YEAR 2015
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SECTION I

BUDGET MESSAGE



A Resident's Guide to the Budget

Welcome! If you are reading this it means you are interested in better understanding one of the most important documents produced by your community. The Annual Budget & Financial Plan document is much more than just a collection of numbers; it is a reflection of our community's values, priorities, and goals. The Budget document serves as a policy document, a financial guide, and a communications device to its residents. To this end, it is designed to be as user-friendly as possible. This Annual Budget & Financial Plan was created to help orient readers by providing a brief overview of the budget process, as well as an explanation of the organization of the budget document itself. We hope you find the introductory guide a useful tool as you better acquaint yourself with the latest financial and planning information for the Town of Arlington.

THE BUDGET PROCESS

The Town of Arlington is governed by the "Town Manager Act of the Town of Arlington, Massachusetts," by which a popularly elected, five-member Board of Selectmen appoint a professional manager to administer the daily operation of the Town. The Town's legislative body is a representative Town Meeting, which consists of 252 members elected from their home precincts. There are 21 precincts in Arlington. The Town Manager is the chief executive officer of the Town, managing the day-to-day business of Town departments.

In accordance with Section 32 of the Town Manager Act, the Town Manager must annually submit a budget to the Board of Selectmen and Finance Committee. Arlington has had a long tradition of developing a budget that clearly defines departmental goals and objectives and includes detailed trend analysis and long-term projections. The annual operating and capital budgets are submitted as part of the Town Manager's Annual Budget & Financial Plan. The Finance Committee reviews the Annual Budget January through April when the Committee submits its recommendations to Town Meeting. Town Meeting then adopts both the operating and capital budgets in May. During the fiscal year, budgetary transfers may be made with the approval of both the Board of Selectmen and the Finance Committee. Amendments to appropriations must be made by Town Meeting.

It is important to note that the financial and budgetary information presented in the Annual Budget & Financial Plan are projections and are subject to change prior to Town Meeting. For definitions of terms used in the Annual Budget & Financial Plan, see the Glossary on page 207.

For past budgets and plans, plus additional financial documents please visit arlingtonma.gov/financial.

BUDGET CALENDAR

July

Fiscal Year begins July 1st

September

Capital Budget requests due to Town Manager

November

Operating Budget requests due to Town Manager by November 30th

January

Budget books distributed to Board of Selectmen and Finance Committee by January 15th

January/April

Finance Committee hearings on budget

March

Financial Plan distributed to Board of Selectmen and Finance Committee by the end of March

April

Finance Committee recommended budget submitted to Town Meeting by April 20th

May

Town Meeting adopts *Operating and Capital Budgets*

June

Fiscal Year ends June 30th



Community Profile

Name: Town of Arlington

Settled: 1635 (as Village of Menotomy)

Incorporated: 1807 (as West Cambridge) Renamed Arlington in 1867

Total Area: 5.5 Sq. Miles
Land: 5.2 Sq. Miles
Water: 0.3 Sq. Miles

Elevation: 46 Feet

Public Roads: 95.27 Miles

County: Middlesex

Population: 42,844 (2010 Census)

Form of Government: Representative Town Meeting

School Structure: K-12

FY2013 Average Single Family Tax Rate: \$13.61 per \$1,000

FY2013 Ave. Single Family Home Value: \$502,753

Coordinates: 42°24'55"N 71°09'25"W

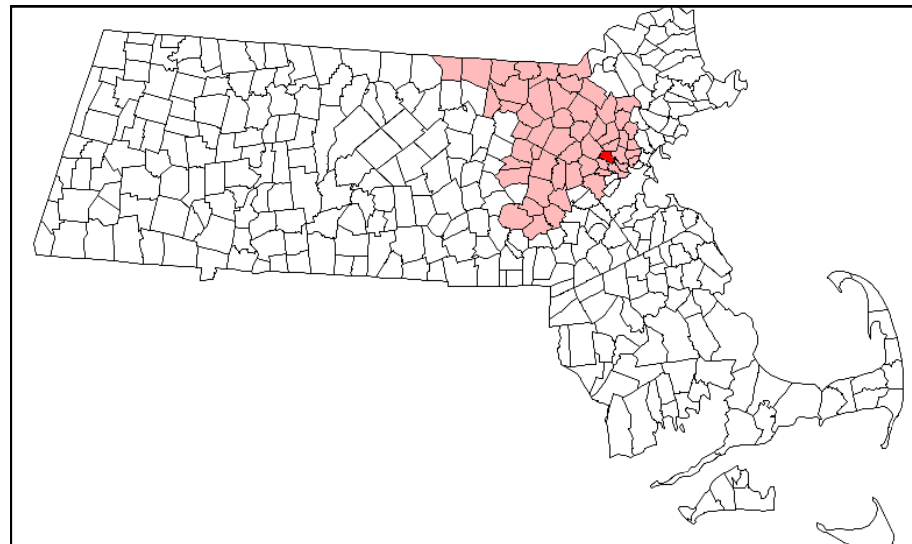
Address:

Arlington Town Hall
 730 Massachusetts Avenue
 Arlington, MA 02476
 Phone: (781) 316-3000
www.arlingtonma.gov

The Town of Arlington is located six miles northwest of Boston and is home to over 42,000 residents living in a compact urban community of 5.5 square miles. Because of its proximity to Boston, Arlington residents are able to enjoy its diverse neighborhoods, active civic life, and good public transportation options. Arlington is more affordable than many of its neighbors and thereby attracts residents who value its geographic location and quality-of-life.

The Town of Arlington was originally settled in 1635 as a village named Menotomy, meaning "swift running water." In 1807, the name was changed to West Cambridge and renamed Arlington in 1867 in honor of the Civil War heroes buried in Arlington National Cemetery.

Arlington, which offers a diverse mix of residential settings and popular retail and entertainment options, has steadily evolved from a working-class community to a more affluent suburban town. Residents have a lot invested in the Town and come to expect excellent municipal services for a reasonable tax bill. The community has a strong history of supporting specific initiatives to improve the quality of these services. This support is evidenced by recent tax override initiatives to upgrade all the school facilities, and to maintain quality services.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Arlington
Massachusetts**

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in cursive script, reading "Jeffrey R. Egan".

Executive Director



Fiscal Year 2015 Annual Budget & Financial Plan Budget Message

April 1, 2014

To: The Honorable Board of Selectmen and Finance Committee

I hereby transmit to you the recommended FY2015 operating and capital budgets and the FY2015-2019 capital plan. The budget as proposed totals \$136,721,171 which is an increase of \$3,646,104 (2.74%) from the current budget. However, if the amount contributed to the Override Stabilization Fund is excluded, the proposed budget is an increase of \$4,843,546 (3.80%) from the current budget. A summary showing a comparison of the FY2014 and FY2015 revenues and expenditures is shown on page 7. Also, this budget proposal has been input into the Town's new online budget tool, Arlington Visual Budget. It can be viewed at arlingtonvisualbudget.org.

FY2014, the current fiscal year, is the third and final year of what was initially intended to be a three-year plan that incorporated the Proposition 2 ½ override of 2011 designed to carry the Town's budgets through FY2014. The key commitments along with updates on the status of meeting the commitments of that three-year plan are listed as follows:

- 1) *Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period. – Current projections have extended the plan to cover FY2012-FY2018.*
- 2) *If the override passes there will be no Pay As You Throw (PAYT) fee implemented in FY2012, but the placement of a ballot question regarding a revenue neutral PAYT option will be considered in FY2013. - This ballot question was not advanced due to the Town's implementation of a mandatory recycling program in FY2013 which has stabilized both hauling and waste disposal costs.*
- 3) *Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference. – This commitment has been maintained and this year's Town operating budget proposes a 3.5% increase. Due to enrollment growth, a school funding increase above the 3.5% is proposed and discussed in this message.*



4) *Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:*

a) Deposited into the override stabilization fund to extend the three year override period;

b) Used to preserve services; and

*c) To satisfy any and all negotiated items between the Town Manager, its employees, and its retirees. – **The override period has been extended to seven years from the original three-year period based to a large degree on health care savings and the first year health care savings also supported FY2012 wage settlements with employee bargaining units.***

5) *An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – **This commitment has been met.***

6) *Reserves shall be maintained in an amount equivalent to at least 5% of the budget. – **This commitment is being maintained.***

At the time that the 2011 override was proposed, the Town was facing a projected deficit of \$6 million. Also at that time, the Legislature was discussing giving municipalities more authority to control their health care plans and costs. Optimistically, it was assumed that some changes would be made to allow the Town to save \$1 million. The proposed override was then set at \$6.49 million, an amount that enabled the Town to maintain current service levels for three years.

Approximately a month after the override passed, the Legislature and the Governor approved a significant health care reform law for municipalities that provided authority to make health care plan design changes up to the level the State provides to its employees and also authorized municipalities to join the State's health care plan. As a result, Arlington joined the State's health care plan (GIC) and has achieved significant savings which have enabled the Town to stretch the three-year plan to a seven-year plan. We are mindful of the strong desire of residents to maintain quality services and the sacrifices that they have made by supporting the override. We are committed to pursue all appropriate productivity improvements and cost reduction measures in order to sustain these quality services.

Moving Forward/Adapting to Existing Conditions

FY2015 is the first fiscal year occurring beyond the intended three year override period. Nonetheless, the Town, through the work of the Long Range Planning Committee, remains dedicated to the commitments of the three-year plan. This means that the cost controls and other funding commitments of the three-year plan will be adhered to both in FY2015 and in the future. However, unanticipated growth in school enrollment has prompted the need to carefully consider a funding allowance in recognition of the added resources necessary to educate a growing student population. Such consideration is warranted based upon the fact that the original three-year plan assumed a stable enrollment total for the School Department throughout the life of the override period.



This budget proposal takes into account enrollment growth in both FY2013 (147 students) and FY2014 (134 students) and uses those figures to calculate an adjusted budget for the School Department in FY2015. Going forward, the long range plan allots an annual amount (growth factor) to the School Department based upon the enrollment growth as reported on October 1st of each year. The growth factor will be equivalent to 25% of the prior year's per pupil cost (PPC) as determined by the State's Department of Elementary and Secondary Education (DESE). This percentage is being used as a straightforward manner of projecting future School Department budget needs, which is based upon the incremental cost of accommodating increased enrollment in the school district. It is recommended that this approach be added as a new commitment to be maintained as part of the long range plan. The following tables demonstrate this proposal:

	FY 2014	FY 2015	\$ Increase	% Increase
General Education Costs	\$ 31,418,665	\$ 32,518,318	\$ 1,099,653	3.50%
Special Education Costs	\$ 15,286,448	\$ 16,356,500	\$ 1,070,052	7.00%
Kindergarten Fee Offset	\$ 970,000	\$ 970,000	\$ -	
Growth Factor		\$ 885,150	\$ 885,150	
TOTAL SCHOOL BUDGET	\$ 47,675,113	\$ 50,729,968	\$ 3,054,855	6.41%

Growth Factor Breakdown	
FY 13 Enrollment Growth	147
FY 14 Enrollment Growth	134
Two Year Total	281
DESE PPC for Arlington	\$ 12,600
25% of PPC for Arlington	\$ 3,150
Growth Factor (25% PPC x 281)	\$ 885,150

The implementation of this proposal, based on current enrollment projections, still allows the current override period to be maintained through FY2018. However, in FY2019, the Town's structural deficit reemerges and is projected to be approximately \$281,735 before substantially increasing to \$12.8 million in FY2020. The Town's structural deficit is discussed in greater detail on page 18 and the Town's long range plan can be viewed on page 24.



Overall General Fund Budget Summary

	FY2013 Budget	FY2014 Budget	FY2015 Budget	Change \$	%
Revenue					
Property Tax	\$ 98,009,381	\$ 101,737,509	\$ 104,560,424	\$ 2,822,915	2.8%
Local Receipts	\$ 8,455,000	\$ 8,158,000	\$ 8,821,000	\$ 663,000	8.1%
State Aid	\$ 15,040,051	\$ 17,093,258	\$ 17,472,050	\$ 378,792	2.2%
School Construction Aid	\$ 2,474,796	\$ 2,474,773	\$ 2,474,773	\$ -	0.0%
Free Cash	\$ 1,570,000	\$ 3,411,528	\$ 3,042,925	\$ (368,604)	-10.8%
Other Funds	\$ 200,000	\$ 200,000	\$ 350,000	\$ 150,000	75.0%
TOTAL REVENUES	\$ 125,749,228	\$ 133,075,068	\$ 136,721,171	\$ 3,646,103	2.7%
Expenditures					
Municipal Departments	\$ 30,057,059	\$ 31,164,902	\$ 32,255,496	\$ 1,090,594	3.5%
School Department	\$ 45,612,598	\$ 47,675,113	\$ 50,729,968	\$ 3,054,855	6.4%
Minuteman School	\$ 3,022,146	\$ 3,336,935	\$ 3,788,615	\$ 451,680	13.5%
Non-Departmental (Healthcare & Pensions)	\$ 22,815,979	\$ 22,899,398	\$ 24,070,099	\$ 1,170,701	5.1%
Capital (Includes Debt Service)	\$ 9,343,820	\$ 9,831,310	\$ 9,918,750	\$ 87,440	0.9%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 794,269	\$ 1,112,692	\$ 788,715	\$ (323,977)	-29.1%
Override Stabilization Fund Deposit	\$ 3,879,357	\$ 5,773,873	\$ 4,576,430	\$ (1,197,443)	-20.7%
TOTAL EXPENDITURES	\$ 121,118,340	\$ 127,387,335	\$ 131,721,185	\$ 4,333,850	3.4%
Non-Appropriated Expenses	\$ 4,630,888	\$ 5,687,733	\$ 4,999,986	\$ (687,747)	-12.1%
Surplus / (Deficit)	\$ 0	\$ 0	\$ 0	\$ 0	0.0%



Departmental Budgets

Departmental operating budgets have been held to a 3.5% increase in accordance with the commitments made as part of the tax override. With respect to personnel costs, all collective bargaining units are settled for FY2015. Only one full time position has been added to the budget although there have been a number of changes in personnel. These changes result in a net increase of two positions from FY2014 (see personnel chart on page 7). Some of the more significant budget changes include:

Selectmen: +\$59,778

Included within the budget for the Board of Selectmen are expenses for the operation of elections within the Town. The proposed FY2015 budget is being increased due to the need for one more election as compared to FY2014.

Human Resources: +\$29,699

As part of the Town's soon to be released Strategic Plan for Information Technology the training line item in the Human Resources budget has been increased by \$20,000 in order to support the implementation of technology training for Town staff. This portion of the Strategic Plan has been identified as one of the biggest needs to be met in order to advance the use of technological solutions within Town departments.

Planning & Community Development: +\$49,585

In FY2015, the Conservation Administrator position is being increased by seven hours per week (\$14,484) in order to better meet all of the statutory requirements of the Conservation Commission. The Planning and Community Development expense budget is also being increased by \$8,385 in order to invest in a series of online data tools which will enhance the capability of the Department's economic development efforts.

Public Works: +\$309,957

FY2014 was the final year that funds from the Tip Fee Stabilization Fund were available to offset solid waste disposal costs. Due to this, the increase in Public Works is primarily driven by the need for the general fund to support the costs formerly supported by the Tip Fee Stabilization Fund (\$164,000). A large portion of the departmental increase is also attributable to the 2% contractual increase (\$43,860) due to the Town's waste hauler. The Snow & Ice budget was also increased by \$29,000 to \$753,000. The remaining departmental increases are primarily driven by increasing personnel costs attributable to changes in the pay and classification plan.



Police Department: +\$305,240

The FY2015 Police Department expense budget is increasing by a total of \$54,200 with training (\$14,000), vehicle maintenance (\$10,000), and software and technology costs (\$15,000) representing the most significant increases. The remainder of the departmental increase (\$251,040) is primarily driven by increasing personnel costs attributable to changes in the pay and classification plan.

Fire Department: +\$256,105

For the FY2015 budget proposal, the Fire Department budget is adding an additional Fire Captain position at the cost of \$78,855. This position is being added in order to improve the department's ability to professionally manage the increasingly complex business of providing emergency medical service. The addition of this position will also allow the Town to more adequately consider the possibility of offering a paramedic level of service, which will in turn increase revenue collected by the Town. The department's expense budget is decreasing by \$9,500 for FY2015 and the remainder of the departmental increase (\$186,750) is primarily driven by increasing personnel costs attributable to changes in the pay and classification plan

Street Lights: - \$38,000

The Town's conversion from High Pressure Sodium street lights to LED street lights has been completed and the corresponding reduction in electricity usage and maintenance costs allows for a \$20,000 reduction in this budget. The remaining \$18,000 reduction is attributable to a cost reduction for fire alarm systems and traffic signal maintenance.

Libraries: + \$73,829

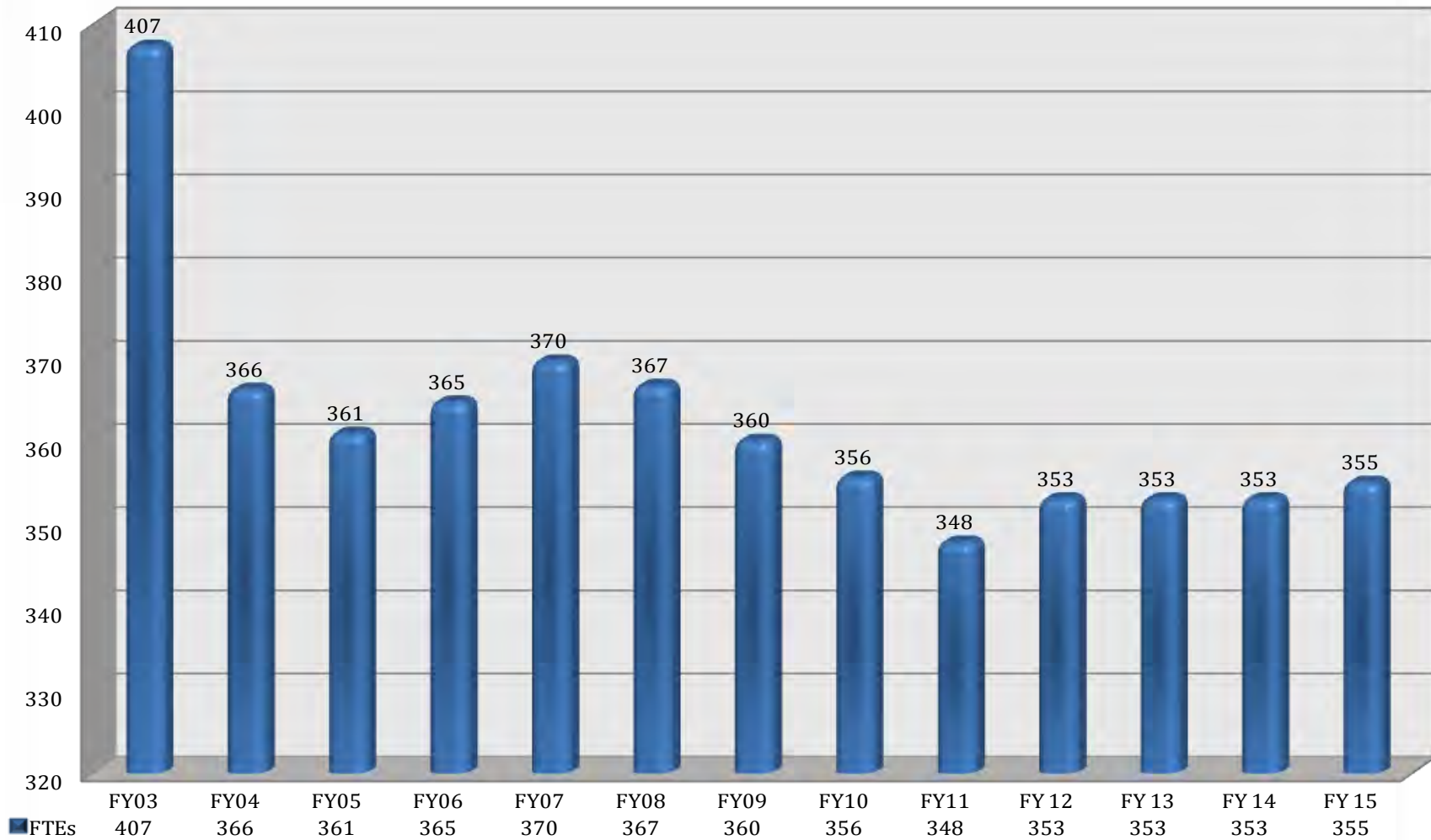
In FY2015, the Library budget is receiving an increase of \$38,500 in order to support the continuation of Sunday hours that were formerly supported by private donations. There is also \$65,828 of increasing personnel costs attributable to changes in the pay and classification plan. The Library's overall expense budget is decreasing by \$6,800, and within this is contained an increase for materials (\$7,700) and other purchased services (\$12,100) along with a decrease in gas and electric costs of \$30,000. These utility decreases have been made possible by the implementation of several energy conservation measures that will be described in more detail later in this message.

Health and Human Services: + \$44,173

The increase in the FY2015 Health and Human Services budget is due to an increase in mosquito control funding (\$4,710), a projected increase in veterans' benefits (\$13,000) and an expansion of hours of the principal clerk in the Council on Aging (\$6,393). The remaining increase is attributable to changes in the pay and classification plan.



Town Personnel Trends FY 2003 - FY2015 FTEs





Healthcare/Other Post-Employment Benefits (OPEB)

The increase in healthcare premiums through the GIC has been set at 1% for FY2015. There is also an assumption of an increase in benefit eligible school department employees based on the previously discussed growth factor funding increase. The combination of these costs result in a 4.53% increase in health insurance costs for FY2015. The assumption regarding the growth factor is carried throughout the long range plan and results in projections that exceed the 7% growth cap in future years.

The FY2014 healthcare budget proposal included a \$300,000 offset from the Town’s Health Claims Trust Fund. This offset was included as a means of increasing the Town’s contribution toward defraying its OPEB liability by a corresponding \$300,000 amount. In FY2015, due to a change in policy by the Department of Revenue, the Town will ask for a direct appropriation from the Health Claims Trust Fund into the Town’s OPEB Trust Fund. Therefore, the use of these funds as an offset in the FY2015 Health Insurance budget is not necessary. The Town’s portion of the Health Claims Trust Fund has an approximate balance of \$3,000,000. The FY2015 recommendation to fund OPEB with \$300,000 from the Health Claims Trust Fund is the second year in what is a recommendation to adopt this practice for the next ten years or until the Health Claims Trust Fund is exhausted. This \$300,000 contribution is in addition to the \$547,877 amount otherwise earmarked for appropriation into the OPEB Trust Fund. The table below provides further information in regard to the Town’s OPEB liability.

Town of Arlington OPEB Liability - As of January 1, 2012						
Active Employees (Future Retirees) Liability	% of Total Liability	Retiree Liability	% of Total Liability	Total Unfunded Liability	Accumulated Assets Towards the Liability	Total OPEB Liability
\$75,177,056	43%	\$98,885,496	57%	\$167,454,100	\$6,608,452	\$174,062,552

Cost Savings/Performance Strategies/Investment in Technology

The Town has recently released a new Strategic Plan for Information Technology (IT Plan) which is the result of a yearlong effort to develop a plan that will aid the Town in enhancing its use of technology as a means of delivering more efficient and more effective services to the residents of Arlington. One key part of enabling the implementation of this plan was the addition of a Systems Analyst to the Information Technology Department in the FY2014 budget. The hiring process resulted in the promotion of the Town’s GIS Coordinator to the position of Systems Analyst/Director of GIS.



Cost Savings/Performance Strategies/Investment in Technology (continued)

The first step that is recommended by the IT Plan is the performance of a needs assessment across all departments in order to determine priority areas for investment in technology. This needs assessment has been led by the Systems Analyst/Director of GIS in cooperation with the Town's Director of Information Technology and the Town Manager. Also, the Systems Analyst/Director of GIS has begun working with both the Board of Selectmen and the School Committee in order to analyze and implement a digital solution for meeting materials. Such a solution will be focused on achieving cost savings attributable to the reduction of paper use and also the increased transparency of making documents available online for the public.

In FY2015 and beyond, the Town will also remain committed to finding other means of reducing costs which may include, but will not be limited to, regionalization of services and the outsourcing of certain municipal functions.

State Aid

Based on a Local Aid Resolution passed by the House of Representatives and the Senate, state aid is projected to increase by \$378,792 or 2.22% in FY2015. This increase includes a \$185,602 increase in Chapter 70 funding and a \$182,159 increase in Unrestricted General Government Aid (UGGA).

Sustainability/Energy Conservation

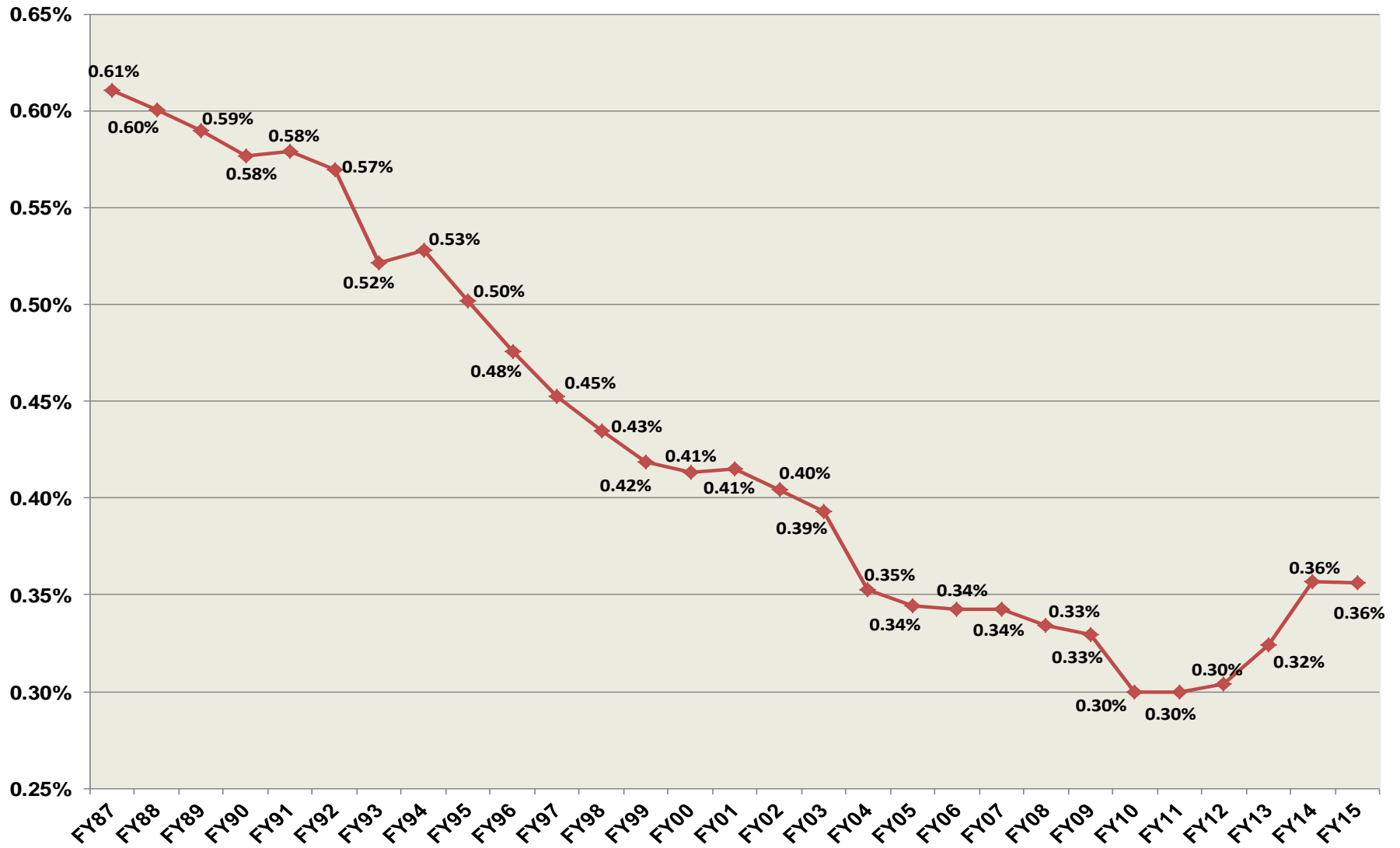
In 2010, Arlington was named a Green Community by the State's Green Communities Division in recognition of the work that Arlington has done in the past to reduce energy usage, and the plans it has to further reduce energy use in the future. In 2013, based on significant fulfillment of these plans, the State's Department of Energy Resources (DOER) honored Arlington with the "Leading By Example" award. This award is given to only four municipalities on an annual basis, and Arlington was proud to have earned the designation. Also in 2013, the Town hired a Regional Energy Manager (REM) in cooperation with the Town of Bedford. The REM works two days per week in Arlington, and has already demonstrated tremendous value through the implementation of a number of energy conservation measures (ECM) and through the successful submission of several grant applications on behalf of the Town. Using a portion of the \$200,000 appropriated by Town Meeting in 2012 for the implementation of ECM's, the REM has successfully managed the installation of new energy efficient boilers in the Robbins Library, a lighting retrofit/occupancy sensor project at the Robbins Library, and a lighting retrofit/occupancy sensor project at the DPW facility on Grove Street. All of these projects have a payback of less than five years, and also serve to reduce the Town's greenhouse gas emissions. In regard to successful grant applications, through the work of the REM, the Town has received a grant from DOER to hire an Owner's Agent to manage the process of installing solar panels on municipal and school buildings, a grant from DOER to install an electric vehicle charging station and assist in the purchase of an electric vehicle, and additional grants to allow the Town to assess the energy performance of Town Hall and both the Town and School server rooms.

Collective Bargaining and Employee Relations

All Town and school employee unions have contracts in place through FY2015. The Town and school have also recently completed a comprehensive compensation study that will be used by both management and employees during future rounds of bargaining.



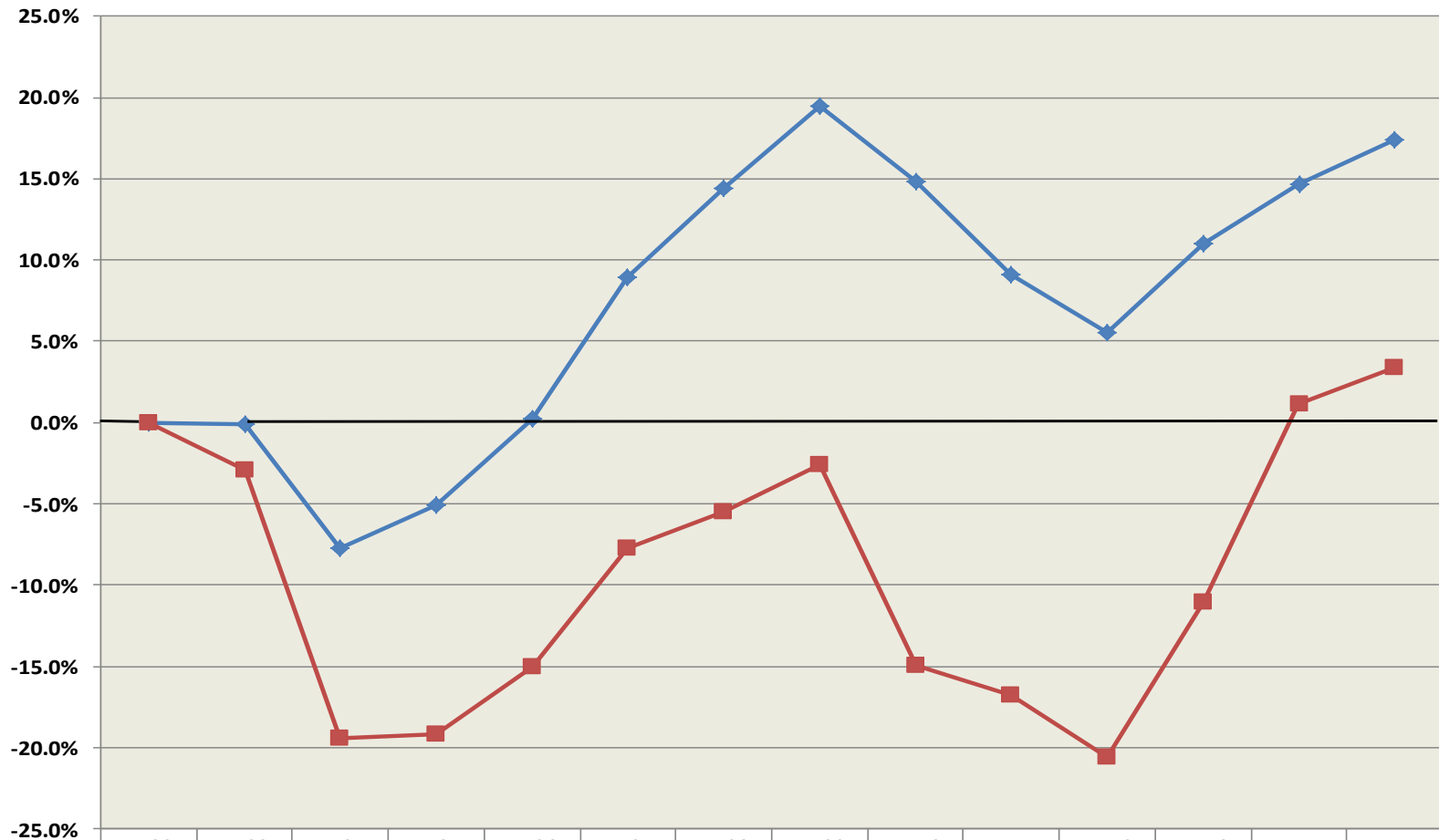
Arlington's Percent of Total State Aid





State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)



◆ All Municipalities	0.0%	-0.1%	-7.7%	-5.1%	0.3%	8.9%	14.4%	19.5%	14.8%	9.1%	5.6%	11.0%	14.7%	17.4%
■ Arlington	0.0%	-2.9%	-19.5%	-19.2%	-15.0%	-7.7%	-5.5%	-2.6%	-14.9%	-16.8%	-20.6%	-11.0%	1.1%	3.3%



Comparative Data

The FY2015 Annual Budget & Financial Plan includes a set of comparable communities that includes Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown, and Winchester. These communities were selected by Town, School, and Union leadership. These communities were identified based on a number of factors including; population, 5 year average municipal growth factor, population per square mile, median income per capita, median income per household, single family median home value, average family tax bill, total tax levy, excess capacity as a percentage of maximum levy and residential valuation as a percentage of the total tax levy.

There are a number of factors that contribute to Arlington's structural deficit – some common among all municipalities and some relatively unique to Arlington. Some of the factors particular to Arlington include the fact that Arlington is a densely populated, fully built-out community (see Tables 1 and 2 on page 16). Revenue from growth in the tax base ranks near the bottom among a group of 13 comparable communities (see Table 3). It is slightly greater than one-half of the state-wide average. Another indicator of the Town's ability and opportunity to raise revenue is a measure developed by the Department of Revenue called Municipal Revenue Growth Factor (MRGF). It measures a community's ability to raise revenue, taking into consideration a community's tax levy limit, new growth, state aid, and local receipts. As you can see from Table 4, the state-wide average and average of the twelve other comparable communities' MRGF is 3.54 and 3.38 respectively. Arlington's is 2.52, which is below the state average and ranks last among the comparable communities.

Another factor affecting the Town's financial structure is its tax base. The Town's tax base is nearly all residential — the commercial/industrial sector makes up only slightly more than 6% of the total. Table 5 shows that Arlington's commercial/industrial tax base ranks 10th out of 13 comparable communities. The average of these communities is 16.15%, more than two and a half times that of Arlington. This affects not only the Town's ability to raise revenue, it places a heavier tax burden on the residential sector as there is almost no commercial/industrial sector with which to share the tax burden. Notwithstanding this, the tax burden, when measured several different ways, is below the average of the 13 comparable communities. In fact, the Town ranks 8th in taxes per capita (Table 6), and 10th in taxes per household as a percent of median household income (Table 7). This despite the fact that Arlington's tax levy includes more than \$5 million in MWRA water and sewer debt that only one other community includes on its levy.

A look at how the Town's spending levels impact the Town's financial position shows that the Town's spending per capita is well below the state average and the average of the 13 comparable communities. Arlington ranks 11th out of 13 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is nearly 30% greater than Arlington.

With spending well below the state-wide average and comparable communities, and with revenue growth opportunities well below the statewide average and nearly at the bottom of comparable communities, it is clear that the structural problem with the Town's finances lies with the revenue side of the equation as opposed to the spending side. Limited growth in the tax base, a tax base almost all residential, coupled with a modest 3.3% increase in state aid just since 2002, has left the Town with only two choices — significant budget cuts resulting in service reductions or Proposition 2 ½ general overrides.



Table 1		Table 2		Table 3		Table 4	
Municipality	Pop Per Square Mile	Municipality	Households Per Sq Mile	Municipality	New Growth Ave '11-'13	Municipality	Municipal Revenue Growth Factor
1 BROOKLINE	8,706	1 BROOKLINE	3,890	1 NEEDHAM	2.24	1 NEEDHAM	4.60
2 ARLINGTON	8,438	2 ARLINGTON	3,747	2 WATERTOWN	1.52	2 NORTH ANDOVER	4.11
3 WATERTOWN	7,996	3 WATERTOWN	3,652	3 NORTH ANDOVER	1.33	3 BROOKLINE	3.71
4 MEDFORD	7,007	4 MEDFORD	2,787	4 BROOKLINE	1.31	4 WINCHESTER	3.58
5 MELROSE	5,850	5 MELROSE	2,398	5 WINCHESTER	1.18	5 BELMONT	3.57
6 BELMONT	5,409	6 BELMONT	2,142	6 NATICK	1.13	6 MILTON	3.42
7 WINCHESTER	3,621	7 STONEHAM	1,510	7 READING	1.03	7 WATERTOWN	3.33
8 STONEHAM	3,513	8 WINCHESTER	1,309	8 BELMONT	1.03	8 MELROSE	3.07
9 READING	2,537	9 READING	889	9 MEDFORD	0.88	9 MEDFORD	3.00
10 NEEDHAM	2,329	10 NATICK	886	10 ARLINGTON	0.84	10 READING	2.87
11 NATICK	2,239	11 NEEDHAM	860	11 MELROSE	0.81	11 NATICK	2.74
12 MILTON	2,083	12 MILTON	703	12 MILTON	0.77	12 STONEHAM	2.60
13 NORTH ANDOVER	1,066	13 NORTH ANDOVER	373	13 STONEHAM	0.63	13 ARLINGTON	2.52
Ave w/o Arlington	4,363	Ave w/o Arlington	1,783	Ave w/o Arlington	1.16	Ave w/o Arlington	3.38
Arlington	8,438	Arlington	3,747	Arlington	0.84	Arlington	2.52
				State-Wide Ave	1.60	State-Wide Ave	3.54



Table 5	
Municipality	Commercial/ Industrial/ Personal % of Total Tax Levy
1 WATERTOWN	33.75%
2 NEEDHAM	23.10%
3 NATICK	23.03%
4 MEDFORD	21.89%
5 STONEHAM	17.54%
6 NORTH ANDOVER	17.03%
7 BROOKLINE	16.82%
8 READING	9.15%
9 MELROSE	8.53%
10 ARLINGTON	6.14%
11 MILTON	6.09%
12 BELMONT	5.62%
13 WINCHESTER	5.06%
Ave w/o Arlington	16.15%
Arlington	6.14%

Table 6	
Municipality	FY2014 Taxes Per Cap
1 NEEDHAM	\$3,610
2 WINCHESTER	\$3,281
3 BROOKLINE	\$2,974
4 BELMONT	\$2,936
5 NATICK	\$2,768
6 WATERTOWN	\$2,512
7 MILTON	\$2,473
8 ARLINGTON	\$2,328
9 READING	\$2,241
10 NORTH ANDOVER	\$2,232
11 STONEHAM	\$2,003
12 MELROSE	\$1,813
13 MEDFORD	\$1,631
Ave w/o Arlington	\$2,539
Arlington	\$2,328

Table 7	
Municipality	FY2014 Taxes/ Household as % of 08-12 median income
1 NEEDHAM	8.2%
2 WINCHESTER	7.4%
3 BELMONT	7.3%
4 BROOKLINE	7.3%
5 NATICK	7.2%
6 WATERTOWN	7.1%
7 MILTON	6.9%
8 STONEHAM	6.6%
9 NORTH ANDOVER	6.4%
10 ARLINGTON	6.1%
11 READING	6.0%
12 MEDFORD	5.6%
13 MELROSE	5.1%
Ave w/o Arlington	6.8%
Arlington	6.1%

Table 8	
Municipality	FY2011 Total Exp Per Cap
1 READING	\$3,967
2 NEEDHAM	\$3,749
3 WINCHESTER	\$3,716
4 BROOKLINE	\$3,297
5 NATICK	\$3,231
6 BELMONT	\$2,862
7 WATERTOWN	\$2,839
8 STONEHAM	\$2,746
9 MELROSE	\$2,740
10 NORTH ANDOVER	\$2,365
11 ARLINGTON	\$2,304
12 MILTON	\$2,250
13 MEDFORD	\$1,988
Ave w/o Arlington	\$2,979
Arlington	\$2,304
State-Wide Ave	\$2,780



Financial Structure and Outlook

Each year, for several years, the Town has had a structural deficit whereby the growth in revenues has not kept pace with the growth in costs necessary to maintain a level service budget. This has happened despite a reduction of nearly 50% in the Town's workforce and spending levels near the bottom of its comparable communities.

The annual structural deficit is estimated between \$2.0 and \$2.5 million. As a result of being a built out (further density being the only real growth opportunity) community with limited available growth in its tax base and only recent improvement in its state aid, the Town has had to rely on periodic tax overrides to sustain service levels. Still, in the 30 years of Proposition 2 ½, there have been only three general tax overrides.

As a result of the change to the Town's employee health care program, which has provided significant savings, it is now projected that the 2011 override funds can be stretched to last seven years rather than only three. These projections take into account the growth factor for the School Department which has been previously discussed. The Town's long range plan is provided on page 24.

It is also important to note the potential financial liabilities associated with the reconstruction/renovation of Arlington High School and the proposed building project at Minuteman Vocational Technical High School. There are many decisions yet to be made in regard to these projects, but nevertheless, they will have a substantial impact on the Town's long range financial planning.

Capital

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2015 funding for the capital budget is as follows:

Bonding:	\$10,593,105
Cash:	\$1,554,300
Other:	\$5,680,000

Our existing non-exempt debt is \$5,628,578 which is consistent with prior debt service projections for FY2015. The total capital budget for FY2015, including debt, is estimated at \$9.8 million. Major projects to be funded in FY2015 include: construction of the Central Fire Station at \$6,050,000, street and sidewalk work for approximately \$1.5 million, water and sewer work for \$4.4 million (including water meter replacement), and park renovation work for \$592,500. The FY2015 budget also includes \$500,000 for a Voice over Internet Protocol (VOIP) phone system for the Town and School, and \$131,000 in funding for new police cruisers.



Five Year Financial Projection

The cornerstone of our strategic budgeting process is the long-range financial projection. Based upon analysis of internal and external factors impacting the Town's operations and finances, we have prepared the long-range projection found on page 24. These projections will, of course, have to be modified as events unfold, but we believe that they are reasonable for fiscal planning purposes.

Revenue assumptions include the following:

- **Overall revenues** are expected to increase 2.74% in FY2015. Future year increases range from 0.95% to 4.38%, which occurs in FY2017 due to the initial use of override stabilization funds to balance the budget. In FY2018 and FY2019, the overall increases are 3.76% and 3.35% respectively. This is a result of the increased use of override stabilization funds to balance the budget.
- **Tax Levy** – The FY2015 tax levy is projected to increase by approximately 2.77%, a higher than normal increase which is attributable to the first full debt service payment for the Thompson School. Future year increases are projected to be between approximately 2.64% and 2.85% per year. New growth is projected at \$450,000 per year. Actual debt for Proposition 2 ½ debt exclusion school projects minus state reimbursements are included and amount to approximately \$900,000 to \$1,000,000 each year. Beginning in FY2015 property tax payments from Symmes are expected to cover the Symmes debt and therefore, no funds are needed to be raised on the tax rate to offset Symmes debt service.
- **State Aid** – Overall, state aid is projected to increase 2.2%. This increase is inclusive of a 1.8%, or a \$185,602 increase in Chapter 70 funding and a 2.8% or \$182,159 increase in Unrestricted General Government Aid. In outgoing years, increases are projected between 1% and 2% depending on projected school enrollment growth.
- **School Construction Reimbursement** - Projected to remain level at \$2,474,773 in FY2015. School construction reimbursements will decrease to \$1,615,914 in FY2018 which will reflect the last reimbursement for the Ottoson School construction project and will decrease further to \$476,523 in FY2019 which is reflective of only the reimbursement for the Peirce Elementary School.
- **Local Receipts** – Local Receipts are estimated to increase by \$663,000 in FY2015 due to projected increases in Motor Vehicle Excise tax collections, Meals & Hotel local option taxes, Licenses and Permits, and Penalties & Interest. The significant increase from FY2014 is a result of having to adjust FY2014 projections downward at the time in which the tax rate was set. It is anticipated that Local Receipts will continue to grow by \$50,000 increments thereafter.



- **Free Cash** – In FY2015, \$3,042,925 is proposed to be appropriated, which is 50% of the Town's available free cash balance. For FY2016 and in each subsequent year, \$1,500,000 is proposed to be appropriated.
- **Other Available Funds** – A transfer of \$350,000 from surplus tax abatement overlay reserve funds is projected in FY2015. Transfers of \$200,000 from surplus tax abatement are projected in each year of the plan thereafter.
- **Override Stabilization Fund** – For at least the first five years of the override (FY2012-2016) funds will be deposited into the Fund, resulting in an balance of approximately \$18.2 million. In FY2017, a drawdown of \$2,914,002 will be required to balance the budget.

In FY2018 a drawdown of \$6 million will be needed to close the budget gap leaving approximately \$9.3 million in the Fund to apply to a budget gap of approximately \$9.5 million in FY2019 (the eighth year of the override). This final drawdown will exhaust the Overall Stabilization Funds. The projected deficit in FY2020 is \$12.8 million. It is important to note that these numbers are projections at this time and may vary significantly in future years.

Expenditure assumptions include the following:

- **School Budget** – In FY2015 expenditures are capped at 3.5% for general education costs and 7% for special education costs. However, the FY2015 School Budget includes a growth factor which is aimed to offset the expenses attributable to enrollment growth for the previous years. In future years, the growth factor is included in the following year's general education budget which results in increases ranging from 4.19% to 6.32%. The growth factor is explained in greater detail earlier in the Town Manager's Budget Message.
- **Minuteman School** – In FY2015 the Town's assessment will increase by \$451,680 (13.54%) as a result of enrollment growth. Thereafter, increases are projected at 3.5%.
- **Municipal Departments** - Expenditures for municipal departments will increase by 3.5% in FY2015. In FY2016 and going forward, expenditures are capped at 3.5%.



- **Capital Budget** – Capital policies call for dedicating approximately 5% of net revenues to capital spending inclusive of non-exempt debt. The Capital Budget fluctuates in future years due to the retirement of exempt debt.
 - **Exempt Debt** – This includes the actual cost of debt service for debt exclusion projects which include all of the school projects, except the Ottoson. The first full debt service permanently financed payment for the Thompson School is included in the FY2015 budget. This payment represents 21.6% of the Town’s total exempt debt of \$2,771,358.
 - **Non-Exempt Debt** – This debt will fluctuate over the next several years but will average approximately \$6.2 million per year. Some of the recent major projects covered by non-exempt debt include the Stratton School, Highland & Park Circle Fire Stations, and the Community Safety building.
 - **Cash** – In FY2015 \$1,554,300 in cash funded capital projects is included. This amount fluctuates in future years.
- **MWRA Debt Shift** – The amount has been level funded at \$5,593,112.
- **Pensions** – In FY2015 the pension appropriation will increase of 6.17%, and thereafter, increases 6% annually.
- **Insurance (including healthcare)** – Health care and insurance costs are expected to increase by 4.53%. Actual employee premiums (GIC rates) increased by 1%, but a \$254,914 “Growth Factor” was built into the budget to account for the anticipated new employees in the school department resulting from the enrollment growth. In addition, due to changes in accounting procedures, the \$300,000 OPEB offset included in the FY2014 budget was eliminated and which further contributes to the year over year increase in FY2015. Thereafter costs are projected to increase from 7.14% to 7.64% per year depending on the continuance of enrollment growth in the school department.
- **State Assessments** – In FY2015, the MBTA assessment, which is the largest assessment, is projected to increase by \$45,210 (1.6%) and the Charter School Sending Tuition assessment is projected to increase by \$15,758 (9.2%) due to increased number of students attending charter schools. Overall, state assessments are projected to increase by 2.08%, and 2.50% annually thereafter.
- **Offset Aid** – These grants to schools and the library are increased slightly in FY2015 based upon preliminary cherry sheets and thereafter held level.
- **Overlay Reserve** – This reserve for tax abatements is increased in revaluation years, which occur every three years. For the revaluation years FY2016 and FY2019, the reserve is increased to \$800,000. In non-revaluation years, FY2015 included, it is reduced to \$600,000.



- **Other** – This includes court judgments (\$100,000), deficits such as snow removal (\$500,000) and Symmes property taxes reserved for Symmes debt (677,750). The estimate fluctuates with actual Symmes debt service payments.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles have been estimated at \$788,715 in FY2015 and thereafter held level. This represents a \$323,977 decrease from FY2014 as a result in a reduction in the OPEB warrant article.
- **Override Stabilization Fund** – Appropriations into the fund in FY2015 and FY2016 are projected at approximately \$4.5 million, and \$170,600 respectively. After FY2016 it is projected that drawdowns from the fund will be necessary.



Conclusion

Every effort has been made to implement all appropriate measures that will maximize the productivity of our organization and deliver the highest quality of services within available resources. Our entire management team has worked collectively to implement creative ways of doing more with less. We remain committed to maintaining the high quality of life our residents expect and deserve.

As the budget process evolves and additional information becomes available over the next few months, the estimates and recommendations contained herein will be adjusted as required. You will then be able to make operating and capital budget adjustments as deemed advisable prior to Town Meeting.

The document presented for your consideration is a product of a great deal of work. Our department heads, second to none in the Commonwealth in terms of professional competence and dedication to their tasks, provided invaluable input and assistance. Members of boards and commissions also offered valuable assistance. In particular, I would like to thank the Board of Selectmen for its policy insights and leadership. I am most of all indebted to Deputy Town Manager Andrew Flanagan who deserves the credit for the quality of the budget document and the information and the data contained herein. I also want to extend a special word of thanks to Michael Bouton, Management Analyst, who spent evenings and weekends assisting in the production of this document.

Respectfully submitted,

Adam W. Chapdelaine

Town Manager



Long Range Financial Projection

	FY 2014	FY 2015	Dollar Change	Percent Change	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
REVENUE									
State Aid	17,093,258	17,472,050	378,792	2.22%	17,661,058	17,879,240	18,068,104	18,346,158	18,545,406
School Construction Aid	2,474,773	2,474,773	0	0.00%	2,474,773	2,474,773	1,615,914	476,523	476,523
Local Receipts	8,158,000	8,821,000	663,000	8.13%	8,871,000	8,921,000	8,971,000	9,021,000	9,071,000
Free Cash/Muni Building Trust	3,411,528	3,042,925	(368,604)	-10.80%	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Overlay Reserve Surplus	200,000	350,000	150,000		200,000	200,000	200,000	200,000	200,000
Property Tax	101,737,509	104,560,424	2,822,915	2.77%	107,319,687	110,176,763	113,118,652	116,347,737	119,482,300
Override Stabilization Fund						2,914,002	6,011,112	9,315,265	
TOTAL REVENUES	133,075,068	136,721,171	3,646,104	2.74%	138,026,518	144,065,780	149,484,783	155,206,683	149,275,229
APPROPRIATIONS									
Operating Budgets									
School									
General Education Costs	47,675,113	50,729,968	3,054,855		53,299,194	56,058,267	58,893,786	62,060,278	65,219,739
Special Education Costs*	31,418,665	32,518,318	1,099,653	3.50%	34,572,590	36,046,711	37,634,370	39,212,393	41,038,002
Kindergarten Fee Offset	15,286,448	16,356,500	1,070,052	7.00%	17,501,455	18,726,557	20,037,415	21,440,035	22,940,837
Growth Factor	970,000	970,000	0	0.00%	970,000	970,000	970,000	970,000	970,000
Net School Budget	47,675,113	50,729,968	3,054,855	6.41%	53,299,194	56,058,267	58,893,786	62,060,278	65,219,739
Minuteman	3,336,935	3,788,615	451,680	13.54%	3,921,217	4,058,459	4,200,505	4,347,523	4,499,686
Town	Personnel Services								
Expenses	23,064,316	23,991,930	927,614	4.02%	25,890,465	27,080,949	28,314,850	29,593,687	30,919,034
Less Offsets:	Enterprise Fund/Other								
Tip Fee Stabilization Fund	9,305,801	9,501,933	196,132	2.11%	9,551,933	9,601,933	9,651,933	9,701,933	9,751,933
Net Town Budget	1,791,215	1,988,367	197,152	11.01%	2,057,960	2,129,988	2,204,538	2,281,697	2,361,556
MWRA Debt Shift	164,000	0	(164,000)	-100%	0	0	0	0	0
Net Town Budget	31,164,902	32,255,496	1,090,594	3.50%	33,384,438	34,552,894	35,762,245	37,013,924	38,309,411
Capital budget									
Exempt Debt Service	5,593,112	5,593,112	0	0.00%	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112
Non-Exempt Service	3,018,625	2,771,358	(247,267)	-8.19%	2,635,325	2,524,722	2,424,741	1,396,516	1,335,235
Cash	5,747,610	5,798,692	51,082	0.89%	6,329,814	6,891,105	6,107,989	6,087,773	6,087,773
Minus Capital Carry Forward	1,450,700	1,554,300	103,600	7.14%	1,369,400	1,407,525	1,250,963	1,389,577	1,389,577
Total Capital	(385,625)	(205,600)	180,025	-46.68%	(422,600)	(430,600)	(130,600)	(130,600)	(130,600)
Pensions	8,160,032	8,663,368	503,336	6.17%	9,183,170	9,734,160	10,318,210	10,937,302	11,593,541
Insurance	14,739,366	15,406,731	667,365	4.53%	16,500,707	17,732,368	19,039,212	20,493,083	22,008,044
State Assessments	2,998,089	3,060,588	62,499	2.08%	3,137,103	3,215,530	3,295,919	3,378,316	3,462,774
Offset Aid - Library & School	60,566	61,648	1,082	1.79%	61,648	61,648	61,648	61,648	61,648
Overlay Reserve	1,019,663	600,000	(419,663)	-41.16%	800,000	600,000	600,000	800,000	600,000
Other Crt Jdgmnts/ Deficit/ symmes	1,609,415	1,277,750	(331,665)	-20.61%	1,274,675	1,277,875	1,278,338	1,271,250	1,273,225
Warrant Articles	1,112,692	788,715	(323,977)	-29.12%	788,715	788,715	788,715	788,715	788,715
Override Stabilization Fund	5,773,873	4,576,430			170,600				
TOTAL APPROPRIATIONS	133,075,068	136,721,171	3,646,104	2.74%	138,026,518	144,065,780	149,484,783	155,488,418	162,091,880
BALANCE	0	0			0	0	0	(281,735)	(12,816,650)
Surplus / (deficit) to carryover to next year	0	0			0	0	0	(281,735)	(12,816,650)



SECTION II

REVENUE



TOTAL REVENUE

Total revenue for FY2015 is projected at \$136,721,171, an increase of \$3,646,103, or 2.7%.

The property tax levy is projected to increase \$2,822,915, or 2.77%. This includes the normal 2.5% increase plus \$450,000 in new growth.

Local receipts are projected to increase \$663,000 due primarily to projected increases in Motor Vehicle Excise tax collections, Licenses and Permits, Departmental Fees, Town rental properties and adjustments to the FY2014 local receipt projections.

Based upon the House of Representatives' proposed budget, state aid is projected to increase 378,792, or 1.94%. The House has proposed the following: \$100 million increase in Chapter 70 School Aid and a \$25 million for General Government Aid. Despite the overall increase in Chapter 70 funding, Arlington is projected to receive a modest increase of \$193,084.

Overall FY2015 state aid, as proposed in the Town Manager's Budget, will increase \$378,792 to a total of \$19,946,823. This total is inclusive of \$2,474,773 in school construction aid.

A total of \$3,042,925 in free cash is proposed to be used, which is a decrease of \$368,604 from FY2014 and an amount equal to 50% of the Free Cash balance certified by the Department of Revenue in FY2014.

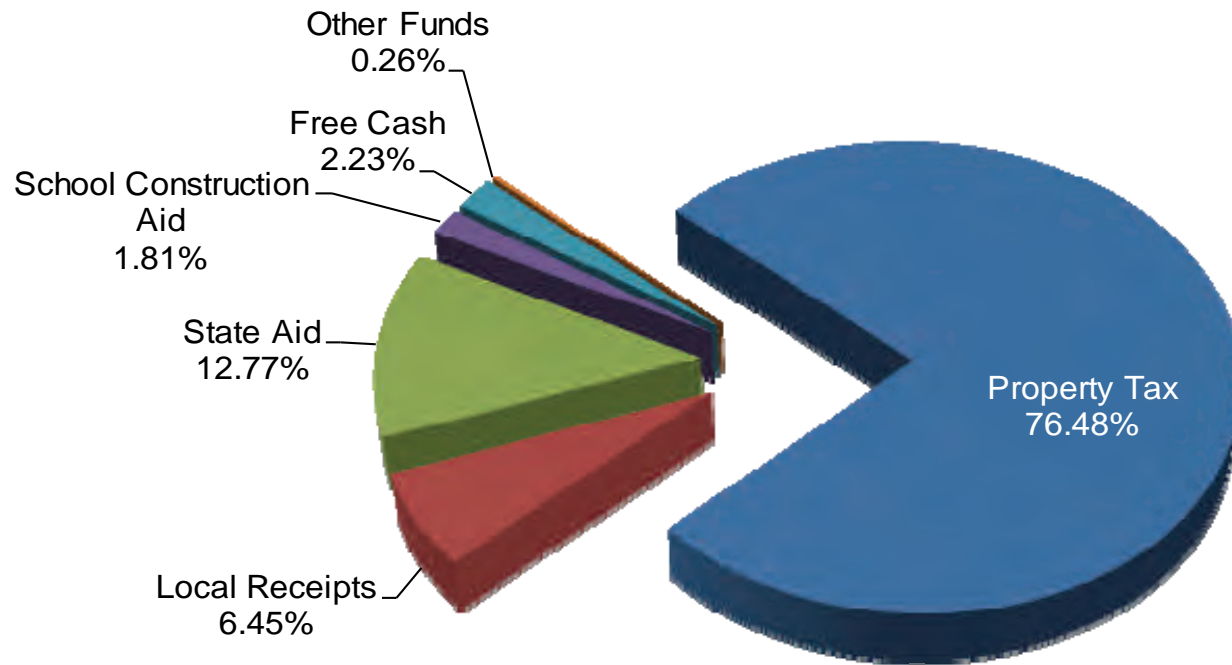
Other Available Funds include only \$350,000 in surplus tax abatement overlay funds, an increase of \$150,000 from FY2014.

REVENUE SOURCE	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Tax Levy	95,002,494	98,009,381	101,737,509	104,560,424	2,822,915
Local Receipts	10,291,463	9,886,882	8,158,000	8,821,000	663,000
State Aid	15,895,539	17,514,847	19,568,031	19,946,823	378,792
Free Cash	481,456	1,570,000	3,411,528	3,042,925	(368,604)
Other Available Funds	200,000	200,000	200,000	350,000	150,000
Total	121,870,952	127,181,110	133,075,068	136,721,171	3,646,103



Revenue

\$136,721,171





Total General Fund Revenues

	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Tax Levy*	60,616,241	68,050,315	71,185,238	73,220,264	75,352,894	77,877,924	80,365,862	89,409,382	92,416,269	96,144,397	98,967,312
Local Receipts	8,437,095	8,834,256	9,188,329	9,024,278	8,715,308	8,653,173	9,238,654	10,291,463	9,886,882	8,158,000	8,821,000
State Aid**	14,046,847	14,790,887	15,600,746	15,972,745	15,568,470	14,382,965	14,066,445	13,420,743	15,040,051	17,093,258	17,472,050
Free Cash	1,414,803	1,614,155	1,939,695	954,736	2,191,622	1,497,907	582,050	481,456	1,570,000	3,411,528	3,042,925
Other Available Funds	500,000	400,000	400,000	500,000	500,000	3,242,376	2,080,000	200,000	200,000	200,000	350,000
Total	85,014,986	93,689,613	98,314,008	99,672,023	102,328,294	105,654,345	106,333,011	113,803,044	119,113,202	125,007,183	128,653,287

*Excludes MWRA Debt Shift

**Excludes MSBA Reimbursements

Annual Revenue Increases

	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Tax Levy	1,910,098	7,434,074	3,134,923	2,035,026	2,132,630	2,525,030	2,487,938	9,043,520	3,006,887	3,728,128	2,822,915
Local Receipts	635,214	397,161	354,073	(164,051)	(308,970)	(62,135)	585,481	1,052,809	(404,581)	(1,728,882)	663,000
State Aid	101,153	744,040	809,859	371,999	(404,275)	(1,185,505)	(316,520)	(645,702)	1,619,308	2,053,207	378,792
Free Cash	(359,539)	199,352	325,540	(984,959)	1,236,886	(693,715)	(915,857)	(100,594)	1,088,544	1,841,528	(368,603)
Other Available Funds	0	(100,000)	0	100,000	0	2,742,376	(1,162,376)	(1,880,000)	0	0	150,000
Total	2,286,926	8,674,627	4,624,395	1,358,015	2,656,271	3,326,051	678,666	7,470,033	5,310,158	5,893,981	3,646,104
Percent Increase	2.8%	10.2%	4.9%	1.4%	2.7%	3.3%	0.6%	7.0%	4.7%	4.9%	2.9%

Percent of Total Revenue

	<u>FY05</u>	<u>FY06</u>	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>
Tax Levy	71.3%	72.6%	72.4%	73.5%	73.6%	73.7%	75.6%	78.6%	77.6%	76.9%	76.9%
Local Receipts	9.9%	9.4%	9.3%	9.1%	8.5%	8.2%	8.7%	9.0%	8.3%	6.5%	6.9%
State Aid	16.5%	15.8%	15.9%	16.0%	15.2%	13.6%	13.2%	11.8%	12.6%	13.7%	13.6%
Free Cash	1.7%	1.7%	2.0%	1.0%	2.1%	1.4%	0.5%	0.4%	1.3%	2.7%	2.4%
Other Available Funds	0.6%	0.4%	0.4%	0.5%	0.5%	3.1%	2.0%	0.2%	0.2%	0.2%	0.3%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



PROPERTY TAX LEVY

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Arlington, property taxes represent approximately 76% of annual operating revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Arlington's non-manufacturing businesses. State law mandates that communities update their property values every three years and obtain State certification that such values represent full and fair cash value. A revaluation was conducted in FY2012. Under the Provisions of Proposition 2 ½, property taxes, in the aggregate, may not exceed 2 ½% of their "full and fair cash value." This limit is known as the "levy ceiling." Annual levy increases may not exceed 2 ½% of the previous year's levy plus the taxes added from any new or renovated property added to the tax rolls (known as new growth). Any Proposition 2 ½ override or debt exclusion amounts approved by voters are added to the levy limit, while all related school construction reimbursements from the State are subtracted.

Property values and new growth for FY2015 are preliminary estimates used to project the levy limit. The FY2014 levy limit was \$94,898,816. The 2 ½% increase allowed for FY2015 is \$2,374,680. New growth from construction not previously on the tax rolls is expected to add \$450,000 to the FY2015 levy. An additional \$1,155,444 is added to the tax levy to cover the cost of debt service for projects approved by the voters as Proposition 2 ½ debt exclusion overrides. This added debt exclusion amount is net of state reimbursements estimated at \$1,615,914. Beginning in FY2012, debt service for the Symmes Urban Renewal project was added to the tax levy. FY2015 will mark the first year that tax revenues from the Symmes project will completely offset the cost of debt service. As a result Symmes debt will no longer be added to the tax levy.

The Town has accepted the provisions of Chapter 110, whereby water and sewer debt costs are transferred to the real estate taxes. At the present time, the only water and sewer debt included is from the MWRA. The Board of Selectmen voted to freeze the amount of MWRA debt shift at the FY2007 amount of \$5,593,112. Based on the above, the FY2015 tax levy is projected to total \$104,560,424 representing an increase of \$2,822,915 (2.77%) over the FY2014 levy.

PROPERTY TAX LEVY	FY2012 Budget	FY2013 Budget	FY2014 Budget	FY 2015 Budget	Budget Change
Base Tax Levy	81,930,096	91,297,613	94,898,816	97,811,868	2,913,052
General Override	6,490,000	-	-	-	-
Debt Exclusion Overrides					
Brackett School	188,605	167,209	139,164	119,714	(19,450)
Hardy School	42,934	53,045	19,564	1,165	(33,481)
Bishop School	67,227	51,842	34,426	19,101	(17,416)
Peirce School	67,399	178,251	155,856	137,718	(22,395)
Dallin School	315,991	296,956	290,072	277,596	(6,885)
Thompson School	-	92,813	456,500	600,150	363,687
Symmes Debt	307,130	278,540	150,000	-	(128,540)
Sub-total Debt Exclusions	989,286	1,118,656	1,245,581	1,155,444	(90,137)
Water and Sewer Debt	5,593,112	5,593,112	5,593,112	5,593,112	-
Total	95,002,494	98,009,381	101,737,509	104,560,424	2,822,915

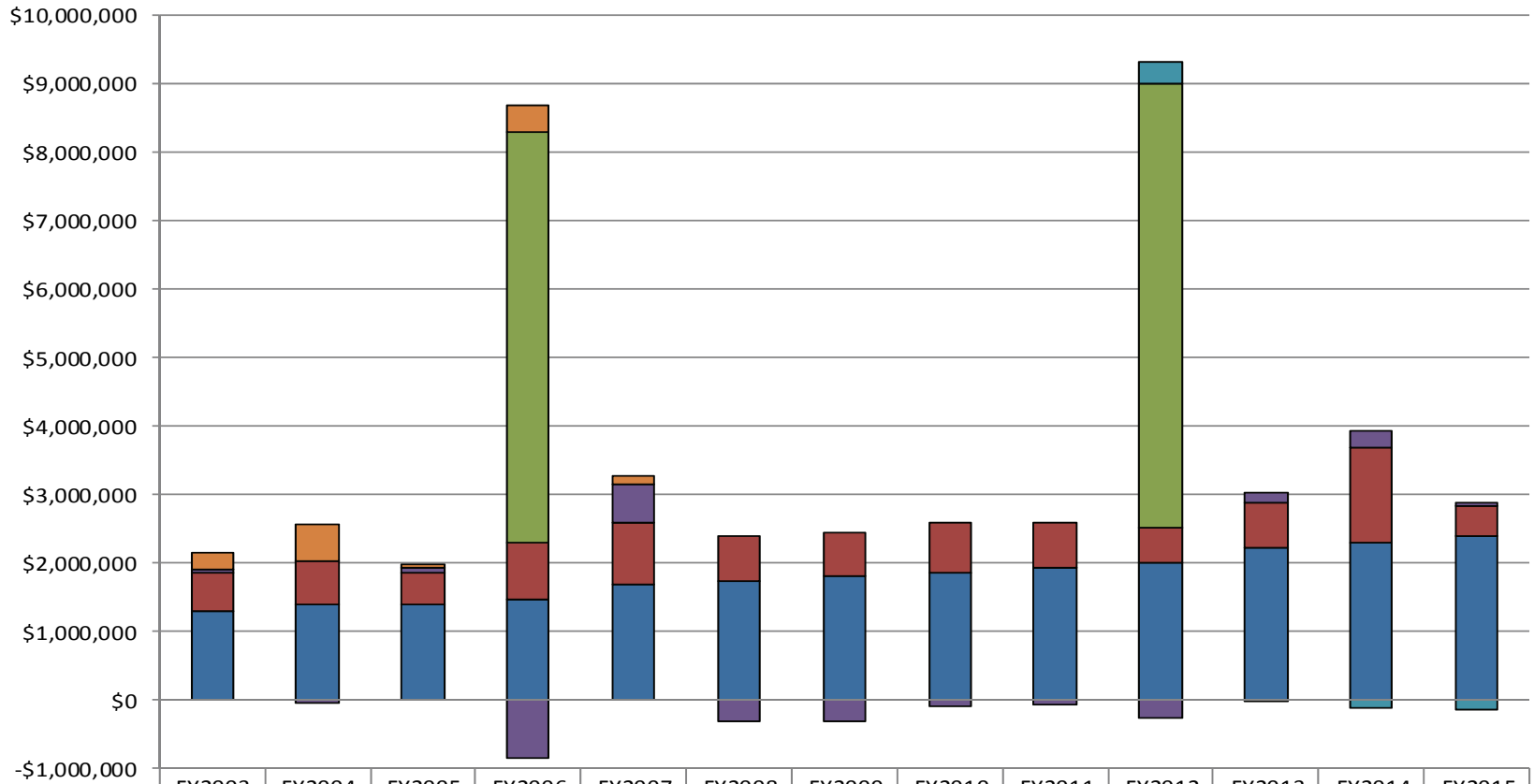


Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2013	98,200,712.05	391,307.70	55,314.74	97,754,089.61	97,319,166.14	99.56%	435,398.24	946,663.94	396,784.20	293,094.22
2012	95,185,766.56	427,191.48	47,748.92	94,710,826.16	94,287,096.98	99.56%	423,729.18	858,108.74	396,784.20	307,667.70
2011	86,093,152.50	465,825.69	51,677.04	85,575,649.77	84,199,193.25	99.56%	375,360.09	650,009.11	396,784.20	303,386.69
2010	83,612,918.72	483,555.47	61,658.71	83,067,704.54	82,652,328.29	99.50%	415,059.45	781,121.00	396,784.20	363,475.82
2009	81,073,914.29	487,858.75	77,402.97	80,508,652.57	80,065,721.17	99.45%	480,507.03	707,145.88	396,784.20	393,703.43
2008	78,887,655.80	472,051.80	72,738.36	78,342,865.64	78,066,532.84	99.65%	276,332.81	471,582.61	396,784.20	377,006.41
2007	76,885,362.74	342,368.47	84,469.92	76,458,524.35	76,243,171.54	99.72%	216,092.26	339,191.03	396,784.20	390,472.48
2006	73,601,851.23	343,515.23	87,097.83	73,171,238.17	72,939,691.01	99.68%	231,489.78	324,280.65	396,784.20	380,256.66
2005	65,779,185.77	302,203.09	58,911.88	65,418,070.80	65,202,793.72	99.67%	234,667.16	339,307.20	396,784.20	285,068.38
2004	63,831,019.20	391,879.53	49,554.72	63,389,584.95	63,223,644.05	99.74%	165,940.90	258,629.93	396,784.20	274,115.15
2003	61,323,172.92	369,352.26	41,586.52	60,912,234.14	60,699,775.08	99.65%	212,459.06	317,178.44	397,922.00	247,855.77
2002	59,183,329.33	375,235.37	47,510.62	58,760,583.34	58,615,862.62	99.75%	144,720.72	216,588.20	397,922.00	347,816.81
2001	55,924,516.87	436,168.37	56,445.54	55,431,902.96	55,316,386.89	99.79%	115,516.07	181,873.01	397,716.45	354,375.56
2000	54,173,527.31	349,142.62	66,695.63	53,757,689.06	53,624,936.83	99.75%	132,752.23	196,203.75	397,716.45	338,813.24
1999	52,534,913.05	433,671.59	61,654.42	52,039,587.04	51,927,624.56	99.78%	173,616.90	187,455.40	383,233.92	338,142.22

The policy is to close out all real estate & personal property commitments in the same fiscal year. All collections, refunds, transfers into Tax Title all take place within the same fiscal year.



COMPONENTS OF TAX LEVY INCREASE



	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
MWRA Debt	260,958	517,348	69,732	371,757	117,626	-	-	-	-	-	-	-	-
Symmes Debt Exclusion	-	-	-	-	-	-	-	-	-	307,130	(28,590)	(128,721)	(150,000)
School Debt Exclusion	44,571	(51,943)	56,628	(859,302)	558,473	(319,928)	(316,820)	(93,659)	(79,675)	(263,714)	157,960	255,465	59,862
General Override	-	-	-	6,000,00	-	-	-	-	-	6,490,00	-	-	-
New Growth	544,075	649,223	458,531	844,013	887,247	640,013	642,912	726,955	656,751	522,167	657,203	1,393,953	450,000
2.5% Increase*	1,299,50	1,378,66	1,394,93	1,449,36	1,689,20	1,736,64	1,796,06	1,857,039	1,921,639	1,986,099	2,211,055	2,282,762	2,374,680



LOCAL RECEIPTS SUMMARY

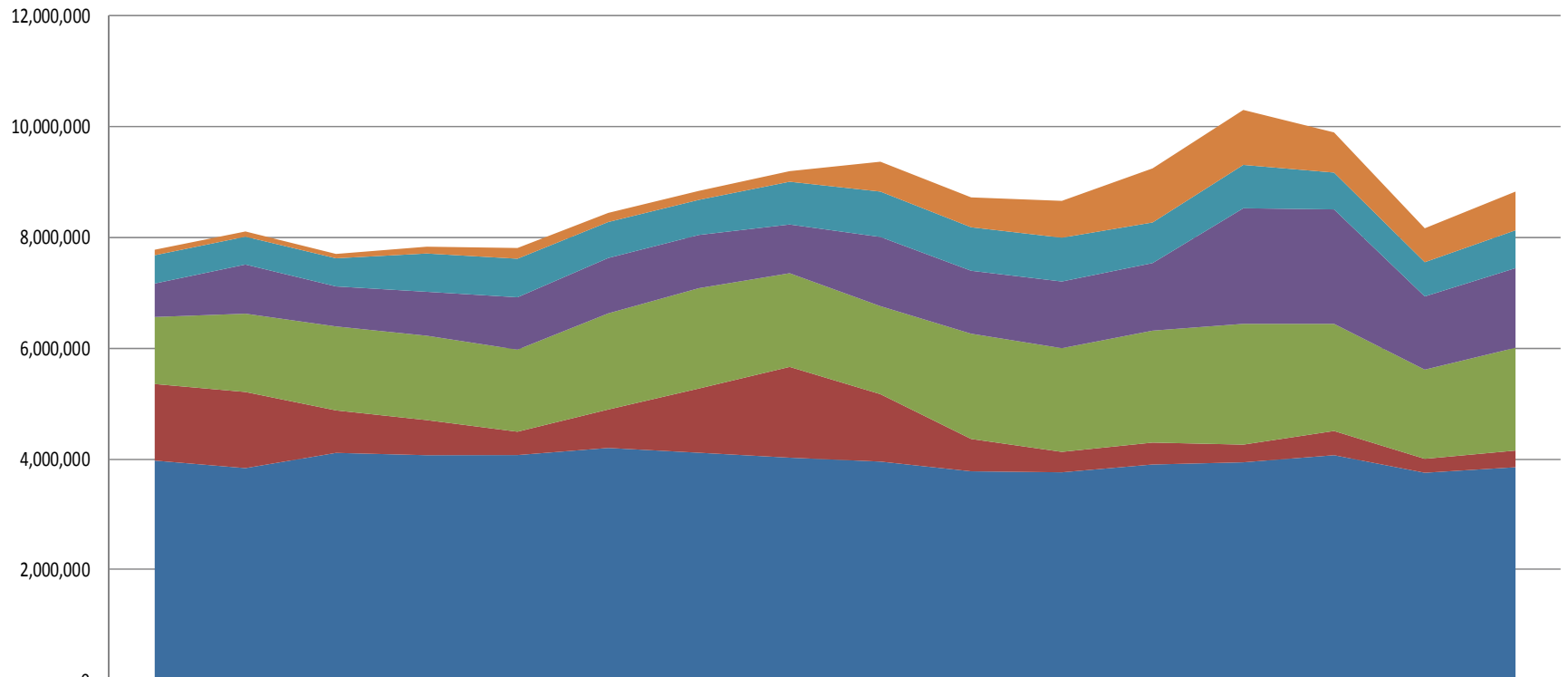
Local receipts for FY2015 are projected to increase \$663,000 to a total of \$8,821,000. The significant increase is a result of having to adjust FY2014 projections downward during the tax recapitulation process. Revenue from Motor Vehicle Excise taxes is projected to increase \$100,000, revenue from interest income is projected to increase \$50,000 while increases in Department Fees are expected to be \$245,000. Licenses and Permits revenue and revenue from the Town rental properties are expected to increase \$114,000 and \$66,000 respectively. The local option taxes, which include the Hotel and Meals tax, are projected to each increase by \$25,000. The Town anticipates receiving \$38,000 in Payments In Lieu of Taxes in FY2015.

The FY2015 projections represent an effort to align projections with prior year actual collections.

LOCAL RECEIPTS SUMMARY	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Motor Vehicle Excise	3,937,079	4,066,200	3,750,000	3,850,000	100,000
Interest Income	319,642	435,812	250,000	300,000	50,000
Departmental Fees	2,177,505	1,932,652	1,610,000	1,855,000	245,000
Licenses and Permits	2,085,368	2,064,257	1,320,000	1,434,000	114,000
Rentals	783,145	665,264	618,000	684,000	66,000
Other	988,724	722,704	610,000	698,000	88,000
Total	10,291,463	9,886,889	8,158,000	8,821,000	663,000



Local Receipts History



	Actual FY00	Actual FY01	Actual FY02	Actual FY03	Actual FY04	Actual FY05	Actual FY06	Actual FY07	Actual FY08	Actual FY09	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Budget FY2014	Budget FY 2015
Other	100,945	94,165	79,375	122,272	191,558	166,224	162,289	190,960	538,924	538,924	664,332	974,222	988,724	722,704	610,000	698,000
Rentals	508,819	500,978	506,840	690,231	696,252	648,334	632,505	771,319	818,608	783,600	791,045	733,270	783,145	665,264	618,000	684,000
Licenses and Permits	604,759	887,076	722,072	794,763	943,446	999,757	961,320	878,090	1,247,073	1,134,294	1,202,871	1,219,481	2,085,368	2,064,257	1,320,000	1,434,000
Fees/Departmental	1,206,792	1,412,070	1,512,748	1,520,578	1,480,066	1,731,991	1,808,831	1,689,345	1,586,298	1,900,729	1,867,994	2,018,958	2,177,505	1,932,652	1,610,000	1,855,000
Interest Income	1,382,410	1,374,590	765,790	634,352	421,000	693,999	1,159,204	1,636,644	1,216,410	582,123	369,782	394,264	319,642	435,812	250,000	300,000
Motor Vehicle Excise	3,968,543	3,832,194	4,108,738	4,064,678	4,069,559	4,196,714	4,110,106	4,021,994	3,951,802	3,775,638	3,757,149	3,898,459	3,937,079	4,066,200	3,750,000	3,850,000



MOTOR VEHICLE EXCISE

Motor vehicle excise tax receipts are expected to increase \$100,000 over the budgeted amount for FY2014 to a total of \$3.85 million. Commitments are continuing to increase towards what they were in 2008. The excise rate is \$25 per thousand and is assessed on 90% of the vehicle's value in the first year, 60% in the second year, 40% in the third year, 25% in the fourth year, and 10% thereafter. The actual billings are prepared by the Registry of Motor Vehicles and then turned over to the Town for printing, distribution, and collection. There are approximately 38,000 registered vehicles in Arlington. In the chart below, Levy Year 2013 is as of June 30, 2013.

<u>Levy Year</u>	<u>Commitments</u>	<u>Collections</u>	<u>Refunds</u>	<u>Net Collections</u>	<u>Abatements</u>	<u>Balance</u>	<u>Collection %</u>
2013	\$ 4,342,665	\$ 4,145,705	\$ 80,917	\$ 4,064,788	\$ 129,537	\$ 148,340	96.58%
2012	\$ 4,077,138	\$ 4,021,599	\$ 54,950	\$ 3,966,649	\$ 71,047	\$ 39,442	99.03%
2011	\$ 3,617,140	\$ 3,438,728	\$ 35,428	\$ 3,403,300	\$ 89,485	\$ 124,355	96.56%
2010	\$ 3,439,627	\$ 3,277,405	\$ 34,770	\$ 3,242,635	\$ 83,853	\$ 113,139	96.71%
2009	\$ 3,405,929	\$ 3,262,275	\$ 42,208	\$ 3,220,067	\$ 90,499	\$ 95,363	97.20%
2008	\$ 4,095,771	\$ 3,968,005	\$ 82,613	\$ 3,885,392	\$ 164,786	\$ 45,593	98.89%
2007	\$ 4,230,657	\$ 4,125,146	\$ 81,094	\$ 4,044,052	\$ 159,117	\$ 27,488	99.35%
2006	\$ 4,248,107	\$ 4,134,418	\$ 89,206	\$ 4,045,212	\$ 177,550	\$ 25,345	99.40%
2005	\$ 4,293,875	\$ 4,189,478	\$ 95,281	\$ 4,094,197	\$ 173,543	\$ 26,135	99.39%
2004	\$ 4,290,578	\$ 4,166,076	\$ 78,847	\$ 4,087,229	\$ 183,274	\$ 20,075	99.53%
2003	\$ 4,241,385	\$ 4,109,464	\$ 72,532	\$ 4,036,932	\$ 189,004	\$ 15,449	99.64%
2002	\$ 4,281,043	\$ 4,130,254	\$ 80,517	\$ 4,049,737	\$ 215,905	\$ 15,401	99.64%
2001	\$ 4,250,080	\$ 4,122,587	\$ 76,815	\$ 4,045,772	\$ 187,565	\$ 16,743	99.61%
2000	\$ 4,090,219	\$ 3,983,605	\$ 87,702	\$ 3,895,903	\$ 181,778	\$ 12,538	99.69%
1999	\$ 3,734,714	\$ 3,644,635	\$ 92,391	\$ 3,552,244	\$ 173,537	\$ 8,933	99.76%
1998	\$ 3,341,180	\$ 3,251,914	\$ 58,790	\$ 3,193,124	\$ 138,299	\$ 9,757	99.71%
1997	\$ 3,119,179	\$ 3,019,273	\$ 48,419	\$ 2,970,854	\$ 135,780	\$ 12,545	99.60%

MOTOR VEHICLE EXCISE	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Motor Vehicle Excise	3,937,079	4,066,200	3,750,000	3,850,000	100,000



DEPARTMENTAL FEES

Departmental fees are projected to increase \$245,000 to \$1,855,000 in FY2015. The Town is projecting to collect an additional \$200,000 in Ambulance Fees, \$5,000 in Parking Violations, \$5,000 in Town Clerk Fees, \$5,000 in Library Fees and Fines and \$30,000 in Cemetery Revenue.

FY2014 projected Departmental Fees were decreased significantly at the time of the tax recapitulation. FY2015 projections are consistent with original FY2014 projections.

DEPARTMENTAL FEES	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Schools (Medicare Reimbursement)	198,121	211,086	150,000	150,000	-
Cemetery Revenue	313,997	277,100	270,000	300,000	30,000
Library Fees and Fines	56,141	49,051	50,000	55,000	5,000
Collector's Demand Fees	84,647	83,363	75,000	80,000	5,000
Town Clerk Fees	58,305	43,802	40,000	45,000	5,000
Parking Violations	368,192	381,271	340,000	340,000	-
Parking Meter Receipts	82,740	76,121	70,000	70,000	-
Fire Alarm Renewal Fee	17,800	3,875	5,000	5,000	-
Ambulance Fees	571,695	472,525	385,000	585,000	200,000
Other Departmental Revenue	425,867	249,850	225,000	225,000	-
Other Department Fees		84,608			-
Total	2,177,505	1,932,652	1,610,000	1,855,000	245,000



INTEREST INCOME & PENALTIES

Interest Income is projected to increase \$50,000 to \$300,000. It is made up of two components: investment income and interest and penalties associated with delinquent tax payments.

Investment income can vary widely depending upon market interest rates, available cash balances, cash flows, and investment practices. Investment income has dropped from a high of more than \$1.4 million in FY2007 to a projected amount of only \$50,000 in FY2015. This is due to the dramatic drop in interest rates.

Penalties and interest associated with delinquent tax payments are projected to increase to \$250,000. This projection is based on the rate of collections in FY2014 and FY2013.

INTEREST INCOME	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Investment Income	67,150	82,943	50,000	50,000	-
Penalties & Interest	252,492	352,869	200,000	250,000	50,000
Total	319,642	435,812	250,000	300,000	50,000



LICENSES AND PERMITS

Licenses and permits revenues for FY2015 are expected to increase \$114,000 to \$1,434,000 which reflects an increase in revenue from Building Permits. Building Permits generally generate the most revenue. The Town has collected all of the permit revenue from the Symmes and Brigham's project which has had a significant impact on prior year projections. The FY2015 projection will be consistent with actual collections in FY2014, the first year without collecting revenue from the before mentioned projects.

Besides building permits, some of the other major categories of Licenses and Permits include parking permits and liquor licenses issued by the Selectmen, and fire permit fees, which include fire alarm connection fees. All of these are expected to remain flat.

LICENSES AND PERMITS	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Parking Permits	150,087	149,615	140,000	140,000	-
Liquor Licenses	81,140	89,493	78,000	78,000	-
Food Licenses	6,863	8,660	6,500	6,500	-
Food Permits	14,115	14,100	14,000	14,000	-
Tobacco Permits	14,500	13,000	9,000	9,000	-
Building Inspections	1,665,598	1,595,259	961,000	1,075,000	114,000
Fire Prevention Permits	50,495	67,205	50,000	50,000	-
Marriage Licenses	8,209	7,200	6,500	6,500	-
Other	94,361	119,725	55,000	55,000	-
Total	2,085,368	2,064,257	1,320,000	1,434,000	114,000



RENTAL INCOME

The Town derives income from the renting of several Town-owned properties including the Gibbs and Parmenter schools, the Mt. Gilboa house, the former Dallin Library, and former Parks Department buildings at Ryder Street.

Overall, revenue is projected to increase by \$66,000 to \$684,000.

The increased revenue is a result of extending the leases of each tenant at both the Parmenter and Gibbs Schools. The new leases include a capital contribution which will offset future capital improvements to the buildings. Revenue from the Parmenter is expected to increase \$21,000 to \$206,000 and revenue from the Gibbs is expected to increase \$45,000 to \$320,000. The new leases will go into effect July 1, 2014.

The Ryder Street property is rented for a five-year period, generating a net income of \$95,000 annually.

The Dallin Library is currently leased to the Arlington Community Media, Inc. (ACMi) with rental income projected at \$45,000. The Mt. Gilboa house is currently vacant, but expected to generate to \$18,000 per year when rented.

The Crosby School, which has generated revenue in the past, was sold in June of 2012.

RENTAL INCOME	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Ryder St.	112,004	122,387	95,000	95,000	-
Parmenter	188,797	168,924	185,000	206,000	21,000
Crosby	133,297	31,112	-	-	-
Gibbs	286,051	289,322	275,000	320,000	45,000
Mt. Gilboa	17,880	8,400	18,000	18,000	-
Dallin Library	45,116	45,119	45,000	45,000	-
Total	783,145	665,264	618,000	684,000	66,000



OTHER LOCAL RECEIPTS

Other local receipts are projected to increase \$88,000 to \$698,000 due to projected increases in revenue from the Hotel and Meal taxes and Payments in Lieu of Taxes.

In 2009, the Legislature gave the authority to Town Meeting to adopt optional increases to the meals and hotel taxes. At that time only the state collected revenue from the meals tax of 5%. Cities and towns were allowed to add an additional 0.75%. Also, the Town collected a room occupancy tax on hotels (there is only one hotel in Arlington) of 4% at that time. The state allowed cities and towns to increase that by 1% to a total of 5%. Both of these optional taxes were adopted by Town Meeting in the fall of 2009 to go into effect January 1, 2010. For communities that adopted these taxes with this effective date, they were allowed to estimate six months of collections in FY2010, eleven months in FY2011, and a full twelve months thereafter. FY2015 projections are consistent with actual collections in past years. Both the Hotel and Meals taxes are projected to increase by \$25,000 to \$275,000 and \$325,000 respectively.

Payments in Lieu of Taxes are expected to increase to \$38,000 as a result of an agreement reached with the buyer of the Crosby School.

Court fines, primarily for moving violations, are projected to increase by \$10,000 to \$60,000.

OTHER LOCAL RECEIPTS	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Meals Tax	307,037	326,726	300,000	325,000	25,000
Hotel Tax	262,094	283,497	250,000	275,000	25,000
Court Fines	62,688	54,935	50,000	60,000	10,000
Medicare Part D Reimbursement	342,932	43,127	-	-	-
Payments In Lieu of Taxes	13,973	14,419	10,000	38,000	28,000
Total	988,724	722,704	610,000	698,000	88,000



STATE AID SUMMARY

In March, the House of Representatives and Senate passed a Local Aid Resolution for Chapter 70 funding and Unrestricted General Government Aid (UGGA). The resolution supported a \$100 million increase in Chapter 70 School Aid as proposed in the Governor’s Budget and a \$25 million increase in UGGA. Based upon the resolution, state aid, exclusive of school construction aid, is projected to increase \$378,792, or 2.2%. Overall FY2015 state aid, as used to balance the Town Manager’s budget, will increase \$378,792 to a total of \$19,946,823. This total is inclusive of \$2,474,773 in school construction aid.

In FY2015 Unrestricted General Government Aid (UGGA) is expected to increase \$182,159 or 2.8% to \$6,750,750.

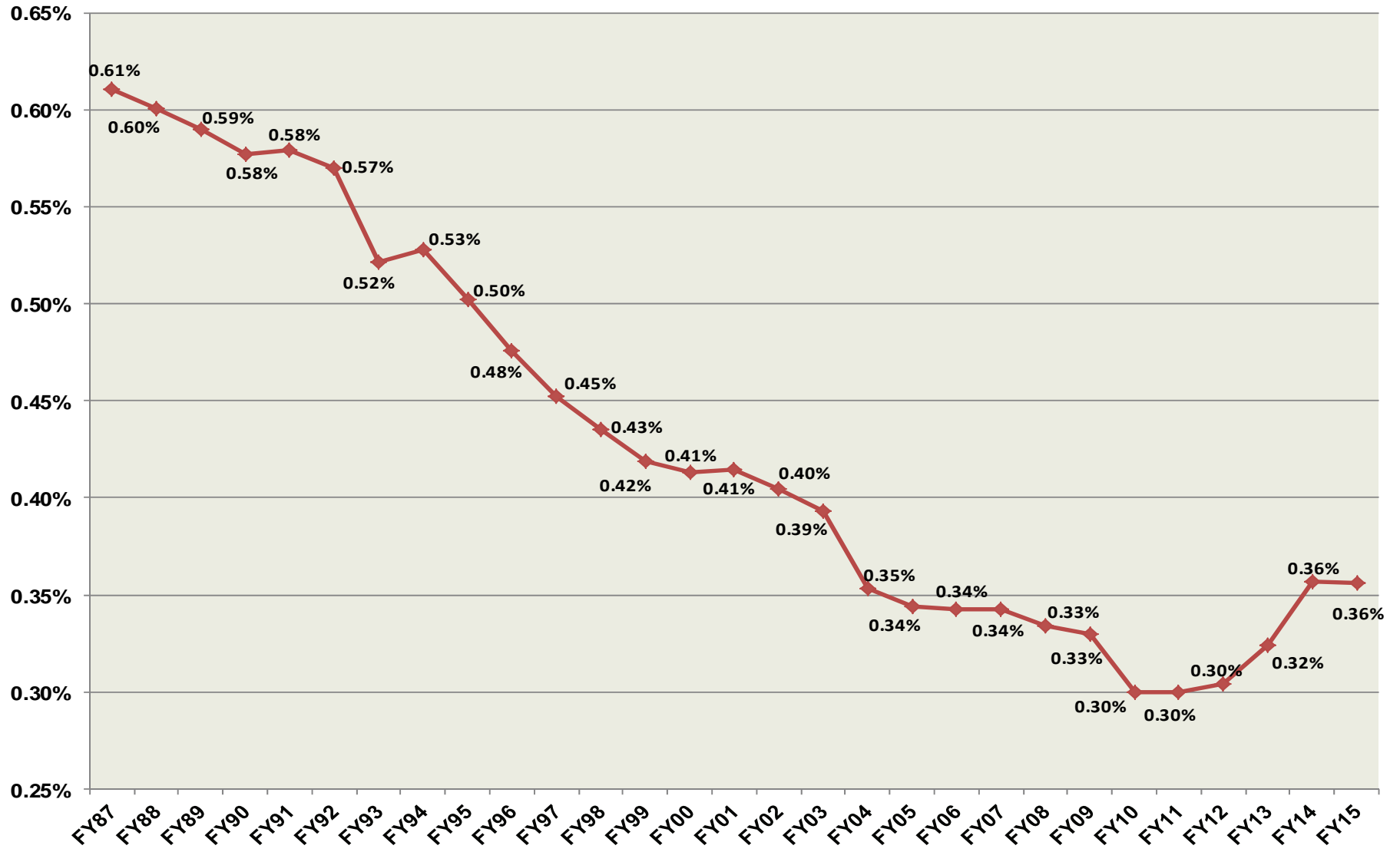
Exclusive of school construction aid, Arlington’s projected state aid for FY2015 is a slight increase in real dollars than it received in FY2002, 13 years ago (see Chart on p. II-16). Since 1987, Arlington has seen its share of total state aid cut by approximately 41% (see chart on p. II-17). A look at the cumulative year-to-year increases and decreases since FY2002 (see Chart on p. II-18) also shows how Arlington has been disproportionately cut.

Since FY2002 local aid for all municipalities initially dropped by approximately 8%, rebounded through FY2009 to a 20% increase, and in FY2015 ends in a cumulative increase of 17%. Arlington, on the other hand, has only recently experienced an increase above FY2002. In FY2006, Arlington was 15% below FY2002, while the average of all municipalities saw a slight increase. In FY2014 the cumulative year-to-year change since FY2002 was a slight increase of 1.1%, however in FY2015, Arlington remains disproportional from other municipalities despite increases in state aid. To further illustrate this impact, the average state aid for municipalities in Massachusetts has increased 17.4% from FY2002, while in FY2015 Arlington’s cumulative year-to-year change since FY2002 is a slight increase of 3.3%.

STATE AID SUMMARY	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Gen Government Aid	6,157,622	6,640,249	6,776,358	6,976,550	200,192
School Aid	7,012,560	8,160,512	10,089,282	10,282,366	193,084
School Construction	2,474,796	2,474,796	2,474,773	2,474,773	-
Tax Exemptions	188,476	178,152	167,052	151,486	(15,566)
Cherry Sheet Offsets	62,085	61,138	60,566	61,648	1,082
Total	15,895,539	17,514,847	19,568,031	19,946,823	378,792



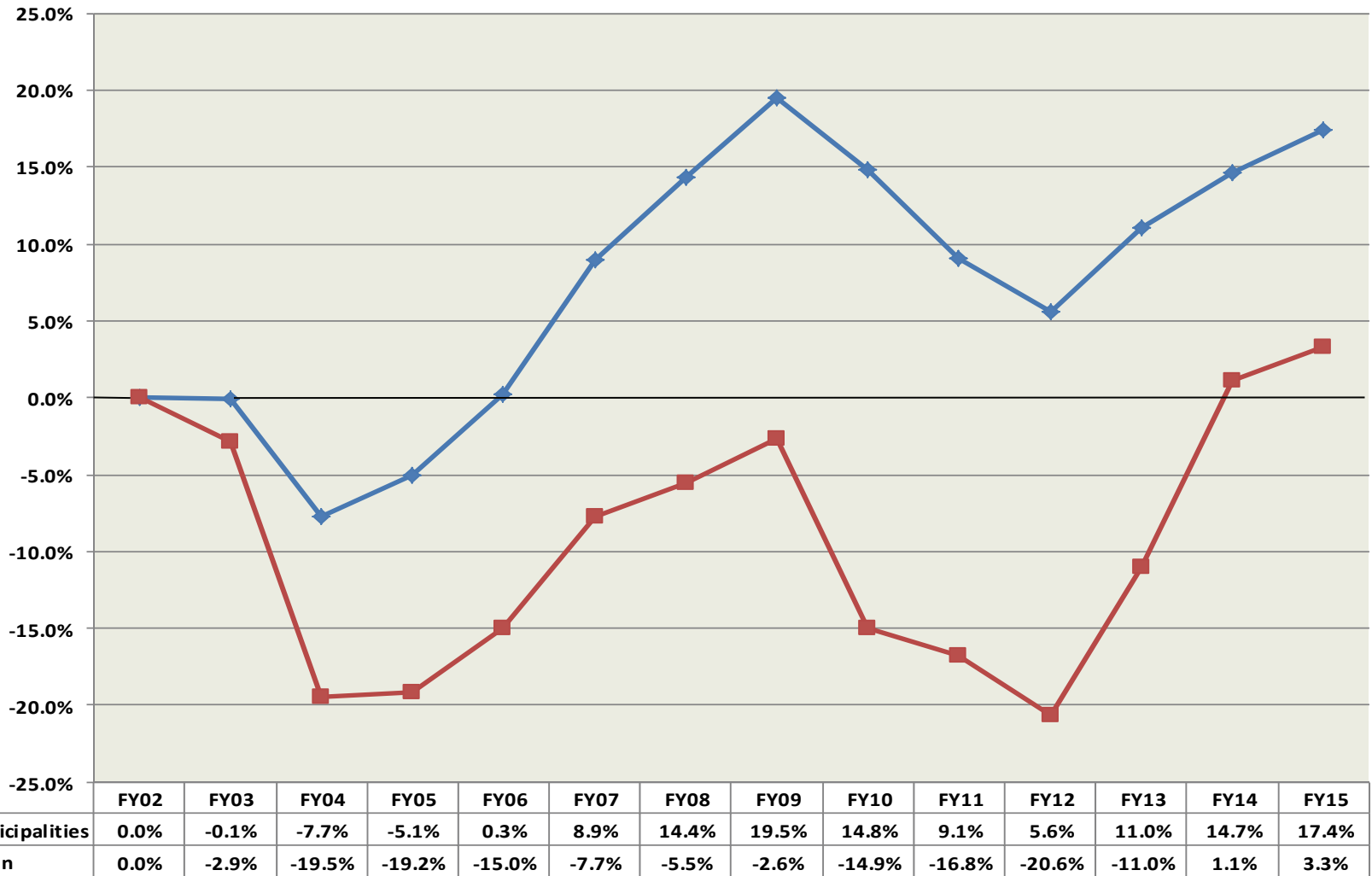
Arlington's Percent of Total State Aid





State Aid Cumulative Year-to-Year Percent Change Since Fiscal Year 2002

(Numbers Exclude School Construction and METCO Reimbursements)





GENERAL GOVERNMENT

Unrestricted General Government Aid (UGGA)

In FY2015 UGGA is expected to increase \$182,159, or 2.8% to \$6,750,750. The increase is attributable to the Joint Local Aid Resolution passed by the House and Senate.

As historical background, in FY2010, the Additional Assistance category was combined with Lottery Aid under a new category called Unrestricted General Government Aid. Between these two aid categories, Arlington received in excess of \$9.4 million in FY2008. In FY2015 this account was funded at \$6,976,550 approximately \$200,192 greater than what was funded in FY2014. Despite this positive adjustment, the Town has weathered a reduction of approximately \$2.7 million since FY2008.

GENERAL GOVERNMENT	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Unrestricted General Government Aid	5,952,940	6,416,909	6,568,591	6,750,750	182,159
Veterans' Benefits	204,682	223,340	207,767	225,800	18,033
Total	6,183,274	6,640,249	6,776,358	6,976,550	200,192

**VETERANS' BENEFITS**

Chapter 115, Section 6, calls for the reimbursement to cities and towns of the costs of providing assistance to veterans and their dependents. Benefits paid out in accordance with state guidelines are eligible for 75% reimbursement. For FY2015 the preliminary cherry sheet estimate is \$225,800 a increase of \$18,033. The increase reflects an increase in the number of veterans receiving some form of government assistance.

POLICE CAREER INCENTIVE REIMBURSEMENT (QUINN BILL)

In FY2010 this reimbursement program was all but eliminated. Arlington's reimbursement dropped from \$320,199 to \$49,006. In FY2012 funding was eliminated and no funding is expected for FY2015.

The purpose of this program was to encourage police officers, in participating municipalities, to earn degrees in law enforcement and criminal justice, and to provide educational incentives through salary increases. The State administers this optional education incentive program. The Massachusetts Board of Higher Education annually certifies police officers for Associate's, Bachelor's, or Master's degrees. Such officers are eligible to receive 10%, 20%, or 25% base salary pay increases. The participating municipalities pay each officer 100% of Incentive Pay each year the officer remains on the force, and subsequently the State will reimburse a proportion of these expenses as an incentive for communities to accept the commitment to participate in this program. The enabling legislation specified that reimbursement should equal 50% of the added annual salary costs (based on the incremental increase in the salaries of the officers that have attained degrees) incurred by participating police departments.

Unfortunately, the State reneged on its funding commitment, providing no recourse for municipalities to reduce the benefits and costs accordingly. This incentive pay has been part of the officers' base pay, so even if a municipality could have cut the payments, it would have been left in the untenable position of having to cut the base pay of its officers. A more reasonable approach would have been to freeze the payments and grandfather the officers currently in the program. The Legislature did at least change the law so that no new officers can participate in the program.



SCHOOL AID

SCHOOL AID - CHAPTER 70

Proposed total statewide funding in FY2015, exclusive of regional schools, is \$3.7 billion, an increase of \$89 million, or 2.46%. Of this amount, it is estimated that Arlington will receive \$10,234,582, an increase of \$185,602, or 1.8%. The distribution formula calculates a foundation budget for each school district and then funds a percentage of the budget depending upon a number of factors, including community income levels, property wealth, and municipal contributions to the school budget. For those communities determined to be relatively wealthy, the State will fund a maximum 17.5% of the school district's foundation budget. Arlington is one of 109 communities that fall within this category. Communities that are less affluent receive significantly more than the 17.5% minimum.

CHARTER SCHOOL TUITION ASSESSMENT REIMBURSEMENT

General Laws Chapter 71, Section 89 (nn) mandates that the State assess a municipality or regional school district for the costs associated with pupils attending a Charter School district and reimburse sending districts for the tuition they pay to Commonwealth charter schools. Municipalities and school districts are reimbursed for this assessment based on the following schedule: in year one, an amount equal to 100% of the assessment; in year two, an amount equal to 60% of the assessment; in year three, an amount equal to 40% of the assessment; after year three, no reimbursement. This reimbursement is, of course, subject to appropriation. If the account is not fully-funded, then the reimbursement is pro-rated. Based on the preliminary cherry sheets, the Town will receive \$47,784, an increase of \$7,482.

SCHOOL AID	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Chapter 70 School Aid	6,880,580	8,109,496	10,048,980	10,234,582	185,602
Charter School Tuition Reimbursement	131,980	51,016	40,302	47,784	7,482
Total	7,012,560	8,160,512	10,089,282	10,282,366	193,084



SCHOOL CONSTRUCTION AID

In July of 2004, the Governor signed Chapter 208 and Chapter 210 of the Acts of 2004 into law, which make substantial changes to the School Building Assistance (SBA) Program. This legislation (Ch. 208) transfers responsibility for the School Building Assistance Program from the Department of Education to the Massachusetts School Building Authority (MSBA), operating under the Office of the State Treasurer. The authority is a new and independent governing body comprised of seven members.

The reform legislation (Ch.210) dedicates one cent of the state sales tax to the new off-budget school building trust. This amounted to \$655 million in 2011. Funding is no longer subject to an annual appropriation from the Legislature and approval of the Governor, allowing MSBA to reimburse districts within 15 days of submitting a request for payment. This streamlined process save local communities millions in avoided interest costs and provides greater cash flow if needed.

The MSBA funding commitments include \$11 billion for 1,156 projects authorized under the former SBA program, including \$5.1 billion for 728 prior grant projects that were already receiving funding (54% of this liability has been retired), and \$5.5 million for 428 projects on a wait list (88% of this liability has been retired). The remaining limited resources are being used to fund new projects. MSBA is projecting to spend \$2.5 billion through 2015 for new projects. Reimbursement rates are based on community factors and incentive points and range from 31% to 80% of approved eligible project costs.

When the moratorium on new projects was lifted in July 1, 2007, the MSBA received 423 Statements of Interests from 163 school districts for various projects. Arlington submitted three projects: Thompson, Stratton and the High School. Only Thompson was approved. Construction on a new Thompson School was completed in summer of 2013. Under the MSBA's Green Repair Program, the Town received a grant of approximately \$700,000 as reimbursement for the \$2.6 million the Town has spent on renovations and improvements to Stratton School.

The school construction aid the Town currently receives is for projects completed under the old SBA program. The amount is expected to be \$2,474,773 for FY2015. The projects and their funding are as follows:

Peirce	\$ 476,222
Ottoson	858,859
Brackett	347,518
Bishop	322,764
Hardy	469,110
Total	\$2,474,773

SCHOOL AID	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
School Construction Aid	2,531,085	2,474,796	2,474,773	2,474,773	-



TAX EXEMPTION AID

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2014, the state has reduced its funding so Arlington's reimbursements are expected to decrease \$15,566 to a total of \$151,486. Veterans, blind persons, surviving spouses, and elderly who meet exemption requirements are eligible. Elderly persons (at least 65 years of age) who meet certain whole estate or total assets, annual income, and residency requirements, are eligible for an exemption. The number of exemptions granted is multiplied by the statutory reimbursement of \$500, subject to appropriation. However, if a municipality has adopted Clause 41B or 41C (Arlington has adopted this section which increases exemption amount to \$1,300), the number of exemptions for which it is reimbursed cannot exceed the number reimbursed in the most recent year under Clause 41. In addition, municipalities that have adopted Clause 41B or 41C will be reimbursed for additional costs incurred in determining eligibility of applicants under these clauses in an amount not to exceed two dollars per exemption granted. For property tax exemptions granted to qualifying veterans, blind persons, surviving spouses, and elderly persons, the exemption and reimbursement amounts are as follows:

- Surviving spouses, minor children, elderly persons:
 - Clause 17 - \$175, full reimbursement
 - Clauses 17C, 17C^{1/2}, 17D - \$227.50, reimbursement cannot exceed the amount reimbursed on Clause 17.
- Veterans:
 - Clause 22(a-f) - \$520 exempted, \$225 reimbursed
- Paraplegic veterans, surviving spouses:
 - Full amount, 100% minus \$175 reimbursed (\$8A)
- Veterans, loss of one arm, foot, or eye:
 - Clause 22A - \$975 exempted, \$575 reimbursed
- Veterans, loss of two arms, two feet, one arm and one leg, or loss of sight:
 - Clause 22B - \$1,625 exempted, \$1,075 reimbursed
- Veterans, special adapted housing:
 - Clause 22C - \$1,950 exempted, \$1,325 reimbursed
- Veterans, surviving spouses of service members who died in combat zone or who are missing in action and presumed dead due to combat:
 - Clause 22D - 100% exempted- 1st five years of exemption, \$2,500 thereafter
- Veterans, 100 percent disability:
 - Clause 22E - \$1,300 exempted, \$825 reimbursed
- Blind persons:
 - Clause 37A - \$650 exempted, \$87.50 reimbursed

TAX EXEMPTION AID	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Tax Exemption Aid	188,476	178,152	167,052	151,486	(15,566)



CHERRY SHEET OFFSETS

Included in the estimated amount of aid to be received from the State are grant funds for the schools and libraries. These grants are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State Aid estimate is also included in the non-appropriated expense section as offsetting debits.

The Town receives two such annual grants — one for the school lunch and one for public libraries. The school lunch is actually a partial reimbursement for operating a school lunch program. This is expected to decrease \$10 to a total of \$18,809. The library grant is expected to increase slightly to \$42,839.

The library grant is actually three separate grants — the Library Incentive Grant (LIG), Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC). The three funding formulas to determine amounts for each municipality are as follows:

1. The Library Incentive Grant (LIG) is distributed to municipalities as follows:
 - a. Population under 2,500: an amount equal to the amount appropriated for free public library service in the preceding year; distribution not to exceed \$1,250.
 - b. Population of 2,500 or over: up to \$.50 per capita, provided that at least \$1,250 was appropriated for public library service in the preceding year.
2. The Municipal Equalization Grant (MEG) distributes the balance in the LIG/MEG account according to the lottery formula so that municipalities with lower property values receive proportionately more aid than those with greater property values.
3. The Nonresident Circulation Offset (NRC) is distributed annually by the Board of Library Commissioners, based upon each community's share of the total Statewide-circulated items.

The Board of Library Commissioners measures compliance with all requirements before voting to certify or deny applicants for grant payments. To qualify for funding, certain requirements must be met and the municipal Library Director must submit an application to the Board of Library Commissioners each year. Requirements include:

- The city or town's appropriation to operate the public libraries must be equal to or greater than 102.5% of the average of the 3 preceding years' appropriations for free public library service. The Board of Library Commissioners may grant waivers of this requirement to a limited number of municipalities.
- The library must have complied with the minimum standards for free public library service in the preceding year. There are minimum standards in such areas as library director's education, number of hours open, and expenditures for library materials. The library must submit annual report data as specified by the Board of Library Commissioners.

CHERRY SHEET OFFSETS	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Lunch Programs (Schools)	19,545	19,029	18,819	18,809	(10)
Libraries	42,540	42,109	41,747	42,839	1,092
Total	62,085	61,138	60,566	61,648	1,082

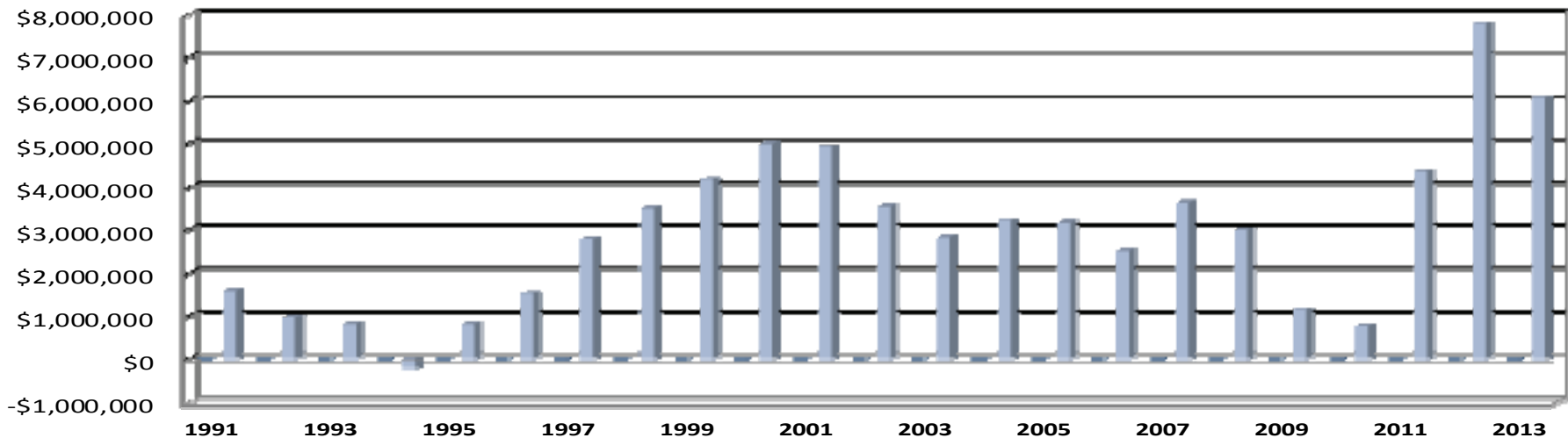


FREE CASH

Free Cash, which is certified as of July 1 each year by the Commonwealth's Department of Revenue (DOR), represents the portion of General Fund surplus revenue that is unrestricted and available for appropriation. These funds, once certified, may be used to support supplemental appropriations during the year, to support the ensuing fiscal year's budget, to reduce the tax levy, or to serve as emergency reserves. Free Cash is generated when the actual operating results compare favorably with the budget, such as when actual revenues exceed the original estimates and/ or when actual expenditures are less than appropriated. It is also affected by increases or decreases in uncollected property taxes, non- General Fund deficit balances, and any other legally incurred operating deficits, such as snow removal overdrafts.

The Town's free cash balance as of June 30, 2013 was \$6,085,848. In accordance with Town policy, Arlington can appropriate up to 50% of the free cash balance towards the next fiscal year's budget. It is recommended that \$3,042,925, or 50% of the existing balance, be appropriated towards the FY2015 budget leaving a balance of \$3,042,925.

**Certified Free Cash History
(July 1)**



FREE CASH	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Free Cash Appropriated	481,456	1,570,000	3,411,528	3,042,925	(368,603)



OTHER REVENUE

The Other Revenue category includes Tax Abatement Overlay Reserve Surplus Funds and Override Stabilization Funds. In FY2015, the amount available is \$350,000 from the Tax Abatement Overlay Reserve Surplus Funds. No funds will be withdrawn from the Override Stabilization Fund.

Overlay Surplus

The Tax Abatement Overlay Reserve Surplus comes from funds set aside each year for property tax abatements and exemptions. Any funds remaining in the accounts that are no longer needed are declared surplus by the Board of Assessors and are made available for appropriation. Currently, the Board of Assessors have declared \$350,000 as surplus and therefore available for appropriation.

Override Stabilization Fund

The Override Stabilization Fund was created as a result of the 2005 Proposition 2 ½ Override. The five-year plan developed at that time projected that the first two years would have surplus funds to be put in an Override Stabilization Fund, the third year there would be no surplus, and the last two years the surplus funds would be drawn down to balance the budget. As a result of tight budget controls, there was no need to make any drawdown from the fund until the fifth year, FY2010. In that year, \$2,742,376 was appropriated or withdrawn. The remaining balance in the fund, which was \$1,580,000, was appropriated in FY2011, the sixth year. With the Override of 2011, \$13,633,949 has been put into the Fund. Additional funds will be appropriated into the Fund in FY2015. It is expected that no drawdown will be necessary until at least FY2016.

OTHER REVENUE	FY2012 Actual	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
Overlay Surplus	200,000	200,000	200,000	350,000	150,000
Override Stabilization Fund		-	-	-	-
Total	200,000	200,000	200,000	350,000	150,000



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SECTION III

BUDGET SUMMARIES



Overall General Fund Budget Summary

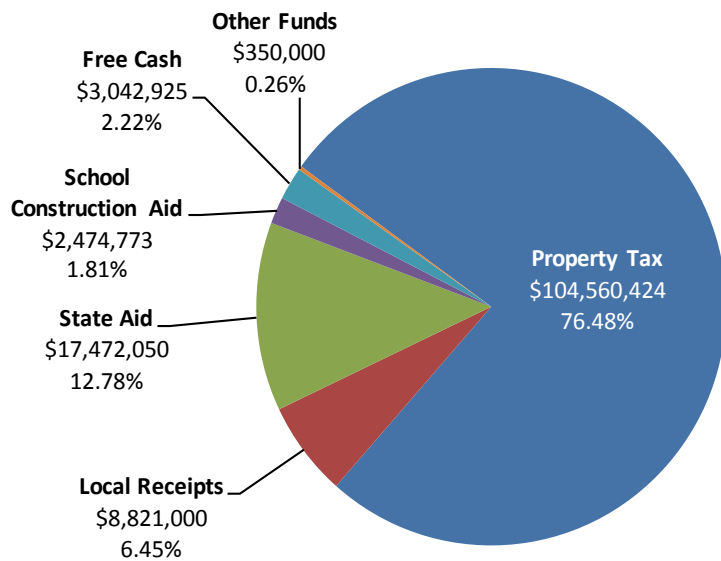
	FY2013 Budget	FY2014 Budget	FY2015 Budget	Change \$	%
Revenue					
Property Tax	\$ 98,009,381	\$ 101,737,509	\$ 104,560,424	\$ 2,822,915	2.8%
Local Receipts	\$ 8,455,000	\$ 8,158,000	\$ 8,821,000	\$ 663,000	8.1%
State Aid	\$ 15,040,051	\$ 17,093,258	\$ 17,472,050	\$ 378,792	2.2%
School Construction Aid	\$ 2,474,796	\$ 2,474,773	\$ 2,474,773	\$ -	0.0%
Free Cash	\$ 1,570,000	\$ 3,411,528	\$ 3,042,925	\$ (368,604)	-10.8%
Other Funds	\$ 200,000	\$ 200,000	\$ 350,000	\$ 150,000	75.0%
TOTAL REVENUES	\$ 125,749,228	\$ 133,075,068	\$ 136,721,171	\$ 3,646,103	2.7%
Expenditures					
Municipal Departments	\$ 30,057,059	\$ 31,164,902	\$ 32,255,496	\$ 1,090,594	3.5%
School Department	\$ 45,612,598	\$ 47,675,113	\$ 50,729,968	\$ 3,054,855	6.4%
Minuteman School	\$ 3,022,146	\$ 3,336,935	\$ 3,788,615	\$ 451,680	13.5%
Non-Departmental (Healthcare & Pensions)	\$ 22,815,979	\$ 22,899,398	\$ 24,070,099	\$ 1,170,701	5.1%
Capital (Includes Debt Service)	\$ 9,343,820	\$ 9,831,310	\$ 9,918,750	\$ 87,440	0.9%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 794,269	\$ 1,112,692	\$ 788,715	\$ (323,977)	-29.1%
Override Stabilization Fund Deposit	\$ 3,879,357	\$ 5,773,873	\$ 4,576,430	\$ (1,197,443)	-20.7%
TOTAL EXPENDITURES	\$ 121,118,340	\$ 127,387,335	\$ 131,721,185	\$ 4,333,850	3.4%
Non-Appropriated Expenses	\$ 4,630,888	\$ 5,687,733	\$ 4,999,986	\$ (687,747)	-12.1%
Surplus / (Deficit)	\$ 0	\$ 0	\$ 0	\$ 0	0.0%



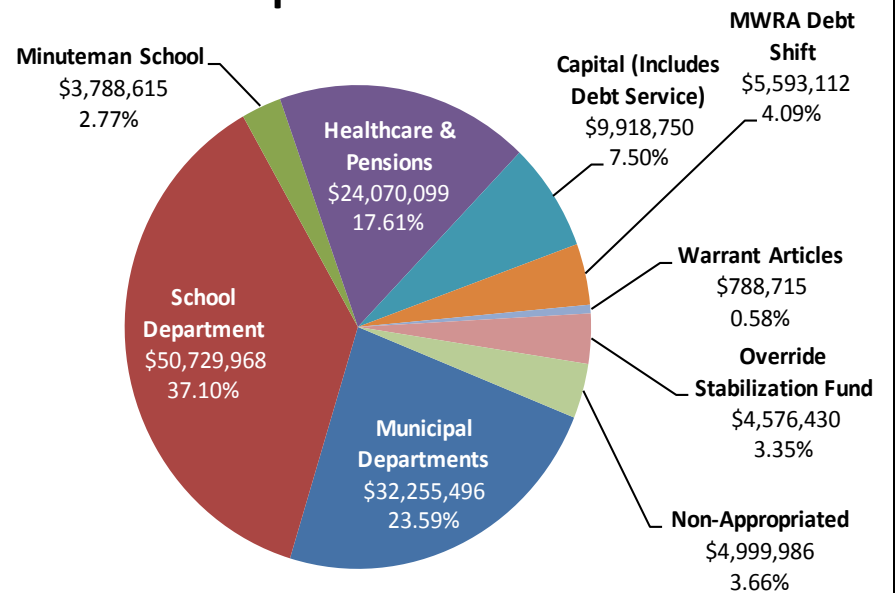
Fiscal Year 2015

Total \$136,721,171

Revenue



Expenditures



Fiscal Year 2015 Budget



Budget Summaries Comparison FY 2014- 2015

DEPARTMENT	Fiscal Year 2014				Fiscal Year 2015					
	PERSONNEL SERVICES	EXPENSES	Enterprise Fund or other offsets	General Fund Total	PERSONNEL SERVICES	EXPENSES	Enterprise Fund or other offsets	General Fund Total	Dollar Difference	Percent Difference
FIN COM	9,156	2,500		11,656	9,324	2,500		11,824	168	1.44%
SELECTMEN	262,090	128,535	(24,143)	366,482	273,642	175,625	(23,007)	426,260	59,778	16.31%
TOWN MANAGER	541,963	33,500	(100,503)	474,960	567,850	33,500	(109,969)	491,381	16,421	3.46%
HUMAN RESOURCES	244,881	36,450	(12,870)	268,461	255,288	56,450	(13,578)	298,160	29,699	11.06%
COMPTROLLER	342,757	107,375	(37,540)	412,592	352,799	107,375	(37,646)	422,528	9,936	2.41%
TREASURER	591,025	130,375	(72,345)	649,055	616,453	136,875	(78,293)	675,035	25,980	4.00%
POSTAGE	31,279	174,523	(35,292)	170,510	31,279	179,269	(35,588)	174,960	4,450	2.61%
ASSESSORS	246,761	26,700		273,461	248,107	26,700		274,807	1,346	0.49%
INFO TECH	605,715	183,349	(119,921)	669,143	631,364	193,105	(142,904)	681,565	12,422	1.86%
LEGAL	415,777	138,350	(100,781)	453,346	412,675	138,350	(106,258)	444,767	(8,579)	-1.89%
TOWN CLERK	225,559	27,600		253,159	233,467	28,860		262,327	9,168	3.62%
REGISTRARS	42,590	13,550		56,140	44,114	13,550		57,664	1,524	2.71%
PARKING	83,978	28,935		112,913	86,231	28,935		115,166	2,253	2.00%
PLANNING & C. D.	421,552	16,200	(84,384)	353,368	459,373	24,585	(81,005)	402,953	49,585	14.03%
REDEVELOPMENT	59,818	231,310	(27,259)	263,869	61,107	231,310	(27,903)	264,514	645	0.24%
ZBA	17,130	4,100		21,230	17,265	4,100		21,365	135	0.64%
PUBLIC WKS	3,660,829	5,537,400	(1,098,821)	8,099,408	3,805,182	5,781,285	(1,177,102)	8,409,365	309,957	3.83%
POLICE	6,599,872	599,450	-	7,199,322	6,850,912	653,650	-	7,504,562	305,240	4.24%
FIRE	6,160,311	400,550	(131,415)	6,429,446	6,425,916	391,050	(131,415)	6,685,551	256,105	3.98%
INSPECTIONS	391,096	12,000		403,096	404,455	12,000		416,455	13,359	3.31%
STREET LIGHTS		253,700		253,700		215,700		215,700	(38,000)	-14.98%
LIBRARIES	1,516,656	596,380		2,113,036	1,620,984	589,580	(23,699)	2,186,865	73,829	3.49%
HUMAN SERVICES				-				-	-	
Council on Aging	181,935	4,940		186,875	195,490	4,740		200,230	13,355	7.15%
Veterans' Services	63,874	278,539		342,413	59,774	291,539		351,313	8,900	2.60%
Health & Human Serv.	312,771	25,490		338,261	328,879	31,300		360,179	21,918	6.48%
Youth Services		120,000		120,000		120,000	-	120,000	-	0.00%
RESERVE FUND				750,000				750,000	-	0.00%
COA Trans. Subsidy		30,000		30,000		30,000		30,000		
Collective Bargaining	89,000			89,000	-			-	(89,000)	
MUNICIPAL DEPTS.	23,118,375	9,141,801	(1,845,274)	31,164,902	23,991,930	9,501,933	(1,988,367)	32,255,496	1,090,594	3.50%
EDUCATION	47,675,113			47,675,113	50,729,968			50,729,968	3,054,855	6.41%
N.C. Pensions		107,123		107,123		107,123		107,123	-	0.00%
C. Pensions		8,504,185	(900,542)	8,052,909		9,571,203	(1,014,958)	8,556,245	503,336	6.25%
Insurance		16,080,357	(1,040,992)	14,739,366		16,121,348	(714,617)	15,406,731	667,365	4.53%
GRAND TOTAL	70,793,488	33,833,466	(3,786,808)	101,739,413	74,721,898	35,301,607	(3,717,942)	107,055,563	5,316,150	5.23%



SUMMARY OF 2015 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ 168 1.44%	\$ 168 Personnel Fixed Costs
Selectmen	\$ 59,778 16.31%	\$ 11,552 Personnel Fixed Costs \$ 47,090 Increase in Elections \$ 1,136 Decrease in Offset
Town Manager	\$ 16,421 3.46%	\$ 25,887 Personnel Fixed Costs \$ (9,466) Increased W/S Offset
Human Resources	\$ 30,407 11.33%	\$ 10,407 Personnel Fixed Costs \$ 20,000 Training Budget
Comptroller	\$ 9,936 2.41%	\$ 10,042 Personnel Fixed Costs \$ (106) Increased W/S Offset
Treasurer-Collector	\$ 25,980 4.00%	\$ 15,428 Personnel Fixed Costs \$ 10,000 Overtime \$ (5,948) Increased W/S Offset \$ 10,000 Banking Services & Charges \$ 500 Data Processing Expense \$ (1,000) Misc. Expenses \$ (3,000) Interest & Finance Costs



SUMMARY OF 2015 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Postage	\$ 4,450	
	2.61%	
	\$ 4,498	Postage
	\$ 247	Supplies
	\$ (296)	Increased W/S Offset
Board of Assessors	\$ 1,346	
	0.49%	
	\$ 1,346	Personnel Fixed Costs
Information Technology	\$ 12,422	
	1.86%	
	\$ 25,649	Personnel Fixed Costs
	\$ (22,983)	Increased W/S Offset
	\$ 5,050	Consulting
	\$ 4,706	Munis Software Support
Legal	\$ (8,579)	
	-1.89%	
	\$ (3,102)	Personnel Fixed Costs
	\$ (5,477)	Increased W/S Offset
Town Clerk	\$ 8,408	
	3.32%	
	\$ 7,908	Personnel Fixed Costs
	\$ 500	Advertising
Registrars	\$ 1,524	
	2.71%	
	\$ 1,524	Personnel Fixed Costs
Parking	\$ 2,253	
	2.00%	
	\$ 2,253	Personnel Fixed Costs



SUMMARY OF 2015 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Planning & Comm. Development	\$ 49,585	
	14.03%	
	\$	23,427 Personnel Fixed Costs
	\$	14,394 Conservation Administrator Increased Hours
	\$	3,379 Decreased Offsets
	\$	8,585 Technology/Economic Development
Redevelopment Board	\$ 645	
	0.28%	
	\$	(644) Increased Central School Offset
Zoning Board of Appeals	\$ 135	
	0.64%	\$ 135 Personnel Fixed Costs
Public Works	\$ 309,957	
	3.83%	
	\$	121,436 Personnel Fixed Costs
	\$	22,917 Recycling Coordinator Increased Hours
	\$	(63,428) Increased W/S Offsets
	\$	(12,663) Increased Recycling Offset
	\$	(2,190) Increased Energy Manager Offset
	\$	1,250 Natural Resources Supplies
	\$	(400) Clothing Allowance
	\$	(10,000) Fuel
	\$	10,000 Marking of Highways
	\$	2,250 Motor Equipment Supplies
	\$	43,860 Solid Waste Collection
	\$	171,000 Waste Disposal - Increased impacted by elimination of Tip Fee Offset
	\$	29,000 Snow & Ice
\$	2,225 Properties Maintenance	
\$	(5,000) Properties Electricity	
\$	(300) Cemetery Heating Fuel	



SUMMARY OF 2015 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Street Lighting	\$ (38,000) -14.98%	
	\$ (10,000)	Reduction in Fire Alarm System Maintenance Cost
	\$ (8,000)	Reduction in Electricity Costs for Traffic Signals
	\$ (20,000)	Reduction in Electricity Costs for Streetlights due to LED install
Police	\$ 305,240 4.24%	
	\$ 251,040	Personnel Fixed Costs
	\$ 14,000	Training
	\$ 8,350	Clothing Allowance
	\$ 10,000	Maintenance of Vehicles
	\$ 15,000	Software Maintenance
	\$ 3,000	Revolvers & Ammunition
	\$ 100	Cleaning Allowance
	\$ 3,750	Radio Maintenance
Fire	\$ 256,105 3.98%	
	\$ 186,750	Personnel Fixed Costs
	\$ 78,855	New Captain Position
	\$ 5,000	Electricity
	\$ 2,000	Fuel
	\$ 2,500	EMS Supplies
	\$ 9,000	Maintenance of Vehicles
	\$ (28,000)	Heating Fuel
Inspectional Services	\$ 13,359 3.31%	
	\$ 13,359	Personnel Fixed Costs
Libraries	\$ 73,829 3.49%	
	\$ 65,828	Personnel Fixed Costs
	\$ 38,500	Sunday Hours
	\$ (23,699)	Friends of Fox Offset
	\$ 3,300	Data Processing Expense
	\$ (20,000)	Electricity
	\$ (10,000)	Heating Fuel
	\$ 7,700	Materials - Purchase of Books
	\$ 12,100	Other Purchased Services - Cleaning Contract
	\$ (900)	Cleaning Allowance
	\$ 1,000	Cleaning Supplies



SUMMARY OF 2015 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Health and Human Services	\$ 21,918 6.48%	\$ 16,108 Personnel Fixed Costs \$ (300) In State Travel \$ 1,400 Training \$ 4,710 Mosquito Control
Veterans' Services	\$ 8,900 2.60%	\$ (4,100) Personnel Fixed Costs \$ 13,000 Veterans Aid & Assistance
Council on Aging	\$ 13,355 7.15%	\$ 13,555 Personnel Fixed Costs \$ (400) In State Travel \$ 200 Printing
Youth Services	\$0 0.0%	
Collective Bargaining	\$ (89,000) -100.00%	
Reserve Fund	\$0 0%	
Subtotal: Municipal Departments	1,090,542 3.50%	

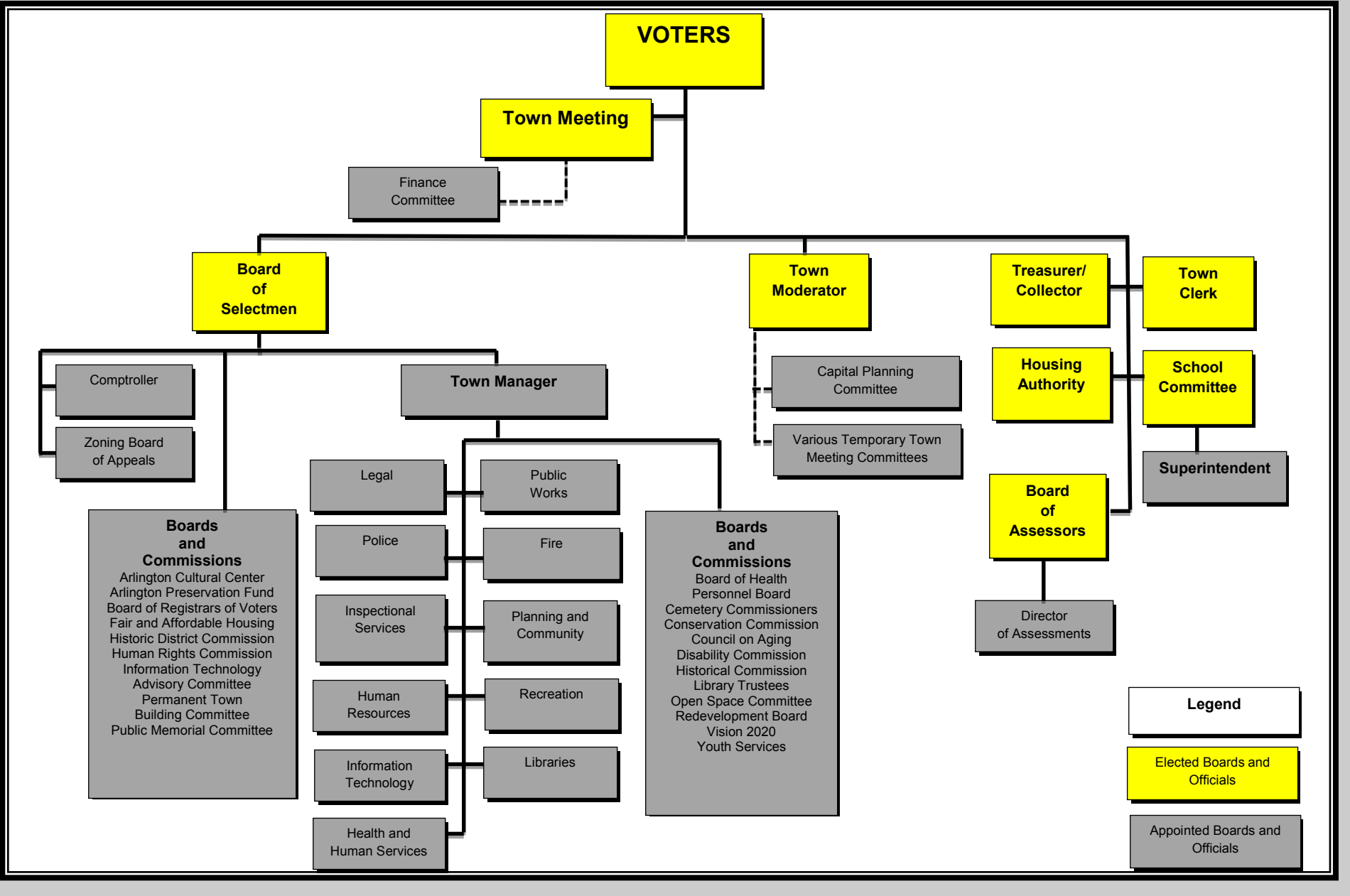


SUMMARY OF 2015 INCREASES/DECREASES			
DEPARTMENT	INCREASE / (DECREASE)		EXPLANATION
Non-Contributory Retirement		\$0	0%
Contributory Retirement	\$	503,336	6.17%
Group Health Ins./ Life Ins./Medicare	\$	662,366	4.71%
Liability Insurance		\$5,000	2%
Unemployment Compensation		\$0	0%
Workers' Compensation		\$0	0%
Subtotal: Fixed Costs	\$	1,170,702	5.2%
Total: Education	\$	3,054,855	6.4%
Grand Total	\$	5,316,098	5.23%



Personnel Changes FY 2004 - FY 2015

Department	FY04		FY05		FY06		FY07		FY08		FY09		FY10		FY11		FY12		FY13		FY14		FY15		FY 14 -15 FTE Change		FY04- 15 FTE Change		
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT		%		%	
Finance Committee	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0.00	0.20	0.00	0.20	0.00	0%	0	0%	
Board of Selectmen	3	0.18	3	0.18	3	0.18	3	0.25	3	0.25	3	0.50	3	0.50	3	0.50	3	0.50	3	0.50	3.00	0.50	3.00	0.50	0.00	0%	0	10%	
Town Manager (Purchasing)	5	0.00	4	0.50	4	0.50	4	1.00	4	1.00	4	1.00	4	1.00	4	0.98	4	1.20	5.00	0.69	5.00	0.69	0.00	0%	1	14%			
Human Resources	3	0.00	3	0.00	3	0.00	3	0.00	4	0.00	4	0.00	3	0.54	3	0.00	3	1.00	3	0.54	3.00	0.54	3.00	0.51	-0.03	-1%	1	17%	
Information Technology	6	0.50	5	0.50	6	0.50	6	0.50	5	0.50	5	0.50	5	0.50	5	1.00	5	1.00	5	1.00	7.00	0.50	7.00	0.30	-0.20	-3%	1	12%	
Comptroller	6	1.70	5	1.70	5	1.10	5	1.10	4	1.80	4	1.80	4	1.80	4	1.80	4	1.80	4	1.80	4.00	1.30	4.00	1.30	0.00	0%	-2	-31%	
Treasurer/Collector	10	1.26	10	1.26	10	1.26	8	2.10	8	2.10	8	2.10	9	0.86	9	0.86	9	0.86	9	0.86	9.00	0.86	10.00	0.00	0.14	1%	-1	-11%	
Postage	0	0.57	0	0.57	0	0.60	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0.00	0.70	0.00	0.70	0.00	0%	0	23%	
Assessors	5	0.00	5	0.00	4	0.70	4	0.70	4	0.70	4	0.46	4	0.46	4	0.46	4	0.46	4	0.00	4.00	0.00	4.00	0.00	0.00	0%	-1	-20%	
Legal (Workers' Comp)	4	0.54	4	0.54	4	0.54	4	0.50	4	0.50	4	0.50	4	0.50	4	0.50	4	0.54	4	0.51	4.00	0.51	4.00	0.54	0.03	1%	0	0%	
Town Clerk	4	0.52	4	0.45	4	0.45	4	0.45	4	0.45	4	0.45	4	0.45	4	0.45	4	0.00	4	0.23	4.00	0.23	4.00	0.23	0.00	0%	0	-6%	
Parking	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1.00	0.00	1.00	0.00	0.00	0%	0	0%	
Board of Registrars	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.54	1	0.00	1	0.00	1	0.00	1	0.00	1.00	0.00	1.00	0.00	0.00	0%	0	0%	
Planning & Comm Development	5	0.34	5	0.46	5	0.46	4	0.95	4	0.95	4	0.95	4	0.95	4	0.75	5	1.32	5	1.32	5.00	0.83	5.00	0.86	0.03	1%	1	10%	
Redevelopment Board	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0.00	0.50	0.00	0.50	0.00	0%	0	0%	
Zoning Board	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.46	0	0.46	0.00	0.46	0.00	0.48	0.02	4%	0	-4%	
Public Works	75	1.00	71	0.62	71	0.62	71	0.62	71	0.62	65	0.62	65	0.62	62	0.62	60	1.13	59	1.63	59.00	1.81	59.00	1.98	0.17	0%	-15	-20%	
Admin	8	0.00	7	0.00	7	0.00	7	0.00	7	0.00	7	0.00	7	0.00	7	0.00	6	0.50	6	1.00	6.00	1.18	6.00	1.35	0.17	2%	-1	-8%	
Engineering	4	1.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4.00	0.00	4.00	0.00	0.00	0%	-1	-20%	
Natural Resources, Properties	19	0.00	20	0.00	20	0.00	20	0.00	20	0.00	19	0.00	19	0.00	17	0.00	18	0.00	18	0.00	18.00	0.00	18.00	0.00	0.00	0%	-1	-5%	
Highways	33	0.00	30	0.00	30	0.00	30	0.00	30	0.00	30	0.00	30	0.00	29	0.00	29	0.00	28	0.00	28.00	0.00	28.00	0.00	0.00	0%	-5	-15%	
Cemeteries	11	0.00	10	0.62	10	0.62	10	0.62	10	0.62	5	0.62	5	0.62	5	0.62	3	0.63	3	0.63	3.00	0.63	3.00	0.63	0.00	0%	-7	-67%	
Community Safety -- Admin	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	0.00	0.00	0.00	0.00	0.00	#DIV/0!	-5	-100%	
Police	61	0.00	61	0.00	62	0.00	62	0.00	63	0.00	64	0.00	64	0.00	63	0.00	65	0.00	65	0.00	82.00	2.67	82.00	2.67	0.00	0%	24	39%	
Other	2	2.21	2	2.21	2	2.71	2	2.81	2	2.81	2	2.96	2	2.96	2	2.96	1	3.51	4	1.81	0.00	0.00	0.00	0.00	0.00	#DIV/0!	-4	-100%	
Fire	76	0.00	76	0.00	76	0.00	76	0.00	76	0.00	76	0.00	76	0.00	75	0.00	76	0.00	76	0.00	80.00	0.00	81.00	0.00	1.00	1%	5	7%	
Support	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	0.00	0.00	0.00	0.00	0.00	#DIV/0!	-12	-100%	
Inspections	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5.00	0.00	5.00	0.00	0.00	0%	0	0%	
Libraries	21	10.60	22	9.60	21	11.3	21	11.3	21	11.3	21	11.3	21	11.3	20	11.30	20	11.30	20	11.30	21.00	8.15	22.00	6.90	-0.25	-1%	-3	-9%	
Health and Human Services	6	2.77	7	2.27	7	2.34	7	2.33	5	2.70	5	2.75	5	3.00	5	3.40	5	3.40	5	3.25	5.00	3.25	6.00	2.30	0.05	1%	0	-5%	
Enterprise Funds																													
Water & Sewer	16	0.00	15	0.00	16	0.00	16	0.00	16	0.00	16	0.00	16	0.00	16	0.50	16.00	0.50	16.00	0.50	16.00	0.50	16.00	0.50	0.00	0%	1	3%	
Arlington Recreation	4	0.00	5	0.00	5	0.00	2	2.30	2	1.25	2	1.25	1	2.25	1	2.25	2.00	1.02	1.00	1.02	1.00	1.12	1.00	1.12	0.00	0%	-2	-47%	
Ed Burns Arena	2	0.00	2	0.00	2	0.00	2	1.70	1	1.75	1	1.75	1	2.00	1	2.00	2.00	1.27	2.00	1.12	2.00	1.12	2.00	1.12	0.00	0%	1	56%	
Council on Aging Trans.	1	0.69	1	1.26	1	1.26	1	1.30	1	1.30	1	0.55	1	0.55	1	0.10	1.00	0.54	1.00	0.54	1.00	0.54	1.00	0.54	0.00	0%	0	-9%	
Arlington Youth Counseling Ctr	0	3.09	0	3.56	0	3.93	3	5.75	3	5.75	3	4.17	1	2.47	0	1.47	2.00	1.48	2.00	1.48	3.00	1.48	3.00	1.90	0.42	9%	2	59%	
Total	339	27.17	334	26.89	335	29.65	332	37.57	329	37.64	324	36.05	321	34.61	314	33.82	319	34.47	320	32.47	325.00	28.46	329.00	25.84	0	0%	-11	-13%	





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SECTION IV

BUDGETS

GENERAL GOVERNMENT



FINANCE COMMITTEE • RESERVE FUND •
BOARD OF SELECTMEN • TOWN MANAGER •
HUMAN RESOURCES • COMPTROLLER • TREASURER

POSTAGE • ASSESSORS • INFORMATION
TECHNOLOGY • LEGAL • TOWN
CLERK • BOARD OF REGISTRARS •
PARKING

PLANNING & COMMUNITY DEVELOPMENT •
REDEVELOPMENT BOARD •
ZONING BOARD OF APPEALS



Program Description

The Finance Committee comprises 21 members appointed from each of the 21 precincts in Town. The purpose of the Committee is to “consider all articles contained in any warrant except articles on zoning upon which the zoning by-law requires a report to be made to the Town by the Planning Board and those articles which do not require or request an appropriation of money...Said committee shall make recommendations, and shall report in print...to each Town Meeting.” The Committee also makes general suggestions, criticisms and recommendations as it may deem expedient, including articles which may not request an appropriation.

The Committee is also the custodian of the reserve fund, which is appropriated annually to allow for any unforeseen expense which may occur during the fiscal year. The Committee’s members play active roles in Town finance, officially representing the Finance Committee on many of the Town’s other committees. These include: the Capital Planning Committee, the Budget and Revenue Task Force, Vision 2020, Information Technology Advisory Board, and many committees voted by Town Meeting.

FY2015 Objectives

- Review and recommend on all financial articles before the Town Meeting.
- Review and act on all requests for transfers within departmental budgets and from the Reserve Fund.
- Participate in all committees which require a representative from the Finance Committee, such as, but not limited to, the Capital Planning Committee, the Information Technology Advisory Board and the Budget and Revenue Task Force.

Major Accomplishments for 2013

- Worked with Town officials on future financial planning.

Budget Statement

The Finance Committee has requested a level service budget for FY2015, showing only a \$168 increase for associated personnel services.

PROGRAM COSTS

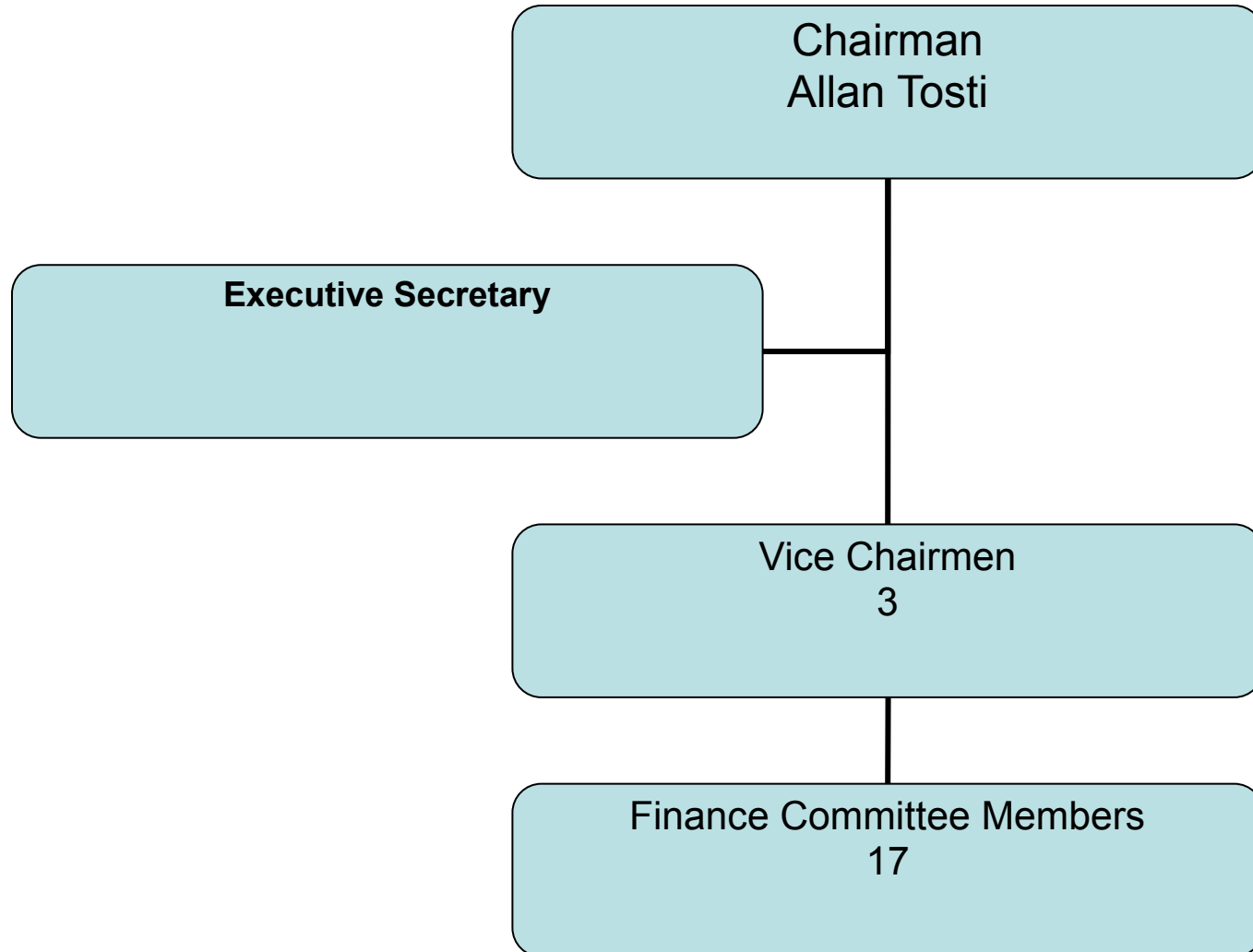
Finance Committee	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	8,457	9,156	9,324	
Expenses	1,804	2,500	2,500	
Total	10,261	11,656	11,824	-

STAFFING

Finance Committee	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial				
Clerical	1PT	1PT	1PT	
Professional/Technical				
Total	1PT	1PT	1PT	

PROGRAM COSTS

Reserve Fund	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services				
Expenses		750,000	750,000	





Program Description

To perform the duties of Administrative Office of the Board of the Selectmen in an efficient, organized and professional manner.

- Provide administrative support to the Board of Selectmen.
- Serve as initial contact for the Selectmen to the public, providing general information and assistance.
- Provide service as initial contact for the public regarding complaints, issues, and other business matters.
- Process and issue various licenses and permits granted by BOS.
- Process and issue all ABCC state alcohol licenses.
- Provide administrative assistance for private way repair.
- Preparation of weekly distribution of Board Information.
- Preparation and follow up for Selectmen Meetings.
- Preparation and distribution of all election and town meeting warrants.
- Staffing and maintenance of all polling locations.
- Provide administrative support and information for Town Day Committee.
- Provide administrative support for exceptions to overnight parking ban.
- Preparation and distribution of Proclamations for the Board of Selectmen.
- Provide planning and follow up for all Selectmen Special Events.
- Provide support and resources to the Transportation Advisory Committee and other BOS committees, boards, and commissions.

Budget Statement

The Board of Selectmen’s Office will continue to work with the Town Manager and all other Town Departments and Officials to maintain the budget. For the foreseeable future, the budget will fluctuate subject to the number of elections, and Special Town Meetings in any given year, pay increases and items that are subject to inflation.

PROGRAM COSTS

Board of Selectmen	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	200,210	203,467	216,155	
Expenses	17,448	20,600	20,600	
Audit	49,000	55,000	55,000	
Annual Report	2,621	3,500	3,500	
Total	269,279	282,567	295,255	-

STAFFING

Board of Selectmen	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	1	1	1	
Clerical	2.5	2.5	2.5	
Professional/Technical				
Total	3.5	3.5	3.5	

FY2015 Objectives

- Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town’s structural deficit in preparation for future multi-year financial plans.
- Work with legislators and other communities for a more equitable distribution of state resources.



Major Accomplishments for 2013

- Authored a warrant article in the 2013 Special Town Meeting as an amendment to the leaf blowers ban to modify the complete ban and impose some level of restrictions (does not apply to homeowners and residents) on leaf blower use.
- The Board voted approval of all forty-two (42) hackney/taxi business owner licenses along with the final licensing regulations - Rules and Orders for the Licensing and Operation of Hackney Carriages and Vehicles for Hire.
- The Board of Selectmen planned and hosted the Centennial Celebration of Arlington Town Hall & Gardens in June of 2013 (100th birthday anniversary).
- The Board of Selectmen presented the 2013 Town Honor Awards continuing the tradition since 1976.
- Supported the efforts of the Planning Department on the Master Plan (Vision and Goals) to be developed in Arlington to serve as the Town's primary policy statement on future physical development in Arlington.
- Established Selectmen goals in coordination with Town Manager goals.
- The Board of Selectmen appointed several new members to the Zoning Board of Appeals and Arlington Commission on Tourism and Economic Development.
- The Board developed a new light post Banner Policy for: events/activities, traffic, informational, educational, directional, or promotional that is presented or sponsored by the Town or a Town committee (with prior Selectmen approval).
- Town Meeting voted that the Board create a Utility Pole Working Group to assess and coordinate with utility companies the correction of double poles and hazardous poles.

FY2015 Objectives (continued)

- Priorities to include working with utility companies to explore system upgrades and better coordination amongst varying utilities.
- Work with the Finance Committee, Capital Planning Committee, School Committee, and the Town Manager to identify potential financial impacts of future building projects at the Ottoson, Stratton, Arlington High School, and Minuteman Regional High School.
- Populate newly created Facility Maintenance Committee and support its initial efforts of advising the Town Manager on building needs and budget constraints as they relate to town owned facilities.
- Work with Town Manager and Director of Planning & Community Development on Master Plan and promote participation throughout the process.
- Communicate and work with residents, businesses and relevant agencies to move Mass. Ave. corridor project forward.
- Work towards development of comprehensive commercial district parking strategy.
- Continue exploring options for customer service enhancement including enhanced use of website and Request/Answer Center. Particular focus on integration public safety into automated/web services.

SUB PROGRAM COSTS				
	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Elections				
Personnel Services	45,353	34,480	34,480	
Expenses	102,808	49,435	96,525	
Total	148,161	83,915	131,005	-

Performance / Workload Indicators				
<i>Board of Selectmen</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Meetings:				
Town Meeting Preparations	8	6	8	8
Special Town Meeting Preparations	3	1	2	2
Selectmen Meeting Preparations	28	26	30	28
Audit Advisory Meeting Preparations	1	1	2	2
Budget & Revenue Task Force	1	2	4	2
Joint BOS/Arlington Housing Authority Meetings	1	0	1	0
BOS Goal Setting	2	1	2	2



Board of Selectmen

Daniel Dunn, Chairman
Diane Mahon, Vice-Chairman
Steven M. Byrne
Joseph A. Curro, Jr.
Kevin Greeley

Board Administrator

Marie Krepelka

Principal Clerk

2FT, 1 PT



Program Description

The Town Manager’s Office implements Town policy and provides management of all operational and support departments, excluding Treasurer/Collector, Assessors, Town Clerk, Board of Selectmen, and Comptroller Departments.

The Town Manager is responsible for the direct management and supervision of Public Works, Police, Fire, Health and Human Services, Inspectional Services, Libraries, Planning and Community Development, Legal/Workers’ Compensation, Human Resources, Information Technology and Recreation. In addition, the Town Manager’s office is responsible for the capital and operating budgets, the Annual Report, insurance, Town website, maintenance of all Town properties (including schools), legislative initiatives, policy recommendations to the Board of Selectmen, and purchasing.

The Department provides centralized procurement of all Town equipment, supplies, construction, etc. in compliance with State law. It is responsible for purchase order processing; bid management (bid processing, contract administration as per applicable State statutes); assistance in the review and approval of all Requests for Proposals (RFP), Request for Quotations (RFQ) and Bids and encouraging a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of team work.

Budget Statement

The budget will increase by \$16,421 due to adjustments to the pay and classification plan.

FY 2015 Objectives

- Aggressively pursue opportunities to implement new technologies to enhance productivity throughout all departments and improve service delivery to residents.
- Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used.
- Continue to work with Boards & Committees and Town Officials in re-searching and developing opportunities to reduce the Town’s structural deficit in preparation for future multi-year financial plans.
- Continue to pursue grant funding and other revenue enhancing opportunities .
- Continue to work with the Collins Center for Public Management at UMass Boston to development the framework for a comprehensive performance management program.
- Continue to investigate regionalization initiatives that provide both financial incentives and service delivery improvement to Arlington residents.
- Work with the Information Technology Director, Systems Analyst, and Town departments to implement a three-year IT Strategic Plan.

(Continued on next page)

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Town Manager				
Personnel Services	395,357	441,460	457,881	
Expenses	35,440	33,500	33,500	
Total	430,797	474,960	491,381	-

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Town Manager				
Managerial	2	2	2	
Clerical	1	1	1	
Professional/Technical	2.2	2.7	2.7	
Total	5.2	5.7	5.7	



FY 2015 Objectives (continued)

- Launch the Arlington Gateway Program with the goal of improving various entrances to the Town.
- Work with the Board of Selectmen, Redevelopment Board, and Planning and Community Development Department to further the development of a comprehensive commercial revitalization plan which is to include a comprehensive commercial district parking strategy.
- Work with various Boards & Committees to further economic development and tourism strategies.
- Work with Mass DOT and other interested parties to complete improvements to Mass Ave. corridor.
- Continue to work with the Board of Selectmen, Redevelopment Board, and Planning and Community Development Department in advancing the Master Planning Process.
- Continue work with the Energy Manager and Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency. Through this goal, continue to explore possibilities for renewable energy production on town buildings and town property while maintaining the energy conservation revolving fund in order to provide a sustainable funding source for energy conservation projects.
- Continue working with the Facility Maintenance Committee on maintenance budgeting for the Town owned buildings.
- Continue to closely monitor and identify the potential impacts of future building projects at the Ottoson, Stratton, Arlington High School and Minuteman Regional High School.
- Work with the Permanent Town Building Committee to provide oversight of the Central Fire Station Renovation.
- Continue to work with legislators and other communities for a more equitable distribution of state resources.

Major Accomplishments for 2013

- Continued to work with legislators and other communities for a more equitable distribution of state resources.
- Continued to work with the Board of Selectmen and other Town officials to update and monitor the existing multi-year financial plan.
- Negotiated collective bargaining agreement with Arlington Police Patrolmen's Association.
- Worked with Board of Selectmen representative, school department, and union leadership to complete comprehensive salary and compensation study.
- Developed and improved financial reporting mechanisms for the Town rental properties.
- Renegotiated lease extensions with tenants of the Parmenter and Gibbs Schools.
- Continued Street Improvement Program and Water & Sewer Improvement Program.
- Worked with the School Department on the final stages and opening of the new Thompson School.
- Worked with the ARB to oversee the final construction of the Symmes project.
- Implemented new water and sewer rate structure along with changes to billing frequency.
- Completed Town wide street light conversion project.
- Launched Arlington Visual Budget, an online tool providing residents with the opportunity to better understand the municipal budget.
- Was awarded Government Finance Officers Association Distinguished Budget Presentation Award, the Massachusetts Municipal Association's Kenneth Pickard Innovation Award and the Massachusetts Municipal Association's 2nd place Town Report Award.
- Hired new Arlington Youth Counseling Center Director.
- Hire new Veterans Agent.
- Hired new Town Counsel.

Performance / Workload Indicators

<i>Town Manager</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Purchase Orders Processed	5,082	5,306	5,200	5,000
Bids Processed	53	51	55	50



Program Description

An ongoing goal of the Board of Selectmen is to enhance public communication and customer service in day-to-day Town operations and in the event of an emergency. The Public Information Officer (PIO) works with all departments to achieve this goal as well as leverages existing communication channels and technology to improve efficiencies and productivity for staff. The PIO promotes the interests of the Town in concert with its goals, encourages participation in Town government, and provides ongoing education aimed at increasing understanding of how the Town operates.

The main communication channels utilized to meet these objectives are: the Town’s website, Town of Arlington Notices (email alerts), the Arlington Alert System, as well as local media. The Town’s website supports the online information and outreach activities of 15 departments, multiple divisions, and over 65 committees. It hosts the Request/Answer Center, the Town’s online customer service center, where residents can Find Answers, Ask a Question, Make a Service Requests, and conveniently track them online. Town of Arlington Notices are email alerts sent by the Town that deliver information on activities including: public health and public works alerts, election information, trash and recycling reminders, and special Town related events. The Arlington Alert System allows the Town to send urgent alerts to residents by phone, text, and email.

Budget Statement

To respond to resident demand for improved usability and added features, plus the increasing content demands created by the Open Meeting Law, the Town embarked on upgrading its website to a content management system (CMS). The new site is currently in development and will allow visitors to more easily find information by improving the site’s navigation and provide additional methods to have this information delivered to them. The new CMS will also provide the ability to read the site in multiple languages and more easily on mobile devices. For staff, the new CMS will provide a suite of features that will offer online collaboration, introduce document management, ensure consistency across the site, and automate redundant tasks. Effort from all departments will be required to learn the new system prior to launch and for months after launch to adopt the new system and fully realize all the features available. We are confident that the benefits of the new system will be realized immediately with a more visually appealing and easier to navigate website. Although we anticipate that efficiency and collaboration will improve, adoption of the system may offset any efficiencies in the short-term. We also anticipate that demand for information and features will increase. We continue to be vigilant in balancing demand for information and online services with available resources, and will report trends and respond accordingly.

FY2015 Objectives

Updating the Town website will be a major initiative that will impact every department. Over the past few years, the Town has built an extremely valuable relationship with its constituents by providing content and services they seek online. In addition to updating to a new Town website and implementing training for the new CMS, we will continue to support this relationship by:

- Supporting staff in their public communication and online customer support initiatives.

FY2015 Objectives (continued)

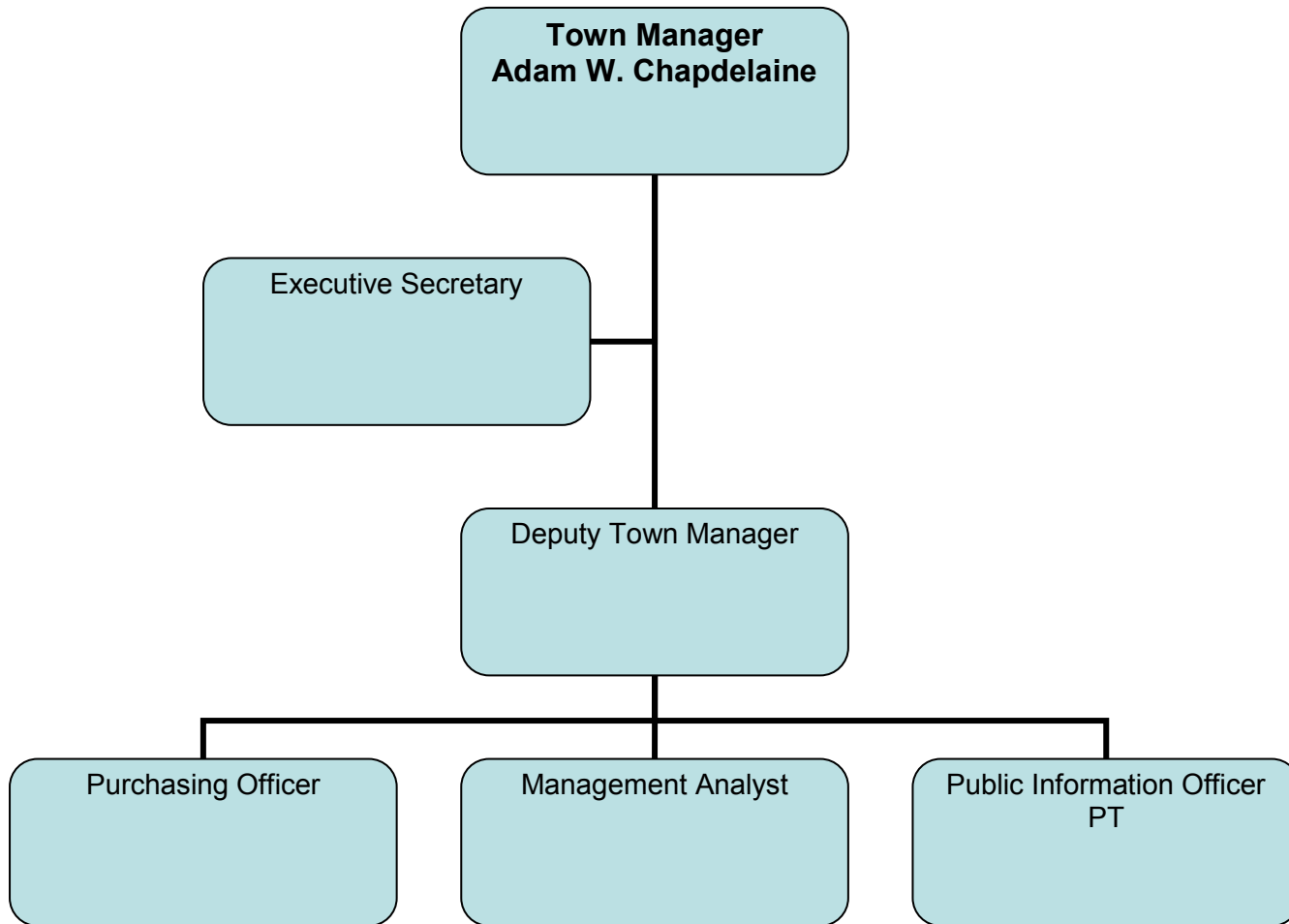
- Providing timely and accurate information to residents.
- Maintain loyalty/usage of all communication channels.
- Preserve and increase productivity through communication channels.
- Continue to develop uses of traditional media to communicate with the public.
- Look for opportunities to integrate GIS capabilities to the Town’s Request/Answer Center.
- Implement new features in new website as adoption of CMS is realized.



Major Accomplishments for 2013

- Completed vendor evaluations for new website. Conducted internal and public surveys regarding new site design and usability research. New website design completed and vendor is currently developing and migrating the site. A spring 2014 launch is anticipated. Initial features include: dynamic pages, responsive web design (mobile compatibility), offline collaboration between staff, enhanced calendar with iCal features, and improved look and feel.
- Trained Town Manager staff in posting Notices as well as day-to-day website updates. This was to facilitate time for PIO to work on website project. Training and monitoring of these postings is ongoing.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At end of calendar year 2013, \$181,570.39 in savings were realized by residents. Arlington leads the state in cumulative savings and is ranked #11 nationally in the program. There are 645 municipalities participating in the program.
- Major campaigns and events supported in 2013 include: Planning – Arlington Master Plan, East Arlington Mass. Ave. Rebuild; DPW – Feb. Blizzard, Stormwater Series, Smoke Testing, Water/Sewer Billing Changes; Police – Overnight breaks in Heights, Post Marathon bombing, and Gun Buy-Back Campaign
- Publications: Produced 2012 Annual Report (received 2st place by Massachusetts Municipal Association). Produced 2013-2014 Recycling & Trash Guide mailed to all Arlington households.
- Continue to train/support new and current staff in the use of software to update the site and fulfill online Requests (WebQA and First Class, respectively) as well as policy and best practices for communicating with the public.

Performance / Workload Indicators				
	FY2012	FY2013	FY2014	FY2015
	Actual	Actual	Estimated	Estimated
Public Communications				
Subscribers to Town of Arlington Notices	4,322	4,383	4,500	4,600
% of Growth from previous year	12%	1%	3%	2%
% Compared with # of households (19,000)	23%	23%	24%	24%
Website Traffic (arlingtonma.gov)				
Page Views	1,340,259	1,431,222	1,350,000	1,350,000
Visits	535,724	613,647	575,000	575,000
Unique Visitors	281,631	327,912	300,000	300,000
Visitor Loyalty- # of Uniques Visited Over 200 Times	18,109	19,685	18,500	18,500
Request/Answer Center: System Stats				
Answers Viewed on Portal	227,759	208,723	200,000	200,000
**Productivity Preserved in Hours/Answers Viewed	18,980	17,394	16,667	16,667
^New Customer Registrations	2,819	2,311	2,200	2,200
Questions/Requests Created	3,802	3,596	3,500	3,500
Questions/Requests Closed	3,519	3,364	3,500	3,500
% Questions/Requests Remain Open System	9%	5%	7%	7%
Request/Answer Center: PIO Requests				
Questions/Requests Created	879	800	400	400
% Questions/Requests Remain Open System	9%	8%	10%	10%





Program Description

The Human Resources Department is a four person team consisting of a Director, Human Resources Assistant, Benefits Administrator and part-time Administrative Assistant. The Department's primary objectives are to protect the Town from employment liability issues and to provide quality, professional support to our employees and managers.

The Department administers the town's classification, compensation, and benefits programs in compliance with Federal and State Labor Laws, along with local collective bargaining agreements. The Director serves as a primary contact for the Town's six labor unions and is a member of the Town's collective bargaining team. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of town services by recruiting the best employees, and reviewing and improving Departments' organizational structures.

The Department works to ensure the fair and equitable treatment of all town employees. The Department administers Health Insurance and other benefits for all active town and school employees as well as retirees. The Department advertises position openings, screens, interviews, and selects the most qualified candidates for positions; maintains the Town's classification and pay plan; and ensures compliance with Civil Service Laws, as well as state and federal employment laws. The Department also addresses a wide range of employment matters including disciplinary matters and workplace investigations.

Budget Statement

In FY2014 Human Resources functions are very stable. In FY2013 both the Town and School Department Human Resources staff were enhanced with additional staff. The result for the municipality has been greater communication, tighter auditing of health and life insurance rolls, enhanced training, and overall improvement in our ability to handle employment issues from within by better monitoring and strengthening the culture of the organization. The Town and School Human Resources staff are committed to a collaborative effort in providing quality service to employees and retirees. We also invest in developing a culture of trust with our labor unions and employees which in turn helps indemnify the Town from costly employment litigation.

There is a \$20,000 increase in expenses to fund Information Technology training.

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Human Resources				
Health Insurance Contracts Managed	1,853	1,857	1,873	1,860
Life Insurance Contracts Managed	999	987	992	990
Life Insurance Claims Processed	20	35	23	25
Vacancy Postings	32	26	16	25
New Hires	43	28	12	25
Promotions	5	4	2	5
Retirements	11	12	12	15
Resignations/Separations	18	15	15	15

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Human Resources				
Personnel Services	214,524	232,011	241,710	
Expenses	32,169	36,450	56,450	
Total	246,693	268,461	298,160	-

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Human Resources				
Managerial	1	1	1	
Clerical	2.5	2.5	2.5	
Professional/Technical				
Total	3.5	3.5	3.5	-



FY2015 Objectives

- Continue to effectively administer the GIC health insurance plans and ensure our employees and retirees feel properly supported in understanding their benefits including understanding of the Health Reimbursement Account Program
- Conduct regular and strict auditing of receipts for payment of health, life, and dental insurance
- Investigate new FSA/HRA administrators to ensure quality of service to employees
- Utilize technology to streamline hiring and personnel transactions
- Continue to partner with and support the Arlington Public Schools Human Resource Department
- Implement and monitor changes to the myriad of local, state, and federal employment laws
- Look for ways to better communicate with employees and protect the Town from employment liability issues
- Continue to look for ways to streamline information to assist in budgetary preparation and collective bargaining
- Maintain good relations and continue to encourage productive communications with labor unions
- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington

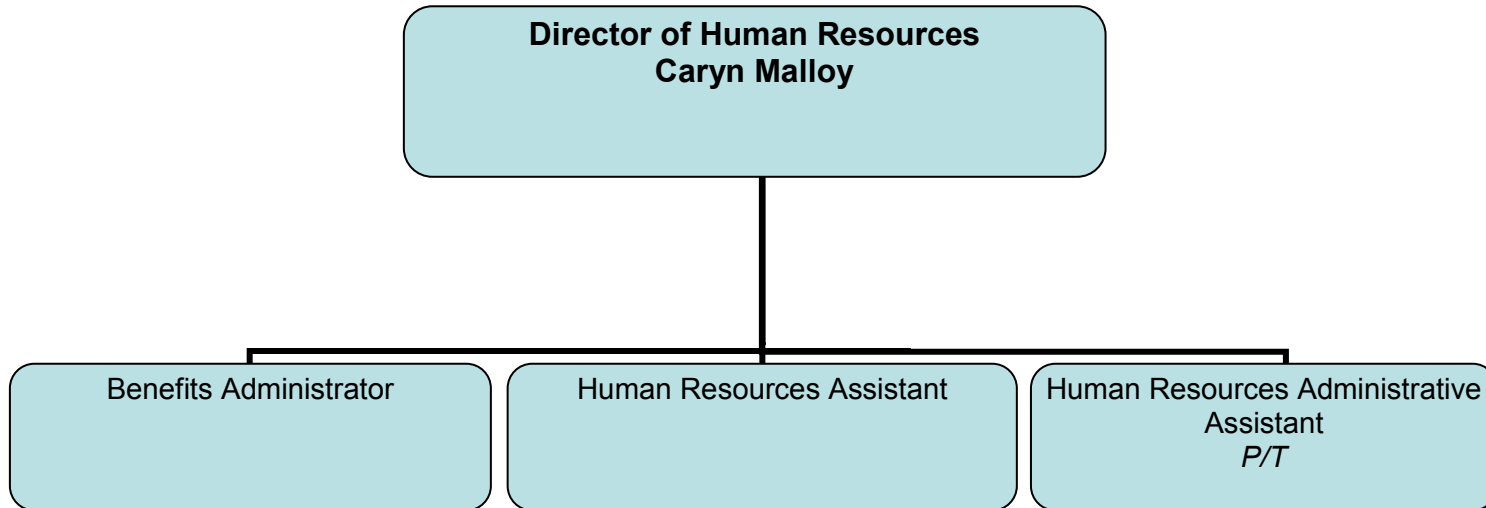
Major Accomplishments for 2013

Early in 2013 the Department worked in collaboration with the School Human Resources Department to update the Town's Sexual Harassment Policy to ban all forms of harassment. In February the Town distributed an updated Anti Discrimination/Sexual Harassment Policy.

The Director participated in a number of meetings with the Town's Leadership and Town and School Unions to develop a concrete and up-to-date list of comparable communities for the purposes of providing a benchmark to Arlington. After many meetings the following communities were agreed to: Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown and Winchester. In the summer of 2013 the Town contracted with Human Resources Services to conduct a Town and School-wide salary survey for over 100 job titles. The report has been completed and presented to the employees and to the Board of Selectmen.

The Director, as part of the Town's collective bargaining team, reached agreement with the two outstanding public safety unions; at this time all six collective bargaining units are in agreements through FY2015.

The Department conducted a number of successful recruitments this year including the search to replace former Town Counsel. The Department continues to utilize and fine tune a combination of traditional and non-traditional interviewing techniques that include panel-type interviews alongside practical exercises simulating the types of tasks and situations a person would encounter if they were to be appointed to the job.





Program Description

The Comptroller's Office is responsible for the Town's book of account and financial records. The Office coordinates the annual Town audit and is custodian of all the Town's contracts. The Comptroller's Office verifies appropriations for all purchase orders, processes invoices for payment, approves all payroll and other warrants, monitors departmental budgets, generates and balances monthly appropriation reports, and other financial reports as mandated by the Federal and State governments. The Comptroller is also responsible for the direct management and supervision of the Telephone department. The Telephone department is responsible for the operations of the Town and School phone system and maintaining the two PBX's and voicemail system.

Budget Statement

The budget will increase by \$9,936 due to adjustments to the pay and classification plan.

FY2015 Objectives

- Continue to explore the implementation of distributing direct deposit payroll stubs electronically
- Work with the IT department in the implementation of a VoIP phone system
- Continue to expand and enhance financial reporting to Town Officials and departments
- Upgrade the MUNIS financial software system

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Comptroller				
Personnel Services	316,559	305,217	315,153	
Expenses	64,196	107,375	107,375	
Total	380,756	412,592	422,528	-

STAFFING

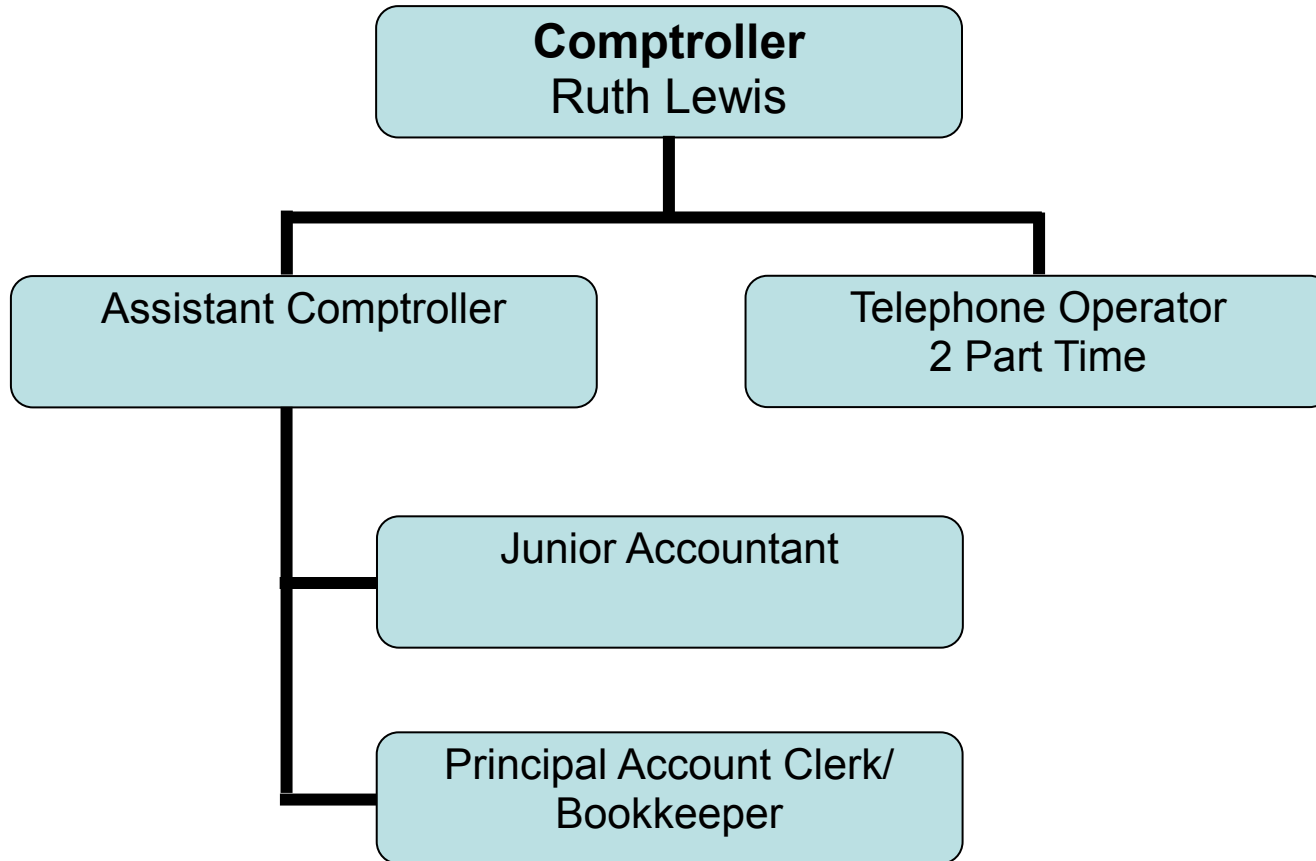
	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Comptroller				
Managerial	1	1	1	
Clerical	3.8	3.5	3.5	
Professional/Technical	1	1	1	
Total	5.8	5.5	5.5	

Major Accomplishments for 2013

- Town audit completed and free cash certified by September.

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Accounting				
General ledger entries	120,748	113,517	118,000	118,000
Purchase Orders	5,084	5,317	5,500	5,700
Accounts Payable batches	976	875	900	925





Program Description

The Treasurer and Collector of Taxes is responsible for the collecting and custodianship of all funds and receipts belonging to the Town of Arlington. The Office of the Treasurer and Collector of Taxes consists of three divisions headed by the Treasurer and Collector of Taxes. The three divisions are: Treasury, Collector, and Payroll. The Treasurer manages Town postal operations. The Treasurer, as the Parking Clerk appointed by the Board of Selectmen, manages the collection of parking fines and the issuance of parking permits.

The Town Treasurer and Collector of Taxes is responsible for managing and directing the tax collection process, receiving all monies from Town departments, securing and depositing Town monies, and for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management in accordance with Massachusetts General Laws. The Treasurer serves as Custodian of Funds for all Town monies. The Treasurer performs his fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consultations with financial advisors and investment institutions, and participating in government finance officer's seminars, as well as being an active member of the Massachusetts Collectors & Treasurers Association, and the national Government Finance Officers Association. Treasurer/Collector Stephen Gilligan is a Member of the Board of the New England States Government Finance Officers Association. Mr. Gilligan is certified as a Massachusetts Assessor.

The Treasurer/Collector's office is responsible for the proper handling and management of all monies belonging to the Town. Included in those responsibilities are the following:

- Responsible for the billing and collecting of all Real Estate Tax, Personal Property Tax, Motor Vehicle Excise Tax, Parking fines and Permit fees, Water & Sewer accounts, and collecting all Town and School Department(s) receipts. Payments are received directly in the Treasurer's Office, through the mail, via on-line electronic checking transactions, and lock-box.

Program Description (continued)

- Receiving and reconciling all deposits from all departments and authorities that charge fees and/or receive monies. Supports and assists all departments in the collection of delinquent accounts.
- Enables and coordinates School, Recreation, Human Services, Fire/Ambulance, Library, and Inspections departments to make deposits directly into our depository bank: daily, overnight, and weekends.
- Responsible for deposits and investment of all Town funds.
- Determine cash management needs to meet vendor and payroll warrants.
- Provide quality customer service to all Town residents, employees, and vendors in the performance of the above-described duties.
- Supervise and direct all short and long-term borrowings. Strategic goal is to maintain the highest possible Bond Rating, based on the Town's financial reserve and budgetary situation.
- Manage Treasurer's relationships with finance professionals and institutions that provide custodial, investment, and banking services.
- Responsible for promoting and administering the Arlington Citizens Scholarship Foundation/Dollars For Scholars Program.

Budget Statement

The Treasurer's Office continues to scrutinize its current budget for any potential savings, while being mindful of the critical importance to maintain resources sufficient to collect and manage over \$132,320,744 in Town revenues. Given the current economic situation, interest income revenue is expected to remain at the same low return as the previous three fiscal years.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Treasurer				
Personnel Services	438,207	518,680	538,160	
Expenses	106,014	130,375	136,875	
Total	544,221	649,055	675,035	-



Major Accomplishments for 2013

- Treasurer's Office continues to achieve one of the best commitment-to-collection ratios of real estate and personal property taxes of any community in Massachusetts by developing internal collection procedures with a focus on end-of-fiscal-year results. Real Estate Tax collections = 100%
- Attained a top rating of Triple-A ("AAA") from Standard & Poor's rating agency for the 9th consecutive borrowing.
- Arlington is a member of a group of 22 communities in Massachusetts attaining this highest designation.
- FY 2012 Town Audit found Treasurer's operation in full compliance.
- Continue to manage Town of Arlington's relationship with Investment Advisor. Current net realized gain on all trust fund accounts is 19.10%.
- Managed successful annual borrowing of \$6,851,000 with a Bond interest rate of 2.595% and \$450,000 BAN at .45%, with a "AAA" rating for bonds and a SP-1+ BAN rating – both the highest possible ratings – from S&P.
- Implemented new procedures for abandoned property ("Tailings"), to proactively remit to Arlington residents, employees, and vendors.
- The Treasurer's Office administers the Arlington Citizens Scholarship Fund, which provides financial assistance to Arlington residents attending higher education. Increased both number of scholarships awarded to 102, and total amount awarded to over \$140,000.
- Implemented new on-line process for Arlington Citizen's Scholarship Foundation/Dollars-For-Scholars applications.
- Aggressively managed the on time issuance of all billing and collections for Real Estate Tax, Motor Vehicle Excise Tax, Water & Sewer, and Parking, accurately and on time to avoid short-term borrowing.

FY2015 Objectives

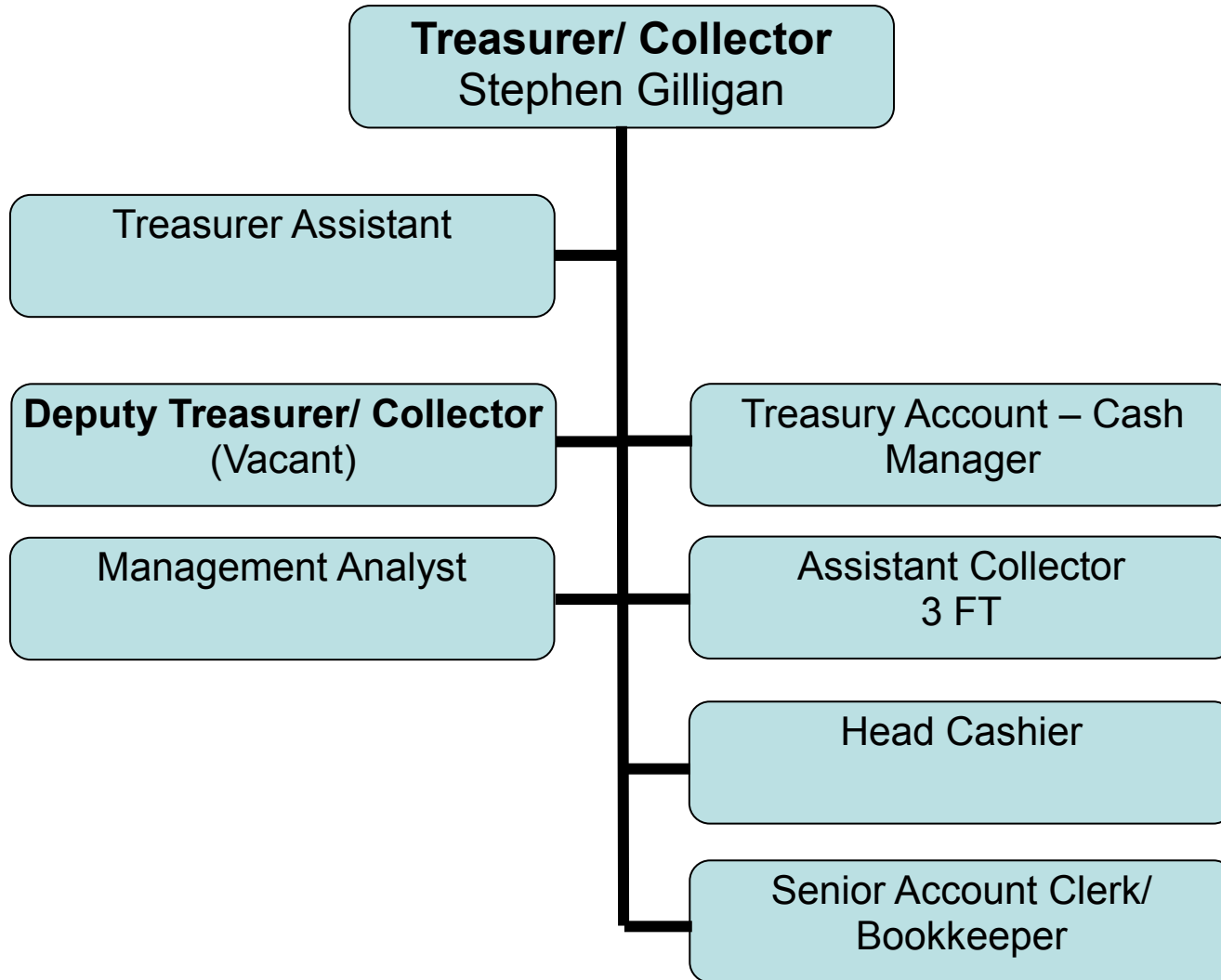
- Complete the implementation of new service provider for on-line debit and credit card payments for real estate taxes, excise tax, water & sewer billing, and parking violations.
- Continue to partner with the Board of Selectmen and Town Manager implementing quarterly billing for Water & Sewer
- In partnership with the I.T. Department, award contract and implement outsourcing the printing of all Real Estate Tax, Motor Vehicle Excise Tax, Water & Sewer bills, and Parking Violation Notices.
- Issue RFP for Banking Services for Town government banking operations and depository.
- Convert Town's Stabilization Funds from MMDT to fully collateralized deposits
- Select fully qualified Deputy Treasurer/Collector candidate for Board of Selectmen confirmation.

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Treasurer				
Managerial	1	1	1	
Clerical	7	7	7	
Professional/Technical	2	2	2	
Total	10	10	10	

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Treasurer				
Real Estate Bills Processed	63,000	63,700	61,378	61,378
Motor Excise Bills Processed	35,456	35,049	34,669	34,669
Water Sewer Bills Processed	24,973	25,046	24,930	24,930
Delinquent Notices - Combined	14,831	19,944	19,417	19,417
Total Bills Issued:	138,260	143,739	140,394	140,394
Liens from Water Sewer delinquency (less than 1.5% of total commitment)	\$183,273	\$191,334	\$155,134	\$155,134
Lien Certificates processed	\$ 1,541	\$ 2,177	\$ 1,689	\$ 1,689
Lien Certificate revenue	\$ 77,093	\$108,874	\$ 80,028	\$ 80,028
Deputy Tax Collection revenue	\$140,000	\$162,046	\$162,943	\$162,943
Total Various Liens / Collections:	\$400,366	\$462,254	\$398,105	\$398,105





Program Description

The Postal Operation is a division of the Office of the Treasurer and Collector of Taxes. The postal operation is responsible for the collection and mailing of all Town and School mail at the lowest possible postage rates.

The following details the responsibilities of postal operations:

- Manage operations of Town and School outgoing mail on a daily basis
- Scheduling, distributing, processing and mailing all Motor Excise, Real Estate, Water, and Parking bills
- Process special mailings for other departments
- Scheduling and processing bulk mailing
- Operating and maintaining major mailing equipment: processing machines, folding machine, and regular postal machine
- Interpreting and complying with postal regulations
- Liaison to Arlington Post Office including the filing of required paper work
- Provides consultation and advice on mail design and costs to departments

Budget Statement

The financial difficulties that the U.S. Postal Service is experiencing is expected to create a significant impact in the cost to the Town, as well as how the Town's postal division processes all outgoing mail. The Treasurer continues to monitor the latest announcements from the U.S. Postal Service to determine the impact on the 2014 - 2015 postage budget.

FY2015 Objectives

- Award contract on RFI for postal outsourcing of printing and mailing of real estate tax, excise tax, and water/sewer bills
- Replace postage meter equipment at end-of-life

Major Accomplishments for 2013

- Continued to provide exceptional mailing service to all departments
- Comply with new USPS First Class Mailing regulations and requirements
- Processed and mailed 314,446 pieces of Town and School mail
- Mail processed at the lowest possible postage rate

PROGRAM COSTS

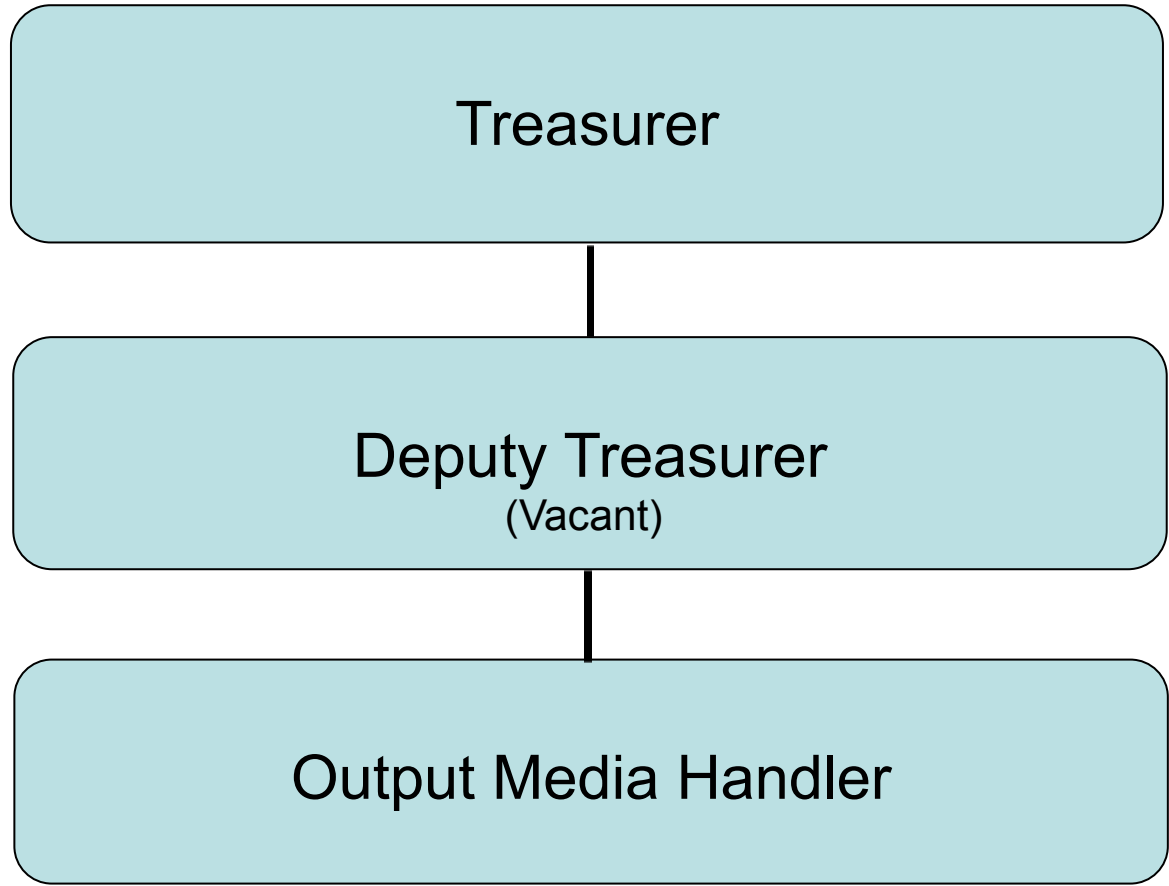
	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Postage				
Personnel Services	28,337	31,279	31,279	
Expenses	152,255	139,231	143,681	
Total	180,591	170,510	174,960	-

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Postage				
Managerial				
Clerical	0.7	0.7	0.7	
Professional/Technical				
Total	0.7	0.7	0.7	

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Postage				
Bills mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	138,260	148,176	144,320	144,320
Other Town Mailings	122,728	100,949	128,650	128,650
Other School Mailings	46,924	65,321	62,180	62,180
Total:	307,912	314,446	335,150	335,150





Program Description

The Assessor's Office values all real estate (residential, commercial and industrial) and personal property in the Town of Arlington for the purpose of "ad valorem" taxation. This process involves discovering, listing, and valuing over 14,300 residential properties, which includes single-family homes, multi-family homes, condominiums and apartment buildings. There are also 400+ commercial and industrial properties and over 500 personal property accounts which must be reviewed on an annual basis. The office also receives over 45,000 motor vehicles excise records from the Registry of Motor Vehicles, which must be processed and committed to the Tax Collector.

In addition, the functions of the Assessing Office include updating tax map information in regards to property sales and subdivisions; tracking the yearly additions in value triggered by the building permit process and computation of "new growth"; monitoring and recording all changes in property ownership through information received from the Registry of Deeds; inspecting in a timely manner all properties sold in Arlington; receiving and processing all real estate and personal property abatement applications within statutory timelines; conducting tax payer scheduled abatement hearings; representing the Town of Arlington at the Appellate Tax Board: assisting realtors, appraisers and taxpayers seeking information on Arlington's 15,000+ Real and Personal property accounts; and supplying the Board of Selectmen with all the information required in the setting of the tax rate at the annual classification hearing. This office provides quality service to all customers in the performance of the above described duties.

Budget Statement

The Board of Assessor's budget for FY2015 will be a level service budget.

FY 2015 Objectives

- Maintain fair, equitable and consistent assessing practices for all.
- Ensure the accuracy of all assessments for real and personal property accounts.
- Provide public access to property records and information that will be helpful to taxpayers.
- Continue to provide information to taxpayers concerning the property tax and assessing practices.
- Continue to improve all functions of the Assessor's Office to serve the taxpayers more efficiently.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Assessors				
Personnel Services	237,431	246,761	248,107	
Expenses	24,993	26,700	26,700	
Total	262,424	273,461	274,807	-

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Assessors				
Managerial	1	1	1	
Clerical	3	3	3	
Professional/Technical				
Total	4	4	4	

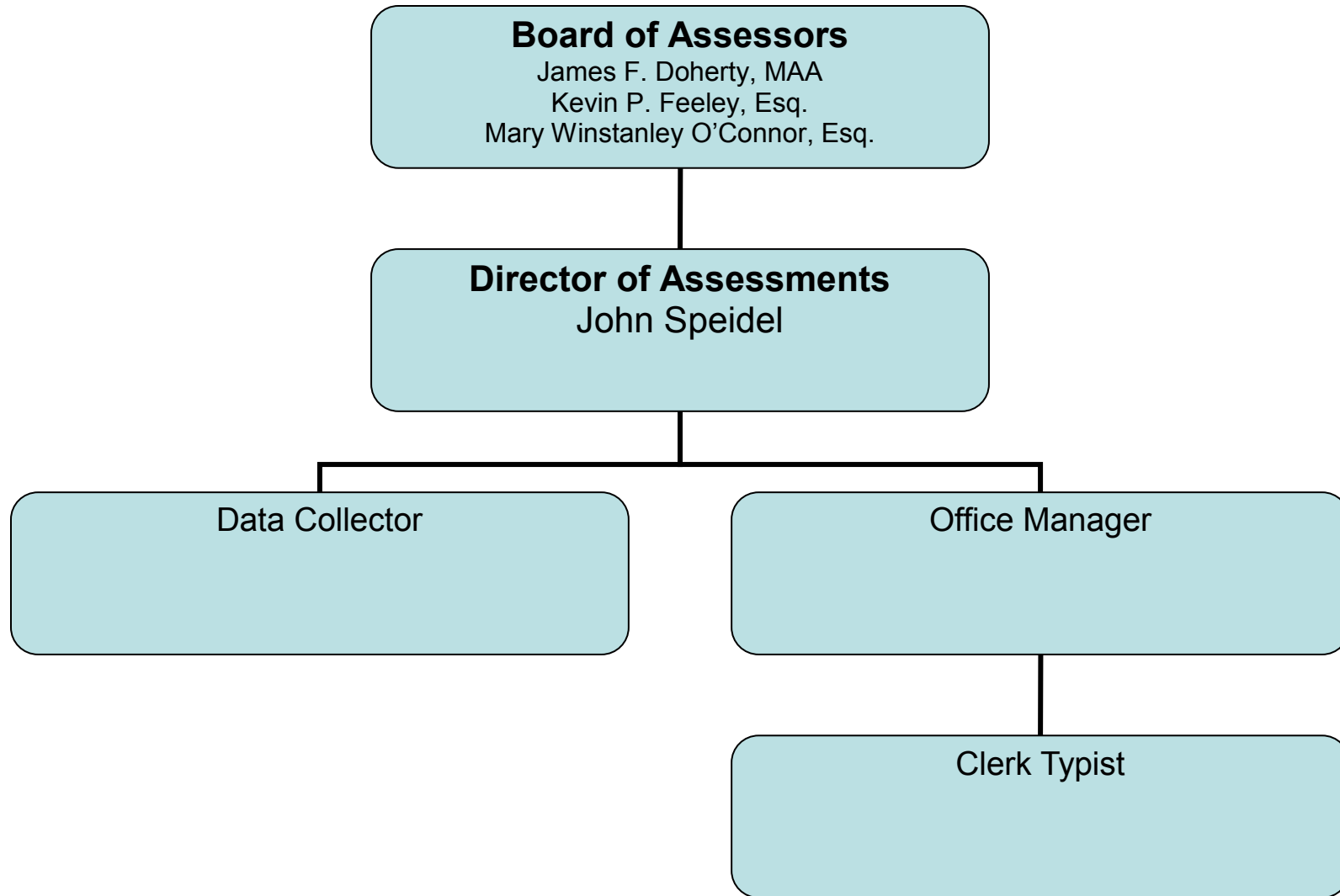


Major Accomplishments for 2013

- Timely committed all bills for real estate, personal property, and auto excise taxes to the Tax Collector.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Restructured and successfully implemented, through Town Meeting, a more efficient and cost effective personal property tax system for billing.
- Timely processed all exemptions and abatements.

Performance / Workload Indicators

Assessor	FY2010 Actual	FY2011 Actual	FY2012 Estimated	FY2013 Estimated
Real Estate Bills processed	14,924	15,018	15,125	15,125
Motor Vehicle bills processed	42,776	43,000	44,000	44,000
Personal Property bills processed	692	525	550	550
Real Estate exemption applications	600	620	650	650
Real Estate and Personal Property Abatements	116	114	125	125
Motor Vehicle Excise abatements	6,137	6,200	6,400	6,400
Citizen Inquiries	8,000	8,500	8,500	8,700





Program Description

The integrated Town and school Information Technology Department was created by the 2007 town meeting. The changes in the Town bylaw provided that the functions of the Department fell into three broad categories:

1. Town and School desktop and server hardware, networking, telecommunications and software infrastructure support;
2. Town and School administrative applications, implementation, training and support; and
3. School Academic applications implementation, training and support.

The first two functions are under the management of the Town Manager and are supported in this budget item. The third function is under School Superintendent and is supported in the school budget. The Information Technology Department is responsible for assessing, purchasing, supporting, implementing, and maintenance of over two thousand desktop computers , fifteen hundred iPads, five hundred laptop's over four hundred printers, twenty servers, three hundred projectors, Town wired network infrastructure and School wired and wireless network infrastructure, electronic communication systems, Geographic Information System, video security systems, the Munis financial software system, PowerSchool (student information system), electronic security systems, online student registration system, integrated collection system, automated meter reading system, and numerous Town and School Web sites.

Budget Statement

Overall the budget has been increased by approximately \$12,422. The growth is attributable to salary step increases, the yearly increase in Munis Software Support, and consulting costs needed to cover project work within the IT Department. The Department's salary budget saw an increase in Water/Sewer Offsets and a decrease in longevity.

STAFFING

Information Technology	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	1	1	1	
Clerical	0.5	1	1	
Professional/Technical	4.5	5.5	5.3	
Total	6.0	7.5	7.3	

FY2015 Objectives

- Begin execution of Phase 1 of the newly created IT Strategic Plan
- Start project to purchase and replace Town Network hardware
- Complete application development to enable quarterly water
- Implement electronic payments system Pilot in the Treasurers Office
- Complete Voice Over IP assessment
- Perform Departmental IT Assessments
- Build out School Wireless network for density use
- Choose Treasurer Bill printing vendor and implement project to source printing
- Select and build a new server to house the Police Department Information system along with upgrading the QED system to take advantage of expanded mobile feature set



Major Accomplishments for 2013

- Configured, built and installed iPad, iPad carts for all classrooms in the newly constructed Thompson School
- Built and installed Laptops for thirty members of the Thompson Elementary School Staff
- Configured, tested and installed wired and wireless network infrastructure in the new Thompson School
- Upgraded MUNIS Financial system to new version of application running on a Windows platform
- Created RFP and selected Electronic Payments Vendor whose service offerings to be implemented first quarter of 2014
- Created RFP for sourcing Bill Payments Vendor to be chosen first quarter of 2014
- Created Health Insurance Comparison System for Human Resources
- Implemented iPad application distribution system using LightSpeeds Mobil Device Manager
- Configured and enrolled over 1300 ipads into the Mobil Device Management System
- Began the process of GPS locating fire hydrants using newly purchased high accuracy GPS unit. The unit integrates with PeopleForms and Arlington's online GIS database.
- Expanded internal IT services by creating and filling Systems Analyst/Director of GIS position and Technical Planner/GIS Analyst position.
- Expanded the use of PeopleForms to create a public use, online map that will serve as a geographical representation of all plans and permits underway in the Department of Planning and Community Development.
- Implemented Twist Tablets running Compulink software for Health and Human Services
- Completed Town Network Assessment
- Arlington has taken the lead as part of a sub-committee and as the fiscal agent for the Massachusetts Orthoimagery Consortium (MassOrtho). MassOrtho was created to advance municipal GIS programs across the state by procuring orthoimagery, i.e. aerial photos. The application process is closed and 59 participants have signed on
- Upgraded all School Ricoh Multifunctional Devices and issued pins for authorized access

PROGRAM COSTS

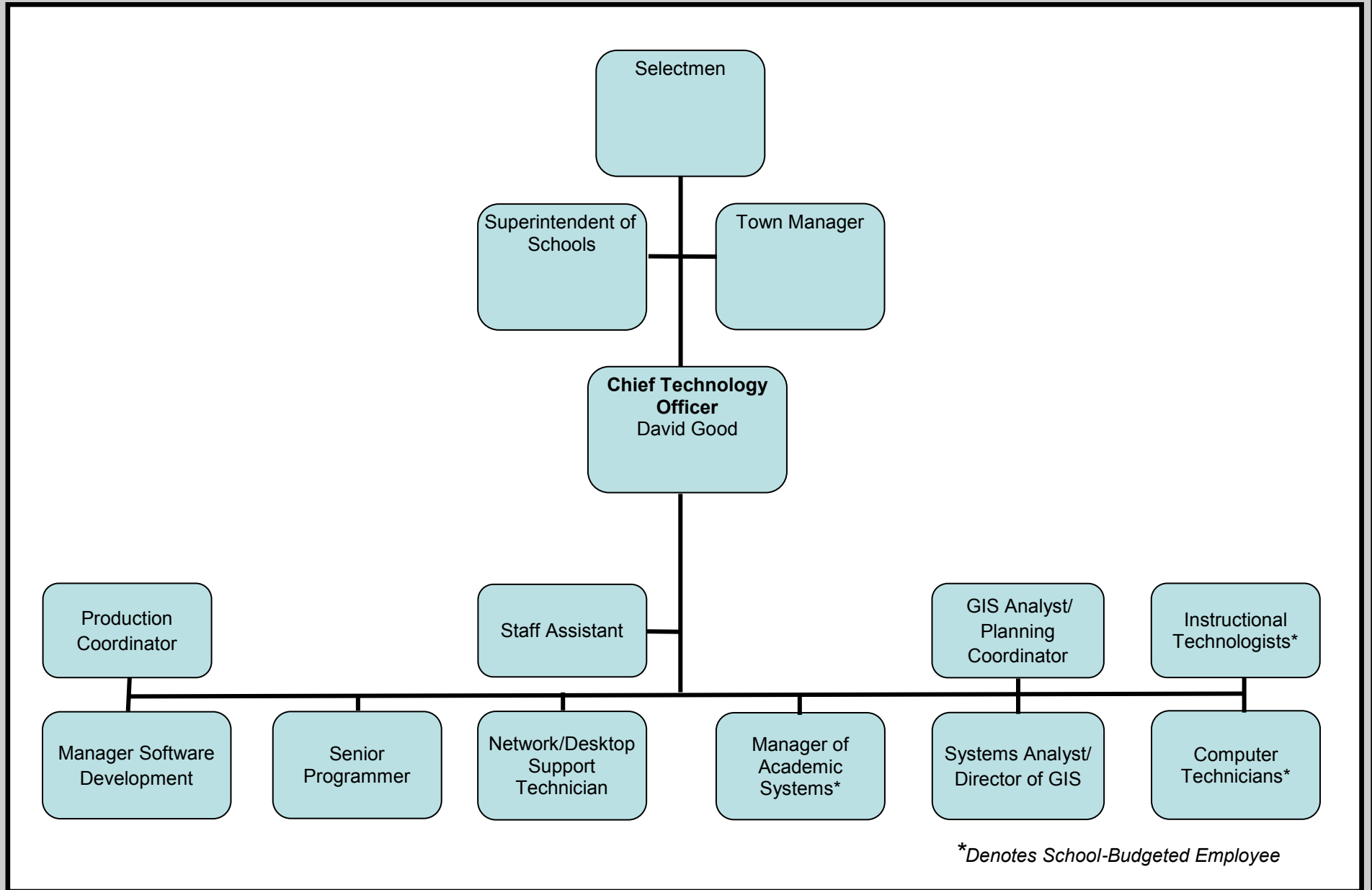
	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Information Technology				
Personnel Services	388,110	485,794	488,460	
Expenses	170,063	183,349	193,105	
Total	558,173	669,143	681,565	-

Performance / Workload Indicators

Information Technology	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Computer Upgrades	55	50	72	56
Printer Upgrades	16	15	15	12
Server Upgrades	5	3	3	9

Major Accomplishments for 2013 (continued)

- Configured iPads to be used in a tablet pilot for Police Department
- Increased Internet capacity at AHS and Ottoson to 250mg redundant connections
- Configured and installed two Caching servers to assist with reduction in Internet traffic
- Collaborated with Department Heads and Town Manager to create Information Technology Strategic Plan
- Rebuilt Bishop and Stratton Elementary School Computer Labs
- Began data collection of all storm water outfall points in town. The eventual goal of this project is to locate and assess the condition of all known outfalls, and to collect the same information on unknown outfalls if possible, to assist in bringing the town into compliance with the EPA's new MS4 permitting protocol.



*Denotes School-Budgeted Employee



Program Description

The Legal Department commences, prosecutes, and defends all legal actions and other matters on behalf of the Town in all state and federal courts and administrative agencies. The Department functions as a full-service law office handling nearly all of the Town's litigation in-house. In addition to its litigation function, the Department furnishes legal opinions and advice on a daily basis on matters referred to it by the Board of Selectmen, the Town Manager, the School Department, and the various Town Department Heads. Additionally, the Department provides legal advice to all Town officials, boards, committees and employees concerning their legal responsibilities and prerogatives, attends meetings, and counsels Town departments on legal issues related to operational and project-related matters as they arise. The Department investigates all claims, advises, and monitors Town regulatory compliance and coordinates all legal affairs of local government. The Department also administers, manages, and litigates the entire Town's workers' compensation, police, and fire line-of-duty and municipal liability self-insurance programs.

The Town Counsel reviews, advises, and counsels the Town Manager and department heads regarding employee union contract administration and grievance arbitration proceedings.

The Department drafts, reviews, and approves a wide range of legal instruments including agreements, applications, contracts, licenses, releases, leases, easements, deeds, and a multitude of other documents required for the orderly accomplishment of the Town's increasingly complex municipal legal issues.

Budget Statement

The Department will continue to handle as many legal matters in-house as is professionally responsible in an attempt to contain outside counsel costs. Historically, during state and national fiscal downturns, claims against municipalities tend to increase. The various Town departments have, and will continue to be, counseled in claims avoidance practices and procedures. The Department has worked to enhance its workers' compensation claims management cost containment efforts in an attempt to reduce the impact of increasing medical related cost and expenses. To that end, the staff worked closely with injured employees during the past year to ensure that the medical and disability components of their claim were being handled effectively and efficiently. The Department continued to expand procedures involving its medical bill review program in order to keep abreast of the new electronic records systems instituted by the various medical providers. The ongoing network pharmacy program has continued to be both cost effective and extremely beneficial to injured town employees. The claims tracking and reporting procedures have provided greater efficiency and reduction in associated costs. The Department has continued to work with all Town departments to coordinate return to work and loss prevention programs. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

Major Accomplishments for 2013

- Transition leadership of Legal Department to new Town Counsel, Douglas Heim
- Work with other Town Departments in an effort to recover various amounts owed to the Town
- Work with the Town's management team to develop requested legal and policy positions in a variety of substantive areas
- Review all existing Policies and Practices of the Board of Selectmen and make recommendations on streamlining and making them more effective and up-to-date
- Integrate the new browser based workers' compensation, tort, and property damage claims database system with the goal of providing greater automation, flexibility, and reporting capabilities

PROGRAM COSTS

Legal	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	302,394	314,996	306,417	
Expenses	159,499	138,350	138,350	
Total	461,893	453,346	444,767	



FY2015 Objectives

- Appeared regularly in the courts of the Commonwealth for hearings on motions, including many significant dispositive motions and successful hearings and trials.
- Defended the Town in claims involving firearms licensing and alleged violations of the Fourth and Fourteenth Amendments to the United States Constitution.
- Successfully represented the Town's interests in a high-profile and sensitive employment litigation matter, reducing the Town's liability and exposure.
- Effectuated a large series of easement acquisitions in connection with Massachusetts Avenue redesign project

STAFFING

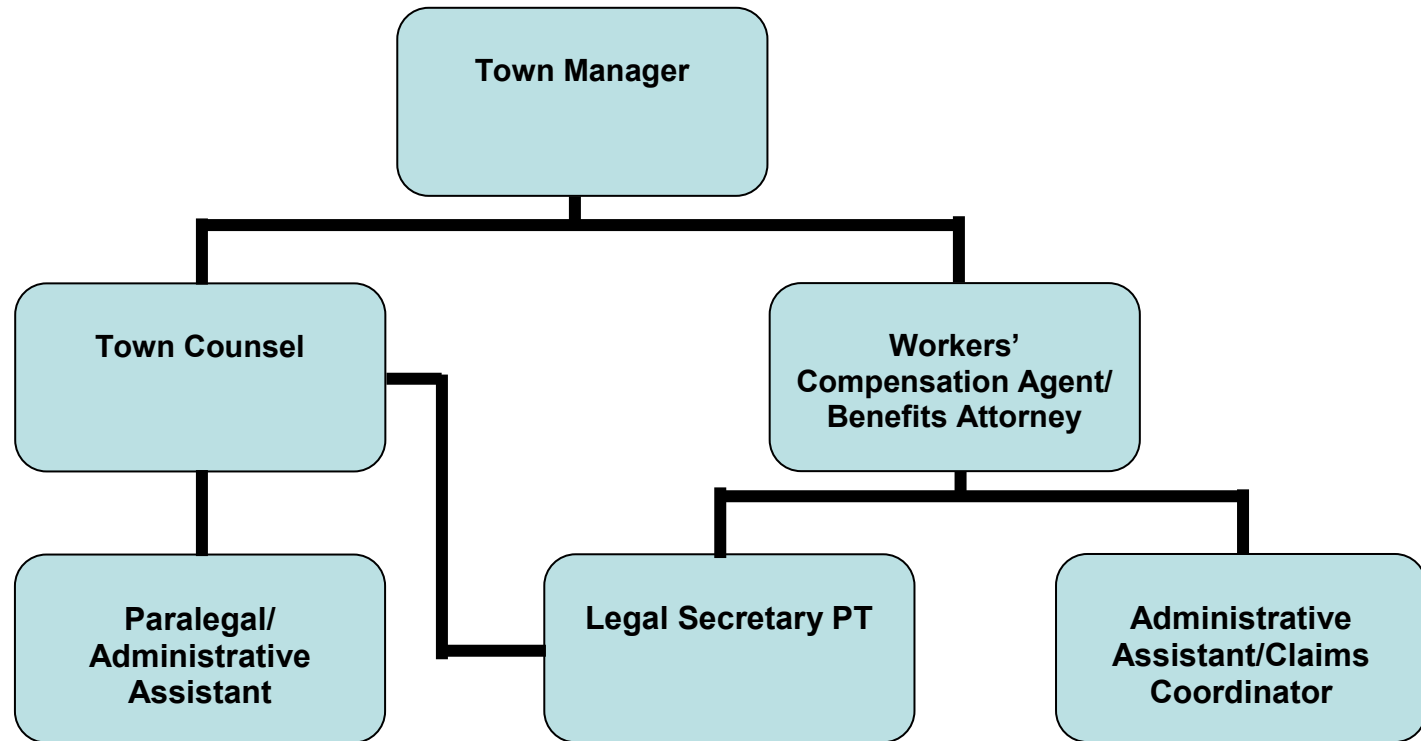
	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Legal				
Managerial	2	2	2	
Clerical	1.5	1.5	1.5	
Professional/Technical	1	1	1	
Total	4.5	4.5	4.5	

Performance / Workload Indicators

Legal/Worker's Compensation	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
MGL Chapter 84 Claims				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	52	38	40	40
Claims closed	23	23	20	20
New claims	10	8	10	10
MGL Chapter 258 Claims- <i>Massachusetts Tort Claims Act</i>				
Total	66	51	50	50
Claims Closed	15	15	15	15
New claims	17	15	18	18
Fire - Injured on Duty Claims	31	28	24	24
Police - Injured on Duty Claims	14	12	10	10

FY2015 Objectives (cont.)

- Updated training materials on legal requirements for Town departments and personnel, including implementing bi-annual State Ethics Commission training protocols
- Investigated and defended thirty-eight M.G.L. Chapter 84 claims (injuries or property damage as a result of a claimed defect in a public way) pending against the Town in FY2013
- Investigated and defended fifty-one M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town in FY2013
- Handled multiple other contract and non-Chapter 84/258 claims and disputes involving the Town
- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town. The ongoing loss prevention and injury awareness programs continued to be an effective tool in limiting the total number of work related injuries
- Coordinated medical billing review procedures in conjunction with the new electronic records systems instituted by the various medical providers
- Instituted an in-house injured employee claims tracking and reporting procedure for greater efficiency and cost reduction
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against non-employee individuals deemed to be responsible for injuries to our uniformed personnel. As has been the case in the past, monetary recovery is anticipated on these claims and will be returned to the General Fund
- Prepared warrant articles, reports, bylaw amendments, home rule legislation, and other documents for Annual Town Meeting and one Special Town Meeting. Appeared at all sessions to advise Town Meeting
- Supported Town Departments with contract negotiations, as well as review, revisions, research and recording of real property instruments





Program Description

The Town Clerk's Office ensures accurate compliance with constantly changing State Laws relative to the Town Clerk and Registrars of Voters and provides efficient and courteous service to the general public. The Department's primary responsibilities are the following:

- Conduct all elections in conformance with federal and state laws and regulations, prepare the ballot for local elections, certify and report results, and administer campaign finance laws for local elections
- Record, file, index, and certify all documents, licenses, permits, and vital statistics (births, deaths, marriages)
- Serve as Clerk to Town Meeting, take attendance, certify votes, submit bylaw articles to the Attorney General for approval, and publish and codify the Town's Zoning and General Bylaws
- Conduct an annual listing of all residents/voters, maintain the State's Central Voter Registry, and publish the Annual Street List
- License dogs, storage of flammable materials, and raffles
- Maintain a high level of customer service providing general information to both the public and other town departments
- Swear in newly elected officials, police officers, and appointed/reappointed committee members
- Certify nomination papers, petition forms, residency, voter certificates, and warrant articles

Budget Statement

Due to increases in longevity, cost of living, and elections this past year, the budget for the Town Clerk's Office has increased \$9,168 from Fiscal Year 2014. The Town Clerk's Office continually strives to balance the budget without impacting the quality of service to the public.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Town Clerk				
Personnel Services	212,345	225,559	233,467	
Expenses	22,097	27,600	28,860	
Total	234,442	253,159	262,327	-

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Town Clerk				
Managerial	1	1	1	
Clerical	2.25	2.25	2.5	
Professional/Technical	1	1	1	
Total	4.25	4.25	4.5	

FY2015 Objectives

- Streamline election procedures to make voting more efficient
- Research alternative methods for advertising the Town/Zoning By-laws
- Implement the first stage of the transmission of electronic death records
- Procure software to allow residents to research vital records and apply for a marriage license via computer, and eventually expand this to other applications
- Collaborate with the Animal Control Officer, Zoning, and the Board of Health in the issuance of kennel licenses
- Work in conjunction with the Web Content Manager to place more interactive forms online



Major Accomplishments for 2013

- Effectively conducted one election and four special elections
- Emailed ballots to voters living overseas
- Mailed out and processed thousands of census forms
- Instituted a new policy with regards to the True List, which now has a list of all licensed dog owners in the back of the book
- Submitted all bylaw amendments voted at Town Meeting to the Attorney General's Office for approval
- Complied bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue
- Electronically sent Town Meeting Votes to the Web Content Manager for posting on the website

Performance / Workload Indicators

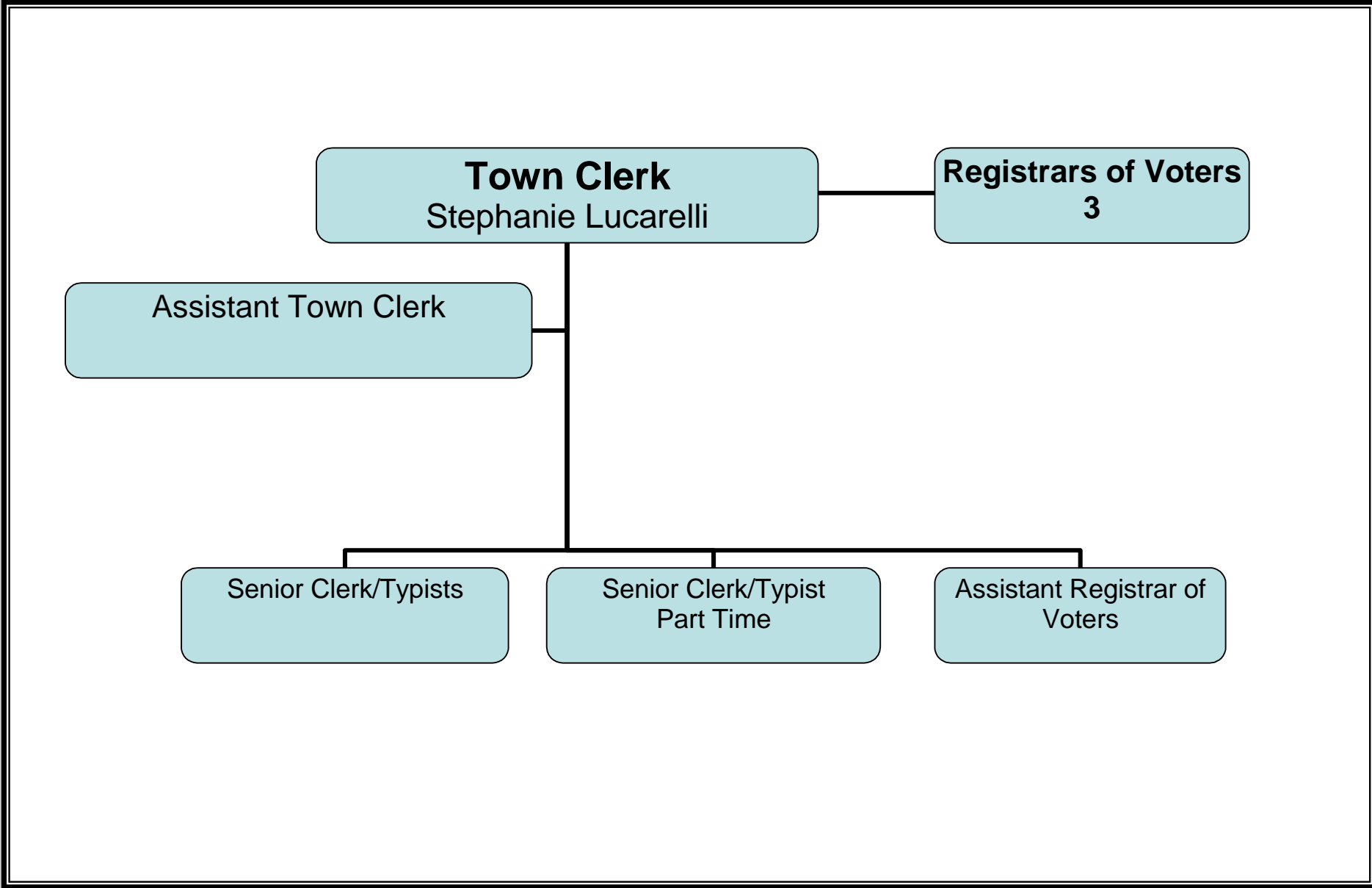
	FY2012 Actual	FY2013 Estimated	FY2014 Estimated	FY2015 Estimated
Marriage Licenses	214	240	245	250
Death Certificates	320	450	460	480
Birth Certificates	595	600	610	640
Dog Licenses	1,800	1,800	1,810	1,815
Town Meeting Sessions	7	9	9	8
Special Town Meeting Sessions	1	2	2	2
Registered Voters	30,636	31,000	31,000	31,300
Fees Generated	\$90,868	\$80,000	\$80,000	\$95,000

PROGRAM COSTS

Board of Registrars	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	45,813	42,590	44,114	
Expenses	5,674	13,550	13,550	
Total	51,486	56,140	57,664	-

STAFFING

Board of Registrars	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial				
Clerical	1	1	1	
Professional/Technical				
Total	1	1	1	





Program Description

The Treasurer, as the Parking Clerk appointed by the Board of Selectmen, manages the collection of parking fines and issues parking permits. Those responsibilities include:

- The collection of payments for parking violations issued by the police department
- The collection and processing of all monies received from parking meters
- Billing of delinquent parking tickets
- Resolving appeals through an established hearing process
- The marking and clearing of delinquent parking tickets with the Registry of Motor Vehicles
- Managing four parking machines in Town, with maintenance support from DPW/Maintenance
- Managing, administering, and processing of parking permits and the special permits program

Budget Statement

Requested Capital Plan authorization for replacement of current parking meters.

FY2015 Objectives

- Propose replacing four (4) parking meter kiosks in Town municipal parking lots.
- Continue annual review of fee structure and duration of parking permits with selectmen sub-committee.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Parking				
Personnel Services	81,462	83,978	86,231	
Expenses	24,235	28,935	28,935	
Total	105,697	112,913	115,166	-

STAFFING

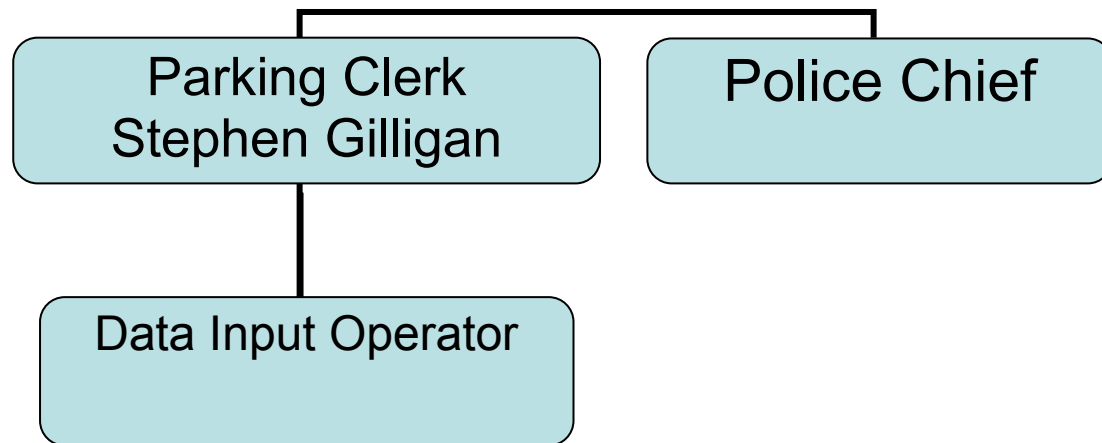
	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Parking				
Managerial				
Clerical	1	1	1	
Professional/Technical				
Total	1	1	1	

Major Accomplishments for 2013

- Continue to work with Police Department, where appropriate, to implement towing and other programs to collect delinquent violation payment.
- Continue to work with the DPW Maintenance Department to maintain our four parking meters.

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Parking				
Number of tickets issued	13,827	14,327	13,738	13,738
Revenue	\$365,616	\$375,381	\$354,357	\$354,357
Meters Collected	\$81,343	\$ 79,544	\$ 74,994	\$ 74,994
Parking Permits	\$149,689	\$108,074	\$129,146	\$129,146
Total Viol. / Meter / Permit Revenue	\$596,648	\$562,999	\$558,496	\$558,496





Program Description

The Department of Planning & Community Development prepares long-term and short-range plans and studies related to the Town's land use and physical environment. The Department works with the public and the private sector to ascertain and realize community goals for land use and development in housing, transportation, economic development, public facilities, historic, natural and cultural resource areas, open space, and recreation land and facilities.

The Department also administers the Community Development Block Grant (CDBG) and other grant programs, oversees the day-to-day operations of six Town-owned buildings with over twenty occupants and tenants, and supports the efforts of Town boards, committees, and commissions.

FY2015 Objectives

- Present the Master Plan to the Redevelopment Board for formal adoption
- Present the Master Plan to Town Meeting for endorsement
- Oversee community and business relations in connection with the East Arlington Mass. Avenue Rebuild
- Focus efforts to strategically increase subsidized affordable housing and foster the adoption of land use policies that help Arlington meet its threshold affordable housing obligations under state law while also protecting and expanding middle-income housing opportunities
- Inventory the Town's land and real estate assets and ascertain the Town's land and real estate needs for public facilities and services

Budget Statement

The FY2015 budget reflects the cost of licenses and subscriptions for updated economic and local business data services. The budget also shows an increase in staff hours for the conservation administrator.

PROGRAM COSTS

Redevelopment Board	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	27,166	32,559	33,204	
Expenses	3,541	10,800	10,800	
Gibbs	211,397	200,510	200,510	
Parmenter	12,760	15,000	15,000	
Crosby	-	-	-	
Dallin Library	-	5,000	5,000	
Total	254,865	263,869	264,514	-

PROGRAM COSTS

Planning & Community Development	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	322,002	337,168	378,368	
Expenses	13,444	16,200	24,585	
Total	335,445	353,368	402,953	-

STAFFING

Planning & Community Development	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	4.3	3.82	4	
Total	6.3	5.8	6.0	



Major Accomplishments for 2013 (cont.)

- Convened Master Plan Advisory Committee’s work on vision, goals, existing conditions for Your Town Your Future: a Master Plan for Arlington
- Closed out Homelessness Prevention and Rapid Rehousing program with HUD report
- Coordinated MassDOT’s second design public hearing on East Arlington Mass. Avenue Rebuild
- Received design approval on East Arlington Mass. Avenue Rebuild
- Advanced the design and gained community support for Arlington Safe Travel Project, including restoring parking
- Substantial Progress on Key Bus Routes Program
- Coordinated Arlington Center Parking Study
- Alta Brigham Square occupancy and affordable housing
- Submitted Local Initiative Program (LIP) application to Massachusetts Department of Housing and Community Development (DHCD) for their acceptance of units on State Subsidized Housing Inventory Worked with developer, their lawyer, and Town Counsel on deed restriction and other legal documents for compliance with Town policy and Special Permit
- Oversaw marketing and lottery for Alta Brigham affordable housing Arlington 360
- Submitted LIP application to DHCD for their acceptance of units on State Subsidized Housing Inventory Worked with developer and attorneys on deed restriction and other legal documents for compliance with Town policy and Special Permit
- Study of economic impact on East Arlington and Arlington Center of Arlington’s theatres
- Worked with developer on traffic improvements and compliance with Special Permit
- Gained commitment from MBTA to restore service of MBTA 67 bus to top of Symmes Road
- Coordinated process of naming a Designated Town Representative
- Hosted town-wide workshop in October, 2012 and three forums in June, 2013 attended by over 200 people
- Renewed Storefront Enhancement Pilot Program
- Arlington Center Parking Sign Improvements (with DPW)

Major Accomplishments for 2013 (cont.)

- Development of a Commercial Vacancies database, incl. local commercial real estate brokers
- Presented panel for property owners and local business owner/entrepreneurs on Co-working/Business Incubator work space
- Organized of First Lights holiday festival with Chamber of Commerce
- Completed CDBG Action Plan, HPRP Grant, and CDBG-R Grant
- CDBG Consolidated Annual Performance and Evaluation Report

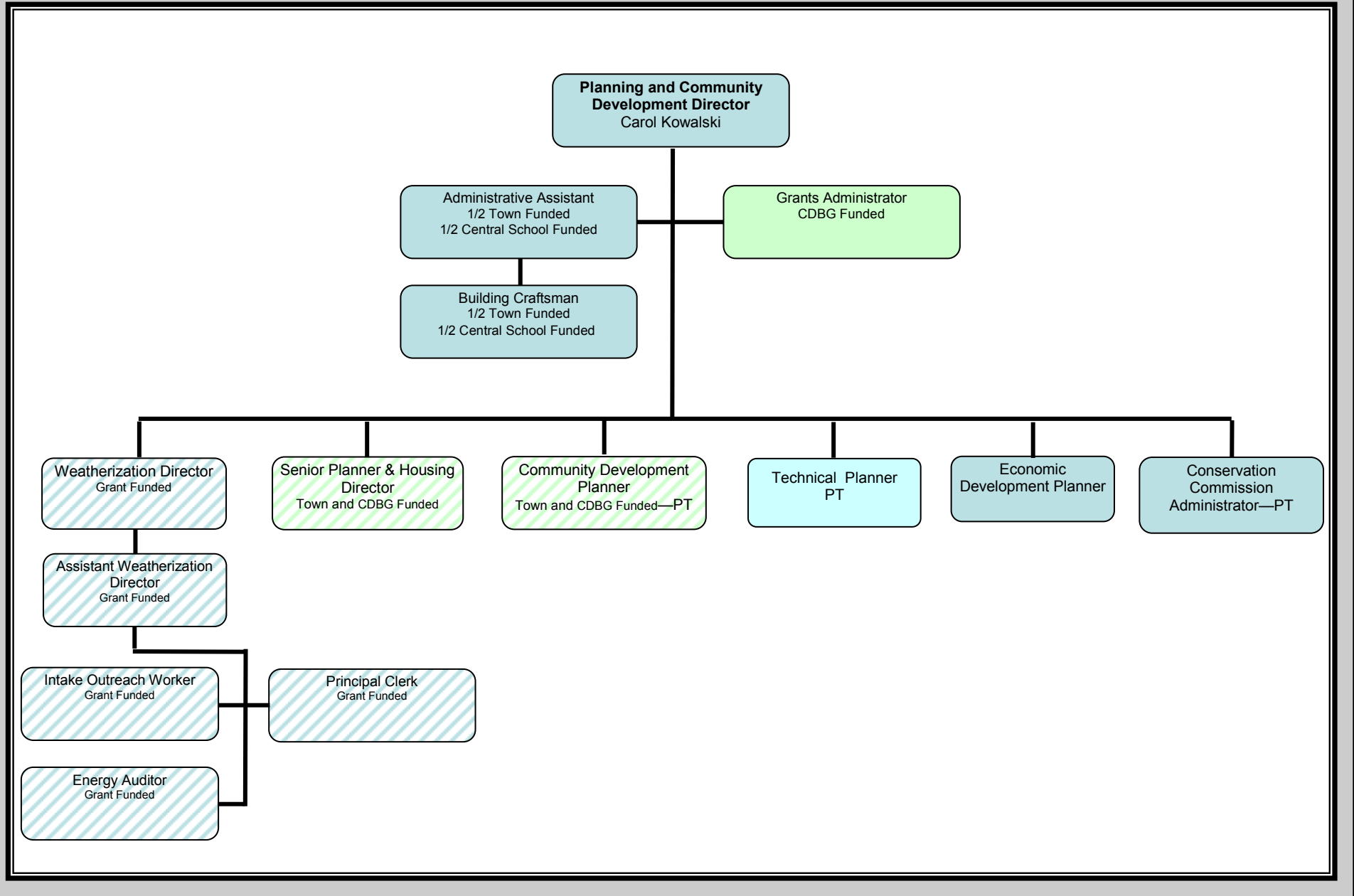
STAFFING

Redevelopment Board	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial				
Clerical				
Custodial/Bldg.Maint.	0.5	0.5	0.5	
Total	0.5	0.5	0.5	



Performance / Workload Indicators				
Planning & Community Development	FY2012 Actual	FY2013 Estimated	FY2014 Estimated	FY2015 Estimated
Room rental fees	\$ 4,000	\$ -	\$ 2,500	\$ 5,000
Plans, Designs, and Analyses		42	50	50
Business/Merchants Assisted		200	200	200
Sign Permit Applications Reviewed	20	20	20	20
Contracts negotiated and administrated	8	14	10	10
Zoning Board Applications reviewed	20	20	20	20
Citizen inquiries	275	300	300	300
Bldg Maintenance Requests	1,500	1,500	1,700	1,700
CDBG Funds Administered	\$ 1,250,000	\$ 1,020,887	\$ 1,100,000	\$ 1,000,000

Performance / Workload Indicators				
Conservation Commission	FY2012 Actual	FY2013 Estimated	FY2014 Estimated	FY2015 Estimated
Evening Meetings attended	29	24	24	24
Conservation Permits - Reviewed and Issued	17	14	18	18
Citizen inquiries	250	250	250	250





Program Description

The Zoning Board of Appeals interprets and enforces the Zoning Bylaw for the Town of Arlington. Hearings are generally held on the second and fourth Tuesdays of the month, as needed. The Board is comprised of the Chairman and two associate members, including an attorney and a licensed architect who listen to testimony and render decisions based on a unanimous vote of the board. It is the Board's responsibility to issue the legal documentation required relative to the approval or denial of each petition. There are also two alternate members who may sit in absence of a regular member.

Budget Statement

The budget proposed for FY2015 is increased by \$135.

FY2015 Objectives

- Work with the Inspections Division and Planning Department to provide the services required to support the Zoning Bylaw for the Town of Arlington
- Provide prompt and informed decisions on all applications submitted to the Zoning Board of Appeals
- Make decisions which uphold the original intent of the Zoning Bylaw
- Instill confidence in the petitioners and applicants that they have been rendered a fair and equitable decision

Major Accomplishments for 2013

The Zoning Board of Appeals heard and rendered decisions on 14 petitions for Special Permits and/or Variances.

Performance / Workload Indicators

<i>Zoning Board of Appeals</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Applications	20	14	10	10
Revenue	\$ 8,000	\$ 5,600	\$ 4,000	4000

PROGRAM COSTS

<i>Zoning Board of Appeals</i>	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	13,721	17,130	17,265	
Expenses	2,825	4,100	4,100	
Total	16,546	21,230	21,365	

STAFFING

<i>Zoning Board of Appeals</i>	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial				
Clerical	0.5	0.5	0.5	
Professional/Technical				
Total	0.5	0.5	0.5	



Zoning Board of Appeals
5 Member Board

Principal Clerk
Part Time



PUBLIC WORKS

PUBLIC WORKS • STREETLIGHTS



Program Description

The Public Works Department comprises 8 separate divisions to maintain the Town infrastructure. The Divisions are:

- Administration
- Engineering
- Cemeteries
- Natural Resources (Parks and Trees)
- Properties (Building Maintenance, Custodial)
- Highway
- Motor Equipment Repair
- Water and Sewer Utilities

The Department is responsible for 100 miles of public roadways, 250 miles of water and sewer pipes, 75 miles of storm drains including 3,500 catch basins, numerous parks, playgrounds, athletic fields and open lands, and 18,000 public trees. In addition the Department maintains over 150 Town vehicles and operates three service utilities: Water, Sewer and Solid Waste.

Budget Statement

The Administration Department Personnel Services increased by \$10,774. This is due to step increases and the assignment of additional hours for the Recycling Coordinator.

The Expense budget remains unchanged from FY2014.

FY2015 Objectives

- Continued effort to resolve need for creation of a DPW materials lay-over facility (snow storage, storm damage debris storage).
- Assist all DPW divisions with fully utilizing WebQA.
- Evaluate DPW Facility with regard to better utilization of layout and on site operations.
- Continued development of a more streamlined tracking process for response to emergency events.
- Evaluate dispatch operations with focus on a customer DPW call center, a Town wide customer call center, or even a Dial-311 municipal call center.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Public Works				
Personnel Services	2,265,048	2,562,008	2,628,050	
Expenses	6,646,572	4,910,300	5,127,435	
Total	8,911,620	7,472,308	7,755,485	-

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Public Works				
Managerial	7	7	7	
Clerical	4.5	4	4	
Professional/Technical	4	4.5	5.18	
Public Works	45.6	45.6	44.6	
Total	61.1	61.1	60.78	



Major Accomplishments for 2013

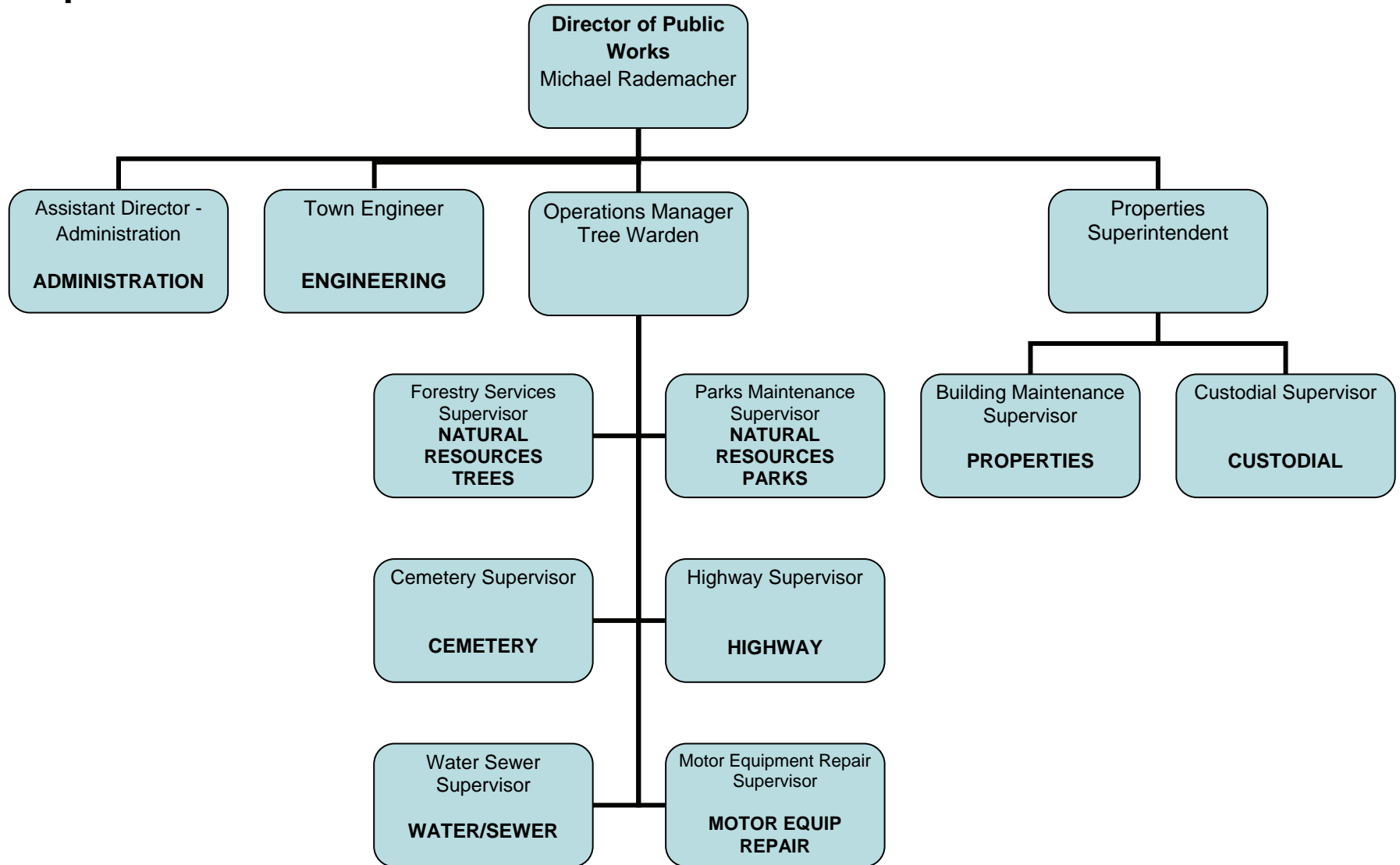
- Hired Energy Manager position.
- Completed majority of LED Streetlight changeover.
- Completed DPW facility building light efficiency project.
- Held two Community Collection Days to promote recycling and reuse.
- Prepared application for FEMA reimbursement resulting from February blizzard.
- Prepared application for reimbursement for expenses resulting from micro burst in East Arlington.
- Prepared application for reimbursement for expenses resulting from fuel truck spill on Mystic Valley Parkway.
- Oversaw contracted aquatic weed harvesting contract in Spy Pond and the Arlington Reservoir.
- Managed contracted curb side collection and disposal of 12,602 tons of solid waste (11% reduction from 2012).
- Managed contracted curb side collection and disposal of 3,986 tons of yard waste for composting.
- Managed contracted curb side collection and disposal of 5,257 tons of recyclables (13% increase from 2012).

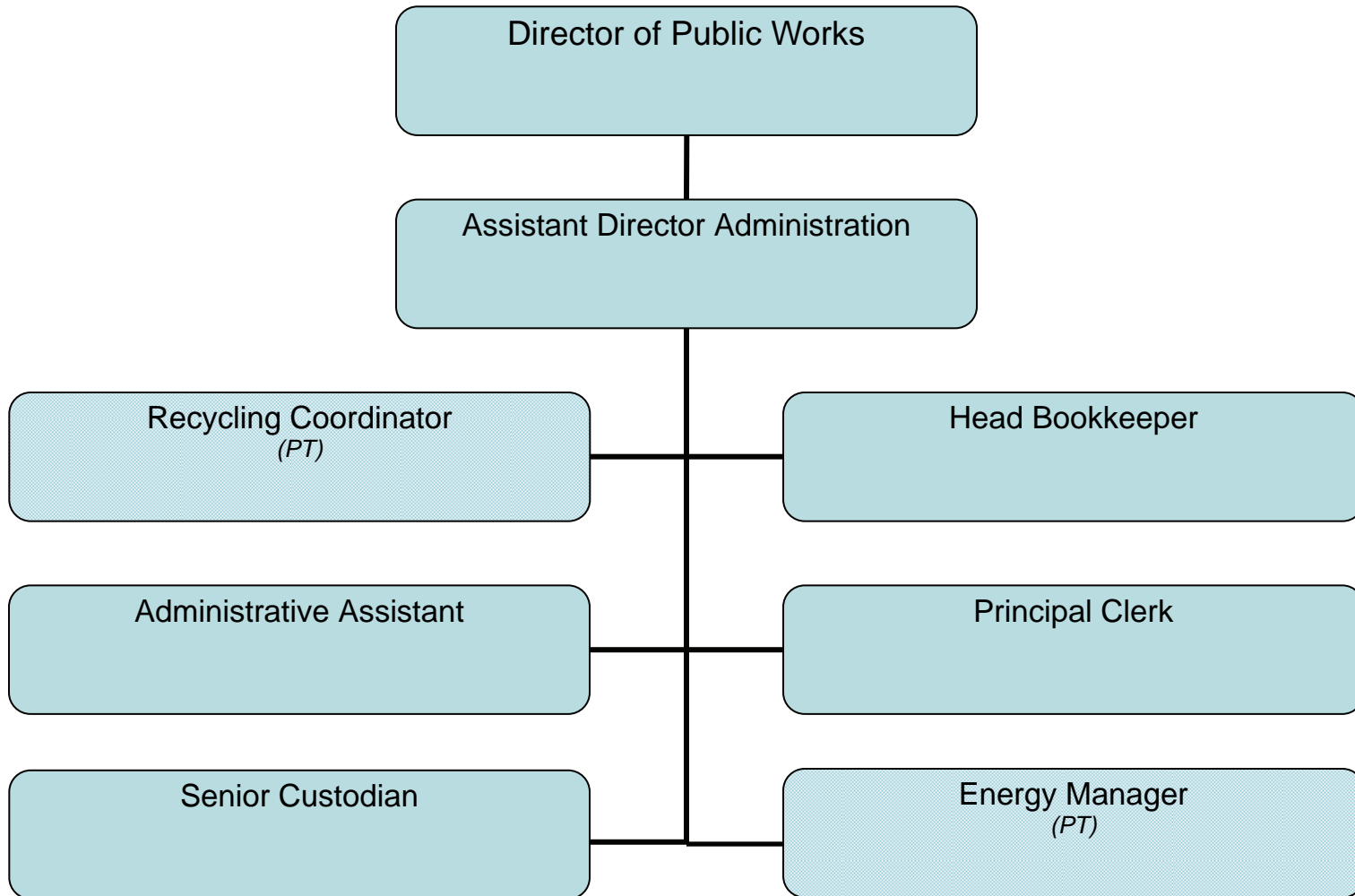
	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Administration				
Purchase Orders Processed	1,475	1,567	1,600	1,625
Water/Sewer bills generated	24,965	24,985	25,000	50,000
Citizen inquiries	33,000	33,000	33,000	33,000

PROGRAM COSTS				
Public Works Administration	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	198,056	230,677	241,421	
Expenses	21,601	23,400	23,400	
Total	219,657	254,077	264,821	-



Department of Public Works







Program Description

The Engineering Division has the following responsibilities:

- Coordination and preparation of technical designs, engineering plans and specifications for municipal infrastructure improvements and other Capital Projects.
- Oversee contracted construction projects including field inspections and administrative requirements.
- Inspection for construction quality assurance within public properties and roadways including inspection of the trench and property restoration work by private contractors and other utilities.
- Provide record keeping and update plans for Town roadways, sidewalks, water/sewer lines, parks, and infrastructure.
- Technical support and construction oversight assistance for the Department of Public Works and other Town Departments, including the Planning/Community Development and Recreation Departments.
- Overseeing and managing Traffic Signals Maintenance Contractor.
- Reviewing, preparing reports on, and regulating the impact of private developments on our water/sewer and stormwater utilities, roadways, sidewalks, and other Town assets.
- Performing private way improvement cost estimates and assisting the Selectmen's Office with the betterment process.

Budget Statement

Departmental Personnel Services is up by \$1,635 due to step increases and an internal promotion. The increases are mostly offset by an increase in W/S Offsets.

The Departmental request for expenses is reduced \$400 due to the elimination of a clothing allowance.

FY2015 Objectives

- Maintain and update Pavement Management System and develop criteria for improved capital planning for road rehabilitation.
- Prepare and coordinate 5 year capital improvement plan for roadways, water and sewer, and stormwater infrastructure improvements.
- Prepare construction specifications and contract documents, coordinate, supervise, and monitor annual construction projects: water rehabilitation, sewer rehabilitation, roadway rehabilitation, stormwater improvements, handicap ramp improvement project and other capital projects.
- Oversee and coordinate environmental quality monitoring, compliance requirements, and implement efficient and effective measures and controls.
- Continue the Stormwater Awareness Series to provide outreach and educational opportunities to residents regarding issues pertaining to stormwater runoff, water quality, erosion, and flood control etc. as required by the Stormwater Management Program for 2014. This will include outreach to commercial and business entities as well.
- Increase coordination between DPW and GIS to plan, develop, and identify areas for monitoring and tracking infrastructure improvements, permit tracking, environmental compliance, and infrastructure inventory collection and assessment data.
- Maintain and coordinate traffic signal equipment data including updating records for signal timing and sequence data and pedestrian crossing cycles.
- Update sewer pump stations to include installation of telemetry units to collect station pump data.
- Provide permitting and regulatory updates as required for the EPA NPDES MS4 permit as well as coordinating the inspection and updates for the Arlington Reservoir Dam and Emergency Action Plan to the Massachusetts Office of Dam Safety.
- Review and update existing water and sewer ordinances to current requirements and standards.
- Review existing storm water regulations and bylaws to ensure compliance with current EPA requirements.



Major Accomplishments for 2013

- Provided technical support to the Transportation Advisory Committee for planning, projects and recommendations.
- Monitored, coordinated, and completed the following projects: Arlington High School Athletic Practice Field Rehabilitation, Arlington High School Culvert Rehabilitation, Downing Square Intersection Improvement Project. On-going project includes water line rehabilitation at Mt. Pleasant Cemetery.
- Reviewed, updated, and maintained procedures for managing utility trench repairs, street permitting, Approved Contractor Licensing, and tracking of necessary repairs.
- Continued to develop a town-wide inventory of sidewalk ramps and locations where sidewalk ramps are needed.
- Oversaw and coordinated development of a 10 year capital improvement plan for water distribution system.
- Oversaw the development of specifications, contracts, and construction for the 2013 Capital Improvement projects including:
 - handicap ramp program (\$190,000)
 - roadway re-surfacing improvements (\$1,500,000)
 - sewer rehabilitation services (\$1,000,000)
 - water rehabilitation (\$950,000)
 - Arlington High School Culvert Rehabilitation (\$400,000)
 - Arlington High School Practice Athletic Field Rehabilitation (\$100,000)
 - collaborate with EPA to implement a pilot project to promote the "Soak Up the Rain Program"
- Increased communication and outreach to residents and abutters for major construction projects including email notices, flyer notifications, web alerts, vehicle message board, and project web updates etc.
- Oversaw construction administration services, design services, and investigation of the Sanitary Sewer Inflow and Infiltration Improvement Program.
- Updated EPA NPDES MS4 permit, Arlington Reservoir Dam and Emergency Action Plan, MWRA Municipal Discharge Permit.

PROGRAM COSTS

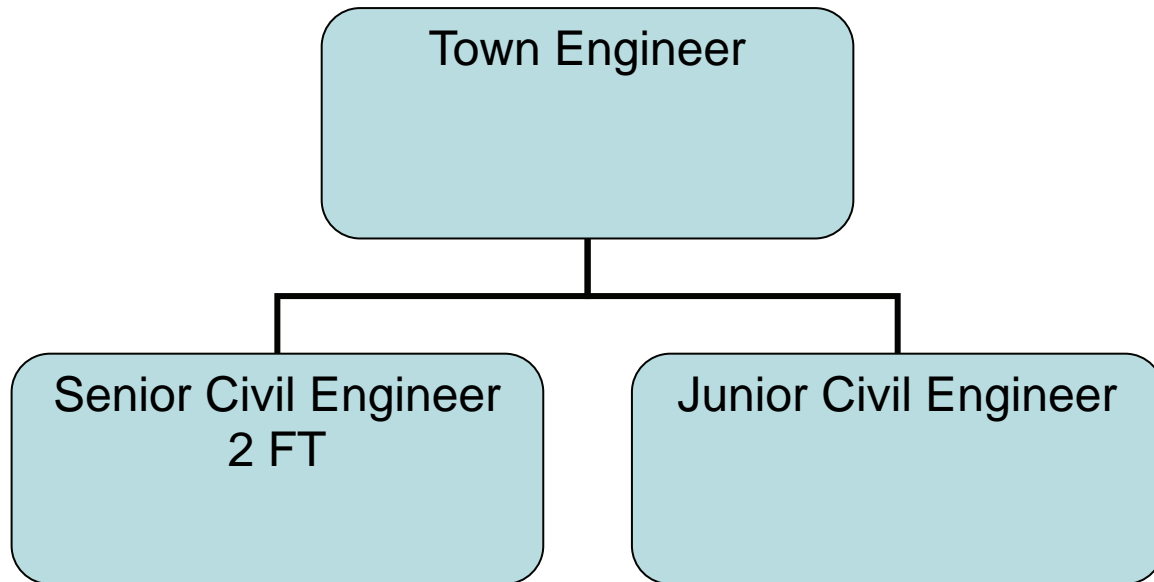
	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Engineering				
Personnel Services	103,328	123,150	124,785	
Expenses	10,309	14,300	13,900	
Total	113,637	137,450	138,685	-

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Engineering				
Managerial				
Clerical				
Professional/Technical	4	4	4	
Public Works				
Total	4	4	4	

Performance / Workload Indicators

<i>Engineering - Contracted work-Linear Feet</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Roadways Rehabbed/Paved	17,640	16,580	20,000	20,000
Sidewalks replaced	2,116	1,785	2,000	2,000
Granite Curb- Placed or Replaced	1,359	1,086	1,250	1,250





Program Description

The Cemetery Division is responsible for the care and maintenance of the Mt. Pleasant Cemetery and the Old Burying Grounds. The Mt. Pleasant Cemetery is an active cemetery comprised of 62 acres of land and accommodates an average of 200 burials per year. The Old Burying Grounds is an inactive, historical community cemetery of 6 acres. Three volunteer Cemetery Commissioners make recommendations to the Town Manager on rules, regulations, and fees to the Town Manager.

FY2015 Objectives

- Continued oversight of the grounds maintenance contract.
- Further investigation of a Chapel repair & renovation project.
- Continued pursuit of cemetery expansion including grave sites and columbariums.
- Final development of a columbarium structure.
- Pursue green burials.
- Continuation of stone repair and restoration.
- Repaving of entire Cemetery road system.

Budget Statement

The Cemetery Department Personnel Services increased by \$6,448. This is due to step and longevity increases.

The Expense budget is reduced \$300 due to a reduction in the Heating Fuel expense line.

Major Accomplishments for 2013

- Upgraded the Cemetery Mapping system to PeopleGIS technology.
- Performed 183 total internments.
- Continued program of cleaning old stones and monuments in Mt. Pleasant Cemetery.
- Began design development of a columbarium project.

PROGRAM COSTS

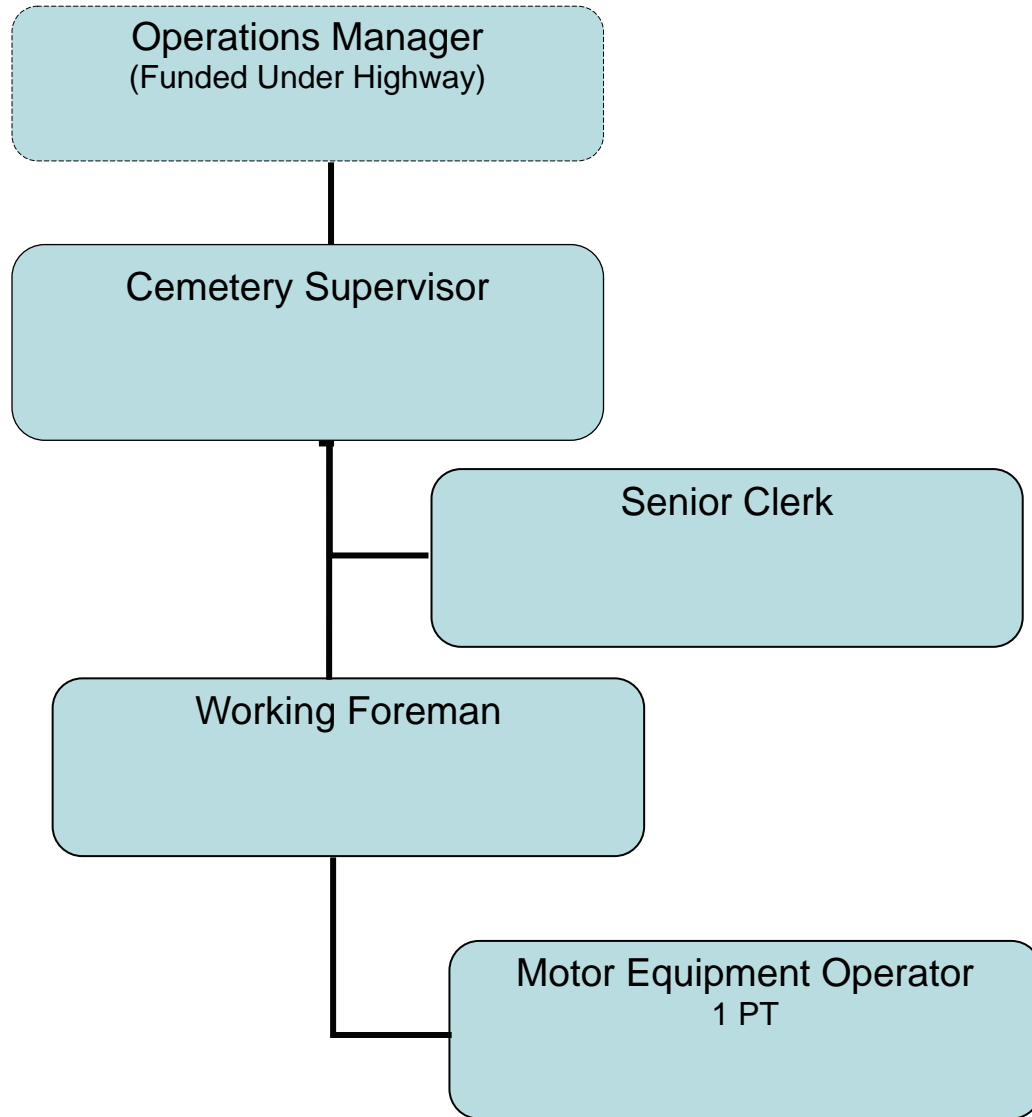
Cemetery	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	250,321	68,825	75,313	
Expenses	148,467	155,800	155,500	
Total	398,788	224,625	230,813	-

Performance / Workload Indicators

Cemetery	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
New Grave Sales	28	29	29	29
	239	183	183	183
Funeral Excavations/Closures				
Funeral Resorations	95	116	116	116
Loam & Seed - Areas restored	176	255	255	255
Headstones Straightened	80	132	132	132
Restore/Place markers	35	103	103	103
Foundations Repaired/Constructed	8	0	5	5
Flowers / Bushes - Areas Planted	5	53	53	53
Chapel Cleanings	52	52	52	52

STAFFING

Cemetery	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial				
Clerical	1	1	1	
Professional/Technical				
Public Works	2.6	2.6	2.6	
Total	3.6	3.6	3.6	





Program Description

The Natural Resources Division provides management, care, and maintenance of the Town's open space lands, public parks, playgrounds, and athletic fields. The primary facilities include nineteen (19) athletic fields, twenty-six (26) playgrounds, and parks including Reservoir Beach, North Union Spray Pool, Menotomy-Rocks Park, McClennen Park, Town Hall Gardens, Minuteman Bike Path, Broadway Plaza, and the Whittemore-Robbins grounds. The division also maintains plantings and lawn care in twenty-one (21) traffic islands.

The Tree Division is responsible for the management, care, and maintenance of more than 19,000 public trees.

Budget Statement

Personnel Services are up by \$25,072 due primarily to step, overtime, and longevity increases.

The request for Expenses has been increased by \$1,250. The increase is requested to help bring the Material Expenses in line with past years.

Performance / Workload Indicators

<i>Natural Resources</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Trees Planted	125	139	250	250
Trees Removed	400	165	150	150
Stumps Removed	160	215	200	200
8 Large Parks Maintained (acres)	66.3	66.3	66.3	66.3
16 Small Parks / Public Spaces (acres)	20.5	20.5	20.5	20.5
20 Landscaped Traffic Islands	1.8	1.8	1.8	1.8

Major Accomplishments for 2013

- Maintained approximately 19,000 shade trees town wide.
- Planted 139 trees.
- Installed approximately 2,000 holiday lights.
- Maintained "Tree City USA" designation from the Arbor Day Foundation.

FY2015 Objectives

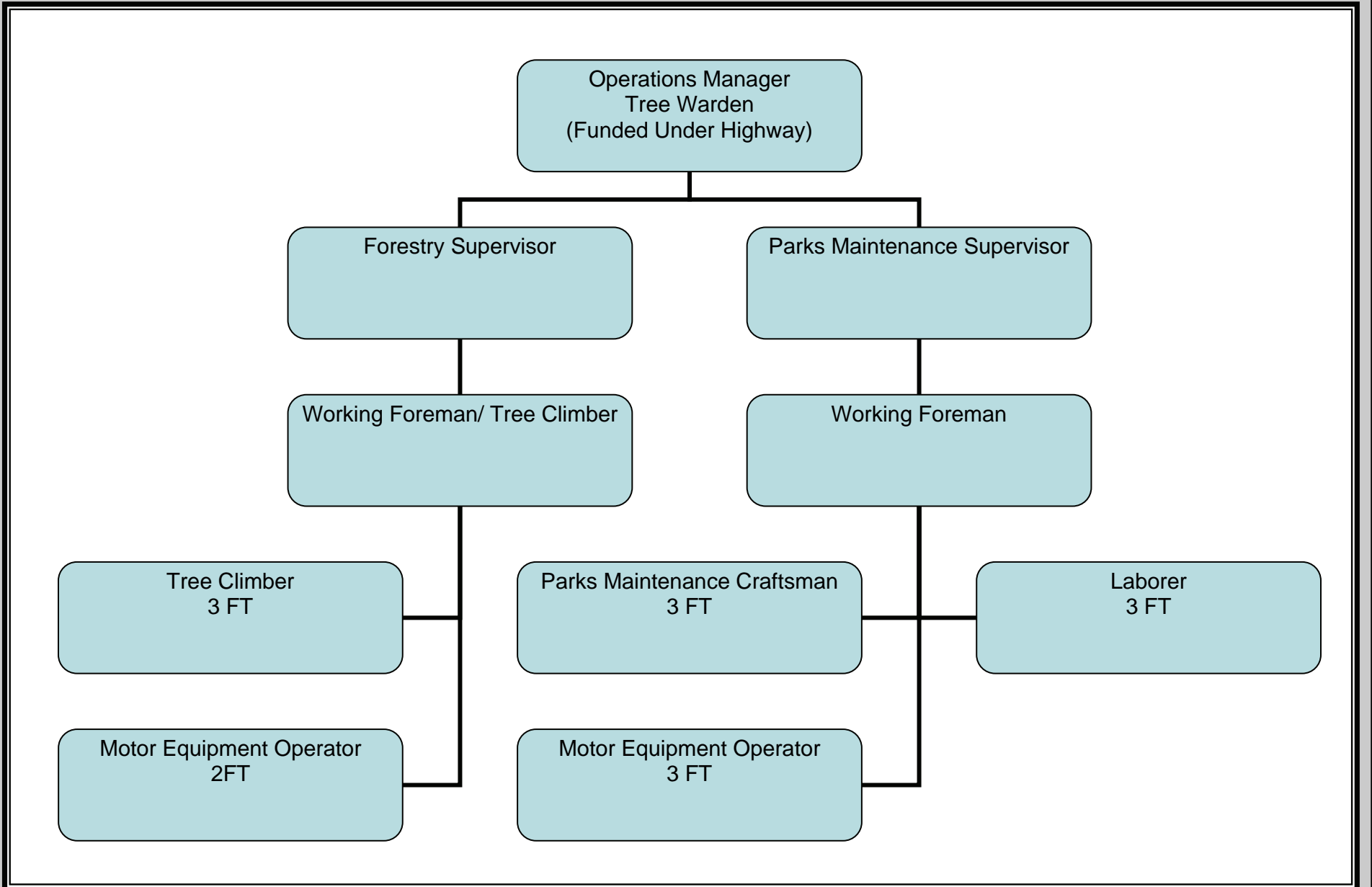
- Continued work to significantly reduce backlog of tree related work orders.
- Work with NSTAR to develop acceptable program for maintaining trees within utility lines.
- Continued progress in utilizing WebQA for work order requests.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Natural Resources				
Personnel Services	698,199	960,609	985,681	
Expenses	515,695	275,400	276,650	
Total	1,213,894	1,236,009	1,262,331	-

STAFFING

Natural Resources	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	2	2	2	
Clerical				
Professional/Technical				
Public Works	16	16	16	
Total	18	18	18	





Program Description

The Properties Division of the Department of Public Works is responsible for maintaining all Town and School Buildings. This includes 7 Elementary Schools, a Middle School, a High School, the Robbins Library, Town Hall, four DPW Buildings, three Fire Stations, the Mt. Pleasant Cemetery chapel and garage, the Whittemore-Robbins House, the Fox Library, Parmenter, Gibbs and Central Schools, the Jefferson-Cutter, Jarvis and Mt. Gilboa houses, the Reservoir Beach House, and the Spy Pond Field house. The staff of craftsmen and custodians are budgeted by the School Department, but when the craftsmen work on other municipal buildings they back charge the appropriate department. The Properties budget of the DPW purchases supplies and contracted services for the Town Hall, DPW Yard buildings, Fox Library, and Jarvis and Mt. Gilboa houses.

Budget Statement

The Properties Division consists of building maintenance and custodial services. Wages and personnel services for this division are in the Public Schools budget since the majority of the employees' work is in School Buildings. The DPW Properties funding pays for contracted services and materials in the Town Hall, the Fox Library, the Jarvis and Mt. Gilboa houses, and Buildings at the DPW Yard.

The request for Expenses is down by \$2,775. This is primarily due to a reduction in the request in the electricity budget.

Major Accomplishments for 2013

- Responded to over 1500 Town and School work order requests.
- Replaced the balusters over the High School front entrance.
- Coordinated the exterior painting at the Bishop and Stratton Schools.
- Oversaw improvements to the Library including repairs to the roof and replacement of the boiler with a high efficiency unit.
- Oversaw improvements to the High School including repairs to the Administrative Offices' HVAC system.
- Completed a moisture proofing/mold remediation project at the Bishop School.
- Coordinated the move into the newly constructed Thompson School for all staff.
- Coordinated seasonal help with painting the Hardy, Pierce and Ottonson Schools.
- Performed Town wide painting.
- Provided assistance to numerous Town Department for building maintenance.

FY2015 Objectives

- Review of all building condition reports to develop a strategic 5 year preventative maintenance plan.
- Continued coordination with the Energy Manager Position to find opportunities for efficiency upgrades.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Properties				
Personnel Services				
Expenses	311,955	262,700	259,925	
Total	311,955	262,700	259,925	-



Program Description

The Highway Division responsibilities include:

- Maintenance and Repairs to Town Streets and parking lots including paved surfaces, curbs, sidewalks, shoulders, guard rails, bridges, stairs, and grass edges.
- Maintenance and installation of traffic lines and traffic and park signage.
- Maintenance and repairs to Town drainage systems including pipes, culverts, catch basins, manholes, and waterways (both concrete and vegetated channels).
- Street Sweeping services.
- Overseeing of Solid Waste services including trash/recycling collections, bulky items collection /disposal, waste fill disposal, and hazardous waste programs.

FY2015 Objectives

- Continued timely response to resident initiated work requests.
- Maintain a high level of sidewalks replaced/repaired.
- Assist with development of a 5-year schedule for specific Highway Improvements, Chap-90 projects, and sidewalk replacements.

Budget Statement

The request for Highway Expenses is up by \$217,110. The majority of this increase is due to the elimination of the Tip Fee Offset Funds. The last remaining funds in that account were used in FY2014. Also included in the increase is additional funding for solid waste collection and disposal expenses of \$43,860 and \$7,000 respectively. Solid waste collection increases are necessary to cover the scheduled 2% increase in the collection contract. Solid waste disposal costs are increased but a reduction in the tons produced by the town is estimated, minimizing the increase to this cost.

Personnel Services are up by \$18,609. This is due to step increases.

PROGRAM COSTS

Highway	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	767,424	916,704	935,313	
Expenses	3,719,431	3,341,700	3,558,810	
Snow and Ice Removal	1,394,862	724,000	724,000	
Total	5,881,717	4,982,404	5,218,123	-

STAFFING

Highway	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	2	2	2	
Clerical				
Professional/Technical				
Public Works	21	21	20	
Total	23	23	22	

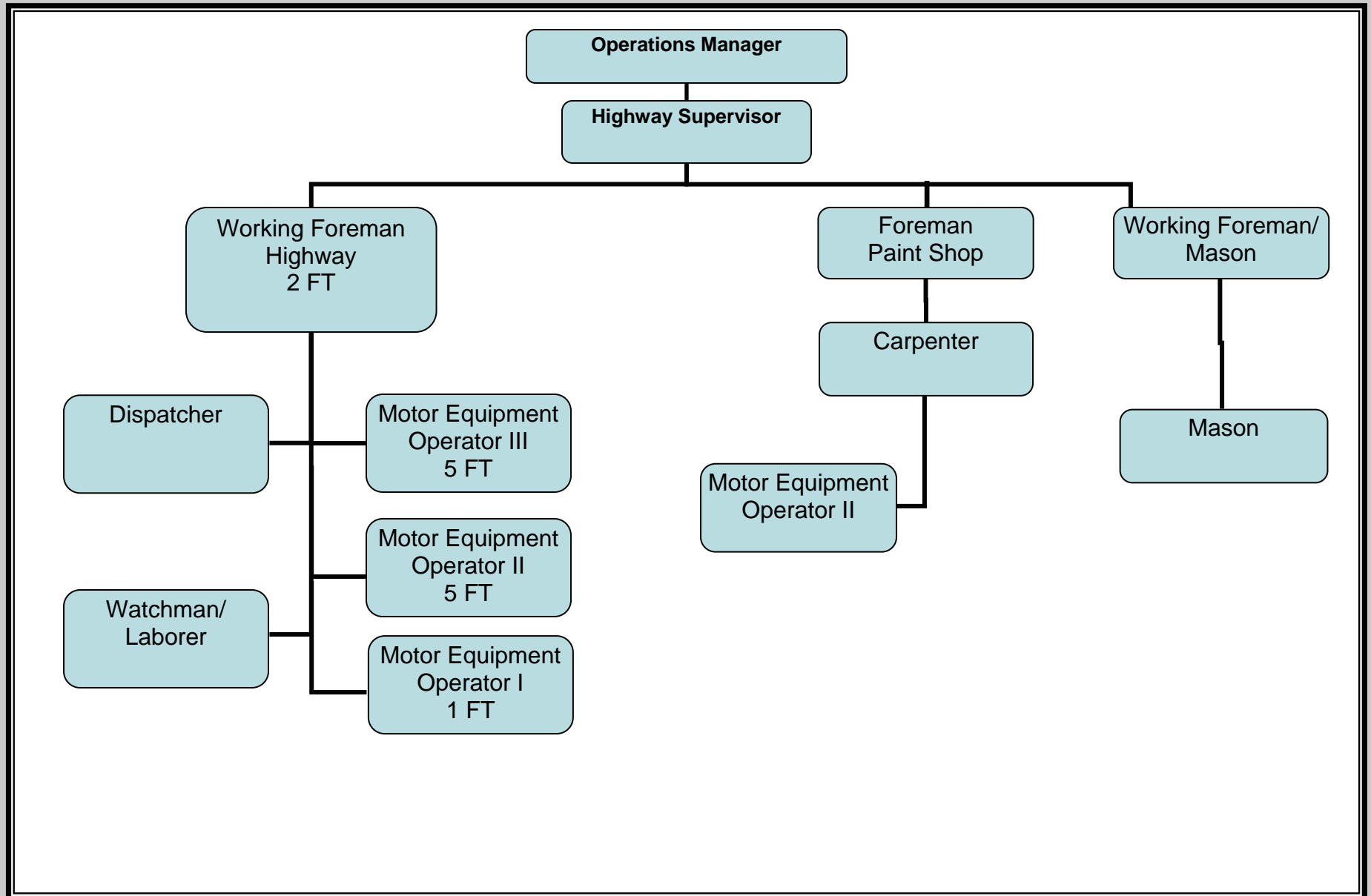


Major Accomplishments for 2013

Cleaned 610± catch basins in the town streets
 Swept the streets in all sections of the Town twice with department personnel
 Replaced over 5,107 linear feet of concrete sidewalk
 Replaced over 2,570 linear feet of asphalt sidewalk
 Repaired/replaced 74 catch basins
 Responded to 18 snow events totaling approximately 64 inches of accumulation
 Constructed 24' x 24' stage for Town Day event
 Delivered tax bills to post office for Treasurer's Office
 Oversaw snow removal operation from Massachusetts Avenue after February blizzard
 Assisted with rain garden construction at Hardy School
 Performed excavation work to find faulty wiring buried at Menotomy Rocks Park
 Regraded parking lot at Reservoir Beach
 Assisted with DPW Community Collection Days
 Assisted with response to fuel truck spill on Mystic Valley Parkway
 Placed 150 sand barrels Town wide for winter season

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Highway				
Solid Waste (tons)				
Solid Waste	14,214	12,602	12,600	12,500
Yard Waste	2,381	3,986	3,200	3,400
Recyclables	4,652	5,257	5,300	5,400
Patch Potholes	1,360	3,404	2,000	2,000
Sidewalk Patching	242	301	301	301
Repair CB's / Manholes	71	74	74	74
Clean Catch Basins	835	609	700	700
Install / Repair Street Signs	207	318	318	318
Make Specialty Signs	108	60	70	70
Pave Trenches	223	163	200	200
Sidewalk Replacements	7446	7677	7677	7677
Curb Work	525	1238	750	750
Traffic Lines - 24"	44068	44774	44774	44774
Traffic Lines - 12"	6190	6043	6043	6043
Traffic Lines - 4"	10640	8513	8500	8500
Traffic Painted Symbols	151	190	190	190
Plowing/Sanding Storms	5	8	8	8
Sanding Only Storms	5	13	13	13
Inches of Snow	16	64	64	64





Program Description

The Motor Equipment Repair (MER) Division maintains a fleet of over 150 Town vehicles. Tasks include preventative maintenance, breakdown repairs, and tire management.

Budget Statement

Personnel Services are up \$3,524 due to step increases.

The proposed budget for Expenses is up \$2,250. The increase is requested to help bring the Materials budget in line with historical trends.

FY2015 Objectives

FY2015 Objectives are similar to those of FY2014 as these are ongoing continual efforts:

- Improve Work Order operations through use of WebQA for internal scheduling of repairs.
- Improve tracking of parts inventories for more efficient repair response time.
- Improve Vehicle Maintenance operations expenditure accounting.
- Evaluate and improve preventative maintenance scheduling and maintenance record keeping.
- Conduct a study of vehicle usage to determine
 - a) where cost effective fleet reductions could be made, and
 - b) if we have the most beneficial functional options.
- Improve Shop/Building organization.

Major Accomplishments for 2013

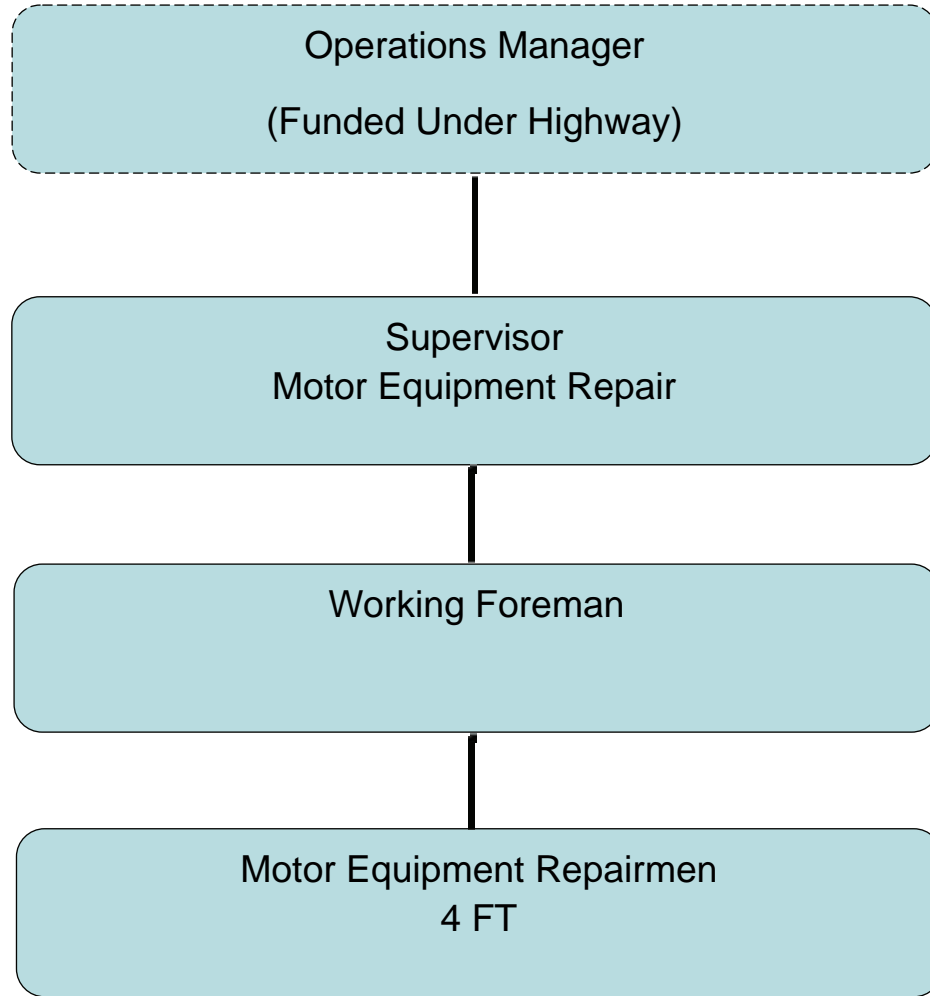
- Provided preventative maintenance and repairs on 150 motor vehicles, including vehicles assigned to the other Town departments.
- Provided staff to Community Safety repair shop as needed.
- Maintained snow and ice vehicles during events.
- Vehicles and Equipment: replaced two Supervisor vehicles with more fuel efficient mid-sized SUVs (existing vehicles were at end of life), Replaced Water Department Vacuum Truck, Replaced a truck mounted compressor with a trailer mounted unit, Replaced 1 ton dump with Plow.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Motor Equipment Repair				
Personnel Services	247,720	262,043	265,567	
Expenses	208,272	113,000	115,250	
Total	367,232	375,043	380,817	-

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Motor Equipment Repair				
Managerial	1	1	1	
Clerical				
Professional/Technical				
Public Works	5	5	5	
Total	6	6	6	





Program Description

The Administration Division oversees the contracted maintenance of the Town Streetlights. In 2006, the Town purchased the streetlights from NSTAR and has since realized considerable savings by contracting out this work. This budget also covers the costs of electrical power usage and the contracted maintenance of traffic signal systems, which is overseen by the Engineering Division.

Major Accomplishments for 2013

- Completed the Town's LED streetlight conversion program.

Budget Statement

The Expense budget is reduced \$38,000 from FY2014 due to the installation of LED Streetlights.

PROGRAM COSTS

Street Lights/ Traffic Controls/ Fire Alarm System	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services				
Expenses	315,980	253,700	215,700	
Total	315,980	253,700	215,700	-

FY2015 Objectives

- Continue to monitor double pole eliminations by the six primary utilities and facilitate a timelier turn-around time.



COMMUNITY SAFETY

POLICE • FIRE • SUPPORT SERVICES •
INSPECTIONAL SERVICES



Program Description

The Police Department has the following primary responsibilities:

- Protection of the lives and property of all citizens.
- Preserve the peace.
- Prevention of crime and disorder.
- Identify and prosecute violators of the law.
- Plan for and supervise public safety at special events, parades, elections, etc.
- Respond to and manage all critical incidents and emergencies.
- Support regional and national homeland security strategies.
- Collaborate with community stakeholders to creatively address quality of life concerns and the fear of crime.
- The protection of the individual rights of all persons within the Town of Arlington.

The Police Mission:

To promote, preserve, and deliver quality services and to ensure the safety of **ALL** members of our community.

Our Values:

This mission is a commitment to quality performance from all members. It is critical that all members understand, accept and be aligned with the responsibilities established by this mission. It provides the foundation upon which all operational decisions and organizational directives will be based. Directives include rules, regulations, operating policies, procedures, and practices.

This mission represents the commitment of this administration to the concepts of quality performance management. In other words, members are expected to work consistently in a quality manner in the daily performance of those duties, job responsibilities, and work tasks associated with this mission. Quality manner means that performance outcomes comply with the performance standards established for the Arlington Police Department and for each associated member.

Program Description (cont.)

Examples of performance standards include the oath of office, code of ethics, rules, policies, procedures, directives, general and supervisory orders, work productivity, and behavior.

Each member is required to accept the responsibility for the achievement of this mission and publicly register his or her commitment to it and to the concepts of quality service.

PROGRAM COSTS				
Police	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	5,674,834	6,599,872	6,850,912	
Expenses	652,946	599,450	653,650	
Total	6,327,780	7,199,322	7,504,562	

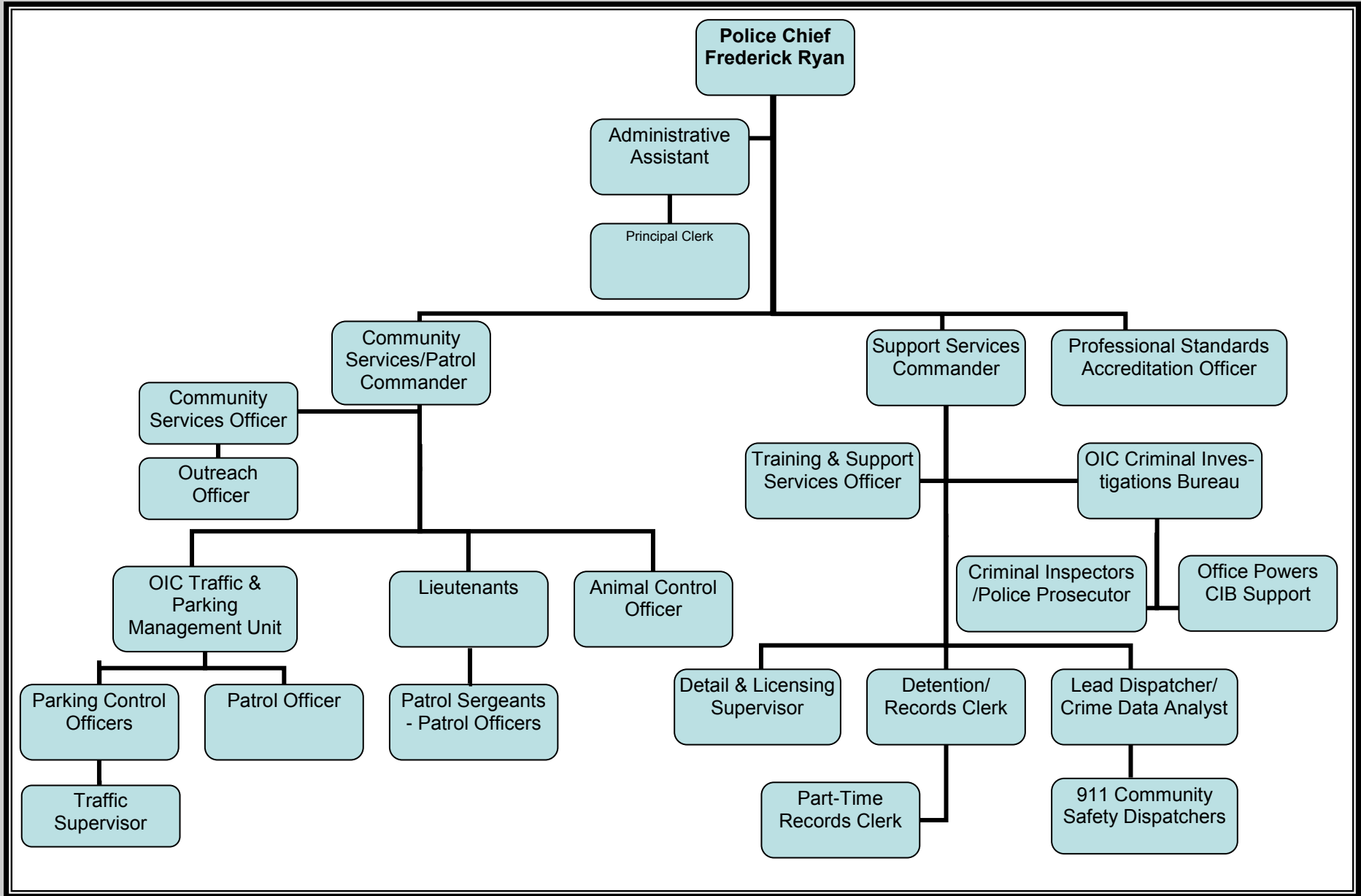
STAFFING				
Police	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Chiefs		1	1	
Captains	3	3	3	
Lieutenants	8	6	6	
Sergeants	9	9	9	
Police Officers	47	49	49	
Parking Control Officers	2.2	2.35	2.35	
Animal Control Officer	1	1	1	
Dispatchers	-	10	10	
Clerical	-	4.31	4.31	
Custodial	1.71	1	1	
Total	71.91	86.66	86.66	



Budget Statement

The Department consists of the following divisions and work units:

- The **Support Services Division** manages information technology & records, Enhanced 9-1-1, firearms licensing, training, facilities and the fleet, and distributes weapons and all other supplies.
- The **Community Services Division (Patrol)** patrols all sectors of Town identifying and preventing criminal activity and maintains a police presence to serve as a deterrent. This function also serves as the initial investigators and first responders to all critical incidents.
- The **Professional Standards and Accreditation Unit** is responsible for preventing employee misconduct, conducting all internal investigations, and for the development and implementation of departmental rules and regulations. This unit is also responsible for ensuring compliance with national standards and police accreditation.
- The **Criminal Investigation Bureau** is responsible for the follow-up investigation of all crimes, domestic violence, family services, and sex offender registry.
- The **Community Policing/Services Unit** is responsible for administering all programs aimed at developing partnerships and problem solving in the community.
- The **Traffic and Parking Unit** is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town. This unit also represents the Police Department on the Transportation Advisory Committee.
- The **Animal Control Officer** enforces all laws relating to control of animals, investigates animal bites, quarantines offending pets, and delivers pet safety programs.
- The **Jail Diversion Program** pairs a mental health clinician with police officers to co-respond to mental health emergencies in the community. The Jail Diversion clinician assesses non-violent individuals in crisis, refers clients to all levels of treatment, and links individuals and families to community resources.





FY2015 Objectives

- Promote, preserve and deliver quality police services and to ensure the safety of all members of the community.
- Expand upon community partnerships and engage in effective problem solving with the ongoing goal of excellent customer service.
- Use innovative and intelligence-led data driven policing to reduce crime, fear of crime, and increase quality of life for residents.
- Maintain staffing levels to provide proactive quality policing services to the community.
- Fully implement the COMSTAT (Computer Statistics) program to ensure uniform accountability throughout the Community Services Division.
- Expand upon the use of crime analysis and data driven policing to effectively deploy resources.
- Improve upon our directed enforcement program by fully implementing a structured program that will include all uniformed officers. This will include supervisory follow up, citizen feedback, and evaluation.
- Carry out the policy of the Arlington Police Department to develop the leadership skills and competencies of members at every level of the organization. Work with the Leadership Steering Committee to publish a Leadership Development Framework document that will be the organizational leadership roadmap to the future.

Major Accomplishments for 2013

- Maintained CrimeReports.com to inform citizens of crime data.
- Expanded the use of data driven policing to effectively deploy valuable resources.
- Deployed personnel strategically so as to provide uniformed police patrol 24 hours per day, 365 days per year.
- Sought out and administered grants, working in partnership with the Board of Selectmen, Health and Human Resources, Public Works, Fire Department, School, and the local emergency planning committee.
- Expanded our partnerships and efforts to regionalize efforts with local, federal, and state law enforcement agencies.

Major Accomplishments for 2013 (cont.)

- Deployed personnel to Boston and Watertown to assist in the stabilization of the City of Boston and the apprehension of suspects in Watertown after a Terrorist Attack, while still maintaining the safety of the citizens of the Town of Arlington.
- Expanded upon the Jail Diversion program and administered the grant that funds the program.
- Implemented Uniformity of Radio Transmissions to improve public safety services to our community and to safely reduce our response times.

Performance / Workload Indicators

<i>Patrol Division</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Robbery	12	6	15	9
Burglary	146	108	195	143
Rapes	4	5	9	5
Motor Vehicle Theft	28	15	36	26
Larceny				
<i>From Building</i>	80	79	60	73
<i>From Motor Vehicle</i>	140	148	261	186
<i>Of Motor Vehicle Parts</i>	3	7	5	5
<i>From Coin Op Machines</i>	-	-	-	-
<i>All others</i>	157	123	195	172
Pickpocket / Purse Snatch	7	2	9	6
Shoplifting	37	33	27	35
Assaults	160	168	156	169
Assault and Battery on a Police Officer	7	9	3	6
Criminal Arrests	219	219	258	231
Criminal Summons	173	191	183	185

Performance / Workload Indicators

<i>Dispatch</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Calls For Service	27,860	32,002	32,910	29,991



FY2015 Objectives

Professional Standards & Accreditation unit is responsible for all internal investigations and for the development and implementation of departmental rules and regulations.

- Prepare for the Massachusetts Police Accreditation Commissions on-site assessment in May 2014 which provides an independent and objective review of the agency's programs and practices.
- Develop standardized forms to improve the efficiency of Internal Affairs investigations.
- Update policies as required by the 5th Edition set forth by the Commission on Accreditation for Law Enforcement Agencies, Inc.

Major Accomplishments for 2013

- Became recertified in March as an accredited law enforcement agency by the Massachusetts Police Accreditation Program.
- Remained in compliance with the mandates set forth by the Massachusetts Police Accreditation Program.
- Trained personnel in new departmental policies and accreditation standards.
- Conducted internal investigations as needed.



FY2015 Objectives

Criminal Investigations Bureau is responsible for the follow up investigation of all crimes. The Bureau's goals are the protection of persons, the apprehension and successful prosecution of criminal offenders, the recovery of property, and the prevention of crime through hard work, perseverance, and the use of the most modern forensic technology.

- Work with our regional partners and stakeholders to address high risk domestic violence through our partnership with CABHART (Cambridge, Arlington, Belmont High Risk Assessment Response Team), and the town's FIRSTSTEP Program.
- Address controlled substance drug issues by assigning Inspectors to the regional Suburban Middlesex Drug Task Force and the Federal Drug Enforcement Agency.
- Have the SRO (School Resource Officer) work in partnership with the Arlington Public Schools. The SRO will continue to address Community Based Justice for juvenile offenders through our partnership with the Middlesex District Attorney's Office and the schools; and continue to work in collaboration with Arlington Youth Health Safety Coalition to address juvenile issues, and to assist with the juvenile offender Diversion Program.
- The School Resource Officer will work with the schools and stakeholders to obtain training about ALICE (Alert-Lockdown-Inform-Counter-Evacuate), and possible implementation of the program in our school system.
- Assign an Inspector as our Police Prosecutor to handle all arrests, probable cause hearings, and act as a liaison with the Massachusetts's Trial Courts and the Middlesex District Attorney's Office.
- Obtain training for the Inspectors to be able to utilize the most current technology to assist in the apprehension of criminals.
- Expand the use of the Detective Case Management System to assign investigations, and to allow for the supervisory follow-ups to monitor the effectiveness of the investigations.
- Implement restorative justice practices through our partnership with C4RJ (Communities for Restorative Justice) as an alternative to the traditional criminal justice system.

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Firearms Licensing:				
Licenses to Carry/FID	184	239	180	194
Missing Persons Investigations	379	314	258	231
Domestic Violence	332	347	381	345
Criminal Investigations	1,731	1,555	1,815	1,772
Level 2 & 3 registered Sex Offenders monitored	24	19	19	20

Major Accomplishments for 2013

- The Criminal Investigation Bureau investigated over 1,500 reports of criminal activity.
- Investigated and managed several high profile and sensitive criminal investigations including allegations of child abuse at the Arlington Boys and Girls Club in the late 1970s to 1980. This investigation resulted in the arrest and indictment of a former swim coach.
- Planned and executed numerous search and arrest warrants.
- Participated in a multi-jurisdictional drug task force resulting in numerous arrest and indictments. Detectives assigned to both Regional and New England Region Drug Task Forces.
- Administered the Town of Arlington Sex Offender Registry.
- The Department's Family Service Unit worked with CABHART (Cambridge, Arlington and Belmont High Risk Assessment Response Team) along with the town's FIRSTSTEP to identify high risk domestic violence victims and plan for safety and services.
- Took part in The National Family Domestic Violence Apprehension Detail along with several surrounding communities to apprehend domestic violence offenders with outstanding arrest warrants.
- The Family Service Unit investigated over 200 domestic violence related incidents and continued its partnership with FIRSTSTEP to provide support and services to domestic violence victims.
- Participated in inter-agency Task Forces to combat residential house-breaks.



Major Accomplishments for 2013 (cont.)

- Assisted with both the Town and State Officials to perform inspections of local massage parlors.
- Successfully sent two Inspectors to Arson Investigation at the State Fire Marshall's Office where they completed training to become certified Arson Investigators.



FY2015 Objectives

Traffic & Parking Unit is responsible for safety education and enforcement of all laws relating to traffic and parking within the Town.

- Increase staffing of the unit to ensure traffic enforcement remains a primary function of the department.
- Actively participate as a member of the Transportation Advisory Committee.
- Work with and support the Town Manager’s Office, The Board of Selectmen’s Office, and any other department seeking assistance with parking, traffic, and other quality of life issues affecting the community.
- Conduct traffic studies (as needed) utilizing the department’s traffic counting equipment.
- Work in conjunction with the School Department and their Human Resources staff to oversee the Traffic Supervisors and address safety issues around the elementary schools.
- Maintain a direct line of communication between the Engineering Department and Public Works to facilitate the replacement of old, worn or missing signs.
- Seek out, apply for, and participate in available traffic enforcement grant opportunities from the Executive Office of Public Safety and Security (EOPSS).
- Utilize the Web QA more effectively to respond directly to citizen’s concerns regarding traffic issues.

Major Accomplishments for 2013

- Conducted targeted enforcement at high volume/high complaint areas in various neighborhoods.
- Hired a Parking Control Officer to target evening and Saturday violators.
- Continued to partner with the School Department and the Traffic Supervisors to oversee and coordinate pedestrian safety initiatives at the elementary schools.
- Began using the Web QA as a form of communication with members of the community with traffic and parking concerns.
- Developed a direct line of communication with the Engineering Department and Public Works to help facilitate the replacement of old, worn, or missing signs.
- Continued to support and be an active member of the Traffic Advisory Committee by attending monthly meetings, providing current traffic, parking, and crash data, and providing recommendations for improvements to the Board of Selectmen.
- Secured a \$6,000 grant from EOPSS to provide extra patrols in three mobilizations: “Click It or Ticket,” “Drunk Driving, Over The Limit, Under Arrest,” and “Drive Sober or Get Pulled Over.”
- Secured a \$5,000 grant from EOPSS to provide extra patrols in their Pedestrian, Bicycle, and Moped Type Safety mobilization.
- Coordinated with the Town Manager’s Office and Selectmen’s Office on issues involving traffic, parking, and other quality of life issues affecting the community.
- Worked closely with and supported other town departments to coordinate barricade/signage positioning for numerous special events, block parties, and general traffic safety around construction sites.

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
<i>Traffic</i>				
Hackney Licenses Issued New	70	68	63	60
Parking Violators	15,159	14,445	14,892	14,449
Moving Violations	3,976	3,610	4,284	3,967



FY2015 Objectives

Community Policing/Services Unit is responsible for administering all programs aimed at developing partnerships in the community.

- Provide crime deterrent and target hardening services and programs to the citizens and businesses within our community. Included in this endeavor are programs consisting of informative lectures, crime reduction programs, and outreach initiatives.
- Provide professional services to the citizens, while working to minimize the fear and negative perception associated with crime.
- Meet with neighborhood groups, business owners, and property owners to address the quality of life issues that arise throughout the Town.
- Offer home and business assessments for security risks and loss prevention measures.
- Build upon the partnership with the Arlington Housing Authority and the Menotomy Manor Neighborhood Association.
- Perform assessments on municipal buildings and meet with Department Heads to develop a plan to secure these buildings and protect property.

Performance / Workload Indicators

<i>Community Programs</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Neighborhood Meetings	20	35	35	35
Summer Youth Camp (HRC)	130	135	135	135

Major Accomplishments for 2013

- Continued partnership with the Germaine Lawrence School and all other youth villages in Town.
- Attended crime prevention/neighborhood meetings.
- Monitored database for cases requiring follow-up.
- Investigated graffiti related incidents and followed through with By-Law violations when necessary.
- Investigated all cases of Missing Persons.
- Offered free RAD program to female high school students.



FY2015 Objectives

The Animal Control Officer/Animal Inspector enforces all laws relating to control and care of animals, investigates reports of cruelty, facilitates conflict resolution pertaining to animal complaints, investigates animal bites, quarantines animals that have bitten or have been bitten by an unknown source, and provides education and assistance with domestic and wild animals.

- Ensure that the Town of Arlington is in full compliance with all new and existing animal control laws. This includes euthanasia, management of wildlife and strays, disaster plan, protocols for response and record keeping, and becoming certified through an approved facility.
- Meet all requirements for the Animal Inspector duties as outlined and required by the Department of Agriculture. This includes issuing quarantines, inspecting chicken coops, and infectious disease investigations.
- Maintain logs of wild animal sightings. Inform residents of frequent or increased sightings, illness, or rabies incidents, and provide education and suggestions for how to deter interactions with them as needed.
- Provide assistance for injured animals both domestic and wild. Assess the needs of the animal and arrange for the proper outcome. Develop relationships with wildlife rehabilitation facilities and strengthen relationships with local veterinary offices.
- Engage the community more to help with compliance of the by-laws, responsible pet ownership, and education about dog behavior and wildlife control.
- Work with the Town Clerk’s office to increase licensing and collect late fees. Develop an online licensing system to facilitate the process for residents. Work with the community to educate on the importance of licensing and make a plan for organizing annual rabies vaccine clinics in conjunction with licensing.
- Maintain and enhance partnerships with other Animal Control Officers and Animal Welfare groups for mutual assistance and placement of unclaimed/unwanted animals.

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Animal Complaints	555	969	855	752
Humans Bitten/Scratched by Dogs	29	11	12	20

FY2015 Objectives (cont.)

- Assess the needs of low income and elderly pet owners. Apply for grants to secure funding to begin to provide some of the needed services.
- Work more closely with the Parks Department to gain better compliance with off-leash rules and expectations.
- Work closely with the Board of Health in areas of hoarding and rabies control.

Major Accomplishments for 2013

- Maintained and enhanced partnerships with other Animal Control Officers and Animal Welfare groups for mutual assistance and placement of unclaimed/unwanted animals.
- Worked with Recreation Department on off-leash compliance in parks. Continued presence in parks and recreation areas in Town.
- Contracted with vendor for boarding and care of stray dogs. This includes medical care and they will rabies vaccinate, microchip, and spay/neuter when required.
- Increased licensing of canines.



FY2015 Objectives

- Co-respond with patrol officers to provide crisis intervention and evaluations to Arlington residents in crisis situations. Be available to assist officers with walk-in clients who are in need of urgent mental health services.
- Work cooperatively and expand services and relationships with The Arlington Health and Human Services Department, Arlington Council on Aging, Arlington Youth Counseling Center, Arlington Youth Health and Safety Coalition, Arlington Public Schools, Arlington Fire Department, The Department of Children and Families, Arlington Housing Authority, Advocates Psychiatric Emergency Services, and the Cambridge Court Clinicians.
- Build relationships with the 43+ group homes in Arlington.
- Monitor police reports and follow up with cases that have been flagged requesting clinician follow up as well as those not flagged that would benefit from support or referrals.
- Provide training to outside agencies on the use of the JDP.
- Partner with the Community Outreach Police Officer to assist in sorting out conflicts between residents in Arlington.
- The Edinburg Center will provide Mental Health First Aid training to the officers at the APD. This is an eight hour training course.
- Respond to the Arlington Public Schools to provide crisis assessment, crisis counseling, outside referral, and involuntary commitments to hospitals as needed.
- Provide involuntary commitments to local emergency rooms for further evaluation as needed in the community.
- Seek alternative operating funds to assist the Hoarding Response Team, which has no funding source. Separate funding must be provided to ensure the Team continues with its mission to support residents throughout the clean out process, provide needed referrals, and to ensure future health and safety compliance.
- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health issues.
- The JDP clinician will continue to use the involuntary commitment process when appropriate to assist individuals in need of substance abuse treatment.

Major Accomplishments for 2013

- Using DMH grant funds, the Police Department based mental health clinician continued to support town staff (police, fire, schools, public health, etc.) in managing cases involving mental health issues.
- Provided one-on-one mental health assessment training to officers.
- Processed cases with police officers following routine and non-traditional cases to ensure use of best practices.
- Provided mental health information and tips through the bulletin system read by all police officers.
- Attended police roll call to continue to build relationships and ensure officers remember to call clinician when needed and when appropriate.
- JDP continued to build strong relationships with the public school nurses, guidance counselors, SRO, principals, asst. principals, and the truancy officer/Juvenile Diversion Program director. The JDP clinician also participated in and referred cases to the Restorative Justice Program.
- The Hoarding Response Team has worked with 25+ homes/families. The team was able to help a resident be chosen to be on the TLC cable show Hoarders: Buried Alive, which aired in April 2013. The network paid for the clean out and repairs of the condemned home – without this help the resident would have lost her home. The work of the team was highlighted in a television segment on WCVB news.
- The JDP clinician assisted in approximately 440 cases in 2013.
- The Jail Diversion clinician arranged training by the Autism and Law Enforcement Education Coalition (ALEC) for Arlington first responders. This training teaches best practices when encountering children on the autism spectrum.
- The clinician delivered the Mindstorm presentation to the Arlington police officers. This powerful training presentation simulates what it feels like to experience hallucinations and educates officers on effective de-escalation strategies when encountering persons in crisis.
- The Cambridge Court Mental Health Clinician came to speak to officers about the involuntary commitment process.
- The JDP clinician and police commanding officers gave a presentation to the City of Newton's police department and all Newton stakeholders about the APD JDP program.



Program Description

The Arlington Fire Department's primary functions are the prevention of fire, preservation of life and property, and the overall wellness of the community. These functions are achieved through code enforcement and inspections. Being an all-hazards service, this department will respond to, and mitigate any emergency to which our customers request our assistance. Planning for local emergencies, whether natural (i.e. hurricanes) or manmade (i.e. terrorist events), has become an integral component of this department's yearly mandate.

The Fire Department is dedicated to the health of our community. Our FF/EMT's respond with both an ambulance and the closest fire apparatus to assess and mitigate all medical emergencies. Community education, such as the Student Awareness of Fire Education Program (SAFE), and the Juvenile Firesetters Intervention Program (JFIP) helps us contribute to the wellness of our residents.

Budget Statement

The budget for FY2015 increases by one staff position. This is necessary due to the overwhelming demand on the EMS Division. For years the EMS Division has been operated by having line personnel oversee the certification and training of all Department EMTs. With the new regulations and certifications, it is impractical to not have a full time dedicated staff person for this function.

The Fire Department is currently staffed at 74 personnel. There are currently two vacancies within the Department. It is budgeted for 81 personnel. In FY2015 there will be 74 personnel assigned to suppression duty, 3 assigned to staff duty, 2 mechanics, 1 administrative assistant, and 1 Chief of Department.

Budget Statement (cont.)

Overtime will continue to be an issue. Statistics show that to stay within the \$437,630 budgeted for overtime this department must maintain its maximum budgeted staffing (76 personnel or 18.5 firefighters/group and two on staff). This lag time requires increased overtime to maintain the 15 firefighter minimum staffing.

Performance Indicators show an increase in emergency calls of 4.6% from FY 2012 to FY 2013 and a .04 % increase from FY 2013 to FY 2014. Performance Indicators show a decrease in Rescue calls of 13% from FY 2012 to FY 2013 and a 19% increase from FY 2013 to FY 2014. It is estimated that the number of total Rescue calls will increase 2.9% from FY 2014 to FY 2015.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Police				
Personnel Services	5,674,834	6,599,872	6,850,912	
Expenses	652,946	599,450	653,650	
Total	6,327,780	7,199,322	7,504,562	

STAFFING

Fire	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Chiefs		1	1	
Deputy Chiefs	5	5	5	
Captains	6	6	7	
Lieutenants	15	15	15	
Firefighters	50	50	50	
Professional/Technical		2	2	
Clerical		1	1	
Total	76	80	81	



FY2015 Objectives

- Continue to provide ancillary programs such as the FIU, JFIP, Vial of Life, and SAFE within the limited resources and funding available.
- Implement a 5 – 10 year plan related to the reorganization and structure of the Fire Department.
- Continue to implement mandatory, standardized yearly training program for all firefighters.
- Assign a full time EMS staff officer and assess the benefit of an Arlington Fire Department Advanced Life Support, ALS, service and put together a comprehensive plan to implement ALS in the Department.
- Relocate all Fire personnel from Fire Headquarters during construction of HQ.
- Start and complete the full interior remodel of Fire Headquarters Station and relocate all Fire Department staff back to Fire Headquarters.
- Identify fire personnel for specialized training and enroll those personnel in appropriate courses at the Mass Firefighting Academy at Stow.

Major Accomplishments for 2013

- Successfully awarded a grant from the Massachusetts Department of Fire Services to include Fire Safety Education for our seniors similar to our student program.
- Department Fire Prevention Officer inspected over 260 properties and collected \$66,005 in permit fees for Town General Fund.
- Department Suppression Forces and Fire Prevention Officer conducted over 130 school fire drills and school safety inspections.
- Replaced a 1992 pumper with a 2013 E-ONE pumper as Engine 2.
- Replaced the 2006 back-up ambulance with a 2013 Horton Ambulance as Rescue 1.
- Replaced all Department Automatic External Defibrillators, AED, through Capital funding.
- Organized and participated in a charity hockey game against the Arlington Police to raise money for Autism Speaks Organization.
- Awarded a grant from the Federal government to replace our Self Contained Breathing Apparatus, SCBA. The grant saved the Town \$160,000 that was scheduled to be spent from Capital funding.

Performance / Workload Indicators

<i>Fire Department</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Emergency Calls	4,561	4,771	4,792	4,804
Rescue Response	2,797	2,433	2,902	2,988
Overlapping Calls	1,080	1,269	1,081	1,084
Private Ambulance ALS/BLS	1,555	1,815	2,016	2,218
Average Response Times*	3m 10s	4m 5s	3m 40s	3m 40s
Average Time Rescue Calls*	31m 1s	33m 15s	33m 20s	35m 5s
Fire Calls	134	95	121	125
Average Total Time Fire Calls*	31m 54s	26m 13s	27m 45s	26m 30s
Dollar Loss Property	3.19 million	3.24 million	3.57 million	4.04 million
SAFE Students Taught	2,677	2,679	2,717	2,727
JFIP Students Counseled	15	8	9	8

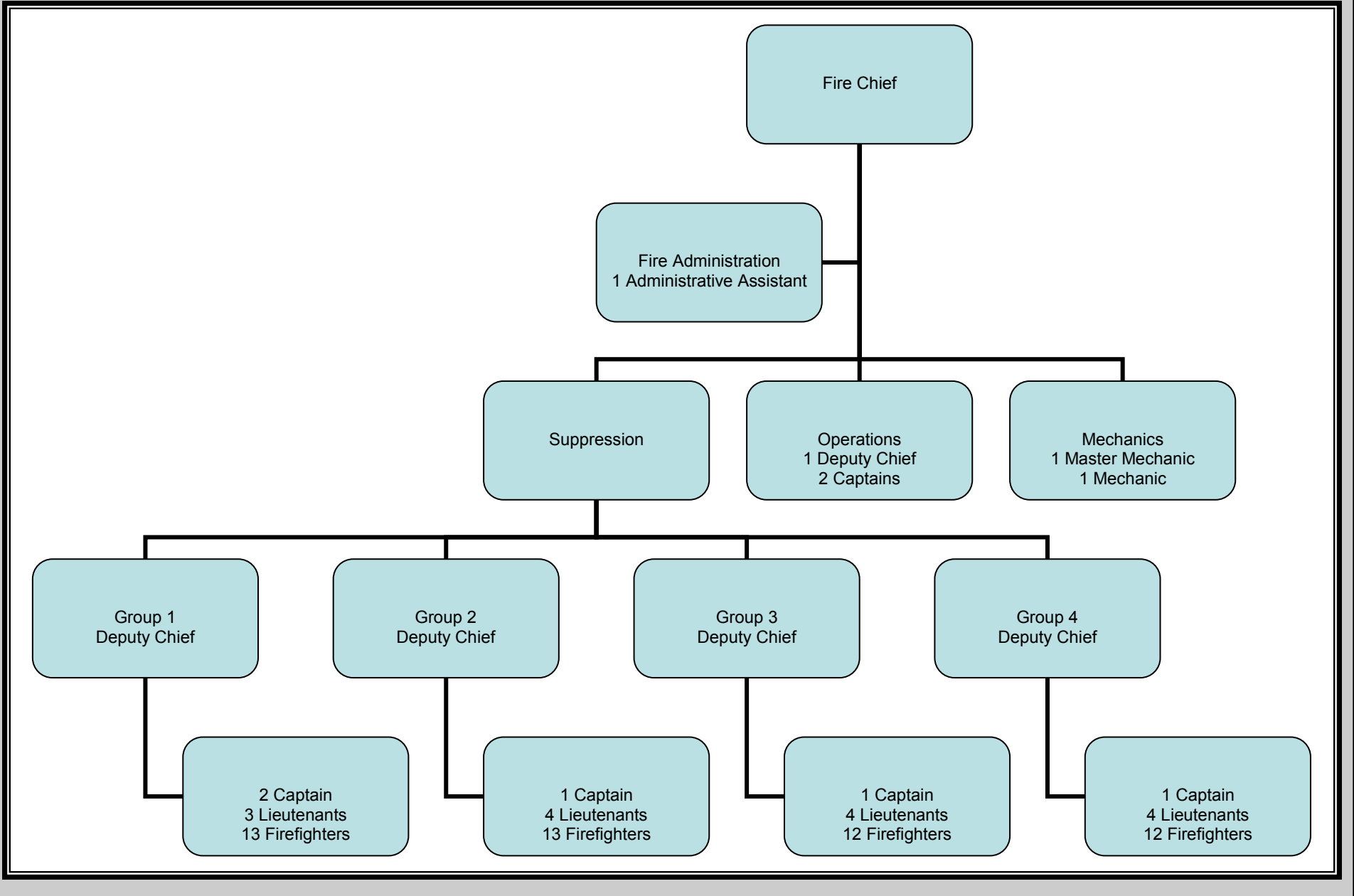
*minutes

Performance / Workload Indicators

<i>Fire Prevention</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Hours of School Fire Drills	5h 25m	5h 20m	5h 30m	5h 40m
	170	264	319	382
Hours of Fire Protection Syst. Inspt.				
Hours Strategic/Tactical Ops Plan.	25	23	23	22
Permits Issued	961	1,004	1,055	1,107
Permits Issued Revenue	\$72,104	\$66,005	\$81,738	\$91,873

Performance / Workload Indicators

<i>Fire Training</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Training Sessions	150	178	177	188
Training Hours	482	790	657	652
Total Attendees	1,975	1,966	2,147	2,147





Program Description

The Inspectional Services Department provides administrative and technical information, oversight and support to residents, contractors, business owners, merchants, and interdepartmental agencies. Its primary responsibility is the enforcement of Commonwealth of Massachusetts Building, Electrical, and Plumbing & Gas Codes, as well as all regulations, standards, and Town Bylaws.

Budget Statement

The Inspectional Services Department anticipates no significant budgetary increases for FY2015. Being approximately nearly completed with the Town of Arlington's unprecedented building expansion, the Inspectors and staff have diligently performed their duties of code enforcement and project safety.

Customer service, training of inspections staff, and providing assistance to residents and contractors remain the department's leading responsibilities.

FY2015 Objectives

With Arlington's vast residential base, single and two-family additions and renovations have always been, and we anticipate they will continue to be, the vast majority of Inspectional Services workload. We look forward to continuing with the Town's Master Plan efforts and assisting with its effective implementation.

PROGRAM COSTS

Inspectional Services	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	393,761	391,096	404,455	
Expenses	9,448	12,000	12,000	
Total	403,209	403,096	416,455	

STAFFING

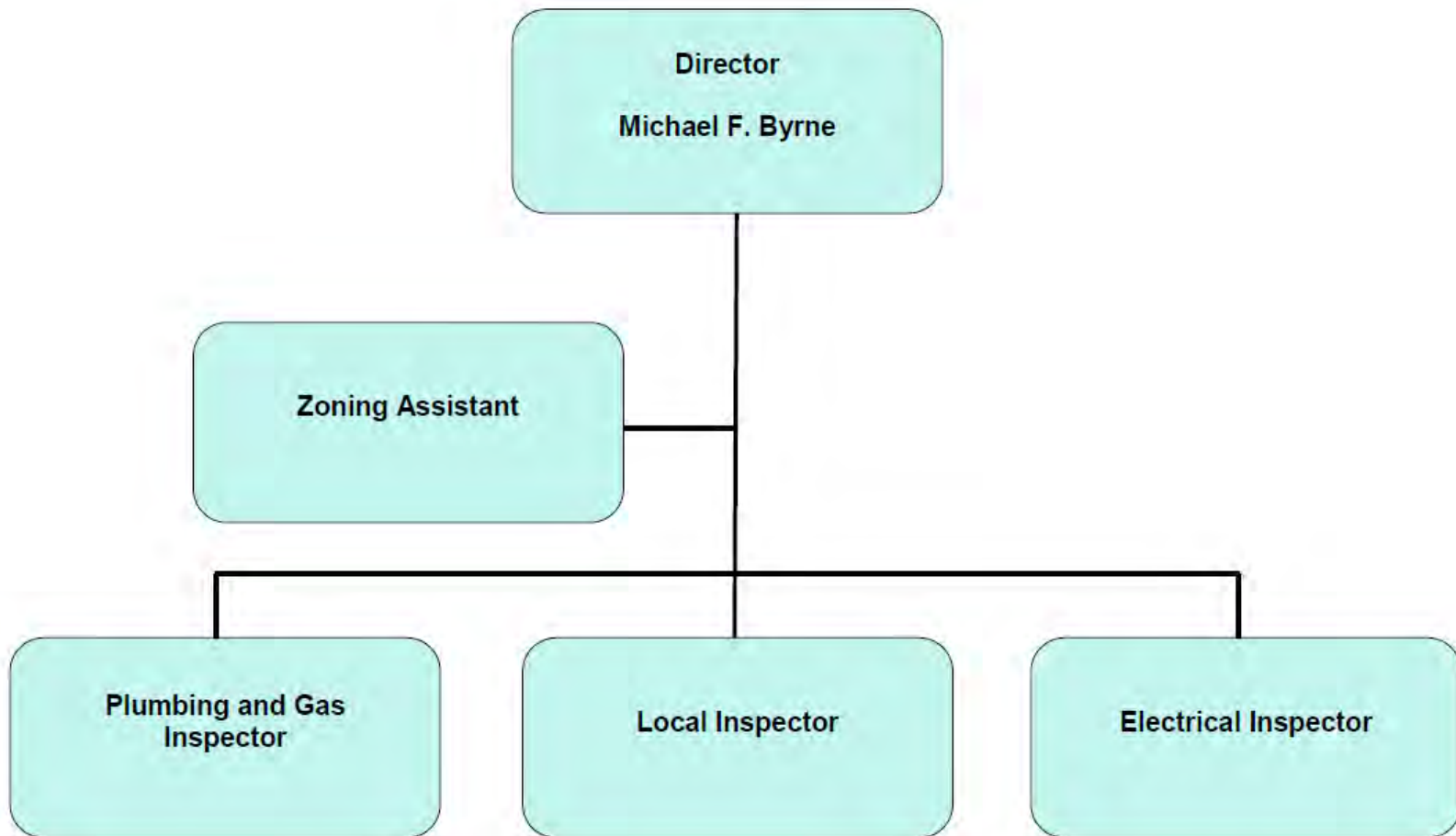
Inspectional Services	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	3	3	3	
Total	5	5	5	

Performance / Workload Indicators

Inspectional Services	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Building	2,850	2,799	2,200	2,250
Plumbing	964	1,273	822	875
Gas	815	1,015	775	810
Wiring	1,131	1,505	1,126	1,220
Revenues	\$ 1,724,973	\$ 1,628,831	\$ 1,100,000	\$ 1,250,000

Major Accomplishments for 2013

Major accomplishments for 2013 were the completion of the new Thompson School, issuance of final occupancy of the Alta Brigham's square development, temporary occupancy of the Arlington 360 apartment and condominium complex, and the ongoing inspection and review of the Brightview Assisted Living complex.



LIBRARIES





Program Description

The Robbins Library is a vital community center that connects people with traditional and technological resources for life-long learning, intellectual pursuits, and leisure. The library responds to citizens' needs with services and activities in a welcoming setting built on a history of free and equal access to information for all Arlington residents. Library staff selects, purchases, and processes a wide range of library materials including books, periodicals, and audio-visual materials. Reference assistance is offered in person, via email, via chat, and by telephone to answer informational questions and to locate materials. Access is provided to a vast array of electronic resources.

The library ensures adequate record keeping and accountability for the over 670,000 items that citizens borrow each year, and makes the collection of over 230,000 items available to patrons by returning items to their accurate shelving locations. The library promotes the love of reading in children, teens, and adults, while providing materials and services which support formal learning as well as the desire for personal growth and development for people of all ages.

Budget Statement

The projected FY 2015 budget includes personnel and expense increases that will support the maintenance of existing hours of operation and programs. A portion of these increases are being offset by energy savings made possible via the implementation of several energy conservation measures. Other increases in expenses will allow for building maintenance needs. The projected budget will also meet the state municipal appropriation requirement and eliminate the need to apply for a waiver to avoid de-certification and the potential loss of borrowing privileges at local libraries.

FY2015 Objectives

- Utilize feedback from the Library's FY2014 strategic planning process to improve the programs and services offered to the community
- Continue efforts to ensure that the library provides a welcoming, useful, and aesthetically pleasing environment by utilizing feedback from the FY2014 strategic planning process
- Increase programs for children, teens, and adults that reflect their needs, interests, and expectations
- Continue to secure funding for the Plugged In series that offers programs targeted at adults age 50+
- Conduct a study of library configuration to improve the layout of collections and services
- Evaluate existing procedures for the selection, ordering and processing of items for the library collection to ensure efficiency
- Expand efforts to form partnerships with community organizations
- Continue to implement strategies including social media to market library resources and services
- Complete the project to digitize a portion of our local history collection through the support of the Digital Commonwealth
- Move forward with innovative, high value computer/electronic services utilizing effective technologies to improve staff productivity and customer service, including the implementation of RFID at the Fox Branch Library
- Continue to provide support to the Robbins Library Foundation that was established in FY2012 to develop and conduct a comprehensive fundraising campaign
- Continue to work with the Friends of Fox to secure private funding to supplement the municipal budget

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Libraries				
Personnel Services	1,442,904	1,516,656	1,597,285	
Expenses	520,646	596,380	589,580	
Total	1,963,550	2,113,036	2,186,865	



Major Accomplishments for 2013

- Library recorded the highest circulation in its history (671,652)
- The Library Card Sign Up Challenge in February 2013 resulted in a 183% increase in new library card registrations from February 2012
- Continued to offer a very successful summer reading program for all ages
- Continued to provide a wide variety of creative children's programs with funding from the Anne Russell Fund
- Increased the number of both teen and adult programs offered by the library, including programs to assist patrons with accessing downloadable ebooks, several book groups, author visits, and "National Novel Writing Month" programs
- Continued our very successful series of programs targeted to adults age 50+ through securing private sponsorship funding from a local business
- Fox Branch Library circulation increased 16% overall from the previous fiscal year
- The Library experienced a 12% total increase in new library card registrations versus FY2012
- The Robbins Library slate roof replacement project was completed on time and on budget with limited service impact
- Working with the Regional Energy Manager for the Town, the Robbins Library modified the lighting system and installed a high-efficiency boiler to decrease energy consumption, increase energy efficiency, and reduce costs
- Head of Circulation Barbara Fulchino was named 2013 Outstanding Paraprofessional of the Year by the Massachusetts Library Association
- The Library was honored with a number of Massachusetts Library Association PR Awards, including Best Bookmarks (Foreign Film Bookmarks), Best Logo (Library Card Sign Up Challenge), and Best News Coverage ("The Open Book" Arlington Advocate column)
- Transitioned away from tethered public PCs to public laptops distributed from the laptop lending machine, which improved the level of technology services to the public and enhanced the physical space on the first floor of the Robbins Library to better serve patrons

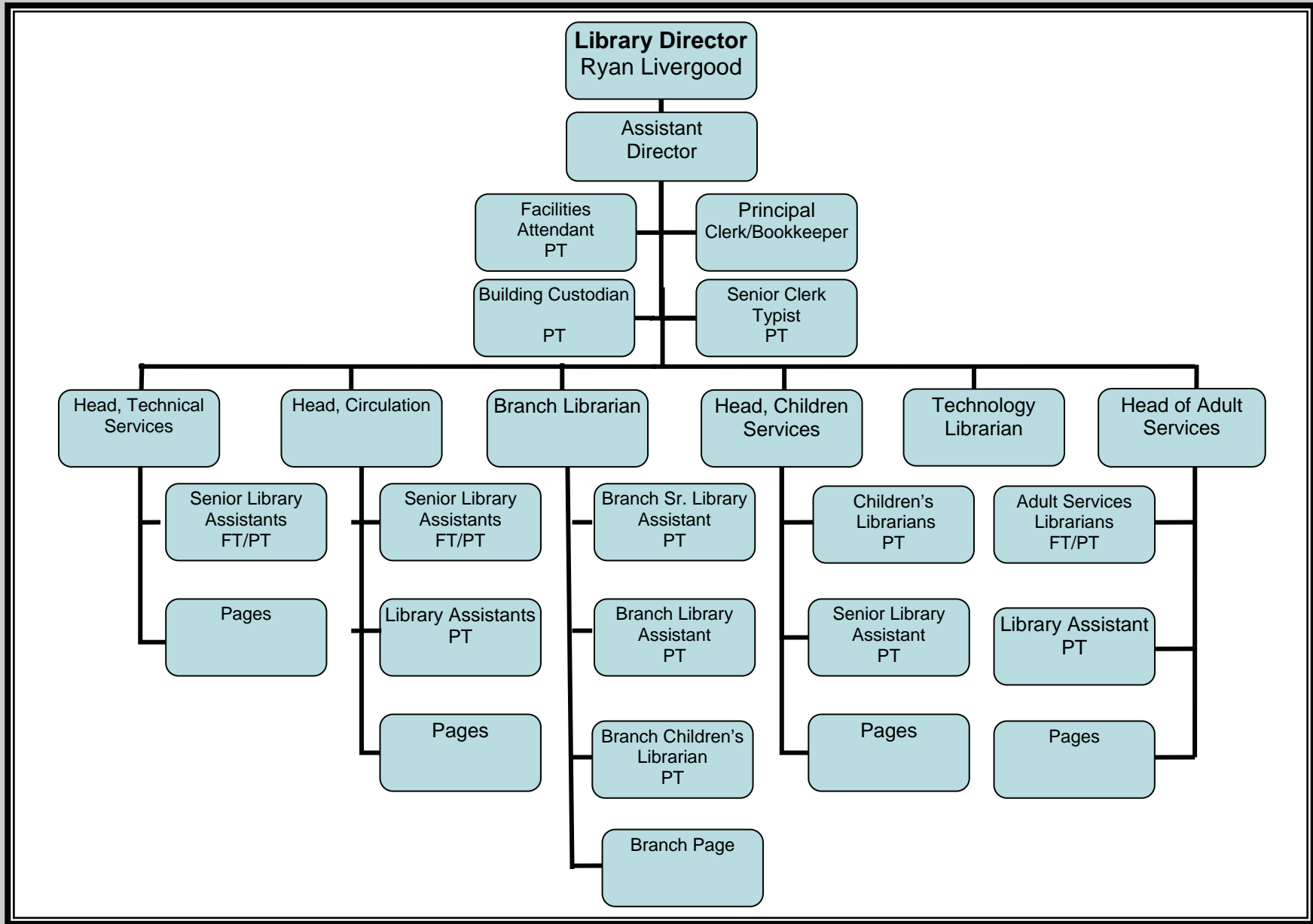
Major Accomplishments for 2013 (cont.)

- Provided a full year of Friday hours at the Fox Branch Library with funding from the Friends of Fox
- In collaboration with the Harvard Library Innovation Lab, became just the third public library in the country to launch an Awesome Box: when patrons interact with an amazing or useful item from the Library and return it to the Awesome Box instead of the normal drop box, that item gets recorded as Awesome so the community can see what others have found helpful, entertaining, or mind-blowing
- Continued to utilize social media to promote library programs and services through email announcements, a Facebook account, blogs, Tumblr, and Twitter
- Reviewed and updated library policies affecting the public
- Provided books and audiovisual materials, art prints, databases, computer equipment, museum passes, and programs for the Robbins and Fox Libraries with funding from the library trust funds, Friends of the Robbins Library, and Friends of the Fox Library



STAFFING				
Libraries	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	1	1	1	
Clerical	19.8	17.48	17.48	
Professional/Technical	9.8	12.02	12.02	
Custodial/Bldg. Maint.	0.7	0.8	0.8	
Total	31.3	31.3	31.3	

Performance / Workload Indicators				
Library	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Estimate
Circulation of materials	665,437	671,652	676,000	680,000
eContent Circulation	8,902	16,418	25,000	30,000
Interlibrary loans processed	141,439	144,310	144,000	144,000
Reference questions answered	92,274	97,380	98,000	99,000
Children's programs	460	448	450	450
Adult and YA programs	119	143	120	120
New items ordered and processed	20,885	20,422	20,500	20,500
Visits to Robbins Library	325,550	325,915	326,000	326,500
Uses of Meeting Rooms	1,053	1,101	1,150	1,200





HEALTH AND HUMAN SERVICES

BOARD OF HEALTH • VETERANS' SERVICES •
COUNCIL ON AGING



Program Description

The Department of Health and Human Services (HHS) is responsible for the health, safety, and well being of all Arlington residents. The divisions that fall within the HHS include:

- Health Department
- Council on Aging
- Arlington Youth Counseling Center
- Veterans Services

Additionally, the HHS coordinates the activities of the Board of Youth Services, Council on Aging, Human Rights Commission, Disability Commission, Board of Health, Widows Trust Commission, Youth Health and Safety Coalition, Health and Human Services Charitable Corporation, Food Pantry, and Heating Assistance Program.

The Health Department is the lead division within Health and Human Services. The Health Department is required by state and local laws to perform many critical duties related to the protection of public health. These duties cover a wide range of public health control and prevention activities including: disease surveillance, the promotion of safe and sanitary conditions in housing, recreational facilities, food establishments, elimination of nuisances, the protection of the environment, and numerous other federally and state mandated responsibilities.

Budget Statement

The FY2015 expenses budget request for the Health Department is an increase of \$5,810 which represents greater investment in mosquito control services. The expected increase will be applied to the purchase of a new larvicide product which must be changed every 2-3 years to prevent mosquito resistance. The Department will continue to work regionally to cover Sealer of Weights and Measures as well as Tobacco Control mandated duties.

FY2015 Objectives

Health and Human Services:

- Conduct capital fundraising campaign to raise \$125,000 for a new food pantry
- Seek out and design new food pantry site
- Establish a more comprehensive Domestic Violence prevention program through grants
- Work with new Veterans Services Director to develop database of clients
- Continue to establish relationships in town with religious based organizations
- Continue to work on maintenance of Whittemore Robbins House and adjoining properties
- Develop a plan for rehab and use of Whittemore Robbins carriage house

Health Department:

- Apply for FDA Standardization Program as part of the Food Protection Program
- Continue to work on establishing an electronic inspection program
- Continue to implement the Massachusetts Immunization Information System (MIIS)
- Develop regulations for medical marijuana dispensaries
- Develop a plan of action to restructure the Board of Health Division within Human Services

PROGRAM COSTS				
Health & Human Services	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	305,372	312,771	328,879	
Expenses	24,875	25,490	31,300	
Total	330,247	338,261	360,179	-



Major Accomplishments for 2013

Health and Human Services:

- Received grant funding to develop an advocate program for victims of domestic violence
- Hired new Executive Director at the Arlington Youth Counseling Center
- Continued to improve Food Pantry database that is now available to export data that can be used in grant applications
- Developed relationship with the Food Recovery Project to provide fresh fruits, vegetables, dairy, and meats to residents in need

Health Department:

- Adopted Regulations Restricting the Sale of Tobacco Products and Nicotine Delivery Products
- Adopted Regulations Prohibiting Smoking in Workplaces and Public Places
- Adopted Regulations Governing the Practice of Bodywork
- Awarded a mini grant from the Massachusetts Department of Public Health for the electronic field inspection project
- Department received a grant from the Massachusetts Emergency Management Agency to improve sheltering operations within the town
- Developed an internship program for public health undergraduate and graduate students to provide practical experience in local public health, with a focus on Environmental health issues

STAFFING

Health & Human Services	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	1	1	1	
Clerical	1	0.8	0.8	
Professional/Technical	1.9	2.5	2.5	
Total	3.95	4.25	4.25	

Performance / Workload Indicators

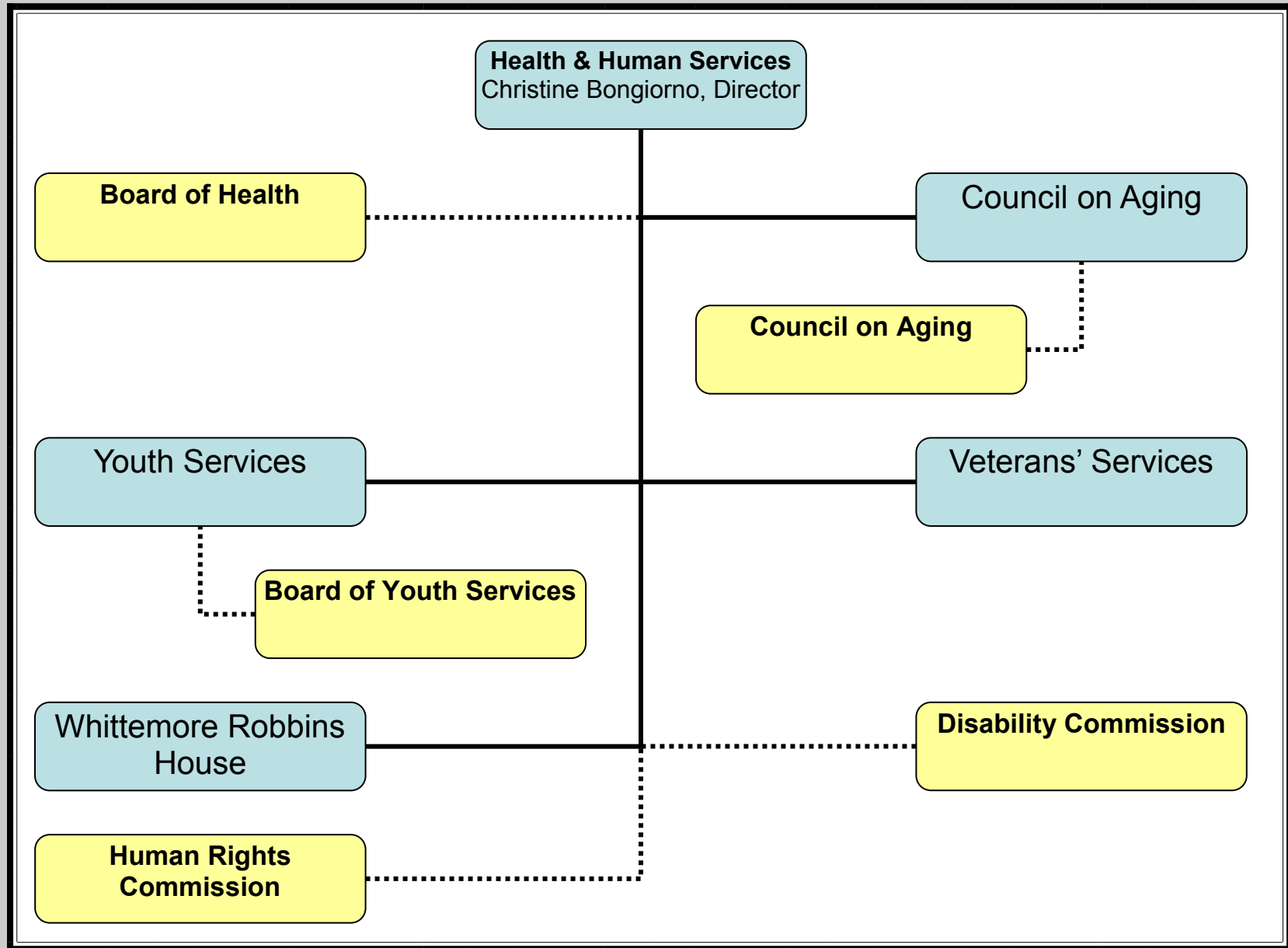
<i>Health Department</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Food Inspections	428	567	580	580
Tobacco Compliance Checks	65	78	100	100
Tanning Establishment Inspections	2	0	2	2
Demolition Inspections	12	10	12	12
Housing Inspections	77	208	200	200
Public Pool Inspections	11	18	20	20
Public Beach Inspections	5	8	10	12
Resident Complaints	234	268	300	325
Communicable Disease Investigation	87	224	120	120
Flu Vaccinations Administered	2800	2065	2000	2000

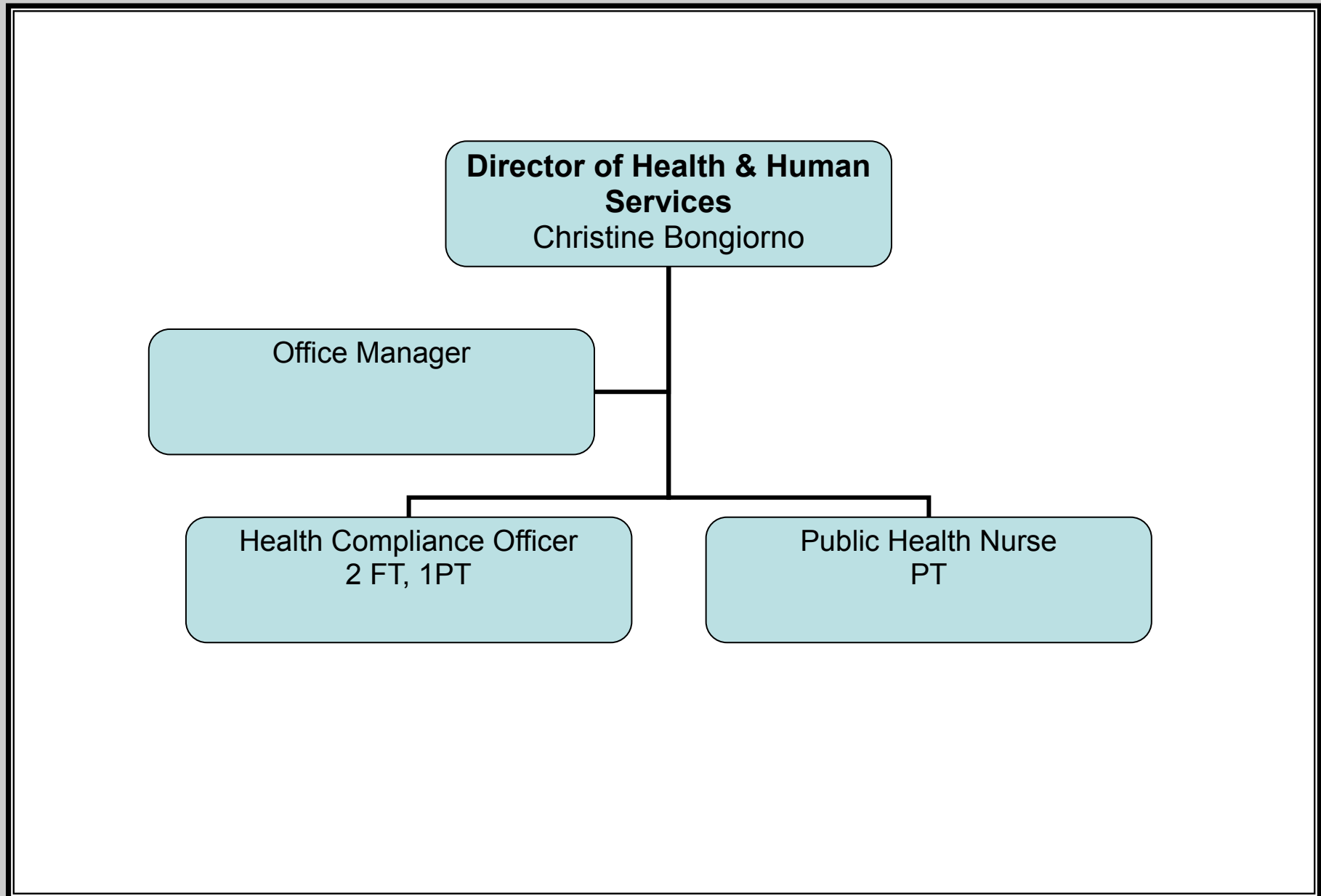
Performance / Workload Indicators

<i>Health & Human Services</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Food Panty Average Monthly Distribution	418	450	551	600
Assistance Program - Families served	90	92	99	125

Performance / Workload Indicators

<i>Rentals</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Whittemore Robbins House Events	34	46	50	55
Town Hall Auditorium Events	52	87	90	90







Program Description

The Department of Veterans' Services provides aid and assistance to qualifying veterans, their spouses, and their dependents through the Department of Veterans' Services (DVS) for The Commonwealth of Massachusetts. Acting as a liaison with the Department of Veterans' Affairs (VA) in Washington DC, the office helps to answer questions concerning VA benefits, supplies forms for benefits, and assists in completing the forms in order to receive the benefits. The office is involved in the coordination and/or collaboration, attendance, and participation in all ceremonies and parades honoring veterans.

FY2015 Objectives

- Request for and receive 75% reimbursement from DVS for all aid and assistance benefits awarded
- Apply for and receive 75% reimbursement for flags decorating veterans' graves on Memorial Day
- Coordinate and/or collaborate on, attend, and participate in Patriots' Day Parade, Memorial Day Parade, Veterans' Day Parade, and all other ceremonies honoring veterans
- Increase awareness of DVS and VA benefits available to veterans and/or their dependents
- Be available to supply and help complete necessary forms for benefits with both the VA and the DVS, and answer questions concerning any other veterans issues
- Streamline and computerize office for maximum efficiency
- Improve locating of veteran's graves at Mt. Pleasant Cemetery
- Update The Veterans' Honor Roll"
- Establish Memorial Squares honoring veterans
- Dedicate new veteran's lot at Mt. Pleasant honoring Persian Gulf veterans

Budget Statement

With the continued increase in medical expenses and the current economic condition, the elderly and disabled low income veterans will require more aid and assistance. There has also been an increase in veterans moving into Arlington from neighboring communities resulting in new aid and assistance requests.

STAFFING				
Veterans' Services	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial				
Clerical				
Professional/Technical	1	1	1	
Total	1	1	1	

PROGRAM COSTS				
Veterans' Services	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	62,125	63,874	59,774	
Expenses	279,339	278,539	291,539	
Total	341,464	342,413	351,313	-



Major Accomplishments for 2013

- Created Memorial Squares to honor Technical Sergeant Allen J. Avery, Killed in Action in Vietnam, and the Carroll Family
- Assisted thirty-three veterans and thirteen widows in acquiring maximum VA benefit
- Assisted ten veterans acquire annuities and/or bonuses
- Assisted fourteen veterans acquire "Welcome Home" bonus
- Assisted twenty-seven veterans and/or spouses receive aid and assistance from VA

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Veterans' Services				
Department of Veteran Services Clients (DVS)	57	75	62	80
Department of Veterans' Assistance Clients (VA)	80	97	102	120



Health & Human Services Director
Christine Bongiorno



Veterans' Agent



Program Description

The Council on Aging, a division of the Department of Health and Human Services, performs as a community based social services organization for the seniors in Arlington; and as such, connects seniors to existing and appropriate services within the community. The agency's primary responsibilities are to provide information and referral, develop health and wellness programs, provide a sense of well-being through social programs and promote civic engagement. Based on the 2010 Census there are 9,315 individuals 60 years and older in Arlington, approximately 22% of the residents in Arlington.

The Council on Aging is supported by a Town Appointed board consisting of nine Arlington residents and the Friends of the Arlington Council on Aging.

FY2015 Objectives

- Strengthen and expand relationships with two municipal departments in an effort to improve the lives of Arlington seniors through programs and advocacy
- Continue to partner with organizations that have direct contact with Arlington seniors to provide low cost programs and information to remain safe and healthy in Arlington
- Secure placements of older adults through Operation Able in order to provide retraining of the older worker
- Expand relationships with local colleges and universities for internships
- Secure appropriate space for programs and staff to carry out the mission of the Council on Aging
- Increase the number of new contacts with seniors by 10%
- Utilize People GIS for Disaster Preparedness and needs assessment for COA and Town use

Budget Statement

Service and program volume has increased, which indicates the need for increased staffing. Based on intern availability in FY2014, the COA has been successful in managing the volume increase by utilizing Nurse Interns and Social Work interns. Increased administrative demands have been offset by volunteer efforts. When appropriate, the COA also utilizes Harry Barber Community Service participants.

Volunteers provide over 10,000 service hours to the COA, saving the Town at least \$80,000 based on a rate of minimum wage.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Council on Aging				
Personnel Services	180,385	181,935	195,490	
Expenses	4,348	4,940	4,740	
Total	184,733	186,875	200,230	-

STAFFING

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Council on Aging				
Managerial	1	1	1	
Clerical	0.9	0.9	1.0	
Professional/Technical	1.1	1.1	1.1	
Total	3.00	3.00	3.10	

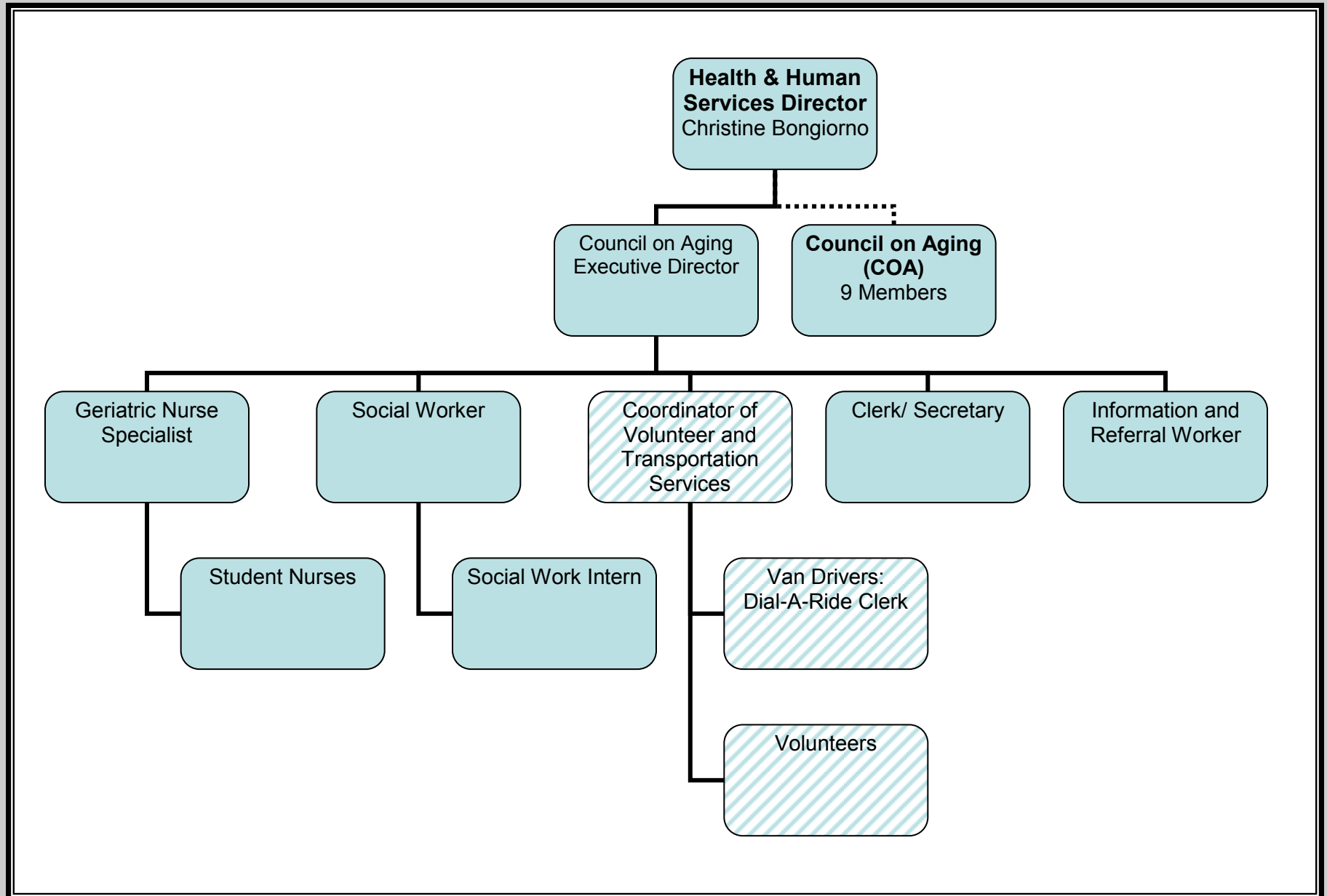


Major Accomplishments for 2013

- Filled a four month vacancy in the Geriatric Nurse position
- Received a Mini Grant from Lahey in the amount of \$7,250 for health and wellness programs
- Received a \$10,000 grant from the Friends of Arlington COA for My Senior Center, emergency planning, and senior programs
- Created internal policies for every grant program and controls to insure integrity
- Created a new Cable Program for outreach purposes and entertainment
- Placed Harry Barber Community Service participants in municipal departments
- Offered three evidence-based health and wellness programs and twelve information sessions on aging topics
- Implemented a Caregivers Support Group
- Developed a comprehensive plan for the LGBT population in accordance with the Administration on Aging and the Executive Office of Elder Affairs
- Partnered with the LGBT Aging Project and hosted an LGBT Cultural Competency Training for 19 agencies that have direct contact with Arlington seniors
- Partnered with the Department of Public Health and hosted a Regional Walking Club Leader Training for 35 individuals; as a result, the COA created a Walking Club
- Partnered with the Arlington Recreation Department, Park Avenue Nursing, along with volunteers and created a COA garden; increasing access to fresh vegetables for low income seniors
- Partnered with the Arlington High School utilizing community service requirements to assist seniors with yard work
- Assisted 67 Arlington seniors with fuel assistance
- Delivered over 75 Thanksgiving Meals to home bound and isolated seniors
- Partnered with the Friends of Arlington COA to deliver 60 Holiday Stockings filled with items for low income seniors
- Assisted 130 senior households with the LINKS program

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
<i>Council on Aging</i>				
Units of Service Delivered Annually	132,422	132,700	13,500	13,500
Volunteers	125	140	150	160





NON-DEPARTMENTAL

RETIREMENT • INSURANCE



Program Description

The Arlington Retirement Board is an autonomous 5-person board which oversees the Town pension system under Massachusetts General Law, Chapter 32. Members of the Arlington Contributory Retirement System are active employees for the Town of Arlington, and the Arlington Housing Authority, who qualify for membership and retired employees who have fulfilled the requirements to be eligible to retire and have retired.

The Retirement Office is responsible for processing retirement and disability applications, a monthly retiree payroll, processing of refunds and transfers of annuity savings accounts, employee estimates of potential future benefits and the accounting for expenses, members' deductions and investment activities for the system as mandated by the Public Employees Retirement Administration Commission guidelines.

Non-Contributory Retirees are living retirees or survivors of retirees who had municipal employment that occurred prior to 1939, and are not members of the Arlington Contributory Retirement System. The Non-Contributory Retirees payroll and appropriation are under the jurisdiction of the Town of Arlington.

PROGRAM COSTS

	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Pensions				
Personnel Services				
Non Contributory	96,790	107,123	107,123	
Contributory	7,603,643	8,052,909	8,556,245	
Total	7,700,433	8,160,032	8,663,368	-

Performance / Workload Indicators

	FY2012 Actual	FY2013 Estimated	FY2014 Estimated	FY2015 Estimated
Pensions				
Contributory Enrollees				
Active Employees	699	682	769	750
Retired Employees	636	637	626	630
Non-Contributory Enrollees	5	5	5	5

Budget Statement

The contributory pension budget for FY2015 has been increased by \$503,336. The non-contributory pension budget is projected to remain level at \$107,123, with 5 remaining retirees.



Retirement Board

John J. Bilafer, Chairman
Richard Keshian
Kenneth Hughes
Kenneth Steele
Ruth Lewis, Ex Officio

Retirement Administrator

Richard Greco

Assistant Retirement Administrator

Maria Freitas



Program Description

The insurance budget comprises the cost of providing the following coverage:

- Health** insurance for town and school active and retired employees.
- Life** insurance is required to be provided to all employees in the amount of \$5,000 which is split 50% town funded and 50% employee funded.
- Medicare** costs are the federally required 1.45% of the salary of all employees hired after April 1986. Employees must also contribute 1.45% of their salary.
- Indemnity** insurance includes property insurance and automobile insurance coverage. Property insurance is provided for all of the town and school buildings and those that are rented are covered for general liability. Automobile insurance is required for all the town and school vehicles.
- Public Official Liability** insurance covers all public officials, who in the performance of their official duties, may be sued for those actions.
- Unemployment** insurance is paid for the actual employees who have been laid off from their positions. Unlike private employers, the town does not pay a premium. The Town hires an outside firm to closely monitor our claims and to appeal any irregularities.
- Workers' Compensation** covers the costs of employees injured as a result of their employment.
- The Flexible Benefit Plan** is a Section 125 plan which is provided to the employees for dependent care and health care costs not provided through health insurance coverage. Employees contribute tax free to this plan through payroll deductions. This budget pays for the administration of that plan.

Budget Statement

FY2015 will be the third full fiscal year that town employees will be part of the Commonwealth's Group Insurance Commission (GIC). The FY2015 GIC rates have an overall increase of 1%. Due to plan migration and modest rate increases, the group health budget request will increase by just 2.5% from FY2014 and the overall insurance budget will increase by 4.53%. Additionally the Town's opt-out program, whereby existing enrollees are given payment to incentivize them off the plan, has been very successful with an annual savings of over \$600,000.

FY 2015 Objectives

- Provide excellent customer service to employees and retirees in Group Health Commission health plans through information and education.
- Audit enrollment in all benefits plans to ensure Town is keeping costs in check.
- Further enhance the new First Point of Medical Contact Program for work-related injuries, saving time and costs in the medical treatment of our employees.
- Administer the Employee Health Mitigation Fund including successfully educating and supporting employees in the proper utilization of the Health Reimbursement Arrangement.
- Continue to offer opt out program for employees and retirees, which is now utilized by over 50 subscribers, thereby providing the Town significant savings.
- Explore options for reducing retiree health care costs.

PROGRAM COSTS

Insurance	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Group Life	45,850	55,000	55,000	
Group Health	12,421,856	13,118,565	13,331,208	
Unemployment Ins.	191,864	200,000	200,000	
Medicare	857,155	825,000	974,723	
Indemnity	183,476	250,000	250,000	
Liability	57,849	50,000	55,000	
Workers' Compensation	413,694	490,000	490,000	
Flexible Benefit Plan	53,326	50,800	50,800	
OPEB Offset	-	(300,000)	-	
Total	14,225,069	14,739,365	15,406,731	-



Program Description

The **Health Insurance** budget provides for the Town's portion of the cost for providing health insurance benefits to all town employees, retirees and surviving spouses. The Town is a member of the Commonwealth's Group Insurance Commission, and therefore Town employees are enrolled in the same health plans as all state employees. The Town pays differing contribution splits based upon plan selection and bargaining unit, as demonstrated below.*

Indemnity Plans (75% employer /25% employee):

- Unicare State Indemnity Plan Basic with CIC
- Unicare State Indemnity Plan Basic without CIC

HMO Plans (85/15% employees and retirees w/o Medicare):

- Fallon Community Health Plan Direct Care
- Fallon Community Health Plan Select Care
- Harvard Pilgrim Primary Choice Plan
- Health New England
- Neighborhood Health Plan
- Tufts Health Plan Spirit

PPO Plans (80/20% employees and retirees w/o Medicare)

- Harvard Pilgrim Independence Plan
- Tufts Health Plan Navigator
- Unicare State Indemnity Plan/Community Choice
- Unicare State Indemnity Plan/PLUS

Medicare Extension Plans:

- Fallon Senior Plan (85/15%)
- Harvard Pilgrim Medicare Enhance (75/25%)
- Health New England MedPlus (85/15%)
- Tufts Health Plan Medicare Complement (85/15%)
- Tufts Health Plan Medicare Preferred (85/15%)
- Unicare State Indemnity Plan/Medicare Ext. with CIC (75/25%)
- Unicare State Indemnity Plan/Medicare Ext. without CIC (75/25%)

Dental Plan:

- Delta Dental - Two levels of plan offerings – these plans are paid 100% by the employee.

*Employees hired after December 1, 2011 are required to pay 25% toward the cost of their plan. Surviving spouses pay 50%.

FY 2015 Objectives

- Continue to work collaboratively with employee unions and retirees in the administration of health plans, including a review of the structure and utilization of employee mitigation fund Health Reimbursement Account (HRA).
- Support scribes of the Group Insurance Commission health plans through information, education and customer service.
- Continually monitor enrollment to ensure Town is keeping costs in check.
- Continue to offer opt out program for employees and retirees, which is now utilized by over 50 subscribers, thereby providing the Town significant savings.
- Explore options for reducing retiree health care costs.

Budget Statement

FY2015 will be the third full fiscal year that town employees will be part of the Commonwealth's Group Insurance Commission (GIC). The FY2014 GIC rates have an overall increase of 1%. Due to plan migration and modest rate increases the group health budget request will increase by just over 2.5% in FY2014. Additionally the Town's opt-out program, whereby existing enrollees are given payment to incentivize them off the plan, has been very successful with an annual savings of over \$600,000.



Major Accomplishments for 2013

- Educated and assisted employees in accessing GIC health plan benefits and reimbursements for copayments covered under the HRA.
- Conducted comprehensive audit of basic and voluntary life insurance plans for all active and retired subscribers.
- Offered additional voluntary plans to employees for cancer and option life insurance giving employees the benefit of group purchase cost with no additional taxpayer cost.

Performance / Workload Indicators

	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Health & Life Insurance				
Health Insurance Contracts Managed	1,853	1,857	1,873	1,900
Life Insurance Contracts Managed	999	987	992	990
Life Insurance Claims Processed	20	35	23	25



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SECTION V

ENTERPRISE FUNDS



ENTERPRISE FUNDS

WATER/SEWER • RECREATION • ED BURNS ARENA •
COUNCIL ON AGING TRANSPORTATION •
YOUTH SERVICES



Program Description

The Water and Sewer Division maintains the Town's water distribution system and the sewer collection system. The work involves maintenance and repairs on roughly 125 miles of water mains and 125 miles of sewer mains. Deteriorating and broken pipes are fixed, sewer mains are flushed, hydrants are maintained and flushed, and just under 13,000 meters are read twice per year.

Water Treatment and supply as well as sewer treatment is provided by the MWRA and the Director maintains a voting position on the Advisory Board. User fees support the majority of the Water / Sewer budget with the balance of \$5.59 million coming from the property taxes.

FY2015 Objectives

- Implementation of Quarterly Billing cycle for all user accounts
- Replacement of all water meters older than 15 years (accounts for greater than 80% of meters in Town)
- Continued development of updated water/sewer regulations for the Town
- Utilize GIS mapping to identify problematic areas in Town
- Implement installation of automated failure detection hardware/software for all sewer pump stations
- Work to reduce unaccounted for water use in Town
- Continued support of an annual water main replacement program and the annual sewer improvements program
- Improved customer response time

Budget Statement

The FY2015 Budget assumes a 3.3% rate increase for the fiscal year.

The request for the Water/Sewer budget is up by \$791,798.

A majority of this increase (\$459,116) is due to an estimated increase in MWRA costs for water and sewer treatment. The estimate increase is in line with past actual increases.

The Department Personnel Services Budget increases by \$89,862, due to step and longevity increases as well as increases to the offset costs applied to other departments.

Capital and Debt costs increase by \$118,388, due primarily to continued expenses related to water and sewer system infrastructure improvements.

PROGRAM COSTS

Water/Sewer Enterprise Fund	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	1,941,727	1,970,869	2,060,731	
Expenses	2,600,204	2,759,688	2,884,120	
MWRA Assessment	12,110,300	12,260,084	12,719,200	
Capital Expenses	1,246,932	2,035,790	2,154,178	
Total	17,899,163	19,026,431	19,818,229	-

STAFFING

Water/Sewer Enterprise Fund	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	1	1	1	
Clerical	2	2	2	
Professional/Technical	0.5	0.5	0.5	
Public Works	13	13	13	
Total	16.5	16.5	16.5	

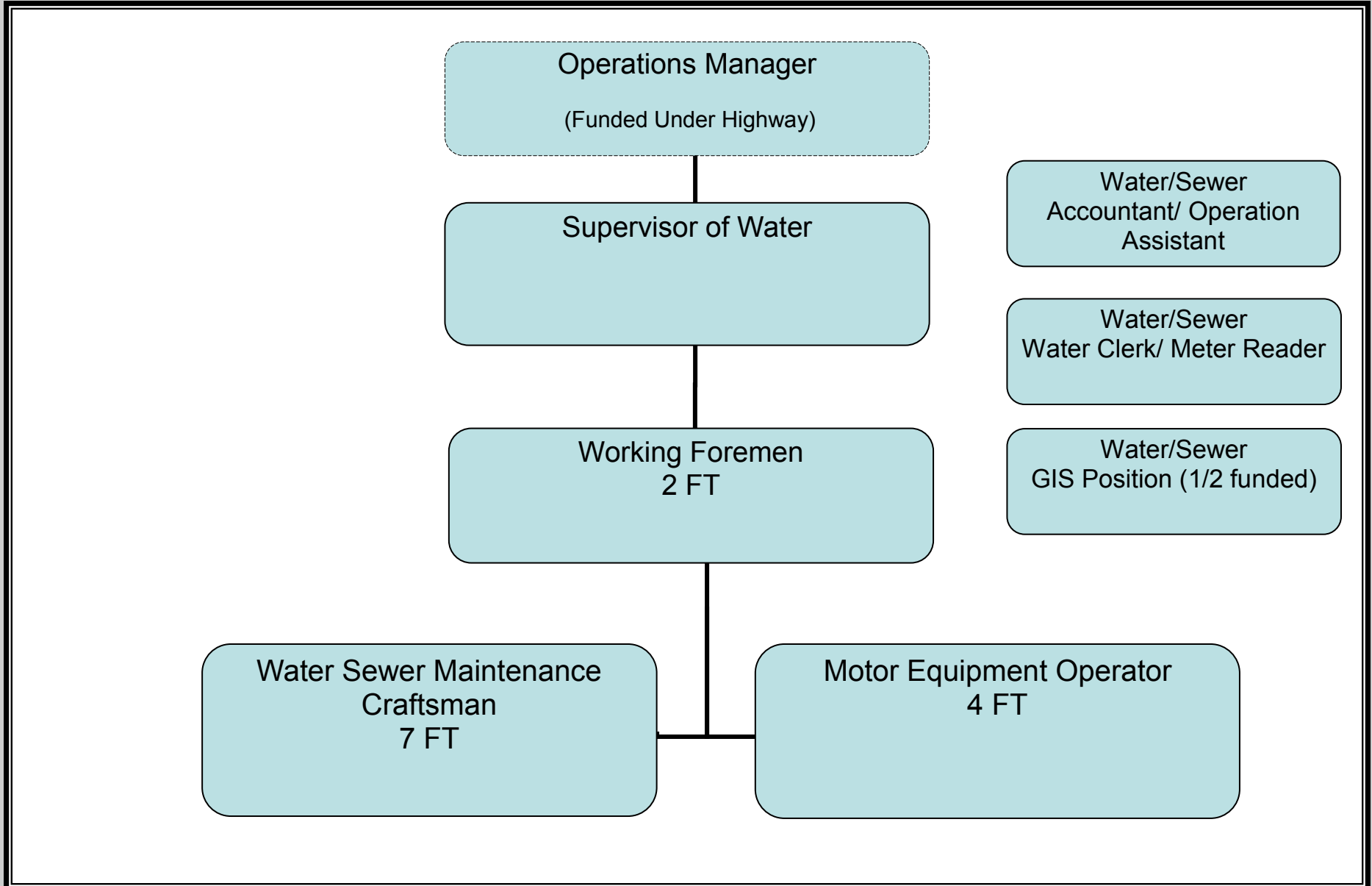


Major Accomplishments for 2013

- Replaced 336 water meters
- Provided water use data to the Town Treasurer for billing
- Repaired water main leaks at 36 locations
- Repaired water service lines at 68 locations
- Replaced 49 hydrants
- Flushed over 187 locations to clear blockages from sewer mains and services
- Sampled 14 locations weekly for water quality
- Provided over 302 mark outs for underground excavation work
- Completed a study to review the current billing structure in an attempt to more equitably charge for water and sewer

Performance / Workload Indicators

<i>Water/Sewer Enterprise</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Water Meters Read	25,107	25,160	25,110	25,110
Repair Water Main				
Leak/Break	13	36	25	25
Repair Water Service Leak	25	68	35	35
Repair or Install Meter	344	336	400	10,000
Repair or Install Hydrant	51	49	60	60
Catch Basins Cleaned	27^	17	50	50
Flush a Sewer Back-Up	57	76	150	150
Replace or Install Sewer Pipe	93	32	150	150
Flush a Sewer Main	73	187	120	120
Excavation Mark outs	320	302	350	350
Water Quality Test Sites	14	14	14	14
Water Mains - miles	131	131	131	131
Sewer Main - miles	117	117	117	117
Sewer Pump Stations	9	9	9	9
Fire Hydrants	1,398	1,398	1,398	1,398





Program Description

Arlington Recreation, a self-sustaining division of the Town of Arlington, is proud to offer safe, quality, and affordable recreational programs and facilities for citizens of all ages and abilities. Our staff members are qualified professionals who are dedicated to serving the community with excellence and pride. The primary responsibilities of the department are to plan, coordinate, and supervise year round recreation and leisure programs. The Recreation Department operates and manages the Reservoir Beach, Gibbs School Gymnasium, Ed Burns Arena, North Union Spray Pool, and Thorndike Off Leash Dog Area. Additionally, the Recreation Department oversees the operations, capital improvements, scheduling, and permitting to all the parks and playgrounds in Town under the Park Commission's jurisdiction.

Budget Statement

Overall the FY2015 expense budget will increase by approximately \$41,000 which is primarily due to a maintenance reserve account to cover the costs of programs throughout the year and due to salary step increases.

With a focus on the quality of programming at a reasonable price, we are continuing to predict increases in overall participation, which will increase revenue. Our Kid Care after school program will increase its enrollment and we are starting a pre-school program which will also increase revenues.

The department will coordinate and supervise capital improvements of our recreational facilities including the rink, reservoir, spray pool, playgrounds, Gibbs Gymnasium, off leash dog park, and numerous fields and parks. Recreation will continue to be the permitting authority for these facilities.

FY2015 Objectives

- Ensure the quality of programs offered by continuing to hire qualified instructors and program staff
- Continue to explore alternative recreational program offerings that meet the needs of the community
- Continue to investigate alternative facilities for additional recreation program space
- Increase fundraising and special event offerings
- Increase participation numbers in our state licensed after school program
- Offer a state licensed pre-school program
- Continue to work with Natural Resources on developing a maintenance plan and capital plan for parks and playgrounds
- Broaden program offerings for children with special needs

PROGRAM COSTS

Recreation Enterprise Fund	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	238,979	275,914	290,336	
Expenses	249,784	271,813	295,031	
Total	488,764	547,727	585,367	-

STAFFING

Recreation Enterprise Fund	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	0.5	0.5	0.5	
Clerical	1.27	0.62	0.62	
Professional/Technical	1	1	1	
Custodial/Bldg. Maint.	0	0	0	
Total	2.77	2.12	2.12	

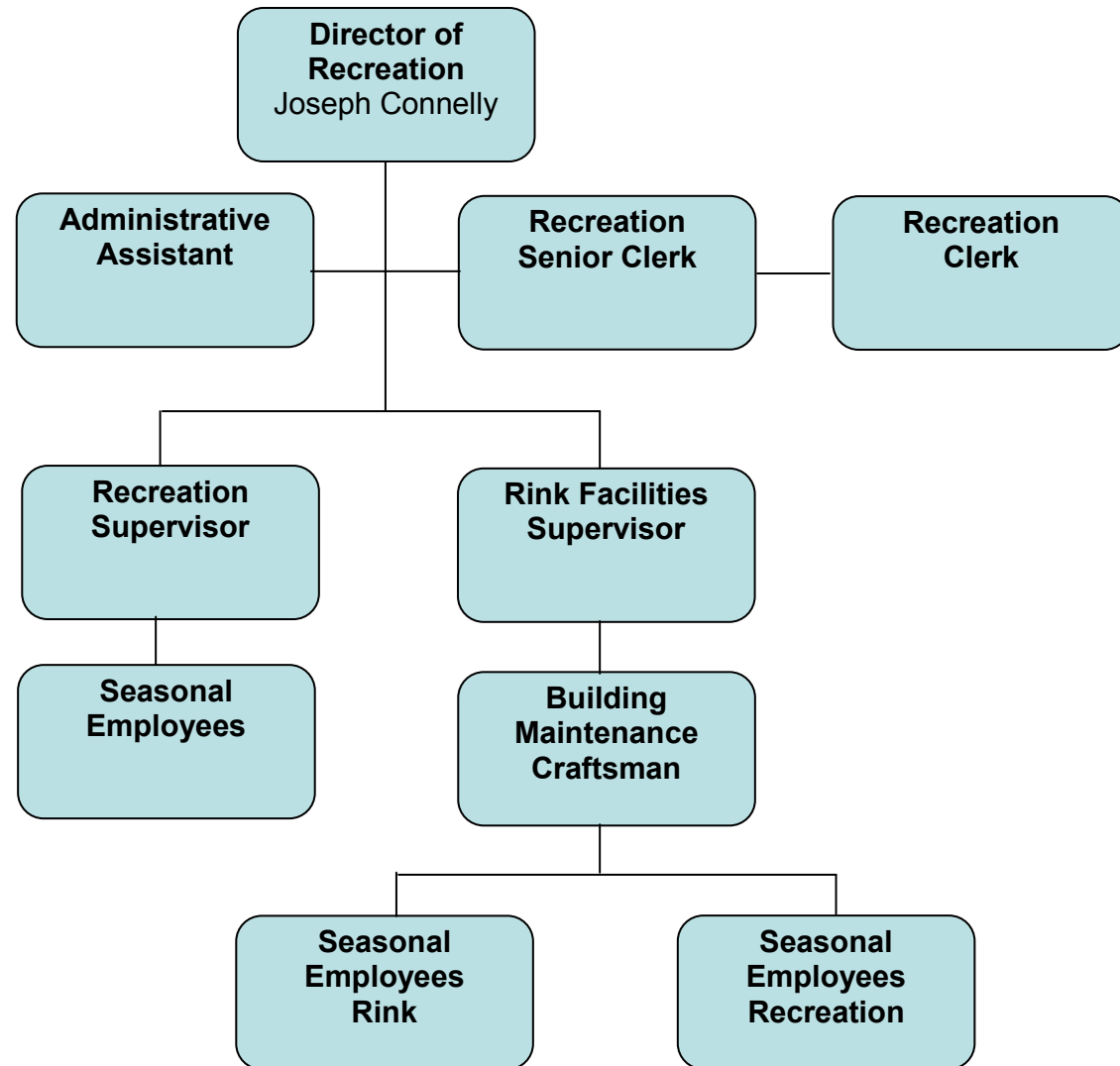


Major Accomplishments for 2013

- Offered a variety of new programs including: Archery, Saturday Night Lights Flag Football, Lego Classes, Toddler Art Classes, Shine Special Needs Soccer Classes, Volleyball Clinic, Expanded Adult Tennis Lessons, Fit Doggie and Me Training, and the ICan Shine Learn to Bike program for youth with special needs
- Offered canoe and kayak rentals at Spy Pond park from Memorial Day till the end of August.
- Renovation and planned capital improvements to Florence Avenue Playground, Summer Street Field safety netting, Ed Burns Arena new Dehumidification System, and Electric Zamboni
- Began design on Hibbert Park and North Union Spray Pool renovations.
- Held Fifth Annual Recreation Department Golf Tournament fundraiser
- Continued community special events such as Town Day Race, Egg Hunt, and the Daddy Daughter Dance.
- Expanded the Kid Care program to 78 students and started the new Fun School pre-school program.

Performance / Workload Indicators

<i>Recreation</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Participants:				
Fall	1,263	1,862	1,875	1,875
Winter	2,012	1,236	1,250	1,250
Spring	786	2,826	2,850	2,850
Summer	1,823	1,165	1,200	1,200
Reservoir Tags:				
Adult Resident	437	423	425	425
Child Resident	395	376	400	400
Senior Citizen	71	60	70	70
Non Resident	24	6	10	10
Resident Family	340	511	500	500
Non Resident Family	27	30	30	30
Resident Family Plus 1	64	74	75	75
Non Resident Family Plus 1	6	-	5	5
TOTAL:	1,364	1,480	1,515	1,515
Reservoir Passes:	5,730	5,375	5,400	5,400





Program Description

The Ed Burns Arena is a self-sustaining Division of the Town of Arlington Recreation Department. The Recreation Department is proud to offer safe, quality, and affordable recreational programs and facilities for citizens of all ages and abilities. The Ed Burns Arena is a newly renovated indoor ice facility located at 422 Summer Street in Arlington. The facility includes a regulation size rink of 85' x 197' with spectator seating for 1,000 people. Complete snack bar/concession services are available (varying hours) and vending machines are located in the main lobby. Skate rental and sharpening services are also offered. Team rooms are available for those renting ice time. The Ed Burns Arena is open to the public for skating during the months of August through April. Along with seasonal skating opportunities for the public, many school-sponsored hockey programs, as well as private hockey leagues use the rink.

In the off-season the rink bed is used for a variety of activities including roller skating, in-line skating leagues, batting cages, indoor soccer/ lacrosse, tennis, and social dances.

FY2015 Objectives

- Continue to aggressively look to rent ice hours historically not rented including mid-day slots during the weekday with special rates to make these times attractive to the public
- Continue to pursue fundraising opportunities to generate additional revenues; these events will be run in conjunction with the Recreation Division and will include our annual golf tournament
- Seek other alternative opportunities of raising revenue including the addition of a pro shop and video games
- Specialty hockey and skating camps will be rented for the late summer months as well as post season tournaments
- Investigate expanding the capital improvement plan to address issues not addressed in the first three phases
- Expanded off-season activities and leagues will be offered to take advantage of the new sports flooring donated by the Belmont Hill School
- Continue to work with MacGlaughlin Management group to update the capital plan for the rink

Budget Statement

The overall budget for FY2015 will increase by approximately \$18,000 primarily due to an increase in electrical expenditures, DCR lease payments, and salary steps.

The department looks to increase revenues through raising rental fees, additional programming, fundraising, and specialized marketing opportunities. Arlington Recreation will continue to be able to open the rink earlier and extend the existing skating season due to mechanical improvements made during the recent renovation. Extending the season of the rink and renting hours will bring in additional revenues for the department.

PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	249,724	260,623	273,418	
Expenses	307,716	327,380	330,075	
Total	557,439	588,003	603,493	-

STAFFING

Ed Burns Arena Enterprise Fund	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	0.5	0.5	0.5	
Clerical	0.77	0.62	0.62	
Professional/Technical	1	1	1	
Custodial/Bldg. Maint.	1	1	1	
Total	3.27	3.12	3.12	

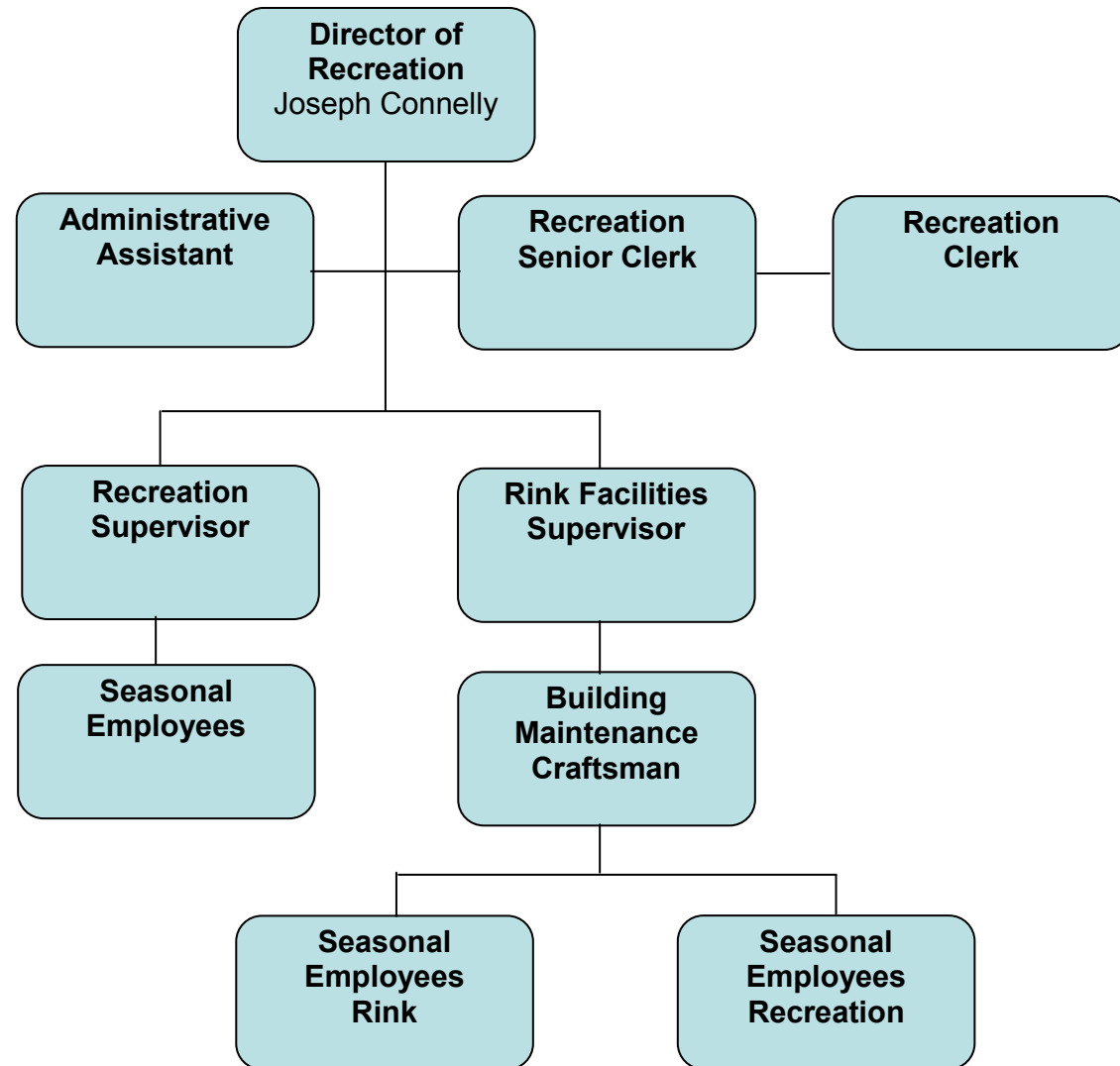


Major Accomplishments for 2013

- Maintained a high quality ice surface throughout the skating season
- Completed phase 3 of the facility capital plan which included a new dehumidification system, new cooling tower, and a new electric zamboni
- Updated the long range capital plan with MacGlaughlin Management group
- Started the Rink Subcommittee to look at creative ways to bring additional ice sheets to the Ed Burns Arena

Performance / Workload Indicators

<i>Ed Burns Arena</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Ice Rental Hours	1,962	1,934	1,900	1,900
Public Skate/Lesson Hours	622	790	750	750
Public Skating Participants:				
Adults	4,258	4,708	4,500	4,500
Children/ Seniors	8,411	8,115	8,400	8,400
Public Skating Passes:				
Adults	53	31	50	50
Children/ Seniors	79	67	75	75
Skate Rentals	2,959	3,378	3,000	3,000
Skate Sharpening	848	691	900	900
Skate Sharpening Passes	9	16	10	10
Stick and Puck	657	1137	1000	1000





Program Description

The Council on Aging (COA) Transportation Program was established as a Town enterprise Fund in 1988. Its purpose is to provide affordable transportation for Arlington seniors and for the disabled regardless of age. The agency's lift-equipped vans were acquired through the Department of Transportation Mobility Assistance Grants.

Keeping non-driving Arlington seniors in the community requires identifying methods of transportation that allows them to remain independent and actively engaged in Arlington. Many seniors are not able to walk to or stand at bus stops, which therefore highlights the critical need for a curb-to-curb transportation program as run through the Council on Aging.

The goal is to also reduce barriers to obtain medical treatment and the COA Vans provide medical rides to out-of-area hospitals such as Lahey Burlington, Mt. Auburn Hospital, Winchester Hospital, and Cambridge Hospital as well as others. The Medical Escort Program is volunteer-based and provides rides to Boston based medical facilities. The COA Transportation Program also manages a Dial A Ride Taxi Program which provides Arlington residents over age 60 with low-cost taxi rides around town.

Budget Statement

As an Enterprise Fund, the COA Transportation Program must generate sufficient revenues to meet its program expenses. Program expenses include administrative costs for supervision, driver pay, mandatory training, taxi program expenses, gas, and vehicle repair.

Program revenues are generated through rider fees, Community Development Block Grant (CDBG) funding, a generous grant from the Symmes Medical Use Non Profit Corporation, as well as funding from the Elizabeth and George L. Sanborn Foundation for the Treatment and Cure of Cancer, Inc. The Council on Aging must continually seek revenue from riders and non-municipal resources in order to continue to offer a low cost transportation option for Arlington residents age 60 and over.

The COA Transportation Department has a high percentage of fixed costs creating the need to look beyond rider fees to generate sufficient revenue to support the operations. There is a great need to continually seek contributions fees to support this valuable program.

STAFFING

Council on Aging Transportation	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial				
Clerical	0.54	0.54	0.54	
Transportation Drivers	1	1	1	
Total	1.54	1.54	1.54	

PROGRAM COSTS

Council on Aging Transportation	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	76,948	79,929	81,654	
Expenses	32,571	41,371	41,371	
Total	109,519	121,300	123,025	



FY2015 Objectives

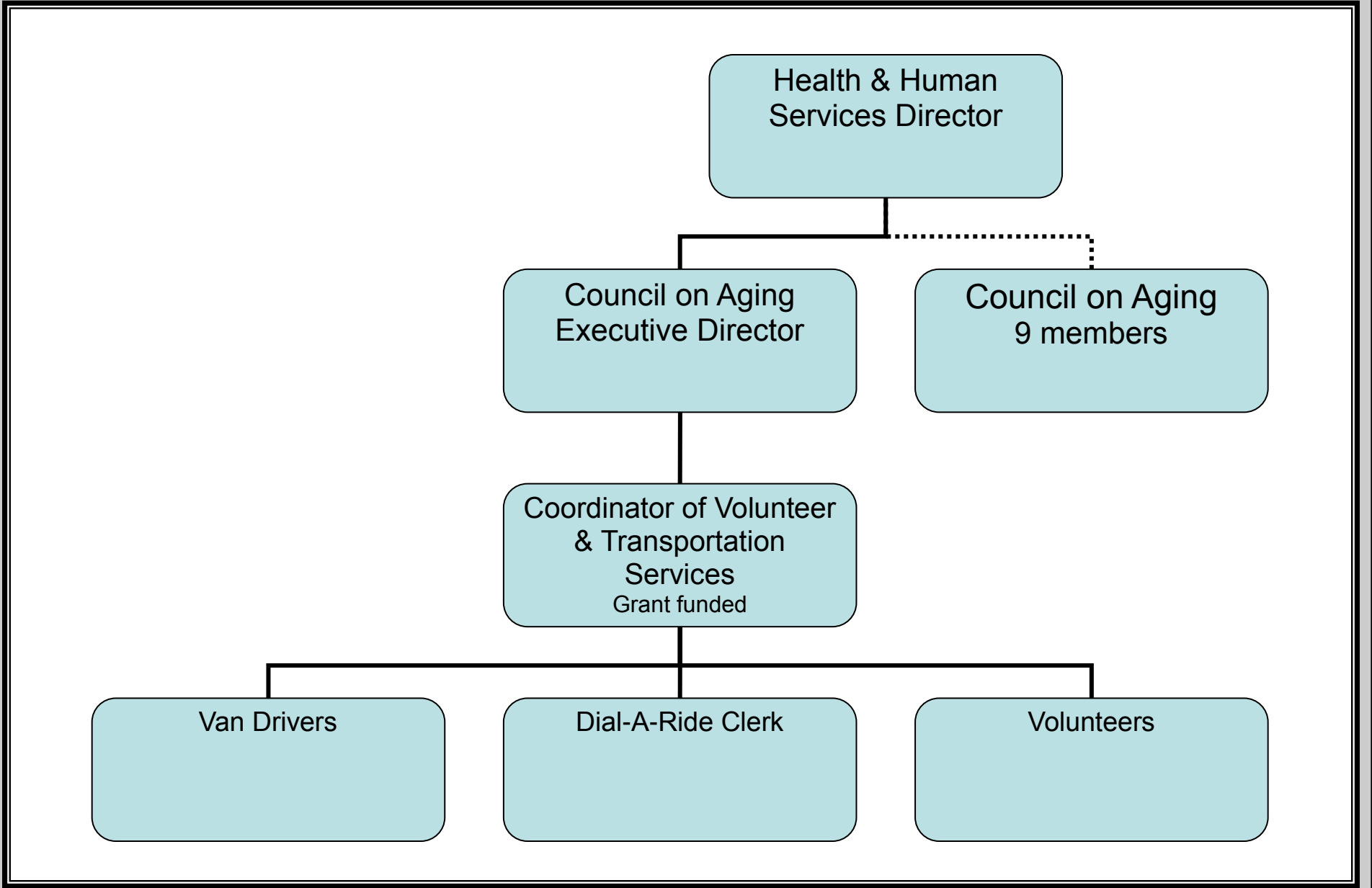
- Seek donations from area hospitals and businesses to generate more revenue
- Seek additional grants to offset van expenses
- Evaluate fees for service
- Increase ridership on the van
- Increase referrals to Dial a Ride and to the MBTA THE RIDE, creating more low cost options for Arlington Seniors
- Continue to improve capturing data necessary to provide the Town with a more comprehensive plan regarding transportation needs and associated costs

Major Accomplishments for 2013

- Received a grant in the amount of \$15,000 from the Symmes Medical Use Non Profit Corporation
- Received a grant in the amount of \$30,000 from Elizabeth and George L. Sanborn Foundation for the Treatment and Cure of Cancer, Inc. to provide rides for cancer patients
- Received a Massachusetts Department of Transportation grant for a new COA Van
- Added new transportation service called “Every Day Living” which provides transportation to anywhere in Arlington; fee is higher for this service and currently only available on Thursdays
- Utilized ACMi and taped a program explaining transportation options
- Increased transportation counseling to riders; referred many to the MBTA The Ride to increase Arlington seniors transportation options
- Instituted new processes to streamline operations saving time and administrative costs
- Implemented audit controls for the sale/redemption of COA Van tickets and Dial A Ride Taxi tickets
- Developed a Transportation Policy to increase the safety for the drivers and riders
- Developed a new policy for the Volunteer Medical Escort program to address liability, and to insure the utmost safety for the volunteer driver and the Arlington senior
- Instituted a fee for the Medical Escort Program to reduce transportation expenses to reimburse volunteer drivers for mileage

Performance / Workload Indicators

<i>Council on Aging Transportation Fund</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Annual number - one way rides	7,100	7,200	7,400	8,496
Taxi rides	3,000	2,800	3,100	3,700





Program Description

Arlington Youth Counseling Center (AYCC) is a community-based, licensed mental health facility, the mission of which is to promote and support the social and emotional well-being of Arlington youth and families. AYCC accomplishes its mission in the following ways:

- Maintaining a highly qualified, relevant and dedicated clinical team, including a psychiatrist, psychologist, and masters level and clinically licensed social workers
- Providing mental and behavioral health counseling, psychopharmacological services, and other therapeutic support to children, adolescents and families
- Collaborating with Arlington Public Schools to provide in-school counseling, group therapy and other therapeutic services to students, and their families
- Partnering with other agencies and youth-serving organizations to address unmet social, emotional, and behavioral health needs of Arlington youth
- Identifying new programs, strategies, and resources to respond to emerging mental and behavioral health trends
- Providing case management to Arlington residents up to age 59 in need of resource support

Budget Statement

The Arlington Youth Counseling Center strives to achieve financial sustainability through health insurance reimbursements, collection of client copays and deductibles, ongoing quality management, fundraising and grant seeking initiatives, and solicitation of private donations. To advance this goal in FY2015, AYCC will increase the number of reimbursable sessions by 10% and strengthen agency protocols to collect payment. The new electronic medical records and billing system will enable greater efficiency in assessing clinical caseloads and assigning new clients, and will support more consistent and accurate payment practices. AYCC will also continue to secure community contracts, grant and foundation support, and private donations to enhance services to the community and cover operating costs. In FY2015 various positions within the department are increased to address the need for services to youth and families. Grants and insurance reimbursements will cover the costs of the increases.

Performance / Workload Indicators

<i>Youth Services</i>	FY2012 Actual	FY2013 Actual	FY2014 Estimated	FY2015 Estimated
Counseling hours	3,118	3,226	3,800	4,000
Clients	278	309	315	320

PROGRAM COSTS

Youth Counseling Center Enterprise Fund	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Personnel Services	265,754	295,356	360,407	
Expenses	189,394	221,300	231,800	
Total	455,148	516,656	592,207	-

STAFFING

Youth Counseling Center Enterprise Fund	FY2013 Actual	FY2014 Budget	FY2015 Request	FY2015 Fin Com
Managerial	0.8	1	1	
Clerical	0.57	0.8	1.5	
School Counseling Program (FTE)	0.0	0.0	0.0	
Professional/Technical	0.0	1.7	1.7	
Total	1.4	3.5	4.2	

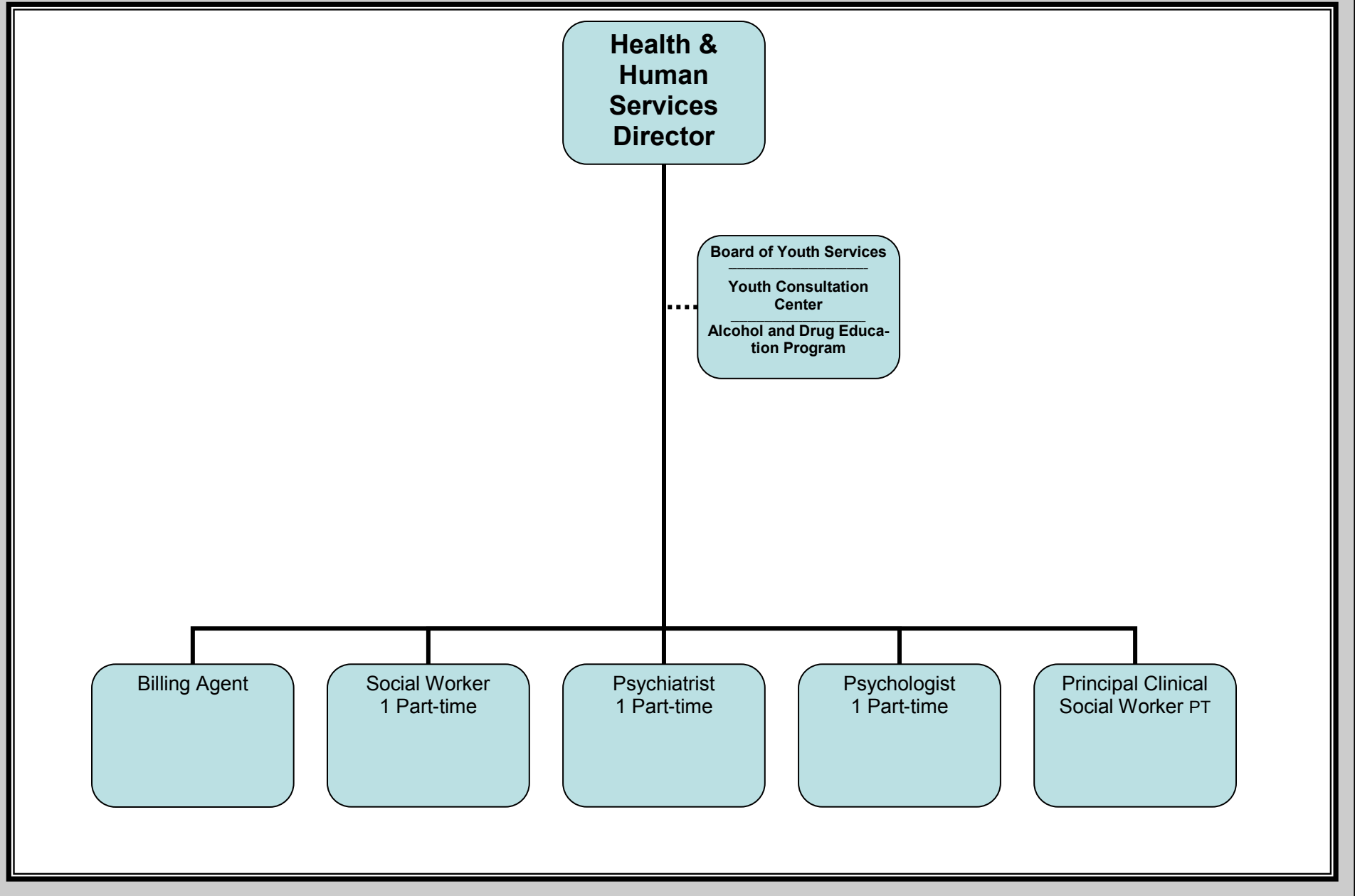


Major Accomplishments for 2013

- Continued to increase financial sustainability through more accurate and consistent client tracking and billing practices by implementing a new electronic medical records and billing system, and trained staff on system utilization
- Hired four new fee-for-service clinicians and one clinical intern to meet demand for services and further reduce client time on wait list
- Reorganized administrative structure and hired a new executive director, clinical director, and assistant clinical director
- Secured grant funding to increase hours for AYCC psychiatrist
- Awarded a CHNA grant to increase advocacy services for survivors of domestic violence
- Received continued grant funding to support substance abuse and case management programming
- Increased the range and scope of counseling services to the schools, including elementary schools, through Project Success
- Continued successful programming in the Workplace and expanded bullying prevention work at Ottoson Middle School
- Implemented a pilot intervention program to address youth substance use among Arlington High School students through motivational interviewing and group counseling
- Strengthened ongoing support groups for parents of challenging children and survivors of domestic violence
- Helped raise over \$40,000 through successful community fundraising events, including "Team Up for AYCC" soccer tournament and the 3rd Annual AYCC Gala, and initiated plans to further refine these initiatives in 2014.

FY2015 Objectives

- Investigate new opportunities for local, state, and federal funding support
- Secure grants from local grant makers and foundations to support existing and new programming
- Improve on reimbursement rates by reviewing codes and negotiating rates with insurance companies
- Advocate for state legislation to increase rates for outpatient child psychiatry and counseling services
- Continue to improve client intake and referral processes to increase the active client caseload and number of reimbursable sessions
- Develop agency-wide proficiency with the electronic medical records system, and maximize its potential to bring in revenue through third party reimbursements and client copays
- Establish a fundraising subcommittee of the Board of Youth Services to work with the executive director to develop a fundraising strategic plan and implement fundraising activities
- Continue to organize, refine, and implement major fundraising initiatives, including the annual "Team Up for AYCC" soccer tournament and AYCC Gala
- Conduct ongoing outreach to private donors, businesses and community partners to raise awareness about the agency and secure donations
- Seek to double funding for the Case Manager position from \$15,000 to \$30,000
- Renew contracts with the Arlington Public Schools, including Project Success, to provide counseling services, group therapy, clinical consultation and project coordination to the schools
- Offer ongoing training opportunities to enhance the clinical capacity of AYCC providers
- Strive to uphold the agency's mission and function in the community as a vibrant, responsive, and welcoming community mental health clinic offering high quality services to Arlington youth and families





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SECTION VI

CAPITAL IMPROVEMENT PROGRAM



Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Board of Selectmen, Finance Committee, and ultimately the Town Meeting each year. A Capital Planning Committee was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Capital Planning Committee (CPC) comprises 9 members who meet between the months of September and December to review the requested capital items by all departments, boards, and committees and develop a recommended budget and plan to the Town Manager. The members include 5 members of the public, the Comptroller, the Treasurer/ Collector, the Superintendent or her representative, and the Town Manager or his representative. Annually the first year of the Capital Plan is submitted to the Town Meeting as the Capital Budget for appropriation. The Five Year Capital Plan is reviewed and revised each year to make changes in priorities and to add an additional year to the planning process.

The goal of the Capital Planning Program is to provide a means of planning for the maintenance and/or improvement of the capital assets and infrastructure of the Town of Arlington. The maintenance of the infrastructure and the capital assets of the Town are of vital importance to the delivery of the quality services for which the Town is known. The following are the objectives:

- Review, plan, and coordinate capital improvements so as to promote a systematic, organized replacement and acquisition schedule.
- Ensure that, given limited resources, the capital needs of the community are met.
- Present a sound financial package so as to stabilize and level out the debt of the Town. It should assure timely planning for the most economical method of financing capital improvements.
- Ensure wider community participation in the planning of projects, reducing the pressure to fund some projects that do not present as great a need as others.
- Promote a more effective administration and coordination of capital projects to reduce scheduling problems, and conflicting or overlapping projects not only among local departments, but also among other local and state agencies and private enterprises such as the gas and electric companies.

The Capital Planning Committee uses the following definitions when deciding whether a particular budget item shall be in the Capital Budget or the Operating Budget. Other communities may define these terms differently.

Capital Asset: An asset that (1) has an expected useful life of at least two years and (2) either has a unit cost of at least \$3,000 or is purchased in a program to gradually purchase a quantity of essentially identical units such that the total quantity price is over \$25,000.

Capital Improvement: An improvement to a capital asset that may reasonably be expected to either (1) adapt the capital asset to a different use or (2) appreciably lengthen the useful life of the capital asset beyond what may be expected with normal maintenance.

In reviewing the requests of the operating departments, the committee uses the following criteria for evaluation:

1. Imminent threat to the **health** and safety of citizens/property.
2. **Preservation** of operations/necessary expenditure. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
3. Requirement of State or Federal **Law**/regulation.
4. Improvement of **infrastructure**.
5. Improvement of **productivity**.
6. **Alleviation** of an overtaxed/overburdened situation.



Capital Improvement Program Description (*continued*)

The Capital Planning Process:

The CPC receives capital budget requests from Department Heads and begins to meet and review requests in early October. The CPC members look at the Town's overall financial situation and, within this larger context, each department's request is compared to the request and the recommendation from the prior year and to the five-year capital plan for that department. The members also tend to ask if this request reflects an interdepartmental planning effort, if the department has considered other sources of funding, or if the department has undertaken any kind of cost/benefit analysis. CPC members like to see evidence of longer-term planning for departmental needs, as well as planning for maintenance expenses and of interdepartmental cooperation. Priorities that emerge suddenly in one year with no reference in prior year requests tend to be more heavily scrutinized.

Information technology requests are expected to have passed through the master planning process, coordinated and updated through the Information Technology Advisory Committee (ITAC). The ITAC maintains a 5 year plan for IT expenses including phones, wireless, computer systems replacement, GIS, etc.

Increasingly, the CPC looks for evidence of long-term interdepartmental planning around expenditures for buildings, playgrounds, parks and fields. Vehicles and copiers are common requests and the CPC is interested in coordinated purchasing programs for these items.

The capital budget is prepared from a Town-wide perspective. There is no assumption of a budget quota for individual departments. CPC members look at the history of spending patterns for each department. Departments that have requested and received more money than actually required tend to be more heavily scrutinized.

The CPC members each specialize in two or three departments and meet with those department heads during the Fall. The intent of these meetings is to enable the CPC to gain a fuller understanding of the current and long-term needs of the department, and the process used to determine these needs. The results of these meetings are reported back to the whole CPC and are often discussed by the group.

The CPC converts the data requests to a spreadsheet and reviews the requests in relation to their priorities, their urgency, their cost, etc. The sum of money available to fund the Town's Capital program is approximately five percent (5%) of the total revenue. This sum includes the debt service from prior years. Historically the CPC has received requests far exceeding this sum. Thus very difficult decisions must be made as to what projects receive funding in any given year. After considerable review, the CPC recommends a capital budget for the Town, based on advice from the Finance Committee and others about what the Town can afford. The recommendations are submitted to the Town Manager.

The Capital Budget for FY2015 and the Capital Plan for FY2015 — 2019 are presented on the following pages. The terms "Bonds," "Cash," and "Other" are used to describe the sources of funding for the capital budget and plan. "Cash" refers to those expenditures that are paid for in their entirety in the next fiscal year directly from the general fund. "Bonds" refers to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually three to twenty years. Those extended payments include both principal and interest, usually referred to as "debt service." "Other" refers to those expenditures that are financed from sources that do not arise directly from the Town's tax levy; these sources may be state or federal grants, user fees, private donations, trust funds, and other non-tax sources.



Capital Budget FY2015 and Capital Plan FY2015—2019

The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and proposition 2 ½ debt exclusion projects. For FY2015 funding for the capital budget is as follows:

Bonding:	\$10,593,105
Cash:	\$1,554,300
Other:	\$5,680,000

Our existing non-exempt debt is \$5,628,578 which is consistent with prior debt service projections for FY2015. The total capital budget for FY2015, including debt, is estimated at \$9.8 million. Major projects to be funded in FY2015 include: construction of the Central Fire Station at \$6,050,000, street and sidewalk work for approximately \$1.5 million, water and sewer work for \$4.4 million (including water meter replacement), and park renovation work for \$592,500. The FY2015 budget also includes \$500,000 for a Voice over Internet Protocol (VOIP) phone system for the Town and School, and \$131,000 in funding for new police cruisers. A full list of capital projects can found beginning on page 178. The Five Year Plan can be found starting on page 185.

Arlington continues to borrow within its debt limit. The statutory debt limit is 5% of the Massachusetts Department of Revenue's Equalized Valuation (EQV) of the Town. Based on the DOR reported final 2012 EQV of \$7.53 billion, Arlington's debt limit is \$376 million. Arlington's estimated total FY2015 debt of \$67 million (including incidental short term borrowing) is a conservative 18% of the limit.



FY2015 Proposed Capital Financing Plan

Non-Exempt Debt: Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½ .

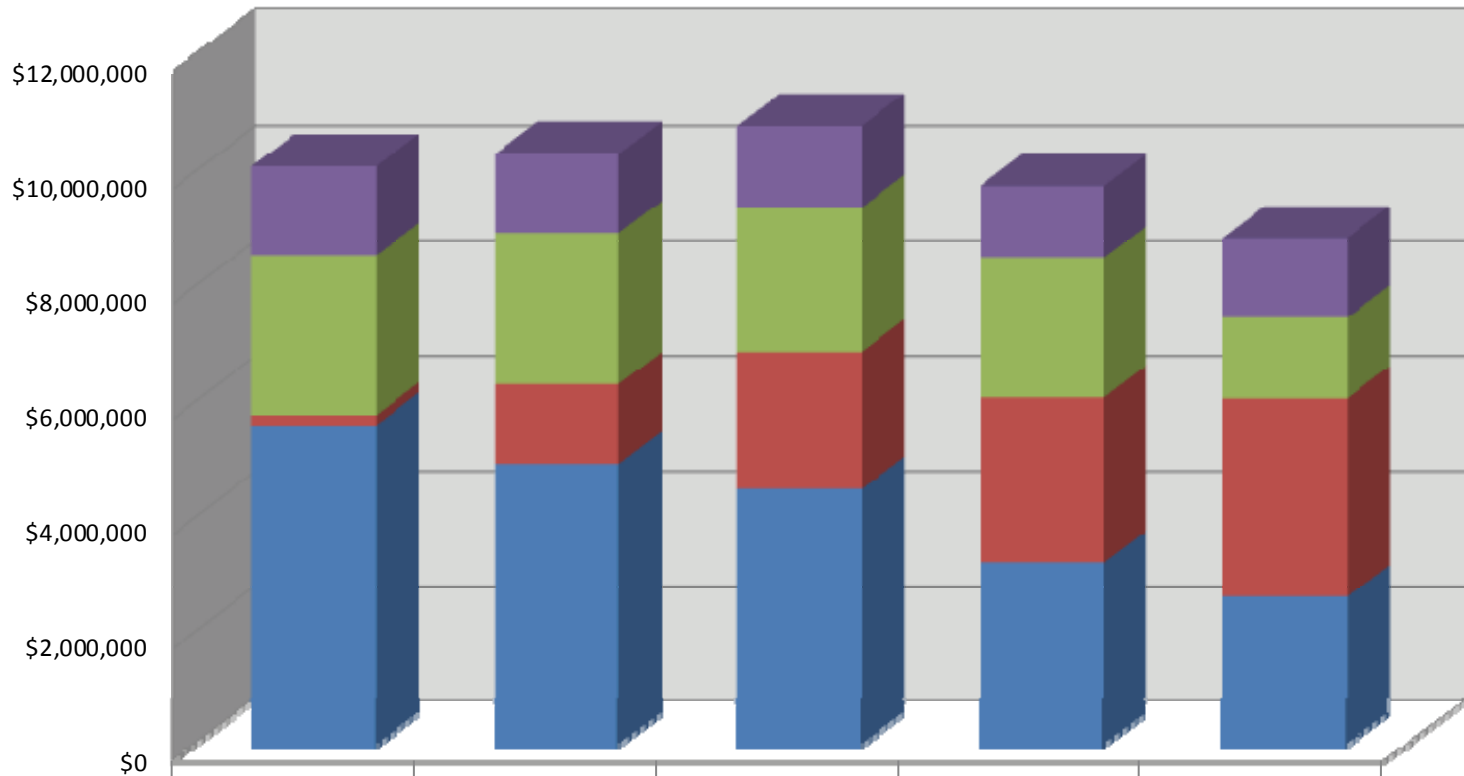
Exempt Debt: Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½ .

Enterprise Fund Debt: Debt service that is funded from Water & Sewer rates.

FY 2015	Expenditures
By Funding Source	
Cash	\$1,554,300
Bond	\$10,593,105
Other	\$5,680,000
Total	\$17,827,405
Calculation of Net Appropriation of Article	
FY 2015	Capital and Debt Service
Prior Years Non-exempt Debt Service	
Principal	\$4,662,050
Interest	\$966,528
Total Prior Non-exempt Debt Service	\$5,628,578
Plus Enterprise Fund Debt Svc. Appropriation	\$220,875
Plus MWRA Loan Payments	\$1,151,303
Net Prior Non-Exempt Debt Service	\$7,000,756
New Non-exempt Debt Service	\$170,114
Less Antenna Funds	(\$25,000)
Less Ed Burns Rink	(\$83,000)
Less Ambulance Revolving Fund	(\$47,600)
Less Capital Carry Forward	(\$50,000)
Current Year Cash Outlay	\$1,554,300
Total Non-exempt Appropriation	\$8,519,570
Exempt Principal	2,183,950
Total Exempt Interest	587,408
Total Exempt Debt Service	\$2,771,358
Less Enterprise Fund Debt Svc Approp.	(\$220,875)
Less MWRA Loan Payments	(\$1,151,303)
Total Tax Rate Appropriation	\$9,918,750



Capital Plan Appropriation



	FY2015	FY2016	FY2017	FY2018	FY2019
■ Cash	\$1,554,300	\$1,369,400	\$1,407,525	\$1,250,963	\$1,389,577
■ Exempt Debt*	\$2,771,358	\$2,635,325	\$2,524,723	\$2,424,742	\$1,396,517
■ New Non-Exempt Debt	\$170,114	\$1,379,046	\$2,375,991	\$2,865,768	\$3,448,115
■ Existing Non-Exempt Debt	\$5,628,578	\$4,950,769	\$4,515,115	\$3,242,221	\$2,639,659

*Exclusive of Symmes debt service FY2015 –2019



Capital Budget Fiscal Year 2015

Department/Program	BOND	CASH	OTHER	Grand Total
BOARD OF SELECTMEN		\$5,000		\$5,000
PHOTOCOPIER PROGRAM		\$5,000		\$5,000
Photocopier lease		\$5,000		\$5,000
COMMUNITY SAFETY - FIRE SERVICES	\$6,090,000			\$6,090,000
DEPARTMENTAL PROJECT	\$40,000			\$40,000
Protective Gear Replacement	\$40,000			\$40,000
INFRASTRUCTURE IMPROVEMENT	\$6,050,000			\$6,050,000
Fire Station - Central	\$6,050,000			\$6,050,000
COMMUNITY SAFETY - POLICE SERVICES	\$373,505	\$217,000		\$590,505
DEPARTMENTAL PROJECT		\$27,500		\$27,500
Certified Patrol/Narcotic K9		\$10,000		\$10,000
Laser Radar		\$4,500		\$4,500
Radio Upgrade/Replacement Program		\$13,000		\$13,000
EQUIPMENT REPLACEMENT		\$53,000		\$53,000
Automated External Defibrillators		\$16,000		\$16,000
Bullet Proof Vest Program		\$17,000		\$17,000
Records Management Server Upgrade		\$15,000		\$15,000
Security System		\$5,000		\$5,000
PHOTOCOPIER PROGRAM		\$5,500		\$5,500
Photocopier		\$5,500		\$5,500
PUBLIC BUILDING MAINTENANCE	\$373,505			\$373,505
C.S. Building Renovations -5 Year plan	\$373,505			\$373,505
VEHICLE REPLACEMENT		\$131,000		\$131,000
Vehicle Replacement Program		\$131,000		\$131,000



Capital Budget Fiscal Year 2015 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
COMPROLLER	\$500,000			\$500,000
DEPARTMENTAL PROJECT	\$500,000			\$500,000
Replace Phone System	\$500,000			\$500,000
HEALTH & HUMAN SERVICES		\$62,600	\$150,000	\$212,600
DEPARTMENTAL PROJECT		\$3,500	\$150,000	\$153,500
Design & renovate new Food Pantry Space			\$150,000	\$150,000
Install card access system Whittemore Robbins House		\$3,500		\$3,500
INFRASTRUCTURE IMPROVEMENT		\$53,500		\$53,500
Whittemore Robbins Carriage House & Garage		\$25,000		\$25,000
Whittemore Robbins House - Exterior & Interior		\$10,000		\$10,000
Whittemore Robbins House Window Replacement		\$15,000		\$15,000
Whittemore, Carriage & Cottage repoint foundations		\$3,500		\$3,500
PHOTOCOPIER PROGRAM		\$5,600		\$5,600
AYCC Photocopier		\$2,800		\$2,800
Photocopier Lease - BOH/COA		\$2,800		\$2,800
INFORMATION TECHNOLOGY	\$886,400	\$30,000		\$916,400
INFORMATION TECHNOLOGY	\$886,400	\$30,000		\$916,400
Library MLN Equipment	\$19,300			\$19,300
Library -PC Vend Printing/Photocopier Project	\$5,100			\$5,100
Replacement Air Conditioning Unit		\$30,000		\$30,000
SCHOOL - Replacement academic PC's district wide	\$452,000			\$452,000
School - Software Licensing	\$40,000			\$40,000
School Dept. Admin Computers	\$40,000			\$40,000
School Dept-Admin Micro Program	\$40,000			\$40,000
Software Upgrades & Standardization - Town	\$30,000			\$30,000
Town Network Infrastructure	\$200,000			\$200,000
Town-Microcomputer Program	\$60,000			\$60,000



Capital Budget Fiscal Year 2015 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
INSPECTIONS		\$5,000		\$5,000
PHOTOCOPIER PROGRAM		\$5,000		\$5,000
Photocopier lease		\$5,000		\$5,000
LEGAL/WORKERS' COMPENSATION		\$5,000		\$5,000
PHOTOCOPIER PROGRAM		\$5,000		\$5,000
Photocopier		\$5,000		\$5,000
LIBRARY	\$175,700	\$19,950		\$195,650
DEPARTMENTAL PROJECT	\$126,000	\$6,250		\$132,250
Evaluation & Replacement Reserve Analysis		\$6,250		\$6,250
RFID Project - Radio Frequency ID system	\$126,000			\$126,000
INFORMATION TECHNOLOGY	\$27,200	\$5,100		\$32,300
MLN Computer Project	\$27,200			\$27,200
PC Vend Printing/Photocopier Project		\$5,100		\$5,100
PHOTOCOPIER PROGRAM		\$2,800		\$2,800
Photocopier		\$2,800		\$2,800
PUBLIC BUILDING MAINTENANCE	\$22,500	\$5,800		\$28,300
Exhaust fans		\$5,800		\$5,800
Repointing - 1992 Addition	\$22,500			\$22,500
PLANNING	\$15,000	\$74,500		\$89,500
DEPARTMENTAL PROJECT		\$52,000		\$52,000
Gateways Improvements		\$40,000		\$40,000
Senior Center - Assessment & Develop Plans		\$12,000		\$12,000
INFRASTRUCTURE IMPROVEMENT	\$15,000	\$20,000		\$35,000
BOS - Parmenter Oil Tank Removal	\$15,000			\$15,000
Broadway Plaza Phase I		\$20,000		\$20,000
PHOTOCOPIER PROGRAM		\$2,500		\$2,500
Photocopier/Equipment		\$2,500		\$2,500



Capital Budget Fiscal Year 2015 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
PUBLIC WORKS ADMINISTRATION		\$34,000		\$34,000
DEPARTMENTAL PROJECT		\$32,000		\$32,000
Mall Lights		\$32,000		\$32,000
PHOTOCOPIER PROGRAM		\$2,000		\$2,000
Photocopier		\$2,000		\$2,000
PUBLIC WORKS CEMETERY DIVISION	\$340,000		\$235,000	\$575,000
DEPARTMENTAL PROJECT			\$235,000	\$235,000
Headstone Cleaning & Repair			\$10,000	\$10,000
Columbarium Construction			\$225,000	\$225,000
ROADS AND PATHS INFRASTRUCTURE	\$230,000			\$230,000
Roadway Improvements	\$230,000			\$230,000
VEHICLE REPLACEMENT	\$110,000			\$110,000
Backhoe	\$110,000			\$110,000
PUBLIC WORKS ENGINEERING DIVISION	\$125,000			\$125,000
INFRASTRUCTURE IMPROVEMENT	\$125,000			\$125,000
Flood Mitigation Grant FEMA Millbrook	\$125,000			\$125,000
PUBLIC WORKS HIGHWAY DIVISION	\$607,000	\$837,250	\$625,000	\$2,069,250
EQUIPMENT REPLACEMENT	\$157,000	\$17,000		\$174,000
1 Ton Dump Truck w/Plow/Sander (2)	\$90,000			\$90,000
MER - Vehicle Lift	\$50,000			\$50,000
Sander Body	\$17,000			\$17,000
Small equipment		\$5,000		\$5,000
Snow Plow - (1 per 2 yr.)		\$12,000		\$12,000
ROADS AND PATHS INFRASTRUCTURE	\$65,000	\$820,250	\$625,000	\$1,510,250
Chapter 90 Roadway			\$500,000	\$500,000
Install Sidewalk Ramps	\$65,000			\$65,000
Install Sidewalk Ramps CDBG			\$125,000	\$125,000



Capital Budget Fiscal Year 2015 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
Roadway Reconstruction		\$350,000		\$350,000
Roadway Reconstruction Override 2011		\$420,250		\$420,250
Sidewalks and Curbstones		\$50,000		\$50,000
VEHICLE REPLACEMENT	\$385,000			\$385,000
3/4 Ton Pick-up, 4wd w/Plow (2)	\$80,000			\$80,000
4WD Truck w/Sander	\$140,000			\$140,000
Loader 3CY Capacity	\$165,000			\$165,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$190,000			\$190,000
EQUIPMENT REPLACEMENT	\$145,000			\$145,000
Mini-Loader (Skid-Steer) w/Sidewalk Plow & Snow Blower	\$145,000			\$145,000
VEHICLE REPLACEMENT	\$45,000			\$45,000
1 Ton Utility Truck w/Gate	\$45,000			\$45,000
PUBLIC WORKS PROPERTIES DIVISION		\$28,000		\$28,000
VEHICLE REPLACEMENT		\$28,000		\$28,000
Van		\$28,000		\$28,000
PUBLIC WORKS WATER/SEWER DIVISION			\$4,440,000	\$4,440,000
DEPARTMENTAL PROJECT			\$2,000,000	\$2,000,000
Water Meter Replacement			\$2,000,000	\$2,000,000
EQUIPMENT REPLACEMENT			\$5,000	\$5,000
Small equipment			\$5,000	\$5,000
INFRASTRUCTURE IMPROVEMENT			\$2,400,000	\$2,400,000
Drainage Rehab-Regulatory Compliance (Ch-308)			\$150,000	\$150,000
Hydrant replacement program			\$100,000	\$100,000
Sewer System Rehabilitation			\$1,300,000	\$1,300,000
Water System Rehabilitation			\$850,000	\$850,000
VEHICLE REPLACEMENT			\$35,000	\$35,000
Small Utility Pickup			\$35,000	\$35,000



Capital Budget Fiscal Year 2015 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
RECREATION	\$592,500	\$10,000		\$602,500
PARKS & PLAYGROUNDS	\$592,500	\$10,000		\$602,500
ADA Study Implementation Program	\$50,000			\$50,000
Feasibility Study		\$10,000		\$10,000
Magnolia Field Basketball Court Renovation	\$75,000			\$75,000
Spy Pond Tennis Courts	\$467,500			\$467,500
REDEVELOPMENT BOARD	\$120,000		\$230,000	\$350,000
DEPARTMENTAL PROJECT			\$30,000	\$30,000
ARB - Jefferson Cutter House - Bldg Assessment			\$10,000	\$10,000
ARB - Jefferson Cutter House - Hearth Supports			\$20,000	\$20,000
INFRASTRUCTURE IMPROVEMENT			\$185,000	\$185,000
ARB - 23 Maple Roof/Gutter Downspout/chimney			\$40,000	\$40,000
ARB - Central Mechanical/Electrical/Plumbing/Elevator			\$55,000	\$55,000
ARB - Central School Site Improvements/walkway			\$80,000	\$80,000
ARB - Jefferson Cutter Exterior Chimney/Trim/Walls/Windows			\$10,000	\$10,000
MAJOR REPAIRS	\$120,000			\$120,000
ARB - Central Parking Lot Replacement	\$120,000			\$120,000
PUBLIC BUILDING MAINTENANCE			\$15,000	\$15,000
ARB - Central School baths, halls, lobby			\$15,000	\$15,000
SCHOOLS	\$525,000	\$205,000		\$730,000
EQUIPMENT REPLACEMENT	\$60,000	\$20,000		\$80,000
Custodial/maint. Equip. replacement program		\$5,000		\$5,000
Ottoson - Light & Stage Equipment & Lockers	\$60,000			\$60,000
Stratton Furniture & Classroom Improvements		\$15,000		\$15,000
INFRASTRUCTURE IMPROVEMENT	\$350,000			\$350,000
Hardy School Windows	\$250,000			\$250,000
Stratton Building Improvements	\$100,000			\$100,000



Capital Budget Fiscal Year 2015 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
MAJOR REPAIRS	\$10,000	\$65,000		\$75,000
AHS Exterior Doors		\$30,000		\$30,000
Asbestos Abatement - Remove Tiles		\$5,000		\$5,000
Asbestos abatement High School		\$30,000		\$30,000
High School - HVAC steam trap replacement	\$10,000			\$10,000
PHOTOCOPIER PROGRAM		\$120,000		\$120,000
Photocopier Lease Program		\$120,000		\$120,000
STUDENT TRANSPORTATION	\$65,000			\$65,000
Bus 105 - 8 7-D Tahoe	\$40,000			\$40,000
Van 110 - 8 passenger 7-D minivan	\$25,000			\$25,000
VEHICLE REPLACEMENT	\$40,000			\$40,000
Maintenance Service Van	\$40,000			\$40,000
TOWN MANAGER		\$5,000		\$5,000
PHOTOCOPIER PROGRAM		\$5,000		\$5,000
Photocopier		\$5,000		\$5,000
TREASURER	\$53,000	\$16,000		\$69,000
DEPARTMENTAL PROJECT		\$10,000		\$10,000
Office Security Analysis		\$10,000		\$10,000
EQUIPMENT REPLACEMENT	\$53,000			\$53,000
Replace 4 Digital Pymt Parking Meters	\$53,000			\$53,000
PHOTOCOPIER PROGRAM		\$6,000		\$6,000
Photocopier		\$6,000		\$6,000
GRAND TOTAL	\$10,593,105	\$1,554,300	\$5,680,000	\$17,827,405



CAPITAL PLAN FY2015—2019

Department/Program	2015	2016	2017	2018	2019	Grand Total
BOARD OF SELECTMEN	\$5,000	\$5,000	\$5,000	\$5,000		\$20,000
PHOTOCOPIER PROGRAM	\$5,000	\$5,000	\$5,000	\$5,000		\$20,000
Photocopier lease	\$5,000	\$5,000	\$5,000	\$5,000		\$20,000
COMMUNITY SAFETY - FIRE SERVICES	\$6,090,000		\$925,000	\$820,000	\$80,000	\$7,915,000
DEPARTMENTAL PROJECT	\$40,000					\$40,000
Protective Gear Replacement	\$40,000					\$40,000
EQUIPMENT REPLACEMENT					\$40,000	\$40,000
Exercise Equipment & Furniture - Cardio					\$40,000	\$40,000
INFRASTRUCTURE IMPROVEMENT	\$6,050,000					\$6,050,000
Fire Station - Central	\$6,050,000					\$6,050,000
VEHICLE REPLACEMENT			\$925,000	\$820,000	\$40,000	\$1,785,000
Ladder 1 #1009			\$925,000			\$925,000
Purchase new Engine/Pump - replace #1007				\$600,000		\$600,000
Purchase new F250 for M1 replacing #1019					\$40,000	\$40,000
Rescue/Ambulance 2008 Ford Osage				\$220,000		\$220,000
COMMUNITY SAFETY - POLICE SERVICES	\$590,505	\$6,685,811	\$182,500	\$179,000	\$230,000	\$7,867,816
DEPARTMENTAL PROJECT	\$27,500	\$81,500	\$24,500	\$18,500	\$38,500	\$190,500
AVL Automatic Vehicle Location System			\$6,000			\$6,000
Certified Patrol/Narcotic K9	\$10,000					\$10,000
Evidence Processing Equipment					\$20,000	\$20,000
Laser Radar	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$22,500
Radio Upgrade/Replacement Program	\$13,000	\$14,000	\$14,000	\$14,000	\$14,000	\$69,000
Tablet Personnel Computers		\$63,000				\$63,000



CAPITAL PLAN FY2015—2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
EQUIPMENT REPLACEMENT	\$53,000	\$43,000	\$21,000	\$23,000	\$54,000	\$194,000
Automated External Defibrillators	\$16,000					\$16,000
Bullet Proof Vest Program	\$17,000	\$17,000	\$15,000	\$17,000	\$17,000	\$83,000
Fitness Equipment		\$5,000				\$5,000
Glock Service Weapons					\$30,000	\$30,000
Records Management Server Upgrade	\$15,000					\$15,000
Security System	\$5,000	\$6,000	\$6,000	\$6,000	\$7,000	\$30,000
Speed Trailer Replacement		\$15,000				\$15,000
INFORMATION TECHNOLOGY		\$14,700				\$14,700
ATAC RAIDS Software		\$14,700				\$14,700
PHOTOCOPIER PROGRAM	\$5,500	\$6,000	\$6,000	\$6,500	\$6,500	\$30,500
Photocopier	\$5,500	\$6,000	\$6,000	\$6,500	\$6,500	\$30,500
PUBLIC BUILDING MAINTENANCE	\$373,505	\$6,381,611				\$6,755,116
C.S. Building Renovations -5 Year plan	\$373,505	\$6,381,611				\$6,755,116
VEHICLE REPLACEMENT	\$131,000	\$159,000	\$131,000	\$131,000	\$131,000	\$683,000
Vehicle Replacement Program	\$131,000	\$159,000	\$131,000	\$131,000	\$131,000	\$683,000
COMPROLLER	\$500,000					\$500,000
DEPARTMENTAL PROJECT	\$500,000					\$500,000
Replace Phone System	\$500,000					\$500,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND			\$11,000			\$11,000
VEHICLE REPLACEMENT			\$11,000			\$11,000
Van Replacement Program			\$11,000			\$11,000
HEALTH & HUMAN SERVICES	\$212,600	\$214,800	\$97,800	\$12,800	\$5,600	\$543,600
DEPARTMENTAL PROJECT	\$153,500					\$153,500
Design & renovate new Food Pantry Space	\$150,000					\$150,000
Install card access system Whittemore Robbins House	\$3,500					\$3,500



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
INFRASTRUCTURE IMPROVEMENT	\$53,500	\$60,000	\$95,000	\$10,000		\$218,500
Whittemore Robbins - Basement Waterproofing			\$60,000			\$60,000
Whittemore Robbins Carriage House & Garage	\$25,000	\$50,000	\$25,000			\$100,000
Whittemore Robbins House - Exterior & Interior	\$10,000	\$10,000	\$10,000	\$10,000		\$40,000
Whittemore Robbins House Window Replacement	\$15,000					\$15,000
Whittemore, Carriage & Cottage repoint foundations	\$3,500					\$3,500
PHOTOCOPIER PROGRAM	\$5,600	\$4,800	\$2,800	\$2,800	\$5,600	\$21,600
AYCC Photocopier	\$2,800	\$2,400	\$2,800		\$2,800	\$10,800
Photocopier Lease - BOH/COA	\$2,800	\$2,400		\$2,800	\$2,800	\$10,800
PUBLIC BUILDING MAINTENANCE		\$150,000				\$150,000
Whittemore Robbins House - Kitchen		\$150,000				\$150,000
INFORMATION TECHNOLOGY	\$916,400	\$483,610	\$683,900	\$445,300	\$370,000	\$2,899,210
INFORMATION TECHNOLOGY	\$916,400	\$483,610	\$683,900	\$445,300	\$370,000	\$2,899,210
Building Security Elements		\$20,000	\$20,000			\$40,000
Document Management System		\$25,000				\$25,000
Library MLN Equipment	\$19,300	\$23,510	\$23,800	\$30,200		\$96,810
Library -PC Vend Printing/Photocopier Project	\$5,100	\$5,100	\$5,100	\$5,100		\$20,400
Replacement Air Conditioning Unit	\$30,000					\$30,000
Replacement of Receivable Package			\$200,000			\$200,000
SCHOOL - Replacement academic PC's district wide	\$452,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,252,000
School - Software Licensing	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School Dept. Admin Computers	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School Dept-Admin Micro Program	\$40,000	\$40,000	\$40,000	\$40,000		\$160,000
Software Upgrades & Standardization - Town	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Town Network Infrastructure	\$200,000		\$25,000			\$225,000
Town-Microcomputer Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
INSPECTIONS	\$5,000	\$30,000	\$5,000			\$40,000
PHOTOCOPIER PROGRAM	\$5,000	\$5,000	\$5,000			\$15,000
Photocopier lease	\$5,000	\$5,000	\$5,000			\$15,000
VEHICLE REPLACEMENT		\$25,000				\$25,000
Vehicle - Plumbing		\$25,000				\$25,000
LEGAL/WORKERS' COMPENSATION	\$5,000		\$5,000	\$5,000	\$5,000	\$20,000
PHOTOCOPIER PROGRAM	\$5,000		\$5,000	\$5,000	\$5,000	\$20,000
Photocopier	\$5,000		\$5,000	\$5,000	\$5,000	\$20,000
LIBRARY	\$195,650	\$99,260	\$122,200	\$87,100	\$119,100	\$623,310
DEPARTMENTAL PROJECT	\$132,250					\$132,250
Evaluation & Replacement Reserve Analysis	\$6,250					\$6,250
RFID Project - Radio Frequency ID system	\$126,000					\$126,000
INFORMATION TECHNOLOGY	\$32,300	\$36,060	\$37,100	\$41,900	\$34,100	\$181,460
MLN Computer Project	\$27,200	\$30,960	\$32,000	\$36,800	\$29,000	\$155,960
PC Vend Printing/Photocopier Project	\$5,100	\$5,100	\$5,100	\$5,100	\$5,100	\$25,500
PHOTOCOPIER PROGRAM	\$2,800	\$2,800	\$2,800			\$8,400
Photocopier	\$2,800	\$2,800	\$2,800			\$8,400
PUBLIC BUILDING MAINTENANCE	\$28,300	\$40,400	\$82,300	\$45,200	\$85,000	\$281,200
Doors			\$38,000			\$38,000
Elevator - Overhaul					\$85,000	\$85,000
Exhaust fans	\$5,800	\$5,800	\$5,800			\$17,400
Heating/Cooling Water Pumps		\$21,400				\$21,400
Hot Water Heater		\$6,000				\$6,000
HVAC Blowers			\$8,500			\$8,500
HVAC Coil/Air Handler Unit			\$17,000			\$17,000
Ramp and Stairs			\$13,000			\$13,000
Repair Honeywell 3 way valves & controller		\$7,200				\$7,200



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
Repointing - 1992 Addition	\$22,500					\$22,500
Windows- 1892 Building				\$45,200		\$45,200
VEHICLE REPLACEMENT		\$20,000				\$20,000
Library Van		\$20,000				\$20,000
PLANNING	\$89,500	\$22,500	\$62,500	\$2,500	\$60,000	\$237,000
DEPARTMENTAL PROJECT	\$52,000					\$52,000
Gateways Improvements	\$40,000					\$40,000
Senior Center - Assessment & Develop Plans	\$12,000					\$12,000
INFRASTRUCTURE IMPROVEMENT	\$35,000	\$20,000	\$40,000			\$95,000
BOS - Parmenter Oil Tank Removal	\$15,000					\$15,000
Broadway Plaza Phase I	\$20,000					\$20,000
Dallin Library Exterior Painting			\$20,000			\$20,000
MGR - Gibbs oil tank removal		\$20,000				\$20,000
Parmenter roof repairs for slate & gutters			\$20,000			\$20,000
MAJOR REPAIRS			\$20,000		\$60,000	\$80,000
MGR - Gibbs School - Roof Replacement					\$60,000	\$60,000
MGR - Parmenter - Roof Replacement & Gutter Repairs			\$20,000			\$20,000
PHOTOCOPIER PROGRAM	\$2,500	\$2,500	\$2,500	\$2,500		\$10,000
Photocopier/Equipment	\$2,500	\$2,500	\$2,500	\$2,500		\$10,000
PUBLIC WORKS ADMINISTRATION	\$34,000	\$2,000	\$57,000		\$32,000	\$125,000
DEPARTMENTAL PROJECT	\$32,000		\$57,000		\$32,000	\$121,000
Mall Lights	\$32,000		\$32,000		\$32,000	\$96,000
Roadway Consulting Services			\$25,000			\$25,000
PHOTOCOPIER PROGRAM	\$2,000	\$2,000				\$4,000
Photocopier	\$2,000	\$2,000				\$4,000



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
PUBLIC WORKS CEMETERY DIVISION	\$575,000	\$260,000	\$55,000	\$10,000	\$10,000	\$910,000
DEPARTMENTAL PROJECT	\$235,000	\$10,000	\$10,000	\$10,000	\$10,000	\$275,000
Headstone Cleaning & Repair	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Columbarium Construction	\$225,000					\$225,000
PUBLIC BUILDING MAINTENANCE		\$250,000				\$250,000
Garage Renovation/ Rehab Chapel/HVAC		\$250,000				\$250,000
ROADS AND PATHS INFRASTRUCTURE	\$230,000					\$230,000
Roadway Improvements	\$230,000					\$230,000
VEHICLE REPLACEMENT	\$110,000		\$45,000			\$155,000
1 Ton Truck			\$45,000			\$45,000
Backhoe	\$110,000					\$110,000
PUBLIC WORKS ENGINEERING DIVISION	\$125,000	\$300,000	\$30,000			\$455,000
INFRASTRUCTURE IMPROVEMENT	\$125,000	\$300,000				\$425,000
Flood Mitigation Grant FEMA Millbrook	\$125,000	\$300,000				\$425,000
VEHICLE REPLACEMENT			\$30,000			\$30,000
Utility Vehicle			\$30,000			\$30,000
PUBLIC WORKS HIGHWAY DIVISION	\$2,069,250	\$1,771,000	\$1,678,525	\$1,909,563	\$1,702,877	\$9,131,215
EQUIPMENT REPLACEMENT	\$174,000	\$135,000	\$81,000	\$22,000	\$126,000	\$538,000
1 Ton Dump Truck w/Plow/Sander			\$47,000			\$47,000
1 Ton Dump Truck w/Plow/Sander (2)	\$90,000					\$90,000
33,000 GVW Dump Truck w/Plow					\$92,000	\$92,000
Backhoe/Loader 1.5 CY		\$113,000				\$113,000
MER - Vehicle Lift	\$50,000					\$50,000
Sander Body	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$85,000
Small equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Snow Plow - (1 per 2 yr.)	\$12,000		\$12,000		\$12,000	\$36,000



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
INFRASTRUCTURE IMPROVEMENT		\$99,000				\$99,000
Replace Retaining Wall - Westminster Ave		\$99,000				\$99,000
ROADS AND PATHS INFRASTRUCTURE	\$1,510,250	\$1,395,000	\$1,406,525	\$1,417,563	\$1,428,877	\$7,158,215
Chapter 90 Roadway	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,500,000
Install Sidewalk Ramps	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Install Sidewalk Ramps CDBG	\$125,000					\$125,000
Roadway Reconstruction	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Roadway Reconstruction Override 2011	\$420,250	\$430,000	\$441,525	\$452,563	\$463,877	\$2,208,215
Sidewalks and Curbstones	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
VEHICLE REPLACEMENT	\$385,000	\$142,000	\$191,000	\$470,000	\$148,000	\$1,336,000
1 Ton Utility w/Gate Lift			\$47,000			\$47,000
3/4 Ton Pick-up, 4wd w/Plow (2)	\$80,000			\$85,000		\$165,000
33,000 GVW Dump Truck				\$90,000		\$90,000
4WD Truck w/Sander	\$140,000	\$142,000	\$144,000		\$148,000	\$574,000
Catch Basin Cleaner - Clam Shell				\$120,000		\$120,000
Loader 3 CY Capacity				\$175,000		\$175,000
Loader 3CY Capacity	\$165,000					\$165,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$190,000	\$6,000	\$155,000	\$256,000	\$75,000	\$682,000
EQUIPMENT REPLACEMENT	\$145,000	\$6,000	\$75,000	\$256,000	\$75,000	\$557,000
Large Ride-on Mower			\$75,000			\$75,000
Mini-Loader (Skid-Steer) w/Sidewalk Plow & Snow Blower	\$145,000					\$145,000
Small equipment		\$6,000		\$6,000		\$12,000
Tree Chipper					\$75,000	\$75,000
Work Crane - 120' Boom				\$250,000		\$250,000
VEHICLE REPLACEMENT	\$45,000		\$80,000			\$125,000
1 Ton Utility Truck w/Gate	\$45,000					\$45,000
Fork Lift			\$80,000			\$80,000



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
PUBLIC WORKS PROPERTIES DIVISION	\$28,000	\$418,000	\$800,000	\$118,000	\$8,100,000	\$9,464,000
DEPARTMENTAL PROJECT			\$700,000		\$8,000,000	\$8,700,000
DPW Facility - Architectural/Site Improvements					\$8,000,000	\$8,000,000
DPW Facility design and improvement			\$700,000			\$700,000
INFRASTRUCTURE IMPROVEMENT		\$300,000				\$300,000
DPW Yard Bldg C Replace Spanish Tile Roof		\$300,000				\$300,000
PUBLIC BUILDING MAINTENANCE		\$118,000	\$100,000	\$118,000	\$100,000	\$436,000
Buildings Rehab consultant Services		\$18,000		\$18,000		\$36,000
Town Hall - Renovations		\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
VEHICLE REPLACEMENT	\$28,000					\$28,000
Van	\$28,000					\$28,000
PUBLIC WORKS WATER/SEWER DIVISION	\$4,440,000	\$2,525,500	\$2,452,000	\$2,580,000	\$2,455,000	\$14,452,500
DEPARTMENTAL PROJECT	\$2,000,000					\$2,000,000
Water Meter Replacement	\$2,000,000					\$2,000,000
EQUIPMENT REPLACEMENT	\$5,000	\$12,500	\$5,000	\$130,000	\$5,000	\$157,500
Backhoe				\$125,000		\$125,000
Small equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Trailer for Generator Mount		\$7,500				\$7,500
INFRASTRUCTURE IMPROVEMENT	\$2,400,000	\$2,400,000	\$2,400,000	\$2,450,000	\$2,450,000	\$12,100,000
Drainage Rehab-Regulatory Compliance (Ch-308)	\$150,000	\$150,000	\$150,000	\$200,000	\$200,000	\$850,000
Hydrant replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$1,300,000	\$1,000,000	\$850,000	\$850,000	\$850,000	\$4,850,000
Water System Rehabilitation	\$850,000	\$1,150,000	\$1,300,000	\$1,300,000	\$1,300,000	\$5,900,000
VEHICLE REPLACEMENT	\$35,000	\$113,000	\$47,000			\$195,000
3/4 Ton Pickup		\$35,000				\$35,000
FlatBed 8-ton Truck - Generator Mount		\$78,000				\$78,000



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
Utility Truck			\$47,000			\$47,000
Small Utility Pickup	\$35,000					\$35,000
RECREATION	\$602,500	\$516,000	\$504,000	\$660,000	\$820,700	\$3,103,200
PARKS & PLAYGROUNDS	\$602,500	\$516,000	\$504,000	\$660,000	\$820,700	\$3,103,200
ADA Study Implementation Program	\$50,000					\$50,000
Bishop Playground					\$236,500	\$236,500
Feasibility Study	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Magnolia Field Basketball Court Renovation	\$75,000					\$75,000
Reservoir Beach			\$65,000	\$650,000		\$715,000
Robbins Farm		\$506,000				\$506,000
Spy Pond Tennis Courts	\$467,500					\$467,500
Wellington Playground			\$429,000			\$429,000
Poets Corner					\$574,200	\$574,200
REDEVELOPMENT BOARD	\$350,000	\$275,000				\$625,000
DEPARTMENTAL PROJECT	\$30,000					\$30,000
ARB - Jefferson Cutter House - Bldg Assessment	\$10,000					\$10,000
ARB - Jefferson Cutter House - Hearth Supports	\$20,000					\$20,000
INFRASTRUCTURE IMPROVEMENT	\$185,000	\$255,000				\$440,000
ARB - 23 Maple Roof/Gutter Downspout/chimney	\$40,000					\$40,000
ARB - 23 Maple St, porches, entryways		\$130,000				\$130,000
ARB - 23 Maple Street remove oil tank		\$15,000				\$15,000
ARB - Central Exterior Trim/Brick/Stone/Chimney Repairs		\$20,000				\$20,000
ARB - Central Mechanical/Electrical/Plumbing/Elevator	\$55,000					\$55,000
ARB - Central Oil Tank De-commissioning		\$15,000				\$15,000
ARB - Central School Site Improvements/walkway	\$80,000					\$80,000



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
ARB - Jefferson Cutter Exterior Chimney/Trim/Walls/Windows	\$10,000					\$10,000
ARB - Jefferson Cutter House - Roof Replacement & Gutters		\$60,000				\$60,000
ARB - Jefferson Cutter/Gutter Downspout/chimney		\$15,000				\$15,000
MAJOR REPAIRS	\$120,000					\$120,000
ARB - Central Parking Lot Replacement	\$120,000					\$120,000
PUBLIC BUILDING MAINTENANCE	\$15,000	\$20,000				\$35,000
ARB - Central School 2nd fl, interior walls, carpet, weatherproofing		\$20,000				\$20,000
ARB - Central School baths, halls, lobby	\$15,000					\$15,000
SCHOOLS	\$730,000	\$685,000	\$740,000	\$1,280,000	\$475,000	\$3,910,000
DEPARTMENTAL PROJECT					\$250,000	\$250,000
Dallin - Chiller					\$250,000	\$250,000
EQUIPMENT REPLACEMENT	\$80,000	\$20,000	\$20,000	\$20,000	\$20,000	\$160,000
Custodial/maint. Equip. replacement program	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Ottoson - Light & Stage Equipment & Lockers	\$60,000					\$60,000
Stratton Furniture & Classroom Improvements	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
INFRASTRUCTURE IMPROVEMENT	\$350,000	\$250,000	\$400,000	\$500,000		\$1,500,000
Hardy School Windows	\$250,000					\$250,000
Stratton Building Improvements	\$100,000	\$250,000	\$400,000	\$500,000		\$1,250,000
MAJOR REPAIRS	\$75,000	\$5,000	\$35,000	\$505,000	\$30,000	\$650,000
AHS Exterior Doors	\$30,000		\$30,000		\$30,000	\$90,000
Asbestos Abatement - Remove Tiles	\$5,000	\$5,000	\$5,000	\$5,000		\$20,000
Asbestos abatement High School	\$30,000					\$30,000
High School - HVAC steam trap replacement	\$10,000					\$10,000
Peirce Field Replace Turf				\$500,000		\$500,000
PHOTOCOPIER PROGRAM	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Department/Program	2015	2016	2017	2018	2019	Grand Total
ROADS AND PATHS INFRASTRUCTURE		\$40,000				\$40,000
Exterior paving Brackett		\$40,000				\$40,000
STUDENT TRANSPORTATION	\$65,000	\$225,000	\$130,000	\$95,000	\$55,000	\$570,000
Bus #102 53 passenger bus		\$95,000				\$95,000
Bus #103 77 passenger bus			\$130,000			\$130,000
Bus 105 - 8 7-D Tahoe	\$40,000					\$40,000
Bus 106 - 53 passenger				\$95,000		\$95,000
Bus -77 Passenger #104		\$130,000				\$130,000
Food Services Truck					\$55,000	\$55,000
Van 110 - 8 passenger 7-D minivan	\$25,000					\$25,000
VEHICLE REPLACEMENT	\$40,000	\$25,000	\$35,000	\$40,000		\$140,000
Maintenance Service Van	\$40,000	\$25,000		\$40,000		\$105,000
Maintenance Truck w/plow			\$35,000			\$35,000
TOWN MANAGER	\$5,000	\$3,000	\$5,000	\$5,000	\$5,000	\$23,000
PHOTOCOPIER PROGRAM	\$5,000	\$3,000	\$5,000	\$5,000	\$5,000	\$23,000
Photocopier	\$5,000	\$3,000	\$5,000	\$5,000	\$5,000	\$23,000
TREASURER	\$69,000	\$31,000	\$5,000		\$6,000	\$111,000
DEPARTMENTAL PROJECT	\$10,000	\$25,000				\$35,000
Office Security Analysis	\$10,000					\$10,000
Office Security Improvements		\$25,000				\$25,000
EQUIPMENT REPLACEMENT	\$53,000					\$53,000
Replace 4 Digital Pymt Parking Meters	\$53,000					\$53,000
PHOTOCOPIER PROGRAM	\$6,000	\$6,000	\$5,000		\$6,000	\$23,000
Photocopier	\$6,000	\$6,000	\$5,000		\$6,000	\$23,000
VETERANS' MEMORIAL RINK ENTERPRISE FUND		\$1,000,000				\$1,000,000
INFRASTRUCTURE IMPROVEMENT		\$1,000,000				\$1,000,000
Rink Renovations:Zamboni/Locker Rooms Electrical/ Lighting		\$1,000,000				\$1,000,000
Grand Total	\$17,827,405	\$15,333,481	\$8,581,425	\$8,375,263	\$14,551,277	\$64,668,851



CAPITAL PLAN FY2015 –2019 (CONTINUED)

Funding Source	2015	2016	2017	2018	2019	Grand Total
BOND	\$10,593,105	\$10,713,581	\$4,200,900	\$4,034,300	\$10,196,700	\$39,738,586
CASH	\$1,554,300	\$1,369,400	\$1,407,525	\$1,250,963	\$1,389,577	\$6,971,765
OTHER	\$5,680,000	\$3,250,500	\$2,973,000	\$3,090,000	\$2,965,000	\$17,958,500
Grand Total	\$17,827,405	\$15,333,481	\$8,581,425	\$8,375,263	\$14,551,277	\$64,668,851

Fiscal Year	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total
Prior Non-Exempt Debt	5,628,578	4,950,769	4,515,115	3,242,221	2,639,659	20,976,341
Cash	\$1,554,300	\$1,369,400	\$1,407,525	\$1,250,963	\$1,389,577	\$6,971,765
New Non-Exempt Debt Service	\$170,114	\$1,379,046	\$2,375,991	\$2,865,768	\$3,448,115	\$10,239,034
Water Sewer Bonds						
Total Non-Exempt Tax Burden	\$7,352,992	\$7,699,214	\$8,298,631	\$7,358,952	\$7,477,350	\$38,187,140
Adjust for Rink Enterprise Funds	(\$83,000)	(\$83,000)	(\$83,000)	(\$83,000)	(\$83,000)	(\$415,000)
Adjust for Ambulance Revolving	(\$47,600)	(\$47,600)	(\$47,600)	(\$47,600)	(\$47,600)	(\$238,000)
Adjust for Roadway Reconstruction O/R 2011	(\$420,250)	(\$430,756)	(\$441,525)	(\$452,563)	(\$463,877)	(\$2,208,972)
Capital Carry Forward	(\$50,000)	(\$100,000)	(\$100,000)			(\$250,000)
Antenae Funds	(\$25,000)	(\$192,000)	(\$200,000)			(\$417,000)
Adjust for Ottoson	(\$436,717)	(\$436,717)	(\$436,717)			(\$1,310,151)
Net Non-Exempt Plan	\$6,290,425	\$6,409,141	\$6,989,789	\$6,775,789	\$6,882,873	\$33,348,017
Pro Forma Budget	\$125,914,613	\$128,199,369	\$134,382,692	\$140,005,623	\$142,956,474	\$671,458,771
Budget For Plan at 5%	\$6,295,731	\$6,409,968	\$6,719,135	\$7,000,281	\$7,147,824	\$31,986,152
Plan as % of Revenues	5.00%	5.00%	5.20%	4.84%	4.81%	4.97%
Variance From Budget	\$5,306	\$828	(\$270,655)	\$224,492	\$264,951	\$224,922



SECTION VII

NON-APPROPRIATED EXPENSES

NON-APPROPRIATED EXPENSES



STATE ASSESSMENTS • CHERRY SHEET OFFSETS •
TAX ABATEMENT OVERLAY • COURT JUDGMENTS AND
DEFICITS



NON-APPROPRIATED EXPENSES

This category includes mandated assessments and expenditures, which are automatically added to the tax rate without appropriation. Overall, non-appropriated expenses are anticipated to decrease \$687,747 (12.1%) for FY2015. The total projected State Assessments for FY2015 is \$3,060,588, an increase of \$62,499 from FY2014. The MBTA accounts for \$2,791,490 of this total and is increasing 1.6%. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement Overlay. These items total \$1,939,398 which is a decrease of \$750,246 from FY2014.

Non-Appropriated Expenses	FY2013 Actual	FY2014 Budget	FY2015 Budget	Budget Change
State Assessments				
MBTA	2,716,789	2,746,280	2,791,490	45,210
RMV Non-Renewal Surcharge	47,600	51,480	50,040	(1,440)
Air Pollution Districts	13,969	14,843	14,878	35
Metropolitan Area Planning Council (MAPC)	13,497	13,835	14,164	329
Special Education Charge	-	571	3,178	2,607
Charter School tuition	197,828	171,080	186,838	15,758
State Assessments Sub-total	2,989,683	2,998,089	3,060,588	62,499
Cherry Sheet Offsets	61,138	60,566	61,648	1,082
Tax Abatement Overlay	1,454,204	1,019,663	600,000	(434,541)
Court Judgments & Deficits	125,863	1,609,415	1,277,750	1,483,552
Total	4,630,888	2,689,644	1,939,398	(750,246)

***MBTA***

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority (MTA), and 161 additional communities, which are receiving direct MBTA service. Chapter 161A of the Acts of 2000 increased the number of communities that constitute the MBTA from 78 to 175. The additional 97 communities have been receiving MBTA service; however, the original authorizing language made no provision for these communities to be assessed. The Authority is required to assess each community's share of the overall Authority's assessments. All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$136,026,868. After FY2006, this amount was adjusted each July 1 by the rate of inflation, but not more than 102.5% of the previous year's assessment. Each community's MBTA assessment shall equal its weighted share of the total population of the authority. Chapter 161A, Section 9 has determined the weights for each community. The population figures utilized in this calculation should be the most recent from the United States Census Bureau. Assessments are also weighted by the level of service within each community.

For FY2015, the Town's assessment will increase \$45,210 or 1.6%. This is consistent with the increase in FY2014.

PARKING FINE REGISTRY SURCHARGE

If after proper notices, a motorist fails to pay a parking fine, motor vehicle excise tax, or a charge for abandonment of a motor vehicle, the Town notifies the Registry of Motor Vehicles (RMV) not to renew the license and registration of that motorist. To cover the RMV's administrative costs of entering the necessary information into its computer system, the RMV assesses the Town a fee of \$20 for each notification it receives. This fee, which comes through as a charge on the Cherry Sheet, is recovered by the Town by adding this amount and other penalties to the original fine amount. The FY2015 surcharge assessment is estimated at \$50,040, a decrease of \$1,440.

AIR POLLUTION CONTROL DISTRICT

General Laws Chapter 11, Section 142B, requires that communities be assessed for a portion of the costs incurred by the State Department of Environmental Protection (DEP) to monitor air pollution levels and enforce air quality standards at industrial, commercial, and institutional facilities. Expenditures made for such purposes are assessed against the metropolitan communities, one-half in proportion to the EQV's and one-half by the population of each community. Costs for FY2015 are estimated at \$14,878, an increase of \$35.

METROPOLITAN AREA PLANNING COUNCIL

The basic purpose of the Council is to coordinate and assist communities in their planning efforts, particularly for those activities or projects that may have a regional impact. The per capita assessment for FY2015 is estimated at \$14,164, an increase of \$329 over FY2014.



CHARTER SCHOOL TUITION

The purpose of this program is to assess the sending municipality or regional school district for pupils attending charter schools. Charter school tuition charges are assessed against the sending district and paid to the charter school district. Charter Schools receive per-pupil payments from sending districts equal to the average cost per student in that district, plus a capital funding share equal to the state average of what districts pay per pupil in principal and interest for land and buildings. Cherry Sheet assessments for the upcoming fiscal year are based on pre-enrollment data from October of the current fiscal year. Final assessments are based upon March 15 figures. The tuition assessment for FY2015 is estimated on the preliminary Cherry Sheet at \$186,838 an increase of \$15,758 from FY2014.

CHERRY SHEET OFFSETS

Included in the estimated amount of aid to be received from the state are grant funds for the Schools and Libraries. These funds are reserved for direct expenditure by the departments and cannot be counted as general available revenues. Consequently, as part of the tax rate preparation process, whatever amount is included within the State aid estimate is also included in the non-appropriated expenses section as offsetting debits.

The Town receives two such grants annually – one for school lunch, and one for public libraries.

The school lunch grant is actually a partial reimbursement for operating a school lunch program. This is expected to be funded at \$18,809.

The library grant actually includes three grant programs more fully described in the revenue section of this budget under Cherry Sheet Offsets. It is projected to increase slightly to a total of \$42,839.



TAX ABATEMENT OVERLAY

State law requires that the Assessors put aside funds from each tax levy in a reserve that is called an Overlay. This account is established in anticipation that a certain percentage of the tax levy may end up being abated. Individual tax abatements are paid out of this fund. The final amount of the overlay account is determined by the Assessors and added to the tax rate without appropriation, and is usually set at anywhere from 1% to 2.5% of the tax levy. In revaluation years, which occur every three years, the overlay account is usually set at a higher amount in anticipation of an increased number of abatements. In other years, the overlay is set closer to \$600,000. For FY2015, which is not a revaluation year, the overlay will be set at \$600,000. Any surplus left in an overlay account is appropriated by Town Meeting in much the same manner as free cash. Below is a chart showing the disposition of Overlay funds for the last three years, showing a total remaining balance of approximately \$1,437,382. Prior to FY2010, the reserve balance from all prior fiscal years is \$166,137. Adding all these balances amounts to just over \$1,603,519 From these reserve balances, \$350,000 is proposed to be declared surplus and be used in FY2015.

Tax Abatement Overlay Funds

	<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>
Overlay Amount	\$670,331	\$808,924	\$1,454,204
Abatements & Exemptions To-Date	(\$466,664)	(\$266,980)	(\$382,432)
Declared Surplus To General Fund	<u>(80,000)</u>	<u>(\$100,000)</u>	<u>(\$200,000)</u>
Available Balance	\$123,667	\$441,943	\$871,772

COURT JUDGMENTS, DEFICITS, AND OTHER

State law provides that if the Town receives a court judgment requiring the payment of funds, the Treasurer, with the Director of Account's approval, may pay the award from the treasury without appropriation. The amount must then be added to the tax rate for the following year unless a subsequent appropriation is made to cover the deficit prior to setting the next year's tax rate.

From time to time, there are other non-appropriated expenses which have to be added to the tax rate. Any deficits in revenue, overlay, pensions, or debt and interest accounts, along with tax title amounts, and snow and ice budgets, must be added to the following year's tax rate. In addition, as a result of a special act of the legislature, any tax revenue from the Symmes project is debited here as a reserve to pay down the debt for the Symmes project. Once the debt is paid off, the taxes associated with the project will go into the general fund like all other property taxes. In FY2014, the total of these items was \$1,609,415. For FY2015, an allowance of \$1,277,750 has been made for any such judgments, deficits, or Symmes taxes.



SECTION VIII

FUND BALANCES & TOWN FINANCIAL POLICIES



Fund Balances

The Town defines a **fund balance** as the difference between assets and liabilities reported in a government fund. This is also known as fund equity. The Town classifies the funds as follows: General Fund, Enterprise Funds, Reserve Funds and Revolving Funds.

General Fund – The fund used to account for most financial resources and activities governed by the normal Town Meeting appropriation process.

Free Cash – “Free Cash” is a revenue source that results from the calculation, as of July 1, of a community’s remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. Consistent with current practice, the Town appropriates up to 50% of its Free Cash balance from the prior year to as an operating revenue.

Enterprise Fund – An enterprise fund, authorized by MGL Ch. 44 Sec.53F ½ is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered user charges and the portion that is subsidized by the tax levy, if any.

Revolving Fund – A revolving fund allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. For department revolving funds, MGL Ch. 44 Sec. 53E ½ stipulates that each fund must be reauthorized each year at annual Town Meeting and that a limit on the total amount that may be spent from each fund must be established at that time.

Urban Renewal Fund – An urban renewal fund is a fund set up to help a community meet the planning and implementation costs of urban revitalization and development projects.



Reserve Fund – An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for “extraordinary or unforeseen” expenditures. Other uses of the fund require budgetary transfers by Town Meeting.

Tip Fee Stabilization Fund – The Town of Arlington participated in a regional solid waste consortium, the North East Solid Waste Committee. Upon leaving the consortium in September of 2005, the Town was entitled to revenue derived from the regional agreement. Since then, the Town uses funds from the Tip Fee Stabilization Fund to offset solid waste disposal costs. The Town appropriated \$164,000 from the fund in FY2014.

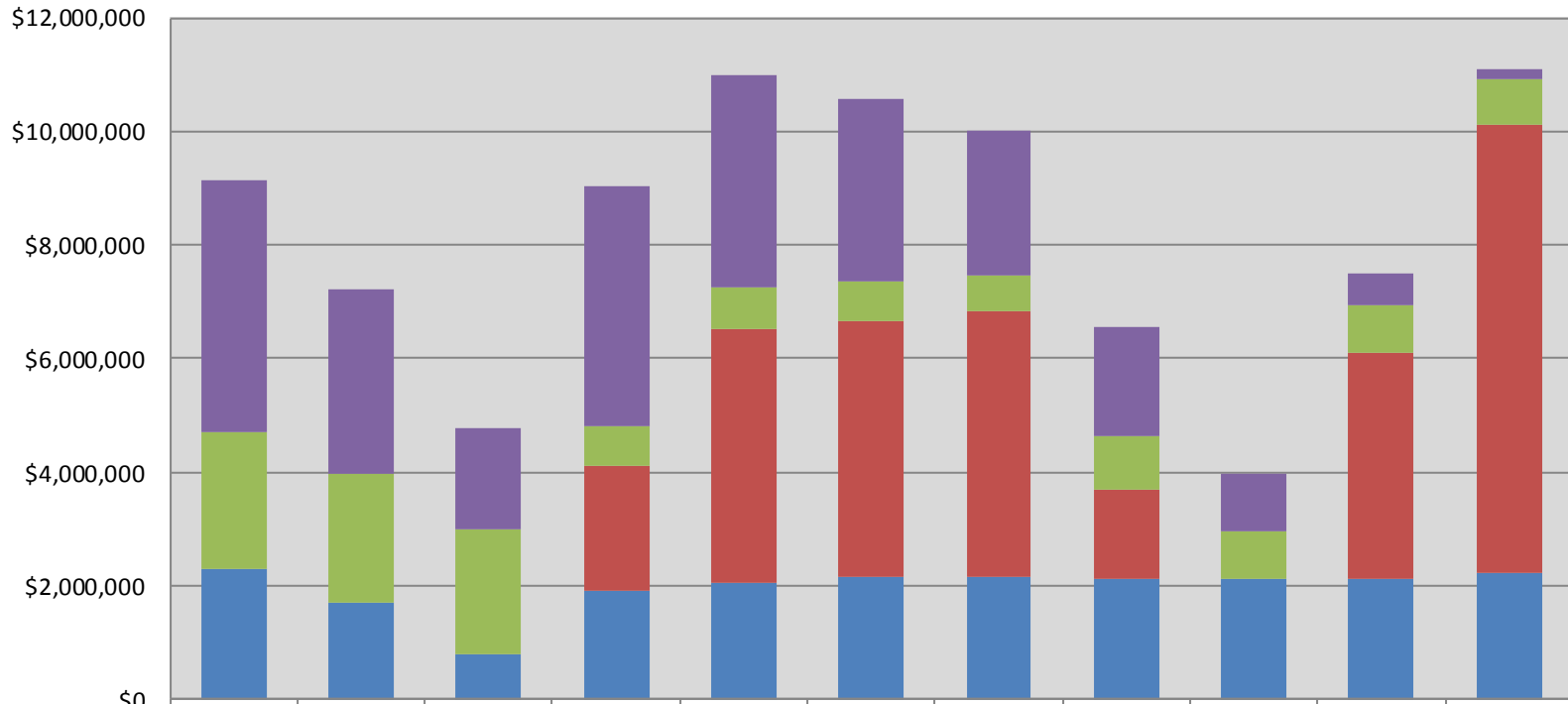
Municipal Buildings Trust Fund – In accordance with Massachusetts General Law, Chapter 40, Section 13, the Town established a Municipal Buildings Trust Fund for the purposes of offsetting the costs associated with significant property loss.

Override Stabilization Fund – The Override Stabilization Fund was created as a result of the 2005 Proposition 2 1/2 override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As the graph illustrates on page 205, the first appropriation to the fund was in FY2006 after the passage of an operating override and was depleted in FY2011. The Town passed another override leading into FY2012 which explains the increase of \$3,993,618. The Town does not expect to recommend an appropriation out of the fund until FY2016.

Long Term Stabilization Fund – In accordance with Massachusetts General Law, Chapter 40, Section 5B, the Town may appropriate in any year an amount not exceeding, in the aggregate, 10% of the amount raised in the preceding fiscal year’s tax levy. The Town may appropriate funds from the Long Term Stabilization Fund for any lawful purpose with a two-thirds vote of Town Meeting.



Reserve Fund Balances



	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Tip Fee Stabilization	\$4,435,465	\$3,263,420	\$1,807,932	\$4,207,248	\$3,723,911	\$3,187,031	\$2,559,441	\$1,888,492	\$1,012,094	\$563,769	\$164,260
Municipal Trust Fund	\$2,410,771	\$2,263,962	\$2,187,797	\$714,029	\$736,575	\$702,689	\$613,717	\$963,451	\$853,710	\$835,406	\$816,559
Override Stabilization	-	-	-	\$2,180,289	\$4,479,519	\$4,531,174	\$4,687,515	\$1,581,292	-	\$3,993,618	\$7,888,721
Long Term Stabilization	\$2,294,235	\$1,709,454	\$788,805	\$1,924,215	\$2,052,009	\$2,138,449	\$2,157,451	\$2,105,456	\$2,114,858	\$2,121,897	\$2,227,631

For more information, please see fund descriptions beginning on page 201.



Revolving Fund Balances											
	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Ambulance/Life Support	\$124,871	\$194,253	\$299,910	\$73,325	\$109,742	\$264,069	\$376,291	\$446,194	\$396,176	\$256,610	\$298,672
Board of Health					\$38,162	\$41,927	\$45,106	\$79,163	\$91,253	\$103,800	\$86,284
Cemetery Chapel Rental											
Conservation Commission	\$3,060	\$2,106	\$2,106	\$2,726	\$2,937	\$2,937	\$2,847	\$2,897	\$2,907	\$3,221	\$3,312
Council on Aging Program											
Field User Fees			\$5,174	\$21,539	\$10,769	\$76,974	\$52,865	\$88,845	\$62,975	\$49,757	\$72,820
Fox Library	\$2,443	\$798	\$3,262	\$6,365	\$8,978	\$12,347	\$14,241	\$13,463	\$16,523	\$17,891	\$13,690
Gibbs School Energy										\$25,688	\$27,730
Library PC Vendor								\$6,971	\$12,711	\$13,361	\$14,315
Private Way Repair	\$33,444	\$33,489	\$30,619	\$27,790	\$24,148	\$37,396	\$13,305	\$13,305	\$13,305	\$1,305	\$13,305
Public Way Repair	\$1,099	\$1,098	\$1,559	\$1,559	\$1,559	\$1,559	\$168	\$168	\$168	\$168	\$168
Robbins House Rental							(\$4,117)	\$19,927	\$22,958	\$33,938	\$35,312
Robbins Library Rental							\$6,492	\$9,187	\$11,658	\$17,892	\$16,751
Town Hall Rental					\$2,275	\$6,989	\$3,456	\$8,601	\$29,904	\$42,735	\$22,163
Uncle Sam							\$334	\$334	\$344	\$319	\$411
White Good Recycling								\$27,887	\$44,369	\$38,202	\$16,755
TOTAL	\$164,917	\$231,744	\$342,630	\$133,304	\$198,570	\$444,198	\$510,988	\$716,942	\$705,251	\$604,887	\$621,688

Urban Renewal Fund Balance											
	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
Urban Renewal Fund	\$240,499	\$311,685	\$299,909	\$308,043	\$226,273	\$215,906	\$98,056	\$249,860	\$290,665	\$377,193	\$393,955



Fund Balances													
	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013
General Fund	4,934,569	3,548,683	2,829,606	3,228,310	3,179,389	2,509,471	3,637,574	2,995,814	1,164,101	770,498	4,378,542	7,793,055	6,085,848
Enterprise Funds													
Water/Sewer Enterprise	(1,190,892)	3,163,996	1,129,935	759,501	984,115	2,377,515	5,110,456	4,718,828	5,550,844	3,117,257	4,422,651	2,551,390	2,497,966
Youth Enterprise	(6,163)	(3,942)	(2,867)	(16,219)	(13,208)	(33,228)	27,417	(20,345)	53,598	42,184	50,000	67,661	45,315
Council on Aging Enterprise	43,843	41,657	46,218	101,493	93,511	66,241	12,595	30,686	44,318	50,448	97,152	112,520	114,489
Rink Enterprise	104,153	54,537	N/A	(75,101)	13,043	(16,297)	13,690	38,620	58,412	27,702	91,325	78,992	90,435
Recreation Enterprise	35,129	3,312	N/A	(34,899)	(9,629)	(71,674)	78,221	85,392	68,360	77,200	101,380	105,452	120,887



Town of Arlington Standing Financial Policies & Practices

Balanced Budget: The Town defines a balanced budget as a budget in which receipts are greater than (or equal to) expenditures. The Commonwealth of Massachusetts requires all municipalities to present a balanced budget each year as a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined period of time.

Free Cash Practice: The Town of Arlington appropriates up to 50% of the prior year's Certified Free Cash Balance as an operating revenue with a majority vote of Town Meeting.

Capital Budget: The Town Manager shall present a Capital Budget equal to 5% of projected revenues. The Town has followed this practice since 1986.

Town of Arlington Override Policies & Commitments

As part of the Town's Proposition 2 ½ Override campaign in 2011, the Town made several financial commitments that would guide the Town's financial planning for future years. Below are those original commitments with updates in bold.

- Override funds will be made to last at least three years (FY2012-FY2014). No general override will be sought during this period. – **Current projections have extended the plan to cover FY2012-FY2018.**
- Town and School operating budget increases will be capped at 3.5% per year. An additional allowance of up to 7% shall be allowed for documented special education cost increases. Should actual special education cost increases exceed this amount, the remaining School budget shall be decreased by the difference. – **This commitment has been maintained and this year's Town operating budget is being held to the 3.5%.**
- Health care cost increases will be programmed at 7%. Should actual increases exceed this amount, the Town and School budget totals shall be proportionately decreased by the excess amount. Should actual increases be less than this amount as a result of negotiated health care savings, the extra savings will be:
 - ◊ Deposited into the override stabilization fund to extend the three year override period;
 - ◊ Used to preserve services; and
- The Town of Arlington's Reserve Policy states that the Town must have an amount equal to 5% of revenues that is kept in reserves and available for appropriation in any given year.



- ◇ To satisfy any and all negotiated items between the Town Manager, its employees, and its retirees. – **The override period has been extended to six years from the original three-year period based to a large degree on health care savings. The first year health care savings also supported FY2012 wage settlements with employee bargaining units. Actual health care cost increases will be approximately 3.5% in FY14. The difference between the initial projections and the actual cost will be deposited into the override stabilization fund.**
- An additional \$600,000 shall be appropriated for the School Department in FY2012 and \$400,000 shall be appropriated each year in addition to the amount currently appropriated in the capital budget for road improvements. – **This commitment has been met.**
- Reserves shall be maintained in an amount equivalent to at least 5% of the budget. – **This commitment is being maintained.**



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SECTION VIII

GLOSSARY



GLOSSARY OF TERMS

Assessment/Offsets	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and MBTA assessments.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
Capital (Includes Debt Service):	The Town's capital improvements program policies call for the allocation of approximately 5% of the general fund revenues to the capital budget. This is exclusive of dedicated funding sources such as enterprise funds, grants, and Proposition 2 ½ debt exclusion projects.
Cherry Sheet:	The official notification by the Massachusetts Commissioner of Revenue to municipalities and school districts of estimated state aid to be paid and charges to be assessed over the next fiscal year. As the state budget process unfolds updated local aid proposals are posted. Cherry Sheets are issued once the state budget is enacted by the Legislature and approved by the Governor.
Chapter 70 School Aid Cherry Sheet:	Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which State Aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
Chapter 90 Highway Funds:	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provision of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance. Later, on the submission of certified expenditure reports to MHD, communities receive cost reimbursement to the limit of the grant. See DOD/DLS website.

**GLOSSARY OF TERMS (cont.)**

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between employer and some of all of its employees, who are represented by a recognized labor union.

Debt Exclusion: This amount represents the voter-approved amount that is used to pay for the construction of two new elementary schools. The state reimburses the town 65% of debt payment. The debt exclusion in the budget is the net amount (less state reimbursement) that is levy to the taxpayers on an annual basis.

Designated Unreserved Fund Balance: A limitation on the use of all or part of the expendable balance in a governmental fund.

Enterprise Funds: An Enterprise fund, authorized by MGL Ch. 44 §53F ½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an Enterprise fund, all costs of service delivery — direct, indirect, and capital costs — are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Presently, Arlington has enterprise funds for Council on Aging Transportation, Recreation, Ed Burns Arena, Water & Sewer, and Youth Services.

Enterprise Fund Debt: Debt service that is funded from Water & Sewer rates.

Equalized Valuations (EQVs): The determination of an estimate of the full and fair cash (FFCV) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some State aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

**GLOSSARY OF TERMS (cont.)**

- Excess Levy Capacity:** The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the Board of Selectmen must be informed of excess levy capacity and their acknowledgement must be submitted to DOR when setting the tax rate.
- Exempt Debt:** Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½.
- Fiscal Year:** A fiscal year runs July 1 through June 30. For example, fiscal year 2014 runs from July 1, 2013 through June 30, 2014.
- Foundation Budget:** The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide adequate education for all students.
- Free Cash:** A revenue source that results from the calculation, as of July 1, of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It typically includes actual receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year just ending, plus unexpended free cash from the previous year. After the books are closed for the year, potential available funds' balances are submitted to the State for certification. Certification of Free Cash is generally submitted to the Department of Revenue in the fall with final certification in late fall or early winter. It is strongly recommended that free cash be spent on one-time expenditures since free cash itself is a one-time revenue source.
- GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, roads, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

**GLOSSARY OF TERMS (cont.)**

- GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.
- GIS (Geographical Information System):** A computerized mapping system and analytical tool that allows a community to access information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains as well as other data.
- Levy Ceiling:** A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that, in any year, the personal property taxes imposed may not exceed 2 ½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion (See Levy Limit).
- Levy Limit:** A levy limit is one of tow types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2 ½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion (See Levy Ceiling).
- Local Receipts:** This amount represents the amount of local taxes (excluding property taxes) and fees from all departmental operations retained directly by the town. The primary revenue items that comprise of local receipts are motor vehicle excise, interest income, permits, licensees, fines and State reimbursements.
- Tax Levy Limit:** This amount represents the total amount of tax bills the town sends out each year to taxpayers. The levy is monitored by the state and can increase by 2.5% each year.



GLOSSARY OF TERMS (cont.)

- Municipal Departments:** Board of Selectmen, Town Manager, Human Resources, Comptroller, Treasurer, Postage, Assessors, Information Technology, Legal, Town Clerk, Parking, Planning & Community Development, Public Works, Police, Fire, Support Services, Inspectional Services, Libraries, Health and Human Services, Board of Health, Veterans' Services, Council on Aging, Enterprise Funds (Water/Sewer, Recreation, Ed Burns Arena, Council on Aging Transportation, Youth Services), and other related boards (Board of Registrars, Redevelopment Board, and Zoning Board of Appeals).
- MWRA Debt Shift:** The Town has accepted provisions of Massachusetts General Law, Chapter 110 whereby water and sewer debt costs are transferred to the tax levy. Per vote of the Board of Selectmen, the MWRA Debt Shift has been fixed at \$5,593,112 since FY2007.
- New Growth:** New Growth is when a homeowner or investor makes improvements to their existing home, thereby increasing the assessed value and the levy capacity.
- Non-Appropriated Expenses:** Expenses which are contained on the cherry sheet from the state and charged to the Town, the largest of which is the annual MBTA assessment. Other non-appropriated expenses include: parking fine registry surcharge, air pollution control district, Metropolitan Area Planning Council, and Charter School Tuition. Overlay reserve is also included in non-appropriated expenses.
- Non-Departmental (Healthcare & Pensions)** The Town's non-departmental liabilities includes health insurance and retirement costs for employees and retirees.
- Non-Exempt Debt:** Debt service that is funded by the General Fund and within the limitations of Proposition 2 ½.
- Overlay Provisions:** This amount is requested and set aside by the Assessor's to cover any property abatements. Each year any remaining amount(s) may at the discretion of the Assessor's be used as a source of revenue.



GLOSSARY OF TERMS (cont.)

Overlay Reserve:	Unused accumulated amount of overlay for previous years that is not required to be held in a specific overlay account for a given year. Once released by the Board of Assessors, the funds may be used for any municipal purpose.
Override Stabilization Fund Deposit:	The Override Stabilization Fund was created as a result of the 2005 Proposition 2 1/2 override. The Town makes annual appropriations to the fund until the time in which it is necessary to make withdrawals for the purposes of balancing the general fund budget. As a result of the 2011 override, the Town is projected to make appropriations to the Fund through FY2015.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½ Override Reserve for Abatements:	A State law enacted in 1980, Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.
Reserve Fund:	A fund established by the Annual Town Meeting. It is under the control of the Finance Committee, which may authorize transfers for extraordinary or unforeseen expenditures. The fund may be composed of an appropriation of not more than 5% of the tax levy for the preceding year.
School Department:	The Town's largest departmental budget. Funds appropriated to the school department offset the costs of personnel, operating school department facilities, transportation, and other expenses necessary for providing public education in the district.

**GLOSSARY OF TERMS (cont.)**

- Stabilization Fund:** A general reserve. Money from this fund may be appropriated by two-thirds of Town Meeting.
- Surplus Revenue:** The total amount of cash, accounts receivable, and other current assets that exceed liabilities and reserves.
- Tax Title:** As collection procedure that secures a city or a towns lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city of town. After properly recording the instrument of taking, the collector transfers responsibility for collecting overdue amounts to the Treasurer. After six months, the Treasurer may initiate foreclosure proceedings.
- Warrant Articles:** Money must be appropriated in the general fund budget for the purposes of funding spending articles approved by Town Meeting.



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