



TOWN OF ARLINGTON

Fiscal Year 2020
Town Manager's Annual Budget &
Financial Plan

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Fiscal Year 2020 Town Manager's Annual Budget & Financial Plan



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Town Manager

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ANNUAL BUDGET & FINANCIAL PLAN FISCAL YEAR 2020
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SECTION I

BUDGET MESSAGE



A Resident's Guide to the Budget

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

THE BUDGET PROCESS

The Town of Arlington is governed by the "Town Manager Act of the Town of Arlington, Massachusetts," by which a popularly elected, five-member Select Board appoints 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 Select Board 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 Select Board 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

October

Long-Range Plan Updated - Initial Revenue and Expenditure Forecast

November

Operating Budget requests due to Town Manager

January

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

January/April

Finance Committee hearings on budget

March

Financial Plan distributed to Select Board and Finance Committee

April

Finance Committee recommended budget submitted to Town Meeting

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

FY2019 Average Single Family Tax Rate: \$11.26 per \$1,000

FY2019 Ave. Single Family Home Value: \$752,184

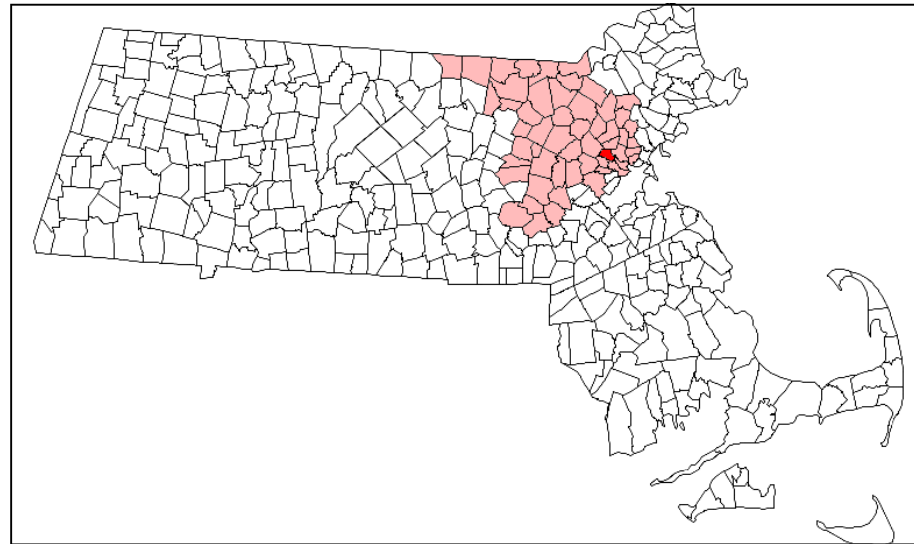
Coordinates: 42°24'55"N 71°09'25"W

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, 2018

Christopher P. Morill

Executive Director



Fiscal Year 2020 Annual Budget & Financial Plan Budget Message

July 1, 2019

To: The Honorable Select Board and Finance Committee

I hereby transmit to you the FY2020 operating and capital budgets and the FY2020-2024 capital plan, as voted by Town Meeting. The budget totals \$171,786,915 which is an increase of \$10,508,914 (6.52%) from the FY2019 budget and is the result of increased revenue and expenditure budgets made possible by the June 11, 2019 \$5.5 million operating override. A summary showing a comparison of the FY2019 and FY2020 revenues and expenditures is shown on page 7. Also, this budget proposal is available via the Town's online budget tool, Arlington Visual Budget. It can be viewed at arlingtonvisualbudget.org.

FY2019 was the fifth year beyond an initial three-year plan that incorporated the Proposition 2½ 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 incorporated into this document as part of *Town of Arlington Historical Override Policies & Commitments*, which can be found beginning on page 220.

FY2020 is the beginning of new multi-year plan based on series of commitments adopted by the Select Board on April 17, 2019. These commitments serve as the basis for a \$5,500,000 operating override that was successfully passed via a Town-wide ballot measure on June 11, 2019. The Board's commitments are as follows:

- 1) Exercise fiscal discipline, and provide quality municipal services.
 - a. Commit to no Proposition 2½ overrides for at least four years.
 - b. Continue to increase general education operating budgets by 3.5% annually.
 - c. Continue to increase general government operating budgets by 3.25% annually.
 - d. Continue to fund special education cost growth at a rate of 7% per year.

Fiscal Year 2020 Budget



- 2) Respond to ongoing school enrollment growth pressures. Increase the education budget for future enrollment increases at a rate of 50% of per pupil expenditures.
- 3) Build Arlington's future.
 - a. Phase in funding of the School Committee's Multi-Year Plan to: address the impact of explosive enrollment growth of 27% since 2011; improve instruction; close the achievement gap for high needs students; ensure safe and supportive schools; and attract, retain, and develop talented staff. Adopt the following schedule of increases to base operating budgets: FY20 - \$600,000; FY21 - \$600,000; FY22 - \$800,000; FY23 - \$800,000.
 - b. Improve mobility for all residents, and support the goals of the [Town's Complete Streets](#) and [Age-Friendly Community](#) initiatives by adding \$250,000 to the base budget for pedestrian infrastructure -- including sidewalk brick removal and repair -- and senior transportation, such investments to be guided by the Town's sustainable mobility planning efforts.
- 4) Minimize impact on taxpayers, particularly seniors and others with income challenges.
 - a. Advance new tax relief programs, including a municipal circuit breaker and increased eligibility for property tax deferral options, and publicize existing relief programs.
 - b. Remove certain water and sewer debt costs from property tax bills.
 - c. Pursue new revenue sources.
 - d. Work with financial leadership to develop bonding schedules that will minimize single-year tax increases and debt service costs related to the Arlington High School rebuild.
- 5) Protect against future fiscal shocks, and maintain the Town's strong bond rating. Maintain financial reserves at 5% or better for the duration of the four-year plan.



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 FY2020, this calculation has been increased to 50%. Based on this, the FY2020 budget recommendation is as follows:

	FY 2019	FY 2020	\$ Increase	% Increase
General Education Costs	\$ 43,981,008	\$ 46,981,443	\$ 3,000,435	6.82%
Special Education Costs	\$ 21,440,034	\$ 22,940,836	\$ 1,500,802	7.00%
Growth Factor	\$ 831,980	\$ 1,504,860	\$ 672,880	80.88%
TOTAL SCHOOL BUDGET	\$ 66,253,022	\$ 71,427,139	\$ 5,174,117	7.81%

Growth Factor Breakdown	
FY 19 Enrollment Growth	210
DESE PPC for Arlington	\$ 14,332
50% of PPC for Arlington	\$ 7,166
Growth Factor (50% PPC x 210)	\$ 1,504,860

Overall, the FY2020 budget proposal is a level services budget that maintains core municipal services (Police, Fire, DPW) at current levels. Targeted investments have been made to address community needs and the details of those changes are discussed on page 8 and beyond. This approach allows the current override period to be maintained through FY2023. However, in FY2024, the Town's structural deficit reemerges and is projected to be approximately \$17.8 million. The Town's structural deficit is discussed in greater detail on page 17 and the Town's Long Range Plan can be viewed on page 24.

Fiscal Year 2020 Budget



Overall General Fund Budget Summary

	FY2018 Budget	FY2019 Budget	FY2020 Budget	Change \$	%
Revenue					
Property Tax	\$ 117,255,201	\$ 124,010,977	\$ 133,239,908	\$ 9,228,931	7.4%
Local Receipts	\$ 9,071,000	\$ 9,171,000	\$ 9,871,000	\$ 700,000	7.6%
State Aid	\$ 19,207,063	\$ 20,039,795	\$ 22,439,702	\$ 2,399,907	12.0%
School Construction Aid	\$ 1,615,914	\$ 476,523	\$ 476,523	\$ -	0.0%
Free Cash	\$ 4,850,566	\$ 4,593,375	\$ 5,559,782	\$ 966,407	21.0%
Other Funds	\$ 500,000	\$ 200,000	\$ 200,000	\$ -	0.0%
Override Stabilization Fund	\$ -	\$ 2,786,331	\$ -	\$ (2,786,331)	-100%
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 152,499,744	\$ 161,278,001	\$ 171,786,915	\$ 10,508,914	6.5%
Transfers in (Offsets)	\$ 2,436,791	\$ 2,490,562	\$ 2,580,233	\$ 89,671	3.6%
TOTAL REVENUES	\$ 154,936,535	\$ 163,768,563	\$ 174,367,148	\$ 10,598,585	6.5%
Expenditures					
<i>Municipal Departments Appropriations *</i>	\$ 37,036,557	\$ 38,214,820	\$ 39,715,529	\$ 1,500,709	3.9%
<i>Offsets and Indirect Costs</i>	\$ (2,436,791)	\$ (2,490,562)	\$ (2,580,233)	\$ (89,671)	3.6%
Municipal Departments (Taxation Total)	\$ 34,599,766	\$ 35,724,258	\$ 37,135,296	\$ 1,411,038	3.9%
School Department	\$ 60,928,485	\$ 66,253,022	\$ 71,427,139	\$ 5,174,117	7.8%
Minuteman School	\$ 4,291,333	\$ 4,936,724	\$ 5,384,690	\$ 447,966	9.1%
Non-Departmental (Healthcare & Pensions)	\$ 27,381,296	\$ 27,924,645	\$ 29,247,782	\$ 1,323,137	4.7%
Capital (Includes Debt Service)	\$ 11,523,825	\$ 12,857,157	\$ 13,196,044	\$ 338,887	2.6%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 1,319,355	\$ 1,153,137	\$ 1,189,392	\$ 36,255	3.1%
Reserve Fund & Elections	\$ 1,506,440	\$ 1,553,287	\$ 1,604,584	\$ 51,297	3.3%
Override Stabilization Fund Deposit	\$ 211,136	\$ -	\$ 2,174,510	\$ 0	-
TOTAL EXPENDITURES	\$ 147,354,748	\$ 155,995,342	\$ 166,952,549	\$ 10,957,207	7.0%
Non-Appropriated Expenses	\$ 5,144,996	\$ 5,282,659	\$ 4,834,366	\$ (448,293)	-8.5%
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	-



Departmental Budgets

Departmental operating budgets have been held to a 3.25% increase in accordance with the Long Range Plan. One full time position and one part time position has been added to the budget (see personnel chart on page 7). Some of the more significant budget changes include:

Public Works (DPW): +\$668,288

The DPW budget proposes increases in solid waste hauling, solid waste disposal, and recycling costs in the amount of \$174,624 as a result of increases in solid waste tonnage, contractual obligations and the proposed funding of a food scrap diversion pilot program. The DPW budget also includes funding for preventive tree pest management related to the Emerald Ash Borer (\$30,000) and an increase of \$15,000 in the traffic signal maintenance budget. There is also a proposed increase of \$60,000 in the Engineering Division's budget focused on sustainable mobility improvements. As approved by Town Meeting, due to the passage of the Proposition 2 1/2 override, the DPW budget was increased by \$200,000.

Health and Human Services (HHS): +\$27,375

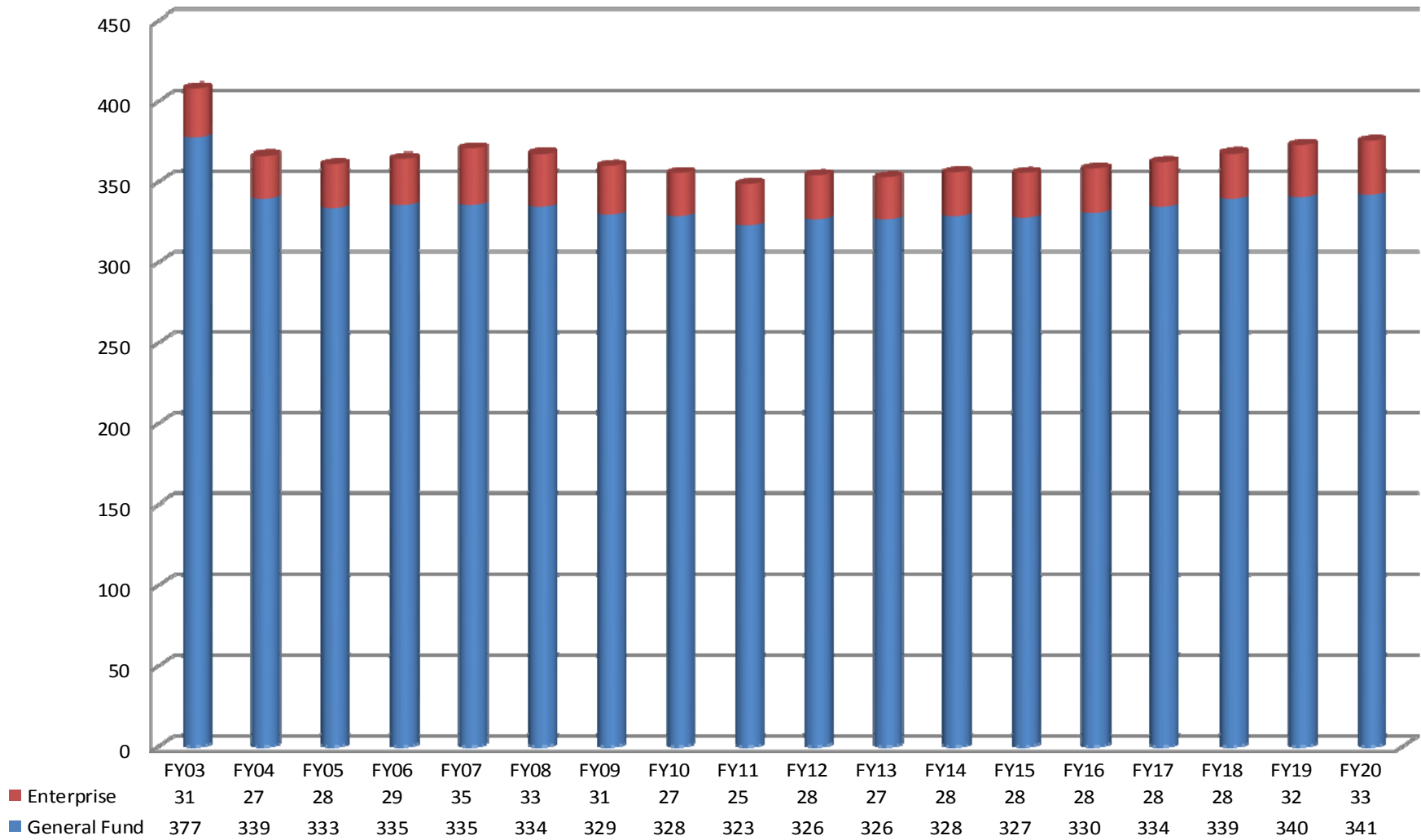
The HHS budget proposes the creation of a Manager of Diversity, Equity and Inclusion position (\$55,000) that will work with the Disabilities Commission, Human Rights Commission and the Rainbow Commission. The HHS budget also includes a \$63,175 increase for personnel and expense costs related to the staffing and operation of the Arlington Youth Health & Safety Coalition (AYHSC). This program has been funded by federal grants for the past ten years, but as of September 2019, this grant will no longer be available to Arlington. These proposed increases are offset by decreases in the veterans' benefits line item (\$35,000) and the mosquito control line item (\$9,000) which align budgeting with projected expenditures for each of these programs. There will be no service level reductions as a result of these decreases.

Facilities: +\$98,348

The Facilities expense budget will increase by a net amount of \$30,000 in order to fund necessary increases in both preventative maintenance work as well as building repair work. The remainder of the total budget change is due to moving the energy manager and his corresponding offset to the Department of Planning and Community Development (DPCD) budget, moving an maintenance employee from the DPCD budget into the Facilities budget, and moving repair and maintenance funds related to the Parmenter School and Dallin Library from the DCPD budget into the Facilities budget.



**Town Personnel Trends
FY 2003 - FY2020 FTEs**





Healthcare/Other Post-Employment Benefits (OPEB)

Healthcare premiums are budgeted to increase by an average of 3.3% in the FY2020 budget. There is also an assumption of an increase in benefit eligible school department employees based on the previously discussed growth factor funding increase, leading to an overall budget increase of 5.58%.

In FY2020, 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 \$2,000,000. The FY2020 recommendation to fund OPEB with \$300,000 from the Health Claims Trust Fund is the seventh 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 \$636,533 amount otherwise earmarked for appropriation into the OPEB Trust Fund, bringing the total proposed appropriation for FY2020 to \$936,533. The table below provides information regarding the Town’s OPEB Trust Fund and OPEB liability.

Town of Arlington OPEB Liability - As of January 1, 2018				
Year	Total Liability	Total Assets	Net Liability	Percent Funded
2017	\$234,089,146	\$11,201,306	\$222,887,840	4.8%
2018	\$196,579,007	\$12,854,012	\$183,724,995	6.5%

Investing in Sustainability, Livability and Equity

The FY2020 budget contains several proposals and initiatives related to the Town’s commitment to sustainable practices, the Town’s goal of enhancing the livability of neighborhoods across Town and the Town’s desire to pursue policies and programs that prioritize social equity and inclusion.

The first of these proposals looks to pilot a food scrap diversion program in Town in order to reduce the amount of solid waste that the Town sends to the incinerator. In order to pilot this program, this budget proposes a \$100,000 increase in the DPW’s Recycling and Solid Waste budget. By diverting organic waste away from the incinerator, the Town will be reducing its carbon emissions and costs associated with this method of disposal. More long term, with the current uncertainty in international recycling markets, initiating this program will improve the Town’s position the next time it goes out to bid for waste hauling services in 2022.



Investing in Sustainability, Livability and Equity (cont.)

The next initiative is a proposal to fund mobility improvements across Town with the inclusion of \$60,000 in the DPW's Engineering budget. In FY2020, the Town proposes to use these funds to draft a Sustainable Mobility Plan, with some initial implementation possible after the plan's completion. This effort will be focused on improving the mobility of residents across all transportation modes in Arlington, thereby increasing the livability of the Town. A Sustainable Mobility Plan is a strategic plan designed to satisfy the mobility needs of people and businesses in municipalities for a better quality of life. It will build on existing planning practices and takes due consideration of integration, participation and evaluation principles.

The final proposal highlighted here is the creation of a new Manager of Diversity, Equity and Inclusion position in the FY2020 budget. This position will be located in the Department of Health and Human Services and work with the Town's Disabilities Commission, Human Rights Commission, and Rainbow Commission to develop and implement policies and programs that prioritize and promote the diversity of Arlington's population. This position will also advise the Town Manager and the Human Resources Director regarding matters of diversity, equity, and inclusion across all Town departments.

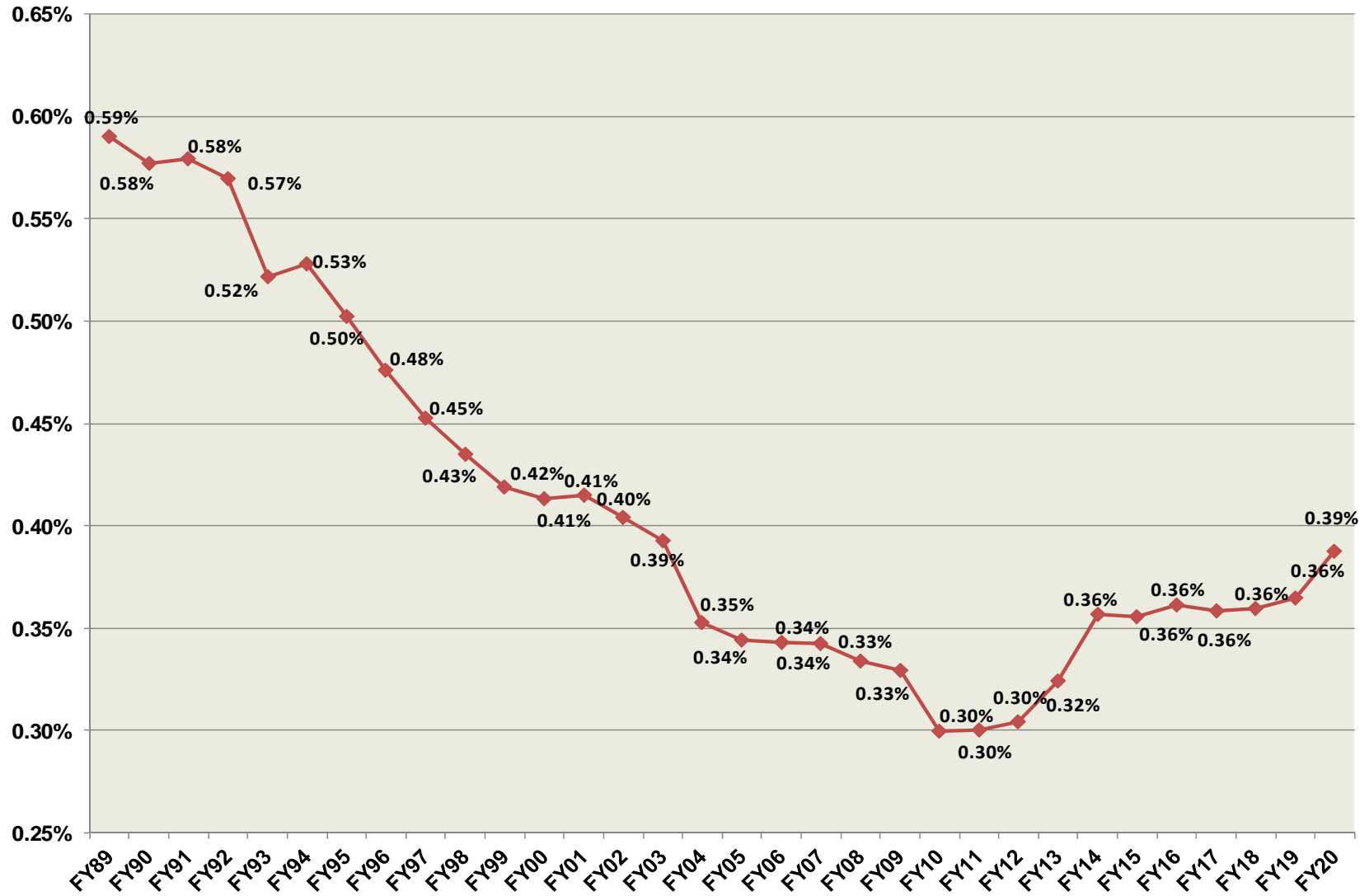
Combined, these initiatives continue Arlington's progress in addressing issues of key importance related to the sustainability, livability and inclusivity of the Town.

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. Arlington has substantially benefited from its cooperation with the Green Communities Division, having received six grant awards over the past seven years, totaling \$1,575,931. The most recent grant award of \$210,290 came in 2018 and provided funding for LED lighting at various schools, partial support in the purchase of an electric vehicle for the Town fleet, and other energy efficiency measures. In August of 2017, the Town of Arlington launched the Arlington Community Choice Aggregation (CCA) program for residents and businesses. The primary goals of the program were to provide annual savings and rate stability for participating consumers. However, the program also offers participants exciting renewable energy options from which to choose. The program was approved by Arlington Town Meeting, the Select Board, and the Massachusetts Department of Public Utilities. Most recently, the Town has formed a Clean Energy Future Committee to begin planning to achieve the goal of Net Zero status by 2050.



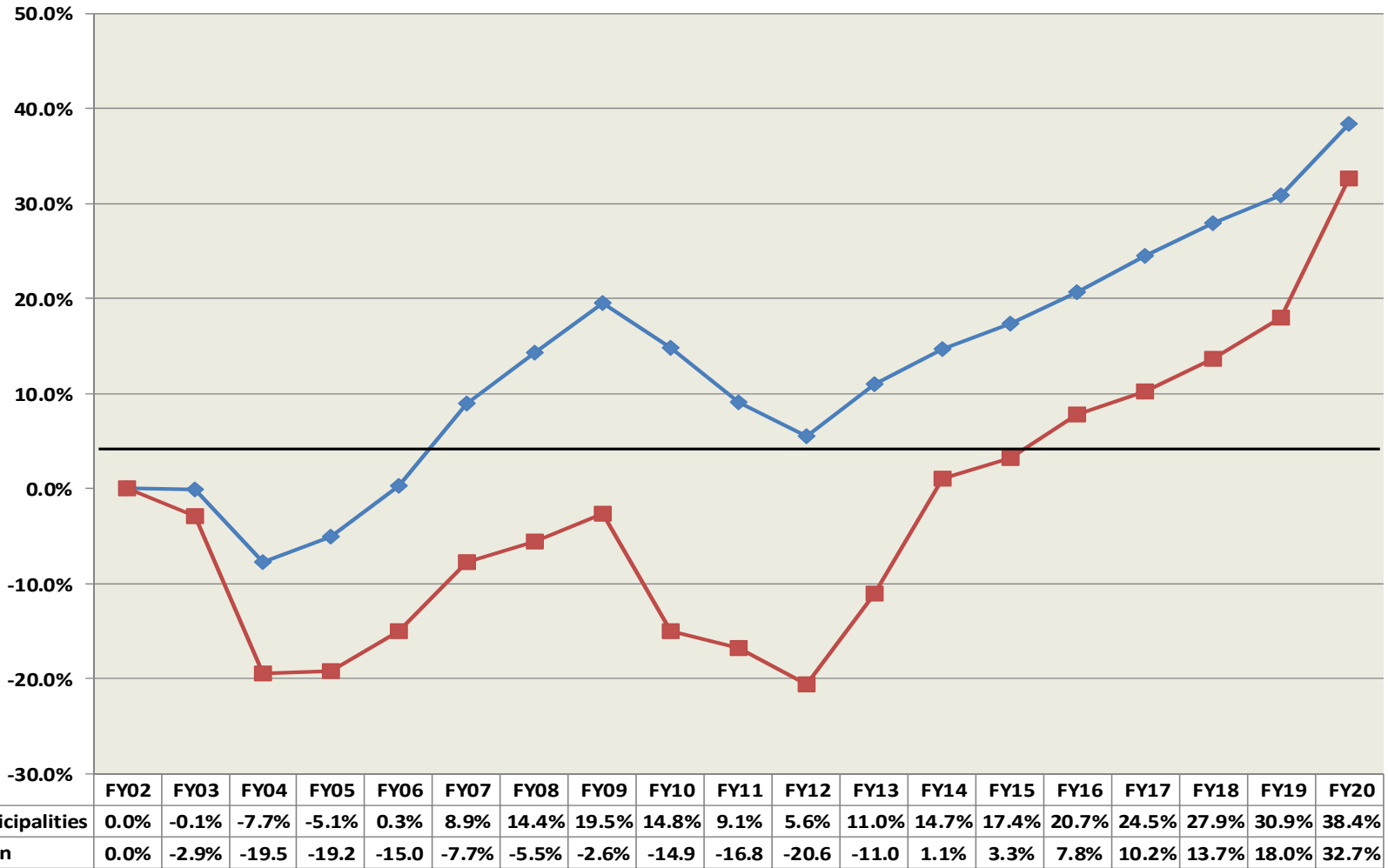
Arlington's Percent of Total State Aid





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

(Numbers Exclude School Construction and METCO Reimbursements)





Comparative Data

The FY2020 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 unique to Arlington. Some 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 6 among a group of 13 comparable communities (see Table 3), and remains under the state-wide average. Another indicator of the Town's ability to and opportunity to raise revenue is a measure developed by the Department of Revenue called Municipal Revenue Growth Factor (MRGF). It measures a community's ability to raise revenue, taking into consideration a community's tax levy limit, new growth, state aid, and local receipts. As you can see from Table 4, the state-wide average and average of the twelve other comparable communities' MRGF is 4.38 and 4.23 respectively. Arlington's is 3.51, below the comparable communities' and state averages.

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 slightly less than 6% of the total. Table 5 shows that Arlington's commercial/industrial tax base ranks 12th out of 13 comparable communities. The average of these communities is 15.47%, 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 10th 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 6.99% 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.

Fiscal Year 2020 Budget



Table 1		Table 2		Table 3		Table 4	
Municipality	Pop Per Square Mile	Municipality	Households Per Sq Mile	Municipality	New Growth Avg. '16-'18	Municipality	FY2020 Municipal Revenue Growth Factor
1 BROOKLINE	8,718	1 BROOKLINE	3,918	1 NEEDHAM	3.69%	1 NEEDHAM	5.93
2 ARLINGTON	8,652	2 WATERTOWN	3,906	2 WATERTOWN	2.87%	2 WATERTOWN	5.08
3 WATERTOWN	8,350	3 ARLINGTON	3,878	3 MEDFORD	1.81%	3 MEDFORD	4.98
4 MEDFORD	7,052	4 MEDFORD	2,969	4 BELMONT	1.67%	4 READING	4.27
5 MELROSE	5,970	5 MELROSE	2,511	5 READING	1.66%	5 MILTON	4.15
6 BELMONT	5,516	6 BELMONT	2,190	6 ARLINGTON	1.40%	6 NORTH ANDOVER	3.99
7 WINCHESTER	3,711	7 STONEHAM	1,571	7 WINCHESTER	1.37%	7 STONEHAM	3.99
8 STONEHAM	3,578	8 WINCHESTER	1,324	8 BROOKLINE	1.34%	8 WINCHESTER	3.98
9 READING	2,576	9 READING	967	9 MILTON	1.31%	9 NATICK	3.95
10 NEEDHAM	2,424	10 NATICK	945	10 MELROSE	1.31%	10 BELMONT	3.65
11 NATICK	2,405	11 NEEDHAM	905	11 NATICK	1.25%	11 BROOKLINE	3.64
12 MILTON	2,099	12 MILTON	746	12 NORTH ANDOVER	1.17%	12 ARLINGTON	3.51
13 NORTH ANDOVER	1,115	13 NORTH ANDOVER	417	13 STONEHAM	1.08%	13 MELROSE	3.11
Ave w/o Arlington	4,459	Ave w/o Arlington	1,864	Ave w/o Arlington	1.71%	Ave w/o Arlington	4.23
Arlington	8,652	Arlington	3,878	Arlington	1.40%	Arlington	3.51
				State-Wide Ave	2.11%	State-Wide Ave	4.38

Fiscal Year 2020 Budget



Table 5		Table 6		Table 7		Table 8	
Municipality	FY2019 Commercial/ Industrial/ Personal % of Total Tax Levy	Municipality	FY2019 Taxes Per Cap	Municipality	FY2018 Taxes/ Household as % of 12-16 median income	Municipality	FY2018 Total Exp Per Cap
1 WATERTOWN	35.36%	1 NEEDHAM	\$4,643	1 NEEDHAM	9.0%	1 NEEDHAM	\$5,144
2 NEEDHAM	22.75%	2 WINCHESTER	\$4,118	2 BELMONT	7.7%	2 WINCHESTER	\$5,102
3 NATICK	20.27%	3 BROOKLINE	\$3,792	3 BROOKLINE	7.6%	3 BROOKLINE	\$4,779
4 MEDFORD	18.48%	4 BELMONT	\$3,625	4 WINCHESTER	7.6%	4 BELMONT	\$4,672
5 BROOKLINE	18.24%	5 WATERTOWN	\$3,189	5 WATERTOWN	7.5%	5 NATICK	\$4,294
6 STONEHAM	16.75%	6 NATICK	\$3,072	6 NATICK	7.4%	6 MILTON	\$4,261
7 NORTH ANDOVER	16.45%	7 MILTON	\$3,008	7 MILTON	6.7%	7 READING	\$3,968
8 MELROSE	8.10%	8 READING	\$2,868	8 READING	6.7%	8 WATERTOWN	\$3,777
9 READING	7.74%	9 ARLINGTON	\$2,767	9 NORTH ANDOVER	6.4%	9 ARLINGTON	\$3,682
10 MILTON	5.99%	10 NORTH ANDOVER	\$2,477	10 ARLINGTON	6.0%	10 NORTH ANDOVER	\$3,411
11 BELMONT	5.66%	11 STONEHAM	\$2,314	11 STONEHAM	6.0%	11 MELROSE	\$3,347
12 ARLINGTON	5.65%	12 MELROSE	\$2,121	12 MEDFORD	5.5%	12 STONEHAM	\$3,185
13 WINCHESTER	4.25%	13 MEDFORD	\$1,982	13 MELROSE	5.4%	13 MEDFORD	\$2,878
Ave w/o Arlington	15.47%	Ave w/o Arlington	\$2,944	Ave w/o Arlington	7.0%	Ave w/o Arlington	\$4,017
Arlington	5.65%	Arlington	\$2,767	Arlington	6.0%	Arlington	\$4,294



Collective Bargaining and Employee Relations

All Town and School employee unions have contracts in place through the close of the current fiscal year, FY2021, except the Arlington Police Patrol Officers Association . Bargaining with this union is ongoing.

State Aid

State aid is projected to increase by \$2,399,907 or 11.70% in FY2020. This projected increase based on the House Ways and Means Committee budget released in April 2019. That budget increased Arlington's Chapter 70 funding by \$2,213,404 and Unrestricted General Government Aid by \$211,795.

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. 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 nearly 40 years of Proposition 2½, there have been only three general tax overrides.

The existence of this structural deficit is what has prompted Town leaders, via the Long Range Planning Committee, to propose the \$5,500,000 operating override (which would be the 4th in 40 years) that was approved on June 11, 2019. This override allows for budgetary and service level stability through FY2024.

It is also important to note the future financial liabilities associated with the reconstruction of Arlington High School. The project has been approved by the Massachusetts School Building Authority for a maximum cost of \$290,851,820, and was further approved by both Town Meeting and via Town-wide ballot question. The debt exclusion, as approved by the ballot question, projects to have a tax impact on the average single family home in Arlington of approximately \$827 per year.



Capital Budget FY2020 and Capital Plan FY2020-FY2024

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 FY2020 funding for the capital budget is as follows:

Bonding:	\$36,194,000
Cash:	\$4,222,995
Other:	\$12,394,500

Our existing non-exempt debt is \$6,349,527 which is consistent with prior debt service projections for FY2020. The total capital budget for FY2020, including debt, is estimated at \$13 million. Major projects to be funded in FY2020 include street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.4 million.

Site improvements and construction for the Senior Center Renovation have been budgeted for \$8 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 budgeted for FY2020, projected at a cost of \$29 million, with \$22 million being supported in the five year capital plan, and \$7 million being supported by the Water and Sewer Enterprise Fund. The Town is currently in the design development phase of this project.

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 \$4.8 million of recreation, open space, and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Committee is currently reviewing final applications that have been submitted for the FY2020 funding cycle and will make recommendations for CPA funding at Town Meeting.

It is also important to once again note the future financial liabilities associated with the reconstruction of Arlington High School. The project has been approved by the Massachusetts School Building Authority for a maximum cost of \$290,851,820 with anticipated state reimbursement via the MSBA of approximately \$86 million. Further value engineering efforts are planned to be undertaken. This project will have impact on the capital budget as several Town departments currently housed in the High School will be relocated to the renovated DPW facility or to Town Hall.



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 6.52% in FY2020. Future year increases range from -4.69% to 4.78%. In FY2024, revenue is projected to decrease by -4.69%. This is a result of projecting to have insufficient revenues that year, because the Override Stabilization Fund will have been depleted. It is anticipated that an operating override will be proposed to avoid this deficit and the resulting cuts to Town and School services.
- **Tax Levy** – The FY2020 tax levy is projected to increase by approximately 7.44%. Future year increases are projected to be between approximately 2.57% and 2.60% per year. New growth is projected at \$650,000 this year. Debt payments for Proposition 2½ debt exempted school projects, minus state reimbursements, are included and amount to approximately \$3,200,000 to \$5,400,000 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 House budget, state aid is projected to increase 11.70%. In out years, increases are projected between 1% and 2.9% depending on projected school enrollment growth.
- **School Construction Reimbursement** - MSBA reimbursements will remain at \$476,523 in FY2020, which 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 \$700,000 in FY2020 due to projected increases in Motor Vehicle Excise tax and building permit fee collections. It is anticipated that Local Receipts will continue to grow by \$100,000 annually thereafter.



- **Free Cash** – FY2020 Free Cash use is \$5,559,782, which is 50% of the Town's available free cash balance. For FY2021 and in each subsequent year, \$3,307,332 is proposed to be appropriated. This is of 50% of the ten year average of certified Fee Cash.
- **Other Available Funds** – A transfer of \$200,000 from surplus tax abatement overlay reserve funds was voted for FY2020, plus an additional \$2.5 million from overlay surplus, which town meeting appropriated to the Override stabilization Fund. 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 (FY2012-2018) funds were be deposited into the Fund, resulting in an balance of approximately \$23.5 million. In FY2020, as the result of the operating override, and additional \$2,174,510 will be added to the fund. Drawdowns of \$3.9 million in FY2021, \$8.7 in FY2022, and \$13.2 in FY2023 will be needed to close the budget gaps, leaving \$41,723 in the Fund to apply to a budget gap of approximately \$17.8 million in FY2024. 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 were 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 school budget increases ranging from 5.27% to 6.22%. The growth factor is explained in greater detail earlier in the Town Manager's Budget Message.
- **Minuteman School** – In FY2020 the Town's Minuteman Technical Vocational Regional High School assessment will increase by \$447,966 (9.07%). This most of this increase is due to assessments to pay for debt services for the new Minuteman High School construction project. In future years, those capital assessments will continue to increase as the construction project moves forward. Also, in future years operating increases for Minuteman are projected at 3.5% per year.
- **Municipal Departments** - Expenditures for municipal departments will increase by 3.25% in FY2020 in line with Town policy, plus an additional \$250,000 as part of the override commitments to increase spending on pedestrian infrastructure and senior transportation. Going forward, Town expenditure increases 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 most school projects, except the Ottoson and the Hardy Schools. Exempt debt, also sometimes referred to as Excluded Debt, is debt service that is added to the tax levy above the normal limits of Proposition 21/2.
 - **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 FY2020 \$4,222,995 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 FY2020 the pension appropriation will increase 5.48% and thereafter, increases 5.5% annually.
- **Insurance (including Healthcare)** – Health care and insurance costs are expected to increase by 4.56%. Employee premiums (GIC rates) increases and decreases varied based on the sixteen different plans offered by the GIC. The overall health insurance rate increase for Arlington is projected to be 3.7%. In outgoing years costs are projected to increase from 5% to 6% per year depending on enrollment growth in the School Department.
- **State Assessments** – In FY2020, the MBTA assessment, which is the largest assessment, will increase by \$82,426 (2.78%). Overall, state assessments will increase by 1.45% and increase by 2.50% annually thereafter.
- **Offset Aid** – Assistance to Libraries will increase \$895.
- **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.



- **Reserve Fund** – The Reserve Fund is budgeted at 1% of operating revenues.
- **Other** – This includes court judgments (\$100,000) and Symmes property taxes reserved for Symmes debt (\$673,225). The estimate fluctuates with actual Symmes debt service payments.
- **Warrant Articles** – Appropriations for miscellaneous warrant articles have been estimated at \$1,186,942 in FY2020 and thereafter held level. It includes the Elections budget, which fluctuates by approximately \$100,000 per year depending on the number of scheduled elections.
- **Override Stabilization Fund** – There is no appropriation into the Override Stabilization Fund in FY2020 or subsequent years..



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 Select Board 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

Fiscal Year 2020 Budget



Long Range Financial Projection

	FY 2019	Dollar Change	Percent Change	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
I REVENUE								
A. State Aid	20,039,795	832,732	4.34%	22,439,702	23,079,436	23,596,957	23,978,630	24,214,373
School Construction Aid	476,523	(1,139,391)	-70.51%	476,523	476,523	0	0	0
B. Local Receipts	9,171,000	100,000	1.10%	9,871,000	9,971,000	10,071,000	10,171,000	10,271,000
C. Free Cash	4,593,375	(257,191)	-5.30%	5,559,782	3,307,332	3,307,332	3,307,332	3,307,332
D. Overlay Reserve Surplus	200,000	(300,000)	-60.00%	200,000	200,000	200,000	200,000	200,000
E. Property Tax	124,010,977	6,755,776	5.76%	133,239,908	136,700,183	140,222,855	143,874,930	147,572,640
F. Override Stabilization Fund	2,786,331			0	3,910,218	8,734,876	13,212,136	41,723
TOTAL REVENUES	161,278,001	8,778,257	5.76%	171,786,915	177,644,692	186,133,020	194,744,028	185,607,068
II APPROPRIATIONS								
A. Operating Budgets								
General Education Costs	43,981,008	5,193,466	13.39%	46,381,443	50,183,324	53,547,176	57,324,765	61,234,569
Special Education Costs	21,440,034	1,402,619	7.00%	22,940,836	24,546,695	26,264,964	28,103,511	30,070,757
Growth Factor	831,980			1,504,860	953,078	1,039,070	1,039,070	687,936
Net School Budget	66,253,022	5,324,537	8.74%	71,427,139	76,283,097	81,651,210	87,267,346	91,993,262
Minuteman	4,936,724	645,391	15.04%	5,384,690	5,573,154	5,768,214	5,970,101	6,179,055
Town Personnel Services	27,620,241	898,070	3.36%	28,549,847	29,477,717	30,435,743	31,424,905	32,446,214
Expenses	10,594,579	280,193	2.72%	11,165,682	11,528,567	11,903,245	12,290,100	12,689,528
<i>Less Offsets Enterprise Fund/Other</i>	<i>2,490,562</i>	<i>53,771</i>	<i>2.21%</i>	<i>2,580,233</i>	<i>2,664,091</i>	<i>2,750,674</i>	<i>2,840,071</i>	<i>2,932,373</i>
Net Town Budget	35,724,258	1,124,492	3.25%	37,135,296	38,342,193	39,588,314	40,874,934	42,203,369
MWRA Debt Shift	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	4,432,143	1,256,716	39.58%	4,321,873	4,114,929	3,452,179	3,352,632	3,254,930
Non-Exempt Service	6,624,043	(657,776)	-9.03%	6,512,083	6,744,893	7,562,997	7,825,529	7,758,849
Cash	2,795,027	(1,146,901)	-29.09%	4,320,995	3,125,060	2,407,026	2,150,383	2,602,993
Offets/Capital Carry Forward	(994,056)	1,881,293	-65.43%	(1,958,907)	(984,627)	(887,157)	(576,125)	(563,837)
Total Capital	12,857,157	1,333,332	11.57%	13,196,044	13,000,255	12,535,045	12,752,419	13,052,935
C. Pensions	10,765,545	623,810	6.15%	11,355,946	11,980,523	12,639,452	13,334,622	14,068,026
D. Insurance	17,159,100	(80,461)	-0.47%	17,891,836	19,018,600	20,227,942	21,507,493	22,785,282
E. State Assessments	3,366,238	125,809	3.88%	3,461,141	3,546,221	3,633,429	3,722,816	3,814,439
G. Overlay Reserve	1,245,171	88,942	7.69%	600,000	600,000	800,000	600,000	600,000
H. Reserve Fund	1,553,287	46,847	3.11%	1,604,584	1,696,195	1,739,460	1,781,793	1,823,104
I. Crt Jdgmnts/Deficit/Symmes	671,250	(77,088)	-10.30%	773,225	771,950	767,450	100,000	100,000
J. Warrant Articles	1,153,137	(166,218)	-12.60%	1,189,392	1,239,392	1,189,392	1,239,392	1,189,392
K. Override Stabilization Fund	0			2,174,510	0	0	0	0
L TOTAL APPROPRIATIONS	161,278,001	8,778,257	5.76%	171,786,915	177,644,692	186,133,020	194,744,028	203,401,976
BALANCE	0			0	0	0	0	(17,794,908)



SECTION II

REVENUE



TOTAL REVENUE

Total revenue for FY2020 is projected to be \$171,786,915, an increase of \$10,508,914 or 6.52%. Of this increase, \$166,352,352 is from revenue dedicated to support the General Fund and \$5,434,563 is from debt exclusion overrides to support borrowing for capital projects, such as to renovate or build new elementary schools and the Minuteman Regional Vocational Technical High School. The General Fund increase is \$10,315,072 or 6.61%

The property tax levy is projected to increase, without debt exclusion revenue, by \$9,035,089 or 7.61%. This includes the normal 2.5% increase plus \$650,000 in new growth, and the \$5,500,000 general operating override approved by votes on June 11, 2019. Total tax revenues, including the debt exclusions, increase by \$9,228,931 or 7.44%

Local receipts are projected to increase \$700,000 due to projected increases in Motor Vehicle Excise tax collections and building permit revenue.

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. Total state aid is projected to increase \$2,239,907, or 11.7% and is based on the House budget (the last State budget passed at the time of Town Meeting), which contained increases in Chapter 70 School Aid and General Government Aid. From these increases, Arlington will receive a \$2,213,404 (18.8%) increase in Chapter 70 Aid and a \$211,795 (2.7%) increase in General Government Aid consistent with the Governor's pledge to increase General Government Aid by the say percentage that he project FY20 State revenue to grow.

A total of \$5,559,782 in Free Cash is proposed to be used, which is an increase of \$966,407 from FY2019 and, consistent with Town financial policies, an amount equal to 50% of the Free Cash balance certified by the Department of Revenue for the close of the previous fiscal, June 30, 2018.

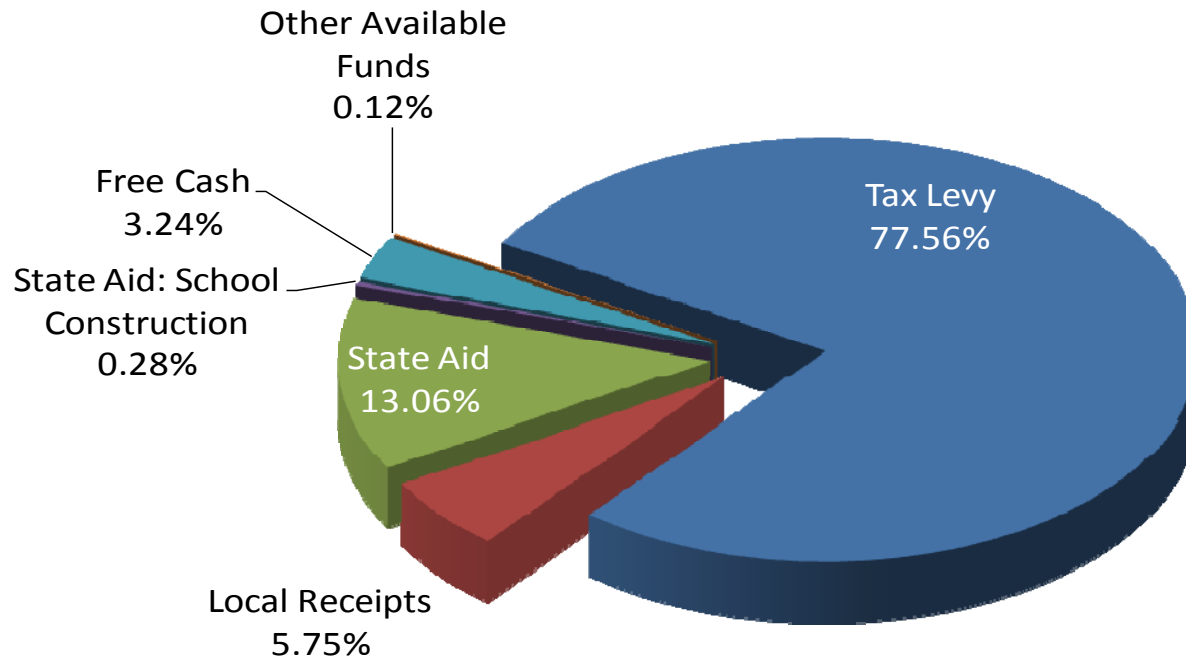
Other Available Funds include \$200,000 in surplus tax abatement overlay funds, the same amount the Assessors released in FY19.

The passage of the operating budget override meant that it was not necessary to use and of the Override Stabilization Fund this year. In fact, Town meeting was able to deposit \$2,174,510 into the Fund.

REVENUE SOURCE	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Tax Levy	112,439,838	117,255,201	124,010,977	133,239,908	9,228,931
Local Receipts	10,689,873	12,004,047	9,171,000	9,871,000	700,000
State Aid	21,393,301	20,991,079	20,516,318	22,916,225	2,399,907
Free Cash	4,537,299	4,850,566	4,593,375	5,559,782	966,407
Other Available Funds	200,000	500,000	200,000	200,000	-
Override Stabilization Fund	0	0	2,786,331	0	(2,786,331)
Total	149,260,311	155,600,893	161,278,001	171,786,915	10,508,914



Revenues \$171,786,915





Total General Fund Revenues

	<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>Actual</u>	<u>FY18</u> <u>Budget</u>	<u>FY19</u> <u>Budget</u>	<u>FY20</u> <u>Budget</u>
Tax Levy*	80,365,862	89,409,382	92,416,269	96,144,398	99,691,909	103,384,789	106,846,726	111,126,263	118,129,339	127,646,796
Local Receipts	9,238,654	10,291,463	9,886,882	10,296,545	10,115,304	11,071,191	10,689,873	9,071,000	9,171,000	9,871,000
State Aid**	14,066,445	13,420,743	15,040,051	17,093,258	17,462,884	18,230,105	18,918,527	19,207,062	19,958,018	22,439,702
Free Cash	582,050	481,456	1,570,000	3,411,528	3,042,925	3,435,846	4,537,299	4,850,566	4,593,375	5,559,782
Other Available Funds	2,080,000	200,000	200,000	200,000	350,000	350,000	200,000	500,000	200,000	200,000
Override Stabilization Fund									2,786,331	0
Total	106,333,011	113,803,044	119,113,202	127,145,729	130,663,022	136,471,931	141,192,425	144,754,891	154,838,063	165,717,280

*Excludes MWRA Debt Shift

**Excludes MSBA Reimbursements

Annual Revenue Increases

	<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>Actual</u>	<u>FY18</u> <u>Budget</u>	<u>FY19</u> <u>Budget</u>	<u>FY20</u> <u>Budget</u>
Tax Levy	2,487,938	9,043,520	3,006,887	3,728,129	3,547,511	3,692,880	3,461,937	4,279,537	7,003,076	9,517,457
Local Receipts	585,481	1,052,809	(404,581)	409,663	(181,241)	955,887	(381,318)	(1,618,873)	100,000	700,000
State Aid	(316,520)	(645,702)	1,619,308	2,053,207	369,626	767,221	688,422	288,535	750,956	2,481,684
Free Cash	(915,857)	(100,594)	1,088,544	1,841,528	(368,604)	392,922	1,101,453	313,267	(257,191)	966,407
Other Available Funds	(1,162,376)	(1,880,000)	0	0	150,000	0	(150,000)	300,000	(300,000)	0
Override Stabilization Fund									2,786,331	(2,786,331)
Total	678,666	7,470,033	5,310,158	8,032,527	3,517,293	5,808,909	4,720,494	3,562,466	10,083,172	10,879,217
Percent Increase	0.6%	7.0%	4.7%	6.7%	2.8%	4.4%	3.5%	2.5%	7.0%	7.0%

Percent of Total Revenue

	<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>Actual</u>	<u>FY18</u> <u>Budget</u>	<u>FY19</u> <u>Budget</u>	<u>FY20</u> <u>Budget</u>
Tax Levy	75.6%	78.6%	77.6%	75.6%	76.3%	75.8%	75.7%	76.8%	76.3%	77.0%
Local Receipts	8.7%	9.0%	8.3%	8.1%	7.7%	8.1%	7.6%	6.3%	5.9%	6.0%
State Aid	13.2%	11.8%	12.6%	13.4%	13.4%	13.4%	13.4%	13.3%	12.9%	13.5%
Free Cash	0.5%	0.4%	1.3%	2.7%	2.3%	2.5%	3.2%	3.4%	3.0%	3.4%
Other Available Funds	2.0%	0.2%	0.2%	0.2%	0.3%	0.3%	0.1%	0.3%	0.1%	0.1%
Override Stabilization Fund									1.8%	0.0%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



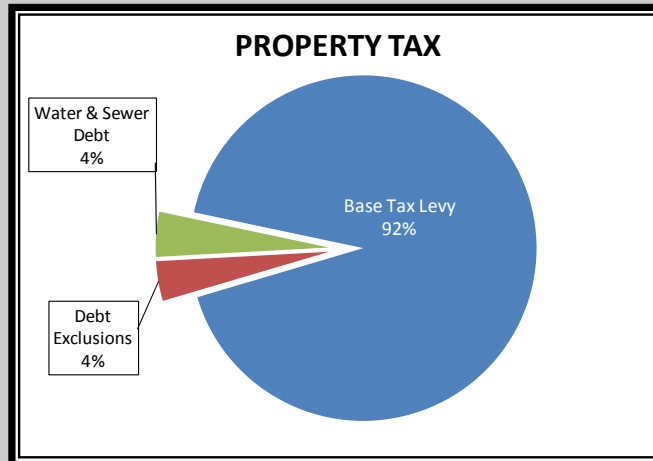
PROPERTY TAX LEVY

Property tax is the primary source of revenue for virtually every Massachusetts municipality. In Arlington, property taxes represent approximately 76% of annual operating revenues. Property taxes are levied on real property (land and buildings) and personal property (equipment) used by Arlington’s non-manufacturing businesses. State law mandates that communities update their property values every five 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 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 FY2019 are preliminary estimates used to project the levy limit. The FY2019 levy limit was \$113,696,347. The 2½% increase allowed for FY2020 is \$2,842,409. New growth from construction not previously on the tax rolls is expected to add \$650,000 to the levy. An additional \$4,958,040 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 \$476,523. Beginning in FY2012, debt service for the Symmes Urban Renewal project was added to the tax levy. FY2019 will mark the fifth 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, including MWRA debt assessments, are transferred to the real estate taxes. The Select Board voted to freeze the amount of MWRA debt shift at the FY2007 amount of \$5,593,112. The FY2020 tax levy is projected to total \$127,739,908 representing an increase of \$4,035,457 (3.26%) over the FY2019 budgeted levy.

PROPERTY TAX LEVY	FY 2017 Budget	FY 2018 Budget	FY 2019 Budget	FY 2020 Budget	Budget Change
Base Tax Levy	105,967,928	109,888,005	113,365,141	122,688,756	9,323,615
Debt Exclusion Overrides					
Arlington High School				48,794	48,794
Bishop School	(19,865)	(38,508)	-	-	-
Brackett School	70,318	39,140	-	-	-
Dallin School	255,864	264,252	250,818	233,284	(17,534)
Gibbs School			2,144,312	2,081,975	(62,337)
Hardy School	(43,680)	(64,888)	90,985	88,435	(2,550)
Minuteman High School		214,571	808,578	1,112,690	304,112
Peirce School	95,693	65,758	46,072	26,537	(19,535)
Stratton School	17,511	711,532	562,475	550,875	(11,600)
Thompson School	502,957	582,228	842,958	815,450	(27,508)
Sub-total Debt Exclusions	878,798	1,774,085	4,746,198	4,958,040	211,842
Water and Sewer Debt	5,593,112	5,593,112	5,593,112	5,593,112	-
Total	112,439,838	117,255,202	123,704,451	133,239,908	9,535,457

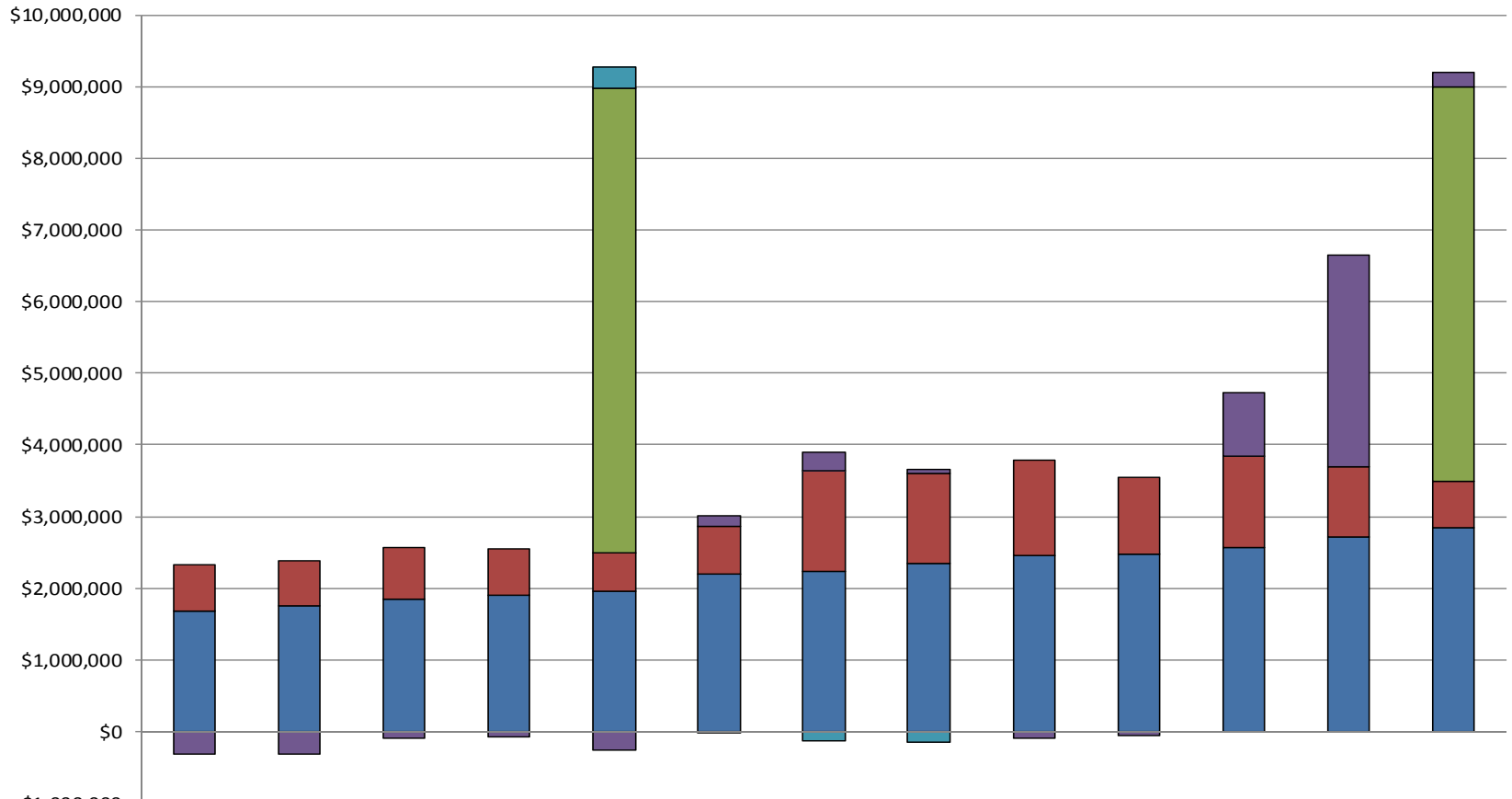


Fiscal Year	Real Estate & Personal Property Commitments	Abatements Granted	Tax deferral Abatements (Ch 41A)	Net Tax Levy	Net Collections	% of Collections	Amount transferred into tax title	Tax Title Balance as of June 30th	Tax Possession Balance as of June 30th	Tax Deferral Balance as of June 30th
2018	117,255,201.00	316,252.00	56,925.09	116,098,972.00	117,222,582.00	100.97%	311,784.29	764,812.00	396,784.00	355,494.92
2017	114,042,281.23	316,252.00	69,741.70	113,656,287.53	113,137,357.89	99.54%	0.00	545,964.37	396,784.20	288,509.98
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

It is Town policy to close out all real estate and personal property commitments in the same fiscal year, except in 2017, when such close outs were delayed one year because of the Town's conversion to new tax collection software.



COMPONENTS OF TAX LEVY INCREASE



	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
MWRA Debt	-	-	-	-	-	-	-	-	-	-	-	-	-
Symmes Debt Exclusion	-	-	-	-	307,130	(28,590)	(128,721)	(150,000)	-	-	-	-	-
School Debt Exclusion	(319,928)	(316,820)	(93,659)	(79,675)	(263,714)	157,960	255,465	62,328	(92,013)	(61,801)	895,287	2,972,113	211,842
General Override	-	-	-	-	6,490,000	-	-	-	-	-	-	-	5,500,000
New Growth	640,013	642,912	726,955	656,751	522,167	657,203	1,393,953	1,255,293	1,337,666	1,070,144	1,263,812	981,206	650,000
2.5% Increase	1,678,300	1,748,194	1,843,862	1,897,682	1,963,980	2,198,195	2,240,858	2,337,986	2,455,742	2,477,526	2,573,287	2,706,470	2,842,409



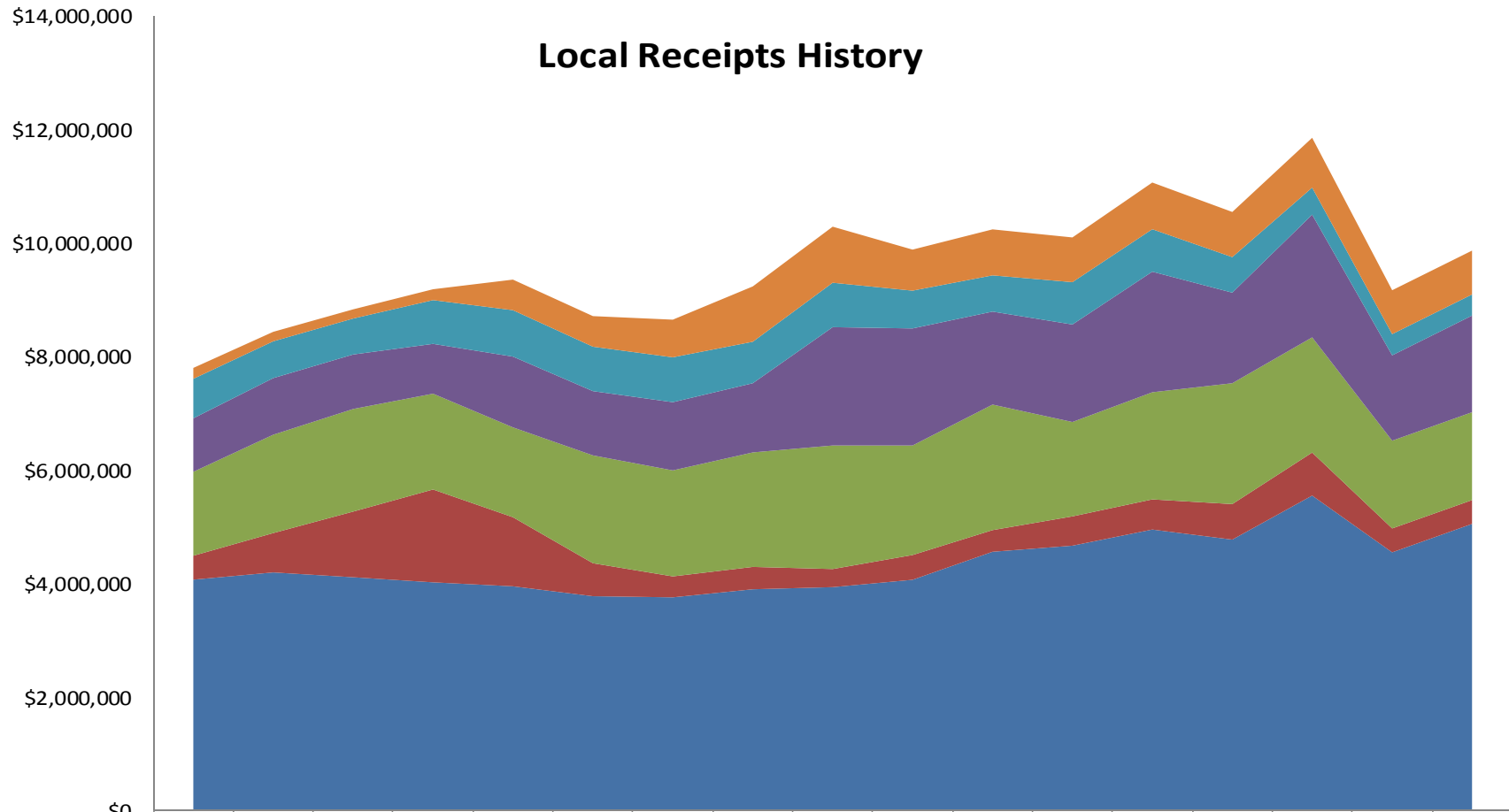
LOCAL RECEIPTS SUMMARY

Local receipts for FY2020 are projected to increase \$700,000 to a total of \$9,871,000. The Motor Vehicle Excise taxes are projected to increase \$500,000 and Licenses and Permits are projected to increase by \$200,000. All other sources are level estimates from FY2019.

LOCAL RECEIPTS SUMMARY	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Motor Vehicle Excise	4,775,678	5,551,687	4,551,000	5,051,000	500,000
Interest Income	624,788	757,355	420,000	420,000	-
Departmental Fees	1,978,672	2,031,168	1,549,000	1,549,000	-
Licenses and Permits	1,597,015	2,164,229	1,505,000	1,705,000	200,000
Rentals	627,569	476,310	373,000	373,000	-
Other	796,028	877,609	773,000	773,000	-
Total	10,399,750	11,858,358	9,171,000	9,871,000	700,000



Local Receipts History



	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	Actual FY17	Actual FY18	Budget FY19	Budget FY20
Other	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	796,028	877,609	773,000	773,000
Rentals	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	627,569	476,310	373,000	373,000
Licenses and Permits	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	1,597,01	2,164,22	1,505,00	1,705,00
Fees/Departmental	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	2,131,66	2,031,16	1,549,00	1,549,00
Interest Income	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	624,788	757,355	420,000	420,000
Motor Vehicle Excise	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	4,775,67	5,551,68	4,551,00	5,051,00



MOTOR VEHICLE EXCISE

Motor vehicle excise tax receipts are projected to increase \$500,000 over the budgeted amount from FY2019 to a projected total of \$5.051 million, consistent with long-term trends and Town revenue policy. Commitments have been increasing year since 2012, exceeding the low in 2009. 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 2018 is as of June 30, 2018.

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>
2018	\$ 5,843,844.70	\$ 5,655,881.52	\$ 103,697.40	\$ 5,552,184.12	\$ 188,660.91	\$ 102,999.67	98.24%
2017	\$ 4,838,049.36	\$ 4,865,068.94	\$ 90,286.47	\$ 4,774,782.47	\$ 158,912.85	\$ (95,645.96)	101.98%
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%

MOTOR VEHICLE EXCISE	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Motor Vehicle Excise	4,775,678	5,551,687	4,551,000	5,051,000	500,000



DEPARTMENTAL FEES

Departmental fees are projected to remain unchanged in FY2020. The establishment of a parking benefits district at Town Meeting means that parking meter revenue has been moved to the Parking Fund and the estimate for parking violations, with increased enforcement, has been increased. The Library Trustees have implemented a new no fines policy; to make up for this decrease in revenue, Ambulance Fee and Other Department Fee revenue estimates are increased, consistent with prior year actual collection figures, however, those fees remain unchanged.

DEPARTMENTAL FEES	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Schools (Medicare Reimbursement)	331,647	276,482	100,000	100,000	-
Cemetery Revenue	278,075	255,700	265,000	265,000	-
Library Fees and Fines (Discontinued in 2019)	48,957	45,123	49,000	-	(49,000)
Collector's Demand Fees	42,667	-	70,000	70,000	-
Town Clerk Fees	51,508	54,143	40,000	40,000	-
Parking Violations	390,017	426,489	350,000	350,000	-
Fire Alarm Renewal Fee	4,000	4,500	5,000	5,000	-
Ambulance Fees	490,271	522,276	400,000	424,000	24,000
Other Departmental Revenue	259,567	367,037	200,000	225,000	25,000
Other Department Fees	81,963	79,418	70,000	70,000	-
Total	1,978,672	2,031,168	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 dropped from a high of more than \$1.4 million in FY2007 to \$55,430 in FY2011. This is due to dramatic fluctuations in interest rates. As interest rates continue to change, the Town will monitor interest income.

INTEREST INCOME	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Investment Income	329,266	442,361	65,000	65,000	-
Penalties & Interest	295,522	314,994	355,000	355,000	-
Total	624,788	757,355	420,000	420,000	-



LICENSES AND PERMITS

Licenses and permits revenues for FY20 are projected to rise by \$200,000, based on recent trends. Building Permits generally generate the most permit revenue. The FY2020 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	FY2017 Actual	FY2018 Budget	FY2019 Budget	FY2020 Budget	Budget Change
Parking Permits	140,315	179,480	115,000	115,000	-
Liquor Licenses	83,693	78,170	80,000	80,000	-
Food Licenses	5,665	6,495	7,000	7,000	-
Food Permits	13,925	14,000	16,000	16,000	-
Tobacco Permits	9,500	10,000	11,000	11,000	-
Building Inspections	1,286,254	1,830,160	1,220,000	1,420,000	200,000
Fire Prevention Permits	51,591	41,234	50,000	50,000	-
Marriage Licenses	6,072	4,690	6,000	6,000	-
Other	-	-	-	-	-
Total	1,597,015	2,164,229	1,505,000	1,705,000	200,000



RENTAL INCOME

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

Overall, revenue is projected to remain constant at \$373,000.

New leases, which went into effect in FY2015, include a capital contribution which will offset future capital improvements to the buildings. Projected revenue from other properties remains unchanged.

The Parmenter School building will lose one tenant, the International School of Boston, and retain the other tenant, the Arlington Children’s Center.

The Ryder Street property is rented for a one-year period at a new, higher rate than in past years.

The Dallin Library is currently leased to the Arlington Community Media, Inc. (ACMi).

RENTAL INCOME	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Ryder St.	123,623	133,580	95,000	231,000	136,000
Parmenter	197,999	271,903	209,000	73,000	(136,000)
Gibbs	236,831	-	-	-	-
Mt. Gilboa	24,000	25,711	24,000	24,000	-
Dallin Library	45,116	45,116	45,000	45,000	-
Total	627,569	476,310	373,000	373,000	-



OTHER LOCAL RECEIPTS

Other local receipts are projected to remain unchanged in FY2020.

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 of 4% at that time (there is only one hotel in Arlington). The State allowed cities and towns to increase the room occupancy tax by 1% to a total of 5%.

FY2020 projections are consistent with actual collections in past years.

OTHER LOCAL RECEIPTS	FY2017 Actual	FY2018 Actual	FY2019 Request	FY2020 Request	Budget Change
Meals Tax	415,173	444,161	400,000	400,000	-
Hotel Tax	303,939	378,783	325,000	325,000	-
Court Fines	28,608	24,244	30,000	30,000	-
Special Assessments	(3,212)	5,084	-	-	-
Payments In Lieu of Taxes	51,519	25,337	18,000	18,000	-
Total	796,028	877,609	773,000	773,000	0



STATE AID SUMMARY

In January, the Governor released his budget, which included a \$200 million increase in Chapter 70 School Aid and a \$29.7 million increase in General Government Aid. The House budget (the most recent State budget passed at the time of Town Meeting) added funds to those accounts. As a result Arlington will benefit from a \$2,281,515 increase in Chapter 70 School Aid and a \$211,795 increase in Unrestricted General Government Aid (UGGA).

General Government Aid — Unrestricted General Government Aid and Veterans’ Benefits reimbursements — will increase \$223,677 or 2.78%.

School Aid — Chapter 70 School Aid plus Charter School tuition reimbursement and exclusive of school construction aid — is projected to increase \$2,281,515 or 199.48%. Overall FY2020 State Aid, as used to balance the Town Manager’s budget, will increase \$2,480,696 to a total of \$22,916,225. This total is inclusive of \$476,523 in school construction reimbursements for debt service on the Peirce School construction project. FY2021 will be the last year of reimbursement for the Peirce School project.

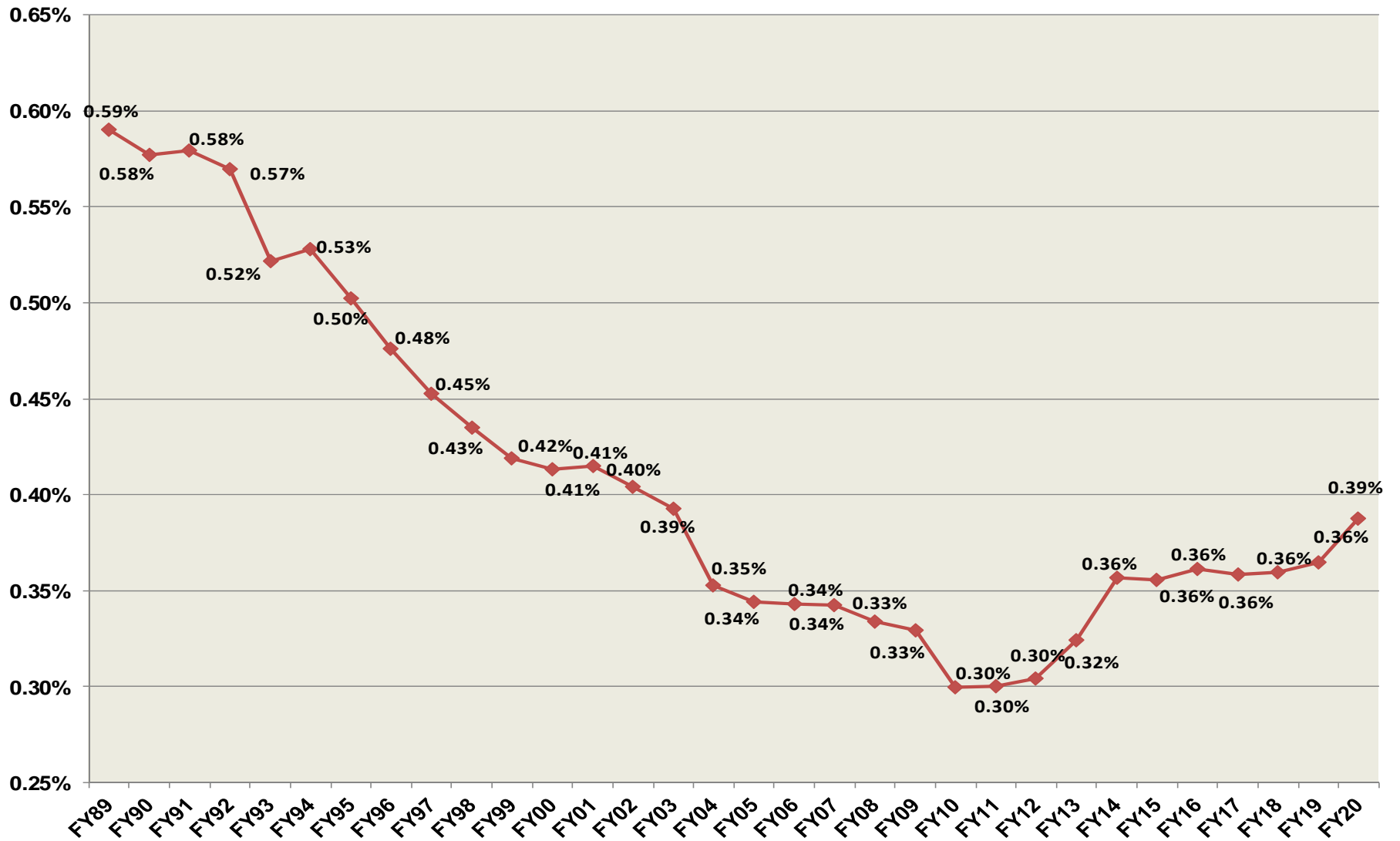
Exclusive of school construction aid, Arlington’s projected state aid is a slight increase in real dollars above what it received in FY2002, 16 years ago. Since 1989, Arlington has seen its share of total state aid cut by approximately 37% (see chart on p. 42). A look at the cumulative year-to-year increases 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 FY2019 ends in a cumulative increase of 31%. 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 FY2019, 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 30.9% from FY2002, while in FY2019 Arlington’s cumulative year-to-year change since FY2002 is an increase of 20.9%, two thirds of the overall state increase.

STATE AID SUMMARY	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Budget	Budget Change
Gen Government Aid	7,577,597	7,811,306	8,039,054	8,262,731	223,677
School Aid	11,040,081	11,204,057	11,712,176	13,993,691	2,281,515
School Construction	2,474,774	1,615,914	476,523	476,523	-
Tax Exemptions	113,405	101,257	150,747	125,356	(25,391)
Cherry Sheet Offsets	54,397	55,856	57,029	57,924	895
Total	21,260,254	20,788,390	20,435,529	22,916,225	2,480,696



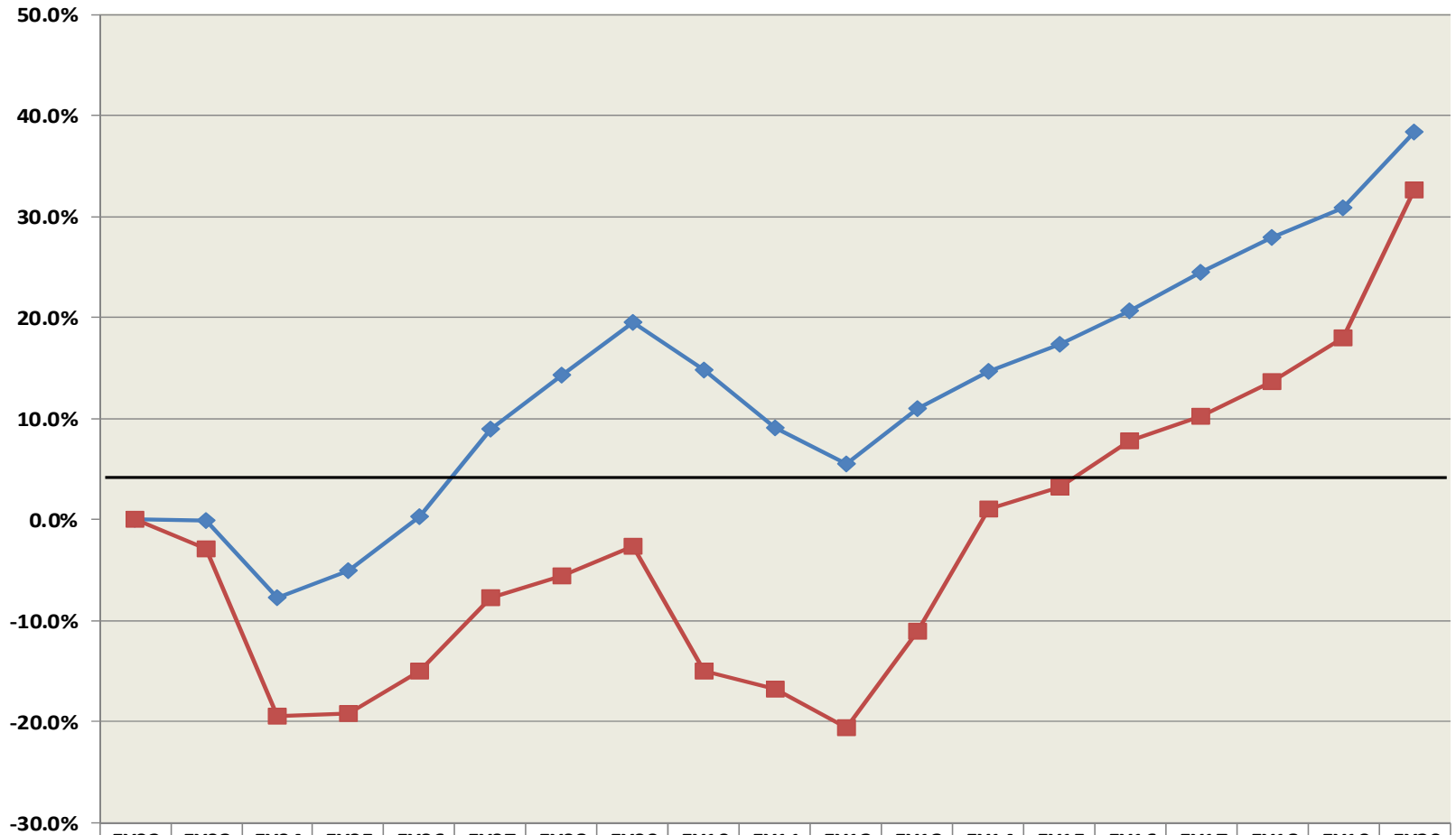
Arlington's Percent of Total State Aid





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%	27.9%	30.9%	38.4%
■ Arlington	0.0%	-2.9%	-19.5%	-19.2%	-15.0%	-7.7%	-5.5%	-2.6%	-14.9%	-16.8%	-20.6%	-11.0%	1.1%	3.3%	7.8%	10.2%	13.7%	18.0%	32.7%



GENERAL GOVERNMENT

Unrestricted General Government Aid (UGGA)

In FY2020 UGGA is expected to increase \$211,795, or 2.7% to \$8,056,055. 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 FY2020, the Town has weathered a reduction in this aid of approximately \$1.6 million since FY2008.

Veterans' Benefits

Chapter 115, Section 6, calls for the reimbursement to cities and towns of the costs of providing assistance to veterans and their dependents. Benefits paid out in accordance with state guidelines are eligible for 75% reimbursement. For FY2020 the preliminary Cherry Sheet estimate is \$206,676, a small increase from the previous year, which reflects a stable population of veterans filing benefits claims and consistent efforts by the Town's Veterans' Service Agent to secure VA and other federal benefits for eligible veterans.

GENERAL GOVERNMENT	FY2017 Budget	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Unrestricted General Government Aid	7,294,509	7,578,995	7,844,260	8,056,055	211,795
Veterans' Benefits	283,088	232,311	194,794	206,676	11,882
Total	7,577,597	7,811,306	8,039,054	8,262,731	223,677



SCHOOL AID

School Aid– Chapter 70

The Governor’s proposed total statewide education funding in FY2020, exclusive of regional schools, is \$4.4 billion, an increase of \$235 million, or 5.68%. Of this amount, it is estimated that Arlington will receive \$13,979,327, an increase of \$2,293,938 or 19.48%.

The distribution formula calculates a Foundation Budget representing a standardized cost to educate all students 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. Communities that are less affluent receive significantly more than the 17.5% minimum. Arlington is often one of approximately 100 communities that fall within this category. However, because of increases to the foundation aid formula that better account for the School Department’s rising enrollment and costs (such as providing health insurance to teachers and staff and educating English Language Learners, economically disadvantaged students, and students receiving special education services), Arlington is scheduled to receive a significant increase in foundation aid in FY2020.

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 funding schedule that is supposed to follow a pattern of 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. In the past two fiscal years the Governor and Legislature have appropriated sufficient funds to fund only the first year reimbursement. Based on the preliminary cherry sheets, the Town will receive \$14,346, a decrease of \$12,423.

SCHOOL AID	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Chapter 70 School Aid	11,012,669	11,180,879	11,685,389	13,979,327	2,293,938
Charter School Tuition Reimbursement	27,412	23,178	26,787	14,364	(12,423)
Total	11,040,081	11,204,057	11,712,176	13,993,691	2,281,515



SCHOOL CONSTRUCTION AID

The school construction aid the Town currently receives is for projects completed under an old State school building assistance program, the SBA program under which cities and towns borrowed the full amount of debt for a school building project and the state reimbursed the cities and towns for its share of the project. In 2004, the Governor signed Chapter 210 of the Act of 2004, which made substantial changes to the School Building Assistance (SBA) Program. This legislation (Ch. 208) transferred 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 dedicates one cent of the state sales tax to the new off-budget school building trust. This is projected to be \$858 million in 2019. Funding is no longer subject to an annual appropriation from the Legislature and approval of the Governor, allowing MSBA to prepay its share of project expenses. This streamlined process saves local communities millions in avoided interest costs and provides greater cash flow.

The Peirce School project is the last school project to receive reimbursement under the old SBA process. For FY20 the reimbursement will be \$476,523. The last construction aid payments for the Peirce School occur in FY2021, the same year of the last Arlington bond payment for the construction project.

SCHOOL AID	FY2017 Budget	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
School Construction Aid	2,474,774	1,615,914	476,523	476,523	-



TAX EXEMPTION AID

There are several categories of property tax exemptions for which the State provides a partial reimbursement to municipalities. For FY2020, Arlington's reimbursements are expected to decrease \$25,391 to a total of \$125,356. 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	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Tax Exemption Aid	113,405	101,257	150,747	125,356	(25,391)



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 FY2019, assistance to libraries is expected to increase slightly to \$56,041. 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.

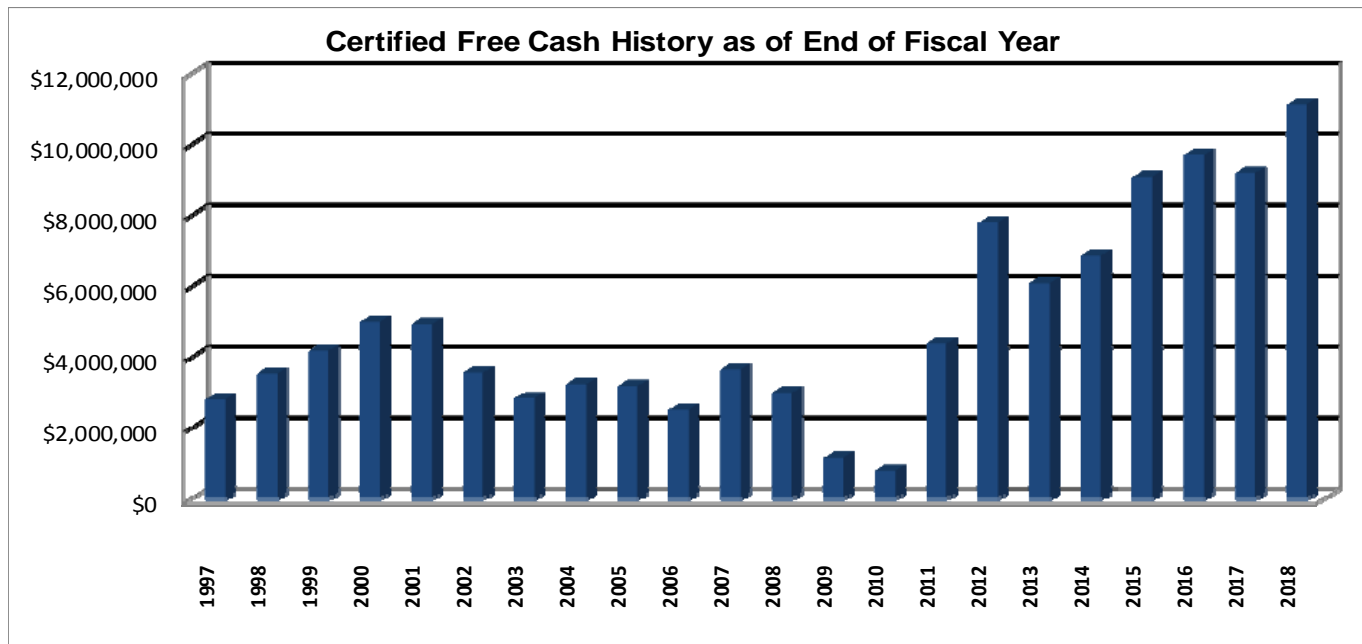
CHERRY SHEET OFFSETS	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Libraries	54,397	55,856	57,029	57,924	895
Total	54,397	55,856	57,029	57,924	895



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 amounts that were appropriated. It is also affected by increases or decreases in uncollected property taxes, deficits in non- General Fund funds, and any other legally incurred operating deficits, such as snow removal overdrafts.

The Town's free cash balance as of June 30, 2018 was \$11,119,563. 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 \$5,559,782 or 50% of the existing balance, be appropriated toward the FY2019.



FREE CASH	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Free Cash Appropriated	4,537,299	4,850,566	4,593,375	5,559,782	966,407



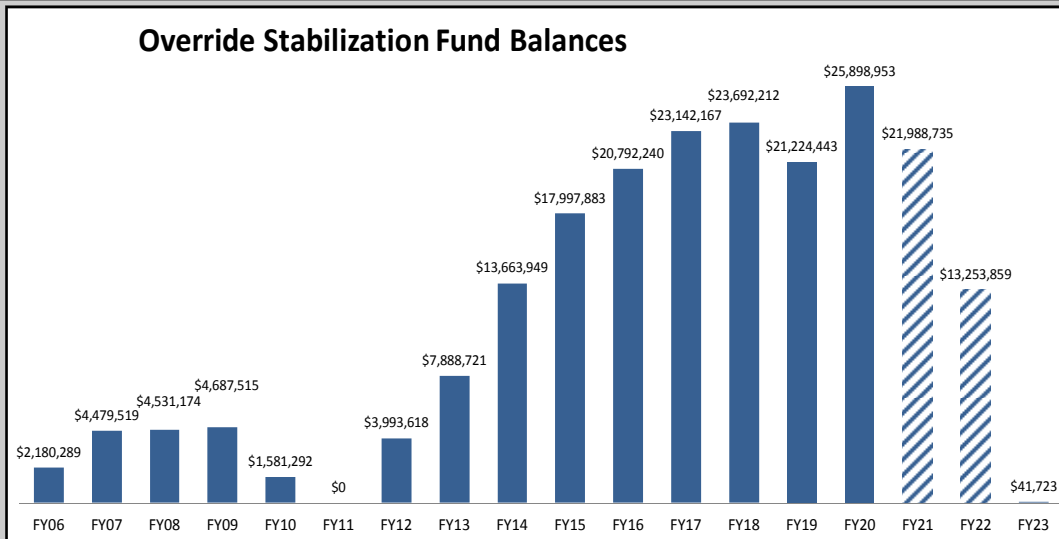
OTHER REVENUE

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. For FY2020, the Board of Assessors has declared \$200,000 as surplus for operating costs and \$2,500,000 for appropriation to the Override Stabilization Fund.

Override Stabilization Fund

The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ 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, when \$2,742,376 was appropriated or withdrawn. The remaining balance in the fund, of \$1,580,000, was appropriated in FY2011, the sixth year. Since the Override of 2011, \$23,692,212 was put into the Fund. As the result of the override, the FY2020 budget appropriates \$2,174,510 to the fund, plus an additional \$2.5 million from Overlay Surplus. The Fund is projected to last through FY2024.



OTHER REVENUE	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Budget Change
Overlay Surplus	200,000	500,000	200,000	2,700,000	2,500,000
Override Stabilization Fund	-	-	2,786,331	0	(2,786,331)
Total	200,000	500,000	2,986,331	2,700,000	(286,331)



SECTION III

BUDGET SUMMARIES



Overall General Fund Budget Summary

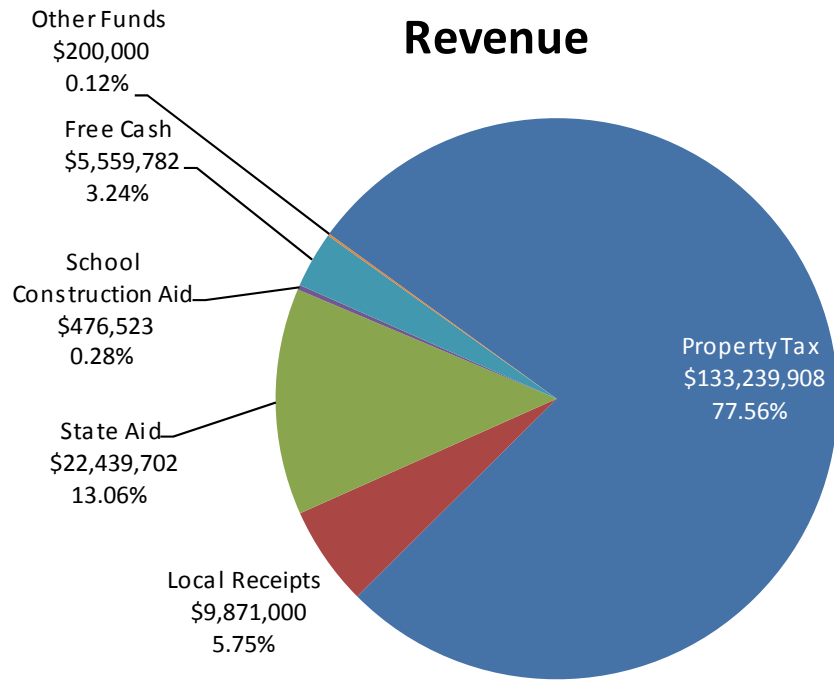
	FY2018 Budget	FY2019 Budget	FY2020 Budget	Change	
				\$	%
Revenue					
Property Tax	\$ 117,255,201	\$ 124,010,977	\$ 133,239,908	\$ 9,228,931	7.4%
Local Receipts	\$ 9,071,000	\$ 9,171,000	\$ 9,871,000	\$ 700,000	7.6%
State Aid	\$ 19,207,063	\$ 20,039,795	\$ 22,439,702	\$ 2,399,907	12.0%
School Construction Aid	\$ 1,615,914	\$ 476,523	\$ 476,523	\$ -	0.0%
Free Cash	\$ 4,850,566	\$ 4,593,375	\$ 5,559,782	\$ 966,407	21.0%
Other Funds	\$ 500,000	\$ 200,000	\$ 200,000	\$ -	0.0%
Override Stabilization Fund	\$ -	\$ 2,786,331	\$ -	\$ (2,786,331)	-100%
TOTAL TAXES, FEES, AID, AND OTHER SOURCES	\$ 152,499,744	\$ 161,278,001	\$ 171,786,915	\$ 10,508,914	6.5%
Transfers in (Offsets)	\$ 2,436,791	\$ 2,490,562	\$ 2,580,233	\$ 89,671	3.6%
TOTAL REVENUES	\$ 154,936,535	\$ 163,768,563	\$ 174,367,148	\$ 10,598,585	6.5%
Expenditures					
<i>Municipal Departments Appropriations *</i>	\$ 37,036,557	\$ 38,214,820	\$ 39,715,529	\$ 1,500,709	3.9%
<i>Offsets and Indirect Costs</i>	\$ (2,436,791)	\$ (2,490,562)	\$ (2,580,233)	\$ (89,671)	3.6%
Municipal Departments (Taxation Total)	\$ 34,599,766	\$ 35,724,258	\$ 37,135,296	\$ 1,411,038	3.9%
School Department	\$ 60,928,485	\$ 66,253,022	\$ 71,427,139	\$ 5,174,117	7.8%
Minuteman School	\$ 4,291,333	\$ 4,936,724	\$ 5,384,690	\$ 447,966	9.1%
Non-Departmental (Healthcare & Pensions)	\$ 27,381,296	\$ 27,924,645	\$ 29,247,782	\$ 1,323,137	4.7%
Capital (Includes Debt Service)	\$ 11,523,825	\$ 12,857,157	\$ 13,196,044	\$ 338,887	2.6%
MWRA Debt Shift	\$ 5,593,112	\$ 5,593,112	\$ 5,593,112	\$ -	0.0%
Warrant Articles	\$ 1,319,355	\$ 1,153,137	\$ 1,189,392	\$ 36,255	3.1%
Reserve Fund & Elections	\$ 1,506,440	\$ 1,553,287	\$ 1,604,584	\$ 51,297	3.3%
Override Stabilization Fund Deposit	\$ 211,136	\$ -	\$ 2,174,510	\$ 0	-
TOTAL EXPENDITURES	\$ 147,354,748	\$ 155,995,342	\$ 166,952,549	\$ 10,957,207	7.0%
Non-Appropriated Expenses	\$ 5,144,996	\$ 5,282,659	\$ 4,834,366	\$ (448,293)	-8.5%
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	-



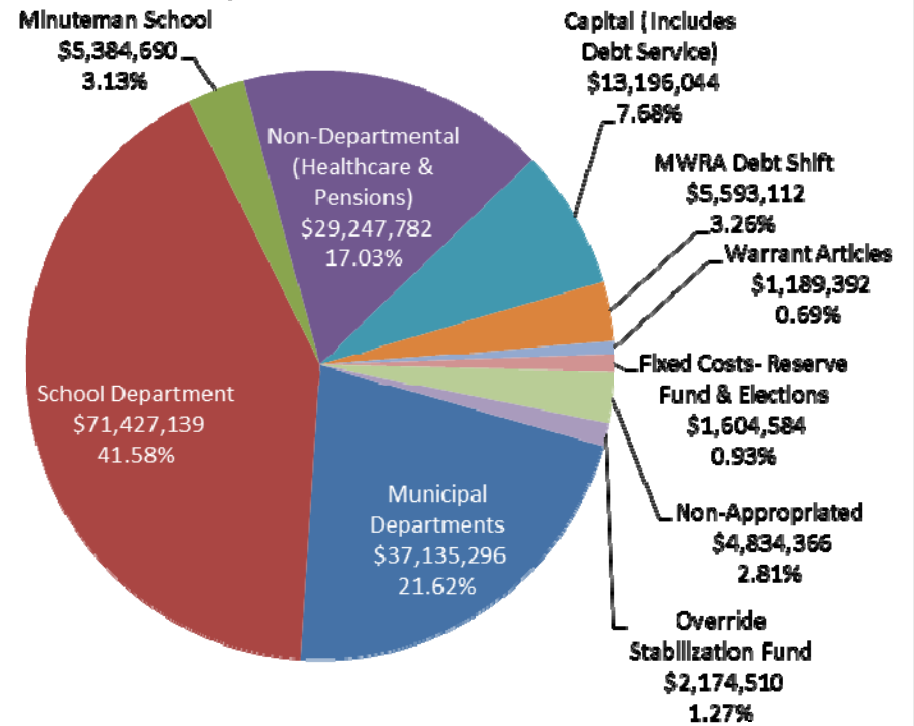
Fiscal Year 2020

Total \$171,786,915

Revenue



Expenditures



Fiscal Year 2020 Budget



Budget Summaries Comparison FY 2019-2020

DEPARTMENT	Fiscal Year 2019					Fiscal Year 2020					Dollar Difference	Percent Difference
	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		
FINANCE COMMITTEE	8,050	2,500	10,550	-	10,550	8,150	2,500	10,650	-	10,650	100	0.95%
SELECT BOARD	285,117	103,550	388,667	(25,636)	363,031	296,201	100,150	396,351	(34,317)	362,034	(997)	-0.27%
TOWN MANAGER	800,339	42,500	842,839	(190,574)	652,265	822,262	53,000	875,262	(195,773)	679,489	27,224	4.17%
HUMAN RESOURCES	297,303	56,450	353,753	(16,065)	337,688	306,790	56,450	363,240	(16,800)	346,440	8,752	2.59%
COMPTROLLER	335,056	28,797	363,853	(38,745)	325,108	342,941	27,600	370,541	(29,943)	340,598	15,490	4.76%
TREASURER	612,871	162,663	775,534	(110,073)	665,461	675,356	162,663	838,019	(108,056)	729,963	64,502	9.69%
POSTAGE	32,173	179,483	211,656	(36,457)	175,199	33,265	190,883	224,148	(36,457)	187,691	12,492	7.13%
ASSESSORS	296,243	31,748	327,991	-	327,991	298,723	33,248	331,971	-	331,971	3,980	1.21%
INFORMATION TECHNOLOGY	680,206	433,475	1,113,681	(181,714)	931,967	699,665	409,853	1,109,518	(199,015)	910,503	(21,464)	-2.30%
LEGAL	471,577	135,002	606,579	(114,526)	492,053	476,875	136,665	613,540	(115,736)	497,804	5,751	1.17%
TOWN CLERK	244,476	28,260	272,736	-	272,736	248,875	28,260	277,135	-	277,135	4,399	1.61%
REGISTRARS	57,217	13,250	70,467	-	70,467	58,858	13,250	72,108	-	72,108	1,641	2.33%
PARKING	72,029	52,080	124,109	(47,165)	76,944	74,553	20,780	95,333	(36,314)	59,019	(17,925)	-23.30%
PLANNING & C.D.	648,147	24,495	672,642	(82,709)	589,933	649,825	27,830	677,655	(121,606)	556,049	(33,884)	-5.74%
RENTAL PROPERTIES	-	20,000	20,000	-	20,000	-	-	-	-	-	(20,000)	-100.00%
REDEVELOPMENT	-	10,800	10,800	-	10,800	-	10,800	10,800	-	10,800	-	0.00%
ZONING BOARD OF APPEALS	23,514	10,100	33,614	-	33,614	24,391	10,100	34,491	-	34,491	877	2.61%
PUBLIC WORKS	4,129,462	6,590,364	10,719,826	(1,223,667)	9,496,159	4,269,315	7,177,488	11,446,803	(1,282,356)	10,164,447	668,288	7.04%
FACILITIES	449,995	345,044	795,039	(140,875)	654,164	462,049	395,044	857,093	(104,581)	752,512	98,348	15.03%
POLICE	7,514,520	700,070	8,214,590	(57,624)	8,156,966	7,592,073	713,070	8,305,143	(64,575)	8,240,568	83,602	1.02%
FIRE	7,182,061	415,800	7,597,861	(200,121)	7,397,740	7,450,346	415,800	7,866,146	(209,504)	7,656,642	258,902	3.50%
INSPECTIONS	495,231	11,200	506,431	-	506,431	505,042	15,200	520,242	-	520,242	13,811	2.73%
LIBRARIES	1,921,044	533,880	2,454,924	(25,200)	2,429,724	1,984,238	538,880	2,523,118	(25,200)	2,497,918	68,194	2.81%
HUMAN SERVICES												
HEALTH & HUMAN SERVICES	545,467	98,200	643,667	-	643,667	574,570	109,200	683,770	-	683,770	40,103	6.23%
VETERANS' SERVICES	72,780	340,268	413,048	-	413,048	74,950	305,268	380,218	-	380,218	(32,830)	-7.95%
COUNCIL ON AGING	275,308	29,200	304,508	-	304,508	282,910	41,700	324,610	-	324,610	20,102	6.60%
YOUTH SERVICES & COA	-	120,000	120,000	-	120,000	-	170,000	170,000	-	170,000	50,000	41.67%
COLLECTIVE BARGAINING	246,045	-	246,045	-	246,045	337,624	-	337,624	-	337,624	91,579	-
MUNICIPAL DEPTS.	27,696,231	10,519,179	38,215,410	(2,491,151)	35,724,259	28,549,847	11,165,682	39,715,529	(2,580,233)	37,135,296	1,411,037	3.95%
RESERVE FUND		1,553,287	1,553,287	-	1,553,287	-	1,604,584	1,604,584	-	1,604,584	51,297	3.30%
ELECTIONS	47,210	151,915	199,125	-	199,125	94,426	24,300	118,726	-	118,726	(80,399)	-40.38%
FIXED COSTS	47,210	1,705,202	1,752,412	-	1,752,412	94,426	1,628,884	1,723,310	-	1,723,310	(29,102)	-1.66%
EDUCATION	66,253,022	-	66,253,022	-	66,253,022	71,427,139	-	71,427,139	-	71,427,139	5,174,117	7.81%
N.C. PENSIONS	-	18,018	18,018	-	18,018	-	18,468	18,468	-	18,468	450	2.50%
C. PENSIONS	-	11,887,479	11,887,479	(1,139,952)	10,747,527	-	12,543,872	12,543,872	(1,206,394)	11,337,478	589,951	5.49%
INSURANCE	-	17,850,681	17,850,681	(691,581)	17,159,100	-	18,615,729	18,615,729	(723,893)	17,891,836	732,736	4.27%
GRAND TOTAL	93,996,463	41,980,559	135,977,022	(4,322,684)	131,654,338	100,071,412	43,972,635	144,044,047	(4,510,520)	139,533,527	7,879,189	5.98%



SUMMARY OF 2020 INCREASES/DECREASES (Totals include Offset changes)		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Finance Committee	\$ 100 0.95%	\$ 100 Salaries and Wages
Select Board	\$ (997) -21.76%	\$ 11,084 Salaries and Wages \$ 100 Increase in dues \$ (3,500) Printing of Town Reports transferred out \$ (8,681) Increase in W/S Offset
Town Manager	\$ 27,224 3.62%	\$ 21,923 Salaries and Wages \$ 7,000 Increase in dues and website support \$ 3,500 Printing of Town Reports budget transferred in \$ (5,199) Increase in W/S and CPA Offsets
Human Resources	\$ 8,753 2.59%	\$ 9,488 Salaries and Wages \$ (735) Increase W/S Offset
Comptroller	\$ 15,490 4.76%	\$ 7,885 Salaries and Wages \$ (1,197) Decrease in training budget \$ 8,802 Decrease in W/S Offset
Treasurer-Collector	\$ 64,502 9.69%	\$ 62,485 Salaries and Wages \$ 2,017 Decreased W/S Offset



SUMMARY OF 2020 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Postage	\$ 12,492	
	7.13%	
	\$ 1,092	Salaries and Wages
	\$ 11,400	Increase in postage cost
Board of Assessors	\$ 3,980	
	1.21%	
	\$ 2,480	Salaries and Wages
	\$ 1,500	Increase in Computer Maintenance expense
Information Technology	\$ (21,464)	
	-2.30%	
	\$ 19,459	Salaries and Wages
	\$ (17,301)	Increased W/S Offset
	\$ (30,122)	Decrease in telephone expense budget
	\$ 6,500	Increase in MUNIS Software Support
Legal	\$ 5,751	
	1.17%	
	\$ 5,298	Salaries and Wages
	\$ (1,210)	Increase to Offset
	\$ 1,663	Increase to Legal Expense
Town Clerk	\$ 4,399	
	1.61%	
	\$ 4,399	Salaries and Wages
Registrars	\$ 1,641	
	2.33%	
	\$ 1,641	Salaries and Wages
Parking	\$ (17,925)	
	-23.30%	
	\$ 2,524	Salaries and Wages
	\$ (31,300)	Decrease in Other Purchased Services
	\$ 10,851	Decrease in Offset



SUMMARY OF 2020 INCREASES/DECREASES

DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Planning & Comm. Development	\$ (33,884) -5.74%	\$ 1,678 Salaries and Wages \$ 3,335 Increased Dues, Training, and Office Supplies \$ (38,897) Increase in Offsets
Rental Properties & Redevelopment Board	\$ (20,000) -100.00%	\$ (20,000.00) Expenses moved to Facilities Department
Zoning Board of Appeals	\$ 877 2.61%	\$ 877 Salaries and Wages \$ - Expenses
Public Works	\$ 668,288 7.04%	\$ 27,738 Natural Resources Salaries & Wages \$ 65,000 Natural Resources Increased Expenses \$ 18,167 Engineering Salaries & Wages \$ 65,000 Engineering Increase Expenses \$ (3,152) Engineering Increase in Offset \$ 15,000 Traffic Signals Increased Expenses \$ 11,900 Admin Salaries & Wages \$ 732 Admin Decrease in Offset \$ 54,578 Highway Increased Salaries & Wages \$ 213,500 Highway Increased Expenses \$ 3,755 Highway Decrease in Offset \$ 19,162 MER Decreased Salaries & Wages \$ 4,500 MER Increased Expenses \$ (10,024) MER Increase Offset \$ 174,124 Solid Waste Increased Expenses \$ 8,308 Cemetery Increased Salaries & Wages \$ 50,000 Cemetery Increased Expenses \$ (50,000) Cemetery Increase in Offset



SUMMARY OF 2020 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Facilities	\$ 98,348	
	15.03%	
	\$ 12,054	Salaries and Wages
	\$ 30,000	Increase in Professional Services
	\$ 20,000	Rental Property budget transferred
	\$ 36,294	Decrease in W/S Offset
Police	\$ 83,602	
	1.02%	
	\$ 77,553	Salaries and Wages
	\$ 13,000	Increase in Equipment, Dues, and Teleprocessing
	\$ (6,951)	Increased Parking Fund Offset
Fire	\$ 258,902	
	3.50%	
	\$ 268,285	Salaries and Wages
	\$ -	Expenses
	\$ (9,383)	Increased W/S Offset
Inspectional Services	\$ 13,811	
	2.73%	\$ 9,811 Salaries and Wages
		\$ 4,000 Increase in Contracted Services
Libraries	\$ 68,194	
	2.81%	
	\$ 63,194	Salaries and Wages
	\$ 5,000	Increase in Other Contracted Services



SUMMARY OF 2020 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Health and Human Services	\$ 40,103 6.23%	\$ 29,103 Salaries and Wages \$ 11,000 Increase in Rental of Buildings, AYCC Coalition
Veterans' Services	\$ (32,830) -7.95%	\$ 2,170 Salaries and Wages \$ (35,000) Decrease in Veterans' Aid and Assistance
Council on Aging	\$ 20,102 6.60%	\$ 7,602 Salaries and Wages \$ 12,500 Increase in Rental of Buildings
Arlington Youth Counseling Center	\$ - 0%	
COA Trans. Subsidy	\$ 50,000	
Collective Bargaining	\$ 76,605	
Subtotal: Municipal Departments	1,396,064 3.25%	



SUMMARY OF 2020 INCREASES/DECREASES		
DEPARTMENT	INCREASE / (DECREASE)	EXPLANATION
Non-Contributory Retirement	\$ 450 2.50%	
Contributory Retirement	\$ 656,393 5.52%	
Group Health Insurance	\$ 782,736 4.71%	
	\$ 2,000	Increase in Opt Out Program
	\$ 838,349	Increase in Group Health Insurance
	\$ 22,597	Increase in Group Life Insurance
	\$ (5,898)	Decrease in Medicare Payroll Tax
	\$ (32,312)	Increase in Offset
	\$ (42,000)	Decrease in Flexible Benefit Plan
Liability Insurance	\$ (50,000) -9.40%	
	\$ (50,000)	Decrease in Unemployment Compensation
Reserve Fund	\$ 51,297 3.30%	
Elections	\$ (80,399) -40.38%	
	\$47,216	Salaries & Wages
	(\$127,615)	Decrease in Pollworkers' Salaries; this expense has been moved into the salary line
Subtotal: Fixed Costs	\$ 1,360,477 10.98%	
Total: Education	\$ 4,122,617 6.22%	
Grand Total	\$ 6,879,158	

Fiscal Year 2020 Budget

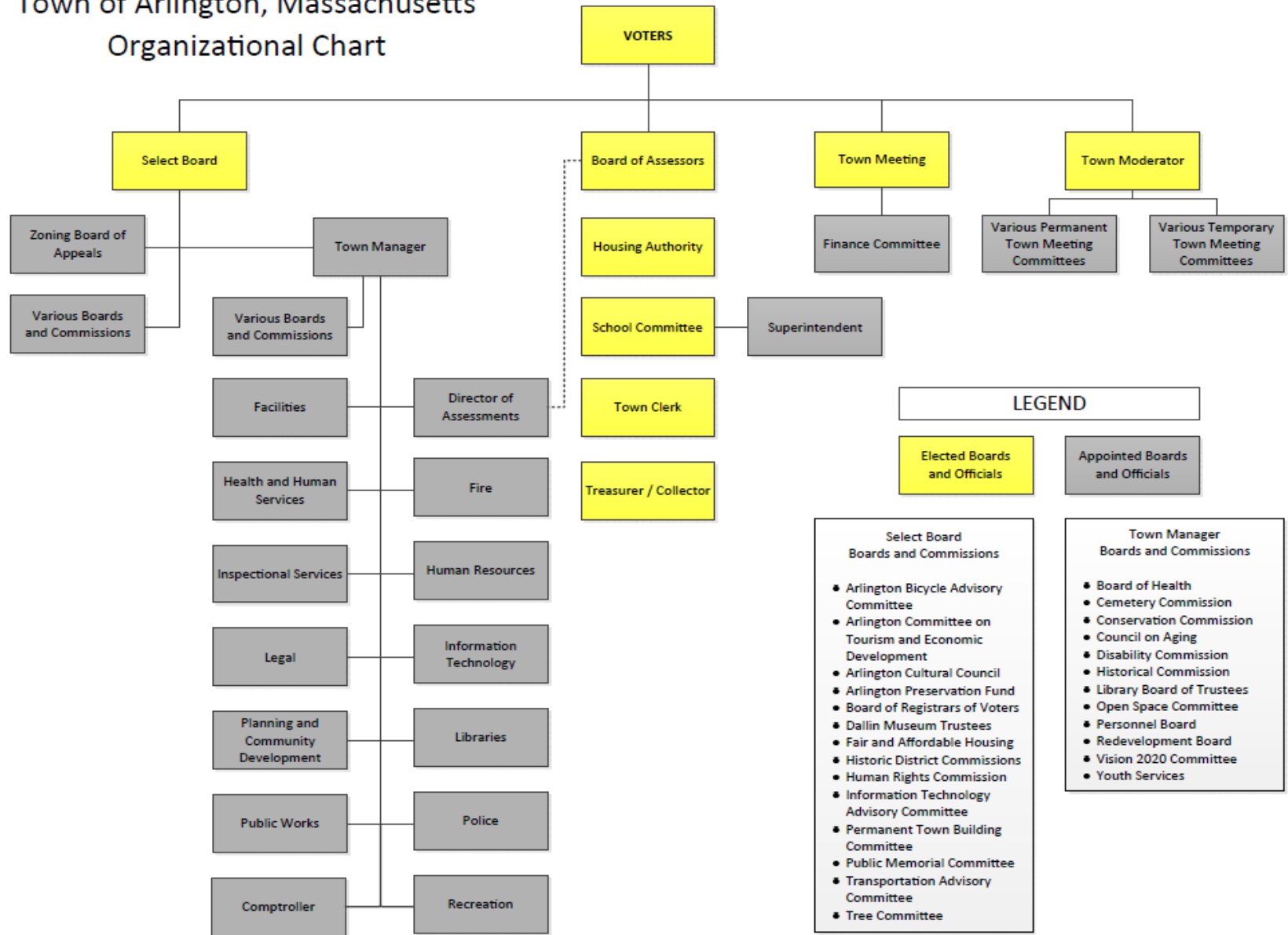


Budget Summaries

Department	FY10		FY11		FY12		FY13		FY14		FY15		FY16		FY17		FY18		FY19		FY20		FY19 to 20 FTE Change		FY10 - 20 FTE Change			
	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT								
General Fund																												
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	0.20	0.00	0%	0	0%
Board of Selectmen	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	4	0.00	4	0.00	4	0.00	0.00	0%	1	14%
Town Manager (Purchasing)	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	6	0.69	6	0.69	6	0.69	0.00	0%	2	34%
Human Resources	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	3	0.51	3	0.51	3	0.51	0.00	0%	0	-1%
Information Technology	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	7	0.00	7	0.00	7	0.00	0.00	0%	2	27%
Comptroller	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	4	0.00	4	0.00	4	0.00	0.00	0%	-2	-31%
Treasurer/Collector	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	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	0.63	0	0.63	0	0.66	0	0.66	0	0.66	0	0.66	0	0.66	0.00	0%	0	-6%
Assessors	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	4	0.00	4	0.00	4	0.00	0.00	0%	0	-10%
Legal (Workers' Comp)	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	4	0.53	4	0.53	4	0.53	0.00	0%	0	1%
Town Clerk	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	4	0.00	4	0.00	4	0.00	0.00	0%	0	-10%
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	1	0.00	0.00	0%	0	0%
Board of Registrars	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	1	0.00	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	0.75	5	1.32	5	1.32	5	0.83	5	1.06	5	1.06	5	1.06	7	0.00	8	0.00	8	0.00	8	0.00	0.00	0%	3	62%
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	0.00	0	0.00	0	0.00	0	0.00	0.00	-	-1	-100%
Zoning Board	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	0.49	0	0.49	0	0.49	0.00	0%	0	-2%
Public Works	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	60	0.86	60	0.86	60	0.86	0.00	0%	-5	-7%
Admin	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	5	0.86	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	4	0.00	0.00	0%	0	0%
Natural Resources, Properties	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	18	0.00	18	0.00	18	0.00	0.00	0%	-1	-5%
Highways	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	23	0.00	23	0.00	23	0.00	0.00	0%	-1	-4%
Motor Equipment Repair	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	6	0.00	6	0.00	6	0.00	0.00	0%	0	0%
Cemeteries	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	4	0.00	4	0.00	4	0.00	0.00	0%	-2	-29%
Community Safety - Admin	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	0.00	0	0.00	0	0.00	0.00	-	-5	-100%
Police	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	83	3.46	83	3.57	83	3.57	0.11	0%	23	35%
Other	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	0.00	0	0.00	0	0.00	0.00	-	-5	-100%
Fire	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	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	0	0.00	0	0.00	0	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	6	0.00	6	0.00	6	0.00	6	0.00	0.00	0%	1	20%
Libraries	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	24	6.64	23	7.50	23	7.50	-0.14	0%	-2	-6%
Facilities	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	5	0.83	5	0.83	5	0.83	0.00	0%	6	-
Health and Human Services	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	8	2.60	8	4.14	8	4.14	1.54	15%	4	52%
Enterprise Funds																												
Water & Sewer	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	16	0.30	17	0.00	17	0.00	0.70	4%	1	6%
Arlington Recreation	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	3	4.70	3	4.70	3	4.70	0.00	0%	4	137%
Ed Burns Arena	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	1	1.90	1	1.90	1	1.90	0.00	0%	0	-3%
Council on Aging Trans.	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	0.60	0	0.80	0	0.80	0.20	33%	-1	-48%
Arlington Youth Counseling Ctr	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	3	1.77	3	1.97	3	1.97	0.20	4%	2	43%
TOTAL	321	34.61	314	33.82	319	34.47	320	32.47	327	28.46	329	26.09	328	29.85	335	27.90	337	30.01	346	26.74	346	29.35	2.70	0.7%	19.74	6%		



Town of Arlington, Massachusetts Organizational Chart





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SECTION IV

BUDGETS

GENERAL GOVERNMENT



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

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

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



Program Description

The Finance Committee is comprised of 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, 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, Envision Arlington, Information Technology Advisory Board, and other committees voted by Town Meeting.

Budget Statement

The Finance Committee has increased personnel services by \$100 for FY20. The Reserve Fund is one percent (1%) of General Fund Revenue.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Reserve Fund				
Expenses	1,506,440	1,553,287	1,597,575	1,604,584
Total	1,506,440	1,553,287	1,597,575	1,604,584

FY2020 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 2018

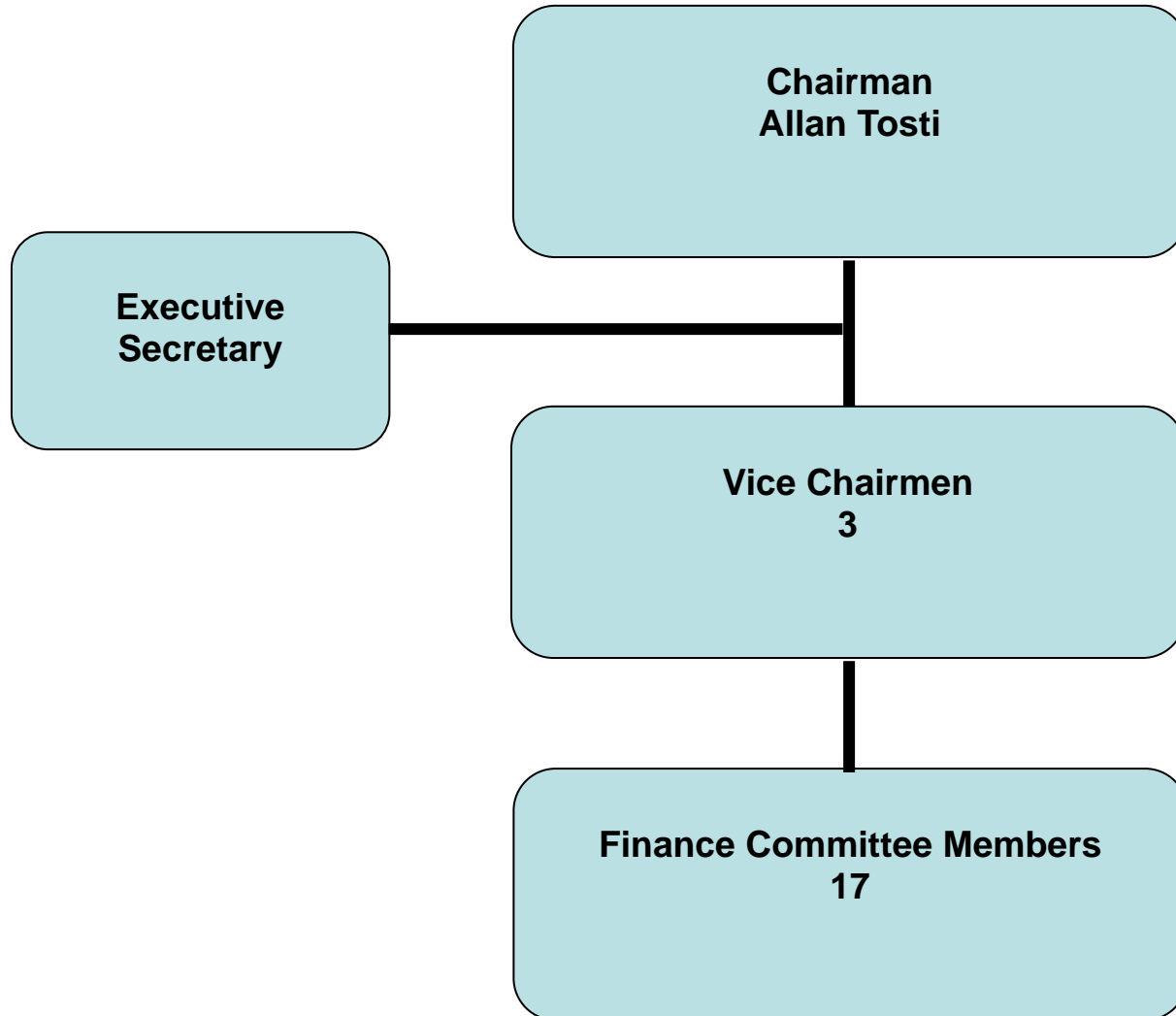
- Worked with Town officials on future financial planning.
- Reviewed all budgets and warrant articles requesting funds and presented to Town Meeting balanced and responsible proposed spending consistent with the long term plan of the Town.
- Successfully guided the spending plan through Town Meeting.

PROGRAM COSTS

Finance Committee	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	7,406	8,050	8,150	8,150
Expenses	2,644	2,500	2,500	2,500
Total	10,050	10,550	10,650	10,650

STAFFING

Finance Committee	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial				
Clerical	1PT	1PT	1PT	1PT
Professional/Technical				
Total	1PT	1PT	1PT	1PT





Program Description

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

- Provide administrative support to the Select Board.
- Serve as initial contact for the Select Board 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 the Select Board.
- Process and issue all ABCC state alcohol licenses.
- Provide administrative assistance for private way repair.
- Preparation of weekly distribution of Select Board information.
- Preparation and follow up for Select Board 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 Select Board.
- Provide planning and follow up for all Select Board special events.
- Provide support and resources to the Transportation Advisory Committee and other SB committees, boards, and commissions.
- Provide administrative support for postings of all meeting notices and agendas for Select Board Committees.

Budget Statement

The Select Board’s Office will continue to work with the Town Manager and all other Town Departments and officials to maintain the budget. Personnel expenses increase due the reclassification of the Board Administrator position. The budgets fluctuate subject to the number of elections and Special Town Meetings in any given year. As Arlington continues to thrive as a popular place for restaurants, we expect that revenues from related permits will be maintained.

STAFFING

Select Board	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	2.5	3	3	3
Professional/Technical	0	0	0	0
Total	3.5	4	4	4

FY2020 Objectives

- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with the Arlington Tourism and Economic Development Committee to review the committee’s priorities and the committee’s structure with a focus on developing a sustainable model through which these priorities can be achieved.
- Establish a beautification committee to explore opportunities for enhancing holiday decorations and other aesthetic aspects of the Town.
- Update the Select Board’s Policy Handbook and establish a policy outlining the manner and frequency in which it will be reviewed.
- Continue to enhance accessibility and transparency of Select Board proceedings through the integration of technology.
- Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical.

PROGRAM COSTS

Select Board	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	256,608	285,117	296,201	296,201
Expenses	82,754	100,050	100,150	100,150
Total	339,362	385,167	396,351	396,351



FY2020 Objectives (cont.)

- Work to develop a memorandum of agreement with the Town Clerk's Office and the Board of Registrars regarding the management and administration of elections.
- Implement the State mandated Early Voting Process for State and Federal elections.
- Coordinate the repainting and carpet installation of the Select Board's Chambers.
- Facilitate reorganization of the basement Select Board archives.
- Facilitate reorganization of electronic archives.
- Revise applications and permits for all license/permit categories.

Major Accomplishments for 2018

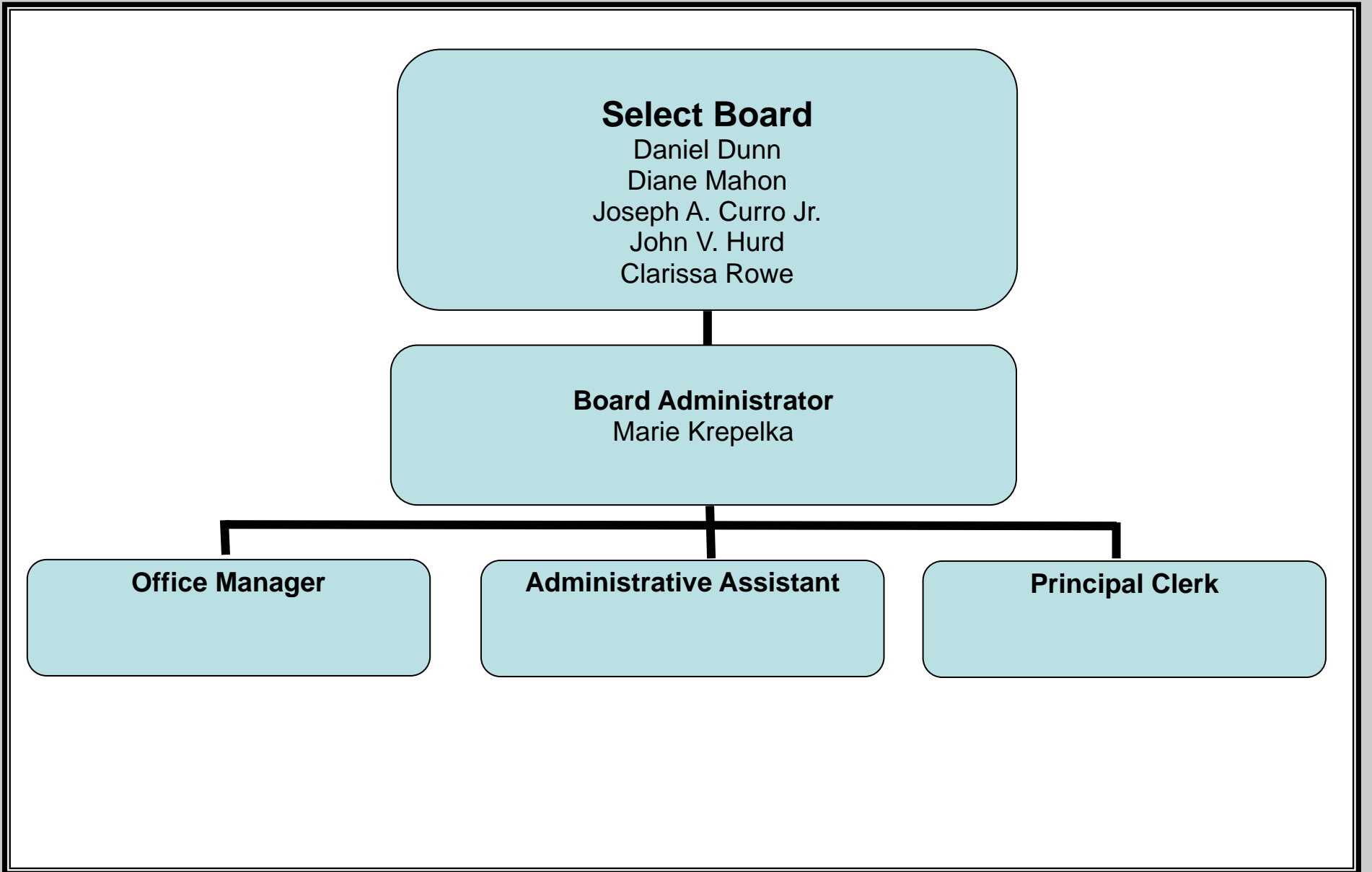
- Successful implementation and administration of the Commonwealth's Early Voting Initiative.
- Managed three different elections, including the Annual Town Election (April 2018), State Primary (Sept 2018), and State Election (November 2018).
- Spearheaded the 41st Anniversary of Town Day, including all event administration and coordination.
- Successfully implemented online Town Day Booth payments.
- Coordinated with the Select Board for planning three Special Town Meetings (February 2018, May 2018, and December 2018) as well as Annual Town Meeting (April 2018).
- Carpet installation and painting of the Select Board Chambers.
- Supported and implemented revisions of: Special/One Day Licenses, Caterer's Licenses, and Fundraiser Events.
- Assisted the Memorial Day Veterans Celebration at Town Hall.

SUB PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Elections				
Personnel Services	29,532	47,210	94,426	94,426
Expenses	61,478	151,915	24,300	24,300
Total	91,010	199,125	118,726	118,726

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Select Board				
Meetings:				
Town Meeting Preparations	8	8	4	8
Special Town Meeting Preparations	2	1	3	2
Select Board Meeting Preparations	28	28	26	28
Audit Advisory Meeting Preparations	2	2	0	0
Budget & Revenue Task Force	2	2	0	0
Select Board Goal Setting	1	1	1	1





Program Description

The Town Manager's Office implements Town policy and provides management of all operational and support departments, excluding Treasurer/Collector, Town Clerk, Select Board, 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, Assessing, Treasurer/Collector, Comptroller, and Recreation departments. It is also responsible for the capital and operating budgets, the Annual Report, insurance, Town website, legislative initiatives, policy recommendations to the Select Board, and purchasing. It provides staff support for the Community Preservation Act Committee, the Capital Planning Committee and coordinates public records requests.

The Office approves all Town purchasing, including bid management, assistance in the review and approval of all Requests for Proposals, Request for Quotations, and bids, and encourages a mutually cooperative relationship with requesting departments, acknowledging that successful purchasing is a result of team work.

Budget Statement

This is a level services budget, with an increase of \$6,000 for web site support that was moved out of the Capital budget plus a \$1,000 increase for rising dues.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Town Manager				
Personnel Services	744,090	800,339	822,262	822,262
Expenses	41,243	46,000	53,000	53,000
Total	785,333	846,339	875,262	875,262

FY2020 Objectives

- Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans and work with the Budget and Revenue Taskforce to identify financial impact of AHS debt exclusion and operating override both of which are under consideration for Spring 2019.
- Work with the Long Range Planning Committee to develop a plan to reduce the MWRA debt shift as a means of offsetting tax bill impacts of the AHS debt exclusion and an operating override.
- Continue to evaluate current methods of delivering services to ensure that the most productive, cost efficient method is used with a particular focus on solid waste, recycling, and compost issues in preparation for impacts from the shifting recyclables market.
- Continue to maximize grant funding and other revenue enhancing opportunities including grants and technical resources available to Community Compact program participants.
- Work with legislators and other communities for a more equitable distribution of state resources and identify and communicate the Town's legislative priorities to the local delegation.
- Continue to work with the School Department on ongoing implementation of the joint Town/School Facilities Department with a focus on asset inventory and programming for maintenance scheduling.
- Work with the Arlington High School Building Committee as it works to finalize the schematic design of the project and request approval of a project scope and budget agreement by the MSBA.
- Finalize the sale of the property at 1207 Massachusetts Avenue.

STAFFING

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Town Manager				
Managerial	3	3	3	3
Clerical	1	1	1	1
Professional/Technical	2.7	2.7	2.7	2.7
Total	6.7	6.7	6.7	6.7



FY2020 Objectives (cont.)

- Work with the ARB and the PTBC as it finalizes design and seek funding from Town Meeting for the Central School focused on improving the space used as a Senior Center.
- Work with the PTBC as it finalizes design and seeks funding from Town Meeting for a renovation of the DPW facility.
- Continue to work with the Town Manager, the Friends of the Robbins Town Hall Gardens, and the Community Preservation Committee to implement appropriated improvements to Town Hall and the Garden.
- Work with the Library Board of Trustees as it advances the "Reimagining Our Libraries" program and begins to seek funding for improvements to the Robbins and Fox Libraries.
- Continue to work with the Master Plan Implementation Committee as it implements key strategies and recommendations contained in the Master Plan, including a focus on updating the Town's zoning of business districts, signage and the development of affordable housing.
- Continue to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Coordinator, with a particular focus on the Arlington Heights revitalization planning initiative that is currently underway.
- Work to oppose the current proposal for the Mugar property, protect the wetlands contained within the property, and work toward the best outcome for the property, the neighborhood, and the Town.
- Continue to work with the Arlington Commission for Arts and Culture to support promotional opportunities for arts and culture in Arlington, work to promote the recently approved cultural district, and assist in the implementation of the Arts and Culture Action Plan while also working to develop metrics for measuring the impact of investments in arts and culture.
- Work with the Cemetery Commission and ARB to consider the impending shortage of cemetery space.
- Work with stakeholders to identifying land for storm debris and snow storage, with a particular focus on engaging in the community in a dialogue regarding the acquisition of the vacant land at Poet's Corner.
- Communicate and coordinate with neighboring communities to identify issues that have regional impacts.

- Work with appropriate stakeholders to engage in a community dialogue about the future maintenance and use of the Great Meadows.

FY2020 Objectives (cont.)

- Work with the neighborhood, Department of Planning & Community Development, and community stakeholders to engage Youth Villages regarding the future use of the Germaine Lawrence campus.
- Move forward with plan to replace sidewalks in Arlington Center while maintaining consideration of and seeking funding for the more comprehensive conceptual redesign of Mass. Ave. in Arlington Center (Mass Ave Phase 2).
- Continue to work with the Parking Implementation and Governance Committee on managing the Arlington Center Parking Management Strategy, prepare proposals for the Parking Benefit District, and pursue funding for a parking study to be performed in East Arlington.
- Continue to work with the Parking Implementation and Governance Committee to investigate the implementation of a mobile payment app for parking meters, considering a variable pricing model, enhancing data collection and reporting, and exploring expansion of metering.
- Work with the Planning and Community Development Department to analyze the results of the Bus Rapid Transit pilot and develop recommendations for the permanent implementation of the program.
- Work with ABAC and TAC to leverage the Complete Streets program and promote and encourage multimodal transportation in Arlington, support corresponding infrastructure improvements throughout Town, and study the potential for e-scooters.
- Work with stakeholders to identify funding for and implement the traffic signal at the intersection of Lake Street and the Minuteman Bikeway.
- Work with Disabilities Commission and Department of Public Works to continue to aggressively fund and implement ADA accessible curb ramp improvements.
- Working with the newly hired Senior Transportation Planner, initiate a comprehensive review of the impact of Waze and other navigations apps that are impacting traffic in neighborhoods throughout Arlington.
- Work with the state legislative delegation and the MBTA to advocate for the repair and preservation of the Alewife parking garage.
- Explore more options for customer service enhancement including



enhanced use of website, offering of mobile app for the Request/ Answer Center, and connecting citizen requests to the GIS database.

FY2020 Objectives (cont.)

- Receive quarterly reporting from the Request/Answer center with a focus on volume and response time such as how long before request is acknowledged. Monitor long term unanswered requests and explore further metrics that provide value to the Board.
- Review all board applications for licenses and permits, and update applications and processes across departments.
- Work with Town Manager and Public Information Officer to maintain and expand traditional and alternative means to enhance public communication including investigating the implementation of community engagement training.
- Explore the implementation of remote participation for both Board members and residents and the technology that would be necessary to make it practical.
- Work with the Director of Information Technology to renew the 3 year IT Strategic Plan.
- Work with departments to expand the implementation of online bill payments.
- Work to integrate GIS data and mapping tools into Public Works work order management.
- Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.
- Continue the expansion of electric vehicle charging infrastructure for public use.
- Fully populate and convene the Clean Energy Future Committee to begin planning for achieving Net Zero status in Arlington by 2050.
- Continue bargaining, utilizing the results of the compensation study, with unions not yet settled for a new contract beginning in FY2019.
- Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization with a focus on developing a strategy for enhancing diversity in hiring.

Major Accomplishments for 2018

- Completed the renovation of the Gibbs School.
- Completed the six classroom addition to the Hardy Elementary School.
- Implemented Employee Self Service via the Town's financial platform (MUNIS) thereby providing employees with greater access to payroll information and creating administrative efficiencies via improved self service options.
- Converted all municipal employees to paperless, paycheck direct deposit.
- Provided Town Department Heads with training focused on improved customer service and resident communication.
- Received grant funding for various efforts, including climate change preparedness planning, piloting Bus Rapid Transit, and planning for improvements to the Heights Business District.
- Received Government Finance Officers Association Distinguished Budget Presentation Award for the sixth consecutive year.
- Appointed an Acting Police Chief and Acting Recreation Director.



Program Description

An ongoing goal of the Select Board 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 by leveraging existing, and new, communication channels and technology to improve efficiencies, effectiveness, and productivity for staff. The PIO promotes the Town's 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, the Arlington Alert System, social media, and local media. The Town's website supports the online information and outreach activities of 15 departments, multiple divisions, and over 80 committees. It hosts the Request/Answer Center (R/A 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 notices 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, such as a snow emergency/ parking ban.

FY2020 Objectives

The Town continues to build an extremely valuable relationship with its constituents by providing content and services they seek online. We continue to leverage the website's Content Management System (CMS) to improve service delivery and performance. Our objectives continue to be:

- Support staff in their public communication and online customer support initiatives.
- Provide timely and accurate information to residents.
- Maintain loyalty/usage of all communication channels.
- Preserve and increase productivity through all communication channels.
- Continue to develop uses of traditional media to communicate with the public.
- Implement new features/processes to improve communications and transparency.
- Identify and implement strategies and tools to improve ADA compliance on the website.
- Identify and implement improved reporting mechanisms for all Town communication channels to better utilize these channels and Town resources toward delivery of quality customer service.
- Look for opportunities to integrate GIS capabilities to the Town's

Budget Statement

We have engaged Site Improve for one-year and will evaluate the software during this time. If desired, we will seek funding for future years. Moved \$6,000 from Capital Plan to Town Manager's operating budget for ongoing website enhancements.

Performance / Workload Indicators

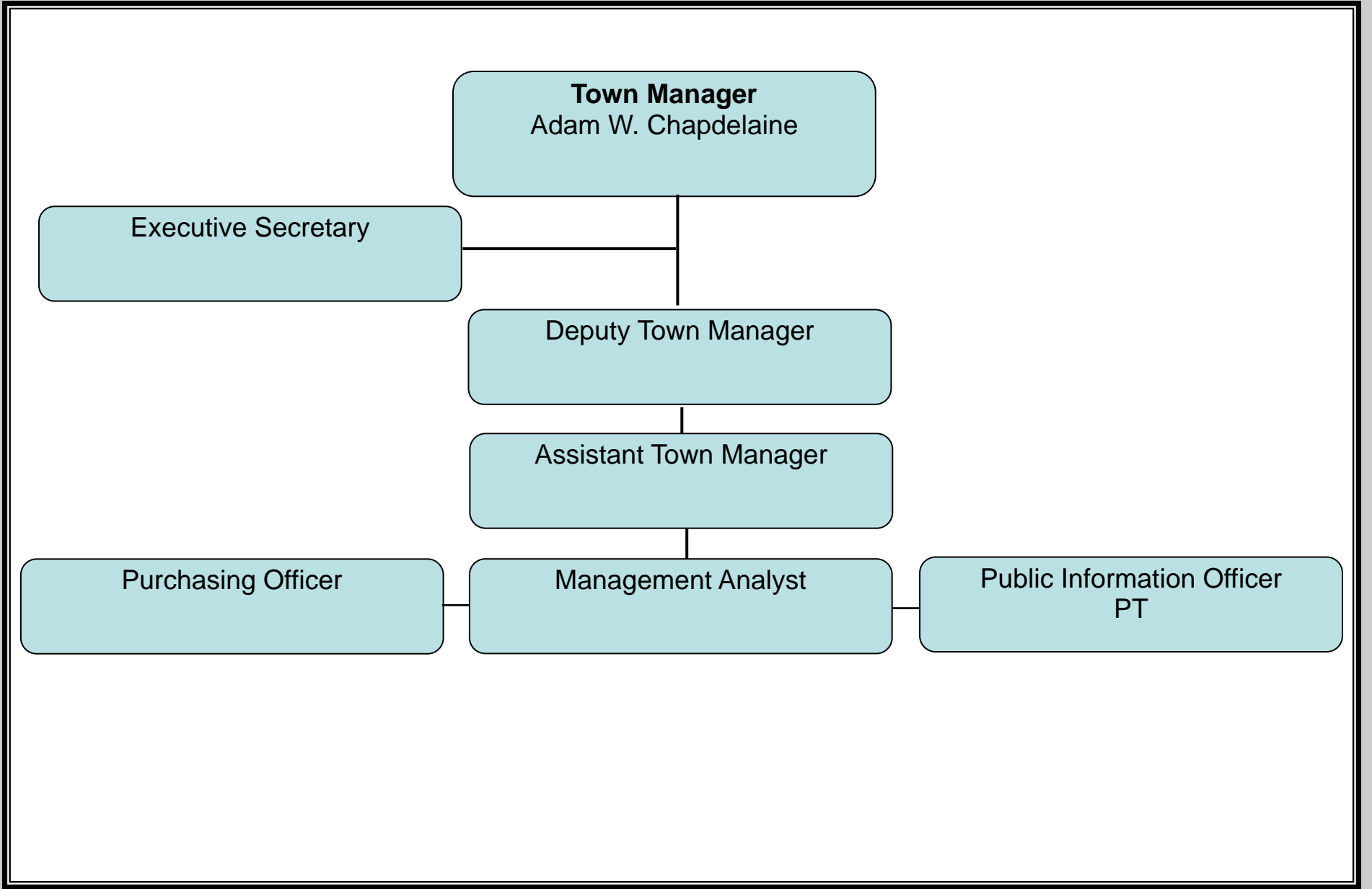
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Town Manager				
Purchase Orders Processed	5,629	5,607	7,970	7,000
Bids Processed	53	59	44	50



Major Accomplishments for 2018

- This is the fourth full fiscal year utilizing the new content management system (CMS) that powers the Town’s website. The Town continues to build staff capacity by introducing new processes and training about content creation and dissemination.
- Launched mobile app for the Request/Answer Center in April of 2018.
- Launched “Site Improve” an online tool that scans our website and reports accessibility (ADA) and quality assurance issues. It integrates with our CMS so it is easier for staff to correct issues. Site Improve also provides a suite of educational materials to help staff improve it’s knowledge of website accessibility to improve our compliance.
- Cross-department meetings and workshops continue to improve communications across departments, content quality, and timeliness. Also aids in handling high turnover among departments to maintain continuity with public.
- Continued outreach of National League of Cities (NLC) Prescription Drug Card Program (launched Dec. 2009); at the end of the calendar year 2018, \$318,750 was realized in cumulative savings by residents. Arlington continues to lead the state and ranks in the top 20 for cumulative savings in the program.
- Major campaigns and events supported in 2018 include: Town Meeting, Arlington CCA, Zoning Recodification, ArlBRT Bus Priority, Publications Produced: 2018 Annual Report, and, with DPW, the 2017-2018 Recycling & Trash Guide mailed to all Arlington households.

Performance / Workload Indicators				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Public Communications				
Subscribers to Town of Arlington Notices	5,040	5,206	5,226	5,250
% of Growth from previous year	5%	3%	1%	0%
% of households (19,000)	27%	27%	28%	28%
Social Media Town of Arlington Channel only				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Facebook Likes	1,055	1,453	1,688	1,900
Twitter Followers	1,270	1,873	2,395	2,550
Website Traffic (arlingtonma.gov)				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Page Views	1,731,811	1,712,542	1,684,500	1,652,904
Visits/Sessions	649,723	673,421	632,051	618,850
Unique Visitors/Users	320,351	323,854	280,866	297,362
Visitor Loyalty- # of Uniques Visited Over 200 Times	22,625	24,762	26,018	22,790
Request/Answer Center: System Stats				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Answers Viewed on Portal	312,237	253,219	131,331	249,019
**Productivity Preserved in Hours/Answers Viewed	26,020	21,102	10,994	20,752
^New Customer Registrations	1,805	1,592	1,614	1,809
Questions/Requests Created	3,501	2,964	3,352	3,332
Questions/Requests Closed	3,519	2,895	3,300	3,204
Content Creation/Dissemination				
	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Calendar Events	1,379	1,046	964	1,202
News Articles	591	600	419	493
Email Notices (News, Agendas, RFPs)	538	531	625	550





Program Description

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

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

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

The Town and School Human Resources staffs are committed to a collaborative effort in providing quality service to employees and retirees. We also continue to invest in developing a culture of trust with our labor unions and employees, which in turn helps indemnify the Town from costly employment litigation.

Budget Statement

Human Resources functions are stable and the budget for FY20 is a level services budget.

PROGRAM COSTS

Human Resources	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	287,069	297,302	306,790	306,790
Expenses	39,087	56,450	56,450	56,450
Total	326,156	353,752	363,240	363,240

Performance / Workload Indicators

Human Resources	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Health Insurance Contracts Managed	1,888	1,923	1,910	1,930
Opt Outs	70	71	69	70
Life Insurance Contracts Managed	992	985	976	980
Life Insurance Claims Processed	16	36	27	20
Vacancy Postings	49	38	40	60
New Hires	47	32	40	58
Promotions	3	5	7	10
Retirements	10	20	15	18
Resignations/Separations	17	18	17	25

STAFFING

Human Resources	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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

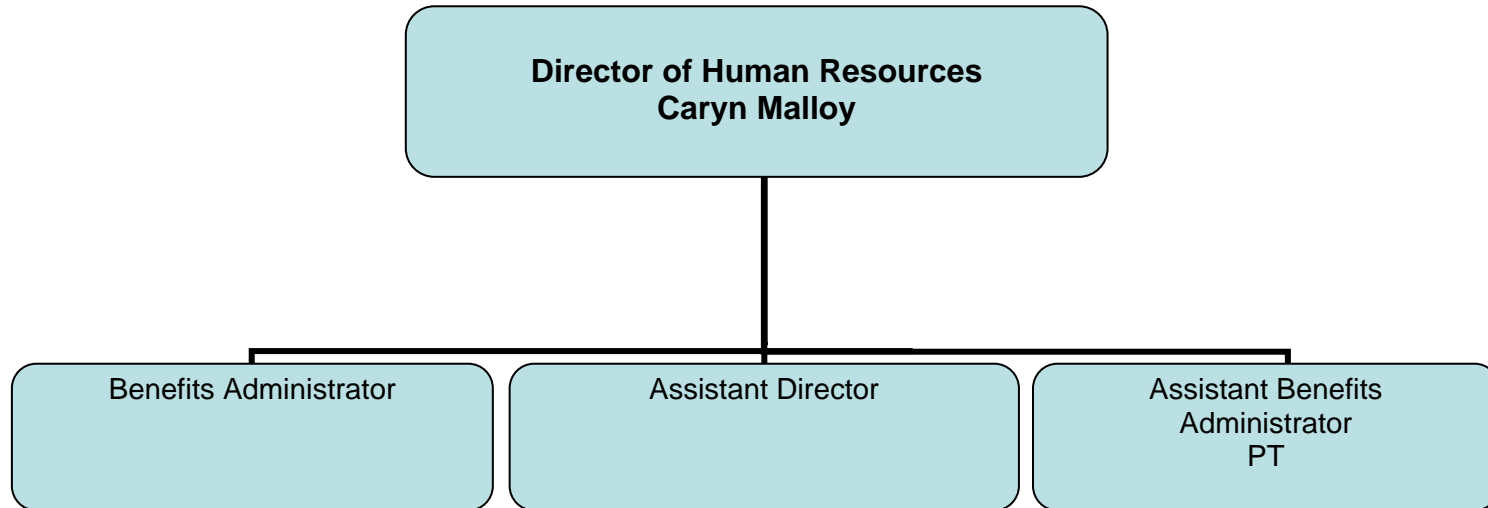


FY2020 Objectives

- Continue to seek new and creative ways to recruit and retain the very best employees to work in Arlington.
- Engage in a vetting process for an updated online employment/recruitment application software package that complements MUNIS personnel actions and payroll functions.
- 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.
- Continue to partner with and support the Arlington Public Schools Human Resources Department to improve communications, operations, and ensure even application of employment policies.
- Implement and monitor changes to the myriad local, state and federal employment laws including, but not limited to, the Massachusetts Pay Equity Law and Massachusetts Pregnant Workers Fairness Act. Better communicate with employees and protect the Town from employment liability issues.
- Maintain good relations and continue to encourage productive communications with labor unions. Complete successful bargaining with town unions and integrate successor agreements into collective bargaining agreements and make them available on the Town's website.
- Facilitate Department Head level cultural competency training.

Major Accomplishments 2018

- In partnership with the Deputy Town Manager successfully bargained agreements with the Firefighters, Professional Library, AFSCME, and SEIU Unions. Bargaining with Patrol and Ranking Police Officer Unions is ongoing.
- Among the searches the Director facilitated over the course of the year were recruitment for Facilities Director, Comptroller, and the Town's first appointed Treasurer and Collector. 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.
- Supported town departments in successful recruitment processes for over 50 positions.
- Expanded the content available on the HR pages of the Town's website, including collective bargaining agreements, saving staff time and interruption and providing easy public access.
- Initiated the process of appropriately categorizing crucial HR documents to ensure successful smooth operation of the office for current and future staff. The department plans to expand cross-training of staff and strives for greater consistency in onboarding and exit procedures.
- Partnered with School HR, Payroll, Town Manager, and Information Technology staff in the transition to digital management of all personnel actions in MUNIS.
- 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 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 Select Board, Town Manager, Town Treasurer, and Chair of the Finance Committee. Whenever applicable, the Comptroller shall make recommendations regarding the Town's financial condition.

The Comptroller's office continues to perform all duties in a timely and professional manner. The Comptroller's mission is to present a complete and accurate statement of the Town's financial condition.

Budget Statement

The Comptroller's office recommends an increase of \$6,188 of the overall operating budget. The salaries are increased by \$7,358 to account for two position reclassifications approved at Town Meeting, and the operating expenses are reduced by \$1,197. The "PT Salary and Wages" and "Other Benefits" will not be funded in FY2020 due to changes in personnel. The department is adding \$6,000 in the overtime account to cover the enhanced workload of the end of the year and new fiscal year activities.

PROGRAM COSTS

Comptroller	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	329,161	335,056	342,441	342,941
Expenses	89,555	28,797	27,600	27,600
Total	418,716	363,853	370,041	370,541

STAFFING

Comptroller	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	3.3	2	2	2
Professional/Technical	1	1	1	1
Total	5.3	4	4	4

Performance / Workload Indicators

Comptroller	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
General Fund - Free Cash Certified	9,701,131	9,186,749	11,119,563	9,000,000
Water/Sewer Enterprise Fund- Retained Earnings certified	7,188,427	7,299,339	7,844,907	5,000,000
Youth Services Enterprise Fund- Retained Earnings certified	37,349	44,349	36,214	30,000
COA Transportation Enterprise Fund- Retained Earnings certified	80,209	50,658	66,053	50,000
Rink- Retained Earnings certified	78,839	357,573	49,265	40,000
Recreation- Retained Earnings certified	381,219	446,480	683,996	400,000
Accounts Payable batches	780	1,552	710	730

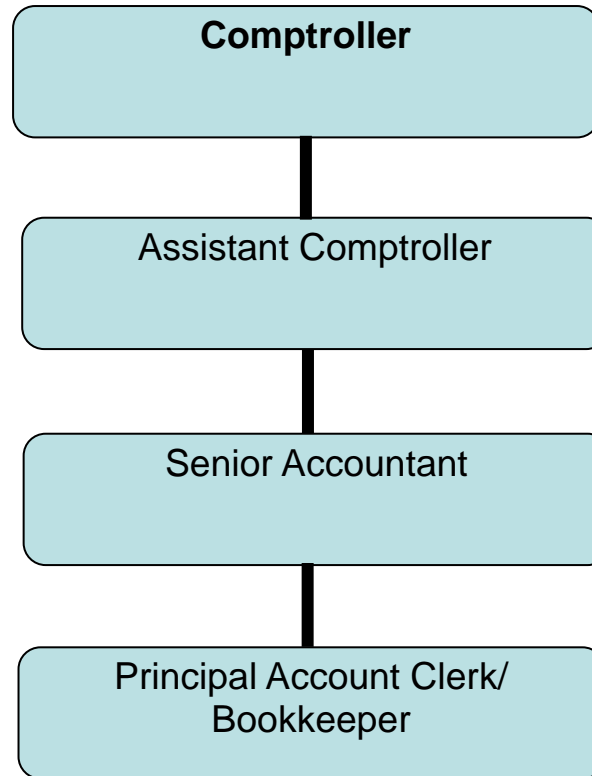


Major Accomplishments for 2018

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for the Town of Arlington's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year Ending June 30, 2017.
- Closed books on FY2018 and completed and enhanced the Town's independent audit in accordance with the GFOA's Certificate of Achievement of Excellence in Financial Reporting (CAFR) to show that the Town and the Comptroller's office will, for the 3rd year, go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial statements and reports that evidence of the spirit of transparency and full disclosure.
- Worked with departments receiving state/federal funding to ensure timely grant reimbursements, which led to increase of \$640,736 in Free Cash.
- Certified \$11,119,563 Free Cash, the highest amount in the Town's history.
- Assisted in the implementation of new Parking MUNIS module, which will enhance the accounts receivable process and eliminate stale data.
- Worked with the benefits administrator on the withholding reconciliation and eliminated all payroll deficits.
- Reviewed and reconciled all cash and accounts receivable with Treasurer's Office; corrected cash variances and resolved the accounts receivable discrepancies.
- Expedited the end of the year accounts payable process, leading to reduced encumbrances and timely vendor payments.
- Maintained the AAA rating by strictly monitoring the budgetary activity and creating operating surplus.
- Effectively decentralized the Accounts Payable process allowing departments to enter their own invoices into MUNIS.

FY2020 Objectives

- Continue to work with IT and Treasurer's Office to implement MUNIS Parking and Utility Billing modules and synergize these operations between the Treasurer's and Comptroller's Office.
- Improve the financial operations and eliminate manual processes to streamline the financial operations of the Town. Establish Grants and General Fund mailboxes and encourage departments to email the journal entry requests directly to the respective email addresses.
- Create a new chart of accounts according to UMAS manual.
- Utilize scanning technology, save documents into a shared drive and eliminate paperwork. Upload journal entries back up to TCM (Tyler Content Manager) for financial information transparency (e.g. tax recap attachment, official vote, revenue/expense reclassification form, budget amendments, etc.).
- Assist Assessor, Council on Aging and Payroll with designing and implementing the Senior Tax Work Off Program.
- Strengthen the utilization of the purchase order system to reduce manual carry forwards and ensure automatic transfer of available balance into subsequent fiscal year.
- Continue to assist in the creation of MUNIS work-flow in the MUNIS financial system to ensure proper controls are in place.
- Develop and implement internal controls for federal and state grants utilizing COSO framework (Committee of Sponsoring Organizations) to ensure compliance with new federal reporting requirements.
- Reinforce the quarterly grants reconciliations, monthly accounts receivable reconciliation and monthly year to date budget review to prevent deficit spending and ensure timely reimbursements submissions.
- Perform departmental audits, as necessary, to identify, assess, and evaluate internal controls of Town Departments,





Program Description

The Office of the Treasurer and Collector of Taxes is responsible for the management, collection, and custodianship of all funds and receipts belonging to the Town of Arlington. Under state law the Office of the Treasurer and Collector of Taxes is responsible for all Treasury, Collector, and Payroll operations. In addition, Town bylaws have assigned postal operations to the Treasurer's Office. The Payroll Division, through a Memorandum of Agreement established in 2002, reports to the Superintendent of Schools. The Treasurer also serves as Parking Clerk.

The Town Treasurer and Collector of Taxes is responsible for managing and collecting all Real Estate Tax, Motor Vehicle Excise Tax, Personal Property Tax, and Water & Sewer Utility Billing, Parking Violations; receiving all monies from Town and School departments, securing and depositing Town monies. In accordance with Massachusetts General Laws and working with the Town Manager's Office and other Finance Department Office it manages, plans, and establishes the Town's financial policies relating to cash management, investment management, and debt management. The Treasurer performs fiduciary responsibility by developing investment and borrowing strategies based on financial best practices, consulting with financial advisors and investment institutions, and participating in Government Finance Officer's Association seminars and conferences.

Budget Statement

Personnel Services has increased because during the previous year, the elected Treasurer had taken a half-salary. The FY20 budget fully funds that position, while eliminating out of grade pay made necessary by some staffers filling in positions during that transition.

PROGRAM COSTS

Treasurer	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	595,903	612,871	675,356	675,356
Expenses	114,521	162,663	162,663	162,663
Total	710,424	775,534	838,019	838,019

FY2020 Objectives

- Complete conversion from ICS to MUNIS for our Water/Sewer collection systems.
- Convert Parking and Water/Sewer payments from MCC/Official Payments to InvoiceCloud.
- Review and update investment policies and continue to increase our investment income.
- Continue to work with our partners to ensure we are receiving best rates possible.
- Increase functionality to enable payment by phone and payment by text for all tax types.
- Reduce tax title balances.



Major Accomplishments for 2018

- Worked with IT, Comptroller, and the Assessor's Office to fully complete the conversion from ICS, our in-house collection software from 1980, to Munis for Real Estate, Personal Property, Tax Title, Tax Deferral, Cash Management, and Motor Vehicle Excise.
- Converted our online payment application for Real Estate, Personal Property, Motor Vehicle Excise and donations from MCC/Official Payments to InvoiceCloud, allowing customers to take advantage of autopay and scheduled payments.
- Set up InvoiceCloud for various departments' online payments and began taking online payments for Municipal Lien Certificates.
- Implemented a paperless billing option for Real Estate and Personal Property.
- Began the conversion from ICS to Munis for Water and Sewer.
- Worked with our vendors, primarily Century Bank, to maintain or reduce fees across the board.
- Increased investment income from \$329,266 in FY17 to \$438,759 in FY18.
- Implemented Payment Entry Town wide, eliminating the need for 910 forms, which reduces the opportunity for inaccurate entries.
- Affirmed a top rating of Triple-A (AAA) from Standard & Poor's rating agency.
- Town Audit found Treasurer's operation in full compliance.
- Continued to manage Town of Arlington's relationship with Investment Advisor. Trust Funds 5-Year performance since inception in 2009 for consolidated net is 8.33% and the YTD is 4.23%.
- Managed the successful borrowing of \$30,995,000 in General Obligation Bonds, \$5,495,000 in Bond Anticipation Notes, \$1,100,000 in MWRA Water and \$52,500 in MWRA Sewer Improvements.
- Administered the Arlington Citizens Scholarship Foundation, which provides financial assistance to Arlington residents attending higher education. Ninety-eight scholarships totaling \$152,250 were awarded in June, 2018.

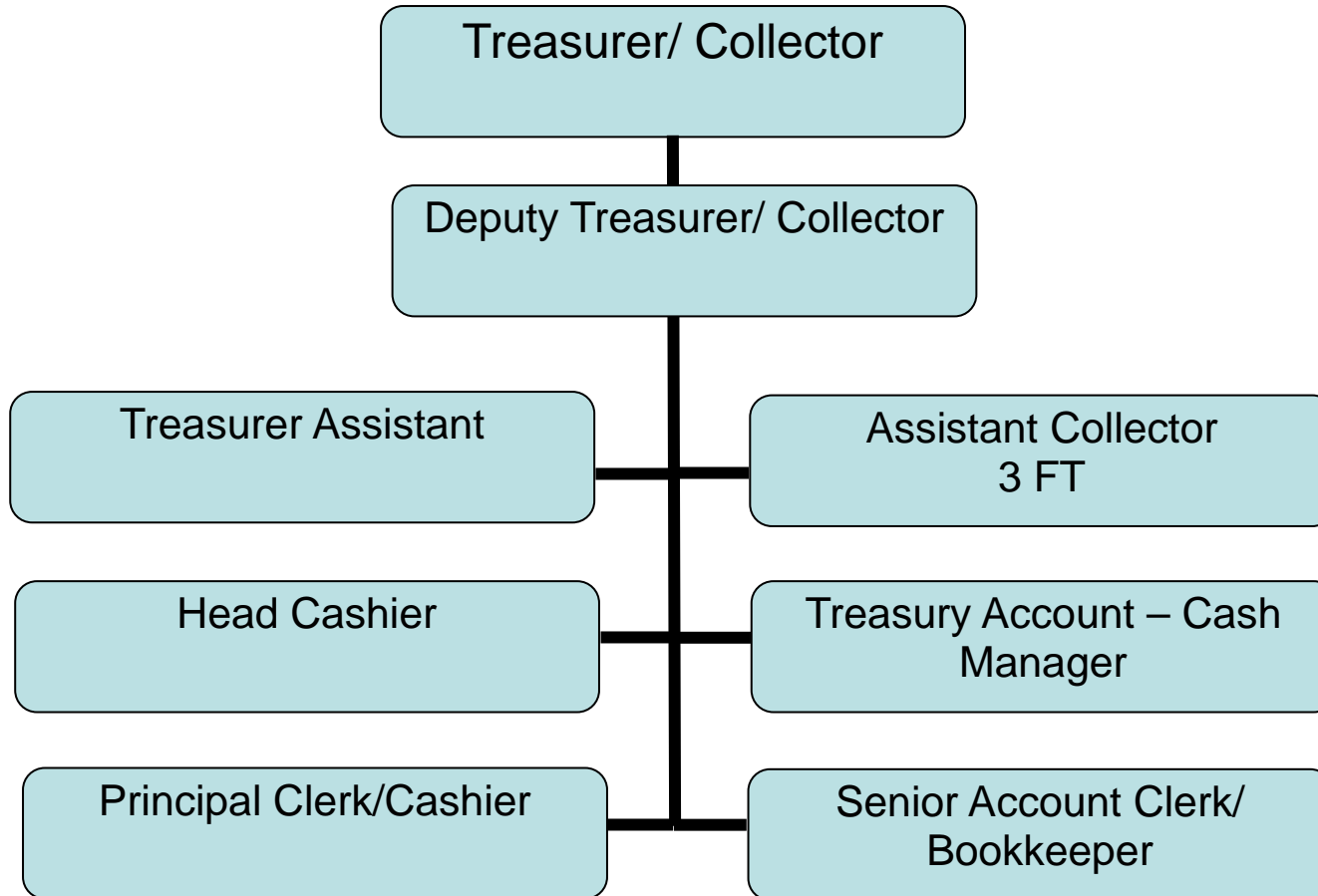
STAFFING

Treasurer	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	8	8	8	8
Professional/Technical	1	1	1	1
Total	10	10	10	10

Performance / Workload Indicators

Treasurer & Collector	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Real Estate Bills Processed	61,749	61,094	61,472	61,500
Motor Excise Bills Processed	35,335	36,767	36,850	36,950
Water Sewer Bills Processed	50,060	50,309	50,350	50,400
Delinquent Notices - Combined	18,815	20,059	19,818	20,000
Total Bills Issued:	165,959	168,229	168,490	168,850
Liens from Water / Sewer delinquency (less than 1.75% of total commitment)	\$ 200,872	\$ 220,873	\$ 217,275	\$ 190,230
Municipal Lien Certificates processed	1,270	996	1,031	1,100
Municipal Lien Certificate revenue	\$ 63,540	\$ 49,805	\$ 51,550	\$ 55,000
Deputy Tax Collection revenue	\$ 62,161	\$ 43,163	\$ 8,636	\$ 45,000
Total Various Liens / Collections:	\$ 326,573	\$ 313,841	\$ 277,461	\$ 290,230

Note: FY18 Deputy Tax Collection revenue low due to system conversion to Tyler/Munis and delay of demand notices.





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.
- Schedule, distribute, process and mail all Motor Excise, Real Estate, Water, and Parking bills.
- Process special mailings for other departments.
- Schedule and process bulk mailings.
- Operate and maintain major mailing equipment: processing machines, folding machine, and postage machine.
- Interpret and comply with postal regulations.
- Provide consultation and advice on mail design and costs to departments.

Budget Statement

Postage rates are increasing effective January 27, 2019 to \$.55 per 1st class stamp from \$.50 and “metered mail” rates increase to \$.50 from \$.47. The postage budget increased by \$11,400. All mailing is evaluated to determine lowest rate.

FY2020 Objectives

- Implement paperless billing for all Water and Sewer bills to increase customer satisfaction and reduce postage expenses.
- Work with HR, Payroll, IT, and Town Manager to reduce number of Town and School mailings.

Major Accomplishments for 2018

- Implemented paperless billing for all quarterly Real Estate bills to increase customer satisfaction and reduce postage expenses.
- Processed and mailed 253,552 total pieces of Town and School mail.
- Mail processed at the lowest possible postage rate in Town, and Tax and Utility billing done at lowest possible 1st Class Bulk Mail Rate, \$.39 per piece.
- Reduced delinquent notices being sent by increased collection efforts and targeted reminder notices.

PROGRAM COSTS

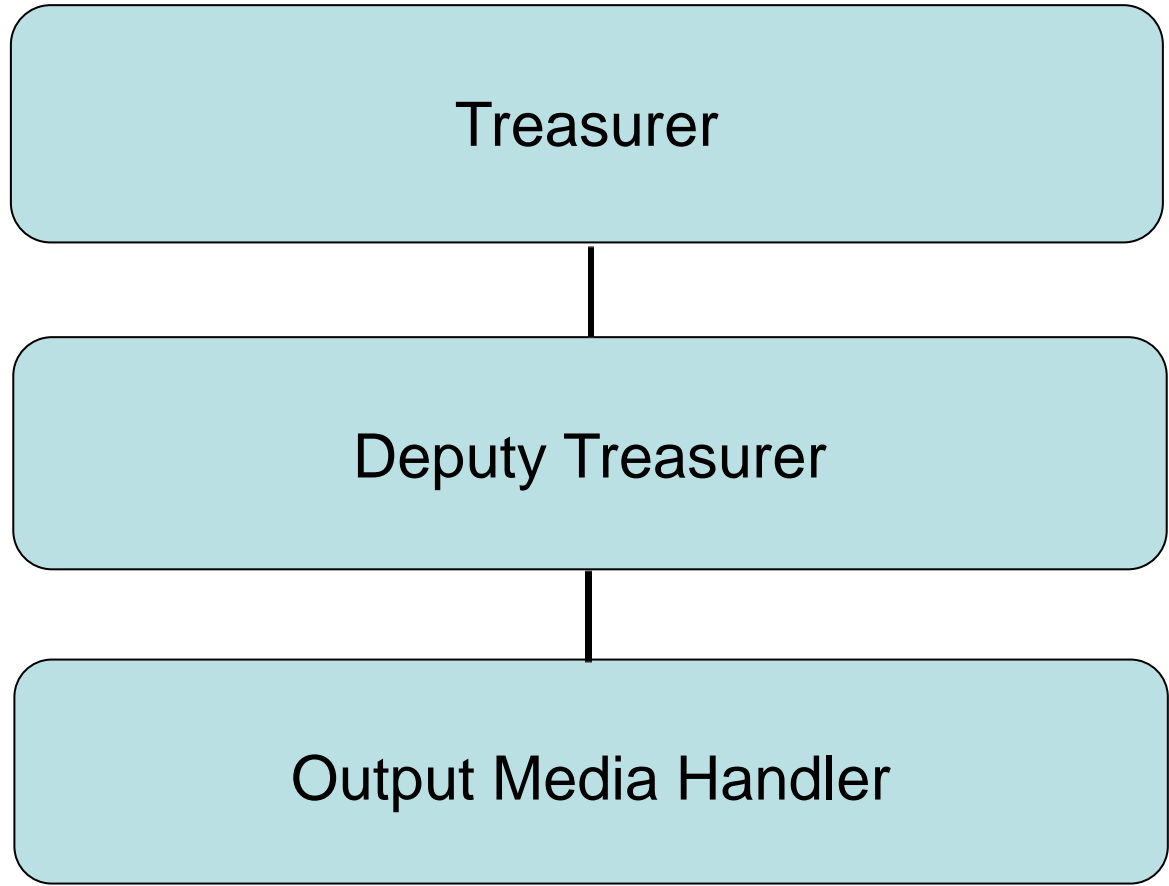
Postage	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	31,333	32,173	33,265	33,265
Expenses	180,438	179,483	190,883	190,883
Total	211,771	211,656	224,148	224,148

STAFFING

Postage	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	0	0	0	0
Clerical	0.66	0.66	0.66	0.66
Professional/Technical	0	0	0	0
Total	0.66	0.66	0.66	0.66

Performance / Workload Indicators

Postage	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Bills Mailed: Real Estate, Water/Sewer, Motor Vehicle Excise and Parking	146,801	148,170	131,178	142,100
Other Town Mailings	78,282	91,627	82,617	84,200
Other School Mailings	57,560	34,920	39,575	44,100
Total	282,643	274,717	253,370	270,400





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 over 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 with the Board of Assessors all real estate and personal property abatement applications and exemptions 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 Select Board with all the information required for the setting the tax rate at the annual classification hearing. This office also provides quality service to all customers in the performance of its described duties.

Budget Statement

The Board of Assessor's FY2020 expense budget will increase by \$1,500 to cover the increased cost of the computer software program used by the department.

FY2020 Objectives

- Start and complete five year revaluation program, which includes a thorough review of all classes of property.
- Collaborate with Health and Human Services to publicize specific eligibility guidelines for the Senior Work Off program.
- Participate on the Senior Tax Relief Committee to determine eligible participants.
- Research and Develop a program for Means Tested Senior Tax Relief program.
- Maintain fair and equitable and consistent assessing practices for all properties.
- 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 improve all functions of the Assessor's Office to serve the taxpayers more efficiently.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Assessors				
Personnel Services	281,059	296,543	298,723	298,723
Expenses	28,937	31,748	33,248	33,248
Total	309,996	328,291	331,971	331,971

STAFFING

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Assessors				
Managerial	1	1	1	1
Clerical	3	3	3	3
Professional/Technical	0	0	0	0
Total	4	4	4	4

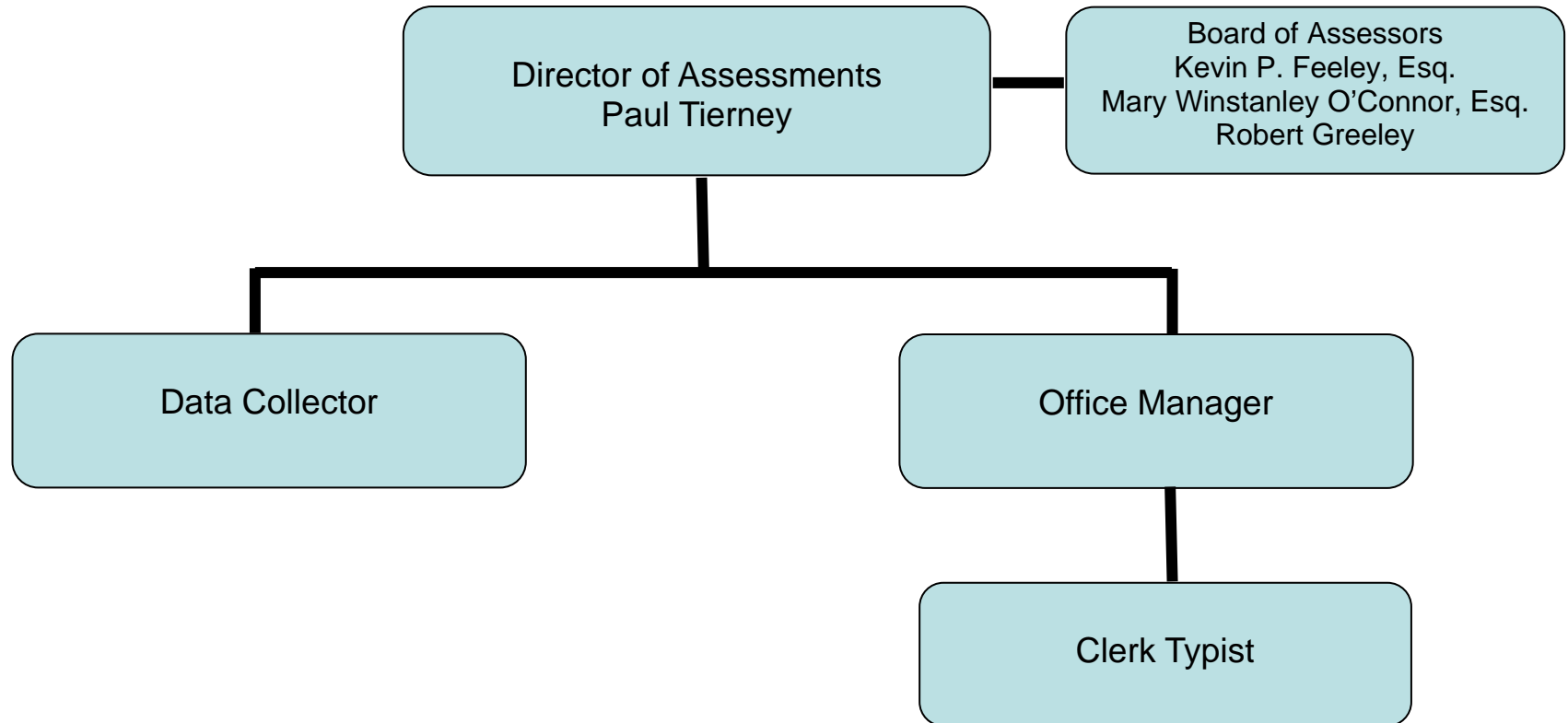


Major Accomplishments for 2018

- Completed Department of Revenue mandated cyclical Data Collection program. The collection and maintenance of current and accurate property inventory data is a critical element in the development of fair, uniform market values.
- Collaborated with Geographical Information Systems to create a new property search database tool.
- Collaborated to help establish and participated in the Senior Tax Work Off program. The program allows eligible seniors to work at Town offices for a reduction of their property tax bill.
- Timely commitment of all real estate, personal property, and motor vehicle excise tax bills to the Tax Collector.
- Continued to work interdepartmentally in a cost effective and efficient manner.
- Timely processing of all exemptions and abatements.

Performance / Workload Indicators

Assessor	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Real Estate Bills processed	15,341	14,959	15,000	15,100
Motor Vehicle bills processed	44,000	35,400	40,000	37,000
Personal Property bills processed	414	374	360	330
Real Estate and Personal Property Abatements	140	100	90	300
Motor Vehicle Excise abatements	1,820	1,810	1,800	1,900
Citizen Inquiries	8,700	8,700	8,500	9,500





Program Description

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

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

The Information Technology (IT) Department is responsible for supporting, implementing, and upgrading over 1,000 personal computers, 150 Cellular PDA's, over 200 printers, 5,500 Tablets and 25 resident and hosted servers, across Town and School Departments. Also under the purview of the IT Department is the Town and School network infrastructure, including ACMI video network and the management of over 125 network switches, 25 VOIP Telephone switches, 750 Phones, and 600 wireless access points. IT also manages the Munis financial software system, GIS Systems, PowerSchool (student information system), Teacher and student evaluation systems, Special Education system, Electronic Security and Video systems, Energy Management systems, ESRI, PeopleGIS, Open Checkbook, Integrated Collection System, Automated Meter Reading System, Police and Fire Applications (FireHouse, QED, Digital Headquarters, and COPLINK), and numerous Town and School websites.

STAFFING

Information Technology	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5.6	5	5	5
Total	7.6	7.0	7.0	7.0

Budget Statement

The operating budget decreased by \$23,622 because the \$98,122 telephone system's budget that had been transferred from the Comptroller's Department FY19 budget to the Information Technology Department experienced cost savings from the VOIP (Voice Over Internet Protocol) project. The Munis Software Support line item increased by \$6,500 to pay for Munis software support, as the department makes use of new modules.

FY2020 Objectives

- Evaluate Utility Billing, Advance Water Metering Infrastructure, and Meter Data Management Systems, Create RFP's, Award Contracts and Implement.
- Install IT Infrastructure as part of the Central School Renovation.
- Participate in the IT Infrastructure and Instructional Technology in Design/Build of new Arlington High School.
- Create plan for the relocation of Town/School Network, VOIP, Security and Server Infrastructure to Renovated DPW building
- Investigate, choose, and implement new Enterprise Wide Messaging System (e-mail).
- Create plan and Design Work Space plans for the IT Department's relocation to the DPW building, as a result of the demolition and construction of the new Arlington High School.



Major Accomplishments 2018

Renovation and Construction projects required a wide variety of IT services this past year. The Gibbs 6th Grade School renovation project was completed on time for the opening of school in September. The Hardy School Six Classroom addition was completed and opened during the December break. AHS, DPW, and Central School Building projects are in design phases.

Strategic Initiatives

- Continued to upgrade Town and School Network infrastructure to support VOIP, Wireless Networking, Video and Building Security systems, and Energy Management systems.
- VOIP (Voice Over Internet Protocol) project implementation began with Gibbs 6th Grade School Building Renovation.
- Planning and Preparation for the expansion of MCAS electronic testing to include all 3rd Grades.
- MUNIS Financial System Project continued by completing 4th Qtr. Real Estate Bills, Parking System Conversion, Parking, Motor Vehicle and Excise Conversion, and Employee Self Service.
- Completed IT service upgrades and installs in the newly renovated Gibbs 6th Grade School and the Hardy six classroom addition.
- Ottoson Middle School classroom reconfiguration as a result of the movement of the 6th Grade students to the newly Renovated Gibbs School.

Infrastructure/Instructional/Operational Initiatives

- VOIP (Voice Over Internet Protocol) Telephony implementations completed at the Gibbs 6th Grade School, Brackett, Hardy, Thompson Schools, and IT Dept. Project ongoing.
- Gibbs 6th Grade School IT Network, Building Security, Video, VOIP, and EMS Systems installed.
- Installed 550 ChromeBooks and 24 carts for Gibbs students and teachers.
- Developed specs, procured, and installed Gibbs School lobby interactive video wall.
- Upgraded and Moved Legal Department WorldDox System to Hosted Service Cloud Based Environment

PROGRAM COSTS

Information Technology	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	695,439	680,206	699,665	699,665
Expenses	308,224	433,475	409,853	409,853
Total	1,003,663	1,113,681	1,109,518	1,109,518

Major Accomplishments 2018 (cont.)

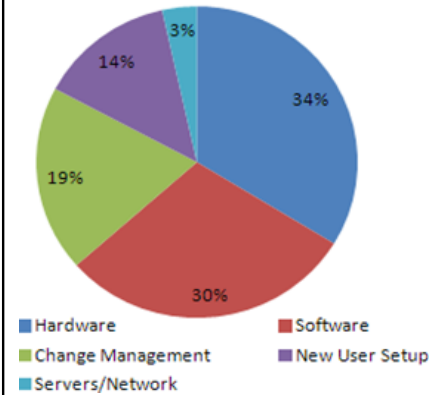
- APS Nursing website developed and taken live.
- Increased the capacity of the School internet circuits from two 1Gig circuits to two 2Gig redundant circuits located at the Ottoson and AHS.
- MUNIS vendor maintenance and process Improvements are ongoing.
- GIS –DPW stormwater, asset management for federal MS4 permit
- Upgraded/replaced AHS CADD, Stem, Music, and digital media lab equipment.
- Partnered with DPW and Treasurer to develop RFP for advanced metering Infrastructure and Meter Data Management Systems.
- As part of the Hardy Classroom addition project, installed and connected classroom instructional technologies and building system infrastructure to the main school building and systems.
- Added additional ChromeBooks and carts to all elementary schools to support additional the 3rd grade students taking MCAS test electronically this year.
- Added Town Help/Service Desk to School Help/Service Desk system to better track users IT requests and small project deliverables.
- APS Library Management System, Destiny, moved to hosted service cloud based environment.
- Recreation Dept./Burns Arena converted video surveillance system to new Town/School Surveillance System standard.
- Added network connectivity for ACMI to Burns Arena for live production of High School hockey games and other Rink events.
- IT subject matter expert assigned to AHS, DPW, and Central School construction/renovation projects.



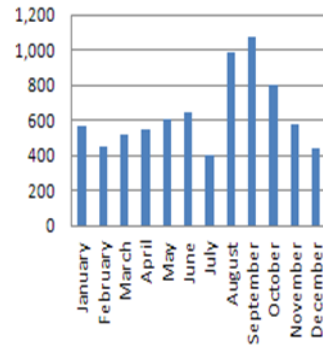
Performance / Workload Indicators

Our Systems Analyst, in conjunction with the IT staff, have spearheaded an initiative to implement a Town and School wide HelpDesk System.

Help Desk Tickets by Category



Help Desk Tickets by Month



Change management is alterations to existing systems (backups, patches, updates/upgrades).

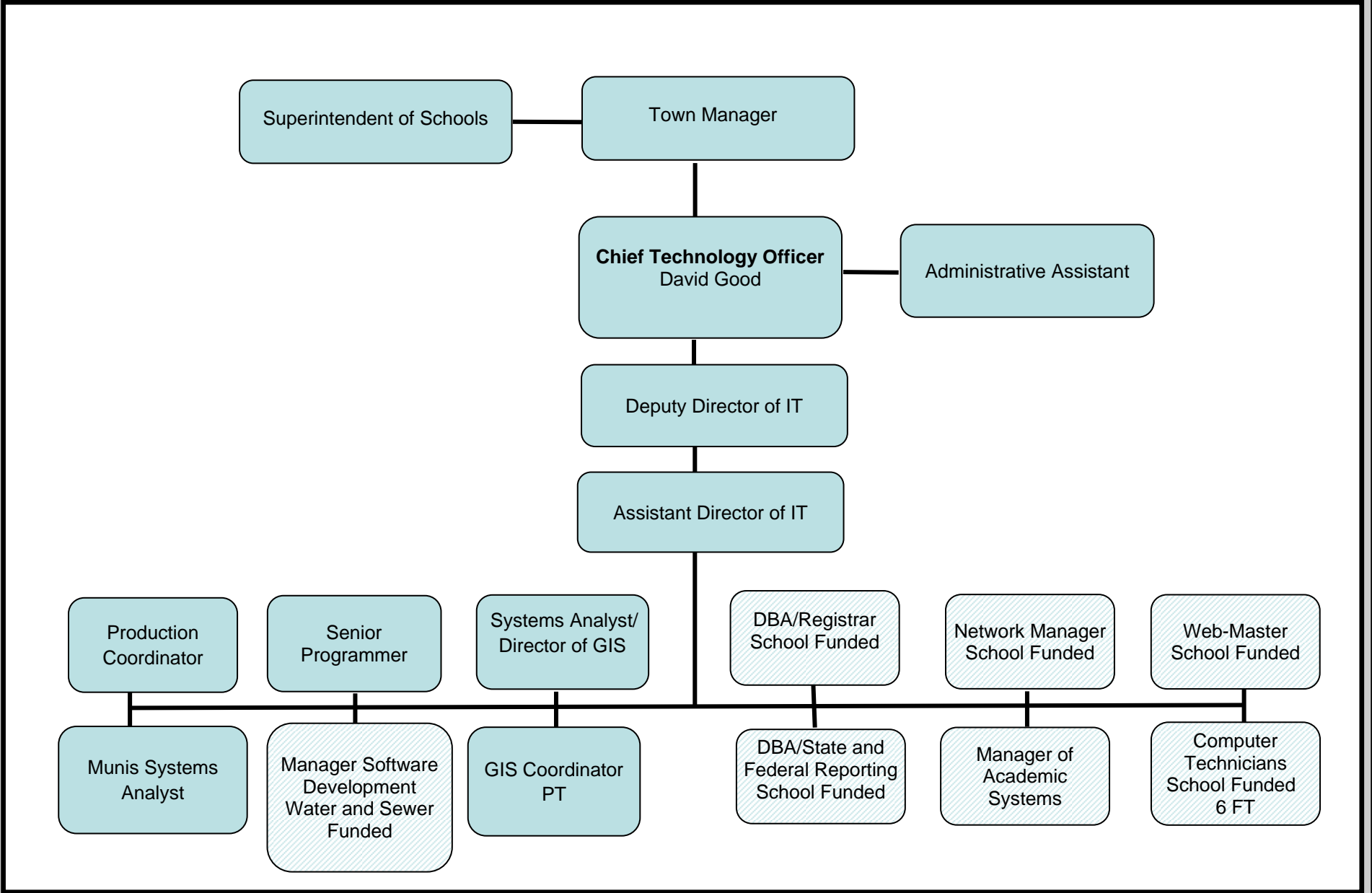
Hardware category includes all work on user machines, phones, printers, scanners, projectors, cameras, security systems and does not include servers or networks.

New user category includes new computer and account setup for staff and students.

Servers/networks category includes all backend work including hardware and software related events.

Software category includes all Web site, operating systems and applications software for business practice.

Category	Count
Change Management	1,475
Hardware	2,577
New Employee/Student	1,047
Servers/Network	266
Software	2,271
TOTAL	7,636





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 Select Board, 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. The Department also advocates for the Town's interests at the appropriate direction of Town officials before state and federal bodies on issues ranging from energy to cable franchise regulations.

The Department will continue to handle as many legal matters in-house as is professionally responsible in an attempt to contain outside counsel costs. 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.

PROGRAM COSTS

Legal	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	454,079	460,907	476,875	476,875
Expenses	204,548	135,002	136,665	136,665
Total	658,627	595,909	613,540	613,540

Budget Statement

This is a level services budget.

Major Accomplishments for 2018

- Appeared regularly in the courts and administrative bodies of the Commonwealth in the prosecution and/or defense of the Town, including garnering dispositive motions in favor of the Town, successful hearings, and favorable resolutions of matters which limited Town liability.
- Prosecuted local administrative matters on behalf of the Town boards and bodies to promote public health and safety in Arlington.
- Investigated, successfully defended and/or adjusted thirty-nine 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, successfully defended and/or adjusted 49 M.G.L. Chapter 258 claims (Massachusetts Tort Claims Act) pending against the Town.
- Represented the Town in contract and non-Chapter 84/258 claims and disputes involving the Town, including successful defense, avoidance of litigation, or resolution, and co-operative efforts with other municipalities to assert the Town's rights.



Major Accomplishments for 2018 (cont.)

- Successfully litigated and concluded several workers' compensation claims. This resulted in a significant savings to the Town. Worked with medical providers in the management of injury related opioid therapy and the providing of non-opioid treatment alternatives.
- Pursuant to M.G. L. Chapter 41 §§100 & 111F, subrogation claims were filed against third parties deemed to be responsible for injuries to Town uniformed personnel. Monetary recovery on these claims has been returned to the General Fund.
- Prepared warrant articles, reports, bylaw amendments, proposals and position options and other documents for Annual Town Meeting and two Special Town Meetings, including advising departments and committees with respect to the creation of a municipal finance department, zoning recodification, adult use marijuana, updating the Town Manager Act and Town Bylaws for gender neutral language, revising various commission and committee bylaws; appeared at all sessions to advise Town Meeting.
- Supported Town departments with contract drafting, negotiations, review, revisions and research and recording of real property instruments, including closing out the Thompson School Building project, the disposition of Town real estate interests, and drafting grant agreements, memorandum of understanding or agreement including regional bike-share regulations, licenses, and MOUs.

STAFFING

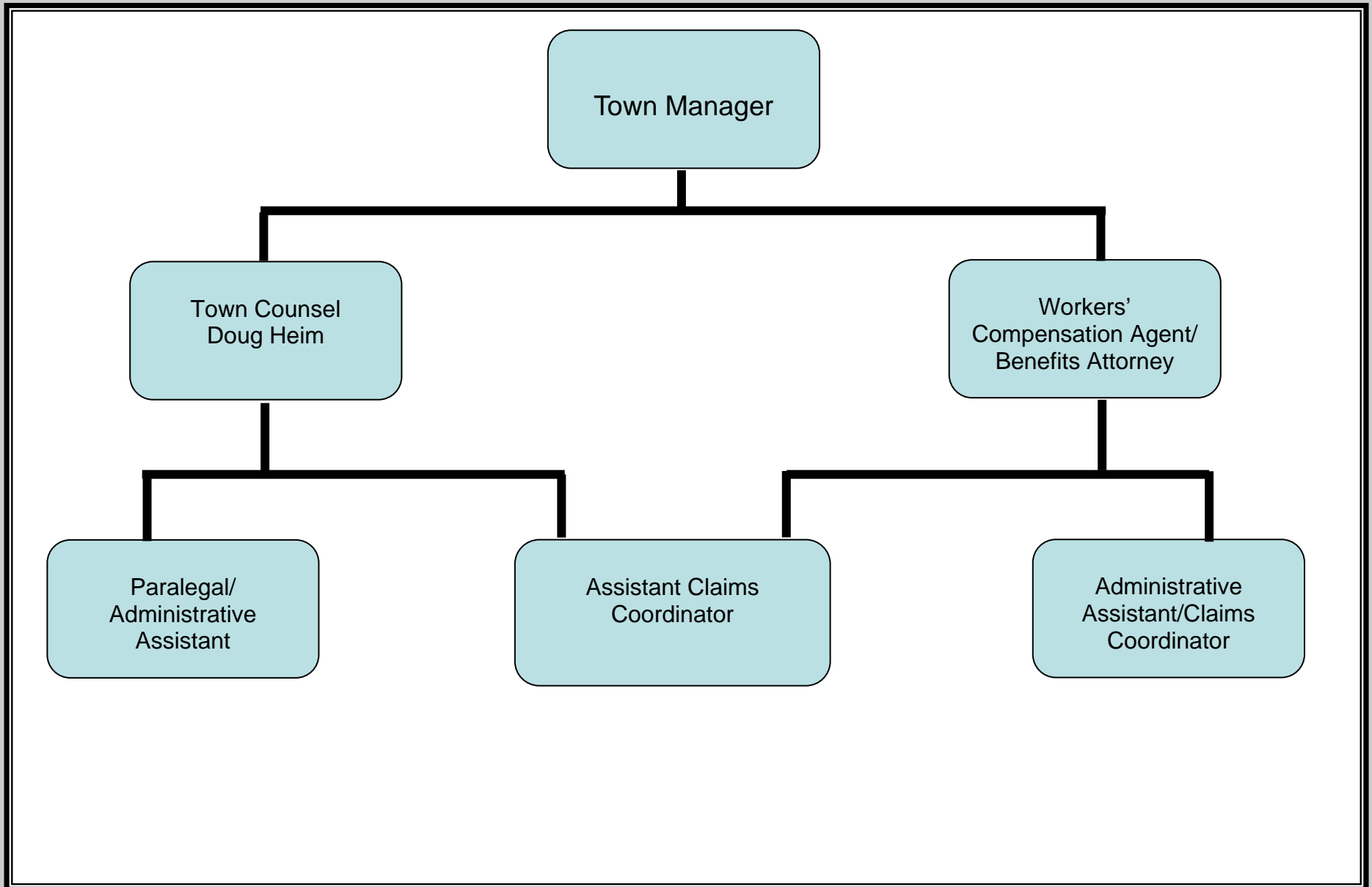
	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Legal				
Managerial	2	2	2	2
Clerical	1.5	1.5	1.5	1.5
Professional/Technical	1	1	1	1
Total	4.5	4.5	4.5	4.5

FY2020 Objectives

- Defend and pursue the Town's interests in active and potential litigation matters, including following the directives of Town Boards and Commissions to assert the Town's rights and policies regarding land use and development.
- Work with Town departments on efforts to recover and protect Town financial resources from contracted entities and other parties.
- Develop and promulgate requested legal and policy positions in a variety of substantive areas, including assisting various stakeholders in evaluating future policies, especially for land use, zoning, and emerging issues which continue to be at the forefront of Arlington's concerns.
- Foster increased collaboration with other municipalities and State offices to best leverage the Town's legal positions.

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 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	30	31	23	23
Claims closed	9	9	20	20
New claims	17	9	13	13
MGL Chapter 258 Claims:				
<i>Massachusetts Tort Claims Act</i>				
Total	46	43	41	41
Claims Closed	14	18	17	17
New claims	13	16	18	18
Fire - Injured on Duty Claims	33	12	20	20
Police - Injured on Duty Claims	10	9	13	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 level funded operating budgets for Fiscal Year 2020. 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

Town Clerk	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	235,668	244,746	248,675	248,875
Expenses	18,731	28,260	28,260	28,260
Total	254,399	273,006	276,935	277,135

STAFFING

Town Clerk	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	2.23	2	2	2
Professional/Technical	1	1	1	1
Total	4.23	4	4	4

FY2020 Objectives

- Have the ability to use credit cards in the near future for payment of licenses and permits.
- Preserve vital records via scanning.



Major Accomplishments for 2018

- 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.
- Sent electronic documents to Town Meeting members that signed up for them.
- Emailed ballots to voters living overseas.

Performance / Workload Indicators

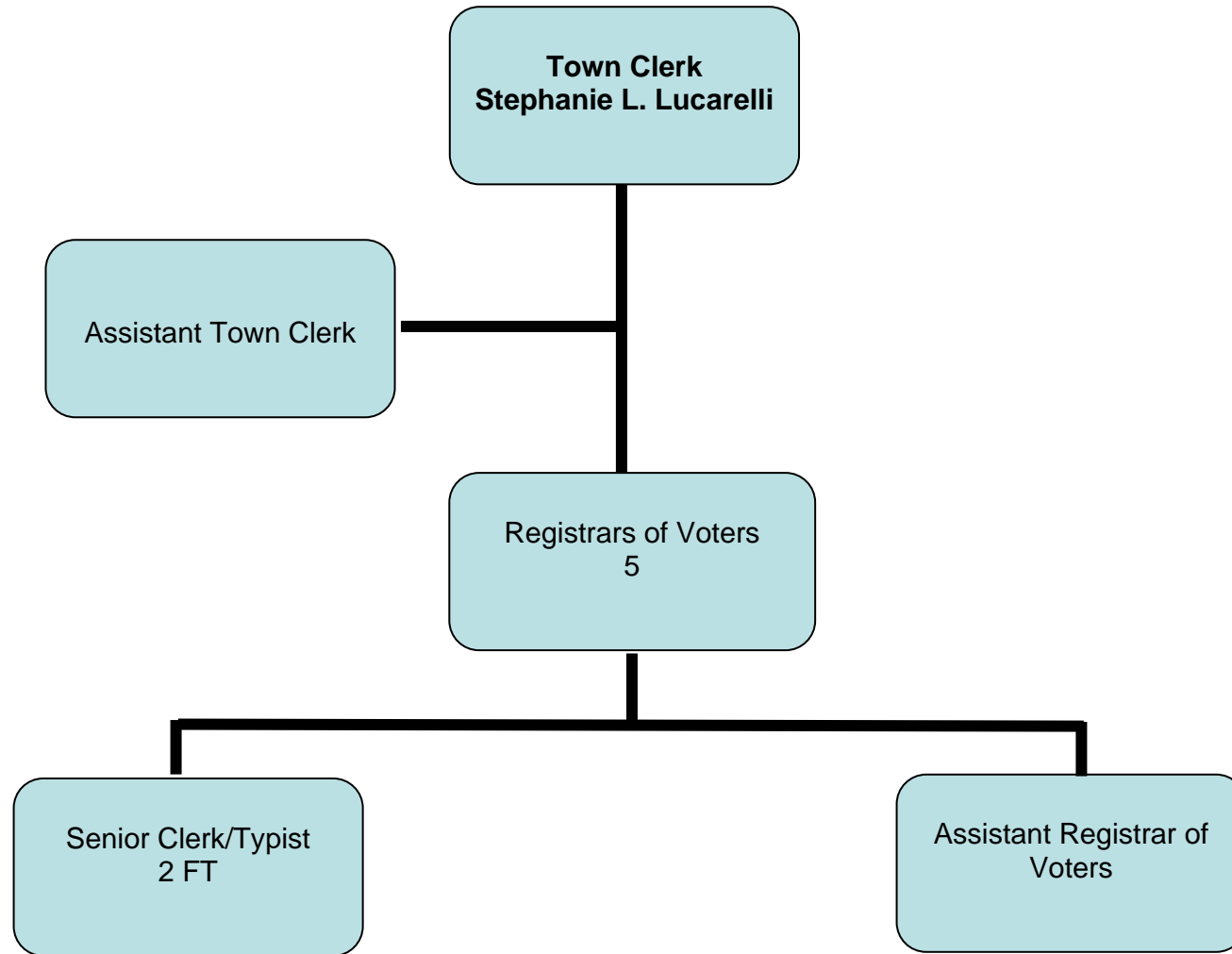
Town Clerk	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Marriage Licenses	198	183	184	176
Death Certificates	384	377	357	354
Birth Certificates	577	519	506	513
Dog Licenses	2,258	2,277	2,047	2,200
Town Meeting Sessions	1	1	1	1
Special Town Meeting Sessions	1	1	1	1
Registered Voters	30,225	32,291	31,116	32,000
Fees Generated	\$ 106,000	\$ 91,266	\$ 104,303	\$ 113,000

PROGRAM COSTS

Board of Registrars	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	55,094	57,217	58,858	58,858
Expenses	10,948	13,250	13,250	13,250
Total	66,042	70,467	72,108	72,108

STAFFING

Board of Registrars	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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 participates in the Parking Implementation and Governance Committee (PIGC), 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. The Treasurer, as the Parking Clerk appointed by the Select Board, manages the collection of parking fines and issues parking permits and:

PROGRAM COSTS

Parking	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	69,652	72,029	74,553	74,553
Expenses	46,292	52,080	52,080	20,780
Total	115,944	124,109	126,633	95,333

STAFFING

Parking	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Total	1	1	1	1

Budget Statement

This is a level service budget. The \$31,300 difference from the FY2020 request to the Town Meeting approved budget was reallocated to the

FY2020 Objectives

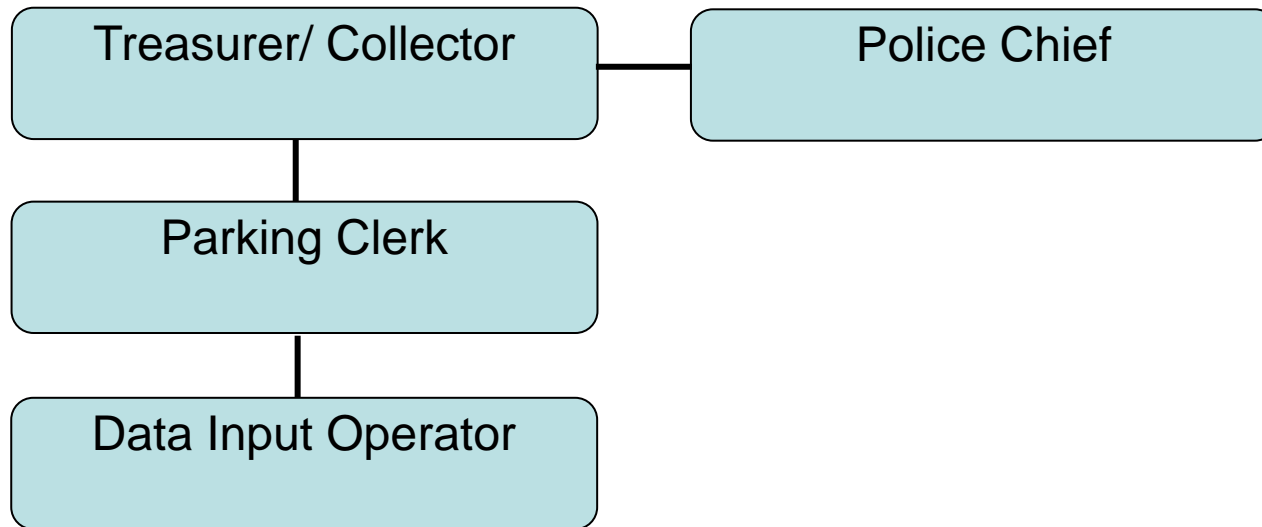
- Review options for collection and consistent maintenance of all parking meters and payment stations to improve system collection and operation in cost effective manner.
- Work with the Parking Implementation and Governance Committee to implement projects associated with the Parking Benefits District.
- Review the schedule for installation of additional parking meters and replacement of meters.

Major Accomplishments for 2018

- Oversaw installation and collections of new multi-space parking meter in the library lot.
- Continue implementation of new collection and billing software, Munis, converting from ICS, our proprietary software that has been in use since 1980. Completion expected before January, 2019.
- Regular schedule for parking ticket hearings.
- Clearly define and implement parking regulations for Municipal employees.

Performance / Workload Indicators

Parking	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Number of tickets issued	12,743	18,037	16,786	19,000
Revenue	\$ 327,310	\$ 387,443	\$ 426,025	\$ 430,000
Meters Collected	\$ 34,920	\$ 357,139	\$ 548,045	\$ 575,000
Parking Permits	\$ 138,216	\$ 110,371	\$ 179,480	\$ 180,000
Total Viol. / Meter / Permit Revenue	\$ 500,446	\$ 854,953	\$ 1,153,550	\$ 1,185,000





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, and 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. The staff is involved in many key Town initiatives including implementation of the Master Plan, Mass Ave Phase II planning, Complete Streets, and efforts in our business districts. The Department has administered the Town's federal Community Development Block Grant Program since the program's inception in 1974. The Menotomy Weatherization Program serves Arlington, Belmont, Cambridge, Lexington, Somerville, Waltham, and Watertown residents by helping eligible homeowners and renters make their homes more energy efficient. The Department provides staff support to the Arlington Redevelopment Board, the Town's Planning Board and redevelopment authority. The ARB manages three town buildings: Jefferson Cutter House with Whittemore Park, Central School, and 23 Maple Street.

Budget Statement

Planning welcomed two full-time staff to the Department (Energy and Project Manager and Senior Transportation Planner). The Energy and Project Manager moved from the Facilities Department to the Planning Department, which will enable the Town more broadly to address community energy planning and policy initiatives. The training and dues budgets will increase by \$3,335 to reflect the addition of the two new personnel.

PROGRAM COSTS

Rental Properties & Redevelopment Board	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Expenses	10,518	10,800	10,800	10,800
Gibbs	8,246	-	-	
Parmenter	13,263	15,000	-	
Dallin Library	6,388	5,000	-	
Total	38,414	30,800	10,800	10,800

PROGRAM COSTS

Planning & Community Development	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	434,790	648,147	649,825	649,825
Expenses	19,759	24,495	27,830	27,830
Total	454,549	672,642	677,655	677,655

STAFFING

Planning & Community Development	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	5	6	6	6
Total	7	8	8	8



FY2020 Objectives

- Continue implementation of [Master Plan](#) with particular focus on advancing Housing, Economic Development, Transportation, and Historic and Cultural Resource Areas strategies by:
 - Amending Zoning Bylaw to ensure consistency with the Master Plan, including updates to sign regulations, multifamily uses, and business districts, and amending Design Standards to provide more detail and address mixed-use and residential development.
 - Continuing implementation of [Housing Production Plan](#), including adding units to the Subsidized Housing Inventory and amending the Zoning Bylaw to address housing affordability.
 - Continuing implementation of [Open Space and Recreation Plan](#), including increased volunteer opportunities for land stewardship and coordination of the Mill Brook Corridor study.
 - Continuing implementation of [Arts and Culture Action Plan](#), including public art installations along Massachusetts Avenue and continued assistance to the Arlington Commission for Arts and Culture.
- Administer [Community Development Block Grant](#) program, including preparation of the Five-Year Consolidated Plan and activating a new CDBG Subcommittee.
- Continue development of a town-wide historic Survey Master Plan, funded by Community Preservation Act funds secured in FY17.
- Update town's ADA Self-Evaluation and Transition Plan to provide a comprehensive review of all programs, activities, and services operated by the Town to comply with ADA Title II.
- Develop Fair Housing Action Plan with local strategies to comply with federal and state fair housing laws.
- Develop Stormwater Management Plan in conjunction with Public Works Department.
- Develop Mobility Plan to address and plan for how people move around the community using public or private transportation, such as driving, walking, bicycling, or accessing and riding in buses, taxis or other car services, or other transportation systems.
- Update Hazard Mitigation Plan.
- Work with the Clean Energy Future Committee and Metropolitan Area Planning Council to complete a plan for Arlington to become carbon-neutral by 2050.

FY2020 Objectives (cont.)

- Work with property owners and developers along major corridors to encourage mixed-use, residential, and commercial development
- Continue work in business districts to understand their challenges and opportunities and direct resources to assist with business development, recruitment, and retention.
- Continue implementation of Vacancy Registry Bylaw, including assisting property owners with marketing available spaces, installing public art in vacant spaces, and enforcing maintenance of properties.
- Continue to advance plans for streetscape improvements to Massachusetts Avenue from Pond Lane to Bartlett Street.
- Make recommendations for permanent bus lane along Massachusetts Avenue corridor.
- Identify continued opportunities for broader application of bus rapid transit elements along major bus routes.
- Continue Green Communities program in Arlington, including applying for additional grant funding.
- Make capital improvements and ensure financial stability of properties in the Arlington Redevelopment Board portfolio, including significant renovations to the Central School (Senior Center and Town offices).
- Continue to work with the Arlington Commission for Arts and Culture and partners to advance the Arlington Cultural District.
- Review ZBA cases, licenses, and permits.
- Make improvements to Arlington Center Parking Benefits District.
- Implement final design and construction of new signal system at the intersection of the Minuteman Bikeway and Lake Street.
- Implement Complete Streets Action Plan, including identifying funding opportunities for priority projects.



Performance / Workload Indicators				
Planning & Community Development	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
CDBG Funds Administered	\$ 1,042,348	\$ 1,033,162	\$ 1,029,587	\$ 1,111,355
Other public or private grant funds secured	\$ -	\$ 1,227,430	\$ 913,475	\$ 1,643,166
Plans, Designs, and Analyses	40	40	40	40
Room rental fees*	\$ 11,027	\$ 14,167	\$ 10,000	\$ 10,637
Room reservations administered	576	416	400	778
Sign Permit Applications Reviewed	10	20	20	20
Contracts negotiated and administrated	5	10	10	10
Zoning Board Applications reviewed	19	22	20	25
Business/Merchants Assisted	75	161	200	108
EDR special permits administered	10	8	8	9
Licenses reviewed		24	25	21

* This number reflects the loss of room rental fee income during the Central School renovation project. The first floor meeting rooms will not be available during FY20.

Performance / Workload Indicators				
Conservation Commission	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Commission meetings attended	27	23	30	22
Conservation Permits - Reviewed and Issued	21	18	20	29
Site inspections	25	19	50	30
Filing Fees	\$10,709	\$10,438	\$10,500	\$10,974

- Major Accomplishments for 2018**
- Implemented the Master Plan, including the successful recodification of the Zoning bylaw at February 2018 Town Meeting; activation of a new Zoning Bylaw Working Group that will bring forth substantive amendments to the Zoning Bylaw to align with the Master Plan; the Residential Study Group to address concerns regarding new construction in neighborhoods; the Historic Resources Working Group to improve communication and coordination among the Historical environmental value and economic development potential to the Town.

Rental Properties- General Fund Revenue	2017 Actual	2018 Actual	FY2019 Budget	FY2020 Budget
Gibbs Revenue	\$ (340,381)	\$ -	\$ -	\$ -
Parmenter Revenue	\$ (223,155)	\$ (228,634)	\$ (231,594)	\$ (73,335)
Dallin Revenue	\$ (45,116)	\$ (45,116)	\$ (45,116)	\$ (45,116)
Total	\$ (608,652)	\$ (273,750)	\$ (276,710)	\$ (118,451)

- Major Accomplishments for 2018, (cont.)**
- Completed a successful Bus Rapid Transit pilot program which improved commute times for bus riders on Routes 77, 79, and 350 along Massachusetts Avenue and improved overall roadway operations and safety for all modes of transportation.
 - Instituted a dockless bike sharing system and worked with neighboring municipalities to ensure seamless operations.
 - Used state technical assistance funds to complete the Arlington Heights Action Plan with recommendations to improve the Arlington Heights business district.
 - Used state grant to complete a Municipal Vulnerability Preparedness (MVP) program vulnerability assessment and identified actions to build the Town's resilience to the effects of climate change.
 - Used state grant to complete an update to the *Inventory of Historically or Architecturally Significant Property in the Town of Arlington*.
 - Secured consultant services and began developing a town-wide historic Survey Master Plan, funded by Community Preservation Act (CPA) funds secured in FY17.
 - Used CPA funds to complete Whittemore Park Plan to revitalize the park in Arlington Center.
 - Used state grant to complete Mystic River Restoration Project funded by a \$47,325 grant.
 - Developed and implemented a beer garden at Whittemore Park which welcomed approximately 7,000 people over age 21 and an additional 2,000 or more minors to Arlington Center during the summer months.



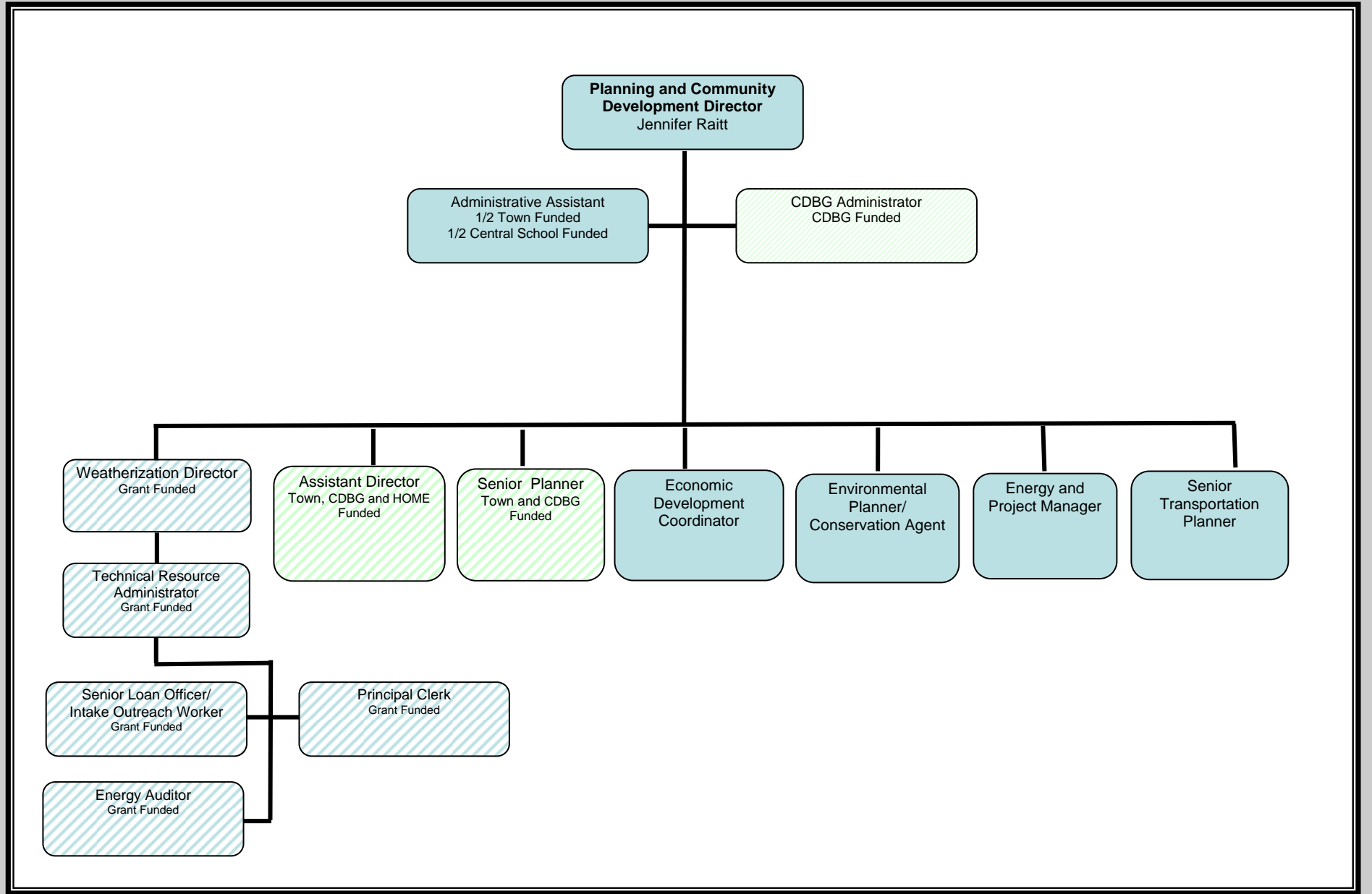
Major Accomplishments for 2018 (cont.)

- Worked with the Arlington Commission for Arts and Culture and partners to advance the Arlington Cultural District, as designated by the Massachusetts Cultural Council in 2017, including helping increase commission funds and developing a new organizational structure, branding, and website.
- Implemented program to encourage creative proposals to connect the Arlington Center and East Arlington business districts along Massachusetts Avenue which led to five public art installations at bus shelters and a building mural at 138 Mass. Ave.
- Began improvements at Spy Pond to address erosion and accessibility, funded by a Massachusetts Executive Office of Energy and Environmental Affairs, Land and Water Conservation Fund grant.
- Assisted with first year implementation of Arlington Parking Benefits District, including securing consulting services for assessment of and improvements to the Russell Common parking lot and to Broadway Plaza.
- Hired architect for Central School renovation project and completed design documents for renovation of Senior Center and Health and Human Services offices (ground and first floors).
- Continued to implement the Housing Production Plan, including using mixed-use zoning to encourage housing production, including developments on Massachusetts Avenue, Summer Street, and Broadway and working to amend the zoning bylaw to facilitate the development of a range of housing types and the dimensional regulations to facilitate the production of multifamily housing.
- Continued to implement the Vacancy Registry Bylaw in conjunction with Inspectional Services, maintaining a vacancy rate of 2.9% as of November 2018.
- Received 2018 Kenneth E. Pickard Municipal Innovation Award for Vacancy Registry Bylaw.
- The \$1.1 million CDBG program accomplished the following:
 - Installed over 40 ADA-compliant ramps to make streets and sidewalks more accessible.

- Began planning for Fair Housing Action Plan and ADA Self-Evaluation and Transition Plan.
- Supported eight public service agencies to assist lower-income older people with daily transportation, access to jobs, access to

Major Accomplishments for 2018 (cont.)

- healthy foods, scholarships to athletic and summer camp programs, and access to mental health services and adult day health services; the social service agencies reached 1,831 people.
- Provided pre-development funding to the Housing Corporation of Arlington (HCA) for 34-unit development at 19R Park Ave, Downing Square. HCA also made capital improvements to eight properties in their portfolio.
 - Continued support of the construction of the Arlington Housing Authority Life and Skills Building at Menotomy Manor.
- Secured multiple grants:
 - \$379,841 from the Massachusetts Department of Housing and Community Development and \$553,800 from Eversource and NGrid for the Menotomy Weatherization Program.
 - \$399,260 from the Executive Office of Energy and Environmental Affairs Municipal Vulnerability Preparedness Action Grant Program to develop and implement ecologically-sensitive flood management measures along the Mill Brook Corridor.
 - \$210,290 from the Massachusetts Department of Energy Resources Green Communities Program for LED lighting upgrades and weatherization of doors at school buildings, weatherization updates at the arena, and a new electric vehicle for Inspectional Services.
 - \$50,000 from the Executive Office of Energy and Environmental Affairs through the Metropolitan Area Planning Council (MAPC) to help Arlington create a plan to become carbon-neutral by 2050.
 - \$30,475 from the Executive Office of Energy and Environmental Affairs and District Local Technical Assistance funds through MAPC to assist with a Multifamily Zoning Analysis and Recommendations.
 - \$40,000 from the Massachusetts Office of Disability to assist with an ADA Self-Evaluation and Transition Plan.





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.

Major Accomplishments for 2018

- The Zoning Board of Appeals heard and rendered 35 petitions for special permits and variances.

Budget Statement

The Zoning Board of Appeals has a level funded budget for FY20.

PROGRAM COSTS

Zoning Board of Appeals	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	19,578	23,514	24,313	24,391
Expenses	7,158	10,100	10,100	10,100
Total	26,736	33,614	34,413	34,491

FY2020 Objectives

- Work with the Inspections Division and the Planning Department to provide the services required to support the Zoning Bylaw.
- 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.

STAFFING

Zoning Board of Appeals	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Applications	14	15	30	30
Hearings	34	34	35	45
Revenue	\$ 5,600	\$ 8,400	\$ 12,000	12,000



Zoning Board of Appeals
5 Member Board

Principal Clerk
1 PT



Program Description

The Facilities Department is responsible for the repair and maintenance of all Town and School operated buildings. It oversees 34 buildings, 10 schools and 24 town buildings totaling approximately 1.34 million square feet. The school buildings include: 7 elementary schools, the Ottoson and Gibbs Middle Schools, and Arlington High School. The town buildings include: Robbins and Fox Libraries, Town Hall and Annex, 4 DPW buildings, 3 Fire Stations, Community Safety building, Mt. Pleasant Cemetery chapel and garage, Whittemore Robbins House and Cottage, Parmenter building, Jarvis House, Central School/Senior Center, 23 Maple House, Jefferson-Cutter House, Dallin Library building, Mt. Gilboa House, Reservoir Beach House, and Spy Pond Field House.

Facilities oversees the repair and maintenance programs based on standards for preventative maintenance, required inspections for life safety and governmental compliance, and routine repairs and cleaning to maintain the facilities in good working order. The Facilities Department has three supervisors who oversee each of the following: capital projects and building upgrades, building maintenance and repairs including on-call and after-hour services, and custodial cleaning. In addition, Facilities coordinates regular building assessments and annual evaluations that are used for both capital planning and budgeting as well as routine repairs and preventative maintenance.

Capital projects and building upgrades are mostly performed by third party contractors and vendors with budgets ranging from \$5k to \$500K. Building maintenance and repairs is staffed with 9 full-time craftsmen who perform most of the required work during regular hours. The custodial team is comprised of a total of 42 custodians - 29 who are in-house and another 13 from a third party service provider. About half of the custodial staff is scheduled to work during regular business hours while the rest perform their duties after regular hours and under the supervision of a custodial night supervisor.

For energy management and utility costs across school and town buildings, the energy manager position was transferred from the Facilities Department to the Planning Department in 2018. The energy manager is working directly across all school and town departments on energy saving

Budget Statement

The Facilities Department's total operating budget is both centralized and decentralized. For school buildings, the Facilities operating budget is an allocation from the School District budget with the allocation set each year. For FY20, the total allocation is approximately \$960K (excluding salaries/wages and utilities). For most town buildings, the facility operating budgets are decentralized and are a part of five separate department budgets managed by the individual department head. These departments include Police (Community Safety building), Fire (3 Fire Stations), Library (Robbins Library), Planning (Central School/Senior Center, 23 Maple House and Jefferson-Cutter House), and Health & Human Services (Whittemore Robbins House and Cottage). The total FY20 operating expenditures for Facilities allocated from these various departments are estimated at \$300K (excluding utilities).

For the remaining 10 town buildings, the Facilities Department directly manages the FY20 operating budget. The buildings include: Town Hall, 4 DPW buildings, Jarvis House, Mt Gilboa, Fox Library, Parmenter building, and the Dallin Library building. The total FY20 operating budget for these buildings is approximately \$400K (including utilities of \$90K and excluding salaries/wages).

The Facilities Department's proposed budget for FY20 will increase 11.4% over its original FY19 budget. For salaries in FY20, the year over year increase is 2.3%. This change is primarily a result of transferring two positions between the Facilities and Planning Departments - the energy manager position transferred from Facilities to Planning and a craftsman position transferred from Planning to Facilities. For Facilities' expenses in FY20, the year over year increase is 8.2%. This change is a result of the following: an increase in expenses as a result of the transfer of the Parmenter and Dallin Library buildings from the Planning Department budget to the Facilities budget, adjustments and savings in the cost for preventative maintenance, and the addition of professional services costs related to the implementation of capital projects and building upgrades.

The capital budgets related to school and town buildings are mostly decentralized. The only capital budget that is directly managed by the Facilities Department is the Town Hall and Annex building.



Major Accomplishments 2018

Organizational

- Re-aligned work responsibilities to improve operational efficiencies.
- Hired and trained 2 new supervisors, 2 craftsmen, and 5 custodians.
- Improved communication between Facilities team and building users including the implementation of a Facilities "Help Line."

Major Projects

- Completed the \$27M Gibbs School renovation and \$4.8M Hardy School addition with a new \$200K Lake Street playground.
- Closed out Stratton and Thompson School renovation projects.
- Provided support to the proposed DPW and Central School planning and design process.

Capital Projects and Building Upgrades

- Completed several building upgrades and HVAC replacements at a total cost of over \$1.3M including the Ottoson Middle School chillers, Dallin chillers, Robbins Library exterior envelope repairs, Robbins Library elevator upgrades, Bishop School drainage improvements, modifications to various classrooms at AHS and Ottoson Middle School, and the installation of new water bubblers.
- Implemented security upgrades at 5 elementary schools.
- Installed energy saving LED lighting at 3 elementary schools.

Preventative Maintenance and Repairs

- Completed annual life safety inspections and added annual inspections for all school playgrounds.
- Received compliance certificates for elevators, boilers, and fire suppression systems.
- Performed scheduled HVAC maintenance and repairs including repairs to Community Safety building chiller controls, Hardy School boiler system/glycol replacement and hot water tank, and the Peirce and Central School cooling units.

FY2020 Objectives

Organizational

- Fully staff the department by filling the current vacant positions which include: 1 custodian, 2 electricians, 1 plumber and 1 carpenter.

Major Projects

- Assist the design and construction teams on the Central School, DPW and AHS projects.

Capital Projects and Building Upgrades

- Implement approximately \$2.5M of new capital projects in FY20.
- Complete updated building assessments for all properties and update 5 year capital plan for AHS and Ottoson Middle School .

Preventative Maintenance and Repairs

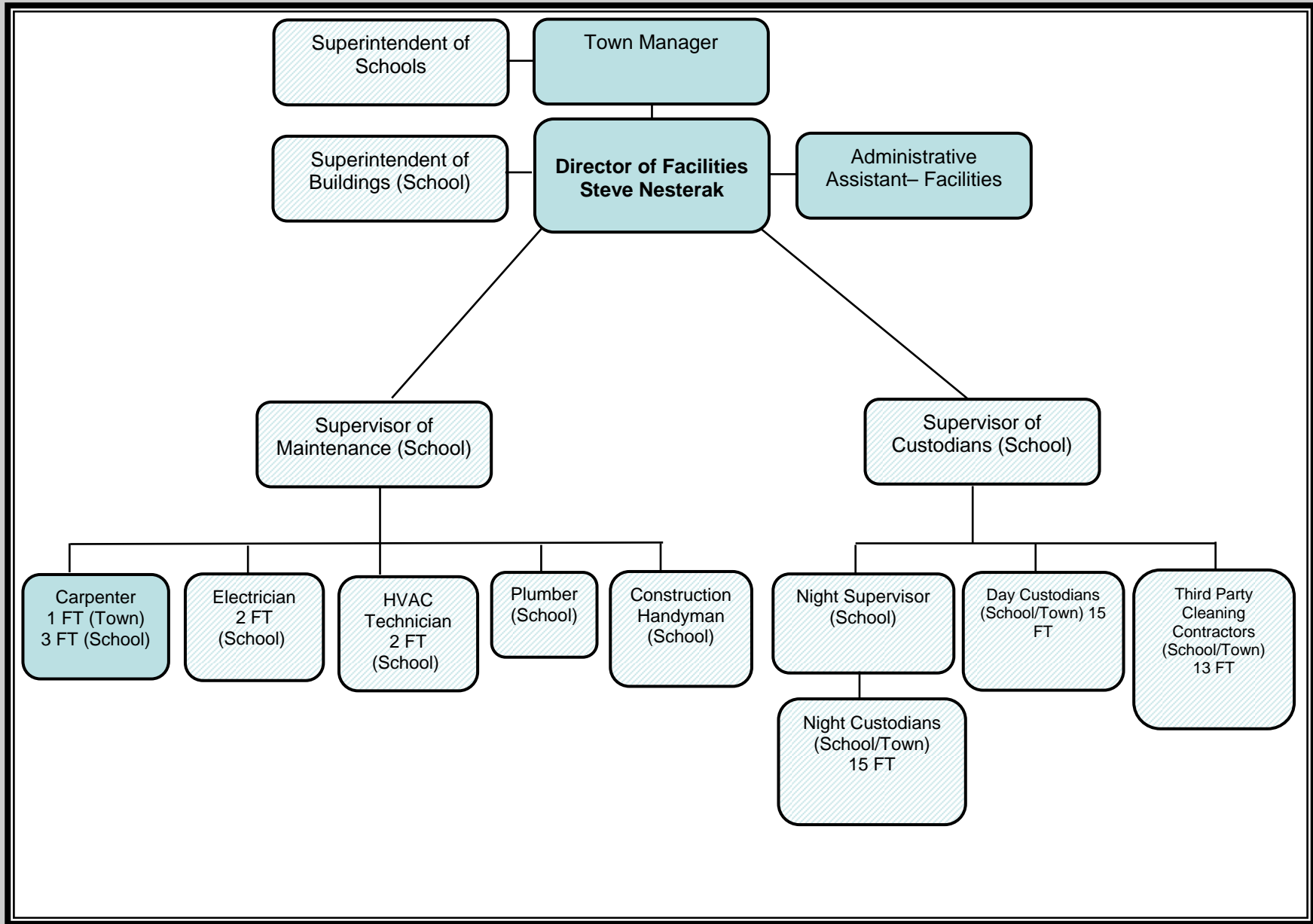
- Prepare bid packages and complete the bid process to award new service contracts.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Facilities				
Personnel Services	459,235	449,995	462,049	462,049
Expenses	338,029	385,044	395,044	395,044
Total	797,264	835,039	857,093	857,093

STAFFING

Zoning Board of Appeals	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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





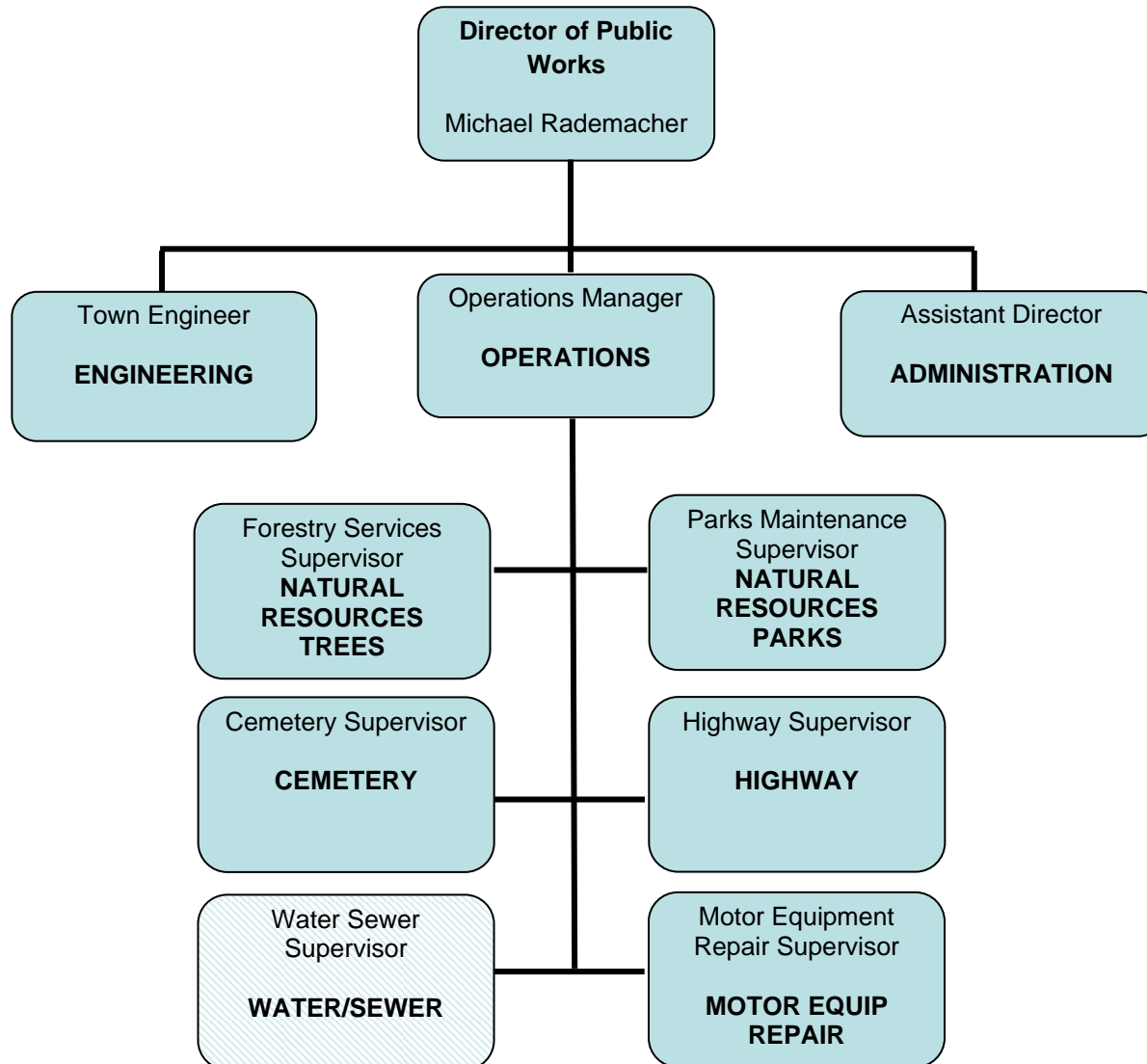
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PUBLIC WORKS

PUBLIC WORKS





Program Description

The Public Works Department comprises 7 separate divisions to maintain the Town infrastructure. The Divisions are:

- Administration
- Engineering
- Cemeteries
- Natural Resources (Parks and Trees)
- Highway
- Motor Equipment Repair
- Water and Sewer Utilities

The Department is also responsible for Snow and Ice Removal and Solid Waste Disposal.

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 approximately 19,000 public trees. In addition, the Department maintains over 150 Town vehicles and operates three service utilities: Water, Sewer, and Solid Waste.

PROGRAM COSTS

Public Works Department	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	3,664,120	4,129,462	4,270,215	4,269,315
Expenses	6,981,124	6,590,364	6,992,262	7,177,488
Total	10,645,244	10,719,826	11,262,477	11,446,803

STAFFING

Public Works	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	7	7	7	7
Clerical	3	3	3	3
Professional/Technical	5.86	5.86	5.86	5.86
Public Works	44.69	45.00	45.00	45.00
Total	60.55	60.86	60.86	60.86



Budget Statement

The Administration Department Personnel Services increases by \$12,800. These increases are primarily due to changes in the Town's pay plan resulting from recent collective bargaining negotiations.

The Expense budget is level funded.

Other budget changes are described in each division's section.

As approved by Town Meeting, due to the passage of the Proposition 2

FY2020 Objectives

- Manage design and bid process for improvements to the entire DPW Facility.
- Award construction contract for DPW facility improvements.
- Develop Safety Training annual calendar for all Public Works divisions.

Major Accomplishments for 2018

- Held 12 monthly recycling center events at 51 Grove Street facility accommodating over 1,700 visitors.
- Managed additional volunteer effort to supplement contracted aquatic weed harvesting at the Arlington Reservoir.
- Co-Sponsor of Eco-Fest event at Town Hall.
- Prepared extensive annual reports for DEP and MWRA.
- Continued to monitor playing field conditions (March-November) with regard to weather related usability and updated website accordingly.
- Managed contracted curbside collection and disposal of solid waste, recyclables, and yard waste.

PROGRAM COSTS

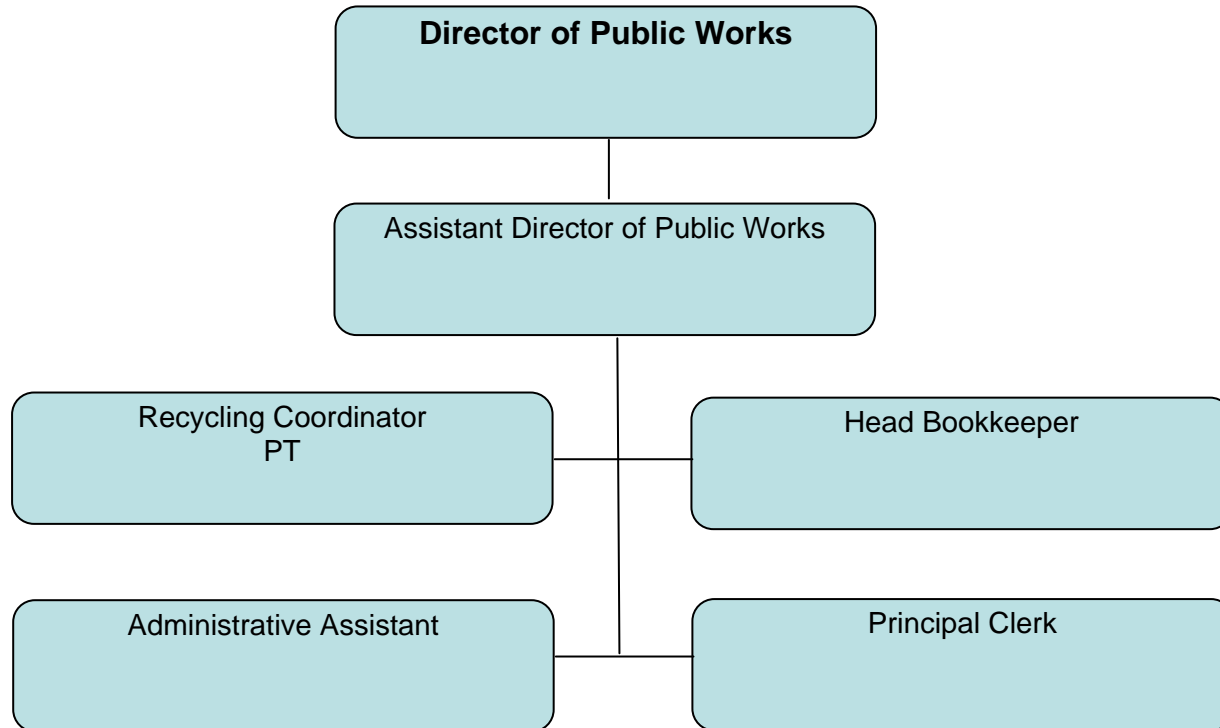
Public Works Administration	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	435,260	469,817	482,617	481,717
Expenses	17,024	20,600	20,600	20,600
Total	452,284	490,417	503,217	502,317

STAFFING

Public Works Administration	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	2	2	2	2
Clerical	2	2	2	2
Professional/Technical	1.86	1.86	1.86	1.86
Custodial / Bldg. Maint.	0	0	0	0
Total	5.86	5.86	5.86	5.86

Performance / Workload Indicators

Administration	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Purchase Orders Processed	1,595	1,418	1,426	1,400
Water/Sewer bills generated	49,664	50,740	50,632	50,740
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 trench and property restoration work by private contractors and other utilities.
- Provide record keeping and update plans for Town roadways, sidewalks, water/sewer lines, parks and infrastructure.
- Technical support and construction oversight assistance for the Department of Public Works and other Town Departments, including the Planning/Community Development and Recreation Departments.
- Overseeing and managing Traffic Signals Maintenance Contractor.
- Reviewing, preparing reports on, and regulating the impact of private developments on our water/sewer, and storm water utilities, roadways, sidewalks, and other Town assets.
- Performing private way improvement cost estimates and assisting the Select Board's Office with the betterment process.

Budget Statement

Departmental Personnel Services is up by \$18,176. This increase is primarily due to changes in the Town's pay plan resulting from recent collective bargaining negotiations. The Departmental request for operations expenses is increased by \$85,000. The majority of this increase (\$80,000) is to be used in developing guidelines for improving mobility of residents across all transportation modes in Arlington.

FY2020 Objectives

- Prepare construction specifications and contract documents and coordinate, supervise and monitor annual construction projects: water rehabilitation, sewer rehabilitation, curb/walk & ramp improvement projects, and other miscellaneous projects as needed.
- Continue implementation of annual road rehabilitation projects utilizing updated pavement condition assessment and pavement management system to identify locations and identify additional areas suitable for pavement preservation techniques.
- Coordination of Mystic Street Bridge construction.
- Oversee and coordinate environmental quality monitoring and compliance requirements of the MS4 stormwater permit, and implement additional efficient and effective stormwater management controls to progress towards meeting the MS4 permit standards.
- Continue stormwater awareness program, provide outreach and educational opportunities to residents and businesses regarding issues pertaining to stormwater runoff, water quality, erosion, and flood control.
- Coordinate the inspection and updates for the Arlington Reservoir Dam and Emergency Action Plan to the Massachusetts Office of Dam Safety.
- Assist the Transportation Advisory Committee with project planning, review of issues, project designs, and coordination and prioritization of Complete Streets Projects.
- Work with Transportation Planner to review existing regulations and consider preparation of a long term transportation plan/mobility improvements.

Road, water and sewer projects are listed at www.arlington.gov/projects.



Major Accomplishments for 2018

- Oversaw and monitored Town Capital Projects: road rehabilitation, pavement preservation, water line rehabilitation, sewer rehabilitation, and sidewalk, curb, and handicap ramp work.
- Completed Town street light replacements and foundation repairs on Rte. 2 Frontage Road.
- Worked with other Town departments to provide technical input and assistance for additional Projects, including Spy Pond Bank Stabilization Project, Robbins Farm Park, Wellington Park and Arlington Reservoir Beach and Parking Lot.
- Monitored ongoing utility construction projects by major utility providers in Town, including Eversource, Verizon and National Grid in conjunction with the Water Division and Police Department. This includes reviewing and administering work conditions and requirements including outreach, traffic management, and trench repairs.
- Administered Arlington, Belmont, and Cambridge Tri-Community Stormwater Flooding Group including meeting agenda and presentation considerations.
- Completed the Lake Street and Bike Path Traffic Signal Design Plans for a new multimodal signalized intersection.
- Provided technical resource and necessary project and plan review to assist Water Division including: DEP sanitary survey, site plan reviews, unidirectional flushing program, capital water planning, and transfer to GIS data collection of cross-connection inspection program.
- Coordinated and assisted the preparation of the following administrative and regulatory requirements:
 - Prepared Notice of Intent for EPA NPDES Municipal Separate Storm Sewer System (MS4) permit.
 - Annual Arlington Reservoir Dam Emergency Action Plan.
 - MWRA Municipal Discharge Permit.
 - MADEP Sanitary Survey for water distribution system.
- Worked with Conservation Commission to prepare plans, specifications and administer procurement requirements and construction inspection of the Mystic 35 Project, a DEP Grant funded stormwater improvement project located in the Mystic River Reservation.

Major Accomplishments (cont.)

- Coordinated construction of bio-retention facilities at intersection of Egerton Road & Herbert for watershed and water quality improvements.
- Coordinated annual High School Internship member project.
- Implemented Internship Program with UMass Amherst Environmental Science Program to prepare water sampling protocol, initiate water sampling, perform GPS location of stormwater infrastructure, and update GIS data.

STAFFING

Engineering	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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

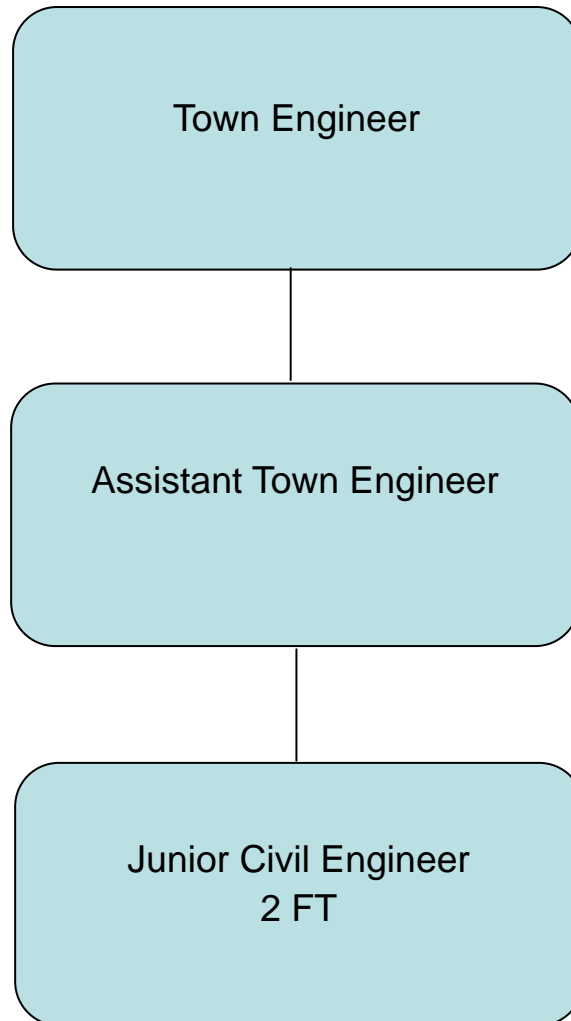
Performance / Workload Indicators

Engineering	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Roadways Rehabbed/Paved	29,462	28,650	20,200	25,000
Sidewalks replaced	10,560	16,250	12,400	15,000
Granite Curb- Placed or Replaced	5,805	2,750	5,150	3,000

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

PROGRAM COSTS

Engineering	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	319,371	333,983	352,150	352,150
Expenses	105,310	18,500	83,500	83,500
Total	424,681	352,483	435,650	435,650





Program Description

The Cemetery Division is responsible for the care and maintenance of the Mt. Pleasant Cemetery and the Old Burying Ground. The Mt. Pleasant Cemetery is an active cemetery comprising 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.

FY2020 Objectives

- Comprehensive review of street signs for improved wayfinding within the cemetery.
- Perform repairs to historic burial vaults.
- Assuming support from CPA, begin construction of improvements within the Old Burying Grounds.

Budget Statement

The Cemetery Department Personnel Services increase by \$8,308 due primarily to changes in the Town's pay plan resulting from recent collective bargaining negotiations. The expense budget request has been increased by \$50,000. The additional funds are proposed in order to make repairs to historic burial vaults in the cemetery. The increased funding request is offset by an increase in the Cemetery Offsets budget which is funded by Perpetual Care funds.

Major Accomplishments for 2018

- Received CPA funds for study of improvements to the Old Burying Grounds. Study was completed and used to apply for second round of CPA funds to make repairs to the vaults and other elements.
- Performed 146 earth burials and 81 cremains burials.

PROGRAM COSTS

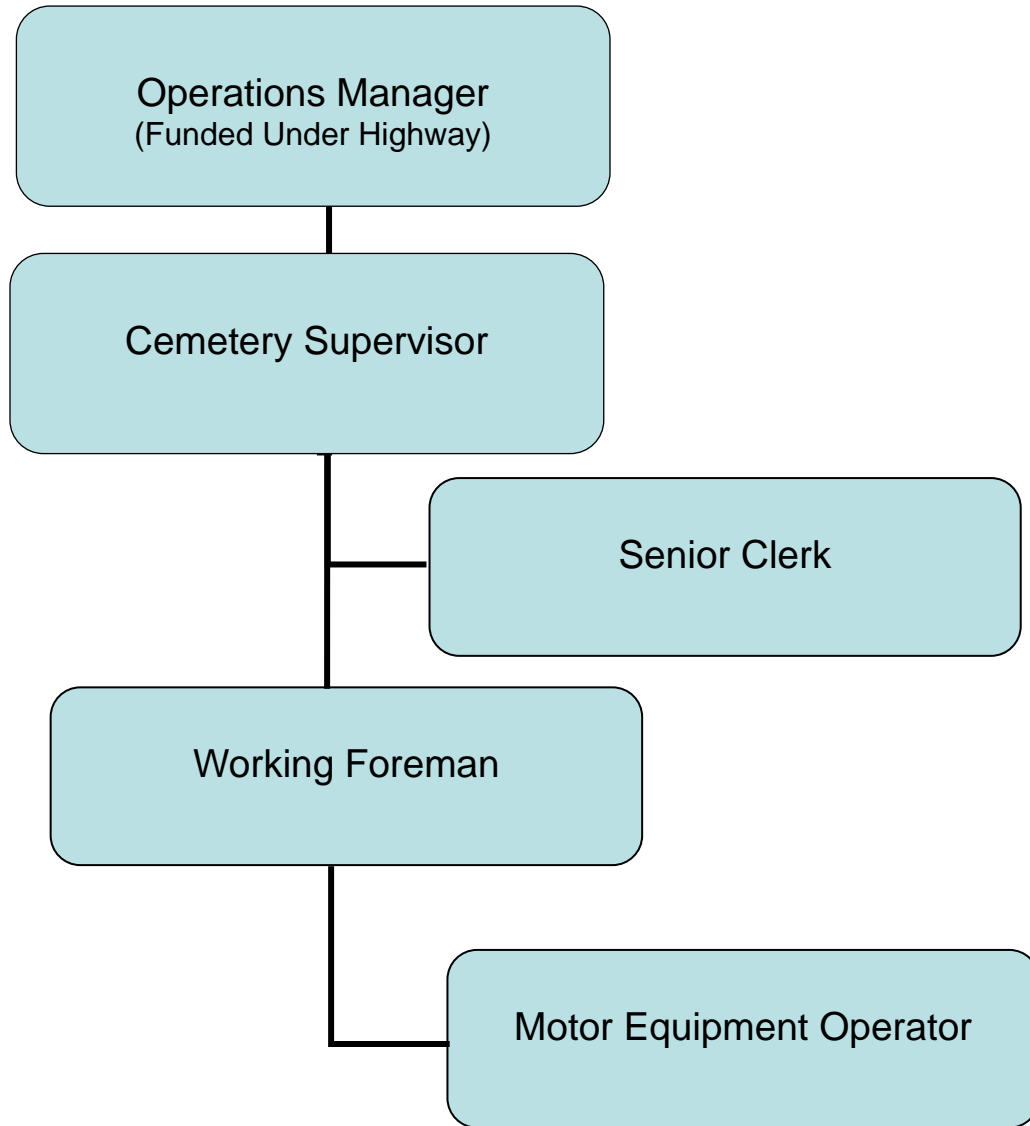
Cemetery	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	238,285	258,587	266,895	266,895
Expenses	195,383	152,500	202,500	202,500
Total	433,668	411,087	469,395	469,395

Performance / Workload Indicators

Cemetery	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
New Grave Sales	41	57	46	45
Funeral Excavations/Closures	172	184	227	200
Loam & Seed - Areas restored	302	275	291	300
Headstones Straightened	223	245	270	200
Restore/Place markers	177	115	89	150
Foundations Repaired/Constructed	1	0	9	5
Flowers / Bushes - Areas Planted	13	53	80	50
Chapel Cleanings	32	25	20	24

STAFFING

Cemetery	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	0	0	0	0
Clerical	1	1	1	1
Professional/Technical	0	0	0	0
Public Works	3	3	3	3
Total	4	4	4	4





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 2018

- Promoted Tree Warden to full time position.
- Completed Town Tree Survey/Management Plan with grant from DCR.
- Worked with Friends of Menotomy Rock Park to repair pond aeration system.
- Rebuilt infield at Robes Baseball Field.
- Planted 220 trees.
- Maintained "Tree City USA" designation from the National Arbor Day foundation.
- Maintained Town sidewalks throughout the winter.

Performance / Workload Indicators

Natural Resources	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Trees Planted	175	221	220	300
Trees Removed	187	130	194	200
Stumps Removed	275	201	215	200
8 Large Parks Maintained (acres)	66.3	66.3	66.3	66.3
16 Small Parks / Public Spaces (acres)	20.5	20.5	20.5	20.5
20 Landscaped Traffic Islands (acres)	1.8	1.8	1.8	1.8

Budget Statement

Personnel Services are increased by \$27,738. The Increase is due primarily to changes in the Town's pay plan resulting from recent collective bargaining negotiations.

The Expense budget has been increased by \$65,000. These funds are proposed for additional tree care including the development of a pest management control program to combat the arrival of hazardous insects such as the Emerald Ash Borer.

FY2020 Objectives

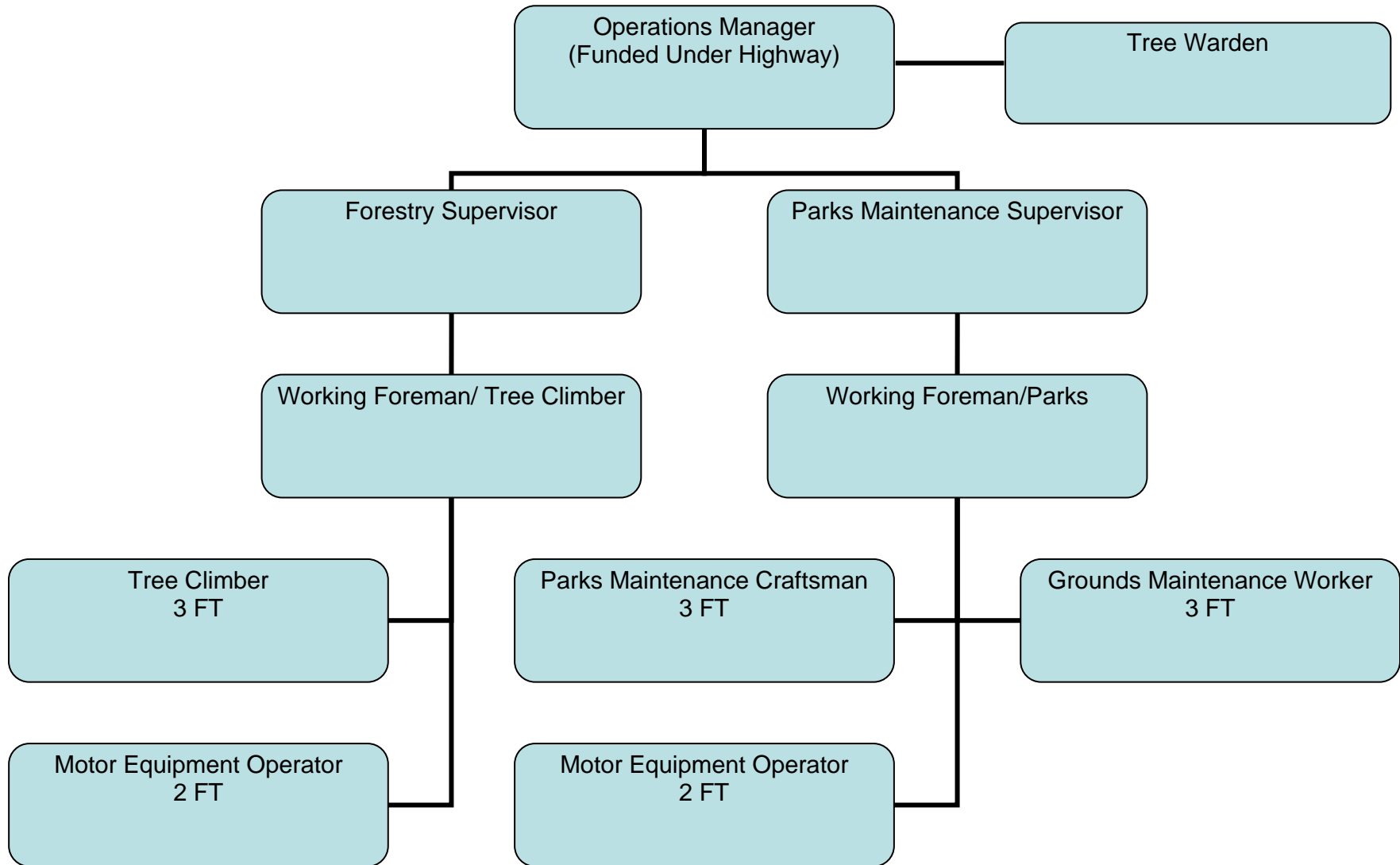
- Increase number of new tree plantings to over 300 per year.
- Develop program for treating Ash trees against Emerald Ash Borer insects.
- Incorporate directives from newly created Tree Management Plan to better care for Town trees.
- Work to update Tree Protection Bylaw to reflect difficulties enforcing current law.
- Develop plan to plant select mature trees at several locations in Town.

PROGRAM COSTS

Natural Resources	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	946,128	1,135,664	1,163,402	1,163,402
Expenses	583,440	479,000	544,000	544,000
Maintenance Town Fields	50,000	50,000	50,000	50,000
Total	1,579,568	1,664,664	1,757,402	1,757,402

STAFFING

Natural Resources	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	15.69	16	16	16
Total	17.69	18	18	18





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, traffic and parking signs.
- Maintenance and repairs to Town drainage systems including pipes, culverts, catch basins, manholes, and waterways (both concrete and vegetated channels).
- Street sweeping services.
- Oversight of Solid Waste services including trash/recycling collections, bulky items collection disposal, waste fill disposal, and hazardous waste programs.

Budget Statement

Personnel Services are increased by \$54,578 due primarily to changes in the Town's pay plan resulting from recent collective bargaining negotiations.

The request for Highway expenses is increased \$13,500 primarily to keep up with historical costs. A portion of the increase (\$5,000) is due to a shift of funds from the Capital Budget to the Operating Budget for use in replacing worn out small equipment and hand tools (power saws, power tools, etc.)

As was approved at Town Meeting, due to the passage of the Proposition 2 1/2 override, the DPW Highway budget was increased by \$200,000.

FY2020 Objectives

- Continued to work with new Highway Division Supervisor to review operations.
- Development of annual training schedule for both safety and work process improvements.
- Begin pilot for Historic District Street Sign program.

PROGRAM COSTS

Highway	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	1,331,052	1,510,627	1,565,205	1,565,205
Expenses	601,387	594,500	608,000	808,000
Total	1,932,439	2,105,127	2,173,205	2,373,205

STAFFING

Highway	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	2	2	2	2
Clerical	0	0	0	0
Professional/Technical	0	0	0	0
Public Works	21	21	21	21
Total	23	23	23	23

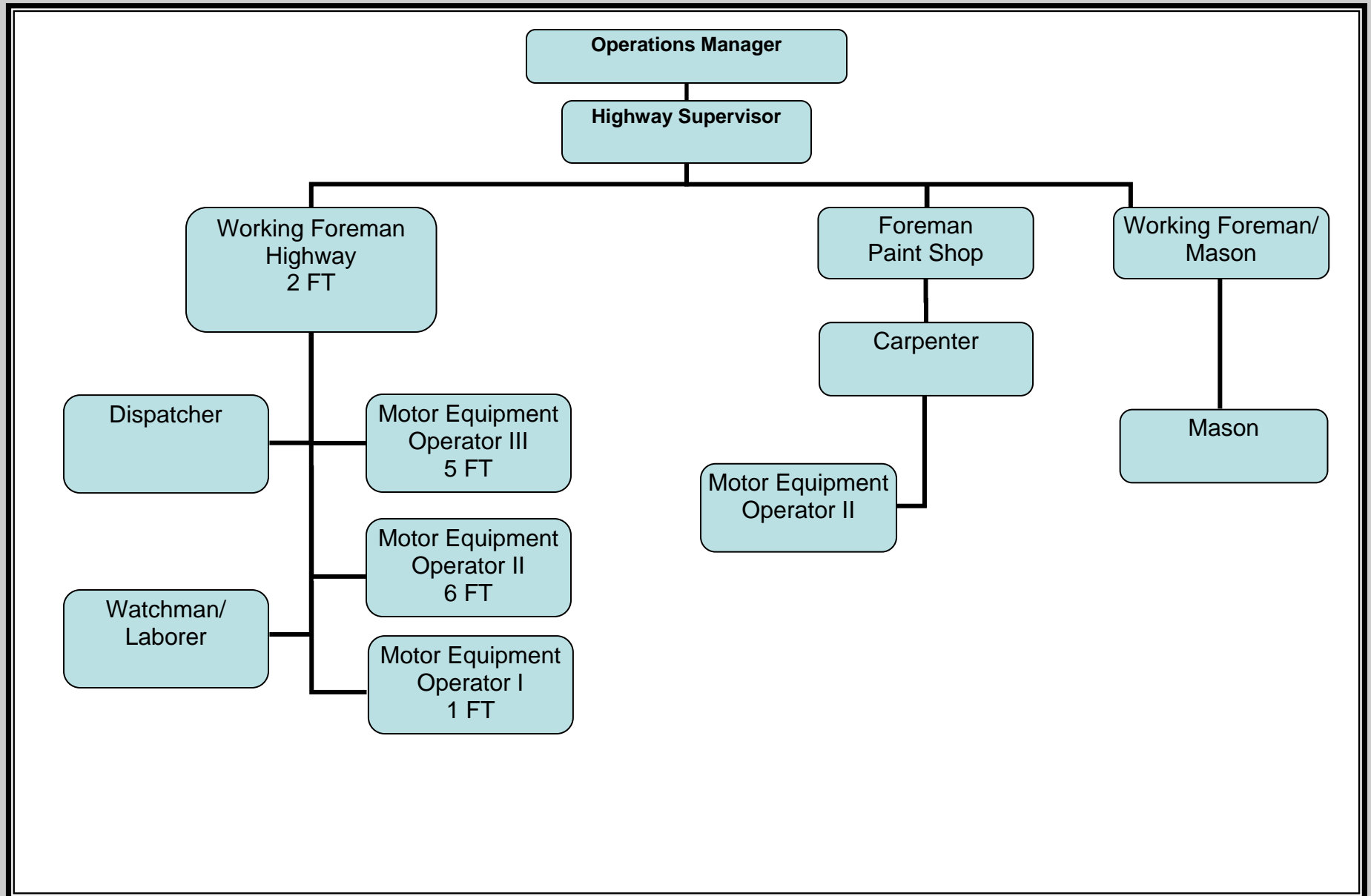


Major Accomplishments for 2018

- Patched over 2,293 potholes(1,362 tons of asphalt placed)
- Cleaned approximately 639 catch basins.
- Highway staff swept all the streets in Town twice.
- Replaced over 4,075 linear feet of concrete sidewalk.
- Replaced over 2,956 linear feet of asphalt sidewalk.
- Repaired/replaced 31 catch basins/manholes.
- Responded to 24 snow events totaling approximately 75 inches of accumulation.
- Placed 150 sand barrels Town wide for winter season.
- Constructed 24' x 24' stage for Town Day event.
- Relocated Firefighters Monument in Mount Pleasant Cemetery creating single area to honor Fire and Police personnel.
- Delivered tax bills to post office for Treasurer's Office.
- Set up and break down for Patriot's Day parade.
- Assisted the delivery of 35 canoes to the Arlington Reservoir to support volunteer cleanup of Water Chestnuts.
- Assisted with Feast of the East and Summer Arts Block Party.

Performance / Workload Indicators

	FY2016	FY2017	FY2018	FY2019
Highway	Actual	Actual	Actual	Estimated
Patch Potholes (units changed from "each" to tons placed in FY16)	1,066	1,295	1,362	1,400
Sidewalk Patching	464	473	468	500
Repair CB's / Manholes	52	34	31	50
Clean Catch Basins	720	575	639	750
Install / Repair Street Signs	509	539	679	550
Make Specialty Signs	80	60	39	65
Pave Trenches	178	198	161	200
Sidewalk Replacements	11,308	7,758	7,031	8,000
Curb Work	754	307	568	500
Traffic Lines - 24"	28,424	26,180	27,010	27,000
Traffic Lines - 12"	6,081	4,770	3,740	4,000
Traffic Lines - 4"	12,478	900	950	900
Traffic Painted Symbols	70	72	72	75
Plowing/Sanding Storms	7	16	14	8
Sanding Only Storms	5	8	10	10
Inches of Snow	38	73	75	40





Program Description

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

PROGRAM COSTS

Snow and Ice Removal	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Snow and Ice Removal	1,377,812	1,172,013	1,186,787	1,172,013
Total	1,377,812	1,172,013	1,186,787	1,172,013

Budget Statement

The request for Snow and Ice Removal funds is increased \$7,100. Annual increases have been made in recent years in an attempt to build the fund to match the 5 year spending average.

Performance / Workload Indicators

Snow and Ice	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Plowing/Sanding Storms	7	16	8	
Sanding Only Storms	5	8	10	
Inches of Snow	38	73	40	

FY2020 Objectives

- Maintain streets, sidewalks, parking areas and walkways for which the Town is responsible, during and after snow events.

Major Accomplishments for 2018

- Responded to 24 weather events totaling approximately 75 inches of accumulation.



Program Description

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

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Solid Waste	3,718,041	3,715,751	3,889,875	3,889,875
Total	3,718,041	3,715,751	3,889,875	3,889,875

Budget Statement

The request for Solid Waste expenses are increased by \$174,124 due to contractual increases for solid waste collection and disposal. The increase also includes \$100,000 to develop a pilot curb side food scraps waste collection program.

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Solid Waste (tons)				
Solid Waste	12,943	12,540	12,684	12,635
Yard Waste	3,190	2,578	3,894	3,818
Recyclables	5,452	5,224	5,111	5,127

Major Accomplishments for 2018

- Piloted a 24/7 food scrap drop off program
- Provided discount rain barrel and compost bin programs
- Continuation into the third and final year of the Department of Environmental Protection funding for a School Sustainability Coordinator, providing waste reduction education and technical support for students, teachers, principals, administrators, food service, and facility staff. Current year progress updates from previous year:
 - Achieved full recycling and composting programs in all ten school buildings in partnership with the Arlington Public Schools. This includes the elimination of foam trays in the cafeterias.
 - Active Green Teams in all school buildings
 - Expansion of a textile recycling bin program that yields funds for school PTOs
 - Co-support of the SSC role by the APS budget, which is now paying 40% of her salary.

FY2020 Objectives

- Award new solid waste disposal contract.
- Investigate options to address rising cost of recyclable materials disposal.
- Develop pilot program for curbside food scraps (waste) collection.



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 increased \$16,810 due primarily to changes in the Town's pay plan resulting from recent collective bargaining negotiations.

The proposed budget for Expenses is up \$4,500. The increase is requested to bring the Contracted Services budget consistent with historical trends.

FY2020 Objectives

- Continued coordination with design consultant to plan and implement improvements to the DPW garage facility.
- Continued implementation of fleet management.

Major Accomplishments for 2018

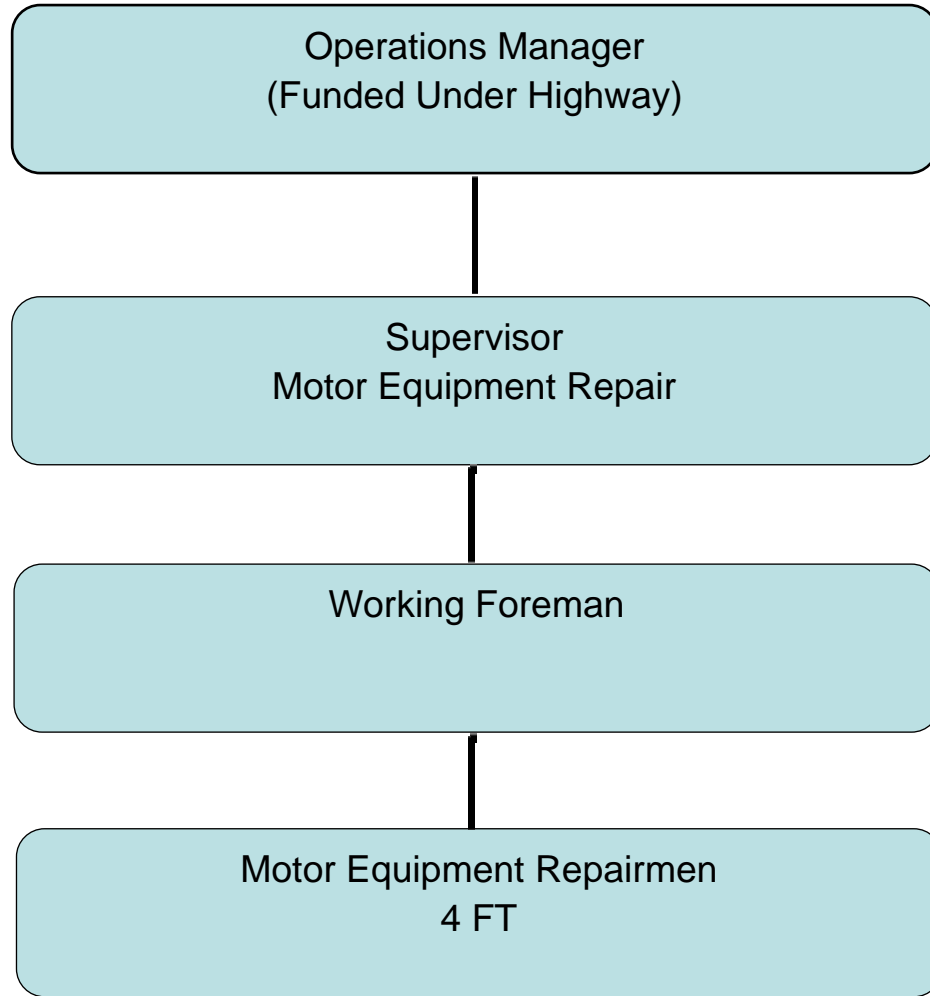
- Acquired new Department vehicles: 2-3/4 ton pickups with plows, 3 CY loader, catch basin cleaner, bucket truck, mini-packer trash truck, backhoe and small work van.
- Provided preventative maintenance and repairs on 150 motor vehicles.
- Maintained snow and ice vehicles during snow events.

PROGRAM COSTS

Motor Equipment Repair	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	394,024	420,784	439,946	439,946
Expenses	176,332	182,500	187,000	187,000
Total	570,356	603,284	626,946	626,946

STAFFING

Motor Equipment Repair	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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 2018

- Performed revisions to Mass/Pleasant signal system based on observations and feedback from residents. Replaced pedestrian signal system at Swan Place with full traffic control lights.
- Replaced signal cabinet and control equipment at Mass/Franklin.
- Replaced signal cabinet and control equipment at Park/Florence.
- Upgraded pedestrian control buttons at Park/Summer.

Budget Statement

The expense budget is increased by \$15,000. The additional funds are requested for increased maintenance of older equipment.

PROGRAM COSTS

Street Lights/ Traffic Controls/ Fire Alarm System	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	-	-	-	
Expenses	156,395	205,000	220,000	220,000
Total	156,395	205,000	220,000	220,000

FY2020 Objectives

- Continued program of updating older problematic traffic signal control equipment.



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COMMUNITY SAFETY

POLICE • FIRE • SUPPORT SERVICES •
INSPECTIONAL SERVICES



Program Description

The Police Department has the following primary responsibilities:

- Protection of the lives and property of all citizens.
- Preservation of the peace.
- Prevention of crime and disorder.
- Identification and prosecution of violators of the law.
- Plan for and supervision of public safety at special events, parades, elections, etc.
- Response to and management of all critical incidents and emergencies.
- Support of regional and national homeland security strategies.
- Collaboration with community stakeholders to creatively address quality of life concerns and the fear of crime.
- Protection of the individual rights of all persons within the Town of Arlington.

The Police Mission:

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

Our Values:

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

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

Program Description (cont.)

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

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

PROGRAM COSTS

Police	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	7,386,541	7,514,520	7,592,073	7,592,073
Expenses	697,789	700,070	713,070	713,070
Total	8,084,330	8,214,590	8,305,143	8,305,143

STAFFING

Police	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Chiefs	1	1	1	1
Captains	3	3	3	3
Lieutenants	6	6	6	6
Sergeants	9	9	9	9
Police Officers	49	49	49	49
Parking Control Officers	2.65	2.65	2.65	2.65
Animal Control Officer	1	1	1	1
Social Worker	0.5	0.5	0.5	0.5
Dispatchers	10	10	10	10
Clerical	4.31	4.31	4.31	4.31
Custodial	1	1	1	1
Total	87.46	87.46	87.46	87.46

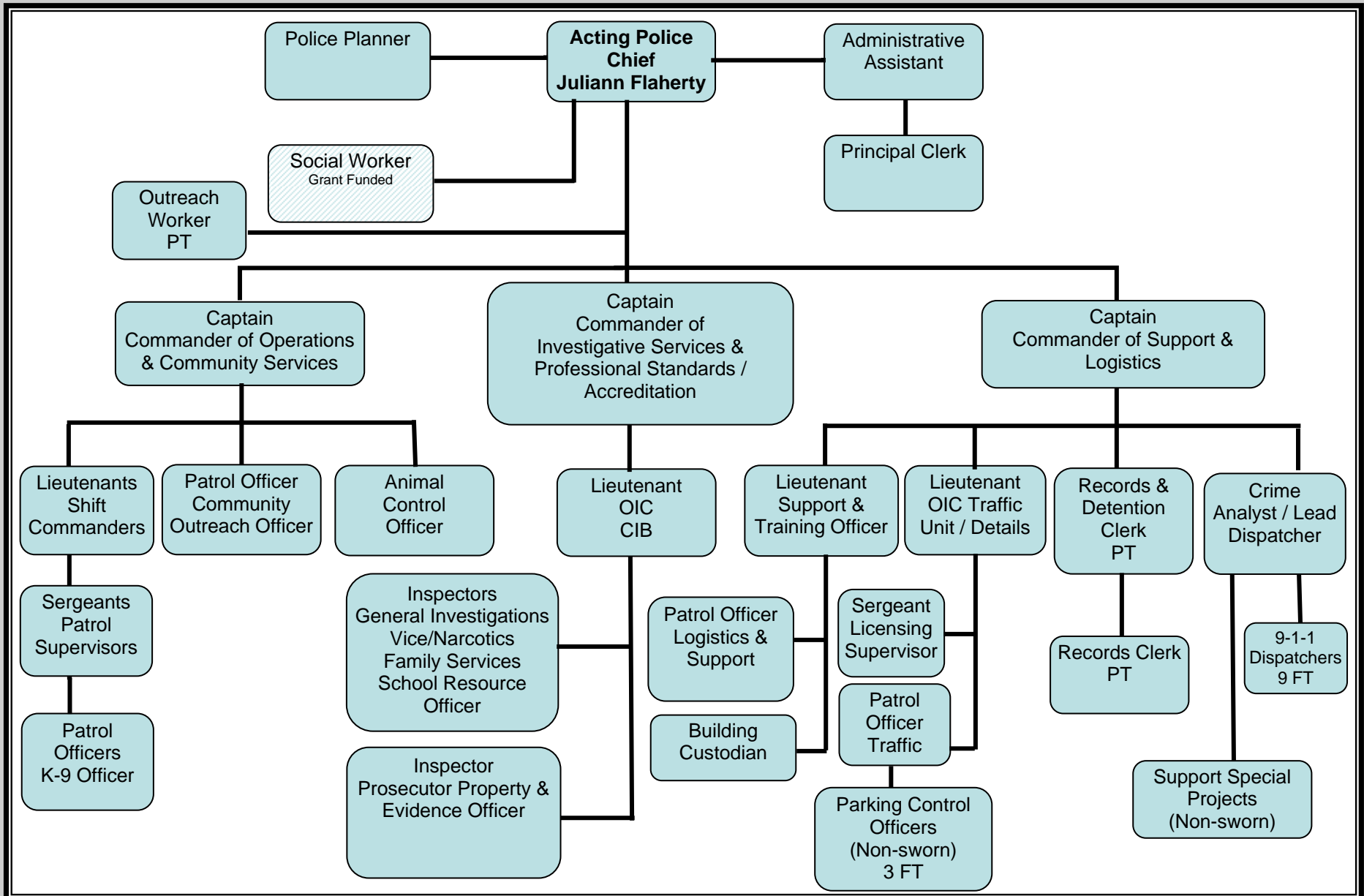


Budget Statement

The Department consists of the following divisions and work units:

- The **Support Services Division** manages information technology and 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 developing and implementing 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 **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.

These divisions are funded with a level service budgets.





FY2020 Objectives

The Community Services Division patrols all sectors of town, identifying and preventing criminal activity, and maintains a police presence to serve as a deterrent of crime. This division also serves as initial investigators and first responders to all critical incidents and administers all programs aimed at developing partnerships and problem solving in the community.

- Provide Professional Services to all 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.
- Enforce municipal ordinances and town by-laws aimed at controlling physical disorder such as abandoned vehicles, discarded trash, and graffiti.
- In partnership with the Arlington Housing Authority, utilize the future Life and Skills building to build relationships with residents of Menotomy Manor.
- Partner with the Human Rights Commission to enhance partnerships with all members of the community.
- Seek out and administer Community Policing grants.
- Offer programs for women in self-defense education (RAD).
- Increase police education in managing and assisting people with substance use and mental illness.
- Provide education around strengthening home security and deterring crime through target hardening strategies.

Performance / Workload Indicators

Community Services (Patrol)	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Robbery	7	7	6	8
Burglary	60	44	72	42
Rapes	6	7	6	5
Motor Vehicle Theft	17	20	9	6
Larceny				
<i>From Building</i>	35	29	30	18
<i>From Motor Vehicle</i>	88	53	86	80
<i>Of Motor Vehicle Parts</i>	11	7	4	2
<i>All others</i>	137	114	99	129
Pickpocket / Purse Snatch	3	1	4	2
Shoplifting	26	32	24	21
Assaults	128	124	107	90
Assault and Battery on a Police Officer	6	5	4	4
Criminal Arrests	163	114	131	111
Criminal Summons	103	101	86	81

Major Accomplishments for 2018

- Maintained the priorities of effective law enforcement response for all calls for service.
- Administered grants in partnership with the Select Board, Health and Human Services, Public Works, Fire, and School Departments.
- Utilized data driven approach to reduce crime, enhance roadway safety, and address quality of life issues.
- Increased the use of the bicycle fleet by patrolling the Minuteman Bikeway and recreational parks in town, allowing the department to enhance community policing efforts and engage the community.
- Developed and hosted our third Citizens Police academy. The program is designed to give community members a better understanding of law enforcement and how police officers work with the community.
- Planned and safely managed several large scale events including the Patriots Day Parade and Town Day.

Performance / Workload Indicators

Dispatch	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Calls For Service	30,036	37,792	30,587	28,977



Major Accomplishments 2018 (cont.)

- Hosted four successful Coffee with a Cop Events at local business's to engage the citizens we serve and break down barriers between officers and community members.
- Partnered with the Greater Boston Regional Critical Incident Stress Management Team to provide peer support and counseling to officers who have experienced traumatic events or affected by loss.



FY2020 Objectives

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

- Prepare for 2020 re-accreditation by the Massachusetts Police Accreditation Commission, Inc.
- Make best use of newly acquired accreditation software program in an effort to take full advantage of the effective maintenance of standards, crucial documents, training and assignments.
- Conduct administrative and professional standards reviews as needed.
- 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 with the goal of developing new ways to get unwanted medications out of homes.
- Develop and cultivate an effective Employee Wellness Program.
- Focus on early intervention with the goal of eliminating absenteeism, poor work performance, and misconduct.

Major Accomplishments for 2018

- Continuous dedication to remain in compliance with the standards and mandates set forth by the Massachusetts Police Accreditation Commission (MPAC) for a fully accredited law enforcement agency.
- Unwavering 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.
- 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



FY2020 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, apprehend, and prosecute criminal offenders in accordance with Massachusetts General Laws by utilizing the formal criminal justice system and Communities for Restorative Justice, along with other various juvenile diversion programs.
- Assign an Inspector to follow-up on all criminal complaints filed by the patrol division and those complaints filed with the Department’s online report writing system.
- Implementation of the Massachusetts Trial Courts Electronic Application for Criminal Complaint.
- Address controlled substance drug abuse. This included the assignment of Inspectors to both the DEA (Drug Enforcement Agency) at the Federal level, and the SMCDTF (Suburban Middlesex Drug Task Force) at the local level.
- Work in partnership with Communities for Restorative Justice to offer offenders and victims of crime an alternative to the traditional criminal court through participation with C4RJ.
- Work in partnership with The Arlington Youth Health Coalition to address juvenile related issues.
- Identify and address High Risk Domestic Violence situations by working with our partners and stakeholders in the towns’ FIRSTSTEP Program and our regional partners at CABHART (Cambridge Arlington Belmont High Risk Assessment Team.)

Major Accomplishments for 2018

- Handled over 1,200 criminal investigations.
- Participated in multi-jurisdictional drug task force investigations which resulted in numerous arrests and indictments. Detectives assigned participated in numerous search warrants which resulted in heroin, fentanyl, cocaine and other controlled substances being seized.
- Followed up on over 350 Missing Person Reports filed by the various adolescent group homes.
- Conducted ALICE Drills at the various public schools in town.
- Maintained the auditing and administration of the Sex Offender Registry for the Town of Arlington.
- The Family Service Inspector investigated over 120 domestic violence related incidents.
- In partnership with The Arlington Youth Health and Safety Coalition, conducted Alcohol Compliance Checks at all the restaurants and liquor store establishments holding alcohol licenses.
- Participated in the destruction of over 700 lbs. of prescription medication collected through the combined efforts of the Drug Take Back Kiosk located in the Police Station Lobby and the Drug Take Back Event.
- Complied with new Criminal Reform Act and transferred over 20 sexual assault kits to new Department of Public Safety holding

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Licenses to Carry/FID	194	253	352	246
Missing Persons Investigations	611	452	421	214
Domestic Violence	263	241	236	211
Criminal Investigations	1,398	1,644	1,414	1251
Level 2 & 3 registered Sex Offenders monitored	16	15	15	15



FY2020 Objectives

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

- Expand the Traffic Unit capacity by adding sworn personnel and increasing the hours of operation to cover both the day and night shifts.
- Use high-visibility enforcement to improve operator compliance and reduce motor vehicle crashes.
- Reduce the number of injuries due to motor vehicle crashes.
- Increase bicycle and pedestrian safety through education and enforcement.
- Increase parking enforcement in the business districts to ensure vehicle turnover.
- Work with and support the Town Manager's Office and The Select Board's Office work on parking, traffic, and other quality of life issues affecting the community.
- Work with the Transportation Advisory Committee (TAC) on various transportation related projects.
- Continue to collect traffic data, including vehicle speeds, volume, and/or classification as requested.
- Maintain collaborations with outside agencies such as MassDOT (Safe Routes to Schools, Highway Safety Division, etc.), and AAA.
- Conduct community outreach on all traffic related matters.
- Update electronic ticket writing equipment to accommodate new technologies including pay by plate, pay by space, and pay by phone.

Major Accomplishments for 2018

- Participated in #JUSTDRIVE campaign by MASSDOT Highway Safety Division, including an appearance in a televised PSA across New England and on various billboards across the Commonwealth.
- Conducted multiple traffic counts in various locations in Town.
- Assisted with reopening Gibbs School and the implementation of new traffic management plans to facilitate school crossings, drop off, and pick up.
- Instructed class on Traffic Safety at the Citizens Police Academy.
- Partnered with AAA on projects such as the School Safety Patrol and testifying at the State House in support of various traffic-related legislative bills.
- Assisted the Select Board with special alcohol licensing.

Performance / Workload Indicators

Traffic	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Hackney Licenses Issued New	33	15	14	8
Parking Violators	13,875	18,174	18,191	1,398
Moving Violations	2,413	3,105	2,323	1,580



FY2020 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.

- Host rabies vaccination clinics and move to a more easily accessible day and time of the week for residents.
- Work with departments throughout Arlington to promote animal health and safety through educational programs, social media posts and word of mouth.
- Work with school and young age groups to offer education programs with a goal of creating ongoing long-term learning and kindness for animals.
- Develop an improved system to report lost and found pets.
- 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.
- Work closely with the Parks Department and Board of Health in areas of canine control, hoarding, zoonotic disease and rabies control.

Major Accomplishments for 2018

- Held multiple low cost rabies vaccination clinics for both residents and non-residents. Worked with local veterinarians, the Arlington Board of Health, and volunteers from various organizations.
- Supplied appropriate residents access to assistance programs for low cost or free spay/neuter.
- Completed multiple interviews with local media outlets to educate the public on the safety and behavior of domestic and wild animals.
- Contributed animal related postings to the Animal Control social media channels to increase awareness, educate and assist in reuniting lost pets with their owners.

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Animal Control				
Animal Complaints	531	550	527	402
Humans Bitten/Scratched by Dogs	10	17	17	5



FY2020 Objectives

- Develop a comprehensive response to the Arlington homeless population through outreach initiatives and other collaborative interventions.
- Provide technical assistance to other law enforcement agencies and departments per request through PAARI and the Mental Health Learning Site status as needed.
- Respond with patrol officers to provide crisis intervention and evaluations to Arlington residents in emergency situations. Assist officers with residents who are in need of urgent mental health services.
- Interpose new part time outreach worker tasked with working with the homeless population in Arlington.
- Work cooperatively and expand services and relationships with The Arlington Health and Human Services Department, Arlington Council on Aging, Arlington Youth Counseling Center, Arlington Youth Health and Safety Coalition, Arlington Public Schools, Arlington Fire Department, the Department of Children and Families, Arlington Housing Authority, Advocates Psychiatric Emergency Services, and the Cambridge Court Clinicians.
- Provide training to outside agencies in First Aid Mental Health.
- Respond to the Arlington Public Schools to provide crisis assessment, crisis counseling, outside referral and involuntary commitments to hospitals emergency departments as needed.
- Identify and provide alternatives to arrest and criminal prosecution for persons suffering from mental health and substance abuse issues.
- 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 2018

- Was chosen to become one of ten national Law Enforcement Mental Health Learning Sites.
- One Mind Campaign Pledge fulfilled (all sworn officers trained in Mental Health First Aid).
- Hired a part time Arlington Police Department Outreach Worker.
- Created a sub-committee with the DMH Jail Diversion Grant/Programs to better capture outreach and follow up data.
- Created specific quantifiable measures of outreach/co-response outcomes for Arlington Outreach data.
- Developed a training curriculum for group homes working with The Arlington Police Department.
- Co-founder of the Arlington Human Networks Group, which are stakeholders that meet monthly to discuss at risk individuals and better assist with connecting them to the appropriate resources.
 - Decreased the number of overall opiate overdoses through outreach, training, and increasing resident and family engagement.



FY2020 Objectives

- Recruit, hire and train three new police officers in accordance with MPTC standards.
- Expand emergency dispatch technology and training using grant funding and resources.
- Partner with Middlesex County Sherriff's Office to provide advanced firearms training through digital scenarios and simulations.
- Strengthen work zone safety partnerships with ADPW and engineers office for continued accident and injury free work zone safety sites.
- Develop and coordinate Active Shooter training for all department members.
- Implement ICAT (Integrating Communication, Assessment and Tactics) which takes the essential building blocks of critical thinking, crisis intervention, communications, and tactics and puts them together in an integrated approach.
- Expand social media with more followers by targeting community members, business owners, and school departments (focusing on town events, town sporting events, and school events) and by posting more real time pictures.
- Upgrade radio consoles, portables and infrastructure based on radio engineer consultant study using appropriated capital funds.
- Test and implement Inforce 911, a school safety and threat alert and notification software solution.
- Implement Text to 911 in accordance with Massachusetts 911 mandates which enables callers to text short messages to the 911 call center.

Major Accomplishments for 2018

- Hired and trained two fulltime police officers
- Processed 11 Hackney Licenses, 64 Solicitors Licenses, and 167 Firearms Licenses.
- Trained all sworn personnel in Mental Health First Aid in partnership with The One Mind Campaign.
- Trained officers in specialized law enforcement training including Crisis Intervention, Procedural Justice, Explosive Assessment Threat, Legalization of Adult Use Marijuana, and Extreme Risk Protection Orders.
- Recruited, hired and trained two new Public Safety Dispatchers to replace dispatchers who have separated from the department.
- Partnered with Arlington High School to offer an intern program to senior students who are interested in the criminal justice and law enforcement field. The program gives students opportunity to earn school credits while learning all aspects of how the Arlington Police Department functions.
- Transitioned to State 911 Departments Wireless Direct Program which reduces the amount of time to prompt emergency response.
- Designated Liaison to the newly established Arlington Rainbow Commission to facilitate an overall open relationship between the LBGTQIA+ Community and the Arlington Police Department.
- Partnered with outside agencies to strengthen our commitment to the implementation of the concepts of 21st century policing including practicing procedural justice, building police legitimacy, and transparency.
- Purchased tourniquets for all personnel to use in the event of life threatening medical situations.
- Purchased and distributed high visibility traffic vest to all personnel for use in the field to increase officer safety and reduce officer related injuries.



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, the 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 customers.

The Department is broken down into two Divisions, Suppression and Operations. Suppression or line personnel are the 73 firefighters and officers tasked with responding to emergency calls, public education, inspections of property, drills, training, pre-fire planning and the daily maintenance of the Department buildings, apparatus, and equipment. The Operations Division is made up of the three Fire Officers assigned to day shifts and mainly oversees Fire Prevention, Training, and EMS. The Fire Prevention Deputy oversees building inspections, code compliance, permitting, school safety, public education, and interaction with public vendors, contractors and citizens. The Training Captain is responsible for all Departmental training both internal and external. He oversees and coordinates company training and certifications. He is also responsible for all apparatus, protective gear, and equipment inventory. He serves as the Keeper of Records for the Department. The EMS Captain is responsible for training, maintaining, and certifying all Department Emergency Medical

STAFFING

Fire	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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

Budget Statement

The Fire department is currently staffed at 77 personnel. It is budgeted for 81 personnel. In FY20 there will be 74 personnel assigned to suppression duty, 3 assigned to staff duty, 2 mechanics, 1 administrative assistant, and 1 Chief of Department. We anticipate 4 retirements in FY20.

FY2020 Objectives

- Continue to provide programs such as the Fire Investigation Unit, Junior Firesetter Intervention Program, Vial of Life, and Student Awareness Fire Education, S.A.F.E. Expand the S.A.F.E. program to educate middle school students on the dangers of vaping, alcohol, and drugs. Use S.A.F.E. funding for more programs for seniors.
- Follow through with Fire and Life Safety Inspections, with the goal of reaching 100% of occupancies in Town with the exception of 1-4 family homes. Ensure that the process continues on an annual basis.
- Purchase new portable and mobile radio system to replace aging radios and to be compliant with new FCC regulations.

PROGRAM COSTS

Fire	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	6,869,129	7,182,061	7,450,346	7,450,346
Expenses	372,759	415,800	415,800	415,800
Total	7,241,888	7,597,861	7,866,146	7,866,146



FY2020 Objectives (cont.)

- Train with the Arlington Police Department, local and State agencies, and private partners to implement an ASHER, Active Shooter/Hostile Event Response, coordinated incident plan. Purchase body armor equipment for Fire/EMS first responders to be used in an ASHER incident.
- Increase the use of newly purchased tablets to improve inspections, pre-fire planning, and responses electronically on the street.
- Research and secure alternative sources of funding to continue Smoke/CO Detector program for Seniors.

Major Accomplishments for 2018

- Trained and certified over 70 public citizens, and School and Town employees in CPR, AED, Tourniquet, and Narcan training programs.
- Continued to move inspections, fire prevention, hydrant operations (shoveling and testing) and fire pre-plans onto a digital format.
- Inspected all housing in town, with the exception of 1-4 families units, for fire and life safety hazards. Reached 85% inspection rate.
- Collaborated with Council on Aging and used a State grant to provide eligible seniors with installed smoke detectors and carbon monoxide detectors in their homes. 752 detectors were installed in 198 homes affecting over 300 residents.
- Involved in planning and supporting of Town events including: Town Day, Town Night fireworks display, Veterans Day parade, and Memorial Day ceremonies.
- Took delivery of a 2017 Pierce 100 foot aerial tower ladder to replace the 1994 Pierce Ladder 1. New Tower is equipped with new electric Jaws of Life and modern firefighting equipment.
- Took delivery of a 2018 E-One Pumper to replace the 2001 Pierce Engine 4. The new pumper is equipped with a state of the art Thermal Imaging Camera and other modern firefighting equipment.
- Took delivery of new water rescue equipment: an inflatable Zodiac boat, trailer, Mustang cold water rescue suits, and an ice rescue sled.
- Ongoing training and implementation of new procedures and medications for responses to opioid overdoses and fentanyl usage.

Performance / Workload Indicators

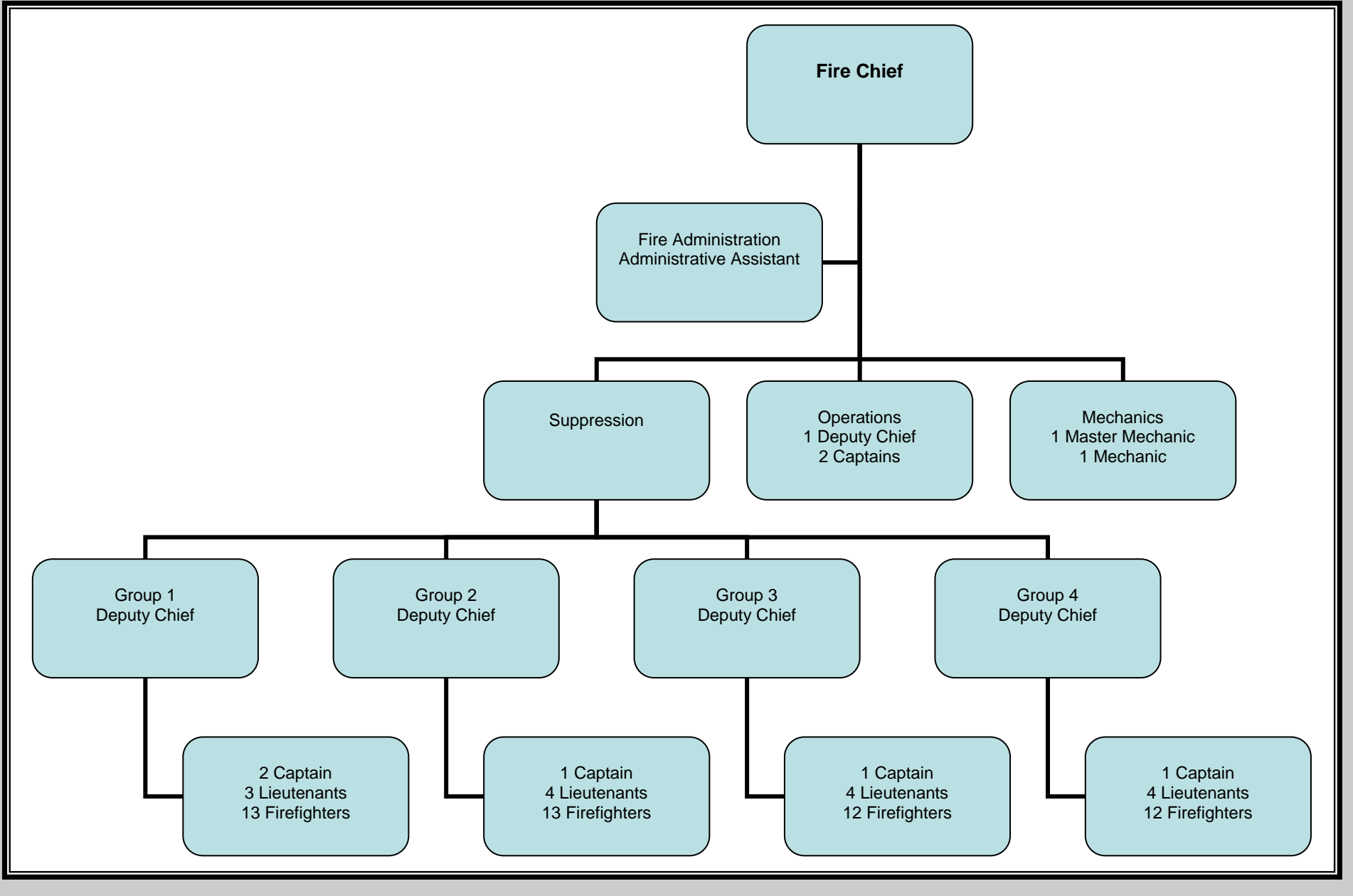
Fire Department	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Emergency Calls	4,927	5,214	5,562	5,500
Rescue Response	2,768	3,174	3,408	3,400
Overlapping Calls	1,232	1,366	1,643	1,600
Private Ambulance ALS/BLS	2,358	1,278	1,318	1,300
Average Response Times	3m 15s	3m 15s	3m 17sec	3m 15sec
Average Time Rescue Calls	33m 45s	37m 15s	31m 53s	31:00:00
Fire Calls	114	92	109	100
Average Total Time Fire Calls	35m 50s	36m 57s	30m 12s	32m 00s
Dollar Loss Property	7.12 million	13.3 million	2.3million	3 million
SAFE Students Taught	2,894	3,871	3,888	3,900
JFIP Students Counseled	5	11	0	1

Performance / Workload Indicators

Fire Prevention	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Hours of School Fire Drills	30	30	50	50
Hours of Fire Protection Syst. Inspt.	437	776	746	750
Hours Strategic/Tactical Ops Plan.	33	34	34	34
Permits Issued	1,076	957	903	950
Permits Issued Revenue	\$70,850	\$50,250	\$46,750	\$50,000

Performance / Workload Indicators

Fire Training	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Training Sessions	216	252	167	200
Training Hours	1,068	1,260	835	1,000
Total Attendees	2,085	3,453	1,522	2,000





Program Description

The Inspectional Services Department is responsible for enforcement of the Commonwealth of Massachusetts's Building, Electrical, and Plumbing and Gas Codes, as well as all related regulations, standards, and Town Bylaws. Additionally, the Inspectional Services Department implements strategic projects as assigned by the Town Manager.

Budget Statement

This is a level services budget.

Major Accomplishments for 2018

- Added a Local Inspector to help with the continued rise in activity, including last year's favorable action further regulating construction projects, coupled with joint enforcement of our Vacant Storefront Maintenance Registry.
- Inspection and issuance of Certificate of Occupancy for newly renovated Hardy School.
- Permit and inspect Central School renovations.
- Issued permits for 3 new single-family and 1 new two-family home permits.
- Assisted the ZBA with appeals processes.
- Assisted in zoning recodification and work group startups.
- Enforcement of the new "Good Neighbor" agreement per Town bylaws for certain residential construction projects.
- Worked with the Town's Engineering Department with Storm Water management bylaw and the Tree Warden with the Town's tree bylaws.
- Issued Occupancy Permit for Medicinal Marijuana.
- Received and processed 69 public record requests.
- Gave mutual aid to Andover, Lawrence, and North Andover after gas line break emergency.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Inspectional Services				
Personnel Services	439,669	495,231	505,042	505,042
Expenses	9,746	11,200	15,200	15,200
Total	449,415	506,431	520,242	520,242

STAFFING

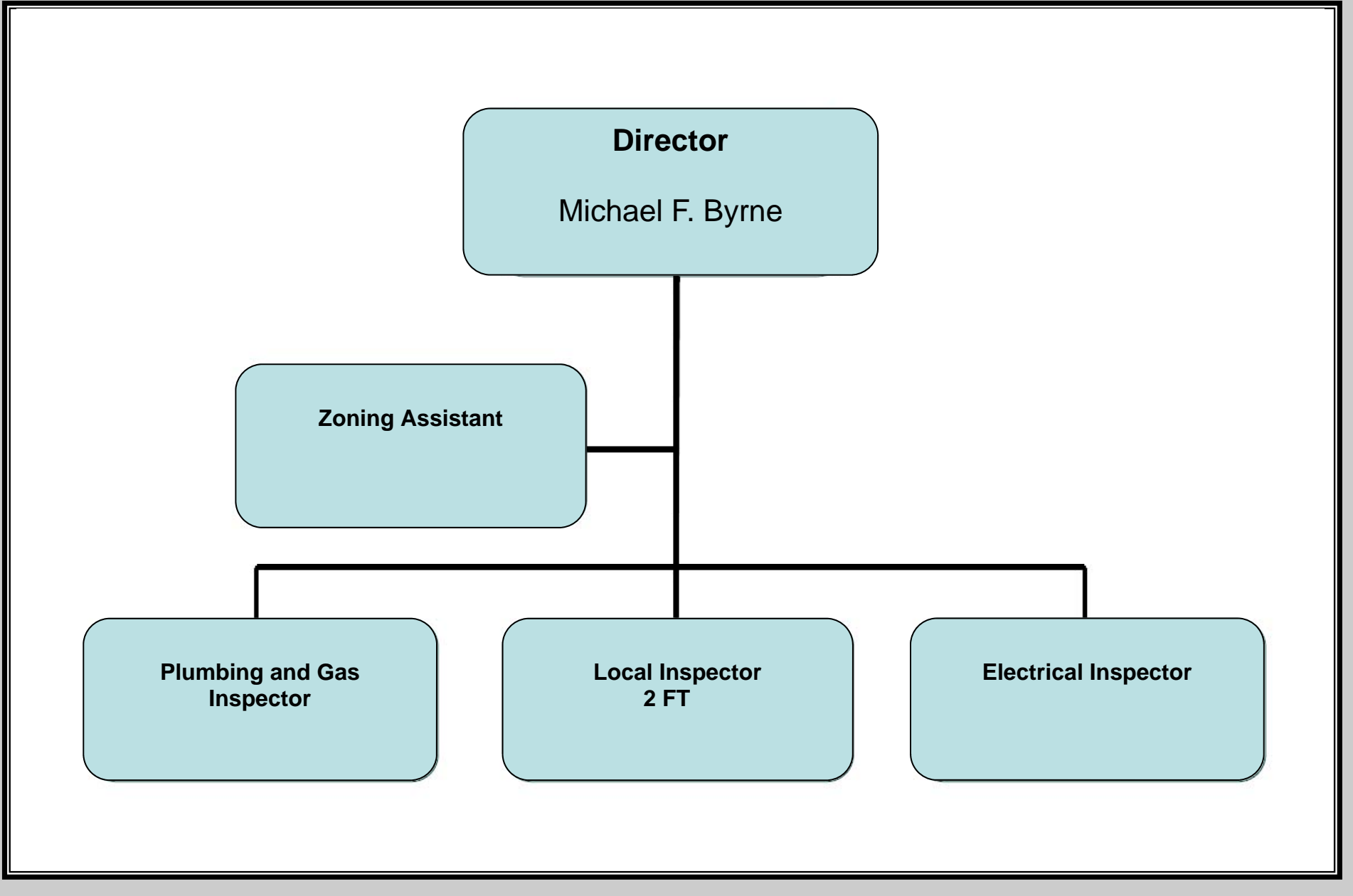
	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Inspectional Services				
Managerial	1	1	1	1
Clerical	1	1	1	1
Professional/Technical	4	4	4	4
Total	6	6	6	6

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Inspectional Services				
Building	3,023	2,404	2681	3,000
Plumbing	931	849	954	1,000
Gas	707	638	708	800
Wiring	1,426	1,210	1,281	1,300
Revenues	\$ 1,701,909	\$ 1,357,309	\$ 1,831,800	\$ 1,800,000

FY2020 Objectives

- Assist Zoning Board of Appeals.
- Commence Zoning Bylaw recodification.
- Continue to administer the Vacant Storefront Registry Program with the Planning and Community Development Department.
- Communicate with contractors and homeowners regarding the new "Good Neighbor" bylaw requirements.
- Received and processed 150 public record requests. (105% increase.)



LIBRARIES





Program Description

The Robbins Library and the Fox Branch Library are vital community centers for all. Library staff, trustees, and dedicated 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 for all Arlington residents. Library staff select, purchase, and process a wide range of library materials including books, periodicals, audio-visual, and downloadable materials. Reference assistance and reader’s advisory services are offered in person and via email, chat, and phone. Access is provided to multiple electronic resources and innovative, engaging programs are offered for all age groups.

Library staff maintain efficient recordkeeping for over 200,000 items in the physical collection and access to over 90,000 titles in the digital library through shared resources of the Minuteman Library Network and resources purchased exclusively for Arlington cardholders. The Library promotes curiosity and the love of reading in children, teens, and adults and provides materials and services which support formal learning as well as the desire for entertainment and personal growth.

Budget Statement

The total projected FY20 budget will meet the state municipal appropriation requirement for library certification, which in turn affords Arlington residents borrowing privileges at local libraries and through the interlibrary loan system.

FY2020 Objectives

- Identify ways to promote the new fine-free initiative among community groups with the goal of increasing library card registrations and overall circulation/use.
- Develop a new Strategic Plan for Arlington’s Libraries, a requirement of the Massachusetts Board of Library Commissioners for State Aid.
- Use the outcome of the FY18 Reimagining Our Libraries space planning project to determine a direction and timeline for renovations based on real and potential funding sources.
- Identify prerequisites for an MBLC design and construction grant and prepare to be responsive.
- Enhance collections at Fox Library that hold appeal for 6th grade Gibbs students, and support the Fox Branch Librarian/Head of Teen Services in building programs and displays that engage teens and tweens.
- Pending Town Meeting action, make a plan to deaccession the Winfield Robbins Art Prints collection through sale or gift for the benefit of the community and the library and pursue the related goal of applying funds to future library improvements.
- Cultivate a “hot titles” collection at the Fox Library with multiple copies of new and popular materials for teens and adults to better meet town-wide demand for such materials.
- Develop community engagement using a survey to evaluate perceptions of library programming for all ages.
- Promote increased use of the Library of Things, including developing programming and partnerships to support the maker community.
- Promote the Library as a key component of Arlington’s cultural

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Libraries				
Personnel Services	1,766,009	1,921,044	1,984,238	1,984,238
Expenses	509,965	533,880	538,880	538,880
Total	2,275,974	2,454,924	2,523,118	2,523,118



Major Accomplishments for 2018

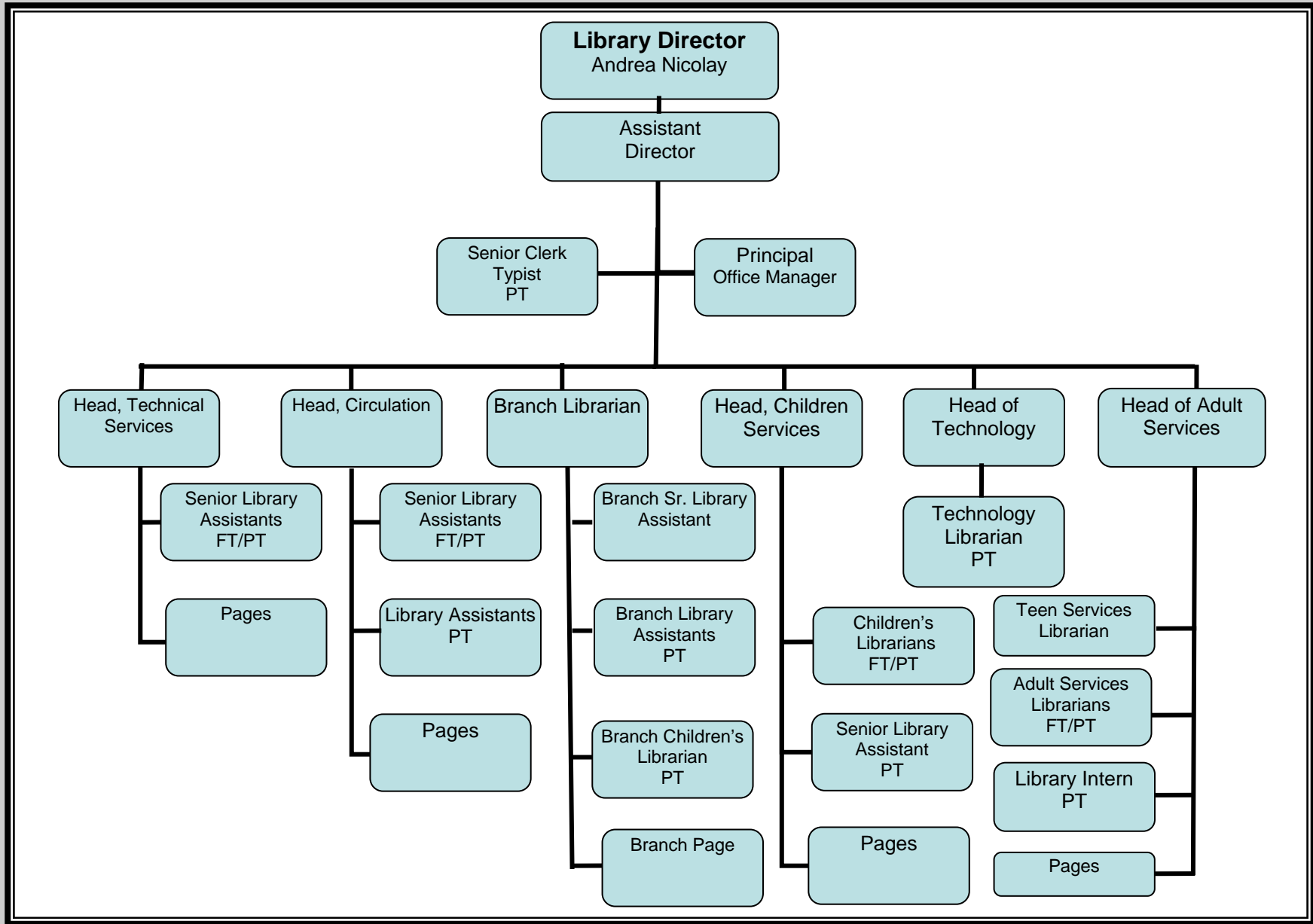
- Completed the Reimagining Our Libraries space planning project, resulting in a building program and schematic designs for the Robbins Library and the Fox Branch Library and recommendations for phasing the project.
- Completed an updated appraisal of the Winfield Robbins Art Prints collection for the purpose of evaluating options for the future of the collection.
- In its first full year as a collection, the Library of Things saw a circulation of 724, with holdings of 68 non-traditional “things” for patrons to borrow including kitchen gadgets, board games, tools, and craft kits. The collection is co-sponsored by Sustainable Arlington and the Friends of the Robbins Library.
- Initiated free public printing subsidized by the Friends of the Robbins Library.
- Achieved a 1.3% increase in circulation of materials and e-content, comparing favorably with neighboring communities.
- As a Managing Partner of the Arlington Cultural District, the library was successful in applying for the maximum \$5,000 grant from the Mass Cultural Council to support district activities.

STAFFING

Libraries	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	14.62	14	14.5	14.5
Professional/Technical	13.79	15.65	15	15
Custodial/Bldg. Maint.	0	0	0	0
Total	29.41	30.65	30.5	30.5

Performance / Workload Indicators

Library	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Circulation of materials	694,149	666,966	663,644	670,000
eContent Circulation	62,879	64,631	77,730	80,000
Interlibrary loans processed	145,677	143,729	148,384	150,000
Reference questions answered	89,729	89,480	63,969	75,000
Children's programs	436	451	436	450
Adult and YA programs	217	228	225	250
New items ordered and processed	17,904	18,226	18,472	18,500
Visits to Robbins Library	296,367	286,667	336,381	340,000
Uses of Meeting Rooms	1,099	1,136	1,200	1,144





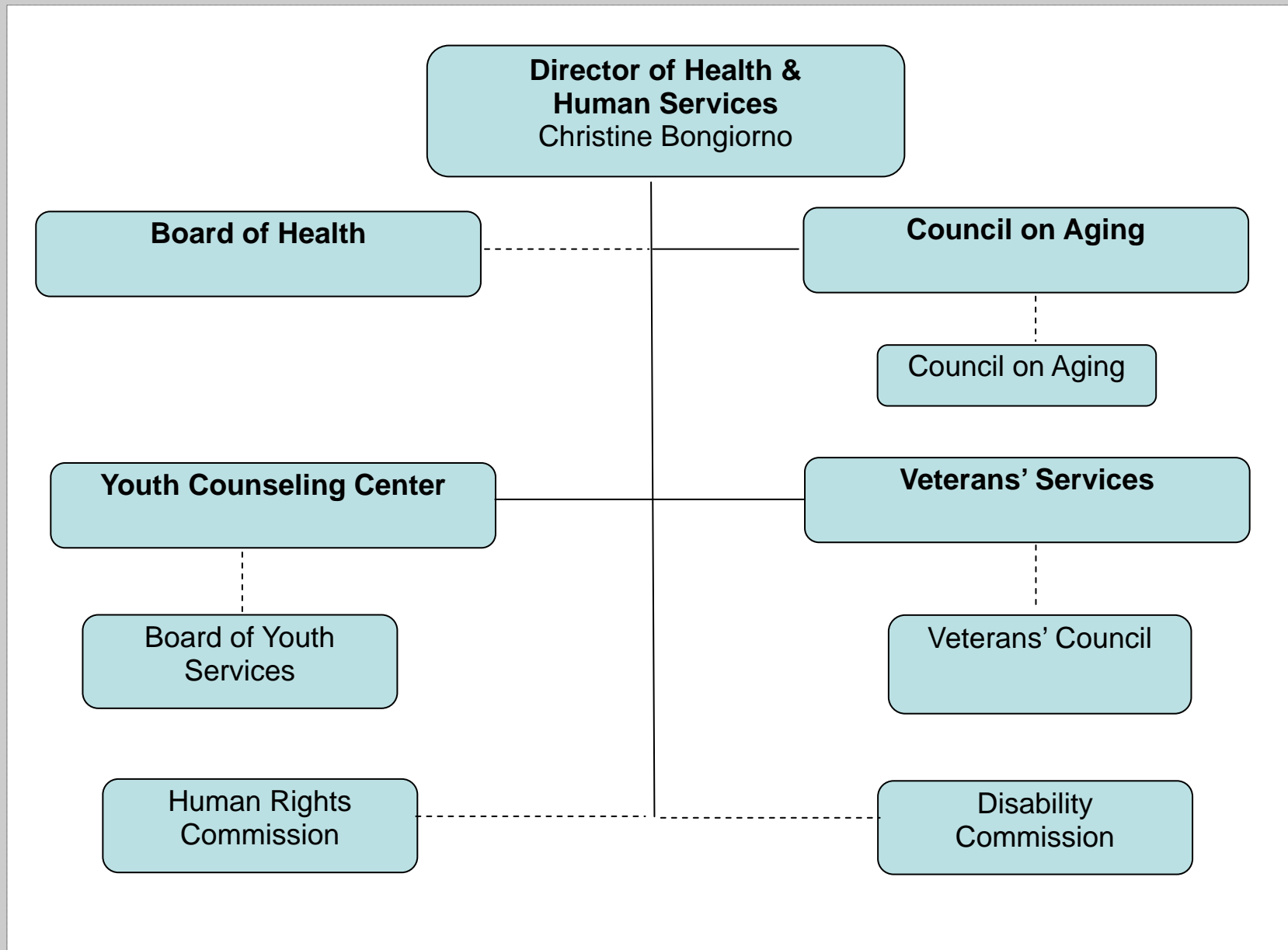
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HEALTH AND HUMAN SERVICES

BOARD OF HEALTH • VETERANS' SERVICES •
COUNCIL ON AGING





Program Description

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

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

HHS also coordinates the activities of the Board of Youth Services, Council on Aging, Human Rights Commission, LGBTQIA+Rainbow Commission, Disability Commission, Board of Health, Widows Trust Commission, Youth Health and Safety Coalition, Health and Human Services Charitable Corporation, 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.

FY2020 Objectives

Health and Human Services:

- Work with community partners to close the Supplemental Nutrition Assistance Program (SNAP) Gap, which is defined as the number of residents who are eligible to receive the benefit but are not currently enrolled, by an additional 250 Arlington residents which represents 10% of the overall gap.
- Complete department-wide strategic plan.
- Continue to serve as a satellite MBTA Youth Pass program site for youth in need under age 24 with the goal of assisting 20 youth and provide annual Charlie Card passes to 100 senior residents.

Health Department:

- Continue to work with food establishments to ensure a smooth transition to the 2013 Food Code.
- Continue to develop effective rodent control interventions.
- Continue to monitor other vector borne diseases such as tick and mosquito diseases and survey best practices for disease control and prevention used in other communities across nation.
- Expand the use of electronic record management systems.
- Continue to work towards Public Health Accreditation.
- Continue to work towards Compliance with the FDA Voluntary Retail Food Standards.

Budget Statement

The budget proposes the creation of a Manager of Diversity, Equity and Inclusion who will work with the Disabilities, Human Rights, and Rainbow Commissions. The Arlington Youth Health and Safety Coalition federal grant will end after ten years, along with the budget personnel, and expenses to do this work. These increases are offset by decreases in the Veterans' benefits line item and a decrease in the mosquito control line item. The budget will again fund rodent control, which has been instrumental in HHS's ability to respond to rodent complaints, treat infestations, and provide education to residents about rodent control strategies on public and private properties.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Health & Human Services				
Personnel Services	425,533	545,467	574,570	574,570
Expenses	50,045	98,200	109,200	109,200
Total	475,578	643,667	683,770	683,770



Major Accomplishments for 2018

Health and Human Services:

- Received a grant from the Community Health Network Area 17 to assess each departmental division for racial equity and inclusion, conducted training for 40 staff and board members, and continued to participate on a regional working group to discuss best practices within public health on equity and inclusion.
- Partnered with the Department of Transitional Assistance to enroll residents in the federal Supplemental Nutrition Assistance Program (SNAP) through the Council on Aging. Conducted widespread outreach; 140 residents assisted represents 7% of the SNAP Gap, which is defined as the number of residents that are eligible to receive the benefit but are not currently enrolled.
- Partnered with the MBTA to establish a satellite Youth Pass Program site at the Arlington Youth Counseling Center and conducted a Reduced Fare Charlie Card Program for senior residents through the Council on Aging enrolling close to 75 new residents in the program.
- New Human Services Network organized to facilitate coordination between entities such as Arlington Police, Council on Aging, Housing Corporation of Arlington, Arlington Food Pantry, Arlington Housing Authority, Arlington Youth Counseling Center, and Arlington Public Schools to better serve Arlington residents in need with housing, food access, and support for basic human needs.
- Partnered with the City of Cambridge to address homelessness in the Thorndike Field area. Worked with up to 20 homeless individuals in Arlington to provide supports including resources.

Health Department:

- Worked with Eastern Middlesex Mosquito Control Project to dredge the detention pond at McClennan Field to remove overgrown vegetation, improve water flow, and eliminate mosquito breeding areas.
- Took over as the host agency for the Region 4b Medical Reserve Corps (MRC), which includes the oversight and coordination of volunteers for 27 communities, including Arlington, and the management of both state and federal funds pertaining to MRC. As a result, we secured funding to increase our Public Health Nurse from 16.5 hours to 28 hours per week.

STAFFING

Health & Human Services	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	1.0	1.0	1.0	1.0
Professional/Technical	3.4	3.4	4.9	4.9
Total	5.4	5.4	6.9	6.9

Performance / Workload Indicators

Health Department	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY19 Estimated
Food Inspections	515	464	437	450
Tobacco Compliance Checks	81	73	38	38
Tanning Establishment Inspections	1	1	1	1
Biotech facility Inspection	-	-	-	1
Body art establishment Inspection	-	-	1	1
Camp Inspections	8	9	6	9
Dumpster Inspections	-	148	280	300
Keeping of hen Inspections	20	18	3	15
Body work establishment Inspection	1	1	4	5
Demolition Inspections	24	21	27	25
Housing Inspections	82	76	129	125
Ice Rink Inspections	1	1	1	1
Power sanding Inspections	9	2	4	5
Public Pool Inspections	12	12	12	12
Public Beach Inspections	4	4	4	4
Resident Complaints	226	310	330	350
Sealer of Weights and Measures Inspections	571	555	498	270
Communicable Disease Investigation	350	278	346	350
Flu Vaccinations Administered	1,669	1,301	1,464	1,500

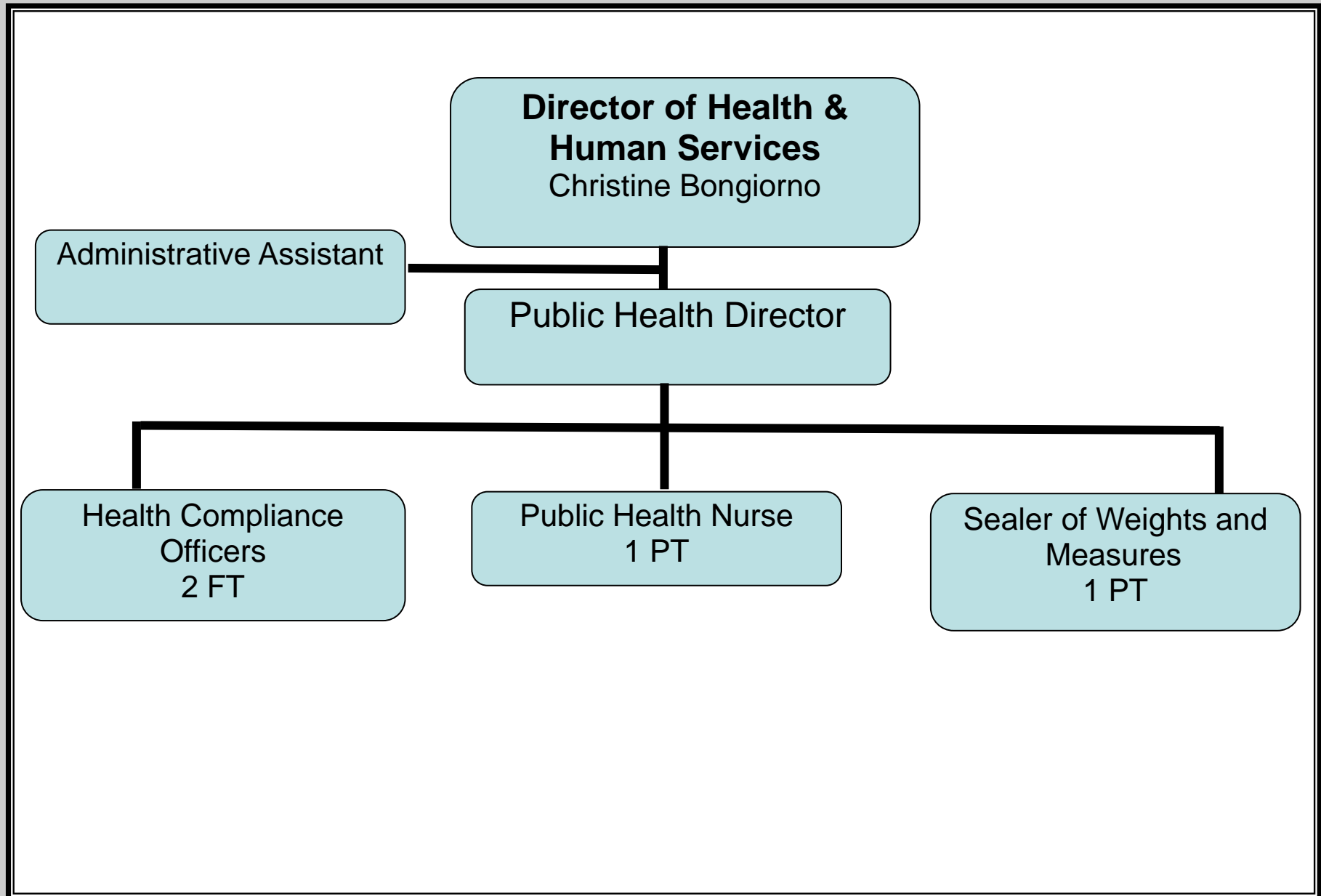
Performance / Workload Indicators

Rentals	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Whittemore Robbins House Events	30	30	19	25
Town Hall Auditorium Events	125	75	81	90



Major Accomplishments (*cont.*)

- Adopted regulations to permit establishments that will sell recreational marijuana for adult use.
- Successfully implemented the plastic bag ban bylaw by conducting educational outreach and routine inspections among our retailers, all retailers converted by July 1, 2018.
- Collaborated with the Attorney General's Office Abandoned Housing Initiative on eight properties in town to improve conditions on blighted properties.
- Expanded the rodent control campaign by responding to 158 complaints, conducting 87 inspections of private property to assist homeowners to eliminate sources of rodent attraction and harborage. Additionally, staff worked with ACMI to develop an educational video on tips and strategies to prevent rodent harborage.
- Conducted over 20 flu vaccination clinics (individual clinics were held at





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 State law, each community in the Commonwealth is required to maintain a Veterans' Service Department to provide benefits to veterans and dependents.

Benefits are available to veterans through the state's veteran benefits program (Chapter 115) as well as 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 also available. Bonuses and annuities are available to veterans that provided wartime service. State annuity payments are made to 100% service connected disabled veterans and Gold Star survivors. Support services are provided for military funerals and resources, educational assistance, employment assistance, and emergency and long-term housing assistance.

The Veteran Service Officer (VSO) is trained and certified by the state Department of Veterans' Services in accordance with regulations set forth in the VALOR Act II of 2014. In addition to managing state level benefits, the VSO assists veterans in filing applications seeking service connected disability compensation as well as 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

Over the past 12 month period, there has been a decrease in the number of veterans and dependents seeking state Chapter 115 Benefits, as the numbers of World War II veterans and surviving spouses seeking benefits continue to dwindle. We anticipate a decrease in veterans seeking Chapter 115 benefits as Korean and Vietnam era veterans/dependents become our primary veteran population in need of support services.

Per the Department of Veterans' Services (DVS) statistics, the number of active cases (veterans and or dependents currently receiving state Chapter 115 benefits in Arlington) has decreased from 56 to 40 cases. The average monthly expenditures for Chapter 115 Veteran Benefits for FY 2017 were \$25,726. The average monthly expenditures for Chapter 115 Veteran Benefits for FY 2018 decreased to an average of \$20,500 per month.

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%.

In addition to managing the Chapter 115 benefits program, the Director has seen a steady increase in the number of veterans and dependents seeking federal Veteran Administration (VA) benefits and services through service connected disability claims and pensions. According to the most recent VA statistics, 303 Arlington veterans and dependents receive tax-free VA benefits totaling \$398,797 per month.

PROGRAM COSTS

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Veterans' Services				
Personnel Services	66,205	72,780	74,950	74,950
Expenses	265,328	340,268	305,268	305,268
Total	331,533	413,048	380,218	380,218

STAFFING

	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
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 2018

- Following the completion of the largest GIS mapping project in Town history, the department revamped the annual Memorial Day Flags on Graves Program allowing citizens to participate in honoring our veterans. Over 50 residents participated on two separate weekends, placing nearly 5,500 flags.
- The Director served as Chair of the Veterans Council leading six other members. The Council addressed issues related to veteran memorials, military ceremonies, and the review and development of policies pertaining to veterans and future projects to promote Arlington and its veterans.
- The Director was elected as President of the Massachusetts Veterans Service Officers Association for an additional term. In this capacity, he worked with state and local officials throughout the Commonwealth representing over 250 Veteran Service Officers that provide services to the 351 cities and towns across the state.
- The Director participated in speaking engagements to promote veteran benefits and services throughout the state. He participated in a monthly television show "Sound Off" to provide insight into state and federal benefits. He continued to serve as a veteran representative with the VA's Veterans Engagement Stakeholders Council. He participated as a member of the VA's (Veterans Integrated Service Network) VISN 1 Strategic Planning Seminar, offering feedback to VA leaders on services provided within the VA Boston Healthcare System.
- Federal Veterans Administration (VA) funds for service connected disabilities or VA pensions can reduce both local and state expenditures for clients currently enrolled in the state veteran benefits program. All VA funds received are tax-free and infused back into the local economy. In the most recent data published by the VA accounting department (October 2017), there were 303 Arlington residents receiving VA funds, totaling \$398,797 per month. Since October 2017, the Director has seen a steady increase in the number of veterans filing for Federal VA benefits.

Performance / Workload Indicators

Veterans' Services	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Department of Veteran Services Clients (DVS)	70	54	52	40
Department of Veterans' Assistance Clients (VA)	150	289	325	356
Federal VA revenue provided to local veterans	N/A	\$3.18M	\$3.65M	\$4.18M

FY2020 Objectives

- Continue to increase awareness of veteran benefits through local media and various social media outlets such as Twitter and Facebook.
- Provide support services enabling veterans and dependents to seek benefits and services via federal, state, and local avenues to enhance and maintain their quality of life.
- Continue to provide support for veterans seeking assistance filing for state and/or federal level benefits, as well as providing local support including food assistance, heating assistance and tax assistance.
- Conduct Memorial Day and Veteran's Day ceremonies as well as other events honoring the service of local veterans and families.
- Work with other Town departments for the upgrade and repair of existing veteran memorials in Arlington, focusing on an upgraded Honor Roll and the re-dedication of the Richard H. Buzzell Memorial.



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, is a community based social services organization that supports residents age 60 and over in Arlington. 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.

FY2020 Objectives

- Implementation of the Age Friendly Community initiative. This is a world-wide initiative that aims for inclusion and respect for older residents, allows for people of all ages to participate in community and promotes healthy and active aging.
- Staff will evaluate programs offered and will develop new programs to continue to draw new visitors to the senior center.
- Continue to expand community partnerships that will support efforts to improve the lives of older residents.
- Continue department operations during major renovation of building through offsite partnerships.

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. The organization continues to leverage hundreds of volunteers, nurse interns and social work interns with the municipal budget in order to accomplish its mission. Additionally, the department has seen an increase in support through state funding over the past several years and anticipates this support to remain moving forward. This additional state funding supports positions within the department.

PROGRAM COSTS

Council on Aging	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	249,144	275,308	282,910	282,910
Expenses	20,613	29,200	41,700	41,700
Total	269,757	304,508	324,610	324,610

STAFFING

Council on Aging	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	1.50	1.50	1.50	1.50
Professional/Technical	1.51	1.71	1.71	1.71
Total	4.01	4.21	4.21	4.21



Major Accomplishments for 2018

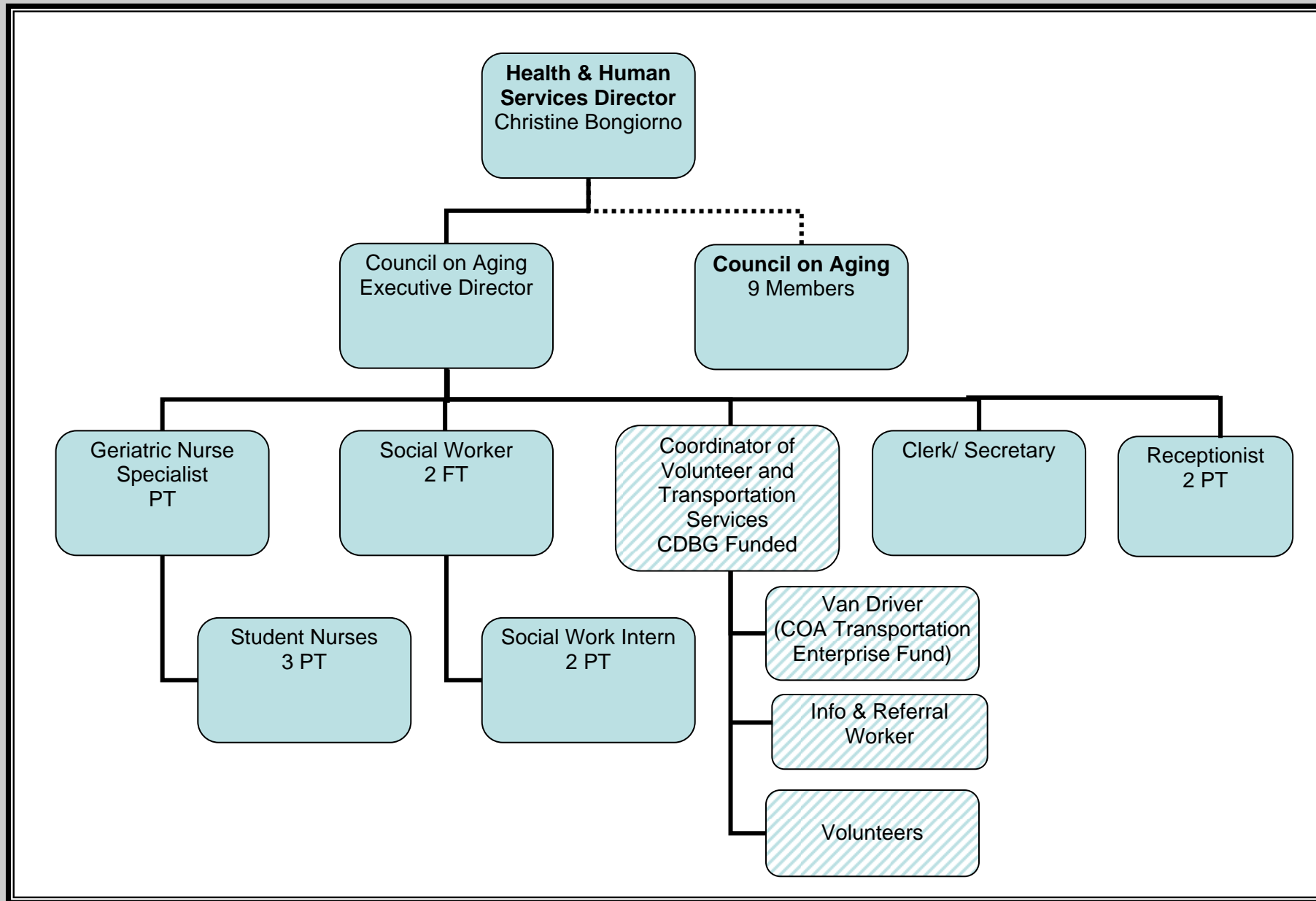
- The annual 5k road race, Arlington for All Ages 5K Race, was held in September 2018. 311 runners participated, raising funds to support the senior transportation program.
- Through Town Meeting added the following programs: Senior Work-Off Program, Veterans' Work-Off Program, Elderly & Disabled Tax Relief Fund to provide property tax relief to eligible residents. Twelve Arlington residents performed valuable duties in town departments under the Work-Off program.
- Secured farm shares through a Lahey partnership to offer 70 Arlington residents free fruits and vegetables for 20 weeks and partnered with Greater Boston Food Bank and the Arlington Food Pantry to secure free groceries once a month to 75 Arlington seniors. A toiletry drive was organized at local elementary schools to provide bags of essential toiletries to seniors in these food distribution programs.
- Continued to provide support for residents in need of heating assistance as a satellite site for completing federal fuel assistance applications as well as providing funds to residents in need through the local fuel assistance fund, which is entirely funded through private donations.
- Served as one of fourteen Councils on Aging in the Commonwealth to provide on site application and expedited approvals for Supplemental Nutrition Assistance Program (SNAP) enrollment. 140 Arlington residents have been enrolled.
- Established an Age Friendly Working group made up of Board members and led by a staff member.
- Partnered with the Rainbow Commission and Mystic Youth LGBTQ+ Support Network to support LGBTQ+ activities such as the Drag Prom, Pride Picnic, and Sage Table Intergenerational Meal.
- Social work staff continues to assist hundreds of senior households with complex needs ranging from housing, dementia, financial strains, medical issues, hoarding, food and nutrition, and mental health.
- Partnered with the Arlington Public Schools for successful intergenerational programs such as the Intergenerational Book Club, International Intergenerational Tea Talk, Bridges Together and Chromebook Project as well as our ongoing Digital Help partnership with the teens at the Boys & Girls Club.

Major Accomplishments for 2018 (cont.)

- Partnered with the Arlington Fire Department to offer free home safety assessments combined with installation of free smoke and carbon monoxide detectors. Assisted 308 residents.
- Hosted a dozen educational luncheon events throughout the year including senior fraud prevention, Chinese New Year, Diwali Celebration, and National Senior Center Month Celebration.
- Continued to provide emotional and practical support to older residents through Support Groups that includes a focus on Family Caregivers, Low-Vision, Bereavement, Decluttering, Memory Café, and Grandparents Raising Grandchildren.
- The Geriatric Nurse continued to support the health needs of seniors through 6 weekly blood pressure clinics, health presentations and vaccination clinics in partnership with the Health Department.

Performance / Workload Indicators

	FY2016	FY2017	FY2018	FY19
Council on Aging	Actual	Actual	Actual	Estimated
Units of Service Delivered Annually	15,556	16,000	19,366	19,500
Volunteers	170	165	230	240





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NON-DEPARTMENTAL

RETIREMENT • INSURANCE



Program Description

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

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

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

PROGRAM COSTS

Pensions	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	-	-	-	
Non-Contributory	13,970	18,018	18,467	18,468
Contributory	11,268,184	11,887,479	12,543,872	12,543,872
Total	11,282,154	11,905,497	12,562,339	12,562,340

Performance / Workload Indicators

Pensions	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY19 Estimated
Contributory Enrollees				
Active Employees	774	756	814	808
Retired Employees	610	601	603	603
Non-Contributory Enrollees	4	1	1	1

Budget Statement

The FY2020 Town total pension appropriation increased by \$656,842 over FY2019. The Non-Contributory portion of the budget for FY2020 is at \$18,467 with one Non-Contributory Retiree, a former employees or surviving spouse who worked for the town before 1939 and who therefore never contributed to the Town retirement system but nevertheless receives retirement benefits.



Retirement Board

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

Retirement Administrator

Richard Greco

Assistant Retirement Administrator



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

In March of 2019 the GIC approved rates that resulted in an aggregate rate increase of 3.3%. However, due to increased enrollment in our plans and the specific plans our employees and retirees are enrolled in, we are projecting an increase of about 4.7%. After four years of level funded life insurance rates, due to high loss ratios, there will be a significant increase in life insurance plans of 26%.

FY2020 Objectives

- Work with Union and Retiree Leadership to make an informed decision on the question of whether or not the Town continues to get health insurance through the Group Insurance Commission.
- Seek new ways to entice employees into the Town's life insurance programs in an effort to stabilize rates.
- Continue to enhance the new First Point of Medical Contact Program for work-related injuries, saving time and costs in the medical treatment of our employees.
- Review the structure of and continue to offer an opt out program for employees and retirees, which is now utilized by 70 subscribers, thereby providing the Town significant savings.

PROGRAM COSTS

Insurance	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Group Life	61,670	63,633	86,230	86,230
Group Health	14,197,649	15,020,788	15,859,137	15,859,137
Unemployment Ins.	67,600	200,000	200,000	150,000
Medicare Payroll Tax	1,191,761	1,364,821	1,358,923	1,358,923
Property Insurance	274,632	297,443	297,443	297,443
Officials Liability	56,506	55,000	55,000	55,000
Workers' Compensation	481,396	540,000	540,000	540,000
Flexible Benefit Plan	29,907	75,000	33,000	33,000
Medicare Penalty	13,454	18,000	18,000	18,000
Opt Out Program	235,403	215,996	217,996	217,996
Total	16,609,978	17,850,681	18,665,729	18,615,729



Major Accomplishments for 2018

- Successfully met all reporting requirements under the Affordable Care Act.
- Provided quick and detailed turnaround of requested insurance information for GASB and other reporting purposes.
- Have successfully put redundancies in place to ensure health insurance rolls are closely monitored and audited to protect against revenue loss.
- Went out to bid for dental options for our employees and retirees; successfully negotiated 0% rate increase on dental plans for calendar 2019.

Performance / Workload Indicators

Health & Life Insurance	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY19 Estimated
Health Insurance Contracts Managed	1,888	1,923	1,910	1,930
Life Insurance Contracts Managed	992	985	976	980
Life Insurance Claims Processed	16	36	27	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:
 - Harvard Pilgrim Medicare Enhance (75%/25%)
 - Health New England MedPlus (75%/25%)
 - Tufts Health Plan Medicare Complement (75%/25%)
 - 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

FY2020 will be the eighth full fiscal year that Arlington has received its health insurance through the Commonwealth's Group Insurance Commission (GIC). In June of 2020 the Town will be up for renewal with the GIC. This means that we will soon be requesting data from the GIC on the claims experience of the Town in order to solicit quotations from other health insurance carriers. We will be meeting with Union and Retiree Leadership in the summer of 2019 to weigh our options and make a determination on whether or not remaining in the GIC is the best decision for the Town.

FY2020 Objectives

- Strategize and implement new ways to provide excellent customer service to employees and retirees in Group Health Commission health plans through information and education.
- Continue to partner with Retiree and Union Leadership to keep abreast of changes, and make informed decisions about health care options.

Major Accomplishments for 2018

- Successfully teamed with the School Human Resources staff on the administration of benefit plans and auditing practices ensuring fair and consistent treatment of employees.
- The Department partnered with the School Human Resources team and Payroll Department to refine its data and streamline administration of Affordable Care Act reporting requirements.



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SECTION V

ENTERPRISE FUNDS



ENTERPRISE FUNDS

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



Program Description

The Water and Sewer Division maintains the Town's water distribution system and the sewer collection system. The work involves maintenance and repairs on roughly 130 miles of water mains and 117 miles of sewer mains. Deteriorating and broken pipes are fixed, sewer mains are flushed, hydrants are maintained and flushed, and just under 13,000 meters are billed quarterly.

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

Budget Statement

The FY20 Budget assumes a 5.0% water rate increase and a 4.5% sewer rate increase.

The request for the Water/Sewer budget is up by \$1,008,571. The large portion of this is driven by an increase in MWRA Assessment costs of \$368,392.

The Department Personnel Services Budget increases by \$87,495 due primarily to changes in the Town's pay plan resulting from recent collective bargaining negotiations.

Capital and Debt costs have increased by \$372,305, due to loan costs for water and sewer main improvements projects as well as the need to replace a large piece of critical equipment.

FY2020 Objectives

- Complete replacement of all water meters older than 15 years (accounts for greater than 80% of meters in Town).
- Roll out of replacement automatic meter reading system.
- Development of customer web portal, which will allow residents to track their individual water use between billing cycles as well as receive alerts when water leaks may be present on the property.
- Continued support of an annual water main replacement program and the annual sewer improvements program.

PROGRAM COSTS

Water/Sewer Enterprise Fund	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	2,177,272	2,319,543	2,408,112	2,408,112
Expenses	2,723,628	3,177,346	3,356,651	3,356,651
MWRA Assessment	13,557,210	13,973,933	14,342,325	14,342,325
Capital Expenses	1,375,499	1,867,094	2,239,399	2,239,399
Total	19,833,609	21,337,916	22,346,487	22,346,487

STAFFING

Water/Sewer Enterprise Fund	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	2	2	1	1
Professional/Technical	1.3	1.3	3	3
Public Works	12	12	12	12
Total	16.3	16.3	17	17

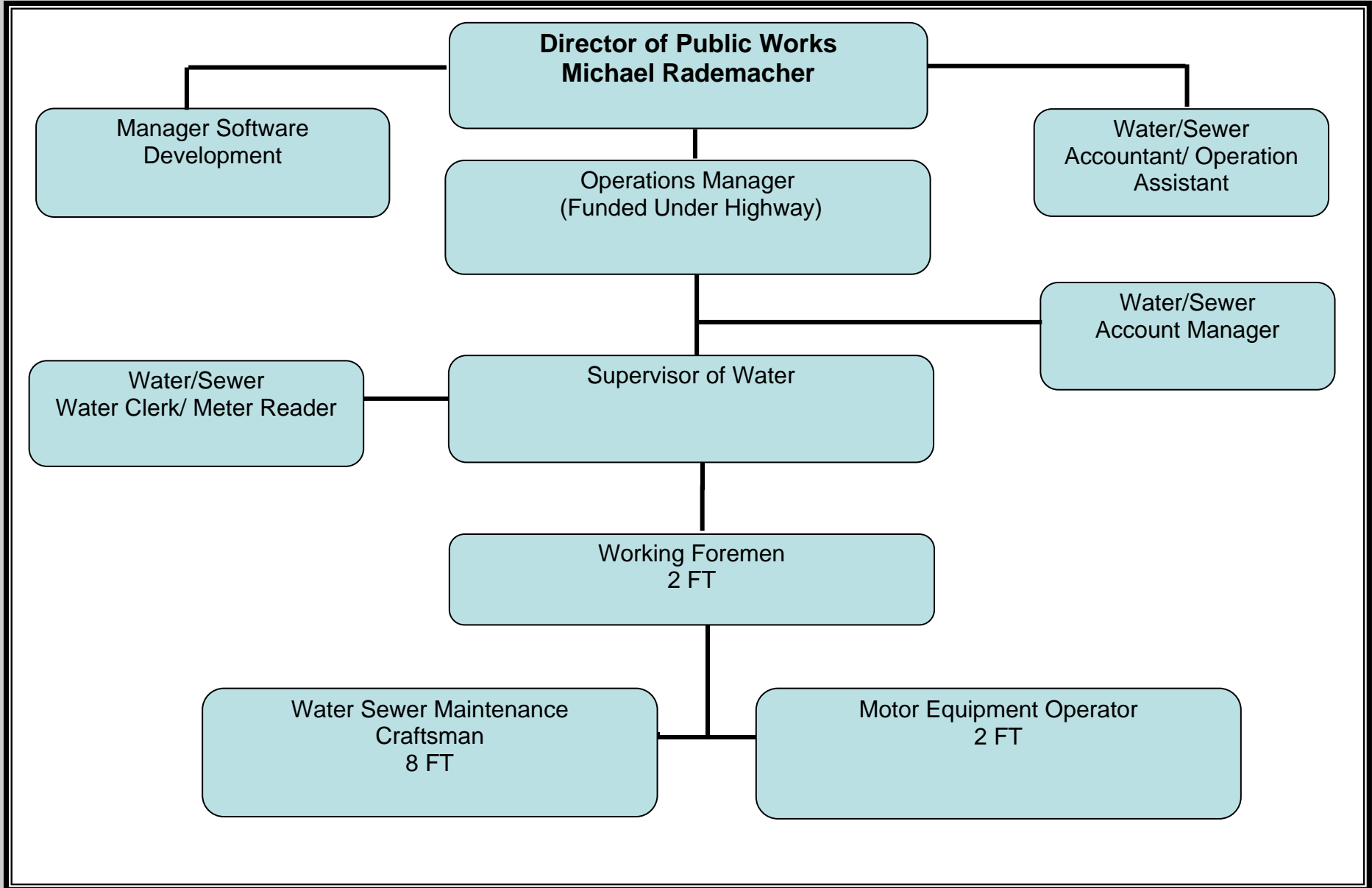


Major Accomplishments for 2018

- Replaced 2,828 water meters.
- Provided water use data to the Town Treasurer for billing while changing out meters and electronic reporting equipment.
- Repaired water main leaks at 60 locations.
- Repaired water service lines at 48 locations.
- Replaced 32 hydrants.
- Flushed over 203 locations to clear blockages from sewer mains and services.
- Sampled 14 locations weekly for water quality.
- Provided over 515 mark outs for underground excavation work.

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY2019 Estimated
Water/Sewer Enterprise				
Water Meters Read	12,416	12,685	12,658	12,700
Repair Water Main Leak/Break	69	81	60	75
Repair Water Service Leak	41	60	48	65
Repair or Install Meter	217	2,447	2,828	2,800
Repair or Install Hydrant	40	18	32	20
Catch Basins Cleaned	19	25	20	25
Flush a Sewer Back-Up	64	88	47	80
Replace or Install Sewer Pipe	73	50	66	50
Flush a Sewer Main	146	56	156	75
Excavation Mark outs	509	418	515	450
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	1,414	1,414	1,414





Program Description

Arlington Recreation, a self-sustaining department of the Town of Arlington, is proud to offer safe, quality and affordable recreational programs and facilities for citizens of all ages and abilities. The primary responsibilities of the department are to plan, coordinate, and supervise year round recreation and leisure programs. The department rents several spaces in town including school gymnasiums, school classrooms, and a commercial storefront for programming. The department continually looks for additional spaces to offer programs, community events and child care options for the residents of Arlington. The Recreation Department operates and manages the Reservoir Beach, Ed Burns Arena, North Union Spray Park, and Thorndike Off-leash Recreation Area. The Recreation Department oversees the permitting of all parks and playgrounds as well as manages all capital projects in town under the Park and Recreation Commission's jurisdiction. The department saw several position changes in 2018. A new Assistant Director, Afterschool Director, and Assistant Afterschool Director were hired.

The department is continuing the process of understanding the indoor as well as outdoor space needs of the community. This fall, the department started an indoor space study, identifying indoor space needs for the Town. The department is looking to analyze the outdoor space needs this coming year. The School Department has provided space for the department to continue offering our after school program at the Gibbs School. Addressing the growing demands for both indoor and outdoor space continues to be a top priority for the Department.

The Department has been working to address updates to the playgrounds in town working with both Public Works and Facilities. With close to 30 playgrounds in town, there is a need to address our aging playgrounds. The Park and Recreation Commission prioritized replacing at least one playground per year in the latest 5 year projection. The Department will continue to reach out to the many residents that volunteer their time annually to assist in cleanups and minor park improvements. We are grateful for the continued cooperation we receive from the Public Works and the Facilities Departments in their efforts to improve the conditions at the many fields and parks in town.

Budget Statement

Overall the FY2020 budget will increase over the previous fiscal year. The main driver is the increase in participation. As participation grows, so do the revenues from fees and expenses associated with these services. The department is constantly looking at indoor space options to keep up with the growing demand as most programs are at or nearing capacity. In FY2020 the department had over 300 individuals on waitlists that we could not accommodate.

PROGRAM COSTS

Recreation Enterprise Fund	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	425,888	759,114	862,595	862,595
Expenses	212,023	1,033,570	1,023,102	1,023,102
Total	637,911	1,792,684	1,885,697	1,885,697

STAFFING

Recreation Enterprise Fund	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	0.8	0.8	0.8	0.8
Clerical	1.07	1.3	1.3	1.3
Professional/Technical	1	5.4	5.4	5.4
Custodial/Bldg. Maint.	0	0.2	0.2	0.2
Total	2.87	7.7	7.7	7.7



FY2020 Objectives

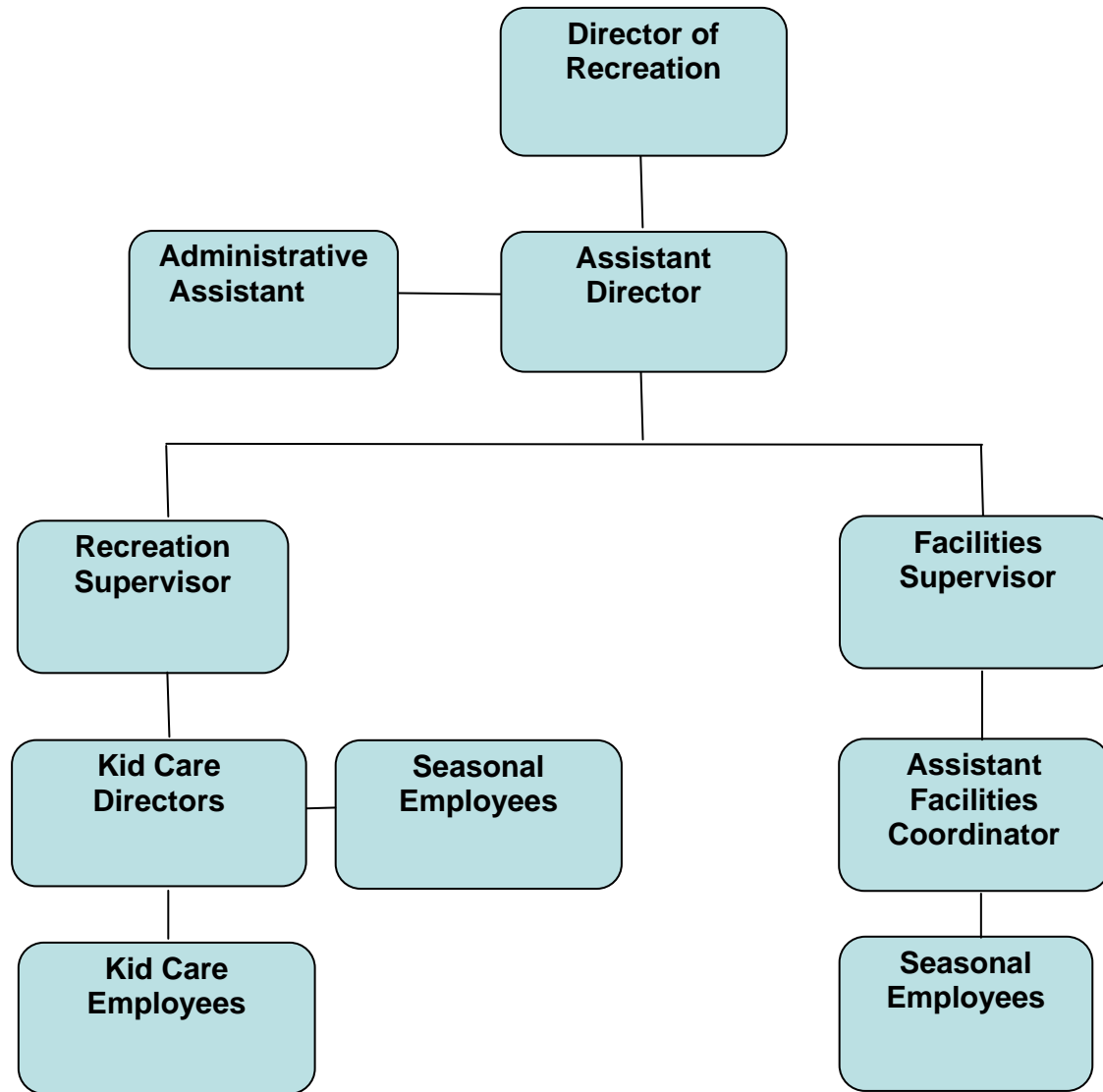
- Complete an indoor space feasibility study to analyze community needs and direct future planning efforts.
- Analyze how the fields are used in Arlington to get a better understanding of the current and future demand.

Major Accomplishments for 2018

- Relocated the KidCare afterschool program to newly renovated Gibbs School.
- Completed Robbins Farm Park project that included replacing a basketball court, improving ADA access, greatly improving field conditions and adding historic elements.
- Completed ADA upgrades at Florence field building connections to the various elements in the park.
- Extended hours of operation at Reservoir Beach, this included extending the daily hours and adding days at both the beginning and end of the bathing beach season.

Performance / Workload Indicators

	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY19 Estimated
Recreation				
Participants:				
Fall	1,370	1,055	1,300	1,500
Winter	2,333	2,354	2,525	2,775
Spring	1,529	1,840	2,223	2,500
Summer	3,806	3,600	3,197	3,500
Reservoir Tags:				
Adult Resident	279	215	132	140
Child Resident	339	198	153	175
Senior Citizen	68	53	56	61
Resident Family	325	272	892	960
Resident Family Plus 1	79	66	290	325
TOTAL Tags:	1,090	804	1,523	1,661
Reservoir Day Passes:	8,806	11,782	9,239	9,775





Program Description

The Ed Burns Arena is a self-sustaining division of the Town of Arlington Recreation Department. The Ed Burns Arena is an 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. Amenities at the rink during the months of November to March include snack bar & concession services, vending machines, skate rental, skate sharpening, and team locker rooms. 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 and events as well as private hockey leagues use the rink.

The department had several staffing changes with both full-time and part-time positions, including a new Facilities Supervisor. In the off season, the ice is removed. We are working on strategies to increase our usage during the off season. Programs offered in the off season include "Walk the Rink" and hourly rentals.

Budget Statement

The overall budget for FY2020 will increase over the previous fiscal year. Annual maintenance costs for the rink over the past several years have fallen short of addressing ongoing maintenance needs.

The department will increase the fees at the rink by increasing hourly rentals by \$5/hour. The fees have remained constant over the past 3 years and adjustments are needed to properly account for the associated expenses. The Recreation Department will continue to evaluate the services at the rink and look to implement changes to help increase usage throughout the year.

FY2020 Objectives

- Improve marketing of ice rental focusing on times not historically rented. By more effectively using our registration software we can better promote and track rental hours. Promoting open time slots earlier in the season should enable us to capture more rentals.
- 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.
- Implement required ADA upgrades to the entrance, bathroom and shower facilities, and concession areas.

PROGRAM COSTS

Ed Burns Arena Enterprise Fund	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	236,142	272,990	275,678	275,678
Expenses	340,467	359,531	380,644	380,644
Total	576,609	632,521	656,322	656,322

STAFFING

Ed Burns Arena Enterprise Fund	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	0.2	0.2	0.2	0.2
Clerical	0.6	0.5	0.5	0.5
Professional/Technical	1	1.4	1.4	1.4
Custodial/Bldg. Maint.	0.8	0.8	0.8	0.8
Total	2.6	2.9	2.9	2.9



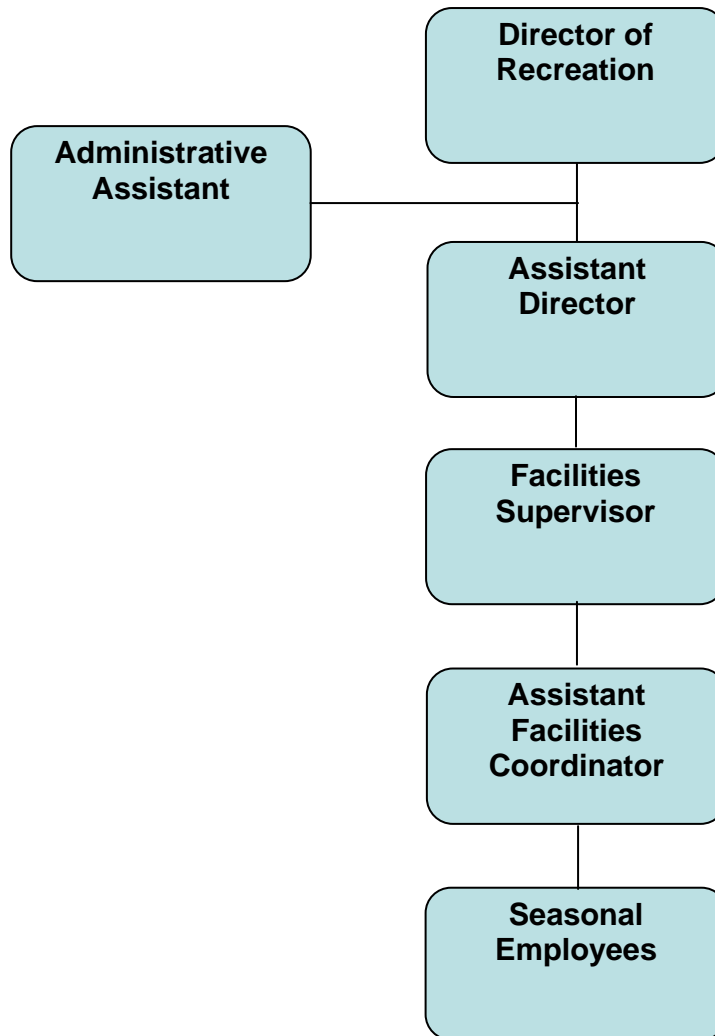
Major Accomplishments for 2018

- Renovated the concession stand before the start of the 2018-19 season providing needed updates to food service equipment
- Completed ADA feasibility work to identify the highest priorities at the rink.

Performance / Workload Indicators

Ed Burns Arena	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY19 Estimated
Ice Rental Hours	2,032	*1,795	*1,643	*1,800
Adults	4,795	4,805	5,730	5,775
Children/ Seniors	7,643	6,288	6,623	7,025
Public Skating Passes:				
Adults	107	65	55	57
Children/ Seniors	140	110	86	90
Skate Rentals	3,325	3,386	4,106	4,400
Skate Sharpening	845	528	636	700
Skate Sharpening Passes	10	11	5	6
Stick and Puck	1,377	1,425	1,469	1,525

*Previously 50 minute ice counted as (.60) now counted as (.50)





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 are acquired through the State 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 medical treatment, and the COA vans provide medical rides to out-of-area hospitals such as Lahey Burlington, Mt. Auburn Hospital, Winchester Hospital, Cambridge Hospital, and others. The Medical Escort Program is volunteer-based to provide 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 and most recently, initiated a partnership with UBER.

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 Nonprofit 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. The program welcomes the support of individuals and groups 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.

As approved by Town Meeting, due to the passage of the Proposition 2 1/2 override, the Council on Aging Transportation budget was increased by \$50,000 to support mobility for all residents, including making Arlington an

PROGRAM COSTS

Council on Aging Transportation	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	66,968	68,322	73,907	113,907
Expenses	13,514	22,000	19,000	29,000
Total	80,482	90,322	92,907	142,907

STAFFING

Council on Aging Transportation	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	0	0	0	0
Clerical	0.60	0.60	0.80	0.80
Transportation Drivers	1	0	0	0
Total	1.60	0.60	0.80	0.80



FY2020 Objectives

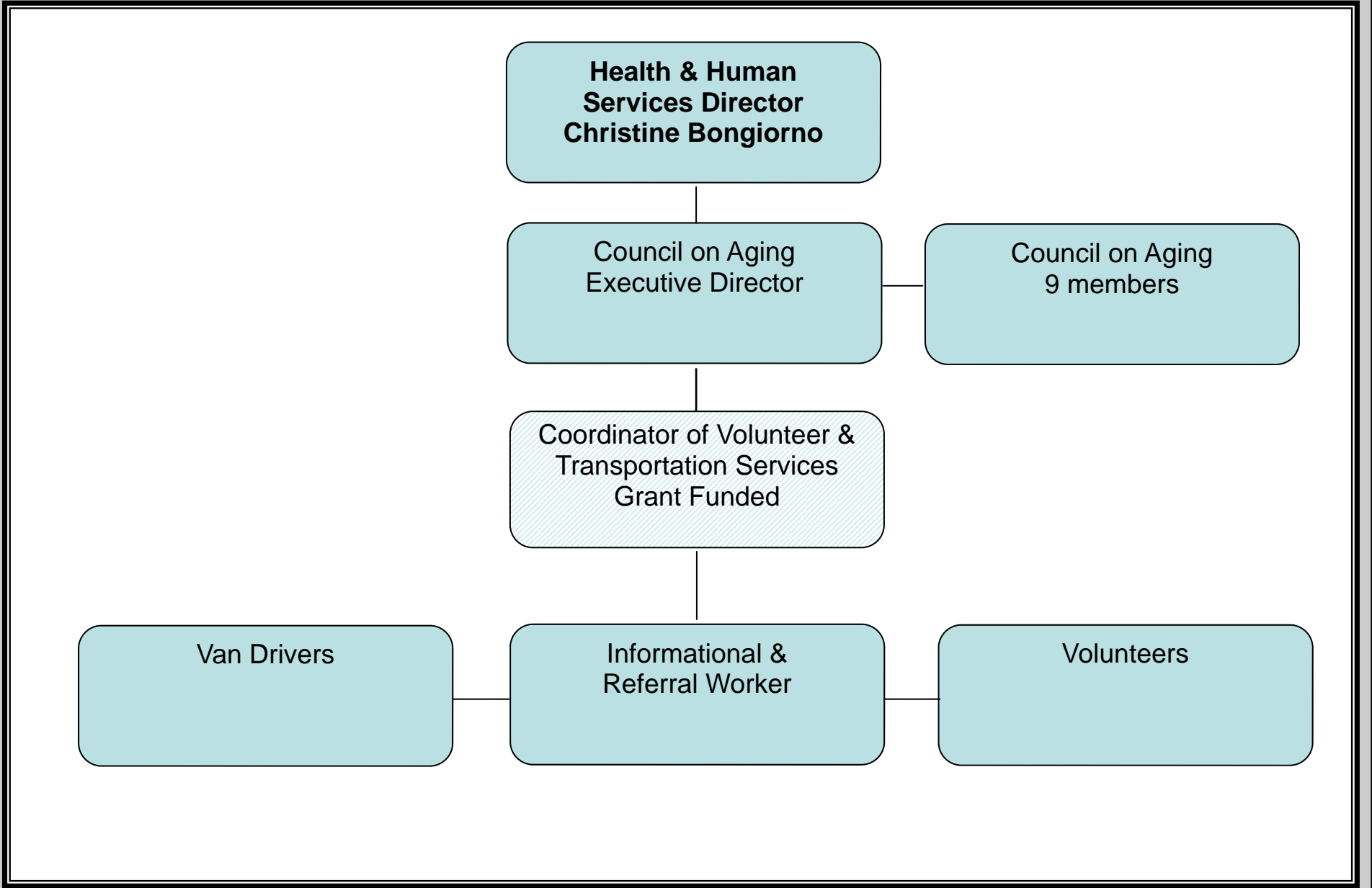
- Secure \$8,000 from 5K Race proceeds to help offset transportation expenses.
- Secure \$15,000 from grants to support the transportation program.
- Search for other donations and/or grants to support transportation needs where budgets fall short.
- Continue to research alternative transportation options including regional transportation options, and continue to increase the volunteer driver program.

Major Accomplishments for 2018

- Obtained a Massachusetts Department of Transportation grant for a new wheelchair lift 8 passenger COA Van.
- Established a partnership with UBER to provide rides to residents when Medical Escorts are not available.
- Hosted a Transportation Fair to educate Arlington residents about transportation options and registered residents for a new Senior Charlie Card.
- Four new medical escort volunteer drivers were recruited, increasing the medical escort driver pool by 25%.
- Provided scholarships for 12 seniors to use COA transportation services who could not otherwise afford it.
- Added COA van service on Fridays so it is available to residents 5 days a week during town business hours.
- Partnered with the Food Pantry to offer free van rides from senior housing buildings to weekly food distributions.
- Provided van panel advertising opportunities to local businesses, and help offset the costs of transportation.

Performance / Workload Indicators

Council on Aging Transportation Fund	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY19 Estimated
Annual number - one way rides	5,288	7,856	8,080	9,800
Taxi rides	2,700	2,197	1,834	2,414





Program Description

The Arlington Youth Counseling Center (AYCC) is a community-based and DPH-licensed mental health center serving Arlington youth (ages 3-21) and their families. AYCC is the leading provider of all outpatient and school based child and adolescent mental health services in Arlington and is one of the only providers in the area that accepts youth with public health insurance. AYCC is committed to ensuring that all community youth and families have access to necessary mental health counseling and medication treatment, regardless of their ability to pay. AYCC provides thousands of dollars of free and reduced-fee care to families who are uninsured, under-insured, or who otherwise cannot afford the cost of deductibles and copays. In addition to individual, group, and family counseling, psychiatric evaluation, and medication management, AYCC runs support groups for survivors of domestic violence and offers case management services to Arlington residents in need of food, shelter, and emergency assistance.

Budget Statement

The proposed FY20 budget for the Arlington Youth Counseling Center's (AYCC) enterprise fund reflects an anticipated budget increase of \$88,742 over FY19. Personnel costs (Salaries and Wages) constitute the largest increase in expenses due to three position reclassifications and an increase in weekly hours allocated to the AYCC psychologist. The psychologist will assume greater supervisory responsibilities and a larger clinical caseload to help meet the increased demand for services at AYCC. The second notable expense increase is in the Fee for Service Clinician line item. It reflects both an hourly wage increase for clinicians, as well as an anticipated rise in outpatient and school-based clinical services. AYCC continues to grapple with a growing waitlist and is committed to growing its clinical team to help address this expressed need for services within the community.

AYCC anticipates continued revenue growth through Medical Insurance Reimbursements and Youth Services Client Fees, as a result of increased agency productivity and more streamlined clinical documentation and billing practices. For the past three years, AYCC has also received funding support from the State Department of Mental Health and while this funding is not guaranteed, it is reflected as a FY20 revenue source within the "Other State Revenue" line item. With funding support from the State helping to offset increased personnel expenses in FY20, AYCC will allocate revenue from fundraising initiatives and donations to a separate gift account that funds the Community Resource Specialist position and additional hours for the Psychiatric Nurse Practitioner to see clients.

STAFFING

Youth Counseling Center Enterprise Fund	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Managerial	1	1	1	1
Clerical	1	1	1	1
School Counselor	0.57	0.57	0.86	0.86
Professional/Technical	2.2	2.1	2.1	2.1
Total	4.77	4.68	4.97	4.97

PROGRAM COSTS

Youth Counseling Center Enterprise Fund	FY2018 Actual	FY2019 Budget	FY2020 Request	FY2020 Town Mtg.
Personnel Services	349,096	420,113	447,658	447,658
Expenses	275,200	255,499	292,700	292,700
Total	624,296	675,612	740,358	740,358

Performance / Workload Indicators

Youth Services	FY2016 Actual	FY2017 Actual	FY2018 Actual	FY19 Estimated
Counseling hours	4,900	5,461	6,070	6,100
Clients	320	337	340	340
Group Sessions Conducted	55	88	30	50
First Step Group	52	52	52	52

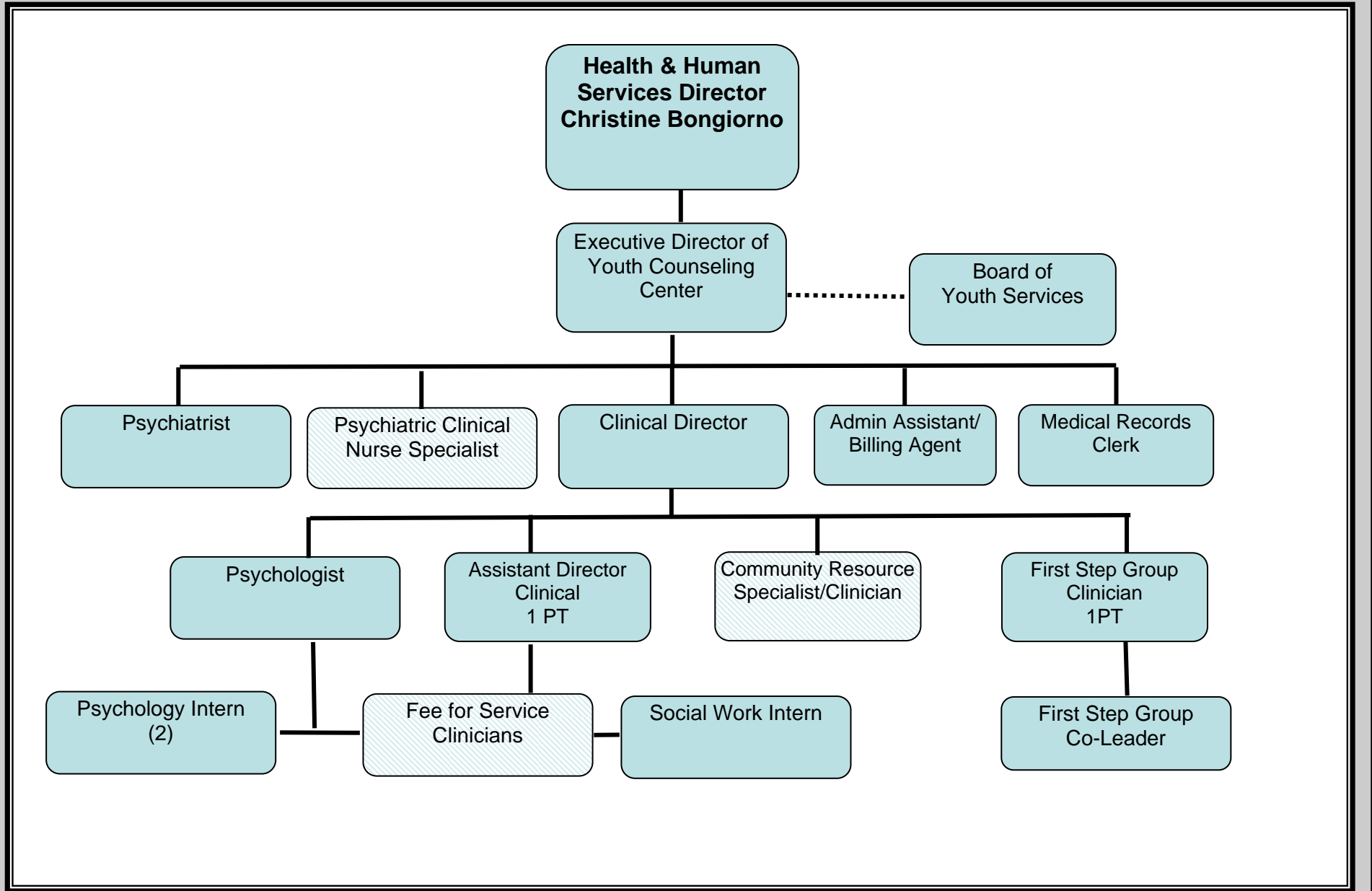


Major Accomplishments for 2018

- Conducted over 6,060 counseling and medication treatment sessions to 330 clients, including more than 130 new clients.
- Continued to provide school-based counseling services and clinical consultation in all Arlington Public Schools. More than 50 students in Arlington Public Schools, from kindergarten to 12th grade, engaged in individual and/or group counseling at school through AYCC.
- Completed a year-long partnership with Harvard University on a study comparing a new approach to evidence-based treatment to standard school-based counseling services, and their effects on students' mental health and school related outcomes. Several AYCC clinicians received extensive training in the new approach by the Harvard research team, and the remaining clinicians who participated in the study will receive the training in the summer of 2020.
- Conducted 30 group counseling sessions at the Ottoson Middle School for students experiencing depression and anxiety.
- Provided over 390 hours of weekly therapeutic and clinical support to students in the Workplace, an alternative program at Arlington High School.
- Facilitated 53 therapeutic groups for survivors of Domestic Violence, and offered ongoing clinical and case management support to group members and other women experiencing domestic violence.
- Provided nearly \$20,000 in free and reduced fee care to clients in financial need.
- Participated in Arlington High School's Wellness Day; five clinicians conducted workshops for students on topics including Art and Mindfulness, Anxiety and Its Impact on the Brain and Body, and Mindful Games.
- Partnered with the Board of Youth Services to host a community forum, "Understanding and Reducing Stigma in Mental Health," the first of the "Focus on Mental Health Series."
- Increased revenue through medical reimbursements and client copayments by 6% over FY17 and 20% over FY16.
- Raised over \$37,000 at the 7th Annual Out on the Town Gala, honoring Arlington's own Dr. Michael Thompson.

FY2020 Objectives

- Continue to provide comprehensive, high quality mental health care to community youth and families through outpatient and school-based counseling, medication treatment, clinical consultation, and case management services.
- Reduce wait time for youth and families seeking services at AYCC through enhanced recruitment of new clinicians, increased minimum caseload requirements for existing clinicians, and additional school-based counseling opportunities.
- Increase annual counseling and medication treatment sessions by 10%.
- Secure HIPAA compliant, insurance-approved software to provide Telemental health (online counseling) to youth and families who cannot access community or school based services at AYCC.
- Develop a new AYCC website that provides greater ease of access and usability for clients, donors, and information-seeking community members and partners.
- Implement a secure client portal through AYCC's new Electronic Health Records (EHR) system to improve communication between clinicians and clients.
- Renovate third floor therapy rooms to create a more welcoming, organized, and therapeutic environment for clients of all ages.
- Collaborate with Board of Youth Services and community partners to help reduce stigma associated with accessing mental health services and promote equitable access to services at AYCC.
- Explore new fundraising opportunities and cultivate relationships with existing and prospective donors for major and sustained giving.
- Coordinate in-service trainings on identified areas of clinical focus including trauma focused therapy, play therapy and sand tray therapy, autism spectrum disorders, mental health, and racial equity.





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SECTION VI

CAPITAL IMPROVEMENT PROGRAM



Capital Improvement Program Description

The Town Manager is responsible for submitting a five-year capital planning program for all departments to the Select Board, Finance Committee, and Town Meeting each year. A Capital Planning Committee (CPC) was created in 1986 to advise and make recommendations to the Town Manager regarding the capital plan. The Committee 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 up to 5 members of the public, the Comptroller, the Treasurer/Collector, the Superintendent or her representative, and the Town Manager or his representative. 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 improvement of the capital assets and infrastructure of the Town. The maintenance of infrastructure and the capital assets are of vital importance to the delivery of the quality services. 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.



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 (with the Facilities Department), playgrounds, parks and fields (with the Recreation Department). 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 or do not spend their appropriations in a timely manner 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. By longstanding Town policy, 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 FY2020 and the Capital Plan for FY2020 — 2024 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." Typically, capital expenditures less than \$100,000 are paid for in cash, not bonded. "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 Community Preservation Act funding.



Capital Budget FY2020 and Capital Plan FY2020-FY2024

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 FY2020 funding for the capital budget is as follows:

Bonding:	\$36,194,000
Cash:	\$4,222,995
Other:	\$12,394,500

Our existing non-exempt debt is \$6,349,527 which is consistent with prior debt service projections for FY2020. The total capital budget for FY2020, including debt, is estimated at \$13 million. Major projects to be funded in FY2020 include street and sidewalk work for approximately \$2.2 million, and water and sewer work for \$2.4 million.

Site improvements and construction for the Senior Center Renovation have been budgeted for \$8 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 budgeted for FY2020, projected at a cost of \$29 million, with \$22 million being supported in the five year capital plan, and \$7 million being supported by the Water and Sewer Enterprise Fund. The Town is currently in the design development phase of this project.

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 \$4.8 million of recreation, open space, and historic preservation projects in the five year capital plan that has been recommended for CPA funding. The Community Preservation Committee is currently reviewing final applications that have been submitted for the FY2020 funding cycle and will make recommendations for CPA funding at Town Meeting.

It is also important to once again note the future financial liabilities associated with the reconstruction of Arlington High School. The project has been approved by the Massachusetts School Building Authority for a maximum cost of \$291,481,649, but further value engineering efforts are planned to be undertaken. This project will have impact on the capital budget as several Town departments currently housed in the High School will be relocated to the renovated DPW facility. Voters will be asked to support a debt exclusion to fund the remainder of the High School project.



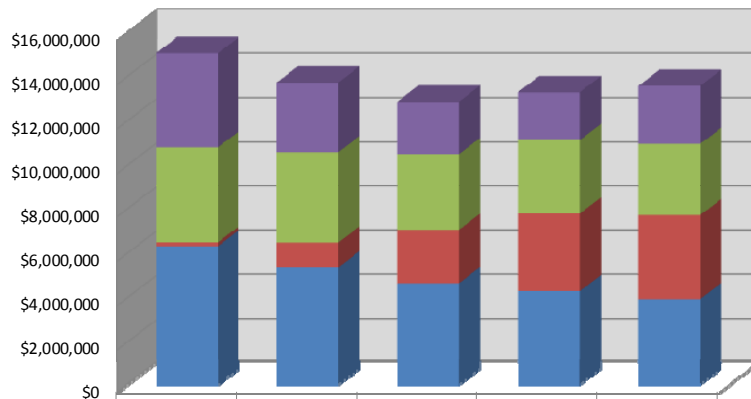
FY2020 Proposed Capital Financing Plan

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.

Capital Plan Appropriation Summary



	FY2020	FY2021	FY2022	FY2023	FY2024
Cash	\$4,222,995	\$3,125,060	\$2,356,304	\$2,150,383	\$2,602,993
Exempt Debt*	\$4,321,873	\$4,114,929	\$3,452,179	\$3,352,632	\$3,254,930
New Non-Exempt Debt	\$173,268	\$1,115,284	\$2,407,026	\$3,493,307	\$3,778,669
Existing Non-Exempt Debt	\$6,338,815	\$5,387,609	\$4,671,971	\$4,310,662	\$3,958,620

*Exclusive of Symmes debt service FY2020-2024

FY 2020

Acquisition Expense by Funding Source

Cash	a	\$	4,222,995
Bond		\$	36,194,000
Other		\$	12,394,500
Total Acquisition Expense		\$	52,811,495

Appropriation by Use of Funds

Exempt Debt Service			
Prior		\$	4,321,873
New		\$	-
Total Exempt Debt Service	b	\$	4,321,873

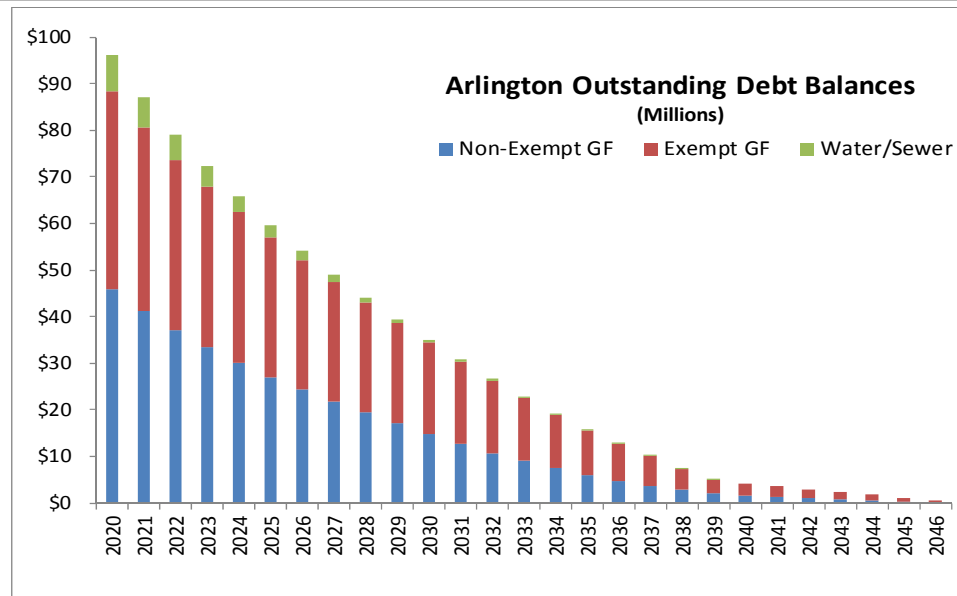
Water/Sewer Debt Service (incl MWRA)			
Prior		\$	1,327,399
New		\$	150,000
Total Water/Sewer Debt Service	c	\$	1,477,399

Other Enterprise Fund Debt Service (Rink)			
Prior		\$	159,931
New		\$	2,625
Total Other Enterprise Fund Debt Service	d	\$	162,556

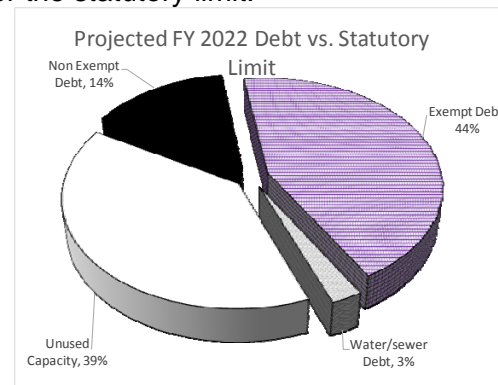
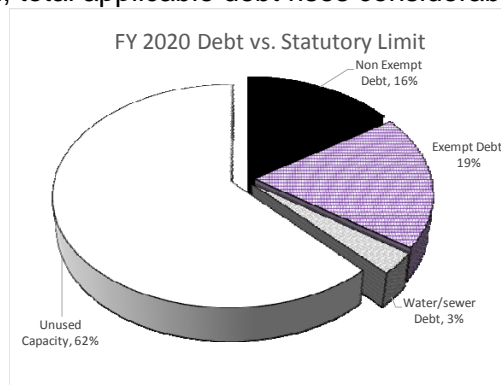
General Non-Exempt Debt Service			
Prior		\$	6,178,884
New		\$	170,643
General Non-Exempt Debt Service	e	\$	6,349,527

Less Direct Funding Sources:			
Ambulance Revolving Fund		\$	(47,175)
Antennae Funds		\$	(459,845)
Non-exempt Bond Premium (from FY2019)		\$	(461)
Rink Enterprise Fund		\$	(101,278)
Urban Renewal Fund		\$	(48,944)
Capital Carry Forwards		\$	(1,203,204)
Net direct sources	f	\$	(1,860,907)

Net Non-Exempt Appropriation (a+c+d+e+f)		\$	10,351,570
Total Appropriation (a+b+d+e+f)		\$	13,196,044



Arlington Statutory Debt Capacity: State law imposes a debt limit on each community, on certain debt, equal to 5% of the Equalized Valuation (EQV) of the Town. Based on the current DOR reported EQV of \$10.61 billion, the debt limit is \$530.7 million. Arlington’s estimated applicable FY 2020 debt of \$202 million, including an initial phase of borrowing for the Arlington High School project, represents 38% of the statutory limit as illustrated below. Projecting to the completion of borrowing for the AHS project in FY 2022, net of the expected state contribution, total applicable debt rises considerably, but remains well under the statutory limit.





Capital Budget Fiscal Year 2020

	BOND	CASH	OTHER	Grand Total
COMMUNITY SAFETY - FIRE SERVICES	\$205,000			\$205,000
Portable Radio Replacement	\$205,000			\$205,000
COMMUNITY SAFETY - POLICE SERVICES	\$967,000	\$142,000		\$1,109,000
Bullet Proof Vest Program		\$7,000		\$7,000
Radio Upgrade-Replacement Program	\$967,000			\$967,000
Vehicle Replacement Program		\$135,000		\$135,000
FACILITIES		\$10,000		\$10,000
Town Hall - Renovations		\$10,000		\$10,000
HEALTH & HUMAN SERVICES		\$311,500		\$311,500
Veterans Memorials Repairs		\$40,000		\$40,000
Whittemore Robbins House - Exterior Painting and Window Replacement		\$136,500		\$136,500
Carriage House interior renovation		\$75,000		\$75,000
Whittemore Robbins House Kitchen		\$60,000		\$60,000
INFORMATION TECHNOLOGY		\$728,760		\$728,760
School - Admin Computers and Peripherals		\$40,000		\$40,000
School - Network Infrastructure		\$75,000		\$75,000
School - Replacement academic PC's district wide		\$420,000		\$420,000
School - Software Licensing		\$60,000		\$60,000
Town Microcomputer Program		\$60,000		\$60,000
Town Software Upgrades & Standardization		\$50,000		\$50,000
Interface between WebQA and PeopleGIS for DPW work orders		\$10,000		\$10,000
Matching funds for technology grant		\$13,760		\$13,760



Capital Budget Fiscal Year 2020 (cont.)

	BOND	CASH	OTHER	Grand Total
LIBRARY	\$100,000	\$51,260		\$151,260
Repainting	\$100,000			\$100,000
MLN Equipment Schedule FY20-24		\$41,260		\$41,260
Roof Parapet		\$10,000		\$10,000
PLANNING	\$8,055,000	\$121,500		\$8,176,500
Exterior Repairs- Dallin Library		\$41,500		\$41,500
Parking lot upgrades - Dallin Library		\$30,000		\$30,000
Interior finish repairs - Dallin Library		\$10,000		\$10,000
Building exterior repairs assessment - Parmenter		\$30,000		\$30,000
HVAC assessment - Parmenter		\$10,000		\$10,000
Senior Center/Central School Renovation	\$8,055,000			\$8,055,000
PUBLIC WORKS CEMETERY DIVISION			\$10,000	\$10,000
Headstone Cleaning & Repair			\$10,000	\$10,000
PUBLIC WORKS ENGINEERING DIVISION	\$750,000	\$25,000		\$775,000
Roadway Consulting Services		\$25,000		\$25,000
Lake Street/Bikeway Intersection Improvements	\$750,000			\$750,000
PUBLIC WORKS HIGHWAY DIVISION	\$518,000	\$1,447,975	\$875,000	\$2,840,975
33,000 GVW Dump Truck w-Plow	\$125,000			\$125,000
3-4 Ton Pick-up, 4wd w-Plow		\$40,000		\$40,000
44,000 GVW, 4WD Truck w-Sander	\$168,000			\$168,000
Chapter 90 Roadway			\$750,000	\$750,000
Install Sidewalk Ramps - CDBG			\$125,000	\$125,000
Roadway Reconstruction		\$350,000		\$350,000
Roadway Reconstruction Override 2011		\$475,475		\$475,475
Sander Body		\$17,500		\$17,500
Sidewalk Ramp Installation		\$65,000		\$65,000
Sidewalks and Curbstones		\$500,000		\$500,000
Street Sweeper	\$225,000			\$225,000



Capital Budget Fiscal Year 2020 (cont.)

	BOND	CASH	OTHER	Grand Total
PUBLIC WORKS MER	\$60,000			\$60,000
Traffic Signal Maint & Upgrades	\$60,000			\$60,000
PUBLIC WORKS NATURAL RESOURCES DIVISION		\$102,000		\$102,000
1 Ton Pickup Truck w-Dump Body		\$62,000		\$62,000
3-4 Ton Pickup Truck		\$40,000		\$40,000
PUBLIC WORKS PROPERTIES DIVISION	\$22,000,000		\$7,900,000	\$29,900,000
DPW Facility - Site Improvements	\$22,000,000		\$7,900,000	\$29,900,000
PUBLIC WORKS WATER/SEWER DIVISION			\$3,112,000	\$3,112,000
1 Ton Dump Truck			\$62,000	\$62,000
Drainage Rehab - Regulatory Compliance (Ch-308)			\$250,000	\$250,000
Hydrant and Valve replacement program			\$100,000	\$100,000
Sewer System Rehabilitation			\$900,000	\$900,000
Small Equipment			\$5,000	\$5,000
Water System Rehabilitation			\$1,400,000	\$1,400,000
Vacuum/Jet Truck			\$395,000	\$395,000
PURCHASING		\$53,000		\$53,000
Photocopier Replacement Program		\$53,000		\$53,000
RECREATION	\$2,450,000	\$285,000	\$400,000	\$3,135,000
ADA Study Implementation Program		\$50,000		\$50,000
Feasibility Study		\$10,000		\$10,000
Poets Corner Field		\$75,000		\$75,000
Reservoir Improvements Phase II	\$2,450,000	\$150,000	\$400,000	\$3,000,000
REDEVELOPMENT BOARD			\$42,500	\$42,500
Interior finish upgrades - Jefferson Cutter			\$22,500	\$22,500
Interior repairs - 23 Maple Street			\$20,000	\$20,000



Capital Budget Fiscal Year 2020 (cont.)

	BOND	CASH	OTHER	Grand Total
SCHOOLS	\$825,000	\$925,000	\$55,000	\$1,805,000
Bus #102 - 53 passenger bus		\$95,000		\$95,000
Hardy Playground	\$300,000	\$40,000		\$340,000
Landscape Improvements - Bishop School	\$125,000			\$125,000
Ottoson Exterior Step Repair		\$20,000		\$20,000
Photocopier Lease Program		\$120,000		\$120,000
Replace Truck and Plow		\$50,000		\$50,000
School Playground Upgrades	\$300,000			\$300,000
Window Screens in Schools		\$60,000		\$60,000
Thompson Heat Pump Replacement		\$35,000		\$35,000
Air Conditioning Study		\$50,000		\$50,000
Security Updates		\$40,000		\$40,000
Gibbs School HVAC Catwalks	\$100,000			\$100,000
Activity Van - After School Program			\$55,000	\$55,000
Van # 110 - passenger		\$40,000		\$40,000
Hardy Reroofing and Envelope Phase I		\$350,000		\$350,000
Hardy Accessibility Improvements		\$25,000		\$25,000
SELECT BOARD	\$114,000			\$114,000
Voting Machines	\$114,000			\$114,000
VETERANS' MEMORIAL RINK ENTERPRISE FUND	\$150,000	\$20,000		\$170,000
Ed Burns Arena Roof Work		\$20,000		\$20,000
Boiler Replacement	\$150,000			\$150,000
Grand Total	\$36,194,000	\$4,222,995	\$12,394,500	\$52,811,495



CAPITAL PLAN FY2020-2024

	2020	2021	2022	2023	2024	Grand Total
COMMUNITY SAFETY - FIRE SERVICES	\$205,000	\$335,000	\$755,000	\$45,000	\$532,000	\$1,872,000
EQUIPMENT REPLACEMENT	\$205,000	\$75,000	\$75,000	\$25,000	\$30,000	\$410,000
Firefighter Protective Gear		\$25,000	\$25,000	\$25,000	\$30,000	\$105,000
Jaws of Life - Extrication Equipment		\$50,000				\$50,000
Portable Radio Replacement	\$205,000					\$205,000
Thermal Imaging Cameras Replacement			\$50,000			\$50,000
PUBLIC BUILDING MAINTENANCE			\$10,000	\$20,000	\$112,000	\$142,000
Air Handler Replacement Park Circle				\$12,000	\$12,000	\$24,000
Apparatus Bay Heating Unit Park Circle				\$8,000		\$8,000
Carpeting - Flooring at Park Circle Station			\$10,000			\$10,000
Central station exterior waterproofing					\$100,000	\$100,000
VEHICLE REPLACEMENT		\$260,000	\$670,000		\$390,000	\$1,320,000
Engine Pumper to Replace #1025			\$600,000			\$600,000
Lighting Plant Replace 2001 Ford vehicle #1015			\$70,000			\$70,000
Replace Ambulance #1026					\$280,000	\$280,000
Replace EM vehicle #1016 Air supply					\$70,000	\$70,000
Rescue Ambulance replacing 2013 Ford Horton		\$260,000				\$260,000
Vehicle Replacement - #1017 2012 Ford Escape					\$40,000	\$40,000
COMMUNITY SAFETY - POLICE SERVICES	\$1,109,000	\$157,000	\$225,000	\$162,000	\$162,000	\$1,815,000
EQUIPMENT REPLACEMENT	\$974,000	\$22,000	\$40,000	\$22,000	\$22,000	\$1,080,000
Automatic External Defibrilators			\$18,000			\$18,000
Bullet Proof Vest Program	\$7,000	\$22,000	\$22,000	\$22,000	\$22,000	\$95,000
Radio Upgrade-Replacement Program	\$967,000					\$967,000
VEHICLE REPLACEMENT	\$135,000	\$135,000	\$185,000	\$140,000	\$140,000	\$735,000
Animal Control Vehicle Replacement			\$45,000			\$45,000
Vehicle Replacement Program	\$135,000	\$135,000	\$140,000	\$140,000	\$140,000	\$690,000



CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
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	\$10,000	\$300,000	\$100,000	\$100,000	\$100,000	\$610,000
PUBLIC BUILDING MAINTENANCE	\$10,000	\$300,000	\$100,000	\$100,000	\$100,000	\$610,000
Town Hall - Renovations	\$10,000	\$300,000	\$100,000	\$100,000	\$100,000	\$610,000
HEALTH & HUMAN SERVICES	\$311,500	\$515,000	\$72,500			\$899,000
DEPARTMENTAL PROJECT	\$40,000		\$72,500			\$112,500
Monument Square Veterans Park			\$72,500			\$72,500
Veterans Memorials Repairs	\$40,000					\$40,000
PUBLIC BUILDING MAINTENANCE	\$271,500	\$515,000				\$786,500
Carriage House interior renovation	\$75,000					\$75,000
Whittemore Robbins Cottage		\$515,000				\$515,000
Whittemore Robbins House - Exterior Painting and Window Replacemen	\$136,500					\$136,500
Whittemore Robbins House Kitchen	\$60,000					\$60,000
INFORMATION TECHNOLOGY	\$728,760	\$620,000	\$628,760	\$620,000	\$623,760	\$3,221,280
EQUIPMENT REPLACEMENT		\$10,000		\$10,000		\$20,000
Conference Room Presentation Technology Program		\$10,000		\$10,000		\$20,000
INFORMATION TECHNOLOGY	\$728,760	\$610,000	\$628,760	\$610,000	\$623,760	\$3,201,280
Interface between WebQA and PeopleGIS for DPW work orders	\$10,000					\$10,000
Matching funds for technology grant	\$13,760		\$13,760		\$13,760	\$41,280
School - Admin Computers and Peripherals	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
School - Network Infrastructure	\$75,000	\$20,000	\$25,000	\$20,000	\$20,000	\$160,000
School - Replacement Academic PC's District Wide	\$420,000	\$400,000	\$400,000	\$400,000	\$400,000	\$2,020,000
School - Software Licensing	\$60,000	\$40,000	\$40,000	\$40,000	\$40,000	\$220,000
Town Microcomputer Program	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Town Software Upgrades & Standardization	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000



CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
LIBRARY	\$151,260	\$33,200	\$1,016,000	\$42,350	\$717,400	\$1,960,210
DEPARTMENTAL PROJECT			\$980,000		\$680,000	\$1,660,000
Fox Library Building Project					\$680,000	\$680,000
Robbins Library Renovations			\$980,000			\$980,000
EQUIPMENT REPLACEMENT	\$41,260	\$33,200	\$36,000	\$42,350	\$37,400	\$190,210
MLN Equipment Schedule FY20-24	\$41,260	\$33,200	\$36,000	\$42,350	\$37,400	\$190,210
PUBLIC BUILDING MAINTENANCE	\$110,000					\$110,000
Repainting	\$100,000					\$100,000
Roof Parapet	\$10,000					\$10,000
PLANNING	\$8,176,500	\$265,000				\$8,441,500
MAJOR REPAIRS	\$8,055,000					\$8,055,000
Senior Center/Central School Renovation	\$8,055,000					\$8,055,000
PUBLIC BUILDING MAINTENANCE	\$121,500	\$265,000				\$386,500
Building exterior repairs - Parmenter		\$100,000				\$100,000
Building exterior repairs assessment - Parmenter	\$30,000					\$30,000
Exterior Repairs- Dallin Library	\$41,500					\$41,500
HVAC assessment - Parmenter	\$10,000					\$10,000
HVAC replacement - Dallin Library		\$25,000				\$25,000
HVAC upgrades - Parmenter		\$100,000				\$100,000
Interior finish repairs - Dallin Library	\$10,000					\$10,000
Parking lot upgrades - Dallin Library	\$30,000					\$30,000
Roof replacement - Dallin Library		\$40,000				\$40,000
PUBLIC WORKS CEMETERY DIVISION	\$10,000	\$10,000	\$10,000	\$145,000	\$85,000	\$260,000
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
EQUIPMENT REPLACEMENT				\$135,000	\$75,000	\$210,000
Backhoe				\$135,000		\$135,000
Mini-Excavator					\$75,000	\$75,000



CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
PUBLIC WORKS ENGINEERING DIVISION	\$775,000	\$30,000		\$25,000		\$830,000
DEPARTMENTAL PROJECT	\$25,000			\$25,000		\$50,000
Roadway Consulting Services	\$25,000			\$25,000		\$50,000
INFRASTRUCTURE IMPROVEMENT	\$750,000					\$750,000
Lake Street/Bikeway Intersection Improvements	\$750,000					\$750,000
VEHICLE REPLACEMENT		\$30,000				\$30,000
Utility Vehicle		\$30,000				\$30,000
PUBLIC WORKS HIGHWAY DIVISION	\$2,840,975	\$2,781,860	\$2,349,044	\$2,466,533	\$2,591,833	\$13,030,245
EQUIPMENT REPLACEMENT	\$17,500	\$97,500	\$30,500	\$29,500	\$151,000	\$326,000
1 Ton Dump Truck w-Plow-Sander		\$68,000				\$68,000
10 Wheel Dump Truck					\$133,000	\$133,000
Line Striping Machine			\$13,000			\$13,000
Sander Body	\$17,500	\$17,500	\$17,500	\$17,500	\$18,000	\$88,000
Snow Plow Replacement		\$12,000		\$12,000		\$24,000
ROADS AND PATHS INFRASTRUCTURE	\$2,265,475	\$2,277,360	\$2,189,544	\$2,202,033	\$2,264,833	\$11,199,245
Chapter 90 Roadway	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,750,000
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	\$475,475	\$487,360	\$499,544	\$512,033	\$524,833	\$2,499,245
Sidewalk Ramp Installation	\$65,000	\$65,000	\$65,000	\$65,000	\$65,000	\$325,000
Sidewalks and Curbstones	\$500,000	\$500,000	\$400,000	\$400,000	\$450,000	\$2,250,000
VEHICLE REPLACEMENT	\$558,000	\$407,000	\$129,000	\$235,000	\$176,000	\$1,505,000
33,000 GVW Dump Truck w-Plow	\$125,000	\$127,000	\$129,000			\$381,000
3-4 Ton Pick-up, 4wd w-Plow	\$40,000					\$40,000
44,000 GVW, 4WD Truck w-Sander	\$168,000	\$170,000			\$176,000	\$514,000
Backhoe-Loader - 1.5 CY		\$110,000				\$110,000
Street Sweeper	\$225,000			\$235,000		\$460,000



CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
PUBLIC WORKS MER	\$60,000	\$60,000	\$60,000	\$185,000	\$60,000	\$425,000
EQUIPMENT REPLACEMENT				\$125,000		\$125,000
Fork Lift				\$125,000		\$125,000
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
PUBLIC WORKS NATURAL RESOURCES DIVISION	\$102,000	\$125,000	\$139,000	\$132,500	\$110,000	\$608,500
EQUIPMENT REPLACEMENT				\$132,500		\$132,500
Mower Trailer				\$7,500		\$7,500
Ride-On Mower				\$30,000		\$30,000
Skid Steer				\$75,000		\$75,000
Stump Grinder				\$20,000		\$20,000
VEHICLE REPLACEMENT	\$102,000	\$125,000	\$139,000		\$110,000	\$476,000
1 Ton Pickup Truck w-Dump Body	\$62,000		\$64,000		\$66,000	\$192,000
3-4 Ton Pickup Truck	\$40,000				\$44,000	\$84,000
Boom-Dump-Chip Truck		\$125,000				\$125,000
Tree Chipper			\$75,000			\$75,000
PUBLIC WORKS PROPERTIES DIVISION	\$29,900,000					\$29,900,000
DEPARTMENTAL PROJECT	\$29,900,000					\$29,900,000
DPW Facility - Site Improvements	\$29,900,000					\$29,900,000
PUBLIC WORKS WATER/SEWER DIVISION	\$3,112,000	\$2,732,000	\$2,834,000	\$2,865,000	\$3,005,000	\$14,548,000
EQUIPMENT REPLACEMENT	\$400,000	\$35,000	\$5,000	\$115,000	\$105,000	\$660,000
Compressor Truck				\$100,000		\$100,000
Mini-Excavator Trailer				\$10,000		\$10,000
Pump Station Generator					\$100,000	\$100,000
Small Equipment	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Utility Vehicle		\$30,000				\$30,000
Vacuum/Jet Truck	\$395,000					\$395,000



CAPITAL PLAN FY2020-2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
INFRASTRUCTURE IMPROVEMENT	\$2,650,000	\$2,650,000	\$2,700,000	\$2,750,000	\$2,900,000	\$13,650,000
Drainage Rehab - Regulatory Compliance (Ch-308)	\$250,000	\$250,000	\$300,000	\$350,000	\$400,000	\$1,550,000
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	\$1,400,000	\$1,400,000	\$1,400,000	\$1,400,000	\$1,500,000	\$7,100,000
VEHICLE REPLACEMENT	\$62,000	\$47,000	\$129,000			\$238,000
1 ton Dump Truck	\$62,000					\$62,000
33,000 GVW Dump Truck w-Plow			\$129,000			\$129,000
Utility Truck		\$47,000				\$47,000
PURCHASING	\$53,000	\$45,000	\$35,000	\$57,000	\$57,000	\$247,000
EQUIPMENT REPLACEMENT	\$53,000	\$45,000	\$35,000	\$57,000	\$57,000	\$247,000
Photocopier Replacement Program	\$53,000	\$45,000	\$35,000	\$57,000	\$57,000	\$247,000
RECREATION	\$3,135,000	\$50,000	\$50,000	\$50,000	\$50,000	\$3,335,000
INFRASTRUCTURE IMPROVEMENT	\$3,000,000					\$3,000,000
Reservoir Improvements Phase II	\$3,000,000					\$3,000,000
PARKS PLAYGROUNDS & FIELDS	\$135,000	\$50,000	\$50,000	\$50,000	\$50,000	\$335,000
ADA Study Implementation Program	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Feasibility Study	\$10,000					\$10,000
Poets Corner Field	\$75,000					\$75,000
REDEVELOPMENT BOARD	\$42,500	\$152,072	\$427,000			\$621,572
INFRASTRUCTURE IMPROVEMENT		\$127,072	\$427,000			\$554,072
Whittemore Park upgrades		\$127,072	\$427,000			\$554,072
PUBLIC BUILDING MAINTENANCE	\$42,500	\$25,000				\$67,500
Boiler replacement - Jefferson Cutter		\$25,000				\$25,000
Interior finish upgrades - Jefferson Cutter	\$22,500					\$22,500
Interior repairs - 23 Maple Street	\$20,000					\$20,000



CAPITAL PLAN FY2020 –2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
SCHOOLS	\$1,805,000	\$1,235,000	\$840,000	\$315,000	\$2,195,000	\$6,390,000
DEPARTMENTAL PROJECT	\$190,000	\$400,000	\$100,000	\$100,000	\$135,000	\$925,000
Air Conditioning Study	\$50,000					\$50,000
Bishop School Painting					\$35,000	\$35,000
Gibbs School HVAC Catwalks	\$100,000					\$100,000
Security Updates	\$40,000	\$100,000	\$100,000	\$100,000	\$100,000	\$440,000
Water penetration Bishop		\$300,000				\$300,000
EQUIPMENT REPLACEMENT		\$550,000	\$300,000			\$850,000
Hardy HVAC Roof Top Units		\$300,000	\$300,000			\$600,000
Ottoson HVAC Roof Top Unit		\$250,000				\$250,000
INFRASTRUCTURE IMPROVEMENT	\$720,000	\$20,000	\$220,000		\$800,000	\$1,760,000
Hardy Accessibility Improvements	\$25,000					\$25,000
Hardy Boiler			\$200,000			\$200,000
Hardy Playground	\$340,000					\$340,000
Ottoson Exterior Step Repair	\$20,000		\$20,000			\$40,000
Ottoson Roof Replacement					\$800,000	\$800,000
School Playground Upgrades	\$300,000	\$20,000				\$320,000
Thompson Heat Pump Replacement	\$35,000					\$35,000
MAJOR REPAIRS	\$125,000					\$125,000
Landscape Improvements - Bishop School	\$125,000					\$125,000
PHOTOCOPIER PROGRAM	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
Photocopier Lease Program	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$600,000
PUBLIC BUILDING MAINTENANCE	\$410,000	\$60,000			\$1,100,000	\$1,570,000
Bishop School Roof Repair					\$300,000	\$300,000
Hardy Reroofing and Envelope Phase I	\$350,000					\$350,000
Hardy Reroofing Phase II					\$800,000	\$800,000
Window Screens in Schools	\$60,000	\$60,000				\$120,000



CAPITAL PLAN FY2020 –2024 (cont.)

	2020	2021	2022	2023	2024	Grand Total
STUDENT TRANSPORTATION	\$190,000	\$85,000	\$100,000	\$95,000	\$40,000	\$510,000
Activity Van - After School Program	\$55,000					\$55,000
Bus #101 - 53 Passenger				\$95,000		\$95,000
Bus #102 - 53 passenger bus	\$95,000					\$95,000
Bus #105 - 8 passenger Escape		\$40,000				\$40,000
Bus #108 - 53 passenger bus			\$100,000			\$100,000
Van # 109 8 Passenger Explorer					\$40,000	\$40,000
Van # 110 - passenger	\$40,000					\$40,000
Van # 112 Athletics Van		\$45,000				\$45,000
VEHICLE REPLACEMENT	\$50,000					\$50,000
Replace Truck and Plow	\$50,000					\$50,000
SELECT BOARD	\$114,000					\$114,000
EQUIPMENT REPLACEMENT	\$114,000					\$114,000
Voting Machines	\$114,000					\$114,000
TREASURER		\$40,000				\$40,000
EQUIPMENT REPLACEMENT		\$40,000				\$40,000
Multi-Space Parking Meter Replacement		\$40,000				\$40,000
VETERANS' MEMORIAL RINK ENTERPRISE FUND	\$170,000	\$160,000				\$330,000
MAJOR REPAIRS	\$170,000	\$160,000				\$330,000
Boiler Replacement	\$150,000					\$150,000
Ed Burns Arena Roof Work	\$20,000	\$160,000				\$180,000
Grand Total	\$52,811,495	\$9,661,132	\$9,541,304	\$7,225,383	\$10,288,993	\$89,528,307

	2020	2021	2022	2023	2024	Grand Total
BOND	\$36,194,000	\$2,617,000	\$3,466,000	\$1,325,000	\$3,796,000	\$47,398,000
CASH	\$4,222,995	\$3,125,060	\$2,356,304	\$2,150,383	\$2,602,993	\$14,457,735
OTHER	\$12,394,500	\$3,919,072	\$3,719,000	\$3,750,000	\$3,890,000	\$27,672,572
CPA	\$1,755,073	\$1,505,700		\$1,425,000	\$425,000	\$5,110,773
Grand Total	\$54,566,568	\$11,166,832	\$9,541,304	\$8,650,383	\$10,713,993	\$94,639,080



CAPITAL PLAN FY2020 –2024 (cont.)

Fiscal Year	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Total
Prior Non-Exempt Debt Service	\$6,338,815	\$5,387,609	\$4,671,971	\$4,310,662	\$3,958,620	\$24,667,677
Cash	\$4,222,995	\$3,125,060	\$2,356,304	\$2,150,383	\$2,602,993	\$14,457,735
New Non-Exempt Debt Service	\$173,268	\$1,115,284	\$2,407,026	\$3,493,307	\$3,778,669	\$10,967,553
BAN Interest and Principal	\$0	\$242,000	\$484,000	\$21,560	\$21,560	\$769,120
Total Non-Exempt Tax Burden	\$10,735,078	\$9,869,952	\$9,919,301	\$9,975,912	\$10,361,842	\$50,862,085
<i>Direct funding sources:</i>						
Non-exempt Bond Premium (from FY2019)	(\$461)					(\$461)
Rink Enterprise Funds	(\$101,278)	(\$71,806)	(\$80,244)	(\$77,601)	(\$75,109)	(\$406,038)
Ambulance Revolving Fund	(\$47,175)	(\$30,675)	(\$86,475)	(\$59,280)	(\$57,460)	(\$281,065)
Capital Carry Forwards	(\$1,203,204)					(\$1,203,204)
Antenna Funds	(\$459,845)	(\$208,181)	(\$181,795)	(\$175,199)	(\$173,550)	(\$1,198,569)
Urban Renewal Fund	(\$48,944)	(\$47,344)	(\$45,744)	(\$44,144)	(\$42,544)	(\$228,719)
Recreation Enterprise Fund	\$0	(\$56,203)	(\$207,419)	(\$203,131)	(\$198,844)	(\$665,597)
Asset Sale Proceeds		(\$500,000)	(\$268,000)			(\$768,000)
<i>Adjustments to 5% Plan:</i>						
Roadway Reconstruction Override 2011	(\$475,474)	(\$487,361)	(\$499,545)	(\$512,033)	(\$524,833)	(\$2,499,246)
2016 and prior Bond Premium	(\$516,611)	(\$260,240)				(\$776,851)
Prior Year Encumbered Debt Service	\$0					\$0
Debt service, Town-owned Rental Properties	(\$98,000)	(\$68,500)	(\$17,000)	(\$16,650)	(\$16,300)	(\$216,450)
Net Non-Exempt Plan	\$7,784,086	\$8,139,643	\$8,533,080	\$8,887,874	\$9,273,203	\$42,617,886
Pro Forma Budget	\$155,763,733	\$163,042,581	\$170,786,860	\$177,549,783	\$185,406,070	\$852,549,027
Budget For Plan at 5%	\$7,788,187	\$8,152,129	\$8,539,343	\$8,877,489	\$9,270,304	\$42,627,451
Plan as % of Revenues	5.00%	4.99%	5.00%	5.01%	5.00%	5.00%
Variance From Budget	\$4,100	\$12,486	\$6,263	(\$10,385)	(\$2,899)	\$9,566



SECTION VII

NON-APPROPRIATED EXPENSES

NON-APPROPRIATED EXPENSES



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



NON-APPROPRIATED EXPENSES

This category includes mandated assessments and expenditures, which are automatically added to the tax rate without appropriation. Overall, non-appropriated expenses are budgeted to decrease \$523,161 (-9.76%) in FY2020. The total projected State Assessments for FY2020 are \$3,403,217, an increase of \$118,152 from FY2019. The MBTA accounts for \$3,045,955 of this total and is increasing 2.78%. The remaining Non-Appropriated expenses include Cherry Sheet Offsets, Court Judgments and Deficits, and Tax Abatement Overlay. These items total \$1,431,149 which is a decrease of \$641,313 from FY2019 final Recap figure. The FY2020 Overlay will be adjusted when the final tax rate is set in the fall. All state assessment figures are estimates, subject to final assessments made once the State budget is approved.

Non-Appropriated Expenses	FY2018 Recap	FY2019 Recap	FY2020 Budget	Budget Change
State Assessments				
MBTA	2,890,723	2,963,561	3,045,955	82,394
RMV Non-Renewal Surcharge	39,520	39,520	33,480	(6,040)
Air Pollution Districts	16,571	16,999	17,772	773
Metropolitan Area Planning Council (MAPC)	22,842	23,348	23,998	650
Special Education Charge	12,685	28,925	16,279	(12,646)
Charter School tuition	190,532	189,312	203,873	14,561
School Choice	11,700	23,400	61,860	38,460
State Assessments Sub-total	3,184,573	3,285,065	3,403,217	118,152
Cherry Sheet Offsets	55,856	56,041	57,924	1,883
Tax Abatement Overlay	1,156,229	1,245,171	600,000	(645,171)
Court Judgments & Deficits	748,338	771,250	773,225	1,975
Total	5,144,996	5,357,527	4,834,366	(523,161)

***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 FY2020, the Town's assessment will increase \$82,394 or 2.78%.

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 FY2020 surcharge assessment is estimated to be \$33,480, subject to final assessments made once the State budget is approved.

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 FY2020 are estimated at \$17,772, an increase of \$773.

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 assessment for FY2020 is estimated at \$23,998, an increase of \$650 from FY2019.

***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 FY2020 is estimated on the preliminary Cherry Sheet at \$203,873 an increase of \$14,561 from FY2019.

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. The FY2020 charge is \$61,860, an increase of \$38,460.

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.

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 \$57,924.

**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. In FY2019 the overlay was set at \$800,000 because it was a revaluation year and in FY19 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. Under the Municipal Modernization Act, Ch. 218 of the Acts of 2016, municipalities changed from accounting for overlays for each tax year to combining all previous overlay accounts into a single fund. As of June 30, 2018, the balance in the overlay account was \$4,731,171. From these account, \$200,000 is proposed to be declared surplus and be used as a revenue source in FY2020.

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 FY2019, the total of these items was \$771,250. For FY20, an allowance of \$773,225 has been made for any such judgments and the Symmes debt.



SECTION VIII

FUND INFORMATION & TOWN FINANCIAL POLICIES



Financial Funds and Basis of Accounting

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

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

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

The following major governmental funds are reported:

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

The following describes the general use of these fund types:

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



Financial Funds and Basis of Accounting (*cont.*)

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 (cont.)**

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 Generally Accepted Accounting Principles (GAAP). The major differences between the budget and GAAP basis are that:

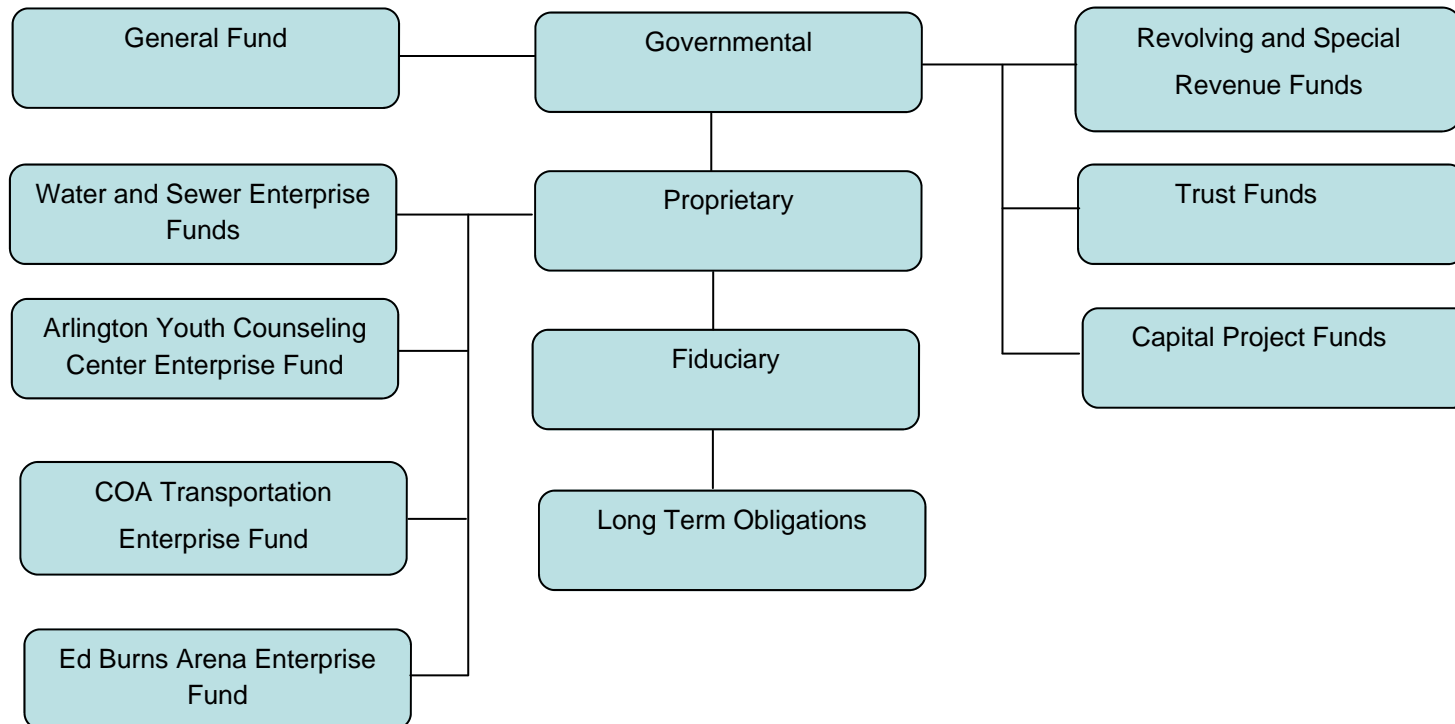
1. Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. For the budget, encumbrances are treated as expenditures in the year the commitment is 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	\$ 133,239,908						\$ 133,239,908
Local Receipts/Fees	\$ 9,871,000	\$ 16,569,899	\$ 1,885,697	\$ 631,322	\$ 620,358	\$ 74,900	\$ 29,653,176
State Aid	\$ 22,439,702						\$ 22,439,702
School Construction Aid	\$ 476,523						\$ 476,523
Free Cash/Fund Balance	\$ 5,559,782	\$ 183,476	\$ -	\$ -		\$ 18,007	\$ 5,761,265
Other Funds	\$ 200,000						\$ 200,000
Override Stabilization Fund	\$ -						
Transfers in (Offsets)	\$ 2,580,233	\$ 5,593,112		\$ 25,000	\$ 120,000	\$ 50,000	\$ 8,368,345
TOTAL REVENUES	\$ 174,367,148	\$ 22,346,487	\$ 1,885,697	\$ 656,322	\$ 740,358	\$ 142,907	\$ 200,138,919
Expenditures							
Salaries	\$ 28,549,847	\$ 2,408,112	\$ 862,595	\$ 275,678	\$ 447,658	\$ 113,907	\$ 32,657,797
Expenses	\$ 11,165,682	\$ 882,055	\$ 949,700	\$ 260,019	\$ 292,700	\$ 29,000	\$ 13,579,156
Arlington School Department	\$ 71,427,139						\$ 71,427,139
Minuteman Regional High School	\$ 5,384,690						\$ 5,384,690
Non-Departmental (Healthcare & Pensions)	\$ 29,247,782	\$ 1,775,220	\$ 73,402	\$ 19,347			\$ 31,115,751
Capital (Includes Debt Service)	\$ 13,196,044	\$ 2,239,399		\$ 101,278			\$ 15,536,721
MWRA Debt Shift/Transfers to Other Funds	\$ 5,593,112	\$ 15,041,701					\$ 20,634,813
Warrant Articles	\$ 1,189,392						\$ 1,189,392
Reserve Fund & Elections	\$ 1,604,584						\$ 1,604,584
Override Stabilization Fund Deposit	\$ 2,174,510						\$ 2,174,510
TOTAL EXPENDITURES	\$ 169,532,782	\$ 22,346,487	\$ 1,885,697	\$ 656,322	\$ 740,358	\$ 142,907	\$ 195,304,553
Non-Appropriated Expenses							
State Assessment, Library Direct Aid, Overlay	\$ 4,834,366						\$ 4,834,366
TOTAL EXPENSES	\$ 174,367,148	\$ 22,346,487	\$ 1,885,697	\$ 656,322	\$ 740,358	\$ 142,907	\$ 200,138,919
Surplus / (Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



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.

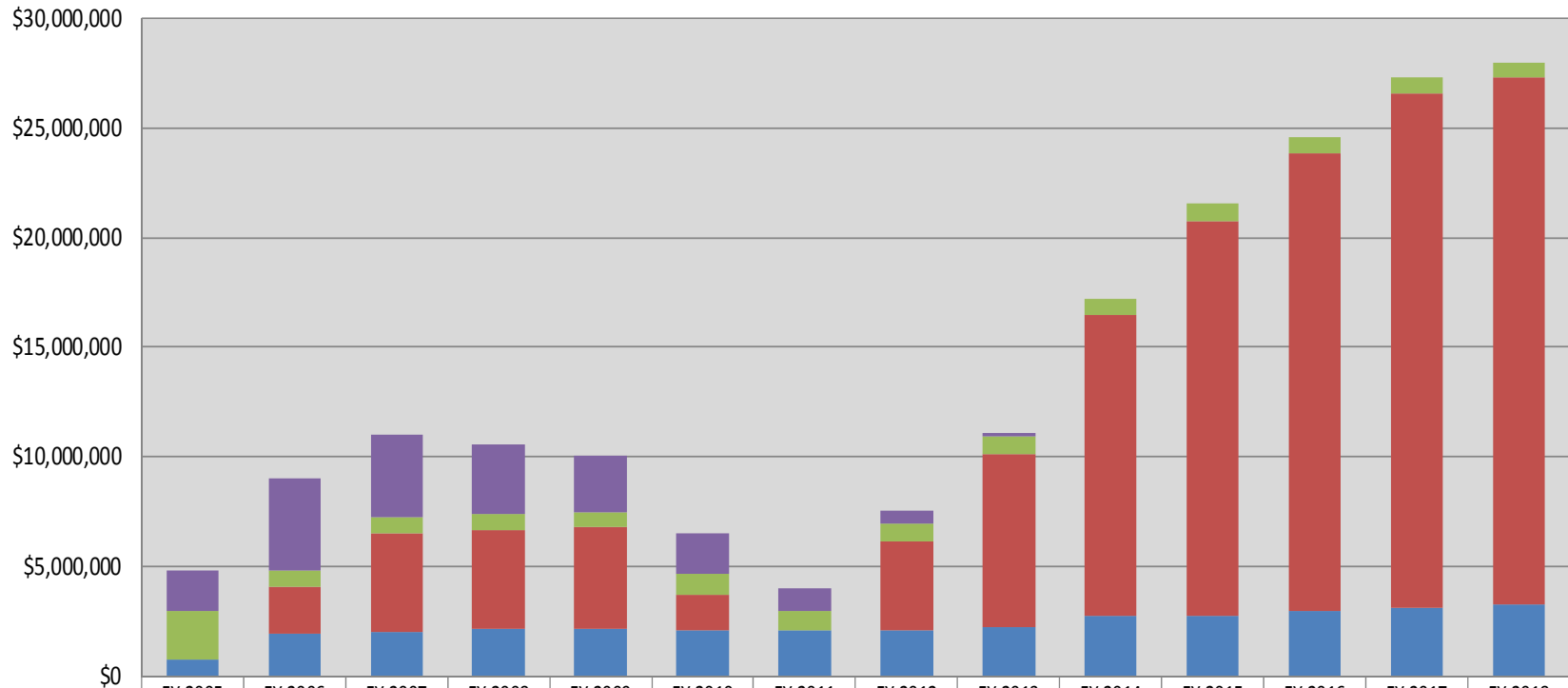
Municipal Buildings Trust Fund – In accordance with Massachusetts General Law, Chapter 40, Section 13, the Town established a Municipal Buildings Trust Fund for the purposes of offsetting the costs associated with significant property loss.

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.

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
(end of year)



	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Tip Fee Stabilization	\$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	-	-	-	-	-
Muni. Bldg. Trust Fund	\$2,187,797	\$714,029	\$736,575	\$702,689	\$613,717	\$963,451	\$853,710	\$835,406	\$816,559	\$796,870	\$771,724	\$752,491	\$720,989	\$711,798
Override Stabilization	-	\$2,180,289	\$4,479,519	\$4,531,174	\$4,687,515	\$1,581,292	-	\$3,993,618	\$7,888,722	\$13,678,300	\$18,000,920	\$20,850,650	\$23,481,076	\$24,010,774
Long Term Stabilization	\$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	\$2,982,120	\$3,119,606	\$3,269,090



Revolving Fund Balances												
	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Ambulance/Life Support	\$109,742	\$264,069	\$376,291	\$446,194	\$396,176	\$256,610	\$298,672	\$405,815	\$547,148	\$628,306	\$687,553	\$493,507
Board of Health	\$38,162	\$41,927	\$45,106	\$79,163	\$91,253	\$103,800	\$86,284	\$65,529	\$56,720	\$104,466	\$113,619	\$137,142
Conservation Commission	\$2,937	\$2,937	\$2,847	\$2,897	\$2,907	\$3,221	\$3,312	\$2,742	\$2,742	\$2,710	\$2,623	\$2,623
Council on Aging Program								\$4,320	\$4,571	\$9,974	\$22,263	\$29,156
Field User Fees	\$10,769	\$76,974	\$52,865	\$88,845	\$62,975	\$49,757	\$72,820	\$63,849	\$23,390	\$36,126	\$48,065	\$31,570
Fox Library	\$8,978	\$12,347	\$14,241	\$13,463	\$16,523	\$17,891	\$13,690	\$15,068	\$16,773	\$3,780	\$3,857	\$1,345
Gibbs School Energy						\$25,688	\$27,730	\$36,459	\$34,171	\$28,078	\$26,468	\$8,402
Library PC Vendor				\$6,971	\$12,711	\$13,361	\$14,315	\$4,873	\$4,745	\$8,420	\$9,661	\$11,068
Private Way Repair	\$24,148	\$37,396	\$13,305	\$13,305	\$13,305	\$1,305	\$13,305	\$50,858	\$87,715	\$118,526	\$85,767	\$59,606
Public Way Repair	\$1,559	\$1,559	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$168	\$15,255	\$14,715
Robbins House Rental			(\$4,117)	\$19,927	\$22,958	\$33,938	\$35,312	\$31,893	\$19,093	\$13,027	\$17,641	\$7,865
Robbins Library Rental			\$6,492	\$9,187	\$11,658	\$17,892	\$16,751	\$21,696	\$26,586	\$24,451	\$24,414	\$29,409
Town Hall Rental	\$2,275	\$6,989	\$3,456	\$8,601	\$29,904	\$42,735	\$22,163	\$14,534	\$70,154	\$96,859	\$86,999	\$84,578
Uncle Sam			\$334	\$334	\$344	\$319	\$411	\$1,526	\$1,526	\$1,526	\$1,526	\$1,526
White Good Recycling				\$27,887	\$44,369	\$38,202	\$16,755	\$45,109	\$57,406	\$57,041	\$59,216	\$65,180
TOTAL	\$198,570	\$444,198	\$510,988	\$716,942	\$705,251	\$604,887	\$621,688	\$764,439	\$952,908	\$1,133,458	\$1,204,928	\$977,692

Urban Renewal Fund Balance												
	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Urban Renewal Fund	\$226,273	\$215,906	\$98,056	\$249,860	\$290,665	\$377,193	\$399,794	\$400,732	\$439,839	\$542,262	\$456,159	\$341,816



Fund Balances

	FY2007	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
General Fund (Free Cash)	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	9,186,749	11,119,563
Enterprise Funds												
Water/Sewer Enterprise	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	7,299,339	7,844,907
Youth Enterprise	27,417	(20,345)	53,598	42,184	50,000	67,661	45,315	23,474	23,056	37,349	44,349	36,214
Council on Aging Enterprise	12,595	30,686	44,318	50,448	97,152	112,520	114,489	132,640	63,211	80,209	50,658	66,053
Rink Enterprise	13,690	38,620	58,412	27,702	91,325	78,992	90,435	74,503	77,154	78,839	357,573	49,265
Recreation Enterprise	78,221	85,392	68,360	77,200	101,380	105,452	120,887	132,023	205,874	381,219	446,480	683,966

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	\$10,380,555	\$10,291,536	(\$89,019)	-1%
2016	\$10,291,536	\$13,761,217	\$3,469,681	34%
2017	\$13,761,217	\$14,783,863	\$1,022,646	7%
2018	\$14,783,863	\$16,195,243	\$1,411,380	10%

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.

For FY19, it is estimated that fund balance will remain consistent with FY18.

Water & Sewer Enterprise Fund - 6500

Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$0	\$8,546,621		
2016	\$8,546,621	\$7,188,427	(\$1,358,194)	-16%
2017	\$7,188,427	\$8,102,916	\$914,489	13%
2018	\$8,102,916	\$7,844,907	(\$258,009)	-3%

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.

For FY19, it is estimated that fund balance will remain consistent with FY18.



AYCC Enterprise Fund - 6550 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$23,474	\$23,055	(\$419)	-2%
2016	\$23,055	\$37,349	\$14,294	62%
2017	\$37,349	\$44,349	\$7,000	19%
2018	\$44,349	\$36,214	(\$8,135)	-18%

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 FY18 saw an decrease due to an encumbrance of \$26,000.

For FY19, it is estimated that fund balance will remain consistent with FY18.

Rink Enterprise Fund - 6570 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$74,503	\$77,154	\$2,651	4%
2016	\$77,154	\$78,839	\$1,685	2%
2017	\$78,839	\$357,573	\$278,734	354%
2018	\$207,997	\$49,265	(\$308,308)	-86%

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 in FY19, because of reclassification of debt borrowing proceeds from a previous year.

COA Transportation Enterprise Fund - 6560 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$132,639	\$93,211	(\$39,428)	-30%
2016	\$93,211	\$80,209	(\$13,002)	-14%
2017	\$80,209	\$77,093	(\$3,116)	-4%
2018	\$77,093	\$66,053	(\$11,040)	-14%

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

The undesignated fund balance has decreased over time due to lower than anticipated revenue collections.

For FY19, it is estimated that fund balance will remain consistent with FY18.

Recreation Enterprise Fund - 6580 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$132,023	\$205,894	\$73,871	56%
2016	\$205,894	\$381,219	\$175,325	85%
2017	\$381,219	\$446,480	\$65,261	17%
2018	\$446,480	\$683,967	\$237,487	53%

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

Undesignated fund balance increased in FY18 due to higher than anticipated enrollment in many of the recreation programs and moving many programs from the Recreation Revolving Fund to the Enterprise Fund.

Fund balance is expected to remain consistent with FY18.



Urban Renewal Fund - 2770 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$340,749	\$375,926	\$35,177	10%
2016	\$375,926	\$486,914	\$110,988	30%
2017	\$486,914	\$378,143	(\$108,771)	-22%
2018	\$378,143	\$263,991	(\$114,152)	-30%

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 FY18 due to loss of rental revenues (vacancies). The FY19 Budget provided for rent payments for Town occupants of the Central School (HHS) to be made to the Fund to stabilize the balance.

Fiscal Stabilization Fund - 8950 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$13,685,484	\$18,000,920	\$4,315,436	32%
2016	\$18,000,920	\$20,850,650	\$2,849,730	16%
2017	\$20,850,650	\$23,481,076	\$2,630,426	13%
2018	\$23,481,076	\$24,010,774	\$529,698	2%

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 FY19, the fund is estimated to decrease by \$2.8 million to fund a budget gap in the FY19 budget.

Antenna Fund - 3480 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$649,776	\$831,935	\$182,159	28%
2016	\$831,935	\$658,075	(\$173,860)	-21%
2017	\$658,075	\$649,256	(\$8,819)	-1%
2018	\$649,256	\$596,965	(\$52,291)	-8%

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 yearly since FY17 due to expenses exceeding revenues. For FY19, the fund balance is estimated to continue to decrease because of additional expenditures for capital projects.

Stabilization Fund - 8850 Non-Major

Fiscal Year	Beg FB	End FB	Inc/Decr from prior FY	% Var in FB
2015	\$2,773,759	\$2,879,467		
2016	\$2,879,467	\$2,992,020	\$112,553	4%
2017	\$2,992,020	\$3,119,606	\$127,586	4%
2018	\$3,119,606	\$3,269,090	\$149,484	5%

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 FY19, 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	\$7,427,776	\$8,377,646	\$949,870	13%
2016	\$8,377,646	\$9,184,192	\$806,546	10%
2017	\$9,184,192	\$11,201,306	\$2,017,114	22%
2018	\$11,201,306	\$12,854,012	\$1,652,706	15%

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

The FY18 fund balance increased by \$1.7m due to appropriations made by Town meeting from available funds and from the Health Claims Trust Fund, as well as investment earnings. FY19 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	\$3,692,046	\$2,808,350	(\$883,696)	-24%
2016	\$2,808,350	\$2,528,945	(\$279,405)	-10%
2017	\$2,528,945	\$2,248,008	(\$280,937)	-11%
2018	\$2,248,008	\$1,962,756	(\$285,252)	-13%

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 FY18 fund balance decreased by \$258k due to a \$300k appropriation from the fund to the OPEB fund combined with interest earnings received. FY19 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 Historical Override Policies & Commitments

- 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-FY2021.*
- 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 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

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.

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 FY2019 and beyond.

In addition to these commitments, the Town also maintains its commitment 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. The details of this formula and its budgetary impact are described below.



SECTION IX

GLOSSARY

**GLOSSARY OF TERMS**

Assessment/Offsets	The amount the State automatically deducts from Local Aid to cover town-shared expenses. The primary items that make up this amount are charter school and MBTA assessments.
Bond Anticipation Note (BAN):	Short term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (MGL Ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years, 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 transportation bond authorizations and apportioned to communities for road 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.



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: A debt exclusion is the amount levied to the taxpayers in addition to the usual tax limit under Proposition 2 ½ to pay for the debt service on bonds issued for large capital projects. The amount of the tax increase is net of any reimbursement from the state, for example, for school building projects. The debt exclusion remains in effect until the bonds are fully paid.

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 §53F½, 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 unrestricted net assets generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Arlington has five enterprise funds: Council on Aging Transportation, Recreation, Ed Burns Arena, Water & Sewer, and Youth Services.

Enterprise Fund Debt: Debt service funded from Water & Sewer rates or other enterprise fund revenue.

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

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 Select Board must be informed of excess levy capacity and its acknowledgement must be submitted to DOR when setting the tax rate.



Excluded or 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 2020 runs from July 1, 2019 through June 30, 2020.
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 of a community's remaining, unrestricted funds from operations of the previous fiscal year, based on the balance sheet as of June 30. It includes actual revenue receipts in excess of revenue estimates and unspent amounts in departmental budget line-items for the year, plus unexpended free cash from the previous year. After the books are closed for the year, funds balances are submitted to the Department of Revenue, certification, generally 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.
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:	Geographic 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 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 a restriction on the tax levy, imposed by MGL Ch. 59 §21C (Proposition 2½). It requires property taxes may not exceed 2½ percent of the total full and fair cash value of all taxable property, in other words, the maximum tax rate can be \$25 per \$1,000 of value. Property taxes levied may exceed this limit only if the community passes a capital, debt, or special exclusion.
- Levy Limit:** MGL Ch. 59 §21C (Proposition 2½) states that the real and personal property taxes imposed by a city or town (the levy) may grow each year by 2½ percent above the prior year's levy limit, plus new growth, plus any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital, debt, or special exclusion.
- Local Receipts:** Local receipts revenue collected through departmental operations. The primary local receipts are motor vehicle excise taxes, interest income, permits, licensees, fines, and fees.
- 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.
- M.G.L.:** The Massachusetts General Laws, the official laws of the Commonwealth of Massachusetts.
- Municipal Departments:** Board of Selectmen, Town Manager, Human Resources, Comptroller, Treasurer, Postage, Assessors, Information Technology, Legal, Town Clerk, Parking, Planning & Community Development, Facilities, Public Works, Police, Fire, 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 M.G.L., Ch. 59 § 21C whereby water and sewer debt costs are subsidized by taxes. Per vote of the Board of Selectmen, the MWRA Debt Shift has been fixed at \$5,593,112 since FY2007.
- New Growth:** New Growth previously untaxed property, such as when a property owner makes improvements to an existing home or business or builds a new building. It increases the assessed value and adds to the levy limit.



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. The Overlay 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 2½ i.e., debt that has is not being paid for through a debt exclusion.
OPEB:	Other Post-Employment Benefits, benefits, other than pensions, paid or owed to retired Town employees for health insurance, life insurance, or other similar benefits. OPEB creates a liability on the Town's balance sheet, similar to a pension fund liability. The Town has created an OPEB Trust Fund to offset that liability and is adding funds annually.
Override:	Under the provisions of MGL Ch. 59 §21C (Proposition 2½), voters may increase the Levy Limit to fund operating expenses by passing an operating override. This increase is a permanent change to the levy limit. An override may not increase the levy limit above the levy ceiling.
Overlay:	This amount is requested and set aside by the Assessors to cover any property tax abatements. Each year any remaining amount may at the discretion of the Assessors be used as a source of revenue.
Override Stabilization Fund:	The Override Stabilization Fund was created as a result of the 2005 Proposition 2½ 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 made appropriations to the Fund through FY2018. In FY2019, the Town started to withdraw funds to balance the operating budget and it is projected to be depleted in FY2023.
Payment in Lieu Of Taxes:	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.



Property Tax:	The property tax levy is the revenue a city or town raises through real and personal property taxes.
Proposition 2 ½	A State law enacted in 1980 and encoded in MGL Ch. 59 §21C Proposition 2 ½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations. It established levy ceilings and levy limits for all cities and town in Massachusetts.
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.
Stabilization Fund:	A general reserve. Money from this fund may be appropriated by a two-thirds vote of Town Meeting.
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.
Town Meeting:	The legislative branch of town government. The Annual Town Meetings occurs each year in the spring and special town meetings sometimes meet in the fall or winter. Town Meeting authorizes all budget appropriations and debt issuances and it enacts changes to the Town's bylaws and zoning.
Warrant Articles:	The business agenda for Town Meeting is the warrant and the individual items are articles.