



TOWN OF ARLINGTON

Fiscal Year 2017

Town Manager's Annual Budget &
Financial Plan



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Town Manager

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Deputy Town Manager



**TOWN OF ARLINGTON
ANNUAL BUDGET & FINANCIAL PLAN FISCAL YEAR 2017
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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 at the end of this document.

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

FY2016 Average Single Family Tax Rate: \$12.80 per \$1,000

FY2016 Ave. Single Family Home Value: \$585,361

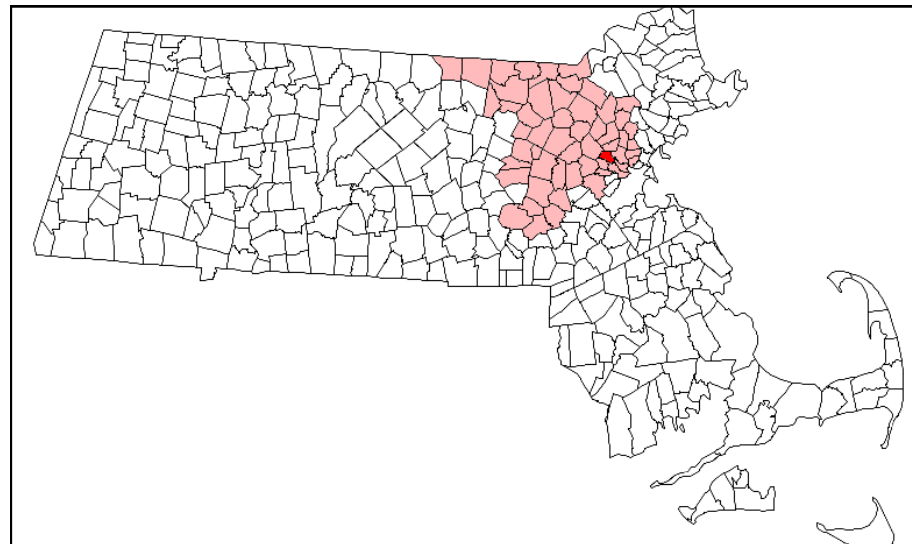
Coordinates: 42°24'55"N 71°09'25"W

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, 2015

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

Executive Director



Fiscal Year 2017 Annual Budget & Financial Plan Budget Message

April 1, 2016

To: The Honorable Board of Selectmen and Finance Committee

I hereby transmit to you the recommended FY2017 operating and capital budgets and the FY2017-2021 capital plan. The budget as proposed totals \$146,749,254 which is an increase of \$4,384,629 (3.1%) from the current budget. However, if the amount contributed to the Override Stabilization Fund is excluded, the proposed budget is an increase of \$4,775,499 (3.4%) from the current budget. A summary showing a comparison of the FY 2015, FY2016 and FY2017 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.

FY2016, the current fiscal year, is the second 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 3.24% 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 State 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, the Group Insurance Commission (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 (LRPC) 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 (LRP) and thereby forestall the next time an operating override would need to be considered. These discussions resulted in a number of recommendations being adopted for the FY 2016 budget based upon the following 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 LRP were adopted:

- Health insurance premium growth was projected at 5.25% annually, mirroring the 10 year average premium growth of the GIC.
- Free Cash was assumed to be certified each year at the 10-year average certified amount.
- The rate of growth in annual pension costs has been reduced from 6% to 5.5%.
- Annual budget growth for Town Departments was set at 3.25% for FY2016 and reduced to 3% for FY2018 and beyond.
- Annual budget growth for the general education portion of the School Department budget was maintained at 3.5% for FY2016, reduced to 3.25% for FY2017, and then reduced to 3% for FY2018 and beyond.

Beginning in the fall of 2015, the LRPC once again met to discuss the future of Town and School budgets. This discussion focused on the needs of the School Department and addressed the financial pressures caused by continued increases in enrollment, and further pressures from state imposed performance mandates. In acknowledgement of these needs, but also remaining aware of the need to adhere to the principles outlined above, this budget recommendation proposes a balanced funding increase for the School Department in FY2017.

Continuing to Meet the Needs of a Growing School Population

In FY2015, the LRPC acknowledged that unanticipated growth in school enrollment had prompted the need to provide a funding allowance in recognition of the added resources necessary to educate a growing student population. At that time, the LRPC moved to increase school funding on an annual basis via a formula that provided 25% of the prior year's per pupil cost (PPC) as determined by the State's Department of Elementary and Secondary Education (DESE) multiplied by enrollment growth as reported on October 1st of each year. This resulted in additional increases of \$885,150 and \$530,069 in FY2015 and FY2016 respectively.



In the fall of 2015, the School Department expressed concern that 25% of PPC was not adequate to meet the needs of the district. In response to this concern, this budget proposes to increase the formula to represent 35% of PPC and for FY2017 to look back to the previous fiscal years that received 25% of PPC and bridge the gap between the funding amounts. This budget also recommends altering last year's recommendation to reduce the rate at which general education costs can grow, and maintain the previously utilized growth rate of 3.5%. It also recommends maintaining the growth rate for Town budgets at 3.25% for FY2017. Based on this, the budget recommendation is as follows:

	FY 2016	FY 2017	\$ Increase	% Increase
General Education Costs	\$ 34,572,590	\$ 36,331,252	\$ 1,758,662	5.09%
Special Education Costs	\$ 17,501,455	\$ 18,726,557	\$ 1,225,102	7.00%
Kindergarten Fee Offset	\$ 970,000	\$ 970,000	\$ -	0.00%
Growth Factor	\$ 530,069	\$ 973,524	\$ 443,455	83.66%
TOTAL SCHOOL BUDGET	\$ 53,574,114	\$ 57,001,333	\$ 3,427,219	6.40%

Growth Factor Breakdown	
FY 16 Enrollment Growth	84
DESE PPC for Arlington	\$ 13,085
35% of PPC for Arlington	\$ 4,579.75
Growth Factor (35% PPC x 84)	\$ 384,699
FY13 - FY15 Enrollment Growth	450
10% of PPC for Arlington	\$ 1,308.50
Gap Funding	\$ 588,825
Total FY 17 Growth Factor	\$ 973,524

This budget recommendation provides a significant funding increase for the School Department, a 6.4% increase in an environment where property tax revenues are capped at an increase of 2.5%. Additionally, this proposal adds \$2.8 million in new school funding from FY2017 to FY2021 as compared to last year's Long Range Plan.

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 \$8 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

	FY2015 Budget	FY2016 Budget	FY2017 Budget	Change \$	%
Revenue					
Property Tax	\$ 105,285,021	\$ 108,977,901	\$ 111,926,606	\$ 2,948,705	2.7%
Local Receipts	\$ 8,540,842	\$ 8,896,000	\$ 8,971,000	\$ 75,000	0.8%
State Aid	\$ 17,462,884	\$ 18,230,105	\$ 18,639,576	\$ 409,471	2.2%
School Construction Aid	\$ 2,906,266	\$ 2,474,773	\$ 2,474,773	\$ -	0.0%
Free Cash	\$ 3,042,925	\$ 3,435,846	\$ 4,537,299	\$ 1,101,453	32.1%
Other Funds	\$ 350,000	\$ 350,000	\$ 200,000	\$ (150,000)	-42.9%
TOTAL REVENUES	\$ 137,587,937	\$ 142,364,625	\$ 146,749,254	\$ 4,384,629	3.1%
Expenditures					
Municipal Departments	\$ 31,392,491	\$ 32,376,144	\$ 33,425,116	\$ 1,048,972	3.24%
School Department	\$ 50,729,968	\$ 53,574,114	\$ 57,001,333	\$ 3,427,219	6.4%
Minuteman School	\$ 3,788,615	\$ 4,010,950	\$ 3,649,349	\$ (361,601)	-9.0%
Non-Departmental (Healthcare & Pensions)	\$ 24,050,099	\$ 25,499,823	\$ 26,562,327	\$ 1,062,504	4.2%
Capital (Includes Debt Service)	\$ 9,918,358	\$ 10,231,100	\$ 11,192,534	\$ 961,434	9.4%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 805,433	\$ 937,685	\$ 811,299	\$ (126,386)	-13.5%
Fixed Costs- Reserve Fund & Elections	\$ 1,131,005	\$ 1,287,760	\$ 1,585,257	\$ 297,497	23.1%
Override Stabilization Fund Deposit	\$ 4,310,362	\$ 2,782,763	\$ 2,391,893	\$ (390,870)	-14.0%
TOTAL EXPENDITURES	\$ 131,719,443	\$ 136,293,451	\$ 142,212,220	\$ 5,918,768	4.3%
Non-Appropriated Expenses	\$ 5,868,494	\$ 6,071,173	\$ 4,537,034	\$ (1,534,139)	-25.3%
Surplus / (Deficit)	\$ 0	\$ 0	\$ 0	\$ 0	0.0%



Departmental Budgets

Departmental operating budgets have been held to a 3.24% increase in accordance with the Long Range Plan. With respect to personnel costs, all collective bargaining units are under agreement through FY2018. Three full time positions have been added to the budget, and several part time positions have been incrementally increased, resulting in a net increase of five positions from FY2016 (see personnel chart on page 10). Some of the more significant budget changes include:

Town Manager: +\$145,513

The Town Manager's budget is proposed to increase by \$145,513 in FY2017 primarily due to the addition of an Assistant Town Manager position. This position will be focused on project management, customer service, and departmental operations.

Assessors': +\$17,609

The expense budget for the Assessors' Office contains a funding increase (\$6,448) to fully fund the contract cost for the office's software package, Patriot Properties. The departmental budget also contains an \$11,161 increase in personnel costs associated with changes to the pay and classification plan.

Public Works: +\$305,149

The Public Works budget will see an overall increase this year, based on an increase (\$100,000) in the contracted services line item of the Natural Resources Division aimed at aiding the department to reduce a backlog of tree work requested by Town residents. The FY2017 budget also includes a \$75,000 increase in the Snow and Ice budget. The remainder of the increase is attributable to changes in the pay and classification plan and incremental increases in various expense line items.

Facilities: +\$177,787

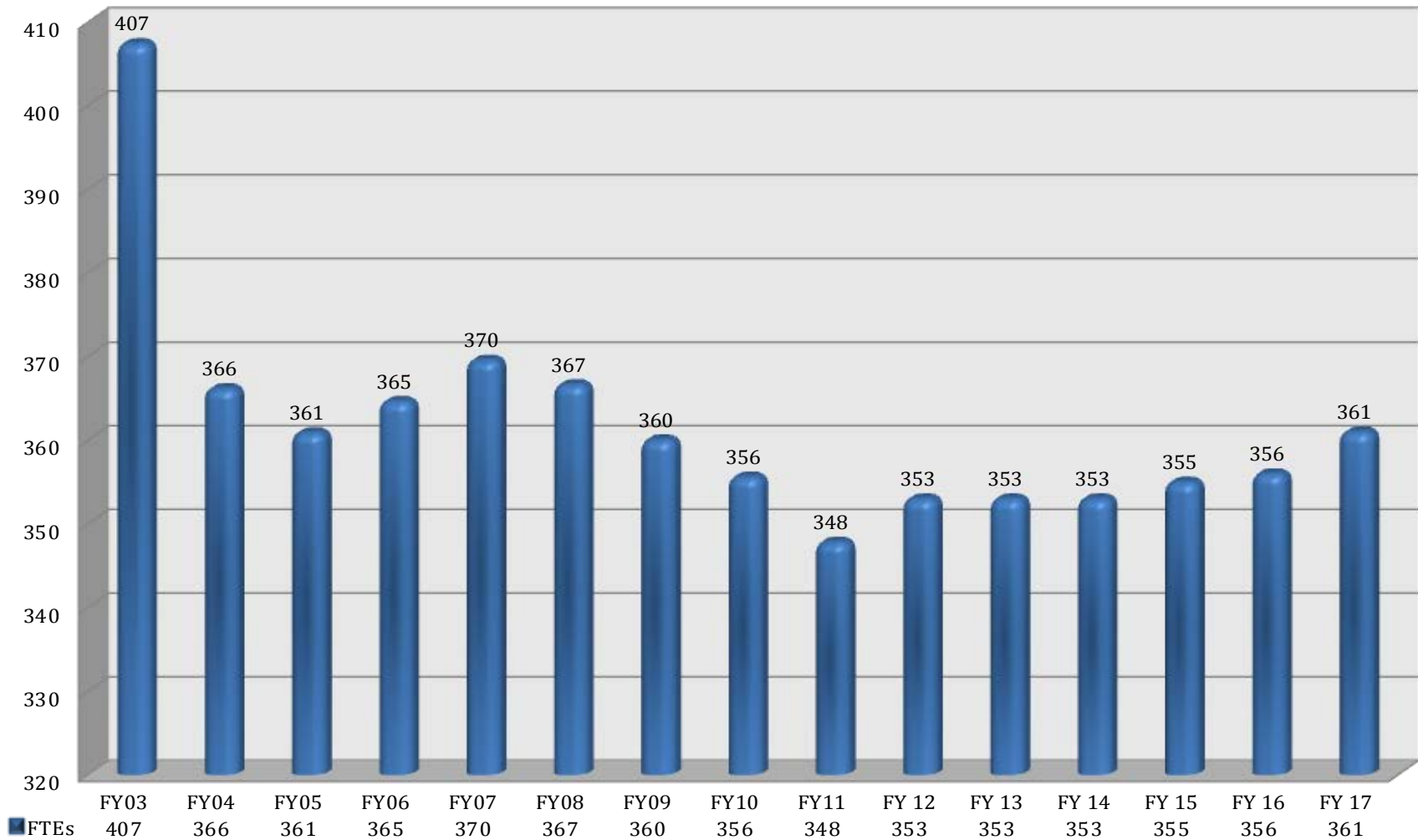
The FY2016 budget created a joint Town/School Facilities Department. The FY2017 budget begins to reallocate previously departmental maintenance personnel and expense budgets under the management of the Facilities Department and also fund certain expenses not previously funded. The result of this effort is a cumulative increase of \$43,374 in the Facilities expense budget that is offset by corresponding reductions in the Library and Rental Properties (Gibbs) budgets. The Facilities personnel budget is proposed to increase by \$134,313, as a result of the transfer of two custodial positions (Library & Police) to the Facilities Department and the addition of a departmental Administrative Assistant that is 50% funded by the School Department.

Police: +278,835

The Police Department budget is proposed to increase by \$278,835 for FY2017. This increase is driven by the addition of two police officers to the department's staffing. These officers are being added to allow for the creation of a dedicated traffic unit. The remainder of the increase is attributable to changes in the pay and classification plan and incremental increases in various expense line items.



Town Personnel Trends FY 2003 - FY2017 FTEs





Healthcare/Other Post-Employment Benefits (OPEB)

The actual cost of healthcare premiums is increasing by 4.3% in the FY2017 budget. This is lower than the 5.25% amount projected within the Long Range Plan, and also lower than the prior benchmark of 7%. 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 FY2017, 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 \$2,800,000. The FY2017 recommendation to fund OPEB with \$300,000 from the Health Claims Trust Fund is the fourth year in what is a recommendation to adopt this practice for the next ten years or until the Health Claims Trust Fund is exhausted. This \$300,000 contribution is in addition to the \$568,000 amount otherwise earmarked for appropriation into the OPEB Trust Fund, bringing the total proposed appropriation for FY2017 to \$868,000. 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 OPEB Liability	Accumulated Assets Towards the Liability	Total Unfunded Liability
\$81,800,000	43%	\$116,000,000	61%	\$197,800,000	\$7,000,000	\$190,800,000

Cost Savings/Performance Strategies/Investment in Technology

Two years ago, 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 release of Open Checkbook.



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

In 2015, multiple IT Strategic Plan projects were completed or brought very near to completion. Inspectional Services received custom development support for their permit tracking system. The Police Department received support in identifying and implementing Coplogic, a system for reporting minor crimes online. The IT Department is nearing completion of three projects that improve the overall health and speed of the Town's network, through hardware upgrades and reconfiguration, as well as installation of wireless internet access in town buildings. The IT Department is also developing a new IT request portal for staff and Human Resources received development support for an online job application portal. Both are expected to be launched in spring 2016.

Additionally, two long term projects kicked off in 2015. The Town began their effort to replace the Town's cash management and billing system and implement a new accounts receivable system. These projects will help modernize the architecture upon which the Town finances are managed and allow for improved resident services related to billing.

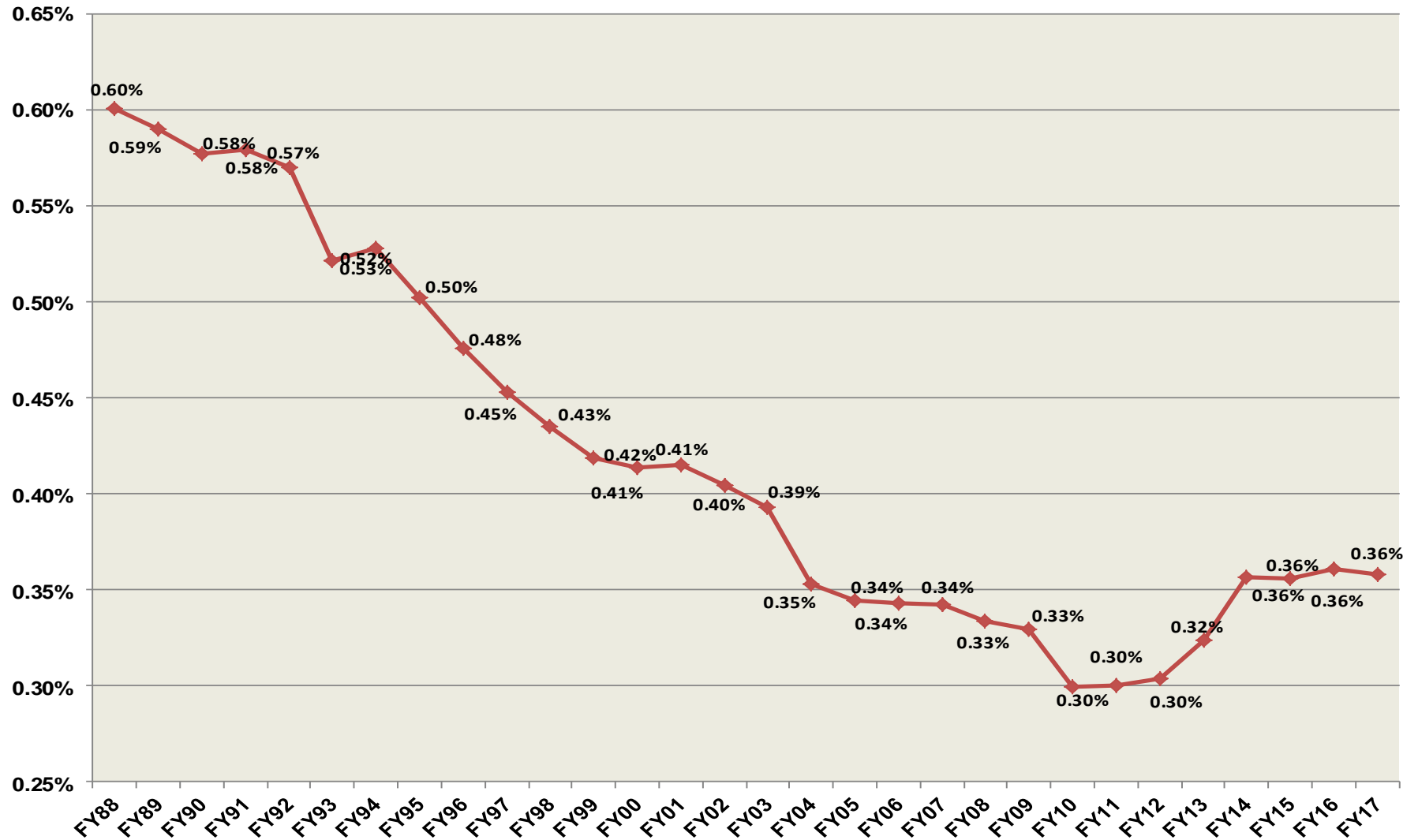
In FY2017 and beyond, the Town will also remain committed to finding other means of reducing costs which may include, but will not be limited to, regionalization of services.

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 is 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 four grant awards over the past four years, totaling \$938,000. The most recent grant award of \$240,000 came in 2015 and provided funding for numerous efficiency upgrades at various elementary schools, the Ottoson Middle School, and Arlington High School. Also, this past year, the Town installed solar photovoltaic panels on six school roofs via a power purchase agreement with Ameresco. This installation, which has recently been completed, is estimated to produce 850,000 kWh in its first year of operation. Over the course of the 20 year agreement, the Town estimates a costs savings of approximately \$2,000,000. Further, the Town has recently completed the renovation of the Central Fire Station, which has earned LEED Gold certification. Looking forward, the Town will continue to focus energy efficiency efforts and also begin to focus discussion on issues regarding climate change preparedness.



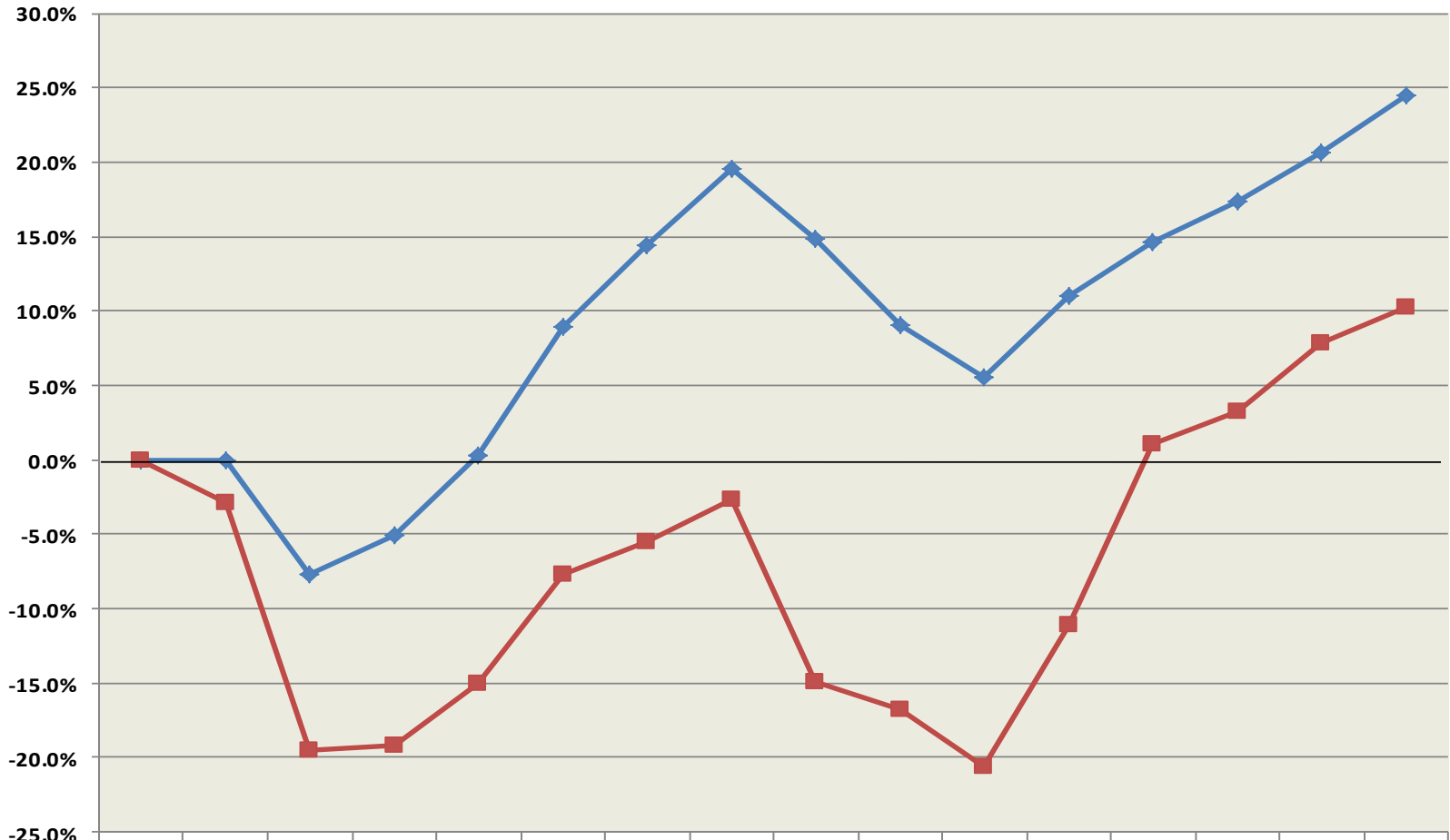
Arlington's Percent of Total State Aid





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%	24.5%
■ 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%	10.2%



Comparative Data

The FY2017 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 5 among a group of 13 comparable communities (see Table 3), which is higher than last year, yet 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 4.09 and 4.07 respectively. Arlington's is 3.89, which is below the state average and ranks near the middle of the comparable communities.

Another factor affecting the Town's financial structure is its tax base. The Town's tax base is nearly all residential - the commercial/industrial sector makes up only slightly more than 6% of the total. Table 5 shows that Arlington's commercial/industrial tax base ranks 11th out of 13 comparable communities. The average of these communities is 15.94%, more than two 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 11th in taxes per household as a percent of median household income (Table 7). This is despite the fact that Arlington's tax levy includes more than \$5 million in MWRA water and sewer debt.

A look at how the Town's spending levels impact the Town's financial position shows that the Town's spending per capita is well below the state average and the average of the 13 comparable communities. Arlington ranks 11th out of 13 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is approximately 15% greater than Arlington.

With spending below average for comparable communities, and with revenue growth opportunities below the statewide and comparable communities average, 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 10.2% 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 '13-'15	Municipality	FY2016 Municipal Revenue Growth Factor
1 BROOKLINE	8,708	1 BROOKLINE	3,890	1 NEEDHAM	3.30	1 NEEDHAM	5.51
2 ARLINGTON	8,500	2 ARLINGTON	3,747	2 WATERTOWN	2.50	2 WATERTOWN	4.69
3 WATERTOWN	8,028	3 WATERTOWN	3,652	3 NATICK	1.90	3 READING	4.58
4 MEDFORD	7,023	4 MEDFORD	2,787	4 READING	1.65	4 NATICK	4.58
5 MELROSE	5,904	5 MELROSE	2,398	5 ARLINGTON	1.41	5 WINCHESTER	4.07
6 BELMONT	5,436	6 BELMONT	2,142	6 NORTH ANDOVER	1.39	6 MILTON	4.01
7 WINCHESTER	3,655	7 STONEHAM	1,510	7 WINCHESTER	1.32	7 ARLINGTON	3.89
8 STONEHAM	3,534	8 WINCHESTER	1,309	8 BROOKLINE	1.26	8 BELMONT	3.88
9 READING	2,551	9 READING	889	9 BELMONT	1.17	9 NORTH ANDOVER	3.82
10 NEEDHAM	2,358	10 NATICK	886	10 MELROSE	1.10	10 BROOKLINE	3.71
11 NATICK	2,335	11 NEEDHAM	860	11 MEDFORD	0.92	11 STONEHAM	3.54
12 MILTON	2,091	12 MILTON	703	12 STONEHAM	0.87	12 MEDFORD	3.52
13 NORTH ANDOVER	1,096	13 NORTH ANDOVER	373	13 MILTON	0.69	13 MELROSE	2.92
Ave w/o Arlington	4,393	Ave w/o Arlington	1,783	Ave w/o Arlington	1.51	Ave w/o Arlington	4.07
Arlington	8,500	Arlington	3,747	Arlington	1.41	Arlington	3.89
				State-Wide Ave	1.77	State-Wide Ave	4.09



Table 5		Table 6		Table 7		Table 8	
Municipality	FY2016 Commercial/Industrial/Personal % of Total Tax Levy	Municipality	FY2016 Taxes Per Cap	Municipality	FY2016 Taxes/Household as % of 09-13 median income	Municipality	FY2014 Total Exp Per Cap
1 WATERTOWN	33.02%	1 NEEDHAM	\$4,012	1 NEEDHAM	8.4%	1 NEEDHAM	\$4,068
2 NEEDHAM	24.62%	2 WINCHESTER	\$3,478	2 BROOKLINE	7.6%	2 WINCHESTER	\$3,910
3 NATICK	22.37%	3 BROOKLINE	\$3,299	3 NATICK	7.4%	3 BROOKLINE	\$3,583
4 MEDFORD	21.05%	4 BELMONT	\$3,272	4 BELMONT	7.4%	4 NATICK	\$3,392
5 STONEHAM	17.52%	5 NATICK	\$2,835	5 WINCHESTER	7.3%	5 BELMONT	\$3,093
6 BROOKLINE	17.15%	6 WATERTOWN	\$2,759	6 WATERTOWN	6.7%	6 READING	\$3,083
7 NORTH ANDOVER	17.12%	7 MILTON	\$2,610	7 MILTON	6.6%	7 WATERTOWN	\$3,028
8 READING	8.25%	8 ARLINGTON	\$2,475	8 STONEHAM	6.4%	8 STONEHAM	\$2,722
9 MELROSE	8.21%	9 READING	\$2,467	9 NORTH ANDOVER	6.4%	9 MILTON	\$2,698
10 MILTON	6.19%	10 NORTH ANDOVER	\$2,297	10 READING	6.2%	10 MELROSE	\$2,686
11 ARLINGTON	6.01%	11 STONEHAM	\$2,116	11 ARLINGTON	6.1%	11 ARLINGTON	\$2,661
12 BELMONT	5.26%	12 MELROSE	\$1,929	12 MEDFORD	5.7%	12 NORTH ANDOVER	\$2,452
13 WINCHESTER	4.51%	13 MEDFORD	\$1,764	13 MELROSE	5.3%	13 MEDFORD	\$2,281
Ave w/o Arlington	15.94%	Ave w/o Arlington	\$2,736	Ave w/o Arlington	6.8%	Ave w/o Arlington	\$3,083
Arlington	6.01%	Arlington	\$2,475	Arlington	6.1%	Arlington	\$2,661



Collective Bargaining and Employee Relations

All Town and School employee unions have agreed to contracts through FY2018. This latest round of bargaining was guided by the recently completed Comparative Compensation Study.

State Aid

State aid is projected to increase by \$409,471 or 2.2% in FY2017. This projected increase is based on the Governor's budget which was released on January 27th. This increase includes a 4.2% increase in Unrestricted General Government Aid, representing \$300,732 and a also a 1% increase in Chapter 70 funding, representing \$108,040.

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, the 2011 override funds are projected 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 financial liabilities associated with the reconstruction/renovation of Arlington High School, the proposed expansion/renovation of space to accommodate elementary and middle school enrollment growth, and the proposed building project at Minute-man 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 FY2017 funding for the capital budget is as follows:

Bonding:	\$11,150,000
Cash:	\$2,469,625
Other:	\$3,330,000

Our existing non-exempt debt is \$6,865,932 which is consistent with prior debt service projections for FY2017. The total capital budget for FY2017, including debt, is estimated at \$11.1 million. Major projects to be funded in FY2017 include: Stratton School building improvements, which has been budgeted for approximately \$15.7 million, the architectural design work for the Department of Public Works Facility, which has been budgeted at \$1 million, street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.3 million. The capital budget also proposes \$1,200,000 for a new ladder truck for the Fire Department and \$131,000 for police cruiser replacement.

Another significant project included within the five year capital plan is the renovation of the Public Works building. The current site and building conditions are poor and will need to be renovated to keep up with state and federal regulations. Site improvements and construction are programmed for FY2020, projected at a cost of \$10 million. The architectural design phase of the project is \$1 million and has been programmed for FY2017.

This fall, the Capital Planning Committee continued to consider the impact of the 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 Community Preservation Committee was formed this fall and has gone through the beginning stages of setting up a formal process to review projects and make recommendations for CPA funding to Town Meeting this Spring.

The Capital Planning Committee also focuses on funding capital improvements and acquisitions that can lead to more efficient departmental operations and thereby lead to corresponding savings in the operating budget. The primary area for this investment is in sustainable building practices and fuel efficient automobile purchases. The recently renovated Fire Department Headquarters has been certified as LEED Gold, and the Police Department is purchasing hybrid vehicles for all non-emergency response vehicles. Both of these initiatives will provide operating budget savings through reduced utility and fuel costs.



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 3.08% in FY2017. Future year increases range from -0.86% to 4.14%, which occurs in FY2020 depending on the reliance on funds from the Override Stabilization Fund. In FY2021, revenue is projected to decrease by 2.68%. 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 FY2017 tax levy is projected to increase by approximately 2.71%. Future year increases are projected to be between approximately 2.66% 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 2.25%. This increase is inclusive of a 1%, or a \$108,040 increase in Chapter 70 funding and a 4.2% or \$300,732 increase in Unrestricted General Government Aid. In out years, increases are projected between 1% and 2% depending on projected school enrollment growth.
- **School Construction Reimbursement** - MSBA reimbursements are projected to remain level \$2,474,773 for FY2017. 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 the reimbursement only for the Peirce Elementary School. FY2021 will be the last year of the Peirce reimbursement.
- **Local Receipts** – Local Receipts are estimated to increase by \$75,000 in FY2017 due to projected increases in Motor Vehicle Excise tax collections. It is anticipated that Local Receipts will continue to grow by \$75,000 increments thereafter.



Free Cash – In FY2017, \$4,537,299 is proposed to be appropriated, which is 50% of the Town's available free cash balance. For FY2018 and in each subsequent year, \$2,264,103 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 FY2017. 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 six years of the override (FY2012-2017) funds will be deposited into the Fund, resulting in an balance of approximately \$23.1 million. In FY2018, a drawdown of \$2,817,299 will be required to balance the budget. In FY2019 a drawdown of \$6.4 million will be needed to close the budget gap leaving approximately \$13.9 million in the Fund to apply to a budget gap of approximately \$9.3 million in FY2020 (the ninth year of the override) and \$12.6 million in FY2021. This will leave an approximate balance of \$4.6 million which will offset the shortfall in FY2021. The remaining projected deficit in FY2021 is \$7.9 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 FY2017 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 that 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 5.29% to 6.17%. The growth factor is explained in greater detail earlier in the Town Manager's Budget Message.
- **Minuteman School** – In FY2017 the Town's assessment will decrease by \$361,601 (-9.02%). Thereafter, increases are projected at 3.5%.
- **Municipal Departments** - Expenditures for municipal departments will increase by 3.24% in FY2017. In FY2018 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 \$7 million per year. Some of the recent major projects funded by non-exempt debt include the Highland & Central Fire Stations and the Community Safety building.
 - **Cash** – In FY2017 \$2,469,625 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 FY2017 the pension appropriation will increase 5.49% and thereafter, increases 5.5% annually.
- **Insurance (including healthcare)** – Health care and insurance costs are expected to increase by 3.43%. Actual employee premiums (GIC rates) increases varied based on the sixteen different plans offered by the GIC. The overall health insurance rate increase for Arlington is projected to be 4.3%. In outgoing years costs are projected to increase from 5.72% to 6.26% per year depending on the continuance of enrollment growth in the school department.
- **State Assessments** – In FY2017, the MBTA assessment, which is the largest assessment, is projected to increase by \$28,113 (0.9%). Overall, state assessments are projected to decrease by .30%, and increase by 2.50% annually thereafter.
- **Offset Aid** – Assistance to Libraries is expected to increase slightly in FY2017.
- **Overlay Reserve** – This reserve for tax abatements is increased in revaluation years, which occur every three years. For the revaluation years FY2019 and FY2022, 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 FY2017 and in each year thereafter the Reserve Fund is budgeted at 1% of operating revenues. The elections budget fluctuates by approximately \$100,000 per year depending on the number of scheduled elections.
- **Other** – This includes court judgments (\$100,000) and Symmes property taxes reserved for Symmes debt (677,875). The estimate fluctuates with actual Symmes debt service payments.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles have been estimated at \$811,299 in FY2017 and thereafter held level.
- **Override Stabilization Fund** – The appropriations into the fund in FY2017 is \$2.4 million. After FY2017 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. I especially want to express my gratitude to Treasurer/Collector Stephen Gilligan for agreeing to restructure his office staffing in order to provide the financial flexibility that was necessary to fund the addition of two new police officers.

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 would also like to thank Richard Viscay, Comptroller and Amy Fidalgo, Administrative Aide to the Planning Department for stepping up while the Deputy Town Manager position was vacant and who created the underlying budget on which this document is based. I am most of all indebted to Sandy Pooler, Deputy Town Manager and Eve Margolis, Management Analyst for the creating this budget document. They deserve special recognition for the quality of the budget document and the information and the data contained herein. Both of these valuable team members spent evenings and weekends assisting in the production of this document.

Respectfully submitted,

Adam W. Chapdelaine

Town Manager



Long Range Financial Projection

	FY 2016	FY 2017	Dollar Change	Percent Change	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
I REVENUE									
A. State Aid	18,230,105	18,639,576	409,471	2.25%	19,006,521	19,363,696	19,694,607	19,916,762	20,228,169
School Construction Aid	2,474,773	2,474,773	0	0.00%	1,615,914	476,523	476,523	476,523	0
B. Local Receipts	8,896,000	8,971,000	75,000	0.84%	9,046,000	9,121,000	9,196,000	9,271,000	9,346,000
C. Free Cash	3,435,846	4,537,299	1,101,453	32.06%	2,264,103	2,264,103	2,264,103	2,264,103	2,264,103
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	108,977,901	111,926,606	2,948,705	2.71%	114,918,471	118,192,550	121,373,232	124,627,031	127,940,206
F. Override Stabilization Fund					2,817,299	6,436,059	9,311,849	4,618,926	
TOTAL REVENUES	142,364,625	146,749,254	4,384,629	3.08%	149,868,309	156,053,931	162,516,314	161,374,345	159,978,479
II APPROPRIATIONS									
A. Operating Budgets									
School	53,574,114	57,001,333	3,427,219		60,515,490	64,166,465	67,911,880	71,506,591.0	75,553,527
General Education Costs	34,572,590	36,331,252	1,758,662	5.09%	38,610,443	40,890,857	43,217,905	45,541,079.0	47,599,541
Special Education Costs	17,501,455	18,726,557	1,225,102	7.00%	20,037,415	21,440,035	22,940,837	24,546,696	26,264,965
Kindergarten Fee Offset	970,000	970,000	0	0.00%	970,000	970,000	970,000	970,000	970,000
Growth Factor	530,069	973,524			897,631	865,573	783,137	448,816	719,021
Net School Budget	53,574,114	57,001,333	3,427,219	6.40%	60,515,490	64,166,465	67,911,880	71,506,591	75,553,527
Minuteman	4,010,950	3,649,349	(361,601)	-9.02%	3,777,076	3,909,274	4,046,098	4,187,712	4,334,282
Town Personnel Services	24,990,292	25,796,480	806,188	3.23%	26,570,374	27,367,486	28,188,511	29,034,166	29,905,191
Expenses	9,523,893	9,875,830	351,937	3.70%	10,172,105	10,477,268	10,791,586	11,115,334	11,448,794
Less Offsets:									
Enterprise Fund/Other	2,138,041	2,247,194	109,153	5.11%	2,314,610	2,384,048	2,455,569	2,529,237	2,605,114
Net Town Budget	32,376,144	33,425,116	1,048,972	3.24%	34,427,869	35,460,706	36,524,527	37,620,263	38,748,871
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	2,635,325	2,518,645	(116,680)	-4.43%	2,409,917	1,376,498	1,320,729	1,246,829	668,104
Non-Exempt Service	6,770,886	7,132,448	361,562	5.34%	7,013,380	7,294,274	6,940,975	7,177,525	7,177,525
Cash	1,426,356	2,469,625	1,043,269	73.14%	1,467,595	1,622,177	1,910,679	1,745,960	1,404,679
Offets/Capital Carry Forward	(601,468)	(928,184)	(326,716)	54.32%	(435,603)	(490,365)	(474,996)	(405,973)	(455,562)
Total Capital	10,231,100	11,192,534	961,434	9.40%	10,455,289	9,802,584	9,697,387	9,764,341	8,794,746
C. Pensions	9,140,241	9,641,763	501,522	5.49%	10,172,060	10,731,523	11,321,757	11,944,454	12,601,399
D. Insurance	16,359,582	16,920,564	560,982	3.43%	17,980,501	19,095,229	20,257,141	21,414,911	22,695,030
E. State Assessments	3,113,547	3,104,201	(9,346)	-0.30%	3,181,806	3,261,351	3,342,885	3,426,457	3,512,118
F. Offset Aid - Assistance to Libraries	54,299	54,958	659	1.21%	54,958	54,958	54,958	54,958	54,958
G. Overlay Reserve	1,746,721	600,000	(1,146,721)	-65.65%	600,000	800,000	600,000	600,000	800,000
H. Fixed Costs - Res. Fund & Elections	1,287,760	1,585,257	297,497	23.10%	1,520,510	1,596,179	1,582,045	1,667,554	1,649,785
I. Other Crt Jdgmnts/ Deficit/ symmes	1,156,606	777,875	(378,731)	-32.75%	778,338	771,250	773,225	771,950	767,450
J. Warrant Articles	937,685	811,299	(126,386)	-13.48%	811,299	811,299	811,299	811,299	811,299
K. Override Stabilization Fund	2,782,763	2,391,893							
L. TOTAL APPROPRIATIONS	142,364,625	146,749,254	4,384,629	3.08%	149,868,309	156,053,931	162,516,314	169,363,602	175,916,577
BALANCE	0	0			0	0	0	(7,989,257)	(15,938,098)



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SECTION II

REVENUE



TOTAL REVENUE

Total revenue for FY2017 is projected at \$146,749,254, an increase of \$4,384,629, or 3.08%.

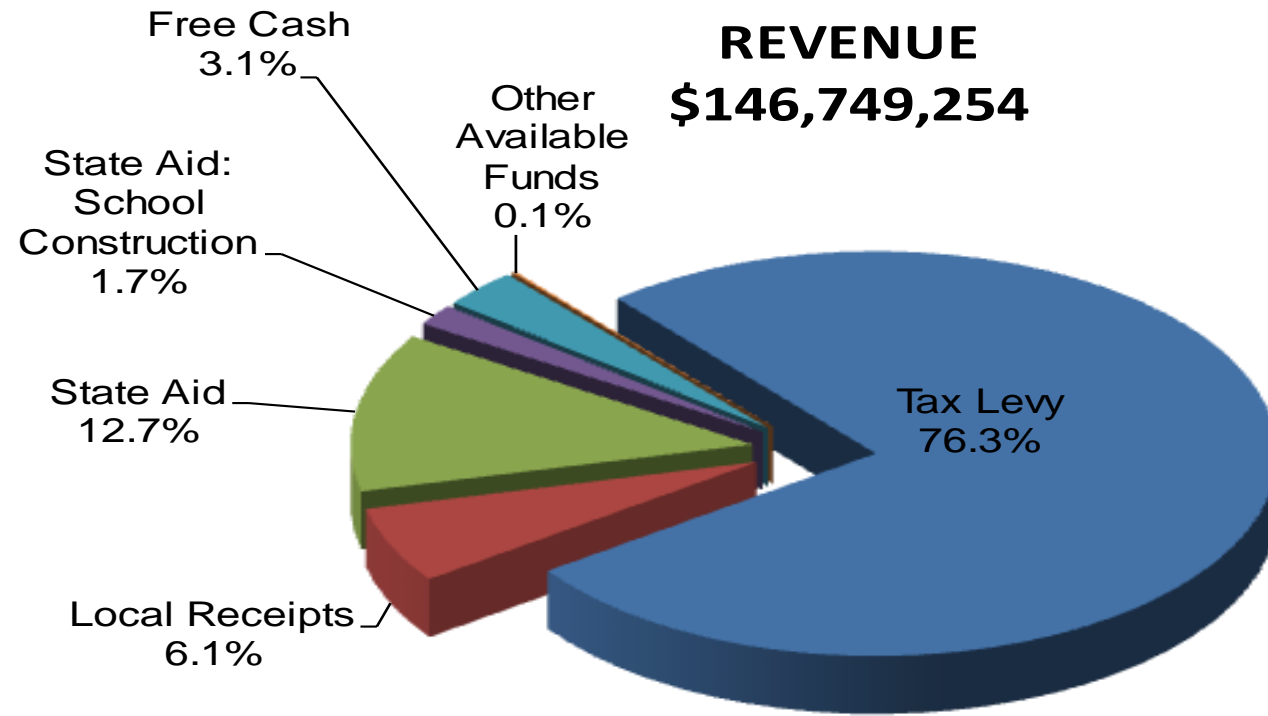
The property tax levy is projected to increase \$2,948,705 or 2.71%. This includes the normal 2.5% increase plus \$450,000 in new growth. Local receipts are projected to increase \$75,000 due to projected increases in Motor Vehicle Excise tax collections.

Based upon the Governor's proposed budget, state aid is projected to increase \$409,471, or 2.0%. The Governor has proposed the following: \$72.1 million increase in Chapter 70 School Aid and a \$42.1 million for General Government Aid. As it stands today, Arlington would benefit from a \$112,923 increase in Chapter 70 and \$300,732 increase in General Government Aid.

A total of \$4,537,299 in free cash is proposed to be used, which is an increase of \$1,101,453 from FY2016 and, consistent with Town financial policies, an amount equal to 50% of the Free Cash balance certified by the Department of Revenue in FY2016.

Other Available Funds include only \$200,000 in surplus tax abatement overlay funds, a decrease of \$150,000 from FY2016.

REVENUE SOURCE	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Tax Levy	101,737,509	105,285,021	108,977,901	111,926,606	2,948,705
Local Receipts	10,245,431	10,115,304	8,896,000	8,971,000	75,000
State Aid	17,093,258	20,369,150	20,704,878	21,114,349	409,471
Free Cash	3,411,528	3,042,925	3,435,846	4,537,299	1,101,453
Other Available Funds	200,000	350,000	350,000	200,000	(150,000)
Total	132,687,726	139,162,400	142,364,625	146,749,254	4,384,629





Total General Fund Revenues

	<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>FY17</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*	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	103,384,789	106,333,494
Local Receipts	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	10,115,304	8,896,000	8,971,000
State Aid**	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	20,369,150	20,704,878	21,114,349
Free Cash	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	4,537,299
Other Available Funds	400,000	400,000	500,000	500,000	3,242,376	2,080,000	200,000	200,000	200,000	350,000	350,000	200,000
Total	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	133,569,287	136,771,513	141,156,142

*Excludes MWRA Debt Shift

**Excludes MSBA Reimbursements

Annual Revenue Increases

	<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>FY17</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	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	3,692,881	2,948,705
Local Receipts	397,161	354,073	(164,051)	(308,970)	(62,135)	585,481	1,052,809	(404,581)	409,663	(181,241)	(1,704,589)	75,000
State Aid	744,040	809,859	371,999	(404,275)	(1,185,505)	(316,520)	(645,702)	1,619,308	2,053,207	3,275,892	335,728	409,471
Free Cash	199,352	325,540	(984,959)	1,236,886	(693,715)	(915,857)	(100,594)	1,088,544	1,841,528	(368,604)	392,922	1,101,453
Other Available Funds	(100,000)	0	100,000	0	2,742,376	(1,162,376)	(1,880,000)	0	0	150,000	0	(150,000)
Total	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	6,423,558	2,716,941	4,384,629
Percent Increase	10.2%	4.9%	1.4%	2.7%	3.3%	0.6%	7.0%	4.7%	6.7%	5.1%	2.0%	3.2%

Percent of Total Revenue

	<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>FY17</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	72.6%	72.4%	73.5%	73.6%	73.7%	75.6%	78.6%	77.6%	75.6%	74.6%	75.6%	75.3%
Local Receipts	9.4%	9.3%	9.1%	8.5%	8.2%	8.7%	9.0%	8.3%	8.1%	7.6%	6.5%	6.4%
State Aid	15.8%	15.9%	16.0%	15.2%	13.6%	13.2%	11.8%	12.6%	13.4%	15.2%	15.1%	15.0%
Free Cash	1.7%	2.0%	1.0%	2.1%	1.4%	0.5%	0.4%	1.3%	2.7%	2.3%	2.5%	3.2%
Other Available Funds	0.4%	0.4%	0.5%	0.5%	3.1%	2.0%	0.2%	0.2%	0.2%	0.3%	0.3%	0.1%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



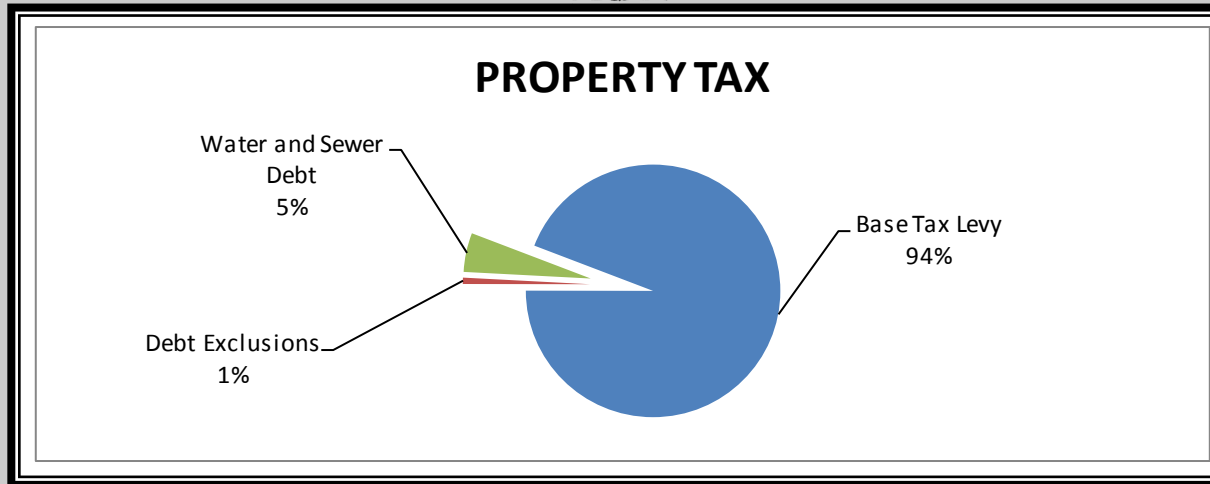
PROPERTY TAX LEVY

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 FY2017 are preliminary estimates used to project the levy limit. The FY2016 levy limit was \$102,420,256. The 2 ½% increase allowed for FY2017 is \$2,560,506. New growth from construction not previously on the tax rolls is expected to add \$450,000 to the FY2017 levy. An additional \$902,732 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 \$1,615,913. Beginning in FY2012, debt service for the Symmes Urban Renewal project was added to the tax levy. FY2017 will mark the third 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 FY2017 tax levy is projected to total \$111,931,117 representing an increase of \$3,837,644 (3.55%) over the FY2016 levy.

PROPERTY TAX LEVY	FY2014 Budget	FY2015 Budget	FY2016 Budget	FY 2017 Budget	Budget Change
Base Tax Levy	94,898,816	98,617,161	102,420,256	105,430,762	3,010,506
General Override	-	-	-	-	-
Debt Exclusion Overrides					
Brackett School	139,164	119,714	91,583	70,318	(21,265)
Hardy School	19,564	1,165	(25,397)	(43,680)	(18,283)
Bishop School	34,426	19,101	-	(19,865)	(19,865)
Peirce School	155,856	137,718	115,878	95,693	(20,185)
Dallin School	290,072	277,596	270,347	301,820	31,473
Stratton/Thompson Plans	-	-	-	-	-
Thompson School	456,500	556,148	512,122	498,446	(13,676)
Symmes Debt	150,000	-	-	-	-
Sub-total Debt Exclusions	1,245,582	1,111,442	964,533	902,732	(61,801)
Water and Sewer Debt	5,593,112	5,593,112	5,593,112	5,593,112	-
Total	101,737,509	105,321,715	108,977,901	111,926,606	2,948,705

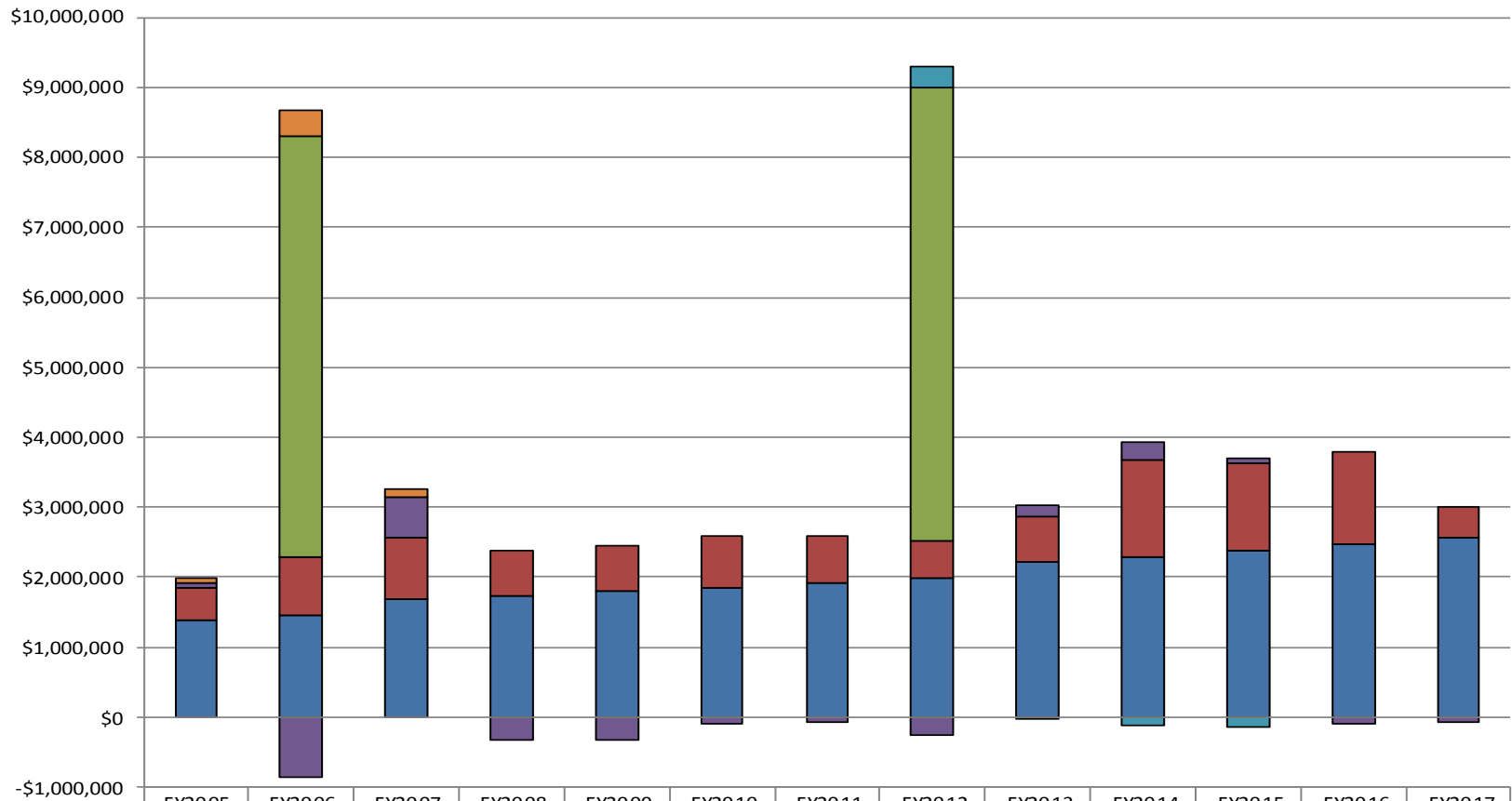


Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2015	105,512,757.86	343,828.94	50,661.96	105,118,266.96	104,637,861.18	99.54%	478,131.08	990,780.09	396,784.20	350,426.94
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

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



	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
MWRA Debt	69,732	371,757	117,626	-	-	-	-	-	-	-	-	-	-
Symmes Debt Exclusion	-	-	-	-	-	-	-	307,130	(28,590)	(128,721)	(150,000)	-	-
School Debt Exclusion	56,628	(859,302)	558,473	(319,928)	(316,820)	(93,659)	(79,675)	(263,714)	157,960	255,465	62,328	(92,013)	(61,801)
General Override	-	6,000,000	-	-	-	-	-	6,490,000	-	-	-	-	-
New Growth	458,531	844,013	887,247	640,013	642,912	726,955	656,751	522,167	657,203	1,393,953	1,255,293	1,337,666	450,000
2.5% Increase*	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	2,560,506



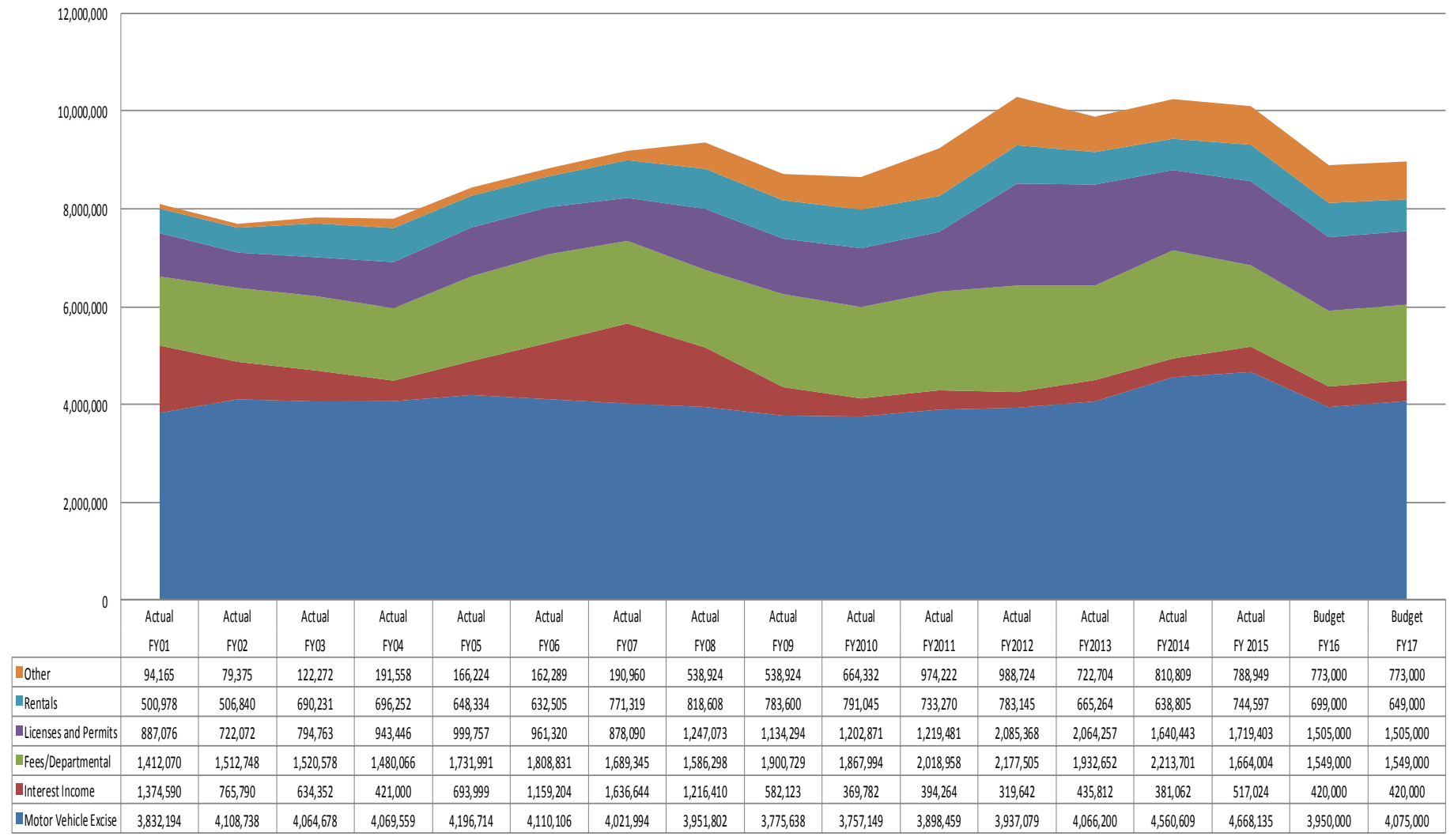
LOCAL RECEIPTS SUMMARY

Local receipts for FY2017 are projected to increase \$75,000 to a total of \$8,971,000. The Motor Vehicle Excise taxes are projected to increase \$125,000 and rental income is project to decrease by \$50,000. All other sources are level funded for FY2017.

LOCAL RECEIPTS SUMMARY	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Motor Vehicle Excise	4,560,609	4,668,135	3,950,000	4,075,000	125,000
Interest Income	381,062	517,024	420,000	420,000	-
Departmental Fees	2,213,701	1,664,004	1,549,000	1,549,000	-
Licenses and Permits	1,640,443	1,719,403	1,505,000	1,505,000	-
Rentals	638,805	744,597	699,000	649,000	(50,000)
Other	810,809	788,949	773,000	773,000	-
Total	10,245,429	10,102,114	8,896,000	8,971,000	75,000



Local Receipts History





MOTOR VEHICLE EXCISE

Motor vehicle excise tax receipts are projected to increase \$125,000 over the budgeted amount for FY2016 to a projected total of \$4.075 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 2015 is as of June 30, 2015.

<u>Levy Year</u>	<u>Commitments</u>	<u>Collections</u>	<u>Refunds</u>	<u>Net Collections</u>	<u>Abatements</u>	<u>Balance</u>	<u>Collection %</u>
2015	\$ 4,867,711	\$ 4,768,890	\$ 100,756	\$ 4,668,135	\$ 521,919	\$ (322,342)	106.62%
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%

MOTOR VEHICLE EXCISE	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Motor Vehicle Excise	4,560,609	4,668,135	3,950,000	4,075,000	125,000



DEPARTMENTAL FEES

Departmental fees are projected to remain unchanged in FY2017.

DEPARTMENTAL FEES	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Schools (Medicare Reimbursement)	132,013	184,995	100,000	100,000	-
Cemetery Revenue	285,976	273,838	265,000	265,000	-
Library Fees and Fines	49,394	50,919	49,000	49,000	-
Collector's Demand Fees	89,019	56,936	70,000	70,000	-
Town Clerk Fees	41,776	47,206	40,000	40,000	-
Parking Violations	420,083	370,259	285,000	285,000	-
Parking Meter Receipts	68,741	60,400	65,000	65,000	-
Fire Alarm Renewal Fee	5,375	375	5,000	5,000	-
Ambulance Fees	437,318	367,052	400,000	400,000	-
Other Departmental Revenue	626,472	216,265	200,000	200,000	-
Other Department Fees	57,534	35,759	70,000	70,000	-
Total	2,213,701	1,664,004	1,549,000	1,549,000	-



INTEREST INCOME & PENALTIES

Interest Income is projected to remain stable at \$420,000. 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 \$65,000 in FY2016. This is due to the dramatic drop in interest rates.

INTEREST INCOME	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Investment Income	86,768	96,346	65,000	65,000	-
Penalties & Interest	294,294	420,678	355,000	355,000	-
Total	381,062	517,024	420,000	420,000	-



LICENSES AND PERMITS

Licenses and permits revenues for FY2017 are expected to stay unchanged. Building Permits generally generate the most permit 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 FY2017 projection is consistent with long-term collections, excluding large, one-time permits.

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	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Parking Permits	136,477	152,652	115,000	115,000	-
Liquor Licenses	88,220	83,035	80,000	80,000	-
Food Licenses	8,140	7,874	7,000	7,000	-
Food Permits	15,278	18,645	16,000	16,000	-
Tobacco Permits	9,500	9,000	11,000	11,000	-
Building Inspections	1,196,205	1,259,913	1,220,000	1,220,000	-
Fire Prevention Permits	55,767	67,735	50,000	50,000	-
Marriage Licenses	6,952	5,940	6,000	6,000	-
Other	123,904	114,609	-	-	-
Total	1,640,443	1,719,403	1,505,000	1,505,000	0



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 decrease by \$50,000 to \$649,000.

New leases, which went into effect in FY2015, include a capital contribution which will offset future capital improvements to the buildings. Revenue from the Gibbs is forecasted to decrease \$50,000 to \$276,000. The decreased revenue is forecast in case the building is converted back to a middle school and the tenants leave before the end of the fiscal year. Projected revenue from other properties remains unchanged.

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	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Ryder St.	109,383	131,682	95,000	95,000	-
Parmenter	192,159	219,941	209,000	209,000	-
Crosby	1,923	-	-	-	-
Gibbs	286,229	323,858	326,000	276,000	(50,000)
Mt. Gilboa	4,000	24,000	24,000	24,000	-
Dallin Library	45,116	45,116	45,000	45,000	-
Total	638,810	744,597	699,000	649,000	(50,000)



OTHER LOCAL RECEIPTS

Other local receipts are projected to decrease remain unchanged in FY2017.

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%. The Town also 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 the room occupancy tax 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.

FY2017 projections are consistent with actual collections in past years.

OTHER LOCAL RECEIPTS	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Meals Tax	413,164	401,870	400,000	400,000	-
Hotel Tax	300,875	330,739	325,000	325,000	-
Court Fines	45,829	31,590	30,000	30,000	-
Medicare Part D Reimbursement	-	-	-	-	-
Special Assessments	-	-	-	-	-
Payments In Lieu of Taxes	50,941	24,750	18,000	18,000	-
Total	810,809	788,949	773,000	773,000	0



STATE AID SUMMARY

In January, the Governor released his budget which included a \$98 million increase in Chapter 70 School Aid and a \$42 million for General Government Aid. As it stands today, Arlington would benefit from a \$108,040 increase in Chapter 70, a \$4,883 increase in Charter School Tuition Reimbursement, and a \$300,732 increase in General Government Aid.

Based upon the Governor's budget State Aid, exclusive of school construction aid, is projected to increase \$409,471 or 2%. Overall FY2017 State Aid, as used to balance the Town Manager's budget, will increase \$410,130 to a total of \$21,115,008. This total is inclusive of \$2,474,773 in school construction aid.

In FY2017 Unrestricted General Government Aid (UGGA) is expected to increase \$300,732 or 4.3% to \$7,611,893.

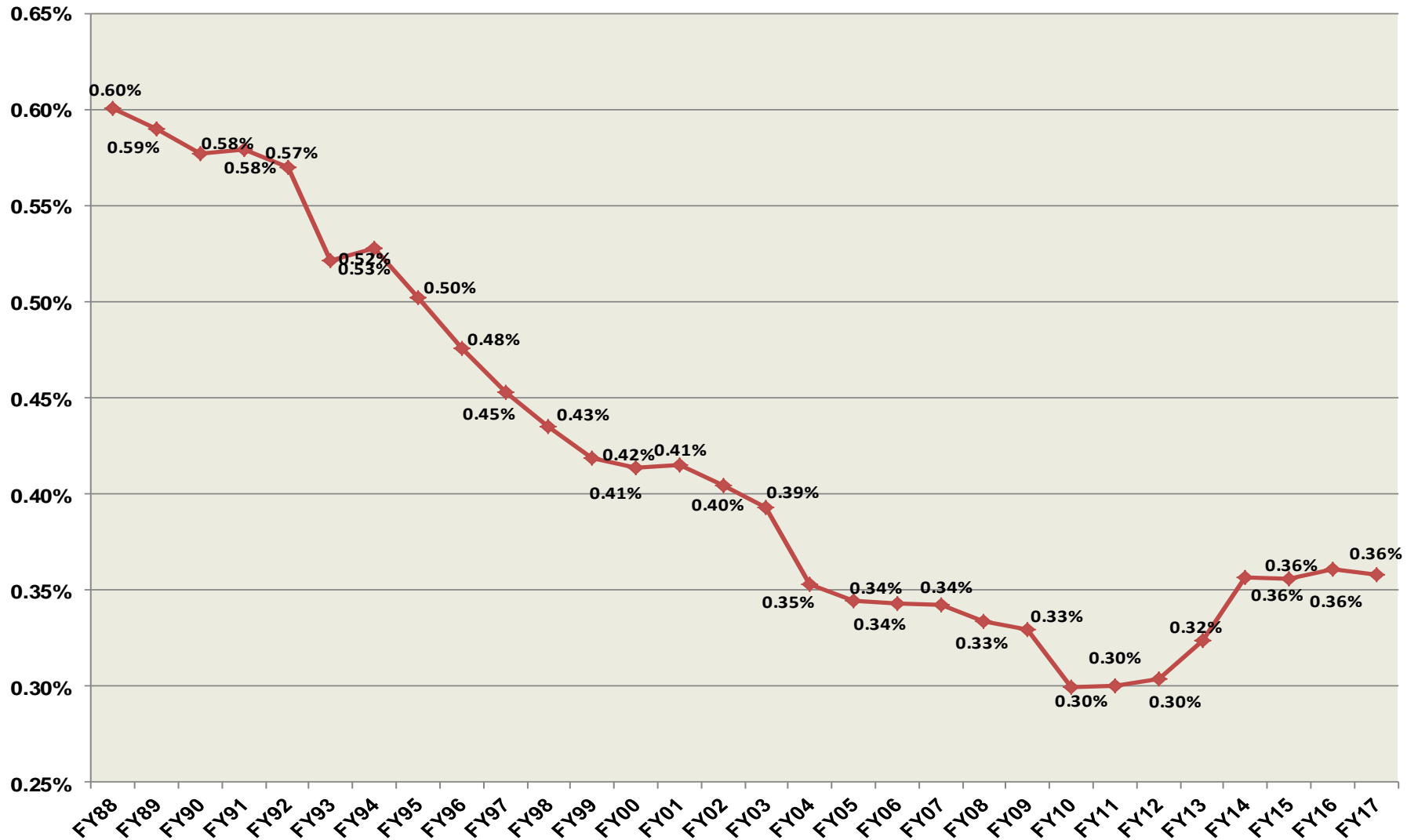
Exclusive of school construction aid, Arlington's projected state aid for FY2017 is a slight increase in real dollars than it received in FY2002, 15 years ago. Since 1987, Arlington has seen its share of total state aid cut by approximately 41% (see chart on p. 42). A look at the cumulative year-to-year 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 FY2017 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 FY2017, Arlington remains disproportional from other municipalities despite increases in state aid. To further illustrate this impact, the average state aid for municipalities in Massachusetts increased 24.5% from FY2002, while in FY2017 Arlington's cumulative year-to-year change since FY2002 is an increase of 10.2%.

STATE AID SUMMARY	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Gen Government Aid	6,776,358	6,970,290	7,311,161	7,611,893	300,732
School Aid	10,089,282	10,245,360	10,725,382	10,838,305	112,923
School Construction	2,474,773	2,906,266	2,474,773	2,474,773	-
Tax Exemptions	167,052	139,263	139,263	135,079	(4,184)
Cherry Sheet Offsets	60,566	74,531	54,299	54,958	659
Total	19,568,031	20,335,710	20,704,878	21,115,008	410,130



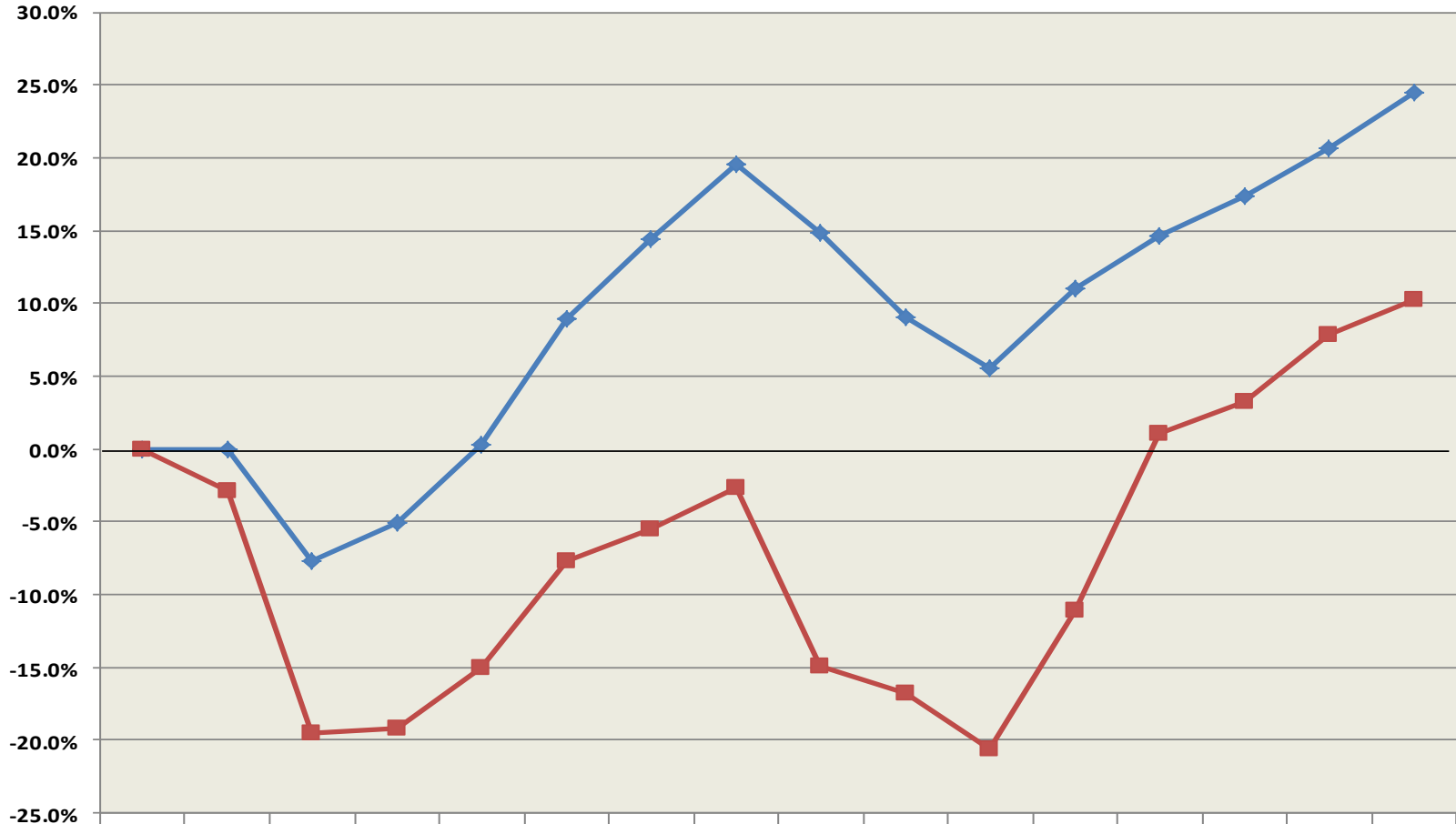
Arlington's Percent of Total State Aid





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

(Numbers Exclude School Construction and METCO Reimbursements)



	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
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%	24.5%
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%	10.2%



GENERAL GOVERNMENT

Unrestricted General Government Aid (UGGA)

In FY2017 UGGA is expected to increase \$300,732, or 4.3% to \$7,294,509.

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 FY2017, 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 FY2017 the preliminary cherry sheet estimate is \$317,384, level from the previous year.

GENERAL GOVERNMENT	FY2014 Actual	FY2015 Budget	FY2016 Budget	FY2017 Budget	Budget Change
Unrestricted General Government Aid	6,568,591	6,750,750	6,993,777	7,294,509	300,732
Veterans' Benefits	207,767	219,540	317,384	317,384	0
Total		6,970,290	7,311,161	7,611,893	300,732



SCHOOL AID

SCHOOL AID - CHAPTER 70

Proposed total statewide funding in FY2017, exclusive of regional schools, is \$4 billion, an increase of \$99 million, or 2.51%. Of this amount, it is estimated that Arlington will receive \$10,823,599, an increase of \$108,040 or 1%. 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 years two through six, an amount equal to 25% of the assessment, after year six, no reimbursement. This reimbursement is 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 \$14,706, an increase of \$4,883.

SCHOOL AID	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Chapter 70 School Aid	10,048,980	10,234,582	10,715,559	10,823,599	108,040
Charter School Tuition Reimbursement	40,302	10,778	9,823	14,706	4,883
Total	10,089,282	10,245,360	10,725,382	10,838,305	112,923



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 FY2017. 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	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
School Construction Aid	2,474,773	2,906,266	2,474,773	2,474,773	-



TAX EXEMPTION AID

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2017, Arlington's reimbursements are expected to decrease \$4,184 to a total of \$135,079. 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	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Tax Exemption Aid	167,052	139,263	139,263	135,079	(4,184)



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 started to account for the school lunch program differently and it is 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 FY2017, assistance to libraries is expected to increase slightly to \$54,958. 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	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Lunch Programs (Schools)	18,819	19,195			0
Libraries	41,747	55,336	54,299	54,958	659
Total	60,566	74,531	54,299	54,958	659

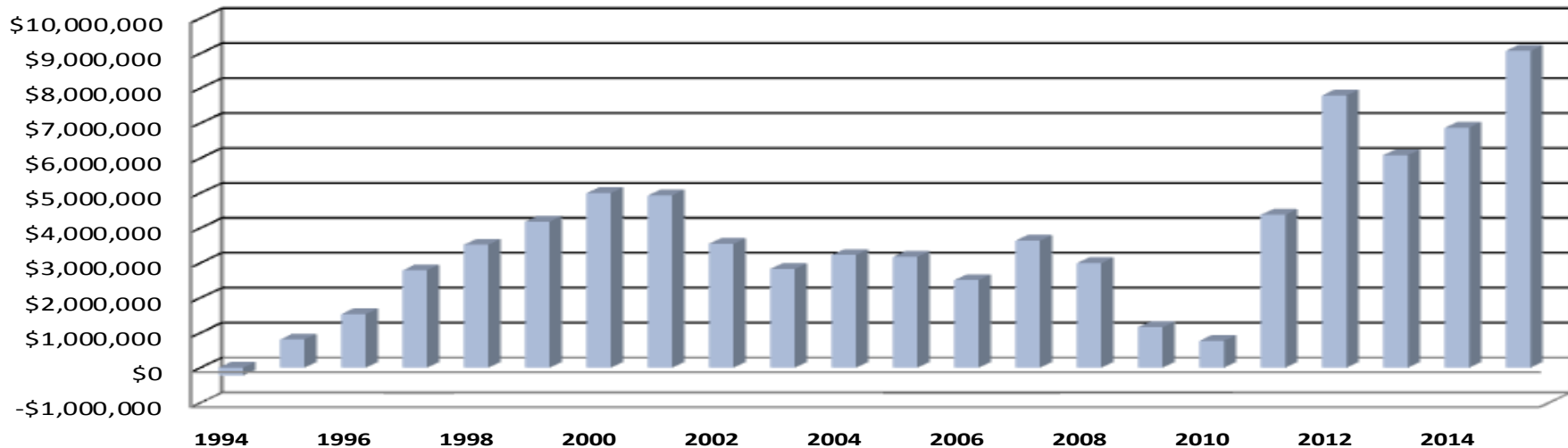


FREE CASH

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, 2015 was \$9,074,598. 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 \$4,537,299 or 50% of the existing balance, be appropriated towards the FY2017 budget leaving a balance of \$4,537,299.

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



FREE CASH	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Free Cash Appropriated	3,411,528	3,042,925	3,435,846	4,537,299	1,101,454



OTHER REVENUE

The Other Revenue category includes Tax Abatement Overlay Reserve Surplus Funds and Override Stabilization Funds. In FY2017, 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 FY2017, \$23,184,133 will have been put into the Fund. It is expected that no drawdown will be necessary until FY2018.

OTHER REVENUE	FY2014 Actual	FY2015 Actual	FY2016 Budget	FY2017 Budget	Budget Change
Overlay Surplus	200,000	350,000	350,000	200,000	(150,000)
Override Stabilization Fund		-	-	-	-
Total	200,000	350,000	350,000	200,000	(150,000)



SECTION III

BUDGET SUMMARIES



Overall General Fund Budget Summary

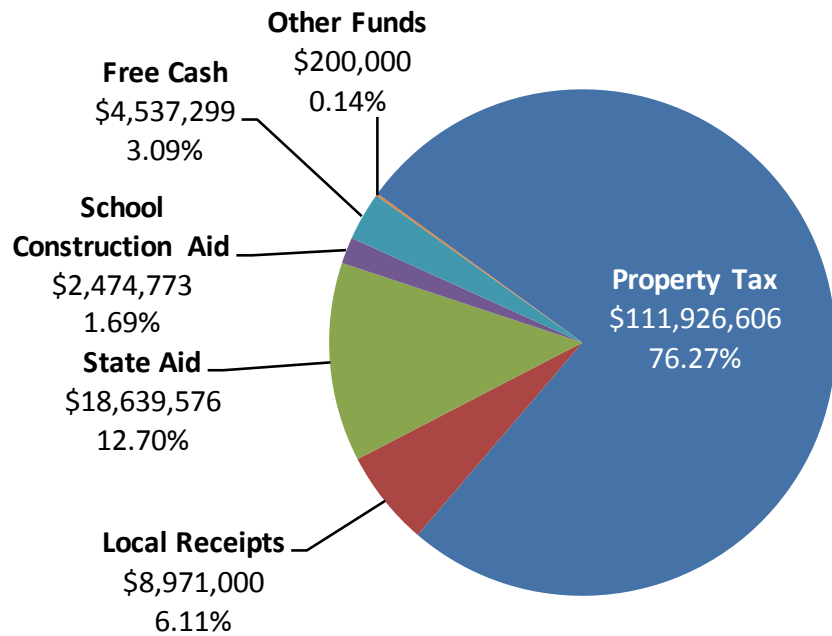
	FY2015 Budget	FY2016 Budget	FY2017 Budget	Change \$	%
Revenue					
Property Tax	\$ 105,285,021	\$ 108,977,901	\$ 111,926,606	\$ 2,948,705	2.7%
Local Receipts	\$ 8,540,842	\$ 8,896,000	\$ 8,971,000	\$ 75,000	0.8%
State Aid	\$ 17,462,884	\$ 18,230,105	\$ 18,639,576	\$ 409,471	2.2%
School Construction Aid	\$ 2,906,266	\$ 2,474,773	\$ 2,474,773	\$ -	0.0%
Free Cash	\$ 3,042,925	\$ 3,435,846	\$ 4,537,299	\$ 1,101,453	32.1%
Other Funds	\$ 350,000	\$ 350,000	\$ 200,000	\$ (150,000)	-42.9%
TOTAL REVENUES	\$ 137,587,937	\$ 142,364,625	\$ 146,749,254	\$ 4,384,629	3.1%
Expenditures					
Municipal Departments	\$ 31,392,491	\$ 32,376,144	\$ 33,425,116	\$ 1,048,972	3.24%
School Department	\$ 50,729,968	\$ 53,574,114	\$ 57,001,333	\$ 3,427,219	6.4%
Minuteman School	\$ 3,788,615	\$ 4,010,950	\$ 3,649,349	\$ (361,601)	-9.0%
Non-Departmental (Healthcare & Pensions)	\$ 24,050,099	\$ 25,499,823	\$ 26,562,327	\$ 1,062,504	4.2%
Capital (Includes Debt Service)	\$ 9,918,358	\$ 10,231,100	\$ 11,192,534	\$ 961,434	9.4%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 805,433	\$ 937,685	\$ 811,299	\$ (126,386)	-13.5%
Fixed Costs- Reserve Fund & Elections	\$ 1,131,005	\$ 1,287,760	\$ 1,585,257	\$ 297,497	23.1%
Override Stabilization Fund Deposit	\$ 4,310,362	\$ 2,782,763	\$ 2,391,893	\$ (390,870)	-14.0%
TOTAL EXPENDITURES	\$ 131,719,443	\$ 136,293,451	\$ 142,212,220	\$ 5,918,768	4.3%
Non-Appropriated Expenses	\$ 5,868,494	\$ 6,071,173	\$ 4,537,034	\$ (1,534,139)	-25.3%
Surplus / (Deficit)	\$ 0	\$ 0	\$ 0	\$ 0	0.0%



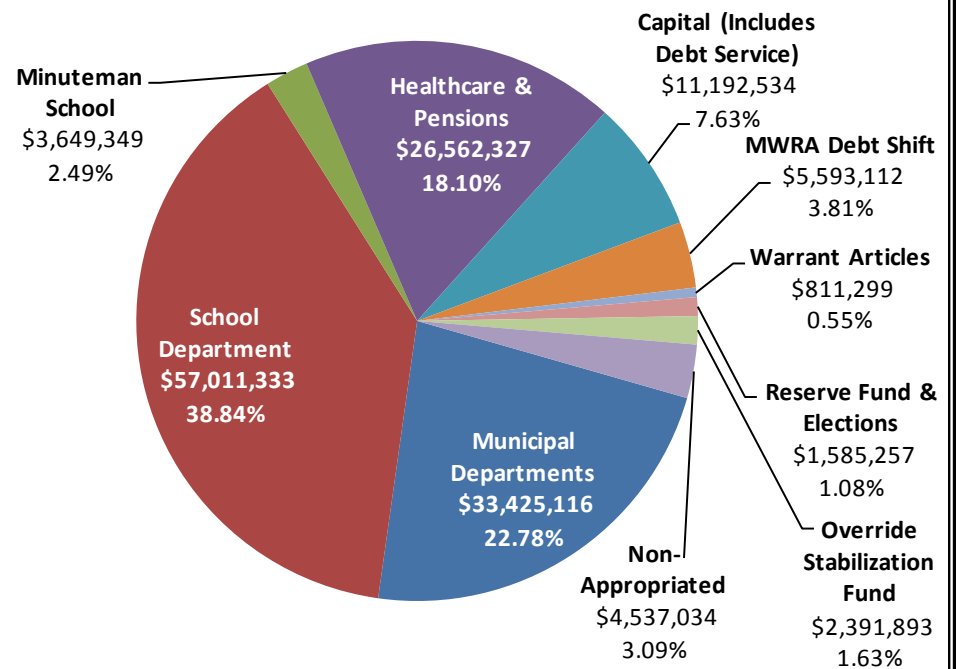
Fiscal Year 2017

Total \$146,749,254

Revenue



Expenditures



Fiscal Year 2017 Budget



Budget Summaries Comparison FY 2016- 2017

DEPARTMENT	Fiscal Year 2016				Fiscal Year 2017					
	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	9,861	2,345		12,206	9,997	2,500		12,497	291	2.38%
SELECTMEN	244,385	81,350	(26,461)	299,274	252,982	87,350	(24,094)	316,238	16,964	5.67%
TOWN MANAGER	591,705	33,500	(114,916)	510,289	740,293	33,500	(117,991)	655,802	145,513	28.52%
HUMAN RESOURCES	265,113	56,450	(15,046)	306,517	271,027	56,450	(15,247)	312,230	5,713	1.86%
COMPTROLLER	361,909	107,375	(38,486)	430,798	364,504	102,972	(38,534)	428,942	(1,856)	-0.43%
TREASURER	631,762	149,873	(105,610)	676,025	621,356	154,011	(106,518)	668,849	(7,176)	-1.06%
POSTAGE	32,391	179,279	(36,409)	175,261	32,648	179,531	(36,431)	175,748	487	0.28%
ASSESSORS	255,085	26,700		281,785	266,246	33,148		299,394	17,609	6.25%
INFO TECH	654,466	206,353	(148,048)	712,771	669,490	221,253	(152,706)	738,037	25,266	3.54%
LEGAL	433,245	135,002	(105,663)	462,584	452,505	135,002	(107,260)	480,247	17,663	3.82%
TOWN CLERK	239,055	28,860		267,915	243,956	28,860		272,816	4,901	1.83%
REGISTRARS	48,078	13,550		61,628	52,307	13,550		65,857	4,229	6.86%
PARKING	87,871	28,935		116,806	88,953	41,080		130,033	13,227	11.32%
PLANNING & C. D.	488,223	25,215	(87,646)	425,792	479,778	24,185	(93,324)	410,639	(15,153)	-3.56%
RENTAL PROPERTIES	63,060	220,510	(28,118)	255,452	63,576	205,210	(29,138)	239,648	(15,804)	-6.19%
REDEVELOPMENT		10,800		10,800		10,800		10,800	-	0.00%
ZBA	18,910	4,100		23,010	20,812	4,100		24,912	1,902	8.27%
PUBLIC WKS	3,829,327	5,765,798	(1,210,715)	8,384,410	3,848,046	5,982,610	(1,170,376)	8,660,280	275,870	3.29%
FACILITIES	167,308	263,000	(30,000)	400,308	402,017	336,911	(160,833)	578,095	177,787	44.41%
POLICE	7,029,538	664,200		7,693,738	7,284,623	687,950		7,972,573	278,835	3.62%
FIRE	6,646,443	418,650	(166,218)	6,898,875	6,841,598	439,900	(169,542)	7,111,956	213,081	3.09%
INSPECTIONS	417,460	12,000		429,460	406,425	12,000		418,425	(11,035)	-2.57%
LIBRARIES	1,716,134	563,080	(24,705)	2,254,509	1,753,737	537,580	(25,200)	2,266,117	11,608	0.51%
HUMAN SERVICES								-	-	
Council on Aging	206,911	13,500		220,411	211,730	14,000		225,730	5,319	2.41%
Veterans' Services	58,530	363,577		422,107	61,065	378,577		439,642	17,535	4.15%
Health & Human Serv.	349,199	32,300		381,499	356,809	32,800		389,609	8,110	2.13%
Youth Services		120,000		120,000		120,000		120,000	-	0.00%
COA Trans. Subsidy		34,000		34,000		-		-	(34,000)	-100.00%
Collective Bargaining	107,912			107,912	-	-		-	(107,912)	
MUNICIPAL DEPTS.	24,953,883	9,560,302	(2,138,041)	32,376,144	25,796,480	9,875,830	(2,247,194)	33,425,116	1,048,972	3.24%
RESERVE FUND		1,200,000		1,200,000		1,465,000		1,465,000	265,000	22.08%
ELECTIONS	28,220	59,540		87,760	22,037	98,220		120,257	32,497	37.03%
FIXED COSTS	28,220	1,259,540		1,287,760	22,037	1,563,220		1,585,257	297,497	23.10%
EDUCATION	53,574,114			53,574,114	57,001,333			57,001,333	3,427,219	6.40%
N.C. Pensions		87,000		87,000		87,000		87,000	-	0.00%
C. Pensions		10,098,704	(1,045,463)	9,053,241		10,659,652	(1,104,889)	9,554,763	501,522	5.54%
Insurance		17,093,618	(734,036)	16,359,582		17,682,528	(761,964)	16,920,564	560,982	3.43%
GRAND TOTAL	78,556,217	38,099,164	(3,917,540)	112,737,841	82,797,813	38,305,010	(4,114,047)	118,574,033	5,836,193	5.18%



SUMMARY OF 2017 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ 291	
	2.38%	
	\$ 136	Personnel Fixed Costs
	\$ 155	Increase in Expenses
Selectmen	\$ 16,964	
	5.67%	
	\$ 8,597	Personnel Fixed Costs
	\$ 2,367	Increased W/S Offset
	\$ 6,000	Increase in Audit
Town Manager	\$ 145,513	
	28.52%	
	\$ 148,588	Personnel Fixed Costs, including Assistant Town Manager
	\$ (3,075)	Decrease in W/S Offset
Human Resources	\$ 5,713	
	1.86%	
	\$ 5,713	Personnel Fixed Costs
Comptroller	\$ (1,856)	
	-0.43%	
	\$ 2,595	Personnel Fixed Costs
	\$ (4,403)	Increase in Expenses
	\$ (48)	Increase in W/S Offset
Treasurer-Collector	\$ (7,176)	
	-1.06%	
	\$ (10,409)	Personnel Fixed Costs
	\$ (908)	Increased W/S Offset
	\$ 1,300	Increase in Data Processing Expenses
	\$ 1,525	Decrease in Office Supplies
	\$ 1,316	Misc. Expenses



SUMMARY OF 2017 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Postage	\$ 487	
	0.28%	
	\$ 257	Personnel Fixed Costs
	\$ 252	In-State Travel
	\$ (22)	Increased W/S Offset
Board of Assessors	\$ 17,609	
	6.25%	
	\$ 11,161	Personnel Fixed Costs
	\$ 6,448	Increase in Expenses
Information Technology	\$ 25,266	
	3.54%	
	\$ 15,024	Personnel Fixed Costs
	\$ (4,658)	Increased W/S Offset
	\$ 9,900	Increase in Munis Software Support
	\$ 5,000	Increase in Training
Legal	\$ 17,663	
	3.82%	
	\$ 19,260	Personnel Fixed Costs
	\$ (1,597)	Increased W/S Offset
Town Clerk	\$ 4,901	
	1.83%	
	\$ 4,901	Personnel Fixed Costs
Registrars	\$ 4,229	
	6.86%	
	\$ 4,229	Personnel Fixed Costs
Parking	\$ 13,227	
	11.32%	
	\$ 1,082	Personnel Fixed Costs
	\$ 12,145	Increase in Expenses



SUMMARY OF 2017 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Planning & Comm. Development	\$ (15,153)	
	-3.56%	
		\$ (14,123) Personnel Fixed Costs \$ (1,030) Increased Expenses
Rental Properties & Redevelopment Board	\$ (15,804)	
	-6.22%	
		\$ (1,020) Decreased W/S Offset \$ (15,300) Expenses \$ 516 Personnel Fixed Costs
Zoning Board of Appeals	\$ 1,902	
	8.27%	\$ 1,902 Personnel Fixed Costs
Facilities	\$ 177,787	
	44.41%	
		\$ 134,413 Personnel Fixed Costs \$ 43,374 Properties Expenses (moved from DPW Properties)
Public Works	\$ 275,870	
	3.29%	
		\$ 18,719 Personnel Fixed Costs
		\$ 40,339 Increased W/S/Energy/Recycling Offsets
		\$ 116,000 Natural Resources Expenses
		\$ 75,000 Snow & Ice
		\$ 3,380 Highway Motor Equipment Repair Expenses
		\$ 69,432 Solid Waste Collection
		\$ (72,500) Decrease in Streetlighting Expenses
	\$ 25,500 Misc. Expenses	



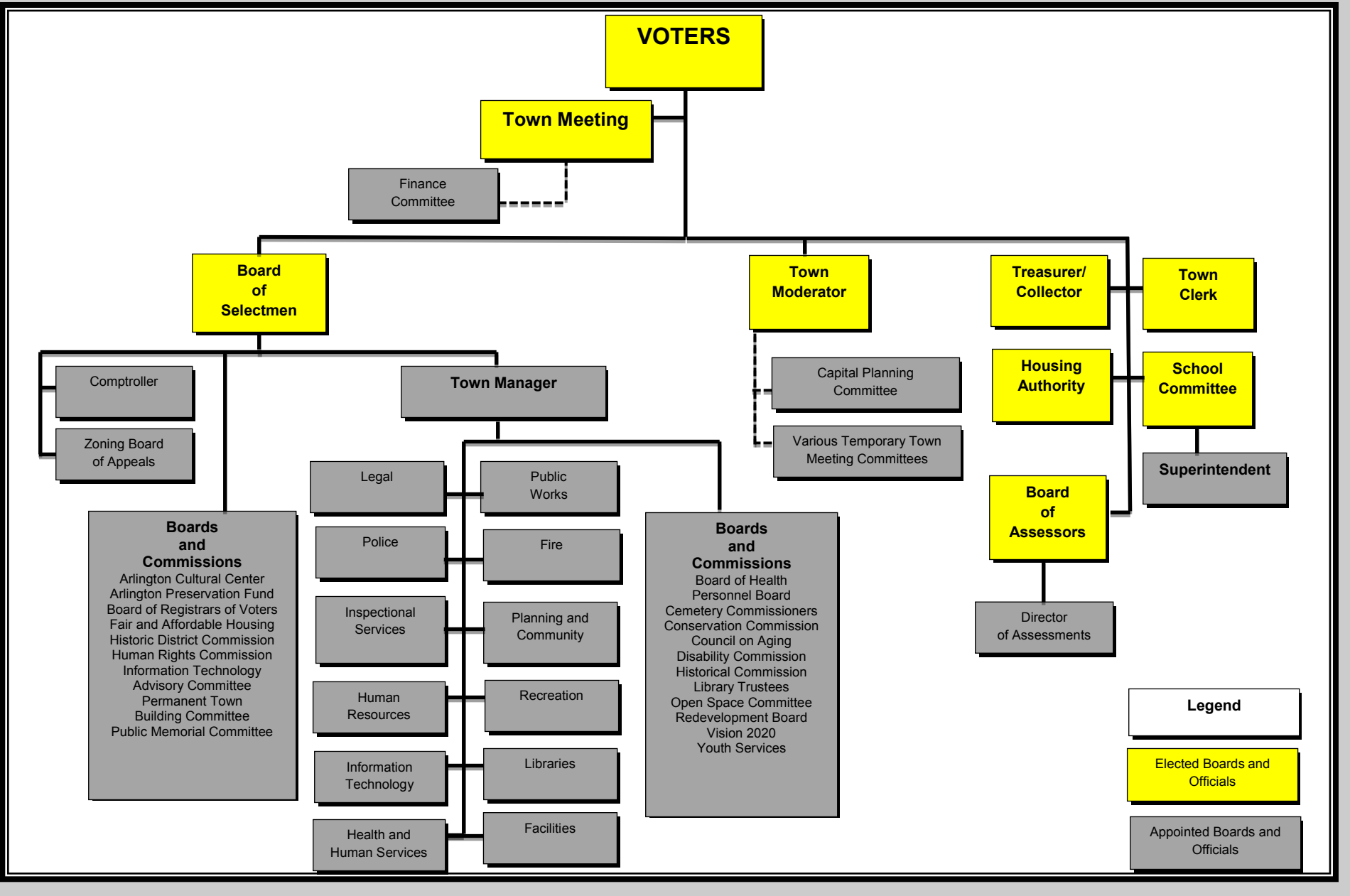
SUMMARY OF 2017 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Police	\$ 278,835 3.62%	\$ 255,085 Personnel Fixed Costs \$ (5,250) Misc. Expenses \$ 9,000 Uniforms \$ 20,000 Teleprocessing \$ - Indemnity
Fire	\$ 213,081 3.09%	\$ 185,155 Personnel Fixed Costs \$ (3,324) Increased W/S Offset \$ 3,000 Office Supplies \$ 28,250 Misc. Expenses
Inspectional Services	\$ (11,035) -2.57%	\$ (11,035) Personnel Fixed Costs
Libraries	\$ 11,608 0.51%	\$ 37,108 Personnel Fixed Costs \$ (25,500) Misc. Expenses



SUMMARY OF 2017 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Health and Human Services	\$ 8,110 2.13%	\$ 7,610 Personnel Fixed Costs \$ 500 Mosquito Control
Veterans' Services	\$ 17,535 4.15%	\$ 2,535 Personnel Fixed Costs \$ 100 In-State Travel \$ (100) Office Supplies \$ 15,000 Veterans Aid & Assistance
Council on Aging	\$ 5,319 2.41%	\$ 4,819 Personnel Fixed Costs \$ 500 Reception Support
Arlington Youth Counseling Center	\$0 0%	
COA Trans. Subsidy	(\$34,000) -100%	
Collective Bargaining	(\$107,912) -100%	
Subtotal: Municipal Departments	1,048,972 3.24%	



SUMMARY OF 2017 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Non-Contributory Retirement	\$0 0%	
Contributory Retirement	\$ 501,522 5.54%	
Group Health Ins./ Life Ins./Medicare	\$ 510,982 3.33%	
Liability Insurance	\$0 0%	
Unemployment Compensation	\$0 0%	
Workers' Compensation	\$50,000 10%	
Reserve Fund	\$265,000 22.08%	
Elections	\$32,497 37.03%	
		\$32,497 Increase in the number of elections scheduled
Subtotal: Fixed Costs	\$ 1,360,001 5.09%	
Total: Education	\$ 3,427,219 6.40%	
Grand Total	\$ 5,836,193 5.18%	





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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, the Long Range Planning Committee, Vision 2020, Information Technology Advisory Board, and many committees voted by Town Meeting.

Budget Statement

The Finance Committee has requested budgets for FY2017, showing increases consistent with those provided in the latest long term plan.

PROGRAM COSTS				
	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Reserve Fund				
Personnel Services				
Expenses	-	1,200,000	1,465,000	
Total	-	1,200,000	1,465,000	

FY2017 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 2015

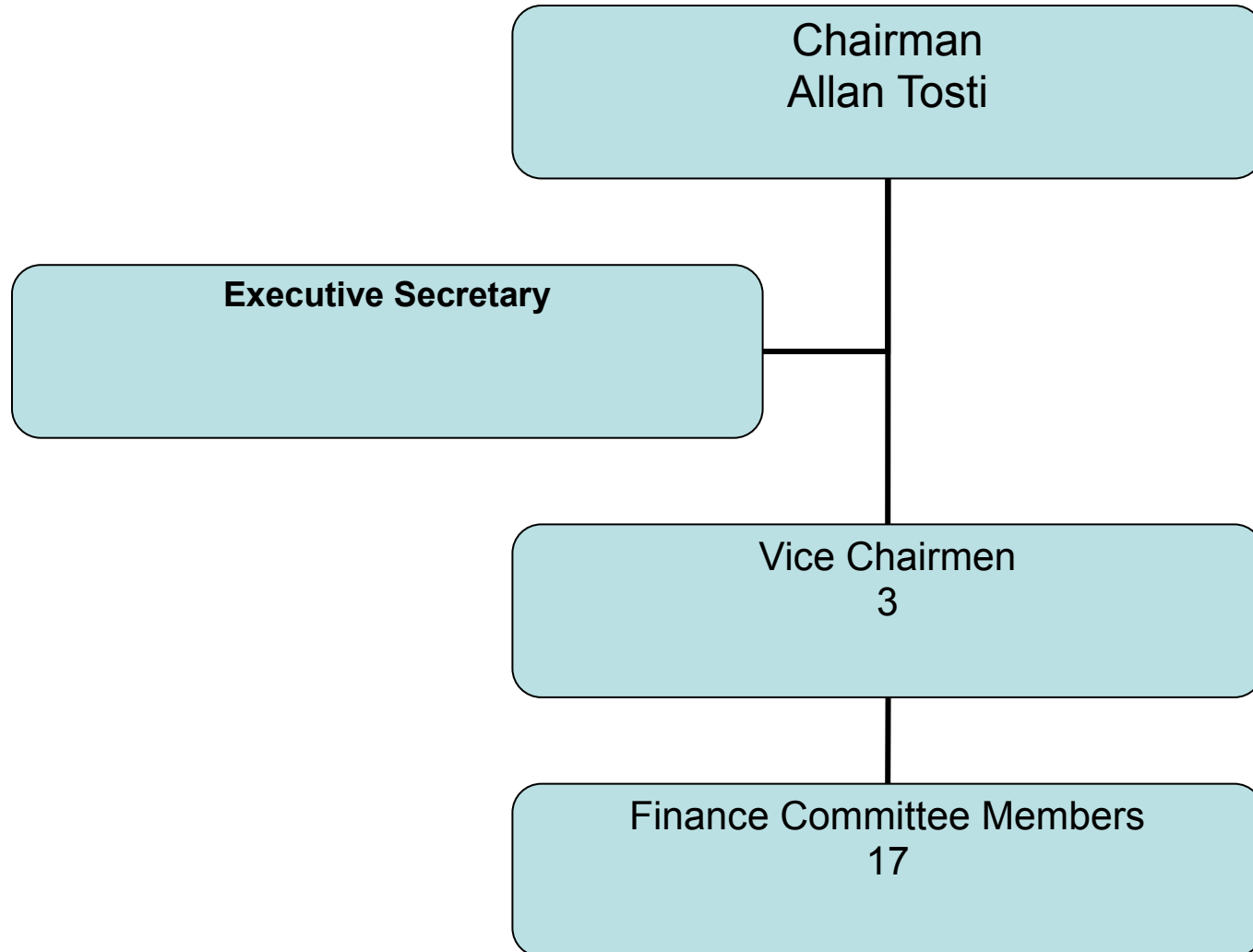
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Finance Committee				
Personnel Services	9,050	9,861	9,997	
Expenses	1,667	2,345	2,500	
Total	10,717	12,206	12,497	-

STAFFING

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Finance Committee				
Managerial				
Clerical	1PT	1PT	1PT	
Professional/Technical				
Total	1PT	1PT	1PT	





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 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.
- Provide administrative support for postings of all meeting notices and agendas for Selectmen Committees.

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

Board of Selectmen	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	2.5	2.5	2.5	
Professional/Technical				
Total	3.5	3.5	3.5	

PROGRAM COSTS

Board of Selectmen	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	216,155	217,924	228,888	
Expenses	16,957	20,850	20,850	
Audit	49,425	57,000	63,000	
Annual Report	3,404	3,500	3,500	
Total	285,941	299,274	316,238	-

FY2017 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, the Long Range Planning 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.



FY2017 Objectives (cont.)

- Work with Town Manager and Director of Planning & Community Development on the Master Plan and continue to promote participation throughout the process.
- 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.

Performance / Workload Indicators				
<i>Board of Selectmen</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Meetings:				
Town Meeting Preparations	6	5	8	8
Special Town Meeting Preparations	1	1	2	1
Selectmen Meeting Preparations	28	28	28	28
Audit Advisory Meeting Preparations	1	2	2	2
Budget & Revenue Task Force	1	2	2	2
Joint BOS/Arlington Housing Authority Meetings	1	0	0	0
BOS Goal Setting	1	1	1	1

SUB PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Elections				
Personnel Services	38,567	28,220	22,037	
Expenses	66,408	59,540	98,220	
Total	104,975	87,760	120,257	-

Major Accomplishments for 2015

- The Board continued to develop a Selectmen’s Policy Handbook, available April 2016.
- 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. It was also the first year with electronic applications.
- 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.
- The Board continues to implement electronic packets for all Board meetings.
- Worked with ABAC and TAC to promote and encourage multimodal transportation in Arlington.
- The Board approved a new outside Café Seating Policy.
- The Board voted approval of the Community Preservation Recruitment Process.
- The Board voted to endorse the Bike Facility Design Guide.
- The Board voted approval of a Veterans Council of seven members with the majority being a veteran or a family member of a veteran to help with various projects throughout town.
- The Board appointed the Town’s first Poet Laureate, Miriam Levine.
- The Board voted to implement new signage along the Battle Road Scenic Byway.
- Hired a new Comptroller and had a successful transition.



Board of Selectmen

Kevin Greeley, Chairman
Diane Mahon, Vice-Chairman
Steven M. Byrne
Joseph A. Curro, Jr.
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, Town Clerk, Assessors, 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 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 \$145,513 due to adjustments to the pay and classification plan, contractual obligations, and the addition of an Assistant Town Manager position.

STAFFING

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Town Manager				
Managerial	2	2	3	
Clerical	1	1	1	
Professional/Technical	2.7	2.7	2.7	
Total	5.7	5.7	6.7	

FY2017 Objectives

- Work with Board of Selectmen and other Town officials to update and monitor the existing multi-year financial plan while researching and developing opportunities to reduce the Town’s structural deficit in preparation for future multi-year financial plans.
- Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used.
- Continue to work with Legislators and other communities for a more equitable distribution of state resources.
- Continue to pursue grant funding and other revenue enhancing opportunities including the newly offered Community Compact program initiated by the Baker Administration.
- Continue to investigate regionalization initiatives that provide both financial incentives and service delivery improvement to Arlington residents.
- Analyze the newly offered ICMA Insights program as a potential performance measurement tool for the organization.
- Continue to work with the Budget and Revenue Taskforce to identify financial impacts of future building projects at Arlington High School and Minuteman Regional High School.
- Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency.
- Manage and complete Community Safety Building Repairs.
- Assist Board in review of inventory of publicly owned parcels that identifies jurisdictional issues and parcel boundaries.
- Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan.
- Work with the Board to consider long term strategy of selling the property at 1207 Massachusetts Ave as authorized by Town Meeting.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Town Manager				
Personnel Services	457,036	476,789	622,302	
Expenses	93,111	33,500	33,500	
Total	550,147	510,289	655,802	-



FY2017 Objectives (cont.)

- Continue working with the ARB and the Central School Feasibility Committee to consider upgrades to the Central School space focused on improving the space used as a Senior Center.
- Continue working with the Board of Selectman, Redevelopment Board, the Planning and Community Development Department, and the Master Plan Implementation Committee to begin the implementation of the key strategies and recommendations contained within the Master Plan.
- Work with ATED and the Economic Development Officer to further economic development, business retention, and tourism.
- Continue working with the Parking and Implementation/Governance Committee on implementing the Arlington Center Parking Management Strategy as adopted by the Board.
- Continue working with the Board to oppose the current proposal for the Mugar site, protect the wetlands within the property, and work toward the best outcome for the property, the neighborhood, and the Town.
- Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington and the development of a cultural district proposal.
- Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town, and explore bike sharing opportunities.
- Work with the Director of Information Technology to implement the 3 year IT Strategic Plan.
- Work with departments to implement online bill payments.
- Work to integrate newly established GIS data and mapping tools into departmental operations.
- Continue working with the Director of Information Technology and Public Information Officer to investigate the upgrade and integration of the Town's Request/Answer Center with the GIS system if appropriate.
- Work with Public Information Officer to continue to maintain and expand the integration of social media into daily as well as emergency communications.
- Work with Public Information Officer to further develop uses of traditional media to communicate with public.
- Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.

FY2017 Objectives (cont.)

- Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization
- Work to integrate the Director of Assessments into the financial team overseen by the Town Manager and work to implement further improvements and efficiencies regarding the Town's financial management structure.

Major Accomplishments for 2015

- Successfully launched a new Town website.
- Completed 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.
- Completed collective bargaining negotiations with Town employee unions relative to successor agreements.
- 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 third consecutive year.
- Participated in the hiring process for the Town Comptroller and assisted Board of Selectmen in hiring decisions.
- Worked with MassDOT and other interested parties to complete improvements to Mass. Ave. corridor.
- Hired new Library Director, Deputy Town Manager, and Director of Planning and Community Development.



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.

FY2017 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.
- Maintaining loyalty/usage of all communication channels.
- Preserving and increasing productivity through communication channels.
- Continuing to develop uses of traditional media to communicate with the public.
- Looking for opportunities to integrate GIS capabilities to the Town’s Request/Answer Center.
- Implementing new features in new website as adoption of CMS is realized.
- Identifying and implement collaborative social media tools to improve Town communications.
- Identifying and implement improved reporting mechanisms for all Town communication channels to better utilize these channels, Town resources, and to ensure quality customer service.

Budget Statement

This is the first full fiscal year utilizing the new content management system (CMS). The focus has been the adoption of the CMS across the organization and educating the public. The Town continues to build staff capacity by decentralizing tasks, providing education on content best practices, and enhancing content dissemination were major initiatives. Social media channels were added to Arlington’s growing list of content channels. The Town has had success, and new learning, in these areas. We continue to work across the organization to ensure ongoing quality and efficiency, and seek tools and process to support these efforts.

Performance / Workload Indicators

<i>Town Manager</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Purchase Orders Processed	5,648	5,610	5,500	5,000
Bids Processed	44	58	50	50



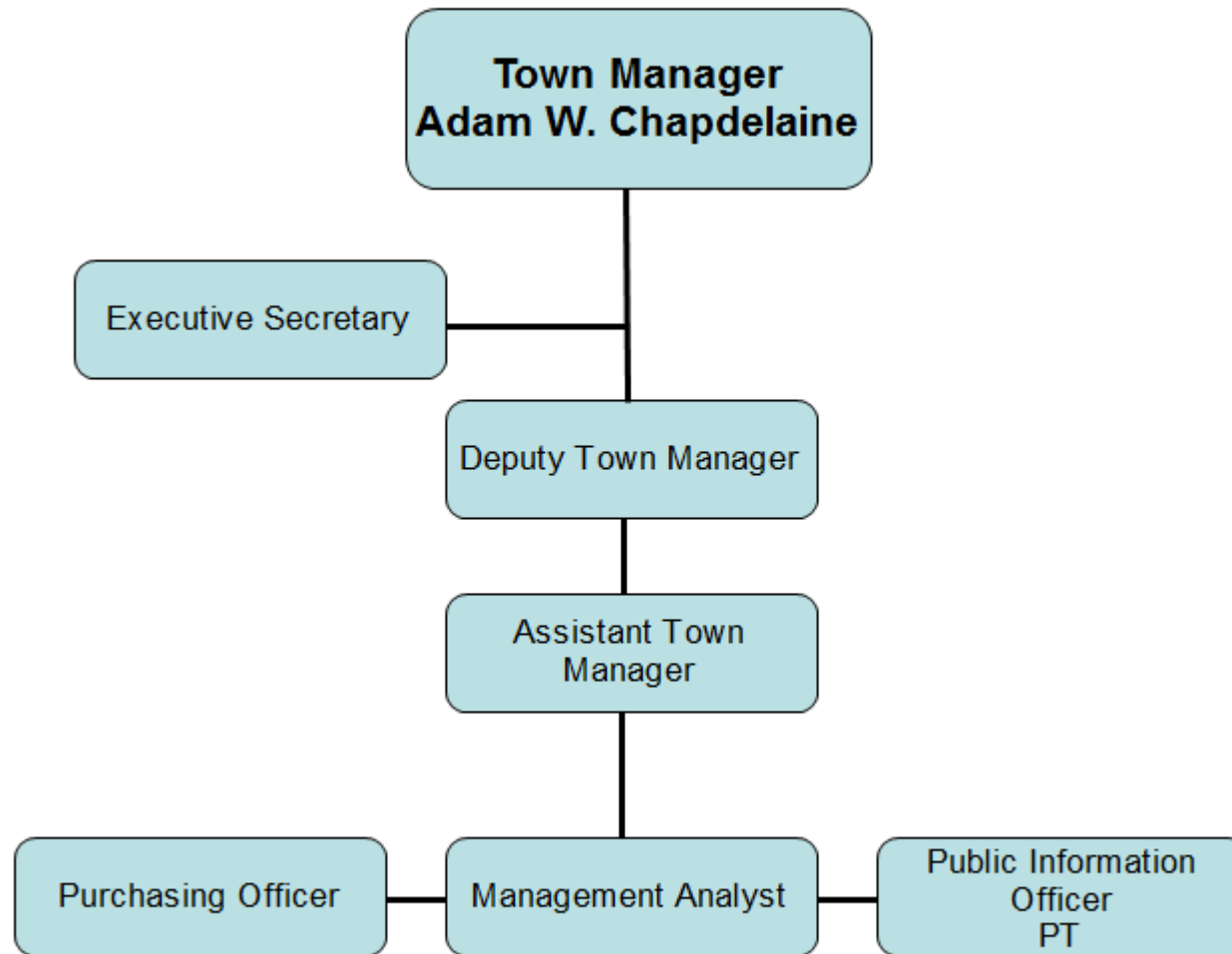
Major Accomplishments for 2015

- Successful adoption of CMS across the organization, 60+ users, with engagement continuing to rise.
- Successful adoption of the new website by visitors. 82% of respondents who took the public survey reported they were satisfied to very satisfied with the new website.
- Launched Town Facebook and Twitter Accounts. By early 2016 there were over 800 FB likes, and 1K Twitter followers.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At end of calendar year 2015, \$252,488 in savings realized by residents.
- Updated Request/Answer Center to responsive web design (RWD), making it compatible with mobile devices. Initiated login bypass for existing customers for improved convenience.
- Major campaigns and events supported in FY2016 include: Multiple Snow Storms/Parking Bans, Master Plan, Mass Ave Rebuild, Town Meeting and Annual Town Elections. Publications Produced: 2014 Annual Report (received 3rd place by Massachusetts Municipal Association). DPW: 2015-2016 Recycling & Trash Guide mailed to all Arlington households.

Performance / Workload Indicators				
	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	4,262	4,808	5,000	5,150
% of Growth from previous year	-3%	11%	4%	3%
% Compared with # of households (19,000)	22%	25%	26%	27%
Social Media				
Facebook Likes	N/A	641	1,000	1,500
Twitter Followers	N/A	587	1,100	1,500
Website Traffic (arlingtonma.gov)				
Page Views	1,321,310	1,482,761	1,371,235	1,371,235
Visits	551,414	520,205	533,981	533,981
Unique Visitors	311,538	264,376	278,724	278,724
Visitor Loyalty- # of Uniques Visited Over 200 Times	17,323	17,754	22,172	22,172
Request/Answer Center: System Stats				
Answers Viewed on Portal	225,944	299,288	179,783	220,809
Productivity Preserved in Hours/Answers Viewed	18,829	24,941	20,036	18,401
^New Customer Registrations	2,280	2,226	2,409	2,470
Questions/Requests Created	3,398	3,512	3,577	3,599
Questions/Requests Closed	3,210	3,102	3,299	3,364
% Questions/Requests Remain Open System	25%	20%	14%	14%
Request/Answer Center: PIO Requests				
Questions/Requests Created	290	325	300	300
% Questions/Requests Remain Open System	21%	9%	8%	7%

calls not answered by staff. Avg length of call = 5 minutes

^Duplicate customers ID'd - same customer using multiple emails estimated adjustment is 5-10%





Program Description

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

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

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

Budget Statement

In FY2016 Human Resource functions are very stable. The Town and School Human Resources staff are committed to a collaborative effort in providing quality service to employees and retirees. We also invest in developing a culture of trust with our labor unions and employees which in turn helps indemnify the Town from costly employment litigation.

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Human Resources				
Health Insurance Contracts Managed	1,873	1,909	1,888	1,924
Opt Outs	61	70	76	75
Life Insurance Contracts Managed	987	977	982	990
Life Insurance Claims Processed	40	40	28	20
Vacancy Postings	24	31	45	30
New Hires	24	27	45	30
Promotions	2	6	3	6
Retirements	7	13	9	10
Resignations/Separations	18	5	12	15

STAFFING

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Human Resources				
Managerial	1	1	1	
Clerical	2.5	2.5	2.5	
Professional/Technical				
Total	3.5	3.5	3.5	-

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Human Resources				
Personnel Services	241,523	250,067	255,780	
Expenses	39,211	56,450	56,450	
Total	280,734	306,517	312,230	-

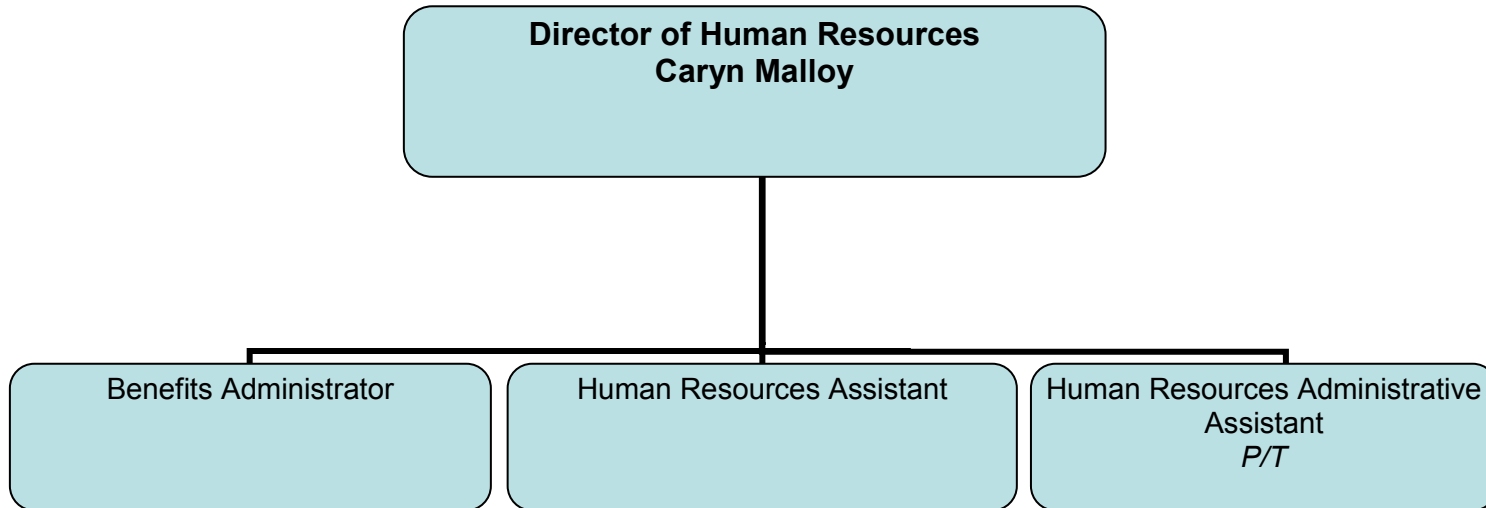


FY2017 Objectives

- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Successfully facilitate another comprehensive Town and School Salary Survey. In FY14 the Town conducted a salary study of 100 Town and 100 School positions in relation to our comparable communities. The list of comparable communities (Belmont, Brookline, Medford, Melrose, Milton, Natick, Needham, North Andover, Reading, Stoneham, Watertown and Winchester) was developed in partnership with Town, School, and Union elected and appointed officials.
- Continue effectively to administer the GIC health insurance plans and ensure our employees and retirees feel properly supported in understanding their benefits, including understanding the Health Reimbursement Account Program. Conduct regular and strict auditing of receipts for payment of health, life, and dental insurance.
- Fully implement a web based online application and hiring system. The software for this program was developed in partnership with the Town's website vendor and without additional cost to the Town.
- Fully integrate Collective Bargaining Agreements for all six Town Unions.
- Continue to partner with and support the Arlington Public Schools Human Resource Department.
- Implement and monitor changes to the myriad 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.

Major Accomplishments for 2015

- In early 2015 the Director, as a part of the Town's collective bargaining team, engaged in intensive successor bargaining with all six labor unions under the purview of the Town Manager. The Town came to agreement with all six collective bargaining units prior to the conclusion of the Annual Town Meeting. The AFSCME Local 680 union rejected its initial agreement with the Town but by the fall of 2015 a new agreement was successfully reached and ratified by its membership.
- In late summer the Department went out to bid for its Flexible Spending and Dental Plans. As a result, the Dental program, fully funded by the employees, enjoyed rate stability while offering enhanced benefits. The Flexible Spending program, funded by the Town, saw a savings almost \$20,000 while offering enhanced online and mobile tools to employees.
- Among the searches the Director facilitated over the course of the year were recruitments for Facilities Director, Deputy Town Manager, and Director of Planning and Community Development. These searches utilized assessment center style evaluations and talented professionals from across town departments and from within the community. The result is the recruitment of three highly talented and well qualified individuals to these positions.
- Throughout 2015 the Department worked closely with other departments in preparing to meet the new employer reporting requirements under the Affordable Care Act.
- The Department also worked closely with Department Heads to successfully facilitate a number of labor relations issues, disciplinary matters, and workplace investigations.





Program Description

The Comptroller's Office is responsible for the Town's books of accounts and financial records, verifying appropriations for all purchase orders, processing invoices for payment, approval of all payrolls and other warrants, balancing monthly appropriation reports, and other financial reporting as governed by Federal and State government agencies. The Comptroller is also responsible for the direct management and supervision of the Town-wide telephone system and telephone operators. The Comptroller serves as an ex-officio member of the Arlington Retirement Board.

The Comptroller is responsible for the coordination of the annual independent audit of the Town, and is also responsible for providing quarterly revenue and expenditure reports to the Board of Selectmen, Town Manager, Town Treasurer, and Chairman of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

Budget Statement

The FY2017 Budget will decrease by \$1,856 overall. The Comptroller's office continues to perform all duties timely and in a professional manner. The Comptroller will continue to explore ways to keep the budget level funded through operational efficiencies and technological advances.

Major Accomplishments for 2015

- Closed books and had Town audit completed on a timely basis.
- Worked with the Department of Revenue to have Free Cash certified at over \$9 million as well as Retained Earnings of all five Enterprise Funds certified on a timely basis.
- Successful transition from long time Comptroller Ruth Lewis, who had over 25 years of dedicated service to the Town of Arlington.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Comptroller				
Personnel Services	372,506	323,423	325,970	
Expenses	62,915	107,375	102,972	
Total	435,421	430,798	428,942	-

STAFFING

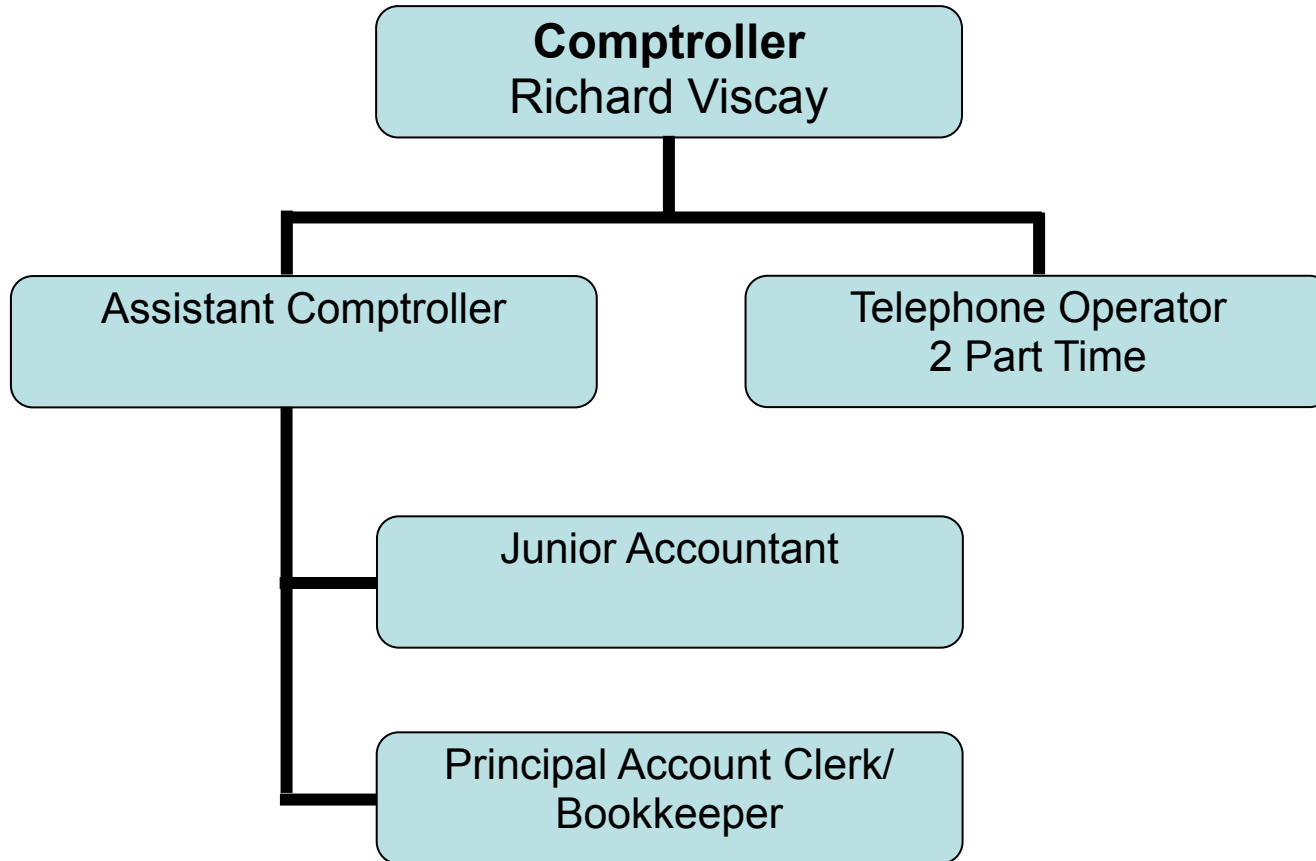
	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Comptroller				
Managerial	1	1	1	
Clerical	3.5	3.5	3.3	
Professional/Technical	1	1	1	
Total	5.5	5.5	5.3	

FY2017 Objectives

- Upgrade the Town's financial software to the latest version of MUNIS and utilize the financial software to its fullest capacity.
- Enhance the Town's audited financial statements to achieve the Government Finance Officers Association (GFOA) Certificate of Achievement of Excellence in Financial Reporting (CAFR) to show that the Town will go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure.
- Upgrade the current PBX telephone and voicemail system to VoIP.
- Promote training and continuing education for all staff members.

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Accounting				
General Fund - Free Cash Certified	6,871,692	9,074,598	4,528,206	4,528,206
Water/Sewer Enterprise Fund- Retained Earnings certified	3,718,958	8,546,621	5,000,000	5,000,000
Youth Services Enterprise Fund- Retained Earnings certified	23,474	23,056	30,000	30,000
COA Transportation Enterprise Fund- Retained Earnings certified	132,640	63,211	113,000	113,000
Rink- Retained Earnings certified	74,503	77,154	81,000	81,000
Recreation- Retained Earnings certified	132,023	205,874	153,000	153,000
Purchase Orders	5,651	8,644	6,500	6,500
Accounts Payable batches	645	819	780	780





Program Description

The Treasurer and Collector of Taxes is responsible for the management, 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 directing, managing, collecting, and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water and Sewer utility billing, parking violations; and the complete collection and processing for these billings; receiving all monies from Town and School departments, securing and depositing Town monies, and in accordance with Massachusetts General Laws, for managing, planning, and directing the Town's financial policies relating to cash management, investment management, and debt management. 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 Departments' 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.
- Directing and managing the John J. Bilafer Arlington Citizens Scholarship Foundation/Scholarship America 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 \$131,459,562 in FY16 revenues, and revenue increases in FY17. 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

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Treasurer				
Personnel Services	536,263	526,155	514,838	
Expenses	139,095	149,873	154,011	
Total	675,358	676,028	668,849	-



Major Accomplishments for 2015

- Converting the Town’s depository banking institution to Century Bank, attaining improved performance, additional services, higher interest yield, and competitive fee structures.
- Retaining the services of an I.T. Consultant to determine requirements & specifications for issuing a Collection System and Cash Management System RFP.
- Implementing and installing an improved office security system.
- Continued 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%.
- Attaining a top rating of Triple-A (“AAA”) from Standard & Poor’s rating agency for the 12th consecutive borrowing. Arlington is a member of a group of 21 communities in Massachusetts attaining this highest rating.
- Town Audit found Treasurer’s operation in full compliance.
- Continuing to manage Town of Arlington’s relationship with Investment Advisor. Trust Funds 5-Year average is 8.13%.
- Managing the successful borrowing of \$4,362,000, attaining a Bond true-interest-cost rate of 1.85% with a “AAA” Credit Rating for our bonds - the highest possible ratings from Standard & Poor’s.
- Managing the successful borrowing of \$9,232,000 Bond Anticipation Note (BAN) attaining a Bond true-interest-cost rate of 0.397% with a “SP1+” Credit Rating for our BANs - the highest possible BAN ratings from Standard & Poor’s.
- Managing an Advanced Refunding of Town prior debt, saving \$313,116 to the Town.
- Directing and administering the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education institutions. Awarded 94 scholarships, awarding a total amount of \$146,000 in 2015.
- Partnering with I.T. to implement major billing changes to Real Estate Tax accounts to incorporate the Community Preservation Act surtax.
- Managing 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.
- Reorganizing Treasurer’s Office operations to eliminate 0.5 FTE staff position, resulting in a \$45,000 savings in FY2016, and future budgets.

FY2017 Objectives

- Selecting and implementing a new Tax Billing and Collection System for Real Estate Tax, Personal Property Tax, Motor Vehicle Excise Tax, and Water and Sewer utility billing.
- Selecting and implementing a new Accounts Receivable Package.
- Selecting and implementing a Cash Management System.
- Selecting and implementing a Parking Violation Collection system, and Parking Permit Issuance system to integrate with the Town’s current parking violation issuance system.

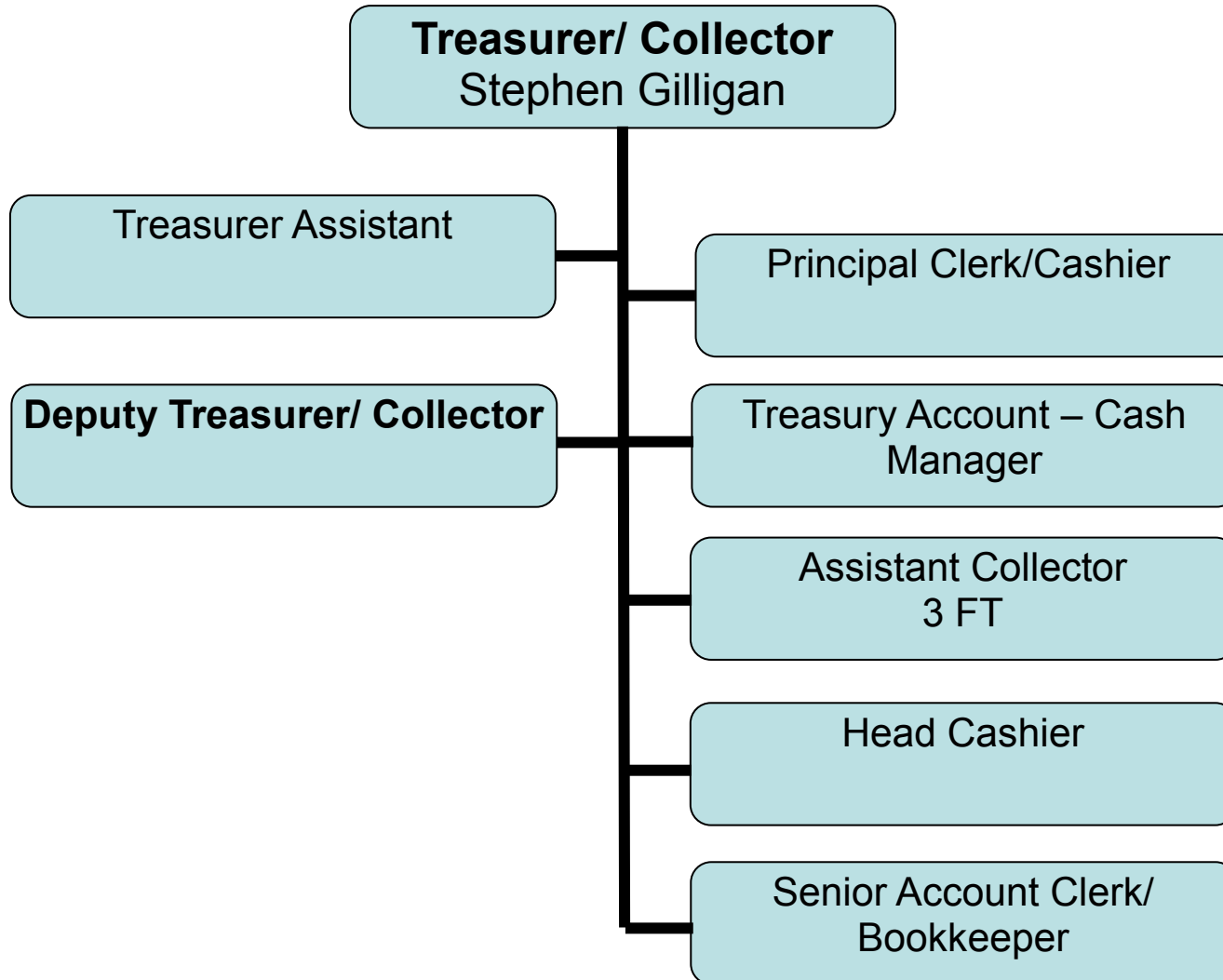
STAFFING

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Treasurer				
Managerial	1	1	1	
Clerical	7	7	7	
Professional/Technical	2	2	2	
Total	10	10	10	

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Treasurer				
Real Estate Bills Processed	60,800	61,128	61,749	62,075
Motor Excise Bills Processed	35,038	35,912	35,335	35,358
Water Sewer Bills Processed	25,017	50,068	50,060	50,060
Delinquent Notices - Combined	16,633	20,062	18,815	18,057
Total Bills Issued:	137,488	167,170	165,959	165,550
Liens from Water Sewer delinquency (less than 1.5% of total commitment)	\$217,900	\$223,348	\$158,339	\$194,839
Lien Certificates processed	\$ 986	\$ 1,244	\$ 1,270	\$ 1,444
Lien Certificate revenue	\$ 49,373	\$ 62,200	\$ 63,540	\$ 72,216
Deputy Tax Collection revenue	\$ 89,031	\$ 56,936	\$107,591	\$111,121
Total Various Liens / Collections:	\$356,304	\$342,484	\$329,470	\$378,176

*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 paperwork.

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 changes from the U.S. Postal Service to determine the impact on the 2016 - 2017 postage budget.

FY2017 Objectives

- Analyze and evaluate efficiencies/cost-savings of eliminating the mailing of certain payroll and personnel documents and delivering them in an electronic format.
- Analyze postal mailings of Town & School Departments for mailing-cost efficiencies.

Major Accomplishments for 2015

- Continued to provide exceptional mailing service to all departments.
- Comply with new USPS First Class Mailing regulations and requirements.
- Processed and mailed 293,457 pieces of Town and School mail.
- Mail processed at the lowest possible postage rate.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Postage				
Personnel Services	29,321	32,391	32,648	
Expenses	155,578	142,870	143,100	
Total	184,899	175,261	175,748	-

STAFFING

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Postage				
Managerial				
Clerical	0.63	0.63	0.63	
Professional/Technical				
Total	0.63	0.63	0.63	

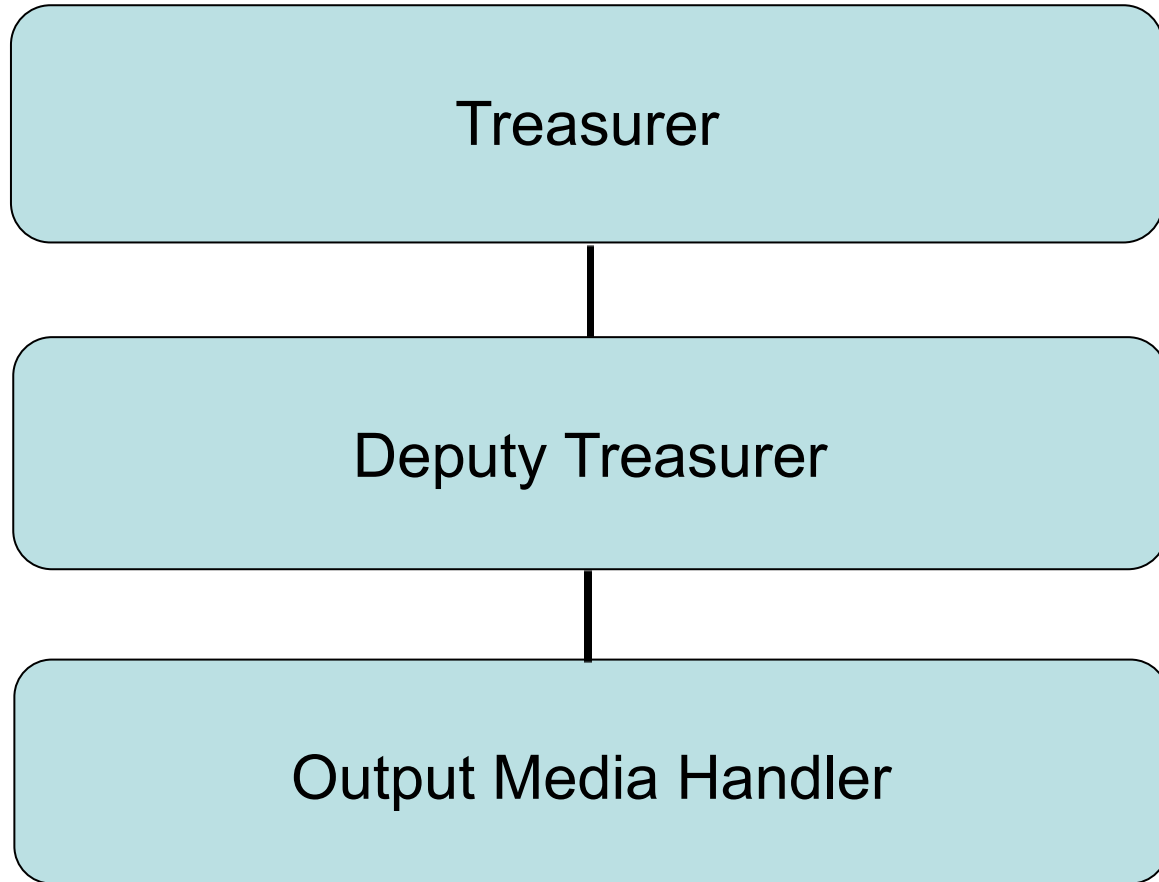
Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Postage				
Bills mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	137,488	167,170	146,801	147,579
Other Town Mailings	110,700	74,569	109,759	103,741
Other School Mailings	69,167	51,718	59,485	58,523
Total:	317,355	293,457	316,045	309,843



Major Accomplishments for 2015 (cont.)

- Discontinuing the mailing of direct-deposit paystubs and paychecks to all active employees, resulting in the minimum savings of \$8,000 annually.
- Reducing the number of mailings per tax commitment through increased collection efforts on delinquent accounts.





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 regard 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 taxpayer 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 FY2017 will be a level service budget.

FY2017 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

Assessors	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	213,845	255,085	266,246	
Expenses	22,666	26,700	33,148	
Total	236,511	281,785	299,394	-

STAFFING

Assessors	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	3	3	3	
Professional/Technical				
Total	4	4	4	

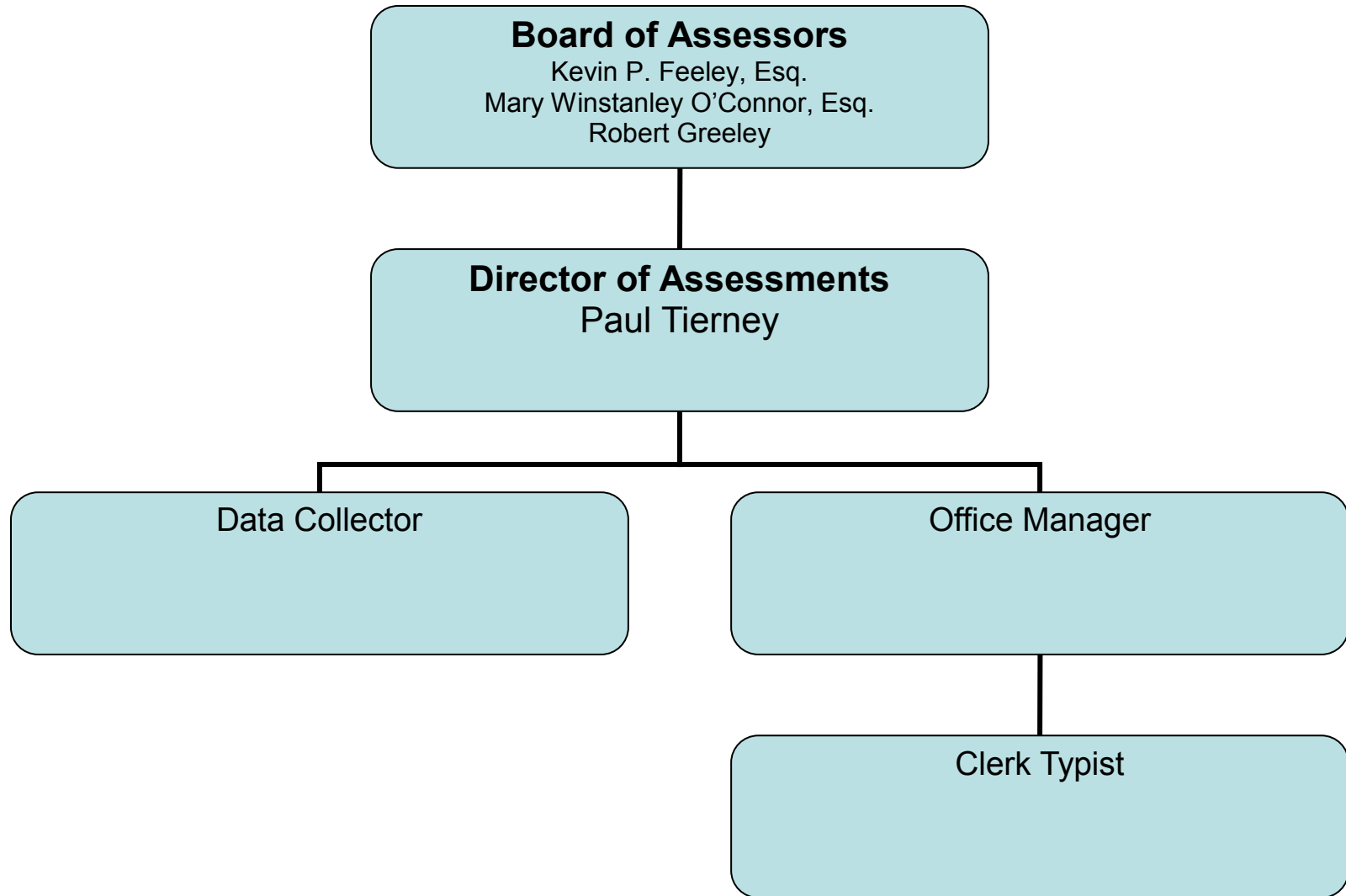


Major Accomplishments for 2015

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

Performance / Workload Indicators

Assessor	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Real Estate Bills processed	15,220	15,193	15,341	15,500
Motor Vehicle bills processed	43,000	44,000	44,000	35,400
Personal Property bills processed	426	363	414	420
Real Estate and Personal Property Abatements	114	75	140	100
Motor Vehicle Excise abatements	1,820	1,835	1,820	1,810
Citizen Inquiries	8,500	8,500	8,700	8,700





Program Description

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

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

The first two functions are under the management of the Town Manager and are supported in this budget item. The third function is under the School Superintendent and is supported in the school budget. The Information Technology Department is responsible for assessing, purchasing, supporting, implementing, and maintaining over two thousand desktop computers, four thousand tablets, five hundred laptop's, over three hundred printers, twenty servers, three hundred projectors, Town wired network infrastructure and School wired and wireless network infrastructure (including five hundred and twenty five 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, teacher evaluation system, attendance system, Patriot Assessors system, and numerous Town and School Web sites.

FY2017 Objectives

- Begin execution of Phase 3 of the newly created IT Strategic Plan (establish IT Liaison Program and select and implement new HelpDesk Tool).
- Complete installation of IT Services in the newly renovated Community Safety Building.
- Begin assessment process for replacing/upgrading school website.

Budget Statement

Overall the budget has increased by approximately \$25,266. The reasons for the increase are as follows: Increase of \$32,658 based on salary changes due to longevity and Step. A \$22,292 Water and Sewer Offset in the Salary and Wages section of the budget. There is also a yearly increase in Munis Software Support of \$9,900 and an increase in the Training line item of \$5,000.

STAFFING

Information Technology	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	5.3	5.3	5.3	
Total	7.3	7.3	7.3	

FY2017 Objectives (cont.)

- Choose VOIP (Voice Over Internet Protocol) vendor and begin implementation of a new phone system.
- Building redundant wireless network controllers to support Town and School Wireless Networks.
- Install and test NAT (Network Access Control device) for use in registration of non-school owned portable devices.
- Develop and implement room reservation tool.
- Evaluate and implement school emergency communication system.
- Upgrade 200 teacher laptops across the School District.
- Add and replace 400 ipads in the Elementary Schools across the District.
- Form Munis workgroup made up of subject matter experts from Town and School Departments.
- Relocate School IT offices and consolidate Town and School Groups into newly renovated Office and IT Lab Space.
- Create new layout for school website and also add new dynamic menu system and quick links for easier navigation.
- Implement BYOD programs at AHS and Ottoson Middle School.



Major Accomplishments for 2015

- Continued to upgrade Town and School Network infrastructure to support VOIP, Wireless Networking, Security systems and Energy Management systems.
- Instituted both 1 to 1 iPad environment and BYOD (Bring Your Own Device) across all Sixth Grade Clusters at the Ottoson Middle School.
- Completed the installation and transfer of telephone and network systems in the newly renovated Fire Department Headquarters.
- Participated in the planning sessions for the renovation of the Stratton School and created infrastructure design elements to be relocated to the Modular Classrooms.
- Expanded Apple iPad pilot by 500 iPads and 30 Carts in order to continue to bring equity across six of our seven Elementary Schools (Bishop, Brackett, Dallin, Hardy, Pierce and Stratton). The Thompson Elementary School already has a 1 to 1 iPad environment.
- Began the collection of requirements for aiding in the creation of an RFP to replace the Collections System (ICS). Hired a consultant to assist with interviews and documenting business processes.
- Completed Phase 2 of VOIP Project. Creation of RFP is completed.
- The creation of the Town Day Application, Pet Registration Tool and the Human Resource Online Job Applications tool continue our commitment to the use of GIS tools and the Town Web Site environments to aid departments and better service our citizens.
- Continued to add School Buildings to Energy Management System Network as part of Phase 1 of School/Town Energy Management Project.
- Added new IT Services and network Infrastructure to Community Safety Renovation Project.
- Completed Phase 2 of Wireless Network Project by increasing wireless network density in all Elementary Schools by adding access points to all classrooms that had not been upgraded in Phase 1. All Schools should now have wireless access points in all classrooms.
- Continued upgrading desktop software to Windows 7 & 10 along with upgrading to Office 2010 across the Town and Schools.
- Integration of CPA Sur-Charge into the Real Estate Module of ICS (Integrated Collection System).
- Upgraded shared Town and School Wireless Network Controller.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Information Technology				
Personnel Services	494,374	506,418	516,784	
Expenses	204,503	206,353	221,253	
Total	698,877	712,771	738,037	-

Performance / Workload Indicators

Information Technology	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Computer Upgrades	70	73	70	50
Printer Upgrades	15	14	15	12
Server Upgrades	3	3	2	9

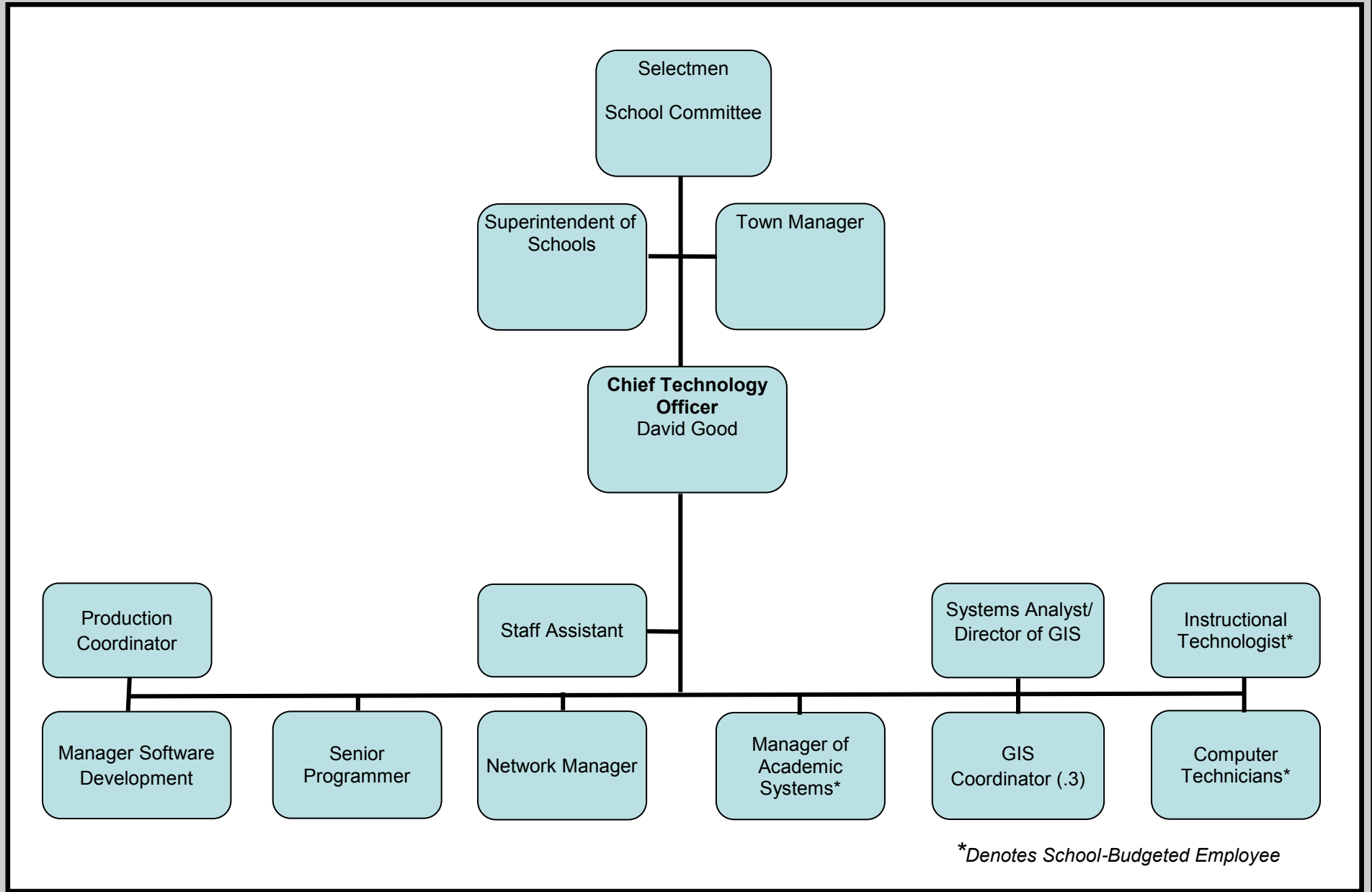
Major Accomplishments for 2015 (cont.)

- Replaced Town and School Spam, Malware, and Virus Protection System.
- Upgraded all (4500) APS iPads to iOS 8.
- Added Google Classroom to both APS Google domains.
- Piloted new Network Access Control (NAC) device to support BYOD (Bring Your Own Device) at AHS and Ottoson Middle School.
- Replaced Town Network Fire Wall/Content Filter and configured to manage additional Internet Bandwidth.
- Configured and enrolled over 500 new iPads and 250 ChromeBooks into the Mobil Device Management System.
- Enabled Electronic Lock Box, Direct Deposit, Electronic File Transfer, and Check Reconciliation services with new Town Bank (Century Bank) with Treasurer's Integrated Collection System and Munis.
- Selected and installed new consolidated HelpDesk for Town and School.
- Wrote replacement applications and upgraded web services for Inspectional Services.
- Built new network infrastructure for AHS shared Computer Lab Space.



Major Accomplishments for 2015 (cont.)

- Began software development work on water meter replacement project.
- Upgraded Cad and Digital Media Lab with new iMacs.
- Installed and configured new Credit Union Account System (FedCorp) and moved Credit union network services to a new provider.
- Consolidated Town and School server rooms into a new Data Center.
- Upgraded Virtual Server environment to increase the ability to virtualize additional servers and to add storage capacity.
- Added new Facilities HelpDesk Tool and Student Registration area's on the School Web Site.



**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 2015

- Appeared regularly in the courts of the Commonwealth for hearings on motions, including many significant dispositive motions and successful hearings and trials, resolving a number of long-standing matters involving the Town.
- Continued to administer a large series of easement acquisitions in connection with Town projects.
- Developed and updated a Town properties index for departmental use.
- Investigated and defended twenty-three 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 fifty 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	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	306,098	327,582	345,245	
Expenses	112,659	135,002	135,002	
Total	418,757	462,584	480,247	



Major Accomplishments for 2015 (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. 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.

FY2017 Objectives

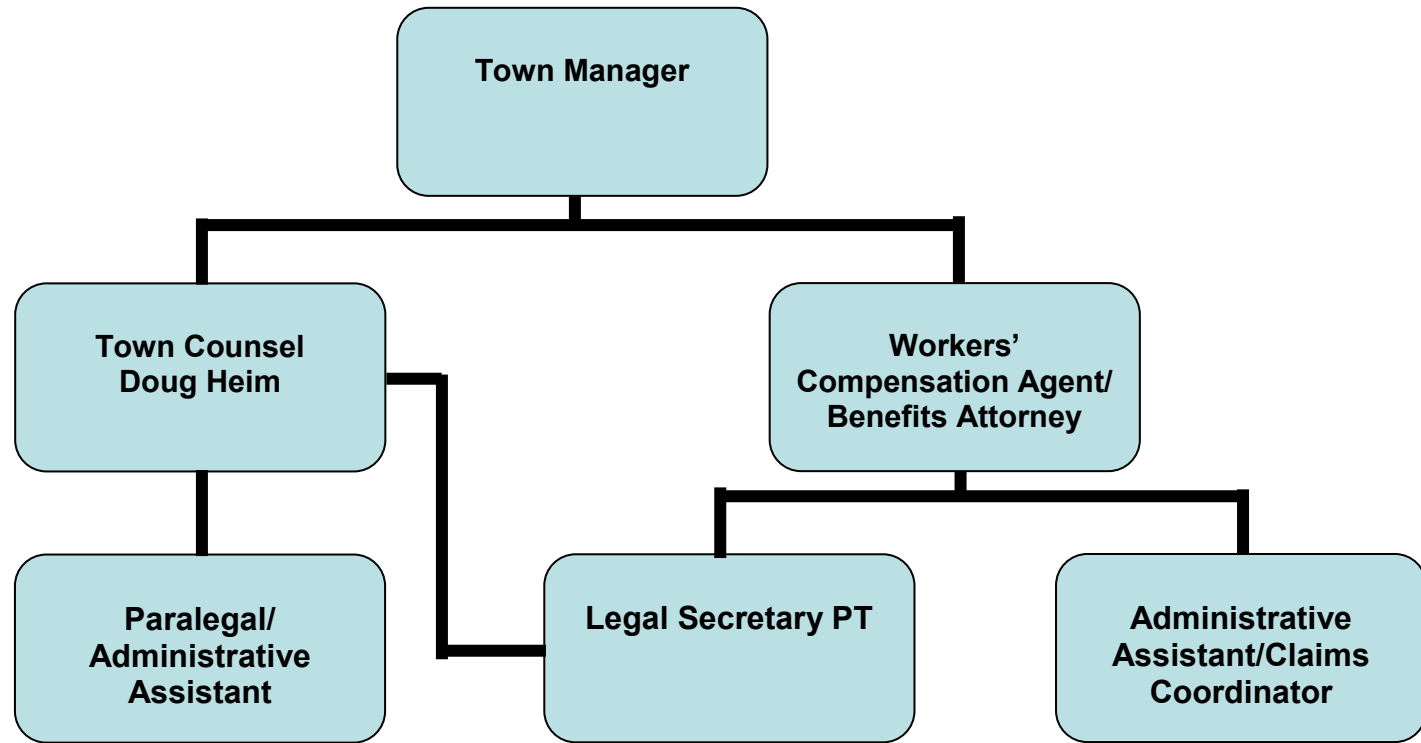
- Complete the codification of policies and practices of the Board of Selectmen into a Selectmen's Handbook and a Policies and Application Manual.
- Revise and update the Department's webpage to provide resources for Town personnel and volunteers, as well as assist in the identification and management of claims against the Town.
- 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.
- Reduce costs associated with the accidents and asset losses to the greatest extent practicable by preventing losses and managing exposure to loss.

Performance / Workload Indicators

<i>Legal/Worker's Compensation</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
MGL Chapter 84 Claims				
<i>Personal injury/property damage as a result of a claimed defect in a public way</i>				
Total	28	50	23	23
Claims closed	20	13	20	20
New claims	12	8	15	15
<i>MGL Chapter 258 Claims - Massachusetts Tort Claims Act</i>				
Total	42	50	45	45
Claims Closed	26	14	14	14
New claims	12	21	21	21
Fire - Injured on Duty Claims	31	27	25	25
Police - Injured on Duty Claims	16	5	9	9

STAFFING

Legal	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 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, and 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 2017, 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

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Town Clerk				
Personnel Services	232,175	239,055	243,956	
Expenses	14,152	28,860	28,860	
Total	246,327	267,915	272,816	-

STAFFING

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Town Clerk				
Managerial	1	1	1	
Clerical	2.23	2.23	2.23	
Professional/Technical	1	1	1	
Total	4.23	4.23	4.23	

FY2017 Objectives

- Implement early voting for the Presidential election in November.
- Collaborate with the Animal Control Officer, Treasurer, and Director of GIS to initiate the use of credit cards in the office and to pay dog fees online.
- Preserve vital records via scanning, etc.
- Send the dog application electronically.



Major Accomplishments for 2015

- Created an electronic database for licensing of dogs.
- Conducted the Annual Town Election.
- Submitted and updated 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.
- Continued to post office documents on the Town's website.
- Emailed ballots to voters living overseas.
- Mailed out and processed thousands of census forms.

Performance / Workload Indicators

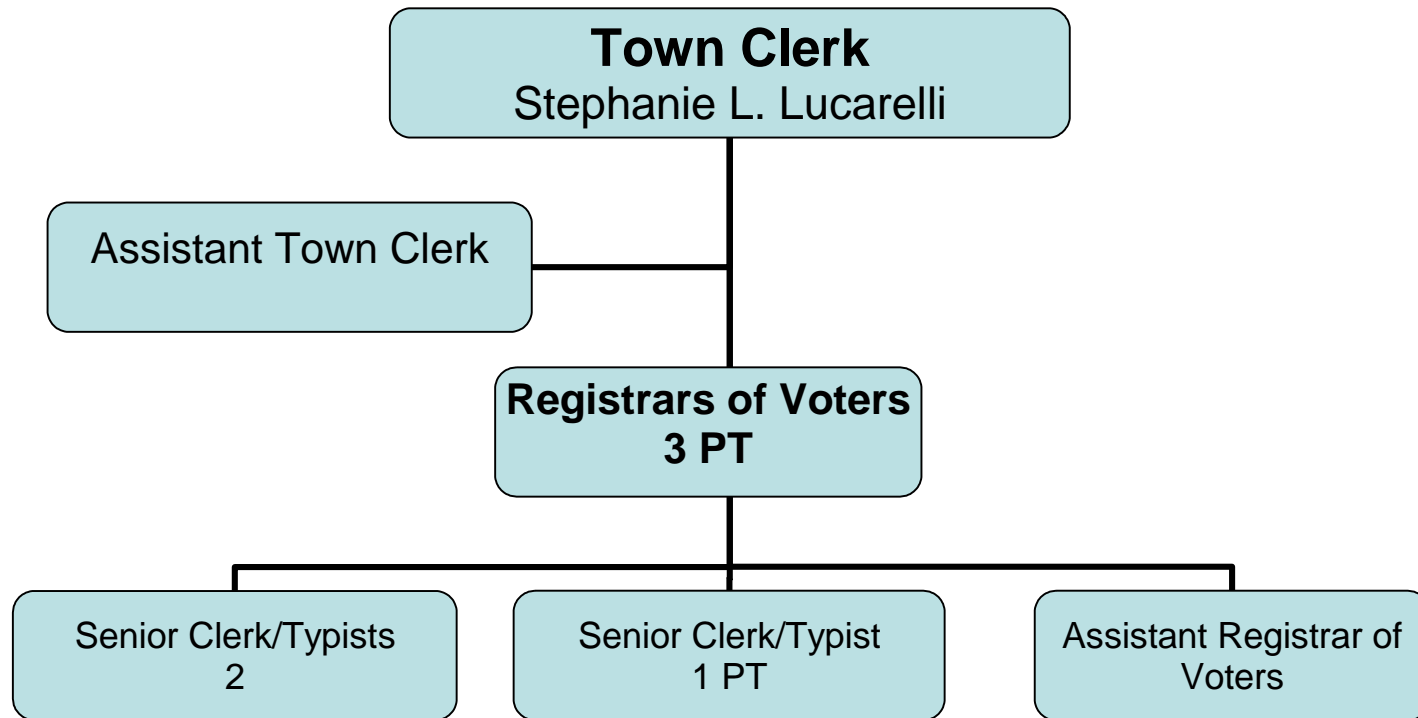
	FY2014 Actual	FY2015 Estimated	FY2016 Estimated	FY2017 Estimated
Marriage Licenses	196	196	198	200
Death Certificates	350	353	384	390
Birth Certificates	600	606	577	550
Dog Licenses	2,032	2,200	2,258	2,300
Town Meeting Sessions	4	5	5	5
Special Town Meeting Sessions	1	1	1	1
Registered Voters	30,541	30,846	30,225	31,000
Fees Generated	\$84,043	\$105,428	\$106,000	\$107,000

PROGRAM COSTS

Board of Registrars	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	46,814	48,078	52,307	
Expenses	11,211	13,550	13,550	
Total	58,025	61,628	65,857	-

STAFFING

Board of Registrars	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 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, processing, and reconciliation 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 the operation of parking machines/kiosks 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 FY2017 will be implementing new parking strategies within the Town, including the municipal parking lots and new single-space meters along Massachusetts Ave.

Major Accomplishments for 2015

- Completing installation of five (5) new parking meter kiosks, accepting debit/credit cards and coin in the Town's municipal parking lots.
- Continuing to work with Police Department to implement towing and other programs where appropriate, and to collect delinquent violation payments.
- Continuing to work with the DPW Maintenance Department to maintain the Town's five parking meter-kiosks.
- Issuing and managing 2,719 municipal parking permits.
- Managing the collection and disposition of 12,196 Parking Violations issued, plus subsequent Parking Notices.
- Managing the collection of parking revenues of \$583,529.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Parking				
Personnel Services	86,231	87,871	88,953	
Expenses	25,797	28,935	41,080	
Total	112,028	116,806	130,033	-

STAFFING

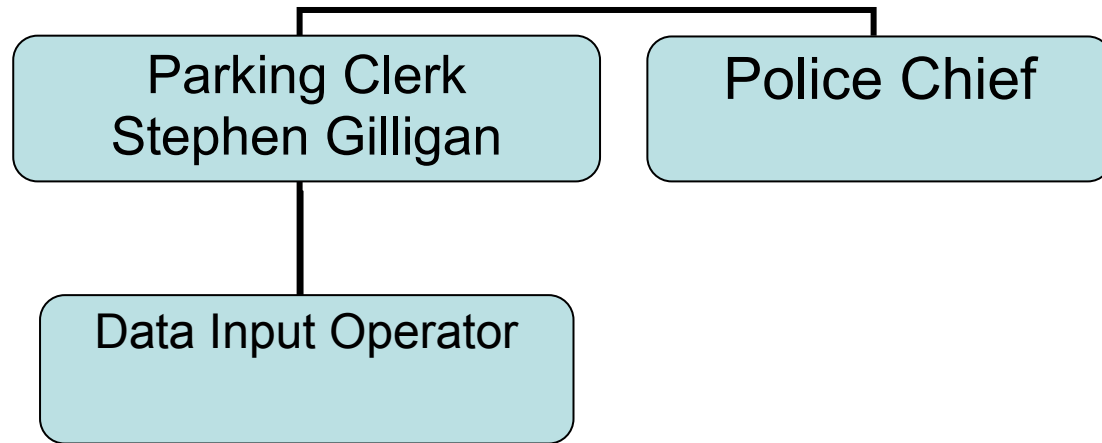
	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Parking				
Managerial				
Clerical	1	1	1	
Professional/Technical				
Total	1	1	1	

FY2017 Objectives

- Coordinating with the Town Manager in implementing new single-space parking meters in three commercial areas along Mass Ave.
- Implementing newly expanded parking revenue operations procedures.
- Developing new parking meter(s) debit/credit-card transaction(s) reconciliation procedures.
- Continuing annual review of fee structure and duration of parking permits with selectmen Parking Sub-committee.

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Parking				
Number of tickets issued	15,383	12,196	13,656	13,878
Revenue	\$417,756	\$366,273	\$356,014	\$376,208
Meters Collected	\$ 66,924	\$ 61,108	\$ 71,256	\$ 72,035
Parking Permits	\$136,477	\$152,451	\$138,999	\$137,174
Total Viol. / Meter / Permit Revenue	\$621,157	\$579,832	\$566,269	\$585,417





Program Description

The Department of Planning & Community Development prepares long and short-term 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, and open space.

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 tenants, and supports the efforts of Town boards, committees, and commissions.

The Department staffs the Arlington Redevelopment Board, which also acts as the Town's Planning Board and Board of Survey.

FY2017 Objectives

- Oversee implementation of Near-Term steps of the Master Plan.
- Begin recodification of the Zoning Bylaw, including facilitating robust public participation.
- Administer implementation of the Community Preservation Act.
- Continue implementation of the Arlington Center Parking Management recommendations.
- Gather public, business owner, and property owner input on future Broadway Plaza use, design improvements, and sidewalk treatments in Arlington Center.
- Begin implementation of recommendations of the Housing Production Plan.
- Work with Public Works to implement Complete Street policy.

Budget Statement

The demand on staff will increase in FY2017 as implementation of the Master Plan, the Community Preservation Act, and the Arlington Center Parking Management Plan continue. The FY2017 budget reflects level staffing.

PROGRAM COSTS

Rental Properties & Redevelopment Board	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	27,531	28,385	33,418	
Expenses	2,984	10,800	10,800	
Gibbs	182,803	200,510	185,210	
Parmenter	13,389	15,000	15,000	
Crosby	-	-		
Dallin Library	5,000	5,000	5,000	
Total	231,706	259,695	249,428	-

PROGRAM COSTS

Planning & Community Development	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	384,734	400,577	386,454	
Expenses	15,539	25,215	24,185	
Total	400,273	425,792	410,639	-

STAFFING

Planning & Community Development	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	4	4	4	
Total	6	6	6	



Major Accomplishments for 2015

- Began Master Plan implementation, including:
 - Established Master Plan Implementation Committee
 - Crafted zoning bylaw amendments to encourage mixed use development, added new definitions for modern and creative industries, and completed address changes in the residential neighborhoods.
 - Created a Housing Production Plan with assistance from the Housing Plan Advisory Committee formed in 2016.
 - Complete Streets policy under development and expected to be adopted by Selectmen in 2016.
- Continued implementation of the Parking Management Plan for Arlington Center, resulting in multi-space meter replacement in public lots, and procurement of single space meters, as well as creating a monitoring program to assess program success.
- Convened a third economic development meeting for entrepreneurs and business property owners on shared workspaces.
- Two loans were made under the Storefront Enhancement program.
- Six restaurants obtained sidewalk dining permits with assistance from the Department.
- Arlington Center Safe Travel project is expected to begin in spring 2016.
- East Arlington Mass Ave. Rebuild construction was substantially completed.
- Renovation of the historic Kimball-Farmer House, 1173 Mass. Ave., was accomplished with assistance from the Department and CDBG funds. It will soon be occupied by three low or moderate income renter households.
- One affordable condominium was resold this year through a lottery.
- The CDBG program funded ADA Compliance activities including park upgrades and sidewalk ramps. Thirteen (13) public service programs, including two new programs to improve food security for low and moderate income households were funded. One new affordable housing project was funded, as well as the Home Improvement Loan Program for low income homeowners.

STAFFING

Rental Properties & Redevelopment Board	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial				
Clerical				
Custodial/Bldg.Maint.	0.5	0.5	0.5	
Total	0.5	0.5	0.5	

Fiscal Year 2017 Budget

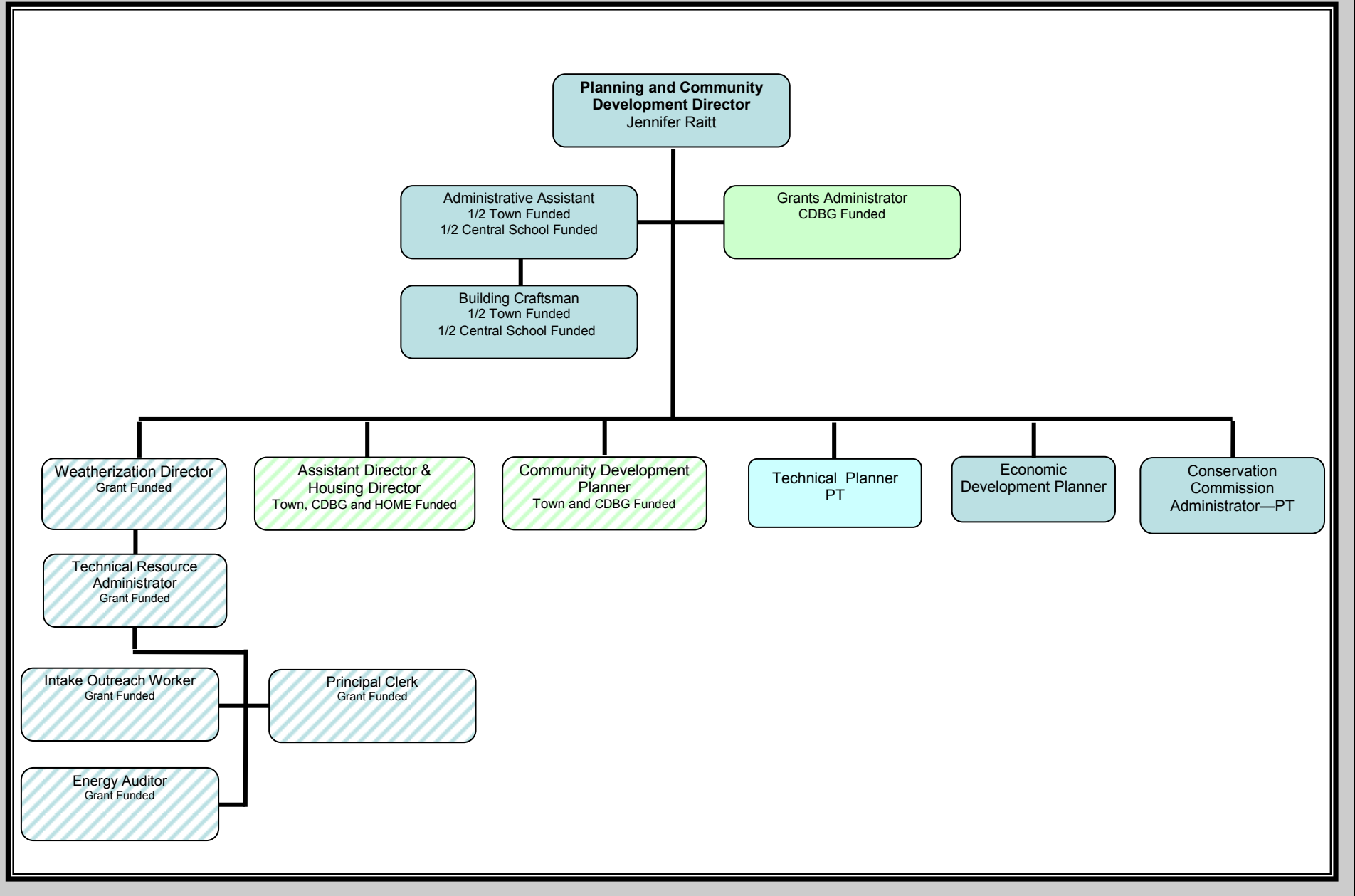


Planning and Community Development Rental Properties & Redevelopment Board

Performance / Workload Indicators				
Planning & Community Development	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
CDBG Funds Administered	\$ 1,089,484	\$ 1,084,871	\$ 1,042,348	\$ 1,033,162
Plans, Designs, and Analyses	35	40	40	40
Room rental fees	2,853	5,000	5,000	5,000
Room reservations administered	539	550	550	550
Sign Permit Applications Reviewed	21	20	20	20
Contracts negotiated and administrated	5	10	5	5
Zoning Board Applications reviewed	6	10	10	10
Citizen inquiries	384	300	300	300
Bldg Maintenance Requests	1,700	1,500	1,500	1,500
Business/Merchants Assisted	75	75	75	75
EDR special permits administered	9	12	4	5

Performance / Workload Indicators				
Conservation Commission	FY2014 Actual	FY2015 Estimated	FY2016 Estimated	FY2017 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	\$ 2,854	\$ 1,750	\$ 1,750	\$ 1,750

Rental Properties- General Fund Revenue	2014 Actual	2015 Actual	2016 Budget	2017 Budget	\$ Change	% Change
Gibbs Revenue	\$ 286,225	\$ 323,858	\$ 326,000	\$ 276,000	\$ (50,000)	-15.34%
Parmenter Revenue	\$ 192,158	\$ 219,941	\$ 209,000	\$ 209,000	\$ -	0.00%
Dallin Revenue	\$ 45,120	\$ 45,116	\$ 45,000	\$ 45,000	\$ -	0.00%
Total	\$ 523,503	\$ 588,915	\$ 580,000	\$ 530,000	\$ (50,000)	-8.62%





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 four appointees, 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.

FY2017 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 that uphold the original intent of the Zoning Bylaw.
- Instill confidence in petitioners and applicants that they have been rendered a fair and equitable decision.

Major Accomplishments for 2015

- The Zoning Board of Appeals heard and rendered decisions on 24 petitions for Special Permits and/or Variances.

Performance / Workload Indicators

<i>Zoning Board of Appeals</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Applications	10	24	14	15
Revenue	\$ 4,000	\$ 9,600	\$ 5,600	\$ 6,000

PROGRAM COSTS

<i>Zoning Board of Appeals</i>	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	17,245	18,910	20,812	
Expenses	2,083	4,100	4,100	
Total	19,328	23,010	24,912	

STAFFING

<i>Zoning Board of Appeals</i>	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 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 7 separate divisions to maintain the Town infrastructure. The Divisions are:

- Administration
- Engineering
- Cemeteries
- Natural Resources (Parks and Trees)
- 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 increased by \$57,099. This is due to step increases and an increase in the Pay and Classification Plan, as well as a significant reduction in the Water/Sewer Offset (-\$44,810). The Expense budget remains unchanged from FY2016.

FY2017 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.
- Continued 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 a focus on better tracking calls and responses with GIS technology.
- Specify and solicit bids for the design of improvements to the entire DPW facility.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Public Works				
Personnel Services	2,404,949	2,618,611	2,677,670	
Expenses	7,642,895	5,583,298	5,812,610	
Total	10,047,844	8,201,909	8,660,280	-

STAFFING

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Public Works				
Managerial	7	7	7	
Clerical	5.72	5.72	4.86	
Professional/Technical	4	4	4	
Public Works	43.6	43.6	43.7	
Custodial / Bldg. Maint.	1	1	0	
Total	61.35	61.35	59.55	



Major Accomplishments for 2015

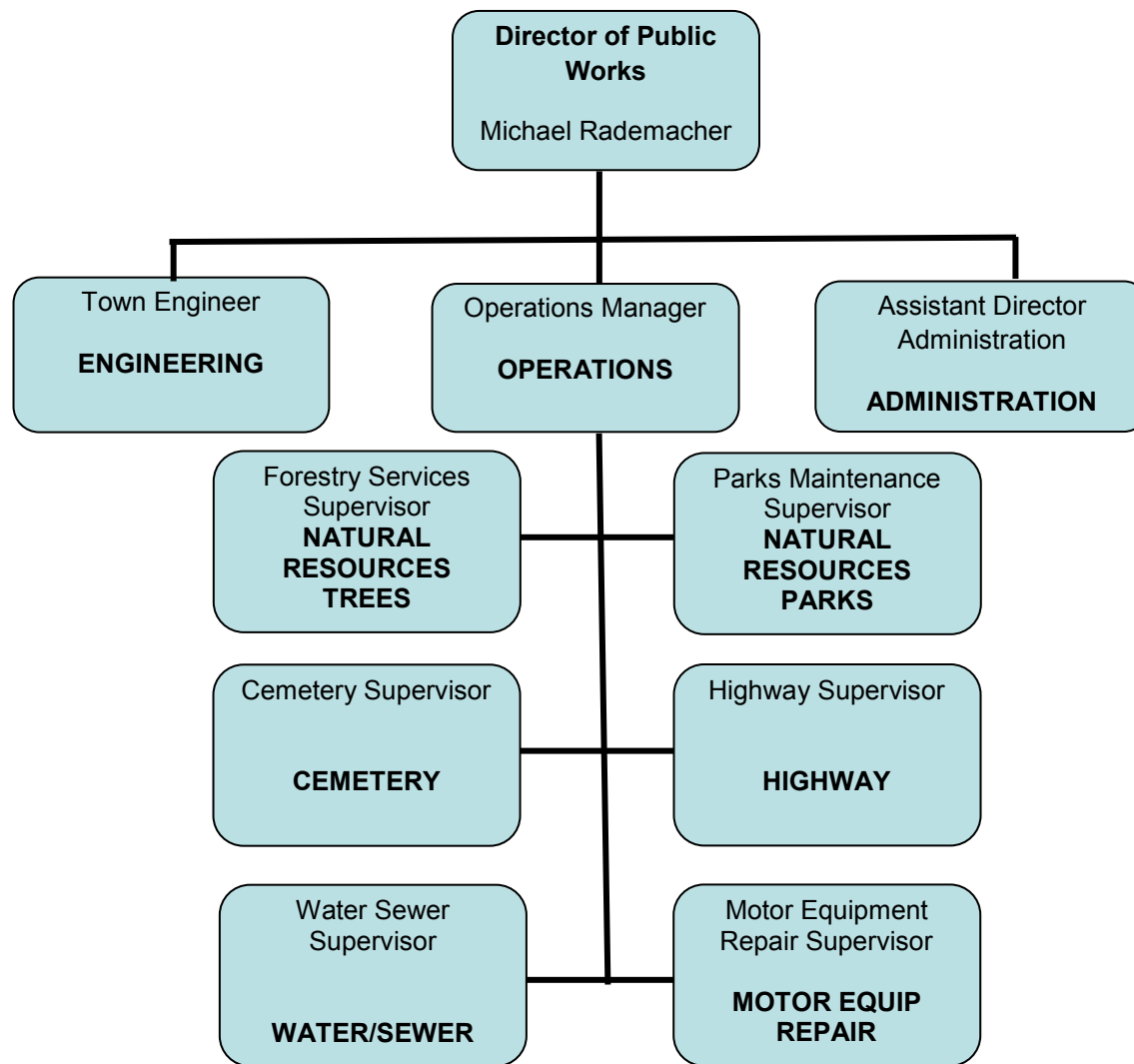
- Held two Community Collection Days to promote recycling and reuse with the assistance of 20 volunteers. Serviced 1,015 visits.
- Established a monthly recycling center at 51 Grove Street facility along with 10 volunteers. Had 756 visits in the first 5 events.
- Oversaw contracted aquatic weed harvesting at the Arlington Reservoir.
- Co-Sponsored the annual EcoFest event at Town Hall.
- Prepared extensive annual reports for DEP and MWRA.
- Continued to monitor playing field conditions (March-November) with regard to weather related usability. Updated the website accordingly.
- Managed contracted curbside collection and disposal of solid waste, recyclables, and yard waste.
- Applied for reimbursement from the Federal Emergency Management Agency for over \$250,000 in snow and ice expenditures.
- Awarded contract to replace roof on DPW Maintenance Garage.

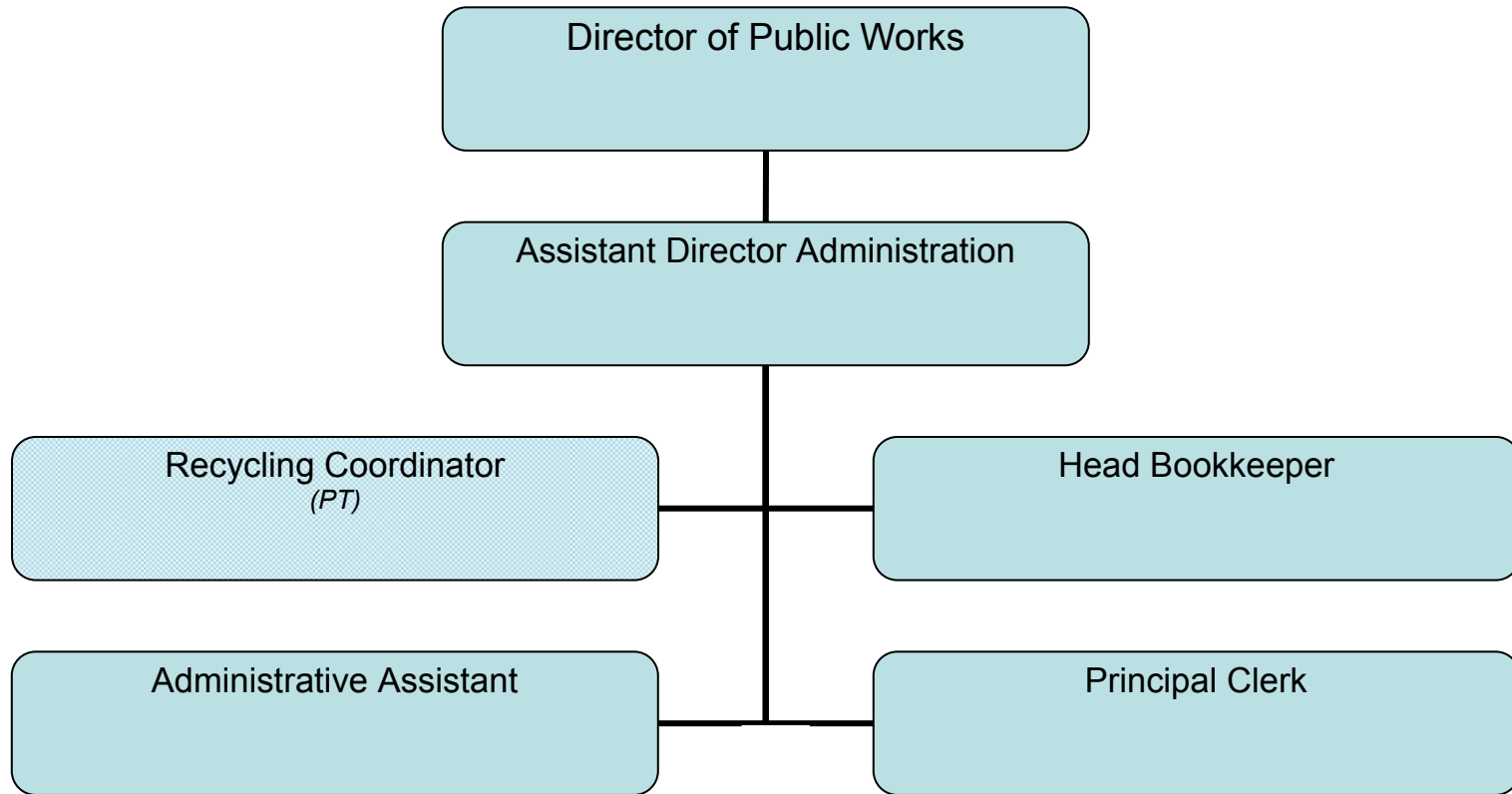
<i>Administration</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Purchase Orders Processed	1,703	1,747	1,750	1,750
Water/Sewer bills generated	24,992	50,060	50,060	50,060
Citizen inquiries	33,000	33,000	33,000	33,000

PROGRAM COSTS				
Public Works Administration	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	253,017	149,555	206,654	
Expenses	21,331	23,400	23,400	
Total	274,348	172,955	230,054	-



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 recordkeeping 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 \$2,763 due primarily to an increase in the Water/Sewer Offsets. The Departmental request for Operations Expenses has decreased by \$5,000 due to the completion of environmental compliance permitting at Buzzell Field.

FY2017 Objectives

- Review existing storm water regulations and bylaws to ensure compliance with current EPA requirements and develop if necessary additional criteria and standards for consideration to improve and update the current improved requirements.

FY2017 Objectives (cont.)

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



Major Accomplishments for 2015

- Provided technical support to the Transportation Advisory Committee for planning, projects, and recommendations.
- Administered Arlington, Belmont, and Cambridge Tri-Community Stormwater Flooding Group.
- Monitored, coordinated, and completed the annual infrastructure improvement projects including road rehabilitation and preservation, sewer rehabilitation, and water rehabilitation.
- Monitored work, events and issues associated with the Massachusetts Avenue Re-Build Project and served as Liaison with MassDOT for Town related and other pertinent issues.
- Monitored administration and development of CLAMP Project.
- Coordinated inspection and testing associated with investigation of existing traffic signal mast arms and soil borings for future replacement in Arlington Center.
- Monitored on-going construction projects in Town Right of Ways including Eversource, National Grid, and MWRA contractors.
- Monitored, coordinated, and completed the Mt. Pleasant Cemetery driveway replacement.
- Reviewed, updated, and maintained procedures for managing utility trench repairs and street permitting. Approved Contractor Licensing and tracking of necessary repairs. Coordinated permit conditions and requirements with the Water Division and Police Department.
- Completed town-wide inventory for curbs, walks, and ramps.
- Oversaw, coordinated, and maintained capital improvements for roadways, water distribution, and sewer collection systems.
- Oversaw the development of specifications, contract preparation, and construction for capital improvement projects including roadway resurfacing improvements, sewer rehabilitation services, water rehabilitation, and curb, side walk and ramp work.
- Coordinated and monitored stormwater investigation and I/I program, and continued Stormwater Awareness Presentation Series.
- 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.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Engineering				
Personnel Services	129,848	127,035	106,710	
Expenses	16,803	23,900	18,900	
Total	146,651	150,935	125,610	-

STAFFING

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Engineering				
Managerial				
Clerical				
Professional/Technical	4	4	4	
Public Works				
Total	4	4	4	

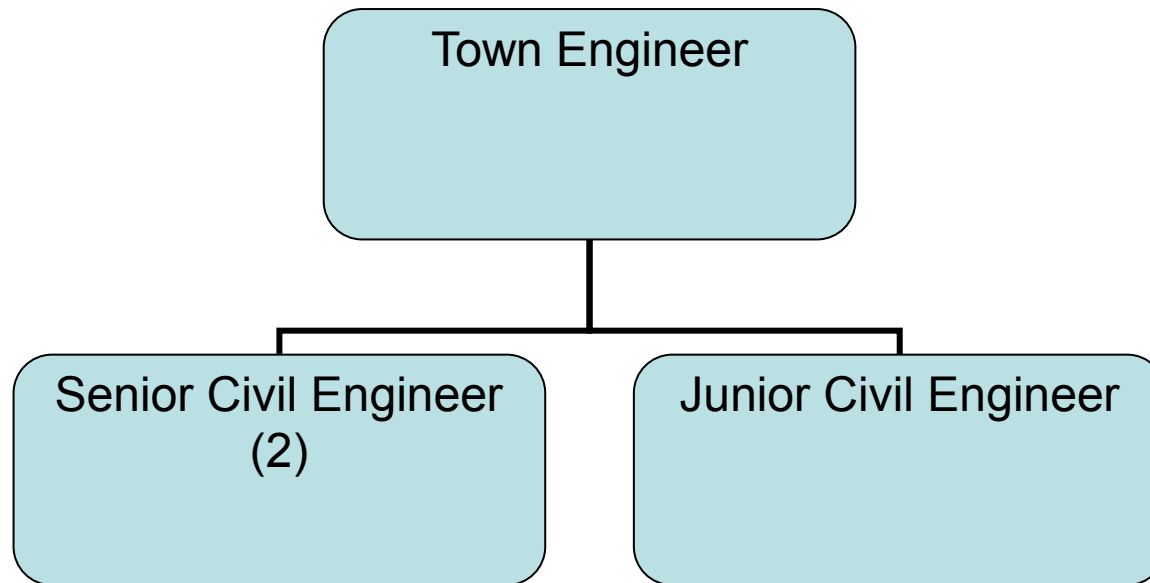
Performance / Workload Indicators

<i>Engineering - Contracted work-Linear Feet</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Roadways Rehabbed/Paved	13,765	19,405*	17,500	20,000
Sidewalks replaced	2,930	14,360*	3,000	4,500
Granite Curb- Placed or Replaced	660	2,360	1,250	3,000

*includes work completed as part of the Mass Ave Corridor Project

Major Accomplishments for 2015 (cont.)

- Oversaw construction administration services, design services and investigation of the Sanitary Sewer Inflow and Infiltration (I/I) Improvement Program.
- Updated EPA NPDES MS4 permit, Arlington Reservoir Dam and Emergency Action Plan, MWRA Municipal Discharge Permit.





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 six 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 \$110. This small increase is the result of step increases offset by the filling of a vacancy at an entry level grade.

The Expense budget is unchanged for FY17.

PROGRAM COSTS

Cemetery	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	41,414	95,250	95,660	
Expenses	129,762	157,700	157,700	
Total	171,176	252,950	253,360	-

STAFFING

Cemetery	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial				
Clerical	1	1	1	
Professional/Technical				
Public Works	2.63	3.0	3.0	
Total	3.63	4	4	

FY2017 Objectives

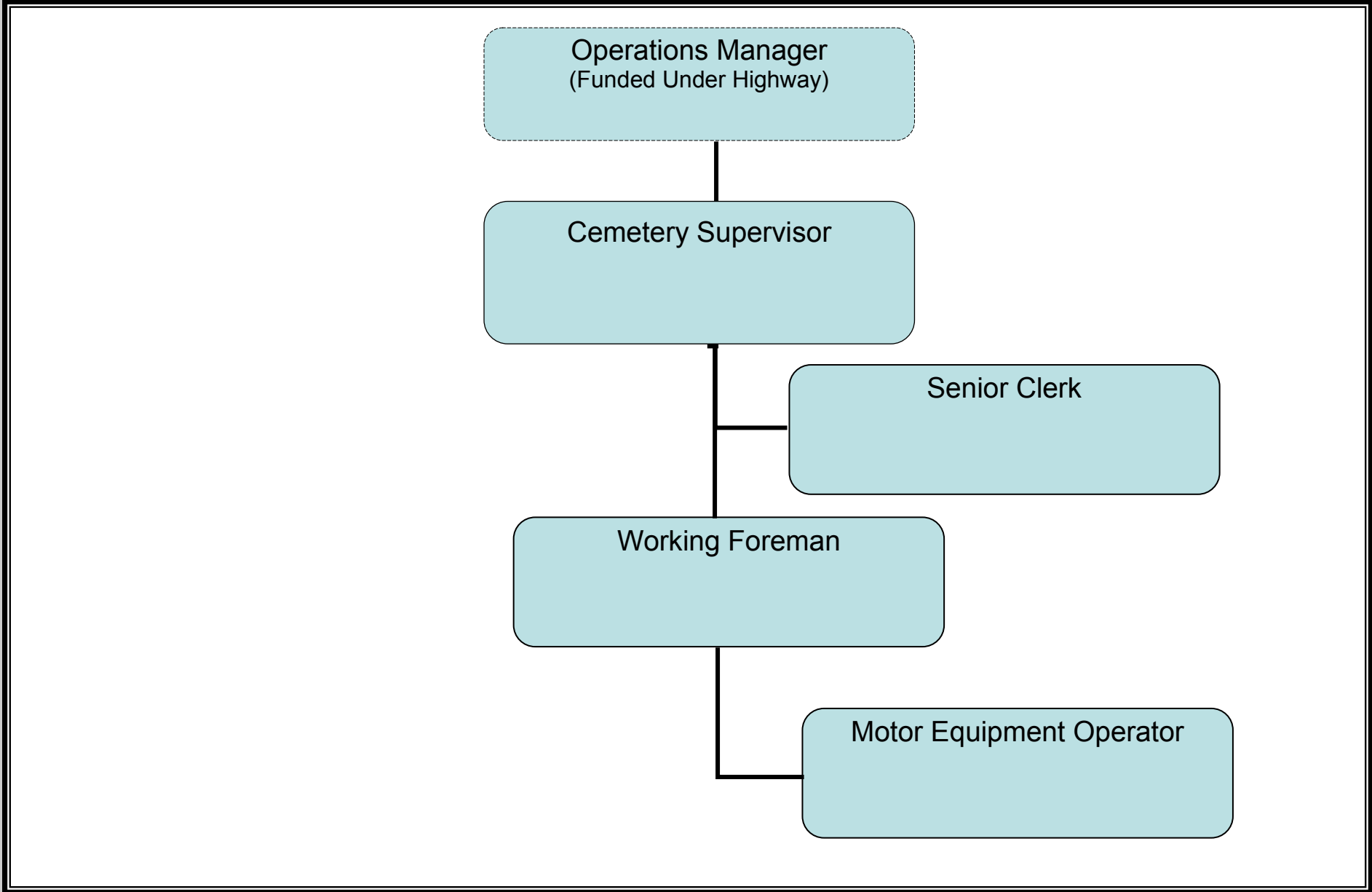
- Continued oversight of the grounds maintenance contract.
- Oversight of the columbarium project construction.
- Continuation of stone repair and restoration.
- Completion of Cemetery road system rehabilitation.
- Completion of interior renovation to the Chapel.

Major Accomplishments for 2015

- Performed 240 internments.
- Completed first phase of the cemetery roadway rehabilitation project.
- Continued program of cleaning old stones and monuments in Mt. Pleasant Cemetery.
- Awarded construction contract for the columbarium project.
- Completed renovations to the exterior of the Chapel. Work included roofing repairs, as well as repointing of brick façade and replacement of copper gutters.

Performance / Workload Indicators

Cemetery	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
New Grave Sales	40	51	30	30
Funeral	237	240	200	200
Excavations/Closures				
Funeral Resorations	277	171	150	150
Loam & Seed - Areas restored	212	303	300	300
Headstones Straightened	167	162	150	150
Restore/Place markers	237	144	150	150
Foundations	12	0	5	5
Repaired/Constructed				
Flowers / Bushes - Areas Planted	34	24	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 2015

- Maintained all Town fields to accommodate various sports leagues.
- Planted 150 trees.
- Installed approximately 2,000 holiday lights.
- Maintained "Tree City USA" designation from the National Arbor Day Foundation.
- Developed new Holiday Light decorations program for the newly renovated Capital Square District along Mass Ave.
- Maintained Town sidewalks through last winter's 100+inches of snow fall

Performance / Workload Indicators

<i>Natural Resources</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Trees Planted	167	150	250	250
Trees Removed	173	189	175	175
Stumps Removed	153	206	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 increased by \$11,457 due to Step increases and an increase in the Pay and Classification Plan. The request for Operation Expenses has been increased by \$116,000. The increase is driven primarily by the request of additional funding (\$100,000) for use in hiring contractors to assist with tree maintenance. The Tree Department consistently has a significant backlog. Catching up on this work is not feasible with the existing staff.

FY2017 Objectives

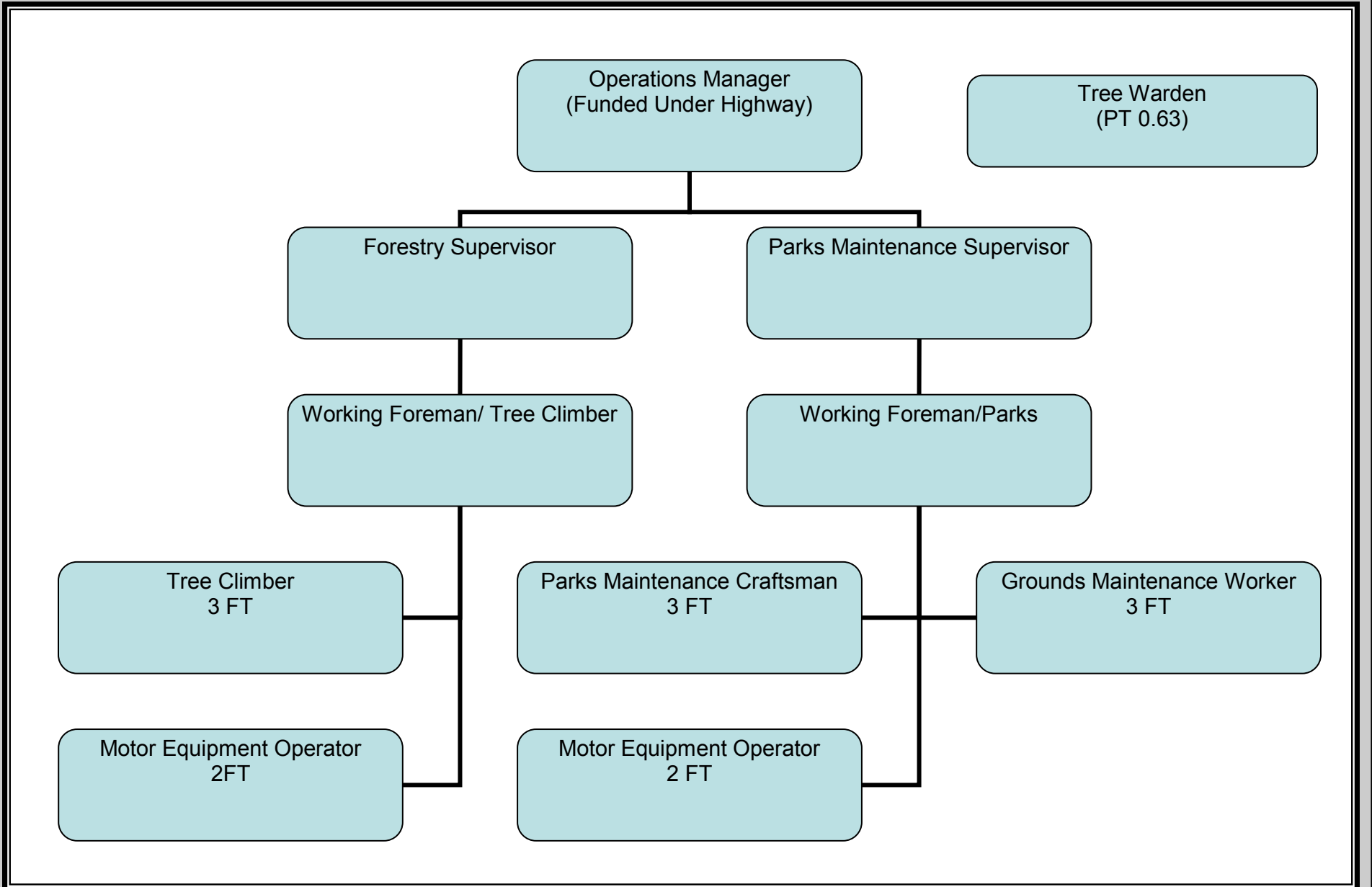
- Continue work to reduce backlog of tree related work orders.
- Work with Eversource to develop acceptable program for maintaining trees within utility lines.
- Continued progress in utilizing WebQA for work order requests.
- Pursue staff training to perform more irrigation work within the Department.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Natural Resources				
Personnel Services	891,886	1,017,934	1,029,391	
Expenses	327,074	282,900	398,900	
Maintenance Town Fields	40,000	50,000	50,000	
Total	1,258,960	1,350,834	1,478,291	-

STAFFING

Natural Resources	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	2	2	2	
Clerical				
Professional/Technical				
Public Works	16	15.63	15.69	
Total	18	17.63	17.69	





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 \$29,500. The decrease is due to lower anticipated vehicle fuel costs.

The request for Snow and Ice Removal funds is increased by \$75,000. The increase is included to continue bringing the amount funded in line with historical averages.

The request for Solid Waste expenses are increased by \$69,432. This is due to scheduled increases in the contract for waste collection, as well as solid waste and yard waste disposal.

Personnel Services are increased by \$15,901. This is due to Step and Pay Classification increases.

FY2017 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, Chapter 90 projects, and sidewalk replacements.

PROGRAM COSTS

Highway	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	863,508	953,353	970,036	
Expenses	695,654	671,300	641,800	
Solid Waste	3,488,020	3,410,048	3,479,480	
Snow and Ice Removal	2,217,928	846,000	921,000	
Total	7,265,110	5,880,701	6,012,316	-

STAFFING

Highway	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	2	2	2	
Clerical				
Professional/Technical				
Public Works	20	20	20	
Total	22	22	22	



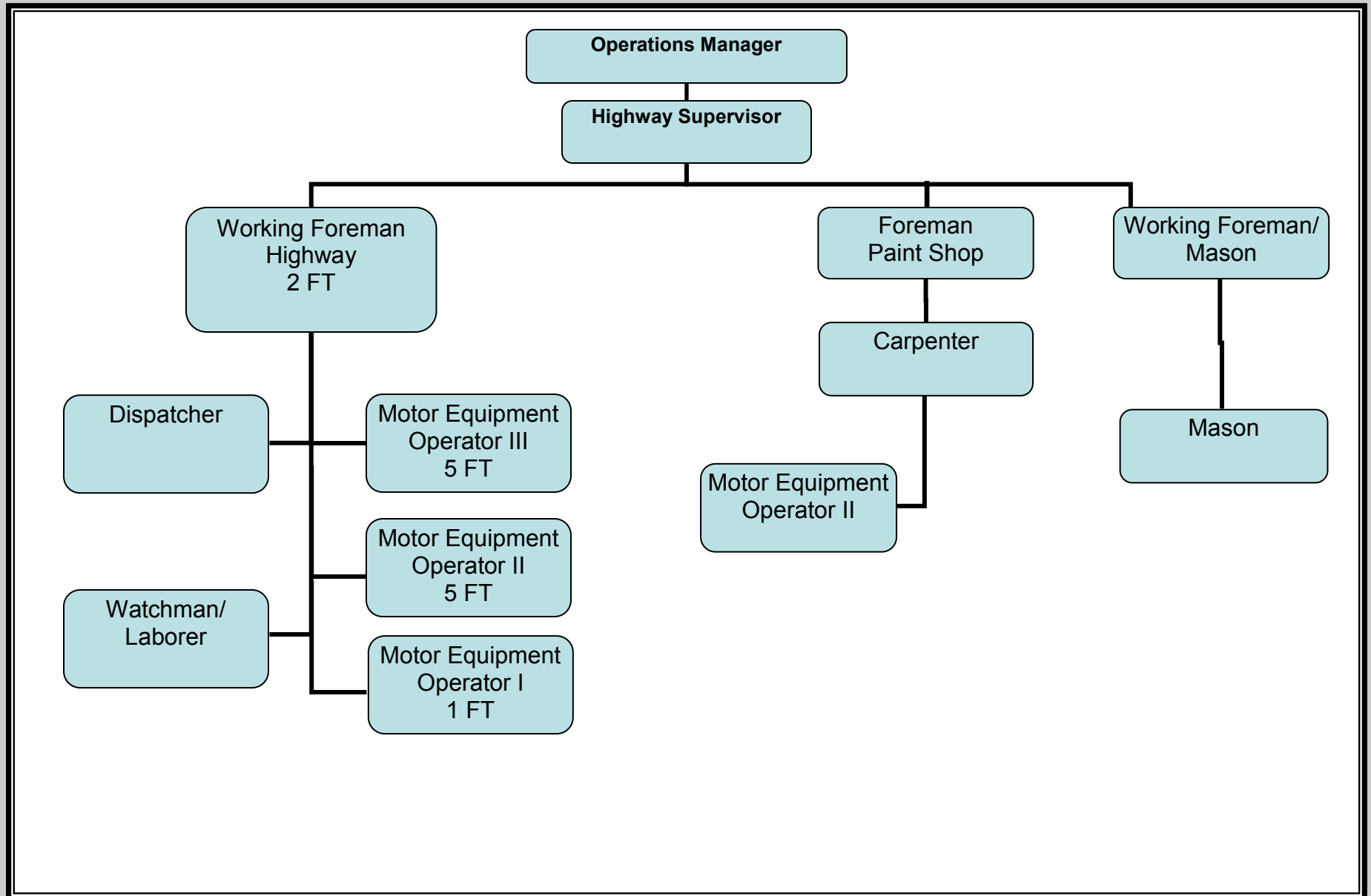
Major Accomplishments for 2015

- Patched over 5,500 potholes.
- Cleaned 950± catch basins in the Town streets.
- Swept the streets in all sections of the Town twice with department personnel.
- Replaced over 4,976 linear feet of concrete sidewalk.
- Replaced over 5,933 linear feet of asphalt sidewalk.
- Repaired/replaced 71 catch basins.
- Responded to 27 snow events totaling approximately 110 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.
- Set up and breakdown for Patriot's Day parade.
- Repaired brick walk sections at Town Hall Annex.
- Assist with paving of renovated Central Fire Station.
- Assist in delivering 35 canoes to the Arlington Reservoir to support volunteer cleanup of Water Chestnuts.

Performance / Workload Indicators

<i>Highway</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Solid Waste (tons)				
Solid Waste	12,846	12,603	13,000	13,000
Yard Waste	3,488	3,505	3,500	3,500
Recyclables	5,271	5,297	5,400	5,400
Patch Potholes	5,478	5,549	3,000	3,000
Sidewalk Patching	309	352	300	300
Repair CB's / Manholes	99	71	75	75
Clean Catch Basins	274	947	750	750
Install / Repair Street Signs	816	674	800	800
Make Specialty Signs	182	612*	200	200
Pave Trenches	148	224	200	200
Sidewalk Replacements	7,755	10,909	7,750	7,750
Curb Work	2,247	732	2,000	2,000
Traffic Lines - 24"	42,174	29,650	45,000	45,000
Traffic Lines - 12"	5,588	5,338	6,000	6,000
Traffic Lines - 4"	6,785	12,874	7,500	7,500
Traffic Painted Symbols	125	134	175	175
Plowing/Sanding Storms	18	9	7	7
Sanding Only Storms	10	18	10	10
Inches of Snow	70	110	33	65

*several hundred "no parking" signs developed for snow removal efforts





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 down by \$6,266 due to the filling of a vacant position at an entry level Step, as well as a slightly larger Water/Sewer Offset amount.

The proposed budget for Expenses is up \$3,380. The increase is requested to help bring the Materials budget in line with historical trends.

FY2017 Objectives

FY2017 Objectives are similar to those of FY2016, as these are ongoing continual efforts:

- Work with design consultant to plan improvements to the DPW garage facility.
- 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 2015

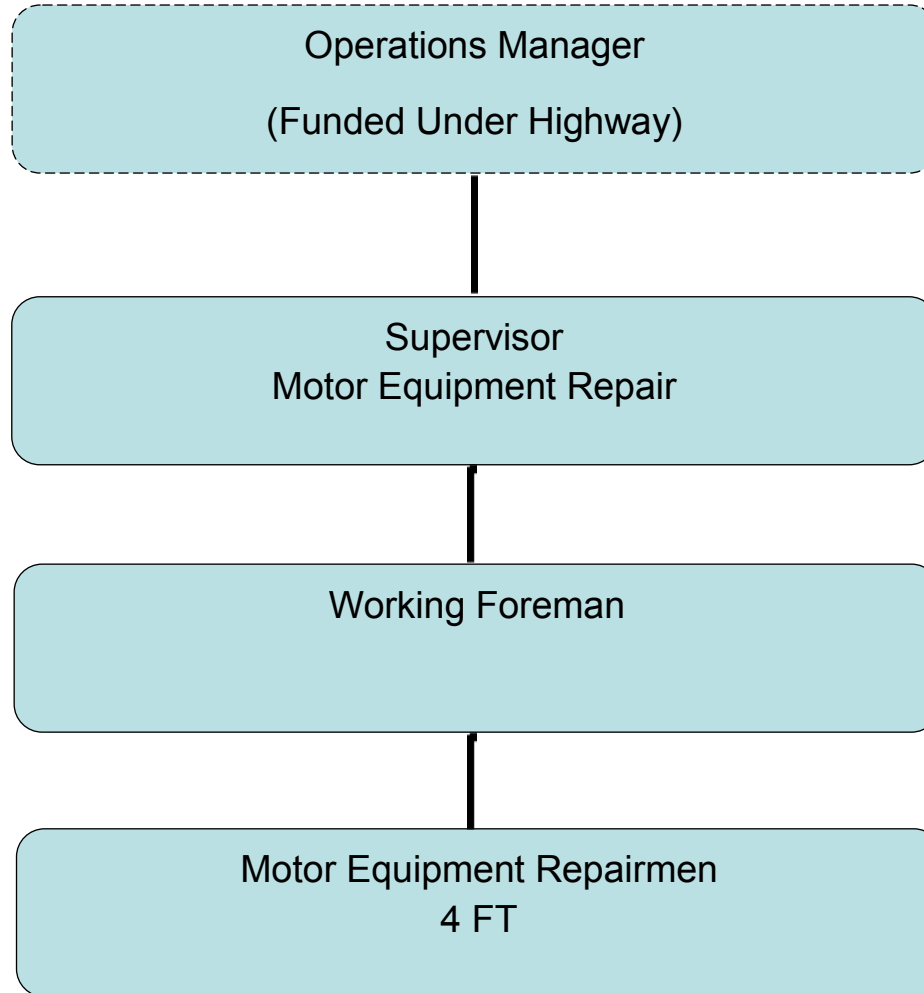
- Provided preventative maintenance and repairs on 150 motor vehicles, including vehicles assigned to the other Town departments.
- Provided staff to Community Safety repair shop as needed.
- Maintained snow and ice vehicles during events.
- Vehicles and Equipment: Acquired a new 1.5 CY Backhoe/Loader, Snow Fighter Plow, 2-Pickup Trucks, Trailer for Water/Sewer emergency generator.

PROGRAM COSTS

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Motor Equipment Repair				
Personnel Services	225,276	275,485	269,219	
Expenses	198,231	118,050	121,430	
Total	423,507	393,535	390,649	-

STAFFING

Motor Equipment Repair	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 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 (now Eversource) and has since realized considerable savings by contracting out maintenance 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 2015

- Added pedestrian countdown timers to several signalized intersections.
- Petitioned the State to include video vehicle detection to the Mass Ave. Corridor project. Original design included older in-ground loop detection technology for the purposes of signal system optimization.

Budget Statement

The Expense budget is reduced \$12,500. This is due to continued energy savings realized from the conversion to LED streetlights.

Note, starting in FY2017, Fire Alarm System maintenance has been moved to the Fire Department budget.

PROGRAM COSTS

Street Lights/ Traffic Controls/ Fire Alarm System	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services				
Expenses	248,167	212,500	170,000	
Total	248,167	212,500	170,000	-

FY2017 Objectives

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



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FACILITIES





Program Description

The Facilities Department is responsible for the maintenance of all Town and School operated buildings. This includes 7 Elementary Schools, a Middle School, a High School, the Robbins and Fox Libraries, Town Hall, 4 DPW Buildings, 3 Fire Stations, the Mt. Pleasant Cemetery chapel and garage, the Whittemore-Robbins House, the Parmenter, Gibbs, and Central Schools, the Jefferson-Cutter House, the Mt. Gilboa house, the Reservoir Beach House, and the Spy Pond Field house.

The Department coordinates the repair and maintenance for buildings based on set standards for maintenance levels in order to improve the conditions of the facilities, as well as evaluate the capital needs of Town and School buildings. The department will make recommendations regarding capital improvements to the Capital Planning Committee.

Budget Statement

The budget for FY2017 is \$578,095. Most of these costs were previously held within the Department of Public Works. The School Department maintenance/custodial costs will be moved in FY18.

STAFFING

Facilities	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	0	0.5	1	
Professional/Technical	0	0.86	0.5	
Custodial	0	1	2.83	
Total	-	2.36	4.33	

PROGRAM COSTS

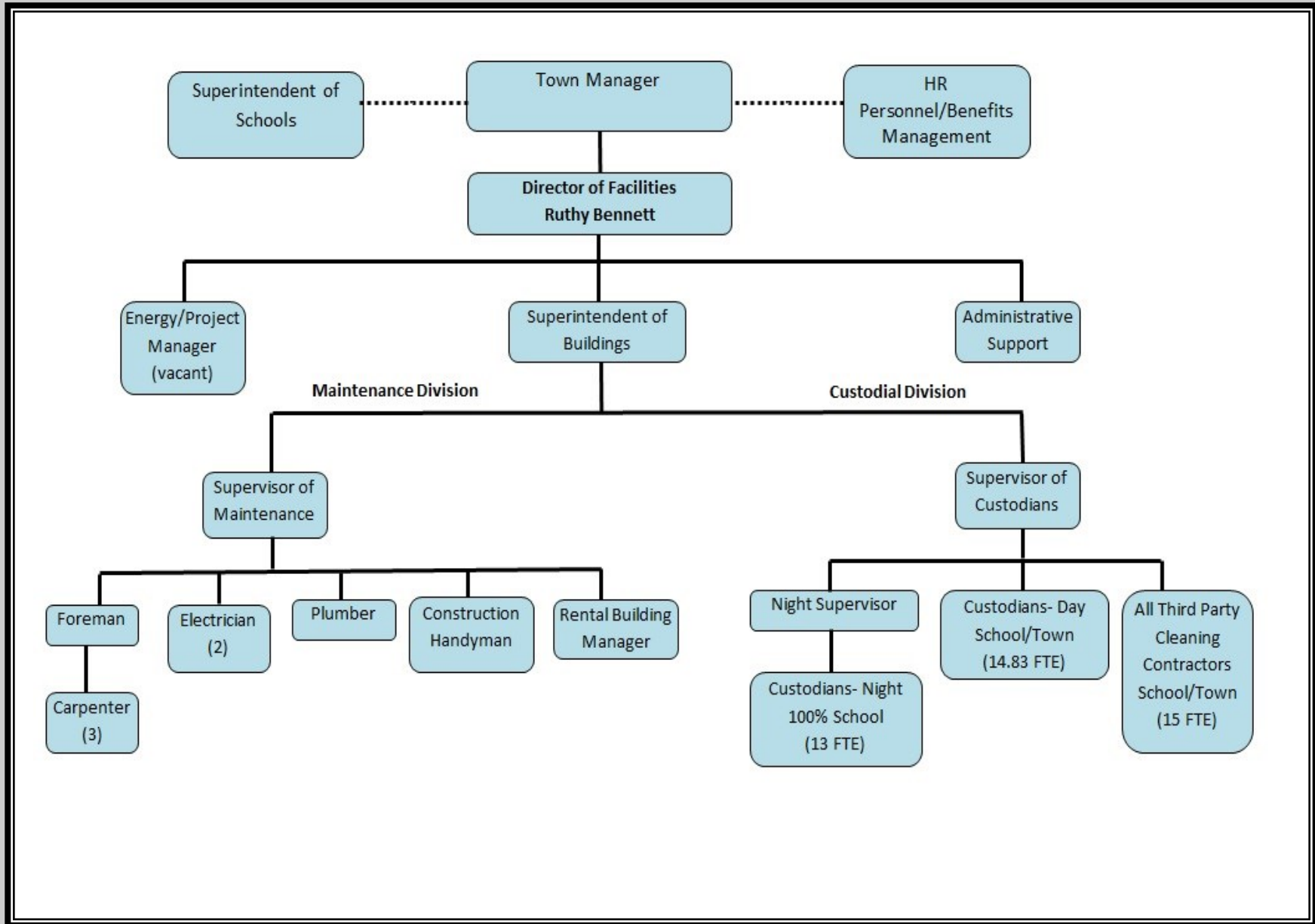
Facilities	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	-	137,308	271,721	
Expenses	344,188	263,000	306,374	
Total	344,188	400,308	578,095	-

FY2017 Objectives

- Create a Preventive Maintenance plan for all building systems within automated work order system – 2-year time frame.
- Create a 20-year capital plan including long term maintenance and life cycle requirement for all buildings within automated work order system – 2-year time frame.
- Identify opportunities to create more efficiency in the department and reduce manpower costs, errors, and emergency repairs.
- Improve the human comfort conditions in all Town and School operated buildings.

Major Accomplishments for 2015

- Hired a Facilities Director.
- Hired Facilities Department Administrative Assistant.
- Instituted a work order system for all school and town facilities and trained all department heads and staff on how to use the system.
- Delivered iPads to all maintenance staff to allow remote access to work orders.
- Instituted project lists for each school break and communicated with all school administrations regarding work that needs to be done and what work was actually done.
- Met with all elementary school principals to review communication methods.
- During winter season, assigned staff member to review EMS on a daily basis to notice problems before complaints were lodged or major repairs were needed.
- Started preventive maintenance project with the Thompson School as the first test case.
- In March 2016, will begin 20-year life cycle analysis with the Thompson School.
- Assessing options to create project management software program from existing SchoolDude modules.





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	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	6,881,975	7,029,538	7,284,623	
Expenses	676,261	664,200	687,950	
Total	7,558,236	7,693,738	7,972,573	

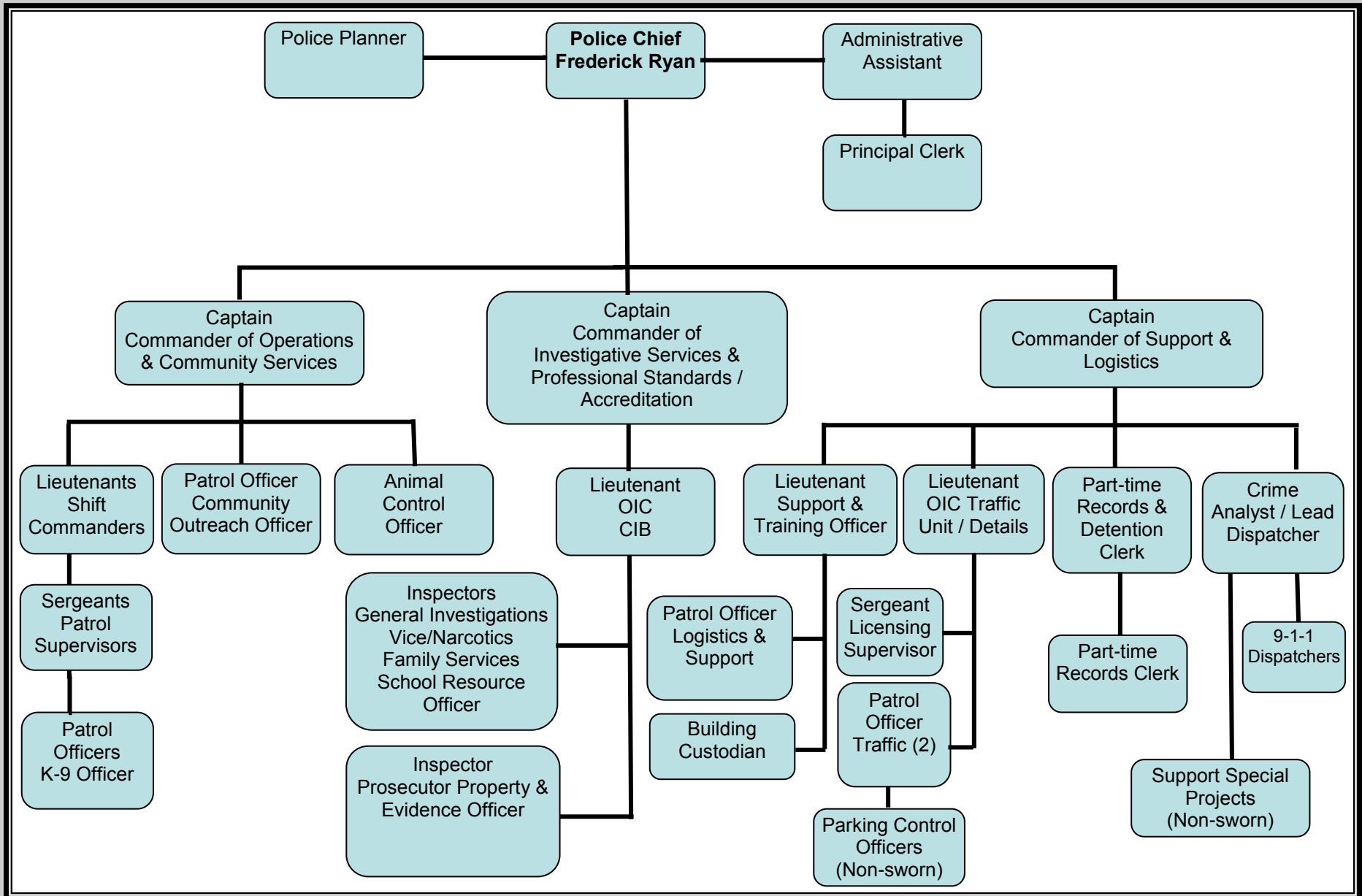
STAFFING				
Police	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Chiefs	1	1	1	
Captains	3	3	3	
Lieutenants	6	6	6	
Sergeants	9	9	9	
Police Officers	47	47	49	
Parking Control Officers	2.35	2.35	2.35	
Animal Control Officer	1	1	1	
Dispatchers	10	10	10	
Clerical	4.31	4.31	4.31	
Custodial	1	1	1	
Total	84.66	84.66	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/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, and quarantines animals that have bitten or have been bitten by an unknown source. This unit also provides education and assistance with domestic and wild animals.
- 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.





FY2017 Objectives

- Expand Electronic Bicycle Patrol Program.
- Develop and Host 2016 Citizen Police Academy.
- Maximize the use of existing technologies/sub-station to increase time spent in the field by uniformed personnel.
- Develop, publicize, and host at least one 2016 Rape Aggression Defense class.
- Expand the use of electronic scheduling/roster to phase out hand written calendar books.
- Acquire and implement training program for department new canine.
- Develop, publicize, and administer community challenge to name the community's new canine.
- Develop and implement a "back to the basics" checklist for patrol supervisory personnel.
- Increase frequency of patrol supervisory inspections of police details.

Performance / Workload Indicators

<i>Patrol Division</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Robbery	8	9	7	8
Burglary	100	76	82	86
Rapes	6	9	5	7
Motor Vehicle Theft	20	27	22	23
Larceny				
<i>From Building</i>	52	58	34	48
<i>From Motor Vehicle</i>	143	95	113	117
<i>Of Motor Vehicle Parts</i>	11	10	22	14
<i>All others</i>	100	124	171	132
Pickpocket / Purse Snatch	3	-	5	3
Shoplifting	29	42	26	32
Assaults	146	147	127	140
Assault and Battery on a Police Officer	5	2	7	5
Criminal Arrests	215	189	166	190
Criminal Summons	177	101	106	128

Major Accomplishments for 2015

- Initiated "Operation Safe Streets" in historically crash-prone areas of town.
- Purchased and deployed the Arlington Police Department's first Polaris Electric Bicycle
- Delivered twenty-nine holiday stockings to seniors living in our community during the holiday season.
- Successfully implemented the Jail Diversion program and the Restorative Justice program.
- Three Arlington Police Officers were awarded the Massachusetts Police Association's Life Saving Award for their heroic work during the devastating Arizona Terrace fire on May 5, 2015.
- Supplemented shifts to conduct "Holiday Strolls" in the business areas of Arlington.

Performance / Workload Indicators

<i>Dispatch</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Calls For Service	30,114	29,714	28,798	29,542



FY2017 Objectives

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

- Prepare Department for 2017 re-accreditation.
- Develop and implement a formal early intervention system with the goal of eliminating absenteeism, poor work performance, and/or misconduct.
- Fully implement newly acquired accreditation software program in an effort to streamline the effective maintenance of standards, crucial documents, training, and assignments.
- Develop and implement a modern criminal investigations case management system.
- Fully implement public social media monitoring program.
- Schedule more frequent criminal investigative briefings with investigators to enhance productivity and information sharing.
- Develop and cultivate an effective Employee Wellness Program.
- Develop a system to more proactively monitor line of duty injury claims.

Major Accomplishments for 2015

- Continuous dedication to remain in compliance with the standards and mandates set forth by the Massachusetts Police Accreditation Program.
- Updated and developed new policies to navigate the department through new and challenging issues that face law enforcement, our community, and personnel.
- Provided training for personnel in new departmental policies and accreditation standards.
- Conducted internal affairs investigations and professional standards reviews as needed.



FY2017 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 to stay up to date with the most current technology available.
- Utilize the School Resource Officer to work in a partnership with all of the schools in town to implement Alert-Lockdown-Inform-Counter-Evacuate and assist in the formulation of school safety plans.
- To have the School Resource Officer identify those offenders who would benefit from the diversion program.
- To assign inspectors to both the Drug Enforcement Agency, and the Suburban Middlesex Drug Task Force. To work in partnership with agencies at both the Federal and State level to curtail those deaths which are related to opioid overdoses.
- Address high risk domestic violence through our partnership with Cambridge, Arlington, Belmont High Risk Assessment Response Team, and the Town's FIRSTSTEP Program.
- Partner with the Council on Aging and the various stakeholders to ensure that seniors are aware of various scams and the ways to lessen the risks to their personal financial security.
- Work in partnership with 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.

FY2017 Objectives (cont.)

- Assign an Inspector to follow-up on all criminal complaints.
- Utilize the detective case management system to analyze closure rates, effectiveness of individual investigators, and to identify training or other needs so as to improve the efficiency of the work unit.

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Licenses to Carry/FID	338	161	165	221
Missing Persons Investigations	306	455	439	400
Domestic Violence	335	217	333	295
Criminal Investigations	1,498	1,417	1,370	1,428
Level 2 & 3 registered Sex Offenders monitored	26	16	16	19



Major Accomplishments for 2015

- Investigated over 1,400 reports of criminal activity.
- The Family Service Unit investigated over 300 domestic violence related incidents.
- Conducted ALICE (Alert Lockdown Inform Counter Evacuate) drills at various schools in town.
- Audited and administered the Town of Arlington Sex Offender Registry.
- Detectives participated in multi-jurisdictional drug task forces resulting in numerous arrest and indictments. Detectives assigned to both Regional and New England Region Drug Task Forces.
- Participated in the drafting of and execution of numerous search warrants.
- Detectives and members of AYHSC conducted Alcohol Compliance Checks of all the restaurants and establishments with licenses to serve alcohol in Arlington.
- Recovered \$70,000 cash stolen and returned the assets to victims.
- Investigated several sexual assault crimes resulting in numerous arrests and prosecutions.
- Collected and properly disposed of prescription medication.
- Investigated several robberies and break-ins, resulting in apprehension and prosecution of criminals.
- Successfully referred numerous cases to a community based restorative justice solution.



FY2017 Objectives

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

- Expand traffic unit capacity by adding sworn personnel.
- Reduce the number of crashes.
- Reduce the number of injuries due to motor vehicle crashes.
- Increase bicycle and pedestrian safety through education and enforcement.
- Increase the number of parking meters in business districts.
- Expand traffic units work hours to allow for maximum coverage.
- Work with and support the Town Manager’s Office, The Board of Selectmen’s Office, or any other department seeking assistance with parking, traffic, and other quality of life issues affecting the community.
- Work in conjunction with the School Department and their Human Resource staff to oversee the Traffic Supervisors and address safety issues around the elementary schools.
- Seek out, apply for, and participate in available traffic enforcement grant opportunities from the Executive Office of Public Safety and Security.

Major Accomplishments for 2015

- Secured five different enforcement mobilizations of Executive Office of Public Safety and Security grants.
- Participated in “Passport to Safety”, a program to educate community members about pedestrian and bike safety.
- The department’s training officer was nominated “Traffic Safety Hero” by AAA for developing a training program for officers on pedestrian and bicyclist safety.
- Created a formal training program for the school safety patrol at the Stratton School.
- Conducted targeted enforcement at high volume/high complaint areas in various neighborhoods.

Performance / Workload Indicators

<i>Traffic</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Hackney Licenses Issued				
New	66	26	33	42
Parking Violators	15,812	12,705	12,466	13,661
Moving Violations	3,407	2,572	1,923	2,634



FY2017 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.
- Schedule and run a Rape Aggression Defense Program in the town for High School female students and female adults.
- Build upon the partnership with the Arlington Housing Authority and the Menotomy Manor Neighborhood Association.
- Offer a Citizen Police Academy for Arlington residents.
- Work with our local, state, and federal agencies to combat Child Exploitation.

Performance / Workload Indicators

<i>Community Programs</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Neighborhood Meetings	35	35	40	37
Summer Youth Camp (HRC)	135	135	135	135

Major Accomplishments for 2015

- Continued with community partnerships with the Recreation Department and the Youth Health and Safety Coalition, and Health and Human Services Department to hold the sixth annual summer camp for Arlington children. Over eighty children from Arlington participated in the program. Also teamed with the Middlesex County Sheriff's office in providing another free summer camp for Arlington children at the Sheriff's training academy in Billerica.
- Teamed up with the Housing Authority to host our 8th annual National Night Out event at Menotomy Manor. This event provides the opportunity for positive interaction between police and Arlington youth, with a goal of a safer community.
- In 2015 the Community Services Unit continued to work with the Council on Aging by providing identify theft and other safety information to the senior population. CSU has held several neighborhood meetings for residents from different areas of town with regard to quality of life issues.
- Continued to work with our local, state and federal agencies to combat Child Exploitation.
- Hosted a Rape Aggression Defense training to twenty Arlington residents.



FY2017 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.

- Engage the community to help with compliance of by-laws, responsible pet ownership, and education about animal behavior and wildlife control.
- 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.
- Develop relationships with schools and community groups and offer education programs with a goal of creating ongoing long-term learning and kindness for animals.
- 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

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Animal Complaints	541	495	843	626
Humans Bitten/Scratched by Dogs	17	6	9	11

Major Accomplishments for 2015

- Recruited, hired, and trained a new Animal Control Officer.
- Provided training to residents on living with coyotes and completed multiple interviews with local reporters to inform the public on wildlife in the area.
- Developed the "Leash it and Ticket" positive reinforcement program to reward residents and non-residents for obeying the town canine by-laws while inside the town borders.
- Developed relationships with dog and park groups to better the communication between Animal Control and the residents as well as forming a relationship with a group that provided the donated rewards for the "Leash it and Ticket" program.
- Worked with the Park and Recreation Department on creating more signage throughout the parks to enforce the Town's leash law.
- Attended multiple meetings with the Park and Recreation Department and Committee, in conjunction with the public to discuss off-leash activity throughout the Town parks.
- Contributed animal related postings to the Police Department's social media channels to increase awareness, educate, and assist in reunited lost pets with their owners.
- Developed an affiliation with Animatch to relocate dogs that are not reunited with their owner after their stray hold, from an animal control facility to an appropriate shelter.



FY2017 Objectives

- Provide crisis intervention and evaluations to Arlington residents in crisis situations.
- Establish and build relationships with the 43+ group homes in Arlington.
- Monitor police reports and follow up with cases 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 services 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.
- Provide the multi-agency Hoarding Response program presentation with other towns and organizations when invited to.
- Coordinate and expand the Opiate Outreach Initiative.
- Expand access to the opioid blocker, Naloxone, to substance users and their loved ones and provide training for the administration of Naloxone.
- Reduce the stigma associated with addiction.
- Expand the frequency of community prescription drug take back days and mobilize drug take back access to senior/public housing neighborhoods.

Major Accomplishments for 2015

- Assisted the police department with 432 mental health/substance abuse related calls.
- Assisted in eight Hoarding Response Team calls.
- Attended Moments of Change conference to learn cutting edge treatments for substance abuse.
- Trained 42 residents to administer nasal Narcan.
- Held nine community opiate educational events attended by 290 residents.
- Provided training to 22 police departments about our Arlington Opiate Initiative.
- Provided training to 56 officers representing seven towns at the Regional Crisis Intervention Training and Technical Assistance Center.
- Attended 'train the trainer' program to learn how to make our town a dementia friendly community.



FY2017 Objectives

- Achieve full implementation of citizen on-line reporting system.
- Recruit, hire, and train at least six new police officers.
- Expand traffic unit capability by adding sworn personnel.
- Designate a Social Media Coordinator.
- Complete final phases of Community Safety building renovations.
- Transfer station from general contractor to owner.
- Transition staff into new workspaces.
- Develop a building custodial program/plan.
- Expand 9-1-1 dispatch technology and training using alternative funding and grant resources.
- Expand RMS ability to track officer training records within QED.
- Develop a new Hackney License and Inspection program.
- Partner with the Middlesex County Sheriff's Office to provide firearms training through computer scenarios and simulations.
- Update current mapping system, CrimeInfo, so incidents can be geocoded in a more accurate manner.
- Develop new technology to enhance abilities and efficiency of the Police Department.
- Develop program for more advanced active shooter training and conduct training.
- Assist Inspectors with analysis on cases.
- Enhance NIBRS accuracy for crime reporting.
- Coordinate and execute a firearm buyback event.

Major Accomplishments for 2015

- Began final phase of renovation for police headquarters.
- Maintained all relevant departmental records in accordance with Massachusetts Records Retention Laws and Accreditation standards.
- Acquired and implemented COPLOGIC online reporting system.
- Provided Narcan training to all department personnel.
- Developed program and trained all personnel on procedural justice and fair and impartial policing.
- Launched new department website and incorporated Facebook, Twitter, and Nextdoor to better connect and communicate with public.
- Purchased and deployed new automatic external defibrillator units in each marked cruiser.
- Processed 45 solicitor licenses, 35 Hackney licenses, and 145 firearms licenses.
- Increased the scope of work zone safety planning to incorporate new language and requirements in the permitting process to ensure increased safety standards at all construction sites.



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 75 personnel. It is budgeted for 81 personnel. In FY2017 there will be 74 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 FY2017 and another 2 to 4 retirements by the end of FY2018. Four members have spent a significant portion of FY2016 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 \$446,382 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 3.5% from FY2013 to FY2014 and a 10% increase from FY2014 to FY2015. Performance Indicators show an increase in Rescue calls of 20% from FY2013 to FY2014 and a 19% decrease from FY2014 to FY2015. It is estimated that the number of total Rescue calls will increase 17% from FY2015 to FY2016.

PROGRAM COSTS

Fire	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	6,414,502	6,480,225	6,672,056	
Expenses	383,580	388,650	439,900	
Total	6,798,082	6,868,875	7,111,956	-

STAFFING

Fire	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Chiefs	1	1	1	
Deputy Chiefs	5	5	5	
Captains	7	7	7	
Lieutenants	15	15	15	
Firefighters	50	50	50	
Professional/Technical	2	2	2	
Clerical	1	1	1	
Total	81	81	81	



FY2017 Objectives

- Continue to provide ancillary programs such as the FIU, JFIP, Vial of Life, and SAFE within the limited resources and funding available.
- Continue the four year program to replace all Protective Gear.
- Replace Ladder 1—a 1994 Pierce 105’ Aerial Apparatus.
- Enhance Training/EOC with High Tech capabilities.
- Establish a pilot program and perform a feasibility study into moving all inspections, fire prevention, and fire pre-plans onto a digital format.
- Establish a pilot program and perform a feasibility study into moving all hydrant operations (shoveling and testing) onto a digital format.
- Assess the benefit of an Arlington Fire Department Advanced Life Support, ALS, and put together a comprehensive plan to implement ALS in the Department.
- Identify fire personnel for specialized training and enroll those personnel in appropriate courses at the Mass Firefighting Academy at Stow.

Major Accomplishments for 2015

- Re-opened Fire Headquarters located at Monument Park. The renovated Fire Headquarters will house Engine 1, Ladder 1, Marine 1, and the Command Vehicle. The Chief of Department, his administrative assistant, and the Operations Division are also located at Fire Headquarters. Fire Headquarters is the first building in Arlington to be certified LEED Gold.
- Replaced 25% of Department personal protective equipment from capital budget funds. Department has replaced 75% of personal protective equipment since 2014.
- Certified all Deputy Chiefs and Captains to ICS300 of the National Incident Management System.
- All fire department personnel received training from the Operations Division on solar panel operation and responding to emergencies involving solar.
- Continued communication and education of residents about emergency management plans, emergency medical services, and fire suppression and prevention objectives.
- Moved Fire training and the Town’s Emergency Operations Center (EOC) into the newly renovated Fire Headquarters.

Performance / Workload Indicators

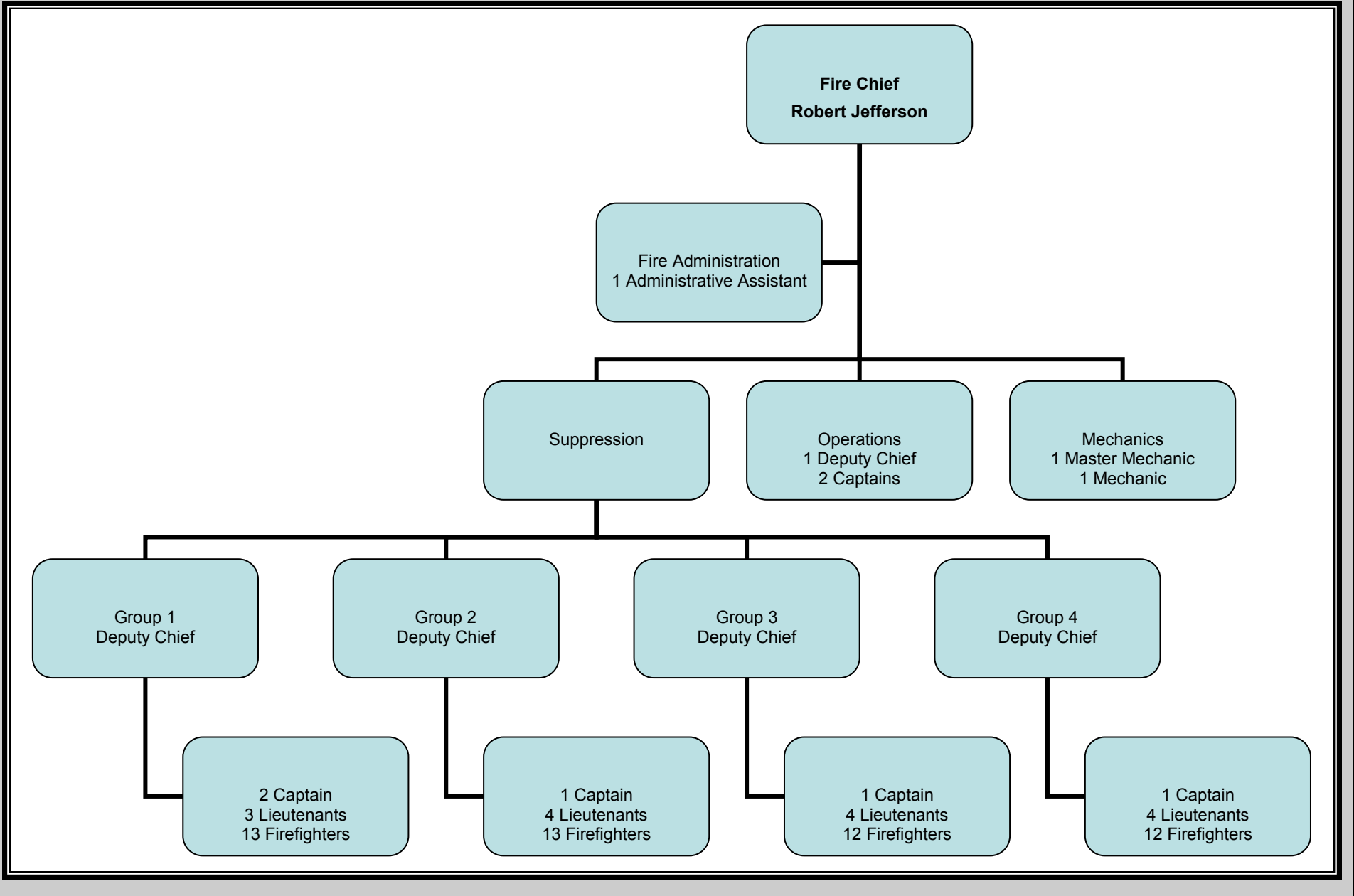
<i>Fire Department</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Emergency Calls	4,601	5,175	4,927	4,959
Rescue Response	2,917	2,365	2,768	2,802
Overlapping Calls	1,042	1,368	1,232	1,262
Private Ambulance ALS/BLS	1,867	1,815	2,358	2,537
Average Response Times*	3m 10s	2m 59s	3m 15s	3m 12s
Average Time Rescue Calls*	31m 40s	30m 31s	33m 45s	35m
Fire Calls	110	106	114	114
Average Total Time Fire Calls*	36m 20s	41m	35m 50s	36m 15s
Dollar Loss Property	5.11 million	8.05 million	7.12 million	8.01 million
SAFE Students Taught	2,750	3,015	2,894	2,931
JFIP Students Counseled	9	4	5	4

Performance / Workload Indicators

<i>Fire Prevention</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Hours of School Fire Drills	26	29	30	30
Hours of Fire Protection Syst. Inspt.	312	473	437	498
Hours Strategic/Tactical Ops Plan.	36	32	33	34
Permits Issued	966	1,028	1,076	1,113
Permits Issued Revenue	\$54,107	\$58,070	\$70,850	\$75,389

Performance / Workload Indicators

<i>Fire Training</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Training Sessions	190	188	216	230
Training Hours	1140	940	1068	1136
Total Attendees	2,107	2,068	2,085	2,074





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 FY2017. With renovation of Stratton Elementary School, the final elementary school, and the planned installation of modular classrooms at various school sites, Inspectional Services looks forward to the completion of this phase of the school rebuild projects.

Major Accomplishments for 2015

Major accomplishments for 2015 were the completion of the Central Fire Station and near completion of the Community Safety Building. Plan review for Stratton School Renovation and preparation for modular classrooms will allow for a seamless permitting process to assist with the necessary timelines for these important projects. Unfortunately, in 2015 a fatal fire occurred at Brookside Condominiums. Inspectional Services has worked closely with Arlington Fire Services, tenants, and Condominium Association representatives during post fire activities, including site entrance and the properties rebuild planning.

PROGRAM COSTS

Inspectional Services	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	403,049	417,460	406,425	
Expenses	10,581	12,000	12,000	
Total	413,630	429,460	418,425	

STAFFING

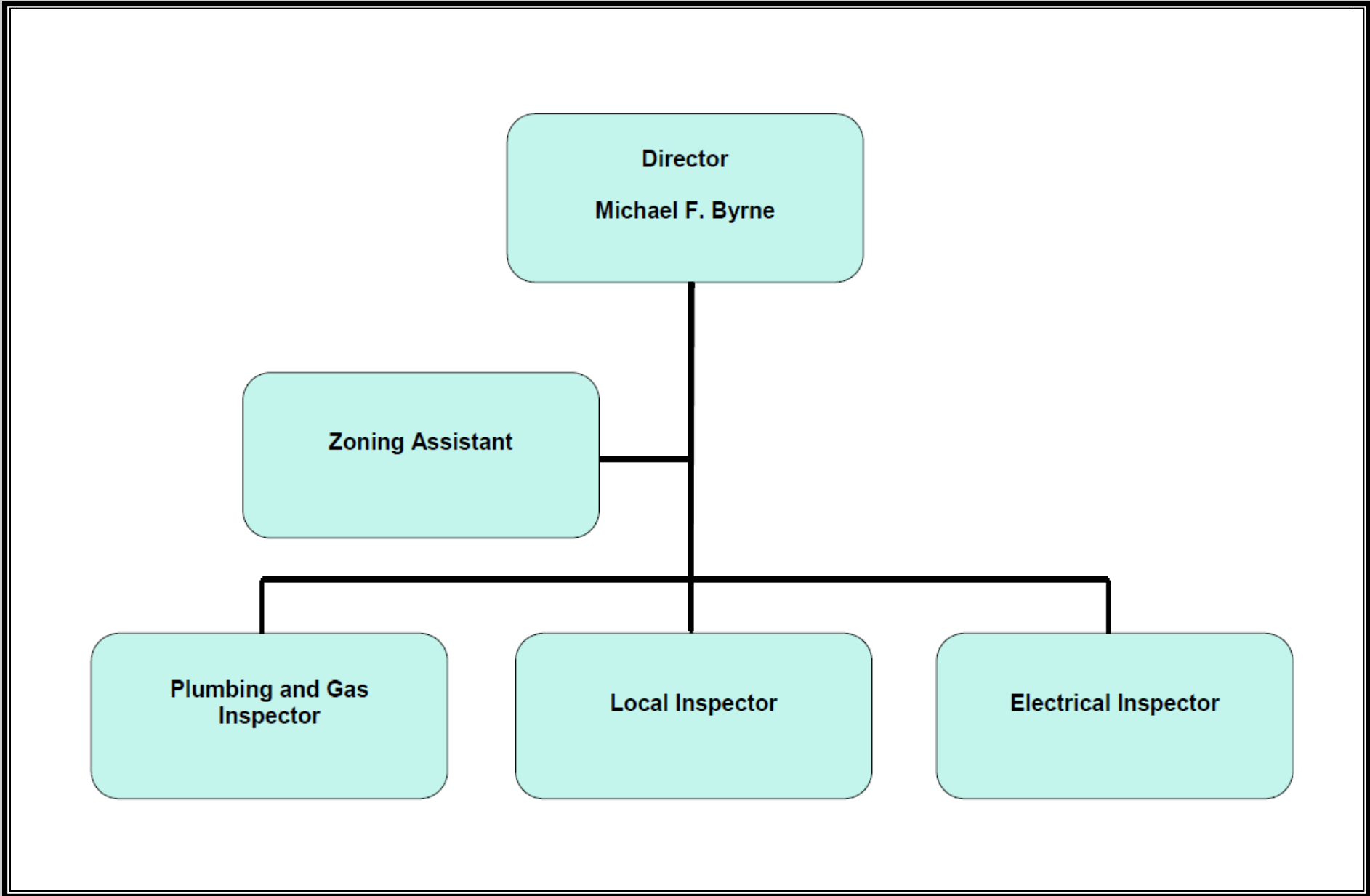
Inspectional Services	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	3	3	3	
Total	5	5	5	

Performance / Workload Indicators

Inspectional Services	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Building	2,668	2,616	2,800	2,800
Plumbing	948	1,084	1,100	1,100
Gas	764	781	800	800
Wiring	1,290	1,207	1,400	1,400
Revenues	\$ 1,274,669	\$ 1,315,417	\$ 1,500,000	\$ 1,500,000

FY2017 Objectives

- The department anticipates much involvement during the implementation of the Towns Master Plan.
- Residential remodel, renovation, construction and reconstruction will again be a primary objective for the department.





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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 and reader’s advisory services are offered in person, via email, via chat, and by telephone. Access is provided to a vast array of electronic resources.

The Library ensures efficient recordkeeping and accountability for the over 600,000 items that citizens borrow each year, and makes the collection of over 350,000 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 FY2017 budget includes increases in the salary budget line due to a personnel reclassification and the restoration of a full-time position. The decrease in expenses is related to costs being absorbed by the Facilities Department. The total projected FY2017 budget will meet the state municipal appropriation requirement for library certification, which in turn affords Arlington residents borrowing privileges at local libraries and through interlibrary loan.

FY2017 Objectives

- Identify goals for the Reimagining Our Libraries renovation campaign with input from staff and the community. Understand existing conditions, define project limits, and develop options that will transform Arlington’s libraries for 21st Century users.
- Form partnerships with community organizations, strengthening town-wide efforts to make Arlington a cultural destination for residents and visitors. Contribute to the managing partnership of the Cultural District effort.
- Expand the Library’s reach through content, programs, and services that connect to residents and visitors where they are in Arlington. Reach new communities within Arlington and increase the visibility and participation of the Library throughout Arlington.
- Continue efforts to ensure the library provides a clean, welcoming, useful, and aesthetically pleasing environment.
- 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.
- Build audience and engage with the community through social media in order to increase public awareness of library resources and services.
- Work with the Friends of the Robbins Library and the Friends of Fox to make use of private funding to supplement the municipal budget.
- Provide support to the Arlington Libraries Foundation that was established in 2012 to develop and conduct comprehensive fundraising campaigns for materials and renovation projects.

PROGRAM COSTS

Libraries	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	1,561,010	1,691,429	1,728,537	
Expenses	526,486	563,080	537,580	
Total	2,087,496	2,254,509	2,266,117	



Major Accomplishments for 2015

- New circulation hardware and software was implemented as part of a multi-step transition to RFID circulation technology, which streamlines the check-out and check-in process.
- The Robbins Library introduced summer Saturday service. In July and August the library was open 9 a.m. to 12 p.m. An average of 400 visitors came through the doors and checked out about 1,000 items each Saturday.
- The Library was honored with three Massachusetts Library Association PR Awards in 2015: second place for Event (Arlington Book Festival), Logo (Arlington Book Festival), and Poster (promotional database display).
- The popular PLUGGED IN program series for adults age 50 plus continued with funding from the Barry Memorial Trust Fund. Coordinator Michele Meagher worked with input from library staff to create a high-quality mix of educational and entertaining programs.
- For the first time the Robbins Library closed for Staff Development Day, bringing staff from the Robbins Library and the Fox Branch Library together for emergency preparedness ALICE training and team building exercises.
- The Arlington Author Salon series kicked off in 2015, a quarterly reading series held at Kickstand Café and co-sponsored by the Library. The Salon was inspired by the Arlington Book Festival held by the Library in 2014.
- By participating in the state-wide Commonwealth E-book Collection, the Library provided access to thousands of e-books and e-audiobooks in addition to the collection available through the Minute-man Digital Catalog.

STAFFING

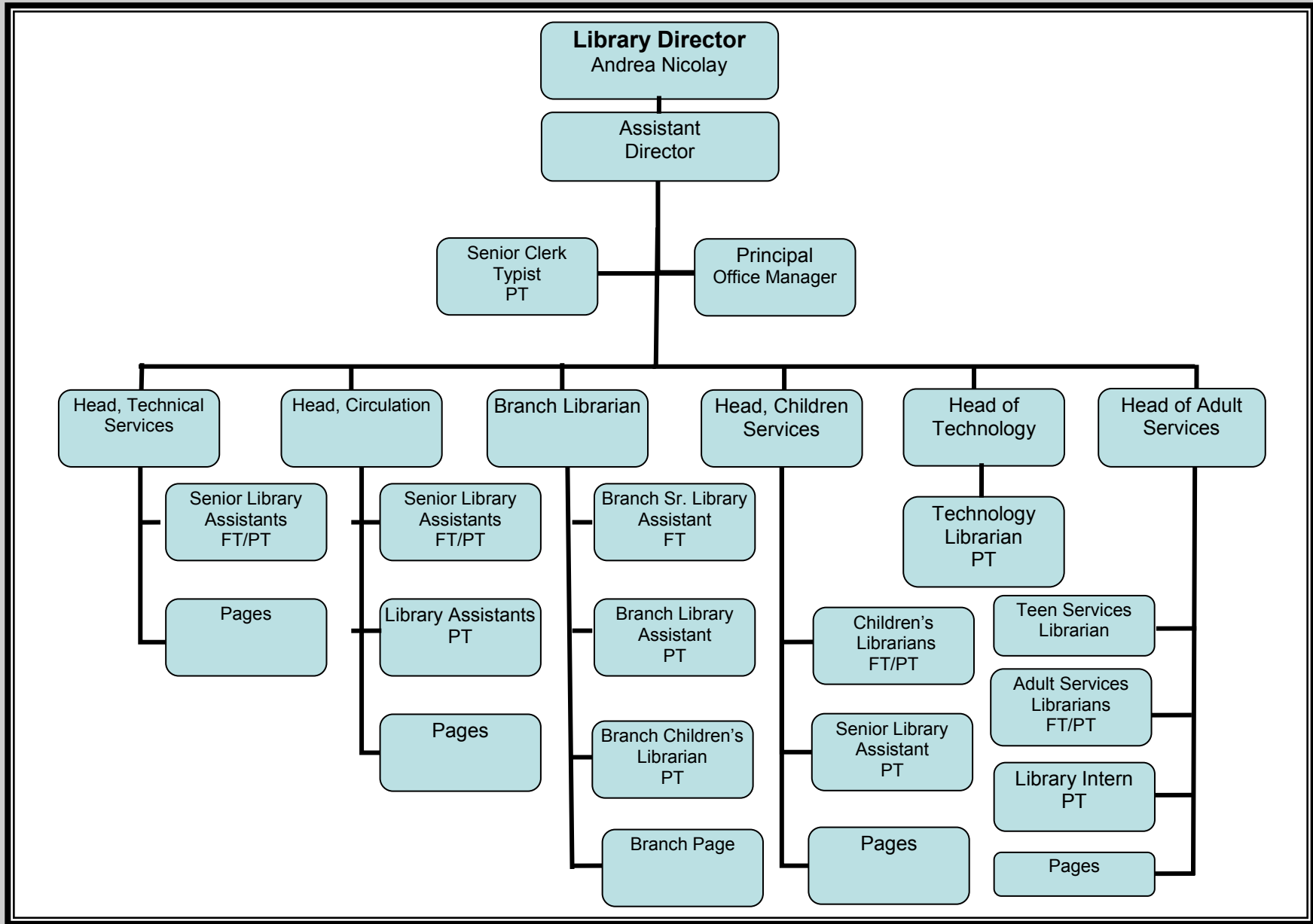
Libraries	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	14.62	14.6	14.62	
Professional/Technical	12.45	13.54	13.4	
Custodial/Bldg. Maint.	0.83	0.83		
Total	28.9	29.97	29.02	

Performance / Workload Indicators

Library	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimated	FY 2017 Estimated
Circulation of materials	668,087	686,036	690,000	700,000
eContent Circulation	29,862	49,760	55,000	60,000
Interlibrary loans processed	142,543	141,725	140,000	140,000
Reference questions answered	93,869	87,875	90,000	90,000
Children's programs	369	302	350	350
Adult and YA programs	131	169	170	170
New items ordered and processed	20,419	18,422	20,000	20,000
Visits to Robbins Library	313,203	300,291	320,000	325,000
Uses of Meeting Rooms	1,022	1,020	1,050	1,050

Major Accomplishments for 2015 (cont.)

- With funding from the Friends of the Robbins Library, the Library contracted with Best Bees, Inc. to install and maintain two beehives on the third floor balcony overlooking the garden, for educational and inspirational purposes. The hives gave rise to Arlington's "Beehive Table" poets' group run by Arlington Poet Laureate Miriam Levine.
- The addition of a part-time technology librarian significantly improved computer services for staff and the public.





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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, and food establishments, elimination of nuisances, protection of the environment, and numerous other federally and state mandated responsibilities.

Budget Statement

The FY2017 Health Department budget will be level service. 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.

FY2017 Objectives

Health and Human Services:

- Develop a strategic plan for the Food Pantry.
- Food Pantry to become a functioning non-profit, separate from the Town of Arlington.
- Conduct an assessment of the Whittemore Robbins Carriage House and Cottage to determine extent of rehab and use for space.
- Continue to seek funds to rehab the Whittemore Robbins Carriage House and Cottage, and develop plans to re-design the Senior Center.

Health Department:

- Conduct a strategic plan for the department along with a quality improvement plan, both required for public health accreditation.
- Welcome a second Centers for Disease Control, Public Health Associate who will work in the department for two years beginning October 2016.

PROGRAM COSTS

Health & Human Services	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	339,802	349,199	356,809	
Expenses	31,212	32,300	32,800	
Total	371,014	381,499	389,609	-



Major Accomplishments for 2015

Health and Human Services:

- The Arlington Youth Counseling Center received a \$100,000 Cummings Foundation grant to continue counseling in elementary schools.
- The Board of Selectmen appointed a seven member Veterans Council, tasked with handling Veterans issues in town.
- All veteran graves at Mt. Pleasant Cemetery were satellite mapped, representing over 5,500 graves. This allows for increased participation from community groups for the annual "Flags on Graves Program" for Memorial Day.
- The Arlington Food Pantry Director was hired, the Board of Directors was organized, and the agency began applications for non-profit status, separate from the Town of Arlington.
- A comprehensive plan was developed to address maintenance work at the Whittemore Robbins House.

Health Department:

- The Health Department participated in National Association of City and County Health Officials (NACCHO) Retail Food Standards Mentorship Program and conducted a self-assessment of the Food Inspection program in accordance with the nine standards outlined in the Food and Drug Administration (FDA) Food Standards Program.
- The Board of Health adopted amendments to Regulations Restricting the Sale of Tobacco and Nicotine Delivery Products to include banning the sale of flavored products.

STAFFING

Health & Human Services	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	0.8	0.7	0.7	
Professional/Technical	2.5	2.5	2.5	
Total	4.30	4.2	4.2	

Performance / Workload Indicators

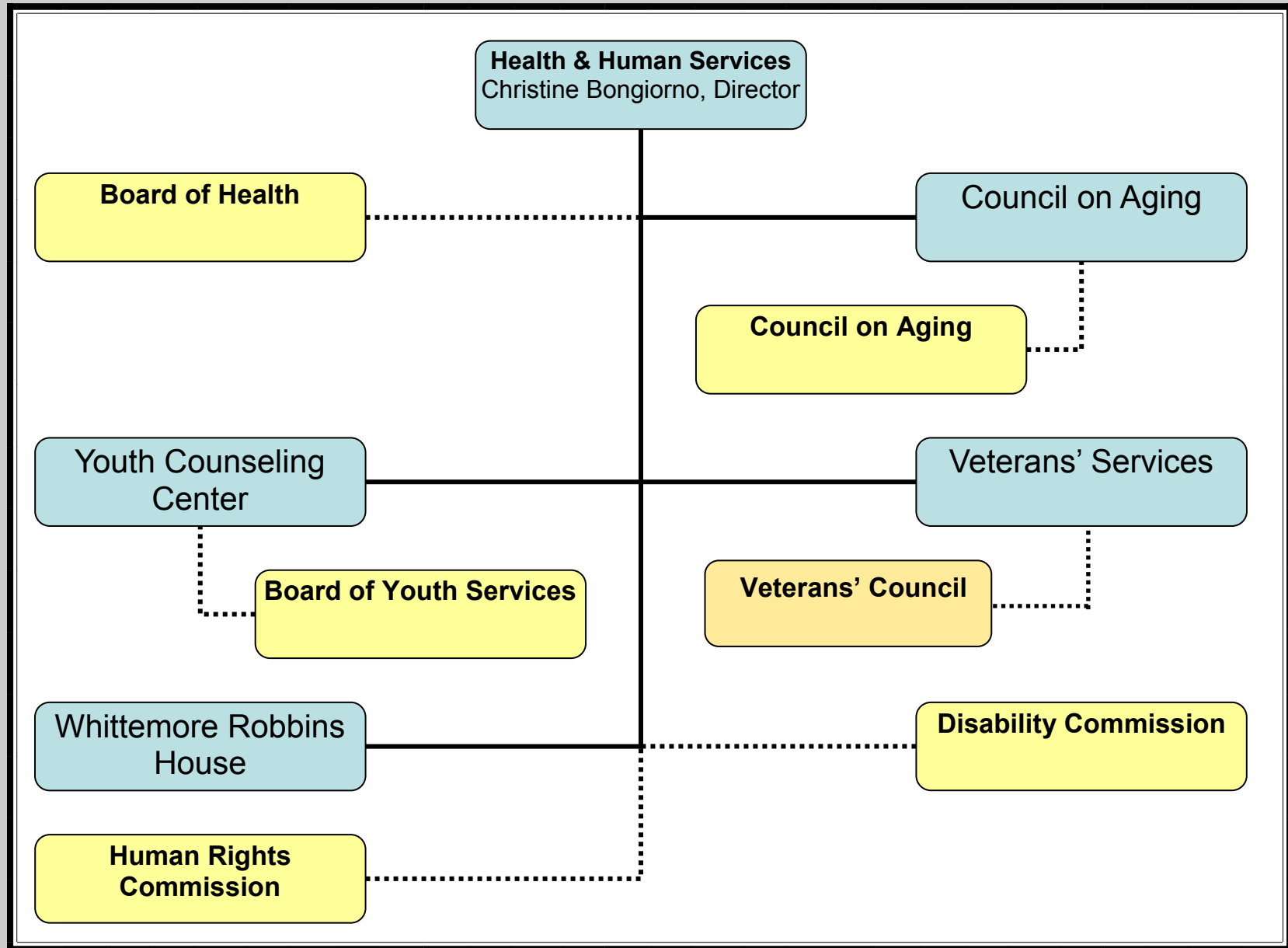
Health Department	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Food Inspections	634	508	550	550
Tobacco Compliance Checks	78	60	80	80
Tanning Establishment Inspections	0	1	1	1
Demolition Inspections	15	16	20	20
Housing Inspections	210	175	200	230
Public Pool Inspections	20	15	20	20
Public Beach Inspections	10	9	10	10
Resident Complaints	297	300	325	325
Communicable Disease Investigation	254	363	350	350
Flu Vaccinations Administered	2,125	2,276	1,669	1,500

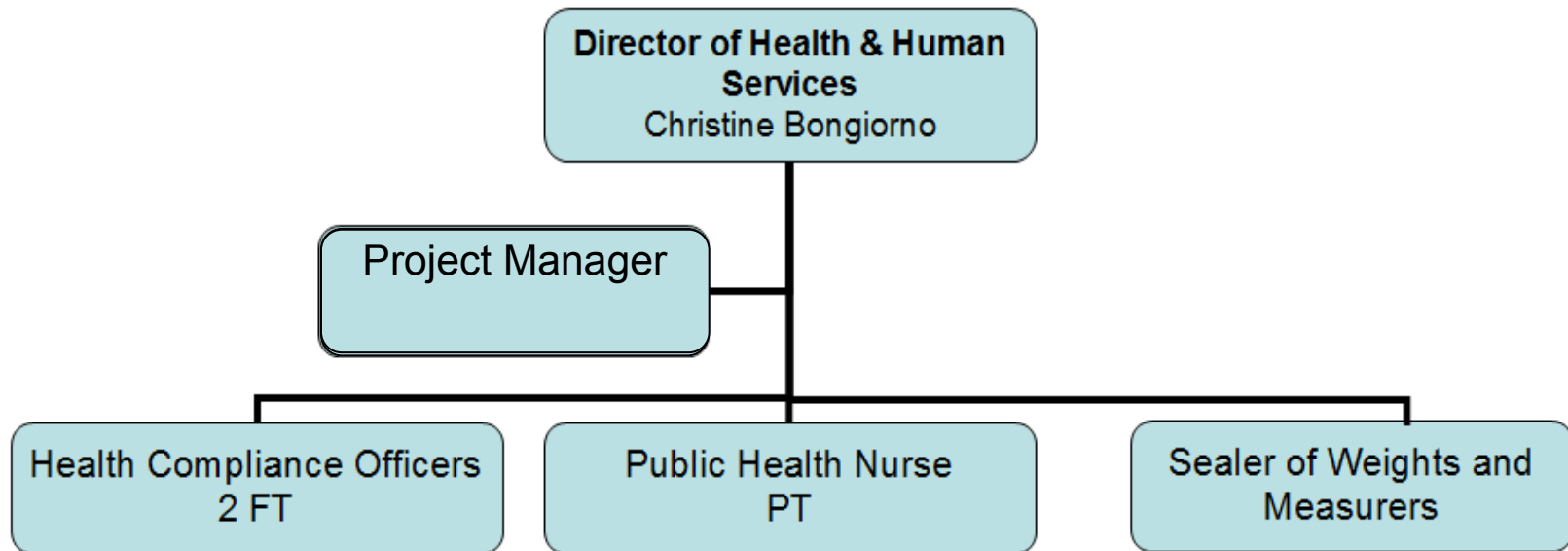
Performance / Workload Indicators

Health & Human Services	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Food Panty Average Monthly Distribution	507	525	700	700
Assistance Program - Families served	107	73	100	125

Performance / Workload Indicators

Rentals	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Whittemore Robbins House Events	33	31	30	30
Town Hall Auditorium Events	85	119	125	75







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 recipients in completing the forms in order to receive their benefits. The office is involved in the coordination and/or collaboration, attendance, and participation in all ceremonies and parades honoring veterans.

FY2017 Objectives

- Continue to increase awareness of veteran benefits through local media.
- Continue to provide support for veterans seeking assistance filing for state and/or federal level benefits.
- Dedicate the Global War on Terrorism veteran's burial lot at Mt. Pleasant Cemetery.
- Manage Memorial Day and Veteran's Day ceremonies.
- Continue to seek out efforts to regionalize services.

Budget Statement

Historical data have shown a consistent rise in veterans seeking State benefits under M.G.L. Chapter 115. The number 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 statistics, the number of active cases (veterans currently receiving Chapter 115 benefits) remains unchanged at 81 cases. The average monthly expenditures for Chapter 115 Veteran Benefits for FY2015 were \$36,490. The average monthly expenditures for Chapter 115 Veteran Benefits for FY2016 are \$30,150. The Commonwealth reimburses Arlington 75% of all approved expenditures for Chapter 115 Veteran Benefits. All requests for emergency services as well as other special services are reimbursed at 100%.

PROGRAM COSTS

Veterans' Services	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	58,967	58,530	61,065	
Expenses	436,163	363,577	378,577	
Total	495,130	422,107	439,642	-

STAFFING

Veterans' Services	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial				
Clerical				
Professional/Technical	1	1	1	
Total	1	1	1	



Major Accomplishments for 2015

- The Arlington Veteran Services Department fielded the following services: Chapter 115 inquiries; requests to obtain military charge documents and service records; inquiries for obtaining VA Healthcare; inquiries pertaining to Service Connected and Non-Service Connected Disability claims; inquiries for Aid and Attendance VA Pensions; Housing requests; requests for burial assistance; and miscellaneous inquiries.
- Provided contributory support to the Town of Winchester under a temporary agreement to provide services from July 1st through December 31st and December 31st through June 30th.
- The appointment of a Veterans Council. The Director serves as Chairman, along with six other members. The council focuses on addressing current issues related to veteran memorials, the review and development of policies pertaining to Arlington veterans, along with future projects to promote Arlington and its veterans.
- The Director completed the largest computer-mapping project in the town's history. All veteran graves at Mt. Pleasant Cemetery were satellite mapped, representing over 5,500 graves. This will allow for increased participation from community groups for the annual "Flags on Graves Program" for Memorial Day.
- The Director was one of 12 Veteran Service Officers (out of 238) to achieve a perfect score on the state certification exam.
- The Director was re-elected as a member of the Executive Board for the Massachusetts Veterans Service Officers Association. He also serves as a member of the Training Committee.

Performance / Workload Indicators

Veterans' Services	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Department of Veteran Services Clients (DVS)	62	60	70	70
Department of Veterans' Assistance Clients (VA)	102	125	150	150



Health & Human Services Director
Christine Bongiorno

Veterans' Agent
Director of Veterans Services

Veterans' Council



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 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.

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.

FY2017 Objectives

- Continue to develop more community partners.
- Continue to seek building improvements/enhancements to the Senior Center.

PROGRAM COSTS

Council on Aging	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	196,124	206,911	211,730	
Expenses	4,410	13,500	14,000	
Total	200,534	220,411	225,730	-

Budget Statement

The FY2017 budget continues to be presented as a level service budget. The COA continues to secure partner agreements with more educational institutions which provides access to interns on a regular basis, offsetting the increasing need to add to staff.

STAFFING

Council on Aging	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	1	1	1	
Professional/Technical	1.1	1.11	1.11	
Total	3.11	3.11	3.11	

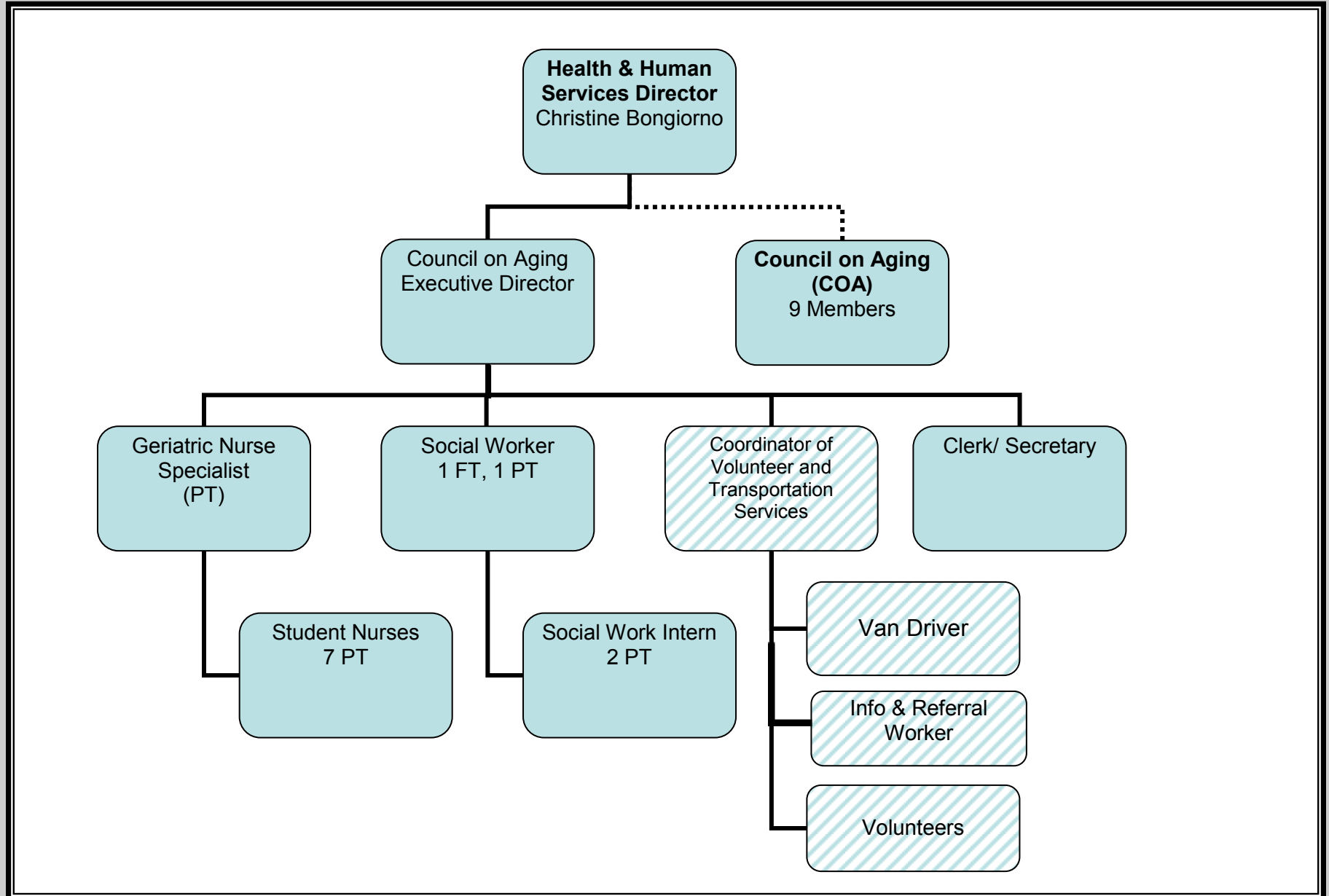


Major Accomplishments for 2015

- Partnered with Arlington Community Education to enhance programming, further maximizing available space. There are 10-15 new programs each term.
- Partnered with Enhance Asian Community Health, Inc. reaching many Chinese seniors.
- Partnered with Lahey Clinic and Medical Hospital and World Peas and brought fresh fruits and vegetables to 50 Arlington Seniors for 20 weeks.
- Provided successful program space allocation with the Arlington Seniors Association.
- Expanded intergenerational programming with Arlington Public Schools and the Arlington Boys and Girls Club.
- Expanded Lesbian, Gay, Bi-Sexual, Transgender (LGBT) programming.
- Elder Abuse Task Force created “You Made A Difference Day.” Four individuals were honored at a ceremony.
- Executive Director named “COA Director of the Year/Most Innovative Director” by Massachusetts Council on Aging

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
<i>Council on Aging</i>				
Units of Service Delivered				
Annually	132,700	13,500	15,556	16,000
Volunteers	150	160	170	165





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

	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Pensions				
Personnel Services				
Non Contributory	82,782	87,000	87,000	
Contributory	9,571,203	10,098,704	10,659,652	
Total	9,653,985	10,185,704	10,746,652	-

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Pensions				
Contributory Enrollees				
Active Employees	769	774	774	768
Retired Employees	626	609	610	605
Non-Contributory Enrollees	5	4	4	4

Budget Statement

The FY2017 Town Appropriation increased by \$560,968 or approximately 5.5% over FY2016. The Non Contributory Budget for FY2017 remained at \$87,000 with 4 Non Contributory Retirees.



Retirement Board

John J. Bilafer, Chairman
Richard Keshian
Kenneth Hughes
Kenneth Steele
Rich Viscay, 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.

FY2017 Objectives

- Work with new vendor to streamline and simplify use of the Town's Health Reimbursement Account.
- Provide excellent customer service to employees and retirees in Group Health Commission health plans through information and education.
- Audit enrollment in all benefits plans to ensure Town is keeping costs in check.
- Further enhance the new First Point of Medical Contact Program for work-related injuries, saving time and costs in the medical treatment of our employees.

Budget Statement

FY2017 will be the fifth full fiscal year that town employees will be part of the Commonwealth's Group Insurance Commission (GIC). The FY2017 GIC rates and our present enrollment in various plans and programs will result in an increase of 4.3% over FY2016. 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 net savings of over \$750,000. The Town went out to bid for flexible spending account (FSA)/health reimbursement account (HRA) vendors in the fall of 2015 and was able to select a new vendor offering enhanced online and mobile tools to employees with a decrease in annual cost of almost \$20,000.

PROGRAM COSTS

Insurance	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Group Life	53,579	63,633	63,633	
Group Health	12,834,384	14,222,978	14,628,563	
Unemployment Ins.	105,336	200,000	200,000	
Medicare	1,000,714	974,723	1,100,000	
Indemnity	233,395	250,000	250,000	
Liability	55,379	55,000	55,000	
Workers' Compensation	472,299	490,000	540,000	
Flexible Benefit Plan	52,938	103,248	83,368	
OPEB Offset				
Total	14,808,024	16,359,582	16,920,564	-

FY2017 Objectives (cont.)

- Continue to offer opt out program for employees and retirees, which is now utilized by over 75 subscribers, thereby providing the Town significant savings.
- Explore options for reducing retiree health care costs.



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%.

FY2017 Objectives

- Work with new vendor to streamline and simplify use of the Town's Health Reimbursement Account and assist employees in taking advantage of HRA program.
- 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.
- Continue to offer opt out program for employees and retirees, which is now utilized by over 75 subscribers, thereby providing the Town significant savings.

Budget Statement

In FY2017 the GIC will be closing enrollment to the Harvard Pilgrim Independence Plan, citing poor cost containment on the part of Harvard Pilgrim. The Harvard Pilgrim Independence Plan went up 9% for FY2017 despite changing from a PPO to a POS plan with mandatory referrals in FY2016. The year over year cost increase for all health insurance is 4.3%.



Major Accomplishments for 2015

- Worked successfully with employee Unions to restructure the HRA to mitigate the impact of the GIC transition to a fiscal year based deductible.
- Educated and assisted employees in accessing GIC health plan benefits and reimbursements for copayments covered under the HRA. Utilized department developed and filmed informational online videos to assist enrollees in better understanding the HRA.
- Went out to bid for dental plan and maintained rate stability while offering enhanced benefits to enrollees including limited coverage toward orthodontics.
- Enjoyed rate stability in the second year of our three year contract for life insurance after restructuring the program, conducting an open enrollment and offering an enhanced benefit to our employees.

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
<i>Health & Life Insurance</i>				
Health Insurance Contracts Managed	1,873	1,909	1,888	1,924
Life Insurance Contracts Managed	987	977	982	990
Life Insurance Claims Processed	40	40	28	20



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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 130 miles of water mains and 117 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 billed quarterly.

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 FY2017 Budget assumes a 0% rate increase.

The request for the Water/Sewer budget is up by \$97,458.

The Department's Personnel Services Budget decreases by \$29,885, due primarily to a reduction of the water/sewer offset requirements applied to other departments.

Capital and Debt costs have decreased by \$112,224, 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.

MWRA assessment costs increase \$185,244.

Requests for Retirement Costs and Indirect Charges increase by \$42,251.

FY2017 Objectives

- 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	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	2,060,731	2,117,126	2,087,241	
Expenses	2,884,120	2,999,475	3,052,572	
MWRA Assessment	12,719,200	12,712,349	12,897,593	
Capital Expenses	2,154,178	2,049,159	1,936,935	
Total	19,818,229	19,878,109	19,974,341	-

STAFFING

Water/Sewer Enterprise Fund	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 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	

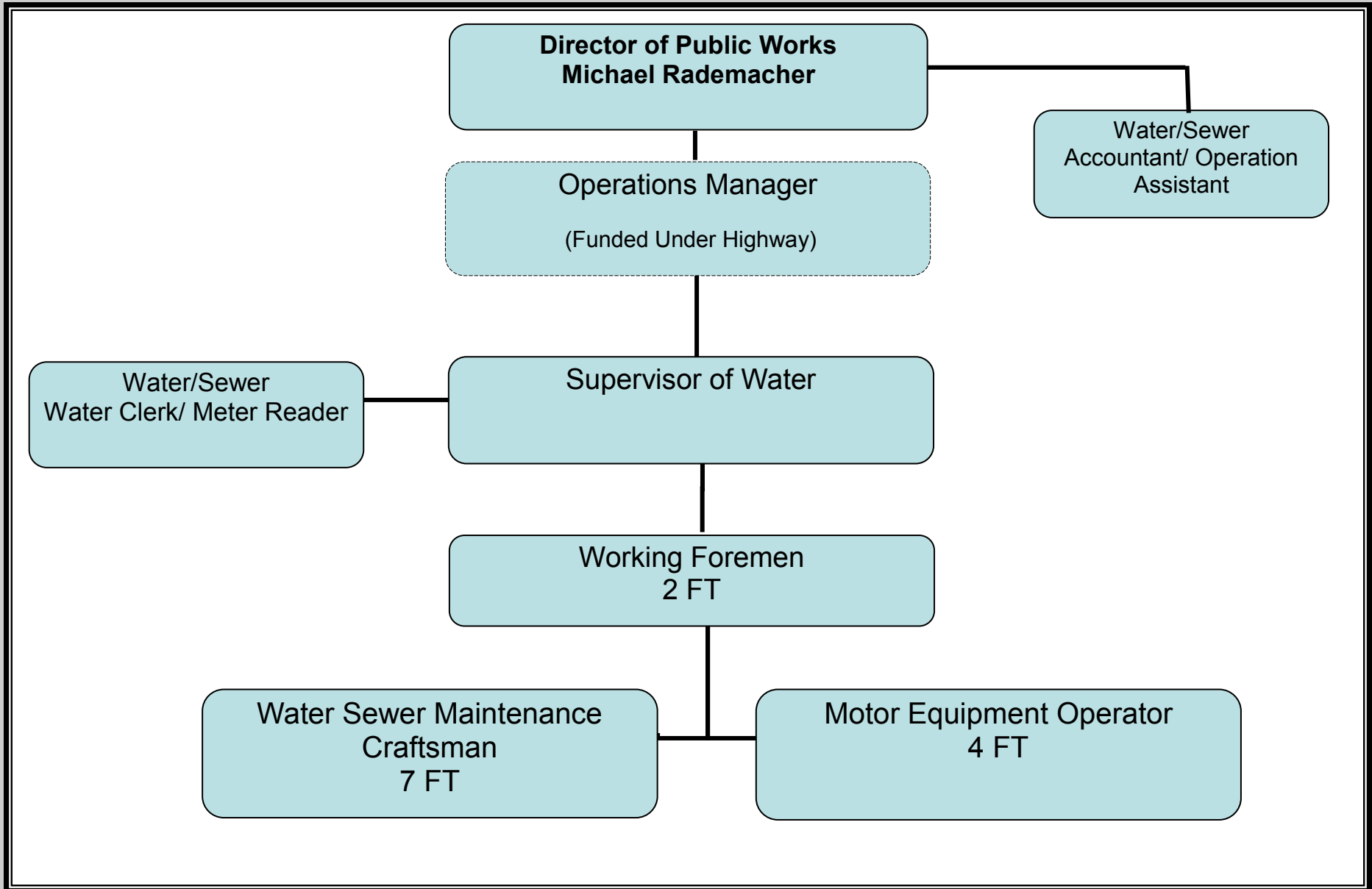


Major Accomplishments for 2015

- Replaced 173 water meters.
- Provided water use data to the Town Treasurer for billing.
- Repaired water main leaks at 53 locations.
- Repaired water service lines at 79 locations.
- Replaced 40 hydrants.
- Flushed over 184 locations to clear blockages from sewer mains and services.
- Sampled 14 locations weekly for water quality.
- Provided over 493 mark outs for underground excavation work.
- DPW Director elected to serve on the Executive Committee of the MWRA Advisory Board.

Performance / Workload Indicators

<i>Water/Sewer Enterprise</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Water Meters Read	25,110	25,110	25,110	25,110
Repair Water Main Leak/Break	54	53	40	40
Repair Water Service Leak	87	79	50	50
Repair or Install Meter	324	173	173	173
Repair or Install Hydrant	30	40	60	60
Catch Basins Cleaned	37	18	50	50
Flush a Sewer Back-Up	121	108	125	125
Replace or Install Sewer Pipe	74	63	75	75
Flush a Sewer Main	226	121	175	175
Excavation Mark outs	766	493	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.

FY2017 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.
- Broaden program offerings for children with special needs.

Budget Statement

Overall, the FY2017 expense budget will increase by \$35,000 which is primarily due to increased expenses following an increase in participation levels in the Travel Basketball Program and moving that program completely from the revolving fund to the enterprise fund.

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	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	290,336	300,529	336,527	
Expenses	295,031	311,821	343,496	
Total	585,367	612,350	680,023	-

STAFFING

Recreation Enterprise Fund	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	0.5	0.5	0.5	
Clerical	0.62	0.85	1.07	
Professional/Technical	1	1	1	
Custodial/Bldg. Maint.	0	0	0	
Total	2.12	2.35	2.57	

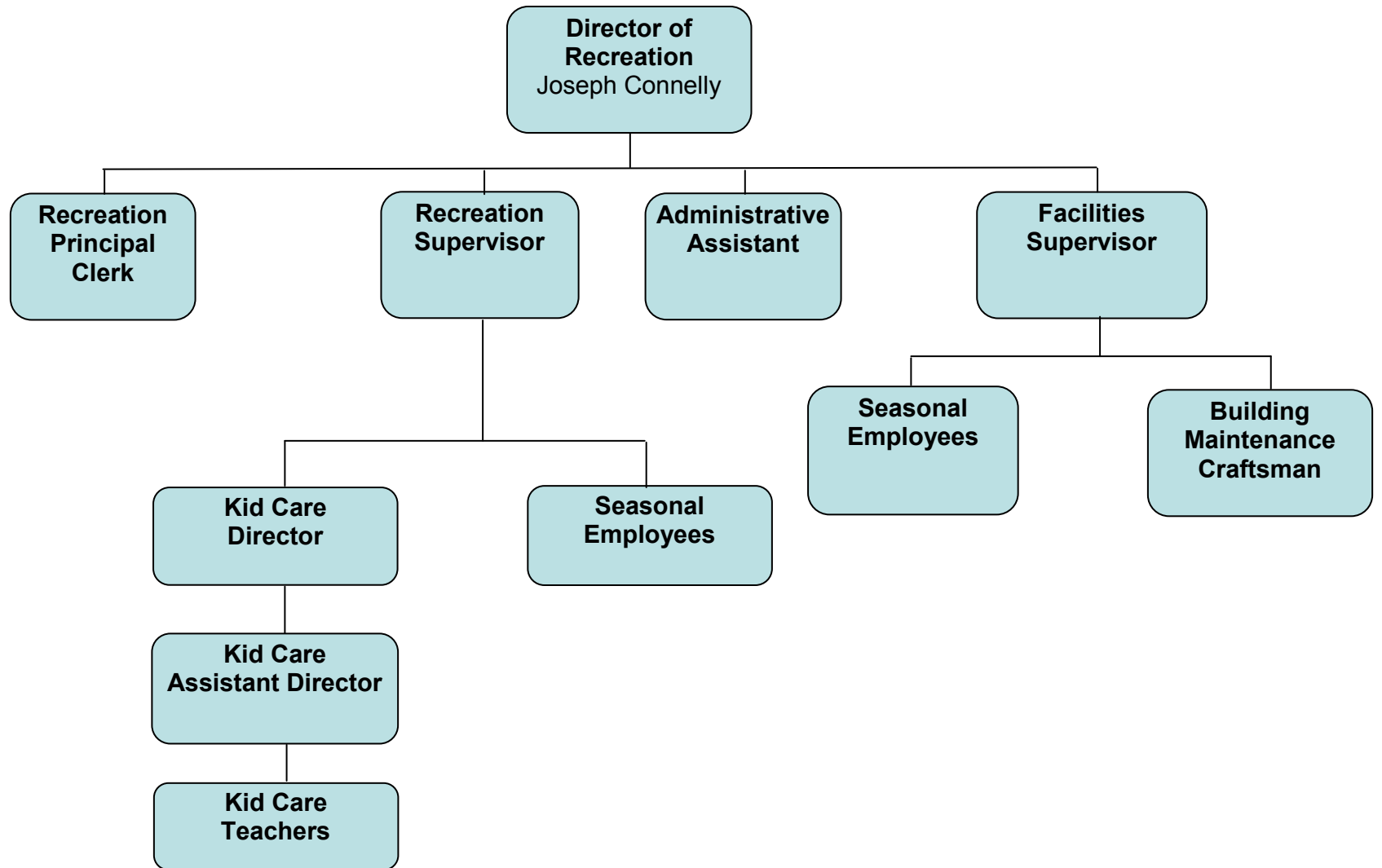


Major Accomplishments for 2015

- Offered a variety of new programs and expanded programs including: Middle School Field Hockey, Middle School Football, Middle School Track and Field, Chill Zone Summer Drop In Program, Futsal League, and Outdoor Summer Concerts and Performances at the Reservoir Beach.
- Offered canoe and kayak rentals at Spy Pond park from June till the end of August.
- Renovation and planned capital improvements to Spy Pond Tennis Courts. Began design on Magnolia Playground and ADA site improvements.
- Held second annual Moonlight Beach Party at the Reservoir Beach and held the first Bubble Soccer event in the Ed Burns Arena.
- Continued community special events such as Town Day Race, Egg Hunt, and the Daddy Daughter Dance.
- Worked with the Arlington Public Arts Committee to sponsor the second outdoor Art in the Park event held at Spy Pond Park in the spring.
- Expanded the Kid Care Pre-School Program to a five day a week program which serves up to 20 youth daily.
- Hired the Department's first K-9 Recreation Supervisor and began offering monthly events for dogs and their owners.

Performance / Workload Indicators

Recreation	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Participants:				
Fall	1,731	1,924	1,900	1,900
Winter	1,860	2,312	1,300	1,300
Spring	2,413	2,069	2,000	2,000
Summer	2,915	3,177	3,150	3,150
Reservoir Tags:				
Adult Resident	426	363	375	375
Child Resident	364	374	400	400
Senior Citizen	59	74	75	75
Non Resident	3	-	-	-
Resident Family	470	459	500	500
Non Resident Family	-	-	-	-
Resident Family Plus 1	109	11	10	10
Non Resident Family Plus 1	-	-	-	-
TOTAL:	1,431	1,281	1,360	1,360
Reservoir Passes:	6,172	9,565	7,500	7,500





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 the senior center walk the rink program, batting cages, indoor soccer/lacrosse, tennis, and social dances.

FY2017 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.
- Specialty hockey, ice events, and skating camps will be rented for the late summer months as well as post season tournaments including broomball.
- 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.
- Finalize a design plan and proceed with the upgrade of the facilities electrical system.

Budget Statement

The expense budget for FY2017 will increase by over \$10,000 primarily due to increased electrical costs.

The department looks to increase revenues through raising rental fees, additional programming, fundraising, and specialized marketing opportunities. Extending the season of the rink and renting hours will bring in additional revenues for the department. The department will also look to contract out the concession stand services, which would decrease expenses.

PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	273,418	265,255	287,507	
Expenses	330,075	342,425	354,433	
Total	603,493	607,680	641,940	-

STAFFING

Ed Burns Arena Enterprise Fund	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	0.5	0.5	0.5	
Clerical	0.62	0.65	0.6	
Professional/Technical	1	1	1	
Custodial/Bldg. Maint.	1	0.8	0.8	
Total	3.12	2.95	2.9	

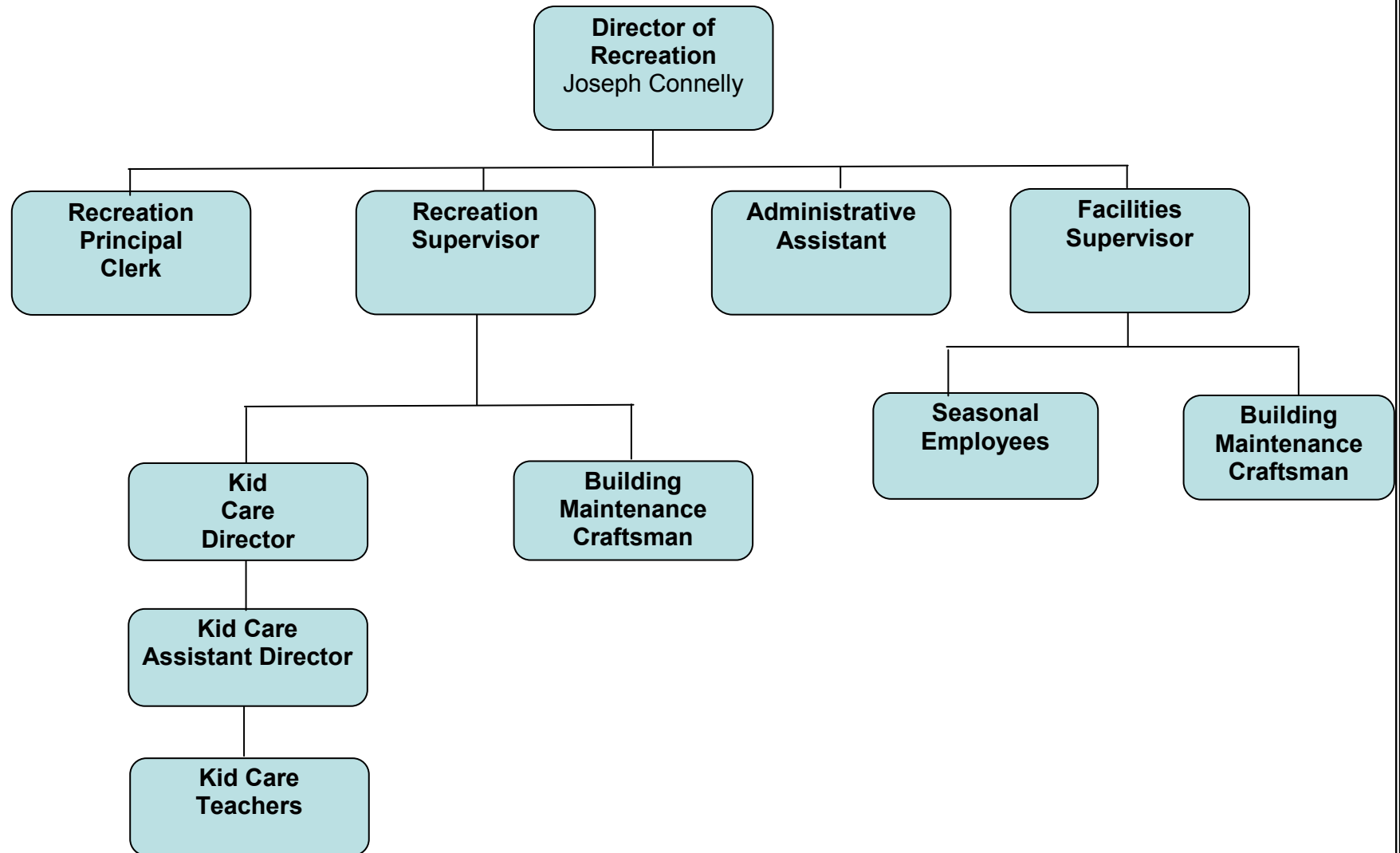


Major Accomplishments for 2015

- Maintained a high quality ice surface throughout the skating season.
- Drafted and implemented a new Town of Arlington Rink Rental Policy.
- Updated and painted stands and runway flooring.
- Added new lighting to the perimeter of building in needed areas.

Performance / Workload Indicators

<i>Ed Burns Arena</i>	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Ice Rental Hours	2,010	2,055	2,050	2,050
Public Skating Participants:				
Adults	5,023	4,567	5,000	5,000
Children/ Seniors	8,195	7,091	8,000	8,000
Public Skating Passes:				
Adults	98	116	100	100
Children/ Seniors	174	148	150	150
Skate Rentals	3,931	3,621	3,700	3,700
Skate Sharpening	914	785	800	800
Skate Sharpening Passes	3	5	5	5
Stick and Puck	1,749	1,005	1,200	1,200





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. 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 also to 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 to support this valuable program. It is challenging financially as transportation for seniors often has usage variables out of departmental controls such as weather or staff or rider illness.

The budget is presented to more accurately reflect the challenges of revenue over expense. The COA Transportation Program utilizes a family of transportation services, including volunteer drivers. All riders have an associate fee for service. The division continues to seek out additional funding to cover the cost of providing low cost transportation to seniors.

STAFFING

Council on Aging Transportation	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial				
Clerical	0.54	0.54	0.60	
Transportation Drivers	1	2	1	
Total	1.54	2.54	1.60	

PROGRAM COSTS

Council on Aging Transportation	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	81,654	82,014	74,880	
Expenses	41,371	44,400	27,400	
Total	123,025	126,414	102,280	



FY2017 Objectives

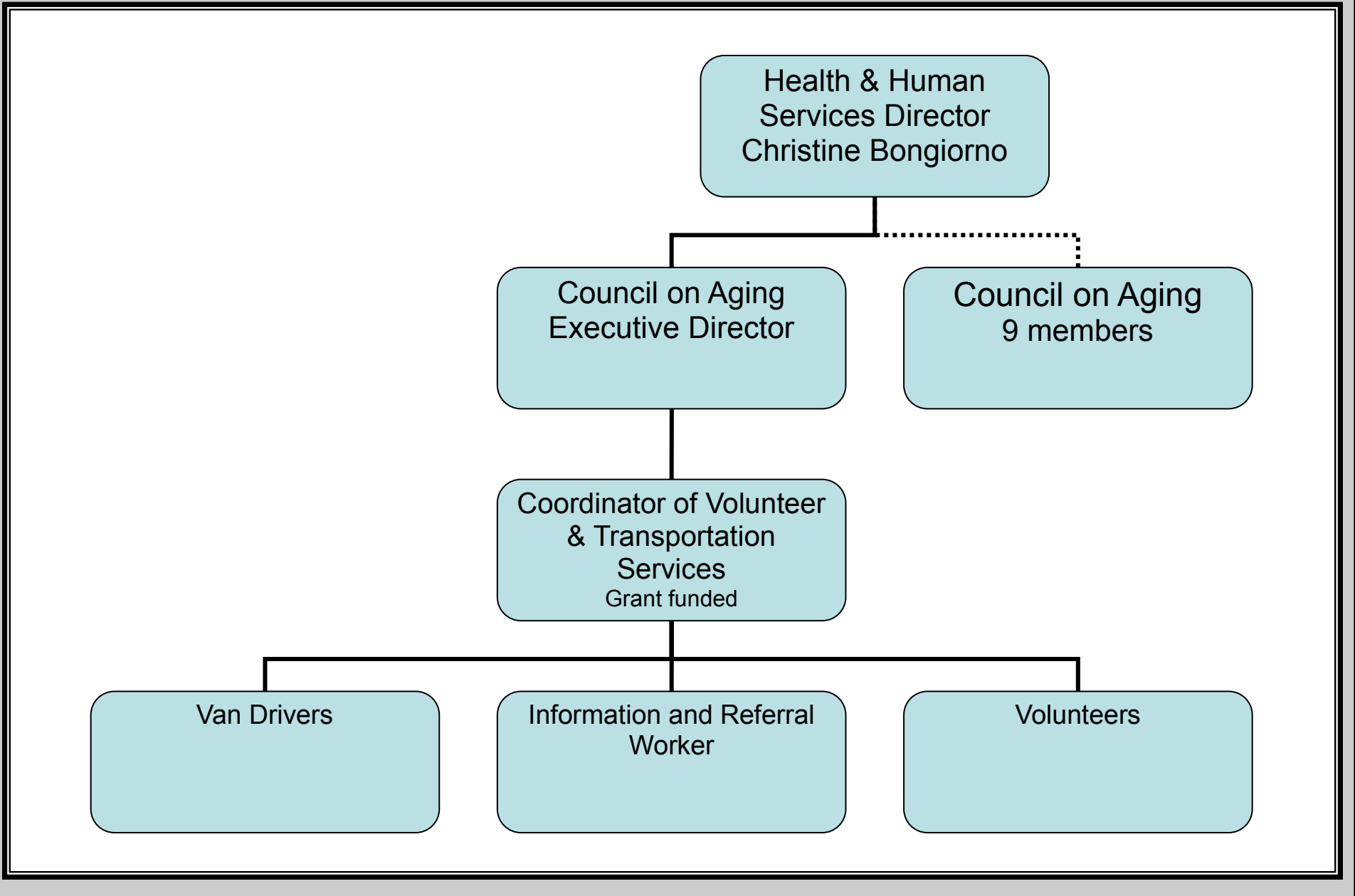
- Complete MassDOT grant application for a new wheelchair lift 8 passenger COA Transportation Van.
- Request \$5,000 from the Friends of Arlington Council on Aging to help offset expenses.
- Monitor transportation needs of the seniors in Arlington and implement changes where necessary.

Major Accomplishments for 2015

- Incorporated the use of volunteers to schedule riders, reducing administrative costs.
- Collaborated with Senator Donnelly to host a Senior Charlie Card registration and transportation information session to educate seniors about transportation options and to encourage the use of all options.

Performance / Workload Indicators

<i>Council on Aging Transportation Fund</i>	FY2014 Actual	FY2015 Estimated	FY2016 Estimated	FY2017 Estimated
Annual number - one way rides	7,400	8,496	5,288	6,000
Taxi rides	3,100	3,700	2,700	3,000





Program Description

Arlington Youth Counseling Center (AYCC) is a community-based, licensed mental health counseling center; its mission is to promote and support the social and emotional well-being of Arlington youth and families, regardless of their ability to pay. AYCC provides a variety of high quality, innovative, and therapeutic outpatient and school-based mental health services, including individual, group, and family counseling, psychiatric evaluation and consultation, and medication management. Through local grants and other fundraising initiatives, AYCC also provides case management services to residents with basic resource needs (housing, food, fuel assistance, health insurance coverage, etc.), and oversees the First Step Group and other support services for survivors of domestic violence.

AYCC's clinical team includes a child and adolescent psychiatrist and psychiatric clinical nurse specialist, a psychologist, two Licensed Independent Clinical Social Workers (LICSW) serving as Clinical Director and Assistant Clinical Director, 18 licensed fee-for-service clinicians, and an LICSW serving as the Domestic Violence and Community Resource Specialist. AYCC collaborates extensively with the schools, other town departments, and local, youth-serving agencies to ensure that the organization is fully integrated into the community and responsive to the mental and behavioral health needs of its youth and families.

Budget Statement

The Arlington Youth Counseling Center FY17 budget reflects expected increases in health insurance reimbursements and client copayments, though at a slower rate than in FY15 and FY16. Over the past three years, AYCC has seen dramatic increases in both insurance reimbursements and copayments, resulting from an increased agency caseload and improved billing practices. Currently, with regard to available space and clients' scheduling needs, AYCC is nearing capacity for providing clinic-based sessions and is expected to maintain a stable caseload through FY17. Fluctuations in other revenue line items reflect subtle changes in grant and other funding streams.

Agency expenses are not expected to increase dramatically, with the exception of those associated with migrating to a new electronic health records and billing system, which will be funded primarily through grants. The increase for personnel costs does not include the salary for the Domestic Violence and Community Resources specialist, a newly created position which will also be grant supported. AYCC will continue to engage in strategic fundraising, donor solicitation, and grant procurement to help offset agency expenses and maintain a balanced budget.

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Estimated	FY2017 Estimated
Youth Services				
Counseling hours	3,800	4,967	4,900	5,000
Clients	315	316	320	325
Group Sessions Conducted	34	41	55	60

PROGRAM COSTS

Youth Counseling Center Enterprise Fund	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Personnel Services	362,940	368,999	376,903	
Expenses	231,800	229,900	203,585	
Total	594,740	598,899	580,488	-

STAFFING

Youth Counseling Center Enterprise Fund	FY2015 Actual	FY2016 Budget	FY2017 Request	FY2017 Fin Com
Managerial	1	1	1	
Clerical	1.5	1.31	1.31	
School Counseling Program (FTE)	0.0	0.77	0.57	
Professional/Technical	1.7	1.6	1.6	
Total	4.2	4.68	4.48	

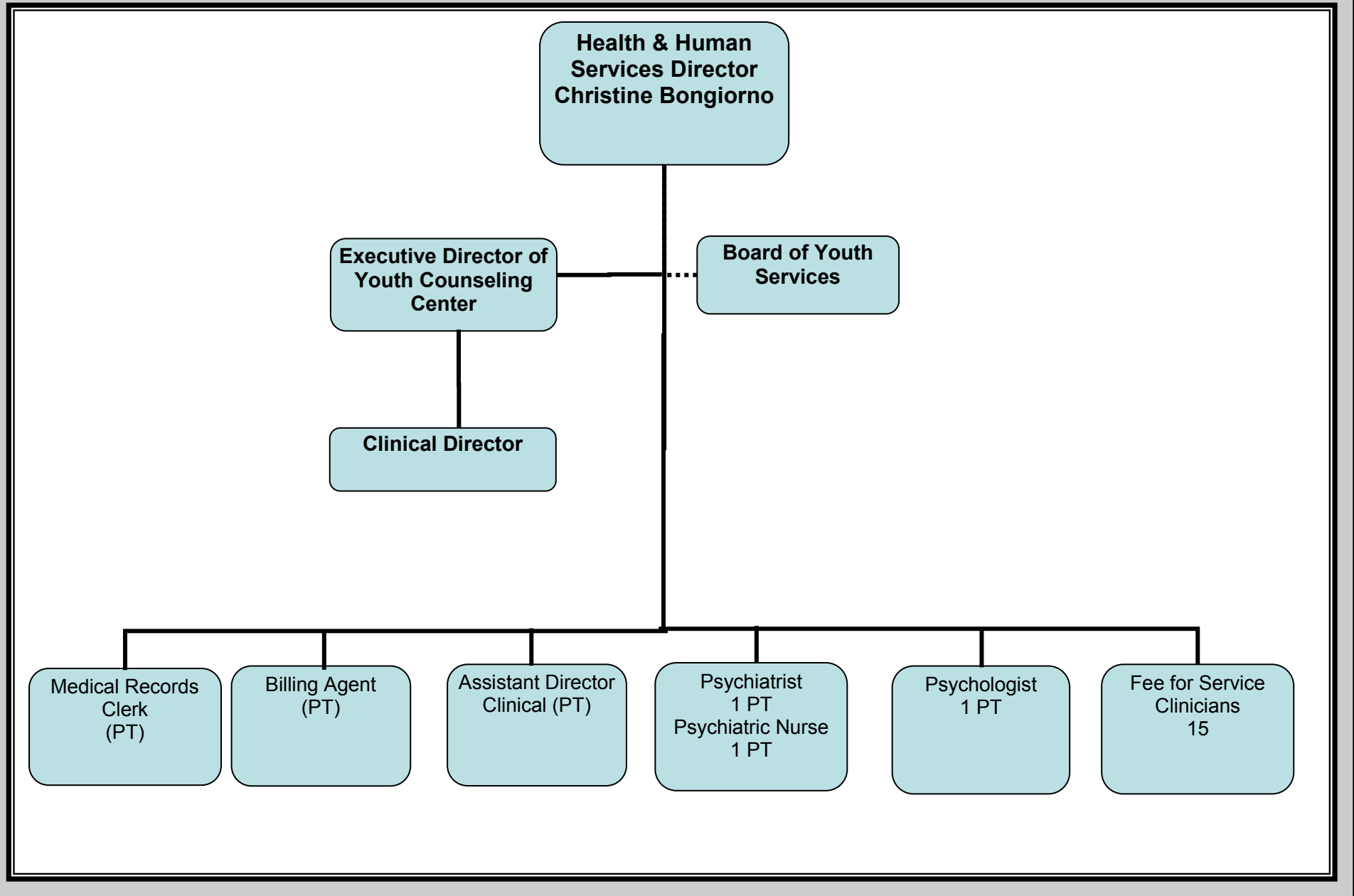


Major Accomplishments for 2015

- Awarded a \$100,000 grant from the Cummings Foundation to support school-based counseling and mental health consultation for children in Arlington elementary schools. AYCC was one of 100 local (Greater Boston area) charities to receive the Cummings 100K for 100 Grant, which will be dispersed to AYCC over a three year period.
- Secured a second year of grant funding through the Department of Mental Health.
- Secured \$21,250 in funding from the Massachusetts Medicaid EHR Incentive Payment Program for demonstrating meaningful use of an electronic medical records system.
- Created an online payment method for client copayments.
- Increased insurance reimbursements by nearly 39%.
- Increased client co-payments by 49%.
- Hired a new child and adolescent psychiatrist and psychiatric clinical nurse specialist to provide evaluation, consultation, and medication management.
- Created a new full-time position to address the increasing demand for case management services in the community, and to coordinate groups and services for survivors of domestic violence.
- Managed client referrals consistently with minimal or no wait time.
- Received \$19,000 donation from High Rock Church to support community case management services.
- Raised \$60,000 in fundraising initiatives and community donations.

FY2017 Objectives

- Maintain existing grant funding levels and secure new grants to support agency operations and new programming.
- Improve mechanism for collecting outstanding balances and minimizing client debt.
- Collaborate with the Arlington Public Schools to increase in-school, insurance-based counseling sessions.
- Explore opportunities for accessing additional spaces to conduct counseling sessions.
- Identify and migrate to a new electronic medical records system specializing in outpatient mental health services.
- Develop network of support through the Board of Youth services to conduct outreach and fundraising initiatives in the community.
- Collaborate with members of the Board of Youth Services and other community volunteers to organize a youth and family-friendly fundraiser in place of the annual Team Up for AYCC women's soccer tournament.
- Continue to cultivate a growing donor base with a focus on sustained giving.
- Increase fundraising revenue by 30%.





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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 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 FY2017 and the Capital Plan for FY2017 — 2021 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 five 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. The last column, "CPA," refers to those projects that are recommended for CPA funding.

**Capital Budget FY2017 and Capital Plan FY2017—2021**

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 FY2017 funding for the capital budget is as follows:

Bonding:	\$11,150,000
Cash:	\$2,469,625
Other:	\$3,330,000

Our existing non-exempt debt is \$6,865,932 which is consistent with prior debt service projections for FY2017. The total capital budget for FY2017, including debt, is estimated at \$11.1 million. Major projects to be funded in FY2017 include: Stratton School building improvements, which has been budgeted for approximately \$15.7 million, the architectural design work for the Department of Public Works Facility, which has been budgeted at \$1 million, street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.3 million. The capital budget also proposes \$1,200,000 for a new ladder truck for the Fire Department and \$131,000 for police cruiser replacement.

Another significant project included within the five year capital plan is the renovation of the Public Works building. The current site and building conditions are poor and will need to be renovated to keep up with state and federal regulations. Site improvements and construction are programmed for FY2020, projected at a cost of \$10 million. The architectural design phase of the project is \$1 million and has been programmed for FY2017.

This fall, the Capital Planning Committee continued to consider the impact of the 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 Community Preservation Committee was formed this fall and has gone through the beginning stages of setting up a formal process to review projects and make recommendations for CPA funding to Town Meeting this Spring.

The Capital Planning Committee also focuses on funding capital improvements and acquisitions that can lead to more efficient departmental operations and thereby lead to corresponding savings in the operating budget. The primary area for this investment is in sustainable building practices and fuel efficient automobile purchases. The recently renovated Fire Department Headquarters has been certified as LEED Gold, and the Police Department is purchasing hybrid vehicles for all non-emergency response vehicles. Both of these initiatives will provide operating budget savings through reduced utility and fuel costs.



FY2017 Proposed Capital Financing Plan

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

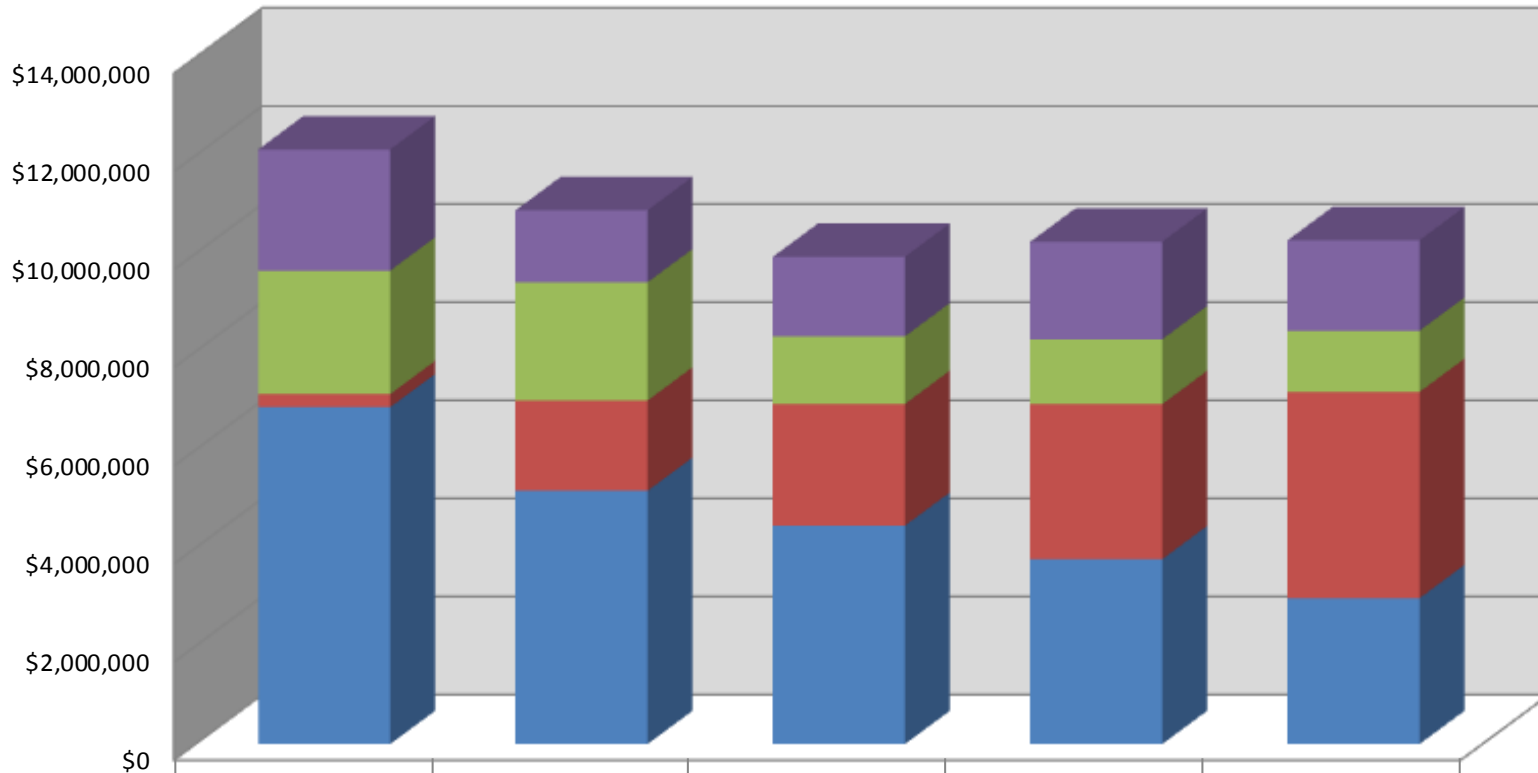
Exempt Debt: Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½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

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

FY 2017	Expenditures
By Funding Source	
Cash	\$2,469,625
Bond	\$11,150,000
Other	\$3,330,000
Total	\$16,949,625
Calculation of Net Appropriation of Article	
FY 2017	Capital and Debt Service
Prior Years Non-exempt Debt Service	
Principal	5,462,275
Interest	1,403,657
Total Prior Non-exempt Debt Service \$6,865,932	
Plus Enterprise Fund Debt Svc. Appropriation	686,442
Plus MWRA Loan Payments	683,893
Net Prior Non-Exempt Debt Service	\$8,236,266
New Non-exempt Debt Service	\$266,516
Less Antenna Funds	(\$241,726)
Less Ed Burns Rink	(\$92,483)
Less Ambulance Revolving Fund	(\$50,250)
Less Capital Carry Forward	(\$486,460)
Less Urban Renewal	(\$57,265)
Current Year Cash Outlay	\$2,469,625
Total Non-exempt Appropriation	\$10,044,223
Exempt Principal	2,119,725
Total Exempt Interest	398,920
Total Exempt Debt Service	\$2,518,645
Less Enterprise Fund Debt Svc Approp.	(\$686,442)
Less MWRA Loan Payments	(\$683,893)
Total Tax Rate Appropriation	\$11,192,533



Capital Plan Appropriation Summary



	FY2017	FY2018	FY2019	FY2020	FY2021
Cash	\$2,469,625	\$1,467,595	\$1,622,177	\$1,988,179	\$1,845,960
Exempt Debt*	\$2,518,645	\$2,409,917	\$1,376,498	\$1,320,729	\$1,246,829
New Non-Exempt Debt	\$266,516	\$1,841,209	\$2,482,497	\$3,161,322	\$4,203,886
Existing Non-Exempt Debt	\$6,865,932	\$5,161,671	\$4,451,277	\$3,769,152	\$2,973,640

*Exclusive of Symmes debt service FY2017 –2021



Capital Budget Fiscal Year 2017

Department/Program	BOND	CASH	OTHER	CPA	Grand Total
BOARD OF SELECTMEN		\$5,200			\$5,200
PHOTOCOPIER PROGRAM		\$5,200			\$5,200
Photocopier lease		\$5,200			\$5,200
COMMUNITY SAFETY - FIRE SERVICES	\$1,200,000	\$3,000			\$1,203,000
PHOTOCOPIER PROGRAM		\$3,000			\$3,000
Photocopier		\$3,000			\$3,000
VEHICLE REPLACEMENT	\$1,200,000				\$1,200,000
Ladder 1 #1009 Tower Unit	\$1,200,000				\$1,200,000
COMMUNITY SAFETY - POLICE SERVICES		\$201,500			\$201,500
DEPARTMENTAL PROJECT		\$24,500			\$24,500
AVL Automatic Vehicle Location System		\$6,000			\$6,000
Laser Radar		\$4,500			\$4,500
Radio Upgrade/Replacement Program		\$14,000			\$14,000
EQUIPMENT REPLACEMENT		\$40,000			\$40,000
Bullet Proof Vest Program		\$15,000			\$15,000
License Plate Reader		\$25,000			\$25,000
PHOTOCOPIER PROGRAM		\$6,000			\$6,000
Photocopier		\$6,000			\$6,000
VEHICLE REPLACEMENT		\$131,000			\$131,000
Vehicle Replacement Program		\$131,000			\$131,000
COMPROLLER	\$87,000				\$87,000
DEPARTMENTAL PROJECT	\$87,000				\$87,000
MUNIS - New/Updated Software Options	\$87,000				\$87,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND			\$15,000		\$15,000
VEHICLE REPLACEMENT			\$15,000		\$15,000
Van Replacement Program			\$15,000		\$15,000



Capital Budget Fiscal Year 2017 (continued)

Department/Program	BOND	CASH	OTHER	CPA	Grand Total
HEALTH & HUMAN SERVICES		\$47,800			\$47,800
EQUIPMENT REPLACEMENT		\$35,000			\$35,000
Medical Record Software - AYCC		\$35,000			\$35,000
PHOTOCOPIER PROGRAM		\$2,800			\$2,800
AYCC Photocopier		\$2,800			\$2,800
PUBLIC BUILDING MAINTENANCE		\$10,000			\$10,000
Whittemore Robbins House - Kitchen Plans		\$10,000			\$10,000
INFORMATION TECHNOLOGY	\$919,000	\$55,000			\$974,000
INFORMATION TECHNOLOGY	\$919,000	\$55,000			\$974,000
Building Security Elements		\$20,000			\$20,000
Department needs assessment- consultant		\$35,000			\$35,000
IT/Comptroller Department Alarm System	\$30,000				\$30,000
Replacement of Receivables Package	\$200,000				\$200,000
SCHOOL- Replacement academic PC's district wide	\$419,000				\$419,000
School - Software Licensing	\$40,000				\$40,000
School Dept. Admin Computers	\$40,000				\$40,000
School Network Infrastructure	\$50,000				\$50,000
Town Network Infrastructure - Wireless Coverage	\$30,000				\$30,000
Town Software Upgrades & Standardization	\$50,000				\$50,000
Town-Microcomputer Program	\$60,000				\$60,000
INSPECTIONS		\$30,000			\$30,000
PHOTOCOPIER PROGRAM		\$5,000			\$5,000
Photocopier lease		\$5,000			\$5,000
VEHICLE REPLACEMENT		\$25,000			\$25,000
Replace 2006 Toyota Matrix		\$25,000			\$25,000



Capital Budget Fiscal Year 2017 (continued)

Department/Program	BOND	CASH	OTHER	CPA	Grand Total
LEGAL/WORKERS' COMPENSATION		\$5,000			\$5,000
PHOTOCOPIER PROGRAM		\$5,000			\$5,000
Photocopier		\$5,000			\$5,000
LIBRARY	\$32,000	\$11,100			\$43,100
INFORMATION TECHNOLOGY	\$32,000	\$5,100			\$37,100
MLN Computer Project	\$32,000				\$32,000
PC Vend Printing/Photocopier Project		\$5,100			\$5,100
PUBLIC BUILDING MAINTENANCE		\$6,000			\$6,000
Elevator Cab Refurbish		\$3,000			\$3,000
Roof drainage - external		\$3,000			\$3,000
PLANNING	\$20,000	\$56,500			\$76,500
DEPARTMENTAL PROJECT	\$20,000	\$8,000			\$28,000
Gateway Project Phase 2 & 3	\$20,000				\$20,000
Install Wall Mount AC Unit - 2nd Floor Conference Room		\$8,000			\$8,000
EQUIPMENT REPLACEMENT		\$6,000			\$6,000
Upgrade large format printer		\$6,000			\$6,000
INFRASTRUCTURE IMPROVEMENT		\$20,000			\$20,000
MGR - Dallin Library Exterior Painting		\$20,000			\$20,000
MAJOR REPAIRS		\$20,000			\$20,000
MGR - Parmenter - Roof Replacement & Gutter Repairs		\$20,000			\$20,000
PHOTOCOPIER PROGRAM		\$2,500			\$2,500
Photocopier/Equipment		\$2,500			\$2,500



Capital Budget Fiscal Year 2017 (continued)

Department/Program	BOND	CASH	OTHER	CPA	Grand Total
PUBLIC WORKS ADMINISTRATION		\$25,000			\$25,000
DEPARTMENTAL PROJECT		\$25,000			\$25,000
Roadway Consulting Services		\$25,000			\$25,000
PUBLIC WORKS CEMETERY DIVISION	\$95,000		\$10,000		\$105,000
DEPARTMENTAL PROJECT			\$10,000		\$10,000
Headstone Cleaning & Repair			\$10,000		\$10,000
INFRASTRUCTURE IMPROVEMENT	\$50,000				\$50,000
Cemetery Chapel/Garage Rehab	\$50,000				\$50,000
VEHICLE REPLACEMENT	\$45,000				\$45,000
1 Ton Truck	\$45,000				\$45,000
PUBLIC WORKS ENGINEERING DIVISION	\$250,000	\$55,000			\$305,000
MAJOR REPAIRS	\$250,000				\$250,000
Bridge Replacement Design Mystic/Mill Brook	\$250,000				\$250,000
ROADS AND PATHS INFRASTRUCTURE		\$25,000			\$25,000
Roadway Consulting Services		\$25,000			\$25,000
VEHICLE REPLACEMENT		\$30,000			\$30,000
Utility Vehicle		\$30,000			\$30,000
PUBLIC WORKS HIGHWAY DIVISION	\$646,000	\$1,308,525	\$875,000		\$2,829,525
EQUIPMENT REPLACEMENT	\$67,000	\$17,000			\$84,000
Sander Body	\$17,000				\$17,000
Small equipment		\$5,000			\$5,000
Snow Plow - (1 per 2 yr.)		\$12,000			\$12,000
Traffic Signal Maint & Upgrades	\$50,000				\$50,000



Capital Budget Fiscal Year 2017 (continued)

Department/Program	BOND	CASH	OTHER	CPA	Grand Total
ROADS AND PATHS INFRASTRUCTURE	\$65,000	\$1,291,525	\$875,000		\$2,231,525
Chapter 90 Roadway			\$750,000		\$750,000
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		\$441,525			\$441,525
Sidewalks and Curbstones		\$500,000			\$500,000
VEHICLE REPLACEMENT	\$514,000				\$514,000
1 Ton Dump Truck	\$65,000				\$65,000
1 Ton Dump Truck w/Plow/Sander	\$65,000				\$65,000
1 Ton Utility w/Gate Lift	\$47,000				\$47,000
4WD Truck w/Sander, 44,000 GVW	\$162,000				\$162,000
4WD Truck w/Sander, 44,000 GVW (w/dump body)	\$175,000				\$175,000
PUBLIC WORKS NATURAL RESOURCES DIVISION		\$80,000			\$80,000
EQUIPMENT REPLACEMENT		\$80,000			\$80,000
Tree Chipper		\$80,000			\$80,000
PUBLIC WORKS PROPERTIES DIVISION	\$1,050,000	\$100,000			\$1,150,000
DEPARTMENTAL PROJECT	\$1,000,000				\$1,000,000
DPW Facility - Architectural Design	\$1,000,000				\$1,000,000
INFRASTRUCTURE IMPROVEMENT	\$50,000				\$50,000
DPW Facility Oversight of Design/Construction	\$50,000				\$50,000
PUBLIC BUILDING MAINTENANCE		\$100,000			\$100,000
Town Hall - Renovations		\$100,000			\$100,000
PUBLIC WORKS WATER/SEWER DIVISION			\$2,420,000		\$2,420,000
EQUIPMENT REPLACEMENT			\$70,000		\$70,000
Mini Excavator			\$65,000		\$65,000
Small equipment			\$5,000		\$5,000



Capital Budget Fiscal Year 2017 (continued)

Department/Program	BOND	CASH	OTHER	CPA	Grand Total
INFRASTRUCTURE IMPROVEMENT			\$2,350,000		\$2,350,000
Drainage Rehab-Regulatory Compliance (Ch-308)			\$150,000		\$150,000
Hydrant and Valve replacement program			\$100,000		\$100,000
Sewer System Rehabilitation			\$900,000		\$900,000
Water System Rehabilitation			\$1,200,000		\$1,200,000
RECREATION	\$50,000	\$35,000		\$594,974	\$679,974
PARKS & PLAYGROUNDS	\$50,000	\$35,000		\$594,974	\$679,974
ADA Study Implementation Program	\$50,000				\$50,000
Feasibility Study		\$35,000			\$35,000
Robbins Farm - Fields & Basketball Courts				\$594,974	\$594,974
REDEVELOPMENT BOARD	\$90,000		\$10,000		\$100,000
DEPARTMENTAL PROJECT			\$10,000		\$10,000
ARB - Installation of 2 Security Cameras (2nd Floor)			\$10,000		\$10,000
PUBLIC BUILDING MAINTENANCE	\$90,000				\$90,000
ARB - 23 Maple Entrance exterior steps & railing	\$90,000				\$90,000
SCHOOLS	\$6,711,000	\$420,000			\$7,131,000
DEPARTMENTAL PROJECT		\$115,000			\$115,000
Track Replacement AHS		\$115,000			\$115,000
EQUIPMENT REPLACEMENT		\$135,000			\$135,000
Dry erase boards, High School		\$90,000			\$90,000
Dry erase boards, Ottoson		\$45,000			\$45,000
INFRASTRUCTURE IMPROVEMENT	\$6,445,000				\$6,445,000
Menotomy Preschool renovation	\$125,000				\$125,000
Stratton Building Improvements	\$3,220,000				\$3,220,000
Stratton Modulares - Additional Classroom Space	\$3,100,000				\$3,100,000
PARKS & PLAYGROUNDS	\$46,000				\$46,000
Replace Menotomy Preschool playground	\$46,000				\$46,000



Capital Budget Fiscal Year 2017 (continued)

Department/Program	BOND	CASH	OTHER	CPA	Grand Total
PHOTOCOPIER PROGRAM		\$120,000			\$120,000
Photocopier Lease Program		\$120,000			\$120,000
PUBLIC BUILDING MAINTENANCE		\$50,000			\$50,000
Exterior Door Replacement AHS		\$30,000			\$30,000
Replace retaining wall Ottoson		\$20,000			\$20,000
STUDENT TRANSPORTATION	\$95,000				\$95,000
Bus #106 - 53 passenger	\$95,000				\$95,000
VEHICLE REPLACEMENT	\$125,000				\$125,000
Purchase Snow Cat	\$125,000				\$125,000
TOWN MANAGER		\$25,000			\$25,000
DEPARTMENTAL PROJECT		\$15,000			\$15,000
Electric Vehicle Charging Station		\$15,000			\$15,000
INFORMATION TECHNOLOGY		\$5,000			\$5,000
Website Enhancements		\$5,000			\$5,000
PHOTOCOPIER PROGRAM		\$5,000			\$5,000
Photocopier		\$5,000			\$5,000
TREASURER		\$6,000			\$6,000
PHOTOCOPIER PROGRAM		\$6,000			\$6,000
Photocopier		\$6,000			\$6,000
Grand Total	\$11,150,000	\$2,469,625	\$3,330,000	\$594,974	\$17,544,599



CAPITAL PLAN FY2017—2021

Department/Program	2017	2018	2019	2020	2021	Grand Total
BOARD OF SELECTMEN	\$5,200		\$5,200	\$5,200		\$15,600
PHOTOCOPIER PROGRAM	\$5,200		\$5,200	\$5,200		\$15,600
Photocopier lease	\$5,200		\$5,200	\$5,200		\$15,600
COMMUNITY SAFETY - FIRE SERVICES	\$1,203,000	\$823,000	\$118,000	\$198,000	\$293,000	\$2,635,000
EQUIPMENT REPLACEMENT			\$70,000	\$150,000	\$50,000	\$270,000
Exercise Equipment & Furniture - Cardio			\$40,000			\$40,000
Jaws of Life - Extrication Equipment					\$50,000	\$50,000
Replacement of Portable Radios				\$150,000		\$150,000
Rescue Boat, Motor & Traylor			\$30,000			\$30,000
PHOTOCOPIER PROGRAM	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
Photocopier	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000	\$15,000
VEHICLE REPLACEMENT	\$1,200,000	\$820,000	\$45,000	\$45,000	\$240,000	\$2,350,000
Ladder 1 #1009 Tower Unit	\$1,200,000					\$1,200,000
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
Rescue/Ambulance 2013 Ford Horton					\$240,000	\$240,000
COMMUNITY SAFETY - POLICE SERVICES	\$201,500	\$241,000	\$203,000	\$425,500	\$178,500	\$1,249,500
DEPARTMENTAL PROJECT	\$24,500	\$86,500	\$18,500	\$267,000	\$20,000	\$416,500
AVL Automatic Vehicle Location System	\$6,000					\$6,000
Laser Radar	\$4,500	\$4,500	\$4,500	\$5,000	\$5,000	\$23,500
Radio Upgrade/Replacement Program	\$14,000	\$14,000	\$14,000	\$262,000	\$15,000	\$319,000
Tablet Personnel Computers		\$68,000				\$68,000



CAPITAL PLAN FY2017—2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
EQUIPMENT REPLACEMENT	\$40,000	\$17,000	\$47,000	\$17,000	\$17,000	\$138,000
Bullet Proof Vest Program	\$15,000	\$17,000	\$17,000	\$17,000	\$17,000	\$83,000
License Plate Reader	\$25,000					\$25,000
Service Weapons			\$30,000			\$30,000
PHOTOCOPIER PROGRAM	\$6,000	\$6,500	\$6,500	\$6,500	\$6,500	\$32,000
Photocopier	\$6,000	\$6,500	\$6,500	\$6,500	\$6,500	\$32,000
VEHICLE REPLACEMENT	\$131,000	\$131,000	\$131,000	\$135,000	\$135,000	\$663,000
Vehicle Replacement Program	\$131,000	\$131,000	\$131,000	\$135,000	\$135,000	\$663,000
COMPROLLER	\$87,000					\$87,000
DEPARTMENTAL PROJECT	\$87,000					\$87,000
MUNIS - New/Updated Software Options	\$87,000					\$87,000
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND	\$15,000	\$3,000				\$18,000
PHOTOCOPIER PROGRAM		\$3,000				\$3,000
Photocopier Lease - BOH/COA		\$3,000				\$3,000
VEHICLE REPLACEMENT	\$15,000					\$15,000
Van Replacement Program	\$15,000					\$15,000
HEALTH & HUMAN SERVICES	\$47,800	\$120,000	\$176,000	\$6,000	\$6,000	\$355,800
EQUIPMENT REPLACEMENT	\$35,000	\$27,000				\$62,000
Medical Record Software - AYCC	\$35,000					\$35,000
Sealer of Weights - Prover		\$27,000				\$27,000
PHOTOCOPIER PROGRAM	\$2,800	\$3,000	\$6,000	\$6,000	\$6,000	\$23,800
AYCC Photocopier	\$2,800		\$3,000	\$3,000	\$3,000	\$11,800
Photocopier Lease - BOH/COA		\$3,000	\$3,000	\$3,000	\$3,000	\$12,000



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
PUBLIC BUILDING MAINTENANCE	\$10,000	\$90,000	\$170,000			\$270,000
Whittemore Robbins House - Exterior Painting			\$80,000			\$80,000
Whittemore Robbins House - Kitchen Plans	\$10,000					\$10,000
Whittemore Robbins House - Replace Windows		\$90,000	\$90,000			\$180,000
HUMAN RESOURCES		\$3,000	\$3,000		\$3,000	\$9,000
PHOTOCOPIER PROGRAM		\$3,000	\$3,000		\$3,000	\$9,000
Photocopier		\$3,000	\$3,000		\$3,000	\$9,000
INFORMATION TECHNOLOGY	\$974,000	\$637,365	\$619,710	\$610,000	\$410,000	\$3,251,075
INFORMATION TECHNOLOGY	\$974,000	\$637,365	\$619,710	\$610,000	\$410,000	\$3,251,075
Building Security Elements	\$20,000					\$20,000
Department needs assessment- consultant	\$35,000					\$35,000
IT/Comptroller Department Alarm System	\$30,000					\$30,000
Replacement of Receivables Package	\$200,000					\$200,000
SCHOOL - Replacement academic PC's district wide	\$419,000	\$427,365	\$409,710	\$400,000	\$200,000	\$1,856,075
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	\$50,000	\$20,000	\$20,000	\$20,000	\$20,000	\$130,000
Town Network Infrastructure - Wireless Coverage	\$30,000					\$30,000
Town Software Upgrades & Standardization	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Town-Microcomputer Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
INSPECTIONS	\$30,000	\$5,000	\$5,000		\$5,000	\$45,000
PHOTOCOPIER PROGRAM	\$5,000	\$5,000	\$5,000		\$5,000	\$20,000
Photocopier lease	\$5,000	\$5,000	\$5,000		\$5,000	\$20,000
VEHICLE REPLACEMENT	\$25,000					\$25,000
Replace 2006 Toyota Matrix	\$25,000					\$25,000



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
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	\$43,100	\$256,571	\$119,100	\$39,664	\$38,275	\$496,710
INFORMATION TECHNOLOGY	\$37,100	\$37,100	\$34,100	\$35,760	\$38,275	\$182,335
MLN Computer Project	\$32,000	\$32,000	\$29,000	\$30,660	\$33,175	\$156,835
PC Vend Printing/Photocopier Project	\$5,100	\$5,100	\$5,100	\$5,100	\$5,100	\$25,500
INFRASTRUCTURE IMPROVEMENT		\$12,432				\$12,432
Replacement Roof Covering - Membrane		\$12,432				\$12,432
PUBLIC BUILDING MAINTENANCE	\$6,000	\$207,039	\$85,000	\$3,904		\$301,943
Concrete Sidewalk Repair				\$3,904		\$3,904
Elevator - Overhaul			\$85,000			\$85,000
Elevator Cab Refurbish	\$3,000					\$3,000
Fox Branch Needs Assessment		\$8,000				\$8,000
Replacement Building Air Conditioning		\$172,039				\$172,039
Roof drainage - external	\$3,000					\$3,000
Windows- 1892 Building		\$27,000				\$27,000
PLANNING	\$76,500	\$202,500	\$2,060,000			\$2,339,000
DEPARTMENTAL PROJECT	\$28,000					\$28,000
Gateway Project Phase 2 & 3	\$20,000					\$20,000
Install Wall Mount AC Unit - 2nd Floor Conference Room	\$8,000					\$8,000
EQUIPMENT REPLACEMENT	\$6,000					\$6,000
Upgrade large format printer	\$6,000					\$6,000



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
INFRASTRUCTURE IMPROVEMENT	\$20,000					\$20,000
MGR - Dallin Library Exterior Painting	\$20,000					\$20,000
MAJOR REPAIRS	\$20,000		\$60,000			\$80,000
MGR - Gibbs School - Roof Replacement			\$60,000			\$60,000
MGR - Parmenter - Roof Replacement & Gutter Repairs	\$20,000					\$20,000
PHOTOCOPIER PROGRAM	\$2,500	\$2,500				\$5,000
Photocopier/Equipment	\$2,500	\$2,500				\$5,000
PUBLIC BUILDING MAINTENANCE		\$200,000	\$2,000,000			\$2,200,000
Senior Center Architecture Plans		\$200,000				\$200,000
Senior Center Renovation			\$2,000,000			\$2,000,000
PUBLIC WORKS ADMINISTRATION	\$25,000	\$37,000	\$5,000	\$62,000		\$129,000
DEPARTMENTAL PROJECT	\$25,000	\$32,000		\$57,000		\$114,000
Mall Lights		\$32,000		\$32,000		\$64,000
Roadway Consulting Services	\$25,000			\$25,000		\$50,000
PHOTOCOPIER PROGRAM		\$5,000	\$5,000	\$5,000		\$15,000
Photocopier		\$5,000	\$5,000	\$5,000		\$15,000
PUBLIC WORKS CEMETERY DIVISION	\$105,000	\$10,000	\$10,000	\$10,000	\$10,000	\$145,000
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
INFRASTRUCTURE IMPROVEMENT	\$50,000					\$50,000
Cemetery Chapel/Garage Rehab	\$50,000					\$50,000
VEHICLE REPLACEMENT	\$45,000					\$45,000
1 Ton Truck	\$45,000					\$45,000



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
PUBLIC WORKS ENGINEERING DIVISION	\$305,000	\$650,000		\$25,000	\$30,000	\$1,010,000
MAJOR REPAIRS	\$250,000	\$650,000				\$900,000
Bridge Construction Mystic/Mill Brook		\$650,000				\$650,000
Bridge Replacement Design Mystic/Mill Brook	\$250,000					\$250,000
ROADS AND PATHS INFRASTRUCTURE	\$25,000			\$25,000		\$50,000
Roadway Consulting Services	\$25,000			\$25,000		\$50,000
VEHICLE REPLACEMENT	\$30,000				\$30,000	\$60,000
Utility Vehicle	\$30,000				\$30,000	\$60,000
PUBLIC WORKS HIGHWAY DIVISION	\$2,829,525	\$2,509,563	\$2,395,877	\$2,545,975	\$2,805,860	\$13,086,800
EQUIPMENT REPLACEMENT	\$84,000	\$102,000	\$84,000	\$72,500	\$152,500	\$495,000
1 Ton Dump Truck w/Plow/Sander					\$68,000	\$68,000
Sander Body	\$17,000	\$17,000	\$17,000	\$17,500	\$17,500	\$86,000
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		\$12,000	\$36,000
Traffic Signal Maint & Upgrades	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
ROADS AND PATHS INFRASTRUCTURE	\$2,231,525	\$1,942,563	\$2,053,877	\$2,265,475	\$2,277,360	\$10,770,800
Chapter 90 Roadway	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
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	\$441,525	\$452,563	\$463,877	\$475,475	\$487,360	\$2,320,800
Sidewalks and Curbstones	\$500,000	\$200,000	\$300,000	\$500,000	\$500,000	\$2,000,000



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
VEHICLE REPLACEMENT	\$514,000	\$465,000	\$258,000	\$208,000	\$376,000	\$1,821,000
1 Ton Dump Truck	\$65,000					\$65,000
1 Ton Dump Truck w/Plow/Sander	\$65,000					\$65,000
1 Ton Utility w/Gate Lift	\$47,000					\$47,000
3/4 Ton Pick up Truck w/lift gates & plows (2)		\$85,000				\$85,000
3/4 Ton Pick-up, 4wd w/Plow				\$40,000		\$40,000
3/4 Ton Pick-up, 4wd w/Plow (2)		\$85,000				\$85,000
33,000 GVW Dump Truck w/Plow			\$92,000		\$96,000	\$188,000
44,000 GVW, 4WD Truck w/Sander			\$166,000	\$168,000		\$334,000
4WD Truck w/Sander, 44,000 GVW	\$162,000				\$170,000	\$332,000
4WD Truck w/Sander, 44,000 GVW (w/dump body)	\$175,000					\$175,000
Backhoe/Loader - 1.5 CY					\$110,000	\$110,000
Catch Basin Cleaner - Clam Shell		\$120,000				\$120,000
Loader 3 CY Capacity		\$175,000				\$175,000
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$80,000	\$256,000	\$75,000	\$165,000	\$187,000	\$763,000
EQUIPMENT REPLACEMENT	\$80,000	\$256,000	\$75,000	\$6,000		\$417,000
Large Ride-on Mower			\$75,000			\$75,000
Small equipment		\$6,000		\$6,000		\$12,000
Tree Chipper	\$80,000					\$80,000
Work Crane - 120' Boom		\$250,000				\$250,000
VEHICLE REPLACEMENT				\$159,000	\$187,000	\$346,000
1 Ton Pickup Truck					\$62,000	\$62,000
3/4 Ton Pickup Truck				\$34,000		\$34,000
Boom/Dump/Chip Truck					\$125,000	\$125,000
Bucket Truck				\$125,000		\$125,000



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
PUBLIC WORKS PROPERTIES DIVISION	\$1,150,000	\$118,000	\$100,000	\$10,368,000	\$100,000	\$11,836,000
DEPARTMENTAL PROJECT	\$1,000,000			\$10,000,000		\$11,000,000
DPW Facility - Architectural Design	\$1,000,000					\$1,000,000
DPW Facility - Site Improvements				\$10,000,000		\$10,000,000
INFRASTRUCTURE IMPROVEMENT	\$50,000			\$250,000		\$300,000
DPW Facility Oversight of Design/Construction	\$50,000			\$250,000		\$300,000
PUBLIC BUILDING MAINTENANCE	\$100,000	\$118,000	\$100,000	\$118,000	\$100,000	\$536,000
Buildings Rehab consultant Services		\$18,000		\$18,000		\$36,000
Town Hall - Renovations	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
PUBLIC WORKS WATER/SEWER DIVISION	\$2,420,000	\$2,530,000	\$2,605,000	\$2,670,000	\$2,702,000	\$12,927,000
EQUIPMENT REPLACEMENT	\$70,000	\$130,000	\$5,000	\$5,000	\$5,000	\$215,000
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
INFRASTRUCTURE IMPROVEMENT	\$2,350,000	\$2,400,000	\$2,600,000	\$2,600,000	\$2,650,000	\$12,600,000
Drainage Rehab-Regulatory Compliance (Ch-308)	\$150,000	\$200,000	\$200,000	\$200,000	\$250,000	\$1,000,000
Hydrant and Valve replacement program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Sewer System Rehabilitation	\$900,000	\$900,000	\$900,000	\$900,000	\$900,000	\$4,500,000
Water System Rehabilitation	\$1,200,000	\$1,200,000	\$1,400,000	\$1,400,000	\$1,400,000	\$6,600,000
VEHICLE REPLACEMENT				\$65,000	\$47,000	\$112,000
Hydrant & Valve - Crane Truck				\$65,000		\$65,000
Utility Truck					\$47,000	\$47,000
RECREATION	\$85,000	\$886,150	\$60,000	\$60,000	\$60,000	\$1,151,150
INFRASTRUCTURE IMPROVEMENT		\$826,150				\$826,150
Ed Burns Arena		\$826,150				\$826,150



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
PARKS & PLAYGROUNDS	\$85,000	\$60,000	\$60,000	\$60,000	\$60,000	\$325,000
ADA Study Implementation Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Feasibility Study	\$35,000	\$10,000	\$10,000	\$10,000	\$10,000	\$75,000
REDEVELOPMENT BOARD	\$100,000	\$71,500	\$60,000	\$60,000		\$291,500
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
PUBLIC BUILDING MAINTENANCE	\$90,000	\$25,000		\$35,000		\$150,000
ARB - 23 Maple Entrance exterior steps & railing	\$90,000					\$90,000
ARB - Central School Exterior stone, chimney repair				\$10,000		\$10,000
ARB - Central School Slate Roof Repair		\$25,000		\$25,000		\$50,000
SCHOOLS	\$7,131,000	\$330,000	\$550,000	\$375,000	\$930,000	\$9,316,000
DEPARTMENTAL PROJECT	\$115,000		\$250,000	\$125,000	\$300,000	\$790,000
Dallin - Chiller			\$250,000			\$250,000
Landscape Improvements - Bishop School				\$125,000		\$125,000
Track Replacement AHS	\$115,000					\$115,000
Water penetration Bishop					\$300,000	\$300,000
EQUIPMENT REPLACEMENT	\$135,000					\$135,000
Dry erase boards, High School	\$90,000					\$90,000
Dry erase boards, Ottoson	\$45,000					\$45,000



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
INFRASTRUCTURE IMPROVEMENT	\$6,445,000				\$270,000	\$6,715,000
Convert to Science Classrooms Dallin & Brackett					\$250,000	\$250,000
Menotomy Preschool renovation	\$125,000					\$125,000
Repair exterior steps Ottoson					\$20,000	\$20,000
Stratton Building Improvements	\$3,220,000					\$3,220,000
Stratton Modulares - Additional Classroom Space	\$3,100,000					\$3,100,000
PARKS & PLAYGROUNDS	\$46,000					\$46,000
Replace Menotomy Preschool playground	\$46,000					\$46,000
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	\$50,000		\$30,000	\$10,000		\$90,000
Exterior Door Replacement AHS	\$30,000		\$30,000			\$60,000
Replace retaining wall Ottoson	\$20,000					\$20,000
Systemwide - Roof Repairs				\$10,000		\$10,000
ROADS AND PATHS INFRASTRUCTURE		\$40,000				\$40,000
Exterior paving Brackett		\$40,000				\$40,000
STUDENT TRANSPORTATION	\$95,000	\$130,000	\$95,000	\$80,000	\$200,000	\$600,000
Bus #101 - 53 passenger					\$100,000	\$100,000
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 #108 - 53 passenger					\$100,000	\$100,000
Van #110 - passenger				\$40,000		\$40,000



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Department/Program	2017	2018	2019	2020	2021	Grand Total
VEHICLE REPLACEMENT	\$125,000	\$40,000	\$55,000	\$40,000	\$40,000	\$300,000
Food Services Truck			\$55,000			\$55,000
Maintenance Service Van		\$40,000				\$40,000
Purchase Snow Cat	\$125,000					\$125,000
Replace Truck and Plow				\$40,000	\$40,000	\$80,000
TOWN MANAGER	\$25,000	\$10,000	\$10,000	\$10,000	\$10,000	\$65,000
DEPARTMENTAL PROJECT	\$15,000					\$15,000
Electric Vehicle Charging Station	\$15,000					\$15,000
INFORMATION TECHNOLOGY	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Website Enhancements	\$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
TREASURER	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$30,000
PHOTOCOPIER PROGRAM	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$30,000
Photocopier	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$30,000
Grand Total	\$16,949,625	\$9,710,649	\$9,190,887	\$17,646,339	\$7,779,635	\$61,277,135



CAPITAL PLAN FY2017 –2021 (CONTINUED)

Funding Source	2017	2018	2019	2020	2021	Grand Total
Bond	\$11,150,000	\$4,729,554	\$4,018,710	\$12,043,160	\$2,346,675	\$34,288,099
Cash	\$2,469,625	\$1,467,595	\$1,622,177	\$1,988,179	\$1,845,960	\$9,393,536
Other	\$3,330,000	\$3,513,500	\$3,550,000	\$3,615,000	\$3,587,000	\$17,595,500
CPA	\$594,974	\$1,007,100	\$460,000	\$686,200	\$1,481,900	\$4,230,174
Grand Total	\$17,544,599	\$10,717,749	\$9,650,887	\$18,332,539	\$9,261,535	\$65,507,309

Fiscal Year	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Total
Prior Non-Exempt Debt	\$6,865,932	\$5,161,671	\$4,451,277	\$3,769,152	\$2,973,640	\$23,221,672
Cash	\$2,469,625	\$1,467,595	\$1,622,177	\$1,988,179	\$1,845,960	\$9,393,536
New Non-Exempt Debt Service	\$266,516	\$1,841,209	\$2,482,497	\$3,161,322	\$4,203,886	\$11,955,430
BAN interest and principal	\$0	\$10,500	\$360,500	\$10,500	\$0	\$0
Water Sewer Bonds						
Total Non-Exempt Tax Burden	\$9,602,073	\$8,480,975	\$8,916,451	\$8,929,154	\$9,023,485	\$44,570,638
Adjust for Rink Enterprise Funds	(\$92,483)	(\$89,955)	(\$118,173)	(\$114,916)	(\$62,433)	(\$477,960)
Adjust for Ambulance Revolving	(\$50,250)	(\$51,981)	(\$85,104)	(\$77,964)	(\$65,325)	(\$330,624)
Adjust for Roadway Reconstruction O/R 2011	(\$441,525)	(\$452,563)	(\$463,877)	(\$475,474)	(\$487,361)	(\$2,320,801)
Capital Carry Forward	(\$486,460)					(\$486,460)
Antennae Funds	(\$241,726)	(\$234,491)	(\$229,666)	(\$226,447)	(\$224,300)	(\$1,156,631)
Urban Renewal Fund - Central School/Jefferson Cutter/23 Maple	(\$57,265)	(\$59,176)	(\$57,422)	(\$55,669)	(\$53,915)	(\$283,447)
Adjust for Ottoson	(\$436,717)					(\$436,717)
Adjust for 2015 and prior bond premiums	(\$771,954)	(\$589,033)	(\$552,822)	(\$516,611)	(\$260,240)	(\$2,690,660)
Adjust for 2016 encumbered debt service	(\$218,600)					(\$218,600)
Net Non-Exempt Plan	\$6,805,092	\$7,003,775	\$7,409,387	\$7,462,073	\$7,869,911	\$36,550,238
Pro Forma Budget	\$136,390,302	\$139,383,012	\$146,547,080	\$152,897,459	\$159,748,536	\$734,966,389
Budget For Plan at 5%	\$6,819,515	\$6,969,151	\$7,327,354	\$7,644,873	\$7,987,427	\$36,748,319
Plan as % of Revenues	4.99%	5.02%	5.06%	4.88%	4.93%	4.97%
Variance From Budget	\$14,423	(\$34,624)	(\$82,033)	\$182,800	\$117,516	\$198,082



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 \$587,418 (11.5%) for FY2017. The total projected State Assessments for FY2017 are \$3,104,201, a decrease of \$9,346 from FY2016. The MBTA accounts for \$2,857,454 of this total and is increasing 1%. 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 \$578,072 from FY2016.

Non-Appropriated Expenses	FY2015 Actual	FY2016 Budget (Recap)	FY2017 Budget	Budget Change
State Assessments				
MBTA	2,791,490	2,829,341	2,857,454	28,113
RMV Non-Renewal Surcharge	50,040	50,040	50,040	-
Air Pollution Districts	14,878	15,660	16,051	391
Metropolitan Area Planning Council (MAPC)	21,856	21,784	22,328	544
Special Education Charge	3,071	22,960	22,998	38
Charter School tuition	196,611	173,762	135,330	(38,432)
State Assessments Sub-total	3,077,946	3,113,547	3,104,201	(9,346)
Cherry Sheet Offsets	73,716	54,299	54,958	659
Tax Abatement Overlay	1,534,082	800,000	600,000	(200,000)
Court Judgments & Deficits	1,182,750	1,156,606	777,875	(378,731)
Total	5,868,494	5,124,452	4,537,034	(587,418)

**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 FY2017, the Town's assessment will increase \$28,113 or 0.99%. This is consistent with the increase in FY2016.

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 FY2017 surcharge assessment is estimated to remain fixed from FY2016 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 FY2017 are estimated at \$16,051, an increase of \$391.

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 FY2017 is estimated at \$22,328, an increase of \$544 from FY2016.

***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 FY2017 is estimated on the preliminary Cherry Sheet at \$135,330 a decrease of \$38,432 from FY2016.

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 increase slightly to a total of \$54,958.



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 was a revaluation year. In FY2017 the overlay will be set at \$600,000. Any surplus left in an overlay account is appropriated by Town Meeting in much the same manner as free cash. Below is a chart showing the disposition of Overlay funds for the last three years, showing a total remaining balance of approximately \$1,804,838. From these reserve balances, \$200,000 is proposed to be declared surplus and be used in FY2017.

Tax Abatement Overlay Funds

	<u>FY2013</u>	<u>FY2014</u>	<u>FY2015</u>
Overlay Amount	\$1,454,204	\$1,019,663	\$1,534,082
Abatements & Exemptions To-Date	(\$445,809)	(\$338,474)	\$343,828
Declared Surplus To General Fund	<u>(\$650,000)</u>	<u>(\$200,000)</u>	<u>(\$225,000)</u>
Available Balance	\$358,395	\$481,189	\$965,254

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 FY2016, the total of these items was \$1,156,606. For FY2017, an allowance of \$777,875 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:

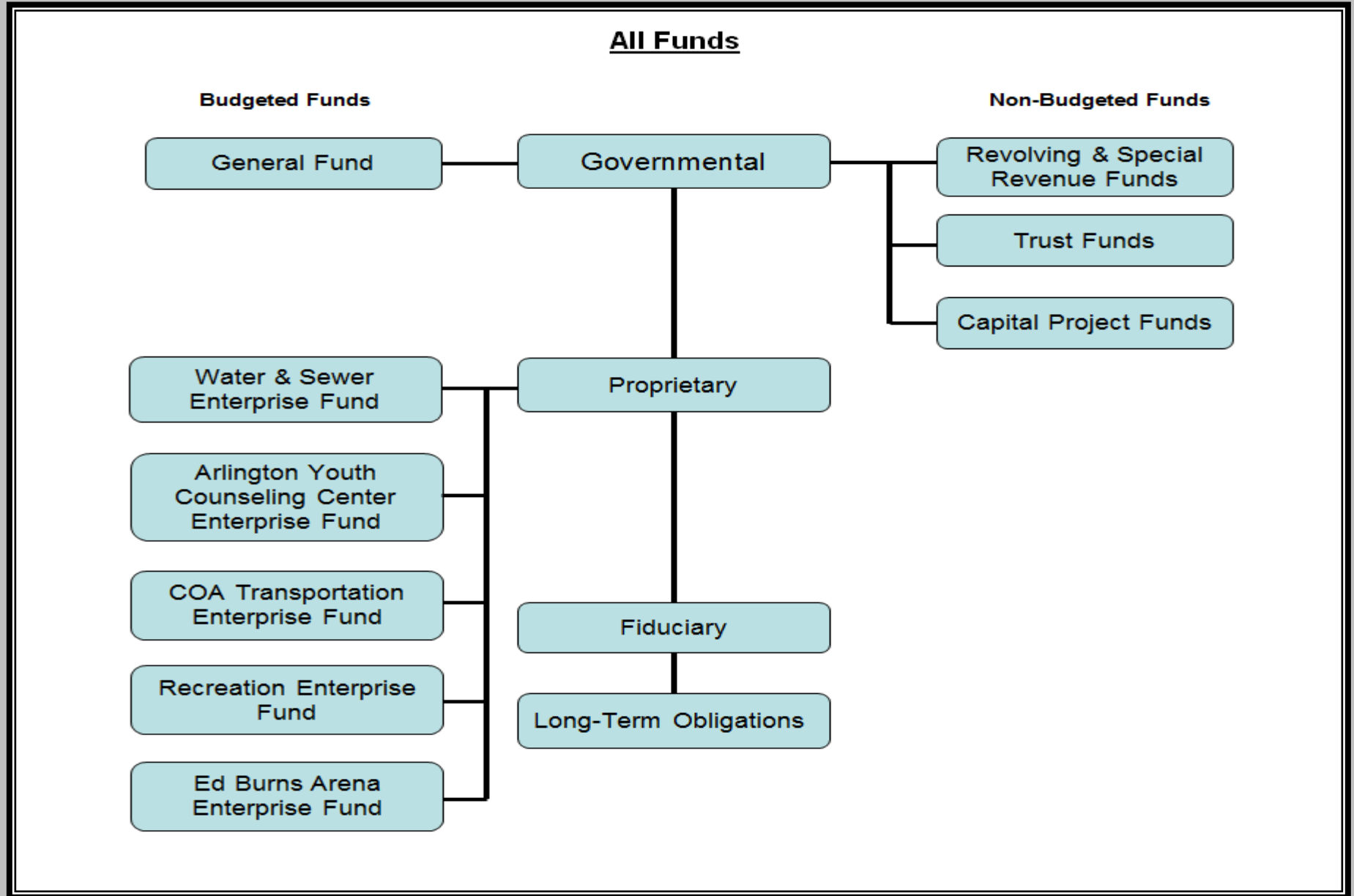
- The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.
- The *other postemployment benefit trust fund* is used to accumulate resources to provide funding for future other postemployment 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 depleting its balance.

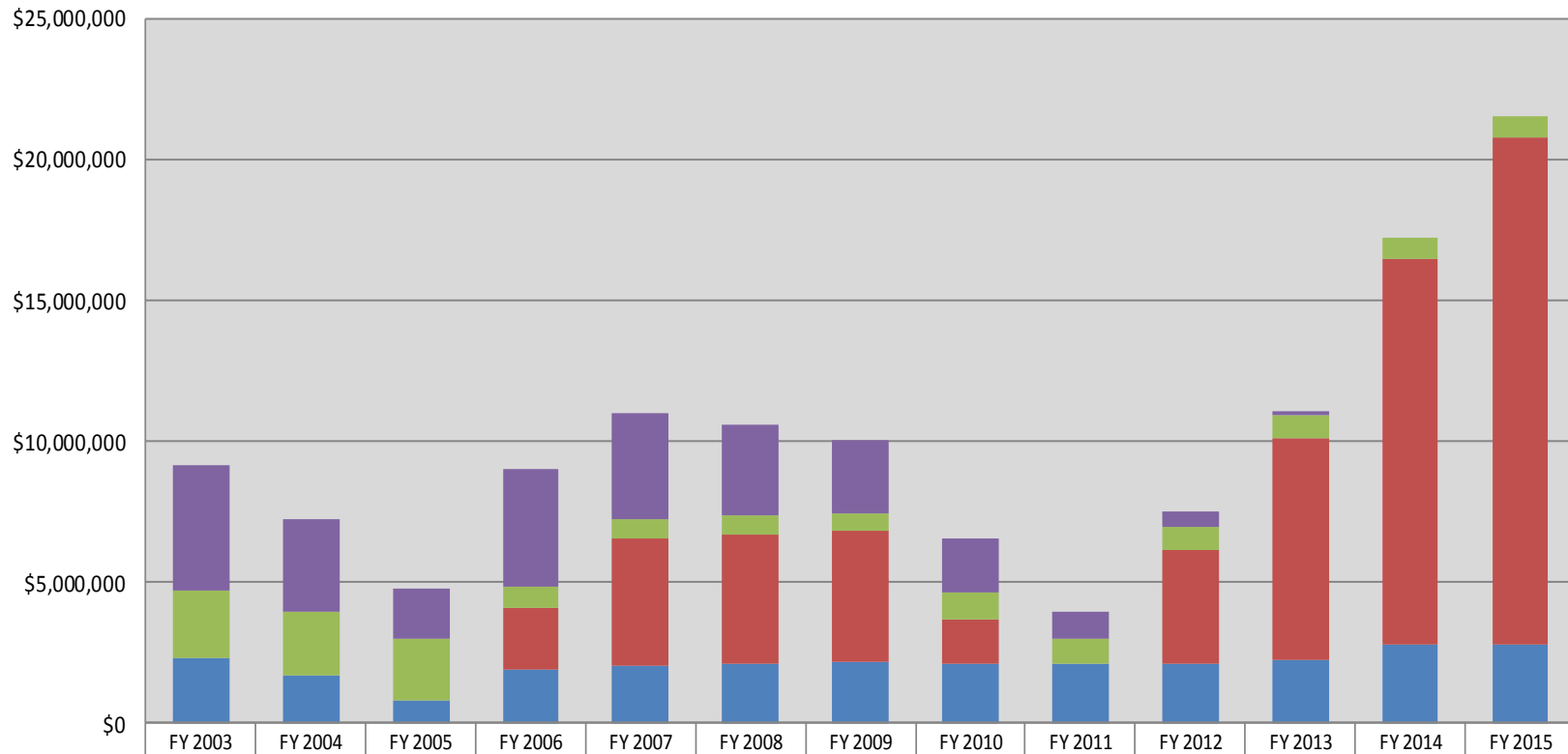
Municipal Buildings Trust Fund – In accordance with Massachusetts General Law, Chapter 40, Section 13, the Town established a Municipal Buildings Trust Fund for the purposes of offsetting the costs associated with significant property loss.

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 that year. The Town does not expect to recommend an appropriation out of the fund until FY2018.

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	FY 2015
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	\$771,724
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	\$17,997,883
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	\$2,774,188

For more information, please see fund descriptions beginning on page 211.



Revolving Fund Balances

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Ambulance/Life Support	\$194,253	\$299,910	\$73,325	\$109,742	\$264,069	\$376,291	\$446,194	\$396,176	\$256,610	\$298,672	\$405,815	\$547,148
Board of Health				\$38,162	\$41,927	\$45,106	\$79,163	\$91,253	\$103,800	\$86,284	\$65,529	\$56,720
Cemetery Chapel Rental												
Conservation Commission	\$2,106	\$2,106	\$2,726	\$2,937	\$2,937	\$2,847	\$2,897	\$2,907	\$3,221	\$3,312	\$2,742	\$2,742
Council on Aging Program											\$4,320	\$4,571
Field User Fees		\$5,174	\$21,539	\$10,769	\$76,974	\$52,865	\$88,845	\$62,975	\$49,757	\$72,820	\$63,849	\$23,390
Fox Library	\$798	\$3,262	\$6,365	\$8,978	\$12,347	\$14,241	\$13,463	\$16,523	\$17,891	\$13,690	\$15,068	\$16,773
Gibbs School Energy									\$25,688	\$27,730	\$36,459	\$34,171
Library PC Vendor							\$6,971	\$12,711	\$13,361	\$14,315	\$4,873	\$4,745
Private Way Repair	\$33,489	\$30,619	\$27,790	\$24,148	\$37,396	\$13,305	\$13,305	\$13,305	\$1,305	\$13,305	\$50,858	\$87,715
Public Way Repair	\$1,098	\$1,559	\$1,559	\$1,559	\$1,559	\$168	\$168	\$168	\$168	\$168	\$168	\$168
Robbins House Rental						(\$4,117)	\$19,927	\$22,958	\$33,938	\$35,312	\$31,893	\$19,093
Robbins Library Rental						\$6,492	\$9,187	\$11,658	\$17,892	\$16,751	\$21,696	\$26,586
Town Hall Rental				\$2,275	\$6,989	\$3,456	\$8,601	\$29,904	\$42,735	\$22,163	\$14,534	\$70,154
Uncle Sam						\$334	\$334	\$344	\$319	\$411	\$1,526	\$1,526
White Good Recycling							\$27,887	\$44,369	\$38,202	\$16,755	\$45,109	\$57,406
TOTAL	\$231,744	\$342,630	\$133,304	\$198,570	\$444,198	\$510,988	\$716,942	\$705,251	\$604,887	\$621,688	\$764,439	\$952,908

Urban Renewal Fund Balance

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Urban Renewal Fund	\$311,685	\$299,909	\$308,043	\$226,273	\$215,906	\$98,056	\$249,860	\$290,665	\$377,193	\$399,794	\$400,732	\$400,733



Fund Balances														
	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
General Fund	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	6,871,692
Enterprise Funds														
Water/Sewer Enterprise	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	8,546,621
Youth Enterprise	(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	23,056
Council on Aging Enterprise	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	63,211
Rink Enterprise	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	77,154
Recreation Enterprise	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	205,874



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 3.25% 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 2016 runs from July 1, 2015 through June 30, 2016.
- 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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