



TOWN OF ARLINGTON

Fiscal Year 2018

Town Manager's Annual Budget &
Financial Plan

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Fiscal Year 2018 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 2018
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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

FY2017 Average Single Family Tax Rate: \$12.56 per \$1,000

FY2017 Ave. Single Family Home Value: \$621,249

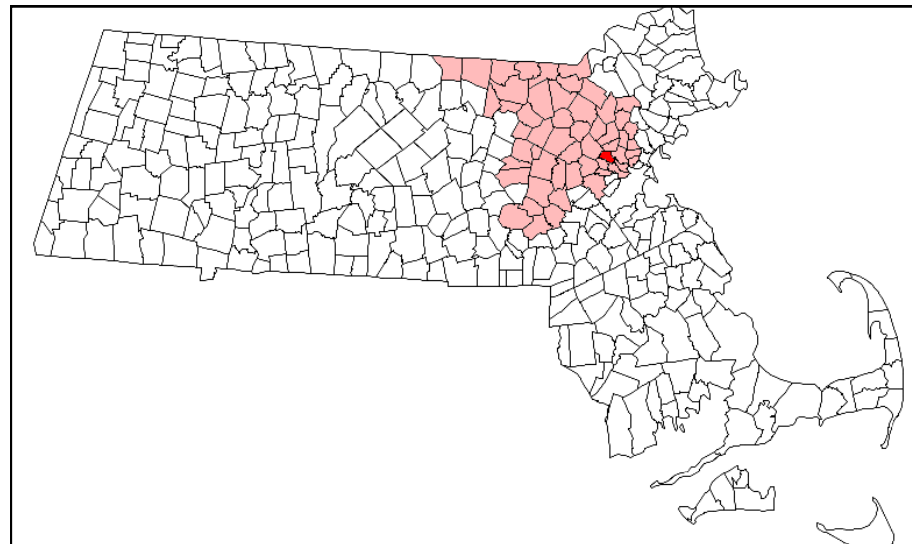
Coordinates: 42°24'55"N 71°09'25"W

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, 2016

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

Executive Director



Fiscal Year 2018 Annual Budget & Financial Plan Budget Message

July 1, 2017

To: The Honorable Board of Selectmen and Finance Committee

I hereby transmit to you the FY2018 operating and capital budgets and the FY2018-2022 capital plan. The budget as proposed totals \$151,978,207 which is an increase of \$4,526,751 (3.07%) from the current budget. A summary showing a comparison of the FY2017 and FY2018 revenues and expenditures is shown on page 8. Also, this budget proposal will be made available via the Town's online budget tool, Arlington Visual Budget. It can be viewed at arlingtonvisualbudget.org.

FY2017, the current fiscal year, is the third 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 3.25% 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 FY2016 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.

Adherence to these principles guided the creation of the FY2016 budget, the FY2017 budget, and this FY2018 budget proposal. Based upon these principles, and the ongoing discussion of the Long Range Planning Committee, the following commitments are being maintained within the Long Range Plan:

- Health insurance premium growth is projected at 5.25% annually, mirroring the 10 year average premium growth of the GIC.
- Free Cash is assumed to be certified each year at the 10-year average certified amount.
- The rate of growth in annual pension costs is maintained at or below 5.5%.
- Annual budget growth for Town Departments is set at 3.25% for FY2018 and beyond.
- Annual budget growth for the general education portion of the School Department budget is maintained at 3.5% for FY2018 and beyond.

In addition to these commitments, the Town has also committed to addressing the financial pressures associated with Arlington's growing student enrollment. A funding formula, referred to as "Growth Factor" was first implemented in FY2015, continued through FY2017, and is once again proposed as part of the FY2018 budget proposal. The details of this formula and its budgetary impact are described below.

Continuing to Meet the Needs of a Growing School Population

In its initial implementation, the Growth Factor multiplied the amount of new students as of October 1st each year by 25% of DESE certified per pupil costs (PPC). Beginning in FY2017, this amount was increased to represent 35% of PPC as certified by DESE. For FY2018, this calculation has been maintained. Based on this, the FY2018 budget recommendation is as follows:



	FY 2017	FY 2018	\$ Increase	% Increase
General Education Costs	\$ 36,502,362	\$ 38,787,542	\$ 2,285,180	6.26%
Special Education Costs	\$ 18,726,557	\$ 20,037,415	\$ 1,310,858	7.00%
Kindergarten Fee Offset	\$ 970,000	\$ 970,000	\$ -	0.00%
Growth Factor	\$ 973,524	\$ 1,133,528	\$ 160,004	16.44%
TOTAL SCHOOL BUDGET	\$ 57,172,443	\$ 60,928,485	\$ 3,756,042	6.57%

Growth Factor Breakdown	
FY 17 Enrollment Growth	242
DESE PPC for Arlington	\$ 13,383
35% of PPC for Arlington	\$ 4,684
Growth Factor (35% PPC x 242)	\$ 1,133,528

In addition to this significant increase, this budget recommendation further proposes that any increase in Chapter 70 aid above what is currently estimated (\$363,000) be provided to the School Department. This budget recommendation provides a significant funding increase for the School Department, a 6.57% increase in an environment where property tax revenues are capped at an increase of 2.5%.

Committing to an Age Friendly Arlington

Along with making an important, continued investment in Arlington schools, the FY2018 budget also proposes an investment in enhancing Arlington’s attractiveness as an Age Friendly community. This terminology, coined by the AARP, describes a community that is welcoming to people of all ages. Specifically, the FY2018 budget proposes an investment in the Council on Aging with an increase in social worker staff time and the FY2018 – FY2022 Capital Plan contains an investment in a major renovation of the Town’s Senior Center. Going further, the FY2018 capital budget proposes investing \$500,000 in sidewalk improvements, which is aimed at improving accessibility and mobility throughout the community.

Overall, the FY2018 budget proposal is a level services budget that maintains core municipal services (Police, Fire, DPW) at current levels. However, targeted investments have been made to address community needs and the details of those changes are discussed on page 9. This approach 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 \$6.6 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

	FY2016 Actual	FY2017 Budget	FY2018 Budget	Change \$	%
Revenue					
Property Tax	\$ 108,977,901	\$ 112,439,838	\$ 116,719,375	\$ 4,279,537	3.8%
Local Receipts	\$ 11,071,191	\$ 8,971,000	\$ 9,071,000	\$ 100,000	1.1%
State Aid	\$ 18,373,581	\$ 18,828,545	\$ 19,221,352	\$ 392,807	2.1%
School Construction Aid	\$ 2,474,773	\$ 2,474,774	\$ 1,615,914	\$ (858,860)	-34.7%
Free Cash	\$ 3,435,846	\$ 4,537,299	\$ 4,850,566	\$ 313,267	6.9%
Other Funds	\$ 350,000	\$ 200,000	\$ 500,000	\$ 300,000	150.0%
Override Stabilization Fund	\$ -	\$ -	\$ -	\$ -	-
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 144,683,292	\$ 147,451,456	\$ 151,978,207	\$ 4,526,751	3.1%
Transfers in (Offsets)		\$ 2,247,194	\$ 2,436,791	\$ 189,597	8.4%
TOTAL REVENUES		\$ 149,698,650	\$ 154,414,998	\$ 4,716,348	3.2%
Expenditures					
<i>Municipal Departments Appropriations *</i>	\$ 31,413,547	\$ 35,670,816	\$ 37,036,557	\$ 1,365,741	3.8%
<i>Offsets</i>	\$ -	\$ (2,247,194)	\$ (2,436,791)	\$ (189,597)	8.4%
Municipal Departments (Taxation Total)	\$ 31,413,547	\$ 33,423,622	\$ 34,599,766	\$ 1,176,144	3.5%
School Department	\$ 53,574,114	\$ 57,172,443	\$ 60,928,485	\$ 3,756,042	6.6%
Minuteman School	\$ 4,010,950	\$ 3,649,349	\$ 4,291,333	\$ 641,984	17.6%
Non-Departmental (Healthcare & Pensions)	\$ 25,499,823	\$ 26,562,346	\$ 27,381,296	\$ 818,950	3.1%
Capital (Includes Debt Service)	\$ 10,231,100	\$ 11,192,533	\$ 11,523,825	\$ 331,292	3.0%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 937,685	\$ 802,224	\$ 1,246,731	\$ 444,507	55.4%
Reserve Fund & Elections	\$ 1,287,760	\$ 1,607,650	\$ 1,579,064	\$ (28,586)	-1.8%
Override Stabilization Fund Deposit	\$ 2,782,763	\$ 2,349,927	\$ 211,136	\$ (2,138,791)	-91.0%
TOTAL EXPENDITURES	\$ 135,330,855	\$ 142,353,205	\$ 147,354,748	\$ 5,001,543	3.5%
Non-Appropriated Expenses	\$ 6,071,173	\$ 5,098,251	\$ 4,623,459	\$ (474,792)	-9.3%
Surplus / (Deficit)	\$ 3,281,264	\$ -	\$ -	\$ -	-

*The FY17 and FY18 Budgets reflect showing offsets as a revenue source, per guidance from the Department of Revenue.



Departmental Budgets

Departmental operating budgets have been held to a 3.5% increase in accordance with the Long Range Plan. With respect to personnel costs, all collective bargaining units are under agreement through FY2018. Four full time positions have been added to the budget, and several part time positions have been incrementally increased, resulting in a net increase of six positions from FY2017 (see personnel chart on page 10). Some of the more significant budget changes include:

Planning & Community Development (PCD): +\$69,340

The PCD budget proposes upgrading the Conservation Administrator position to a full time Environmental Planner position. This upgrade will enable the department to better develop and implement plans to improve and protect Arlington's natural resources while still performing regulatory and administrative duties by serving as the town's Conservation Commission agent. The additional increases are attributable to reductions in funds available from CDBG to support planning efforts, and changes to the pay and classification plan.

Information Technology (IT): +\$103,999

The IT Budget proposes the creation of an Assistant Director of IT position and the creation of a MUNIS Systems Analyst. The impact of these positions is discussed on page 11 under the Cost Savings section. The remainder of the increase is attributable to changes in the pay and classification plan and incremental increases in various expense line items.

Inspectional Services: +\$73,640

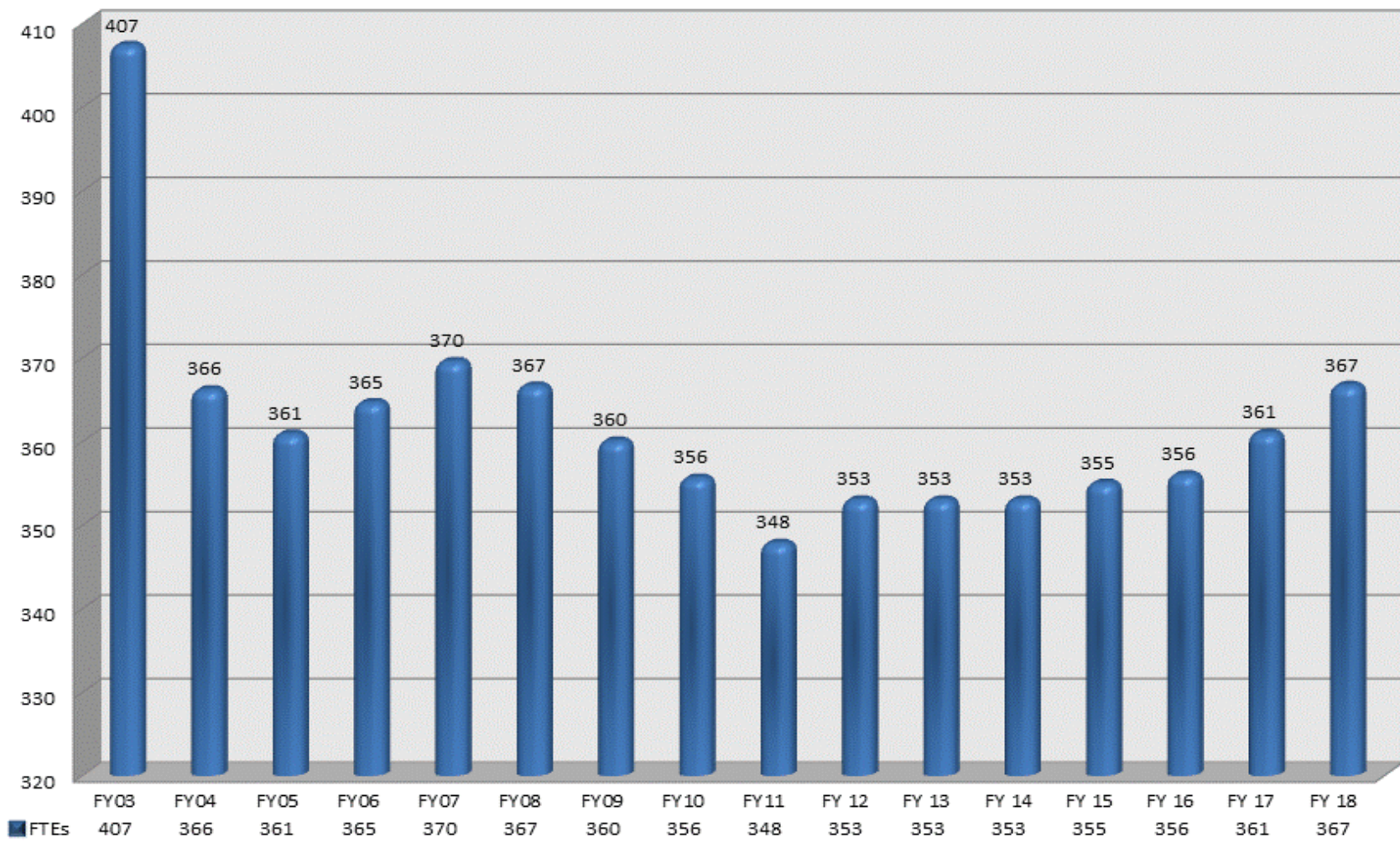
The Inspectional Services budget is proposed to increase by \$73,640 to fund an additional full time Building Inspector position. The addition of this position will allow the Inspectional Services Department to increase the quantity of safety inspections it performs on an annual basis and also allow implementation and enforcement of the Construction Control Agreement being proposed by the Residential Study Group. The remainder of the increase is attributable to changes in the pay and classification plan.

Health & Human Services (HHS): +\$138,063

The HHS budget is proposed to increase by \$138,063 for FY2018. This includes a proposed increase in hours for the part time Council on Aging Social Worker and the transition of the Project Manager position to a Public Health Director position. The additional social work hours will aid in assisting seniors by creating a more accessible schedule, enabling an opportunity to host additional social work interns allowing increased outreach opportunities, doubling individual contacts and maximizing programming to reach under-served populations. Upgrading a position to serve as the Director of Public Health will enable the Department to respond more efficiently to the growing community demands, including environmental health issues such as dust control and noise abatement.



**Town Personnel Trends
FY 2003 - FY2018 FTEs**





Healthcare/Other Post-Employment Benefits (OPEB)

The cost of healthcare premiums will increase by 1.62% in the FY2018 budget. There is also 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 FY2018, 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 FY2018 recommendation to fund OPEB with \$300,000 from the Health Claims Trust Fund is the fifth year in what is a recommendation to adopt this practice for a ten year period or until the Health Claims Trust Fund is exhausted. This \$300,000 contribution is in addition to the \$599,678 amount otherwise earmarked for appropriation into the OPEB Trust Fund, bringing the total proposed appropriation for FY2018 to \$899,678. The table below provides information regarding the Town's OPEB Trust Fund and OPEB liability.

Town of Arlington OPEB Liability - As of January 1, 2016						
Active Employees (Future Retirees) Liability	% of Total Liability	Retiree Liability	% of Total Liability	Total Unfunded Liability	Accumulated Assets Towards the Liability	Total OPEB Liability
\$87,300,000	44%	\$111,700,000	56%	\$192,100,000	\$8,900,000	\$201,000,000

Cost Savings & Productivity Gains via Investment in Technology

Three 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, and the Town is soon to begin the process of updating and reissuing a new three year strategic plan for IT. As referenced on page 9, the FY2018 budget proposal includes the creation of an Assistant Director of IT. This position is being recommended in order to aid in the completion of projects outlined in the strategic plan, but also with an eye toward the management of IT infrastructure installation in future building projects, most notably, the renovation/reconstruction of Arlington High School.



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

Currently, the Town is in the process of fully updating its financial software, MUNIS, and is also in the process of transferring its cash management, billing, and accounts receivable software to the MUNIS platform. The completion of these projects will help modernize the architecture upon which the Town finances are managed and allow for improved resident services related to billing. As mentioned on page 9, this project has prompted the creation of a MUNIS System Analyst position which will be taking the place of a Desktop Support position.

The Town has also recently implemented a new web hosted work order system for the Facilities Department and is investigating software linked to the Town's GIS system aimed at upgrading the work order system used by the Department of Public Works. Both of these projects are aimed at increasing efficiency within the departments, while also enhancing the long term maintenance of the Town's buildings and infrastructure.

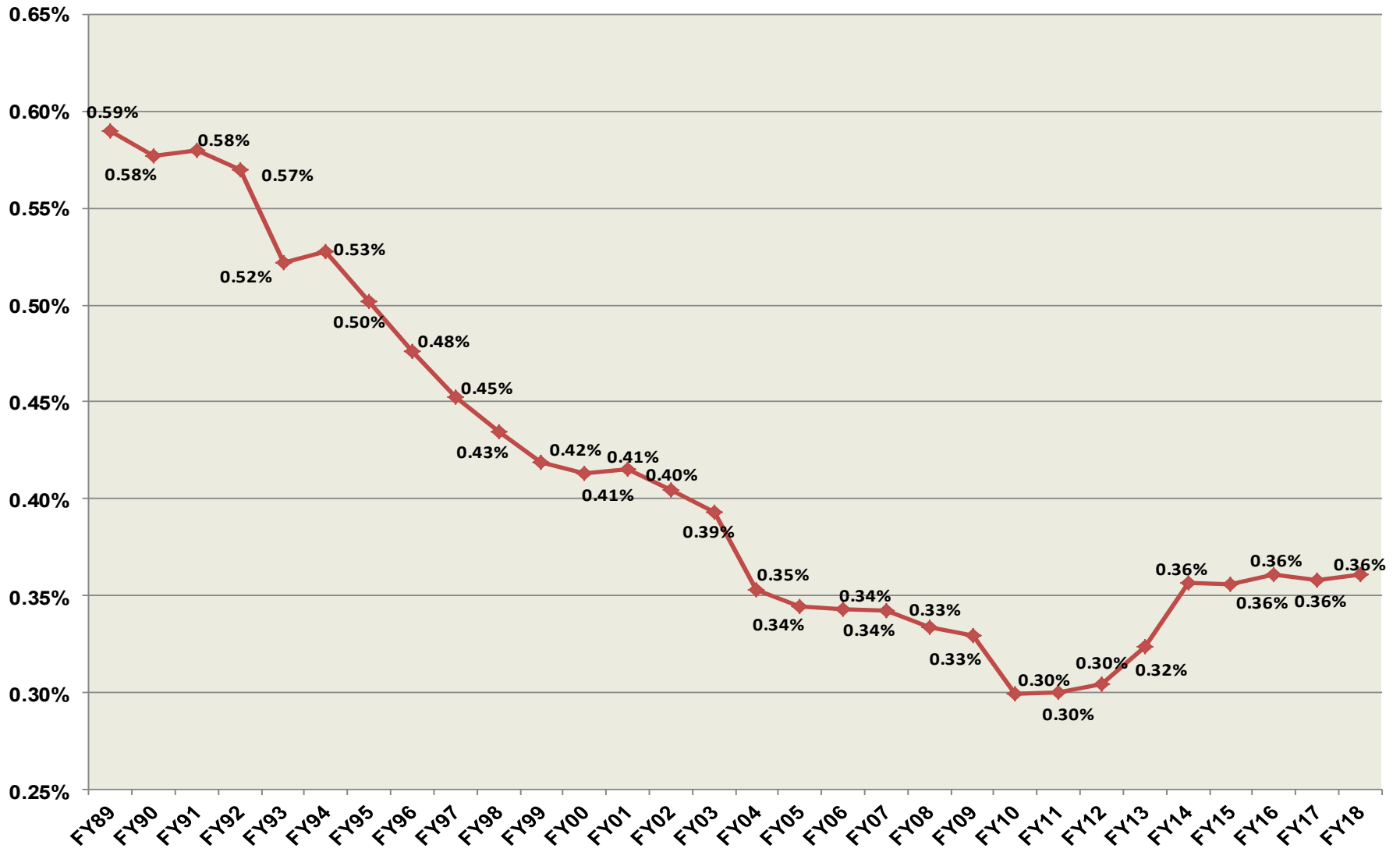
In FY2018 and beyond, the Town will also remain committed to finding other means of reducing costs which may include, but will not be limited to, regionalization of services.

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. Arlington has substantially benefited from its cooperation with the Green Communities Division, having received five grant awards over the past five years, totaling \$1,185,943. The most recent grant award of \$247,943 came in 2016 and provided funding for numerous efficiency upgrades at various elementary schools, the Ottoson Middle School, the Ed Burns Arena and Town Hall. Also, in 2015, the Town installed solar photovoltaic panels on six school roofs via a power purchase agreement with Ameresco. This installation produced 793,180 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 Police Headquarters, which is expected to earn LEED Silver certification. Looking forward, the Town will continue to focus energy efficiency efforts and also begin to focus discussion on issues regarding climate change preparedness.



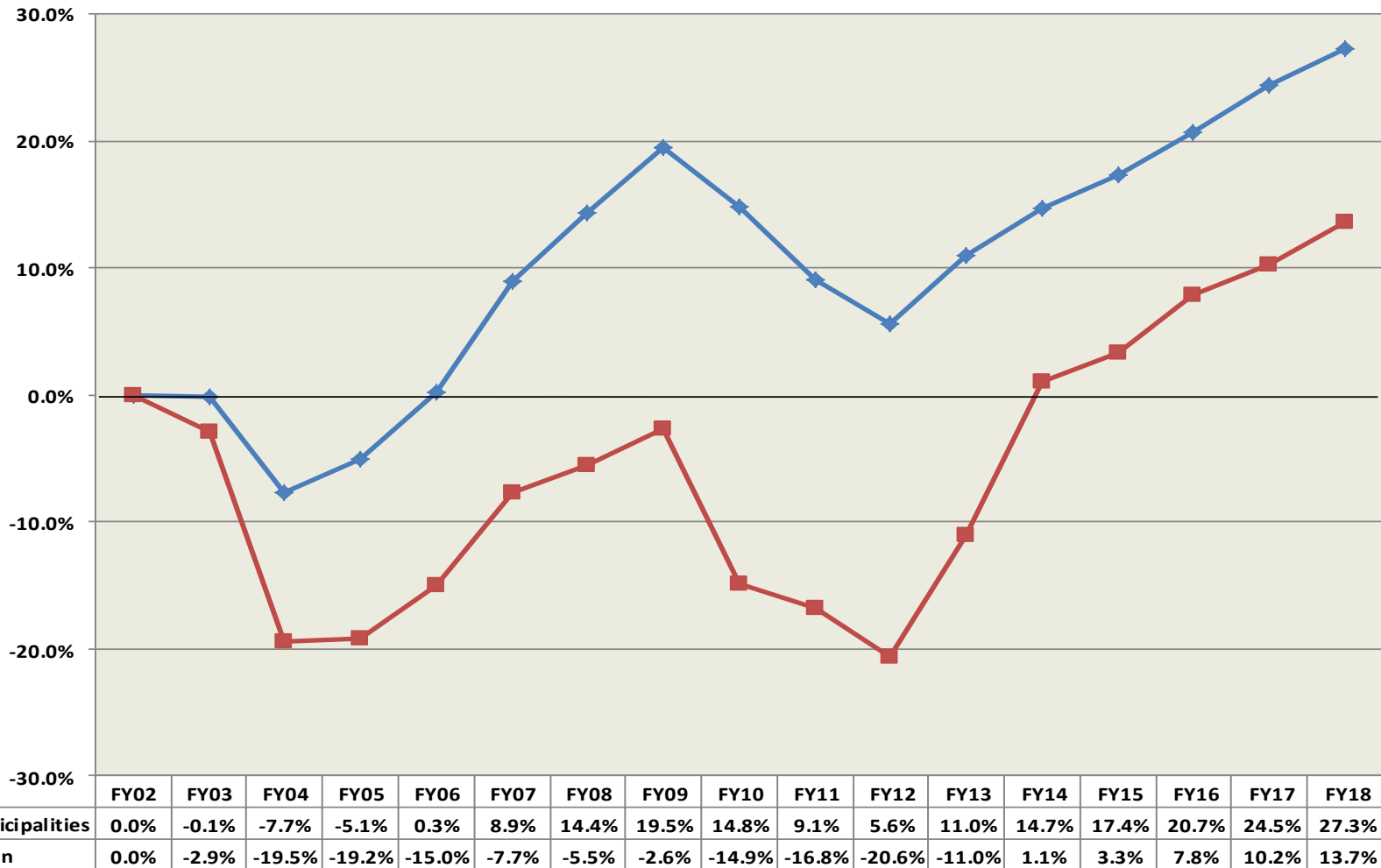
Arlington's Percent of Total State Aid





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

(Numbers Exclude School Construction and METCO Reimbursements)





Comparative Data

The FY2018 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 3.94 and 4.01 respectively. Arlington's is 4.30, which is above the state average.

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 15.67%, 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 9th 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 9th out of 13 comparable communities in overall expenditures per capita (see Table 8). The spending average of the other comparable communities is approximately 13% 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 '14-'16	Municipality	FY2017 Municipal Revenue Growth Factor
1 BROOKLINE	8,708	1 BROOKLINE	3,890	1 NEEDHAM	3.79	1 NEEDHAM	6.20
2 ARLINGTON	8,500	2 ARLINGTON	3,747	2 WATERTOWN	2.68	2 WATERTOWN	4.72
3 WATERTOWN	8,028	3 WATERTOWN	3,652	3 READING	1.82	3 ARLINGTON	4.30
4 MEDFORD	7,023	4 MEDFORD	2,787	4 NATICK	1.78	4 MELROSE	4.26
5 MELROSE	5,904	5 MELROSE	2,398	5 ARLINGTON	1.64	5 READING	4.16
6 BELMONT	5,436	6 BELMONT	2,142	6 NORTH ANDOVER	1.34	6 NATICK	4.04
7 WINCHESTER	3,655	7 STONEHAM	1,510	7 MELROSE	1.26	7 WINCHESTER	3.89
8 STONEHAM	3,534	8 WINCHESTER	1,309	8 WINCHESTER	1.25	8 BELMONT	3.80
9 READING	2,551	9 READING	889	9 BROOKLINE	1.25	9 BROOKLINE	3.59
10 NEEDHAM	2,358	10 NATICK	886	10 MEDFORD	1.25	10 STONEHAM	3.47
11 NATICK	2,335	11 NEEDHAM	860	11 BELMONT	1.07	11 NORTH ANDOVER	3.35
12 MILTON	2,091	12 MILTON	703	12 STONEHAM	0.97	12 MEDFORD	3.14
13 NORTH ANDOVER	1,096	13 NORTH ANDOVER	373	13 MILTON	0.85	13 MILTON	3.09
Ave w/o Arlington	4,393	Ave w/o Arlington	1,783	Ave w/o Arlington	1.61	Ave w/o Arlington	4.01
Arlington	8,500	Arlington	3,747	Arlington	1.64	Arlington	4.30
				State-Wide Ave	1.92	State-Wide Ave	3.94



Table 5	
Municipality	FY2017 Commercial/Industrial/Personal % of Total Tax Levy
1 WATERTOWN	32.48%
2 NEEDHAM	24.05%
3 NATICK	22.09%
4 MEDFORD	19.99%
5 STONEHAM	17.57%
6 BROOKLINE	17.37%
7 NORTH ANDOVER	16.72%
8 READING	8.12%
9 MELROSE	8.03%
10 MILTON	6.21%
11 ARLINGTON	5.86%
12 BELMONT	5.20%
13 WINCHESTER	4.38%
Ave w/o Arlington	15.67%
Arlington	5.86%

Table 6	
Municipality	FY2017 Taxes Per Cap
1 NEEDHAM	\$4,197
2 WINCHESTER	\$3,823
3 BROOKLINE	\$3,451
4 BELMONT	\$3,376
5 NATICK	\$2,951
6 WATERTOWN	\$2,901
7 MILTON	\$2,713
8 READING	\$2,561
9 ARLINGTON	\$2,554
10 NORTH ANDOVER	\$2,388
11 STONEHAM	\$2,181
12 MELROSE	\$1,997
13 MEDFORD	\$1,837
Ave w/o Arlington	\$2,865
Arlington	\$2,554

Table 7	
Municipality	FY2017 Taxes/ Household as % of 09-13 median income
1 NEEDHAM	8.8%
2 WINCHESTER	8.1%
3 BROOKLINE	8.0%
4 NATICK	7.7%
5 BELMONT	7.6%
6 WATERTOWN	7.0%
7 MILTON	6.9%
8 NORTH ANDOVER	6.6%
9 STONEHAM	6.6%
10 READING	6.4%
11 ARLINGTON	6.3%
12 MEDFORD	5.9%
13 MELROSE	5.5%
Ave w/o Arlington	7.1%
Arlington	6.3%

Table 8	
Municipality	FY2015 Total Exp Per Cap
1 NEEDHAM	\$4,600
2 WINCHESTER	\$4,382
3 BROOKLINE	\$3,881
4 BELMONT	\$3,776
5 NATICK	\$3,565
6 MILTON	\$3,390
7 WATERTOWN	\$3,377
8 READING	\$3,301
9 ARLINGTON	\$3,094
10 NORTH ANDOVER	\$2,900
11 MELROSE	\$2,855
12 STONEHAM	\$2,774
13 MEDFORD	\$2,438
Ave w/o Arlington	\$3,457
Arlington	\$3,094



Collective Bargaining and Employee Relations

All Town and School employee unions have agreed to contracts through FY2018. Town management, working in cooperation with union representatives, is initiating an update to the Comparative Compensation Study which will be used to guide collective bargaining efforts for contracts beginning in FY2019.

State Aid

State aid is projected to decrease by \$466,057 or 2.19% in FY2018. This projected decrease is a combination of increased aid for Chapter 70 Education Aid and General Government Aid along with a decrease in school construction aid.

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 future financial liabilities associated with the reconstruction/renovation of Arlington High School. There are many decisions yet to be made in regard to this project, but nevertheless, it 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 FY2018 funding for the capital budget is as follows:

Bonding: \$5,520,000

Cash: \$4,441,928

Other: \$3,571,500

Our existing non-exempt debt is \$7,281,819 which is consistent with prior debt service projections for FY2018. The total capital budget for FY2018, including debt, is estimated at \$10.9 million. Major projects to be funded in FY2018 include the Hardy School Expansion which has been budgeted for approximately \$3.5 million, street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.5 million. The FY2018 capital budget includes \$1,451,000 for the replacement of various vehicles in the Fire Department, Police Department, Public Works Department, and Facilities Department. Senior Center Architectural Plans have been budgeted for \$400,000 in FY2018 in order to begin the design phase of the Senior Center Renovation. Site improvements and construction for the Senior Center Renovation have been budgeted for \$4 million within the five year capital plan.

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. The Town is currently working to prepare a scope of services solicitation for an Owner's Project Manager to begin the design phase of this project.

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 this fiscal year and beyond. The Committee has included the Arlington Reservoir and Master Plan project (\$100,000) in the FY2018 capital budget but has recommended it for CPA funding. The Community Preservation Committee is currently reviewing final applications that have been submitted for the FY2018 funding cycle and will make recommendations for CPA funding at Town Meeting.



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 3.07% in FY2018. Future year increases range from -2.23% to 4.52%, which occurs in FY2021 depending on the reliance on funds from the Override Stabilization Fund. In FY2021, revenue is projected to increase by only 0.24%. This is a result of projecting to have insufficient revenues that year, because the Override Stabilization Fund will have been depleted by then. It is anticipated that an operating override will be considered at this time.
- **Tax Levy** – The FY2018 tax levy is projected to increase by approximately 3.81%. Future year increases are projected to be between approximately 2.63% and 2.77% per year. New growth is projected at \$650,000 per year. Debt payments for Proposition 2½ debt exempted school projects minus state reimbursements are included and amount to approximately \$1,600,000 to \$1,750,000 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 2.09%. This increase is inclusive of a 1%, or a \$112,140 increase in Chapter 70 funding and a 3.9% or \$284,486 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 will decrease to \$1,615,914 in FY2018, which will reflect the end of reimbursement for the Ottoson School construction project and will decrease further to \$476,523 in FY2019, which will consist only of reimbursement for the Peirce Elementary School. FY2021 will be the last year of the Peirce reimbursement.
- **Local Receipts** – Local Receipts are estimated to increase by \$100,000 in FY2010 due to projected increases in Motor Vehicle Excise tax collections. It is anticipated that Local Receipts will continue to grow by \$100,000 increments thereafter.



Free Cash – FY2018 Free Cash use is \$4,850,566, which is 50% of the Town's available free cash balance. For FY2019 and in each subsequent year, \$2,623,868 is proposed to be appropriated. This is reflective of 50% of the ten year average certified Fee Cash.

- **Other Available Funds** – A transfer of \$500,000 from surplus tax abatement overlay reserve funds is projected in FY2018. 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 \$23.5 million. In FY2019, a drawdown of \$6,478,849 will be required to balance the budget. In FY2020 a drawdown of \$10 million will be needed to close the budget gap leaving approximately \$6.8 million in the Fund to apply to a budget gap of approximately \$6.8 million in FY2021 (the tenth year since the last override) and \$17.7 million in FY2022. The remaining projected deficit in FY2023 is \$20.5 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 included 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 FY2018 the Town's assessment will increase by \$641,984 (17.59%). Thereafter, increases are projected at 3.5% including \$214,568 for debt service.
- **Municipal Departments** - Expenditures for municipal departments will increase by 3.52% in FY2018 due to an increased snow and ice budget. In FY2019 and going forward, expenditures are capped at 3.25%.



- **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 slightly less than \$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 FY2018 \$4,441,928 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 FY2018 the pension appropriation will increase 5.45% and thereafter, increases 5.5% annually.
- **Insurance (including Healthcare)** – Health care and insurance costs are expected to increase by 1.89%. 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 1.62%. In outgoing years costs are projected to increase from 5% to 6% per year depending on the continuance of enrollment growth in the school department.
- **State Assessments** – In FY2018, the MBTA assessment, which is the largest assessment, will increase by \$33,345 (1.2%). Overall, state assessments will increase by .7%, and increase by 2.50% annually thereafter.
- **Offset Aid** – Assistance to Libraries will increase \$3,676.
- **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 (\$678,338). The estimate fluctuates with actual Symmes debt service payments.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles have been estimated at \$1,246,731 in FY2018 and thereafter held level.
- **Override Stabilization Fund** – The appropriation into the fund in FY2018 is \$211,731. Beginning in FY2019 it is projected that drawdowns from the fund will be necessary.



Conclusion

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

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

The document presented for your consideration is a product of a great deal of work. Our department heads, second to none in the Commonwealth in terms of professional competence and dedication to their tasks, provided invaluable input and assistance. Members of boards and commissions also offered valuable assistance. In particular, I would like to thank the Board of Selectmen for its policy insights and leadership. I am most of all indebted to Sandy Pooler, Deputy Town Manager and Amy Fidalgo, Management Analyst for the production of 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 2017	FY 2018	Dollar Change	Percent Change	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
I REVENUE									
A. State Aid	18,828,545	19,221,352	392,807	2.09%	19,408,951	19,598,426	19,789,795	19,983,079	20,178,295
School Construction Aid	2,474,774	1,615,914	(858,860)	-34.70%	476,523	476,523	476,523	0	0
B. Local Receipts	8,971,000	9,071,000	100,000	1.11%	9,171,000	9,271,000	9,371,000	9,471,000	9,571,000
C. Free Cash	4,537,299	4,850,566	313,267	6.90%	2,623,686	2,623,686	2,623,686	2,623,686	2,623,686
D. Overlay Reserve Surplus	200,000	500,000	300,000	150.00%	200,000	200,000	200,000	200,000	200,000
E. Property Tax	112,439,838	116,719,375	4,279,537	3.81%	119,956,117	123,255,875	126,566,803	129,889,585	133,379,809
F. Override Stabilization Fund	0	0			6,478,849	10,038,988	6,835,466	0	0
TOTAL REVENUES	147,451,456	151,978,207	4,526,752	3.07%	158,315,126	165,464,498	165,863,273	162,167,350	165,952,790
II APPROPRIATIONS									
A. Operating Budgets									
General Education Costs	36,502,362	38,787,542	2,285,180	6.26%	42,318,307	44,851,451	47,478,102	49,794,307	52,307,931
Special Education Costs	18,726,557	20,037,415	1,310,858	7.00%	21,440,034	22,940,836	24,546,695	26,264,964	28,103,511
Kindergarten Fee Offset	970,000	970,000	0	0.00%	970,000	970,000	970,000	970,000	970,000
Growth Factor	973,524	1,133,528	160,004	16.44%	1,016,428	1,021,112	632,340	744,756	454,348
Net School Budget	57,172,443	60,928,485	3,756,042	6.57%	65,744,769	69,783,399	73,627,137	77,774,027	81,835,790
Minuteman	3,649,349	4,291,333	641,984	17.59%	4,441,530	4,596,984	4,757,878	4,924,404	5,096,758
Town Personnel Services	25,796,486	26,722,171	925,685	3.59%	27,590,642	28,487,338	29,413,176	30,369,104	31,356,100
Expenses	9,874,330	10,314,386	440,056	4.46%	10,649,604	10,995,716	11,353,077	11,722,052	12,103,019
<i>Less Offsets: Enterprise Fund/Other</i>	<i>2,247,194</i>	<i>2,436,791</i>	<i>189,597</i>	<i>8.44%</i>	<i>2,515,987</i>	<i>2,597,757</i>	<i>2,682,184</i>	<i>2,769,355</i>	<i>2,859,359</i>
Net Town Budget	33,423,622	34,599,766	1,176,144	3.52%	35,724,259	36,885,297	38,084,069	39,321,801	40,599,760
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	2,518,645	3,175,427	656,782	26.08%	1,938,973	1,871,604	1,781,204	1,191,079	1,159,032
Non-Exempt Service	7,132,448	7,281,819	149,371	2.09%	6,628,508	6,588,606	6,987,440	6,628,352	6,628,352
Cash	2,469,625	3,941,928	1,472,303	59.62%	2,268,309	2,539,701	2,206,035	2,700,544	2,700,544
Offets/Capital Carry Forward	(928,185)	(2,875,349)	(1,947,164)	209.78%	(422,280)	(412,558)	(347,721)	(375,770)	(375,770)
Total Capital	11,192,533	11,523,825	331,292	2.96%	10,413,510	10,587,353	10,626,958	10,144,205	10,112,158
C. Pensions	9,641,782	10,141,735	499,953	5.19%	10,699,530	11,288,004	11,908,844	12,563,830	13,254,841
D. Insurance	16,920,564	17,239,561	318,997	1.89%	18,337,275	19,499,673	20,651,008	21,890,261	22,977,103
E. State Assessments	3,163,446	3,187,048	23,602	0.75%	3,266,724	3,348,392	3,432,102	3,517,905	3,605,852
F. Offset Aid - Assistance to Libraries	54,397	58,073	3,676	6.76%	58,073	58,073	58,073	58,073	58,073
G. Overlay Reserve	1,202,533	600,000	(602,533)	-50.11%	800,000	600,000	600,000	800,000	600,000
H. Fixed Costs - Res. Fund & Elections	1,607,650	1,579,064	(28,586)	-1.78%	1,618,363	1,604,255	1,690,278	1,671,673	1,759,528
I. Other Crt Jdgmnts/Deficit/Symmets	677,875	778,338	100,463	14.82%	771,250	773,225	771,950	767,450	100,000
J. Warrant Articles	802,224	1,246,731	444,507	55.41%	846,731	846,731	846,731	846,731	846,731
K. Override Stabilization Fund	2,349,927	211,136			0	0	0	0	0
L. TOTAL APPROPRIATIONS	147,451,456	151,978,207	4,526,753	3.07%	158,315,126	165,464,498	172,648,140	179,873,473	186,439,706
BALANCE	0	0			0	0	(6,784,867)	(17,706,123)	(20,486,916)



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TOTAL REVENUE

Total revenue for FY2018 is projected at \$151,978,208, an increase of \$4,526,753 or 3.07%. Of this increase, \$148,588,209 is from revenue dedicated to support the General Fund and \$3,389,998 is from debt exclusion overrides to support borrowing for capital projects, to renovate or build new elementary schools. The General Fund increase is \$3,687,398 or 2.54%

The property tax levy is projected to increase, without debt exclusion revenue, by \$3,440,184 or 3.13%. This includes the normal 2.5% increase plus \$650,000 in new growth. Total tax revenues, including the debt exclusions, increase by \$4,279,537 or 3.81%

Local receipts are projected to increase \$100,000 due to projected increases in Motor Vehicle Excise tax collections.

State Aid estimates are made up two components, (1) Cherry Sheet Aid, the annually recurring aid for education, general government, and other categories (see State Aid description on page 41) and (2) School Construction Aid, State reimbursements to the Town for borrowing costs the Town incurred for state eligible school building projects. Based upon Legislature’s Conference Committee Report, total state aid is projected to decrease \$466,052, or 2.2%, however, this decrease is caused solely by a decrease in School Construction Aid as the State has completed reimbursing the Town for several projects. The State budget contains a \$119 million increase in Chapter 70 School Aid and a \$39.9 million for General Government Aid. Arlington benefits from a \$168,210 increase in Chapter 70 and a \$284,486 increase in General Government Aid.

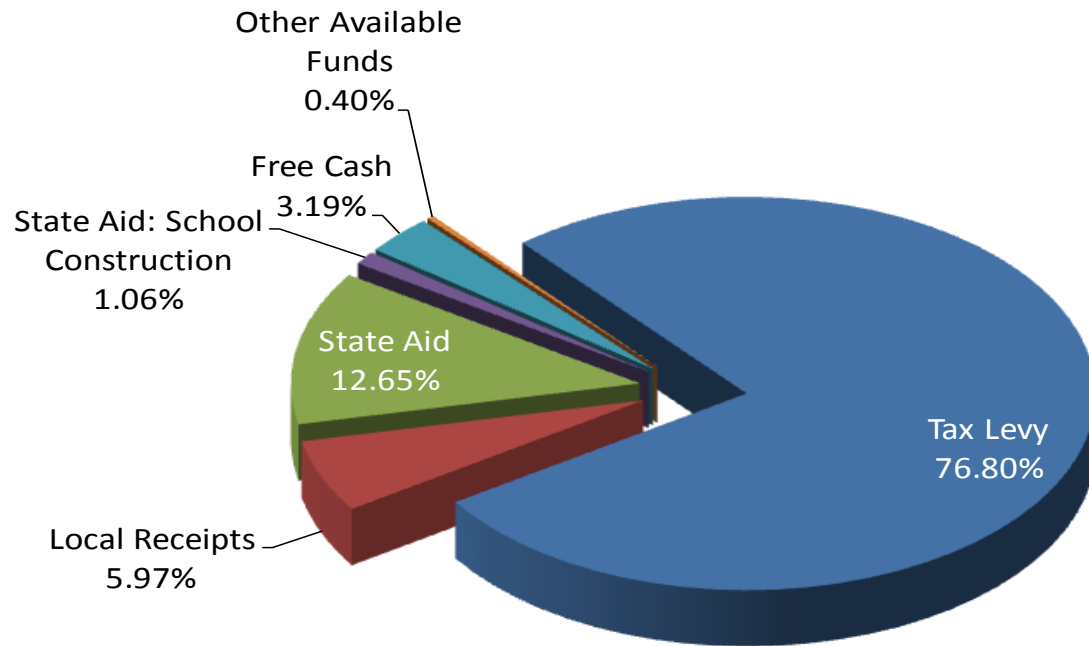
A total of \$4,850,566 in Free Cash is proposed to be used, which is an increase of \$313,267 from FY2017 and, consistent with Town financial policies, an amount equal to 50% of the Free Cash balance certified by the Department of Revenue for June 2016.

Other Available Funds include only \$500,000 in surplus tax abatement overlay funds, an increase of \$300,000 from FY2017. The increase is due entirely to appropriating \$300,000 to the Assessors for revaluation costs.

REVENUE SOURCE	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Tax Levy	105,285,021	108,977,901	112,439,838	116,719,375	4,279,537
Local Receipts	10,115,304	11,071,191	8,971,000	9,071,000	100,000
State Aid	20,369,150	20,704,878	21,303,319	20,837,267	(466,052)
Free Cash	3,042,925	3,435,846	4,537,299	4,850,566	313,267
Other Available Funds	350,000	350,000	200,000	500,000	300,000
Total	139,162,400	144,539,816	147,451,456	151,978,208	4,526,753



Revenues \$151,978,208





Total General Fund Revenues

	<u>FY08</u> <u>Actual</u>	<u>FY09</u> <u>Actual</u>	<u>FY10</u> <u>Actual</u>	<u>FY11</u> <u>Actual</u>	<u>FY12</u> <u>Actual</u>	<u>FY13</u> <u>Actual</u>	<u>FY14</u> <u>Actual</u>	<u>FY15</u> <u>Actual</u>	<u>FY16</u> <u>Actual</u>	<u>FY17</u> <u>Budget</u>	<u>FY18</u> <u>Budget</u>
Tax Levy*	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	106,846,726	111,126,263
Local Receipts	9,024,278	8,715,308	8,653,173	9,238,654	10,291,463	9,886,882	10,296,545	10,115,304	11,071,191	8,971,000	9,071,000
State Aid**	15,972,745	15,568,470	14,382,965	14,066,445	13,420,743	15,040,051	17,093,258	17,462,884	18,230,105	18,828,545	19,221,352
Free Cash	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	4,850,566
Other Available Funds	500,000	500,000	3,242,376	2,080,000	200,000	200,000	200,000	350,000	350,000	200,000	500,000
Total	99,672,023	102,328,294	105,654,345	106,333,011	113,803,044	119,113,202	127,145,729	130,663,022	136,471,931	139,383,570	144,769,181

*Excludes MWRA Debt Shift

**Excludes MSBA Reimbursements

Annual Revenue Increases

	<u>FY08</u> <u>Actual</u>	<u>FY09</u> <u>Actual</u>	<u>FY10</u> <u>Actual</u>	<u>FY11</u> <u>Actual</u>	<u>FY12</u> <u>Actual</u>	<u>FY13</u> <u>Actual</u>	<u>FY14</u> <u>Actual</u>	<u>FY15</u> <u>Actual</u>	<u>FY16</u> <u>Actual</u>	<u>FY17</u> <u>Budget</u>	<u>FY18</u> <u>Budget</u>
Tax Levy	2,035,026	2,132,630	2,525,030	2,487,938	9,043,520	3,006,887	3,728,129	3,547,511	3,692,880	3,461,937	4,279,537
Local Receipts	(164,051)	(308,970)	(62,135)	585,481	1,052,809	(404,581)	409,663	(181,241)	955,887	(2,100,191)	100,000
State Aid	371,999	(404,275)	(1,185,505)	(316,520)	(645,702)	1,619,308	2,053,207	369,626	767,221	598,440	392,807
Free Cash	(984,959)	1,236,886	(693,715)	(915,857)	(100,594)	1,088,544	1,841,528	(368,604)	392,922	1,101,453	313,267
Other Available Funds	100,000	0	2,742,376	(1,162,376)	(1,880,000)	0	0	150,000	0	(150,000)	300,000
Total	1,358,015	2,656,271	3,326,051	678,666	7,470,033	5,310,158	8,032,527	3,517,293	5,808,909	2,911,639	5,385,611
Percent Increase	1.4%	2.7%	3.3%	0.6%	7.0%	4.7%	6.7%	2.8%	4.4%	2.1%	3.9%

Percent of Total Revenue

	<u>FY08</u> <u>Actual</u>	<u>FY09</u> <u>Actual</u>	<u>FY10</u> <u>Actual</u>	<u>FY11</u> <u>Actual</u>	<u>FY12</u> <u>Actual</u>	<u>FY13</u> <u>Actual</u>	<u>FY14</u> <u>Actual</u>	<u>FY15</u> <u>Actual</u>	<u>FY16</u> <u>Actual</u>	<u>FY17</u> <u>Budget</u>	<u>FY18</u> <u>Budget</u>
Tax Levy	73.5%	73.6%	73.7%	75.6%	78.6%	77.6%	75.6%	76.3%	75.8%	76.7%	76.8%
Local Receipts	9.1%	8.5%	8.2%	8.7%	9.0%	8.3%	8.1%	7.7%	8.1%	6.4%	6.3%
State Aid	16.0%	15.2%	13.6%	13.2%	11.8%	12.6%	13.4%	13.4%	13.4%	13.5%	13.3%
Free Cash	1.0%	2.1%	1.4%	0.5%	0.4%	1.3%	2.7%	2.3%	2.5%	3.3%	3.4%
Other Available Funds	0.5%	0.5%	3.1%	2.0%	0.2%	0.2%	0.2%	0.3%	0.3%	0.1%	0.3%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



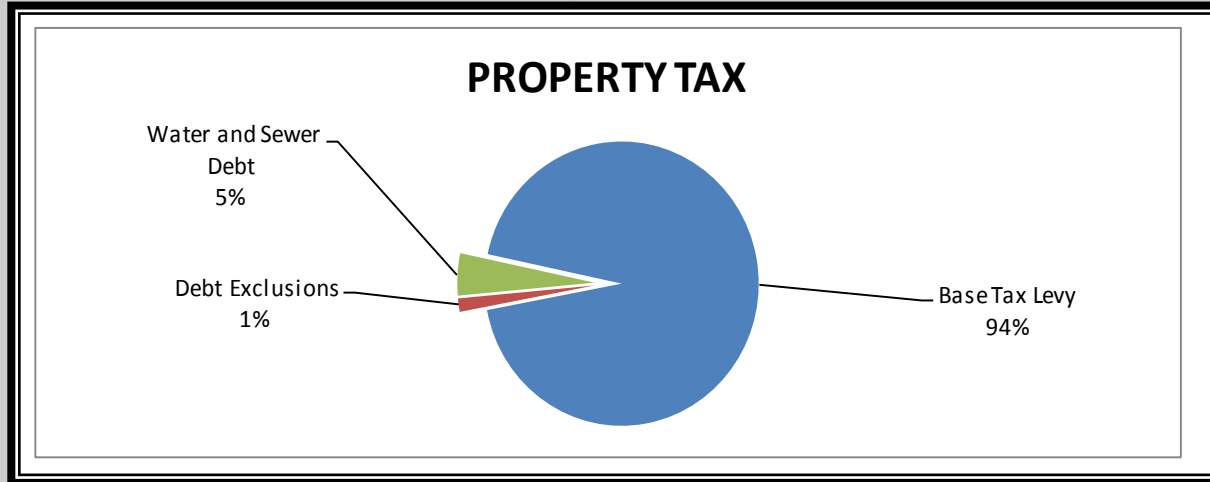
PROPERTY TAX LEVY

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Arlington, property taxes represent approximately 77% 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 FY2016. Under the Provisions of Proposition 2½, property taxes, in the aggregate, may not exceed 2½% of their “full and fair cash value.” This limit is known as the “levy ceiling.” Annual levy increases may not exceed 2½% 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 2½ 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 FY2018 are preliminary estimates used to project the levy limit. The FY2017 levy limit was \$106,050,906. The 2½% increase allowed for FY2018 is \$2,651,273. New growth from construction not previously on the tax rolls is expected to add \$650,000 to the FY2018 levy. An additional \$1,774,084 is added to the tax levy to cover the cost of debt service for projects approved by the voters as Proposition 2½ debt exclusion overrides. This added debt exclusion amount is net of state reimbursements estimated at \$1,615,914. Beginning in FY2012, debt service for the Symmes Urban Renewal project was added to the tax levy. FY2018 will mark the fourth 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 M.G.L. 59 § 21C, 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 FY2018 tax levy is projected to total \$116,719,375 representing an increase of \$4,279,537 (3.81%) over the FY2017 levy.

PROPERTY TAX LEVY	FY2015 Budget	FY2016 Budget	FY 2017 Budget	FY 2018 Budget	Budget Change
Base Tax Levy	98,580,467	102,420,256	105,967,928	109,352,179	3,384,251
General Override	-	-	-	-	-
Debt Exclusion Overrides					
Brackett School	119,714	91,583	70,318	39,140	(31,178)
Hardy School	1,165	(25,397)	(43,680)	(64,888)	(21,208)
Bishop School	19,101	-	(19,865)	(38,508)	(18,643)
Peirce School	137,718	115,878	95,693	65,758	(29,935)
Dallin School	277,596	270,347	255,864	264,252	8,388
Stratton School	-	-	17,511	711,532	694,021
Thompson School	556,148	512,122	502,957	582,228	79,271
Minuteman High School	-	-	-	214,571	214,571
Sub-total Debt Exclusions	1,111,442	964,533	878,798	1,774,085	895,287
Water and Sewer Debt	5,593,112	5,593,112	5,593,112	5,593,112	-
Total	105,285,021	108,977,901	112,439,838	116,719,376	4,279,538

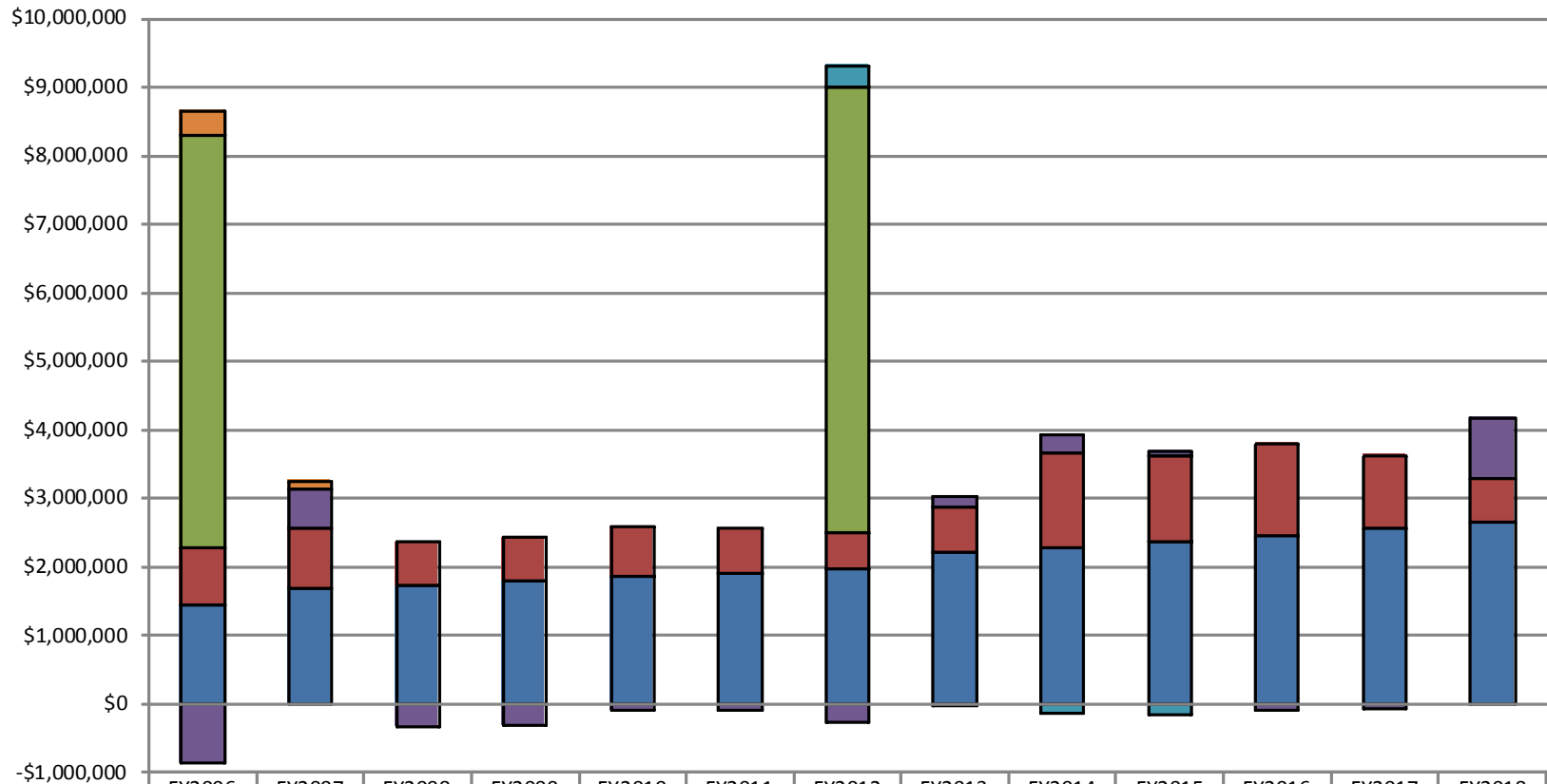


Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2016	110,511,438.41	344,808.64	50,555.38	110,116,074.39	109,675,315.38	99.60%	432,204.96	1,016,093.83	396,784.20	251,686.77
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

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



	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
MWRA Debt	371,757	117,626	-	-	-	-	-	-	-	-	-	-	-
Symmes Debt Exclusion	-	-	-	-	-	-	307,130	(28,590)	(128,721)	(150,000)	-	-	0
School Debt Exclusion	(859,302)	558,473	(319,928)	(316,820)	(93,659)	(79,675)	(263,714)	157,960	255,465	62,328	(92,013)	(61,801)	871,352
General Override	6,000,000	-	-	-	-	-	6,490,000	-	-	-	-	-	-
New Growth	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	1,070,144	650,000
2.5% Increase*	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	2,651,273



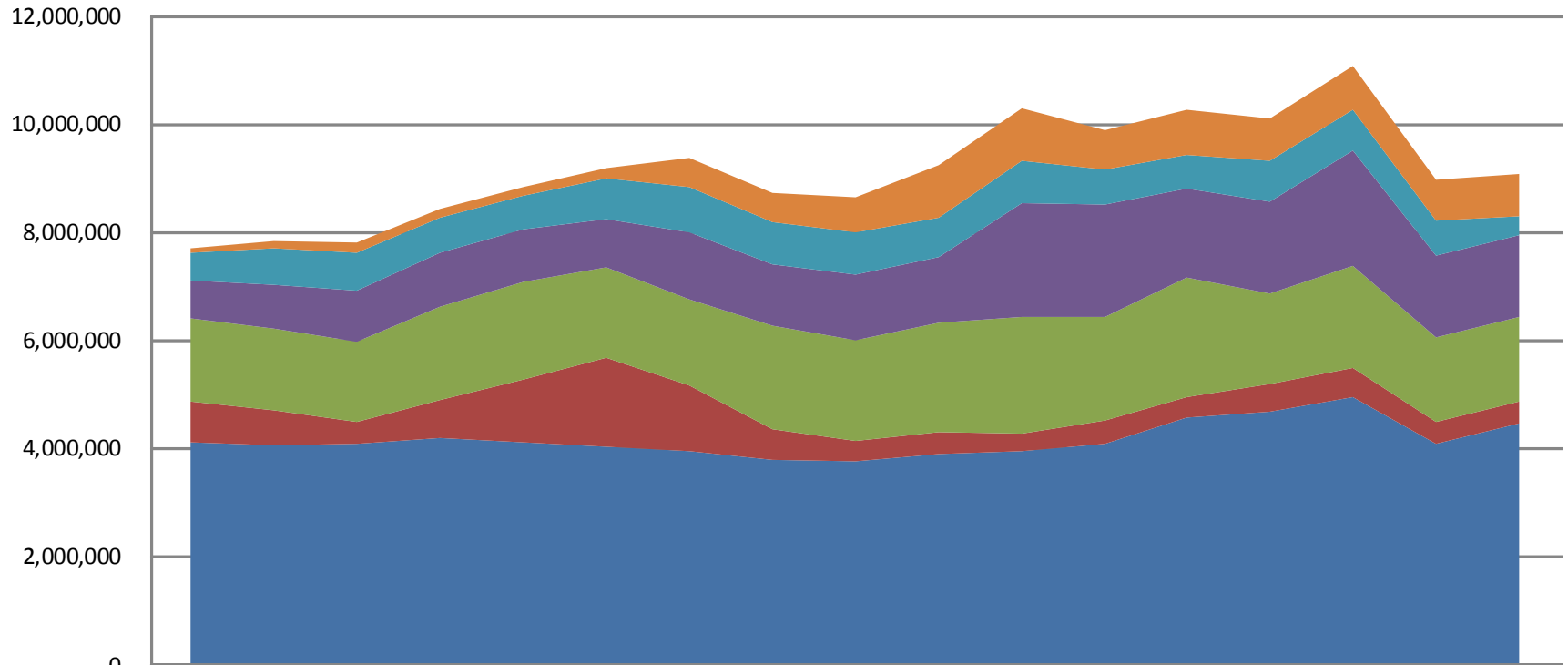
LOCAL RECEIPTS SUMMARY

Local receipts for FY2018 are projected to increase \$100,000 to a total of \$9,071,000. The Motor Vehicle Excise taxes are projected to increase \$376,000. and rental income will decrease \$276,000 because of the closing of the Gibbs School for renovations. All other sources are level estimates from FY2017.

LOCAL RECEIPTS SUMMARY	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Motor Vehicle Excise	4,668,135	4,952,880	4,075,000	4,451,000	376,000
Interest Income	517,024	531,019	420,000	420,000	-
Departmental Fees	1,664,004	1,889,552	1,549,000	1,549,000	-
Licenses and Permits	1,719,403	2,124,973	1,505,000	1,505,000	-
Rentals	744,597	749,188	649,000	373,000	(276,000)
Other	788,949	823,578	773,000	773,000	-
Total	10,102,114	11,071,190	8,971,000	9,071,000	100,000



Local Receipts History



	Actual FY02	Actual FY03	Actual FY04	Actual FY05	Actual FY06	Actual FY07	Actual FY08	Actual FY09	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY 2015	Actual FY16	Budget FY17	Budget FY18
Other	79,375	122,272	191,558	166,224	162,289	190,960	538,924	538,924	664,332	974,222	988,724	722,704	810,809	788,949	823,578	773,000	773,000
Rentals	506,840	690,231	696,252	648,334	632,505	771,319	818,608	783,600	791,045	733,270	783,145	665,264	638,805	744,597	749,188	649,000	373,000
Licenses and Permits	722,072	794,763	943,446	999,757	961,320	878,090	1,247,07	1,134,29	1,202,87	1,219,48	2,085,36	2,064,25	1,640,44	1,719,40	2,124,97	1,505,00	1,505,00
Fees/Departmental	1,512,74	1,520,57	1,480,06	1,731,99	1,808,83	1,689,34	1,586,29	1,900,72	1,867,99	2,018,95	2,177,50	1,932,65	2,213,70	1,664,00	1,889,55	1,549,00	1,549,00
Interest Income	765,790	634,352	421,000	693,999	1,159,20	1,636,64	1,216,41	582,123	369,782	394,264	319,642	435,812	381,062	517,024	531,019	420,000	420,000
Motor Vehicle Excise	4,108,73	4,064,67	4,069,55	4,196,71	4,110,10	4,021,99	3,951,80	3,775,63	3,757,14	3,898,45	3,937,07	4,066,20	4,560,60	4,668,13	4,952,88	4,075,00	4,451,00



MOTOR VEHICLE EXCISE

Motor vehicle excise tax receipts are projected to increase \$376,000 over the budgeted amount for FY2017 to a projected total of \$4.451 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 2016 is as of June 30, 2016.

Motor Vehicle Excise Collection By Fiscal Year

<u>Levy Year</u>	<u>Commitments</u>	<u>Collections</u>	<u>Refunds</u>	<u>Net Collections</u>	<u>Abatements</u>	<u>Balance (Uncoll.)</u>	<u>Collection %</u>
2016	\$ 5,165,749.14	\$ 5,038,846.19	\$ 85,965.27	\$ 4,952,880.92	\$ 169,326.92	\$ 43,541.30	99.16%
2015	\$ 4,867,711.40	\$ 4,768,890.38	\$ 100,755.76	\$ 4,668,134.62	\$ 521,918.86	\$ (322,342.08)	106.62%
2014	\$ 4,213,165.12	\$ 4,636,918.89	\$ 76,292.47	\$ 4,560,626.42	\$ 134,742.51	\$ (482,203.81)	111.45%
2013	\$ 4,342,665.00	\$ 4,145,705.00	\$ 80,917.00	\$ 4,064,788.00	\$ 129,537.00	\$ 148,340.00	96.58%
2012	\$ 4,077,138.00	\$ 4,021,599.00	\$ 54,950.00	\$ 3,966,649.00	\$ 71,047.00	\$ 39,442.00	99.03%
2011	\$ 3,617,140.00	\$ 3,438,728.00	\$ 35,428.00	\$ 3,403,300.00	\$ 89,485.00	\$ 124,355.00	96.56%
2010	\$ 3,439,627.00	\$ 3,277,405.00	\$ 34,770.00	\$ 3,242,635.00	\$ 83,853.00	\$ 113,139.00	96.71%
2009	\$ 3,405,929.00	\$ 3,262,275.00	\$ 42,208.00	\$ 3,220,067.00	\$ 90,499.00	\$ 95,363.00	97.20%
2008	\$ 4,095,771.00	\$ 3,968,005.00	\$ 82,613.00	\$ 3,885,392.00	\$ 164,786.00	\$ 45,593.00	98.89%
2007	\$ 4,230,656.70	\$ 4,125,145.65	\$ 81,094.00	\$ 4,044,051.65	\$ 159,117.00	\$ 27,488.05	99.35%
2006	\$ 4,248,107.00	\$ 4,134,418.00	\$ 89,206.00	\$ 4,045,212.00	\$ 177,550.00	\$ 25,345.00	99.40%
2005	\$ 4,293,875.00	\$ 4,189,478.00	\$ 95,281.00	\$ 4,094,197.00	\$ 173,543.00	\$ 26,135.00	99.39%

MOTOR VEHICLE EXCISE	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Motor Vehicle Excise	4,668,135	4,952,880	4,075,000	4,451,000	376,000



DEPARTMENTAL FEES

Departmental fees are projected to remain unchanged in FY2018, however, the establishment of a parking benefits district at Town Meeting may alter the use and distribution of parking revenues.

DEPARTMENTAL FEES	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Schools (Medicare Reimbursement)	184,995	238,991	100,000	100,000	-
Cemetery Revenue	273,838	262,825	265,000	265,000	-
Library Fees and Fines	50,919	52,804	49,000	49,000	-
Collector's Demand Fees	56,936	61,968	70,000	70,000	-
Town Clerk Fees	47,206	47,486	40,000	40,000	-
Parking Violations	370,259	331,429	285,000	285,000	-
Parking Meter Receipts	60,400	86,161	65,000	65,000	-
Fire Alarm Renewal Fee	375	9,000	5,000	5,000	-
Ambulance Fees	367,052	432,093	400,000	400,000	-
Other Departmental Revenue	216,265	330,415	200,000	200,000	-
Other Department Fees	35,759	36,380	70,000	70,000	-
Total	1,664,004	1,889,552	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 FY2018. This is due to the dramatic drop in interest rates.

INTEREST INCOME	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2017 Budget	Budget Change
Investment Income	96,346	142,329	65,000	65,000	-
Penalties & Interest	420,678	388,690	355,000	355,000	-
Total	517,024	531,019	420,000	420,000	-



LICENSES AND PERMITS

Licenses and permits revenues for FY2018 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 FY2018 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	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Parking Permits	152,652	138,217	115,000	115,000	-
Liquor Licenses	83,035	75,623	80,000	80,000	-
Food Licenses	7,874	8,410	7,000	7,000	-
Food Permits	18,645	14,440	16,000	16,000	-
Tobacco Permits	9,000	9,500	11,000	11,000	-
Building Inspections	1,259,913	1,678,830	1,220,000	1,220,000	-
Fire Prevention Permits	67,735	54,290	50,000	50,000	-
Marriage Licenses	5,940	6,158	6,000	6,000	-
Other	114,609	139,505	-	-	-
Total	1,719,403	2,124,973	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 \$276,000 to \$373,000, because of the transfer of the Gibbs building to a school.

New leases, which went into effect in FY2015, include a capital contribution which will offset future capital improvements to the buildings. There will be no revenue from the Gibbs building after June 30, 2017, because the building will be renovated then reopen as a school. 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	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Ryder St.	131,682	127,875	95,000	95,000	-
Parmenter	219,941	235,478	209,000	209,000	-
Crosby	-	-	-	-	-
Gibbs	323,858	316,719	276,000	-	(276,000)
Mt. Gilboa	24,000	24,000	24,000	24,000	-
Dallin Library	45,116	45,116	45,000	45,000	-
Total	744,597	749,188	649,000	373,000	(276,000)



OTHER LOCAL RECEIPTS

Other local receipts are projected to remain unchanged in FY2018.

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.

FY2018 projections are consistent with actual collections in past years.

OTHER LOCAL RECEIPTS	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Request	Budget Change
Meals Tax	401,870	409,308	400,000	400,000	-
Hotel Tax	330,739	363,125	325,000	325,000	-
Court Fines	31,590	30,248	30,000	30,000	-
Medicare Part D Reimbursement	-	-	-	-	-
Special Assessments	-	2,897	-	-	-
Payments In Lieu of Taxes	24,750	18,000	18,000	18,000	-
Total	788,949	823,578	773,000	773,000	0



STATE AID SUMMARY

In January, the Governor released his budget, which included a \$91 million increase in Chapter 70 School Aid and a \$40 million for General Government Aid. At the end of the Legislature’s budget deliberations, the Conference Committee Report increased Chapter 70 spending by \$119 million. As a result Arlington will benefit from a \$168,210 increase in Chapter 70 School Aid and a \$284,486 increase in General Government Aid.

General Government Aid — Unrestricted General Government Aid and Veterans’ Benefits reimbursements — will increase \$241,250 or 3.2%.

School Aid — Chapter 70 School Aid plus Charter School tuition reimbursement and exclusive of school construction aid — is projected to increase \$166,920 or 1.8%. Overall FY2018 State Aid, as used to balance the Town Manager’s budget, will decrease \$466,052 to a total of \$20,837,267. This total is inclusive of \$1,615,915 in school construction reimbursements for debt service on the Bishop, Brackett, Hardy, and Peirce School construction projects. FY2018 is the last year of reimbursement for all but the Peirce School project.

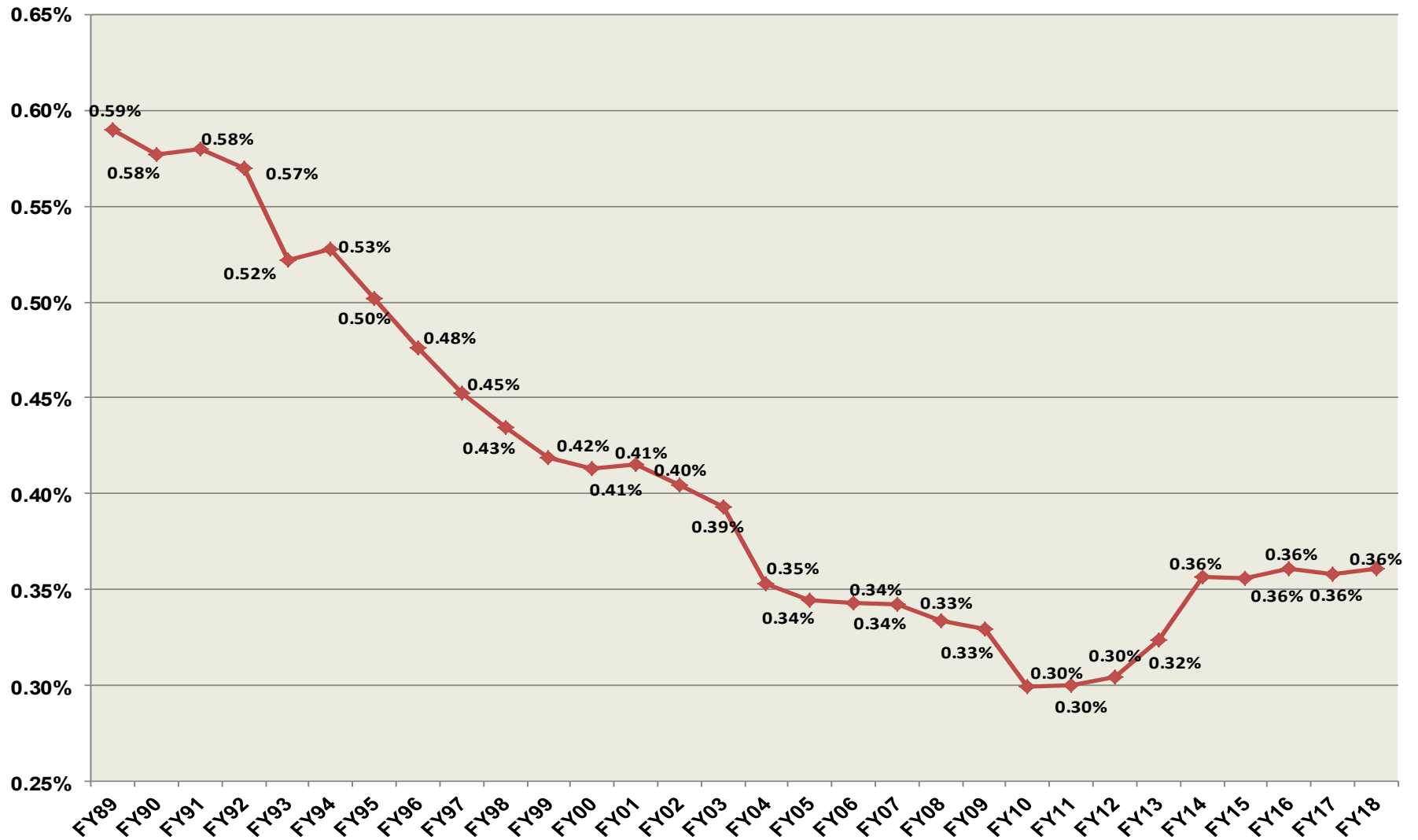
Exclusive of school construction aid, Arlington’s projected state aid for FY2018 is a slight increase in real dollars above what it received in FY2002, 16 years ago. Since 1987, Arlington has seen its share of total state aid cut by approximately 41% (see chart on p. 42). A look at the cumulative year-to-year 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 FY2018 ends in a cumulative increase of 27%. Arlington, on the other hand, has only recently experienced an increase above FY2002. In FY2006, Arlington was still 15% below FY2002 levels, while the average of all municipalities started seeing annual increases since then. As recently as FY2014, Arlington’s cumulative year-to-year change since FY2002 was a mere increase of 1.1%. In FY2018, Arlington remains disproportionately below other municipalities despite overall increases in state aid. To further illustrate this impact, the average state aid for municipalities in Massachusetts increased 27.3% from FY2002, while in FY2018 Arlington’s cumulative year-to-year change since FY2002 is an increase of 13.2%, less than half the overall state increase.

STATE AID SUMMARY	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Gen Government Aid	6,970,290	7,311,161	7,577,597	7,818,847	241,250
School Aid	10,245,360	10,725,382	11,061,472	11,228,392	166,920
School Construction	2,906,266	2,474,773	2,474,774	1,615,915	(858,859)
Tax Exemptions	139,263	135,079	135,079	116,040	(19,039)
Cherry Sheet Offsets	74,531	54,299	54,397	58,073	3,676
Total	20,335,710	20,700,694	21,303,319	20,837,267	(466,052)



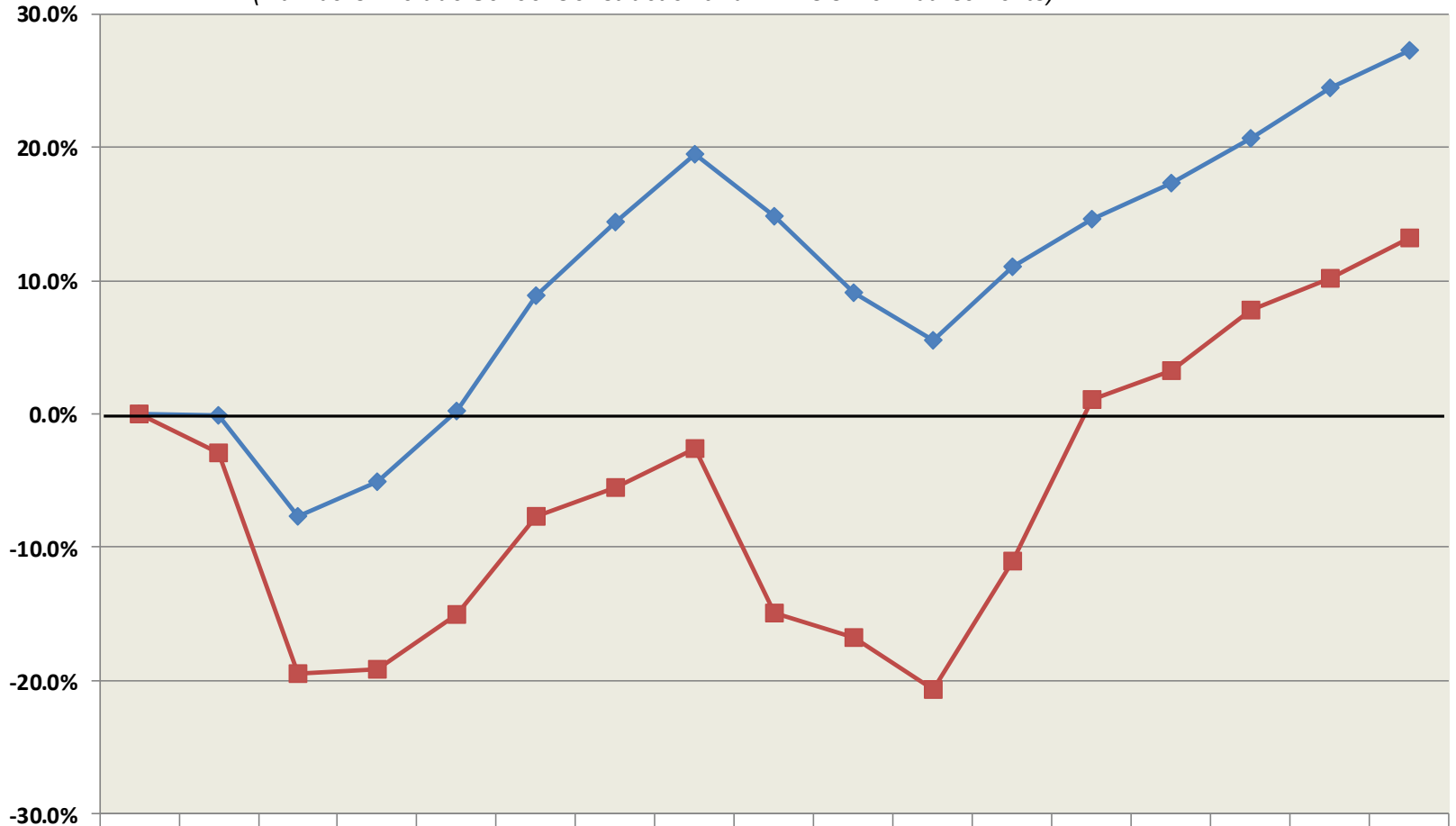
Arlington's Percent of Total State Aid





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%	27.3%
■ 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%	13.2%



GENERAL GOVERNMENT

Unrestricted General Government Aid (UGGA)

In FY2017 UGGA is expected to increase \$284,486, or 3.9% to \$7,578,995. This increase is due to Governor Baker's policy of having UGGA increase at the same rate that projected State revenues increase each year.

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 FY2018, the Town has weathered a reduction of approximately \$1.8 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 FY2018 the preliminary Cherry Sheet estimate is \$239,852, level from the previous year.

GENERAL GOVERNMENT	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Unrestricted General Government Aid	6,750,750	6,993,777	7,294,509	7,578,995	284,486
Veterans' Benefits	219,540	317,384	283,088	239,852	(43,236)
Total	6,970,290	7,311,161	7,577,597	7,818,847	241,250



SCHOOL AID

SCHOOL AID - CHAPTER 70

Proposed total statewide funding in FY2018, exclusive of regional schools, is \$4.6 billion, an increase of \$91 million, or 2.51%. Of this amount, it is estimated that Arlington will receive \$11,124,809, an increase of \$112,140 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 \$47,513, an increase of \$32,807.

SCHOOL AID	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Chapter 70 School Aid	10,234,582	10,715,559	11,012,669	11,180,879	168,210
Charter School Tuition Reimbursement	10,778	9,823	48,803	47,513	(1,290)
Total	10,245,360	10,725,382	11,061,472	11,228,392	166,920



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 \$1,615,913 for FY2018. The projects and their funding are as follows:

Peirce	\$ 476,222
Brackett	347,518
Bishop	322,764
Hardy	469,110
Total	\$1,615,913

SCHOOL AID	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
School Construction Aid	2,906,266	2,474,773	2,474,774	1,615,915	(858,859)



TAX EXEMPTION AID

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2018, Arlington's reimbursements are expected to decrease \$19,039 to a total of \$116,040. 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	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Tax Exemption Aid	139,263	135,079	135,079	116,040	(19,039)



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 FY2018, assistance to libraries is expected to decrease slightly to \$58,397. 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	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Lunch Programs (Schools)	19,195				0
Libraries	55,336	54,299	54,397	58,073	3,676
Total	74,531	54,299	54,397	58,073	3,676

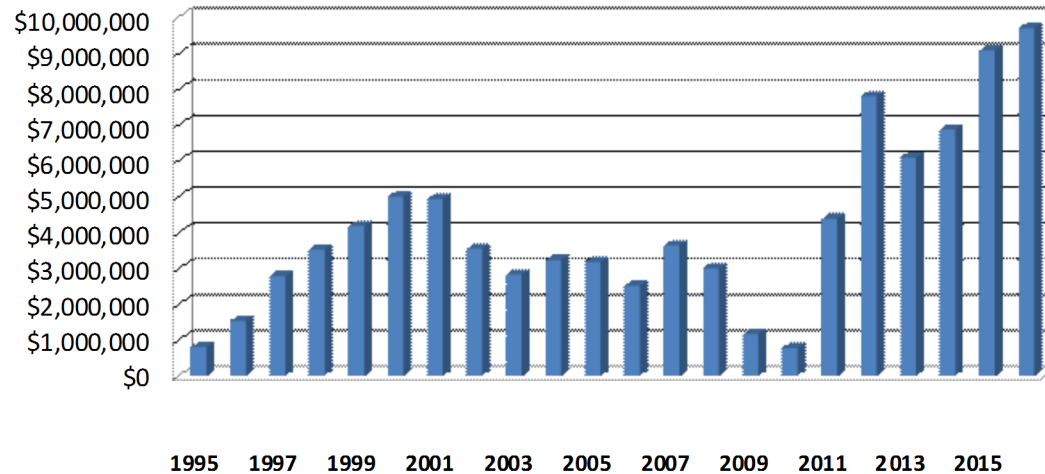


FREE CASH

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, 2016 was \$9,701,131. 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 \$4,850,566 or 50% of the existing balance, be appropriated toward the FY2018 budget, leaving a balance of \$4,850,566.

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



FREE CASH	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Free Cash Appropriated	3,042,925	3,435,846	4,537,299	4,850,566	313,267



OTHER REVENUE

The Other Revenue category includes Tax Abatement Overlay Reserve Surplus Funds and Override Stabilization Funds. In FY2018, the amount available is \$500,000 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 \$500,000 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 FY2018, \$23,510,462 will have been put into the Fund. It is expected that no drawdown will be necessary until FY2019.

OTHER REVENUE	FY2015 Actual	FY2016 Actual	FY2017 Budget	FY2018 Budget	Budget Change
Overlay Surplus	350,000	350,000	200,000	500,000	300,000
Override Stabilization Fund	-	-	-	-	-
Total	350,000	350,000	200,000	500,000	300,000



Overall General Fund Budget Summary

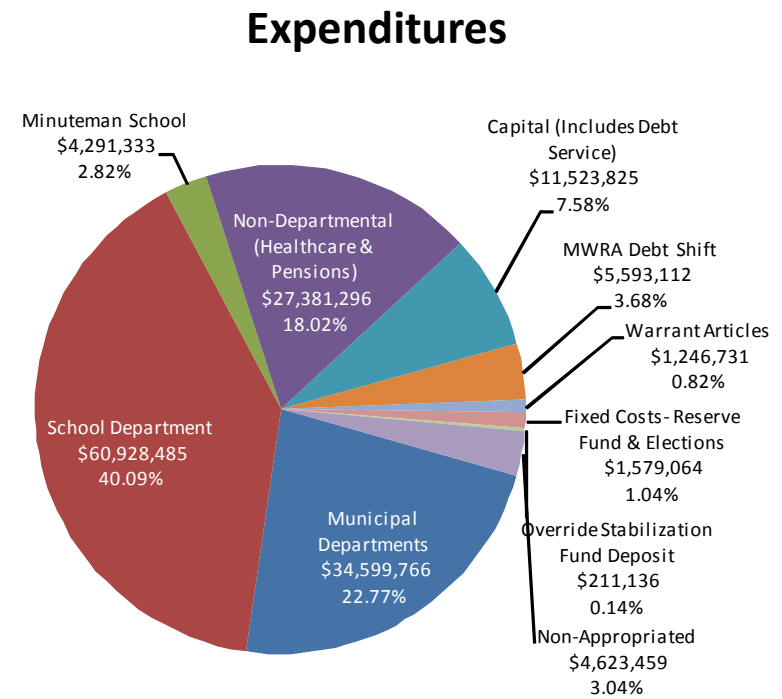
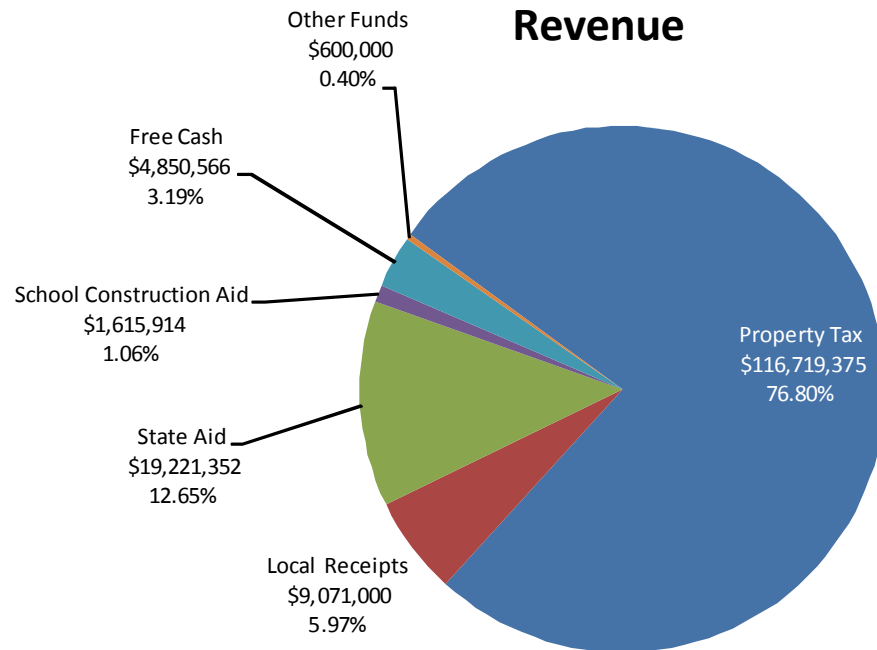
	FY2016 Actual	FY2017 Budget	FY2018 Budget	Change \$	%
Revenue					
Property Tax	\$ 108,977,901	\$ 112,439,838	\$ 116,719,375	\$ 4,279,537	3.8%
Local Receipts	\$ 11,071,191	\$ 8,971,000	\$ 9,071,000	\$ 100,000	1.1%
State Aid	\$ 18,373,581	\$ 18,828,545	\$ 19,221,352	\$ 392,807	2.1%
School Construction Aid	\$ 2,474,773	\$ 2,474,774	\$ 1,615,914	\$ (858,860)	-34.7%
Free Cash	\$ 3,435,846	\$ 4,537,299	\$ 4,850,566	\$ 313,267	6.9%
Other Funds	\$ 350,000	\$ 200,000	\$ 500,000	\$ 300,000	150.0%
Override Stabilization Fund	\$ -	\$ -	\$ -	\$ -	-
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 144,683,292	\$ 147,451,456	\$ 151,978,207	\$ 4,526,751	3.1%
Transfers in (Offsets)		\$ 2,247,194	\$ 2,436,791	\$ 189,597	8.4%
TOTAL REVENUES		\$ 149,698,650	\$ 154,414,998	\$ 4,716,348	3.2%
Expenditures					
<i>Municipal Departments Appropriations *</i>	\$ 31,413,547	\$ 35,670,816	\$ 37,036,557	\$ 1,365,741	3.8%
<i>Offsets</i>	\$ -	\$ (2,247,194)	\$ (2,436,791)	\$ (189,597)	8.4%
Municipal Departments (Taxation Total)	\$ 31,413,547	\$ 33,423,622	\$ 34,599,766	\$ 1,176,144	3.5%
School Department	\$ 53,574,114	\$ 57,172,443	\$ 60,928,485	\$ 3,756,042	6.6%
Minuteman School	\$ 4,010,950	\$ 3,649,349	\$ 4,291,333	\$ 641,984	17.6%
Non-Departmental (Healthcare & Pensions)	\$ 25,499,823	\$ 26,562,346	\$ 27,381,296	\$ 818,950	3.1%
Capital (Includes Debt Service)	\$ 10,231,100	\$ 11,192,533	\$ 11,523,825	\$ 331,292	3.0%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 937,685	\$ 802,224	\$ 1,246,731	\$ 444,507	55.4%
Reserve Fund & Elections	\$ 1,287,760	\$ 1,607,650	\$ 1,579,064	\$ (28,586)	-1.8%
Override Stabilization Fund Deposit	\$ 2,782,763	\$ 2,349,927	\$ 211,136	\$ (2,138,791)	-91.0%
TOTAL EXPENDITURES	\$ 135,330,855	\$ 142,353,205	\$ 147,354,748	\$ 5,001,543	3.5%
Non-Appropriated Expenses	\$ 6,071,173	\$ 5,098,251	\$ 4,623,459	\$ (474,792)	-9.3%
Surplus / (Deficit)	\$ 3,281,264	\$ -	\$ -	\$ -	-

*The FY17 and FY18 Budgets reflect showing offsets as a revenue source, per guidance from the Department of Revenue.



Fiscal Year 2018

Total \$151,978,207



Fiscal Year 2018 Budget



Budget Summaries Comparison FY 2017- 2018

DEPARTMENT	Fiscal Year 2017					Fiscal Year 2018						
	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	PERSONNEL SERVICES	EXPENSES	Appropriation Total	Enterprise Fund or other offsets	General Fund Total	Dollar Difference	Percent Difference
FINANCE COMMITTEE	9,997	2,500	12,497		12,497	7,800	2,500	10,300	-	10,300	(2,197)	-17.58%
SELECTMEN	252,982	87,350	340,332	(24,094)	316,238	259,096	103,550	362,646	(28,446)	334,200	17,962	5.68%
TOWN MANAGER	740,294	33,500	773,794	(117,991)	655,803	778,758	33,500	812,258	(182,337)	629,921	(25,882)	-3.95%
HUMAN RESOURCES	271,027	56,450	327,477	(15,247)	312,230	276,394	56,450	332,844	(15,806)	317,038	4,808	1.54%
COMPTROLLER	364,504	102,972	467,476	(38,534)	428,942	363,579	99,697	463,276	(39,097)	424,179	(4,763)	-1.11%
TREASURER	621,357	154,011	775,368	(106,518)	668,850	633,401	159,063	792,464	(107,699)	684,765	15,915	2.38%
POSTAGE	32,648	179,531	212,179	(36,431)	175,748	31,245	179,583	210,828	(36,691)	174,137	(1,611)	-0.92%
ASSESSORS	266,246	31,648	297,894	-	297,894	281,059	32,648	313,707	-	313,707	15,813	5.31%
INFORMATION TECHNOLOGY	669,490	221,253	890,743	(152,706)	738,037	685,202	318,153	1,003,355	(161,319)	842,036	103,999	14.09%
LEGAL	452,506	135,002	587,508	(107,260)	480,248	462,242	135,002	597,244	(112,659)	484,585	4,337	0.90%
TOWN CLERK	243,956	28,860	272,816	-	272,816	248,466	28,860	277,326	-	277,326	4,510	1.65%
REGISTRARS	52,307	13,550	65,857	-	65,857	55,316	13,550	68,866	-	68,866	3,009	4.57%
PARKING	88,953	41,080	130,033	-	130,033	91,695	41,080	132,775	(45,848)	86,927	(43,106)	-33.15%
PLANNING & C.D.	479,778	24,185	503,963	(93,324)	410,639	536,993	28,695	565,688	(85,709)	479,979	69,340	16.88%
RENTAL PROPERTIES	63,576	205,210	268,786	(29,138)	239,648	-	20,000	20,000	-	20,000	(219,648)	-91.65%
REDEVELOPMENT	-	10,800	10,800	-	10,800	-	10,800	10,800	-	10,800	-	0.00%
ZBA	20,812	4,100	24,912	-	24,912	22,220	10,100	32,320	-	32,320	7,408	29.74%
PUBLIC WORKS	3,848,046	5,982,610	9,830,656	(1,170,376)	8,660,280	3,967,389	6,373,014	10,340,403	(1,231,222)	9,109,181	448,901	5.18%
FACILITIES	402,017	306,374	708,391	(130,296)	578,095	424,599	406,414	831,013	(135,387)	695,626	117,531	20.33%
POLICE	7,284,625	687,950	7,972,575	-	7,972,575	7,511,906	702,970	8,214,876	(56,437)	8,158,439	185,864	2.33%
FIRE	6,841,598	439,900	7,281,498	(169,542)	7,111,956	7,019,122	439,900	7,459,022	(172,934)	7,286,088	174,132	2.45%
INSPECTIONS	406,426	12,000	418,426	-	418,426	480,066	12,000	492,066	-	492,066	73,640	17.60%
LIBRARIES	1,753,737	537,580	2,291,317	(25,200)	2,266,117	1,841,856	537,580	2,379,436	(25,200)	2,354,236	88,119	3.89%
HUMAN SERVICES												
Health & Human Serv.	356,809	32,800	389,609	-	389,609	425,891	49,700	475,591	-	475,591	85,982	22.07%
Veterans' Services	61,065	378,577	439,642	-	439,642	64,623	378,577	443,200	-	443,200	3,558	0.81%
Council on Aging	211,730	14,000	225,730	-	225,730	253,253	21,000	274,253	-	274,253	48,523	21.50%
Youth Services	-	120,000	120,000	-	120,000	-	120,000	120,000	-	120,000	-	0.00%
COLLECTIVE BARGAINING	-	-	-	-	-	-	-	-	-	-	-	0.00%
MUNICIPAL DEPTS.	25,796,486	9,709,793	35,294,549	(2,216,657)	33,423,622	26,722,171	10,173,386	36,642,304	(2,436,791)	34,599,766	1,176,144	3.52%
RESERVE FUND	-	1,465,000	1,465,000	-	1,465,000	-	1,506,440	1,506,440	-	1,506,440	41,440	2.83%
ELECTIONS	44,430	98,220	142,650	-	142,650	20,088	52,536	72,624	-	72,624	(70,026)	-49.09%
FIXED COSTS	44,430	1,563,220	1,607,650		1,607,650	20,088	1,558,976	1,579,064		1,579,064	(28,586)	-1.78%
EDUCATION	57,172,443	-	57,172,443	-	57,172,443	60,928,485	-	60,928,485	-	60,928,485	3,756,042	6.57%
N.C. PENSIONS	-	87,000	87,000	-	87,000	-	55,322	55,322	-	55,322	(31,678)	-36.41%
C. PENSIONS	-	10,659,672	10,659,672	(1,104,890)	9,554,782	-	11,268,183	11,268,183	(1,181,770)	10,086,413	531,631	5.56%
INSURANCE	-	17,682,528	17,682,528	(761,964)	16,920,564	-	17,945,475	17,945,475	(705,914)	17,239,561	318,997	1.89%
GRAND TOTAL	83,013,359	39,702,213	122,503,842	(4,083,511)	118,766,061	87,670,744	41,001,342	(4,324,475)		124,488,611	5,722,550	4.82%



SUMMARY OF 2018 INCREASES/DECREASES (Totals include Offset changes)

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ (2,197) -17.58%	\$ (2,197) Salaries and Wages
Selectmen	\$ 17,962 5.68%	\$ 6,114 Salaries and Wages \$ 1,200 Increase to Expenses \$ (4,352) Increased W/S Offset \$ 15,000 Increase in Audit
Town Manager	\$ (25,882) -3.95%	\$ 38,464 Salaries and Wages \$ (64,346) Increase in W/S and CPA Offsets
Human Resources	\$ 4,808 1.54%	\$ 5,367 Salaries and Wages \$ (559) Increase W/S Offset
Comptroller	\$ (4,763) -1.11%	\$ (925) Salaries and Wages \$ (3,275) Decrease in Expenses \$ (563) Increase in W/S Offset
Treasurer-Collector	\$ 15,915 2.38%	\$ 12,044 Salaries and Wages \$ (1,181) Increased W/S Offset \$ 5,052 Increase in Expenses



SUMMARY OF 2018 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Postage	\$ (1,611)	
	-0.92%	
	\$ (1,403)	Decrease in Personnel Costs
	\$ 52	Increase in Expenses
Board of Assessors	\$ (260)	Increased W/S Offset
	\$ 15,813	
	5.31%	
	\$ 14,813	Salaries and Wages
Information Technology	\$ 1,000	Increase in Expenses
	\$ 103,999	
	14.09%	
	\$ 15,712	Salaries and Wages
Legal	\$ (8,613)	Increased W/S Offset
	\$ 96,900	Increase in Expenses (Munis and Telephone support)
	\$ 4,337	
	0.90%	
Town Clerk	\$ 9,736	Salaries and Wages
	\$ (5,399)	Increased W/S Offset
	\$ 4,510	
	1.65%	
Registrars	\$ 4,510	Salaries and Wages
	\$ 3,009	
	4.57%	
	\$ 3,009	Salaries and Wages
Parking	\$ (43,106)	
	-33.15%	
	\$ 2,742	Decrease in Personnel Costs (Transferred to Parking Fund)
	\$ (45,848)	Increase in Parking Fund Transfer



SUMMARY OF 2018 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Planning & Comm. Development	\$ 69,340 16.89%	\$ 57,215 Salaries and Wages \$ 4,510 Increased Expenses \$ 7,615 Decrease in Offsets
Rental Properties & Redevelopment Board	\$ (219,648) -91.65%	\$ (185,210) Decrease in Expenses (Gibbs) \$ (63,576) Decrease in Salaries and Wages (Gibbs) \$ 29,138 Decrease in Offset
Zoning Board of Appeals	\$ 7,408 29.74%	\$ 1,408 Salaries and Wages \$ 6,000 Increased Expenses
Public Works	\$ 448,901 5.18%	\$ (10,000) Decrease in Street Lighting \$ 25,138 Natural Resources Salaries and Wages \$ 56,400 Natural Resources Expense Increase \$ (2,828) Engineering Personnel Costs Decrease \$ 5,031 Decrease in Engineering W/S Offset \$ 13,874 Public Works Admin Salaries and Wages \$ (10,478) Increase in Public Works Admin W/S Offset \$ 75,362 Highway Salaries and Wages \$ 1,475 Highway Expense Increase \$ (2,404) Increase to Highway W/S Offset \$ 219,708 Snow and Ice Removal Increase \$ 1,268 MER Personal Fixed Costs \$ 5,045 MER Expense Increase \$ (2,995) Increase to MER W/S Offset \$ 67,776 Solid Waste Expense Increase \$ 6,529 Cemetery Salaries and Wages \$ 50,000 Cemetery Expense Increase \$ (50,000) Increase in Cemtery Fund Offset



SUMMARY OF 2018 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Facilities	\$ 117,531 20.33%	\$ 22,582 Salaries and Wages \$ 69,503 Increased Expenses \$ 25,446 Increase in W/S Offset, decrease in ARB offset.
Police	\$ 185,864 2.33%	\$ 227,281 Salaries and Wages \$ 15,020 Increased Expenses \$ (56,437) Increase in Parking Fund Transfer
Fire	\$ 174,132 2.45%	\$ 177,524 Salaries and Wages \$ (3,392) Increased W/S Offset
Inspectional Services	\$ 73,640 17.60%	\$ 73,640 Salaries and Wages
Libraries	\$ 88,119 3.89%	\$ 88,119 Salaries and Wages



SUMMARY OF 2018 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Health and Human Services	\$ 85,982 22.07%	\$ 69,082 Salaries and Wages \$ 16,900 Expense Increase
Veterans' Services	\$ 3,558 0.81%	\$ 3,558 Salaries and Wages
Council on Aging	\$ 48,523 21.50%	\$ 41,523 Salaries and Wages \$ 7,000 Expense Increase
Arlington Youth Counseling Center	\$0 0%	
COA Trans. Subsidy	\$0 0%	
Collective Bargaining	\$0 0%	
Subtotal: Municipal Departments	1,176,144 3.52%	



SUMMARY OF 2018 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Non-Contributory Retirement	(\$31,678) -36.41%	
Contributory Retirement	\$ 531,632 5.56%	
Group Health Ins./ Life Ins./Medicare	\$ 332,179 1.89%	
Liability Insurance	\$26,818 9.91%	
Unemployment Compensation	\$0 0%	
Workers' Compensation	(\$40,000) -7.41%	
Reserve Fund	\$41,440 2.83%	
Elections	(\$70,026) -49.09%	(\$24,342) Decrease in Personnel Fixed Cost (\$45,684) Decrease in Expenses
Subtotal: Fixed Costs	\$ 790,365 2.96%	
Total: Education	\$ 3,756,042 6.57%	
Grand Total	\$ 5,722,551	

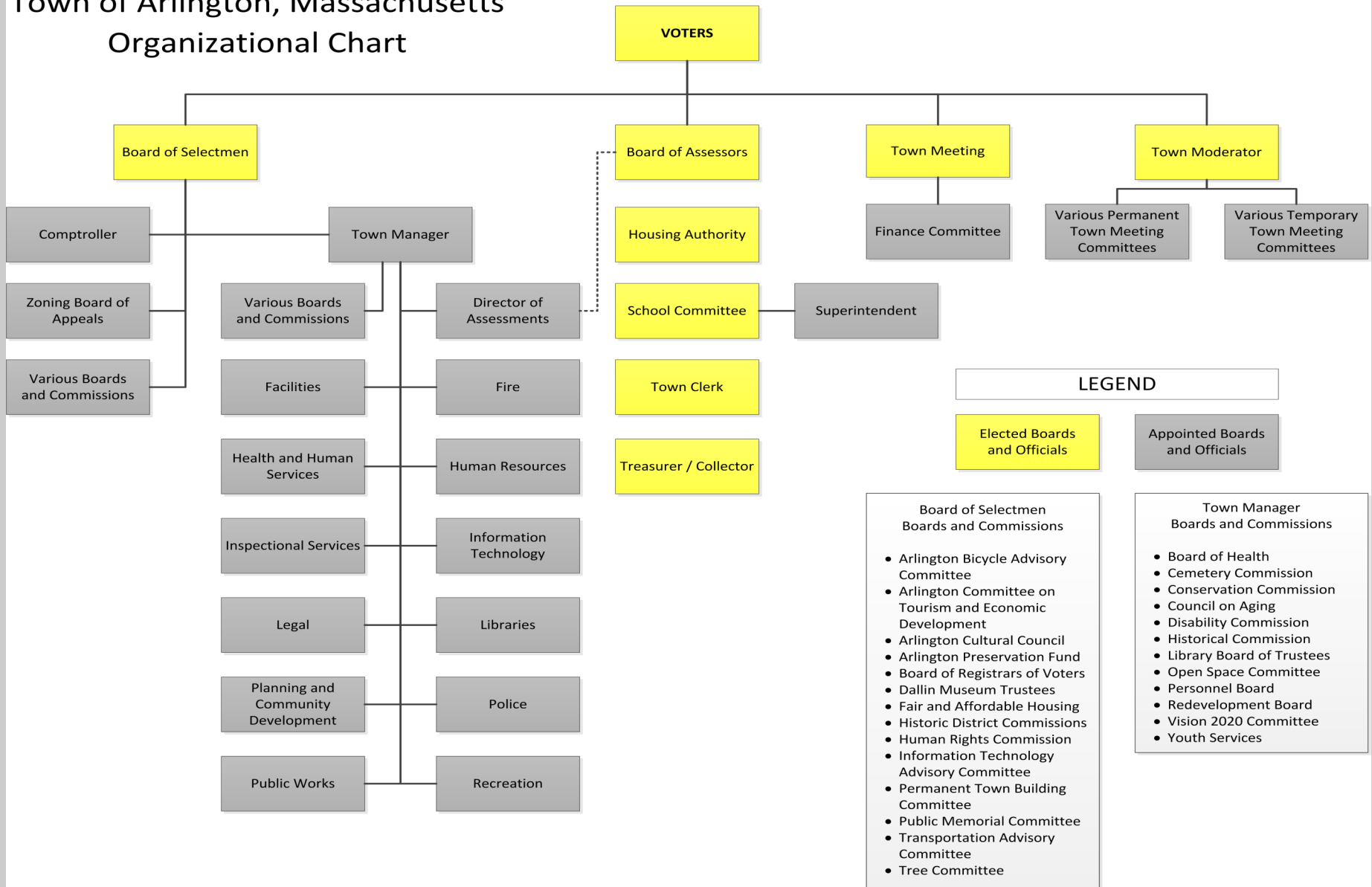


Personnel Changes FY 2008 - FY 2018

Department	FY08		FY09		FY10		FY11		FY12		FY13		FY14		FY15		FY16		FY17		FY18		FY 18 - 17 FTE Change		FY 18 - 08 FTE Change	
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT				
Finance Committee	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0	0.20	0.00	0%	0	0%
Board of Selectmen	3	0.25	3	0.50	3	0.50	3	0.50	3	0.50	3	0.50	3	0.50	3	0.51	3	0.51	3	0.51	3	0.51	0.00	0%	0	8%
Town Manager (Purchasing)	4	1.00	4	1.00	4	1.00	4	1.00	4	0.98	4	1.20	5	0.69	5	0.69	5	0.69	6	0.69	6	0.69	0.00	0%	2	38%
Human Resources	4	0.00	4	0.00	3	0.54	3	0.00	3	1.00	3	0.54	3	0.54	3	0.51	3	0.51	3	0.51	3	0.51	0.00	0%	0	-16%
Information Technology	5	0.50	5	0.50	5	0.50	5	1.00	5	1.00	5	1.00	7	0.50	7	0.30	7	0.30	7	0.30	7	0.60	0.30	4%	2	38%
Comptroller	4	1.80	4	1.80	4	1.80	4	1.80	4	1.80	4	1.80	4	1.30	4	1.30	4	1.30	4	1.30	4	1.30	0.00	0%	-1	-7%
Treasurer/Collector	8	2.10	8	2.10	9	0.86	9	0.86	9	0.86	9	0.86	9	0.86	10	0.00	10	0.00	10	0.00	10	0.00	0.00	0%	0	-1%
Postage	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0	0.70	0	0.63	0	0.63	0	0.66	0	0.66	0.00	0%	0	-7%
Assessors	4	0.70	4	0.46	4	0.46	4	0.46	4	0.46	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	-1	-14%
Legal (Workers' Comp)	4	0.50	4	0.50	4	0.50	4	0.50	4	0.54	4	0.51	4	0.51	4	0.54	4	0.54	4	0.54	4	0.54	0.00	0%	0	1%
Town Clerk	4	0.45	4	0.45	4	0.45	4	0.45	4	0.00	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	4	0.23	0.00	0%	0	-5%
Parking	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	0	0%
Board of Registrars	1	0.00	1	0.54	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	0.00	0%	0	0%
Planning & Comm Development	4	0.95	4	0.95	4	0.95	4	0.75	5	1.32	5	1.32	5	0.83	5	1.06	5	1.06	5	1.06	7	0.00	0.94	16%	2	38%
Redevelopment Board	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.50	0	0.00	-0.50	-100%	-1	-100%
Zoning Board	0	0.50	0	0.50	0	0.50	0	0.50	0	0.46	0	0.46	0	0.46	0	0.48	0	0.48	0	0.49	0	0.49	0.00	0%	0	-2%
Public Works	71	0.62	65	0.62	65	0.62	62	0.62	60	1.13	59	1.63	59	1.81	59	1.98	59	2.35	58	1.55	59	1.55	1.00	2%	-11	-15%
Admin	7	0.00	7	0.00	7	0.00	7	0.00	6	0.50	6	1.00	6	1.18	6	1.35	6	1.72	5	0.86	5	0.86	0.00	0%	-1	-16%
Engineering	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	4	0.00	0.00	0%	0	0%
Natural Resources, Properties	20	0.00	19	0.00	19	0.00	17	0.00	18	0.00	18	0.00	18	0.00	18	0.00	17	0.63	17	0.69	17	0.69	0.00	0%	-2	-12%
Highways	24	0.00	24	0.00	24	0.00	23	0.00	23	0.00	22	0.00	22	0.00	22	0.00	22	0.00	22	0.00	23	0.00	1.00	5%	-1	-3%
Motor Equipment Repair	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00	6.00	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	6	0.00	0.00	0%	0	-
Cemeteries	10	0.62	5	0.62	5	0.62	5	0.62	3	0.63	3	0.63	3	0.63	3	0.63	4	0.00	4	0.00	4	0.00	0.00	0%	-7	-62%
Community Safety -- Admin	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-5	-100%
Police	63	0.00	64	0.00	64	0.00	63	0.00	65	0.00	65	0.00	84	2.67	82	2.66	82	2.66	84	2.66	83	3.46	-0.20	0%	23	38%
Other	2	2.81	2	2.96	2	2.96	2	2.96	1	3.51	4	1.81	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-5	-114%
Fire	76	0.00	76	0.00	76	0.00	75	0.00	76	0.00	76	0.00	80	0.00	81	0.00	81	0.00	81	0.00	81	0.00	0.00	0%	5	7%
Support	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	12	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-12	-100%
Inspections	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	5	0.00	6	0.00	1.00	20%	1	20%
Libraries	21	11.3	21	11.3	21	11.3	20	11.30	20	11.30	20	11.30	21	8.15	22	6.90	22	7.39	22	7.02	21	8.41	0.39	1%	-3	-9%
Facilities	0	0.0	0	0.0	0	0.0	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	1	1.18	5	1.33	5	0.83	0.00	0%	6	0%
Health and Human Services	5	2.70	5	2.75	5	3.00	5	3.40	5	3.40	5	3.25	5	3.25	6	2.30	6	2.30	6	2.30	7	2.89	1.59	19%	2	24%
Enterprise Funds																										
Water & Sewer	16	0.00	16	0.00	16	0.00	16	0.50	16.00	0.50	16.00	0.50	16	0.50	16	0.50	16	0.50	16	0.50	16	0.30	-0.20	-1%	0	0%
Arlington Recreation	2	1.25	2	1.25	1	2.25	1	2.25	2.00	1.02	1.00	1.02	1	1.12	1	1.24	1	1.35	2	0.57	1	1.87	0.30	12%	0	0%
Ed Burns Arena	1	1.75	1	1.75	1	2.00	1	2.00	2.00	1.27	2.00	1.12	2	1.12	2	1.12	1	1.95	1	1.90	1	1.60	-0.30	-10%	0	0%
Council on Aging Trans.	1	1.30	1	0.55	1	0.55	1	0.10	1.00	0.54	1.00	0.54	1	0.54	1	0.54	1	0.54	1	0.60	0	1.60	0.00	0%	-1	0%
Arlington Youth Counseling Ctr	3	5.75	3	4.17	1	2.47	0	1.47	2.00	1.48	2.00	1.48	3	1.48	3	1.90	2	2.68	2	2.48	3	1.77	0.29	6%	-4	0%
Total	329	37.64	324	36.05	321	34.61	314	33.82	319	34.47	320	32.47	327	28.46	329	26.09	328	29.85	335	28	337	30.01	4.61	1%	0	0%



Town of Arlington, Massachusetts Organizational Chart





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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 FY2018, showing increases consistent with those provided in the latest long term plan.

PROGRAM COSTS				
Reserve Fund	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	-	-	-	-
Expenses	-	1,465,000	1,486,023	1,506,440

FY2018 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 2016

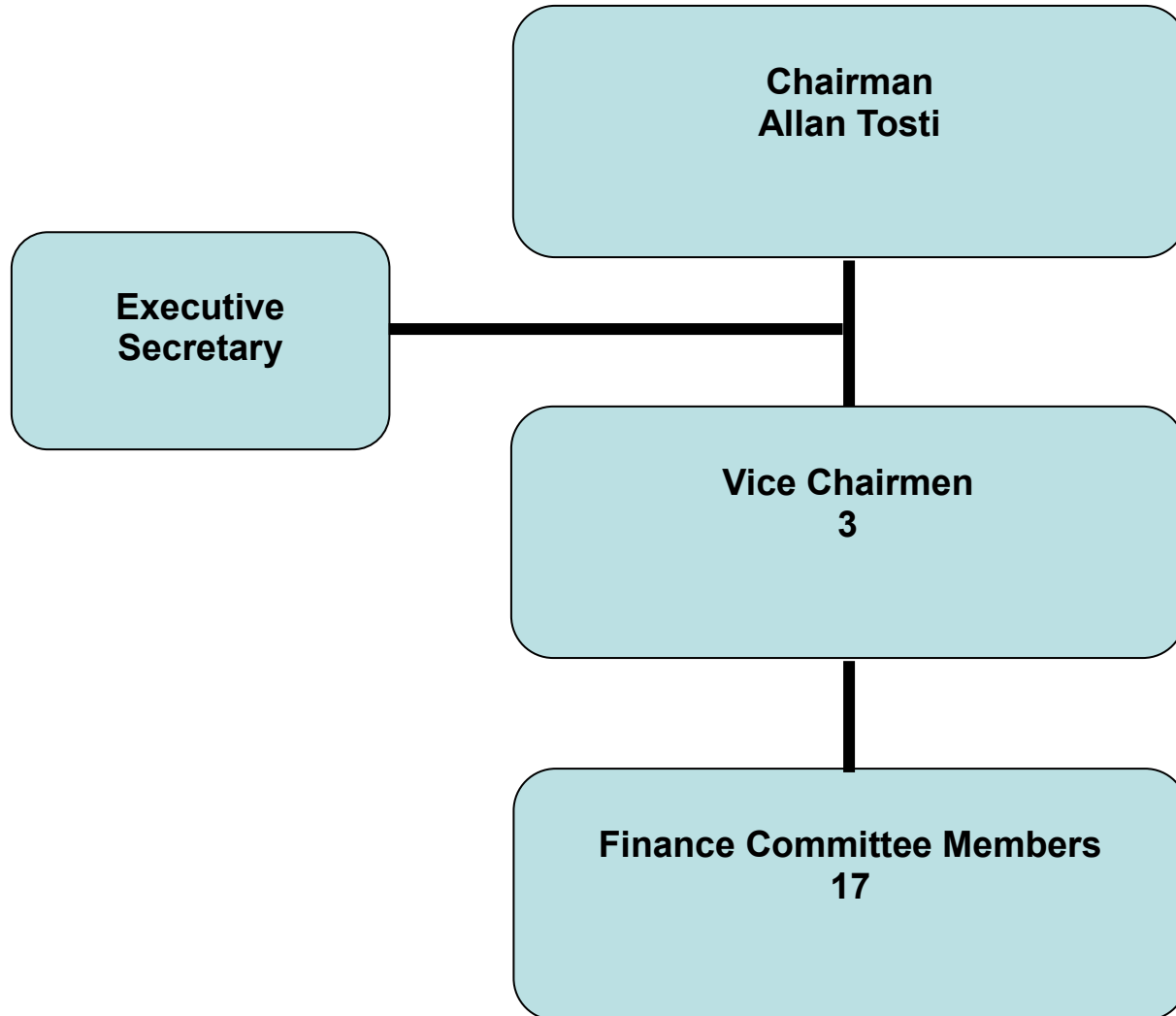
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

PROGRAM COSTS

Finance Committee	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	9,211	9,997	7,800	7,800
Expenses	1,801	2,500	2,500	2,500
Total	11,012	12,497	10,300	10,300

STAFFING

Finance Committee	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial				
Clerical	1PT	1PT	1PT	1PT
Professional/Technical				
Total	1PT	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. As Arlington continues to thrive as a popular place for restaurants we expect that revenues from related permits will be maintained.

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Board of Selectmen				
Managerial	1	1	1	1
Clerical	2.5	2.5	2.5	2.5
Professional/Technical	0	0	0	0
Total	3.5	3.5	3.5	3.5

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Board of Selectmen				
Personnel Services	247,579	252,982	259,096	259,096
Expenses	16,514	20,850	22,050	22,050
Audit	55,000	63,000	78,000	78,000
Annual Report	890	3,500	3,500	3,500
Total	319,983	340,332	362,646	362,646

FY2018 Objectives

- Work with Long Range Planning Committee to update the multi-year financial plan, while 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.
- Work with utility companies to explore system upgrades and better coordination among utilities.
- Work with the Finance Committee, Capital Planning Committee, School Committee, and the Town Manager to identify potential financial impacts of future building projects at Arlington High School and Minuteman Regional High School.
- Review progress made regarding recently adopted water/sewer rate structure and billing plan and also investigate reduction.
- Continue to work with the Facility Maintenance Committee and support its efforts of advising the Town Manager on building needs and budget constraints as they relate to Town facilities with a focus on asset inventory and maintenance scheduling.



- Communicate and work with residents, businesses, and relevant agencies to move Mass. Ave. corridor project forward.
- Work with the Cable Advisory Committee on negotiating a new licensing agreements with the Town's three cable service providers, paying particular attention to the need for senior rates.
- Work towards development of comprehensive commercial district parking strategy.
- Continue exploring options for customer service enhancement including enhanced use of website and Request/Answer Center. Particular focus on integration public safety into automated/web services.
- Work 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.
- Work with Town Manager and the PTBC to hire an architect and begin plans for a renovation of the DPW facility.
- Work with the Town Manager, the Friends of the Robbins Town Hall Gardens and the Community Preservation Committee to plan for the improvement of the Town Hall and Gardens

Major Accomplishments for 2016

- The Board developed a Selectmen's Policy Handbook.
- The Board approved a new three- year contract with the Town Manager which included an additional position of an Assistant Town Manager.
- The Board adopted a Complete Streets Policy. The purpose of this policy is to improve the quality of life in Arlington by promoting a sustainable, cohesive, connected transportation network.
- The Board endorsed the Scenic Byway Committee's acceptance of a \$5,000 grant from the Freedom's Way Heritage Association.
- The Board approved the Community Choice Aggregation Plan so residents can purchase electricity at lower rates.
- The Board approved the creation of the 25th Anniversary Committee for Minuteman Bikeway.
- The Board worked with ABAC and TAC to promote and encourage multimodal transportation in Arlington.
- The Board appointed several new members to the Arlington Commission on Arts and Culture and will support promotional opportunities for arts and culture.
- The Board celebrated the 40th Anniversary of Town Day in September. Resident and vendor participation was at an all-time high.

SUB PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Elections				
Personnel Services	33,149	44,430	20,088	20,088
Expenses	85,294	98,220	52,536	52,536
Total	118,444	142,650	72,624	72,624

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Board of Selectmen				
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
BOS Goal Setting	1	1	1	1



Board of Selectmen

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

Board Administrator

Marie Krepelka

Principal Clerk

2 FT, 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 FY18 budget is level funded.

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Town Manager				
Managerial	2	3	3	3
Clerical	1	1	1	1
Professional/Technical	2.7	2.7	2.7	2.7
Total	5.7	6.7	6.7	6.7

FY2018 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 grants available to Community Compact program participants
- 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
- Work with the Budget and Revenue Task Force on identifying financial impacts of future building projects at Arlington High School and projects related to increasing school enrollment
- Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency and work with the Board to investigate a reduction to the MWRA debt shift as a means of offsetting tax bill impacts of debt exclusions
- Work with the Board and the Cable Advisory Committee to negotiate new licensing agreements with the Town’s three cable service providers, paying particular attention to the need for senior rates
- Manage Community Safety Building Repairs (FY 2016)
- School building renovation and construction – (Stratton Renovation, Thompson Expansion, Gibbs Renovation)
- Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan
- Work as a member of the Arlington High School Building Committee to begin the MSBA process and determine the preferred plan for renovating/reconstructing Arlington High School

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Town Manager				
Personnel Services	576,641	740,294	778,758	778,758
Expenses	30,265	33,500	33,500	33,500
Total	606,907	773,794	812,258	812,258



FY2018 Objectives (cont.)

- Work with the PTBC to hire an architect and begin plans for a renovation of the DPW facility
- Work with the Board to consider proposals for the sale of the property at 1207 Massachusetts Avenue
- Work 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
- Work with the Friends of Robbins Town Hall Gardens, and the Community Preservation Committee to plan for the improvement of the Town Hall and Gardens
- Work with the Board of Selectman, Redevelopment Board, the Planning and Community Development Department and the Master Plan Implementation Committee to continue the implementation of the key strategies and recommendations contained within the Master Plan, including an immediate focus on the work of the Zoning Recodification Committee and the Residential Study Group
- Work with ATED and the Economic Development Coordinator to further economic development, business retention, and tourism, while specifically focusing on retail vacancies in Arlington's commercial districts
- Work with the Parking and Implementation and Governance Committee on implementing the Arlington Center Parking Management Strategy as adopted by the Board and work to establish a Parking Benefit District as enabled by the Municipal Modernization Act
- Continue working with residents, businesses and relevant agencies as the Mass Ave. Corridor Phase 2 project begins the design phase
- Work 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 approval of the 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 appropriate Town departments to identify site for temporary debris and snow storage
- Work with the Director of Information Technology to renew 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

FY2018 Objectives (cont.)

- Work 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 to work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.
- Work with the Energy Working Group to plan for expenditure of the remaining balance in the \$200,000 energy efficiency fund as approved by the 2012 Town Meeting
- Prepare to begin bargaining with all bargaining units for a new contract beginning in FY2019
- 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
- Continue to implement the newly created joint Town/School Facilities Department

Major Accomplishments for 2016

- Completed the renovation of Police Headquarters.
- Facilitated School Enrollment Task Force process which resulted in the addition to the Thompson School and renovation of the Gibbs School to be approved.
- Worked to initiate the construction phase of the Stratton School renovation in coordination with the Permanent Town Building Committee.
- Worked with Planning and Community Development and the Department of Public Works to create conceptual plan for Massachusetts Avenue Corridor - Phase 2.
- Worked with the Energy Working Group and the Board of Selectmen to approve Community Choice Aggregation.
- Worked with multiple departments to upgrade MUNIS, the Town's financial software system and implement several new collection modules.
- Was awarded Government Finance Officers Association Distinguished Budget Presentation Award for the fourth consecutive year.
- Hired new Assistant Town Manager and Director of Recreation.
- Was awarded first place in Massachusetts Municipal Association's Annual Report Contest



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 and leverages existing communication channels and technology to improve staff efficiencies and productivity. 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.

FY2018 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 a level services budget. FY2018 will be the second full fiscal year utilizing the new content management system (CMS). The Town continues to build staff capacity by introducing new processes and training about content creation and dissemination. The Town is seeing increases in both quality and output of content that support the Town’s communication goals. New metrics that measures content output have been added to this report. We continue to work across the organization to ensure ongoing quality, efficiency, and transparency.

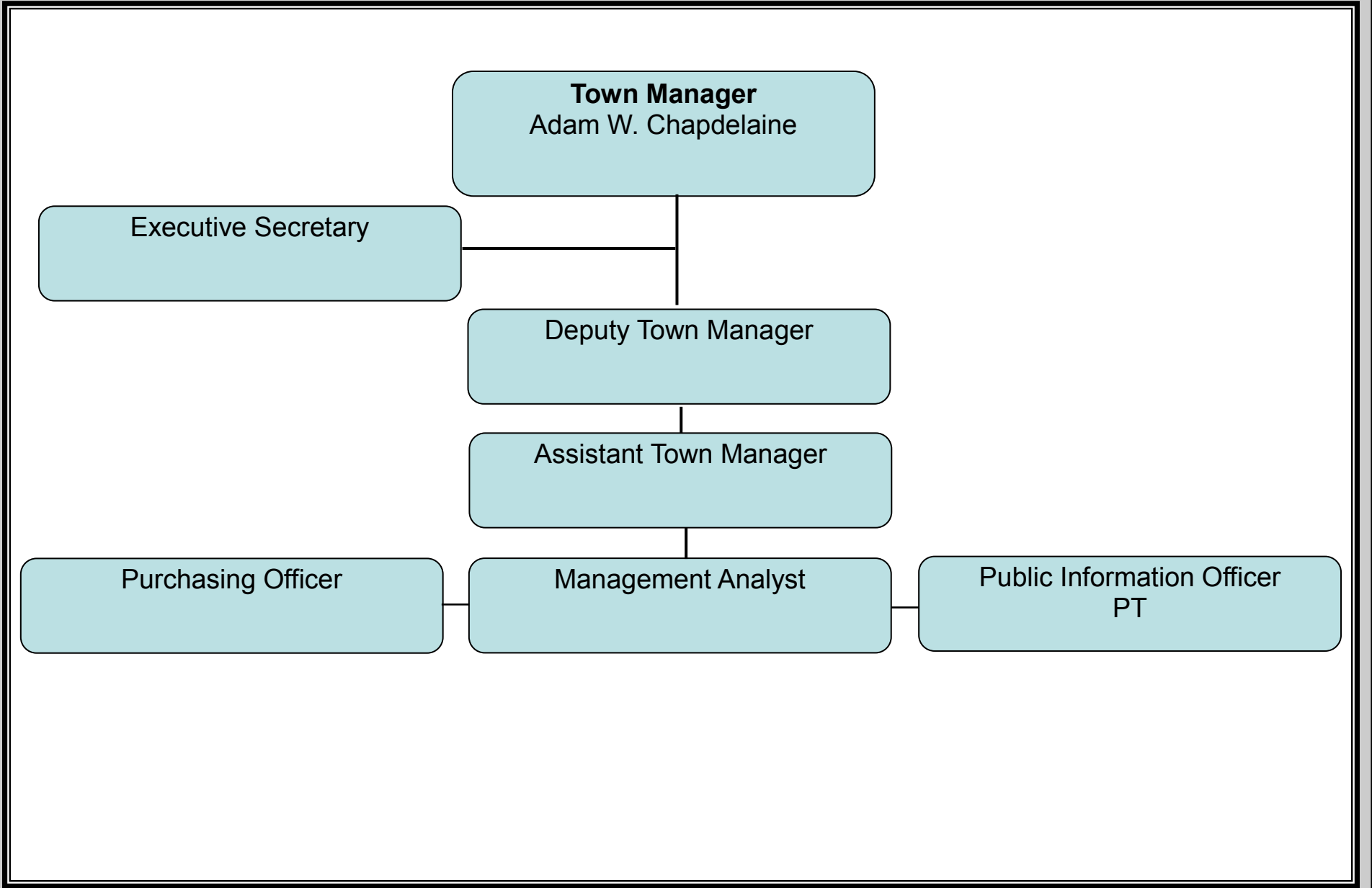
Town Manager	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Purchase Orders Processed	5,648	5,610	5,629	5,000
Bids Processed	44	58	53	50



Major Accomplishments for 2016

- Cross-department meetings and workshops have improved content workflow and quality within and across-departments on all channels, with an emphasis on News and Social.
- Beta-tested and rolled out Vision Social. Vision Social is a social media management tool that allows CMS users to push/schedule News and Calendar events to social media channels, improving outreach with minimal overhead.
- Adoption of CMS across the organization continues to rise, with 72 active users at the end of 2016. Six users currently utilize Vision Social on a regular basis.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009). At end of calendar year 2016, \$252,488 in cumulative savings realized by residents.
- Major campaigns and events supported in FY2016 included: Mass Ave. Rebuild, Town Meeting, Annual Town Elections, and state and federal elections. Publications Produced: 2015 Annual Report (received 1st place by Massachusetts Municipal Association), DPW 2016-2017 Recycling & Trash Guide mailed to all Arlington households.

Performance / Workload Indicators				
	FY2014 Actual	FY2015 Actual	FY2016 Actual	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%





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 and 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 many employment matters including disciplinary matters and workplace investigations.

Budget Statement

This is a level service budget. In FY2018 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 Actual	FY2017 Estimated
Human Resources				
Health Insurance Contracts Managed	1,873	1,909	1,888	1,923
Opt Outs	61	70	70	71
Life Insurance Contracts Managed	987	977	992	991
Life Insurance Claims Processed	40	40	16	20
Vacancy Postings	24	31	49	38
New Hires	24	27	47	32
Promotions	2	6	3	5
Retirements	7	13	10	15
Resignations/Separations	18	5	17	18

STAFFING

Human Resources	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	2.5	2.5	2.5	2.5
Professional/Technical	0	0	0	0
Total	3.5	3.5	3.5	3.5

PROGRAM COSTS

Human Resources	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	282,515	271,027	276,394	276,394
Expenses	40,554	56,450	56,450	56,450
Total	323,069	327,477	332,844	332,844

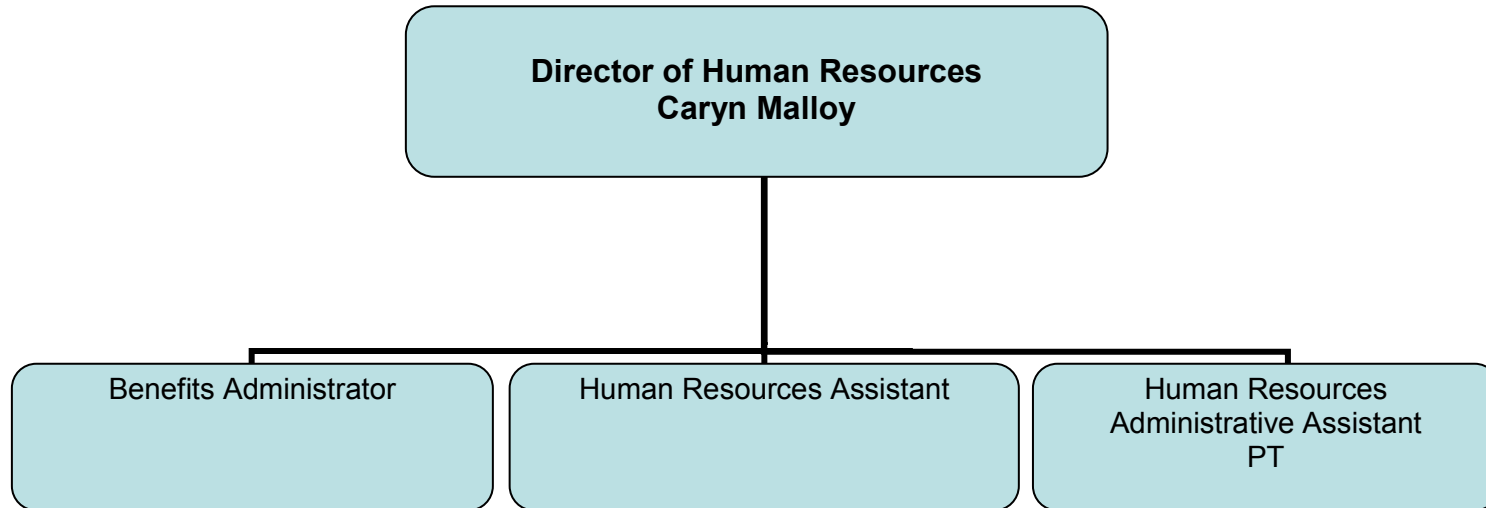


FY2018 Objectives

- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Utilize an updated Town and School Salary Survey, with the objective of negotiating successor bargaining agreements with all six town unions to commence July 1, 2018. In FY17, the Town engaged in the update to the salary study of 100 Town and 100 School positions in relationship 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 2012 in partnership with Town, School, and Union elected and appointed officials.
- Partner with the Union leadership to make an informed decision on whether the Town will continue to receive health insurance benefits through the Group Insurance Commission. The Town will need to notify the GIC by December 1, 2017, if it intends to withdraw from the GIC, effective July 1, 2018.
- Continue to effectively administer the GIC health insurance plans and ensure our employees and retirees feel properly supported in understanding their benefits, including understanding of the Health Reimbursement Account Program. Conduct regular and strict auditing of receipts for payment of health, life, and dental insurance.
- Support and utilize the updated MUNIS system, especially as it relates to Human Resource Functions. Fully transition to digital management of all personnel actions and successfully support other town personnel in the implementation of MUNIS payroll functions.
- Expand content of the HR portion of the Town's website to improve communication and transparency.
- Initiate the process of categorizing and filing crucial HR documents to ensure successful smooth operation of the office.
- Update of the Town's Personnel Handbook.
- Continue to partner with and support the Arlington Public Schools Human Resource Department.
- Implement and monitor changes to the myriad of local, state, and federal employment laws. Look for ways to better communicate with employees and protect the Town from employment liability issues.
- Maintain good relations and continue to encourage productive communications with labor unions.

Major Accomplishments for 2016

- Despite many external challenges, the Department led the effort to successfully meet the Town's Employer Reporting Obligations under the Affordable Care Act.
- Fully implemented web based online application and hiring system. The software developed for this program was in partnership with the Town's website vendor and without additional cost to the Town.
- Among the searches the Director facilitated over the course of the year were recruitments for Recreation Director, Assistant Town Manager, and Economic Development Coordinator. 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.
- Implemented regular HR Staff meetings that include School Human Resources Staff.
- The Department had a high number of vacant positions to fill town-wide at the start of the fiscal year. The Department was able to provide quality recruitments despite the high number of positions and while training two new employees in the department of four employees.
- 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 FY2018 Budget will decrease by \$4,200 overall due to the retirement of a long time employee.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Comptroller				
Personnel Services	349,890	364,504	363,579	363,579
Expenses	66,309	102,972	99,697	99,697
Total	416,199	467,476	463,276	463,276

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Comptroller				
Managerial	1	1	1	1
Clerical	3.5	3.3	3.3	3.3
Professional/Technical	1	1	1	1
Total	5.5	5.3	5.3	5.3

Performance / Workload Indicators

Accounting	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
General Fund - Free Cash Certified	6,871,692	9,074,598	9,701,131	7,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	3,718,958	8,546,621	7,188,427	5,000,000
Youth Services Enterprise Fund- Retained Earnings certified	23,474	23,056	37,349	30,000
COA Transportation Enterprise Fund- Retained Earnings certified	132,640	63,211	80,209	60,000
Rink- Retained Earnings certified	74,503	77,154	78,839	70,000
Recreation- Retained Earnings certified	132,023	205,874	381,219	150,000
Purchase Orders	5,651	8,644	6,500	6,500
Accounts Payable batches	645	819	780	780

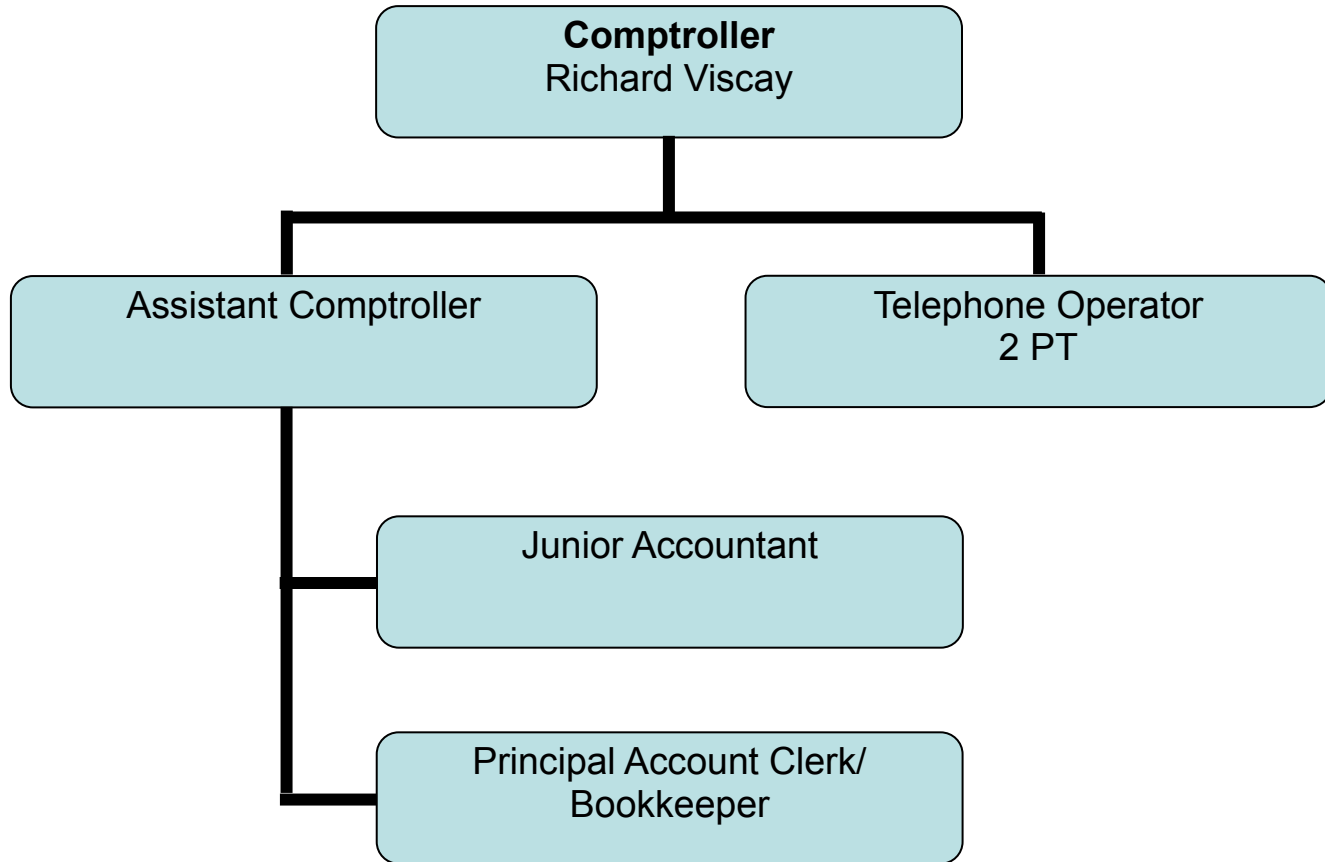


Major Accomplishments for 2016

- Closed books on FY2016 and completed and enhanced the Town's independent audit in accordance with the Government Finance Officers Association's (GFOA) Certificate of Achievement of Excellence in Financial Reporting (CAFR) to show that the Town and the Comptroller's office will go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial statements and reports that evidence a spirit of transparency and full disclosure.
- Coordinated review of Arlington High School's student activity fund with Roselli and Clark, CPA, who issued a report on applying agreed-upon procedures over compliance in relation to the student activity accounts guidelines for Massachusetts school districts for the School Committee and the Board of Selectmen.
- Assisted the Town Manager in preparation of the Town's FY2017 budget in accordance with the GFOA's Distinguished Budget Presentation Award program, which serves as a policy document, financial plan, operations guide, and communications device for the Town and its stakeholders.
- Conducted a Financial Investment Analysis of the financial module of the MUNIS software to analyze the current processes of how MUNIS is currently used for financial, budgeting, and procurement and to identify where processes can be modified and optimized to ensure proper controls and to increase benefits to the Town.
- Created new accounts for the recently adopted Community Preservation Act and assisted in creating policies and procedures as to how approved projects will be administered between the Comptroller's office and the Community Preservation Committee. Closed books and had Town audit completed on a timely basis.

FY18 Objectives

- Work with Treasurer's office to implement MUNIS Tax Billing and Collecting modules and synergize the operations between the Treasurer's and Comptroller's office.
- Decentralize Accounts Payable process allowing departments to enter their own invoices into the MUNIS system to eliminate manual processes and to streamline financial operations of the Town.
- Implement "work-flow" and customize business rules in the MUNIS financial system to ensure proper controls are in place for approvals of requisitions and payroll, as well as assist in the automation of processing of "personnel action forms" using the same "work-flow" and business rules strategies in order to create efficiencies and eliminate manual processes that are currently used for personnel actions for all new and existing employees.
- Assist the School Committee and Superintendent to consider adopting policies and implementing corrective action plans for findings from the FY2016 report on applying agreed-upon procedures in relation to the student activity account guidelines for Massachusetts school districts.
- Perform Town-wide fraud risk assessment as well as specific departmental audits to help identify, assess, and evaluate fraud risk related to internal controls of Town Departments.
- Create new internship program with Arlington High School for high school seniors who are seeking careers in finance and accounting.
- Professionalize governmental financial operations wherever possible.





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 consists of three divisions headed by the Treasurer and Collector of Taxes: Treasury, Collector, and Payroll. The Payroll Division, per a 2002 Memorandum of Agreement, reports to the School Superintendent. The Treasurer manages Town postal operations. As the Parking Clerk appointed by the Board of Selectmen, he manages the collection of parking fines and the issuance of parking permits.

The Town Treasurer and Collector of Taxes is responsible for directing, managing, and fulfilling all billing of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, Water and Sewer utility billing, and 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. Mr. Gilligan leaves office in 2017 with 40 years of public service, having served as a town meeting member, Conservation Commissioner, Selectman, and Treasurer/Collector.

The Treasurer/Collector's office is responsible for the proper handling and management of all monies belonging to the Town. Including:

- Billing and collecting all Real Estate, Personal Property, and Motor Vehicle Excise taxes, Parking fines, Permit fees, Water & Sewer bills, and collecting all Town and School Department 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

This is a level service budget. 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 million in FY17 revenues, and revenue increases in FY18. 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

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Treasurer				
Personnel Services	571,245	621,357	635,948	633,401
Expenses	178,145	154,011	159,063	159,063
Total	749,390	775,368	795,011	792,464



Major Accomplishments for 2016

- Selecting a new Tax Billing & Collection System for Real Estate Tax, Personal Property Tax, Motor Vehicle Excise Tax, and Water & Sewer utility billing.
- Implementing a new Cash Management System and Accounts Receivable Package.
- Implementing a new Cashiering System that will be incorporated into all Town and School Departments
- Initiating procedures for multiple systems for the collection of Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, and Cash Management.
- Continuing the Town’s depository banking institution relationship with Century Bank, attaining improved performance, additional services, higher interest yield, and competitive fee structures.
- Implementing and installing enhancements to the office security system.
- Treasurer’s Office continues to achieve one of the best commitment-to-collection ratios of real estate and personal property taxes of any community in Massachusetts, by developing internal collection procedures with a focus on end-of-fiscal-year results. Real Estate Tax collections equal 100%.
- Attaining a top rating of Triple-A (“AAA”) from Standard & Poor’s rating agency for the 13th consecutive borrowing. Arlington is one of 21 communities in Massachusetts attaining this 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 8.30% net.
- Managing the successful borrowing of \$26,128,000, attaining a Bond true-interest-cost rate of 2.597%.
- Directing and administering the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. Awarding 94 scholarships, totaling \$151,250.
- 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.

FY2018 Objectives

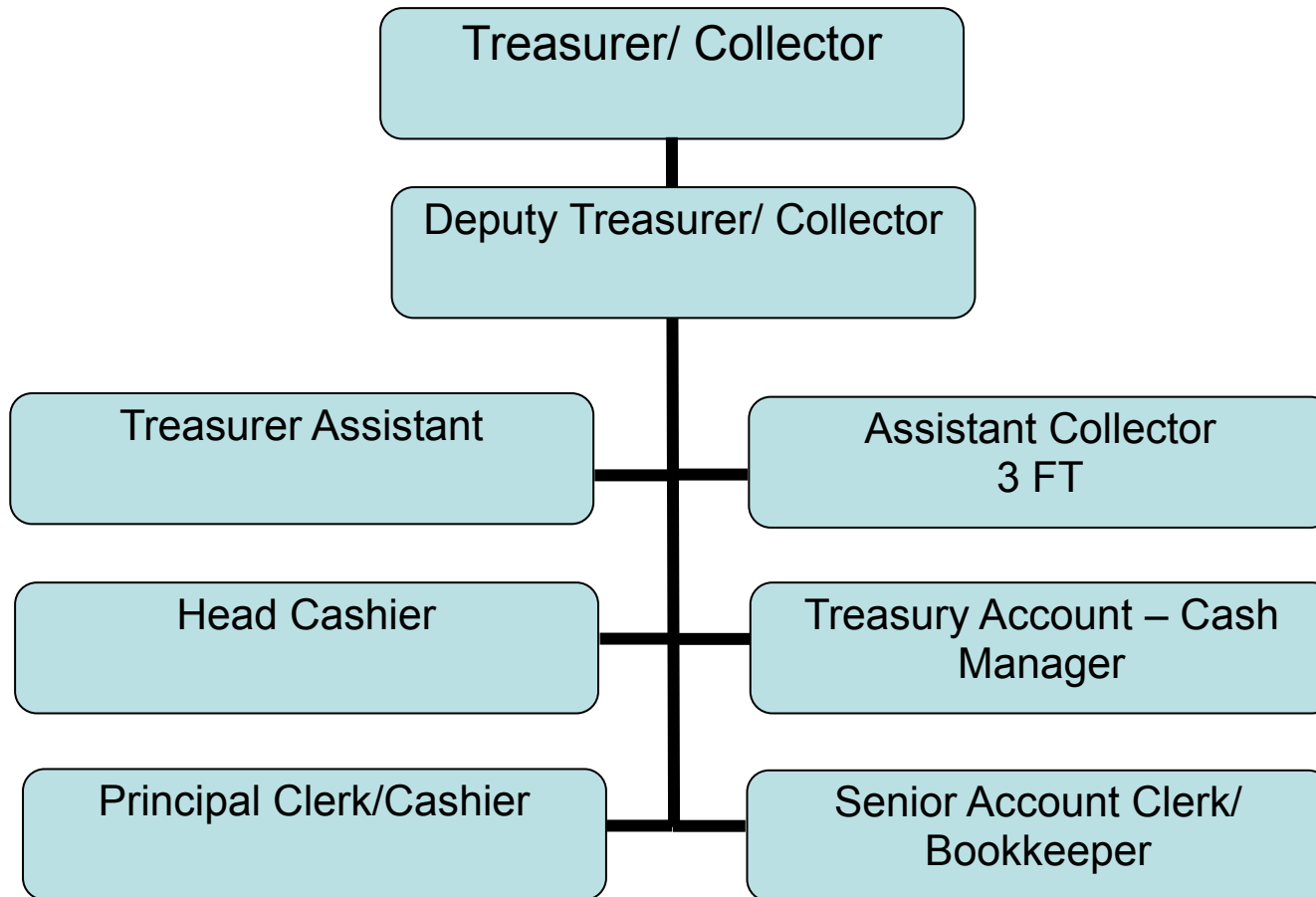
- Implementing our new Motor Vehicle Excise Tax Collection System.
- Implementing our new Utility Billing and Collection System for Water & Sewer.
- Implementing new procedures for a Parking Revenue Enterprise Fund.

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Treasurer				
Managerial	1	1	1	1
Clerical	7	7	8	8
Professional/Technical	2	2	1	1
Total	10	10	10	10

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Treasurer & Collector				
Real Estate Bills Processed	60,800	61,128	62,068	62,139
Motor Excise Bills Processed	35,038	35,912	36,467	35,584
Water Sewer Bills Processed	25,017	50,068	50,081	35,037
Delinquent Notices - Combined	16,633	20,062	19,535	18,201
Total Bills Issued:	137,488	167,170	168,151	150,962
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 217,900	\$ 223,348	\$ 200,872	\$ 203,345
Municipal Lien Certificates processed	986	1,244	1,323	1454
Municipal Lien Certificate revenue	\$ 49,373	\$ 62,200	\$ 66,150	\$ 72,738
Deputy Tax Collection revenue	\$ 89,031	\$ 56,936	\$ 62,161	\$ 102,035
Total Various Liens / Collections:	\$ 356,304	\$ 342,484	\$ 329,183	\$ 378,118





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

Budget Statement

This is a level services budget. The retooling of U.S. Postal Service operation may create a significant impact in the cost to the Town, as well as how the Town's postal division processes outgoing mail. The Treasurer continues to monitor the latest changes from the U.S. Postal Service to determine the impact on the FY2018 postage budget.

FY2018 Objectives

- Analyze cost-savings from eliminating the mailing of payroll and personnel documents and delivering them in an electronic format.
- Analyze postal mailings of Town & School Departments for mailing cost efficiencies.
- Monitoring expected USPS rules changes.

Major Accomplishments for 2016

- Continued to provide exceptional mailing service to all departments.
- Comply with new USPS First Class Mailing regulations and requirements.
- Processed and mailed 303,993 pieces of Town and School mail.
- Mail processed at the lowest possible postage rate.
- Discontinued mailing employee pay notices and checks, saving \$8,000 annually.

PROGRAM COSTS

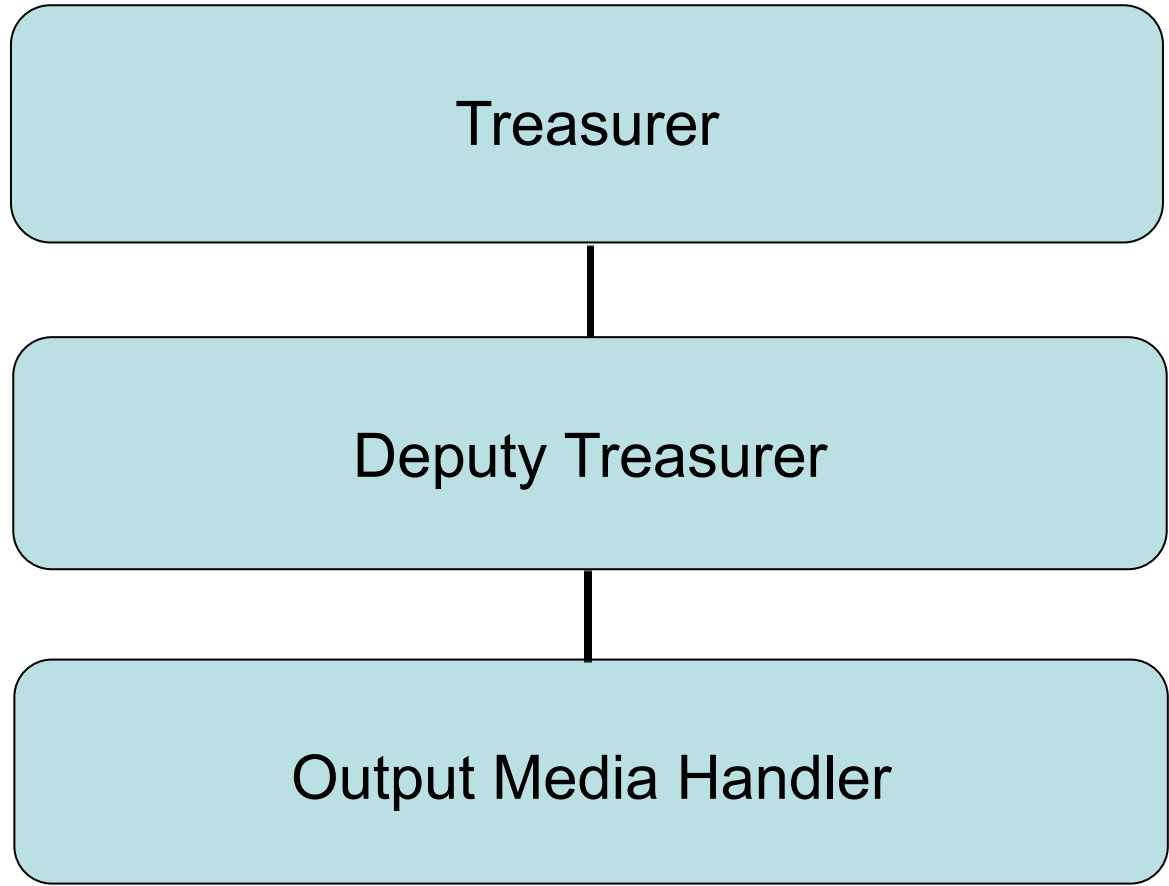
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Postage				
Personnel Services	30,048	32,648	31,245	31,245
Expenses	173,383	179,531	179,583	179,583
Total	203,431	212,179	210,828	210,828

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Postage				
Managerial	0	0	0	0
Clerical	0.63	0.63	0.63	0.63
Professional/Technical	0	0	0	0
Total	0.63	0.63	0.63	0.63

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Postage				
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	137,488	167,170	168,151	151,849
Other Town Mailings	110,700	74,569	78,282	97,446
Other School Mailings	69,167	51,718	57,560	58,138
Total Mailing:	317,355	293,457	303,993	\$ 307,433





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 14,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are also 400+ commercial and industrial properties and over 350 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 FY2018 will be a level service budget.

FY2018 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.
- Collaborate with the Building Department and GIS to create a more detailed property record database.
- Begin state mandated nine year cyclical data collection program as required by the Department of Revenue.

PROGRAM COSTS

Assessors	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	239,165	266,246	281,059	281,059
Expenses	24,375	31,648	32,648	32,648
Total	263,540	297,894	313,707	313,707

STAFFING

Assessors	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

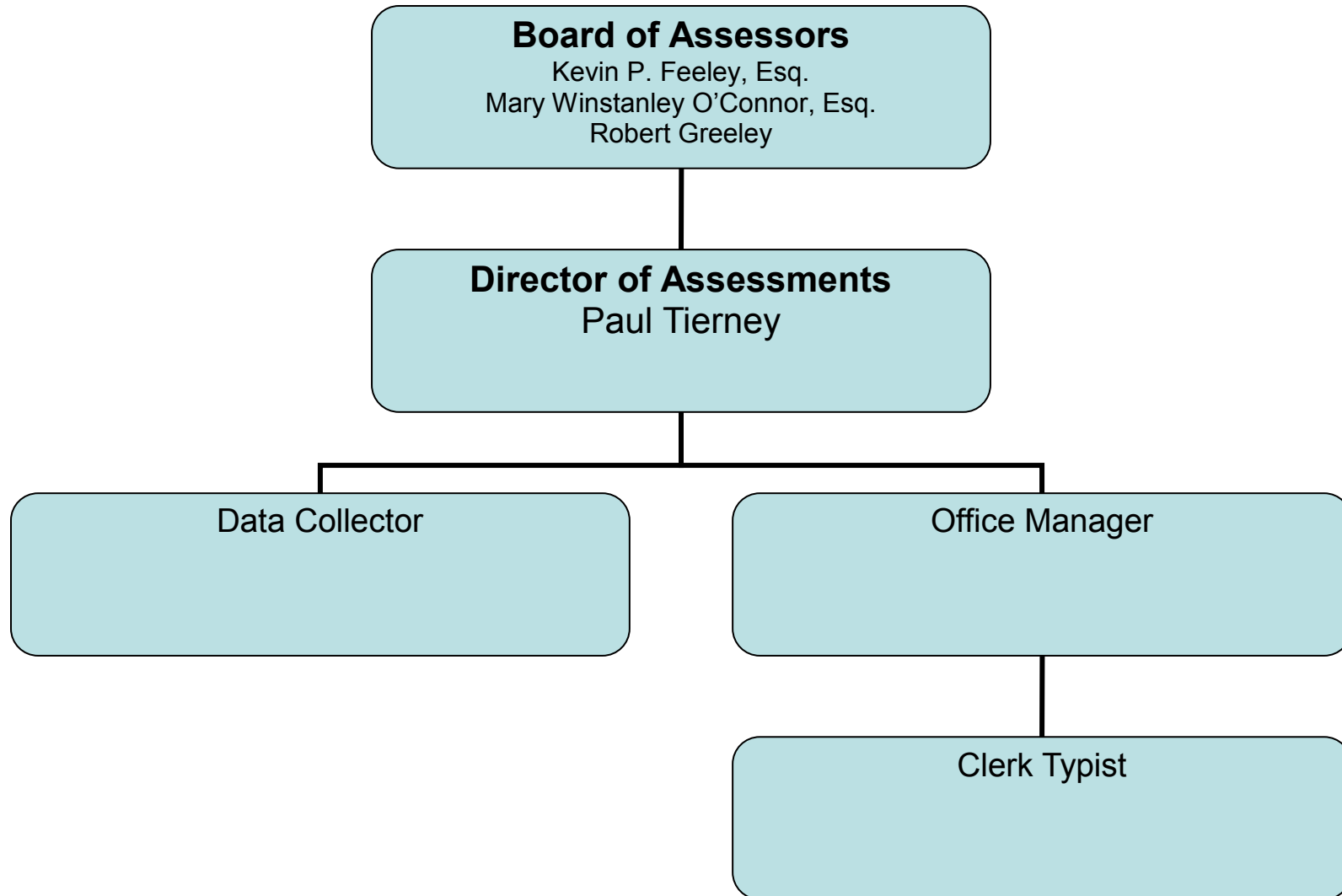


Major Accomplishments for 2016

- 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.
- Worked in conjunction with other departments to upgrade the motor vehicle, real estate, and personal property tax collection software to a MUNIS system, which is integrated with the town's other financial software.

Performance / Workload Indicators

	FY2014	FY2015	FY2016	FY2017
Assessor	Actual	Actual	Actual	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.

Budget Statement

The I.T. budget will increase by \$112,612. The two largest elements of that change are \$88,000 for software licensing costs for new Munis modules and for the new email system. The I.T. staff has been reorganized by creating a new Assistant Director for Technology Management and a Munis Systems Analyst position, by eliminating a Network Desktop Specialist position, and transferring the Manager of Software Development to the Water and Sewer budget to oversee the implementation of a new water and sewer billing system.

STAFFING

Information Technology	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5.3	5.3	5.6	5.6

FY2018 Objectives

- Create bid documents for Network Security Audit, Choose vendor, run tests, review results, and choose a vendor.
- Issue bid documents for VOIP system to replace the current telephone system, choose vendor, and begin installation.
- Investigate, choose, and implement new email, calendar, and contact list system.
- Implement Munis Tax Collection System as well as Cashiering and multiple new Munis modules.
- Install IT and Instructional technologies into renovated Stratton and Thompson Schools.
- Choose IT Infrastructure and Instructional Technologies for the Gibbs School.



Major Accomplishments for 2016

Applications and Development

- Development and successful implementation of an improved fire hydrant inspection program through collaboration with Fire Department staff. The resulting products were GIS generated maps and checklists allowing Fire Department to efficiently track and complete annual hydrant inspections town-wide.
- Worked as part of a team of a consultant, Treasurer, Town Manager's Office, Comptroller, and IT Department to develop a project scope and RFP for the Property Tax collection system, Motor Vehicle Excise Tax system, and Water and Sewer Billing system. The team reviewed proposals and awarded contracts.
- Created a new on-line system for departments to submit capital requests to the Capital Planning Committee, thereby eliminating paper submissions and allowing electronic data to flow into the Committee's system for creating the annual Capital Improvement Plan.
- Completed the 2 year process of coordinating the Massachusetts Orthoimagery Consortium (MassOrtho), a 60 community regional procurement of aerial imagery for use in GIS. Arlington was the fiscal agent/liaison between federal government (USGS) and participants for the \$800,000 project.
- Made extensive changes to the Treasurer's Integrated Collection System to implement CPA tax billing.
- Moved APS Student Information System (PowerSchool) along with SIF Agent environment (School Interoperability Framework) to a Hosted Service Environment.
- Procured, tested, and implemented new Parent/Teacher Conferencing System.
- Redesigned APS Web Site to include site dashboard.
- Implemented Kaspersky Enterprise wide Anti-Virus platform.
- Rewrote GIC Insurance comparison application for personnel. Application can be easily maintained by someone trained in the use of Microsoft Visual Studio.

Network Enhancements

- Selected and installed Network Registration and Security tool to support Bring Your Own Device (BYOD) for the School Department.

PROGRAM COSTS

Information Technology	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	643,028	669,490	685,202	685,202
Expenses	271,521	221,253	318,153	318,153
Total	914,549	890,743	1,003,355	1,003,355

Performance / Workload Indicators

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

Major Accomplishments for 2016 (cont.)

- Increased the size of the two school internet circuits from 250mb to 500mb.
- Added a redundant Wireless Controller for performance purposes on the Town and School Wireless Networks as well as adding wireless access to the Highland and Park Circle Fire Stations.
- Increased WAN bandwidth to all Elementary schools to 10GB.
- Added Fiber network, Wireless Antennas, and network switching in AHS press box to enable wireless access of lighting controls at all Peirce athletic complex fields.
- Built data and voice infrastructure for the Mill Brook program that was moved from High Rock Church Classroom area to the Central School.
- Created cloud based Disaster Recovery system for Town and School critical server infrastructure.
- Installed and created server and network infrastructure for 47 Ricoh fax, printer, and scanner devices in the School system.
- Replaced 50 mg Town Internet Circuit with Comcast circuit after existing provider was unable to continue providing connectivity at the an economical rate.
- Installed Google Sync Student Account link to Microsoft Active Directory.



Major Accomplishments for 2016 (cont.)

Construction and Renovations

- Built temporary data and voice networks in the Cusack Building to support the relocation of Police Department personnel during renovation of Police Station.
- Moved all computer equipment from Police station to temporary locations, including 911 Services to State loaned trailer during renovation.
- Connected Police Station IT infrastructure to temporary electrical power during all three phases of renovation.
- Installed Smart Boards, projectors, speakers, and TV Monitors, in all Police Station Conference rooms, meeting rooms, and the Chief's Office.
- Removed all re-usable technology equipment from the Stratton School during the week after school closed and prior to construction renovation beginning July 1, 2016.
- Installed all classroom technology infrastructure (Wireless, Audio Visual, Apple TV's, iPads, and carts for use in the new Stratton and Thompson Modular Classrooms.
- Provided IT subject matter advice for Thompson, Stratton, Gibbs, Police Station, and AHS construction projects.

Production and Operations

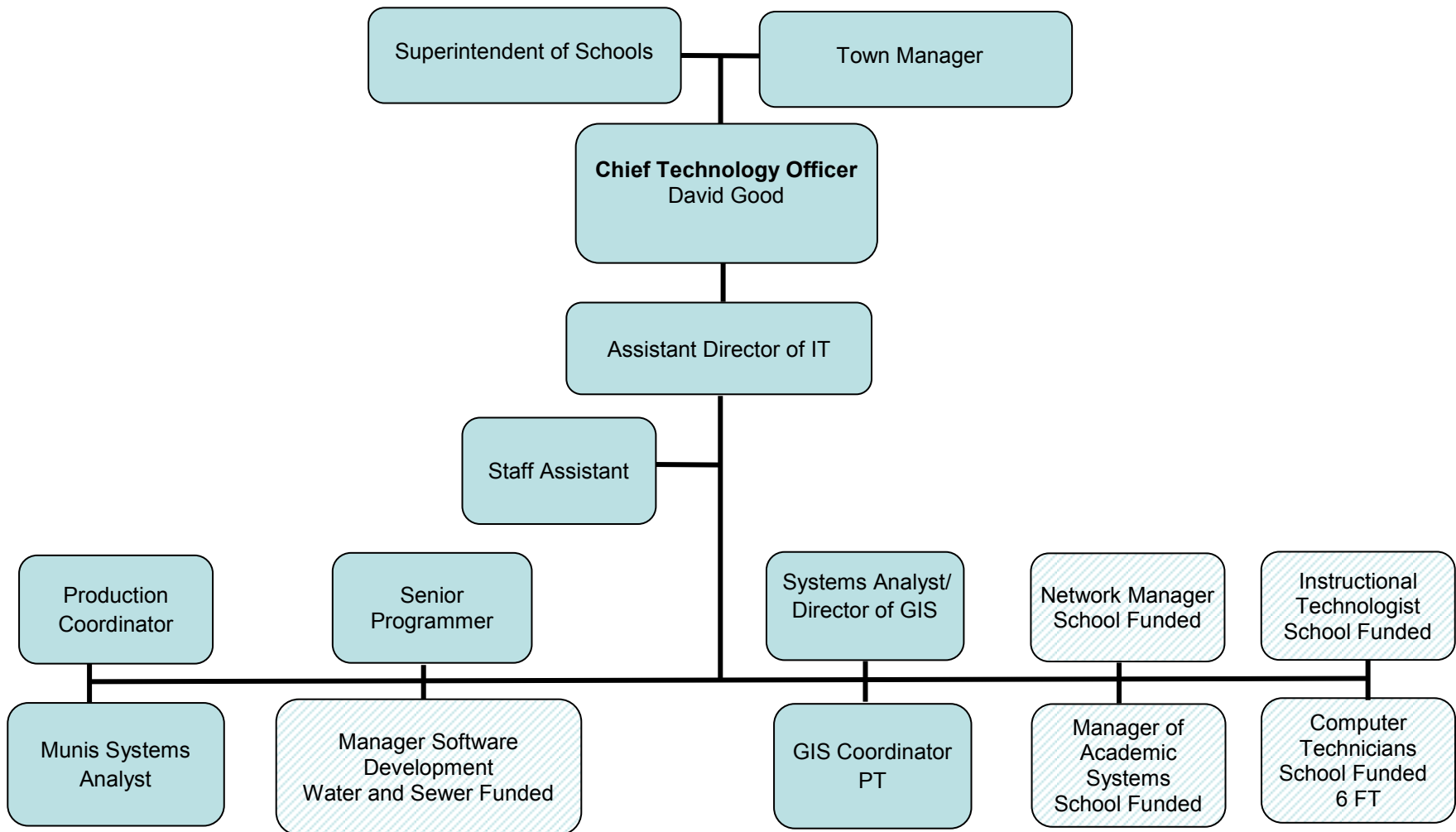
- Implemented Bring Your Own Device program at the Ottoson Middle School and AHS.
- Installed two additional security card access devices on AHS front door and loading dock door.
- Built new Munis server infrastructure to support the roll out of Munis 11.2 and a variety of Munis Modules that will run on 11.2.
- Provided and setup Munis training lab in AHS for Town and School employees training.
- Rewrote VOIP telephone bid documents and did ROI cost study.
- Provisioned and installed 600 Chromebooks and carts in the Elementary Schools.
- Provisioned and installed 300 MacBook Pro's at the Ottoson, Thompson, Brackett and Peirce Schools and re-provisioned MacBooks turned in by teachers for use at AHS.

Major Accomplishments for 2016 (cont.)

- Managed and oversaw the installation of network, server, and desktop infrastructure that enabled the PARCC exams to be taken by students at the Ottoson, Stratton, Pierce, Dallin, and Bishop Schools.
- Built 30 seat Computer lab at the Ottoson Middle School and tech support center at AHS.
- Built new School IT office.
- Added multiple buildings to EMS System and built Azure server for Facilities Energy Management System.
- Supplied Facilities Management Team and tradesmen with iPad's to process work-orders.
- Processed the results for six elections: Presidential Primary, Town Election, Special Town Election, State Primary, Special Town Election, and State Election.
- Installed Security Plus Anti-Virus Module for additional email server protection.
- Identified and resolved multiple issues regarding spam and malware.
- Processed 450 School Helpdesk Tickets per month.
- Used Apple's Mobil Device Manager to upgrade and install apps on 2,000 iPads, thereby reducing the time and effort to upgrade the iPads.
- Provided infrastructure, audio visual, and technical support of Town Meeting electronic voting.

Training and Support

- Conducted a needs assessment and facilitated advanced training for Recreation Department staff on MyRec, the scheduling and management system. This effort is a piece of the ongoing effort to modernize the room and event reservation system.
- IT subject matter expert for RCN Cable Contract renegotiation, as a member of Cable Advisory Committee.





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

This is a level services budget. 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 2016

- 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.
- Finalized administration of a large series of easement acquisitions in connection with Town projects.
- Prosecuted administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated and defended 30 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 46 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, including successful defense of multiple MCAD and EEOC claims.

PROGRAM COSTS

Legal	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	437,433	452,506	462,242	462,242
Expenses	132,494	135,002	135,002	135,002
Total	569,926	587,508	597,244	597,244



Major Accomplishments for 2016 (cont.)

- 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.
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against third parties deemed to be responsible for injuries to our uniformed personnel. Monetary recovery on these claims has been returned to the General Fund.
- Prepared warrant articles, reports, bylaw amendments, home rule legislation, ballot question materials and other documents for Annual Town Meeting and two Special Town Meetings, including assisting varying departments and bodies in navigating the changing landscape of medical marijuana issues in the Commonwealth. 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, including ongoing support of the Community Safety Building project, the disposition of Town properties, supporting various Town boards and bodies on G.L. c. 40B application matters.

FY2018 Objectives

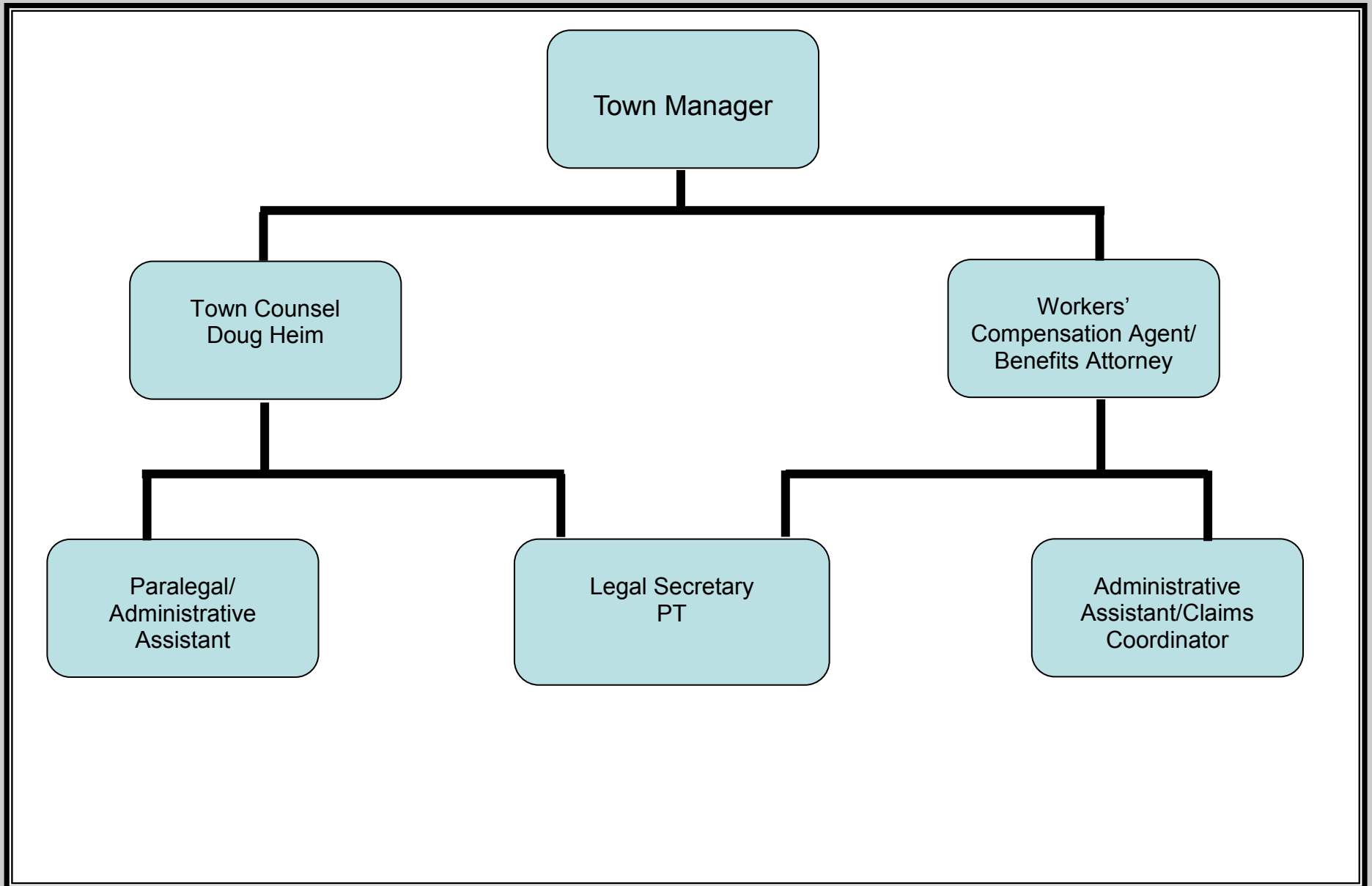
- Devise new Open Meeting Law and Public Records Law resources for Town use and place more checklists, forms, and templates on the website for ease of use in conjunction with the Records Access Officer.
- Continue to work with other Town departments in an effort to recover amounts owed to the Town, as 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.
- Evaluate and implement as indicated alternate sites for point of first medical contact for injured employees with the goal of providing quality care in a more convenient and timely manner.

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Legal				
Managerial	2	2	2	2
Clerical	1.5	1.5	1.5	1.5
Professional/Technical	1	1	1	1
Total	4.5	4.5	4.5	4.5

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Legal/Worker's Compensation				
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
MGL Chapter 258 Claims- <i>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





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

As in the past years, the Town Clerk's Office and the Registrar's have requested a level funded Budget for Fiscal Year 2018. It has not increased prices for several years and hopes to be able to continue to do so for the public.

The Town Clerk's Office will always maintain the quality of service to the residents of Arlington.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Town Clerk				
Personnel Services	238,330	243,956	248,466	248,466
Expenses	25,799	28,860	28,860	28,860
Total	264,130	272,816	277,326	277,326

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Town Clerk				
Managerial	1	1	1	1
Clerical	2.23	2.23	2.23	2.23
Professional/Technical	1	1	1	1
Total	4.23	4.23	4.23	4.23

FY2018 Objectives

- Record votes at Town meeting and send to Department Heads.
- Have the ability to use credit cards in the near future.
- Preserve vital records via scanning, etc.



Major Accomplishments for 2016

- Submitted all bylaw amendments voted at town meeting to the Attorney General's Office for approval.
- Completed bond certification documents to be filed by the Treasurer's Office and submitted loan authorization materials to the Department of Revenue.
- Sending electronic documents to those Town Meeting Members that signed up for them.
- Emailed ballots to voters living overseas.

Elections

- Presidential Primary - March 1, 2016
- Annual Town Election - April 2, 2016
- 2016 Town Meeting - April 25, 2016
- Special Town Meeting - April 27, 2016
- Special Election (Minuteman) - June 14, 2016
- Special Election (Minuteman) - September 20, 2016
- Special Town Meeting - October 19, 2016
- State (Presidential) Election - November 8, 2016

Performance / Workload Indicators

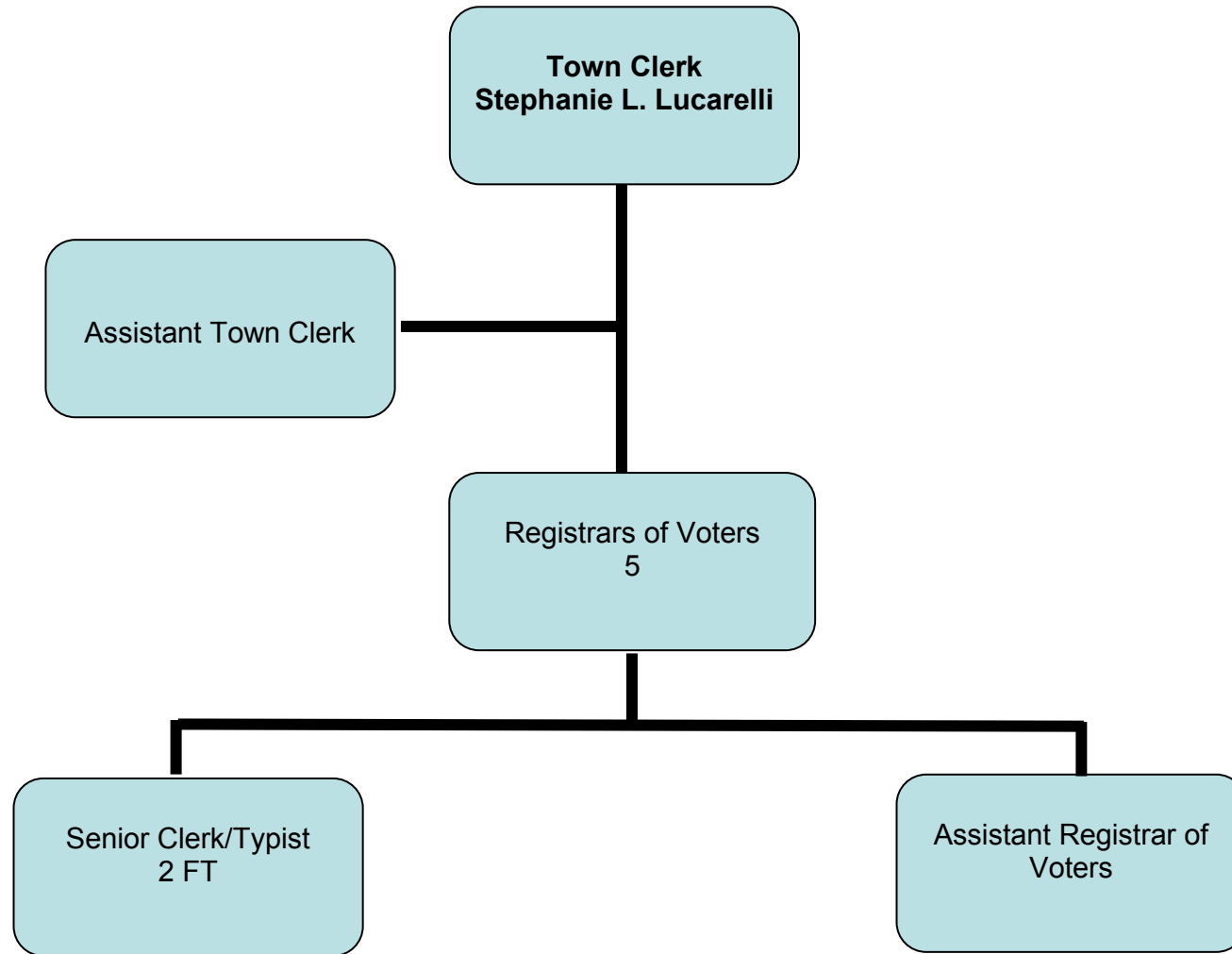
	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Town Clerk				
Marriage Licenses	196	196	198	200
Death Certificates	350	353	384	390
Birth Certificates	600	606	577	550
Dog Licenses	2,032	2,200	2,258	2,300
Town Meeting Sessions	4	5	5	5
Special Town Meeting Sessions	1	1	1	1
Registered Voters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

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Board of Registrars				
Personnel Services	49,712	52,307	55,316	55,316
Expenses	9,253	13,550	13,550	13,550
Total	58,965	65,857	68,866	68,866

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Board of Registrars				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	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. His 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.
- Hearing and resolving parking ticket appeals.
- Marking and clearing 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 parking permits and the special permits program.

Budget Statement

This is a level service budget. The Treasurer participates in the Parking Implementation Group Committee, working with the Town Manager to implement new parking strategies within the Town, including the municipal parking lots, and new single-space meters along Massachusetts Avenue.

Major Accomplishments for 2016

- Coordinating with the Town Manager and the (PIGC) installing 184 new single-space parking meters in Arlington Center.
- Implementing newly expanded parking revenue operations procedures.
- Developed parking meter debit/credit-card reconciliation procedures.
- Completed installation of Library parking kiosk.
- Issuing and managing 1,870 municipal parking permits.
- Managing the collection and disposition of 12,743 Parking Violations issued, plus subsequent Parking Notices.
- Managing the collection of parking revenues of \$502,653.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Parking				
Personnel Services	87,429	88,953	45,847	91,695
Expenses	25,823	41,080	41,080	41,080
Total	113,252	130,033	86,927	132,775

STAFFING

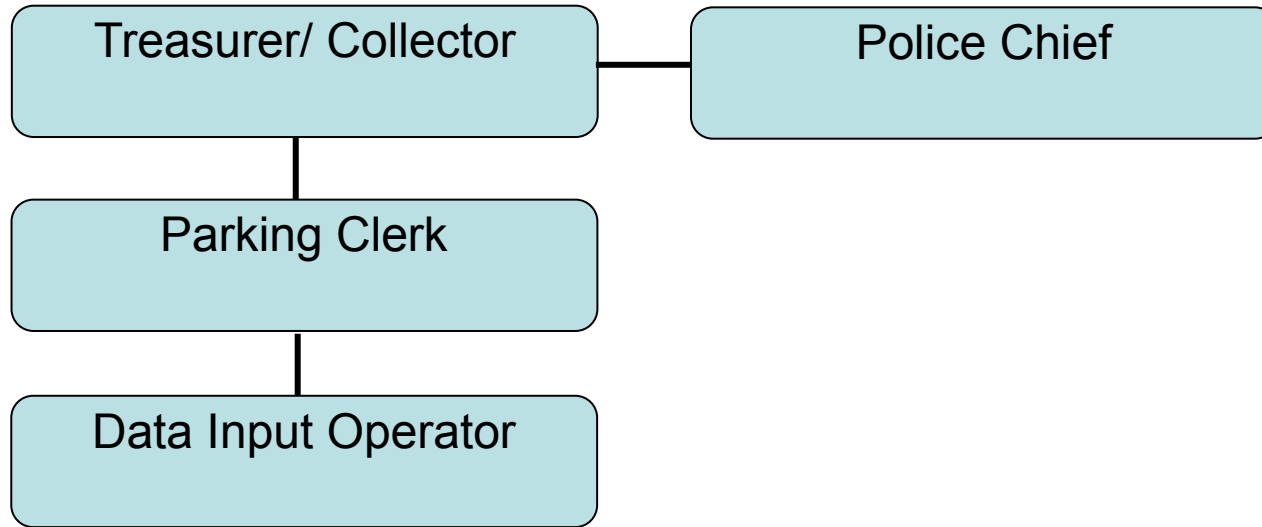
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Parking				
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

FY2018 Objectives

- Developing operations procedures for the collecting and depositing of up to 44,160 coins weekly, from 184 single-space parking meters.
- Continuing annual review of fee structure and duration of parking permits with selectmen's Parking Sub-committee

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Parking				
Number of tickets issued	15,383	12,196	12,743	13,695
Revenue	\$ 417,756	\$ 366,273	\$ 327,310	\$ 370,467
Meters Collected	\$ 66,924	\$ 61,108	\$ 34,920	\$ 64,768
Parking Permits	\$ 136,477	\$ 152,451	\$ 138,216	\$ 137,017
Total Viol. / Meter / Permit Revenue	\$ 621,157	\$ 579,832	\$ 500,446	\$ 572,252





Program Description

The Arlington Department of Planning and Community Development (DPCD) is committed to improving the quality of life for Arlington's residents by improving housing opportunities, transportation access, economic development to enhance the vitality of our business districts and generate commercial tax revenue, providing opportunities for low and moderate income households, and preserving and promoting the town's natural, historic, and cultural resources. DPCD is focused on planning, redevelopment, and creating future development opportunities.

DPCD oversees planning and community development activities within the Town of Arlington. DPCD staff are involved in most of the Town's key initiatives, including implementation of the Master Plan, Mass Ave. Phase II planning, Complete Streets, and efforts in our business districts. The Department has nine full-time and four part-time staff members.

The Department provides staff support to the Arlington Redevelopment Board. The ARB is the Town's Planning Board and is also the redevelopment authority. The ARB manages three town buildings: Jefferson Cutter House, the Central School, and 23 Maple Street.

Budget Statement

This budget will increase by \$61,725 because of the moving a Building Craftsman from the Gibbs School Building budget to the Planning Department budget and because of creating a new Environmental Planner position in place of a part-time Conservation Administrator.

FY2018 Objectives

- Implement the Arlington Master Plan with particular focus on advancing Housing, Economic Development, Transportation, and Historic and Cultural Resource Areas strategies.

PROGRAM COSTS				
Rental Properties & Redevelopment Board	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	57,648	63,576	-	-
Expenses	8,627	10,800	10,800	10,800
Gibbs	142,476	185,210	-	-
Parmenter	23,096	15,000	15,000	15,000
Dallin Library	-	5,000	5,000	5,000
Total	231,847	279,586	30,800	30,800

PROGRAM COSTS				
Planning & Community Development	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	395,047	479,778	536,993	536,993
Expenses	17,365	24,185	28,695	28,695
Total	412,413	503,963	565,688	565,688

STAFFING				
Planning & Community Development	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	4	4	5	5
Total	6	6	7	7

STAFFING				
Rental Properties & Redevelopment Board	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	0	0	0	0
Clerical	0	0	0	0
Custodial/Bldg.Maint.	0.5	0.5	0	0
Total	0.5	0.5	0	0



FY2018 Objectives (cont.)

- Implement year two of the five-year Housing Production Plan, including adding units to the Subsidized Housing Inventory.
- Implement year two of the five-year Open Space and Recreation Plan.
- Improve the Mill Brook Corridor by increasing connections to the brook and organizing clean-ups to improve access and water quality.
- Secure design funding for Mass Ave. Streetscape Phase II Plan.
- Work with Mass Ave. and Broadway property owners and to encourage mixed-use, including residential and commercial development.
- Secure funding to update and improve historic property inventories.
- Recommend amendments to the entire Zoning Bylaw for review and approval at a fall Special Town Meeting.
- Update administrative, permitting, and coordination across boards and commissions to ensure clear protocols and procedures are followed.
- Work with all business districts to understand challenges and opportunities in each and direct resources and assistance to assist with business development, recruitment and retention.
- Implement Vacancy Registry Bylaw, including assisting property owners with marketing available spaces, installing public art in vacant spaces, and enforcing maintenance of properties.
- Complete an Arts and Culture Action Plan.
- Work with the CDBG Subcommittee to improve the Town's Community Development Block Grant Program.
- Assess Arlington Redevelopment Board property portfolio and determine need for renewal of Arlington Center Urban Renewal Plan.
- Continue to work on capital plan projects at five properties.
- Work with stakeholders to celebrate the 25th anniversary of the Minuteman Bikeway and consider improvements along the corridor, including lighting and bikeway hours.
- Have a Minuteman Cultural District designated by the Massachusetts Cultural Council that will connect the Center to East Arlington.
- Secure grants and other capital for the Senior Center at the Central School to begin a major renovation to begin in 2019.
- Continue to provide reviews of ZBA cases, licenses, and permits.
- Propose and develop priorities for Parking Benefits District.

Major Accomplishments for 2016

- Implemented the Arlington Master Plan, including formation of: the Zoning Recodification Working Group to oversee rewriting and modernizing the Zoning Bylaw; the Residential Study Group to address concerns regarding new construction in existing neighborhoods, as requested in a resolution at the Spring, 2016 Town Meeting; the Historic Resources Working Group to improve communication and coordination among the Historical Commission, the Historic Districts Commission, the Arlington Historical Society, and Town staff to improve preservation of the Town's historic resources; the Mill Brook Study Group to enhance the Mill Brook's environmental value and economic development potential to the Town.
- The Housing Production Plan was adopted by the Redevelopment Board in June, and by the Selectmen in July. It was approved by the Department of Housing and Community Development in November.
- A Complete Streets policy was adopted by the Selectmen in April and accepted by the Massachusetts Department of Transportation in May. After submitting a Prioritization Plan, the Town was awarded a grant of \$400,000 for sidewalk and other pedestrian improvements on Gray Street. The goal is to increase walking by students to Ottoson Middle School by improving pedestrian safety on Gray Street.
- The Arlington Center Parking Management Plan recommendations were implemented by replacing multi-space meters in parking lots and installing single space meters in Arlington Center.
- Hired a consultant to begin zoning recodification, including facilitating robust public participation
- Completed Mass Ave. Streetscape Phase II Conceptual Plan. Gathered public, business owner, and property owner input on future streetscape improvements along Mass Av. from Pond Land to Mill Street with a focus on four key nodes at Broadway Plaza, Whittemore Park, Town Gardens, and a commercial block
- Secured \$400,000 in funding from MassDOT for safety improvements to Gray Street.
- Oversaw of the Arlington Center Safe Travel project to improve a safe crossing along the Minuteman Bikeway across Mass Ave.
- Submitted application for Cultural District designation and joined Managing Partnership.

Fiscal Year 2018 Budget



Planning and Community Development Rental Properties & Redevelopment Board

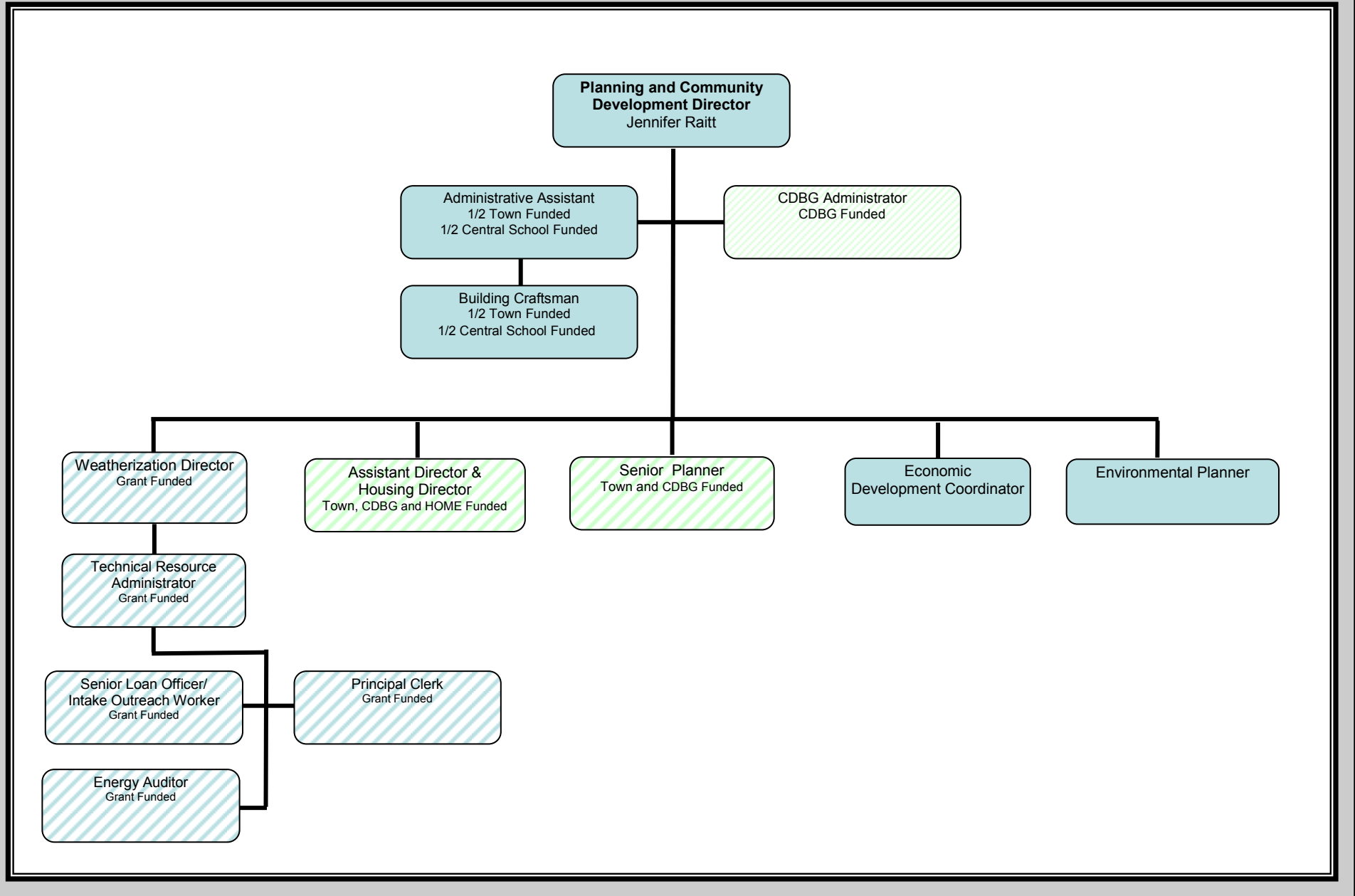
Performance / Workload Indicators				
Planning & Community Development	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
CDBG Funds Administered	\$ 1,089,484	\$ 1,084,871	\$ 1,042,348	\$ 1,033,162
Plans, Designs, and Analyses	35	40	40	40
Room rental fees	2,853	5,000	5,000	5,000
Room reservations 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	2015 Actual	2016 Budget	2017 Budget	2018 Budget	\$ Change
Gibbs Revenue	\$ (328,742)	\$ (318,819)	\$ (340,381)	\$ -	\$ 340,381
Parmenter Revenue	\$ (215,046)	\$ (219,060)	\$ (223,155)	\$ (227,332)	\$ (4,177)
Dallin Revenue	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ (45,000)	\$ -
Total	\$ (588,787)	\$ (582,880)	\$ (608,536)	\$ (272,332)	\$ 336,204

Major Accomplishments for 2016

- Secured funds Massachusetts Preservation Project Funds through the Massachusetts Historical Commission and completed significant exterior renovations of the Jefferson Cutter House at Whittemore Park.
- Completed improvements at Central School, including entryway at Academy St. and repaving the circular driveway and side lot.
- Completed improvements at 23 Maple Street porches and entryway.
- The CDBG Program celebrated much success:
 - Installed 71 ADA-compliant ramps.
 - Assisted 12 public service agencies with efforts ranging from assisting low-income older people with transportation needs to addressing food insecurity afterschool and during the summer.
 - Arlington Home Improvement Loan Program completed eight loans projects to income eligible homeowners and; two to extremely low-income households and six to low-income households. No one was displaced as a result of the rehab work.
 - Assisted Housing Corporation of Arlington (HCA) in completing acquisition and predevelopment for 20 Westminster Avenue into nine affordable rental housing units.
 - Two loans made under the Storefront Enhancement program.
 - One affordable condominium was resold through a lottery.
- 6 restaurants obtained sidewalk dining permits.
- 10 Decisions were issued by the Arlington Redevelopment Board
- 19 Zoning Board of Appeals cases were reviewed by the Department
- 57 new affordable housing units permitted in three developments.
- Began implementation of Vacancy Registry Bylaw.





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

The Zoning Board of Appeals expense budget has been increased in FY18 to cover the cost of a stenographer during hearings.

FY2018 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 2016

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

PROGRAM COSTS

Zoning Board of Appeals	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	19,499	20,812	22,220	22,220
Expenses	4,246	4,100	10,100	10,100
Total	23,745	24,912	32,320	32,320

STAFFING

Zoning Board of Appeals	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	0	0	0	0
Clerical	0.5	0.5	0.5	0.5
Professional/Technical	0	0	0	0
Total	0.5	0.5	0.5	0.5

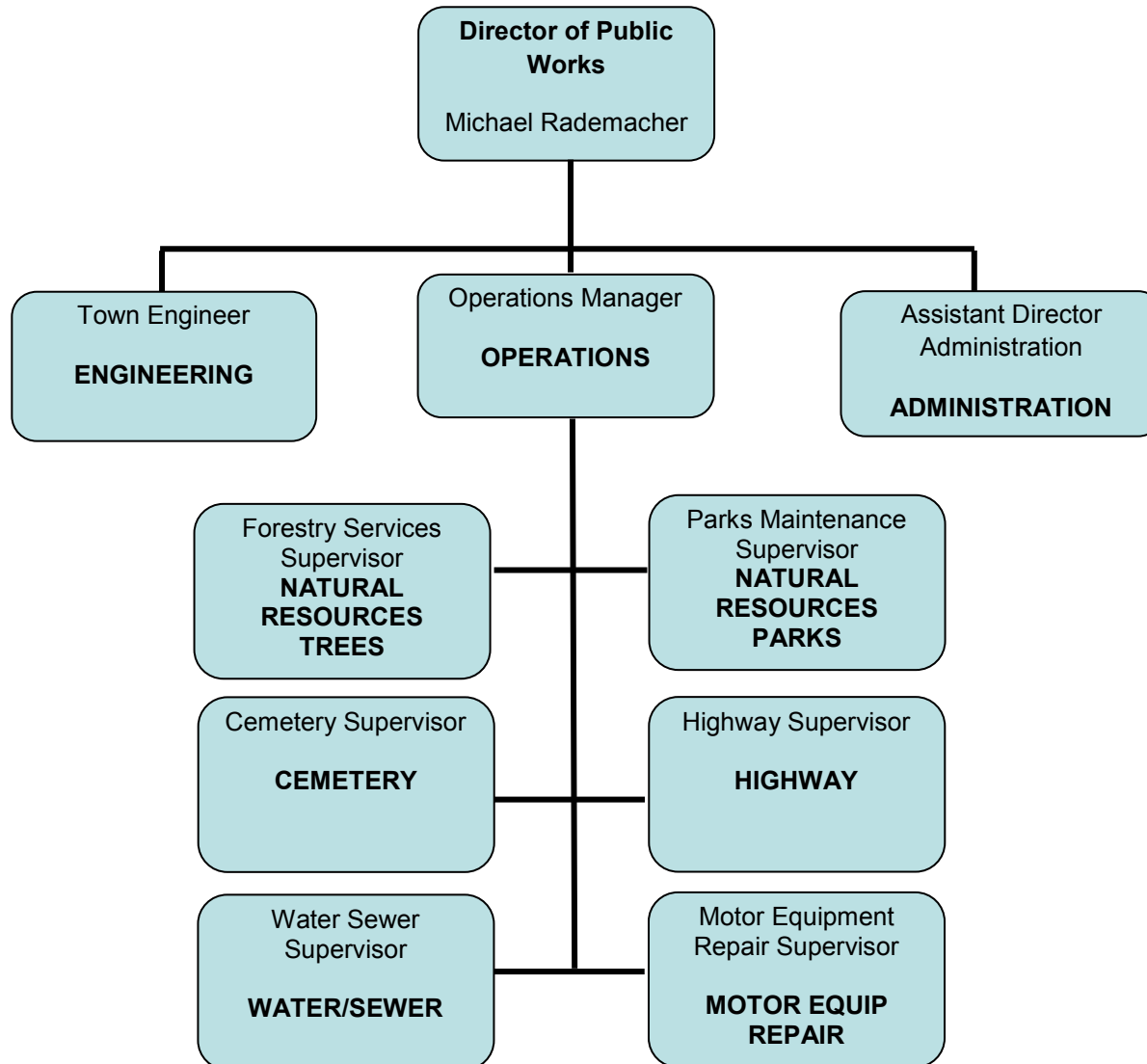
Performance / Workload Indicators

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



Zoning Board of Appeals
5 Member Board

Principal Clerk
1 PT





Program Description

The Public Works Department is comprised of seven divisions to maintain the Town infrastructure:

- 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 total Department budget appropriation will increase by \$222,263.

The Administration Department Personnel Services are increased by \$13,874, 2.96% . This is due to step increases. The Expense budget remains unchanged.

FY2018 Objectives

- Continued effort to resolve need for creation of a DPW materials lay-over facility (snow storage, storm damage debris storage).
- Investigate a new work order system.
- Specify and solicit bids for the design of improvements to the entire DPW facility.

PROGRAM COSTS				
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Public Works Department				
Personnel Services	3,427,210	3,848,046	3,967,389	3,967,389
Expenses	1,451,667	1,582,130	1,685,050	1,685,050
Total	4,878,877	5,430,176	5,652,439	5,652,439

STAFFING				
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Public Works				
Managerial	7	7	7	7
Clerical	4	3	3	3
Professional/Technical	5.72	5.86	5.86	5.86
Public Works	43.63	43.69	44.69	44.69
Custodial / Bldg. Maint.	1	0	0	0
Total	61.35	59.55	60.55	60.55



Major Accomplishments for 2016

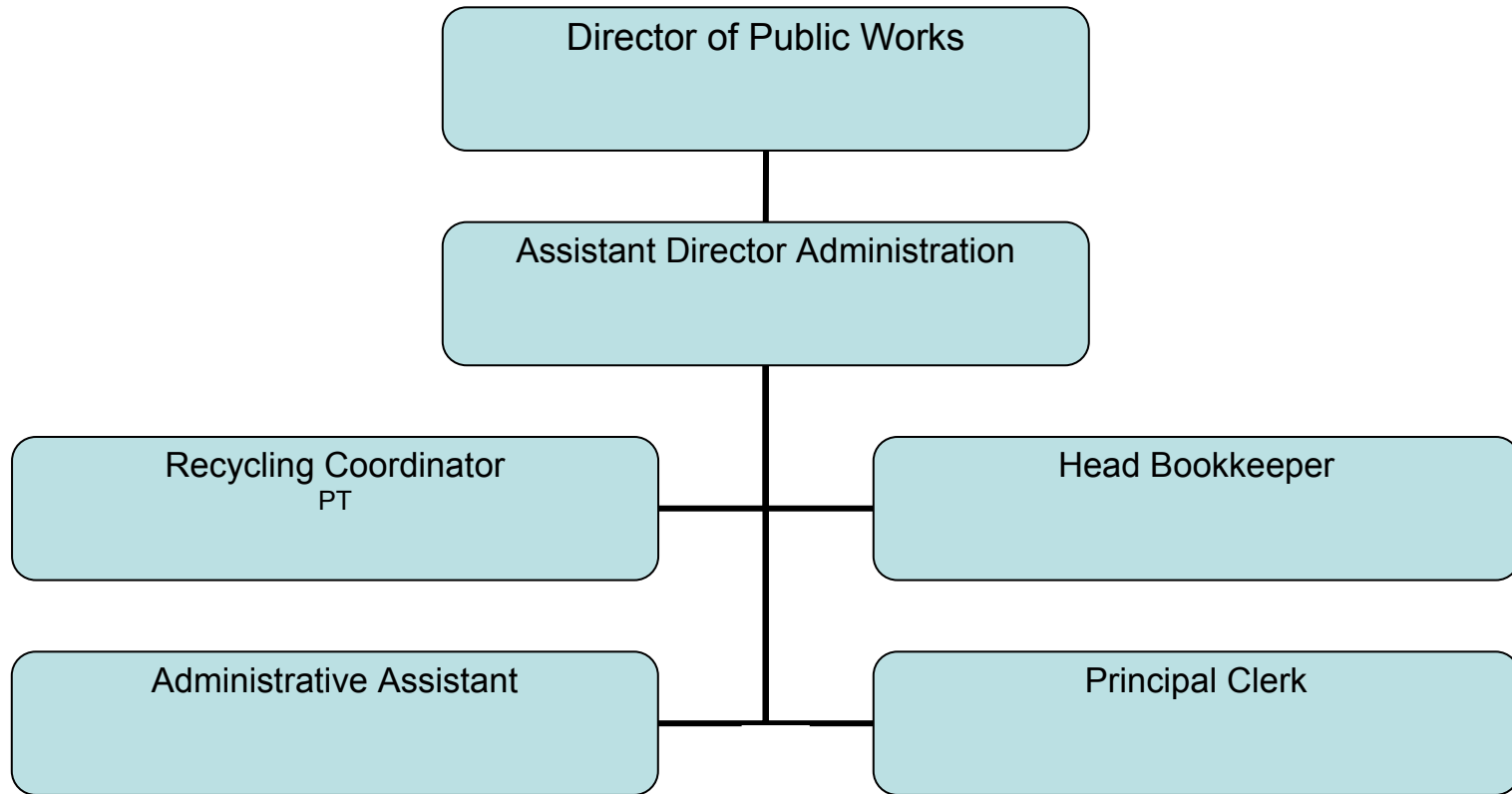
- Held two Community Collection Days to promote recycling and reuse with the assistance of 30 volunteers. Serviced 950 visits.
- Established a monthly recycling center at 51 Grove Street facility along with 10 volunteers. Had 1,425 visits in 10 events.
- Oversaw contracted aquatic weed harvesting at the Arlington Reservoir.
- Co-Sponsored the annual EcoFest event at Town Hall.
- 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 \$330,000 in snow and ice expenditures.

PROGRAM COSTS

Public Works Administration	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	426,830	445,752	459,626	459,626
Expenses	22,822	23,400	23,400	23,400
Total	449,652	469,152	483,026	483,026

Performance / Workload Indicators

Administration	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Purchase Orders Processed	1,703	1,747	1,595	1,650
Water/Sewer bills generated	24,992	50,060	49,664	50,000
Citizen inquiries (est)	33,000	33,000	33,000	33,000





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

This is a level services budget. Departmental Personnel Services costs have decreased by \$2,828 due to a retirement and the hiring of a new employee at a lower step.

FY2018 Objectives

- Maintain and update Pavement Management System and develop criteria for improved capital planning for road rehabilitation projects, sidewalk construction and handicap ramp construction.
- Prepare and coordinate five 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.
- Increase coordination between DPW & 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 & sequence data and pedestrian crossing cycles.
- Coordinate review of existing storm water regulations and bylaws with consultant to ensure compliance with current EPA and MS4 requirements and develop additional criteria and standards for consideration to improve and update as necessary.
- Work with TAC and Planning Department to coordinate and prioritize Complete Streets Projects.

FY2018 road, water and sewer projects will be listed at www.arlington.gov/projects.



Major Accomplishments for 2016

- Provided technical support to the Transportation Advisory Committee for planning, projects and recommendations.
- Coordinated the Arlington, Belmont, and Cambridge Tri-Community Stormwater Flooding Group, including preparing meeting agendas and presentations.
- Monitored punch list items and project closeout requirements for Massachusetts Avenue Re-Build Project and served as Liaison with MassDOT.
- Monitored work, events, and issues associated with the Arlington Center Safe Travel Project and served as Liaison with MassDOT.
- Monitored, coordinated, or completed the Mt. Pleasant Cemetery driveway re-surfacing project.
- Coordinate planning for curb and walk construction in accordance with ADA Transition Plan.
- Oversaw the development of specifications, contract preparation, and construction for Capital Improvement Projects including:
 - roadway re-surfacing improvements and pavement preservation projects.
 - sewer rehabilitation services.
 - water rehabilitation projects.
 - curb, sidewalk and ramp work.
- Updated EPA NPDES MS4 stormwater permit, Arlington Reservoir Dam Emergency Action Plan, and MWRA Municipal Discharge Permit.

PROGRAM COSTS

Engineering	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	300,612	324,892	322,064	322,064
Expenses	21,647	18,900	18,900	18,900
Total	322,258	343,792	340,964	340,964

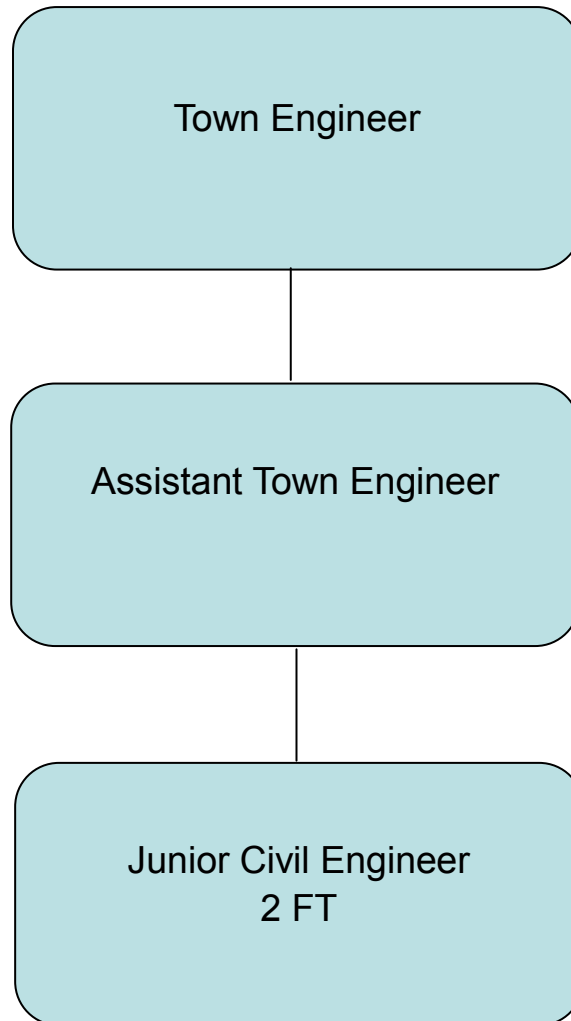
STAFFING

Engineering	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	0	0	0	0
Clerical	0	0	0	0
Professional/Technical	4	4	4	4
Public Works	0	0	0	0
Total	4	4	4	4

Performance / Workload Indicators

Engineering - Contracted work-Linear Feet	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Roadways Rehabbed/Paved	13,765	19,405*	29,462	25,000
Sidewalks replaced	2,930	14,360*	10,560	10,000
Granite Curb- Placed or Replaced	660	2,360	5,805	3,000

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





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.

FY2018 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.

Budget Statement

The Cemetery Department Personnel Services are increased by \$6,529. This is due step increases and an increase in the Pay and Classification Plan. The Expense budget request has been increased by \$50,000 to hire a contracted service to perform tree work throughout the cemetery. This increase is balanced by an increase in the Cemetery Offset request. Overall, the Division budget increases by \$56,529 with a taxation increase of \$6,529.

Major Accomplishments for 2016

- Performed 172 earth burials and 70 cremains burials.
- Completed cemetery roadway rehabilitation project.
- Continued program of cleaning old stones and monuments in Mt. Pleasant Cemetery.
- Began construction of the columbarium project.

PROGRAM COSTS

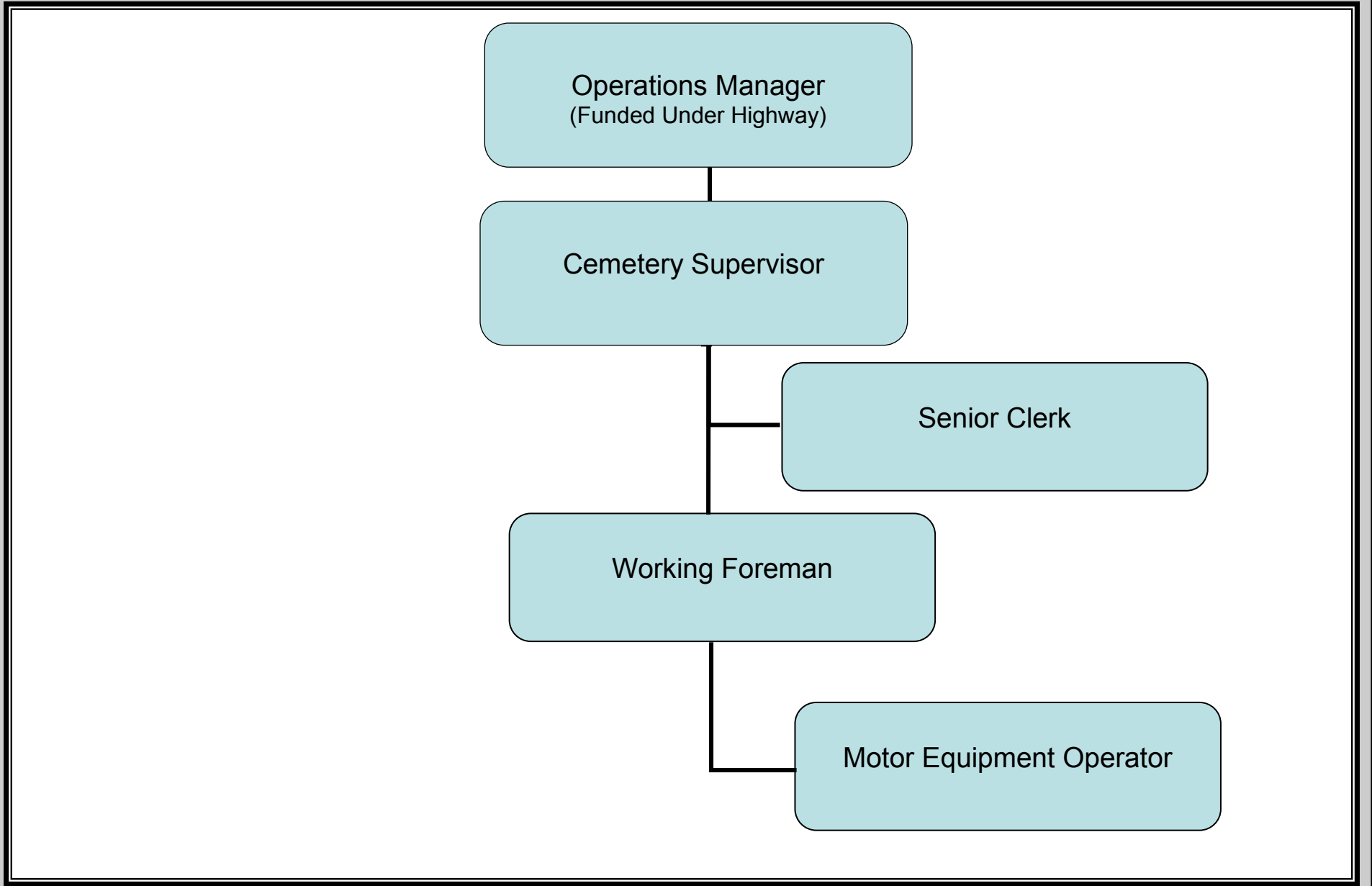
Cemetery	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	226,713	245,660	252,189	252,189
Expenses	165,734	157,700	207,700	207,700
Total	392,447	403,360	459,889	459,889

Performance / Workload Indicators

Cemetery	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
New Grave Sales	40	51	41	30
Funeral	237	240	172	200
Excavations/Closures				
Loam & Seed - Areas restored	212	303	302	300
Headstones Straightened	167	162	223	150
Restore/Place markers	237	144	177	150
Foundations	12	0	1	5
Repaired/Constructed				
Flowers / Bushes - Areas Planted	34	24	13	50
Chapel Cleanings	52	52	32	32

STAFFING

Cemetery	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Public Works	3	3	3	3





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 2016

- Maintained all Town fields to accommodate various sports leagues
- Planted 175 trees.
- Maintained "Tree City USA" designation from the National Arbor Day foundation.
- Developed new Holiday Light decorations program for the Arlington Heights commercial District along Massachusetts Avenue.
- Maintained Town sidewalks throughout the winter.

Performance / Workload Indicators

Natural Resources	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Trees Planted	167	150	175	225
Trees Removed	173	189	187	175
Stumps Removed	153	206	275	250
8 Large Parks Maintained (acres)	66.3	66.3	66.3	66.3
16 Small Parks / Public Spaces (acres)	20.5	20.5	20.5	20.5
20 Landscaped Traffic Islands	1.8	1.8	1.8	1.8

Budget Statement

Personnel Services are increased by \$25,138. This is due Step increases as well as an increase in the Double Time request to allow for Sunday rubbish collection at parks. The request for Operation Expenses has been increased by \$56,400. The increase is driven primarily by additional funding (\$55,000) hire contractors or providing overtime to better maintain landscaped areas throughout Town, including those newly created as part of the East Arlington Massachusetts Avenue Corridor Improvements.

FY2018 Objectives

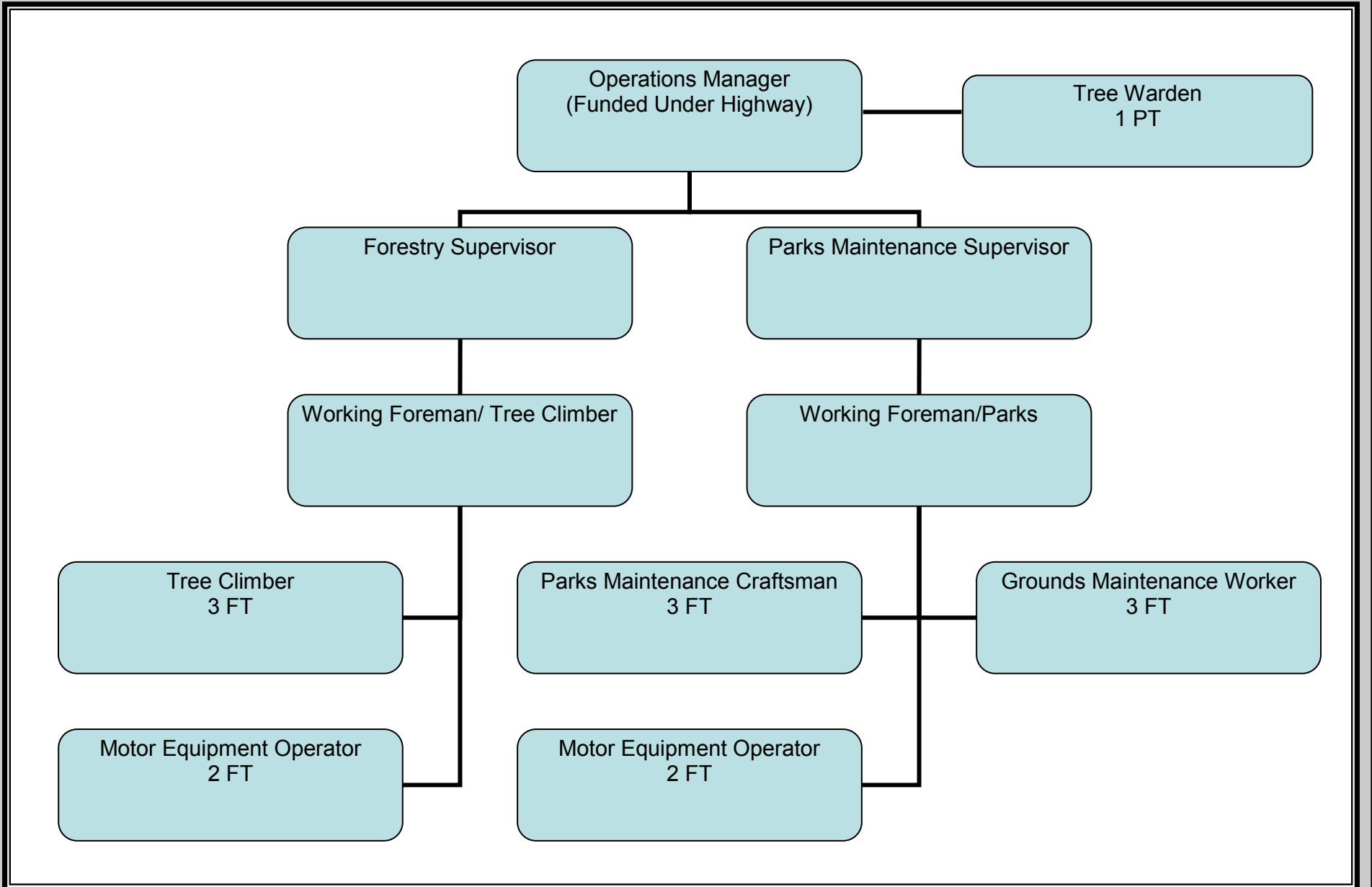
- Provide Sunday rubbish collection at Town parks and playgrounds during heavy use seasons.
- Develop program to better maintain numerous landscaped planters/ islands in Town.
- Pursue staff training to perform more irrigation work.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Natural Resources				
Personnel Services	842,798	1,029,391	1,054,529	1,054,529
Expenses	232,535	398,900	455,300	455,300
Maintenance Town Fields	50,000	50,000	50,000	50,000
Total	1,125,333	1,478,291	1,559,829	1,559,829

STAFFING

Natural Resources	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	15.63	15.69	15.69	15.69
Total	17.63	17.69	17.69	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.

FY2018 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	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	1,259,858	1,369,990	1,445,352	1,445,352
Expenses	598,737	641,800	643,275	643,275
Total	1,858,595	2,011,790	2,088,627	2,088,627

Budget Statement

Personnel Services are increased by \$75,014. This is due to Step and Play Classification increases and the transfer of a position into this division. The position will be responsible to litter and trash collection along Mass Ave. The request for Highway expenses is up by \$1,475 due to an increase in the Maintenance line to bring the total in line with historical averages.

The request for Snow and Ice Removal funds is increased by \$25,000. The increase is included to continue bringing the amount funded in line with historical averages.

The request for Solid Waste expenses are increased by \$67,776. This is due to scheduled increases in the contract for waste collection, as well as solid waste and yard waste disposal.

STAFFING

Highway	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	20	20	21	21
Total	22	22	23	23



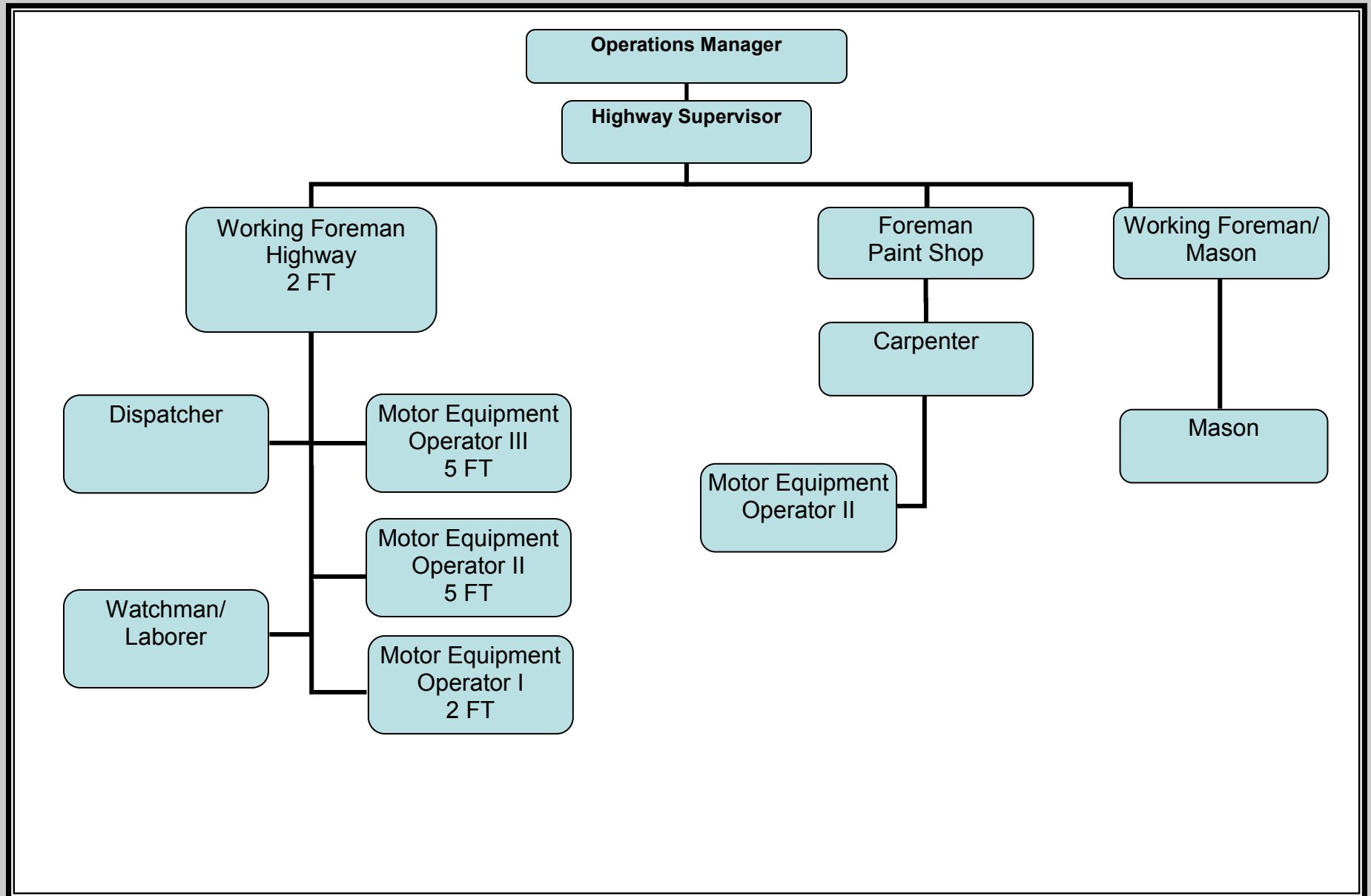
Major Accomplishments for 2016

- Patched over 4,700 potholes.
- Cleaned approximately 720 catch basins.
- Swept the streets in all sections of the Town twice with department personnel.
- Replaced over 5,166 linear feet of concrete sidewalk .
- Replaced over 6,142 linear feet of asphalt sidewalk .
- Repaired/replaced 55 catch basins/manholes.
- Responded to 12 snow events totaling approximately 38 inches of accumulation.
- Constructed 24' x 24' stage for Town Day event.
- 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 broke down barrels and barriers for Patriot's Day parade.
- Assist in delivering 35 canoes to the Arrington Reservoir to support volunteer cleanup of Water Chestnuts.
- Assisted with Feast of the East and Summer Arts Block Party.
- Erected and constructed veterans' flagpole and monument foundation at Mt. Pleasant Cemetery.

Performance / Workload Indicators

Highway	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Patch Potholes	5,478	5,549	4,700	4,500
Sidewalk Patching	309	352	464	450
Repair CB's / Manholes	99	71	52	75
Clean Catch Basins	274	947	720	750
Install / Repair Street Signs	816	674	509	800
Make Specialty Signs	182	612*	80	100
Pave Trenches	148	224	178	200
Sidewalk Replacements	7,755	10,909	11,308	11,000
Curb Work	2,247	732	754	750
Traffic Lines - 24"	42,174	29,650	28,424	29,000
Traffic Lines - 12"	5,588	5,338	6,081	6,000
Traffic Lines - 4"	6,785	12,874	12,478	12,750
Traffic Painted Symbols	125	134	70	100

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





Program Description

The Snow and Ice Division is responsible for clearing snow and ice during and after winter storms.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Snow and Ice Removal	991,440	921,000	1,048,287	1,140,708
Total	991,440	921,000	1,048,287	1,140,708

Budget Statement

The request for Snow and Ice Removal funds is increased by \$219,708. The increase is included to continue bringing the amount funded in line with historical averages.

Performance / Workload Indicators

Snow and Ice	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Plowing/Sanding Storms	18	9	7	7
Sanding Only Storms	10	18	5	13
Inches of Snow	70	110	38	45



Program Description

Overseeing of Solid Waste services, including trash/recycling collections, bulky items collection/disposal, waste fill disposal, and hazardous waste programs.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Solid Waste	3,283,653	3,479,480	3,547,256	3,547,256
Total	3,283,653	3,479,480	3,547,256	3,547,256

Budget Statement

The request for Solid Waste expenses are increased by \$67,776. This is due to scheduled increases in the contract for waste collection, as well as solid waste and yard waste disposal.

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Solid Waste				
Solid Waste (tons)	12,846	12,603	12,943	12,800
Yard Waste (tons)	3,488	3,505	3,190	3,000
Recyclables (tons)	5,271	5,297	5,452	5,300

Major Accomplishments for 2016

- There were 540 Household Hazardous Waste visits in 2016.
- Doubled visits to Public Works for specialized and targeted recycling, the results of hosting monthly pop-up Recycling Center events. Twelve events held, 2,493 household visits
- Extended volunteer engagement, with 12 dedicated Recycling Center volunteers, and 30+ volunteers at the annual spring Community Collection Day
- Awarded a MA DEP School Recycling Assistance grant and hired a School Sustainability Coordinator:
- \$26,651 School Recycling assistance Grant (awarded in 2016, funds reimbursed for activities in 2017-2019)
- Awarded a MA DEP Recycling Dividends grant as a result of our recycling activities, which further funds our extended waste diversion reach into the community:
 - * \$19,500 in FY 2016 (received in fall 2015)
 - * \$22,500 in FY 2017 (received in fall 2016)

Major Accomplishments (cont.)

- Co-sponsored annual EcoFest event at Town Hall.
- Produced Arlington Recycles video series, airing on local cable access TV and on Town' s website in 2017.
- Provided discounted rain barrel and compost bins sale programs, adding on-site composting education at Rot and Roll event.
- Managed contracted curbside collection and disposal of solid waste, recyclables and yard waste.



Program Description

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

Budget Statement

Personnel Services are up \$1,268, due primarily to Step increases.

The budget for Expenses is up \$5,045 in anticipation of providing additional training and aligning the materials budget with historical trends.

Overall the taxation budget increases \$3,318 after factoring in the Water and Sewer Offsets.

FY2018 Objectives

FY2018 Objectives are similar to those of prior years, because these are ongoing 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 2016

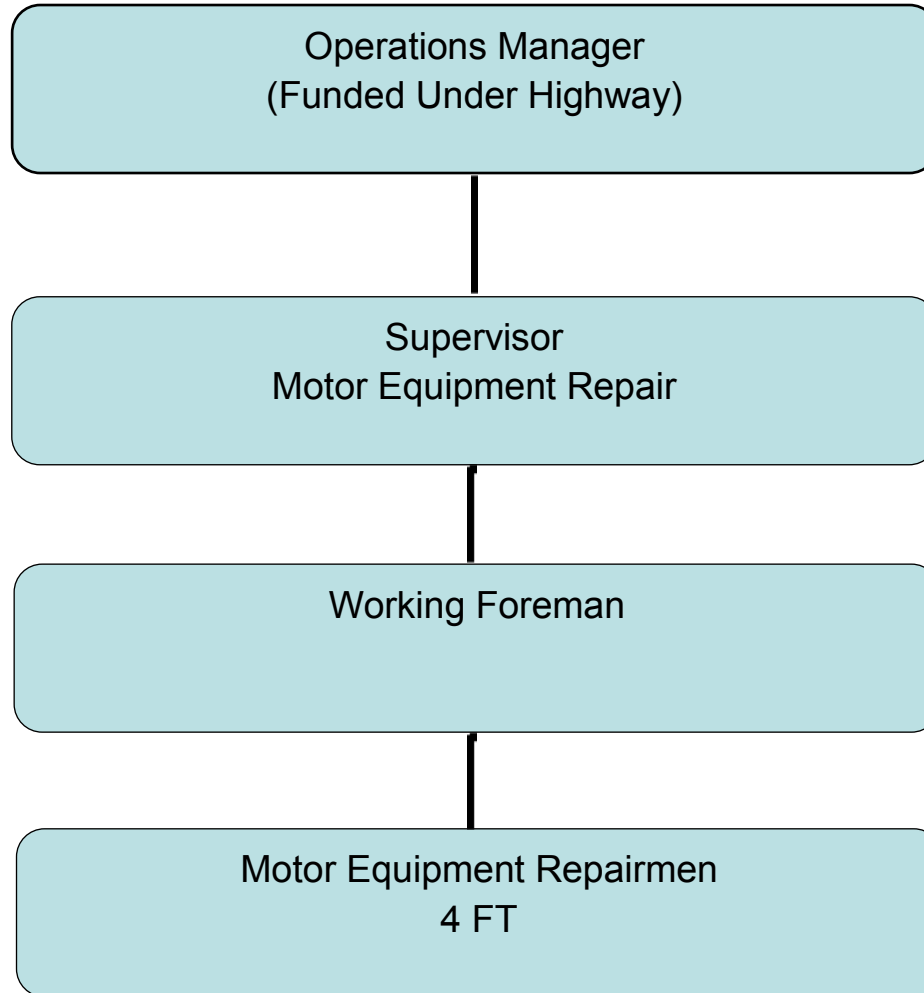
- Provided preventative maintenance and repairs on 150 motor vehicles, including vehicles assigned to the other Town departments.
- Provided staff to Community Safety repair shop as needed.
- Maintained snow and ice vehicles during events.
- Began work with outside consultant to improve organization and operations of MER functions.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Motor Equipment Repair				
Personnel Services	370,400	432,361	433,629	433,629
Expenses	198,656	121,430	126,475	126,475
Total	569,055	553,791	560,104	560,104

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Motor Equipment Repair				
Managerial	1	1	1	1
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	5	5	5	5
Total	6	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 2016

- Painted decorative streetlights in the Arlington Heights District.
- Petitioned State DOT to increase scope of Arlington Center roadway project to include new traffic signal equipment at Mass/Medford and Mystic/Chestnut intersections (new mast arm poles).

Budget Statement

The Expense budget is reduced \$10,000. 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	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	-	-	-	
Expenses	161,537	170,000	160,000	160,000
Total	161,537	170,000	160,000	160,000

FY2018 Objectives

- Develop and institute program to replace decorative streetlights along Massachusetts Avenue in the center of Town.



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Program Description

The Facilities Department is responsible for the maintenance of all Town and School operated buildings. This includes seven Elementary Schools, a Middle School, a High School, the Robbins and Fox Libraries, Town Hall, four DPW Buildings, three 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 has created an annual Preventive Maintenance schedule to consistently maintain the Town's buildings. The Department also manages custodians to clean Town and school buildings on a consistent schedule. The Department will makes regarding capital improvements to the Capital Planning Committee.

Budget Statement

The budget for FY18 will increase by \$92,085 to fully account for costs that previously had been budgeted in DPW.

PROGRAM COSTS

Facilities	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	117,060	402,017	424,599	424,599
Expenses	271,113	336,911	406,414	406,414
Total	388,174	738,928	831,013	831,013

STAFFING

Facilities	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	0	0	0	0
Professional/Technical	1.36	2.33	3.83	3.83
Total	2.36	3.33	4.83	4.83

Major Accomplishments for 2016

- Worked on request for proposal and selection process for Owner's Project Manager (OPM), Architect, and Contractor for Stratton, Gibbs, and Thompson School projects. Involved in representing Town on all three projects, including modular projects associated with Stratton and Thompson Schools.
- Successfully applied for, received, and completed \$247,000 Green Communities grant for sustainable projects including:
 - * Exterior lighting upgrade to LED at Town Hall, Robbins Library, Dallin, Stratton, Brackett, and Hardy schools.
 - * Energy Management System installation and three way transformer upgrade at Town Hall.
 - * LED lighting upgrade at Ottoson Middle School and Ed Burns Arena.
 - * 3 way valve install at Hardy school.
- Completed lighting projects at DPW yard and Mass Avenue Heights area.
- Completed all but one capital projects on time. Bishop school paving project moved to FY18 because of requirement for civil drawings.
- Energy Management Systems available remotely to four staff members. Allocated staff time to consistent oversight and proactive response to temperature conditions via EMS.
- Member of Senior Center Feasibility Committee.

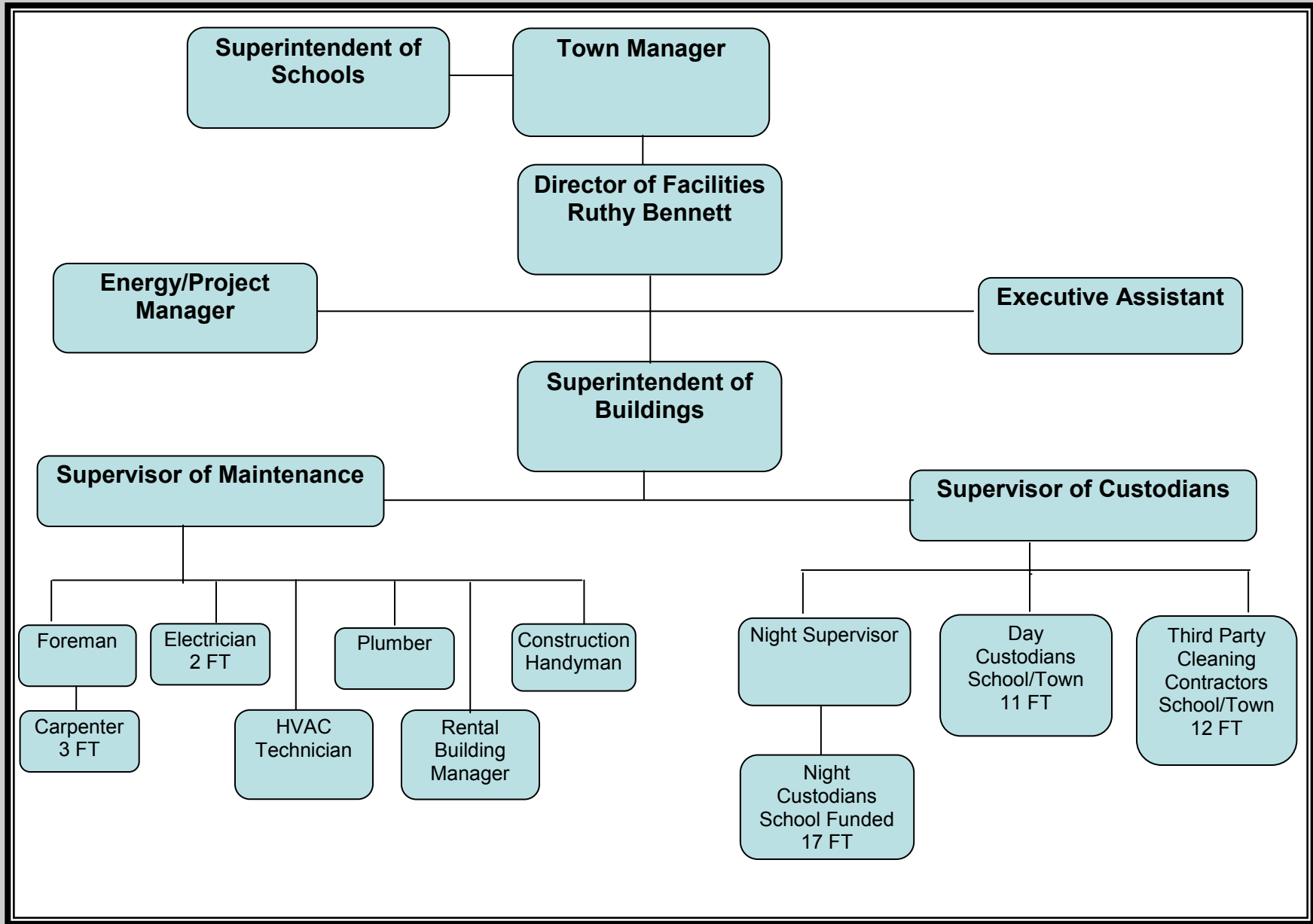


Major Accomplishments (cont.)

- Continued utilizing Schooldude town-wide and school-wide and decreased phone calls for work orders by approximately 90%.
- Imported 85% of all school and Town preventive maintenance work into preventive maintenance software program. Increased reliability of automated PM work orders and decreased start time for PM work.
- Incorporated capital forecast template into construction projects, decreasing the need for manual data entry of building equipment and increasing institutional knowledge of building equipment.
- Created annual work schedule, including deadlines for school summer project requests.
- Allocated summer cleaning, painting, and repair projects in school before construction season started to increase efficiency and staff utilization.
- Managed school budget to spend proportionately to number of months in the year with goal of not overspending and having to pull back on work midyear.
- Instituted weekly staff meetings with weekly progress updates.
- Completed maintenance and operations plan and standards for MSBA submittal.
- Redesigned management level functioning Department, including redefining job descriptions for Energy and Project Manager, Custodian Night Supervisor, and Maintenance Supervisor.
- Met with Fire and Library department heads to review their buildings and operations.
- Incorporated Town custodians into Department via onboarding meeting.
- Allocated small projects to be managed by qualified maintenance staff.

FY2018 Objectives

- Successfully apply for, receive, and complete Green Communities funding grant.
- Close out completed projects including Stratton, Thompson, and modular projects.
- Create bid documents and make selections for DPW Owner's Project Manager and architects. Start DPW headquarters project design.
- Begin High School Building Committee and continue Senior Center project involvement.
- Finish one round of Preventive Maintenance on all HVAC equipment before November 2017.
- Run Fault Detection and Diagnostic for Brackett School and repair faults.
- Decrease phone calls for work orders to close to 0% by making effective use of the on-line work order system.
- Finish importing all PM work into work order software program.
- Increase maintenance staff efficiency through working with Maintenance Supervisor.
- Incorporate cost and project information into work order system.
- Work with department heads on capital requests before submission to capital planning committee.
- Develop a capital forecast plan via the use of a software program to incorporate all existing building equipment and infrastructure into a comprehensive long-term plan.





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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				
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Police				
Personnel Services	7,007,341	7,284,625	7,455,467	7,511,906
Expenses	626,789	687,950	702,970	702,970
Total	7,634,130	7,972,575	8,158,437	8,214,876

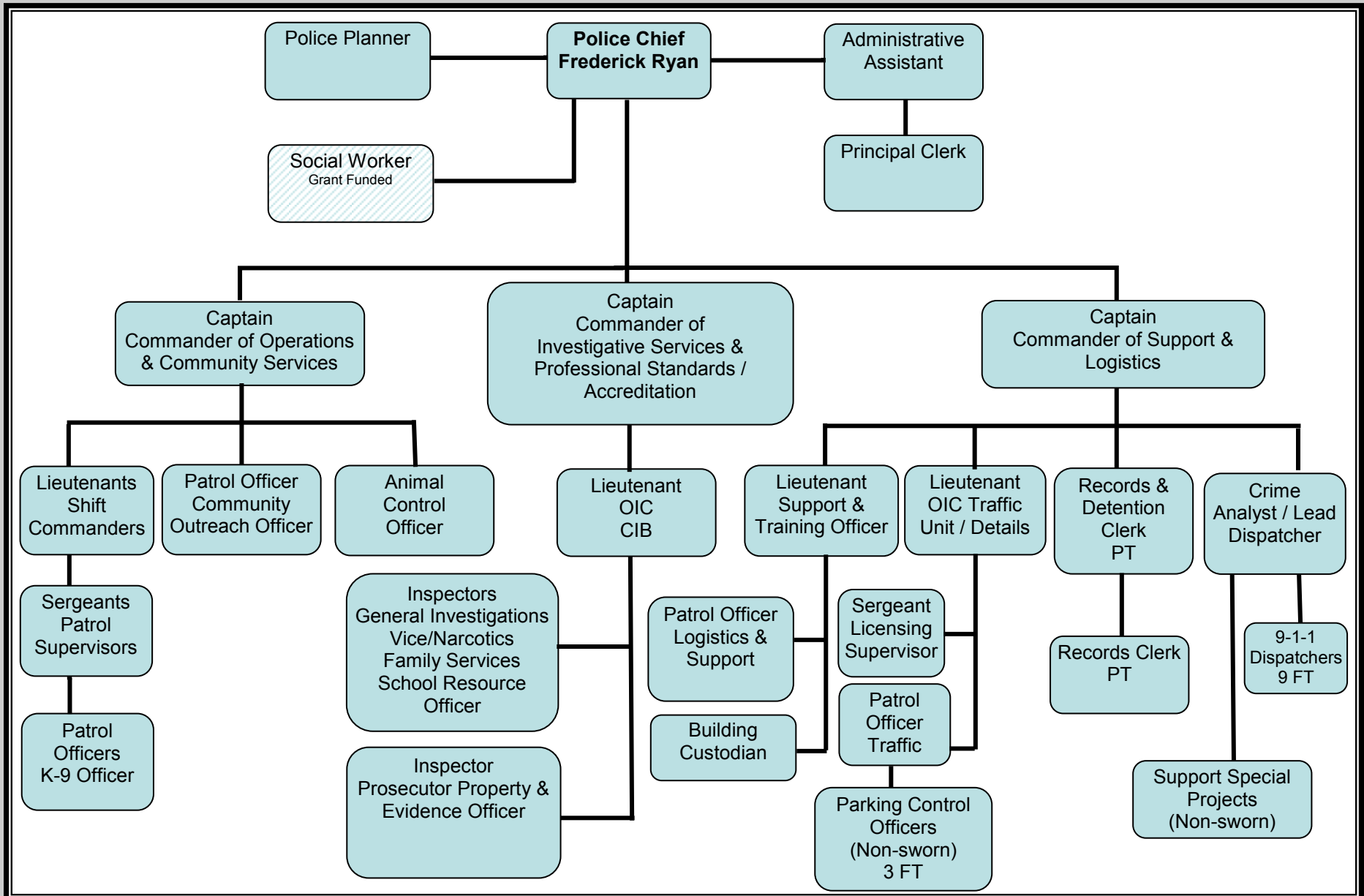
STAFFING				
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Police				
Chiefs	1	1	1	1
Captains	3	3	3	3
Lieutenants	6	6	6	6
Sergeants	9	9	9	9
Police Officers	47	49	49	49
Parking Control Officers	2.35	2.35	2.65	2.65
Animal Control Officer	1	1	1	1
Social Worker			0.5	0.5
Dispatchers	10	10	10	10
Clerical	4.31	4.31	4.31	4.31
Custodial	1	1	1	1
Total	84.66	86.66	87.46	87.46



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.





FY2018 Objectives

- Engage with line and staff officers in renewed strategic planning for the next five year period.
- Improve patrol presence on the Minuteman Recreational Path.
- Study parking and traffic enforcement accounting for new meters.
- Seek out technological methods to streamline patrol officer workload and improve delivery of services to citizens.
- Expand upon community partnerships and engage in effective problem solving with the ongoing goal of excellent customer service.
- Use innovative and intelligence-led data driven policing to reduce crime, fear of crime, and increase quality of life for residents.
- Carry out the policy of the Arlington Police Department to develop the leadership skills and competencies of members at every level of the organization. Develop and work with the Leadership Steering Committee to publish a Leadership Development Framework document that will be the organizational leadership roadmap to the future.
- Host a Citizens' Police Academy.

Major Accomplishments for 2016

- Sought out and administered approximately \$100,000 in grants, working in partnership with the Board of Selectmen, Health and Human Resources, DPW, Fire, School Departments, and the local emergency planning committee.
- Expanded our partnerships with FBI/DEA and efforts to regionalize with local, federal and state law enforcement agencies to reduce availability of unlawful drugs and investigate human trafficking.
- Expanded bicycle fleet with the purchase of a 2nd Polaris ebike which allows officers to cover a wider range, including the bike path and recreational parks in the town and enhances our Community Policing efforts and allow us to more easily engage the community.
- Developed and hosted the first Citizens Police Academy in over a decade and gave citizens a better understanding about law enforcement and how police officers work in the community. The classes educated and developed positive relations with the citizens. It is an ongoing process to build community cooperation, understanding, and good will.

Performance / Workload Indicators

Patrol Division	FY2014 Actual	FY2015 Actual	FY2016 Actual	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

Performance / Workload Indicators

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

Major Accomplishments (cont.)

- Maintained CrimeReports.com to inform citizens of crime data .
- Implemented K9 explosive detection dogs for large events.
- Implemented a training program for our new canine, Eiko with Officer Hogan.
- Increased the frequency of supervisory inspections of police details.
- Joined a Regional Critical Incident Stress Management Team to help officers prepare for and respond to incidents with a focus on their wellness and resiliency.



FY2018 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 by the Massachusetts Police Accreditation Commission, Inc.
- Expand on the Arlington Opiate Outreach Initiative in an effort to reduce the number of opiate overdoses in the community and decrease the stigma associated with addiction.
- Maximize newly acquired accreditation software program in an effort to take full advantage of the effective maintenance of standards, crucial documents, training, and assignments.
- Remain committed to early intervention with the goal of eliminating absenteeism, poor work performance, and/or misconduct.
- Update policies and procedures to reflect changes in Massachusetts General Laws, Municipal Law Enforcement, municipal bylaws, and as required by the Massachusetts Police Accreditation Program.
- Supervise the Community Prescription Drug Take Back Program at Arlington Police Department.
- Develop and cultivate an effective Employee Wellness Program.

Major Accomplishments for 2016

- Dedication to remain in compliance with the standards and mandates set forth by the Massachusetts Police Accreditation Program.
- Steadfast commitment to the Arlington Opiate Outreach Initiative and its goal of reducing opiate overdoses and the stigma associated with addiction in our community.
- Developed new policies to proactively navigate the Department through new and challenging issues that face law enforcement, our community, and personnel.
- Developed a system to more proactively monitor line of duty injury claims.
- Educated personnel in new departmental policies, procedures, and accreditation standards.
- Provided training for personnel in new departmental policies and accreditation standards.
- Implemented newly acquired accreditation software program to assist the accreditation process.
- Assisted Massachusetts Police Accreditation Commission in assessing various departments throughout the state for certification/accreditation compliance.
- Developed a system with the goal to proactively monitoring absenteeism, poor work performance, and/or misconduct.
- Conducted comprehensive audit/inventory of all evidence and property held by the Arlington Police Department while assisting in relocating items into newly renovated/constructed storage locations.



FY2018 Objectives

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

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

FY2018 Objectives (cont.)

- Have an Inspector assigned as the Police Prosecutor to handle all arrests, civil and criminal Motor Vehicle citations, probable cause hearings, and to act as liaison between the Arlington Police Department and the various courts along with the Middlesex District Attorney's Office.
- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division. To include those complaints filed with the Department's online report writing system.
- Work with C4RJ (Communities for Restorative Justice) to offer offenders and victims of crime an alternative to the traditional criminal justice system and increase the volume of referrals made to this program.
- Schedule more frequent criminal investigative briefings with inspectors to enhance productivity and information sharing.
- Develop and implement a modern criminal investigations case management system.
- Fully implement public social media monitoring program.

Performance / Workload Indicators

	FY2014	FY2015	FY2016	FY2017
Criminal Investigations	Actual	Actual	Actual	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 2016

- The Criminal Investigation Bureau is responsible for following up on all crimes that occur in Arlington. As such, CIB has investigated over 1,300 reports of criminal activity.
- Followed up on over 400 missing person reports filed by the various adolescent group homes in Arlington
- Audited and administered the Town of Arlington Sex Offender Registry.
- Filled the position of a new Detective Sergeant.
- Participated in a multi-jurisdictional drug task force resulting in numerous arrests and indictments. Detectives assigned to these units effected arrests associated with the mixing of heroin and fentanyl which had been linked to fatal overdoses.
- Relocated all evidence to a new Evidence Room, and completed the bar-coding of all evidence and property in police custody
- Addressed Domestic Violence awareness through a partnership with the Middlesex District Attorney's Office, REACH, CABHART, and other stakeholders at a community forum held at the Arlington Town Hall.
- The School Resource Officer worked with the School Department began the training of school personnel on ALICE protocol (Alert-Locate-Inform-Confront-Evacuation).



FY2018 Objectives

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

- Reduce the number of crashes.
- Reduce the number of injuries due to motor vehicle crashes.
- Increase bicycle and pedestrian safety through education and enforcement.
- 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.

Performance / Workload Indicators

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Traffic				
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

Major Accomplishments for 2016

- Responded to approximately 20% fewer crashes from calendar year 2015 (as of December 5, 2016)
- Saw a 100% decrease in the number of fatal crashes from calendar year 2015 (as of December 5, 2016)
- Secured a Traffic Enforcement Grant from the Executive Office of Public Safety and Security (EOPSS) and participated in three mobilizations targeting violations such as distracted driving, driving under the influence, and failing to wear seatbelts.
- Secured a Bicycle and Pedestrian Safety Grant from EOPSS and deployed extra officers specifically dedicated to bicycle and pedestrian safety violations.
- Worked with the Town Manager's, Selectmen's, and Planning Offices to install single-space meters in Arlington Center.
- Worked with the Engineering Department to develop traffic safety plans around multiple major construction sites throughout town.
- Purchased a new variable message sign (VMS) and deployed it as needed throughout town.
- Purchased three new Lidar units to be used by all officers for traffic enforcement.
- Purchased a fully electric vehicle to be used by Parking Enforcement Officers to increase their productivity and expand their coverage areas.
- Participated in WalkBoston's "Walk...Don't Walk: Pedestrian Safety Awareness for MA Law Enforcement" training video.
- Attended various classes and conferences offered by MassDOT/UMass including training on traffic signal timing, alternative intersection design, and the Northeast Transportation Safety Conference.
- Developed and instructed a class at our Citizen's Police Academy on Motor Vehicle Law and Crash Investigation
- Created a formal training program for the Traffic Supervisors with annual refresher training.
- Conducted targeted enforcement at high volume/high complaint areas in various neighborhoods.



FY2018 Objectives

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

- Provide professional services to the citizens, while working to minimize the fear and negative perception associated with crime.
- Meet with neighborhood groups, business owners, and property owners to address the quality of life issues that arise throughout the town.
- Perform assessments on municipal buildings and meet with Department Heads to develop a plan to secure these buildings and protect property.
- Implement the solutions proposed by the Harvard Negotiation and Mediation Clinical Program (HNMCP) project plan to identify and seek solutions for an inordinate amount of police and fire resources being used to responses at the Youth Villages . It involves a partnership in a study that involves several stakeholders, including the department of children and families, youth villages and the Arlington Police Department.
- Partner with the Human Rights Commission to enhance partnerships with the minority populations.
- Seek out and administer Community Policing grants.
- Offer programs for women in self-defense education (RAD).
- Expand upon the relationship with the business community and Chamber of Commerce and implement mutually agreed upon crime prevention and target hardening programs.
- Continued partnerships with the Recreation Department, the Youth Health and Safety Coalition, and the Health and Human Services Department to hold the 7th annual summer camp for Arlington children. Over 131 children participated.
- Teamed up with the Housing Authority to host our 9th annual National Night Out event at Menotomy Manor. The event provides the opportunity for positive interaction between police and Arlington youth, with a goal of a safer community.

Performance / Workload Indicators

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

Major Accomplishments for 2016

- Partnered with Youth Villages to become involved with a study by the Harvard Negotiation and Mediation Clinical Program (HNMCP) that is run by Harvard law School.
- Investigated graffiti related incidents and followed through with Bylaw violations when necessary.
- Conducted a Rape Aggression Defense class. The R.A.D. system develops and enhances the options of self-defense through lecture, discussion and hands-on self-defense techniques. The R.A.D. system is a comprehensive, women only course that begins with awareness, prevention, risk-reduction and risk-avoidance, while progressing to the basics of hands on defensive training.
- Collaborated with commercial laundromat business owners in town to establish guidelines for monitoring buildings for homelessness, trespassing, and destruction of property.



FY2018 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.

- Work with Arlington Veterinarians to develop a rabies vaccination clinic for Arlington Residence.
- Engage the community to help with compliance of Bylaws, 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

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

Major Accomplishments for 2016

- Attended and graduated Massachusetts' Animal Control Academy in Boylston, MA to become a Certified Animal Control Officer.
- Attended the Department of Agriculture required trainings requirements for 2016 as well as additional trainings.
- Presented residents with monthly positive reinforcement prizes, (prizes courtesy of Arlington Dog Owner's Group and Business friends of ADOG) in relation to "Leash it and Ticket" for good behavior and following town Bylaws.
- Worked with the Park and Recreation Department to develop more signage for parks to make the leash law more visible for park goers.
- Attended multiple Park and Recreation Meetings with Commission Members to better assist the community with dog/park related issues.
- Attended monthly "Social Media" meetings with various town department employees to advertise Animal Control related events and 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.
- Worked with Media outlets in Arlington to present Public Service Announcements on living with wild life.
- Assisted in developing an online reporting system for off leash dog activity.
- Assisted with the production/development of an online dog license registration system.
- Provided training to residents on Dog Behavior, Living with Wild Life, Canine CPR, Pet Hospice Care and Living with Coyotes.
- Presented school groups and Boy Scout troops with animal safety and living with wild life information.
- Developed relationships with area Animal Control Officers to develop a partnership for mutual aid.
- Distributed Spay/Neuter certificates to assist low income residents with spay/neuter for their domestic pets.



FY2018 Objectives

- Co-respond with patrol officers to provide crisis intervention and evaluations to Arlington residents in crisis situations. Be available to assist officers with walk-in clients who are in need of urgent mental health services.
- Work cooperatively and expand services and relationships with the Arlington Health and Human Services Department, Council on Aging, Youth Counseling Center, Youth Health and Safety Coalition, Public Schools, and Fire Department, the Department of Children and Families, Arlington Housing Authority, Advocates Psychiatric Emergency Services, and the Cambridge Court Clinicians.
- Establish and build relationships with the 43+ group homes in Arlington.
- Monitor police reports and follow up with cases that have been flagged requesting clinician follow up as well as those not flagged that would benefit from support or referrals.
- Provide training to outside agencies on the use of the JDP .
- Partner with the Community Outreach Police Officer to assist with conflicts between residents in Arlington.
- Respond to the Arlington Public Schools to provide crisis assessment, crisis counseling, outside referral and involuntary commitments to hospitals emergency departments as needed.
- Provide involuntary commitments to local emergency rooms for further evaluation as needed in the community.
- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health and substance abuse issues.
- Assist community members in the use of section 35, court ordered substance abuse treatment.
- The JDP clinician and police officers will use the section 35 involuntary commitment process when appropriate to assist individuals in the community in need of substance abuse treatment.
- The Hoarding Response Team will provide our multi-agency HRT program presentation when invited to share what we have learned and created with other towns and organizations.

FY2018 Objectives (cont.)

- Coordinate the Opiate Outreach Initiative through our two-pronged approach of:
 - * Follow up with persons who have overdosed in the community and provide outreach to known substance users identified by patrol officers, the Criminal Investigative Bureau and Drug Task Force.
 - * Continue to host Arlington ACTS (Addiction Community Training and Support) monthly meetings and special events.

Major Accomplishments for 2016

- Expanded access to Naloxone to substance users and their loved ones (dispense Naloxone for free), training for the administration of Naloxone, addiction treatment options and resources (inpatient & outpatient), and medication/pharmaceutical assisted treatment for opiate addiction (Vivitrol).
- Reduced the stigma associated with addiction.
- Reduced the incidents of over-prescribing pharmaceutical opiates by medical doctors and dentists.
- Expanded the frequency of community prescription drug take back days and mobilize drug take back access to senior/public housing neighborhoods.
- Shared our program with over 55 other police departments in multiple states, including a conference in Fort Worth Texas with over 800 attendees and Ohio with over 200 attendees.
- Met with doctors at Mt. Auburn Hospital to coordinate overdose cases when possible.
- Hosted showing of 'If Only' movie with panel discussion at Regent Theater.
- Hosted walk-in hours for treatment and naloxone.
- Attended ARISE Interventionist training program and then participated in successful interventions.



FY2018 Objectives

- Expand on pilot program for citizen on-line reporting system to include all group homes in Arlington.
- Expand traffic unit capability by reassigning sworn personnel .
- Recruit, hire, and train at least two new police officers.
- Work with Facilities to develop a building custodial program/plan.
- Expand 9-1-1 dispatch technology and training using alternative funding and grant resources.
- 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.
- Develop program for more advanced active shooter training and conduct training.
- Enhance NIBRS accuracy for crime reporting .
- Complete course and train staff on Trench Law Safety to improve safety on details.
- Host and conduct trainings in APD newly renovated training rooms.
- Implement training program for newly refinished indoor shooting range.
- Research and implement new less lethal force options for department.
- Host community Symposium/Training on fair and impartial policing.

Major Accomplishments for 2016

- Completed final phase of renovation for Police Headquarters, transitioning staff into new workspaces.
- Completed recruitment, hiring and training of five new police officers, who all successfully completed the Department Police Training Officer Program.
- Maintained all relevant departmental records in accordance with Massachusetts Records Retention Laws and Accreditation standards.
- Piloted online reporting program for group homes in enter data using COPLOGIC software .
- Designated a social media coordinator who expanded our department website and increased followers on Facebook, Twitter, and Nextdoor.
- Processed 45 solicitor licenses, 23 Hackney licenses, and 220 firearms licenses.
- Coordinated construction work zone plan of major Massachusetts Avenue corridor renovation.
- Held second successful gun buyback program which was a regional initiative, collecting 24 unwanted firearms in Arlington.
- Purchased and implemented Lexus Nexus Analytical Software to better predict crime trends and more accurately deploy resources.
- Upgraded our State 911 System to NextGen to enhance call taker abilities and increase communication avenues by adding text messaging at Public Safety Answering Point .
- Hosted Mindfulness training for all sworn officers at APD.
- Trained officers in Fair and Impartial Training/Symposium with community stakeholders.
- Hosted training with Middlesex DA's office for best practices for Response to Bicycle and Pedestrian Crashes.
- Trained all sworn officers in Critical Incident Stress Management/Peer Counseling.



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 (cont.)

Performance Indicators show a 10% increase in total calls from FY14 to FY15 but only a negligible difference from FY15 to FY16. Performance Indicators show an increase in Rescue calls of almost 9% from FY15 to FY16. It is estimated that the number of total Rescue calls will increase

PROGRAM COSTS				
Fire	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	6,426,322	6,841,598	7,019,122	7,019,122
Expenses	423,805	439,900	439,900	439,900
Total	6,850,127	7,281,498	7,459,022	7,459,022

Budget Statement

The Fire Department is currently staffed at 78 personnel. It is budgeted for 81 personnel. In FY17 there will be 74 personnel assigned to suppression duty, three assigned to staff duty, two mechanics, one administrative assistant, and one Chief of Department. We anticipate four retirements by end of FY 2017 and another 2 to 4 retirements by the end of FY18. Three members have spent a significant portion of FY17 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 be an issue. Statistics show that to stay within the \$455,310 budgeted for overtime this Department must maintain its maximum budgeted staffing (77 personnel or 18.5 firefighters/group and three on staff). This becomes extremely difficult with the hiring process to replace retirees taking up to six months followed by three months of recruit training. This lag time requires increased overtime to maintain the 15 firefighter minimum staffing.

STAFFING				
Fire	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Chiefs	1	1	1	1
Deputy Chiefs	5	5	5	5
Captains	7	7	7	7
Lieutenants	15	15	15	15
Firefighters	50	50	50	50
Professional/Technical	2	2	2	2
Clerical	1	1	1	1
Total	81	81	81	81



FY2018 Objectives

- Continue ancillary programs: Fire Investigation Unit, Junior Firesetter Intervention, Vial of Life, and Student Awareness Fire Education.
- Assess the benefit of an Arlington Fire Department Advanced Life Support, ALS, and put together a plan to implement ALS in the Department.
- Create a formal professional development/continuing education program by identifying fire personnel for specialized training and enrolling those personnel in courses at the Mass Firefighting Academy at Stow.
- Research and draft design for new Fire Engine Pumper and rescue ambulance to replace aging equipment as listed in FY18 Capital Plan.
- Follow through with Fire and Life Safety Inspections, with the goal of reaching 100% of occupancies in town with the exception of 1-4 families. Ensure that the process can continue on an annual basis.
- Expand on our Health and Wellness Program with the assistance of O2X a Human Performance Vendor.

Major Accomplishments for 2016

- Procured Ladder Tower 1 to replace 1994 Pierce 105' Aerial Apparatus.
- Replaced 25% of personal protective equipment from capital budget funds. Department has replaced 100% of this equipment since 2014.
- Certified all Deputy Chiefs and Captains to ICS300 of the National Incident Management System.
- Enhanced Training/Emergency Operations Center technology.
- Instituted a program and moved all inspections, fire prevention, all hydrant operations and fire pre-plans onto a digital format.
- A new program inspected all occupancies in town other than 1-4 families for fire and Life Safety Hazards. The achieved 70% inspection rate.
- Expanded our social media outlets including Town website and Twitter.
- Purchased and trained all members on the LUCAS, auto-CPR machine and incorporated a new CCR, Cardio Cerebral Resuscitation, protocol that increases survivability for patients in cardiac arrest.
- Training department utilized houses scheduled to be torn down for structural firefighting skills development.
- Collaborated with the AHS Art Department to enhance artwork in the Central Fire Station. Students volunteers painted building features that have great fire and art history.

Performance / Workload Indicators

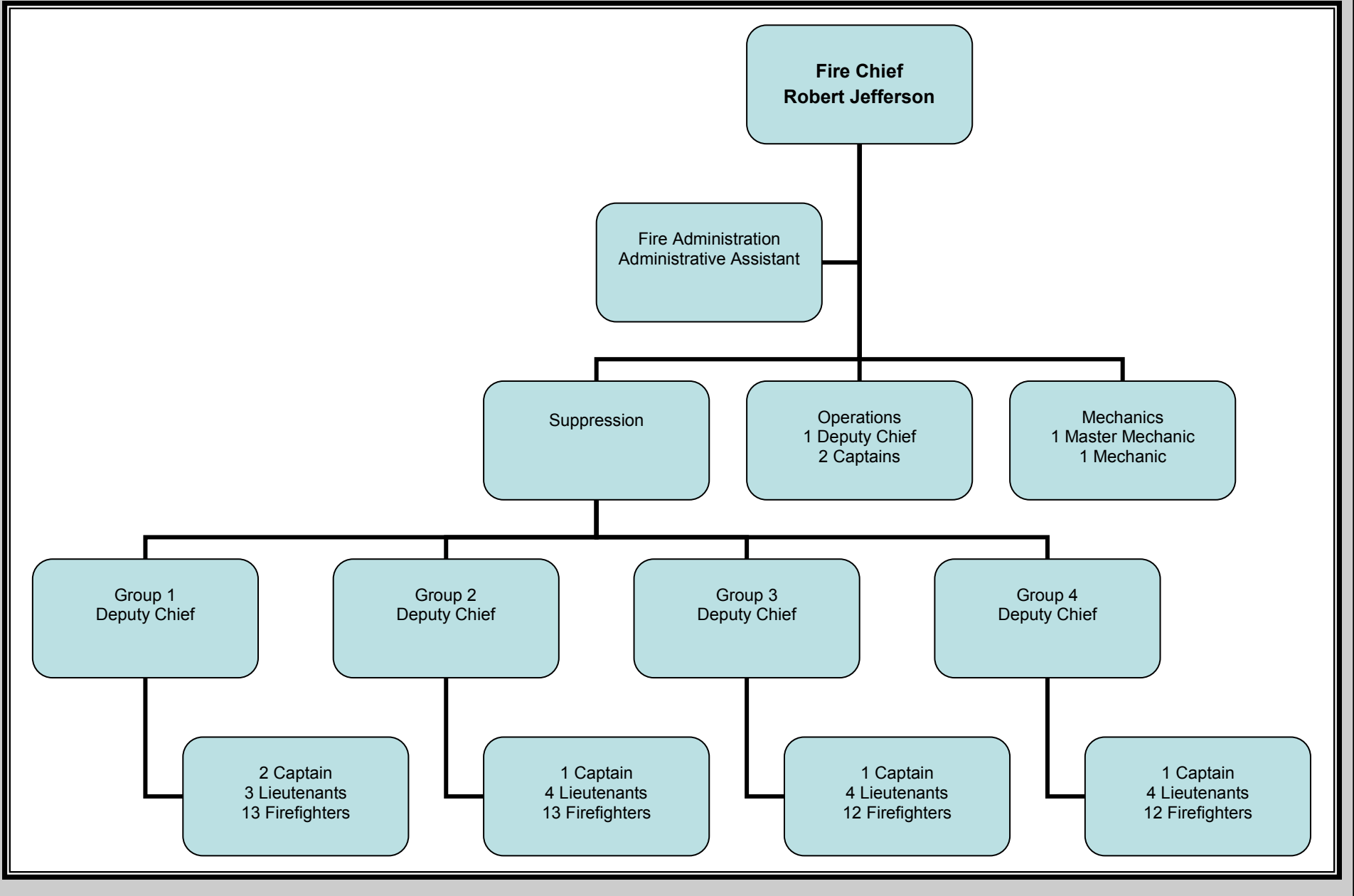
Fire Department	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Emergency Calls	4,601	5,175	5,122	4,959
Rescue Response	2,917	2,365	2,572	2,802
Overlapping Calls	1,042	1,368	1,248	1,262
Private Ambulance ALS/BLS	1,867	1,815	1,309	2,537
Average Response Times	3m 10s	2m 59s	3m 23s	3m 12s
Average Time Rescue Calls	31m 40s	30m 31s	29m 29s	35m
Fire Calls	110	106	118	114
Average Total Time Fire Calls	36m 20s	41m	57m 18s	36m 15s
Dollar Loss Property	5.11 million	8.05 million	3.74 million	8.01 million
SAFE Students Taught	2,750	3,015	3,127	2,931
JFIP Students Counseled	9	4	12	4

Performance / Workload Indicators

Fire Prevention	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Hours of School Fire Drills	26	29	81	30
Hours of Fire Protection Syst. Inspt.	312	473	782	498
Hours Strategic/Tactical Ops Plan.	36	32	50	34
Permits Issued	966	1,028	1,030	1,113
Permits Issued Revenue	\$54,107	\$58,070	\$52,840	\$75,389

Performance / Workload Indicators

Fire Training	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Training Sessions	190	188	221	230
Training Hours	1140	940	1108	1136
Total Attendees	2,107	2,068	3,324	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 will add a new inspector to keep up with the growing demand for inspections throughout Town.

The Expense budget is level funded.

Major Accomplishments for 2016

- Inspection and issuance of Certificate of Occupancy for newly renovated Community Safety Building.
- Permit issuance and inspection of MassSave initiatives such as window replacement, air sealing, and insulation projects.
- Permit issuance for Stratton School renovations and temporary modular classroom project.
- Permit issuance for Thompson School modular classrooms and preliminary plan review for addition.
- Continued review and inspection of Solarize Arlington and MassSave initiatives.
- Issued for 15 new single-family homes and 4 new two-family homes permits
- Arizona Ranch rebuild project.
- Assisting ZBA with appeals process.
- Preparation of ISO evaluation process.

PROGRAM COSTS

Inspectional Services	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	475,860	406,426	480,066	480,066
Expenses	10,428	12,000	12,000	12,000
Total	486,288	418,426	492,066	492,066

STAFFING

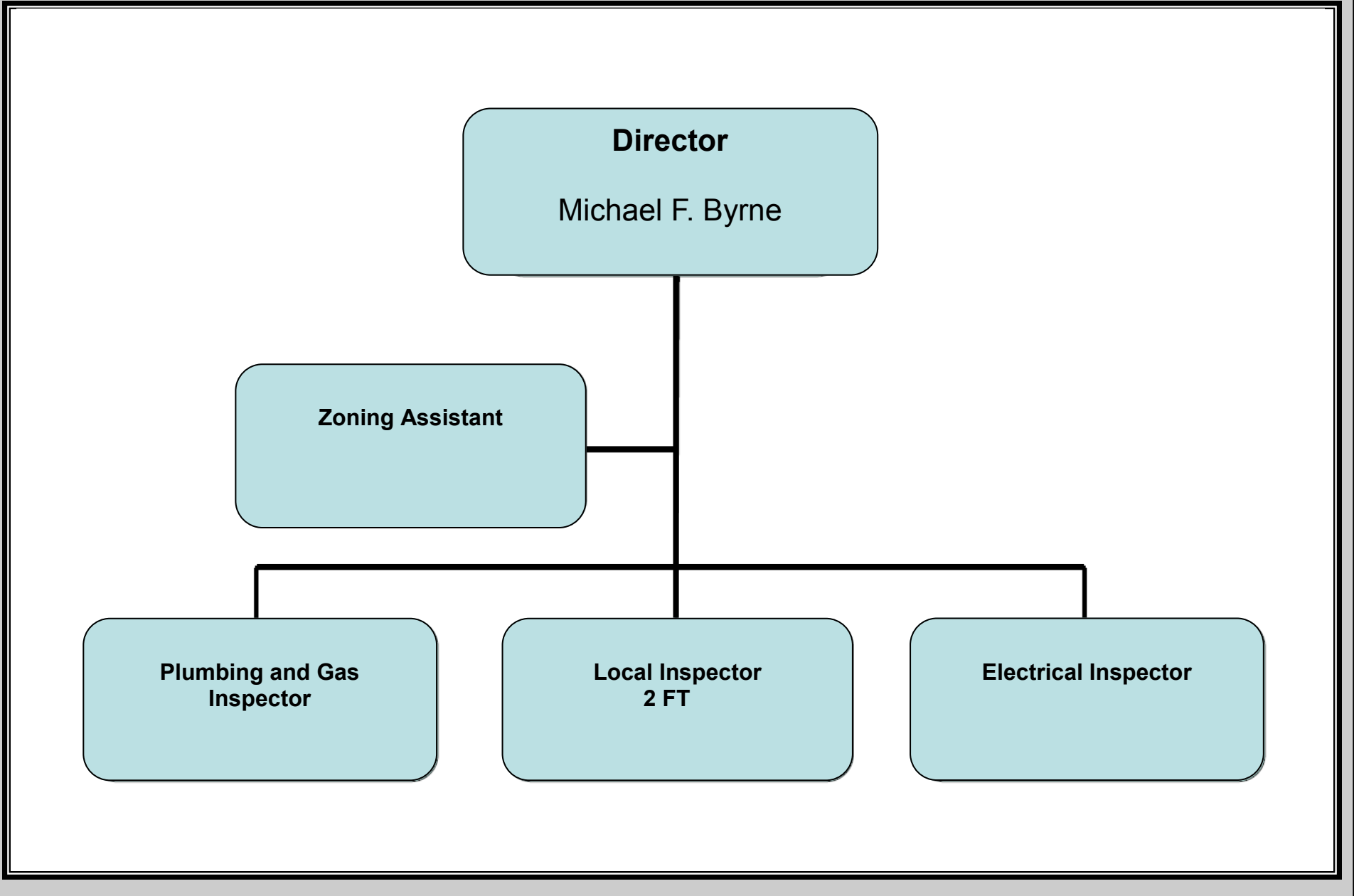
Inspectional Services	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	3	3	4	4
Total	5	5	6	6

Performance / Workload Indicators

Inspectional Services	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Building	2,668	2,616	3,023	2,900
Plumbing	948	1,084	931	900
Gas	764	781	707	700
Wiring	1,290	1,207	1,426	1,400
Revenues	\$ 1,274,669	\$ 1,315,417	\$ 1,701,909	\$ 1,650,000

FY2018 Objectives

- Assist Zoning Board of Appeals in consideration of a 40B project.
- Participate in zoning recodification project.
- Participation in Master Plan Implementation Committee, Zoning By-law Recodification Committee, and Residential Zoning Workgroup.
- Gibbs School plan review and permit issuance.
- Implementation of a Vacant Storefront Registry Program.
- Construction Control Agreement oversight.





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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.

Library staff ensure efficient record keeping for over 200,000 items in the physical collection and access to over 650,000 titles in the digital library through shared resources of the Minuteman Library Network and the Commonwealth eBook Collection, and resources purchased exclusively for Arlington card holders. 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.

FY2018 Objectives

- Use the outcome of the FY17 Reimagining Our Libraries space planning project to determine a direction and timeline for interior renovations at the Robbins Library and Fox Branch Library.
- Improve service levels at the Fox Branch Library with additional weekend hours and more programs for children and families.
- Provide guidance and support to the Arlington Libraries Foundation as it begins a capital fundraising campaign for the Reimagining Our Libraries project.
- Continue to strengthen Town-wide efforts to make Arlington a cultural destination for residents and visitors by supporting the proposed Cultural District and by participating in other Town-sponsored efforts and initiatives.

Budget Statement

The increase in the library’s FY18 projected budget covers fixed costs plus a new part-time Children’s Librarian. The new librarian’s salary accounts for 22% of the increase. The other 78% consists of fixed costs including: contractual step increases for permanent staff, a 2% cost of living increase, and the minimum wage increase affecting hourly page staff. The decrease in the library’s overtime budget line is a correction for annual expenses related to Library Facilities Attendant, which is coordinated by the Facilities Department. The total projected FY 2018 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.

PROGRAM COSTS

Libraries	FY2016 Actual	FY2018 Request	FY2018 Request	FY2018 Town Meeting
Personnel Services	1,679,829	1,753,737	1,841,856	1,841,856
Expenses	519,568	537,580	537,580	537,580
Total	2,199,397	2,291,317	2,379,436	2,379,436

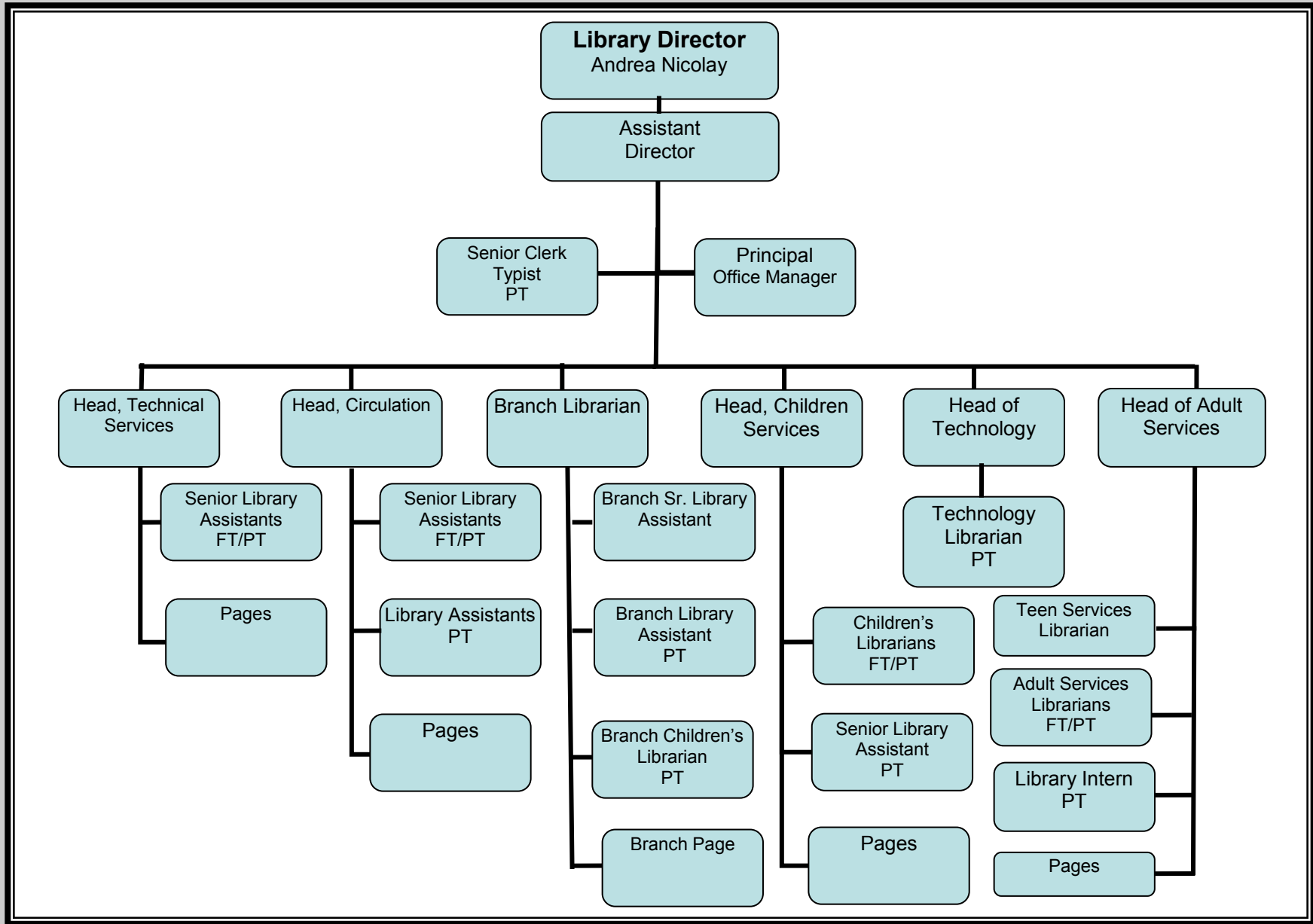


Major Accomplishments for 2016

- Increased public access to technology by adding 12 laptops to the circulating collection housed in the library’s laptop vending machine.
- Launched an Arlington chapter of the nationally-recognized “Girls Who Code” club for girls in grades 6-12 who are interested in entering the field of technology.
- Hosted the annual Arlington Reads Together community read event series in March. The 2016 selection was “Americanah” by Chimamanda Ngozi Adichie, and programs and discussions highlighted themes of diversity and identity.
- Heightened the visibility of library programs and services with a digital display in the Robbins Library lobby announcing upcoming events and initiatives.
- Partnered with Sustainable Arlington to co-sponsor a new “Library of Things” with additional funding from the Friends of the Robbins Library. The Library of Things consists of tools and other non-traditional library items that can be borrowed by cardholders.
- Supported Arlington Public Art by providing a home base at the Fox Branch Library for the East *Arlington Stories* project in Fall 2016.

STAFFING				
	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Libraries				
Managerial	1	1	1	1
Clerical	14.6	14.62	14.62	14.62
Professional/Technical	13.54	13.4	13.79	13.79
Custodial/Bldg. Maint.	0.83	0	0	0
Total	29.97	29.02	29.41	29.41

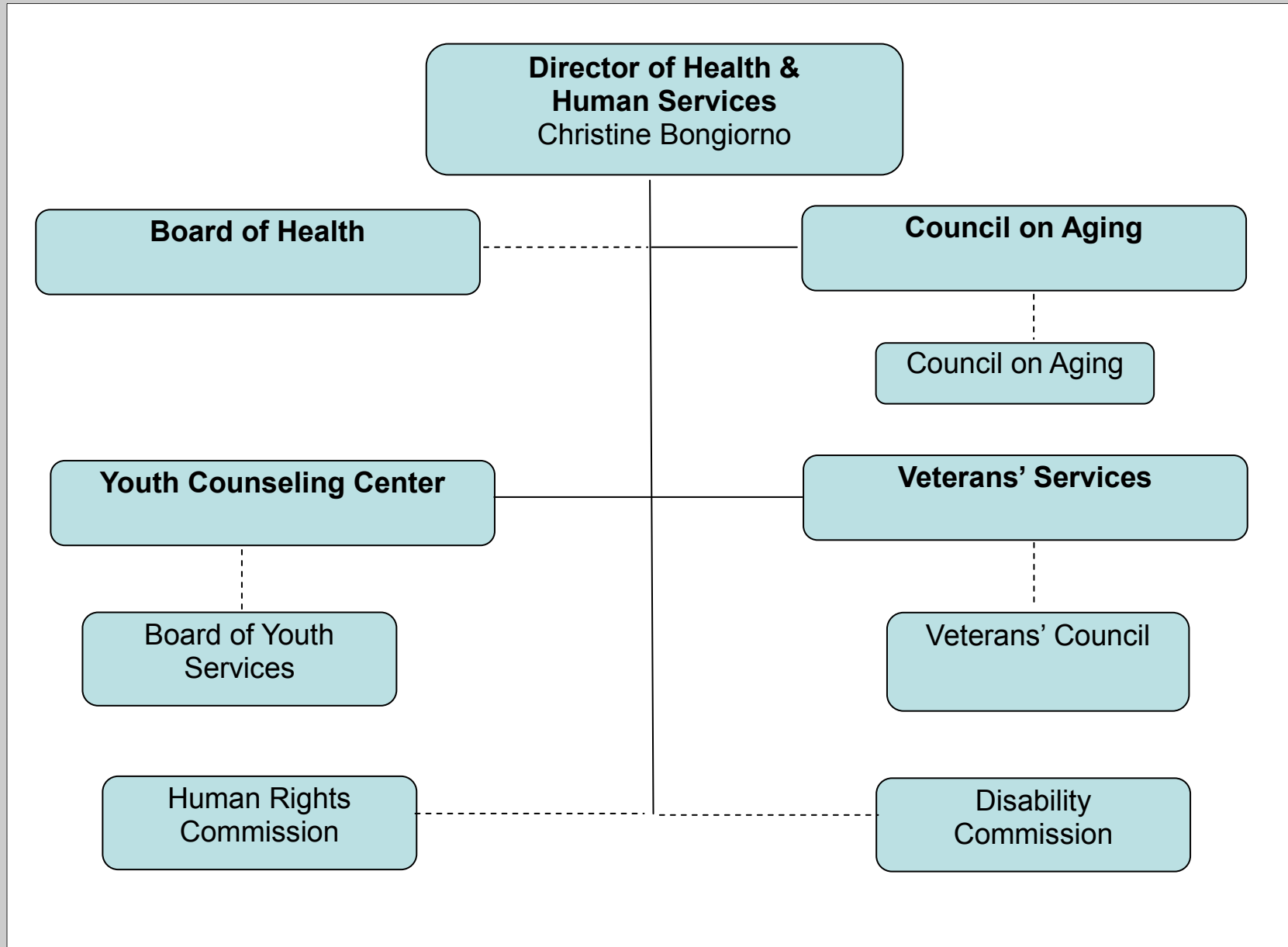
Performance / Workload Indicators				
Library	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Circulation of materials	668,087	686,036	694,149	710,000
eContent Circulation	29,862	49,760	62,879	70,000
Interlibrary loans processed	142,543	141,725	145,677	150,000
Reference questions answered	93,869	87,875	89,729	91,000
Children's programs	369	302	436	450
Adult and YA programs	131	169	217	220
New items ordered and processed	20,419	18,422	17,904	20,000
Visits to Robbins Library	313,203	300,291	296,367	325,000





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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.

FY2018 Objectives

Health and Human Services:

- Arlington Food Pantry will be a separate operating non-profit corporation
- Will continue to develop community partnerships to advance the mission of the department
- Will apply for another Public Health Associate from the Centers for Disease Control

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.

Budget Statement

In FY18, staffing changes will allow the Health Department to more efficiently manage the growing public health demands and mandates. The changes include the transition of Health and Human Services Project Manager position to a Director of Public Health position. The addition of an Administrative Assistant will ensure calls are answered, complaints are processed, applications are processed, and bills are paid, easing the burden on inspections staff.

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.

PROGRAM COSTS

Health & Human Services	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	349,115	356,809	425,891	425,891
Expenses	32,024	32,800	49,700	49,700
Total	381,139	389,609	475,591	475,591



Major Accomplishments for 2016

Health and Human Services:

- Obtained funding through the Community Preservation Committee to rehabilitate the historic Whittemore Robbins Carriage House and began design and rehabilitation work to preserve this historic feature for many years to come.
- The Board of Health adopted Registered Marijuana Regulations
- Completed two year training of a Public Health Associate from the Centers for Disease Control

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	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	0.7	0.7	1.0	1.0
Professional/Technical	2.5	2.5	3.4	3.4
Total	4.2	4.2	5.4	5.4

Performance / Workload Indicators

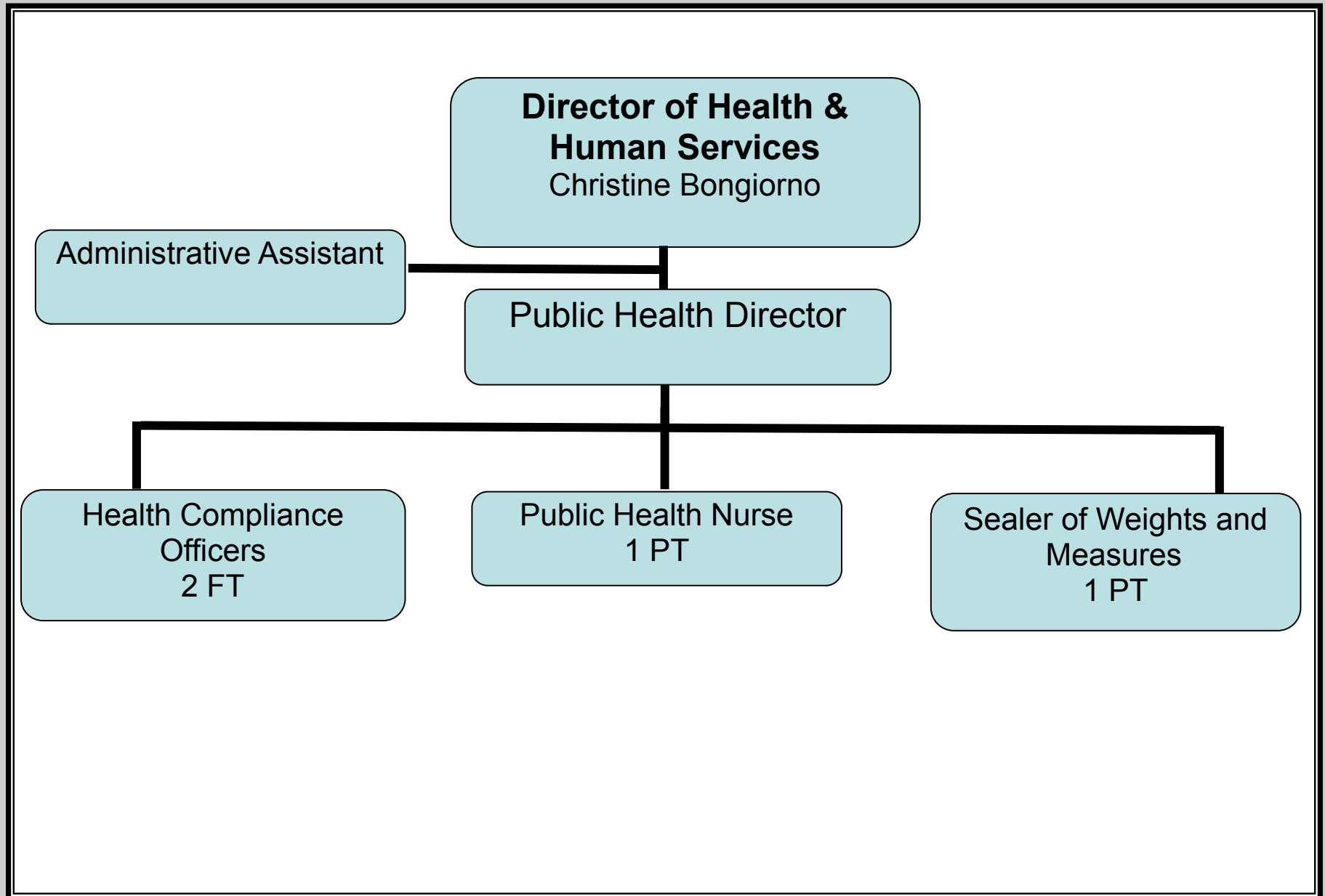
Health Department	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Food Inspections	634	508	492	500
Tobacco Compliance Checks	78	60	38	60
Tanning Establishment Inspections	0	1	1	1
Demolition Inspections	15	16	25	20
Housing Inspections	210	175	120	200
Public Pool Inspections	20	15	16	20
Public Beach Inspections	10	9	6	6
Resident Complaints	297	300	300	325
Communicable Disease Investigation	254	363	272	350
Flu Vaccinations Administered	2,125	2,276	1,304	1,500

Performance / Workload Indicators

Health & Human Services	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Food Panty Average Monthly Distribution	507	525	555	775
Assistance Program - Families served	107	73	100	125

Performance / Workload Indicators

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





Program Description

The Commonwealth of Massachusetts began providing services for veterans following the Revolutionary War. In 1861, the Legislature formalized Chapter 115 and established the Department of Veteran Services. By directive, each community in the Commonwealth is required to maintain a Veterans' Service Department to provide benefits to veterans and dependents.

Benefits are available through the state (Chapter 115) as well as benefits available from federal agencies (Veterans' Administration) and other local resources. State benefits provide financial and medical assistance for veterans and dependents. Additional financial services for food, shelter, clothing, and housing are available. Bonuses and annuities are available to veterans that provided wartime service. Annuity payments are made to 100% service connected disabled veterans and Gold Star survivors. Support services are provided for military funerals and resources for educational benefits, employment benefits, and housing services.

Support services are provided to veterans seeking federal level benefits. The Veteran Services Officer assists veterans in filing applications seeking service connected disability compensation. Assistance is provided to veterans seeking federal pensions for non-service connected medical pensions. Additionally, the department provides support and direction to veterans seeking access to the VA Healthcare System.

Budget Statement

Historical data has shown a consistent number of veterans and dependents seeking Chapter 115 Benefits. However, the numbers of World War II veterans and surviving spouses seeking benefits continue to dwindle. We anticipate a slight decrease in veterans seeking Chapter 115 benefits as Korean and Vietnam era veterans/dependents become our primary era veterans.

Per the Department of Veterans' Services (DVS) statistics, the number of active cases (veterans and or dependents currently receiving Chapter 115 benefits) has decreased slightly to 69 cases. The average monthly expenditures for Chapter 115 Veteran Benefits for FY 2016 were \$30,150.00. Currently, the average monthly expenditures for Chapter 115 Veteran Benefits for FY 2017 remain unchanged at \$30,156.00.

It is important to note that the Commonwealth of Massachusetts reimburses Arlington a minimum of 75% of all approved expenditures for Chapter 115 Veteran Benefits. All requests for emergency services as well as other special services such as housing services are reimbursed at 100%.

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Veterans' Services				
Personnel Services	57,640	61,065	64,623	64,623
Expenses	371,490	378,577	378,577	378,577
Total	429,130	439,642	443,200	443,200

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Veterans' Services				
Managerial	0	0	0	0
Clerical	0	0	0	0
Professional/Technical	1	1	1	1
Total	1	1	1	1



Major Accomplishments for 2016

- Completed the largest GIS mapping project in Arlington's history, a two phased project to satellite map and then mark all veteran burial lots at Mt. Pleasant Cemetery as part of the Memorial Day, Flags on Graves Program. This process reduced the amount of time needed to place flags on graves from weeks to days. This also allows for participation from civic groups and organizations to assist with flag placement, not previously possible.
- The final Veterans Burial Lot at Mt. Pleasant Cemetery was dedicated during the annual Memorial Day ceremony. This lot was dedicated to veterans serving in the "Global War on Terrorism" era. The Veterans' Council managed the fundraising and raised over \$9,500.00 in private funds to pay for the monument and beautification of the burial lot.
- The Director serves as Chairman of the Veterans Council 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 Council has worked collaboratively with state and local officials to secure funding to archive military war records dating back to the Revolutionary War era. The intent is to create an electronic database marking the military service of Arlington residents since the Revolutionary War. This database will be available to the public and will be incorporated as part of the Broadway Plaza, Veterans Memorial Park re-design project.
- Memorial Day services were conducted in the Town Hall. This was a change from past events, enabling a larger number of veterans to attend, providing shelter from the weather and seating for all attendees and veterans. The annual Veterans Day parade and ceremony was conducted at Monument Square.
- The Director continues to provide contributory support to the Town of Winchester under a temporary agreement to provide services. This temporary agreement was effective July 1, 2015.
- The Director was re-elected as a member of the Executive Board for the Massachusetts Veterans Service Officers Association. He serves as Sergeant-At-Arms, and as a member on the Training Committee.

Performance / Workload Indicators

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

FY2018 Objectives

- Continue to increase awareness of veteran benefits through local media and various social media outlets.
- Provide support services enabling veterans and dependents to seek benefits and services via federal, state and local avenues to enhance and maintain quality of life issues.
- Continue to provide support for veterans seeking assistance filing for state and/or federal level benefits.
- Manage Memorial Day and Veteran's Day ceremonies as well as other events honoring the service of our local veterans and families.
- Continue to seek out efforts to regionalize services.



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.

Budget Statement

The budget presented represents a conservative and incremental effort to address the growing population of those 60 years and older who reside in Arlington, a group inching toward 25% of the total population.

The increase of 14 hours per week for the Social Work expands an existing position. The COA will to host an additional Social Work intern, which adds 16 hours per week for direct contact for the seniors to in excess of 600 units of service for this position. Staffing will be closer to the demands of the aging population. The success of the additional hours will be closely monitored.

The part-time reception position funded by multiple sources will become a full-time position supported by town and grant funds. It plays a key role in administration of daily public contact and increases efficiencies in every area. The clinical staff will have greater opportunities for direct contact with seniors and enhanced coordination of services.

The organization continues to leverage nurse interns and social work interns against the municipal budget in order to accomplish the mission. There is undue reliance on these supplemental volunteer staff to bridge the gap of unmet needs among the senior population.

FY2018 Objectives

- Develop plan for the Age Friendly Community initiative
- Continue to expand community partnerships
- Identify offsite programming sites to maintain programs and services if the Senior Center renovations occur in FY19

PROGRAM COSTS

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Council on Aging				
Personnel Services	205,155	211,730	253,253	253,253
Expenses	13,088	14,000	21,000	21,000
Total	218,244	225,730	274,253	274,253

STAFFING

	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Council on Aging				
Managerial	1	1	1	1
Clerical	1	1	1.50	1.50
Professional/Technical	1.11	1.11	1.51	1.51
Total	3.11	3.11	4.01	4.01

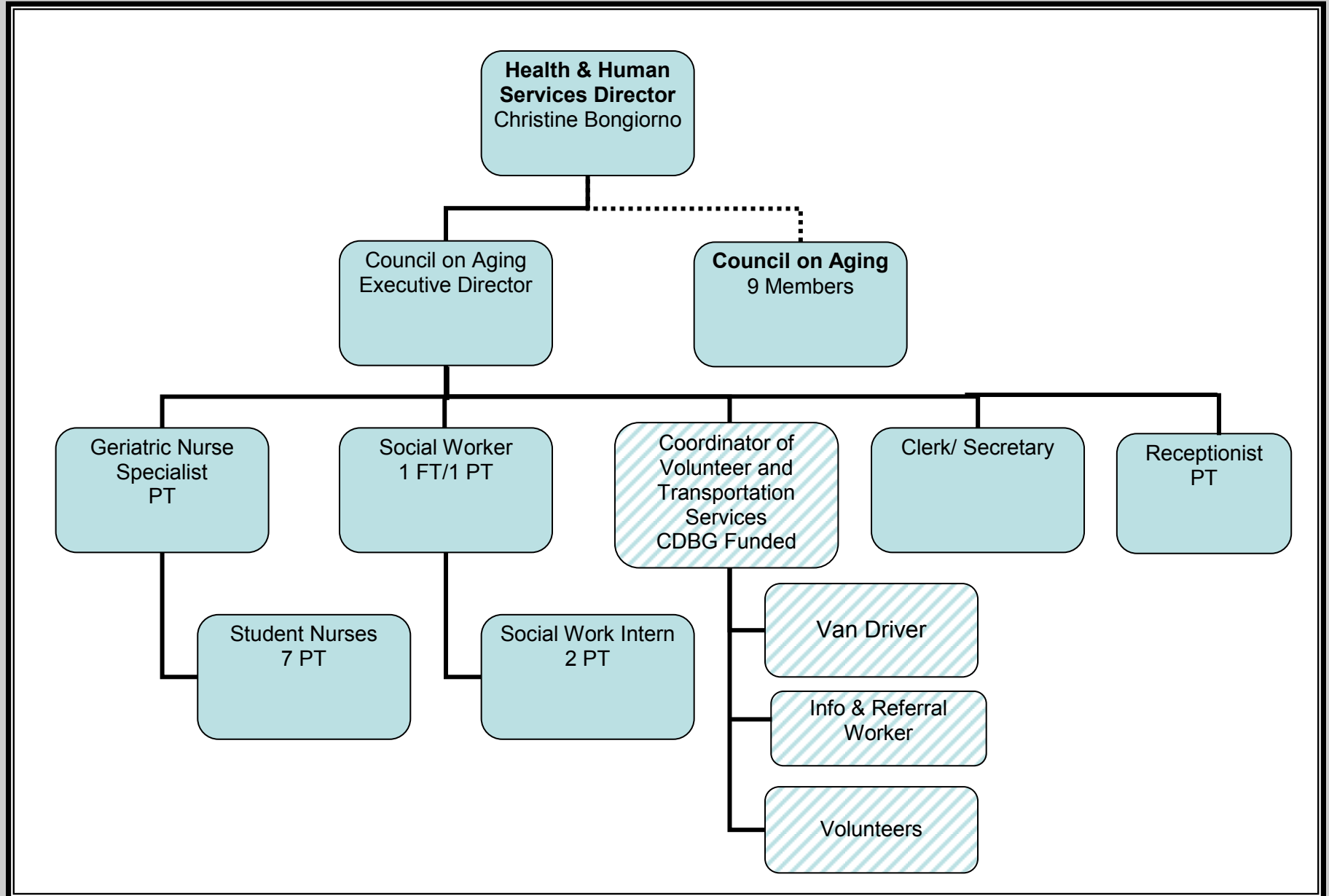


Major Accomplishments for 2016

- Partnered with Lahey Clinic and Medical Hospital bringing a 13 week Diabetes Wellness class to the Senior Center, free of charge.
- Participated in the feasibility study for the Senior Center hosting several information sessions garnering interest and support with the senior population and town management
- Collaborated with Bright View Arlington to bring a Memory Café to Arlington
- Partnered with Arlington Emergency Services to increase the number of homes that complete an emergency sheet for the refrigerator
- Hosted the first ever “Call to Action” with all banks in Arlington, Arlington PD, Protective/Executive Office of Elder Affairs, and the COA in an effort to combat financial exploitation involving Arlington seniors
- Hosted a public meeting with the Assistant Director of AARP to introduce Arlington as an “Age Friendly Community”, an initiative which began with the World Health Organization
- Named as a partner in an Intergenerational grant through Bridges Together adding to the success of the COA partnership with all public schools in Arlington, and the Arlington Boys and Girls Club bringing interactive programs to the seniors

Performance / Workload Indicators

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





Program Description

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

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

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

PROGRAM COSTS

Pensions	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	-	-	-	-
Non Contributory	80,160	87,000	81,266	55,322
Contributory	10,098,704	10,659,672	11,268,184	11,268,183
Total	10,178,864	10,746,672	11,349,450	11,323,505

Performance / Workload Indicators

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

Budget Statement

The FY2018 Town total pension appropriation increased by \$576,883 over FY2017. The Non Contributory portion of the budget for FY2018 is at \$55,322 with three Non-Contributory Retirees, former employees or their surviving spouses who worked for the town before 1939 and who therefore never contributed to the Town retirement system but nevertheless receive retirement benefits.



Retirement Board

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

Budget Statement

FY2018 will be the sixth full fiscal year that Arlington has received its health insurance through the Commonwealth's Group Insurance Commission (GIC). Should the Town elect to leave the GIC, it must notify the State in writing by December 1, 2017 in order to leave the GIC on July 1, 2018. The Town and the Union and Retiree leadership have initiated the process to examine whether it makes sense for the Town to leave the GIC commencing in FY2019.

FY2018 Objectives

- Work with Union and Retiree leadership to make an informed decision about continuing a relationship with the Group Insurance Commission.
- Partner with FSA/HRA vendor to refine more user friendly claim forms.
- Work to continue increased use of the Health Reimbursement Account.
- Further enhance the new First Point of Medical Contact Program for work-related injuries, saving time and costs in the medical treatment of our employees.
- Continue to offer an opt out program for employees and retirees, which is now utilized by over 70 subscribers, thereby providing the Town significant savings.

PROGRAM COSTS				
Insurance	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Group Life	71,423	63,633	63,633	63,633
Group Health	13,606,973	15,105,907	15,351,035	15,351,035
Unemployment Ins.	117,687	200,000	200,000	200,000
Medicare	1,053,815	1,100,000	1,155,000	1,155,000
Indemnity	273,058	270,625	297,443	297,443
Liability	54,986	55,000	55,000	55,000
Workers' Compensation	457,219	540,000	500,000	500,000
Flexible Benefit Plan	75,599	83,368	83,368	83,368
Medicare Penalty	15,970	18,000	18,000	18,000
Opt Out Program	234,762	245,995	221,996	221,996
Total	15,961,492	17,682,528	17,945,475	17,945,475



Major Accomplishments for 2016

- Successfully recruited and trained new Benefits Coordinator.
- Successfully transitioned the HRA program from a calendar to fiscal year basis.
- Successfully transitioned to a new HRA/FSA vendor and achieved significant savings to the Town for this administration of these programs.
- 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.
- In the fall of 2016, the Town engaged with a new vendor, located in Arlington, for its First Point of Medical Contact Program for work-related injuries, saving time and costs in the medical treatment of our employees.

	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Health & Life Insurance				
Health Insurance Contracts Managed	1,873	1,909	1,888	1,923
Life Insurance Contracts Managed	987	977	992	991
Life Insurance Claims Processed	40	40	16	20



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%.

Budget Statement

In March 2017, the Group Insurance Commission (GIC) released its rates and due to the current plan enrollment of Arlington the result was an increase of less than 2% over the previous fiscal year. In order to create rate stability for FY2018 the GIC will, for the second time in two years, implement plan design changes further shifting costs to employees and retirees. Among the changes is the introduction of an annual prescription plan deductible as well as increases in general plan deductibles for individuals and families.

FY2018 Objectives

- Further refine and tighten audits of enrollment in all benefits plans to ensure Town is keeping costs in check. Conduct quarterly person to person audits of GIC enrollment and deductions.
- Further streamline administration of Affordable Care Act reporting requirements.
- Strategize and implement new ways to provide excellent customer service to employees and retirees in Group Health Commission health plans through information and education.

Major Accomplishments for 2016

- Educated and assisted employees in accessing GIC health plan benefits and reimbursements for copayments covered under the HRA resulting in a significant increase in utilization over prior years.
- Successfully met all reporting requirements under the Affordable Care Act within all deadlines.
- Successfully teamed with School HR staff on administration benefit plans and auditing practices ensuring fair and consistent treatment of employees.



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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 FY18 Budget assumes a 0% rate increase for FY18.

The request for the Water/Sewer budget is up by \$791,507 or 3.96%. The majority of this is driven by an increase in MWRA Assessment costs of \$710,258.

The Department Personnel Services Budget increases by \$140,006, due primarily to the addition of a Software Development Manager position.

Capital and Debt costs have decreased by \$234,017, due primarily to the elimination of debt associated with the Automatic Meter Reading System loan (final payment of \$200,000 made in FY17).

MWRA assessment costs increase \$710,258.

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

FY2018 Objectives

- Replace 1/3 of all water meters older than 15 years (approximately 3000 meters).
- Perform internal audit of water use to help identify sources of unaccounted for water.
- Conduct Town-wide water leak survey.
- Continued support of an annual water main replacement program and the annual sewer improvements program.
- Utilize GIS mapping to identify problematic areas in Town for capital planning purposes.
- Development of updated water/sewer regulations for the Town for the purpose of eliminating illicit sump pump connections.

PROGRAM COSTS

Water/Sewer Enterprise Fund	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	2,117,126	2,087,241	2,227,247	2,227,247
Expenses	2,999,475	3,052,572	3,227,832	3,227,832
MWRA Assessment	12,712,349	12,897,593	13,607,851	13,607,851
Capital Expenses	2,049,159	1,936,935	1,702,918	1,722,918
Total	19,878,109	19,974,341	20,765,848	20,785,848

STAFFING

Water/Sewer Enterprise Fund	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	2	2	2	2
Professional/Technical	0.5	0.5	1.3	1.3
Public Works	13	13	12	12
Total	16.5	16.5	16.3	16.3

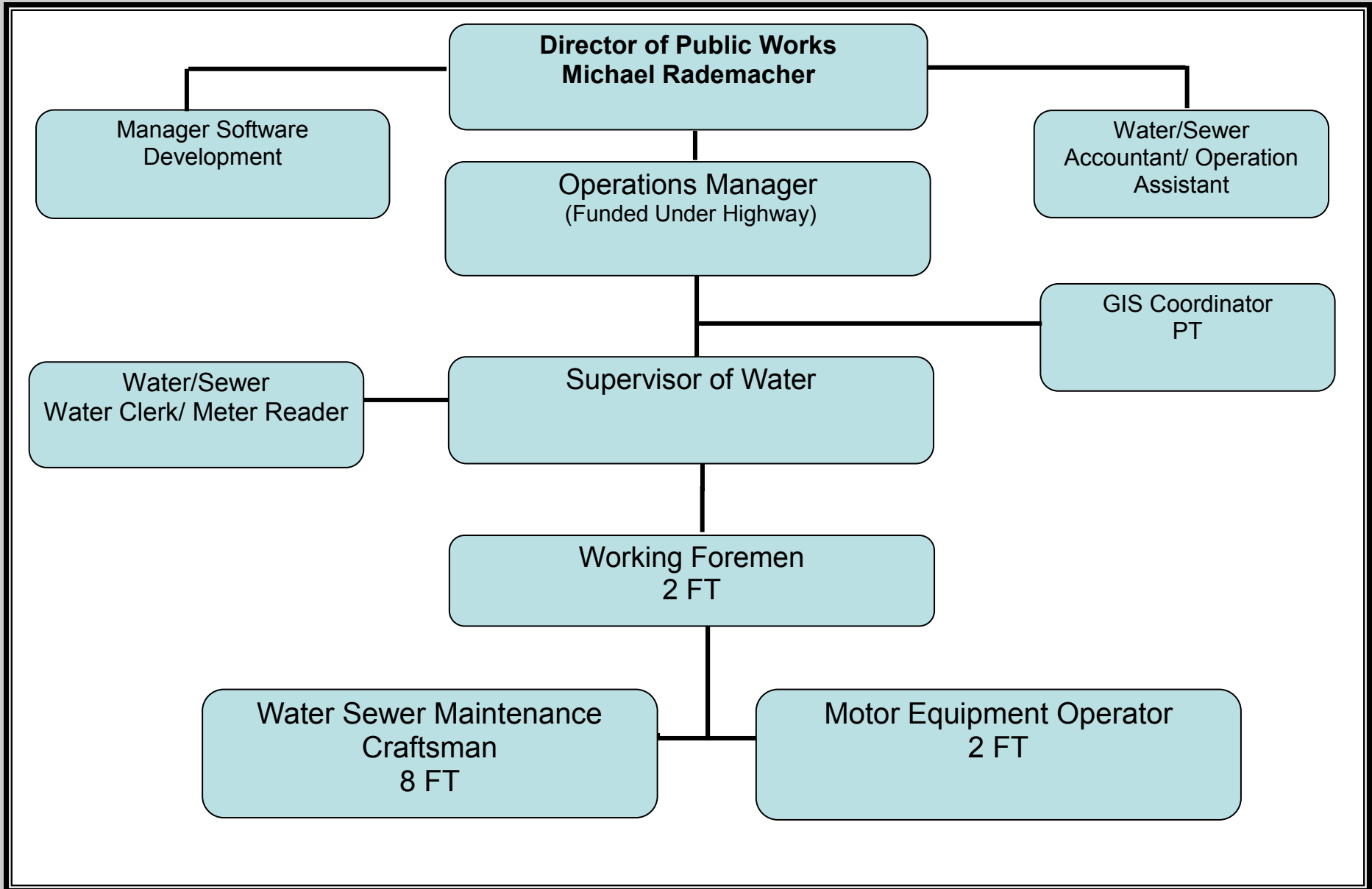


Major Accomplishments for 2016

- Replaced 217 water meters.
- Repaired water main leaks at 69 locations.
- Repaired water service lines at 41 locations.
- Replaced 41 hydrants.
- Flushed over 210 locations to clear blockages from sewer mains and services.
- Sampled 14 locations weekly for water quality.
- Provided over 509 mark outs for underground excavation work.
- DPW Director elected to serve as Secretary of the MWRA Advisory Board Executive Committee.

Performance / Workload Indicators

Water/Sewer Enterprise	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Water Meters Read	25,110	12,416	12,416	12,500
Repair Water Main Leak/Break	54	53	69	40
Repair Water Service Leak	87	79	41	50
Repair or Install Meter	324	173	217	173
Repair or Install Hydrant	30	40	40	60
Catch Basins Cleaned	37	18	19	50
Flush a Sewer Back-Up	121	108	64	125
Replace or Install Sewer Pipe	74	63	73	75
Flush a Sewer Main	226	121	146	175
Excavation Mark outs	766	493	509	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.

FY2018 Objectives

- Maintain the quality of our state licensed after school program and pre-school program as we transition from the Gibbs Gymnasium.
- Work with Public Works and the Facilities Departments to implement improvements to the town's playgrounds.
- Help the Working Group for Maintenance of Public Land identify opportunities to improve the conditions at the fields and parks in town.
- Inventory current recreational facilities and evaluate their usage.
- Identify opportunities to improve services to the residents of Arlington.

Budget Statement

Overall the FY2018 expense budget will decrease slightly over the previous fiscal year.

For the first time in several years we are projecting a decrease in our participation numbers by 35%. The primary driver for the dip is the loss of programming space. Last year, there were over 2,400 hours of programmed usage at the Gibbs Gymnasium. The Department also used the gyms at the schools for a total of 2,700 hours. The School Department is providing a big assist in FY2018 by enabling the Recreation Department to relocate our preschool and afterschool programs to the Thompson Modular Classrooms for the school year.

The Department will continue to coordinate and supervise capital improvements at our recreational facilities including the rink, reservoir, spray pool, playgrounds, and numerous parks. The Department will continue to look toward the many residents who volunteer their time annually to assist in cleanups and minor park improvements. We are grateful for the continued cooperation we receive from Public Works on its efforts to improve the conditions at the many fields and parks in town.

PROGRAM COSTS

Recreation Enterprise Fund	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	316,176	336,527	359,668	359,668
Expenses	280,877	343,496	279,686	279,686
Total	597,053	680,023	639,354	639,354

STAFFING

Recreation Enterprise Fund	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	0.5	0.5	0.8	0.8
Clerical	0.85	1.07	1.07	1.07
Professional/Technical	1	1	1	1
Custodial/Bldg. Maint.	0	0	0	0
Total	2.35	2.57	2.87	2.87

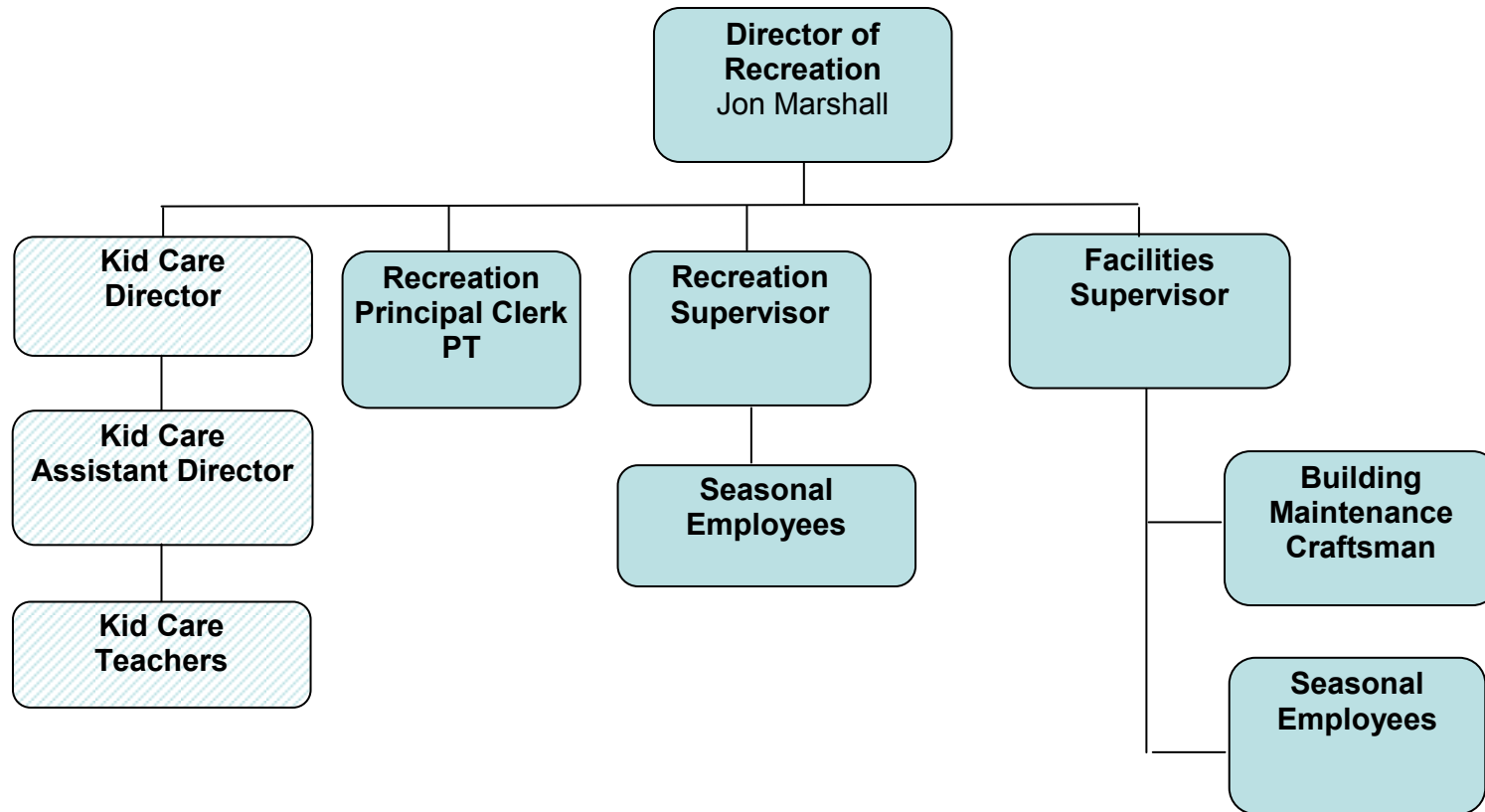


Major Accomplishments for 2016

- The winter futsal program had over 400 participants, which was a 20% increase in participation from the previous year.
- Club Rec summer program successfully added morning care from 7:30-9:00am, addressing the need for an earlier start time.
- We offered the following community special events, the Town Day Race, Pokemon Go, the Daddy Daughter Dance, and held the third annual Moonlight Beach Party at the Reservoir Beach.
- The Kid Care Afterschool and Preschool programs were both at capacity, serving 163 Arlington children in total.
- Paddle boards were added to our summer rental program at Spy Pond and were in great demand.
- The Department began construction at Magnolia Park, enhancing play equipment, improving the community gardens, and addressing ADA (accessibility) site requirements.
- The Department began design work for the park upgrades at Robbins Farm Park.

Performance / Workload Indicators

Recreation	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Participants:				
Fall	1,731	1,924	2,417	1,900
Winter	1,860	2,312	2,613	1,300
Spring	2,413	2,069	1,971	2,000
Summer	2,915	3,177	3,423	3,150
Reservoir Tags:				
Adult Resident	426	363	279	375
Child Resident	364	374	339	400
Senior Citizen	59	74	68	75
Non Resident	3	-	-	-
Resident Family	470	459	325	500
Non Resident Family	-	-	-	-
Resident Family Plus 1	109	11	79	10
Non Resident Family Plus 1	-	-	-	-
TOTAL Tags:	1,431	1,281	1,090	1,360
Reservoir Day Passes:	6,172	9,565	8,806	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.

FY2018 Objectives

- Continue to aggressively look to rent ice hours historically not rented including mid day slots during the weekday. Special rates will be offered to make these times attractive to the public.
- Pursue new fundraising opportunities to generate additional revenues.
- Offer themed public skating, specialty hockey events and skating camps to address the bookends of the season. Work to include charity events, broomball and other non-traditional ice skating.
- Expand off season activities and leagues. Explore alternative rental opportunities.

Budget Statement

The overall budget for FY2018 will decrease by over 3.5%, primarily due to a proper alignment and subsequent shifting of the recreation director's salary along with an anticipated costs savings in electricity due to electrical upgrades and LED lights installed in FY17.

The Department will look to maintain the current fee structure for FY18. The Department will look at programming options and new marketing opportunities. The Recreation Department will continue to evaluate the services at the rink and look to implement changes to help increase revenue and decrease costs.

PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	261,019	287,507	252,792	252,792
Expenses	344,830	354,433	344,742	344,742
Total	605,849	641,940	597,534	597,534

STAFFING

Ed Burns Arena Enterprise Fund	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	0.5	0.5	0.2	0.2
Clerical	0.65	0.6	0.6	0.6
Professional/Technical	1	1	1	1
Custodial/Bldg. Maint.	0.8	0.8	0.8	0.8
Total	2.95	2.9	2.6	2.6

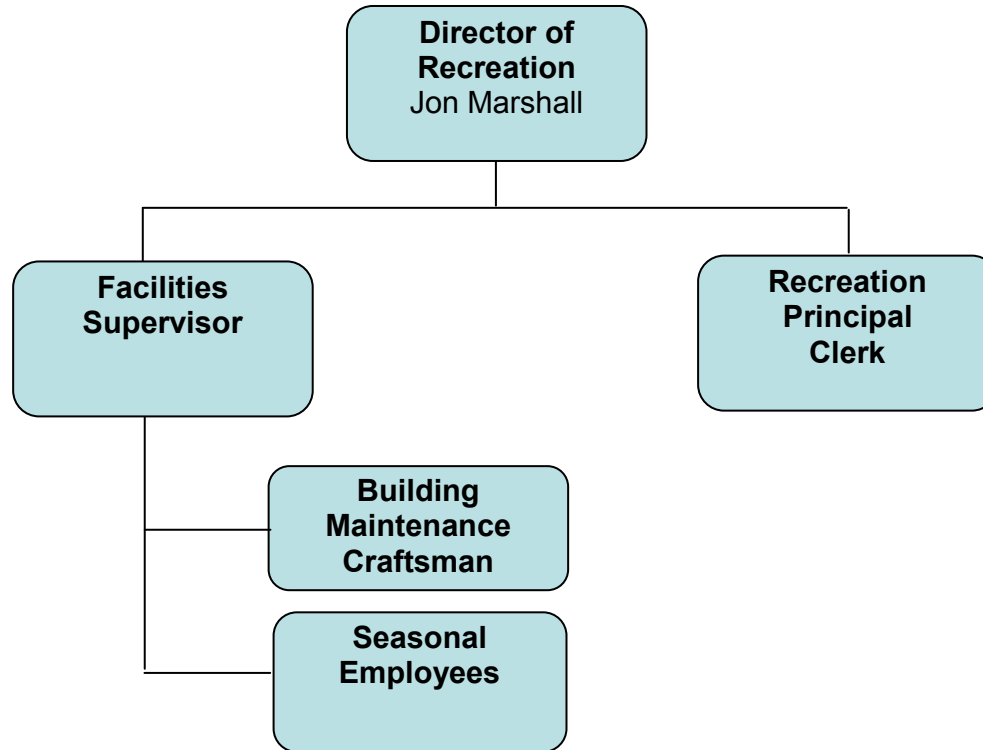


Major Accomplishments for 2016

- Maintained a high quality ice surface throughout the skating season.
- New electrical upgrades completed and fully operational.
- New LED lights installed throughout the interior of rink.
- Full transfer of rink computer software from RecTrac to MyRec including scheduling and Point of Sale customer interface. This enables staff to keep better track of ice time and concession product. The MyRec software also enables the customers to access their accounts. They can make payment online and check previous transactions.

Performance / Workload Indicators

Ed Burns Arena	FY2014 Actual	FY2015 Actual	FY2016 Actual	FY2017 Estimated
Ice Rental Hours	2,010	2,055	2,032	2,050
Adults	5,023	4,567	4,795	5,000
Children/ Seniors	8,195	7,091	7,643	8,000
Public Skating Passes:				
Adults	98	116	107	100
Children/ Seniors	174	148	140	150
Skate Rentals	3,931	3,621	3,325	3,700
Skate Sharpening	914	785	845	800
Skate Sharpening Passes	3	5	10	5
Stick and Puck	1,749	1,005	1,377	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.

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.

PROGRAM COSTS

Council on Aging Transportation	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	80,214	74,880	73,125	73,125
Expenses	28,387	28,120	26,930	26,210
Total	108,601	103,000	100,055	99,335

STAFFING

Council on Aging Transportation	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial				
Clerical	0.54	0.60	0.60	0.60
Transportation Drivers	2	1	1	1
Total	2.54	1.60	1.60	1.60



FY2018 Objectives

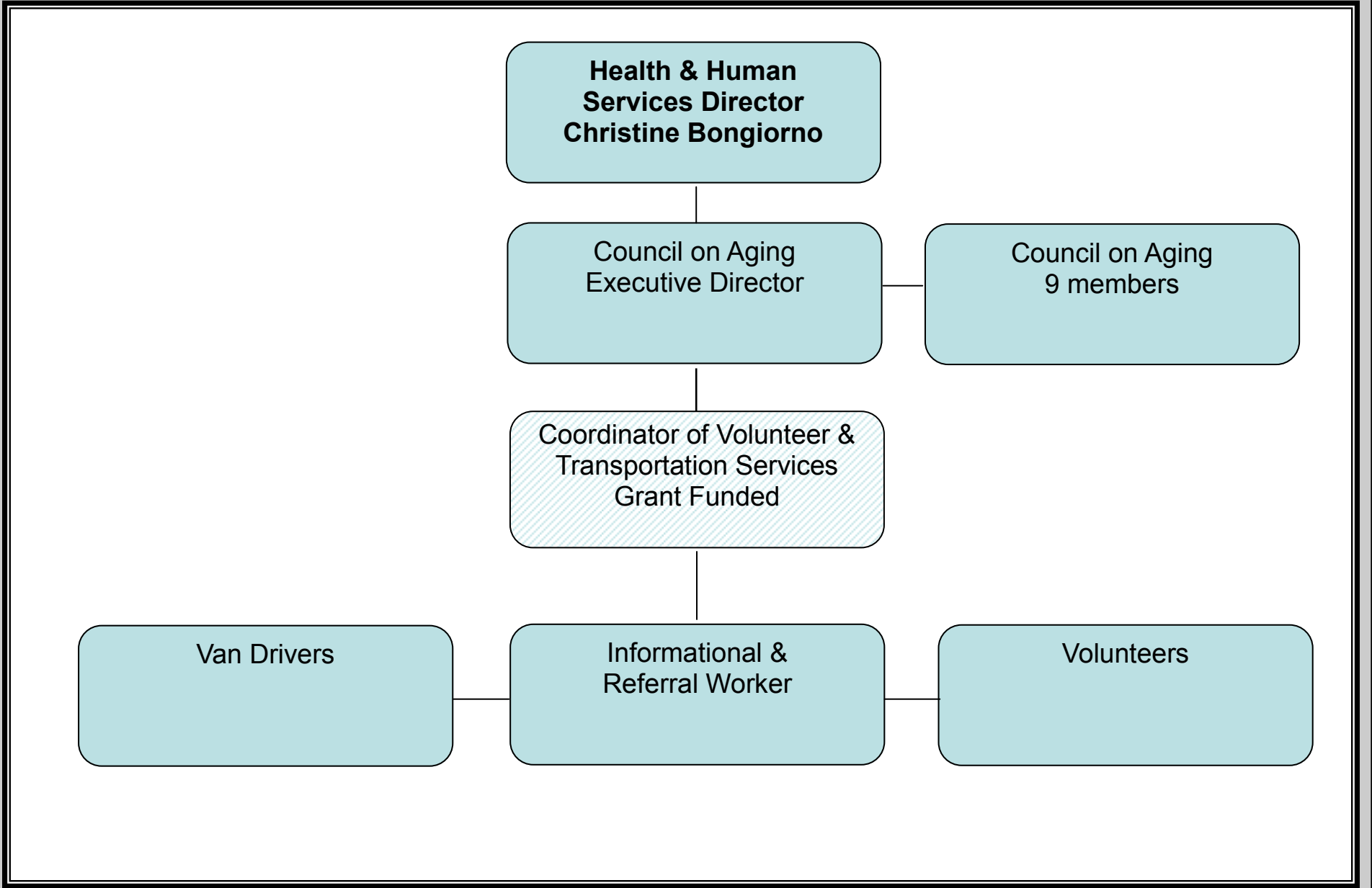
- Complete MassDot grant application for a new, wheelchair lift 8 passenger COA transportation van.
- Request \$8,000 from the Friends of Arlington Council on Aging to help offset transportation expenses.
- Continue to research transportation options with the assistance of MCOA including UBER pilots, regional transportation options, and increasing volunteer driver program.

Major Accomplishments for 2016

- Received a \$2,500 grant from Sanborn Foundation for administrative costs associated with scheduling cancer treatment rides
- Received a \$5,000 grant from the Friends of Arlington COA for transportation
- Improved statistical monitoring

Performance / Workload Indicators

<i>Council on Aging Transportation Fund</i>	FY2014 Actual	FY2015 Actual	FY2016 Actual	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 proposed FY18 budget for the Arlington Youth Counseling Center reflects expectations for continued, albeit slower, growth in agency productivity, as well as in revenue from insurance reimbursements and client copayments. Although, AYCC is nearing physical capacity to see clients during after school hours, the agency has expanded coverage in the schools and expects to conduct increased school-based sessions moving forward. AYCC is scheduled to begin migrating to a new electronic health records and medical billing system (EHR) in March of 2017. Greater efficiency and productivity in clinical and billing functioning are expected once the new system is fully operational in early FY18. Personnel costs are expected to rise due to an increase in hours for three part time positions: the Medical Records Clerk, Office Manager/Billing Agent, and Nurse Practitioner. The salary for the Domestic Violence and Community Resources specialist position will continue to be grant supported, and is not included in this budget. The only other line item to increase significantly is Youth Billing, which reflects an increase in ongoing maintenance costs for the new EHR. 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 Actual	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	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Personnel Services	371,961	376,903	395,501	395,501
Expenses	213,988	208,585	234,499	234,499
Total	585,950	585,488	630,000	630,000

STAFFING

Youth Counseling Center Enterprise Fund	FY2016 Actual	FY2017 Budget	FY2018 Request	FY2018 Town Meeting
Managerial	1	1	1	1
Clerical	1.31	1.31	1	1
School Counseling Program (FTE)	0.77	0.57	0.57	0.57
Professional/Technical	1.6	1.6	2.2	2.2
Total	4.68	4.48	4.77	4.77

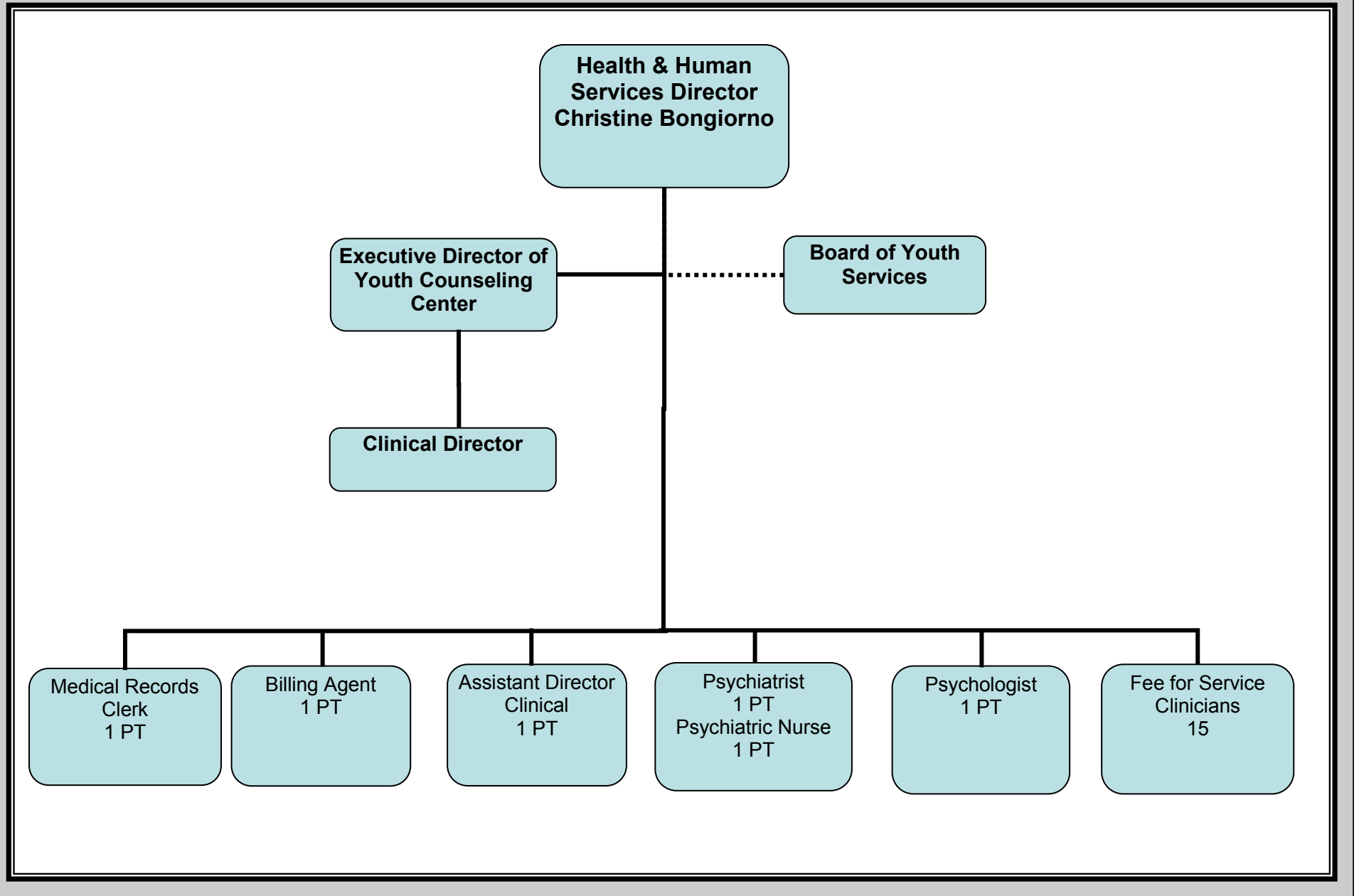


Major Accomplishments for 2016

- Operationalized \$33,000 Cummings Grant to support school-based counseling and mental health consultation in all seven Arlington elementary schools
- Awarded \$5,000 in bonus payments from Beacon Health for serving Mass Health clients
- Awarded \$19,000 Symmes grant to support child and adolescent psychiatric services at AYCC
- Raised over \$12,000 in pledges for Team AYCC's participation in the Cause and Event Boston 5K
- Conducted 5,500 counseling sessions, 350 more than in FY15
- Increased medical insurance reimbursements by 11% over FY15 and 53% over FY14
- Increased collection of client copayments by 74% over FY15 and by 160% over FY14
- Received \$17,000 donation from High Rock Church to support community case management services

FY2018 Objectives

- Complete full migration to new electronic health records and medical billing system, and ensure agency wide usability through training and ongoing support.
- Establish and implement credit card authorization policy for outstanding client balances.
- Go live with patient portal to streamline communication between clients and clinicians and to reduce no-show rate.
- Enlist support from state legislators to become credentialed with Cigna and other non-participating insurance plans.
- Advocate for continued funding through the Department of Mental Health.
- Maintain existing grant funding levels and secure new grants to support agency operations and new programming.
- Explore opportunities to increase the number of students seen in schools for insurance-based, individual counseling.
- Offer new therapeutic groups and replicate successful groups at AYCC and refine group billing procedures to maximize reimbursements.
- Organize working committees among Board of Youth Service members, associate members, and other AYCC supporters to maximize fundraising potential (donor solicitation, event planning, and grant opportunities).
- Increase fundraising revenue by 20%.





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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 FY2018 and the Capital Plan for FY2018 — 2022 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 FY2018 and Capital Plan FY2018—2022**

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 FY2018 funding for the capital budget is as follows:

Bonding: \$5,520,000

Cash: \$4,441,928

Other: \$3,571,500

Our existing non-exempt debt is \$7,192,219 which is consistent with prior debt service projections for FY2018. The total capital budget for FY2018, including debt, is estimated at \$10.9 million. Major projects to be funded in FY2018 include the Hardy School Expansion which has been budgeted for approximately \$3.5 million, street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.5 million. The FY2018 capital budget includes \$1,451,000 for the replacement of various vehicles in the Fire Department, Police Department, Public Works Department, and Facilities Department. Senior Center Architectural Plans have been budgeted for \$400,000 in FY2018 in order to begin the design phase of the Senior Center Renovation. Site improvements and construction for the Senior Center Renovation have been budgeted for \$4 million within the five year capital plan.

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. The Town is currently working to prepare a scope of services solicitation for an Owner's Project Manager to begin the design phase of this project.

In June 2016 voters approved a debt exclusion to cover the costs of the Gibbs School reuse as a town-wide sixth grade. The costs have risen from an earlier estimate of \$25 million to a current estimate of \$27 million. Town Management anticipates that \$1 million cannot be covered by the debt exclusion. The Capital Planning Committee recommends that these additional costs be covered by application of savings in the Stratton Project. The expenditure for the Gibbs project is reflected in the FY 2018 Capital Budget and FY 2018 – FY 2022 Capital Plan, but the actual appropriation vote was in the Special Town Meeting of April 27, 2017. The Long Range Plan contains an increase to the FY2019 School Department Budget of \$1 million to cover the operating costs of the new school.

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 this fiscal year and beyond. The Committee has included the Arlington Reservoir and Master Plan project (\$100,000) in the FY2018 capital budget but has recommended it for CPA funding. The Community Preservation Committee is currently reviewing final applications that have been submitted for the FY2018 funding cycle and will make recommendations for CPA funding at Town Meeting.



FY2018 Proposed Capital Financing Plan

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

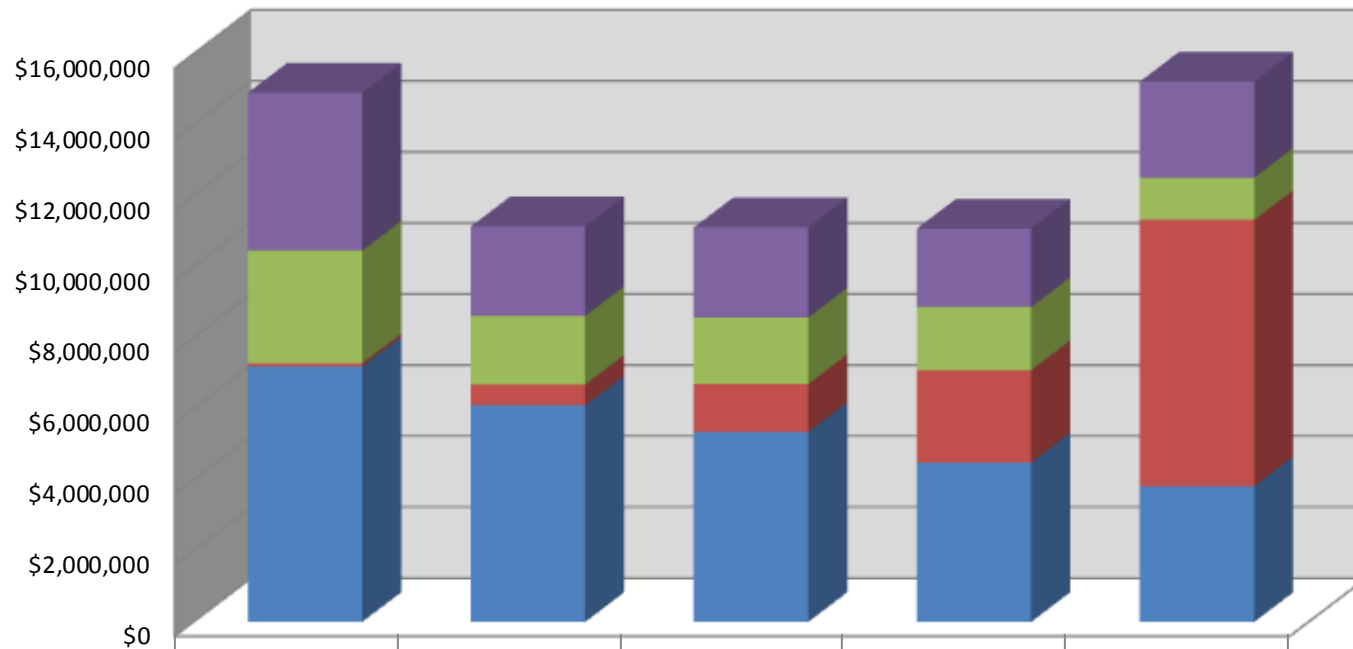
Exempt Debt: Debt service that is funded through a debt exclusion vote. A debt exclusion is an action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2 ½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

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

Acquisition Expense by Funding Source	
Cash	\$ 4,441,928
Bond	\$ 5,520,000
Other	\$ 3,571,500
Total Acquisition Expense	\$ 13,533,428
Appropriation by Use of Funds	
Exempt Debt Service	
Prior Exempt Debt Service	\$ 2,409,917
New Exempt Debt Service	\$ 765,510
Total Exempt Debt Service	\$ 3,175,427
Water/Sewer Debt Service	
Prior Water/Sewer Debt Service	\$ 1,157,919
New Water/Sewer Debt Service	\$ 110,000
Total Water/Sewer Debt Service	\$ 1,267,919
Non-Exempt Debt Service	
Prior Non-Exempt Debt Service	\$ 7,192,219
New Non-Exempt Debt Service	\$ 89,600
Total Non-Exempt Debt Service	\$ 7,281,819
Total Cash Expenditure	\$ 4,441,928
Less Direct Funding Sources:	
Transfer from Ambulance Revolving Fund	\$ (53,156)
Antenna Funds	\$ (197,000)
Less Non-exempt Bond Premium FY2017	\$ (2,154,418)
Ed Burns Rink Adjustment	\$ (85,153)
Urban Renewal	\$ (43,844)
Capital Carry Forward	\$ (341,778)
Asset Sale Proceeds	\$ (500,000)
Net Non-Exempt Appropriation	\$ 8,348,398
Less MWRA and W/S	\$ (1,267,919)
Total Appropriation	\$ 11,523,825



Capital Plan Appropriation Summary



	FY2018	FY2019	FY2020	FY2021	FY2022
■ Cash	\$4,441,928	\$2,518,309	\$2,539,701	\$2,206,035	\$2,700,544
■ Exempt Debt*	\$3,175,427	\$1,938,973	\$1,871,604	\$1,781,204	\$1,191,079
■ New Non-Exempt Debt	\$89,600	\$581,543	\$1,347,776	\$2,597,433	\$7,495,744
■ Existing Non-Exempt Debt	\$7,192,219	\$6,096,240	\$5,346,815	\$4,489,902	\$3,823,015

*Exclusive of Symmes debt service FY2018–2022



Capital Budget Fiscal Year 2018

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
CEMETERY COMMISSION				\$64,920	\$64,920
DEPARTMENTAL PROJECT				\$64,920	\$64,920
Old Burying Ground/Mt Pleasant Tomb Repair Study				\$64,920	\$64,920
COMMUNITY SAFETY - FIRE SERVICES	\$815,000	\$85,000			\$900,000
EQUIPMENT REPLACEMENT		\$30,000			\$30,000
Rescue Boat, Motor & Trailor		\$30,000			\$30,000
VEHICLE REPLACEMENT	\$815,000	\$55,000			\$870,000
Purchase New Engine-Pump - Replace #1007	\$575,000				\$575,000
Replace Staff Vehicle #1001 2008 Ford Expedition		\$55,000			\$55,000
Rescue-Ambulance 2008 Ford Osage	\$240,000				\$240,000
COMMUNITY SAFETY - POLICE SERVICES		\$250,500			\$250,500
DEPARTMENTAL PROJECT		\$68,000			\$68,000
Tablet Personnel Computers		\$68,000			\$68,000
EQUIPMENT REPLACEMENT		\$51,500			\$51,500
Bullet Proof Vest Program		\$17,000			\$17,000
Laser Radar		\$4,500			\$4,500
Service Weapons		\$30,000			\$30,000
VEHICLE REPLACEMENT		\$131,000			\$131,000
Vehicle Replacement Program		\$131,000			\$131,000
CONSERVATION COMMISSION				\$552,900	\$552,900
PARKS PLAYGROUNDS & FIELDS				\$552,900	\$552,900
Spy Pond Edge and Erosion Protection Phase II				\$552,900	\$552,900



Capital Budget Fiscal Year 2018 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
FACILITIES	\$100,000	\$18,000			\$118,000
PUBLIC BUILDING MAINTENANCE	\$100,000	\$18,000			\$118,000
Buildings Rehab Consultant Services		\$18,000			\$18,000
Town Hall - Renovations	\$100,000				\$100,000
HEALTH & HUMAN SERVICES		\$17,500			\$17,500
DEPARTMENTAL PROJECT		\$17,500			\$17,500
Veterans Records Scanning Project		\$17,500			\$17,500
HISTORICAL COMMISSION				\$643,213	\$643,213
PARKS PLAYGROUNDS & FIELDS				\$643,213	\$643,213
Robbins Town Garden Water Feature				\$643,213	\$643,213
INFORMATION TECHNOLOGY	\$60,000	\$577,365			\$637,365
INFORMATION TECHNOLOGY	\$60,000	\$577,365			\$637,365
School - Replacement Academic PC's District Wide		\$427,365			\$427,365
School - Software Licensing		\$40,000			\$40,000
School Dept. Admin Computers and Peripherals		\$40,000			\$40,000
School Network Infrastructure		\$20,000			\$20,000
Town Software Upgrades & Standardization		\$50,000			\$50,000
Town-Microcomputer Program	\$60,000				\$60,000
LIBRARY		\$42,000			\$42,000
EQUIPMENT REPLACEMENT		\$32,000			\$32,000
MLN Equipment Schedule FY18-22		\$32,000			\$32,000
ROADS AND PATHS INFRASTRUCTURE		\$10,000			\$10,000
Concrete Sidewalk Repair		\$10,000			\$10,000



Capital Budget Fiscal Year 2018 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
PLANNING	\$400,000	\$18,000		\$165,000	\$583,000
DEPARTMENTAL PROJECT	\$400,000			\$165,000	\$565,000
Arlington Historic Resources Inventory Update				\$115,000	\$115,000
Senior Center Architecture Plans	\$400,000				\$400,000
Whittemore Park Revitalization Study				\$50,000	\$50,000
INFRASTRUCTURE IMPROVEMENT		\$18,000			\$18,000
Dallin Library Entry Updates		\$8,000			\$8,000
Parmenter School Walkway		\$10,000			\$10,000
PUBLIC WORKS ADMINISTRATION		\$32,000			\$32,000
DEPARTMENTAL PROJECT		\$32,000			\$32,000
Mall Lights		\$32,000			\$32,000
PUBLIC WORKS CEMETERY DIVISION			\$10,000		\$10,000
DEPARTMENTAL PROJECT			\$10,000		\$10,000
Headstone Cleaning & Repair			\$10,000		\$10,000
PUBLIC WORKS HIGHWAY DIVISION	\$145,000	\$1,744,563	\$875,000		\$2,764,563
EQUIPMENT REPLACEMENT		\$52,000			\$52,000
Sander Body		\$17,000			\$17,000
Sign Shop Printer		\$30,000			\$30,000
Small Equipment		\$5,000			\$5,000
INFRASTRUCTURE IMPROVEMENT	\$60,000				\$60,000
Traffic Signal Maint & Upgrades	\$60,000				\$60,000



Capital Budget Fiscal Year 2018 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
ROADS AND PATHS INFRASTRUCTURE		\$1,367,563	\$875,000		\$2,242,563
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		\$452,563			\$452,563
Sidewalks and Curbstones		\$500,000			\$500,000
VEHICLE REPLACEMENT	\$85,000	\$325,000			\$410,000
3-4 Ton Pick up Truck w-lift gates & plows (2)	\$85,000				\$85,000
Catch Basin Cleaner - Clam Shell		\$150,000			\$150,000
Loader 3 CY Capacity		\$175,000			\$175,000
PUBLIC WORKS MER		\$14,000			\$14,000
EQUIPMENT REPLACEMENT		\$14,000			\$14,000
Tire Balancer		\$5,500			\$5,500
Tire Changer Machine		\$8,500			\$8,500
PUBLIC WORKS NATURAL RESOURCES DIVISION		\$281,000			\$281,000
EQUIPMENT REPLACEMENT		\$281,000			\$281,000
Small Equipment		\$6,000			\$6,000
Work Crane - 120' Boom		\$275,000			\$275,000
PUBLIC WORKS WATER/SEWER DIVISION			\$2,555,000		\$2,555,000
EQUIPMENT REPLACEMENT			\$130,000		\$130,000
Backhoe			\$125,000		\$125,000
Small Equipment			\$5,000		\$5,000



Capital Budget Fiscal Year 2018 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
INFRASTRUCTURE IMPROVEMENT			\$2,400,000		\$2,400,000
Drainage Rehab-Regulatory Compliance (Ch-308)			\$200,000		\$200,000
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
VEHICLE REPLACEMENT			\$25,000		\$25,000
Small Van			\$25,000		\$25,000
PURCHASING					\$52,000
PHOTOCOPIER PROGRAM					\$52,000
Photocopier Replacement					\$52,000
RECREATION					\$190,000
PARKS PLAYGROUNDS & FIELDS					\$190,000
ADA Study Implementation Program					\$60,000
Arlington Reservoir Master Plan				\$100,000	\$100,000
Feasibility Study			\$10,000		\$10,000
Playground Improvements			\$50,000		\$50,000
Reservoir Beach Mechanical Repairs			\$20,000		\$20,000
Summer St. Field Fencing Upgrades			\$50,000		\$50,000
REDEVELOPMENT BOARD					\$131,500
DEPARTMENTAL PROJECT					\$106,500
ARB - 23 Maple Street Kitchen			\$60,000		\$60,000
ARB - Central Mechanical-Electric-Plumbing-Elevator			\$25,000		\$25,000
ARB - Central School Front Lobby Bathroom			\$15,000		\$15,000
ARB - Replace-Repair Central School AC Compressors			\$6,500		\$6,500



Capital Budget Fiscal Year 2018 (continued)

Sum of AMOUNT	BOND	CASH	OTHER	CPA	Grand Total
PUBLIC BUILDING MAINTENANCE			\$25,000		\$25,000
ARB - Central School Slate Roof Repair			\$25,000		\$25,000
SCHOOLS	\$4,000,000	\$1,115,000			\$5,115,000
INFRASTRUCTURE IMPROVEMENT	\$4,000,000	\$650,000			\$4,650,000
Dallin Gym Ventillation		\$10,000			\$10,000
Gibbs School Renovation	\$500,000	\$500,000			\$1,000,000
Hardy School Expansion	\$3,500,000				\$3,500,000
Ottoson Front Entry Upgrade		\$50,000			\$50,000
Ottoson Music Room Upgrade		\$10,000			\$10,000
School Playground Upgrades		\$20,000			\$20,000
Window Screens in Schools		\$60,000			\$60,000
PHOTOCOPIER PROGRAM		\$120,000			\$120,000
Photocopier Lease Program		\$120,000			\$120,000
PUBLIC BUILDING MAINTENANCE		\$45,000			\$45,000
Exterior Door Replacement AHS		\$10,000			\$10,000
Ottoson Partial Roof Replacement		\$35,000			\$35,000
STUDENT TRANSPORTATION		\$260,000			\$260,000
Bus #106 - 77 passenger bus		\$130,000			\$130,000
Bus #111 - 77 passenger bus		\$130,000			\$130,000
VEHICLE REPLACEMENT		\$40,000			\$40,000
Maintenance Service Van		\$40,000			\$40,000
TOWN MANAGER		\$5,000			\$5,000
INFORMATION TECHNOLOGY		\$5,000			\$5,000
Website Enhancements		\$5,000			\$5,000
Grand Total	\$5,520,000	\$4,441,928	\$3,571,500	\$1,526,033	\$15,059,461



CAPITAL PLAN FY2018—2022

Sum of AMOUNT	2018	2019	2020	2021	2022	Grand Total
BOARD OF SELECTMEN			\$110,000			\$110,000
EQUIPMENT REPLACEMENT			\$110,000			\$110,000
Voting Machines			\$110,000			\$110,000
CEMETERY COMMISSION	\$64,920					\$64,920
DEPARTMENTAL PROJECT	\$64,920					\$64,920
Old Burying Ground/Mt Pleasant Tomb Repair Study	\$64,920					\$64,920
COMMUNITY SAFETY - FIRE SERVICES	\$900,000	\$95,000	\$150,000	\$335,000	\$805,000	\$2,285,000
EQUIPMENT REPLACEMENT	\$30,000	\$40,000	\$150,000	\$75,000	\$75,000	\$370,000
Exercise Equipment & Furniture - Cardio		\$40,000				\$40,000
Jaws of Life - Extrication Equipment				\$50,000		\$50,000
Replace Firefighter Protective Gear				\$25,000	\$25,000	\$50,000
Replace Thermal Imaging Cameras					\$50,000	\$50,000
Replacement of Portable Radios			\$150,000			\$150,000
Rescue Boat, Motor & Tractor	\$30,000					\$30,000
PUBLIC BUILDING MAINTENANCE					\$10,000	\$10,000
Replace Carpeting-Flooring at Park Circle Station					\$10,000	\$10,000
VEHICLE REPLACEMENT	\$870,000	\$55,000		\$260,000	\$720,000	\$1,905,000
Purchase Engine Pumper to Replace #1006					\$600,000	\$600,000
Purchase New Engine-Pump - Replace #1007	\$575,000					\$575,000
Purchase New F250 for M1 Replacing #1019		\$55,000				\$55,000
Replace Lighting Plant 2001 Ford Vehicle #1015					\$70,000	\$70,000
Replace Staff Vehicle #1001 2008 Ford Expedition	\$55,000					\$55,000
Replace Staff vehicle #1013 2010 Ford Edge					\$50,000	\$50,000
Rescue-Ambulance 2008 Ford Osage	\$240,000					\$240,000
Rescue-Ambulance 2013 Ford Horton				\$260,000		\$260,000



CAPITAL PLAN FY2018—2022 (CONTINUED)

Sum of AMOUNT	2018	2019	2020	2021	2022	Grand Total
COMMUNITY SAFETY - POLICE SERVICES	\$250,500	\$152,500	\$1,014,000	\$159,000	\$182,000	\$1,758,000
DEPARTMENTAL PROJECT	\$68,000					\$68,000
Tablet Personnel Computers	\$68,000					\$68,000
EQUIPMENT REPLACEMENT	\$51,500	\$21,500	\$879,000	\$24,000	\$42,000	\$1,018,000
Automatic External Defibrilators					\$18,000	\$18,000
Bullet Proof Vest Program	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$85,000
Laser Radar	\$4,500	\$4,500	\$5,000	\$7,000	\$7,000	\$28,000
Radio Upgrade-Replacement Program	\$0	\$0	\$857,000		\$0	\$857,000
Service Weapons	\$30,000					\$30,000
VEHICLE REPLACEMENT	\$131,000	\$131,000	\$135,000	\$135,000	\$140,000	\$672,000
Vehicle Replacement Program	\$131,000	\$131,000	\$135,000	\$135,000	\$140,000	\$672,000
CONSERVATION COMMISSION	\$552,900					\$552,900
PARKS PLAYGROUNDS & FIELDS	\$552,900					\$552,900
Spy Pond Edge and Erosion Protection Phase II	\$552,900					\$552,900
COUNCIL ON AGING TRANSPORTATION ENTERPRISE FUND		\$15,000		\$15,000		\$30,000
VEHICLE REPLACEMENT		\$15,000		\$15,000		\$30,000
Van Replacement Program		\$15,000		\$15,000		\$30,000
FACILITIES	\$118,000	\$100,000	\$118,000	\$100,000	\$118,000	\$554,000
PUBLIC BUILDING MAINTENANCE	\$118,000	\$100,000	\$118,000	\$100,000	\$118,000	\$554,000
Buildings Rehab consultant Services	\$18,000		\$18,000		\$18,000	\$54,000
Town Hall - Renovations	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
HEALTH & HUMAN SERVICES	\$17,500	\$72,500	\$340,066			\$430,066
DEPARTMENTAL PROJECT	\$17,500	\$15,000				\$32,500
Veterans Records Scanning Project	\$17,500	\$15,000				\$32,500
EQUIPMENT REPLACEMENT		\$32,500				\$32,500
Volumetric Calibration Trailer for Oil Trucks		\$32,500				\$32,500



CAPITAL PLAN FY2018 –2022 (CONTINUED)

Sum of AMOUNT	2018	2019	2020	2021	2022	Grand Total
INFRASTRUCTURE IMPROVEMENT		\$25,000	\$25,000			\$50,000
Veterans Memorials Repairs		\$25,000	\$25,000			\$50,000
PUBLIC BUILDING MAINTENANCE			\$315,066			\$315,066
Repair and Refurbish Cupola and Slate Roof at WRH			\$55,066			\$55,066
Whittemore Robbins House - Exterior Painting and Window Repair			\$260,000			\$260,000
HISTORICAL COMMISSION	\$643,213					\$643,213
PARKS PLAYGROUNDS & FIELDS	\$643,213					\$643,213
Robbins Town Garden Water Feature	\$643,213					\$643,213
INFORMATION TECHNOLOGY	\$637,365	\$620,000	\$610,000	\$610,000	\$610,000	\$3,087,365
INFORMATION TECHNOLOGY	\$637,365	\$620,000	\$610,000	\$610,000	\$610,000	\$3,087,365
SCHOOL - Replacement academic PC's district wide	\$427,365	\$410,000	\$400,000	\$400,000	\$400,000	\$2,037,365
School - Software Licensing	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School Dept. Admin Computers and Peripherals	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School Network Infrastructure	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
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
LIBRARY	\$42,000	\$375,432	\$30,660	\$33,175	\$95,000	\$576,267
EQUIPMENT REPLACEMENT	\$32,000	\$29,000	\$30,660	\$33,175	\$32,000	\$156,835
MLN Equipment Schedule FY18-22	\$32,000	\$29,000	\$30,660	\$33,175	\$32,000	\$156,835
PUBLIC BUILDING MAINTENANCE		\$346,432			\$63,000	\$409,432
Elevator - Overhaul		\$85,000				\$85,000
EMS and Retrocommission		\$50,000				\$50,000
Front Doors					\$50,000	\$50,000
Ramp and Stairs					\$13,000	\$13,000
Replacement Building Air Conditioning		\$172,000				\$172,000



CAPITAL PLAN FY2018 –2022 (CONTINUED)

Sum of AMOUNT	2018	2019	2020	2021	2022	Grand Total
Replacement Roof Covering - Membrane		\$12,432				\$12,432
Windows - 1892 Building		\$27,000				\$27,000
ROADS AND PATHS INFRASTRUCTURE	\$10,000					\$10,000
Concrete Sidewalk Repair	\$10,000					\$10,000
PLANNING	\$583,000	\$2,110,000	\$2,000,000			\$4,693,000
DEPARTMENTAL PROJECT	\$565,000	\$100,000				\$665,000
Senior Center Architecture Plans	\$400,000	\$100,000				\$500,000
Whittemore Park Revitalization Study	\$50,000					\$50,000
Arlington Historic Resources Inventory Update	\$115,000					\$115,000
INFRASTRUCTURE IMPROVEMENT	\$18,000	\$10,000				\$28,000
Dallin Library Entry Updates	\$8,000	\$10,000				\$18,000
Parmenter School Walkway	\$10,000					\$10,000
MAJOR REPAIRS		\$2,000,000	\$2,000,000			\$4,000,000
Senior Center Renovation		\$2,000,000	\$2,000,000			\$4,000,000
PUBLIC WORKS ADMINISTRATION	\$32,000		\$32,000			\$64,000
DEPARTMENTAL PROJECT	\$32,000		\$32,000			\$64,000
Mall Lights	\$32,000		\$32,000			\$64,000
PUBLIC WORKS CEMETERY DIVISION	\$10,000	\$50,000	\$10,000	\$10,000	\$10,000	\$90,000
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
VEHICLE REPLACEMENT		\$40,000				\$40,000
3-4 T Pick-up Truck; 4wd w- Plow		\$40,000				\$40,000
PUBLIC WORKS ENGINEERING DIVISION		\$1,100,000	\$25,000	\$30,000		\$1,155,000
DEPARTMENTAL PROJECT			\$25,000			\$25,000
Roadway Consulting Services			\$25,000			\$25,000
INFRASTRUCTURE IMPROVEMENT		\$1,100,000				\$1,100,000
Bridge Construction Mystic-Mill Brook		\$1,100,000				\$1,100,000



CAPITAL PLAN FY2018 –2022 (CONTINUED)

Sum of AMOUNT	2018	2019	2020	2021	2022	Grand Total
VEHICLE REPLACEMENT				\$30,000		\$30,000
Utility Vehicle				\$30,000		\$30,000
PUBLIC WORKS HIGHWAY DIVISION	\$2,764,563	\$2,375,877	\$2,649,975	\$2,815,860	\$2,547,044	\$13,153,319
EQUIPMENT REPLACEMENT	\$52,000	\$34,000	\$22,500	\$34,500	\$22,500	\$165,500
Sander Body	\$17,000	\$17,000	\$17,500	\$17,500	\$17,500	\$86,500
Sign Shop Printer	\$30,000					\$30,000
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Snow Plow Replacement		\$12,000		\$12,000		\$24,000
INFRASTRUCTURE IMPROVEMENT	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Traffic Signal Maint & Upgrades	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
ROADS AND PATHS INFRASTRUCTURE	\$2,242,563	\$2,023,877	\$2,265,475	\$2,277,360	\$2,289,544	\$11,098,819
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	\$452,563	\$463,877	\$475,475	\$487,360	\$499,544	\$2,378,819
Sidewalks and Curbstones	\$500,000	\$270,000	\$500,000	\$500,000	\$500,000	\$2,270,000
VEHICLE REPLACEMENT	\$410,000	\$258,000	\$302,000	\$444,000	\$175,000	\$1,589,000
1 Ton Dump Truck w-Plow-Sander				\$68,000		\$68,000
33,000 GVW Dump Truck w-Plow		\$92,000	\$94,000	\$96,000		\$282,000
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
44,000 GVW, 4WD Truck w-Sander		\$166,000	\$168,000	\$170,000		\$504,000
Backhoe-Loader - 1.5 CY				\$110,000		\$110,000
Catch Basin Cleaner - Clam Shell	\$150,000					\$150,000
Loader 3 CY Capacity	\$175,000					\$175,000
Street Sweeper					\$175,000	\$175,000



CAPITAL PLAN FY2018 –2022 (CONTINUED)

Sum of AMOUNT	2018	2019	2020	2021	2022	Grand Total
PUBLIC WORKS MER	\$14,000					\$14,000
EQUIPMENT REPLACEMENT	\$14,000					\$14,000
Tire Balancer	\$5,500					\$5,500
Tire Changer Machine	\$8,500					\$8,500
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$281,000	\$200,000	\$102,000	\$125,000	\$270,500	\$978,500
EQUIPMENT REPLACEMENT	\$281,000	\$75,000	\$6,000		\$6,000	\$368,000
Large Ride-on Mower		\$75,000				\$75,000
Small Equipment	\$6,000		\$6,000		\$6,000	\$18,000
Work Crane - 120' Boom	\$275,000					\$275,000
VEHICLE REPLACEMENT		\$125,000	\$96,000	\$125,000	\$264,500	\$610,500
1 ton Dump Truck			\$62,000			\$62,000
1 Ton Pickup Truck w-Dump Body					\$64,000	\$64,000
3-4 Ton Pickup Truck			\$34,000			\$34,000
Boom-Dump-Chip Truck				\$125,000		\$125,000
Bucket Truck		\$125,000				\$125,000
Leaf Vacuum Trailer					\$25,500	\$25,500
Mini-Packer Trash Truck					\$125,000	\$125,000
Tree Chipper					\$50,000	\$50,000
PUBLIC WORKS PROPERTIES DIVISION			\$10,250,000			\$10,250,000
INFRASTRUCTURE IMPROVEMENT			\$10,250,000			\$10,250,000
DPW Facility - Oversight of Construction			\$250,000			\$250,000
DPW Facility - Site Improvements			\$10,000,000			\$10,000,000
PUBLIC WORKS WATER/SEWER DIVISION	\$2,555,000	\$2,670,000	\$2,667,000	\$2,702,000	\$2,753,000	\$13,347,000
EQUIPMENT REPLACEMENT	\$130,000	\$5,000	\$5,000	\$5,000	\$5,000	\$150,000
Backhoe	\$125,000					\$125,000
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000



CAPITAL PLAN FY2018 –2022 (CONTINUED)

Sum of AMOUNT	2018	2019	2020	2021	2022	Grand Total
INFRASTRUCTURE IMPROVEMENT	\$2,400,000	\$2,600,000	\$2,600,000	\$2,650,000	\$2,650,000	\$12,900,000
Drainage Rehab-Regulatory Compliance (Ch-308)	\$200,000	\$200,000	\$200,000	\$250,000	\$250,000	\$1,100,000
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	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$6,800,000
VEHICLE REPLACEMENT	\$25,000	\$65,000	\$62,000	\$47,000	\$98,000	\$297,000
1 ton Dump Truck			\$62,000			\$62,000
33,000 GVW Dump Truck w-Plow					\$98,000	\$98,000
Hydrant & Valve - Crane Truck		\$65,000				\$65,000
Small Van	\$25,000					\$25,000
Utility Truck				\$47,000		\$47,000
PURCHASING	\$52,000	\$47,000	\$39,000	\$27,000	\$18,000	\$183,000
PHOTOCOPIER PROGRAM	\$52,000	\$47,000	\$39,000	\$27,000	\$18,000	\$183,000
Photocopier Replacement	\$52,000	\$47,000	\$39,000	\$27,000	\$18,000	\$183,000
RECREATION	\$290,000	\$560,000	\$967,700	\$467,700	\$535,000	\$2,820,400
PARKS PLAYGROUNDS & FIELDS	\$290,000	\$560,000	\$967,700	\$467,700	\$535,000	\$2,820,400
ADA Study Implementation Program	\$60,000	\$50,000	\$50,000	\$50,000	\$50,000	\$260,000
Arlington Reservoir Master Plan	\$100,000	\$500,000	\$500,000			\$1,100,000
Feasibility Study	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$50,000
Hurd Field Renovation			\$407,700	\$407,700		\$815,400
Playground Improvements	\$50,000					\$50,000
Reservoir Beach Mechanical Repairs	\$20,000					\$20,000
Summer St. Field Fencing Upgrades	\$50,000					\$50,000
Wellington Playground and Clean-up					\$475,000	\$475,000
REDEVELOPMENT BOARD	\$131,500	\$60,000	\$60,000			\$251,500
DEPARTMENTAL PROJECT	\$106,500	\$60,000	\$25,000			\$191,500



CAPITAL PLAN FY2018 –2022 (CONTINUED)

Sum of AMOUNT	2018	2019	2020	2021	2022	Grand Total
ARB - 23 Maple Street Kitchen	\$60,000					\$60,000
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		\$10,000				\$10,000
ARB - Replace-Repair Central School AC Compressors	\$6,500					\$6,500
PUBLIC BUILDING MAINTENANCE	\$25,000		\$35,000			\$60,000
ARB - Central School Exterior Stone, Chimney Repair			\$10,000			\$10,000
ARB - Central School Slate Roof Repair	\$25,000		\$25,000			\$50,000
SCHOOLS	\$5,115,000	\$965,000	\$770,000	\$830,000	\$540,000	\$8,220,000
DEPARTMENTAL PROJECT			\$125,000	\$300,000		\$425,000
Landscape Improvements - Bishop School			\$125,000			\$125,000
Water Penetration Bishop				\$300,000		\$300,000
INFRASTRUCTURE IMPROVEMENT	\$4,650,000	\$430,000	\$380,000	\$330,000	\$320,000	\$6,110,000
Convert to Science Classrooms Dallin & Brackett				\$250,000		\$250,000
Dallin - Chiller		\$250,000				\$250,000
Dallin Gym Ventillation	\$10,000	\$40,000				\$50,000
Hardy School Expansion	\$3,500,000					\$3,500,000
Ottoson Exterior Step Repair			\$20,000		\$20,000	\$40,000
Ottoson Front Entry Upgrade	\$50,000					\$50,000
Ottoson Music Room Upgrade	\$10,000	\$60,000				\$70,000
School Playground Upgrades	\$20,000	\$20,000	\$300,000	\$20,000	\$300,000	\$660,000
Window Screens in Schools	\$60,000	\$60,000	\$60,000	\$60,000		\$240,000
Gibbs School Renovation	\$1,000,000					\$1,000,000
PARKS PLAYGROUNDS & FIELDS		\$120,000				\$120,000
Hardy Playground		\$120,000				\$120,000
PHOTOCOPIER PROGRAM	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000



CAPITAL PLAN FY2018 –2022 (CONTINUED)

Sum of AMOUNT	2018	2019	2020	2021	2022	Grand Total
PUBLIC BUILDING MAINTENANCE	\$45,000					\$45,000
Exterior Door Replacement AHS	\$10,000					\$10,000
Ottoson Partial Roof Replacement	\$35,000					\$35,000
STUDENT TRANSPORTATION	\$260,000	\$240,000	\$95,000	\$80,000	\$100,000	\$775,000
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 - 77 passenger bus	\$130,000					\$130,000
Bus #107- 53 passenger bus		\$110,000				\$110,000
Bus #108 - 53 passenger					\$100,000	\$100,000
Bus #111 - 77 passenger bus	\$130,000					\$130,000
Van #110 - Passenger bus				\$40,000		\$40,000
VEHICLE REPLACEMENT	\$40,000	\$55,000	\$50,000			\$145,000
Food Services Truck		\$55,000				\$55,000
Maintenance Service Van	\$40,000					\$40,000
Replace Truck and P0low			\$50,000			\$50,000
TOWN MANAGER	\$5,000	\$5,000	\$5,000	\$5,000		\$20,000
INFORMATION TECHNOLOGY	\$5,000	\$5,000	\$5,000	\$5,000		\$20,000
Website Enhancements	\$5,000	\$5,000	\$5,000	\$5,000		\$20,000
TREASURER				\$35,000		\$35,000
EQUIPMENT REPLACEMENT				\$35,000		\$35,000
Replace Multi-Space Parking Meters				\$35,000		\$35,000
Grand Total	\$15,059,461	\$11,573,309	\$21,950,401	\$8,299,735	\$8,483,544	\$65,366,450



CAPITAL PLAN FY2018 –2022 (CONTINUED)

Row Labels	\$	2,018	\$	2,019	\$	2,020	\$	2,021	\$	2,022	Grand Total
BOND		\$5,520,000		\$4,940,000		\$14,891,000		\$2,099,000		\$1,670,000	\$29,120,000
CASH		\$4,441,928		\$2,518,309		\$2,539,701		\$2,206,035		\$2,700,544	\$14,406,517
OTHER		\$3,571,500		\$3,615,000		\$3,612,000		\$3,587,000		\$3,638,000	\$18,023,500
CPA		\$1,526,033		\$500,000		\$907,700		\$407,700		\$475,000	\$3,816,433
Grand Total		\$15,059,461		\$11,573,309		\$21,950,401		\$8,299,735		\$8,483,544	\$65,366,450

Fiscal Year	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Total
Prior Non-Exempt Debt	\$7,192,219	\$6,096,240	\$5,346,815	\$4,489,902	\$3,823,015	\$26,948,191
Cash	\$4,441,928	\$2,518,309	\$2,539,701	\$2,206,035	\$2,700,544	\$14,406,517
New Non-Exempt Debt Service	\$89,600	\$581,543	\$1,347,776	\$2,597,433	\$2,879,392	\$7,495,744
BAN Interest and Principal		\$4,000				\$4,000
Total Non-Exempt Tax Burden	\$11,723,747	\$9,200,092	\$9,234,292	\$9,293,370	\$9,402,951	\$48,854,452
Direct funding sources:						
Non-exempt Bond Premium FY2017	(\$2,154,418)					(\$2,154,418)
Rink Enterprise Funds	(\$85,153)	(\$82,591)	(\$79,966)	(\$28,128)	(\$27,078)	(\$302,916)
Ambulance Revolving Fund	(\$53,156)	(\$104,025)	(\$96,070)	(\$82,965)	(\$112,460)	(\$448,676)
Capital Carry Forwards	(\$341,778)	(\$100,000)	(\$100,000)	(\$100,000)	(\$50,000)	(\$691,778)
Antennae Funds	(\$197,000)	(\$190,834)	(\$193,886)	(\$195,922)	(\$197,280)	(\$974,922)
Urban Renewal Fund	(\$43,844)	(\$42,444)	(\$41,044)	(\$39,644)	(\$38,244)	(\$205,219)
Asset Sale Proceeds	(\$500,000)	(\$250,000)				(\$750,000)
Adjust for Roadway Reconstruction Override 2011	(\$452,563)	(\$463,877)	(\$475,474)	(\$487,361)	(\$499,545)	(\$2,378,821)
Adjust for 2016 and prior Bond Premium	(\$589,033)	(\$552,822)	(\$516,611)	(\$260,240)		(\$1,918,706)
Adjust for 2017 encumbered debt service	(\$266,516)					(\$266,516)
Net Non-Exempt Plan	\$7,040,286	\$7,413,499	\$7,731,242	\$8,099,110	\$8,478,344	\$38,762,480



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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 \$474,792 (9.31%) for FY2018. The total projected State Assessments for FY2018 are \$3,187,048, an increase of \$23,602 from FY2017. The MBTA accounts for \$2,890,723 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 \$1,732,736 which is a decrease of \$508,061 from FY2017.

Non-Appropriated Expenses	FY2016 Actual	FY2017 Budget (Recap)	FY2018 Budget	Budget Change
State Assessments				
MBTA	2,829,341	2,857,454	2,890,723	33,269
RMV Non-Renewal Surcharge	50,040	50,040	39,520	(10,520)
Air Pollution Districts	15,660	16,051	16,571	520
Metropolitan Area Planning Council (MAPC)	21,787	22,328	22,842	514
Special Education Charge	27,050	28,132	12,140	(15,992)
Charter School tuition	130,500	176,041	190,534	14,493
School Choice	14,806	13,400	14,718	1,318
State Assessments Sub-total	3,089,184	3,163,446	3,187,048	23,602
Cherry Sheet Offsets	73,716	54,397	58,073	3,676
Tax Abatement Overlay	1,534,082	1,202,533	600,000	(602,533)
Court Judgments & Deficits	1,182,750	677,875	778,338	100,463
Total	2,790,548	5,098,251	4,623,459	(474,792)

**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 FY2018, the Town's assessment will increase \$33,269 or 1.16%. This is consistent with the increase in FY2017.

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 FY2018 surcharge assessment is estimated to decrease to by \$10,520 to \$39,520.

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 \$16,571, an increase of \$520.

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 FY2018 is estimated at \$22,842, an increase of \$514 from FY2017.

**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 FY2018 is estimated on the preliminary Cherry Sheet at \$190,534 an increase of \$14,493 from FY2017.

SCHOOL CHOICE SENDING TUITION

This is an assessment to the Town of Arlington for pupils attending another school district under school choice. School choice tuition charges are assessed against a sending district and paid to a receiving school district. Per pupil tuition rates are based on the receiving district's per pupil costs for the prior fiscal year. Costs are based on instruction, pupil services, administration, maintenance, and fixed charges. A student's tuition equals 75 percent of the per pupil cost, up to a limit of \$5,000, so effectively Arlington is charged \$5,000 per student, except for students with an individualized education plan, in which case a special education increment augments that tuition.

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 \$58,073.



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 was set at \$600,000 and in FY18 it 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 \$1,217,427. From these reserve balances, \$500,000 is proposed to be declared surplus and be used in FY2018; \$200,000 as part of the usual amount declared surplus by the Assessors and an additional \$300,000 the Assessors have asked to be appropriated to cover upcoming revaluation costs.

Tax Abatement Overlay Funds

	<u>FY2014</u>	<u>FY2015</u>	<u>FY2016</u>
Overlay Amount	\$1,019,663	\$1,534,082	\$1,746,721
Abatements & Exemptions To-Date	(\$338,474))	\$343,828	\$329,294
Declared Surplus To General Fund	<u>(\$200,000)</u>	<u>(\$225,000)</u>	<u>\$200,000</u>
Available Balance	\$481,189	\$965,254	\$1,217,427

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 \$677,875. For FY2017, an allowance of \$778,338 has been made for any such judgments, snow deficits, or Symmes taxes.



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:

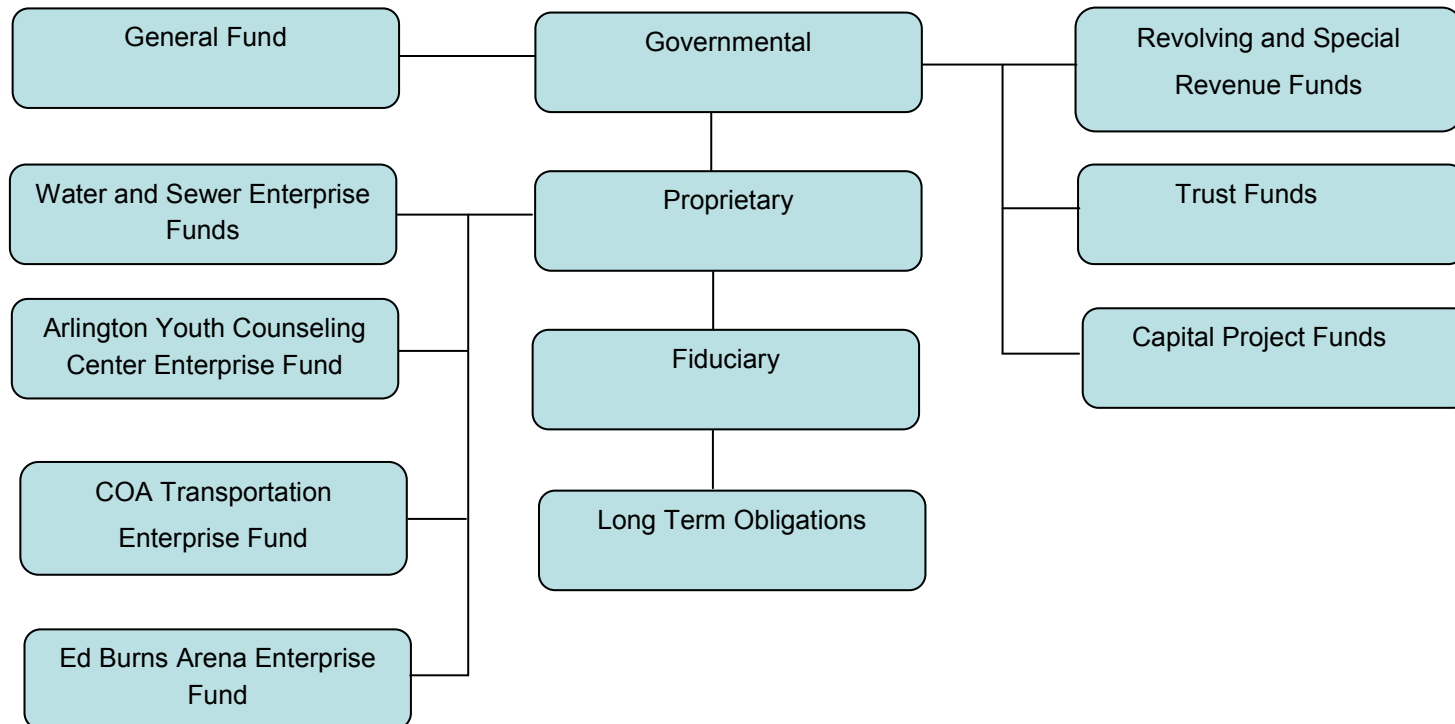
1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is 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.



All Funds

Budgeted Funds

Non-Budgeted Funds





Overall Budget Summary

	General Fund	Water and Sewer	Recreation	Rink	AYCC	COA Transport	Total Funds
Revenue							
Property Tax	\$ 116,719,375						\$ 116,719,375
Local Receipts/Fees	\$ 9,071,000	\$ 14,958,184	\$ 562,000	\$ 599,214	\$ 510,000	\$ 72,900	\$ 25,773,298
State Aid	\$ 19,221,352						\$ 19,221,352
School Construction Aid	\$ 1,615,914						\$ 1,615,914
Free Cash/Fund Balance	\$ 4,850,566	\$ 234,552	\$ 89,152	\$ -		\$ 26,435	\$ 5,200,705
Other Funds	\$ 500,000						\$ 500,000
Transfers in (Offsets)	\$ 2,436,791	\$ 5,593,112			\$ 120,000		\$ 8,149,903
TOTAL REVENUES	\$ 154,414,998	\$ 20,785,848	\$ 651,152	\$ 599,214	\$ 630,000	\$ 99,335	\$ 177,180,547
Expenditures							
Salaries	\$ 26,722,171	\$ 2,227,247	\$ 359,668	\$ 252,792	\$ 395,501	\$ 73,125	\$ 30,030,504
Expenses	\$ 10,314,386	\$ 834,500	\$ 245,850	\$ 212,150	\$ 234,499	\$ 26,210	\$ 11,867,595
Arlington School Department	\$ 60,928,485						\$ 60,928,485
Minuteman Regional High School	\$ 4,291,333						\$ 4,291,333
Non-Departmental (Healthcare & Pensions)	\$ 27,381,296	\$ 1,743,746	\$ 33,836	\$ 47,438			\$ 29,206,316
Capital (Includes Debt Service)	\$ 11,523,825	\$ 1,722,918		\$ 85,154			\$ 13,331,897
MWRA Debt Shift/Transfers to Other Funds	\$ 5,593,112	\$ 14,257,437					\$ 19,850,549
Warrant Articles	\$ 1,246,731						\$ 1,246,731
Reserve Fund & Elections	\$ 1,579,064						\$ 1,579,064
Override Stabilization Fund Deposit	\$ 211,136						\$ 211,136
TOTAL EXPENDITURES	\$ 149,791,539	\$ 20,785,848	\$ 639,354	\$ 597,534	\$ 630,000	\$ 99,335	\$ 172,543,610
Non-Appropriated Expenses	\$ 4,623,459						\$ 4,623,459
State Assessment, Library Direct Aid, Overlay							
TOTAL EXPENSES	\$ 154,414,998	\$ 20,785,848	\$ 639,354	\$ 597,534	\$ 630,000	\$ 99,335	\$ 177,167,069
Surplus / (Deficit)	\$ -	\$ -	\$ 11,798	\$ 1,680	\$ -	\$ -	\$ 13,478



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.

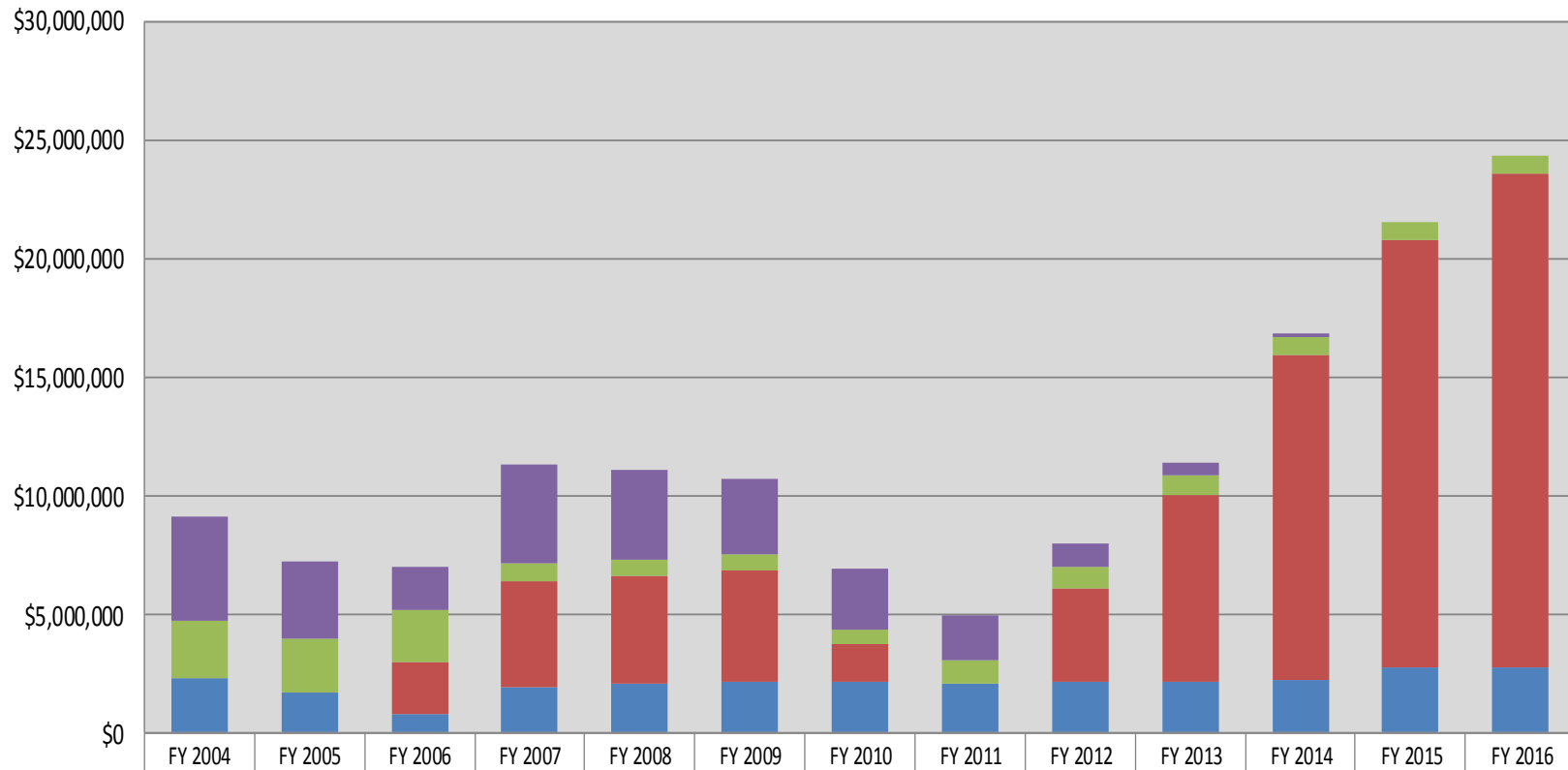
Municipal Buildings Trust Fund – In accordance with Massachusetts General Law, Chapter 40, Section 13, the Town established a Municipal Buildings Trust Fund for the purposes of offsetting the costs associated with significant property loss.

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 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
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	\$20,792,240
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



Revolving Fund Balances												
	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Ambulance/Life Support	\$299,910	\$73,325	\$109,742	\$264,069	\$376,291	\$446,194	\$396,176	\$256,610	\$298,672	\$405,815	\$547,148	\$628,306
Board of Health			\$38,162	\$41,927	\$45,106	\$79,163	\$91,253	\$103,800	\$86,284	\$65,529	\$56,720	\$104,466
Conservation Commission	\$2,106	\$2,726	\$2,937	\$2,937	\$2,847	\$2,897	\$2,907	\$3,221	\$3,312	\$2,742	\$2,742	\$2,710
Council on Aging Program										\$4,320	\$4,571	\$9,974
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	\$19,627
Fox Library	\$3,262	\$6,365	\$8,978	\$12,347	\$14,241	\$13,463	\$16,523	\$17,891	\$13,690	\$15,068	\$16,773	\$3,780
Gibbs School Energy								\$25,688	\$27,730	\$36,459	\$34,171	\$28,078
Library PC Vendor						\$6,971	\$12,711	\$13,361	\$14,315	\$4,873	\$4,745	\$8,420
Private Way Repair	\$30,619	\$27,790	\$24,148	\$37,396	\$13,305	\$13,305	\$13,305	\$1,305	\$13,305	\$50,858	\$87,715	\$118,526
Public Way Repair	\$1,559	\$1,559	\$1,559	\$1,559	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$168
Robbins House Rental					(\$4,117)	\$19,927	\$22,958	\$33,938	\$35,312	\$31,893	\$19,093	\$13,027
Robbins Library Rental					\$6,492	\$9,187	\$11,658	\$17,892	\$16,751	\$21,696	\$26,586	\$24,451
Town Hall Rental			\$2,275	\$6,989	\$3,456	\$8,601	\$29,904	\$42,735	\$22,163	\$14,534	\$70,154	\$96,859
Uncle Sam					\$334	\$334	\$344	\$319	\$411	\$1,526	\$1,526	\$1,526
White Good Recycling						\$27,887	\$44,369	\$38,202	\$16,755	\$45,109	\$57,406	\$57,041
TOTAL	\$342,630	\$133,304	\$198,570	\$444,198	\$510,988	\$716,942	\$705,251	\$604,887	\$621,688	\$764,439	\$952,908	\$1,116,960

Urban Renewal Fund Balance												
	FY2005	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Urban Renewal Fund	\$299,909	\$308,043	\$226,273	\$215,906	\$98,056	\$249,860	\$290,665	\$377,193	\$399,794	\$400,732	\$400,733	\$439,838



Fund Balances

	FY2006	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
General Fund (Free Cash)	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	9,074,598	9,701,131
Enterprise Funds											
Water/Sewer Enterprise	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	7,188,427
Youth Enterprise	(33,228)	27,417	(20,345)	53,598	42,184	50,000	67,661	45,315	23,474	23,056	37,349
Council on Aging Enterprise	66,241	12,595	30,686	44,318	50,448	97,152	112,520	114,489	132,640	63,211	80,209
Rink Enterprise	(16,297)	13,690	38,620	58,412	27,702	91,325	78,992	90,435	74,503	77,154	78,839
Recreation Enterprise	(71,674)	78,221	85,392	68,360	77,200	101,380	105,452	120,887	132,023	205,874	381,219

MAJOR & NON MAJOR FUNDS - CHANGES IN FUND BALANCE

General Fund - 0100 & 0200

Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	10,291,536.00		
2016	10,291,536.00	13,761,217.00	3,469,681.00	34%
2017	13,761,217.00	14,000,000.00	238,783.00	2%
2018	14,000,000.00	14,000,000.00	-	0%

Est.
Est.

The General Fund is the primary operating fund of the Town, and is used to account for all financial resources except those that are required to be accounted for in other funds.

The undesignated fund balance for FY17 is expected to increase due to general fund revenues collected exceeding estimates, as well as appropriation turnbacks from the general fund. These positive budget factors are expected to replenish the fund balance appropriated as part of the FY17 budget process. For FY18, it is estimated that fund balance will remain consistent with FY17.

Water & Sewer Enterprise Fund - 6500

Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	8,546,621.00		
2016	8,546,621.00	7,188,427.00	(1,358,194.00)	-16%
2017	7,188,427.00	7,200,000.00	11,573.00	0%
2018	7,200,000.00	7,200,000.00	-	0%

The Water and Sewer Enterprise Fund is a proprietary (enterprise) fund that is used to account for the water and sewer activities of the Town.

The undesignated fund balance for FY17 is expected to be level with FY16 due to revenues and expenses coming in at budgeted amounts.

For FY18, it is estimated that fund balance will remain consistent with FY17.



AYCC Enterprise Fund - 6550

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	23,055.00		
2016	23,055.00	37,349.00	14,294.00	62%
2017	37,349.00	40,000.00	2,651.00	7%
2018	40,000.00	40,000.00	-	0%

Est.
Est.

The Arlington Youth Counseling Center (AYCC) is a proprietary (enterprise) fund that is used to account for the activities of the AYCC.

The undesignated fund balance in FY17 saw an increase due to higher than anticipated revenue collections and appropriation turnbacks. For FY18, it is estimated that fund balance will remain consistent with FY17.

COA Transportation Enterprise Fund - 6560

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	63,211.00		
2016	63,211.00	80,209.00	16,998.00	27%
2017	80,209.00	78,000.00	(2,209.00)	-3%
2018	78,000.00	78,000.00	-	0%

The Council on Aging (COA) Transportation Fund is a proprietary (enterprise) fund that is used to account for the activities of the COA Transportation service.

The undesignated fund balance has decreased slightly in FY17 due to lower than anticipated revenue collections. For FY18, it is estimated that fund balance will remain consistent with FY17.

Rink Enterprise Fund - 6570

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	77,154.00		
2016	77,154.00	78,839.00	1,685.00	2%
2017	78,839.00	92,000.00	13,161.00	17%
2018	92,000.00	92,000.00	-	0%

Est.
Est.

The Rink Enterprise Fund is a proprietary (enterprise) fund that is used to account for the activities of the municipal ice skating rink.

Undesignated fund balance is expected to increase from FY16 to FY17 by \$13,000 due to appropriation turnbacks that revert to fund balance. Fund balance is expected to remain consistent with FY17 for FY18.

Recreation Enterprise Fund - 6580

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	205,894.00		
2016	205,894.00	381,219.00	175,325.00	85%
2017	381,219.00	440,000.00	58,781.00	15%
2018	440,000.00	440,000.00	-	0%

The Recreation Fund is a proprietary (enterprise) fund that is used to account for the activities of the recreation department.

Undesignated fund balance increase in FY17 due to higher than anticipated enrollment in many of the recreation programs which increased revenues over budgeted amounts combined with appropriation turnbacks.



Urban Renewal Fund - 2770

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	375,926.00		
2016	375,926.00	486,914.00	110,988.00	30%
2017	486,914.00	450,000.00	(36,914.00)	-8%
2018	450,000.00	270,000.00	(180,000.00)	-40%

Est.
Est.

The Urban Renewal Fund was set up to help the Town meet the planning and implementation costs of urban revitalization and development projects.

The fund decreased in FY17 due to loss of rental revenues (vacancies). The FY18 Budget provided for rent payments for Town occupants of the Central School (HHS) to be made to the Fund to stabilize the balance.

Antenna Fund - 3480

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	831,935.00		
2016	831,935.00	658,075.00	(173,860.00)	-21%
2017	658,075.00	650,000.00	(8,075.00)	-1%
2018	650,000.00	650,000.00	-	0%

Est.
Est.

The Antenna Fund was created by home rule petition that allows for deposits of revenue generated from rent collected on antennas placed on municipal buildings. This revenue is used to fund open space and recreation purposes.

The fund decreased slightly in FY17 due to expenses exceeding revenues. For FY18, the fund is estimated to remain consistent with FY17 fund balance due to revenues and expenses expected to offset each other for FY18.

Fiscal Stabilization Fund - 8950

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	18,000,920.00		
2016	18,000,920.00	20,850,650.00	2,849,730.00	16%
2017	20,850,650.00	21,109,786.00	259,136.00	17%
2018	21,109,786.00	14,630,937.00	(6,478,849.00)	-30%

Est.
Est.

The Fiscal Stabilization Fund (aka the "override" stabilization fund) was created in 2005 to help keep the budget stable and to avoid annual override votes. Funds are accumulated when there are excess funds, and drawn down when spending exceeds available recurring revenue sources.

For FY2018, the fund is estimated to decrease by \$6.5 million to fund a budget gap in the FY2019 budget.

Stabilization Fund - 8850

Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	2,879,467.00		
2016	2,879,467.00	2,992,020.00	112,553.00	4%
2017	2,992,020.00	3,097,620.00	105,600.00	4%
2018	3,097,620.00	3,207,620.00	110,000.00	4%

Est.
Est.

The Stabilization Fund is the Town's "rainy day" fund. It can be used for any lawful purpose with a two-thirds vote of Town Meeting.

For FY2018, the Fund is estimated to increase by \$110,000 through Town Meeting appropriation and assumed interest earned on principal balance.



OPEB - Retiree Healthcare Fund - 8890 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	8,377,646.00		
2016	8,377,646.00	9,184,192.00	806,546.00	10%
2017	9,184,192.00	10,875,000.00	1,690,808.00	18%
2018	10,875,000.00	12,024,678.00	1,149,678.00	11%

Est.
Est.

The OPEB fund is used to accumulate resources to provide funding for future other post-employment benefits (OPEB) liabilities.

The FY2017 fund balance increased by \$2.5m due to appropriations made by Town meeting from available funds and from the Health Claims Trust Fund, as well as investment earnings. FY2018 is estimated to increase by \$1.15 million due to \$900k appropriations and estimated investment income.

Health Claims Trust Fund - 8860 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	-	2,808,350.00		
2016	2,808,350.00	2,528,945.00	(279,405.00)	-10%
2017	2,528,945.00	2,229,545.00	(299,400.00)	-12%
2018	2,229,545.00	1,929,545.00	(300,000.00)	-13%

Est.
Est.

Health Claims Trust Fund is a fund that is a holdover from when the Town was self-insured. All funds are Town funds. The Town is now insured on a premium-based plan through the Commonwealth's health insurance plans.

The FY2017 fund balance decreased by \$299k due to a \$300k appropriation from the fund to the OPEB fund combined with interest earnings received. FY2018 also uses \$300k to fund the OPEB fund, and also assumes interest income.



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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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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