

TOWN OF BURLINGTON



Proposed Operating Budget & 10-Year Capital Plan

Fiscal Year 2021

July 1, 2020 - June 30, 2021

Prepared by the Accounting Department



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Town Administration

Paul Sagarino, Town Administrator
John Danizio, Assistant Town Administrator/Town Accountant
Whitney Haskell, Budget Director

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SECTION 1: GENERAL INFORMATION

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Town of Burlington

Ways and Means Committee

Annual Budget Recommendation Fiscal Year 2021

Dear Town Meeting Members,

The Ways and Means Committee is pleased to present the budget proposal for Fiscal Year 2021 for your consideration. The Committee has been working with the financial team and elected bodies to prepare it since last Fall. The budget supports the level of services expected by Burlington residents and supported by the Burlington's elected boards and commissions for the past several years.

The global pandemic and the subsequent economic downturn are resulting in significant disruptions to the town, schools, residents, and the local businesses. To keep the residents and employees safe changes are needed in the services provided. The administration is proactively taking steps to examine the situation and respond appropriately. Postponing some expenses to conserve free cash will allow time to understand the implications and impact on the economy and on local receipts such as hotel and meals taxes, building permits, water billings, excise taxes, etc. Property values are likely to be impacted as the commercial market struggles. The state budget is also under a lot of pressure and a decrease in State Aid is likely.

A hallmark of the budget process in Burlington has been stability and predictability. That approach has allowed us to build a strong and durable financial base with good reserves, excellent financial management, and a strong community.

The planning for this year's budget is based on a discussion in the Fall of 2019 of the level of services to provide and the town's financial standing, income and expense projections, and the Town's levy limit. The discussion includes Ways and Means, Board of Selectmen, Treasurer, Assessors, School Superintendent, School Committee, and the Town Administrator. Subsequently, Ways and Means, the Selectmen, and the School Committee voted to support the guideline to limit the increase in operating budgets to no more than 3.5% blended across all operating budgets. The guideline for the school budget is 3.75% and for municipal departments and boards is 3.25%. Recent events have not changed the goal of providing consistent and effective town services though some changes are necessary.

Warrant articles for capital expenditures and larger maintenance projects are reviewed individually by the governing elected boards and commissions and then by the Capital Budget and Ways and Means committees. The infrastructure of the town's buildings, streets, water supply, sewers, vehicles, recreational facilities, electrical, computer systems, etc. is essential for the town to operate smoothly and efficiently. Ensuring that capital and borrowing for projects large and small can be planned and funded is essential to the long term stability of Burlington.

The approach to one time expenditures funded from free cash is seeing a significant change from the past. Free cash had been rising due to a very positive business environment providing higher than expected local receipts and warrant articles have been well funded. However, for this year, as a precaution, the plan is to carry forward a significant free cash balance to allow for unexpected

contingencies. At the same time, there are projects that are important to maintain and update the town's infrastructure, including water projects, and planning for building updates and major building projects. Postponing some projects that are not needed immediately will conserve free cash. They will be reconsidered for a future Town Meeting.

For this fiscal year, the Committee believes this proposed budget provides the same level of services that Burlington residents have come to expect with room to deal with the current situation and is within the budget guidelines. We thank you in advance for your support.

The approval of the budget gives the administration the means to meet the challenge. The administration and various boards are committed to spending conservatively and appropriately as the economic impact emerges and is more fully understood during FY 2021 and beyond.

The time and energy that has been spent by the members of Ways and Means, the Town Administrator and departments, the School Department, and the elected boards and commissions is very much appreciated.

Respectfully Submitted,

A handwritten signature in black ink that reads "Roger S. Riggs".

Roger S. Riggs, Chair

The Ways and Means Committee
Fiscal Year 2021

Roger Riggs, Chair
Steve Morin, Vice Chair
Brad D. Bond
Diane Kendrigan Creedon
Doug Davison

Phil Gallagher
Michael J. Hardy
Susan Harrigan
John Iler
Thomas C. Killilea

Frank P. Monaco
Robert Neufeld
Sonia Rollins
David S. Tait
Jayashree Voruganti



Town of Burlington

Town Administrator

Town Administrator's Budget Message

Fiscal Year 2021

Town Meeting Members:

Enclosed please find the FY2021 proposed operating budget and capital plan for the Town of Burlington and the Burlington Public Schools.

Our goal for FY21 and beyond is to build a sustainable financial model that will allow us to maintain service levels, invest in infrastructure, maintain reasonable fees for residents, address long-term liabilities and maintain reserves.

To accomplish this, we have taken a long term approach to the guideline setting process, looking at projections of where we want to be, and making decisions to help us there.

Effects of the Public Health Emergency

The Administration, Department Heads, Boards and Commissions have all worked together to address the financial uncertainties created by the current public health crisis.

While it is clear that the current crisis has resulted in an economic downturn, the lengths and depths to which that downturn will impact the Town's finances remain unknown. What is known is that the Town can expect a significant reduction in local receipts, state aid and free cash. In response, FY21 requests for use of free cash for capital projects and warrant articles have been carefully reviewed and the Administration proposes that some items be deferred for approval later.

The FY21 operating budget will move forward as presented, with contingencies in place. These contingencies will include potential expenditures that can be put on hold until a reassessment of the budget in September, when more information about the true impact of this crisis will be known.

The extent of that impact is not likely to be fully realized until FY22. At that time, the Town may need to consider cuts to services or programs and long-term or permanent reductions; however our goal is to do so with careful analysis and proper planning.

Years of conservative budgeting and cautious financial planning have put us in the best possible position to weather this crisis and allow us the time to perform that analysis. However, difficult decisions do lie ahead, and it will take time and cooperation to fully recover. The response to this event has shown what a fantastic team we have in this Town, and we expect that we will continue to work together in the coming months to get through this.

Operating Budget Summary

The FY2021 proposed operating budget totals \$148,317,413, which represents a 4.27% increase over the prior year. The major drivers behind that increase were necessities that are largely outside the control of the Administration, such as Health Insurance, Waste Removal, Special Education Tuition, and Regional School Assessments. These accounts, along with others referred to as Accommodated Accounts, and also known as Fixed Costs, have been separated from departmental operating budgets because, they are universally applicable, mandated expenditures, or would unfairly impact the related department in meeting guideline. The Administration was able to bring the Accommodated Accounts in at 5.58%, considerably lower than projected. The General Government and School Departments committed to 3.5% combined increase. We are pleased to say that we were able to meet that guideline.

Capital Improvement Plan Summary

The Town's Capital Improvement Plan (CIP) was developed as a mechanism for ensuring the maintenance of existing infrastructure and assets, while carefully planning for future needs. This year's proposed capital budget contains a variety of projects aimed at doing just that. We have included \$3 million dollars for paving and roadway improvements. The Department of Public Works has done a fantastic job of preparing and executing a Town-wide vehicle replacement and maintenance program, which serves to ensure that our fleet is always in top shape, while avoiding the replacement of vehicles that are still roadworthy. This review has been done with extra consideration this year. The capital budget also exemplifies the Town's strong commitment to public safety. For example, it includes a request for ballistic vests and carriers for the Police Department. The FY21 CIP also includes a significant investment in the critical needs of the School Department. All items listed on the capital plan have already been carefully vetted and deemed a priority. However, in response to the crisis, we asked departments to consider the timeline of their spending requests and it was determined that some items could be withdrawn or deferred for approval at a later date. We have identified \$1,113,950 in requests that were either withdrawn or deferred.

General Goals and Objectives

This budget reflects that Town's continued commitment to providing quality services at the best value to the taxpayer. Our team approach to the guideline setting process is aimed at managing the tax levy increase over time.

Over the coming fiscal year, the Town endeavors to improve the flow of information to residents. In FY20, Town Meeting approved funding for the redesign of the Town website. That project is well under way and it will incorporate various social media platforms and other communication improvements, as a means of keeping the citizens informed of projects, initiatives, and events.

Financial Goals and Objectives

The Town of Burlington is financially healthy. The Administration strives to maintain the Town's AAA bond rating. The AAA rating, which is the highest rating assigned by S&P Global Ratings, is used to represent the credit worthiness of a municipality and ensures that we receive the most favorable rates for borrowing. It affirms the Town's dedication to stable financial management, and sustainable budgeting. Similarly, we will continue to effectively manage the Town's debt, and reduce our

outstanding liabilities. Throughout this fiscal year, the Administration will be looking to increase collaboration and efficiencies in the finance-related departments.

Infrastructure Goals and Objectives

One of the greatest challenges currently facing the Town is the management of our water supply system. The combination of increased demand on a system with limited capacity, and the need to keep ahead of increasingly stringent testing requirements, has created a strain on the system. As a result, the Administration has been tasked with coming up with the solution that addresses those problems at the lowest cost to the end users. After years of careful deliberation, the Administration has developed that solution. The FY19 budget included an appropriation to tap into an existing MWRA water line which will increase our capacity by 1 million gallons per day. The next phase of the project will involve building a larger water main that will tap directly into the MWRA's main hookup. Once that occurs, it is expected that the costs to maintain and operate the Vine Brook Treatment Plant will outweigh its value, and Vine Brook will be taken offline.

Economic Development Goals

Economic development has long a priority of the Administration. We understand the direct correlation between a healthy, diverse and growing commercial sector and its impact on the Town's ability to engage in infrastructure upgrades and continue to provide excellent services, while maintaining moderate increases to real estate taxes for our residents. With opening of MilliporeSigma in 2017, we see the potential to attract more of the life science/biotech sector to the Town. As industry and business needs continue to change, and local competition for the market share increases, we need to ensure that Burlington remains ahead of the curve in attracting and retaining business. To that end, in FY20, Town Meeting voted to approve the creation of an Economic Development Director to serve as the face of the Town and driving force behind this endeavor. The position was filled in January of 2020, and the new Director has hit the ground running. This position will play a critical role in the recovery of the post-public health crisis economy.

Planning for the Future

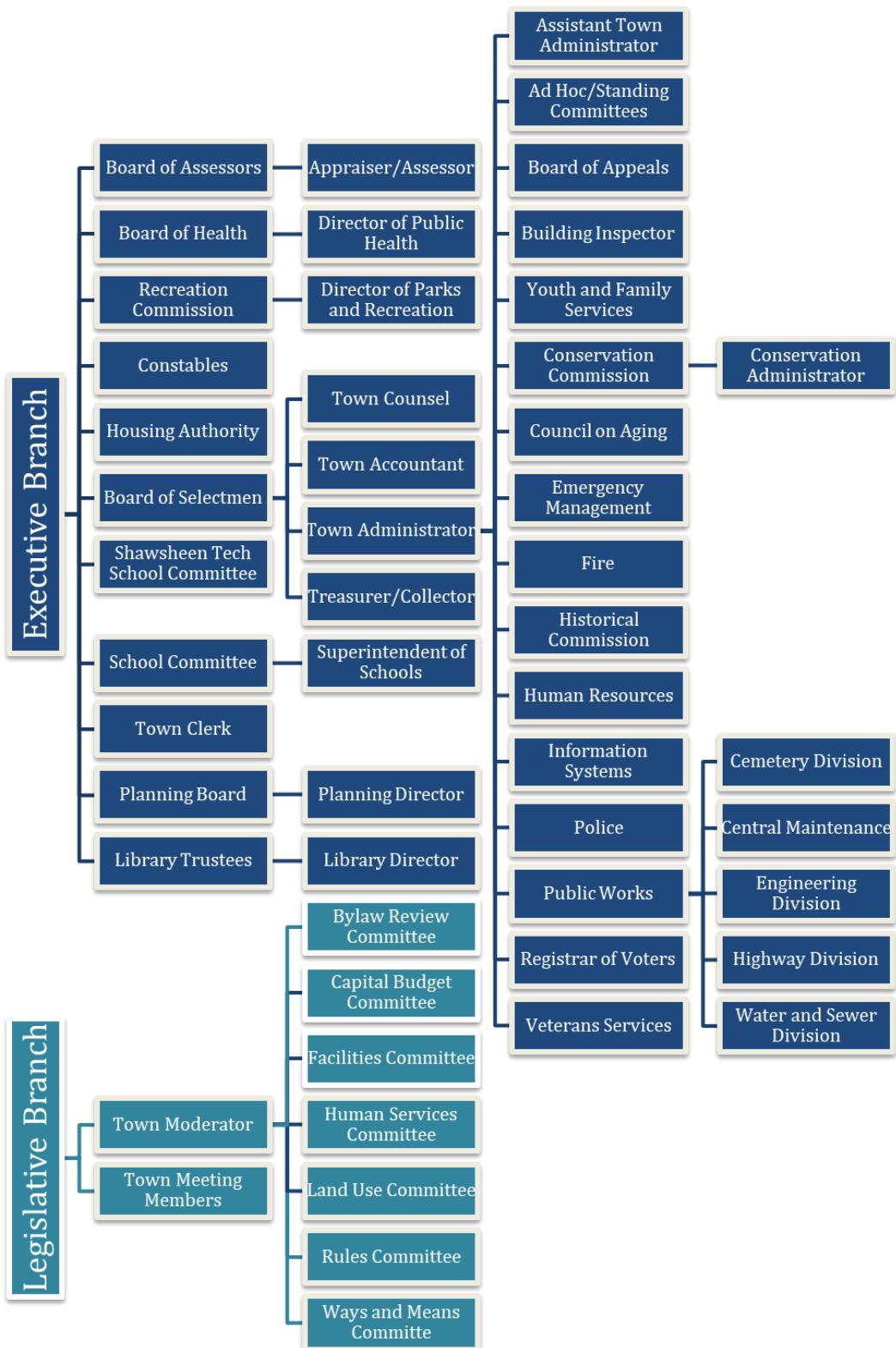
Looking toward the future, the Administration is committed to budgeting conservatively, while maintaining quality services. We anticipate that the most critical future needs will be related to Town and School buildings and water infrastructure. Planning for these projects is already well underway. For years the Town has maintained a robust long-term project funding schedule which forecasts all major items expected over the next 20 years. This schedule can be adjusted as the needs and priorities of the Town change, but it provides a roadmap which has proven to be invaluable in allowing us to afford these big ticket items without adversely affecting service delivery.

Sincerely,



Paul F. Sagarino Jr.
Town Administrator

TOWN ORGANIZATIONAL CHART



TOWN PROFILE

The Town of Burlington is located in Middlesex County, approximately 14 miles from Boston. It is bordered to the west by the Town of Bedford, to the northwest by the Town of Billerica, to the northeast by the Town of Wilmington, and to the south/southeast by the City of Woburn and the Town of Lexington. Established as a Town in 1799, Burlington occupies a land area of 11.88 square miles. According to the 2018 census conducted by the Burlington Town Clerk, Burlington is home to a population of approximately 25,634.

The Town is governed by a 126 member representative Town Meeting, and a five member Board of Selectmen assisted by a Town Administrator. Local school affairs are administered by a School Committee of five persons, elected for three years on a staggered basis. Local taxes are assessed by a Board of Assessors elected for staggered three-year terms.

The Town of Burlington provides general government services for the territory within its boundaries, including police and fire protection, collection and disposal of solid waste and recycling, public education for grades PK-12, sewer services, street maintenance, public libraries, parks, and recreational facilities. The principal services provided by the Commonwealth of Massachusetts are: jails and houses of correction and registries of deeds and probate.

The Shawsheen Valley Regional Technical-Vocational School District provides vocational technical education for the Town.

The Burlington Housing Authority provides housing for eligible low-income families and handicapped persons. The Massachusetts Bay Transportation Authority provides rail and bus service to the Town and the Minibus (Burlington B-Line) serves the Town locally. The Town of Burlington has its own wells and water treatment system, and is a member of Massachusetts Water Resource Authority (MWRA) for sewer services only. However, in planning for the future, the Town has recognized that it is prudent to join the MWRA for water services as well. In 2019, we were accepted and are now taking the steps necessary to connect to the system to supplement the Town's existing water production.

TOWN DATA

Official Name:	Town of Burlington	Per Capita Income:	45,962 (2017)
Year Settled:	1641	School Enrollment	3,533 (2018)
Year Incorporated:	1799		
County:	Middlesex		
Form of Government:	Representative Town Meeting		
Total Area:	11.9 square miles		
Land	11.8 square miles		
Water	.01 square miles		
Population	27,176		
Households:	9,572		
Owner Occupied:	70.2%		
Median Household Income:	99,254 (2017)		



Terri Keene, Burlington DPW

Source: US Census, MA Dept. of Elementary and Secondary Education

BUDGET PROCESS

The Town of Burlington is governed by representative Town Meeting and a five member Board of Selectmen assisted by a Town Administrator. Local school affairs are administered by a School Committee of five persons, elected for three years on a staggered basis. Local taxes are assessed by a Board of Assessors elected for staggered three-year terms.

The Town Administrator is responsible for the preparation and format of a uniform budget document, which is acceptable to the Ways and Means Committee; for all departments or agencies under the Selectmen's jurisdiction.

Board of Selectmen

The Board of Selectmen reviews all requests and presents the budget to Town Meeting for approval.

Ways and Means

The members of the Ways and Means Committee are appointed by the Town Moderator. Ways and Means is responsible for reviewing all financial aspects of the Town government and providing a recommendation to Town Meeting on the operating budget or any warrant articles.

Capital Budget Committee

The members of the Capital Budget Committee are also appointed by the Town Moderator and consider all matters relating to proposed expenditures of money by the Town for capital items and projects.

BUDGET CALENDAR

July Fiscal year begins on July 1.

September Amount to be raised by taxation, for current fiscal year, is determined.

November Board of Selectmen determine current fiscal year tax rate. Town officials prepare and submit tax rate to Department of Revenue.

December Current fiscal year tax rate is approved by Department of Revenue.

Ways and Means, Board of Selectmen and, School Committee, and the Administration develop budget guidelines for next fiscal year.

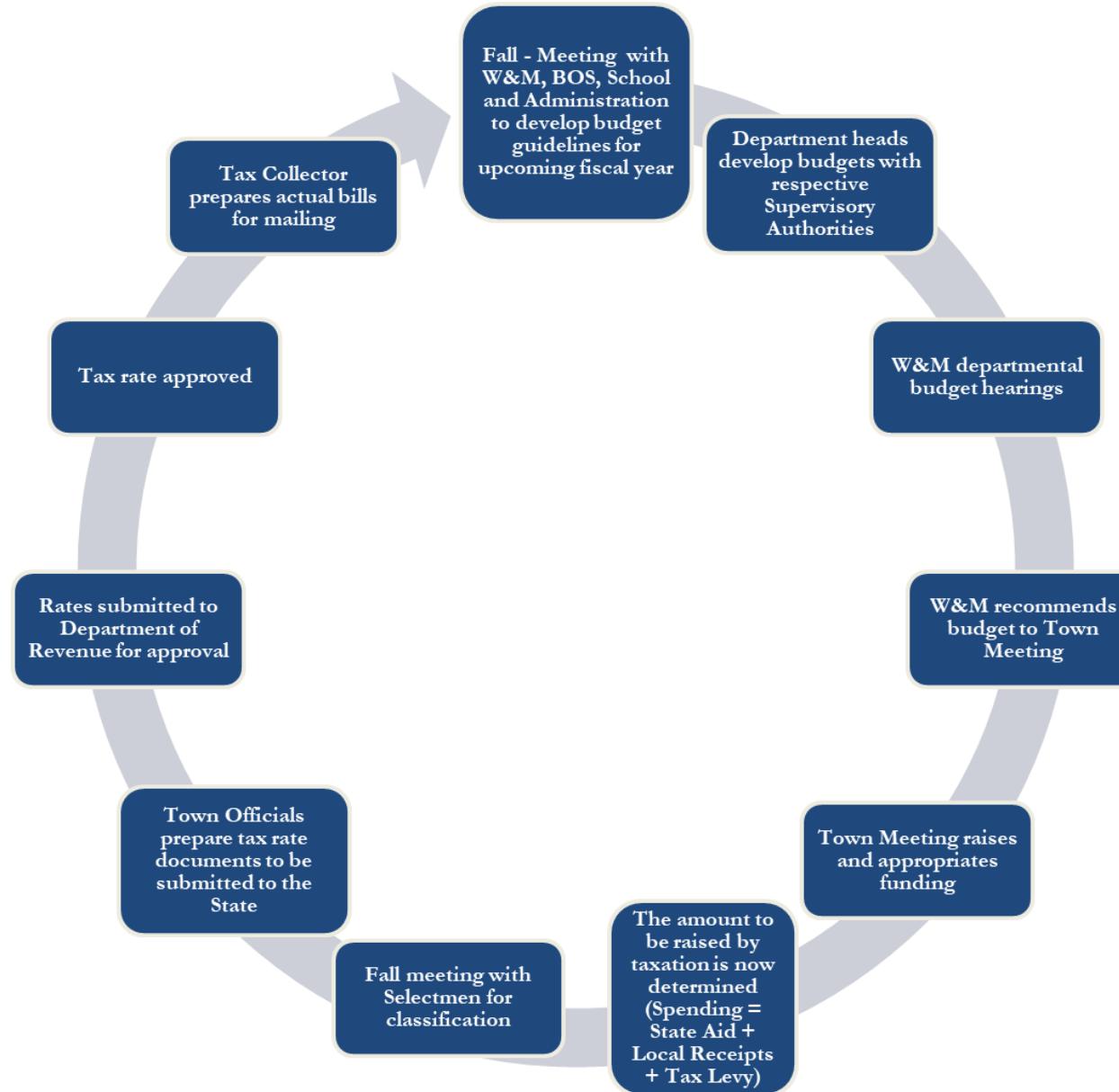
January Department heads develop budgets with supervisory authority.

February- April Departments present budgets to Ways and Means.

May Annual Town Meeting votes to raise and appropriate funds for next fiscal year.

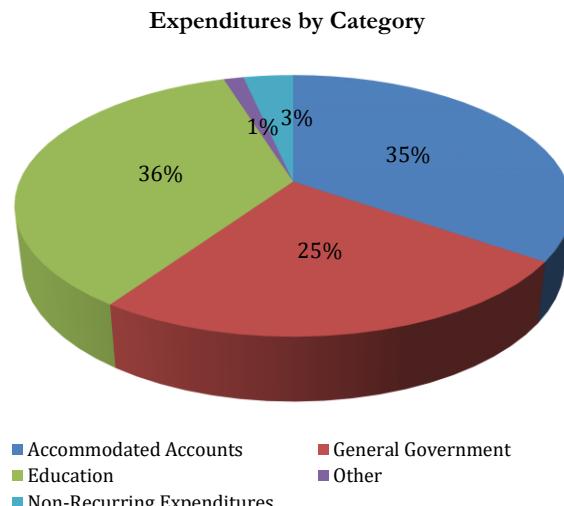
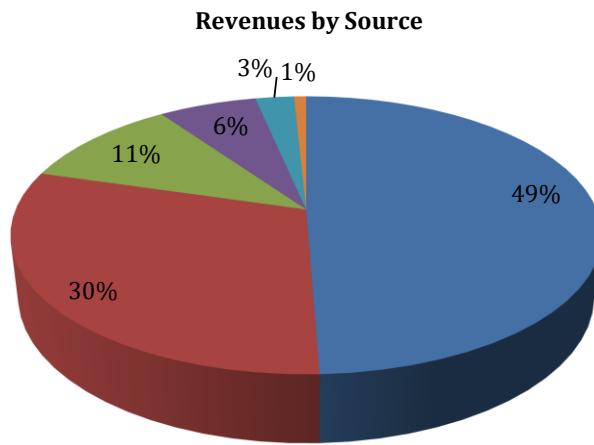
June Fiscal year ends June 30.

THE BUDGET CYCLE



FY 2021 BUDGET OVERVIEW

REVENUES	
<i>Recurring Revenues</i>	
Tax Levy	123,844,494
Commercial	76,907,431
Residential	46,937,063
State Receipts	9,991,068
School Chapter 70	6,851,477
Charter School Reimbursement	30,436
School Offset Programs	123,469
Unrestricted General Govt. Aid	2,780,883
Veterans Benefits Reimbursement	66,584
Veterans Blind & Surviving Spouse	105,751
Public Libraries	32,468
Local Receipts	16,692,758
Motor Vehicle Excise	4,112,758
Other Excise	2,700,000
Local Meals Tax	1,700,000
Penalties and Interest	400,000
In Lieu of Taxes	520,000
Water Usage Charges	3,550,000
Ambulance User Charges	775,000
Rentals	450,000
Licenses & Permits	1,000,000
Department Revenues	900,000
Fines & Forfeits	25,000
Interest of Invested Cash	300,000
Medical Assistance Reimbursement	260,000
<i>Non-Recurring Revenues</i>	
Free Cash	3,936,494
Special Revenue Funds	1,231,766
Prior Appropriations Transferred	0
Overlay Excess	150,000
TOTAL	155,846,580



EXPENDITURES	
<i>Recurring Expenditures</i>	
Accommodated Accounts	53,967,844
Unemployment	100,000
Health Insurance	14,472,730
FICA/Medex	1,200,128
Retirement Contribution	1,256
General Town Insurance	1,106,273
Audit	80,000
Waste Removal	2,198,030
Street Lights	370,500
DEP Drinking Water Assessment	15,000
Hazardous Waste Collection	50,000
Mosquito Control	44,846
Debt Principal	4,803,634
Debt Interest	2,200,743
Middlesex Retirement	10,675,811
SPED Tuition & Transportation	12,615,139
Regional School-Shawsheen	2,516,373
Regional School-Essex Tech/Minute	217,424
B-Line Transportation	120,000
OPEB	779,957
Capital Improvements	400,000
General Government	38,875,631
Education	55,473,938
Other	2,147,907
State Assessments	991,970
Allowance for Abatements	1,000,000
Cherry Sheet Offsets	155,937
<i>Non-Recurring Expenditures</i>	
Deficit Accounts (Snow & Ice)	63,000
Special Warrant Articles	5,318,260
TOTAL	155,846,580

FIVE YEAR BUDGET SUMMARY

	Budget <u>FY 2017</u>	Budget <u>FY 2018</u>	Budget <u>FY 2019</u>	Budget <u>FY 2020</u>	Projection <u>FY 2021</u>	% <u>Increase</u>
Tax Levy Limit	\$ 111,067,434	\$ 117,266,931	\$ 123,645,874	\$ 130,007,611	\$ 134,757,801	
RECURRING REVENUES						
Taxes levied or Budgeted to be levied	\$ 102,863,548	\$ 106,921,270	\$ 112,128,115	\$ 117,292,075	\$ 123,844,494	5.59%
Local Receipts	\$ 14,971,939	\$ 15,815,405	\$ 16,113,475	\$ 16,692,758	\$ 16,692,758	0.00%
State Receipts (Cherry Sheet)	\$ 8,853,759	\$ 9,131,463	\$ 9,609,507	\$ 9,991,068	\$ 9,991,068	0.00%
School Building Assistance	\$ 258,785	\$ 258,785	\$ -	\$ -	\$ -	-
TOTAL REVENUES	\$ 126,948,031	\$ 132,126,923	\$ 137,851,097	\$ 143,975,901	\$ 150,528,320	4.55%
RECURRING EXPENDITURES						
Accommodated Accounts	\$ 43,520,050	\$ 45,341,778	\$ 48,269,049	\$ 51,114,054	\$ 53,967,844	5.58%
General Government	\$ 33,710,276	\$ 34,937,174	\$ 35,967,327	\$ 37,655,496	\$ 38,875,631	3.24%
Education	\$ 47,788,756	\$ 49,630,584	\$ 51,367,656	\$ 53,468,307	\$ 55,473,938	3.75%
Allowance for Abatements (overlay)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	0.00%
State Assessments (Cherry Sheet)	\$ 678,952	\$ 703,924	\$ 725,511	\$ 836,734	\$ 991,970	18.55%
State Offset Items (Cherry Sheet)	\$ 176,395	\$ 206,918	\$ 145,628	\$ 155,937	\$ 155,937	0.00%
<i>Sub-total - Recurring Expenditures</i>	<i>\$ 126,874,429</i>	<i>\$ 131,820,378</i>	<i>\$ 137,475,171</i>	<i>\$ 144,230,528</i>	<i>\$ 150,465,320</i>	<i>4.32%</i>
NON-RECURRING EXPENDITURES						
Deficit Accounts	\$ 173,602	\$ 406,545	\$ 475,931	\$ 176,025	\$ 63,000	-64.21%
Special Warrant Articles	\$ 9,672,670	\$ 7,740,640	\$ 9,944,865	\$ 7,300,857	\$ 5,318,260	-27.16%
TOTAL EXPENDITURES	\$ 136,720,701	\$ 139,967,563	\$ 147,895,967	\$ 151,707,410	\$ 155,846,580	2.73%
SURPLUS/(DEFICIT)	\$ (9,772,670)	\$ (7,840,640)	\$ (10,044,870)	\$ (7,731,509)	\$ (5,318,260)	
NON-RECURRING REVENUES						
Free Cash	\$ 6,190,445	\$ 6,272,725	\$ 8,071,492	\$ 5,819,576	\$ 3,936,494	-32.36%
Non Recurring Local Receipts	\$ -	\$ -	\$ -	\$ -	\$ -	-
Special Revenue Funds	\$ 3,582,225	\$ 1,567,915	\$ 1,210,519	\$ 1,201,281	\$ 1,231,766	2.54%
Prior Unexpended Appropriations	\$ -	\$ -	\$ -	\$ 330,652	\$ -	-
Excess Allowance for Abatements	\$ -	\$ -	\$ 762,859	\$ 380,000	\$ 150,000	-60.53%
TOTAL NON-RECURRING REVENUES	\$ 9,772,670	\$ 7,840,640	\$ 10,044,870	\$ 7,731,509	\$ 5,318,260	-31.21%
SURPLUS/(DEFICIT)	\$ -					

RECURRING EXPENDITURES

Accommodated Accounts

This category is utilized by the Town to classify several types of budgets. The first type is expenditures that are applicable to all departments such as employee benefit costs, general insurance, and debt service. Another is expenditures that have proven difficult to control which have been broken out of Town and School operating budgets as their inclusion would put those departments at an unfair disadvantage in meeting the Town's budget guidelines. Examples of these budgets would be Special Education from the School Department and Trash Removal from Public Works. Another common attribute of budgets classified as Accommodated is that they are typically mandated expenditures for which the Town has little control over the cost. This year's budget includes the fifth year of the Town's scheduled payment to address it's liability for Other Post Employments Benefits (OPEB) in accordance with the plan that was presented at Town Meeting in February of 2015. A new actuarial study for OPEB was completed in the fall of 2019 and was discussed in detail at Ways and Means. The Town will continue to evaluate the funding schedule biannually as the actuarial study is updated. Accommodated Accounts are denoted with an (AA) in the detail of the budget document section of this book. The chart below illustrates a five year comparison of these budgeted costs.

Accommodated Accounts – 5 Year Comparative

	Budget FY 2017	Budget FY 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021	% Increase
Unemployment	\$ 125,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	0.00%
Health Insurance	\$ 12,394,855	\$ 12,888,120	\$ 13,339,204	\$ 13,739,380	\$ 14,472,730	5.34%
F.I.C.A./Medex	\$ 1,068,633	\$ 1,093,599	\$ 1,098,597	\$ 1,142,979	\$ 1,200,128	5.00%
Retirement Contribution	\$ 2,000	\$ 1,256	\$ 1,256	\$ 1,256	\$ 1,256	0.00%
General Town Insurance	\$ 906,000	\$ 905,000	\$ 956,000	\$ 1,006,273	\$ 1,106,273	9.94%
Audit	\$ 65,000	\$ 65,000	\$ 80,000	\$ 80,000	\$ 80,000	0.00%
Waste Removal	\$ 1,733,000	\$ 1,728,000	\$ 2,029,900	\$ 2,113,530	\$ 2,198,030	4.00%
Street Lights	\$ 370,500	\$ 370,500	\$ 370,500	\$ 370,500	\$ 370,500	0.00%
DEP Drinking Water Assessment	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	0.00%
Hazardous Waste Collection	\$ 40,000	\$ 35,000	\$ 32,000	\$ 32,000	\$ 50,000	56.25%
Mosquito Control	\$ 42,061	\$ 42,061	\$ 43,037	\$ 43,953	\$ 44,846	2.03%
Debt Principal	\$ 4,308,575	\$ 4,481,627	\$ 4,349,842	\$ 4,623,222	\$ 4,803,634	3.90%
Debt Interest	\$ 1,870,347	\$ 1,813,145	\$ 2,020,615	\$ 2,259,025	\$ 2,200,743	-2.58%
Middlesex Retirement System	\$ 8,368,267	\$ 8,841,933	\$ 9,454,623	\$ 9,987,321	\$ 10,675,811	6.89%
Special Ed Tuition & Transportation	\$ 9,120,833	\$ 9,576,365	\$ 10,975,670	\$ 12,018,051	\$ 12,615,139	4.97%
Shawsheen Regional School	\$ 2,033,479	\$ 2,345,972	\$ 2,291,429	\$ 2,389,971	\$ 2,516,373	5.29%
Essex Regional School	\$ 65,000	\$ 91,875	\$ 108,500	\$ 58,000	\$ 217,424	274.87%
B-Line Transportation	\$ 145,000	\$ 50,000	\$ 50,000	\$ 120,000	\$ 120,000	0.00%
Other Post Employment Benefits T/	\$ 546,500	\$ 597,325	\$ 652,876	\$ 713,593	\$ 779,957	9.30%
Capital Improvements	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 400,000	33.33%
Total	\$ 43,520,050	\$ 45,341,778	\$ 48,269,049	\$ 51,114,054	\$ 53,967,844	5.58%

General Government

This category is utilized by the Town to budget for all aspects of Town operations with the exception of Education. These areas include General Government, Public Safety, Public Works, Human Services, Culture and Recreation, and the Ways and Means Reserve Fund. Within the category of General Government budgets individual department budgets may exceed the operating budget guideline, but it is the intention of management that the overall General Government percentage increase will meet the guideline. The Town administration is happy to report that the Town Operating budget increase is approximately 3.24% which when combined with the proposed School Department operating budget increase of 3.75% results in a blended operating budget increase of 3.54% which is in line with the operating budget guideline of 3.5% as set by the Ways and Means Committee for fiscal year 2021.

Education

This category is utilized by the Town to budget for all of the operating costs of the Burlington Public Schools with the exception of the Regional High School Assessment for Shawsheen, the Non-member tuition for Essex and Minuteman, and the Tuitions and Transportation portion of Special Education which are included as Accommodated Accounts. The School Administration would like to report an overall operating budget increase of 3.75% for fiscal year 2021 which when combined with the Town's Operating Budget increase of 3.24% results in a blended Operating Budget increase of 3.54% which is in line with the Operating Budget Guideline of 3.5% as set by the Ways and Means Committee for fiscal year 2021.

Allowance for Abatements & Exemptions (Overlay)

The Allowance represents funds reserved for property tax abatements and statutory exemptions. This estimate is subject to the approval of the Board of Assessors. Approximately \$350,000 of this amount is used annually to fund the statutory exemptions that are granted to the elderly, the infirmed, and veterans as well as the Senior Property Tax Work-off Program.

State Assessments (Cherry Sheet)

State Assessments represent charges that are levied for services provided to the Town by state and other governmental agencies. The Town budgets for State Assessments based upon the most current information provided to us from our legislative delegation. This estimate is subject to change as the State budget progresses through the legislature.

State Offset Items (Cherry Sheet)

State Offset Items are various state programs for which the Town receives funding as a component of State Revenue (Cherry Sheet). These funds are not available to support the Town's operating budget as they can only be spent for a particular purpose. Since these estimates are included as part of the revenue portion of the Town's budget, the state requires that we "offset" (**) an equal amount as an expenditure during the budget process.

State Assessments and Offsets – 5 Year Comparative

	Budget FY 2017	Budget FY 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021	% Increase
Air Pollution Dist (C.676)	\$ 9,965	\$ 10,536	\$ 10,811	\$ 11,102	\$ 11,801	6.30%
RMV Non-renewal	\$ 15,440	\$ 16,100	\$ 16,100	\$ 18,780	\$ 15,080	-19.70%
MBTA	\$ 550,697	\$ 556,612	\$ 571,204	\$ 587,098	\$ 643,774	9.65%
Metro Area Planning Council	\$ 12,913	\$ 13,198	\$ 13,504	\$ 13,880	\$ 15,429	11.16%
Tuition Assessments	\$ 89,937	\$ 107,478	\$ 113,892	\$ 205,874	\$ 305,886	48.58%
School Offsets **	\$ 144,650	\$ 176,074	\$ 113,690	\$ 123,469	\$ 123,469	0.00%
Public Libraries (C78,S19A) **	\$ 31,745	\$ 30,844	\$ 31,938	\$ 32,468	\$ 32,468	0.00%
Total	\$ 855,347	\$ 910,842	\$ 871,139	\$ 992,671	\$ 1,147,907	15.64%

NON RECURRING EXPENDITURES

Deficit Accounts

This amount represents an estimate for the Town's projected deficit for Snow and Ice Removal from fiscal year 2020. The Town annually provides for \$350,000 in the Public Works budget for this purpose; however it typically costs between \$700,000 and \$800,000. Due to the unpredictability of this budget from year to year it is common practice within the state to budget for Snow and Ice Removal in this manner.

Special Warrant Articles

Special Warrant Articles totals all of the individual requests within the Town Meeting Warrant that require financial funding. These articles are separately numbered in the warrant and the supporting documents related to these requests are provided separately from this budget book. The administration has included assumptions on warrant article funding for illustrative purposes. As of the printing of this document, the Board of Selectmen, School Committee, Ways and Means Committee, and Capital Budget Committee have not taken a position on many of the financial warrant articles. The Administration is working with all departments to reprioritize the requests and plans to postpone some articles until January Town Meeting.

RECURRING REVENUES

Taxes Budgeted to be Levied

Under Massachusetts General Law, property taxes on the whole are restricted to increases of 2.5% plus tax revenues derived from New Growth. This is referred to as the annual "levy limit". New Growth is the additional tax revenue generated by new construction, renovations and other increases in the property tax base during the calendar year. The amount shown is an estimate based upon consultation with the Assessing and Building Departments. The actual value of New Growth will be certified by the Department of Revenue in the fall prior to the Town tax rate setting process. To date, the Town has not passed an override or debt exclusion which would have

additional ramifications for the calculation of the annual “levy limit”. The following chart details the past several years of this calculation.

Property Taxes Levy Actual and Budgeted – Five Year Comparative

	Budget FY 2017	Budget FY 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021
Previous Levy Limit	\$ 105,612,937	\$ 111,067,434	\$ 117,266,931	\$ 123,645,874	\$ 130,007,611
2.5% Limit	\$ 2,640,323	\$ 2,776,686	\$ 2,931,673	\$ 3,091,147	\$ 3,250,190
New Growth	\$ 2,814,173	\$ 3,422,812	\$ 3,447,269	\$ 3,270,590	\$ 1,500,000
Override	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ 111,067,433	\$ 117,266,932	\$ 123,645,873	\$ 130,007,611	\$ 134,757,801
Exclusion Debt	\$ -	\$ -	\$ -	\$ -	\$ -
Exclusion - Capital Asset	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Levy Limit	\$ 111,067,433	\$ 117,266,932	\$ 123,645,873	\$ 130,007,611	\$ 134,757,801
Excess Capacity	\$ 8,203,885	\$ 10,345,661	\$ 11,517,759	\$ 12,715,535	\$ 10,913,307
Property Taxes Levied	\$ 102,863,548	\$ 106,921,270	\$ 112,128,115	\$ 117,292,075	\$ 123,844,494
% levy increase over prior year	3.49%	3.94%	4.87%	4.61%	5.59%

It should be noted that the Town has not taxed up to its maximum annual “levy limit”. The difference between what the Town actually levies and the annual “levy limit” is called Excess Taxing Capacity. This is an important reserve for Burlington and is looked upon favorably by the rating agencies. The increase in the tax levy for FY2021 is currently budgeted at 5.59%.

Local Receipts

This category includes locally generated revenue other than real and personal property taxes and makes up approximately 11.1% of the Town’s recurring revenues. These amounts are budgeted based upon the prior year actual receipts, five year averages, and specific recommendations from department heads responsible for a particular revenue. These estimates are subject to the approval of the Department of Revenue. The past several years the Town has been able to utilize increases in local receipts provided by a robust local economy to offset increases to the tax levy. Given the global pandemic, and the potential effect it will have on our local economy, it was necessary for the Town to reduce its reliance on local receipts increases in this year’s budget. The following chart details the previous five years of budgeted local receipts.

Budgeted Local Receipts – Five Year Comparative

	Budget FY 2017	Budget FY 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021
Motor Vehicle Excise	\$ 3,601,938	\$ 3,810,405	\$ 3,933,475	\$ 4,097,758	\$ 4,112,758
Hotel Excise	\$ 2,450,000	\$ 2,525,000	\$ 2,550,000	\$ 2,710,000	\$ 2,700,000
Local Meals Tax	\$ 1,625,000	\$ 1,700,000	\$ 1,725,000	\$ 1,750,000	\$ 1,700,000
Penalties & Interest (Tax & Excise)	\$ 320,000	\$ 375,000	\$ 400,000	\$ 400,000	\$ 400,000
In Lieu of Taxes (Limited)	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000	\$ 520,000
Water User Charges	\$ 3,175,000	\$ 3,425,000	\$ 3,425,000	\$ 3,505,000	\$ 3,550,000
Ambulance User Charges	\$ 675,000	\$ 725,000	\$ 775,000	\$ 775,000	\$ 775,000
Rentals	\$ 325,000	\$ 375,000	\$ 400,000	\$ 450,000	\$ 450,000
Departmental Revenues	\$ 870,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000
Licenses & Permits	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Fines & Forfeits	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000
Investment Earnings	\$ 200,000	\$ 225,000	\$ 250,000	\$ 300,000	\$ 300,000
Medical Assistance Reimbursements	\$ 185,000	\$ 210,000	\$ 210,000	\$ 260,000	\$ 260,000
TOTAL LOCAL RECEIPTS	\$ 14,971,938	\$ 15,815,405	\$ 16,113,475	\$ 16,692,758	\$ 16,692,758

State Receipts (Cherry Sheet)

State Aid represents approximately 6.64% of the Town's recurring revenues. The Town receives revenue for both General Government and Education purposes. All of these funds with the exception of "offsets" (**) are available to be used to support any Town purpose and are not earmarked for one department's use. The Town normally forecasts State Receipts based upon the most current information available from the State as of the time of Annual Town Meeting. However, as we did with local receipts, this year we have projected no increase in the revenues. These amounts are subject to change as the State's budget process progresses. The following chart details a five year history of the various types of State Receipts.

State Receipts – Five Year Comparative

	Budget FY 2017	Budget FY 2018	Budget FY 2019	Budget FY 2020	Projection FY 2021	% Increase
School Chapter 70	\$ 5,961,486	\$ 6,128,596	\$ 6,560,142	\$ 6,851,477	\$ 6,851,477	0.00%
Charter Tuition Assess Reimb	\$ 5,125	\$ 3,572	\$ 23,085	\$ 30,436	\$ 30,436	0.00%
School Offset Programs **	\$ 144,650	\$ 176,074	\$ 113,690	\$ 123,469	\$ 123,469	0.00%
Subtotal Education	\$ 6,111,261	\$ 6,308,242	\$ 6,696,917	\$ 7,005,382	\$ 7,005,382	0.00%
Unrestricted General Govt Aid	\$ 2,518,004	\$ 2,616,206	\$ 2,707,773	\$ 2,780,883	\$ 2,780,883	0.00%
Veterans Benefits Reimbursed	\$ 79,888	\$ 67,286	\$ 63,606	\$ 66,584	\$ 66,584	0.00%
Vets, Blind & Surviving Spouse (C59)	\$ 112,861	\$ 108,885	\$ 109,273	\$ 105,751	\$ 105,751	0.00%
Public Libraries (C78,S19A) **	\$ 31,745	\$ 30,844	\$ 31,938	\$ 32,468	\$ 32,468	0.00%
Subtotal General Government	\$ 2,742,498	\$ 2,823,221	\$ 2,912,590	\$ 2,985,686	\$ 2,985,686	0.00%
TOTAL STATE RECEIPTS	\$ 8,853,759	\$ 9,131,463	\$ 9,609,507	\$ 9,991,068	\$ 9,991,068	0.00%

School Building Assistance

This formally represented an annual payment received by the Town for the State's share of School Building Assistance for a previous renovation of the Francis Wyman School. The final payment was received on this project in FY2018.

NON RECURRING REVENUES

Free Cash

Free Cash is defined as the remaining, unrestricted funds from operations of the previous fiscal year. Free Cash is the result of collecting revenue in excess of estimates and expending less than what was appropriated, added to any unexpended Free Cash from the previous fiscal year. Unpaid property taxes and certain deficits reduce the amount that can be certified as Free Cash. The Town submits its June 30 Balance Sheet to the Department of Revenue for certification on an annual basis. Free Cash is not "available" for appropriation until it is certified by the State.

Due to the unpredictability and wide fluctuation of certified Free Cash amounts, it is suggested that Free Cash be used to fund one-time expenditures as opposed to annual operating budgets. The following chart shows a history of the Town's certified Free Cash over the last eight fiscal years. The FY2021 Projection specifies approximately \$3,936,494 of Free Cash to fund the capital plan and other recurring financial warrant articles. A portion of the additional Free Cash will be requested to fund a portion of the large capital items appearing on the warrant. This will allow for continued financial flexibility in the Town's borrowing program for large construction projects. This amount would be adjusted down with the postponement of any warrant articles referenced in the non-recurring expenditure section.

Certified Free Cash – Recent History

June 30 2010	June 30 2011	June 30 2012	June 30 2013	June 30 2014	June 30 2015	June 30 2016	June 30 2017	June 30 2018	June 30 2019
\$ 4,874,096	\$ 7,177,180	\$ 7,461,250	\$ 9,021,382	\$ 9,162,834	\$ 9,774,949	\$ 11,250,328	\$ 12,732,930	\$ 11,672,567	\$ 13,359,958

Special Revenue Funds

The Special Revenue Fund category of revenues summarizes all revenue from special funds used to either offset the operating budget or provide funding for a warrant article. The following chart details the proposed use of special revenue funds for this Town Meeting.

Sewer Enterprise Fund Surplus.....	\$ 50,000
Sewer Inlow Infiltration.....	\$ 97,265
Chapter 90 Highway.....	\$ 1,084,501
Total.....	\$ 1,231,766

Prior Unexpended Appropriations

This category of revenue represents any appropriation previously approved by Town Meeting which is unspent. These amounts are considered available funds and can be appropriated for any lawful purpose. The Town does not propose to utilize any prior unexpended appropriations at this meeting.

Overlay Surplus

Overlay surplus is declared by the Board of Assessors when it is determined that the Town's potential liability for abatements and exemptions in any fiscal year has been extinguished. Once the Board is satisfied that the funds are no longer needed, a surplus is declared and these funds are available to be appropriated by Town Meeting. If the overlay surplus is not appropriated by the end of the fiscal year, it closes out to undesignated fund balance and will eventually become part of free cash. The amount of overlay surplus declared surplus and appropriated over the past five fiscal years is as follows:

	Budget FY 2017	Budget FY 2018	Budget FY 2019	Projection FY 2020	Projection FY 2021
Overlay Surplus	\$ -	\$ -	\$ 762,859	\$ 380,000	\$ 150,000

SECTION 2: OPERATING BUDGETS

GENERAL GOVERNMENT

113 – TOWN MEETING AND REPORTS

Description of Services

This budget is comprised of costs associated with the printing and mailing of official Town Meeting documents to Town Meeting members, as well all costs related to the administration of Town Meetings.

This budget also reflects the costs associated with the printing and binding of the Town's annual report as required by M.G.L. Ch. 40 §49.

Staffing

There are no employees budgeted for this department, however the costs of staffing Town Meetings are funded here.

Budget Issues

This budget is level funded and service for FY2021.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Part Time	2,070	2,183	3,333	3,333	3,333	3,333
1- TOTAL SALARIES	2,070	2,183	3,333	3,333	3,333	3,333
Expenses						
Contracted Services	12,442	16,160	12,575	12,575	12,575	12,575
2- TOTAL EXPENSES	12,442	16,160	12,575	12,575	12,575	12,575
GRAND TOTAL	14,511	18,343	15,908	15,908	15,908	15,908
						0.00%

119 – LEGISLATIVE COMMITTEES

Description of Services

This budget represents a consolidation of the Town Moderator budget, and the budgets of the committees appointed by the Town Moderator, into a single presentation. It includes salaries for the Town Moderator and the Recording Clerks for Ways & Means, Capital Budget and Zoning Bylaw Review and Bylaw Review as well as Materials and Supplies for Ways and Means.

The Town Moderator has the responsibility of directing the Town's three Town Meetings in accordance with Massachusetts General Law and Roberts Rules. The Moderator is the appointing authority for Ways and Means, Capital Budget, Zoning Bylaw Review, and other various committees. Ways and Means is responsible for reviewing all financial aspects of the Town government and providing a recommendation to

Town Meeting on the operating budget or any warrant articles. Capital Budget is responsible for reviewing all departmental funding requests relating to capital purchases, and providing a recommendation to Town Meeting. Zoning Bylaw Review has the responsibility of monitoring, reviewing, and making recommendations to Town Meeting regarding any changes to the Town's zoning bylaws.

Staffing

(1) Town Moderator (Elected to a 1 year term), (4) Part Time Recording Clerks

Budget Issues

None.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Part Time (WM)	2,275	3,711	3,756	3,756	3,756	3,756
Part Time (CBC)	510	234	838	838	838	838
Part Time (ZBRC)	0	0	2,000	1,500	1,500	1,500
Part Time (BLR)	0	0	1	2,000	2,000	2,000
Elect/Appoint (MOD)	150	150	150	150	150	150
3- TOTAL SALARIES	2,935	4,094	6,745	8,244	8,244	8,244
Expenses						
Materials & Supplies	0	0	273	273	273	273
4- TOTAL EXPENSES	0	0	273	273	273	273
GRAND TOTAL	2,935	4,094	7,018	8,517	8,517	8,517
						21.36%

122-TOWN ADMINISTRATOR/BOARD OF SELECTMEN

Description of Services

The Board of Selectmen is the Chief Executive Officer of the Town of Burlington. The Selectmen appoint a Town Administrator as the Chief Administrative Officer to run the day to day operations of the Town.

The Selectmen issue all licenses as authorized by statute, approve all payroll and vendor warrants, sign all major contracts within the Town, not otherwise provided for in the Town's By-Laws, oversees all departments under its control, and is responsible for all Town assets. The Board of Selectmen also prepares and approves all warrants for Town Meetings under the provisions of Chapter 686 of The Acts of 1970.

The Town Administrator is responsible for all day to day operations of the agencies/departments under the control of the Board of Selectmen. Additional responsibilities include management of all policies, directives and votes of the Board of Selectmen.

The Town Administrator is the appointing authority for all departments under the jurisdiction of the Board of Selectmen, negotiates all collective bargaining agreements with employee unions, prepares the overall Town operating budget in consultation with the Town Accountant and the Ways and Means Committee,

and assures compliance with all provisions of Massachusetts General Laws, federal statutes and Town regulations.

Specific duties and responsibilities of the Town Administrator are further described in Chapter 549 of the Acts of 1978 and Article 4 Section 2.0 of the Town of Burlington By-laws.

Significant Changes

- Newly created Economic Development Position added under the general direction of this office.
- The Purchasing /Financial Analyst position was moved under the direction of the Accounting office.

FY20 Accomplishments

- Created and filled the position of Economic Development Director.
- Settled all collective bargaining contracts for FY20.

FY21 Goals

- Maintain a sustainable multi-year financial plan and sustain AAA Bond Rating.
- Review existing policies and procedures to ensure alignment with best practices
- Improve internal collaboration and coordination between departments to improve efficiency

Staffing

(1) Town Administrator, (1) Economic Development Director, (1) Office Manager, (2) Administrative Assistant I, (1) Administrative Assistant 2

Budget Issues

None.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	490,174	596,187	617,998	582,819	582,819	582,819
Part Time	4,241	7,970	3,048	3,048	3,048	3,048
Elect/Appoint	3,500	3,800	5,500	5,500	5,500	5,500
Overtime	7,571	500	500	500	500	500
5- TOTAL SALARIES	505,486	608,457	627,046	591,867	591,867	591,867
Expenses						
Contracted Services	0	426	1,000	11,000	11,000	11,000
Materials & Supplies	0	0	10,000	20,000	20,000	20,000
M.E.L.T.	11,850	11,237	12,015	22,015	22,015	22,015
6- TOTAL EXPENSES	11,850	11,663	23,015	53,015	53,015	53,015
Special Accounts						
Misc. Expenses	16,380	2,279	17,500	17,500	17,500	17,500
7- TOTAL SPECIAL	16,380	2,279	17,500	17,500	17,500	17,500
GRAND TOTAL	533,716	622,400	667,561	662,382	662,382	662,382
						-0.78%

135-TOWN ACCOUNTANT

Description of Services

The Town Accountant is appointed by, and subject to the supervision and control of, the Board of Selectmen. This appointed authority works collaboratively and effectively with the Town Administrator and the administrative team.

Performs financial management duties in accordance with Massachusetts General Laws, Town By-Laws, as well as all Generally Accepted Accounting Principles (GAAP).

Maintains a complete set of financial records for all town accounts, appropriations, debts, and contracts; maintains a general ledger and journal for the recording of all transactions. Has full audit responsibility for all departmental receipts and expenditures; coordinates the Town's outside audit.

Monitors expenditures of all Town funds; examines all vouchers, department bills and payrolls for appropriateness of expenditure and for accuracy and availability of funds before payment by Treasurer; reconciles Treasurer/Collector's cash and receivables balances with the general ledger; oversees preparation of weekly payroll and accounts payable warrants for review by the Board of Selectmen.

Oversees and participates in the posting of weekly warrants in ledger; posts cash receipts in ledger as received and monthly entries in journal. Assists other town officials in monitoring the town's financial condition; notifies departments of expenditures and account balances monthly; makes recommendations to improve financial condition.

Compiles and submits required state and federal reports during and at the close of the fiscal year; prepares annual balance sheet and breakdown of cash receipts; prepares annual reports for town report.

Assists the Town Administrator in creating financial forecasts; prepares detailed revenue and expenditure estimates for use in the budget process; organizes, updates, and maintains all internal budget documents as well as the budget documents provided to Town Meeting.

The Accounting Department prepared, for the fourth time, a Comprehensive Annual Financial Report (CAFR), for the year ended June 30, 2019. This report took the place of the basic financial statement report issued in prior years. The issuance of a CAFR had been a long-term goal of the department. In addition, the department continues to make annual improvements to the budget document with a goal of providing decision makers with superior information for their deliberations.

Significant Changes

- The Town's Purchasing Analyst has been moved from the Selectmen/Town Administrator's budget to the Accounting Department's budget. This change is the result of recommendations from a financial structure review conducted at the end of FY19.

FY20 Accomplishments

- Received the GFOA Award for Excellence in Financial Reporting for the Comprehensive Financial Annual Report for the year ending June 30, 2018.
- Revised the Town's Purchasing policies and procedures.

FY21 Goals

- Work to implement recommendations provided in audit comments from prior fiscal year.
- Begin implementation of Town-wide purchase order system.
- Work to cross-train staff.

Staffing

(1) Town Accountant, (1) Budget Analyst, (1) Financial/Purchasing Analyst, (1) Assistant Town Accountant, (1) Accounting Specialist, (1) Part-Time Accounting Technician (20 hours)

Budget Issues

The budget presented is level service, with the addition of the Financial/Purchasing Analyst moved from the Selectmen/Town Administrator's Budget.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	305,063	327,029	335,609	421,104	416,194	416,194
Part Time	31,249	34,952	35,074	35,921	27,374	27,374
8- TOTAL SALARIES	336,313	361,981	370,683	457,026	443,568	443,568
Expenses						
Materials & Supplies	764	425	425	425	425	425
M.E.L.T.	3,025	2,849	4,870	4,870	4,870	4,870
9- TOTAL EXPENSES	3,790	3,274	5,295	5,295	5,295	5,295
GRAND TOTAL	340,102	365,255	375,978	462,321	448,863	448,863
						19.39%

141-ASSESSORS

Description of Services

The primary function of the Assessing Department is to value all Real Estate and Personal Property within the Town.

The Department also administers all Motor Vehicle Excise Bills, Real Estate Exemptions and Real Estate/ Personal Property Abatements.

The Office maintains permanent records of all real estate transactions/ ownership information within the Town.

Annually mail a Form of List to business owners and when returned, analyze the data provided to value all business personal property.

Income and Expense Forms are mailed to commercial property owners at the beginning of the year. The returns are data entered and analyzed to determine values on commercial and industrial properties.

We also mail out exemption applications annually to residents who have previously qualified for an exemption and process the applications when they are returned.

The Board of Assessors reviews all abatements for real estate and personal property.

The Town Appraiser represents the Town at the Appellate Tax Board on real estate and personal property tax values that are disputed.

We also maintain the Databases for Patriot, Munis, GIS, and the website.

Significant Changes

There are no significant staffing or budget changes expected for FY21.

FY20 Accomplishments

- Executed new, 10 year property valuation contract with Patriot Properties

FY21 Goals

- To continue the valuation of all property within the Town.
- To enhance methods of providing public access to property records and information helpful to taxpayers through improvements to the Town website.

Staffing

(1) Department Head, (1) Administrative Assistant 2, (1) Administrative Assistant 1, (1) Data Collector

Budget Issues

This budget is presented at level service.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	259,413	295,419	313,838	315,247	315,247	315,247
Part Time	0	15,430	20,193	20,700	20,700	20,700
Elect/Appoint	2,600	2,600	2,600	2,600	2,600	2,600
10- TOTAL SALARIES	262,013	313,449	336,631	338,547	338,547	338,547
Expenses						
Contracted Services	106,000	83,930	67,800	74,330	74,330	74,330
Materials & Supplies	2,543	2,931	3,160	3,150	3,150	3,150
M.E.L.T.	9,533	4,051	9,065	9,065	9,065	9,065
Capital Outlay	0	910	1,530	1,530	1,530	1,530
11- TOTAL EXPENSES	118,076	91,822	81,555	88,075	88,075	88,075
GRAND TOTAL						
380,090 405,271 418,186 426,622 426,622 426,622 2.02%						

145-TREASURER/COLLECTOR

Description of Services

Performs all duties as outlined in the Town's General Bylaws Article VII, Sections 1.0 – 5.0

Oversees all employee benefits, which include-health, life, disability, dental, deferred compensation, tax shelter, pension, flexible spending, and other related accounts that support such benefits.

Administers weekly payroll for all employees, including Federal and State Tax withholdings, as well as the quarterly and annual reporting and payment of those taxes.

Issues and reports W-2s for all employees.

Reports to Town Meeting and the public on all departmental activities and responsibilities as noted herein.

Significant Changes

In April of 2019 the Town voted to change the position of Treasurer/Collector from elected to appointed.

FY20 Accomplishments

- Implemented additional MUNIS modules to increase efficiency and efficacy of transactions.

FY21 Goals

- Continue to explore and review strategies to reduce health insurance costs for employees and the Town.
- Continue to improve the implemented cash management system
- Work to implement any recommendations of prior year's audit.
- Facilitate a smooth transition for the newly appointed Treasurer/Collector

Staffing

(1) Treasurer/Collector, (1) Assistant Tax Collector, (1) Assistant Treasurer, (1) Benefits Administrator, (1) Payroll Administrator, (1) Benefits Specialist, and (4) Administrative Assistants I.

Budget Issues

This budget is presented at level service.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	464,862	515,613	552,228	688,341	688,341	688,341
Part Time	53,044	13,684	0	0	0	0
Elect/Appoint	133,073	142,306	134,603	0	0	0
Overtime	554	2,013	3,000	3,000	3,000	3,000
12- TOTAL SALARIES	651,533	673,615	689,831	691,341	691,341	691,341

Expenses

Contracted Services	519	4,672	2,500	2,400	2,400	2,400
Materials & Supplies	17,030	21,588	19,200	19,050	19,050	19,050
M.E.L.T.	5,669	5,343	5,650	5,650	5,650	5,650
Capital Outlay	0	0	250	250	250	250

13-	TOTAL EXPENSES	23,219	31,603	27,600	27,350	27,350	27,350
Special Accounts							
	Misc. Expenses	0	0	100	100	100	100
14-	TOTAL SPECIAL	0	0	100	100	100	100
	GRAND TOTAL	674,752	705,218	717,531	718,791	718,791	718,791
							0.18%

149-CENTRAL ADMINISTRATION

Description of Services

Responsible for the cost of bulk purchases of general office supplies, paper, and postage, as well as the annual lease payments and maintenance agreements of office equipment.

Accounts for the costs of employee and retiree health insurance premiums and other benefits, the Town's self-insured unemployment program, and the Town's required Medicare contribution.

Town Insurance includes the cost of the Town's property and casualty insurance program and all other insured lines, as well as the annual appropriation for the Town's self-insured workers compensation pool.

Budgets for the cost of the Town's required annual financial audit and the "Single Audit" of Federal Grant Expenditures.

Significant Changes

There are no significant staffing or budget changes expected for FY21.

Staffing

None.

Budget Issues

Chapter 32B – Health and other employee benefits continue to be a challenging component of the overall budget. The Town has worked very closely with employee unions to monitor trends in health claims and review plan design changes to keep the cost increases to the program at a modest level with some success over the past several years. Past performance is no guarantee of future success and we will continue to work diligently in tandem with our employees to contain costs wherever possible. This budget line item will require a 5.34% increase for FY2021.

Transfer to Other Post-Employment Benefits (OPEB) Trust Fund – This is the sixth year of providing funding within the operating budget to offset the Town's OPEB liability. The funding plan was reevaluated in the fall of 2019.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
15- Unemployment Comp. (A)	54,221	37,980	100,000	100,000	100,000	100,000
16- Ch. 32B Health Ins. (A)	12,555,569	12,781,792	13,739,380	14,472,730	14,472,730	14,472,730
17- Medicare (A)	1,017,248	1,081,030	1,142,979	1,200,128	1,200,128	1,200,128
18- Transfer to OPEB (A)	597,325	652,876	713,593	779,957	779,957	779,957
19- Town Insurance (A)	905,000	956,000	1,006,273	1,106,273	1,106,273	1,106,273
20- Pension Reim. (A)	1,256	0	1,256	1,256	1,256	1,256
21- Financial Services (A)	51,580	57,172	80,000	80,000	80,000	80,000
22- Central Supply	110,000	110,000	110,000	110,000	110,000	110,000
23- Central Machine	25,575	25,658	26,450	26,550	26,550	26,550
TOTAL ACCOMODATED	15,182,199	15,566,850	16,783,481	17,740,344	17,740,344	17,740,344
TOTAL OPERATING	135,575	135,658	136,450	136,550	136,550	136,550
GRAND TOTAL	15,317,774	15,702,508	16,919,931	17,876,894	17,876,894	17,876,894
						5.66%
						0.07%

151-LEGAL

Description of Services

The Town utilizes third-party counsel for its legal needs. This budget is for the majority of town-wide legal expenses with the exception of certain specialty areas. This budget reflects the anticipated costs related to both general counsel and labor counsel.

Staffing

None.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Expenses						
Contracted Services						
Legal Fees	115,220	147,360	125,000	125,000	125,000	125,000
Collective Bargaining	78,200	16,555	72,000	72,000	72,000	72,000
Cable TV Negotiations	3,445	0	1,500	1,500	1,500	1,500
Tax Title	2,319	163	3,500	3,500	3,500	3,500
24- TOTAL EXPENSES	199,184	164,079	202,000	202,000	202,000	202,000
GRAND TOTAL	199,184	164,079	202,000	202,000	202,000	202,000
						0.00%

152-HUMAN RESOURCES

Description of Services

The Human Resources Department serves as a partner to all Town and School employees, and provides support in the areas of recruitment and selection, compensation, employee relations, labor relations, as well as organization and employee development.

Examples of the Human Resources Department's responsibilities include:

Monitors, reviews, and interprets current personnel policies, job classifications, salary structures, and collective bargaining agreements.

Oversees personnel records and data for all employees, and maintains a complete file for each employee.

Plans and coordinates recruitment and selection procedures for exempt and non-exempt employees including: Preparation and placement of recruitment announcements and advertising; recommendation of appropriate recruitment process; assisting department heads and school administrators with screening of applications and identification of most highly qualified candidates; and assisting departments in developing interviews and other selection procedures, and performance of reference/background checks.

Provides support in the administration of the municipality's and school department's classification and pay plans including: Making recommendations on reclassification of existing positions; assisting in the conducting of classification studies; assisting in the conducting of salary surveys to evaluate positions and make recommendations on salary schedules in preparation for collective bargaining, and to ensure the municipality and school department is paying market-competitive wages and offering benefits comparable to other geographic communities similar in demographics.

Coordinates workers compensation claims.

Maintains personnel policies and procedures, ensuring consistent interpretation and application to collective bargaining agreements, and local, state and federal laws. Ensures the Town and School Department employment practices are in accordance with all applicable state and federal requirements.

Assists in the preparation of civil service correspondence and forms in accordance with Chapter 31 of the General Laws of the Commonwealth of Massachusetts.

Assists municipal and school management teams in the annual renewal of the Town's health insurance and dental plans; discusses premium increases, plan design changes and records minutes of meetings with the Insurance Advisory Committee.

Coordinates in-house training sessions for staff as necessary, and assists with selecting appropriate external training opportunities. Assists and participates in annual new teacher orientation.

Acts as a liaison with the Employee Assistance Program.

Assists in the administration, as appropriate, of collective bargaining agreements and preparing recommendations for the Town Administrator and Superintendent of Schools prior to commencement of negotiations. Assists with negotiations where appropriate. Involvement with grievance hearings and arbitrations as necessary.

Serves as the information resource for town and school personnel in the areas of personnel policies, hiring practices, dispute resolution and employee assistance. Meets, as appropriate, with employees to discuss individual job-related issues.

Promotes Equal Opportunity Employment (EEO) and diversity in the workplace as well as the prevention of sexual harassment, discrimination and claims of hostile work environment. Oversees the preparation of the Affirmative Action Report, EEO-4 Report, and other required workforce documents.

Significant Changes

No significant staffing or budget changes are expected for FY21.

FY20 Accomplishments

- Recruitment of 20 Town positions including Economic Development Director, Fire Chief, Asst. Fire Chief, as well as entry level Police Officers and Firefighter/Paramedics.
- Finalized Compensation & Classification Study for union employees.
- Assisted in the overall health insurance structure and strategy to ensure quality healthcare while maintaining cost-effective measures.
- Participated in the collective bargaining process for all Town unions.
- Proactively provided wellness education and service opportunities to all Town and School employees. Continued annual Wellness Fair, bringing in over 35 local service providers to offer education and health assessments/screenings. This year's fair also included appointments for onsite annual eye exams.
- Provided trainings to employees on a wide variety of topics including healthy eating, stress and resiliency, and how to best make healthcare choices to save money for themselves and the overall membership in our health plans.
- Hosted a town-wide employee flu shot clinic.

FY21 Goals

- Recruitment of Treasurer/Collector, and other key positions which become available.
- Develop process to recruit and retain employees at all levels, keeping an eye on the new MA Minimum Wage requirements and the MA Equal Pay Act.
- Continue to provide health and wellness education to our employees with the goal of receiving maximum benefit from the plans offered while encouraging decisions that keep claims costs at a minimum.

Staffing

(1) Human Resources Director, (1) Human Resources Coordinator

Budget Issues

The Human Resources Department serves approximately 900 Town and School employees, as well as all applicants for employment opportunities. This is a shared position between the Town and Schools, a partnership which has worked extremely well over the years. The budget presented below represents the Town portion only.

		ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries							
25-	Full Time	122,810	127,684	133,776	134,769	134,769	137,737
	TOTAL SALARIES	122,810	127,684	133,776	134,769	134,769	137,737
Expenses							
26-	Contracted Services	674	0	450	450	450	450
	Materials & Supplies	1,041	781	1,250	1,250	1,250	1,250
	M.E.L.T.	1,977	2,506	2,690	2,690	2,690	2,690
	TOTAL EXPENSES	3,692	3,288	4,390	4,390	4,390	4,390

Special Accounts						
Staff Training	2,798	4,952	4,000	4,000	4,000	4,000
BMEA Education	3,587	5,020	5,000	5,000	5,000	5,000
Recruitment/Retention	4,703	3,949	5,500	5,500	5,500	5,500
27- TOTAL SPECIAL	11,088	13,921	14,500	14,500	14,500	14,500
GRAND TOTAL	137,590	144,893	152,666	153,659	153,659	156,627
						2.59%

155-MANAGEMENT INFORMATION SYSTEMS

Description of Services

MIS, comprised of four permanent/full time employees, has been responsible for the installation, maintenance, management and training of technology within many of the Town's departments. The department continues to provide equipment and user support for numerous device and software platforms. MIS uses cutting edge technology at its core including a revamped 10Gb network with wireless access in most of the Town Buildings. The department continues to maintain the VOIP (Voice Over IP) phone system for all other departments town-wide, and a separate mass notification system for alerting residents of emergencies and unexpected events.

The backbone of the Town's network is an extensive fiber optic cable plant connecting town facilities, schools, water towers, & sewer pumps; and carries all data, telephone, & video involving Town business at significant savings over alternative methods of data transport. Installed over 15 years ago and connecting 53 sites, it remains an impressive bit of technology that is still visited by many inquisitive communities, even as far away as New Jersey.

Many proprietary software applications, unique to the public sector, are necessary for the smooth operation of the town's day-to-day function:

- **MUNIS** is the financial system which keeps track of the town's receivables/collectibles, payroll, and budgets.
- **Patriot** is employed by the Assessor's office to maintain commercial & residential property records and values. The public is welcome to access this data at www.patriotproperties.com.
- **RecTrac** is used to track activity reservations and programs at the Recreation Department; and may be accessed by residents at www.burlingtonrecreation.org.
- **SCADA** assists the Department of Public Works in monitoring their systems.
- **ViewPoint** permitting software will improve The town's productivity by facilitating the workflow by routing, approving and issuing permits electronically in a timely manner. This new application will replace **GeoTMS**.

These systems, and many others, are maintained, updated, and backed up by MIS. They are all large and complex; each sporting their own quirks. Some utilize security certificates; require multiple servers; or connection to state/federal agencies.

Significant Changes

- No significant staffing or budget changes are expected for FY21.

FY20 Accomplishments

- Worked with the Fire Department to ensure a smooth transition to Station 2.
- Assist Financial Departments with the implementation of new software modules

FY21 Goals

- Continue to implement cyber security and data protection measures.

Staffing

(1) Critical Systems/Applications Administrator; (2) System/Application Administrator; (1) Network/Repair Technician

Budget Issues

This budget has been revamped to prepare the town for 4-5 year replacement cycles of desktops and laptops, along with robust backup and server solutions. Although a few years old, we continue to address the recommendations as presented through the Webb report and seek to address issues that have plagued information systems. We will continue to monitor these changes and assess, as we progress, what is needed to implement other aspects of the report.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	330,450	344,236	356,009	355,661	355,004	355,004
28- TOTAL SALARIES	330,450	344,236	356,009	355,661	355,004	355,004
Expenses						
Network and Web	44,627	42,950	69,340	92,998	89,098	89,098
MUNIS Support/Lic.	113,632	118,372	113,675	118,827	118,827	118,827
Materials and Supplies	889	1,037	1,000	1,000	1,000	1,000
Capital Outlay	88,645	87,797	96,000	99,000	99,000	99,000
29- TOTAL EXPENSES	247,792	250,156	280,015	311,825	307,925	307,925
GRAND TOTAL	578,242	594,392	636,024	667,486	662,929	662,929
						4.23%

161-TOWN CLERK

Description of Services

Vital Records: Record, index and, in some instances, create the town's "vital records" (births, deaths, marriages); issue certified copies thereof; serve as burial agent.

Elections: Conduct all elections in conformance with federal and state laws and regulations, train poll workers, prepare the ballot for local elections, certify and report results, administer campaign finance laws for local elections, administer oaths of office and provide officials with copies of the State's Conflict of Interest and Opening Meeting Laws.

Town Meeting: Serve as clerk to the Town Meeting, take attendance and minutes, certify votes, submit bylaw articles to the Attorney General for approval, publish and codify the town's zoning and general bylaws.

Public Records: Receive applications and certify decisions for special permits, variances, subdivisions, minor engineering changes, and Approval Not Required; record and renew Business Certificates (DBA's); record, index and invoice utility pole/conduit locations; oversee the Town's Archives and Records Management Program; provide copies of public records upon request; post meetings of all town boards, commissions and committees. The Clerk is also the Records Access Officer for the Town which handles the management of all FOIA requests.

Census and Voter Registration: Conduct an annual listing of all residents/voters and maintain the State's Central Voter Registry; initiate voter registration outreach; publish the Annual Street List; prepare and distribute annual reports to schools, veterans, jury commission, Council on Aging and police; provide demographic data to various town departments and the general public. Also, oversees the Board of Registrar's budget and is the Clerk for the Board.

Elections: As the Chief Elections office, I oversee the running of all the elections for the Town. Working with the office we manage the distribution of Absentee Ballots, both local and overseas, for the 3 weeks prior to the election; for Federal elections run Early Voting for 1 or 2 weeks prior and then set up and execute the processes on election day. Afterwards for 5-7 days we work on the processing and certifying of the election.

Licensing/Permits: Dogs, storage of flammable materials, raffles.

Public Information and Services: Maintain a high level of customer service providing general information (using press releases, postings, internet, office and phone) to both the general public and other town departments; serves as Web Master for the Town, oversees the content editing for the Town calendar and various other sections on the Town website; serves as Record Access Officer, Notary Public, Justice of the Peace, and Commissioner to Qualify Public Officers.

In calendar year 2019 the Clerk's office brought in \$161,239 in revenue, an increase of 5.4% which was turned into the Treasurer's office and goes into the General Fund.

Significant Changes

There is a request for increasing the hours of the Part time to Full time position for FY21.

FY20 Accomplishments

- Spearheaded the implementation of the ViewPoint system.
- Project managed the redesign of the Town's website, to be implemented in 2020.
- Running of the Town Election.
- Training of new office personal
- Handling of over 1070 vital death records, 400 births and marriages.

FY21 Goals

- Adhere to all mandates placed upon the office by the State of Massachusetts, ongoing throughout FY21.
- Maintain a high level of service to the residents and support the departments, boards and committees as needed in FY21.
- Successful plan and run 4 elections, including a Presidential Primary and Presidential.
- Continue implementation of ViewPoint for additional Departments

Staffing

(1) Elected Town Clerk, (1) Archivist/Records Manager, (1) Administrative Assistant II, (2) Administrative Assistant I.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	187,361	188,051	193,020	245,346	245,346	245,346
Part Time	20,071	22,801	23,377	0	0	0
Elect/Appoint	86,300	90,546	95,226	95,712	95,712	95,712
30- TOTAL SALARIES	293,732	301,399	311,623	341,058	341,058	341,058
Expenses						
Contracted Services	11,010	10,904	12,500	12,500	12,500	12,500
Materials & Supplies	2,887	2,391	2,700	2,700	2,700	2,700
M.E.L.T.	3,352	1,450	3,700	3,700	3,700	3,700
Capital Outlay	823	1,008	1,200	1,200	1,200	1,200
31- TOTAL EXPENSES	18,073	15,753	20,100	20,100	20,100	20,100
Special Accounts						
Elections	24,640	77,615	53,823	83,537	83,537	83,537
32- TOTAL SPECIAL	24,640	77,615	53,823	83,537	83,537	83,537
GRAND TOTAL	336,444	394,766	385,546	444,695	444,695	444,695
						15.34%

162-BOARD OF REGISTRARS

Description of Services

The Registrars of Voters responsibilities include:

- 1) Census and Voter Registration: Conduct an annual listing of all residents/voters and maintain the State's Central Voter Registry; initiate voter registration outreach; publish the Annual Street List in conjunction with the Town Clerk's Department; conducts hearings on challenges to residents' eligibility to vote.
- 2) Petitions and Nominations: Certify names of registered voters who sign state and local petitions and nomination papers, in conjunction with the Town Clerk's office.
- 3) Overseeing voter issues during and following elections.
- 4) Recounts: Conduct recounts of contested election races.

Staffing

(1) Town Clerk, (3) Appointed Board Members

*Town Clerk serves as clerk to, and as member of, the Board of Registrars

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
33- Elect/Appoint	1,200	1,200	1,200	1,250	1,250	1,250
TOTAL SALARIES	1,200	1,200	1,200	1,250	1,250	1,250
Expenses						
Contracted Services	6,078	5,482	9,900	9,900	9,900	9,900
Materials & Supplies	885	864	900	900	900	900
TOTAL EXPENSES	6,963	6,346	10,800	10,800	10,800	10,800
GRAND TOTAL	8,163	7,546	12,000	12,050	12,050	12,050
						0.42%

171-CONSERVATION

Description of Services

Provides technical support to the appointed Conservation Commission in their role as regulators and enforcers of the MA Wetlands Protection Act (MGL Chapter 131, section 40), the MA wetland regulations (310 CMR 10.00), the Burlington Wetland Bylaw/Regulations (Article XIV, section 1.0) and the Burlington Erosion & Sediment Control Bylaw (Article XIV, section 6.0).

Provides administrative and logistical support for the Conservation Commission.

Reviews and provides comments on projects and proposals to Planning Board and other boards on wetlands and/or environmental issues.

Assists residents and project proponents in navigating the various regulatory application processes.

Manages several parcels of Town-owned land under the Conservation Commission's jurisdiction. These include the Mill Pond, Sawmill Brook, Marion Road and Little Brook Conservation Areas, in addition to several smaller parcels. This includes the hiring of a part-time worker to do land-management tasks, including trail maintenance and enhancing the security of the conservation areas.

Promotes the acquisition of additional open space throughout the Town through several means, including conservation restrictions, land donations, land transfers, and outright purchases.

Manages seasonal hand stream-cleaning program, for which 2-4 seasonal workers are hired.

Coordinates the Town's National Pollutant Discharge Elimination System (NPDES) compliance program with several other departments (DPW, Engineering, Health). Two seasonal stormwater interns will perform the water quality sampling.

Significant Changes

- No significant staffing or budget changes are expected for FY21.

FY20 Accomplishments

- Managed Town compliance with minimum control measures of EPA NPDES Phase 2 MS4 permit
- Commenced stormwater outfall monitoring to comply with EPA permit.
- Updated maps of several conservation areas.
- Completed update of Open Space & Recreation Plan.

FY21 Goals

- Enhance resource areas and groundwater quality by protecting and increasing green space and reducing discharge of untreated stormwater in streams and wetlands.
- Continue to educate the public and business community about the importance of wetlands and about managing stormwater and reducing pavement and other impervious cover.

Staffing

(1) Conservation Administrator (Department Head), (1) Assistant Conservation Administrator, (1) Administrative Assistant I, (1) Part-Time Recording Clerk, (2) Part-Time Stormwater Interns, (1) Part-Time Land Management Intern and (3-4) Seasonal Stream Cleaners

Budget Issues

Stormwater and land management intern positions have been budgeted to perform work necessary to meet compliance of new federal mandates.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	196,802	204,448	213,143	219,140	219,140	219,140
Part Time	13,923	11,835	15,238	15,034	15,034	15,034
35- TOTAL SALARIES	210,724	216,282	228,381	234,175	234,175	234,175
Expenses						
Materials & Supplies	846	414	5,700	5,700	5,700	5,700
M.E.L.T.	2,136	2,283	4,350	4,350	4,350	4,350
36- TOTAL EXPENSES	2,982	2,697	10,050	10,050	10,050	10,050
Special Accounts						
Land Management	600	2,159	7,800	7,800	7,800	7,800
Stream Cleaning	10,258	5,377	11,000	11,000	11,000	11,000
37- TOTAL SPECIAL	10,858	7,536	18,800	18,800	18,800	18,800
GRAND TOTAL	224,564	226,516	257,231	263,025	263,025	263,025
						2.25%

175-PLANNING BOARD

Description of Services

Responsibilities include the review of development proposals, master planning, direct assistance to the Planning Board, assistance to the public, and as needed assistance to other Town departments and committees. Day-to-day responsibilities include; planning, permit coordination, economic development, consensus building, GIS data management, addressing citizen inquiries and concerns, monitoring construction activity, and conducting research to provide the Planning Board with background information.

The Planning Department reviews all commercial and multi-family development proposals for compliance with Town Bylaws and regulations, as well as statutory conformance. The department's 'Site Plan Review' process is defined in Article 9 of the Zoning Bylaw, as well as the Planning Board Site Plan Rules and

Regulations. In addition, uses defined in the Zoning Bylaw, which have a potential detrimental impact on the environment, traffic, town infrastructure, or the water supply, require special permit review. The process of special permit review is a statutory requirement outlined in MGL Chapter 40A section 9, as well as the Planning Board Special Permit Rules and Regulations. By State Law, the department is responsible for the exercise of the Subdivision Control Law (MGL Chapter 41), which affects all divisions and boundary modification of property in Burlington. The department advises the Planning Board of local bylaw conformance, applicable state and federal laws, and case law which affect land-use decisions.

Comprehensive master planning is mandated under MGL Chapter 41 Section 81-D. The planning department is required to undertake planning studies, and research to identify existing and future land use issues and opportunities, as well as, monitors innovative state and national planning initiatives and applicable case law. The department proposes courses of action to address such issues and opportunities to guide the comprehensive master planning process. The department initiates the implementation of master plan recommendations by such courses of action as the drafting of bylaw and regulation revisions, facilitating public forums and hearings, required for adoption of such amendments. The department also has assisted many town committees over the years such as the Land Use Committee and the Route 3A subcommittee, Small Cell Committee and Zoning Bylaw Review Committee.

Significant Changes

- No significant staffing or budget changes are expected for FY21.

FY20 Accomplishments

- Life Science Initiative

FY21 Goals

- To review "Wireless" from a regulatory and legal as well as infrastructure perspective. How can we best control the roll out and regulate without litigation? Our bylaws are out of date and not in compliance with federal regulations, they need to be revised, but how?
- The Burlington Mall, the elephant in the room, hopefully in FY2021 we can work with Simon and Macy's and tame the beast to evolve into the next retail + experience. The moons are aligning and the new Economic Development Director and I hope to take on the challenge to guide redevelopment to meet Burlington's vision.
- Sign Bylaw, Planning does not expect to drive the bus on this one, but are willing to ride along. We are increasing hearing concerns from all sides about the issues inherent in the bylaw. The ZBRC and Chamber of Commerce are beginning to look at this issue as well. We've tried in house 3 times in 3 decades with no success. I think we might benefit from some outside help on this initiative.

Staffing

(1) Department Head, (1) Senior Planner, (1) Assistant Planner, (1) Principal Clerk, (1) Recording Clerk

Budget Issues

To date the Town has used consultants to help to maintain Town maps and land management digital mapping files. Long term, the Town should investigate the addition of GIS staff in Town to assist development departments, including Planning, Engineering, Conservation and the Assessors departments in managing the increasing amount of land management records and maps which inform current and future land use, facility and infrastructure decisions. The coordinated effort to streamline electronic records management across many departments has commenced with the introduction of ViewPoint and AppGEO to track permitting, integrate our land records and geographic information system with other

relevant Town Records. In addition, as departments begin to centralize systems with programs such as AppGEO and Viewpoint, we should budget items that are used across many departments centrally. You will see AppGEO in the Planning Board's budget for FY21, however I would suggest that it be centrally located in future years.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	282,376	295,643	309,442	315,237	315,237	315,237
Part Time	3,492	2,386	4,551	4,900	4,900	4,900
Elect/Appoint	4,400	4,400	4,400	4,400	4,400	4,400
Overtime	0	765	716	762	762	762
38- TOTAL SALARIES	290,268	303,194	319,109	325,298	325,298	325,299
Expenses						
Contracted Services	7,859	16,820	22,832	22,832	22,832	22,832
Materials & Supplies	1,547	1,063	1,500	1,500	1,500	1,500
M.E.L.T.	4,611	8,100	9,016	9,016	9,016	9,016
39- TOTAL EXPENSES	14,018	25,982	33,348	33,348	33,348	33,348
GRAND TOTAL	304,286	329,176	352,457	358,646	358,646	358,647
						1.76%

176-BOARD OF APPEALS

Description of Services

Established under Section 9.5.1 of the Zoning By-Law pursuant to Chapter 40A of the Massachusetts General Laws; Appointed by the Board of Selectmen.

The Board is charged with the following duties; to hear and decide appeals from an adverse decision of the Building Inspector or any Town Board, to make determinations in Flood Hazard Districts, to hear and decide petitions for variances, to issue comprehensive permits under MGL Chapter 40B, and to permit signs in particular instances.

Significant Changes

- No significant staffing or budget changes expected for FY21.

Staffing

(2) Alternate and (5) Permanent members appointed to unpaid terms of one and five years respectively.

Budget Issues

A change in department procedure in fiscal year 2016 shifted the responsibility of advertising and certified mailing costs to applicants, which has eliminated the need to fund the Special Accounts line item.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
	Part Time	16,328	15,731	13,481	13,481	13,481
40-	TOTAL SALARIES	16,328	15,731	13,481	13,481	13,481
Expenses						
	Materials & Supplies	250	248	250	250	250
41-	TOTAL EXPENSES	250	248	250	250	250
	GRAND TOTAL	16,578	15,978	13,731	13,731	13,731
						0.00%

192-TOWN FACILITIES

This budget is considered part of the Department of Public Works budget, and includes occupancy costs for the Library, as that classification results in an indirect cost savings. Although building occupancy is presented in the Town Facilities budget, Ways and Means continues to monitors these costs and take them into consideration when reviewing the Library's budget as a whole. For further explanation, please reference the budget narrative of the Library, contained in this document.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Expenses						
	Occupancy	83,688	86,591	95,943	95,943	95,943
42-	TOTAL EXPENSES	83,688	86,591	95,943	95,943	95,943
	GRAND TOTAL	83,688	86,591	95,943	95,943	95,943
						0.00%

PUBLIC SAFETY

210-POLICE

The Police Department's budget request for FY 2021 is \$9,188,359. This represents an overall increase of 1.19% and this increase is almost entirely attributable to salary increases per settled employee contracts with the Town. All other expenses have been level funded for this fiscal year.

Full-time Salaries

Full-time salaries will **increase** by 1.38%.

Command and BMEA contracts were recently settled. These settlements are the reason that salaries increase overall this fiscal year. The increase in the Animal Control Officer salary is likewise attributable to the contract settlement.

Full-time salaries include step and longevity increases. Holiday pay and other contractual incentives are also included under full-time salaries. The current Patrol contract expired 6/30/2019, while Command and BMEA will expire 6/30/2022.

Part-time Salaries

Traffic Supervisors salaries will **increase** by 2.83% due to contractual raises.

The remainder of the increase to **Part Time Salaries** is attributable to a request for funding to continue two part-time positions (Mental Health Clinician and Recovery Coach) for which grant funding is ending this fiscal year. These positions (Page 3) have proven to be **invaluable** to our department in helping residents and citizens in crisis due to mental health issues and substance use disorders.

Overtime Salaries

Overtime will be level funded.

Salaries Summary

Overall, salaries will **increase** by 1.61% in FY 2021

Occupancy

This account is being level funded this year.

Contracted Services

This account is being level funded this year.

Materials and Supplies

This account is being level funded.

M.E.L.T.

This account is **level funded** as it has been for the past seven years.

Capital Outlay

This account is being level funded this year.

Special Accounts

This account is being level funded this year.

CONCLUSION

At an overall **increase** of 1.19%, which is almost entirely attributable to contractual raises in salaries, this budget is otherwise completely level funded.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	6,810,916	6,919,358	7,411,578	7,513,951	7,490,047	7,490,047
Part Time	126,091	128,987	144,678	174,092	174,092	174,092
Overtime	586,100	868,402	605,200	605,200	605,200	605,200
43- TOTAL SALARIES	7,523,107	7,916,747	8,161,456	8,293,243	8,269,338	8,269,338
Expenses						
Occupancy	122,134	132,330.45	165,278	165,278	165,278	165,278
Contracted Services	141,074	173,299	136,240	136,240	136,240	136,240
Materials & Supplies	82,474	67,504	68,988	68,988	68,988	68,988
M.E.L.T.	3,325	3,325	3,325	3,325	3,325	3,325
Capital Outlay	203,446	187,426	221,400	221,400	221,400	221,400
44- TOTAL EXPENSES	552,453	563,885	595,231	595,231	595,231	595,231
Special Accounts						
Education/Tuition	108,844	102,902	129,500	129,500	129,500	129,500
111F Payments	51,936	52,095	40,000	40,000	40,000	40,000
Uniform Allowance	44,345	60,743	52,790	52,790	52,790	52,790
Animal Disposal	372	1,518	1,000	1,000	1,000	1,000
Gasoline	85,189	94,463	94,000	94,000	94,000	94,000
NEMLEC	4,975	5,500	6,500	6,500	6,500	6,500
45- TOTAL SPECIAL	295,660	317,222	323,790	323,790	323,790	323,790
GRAND TOTAL						
8,371,220 8,797,854 9,080,477 9,212,263 9,188,359 9,188,359 1.19%						

220-FIRE

Description of Services

The Fire Department (FD) protects and preserves life and property in the community through code enforcement, incident response to fires and medical emergencies and a myriad of other calls for service.

The FD provides code and regulation enforcement of local, state and federal statutes, regulations, and bylaws pertaining to fire safety. We inspect commercial properties and participate in quarterly inspections in all hotels, schools, and health care facilities. The FD works and trains with other municipal public safety departments such as the PD, DPW, Board of Health and Building Department to ensure the safest possible environment for residents and visitors of our community. We make safety recommendations to other boards and departments during the plan review process. We ensure compliance of all underground and above ground storage tanks for fuels or other hazardous fluids when required.

The FD is a Massachusetts Approved Community EMS Provider. This allows our department to participate in home safety evaluations, fire and burn prevention education, Flu vaccines, Narcan information and training and behavioral health community referrals. We train both members of the general public and town departments in CPR. We conduct Blood Pressure clinics and assist in Stop the Bleed programs. The FD participates in special programs such as providing smoke and CO detectors to our seniors when funding is available. This program is conducted by both the FD and Council on Aging. The FD consults with commercial property managers regarding fire drills and emergency planning.

The FD maintains the municipal fire alarm system, emergency radio communications system, and computerized state and federal fire incident reporting system. Four Civilian Dispatchers operate our Fire Dispatch Center. Our Dispatchers handle a large volume of Fire and EMS calls as well as an increasing number of business related calls. All of our members are trained Emergency Medical Dispatchers that are capable in determining the most appropriate EMS response as well as being able to provide medical instruction to the caller.

The FD provides emergency medical basic life support (BLS) care and ambulance transport including CPR & AED, Epi-pen, trauma, and other responses. We will shortly be providing an advanced life support (ALS) ambulance transport service to our community. The FD responds to, extinguishes and investigates all fires and their causes. We respond to fire alarm activations in both residential and commercial properties. We also respond to utility emergencies such as electrical and gas emergencies. The FD responds to rescue calls such as motor vehicle crashes, workplace accidents, and elevator rescues. The department is also trained in ice and water rescue. The FD is trained to the Operational Level in regards to hazardous materials response. For hazardous materials incidents beyond our capability, the department relies on the MA State Hazardous Materials Team. Our department responds to a large number of service calls in which we assist the public in mitigating a variety of issues, for example; water, electrical, and odor calls.

In addition to responding to an increasing number of calls for service, Firefighters receive weekly training, participate in residential and business safety inspections, and maintain all emergency apparatus and equipment on a daily basis. As well as protecting our own community, our Firefighters respond to our neighboring Mutual Aid communities when requested for either Fire or EMS assistance.

Significant Changes

- Station Two opened for business in July 2019. This new facility has the capability of housing up to eight personnel as well as additional apparatus.

- The department continues to work on increasing our shift staffing levels to 15 personnel per shift.
- The addition of four Fire Officer Positions negotiated through the Collective Bargaining Agreement will ensure that three Fire Officers will be on duty at all times.
- The department anticipates upgrading its primary transport ambulance to the advanced life support (ALS) level during the beginning of the 2020 calendar year.

FY20 Accomplishments

- Completed construction and opened the communities new Fire Station 2.
- The department has moved closer toward implementing an ALS ambulance service.
- The department has begun the process of restructuring its organization.

FY21 Goals

- Monitor the implementation of the departments ALS program.
- Continue to reorganize the department with the goal of increasing our response capability.
- Fill current and projected vacancies in a timelier fashion.

Staffing

(1) Chief, (1) Assistant Chief, (6) Captains, (14) Lieutenants, (44) Firefighter, (4) Civilian Dispatcher; (1) Civilian Mechanic, (1) Administrative Secretary, (1) Administrative Assistant I, (1) Part-time Office Assistant (30 hours)

Budget Issues

The department is in a period of transition. We are continuing to work on bringing our staffing levels up to full complement. The hiring process takes time and the availability of fire academy seats for our new firefighters is problematic. These factors result in long term vacancies within our department.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	6,098,695	5,971,920	6,712,524	6,773,545	6,773,545	6,773,545
Part Time	54,917	51,039	45,880	48,058	48,058	48,058
Overtime	732,131	895,362	899,735	1,273,439	1,048,067	1,048,067
46- TOTAL SALARIES	6,885,743	6,918,321	7,658,139	8,095,042	7,869,670	7,869,670
Expenses						
Occupancy	71994.36	54557.08	115,743	115,743	115,743	115,743
Contracted Services	86,208	84,320	107,250	107,250	107,250	107,250
Materials & Supplies	204,400	209,753	215,000	230,210	230,210	230,210
M.E.L.T.	12,202	9,509	12,000	12,000	12,000	12,000
Capital Outlay	61,475	61,892	62,685	60,900	60,900	60,900
47- TOTAL EXPENSES	436,279	420,030	512,678	526,103	526,103	526,103

Special Accounts

Termination Buyback	0	0	10	10	10	10
Education/Tuition	8,240	6,215	12,000	12,000	12,000	12,000

Recertification of EMTs	7,345	7,696	8,200	8,200	8,200	8,200
Fire Prevention	4,699	4,700	4,700	4,700	4,700	4,700
Arson Investigation	1,191	1,200	1,200	1,200	1,200	1,200
Training	19,000	21,647	25,000	25,000	25,000	25,000
Training and Management	5,747	5,470	6,300	6,300	6,300	6,300
Licenses & Certifications	1,205	2,415	2,500	2,500	2,500	2,500
111F Payments	47,499	56,004	42,000	42,000	42,000	42,000
Clothing Allowance	91,444	88,821	92,650	92,650	92,650	92,650
Wellness Program	5,000	6,416	11,000	11,000	11,000	11,000
Comm. Risk Reduction	3,499	3,280	3,500	3,500	3,500	3,500
48- TOTAL SPECIAL	194,868	203,864	209,060	209,060	209,060	209,060
GRAND TOTAL	7,516,890	7,542,215	8,379,877	8,830,205	8,604,833	8,604,833
						2.68%

241-BUILDING

Description of Services

The Building Department ensures public safety throughout the Town of Burlington in the built environment through plan reviews, daily inspections and code enforcement.

This office is responsible for managing plan reviews, permits and inspections relating to new construction, additions and remodeling projects. As such, the Building Department reviews building plans submitted to the town and approves them based on compliance with planning and zoning approvals as well as the Massachusetts State building Code. The Building Department is also responsible for annual inspections of certain public assembly occupancies (e.g. theaters, schools and restaurants) and responds to complaints regarding potential code violations and work done without the proper permits.

The office staff works diligently with state agencies and public safety departments going through a continuation of certification classes, meetings and training exercises. These agencies include the Local Emergency Planning Committee (LEPC), Massachusetts Emergency Management Agency (FEMA), the Board of Building Regulations and Standards (BFRS) and the Commonwealth of Massachusetts Department of Fire Services (DFS).

The Building Departments goals for the future are: (1) hire enough staff to perform the duties of the office in an efficient and effective manner and time including new hires to replace long term staff that will be retiring over the next few years, (2) plan for future growth, and (3) continue the expansion of the department's records in electronic format were the public can access those records in an effective and efficient manner. We have been trying to attain these goals we have set, however with the continued economic construction growth within the town; it has been extremely difficult and at times impossible to keep up with the demand on services.

Staffing

(1) Inspector of Buildings, (1) Senior Local Building Inspector, (2) Local Building Inspectors, (1) Inspector of wires, (1) Plumbing and Gas Inspector, (1) Principal Clerk and (1) Administrative Assistant.

Budget Issues

This department recoups more than 100% of its operating costs through the collection of building and permit fees. In fact, over the last 10 years, this department has collected \$23,391,601 in fees, which resulted in \$2.4 Billion in construction projects being permitted. The construction growth from 2015 through 2019 are the five (5) busiest years in the history of the town. During this time period, the department collected near \$15 million in fees which resulted in \$1.5 Billion in construction projects being permitted. The town's cost to operate this department over that same five (5) year period was approximately \$2.9 Million.

Future Needs

The construction growth within the town has been steadily increasing over the last several years, the growth has been incredible and this increased work load has been accomplished with no increase in staff (# of inspectors). We need to start planning ahead with hiring new staff in the near future to help the department transition from our retiring members to our new members.

We would also like to initiate a co-op program with local colleges having students involved in construction and or engineering degree programs. Allow the student learn how local municipalities work, the State and local laws and regulation that need to be enforced. Over the last several years there has been a very noticeable decline on personnel within the construction trades (and certified Inspectors). If there is a way to introduce some young students into this occupation or teach them how planning, development, construction, zoning, economics, etc. are intertwined, I believe it will help.

Lastly, since our office has become computer / electronically based we still have sixty plus (60+) years of paper documentation for every address in Town and we would like to get it recorded (scanned in).

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	554,131	620,716	619,241	670,099	670,099	670,099
Part Time	27,503	0	0	0	0	0
Overtime	47,704	22,176	30,000	30,000	30,000	30,000
49- TOTAL SALARIES	629,339	642,892	649,241	700,099	700,099	700,099
Expenses						
Contracted Services	24,592	13,201	21,430	21,448	21,448	21,448
Materials & Supplies	2,373	6,488	3,450	5,750	5,750	5,750
M.E.L.T.	8,643	10,487	11,125	10,925	10,925	10,925
Capital Outlay	0	0	1,400	1,400	1,400	1,400
50- TOTAL EXPENSES	35,608	30,176	37,405	39,523	39,523	39,523
GRAND TOTAL	664,947	673,068	686,646	739,622	739,622	739,622
						7.72%

244-SEALER OF WEIGHTS AND MEASURES

Description of Services

The Town has engaged the Commonwealth of Massachusetts to provide Sealer services since fiscal year 2012. The Sealer is responsible for enforcing the accuracy requirements and other standards relating to

weighing and measuring devices, and the use thereof, utilized in the sale of food, fuels and other products. The Town established a revolving fund to account for the fees received for this service. The Town recently conducted a fee survey to ensure that the fees charged for this service were appropriate in relation to other communities in the region. It was determined that the Town's fee structure fell within the average category and no fee increases are suggested at this time.

The Sealer also enforces the item pricing law and the unit pricing regulations as per M.G.L.

Staffing

None

Budget Issues

This budget is presented as level funded for FY2021.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Expenses						
Contracted Services	7,500	7,500	7,500	7,500	7,500	7,500
Materials & Supplies	0	0	300	300	300	300
51- TOTAL EXPENSES	7,500	7,500	7,800	7,800	7,800	7,800
GRAND TOTAL	7,500	7,500	7,800	7,800	7,800	7,800
						0.00%

291-EMERGENCY MANAGEMENT SERVICES

Description of Services

Duties are prescribed as per Town Bylaws 3.0 Civil Defense and MGL Ch639 §1 of the Acts of 1950.

Significant Changes

No significant staffing or budget changes are expected for FY21.

Staffing

(1) Appointed Director

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Elected/Appointed	10,039	10,039	10,000	10,000	10,000	10,000
52- TOTAL SALARIES	10,039	10,039	10,000	10,000	10,000	10,000

Expenses

Materials & Supplies	7,073	8,061	8,100	8,100	8,100	8,100
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53-	TOTAL EXPENSES	7,073	8,061	8,100	8,100	8,100	8,100
Special Accounts							
	Education/Tuition	4,500	5,420	5,500	5,500	5,500	5,500
54-	TOTAL SPECIAL	4,500	5,420	5,500	5,500	5,500	5,500
	GRAND TOTAL	21,612	23,520	23,600	23,600	23,600	23,600
							0.00%

EDUCATION

300-LOCAL EDUCATION

The School Committee's recommended FY 2021 Operating Budget is attached for your review and consideration. This budget is being sent to all Town Meeting Members as a guide to better understand the details contained in the comprehensive budget document which was reviewed in detail by the School Committee and the Ways and Means Subcommittee over the last several months.

The School Committee operating budget, and the General Government operating budget, meets the agreed to 3.5% blended operating budget guideline established in the fall. The School Committee FY 2021 budget includes the following:

- Funding to support our contractual obligations including a 2.5% Cost of Living increase on most of our union contracts.
- Funding to maintain class sizes and programming.
- Funding for the known legal commitments for Special Education and English Language Learner support and tuitions.

There are two new positions requested in FY 2021. They are driven by student need and regulatory requirements. These positions include:

- 2 Nursing positions

Please know that these new positions can change prior to the start of the school year in September depending on student needs. Our plan is always to work within the proposed operational amount.

We have attached the recommended FY 2021 School Committee's Accommodated Account Budget. This budget essentially pays for out of District Special Education placements and transportation, including the Early Childhood Program and the Developmental Skills Special Education Program at Pine Glen School.

Lastly, also attached are the School Committee's Capital Warrant requests for FY 2021. As in past years, the School Department and the General Government enter into budget discussions planning to evenly divide the free cash set aside each year for capital projects. The School Committee has requested \$1.6 million for its capital projects. There is backup detail for each capital article in the warrant. Each of these requests were presented to the Ways and Means Subcommittee, the Full Ways and Means Committee, and the Capital Budget Committee. The School Committee has identified \$500K to postpone due to the economic context we are experiencing.

The FY 2021 budget was presented to the full Ways and Means Committee on May 6, 2020. The Ways and Means Education Subcommittee unanimously supported the School Committee proposal 5-0. I would especially like to thank the Ways and Means Education Subcommittee, under the leadership of Susan Harrigan and Diane Creedon, for the countless hours of work resulting in the budget proposal before you.

As always the School Committee and the School Department are grateful for the continued support of Town Meeting - especially in times of uncertainty. Strong public schools are a foundational component of thriving communities. We believe we are providing the students of Burlington the programming and education that

they need to be successful citizens in a rapidly changing world. We are fortunate to have a Town Meeting that historically values education.

Thank you for your consideration.



Eric M. Conti, Ph.D.
Superintendent

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Local Education						
Operating	51,040,048	51,367,344	53,468,307	55,473,938	55,473,938	55,473,938 3.75%
Special Education (A)	10,439,791	10,469,356	12,018,051	12,615,139	12,615,139	12,615,139 4.97%
55- TOTAL LOCAL ED.	61,479,839	61,836,700	65,486,358	68,089,077	68,089,077	68,089,077 3.97%
GRAND TOTAL	61,479,839	61,836,700	65,486,358	68,089,077	68,089,077	68,089,077 3.97%

301-REGIONAL SCHOOL ASSESSMENTS

Description of Services:

Shawsheen Regional School District provides vocational technical education area youth (grades 9-12) and residents. The Town pays and assessment to cover the operating and capital costs of the district based upon local student enrollment.

Prior to fiscal year 2017 the Town's portion of the funding for the Essex North Shore Agricultural and Technical School was taken as an assessment by the Commonwealth directly from state aid. Changes to organizational structure of the school now require that Town Meeting appropriate funds in the same manner as the Shawsheen Regional School.

As of fiscal year 2021, funding for the Minuteman Technical School is also included in this budget.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Regional School Assessments						
Shawsheen	2,345,972	2,291,429	2,389,971	2,516,373	2,516,373	2,516,373
Essex North Shore	54,354	72,252	58,000	103,577	103,577	103,577
Minuteman	0	0	0	113,847	113,847	113,847
56- TOTAL REG. SCHOOL (A)	2,400,326	2,363,681	2,447,971	2,733,797	2,733,797	2,733,797 11.68%

PUBLIC WORKS

411-492 PUBLIC WORKS

Description of Services

The goal of the Department of Public Works is to provide high quality services to all residents as well as to offer support to boards, commissions and other town departments. To accomplish this goal the department is made up of six divisions including Administration, Buildings and Cemeteries, Central Maintenance, Engineering, Highway, and Water and Sewer. With its 82 employees: 65 full-time, 1 part-time and 16 seasonal employees the department maintains the Town's roadways, drainage, water, sewer, street lights, traffic lights, town buildings and cemetery infrastructure. In addition the department provides daily services such as water, sanitary sewer, trash pick-up and winter maintenance operations. Following it's a description of each division responsibilities:

DPW Administration

Provide citizens, boards and commissions and other town departments with exceptional service and support through the consistently managed efforts of the department.

Description of Services and Responsibilities:

Water & Sewer Billing, Trash Collection & Recycle Contract Management, 1st and 2nd Meter Management, Cross Connection Program, Accounts Payable for entire DPW Dept., and Maintenance of Personnel records for entire DPW..

Staffing:

(1) Dept. Head, (1) Operations Analyst, (1) Administrative Assistant II, (2) Accounting Specialists, (1) Office Assistant.

Buildings and Cemeteries Division

In order to provide maintenance to town facilities, the Cemetery Division merged with the Facilities and Custodial Department creating the Buildings and Cemeteries Division. In addition to the maintenance of the cemeteries, the new division maintains town owned buildings that fall under the Board of Selectmen.

Buildings Section

The buildings section is responsible for the daily maintenance, repair and custodial services for the following buildings:

Town Hall, Town Hall Annex, Fire Station, Library, Police Station, Human Services, Grandview, 33 Center Street, Fire Station #2, Museum, Carpenter House, West School, Vine Brook Treatment Plant, Mill Pond Treatment Plant, Main Water Station, Terrace Hall Pump Station, Wilmington Road Pump Station, Chestnut Hill Office, Pine Haven Chapel, 10 Great Meadow, and DPW garage.

The division also coordinates repairs and maintenance contracts performed by private contractors. In addition, the division manages the facilities capital improvements program.

Cemetery Section

Maintain three non-denominational cemeteries, Pine Haven, Chestnut Hill and Ye Olde cemetery.

Description of Services and Responsibilities:

- Personnel are available 24/7 to meet with funeral homes and families to make burial arrangements and locate graves. Cemetery personnel prepare gravesites for burials.
- Work closely with Engineering Division to lay out new gravesites. Also work with Highway Division to plow streets in Town as well as the roads within the cemetery.
- Work with monument companies regarding headstone specifications and foundations. Personnel layout and dig the foundations for the headstones and markers.
- Perform perpetual care of all three cemeteries including grass cutting, weed whacking, trimming of trees and bushes, and Spring and Fall leaf clean up. Maintain and repair sprinkler systems at Pine Haven and Chestnut Hill Cemeteries.
- Prepare cemetery for special events held in Cemetery throughout the year such as Memorial Day and Veterans Day.

Staffing:

(1) Superintendent, (1) Lead Foreman, (1) Working Foreman, (1) Senior Craftsman/laborer
(3) Craftsman/laborers, (1) Special Equipment Operator
(1) Head Custodian, (2) Lead Custodians, (3) Custodians, (1) Administrative Assistant I.

Central Maintenance Division

Maintain entire fleet of vehicles for the Town of Burlington, excluding Fire Department. Various types of repairs from welding, metal fabrication, brazing, making hydraulic lines, fixing snow plows, and all other repairs as needed. In the spring we host the Animal Clinic for Rabies shots.

The following is a list of over 150 items serviced:

Board of Health:	1 vehicle
Building:	5 vehicles
Council On Aging:	2 vehicles
Conservation:	1 vehicle
Police:	34 vehicles
Recreation:	12 vehicles, 4 off road pieces of equipment, 1 air compressor, 1 wood chipper
Town Hall:	2 vehicles
Youth and Family	1 vehicle
School Department	3 vehicles, 1 off road piece of equipment

DPW

Engineering: 4 vehicles
Buildings/Cemeteries: 7 vehicles, 1 backhoe, 1 bobcat, 1 Kubota Utility Vehicle, and 11 generators
Central Maintenance: 4 vehicles
Highway: 18 vehicles, 13 off road pieces of equipment, 1 sweeper, 1 compressor, 1 wood chipper, 1 generator
Water: 8 vehicles, plus 1 backhoe, 1 compressor, 1 light tower
Sewer: 3 vehicles, 11 generators, 4 water pumps, and 2 portable generators

Staffing:

(1) Superintendent, (1) Master Mechanic, (2) Mechanics

Engineering Division

The Engineering Division evaluates, designs, bids, and manages Town funded infrastructure improvement projects. Engineering staff manages consulting engineers hired to design projects outside the expertise of the division. In addition, the division provides support to other Public Works Divisions as well as any Town Department that requests technical assistance. This office maintains and updates infrastructure plans, and project files

Description of Services and Responsibilities:

Maps, Project Management such as roadway, water main and sewer inflow & infiltration, Street Lights, Surveyor List, Utility Permits, Pavement Management

Staffing:

(1) Town Engineer, (1) Assistant Town Engineer (2) Senior Engineers, (1) Junior Engineer, (1) Engineering Aide.

Highway Division

The Highway Division is responsible for the maintenance of 105 miles of roadways including drainage systems and culverts. The division is also responsible for winter maintenance operations.

Description of Services and Responsibilities:

- Street signs and line painting
- Weed spraying
- Street sweeping
- Pot holes, road paving, sidewalk and berm repair
- Drain manholes and catch basin repairs
- New drainage lines or repair to existing drainage lines
- Rod clogged drain lines
- Brush cutting on overgrown streets
- Guard rail repairs
- Sweep sidewalk
- Oil spills

- Tree maintenance and clean up after storms
- Assist other departments with various projects and special events
- Snow and Ice Maintenance operations and all other roadway emergencies

Staffing:

(1) Superintendent, (1) Lead Foreman, (1) Working Foreman, (1) Time Keeper, (10) Special Equipment Operators

Water and Sewer Division

Water Treatment Section

The Town of Burlington's drinking water system contains two separate water treatment plants drawing water from both surface and ground water sources. The Mill Pond Water Treatment Plant treats water from the Mill Pond reservoir. The Mill Pond Treatment Plant has the capacity to treat up to 4.5 million gallons of water per day. The Vine Brook Water Treatment Plant treats water from seven ground wells located within the Vine Brook Aquifer. The Vine Brook Water Treatment Plant has the capacity to treat 3 million gallons of water per day.

Both plants filter and clarify the water to remove contaminants, and provide fluoridation, corrosion control and disinfection.

The Water Treatment Section also performs the following testing:

- Inorganic testing (urn, manganese, ph, alkalinity, etc.)
- Organic testing (trichlorethylene, THM's, HAA5's, etc.)
- Synthetic Organic Chemicals (herbicides, pesticides, etc.)
- Bacteriological test
- Nitrate-Nitrite testing
- Radiological testing
- Normal quality control and quality assurance testing at all facility operational points
- Lead and copper testing for corrosion control
- Maintain a state certified Cross Connection testing and plan approval program

The Water Treatment Section oversees maintenance and security at three water storage tanks, seven (7) ground water wells and one diversion station on the Shawsheen River. This section also oversees maintenance of a pressure booster station on Wellesley Ave, and a water level control station located at Mill Pond main dam.

Staffing:

(1) Plant Manager, (1) Chief Operator, (7) Plant Operators, (1) Meter/Backflow Prevention Device Technician

Water Distribution Section

The Water Distribution Sections maintains the water distribution system including hydrants.

Description of Services and Responsibilities:

- Hydrant repairs and replacements
- Water main maintenance and repair of water main breaks and leaks
- Water gate maintenance or replacements as needed
- Water metering - repairs, installations, security seals and testing
- Handle courtesy leak and pressure testing for residents
- Coordinate work with private contractors on private jobs
- Landscape in and around water stations and water breaks
- Assist Sewer section and Treatment Plant as needed
- Available for emergencies 24/7
- Personnel are licensed by State with minimum Grade 2D for distribution work

Sewer Collection Section

The Sewer Collection Sections maintains the sewer collection system including 14 pump stations and metering station.

Description of Services and Responsibilities:

- General preventative rodding of sewer mains and cleaning of sewer manholes
- Landscape sewer pump station grounds
- Repair and replace broken or leaking pipes in stations or at sewer main breaks
- Sewer section assists other sections as needed
- Operate in house shop where repairs or rebuilds of department owned parts for Water and Sewer use
- Handle all station alarms, sewer blockages and resident complaints
- Operate heavy equipment and Vactor truck
- Available for all emergencies 24/7

Staffing:

(1) Superintendent, (1) Lead Foreman, (1) Working Foreman, (3) Sewer Pumping Operators, (3) Water Service Craftsmen, (2) Service Technicians.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Fulltime	4,326,118	4,538,883	4,759,002	4,956,117	4,956,117	4,956,117
Parttime	82,852	94,684	150,578	112,619	112,619	112,619
Overtime	481,158	467,708	432,021	432,025	432,025	432,025
57- SALARIES TOTAL	4,890,128	5,101,275	5,341,601	5,500,761	5,500,761	5,500,761
Expenses						
Occupancy	1,151,615	1,201,037	1,227,500	1,210,600	1,210,600	1,210,600
Contracted Services	1,133,077	1,080,677	1,038,900	1,154,290	1,145,540	1,145,540
Materials & Supplies	856,283	887,760	955,530	968,700	943,700	943,700
M.E.L.T.	24,663	22,670	35,155	36,855	36,855	36,855
Capital Outlay	107,097	108,760	109,150	134,500	82,500	82,500
58- EXPENSES TOTAL	3,272,736	3,300,905	3,366,235	3,504,945	3,419,195	3,419,195
Special Accounts						
License Renewal	17,500	18,100	17,500	18,000	18,000	18,000
Clothing Allowance	32,040	33,016	35,700	35,700	35,700	35,700
Well Cleaning & Sludge Removal	90,000	90,000	100,000	110,000	110,000	110,000
Well Seal & Parco	10,000	10,000	10,000	10,000	10,000	10,000
Highway I	158,209	159,347	165,000	165,000	165,000	165,000
Sign & Lane Painting	69,500	69,130	69,500	69,500	69,500	69,500
Tree Care	29,688	29,898	35,000	35,000	35,000	35,000
Snow & Ice	825,971	526,025	350,000	350,000	350,000	350,000
Physical Exam	3,881	4,939	6,000	6,000	6,000	6,000
59- SPECIAL TOTAL	1,236,790	940,455	788,700	799,200	799,200	799,200
Accommodated						
87- Rubbish & Garbage (A)	1,727,912	1,941,171	2,113,530	2,198,030	2,198,030	2,198,030
88- Street Lights (A)	363,411	368,930	370,500	370,500	370,500	370,500
89- DEP Assessment (A)	9,701	9,107	15,000	15,000	15,000	15,000
TOTAL ACCOMDATED	2,101,024	2,319,208	2,499,030	2,583,530	2,583,530	2,583,530
TOTAL OPERATING	9,399,653	9,342,635	9,496,536	9,804,906	9,719,156	9,719,156
THE GRAND TOTAL	11,500,677	11,661,843	11,995,566	12,388,436	12,302,686	12,302,686
						3.38% 2.34% 2.56%

HUMAN SERVICES

510-BOARD OF HEALTH

Description of Services

The mission of the Burlington Board of Health is to protect, promote, and prepare for all public health issues or potential crises that occur within the community. The Board of Health enforces state-mandated and local public health regulations, conducts inspections as required by its Health Agent, Associate Health Inspector, Environmental Engineer, Supervising Nurse, or Director; issues town permits, investigates community-based complaints or concerns, and supports the goals of public health by providing education and community programs. In addition, the Board of Health is responsible for the review of many aspects of proposed land use and development issues--including drainage, safety and quality of life—and thus is a protector of town natural resources as well (i.e., its aquifers). The Board of Health specifically oversees and regulates (but is not limited to) town food service establishments, mobile food trucks, swimming pools, recombinant DNA-use industries, and any necessary actions that may occur as a consequence of communicable disease surveillance.

The Board of Health has and continues to play a critical role in both the investigation and coordination of care required for short and long-term remediation of the multiple “historical” contaminated sites within the community. Through local programming, routine investigations, establishment of by-laws and policies, as well as overseeing a bi-annual, household hazardous waste (HHW) program, the Board of Health is the organization for the protection of the Burlington environment.

The Board continues ongoing work as the leader in preparation for and response to any and all public health emergencies that may arise in the town. The Board focuses on the needs of the community with specific programming and education for emergency preparedness, including “drills,” a Community Health Fair, and a medical sharps disposal program. The Board also works with the boards of surrounding towns, when needed, to promote public health safety and wellness as well.

One of the goals of the Burlington Board of Health, for the next five to fifteen years, includes an emphasis in public health-focused training, exercises and drills, and programming for both Board staff and the Burlington Volunteer Reserve Corps (BVRC), a unique, independent volunteer group that is sponsored by the Board itself. Specifically, the BVRC is key in advocating and improving the town’s capabilities in emergency preparedness, providing health-related information and services to residents, and maintaining the current level of regulatory oversight required to protect the Burlington community.

Significant Changes

The COVID-19 pandemic has shifted Board of Health focus in FY20 (and likely into FY21) from emergency preparedness to emergency response and has been the reason for the cancellation of many Board of Health programs and events. Events such as the annual health fair, the spring Household Hazardous Waste Collection, and other Board of Health programs were canceled due to the pandemic. Board of Health members and staff, along with the BVRC, have concentrated efforts to respond to this public health emergency while, at the same time, has continued to enforce state mandated and local public health regulations.

FY20 Accomplishments

- *Biological Safety Regulations:* The Board of Health enacted Biological Safety Regulations for the permitting and oversight of companies utilizing regulated biological agents which include recombinant or synthetic DNA molecules, Risk Group 3 Agents, or Select Agents as defined by the US Department of Health and Human Services.
- *"Matter of Balance" Program for Residents:* The Board of Health and the Burlington Volunteer Reserve Corps (BVRC) collaborated with Lahey Health to conduct *Matter of Balance* classes for Burlington residents, an evidence based fall prevention program where participants achieve practical and personal solutions to reduce the fear of falling by replacing this fear with more constructive, confidence building concepts.
- *Public Access Bleeding Control Stations and "Stop the Bleed" for Town Employees:* "Stop the Bleed" is a national awareness campaign that trains and empowers bystanders to act in a bleeding emergency before professional help arrives. In an effort to give the public the tools needed to save lives, the Board of Health received a grant to install public access bleeding control stations alongside AEDS in public buildings. A public access bleeding control station provides the equipment needed for the public to take action, if needed, in a major traumatic event such as a mass shooting, but also, more commonly, for any accidental or sports injury that has caused major bleeding. The Burlington Board of Health, in collaboration with the Burlington Volunteer Reserve Corps, conducted several "Stop the Bleed" training classes for interested town employees
- *Public Health Emergency Response:* For many years, the Board of Health has been updating and revising emergency response plans, conducting trainings and emergency drills, and collaborating with emergency response partners to be prepared to respond to public health emergencies and has implemented those plans and best practices during the COVID-19 public health emergency. The Board of Health has been working together with Town Administration and other town departments to implement continuity of operations plans for the town and protocols to protect the health and safety of town employees and residents. We have been managing and conducting communicable disease investigations for those residents testing positive for COVID-19 and their contacts ("contact tracing"). Burlington Volunteer Reserve Corps (MRC) (BVRC) volunteers have been placed on emergency stand-by status. Numerous medical volunteers have provided assistance in conducting contact tracing while other non-medical volunteers have assisted by other ways such as by delivering paperwork and making and distributing fabric masks to the residents of Burlington. The Board of Health has enforced multiple public health orders issued by Governor Baker, responded to resident's concerns, and provided numerous updates to the public.

FY21 Goals

- Goals for the Board of Health include a continuation of public health-focused training, exercises and drills; striving to improve the town's capabilities in emergency preparedness; conducting on-going emergency response activities; providing up to date health-related information to residents; and, maintaining the current level of regulatory oversight required to protect the Burlington community.

Staffing

(5) Elected Members of three year terms, (1) Director of Public Health, (1) Health Agent/Sanitarian, 1) Environmental Engineer, (1) Associate Health Inspector (1) Supervising Public Health Nurse, (1) Administrative Assistant, and (1) Part-time Administrative Assistant (30 hours)

Budget Issues

This budget is presented at an increase of 3.86 % for FY2021. The major budget drivers are increases in Salaries (0.90%), Mosquito Control (2.03%), Household Hazardous Waste (56.25%) and the addition of "Burlington Volunteer Reserve Corps (MRC)" as a Special Account. The Burlington Board of Health is the

housing agency for the Burlington Volunteer Reserve Corps (MRC) (BVRC), a federally recognized Medical Reserve Corps under the U.S. Assistant Secretary for Preparedness and Response (ASPR). The mission of the BVRC is to assist and support the Board of Health in public health initiatives and in public health emergencies. BVRC volunteers assist the Board of Health during such events as flu clinics, household hazardous waste collections, annual bladder cancer screening for Burlington firefighters, and the annual health fair. The BVRC also trains to provide support should the Board of Health need to respond to a public health emergency. As previously discussed, the BVRC has assisted the Board of Health during the COVID-19 pandemic during FY20 and will likely do so during FY21. Every year, approximately 40-50 volunteers participate in the Board of Health's Emergency Dispensing Site Drill (or annual flu clinic) and will be needed in FY21 to provide flu vaccinations and, possibly, vaccinations in response to COVID-19.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	395,391	411,536	458,826	475,085	475,085	475,085
Part Time	50,755	52,798	54,012	42,670	42,670	42,670
Elect/Appoint	4,640	3,485	6,838	7,069	7,069	7,069
Overtime	4,013	5,882	10,726	10,330	10,330	10,330
60- TOTAL SALARIES	454,798	473,700	530,402	535,154	535,154	535,154
Expenses						
Contracted Services	11,793	11,425	12,896	11,896	11,896	11,896
Materials & Supplies	5,394	5,496	5,500	5,500	5,500	5,500
M.E.L.T.	10,913	10,845	11,400	12,400	12,400	12,400
Capital Outlay	2,150	2,150	2,150	2,150	2,150	2,150
61- TOTAL EXPENSES	30,251	29,915	31,946	31,946	31,946	31,946
Special Accounts						
Home Health	500	0	0	0	0	0
Volunteer Reserve Corps	0	0	0	1,000	1,000	1,000
62- TOTAL SPECIAL	62,237	63,799	75,953	95,846	95,846	95,846
Accommodated						
63- Hazardous Waste (A)	19,676	20,762	32,000	50,000	50,000	50,000
64- Mosquito Control (A)	42,061	43,037	43,953	44,846	44,846	44,846
TOTAL ACCOMODATED	62,237	63,799	75,953	94,846	94,846	94,846
TOTAL OPERATING	485,549	503,616	562,348	568,100	568,100	568,100
GRAND TOTAL	547,286	567,415	638,301	662,946	662,946	662,946
						3.86%
						24.87%
						1.02%

541- COUNCIL ON AGING

Description of Services

The Council on Aging (COA) is committed to helping seniors of all ages and stages remain active, engaged and independent members of the community. We are here to help through times of crisis as well as providing a wide range of activities and services to prevent crisis from happening and help seniors remain healthy and in their homes as long as possible.

The COA works with Town departments and outside agencies that have contact with seniors in both emergency and nonemergency situations. The goal is to provide information and services to Burlington's older residents and to ensure their safety and well-being by advocating for their needs.

The COA provides information and referral for both callers and walk-ins. The outreach workers are social workers who conduct in-home visits to assist elders in defining their needs and to facilitate access to services. They make appropriate referrals with follow-up visits to ensure adequacy of assistance and provide advocacy in areas such as legal issues, social security, food stamps, health, housing, medical and fuel assistance. Medical advocacy consists of helping the client prepare for medical appointments, reminding clients of issues to speak with the physician about, speaking with the physician to be sure the physician understands issues and understanding the physician's instructions in order to assist the client in understanding any health issues and/or treatment, and setting up necessary appointments for clients who are unable to do so themselves. The outreach worker also helps elders and their family members fill out appropriate assistance forms and ensure seniors don't fall "through the cracks". The COA outreach workers seek/accept referrals from private individuals, other social service agencies, religious, fraternal and community organizations and are in contact with hospital discharge planners, Visiting Nurse Associations, Minuteman Senior Services and mental health facilities. The outreach worker is often the coordinator between various agencies assisting an elder. The outreach worker facilitates support groups and workshops such as caregiver groups and new this year a memory café for people living with memory issues and their care partners.

The COA puts out a monthly newsletter, *The Spotlight*, which is the town's primary link to its older residents. We also provide educational presentations and workshops. Serving Health Information Needs of Everyone (SHINE) meets with clients once a week. An attorney and podiatrist come once a month. Volunteers through AARP provide seniors with tax assistance February through April. The COA manages the 'Property Tax Work-off Program', which gives seniors the opportunity to work in order to obtain abatement on their property taxes.

The COA offers a variety of classes and workshops to promote health and fitness. Social activities allow opportunities for otherwise isolated seniors to remain engaged with their community. The COA hosts the home delivered meals and congregate meal site via Minuteman Senior Services, offers transportation services to medical appointments, grocery stores and to the senior center, and provides advocacy on a local, state, and national level. Grants pay for fitness classes, one part-time outreach worker and a support group for individuals over 55 looking for work.

When a senior or family member(s) isn't sure where to call on an issue, we are one of the first points of contact... a reflection of the level of trust and dependability put in the COA.

Significant Changes

The movement of one of our part-time outreach workers to full-time.

FY20 Accomplishments

We continue to provide for the older residents of Burlington both through social services and programming. One of our part-time outreach workers became full-time and the result has been a lower level of stress by the outreach workers and more time spent working with people who need our help.

FY21 Goals

- Continue to review the current and future needs of the residents of Burlington and how to best assess their needs.

Staffing

(1) Director, (2) Full-Time Outreach Workers, (1) Part-Time Outreach Worker (19 hours), (1) Full-Time Administrative Assistant I, (2) Part-Time Front Desk Clerk (19 hours, 15 hours), (4) PT Van Drivers (30 hours, 20 hours, (2) 6 hours)

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	218,338	227,241	238,164	299,232	299,232	299,232
Part Time	98,099	103,079	130,832	108,011	108,011	108,011
65- TOTAL SALARIES	316,437	330,321	368,996	407,243	407,243	407,243
Expenses						
Contracted Services	3,975	3,433	20,002	7,200	7,200	7,200
Materials & Supplies	869	779	1,050	1,050	1,050	1,050
M.E.L.T.	62	0	1,300	1,300	1,300	1,300
66- TOTAL EXPENSES	4,906	4,212	22,352	9,550	9,550	9,550
Special Accounts						
Minuteman Home Health	6,942	6,942	6,942	6,942	6,942	6,942
Emergency Assistance	0	0	500	500	500	500
67- TOTAL SPECIAL	6,942	6,942	7,442	7,442	7,442	7,442
GRAND TOTAL	328,285	341,475	398,790	424,235	424,235	424,235
						6.38%

543- VETERANS SERVICES

Description of Services

Veterans' Agents

The Veterans' Agent processes applications for emergency State Chapter 115, 108 CMR assistance benefits that are paid to veterans and/or their dependents for short periods of time when they may not be able to support themselves. Chapter 115 benefits are also administered to eligible, low-income veterans and/or their dependents for longer durations of time, as required. Veterans' Agents also administer State benefits for burial expenses of veterans and their dependents who die without sufficient means to pay for funeral expenses. All benefits need to be applied for. No benefit is automatic.

As the Graves Officer in Burlington, The Veterans Agent ensures that only eligible veterans are given consideration, through application procedure, for the purchase of a grave in the Veterans Section of our Burlington cemeteries and ensures that every eligible veteran has a new flag on his or her grave each Memorial Day, and all year long.

The U.S. Department of Veterans Affairs provides a wide range of benefits to U.S. veterans and their families, and the Veterans Agent provides the local assistance needed to apply for the myriad of federal benefits available.

Veterans Services - State Benefits- Chapter 115, 108 CMR

Interview and counsel veterans to determine eligibility and determine needs. Collects all State required supporting documentation: military separation documents, various certificates, asset verification, income,

savings, expenses, shelter and medical expenses, proof of residency, court records, etc. Use State Website VS-MIS Program for forms to complete for the State within required timelines in order to receive 75% reimbursement from the State: application (VS1), request for authorization (21A), certification of expenditures co-signed by Treasurer (5&6) for request of reimbursement from the State, notice of various determination to veteran and/or widow. Indigent and poor deceased veterans: request authorization of burial expenses for reimbursement from the State.

Record and index veterans recently discharged or released from active duty.

Assist with applications for eligible discharged veterans to receive bonus for their service.

Assist and advise veterans about sales and excise and property tax exemptions.

Assist with application to apply for State annuity to eligible veterans and/or surviving family members.

Assist veterans and families in applying to other permanent sources of income (Aid & Attendance, SS disability, Supplemental income Federal low-income pension, etc.)

U.S. Department of Veterans Affairs, Federal VA Benefits

The VA offers its benefit system through three major units: the Veterans Benefits Administration, National Cemetery Administration, and the Veterans Healthcare System. In addition to medical centers, the healthcare system includes nursing homes, domiciliary, and Vet Centers offering readjustment counseling.

The Veterans Agent guides eligible veterans and their dependents to appropriate benefits. The Agent assists in completing the various Federal VA forms to apply for care at VA Hospital, receipt of low-income pension, disability compensation, Aid & Attendance, education, etc. Assists surviving spouses in applying for a low-income pension, final burial expenses and cemetery markers and conducts consultations advising veterans about retirement and pension issues, employment, education, health care, rehab, etc.

Memorial Day, Veterans Day and Special Ceremonies

Seek out and secure speakers, chaplains, and honor guards, rifle/musket squads, buglers, high school band, chorus, BCAT, sound system, bagpiper, photographer, refreshments, and more as required. Write and distribute press releases, guide speakers with their words to gathering for ceremony themes, prepare wreaths (order bows/flowers) for memorials to veterans honored throughout the community, and coordinate with service organizations for placement around town. Collect death certificates and obituaries to track passing of Burlington veterans for annual roll call on Memorial Day and for permanent office record as well as on website. Order new flags for all graves of Burlington veterans (3500), and seek out volunteers to assist cemetery staff with annual placement of new flags for each veteran's grave as well as new flag holders as needed.

Meetings attended

Allied Veterans Council, Northeast Veterans Services Officers Assoc, Massachusetts Veterans Service Officers Association meetings and annual training, Marine Corps League, DAV, VFW, American Legion

Youth Assistance

Help steer High School students thinking about the military in the right direction. Talk to parents seeking honest information about military service for their son or daughter. Take on interns already committed to joining the military in the 4th quarter of the school year(Through the Guidance and Associate Principles Offices). Speak to every Junior and Senior Class at the High School about common recruiting practices from the Military Branches. Speak at the High School Career day. Provide the Schools with guest speakers throughout the year on topics related to military service.

Other general responsibilities

Payroll, Filing, Phone calls, assist clients who show up here with information and direction with other basic needs and services, maintain website – burlington.org and click on Veterans under Departments N-Z. Maintain a current Facebook.com page.

Significant Changes

- No significant staffing or budget changes are expected for FY21.

FY20 Accomplishments

- Our office increased our VA case development by 42% in 2019, totaling over \$170,000.00 in new aid.
- Our office increased our MA case development by 28% in 2019, totaling over \$21,000.00 in new aid.

FY21 Goals

- The office will strive to continue to assist with applying for all benefits to which a client is entitled in accordance with strict state and federal laws, rules and regulations.
- Outreach will continue to be a priority for the office, as we are committed to counsel each veteran, their families, and surviving dependents.

Staffing

(1) Department Head, (1) Administrative Assistant I

Budget Issues

None.

		ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries							
68-	Full Time	114,924	121,568	128,587	134,775	134,775	134,775
	TOTAL SALARIES	114,924	121,568	128,587	134,775	134,775	134,775
Expenses							
69-	Materials & Supplies	3,064	2,742	3,069	3,069	3,069	3,069
	M.E.L.T.	1,854	612	1,860	1,860	1,860	1,860
	TOTAL EXPENSES	4,918	3,354	4,929	4,929	4,929	4,929
Special Accounts							
70-	Mem. & Vet. Days	4,000	3,610	3,700	3,700	3,700	3,700
	Veteran's Aid	87,127	85,318	110,000	110,000	110,000	110,000
	TOTAL SPECIAL	91,127	88,928	113,700	113,700	113,700	113,700
	GRAND TOTAL	210,970	213,850	247,216	253,404	253,404	253,404
							2.50%

549-YOUTH AND FAMILY SERVICES

Description of Services

The primary function of BYFS is to provide counseling and social work for children (target ages of 9-25) and their parents with individual, family and group therapy modalities. Included in our functions are violence and suicide risk assessments for the schools, and crisis intervention, and community education.

We provide other social work, consultation, and case management functions for other town departments, clergy and community groups around problematic issues for residents. We are also charged with screening residents who are experiencing financial emergencies and needing access to the resources of the state and local non-profit and volunteer groups such as People Helping People, Helpis and Salvation Army.

Staff also provide prevention services through the high school and middle school with the peer education program. Additional prevention is provided to freshman health classes on teen depression and suicide prevention.

We have provided leadership on the Coalition for A Healthy Burlington (formerly known as the Drug & Alcohol Task Force) since its inception in 1982.

We also provide training for 3-4 unpaid graduate interns who work at the center each academic year.

Significant Changes

- There are no significant staffing or budget changes expected for FY21.

FY20 Accomplishments

- We continue to provide a variety of services that address the emotional and social needs of Burlington youth and their families. We also continue to provide social services for all residents of Burlington.
- In July 2019 our group program offered a new week long activity therapy group that was well received. The groups were previously offered in the morning or afternoon one day a week for six weeks. Families had the option of attending the full day program, the morning session or afternoon session. The majority of families opted for the full day. We plan to offer this for two weeks in the summer of 2020.
- BYFS offered Narcan Training for Burlington residents. The feedback we received from those in attendance was extremely positive.

FY21 Goals

- Develop a youth advisory board consisting of middle and high school students.
- Continue to expand our group program.
- Conduct a community wide needs assessment to help determine the types of mental health services needed and how we can best meet those needs.

Staffing

(1) Department Head, (1) Clinical Supervisor, (1) Group Work Coordinator, (1) Social Workers, (2) Part Time Social Workers (15 hours, 25 hours), (1) Administrative Secretary

Budget Issues

None.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	342,102	357,429	374,498	372,114	372,114	372,114
Part Time	65,516	71,463	75,352	82,456	82,456	82,456
71- TOTAL SALARIES	407,618	428,892	449,850	454,569	454,569	454,569
Expenses						
Contracted Services	8,115	8,885	11,500	11,500	11,500	11,500
Materials & Supplies	5,902	6,651	6,850	6,850	6,850	6,850
M.E.L.T.	4,196	5,020	5,106	5,106	5,106	5,106
Capital Outlay	0	355	800	800	800	800
72- TOTAL EXPENSES	18,213	20,911	24,256	24,256	24,256	24,256
GRAND TOTAL	425,832	449,803	474,106	478,825	478,825	478,825
						1.00%

590-DISABILITY ACCESS

Description of Services

In accordance with MGL Ch. 40 § 8J, responsibilities include:

- Advising and assisting municipal officials and employees in ensuring compliance with state and federal laws and regulations that affect people with disabilities
- Reviewing and making recommendations about policies, procedures, services, activities, and facilities of departments, boards and agencies of the Town as they affect people with disabilities
- Coordinating activities of other local groups organized for similar purposes
- Maintain DAC website and Facebook pages
- Have a Burlington Disability Access Commission logo created and received Board of Selectmen approval to utilize the new “moving forward” HP symbol.

Staffing

(5) Members appointed by the Town Administrator to one year terms, (1) Recording Clerk

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Part Time	353	481	532	542	542	542
90- TOTAL SALARIES	353	481	532	542	542	542
Expenses						
Materials & Supplies	400	399	400	400	400	400
91- TOTAL EXPENSES	400	399	400	400	400	400
GRAND TOTAL	753	880	932	942	942	942
						1.03%

CULTURE AND RECREATION

610-PUBLIC LIBRARY

Description of Services

The Burlington Public Library is a community hub that promotes lifelong learning, exploration, and innovation.

Statistics of note for fiscal year 2019:

255,658	Items checked out from the collection
25,805	Reference transactions
27,820	Public computer use
59,930	Wireless use
3,044	Hours the library was open
149,872	Visits to the library recorded
11,576	Attendees of library programs
1,227	Meeting room use (library and outside qualifying groups)
5,252	Study room use

Services include the following:

- Borrowing of books, large print books, audio books, music cd's, videos, dvd's, playaways, magazines, educational kits, puppets, and museum passes
- Professional staff to assist with research needs of the public
- Access to free databases both in the library and remotely
- Free internet access from 15 public computers
- Free wireless access
- Free access to downloadable audio books, e-books, magazines, music and videos
- Educational, recreational, and cultural programs offered for both children and adults
- Summer reading programs for children and adults
- Free technology workshops
- Meeting rooms available to qualifying groups and organizations
- Museum passes to more than a dozen area museums and attractions
- Collection point for People Helping People
- The library maintains a very dynamic website that can be considered a "branch" of our library. The site allows the community to access databases, check their accounts, renew items, reserve museum passes, download e-books, audio books, magazines, music, and videos and check for information about the library and its programs any time day or night.
- The library has a strong social media presence which includes our Facebook page, Twitter account, YouTube channel and a teen Instagram page. Other social media options will continue to be investigated and added as needed to further connect with our community.

Significant Changes

- There are no significant staffing or budget changes expected for FY21.

FY20 Accomplishments

- Working with Harry and Michelle Walsh we have created an enduring memory to their son, Jackson Walsh, with the dedication of Jackson's Reading Nook. Jackson's Reading Nook is located in the picture book area of our Children's Room and includes a new loveseat, activity boards on the wall, and--most significantly--a castle that houses books Jackson loved to read, space for the children to read, and our popular puppet collection. We also have a play kitchen with toys in the children's atrium area, and new musical instruments for our Songs & Stories programs. The library thanks the many generous donors who contributed to Jackson's Reading Nook.
- With the assistance of the Burlington Garden Club, the Burlington Beautification Committee, the Burlington Recreation Department, individual donors, and volunteers from the community, the landscape at the front of the building was significantly improved with new plantings, planters, and benches.
- Library staff began outreach programs at Sunrise and Stonebridge Senior Living communities, providing book talks and circulating requested items to residents on a monthly basis.
- The inaugural Burlington Public Library ComixCon was held with over 1,000 attendees enjoying programs, local artists/authors and retailers, games, crafts, and more.
- The library partnered with English At Large to provide weekly ESL programs and tutoring at the library.
- Book Bundles, a personally curated reading service for patrons, has become a popular service.
- Fines are no longer collected on most overdue materials, which removes barriers to service that many people experience through accumulated fines.
- Attendance at library programs for adults has almost doubled, from 1,065 in FY 18 to 1,942 in FY 19.
- Increased children's programs to include more in-demand hours, such as during the weekend.

FY21 Goals

- Expand community outreach.
- Continue to develop innovative programming for adults and children.
- Begin a Space Planning Survey to assess the needs of our community and re-envision the internal layout of the library to meet those needs.
- Create a Library of Things to provide interesting new items to satisfy the educational and recreational needs of our community.

Staffing

(1) Library Director, (1) Assistant Libaray Director, (7) Librarians, (1) Circulation ILL Assistant, (1) Administrative Assistant I, (1) Part-Time Circulation/Tech Services Assistant (32 hours), (3) Part-Time Assistant to Child Librarians (20 hours), (2) Part-Time Senior Library Techs (26 hours)

Budget Issues

The Library budget is presented at level service for fiscal year 2021.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	783,126	791,822	821,658	852,414	852,414	852,414
Part Time	407,963	421,943	441,693	429,018	429,018	429,018
Overtime	55,037	60,114	78,550	76,350	76,350	76,350
73- TOTAL SALARIES	1,246,125	1,273,879	1,341,901	1,357,782	1,357,782	1,357,782
Expenses						
Contracted Services	58,976	57,993	62,652	62,652	62,652	62,652
Materials & Supplies	10,355	12,750	13,900	13,900	13,900	13,900
M.E.L.T.	1,064	1,620	1,620	2,870	2,870	2,870
74- TOTAL EXPENSES	70,394	72,363	78,172	79,422	79,422	79,422
Special Accounts						
Library Materials	151,000	158,525	189,975	196,095	196,095	196,095
75- TOTAL SPECIAL	151,000	158,525	189,975	196,095	196,095	196,095
GRAND TOTAL	1,467,519	1,504,767	1,610,048	1,633,299	1,633,299	1,633,299
						1.44%

630/631-RECREATION

Description of Services

The Parks and Recreation Department's mission is to enhance the quality of life for the people of Burlington by providing the best possible recreation programs, facilities, and services for residents of all ages and abilities.

The Program Division provides programs for residents, from infants to senior citizens, in a variety of areas including STEM, athletic, social, adult fitness, free summer park programs and trips and tours. They plan, organize and implement a special event every month throughout the year, including Celebrate Burlington which draws over 8,000 people annually. They are a leader in recreation throughout the region and state. The Therapeutic Recreation Division is a leader in providing meaningful recreation opportunities and services for people with a disability.

	FY 2016	FY 2017	FY 2018	FY 2019
Number of Programs Offered	305	362	381	401
Total Attendance in Programs and Events	34,474	45,565	48,966	51,132

The Maintenance Division is responsible for maintaining and improving all parks, playgrounds, athletic fields, school grounds, the Town Common, grass islands, public building grounds, tennis courts, basketball courts, wading pool, and all other outdoor recreation facilities.

The Maintenance Division grooms and lines athletic fields for all high school sports, youth baseball, youth softball, youth soccer, youth lacrosse, Pop Warner football, and adult sports leagues. The total acreage of grounds currently being maintained is 285. The Maintenance Division also performs repairs and maintenance on all equipment used to preserve Parks & Recreation and School facilities.

The Parks and Recreation Department charges fees for most activities and for facility use. Scholarships are available for residents in need of financial assistance.

Community support is vital to the success of the Parks & Recreation Department. We could not possibly provide such a wide range of programs and facilities were it not for the generosity of local businesses, organizations, and individuals.

Significant Changes

- We have taken a new approach to our field maintenance program and have seen excellent results. The improvements were made possible through the use of revolving funds. We are increasing our M & S request over the next three years as we work the new approach into our budget.

FY20 Accomplishments

- With a generous donation from Lahey Health we installed a Fitness Court at TRW Playground.
- New lights were added to the Simonds Park tennis and skate park area.
- A new approach to field maintenance produced excellent results at Wildwood, Simonds, Rahalis, Veterans and Regan Parks.

FY21 Goals

- Continue to improve the safety and playability of our athletic fields through an improved field maintenance program.
- Identify a way to improve the budget responsibly in order to accommodate Program staff for hours worked.

Staffing

(1) Director of Parks & Recreation, (1) Superintendent of Recreation Maintenance, (1) Program Coordinator, (1) Lead Working Foreman, (1) Assistant Program Coordinator, (1) Working Foremen, (1) Therapeutic Recreation Specialist, (6) Maintenance Craftsmen, (2) Administrative Assistant I, (1) Permanent Part-time Office Assistant (27.5 hours)

Budget Issues

Upon recommendation of the Recreation Commission, *with approval from the Ways and Means Committee*, commencing in fiscal year 2018 the Recreation Director and Recreation Maintenance budgets are being presented as one consolidated budget. This change was proposed as a result of the prior decision to combine the oversight of both divisions under one Director of Parks & Recreation.

The Parks and Recreation budget contains increases in full-time salaries, overtime, materials and supplies and MELT for FY 21. The increase in full-time salaries reflects contractual obligations in accordance with the BMEA contract. The overtime increase reflects overtime for Program Division staff who have traditionally taken comp time for hours worked over the 35 required, but are eligible for overtime pay. This has not been budgeted in the past but should have been. There was an increase in MELT which

reflects an increase in fees for memberships to professional organizations, conferences, workshops and seminars.

This budget also presents some decreases in occupancy, capital outlay and transportation. Over the last year we looked at ways to reduce costs by working with the youth sports groups to reduce the use of lights, by tightening up their field permit requests. We also looked at ways to reduce our transportation costs by requesting quotes from transportation companies for their services, utilizing the Burlington Youth and Family Services van and by taking multiple groups on the same bus, when possible.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Salaries						
Full Time	975,711	952,646	1,065,836	1,108,117	1,108,116	1,108,116
Part Time	296,665	352,677	393,267	383,086	383,086	383,086
Elect/Appoint	2,100	1,575	2,100	2,100	2,100	2,100
Overtime	46,015	69,341	68,262	83,004	83,004	83,004
76- TOTAL SALARIES	1,320,491	1,376,240	1,529,465	1,576,307	1,576,306	1,576,306

Expenses						
Occupancy	73,527	88,252	91,526	87,911	87,061	87,061
Contracted Services	36,687	41,263	40,625	40,625	40,625	40,625
Materials & Supplies	138,672	132,125	134,825	154,825	154,825	154,825
M.E.L.T.	12,230	13,455	16,074	16,549	16,549	16,549
Capital Outlay	9,789	6,302	8,300	6,000	6,000	6,000
77- TOTAL EXPENSES	270,905	281,397	291,350	305,910	305,060	305,060

Special						
Transportation	14,489	16,266	19,855	15,030	15,030	15,030
77A- TOTAL SPECIAL	14,489	16,266	19,855	15,030	15,030	15,030

GRAND TOTAL	1,605,886	1,673,902	1,840,670	1,897,247	1,896,396	1,896,396	3.03%
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691-HISTORICAL COMMISSION

Description of Services

As per MGL Ch. 40 § 8D, Section 8D, responsibilities include the preservation, protection and development of the historical or archeological assets of the Town. Conducts research for places of historic or archeological value, cooperates with the state archeologist in conducting such research or other surveys, and seeks to coordinate the activities of unofficial bodies organized for similar purposes, and may advertise, prepare, print and distribute books, maps, charts, plans and pamphlets which it deems necessary for its work. Protects and preserves such historical places, makes such recommendations as it deems necessary to the selectmen and, subject to the approval of the selectmen, to the Massachusetts historical commission, that any such place be certified as an historical or archeological landmark.

Staffing

(7) Members appointed by the Town Administrator to three year terms.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
Expenses						
Contracted Services	3,495	7,904	8,300	8,300	8,300	8,300
Materials & Supplies	409	892	1,255	1,180	1,180	1,180
M.E.L.T.	169	20	300	300	300	300
78- TOTAL EXPENSES	4,073	8,816	9,855	9,780	9,780	9,780
GRAND TOTAL	4,073	8,816	9,855	9,780	9,780	9,780
						-0.76%

DEPT 710-DEBT SERVICE

Description of Services

This budget is used to account for principal and interest payments due on all of the Town's short term and long term tax supported debt issuances. The Town also has debt related payments which are paid for through dedicated revenue sources such as Sewer I/I funds. These non-tax supported payments are not reflected in this budget but are appropriated in separate warrant articles.

Budget Issues

The Town continues with its long stated goal to increase the investment in our infrastructure through the capital borrowing. Bonds are issued to invest in equipment, facilities, and infrastructure that will serve the needs of the Town for years to come. This schedule will require that the Town fund the following amounts for debt service for Fiscal Year 2021; Principal **\$4,803,634 (+3.90%)** and Interest **\$2,200,743 (-2.58%)** for a combined total of **\$7,004,377 (+1.77%)**. Over the past several months we have worked closely with elected officials, department heads, and our financial advisors to develop a borrowing schedule that balances the needs of the departments as well as the impacts to the operating budget and the resident's tax burden. The Debt Plan contemplates that over the next several years, the Town will invest in some major projects, all of which are subject to Town Meeting Approval.

	ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021
79- Principal (A)						
79- Principal (A)	3,731,627	3,249,842	4,623,222	4,803,634	4,803,634	4,803,634
80- Interest (A)	1,799,402	2,028,971	2,259,025	2,200,743	2,200,743	2,200,743
GRAND TOTAL						
GRAND TOTAL	5,531,029	5,278,813	6,882,247	7,004,377	7,004,377	7,004,377
						1.77%

OTHER ACCOUNTS

Description of Services

The Reserve Fund is a budget appropriated to address unforeseen budget problems which may arise during course of an average fiscal year. A majority vote of the Ways and Means Committee is required for a Department to access these funds.

County Retirement accounts for the cost of the Town's assessment to the Middlesex Contributory Retirement System (MCRS). The system provides retirement benefits to the Town's retirees as required by Massachusetts General Law and also accumulates assets to fund the future retirement benefits of the Town's current employees.

Negotiated Settlements is used to fund general government labor agreements as they are approved by Town Meeting. This budget is subsequently reallocated to individual department operating budgets as needed.

Local Transportation is used to account for the Town's share of running the B-Line. The Town also receives grant funding from the MBTA and fares from riders to fund this service. This program is currently under review to determine the best way to provide this service moving forward.

Capital Improvements represents an acknowledgement from management that the Town should be allocating some portion of available tax revenues toward infrastructure improvements. Currently these funds have been allocated for lease payment #1 of 5 for Phase 3 of the technology partnership between the Town and School for network infrastructure maintenance & improvement as well as a town and school wide telephone system replacement, and cyber security improvements.

		ACTUAL 2018	ACTUAL 2019	TOTAL 2020	DEPT 2021	SUPER- VISORY	W&M 2021	
81- Reserve Fund		77,000	237,975	300,000	200,000	200,000	200,000	-33.33%
82- Middlesex Retirement (A)	8,841,933	9,418,623	9,987,318	10,675,811	10,675,811	10,675,811	10,675,811	6.89%
83- Negotiated Settlements	650,000	850,000	880,000	500,000	500,000	500,000	500,000	-43.18%
84- Stabilization (A)	0	0	0	0	0	0	0	0
85- Local Transport (A)	50,000	50,000	120,000	120,000	120,000	120,000	120,000	0.00%
86- Capital Budget (A)	300,000	300,000	300,000	400,000	400,000	400,000	400,000	33.33%

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SECTION 3: SUPPLEMENTAL INFORMATION

PERSONNEL CHART (FY 2019 - FY 2021)

NEW POSITION
PRIOR TO POSITION BEING CREATED
POSITION NO-LONGER STAFFED
* ADMINISTRATIVE & PROFESSIONAL

DEPARTMENT	JOB CLASS DESC	FISCAL 2019			FISCAL 2020			REQUESTED FISCAL 2021		
		# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE	# OF EMPLOYEES	FTE	TOTAL DEPT FTE
122 Selectmen	TOWN ADMINISTRATOR	1	1.00	6.00	1	1.00	7.00	1	1.00	6.00
	ASSISTANT TOWN ADMINISTRATOR*	-	-		-	-		-	-	
	ECONOMIC DEVELOPMENT DIRECTOR*				1	1.00		1	1.00	
	PURCHASING ANALYST*	1	1.00		1	1.00		-	-	
	SELECTMEN'S OFFICE MANAGER*	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	3	3.00		3	3.00		3	3.00	
135 Accounting	TOWN ACCOUNTANT*	1	1.00	4.57	1	1.00	4.57	1	1.00	5.57
	BUDGET DIRECTOR*	1	1.00		1	1.00		1	1.00	
	FINANCIAL/PURCHASING ANALYST				1	1.00		1	1.00	
	ASSISTANT TOWN ACCOUNTANT	1	1.00		1	1.00		1	1.00	
	ACCOUNTING SPECIALIST	1	1.00		1	1.00		1	1.00	
	ACCOUNTING TECHNICIAN	1	0.57		1	0.57		1	0.57	
141 Assessors	APPRAISER/ASSESSOR*	1	1.00	4.00	1	1.00	4.00	1	1.00	4.00
	ADMINISTRATIVE ASSISTANT II	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	2	2.00		2	2.00		2	2.00	
145 Treasurer	TREASURER/COLLECTOR*	1	1.00	10.43	1	1.00	10.00	1	1.00	10.00
	ASSISTANT TAX COLLECTOR	1	1.00		1	1.00		1	1.00	
	ASSISTANT TREASURER	1	1.00		1	1.00		1	1.00	
	BENEFITS ADMINISTRATOR	1	1.00		1	1.00		1	1.00	
	PAYROLL ADMINISTRATOR	1	1.00		1	1.00		1	1.00	
	BENEFITS SPECIALIST	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	3	3.00		4	4.00		4	4.00	

	OFFICE ASSISTANT	2	1.43		0	0.00		0	0.00	
152 Human Resources	HUMAN RESOURCES DIRECTOR*	1	1.00	2.00	1	1.00	2.00	1	1.00	2.00
	HUMAN RESOURCES COORDINATOR*	1	1.00		1	1.00		1	1.00	
155 MIS	CRITICAL SYSTEMS ADMIN*	1	1.00	4.00	1	1.00	4.00	1	1.00	4.00
	APPLICATIONS SYSTEM ADMIN*	1	1.00		1	1.00		1	1.00	
	IT SUPPORT ADMINISTRATOR*	1	1.00		1	1.00		1	1.00	
	NETWORK REPAIR TECHNICIAN*	1	1.00		1	1.00		1	1.00	
161 Town Clerk	TOWN CLERK*	1	1.00	4.54	1	1.00	4.54	1	1.00	5.00
	ARCHIVIST/RECORDS MANAGER*	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT II	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		2	2.00	
	PART-TIME DEPT ADMIN ASSISTANT (19)	1	0.54		1	0.54		-	-	
171 Conservation	CONSERVATION ADMINISTRATOR*	1	1.00	3.00	1	1.00	3.00	1	1.00	3.00
	ASSISTANT CONSERVATION ADMIN.*	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
175 Planning	PLANNING DIRECTOR*	1	1.00	4.00	1	1.00	4.00	1	1.00	4.00
	SENIOR PLANNER*	1	1.00		1	1.00		1	1.00	
	ASSISTANT PLANNER*	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
210 Police	POLICE CHIEF*	1	1.00	77.14	1	1.00	78.14	1	1.00	79.14
	DEPUTY POLICE CHIEF	1	1.00		1	1.00		1	1.00	
	POLICE CAPTAIN	2	2.00		2	2.00		2	2.00	
	POLICE LIEUTENANT	5	5.00		5	5.00		5	5.00	
	POLICE SERGEANT	9	9.00		9	9.00		9	9.00	
	POLICE PATROLMEN	49	49.00		50	50.00		51	51.00	
	CIVIL POLICE DISPATCHER	3	3.00		3	3.00		3	3.00	
	TRAFFIC SUPERVISOR	7	3.14		7	3.14		7	3.14	
	ANIMAL CONTROL OFFICER	1	1.00		1	1.00		1	1.00	
	AMN SECRETARY	1	1.00		1	1.00		1	1.00	
	ADMINISTRATIVE ASSISTANT I	2	2.00		2	2.00		2	2.00	

220 Fire	FIRE CHIEF*	1	1.00	73.86	1	1.00	73.86	1	1.00	73.86	
	ASSISTANT FIRE CHIEF*	1	1.00		1	1.00		1	1.00		
	FIRE CAPTAIN	6	6.00		6	6.00		6	6.00		
	FIRE LIEUTENANT	10	10.00		10	10.00		14	14.00		
	FIREFIGHTER	48	48.00		48	48.00		44	44.00		
	CIVILIAN DISPATCHER	4	4.00		4	4.00		4	4.00		
	EMERGENCY VEHICLE TECHNICIAN-MECHANIC	1	1.00		1	1.00		1	1.00		
	AMNISTRATIVE SECRETARY	1	1.00		1	1.00		1	1.00		
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00		
	PART-TIME OFFICE ASSISTANT (30)	1	0.86		1	0.86		1	0.86		
241 Building Inspector	INSPECTOR OF BUILDINGS*	1	1.00	7.00	1	1.00	8.00	1	1.00	8.00	
	LOCAL BUILDING INSPECTOR	1	1.00		2	2.00		2	2.00		
	SENIOR BUILDING INSPECTOR	1	1.00		1	1.00		1	1.00		
	INSPECTOR OF WIRES	1	1.00		1	1.00		1	1.00		
	INSPECTOR OF PLUMBING & GAS	1	1.00		1	1.00		1	1.00		
	ADMINISTRATIVE ASSISTANT I	2	2.00		2	2.00		2	2.00		
	PART-TIME ADMINISTRATIVE ASSISTANT (19)										
400 Public Works	411 Engineering	TOWN ENGINEER*	1	1.00	63.71	1	1.00	63.85	1	1.00	65.85
		ASSISTANT TOWN ENGINEER*	1	1.00		1	1.00		1	1.00	
		SENIOR CIVIL ENGINEER	2	2.00		2	2.00		2	2.00	
		JR CIVIL ENGINEER	1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
	420 Admin	DPW SUPERINTENDENT*	1	1.00		1	1.00		1	1.00	
		OPERATIONS ANALYST*	1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT II	1	1.00		1	1.00		1	1.00	
		ACCOUNTING SPECIALIST	2	2.00		2	2.00		2	2.00	
		ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
	421 Highway	SUPERINTENDENT	1	1.00		1	1.00		1	1.00	
		LEAD FOREMAN	1	1.00		1	1.00		1	1.00	
		WORKING FOREMAN/LABORER	1	1.00		1	1.00		1	1.00	
		SPECIAL HEAVY EQUIP OPER/LABOR	10	10.00		10	10.00		10	10.00	
		TIME/RECORD KEEPER	1	1.00		1	1.00		1	1.00	
	451	WATER QUALITY PRODUCTION MGR	1	1.00		1	1.00		1	1.00	

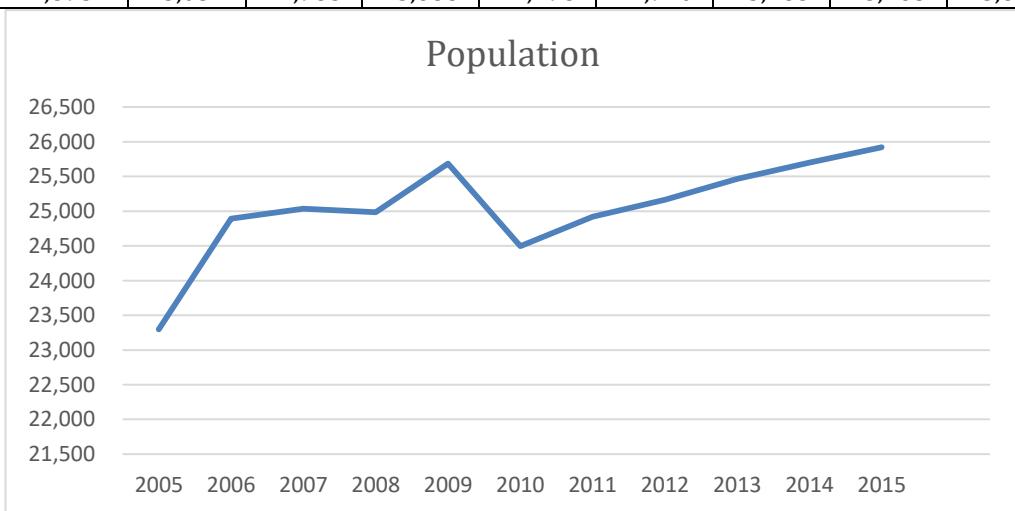
	Water & Sewer	CHIEF OPERATOR CHEMIST	1	1.00		1	1.00		1	1.00	
		TREATMENT PLANT OPERATOR	7	7.00		7	7.00		7	7.00	
		ASST SUPERINTENDENT	1	1.00		1	1.00		1	1.00	
		LEAD FOREMAN	1	1.00		1	1.00		1	1.00	
		WORKING FOREMAN/LABORER	1	1.00		1	1.00		1	1.00	
		PUMPING STATION OPERATOR	3	3.00		3	3.00		3	3.00	
		SPECIAL HEAVY EQUIP OPER/LABOR	1	1.00		1	1.00		1	1.00	
		WATER SYSTEM MAINTENANCE CRAFT	2	2.00		2	2.00		2	2.00	
		METER/BACKFLOW PREVENTION	1	1.00		1	1.00		1	1.00	
		LABORER				0	0.00		2	2.00	
	490 Central Maint.	SUPERINTENDENT	1	1.00		1	1.00		1	1.00	
		MASTER MECHANIC	1	1.00		1	1.00		1	1.00	
		MECHANIC	2	2.00		2	2.00		2	2.00	
	491 Buildings & Cemeteries	SUPERINTENDENT-BUILD/CEMETERY	1	1.00		1	1.00		1	1.00	
		PART-TIME OFFICE ASSISTANT (30)	1	0.71		1	0.85		1	0.85	
		LEAD FOREMAN	1	1.00		1	1.00		1	1.00	
		WORKING FOREMAN/LABORER	1	1.00		1	1.00		1	1.00	
		SENIOR MAINTENANCE BUILDING CRAFT	1	1.00		1	1.00		1	1.00	
		MAINTENANCE BUILDING CRAFTSMEN	3	3.00		3	3.00		3	3.00	
		SPECIAL HEAVY EQUIP OPER/LABOR	1	1.00		1	1.00		1	1.00	
		HEAD CUSTODIAN	1	1.00		1	1.00		1	1.00	
		LEAD CUSTODIAN	2	2.00		2	2.00		2	2.00	
		BUILDING CUSTODIAN	3	3.00		3	3.00		3	3.00	
	510 Board of Health	DIRECTOR OF PUBLIC HEALTH*	1	1.00		1	1.00		1	1.00	
		ENVIRONMENTAL ENGINEER*	1	1.00		1	1.00		1	1.00	
		HEALTH AGENT/SANITARIAN	1	1.00		1	1.00		1	1.00	
		SUPERVISING NURSE	1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT I	2	1.86		2	1.86		2	1.86	
		ASSOC. HEALTH INSPECTOR	1	1.00		1	1.00		1	1.00	
	541 Council On Aging	COUNCIL ON AGING COORDINATOR*	1	1.00		1	1.00		1	1.00	
		OUTREACH WORKER	3	1.34		3	1.68		3	1.68	
		VAN DRIVER	2	1.43		2	1.43		2	1.43	
		ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00	
		FRONT DESK CLERK	2	0.90		2	0.97		2	0.97	

543 Veterans	VETERANS' SERVICES DIRECTOR*	1	1.00	2.00	1	1.00	2.00	1	1.00	2.00	
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00		
549 Youth & Family Services	EXECUTIVE DIRECTOR*	1	1.00	6.14	1	1.00	6.14	1	1.00	6.14	
	GROUP WORK COORDINATOR*	1	1.00		1	1.00		1	1.00		
	SOCIAL WORKER*	4	2.14		4	2.14		4	2.14		
	ADMINISTRATIVE SECRETARY	1	1.00		1	1.00		1	1.00		
	CLINICAL SUPERVISOR	1	1.00		1	1.00		1	1.00		
610 Library	LIBRARY DIRECTOR*	1	1.00	15.97	1	1.00	15.97	1	1.00	15.97	
	ASSISTANT LIBRARY DIRECTOR	1	1.00		1	1.00		1	1.00		
	CHILDREN'S LIBRARIAN	1	1.00		1	1.00		1	1.00		
	CIRCULATION LIBRARIAN	1	1.00		1	1.00		1	1.00		
	HEAD REFERENCE LIBRARIAN	1	1.00		1	1.00		1	1.00		
	TECH SERVICE LIBRARIAN	1	1.00		1	1.00		1	1.00		
	REFERENCE LIBRARIAN	2	2.00		2	2.00		2	2.00		
	CIRC & TECH SERVICES ASST	1	0.91		1	0.91		1	0.91		
	ASSISTANT TO CHILD LIBRARIAN	3	2.14		3	2.14		3	2.14		
	CIRCULATION ILL ASSISTANT	1	1.00		1	1.00		1	1.00		
	SENIOR LIBRARY TECH	2	1.49		2	1.49		2	1.49		
	IT ASSISTANT	1	0.43		1	0.43		1	0.43		
	ADMINISTRATIVE ASSISTANT I	1	1.00		1	1.00		1	1.00		
	YOUNG-ADULT LIBRARIAN	1	1.00		1	1.00		1	1.00		
630/1 Recreation	630 Director	DIRECTOR OF PARKS & RECREATION*	1	1.00	15.57	1	1.00	15.57	1	1.00	15.57
		PROGRAM COORDINATOR	1	1.00		1	1.00		1	1.00	
		ASSISTANT PROGRAM COORDINATOR	1	1.00		1	1.00		1	1.00	
		ADMINISTRATIVE ASSISTANT I	2	2.00		2	2.00		2	2.00	
		OFFICE ASSISTANT	1	0.57		1	0.57		1	0.57	
		THERAPEUTIC RECREATION SPECIALIST	1	1.00		1	1.00		1	1.00	
	631 Maintenance	SUPERINTENDENT OF REC MAINT	1	1.00		1	1.00		1	1.00	
		LEAD WORKING FOREMAN	1	1.00		1	1.00		1	1.00	
		WORKING FOREMAN	1	1.00		1	1.00		1	1.00	
		MAINT CRAFTSMAN	6	6.00		6	6.00		6	6.00	
TOTAL ALL DEPARTMENTS			330.00		316.47	332.00		319.59	335.00		323.04

STATISCAL INFORMATION

POPULATION

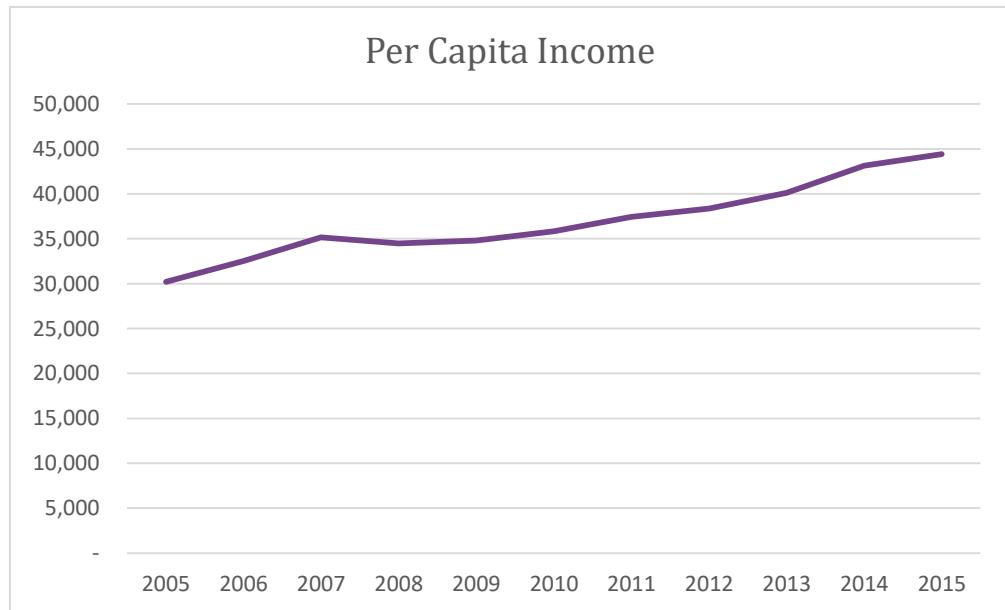
2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
23,299	24,895	25,034	24,985	25,688	24,498	24,920	25,165	25,463	25,699	25,920



Source: Massachusetts Department of Revenue

PER CAPITA INCOME

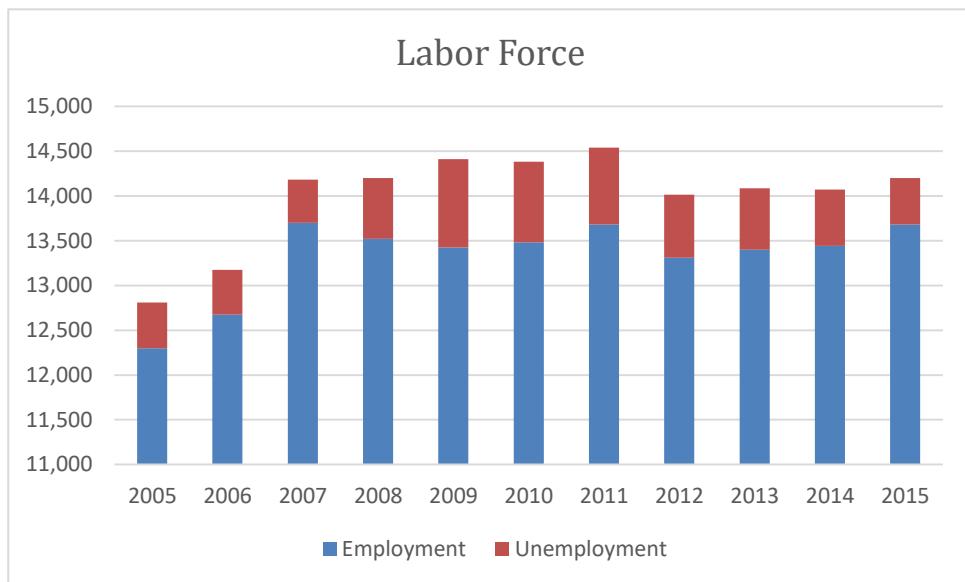
2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
30,209	32,525	35,158	34,468	34,793	35,843	37,429	38,353	40,101	43,154	44,437



Source: Massachusetts Department of Revenue

LABOR FORCE

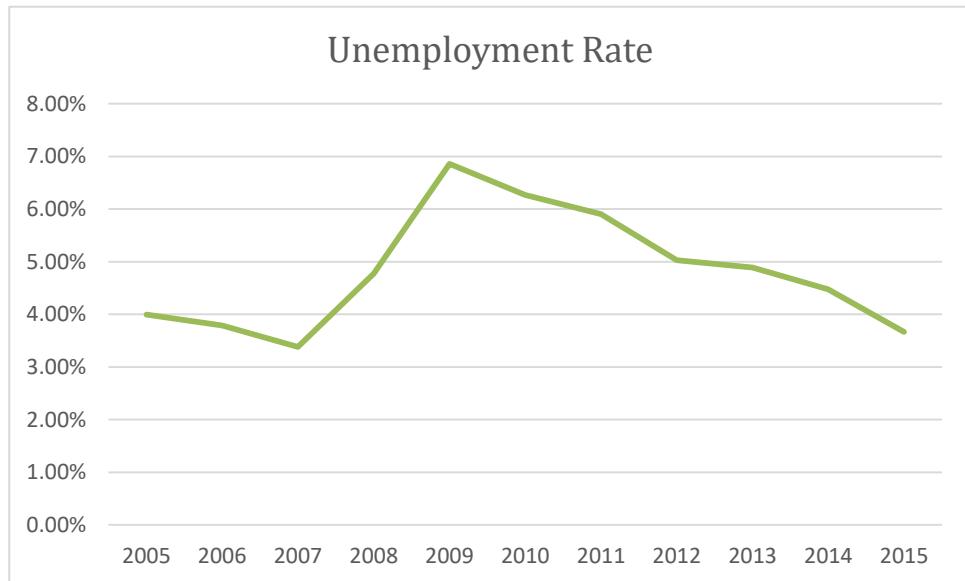
2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
12,298	12,676	13,702	13,522	13,424	13,481	13,682	13,309	13,399	13,442	13,681
512	499	480	678	989	902	859	705	689	630	521



Source: Massachusetts Department of Revenue

UNEMPLOYMENT RATE

2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
4.00%	3.79%	3.38%	4.77%	6.86%	6.27%	5.91%	5.03%	4.89%	4.48%	3.67%



Source: Massachusetts Department of Revenue

LOCAL ECONOMY

Top Ten Taxpayers (FY 2019)

No.	Name	Assessed Value	Total Tax Bill
1	Bellwether Prop. of Mass.	\$222,979,300	\$6,069,496
2	Network Drive Owner LLC	\$190,318,000	\$5,180,456
3	Neep Investors Holding LLC	\$145,793,300	\$3,968,494
4	Burlington Centre Owner LLC	\$99,074,100	\$2,216,585
5	Wayside Common Invest.	\$71,342,500	\$1,941,970
6	Oracle USA Inc.	\$65,114,400	\$1,772,414
7	Burlington Mall FB-1 LLC	\$60,821,300	\$1,655,556
8	CH Rlty VII-PHG H Bos Bur LLC	\$53,469,400	\$1,455,437
9	Piedmont 5 & 15 Wayside LLC	\$49,856,600	\$1,357,096
10	Prim 25 Mall Road LLC	\$49,150,100	\$1,337,886

Principal Employers (FY 2019)

No.	Name	Type of Business	Employees
1	Lahey Clinic	Hospital	5,040
2	Oracle/Sun	Computer Network Systems	3,000
3	Siemens-Nixdorph	Information Technology & Electronics	1,000
4	Avid Technology	Software Systems	800
5	Burlington Mall	Retail	750
6	Keurig Green Mountain	Retail	750
7	Wegmans	Retail	630
8	Nuance Systems	Software/Communications	525
9	ONE Communications	Telecommunications	420
10	MilliporeSigma	Life Sciences	400

Source: Official Statement 2019

Businesses in Burlington

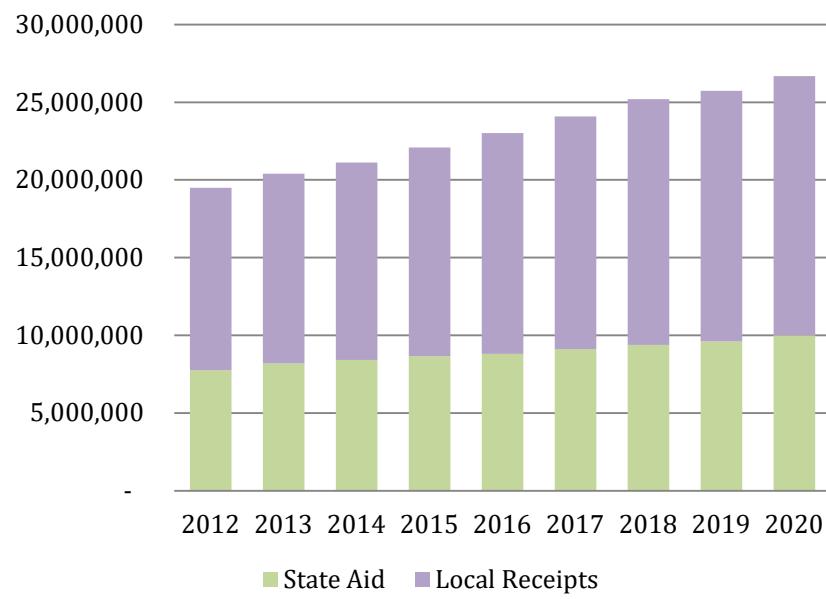
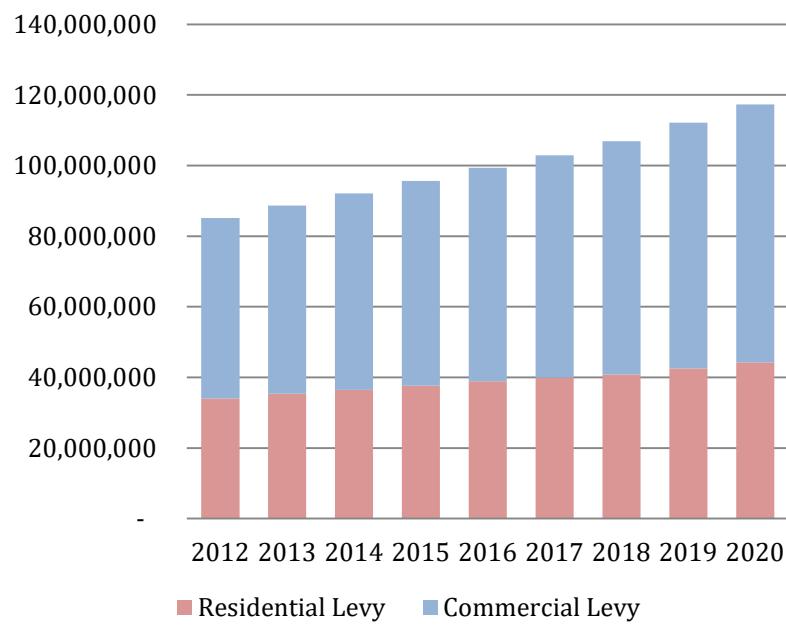
Business Type	Employees
Manufacturing	2,242
Construction	1,638
Wholesale Trade	842
Transportation and Warehousing	298
Information	4,780
Finance and Insurance	1,222
Real Estate, Rental and Leasing	746
Professional, Scientific and Technical	4,018
Educational Services	951
Healthcare and Social Assistance	3,265
Arts, Entertainment and Recreation	800
Accommodation and Food	3,433
Other	1,707
Retail Trade	8,227



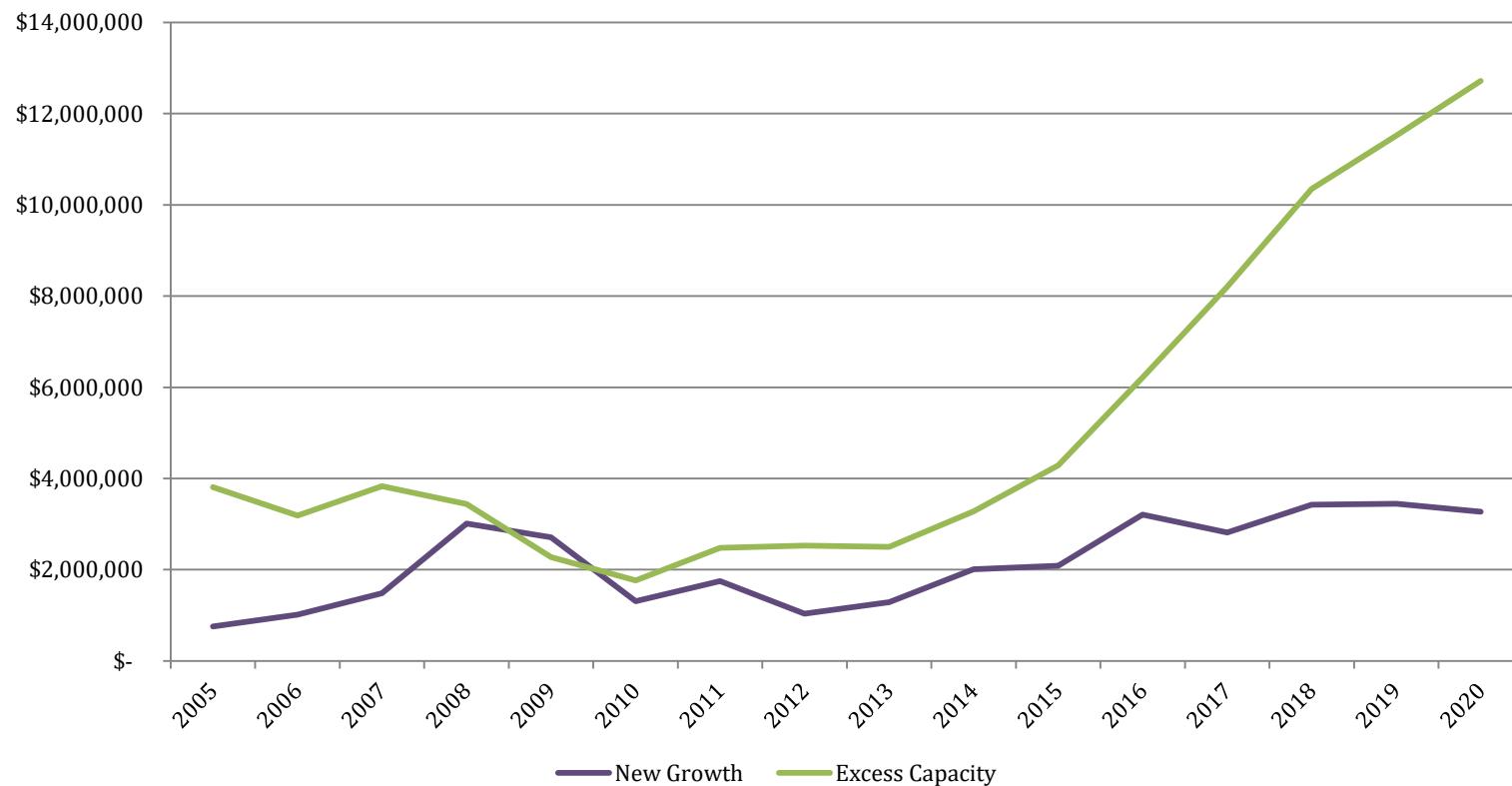
Source: Burlington Comprehensive Master Plan

REVENUE TRENDS

Source	2012	2013	2014	2015	2016	2017	2018	2019	2020
Residential Levy	34,054,223	35,327,945	36,488,068	37,665,103	38,920,977	39,864,195	40,792,378	42,496,555	44,219,113
Commercial Levy	51,086,989	53,320,277	55,666,315	57,953,205	60,478,310	62,999,352	66,128,891	69,631,559	73,072,963
Total Levy	85,141,212	88,648,222	92,154,384	95,618,308	99,399,287	102,863,548	106,921,270	112,128,115	117,292,076
State Aid	7,752,872	8,178,983	8,410,545	8,653,941	8,814,378	9,112,544	9,390,248	9,609,507	9,991,068
Local Receipts	11,730,159	12,218,112	12,704,730	13,432,865	14,194,302	14,971,947	15,815,405	16,113,515	16,692,757
Total Receipts	19,483,031	20,397,095	21,115,275	22,086,806	23,008,680	24,084,491	25,205,653	25,723,022	26,683,825
Total Revenue	104,624,243	109,045,317	113,269,658	117,705,114	122,407,967	126,948,039	132,126,923	137,851,137	143,975,901



NEW GROWTH AND EXCESS CAPACITY

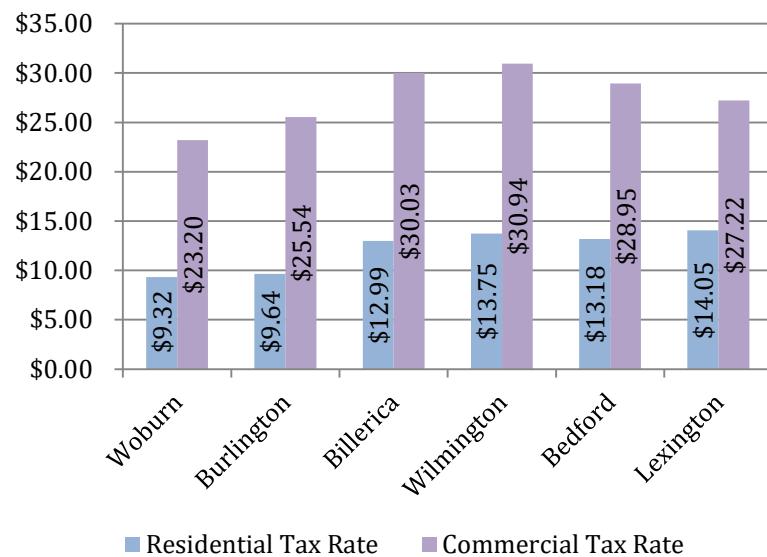


Source: Massachusetts Department of Revenue

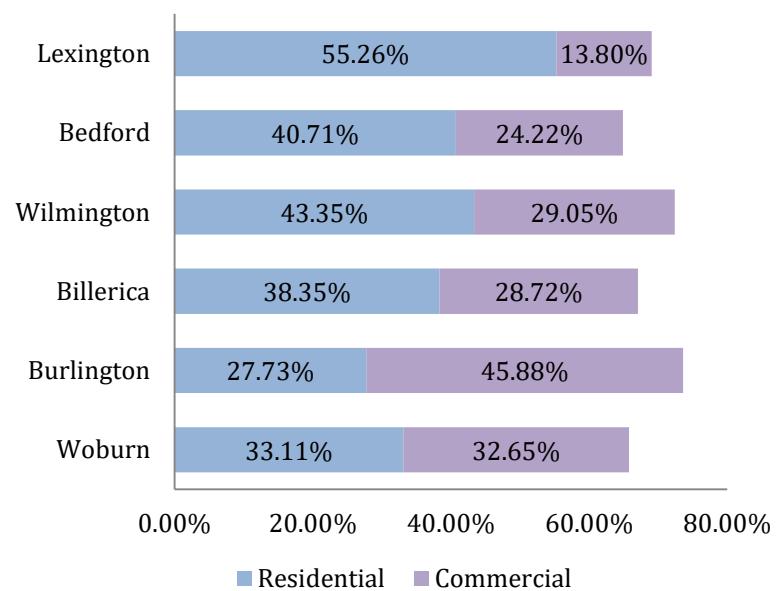
COMMUNITY COMPARISONS

Community	Residential Tax Rate	Commercial Tax Rate	Average Single Family Tax Bill	Residential Levy	Commercial Levy	Total Levy	Total Revenue
Woburn	\$9.32	\$23.20	\$4,677	\$56,902,239	\$56,104,856	\$113,007,095	\$171,849,662
Burlington	\$9.64	\$25.54	\$5,466	\$44,188,654	\$73,103,422	\$117,292,076	\$159,349,370
Billerica	\$12.99	\$30.03	\$5,522	\$74,117,822	\$55,508,410	\$129,626,232	\$193,249,262
Wilmington	\$13.75	\$30.94	\$6,873	\$52,134,385	\$34,938,985	\$87,073,370	\$120,257,178
Bedford	\$13.18	\$28.95	\$9,769	\$42,170,939	\$25,086,741	\$67,257,680	\$103,598,404
Lexington	\$14.05	\$27.22	\$15,547	\$156,798,072	\$39,151,696	\$195,949,768	\$283,731,435

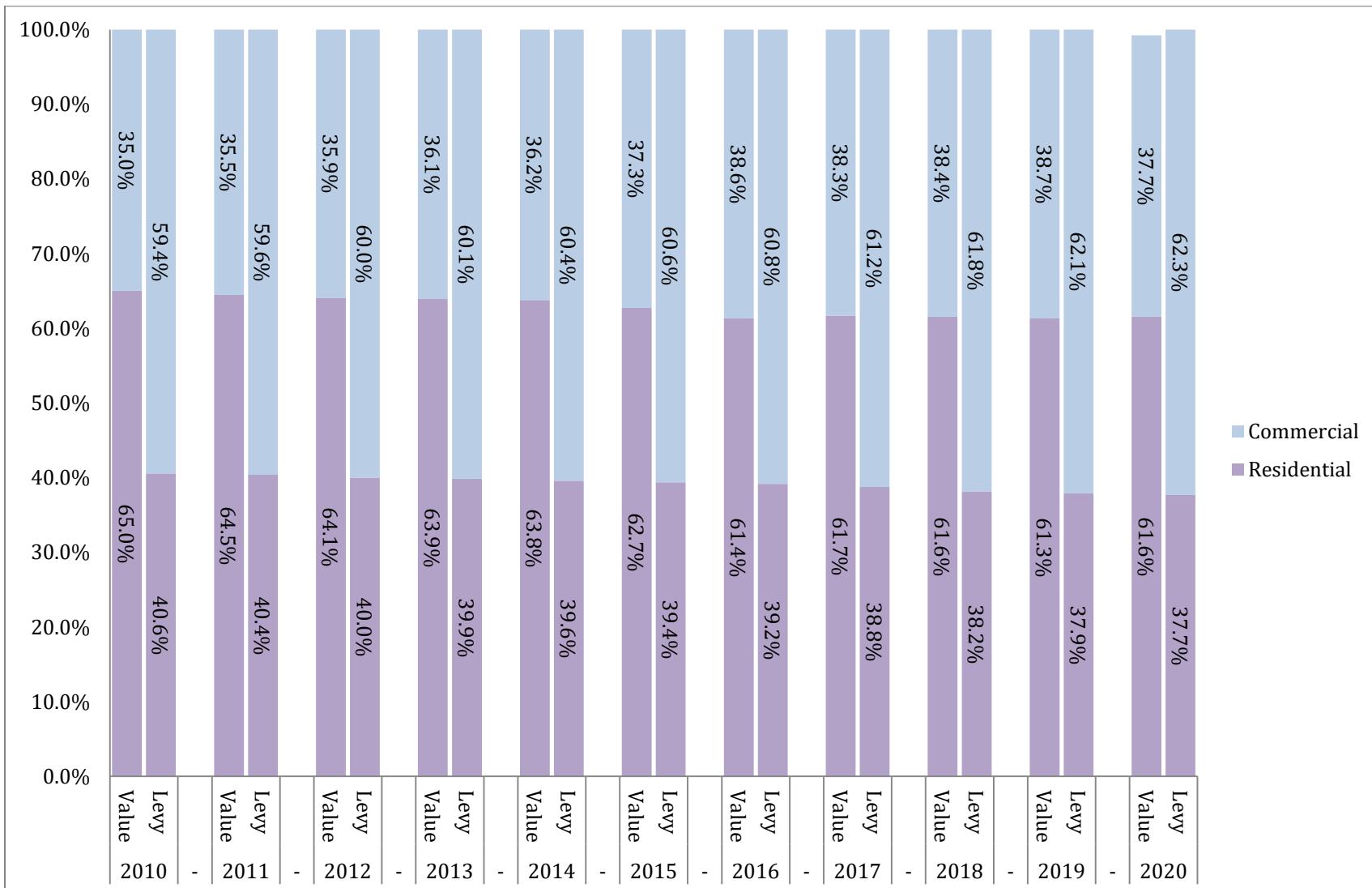
Residential and Commercial Tax Rates



Taxes as % of Total Revenue



SHARE OF VALUE V. SHARE OF LEVY (Residential v. Commercial)



Source: Massachusetts Department of Revenue

SECTION 4: CAPITAL IMPROVEMENT PLAN

OVERVIEW OF THE CAPITAL IMPROVEMENT PLAN

Local government officials are tasked with the preservation, maintenance, and improvement of the Town's capital assets. The Town defines a capital asset as property that has an initial useful life in excess of one year, and that is of significant value. Capital assets include land, infrastructure, buildings, renovations to buildings, equipment, vehicles, and other tangible and intangible assets that have useful lives longer than one year. For the purposes of financial reporting, all purchases and construction costs in excess of \$25,000 are capitalized. The Town of Burlington relies on its physical assets to adequately provide services to the residents and businesses, and to ensure employees are properly equipped to perform their jobs effectively. These assets include items such as roads and intersections, water and sewer systems, buildings, parks, vehicles, large equipment, and technology. These assets must be purchased, maintained, and replaced on a regular basis to ensure their efficacy in providing public services. The Town's ten-year Capital Improvement Program and Capital Budget are developed to ensure sufficient capital investments in these Town's assets.

A capital improvement program (CIP) is a blueprint for planning a community's capital expenditures. The capital improvement program is often a multi-year plan that identifies capital projects and equipment to be funded during the program period. The CIP is primarily a planning document; it is updated annually to match the needs of the community. Through proactive planning, the capital improvement program can provide advance project identification, scope definition, evaluation, public discussion, cost estimating, and financial planning.

A capital improvement program is composed of two parts, a capital program and a capital budget. The capital program is a plan for capital expenditures that extends out past the capital budget. The capital budget is the upcoming year's spending plan for capital items.

Development of a CIP that will ensure sound fiscal and capital planning requires effective leadership and the involvement of all Town departments. The proper development of a CIP allows the Town to maintain its strong credit rating, stabilize debt service payments, and identify the most economical means of financing capital projects. Furthermore, developing a finance plan for capital investments that fits within the overall framework of the community is important, as poor decisions regarding the use of debt can negatively impact a community's financial condition for many years.



*Left-Fire Station 2 opened
May 2020*



*Right-School Project
Adventure Course*



Town of Burlington

Capital Budget Committee

Fellow Taxpayers:

The Capital Budget Committee (CBC) has reviewed the Ten Year Capital spending plan and the FY 2021 Capital requests for the Town of Burlington in accordance with its oversight responsibilities of review and comment on the evolving Town needs for equipment and facilities necessary to support the municipal services upon which we rely and enjoy. We believe that the plan continues to provide a good basis on which to schedule deployment of funds to support both general maintenance projects and major municipal facility requirements. However, the impact on Town revenues, as a result of the current Public Health crisis caused by the world wide spread of a new strain of Corona virus, puts that schedule, costs, and some of the potential projects in some doubt. Until, there is a better understanding of the extent of revenue losses over both the near and long term, the extent of changes to the Ten Year Capital plan cannot be defined at this time. Major new facilities for the Police and School Departments continue to be weighed in comparison with increasing maintenance costs of old buildings and availability of State funding support which at this point appear to be in jeopardy. The attached report represents a current summary of the anticipated needs over the next decade and reflects Town Administration's best judgment of an appropriate balance between level of services desired by residents and the anticipated costs to taxpayers of those municipal services.

The plan, of necessity, is under continuous review and revision and is subject to change as better definition of equipment and project plans are prepared, alternative project design evaluations are completed, and new assessments of needs are developed. The CBC review process was completed for all but the School Department requests for FY 2021, prior to the recognition of, and State action to mitigate, the effects of the pandemic. Therefore, the CBC recommendations to Town Meeting, except those for the School Department requests, need to be reconsidered in light of current economic conditions. We are pleased to note that the Administration and each Department have begun the process of evaluating project priorities in order to reduce planned spending for FY2021 and recognize that this revision process may well require a significant amount of time, depending on the course of the Public Health crisis.

The cost estimates presented, other than for the current year, are order of magnitude estimates and may change significantly as the design and scope of those projects become better defined. It is expected that there will be new additions that will arise because of emergencies or opportunities and such events will have an effect on both scheduling and prioritization of capital expenditures particularly in the later years of the plan. The plan provides a good foundation for the CBC review requirement as well as citizen input and we recommend that this review activity be performed on a continuous basis as new information is developed.

Capital Budget Committee

Ernest Zabolotny, Chair
Adam Senesi, Vice Chair
Gary Kasky
Gary Mercier

Patrick Moreno
Myrna A. Saltman
Salvana Shakaib

Article #	Department & Item	FY 2020 (Prior Year)		FY 2021		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
		Supervisory Recommedation AMOUNT	SOURCE	Requested	Supervisory Recommedation AMOUNT	SOURCE	Requested							
	General Government													
	122 Selectmen/Administrator													
	Small Cell Peer Review Services	35,000	Free Cash											
7-1	Town Common 9/11 Memorial Improvements			25,000	25,000	Free Cash								
	155 MIS													
	Technology Infrastructure			300,000	300,000	Tax Levy		300,000	300,000	300,000	300,000	300,000	300,000	300,000
	Financial Software Modules	68,000	Free Cash											
	Cyber Security			100,000	100,000	Tax Levy		100,000	100,000	100,000	100,000	100,000	100,000	100,000
	161 Town Clerk													
7-2	New Voting Equipment			60,000	60,000	Free Cash		60,000						
	Website Redesign	40,000	Free Cash											
	Electronic Document Management Software								30,000					
	171 Conservation													
	Open Space Recreation Plan (OSRP)										40,000			
	Vehicle									30,000				
	210 Police													
7-3	Ballistic Vest Replacement			82,286	89,580	Free Cash								
	Police Facility Evaluation Study							80,000						
	Security Video and Software	32,279	Free Cash											
	Replace Portable Radios (2-year cycle)							58,880	58,880					
	Replace Radio Console							350,000						
	Tasers 24/48 (2)													
	Firing Range Targeting System													
	Combined Dispatch							200,000						
	220 Fire													
	<u>Vehicles:</u>													
	2020 Horton (Ambulance 1)	380,000	Overlay/Surplus											
	2010 Horton (Reserve) (Ambulance 3)										410,000			
	Command Car 2 2015 Ford Interceptor										65,000			
	Command Car 5 2009 Ford Escape							35,000						
7-5	Command Car 7 2008 Ford Escape													
	Command Car 1 2017 Ford Interceptor											65,000		
	Command Car 3 2017 Ford Expedition													
	Department Pickup 2012 F350								65,000					
	<u>Fire Truck Pumpers:</u>													
	2002 Pierce Quantum (2013) (Engine 3)												840,000	
	2002 Pierce Arrow XT (Engine 4)													
	<u>Fire Truck Misc.:</u>													
	Aerial Tower 2008 Pierce								1,500,000					
	<u>Other:</u>													
	Computer Aided Dispatch	22,753	Free Cash											
	Security Camera Replacement (HQ)	15,296	Free Cash											
	Portable Radio Replacement (80 units)													
7-4	Radio Communication System Upgrade			93,950	93,950	Free Cash		300,000						
	Apparatus Floor Upgrade							100,000						
	Structural Firefighting Gear Lockers							25,000						
	Living Quarters Upgrade								40,000					
	241 Building Inspector													
	Replacement Vehicle								25,200	26,460				
	400 Public Works													
	<u>Streets & Sidewalks:</u>													
12	Road & Parking Paving			3,000,000	3,000,000	Borrowing			3,000,000					

The Administration proposes that the requests marked in yellow be deferred for approval at a future meeting.

Article #	Department & Item	FY 2020 (Prior Year)		FY 2021		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
		Supervisory Recommendation AMOUNT	SOURCE	Requested	Supervisory Recommendation AMOUNT	SOURCE	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested
	Sidewalk Restoration/Upgrade					1,000,000		1,000,000			1,000,000			1,000,000
	Traffic Light Repair	90,000	Other											
	Mall Road Ornamental Street Lights	1,100,000	Free Cash				420,000							
	Winn St./Mountain Rd. Traffic Light													
	Winn St./Peach Orchard Corridor Improvement										3,000,000			
	S. Bedford St/Blanchard Rd. Upgrades							500,000						
	<u>Water Treatment:</u>													
	<u>Water Distribution & Production:</u>													
13	MWRA Water Connection-Phase 2 Design			1,500,000	3,500,000	Borrowing								
	Water Main Upgrades	1,000,000	Free Cash				1,000,000		1,000,000		1,000,000		1,000,000	1,000,000
7-12	Tyco Dry Valve Replacement Program			40,000	40,000	Free Cash								
	Replace Center Street Tank										3,000,000			
	Mill Pond Finish Water & Effluent Repair	42,000	Free Cash											
7-16	Vinebrook Filter Repair	80,000	Free Cash	80,000	80,000	Free Cash	80,000							
	Shawsheen Raw Water Intake Lining							1,000,000	1,000,000	1,000,000	1,000,000	1,000,000		
	<u>Sewer System Improvements:</u>													
	Inflow/Infiltration Project 7 (MWRA Loan portion)	2,220,000	MWRA Loan/Grant											
	Inflow/Infiltration Project 7 (Sewer Fund portion)													
7-31	Sewer Pump Station Rehabilitation	50,000	Sewer Enterprise	120,000	120,000	Sewer Enterprise	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
	Douglas PS Force main Replacement										1,300,000			
7-30	Francis Wyman Pump Station Design			300,000	300,000	Sewer Enterprise								
	Francis Wyman Pump Station Rehabilitation						2,200,000							
	Grandview Pump Station Design							100,000						
	Grandview Pump Station Rehabilitation								500,000					
	Patridge Lane Pump Station Design							100,000						
	Patridge Lane Pump Station Rehabilitation								600,000					
7-10	Culvert/Stream Cleaning/ Drainage Repair	200,000	Free Cash	200,000	200,000	Free Cash	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
	<u>Cemetery:</u>										500,000			
	Development/Expand Pine Haven (knoll area)													
	<u>Highway:</u>													
14	Chapter 90 Roadwork	1,081,766	Chapter 90	1,084,501	1,084,501	Chapter 90								
7-11	DPW Vehicle Replacement Program:	480,250	Free Cash	457,500	457,500	Free Cash	560,000	441,500	475,000	420,000	271,000	471,000	512,000	250,000
7-29				55,000	55,000	Sewer Enterprise								632,000
	<u>Facilities:</u>													
	DPW (HWY)/Rec Maint. Facility	15,500,000	Borrowing											
	61 Center Street-Gym Façade												130,000	
	61 Center Street-Gym Roof												155,000	
	61 Center Street Murray Kelly Roof												92,000	
	61 Center Street-Elevator Piston													100,000
	Library Roof	220,000	Free Cash											
	Facility Upgrades (Library RTUs)			250,000	250,000	Free Cash						200,000		
7-13	Library Elevator													100,000
	Police HQ-Roof (1991 addition)										140,000			
	Police HQ Elevator	50,000	Free Cash											
	Police HQ Generator							300,000						
	Police HQ Bathroom Renovation							75,000						
	Fire HQ Elevator													100,000
	Fire HQ Roof											230,000		
	Fire HQ- Garage Doors											55,000		
7-15	Town Hall Generator			140,000	140,000	Free Cash					60,000			
	Town Hall Annex Roof										200,000			
	Town Hall Reznor										200,000			
	Town Hall Annex Reznor													
	Town Hall Elevator Piston													100,000
	Town Hall Flat Roof							25,000						
	Facility Upgrades Including Energy Conservation							350,000						
	Town/School Building Construction								20,000,000					
	Town/School Building Repairs									20,000,000				

The Administration proposes that the requests marked in yellow be deferred for approval at a future meeting.

Article #	Department & Item	FY 2020 (Prior Year)		FY 2021		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
		Supervisory Recommedation AMOUNT	SOURCE	Requested	Supervisory Recommedation AMOUNT	SOURCE	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested
7-14	Pine Haven Chapel- Roof			45,000	45,000	Free Cash								
	Expand Chestnut Hill Garage							150,000						
	Meadowbrook School Roof								1,300,000					
	West School Foundation and Siding						50,000							
	subtotal	22,114,016		7,272,001	9,272,001	0	6,335,000	26,076,500	5,525,000	6,610,000	26,021,000	8,921,000	2,294,000	3,630,000
510 Board of Health	Administrative Vehicle	24,245	Free Cash					55,000						
	subtotal	24,245	0	0	0	0	0	55,000	0	0	0	0	0	0
541 Council on Aging	Replace Van 1						55,000							
	Upgrade Furniture & Fixtures						25,000			25,000				
	Digital Signage									30,000				
	subtotal	0	0	0	0	0	25,000	55,000	0	25,000	0	30,000	0	0
549 Youth & Family Services	subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0
610 Public Library	Security Cameras													
	Signage						15,000							
	Paint						7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
	Space Planning						50,000							
	subtotal	0	0	0	0	0	72,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
630 & 631 Recreation	<u>Rahanis</u>													
7-9	Renovate Tennis Courts			65,000	65,000	Free Cash								
	Replace Wooden Playground Bridge								10,000					
	<u>Regan</u>													
	<u>Simonds</u>													
	New Lighting & Renovate Basketball Courts							75,000						
	Renovate Visco Building								75,000					
	Renovate Wading Pool									100,000				
	Tennis and Skate Park Lighting	220,000	Free Cash											
	<u>Veterans</u>													
	New Entrance & Expand Parking Lot									30,000				
	<u>Wildmere</u>													
	<u>Wildwood</u>													
7-8	Install Shade Shelter			50,000	50,000	Free Cash								
	<u>Misc. Locations</u>													
7-6	Outdoor Facilities Master Plan			40,000	40,000	Free Cash								
	<u>Vehicles & Equipment</u>													
	Replace R-1 (pick-up) with 1 ton									50,000				
	Replace R-12 Ford Van								45,000					
	Replace R-13 Dump Truck							75,000						
	Replace R-15 Larger Mower/Tractor								100,000					
	Replace R-19 Bucket Truck													
	Ventrac4500 Tractor- Replace Walker Mower							165,000						
	Replace Slope Mower									45,000				
	Replace Ball field Grooming Machine							90,000						
7-7	Aerator			26,000	26,000	Free Cash								
	Replace Wood Chipper							55,000						
	subtotal	220,000		181,000	181,000		310,000	150,000	145,000	85,000	300,000	25,000	0	0
691 Historical Commission	Historic Style Shed (West School)													
	subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0
General Government Subtotal		22,951,589		8,203,817	10,153,531		8,376,580	28,464,340	6,942,500	7,567,500	26,793,500	9,423,500	2,766,500	4,877,500
	<u>Schools</u>													
	<u>System-wide</u>													
	Technology Projector Installation													
	District Wide Walkie Talkie System	105,000	Free Cash											

The Administration proposes that the requests marked in yellow be deferred for approval at a future meeting.

Article #	Department & Item	FY 2020 (Prior Year)		FY 2021		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
		Supervisory Recommedation AMOUNT	SOURCE	Requested	Supervisory Recommedation AMOUNT	SOURCE	Requested							
	CS4All Computer Science Curriculum & Furniture	200,000	Free Cash				200,000		200,000		200,000			
	Pavement Replacement Program													
	Computer Technology Equipment Replacement						225,000	225,000	225,000	225,000	225,000			
	Master Plan Update										200,000			
	Vehicle Replacement										45,000	45,000	45,000	
7-25	Water Fountain Replacement			50,000	50,000	Free Cash		50,000					50,000	
7-17	Interactive Technology			85,000	85,000	Free Cash								
7-20	Music Installs and Upgrades			50,000	50,000	Free Cash								
7-21	Audio Technology Replacement			100,000	100,000	Free Cash								
7-26	Security Camera Replacement and Upgrades			75,000	75,000	Free Cash								
7-27	System-wide Design Work			100,000	100,000	Free Cash								
<i>Marshall Simonds Middle School</i>														
	Cafeteria Tables	65,000	Free Cash											
	Boiler Replacement	125,000	Free Cash	125,000	125,000	Free Cash							800,000	800,000
	Interior Painting (classrooms & Corridors)	40,000	Free Cash					50,000	50,000		50,000	50,000	50,000	50,000
7-10	Track Resurfacing/Turf Replacement								900,000					
	AC Chiller Replacement									290,000				
	Auditorium and Safety Equipment Upgrades			350,000	350,000	Free Cash								
	Exterior Bathroom Renovation			25,000	25,000	Free Cash								
	Curriculum			90,000	90,000	Free Cash								
<i>Memorial School</i>														
	Interior Painting (Classrooms & Corridors)	40,000	Free Cash				50,000		50,000		50,000			
	HVAC											200,000	300,000	300,000
	Bio Retention Area Reconstruction								150,000		150,000			
	Playground Resurface			50,000	50,000	Free Cash								
<i>Pine Glen</i>														
	Playground Resurface													
	Walk-in Refrigerator Freezer													
	Sewer Pumps	14,000	Free Cash											
	Classroom Interior Renovations (Ceilings, Lighting, Teaching Stations, Etc.)	40,000	Free Cash				300,000		300,000		300,000			
	HVAC Renovations (Mech. Exhaust/AC)							300,000		300,000				
<i>Burlington High School</i>														
	Rooftop Penthouse Repair													
	Rubber Gym Divider Wall													
	Front Parking Spaces													
	Project Adventure Course	116,000	Free Cash											
	HVAC Design and Engineering	100,000	Free Cash											
	Floor Replacement	50,000	Free Cash					35,000		35,000			35,000	35,000
	Arts Computer Lab	33,000	Free Cash											
	School Building Renovations w/ MSBA													
	Student / Faculty Bathrooms													
	Physical Education Equipment Replacement													
	Boilers (3) Re-tube													
	Music Lockers													
	Performing Arts Center / Auditorium Improvements						35,000		40,000		40,000		40,000	40,000
	Track Resurfacing/ Turf Replacement			500,000	500,000	Free Cash								
	Ice Rink @ Burlington High School							4,500,000						
	Interior Painting									100,000	100,000			
	Electrical Transformer Replacement									125,000				
	Pump Replacement									55,000				
<i>Fox Hill</i>														
	Kitchen / Café Equipment & Infrastructure											50,000		
	Classroom Interior Renovations (Ceilings, Lighting, Teaching Stations, Etc.)	25,000	Free Cash					600,000		600,000		600,000		

The Administration proposes that the requests marked in yellow be deferred for approval at a future meeting.

Article #	Department & Item	FY 2020 (Prior Year)		FY 2021		FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
		Supervisory Recommendation AMOUNT	SOURCE	Requested	Supervisory Recommendation AMOUNT	SOURCE	Requested	Requested	Requested	Requested	Requested	Requested	Requested	Requested
	HVAC Renovations (Mech. Exhaust/ AC)						300,000		300,000		300,000			
	<i>Francis Wyman</i>													
	Playground Equipment								85,000	100,000				
	Bathrooms	140,000	Free Cash							50,000		100,000		
	Fire Alarms													
	Interior Painting						45,000	45,000		45,000				
	AC Installation	225,000	Free Cash			500,000		500,000						
	Library Furniture	82,000	Free Cash											
	Kitchen								50,000					
	Parking Lot Light Replacement					200,000		200,000		200,000				
	Schools Subtotal	1,400,000		1,600,000	1,600,000	6,010,000	1,605,000	1,810,000	3,015,000	655,000	2,270,000	570,000	1,225,000	1,225,000
	Grand Total	24,351,589		9,803,817	11,753,531	14,386,580	30,069,340	8,752,500	10,582,500	27,448,500	11,693,500	3,336,500	6,102,500	5,014,500

SECTION 5: GLOSSARY OF TERMS

Abatement	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Administered by the local board of assessors.
Accommodated Accounts	A category utilized by the Town to classify expenses which; 1. are applicable to all departments (i.e. debt service, and employee benefits), 2. have historically been difficult to control due to atypical factors, and as a result would put the respective department at an unfair disadvantage in complying with annual budget operating guidelines (i.e. special education, trash removal), or 3. are mandated, with the Town having little control over the cost (i.e. retirement contributions). Accommodated accounts are denoted with an "(AA)" in the budget line item description.
Appropriation	Authority granted by town meeting, or other legislative body, to make expenditures, or to incur obligations to make expenditures, for a specific public purpose. In the operating budget, the authority concludes at the end of the fiscal year.
Capital Asset	Property that has an initial useful life in excess of one year, and that is of significant value. Capital assets include land, infrastructure, buildings, renovations to buildings, equipment, vehicles, and other tangible and intangible assets that have useful lives longer than one year.
Chapter 686 of The Acts of 1970	An act establishing a representative town meeting form of government, <i>as currently practiced in Burlington</i> , enacted by the Senate and House of Representatives in General Court on August 14, 1970, whereby one hundred twenty-six (126) members shall be elected to meet, deliberate, act and vote in the exercise of the corporate powers of the town.
Chapter 70 School Aid	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 aid in establishing educational equity among municipal and regional school districts.
Chapter 90 Highway Funds	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on the formula under the provisions of MGL Ch. 90 §34. Communities receive cost reimbursements to the limit of the grant upon submission of expenditure reports to the Massachusetts Highway Department, for previously approved local highway projects.

Cherry Sheet	The official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs of services. Links to the Cherry Sheets are located on the DLS website at www.mass.gov/dls
Contracted Services	A subcategory within a department's total expenses budget line, which includes costs incurred from express or implied contracts, such as but not limited to printing, advertising, and the rental of equipment.
Deficit	When expenditures exceed revenue in a given account.
Estimated Receipts	Projections of anticipated local revenues, based on the previous year's receipts representing funding sources necessary to support a community's annual budget.
Excess Capacity	Difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Each year, the board of selectmen must be informed of excess levy capacity and their acknowledgement must be submitted to the Department of Revenue when setting the Town's tax rate.
Fiscal Year	The budget cycle which the Commonwealth and municipalities have operated on Since 1974 which begins July 1 and concludes June 30. (i.e. Fiscal year 2016 is from July 1, 2015 through June 30, 2016).
Free Cash	Remaining, unrestricted funds from operations of the previous fiscal year, certified annually by the Department of Revenue.
General Fund	Fund used to account for most financial resources and activities governed by the normal town meeting appropriation process.
Local Receipts	Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment earnings, and hotel tax.

Long-Term Debt	Community borrowing, or outstanding balance at any given time, of loans with an original maturity date of 12 months or more.
Massachusetts Water Resources Authority (MWRA)	A Massachusetts public authority established by an act of the Legislature in 1984 to provide wholesale water and sewer services to 2.5 million people and more than 5,500 large industrial users in 61 metropolitan Boston communities. Burlington is a member of MWRA for sewer.
MELT	<i>Municipal Expenses and Local Travel.</i> A subcategory of total budgeted expenses which includes department costs incurred for membership dues in professional organizations, in-service education and training, conferences, and automobile mileage reimbursements associated with travel on Town business.
New Growth	The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year; excluding value increases caused by normal market forces or by revaluations. This is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate.
Operating Budget	A plan of proposed expenditure for personnel, supplies, and other expenses for the coming fiscal year.
Other Post-Employment Benefits (OPEB)	A form of deferred compensation which is <i>not</i> an integral part of a pension plan for an eligible retiree (i.e. healthcare).
Overlay	(Overlay Reserve or Allowance for Abatements and Exemptions)- An account established on an annual basis to fund anticipated property tax abatements, exemptions and uncollected taxes in that year.
Overlay Surplus	Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account; the amount of overlay available for transfer must be certified by the assessor. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue (<i>i.e. becomes part of free cash</i>).

Raise and Appropriate	A phrase used to identify a funding source for an expenditure or expenditures, which refers to money generated by the tax levy or other local receipts.
Recurring Revenue	A source of money used to support municipal expenditures, which can be relied upon at some level in future years.
Reserve Fund	An amount set aside on an annual basis within the town budget, administered by the Ways & Means Committee, to provide a funding source in the event that extraordinary or unforeseen expenditures are incurred by the town. Per Mass General Law, the amount set aside is not to exceed 5% of the preceding year's tax levy.
Senior Property Tax Work-off Program	A program under which participating taxpayers over 60 years old volunteer their services to the municipality in exchange for a reduction in their tax bills.
Sewer Enterprise Fund	A separate accounting and financial reporting mechanism of municipal services, for which a fee is charged in exchange for goods and/or services. It allows for the Town to easily track total costs of a service recovered through user charges; Burlington uses this fund to account for our Massachusetts Water Resource Authority (MWRA) assessment for sewer services.
Special Revenue Funds	Funds used to account for the proceeds of special revenue sources (other than capital) that are legally restricted to expenditures for a specific purpose.
Stabilization Funds	Funds designated to accumulate amounts for capital and other future spending purposes. Communities can establish one or multiple funds for different purposes. The establishment of, an amendment of purpose, or the appropriation of money from stabilization all require a two-thirds vote of town meeting; however, appropriation in aggregate in any given year cannot exceed 10% of the prior year's tax levy.
Statutory Exemptions	Massachusetts Law provides for an exemption from local property taxes for certain qualifying organizations. Not all organizations qualify for this exemption, and not all properties of qualified organizations are eligible for exemption. By law, the burden of establishing entitlement to an exemption falls upon the person or organization seeking the exemption. Massachusetts General Law Chapter 59, § 5 defines several types of organizations that may be eligible for an exemption.

