




TOWN OF ARLINGTON

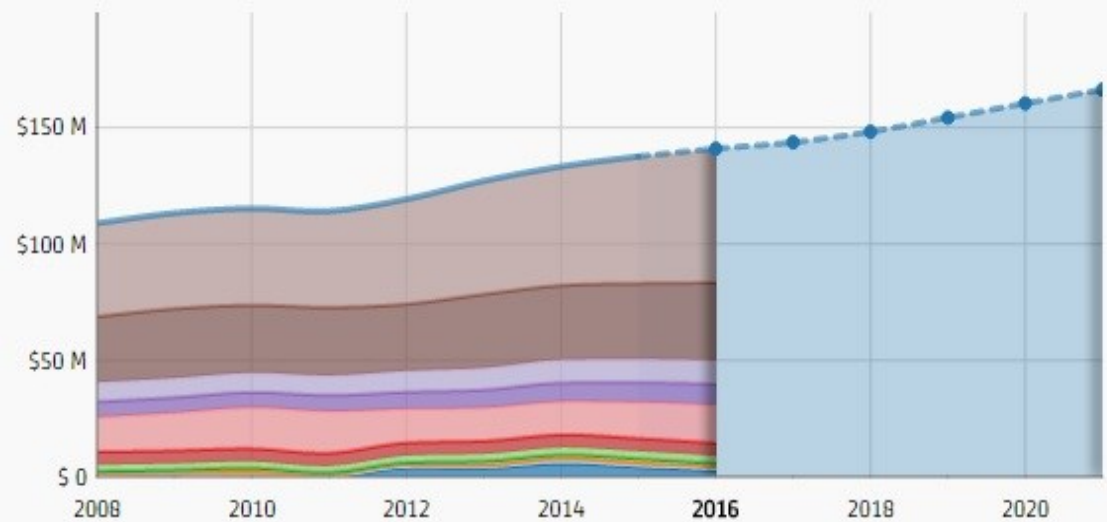
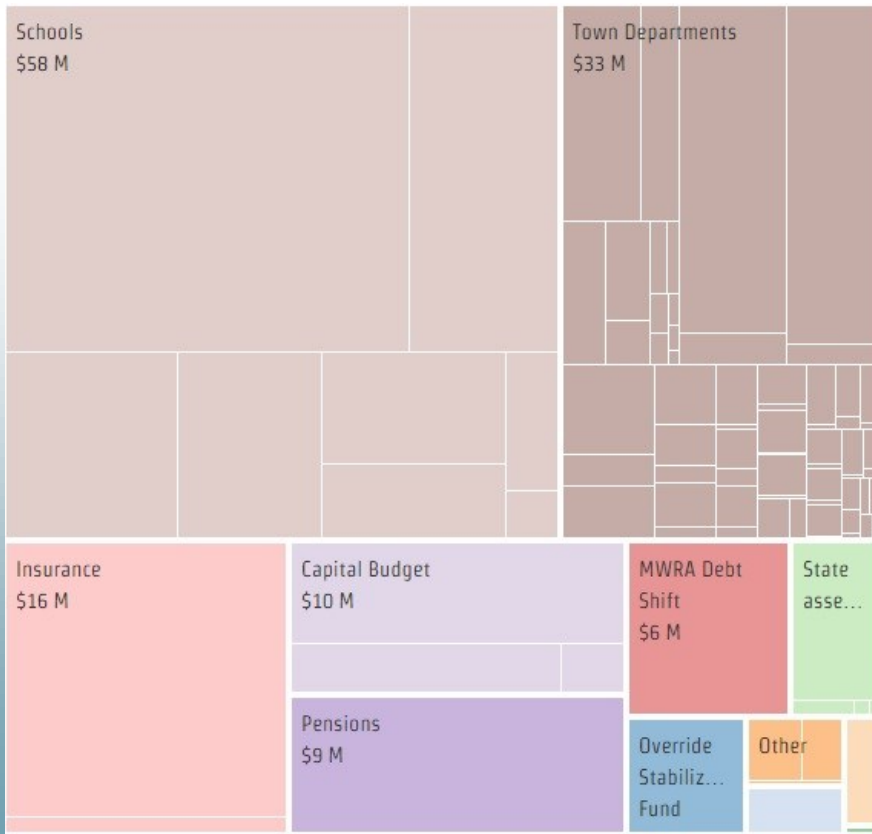
Fiscal Year 2016

Town Manager's

Annual Budget &

Financial Plan

Arlington, MA 
Town Budget, Visualized



TOWN OF ARLINGTON

Fiscal Year 2016 Town Manager's Annual Budget & Financial Plan



Adam W. Chapdelaine
Town Manager

Andrew P. Flanagan
Deputy Town Manager



**TOWN OF ARLINGTON
ANNUAL BUDGET & FINANCIAL PLAN FISCAL YEAR 2016
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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 221.

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

FY2015 Average Single Family Tax Rate: \$13.55 per \$1,000

FY2015 Ave. Single Family Home Value: \$539,152

Coordinates: 42°24'55"N 71°09'25"W

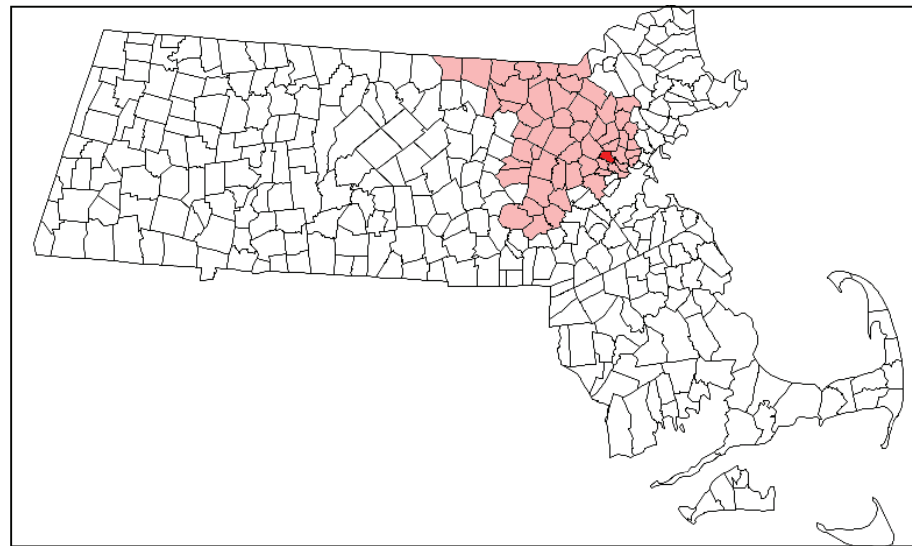
Address:

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, 2014

A handwritten signature in black ink, appearing to read "Jeffrey R. Egan".

Executive Director



Fiscal Year 2016 Annual Budget & Financial Plan Budget Message

April 1, 2015

To: The Honorable Board of Selectmen and Finance Committee

I hereby transmit to you the recommended FY2016 operating and capital budgets and the FY2016-2020 capital plan. The budget as proposed totals \$141,382,502 which is an increase of \$3,794,565 (2.76%) from the current budget. However, if the amount contributed to the Override Stabilization Fund is excluded, the proposed budget is an increase of \$5,241,411 (3.93%) from the current budget. A summary showing a comparison of the FY2015 and FY2016 revenues and expenditures is shown on page 8. Also, this budget proposal has been input into the Town's online budget tool, Arlington Visual Budget. It can be viewed at arlingtonvisualbudget.org.

FY2015, the current fiscal year, is the first year beyond 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-FY2020.**

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 2.95% increase. Due to continuing enrollment growth, a school funding increase above 3.5% is proposed and discussed herein.**



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, employees, and retirees. – The override period has been extended to nine 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. For future planning purposes, health care premiums are projected to grow at 5.25%, which more accurately reflects the historical average annual growth of Group Insurance Commission premiums.

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 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 projected 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 designs which matched what 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 nine-year plan. We are mindful of the strong desire of residents to maintain quality services and the sacrifices 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.



Balancing Community Needs with Fiscal Prudence

Beginning in the fall of 2014, the Long Range Planning Committee held a series of discussions focused on the future of Town and School budgets and the amount by which they should grow on an annual basis. These discussions were prompted by the desire of committee members to explore strategies that could extend the life of the current Long Range Plan and thereby forestall the next time an operating override would need to be considered. These discussions focused the committee on a number of assumptions that are contained within the Long Range Plan and led to several changes in assumptions in an attempt to match future projections more closely with past performance. Also, committee discussions led to the recommendation contained within this budget submission to reduce the rate of Town budget growth in FY2016 and to begin reducing the rate of School budget growth in FY2017.

Overall, the recommendations were based on the following guiding principles:

- 1) Exercising fiscal prudence to maintain financial stability through the success of a future operating override.
- 2) Balancing prudence with recognition of the needs and expectations of Arlington residents and building Town and School budgets accordingly.
- 3) Committing to strategically address the findings of the Comparative Compensation Study within the confines of the proposed long range planning parameters.

Based upon these meetings and discussions, the following changes to the Long Range Plan are being recommended:

- The rate of health insurance premium growth, previously projected at 7% annually, has been reduced to 5.25%, which mirrors the ten year average premium growth of the Group Insurance Commission.
- The amount of Free Cash assumed to be certified each year has been projected at the ten-year average certified amount, as opposed to the prior assumption of \$3,000,000.
- The rate of growth in annual pension costs has been reduced from 6% to 5.5% after discussions with the Arlington Retirement Board.
- Annual budget growth for Town Departments will be reduced from 3.5% to 3.25% for FY2016, and further reduced to 3% for FY2017 and beyond.
- Annual budget growth for the general education portion of the School Department budget will be maintained at 3.5% for FY2016, reduced to 3.25% for FY2017, and then reduced to 3% for FY2018 and beyond.

The inclusion of these changes in the Long Range Plan extends the plan through FY2020, with a deficit of \$9.7 million presenting itself in FY2021. An overview of the structural issues impacting Arlington's annual budget is included on page 18.



Meeting the Needs of a Growing School Population

In FY2015, the Long Range Planning Committee acknowledged that unanticipated growth in school enrollment had prompted the need to carefully consider a funding allowance in recognition of the added resources necessary to educate a growing student population. Such consideration was 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.

The FY2016 budget proposal continues to take into account enrollment growth, and uses FY2015’s growth in enrollment (169 students) to calculate an adjusted budget for the School Department in FY2016. 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. The following tables demonstrate this approach:

	FY 2015	FY 2016	\$ Increase	% Increase
General Education Costs	\$ 32,518,318	34,572,590	\$ 2,054,272	6.32%
Special Education Costs	\$ 16,356,500	17,501,455	\$ 1,144,955	7.00%
Kindergarten Fee Offset	\$ 970,000	970,000	\$ -	-
Growth Factor	\$ 885,150	530,069	\$ (355,081)	-40.12%
TOTAL SCHOOL BUDGET	\$ 50,729,968	\$ 53,574,114	\$ 2,844,146	5.61%

Growth Factor Breakdown	
FY15 Enrollment Growth	169
DESE PPC for Arlington	\$ 12,546
25% of PPC for Arlington	\$ 3,136.50
Growth Factor (25% PPC x 169)	\$ 530,069

The implementation of this approach, based on current enrollment projections, still allows the current override period to be maintained through FY2020. However, in FY2021, the Town’s structural deficit reemerges and is projected to be approximately \$9.7 million. 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 25.



Overall General Fund Budget Summary

	FY2014 Budget	FY2015 Budget	FY2016 Budget	Change \$	%
Revenue					
Property Tax	\$ 101,737,509	\$ 105,285,021	\$ 108,145,113	\$ 2,860,092	2.7%
Local Receipts	\$ 8,158,000	\$ 8,540,842	\$ 8,896,000	\$ 355,158	4.2%
State Aid	\$ 17,093,258	\$ 17,462,884	\$ 18,230,770	\$ 767,886	4.4%
School Construction Aid	\$ 2,474,773	\$ 2,906,266	\$ 2,474,773	\$ (431,493)	-14.8%
Free Cash	\$ 3,411,528	\$ 3,042,925	\$ 3,435,846	\$ 392,922	12.9%
Other Funds	\$ 200,000	\$ 350,000	\$ 200,000	\$ (150,000)	-42.9%
TOTAL REVENUES	\$ 133,075,068	\$ 137,587,937	\$ 141,382,502	\$ 3,794,565	2.8%
Expenditures					
Municipal Departments	\$ 30,330,987	\$ 31,392,491	\$ 32,320,070	\$ 927,579	2.95%
School Department	\$ 47,675,113	\$ 50,729,968	\$ 53,574,114	\$ 2,844,146	5.6%
Minuteman School	\$ 3,336,935	\$ 3,788,615	\$ 4,010,950	\$ 222,335	5.9%
Non-Departmental (Healthcare & Pensions)	\$ 22,899,398	\$ 24,050,099	\$ 25,499,823	\$ 1,449,724	6.0%
Capital (Includes Debt Service)	\$ 9,831,310	\$ 9,918,358	\$ 10,231,100	\$ 312,742	3.2%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 1,112,692	\$ 805,433	\$ 928,787	\$ 123,354	15.3%
Fixed Costs- Reserve Fund & Elections	\$ 833,915	\$ 1,131,005	\$ 1,093,980	\$ (37,025)	-3.3%
Override Stabilization Fund Deposit	\$ 5,773,873	\$ 4,310,362	\$ 2,863,516	\$ (1,446,846)	-33.6%
TOTAL EXPENDITURES	\$ 127,387,335	\$ 131,719,443	\$ 136,115,452	\$ 4,396,009	3.3%
Non-Appropriated Expenses	\$ 5,687,733	\$ 5,868,494	\$ 5,267,050	\$ (601,444)	-10.2%
Surplus / (Deficit)	\$ 0	\$ 0	\$ 0	\$ 0	0.0%



Departmental Budgets

Departmental operating budgets have been held to a 2.95% increase in accordance with the Long Range Plan. With respect to personnel costs, all collective bargaining agreements are currently under negotiation, so \$700,000 has been set aside for contract settlement. Only two part time positions have been added to the budget resulting in a net increase of one position from FY2015 (see personnel chart on page 10). Some of the more significant budget changes include:

Information Technology: +\$13,572

The expense budget for Information Technology contains a proposed new line item (\$23,000) funding implementation of the IT Strategic Plan. This increase is partially offset by a decrease of \$10,000 requested for computer maintenance.

Public Works: -\$326,336

The Public Works budget will see an overall decrease this year, based on a reduction in the amount budgeted for solid waste (\$33,512), and also a decrease in auto fuel cost (\$20,000). The budget also demonstrates a decrease due to the funding associated with the proposed Facilities Department being moved out of Public Works. The FY2016 budget also includes a \$75,000 increase in the Snow and Ice budget.

Facilities: +\$395,615

The FY2016 budget proposes the creation of a joint Town/School Facilities Department and the establishment of a Facilities Director position. The creation of a Facilities Department will assist in extending the asset life of existing facilities, add value to facilities by enhancing their condition, add additional reliability to capital budget requests and improve the operational efficiencies for the current level of maintenance expenses. This proposal is based upon the recommendation of the Building Maintenance Committee.

Health and Human Services: +94,244

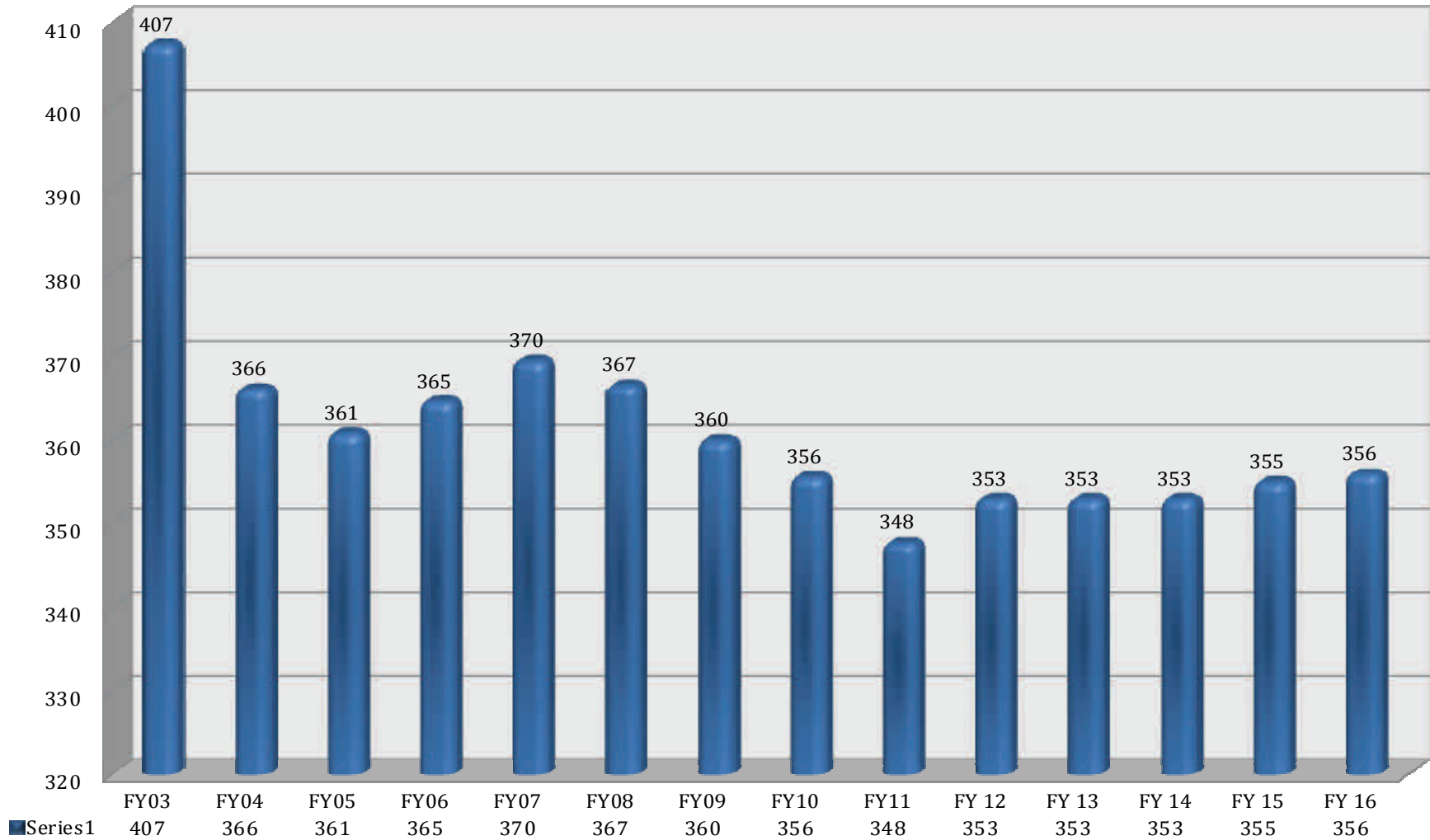
In FY2016, the Health and Human Services Division contains a proposed budget increase of \$12,295 based on changes to the pay and classification plan (\$11,295) and an increase in the amount budgeted for mosquito control (\$1,000). The Council on Aging budget is proposed to increase by \$13,111, based upon changes to the pay and classification plan (\$4,351) and funding for reception support at the office's front desk (\$8,760). The Veterans' Service budget is proposed to increase by \$68,838, which represents a decrease of \$3,200 in the pay and classification plan and an increase in \$72,038 in expenses. This expense increase is driven by a growing caseload of benefit eligible veterans being served.

Libraries: + \$30,200

In FY2016, the Library budget is receiving an increase of \$10,000 in order to support the new offering of Saturday hours in the summer. It is also proposed that a part time Technology Librarian be added to the budget at the cost of \$22,118.



Town Personnel Trends FY 2003 - FY2016 FTEs





Healthcare/Other Post-Employment Benefits (OPEB)

The actual cost of healthcare premiums is increasing by 6.62% in the FY2016 budget. This is higher than the 5.25% amount projected within the Long Range Plan, but still below the prior benchmark of 7% growth per year. The total health insurance cost is also based upon an assumption of an increase in benefit eligible school department employees based on the previously discussed growth factor funding increase. This assumption is carried throughout the Long Range Plan.

In FY2016, the Town will once again ask for a direct appropriation from the Health Claims Trust Fund into the Town’s OPEB Trust Fund. The Town’s portion of the Health Claims Trust Fund has an approximate balance of \$3,000,000. The FY2016 recommendation to fund OPEB with \$300,000 from the Health Claims Trust Fund is the third year in what is a recommendation to adopt this practice for the next ten years or until the Health Claims Trust Fund is exhausted. Additionally, due to the Town departmental budgets being proposed at less than the 3.25% called for in the Long Range Plan, the difference between the actual budget proposal and 3.25% (\$92,677) is being proposed as an additional contribution to the Town’s OPEB Trust Fund. This combined \$392,677 contribution is in addition to the \$563,000 amount otherwise earmarked for appropriation into the OPEB Trust Fund, bringing the total proposed appropriation for FY2016 to \$955,677. The table below provides information regarding the Town’s OPEB Trust Fund and OPEB liability.

Town of Arlington OPEB Liability - As of January 1, 2014						
Active Employees (Future Retirees) Liability	% of Total Liability	Retiree Liability	% of Total Liability	Total Unfunded Liability	Accumulated Assets Towards the Liability	Total OPEB Liability
\$81,800,000	41%	\$116,000,000	59%	\$190,800,000	\$7,000,000	\$197,800,000

Cost Savings/Performance Strategies/Investment in Technology

Last year, the Town released a Strategic Plan for Information Technology (IT Plan) as a result of a yearlong effort to develop a plan that would aid in enhancing the use of technology as a means of delivering more efficient and effective services to the residents of Arlington. Substantial progress has been made on the tasks and goals outlined in the plan, including the completion of a needs assessment across all Town departments. Notable accomplishments within the goals outlined are the launch of a digital meeting management solution for the Board of Selectmen and the planned release of Open Checkbook. The digital meeting management solution has dramatically streamlined



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

the process of creating and distributing Board of Selectmen meeting packets, while also significantly enhancing governmental transparency by making all meeting materials publicly available via a web portal on arlingtonma.gov. The launch of Open Checkbook will occur in tandem with the release of this document, and will take another step toward enhanced transparency by making all Town and School spending data available to the public via an easy to use web application.

Another example of the Town's dedication to pursuing efficiency via innovation is found in the DPW's efforts to reduce salt usage in the winter. During FY2015, five DPW trucks were outfitted with a new salt spreader control system. The new system utilizes the vehicle's speed to regulate the rate of salt applied to winter road surfaces. Using speed and a predetermined amount of product to be spread per lane mile, the system adjusts conveyors and spinners accordingly to apply the desired amount of deicing material. Previously, the rate of application was set by the driver using an estimation of speed. Each unit costs approximately \$9,000 and can be reinstalled into new equipment as vehicles are replaced. It is projected that the units will reduce salt usage by up to 30%. Last winter, each truck spread about \$50,000 worth of salt. With a 30% reduction, the new system should pay for itself in the first year.

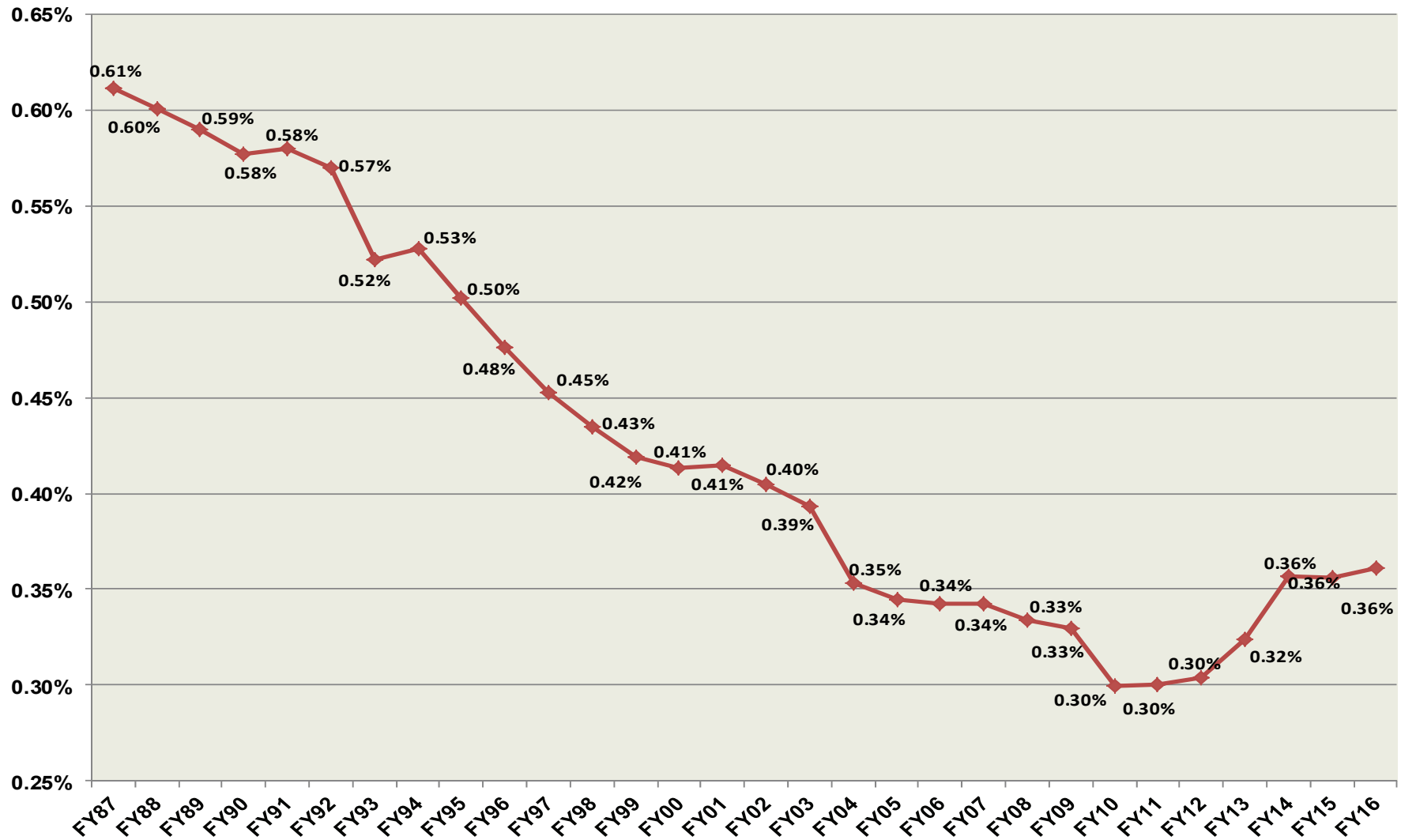
In FY2016 and beyond, the Town will also remain committed to finding other means of reducing costs which may include, but will not be limited to, regionalization of services and the outsourcing of certain municipal functions.

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. More recently, Arlington was one of seven communities state wide that was honored by the Green Communities Division for having reached its 20% energy reduction goal within a five year time span. Arlington has substantially benefited from its cooperation with the Green Communities Division, having received three grant awards over the past four years, totaling \$698,082. The most recent grant award of \$247,894 came in 2014 and provided funding for numerous efficiency upgrades at the Ottoson Middle School and the installation of a new energy management system at Arlington High School. A great deal of this effort has been made possible via the efforts of the Town's Regional Energy Manager (REM) who is shared with the Town of Bedford. Looking forward, the Town is preparing to apply for yet another round of Green Communities grant funding in 2015 and is also preparing to sign a power purchase agreement with Ameresco for the installation of solar photovoltaic panels of six school roofs. The power purchase agreement projects to save the Town nearly \$2,000,000 over the course of the next twenty years.



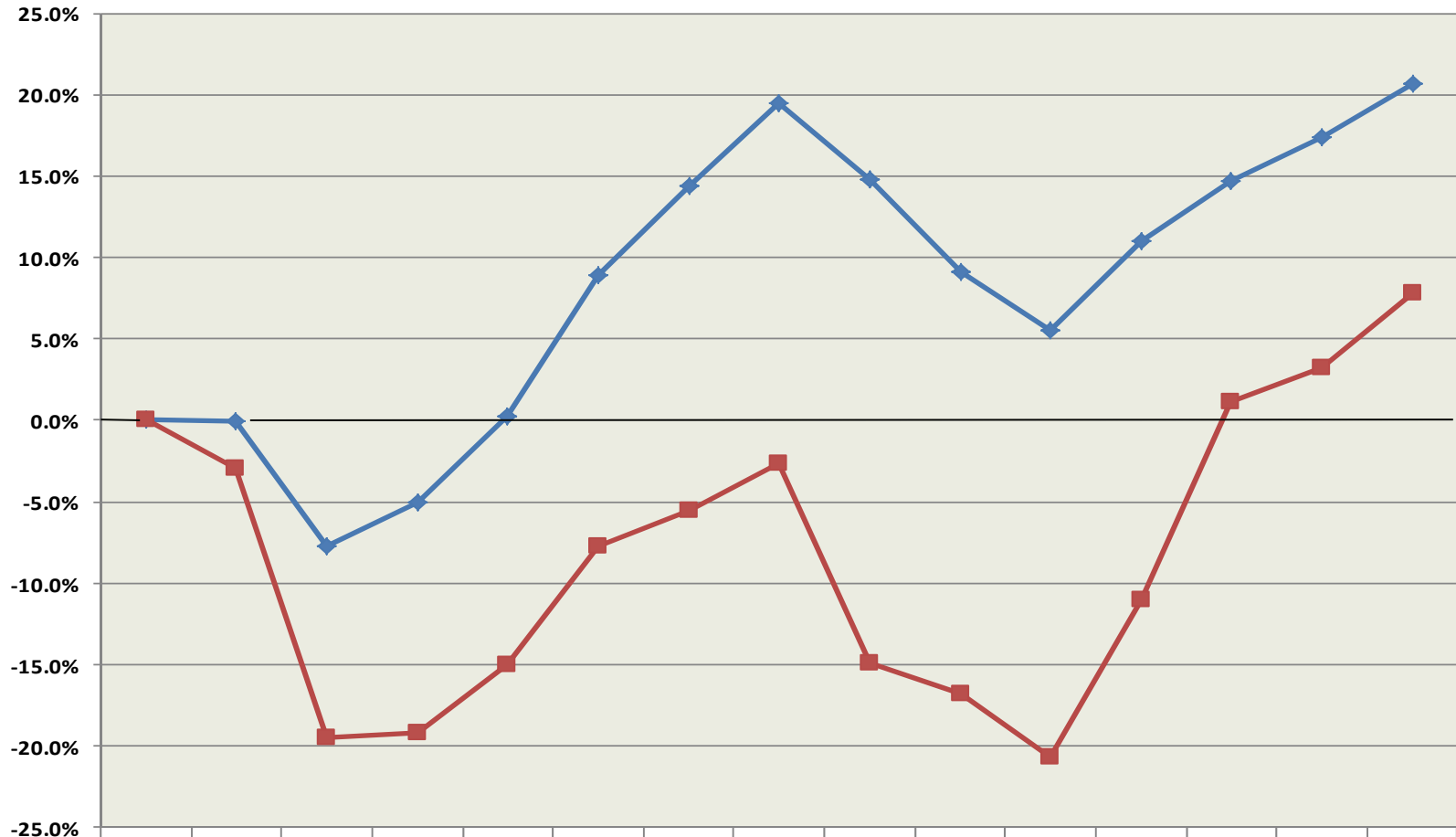
Arlington's Percent of Total State Aid





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%	20.7%
■ 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%	7.8%



Comparative Data

The FY2016 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) and remains under 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 3.76 and 3.55 respectively. Arlington's is 3.21, which is below the state average and ranks near the bottom among 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 11th out of 13 comparable communities. The average of these communities is 15.97%, 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 8th out of 13 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is nearly 15% greater than Arlington.

With spending below the state-wide average and comparable communities, and with revenue growth opportunities 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 7.8% 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 '12-'14	Municipality	FY2015 Municipal Revenue Growth Factor
1 BROOKLINE	8,708	1 BROOKLINE	3,890	1 NEEDHAM	2.56	1 NEEDHAM	4.94
2 ARLINGTON	8,500	2 ARLINGTON	3,747	2 WATERTOWN	2.10	2 NATICK	4.30
3 WATERTOWN	8,028	3 WATERTOWN	3,652	3 NATICK	1.83	3 BROOKLINE	4.06
4 MEDFORD	7,023	4 MEDFORD	2,787	4 NORTH ANDOVER	1.41	4 MEDFORD	3.86
5 MELROSE	5,904	5 MELROSE	2,398	5 BROOKLINE	1.29	5 NORTH ANDOVER	3.83
6 BELMONT	5,436	6 BELMONT	2,142	6 READING	1.29	6 READING	3.73
7 WINCHESTER	3,655	7 STONEHAM	1,510	7 WINCHESTER	1.27	7 WINCHESTER	3.49
8 STONEHAM	3,534	8 WINCHESTER	1,309	8 BELMONT	1.13	8 BELMONT	3.33
9 READING	2,551	9 READING	889	9 ARLINGTON	1.13	9 ARLINGTON	3.21
10 NEEDHAM	2,358	10 NATICK	886	10 MELROSE	0.99	10 MELROSE	2.89
11 NATICK	2,335	11 NEEDHAM	860	11 MEDFORD	0.87	11 STONEHAM	2.87
12 MILTON	2,091	12 MILTON	703	12 STONEHAM	0.79	12 WATERTOWN	2.72
13 NORTH ANDOVER	1,096	13 NORTH ANDOVER	373	13 MILTON	0.70	13 MILTON	2.56
Ave w/o Arlington	4,393	Ave w/o Arlington	1,783	Ave w/o Arlington	1.35	Ave w/o Arlington	3.55
Arlington	8,500	Arlington	3,747	Arlington	1.13	Arlington	3.21
				State-Wide Ave	1.67	State-Wide Ave	3.76



Table 5		Table 6		Table 7		Table 8	
Municipality	Commercial/ Industrial/ Personal % of Total Tax	Municipality	FY2015 Taxes Per Cap	Municipality	FY2014 Taxes/ Household as % of 09-13 median income	Municipality	FY2013 Total Exp Per Cap
1 WATERTOWN	32.81%	1 NEEDHAM	\$3,810	1 NEEDHAM	8.0%	1 NEEDHAM	\$3,857
2 NEEDHAM	24.02%	2 WINCHESTER	\$3,367	2 NATICK	7.2%	2 WINCHESTER	\$3,813
3 NATICK	22.61%	3 BROOKLINE	\$3,082	3 WINCHESTER	7.1%	3 BROOKLINE	\$3,548
4 MEDFORD	20.73%	4 BELMONT	\$3,018	4 BROOKLINE	7.1%	4 NATICK	\$3,369
5 STONEHAM	17.55%	5 NATICK	\$2,741	5 BELMONT	6.8%	5 READING	\$3,086
6 BROOKLINE	17.44%	6 WATERTOWN	\$2,627	6 WATERTOWN	6.4%	6 BELMONT	\$3,000
7 NORTH ANDOVER	17.12%	7 MILTON	\$2,498	7 MILTON	6.3%	7 WATERTOWN	\$2,960
8 READING	8.56%	8 ARLINGTON	\$2,391	8 STONEHAM	6.2%	8 ARLINGTON	\$2,630
9 MELROSE	8.42%	9 READING	\$2,321	9 NORTH ANDOVER	6.2%	9 MILTON	\$2,621
10 MILTON	6.12%	10 NORTH ANDOVER	\$2,225	10 ARLINGTON	5.9%	10 MELROSE	\$2,620
11 ARLINGTON	5.82%	11 STONEHAM	\$2,054	11 READING	5.8%	11 STONEHAM	\$2,592
12 BELMONT	5.64%	12 MELROSE	\$1,859	12 MEDFORD	5.5%	12 NORTH ANDOVER	\$2,472
13 WINCHESTER	4.74%	13 MEDFORD	\$1,687	13 MELROSE	5.1%	13 MEDFORD	\$2,212
Ave w/o Arlington	15.97%	Ave w/o Arlington	\$2,608	Ave w/o Arlington	6.5%	Ave w/o Arlington	\$3,013
Arlington	5.82%	Arlington	\$2,391	Arlington	5.9%	Arlington	\$2,630
						State-Wide Ave	\$2,968



Collective Bargaining and Employee Relations

All Town and School employee unions have contracts in place through FY2015, and bargaining is underway for contract extensions. This current round of bargaining is being guided by the recently completed Comparative Compensation Study.

State Aid

State aid is projected to increase by \$767,886 or 4.4% in FY2016. This projected increase is based upon the Governor's budget which was released on March 4th. This increase includes a 4.7% increase in Chapter 70 funding, representing \$480,977 and also a 3.6% increase in Unrestricted General Government Aid, representing \$243,027.

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 nine 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 25.

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 FY2016 funding for the capital budget is as follows:

Bonding:	\$13,594,350
Cash:	\$1,426,356
Other:	\$3,200,500

Our existing non-exempt debt is \$6,552,287 which is consistent with prior debt service projections for FY2016. The total capital budget for FY2016, including debt, is estimated at \$10.2 million. Major projects to be funded in FY2016 include: the third and final phase of the Community Safety Building Project, which has been budgeted at \$7.6 million, street and sidewalk work for approximately \$1.5 million, water and sewer work for \$2.4 million, and park renovation work for \$455,000. The FY2016 budget also includes \$500,000 for the replacement of the turf at Peirce Field, and \$131,000 in funding for new police cruisers.

The most significant project added to the five year capital plan is the renovation of the Stratton School. A Stratton Building Committee was convened in 2014 with the charge of working with a consultant to define the scope of a future Stratton Building Project and to recommend a cost proposal to the Capital Planning Committee. The projected construction cost for a single phased project is \$10.3 million (not including student relocation costs) and has been programmed for FY2017; \$1,085,000 has been requested in FY2016 for the design phase of the project. The Capital Planning Committee is recommending a funding strategy that includes the use of capital funds, funds from the 2000 school building debt exclusion, and funds from the sale of a Town owned asset. The total estimated cost of the project is approximately \$12 million.

Throughout the fall, the Capital Planning Committee considered the potential impact of future Community Preservation Act (CPA) funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding in FY2017 and beyond. The Committee decided to fund many of the projects requested in FY2016 that may have been CPA eligible in the future, however, did not recommend funding for those projects requested in years FY2017-FY2020. For the purposes of presentation and to identify the need for projects impacted by the CPA, they have been italicized in the five year Capital Plan. I expect that the Capital Planning Committee will work collaboratively with the Community Preservation Committee once it is established to decide how to fund these types of projects in the future.



Five Year Financial Plan 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 25. 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 2.76% in FY2016. Future year increases range from 1.86% to 4.07%, which occurs in FY2017 depending on the reliance on funds from the Override Stabilization Fund. In FY2021, revenue is projected to decrease by 2.65%. This is a result of projecting to have insufficient revenues in FY2021. It is anticipated that an operating override will be considered at this time.
- **Tax Levy** – The FY2016 tax levy is projected to increase by approximately 2.72%. 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 fully covered the Symmes debt and therefore, no funds are needed to be raised on the tax rate to offset Symmes debt service.
- **State Aid** – Based on the Governor's budget, state aid is projected to increase 4.4%. This increase is inclusive of a 4.7%, or a \$480,977 increase in Chapter 70 funding and a 3.6% or \$243,027 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** - MSBA reimbursements are projected to decrease by \$431,493 to \$2,474,773 from FY2015. This is a result of the Town receiving an extra reimbursement for the Ottoson Middle School that had originally been scheduled for 2006. Excluding the extra payment, all other reimbursements are fixed from 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 \$355,158 in FY2016 due to projected increases in Motor Vehicle Excise tax collections, Licenses and Permits, and Penalties & Interest. The significant increase from FY2015 is a result of having to adjust FY2015 projections downward at the time in which the tax rate was set. It is anticipated that Local Receipts will continue to grow by \$75,000 increments thereafter.



- **Free Cash** – In FY2016, \$3,435,846 is proposed to be appropriated, which is 50% of the Town’s available free cash balance. For FY2017 and in each subsequent year, \$1,969,343 is proposed to be appropriated. This is reflective of 50% of the ten year average.
- **Other Available Funds** – A transfer of \$200,000 from surplus tax abatement overlay reserve funds is projected in FY2016. 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 \$20.8 million. In FY2017, a drawdown of \$735,043 will be required to balance the budget. In FY2018 a drawdown of \$2.9 million will be needed to close the budget gap leaving approximately \$17.1 million in the Fund to apply to a budget gap of approximately \$6.5 million in FY2019 (the eighth year of the override) and \$9.1 million in FY2020. This will leave an approximate balance of \$1.5 million which will be offset the shortfall in FY2021. The projected deficit in FY2021 is \$9.8 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 FY2016 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 4.93 to 5.20%. The growth factor is explained in greater detail earlier in the Town Manager’s Budget Message. It should be noted that beginning in FY2017, general education costs will be capped at 3.25% and at 3% in each year thereafter.
- **Minuteman School** – In FY2016 the Town’s assessment will increase by \$222,335 (5.87%). Thereafter, increases are projected at 3.5%.
- **Municipal Departments** - Expenditures for municipal departments will increase by 2.95% in FY2015. In FY2017 and going forward, expenditures are capped at 3%.



- **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. Exempt debt is projected to decrease in each year, with significant decreases in FY2019 and FY2022 as debt associated with the school projects is retired. Not included in the exempt debt projections is the use of excluded debt from the 2000 Debt Exclusion that may be utilized to offset the costs associated with the renovation of the Stratton Elementary School.
 - **Non-Exempt Debt** – This debt will fluctuate over the next several years but will average approximately \$6.6 million per year. Some of the recent major projects funded by non-exempt debt include the Highland & Park Circle Fire Stations and the Community Safety building.
 - **Cash** – In FY2015 \$1,426,356 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 5.75% and thereafter, increases 5.5% annually.
- **Insurance (including healthcare)** – Health care and insurance costs are expected to increase by 6.18%. Actual employee premiums (GIC rates) increases varied based on the sixteen different plans offered by the GIC. The overall rate increase for Arlington is projected to be 6.62%. In outgoing years costs are projected to increase from 5.79% to 5.98% per year depending on the continuance of enrollment growth in the school department.
- **State Assessments** – In FY2016, the MBTA assessment, which is the largest assessment, is projected to increase by \$37,851 (1.4%). Overall, state assessments are projected to increase by 1.98%, and 2.50% annually thereafter.
- **Offset Aid** – Assistance to Libraries is expected to decrease slightly in FY2016. There appears to be a significant decrease in this line in the Long Range Plan. This is a result of the School Lunch Assistance program being accounted for differently moving forward.
- **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 it is reduced to \$600,000.



- **Fixed Costs** – Fixed costs include the Elections budget and the Operating Reserve Fund. In FY2016 and in each year thereafter the Reserve Fund is budgeted at \$1 million. The elections budget fluctuates by approximately \$100,000 per year depending on the number of scheduled elections.
- **Other** – This includes court judgments (\$100,000), deficits such as snow removal (\$500,000) and Symmes property taxes reserved for Symmes debt (674,675). The estimate fluctuates with actual Symmes debt service payments.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles have been estimated at \$928,787 in FY2016 and thereafter held level. This represents a \$123,354 increase from FY2016 primarily as a result in an increase in the OPEB warrant article.
- **Override Stabilization Fund** – The appropriations into the fund in FY2016 is \$2.8 million. 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 Eve Margolis, 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 2015	FY 2016	Dollar Change	Percent Change	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
I REVENUE									
A. State Aid	17,462,884	18,230,770	767,886	4.40%	18,491,208	18,738,845	19,062,188	19,393,745	19,663,023
School Construction Aid	2,906,266	2,474,773	(431,493)	-14.85%	2,474,773	1,615,914	476,523	476,523	476,523
B. Local Receipts	8,540,842	8,896,000	355,158	4.16%	8,971,000	9,046,000	9,121,000	9,196,000	9,271,000
C. Free Cash	3,042,925	3,435,846	392,922	12.91%	1,969,343	1,969,343	1,969,343	1,969,343	1,969,343
D. Overlay Reserve Surplus	350,000	200,000	(150,000)	-42.86%	200,000	200,000	200,000	200,000	200,000
E. Property Tax	105,285,021	108,145,113	2,860,092	2.72%	111,022,824	113,985,865	117,236,630	120,393,415	123,622,719
F. Override Stabilization Fund					734,298	2,953,108	6,486,652	9,183,254	1,504,089
TOTAL REVENUES	137,587,937	141,382,502	3,794,565	2.76%	143,863,447	148,509,075	154,552,336	160,812,280	156,706,696
II APPROPRIATIONS									
A. Operating Budgets									
School	50,729,968	53,574,114	2,844,146		56,338,388	59,118,609	62,191,496	65,428,357	68,690,623
General Education Costs	32,518,318	34,572,590	2,054,271	6.32%	36,243,496	37,741,086	39,254,529	40,974,905	42,763,046
Special Education Costs*	16,356,500	17,501,455	1,144,955	7.00%	18,726,557	20,037,415	21,440,035	22,940,837	24,546,696
Kindergarten Fee Offset	970,000	970,000	0	0.00%	970,000	970,000	970,000	970,000	970,000
Growth Factor	885,150	530,069			398,336	370,107	526,932	542,615	410,882
Net School Budget	50,729,968	53,574,114	2,844,146	5.61%	56,338,388	59,118,609	62,191,496	65,428,357	68,690,623
Minuteman	3,788,615	4,010,950	222,335	5.87%	4,151,333	4,296,630	4,447,012	4,602,657	4,763,750
Town Personnel Services	23,957,450	24,931,654	974,204	4.07%	25,679,604	26,449,992	27,243,491	28,060,796	28,902,620
Expenses	9,423,408	9,526,457	103,049	1.09%	9,812,251	10,106,618	10,409,817	10,722,111	11,043,775
Less Offsets:									
Enterprise Fund/Other	1,988,367	2,138,041	149,674	7.53%	2,202,182	2,268,248	2,336,295	2,406,384	2,478,576
Net Town Budget	31,392,491	32,320,070	927,579	2.95%	33,289,672	34,288,362	35,317,013	36,376,524	37,467,819
MWRA Debt Shift	5,593,112	5,593,112	0	0.00%	5,593,112	5,593,112	5,593,112	5,593,112	5,593,112
B. Capital budget									
Exempt Debt Service	2,771,358	2,635,325	(136,033)	-4.91%	2,524,722	2,424,741	1,396,516	1,335,235	1,265,998
Non-Exempt Service	5,798,300	6,770,886	972,586	16.77%	6,849,017	6,044,906	6,921,057	6,994,022	6,493,825
Cash	1,554,300	1,426,356	(127,944)	-8.23%	1,460,725	1,250,963	1,365,277	1,517,278	1,404,679
Offsets/Capital Carry Forward	(205,600)	(601,468)	(395,868)	192.54%	(520,932)	(193,133)	(390,118)	(282,158)	(455,562)
Total Capital	9,918,358	10,231,100	312,742	3.15%	10,313,532	9,527,477	9,292,732	9,564,377	8,708,940
C. Pensions	8,643,368	9,140,241	496,873	5.75%	9,642,954	10,173,317	10,732,849	11,323,156	11,945,929
D. Insurance	15,406,731	16,359,582	952,851	6.18%	17,307,446	18,303,155	19,394,348	20,553,839	21,745,404
E. State Assessments	3,077,946	3,139,023	61,077	1.98%	3,217,499	3,297,936	3,380,384	3,464,894	3,551,516
F. Offset Aid - Assistance to Libraries	73,716	53,352	(20,364)	-27.62%	53,352	53,352	53,352	53,352	53,352
G. Overlay Reserve	1,534,082	800,000	(734,082)	-47.85%	600,000	600,000	800,000	600,000	600,000
H. Fixed Costs - Res. Fund & Elections	1,131,005	1,093,980	(37,025)	-3.27%	1,150,000	1,050,000	1,150,000	1,050,000	1,150,000
I. Other Crt Jdgmnts/ Deficit/ symmes	1,182,750	1,274,675	91,925	7.77%	1,277,875	1,278,338	1,271,250	1,273,225	1,271,950
J. Warrant Articles	805,433	928,787	123,354	15.32%	928,787	928,787	928,787	928,787	928,787
K. Override Stabilization Fund	4,310,362	2,863,516							
L TOTAL APPROPRIATIONS	137,587,937	141,382,502	3,794,565	2.76%	143,863,447	148,509,075	154,552,336	160,812,280	166,471,184
BALANCE	0	0			0	0	0	0	(9,764,488)
Surplus / (deficit) to carryover to next year	0	0			0	0	0	0	(9,764,488)



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SECTION II

REVENUE



TOTAL REVENUE

Total revenue for FY2016 is projected at \$141,382,502, an increase of \$3,794,565, or 2.76%.

The property tax levy is projected to increase \$2,860,092 or 2.72%. This includes the normal 2.5% increase plus \$450,000 in new growth. Local receipts are projected to increase \$355,158 due primarily to projected increases in Motor Vehicle Excise tax collections, Licenses and Permits, Departmental Fees, Town rental properties and adjustments to the FY2015 local receipt projections.

Based upon the Governor's proposed budget, state aid is projected to increase \$767,886, or 4.4%. The Governor has proposed the following: \$105.3 million increase in Chapter 70 School Aid and a \$34 million for General Government Aid. As it stands today, Arlington would benefit from a \$480,977 increase in Chapter 70 and \$243,027 increase in General Government Aid. The Town is also slated to see a \$91,584 increase in benefits to Veterans.

Overall FY2016 state aid, as proposed in the Town Manager's Budget, will increase \$336,393 to a total of \$20,705,543. This total is inclusive of \$2,474,773 in school construction aid. It should be noted that the net increase in State Aid is impacted by the fact that the Town received an extra MSBA payment for the Ottoson Middle School which was not received as scheduled in 2006. The increased payment amounted to \$431,493.

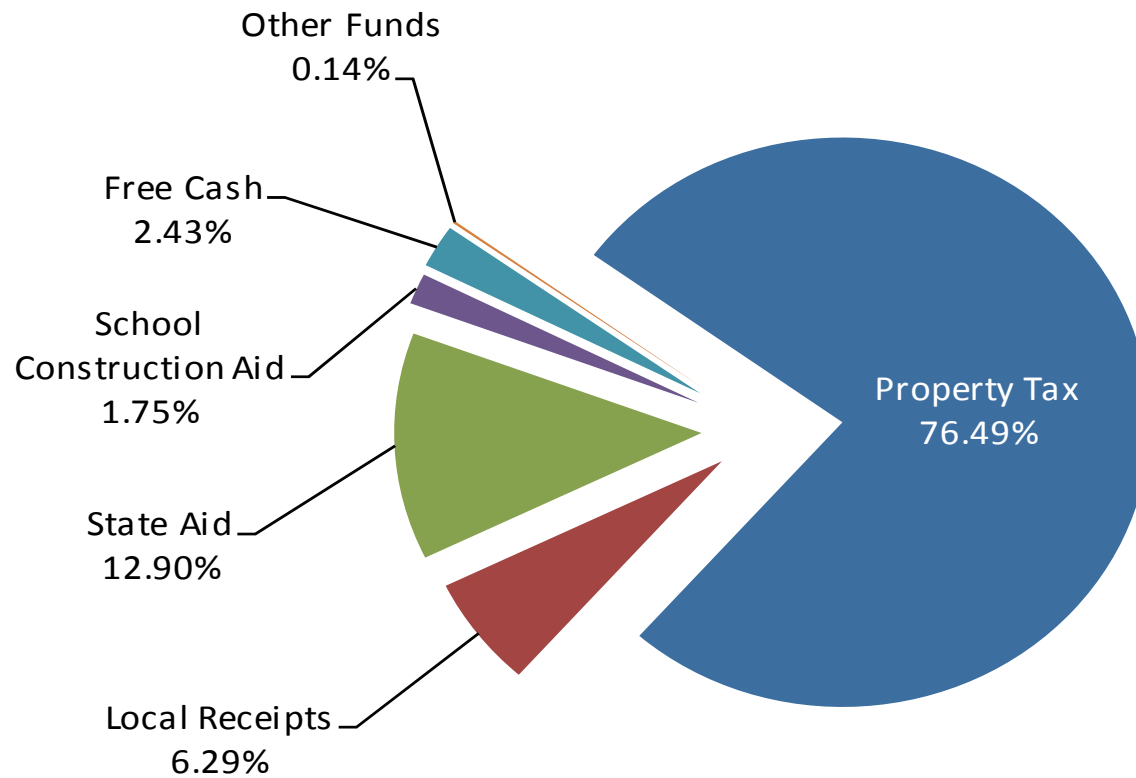
A total of \$3,435,846 in free cash is proposed to be used, which is an increase of \$392,922 from FY2015 and an amount equal to 50% of the Free Cash balance certified by the Department of Revenue in FY2015.

Other Available Funds include only \$200,000 in surplus tax abatement overlay funds, a decrease of \$150,000 from FY2015.

REVENUE SOURCE	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Tax Levy	98,009,381	101,737,509	105,285,021	108,145,113	2,860,092
Local Receipts	9,886,882	10,245,431	8,540,842	8,896,000	355,158
State Aid	17,514,847	17,093,258	20,369,150	20,705,543	336,393
Free Cash	1,570,000	3,411,528	3,042,925	3,435,846	392,922
Other Available Funds	200,000	200,000	350,000	200,000	(150,000)
Total	127,181,110	132,687,726	137,587,938	141,382,502	3,794,565



Revenue \$141,382,502





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>FY16</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>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	96,144,398	99,691,909	102,552,001
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	10,296,545	8,540,842	8,896,000
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	17,462,884	18,230,770
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	3,435,846
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	200,000
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	127,145,729	129,088,560	133,314,617

*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>FY16</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>	<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	3,728,129	3,547,511	2,860,092
Local Receipts	635,214	397,161	354,073	(164,051)	(308,970)	(62,135)	585,481	1,052,809	(404,581)	409,663	(1,704,589)	355,158
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	369,626	767,886
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)	392,922
Other Available Funds	0	(100,000)	0	100,000	0	2,742,376	(1,162,376)	(1,880,000)	0	0	150,000	(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	8,032,527	1,993,945	4,226,058
Percent Increase	2.8%	10.2%	4.9%	1.4%	2.7%	3.3%	0.6%	7.0%	4.7%	6.7%	1.6%	3.3%

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>FY16</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>	<u>Budget</u>
Tax Levy	71.3%	72.6%	72.4%	73.5%	73.6%	73.7%	75.6%	78.6%	77.6%	75.6%	77.2%	76.9%
Local Receipts	9.9%	9.4%	9.3%	9.1%	8.5%	8.2%	8.7%	9.0%	8.3%	8.1%	6.6%	6.7%
State Aid	16.5%	15.8%	15.9%	16.0%	15.2%	13.6%	13.2%	11.8%	12.6%	13.4%	13.5%	13.7%
Free Cash	1.7%	1.7%	2.0%	1.0%	2.1%	1.4%	0.5%	0.4%	1.3%	2.7%	2.4%	2.6%
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%	0.2%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



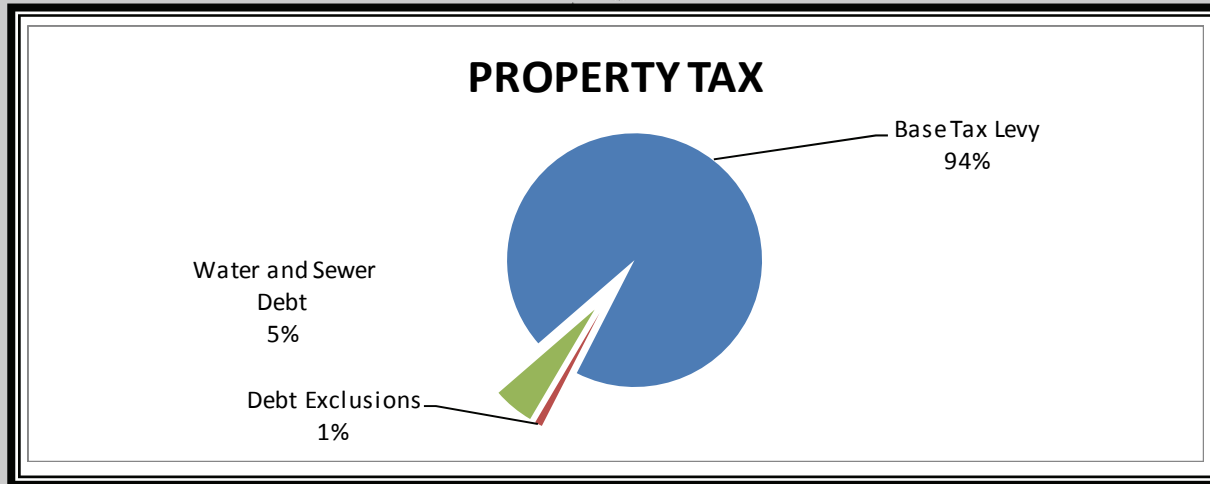
PROPERTY TAX LEVY

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 FY2016 are preliminary estimates used to project the levy limit. The FY2015 levy limit was \$98,617,161. The 2 ½% increase allowed for FY2016 is \$2,465,429. New growth from construction not previously on the tax rolls is expected to add \$450,000 to the FY2016 levy. An additional \$1,019,411 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. FY2016 will mark the second 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 FY2016 tax levy is projected to total \$108,145,113 representing an increase of \$2,860,092 (2.72%) over the FY2015 levy.

PROPERTY TAX LEVY	FY2013 Budget	FY2014 Budget	FY2015 Budget	FY 2016 Budget	Budget Change
Base Tax Levy	91,297,613	94,898,816	98,617,161	101,532,590	2,915,429
General Override	-	-	-	-	-
Debt Exclusion Overrides					
Brackett School	167,209	139,164	119,714	91,583	(28,131)
Hardy School	53,045	19,564	1,165	(25,397)	(26,562)
Bishop School	51,842	34,426	19,101	-	(19,101)
Peirce School	178,251	155,856	137,718	115,878	(21,840)
Dallin School	296,956	290,072	277,596	270,347	(7,249)
Thompson School	92,813	456,500	556,148	567,000	10,852
Symmes Debt	278,540	150,000	-	-	-
Sub-total Debt Exclusions	1,118,656	1,245,581	1,111,442	1,019,411	(92,031)
Water and Sewer Debt	5,593,112	5,593,112	5,593,112	5,593,112	-
Total	98,009,381	101,737,509	105,321,715	108,145,113	2,823,398

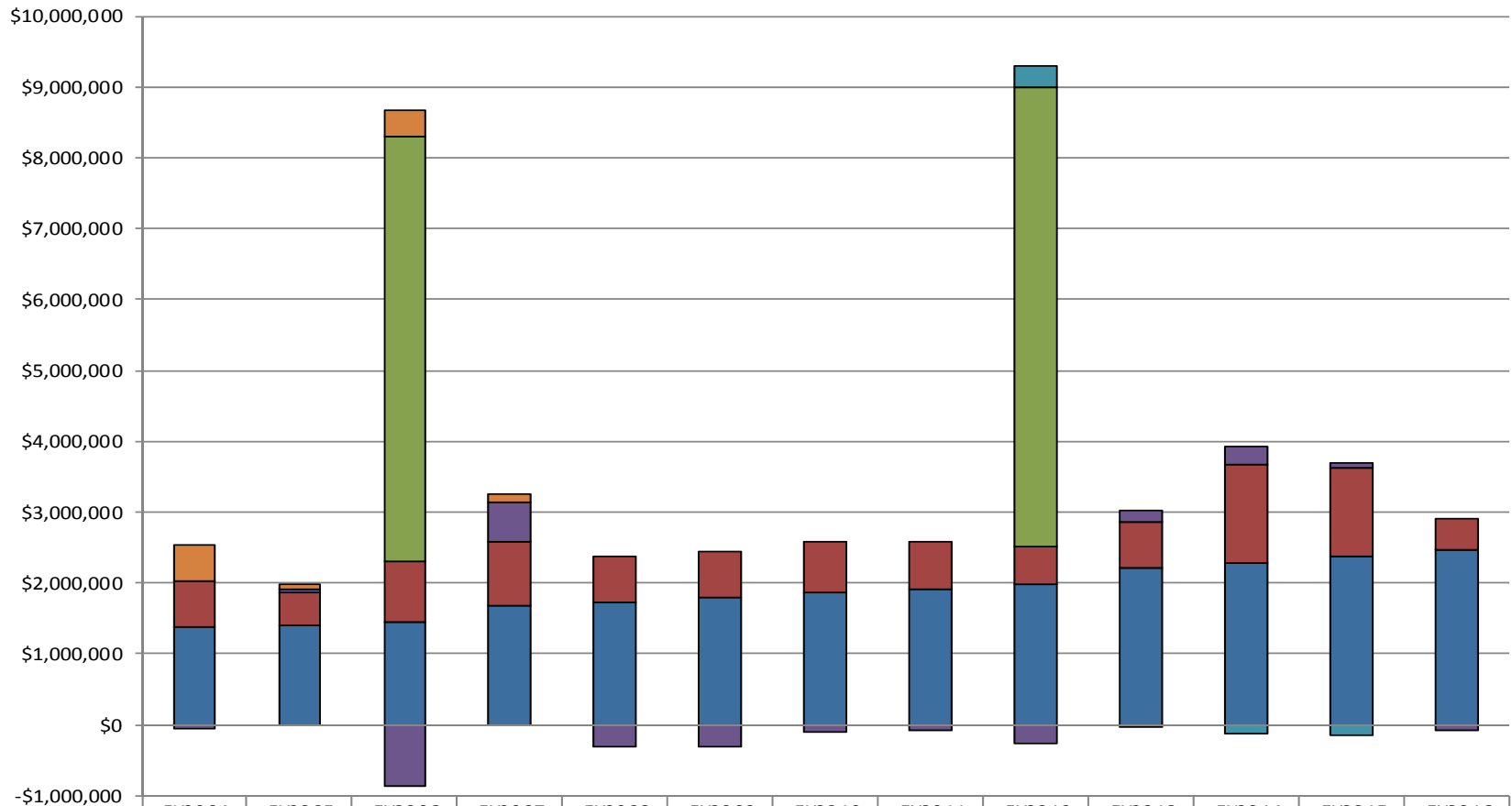


Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2014	101,955,275.34	323,139.16	57,609.97	101,574,526.21	101,147,224.95	99.58%	420,461.22	1,046,173.13	396,784.20	350,014.89
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

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



	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
MWRA Debt	517,348	69,732	371,757	117,626	-	-	-	-	-	-	-	-	-
Symmes Debt Exclusion	-	-	-	-	-	-	-	-	307,130	(28,590)	(128,721)	(150,000)	-
School Debt Exclusion	(51,943)	56,628	(859,302)	558,473	(319,928)	(316,820)	(93,659)	(79,675)	(263,714)	157,960	255,465	62,328	(92,013)
General Override	-	-	6,000,000	-	-	-	-	-	6,490,000	-	-	-	-
New Growth	649,223	458,531	844,013	887,247	640,013	642,912	726,955	656,751	522,167	657,203	1,393,953	1,255,293	450,000
2.5% Increase*	1,378,668	1,394,938	1,449,364	1,689,203	1,736,648	1,796,065	1,857,039	1,921,639	1,986,099	2,211,055	2,282,762	2,374,680	2,465,429



LOCAL RECEIPTS SUMMARY

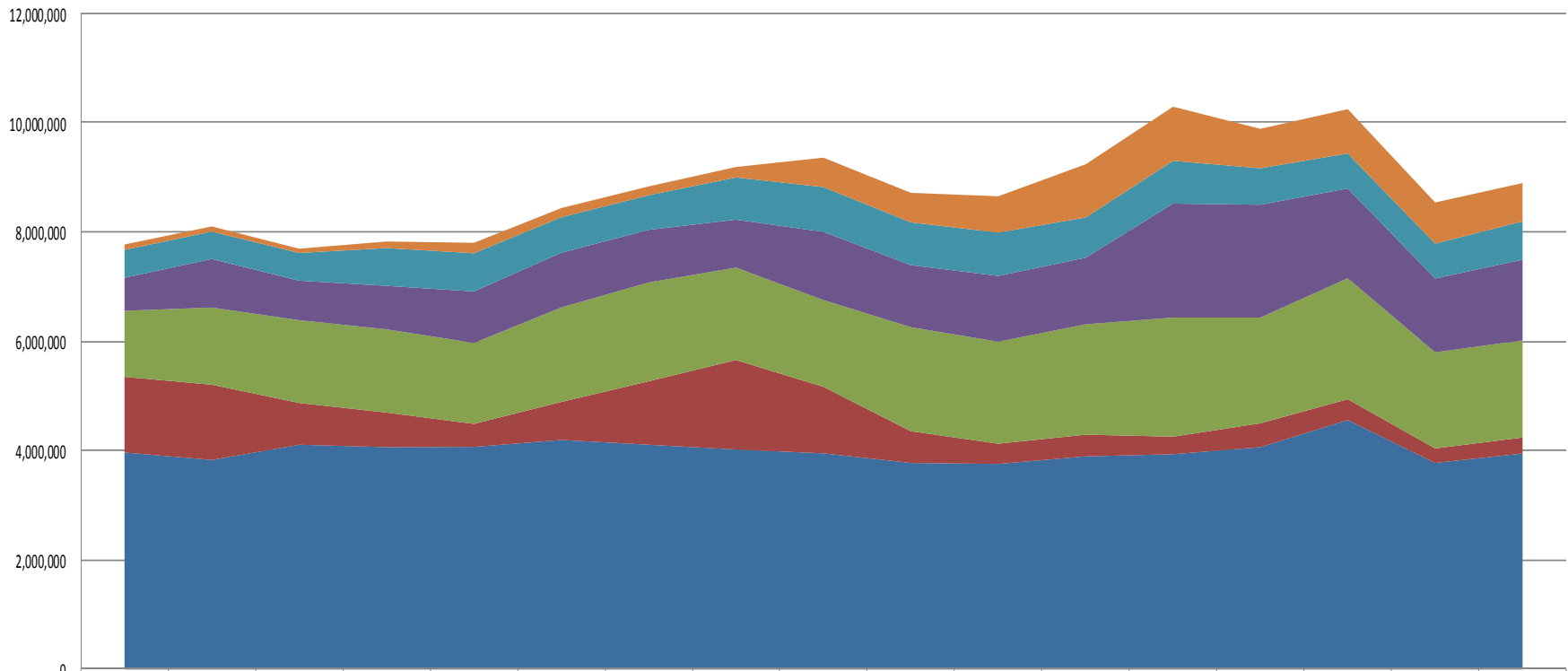
Local receipts for FY2016 are projected to increase \$355,158 to a total of \$8,896,000. \$280,158 of the increase is attributable to downward adjustments that were made to the FY2015 projections during the tax recapitulation process. Revenue from Motor Vehicle Excise taxes is projected to increase \$174,000, revenue from interest income is projected to increase \$25,000 while increases in Department Fees are expected to be \$20,158. Licenses and Permits revenue and revenue from the Town rental properties are expected to increase \$125,000 and \$61,000 respectively.

The FY2016 projections represent an effort to align projections with prior year actual collections.

LOCAL RECEIPTS SUMMARY	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Motor Vehicle Excise	4,066,200	4,560,609	3,776,000	3,950,000	174,000
Interest Income	435,812	381,062	265,000	290,000	25,000
Departmental Fees	1,932,652	2,213,701	1,758,842	1,779,000	20,158
Licenses and Permits	2,064,257	1,640,443	1,350,000	1,475,000	125,000
Rentals	665,264	638,805	638,000	699,000	61,000
Other	722,704	810,809	753,000	703,000	(50,000)
Total	9,886,889	10,245,431	8,540,842	8,896,000	355,158



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	Actual FY2014	Budget FY 2015	Budget FY16
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	810,809	753,000	703,000
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	638,805	638,000	699,000
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	1,640,443	1,350,000	1,475,000
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	2,213,701	1,758,842	1,779,000
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	381,062	265,000	290,000
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	4,560,609	3,776,000	3,950,000



MOTOR VEHICLE EXCISE

Motor vehicle excise tax receipts are projected to increase up to \$174,000 over the budgeted amount for FY2015 to a projected total of \$3.95 million. Commitments have been increasing each year since 2012, exceeding 2008/9 levels. 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 2014 is as of June 30, 2014.

Levy Year	Commitments	Collections	Refunds	Net Collections	Abatements	Balance	Collection %
2014	\$ 4,213,165	\$ 4,636,918	\$ 76,292	\$ 4,560,626	\$ 134,742	\$ (482,203)	111.45%
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%

MOTOR VEHICLE EXCISE	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Motor Vehicle Excise	4,066,200	4,560,609	3,776,000	3,950,000	174,000



DEPARTMENTAL FEES

Departmental fees are projected to increase \$20,158 to \$1,779,000 in FY2016. The Town is projecting to collect an additional \$20,000 in parking violation revenue. Minor adjustments were made to projected ambulance fee revenues and fire alarm revenues.

DEPARTMENTAL FEES	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Schools (Medicare Reimbursement)	211,086	132,013	100,000	100,000	-
Cemetery Revenue	277,100	285,976	265,000	265,000	-
Library Fees and Fines	49,051	49,394	49,000	49,000	-
Collector's Demand Fees	83,363	89,019	80,000	80,000	-
Town Clerk Fees	43,802	41,776	45,000	45,000	-
Parking Violations	381,271	420,083	340,000	360,000	20,000
Parking Meter Receipts	76,121	68,741	70,000	70,000	-
Fire Alarm Renewal Fee	3,875	5,375	5,000	-	(5,000)
Ambulance Fees	472,525	437,318	579,842	585,000	5,158
Other Departmental Revenue	249,850	626,472	225,000	225,000	-
Other Department Fees	84,608	57,534			-
Total	1,932,652	2,213,701	1,758,842	1,779,000	20,158



INTEREST INCOME & PENALTIES

Interest Income is projected to increase \$10,000 to \$235,000. 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 \$55,000 in FY2016. This is due to the dramatic drop in interest rates.

INTEREST INCOME	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Investment Income	82,943	86,768	40,000	55,000	15,000
Penalties & Interest	352,869	294,294	225,000	235,000	10,000
Total	435,812	381,062	265,000	290,000	25,000



LICENSES AND PERMITS

Licenses and permits revenues for FY2016 are expected to increase \$125,000 to \$1,475,000 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 FY2016 projection will be consistent with actual collections in FY2015, the second 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	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Parking Permits	149,615	136,477	125,000	125,000	-
Liquor Licenses	89,493	88,095	75,000	75,000	-
Food Licenses	8,660	7,260	5,000	5,000	-
Food Permits	14,100	15,403	14,000	14,000	-
Tobacco Permits	13,000	9,500	9,000	9,000	-
Building Inspections	1,595,259	1,196,205	1,010,500	1,135,500	125,000
Fire Prevention Permits	67,205	55,787	50,000	50,000	-
Marriage Licenses	7,200	6,952	6,500	6,500	-
Other	119,725	124,764	55,000	55,000	-
Total	2,064,257	1,640,443	1,350,000	1,475,000	125,000



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 \$61,000 to \$699,000.

The increased revenue is consistent with the terms of the leases of each tenant at both the Parmenter and Gibbs Schools. The new leases, which went into effect in FY2015, include a capital contribution which will offset future capital improvements to the buildings. Revenue from the Parmenter is expected to increase \$13,000 to \$209,000 and revenue from the Gibbs is expected to increase \$42,000 to \$326,000. Projected revenue from the Mt. Gilboa house is also projected to increase to \$24,000.

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

RENTAL INCOME	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Ryder St.	122,387	109,383	95,000	95,000	-
Parmenter	183,432	192,158	196,000	209,000	13,000
Crosby	31,112	1,923	-	-	-
Gibbs	289,326	286,225	284,000	326,000	42,000
Mt. Gilboa	8,400	4,000	18,000	24,000	6,000
Dallin Library	45,116	45,116	45,000	45,000	-
Total	679,773	638,805	638,000	699,000	61,000



OTHER LOCAL RECEIPTS

Other local receipts are projected to decrease \$50,000 to \$703,000 due to a projected decrease in revenue from Meals Tax.

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. FY2016 projections are consistent with actual collections in past years.

OTHER LOCAL RECEIPTS	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Meals Tax	326,726	413,164	400,000	350,000	(50,000)
Hotel Tax	283,497	300,875	275,000	275,000	-
Court Fines	54,935	45,829	40,000	40,000	-
Medicare Part D Reimbursement	43,127	-	-	-	-
Special Assessments	-	-	-	-	-
Payments In Lieu of Taxes	14,419	50,941	38,000	38,000	-
Total	722,704	810,809	753,000	703,000	(50,000)



STATE AID SUMMARY

In March, the Governor released his budget which included a \$105.3 million increase in Chapter 70 School Aid and a \$34 million for General Government Aid. As it stands today, Arlington would benefit from a \$480,977 increase in Chapter 70 and \$243,027 increase in General Government Aid. The Town is also slated to see a \$91,584 in benefits to Veterans.

Based upon the Governor's budget state aid, exclusive of school construction aid, is projected to increase \$767,886 or 4.4%. Overall FY2016 state aid, as used to balance the Town Manager's budget, will increase \$336,393 to a total of \$20,705,543. This total is inclusive of \$2,474,773 in school construction aid.

In FY2016 Unrestricted General Government Aid (UGGA) is expected to increase \$243,027 or 3.6% to \$6,993,777.

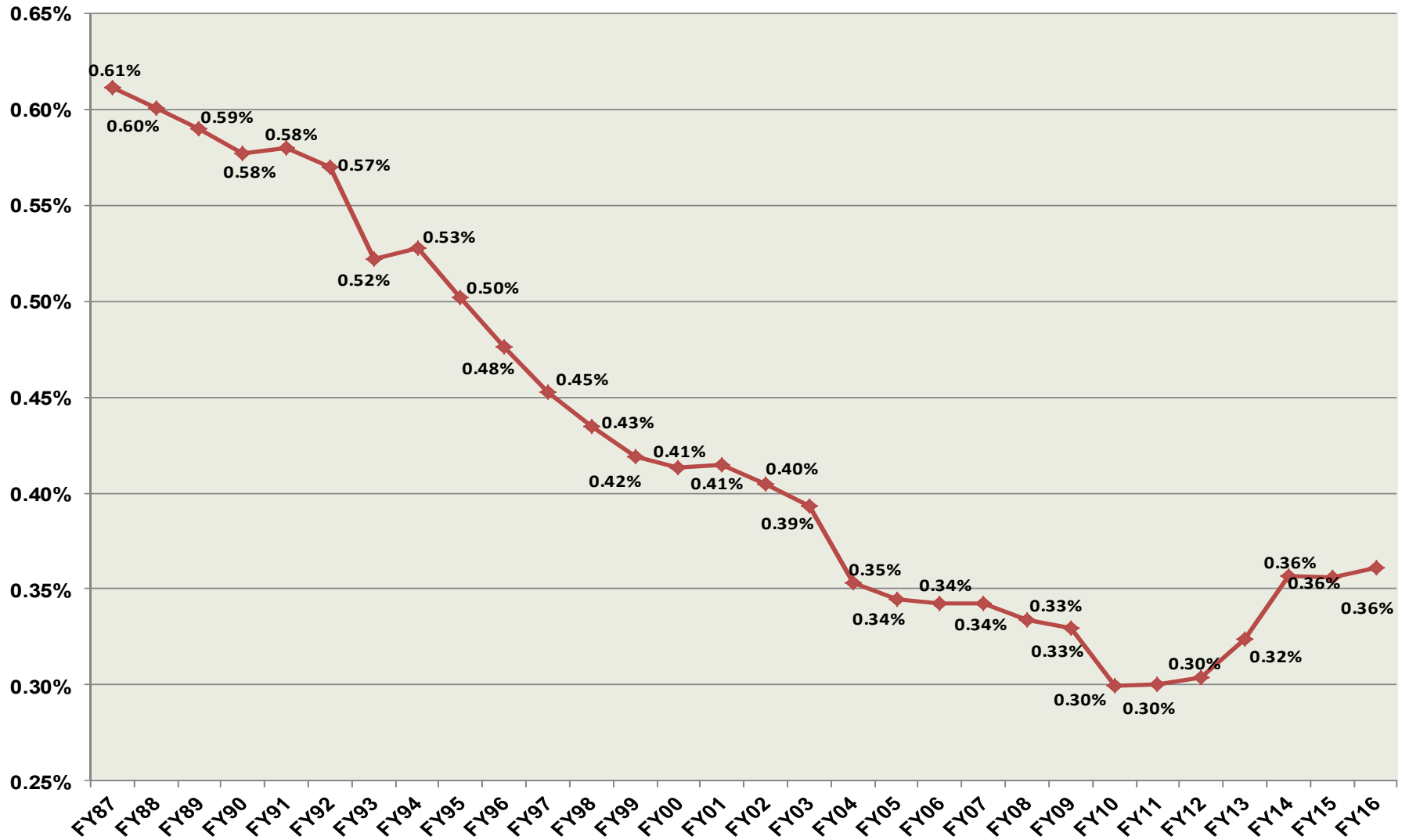
Exclusive of school construction aid, Arlington's projected state aid for FY2016 is a slight increase in real dollars than it received in FY2002, 14 years ago. Since 1987, Arlington has seen its share of total state aid cut by approximately 41% (see chart on p. 42). A look at the cumulative year-to-year increases and decreases since FY2002 (see Chart on p. 43) 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 FY2016 ends in a cumulative increase of 20%. 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 FY2016, 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 20.7% from FY2002, while in FY2016 Arlington's cumulative year-to-year change since FY2002 is an increase of 7.8%.

STATE AID SUMMARY	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Gen Government Aid	6,640,249	6,776,358	6,976,550	7,311,161	334,611
School Aid	8,160,512	10,089,282	10,261,132	10,726,994	465,862
School Construction	2,474,796	2,474,773	2,906,266	2,474,773	(431,493)
Tax Exemptions	178,152	167,052	151,486	139,263	(12,223)
Cherry Sheet Offsets	61,138	60,566	73,716	53,352	(20,364)
Total	17,514,847	19,568,031	20,369,150	20,705,543	336,393



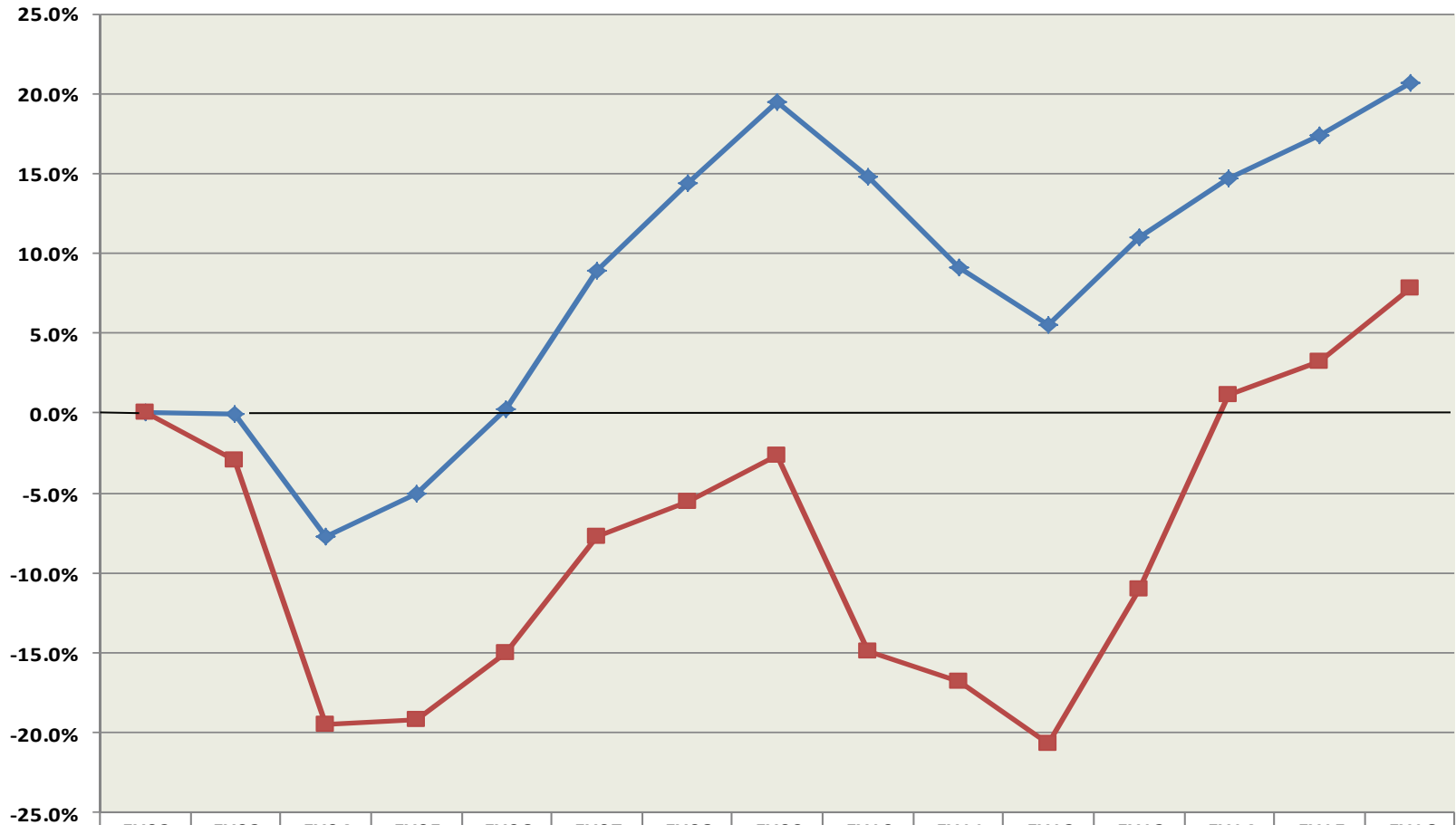
Arlington's Percent of Total State Aid





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%	20.7%
■ 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%	7.8%



GENERAL GOVERNMENT

Unrestricted General Government Aid (UGGA)

In FY2016 UGGA is expected to increase \$243,027, or 3.6% to \$6,993,777.

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. While this account is increasing in FY2016, the Town has weathered a reduction of approximately \$2.6 million since FY2008.

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 FY2016 the preliminary cherry sheet estimate is \$317,384 an increase of \$91,584. The increase reflects an increase in the number of veterans receiving some form of government assistance.

GENERAL GOVERNMENT	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Unrestricted General Government Aid	6,416,909	6,568,591	6,750,750	6,993,777	243,027
Veterans' Benefits	223,340	207,767	225,800	317,384	91,584
Total	6,640,249	6,776,358	6,976,550	7,311,161	334,611



SCHOOL AID

SCHOOL AID - CHAPTER 70

Proposed total statewide funding in FY2016, exclusive of regional schools, is \$3.8 billion, an increase of \$98 million, or 2.63%. Of this amount, it is estimated that Arlington will receive \$10,715,559, an increase of \$480,977 or 4.7%. 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 \$11,435, a decrease of \$15,115.

SCHOOL AID	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Chapter 70 School Aid	8,109,496	10,048,980	10,234,582	10,715,559	480,977
Charter School Tuition Reimbursement	51,016	40,302	26,550	11,435	(15,115)
Total	8,160,512	10,089,282	10,261,132	10,726,994	465,862



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 FY2016. 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	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
School Construction Aid	2,474,796	2,474,773	2,906,266	2,474,773	(431,493)



TAX EXEMPTION AID

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2016, Arlington's reimbursements are expected to decrease \$12,223 to a total of \$139,263. 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	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Tax Exemption Aid	178,152	167,052	151,486	139,263	(12,223)



CHERRY SHEET OFFSETS

Included in the estimated amount of aid to be received from the State are grant funds for 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 has traditionally received two such annual grants — one for the school lunch and one for public libraries. In FY2016, the state will account for the school lunch program differently and it will no longer be reflected on the Cherry Sheet.

The library grant is actually three separate grants — the Library Incentive Grant (LIG), Municipal Equalization Grant (MEG) and the Nonresident Circulation Offset (NRC). In FY2016, assistance to libraries is expected to decrease slightly to \$53,352. 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	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Lunch Programs (Schools)	19,029	18,819	18,809		(18,809)
Libraries	42,109	41,747	54,907	53,352	(1,555)
Total	61,138	60,566	73,716	53,352	(20,364)

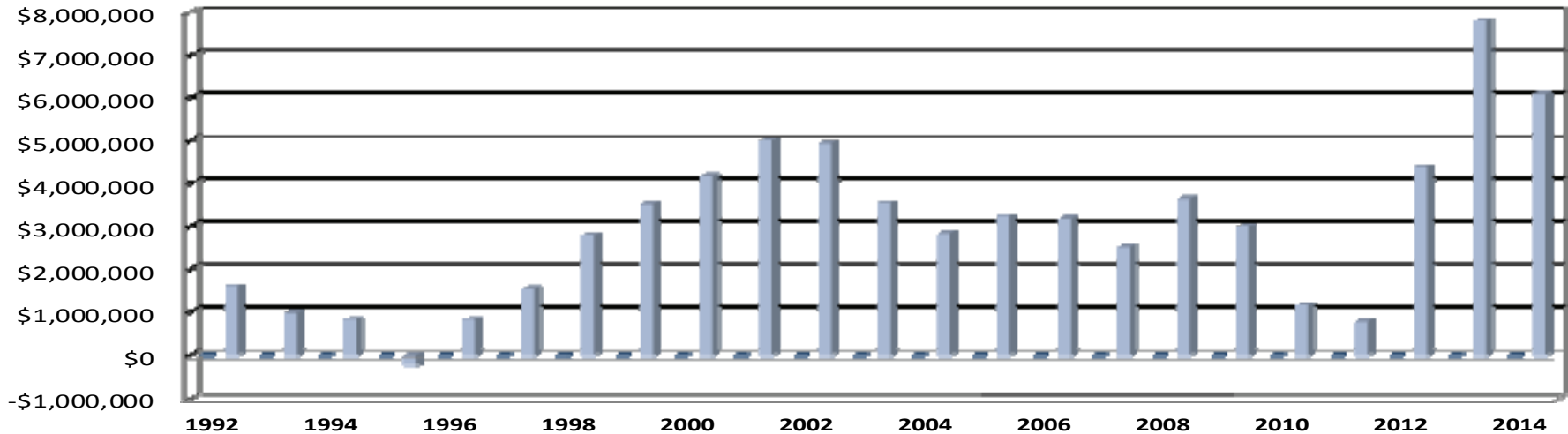


FREE CASH

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, 2014 was \$6,871,692. 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 \$3,435,846 or 50% of the existing balance, be appropriated towards the FY2016 budget leaving a balance of \$3,435,846.

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



FREE CASH	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Free Cash Appropriated	1,570,000	3,411,528	3,042,925	3,435,846	392,922



OTHER REVENUE

The Other Revenue category includes Tax Abatement Overlay Reserve Surplus Funds and Override Stabilization Funds. In FY2016, the amount available is \$200,000 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 \$200,000 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. Since the Override of 2011 and including the expected appropriation to the fund in FY2016, \$20,860,654 will have been put into the Fund. It is expected that no drawdown will be necessary until FY2017.

OTHER REVENUE	FY2013 Actual	FY2014 Actual	FY2015 Budget	FY2016 Budget	Budget Change
Overlay Surplus	200,000	200,000	350,000	200,000	(150,000)
Override Stabilization Fund		-	-	-	-
Total	200,000	200,000	350,000	200,000	(150,000)



SECTION III

BUDGET SUMMARIES



Overall General Fund Budget Summary

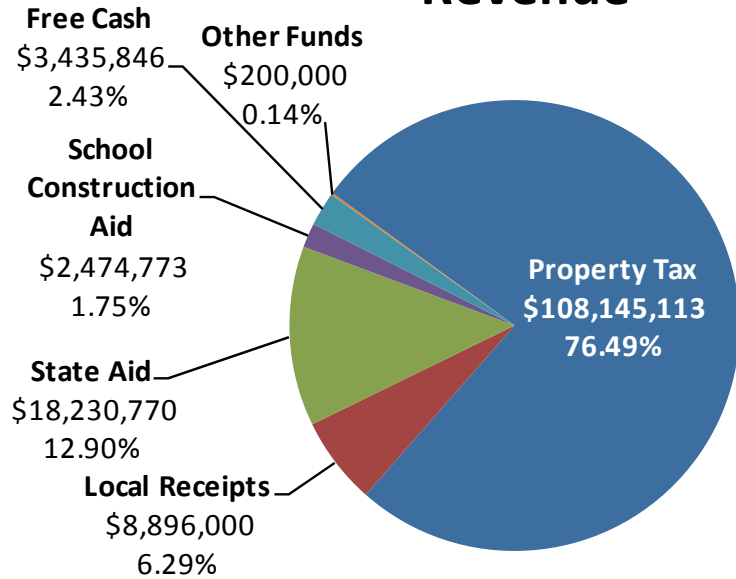
	FY2014 Budget	FY2015 Budget	FY2016 Budget	Change \$	%
Revenue					
Property Tax	\$ 101,737,509	\$ 105,285,021	\$ 108,145,113	\$ 2,860,092	2.7%
Local Receipts	\$ 8,158,000	\$ 8,540,842	\$ 8,896,000	\$ 355,158	4.2%
State Aid	\$ 17,093,258	\$ 17,462,884	\$ 18,230,770	\$ 767,886	4.4%
School Construction Aid	\$ 2,474,773	\$ 2,906,266	\$ 2,474,773	\$ (431,493)	-14.8%
Free Cash	\$ 3,411,528	\$ 3,042,925	\$ 3,435,846	\$ 392,922	12.9%
Other Funds	\$ 200,000	\$ 350,000	\$ 200,000	\$ (150,000)	-42.9%
TOTAL REVENUES	\$ 133,075,068	\$ 137,587,937	\$ 141,382,502	\$ 3,794,565	2.8%
Expenditures					
Municipal Departments	\$ 30,330,987	\$ 31,392,491	\$ 32,320,070	\$ 927,579	2.95%
School Department	\$ 47,675,113	\$ 50,729,968	\$ 53,574,114	\$ 2,844,146	5.6%
Minuteman School	\$ 3,336,935	\$ 3,788,615	\$ 4,010,950	\$ 222,335	5.9%
Non-Departmental (Healthcare & Pensions)	\$ 22,899,398	\$ 24,050,099	\$ 25,499,823	\$ 1,449,724	6.0%
Capital (Includes Debt Service)	\$ 9,831,310	\$ 9,918,358	\$ 10,231,100	\$ 312,742	3.2%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 1,112,692	\$ 805,433	\$ 928,787	\$ 123,354	15.3%
Fixed Costs- Reserve Fund & Elections	\$ 833,915	\$ 1,131,005	\$ 1,093,980	\$ (37,025)	-3.3%
Override Stabilization Fund Deposit	\$ 5,773,873	\$ 4,310,362	\$ 2,863,516	\$ (1,446,846)	-33.6%
TOTAL EXPENDITURES	\$ 127,387,335	\$ 131,719,443	\$ 136,115,452	\$ 4,396,009	3.3%
Non-Appropriated Expenses	\$ 5,687,733	\$ 5,868,494	\$ 5,267,050	\$ (601,444)	-10.2%
Surplus / (Deficit)	\$ 0	\$ 0	\$ 0	\$ 0	0.0%



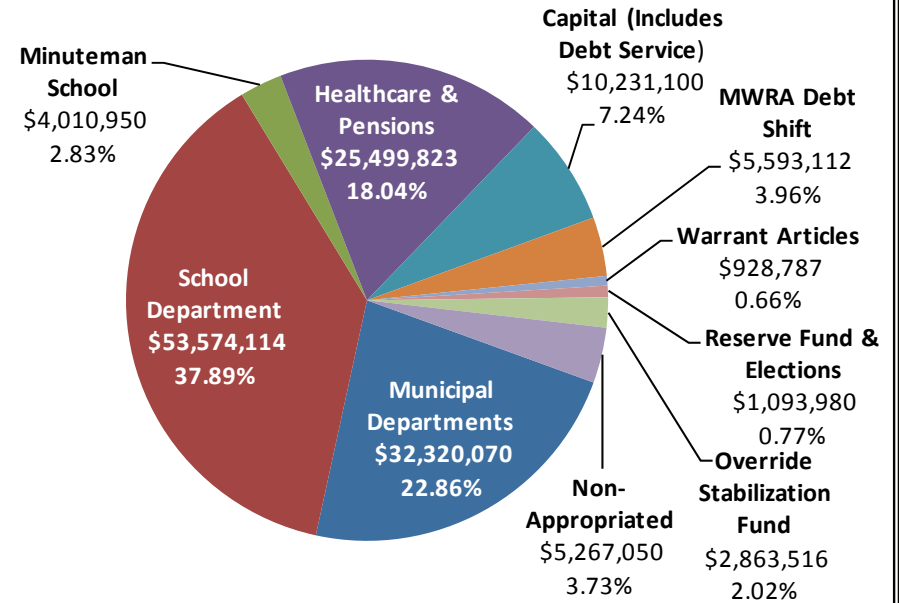
Fiscal Year 2016

Total \$141,382,502

Revenue



Expenditures





DEPARTMENT	Fiscal Year 2015				Fiscal Year 2016					
	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	9,324	2,500		11,824	9,439	2,500		11,939	115	0.97%
SELECTMEN	239,162	79,100	(23,007)	295,255	239,983	81,350	(26,461)	294,872	(383)	-0.13%
TOWN MANAGER	567,850	33,500	(109,969)	491,381	583,940	33,500	(114,916)	502,524	11,143	2.27%
HUMAN RESOURCES	255,288	56,450	(13,578)	298,160	259,451	56,450	(15,046)	300,855	2,695	0.90%
COMPTROLLER	352,799	107,375	(37,646)	422,528	353,372	107,375	(38,486)	422,261	(267)	-0.06%
TREASURER	616,453	143,875	(85,293)	675,035	624,150	149,873	(105,610)	668,413	(6,622)	-0.98%
POSTAGE	31,279	179,269	(35,588)	174,960	31,393	179,279	(36,409)	174,263	(697)	-0.40%
ASSESSORS	248,107	26,700		274,807	250,798	26,700		277,498	2,691	0.98%
INFO TECH	631,364	186,105	(135,904)	681,565	636,832	206,353	(148,048)	695,137	13,572	1.99%
LEGAL	412,675	138,350	(106,258)	444,767	424,350	135,002	(105,663)	453,689	8,922	2.01%
TOWN CLERK	233,467	28,860		262,327	233,593	28,860		262,453	126	0.05%
REGISTRARS	44,114	13,550		57,664	46,885	13,550		60,435	2,771	4.81%
PARKING	86,231	28,935		115,166	85,899	28,935		114,834	(332)	-0.29%
PLANNING & C. D.	459,373	24,585	(81,005)	402,953	478,161	25,215	(87,646)	415,730	12,777	3.17%
REDEVELOPMENT		10,800		10,800		10,800		10,800	-	0.00%
RENTAL PROPERTIES	61,107	220,510	(27,903)	253,714	61,536	220,510	(28,118)	253,928	214	0.08%
ZBA	17,265	4,100		21,365	17,912	4,100		22,012	647	3.03%
PUBLIC WKS FACILITIES	3,805,182	5,799,285	(1,177,102)	8,427,365	3,728,446	5,583,298	(1,210,715)	8,101,029	(326,336)	-3.87%
POLICE	6,850,912	653,650	-	7,504,562	6,879,830	664,200	-	7,544,030	39,468	0.53%
FIRE	6,425,916	391,050	(131,415)	6,685,551	6,440,528	388,650	(166,218)	6,662,960	(22,591)	-0.34%
INSPECTIONS	404,455	12,000		416,455	407,262	12,000		419,262	2,807	0.67%
STREET LIGHTS		185,700		185,700		182,500		182,500	(3,200)	-1.72%
FIRE ALARM SYSTEMS		30,000		30,000		30,000		30,000	-	0.00%
LIBRARIES	1,620,984	589,580	(23,699)	2,186,865	1,678,690	563,080	(24,705)	2,217,065	30,200	1.38%
HUMAN SERVICES				-				-	-	-
Council on Aging	195,490	4,740		200,230	199,841	13,500		213,341	13,111	6.55%
Veterans' Services	59,774	291,539		351,313	56,574	363,577		420,151	68,838	19.59%
Health & Human Serv.	328,879	31,300		360,179	340,174	32,300		372,474	12,295	3.41%
Youth Services		120,000		120,000		120,000	-	120,000	-	0.00%
COA Trans. Subsidy		30,000		30,000				-	(30,000)	-100.00%
Collective Bargaining				-	700,000			700,000	700,000	
MUNICIPAL DEPTS.	23,957,450	9,423,408	(1,988,367)	31,392,491	24,931,654	9,526,457	(2,138,041)	32,320,070	927,579	2.95%
RESERVE FUND		1,000,000		1,000,000		1,000,000		1,000,000		
ELECTIONS	34,480	96,525		131,005	34,200	59,780		93,980	(37,025)	-28.26%
FIXED COSTS	34,480	1,096,525		1,131,005	34,200	1,059,780		1,093,980	(37,025)	-3.27%
EDUCATION	50,729,968			50,729,968	53,574,114			53,574,114	2,844,146	5.61%
N.C. Pensions		87,123		87,123		87,000		87,000	(123)	-0.14%
C. Pensions		9,571,203	(1,014,958)	8,556,245		10,098,704	(1,045,463)	9,053,241	496,996	5.81%
Insurance		16,121,348	(714,617)	15,406,731		17,093,618	(734,036)	16,359,582	952,851	6.18%
GRAND TOTAL	74,687,418	35,203,082	(3,717,942)	107,303,563	78,505,768	36,805,779	(3,917,540)	112,487,987	5,184,424	4.83%



SUMMARY OF 2016 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ 115 0.97%	\$ 115 Personnel Fixed Costs
Selectmen	\$ (383) -0.13%	\$ 822 Personnel Fixed Costs \$ 250 Increase in Expenses \$ (3,455) Increased W/S Offset \$ 2,000 Increase in Audit
Town Manager	\$ 11,143 2.27%	\$ 11,143 Personnel Fixed Costs
Human Resources	\$ 2,695 0.90%	\$ 2,695 Personnel Fixed Costs
Comptroller	\$ (267) -0.06%	\$ 573 Personnel Fixed Costs \$ (840) Increase in W/S Offset
Treasurer-Collector	\$ (6,622) -0.98%	\$ 5,595 Personnel Fixed Costs \$ (18,215) Increased W/S Offset \$ 2,000 Increase in Advertising \$ (2) Decrease in State Travel \$ (1,000) Decrease in Office Supplies \$ 4,000 Tax Taking Expense \$ 1,000 Misc. Expenses



SUMMARY OF 2016 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Postage	\$ (697) -0.40%	\$ 114 Personnel Fixed Costs \$ 10 Supplies \$ (821) Increased W/S Offset
Board of Assessors	\$ 2,691 0.98%	\$ 2,691 Personnel Fixed Costs
Information Technology	\$ 13,572 1.99%	\$ 5,150 Personnel Fixed Costs \$ (11,826) Increased W/S Offset \$ 23,000 IT Strategic Plan Implementation \$ (10,000) Decrease in Computer Maintenance \$ 4,248 Increase in Munis Software Support \$ 3,000 Increase in Network Maintenance
Legal	\$ 8,922 2.01%	\$ 12,270 Personnel Fixed Costs \$ (3,348) In-State Travel
Town Clerk	\$ 126 0.05%	\$ 126 Personnel Fixed Costs
Registrars	\$ 2,771 4.81%	\$ 2,771 Personnel Fixed Costs
Parking	\$ (332) -0.29%	\$ (332) Personnel Fixed Costs



SUMMARY OF 2016 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Planning & Comm. Development	\$ 12,777	
	3.17%	
	\$ 12,147	Personnel Fixed Costs
	\$ 630	Increased Expenses
Rental Properties & Redevelopment Board	\$ 214	
	0.07%	
	\$ 429	Personnel Fixed Costs
	\$ (215)	Increased Gibbs School Offset
Zoning Board of Appeals	\$ 647	
	3.03%	\$ 647 Personnel Fixed Costs
Facilities	\$ 395,615	
	152.20%	
	\$ 132,615	Personnel Fixed Costs
	\$ 263,000	Properties Expenses (moved from DPW Properties)
Public Works	\$ (326,336)	
	-3.87%	
	\$ (76,736)	Personnel Fixed Costs
	\$ (33,613)	Increased W/S/Energy/Recycling Offsets
	\$ 11,250	Misc. Expenses
	\$ 5,000	Historic Sculpture Maintenance
	\$ 10,000	Maintenance Town Fields
	\$ 400	Clothing Allowance
	\$ (400)	Public Works Admin Supplies
	\$ 1,200	Highway Maintenance
	\$ (20,000)	Fuel
	\$ (10,000)	Marking of Highways
	\$ 75,000	Snow & Ice
	\$ 500	Highway Motor Equipment Repair Maintenance
	\$ 2,300	Highway Motor Equipment Repair Supplies
	\$ 44,738	Solid Waste Collection
	\$ (10,000)	Yard Waste
	\$ (96,550)	Solid Waste Disposal
\$ 3,000	Hazardous Waste Collection	
\$ 3,000	Cemetery Maintenance	
\$ (800)	Clothing Allowance- Cemetery	
\$ 25,300	Residual Disposal	
\$ (259,925)	Properties Expenses now in Facilities	



SUMMARY OF 2016 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Street Lighting	\$ (3,200) -1.48%	\$ (3,200) Decrease in Expenses
Police	\$ 39,468 0.53%	\$ 28,918 Personnel Fixed Costs \$ (13,750) Increase in Fuel \$ 6,200 Misc. Expenses \$ 1,100 Office Supplies \$ 10,000 Teleprocessing \$ 7,000 Indemnity
Fire	\$ (22,591) -0.34%	\$ 19,368 Personnel Fixed Costs \$ (39,559) Increased W/S Offset \$ (6,600) Fuel \$ 2,500 Heating Fuel \$ 1,700 Misc. Expenses
Inspectional Services	\$ 2,807 0.67%	\$ 2,807 Personnel Fixed Costs
Libraries	\$ 30,200 1.38%	\$ 56,700 Personnel Fixed Costs \$ (20,000) Decrease in Energy Costs \$ (10,000) Decrease in Heating Fuel \$ 3,500 Misc. Expenses



SUMMARY OF 2016 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Health and Human Services	\$ 12,295 3.41%	\$ 11,295 Personnel Fixed Costs \$ 1,000 Mosquito Control
Veterans' Services	\$ 68,838 19.59%	\$ (3,200) Personnel Fixed Costs \$ 38 In-State Travel \$ 72,000 Veterans Aid & Assistance
Council on Aging	\$ 13,111 6.55%	\$ 4,351 Personnel Fixed Costs \$ 8,760 Reception Support
Arlington Youth Counseling Center	\$0 0%	
COA Trans. Subsidy	\$ (30,000) -100%	\$ (30,000)
Collective Bargaining	\$ 700,000 100%	
Subtotal: Municipal Departments	927,579 2.95%	

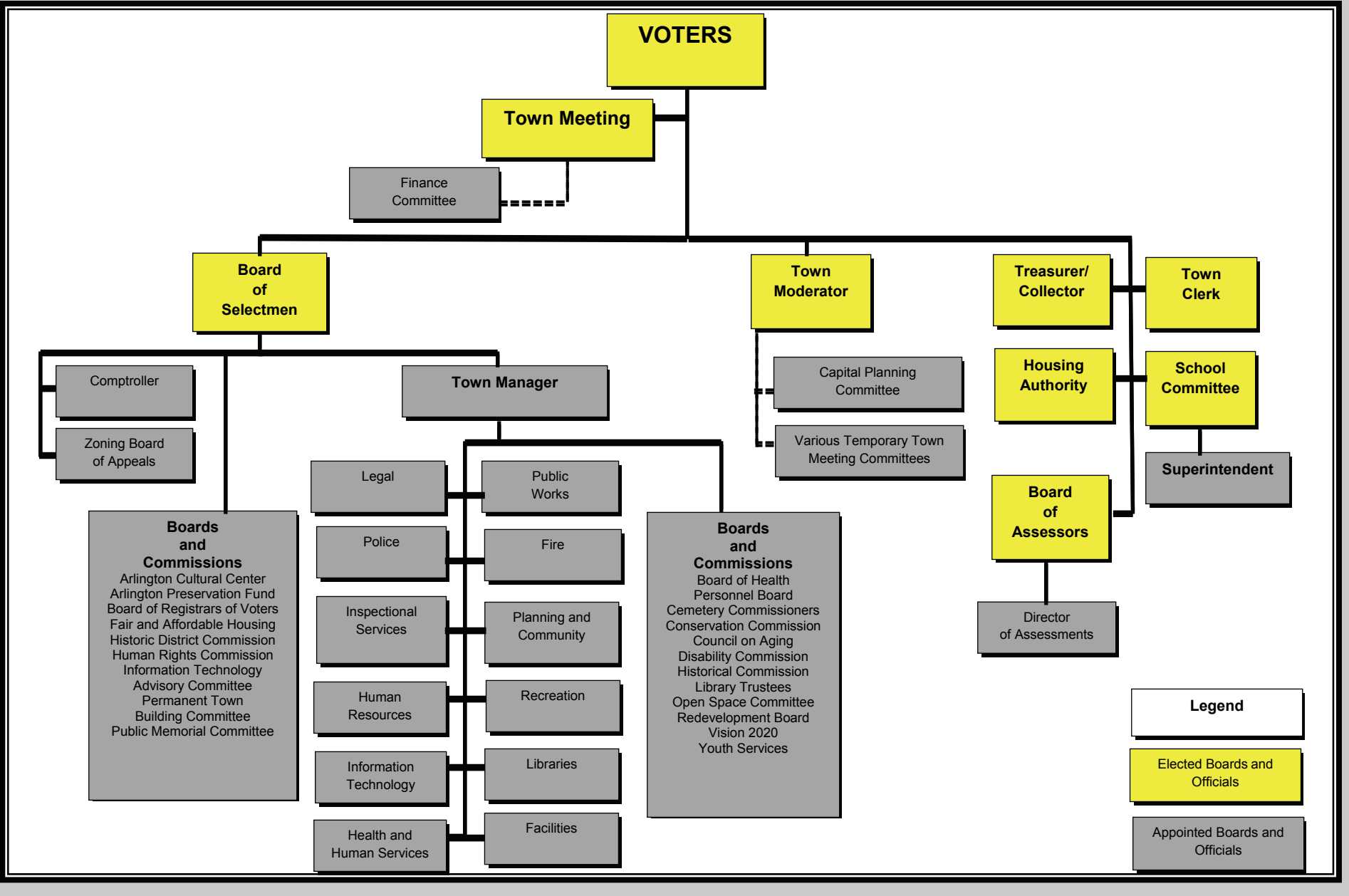


SUMMARY OF 2016 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Non-Contributory Retirement	(\$123) -0.14%	
Contributory Retirement	\$ 496,996 5.75%	
Group Health Ins./ Life Ins./Medicare	\$ 952,851 6.99%	
Liability Insurance	\$0 0%	
Unemployment Compensation	\$0 0%	
Workers' Compensation	\$0 0%	
Reserve Fund	\$0 0%	
Elections	(\$37,025) -28%	
		(\$37,025) Reduction in the number of elections scheduled
Subtotal: Fixed Costs	\$ 1,412,699 5.61%	
Total: Education	\$ 2,844,146 5.61%	
Grand Total	\$ 5,184,424 4.83%	



Personnel Changes FY 2004 - FY 2016

Department	FY04		FY05		FY06		FY07		FY08		FY09		FY10		FY11		FY12		FY13		FY14		FY15		FY16		FY15 -16 FTE		FY04-16 FTE			
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	Change	%	Change	%		
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	0.00	0.20	0.00	0.20	0.00	0.20	0.00	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	3.00	0.50	3.00	0.51	3.00	0.51	3.00	0.69	0.00	0%	1	14%		
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	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	3.00	0.51	0.00	0%	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	7.00	0.30	0.00	0%	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	4.00	1.30	4.00	1.30	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	10.00	0.00	0.00	0%	-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	0.00	0.70	0.00	0.63	0.00	0.63	0.00	0.63	0.00	0%	0	10%		
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	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	4.00	0.54	0.00	0%	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	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	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	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	1.06	5.00	1.06	0.00	0%	1	13%		
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	0.50	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	0.00	0.48	0.00	0.48	0.00	0%	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	58.00	1.49	-1.49	-2%	-17	-22%		
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	5.00	0.86	-1.49	-20%	-2	-27%		
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	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	17.00	0.63	-0.37	-2%	-1	-7%		
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	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	4.00	0.00	0.37	10%	-7	-64%		
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	0.00	0.00	0.00	N/A	-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	84.00	2.67	82.00	2.66	82.00	2.66	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	0.00	0.00	0.00	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	76	0.00	76	0.00	76	0.00	80.00	0.00	81.00	0.00	81.00	0.00	81.00	0.00	0.00	0%	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	0.00	0.00	0.00	0%	N/A	-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	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	22.00	7.39	0.49	2%	-2	-7%		
Facilities	0	0.00	0	0.00	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.00	0	0.00	0	0.00	0.00	0.00	0.00	0.00	1.00	1.18	2.18	100%	2	100%		
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	6.00	2.30	0.00	0%	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	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	1.24	1.00	1.35	0.11	5%	-2	-41%		
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	1.00	1.95	-0.17	-5%	1	48%		
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	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	2.00	2.68	-0.22	-4%	2	51%		
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	327.00	28.46	329.00	26.09	327.00	28.99	1	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 Redevelopment 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.

Budget Statement

The Finance Committee has requested a level service budget for FY2016, showing only a \$115 increase for associated personnel services.

FY2016 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 2014

- Worked with Town officials on future financial planning.

PROGRAM COSTS

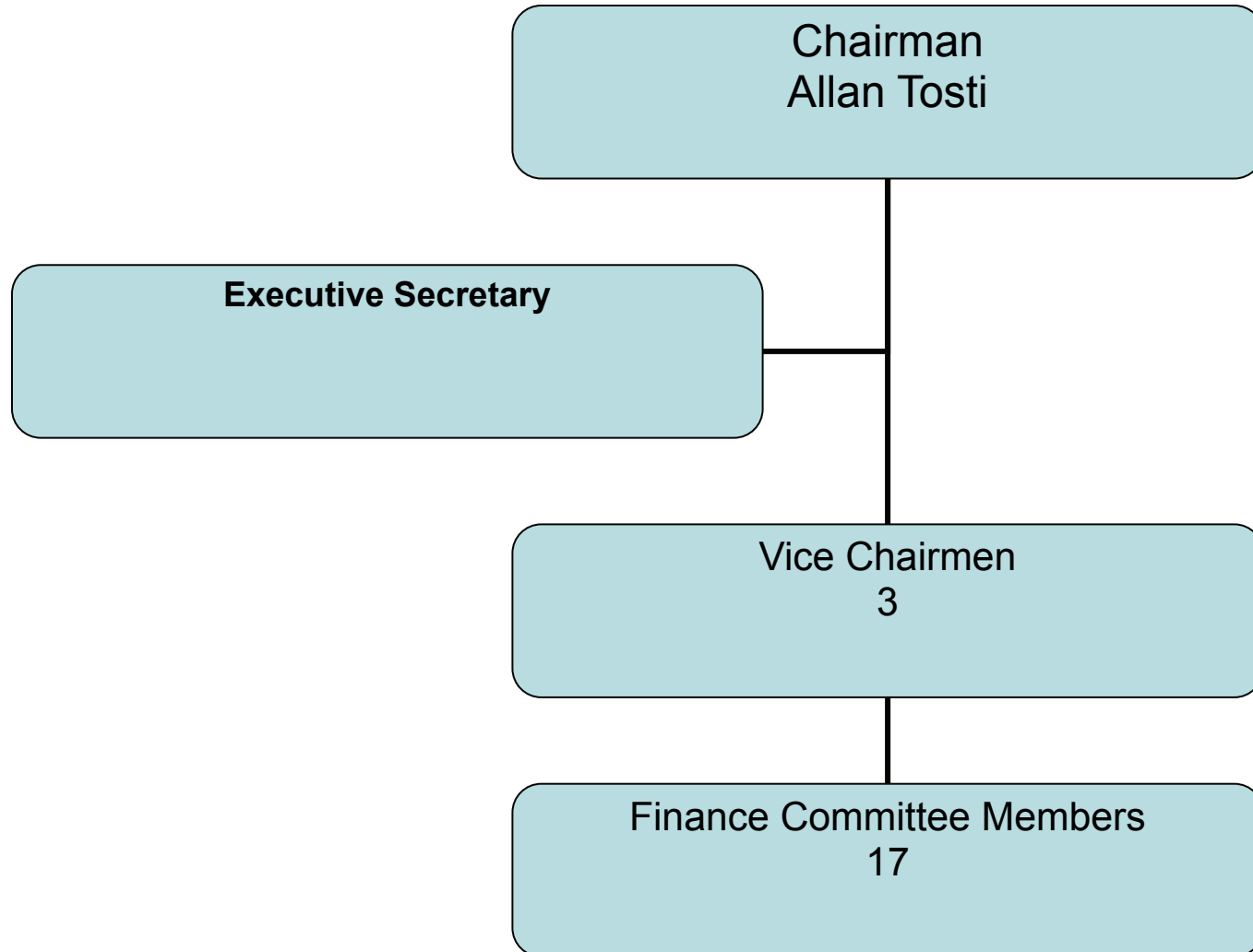
Finance Committee	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	8,738	9,324	9,439	
Expenses	1,789	2,500	2,500	
Total	10,526	11,824	11,939	-

STAFFING

Finance Committee	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial				
Clerical	1PT	1PT	1PT	
Professional/Technical				
Total	1PT	1PT	1PT	

PROGRAM COSTS

Reserve Fund	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services				
Expenses	-	1,000,000	1,000,000	
Total	-	1,000,000	1,000,000	





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.

STAFFING

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Board of Selectmen				
Managerial	1	1	1	
Clerical	2.5	2.5	2.5	
Professional/Technical				
Total	3.5	3.5	3.5	

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Board of Selectmen				
Personnel Services	207,809	216,155	213,522	
Expenses	16,585	20,600	20,850	
Audit	52,500	55,000	57,000	
Annual Report	3,384	3,500	3,500	
Total	280,279	295,255	294,872	-

FY2016 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.
- Priorities to include working with utility companies to explore system upgrades and better coordination amongst varying utilities.
- Work with the Finance Committee, Budget and Revenue Task Force, 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.



Major Accomplishments for 2014

- The Board voted to develop a Selectmen’s Policy Handbook.
- The Board voted to review, monitor and evaluate hackney licensing processes on an annual basis.
- The Board held another successful Town Day in September. Resident and vendor participation was at an all-time high.
- The Board of Selectmen planned and hosted in September 2014, the renaming of the Selectmen’s Hearing Room to the Charles H. Lyons Hearing Room.
- 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 Arlington Commission on Arts and Culture and will support promotional opportunities for arts and culture.
- Worked with ABAC and TAC to promote and encourage multimodal transportation in Arlington.
- Implemented electronic packets for the Board.

FY2016 Objectives (cont.)

- Work with Town Manager and Director of Planning & Community Development on Master Plan and continue to promote participation throughout the process.
- Continue to communicate and work with residents, businesses, and relevant agencies to move Mass. Ave corridor project forward.
- Review and act upon Arlington Center parking policy with a focus on enhancing customer service and increasing the vitality of the Arlington Center commercial district.
- Continue exploring options for customer service enhancement including enhanced use of website and Request/Answer Center.
- Work with Town Manager and Public Information Officer to investigate traditional and alternative means to enhance public communication.
- Work to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Planner.

SUB PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Elections				
Personnel Services	33,008	34,480	34,200	
Expenses	49,336	96,525	59,780	
Total	82,344	131,005	93,980	-

Performance / Workload Indicators

Board of Selectmen	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Meetings:				
Town Meeting Preparations	6	6	8	8
Special Town Meeting Preparations	1	1	1	1
Selectmen Meeting Preparations	26	28	28	28
Audit Advisory Meeting Preparations	1	1	2	2
Budget & Revenue Task Force	2	1	2	2
Joint BOS/Arlington Housing Authority Meetings	0	1	0	0
BOS Goal Setting	2	1	1	1



Board of Selectmen

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

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, Facilities, 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, 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 \$11,143 due to adjustments to the pay and classification plan and contractual obligations.

FY2016 Objectives

- Aggressively pursue opportunities to implement new technologies to enhance productivity throughout all departments and improve service delivery to residents. This includes implementing the Town's IT Strategic Plan.
- 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 researching and developing opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans.
- Continue to pursue grant funding & other revenue enhancing opportunities.
- Continue to investigate regionalization initiatives that provide both financial incentives and service delivery improvement to Arlington residents.
- Work with the Planning and Community Development Department to implement Phase I of the Arlington Gateway Program with the goal of improving various entrances to the Town.

(Continued on next page)

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Town Manager				
Personnel Services	444,222	457,881	469,024	
Expenses	32,182	33,500	33,500	
Total	476,404	491,381	502,524	-

STAFFING

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Town Manager				
Managerial	2	2	2	
Clerical	1	1	1	
Professional/Technical	2.7	2.7	2.7	
Total	5.2	5.7	5.7	



FY2016 Objectives (cont.)

- Work with the Board of Selectmen, Treasurer, Police, and Planning and Community Development Departments to implement recommendations of the Arlington Center Parking Study.
- Work with various Boards & Committees to further economic development and tourism strategies.
- Work with Community Preservation Committee and the Capital Planning Committee to define relationships between communities and identify opportunities for investment of both capital and CPA funds.
- Work with MassDOT 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 moving towards the implementation phases of 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.
- Work with the School Department to oversee the successful creation and implementation of a consolidated Facilities Department.
- Continue to closely monitor and identify the potential impacts of future building projects at the Arlington High School and Minuteman Regional High School.
- Work with the Permanent Town Building Committee to provide oversight of Phase 3 of the Community Safety Building Project and the design phase of the planned renovation of the Stratton School.
- Work with Health and Human Services to complete feasibility study for expanded senior citizen space at the Central School and begin to define scope of a capital project.
- Continue to work with legislators and other communities for a more equitable distribution of state resources.

Major Accomplishments for 2014

- Developed and successfully launched a new Town website.
- Began the renovation of the Central Fire Station.
- Worked with the IT Department to finalize the IT Strategic Plan.
- 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.
- Began collective bargaining negotiations with Town employee unions relative to successor agreements.
- Developed and improved financial reporting mechanisms for the Town rental properties.
- Continued Street Improvement Program and Water & Sewer Improvement Program.
- Worked with the Stratton School Building Committee to complete a feasibility study that identified what capital investments were necessary to achieve “parity” with the Town’s other elementary schools.
- Worked with the Building Maintenance Committee to identify improvements to maintain Town facilities, including developing recommendations for the creation of a consolidated Facilities Department.
- Implemented new water and sewer rate structure along with changes to billing frequency.
- Was awarded Government Finance Officers Association Distinguished Budget Presentation Award for the second consecutive year and the Massachusetts Municipal Association’s 1st place Town Report Award.
- Participated in the hiring processes for Director of Assessments, Deputy Treasurer, and School Accountant.

Performance / Workload Indicators

<i>Town Manager</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Purchase Orders Processed	5,306	5,648	5,000	5,000
Bids Processed	51	44	50	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 Request, 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 increasing content demands created by the Open Meeting Law, the Town embarked on upgrading its website to a content management system (CMS) in FY14. All of FY14 was spent developing the site, which was launched in July 2014. The new site was met with positive reactions from both residents and staff. Visitors have commented on the site's improved navigation, design, and mobile compatibility. Staff have commented on the site's ease of use and expanded capabilities, which has improved their outreach and document management efforts (agendas/minutes). Although efficiency and collaboration has improved, adoption of the system is still ongoing and demand for information and features continue to increase. We continue to be vigilant in balancing demand for information and online services with available resources, and will report trends and respond accordingly.

FY2016 Objectives

Over the past few years the Town has built an extremely valuable relationship with its constituents by providing content and services they seek online. The deployment of the new website (CMS) will substantially assist the Town's efforts in delivering these services and building on this relationship by:

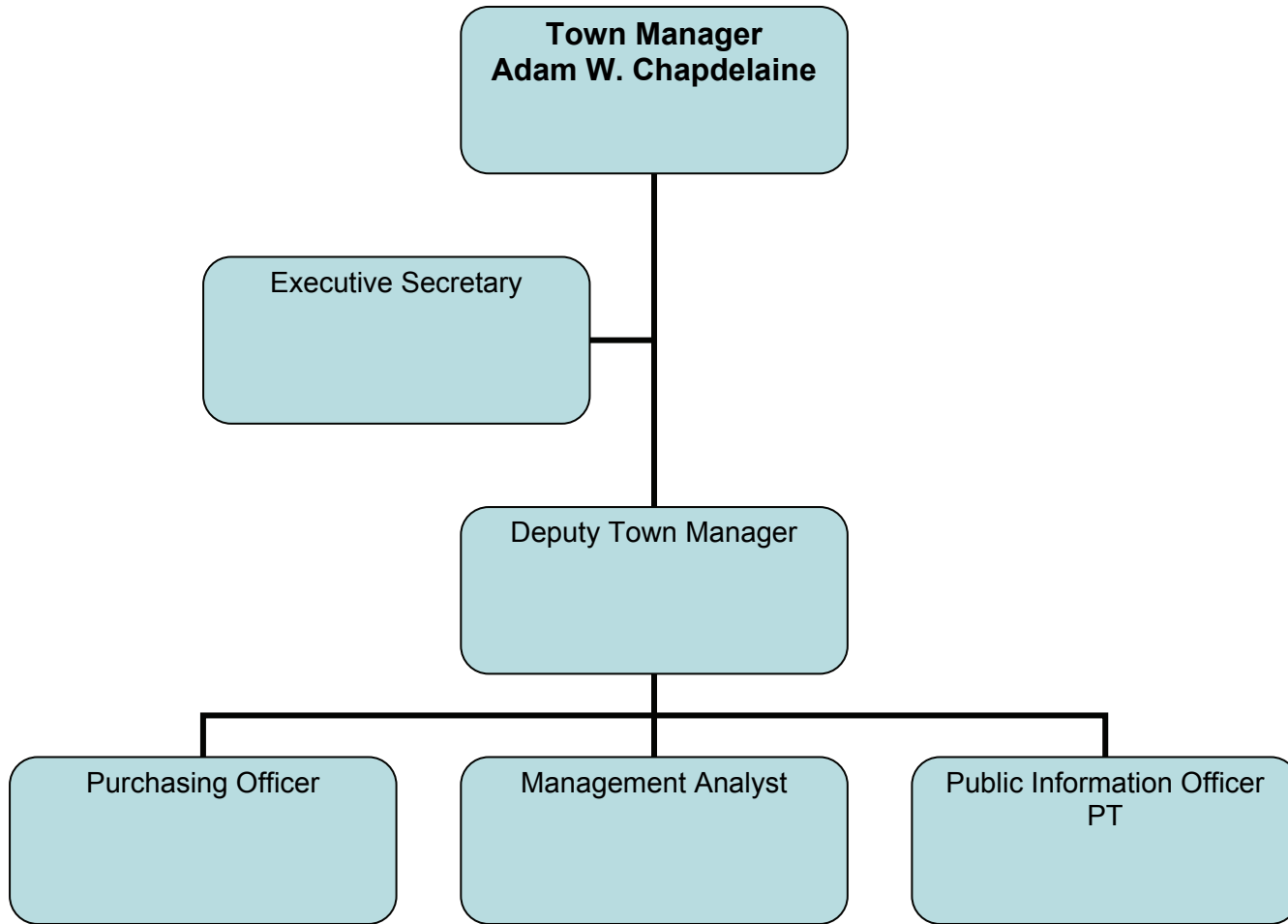
- Supporting staff in their public communication and online customer support initiatives.
- Providing timely and accurate information to residents.
- Maintain loyalty/usage of all communication channels.
- Preserve and increase productivity through communication channels.
- Continue to develop uses of 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 2014

- Launched new Town website (arlingtonma.gov). New features include: dynamic pages, responsive web design (mobile compatibility), multi-language, off-line collaboration between staff, permissions based, enhanced calendar with iCal features, extranet capabilities, and more.
- Integrated new website with 3rd party vendors and internally hosted websites.
- Trained staff on new CMS/website (over 50 users).
- Conducted extensive evaluation of ADA compliance (American's with Disabilities) of new website by Institute of Human Centered Design (IHCD).
- Launched Town Facebook and Twitter pages.
- Institutionalized Town-wide Communication Policy.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program (launched December 2009). At the end of calendar year 2014, \$220,020 in savings were realized by residents. Arlington leads the state in cumulative savings and is ranked #11 nationally in the program. There are 627 municipalities participating in the program.
- Major campaigns and events supported in 2014 include: Arlington Master Plan, Town Elections, and Town Meeting.
- Publications Produced: 2013 Annual Report (received 1st place by Massachusetts Municipal Association). With DPW, 2014-2015 Recycling & Trash Guide mailed to all Arlington households.
- Updated Request/Answer Center address database for DPW so they can now map requests to Google Maps.

Performance / Workload Indicators				
	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	4,383	4,262	4,500	4,700
% of Growth from previous year	1%	-3%	5%	4%
% Compared with # of households (19,000)	23%	22%	24%	25%
Website Traffic (arlingtonma.gov)				
Page Views	1,431,222	1,321,310	1,350,000	1,350,000
Visits	613,647	551,414	575,000	600,000
Unique Visitors	327,912	311,538	300,000	300,000
Visitor Loyalty- # of Uniques Visited Over 200 Times	19,685	17,323	18,500	19,000
Request/Answer Center: System Stats				
Answers Viewed on Portal	208,723	225,944	225,000	225,000
Productivity Preserved in Hours/Answers Viewed	17,394	18,829	18,750	18,750
^New Customer Registrations	2,311	2,280	2,000	2,000
Questions/Requests Created	3,596	3,398	3,500	3,500
Questions/Requests Closed	3,364	3,210	3,500	3,500
% Questions/Requests Remain Open System	5%	25%	20%	14%
Request/Answer Center: PIO Requests				
Questions/Requests Created	800	290	300	300
% Questions/Requests Remain Open System	8%	21%	17%	13%





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 FY2015 Human Resource functions are very stable. The Town and School Department Human Resources are reaping the benefits of the enhanced staff they were allowed in FY2013. 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. The department also invests in developing a culture of trust with labor unions and employees which in turn helps indemnify the Town from costly employment litigation.

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Human Resources				
Health Insurance Contracts Managed	1,857	1,873	1,894	1,924
Opt Outs	57	61	70	75
Life Insurance Contracts Managed	999	987	977	1,000
Life Insurance Claims Processed	35	40	40	40
Vacancy Postings	26	24	20	20
New Hires	28	24	20	20
Promotions	4	2	3	3
Retirements	12	7	10	10
Resignations/Separations	15	18	15	15

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Human Resources				
Personnel Services	231,576	241,710	244,405	
Expenses	33,261	56,450	56,450	
Total	264,837	298,160	300,855	-

STAFFING

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Human Resources				
Managerial	1	1	1	
Clerical	2.5	2.5	2.5	
Professional/Technical				
Total	3.5	3.5	3.5	-

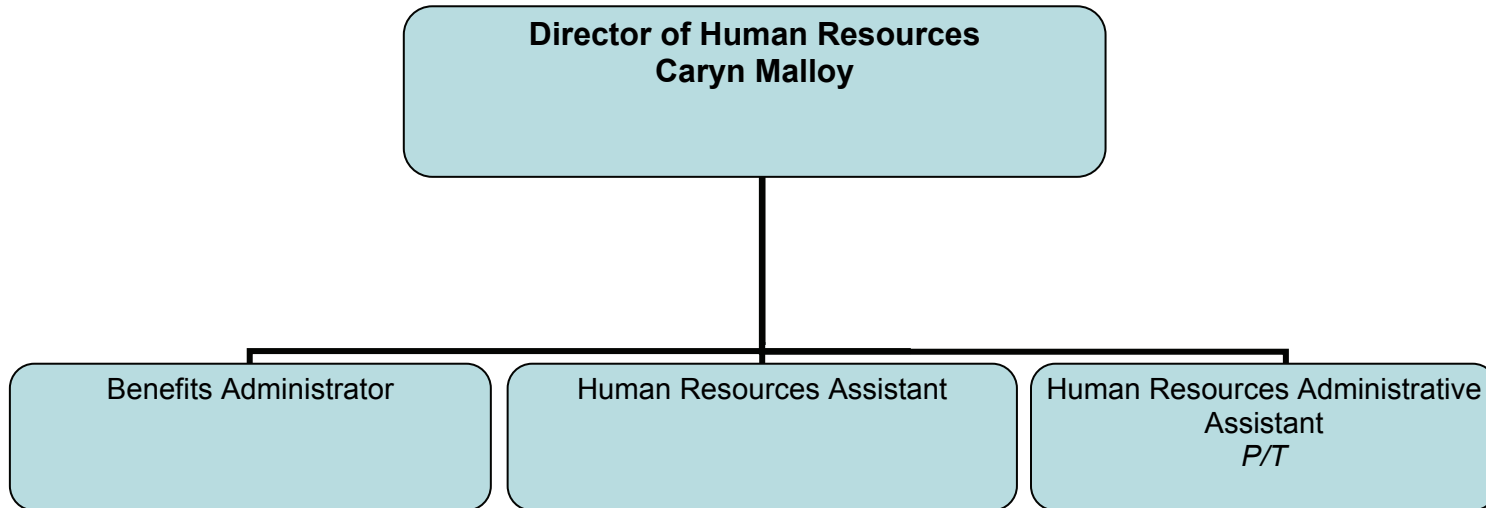


FY2016 Objectives

- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Conduct a successful open enrollment for basic and voluntary life insurance that will stabilize rates and expand this benefit for employees.
- Continue to effectively administer the GIC health insurance plans and ensure 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 Dental Plans and FSA/HRA administrators to ensure quality of service to employees.
- 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.
- Maintain good relations and continue to encourage productive communications with labor unions.
- Bargain successor agreements with six labor unions.

Major Accomplishments for 2014

- Among the searches the Director facilitated over the course of the year were recruitments for Deputy Treasurer, Director of Assessments, and School Accountant. These searches utilized assessment center style evaluations and talented financial professionals from across departments. For some of these vacancies it was the first time this hiring approach was used. The result is the recruitment of three highly talented and well qualified individuals to these positions.
- Over the spring the department conducted an exhaustive audit of all its basic and voluntary life insurance enrollments; it was a time consuming and highly detailed project. The result of the audit is a streamlined and up to date roster of the 1000 contracts the department administers.
- The Department utilized grant monies to offer informational sessions for employees on nutrition. The trainings were cosponsored by Whole Foods market. Additionally, the Department utilized grant monies to develop informational videos on the Town's Health Reimbursement Account.
- Under the direction of the Town Manager and Deputy Town Manager, the Director spent the late summer and early fall engaging in successor bargaining with our labor unions. All six collective bargaining unit agreements will expire in the summer of 2015.
- The Department closed out the year by actively pursuing an online application tool with guidance of the IT Department. Once implemented it will bring significant efficiencies to the current e-mail based system.





Program Description

The Comptroller's Office is responsible for the Town's book of accounts 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 for FY2016 will decrease by \$267.

FY2016 Objectives

- Continue to explore the implementation of distributing direct deposit payroll stubs electronically.
- Implement new VoIP phone system town-wide.
- Continue to expand and enhance financial reporting to Town Officials and departments.
- Work with the Treasurer/Collector office in the implementation of the MUNIS receivable/cash modules.

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Comptroller				
Personnel Services	303,891	315,153	314,886	
Expenses	64,122	107,375	107,375	
Total	368,012	422,528	422,261	-

STAFFING

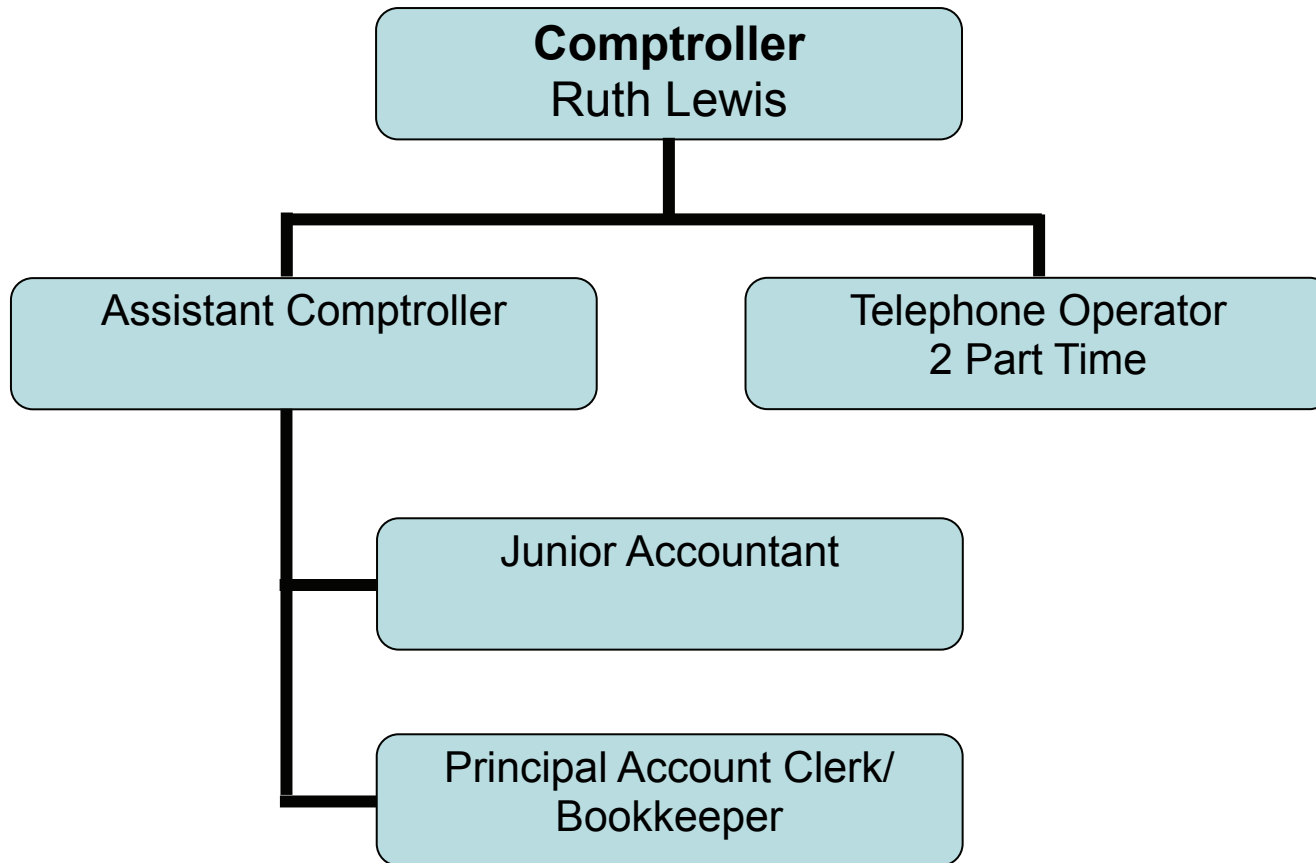
	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Comptroller				
Managerial	1	1	1	
Clerical	3.5	3.5	3.5	
Professional/Technical	1	1	1	
Total	5.5	5.5	5.5	

Major Accomplishments for 2014

- Town audit completed and free cash certified by September.

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Accounting				
General ledger entries	113,517	124,116	132,000	142,000
Purchase Orders	5,317	5,651	5,850	5,950
Accounts Payable batches	875	645	650	660





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 (cont.)

- 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. Interest income on General Fund monies and Town Stabilization Funds are expected to experience a modest increase in the rate of return as compared to the previous 3 fiscal years.

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Treasurer				
Personnel Services	479,167	531,160	518,540	
Expenses	125,495	143,875	149,873	
Total	604,662	675,035	668,413	-



Major Accomplishments for 2014

- Treasurer implemented Foreclosure Policy and procedures for delinquent Real Estate Tax accounts older than three (3) years and/or at a delinquency of \$20,000 or greater.
- Successfully implemented and converted Water & Sewer billing from semi-annual by district, to quarterly billing town-wide.
- 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 10th consecutive borrowing. Arlington is a member of a group of 22 communities in Massachusetts attaining this highest designation.
- FY 2014 Town Audit found Treasurer’s operation in full compliance.
- Continued to manage Town of Arlington’s relationship with Investment Advisor. Current net realized gain on all trust fund accounts is 9.26% as of December 2014. The 5-year interest earned is 66.08%.
- Managed successful annual borrowing of \$12,218,000 with a Bond interest rate of 2.11% with a “AAA” rating for bonds -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 103, and total amount awarded to over \$150,950 in 2014.
- 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.

FY2016 Objectives

- Select winning services provider on Banking Services RFP.
- Hire an I.T. Consultant to determine requirements for issuing collection system and cash management system RFP.
- Implement improved office security.

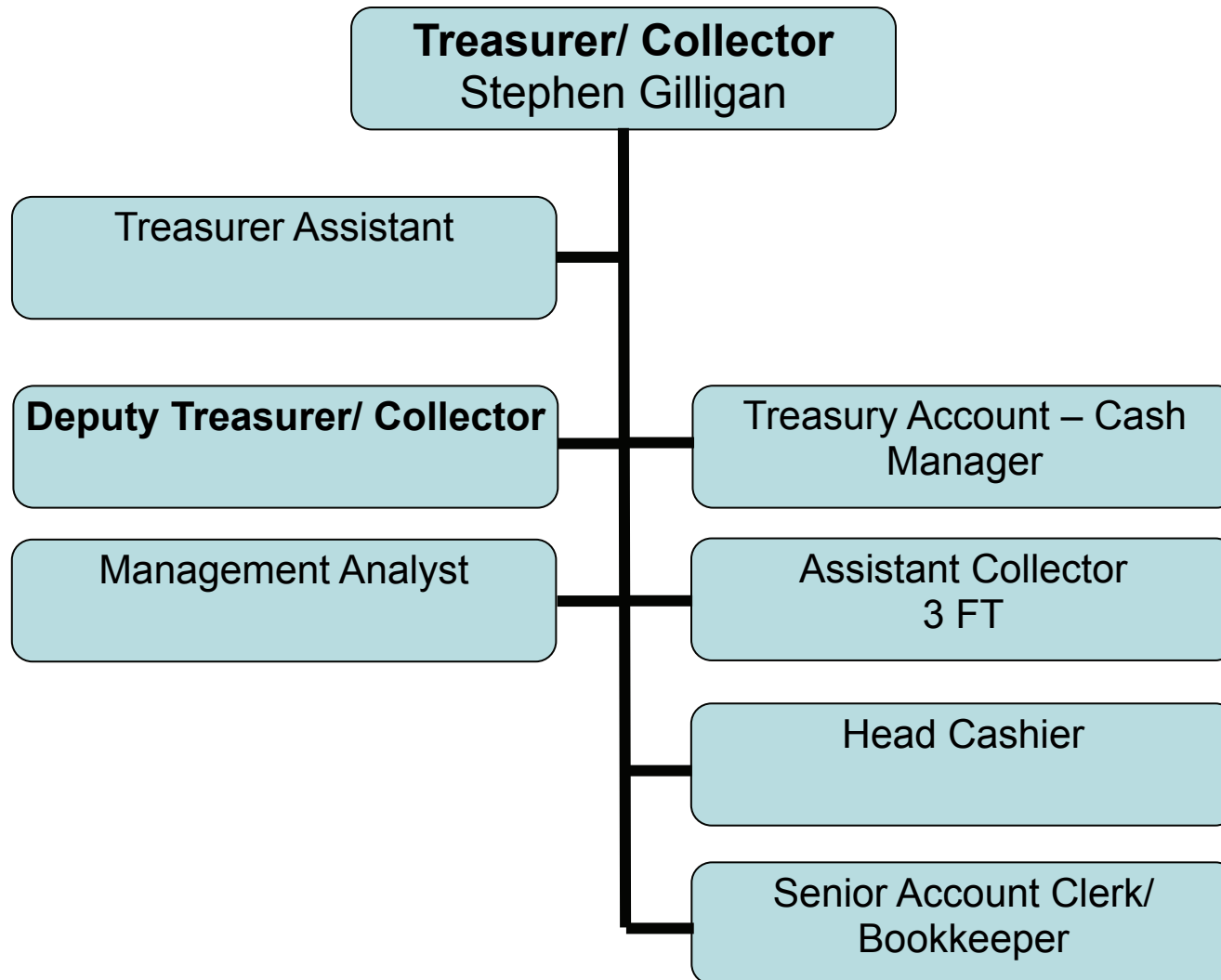
STAFFING

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Treasurer				
Managerial	1	1	1	
Clerical	7	7	7	
Professional/Technical	2	2	2	
Total	10	10	10	

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Treasurer				
Real Estate Bills Processed	63,700	60,800	61,541	61,541
Motor Excise Bills Processed	35,049	35,038	34,575	34,575
Water Sewer Bills Processed	25,046	25,017	49,940	49,940
Delinquent Notices - Combined	19,944	16,633	19,267	19,267
Total Bills Issued:	143,739	137,488	165,323	165,323
Liens from Water Sewer delinquency (less than 1.5% of total commitment)	\$191,334	\$217,900	\$173,430	\$173,430
Lien Certificates processed	\$ 2,177	\$ 986	\$ 1,566	\$ 1,566
Lien Certificate revenue	\$108,874	\$ 49,373	\$ 78,328	\$ 78,328
Deputy Tax Collection revenue	\$162,046	\$ 89,031	\$149,294	\$149,294
Total Various Liens / Collections:	\$462,254	\$356,304	\$401,052	\$401,052

*Water & Sewer Quarterly Billing Effective July 2014





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 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 2015 - 2016 postage budget.

FY2016 Objectives

- Analyze and evaluate efficiencies/cost-savings of eliminating the mailing of certain payroll and personnel documents to electronic format.
- Analyze postal mailings of Town & School Departments for mailing-cost efficiencies.
- Discontinue mailing of direct-deposit paystubs to all active employees, resulting in projected minimum savings of \$7,000.

Major Accomplishments for 2014

- Continued to provide exceptional mailing service to all departments.
- Comply with new USPS First Class Mailing regulations and requirements.
- Processed and mailed 361,997 pieces of Town and School mail.
- Mail processed at the lowest possible postage rate.
- Issued RFP for mailing service for tax & utility billing.

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Postage				
Personnel Services	29,804	31,279	31,393	
Expenses	120,597	143,681	142,870	
Total	150,401	174,960	174,263	-

STAFFING

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Postage				
Managerial				
Clerical	0.7	0.7	0.7	
Professional/Technical				
Total	0.7	0.7	0.7	

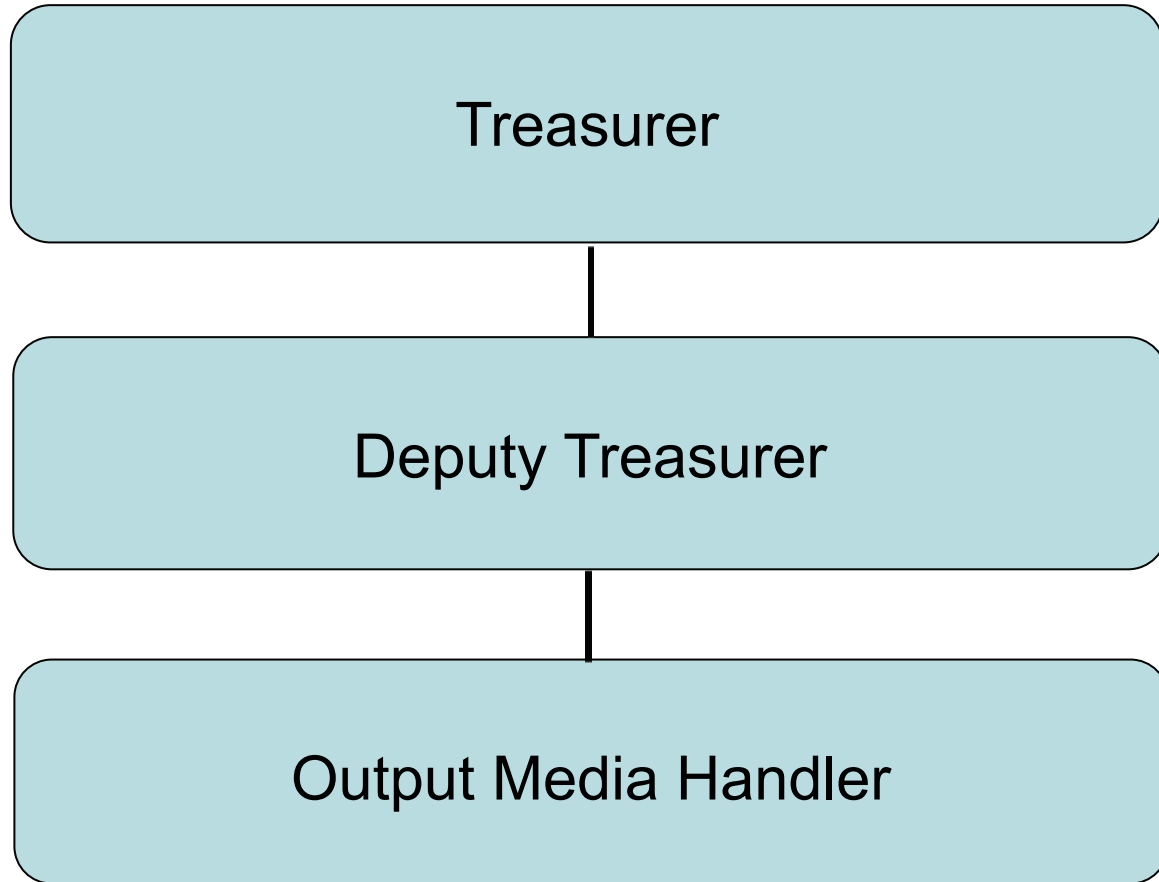
Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Postage				
Bills mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	148,176	137,488	166,811	166,811
Other Town Mailings	100,949	154,046	131,436	131,436
Other School Mailings	65,321	70,463	62,449	62,449
Total:	314,446	361,997	360,696	360,696



Major Accomplishments for 2014 (cont.)

- Awarded contract and implemented new service provider for mailing of all tax and utility billing to attain lowest possible postage rate.
- Fully compliant with USPS (IMB) Intelligent Mail Barcode requirements utilizing contracted service provider.
- Replaced end-of-life postage meter equipment with new-feature postage metering.





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 400 personal property accounts which must be reviewed on an annual basis. The office also receives over 35,000 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 FY2016 will be a level service budget.

FY2016 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

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Assessors				
Personnel Services	258,417	248,107	250,798	
Expenses	16,748	26,700	26,700	
Total	275,165	274,807	277,498	-

STAFFING

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Assessors				
Managerial	1	1	1	
Clerical	3	3	3	
Professional/Technical				
Total	4	4	4	

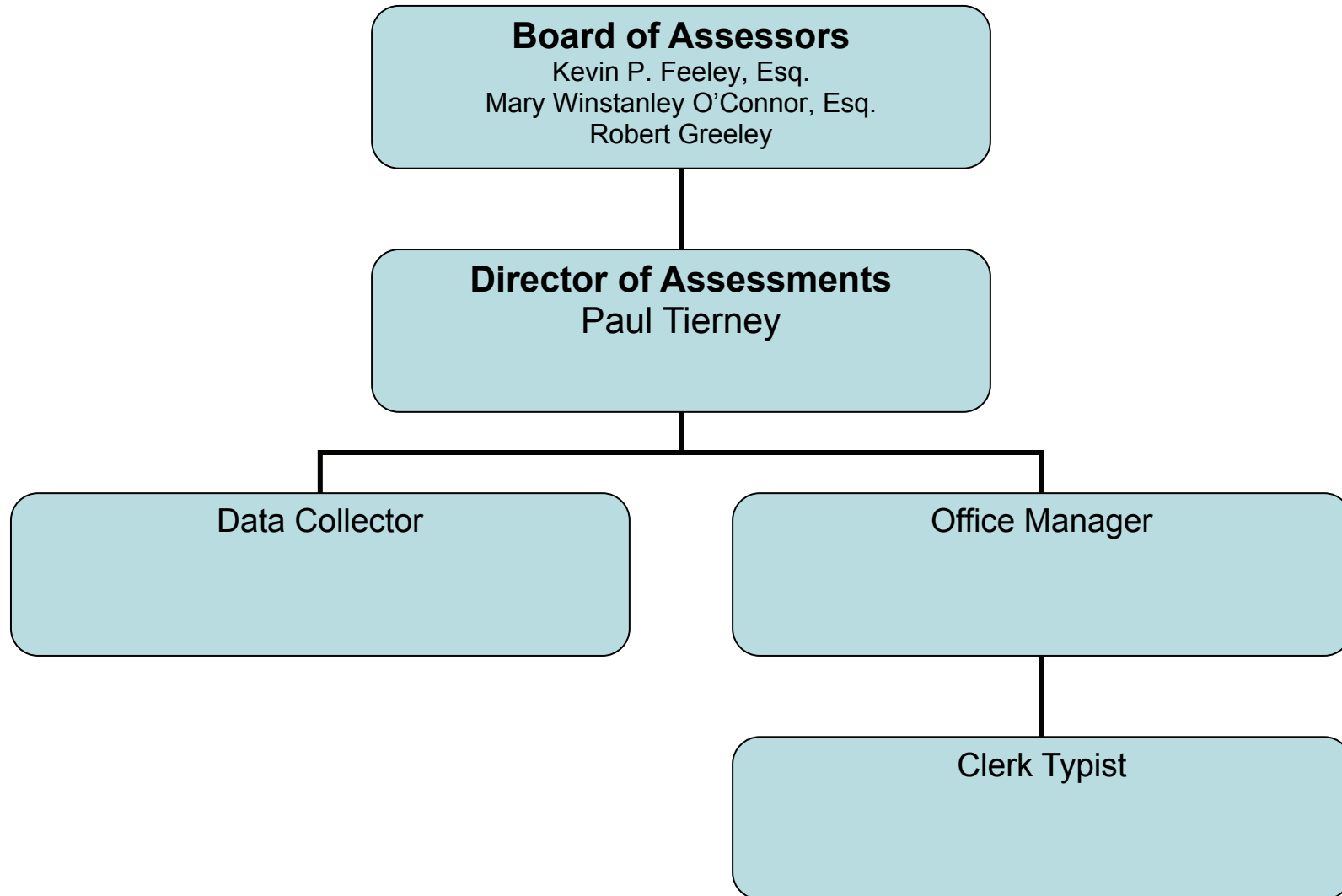


Major Accomplishments for 2014

- 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

<i>Assessor</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Real Estate Bills processed	14,755	14,790	14,830	14,830
Motor Vehicle bills processed	35,444	35,400	35,450	35,450
Personal Property bills processed	648	426	380	400
Real Estate and Personal Property Abatements	211	125	75	125
Motor Vehicle Excise abatements	1,688	1,820	1,800	1,800
Citizen Inquiries	8,500	8,500	8,500	8,500





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 , twenty two 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 (including five hundred wireless access points and one hundred network routing and switching devices), electronic communication systems, Geographic Information System, the Munis financial software system, PowerSchool (student information system), electronic security systems, online student registration system, integrated collection system, automated meter reading system, Patriot Assessors system, and numerous Town and School Web sites.

FY2016 Objectives

- Begin execution of Phase 2 of the newly created IT Strategic Plan.
- Consolidate Town and School Data Center and Network Operations.
- Install New Cooling System for consolidated Data Centers.
- Begin Assessment process for replacing/upgrading School Website.
- Enhance Security of Town Website with Site wide Security Cert and increased level of encryption.

Budget Statement

Overall the budget has been increased by approximately \$13,572. The reasons for the increase over last years budget are as follows: \$23,000 increase is based on support for projects generated by the IT Strategic Plan; \$3,000 increase for network maintenance; and \$4,248 increase for Munis software support. We have reduced the Computer Maintenance line item by \$10,000 and our budget reflects a decrease of \$6,676 in the Salary and Wages section of the budget due to an increase in Water and Sewer Offset.

STAFFING

Information Technology	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	5.5	5.3	5.3	
Total	7.5	7.3	7.3	

FY2016 Objectives (cont.)

- Issue Voice Over IP RFP, choose vendor, and begin implementation.
- Perform build out of Elementary School Wireless network for density usage.
- Develop and implement room reservation tool.
- Provide Central Fire Station with new IT infrastructure as part of the building renovation project.
- Test and implement CopLogic System for APD.
- Evaluate and Implement School Emergency Communication System.
- Upgrade 200 Teacher Laptops across the School District.
- Add and replace 400 pad's in Elementary Schools across the District.
- Create Application so that all Town Day booths and vendor locations and information will be accessible on a phone or tablet at Town Day.



Major Accomplishments for 2014

- Continued to upgrade Town and School Network infrastructure to support VOIP and Wireless Networking.
- Assessed, selected and implemented Digital Meeting Management product for Selectmen, School Committee, and their support staff.
- Implemented Online Payments system for the Treasurer's office to enable citizens to pay real estate, water, excise tax bills and other fees by credit or debit card and electronic check.
- Completed IT Needs Assessment with Department Heads and Town Manager to identify and prioritize IT project work to be done over the next two years.
- Expanded Apple iPad pilot by 460 iPads and 16 Carts in order to bring each of the non-Thompson Elementary Schools to six carts per school and add three more carts to the Ottoson Middle School and one more cart to AHS.
- Implementation of Electronic Voting system completed and used during Town Meeting.
- Completed Phase 2 of VOIP Project. Creation of RFP is completed.
- Outsourced Treasurer Bill Printing function to third party vendor.
- Placed 30 iPads and a cart along with 60 ChromeBooks and Tubs to be managed by the AHS Media Center Tech Support Group for the purpose of supporting AHS BYOD Pilot.
- Created Energy Management System Network and Server environment to support Phase 1 of School/Town Energy Management Project.
- Expanded Town's Internet bandwidth capability by negotiating co-location agreement with Level 3 Communications at no charge to the Town.
- Increased wireless network density in the High School and Ottoson Middle School.
- Continued upgrading Desktop software to Windows 7 and Office 2010 across the Town and Schools.
- The GIS Office conducted preliminary analysis of impervious surfaces to support the exploration of a storm water utility with the assistance of the Engineering Department.
- Purchased, imaged and distributed 300 laptops for Teachers across the School System.

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Information Technology				
Personnel Services	457,958	495,460	488,784	
Expenses	195,485	186,105	206,353	
Total	653,443	681,565	695,137	-

Performance / Workload Indicators

Information Technology	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Computer Upgrades	50	70	76	64
Printer Upgrades	15	15	12	12
Server Upgrades	3	3	3	9

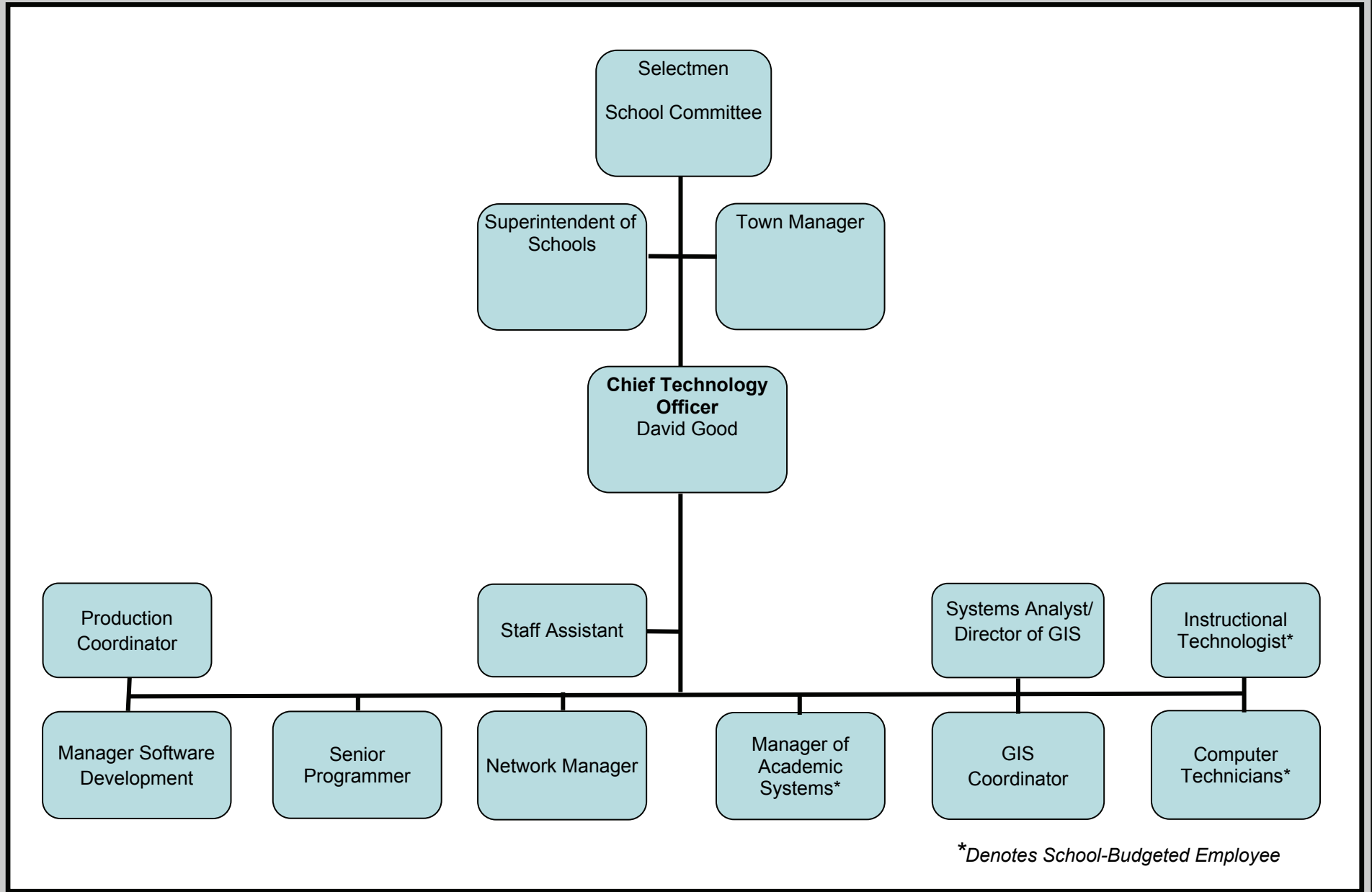
Major Accomplishments for 2014 (cont.)

- Expanded iPad application distribution system using LightSpeed's Mobil Device Manager.
- Configured and enrolled over 460 new iPads into the Mobil Device Management System.
- Completed billing programs to support quarterly water bills and overdue notices.
- Modified water meter configuration system to support quarterly water billing and fire services.
- The GIS Office developed an internet-based address search tool. This tool is yet to be publicized, but allows a user to search by an address and return a host of common requested web pages and town related information, such as property assessment details, bills, building permits, school details, trash and recycling and street sweeping schedules, voting details, and zoning details.
- Modified Payment and Donation web sites to work with new Town Web Site.
- 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.



Major Accomplishments for 2014 (cont.)

- Upgraded all School Ricoh Multifunctional Devices and issued pins for authorized access, locked printing and postscript capabilities.
- Upgraded Virtual Server environment to increase the ability to virtualize additional servers and to add storage capacity.
- Began Linux Pilot project at AHS to support students who need access to Computers that are only setup for Internet access. Tech students build these machines in conjunction with the High School Instructional Technology teacher.
- Upgraded Town network Firewall product.
- Completed field data collection of all fire hydrants in town and incorporated them into the GIS database.
- Expanded iPad application distribution system using LightSpeed's Mobil.



**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 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 updated its claim management system in order to more efficiently and effectively process liability and workers compensation claims, which has helped to contain costs and expenses. The enhanced network pharmacy program has continued to be both cost effective and beneficial to injured Town employees. The Department will continue its efforts to explore opportunities to mitigate injury risk potential and resulting claim exposure.

Major Accomplishments for 2014

- Appeared regularly in the courts of the Commonwealth for hearings on motions, including many significant dispositive motions and successful hearings and trials.
- Administered another large series of easement acquisitions in connection with Town projects.
- Updated training materials on legal requirements for Town departments and personnel, including implementing bi-annual State Ethics Commission training protocols.
- Investigated and defended twenty-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.
- Investigated and defended forty-two M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- 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.

PROGRAM COSTS

Legal	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	284,780	306,417	318,687	
Expenses	405,892	138,350	135,002	
Total	690,672	444,767	453,689	



Major Accomplishments for 2014 (cont.)

- 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. Monetary recovery on these claims has been returned to the General Fund.
- Prepared warrant articles, reports, bylaw amendments, home rule legislation, ballot question materials 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, review, and revisions and research and recording of real property instruments.

FY2016 Objectives

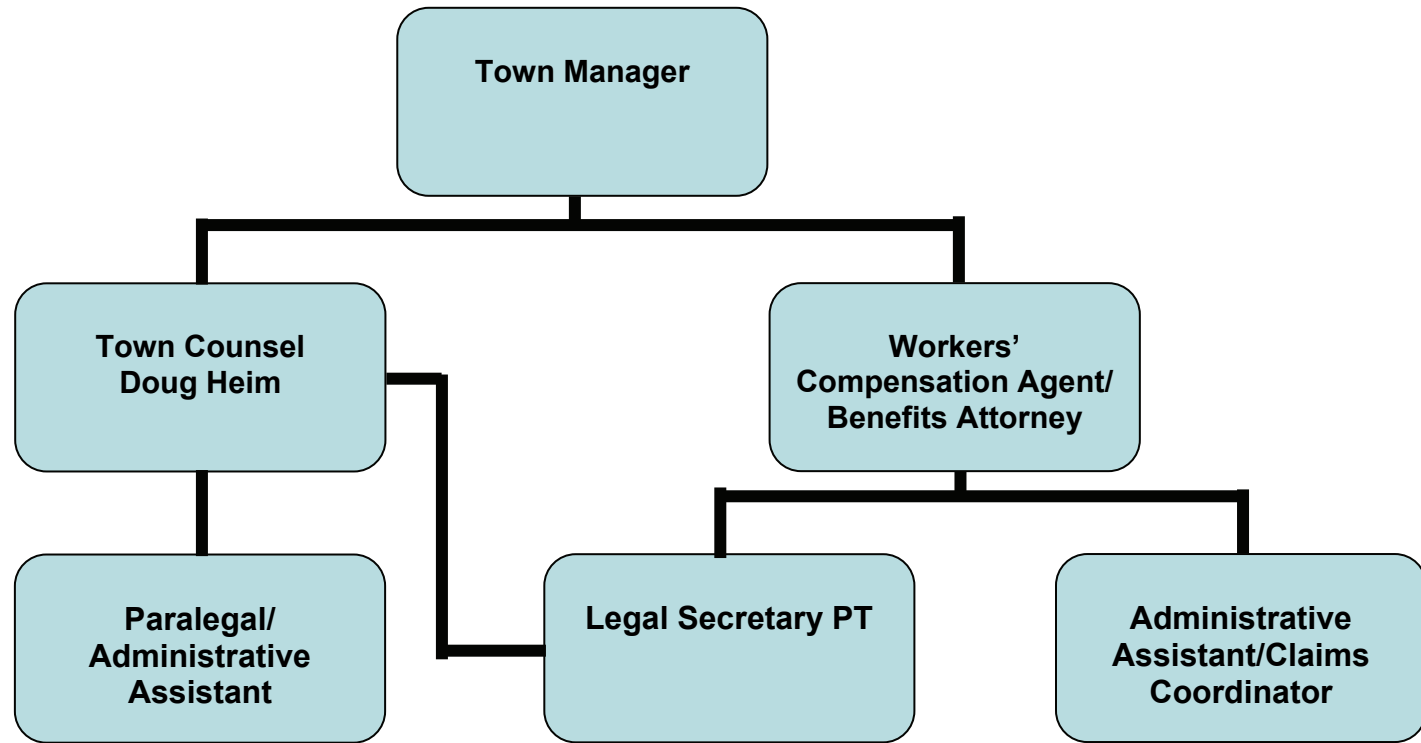
- Continue to work with other Town departments in an effort to recover various amounts owed to the Town, as well as develop legal options for enhancing use of Town resources.
- Work with the Town's management team to develop requested legal and policy positions in a variety of substantive areas.
- Develop proposals for guidelines on use of outside counsel.
- Continue the comprehensive review and codification of Policies and Practices of the Board of Selectmen and make recommendations on streamlining and making them more effective and up-to-date.
- Work with Town departments to enhance loss prevention programs.

Performance / Workload Indicators

<i>Legal/Worker's Compensation</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
MGL Chapter 84 Claims				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	38	28	23	23
Claims closed	23	20	20	20
New claims	8	12	15	15
MGL Chapter 258 Claims- <i>Massachusetts Tort Claims Act</i>				
Total	51	42	45	45
Claims Closed	15	26	15	15
New claims	15	12	18	18
Fire - Injured on Duty Claims	28	31	25	24
Police - Injured on Duty Claims	12	16	8	10

STAFFING

Legal	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	2	2	2	
Clerical	1.5	1.5	1.5	
Professional/Technical	1	1	1	
Total	4.5	4.5	4.5	





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, welcome home bonus certificates, and warrant articles.

Budget Statement

The Town Clerk's Office and the Board of Registrar's have requested a level funded budget for Fiscal Year 2016, requesting the same amount as in the previous year. The Town Clerk's Office always strive to keep the budget the same and are proud to be able to do so this year. The Town Clerk's Office will always maintain the quality of service to the residents of Arlington.

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Town Clerk				
Personnel Services	221,713	233,467	233,593	
Expenses	19,065	28,860	28,860	
Total	240,777	262,327	262,453	-

STAFFING

Town Clerk	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	1	1	1	
Clerical	2.25	2.25	2.25	
Professional/Technical	1	1	1	
Total	4.25	4.25	4.25	

FY2016 Objectives

- Record votes at Town Meeting with electronic voting devices.
- Collaborate with Animal Control Officer in regards to being able to license dogs on-line and using credit cards to pay the fee.
- Research attaching the dog license form on the consensus form.
- Preserve vital records via scanning, etc.
- Implement the new election laws that take effect in 2016.



Major Accomplishments for 2014

- Effectively conducted three elections (Annual Town Election, State Primary and State Election).
- Processed Death Records on-line.
- Submitted all bylaw amendments voted at town meeting to the Attorney General's Office for approval.
- Compiled bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Now responsible for posting office documents on the Town's website.
- Created a handbook for the Wardens and Clerks.
- Emailed ballots to voters living overseas.
- Mailed out and processed thousands of census forms.

Performance / Workload Indicators

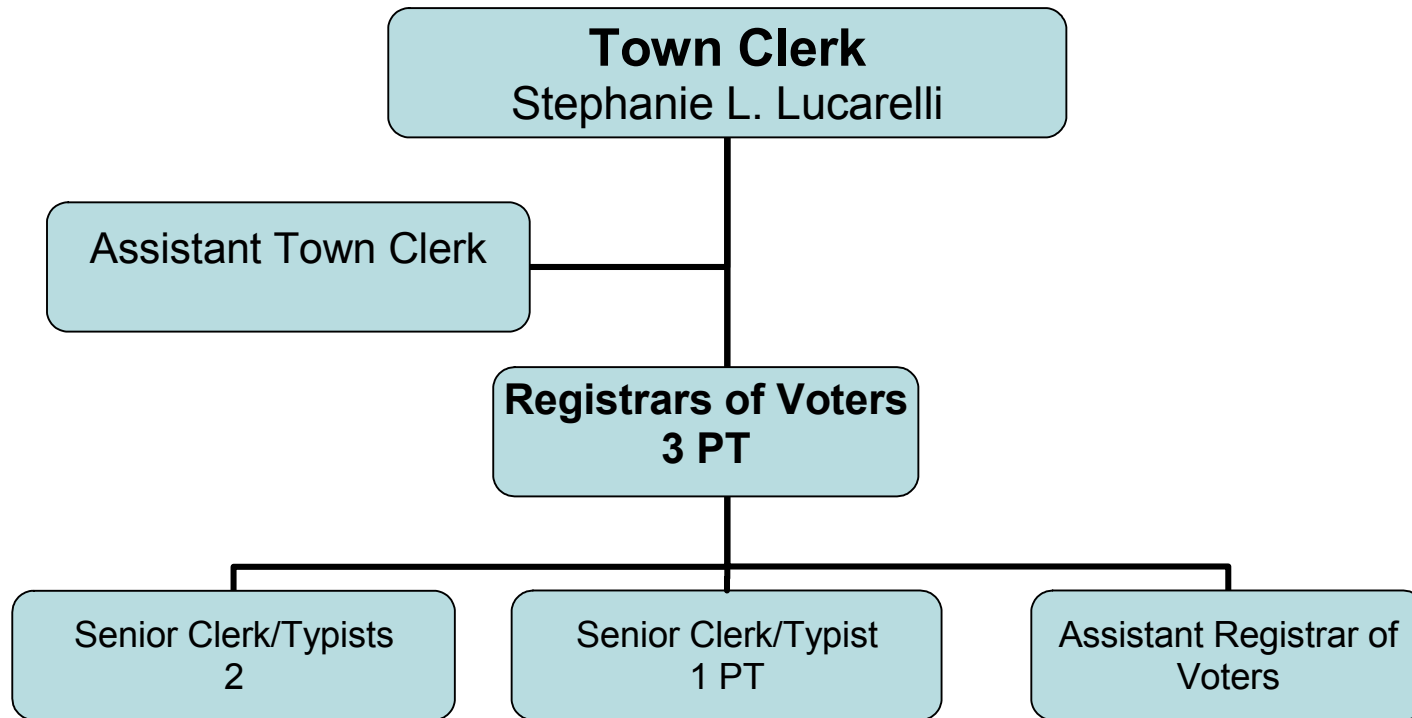
	FY2013 Actual	FY2014 Estimated	FY2015 Estimated	FY2016 Estimated
Marriage Licenses	266	196	200	225
Death Certificates	344	350	355	360
Birth Certificates	610	600	610	620
Dog Licenses	1,808	2,032	2,200	2,400
Town Meeting Sessions	5	4	5	5
Special Town Meeting Sessions	1	1	1	1
Registered Voters	30,541	30,846	31,000	32,000
Fees Generated	\$80,020	\$84,043	\$80,000	\$95,000

PROGRAM COSTS

Board of Registrars	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	43,995	44,114	46,885	
Expenses	8,269	13,550	13,550	
Total	52,264	57,664	60,435	-

STAFFING

Board of Registrars	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 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

The focus of FY2016 will be the previously authorized capital acquisition of four (4) parking meters.

Major Accomplishments for 2014

- 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 the four parking meters.
- Issued and managed 2,707 municipal parking permits.
- Managed the collection and disposition of 14,227 Parking Violations issued, plus subsequent Parking Notices.

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Parking				
Personnel Services	85,543	86,231	85,899	
Expenses	39,697	28,935	28,935	
Total	125,240	115,166	114,834	-

STAFFING

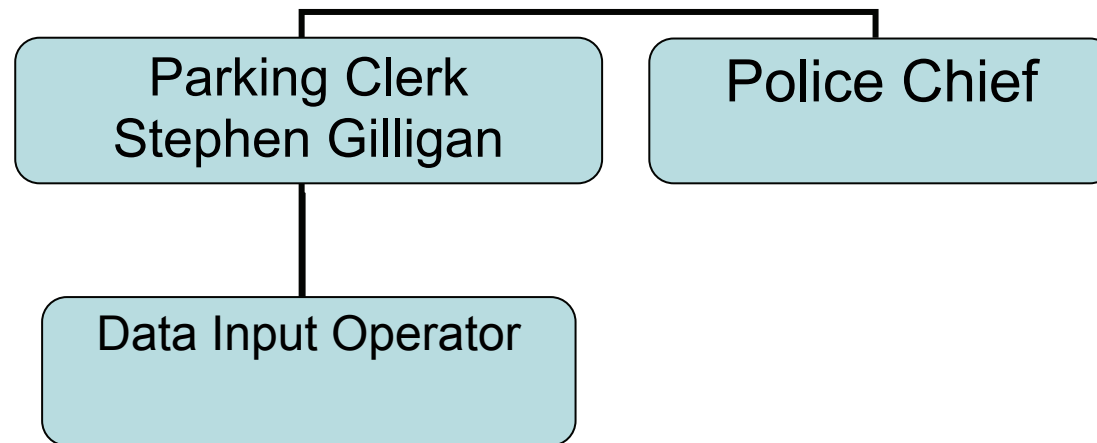
	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Parking				
Managerial				
Clerical	1	1	1	
Professional/Technical				
Total	1	1	1	

FY2016 Objectives

- Implement and install five to six (5-6) new parking meter kiosks in Russell Common and Water Street Parking Lots.
- Develop new parking meter(s) debit/credit-card transaction reconciliation procedures.
- Continue annual review of fee structure and duration of parking permits with selectmen sub-committee.

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Parking				
Number of tickets issued	14,327	15,383	13,924	13,924
Revenue	\$375,381	\$391,476	\$348,410	\$348,410
Meters Collected	\$79,544	\$68,741	\$75,165	\$75,165
Parking Permits	\$108,074	\$136,477	\$135,696	\$135,696
Total Viol. / Meter / Permit Revenue	\$562,999	\$596,694	\$559,271	\$559,271





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.

FY2016 Objectives

- Oversee implementation of Near-Term steps of the Master Plan.
- Administer implementation of year one of the Community Preservation Act.
- Implement the Arlington Center Parking Management recommendations.
- Submit Open Space Plan update for state approval.
- Gather public, business owner, and property owner input on future Broadway Plaza use and design improvements.

Budget Statement

The demand on staff will increase in FY2016 as implementation of the first year of the Master Plan, the Community Preservation Act, and the Arlington Center Parking Management Plan begin. The FY2016 budget reflects level staffing.

PROGRAM COSTS				
Rental Properties & Redevelopment Board	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	27,531	33,204	33,418	
Expenses	2,685	10,800	10,800	
Gibbs	189,468	200,510	200,510	
Parmenter	14,181	15,000	15,000	
Crosby	-	-	-	
Dallin Library	-	5,000	5,000	
Total	233,865	264,514	264,728	-

PROGRAM COSTS				
Planning & Community Development	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	325,099	378,368	390,515	
Expenses	16,350	24,585	25,215	
Total	341,449	402,953	415,730	-

STAFFING				
Planning & Community Development	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	3.82	4	4	
Total	5.82	6.0	6.0	



Major Accomplishments for 2014 (cont.)

- Draft Master Plan presented in December following seven topic presentations to the public, two public zoning presentations, live and online public surveys of design preferences, and eighteen meetings of the Master Plan Advisory Committee.
- The Parking Management Study for Arlington Center was administered by department staff culminating in the Board of Selectmen adopting recommendations to implement a new parking management system.
- Convened a second economic development presentation for entrepreneurs and business property owners on shared workspaces.
- Storefront enhancement program improved a deteriorated East Arlington storefront.
- Arlington Center Safe Travel design completed.
- East Arlington Mass Ave Rebuild construction commenced.
- Implementation of building monitor program to support public use of space in Jefferson Cutter House and Central School.
- Coordination and implementation of Bikeway User Counts in spring, summer, and fall.
- Prepared draft design guidelines and performance standards and a geographic analysis for the Mill Brook planning study area.
- Completed an online permit tracking system for all work done by staff with an accompanying online map for the public to access this information.
- Twenty-six Affordable Units and nine Middle Income Units at the new Arlington 360 (former Symmes Hospital) project were occupied as a result of the Town's Affordable Housing zoning requirements and other conditions for the Urban Renewal program.
- Department worked with MBTA to restore bus service to Arlington 360, former Symmes hospital site in 2014.
- The historic Olmsted Brothers-designed civic block wall and library garden were restored.
- Twelve Public Service Agencies and a Public Service Staff Position received a total of \$185,922 in CDBG funding administered by the Department, serving 11,248 people.
- Issued three lease proposals for Redevelopment Board buildings.

STAFFING

Rental Properties & Redevelopment Board	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial				
Clerical				
Custodial/Bldg.Maint.	0.5	0.5	0.5	
Total	0.5	0.5	0.5	

Fiscal Year 2016 Budget

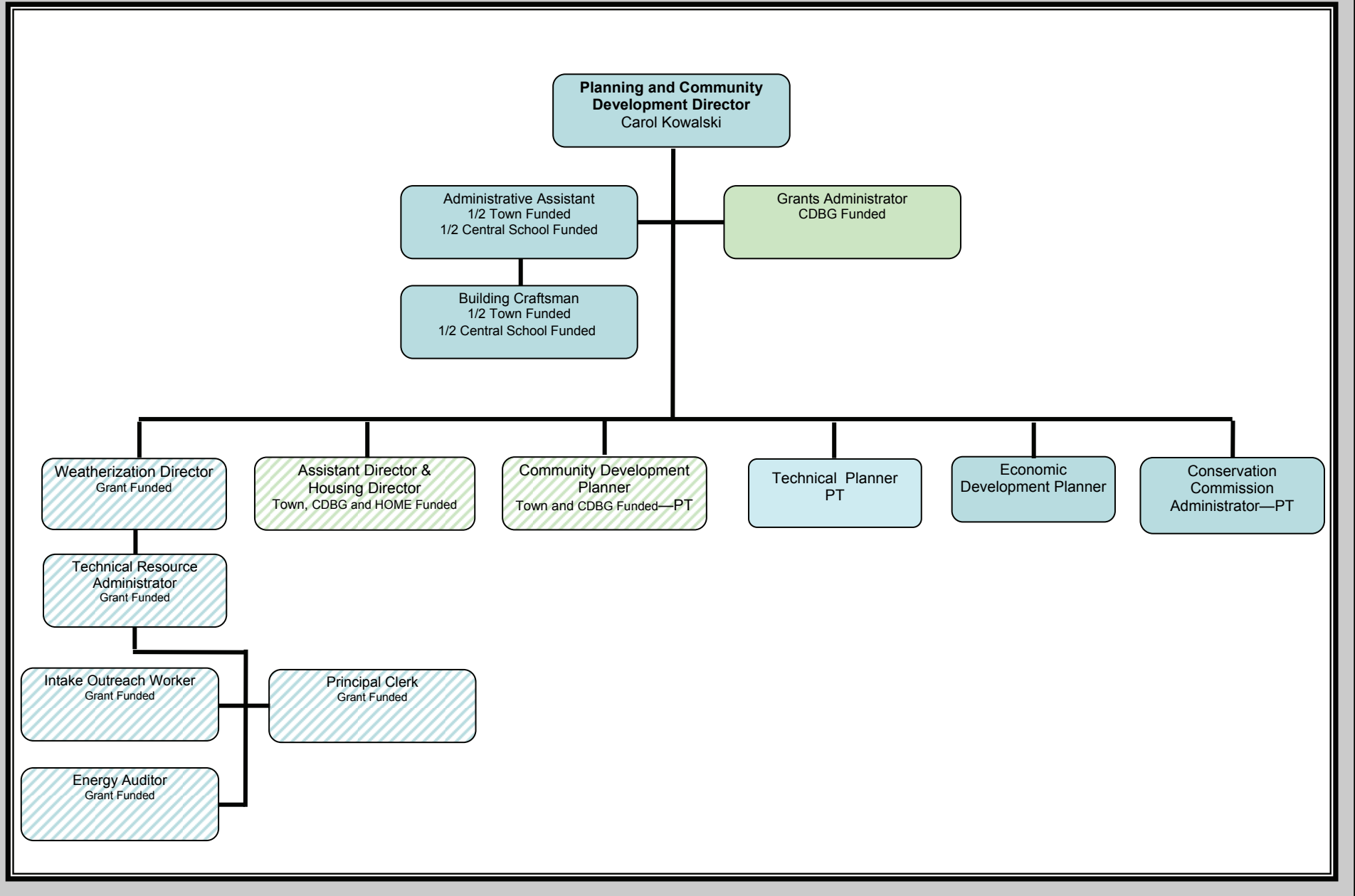


Planning and Community Development Rental Properties & Redevelopment Board

Performance / Workload Indicators				
<i>Planning & Community Development</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
CDBG Funds Administered	\$ 1,020,887	\$ 1,089,484	\$ 1,000,000	\$ 1,000,000
Plans, Designs, and Analyses	50	35	40	40
Room rental fees	\$ 2,500	\$ 2,853	\$ 5,000	\$ 5,000
Room reservations administered	800	539	550	550
Sign Permit Applications Reviewed	20	21	20	20
Contracts negotiated and administrated	10	5	10	5
Zoning Board Applications reviewed	20	6	10	10
Citizen inquiries	300	384	300	300
Bldg Maintenance Requests	1,700	1,700	1,500	1,500
Business/Merchants Assisted	200	75	75	75
EDR special permits administered	15	9	12	10

Performance / Workload Indicators				
<i>Conservation Commission</i>	FY2013 Actual	FY2014 Estimated	FY2015 Estimated	FY2016 Estimated
Evening Meetings attended	24	24	24	24
Conservation Permits - Reviewed and Issued	14	14	14	14
Citizen inquiries	250	250	250	250
Site inspections	50	50	50	50
Filing Fees	\$ 458	\$ 2,854	\$ 1,750	\$ 1,750

Rental Properties- General Fund Revenue	2013 Actual	2014 Actual	2015 Budget	2016 Request	\$ Change	% Change
Gibbs Revenue	\$ 289,322	\$ 286,225	\$ 284,000	\$ 326,000	\$ 42,000	14.79%
Parmenter Revenue	\$ 168,924	\$ 192,158	\$ 196,000	\$ 209,000	\$ 13,000	6.63%
Dallin Revenue	\$ 45,120	\$ 45,120	\$ 45,000	\$ 45,000	\$ -	0.00%
Total	\$ 503,366	\$ 523,503	\$ 525,000	\$ 580,000	\$ 55,000	10.48%





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

Provided no additional duties are encumbered, the Zoning Board of Appeals anticipates no significant budgetary increase.

FY2016 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 2014

- The Zoning Board of Appeals heard and rendered decisions on 6 petitions for Special Permits and/or Variances.

Performance / Workload Indicators

<i>Zoning Board of Appeals</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Applications	14	10	11	12
Revenue	\$ 5,600	\$ 4,000	\$ 4,400	\$ 4,800

PROGRAM COSTS

<i>Zoning Board of Appeals</i>	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	14,812	17,265	17,912	
Expenses	1,615	4,100	4,100	
Total	16,427	21,365	22,012	

STAFFING

<i>Zoning Board of Appeals</i>	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 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) - Moved to Facilities
- 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 19,000 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 are decreased by \$89,619. This is due to the removal of two positions which will be included in the newly proposed Facilities Department.

The Expense budget remains unchanged from FY2015.

FY2016 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.
- Specify and solicit bids for the replacement of the DPW Garage roof.
- Begin implementation of report recommendations for the improved operations at the DPW Garage.
- 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

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Public Works				
Personnel Services	2,206,155	2,628,080	2,517,731	
Expenses	7,023,855	6,014,985	5,583,298	
Total	9,230,007	8,643,065	8,313,529	-

STAFFING

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Public Works				
Managerial	7	7	7	
Clerical	5	5.32	5.32	
Professional/Technical	4	4	4	
Public Works	43.6	43.6	41.6	
Custodial / Bldg. Maint.	1	1	0	
Total	60.6	60.92	57.96	



Major Accomplishments for 2014

- Held two Community Collection Days to promote recycling and reuse.
- Oversaw contracted aquatic weed harvesting contract in Spy Pond and the Arlington Reservoir.
- Assisted with launch of new Town of Arlington Website.
- Lead Agency with annual EcoFest event at Town Hall.
- Prepared extensive annual reports for DEP and MWRA.
- Continued to monitor playing field conditions (March—Nov.) with regard to weather related usability and updated website accordingly.
- Managed contracted curb side collection and disposal of 12,846 tons of solid waste.
- Managed contracted curb side collection and disposal of 3,488 of yard waste for composting.
- Managed contracted curb side collection and disposal of 5,271 tons of recyclables.
- Completed Study of DPW facility with regard to long range structural and operational improvements.
- Awarded FEMA grant of \$1.5 million dollars to investigate and construct improvements to reduce Mill Brook flood events.

Performance / Workload Indicators

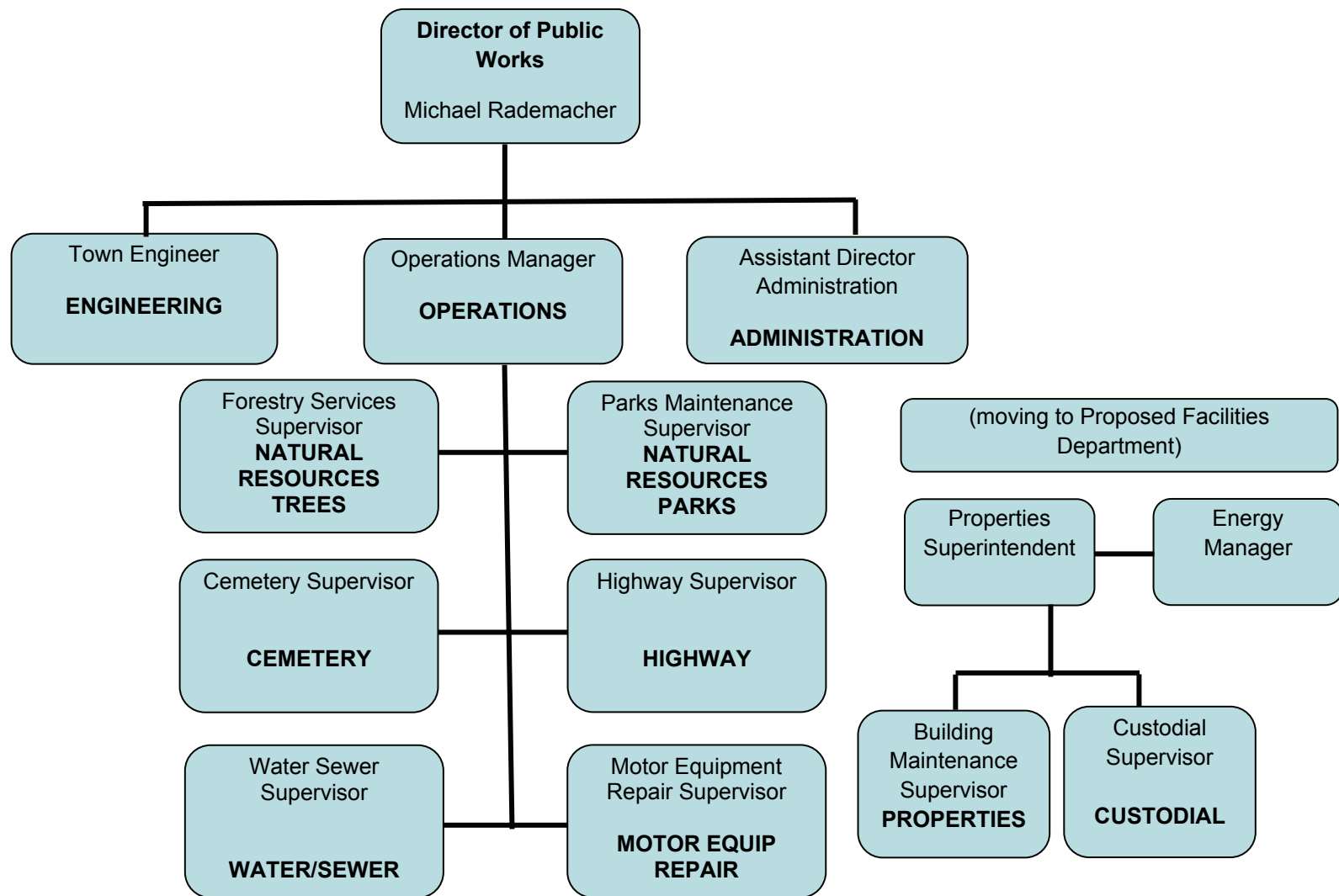
<i>Administration</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Purchase Orders Processed	1,567	1,589	1,600	1,625
Water/Sewer bills generated	24,985	50,320	50,320	50,320
Citizen inquiries	33,000	33,000	33,000	33,000

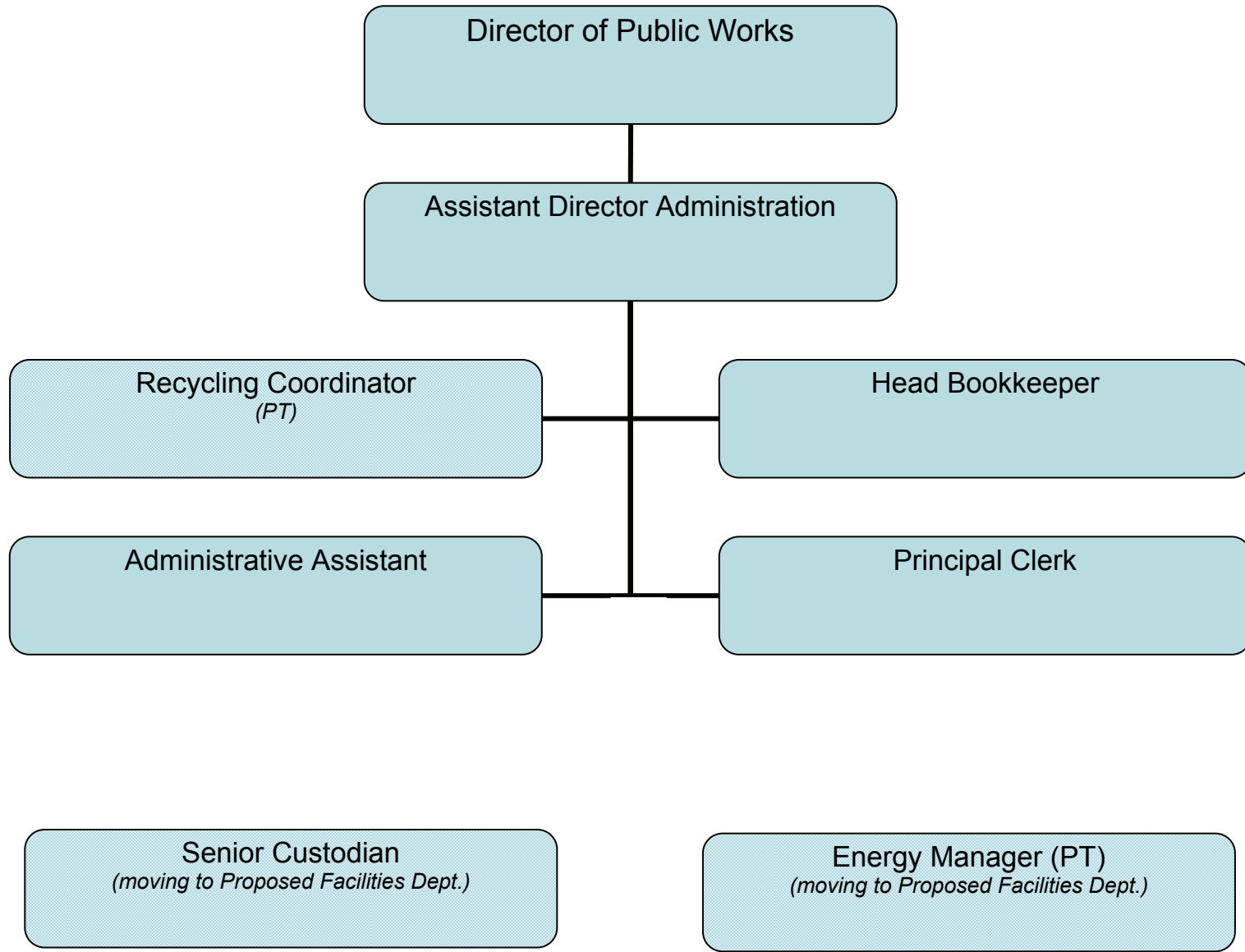
PROGRAM COSTS

Public Works Administration	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	240,207	241,421	140,888	
Expenses	21,522	23,400	23,400	
Total	261,730	264,821	164,288	-



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 has decreased by \$5,231 due to an increase in offset.

The Departmental request for Operations Expenses has increased by \$10,000. The increase is due to environmental permitting costs related to the Buzzell Field landfill closure process.

FY2016 Objectives

- Update Pavement Management System surface condition assessment for 2014 road rehab. projects.
- Review and prepare construction specifications and contract documents, coordination and supervision for annual construction projects including road projects, water rehabilitation, sewer investigation and rehabilitation, storm water, handicap ramps and other miscellaneous projects.
- Coordinate FEMA HMGP for the Mill Brook Flood Mitigation Project.
- Coordinate Storm water Awareness Presentation Series and Arlington-Belmont-Cambridge (ABC) Tri-community Flood Group meetings to provide outreach and educational opportunities to residents and abutters regarding issues pertaining to storm water runoff, water quality, erosion, and impacts associated with flooding.
- Monitor project, provide technical assistance, coordinate impact resolution and act as Community Liaison with MassDOT for Mass. Ave. Rebuild Project and Arlington Center Bikeway Connection and Intersection Improvement Project and with MWRA for the Section 36 Pipeline Improvement Project.
- Preparation of permits and administration of requirements associated with DCR, DEP, EPA, MWRA and MassDOT regulations and annual permits as necessary.
- Increase coordination between DPW & GIS to identify areas for data collection including items for maintenance repair, infrastructure improvements, permit issuance & tracking.
- Maintain and coordinate traffic signals including updating records for signal timing & sequence data, pedestrian crossing cycles and maintenance items.
- Update sewer pump stations to include installation of telemetry units to provide staff with real time emergency notification.
- Review and update existing water and sewer ordinances to current standards.
- Review existing storm water regulations and bylaws to ensure compliance with current EPA MS4 requirements.



Major Accomplishments for 2014

- Provided technical support and assistance to the Transportation Advisory Committee.
- Served as Community Liaison with MassDOT for Mass Ave. Rebuild Project.
- Administered and updated street opening permit procedures, tracking of trench repairs and approved contractors.
- Developed requirements and preparation with consultant to prepare town-wide inventory of sidewalk ramps, curbs, and sidewalks for use in capital planning and assisting in developing plans for greater accessibility and data management.
- Oversaw the development of specifications, contract preparation and construction for the 2014 Capital Improvement projects including:
 - Handicap Ramp, Curbs, and Sidewalks
 - Roadway Rehabilitation Improvements
 - Sewer Rehabilitation Improvements
 - Water Rehabilitation Improvements
 - Cemetery Water Distribution System Upgrades
 - Traffic Signal Upgrades to Signal Controls
 - Stormwater System inspection and evaluation
- 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.
- Reviewed and approved submittal plans associated with the Stormwater Mitigation By-Law.
- Oversaw construction administration services, design services, and investigation of the Sanitary Sewer Inflow and Infiltration Improvement Program.
- Updated annual reports and regulatory requirements for permits EPA NPDES MS4 permit, DCR Reservoir Dam Emergency Action Plan, MWRA Discharge Permit, and DEP Public Water Supply Emergency Plan.

PROGRAM COSTS

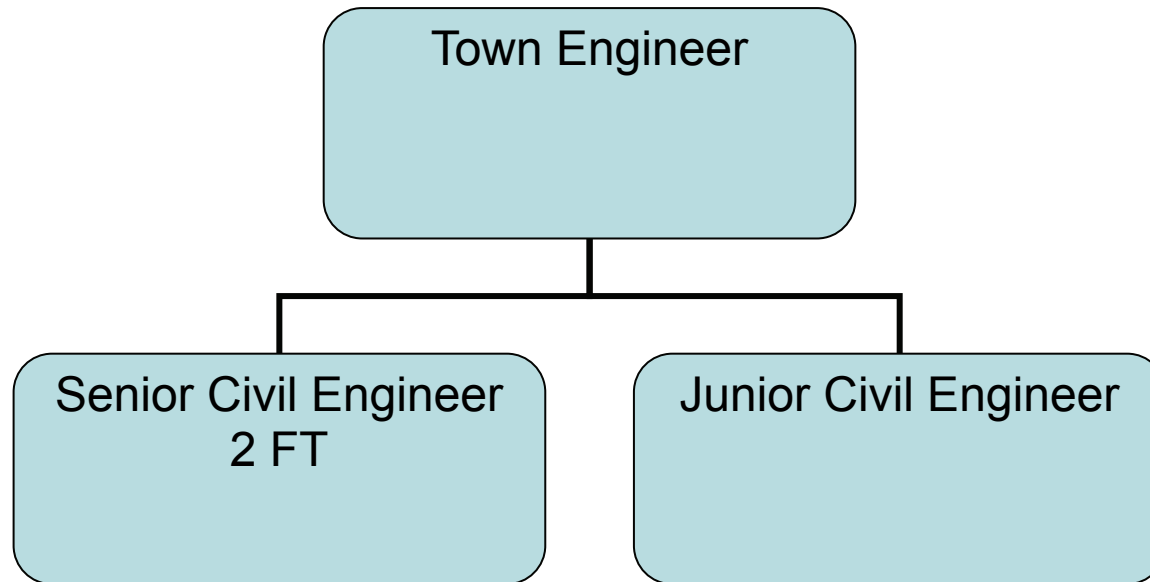
	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Engineering				
Personnel Services	127,063	124,785	119,554	
Expenses	29,083	13,900	23,900	
Total	156,146	138,685	143,454	-

STAFFING

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 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>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Roadways Rehabbed/Paved	16,580	13,765	16,350	20,000
Sidewalks replaced	1,785	2,930	12,850	2,000
Granite Curb- Placed or Replaced	1,086	660	8,200	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.

Budget Statement

The Cemetery Department Personnel Services increased by \$14,030. This is primarily due to a correction in the personnel accounting. Half of a position was moved to the Cemetery Department from the Natural Resources Department.

The Expense budget is increased by \$2,200 due to an increase in the cost for contracted services.

PROGRAM COSTS

Cemetery	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	41,116	75,313	89,343	
Expenses	147,048	155,500	157,700	
Total	188,164	230,813	247,043	-

STAFFING

Cemetery	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial				
Clerical	1	1	1	
Professional/Technical				
Public Works	2.6	2.6	3.0	
Total	3.6	3.6	4	

FY2016 Objectives

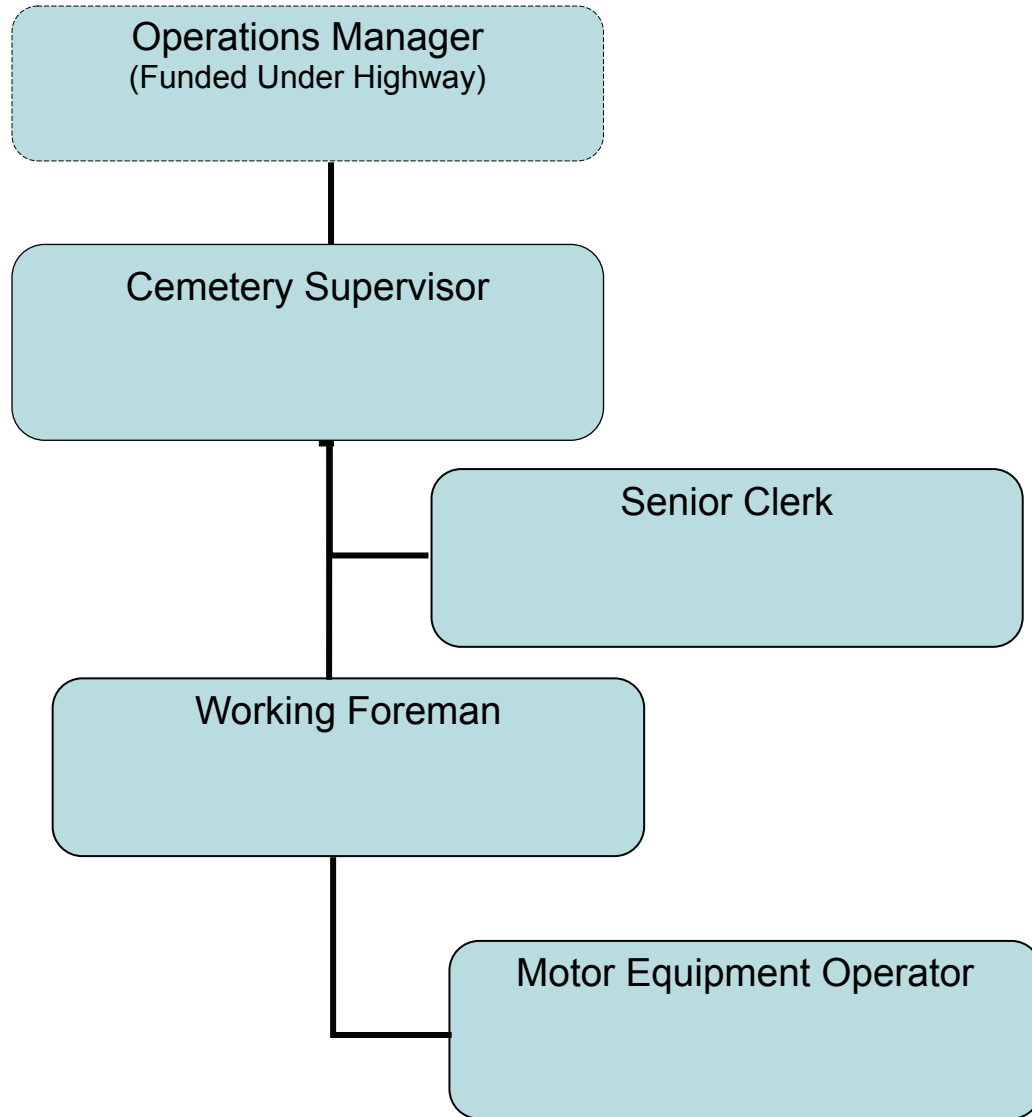
- Continued oversight of the grounds maintenance contract.
- Further investigation of a Chapel repair & renovation project.
- Continued pursuit of cemetery expansion including grave sites and columbariums.
- Final development of a columbarium structure.
- Pursue green burials.
- Continuation of stone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

Major Accomplishments for 2014

- Upgraded the Cemetery Mapping system to GIS and Website.
- Performed 237 total internments.
- Continued program of cleaning old stones and monuments in Mt. Pleasant Cemetery.
- Began design development of a columbarium project.

Performance / Workload Indicators

Cemetery	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
New Grave Sales	29	40	30	30
Funeral	183	237	200	200
Excavations/Closures				
Funeral Resorations	116	277	150	150
Loam & Seed - Areas restored	255	212	300	300
Headstones Straightened	132	167	150	150
Restore/Place markers	103	237	150	150
Foundations	0	12	5	5
Repaired/Constructed				
Flowers / Bushes - Areas Planted	53	34	50	50
Chapel Cleanings	52	52	52	52





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.

Major Accomplishments for 2014

- Maintained approximately 19,000 shade trees town wide.
- Maintained all Town fields to accommodate various sports leagues
- Planted 166 trees.
- Installed approximately 2,000 holiday lights.
- Maintained "Tree City USA" designation from the National Arbor Day Foundation.
- Demolished failing bleacher seats at Summer Street baseball field.

Performance / Workload Indicators

<i>Natural Resources</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Trees Planted	139	167	175	175
Trees Removed	165	173	175	175
Stumps Removed	215	153	175	175
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

Budget Statement

Personnel Services are down by \$3,607 due to the switching a full time position for a part-time position. The full decrease is partially offset by Step, Overtime, & Longevity increases.

The request for Operation Expenses has been increased by \$6,250. The increase is driven primarily by the creation of a \$5,000 budget to help restore historic monuments. The remaining increase is a result of increasing the Materials budget to help bring it in line with past expenditures.

FY2016 Objectives

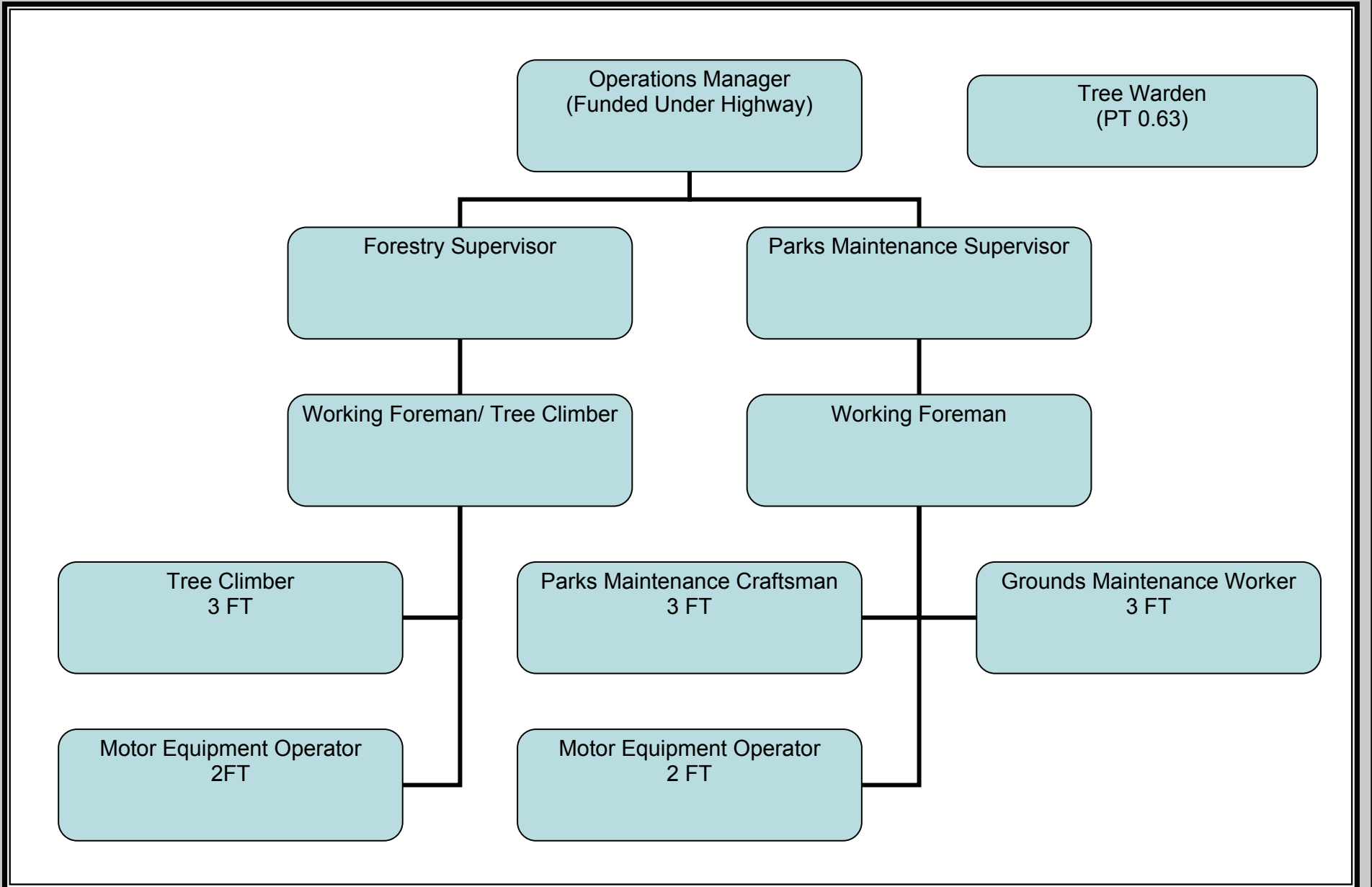
- Continued work to significantly reduce backlog of tree related work orders.
- Work with NSTAR to develop acceptable program for maintaining trees within utility lines.
- Continued progress in utilizing WebQA for work order requests.

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Natural Resources				
Personnel Services	801,955	985,681	982,074	
Expenses	320,589	276,650	282,900	
Maintenance Town Fields	40,000	40,000	50,000	
Total	1,162,544	1,302,331	1,314,974	-

STAFFING

Natural Resources	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	2	2	2	
Clerical				
Professional/Technical				
Public Works	16	16	15.5	
Total	18	18	17.5	





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. Currently 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 intent for FY2016 is to roll this work into a unified Facilities Department.

Major Accomplishments for 2014

- Interior painting: Peirce, Brackett, Ottoson and High School locker rooms.
- Bishop School: added additional snow guards
- Hardy School: Maintenance to building envelop– pointing, waterproofing and masonry repairs.
- Restored mulch levels on school playgrounds to manufacturer levels.
- Oversaw lighting upgrades through Mass energy save grants.
- Energy Management Systems additions and upgrades followed by selective retro-commissioning at several buildings.
- Restored corroded stairways at DPW and Ottoson Middle School.
- Roof top snow removal.
- Peirce School: installed 90 ton Daiken chiller and added FDD onto HVAC systems.
- Provided assistance to numerous Town Department for building maintenance.

FY2016 Objectives

- Help establish a new Facility Department for the Town.

PROGRAM COSTS

Properties	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services				
Expenses	277,619	259,925	-	
Total	277,619	259,925	-	-

Facilities and Properties Merger - Program costs are here for presentation purposes. Please see the Facilities Department section on page 123.



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.

Budget Statement

The request for Highway Expenses is down by \$28,800. The decrease is due to lower anticipated vehicle fuel costs and a reduction in the request for roadway pavement markings. The State made funds available last year which the Town used at that time to develop a comprehensive Town wide striping program.

The request for Snow and Ice Removal funds is increased by \$75,000. Savings in the disposal of solid waste were directed to this item.

The request for Sanitation expenses are reduced by \$33,512. This reduction primarily to a lower negotiated fee for solid waste disposal.

Personnel Services are reduced by \$13,822. This is due to the hiring of two new employees at a lower step than the employees they replaced.

FY2016 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.

PROGRAM COSTS

Highway	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	771,463	935,313	921,491	
Expenses	632,657	700,100	671,300	
Solid Waste	3,423,839	3,443,560	3,410,048	
Snow and Ice Removal	1,693,641	771,000	846,000	
Total	6,521,600	5,849,973	5,848,839	-

STAFFING

Highway	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	2	2	2	
Clerical				
Professional/Technical				
Public Works	20	20	20	
Total	22	22	22	

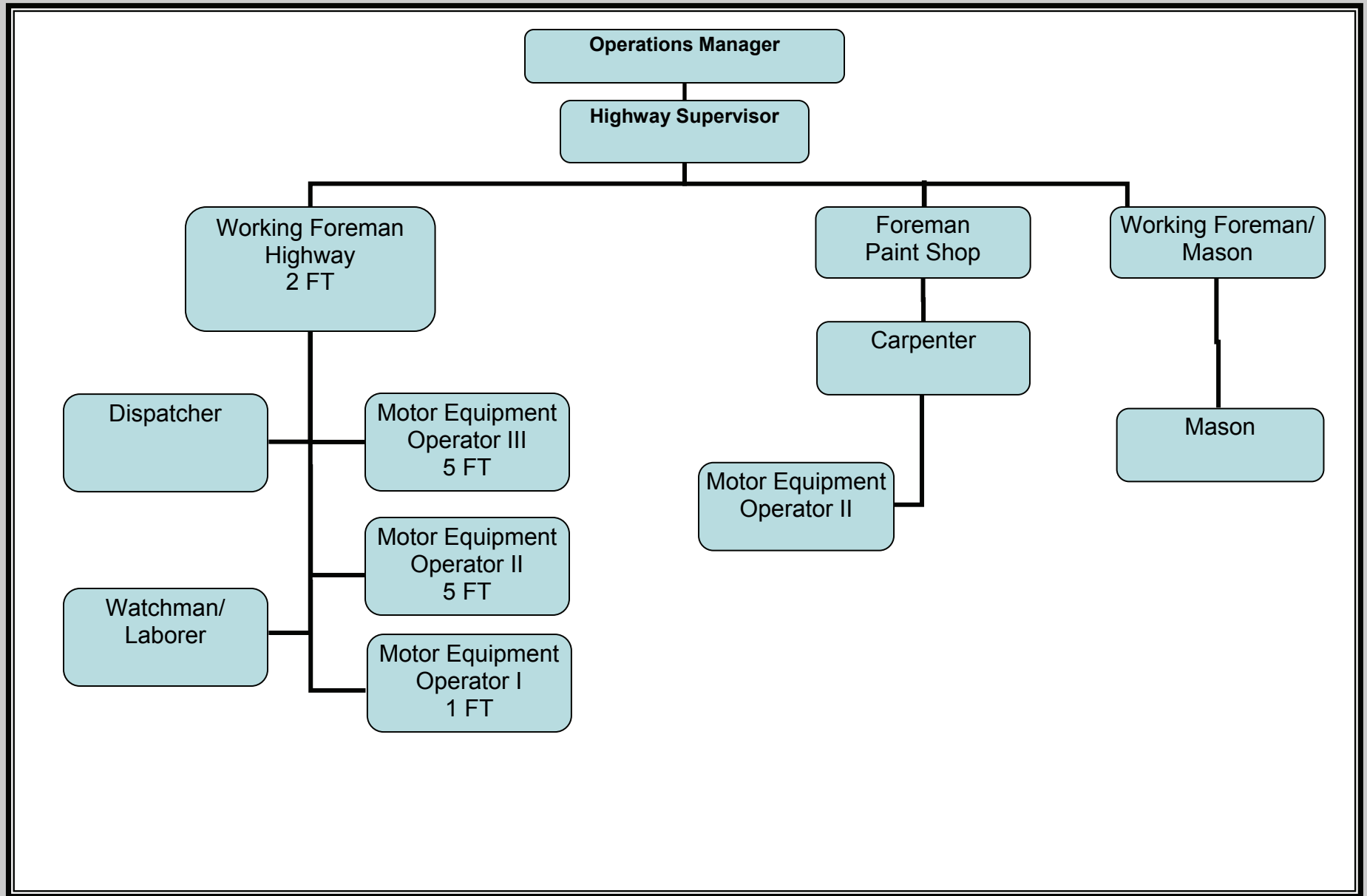


Major Accomplishments for 2014

- Cleaned 600± catch basins in the town streets.
- Swept the streets in all sections of the Town twice with department personnel.
- Replaced over 4,003 linear feet of concrete sidewalk.
- Replaced over 3,752 linear feet of asphalt sidewalk.
- Repaired/replaced 99 catch basins.
- Responded to 28 snow events totaling approximately 70 inches of accumulation.
- Constructed 24' x 24' stage for Town Day event.
- Delivered tax bills to post office for Treasurer's Office.
- Prepared Reservoir parking lot to allow for snow storage and repaired lot in spring.
- Assisted with DPW Community Collection Days.
- Placed 150 sand barrels Town wide for winter season.
- Constructed foundation for memorial bench at Town Hall Garden.
- Re-decked bridge at cemetery.
- Set up and break down for Patriot's Day parade.
- Construct site improvements for Visitor's Booth at Uncle Sam Park.
- Remove granite structure at Broadway Plaza and repair brick surface.

Performance / Workload Indicators

<i>Highway</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Solid Waste (tons)				
Solid Waste	12,602	12,846	12,955	13,000
Yard Waste	3,986	3,488	3,539	3,500
Recyclables	5,257	5,271	5,297	5,400
Patch Potholes	3,404	5,478	5,500	3,000
Sidewalk Patching	301	309	300	300
Repair CB's / Manholes	74	99	75	75
Clean Catch Basins	609	274	350	350
Install / Repair Street Signs	318	816	800	800
Make Specialty Signs	60	182	200	200
Pave Trenches	163	148	150	200
Sidewalk Replacements	7677	7755	7750	7750
Curb Work	1238	2247	2000	2000
Traffic Lines - 24"	44774	42174	45000	45000
Traffic Lines - 12"	6043	5588	6000	6000
Traffic Lines - 4"	8513	6785	7500	7500
Traffic Painted Symbols	190	125	175	175
Plowing/Sanding Storms	8	18	19	70
Sanding Only Storms	13	10	11	10
Inches of Snow	64	70	100	65





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 \$1,186 due to step increases.

The proposed budget for Expenses is up \$2,800. The increase is requested to help bring the Materials budget in line with historical trends.

FY2016 Objectives

FY2016 Objectives are similar to those of FY2015 as these are ongoing continual efforts:

- Improve Work Order operations through use of WebQA for internal scheduling of repairs.
- Implement recommendations for MER organizational study
- Improve Shop/Building organization.

Major Accomplishments for 2014

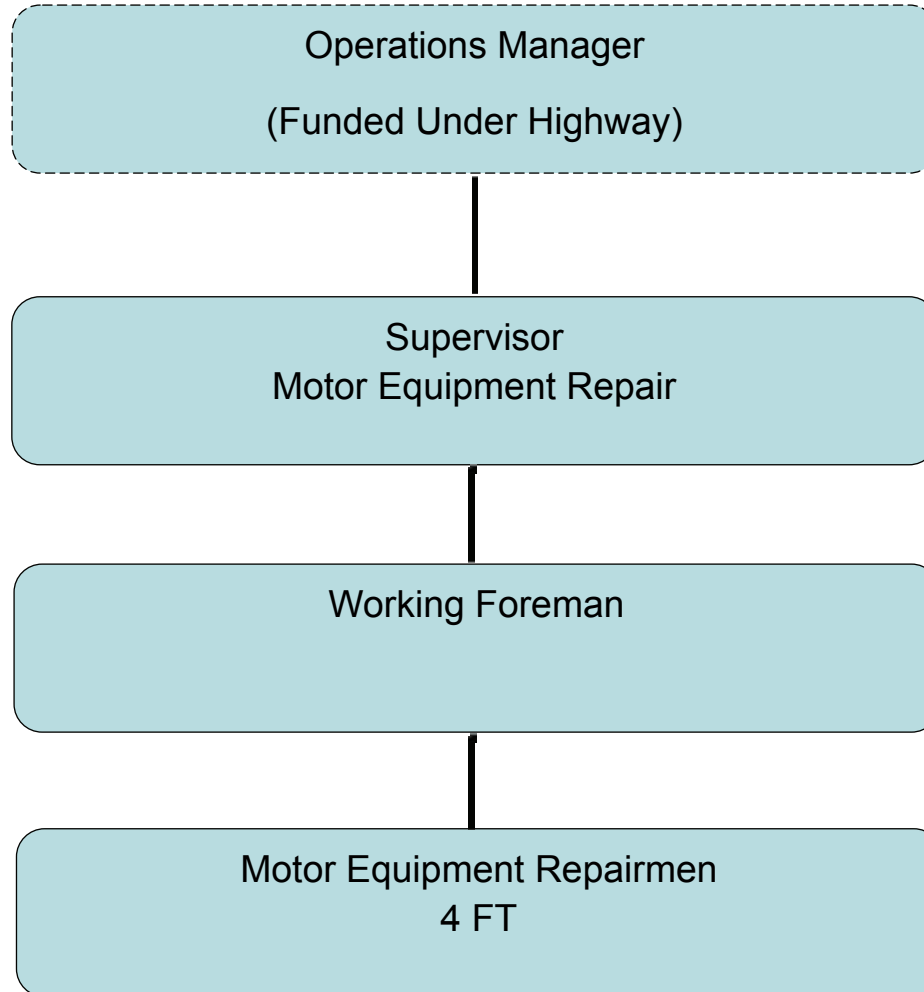
- Provided preventative maintenance and repairs on 150 motor vehicles, including vehicles assigned to the other Town departments.
- Provided staff to Community Safety repair shop as needed.
- Maintained snow and ice vehicles during events.
- Vehicles and Equipment: Acquired a new Heavy Vehicle Lift to replace failing existing equipment; Sidewalk Plow; Snow Fighter Plow; 3YD Front End Loader; 1 Ton Pickup Truck.

PROGRAM COSTS

Motor Equipment Repair	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	224,350	265,567	264,381	
Expenses	259,065	115,250	118,050	
Total	483,414	380,817	382,431	-

STAFFING

Motor Equipment Repair	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
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 2014

- Oversaw the emergency replacement of the traffic signal system damaged at Massachusetts Avenue and Pleasant Street.

Budget Statement

The Expense budget is reduced \$3,200. This is due to trending lower costs on the energy line item for streetlights.

PROGRAM COSTS

Street Lights/ Traffic Controls/ Fire Alarm System	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services				
Expenses	178,792	215,700	212,500	
Total	178,792	215,700	212,500	-

FY2016 Objectives

- Develop a long range maintenance and inspection program for the traffic signal system.

FACILITIES





Program Description

The Facilities Department will be responsible for the maintenance of all Town and School operated buildings. This includes 7 Elementary Schools, a Middle School, a High School, the Robbins Library, Town Hall, 4 DPW Buildings, 3 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 Department will coordinate the repair and maintenance based on set standards for maintenance levels in order to improve the conditions of facilities, as well as evaluate the capital needs of Town and School facilities and recommend capital improvements to the Capital Planning Committee.

FY2016 Objectives

- Establish a Facilities Department.
- Hire a Facilities Director.
- Improve current and long-term maintenance for all Town and School operated buildings.
- Forecast life cycle and repair requirements.
- Set Town wide standards for maintenance levels and work schedules.
- Identify opportunities to reduce manpower costs, errors, and inefficiencies and reduce capital cost of major repairs.
- Improve the conditions of all Town and School operated buildings.

Budget Statement

The budget for FY2016 is \$135,690. These costs were previously held within the Department of Public Works Administration budget. School Department maintenance/custodial costs will be moved in FY17.

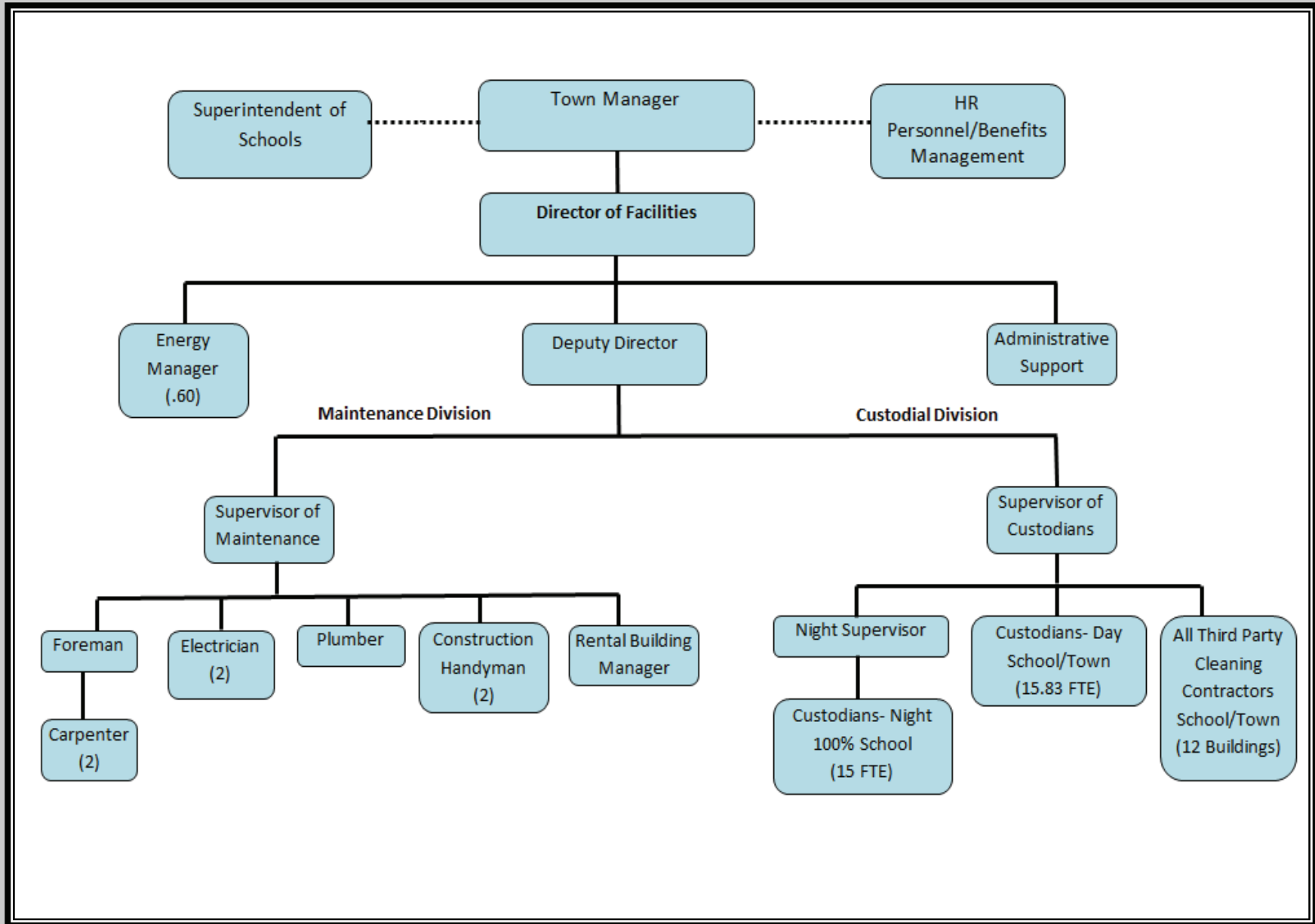
PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Facilities				
Personnel Services	-	-	132,615	
Expenses	277,619	259,925	263,000	
Total	277,619	259,925	395,615	-

STAFFING

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Facilities				
Managerial	0	0	0.5	
Professional/Technical	0	0	0.86	
Custodial	0	0	1	
Total	-	-	2.36	

NOTE: The FY2016 Budget includes the creation and implementation of a Facilities Department. For budgeting purposes, the DPW Properties budget has been moved to the Facilities Department, in addition to some staff formerly in DPW. The most significant budget impact is the creation of the Director position, which will be funded by the Town and School.





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	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	6,617,429	6,850,912	6,879,830	
Expenses	563,346	653,650	664,200	
Total	7,180,775	7,504,562	7,544,030	

STAFFING

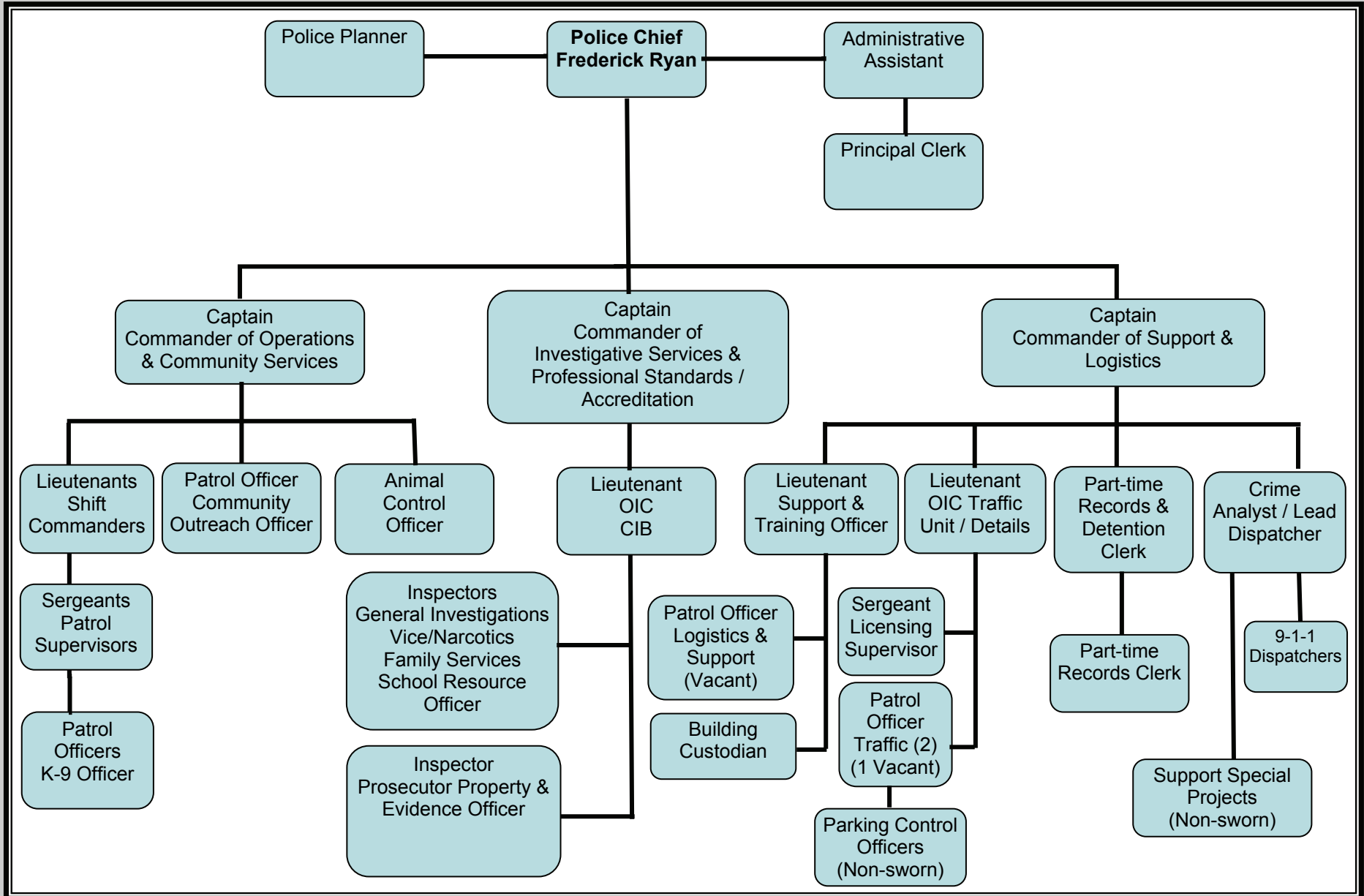
Police	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Chiefs	1	1	1	
Captains	3	3	3	
Lieutenants	6	6	6	
Sergeants	9	9	9	
Police Officers	49	49	49	
Parking Control Officers	2.35	2.35	2.35	
Animal Control Officer	1	1	1	
Dispatchers	10	10	10	
Clerical	4.31	4.31	4.31	
Custodial	1	1	1	
Total	86.66	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.





FY2016 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.
- 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.
- Re-establish the Citizens Police Academy which is designed to give citizens a better understanding about law enforcement and how police officers work with the community. The classes in law enforcement provide a way to educate and develop positive relations with the citizens. It is an ongoing process to build community cooperation, understanding, and good will.

Major Accomplishments for 2014

- 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 & Human Services, Public Works, Fire Department, School, and the local emergency planning committee.

Major Accomplishments for 2014 (cont.)

- Expanded our partnerships and efforts to regionalize efforts with local, federal, and state law enforcement agencies.
- Had eleven Patrol Officers complete an intensive bicycle training program called C.O.B.W.E.B. training, which will enhance Community Policing efforts and allow the department to engage the community.
- Expanded upon the Jail Diversion program and administered the grant that funds the program.
- Three of our Police Officers received the prestigious “Medal of Valor” from the Massachusetts Police Association. Only eight of these awards were given out in the entire state of Massachusetts. One Officer stopped two armed bank robbers. Two other Officers captured a serial rapist.

Performance / Workload Indicators

<i>Patrol Division</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Robbery	6	8	21	12
Burglary	108	100	60	104
Rapes	5	6	9	6
Motor Vehicle Theft	15	20	21	21
Larceny				
<i>From Building</i>	79	52	69	70
<i>From Motor Vehicle</i>	148	143	21	113
<i>Of Motor Vehicle Parts</i>	7	11	9	8
<i>From Coin Op Machines</i>	-	-	-	-
<i>All others</i>	123	100	186	142
Pickpocket / Purse Snatch	2	3	3	4
Shoplifting	33	29	60	40
Assaults	168	146	153	157
Assault and Battery on a Police Officer	9	5	3	6
Criminal Arrests	219	215	171	206
Criminal Summons	191	177	87	157

Performance / Workload Indicators

<i>Dispatch</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Calls For Service	32,002	30,114	29,421	29,849



FY2016 Objectives

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

- Evaluate, procure, and integrate accreditation management software to facilitate the effective maintenance of standards, crucial documents, and assignments.
- Maintain newly awarded accreditation standards in compliance with criteria set forth by the Massachusetts Police Accreditation Commission, Inc.
- Update policies as required by the Commission on Accreditation for Law Enforcement Agencies, Inc.
- Conduct internal affairs investigations and professional standards reviews as needed.
- Implement an employee early intervention system with the goal of minimizing absenteeism, poor work performance and/or misconduct.

Major Accomplishments for 2014

- Achieved full state accreditation status from the Massachusetts Police Accreditation Commission (MPAC) through a self-initiated evaluation process by which police departments strive to meet and maintain the highest standards of law enforcement practice.
- Trained personnel in new departmental policies, procedures, and accreditation standards.
- Standardized reports and improved efficiency of internal affairs investigations and professional standards reviews.
- Conducted internal affairs investigations and professional standards reviews as needed.



FY2016 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.

- Identify and obtain training for the Inspectors to be able to utilize the most current technology available to assist in the prevention of crime and to assist in the identification of suspects.
- Utilizing the School Resource Officer (SRO) to work in a partnership with all of the schools in town to increase school safety. To participate in the training of those stakeholders within the school systems to implement ALICE (Alert-Lockdown-Inform-Counter-Evacuate), and to assist in the formulation of school safety plans.
- To have the School Resource Officer work with the Program Director of the Community Based Justice for Juveniles program (Diversion Program) to identify those offenders who would benefit from the first time offender program. To address juvenile related issues by working in partnership with the Arlington Youth Health Safety Coalition.
- To address controlled substance drug abuse. This includes the assignment of Inspectors to both the DEA (Drug Enforcement Agency) at the Federal level, and the SMCDTF (Suburban Middlesex Drug Task Force) at the local level. To work in partnership with agencies at both the Federal and State level to curtail those deaths which are related to heroin.
- Identify and address High Risk Domestic Violence situations and work with our partners and stakeholders to provide available resources to those victims. This includes working with our regional partners and stakeholders at CABHART (Cambridge Arlington Belmont High Risk Assessment Team), and within the towns' FIRSTSTEP Program.
- To partner with the Council on Aging and the various stakeholders to ensure that Seniors are aware of the various larcenous scams, and the ways to lessen the risks to their personal financial security.

FY2016 Objectives (cont.)

- Work with C4RJ (Communities for Restorative Justice) to offer offenders and victims of crime an alternative to the traditional criminal court, and to increase the volume of referrals made to this program.
- Have an Inspector assigned as the Police Prosecutor to handle all arrests, civil and criminal Motor Vehicle citations, probable cause hearings, and to act as liaison between the Arlington Police Department and the various courts along with the Middlesex District Attorney's Office.
- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division. Utilize case management to allow supervisors to ensure thorough investigations.
- Inventory and barcode all items of evidence collected by officers; and inventory and barcode those pieces of property which have a value that have been turned in to the Arlington Police Department.

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Firearms Licensing:				
Licenses to Carry/FID	239	338	186	237
Missing Persons Investigations	314	306	432	358
Domestic Violence	347	335	324	335
Criminal Investigations	1,555	1,498	1,314	1,525
Level 2 & 3 registered Sex Offenders monitored	19	26	24	23



Major Accomplishments for 2014

- The Criminal Investigation Bureau is responsible for following up on all crimes that occur in Arlington. As such, CIB has investigated over 1,200 reports of criminal activity.
- Partnered with the Council on Aging and other stakeholders to proactively approach larcenous scams affecting residents. Working with the COA and partners, CIB participated in the towns' first informational luncheon to address and keep residents aware of various scams.
- Participated in a multi-jurisdictional drug task force resulting in numerous arrests and indictments. Detectives assigned to these units effected arrests associated with the mixing of heroin and fentanyl which had been linked to fatal overdoses.
- Participated in the drafting of and execution of numerous search warrants.
- Execution of two search warrants which lead to the recovery of \$30,000 dollars scammed from an Arlington resident and sent to the state of Florida.
- Audited and administered the Town of Arlington Sex Offender Registry.
- Hired a new Family Services Inspector.
- 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.
- Address Domestic Violence awareness through a partnership with the Middlesex District Attorney's Office, REACH, CABHART, and other stakeholders at a community forum held at the Arlington Town Hall.
- Participated in The National Family Domestic Violence Apprehension Detail along with several surrounding communities to apprehend those suspects wanted for domestic violence offenses.
- Assisted both the Board of Health and State Officials to maintain inspections of local massage parlors.
- The School Resource Officer worked with the School Department to begin the training of school personnel on ALICE protocol (Alert-Locate-Inform-Confront-Evacuation).



FY2016 Objectives

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

- Increase staffing level of the unit by adding additional officers, on both day and pm shifts, to ensure that traffic enforcement is a primary functions of the Department.
- Provide traffic and pedestrian safety education to the elementary students within the town.
- Recruit and hire additional parking control officers to assist in implementing the Town's newly developed Parking Proposal and ensuring its success.
- Continue the use of the Department's speed awareness monitors to assist in traffic calming in various neighborhoods throughout the Town.
- Continue to actively participate as a member of the Transportation Advisory Committee by providing traffic and parking data and making recommendations for improvements to the Town's infrastructure.
- Continue to work with and support the Town Manager's Office and the Board of Selectmen's Office on matters involving parking, traffic, and other related issues affecting the community.
- Continue to work with the School Department to oversee the Traffic Supervisors and address safety issues around the elementary and secondary schools. Continue to work with the School Transportation Director on matters involving and promoting school bus safety.
- Continue to maintain a direct line of communication between the Police Department and Public Works Department to facilitate the repair and maintenance of the Town's streets and roads.
- Continue to seek out, apply for, and participate in all available EOPSS (Executive Office of Public Safety and Security) Traffic Enforcement Grant Mobilizations throughout the year, including but not limited to:
 - Drive sober or Get Pulled Over (DSOGPO)
 - Speed and Aggressive Driving (SAD)
 - Distracting Driving (DD)
 - Click It or Ticket (CIOT)
 - Bicycle and Pedestrian Safety

FY2016 Objectives (cont.)

- Continue the annual certification of the unit's equipment.
- Continue to utilize the department's Web QA to respond to citizens concerns regarding traffic and parking issues.

Major Accomplishments for 2014

- Conducted an enforcement program that targeted violations at high volume/incident locations that affected the quality of life within various neighborhoods. Also used data obtained from multiple traffic counts and coordinated with the Patrol Division to assist with enforcement efforts.
- Continued to work with residents to place the Department's speed trailer and/or portable speed awareness monitor to assist with traffic calming in various neighborhoods.
- Worked with the Selectmen's Office and the Town Council to approve numerous one-day alcohol licenses.
- Partnered with the Traffic Supervisors to oversee and coordinate pedestrian safety initiatives at the elementary schools. Conducted directed patrols at various crossing as needed based on their observations.
- Supported and was a member of the Traffic Advisory Committee by attending monthly meetings and providing current traffic and parking data to assist with problem solving and making recommendations for improvements to the Board of Selectmen.

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Traffic				
Hackney Licenses Issued New	68	66	27	58
Parking Violators New	14,445	15,812	11,829	14,311
Moving Violations	3,610	3,407	2,745	3,435



Major Accomplishments for 2014 (cont.)

- Repaired non-functioning radar units. Maintained the annual calibration certification of all of the unit's equipment.
- Replaced all parking ticket writing machines and software.
- Utilized an additional (temporary) Parking Control Officer during the holiday periods and summer months to address extra nighttime and weekend parking enforcement needs.
- Worked with the Town Manager's Office and Selectmen's Office on matters involving parking, traffic and other quality of life issues affecting the community. Participated as a member of the Selectmen's Parking Sub-Committee.
- Worked closely with other town departments to coordinate barricade/signage positioning for numerous special events, block parties, and general traffic safety around construction sites.
- Worked with Public Works and the Town Engineering Department to mitigate the impact of several major road construction projects.
- Worked with Inspectional Services to streamline the process of obtaining on-street permits for dumpsters, construction trailers, and vehicles displaced by these items.
- Attended training classes geared towards traffic enforcement/traffic safety.
- Applied for and participated in several EOPSS (Executive Office of Public Safety and Security) Traffic Enforcement Grants.



FY2016 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.
- Offer a Citizen Police Academy for both High School Students and Adult Citizens.
- Re-establish the RAD Program in the town for High School female students and the female adults.

Performance / Workload Indicators

<i>Community Programs</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Neighborhood Meetings	35	35	35	35
Summer Youth Camp (HRC)	135	135	135	135

Major Accomplishments for 2014

- Enhanced 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.
- Participated with the education of parents and students about internet safety.



FY2016 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.

- Meet all requirements for the Animal Inspector duties as outlined by the Commonwealth and regulated 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 as legally required for injured animals, both domestic and wild.
- Engage the community to help with compliance of the by-laws, responsible pet ownership, and education about dog behavior and wild-life control.
- Continue to assess the needs of low income and elderly pet owners for rabies vaccines and/or spay/neuter services. Provide vouchers for no cost spay/neuter services under the Commonwealth's Massachusetts Animal Fund.
- Continue to develop relationships with schools and community groups and offer education programs with a goal of creating ongoing long-term learning and kindness for animals.
- Continue to work closely with the Parks Department and with the Board of Health in areas of canine control, hoarding, zoonotic disease and rabies control.

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Animal Complaints	969	541	570	659
Humans Bitten/Scratched by Dogs	11	17	24	20

Major Accomplishments for 2014

- Animal Control Officer Amanda Kennedy attended the Animal Control Officer Association of Massachusetts's 96 hour certification course held at the Municipal Police Training Academy in Boylston and graduated top of her class.
- Served as the Northeast Regional Director for the Animal Control Officer Association of Massachusetts.
- Provided disaster preparedness training for Community Emergency Response Team members in temporary animal sheltering and pet first aid/CPR.
- Continued to work with and present to the community on various education topics including dog body language, pet first aid/CPR, rabies transmission, humane education units at schools, and living with wild-life.
- Through the Commonwealth's Massachusetts Animal Fund, provided vouchers for no cost spay/neuter services to low income residents and homeless pets.
- Contributed animal related postings to the Police Department's Facebook page to increase awareness, educate and assist in reuniting lost pets with owners.
- Increased licensing of canines by more than 25% (or 461 additional licenses) for a total of 2269.



FY2016 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.
- Establish/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 with conflicts between residents in Arlington.
- 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.
- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health and substance abuse issues.
- Assist community members in the use of section 35, court ordered substance abuse treatment.
- The JDP clinician and police officers will use the section 35 involuntary commitment process when appropriate to assist individuals in the community in need of substance abuse treatment.
- The Hoarding Response Team will provide a multi-agency HRT program presentation when invited to share what we have learned and created with other towns and organizations.

Major Accomplishments for 2014

- Co-responded with patrol officers to approximately 320 emergency calls to provide crisis intervention and evaluations to Arlington residents in crisis situations.
- Worked cooperatively and expanded 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.
- Established and built relationships with many of the 43+ group homes in Arlington.
- Monitored police reports and followed up with approximately 820 cases that had been flagged requesting clinician follow up as well as those not flagged that benefited from support or referrals.
- Partnered with the Community Outreach Police Officer to assist with conflicts between residents in Arlington.
- Responded to the Arlington Public Schools to provide crisis assessment, crisis counseling, outside referral and involuntary commitments to hospital emergency rooms.
- Provided involuntary commitments to local emergency rooms for further evaluation to community members in crisis.
- Identified and provided alternatives to arrest and criminal prosecution for persons suffering from mental health issues, such as day treatment programs, outpatient services and detox.
- Arlington had a sharp increase in section 35 warrants due to the education provided to the ADP and community by the JDP.
- JDP clinician was founding member of Senior Abuse Prevention Task Force. More information available as needed.
- The JDP provided the following trainings:
 - Senior Abuse Prevention Presentation. Over 100 Arlington Seniors attended this 90 minute lunch time presentation addressing financial abuse and scams targeting the senior population.



Major Accomplishments for 2014 (cont.)

- Narcan Night. A Community education night featuring three speakers addressing heroin abuse. Presentations came from Michael Duggan CEO of Wicked Sober and Naomi Leavett, the Senior Court Clinician from the Cambridge Court and Health Innovations from Lynn, MA.
- In June 2014 the JDP clinician, along with APD Sergeant and health inspector (referred to now as HRT presenters), presented at the Third Annual Mental Health and Law Enforcement Conference at Fitchburg State University. The conference was attended by over 300 police and community mental health personnel.
- In September 2014 the HRT presenters gave a presentation at the Town of Belmont/National Alliance on Mental Illness stakeholders' meeting.
- In November 2014 the HRT presenters gave a presentation to over 40 police officers and other community members at the Community Intervention Training in Somerville.
- In August 2014 the JDP clinician co-taught (with a Taunton police officer) the 12 hour mental health curriculum at the Braintree Police academy.
- In October the JDP clinician co-taught (with Northampton police officer) the 12 hour mental health curriculum at the Springfield police academy.
- The Edinburg Center provided Mental Health First Aid training to 22 officers at the APD. This is an 8 hour nationally recognized training course.
- Attended the following trainings:
 - In April 2014 the JDP clinician and two police officers attended a two day 16 hour trainer program to be certified to teach the new 12 hour 'Police Response to Person with Mental Illness' curriculum to new recruits at Massachusetts Police academies.
 - In May 2014 the JDP clinician attended and completed the one day 'Training MPTC Recruits' teacher training at the Boylston Academy.
 - In November 2014 the JDP clinician attended a presentation on suicide given by nationally recognized expert on suicide.

FY2016 Objectives (cont.)

- Seek alternative operating funds to assist the Hoarding Response Team. The Response Team 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.



FY2016 Objectives

- Manage the implementation of the next and final phase of renovations of the Community Safety Building.
- Expand 9-1-1 dispatch technology and training using alternative funding and grant resources.
- Enhance the technology using tablets in the field for case work and crime scene management.
- Develop an enhanced Hackney License and Inspection program.
- Partner with the Middlesex County Sheriff's Office to provide firearms training through computer scenarios and simulations.
- Build upon the department's leadership development program to nurture leaders at every level of the organization to facilitate the achievement of the goals and objectives of the department.
- Build a crime analysis database in Microsoft Access that allows for a more sophisticated historical analysis of incidents, arrests, and accidents.
- Update current mapping system, CrimeInfo, so that incidents can be geocoded in a more accurate manner.
- Partner with community members to facilitate a second firearm buy-back event.

Major Accomplishments for 2014

- Completed Phase 2 of building renovations replacing the outer envelope of the building including doors, windows, curtain walls, and landscaping.
- Upgrading the departments Crossmatch Finger printing system.
- Launched Social Media Sites including Facebook and Twitter.
- Introduced Online Accident Reports, a service to customers enabling them to purchase reports online.
- Hosted leadership training classes for every member of the department including all ranks.
- Increased the scope of work zone safety planning, incorporating language and requirements in the permitting process to ensure increased safety standards at all construction sites.
- Processed over 200 gun licenses.
- Hosted the second Work Zone Conference for over 50 police agencies on work zone safety planning and standards.
- Maintained all relevant departmental records in accordance with the Massachusetts Police Accreditation Program and MGL.
- Trained officers through roll call trainings on legal updates.
- Processed over 40 Hackney Licenses.
- Processed over 65 Solicitors Licenses.



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 Fire Department is currently staffed at 77 personnel. It is budgeted for 81 personnel. In FY2016 there will be 73 personnel assigned to suppression duty, 3 assigned to staff duty, 2 mechanics, 1 administrative assistant, and 1 Chief of Department. We anticipate 2 to 4 retirements by the end of FY2015 and another 2 to 4 retirements by the end of FY2016. Three members have spent a significant portion of FY2014 and FY2015 on job related injury leave, sick leave, and light duty. This has impacted the department significantly in terms of staffing and budget.

Overtime will continue to result in budgetary pressures and fluctuate based on gaps between retirements and new hires. Statistics show that to stay within the \$437,630 budgeted for overtime, this department must maintain its maximum budgeted staffing (77 personnel or 18.5 firefighters/group and 3 on staff). When operating with fewer than a full complement of personnel, increased overtime is required to maintain the 15 firefighter minimum staffing.

Budget Statement (cont.)

Performance Indicators show a decrease in emergency calls of 3.6% from FY2013 to FY2014 and a 2% increase from FY2014 to FY2015. Performance Indicators show an increase in Rescue calls of 20% from FY2013 to FY2014 and a 2.7% increase from FY2014 to FY2015. It is estimated that the number of total Rescue calls will increase 2.9% from FY2015 to FY2016. An expansion of the Arlington Fire Department Emergency Medical Service to include Advanced Life Support and a full time second ambulance will have a positive impact on the town's general fund and meet the increasing demands on our Emergency Medical Service.

PROGRAM COSTS

Fire	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	5,994,686	6,294,501	6,274,310	
Expenses	387,587	391,050	388,650	
Total	6,382,272	6,685,551	6,662,960	-

STAFFING

Fire	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Chiefs	1	1	1	
Deputy Chiefs	5	5	5	
Captains	6	7	7	
Lieutenants	15	15	15	
Firefighters	50	50	50	
Professional/Technical	2	2	2	
Clerical	1	1	1	
Total	80	81	81	



FY2016 Objectives

- Continue to provide ancillary programs such as the FIU, JFIP, Vial of Life, and SAFE within the limited resources and funding available.
- Continue to implement mandatory, standardized yearly training program for all firefighters.
- Assess the benefit of an Arlington Fire Department Advanced Life Support, ALS, and put together a comprehensive plan to implement ALS in the Department.
- Relocate Fire personnel from Highland Fire Station to Headquarters after construction of HQ is completed.
- Relocate Fire Department staff, including Chief of Department, 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 2014

- The Department re-organized its staff to better serve the public and the fire department. The Fire Prevention Division, Training Division, and EMS Coordinator were consolidated into the Operations Division. The Operations Division's responsibility is to coordinate, manage, and supervise fire department training, fire prevention, inspections, EMS, public education and information, and health and safety initiatives.
- Replaced 25% of Department personal protective equipment from capital budget funds. Department has replaced 50% of personal protective equipment since 2013.
- Replaced all Self Contained Breathing Apparatus (SCBA's) with the help of a Federal Government grant saving the Town \$160,000 in Capital Budget.
- Continued communication and education of residents about emergency management plans, emergency medical services, and fire suppression and prevention objectives.

Performance / Workload Indicators

<i>Fire Department</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Emergency Calls	4,771	4,601	4,695	4,687
Rescue Response	2,433	2,917	2,996	3,083
Overlapping Calls	1,084	1,042	1,058	1,055
Private Ambulance ALS/BLS	2,218	1,867	2,437	2,669
Average Response Times*	3m 40s	3m 10s	3m 25s	3m 25s
Average Time Rescue Calls*	35m 5s	31m 40s	34m 10s	35m 40s
Fire Calls	125	110	118	120
Average Total Time Fire Calls*	26m 30s	36m 20s	31m 25s	31m 5s
Dollar Loss Property	4.04 million	5.11 million	4.92 million	5.55 million
SAFE Students Taught	2,727	2,750	2,746	2,760
JFIP Students Counseled	8	9	8	7

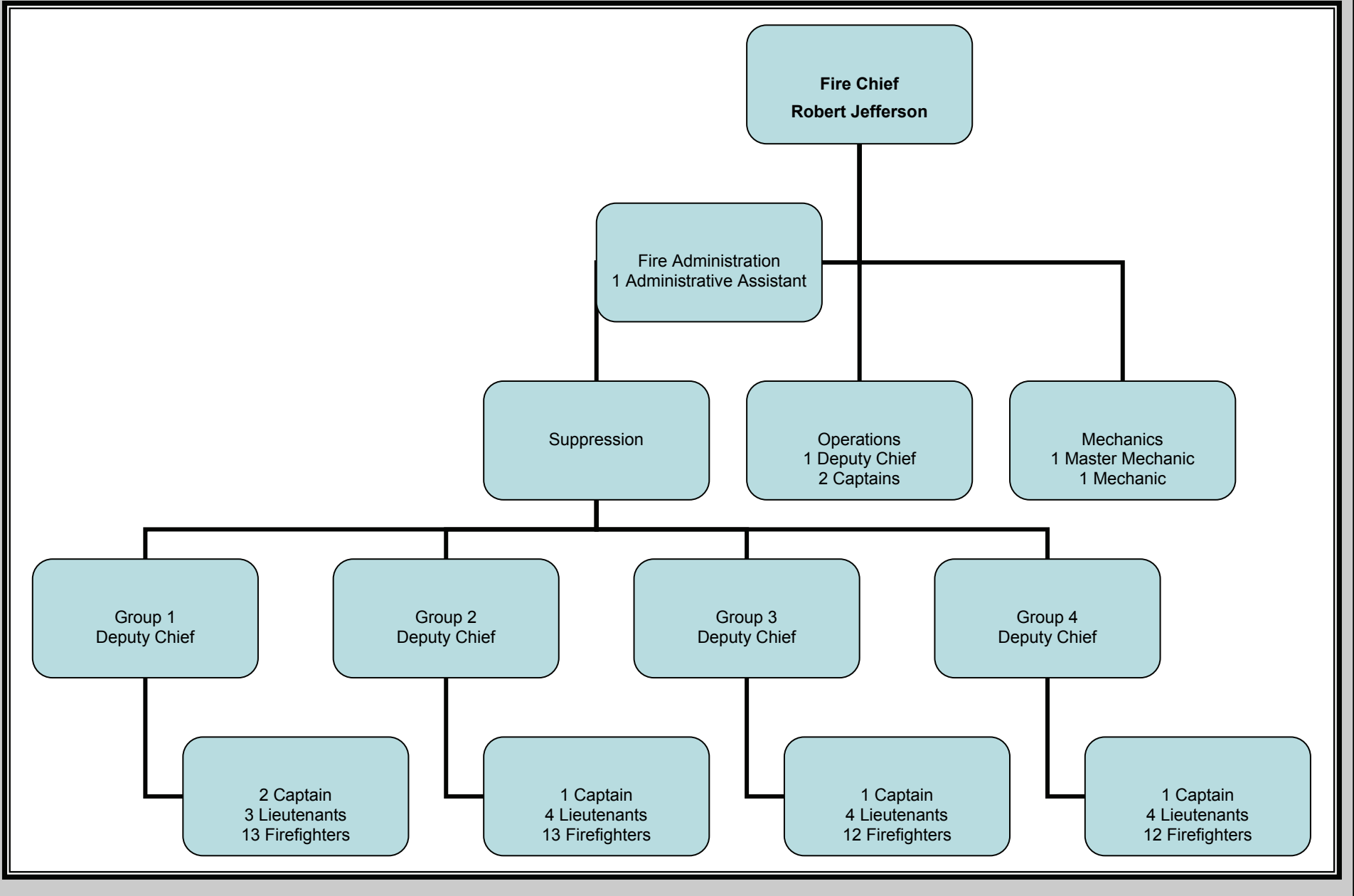
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Performance / Workload Indicators

<i>Fire Prevention</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Hours of School Fire Drills	24h 10m	26h	27h	29h
Hours of Fire Protection Syst. Inspt.	264	312	375	437
Hours Strategic/Tactical Ops Plan.	23	36	31	32
Permits Issued	1,004	966	1,048	1,086
Permits Issued Revenue	\$66,005	\$54,107	\$73,452	\$79,639

Performance / Workload Indicators

<i>Fire Training</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Training Sessions	178	190	197	209
Training Hours	790	1140	973	1036
Total Attendees	1,966	2,107	2,120	2,115





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 FY2016.

FY2016 Objectives

- FY2016 will be a year of multiple code updates. With the anticipated revision of Building, Wiring, Plumbing and Gas Codes, training of personnel, contractors and homeowners will be priorities.
- The department anticipates strong support and involvement with the Town's strategic Master Plan's objectives.
- A large focus of Inspectional Services continues to be its green energy projects.

PROGRAM COSTS

	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Inspectional Services				
Personnel Services	402,148	404,455	407,262	
Expenses	9,375	12,000	12,000	
Total	411,523	416,455	419,262	

STAFFING

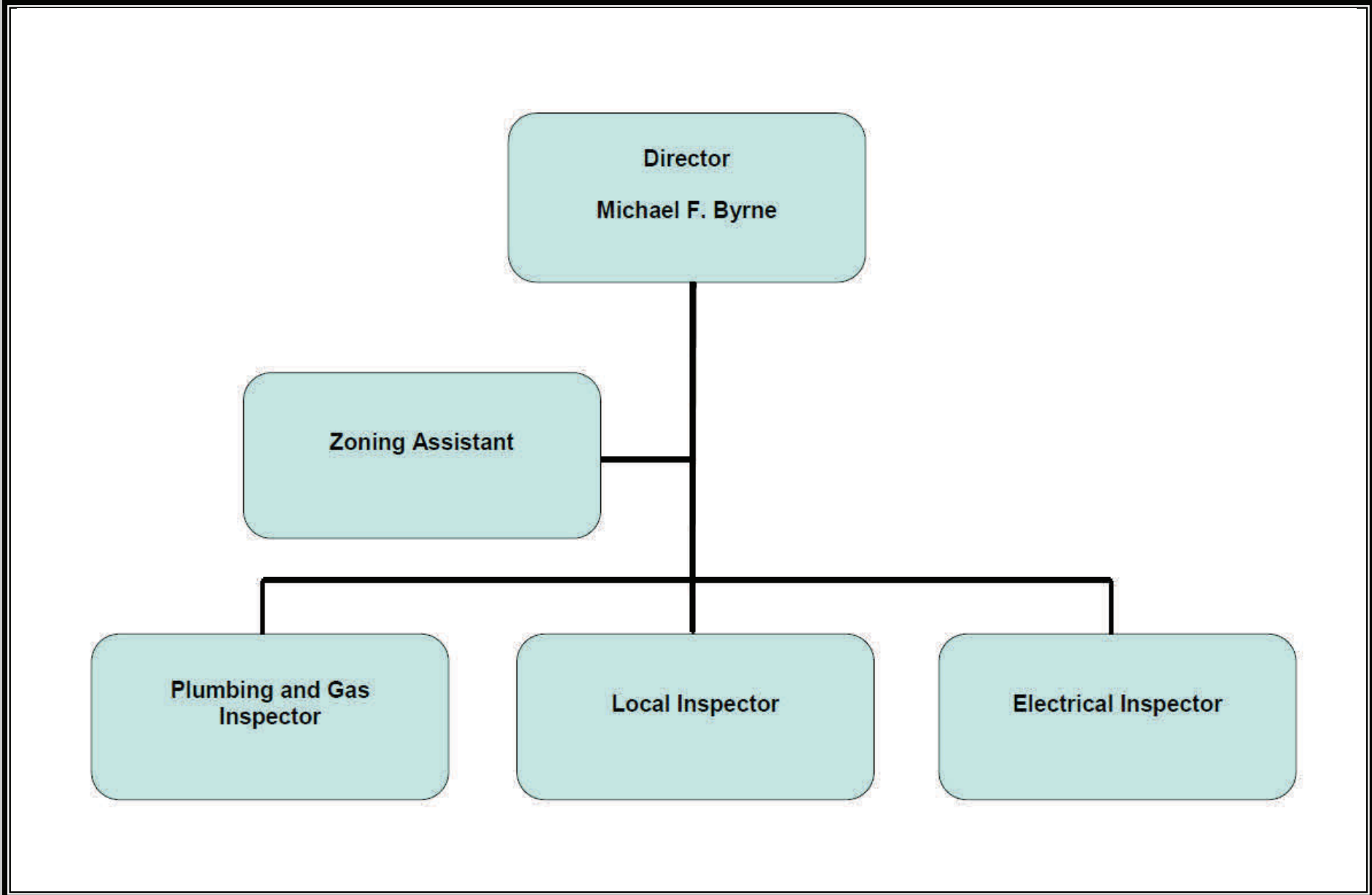
	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Inspectional Services				
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	3	3	3	
Total	5	5	5	

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Inspectional Services				
Building	2,799	2,668	2,290	2,290
Plumbing	1,273	948	1,054	1,060
Gas	1,015	764	774	800
Wiring	1,505	1,290	1,029	1,290
Revenues	\$ 1,628,831	\$ 1,274,669	\$ 1,082,230	\$ 1,200,000

Major Accomplishments for 2014

Major accomplishments for 2014 included the enforcement and implementation of the Commonwealth's Stretch Energy Code. Arlington was one of the first communities to become involved with the program and are often looked to for guidance with other town programs. In 2014, the Inspectional Services department issued a total of 5,570 permits of which 2,568 were Building permits, 948 were Plumbing permits, 764 were Gas permits, and 1,290 were Wiring permits. Total fees collected were \$1,274,669.55 with an estimated construction value of \$54,247,968.





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LIBRARIES





Program Description

The Robbins and Fox libraries, known collectively as the Library, are vital community centers for all. Library staff, trustees, and volunteers create opportunities for lifelong learning, personal fulfillment, and enjoyment. 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 efficient record keeping and accountability for the over 650,000 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 FY2016 budget includes increases in expenses that will support additional summer weekend hours as well as a part-time Technology/Adult Services Librarian. The projected budget will also meet the state municipal appropriation requirement for certification which in turn affords Arlington residents borrowing privileges at libraries throughout the Commonwealth.

FY2016 Objectives

- Continue efforts to ensure that the library provides a welcoming, useful, and aesthetically pleasing environment.
- Increase programs for children, teens, and adults that reflect their needs, interests, and expectations.
- Continue to review and revise Library policies in accordance with best practices for the benefit of Library users and staff, and make Library policies available to all via the Town website.
- Conduct a formal library space planning study for both the Robbins and Fox libraries.
- Expand efforts to form partnerships with community organizations.
- Build audience and engage with the community through social media in order to increase public awareness of library resources and services.
- Provide access to the portion of our local history collection that has been digitized through the support of the Digital Commonwealth project.
- Move forward with innovative technologies that improve staff productivity and customer service including the RFID circulation and collection management system.
- Continue to provide support to the Arlington Libraries 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

Libraries	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	1,537,425	1,597,285	1,653,985	
Expenses	535,484	589,580	563,080	
Total	2,072,909	2,186,865	2,217,065	



Major Accomplishments for 2014

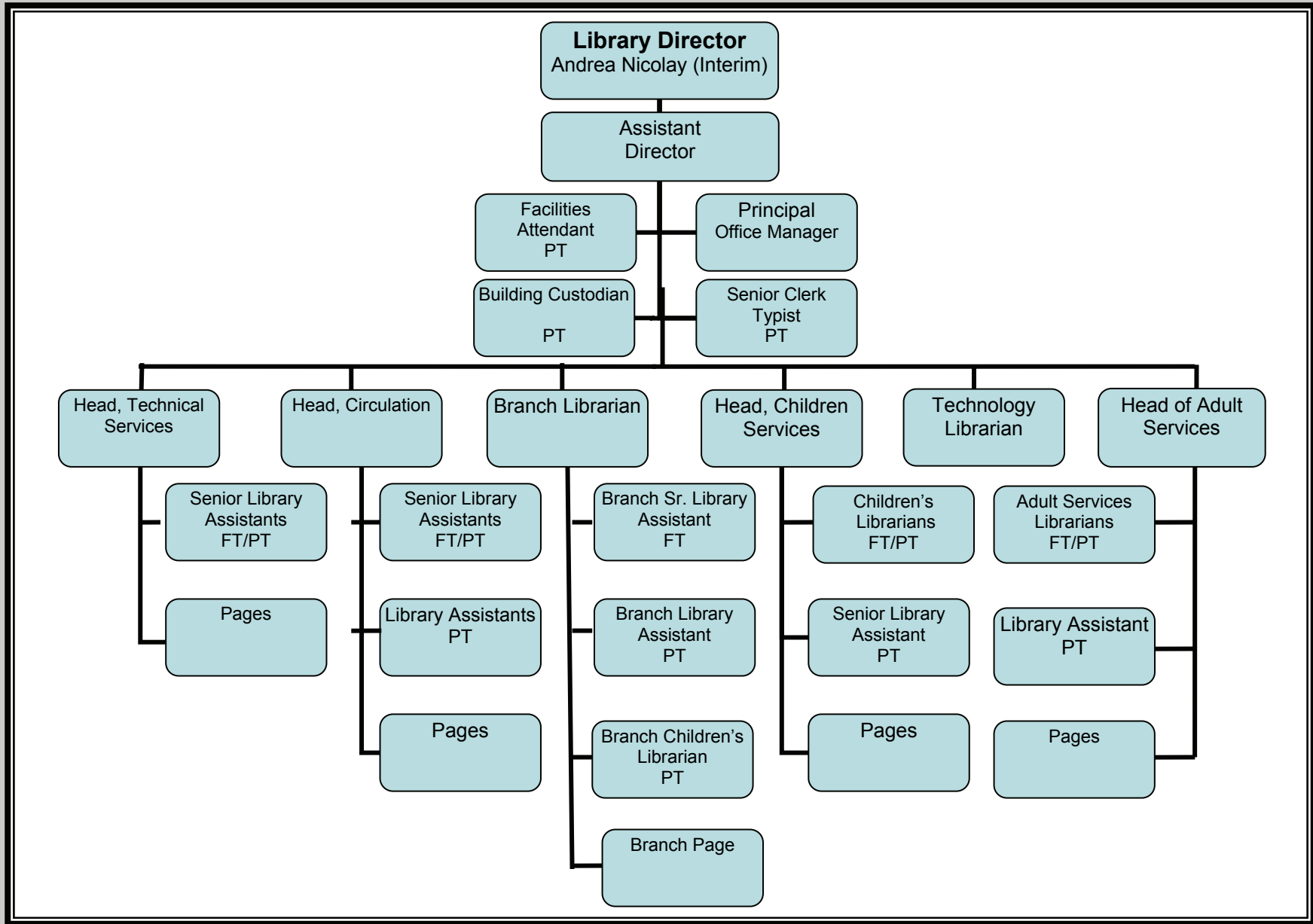
- Administration and staff, in consultation with community members, Town leadership, Friends groups, the Foundation, and Trustees, formulated a new Strategic Plan, a five-year plan for Library development.
- Robbinslibrary.org was optimized for mobile devices, a major upgrade that resulted in ease of use for those visiting the Library's website on their smartphones and tablets.
- The laptop lending machine capacity was expanded to hold a total of twenty-four laptops, which are heavily used.
- Preparations continued for the implementation of RFID circulation technology in the Library.
- The Library's wireless network was upgraded, providing patrons with significantly faster browsing and downloading speeds.
- The ladies and men's restrooms on the first floor of the Robbins Library were converted to gender neutral restrooms, and a baby changing table was installed in the public restrooms adjacent to the Community Room.
- Two articles by Robbins Library staff were published in Library Journal magazine: the first featured the public relations campaign surrounding the transition from "tethered" PCs to laptops for the public, and the second article featured Doctor Who Day in the "Programs that Pop" section of the magazine.
- A Local Author Shelf and submission policy were established to highlight books by Arlington authors.
- With funding from the Friends of the Robbins Library, the Robbins Library Community Room audio-visual system was completely upgraded with state-of-the-art equipment for use by staff for Library programs.
- Circulation of e-books increased by over 40%.
- Maintained a schedule of high-quality and innovative teen and adult programs, including classes to assist patrons with accessing downloadable content, librarian-led book discussion groups, films, local history programs, and author visits.

STAFFING

Libraries	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	1	1	1	
Clerical	13.8	14.72	14.6	
Professional/Technical	12.95	12.95	13.54	
Custodial/Bldg. Maint.	0.83	0.83	0.83	
Total	28.58	29.5	29.97	

Performance / Workload Indicators

Library	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimated	FY 2016 Estimated
Circulation of materials	671,652	668,087	680,000	670,000
eContent Circulation	16,418	29,862	30,000	35,000
Interlibrary loans processed	144,310	142,543	144,000	143,000
Reference questions answered	97,380	93,869	98,000	94,000
Children's programs	448	369	450	460
Adult and YA programs	143	131	120	140
New items ordered and processed	20,422	20,419	20,500	20,450
Visits to Robbins Library	325,915	313,203	326,500	323,000
Uses of Meeting Rooms	1,101	1,022	1,200	1,050





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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 FY2016 Health and Human Services budget will include an increase in the Council on Aging budget for a part-time receptionist.

The FY2016 Health Department budget will be level funded. The department will continue to work regionally to cover Sealer of Weights and Measures as well as Tobacco Control duties. The department will continue to seek out alternative funding from grants and donations to maintain programs.

FY2016 Objectives

Health and Human Services:

- Assist with the creation of a separate 501(c)3 for the Food Pantry.
- Continue to develop a plan for the maintenance of the Whittemore Robbins House.

Health Department:

- Complete a self-assessment of the Food Inspection Program in accordance with the 9 standards outlined in the Food and Drug Administration (FDA) Food Standards Program.
- Begin working on achieving compliance with FDA Food Standards.
- Participate in the National Association of City and County Health Officials (NACCHO) Retail Food Standards Mentorship Program.
- Implement an electronic food inspections program.
- Adopt and implement amendments to the Town's Regulations Restricting the Sale of Tobacco and Nicotine Delivery Products to include banning the sale of flavored products.

PROGRAM COSTS

Health & Human Services	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	312,519	328,879	340,174	
Expenses	25,386	31,300	32,300	
Total	337,905	360,179	372,474	-



Major Accomplishments for 2014

Health and Human Services:

- Opened a new satellite location for the Arlington Food Pantry at 117 Broadway.
- Received the Drug Free Communities grant award for the Arlington Youth Health and Safety Coalition Director.
- Hired a new Veterans Services Director and a new Arlington Youth Health and Safety Coalition Director.

Health Department:

- Chosen as a host site by the Centers for Disease Control's Public Health Associate Program which provides placement of an entry level public health professional in state, tribal, local, or territorial public health agencies across the United States for a 2 year period to gain experience in public health program operations.
- Enrolled in the FDA Retail Food Standards Program.
- Awarded grant funding from NACCHO to participate in the FDA Food Standardization Mentorship Program.

STAFFING

Health & Human Services	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	1	1	1	
Clerical	0.8	0.8	0.8	
Professional/Technical	2.5	2.5	2.5	
Total	4.25	4.25	4.25	

Performance / Workload Indicators

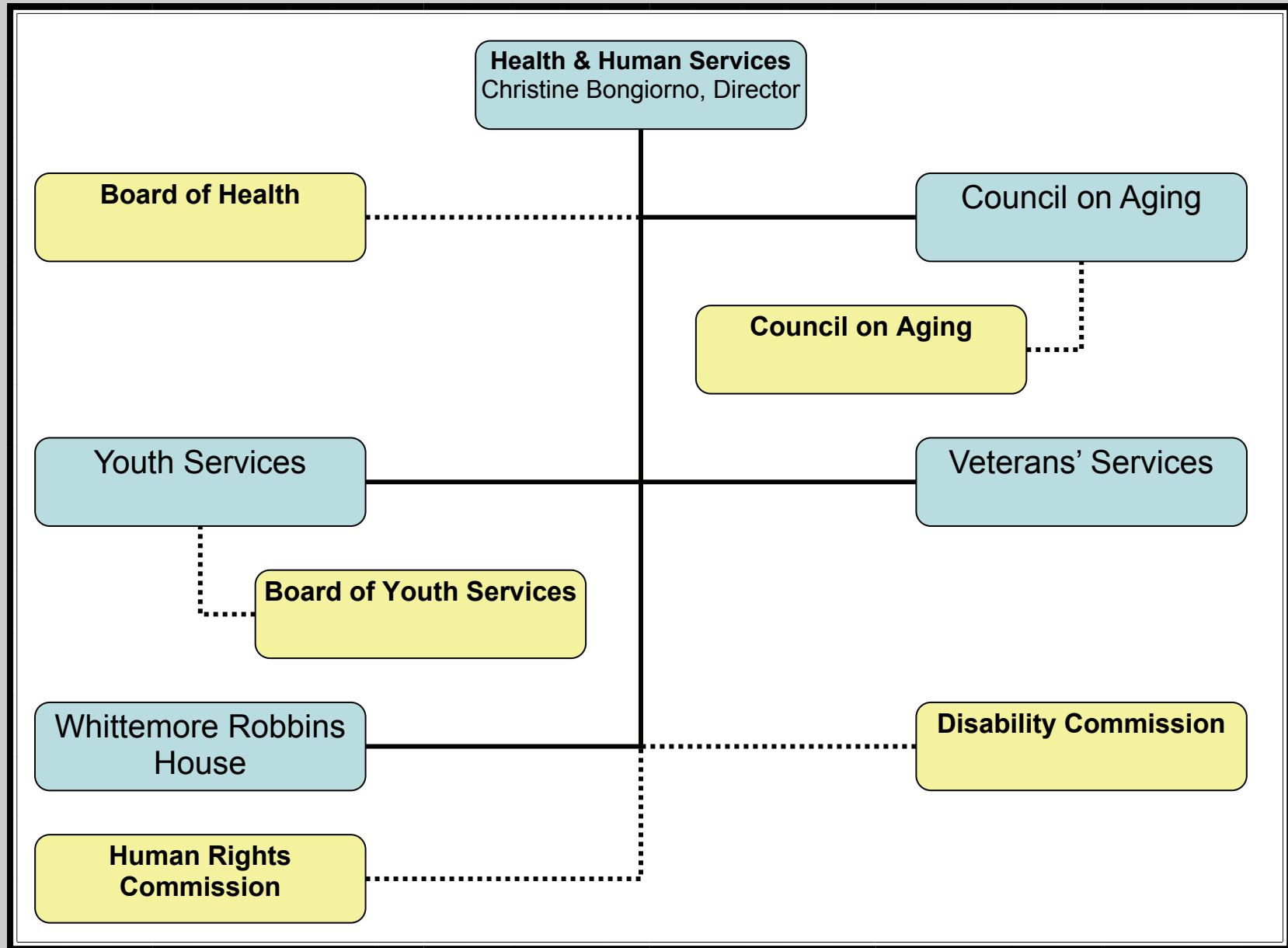
Health Department	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Food Inspections	567	634	600	600
Tobacco Compliance Checks	78	78	100	100
Tanning Establishment Inspections	0	0	2	1
Demolition Inspections	10	15	12	12
Housing Inspections	208	210	200	200
Public Pool Inspections	18	20	20	20
Public Beach Inspections	8	10	12	12
Resident Complaints	268	297	325	325
Communicable Disease Investigation	224	254	260	260
Flu Vaccinations Administered	2065	2125	2276	2300

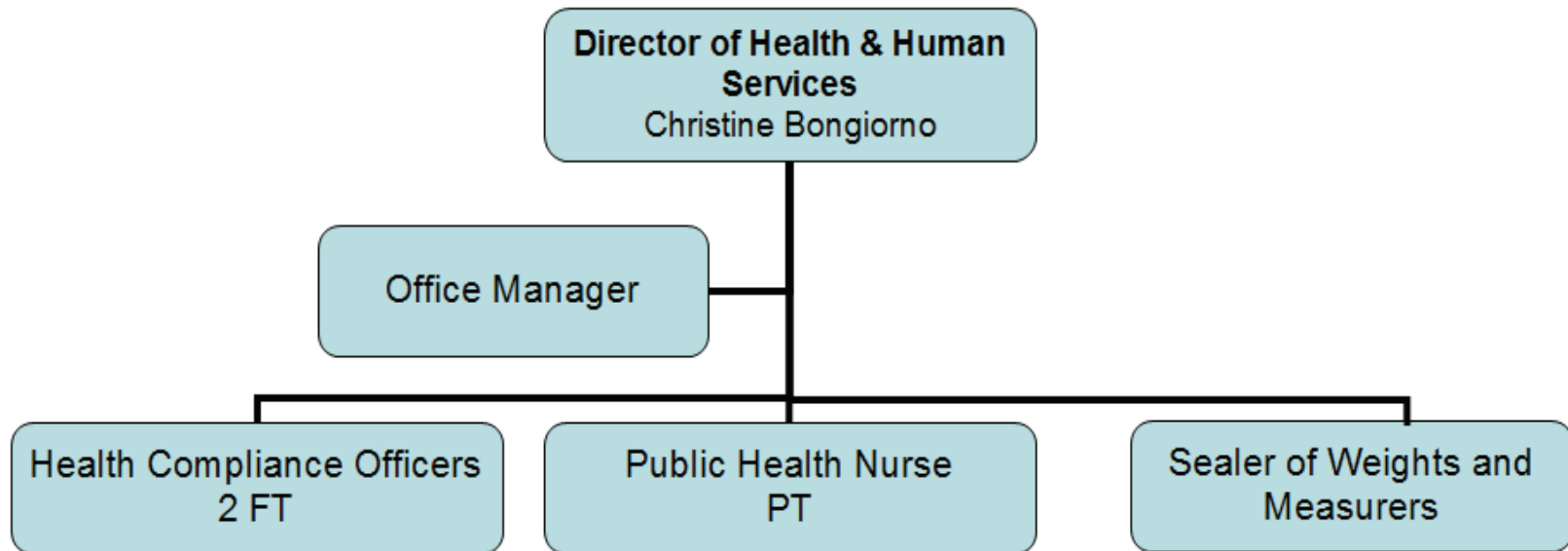
Performance / Workload Indicators

Health & Human Services	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Food Panty Average Monthly Distribution	450	507	600	700
Assistance Program - Families served	92	107	125	125

Performance / Workload Indicators

Rentals	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Whittemore Robbins House Events	49	33	40	40
Town Hall Auditorium Events	92	85	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.

Budget Statement

Historical data has shown a consistent rise in veterans seeking Chapter 115 Benefits. The numbers of World War II veterans and eligible surviving spouses have been diminishing; however, there has been an increase in Korean and Vietnam era veterans seeking benefits. Additionally, there has been an increase in veterans relocating to Arlington from other communities.

Per the Department of Veterans' Services (DVS) statistics, the number of active cases (veterans currently receiving Chapter 115 benefits) has increased from 53 to 81 cases during 2014. The average monthly expenditures for Chapter 115 Veteran Benefits for FY2015 are \$34,700. The Commonwealth reimburses Arlington 75% of all approved expenditures for Chapter 115 Veteran Benefits.

FY2016 Objectives

- Establish a Veterans Council to enhance existing programs and be an integral part in addressing existing areas of concern. These areas range from updating/revising Monument Park, the naming and dedication of a new veterans lot at Mt. Pleasant Cemetery, and reviewing and maintaining current veteran memorials throughout the town.
- Continue training for certification exams expected in Spring 2015. Per DVS, all Veteran Service Officers must be "certified" by the state as outlined in VALOR Act II in order to maintain 75% state reimbursement for benefits provided to veterans.
- Increase awareness of veteran benefits through local media.
- Continue to provide support for veterans seeking assistance filing for state and/or federal level benefits.
- Manage Memorial Day and Veterans' Day ceremonies.

PROGRAM COSTS

Veterans' Services	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	75,478	59,774	56,574	
Expenses	324,652	291,539	363,577	
Total	400,130	351,313	420,151	-

STAFFING

Veterans' Services	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial				
Clerical				
Professional/Technical	1	1	1	
Total	1	1	1	



Major Accomplishments for 2014

- The Arlington Veteran Services Department fielded the following average monthly requests for services: thirty-one Chapter 115 inquiries; six requests to obtain DD 214 discharge documents; five inquiries for Healthcare; eight inquiries pertaining to Service Connected Disability claims; two inquiries for Aid and Attendance Claims; two Housing requests; three requests for burial assistance; sixteen requests for administrative support, and sixteen miscellaneous inquiries.
- The establishment and dedication of the William L. Reardon Jr. Veterans' Resource Center, which has been equipped with computers and support services for veterans. The center offers all local veterans the opportunity to enhance their education, fine-tune skills and seek employment opportunities to improve their quality of life.
- Provided contributory support to the Town of Belmont in the absence of a Veterans Service Officer.
- The Director was elected to serve as a member of the Executive Board for the Massachusetts Veterans Service Officers Association.
- Enrolled 28 new veterans or dependents in Chapter 115 benefits.
- Reviewed and updated medical coverage for all Chapter 115 recipients, eliminating Town exposure due to under insured enrollees.

Performance / Workload Indicators

Veterans' Services	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Department of Veteran Services Clients (DVS)	75	62	80	85
Department of Veterans' Assistance Clients (VA)	97	102	120	125



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.

FY2016 Objectives

- Continue to expand programs to maximize use of the Senior Center.
- Seek grant funding for the initial National Council on Aging Accreditation process.
- Actively seek to improve/enhance the Senior Center.
- Develop a relationship with Mount Auburn Hospital to expand health and wellness programs.
- Develop a relationship with McLean Hospital in order to develop and expand the ability to meet the mental health needs of seniors in Arlington.

Budget Statement

The FY2016 budget continues to be presented on a very lean, conservative, estimated level of service funding. Volume in service and program units steadily increase, which signals the need for more staff to meet the needs of the seniors in Arlington. The agency has been particularly successful in securing partner agreements with more educational institutions which provides access to interns on a regular basis, offsetting the increasing need to add to staff. The FY2016 budget includes an increase, allowing the division to hire a part-time front desk receptionist who will be responsible for answering phones and handling residents that visit the center seeking assistance.

PROGRAM COSTS

Council on Aging	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	181,799	195,490	199,841	
Expenses	4,728	4,740	13,500	
Total	186,527	200,230	213,341	-

STAFFING

Council on Aging	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	1	1	1	
Clerical	0.9	1	1	
Professional/Technical	1.1	1.1	1.11	
Total	3.00	3.11	3.11	

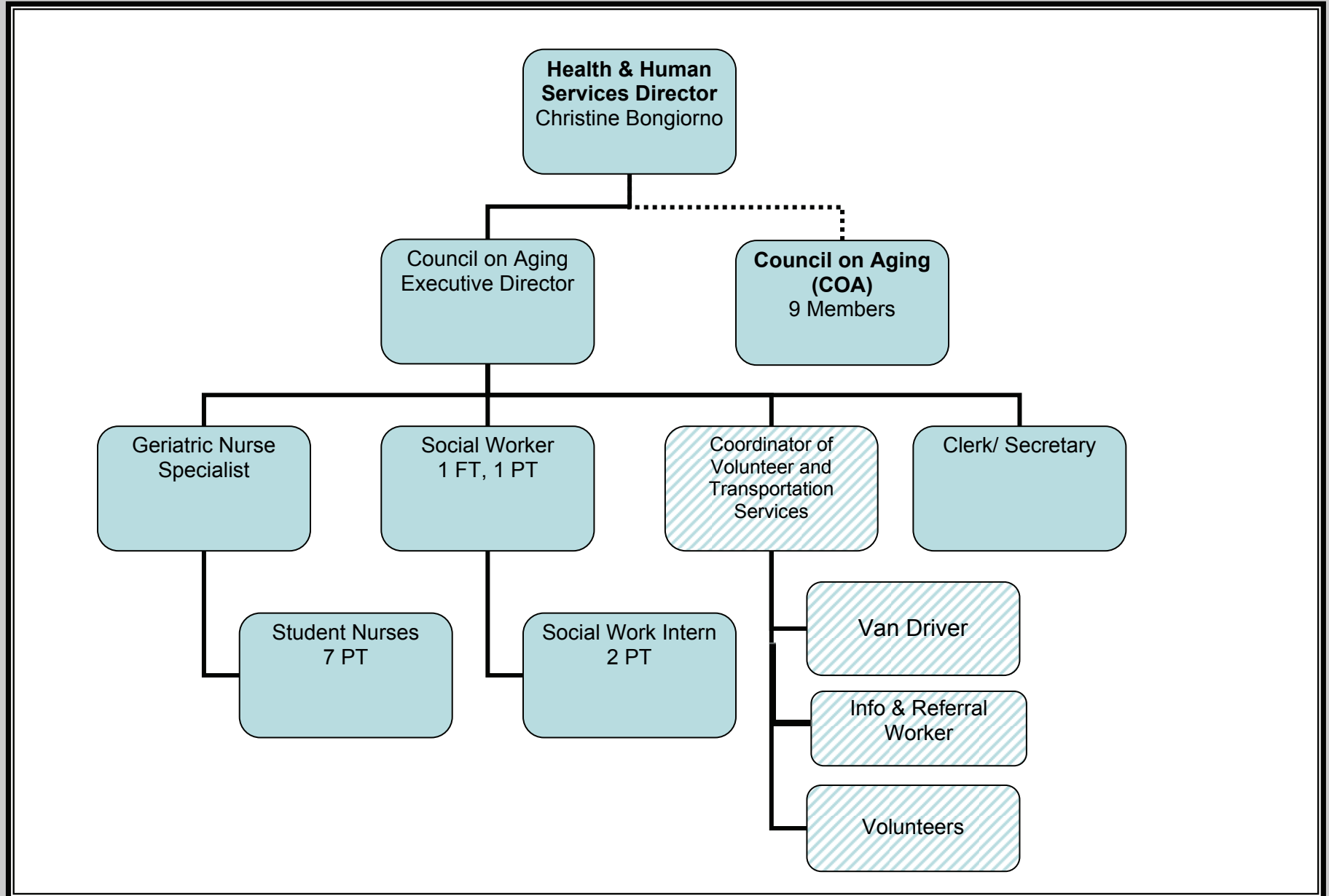


Major Accomplishments for 2014

- Expanded COA’s relationships for programming with Arlington Police and Arlington Fire Departments.
- Hosted Living Well 60 & Beyond, a community program for seniors and families. Over 300 people attended.
- Forged new partnerships with Operation A.B.L.E and National Senior Network, securing 2 interns providing 37 hours per week of additional support to the COA while providing training for older adults.
- Secured three additional educational institutions as partners for nurse and social work interns.
- Received a Service Incentive Grant to create the Arlington Elder Abuse Task Force and community program to ensure economic and personal safety for the seniors in Arlington. This program reached 175 seniors at a community event and was filmed on ACMi, recognized by the Executive Office for Elder Affairs as a model for the rest of the Commonwealth.
- Received a Service Incentive Grant through the Massachusetts Council on Aging for the Aging Mastery Program, a pilot program designed by the National Council on Aging, Washington, DC.
- Granted appropriate confidential space and programming space by the Redevelopment Board to carry out the mission of the Council on Aging.
- Increased the number of new contacts with seniors: projected 10%, actual 70%.

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Council on Aging				
Units of Service Delivered				
Annually	132,700	132,700	13,500	13,500
Volunteers	140	150	160	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

Pensions	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services				
Non Contributory	90,507	87,123	87,000	
Contributory	8,052,909	8,556,245	9,053,241	
Total	8,143,416	8,643,368	9,140,241	-

Performance / Workload Indicators

Pensions	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Contributory Enrollees				
Active Employees	699	769	774	774
Retired Employees	636	626	609	615
Non-Contributory Enrollees	5	5	4	4

Budget Statement

The FY2016 Town Appropriation increased by \$ 527,501 or approximately 5.5% over FY2015. The Non Contributory Budget for FY2016 is \$87,000 a decrease of \$20,123 from FY2015 due to a death of a retiree.



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 \$10,000 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.

FY2016 Objectives

- Work with the employee unions and retiree leadership to successfully restructure Employee Health Mitigation Trust Fund to best offset GIC plan design changes and copay increases.
- 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.
- Explore options for reducing retiree health care costs.
- Investigate new options for administration of the flexible benefit and health reimbursement account programs.

Budget Statement

FY2016 will be the fourth full fiscal year that town employees will be part of the Commonwealth's Group Insurance Commission (GIC). The FY2016 GIC rates and our present enrollment in various plans and programs will result in an increase of 6.6% over 2015. Additionally the Town's opt-out program, whereby existing enrollees are given payment to incentivize them off the plan continues to be very successful with an annual savings of over \$750,000. In FY2016 the GIC will be implementing the first plan design changes in five years including changing two very popular Preferred Provider Organization plans into Point of Service plans requiring enrollees to select and coordinate care through their primary care physician. This change is in line with the GIC's patient centered care initiative. There are also increases in deductibles, hospital, drugs, and specialists copays.

PROGRAM COSTS

Insurance	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Group Life	51,744	55,000	63,633	
Group Health	12,496,877	13,331,208	14,222,978	
Unemployment Ins.	156,890	200,000	200,000	
Medicare	929,926	974,723	974,723	
Indemnity	235,692	250,000	250,000	
Liability	56,863	55,000	55,000	
Workers' Compensation	437,868	490,000	490,000	
Flexible Benefit Plan	46,084	50,800	103,248	
OPEB Offset	(300,000)			
Total	14,111,944	15,406,731	16,359,582	-

FY2016 Objectives (cont.)

- 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.
- Continue to offer opt out program for employees and retirees, which is now utilized by over 70 subscribers, thereby providing the Town significant savings.



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, 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/POS 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%.

FY2016 Objectives

- Work with employee unions and retiree leadership to successfully restructure Employee Health Mitigation Trust Fund to best offset GIC plan design changes and copay increases.
- Conduct regular stringent audits of payrolls and GIC bills to ensure appropriate funding.
- Explore new options for employee dental program.
- Support employees and retirees in understanding the new plan design changes from GIC.
- Continue to offer opt out program for employees and retirees, which is now utilized by 75 subscribers, thereby providing the Town with significant savings.

Budget Statement

In FY2016 the GIC will be implementing the first plan design changes in five years including changing two very popular Preferred Provider Organization plans into Point of Service plans requiring enrollees to select and coordinate care through their primary care physician. This change is in line with the GIC's patient centered care initiative. There are also increases in deductibles, hospital, drugs and specialist copays. The year over year cost increase for health insurance enrollment is 6.6%.



Major Accomplishments for 2014

- Educated and assisted employees in accessing GIC health plan benefits and reimbursements for copayments covered under the HRA. Developed and filmed informational online videos to assist enrollees in better understanding 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.
- Addressed the high loss ratio on our life insurance claims by restructuring the plan offering bringing stability to the program and an enhanced benefit to employees. A town-wide open enrollment was conducted in the spring of 2015.

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
<i>Health & Life Insurance</i>				
Health Insurance Contracts Managed	1,857	1,934	1,969	1,999
Life Insurance Contracts Managed	987	987	977	1,000
Life Insurance Claims Processed	35	35	40	40



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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.

Budget Statement

The FY2016 Budget assumes a 0% rate increase.

The request for the Water/Sewer budget is down by \$46,057.

MWRA costs from FY2015 to FY2016 have been held level due to a reduction in our calculated assessment by the MWRA. Significant efforts over the past several years to improve and repair the Town's sewer system have resulted in lower amounts of sewerage sent to the MWRA for treatment.

The Department's Personnel Services Budget increases by \$34,662, due to step and longevity increases as well in increases to the offset costs applied to other departments.

Capital and Debt costs have decreased by \$183,019, due primarily to additional funds made available by the MWRA for water and sewer improvements projects. These funds are offered as both grants and zero interest loans.

Requests for Retirement Costs and Indirect Charges increase by \$99,217.

FY2016 Objectives

- Investigate the use of a seasonal water rate to adjust billing for irrigation use.
- Ongoing 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.

PROGRAM COSTS

Water/Sewer Enterprise Fund	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	1,944,037	2,060,731	2,095,393	
Expenses	2,706,092	2,884,120	2,993,271	
MWRA Assessment	12,215,105	12,719,200	12,712,349	
Capital Expenses	1,949,668	2,154,178	1,971,159	
Total	18,814,902	19,818,229	19,772,172	-

STAFFING

Water/Sewer Enterprise Fund	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 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	

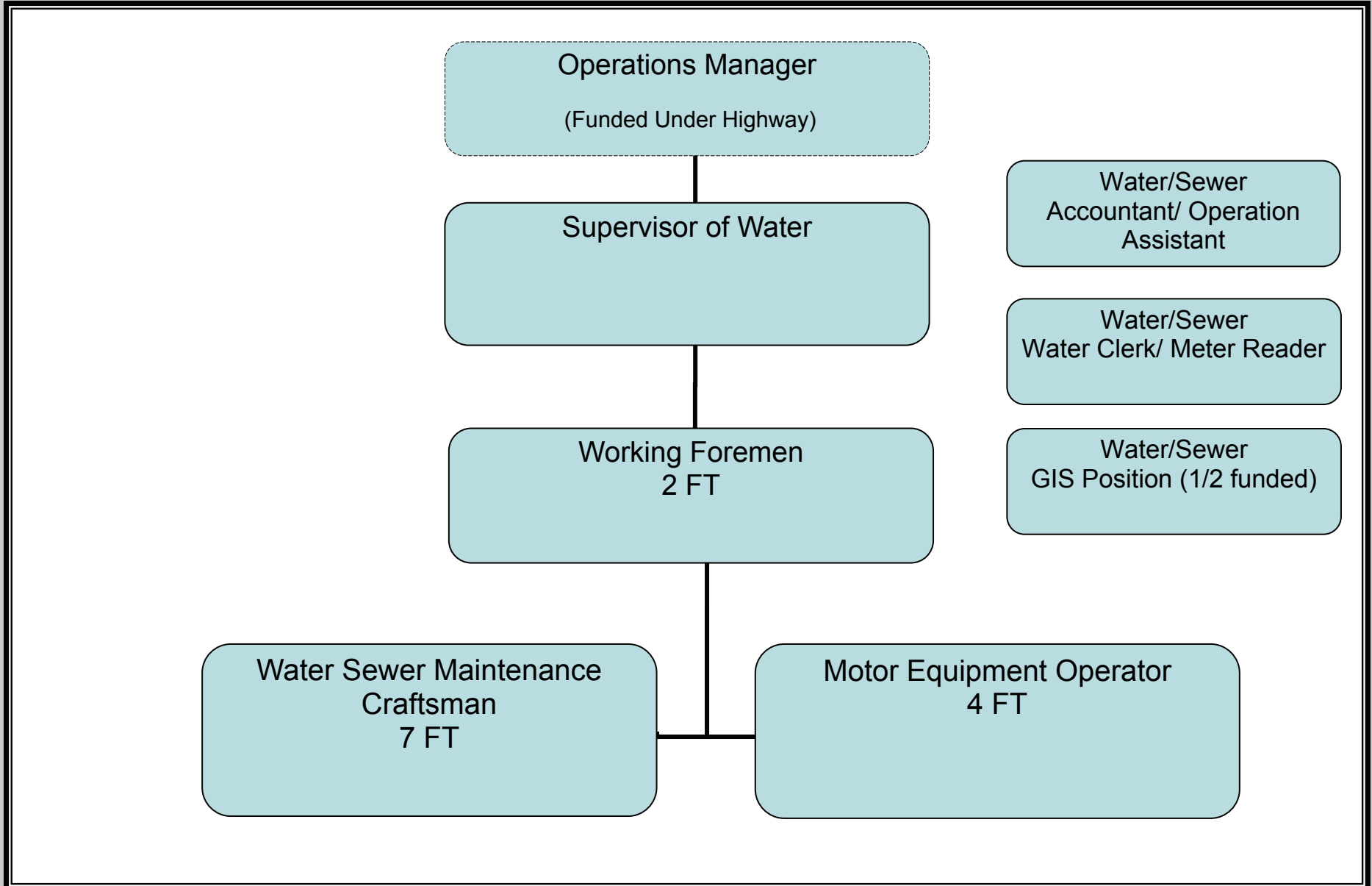


Major Accomplishments for 2014

- Implemented Quarterly Billing cycle for all user accounts.
- Replaced 324 water meters.
- Provided water use data to the Town Treasurer for billing.
- Repaired water main leaks at 54 locations.
- Repaired water service lines at 87 locations.
- Replaced 30 hydrants.
- Flushed over 347 locations to clear blockages from sewer mains and services.
- Sampled 14 locations weekly for water quality.
- Provided over 766 mark outs for underground excavation work.

Performance / Workload Indicators

<i>Water/Sewer Enterprise</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Water Meters Read	25,160	50,320	50,320	50,320
Repair Water Main Leak/Break	36	54	40	40
Repair Water Service Leak	68	87	50	50
Repair or Install Meter	336	324	2,500	7,500
Repair or Install Hydrant	49	30	60	60
Catch Basins Cleaned	17	37	50	50
Flush a Sewer Back-Up	76	121	125	125
Replace or Install Sewer Pipe	32	74	75	75
Flush a Sewer Main	187	226	175	175
Excavation Mark outs	302	766	750	750
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.

FY2016 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 the department's state licensed after school program and pre-school program.
- Continue to work with Natural Resources on developing a maintenance plan and capital plan for parks and playgrounds.

Budget Statement

Overall, the FY2016 expense budget will increase by \$17,422 which is primarily due to increased expenses at the Gibbs Gymnasium and increased seasonal salary costs due to the increase in the minimum wage.

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 our newly licensed pre-school program will expand which will also increase revenues.

The department will coordinate and supervise capital improvements of its 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.

PROGRAM COSTS

Recreation Enterprise Fund	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	281,650	290,336	300,529	
Expenses	286,831	295,031	302,260	
Total	568,481	585,367	602,789	-

STAFFING

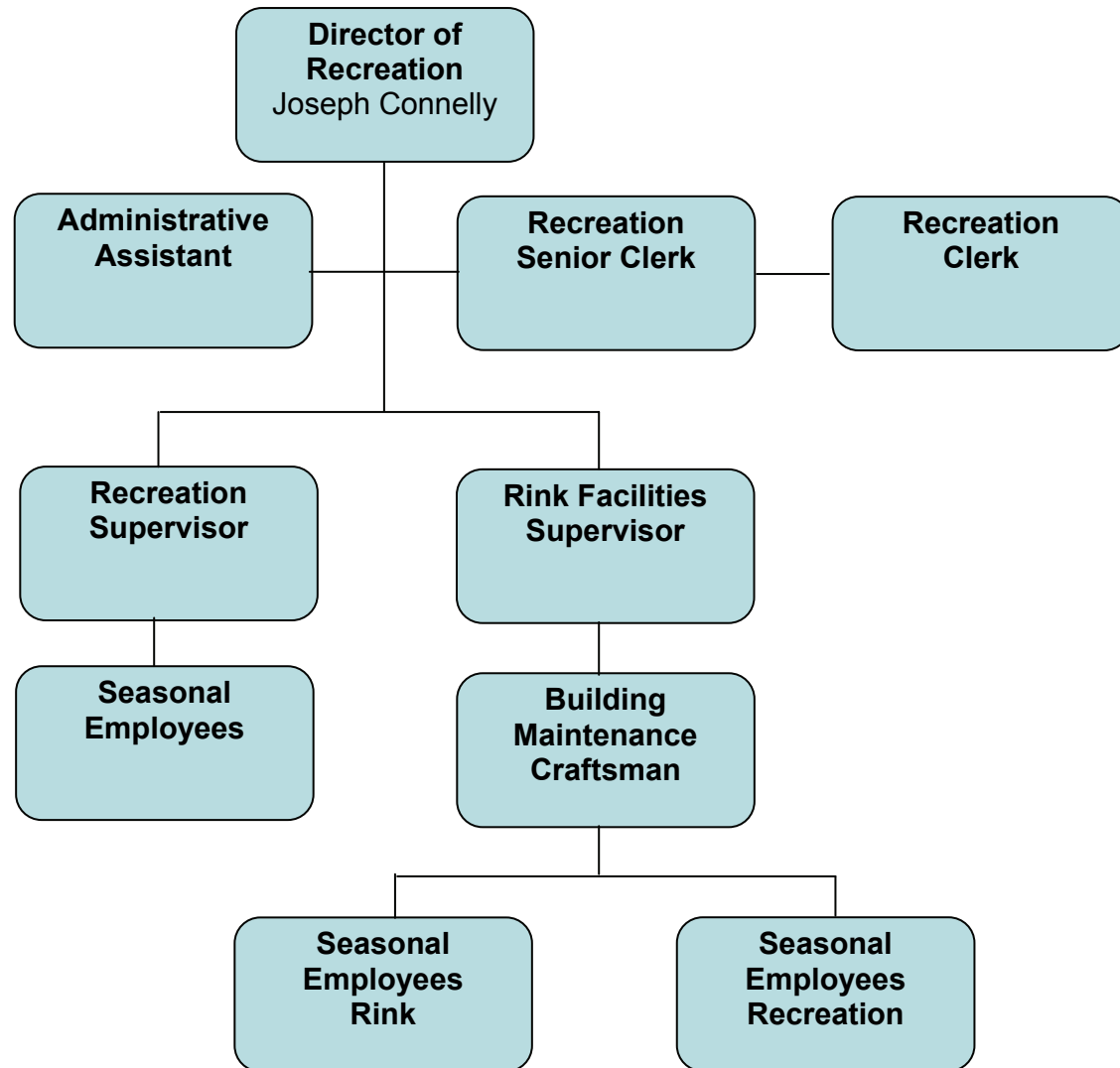
Recreation Enterprise Fund	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	0.5	0.5	0.5	
Clerical	0.62	0.62	0.85	
Professional/Technical	1	1	1	
Custodial/Bldg. Maint.	0	0	0	
Total	2.12	2.12	2.35	



Major Accomplishments for 2014

- Offered a variety of new programs including: A Family Fitness Expo., Flag Football, Fall Lacrosse, Middle School Field Hockey, Expanded Travel Basketball Grades, Futsal League, Outdoor Summer Concerts and Performances at the Reservoir Beach, and various spring leagues at the Ed Burns Arena.
- Offered canoe and kayak rentals at Spy Pond park from June till the end of August.
- Renovation and planned capital improvements to Hibbert Street Playground and North Union Spray Pool. Completed an ADA compliance study of all properties under Park Commission jurisdiction. Began design on Spy Pond Tennis Court renovations.
- Held seventh Annual Recreation Department Golf Tournament fundraiser.
- Continued community special events such as Town Day Race, Egg Hunt, and the Daddy Daughter Dance.
- Held a new outdoor fundraiser at the Arlington Reservoir, the inaugural Moonlight Beach Party, with net revenues to support parks and playground.
- Worked with the Arlington Public Arts Committee to sponsor the first outdoor Art in the Park even held at Menotomy Rocks Park in the spring.
- Expanded the Kid Care program to 80 plus students and received a state license for the Department's pre-school program which serves 20 youth daily.

Performance / Workload Indicators				
Recreation	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Participants:				
Fall	1,862	1,731	1,875	1,875
Winter	1,236	1,860	1,850	1,850
Spring	2,826	2,413	2,500	2,500
Summer	1,165	2,915	2,800	2,800
Reservoir Tags:				
Adult Resident	423	426	425	425
Child Resident	376	364	400	400
Senior Citizen	60	59	70	70
Non Resident	6	3	10	10
Resident Family	511	470	500	500
Non Resident Family	30	-	30	30
Resident Family Plus 1	74	109	75	75
Non Resident Family Plus 1	-	-	5	5
TOTAL:	1,480	1,431	1,515	1,515
Reservoir Passes:	5,375	6,172	6,200	6,200





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.

Budget Statement

The overall budget for FY2016 will decrease by \$6,406 primarily due to shifting of staffing responsibilities to the Recreation Division.

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.

FY2016 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 the department's annual golf tournament.
- Specialty hockey, ice events, and skating camps will be rented for the late summer months as well as post season tournaments.
- Continue to review and revise the department's capital improvement plan to address issues not addressed in the first three phases of building renovations.
- Expanded off-season activities and leagues will be offered to take advantage of the new sports flooring donated by the Belmont Hill School.

PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	254,591	273,418	265,255	
Expenses	361,065	330,075	331,832	
Total	615,656	603,493	597,087	-

STAFFING

Ed Burns Arena Enterprise Fund	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	0.5	0.5	0.5	
Clerical	0.62	0.62	0.65	
Professional/Technical	1	1	1	
Custodial/Bldg. Maint.	1	1	0.8	
Total	3.12	3.12	2.95	

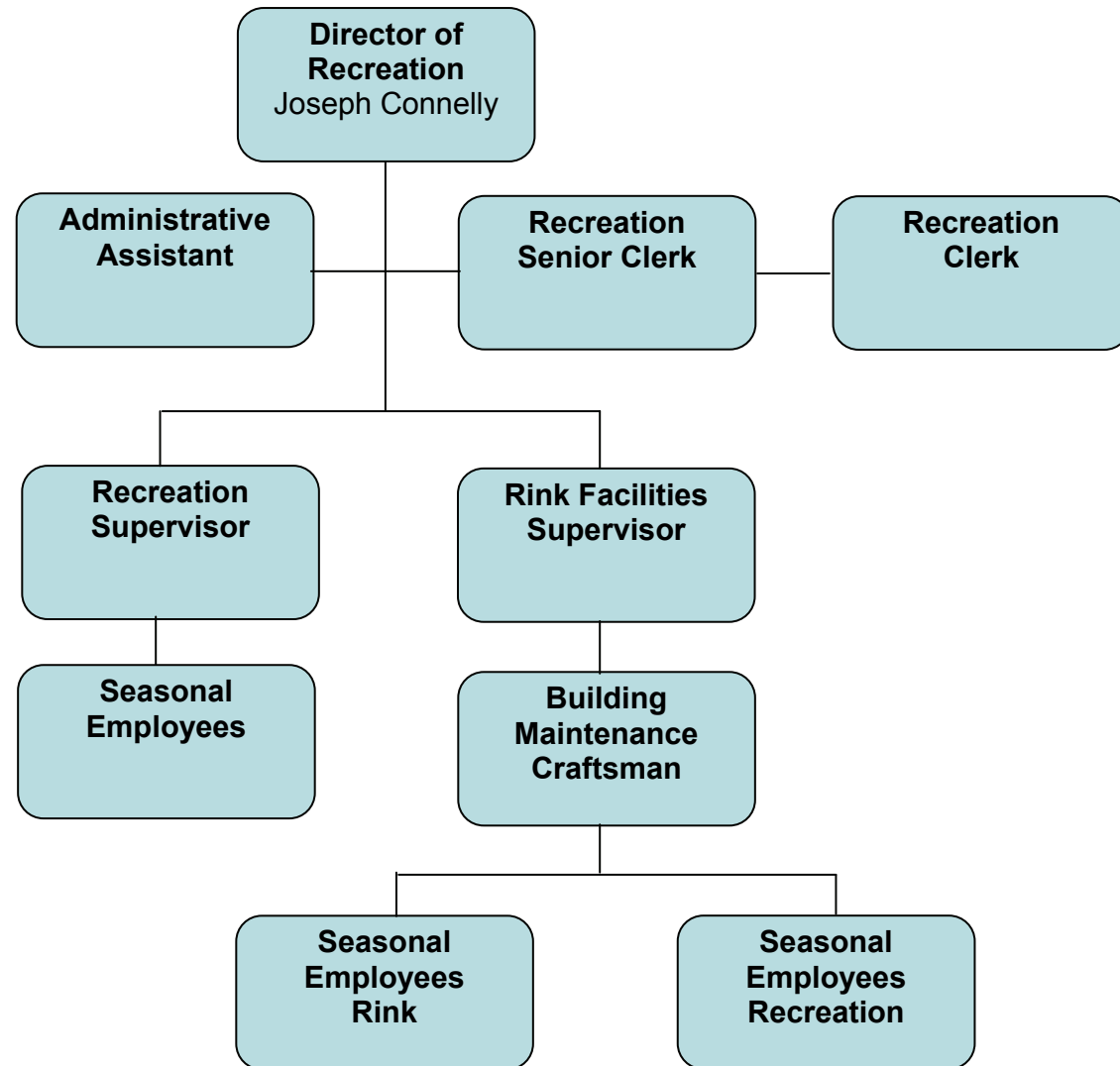


Major Accomplishments for 2014

- Maintained a high quality ice surface throughout the skating season.
- Completed an ADA compliance study of the facility.
- Updated the long range capital plan with MacGlaughlin Management group.

Performance / Workload Indicators

<i>Ed Burns Arena</i>	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
Ice Rental Hours	1,934	2,010	1,900	1,900
Public Skate/Lesson Hours	790	748	750	750
Public Skating Participants:				
Adults	4,708	5,023	4,500	5,000
Children/ Seniors	8,115	8,195	8,400	8,200
Public Skating Passes:				
Adults	31	98	50	50
Children/ Seniors	67	174	75	75
Skate Rentals	3,378	3,931	3,000	3,500
Skate Sharpening	691	914	900	900
Skate Sharpening Passes	16	3	10	10
Stick and Puck	1137	1749	1000	1500





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. The division continues to seek out alternative funding to cover the cost of providing transportation to seniors. The FY2016 budget is level service.

STAFFING

Council on Aging Transportation	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial				
Clerical	0.54	0.54	0.54	
Transportation Drivers	1	1	2	
Total	1.54	1.54	2.54	

PROGRAM COSTS

Council on Aging Transportation	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	77,434	81,654	82,014	
Expenses	32,788	41,371	44,400	
Total	110,222	123,025	126,414	



FY2016 Objectives

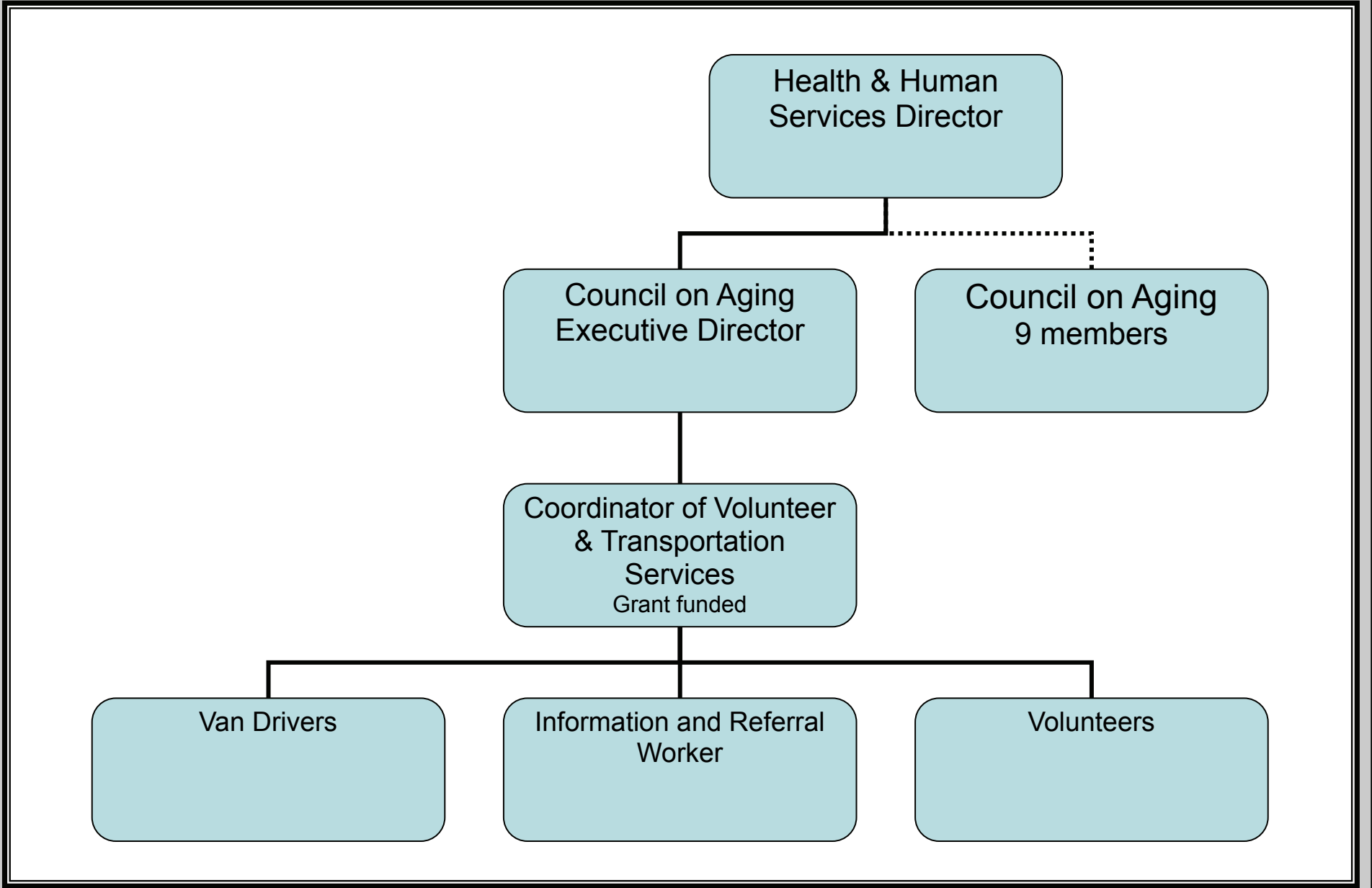
- Seek grants from the private industry to help offset the high fixed costs related to the COA Transportation Enterprise Fund.
- Create and distribute transportation surveys to residents over 60 which will allow division to begin assessing transportation needs of residents over 60 in the community.
- Monitor transportation needs of the seniors in Arlington and implement changes where necessary.

Major Accomplishments for 2014

- Implemented a fifty cent increase on rides to the Senior Center, which is anticipated to increase revenue by \$4,000 annually.
- Implemented a fee structure on the Medical Escort Program to cover the cost of reimbursement of mileage of drivers. This decreases the reliance on Formula Grant Funds as well as Transportation Expenses funded by the town.
- Increased fees by \$5 for transportation outside of Arlington. This fee has not created a reduction in ride requests and still provides a low cost means of transportation.
- Decreased fees for medical appointments within Arlington by 50% which provides significant savings for the seniors and serves as an incentive for seniors to see their doctors more frequently. The early results in the reduction in fees has resulted in increased activity. It is anticipated that this change in the fee structure will be a break even transaction.
- Transportation Services on Thursdays for “Every Day Living,” a program where residents may take short trips around town, has been a successful addition to the transportation program. The addition of services provides seniors opportunities to remain independent.
- Created an educational power point highlighting UMASS Transportation findings and how it relates to the needs in Arlington. This program will also be aired on local cable as a continued effort to educate Arlington Seniors about transportation options.

Performance / Workload Indicators

<i>Council on Aging Transportation Fund</i>	FY2013 Actual	FY2014 Estimated	FY2015 Estimated	FY2016 Estimated
Annual number - one way rides	7,200	7,400	8,496	8,500
Taxi rides	2,800	3,100	3,700	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 anticipates budgetary growth in FY2016 due to health insurance reimbursements for a growing active client caseload, as well as more consistent collection of client copays and deductibles. The number of active clients has steadily increased over the past few years, as has the number of contracted fee-for-service clinicians. To meet the continued demand for services, AYCC will adjust and further expand the agency's clinical capacity, as warranted. Financial sustainability and service expansion will remain ongoing priorities for AYCC, and will necessitate persistent quality management, strategic fundraising, active grant seeking, and targeted solicitation of private donations. AYCC expects to offset increased personnel costs through these efforts.

Performance / Workload Indicators

	FY2013 Actual	FY2014 Actual	FY2015 Estimated	FY2016 Estimated
<i>Youth Services</i>				
Counseling hours	3,226	3,800	4,000	4,100
Clients	309	315	320	325
Group Sessions Conducted	0	34	40	45

PROGRAM COSTS

Youth Counseling Center Enterprise Fund	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Personnel Services	375,562	362,940	368,999	
Expenses	201,656	231,800	229,900	
Total	577,218	594,740	598,899	-

STAFFING

Youth Counseling Center Enterprise Fund	FY2014 Actual	FY2015 Budget	FY2016 Request	FY2016 Fin Com
Managerial	1	1	1	
Clerical	0.8	1.5	1.31	
School Counseling Program (FTE)	0.0	0.0	0.77	
Professional/Technical	1.7	1.7	1.6	
Total	3.5	4.2	4.68	

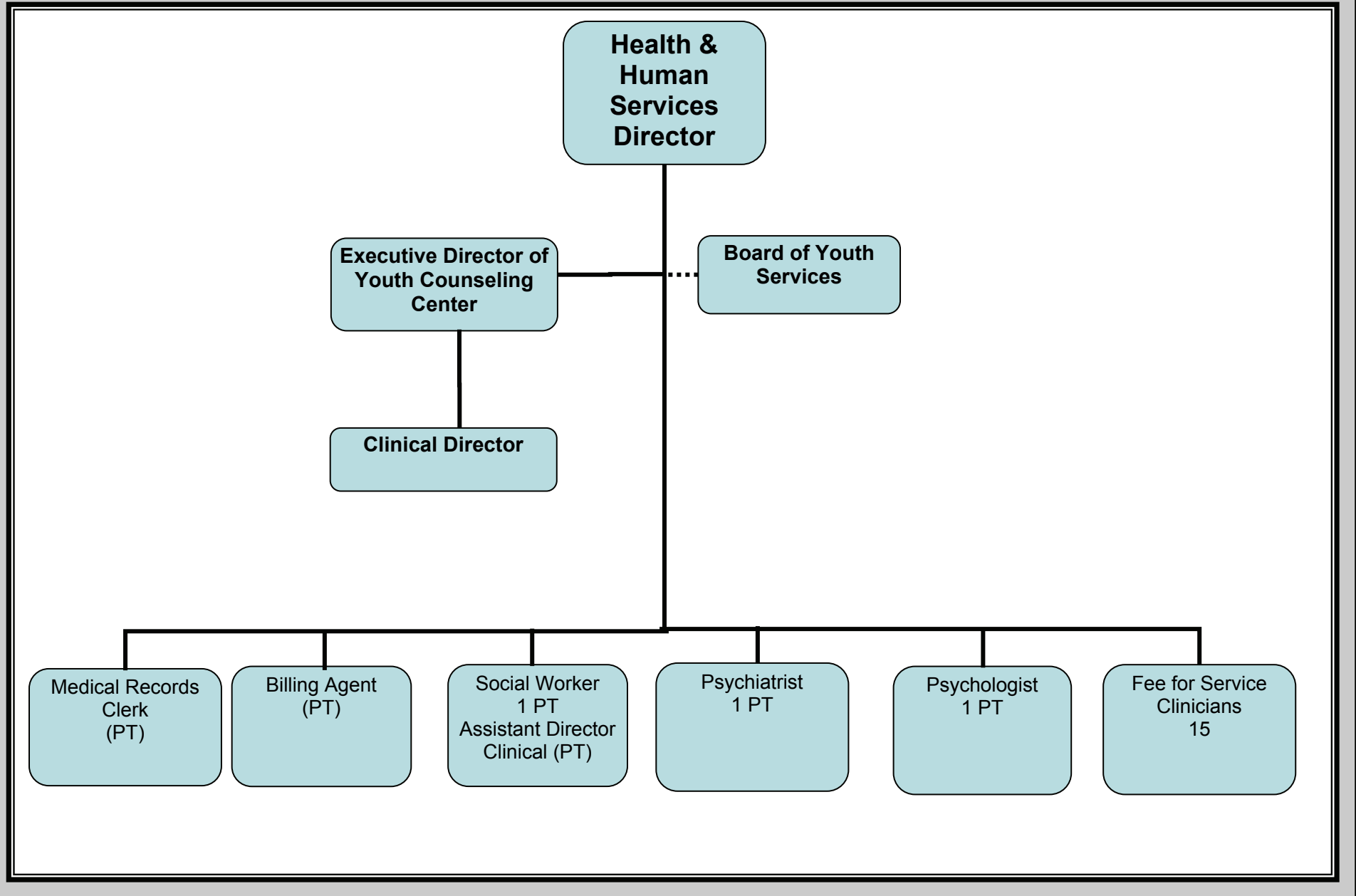


Major Accomplishments for 2014

- Successfully partnered with local legislators to secure funding from the Department of Mental Health.
- Increased insurance reimbursements by nearly 15%.
- Increased client co-payments by nearly 20%.
- Fully integrated a new electronic medical records and billing system into agency operations.
- Hired five new fee-for-service clinician interns to meet demands for services.
- Reduced client wait time dramatically throughout the year, eliminating wait times by the start of Summer.
- Offered extensive training to clinical staff on topics including motivational interviewing, adolescent substance abuse, group counselling, suicide prevention, workplace safety, and sand tray therapy.
- Awarded a \$15,000 grant from Symmes Foundation to support AYCC psychiatry services.
- Awarded a \$15,000 grant from CHNA 17 to expand volunteer advocacy programs for survivors of domestic violence, and to improve the community's response to DV-related incidents.
- Received a \$17,000 grant to support community case management services.
- Increased group counseling services to include substance involved youth at Arlington High School.
- Initiated a parent support group for parents of substance-involved and otherwise challenging teens.
- Raised over \$55,000 through fundraising initiatives and community donations.

FY2016 Objectives

- Renew contracts with current insurance providers and appeal for credentialing with others.
- Advocate to local legislators to secure continued funding through the Department of Mental Health.
- Obtain grants and foundation support to fund existing and new programming.
- Migrate to a new medical records system designed specifically for outpatient mental health services.
- Establish online client payment capability through the AYCC website.
- With the Board of Youth Services, conduct analysis of previous fundraising initiatives and create a strategic plan for future development efforts.
- Cultivate a growing donor base with a focus on sustained giving through community outreach, annual newsletters, and friends campaign.
- Continue to organize, refine, and implement major fundraising initiatives.
- Grow an active client caseload and increase the number of reimbursable sessions.
- Ensure timely submission of intakes, progress notes, and prior authorization requests to maximize insurance reimbursements.
- Secure \$30,000 in grant funding to continue counseling services at Arlington elementary schools. Currently in last year of funding through a federal grant awarded to Arlington Public Schools.
- Double the number of case management hours available for community support by securing additional grant funding and expanding the case management internship program.
- Renew contracts with Arlington Public Schools to provide counseling services and clinical consultation.
- Secure funding from the Massachusetts Medicaid Electronic Health Record (HER) Incentive Payment Program for demonstrating meaningful use of electronic medical records system.





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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 FY2016 and the Capital Plan for FY2016 — 2020 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 FY2016 and Capital Plan FY2016—2020

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 FY2016 funding for the capital budget is as follows:

Bonding:	\$13,594,350
Cash:	\$1,426,356
Other:	\$3,200,500

Our existing non-exempt debt is \$6,552,287 which is consistent with prior debt service projections for FY2016. The total capital budget for FY2016, including debt, is estimated at \$10.2 million. Major projects to be funded in FY2016 include: the third and final phase of the Community Safety Building Project, which has been budgeted at \$7.6 million, street and sidewalk work for approximately \$1.5 million, water and sewer work for \$2.4 million, and park renovation work for \$455,000. The FY2016 budget also includes \$500,000 for the replacement of the turf at Peirce Field, and \$131,000 in funding for new police cruisers.

The most significant project added to the five year capital plan is the renovation of the Stratton School. A Stratton Building Committee was convened in 2014 with the charge of working with a consultant to define the scope of a future Stratton Building Project and to recommend a cost proposal to the Capital Planning Committee. The projected construction cost for a single phased project is \$10.3 million (not including student relocation costs) and has been programmed for FY2017; \$1,085,000 has been requested in FY2016 for the design phase of the project. The Capital Planning Committee is recommending a funding strategy that includes the use of capital funds, funds from the 2000 school building debt exclusion, and funds from the sale of a Town owned asset. The total estimated cost of the project is approximately \$12 million.

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 current DOR reported EQV of \$7.91 billion, Arlington's debt limit is \$396 million. Arlington's estimated total FY2016 debt of \$77 million is a conservative 19% of the limit.

Energy Efficiency Efforts within the Capital Budget

The Town continues to pursue opportunities to make its buildings more efficient. The primary goal of these efforts is to reduce energy use and provide relief to the operating budget. In the early months of FY2016, the Central Fire Station renovation (funded in FY2015) will be complete and designated at a minimum, LEED Silver Certified. Similarly, the Community Safety Building Renovation scheduled for FY2016 will also at a minimum be designated LEED Silver Certified. These efforts are supported by the Town's continuing investment in building systems that promote Arlington's energy and energy conservation and sustainability goals.



FY2016 Proposed Capital Financing Plan

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

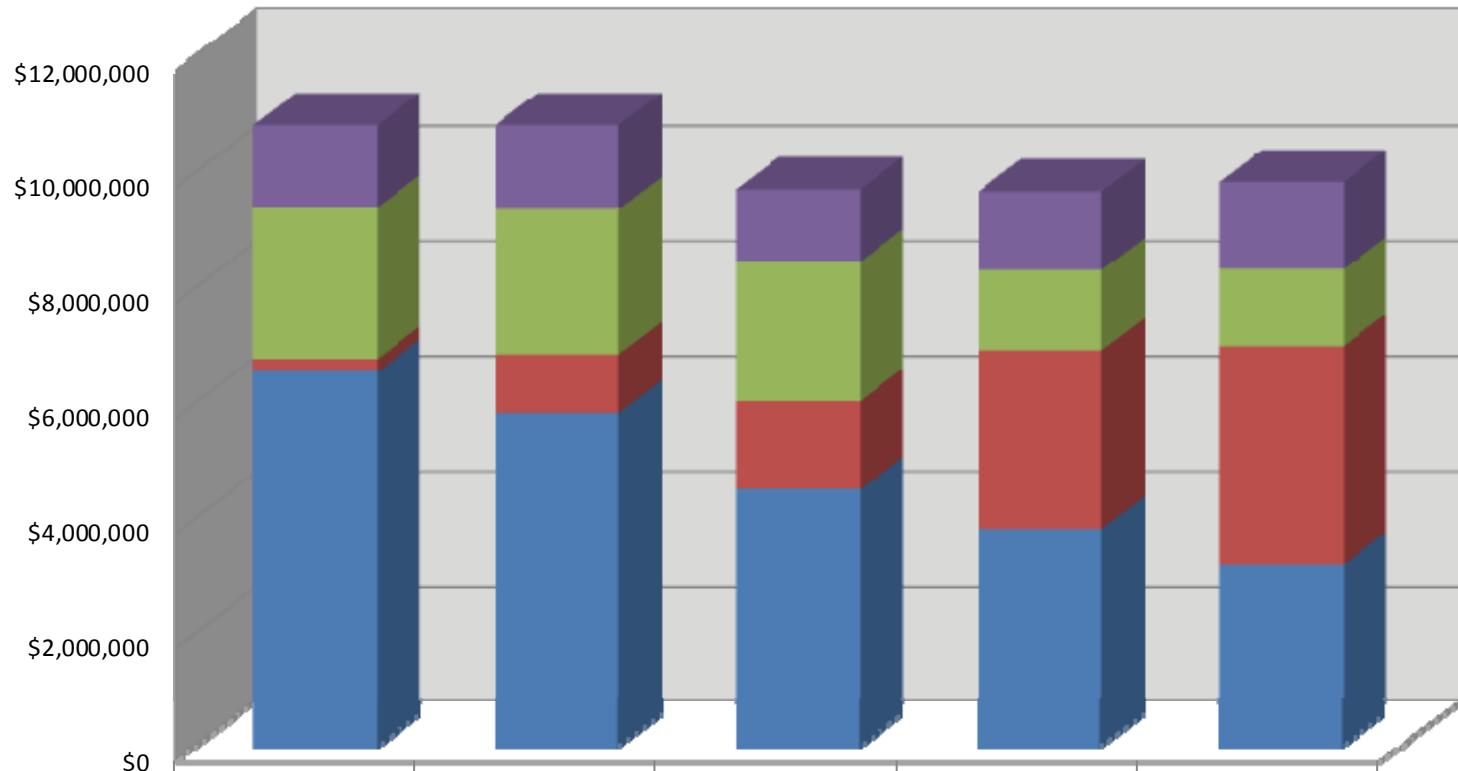
Exempt Debt: Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½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

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

FY 2016	Expenditures
By Funding Source	
Cash	\$1,426,356
Bond	\$13,594,350
Other	\$3,200,500
Total	\$18,221,206
Calculation of Net Appropriation of Article	
FY 2016	Capital and Debt Service
Prior Years Non-exempt Debt Service	
Principal	\$5,235,000
Interest	\$1,317,287
Total Prior Non-exempt Debt Service	
	\$6,552,287
Plus Enterprise Fund Debt Svc. Appropriation	\$212,625
Plus MWRA Loan Payments	\$1,232,035
Net Prior Non-Exempt Debt Service	\$7,996,947
New Non-exempt Debt Service	\$218,600
Less Antenna Funds	(\$326,000)
Less Ed Burns Rink	(\$83,000)
Less Ambulance Revolving Fund	(\$51,506)
Less Capital Carry Forward	(\$120,000)
Less Urban Renewal	(\$20,962)
Current Year Cash Outlay	\$1,426,356
Total Non-exempt Appropriation	\$9,040,435
Exempt Principal	\$2,148,000
Total Exempt Interest	\$487,326
Total Exempt Debt Service	\$2,635,326
Less Enterprise Fund Debt Svc Approp.	(\$212,625)
Less MWRA Loan Payments	(\$1,232,035)
Total Tax Rate Appropriation	\$10,231,101



Capital Plan Appropriation Summary



	FY2016	FY2017	FY2018	FY2019	FY2020
Cash	\$1,426,356	\$1,460,725	\$1,250,963	\$1,365,277	\$1,517,278
Exempt Debt*	\$2,635,325	\$2,524,723	\$2,424,741	\$1,396,516	\$1,335,235
New Non-Exempt Debt	\$218,600	\$1,008,627	\$1,536,809	\$3,088,824	\$3,789,797
Existing Non-Exempt Debt	\$6,552,287	\$5,840,389	\$4,508,096	\$3,832,234	\$3,204,224

*Exclusive of Symmes debt service FY2016 –2020



Capital Budget Fiscal Year 2016

Department/Program	BOND	CASH	OTHER	Grand Total
BOARD OF SELECTMEN		\$16,400		\$16,400
DEPARTMENTAL PROJECT		\$8,000		\$8,000
Carpet Replacement - Selectmen Chambers		\$8,000		\$8,000
EQUIPMENT REPLACEMENT		\$3,200		\$3,200
Voting Machine Replacement		\$3,200		\$3,200
PHOTOCOPIER PROGRAM		\$5,200		\$5,200
Photocopier lease		\$5,200		\$5,200
COMMUNITY SAFETY - POLICE SERVICES	\$7,647,000	\$207,200		\$7,854,200
DEPARTMENTAL PROJECT		\$18,500		\$18,500
Laser Radar		\$4,500		\$4,500
Radio Upgrade/Replacement Program		\$14,000		\$14,000
EQUIPMENT REPLACEMENT		\$37,000		\$37,000
Bullet Proof Vest Program		\$17,000		\$17,000
Fitness Equipment		\$5,000		\$5,000
Speed Trailer Replacement		\$15,000		\$15,000
INFORMATION TECHNOLOGY		\$14,700		\$14,700
ATAC RAIDS Software		\$14,700		\$14,700
PHOTOCOPIER PROGRAM		\$6,000		\$6,000
Photocopier		\$6,000		\$6,000
PUBLIC BUILDING MAINTENANCE	\$7,647,000			\$7,647,000
Phase 3 - Comm. Safety Building Renovations	\$7,647,000			\$7,647,000
VEHICLE REPLACEMENT		\$131,000		\$131,000
Vehicle Replacement Program		\$131,000		\$131,000
ED BURNS ARENA	\$275,000			\$275,000
INFRASTRUCTURE IMPROVEMENT	\$275,000			\$275,000
Rink Renovations: Electrical Improvements	\$275,000			\$275,000



Capital Budget Fiscal Year 2016 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
HEALTH & HUMAN SERVICES	\$196,150	\$5,600		\$201,750
DEPARTMENTAL PROJECT	\$25,000			\$25,000
Senior Center Feasibility Study	\$25,000			\$25,000
EQUIPMENT REPLACEMENT	\$80,000			\$80,000
Whittemore Robbins House - Replace 4 HVAC units & Compressors	\$80,000			\$80,000
INFORMATION TECHNOLOGY	\$31,150			\$31,150
Purchase of IT Equipment for Inspectors	\$31,150			\$31,150
INFRASTRUCTURE IMPROVEMENT	\$60,000			\$60,000
Whittemore Robbins - Basement Waterproofing	\$60,000			\$60,000
PHOTOCOPIER PROGRAM		\$5,600		\$5,600
AYCC Photocopier		\$2,800		\$2,800
Photocopier Lease - BOH/COA		\$2,800		\$2,800
HUMAN RESOURCES		\$3,000		\$3,000
PHOTOCOPIER PROGRAM		\$3,000		\$3,000
Photocopier		\$3,000		\$3,000
INFORMATION TECHNOLOGY	\$965,840			\$965,840
INFORMATION TECHNOLOGY	\$965,840			\$965,840
Document Management System	\$25,000			\$25,000
GIS Department - Planimetric Data	\$40,000			\$40,000
Replacement of Receivable Package	\$235,000			\$235,000
SCHOOL - Replacement academic PC's district wide	\$400,840			\$400,840
School - Software Licensing	\$40,000			\$40,000
School Dept. Admin Computers	\$40,000			\$40,000
School Network Infrastructure	\$40,000			\$40,000
Software Upgrades & Standardization - Town	\$50,000			\$50,000
Town Network Infrastructure	\$20,000			\$20,000
Town-Microcomputer Program	\$75,000			\$75,000
INSPECTIONS		\$30,000		\$30,000
PHOTOCOPIER PROGRAM		\$5,000		\$5,000
Photocopier lease		\$5,000		\$5,000
VEHICLE REPLACEMENT		\$25,000		\$25,000
Vehicle - Plumbing		\$25,000		\$25,000



Capital Budget Fiscal Year 2016 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
LEGAL/WORKERS' COMPENSATION			\$5,000	\$5,000
PHOTOCOPIER PROGRAM			\$5,000	\$5,000
Photocopier		\$5,000		\$5,000
LIBRARY	\$52,360	\$50,900		\$103,260
INFORMATION TECHNOLOGY	\$30,960	\$5,100		\$36,060
MLN Computer Project	\$30,960			\$30,960
PC Vend Printing/Photocopier Project		\$5,100		\$5,100
PHOTOCOPIER PROGRAM		\$2,800		\$2,800
Photocopier		\$2,800		\$2,800
PUBLIC BUILDING MAINTENANCE	\$21,400	\$19,000		\$40,400
Exhaust fans		\$5,800		\$5,800
Heating/Cooling Water Pumps	\$21,400			\$21,400
Hot Water Heater		\$6,000		\$6,000
Repair Honeywell 3 way valves & controller		\$7,200		\$7,200
VEHICLE REPLACEMENT		\$24,000		\$24,000
Library Van		\$24,000		\$24,000
PLANNING	\$85,000	\$2,500		\$87,500
DEPARTMENTAL PROJECT	\$20,000			\$20,000
Gateway Project Phase 2 & 3	\$20,000			\$20,000
EQUIPMENT REPLACEMENT	\$40,000			\$40,000
MGR - Replace Gibbs Fire Alarm System	\$40,000			\$40,000
MAJOR REPAIRS	\$25,000			\$25,000
MGR - Gibbs School onsite drainage	\$25,000			\$25,000
PHOTOCOPIER PROGRAM		\$2,500		\$2,500
Photocopier/Equipment		\$2,500		\$2,500
PUBLIC WORKS ADMINISTRATION		\$2,000		\$2,000
PHOTOCOPIER PROGRAM		\$2,000		\$2,000
Photocopier		\$2,000		\$2,000



Capital Budget Fiscal Year 2016 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
PUBLIC WORKS CEMETERY DIVISION	\$250,000		\$10,000	\$260,000
DEPARTMENTAL PROJECT			\$10,000	\$10,000
Headstone Cleaning & Repair			\$10,000	\$10,000
PUBLIC BUILDING MAINTENANCE	\$175,000			\$175,000
Garage Renovation/ Rehab Chapel/HVAC	\$175,000			\$175,000
ROADS AND PATHS INFRASTRUCTURE	\$75,000			\$75,000
Cemetery Roadway Improvements	\$75,000			\$75,000
PUBLIC WORKS ENGINEERING DIVISION	\$325,000			\$325,000
INFRASTRUCTURE IMPROVEMENT	\$300,000			\$300,000
Flood Mitigation Grant FEMA Millbrook	\$300,000			\$300,000
ROADS AND PATHS INFRASTRUCTURE	\$25,000			\$25,000
Mass Ave Streetscape Design - Phase 2	\$25,000			\$25,000
PUBLIC WORKS HIGHWAY DIVISION	\$478,000	\$835,756	\$625,000	\$1,938,756
DEPARTMENTAL PROJECT	\$24,000			\$24,000
Replace Concrete Street Light Poles	\$24,000			\$24,000
EQUIPMENT REPLACEMENT	\$130,000	\$5,000		\$135,000
Backhoe/Loader 1.5 CY	\$113,000			\$113,000
Sander Body	\$17,000			\$17,000
Small equipment		\$5,000		\$5,000
INFRASTRUCTURE IMPROVEMENT	\$99,000			\$99,000
Replace Retaining Wall - Westminster Ave	\$99,000			\$99,000
ROADS AND PATHS INFRASTRUCTURE	\$65,000	\$830,756	\$625,000	\$1,520,756
Chapter 90 Roadway			\$500,000	\$500,000
Install Sidewalk Ramps	\$65,000			\$65,000
Install Sidewalk Ramps - CDBG			\$125,000	\$125,000
Roadway Reconstruction		\$350,000		\$350,000
Roadway Reconstruction Override 2011		\$430,756		\$430,756
Sidewalks and Curbstones		\$50,000		\$50,000



Capital Budget Fiscal Year 2016 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
VEHICLE REPLACEMENT	\$160,000			\$160,000
44,000 GVW, 4WD Truck w/Sander	\$160,000			\$160,000
PUBLIC WORKS NATURAL RESOURCES DIVISION		\$36,000		\$36,000
EQUIPMENT REPLACEMENT		\$6,000		\$6,000
Small equipment		\$6,000		\$6,000
VEHICLE REPLACEMENT		\$30,000		\$30,000
3/4 Ton Pickup Truck		\$30,000		\$30,000
PUBLIC WORKS PROPERTIES DIVISION	\$400,000	\$18,000		\$418,000
INFRASTRUCTURE IMPROVEMENT	\$300,000			\$300,000
DPW Yard Bldg C Replace Spanish Tile Roof	\$300,000			\$300,000
PUBLIC BUILDING MAINTENANCE	\$100,000	\$18,000		\$118,000
Buildings Rehab consultant Services		\$18,000		\$18,000
Town Hall - Renovations	\$100,000			\$100,000
PUBLIC WORKS WATER/SEWER DIVISION			\$2,475,500	\$2,475,500
EQUIPMENT REPLACEMENT			\$12,500	\$12,500
Small equipment			\$5,000	\$5,000
Trailer for Generator Mount			\$7,500	\$7,500
INFRASTRUCTURE IMPROVEMENT			\$2,350,000	\$2,350,000
Drainage Rehab-Regulatory Compliance (Ch-308)			\$150,000	\$150,000
Hydrant replacement program			\$100,000	\$100,000
Sewer System Rehabilitation			\$1,100,000	\$1,100,000
Water System Rehabilitation			\$1,000,000	\$1,000,000
VEHICLE REPLACEMENT			\$113,000	\$113,000
FlatBed 8-ton Truck - Generator Mount			\$78,000	\$78,000
3/4 Ton Pickup - Replace #34			\$35,000	\$35,000



Capital Budget Fiscal Year 2016 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
RECREATION	\$600,000	\$10,000	\$25,000	\$635,000
EQUIPMENT REPLACEMENT	\$50,000			\$50,000
Replace Dividing Wall - Gibbs Gymnasium	\$50,000			\$50,000
PARKS & PLAYGROUNDS	\$550,000	\$10,000		\$560,000
ADA Study Implementation Program	\$50,000			\$50,000
Feasibility Study		\$10,000		\$10,000
Magnolia Playground	\$455,000			\$455,000
Summer Street & Buck Field Safety Fencing Repair	\$45,000			\$45,000
VEHICLE REPLACEMENT			\$25,000	\$25,000
Kid Care 15 Passengar Van			\$25,000	\$25,000
REDEVELOPMENT BOARD	\$280,000		\$65,000	\$345,000
INFRASTRUCTURE IMPROVEMENT	\$220,000		\$45,000	\$265,000
ARB - 23 Maple St, porches, entryways	\$140,000			\$140,000
ARB - 23 Maple Street remove oil tank			\$15,000	\$15,000
ARB - Central Oil Tank De-commissioning			\$15,000	\$15,000
ARB - Jefferson Cutter/Gutter Downspout/chimney			\$15,000	\$15,000
ARB - Paving Central School Parking Lot	\$80,000			\$80,000
PUBLIC BUILDING MAINTENANCE	\$60,000		\$20,000	\$80,000
ARB - Jefferson Cutter House - Roof Replacement & Gutters	\$60,000			\$60,000
ARB - Window Painting & Waterproofing			\$20,000	\$20,000
SCHOOLS	\$2,040,000	\$170,000		\$2,210,000
DEPARTMENTAL PROJECT	\$75,000	\$15,000		\$90,000
Install Carbon Monoxide Detectors through District	\$75,000			\$75,000
Replace Floor Mats throughout District		\$15,000		\$15,000



Capital Budget Fiscal Year 2016 (continued)

Department/Program	BOND	CASH	OTHER	Grand Total
EQUIPMENT REPLACEMENT			\$5,000	\$5,000
Custodial/maint. Equip. replacement program		\$5,000		\$5,000
MAJOR REPAIRS	\$500,000			\$500,000
Peirce Field Replace Turf	\$500,000			\$500,000
PHOTOCOPIER PROGRAM			\$120,000	\$120,000
Photocopier Lease Program		\$120,000		\$120,000
PUBLIC BUILDING MAINTENANCE	\$1,235,000	\$5,000		\$1,240,000
Asbestos Abatement - Remove Tiles		\$5,000		\$5,000
Hardy Windows	\$150,000			\$150,000
Stratton Building Improvements	\$1,085,000			\$1,085,000
ROADS AND PATHS INFRASTRUCTURE	\$100,000			\$100,000
Regrade Bishop School Parking Lot	\$100,000			\$100,000
STUDENT TRANSPORTATION	\$130,000			\$130,000
Bus -77 Passenger #104	\$130,000			\$130,000
VEHICLE REPLACEMENT			\$25,000	\$25,000
Replace Maintenance Service Van		\$25,000		\$25,000
TOWN MANAGER			\$11,000	\$11,000
DEPARTMENTAL PROJECT			\$8,000	\$8,000
Cyrus Dallin Sculpture Restoration		\$8,000		\$8,000
PHOTOCOPIER PROGRAM			\$3,000	\$3,000
Photocopier		\$3,000		\$3,000
TREASURER			\$23,000	\$23,000
DEPARTMENTAL PROJECT			\$17,000	\$17,000
Office Security Improvement		\$17,000		\$17,000
PHOTOCOPIER PROGRAM			\$6,000	\$6,000
Photocopier		\$6,000		\$6,000
Grand Total	\$13,594,350	\$1,426,356	\$3,200,500	\$18,221,206



CAPITAL PLAN FY2016—2020

Department/Program	2016	2017	2018	2019	2020	Grand Total
BOARD OF SELECTMEN	\$16,400	\$5,200		\$5,200	\$5,200	\$32,000
DEPARTMENTAL PROJECT	\$8,000					\$8,000
Carpet Replacement - Selectmen Chambers	\$8,000					\$8,000
EQUIPMENT REPLACEMENT	\$3,200					\$3,200
Voting Machine Replacement	\$3,200					\$3,200
PHOTOCOPIER PROGRAM	\$5,200	\$5,200		\$5,200	\$5,200	\$20,800
Photocopier lease	\$5,200	\$5,200		\$5,200	\$5,200	\$20,800
COMMUNITY SAFETY - FIRE SERVICES		\$1,103,000	\$823,000	\$85,000	\$198,000	\$2,209,000
EQUIPMENT REPLACEMENT				\$40,000	\$150,000	\$190,000
Exercise Equipment & Furniture - Cardio				\$40,000		\$40,000
Replacement of Portable Radios					\$150,000	\$150,000
PHOTOCOPIER PROGRAM		\$3,000	\$3,000		\$3,000	\$9,000
Photocopier		\$3,000	\$3,000		\$3,000	\$9,000
VEHICLE REPLACEMENT		\$1,100,000	\$820,000	\$45,000	\$45,000	\$2,010,000
Ladder 1 #1009		\$1,100,000				\$1,100,000
Purchase new Engine/Pump - replace #1007			\$600,000			\$600,000
Purchase new F250 for M1 replacing #1019				\$45,000		\$45,000
Purchase new Training Division Vehicle					\$45,000	\$45,000
Rescue/Ambulance 2008 Ford Osage			\$220,000			\$220,000
COMMUNITY SAFETY - POLICE SERVICES	\$7,854,200	\$244,500	\$173,000	\$203,000	\$425,500	\$8,900,200
DEPARTMENTAL PROJECT	\$18,500	\$92,500	\$18,500	\$18,500	\$267,000	\$415,000
AVL Automatic Vehicle Location System		\$6,000				\$6,000
Laser Radar	\$4,500	\$4,500	\$4,500	\$4,500	\$5,000	\$23,000
Radio Upgrade/Replacement Program	\$14,000	\$14,000	\$14,000	\$14,000	\$262,000	\$318,000
Tablet Personnel Computers		\$68,000				\$68,000
EQUIPMENT REPLACEMENT	\$37,000	\$15,000	\$17,000	\$47,000	\$17,000	\$133,000
Bullet Proof Vest Program	\$17,000	\$15,000	\$17,000	\$17,000	\$17,000	\$83,000
Fitness Equipment	\$5,000					\$5,000
Glock Service Weapons				\$30,000		\$30,000
Speed Trailer Replacement	\$15,000					\$15,000



CAPITAL PLAN FY2016—2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
INFORMATION TECHNOLOGY	\$14,700					\$14,700
ATAC RAIDS Software	\$14,700					\$14,700
PHOTOCOPIER PROGRAM	\$6,000	\$6,000	\$6,500	\$6,500	\$6,500	\$31,500
Photocopier	\$6,000	\$6,000	\$6,500	\$6,500	\$6,500	\$31,500
PUBLIC BUILDING MAINTENANCE	\$7,647,000					\$7,647,000
Phase 3 - Comm. Safety Building Renovations	\$7,647,000					\$7,647,000
VEHICLE REPLACEMENT	\$131,000	\$131,000	\$131,000	\$131,000	\$135,000	\$659,000
Vehicle Replacement Program	\$131,000	\$131,000	\$131,000	\$131,000	\$135,000	\$659,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND		\$11,000				\$11,000
VEHICLE REPLACEMENT		\$11,000				\$11,000
Van Replacement Program		\$11,000				\$11,000
ED BURNS ARENA	\$275,000					\$275,000
INFRASTRUCTURE IMPROVEMENT	\$275,000					\$275,000
Rink Renovations: Electrical Improvements	\$275,000					\$275,000
HEALTH & HUMAN SERVICES	\$201,750	\$664,800	\$2,800	\$105,600	\$5,600	\$980,550
DEPARTMENTAL PROJECT	\$25,000	\$55,000				\$80,000
Senior Center Design		\$55,000				\$55,000
Senior Center Feasibility Study	\$25,000					\$25,000
EQUIPMENT REPLACEMENT	\$80,000					\$80,000
Whittemore Robbins House - Replace 4 HVAC units & Compressors	\$80,000					\$80,000
INFORMATION TECHNOLOGY	\$31,150					\$31,150
Purchase of IT Equipment for Inspectors	\$31,150					\$31,150
INFRASTRUCTURE IMPROVEMENT	\$60,000					\$60,000
Whittemore Robbins - Basement Waterproofing	\$60,000					\$60,000
MAJOR REPAIRS		\$482,000				\$482,000
<i>Repair Reflecting Pool & Town Hall Fountains</i>		<i>\$100,000</i>				<i>\$100,000</i>
<i>Whittemore Carriage House & Garage</i>		<i>\$175,000</i>				<i>\$175,000</i>
<i>Whittemore Robbins Cottage - Major Renovations</i>		<i>\$180,000</i>				<i>\$180,000</i>
<i>Whittemore Robbins Cottage - Replace Windows</i>		<i>\$27,000</i>				<i>\$27,000</i>



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
PHOTOCOPIER PROGRAM	\$5,600	\$2,800	\$2,800	\$5,600	\$5,600	\$22,400
AYCC Photocopier	\$2,800	\$2,800		\$2,800	\$2,800	\$11,200
Photocopier Lease - BOH/COA	\$2,800		\$2,800	\$2,800	\$2,800	\$11,200
PUBLIC BUILDING MAINTENANCE		\$125,000		\$100,000		\$225,000
<i>Whittemore Robbins House - Exterior Painting</i>				\$100,000		\$100,000
<i>Whittemore Robbins House - Replace Windows</i>		\$125,000				\$125,000
HUMAN RESOURCES	\$3,000	\$3,000	\$3,000	\$2,500		\$11,500
PHOTOCOPIER PROGRAM	\$3,000	\$3,000	\$3,000	\$2,500		\$11,500
Photocopier	\$3,000	\$3,000	\$3,000	\$2,500		\$11,500
INFORMATION TECHNOLOGY	\$965,840	\$415,000	\$370,000	\$370,000	\$410,000	\$2,530,840
INFORMATION TECHNOLOGY	\$965,840	\$415,000	\$370,000	\$370,000	\$410,000	\$2,530,840
Building Security Elements		\$20,000				\$20,000
Document Management System	\$25,000					\$25,000
GIS Department - Planimetric Data	\$40,000					\$40,000
Replacement of Receivable Package	\$235,000					\$235,000
SCHOOL - Replacement academic PC's district wide	\$400,840	\$200,000	\$200,000	\$200,000	\$200,000	\$1,200,840
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 Network Infrastructure	\$40,000					\$40,000
Software Upgrades & Standardization - Town	\$50,000	\$30,000	\$30,000	\$30,000	\$70,000	\$210,000
Town Network Infrastructure	\$20,000	\$25,000				\$45,000
Town-Microcomputer Program	\$75,000	\$60,000	\$60,000	\$60,000	\$60,000	\$315,000
INSPECTIONS	\$30,000	\$5,000				\$35,000
PHOTOCOPIER PROGRAM	\$5,000	\$5,000				\$10,000
Photocopier lease	\$5,000	\$5,000				\$10,000



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
VEHICLE REPLACEMENT	\$25,000					\$25,000
Vehicle - Plumbing	\$25,000					\$25,000
LEGAL/WORKERS' COMPENSATION	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
PHOTOCOPIER PROGRAM	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Photocopier	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
LIBRARY	\$103,260	\$122,200	\$87,100	\$119,100	\$39,664	\$471,324
INFORMATION TECHNOLOGY	\$36,060	\$37,100	\$41,900	\$34,100	\$35,760	\$184,920
MLN Computer Project	\$30,960	\$32,000	\$36,800	\$29,000	\$30,660	\$159,420
PC Vend Printing/Photocopier Project	\$5,100	\$5,100	\$5,100	\$5,100	\$5,100	\$25,500
PHOTOCOPIER PROGRAM	\$2,800	\$2,800				\$5,600
Photocopier	\$2,800	\$2,800				\$5,600
PUBLIC BUILDING MAINTENANCE	\$40,400	\$82,300	\$45,200	\$85,000	\$3,904	\$256,804
Concrete Sidewalk Repair					\$3,904	\$3,904
Doors		\$38,000				\$38,000
Elevator - Overhaul				\$85,000		\$85,000
Exhaust fans	\$5,800	\$5,800				\$11,600
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
Windows- 1892 Building			\$45,200			\$45,200
VEHICLE REPLACEMENT	\$24,000					\$24,000
Library Van	\$24,000					\$24,000
PLANNING	\$87,500	\$70,500	\$2,500	\$60,000		\$220,500
DEPARTMENTAL PROJECT	\$20,000	\$28,000				\$48,000
Install Wall Mount AC Unit - 2nd Floor Conference Room		\$8,000				\$8,000
Gateway Project Phase 2 & 3	\$20,000	\$20,000				\$40,000



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
EQUIPMENT REPLACEMENT	\$40,000					\$40,000
MGR - Replace Gibbs Fire Alarm System	\$40,000					\$40,000
INFRASTRUCTURE IMPROVEMENT		\$20,000				\$20,000
MGR - Dallin Library Exterior Painting		\$20,000				\$20,000
MAJOR REPAIRS	\$25,000	\$20,000		\$60,000		\$105,000
MGR - Gibbs School - Roof Replacement				\$60,000		\$60,000
MGR - Gibbs School onsite drainage	\$25,000					\$25,000
MGR - Parmenter - Roof Replacement & Gutter Repairs		\$20,000				\$20,000
PHOTOCOPIER PROGRAM	\$2,500	\$2,500	\$2,500			\$7,500
Photocopier/Equipment	\$2,500	\$2,500	\$2,500			\$7,500
PUBLIC WORKS ADMINISTRATION	\$2,000	\$57,000		\$32,000	\$25,000	\$116,000
DEPARTMENTAL PROJECT		\$57,000		\$32,000	\$25,000	\$114,000
Mall Lights		\$32,000		\$32,000		\$64,000
Roadway Consulting Services		\$25,000			\$25,000	\$50,000
PHOTOCOPIER PROGRAM	\$2,000					\$2,000
Photocopier	\$2,000					\$2,000
PUBLIC WORKS CEMETERY DIVISION	\$260,000	\$55,000	\$10,000	\$10,000	\$10,000	\$345,000
DEPARTMENTAL PROJECT	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Headstone Cleaning & Repair	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
PUBLIC BUILDING MAINTENANCE	\$175,000					\$175,000
Garage Renovation/ Rehab Chapel/HVAC	\$175,000					\$175,000
ROADS AND PATHS INFRASTRUCTURE	\$75,000					\$75,000
Cemetery Roadway Improvements	\$75,000					\$75,000
VEHICLE REPLACEMENT		\$45,000				\$45,000
1 Ton Truck		\$45,000				\$45,000
PUBLIC WORKS ENGINEERING DIVISION	\$325,000	\$55,000			\$25,000	\$405,000
INFRASTRUCTURE IMPROVEMENT	\$300,000					\$300,000
Flood Mitigation Grant FEMA Millbrook	\$300,000					\$300,000



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
ROADS AND PATHS INFRASTRUCTURE	\$25,000	\$25,000			\$25,000	\$75,000
Mass Ave Streetscape Design - Phase 2	\$25,000					\$25,000
Roadway Consulting Services		\$25,000			\$25,000	\$50,000
VEHICLE REPLACEMENT		\$30,000				\$30,000
Utility Vehicle		\$30,000				\$30,000
PUBLIC WORKS HIGHWAY DIVISION	\$1,938,756	\$2,001,525	\$1,979,563	\$1,753,877	\$1,934,974	\$9,608,695
DEPARTMENTAL PROJECT	\$24,000					\$24,000
Replace Concrete Street Light Poles	\$24,000					\$24,000
EQUIPMENT REPLACEMENT	\$135,000	\$99,000	\$52,000	\$34,000	\$116,500	\$436,500
1 Ton Dump Truck w/Plow/Sander		\$65,000				\$65,000
33,000 GVW Dump Truck w/Plow					\$94,000	\$94,000
Backhoe/Loader 1.5 CY	\$113,000					\$113,000
Sander Body	\$17,000	\$17,000	\$17,000	\$17,000	\$17,500	\$85,500
Sign Shop Printer			\$30,000			\$30,000
Small equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Snow Plow - (1 per 2 yr.)		\$12,000		\$12,000		\$24,000
INFRASTRUCTURE IMPROVEMENT	\$99,000					\$99,000
Replace Retaining Wall - Westminster Ave	\$99,000					\$99,000
ROADS AND PATHS INFRASTRUCTURE	\$1,520,756	\$1,531,525	\$1,542,563	\$1,553,877	\$1,565,474	\$7,714,195
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	\$125,000	\$125,000	\$125,000	\$625,000
Roadway Reconstruction	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Roadway Reconstruction Override 2011	\$430,756	\$441,525	\$452,563	\$463,877	\$475,474	\$2,264,195
Sidewalks and Curbstones	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
VEHICLE REPLACEMENT	\$160,000	\$371,000	\$385,000	\$166,000	\$253,000	\$1,335,000
(2) 44,000 GVW, 4WD Truck w/Sander		\$324,000				\$324,000
1 Ton Utility w/Gate Lift		\$47,000				\$47,000
3/4 Ton Pick-up, 4wd w/Plow (2)					\$85,000	\$85,000
33,000 GVW Dump Truck			\$90,000			\$90,000
44,000 GVW, 4WD Truck w/Sander	\$160,000			\$166,000	\$168,000	\$494,000
Catch Basin Cleaner - Clam Shell			\$120,000			\$120,000
Loader 3 CY Capacity			\$175,000			\$175,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$36,000	\$155,000	\$256,000	\$80,000	\$40,000	\$567,000
EQUIPMENT REPLACEMENT	\$6,000	\$75,000	\$256,000	\$80,000	\$6,000	\$423,000
Large Ride-on Mower		\$75,000				\$75,000
Small equipment	\$6,000		\$6,000		\$6,000	\$18,000
Tree Chipper				\$80,000		\$80,000
Work Crane - 120' Boom			\$250,000			\$250,000
VEHICLE REPLACEMENT	\$30,000	\$80,000			\$34,000	\$144,000
3/4 Ton Pickup Truck	\$30,000				\$34,000	\$64,000
Fork Lift		\$80,000				\$80,000
PUBLIC WORKS PROPERTIES DIVISION	\$418,000	\$800,000	\$118,000	\$8,100,000	\$118,000	\$9,554,000
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	\$118,000	\$554,000
Buildings Rehab consultant Services	\$18,000		\$18,000		\$18,000	\$54,000
Town Hall - Renovations	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
PUBLIC WORKS WATER/SEWER DIVISION	\$2,475,500	\$2,420,000	\$2,530,000	\$2,452,000	\$2,475,000	\$12,352,500
EQUIPMENT REPLACEMENT	\$12,500	\$70,000	\$130,000	\$5,000	\$5,000	\$222,500
Backhoe			\$125,000			\$125,000
Mini Excavator		\$65,000				\$65,000
Small equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Trailer for Generator Mount	\$7,500					\$7,500
INFRASTRUCTURE IMPROVEMENT	\$2,350,000	\$2,350,000	\$2,400,000	\$2,400,000	\$2,400,000	\$11,900,000
Drainage Rehab-Regulatory Compliance (Ch-308)	\$150,000	\$150,000	\$200,000	\$200,000	\$200,000	\$900,000
Hydrant replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$1,100,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,700,000
Water System Rehabilitation	\$1,000,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$5,800,000
VEHICLE REPLACEMENT	\$113,000			\$47,000	\$70,000	\$230,000
FlatBed 8-ton Truck - Generator Mount	\$78,000					\$78,000
Utility Truck				\$47,000		\$47,000
3/4 Ton Pickup - Replace #34	\$35,000					\$35,000
3/4 Ton Pickup (2) - Replace #9 & #75					\$70,000	\$70,000
RECREATION	\$635,000	\$610,400	\$572,100	\$810,000	\$338,500	\$2,966,000
EQUIPMENT REPLACEMENT	\$50,000					\$50,000
Replace Dividing Wall - Gibbs Gymnasium	\$50,000					\$50,000
PARKS & PLAYGROUNDS	\$560,000	\$610,400	\$572,100	\$810,000	\$338,500	\$2,891,000
ADA Study Implementation Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
<i>Bishop Playground</i>					\$278,500	\$278,500
Feasibility Study	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Magnolia Playground	\$455,000					\$455,000
<i>Reservoir Beach</i>			\$65,000	\$750,000		\$815,000
<i>Robbins Farm - Fields & Basketball Courts</i>		\$550,400				\$550,400
<i>Wellington Playground</i>			\$447,100			\$447,100
Summer Street & Buck Field Safety Fencing Repair	\$45,000					\$45,000



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
VEHICLE REPLACEMENT	\$25,000					\$25,000
Kid Care 15 Passengar Van	\$25,000					\$25,000
REDEVELOPMENT BOARD	\$345,000	\$35,000	\$46,500	\$60,000	\$60,000	\$546,500
DEPARTMENTAL PROJECT		\$10,000	\$46,500	\$60,000	\$25,000	\$141,500
ARB - Central Mechanical/Electric/Plumbing/Elevator			\$25,000		\$25,000	\$50,000
ARB - Central School Boiler Replacement				\$50,000		\$50,000
ARB - Central School Front Lobby Bathroom			\$15,000			\$15,000
ARB - Installation of 2 Security Cameras (2nd Floor)		\$10,000				\$10,000
ARB - Installation of 2 Security Cameras (3rd Floor/Lower Level)				\$10,000		\$10,000
ARB - Replace/Repair Central School AC Compressors			\$6,500			\$6,500
INFRASTRUCTURE IMPROVEMENT	\$265,000					\$265,000
ARB - 23 Maple St, porches, entryways	\$140,000					\$140,000
ARB - 23 Maple Street remove oil tank	\$15,000					\$15,000
ARB - Central Oil Tank De-commissioning	\$15,000					\$15,000
ARB - Jefferson Cutter/Gutter Downspout/chimney	\$15,000					\$15,000
ARB - Paving Central School Parking Lot	\$80,000					\$80,000
PUBLIC BUILDING MAINTENANCE	\$80,000	\$25,000			\$35,000	\$140,000
ARB - Central School Exterior stone, chimney repair					\$10,000	\$10,000
ARB - Central School Slate Roof Repair		\$25,000			\$25,000	\$50,000
ARB - Jefferson Cutter House - Roof Replacement & Gutters	\$60,000					\$60,000
ARB - Window Painting & Waterproofing	\$20,000					\$20,000



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
SCHOOLS	\$2,210,000	\$6,535,940	\$465,000	\$560,000	\$407,500	\$10,178,440
DEPARTMENTAL PROJECT	\$90,000	\$500,000		\$250,000	\$125,000	\$965,000
Additional Classroom Space - Ottoson		\$500,000				\$500,000
Dallin - Chiller				\$250,000		\$250,000
Install Carbon Monoxide Detectors through District	\$75,000					\$75,000
Landscape Improvements - Bishop School					\$125,000	\$125,000
Replace Floor Mats throughout District	\$15,000					\$15,000
EQUIPMENT REPLACEMENT	\$5,000	\$5,000	\$5,000	\$5,000	\$27,500	\$47,500
Custodial/maint. Equip. replacement program	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Systemwide - Air Conditioner Replacement					\$22,500	\$22,500
MAJOR REPAIRS	\$500,000	\$30,000		\$30,000		\$560,000
AHS Exterior Doors		\$30,000		\$30,000		\$60,000
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
PUBLIC BUILDING MAINTENANCE	\$1,240,000	\$5,745,940	\$45,000	\$5,000	\$15,000	\$7,050,940
Asbestos Abatement - Remove Tiles	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Hardy Windows	\$150,000					\$150,000
Maintenance Service Van			\$40,000			\$40,000
Stratton Building Improvements	\$1,085,000	\$5,740,940				\$6,825,940
Systemwide - Roof Repairs					\$10,000	\$10,000
ROADS AND PATHS INFRASTRUCTURE	\$100,000		\$40,000			\$140,000
Exterior paving Brackett			\$40,000			\$40,000
Regrade Bishop School Parking Lot	\$100,000					\$100,000



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Department/Program	2016	2017	2018	2019	2020	Grand Total
STUDENT TRANSPORTATION	\$130,000	\$95,000	\$130,000	\$95,000	\$80,000	\$530,000
Bus #102 53 passenger bus				\$95,000		\$95,000
Bus #103 77 passenger bus			\$130,000			\$130,000
Bus #105 8 - passenger escape					\$40,000	\$40,000
Bus 106 - 53 passenger		\$95,000				\$95,000
Bus -77 Passenger #104	\$130,000					\$130,000
Van # 110 - passenger					\$40,000	\$40,000
VEHICLE REPLACEMENT	\$25,000	\$40,000	\$125,000	\$55,000	\$40,000	\$285,000
Food Services Truck				\$55,000		\$55,000
Purchase Snow Cat			\$125,000			\$125,000
Replace Maintenance Service Van	\$25,000					\$25,000
Replace Truck and Plow		\$40,000			\$40,000	\$80,000
TOWN MANAGER	\$11,000	\$5,000	\$5,000	\$5,000		\$26,000
DEPARTMENTAL PROJECT	\$8,000					\$8,000
Cyrus Dallin Sculpture Restoration	\$8,000					\$8,000
PHOTOCOPIER PROGRAM	\$3,000	\$5,000	\$5,000	\$5,000		\$18,000
Photocopier	\$3,000	\$5,000	\$5,000	\$5,000		\$18,000
TREASURER	\$23,000	\$5,000		\$6,000		\$34,000
DEPARTMENTAL PROJECT	\$17,000					\$17,000
Office Security Improvement	\$17,000					\$17,000
PHOTOCOPIER PROGRAM	\$6,000	\$5,000		\$6,000		\$17,000
Photocopier	\$6,000	\$5,000		\$6,000		\$17,000
Grand Total	\$18,221,206	\$15,384,065	\$7,448,563	\$14,824,277	\$6,522,938	\$62,401,049

*The Capital Planning Committee considered the potential impact of future CPA funding on projects that have historically been funded through the capital budget, but could be eligible for CPA funding in FY2017 and beyond. The Committee decided to fund many of the projects requested in FY2016 that may have been CPA eligible in the future, however, did not recommend funding for those projects requested in years FY2017-FY2020. These requests have been italicized.



CAPITAL PLAN FY2016 –2020 (CONTINUED)

Funding Source	2016	2017	2018	2019	2020	Grand Total
BOND	\$13,594,350	\$9,644,940	\$2,474,000	\$9,462,000	\$1,557,160	\$36,732,450
CASH	\$1,426,356	\$1,460,725	\$1,250,963	\$1,365,277	\$1,517,278	\$7,020,599
OTHER	\$3,200,500	\$3,101,000	\$3,211,500	\$3,147,000	\$3,170,000	\$15,830,000
Grand Total	\$18,221,206	\$14,206,665	\$6,936,463	\$13,974,277	\$6,244,438	\$59,583,049

Fiscal Year	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total
Prior Non-Exempt Debt	6,552,287	5,840,389	4,508,096	3,832,234	3,204,224	23,937,230
Cash	\$1,426,356	\$1,460,725	\$1,250,963	\$1,365,277	\$1,517,278	\$7,020,599
New Non-Exempt Debt Service	\$218,600	\$1,008,627	\$1,536,809	\$3,088,824	\$3,789,797	\$9,642,658
Water Sewer Bonds						
Total Non-Exempt Tax Burden	\$8,197,243	\$8,309,741	\$7,295,868	\$8,286,335	\$8,511,299	\$40,600,487
Adjust for Rink Enterprise Funds	(\$83,000)	(\$83,000)	(\$83,000)	(\$83,000)	(\$83,000)	(\$415,000)
Adjust for Ambulance Revolving	(\$51,506)	(\$50,250)	(\$48,956)	(\$47,625)	(\$41,350)	(\$239,687)
Adjust for Roadway Reconstruction O/R 2011	(\$430,756)	(\$441,525)	(\$452,563)	(\$463,877)	(\$475,474)	(\$2,264,196)
Capital Carry Forward	(\$120,000)	(\$125,000)		(\$50,000)	(\$50,000)	(\$345,000)
Antennae Funds	(\$326,000)	(\$200,000)		(\$150,000)	(\$50,000)	(\$726,000)
Urban Renewal Fund - Central School/Jefferson Cutter/23 Maple St	(\$20,962)	(\$62,682)	(\$61,177)	(\$59,493)	(\$57,808)	(\$262,122)
Adjust for Ottoson	(\$436,717)	(\$436,717)				(\$873,434)
Adjust for 2014 Bond Premium	(\$200,160)	(\$200,160)	(\$200,160)	(\$200,160)	(\$200,160)	(\$1,000,800)
Net Non-Exempt Plan	\$6,528,142	\$6,710,407	\$6,450,011	\$7,232,180	\$7,553,507	\$34,474,248
Pro Forma Budget	\$130,569,145	\$133,495,702	\$138,071,171	\$145,081,921	\$151,199,333	\$698,417,272
Budget For Plan at 5%	\$6,528,457	\$6,674,785	\$6,903,559	\$7,254,096	\$7,559,967	\$34,920,864
Plan as % of Revenues	5.00%	5.03%	4.67%	4.98%	5.00%	4.94%
Variance From Budget	\$315	(\$35,622)	\$453,547	\$21,916	\$6,460	\$446,616



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 \$601,444 (10.2%) for FY2016. The total projected State Assessments for FY2016 are \$3,139,023, an increase of \$61,077 from FY2015. The MBTA accounts for \$2,829,341 of this total and is increasing 1.4%. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement Overlay. These items total \$2,128,027 which is a decrease of \$662,521 from FY2015.

Non-Appropriated Expenses	FY2014 Actual	FY2015 Budget (Recap)	FY2016 Budget	Budget Change
State Assessments				
MBTA	2,746,280	2,791,490	2,829,341	37,851
RMV Non-Renewal Surcharge	51,480	50,040	50,040	-
Air Pollution Districts	14,843	14,878	15,660	782
Metropolitan Area Planning Council (MAPC)	13,835	21,856	21,784	(72)
Special Education Charge	571	3,071	22,997	19,926
Charter School tuition	171,080	196,611	199,201	2,590
State Assessments Sub-total	2,998,089	3,077,946	3,139,023	61,077
Cherry Sheet Offsets	60,566	73,716	53,352	(20,364)
Tax Abatement Overlay	1,019,663	1,534,082	800,000	514,419
Court Judgments & Deficits	1,609,415	1,182,750	1,274,675	(426,665)
Total	5,687,733	5,868,494	5,267,050	(601,444)

**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 FY2016, the Town's assessment will increase \$37,851 or 1.4%. This is consistent with the increase in FY2015.

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 FY2016 surcharge assessment is estimated to remain fixed from FY2015 at \$50,040.

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 FY2016 are estimated at \$15,660, an increase of \$782.

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 FY2016 is estimated at \$21,784, a decrease of \$72 from FY2015.



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 FY2016 is estimated on the preliminary Cherry Sheet at \$199,201 an increase of \$2,590 from FY2015.

CHERRY SHEET OFFSETS

Included in the estimated amount of aid to be received from the state are grant funds for the Town's Public Libraries. These funds are reserved for direct expenditure by the Library 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. Through FY2015, the Town included school lunch assistance in this category. In preparation of FY2016, the State has removed this grant from the cherry sheet for accounting purposes.

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 decrease slightly to a total of \$53,352.



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. FY2016 is a revaluation year and as a result overlay will be set at \$800,000. 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 \$1,769,854. From these reserve balances, \$200,000 is proposed to be declared surplus and be used in FY2016.

Tax Abatement Overlay Funds

	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Overlay Amount	\$808,924	\$1,454,204	\$1,019,663
Abatements & Exemptions To-Date	(\$266,980)	(\$382,432)	(\$363,524)
Declared Surplus To General Fund	<u>(\$100,000)</u>	<u>(\$200,000)</u>	<u>(\$200,000)</u>
Available Balance	\$441,943	\$871,772	\$456,139

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 in FY2022, the taxes associated with the project will go into the general fund like all other property taxes. In FY2015, the total of these items was \$1,182,750. For FY2016, an allowance of \$1,274,675 has been made for any such judgments, deficits, or Symmes taxes.



SECTION VIII

FUND INFORMATION & TOWN FINANCIAL POLICIES



Financial Funds and Basis of Accounting

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred, except for un-matured interest on general long-term debt which is recognized when due, and certain compensated absences, claims and judgments which are recognized when the obligations are expected to be liquidated with current expendable available resources.

The Town considers property tax revenues available if they are collected within 60 days after year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

- The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.
- The *capital borrowing fund* is a capital project fund used to account for the Town's annual capital appropriations that are budgeted to be financed through long-term borrowing.
- The non-major governmental funds consist of special revenue, other capital projects, and permanent funds that are aggregated and presented in the *non-major governmental funds* column on the governmental funds financial statements.

The following describes the general use of these fund types:

- The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds or capital projects.
- The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.
- The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.



Financial Funds and Basis of Accounting (continued)

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The following major proprietary funds are reported:

- The *water and sewer enterprise fund* is used to account for the water and sewer activities.
- The *youth services enterprise fund* is used to account for the youth services activities.
- The *council on aging enterprise fund* is used to account for the council on aging activities.
- The *Ed Burns Arena enterprise fund* is used to account for the rink activities.
- The *recreation enterprise fund* is used to account for the recreation activities.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

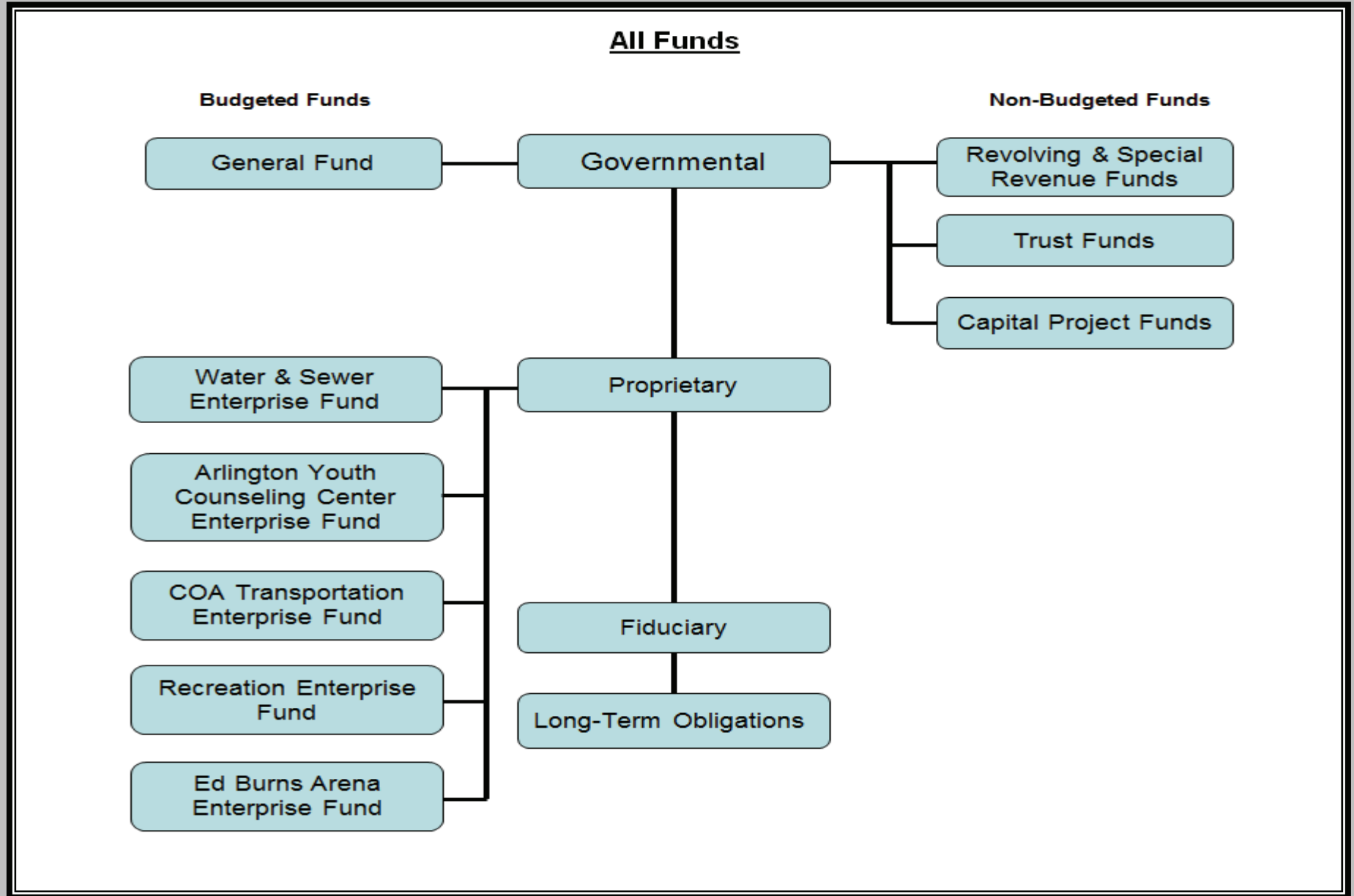
- The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.
- The *other postemployment benefit trust fund* is used to accumulate resources to provide funding for future other postemployment benefits (OPEB) liabilities.
- The *private-purpose trust fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund, other postemployment benefit trust, or permanent fund, under which principal and investment income exclusively benefit individuals, private organizations, or other governments.
- The *agency fund* is used to account for assets held in a purely custodial capacity.



Financial Funds and Basis of Accounting (continued)

An annual budget is adopted for the Town's General and Enterprise Funds. The Town's annual budget is adopted on a statutory basis, specific to the Commonwealth of Massachusetts, and it differs in some respects from GAAP. The major differences between the budget and GAAP basis are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations do not lapse and are treated as budgetary expenditures in the year they are authorized as opposed to when the liability is actually incurred (GAAP).
3. The depreciation of Fixed Assets is not recognized as a current expense on a budgetary basis, except to the extent that actual maintenance costs are included in departmental budgets.





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.

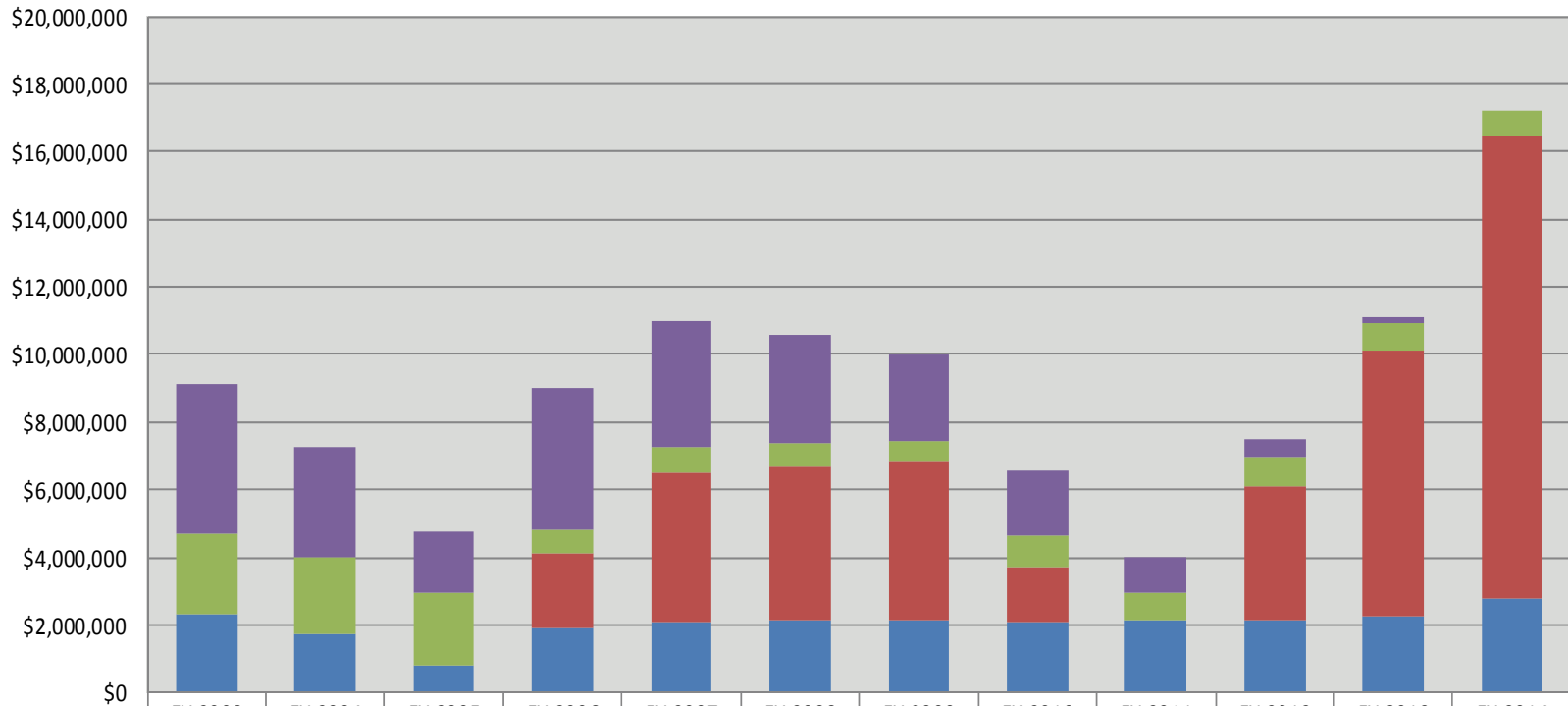
Municipal Buildings Trust Fund – In accordance with Massachusetts General Law, Chapter 40, Section 13, the Town established a Municipal Buildings Trust Fund for the purposes of offsetting the costs associated with significant property loss.

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 FY2017.

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	FY 2014
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	\$796,870
Override Stabilization	-	-	-	\$2,180,289	\$4,479,519	\$4,531,174	\$4,687,515	\$1,581,292	-	\$3,993,618	\$7,888,721	\$13,663,949
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	\$2,768,663

For more information, please see fund descriptions beginning on page 213.



Revolving Fund Balances												
	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
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	\$405,815
Board of Health					\$38,162	\$41,927	\$45,106	\$79,163	\$91,253	\$103,800	\$86,284	\$65,529
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	\$2,742
Council on Aging Program												\$4,320
Field User Fees			\$5,174	\$21,539	\$10,769	\$76,974	\$52,865	\$88,845	\$62,975	\$49,757	\$72,820	\$64,848
Fox Library	\$2,443	\$798	\$3,262	\$6,365	\$8,978	\$12,347	\$14,241	\$13,463	\$16,523	\$17,891	\$13,690	\$15,068
Gibbs School Energy										\$25,688	\$27,730	\$36,459
Library PC Vendor								\$6,971	\$12,711	\$13,361	\$14,315	\$4,873
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	\$50,858
Public Way Repair	\$1,099	\$1,098	\$1,559	\$1,559	\$1,559	\$1,559	\$168	\$168	\$168	\$168	\$168	\$168
Robbins House Rental							(\$4,117)	\$19,927	\$22,958	\$33,938	\$35,312	\$31,893
Robbins Library Rental							\$6,492	\$9,187	\$11,658	\$17,892	\$16,751	\$21,696
Town Hall Rental					\$2,275	\$6,989	\$3,456	\$8,601	\$29,904	\$42,735	\$22,163	\$14,534
Uncle Sam							\$334	\$334	\$344	\$319	\$411	\$1,526
White Good Recycling								\$27,887	\$44,369	\$38,202	\$16,755	\$45,109
TOTAL	\$164,917	\$231,744	\$342,630	\$133,304	\$198,570	\$444,198	\$510,988	\$716,942	\$705,251	\$604,887	\$621,688	\$765,438

Urban Renewal Fund Balance												
	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
Urban Renewal Fund	\$240,499	\$311,685	\$299,909	\$308,043	\$226,273	\$215,906	\$98,056	\$249,860	\$290,665	\$377,193	\$399,794	\$400,732



Fund Balances														
	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014
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	6,871,692
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	3,718,958
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	23,474
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	132,640
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	74,503
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	132,023



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-FY2020.**
- 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 a 2.95% increase. Due to continuing enrollment growth, a school funding increase above 3.5% is proposed and discussed herein.**
- 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



- ◇ To satisfy any and all negotiated items between the Town Manager, its employees, and its retirees. – **The override period has been extended to nine 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. For future planning purposes, health care premiums are projected to grow 5.25%, which more accurately reflects the historical average annual growth of Group Insurance Commission premiums.**
- 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 IX

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 1/2 Override Reserve for Abatements:** A State law enacted in 1980, Proposition 2 1/2 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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